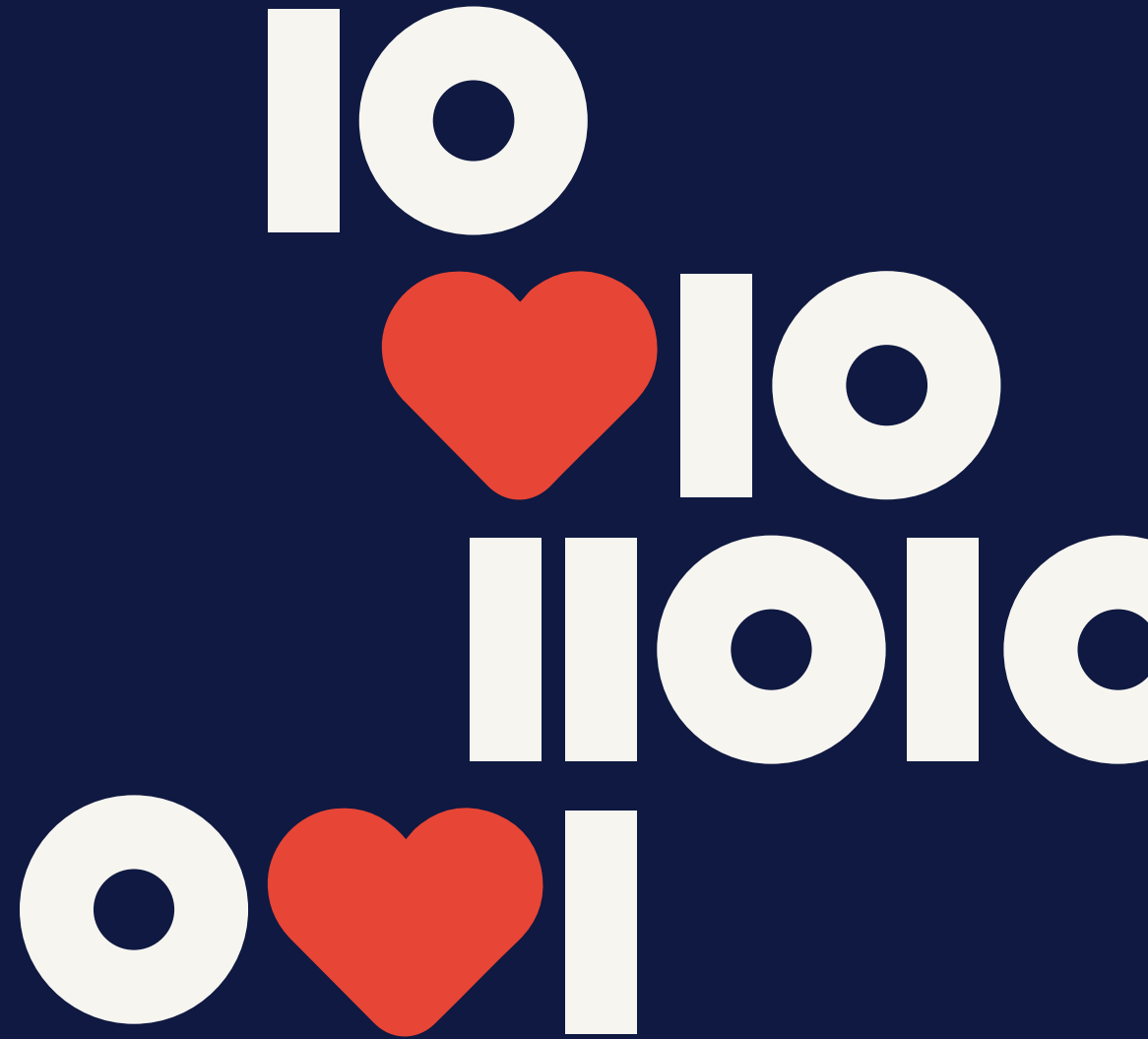


employer  
brand research  
2018.

global insights into the perception  
of the life sciences sector

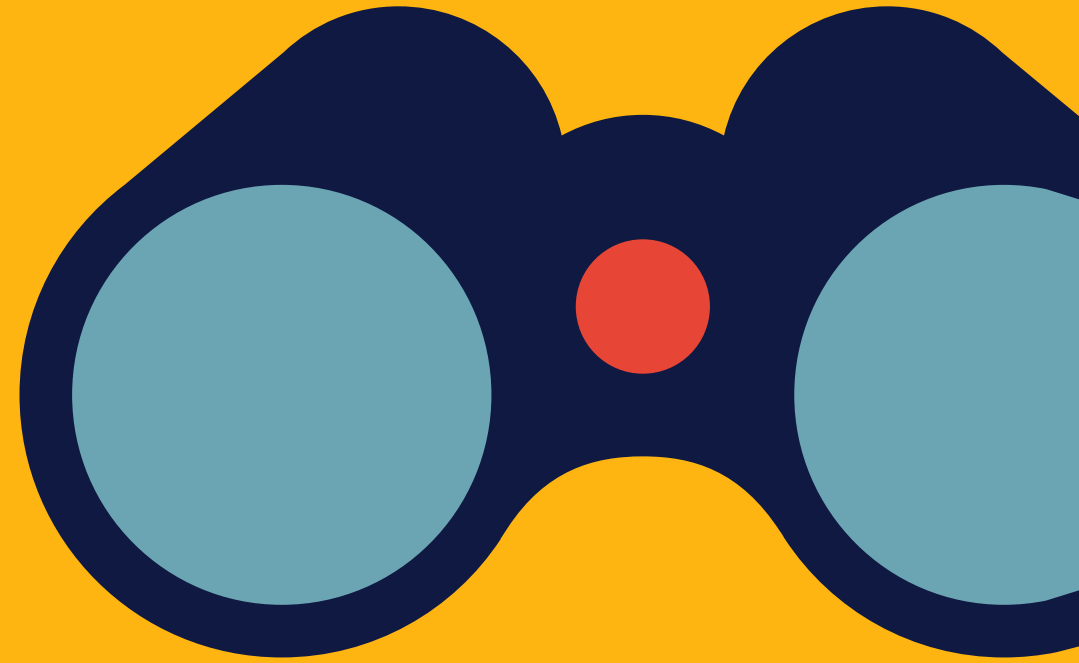
 randstad



human forward.

content.

- 1 executive summary
- 2 what do life sciences workers want
- 3 switching behavior
- 4 how attractive is the life sciences sector
- 5 appendix



executive

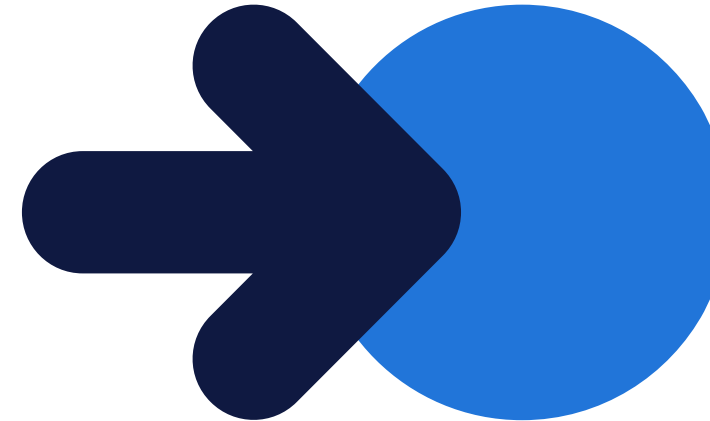
summary.



# executive summary.

the power of the randstad employer brand research to help you win the war for talent

Life sciences professionals often take pride in the fact that the work they do helps enhance and save lives. While it's an altruistic goal, what motivates many comes from not only a sense of personal satisfaction but also financial rewards. In our 2018 Randstad Employer Brand Research, 65% of working-age adults employed in this sector said salary and benefits were the top reason for choosing an employer, 5% higher than for workers across all sectors we surveyed.



# executive summary.



When it comes to creating a resonant employee value proposition, money talks in the life sciences industry. The 65% of professionals in this field who this year ranked salary and benefits as the primary reason for choosing an employer represent an increase over the percentage who said the same in 2017. What this tells us is that to attract and retain, employers must offer competitive pay or risk losing good talent to competitors in the business and even companies in other sectors.

## executive summary.

Beyond a competitive salary and benefits, employers should also consider whether they offer the next most important attributes workers seek: a good work-life balance, job security, career progression opportunities and a pleasant working atmosphere. These are all prioritized in that order by life sciences professionals, but when asked whether they associate the biggest employers in their market with these qualities, they don't see it that way. The top three characteristics attributed to these companies are being financially healthy, uses the latest technologies and sports a good reputation.



## executive summary.



This gap between what workers want and what they perceive as the top attributes of large employers is contributing to the industry's talent scarcity.

To change this perception, leading life sciences companies need to better articulate the rewards — financial and otherwise — their organizations offer. Benefits such as health care, access to medicines and other products they make, flexible work schedules and additional perks that can help companies cost effectively acquire the talent needed to drive growth. Unfortunately, companies in the sector have historically been opaque about their company culture and their workplace a trait that comes from the regulated nature of many business in this field.

