Randstad Employer Brand Research report 2017

global employee insights into the perception of the Financial Services sector

Employer Brand Research 2017
powered by randstad

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introduction

what is the Randstad Employer Brand Research?

The most representative, and inclusive, employer brand research in the world, capturing the opinion of the general public between 18 and 65

Founded in 2000 as the Randstad Award, moving forward in 2017 as Randstad Employer Brand Research, optimizing 17 years of successful employer branding insights

Independently conducted research, giving a truly impartial view of the employee market and a reflection of employer attractiveness for each of the 26 participating countries' largest employers

Valuable insights to help companies shape their employer brand

Information on automation, retraining and sector switching included

26 countries surveyed covering 75% of the global economy

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

Worldwide:
Over 160,000 respondents
5,495 companies surveyed

Sample aged 18 to 65, representative on gender with an overrepresentation on age group 25 – 44

Sample comprised of students, employed and unemployed workforce

Online interviews conducted in November and December 2016

Length of interview:
16 minutes

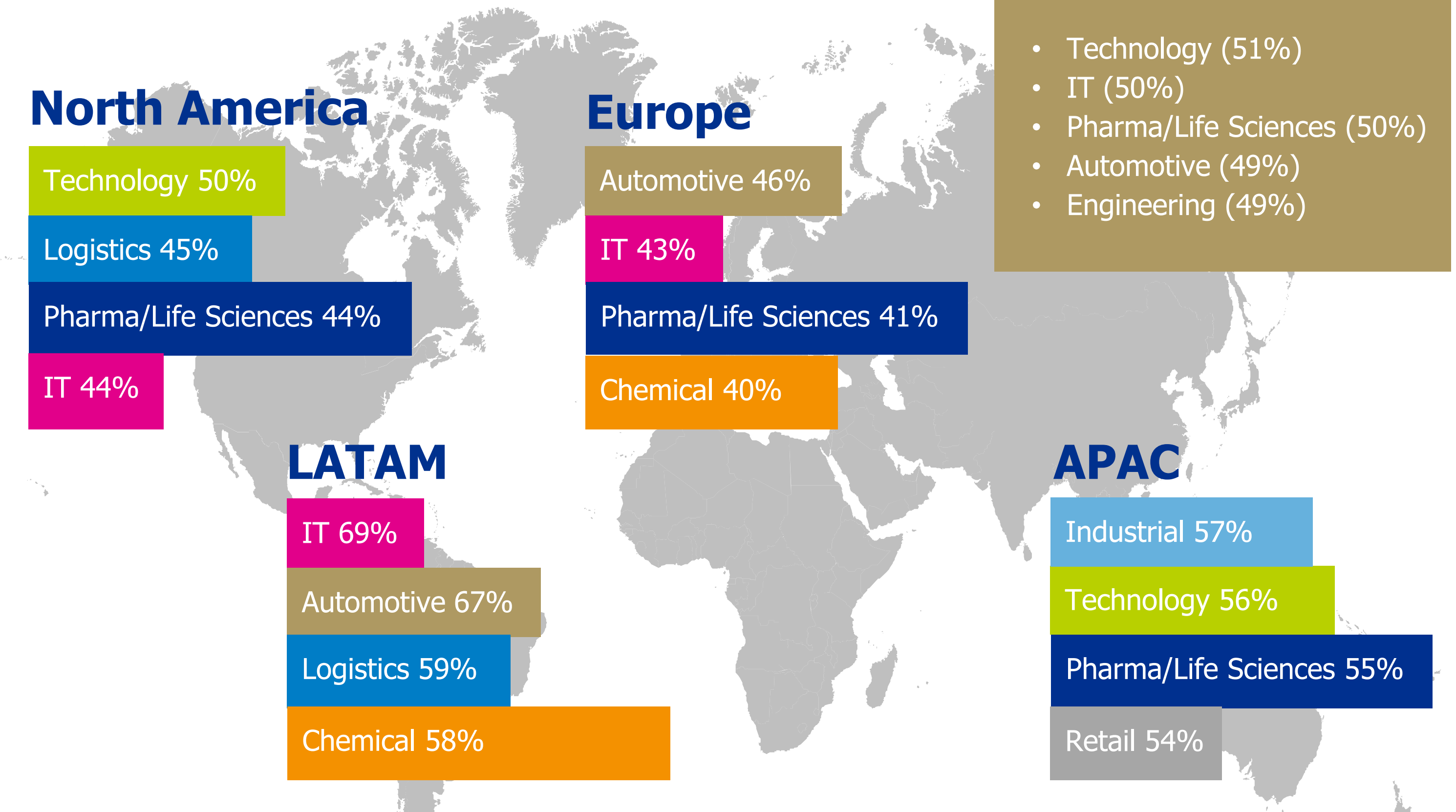
randstad

global insights

How does the Financial Services sector compare to others in terms of attractiveness? Where does it need to improve perception to increase its appeal? Plus a spotlight on some regional differences around specific attributions.

Finance does not appear within the five most appealing sectors to work for globally – Technology, IT, Automotive, Pharma and Engineering are much more attractive

most attractive sector to work in by region



5 most attractive sectors globally:

- Technology (51%)
- IT (50%)
- Pharma/Life Sciences (50%)
- Automotive (49%)
- Engineering (49%)

*Starting this year sector classifications are based on the International Standard Industrial Classification (ISIC) whereas in previous years another classification was used. As a result, analysis of sector trends over time should be interpreted with care.

Overall the Finance sector ranks as the 10th most attractive sector to work in globally. This represents a huge threat to the sector as attractive candidates might prefer working for other sectors. The Finance sector has also fallen from #9 in 2016 and #8 in 2015.

Although Finance is ranked 10th in 2017 41% of global respondents would still be willing to work within the sector. The difference between the top five sectors is minimal with only a few percentage points difference between #1 and #5. The differences between the top 5 sectors is not significant.

The low ranking of Financial Services is driven by low attractiveness in regions like Europe and North America (both 33%) – although appeal in APAC and LATAM is higher, 51% in APAC and 52% in LATAM: Spain, Germany and the USA rank Financial Services last out of all sectors vs. China which ranks the sector #5.

The constant negative media coverage due to the financial crash almost 10 years ago is still having an impact on the general perception of the industry, particularly in those markets hardest hit.

The industry needs to work hard to change their reputation globally, with a focus on North America and Europe, in order to continuously attract the best talent out there.

most attractive employer attributes are not the same as the perceptions of the largest Financial Service sector companies

most important attributes in future employer for Finance employees (% agree)

1. **Attractive salary and benefits (63%)**
2. **Good work-life balance (50%)**
3. **Pleasant work atmosphere (44%)**
4. Long-term job security (44%)
5. Financially healthy (39%)
6. Career progression opportunities (37%)
7. Flexible working arrangements (35%)
8. Conveniently located (29%)
9. Strong management / leadership (24%)
10. Stimulating and challenging work (24%)

core values attributed to largest Finance companies (% agree)

1. Financially healthy (60%)
1. Good reputation (50%)
2. Long-term job security (49%)
3. Career progression opportunities (49%)
4. Uses latest technologies available (47%)
5. Work is stimulating & challenging (44%)
6. Pleasant work atmosphere (40%)
7. Good work-life balance (39%)
8. Cares for the environment / gives back to society (36%)
9. Will face challenges in the next decade (20%)

