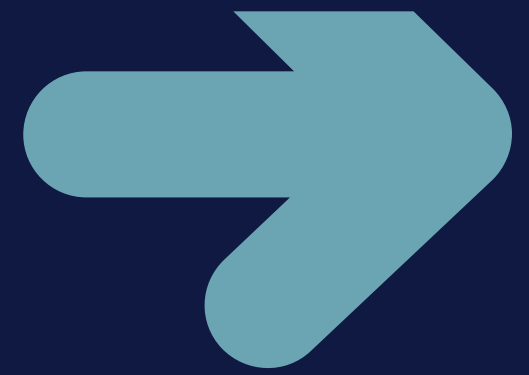


employer  
brand research  
2018



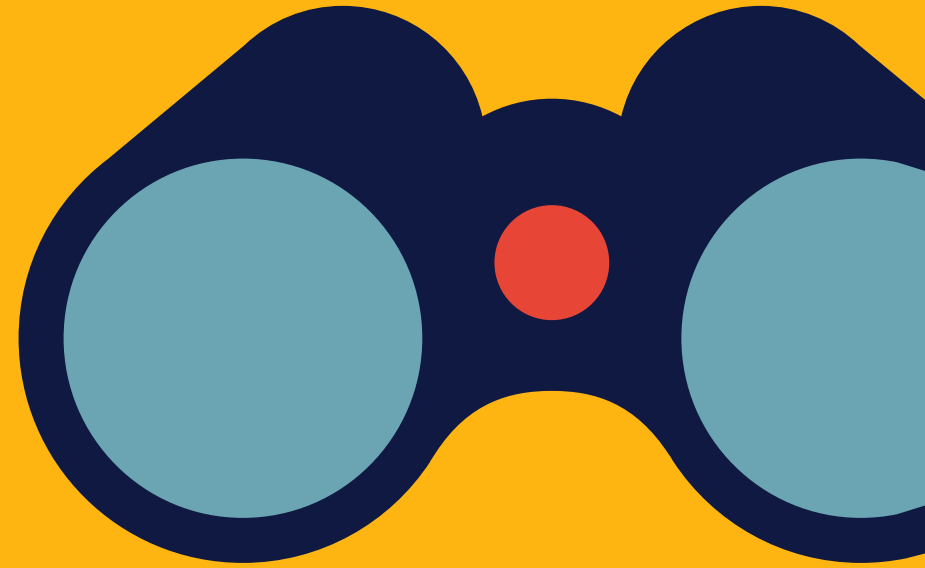
country report  
hong kong.

 randstad

human forward.

# content.

- 1 introduction
- 2 country results
- 3 top employers
- 4 sector insights
- 5 deep dive
- 6 methodology



# introduction.



# 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.<sup>1</sup>

50%

of candidates say they wouldn't work for a company with a bad reputation – even with a pay increase.<sup>1</sup>

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire a great workforce.<sup>2</sup> As 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. Also, if 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.<sup>3</sup>

62%

of candidates research companies on social media before applying.<sup>5</sup>

88%

millennials and minorities agree that being part of the right company culture really matters to them.<sup>3</sup>



companies with bad reputations pay 10% more per hire.<sup>4</sup>

87%

joined a company specifically because of cultural fit.<sup>3</sup>

80%

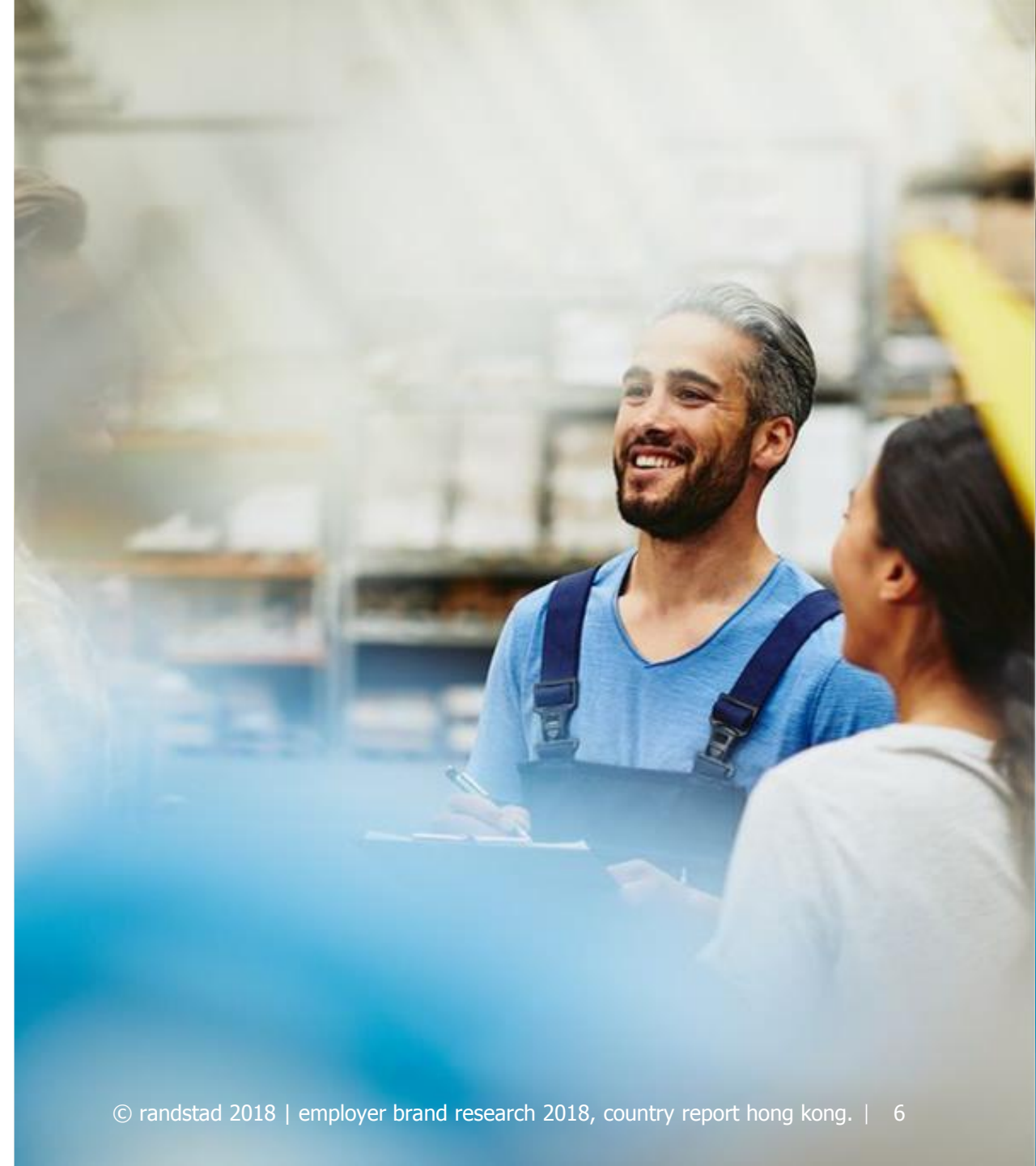
have left a company specifically because of its culture.<sup>3</sup>

# the employer brand roadmap.



# 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 75 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

- 4295 respondents

## fieldwork

- online interviews
- between 15 november and 14 december 2017

## length of interview

- 16 minutes

# employer brand research set up.

---

## 30 companies per respondent

'do you know this company?':  
determines awareness.

## for each company known

'would you like to work for  
this company?':  
determines attractiveness.

## each company known

rating on a set of drivers:  
determines reason for  
attractiveness.

---

## randomly assigned

the 30 companies shown to respondents are assigned randomly based on their awareness level registered in the previous year.

companies with a higher awareness are shown less often while companies with a lower awareness are shown more often. New companies are shown 1400 times for the first time they are researched.

---

## number of evaluations

the smart sampling method ensures a mix between more and lesser known companies and also that the number of evaluations per company is between n=800 and n=1400. This base is statistically robust for being able to draw generalized conclusions about the findings.

---

## drivers

each company is evaluated on:

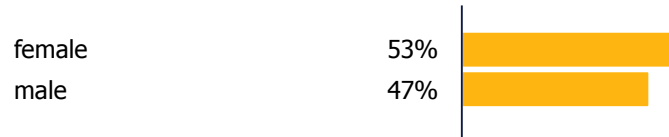
- 01 financially healthy
  - 02 uses latest technology
  - 03 very good reputation
  - 04 job security
  - 05 career progression
  - 06 gives back to society
  - 07 interesting job content
  - 08 pleasant work atmosphere
  - 09 work-life balance
  - 10 attractive salary and benefits
-