## executive summary.

Change is slowly occurring, however, as greater transparency comes to the life sciences sector. Through review sites, sharing of employment experiences and employers making a concerted effort to become more open about their business, job seekers are getting a more comprehensive view of the sector. This will likely lead the industry to become more attractive to talent who want a good salary and benefits as well as a rewarding and meaningful career.





# executive summary.

To help you better create an employee value proposition that will resonate with candidates, we have compiled critical findings about the perception of workers in the industry. By using the research insights reported here, we are confident you will be able to develop the messaging that will have the biggest impact on your ability to acquire the skills you need to continue to innovate for the industry and your business.

steven brand  
employer brand director - EMEA  
talent innovation center  
randstad sourceright



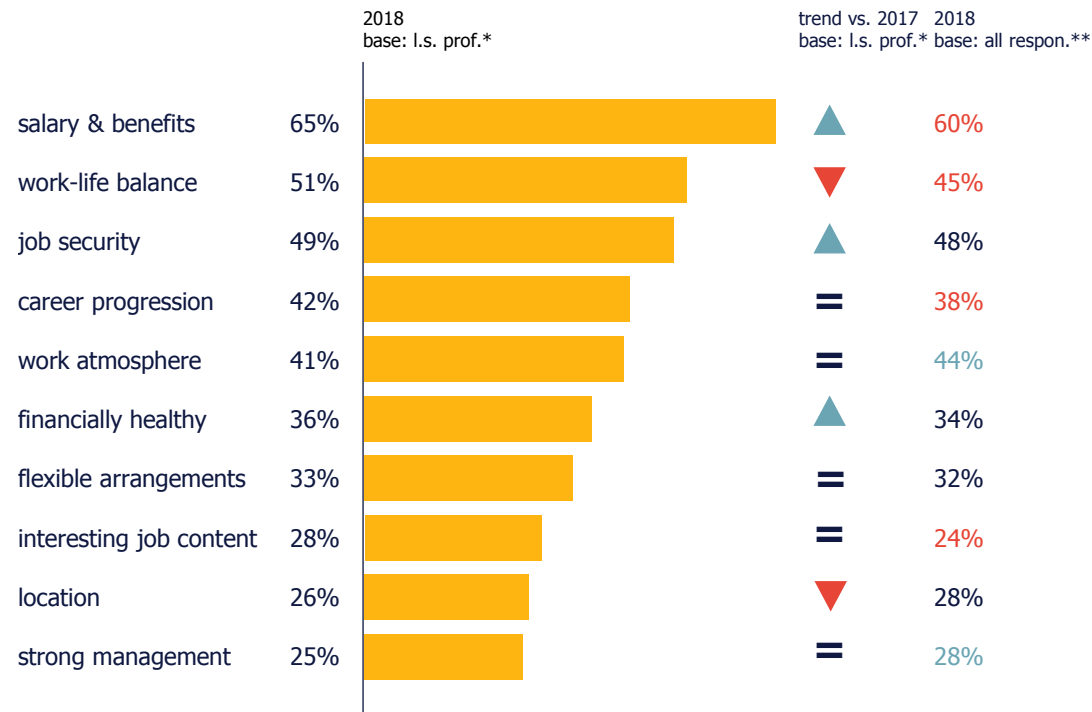
what do



workers want.

# what do life sciences workers want vs. global employees.

## top 10 reasons to choose an employer



Attractive salary & benefits is clearly the most important reason for life sciences professionals to choose an employer and has continued to gain strength year on year.

To attract life sciences professionals in particular, a slightly different recruitment strategy is needed. Attractive salary & benefits, good work-life balance, career progression opportunities and interesting job content are perceived more important by this target group than it is by the global workforce.

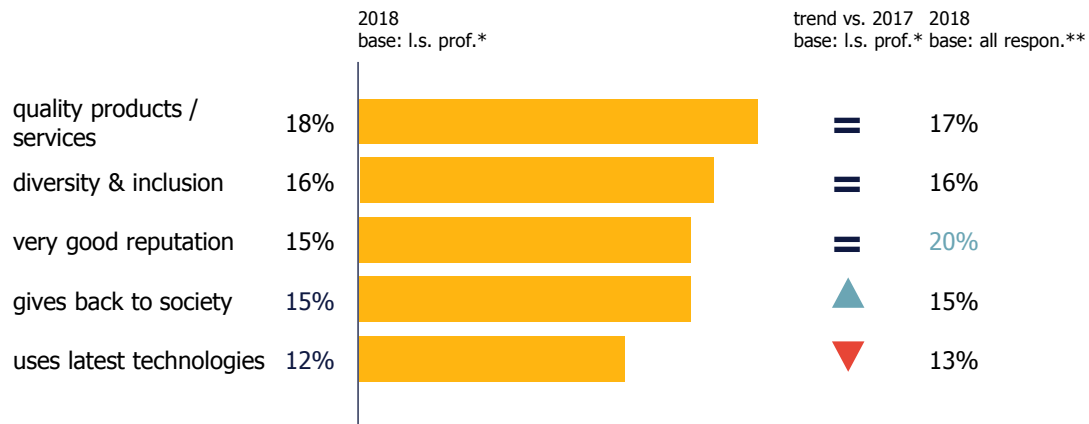
\* triangle highlighted green or red when the difference with 2017 data is 3+ percent higher or lower

\*\* percentage highlighted green or red, when the difference with life sciences professionals for 2018 is 3+ percent higher or lower



# what do life sciences workers want vs. global employees.

## least important reasons to choose an employer



Whilst financially-driven attributes top the list of must-haves for the ideal employer, social attributes are seen as less important by life sciences professionals.

An employer's good reputation carries less value for life sciences professionals than it does for the average employee. Apart from this, the lower ranked attributes show similar importance for life sciences professionals as for their peers in other job functions.

\* triangle highlighted green or red when the difference with 2017 data is 3+ percent higher or lower

\*\* percentage highlighted green or red, when the difference with life sciences professionals for 2018 is 3+ percent higher or lower



# employer exchange gap analysis global.

a gap between what employees seek and what employers offer is a valuable opportunity for a company's EVP.

life sciences  
professionals seek

1 salary & benefits

2 work-life balance

3 job security

4 career progression

5 work atmosphere

6 financially healthy

7 interesting job content

8 gives back to society

9 very good reputation

10 uses latest technologies

life sciences  
employers offer

1 financially healthy

2 uses latest technologies

3 very good reputation

4 job security

5 career progression

6 salary & benefits

7 interesting job content

8 work atmosphere

9 work-life balance

10 gives back to society

The most attractive attributes sought in employers are not currently aligned with the perceived core values of companies at sector level.

Having said this, almost all drivers including attractive salary & benefits are more often attributed to companies in the life sciences sector than to the global company average.

The life sciences sector is even perceived to offer two of the top 3 sought EVP drivers more than any other sector: good work-life balance and job security.

When targeting life science professionals, by highlighting these points in your employer branding strategy, will help maintain the competitive edge over other sectors.

please note that for comparison reasons a shortened list of 10 out of the original 16 drivers is shown above



# what do life sciences workers want

## global differences.

1/2

### gender

men

24%

of men in life sciences find quality products/services important, which is high compared to men globally (19%) and women in life sciences (13%).

men

16%

of men in life sciences find using the latest technologies available important. Women in life sciences find this aspect considerably less important (8%).

women

69%

of females in life sciences find salary & benefits important. This is higher than men in life sciences (61%) and also higher than the wider global female workforce (62%).

### age

18-24

64%

of 18-24 y.o. life sciences professionals find career progression important. This is only 41% among the 18-24 y.o. in the wider global workforce.

25-44

work-life balance

53% of the 25-44 y.o. life sciences workers find good work-life balance important, which is significantly higher than other life sciences professionals (18-24 y.o.: 42%, 45+ y.o.: 48%).

45+

strong management

is less important (19%) for the 45+ life sciences workers, compared to 45+ y.o. workers in the wider global workforce (27%).



# what do life sciences workers want

## global differences.

2/2

### region

north america

53%

of life sciences professionals in North America find job security important, which is significantly higher when compared to APAC (46%).

EMEA

35%

of life sciences professionals in EMEA find interesting job content important; this is more than the global life sciences average (28%) and the average EMEA professional (33%).

EMEA

57%

of life sciences professionals in EMEA find a pleasant work atmosphere more important than life sciences professionals globally and those in APAC (41%, 45% respectively).

### education

lower educated

50%

of lower educated life sciences professionals find good training important; this is more than middle and higher educated life sciences workers (19% and 24%) and also lower educated professionals globally (33%).

middle educated

33%

of middle educated life sciences professionals find location important; this is significantly higher than both the lower and higher educated life sciences workforce (9% and 23%).

higher educated

17%

of higher educated life sciences professionals find diversity and inclusion important; this is high compared to lower educated life sciences workers (6%).



# what do life sciences workers want summary.

1/2

Standard factors such as attractive salary & benefits, good work-life balance and job security dominate and are fairly uniform across the globe for professionals working in life sciences.

Although the top 3 ranked EVP drivers remain the same, the drivers to attract employees are much less stable for life sciences professionals than they are for the global workforce. Being financially healthy, providing attractive salary and benefits, job security, and flexible arrangements all gain importance compared to last year, showing the

dynamic character of the life sciences sector.