- Although the most attractive employer attributes for Finance employees – attractive salary, work-life balance and a pleasant work atmosphere – are predictable, they are not always easy for companies to deliver on:
  - Although 50% of Finance employees value an employer who supports a good work-life balance, most respondents believe that the largest Finance companies currently do not support this (ranks #8). Good work-life balance has increased in value this year moving from #4 in 2015 up to #2 in 2017.
  - A pleasant work atmosphere is key to attracting the best and most engaged Finance employees – but it currently ranks #7 in the core values attributed to large financial companies. Finance employees ranked this #3 in importance in 2017, the same as in 2015.
- Compared to other sectors the Finance sector scores relatively low (# 5) on using latest technology. This is surprising as the Finance sector is one of the sectors where automation has a large impact on jobs.
- Salary and benefits are a key factor for 63% of Financial Services respondents with 59% of 18-24 year olds agreeing. Millennials within this sector tend to place more emphasis on a higher salary which could be difficult for financial organisations due to the current close scrutiny around compensation policies.[1]
- This highlights some key areas for improvement: Financial companies will need to better deliver on a pleasant work atmosphere and a good work-life balance in order to recruit the smartest talent out there.
- Financial sector companies are doing well when it comes to long-term job security as almost half of respondents believe they offer this. It is also a key desire for Finance employees and is ranked #4 although this is a decrease from 2015 when Finance employees ranked job security #2:
  - Within certain countries, particularly in Europe, long-term job security becomes even more important:
    - 61% of Polish Finance employees rank this in their top five (ranked #2)
    - 58% of German Finance employees agree (ranked #3)

Base: REBR study 2017, All employees who work in Finance

See bibliography for footnote sources

Financial Service employees have similar views on important employer attributes to the general population

most important attributes in future employer for Finance employees (% agree)

1. Attractive salary and benefits (63%)
1. Good work-life balance (50%)
2. Pleasant work atmosphere (44%)
3. Long-term job security (44%)
4. Financially healthy (39%)
5. Career progression opportunities (37%)
6. Flexible working arrangements (35%)
7. Conveniently located (29%)
8. Strong management / leadership (24%)
9. Stimulating and challenging work (24%)

important attributes in future employer for all respondents (% agree)

1. Attractive salary and benefits (58%)
1. Long-term job security (46%)
2. Good work-life balance (45%)
3. Pleasant work atmosphere (43%)
4. Career progression opportunities (35%)
5. Financially healthy (33%)
6. Flexible working arrangements (31%)
7. Good training (28%)
8. Conveniently located (27%)
9. Strong management / leadership (26%)

Base: REBR study 2017, all aged 18-65/All employees who work in Finance

- While employer values sought are similar among Financial Service employees and non Financial Service employees, how they rank differs.
- Both groups agree on the most important factor – attractive salary and benefits. Work-life balance is also ranked among the top 3 by both groups, although it is slightly more important for Financial Service employees than for all respondents:
  - Good work-life balance has increased in importance since 2015 moving from #4 in that year to #2 in 2017
  - The focus on a good work-life balance is probably due to traditionally long working hours in parts of the financial industry like trading and investment banking and a desire to change this.[2]
- Long-term job security is more important for all respondents who rank this attribute as #2 versus Financial Service employees rank it #4. This factor is also more important for IT workers (ranked #3) and engineers (ranked #2).
- A pleasant work atmosphere, financial health, career progression and flexible working arrangements are similarly important across Financial Service employees and all employees. These factors lead to a satisfied working atmosphere and go beyond the base need of a good salary.
- However, a pleasant work atmosphere is more important to Financial Services employees than those who work in IT (#5), Engineering (#6) and Pharma (#4). With the growth of Fintech companies who are challenging established players in the sector, traditional Finance companies should look to highlight areas where they can standout, for example by supporting a pleasant work atmosphere which is key for their workforce.

See bibliography for footnote sources

international career opportunities and entrepreneurial work styles are not appealing to the majority of Financial Services employees

most important attributes in potential employer for Finance employees (% agree)

1. Attractive salary and benefits (63%)
2. Good work-life balance (50%)
3. Pleasant work atmosphere (44%)
4. Long-term job security (44%)
5. Financially healthy (39%)
6. Career progression opportunities (37%)
7. Flexible working arrangements (35%)
8. Conveniently located (29%)
9. Strong management / leadership (24%)
10. Stimulating and challenging work (24%)

least important attributes in potential employer for Finance employees (% agree)

1. International career opportunities (60%)
2. Entrepreneurial way of working (48%)
3. Uses latest technologies available (42%)
4. Cares for the environment / gives back to society (35%)
5. Promotes diversity and inclusion in the workplace (35%)
6. Work is stimulating and challenging (29%)
7. Conveniently located (29%)
8. Good reputation (27%)
9. Offers quality products / services I value (24%)
10. Flexible working arrangements (23%)

- Financial Service employees ranked salary and benefits, a good work-life balance and a pleasant work atmosphere in their top three attributes of a potential employer.
- This year we also asked respondents what were the least important attributes in a future employer. Those which would involve taking risks featured among the most unattractive:
  - Interestingly, the least attractive attribute - international career opportunities – is one often presented as an advantage by large Financial Service companies. 60% of Financial Service employees found this to be unimportant. However, those with higher levels of education are more interested in these opportunities. This is perhaps due to these people having Finance jobs which would require them to be open to moving internationally (for example investment bankers or traders).
  - An entrepreneurial way of working and the use of the latest technology ranks as 2nd and 3rd least important – this is probably because the Financial Service sector is highly regulated, hence is less entrepreneurial by nature. For the same reason, employees interested in tech innovations would probably rather work for a Fintech start-up instead of a large, established Financial Service provider.[3]

Base: REBR study 2017, All employees who work in Finance

large companies need to work harder to attract candidates – especially across North America and Europe

all respondents

- Just 26% of all respondents surveyed would want to work for a large corporation.
- There are important regional differences: Employees in LATAM and APAC are the most interested in working for a larger company with 38% of 18-24 year olds in APAC and 37% of people in LATAM. Appeal in North America and Europe is significantly lower, only 18% of people in North America want to work for a large company and only 20% of Europeans.
- Globally, large companies are more appealing among younger people: 27% of 18-24 year olds would like to work for a large company versus only 20% of 45-65 year olds. This is a trend valid across all regions.

Financial Service professionals

- Within the Financial Service sector only 30% of employees would want to work for large companies globally, a number that rises to 41% in LATAM. 38% of employees in APAC and 27% in Europe would want to work for large companies. North American Finance employees are the least keen on large companies, with only 21% considering this:
  - Within North America small to midsize businesses are preferred by Finance workers (27% agree). Midsize companies are able to offer the benefits of large companies but also more of the culture of start-ups which appeals to many Finance professionals in North America.[4]
- Large companies within the Financial Services sector are also at a disadvantage when compared to other sectors like IT where 38% want to work for a large company and 43% of engineers would do so.
  - This comparison is also apparent within regions like North America where 32% of engineers and 30% of IT professionals would work for a large company versus only 21% of Finance professionals.
- In the financial industry we can observe the same trend as in the general population: Young people are more interested in working for large companies. However, young people are also more likely to want to work for start-ups. This is true in every region and generally stronger in LATAM and APAC as start ups are strongly portrayed as 'cool' and the 'place to be' in the media. The rise of Fintechs is fueling this change from wanting to work at an established large company to a potentially riskier start-up.[3]
  - Fintech companies are also beginning to recruit from MBA graduate programs which is eating into the talent available for the large banks and Financial Service providers.[3]

