employer brand research 2019

country report portugal.

randstad

human forward.

contents.

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.[1]

50%
of candidates say they wouldn't work for a company with a bad reputation – even with a pay increase.[1]

96%
agree that alignment of personal values with a company's culture is a key factor in their satisfaction working there.[3]

80%
of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire great workforce.[2] 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.

70%
Organizations that invest in strong candidate experience improve quality of hire by 70%.[8]

62%
of candidates research companies on social media before applying.[5]

Companies with bad reputations pay 10% more per hire.[4]

67%
Companies with a formal employee engagement strategy in place are 67% more likely to improve their revenue per full-time equivalent on a year-over-year basis.[6]

76%
Employees who experience a strong alignment between what their employer says about itself and their experience working there are more likely to recommend their employer as a place to work.[7]

the employer brand roadmap.

audit current employer brand
- employer brand story
- external perception

interview employees and leaders to understand:
- their perception of your brand
- gaps and areas for improvement

assess competitors for workforce

external market analysis
- career motivations and drivers
- specific views of your company improvement

launch employer brand internally
- gain employee and leadership feedback

develop the employer brand strategy and creative assets

create the brand pillars and employee value proposition

activate employer brand externally

measure, assess and refine

what is the randstad employer brand research?

- **representative employer brand research** based on perceptions of the general audience. Optimizing 19 years of successful employer branding insights.

- **independent survey** with over 200,000 respondents in 32 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.

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

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

● countries surveyed

worldwide
- over 200,000 respondents
- 6,162 companies surveyed

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

country
- 5,125 respondents

fieldwork
- online interviews
- between 21 december 2018 and 4 january 2019

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.

smart sampling

Each respondent is shown 30 companies. Each company is evaluated only by respondents who are aware of that particular brand.

In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

This method ensures that the lesser known companies are shown to more respondents in order to realize a sufficient robust sample. That way the Randstad Employer Brand Research assures dependable insights for both well known and lesser known employer brands.

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 & benefits

KANTAR TNS
For this research, Randstad partners with Kantar TNS, one of the world's largest insight, information and consultancy networks.
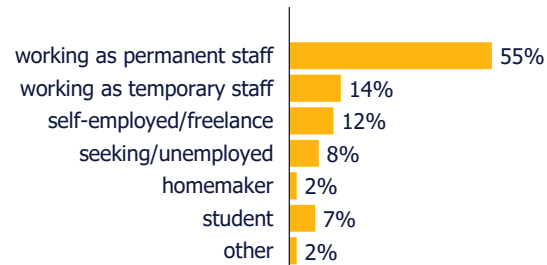
sample composition in portugal
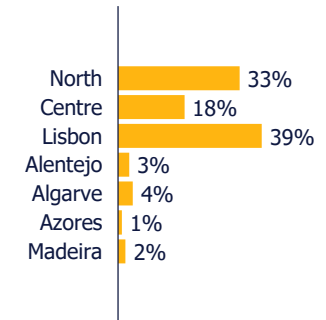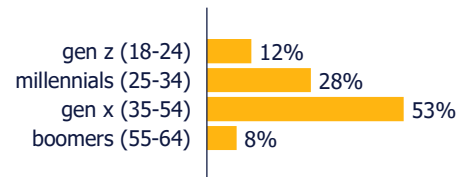## socio-demographics, employment situation, region.

gender

female	53%
male	47%

age

gen z (18-24)	12%
millennials (25-34)	28%
gen x (35-54)	53%
boomers (55-64)	8%

education

lower	5%
middle	36%
higher	58%

situation

working as permanent staff	55%
working as temporary staff	14%
self-employed/freelance	12%
seeking/unemployed	8%
homemaker	2%
student	7%
other	2%

region

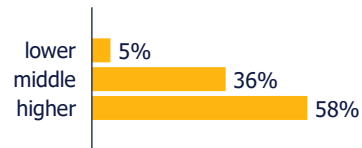|	
North	33%
Centre	18%
Lisbon	39%
Alentejo	3%
Algarve	4%
Azores	1%
Madeira	2%

total sample: 5,125
fieldwork: 21 december 2018 and 4 january 2019

sample composition in portugal

sector

agriculture	2%
oil & gas	0%
manufacturing	7%
utilities	3%
construction	4%
trade	8%
transportation & storage	3%
accommodation & food	4%
ICT	11%
finance & insurance	4%
real estate	1%
professional & scientific	6%
administration & support	6%
public administration	7%
education	9%
healthcare	8%
social work	2%
arts & entertainment	3%