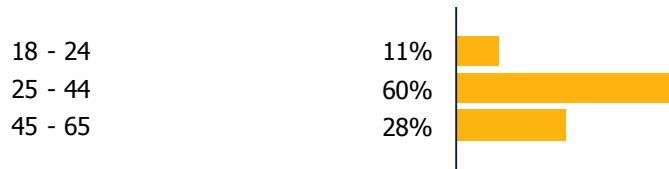
# sample composition

## socio-demographics, employment situation, region.

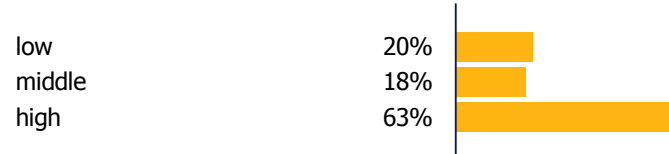
### gender



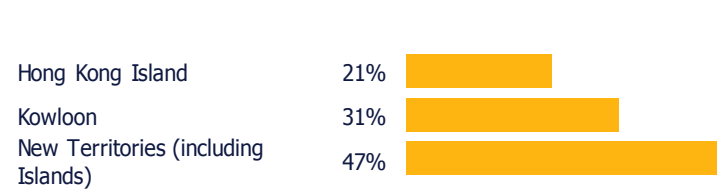
### age



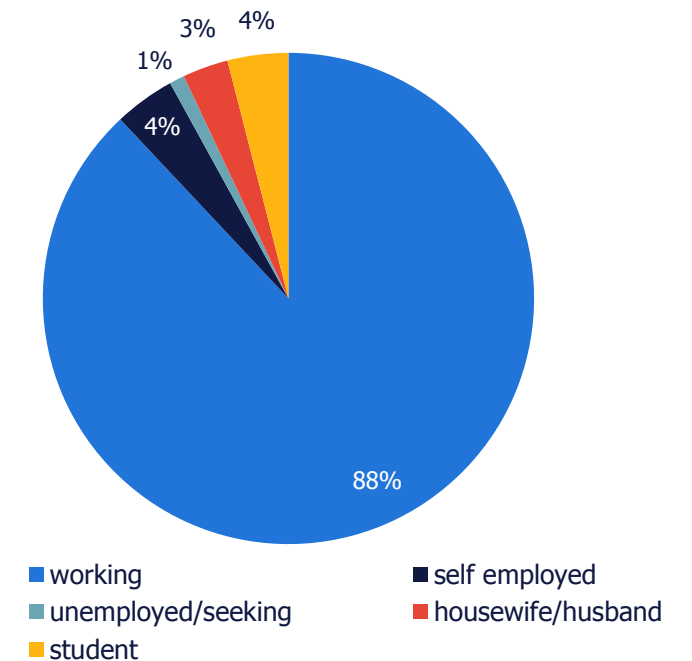
### education



### region



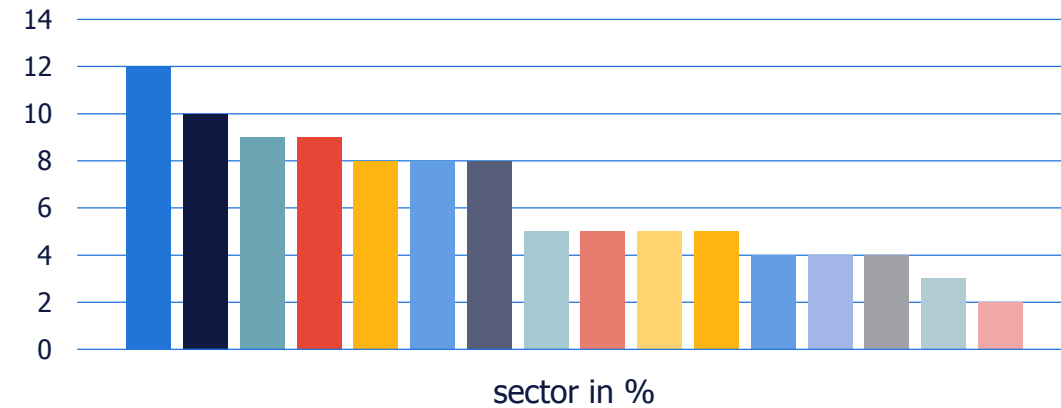
### situation



# sample composition

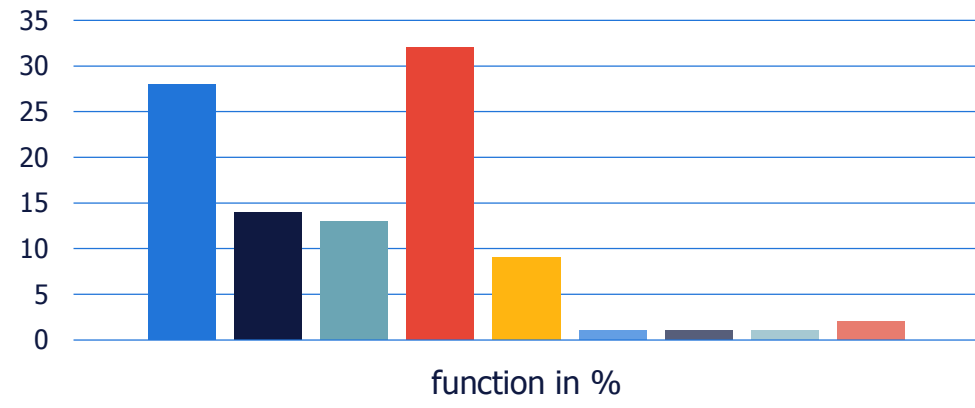
## sector, function.

sector



- services
- trade
- manufacturing
- education
- ICT
- finance & insurance
- admin & support
- construction
- transportation & storage
- professionals
- other
- hospitality & entertainment
- real estate
- health & social work
- electricity, oil & gas
- agriculture

function



- managers
- professionals
- technicians
- back office
- customer services / sales
- skilled agricultural
- craft/trade
- machine operators
- other

base: currently employed (n= 3841)



# companies surveyed in 2018

## top 75 largest employers by workforce size.

A. S. Watson  
AIA  
AXA  
Bank of America Merrill Lynch  
Bank of China  
Bank of East Asia (BEA)  
BNP Paribas  
Café de Coral  
Cathay Pacific  
CBRE  
China CITIC Bank  
China Construction Bank (CCB)  
China Mobile  
China Overseas  
Chow Sang Sang  
Citibank  
CLP Power Hong Kong Limited  
Credit Suisse  
Cushman and Wakefield  
Dah Sing Bank  
Dairy Farm (7-Eleven, Ikea, Mannings, Wellcome, Oliver's)  
DBS Bank  
Deloitte  
Deutsche Bank  
DFS Group  
DHL  
Disneyland

Ernst & Young  
Estée Lauder  
FedEx  
Gammon Construction  
Goldman Sachs  
Hang Lung Development  
Hang Seng Bank  
Henderson Land Development  
HK Broadband Network  
HK Electric  
HKT  
Hong Kong Airlines  
Hong Kong International Terminals (HIT)  
Hong Kong Jockey Club  
HSBC  
Hsin Chong Group  
IBM  
ICBC  
J.P. Morgan  
Jardine Engineering Corporation (JEC)  
Jones Lang Lasalle  
KFC  
KPMG  
Lane Crawford (HK) Limited  
Leighton  
Li & Fung Group

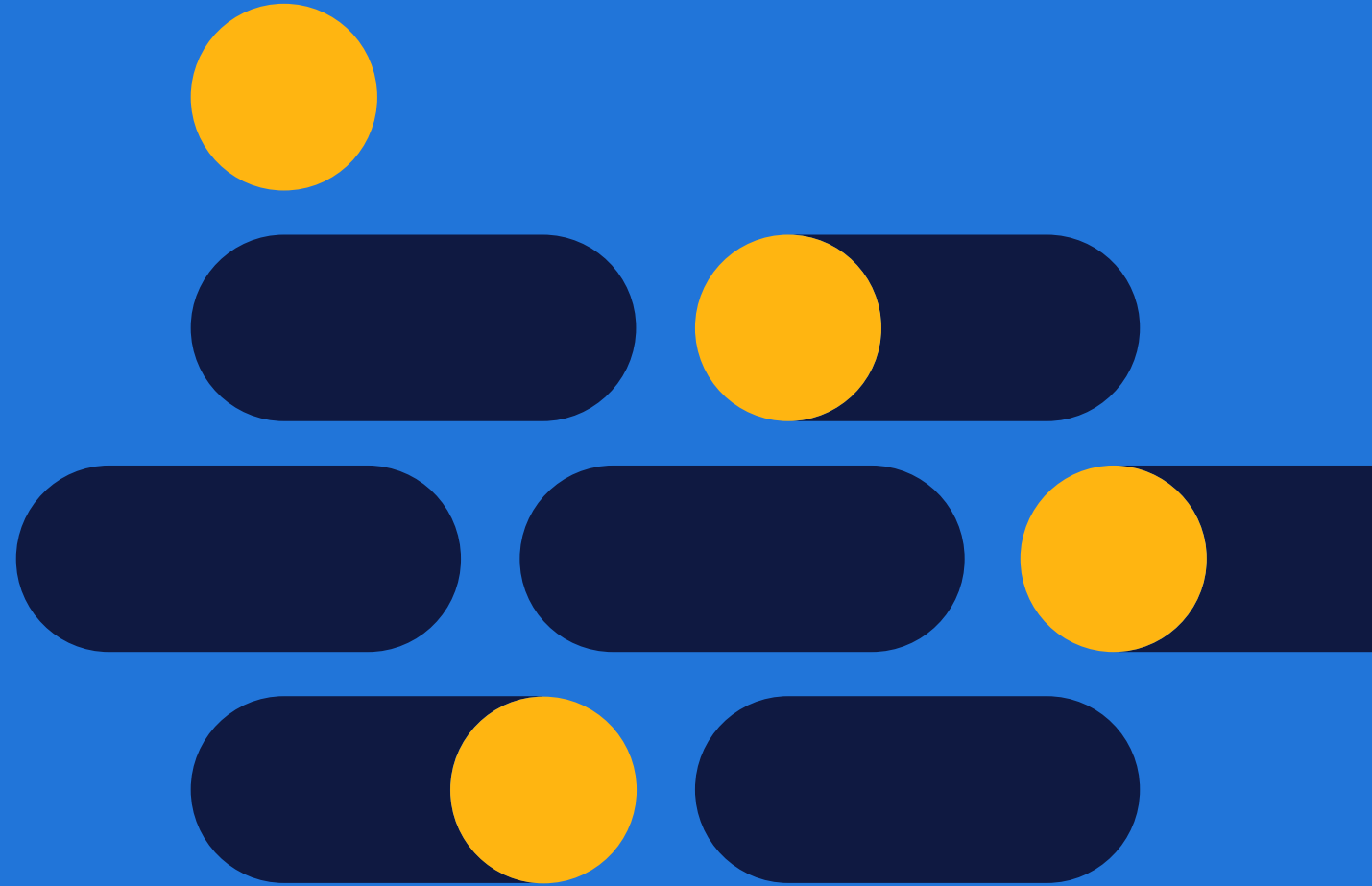
Manulife International  
Maxim's  
McDonald's  
Morgan Stanley  
MTR  
New World Development  
OCBC Wing Hang Bank  
Ocean Park Corporation  
PCCW Solutions  
Pizza Hut  
Prudential  
PwC (PricewaterhouseCoopers)  
SmarTone  
Société Générale  
Standard Chartered Bank  
Sun Hung Kai Properties  
Swire Properties  
The Hong Kong and China Gas Company (Towngas)  
The Kowloon Motor Bus Co.  
The Orient Overseas Container Line  
UBS Bank  
Wing Lung Bank



\*Randstad has included an addition of 28 companies in the survey to provide a more well-rounded sector analysis.

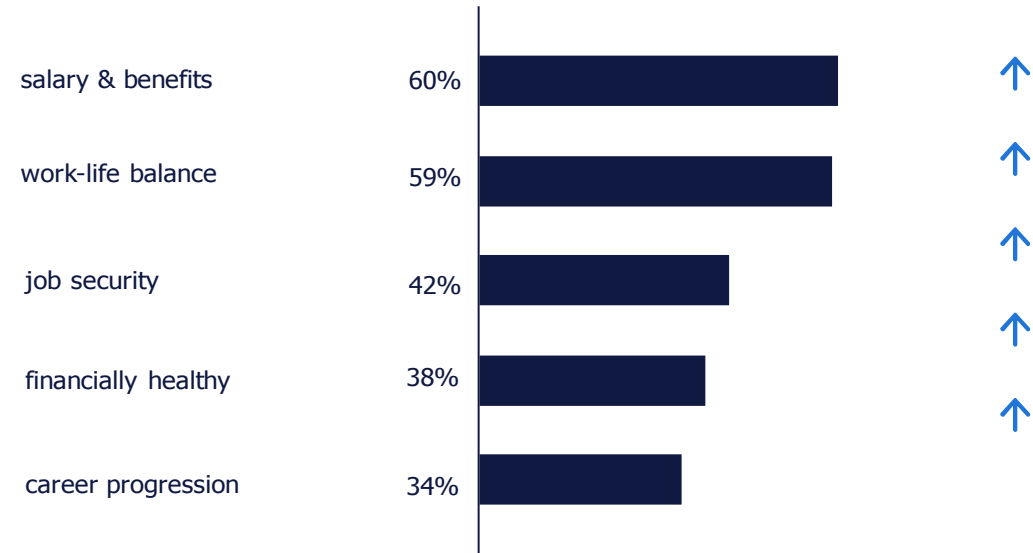
country

results.