all
want to work for a large company

26%
of global respondents want to work for a large company

NA 18%
Europe 20%
LATAM 37%
APAC 38%

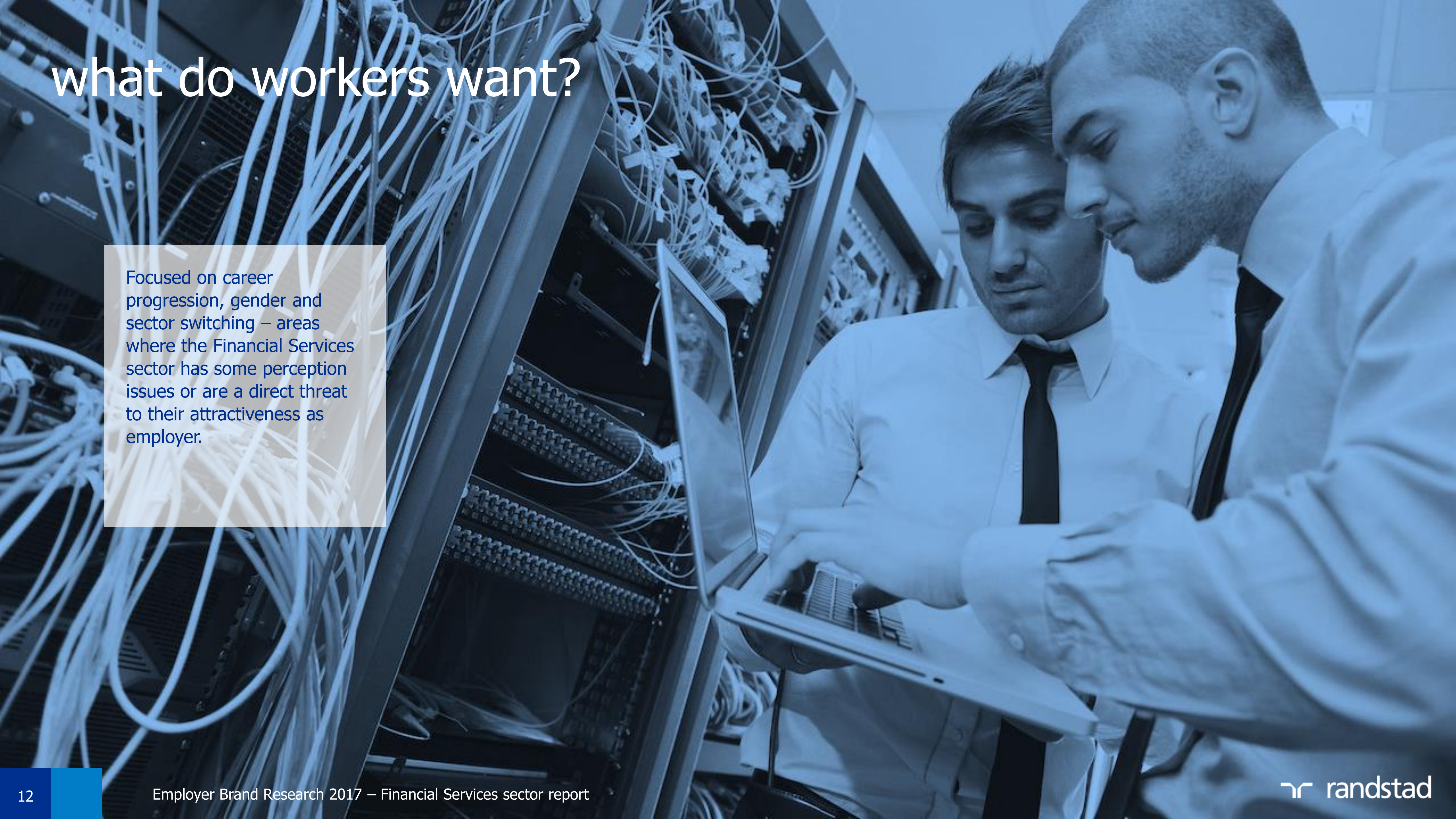
Finance professionals
want to work for a large company

30%
of global Finance professionals want to work for a large company

NA 21%
Europe 27%
LATAM 41%
APAC 38%

Base: REBR study 2017, all employees who work in Finance

See bibliography for footnote sources



what do workers want?

Focused on career progression, gender and sector switching – areas where the Financial Services sector has some perception issues or are a direct threat to their attractiveness as employer.

a good salary and benefits are key for Financial Service employees across all age groups globally

- Across all age groups, an attractive salary and benefits top the ranking of desired employer attributes among Financial Service employees. The percentage of people ranking salary and benefits as a top priority increases with age, perhaps a reflection of growing financial concerns due to the increased levels of financial commitment and responsibility that come with age.

- Work-life balance ranks different across the age groups. It's most important for employees within the 25-44 years old age range, ranking #2, probably as this age group will begin to have children and thus are at the point in their lives when they have the most commitments outside of work (family etc.). When people get older (45-65 years old), work-life balance decreases in importance (4th position). For the youngest age group work-life balance is still important (ranking #3), but less important than career progression. This has to do with them just starting out in their job and being keen to progress quickly:
  - Compared to the general population young Finance employees value career progression much more (50% of 18-24 year old Finance employees vs. 37% of general 18-24 year olds).

- The financial health of an employer is particularly important for Financial Services employees. They are likely to be more aware of a company's financial situation and more likely to follow the economic situation in their country due to the nature of the work they do. The focus on financial health increases with age because of the experience employees and knowledge of particular situations that they have gained throughout their career, especially in times of uncertainty.
  - Graduates entering the UK job market currently are seeing an increase in graduate opportunities available to them by the largest companies however these possibilities could go away if the economy were to dip again as it did in the recession.5 The challenge for Financial Services is to maintain these graduate programs which are considered invaluable in training new recruits even if the economy worsens due to the effects of Brexit and other political uncertainties.

- While a pleasant work atmosphere matters to every age group, it is particularly important for 45-65 year olds, who rate it as the third most important factor, compared to #4 ranking by 18-24 year olds and 3rd place for 25-44 year olds. Due to their having worked within the Finance sector for longer this age group recognises the benefits of a pleasant work atmosphere and considers it crucial to future job happiness.[6]
  - Financial Services companies should look to retain their ageing workers so as not to create a hole in the knowledge base of the organisation. To do this, they should focus on adding elements to the work environment which will be appreciated by all workers and not just those in the oldest age group. These elements could include user-controlled lighting and more private rooms which can be booked out for meetings or project work.[6]

top priorities ranked by age group for Finance employees

global
age 18-24

1. **Attractive salary and benefits (59%)**
2. **Career progression opportunities (50%)**
3. **Good work-life balance (44%)**
4. **Pleasant work atmosphere (40%)**
5. **Financially healthy (40%)**

global
age 25-44

1. **Attractive salary and benefits (64%)**
2. **Good work-life balance (51%)**
3. **Pleasant work atmosphere (43%)**
4. **Long-term job security (42%)**
5. **Career progression opportunities (38%)**

global
age 45-65

1. **Attractive salary and benefits (63%)**
2. **Pleasant work atmosphere (49%)**
3. **Long-term job security (48%)**
4. **Good work-life balance (47%)**
5. **Financially healthy (44%)**

global
all

1. **Attractive salary and benefits (63%)**
2. **Good work-life balance (50%)**
3. **Pleasant work atmosphere (44%)**
4. **Long-term job security (44%)**
5. **Financially healthy (39%)**

Base: REBR study 2017, All employees who work in Finance

See bibliography for footnote sources

career progression appears more important in some regions, and specifically for younger audiences

percentage of total population vs. Finance employees by region who rank 'offers career progression opportunities' in their top five most important factors when choosing a company to work for

North America

all 29%

18-24: 27%
25-44: 32%
45-65: 22%

FIN 30%

18-24: *
25-44: 31%
45-65: 23%

Europe

all 35%

18-24: 43%
25-44: 36%
45-65: 28%

FIN 38%

18-24: 49%
25-44: 40%
45-65: 31%

LATAM

all 51%

18-24: 53%
25-44: 52%
45-65: 49%

FIN 54%

18-24: 61%
25-44: 55%
45-65: 47%

APAC

all 39%

18-24: 42%
25-44: 40%
45-65: 33%

FIN 40%

18-24: 54%
25-44: 41%
45-65: 30%

Base: REBR study 2017, All Employees who work in a Finance
* Base size too low to report

Standard factors such as salary, job security and good work-life balance dominate and are fairly uniform across the globe.

Nevertheless, career progression is more important for Financial Service employees compared to the general population across all regions particularly within certain age groups.