function

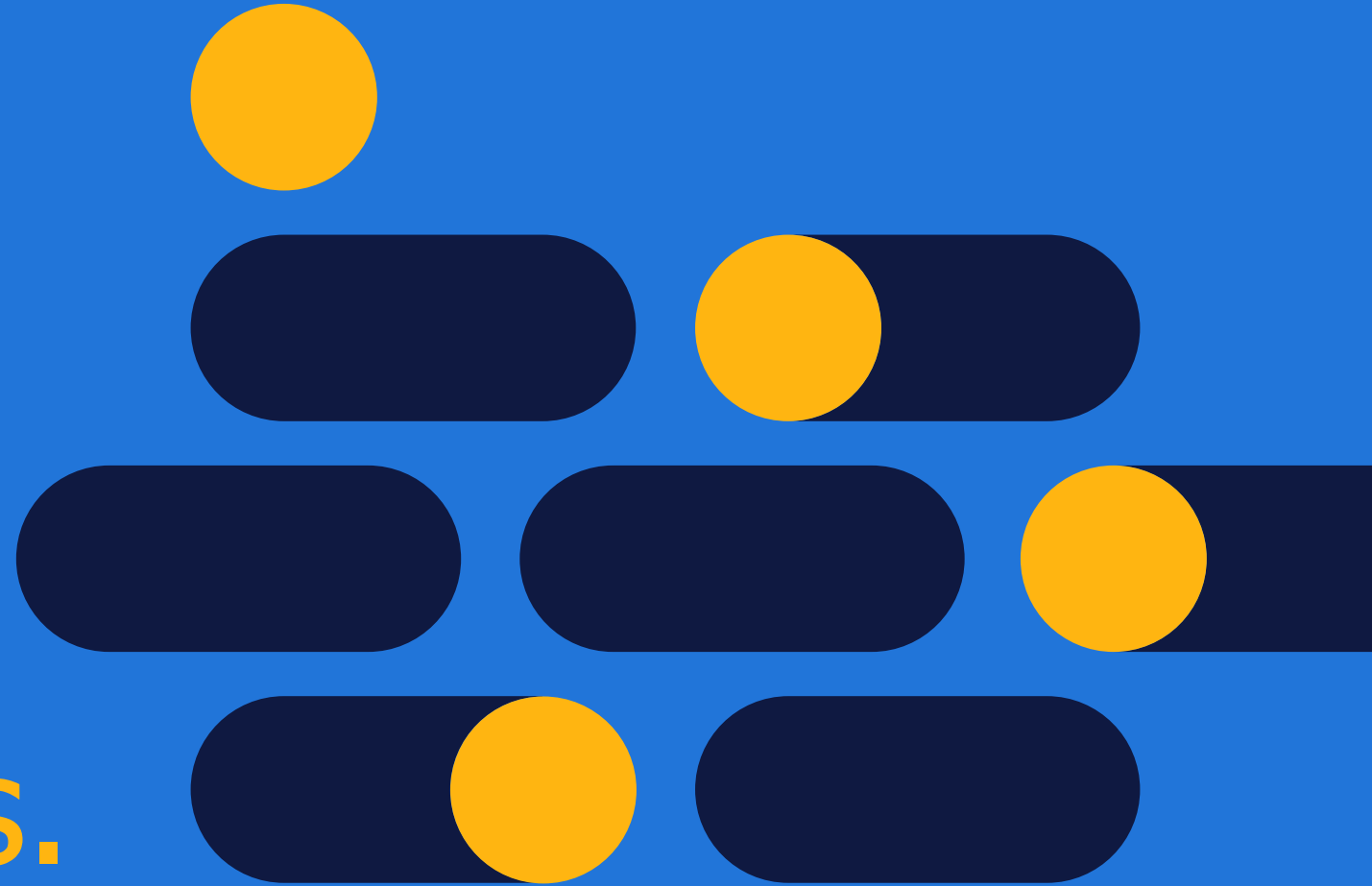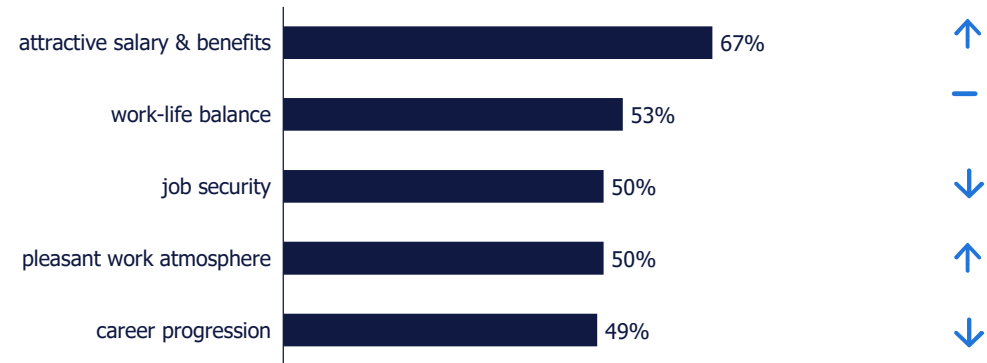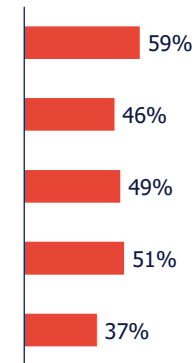|	
managers	12%
professionals	28%
technicians	20%
clerks	22%
service/sales	8%
skilled agricultural	0%
craft/trade	2%
machine operators	2%
elementary occupations	4%
armed forces occupations	2%

base: currently employed (n=4,.156)

country

EVP drivers.