# what potential employees want when choosing an employer.

## 5 most important criteria

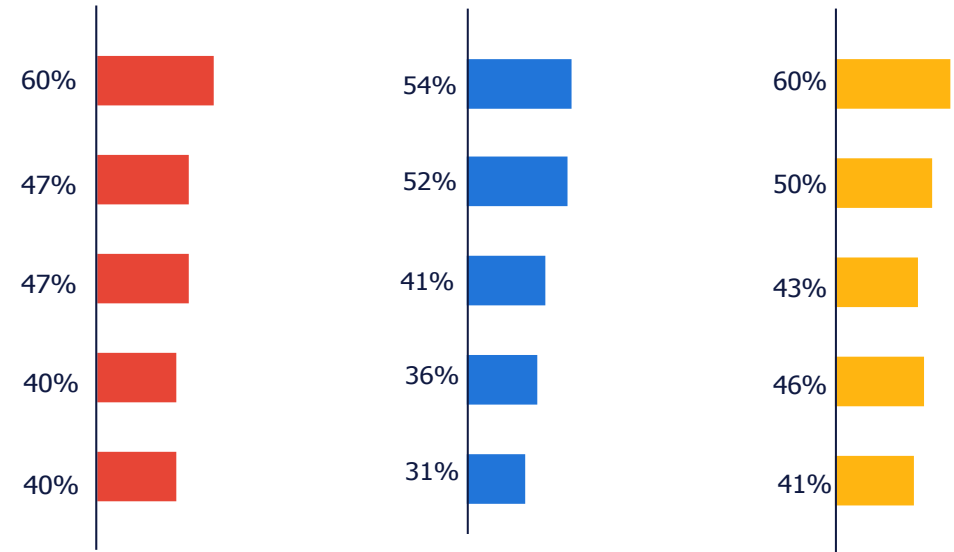


versus 2017

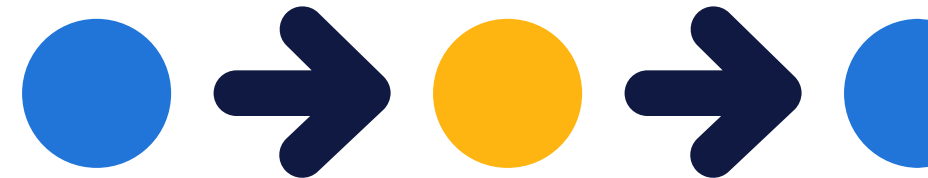
APAC

2017

2016



[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.



# what do potential employees want by socio-demographic profile.



men

45%

men place more value on **long-term job security** than women do.

age 18 – 24

34%

workforce aged 18-24 considers **flexible working arrangements** more important compared to workforce over 25.

age 25 – 44

61%

workforce aged 25-44 finds a good work-life balance more important than workforce over 44 does.

age 45 – 64

47%

workforce aged 45-64 finds long-term job security more important than workforce under 45 does.

women

63%

women find salary & benefits more important than men do.

higher educated

63%

higher educated workforce finds good work-life balance and salary & benefits more important than middle or lower educated workforce does.

middle educated

38%

middle educated workforce considers a convenient location more important than higher or lower educated workforce does.

lower educated

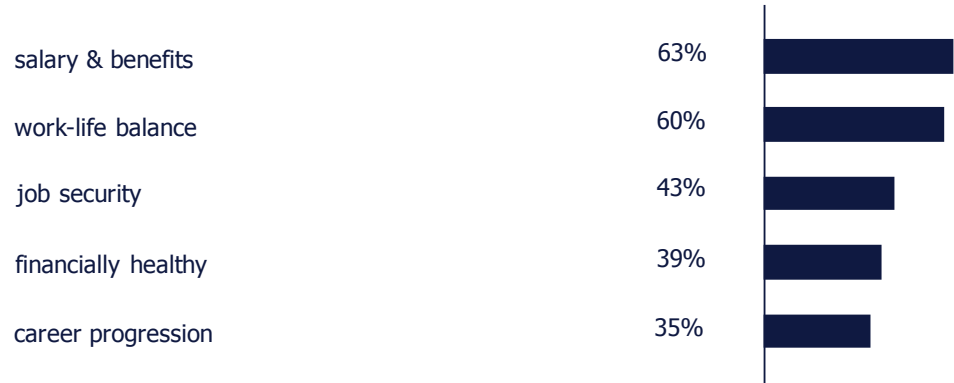
42%

lower educated workforce finds a financially healthy employer more important than the higher educated do.

[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.

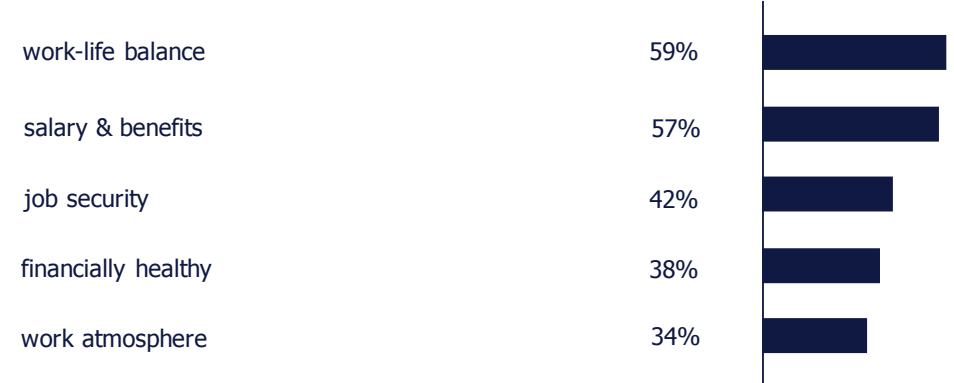
# what do potential employees want top 5 by job category and industry.

## white collar workers



base: n = 294

## blue collar workers



base: n = 295



# what do potential employees want by gender.



## what employees want



salary & benefits

58%

63%

women find salary & benefits more important than men do.

work-life balance

55%

62%

more women seek work-life balance compared to men.

job security

45%

39%

men place more value on long-term job security than women do.

[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.



# what do potential employees want by age.

## what employees want



age 18 – 24



age 25 – 44



age 45 – 64

flexible arrangements

34%

29%

23%

workforce aged 18-24 values flexible working arrangements more than workforce over 25.

work-life balance

63%

61%

54%

work-life balance remains top priority for workforce under 45

job security

32%

41%

47%

workforce aged 45-64 wants job security more than workforce under 45 does.

[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.



# employee - employer exchange in hong kong and the region.

A gap between what employees seek and what employers offer is a valuable opportunity for your EVP.

---

## employees in HK seek

- 1 salary & benefits
  - 2 work-life balance
  - 3 job security
  - 4 financially healthy
  - 5 career progression
  - 6 pleasant work atmosphere
  - 7 interesting job content
  - 8 very good reputation
  - 9 gives back to society
  - 10 uses latest technologies
- 

---

## employers in HK offer

- 1 financially healthy
  - 2 job security
  - 3 very good reputation
  - 4 career progression
  - 5 uses latest technologies
  - 6 salary & benefits
  - 7 pleasant work atmosphere
  - 8 gives back to society
  - 9 interesting job content
  - 10 work-life balance
- 

---

## employers in APAC offer

- 1 financially healthy
  - 2 very good reputation
  - 3 job security
  - 4 uses latest technologies
  - 5 salary & benefits
  - 6 career progression
  - 7 gives back to society
  - 8 pleasant work atmosphere
  - 9 interesting job content
  - 10 work-life balance
- 

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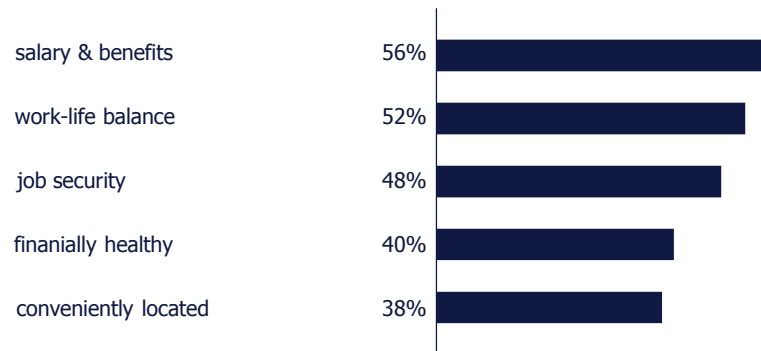
## top 2 gaps

- 1 work-life balance
  - 2 salary & benefits
- 

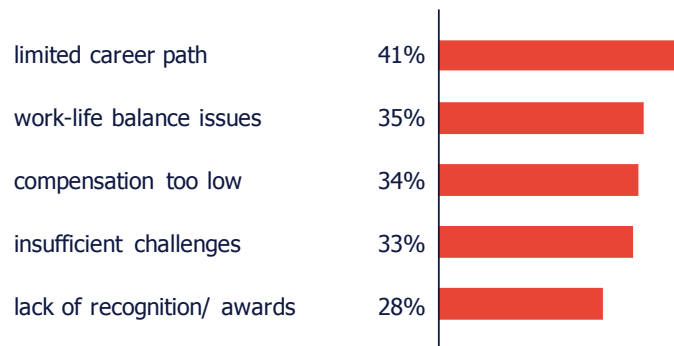


# what factors do hongkongers stay or leave for.

## top 5 reasons to stay\*



## top 5 reasons to leave\*\*



\*of the respondents who said they stayed with the same employer for the past year and who do not plan to leave in the coming year

\*\* of the respondents who said they changed employers in the past year or plan to do so in the coming year



26%

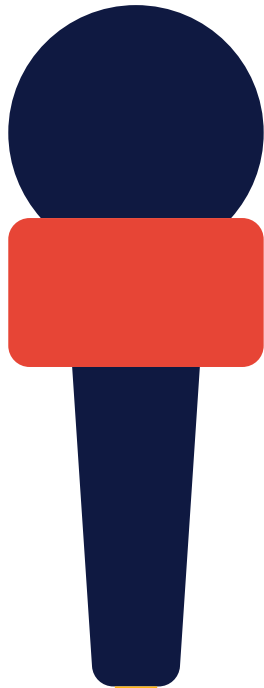
changed employer in the last year.



35%

plan to change employer within the next year.

