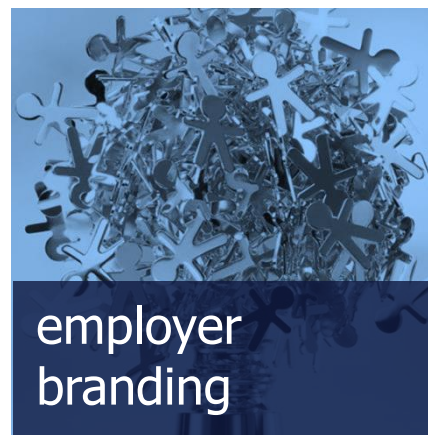
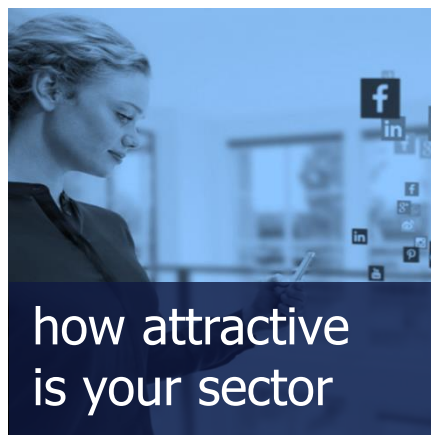
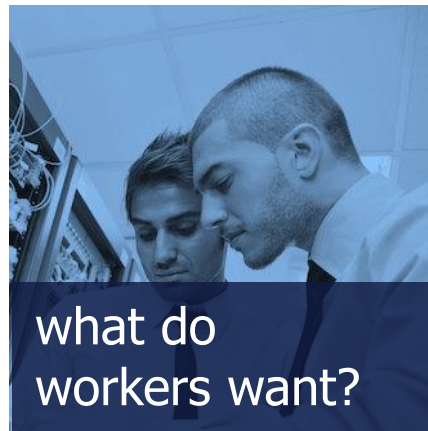


Randstad Employer  
Brand Research  
report 2017  
global employee  
insights into the  
perception of the Life  
Sciences/Pharma  
sector

Employer Brand  
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# table of contents





# 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

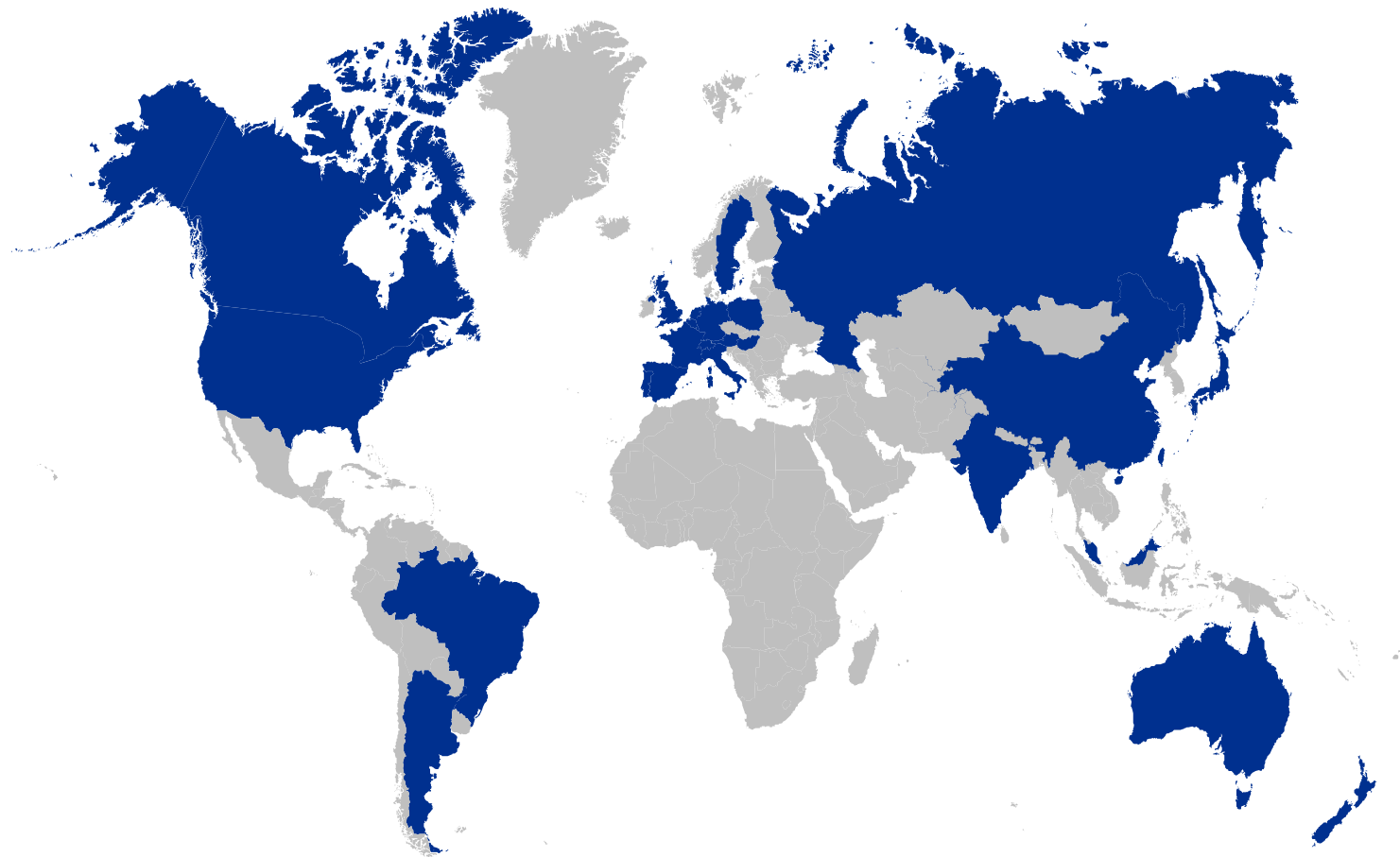
Founded in 2000 as the Randstad Award, moving forward in 2017 as Randstad Employer Brand Research, optimizing 17 years of successful employer branding insights