what potential employees want
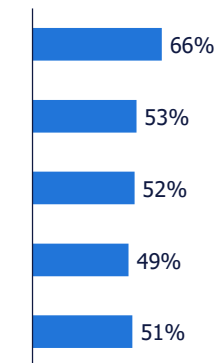## when choosing an employer.

most important criteria

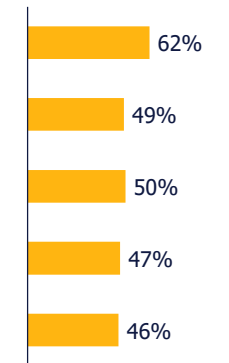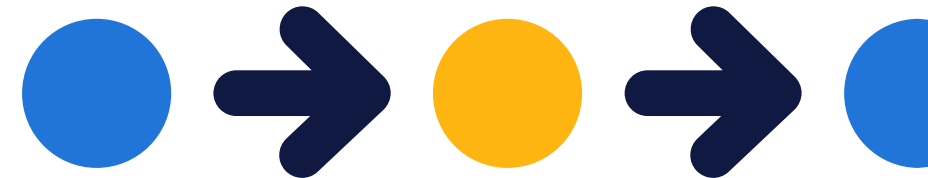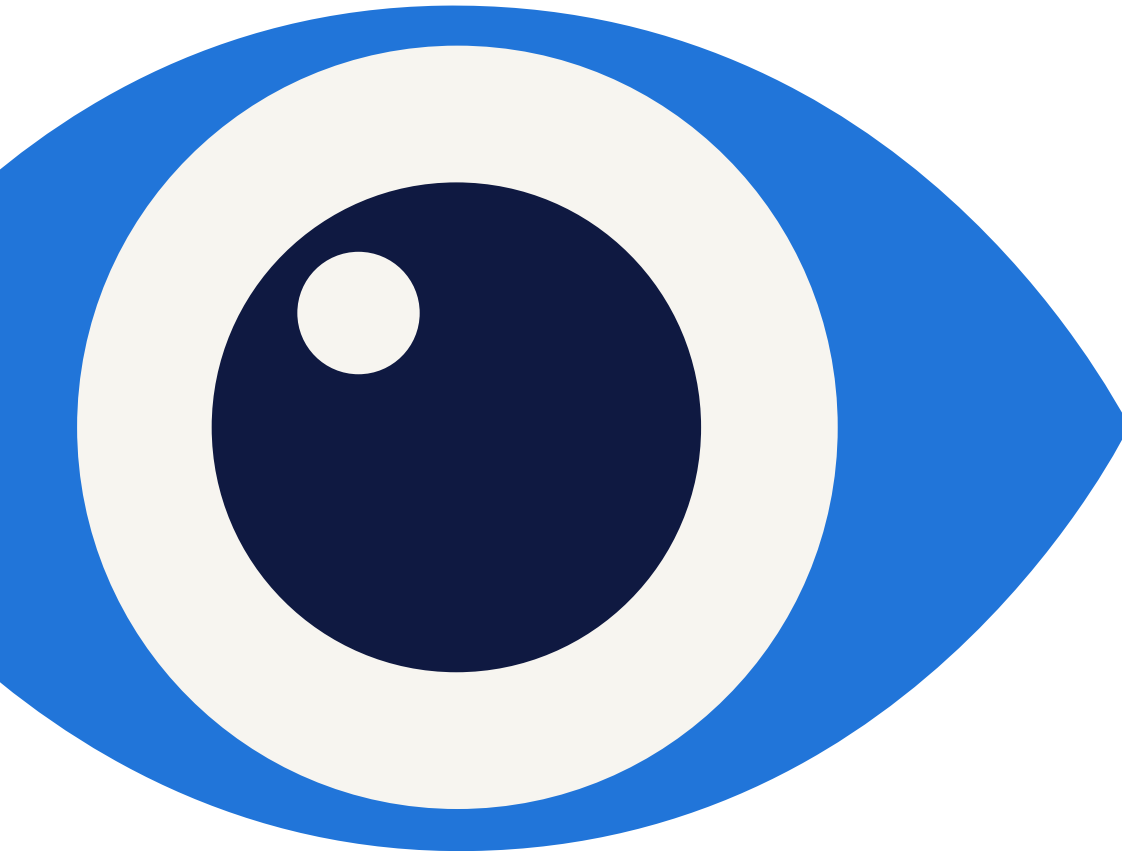| criteria		versus 2018	europe	2018	2017
attractive salary & benefits	67%	↑	59%	66%	62%
work-life balance	53%	—	46%	53%	49%
job security	50%	↓	49%	52%	50%
pleasant work atmosphere	50%	↑	51%	49%	47%
career progression	49%	↓	37%	51%	46%

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

perception of employer offer in portugal and the region.

Understanding the gap between what employees want and what they think employers offer in portugal and in the region provides valuable insights into building an employer brand.

employers in portugal are perceived to offer.

1 financially healthy

2 very good reputation

3 uses latest technology

4 job security

5 career progression

6 pleasant work atmosphere

7 interesting job content

8 attractive salary & benefits

9 work-life balance

10 gives back to society

employers in europe are perceived to offer.