The need for young talent is high in the life sciences sector, but 18-24 y.o. life sciences professionals show very different needs than their peers in other job functions.

Among the global workforce, attractive salary and benefits appeal more to most employees, however, for young professionals in life sciences (18-24 y.o.) this is particularly important (75% vs 54% globally).





# what do life sciences workers want summary.

2/2

Career progression opportunities show a similar pattern (64% vs 44% globally) whilst non-financial aspects such as pleasant work atmosphere are perceived less important. To accommodate this, a high starting salary and a well thought out career plan should be clearly communicated by employers in their employer branding strategies.

Life sciences companies struggle less than companies in other industries to attract applicants, but candidates do not always meet their needs. So life sciences talent remains scarce and as such there is a trend towards a more

frequent use of contingent workforce. Companies in life sciences are therefore hiring more and more for soft skills and training for hard skills.

Another challenge is that even though the sector often provides good training, professionals in life sciences do not value this aspect too much with its importance decreasing across time.

Career progression on the other hand is highly valued, so life sciences companies can capitalize on this driver by highlighting how professionals can advance their career by continuously improving their skills, with the help of their (potential) employer.



switching

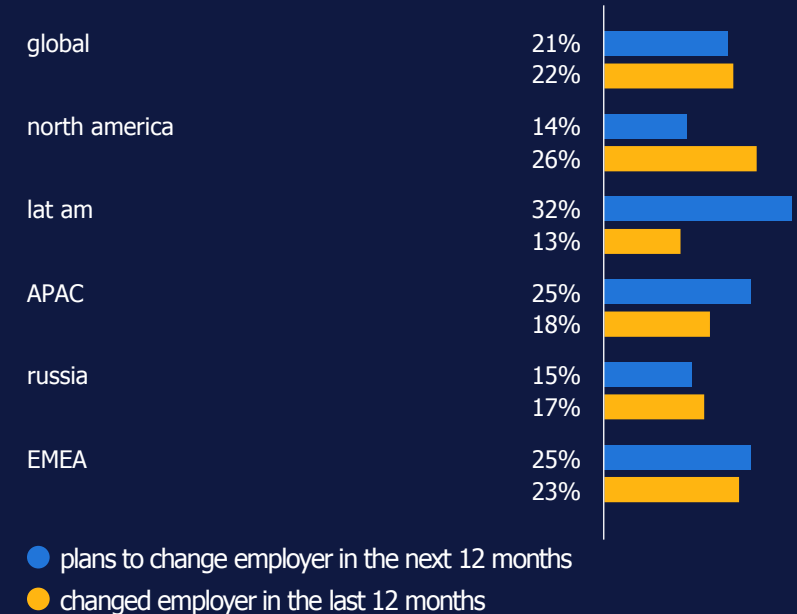


behavior.

# switching jobs life sciences professionals behavior.

Although plans of switching jobs are lower among life sciences professionals when compared to the wider global workforce (21% v. 27%), the high demand for life sciences professionals and scarcity of skills show in recent switching behavior as life sciences professionals have more often switched jobs the last 12 months than the average employee globally (22% v. 18%).

Russia is the only region where life sciences professionals' switching behavior is more or less in line with the global average. In all other regions, a customized retention strategy may well be needed.

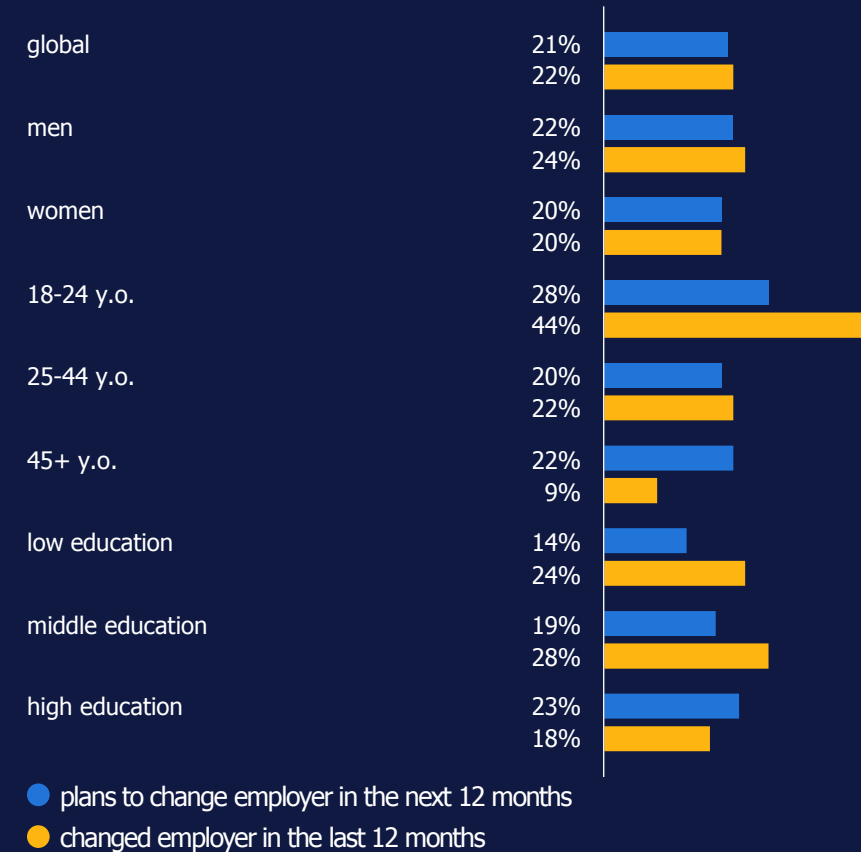


# switching jobs life sciences professionals behavior.

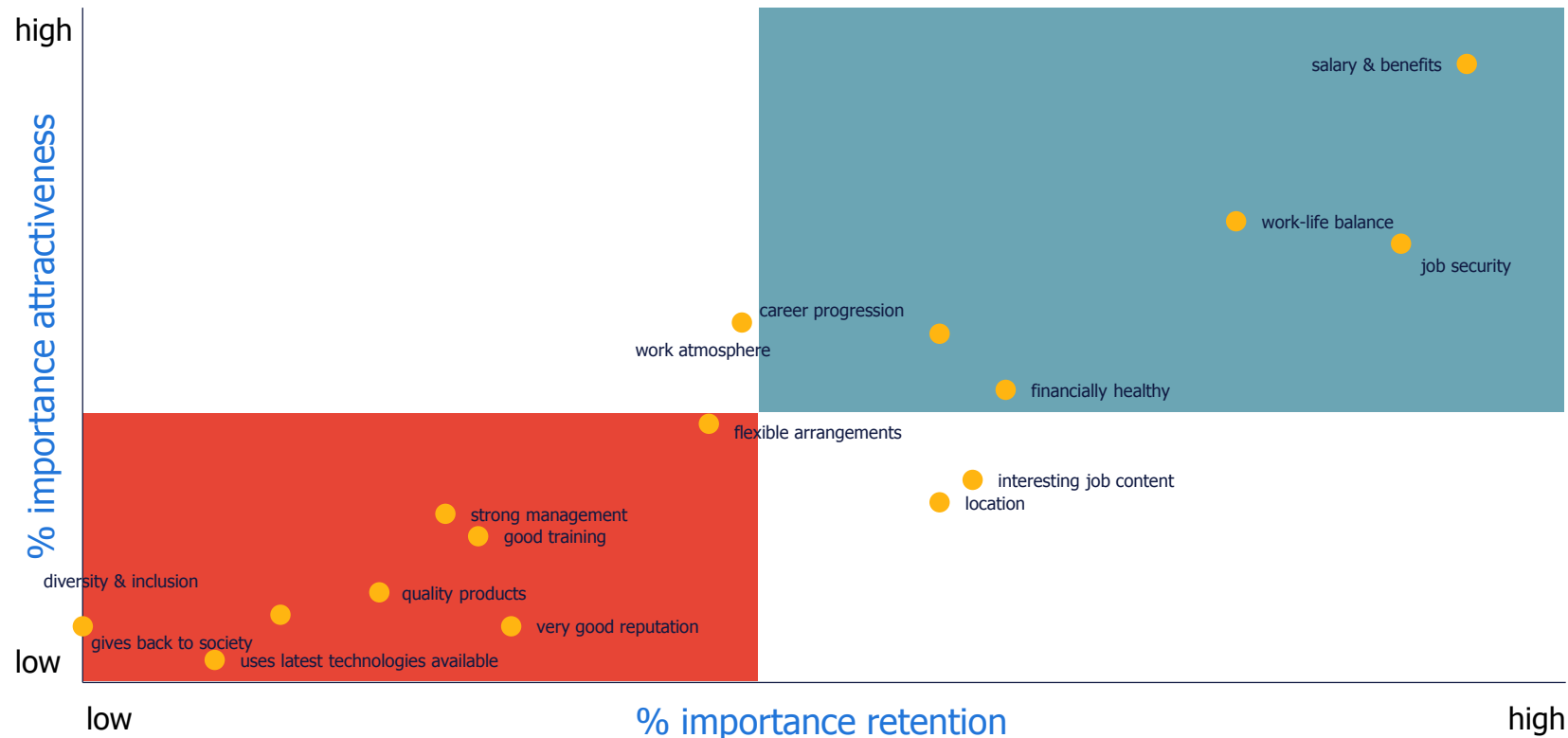
Retention of life sciences professionals proves a difficult challenge across most demographics, with the exception of the higher educated and of the 45+ y.o. workforce. The gap between planning to change employer and actually doing so is the biggest among the 18-24 y.o. (44% versus 28% global).