# what factors do hongkongers stay for reasons to stay, by gender.



## why employees stay



work-life balance

50%

54%

women are more likely than men to stay with their employer if they are offered good work-life balance.

career progression

33%

27%

men are more likely to stay than women if they have strong career progression opportunities.




conveniently located

33%

43%

women are more likely than men to stay with their current employer if the workplace is conveniently located.

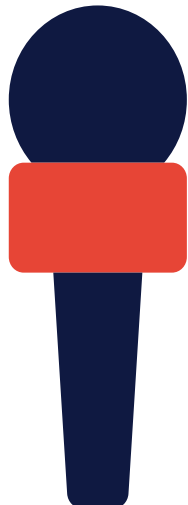
# what factors do hongkongers stay for reasons to stay, by age.

| why employees stay       | <br>age 18 – 24 | <br>age 25 – 44 | <br>age 45 – 64 |
|--------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| pleasant work atmosphere | 41%                                                                                               | 33%                                                                                                | 29%                                                                                                |
| work-life balance        | 51%                                                                                               | 54%                                                                                                | 48%                                                                                                |
| financially healthy      | 29%                                                                                               | 39%                                                                                                | 46%                                                                                                |

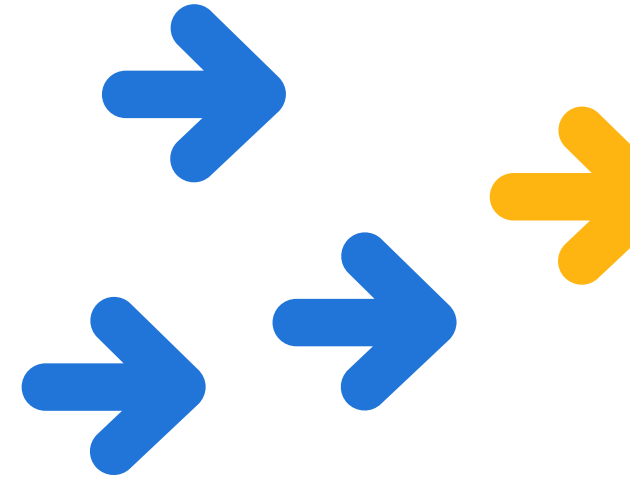
workforce aged 18-24 is more likely to stay with their employer for a pleasant work atmosphere.

workforce aged 25-44 is most likely to stay with an employer if the company offers good work-life balance.

workforce aged 45-64 is more likely to stay than workforce under 45 if an employer is financially healthy.



# what factors do hongkongers leave for reasons to leave, by gender.



## why employees leave



low compensation

32%

36%

women are more likely to leave their employer if they believe their compensation is too low.

lack of recognition and rewards

30%

26%

men are more likely than women to leave because of a lack of recognition or rewards.

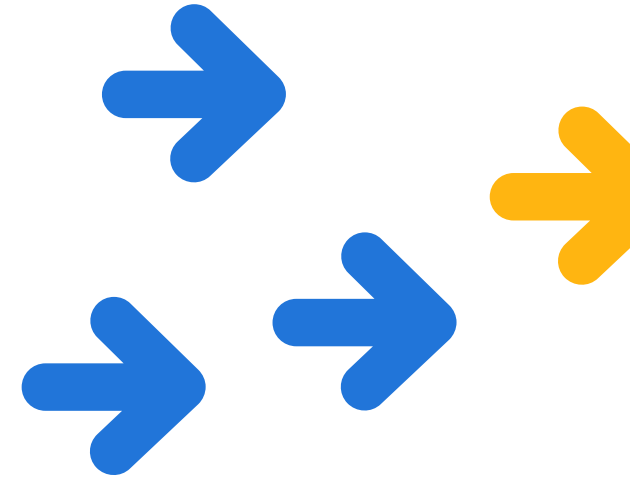
lack of career progression

41%

41%

both men and women are equally likely to leave if there is lack of career progression opportunities

# what factors do hongkongers leave for reasons to leave, by age.



## why employees leave



age 18 – 24



age 25 – 44



age 45 – 64

lack interest in my job

41%

32%

31%

workforce aged 18-24 is more likely to leave than workforce over 25 because of insufficient challenges.

work-life balance

34%

33%

39%

workforce aged 45-64 is more likely to leave because of work-life balance issues than workforce aged 25-44 does.

poor leadership

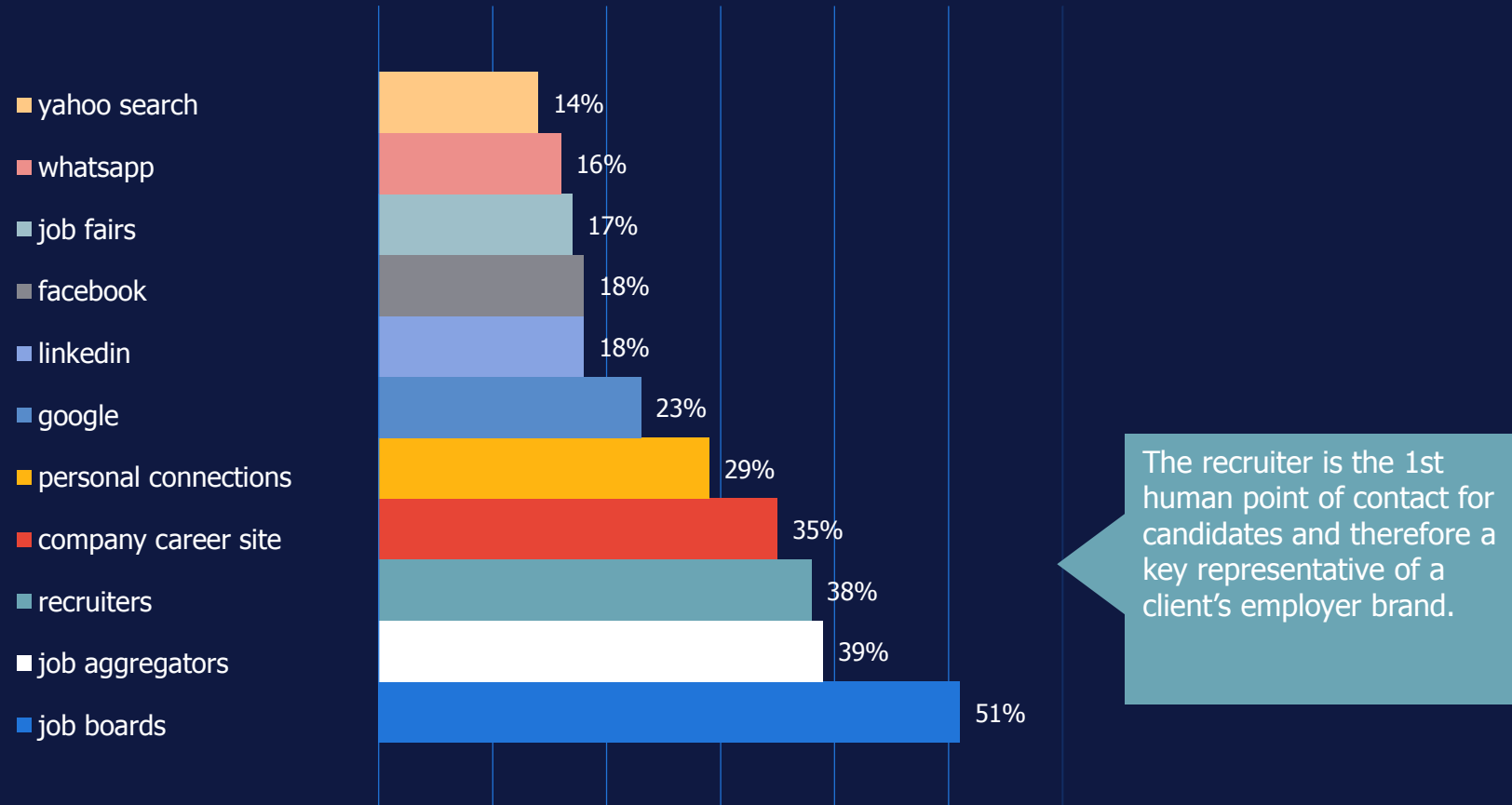
16%

27%

29%

workforce over 25 is most likely to leave because of poor leadership.

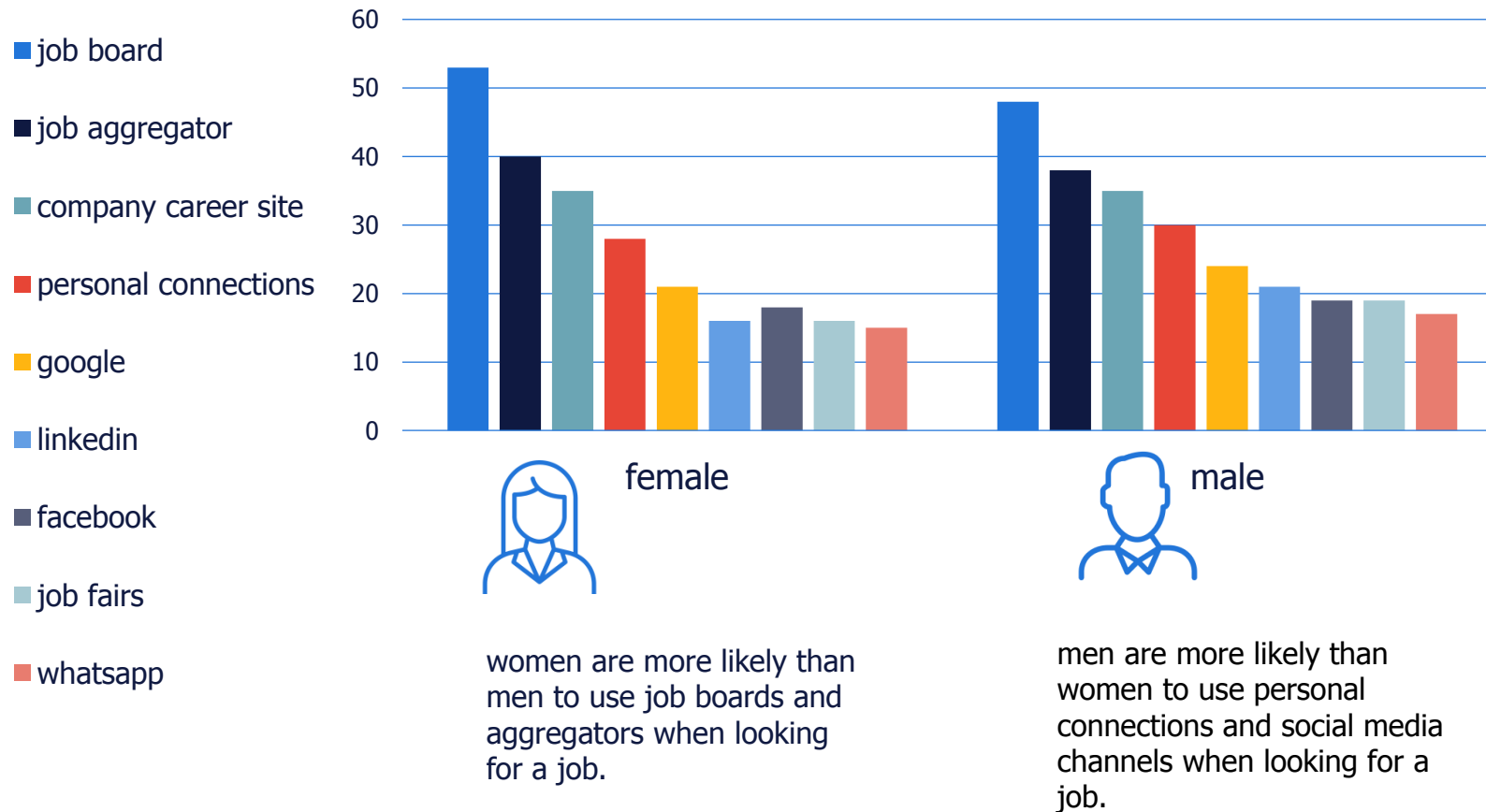
# top channels used to find new job opportunities.