1 financially healthy

2 uses latest technologies

3 very good reputation

4 job security

5 career progression

6 interesting job content

7 attractive salary & benefits

8 pleasant work atmosphere

9 work-life balance

10 gives back to society

gap between what (potential) employees seek
and what employees perceive employers to offer in portugal.

Employers in a country may not always be perceived to be offering what (potential) employees are looking for. Below you see the 3 main attributes employees look for but which they believe employers do not sufficiently offer.

gap top 3

1 attractive salary & benefits

2 work-life balance

3 job security

what do potential employees want
by generational profile.

gen z (18-24)

29%

of the gen z's are looking for interesting job content in their employer. This is higher when compared to millennials and gen x.

gen x (35-54)

25%

of the gen x's find location a very important pull factor towards an employer. For gen z and millennials, this factor is less important.

millennials (25-34)

55%

of the millennials seek work-life balance. Gen z and boomers are less interested in this offering from their employer.

boomers (55-64)

46%

of the boomers are attracted to companies that are financially healthy. This is less so among the other cohorts.

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

important attributes
by type of contract.

8→
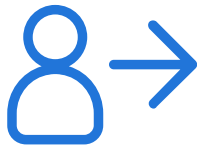
6%

of today's workforce
works part-time.

most important attributes

attractive salary & benefits — 65% (part-time), 67% (full-time)

work-life balance — 54% (part-time), 53% (full-time)

job security — 45% (part-time), 52% (full-time)

pleasant work atmosphere — 49% (part-time), 50% (full-time)

career progression — 39% (part-time), 51% (full-time)

● part-time workers   ● full-time workers
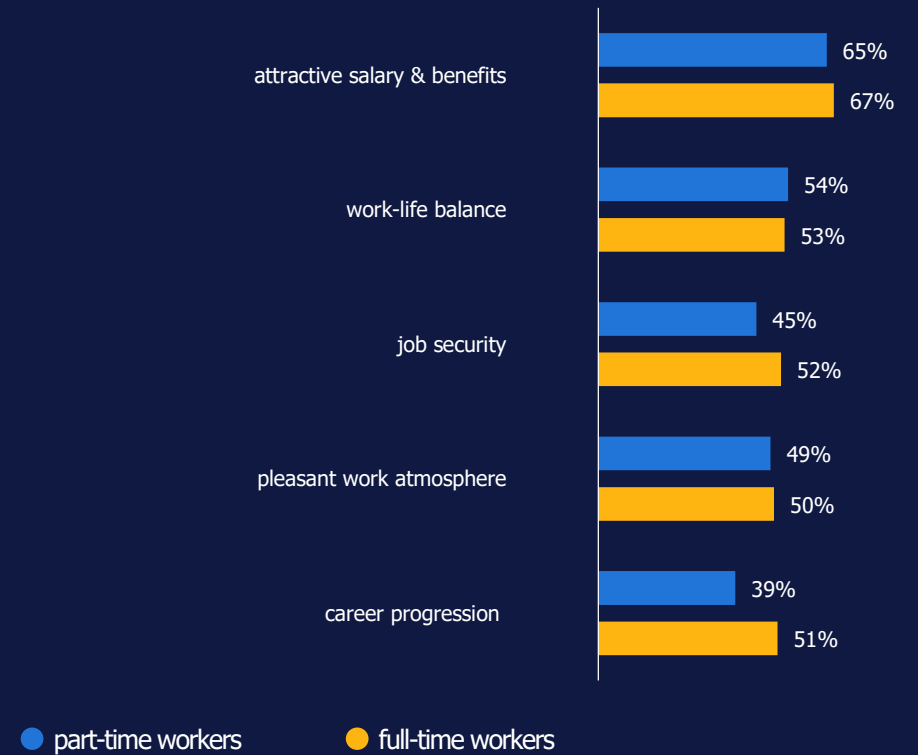
switchers and stayers