Numbers vary according to the different regions: Financial Service employees in LATAM put strongest focus on career progression (54%) compared to only 30% in North America.

Within LATAM Brazilians working within Finance feel the strongest about career progression opportunities with 56% believing these are a key factor in an employer.

Financial Services employees in China rank career progression opportunities #3 in importance with 46% believing that this is a top priority for a new employer. 46% of French Financial Services professionals also believe this is a key factor in an employer (ranked #4).

Overall, young Finance employees aged between 18-24 rate career progression as more important than older employees. This difference is particularly strong in APAC (54% 18-24 vs. 30% for 45-65) and Europe (49% 18-24 vs. 31% for 45-65).

male and female talent in the financial sector are broadly attracted by the same attributes - 1

- **Globally, male and female Finance employees share the same five prorities, proving that gender does not determine what employees want from a potential employer within this sector.**
- **It is important to recognise that women are just as interested in both their remuneration and the financial health of their company as men and within the financial sector women are even more ambitious:**
    - A greater percentage of women who work in Finance rate attractive salary and benefits as important compared to their male colleagues. This is particularly apparent in APAC where 64% of women rate it as key versus 56% of men.
    - Although Finance professionals from LATAM are the only ones to rank career progression in their top priorities more women in the region believe it is crucial for a future employer with 58% agreeing vs. 49% of their male colleagues.
    - The challenge for Financial Services companies is to increase the leadership role of women. For example, although women in many Western countries like Germany and Switzerland are well-educated and large numbers are present in the workforce, there is a dearth of women in senior roles – only 20% of board level roles in Financial Services companies in Germany are occupied by women. A change in workplace culture as well as offering more flexible working arrangements will go along way to close this gap.
    - Helping female workers to grow in their careers could also be beneficial to companies within the financial sector. Companies led by women make 13% more revenue compared to those led by men and 61% of female entrepreneurs expect their companies profits to rise vs. 58% of male entrepreneurs.[7]
- **Nowadays women, particularly in Finance, don't accept that they need to chose between career and family:**
    - Women rank flexible working arrangements higher overall than men across the different regions. The challenge for Financial Services companies is to offer more options when it comes to flexible work as their employees, both men and women, are going to demand this.[8]
    - In Germany, 65% of women in Finance and 61% of men believe offering flexible working arrangements is key for a new employer.
    - Particularly important for female North American Finance professionals, flexible working ranks #3 in North America with 47% agreeing and #4 for men with only 36% - 46% of Canadian women and 47% of American women value this in a future employer.
    - Flexible working arrangements also ranks #5 for women in LATAM and Europe but doesn't appear within the top 5 for men in either region.
    - Additionally, although work-life balance is important for both genders, more women rate it as important in each region (except APAC where 49% of both men and women believe it is key).

See bibliography for footnote sources

male and female talent in the financial sector are broadly attracted by the same attributes - 2

top priorities for Financial Service men & women by region

North America

women
- Attractive salary and benefits
- Good work-life balance
- Flexible working arrangements
- Long-term job security
- Pleasant work atmosphere

men
- Attractive salary and benefits
- Good work-life balance
- Financially healthy
- Flexible working arrangements
- Long-term job security

Europe

women
- Attractive salary and benefits
- Pleasant work atmosphere
- Good work-life balance
- Long-term job security
- Flexible working arrangements

men
- Attractive salary and benefits
- Good work-life balance
- Pleasant work atmosphere
- Long-term job security
- Career progression opportunities

global

women
- Attractive salary and benefits
- Good work-life balance
- Pleasant work atmosphere
- Long-term job security
- Financially healthy

men
- Attractive salary and benefits
- Good work-life balance
- Pleasant work atmosphere
- Long-term job security
- Financially healthy

LATAM

women
- Attractive salary and benefits
- Career progression opportunities
- Pleasant work atmosphere
- Long-term job security
- Flexible working arrangements

men
- Attractive salary and benefits
- Career progression opportunities
- Pleasant work atmosphere
- Long-term job security
- Stimulating and challenging work

APAC

women
- Attractive salary and benefits
- Good work-life balance
- Long-term job security
- Pleasant work atmosphere
- Financially healthy

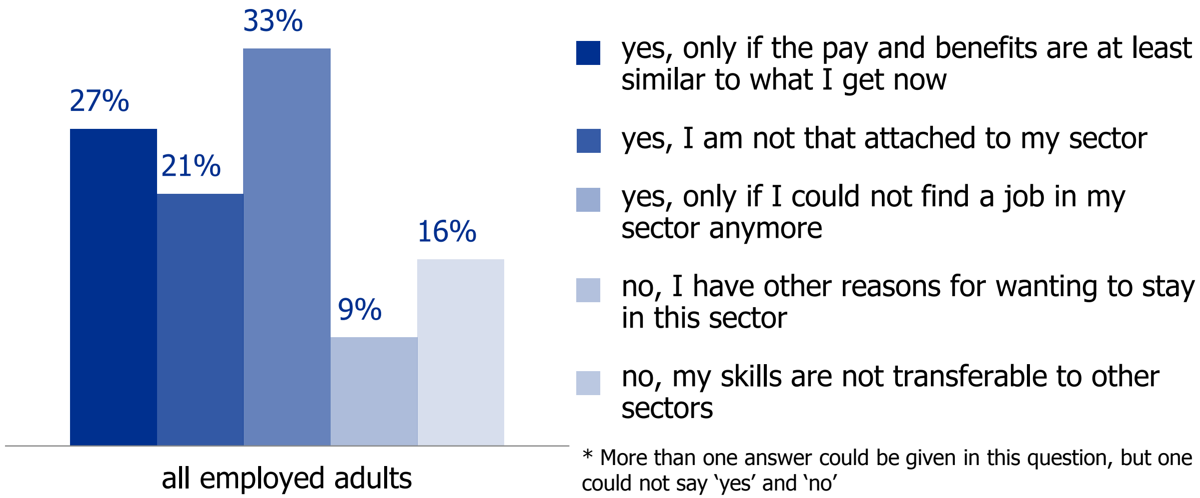
men
- Attractive salary and benefits
- Good work-life balance
- Financially healthy
- Pleasant work atmosphere
- Long-term job security

Base: REBR study 2017, All employees who work in Finance

people do not expect to work in the same sector for life – switching is firmly on the agenda

- **81% of all employees surveyed are willing to switch sector for one reason or another. As an example, 27% of all employees say they would do so because they aren't attached to their sector. 21% would switch sector only if they couldn't find a job in their own sector.**
  - 55% of US employees and 76% of US Millennials expect to change careers, not just jobs at some point in their life.[9]
- **There is no big difference between the genders – 72% of men and 71% of women are willing to switch sector.**
- **Within regions, APAC and North American respondents are slightly more willing to switch sectors with 73% willing. However within countries there is a large disparity – 81% of Indians and 80% of Singaporeans would switch versus only 53% of workers in Luxembourg.**
- **However, age has a significant impact on the willingness to switch sectors – 18-24 year olds are much more likely than both older age groups – 79% of 18-24 year olds are willing vs. 60% of 45-65 year olds. Older workers are much more established in their careers and so are likely to feel that switching sectors would not be beneficial for their careers or may not even be possible.**
  - Only 18% of global millennials across all sectors plan to stay in their current role for the long term.[1]

would you consider changing the sector you are working in?*



* More than one answer could be given in this question, but one could not say 'yes' and 'no'

willingness to switch sectors

72% of male employees

71% of female employees

79% of employees age 18-24

75% of employees age 25-44

60% of employees age 45-65

Base: REBR study 2017, all aged 18-65 and are employed

See bibliography for footnote sources

willingness to switch sectors points to a potential risk for the Financial Service sector