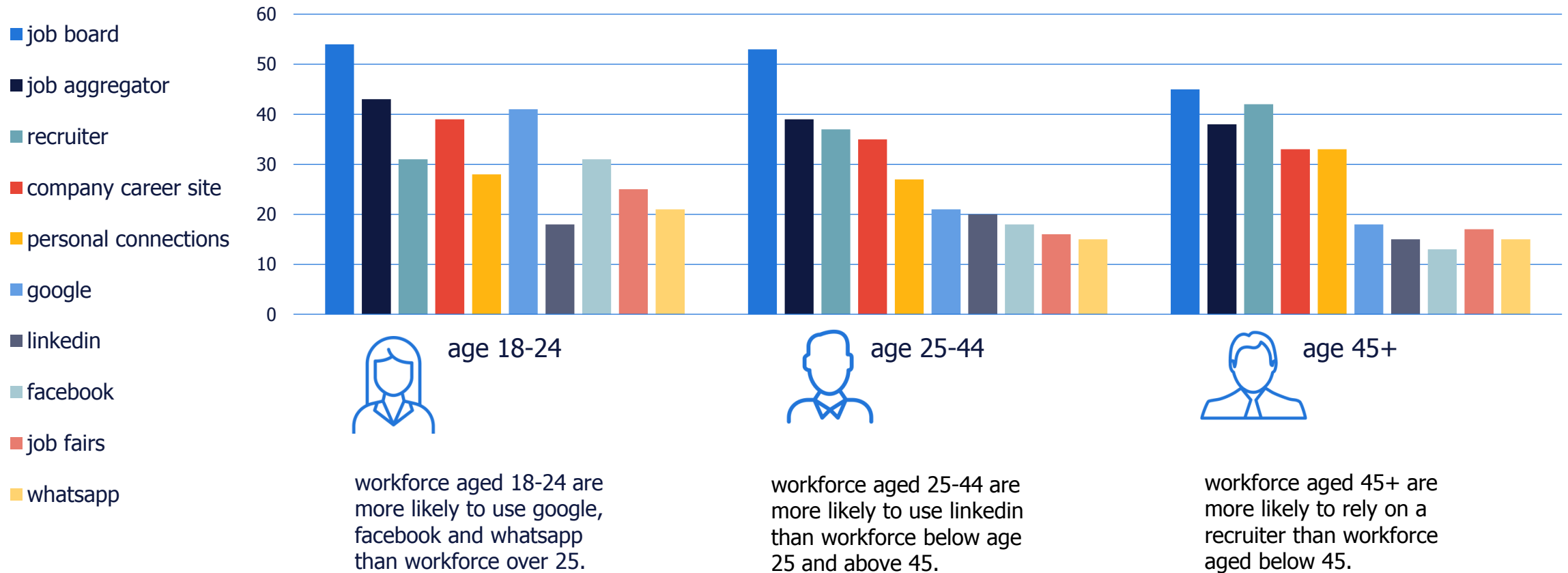
# how do hongkongers look for jobs

## channels used to find new job opportunities, by gender.



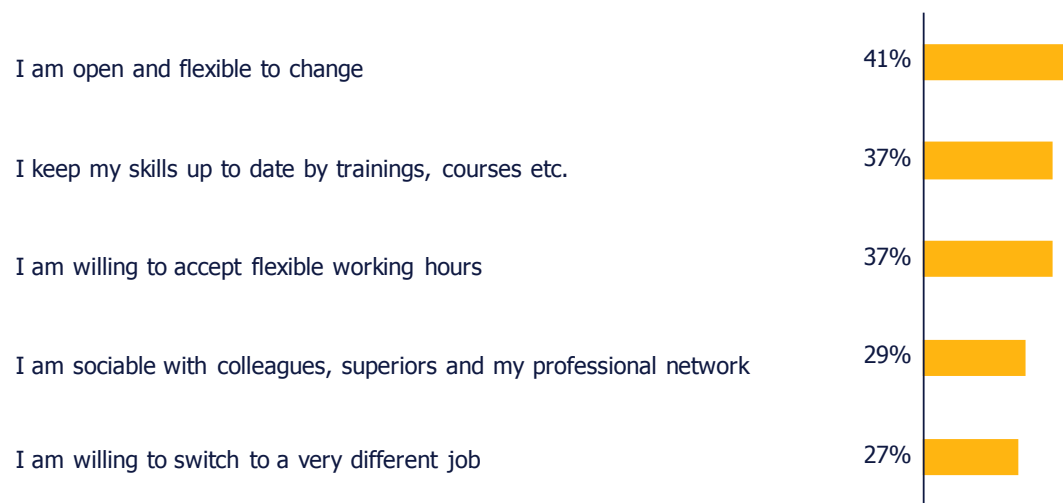
# how do hongkongers look for jobs

## channels used to find new job opportunities, by age.



# actions hongkongers take in order to stay employable.

## top 5



# actions hongkongers take in order to stay employable staying engaged as an employee, by gender.

how employees stay employable



I keep my skills up to date by trainings, courses etc.

40%

35%

men are more likely than women to keep their skills up to date by training, courses etc.

I adopt the latest techniques and technologies.

30%

21%

men are more likely than women to adopt the latest techniques and technologies.

I'm open and flexible to change.

39%

43%

women are more likely than men to be open and flexible to change.

# actions hongkongers take in order to stay employable staying engaged as an employee, by age.

how employees stay employable



age 18 – 24



age 25 – 44



age 45 – 64

I'm willing to accept flexible working hours.

43%

34%

40%

workforce aged 18-24 is most willing to accept flexible working hours.

I keep my skills up to date by trainings, courses etc.

44%

35%

40%

workforce aged 18-24 is more likely than workforce aged 25-44 to keep their skills up to date by training, courses etc.

I am sociable with colleagues, superiors and my professional network.

33%

28%

28%

workforce aged 18-24 is most likely to be sociable with colleagues, superiors and their professional network.



top



employers.

# top employers in hong kong.

## top 10 employers 2018

- 01 CLP Power Hong Kong Limited
- 02 MTR
- 03 Swire Properties
- 04 The Hong Kong and China Gas Company (Towngas)
- 05 Hong Kong Jockey Club
- 06 HK Electric
- 07 Sun Hung Kai Properties
- 08 Morgan Stanley
- 09 Ocean Park Corporation
- 10 J.P. Morgan

## top 10 employers 2017

- 01 MTR
- 02 Swire Properties
- 03 CLP Holdings
- 04 Hong Kong Jockey Club
- 05 The Hong Kong and China Gas Company (Towngas)
- 06 Cathay Pacific
- 07 HK Electric
- 08 Ocean Park Corporation
- 09 Sun Hung Kai Properties
- 10 Disneyland



# hong kong's top companies

## top 3 EVP drivers for the top 5 companies.

| top 5 companies                       | top 3 EVP drivers   |                       |                      |
|---------------------------------------|---------------------|-----------------------|----------------------|
|                                       | 1                   | 2                     | 3                    |
| 1 CLP Power Hong Kong Limited         | financially healthy | job security          | very good reputation |
| 2 MTR                                 | financially healthy | job security          | career progression   |
| 3 Swire Properties                    | financially healthy | very good reputation  | job security         |
| 4 The Hong Kong and China Gas Company | financially healthy | job security          | very good reputation |
| 5 Hong Kong Jockey Club               | financially healthy | gives back to society | job security         |



# top employers by EVP driver.

| EVP driver               | 1                           | 2                                   | 3                                   |
|--------------------------|-----------------------------|-------------------------------------|-------------------------------------|
| salary & benefits        | Morgan Stanley              | J.P. Morgan                         | Goldman Sachs                       |
| career progression       | MTR                         | CLP Power Hong Kong Limited         | Morgan Stanley                      |
| financially healthy      | Hong Kong Jockey Club       | CLP Power Hong Kong Limited         | MTR                                 |
| gives back to society    | Hong Kong Jockey Club       | CLP Power Hong Kong Limited         | Ocean Park Corporation              |
| interesting job content  | Ocean Park Corporation      | Disneyland                          | Hong Kong Jockey Club               |
| job security             | CLP Power Hong Kong Limited | The Hong Kong and China Gas Company | HK Electric                         |
| pleasant work atmosphere | Ocean Park Corporation      | Hong Kong Jockey Club               | CLP Power Hong Kong Limited         |
| uses latest technologies | IBM                         | CLP Power Hong Kong Limited         | Hong Kong Jockey Club               |
| very good reputation     | Hong Kong Jockey Club       | CLP Power Hong Kong Limited         | Swire Properties                    |
| work-life balance        | CLP Power Hong Kong Limited | Hong Kong Jockey Club               | The Hong Kong and China Gas Company |