in focus.
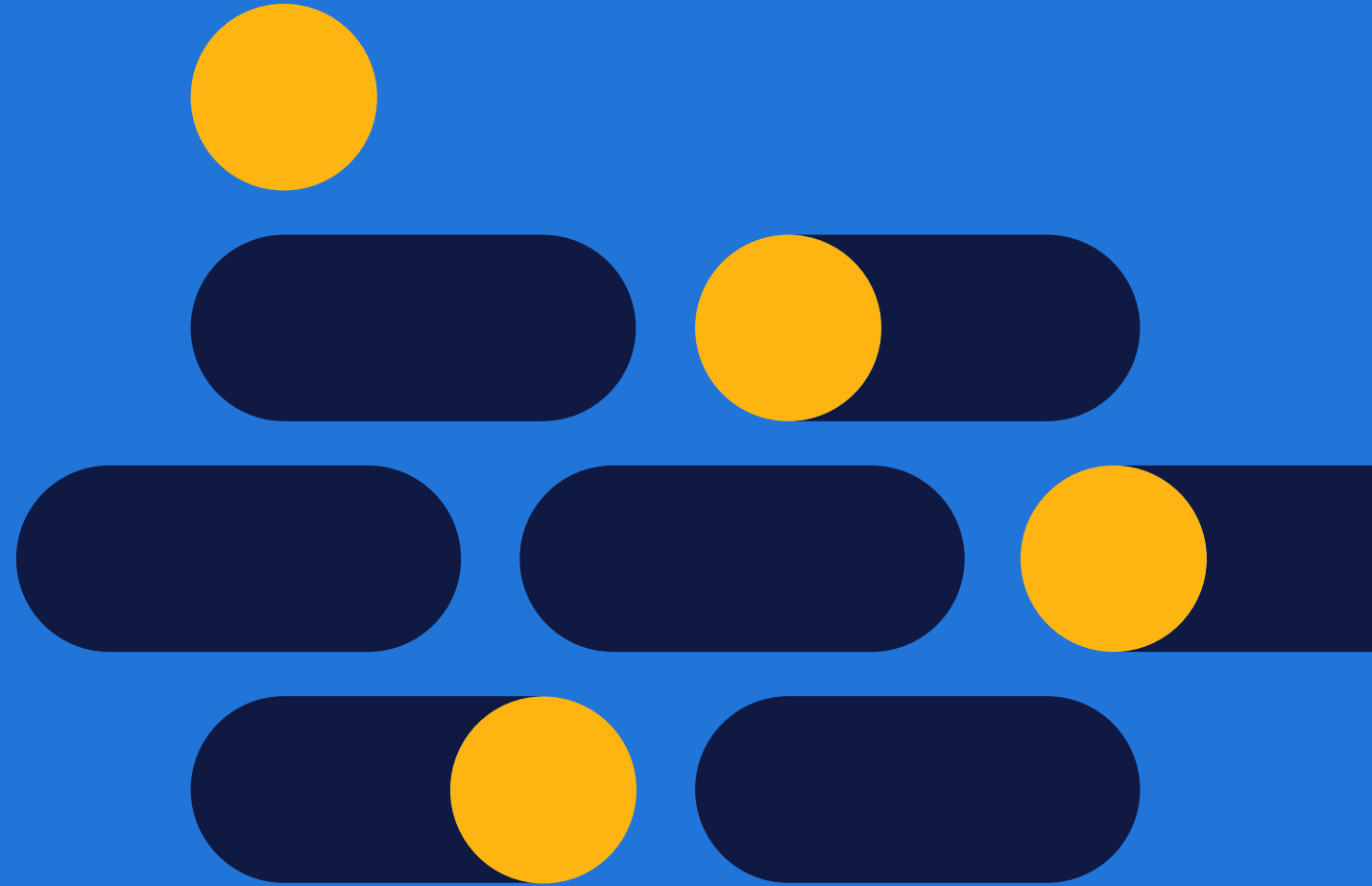
changing employer
portugal vs europe.

switchers: changed employer in the past year.

portugal	20%
europe	19%

stayers: stayed with their employer in the past year.

portugal	80%
europe	81%

intenders: plan to change employer within the next year.

portugal	31%
europe	27%

* in the past 12 months

how do the portuguese workers
look for and find employers.

channels used to look for and find employers

Channel	looked for another employer	found another employer
job portals (eg. net-empregos, expresso emprego, indeed.com)	77%	44%
personal connections / referrals	51%	40%
linkedin	47%	14%
public employment services (pes)	40%	14%
google	40%	12%
company career site	34%	10%
recruiters	32%	15%
facebook	30%	11%
staffing agencies	14%	6%
job fairs	10%	2%
twitter	2%	1%

● looked for another employer   ● found another employer

most important attributes
switchers vs stayers.
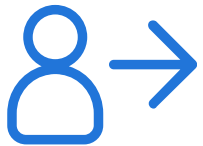
20% (15%)*

switchers: changed employer in the past year.

80% (85%)*

stayers: stayed with their employer in the past year.

*in 2018

most important attributes

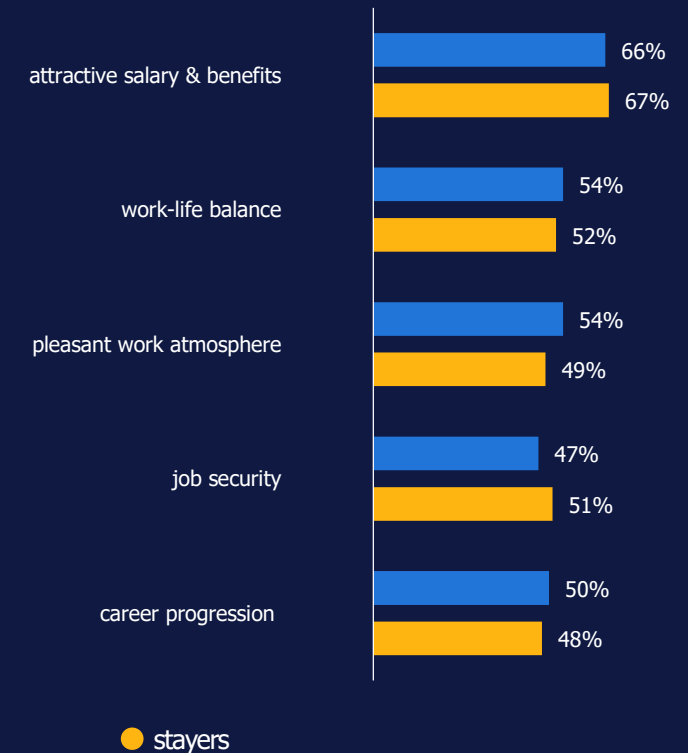| attribute	switchers	stayers
attractive salary & benefits	66%	67%
work-life balance	54%	52%
pleasant work atmosphere	54%	49%
job security	47%	51%
career progression	50%	48%

● switchers   ● stayers

most important attributes
intenders.