- **74% of Financial Service employees are willing to switch sector for a variety of reasons:**
  - 35% say they would switch only if salary and benefits are similar to what they get now and 28% say that they are not attached to their sector.
  - However, there are 20% who say that they would only switch if they couldn't find a job in their own sector anymore.
  - These findings are similar to other sectors with 70% of life sciences employees, 74% of engineers and 75% of IT workers being willing to switch sectors.
- **Gender doesn't influence the willingness to switch sector for Finance workers:**
  - Both genders are more than willing to switch with 74% agreeing.
- **Whereas age has a strong influence on the willingness to switch sector for employees in Finance:**
  - 78% of 18-24 year olds are willing to switch sector vs. 68% of 45-65 year olds.
  - Younger workers could be interested in switching to related sectors like Fintech or they could be more open to switching as they haven't yet become entrenched in their current sector.
  - 10% of global millennials in the Financial Services industry plan to stay in their current role. 48% of them are also actively looking for new opportunities.[1]
  - Millennials within the Financial Service sector are prepared to change employers frequently throughout their careers: 34% of global millennials expect to have six or more employers over their career lifetime.[1]
- **These numbers reveal an important risk for the Financial Service industry:**
  - The Financial Services sector has one of the lowest rates of appeal globally and with employees being happy to switch to other sectors this industry will need to work harder to attract the best talent.

willingness to switch sectors

74% of male Finance employees

74% of female Finance employees

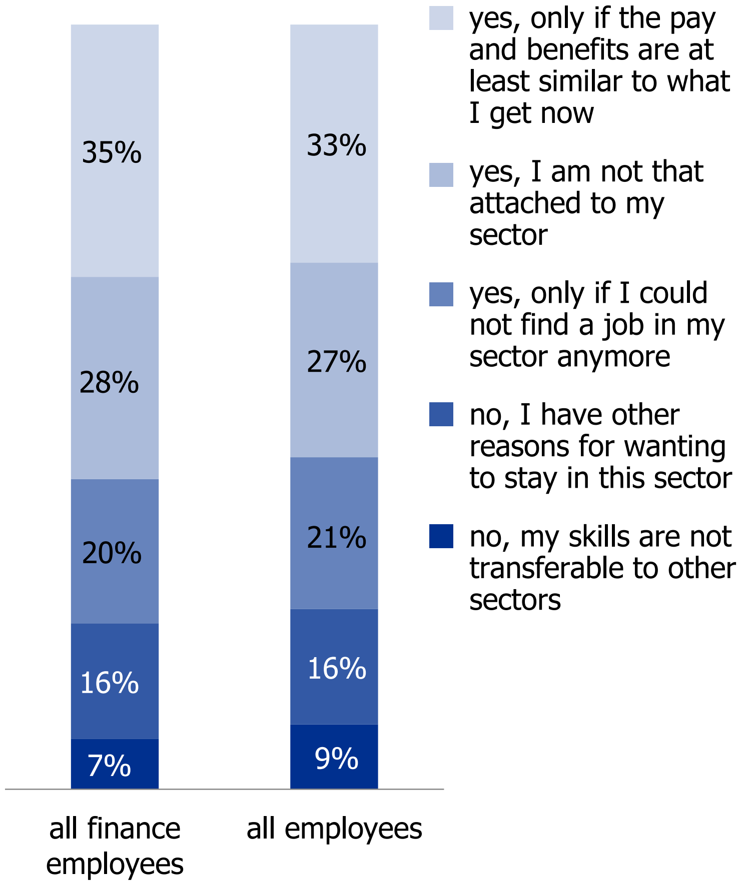
78% of Finance employees age 18-24

76% of Finance employees age 25-44

68% of Finance employees age 45-65

Base: REBR study, All Employees who work in Finance

would you consider changing the sector you are working in?*



* More than one answer could be given in this question, but one could not say 'yes' and 'no'

See bibliography for footnote sources

how attractive is your sector?

How attractive is the Financial Services sector compared to other sectors, how are some of the most iconic Finance companies competing for talent, and how are global trends forcing companies to look at other ways of mitigating these shortages?

the financial sector does not appear within the top 5 sectors globally, hence faces stiff competition from other sectors within each region

- The Finance sector has low appeal on a global level (#10) across candidates and is far behind the attractiveness of industries like Technology, Automotive, IT, Industrial and Pharma/ Life Sciences.
- This has been the case for the sector since 2014. In 2017 only 41% of candidates find the financial industry attractive – in 2016 the number was 40%. Compared to the technology sector which 51% of respondents find engaging.
- Appeal for the financial industry across North America and Europe is particularly low:
  - In Europe the sector is ranked #13 and in North America it is ranked #11.
- Although the picture looks slightly more positive in APAC and LATAM:
  - In APAC Financial Services is ranked #6 and in LATAM it is #9.
- In all countries the Finance sector ranks at the bottom of the ranking. Only the logistics, retail and energy sectors rank lower than Finance in Europe.
- The low appeal of the sector is a consequence of the financial crisis in 2008 which hit North America and Europe particularly hard – media coverage on the financial sector has been negative for years which has clearly led to the low sector perception.

sector appeal	1st	2nd	3rd	4th
global	Technology	IT	Pharma/Life Sciences	Automotive
Europe	Automotive	IT	Pharma/Life Sciences	Chemical
North America	Technology	Logistics	Pharma/Life Sciences	IT
LATAM	IT	Automotive	Logistics	Chemical
APAC	Industrial	Technology	Pharma/Life Sciences	Retail

*Starting this year sector classifications are based on the International Standard Industrial Classification (ISIC) whereas in previous years another classification was used. As a result, analysis of sector trends over time should be interpreted with care.

global values present in financial sector companies differ in priority compared to top sectors in each region

- Although many financial institutions have failed in the last decade since the financial crisis, those that survived have weathered the storm well, with respondents now believing that they are financially healthy and have a good reputation.
- In comparison to other sectors, the use of the latest technology is not something which people feel the top banks do particularly well:
  - Top Financial Services companies are likely to use many advanced technologies but people are less aware of this in comparison to other sectors. For example, respondents may not have been aware of the high levels of cyber security and encryption which financial institutions must use to protect their customers. Use of the latest technology is much more apparent in industries that directly deal with tech or building high tech products (e.g. automobiles).
- The financial industry is perceived as a secure sector for employment, especially compared with the technology and IT sector. The industry is heavily regulated, which could contribute to respondents feelings that it is a secure, and slow moving sector especially in comparison to other sectors like the fast-paced technology sector.
- Reputation is key across all industries and vitally important for companies in the Financial Service sector. Players in the financial industry need to ensure they have an impeccable reputation across the markets.

core values attributed to top sector companies by region

Finance sector global

- Financially healthy
- Good reputation
- Long-term job security
- Career progression opportunities
- Uses latest technologies available

Technology sector in North America

- Uses latest technology available
- Financially healthy
- Good reputation
- Stimulating and challenging work
- Career progression opportunities

Automotive sector in Europe

- Uses latest technology available
- Financially healthy
- Good reputation
- Long-term job security
- Career progression opportunities

IT sector in LATAM

- Uses latest technology available
- Financially healthy
- Good reputation
- Career progression opportunities
- Stimulating and challenging work

Industrial sector in APAC

- Financially healthy
- Good reputation
- Uses latest technology available
- Long-term job security
- Career progression opportunities

big Financial Services players are upping their game to make themselves as appealing as possible

willingness to work for each company

- With low levels of appeal as a sector, top Financial Services companies are going above and beyond to attract and retain the best talent.
- Already a generally well-paid sector, these companies are looking to softer measures like increasing diversity and training programs to appeal to candidates.
- Financial sector companies should look to top players within the sector for ideas on how to attract and retain the best talent.