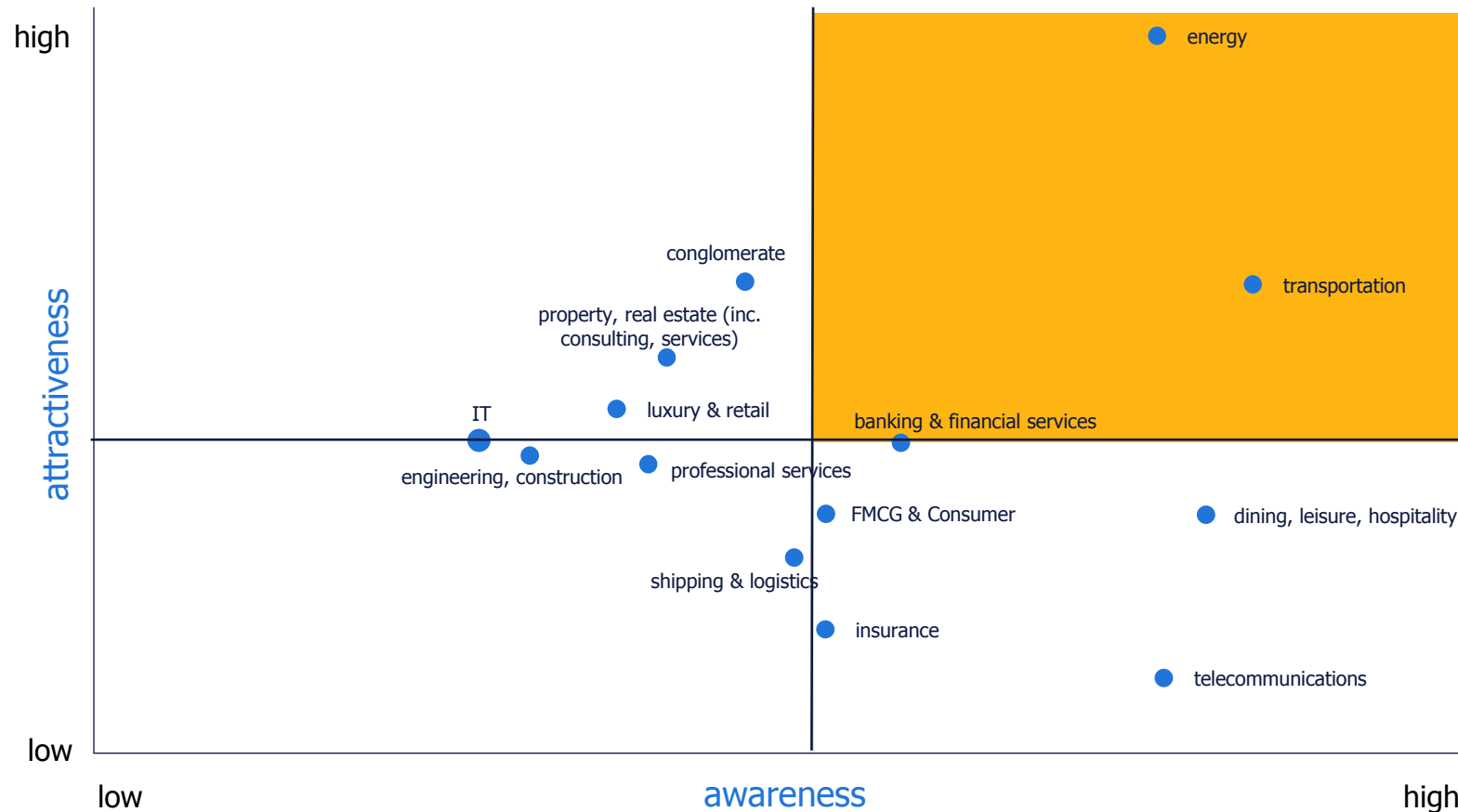
sector



insights.



# top performing sectors in hong kong by awareness and attractiveness.



## high awareness

Having a high awareness means that employers in the sector are widely known.

## high attractiveness

A sector with high attractiveness contains more highly attractive companies than other sectors.

---

– sectors in this report are locally defined based on the companies surveyed .

– all sector results in this report are based on the company scores within the sector.



# hong kong's sectors score best on these 3 EVP drivers.

| 1/2<br>sector                   | top 3 EVP drivers   |                          |                                  |
|---------------------------------|---------------------|--------------------------|----------------------------------|
|                                 | 1                   | 2                        | 3                                |
| 01 energy                       | financially healthy | job security             | good reputation                  |
| 02 conglomerate                 | financially healthy | job security             | good reputation                  |
| 03 transportation               | financially healthy | job security             | uses latest technologies         |
| 04 property, real estate        | financially healthy | job security             | career progression opportunities |
| 05 luxury & retail              | financially healthy | good reputation          | job security                     |
| 06 IT                           | financially healthy | uses latest technologies | good reputation                  |
| 07 banking & financial services | financially healthy | good reputation          | career progression opportunities |
| 08 engineering, construction    | financially healthy | job security             | career progression opportunities |
| 09 professional services        | financially healthy | uses latest technologies | career progression opportunities |
| 10 FMCG & Consumer              | financially healthy | job security             | good reputation                  |



# hong kong's sectors score best on these 3 EVP drivers.

| 2/2                             | top 3 EVP drivers   |                                  |                                  |
|---------------------------------|---------------------|----------------------------------|----------------------------------|
| sector                          | 1                   | 2                                | 3                                |
| 11 dining, leisure, hospitality | financially healthy | good reputation                  | job security                     |
| 12 shipping & logistics         | financially healthy | job security                     | uses latest technologies         |
| 13 HR                           | financially healthy | uses latest technologies         | career progression opportunities |
| 14 insurance                    | financially healthy | career progression opportunities | good reputation                  |
| 15 telecommunications           | financially healthy | uses latest technologies         | job security                     |



# top 3 sectors in hong kong by EVP driver.

| EVP driver                   | 1              | 2              | 3                            |
|------------------------------|----------------|----------------|------------------------------|
| attractive salary & benefits | energy         | conglomerate   | banking & financial services |
| career progression           | energy         | conglomerate   | property, real estate        |
| financially healthy          | energy         | conglomerate   | property, real estate        |
| gives back to society        | energy         | transportation | conglomerate                 |
| interesting job content      | transportation | energy         | IT                           |
| job security                 | energy         | conglomerate   | property, real estate        |
| pleasant working atmosphere  | energy         | conglomerate   | IT                           |
| uses latest technologies     | IT             | energy         | telecommunications           |
| good reputation              | energy         | conglomerate   | property, real estate        |
| work-life balance            | energy         | conglomerate   | IT                           |

bridging

the gaps.



# securing the budget.

How can you secure the budget to allow you to start an EVP project? Business leaders will expect a measurable set of returns – the more clearly they are defined, the greater the chance that senior management will sign off. Therefore your EVP should focus on the **attraction and engagement piece** – the area that will give you a return on investment (ROI).

## example EVP ROI

- increase career site visits
- size of candidate pipeline
- number of social media followers/likes
- career sites applications / conversion rate
- increase in referrals
- offer to acceptance ratio
- number of hires made via direct sourcing
- decrease time to hire
- decrease cost of hire/recruiting costs
- new hire satisfaction
- number of hires exceeding probationary period
- increase retention
- diversity fulfillment





# start your employer brand journey with the Employer Brand Strength Assessment (EBSA).

The RSR EBSA audits your brand story online, provides insights on how you rank against other companies in the same sector, and examine your company through the lens of a job seeker as they make the journey from job search to application.

## you will be audited for:

- ease of search and visibility (on digital media)
- consistency in messaging and tone, value proposition and benefits
- your digital and social brand presence
- ease of your job application process

## you will get to understand:

- the effectiveness of your key messages
- how people perceive your true work culture, as your employees experience it
- how you compare to your competitors, in terms of similarities and differentiators
- any gaps between perception and reality

## you will receive:

- a detailed report with a rating of your employer brand strength, including our key recommendations and best-practices for articulating your employer brand via social media, email, and other digital media

# build your employer brand with a bespoke solution.

Our employer branding experts can help you:

- bring the improvement matrix to life
- bridge the gap between where you want your employer brand to be and where the market currently sees it
- validate the issues and challenges driving the gap between internal and external brand perceptions and build a roadmap to address them



your bespoke employer brand solution will include:

white boarding/  
scoping session  
to confirm needs

employee value  
proposition  
development/  
refinement

talent sourcing  
and retention  
strategies

employer brand  
validation

development of  
segment specific EVP  
to support targeted  
recruitment  
campaigns

assistance with  
overcoming specific  
challenges/ areas for  
improvement  
identified in the REBR

deep dive

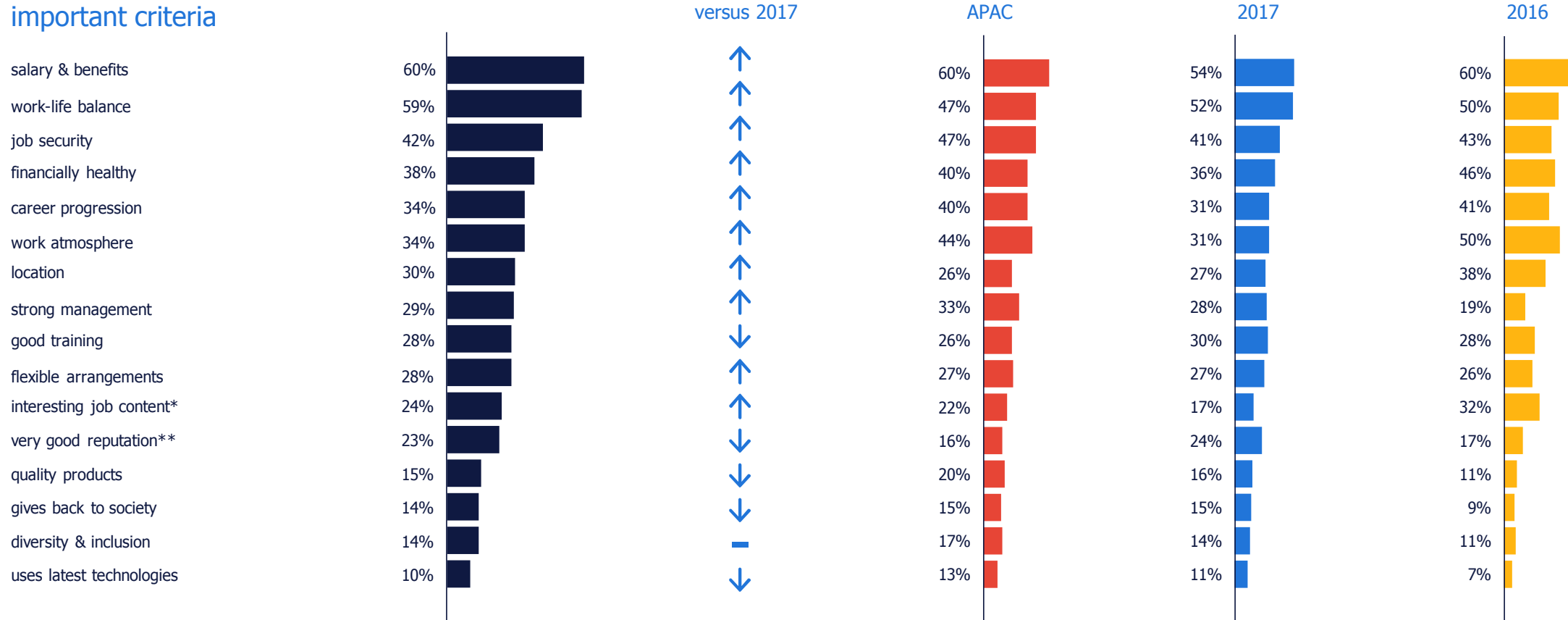
appendix 1.