31% (27%)*

intenders: plan to change employer within the next year.

*in 2018

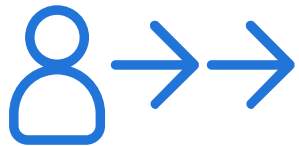### most important attributes

attribute	intenders
attractive salary & benefits	69%
work-life balance	56%
career progression	50%
pleasant work atmosphere	50%
job security	48%

● intenders

channels to look for employers
intenders.
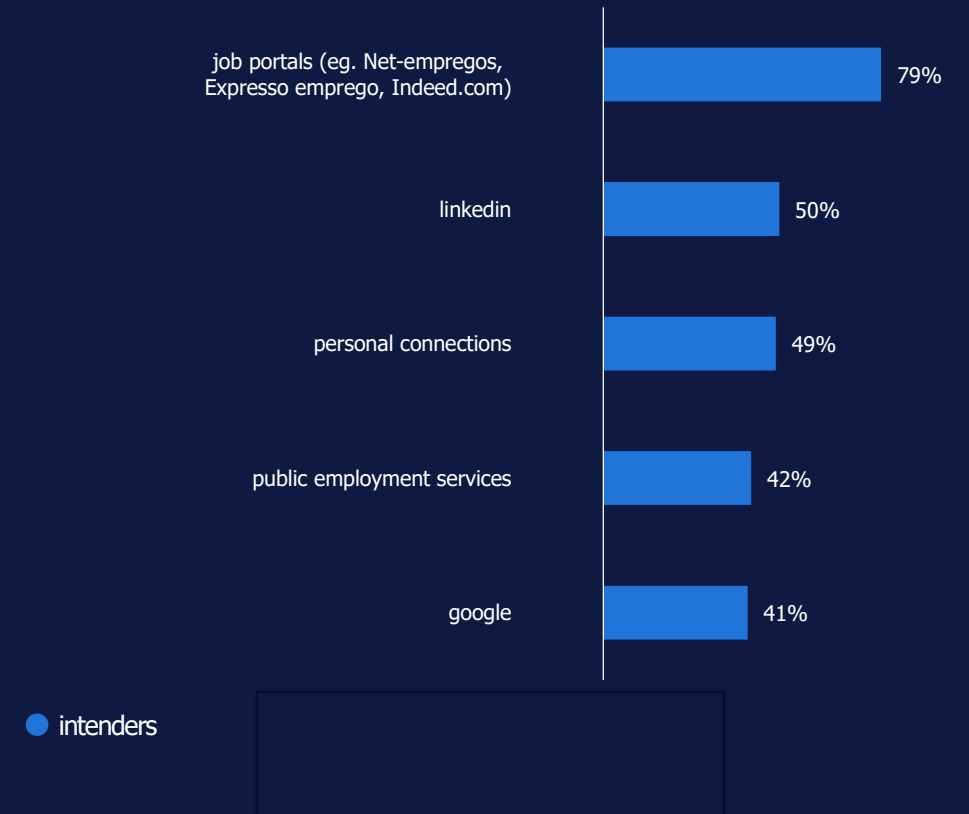

44% (43%)*

of last year's switchers** intend to switch again next year.

** n=1.023 switched last year

*in 2018

channel	%
job portals (eg. Net-empregos, Expresso emprego, Indeed.com)	79%
linkedin	50%
personal connections	49%
public employment services	42%
google	41%

● intenders

why do the portuguese stay or leave.

main reasons to stay

job security	43%
location	42%
financially healthy	40%
pleasant work atmosphere	39%
work-life balance	34%