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



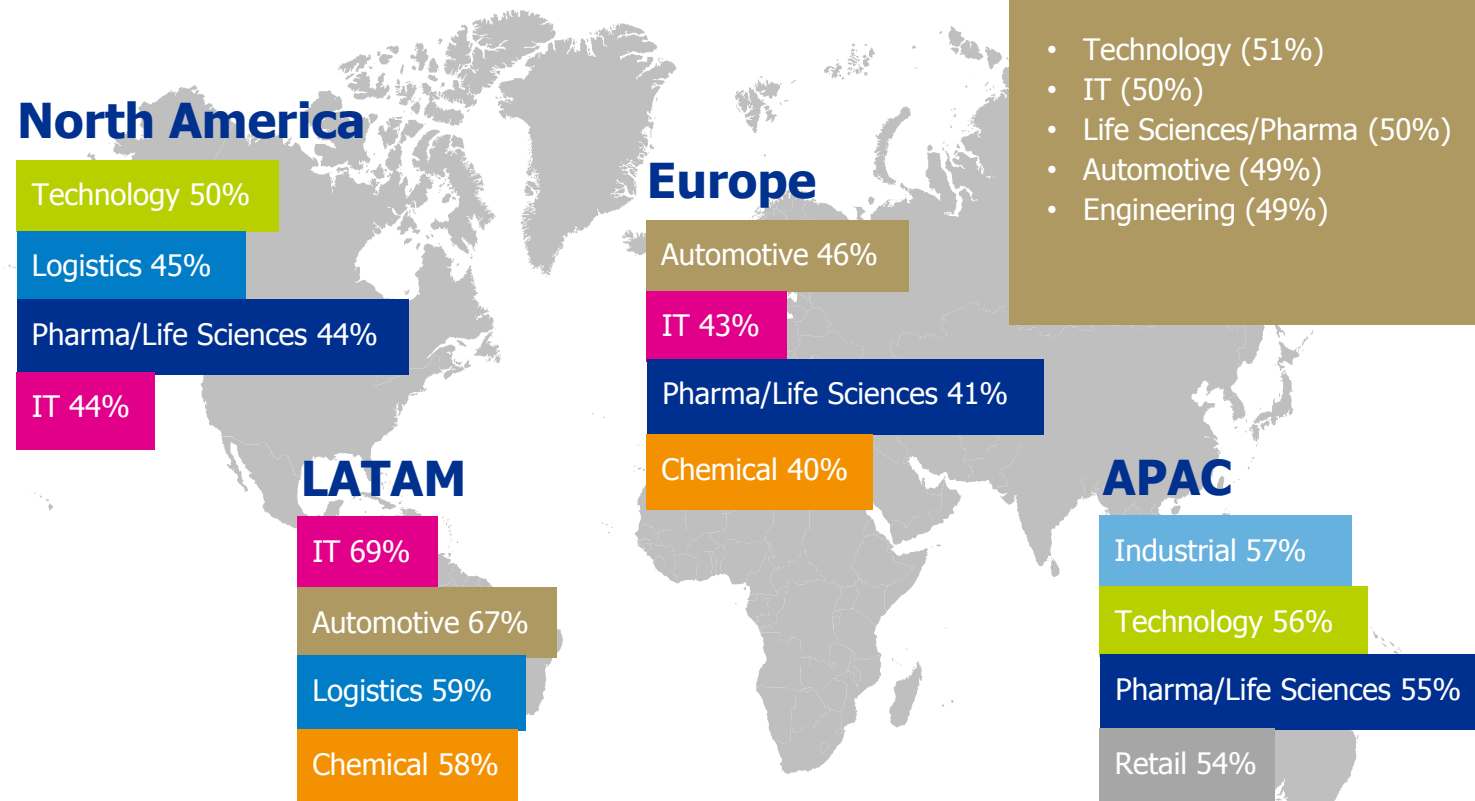
# global insights

How does the Life Sciences/Pharma 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.



# The Life Sciences/Pharma sector features within the top 3 most attractive globally

## most attractive sector to work in by region



Overall the Life Sciences/Pharma (LSP) sector ranks as the #3 most attractive sector to work in globally. This is one place lower than in 2016 when the sector was ranked 2<sup>nd</sup>.

However, there is only a slight difference between the #1 spot (Technology) and Engineering at #5 so the sectors could easily shift up and down within the ranking. There is even less than 1% between #4 Automotive and #5 Engineering and the differences between the five top sectors are not significant.

In the regions, other sectors such as IT, Automotive, Technology and Industrial vie for top spot. LSP ranks #3 in all regions except LATAM where it is ranked #5 overall.

Within each region we also see differences as some countries are significantly more positive about working for the Life Sciences/Pharma sector:

- LSP is ranked #1 in Portugal with a 58% attractiveness score and #1 in Argentina with 61%
- Conversely within Brazil 56% of respondents find the sector attractive but it is only ranked #7 due to the greater attractiveness of other sectors like IT, Automotive and Logistics

\*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.

# most attractive employer attributes are not aligned with perceived values of the largest Life Sciences/Pharma sector companies

## most important attributes in future employer for Life Sciences/Pharma employees (% agree)

1. **Attractive salary and benefits (60%)**
2. **Good work-life balance (54%)**
3. **Long-term job security (47%)**
4. Pleasant work atmosphere (40%)
5. Career progression opportunities (39%)
6. Flexible working arrangements (31%)
7. Conveniently located (29%)
8. Financially healthy (27%)
9. Good training (27%)
10. Work is stimulating and challenging (26%)

## core values attributed to largest Life Sciences/Pharma companies (% agree)

1. Financially healthy (64%)
2. Uses latest technologies available (61%)
3. Good reputation (58%)
4. **Long-term job security (55%)**
5. Career progression opportunities (53%)
6. Work is stimulating and challenging (53%)
7. Pleasant work atmosphere (47%)
8. **Good work-life balance (45%)**
9. Cares for the environment / gives back to society (44%)
10. Will face challenges in the next decade (20%)

- When comparing the perceived core values of the largest companies in the Life Sciences sector to the most desirable attributes in a new employer, areas for improvement are clear.
- Predictably, attractive salary and benefits rank highest with potential employees. The Life Sciences sector jobs are also typically well paid as they require a great amount of technical skill as well as high levels of education.<sup>1</sup> Therefore differentiating themselves on salary alone can be challenging for companies so they should also focus on softer measures like supporting a good work-life balance and a pleasant work atmosphere:
  - This is particularly important as pharma companies often struggle to deliver a good work-life balance (ranks #8) and a pleasant work atmosphere (ranks #7).
- Good work-life balance is considered vital to more than half of Life Sciences employees. For this reason, it should not be overlooked by companies, particularly as only 45% of total respondents feel that the top Life Sciences companies demonstrate a good work-life balance.
  - Good work-life balance has also increased in importance since 2016 moving from #6 up to #2 in 2017.
- The largest LSP companies use the latest technology according to 61% of respondents which is probably due to the highly technical nature of the work they do. However this is less important for LSP employees than other factors when looking at a potential employer.
- 55% of respondents believe that the largest companies in the sector provide long-term job security. This is the third most important attribute in an employer for LSP employees. This desire for job security highlights the reassurance and stability that many employees seek:
  - As economies are impacted by events like Brexit and new trade agreements, companies should attempt to decrease fears and feelings of risk that potential new employees might feel.
  - Life Sciences companies have a reputational advantage over companies in other sectors like Logistics, Automotive and particularly FMCG, Hospitality and Retail when it comes to respondents feeling like they offer long-term job security as these sectors are not as well known for this.

Base: REBR study 2017, all employees who work in a Life Sciences or Pharmaceutical industry



# LSP employees value a good work-life balance more than average when choosing a potential employer

## most important attributes in future employer for Life Sciences/Pharma employees (% agree)

1. Attractive salary and benefits (60%)
2. Good work-life balance (54%)
3. Long-term job security (47%)
4. Pleasant work atmosphere (40%)
5. Career progression opportunities (39%)
6. Flexible working arrangements (31%)
7. Conveniently located (29%)
8. Financially healthy (27%)
9. Good training (27%)
10. Work is stimulating and challenging (26%)

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

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

- While the features sought in a future employer are similar amongst LSP employees and non LSP employees, how they rank them differs:
- An attractive salary and benefits is important to both: 60% of LSP employees believe this is the most important attribute of a new employer and 58% of the general population agree.
- For LSP employees work-life balance is significantly more important than for the general population (54% vs. 45%):
  - Compared to last year's report, the importance of good work-life balance has increased for Life Sciences employees. In 2016 good work-life balance was ranked #6 vs. #2 in 2017.
  - The change in rank for work-life balance could be due to people increasingly feeling they need to have it all – career, family, and social life – and they are struggling to juggle all of their responsibilities.<sup>2</sup>
  - While this factor is important for all respondents, LSP employees are feeling the pressure more than most as many of the jobs within the sector (e.g. researchers) do not have defined work hours and will instead need to adjust their schedule depending on the time it takes for them to run tests and experiments which can vary.<sup>3</sup>
- Career progression opportunities rank in #5 position for both groups, however it is slightly more important to Life Sciences employees (39%) when choosing a potential employer compared to all (35%).
- The financial health of the potential employer is less important to Life Sciences employees than the general population, ranking 8<sup>th</sup> position for them vs 6<sup>th</sup> position for all respondents

Base: REBR study 2017, all employees who work in a Life Sciences or Pharmaceutical industry

# Life Sciences employees seek benefits like an attractive salary or a good work-life balance while factors like diversity and CSR are less important

## most important attributes in potential employer for Life Sciences/Pharma employees (% agree)

1. Attractive salary and benefits (60%)
2. Good work-life balance (54%)
3. Long-term job security (47%)
4. Pleasant work atmosphere (40%)
5. Career progression opportunities (39%)
6. Flexible working arrangements (31%)
7. Conveniently located (29%)
8. Financially healthy (27%)
9. Good training (27%)
10. Work is stimulating and challenging (26%)

## least important attributes in potential employer for Life Sciences/Pharma employees (% agree)

1. International career opportunities (60%)
2. Entrepreneurial way of working (53%)
3. Uses latest technologies available (44%)
4. Promotes diversity and inclusion in the workplace (37%)
5. Cares for the environment / gives back to society (35%)
6. Conveniently located (35%)
7. Offers quality products / services I value (29%)
8. Flexible working arrangements (29%)
9. Good reputation (28%)
10. Work is stimulating and challenging (25%)

- LSP employees believe that the crucial attributes of a potential employer include direct benefits to themselves: a good salary, a good work-life balance and job security. These factors all contribute to a stable life both in and out of work. When it comes to attributes which involve the wider community like promoting diversity or caring for the environment, they are less interested. Although this attitude is not unique to LSP employees they do feel slightly stronger about it.
- This year we also asked respondents what were the least important attributes in a future employer. Those which involve looking externally (i.e. beyond one's self) featured among the least attractive:
  - 37% of Life Sciences employees think that diversity and inclusion is least important for them – which is potentially a reflection of the industry's current lack of gender diversity. This goes hand in hand with the fact that 29% of Life Sciences employees believe that flexible work arrangements are not important, something that many women ask for.
  - A greater percentage of LSP employees feel that diversity and inclusion are least important compared to other employees in the IT, Engineering and Finance sector as well as all respondents.
  - 35% of Life Sciences employees also find an employer's intentions to care for the environment or larger society to be unimportant compared to only 31% of engineers and 32% of total respondents.
- For those in LATAM being conveniently located is the least important attribute in a potential employer, an attribute that doesn't factor in the top three for any other region.