# what potential employees want

## the most important criteria when choosing an employer.

### important criteria

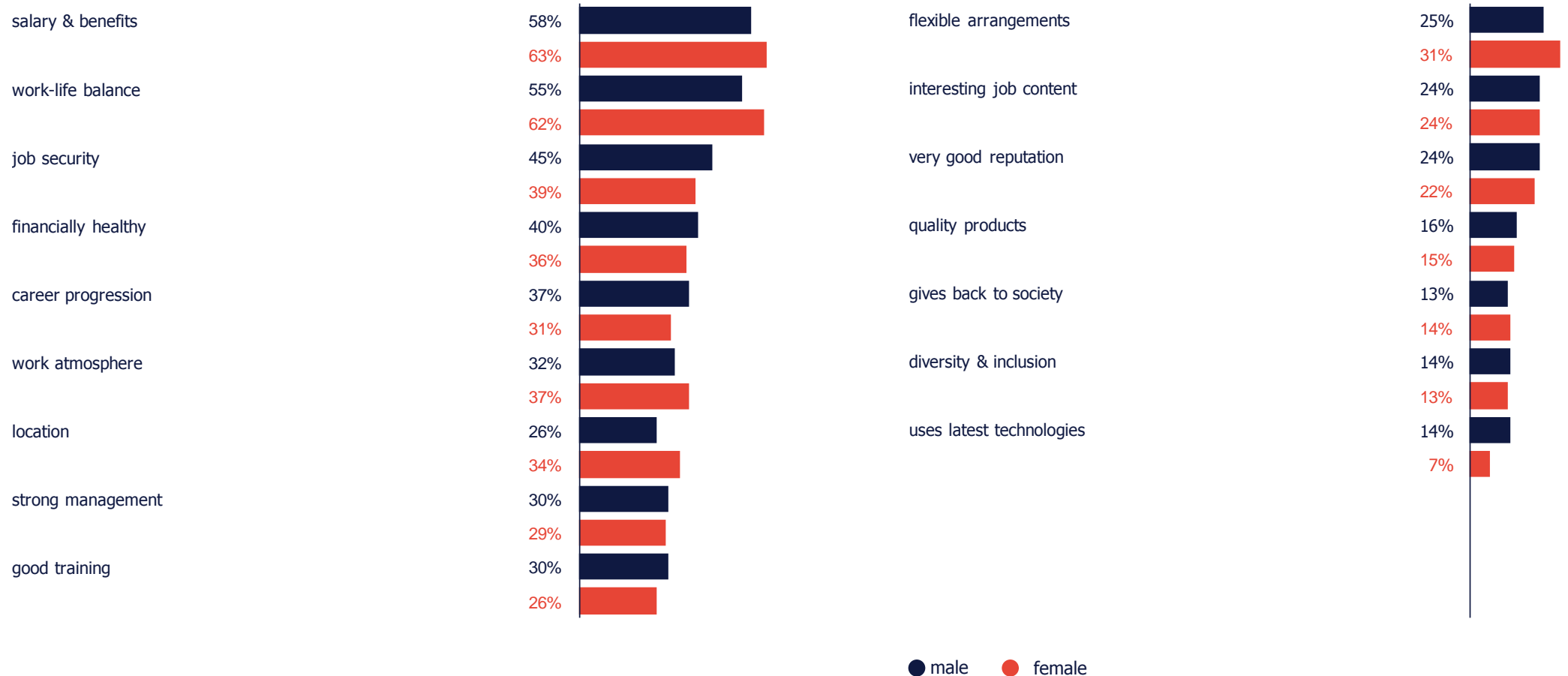


Characteristics highest rated by the labor force. Stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.

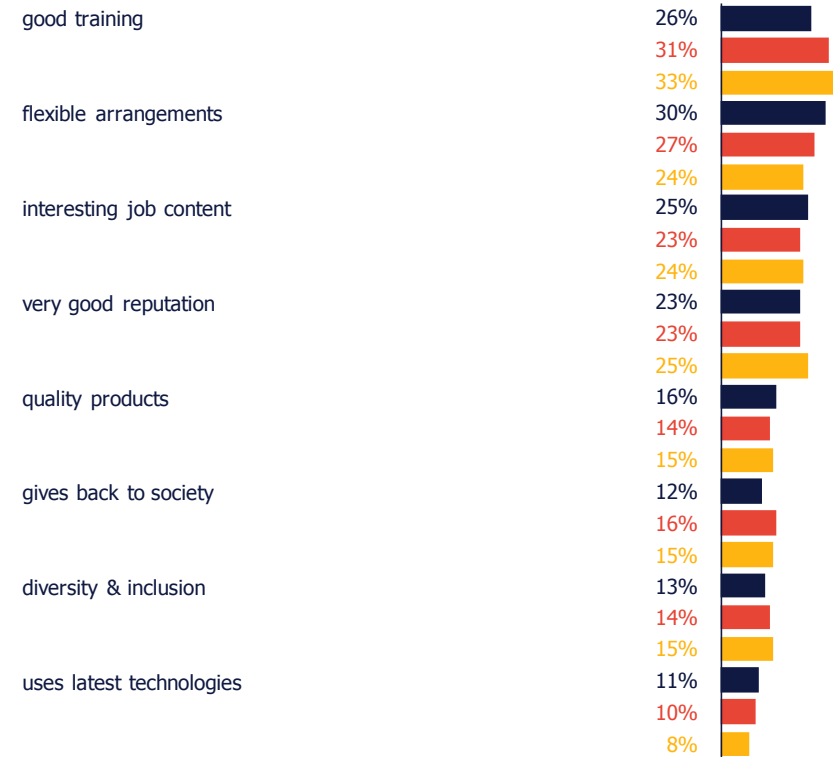
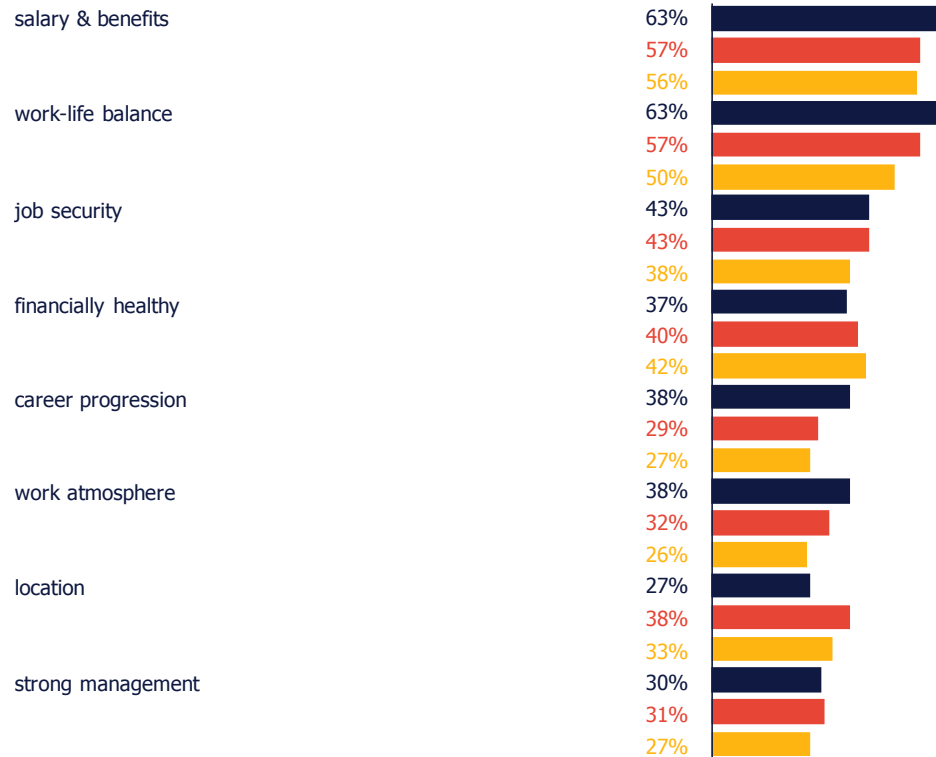
\*2017: work that is stimulating and challenging/ \*\*previous years: strong image/strong values



# EVP driver importance by gender.



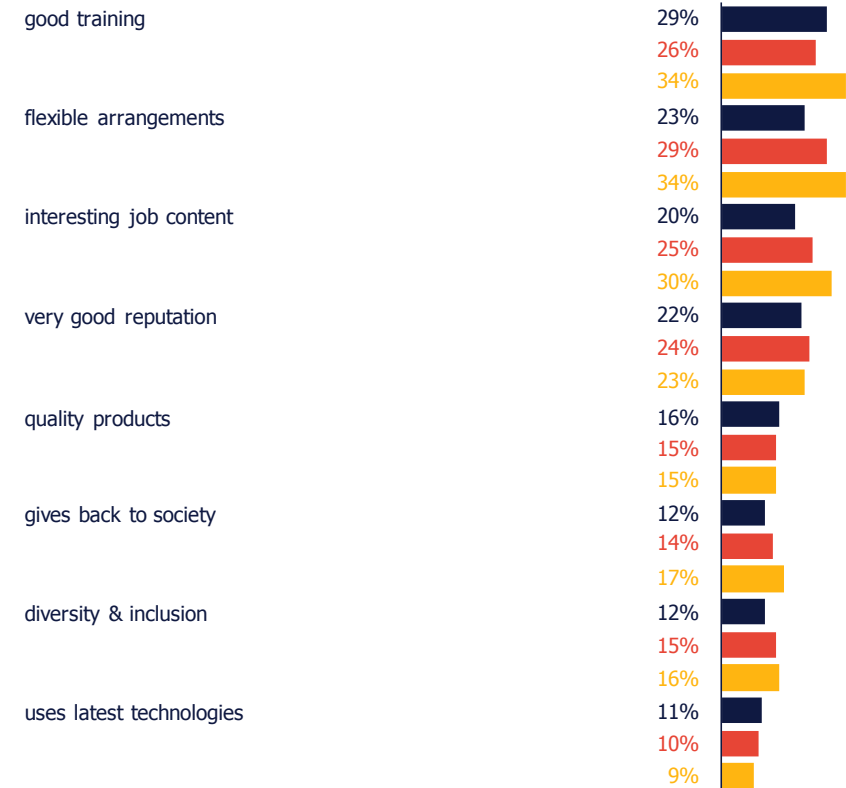
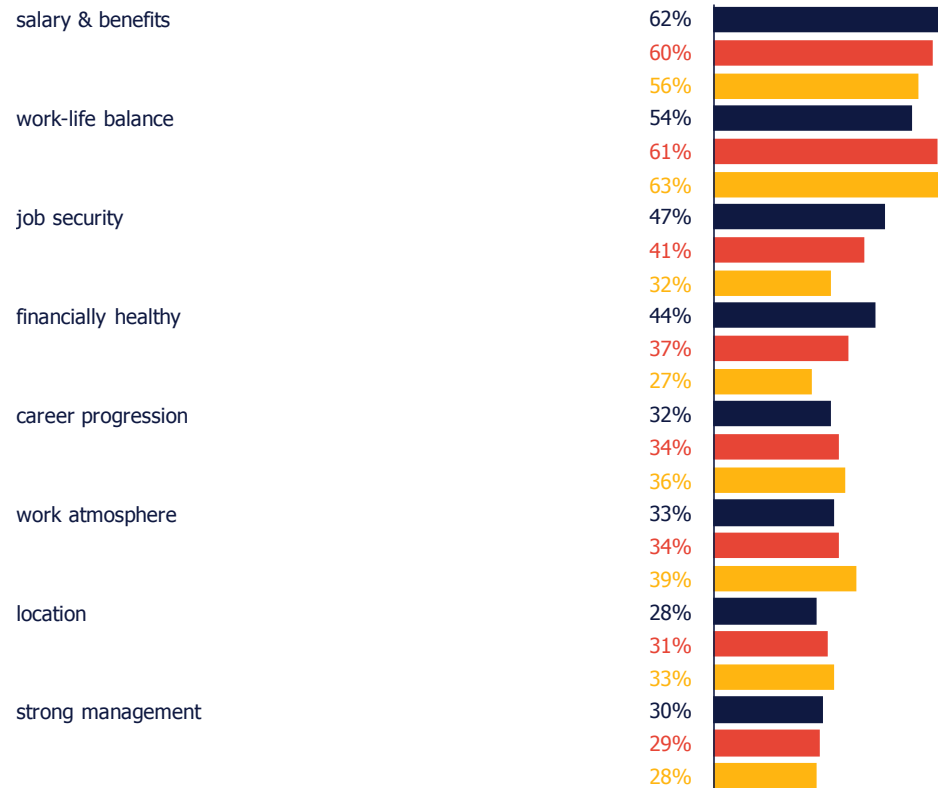
# EVP driver importance by education.