The highly educated life science professionals plan to change employer more often, but surprisingly have switched employer less often than the lower/middle educated professionals do.

As the 45+ y.o. life sciences professionals deem career progression much less important for staying (21%) than the 18-24 y.o. life sciences professionals (48%), their switching intention and behavior is less of an issue.



# EVP drivers life sciences professionals attraction vs. retention.



As expected, attractive salary & benefits, job security and good work-life balance should be focus points for employers as they contribute most to both attraction as retention.

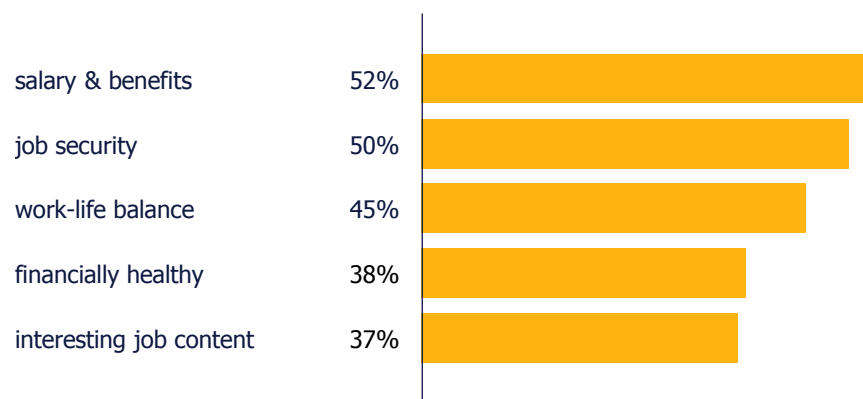
Interesting job content and a convenient location are more important for retaining life sciences employees, than for attracting them.

Although a number of attributes are ranked low on both importance for retention and attraction, these drivers should not be neglected when developing your employer brand.

# EVP drivers

## life sciences professionals retention.

### top 5 reasons to stay with an employer



### differences

18-24 y.o.

career progression #3

for employees aged 18-24 y.o., while career progression is less important for life sciences employees aged 25-44 y.o. who rank it #9 and those aged 45+ y.o. who rank it #10.

45+

52%

of life sciences employees aged 44+ y.o. find work-life balance important (#1 retention driver). For the 18-24 y.o life sciences employees (36%) and for the wider global 45+ workforce (43%) this is much less important.

high educated

15%

of high educated life sciences employees find strong management an important retention driver; this is low compared to high educated employees globally (20%).

men

41%

of men working in life sciences find a pleasant work atmosphere important, making it the #4 retention driver, while for women this is only 30% (and #8).

women

convenient location #4

for women in life sciences (41%), while for men working in life sciences, location is only ranked #8 among the retention drivers (32%).

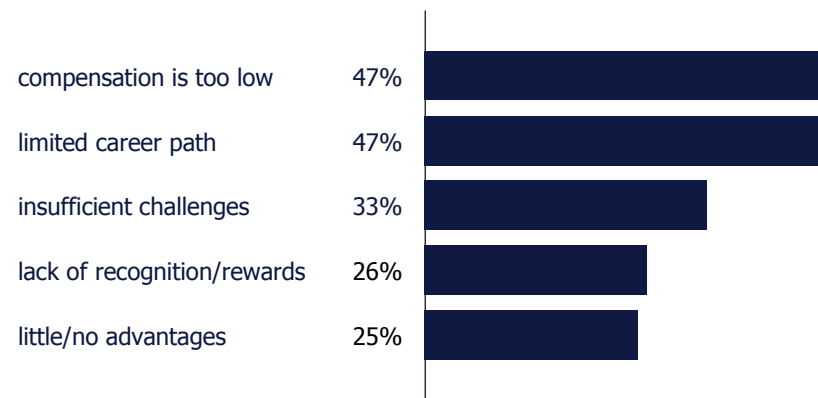
EMEA

36%

of life sciences workers from EMEA find attractive salary & benefits important for retention; this is relatively low compared to the global life sciences workers (52%).

# factors driving life sciences professionals away.

## top 5 reasons to leave an employer



## differences

### men

**28%**

of men in life sciences mention insufficient flexible work options more often as a reason to leave than their female peers (10%).

### women

**27%**

of women in life sciences consider work-life balance issues as a reason to leave, which is considerably higher than men in life sciences (16%).

### middle educated

**33%**

of middle educated life sciences workers mention non-financial stability as a reason to leave, which is higher than higher educated life sciences employees (14%).

### 18-24 y.o.

**46%**

of the younger workforce consider a limited career path as the #1 factor to look for a new employer, while this is 33% for the 45+ workforce.

### 25-44 y.o.

**too low compensation**

is the most important reason (52%) to start looking for a new job for the 25-44 y.o. professionals, while for the 45+ workforce it's about insufficient challenges (53%).

### EMEA

**work-life balance issues**

is considerably more often named as a factor driving life sciences professionals away in EMEA (37%) than globally (22%).



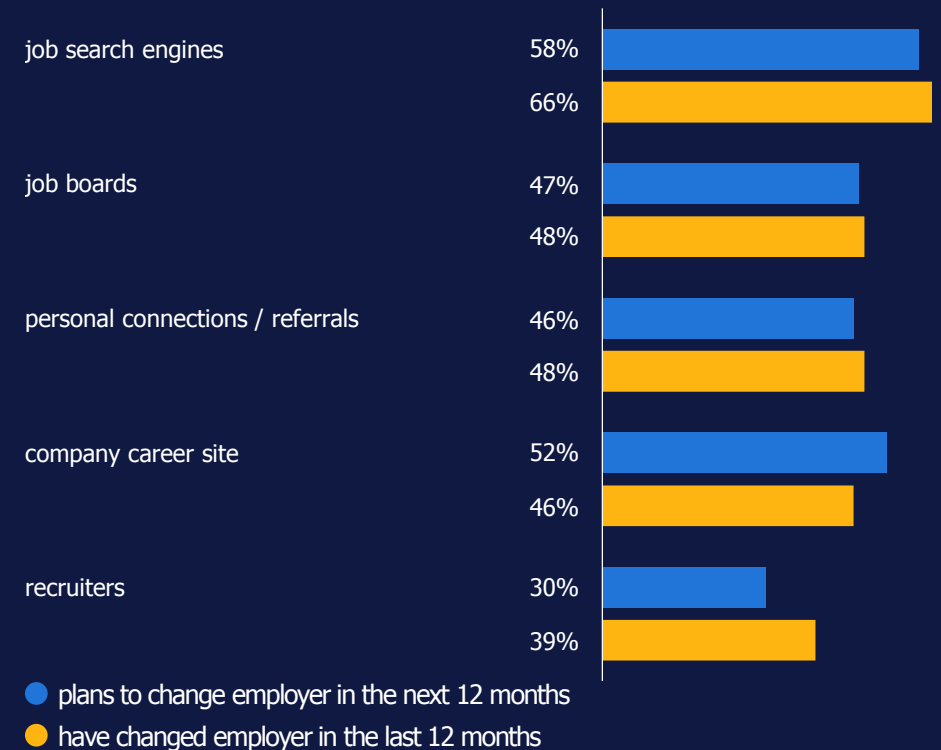
# switching behavior life sciences professionals.

## job search channels

In general, life sciences professionals use more online channels to look for jobs than the global workforce. Among these channels, job search engines are used most often (58%), identifying it as the most important channel for targeting life sciences professionals looking for jobs. This applies even more to women, those of lower to middle education and the 18-24 y.o age group.

Offline channels remain important as a big proportion of the 18-24 y.o. (37%) and higher educated employees (34%) still make use of recruiters in their job hunt.

## top 5 channels used to look for a job\*





# switching behavior summary.

although life sciences professionals plan to change employer less often than the global workforce (21% v. 27%), actually retaining them proves to be more difficult. As switching behavior differs strongly by region for this sector, a more regional retention strategy might be needed to prevent them from leaving.

In EMEA, life sciences professionals switch employer relatively often. As Pharma has shifted a lot of productions to Eastern Europe, talent gets scarcer and employees have more opportunities to work elsewhere.

Although companies here often think attractive salary & benefits are enough to attract/retain these professionals, this is deemed less important and a stronger focus on interesting job content is advised.

North American life sciences employees have switched employer more than the global workforce as well (26% vs 22%).

As plans of changing in North America are surprisingly lower (14% life sciences prof. v. 26% global) and recruiters, personal connections and referrals were used more often to look for jobs, it is likely that a more aggressive retention strategy is needed.

Retention of life sciences professionals is strongest in Latin America.

Life science professionals here value attractive salary & benefits less than their peers in other regions but they do appreciate the job security offered by the life sciences sector which may explain the lower switching rates.