61%

HSBC

- HSBC puts a big emphasis on diversity and inclusion, as a result it was named among the top 10 companies in the Stonewall's Global Workplace Equality Index[10]
- Part of inclusion for HSBC means recognizing that employees have different circumstances and HSBC supports that with flexible working arrangements[11]
- HSBC benefits are divided into 4 areas (fixed pay, annual leave, pay awards, and diverse benefits (insurance, savings, health, personal development)[11]
- Full-time employees of HSBC each received more than four days of training (face-to-face and online) in 2015[12]
- HSBC also runs an HSBC Business School and offers an International Management Programme[12]

38%

BNP PARIBAS

- BNP Paribas attracts grads with their Ace Manager online game where students can experience being an investment banker or a retail banker[13]
- BNP has a high approval rating from current employees: 68% of employees would recommend working at BNP and 85% approved of the CEO[14]
- BNP was awarded 'Top Employer Europe' in 2017 for the 4th year in a row by the Top Employers Institute[15]
- BNP has committed to becoming carbon neutral by the end of 2017 showing their commitment to the environment[16]

37%

citibank

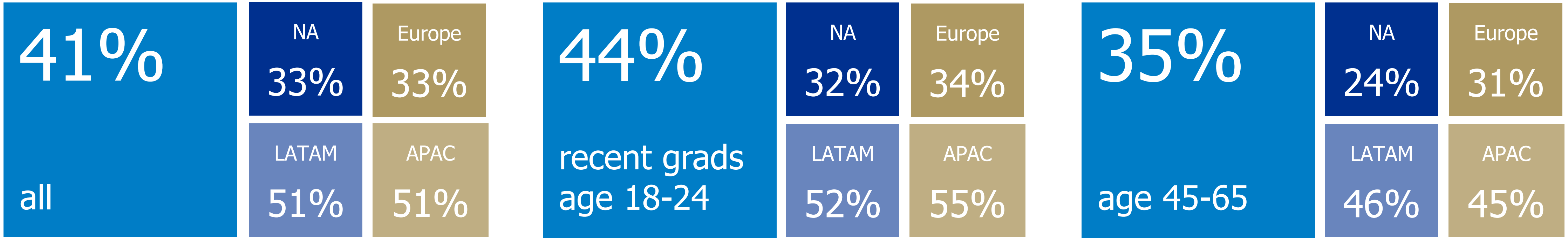
- Citibank takes diversity seriously, receiving a perfect score on the LGBT workplace equality scorecard[17]
- Citibank also promotes female advancement through its company-wide Citi Women initiative[18]
- Citibank won the Corporate Social Responsibility Leadership Award from the Financial Services Roundtable in 2016 which highlights the contributions Financial Services companies make to their communities[19]
- Since 1992 Citi has been named as one of the Working Mother 100 Best Companies to work for by the Working Mother Magazine[17]
- Through its NextGen Steering Committee Citibank promotes policies which allow for greater work flexibility and better work-life balance[18]
- Citibank offers a range of benefits including health benefits and retirement savings options[19]
- Citibank offers over 112 programs for grads to join or explore Citibank[20]

See bibliography for footnote sources

Financial Service industry appeal is much larger in LATAM and APAC compared to Europe and North America

- **41% of all adults are willing to work for a Financial Service sector company which represents a large pool of potential candidates to recruit from:**
  - Overall, recents grads are more willing to work for Financial Service companies than 45-65 years old (44% of 18-24 year old grads vs. 35% of 45-65 year olds).
  - Financial Services companies could increase their appeal with tailored benefits as 73% of global millennials in the Financial Services sector find such a package appealing.[1]
  - However, in comparison to other sectors like engineering and IT, the appeal of Financial Services is much lower in North America, although appeal in APAC and LATAM is relatively similar.
- **Regionally, there are important differences to note:**
  - The appeal of the Financial Service industry across North America and Europe is much lower than in LATAM and APAC. This is true across all age groups.
  - Negative views of the industry are still very prevelant in the Western markets and so people are not willing to work for these companies, although the benefits would be appealing.
  - Financial institutions need to work to improve their reputations as well as making their corporate values known:
    - 61% of millennials in the Financial Services industry actively seek out employers whose CSR values reflect their own.[1]
- Amongst young North Americans, appeal for Financial Service companies is at 32% (24% across 45-65 age group) and across young Europeans appeal is at 34% (31% across 45-65).

willingness to work for a Finance sector company



Base: REBR study 2017, all aged 18-65 vs. recent grads 18-24 vs. all aged 45-65

See bibliography for footnote sources

looking ahead

A summary of key areas that should be considered by the Financial Services sector to improve their employer brand attractiveness.

most Financial Service employees feel positively towards automation, especially older employees

- **Financial Services employees view automation positively – most think it will make their job better:**
  - This is particularly true across APAC and LATAM. Respondents here are much more positive towards automation than employees in Europe and North America.
    - 69% of Brazilians in the financial industry believe automation will make their jobs better versus only 26% of British respondents and 33% of Americans.
  - Overall, younger people are more positive than older employees: In North America and LATAM the differences are most significant – in North America 37% of 18-24 year olds vs. 30% of 45-65 year olds believe automation will make their job better and in LATAM 67% of 18-24 year olds vs. 60% of 45-65 year olds believe their job will become better thanks to automation.
  - The differences in Europe and APAC across the different age groups are less significant.
  - However, Financial Services professionals are still less positive about automation compared to other sectors like IT where 51% think it will make their jobs better and 52% of engineers agree versus only 44% of Financial Services employees.
- **Financial Services workers believe that automation will have no effect on their job – this number is highest in North America and Europe.**
  - Overall, 45% of North Americans and 36% of Europeans believe that automation won't have any effect on their jobs. Within the regions, 56% of Hungarians, 47% of Germans and 46% of Americans agree.
  - More than half of 45-65 year olds in North America don't believe that automation will have an effect on their job – and 39% of Europeans between 45-65 agree. Younger people in both regions are not so sure – only 23% of 18-24 year old Europeans believe automation won't impact their job:
    - Older people do not expect technology and automation to greatly impact their jobs before retirement whereas younger cohorts are not sure what the technological future will bring.[22]
  - The same trend applies to APAC and LATAM, but to a lesser degree. Overall, 27% of people in LATAM and 28% in APAC believe that automation won't impact their job.
- **Some Financial Service employees are less positive about automation and believe it will take their job away:**
  - Across all regions, these numbers are relatively low. In Europe, 17% of people think automation will take their job away, compared with 15% across North America and APAC.
  - However, a significant number of young people working in Financial Services across the globe are afraid of the consequences of automation – 26% of young Europeans and 23% of 18-24 year olds in APAC believe that it will take their jobs away.
  - Companies are already beginning to cut jobs in favour of automation as part of their drive to lower costs and increase efficiency.[23]
  - According to Richard Lumb, head of Financial Services at Accenture, thousands of Finance jobs could be lost to artificial intelligence and automation over the next few years.[24]
  - Robotic or cognitive automation which can perform complex financial tasks could replace 75% of outsourced Financial Service jobs within the next 15 years.[25]

Base: REBR study 2017, all aged 18-65/All employees who work in Finance

See bibliography for footnote sources

a changing and challenging landscape with opportunities, particularly for women

- **Employees are becoming more demanding:**
  - Employees want more than the usual benefit packages many employers offer (pay, health benefits etc.).
  - Flexible working arrangements are key to attracting new talent and companies having implemented schemes have seen success. Flexible working arrangements can also benefit the company as they help reduce absenteeism, increase productivity and employee engagement.[26]
  - 81% of UK candidates look for flexible working opportunities before applying for a job, so it's important to communicate these policies clearly.[15]
- **Women are still under-represented in Financial Services:**
  - Women are under-represented in senior management positions creating a lack of role models for more junior women in the industry. This underrepresentation also makes it more difficult for young, ambitious women to climb the career ladder.[27]
  - The situation has improved over the last few years with companies looking to increase their diversity particularly on the board level, but improvements are not quick enough. The most important route to change is company culture – discrimination often happens unconsciously.[27] Financial Services companies should look to diversity training to help overcome unconscious bias.
  - Women in Finance are still earning less than their male colleagues according to studies in the US and the UK.[29]

'Ubiquitous mobile computing, an exponential growth in data, and continuous advances in machine learning and artificial intelligence will transform Finance into an always-on, algorithmically driven industry.'