Base: REBR study 2017, all employees who work in a Life Sciences or Pharmaceutical industry

# large companies need to work harder to attract candidates, this is particularly true across Europe and North America

## all respondents:

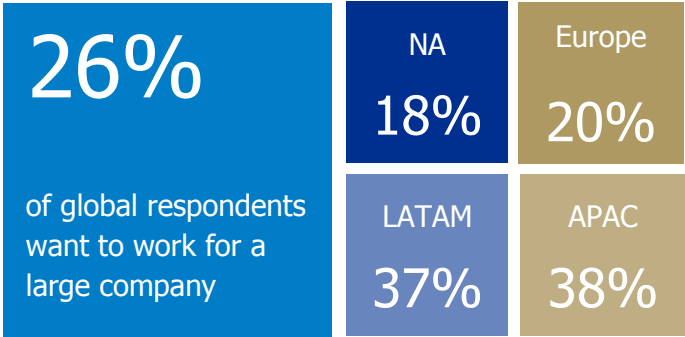
- Just 26% of all global respondents surveyed would want to work for a large corporation.
- There are strong differences regionally: APAC and LATAM are most keen to work for big companies (38% of respondents in APAC and 37% in LATAM) versus only 18% in North America and only 20% in Europe.
- Large companies are more appealing to younger people:
  - 27% of 18-34 year olds would like to work for a large company versus only 20% of 45-65 year olds.

## Life Sciences professionals:

- For Life Sciences professionals the global figure looks similar to all employees, but there are important differences on a regional level:
  - Across APAC, large companies hold greater appeal to Life Sciences employees (42%). In LATAM, the number is significantly lower: only 29% want to work for large companies.
  - Only 14% of LSP employees in North America and 21% in Europe want to work for a large company, which will make talent recruitment for employers difficult. Tailored benefits, such as medical care, training, flexible working hours or performance bonuses, will become more important. This cohort seeks out a good work-life balance so flexible working and family support could be key here.
- In comparison to employees from other sectors such as IT (38%) and Engineering (43%) Life Sciences professionals are less likely to want to work for a large company:
  - This is particularly pronounced when examining the data by region as 43% of IT employees and 42% of engineers in LATAM would like to work for a large company versus only 29% of LSP employees. In North America only 14% of those employed in the Life Sciences industry want to work for a large business compared to 32% of engineers and 30% of IT professionals.

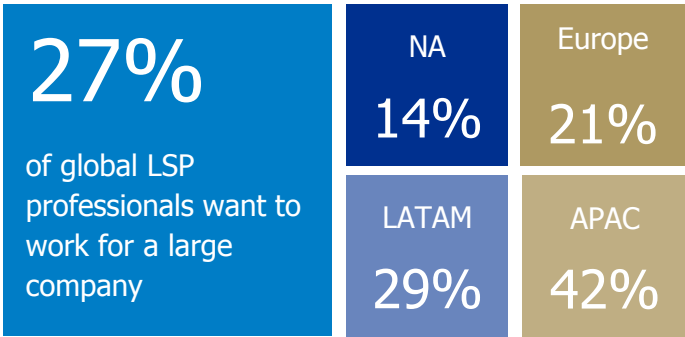
## all

want to work for a large company



## Life Sciences/Pharma professionals

want to work for a large company



Base: REBR study 2017, all employees who work in a Life Sciences or Pharmaceutical industry



# what do workers want?

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

# priorities vary by age for Life Sciences employees

- An attractive salary and benefits ranks highest for most LSP employees, although there are slight differences between age groups:
  - 18-24 year olds rank salary and benefits 2<sup>nd</sup> (49%), but with age, this attribute becomes increasingly important, ranking 1<sup>st</sup> for older age groups.
  - 59% of 25-44 year olds rank this attribute as their top priority when looking at an employer and 70% of 45-65 year olds agree. Financial commitments and responsibilities generally increase with age. Employees start having to care for family members, both children and ageing parents, as well as mortgages and finances for retirement. Those who are just starting out in their career have fewer financial commitments and are generally prepared to live on a lower disposable income (or are still being supported by their parents).
    - Maintaining their high paying jobs is more of a priority for those aged 45-65 working in the LSP industry compared to those of the same age working in IT or Engineering (61% in both).
- The desire for financial stability is also reflected in the importance attributed to long-term job security by 25-44 and 45-65 year olds. Young millennials don't rank long-term job security within their top 5, perhaps reflecting their willingness to try out different roles and career paths.
  - In 2016 only 32% of Life Sciences professionals in Asia have looked for another job in the past year although 45% of those in Europe and LATAM looked for a new job.<sup>4</sup>
- Good work-life balance ranks in the top position amongst 18-24 year olds. Employees in this age group are used to having a rich social life having just come out of education, an environment in which they are constantly surrounded by their friends. This also reflects their desire to pursue outside interests and passions.<sup>5</sup> That's not to say that the older cohorts don't believe a good-work life balance is important as a greater percentage of each group believe it to be key for a future employer, with 55% of 25-44 year olds and 57% of 45-65 year olds agreeing versus only 49% of those aged 18-24.
- Career progression becomes less relevant for older LSP employees. Those aged 18-24 years old just embarking on working life want to progress quickly, therefore career progression is ranked #3 with 48%. 25-44 year olds rank it #4 with 42% agreement. Older workers may be more likely to be at the peak of their career so progression opportunities are less of a priority. Conversely, they may have settled at a comfortable level and prefer to focus on other aspects of life, like family or outside interests.
- Stimulating and challenging work doesn't rank high for the LSP employees overall, only young millennials rank it within the top 5. This probably has to do with the high levels of disengagement felt across the sector, particularly for pharmaceutical company employees. However, staff with the option of professional growth within their companies are less likely to want to move on to a different job or career.<sup>2</sup> It is key therefore for employers in the LSP sector to highlight career opportunities to keep their staff engaged.

## top priorities ranked by age group for LSP employees

### global age 18-24

1. Good work-life balance (51%)
2. Attractive salary and benefits (49%)
3. Career progression opportunities (48%)
4. Pleasant work atmosphere (45%)
5. Stimulating and challenging work (36%)

### global age 25-44

1. Attractive salary and benefits (59%)
2. Good work-life balance (55%)
3. Long-term job security (48%)
4. Career progression opportunities (42%)
5. Pleasant work atmosphere (35%)

### global age 45-65

1. Attractive salary and benefits (70%)
2. Pleasant work atmosphere (57%)
3. Good work-life balance (51%)
4. Long-term job security (51%)
5. Financially healthy (35%)

### global all

1. Attractive salary and benefits (60%)
2. Good work-life balance (54%)
3. Long-term job security (47%)
4. Pleasant work atmosphere (40%)
5. Career progression opportunities (39%)