# switching behavior summary.

- Retention is particularly problematic among the younger life sciences professionals as 44% of the 18-24 y.o. professionals switched employer in the past year.
- As it is difficult to hire your way through scarcity, companies in the sector rightly put more focus to career progression and training skills of their own employees; attributes ranking relatively high for the 18-24 y.o. as drivers for staying.
- The 45+ y.o. life sciences professionals switch considerably less often. Already having an attractive salary & benefits, the older life sciences workforce sometimes sits in a golden cage. But their skills are sometimes not sufficiently utilized. In contrast to the global workforce, life science professionals leave much more often due to insufficient challenges (53%) than due to low compensation (29%).



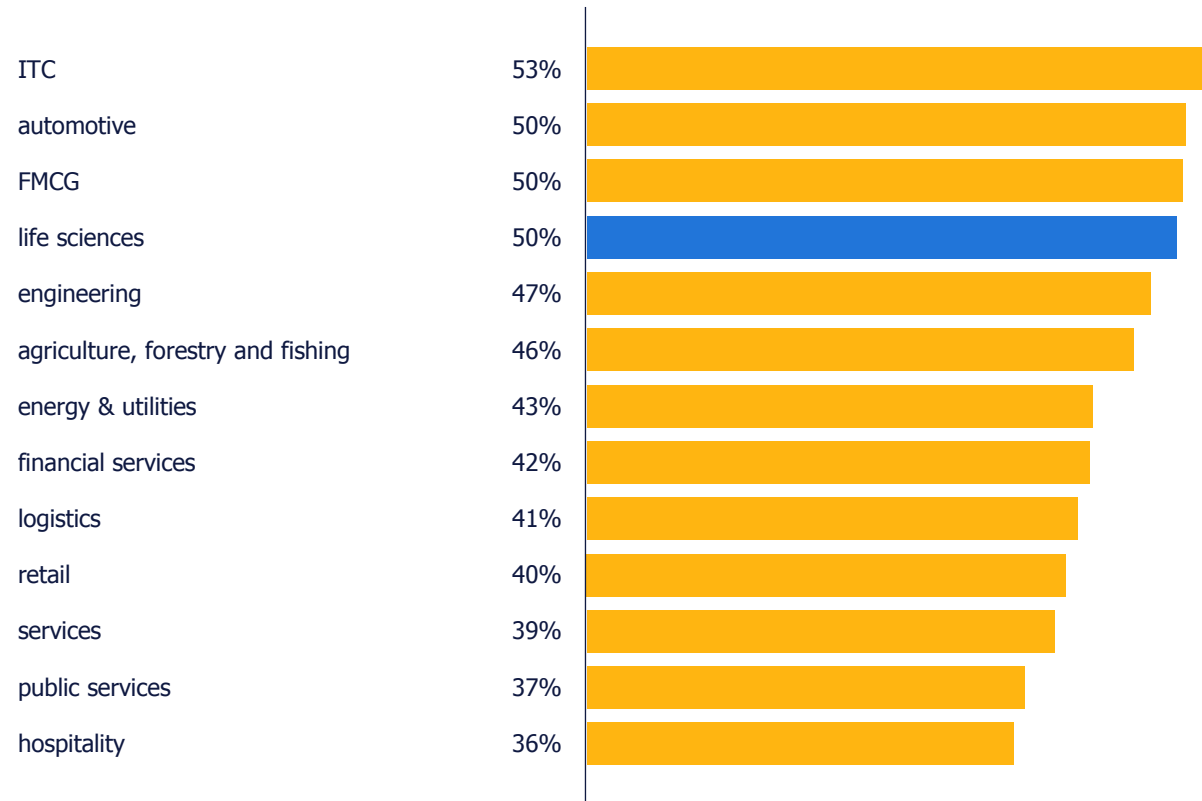
how attractive



is the sector.

# sector attractiveness global.

## sector attractiveness



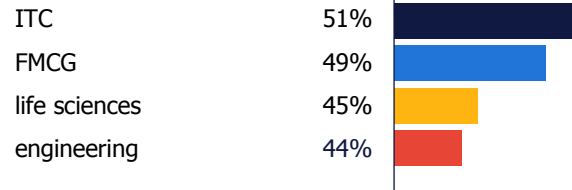
Life sciences is ranked the 4th most attractive sector. The global workforce is most willing to work for ITC companies (53%) followed by automotive and FMCG companies (50% respectively).

\* the ITC sector relates to companies in IT, Technology & Communications

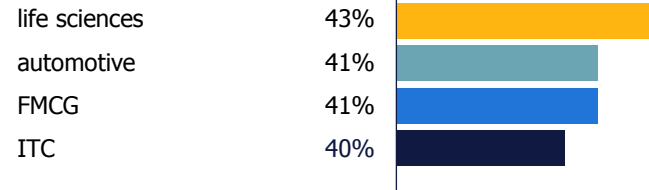


# sector attractiveness by region.

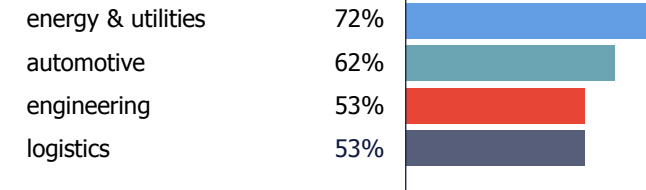
## north america



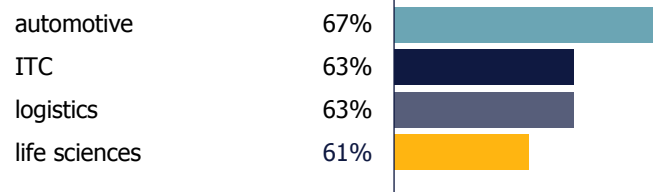
## EMEA



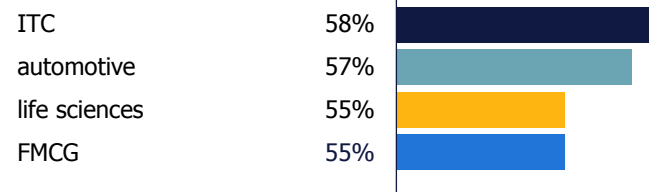
## russia (#12\*)



## lat am



## APAC



Life Sciences, ITC and automotive top the rankings in 4 out of the 5 regions. In Russia, willingness to work for life sciences is surprisingly low (37%, #12).

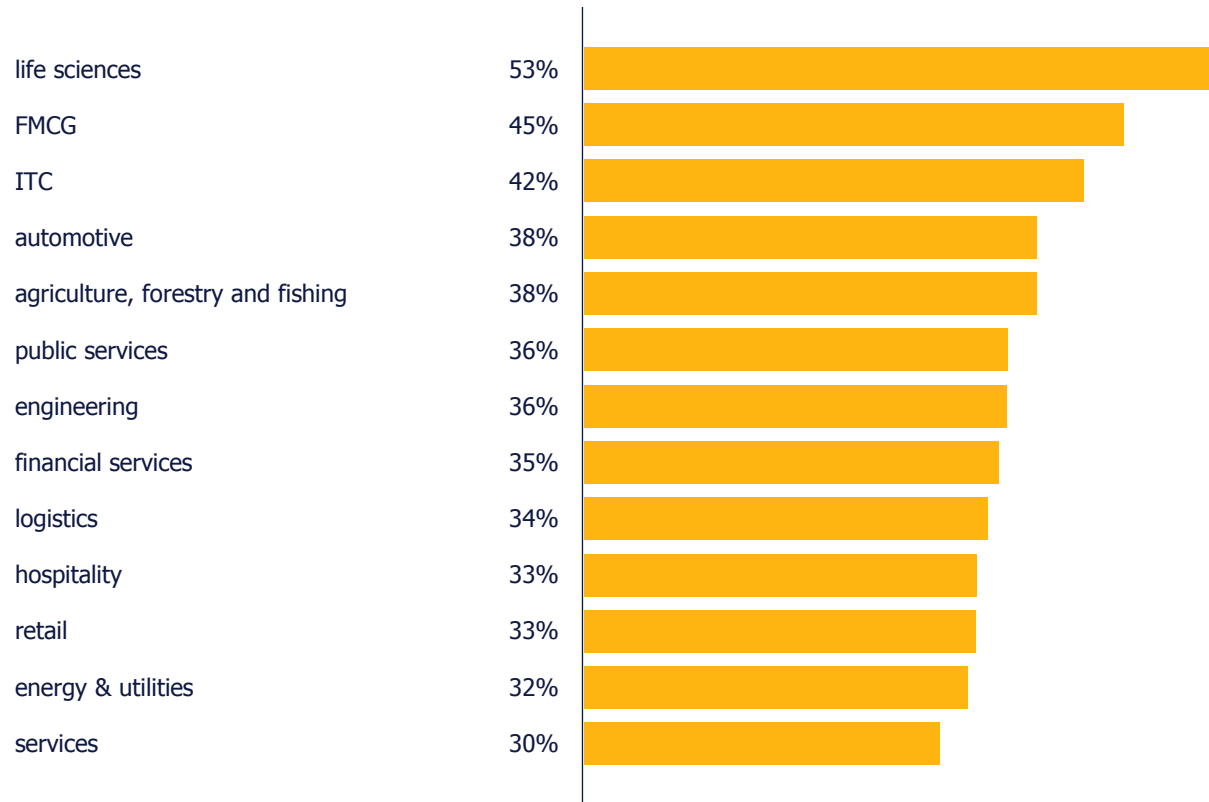
Relative to other sectors, life sciences is the most attractive sector in EMEA, but absolute willingness to work in this region (43%) is lower than in other regions of the world. Appeal of the life sciences sector is highest in Latin America.