Sean Park, the founder, chairman, and CIO at Anthemis Group,
a venture investment and advisory firm focused on Financial Services companies around the world[21]

employees demand more

76%
of global millennials working in insurance would leave an employer whose behavior no longer met their standards[1]

81%
of employees look for flexible working opportunities before joining a company in the UK[28]

treat women equally

34% less
amount UK women earn compared to their male counterparts in the Financial Services industry[29]

26%
amount US women earn less than their male counterparts in the Financial Services industry[29]

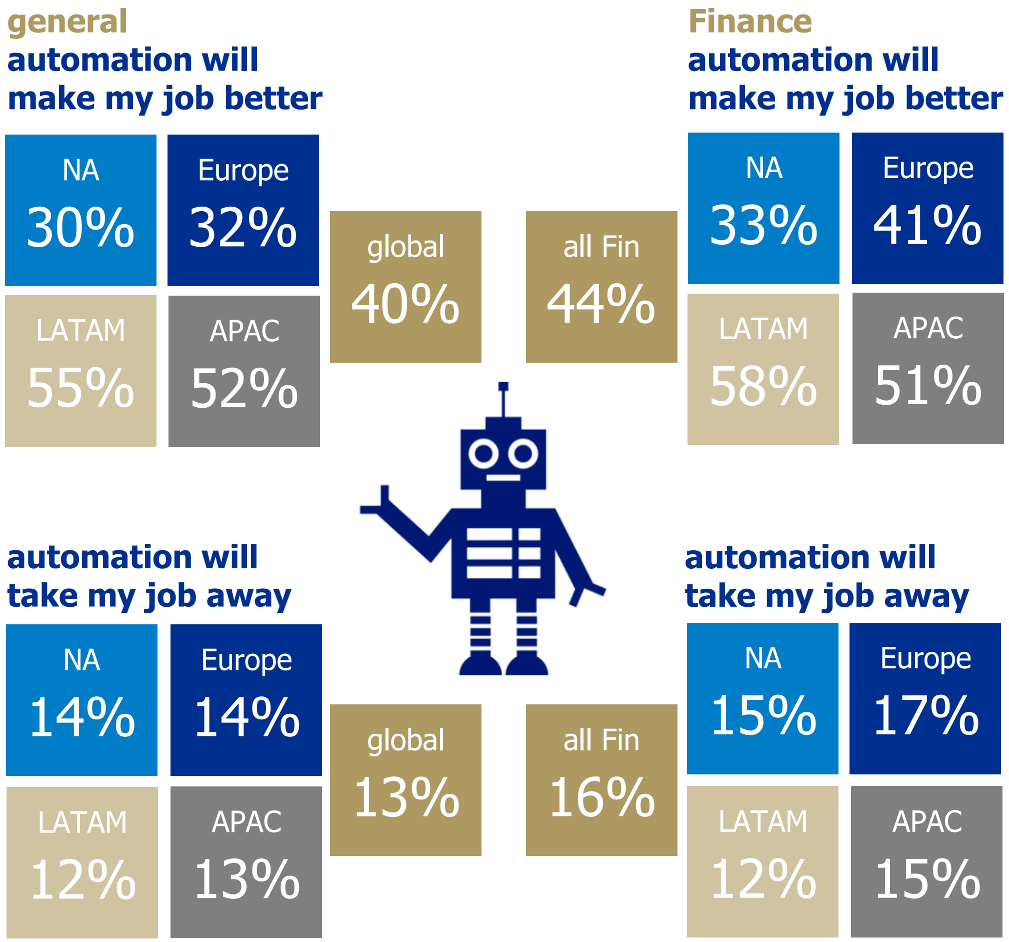
24%
of senior staff in 25 major international banks are women[27]

16%
of board and executive committee members in major Financial Services firms are women[8]

See bibliography for footnote sources

although many see automation in a positive light those with little education are concerned for their jobs

- **Automation is a subject of great debate and has already had an impact on jobs:**
  - Unskilled job vacancies declined by 55% between 2007 and 2015 in the US.[30]
  - Skillset requirements are also changing rapidly – demand for data analysts rose by 372% over the last five years and demand for data visualisation skills rose by 2,574% across the US.[30]
- **Among all employees automation is seen largely as a positive development:**
  - 40% of all employed adults think automation will make their job better, and just 13% worry it will take their job away.
  - Of those who work in Financial Services, 44% think it will make their jobs better and only 16% think it will take their job away.
    - 65% of Russians in the financial industries believe automation will have a positive effect on their jobs.
- **However, there are important differences between education level and how people perceive automation:**
  - 22% of those with the lowest levels of education are worried that automation will take away their jobs versus only 13% of those with the highest level of education. This disparity is less significant when looking within other sectors like engineering and IT where education doesn't make much of a difference to worries about automation.
  - One of the biggest areas where automation will be felt in the Financial Services sector is at bank branches. For years now tellers have slowly been replaced by ATMs and this is only set to increase as tighter budgets mean paying human workers is becoming unpractical. And ATMS aren't the only area we see automation:
    - Nearly a third of the jobs in the global banking industry could be lost in the decade between 2015 and 2025 to automation according to Citigroup.[31]
    - While new tools and automated processes are making it easier for those with lower levels of skill to accomplish Financial Services tasks, the challenge for Financial Services companies is to maintain oversight of the processes. According to the UK's Association of Chartered Certified Accountants, "CFOs need to see an operating structure that ensures that the right levels of checks and balances are in place."[32]
  - Customer service call centres are also being phased out in favour of technology which can answer customer's queries instead of a human. These new systems are getting rid of the need for lower skilled and lower educated workers.