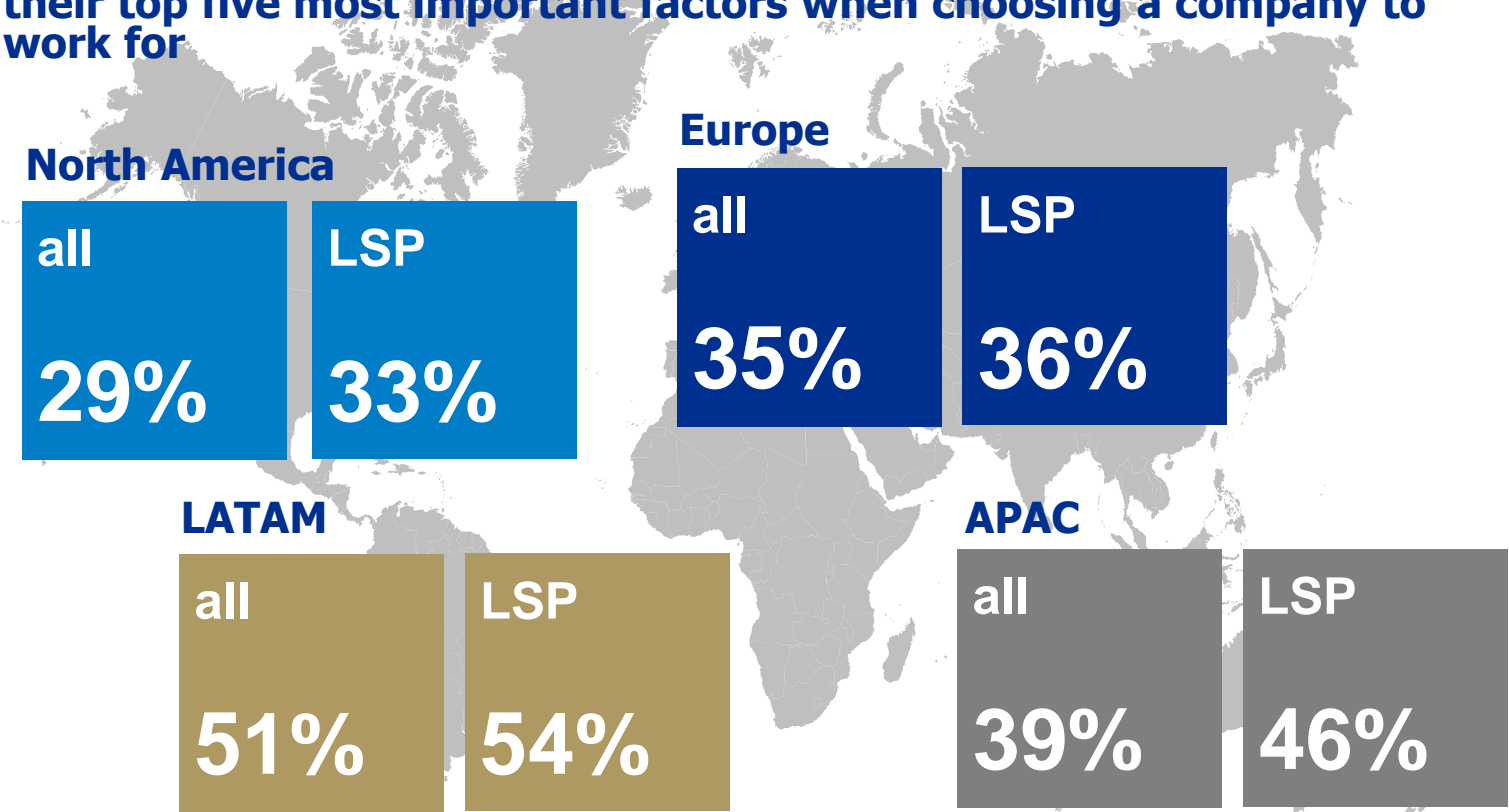
Base: REBR study 2017, all employees who work in a Life Sciences or Pharmaceutical industry

See bibliography for footnote sources



while standard factors are uniform, career progression appears more important in some regions

percentage of total population vs. Life Sciences/Pharma employees (LSP) by region who rank 'offers career progression opportunities' in their top five most important factors when choosing a company to work for



Base: REBR study 2017, all employees who work in a Life Sciences or Pharmaceutical industry

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

Career progression has dropped in the ranks (ranked #5 globally in 2017) for LSP employees compared to #3 in 2016.

LSP professionals are driven more strongly by career progression than the general population. This is particularly true for APAC, where 18-24 and 25-44 year olds are particularly driven.

APAC countries like Malaysia and Singapore particularly value career progression opportunities as 58% of Malaysian and 53% of Singaporean Life Sciences employees rank this attribute in their top five most important factors in a company.

In both Brazil and Argentina more than 50% of Life Sciences/Pharma employees look for career progression in a future employer (54% in Argentina and 53% in Brazil).



# globally men and women LSP employees agree on top attractive factors but regionally differences are apparent - 1

- **Globally, male and female LSP employees broadly share the same five priorities, proving that gender does not determine what employees want from a potential employer.**
- **It is important to recognise that globally women are no less ambitious than men – but there are some regional differences worth noting:**
  - Compared to their male counterparts, more female Life Sciences professionals in North America rank attractive salary and benefits as important (ranked 1<sup>st</sup> with 78% of women vs. 2<sup>nd</sup> with only 58% of men agreeing). Women also rank career progression opportunities as more important with 38% of women believing this is a top priority vs. only 27% of men.
  - Within APAC 48% of LSP women believe career progression is a priority versus 43% of men.
  - Within LATAM men rank career progression opportunities as their top priority with women only ranking it #4.
- **Women overall rank work-life balance higher than men – with female North American Life Sciences professionals as an exception:**
  - Women feel the need to balance their career with other interests, likely family. In all regions except North America, women rank work-life balance higher than men.
  - In North America, men rank good work-life balance #1 with 66% believing this is a top priority. Men in the Life Sciences/Pharma industry tend to work in industry (i.e. for large pharma companies etc.) rather than in academia and those in industry report better work-life balance than those in academia.<sup>4</sup> The desire to maintain this good work-life balance therefore could be the reason most male Life Sciences/Pharma employees in the region prioritise this in a new employer.
  - In Europe work-life balance ranks first for women (#4 among men), in APAC it ranks 2<sup>nd</sup> position for women (again, only #4 position for men) and in LATAM it ranks #3 among women and #5 for men.
  - Europe is the only region where women rank flexible working arrangements within their top 5 - this may be illustrative of challenges facing women in science jobs in Europe. Flexible working arrangements offered by employers in Europe typically revolve around assigning fewer working hours rather than increasing flexibility in where work is completed or a flexible workday (i.e. work between 7am-10am and 4pm-8pm). Underemployment in terms of hours is leading to a gap in the hours men and women work throughout their careers and can lead to fewer promotions and pay rises for women<sup>6</sup> – something women employed in the Life Sciences industry in Europe value.
- **Although women in the Life Sciences sector are ambitious and career-oriented, there is a distinct lack of women in the field:**
  - Globally less than 1/3 of jobs in STEM sectors are filled by women and continuation and retention levels amongst women are low.<sup>7</sup>
  - Women who start in STEM related roles are more likely than men to leave for other industries – 53% vs. 31%.<sup>7</sup> Reasons are varied: isolation in a 'hostile', male-dominated environment, ineffective executive feedback and a lack of effective sponsors have been cited.<sup>8</sup>

# globally men and women LSP employees agree on top attractive factors but regionally differences are apparent - 2

## top priorities for Life Sciences/Pharma men & women by region

### North America

#### women

- Attractive salary and benefits
- Long-term job security
- Good work-life balance
- Conveniently located
- Career progression opportunities

#### men

- Good work-life balance
- Attractive salary and benefits
- Long-term job security
- Strong management / leadership
- Conveniently located

### Europe

#### women

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

#### men

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

### global

#### women

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

#### men

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

### LATAM

#### women

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

#### men

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

### APAC

#### women

- Attractive salary and benefits
- Good work-life balance
- Career progression opportunities
- Pleasant work atmosphere
- Good training