\* ranking of life sciences sector in this region



# sector fluidity life science.

## sector attractiveness



Having a high sector attractiveness among professionals in life sciences means a large proportion of life sciences workers is willing to work for a different sector, and might therefore be at risk of switching.

Compared to the global averages for sector attractiveness, almost all sectors show a lower attractiveness among life sciences professionals. However, the 3 most attractive sectors life sciences professionals could be tempted to switch to are FMCG, ITC and automotive.

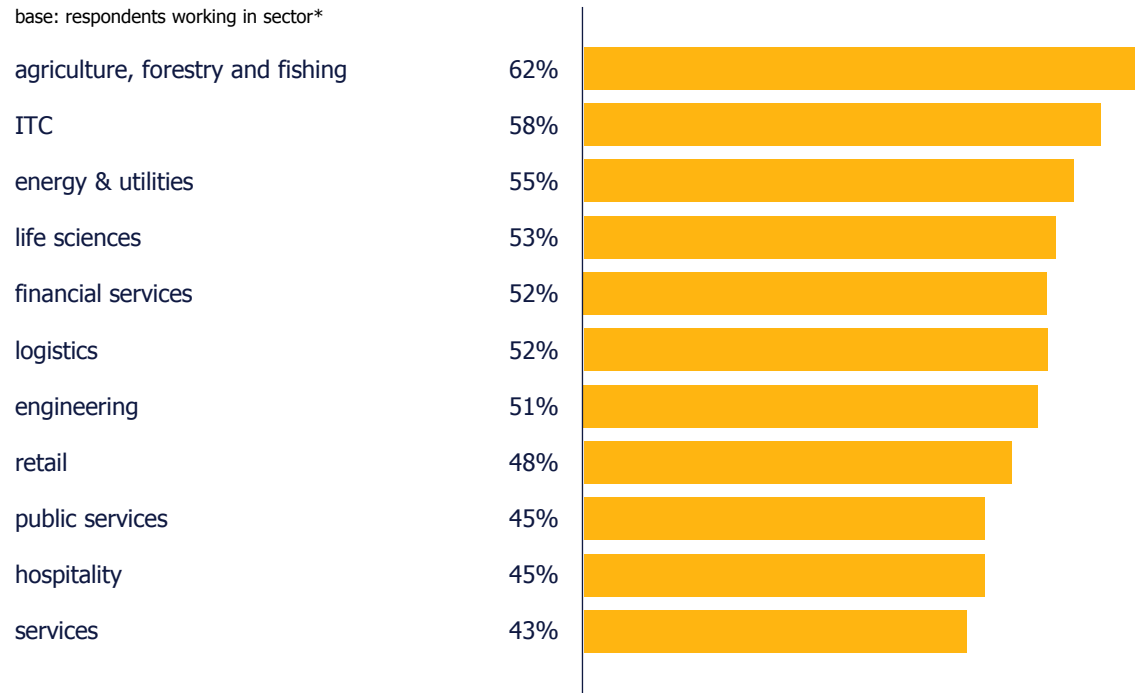
\* please note that the sector definitions based on job function and those based on companies is not the same



# sector fluidity life sciences.

## sector attractiveness

base: respondents working in sector\*



A high attractiveness of the life sciences sector among employees working in certain sectors means that the sector is in a strong position to target talent in these sectors.

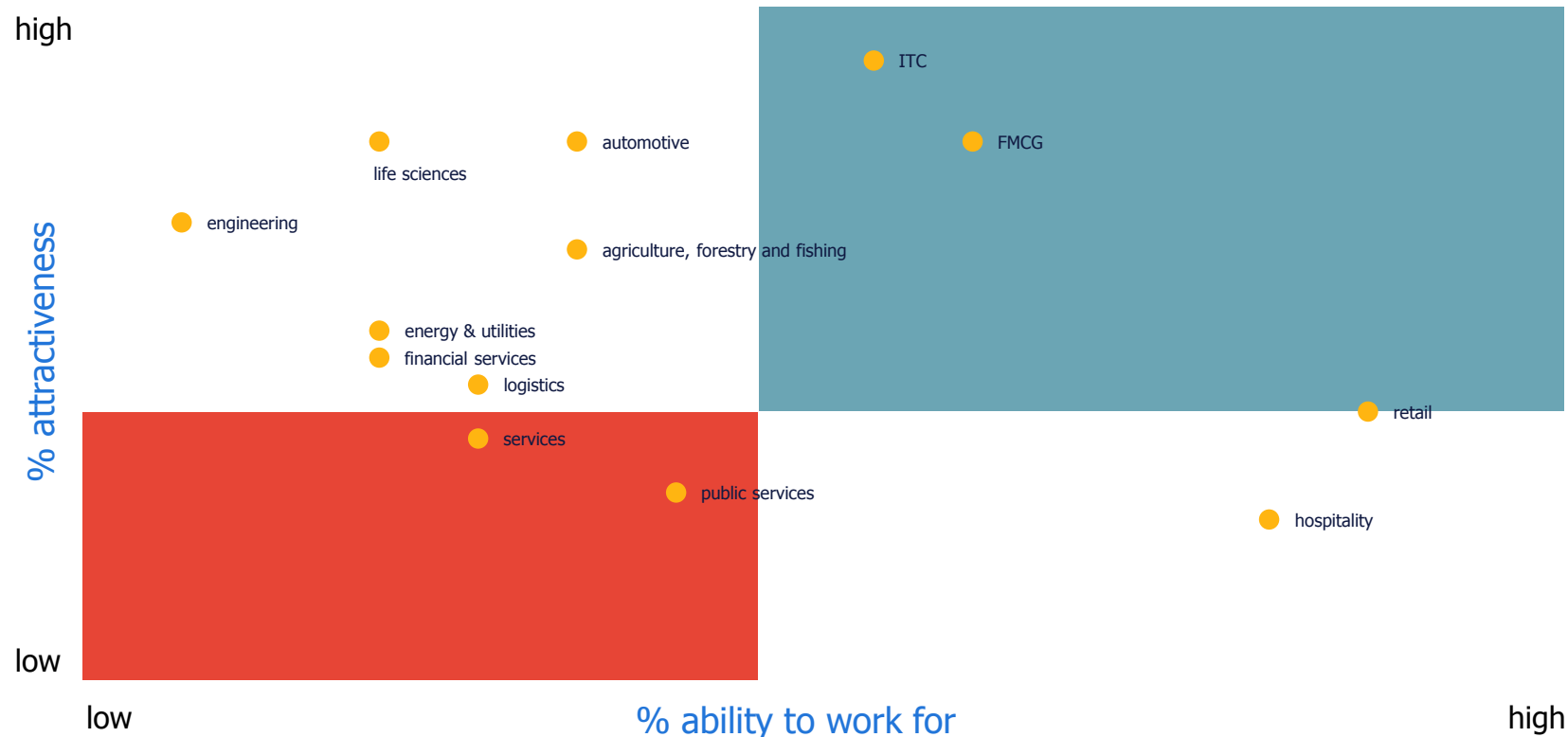
Willingness to work for the life sciences sector is high (53%): regardless of the sector they currently work in.

Opportunities are biggest among professionals in agriculture, forestry and fishing (62%), ITC (58%) and energy & utilities (55%).

\* please note that the sector definitions based on job function and those based on companies is not the same

# sector attractiveness vs ability to work for it.

workers perceived abilities to work for the life sciences sector is relatively low



Employees are often willing to work for a sector that they feel they are to actually able to.

Retail and Hospitality are the only exceptions for which, although relatively unattractive, most employees indicate to be able to work in.

Life sciences is an attractive sector, but only 33% of employees feel able to work in this sector, which after Engineering, is the lowest score of all sectors. As a result, a smaller number of employees will consider working for life sciences.



# sector attractiveness

## summary.

1/2

- Willingness to work for an employer is highest for companies in the ITC sector, but together with automotive and FMCG, the life sciences sector comes in as the 2nd most attractive sector (50%).
- This is explained by the wide scope of (important) values it is attributed with. Across the demographics, life sciences is slightly more attractive to women (52% vs. 48% for men), the 25-44 y.o. (51% vs. 49% vs. 46% for the younger and older workforce respectively) and the higher educated (54% v. 43% v. 46% for the lower and middle educated workforce respectively).
- The life sciences sector is in an uniquely strong position. Willingness to work for other sectors among life sciences professionals is lower for every sector than the global average, but professionals from other sectors find the life sciences sector very attractive, indicating that both attracting and retaining employees may be slightly easier to accomplish.