main reasons to leave

compensation too low	50%
limited career path	48%
lack of recognition/ rewards	46%
insufficient challenges	30%
work-life balance issues	20%
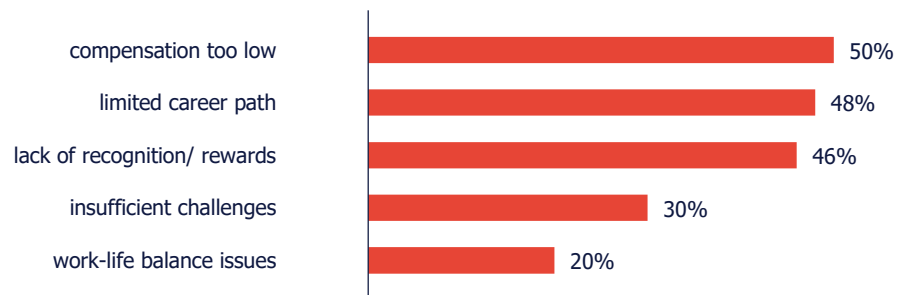
what factors do the portuguese stay for
reasons to stay, by profile.
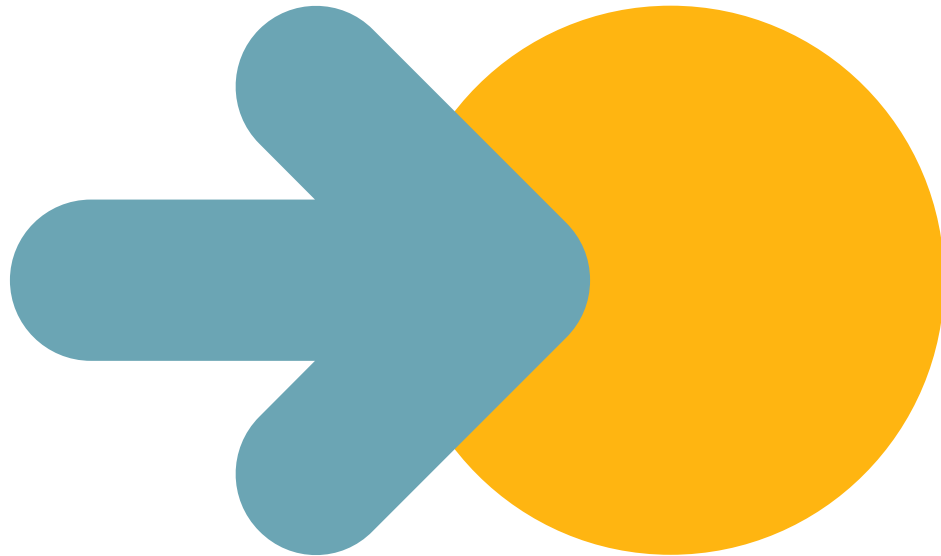
gen z (18-24)

35%

of the gen z's are staying with their employer for good training. This is higher when compared to older workforce.

gen x (35-54)

48%

of the gen x's stay with their employer for job security. For younger generations, this factor is deemed less important.

millennials (25-34)

43%

of the millennials stay if there is a pleasant work atmosphere. Gen z and gen x are less interested in this offering from their employer.

boomers (55-64)

41%

of the boomers are more likely to stay when the employer has a convenient location. This is higher than among gen z's.

click here for a breakdown of all results.

what factors do the portuguese leave for
reasons to leave, by profile.

gen z (18-24)

27%

of the gen z's are leaving their employer if they perceive work-life balance issues. This is higher when compared to older workforce.

gen x (35-54)

52%

of the gen x's leave their employer because of a limited career path. Among other generations, this factor is deemed less important.
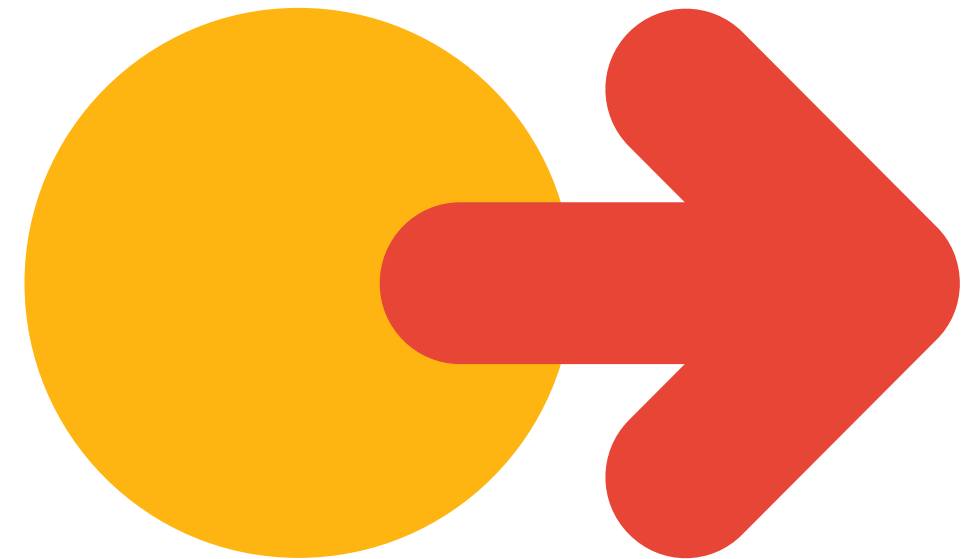
millennials (25-34)

52%

of the millennials leave if they think their compensation is too low. Gen z is less interested in this offering from their employer.

boomers (55-64)

24%

of the boomers leave their employer because the organization shows poor leadership. This is less so for gen z and millennials.

click here for a breakdown of all results.

willingness to forfeit salary for
more work security.