#### men

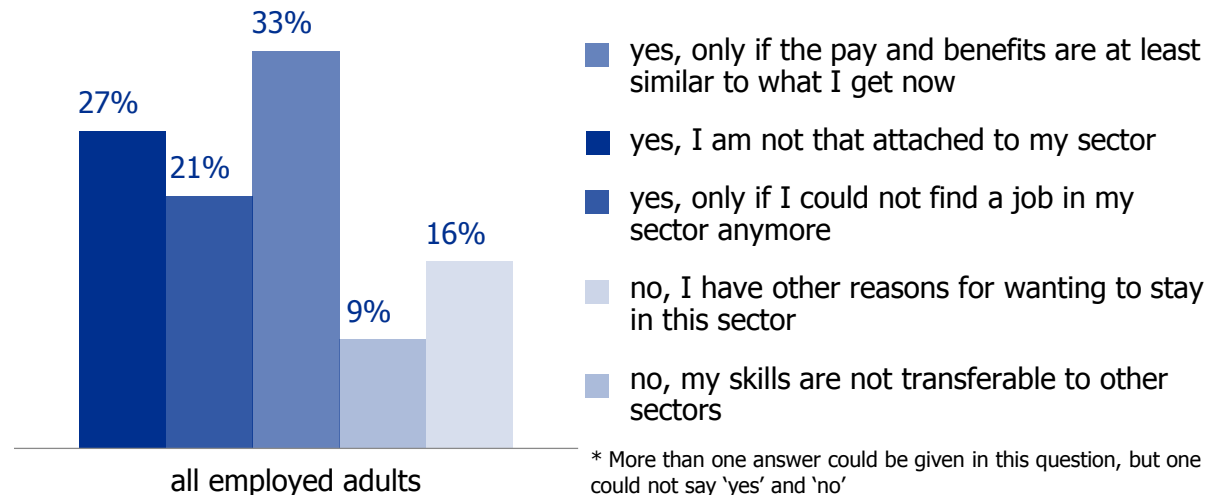
- Attractive salary and benefits
- Pleasant work atmosphere
- Career progression opportunities
- Good work-life balance
- Long-term job security

Base: REBR study 2017, all employees who work in a Life Sciences or Pharmaceutical industry

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

- There is no significant difference between men and women wanting to switch sectors (72% vs. 71%).
- Overall, millennials are more willing to switch sectors (79%) compared to older employees (75% of 25-44 year olds and 60% of 45-65 year olds).
- 55% of US employees and 76% of US millennials expect to change careers, not just jobs at some point in their life.<sup>9</sup>
- While 51% of all US workers are happy with their jobs, they are still open to new employment offers.<sup>10</sup>
- About two-thirds of millennials globally are planning to leave their current jobs by 2020 to work for a different employer.<sup>11</sup>
- There are various reasons why employees would switch:
  - 27% of all employees say they would do so because they aren't attached to their sector and a further 21% would do so if they can't find a job in their own sector.

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



## willingness to switch sectors





# the willingness to switch sectors is a very real risk – the Life Sciences/Pharma sector could lose skilled staff just when it needs to attract more people

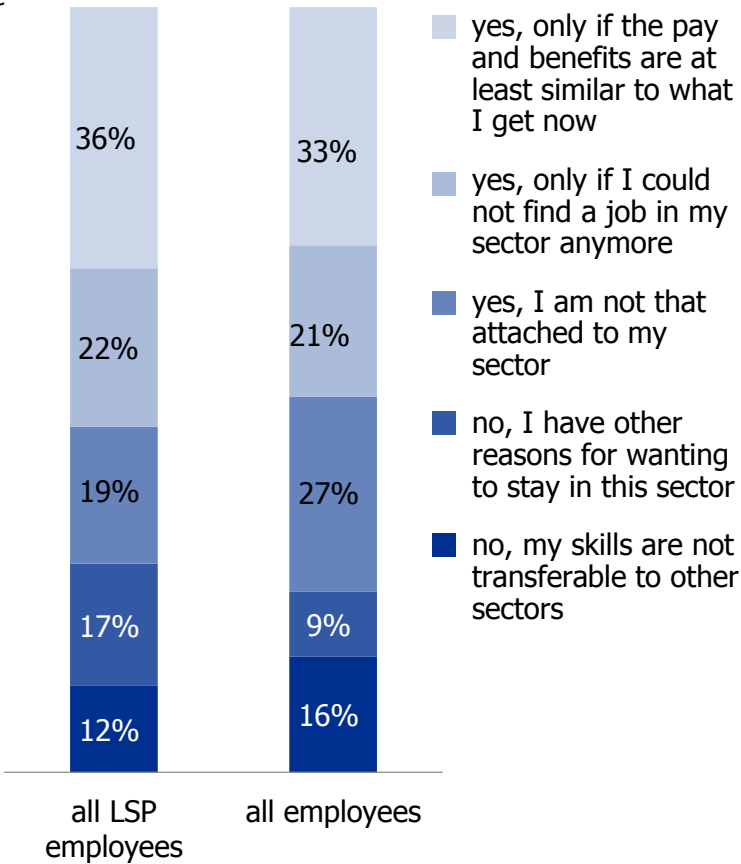
- **There is an acknowledged lack of people with LSP skills today:**
  - The Science Industry partnership reports that 4,000-6,000 positions will need to be filled over the next 10 years.<sup>12</sup>
  - In the UK this is partly because companies don't provide enough apprenticeship positions where university graduates can be trained to specific and technical job requirements. Industries will need increasingly specialist skills to be able to keep up with rapidly evolving technologies.<sup>12</sup>
- **At the same time there is a growing need for them:**
  - Global health spending and pharma sales are expected to see positive growth, driven by ageing and expanding populations and the rollout of improved health insurance and services, particularly in developing markets.<sup>13</sup>
- **Against this background, 70% of LSP employees are willing to switch sector:**
  - Overall, dissatisfaction within the Life Sciences sector is high – mainly because of work not being matched to skills and interests, a lack of career mobility and training opportunities, and low morale.<sup>14</sup>
  - 36% of LSP employees would change sectors for a better salary and benefits and 19% say they are just not that attached to their sector. However, 22% also say that they would only look elsewhere if they were not able to find a job in their industry.
  - Younger LSP employees are much more willing to switch than older employees: 84% of 18-24 year olds would switch sectors, versus 72% of 25-44 year olds and only 54% of 45-65 year olds.
    - Younger employees generally are more willing to switch sectors as they have not yet established themselves within one career path and are less likely to have begun to specialise in one area versus older employees. 29% of them say that they are not that attached to their sector vs. 13% of those over 45.
    - In comparison to other sectors like Engineering, Finance and IT, young LSP employees are also more likely to be willing to switch sectors citing this lack of attachment as a reason to switch.
  - It is worth noting that gender doesn't play a significant role on the willingness of a Life Sciences professional to switch sector (71% of men vs 69% of women say they are willing to switch sector).

## willingness to switch sectors



Base: REBR study 2017, all employees who work in a Life Sciences or Pharmaceutical industry

## 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'

# how attractive is your sector?

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



# LSP is only ranked #3 globally and so faces stiff competition from the IT, Technology and Automotive sectors

- The LSP sector ranks #3 globally in terms of appeal to candidates, except in LATAM where it ranks #5:
- Although the Life Sciences/Pharma sector doesn't appear within the top four sectors in this region, it is nonetheless appealing to 57% of respondents in LATAM.
- In Argentina the LSP sector is actually ranked #1 with 61% of respondents finding it attractive. However, the sector ranks #7 in Brazil with an approval rating of 56%.
- Compared to 2016 the Life Sciences/Pharma sector has decreased in attractiveness going from 2<sup>nd</sup> place in 2016 to 3<sup>rd</sup> place globally in the 2017 ranking.
  - In Europe, the LSP sector has the highest attractiveness in Portugal, Spain and Italy (resp. 58%, 51% and 51% attractiveness) and the lowest in France, UK, Germany and Sweden (all below 40% attractiveness).
  - In APAC the LSP sector has the highest attractiveness in China and India (resp. 67% and 55%) and is least attractive in Japan (31%).
- The top two positions are frequently contested by Technology, IT, Automotive, and iIndustrial – sectors which often reach out to the same talent pool. The LSP sector therefore has an advantage in that their work is very distinctive:
  - 26% of LSP respondents feel that work that is stimulating and challenging is a top priority in an employer.