# sector attractiveness

## summary.

2/2

- As with all sectors, retention still proves to be an issue. The risk of losing life sciences professionals is highest for the FMCG sector as attractiveness is high and perceived ability work for this sector is less of an issue.
- In life sciences there is a big trend towards AI, digitalization and automation, but talent in these fields is very difficult to find. These specialists often do not know that the life sciences sector is looking for them, and if they do, companies in life sciences need to compete with entrepreneurial and attractive companies such as Google.
- However, this year's research shows that ITC professionals display a very high willingness to work for life sciences companies. This provides an opportunity to attract them by communicating on the well-rounded employer brand many life sciences companies can offer.



# appendix.

- 1 what do life sciences workers want – trend analysis
- 2 about the research



what do workers  
want



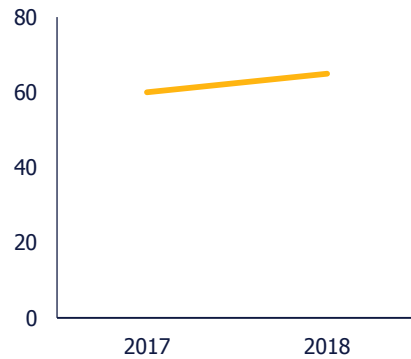
trend analysis.

# what do life sciences workers want

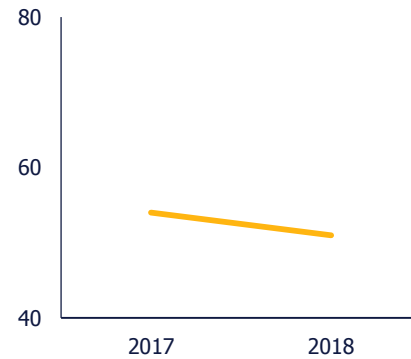
## global trends.

1/2

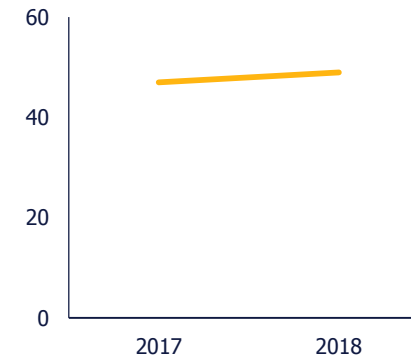
salary and benefits



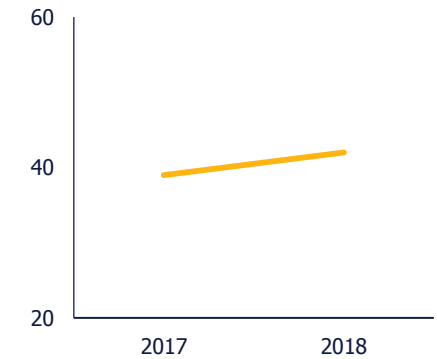
work-life balance



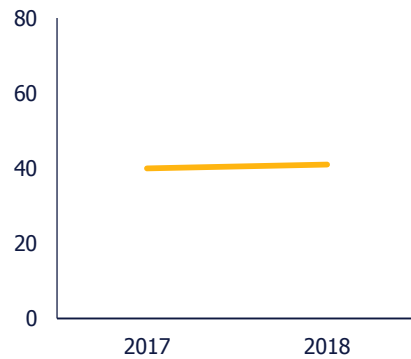
job security



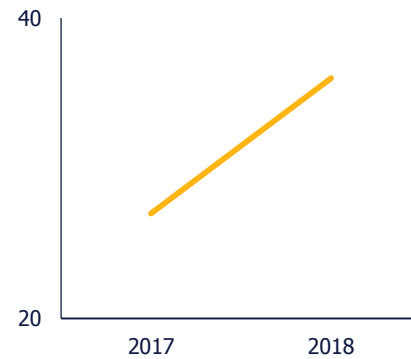
career progression



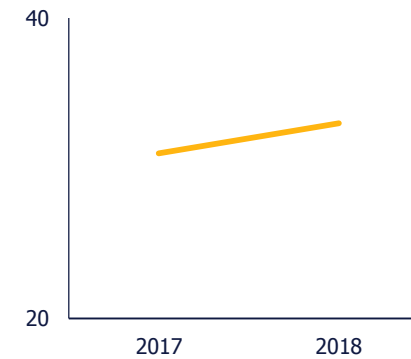
work atmosphere



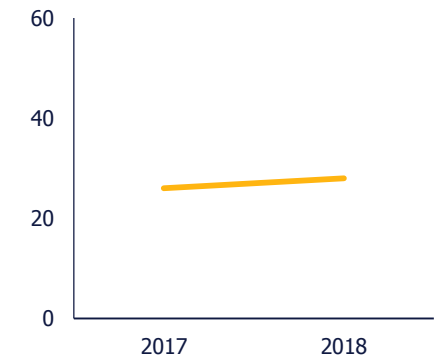
financially healthy



flexible arrangements\*



interesting job content



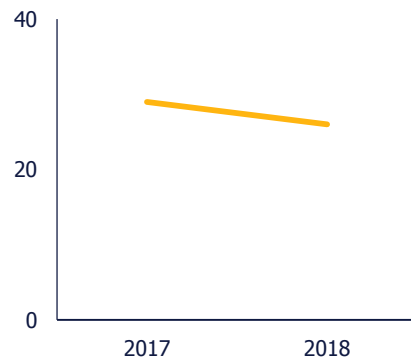
\*flexitime, teleworking, etc.

# what do life sciences workers want

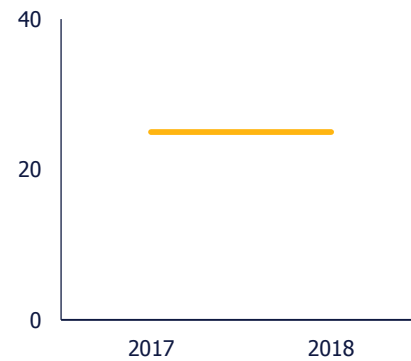
## global trends.

2/2

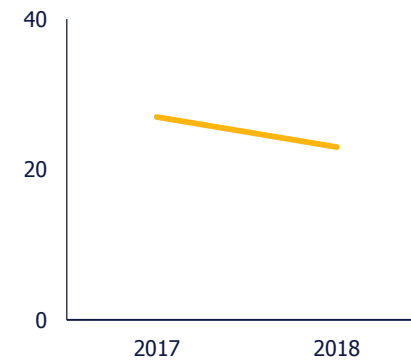
location



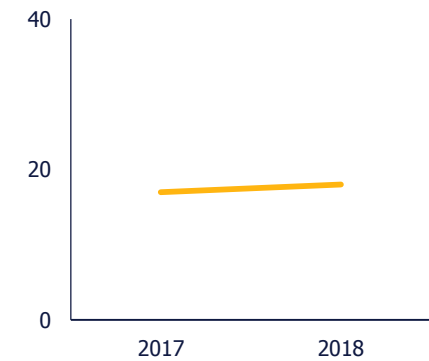
strong management



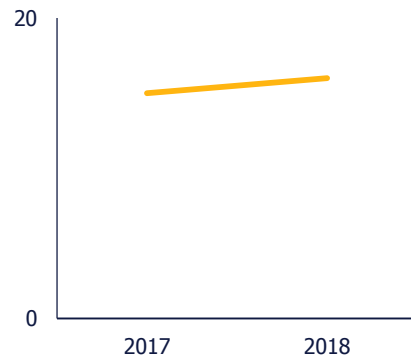
good training



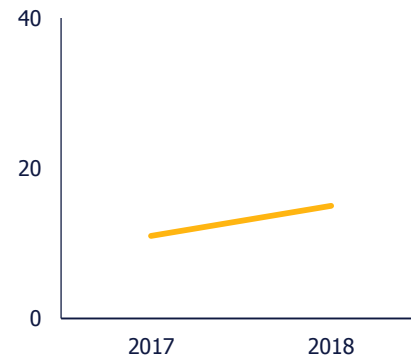
quality products



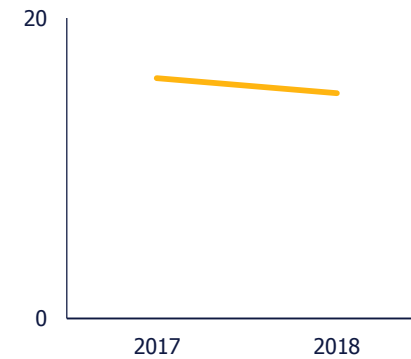
diversity & inclusion



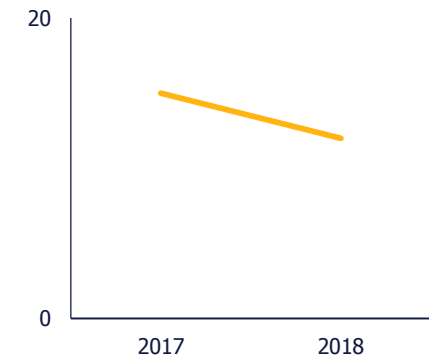
gives back to society



very good reputation



uses latest technologies



about the



research.