Base: REBR study, All Employees who work in Finance

See bibliography for footnote sources

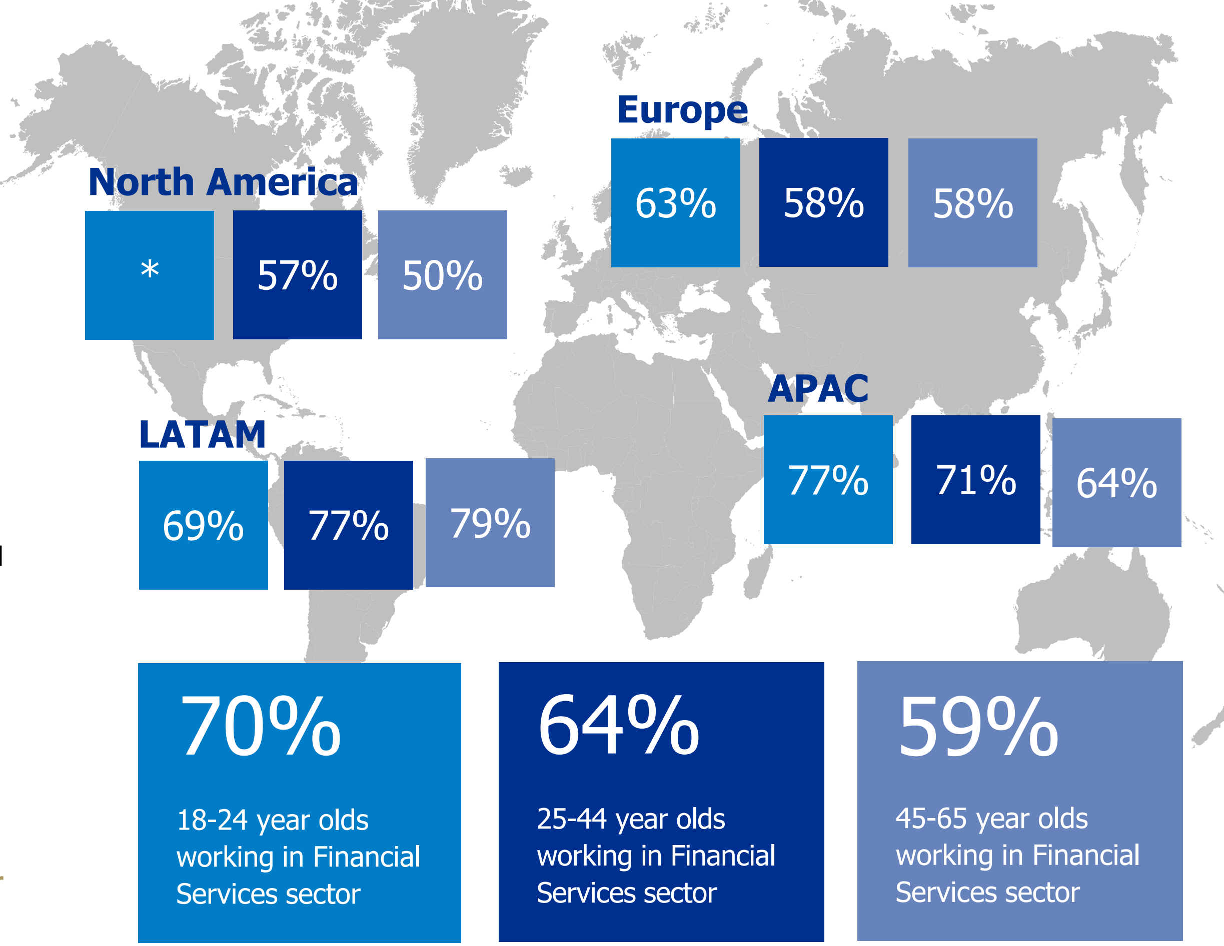
across all regions employees are willing to retrain, especially across LATAM and APAC

- **Employees across all ages are willing to retrain:**
  - Younger audiences (18-24) are significantly more willing to retrain than older audiences (45-65) with 70% vs. 59%. 64% of 25-44 years old are willing to retrain.
  - Across APAC the willingness to retrain varies between 77% (18-24), 71% (25-44) and 64% (45-65). In LATAM the willingness is slightly lower, but still very high. 69% of 18-24, 77% of 25-44 and 79% of 45-65 year olds are willing to retrain.
  - Levels across North America are lowest, 57% of 25-44 year olds and 50% of 45-65 year olds are willing to retrain.
  - With the ever increasing use of automation to get rid of menial tasks, companies in the financial sector have the opportunity to utilise their current workforce in new ways. They can retrain them to work on more strategic projects. Additionally these employees will have the time to work on a more person to person basis with clients and can therefore build better relationships.
- **Overall, employees of all ages have an appetite for continued professional development:**
  - 73% of adults in the US consider themselves life-long learners.[32]
  - This is particularly true across US millennials: 87% say skill development is important in a job.[33]
  - However employer-offered training is seeing decreases in both the US and the UK which is bad news for today's employees.[30] And just receiving training at the beginning of one's career will not sustain workers:
  - Financial Services employers who wish to stand out should look to increase their training and reskilling of employees otherwise they risk employee dissatisfaction as well as falling behind their competitors.

'Germany is often lauded for its apprenticeships, but the economy has failed to adapt to the knowledge economy. Vocational training has a role, but training someone early to do one thing all their lives is not the answer to lifelong learning.'

Andreas Schleicher, head of the education directorate of the OECD[30]

willingness to retrain to keep their job if they were being paid the same or more



Base: REBR study 2017, All employees who work in Finance
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looking ahead – what the Financial Services sector needs to focus on for the future

- **The Financial Services sector is at risk of losing candidates due to the attractiveness of other sectors such as Technology, IT, Automotive and Life Sciences/ Pharma:**
  - One of the biggest issues facing the Financial Services sector is their low appeal to candidates. A focus on improving the image of the Financial Service industry, especially across North America and Europe, is crucial.
    - APAC and LATAM are more positive towards the Financial Service industry, but other sectors are still more attractive.
  - Financial Services companies should look to recruit younger people as they are more willing than their older colleagues to work for large companies within the sector.
    - Offering these younger millennials career progression opportunities is critical to enticing them to join a company – training, mentorship programs and regular assessments will be key.
    - 29% of global millennials chose their current job in the financial industry because of opportunities for personal development.[1]
- **Particularly important for Financial Services employees is that their employer supports a good work-life balance:**
  - This is key for older workers in particular as they have worked within the financial sector for longer and are well aware of the long hours required. They are also at a life stage where focus shifts from career to family – a change which employers should note and support.
  - Burnout within the Financial Services sector is a real problem and currently there is little in place to help employees to recover. Finance sector companies should therefore look to prevent rather than treat this problem by encouraging exercise as well as educating employees of all levels on healthier lifestyle habits.[34]
- **Currently, women are still underrepresented in senior positions across the financial industry:**
  - Within the top Financial Services companies the majority of junior staff are women but only one in four senior roles is held by a woman.[35]
    - According to a study by the FT, banks in Asia had the least female representation at the top with only 6.9%[35]
  - Financial Services women are largely looking for the same opportunities in a future employer as men but a greater percentage of them focus on salary and benefits as well as career progression probably due to the inequality which persists in this sector.
- **Automation and technology is set to free up Financial Services providers from mundane tasks but retraining will be necessary to ensure the right skills are then utilised:**
  - Automation is allowing the Financial Services industry to thrive in ways not possible before by helping to streamline processes without having to increase staffing costs.[36]
  - Companies should look to train their financial advisors to offer services where a human touch is valued, like personalised financial coaching.
  - Financial Services employees are very open to retraining, particularly in LATAM where 76% would be happy to retrain, and APAC where 70% would be happy to do so.

employer branding

The value and importance placed on employer branding in terms of reputation and therefore attractiveness continues to grow in an increasingly competitive global talent marketplace.

why employer branding matters

Companies with positive brands get twice as many applications as companies with negative brands, and they spend less money on employees[36]

50% of candidates say they wouldn't work for a company with a bad reputation - even with a pay increase[36]

80% of talent leaders agree that employer brand has a significant impact on their ability to hire great talent.[37]
And because 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. And your culture is transparent: candidates actively research the culture of companies to understand if they'll fit. If candidates see positive employee and candidate experiences on review sites, they feel more confident submitting their resume and making a career move.

96%

Agree that alignment of personal values with a company's culture is a key factor in their satisfaction working there[38]

Companies with bad reputations pay 10% more per hire[39]

62% of candidates research companies on social media before applying[40]

88%

millennials and minorities agree that being part of the right company culture really matters to them[38]

87%

Joined a company specifically because of cultural fit[38]

80%

Have left a company specifically because of its culture[38]

See bibliography for footnote sources

the commercial value of a strong employer brand is increasingly recognised

- **There is growing concern among CEOs about finding and keeping the best talent to achieve their growth ambitions:**
  - 38% of global employers reported talent shortages in 2015, the highest percentage since 2007.[41]
  - 73% of CEOs reported being concerned about the availability of key skills.[42]

- **Companies that have strong employer brands enjoy significant cost savings with lower cost per hire and employee turnover rates:**
  - Cost per hire is over 2 times lower for companies with strong employer brands.[43]
  - Companies with stronger employer brands have 28% lower turnover rates than companies with weaker employer brands.[43]
  - 59% are investing more in their employer brand compared to last year.[44]

'The future of work will bring radical change for talent, companies and society, a change where the digitalization is disrupting many traditional approaches from education to employment.'

Jacques van den Broek, CEO Randstad

80%

Over 80% of leaders acknowledge that employer branding has a significant impact on their ability to hire talent.[45]

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randstad