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



# different regions favour different sectors but their core values are similar to those that define the top LSP sector companies

- Financial health, the use of latest technology and a good reputation are topping the ranks across all industries and regions:
  - Being financially healthy is an obvious goal for all companies and a sign of following the right business strategy, and on top of this it is appealing for most candidates.
  - Companies in the LSP sector are also expected to use the latest technologies available. This is unsurprising in a highly technical sector like LSP where up-to-date lab equipment is crucial for success.
  - Top sector companies are also deemed to have a very good reputation – something which 20% of respondents find important in deciding whether an employer is desirable or not.
- Career opportunities don't rank in the top 3, but are important for all employees across all regions, ranking #4 or #5. They want to know that a company cares about them and wants them to advance.
- Long-term job security is only explicitly mentioned in LSP, Automotive (Europe) and Industrial (APAC).
- Stimulating and challenging work is only mentioned in IT (LATAM) and Technology (North America) amongst the top ranking attributes so LSP sector companies will need to work harder to prove their work is interesting for employees – 26% of Life Sciences professionals find this to be a 'must have' in a future employer.

\*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.

## core values attributed to top sector companies by region

### Life Sciences/Pharma sector global

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

### 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

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

# big players in the LSP sector are upping their game to make themselves more attractive to potential employees

## willingness to work for each company

- As Life Sciences professionals are not automatically attracted to large companies, big players who wish to attract the best talent are having to look beyond salary and traditional benefits to appeal.
- Key benefit which top companies are using to entice employees are initial training courses as well as continuous professional development opportunities.
- Competitors should look to these companies for the 'gold standard' and aim to go beyond to attract and retain the best talent.

61%



- The Future Leadership Program for pharmacists in Product Supply is a 24-month program for recent graduates which includes assignments in Germany and abroad<sup>15</sup>
- Bayer provided 2,800 professional internships for students around the world in 2016<sup>16</sup>
- Bayer believes in life-long learning and provides extensive learning and training programs, e.g. in their Bayer Academy or online<sup>17</sup>
- Bayer offers flexible working hours to create a family-friendly workplace<sup>18</sup>
- Bayer was selected as one of Canada's Top 100 Employers (2017)<sup>19</sup>

51%



- GSK benefits are matched across the needs of a geographically diverse workforce and are always competitive<sup>20</sup>
- Benefits include a healthcare and well-being program and an employee recognition program rewarding exceptional achievements<sup>20</sup>
- The Future Leaders Program is over 2-3 years long and offers graduates training, development and mentoring tailored to their needs<sup>21</sup>
- GSK created a 'Leading Business' program for leadership development in high potential senior leaders<sup>22</sup>
- Tailored learning and training possibilities: 70% is on the job training, 20% is through developmental relationships, and 10% comes from formal development (e-learning, coursework, classroom style training)<sup>23</sup>
- GSK was voted one of Britain's Healthiest Employers<sup>24</sup>

51%

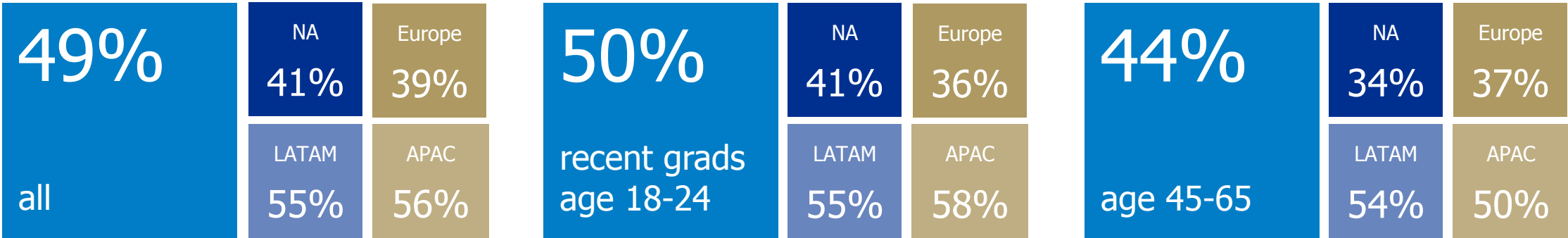


- Globally, Merck offers a pack called 'Total Rewards' which includes not just financial compensation and health benefits, but also career development and well-being programs<sup>25</sup>
- Merck has a global Flexible Work Arrangement policy which gives employees the opportunities to work remotely<sup>25</sup>
- At many of their offices, Merck offers child care facilities which make it easier for families to balance their family life with work<sup>25</sup>
- The majority of the company sites around the world offer employees on site appointments with a health care professional<sup>25</sup>
- Offers US employees free access to the Ernst & Young Financial Planning Program<sup>25</sup>
- Named as one of the Top 50 Companies for Diversity in the US in 2016<sup>26</sup>

# millennials are keen to work for Life Sciences/Pharma sector companies, opening up a vital pool of talent

- Millennials who have recently graduated are more willing to work for Life Sciences/Pharma sector companies (50%) than 45-65 year olds (44%). There are some important regional differences to acknowledge:
  - Europeans are least keen to work for LSP sector companies compared to the other regions. 36% of young millennial graduates and 37% of 45-65 year olds want to work for at least one of these large companies.
    - However, within some countries, around half of the population would be willing to work within the sector: 52% of Spanish respondents and 50% of Italian respondents.
  - Respondents across APAC are most keen to work for top LSP companies, especially millennial graduates: 58% of them would consider it versus 50% of 45-65 year olds. This is good news for a sector with an increased need for talent.
    - Within China, 63% of respondents would be willing to work in the LSP sector and 59% of Indians feel similarly.
  - LATAM is not far behind: 55% of recent graduates are open to working for the most well-known LSP companies versus 54% of 45-65 year olds.
  - North America ranks somewhere in the middle: 41% are willing to work for these companies:
    - Looking specifically at the 'gold standard' companies, 37% of Americans would be willing to work at Merck and 39% would be willing to work at GSK.
- The willingness to work for these well-known and typically large LSP sector companies might have to do with the compelling benefits that larger companies offer in addition to a competitive salary like training, well-being offers, and health insurance. This is particularly appealing to younger people who are used to living in an always changing and unstable world.

## willingness to work for a Life Sciences/Pharma sector company



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



# looking ahead

A summary of key areas that should be considered by the Life Sciences/Pharma sector to improve their employer brand attractiveness.

although automation is more likely to be viewed positively by more educated Life Sciences professionals, retraining is viewed favourably by all

- **With many Life Sciences employees willing to switch sectors, well-managed automation might be a way to make jobs more appealing and interesting in order to retain talent.**
- **Overall, LSP employees feel fairly positively towards automation: 41% think it will make their job better while 39% believe automation will have no effect on their job.**
  - Within Brazil, 76% of Brazilian Life Sciences employees believe automation will make their job better and 60% of Chinese LSP workers agree.
  - However, 57% of British LSP employees believe automation will have no effect on their job and 54% of French workers agree.
- **Opinions about automation's effects, or lack thereof, are dependent on respondents' level of education:**
  - 50% of LSP employees with a high level of education think automation will make their job better vs. only 17% with a low level of education and 27% of employees with a mid-level education. This might have to do with high skilled employees hoping to be able to concentrate on more interesting or strategic work as opposed to manual or repetitive tasks.
    - Feelings around the effect of automation within other sectors like Engineering and IT are not as stark when broken out by education levels. Within the Life Sciences sector however automation hasn't taken hold yet in the way that it has within other sectors like IT or Engineering where lower level workers are already being phased out in favour of machines (for example at IT call centres).
  - Additionally, 62% of Life Sciences professionals with lower education levels think that automation won't have any effect on their job vs. 34% of highly educated employees and 45% of mid-educated employees.
- **Only 14% of LSP employees think that automation might take their job away – this is almost consistent across all levels of education.**
  - 19% of lower and mid-educated employees are worried that automation will take their job away versus 12% of highly-skilled employees.
- **However, internal retraining and redeployment could help alleviate fears over automation as well as address the skills shortage within the Life Sciences/Pharma sector:**
  - 59% of all Life Sciences/Pharma professionals would be willing to retrain to stay within an organisation if their job was at risk of automation although it's worth noting some regional differences:
    - APAC is the region most willing to retrain (76%), followed by LATAM (70%) and Europe (55%). North America is least willing to retrain at only 43%.
  - 64% of those with a high level of education would be willing to retrain with 53% of those with a middle level of education and 34% with a low level of education in agreement.