# what is the randstad employer brand research.

- Representative employer brand research based on perceptions of the general audience. Optimizing 17 years of successful employer branding insights.
- Independent survey with over 175,000 respondents in 30 countries worldwide.
- Reflection of employer attractiveness for the country's 150 largest employers known by at least 10% of the population.
- Valuable insights to help employers shape their employer brand.





# 30 countries surveyed covering more than 75% of the global economy.

austria  
australia  
argentina  
belgium  
brazil  
canada  
china  
czech republic  
dubai  
france  
germany  
greece  
hong kong  
hungary  
italy  
india  
japan  
luxembourg  
malaysia  
new zealand  
netherlands  
poland  
portugal  
russia  
singapore  
spain  
sweden  
switzerland  
UK  
USA



## worldwide

- over 175,000 respondents
- 5,755 companies surveyed

## sample

- aged 18 to 65
- representative on gender
- overrepresented on age 25 – 44
- comprised of students, employed and unemployed workforce

## country

- 1,565 to 12,332 respondents per country, see appendix for breakdown

## fieldwork

- online interviews
- between 10 November and 28 December 2017

## length of interview

- 16 minutes

# breakdown respondents by country.

---

country	n=
argentina	4230
australia	9555
austria	7507
belgium	12046
brazil	4284
canada	4528
china	5691
czech republic	7476
dubai	2501
france	6440
germany	4322
greece	7435
hong kong	4295
hungary	8201
india	3009

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country	n=
italy	5855
japan	7105
luxembourg	1565
malaysia	3308
new zealand	3757
poland	5923
portugal	6752
russia	9431
singapore	3813
spain	6822
sweden	5139
switzerland	4799
the netherlands	12332
UK	5703
USA	4813

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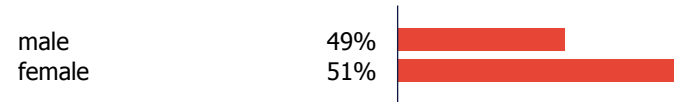


# global sample composition

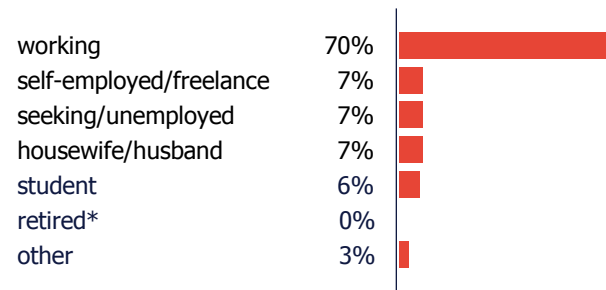
## socio-demographics, employment situation, region.

1/2

### gender



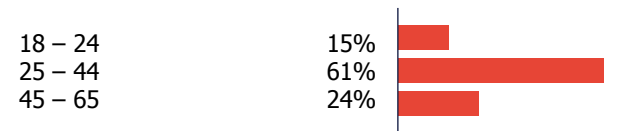
### working situation



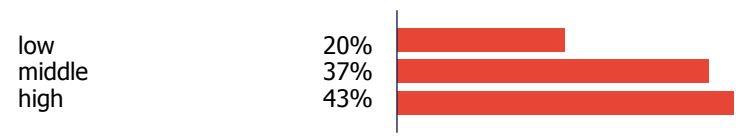
### function



### age



### education



\* including early retirement

total sample: n=178,678  
fieldwork: 10 November to 28 December 2017

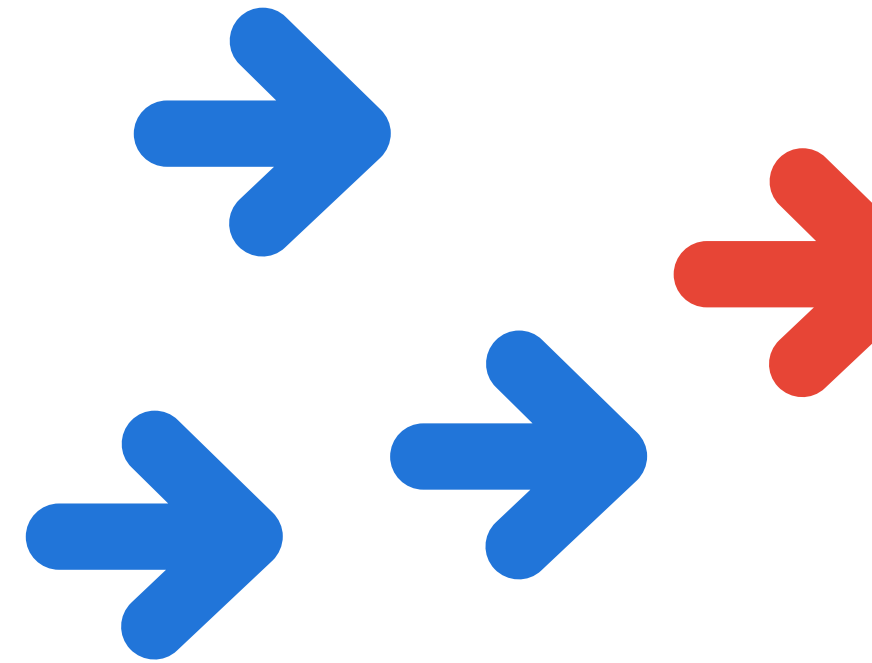
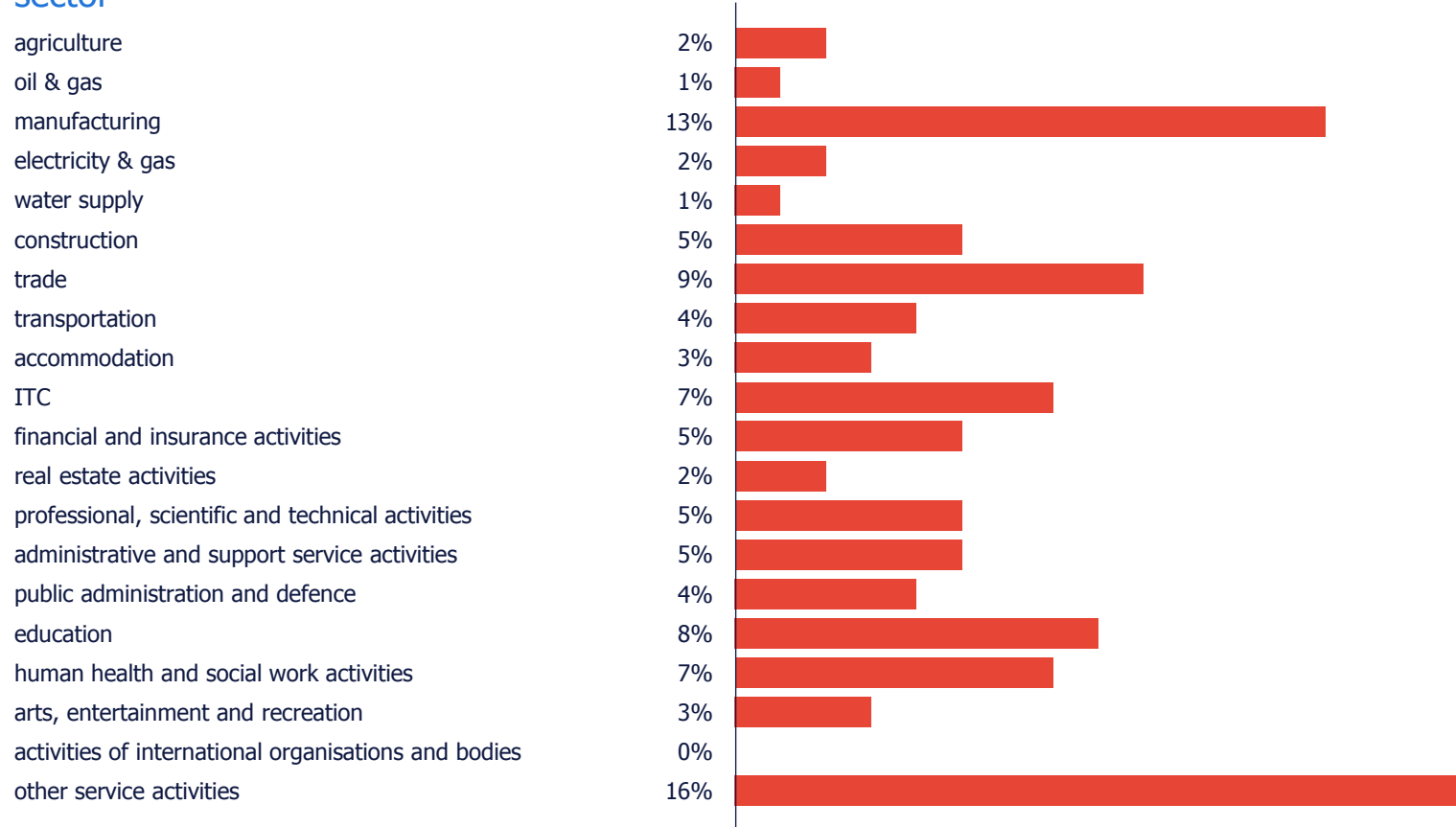


# global sample composition

## socio-demographics, employment situation, region.

2/2

### sector



# the employer brand roadmap.



randstad

human forward.