● high ● middle ● low



# EVP driver importance by age.



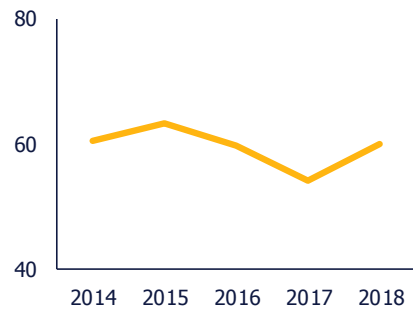
● 45+ ● 25 - 44 ● 18 - 24



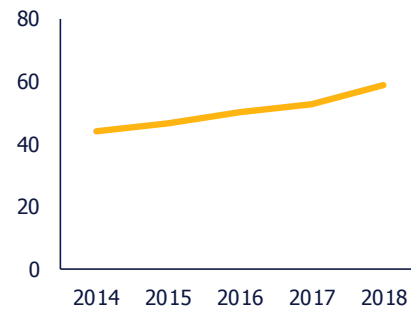
# EVP driver importance trends, total.

1/2

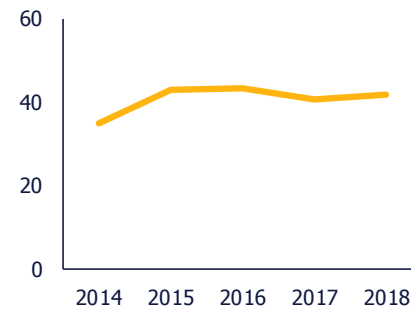
salary & benefits



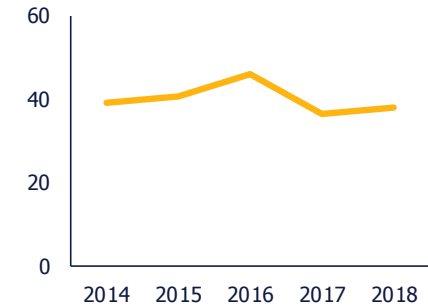
work-life balance



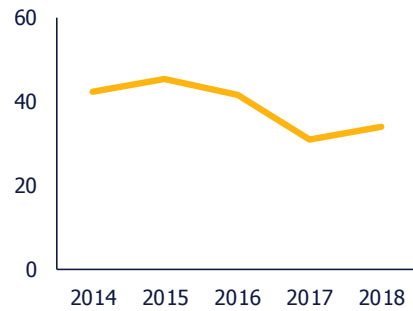
job security



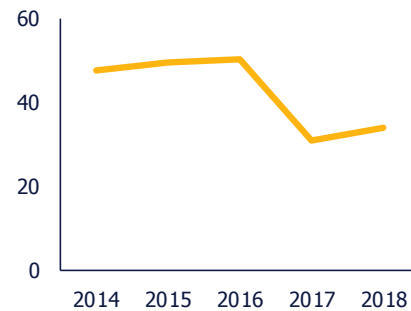
financially healthy



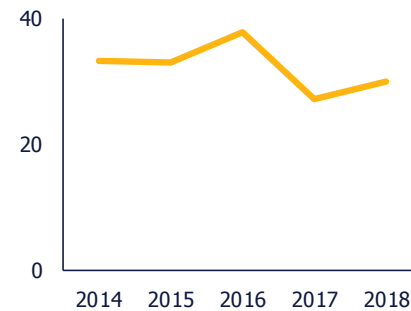
career progression



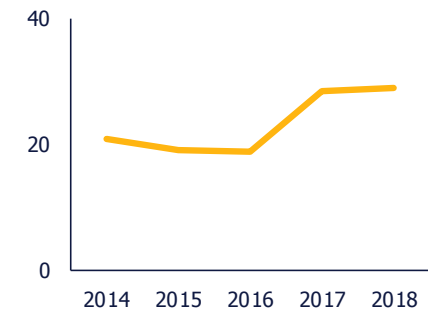
work atmosphere



location



strong management

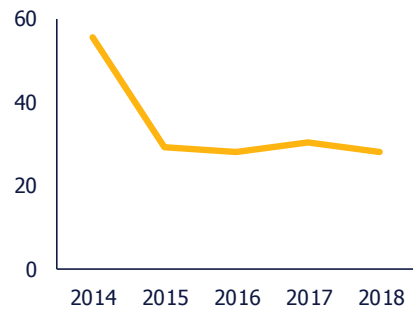




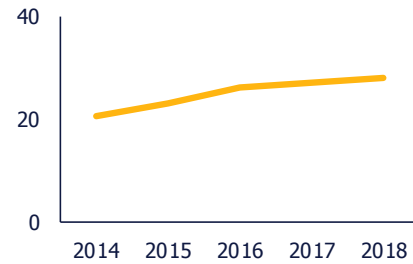
# EVP driver importance trends, total.

2/2

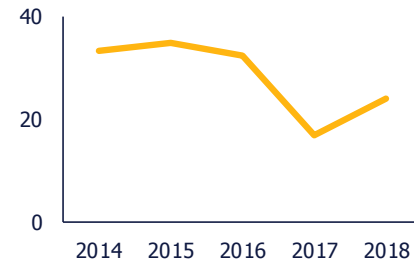
good training



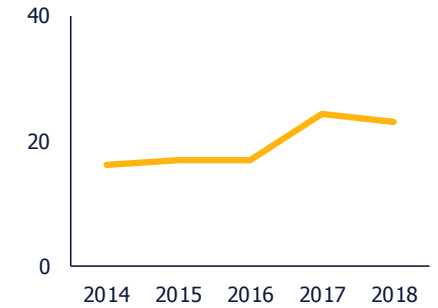
flexible arrangements



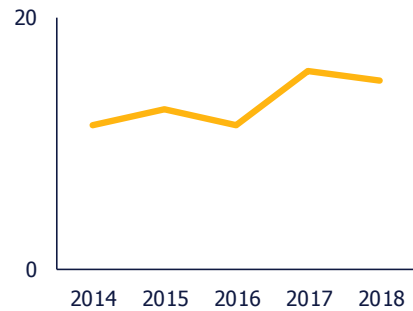
interesting job content



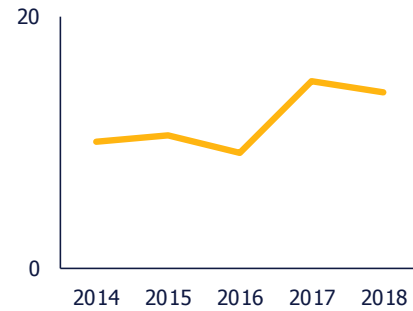
very good reputation



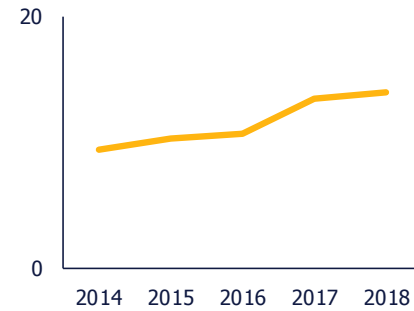
quality products



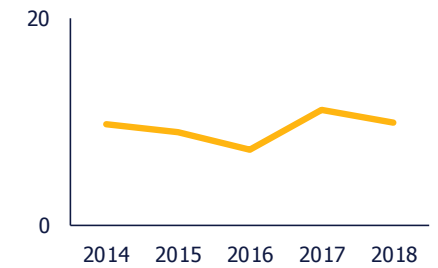
gives back to society



diversity & inclusion



uses latest technologies



# methodology



## appendix 2.

# methodology

## why smart sampling?

In the past, companies were evaluated by 140 to 1400 respondents. Having analysed the data and error margins, it was concluded that a large sample was not necessary when reliable data can also be obtained with a smaller sample size. Therefore, since REBR 2017 companies are evaluated between 140 and 800 respondents. The actual number of evaluations per company depends on the awareness of the company.

The error margin is determined by the % of respondents giving a certain answer and the sample size to which the question has been asked. The highest error margin occurs when 50% of the respondents give a certain answer. The error margin is lower when 30% (or 70%) of the respondents give a certain answer.

### example

140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at  $n=140/50\%$  into account, the real answer lies between 42% and 58%.

400 respondents have evaluated company Y and of these 400, 50% finds the company nice to work for. Taking the error margin at  $n=400/50\%$  into account, the real answer lies between 45% and 55%.

1200 respondents have evaluated company Z and of these 1200, 50% finds the company nice to work for. Taking into account the error margin at  $n=1200/50\%$ , the real answer lies between 47% and 53%.

Therefore, the difference in error margin is very small between  $n=1200$  and  $n=400$  evaluations per company (5% margin vs 3% margin at the most). As such it can be concluded that maximum 400 evaluations per company are sufficient in order to determine a reliable attractiveness per company.

In practice, this means that every company with an awareness over 35% will have max 400 respondents evaluating the company. Companies with an awareness below 35% will be evaluated by 140 to 400 people (depending on awareness).



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randstad

human forward.