Base: REBR study 2017, all employees who work in a Life Sciences or Pharmaceutical industry

# Life Sciences is a changing and challenging industry but offers opportunities for millennials

- Some scientific industries are finding it difficult to attract millennials<sup>12</sup>:
  - The Pharmaceutical sector struggles with negative sector perceptions generated by the media (high prices for medicines, lawsuits, etc.).
  - The Life Sciences-related chemical industry suffers from low awareness as it's mainly producing components of end-products marketed by other industries.
  - The biotechnology sector suffers from low awareness and visibility because of the relative newness of the sector.
- In addition, attitudes amongst the global workforce are changing with people, in particular millennials, becoming more concerned with what impact their jobs will have on the world. Success is viewed not just as monetary gain but rather about doing good.
- Gender diversity policies are helping to strengthen the role of women in the sector but more work needs to be done to achieve equality. Increased gender diversity, particularly in leadership roles, has been shown to increase the success of a company.<sup>27</sup>
  - 84% of global c-suite professionals in the Life Sciences industry believe that greater gender diversity at the leadership level also improves non financial performance.<sup>28</sup>
- The workforce in the LSP sector is also changing as many of the jobs are being filled by immigrants particularly within the UK due to a lack of good quality candidates.<sup>7</sup> With events like Brexit, freedom of movement between countries could be limited therefore creating an even greater shortage of talent.

## employees demand more

50%

of global millennials believe businesses have no ambition beyond wanting to make money<sup>29</sup>

59%

believe businesses are too fixated on their own agenda, and not focused on the wider society<sup>29</sup>

## increase diversity

17%

proportion of female executives in the top pharmaceutical companies in Fortune 500<sup>27</sup>

72%

of global C-suite Life Sciences professionals believe greater gender diversity on the leadership team improves financial performance<sup>28</sup>

## ongoing stem skills shortage

43%

UK STEM vacancies hard to fill<sup>30</sup>

2.4m

unfilled STEM jobs in US by 2018<sup>31</sup>

14%

of Science employees come from outside the UK (5% all sectors)<sup>12</sup>

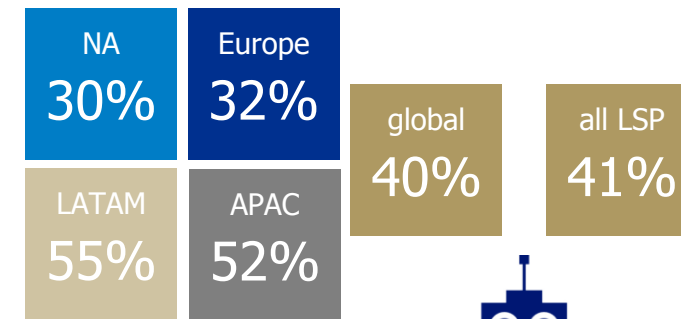
\$445bn

projected biotech drug sales by 2019<sup>13</sup>

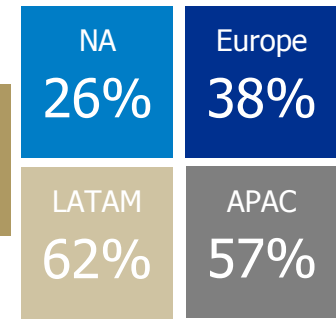
# many see the rise of automation as a benefit rather than a concern

- **Overall, LSP employees are very positive towards automation: 41% think it will make their job better and only a few think that it will take their job away. The regional differences are significant:**
  - LATAM is the most positive region towards automation with 62% believing it will make their job better, followed by APAC at 57%. North American LSP employees are least positive with only 26% thinking automation will make their job better.
    - 76% of Brazilian LSP employees believe automation will make their job better versus only 26% of American LSP workers.
  - However, none of the regions are worried that automation will take their jobs away. Only 17% of North American LSP employees are afraid of this, followed by APAC at 14%, Europe at 11% and LATAM at only 7% of people.
    - 18% of Americans who work in the Life Sciences/Pharma industry are worried about being out of a job because of automation compared to only 7% of Argentinians and Brazilians.
- **These trends are similar to what all employees think globally:**
  - 40% of global employees think automation will make their job better. Again, LATAM is most positive here with 55% and North America least positive with 30%.
  - 13% of employees globally think their job might go away due to automation. North America and Europe are more negative with 14% agreeing to that statement.
  - Within other sectors we see similar findings as well although the IT and Engineering sectors are more positive about the effects of automation: 51% of IT workers and 52% of engineers believe it will make their job better versus 44% of finance workers and 41% of LSP workers.
- **Automation is already increasing the need for new skills in the Life Sciences/Pharma sector:**
  - The range of skills needed by technicians is increasing as more manual tasks are being outsourced to machinery and new manufacturing technologies are applied.
  - According to the Science Industry Partnership, growing developments in the Life Sciences field are amplifying the demand for multi-disciplinary staff. Core biomedical science skills as well as the ability to apply advanced manufacturing techniques are now required.<sup>12</sup>

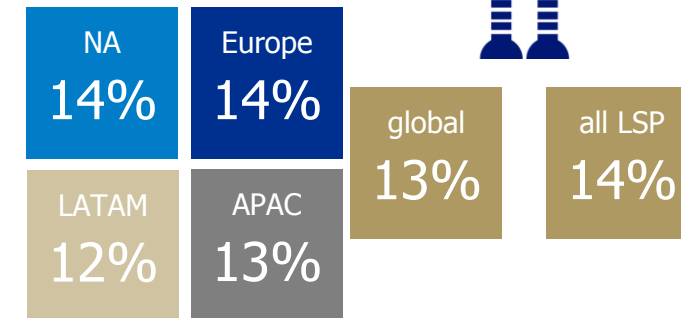
## general automation will make my job better



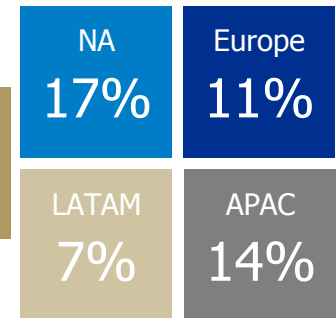
## Life Sciences/Pharma automation will make my job better



## automation will take my job away



## automation will take my job away



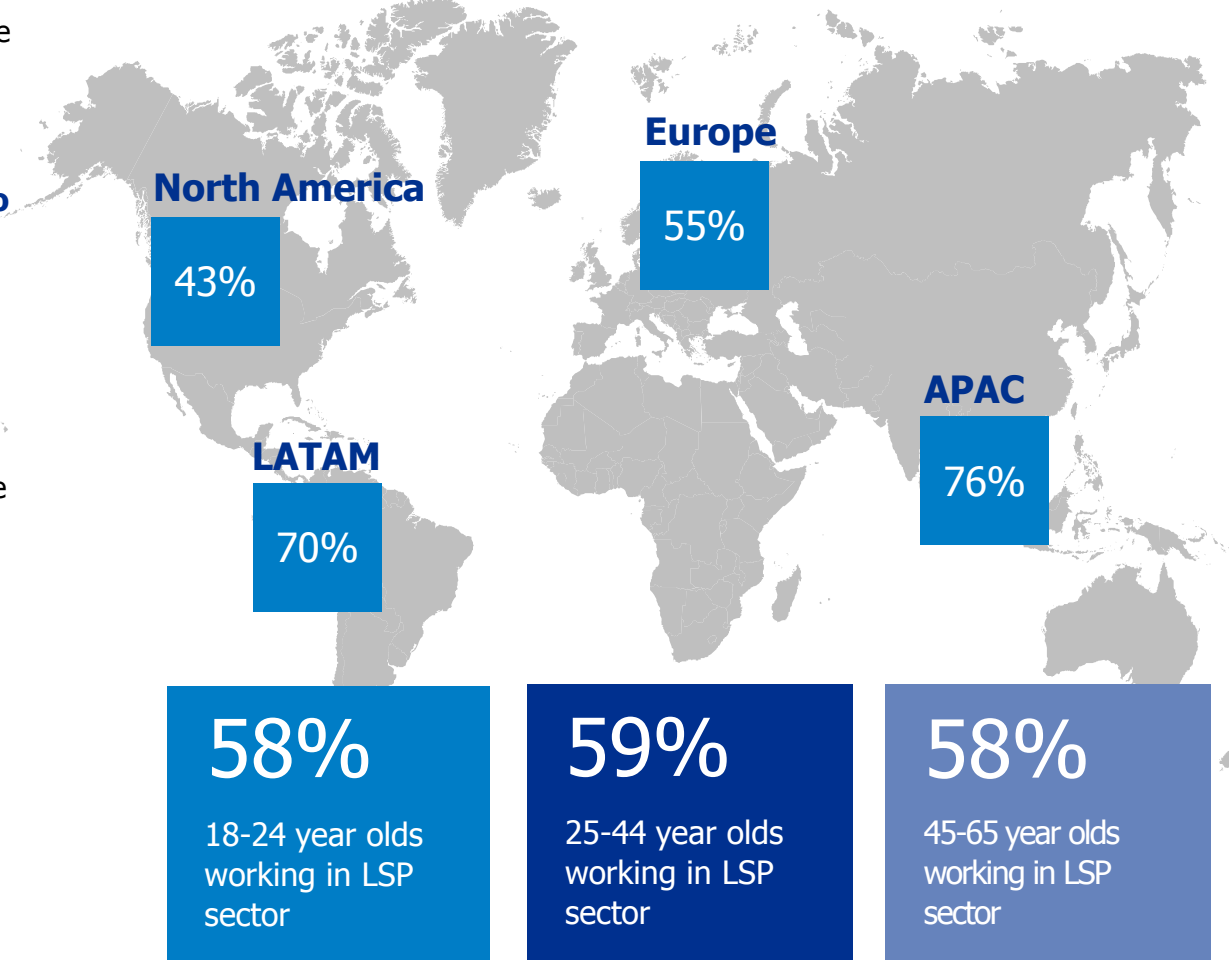
Base: REBR study 2017, all employees who work in a Life Sciences or Pharmaceutical industry



# how workforce demographics influence future talent policy

- **Regionally APAC and LATAM LSP employees are most willing to retrain if their jobs were automated:**
  - Overall the APAC region Life Sciences/Pharma workers are most open to retraining with 76% being willing. Those in the middle age group (25-44) are the most keen to retrain with 78% being open to it.
  - Within LATAM, 70% of Life Sciences professionals would be open to retraining with 72% of those aged 25-44.
- **Although LSP workers in Europe and North America are less likely to be willing to retrain overall, certain age groups are amenable to it:**
  - 60% of North Americans 45-65 would be willing to retrain and 57% of Europeans aged 25-44 feel the same.
- **Across all age groups LSP employees are willing to retrain. This is likely due to already established norms within the sector around continuing professional development:**
  - Continuing education and continuing professional development programs are widespread in the Pharmaceutical sector with varying levels of implementation across different countries.<sup>32</sup>
- **With the rapid technological and medical advances occurring in the Life Sciences/Pharma category, offering opportunities for continuing education should be a priority:**
  - 27% of Life Sciences professionals believe that an employer must provide good training.
  - Continuing professional development is also a key way to progress one's career and 39% of LSP employees believe career progression opportunities are crucial.

## 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 a Life Sciences or Pharmaceutical industry

# looking ahead – what the Life Sciences/Pharma sector needs to focus on for the future

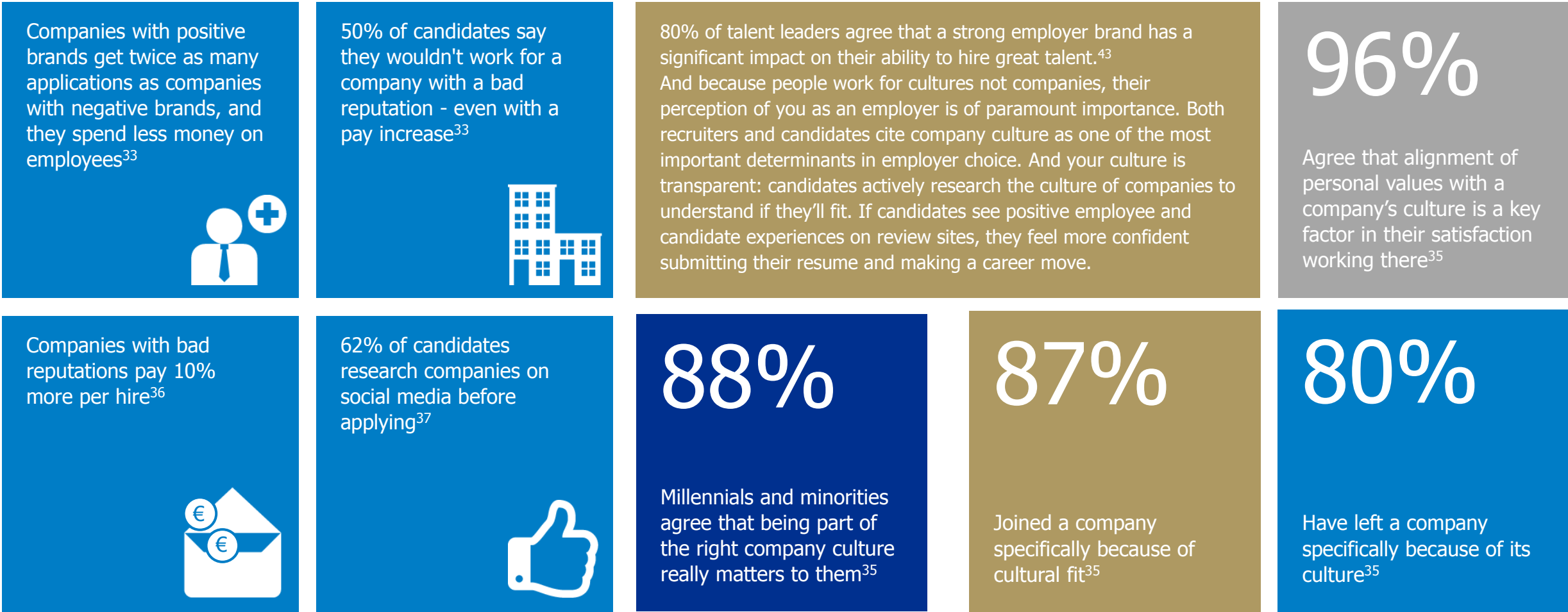
- **Overall, the Life Science/Pharma sector ranks as the #3 most attractive sector to work in globally:**
  - Recent graduates are particularly keen to work within the Life Sciences/Pharma sector with those in APAC being the most interested in the sector.
  - However, the sector has lost a little ground, falling from 2<sup>nd</sup> place in 2016 to now #3 in the overall sector ranking.
  - Large companies within the sector may also struggle to attract talent as only 27% of LSP employees want to work for a large company – above average but significantly below the IT and Engineering sectors. As all of these sectors compete for STEM graduates, big companies within the Life Sciences sector will need to work harder to increase their appeal particularly as the shortages in graduates are set to continue.
- **There is a growing demand for Life Sciences professionals and a lack of skilled workers able to plug new gaps:**
  - Training on the job could be a good way of upskilling employees, particularly as Life Sciences professionals are generally open to training.
  - Another way of tackling the shortage in employees is to increase gender diversity. More female workers in this industry seek attractive salary and benefits as well as career progression opportunities compared to their male colleagues. A focus on retaining and promoting female talent could be a way for LSP companies to gain a competitive advantage.
- **Supporting good work-life balance is key for employers of Life Sciences professionals:**
  - This is particularly important for women in Europe who also rank flexible work arrangements in their top 5 most important factors in a future employer. Companies should look to offer benefits which can increase feelings of satisfaction in this area. Examples include gym facilities, flexible working arrangements and on-site childcare.
  - Good work-life balance is also the top priority for young millennials (aged 18-24) globally. This age group has just left university or school and is therefore quite used to having an active social life as well as pursuing diverse interests. They will expect to continue this once they enter the workforce.
- **Preparing employees for increased automation in the Life Sciences/Pharma sector will be key to remaining competitive within the sector:**
  - The majority of Life Sciences professionals are open to retraining with those in APAC and LATAM being the most willing to retrain.
  - Offering continuous professional development for employees will also give companies a competitive advantage and help keep employees engaged

# 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





# 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.<sup>38</sup>
  - 73% of CEOs reported being concerned about the availability of key skills.<sup>39</sup>
- **Companies that have strong employer brands enjoy significant cost savings with lower cost per hire and employee turnover rates:**
  - Cost per hire is over two times lower for companies with strong employer brands.<sup>40</sup>
  - Companies with stronger employer brands have 28% lower turnover rates than companies with weaker employer brands.<sup>40</sup>
  - 59% are investing more in their employer brand compared to last year.<sup>41</sup>

'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.<sup>42</sup>

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