amount of salary employees are willing to forfeit

Legend:
- 0%
- 1%-5%
- 6%-10%
- 11%-15%
- 16%-20%
- more than 20%
- don't know

Pie chart values: 38%, 21%, 14%, 5%, 3%, 2%, 18%
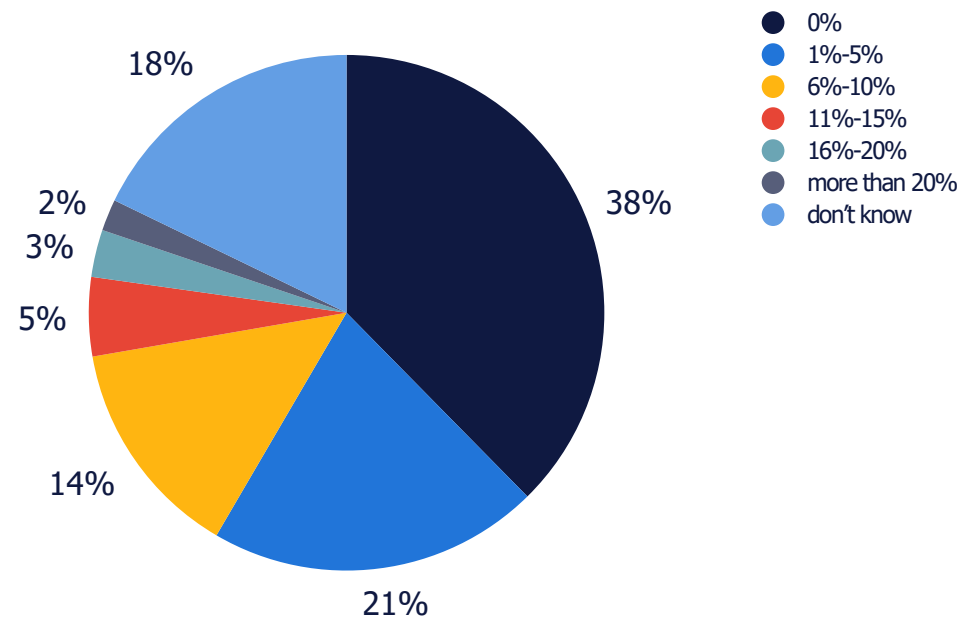
portugal

10%

is willing to forfeit more than 10% of their salary in this exchange

europe

16%

is willing to forfeit more than 10% of their salary in this exchange

ideal employer

in focus.

29% of the portuguese prefer to work for large (multinational) corporation.

preferred company type

- 4% start up
- 13% small to midsize business
- 5% local family-owned business
- 29% multinational
- 9% non-profit / government
- 25% own business
- 16% no strong preference

Legend:
- ● start up
- ● small to midsize business
- ● local family-owned business
- ● multinational
- ● non-profit / government
- ● own business
- ● no strong preference
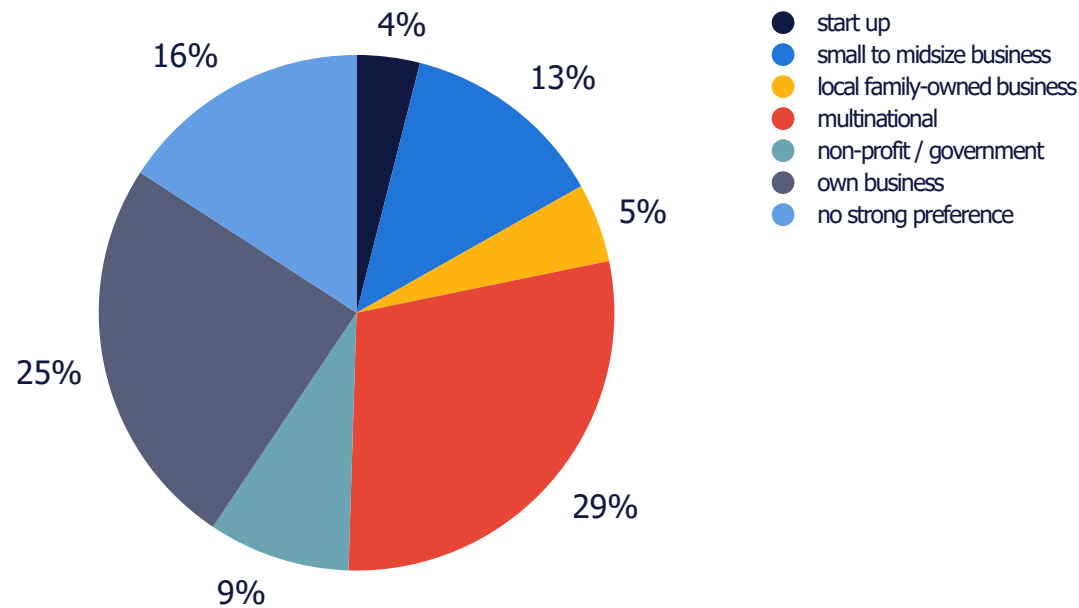
gen z (18-24)
6%
would prefer to work for a start up company

gen x (35-54)
29%
would prefer to work for a large (multinational) corporation

millennials (25-34)
15%
would prefer to work for a small to midsize business

boomers (55-64)
13%
would prefer to work for a non-profit / government organization

company type preference
reasons why.

start up (4%)

career progression

pleasant work atmosphere

flexible arrangements

small to midsize (13%)

pleasant work atmosphere

work-life balance

career progression

local family-owned (5%)

pleasant work atmosphere

work-life balance

job security

multinational (29%)

financial health

career progression

attractive salary & benefits

non-profit (9%)

interesting job content

work-life balance

gives back to society

own business (25%)

work-life balance

pleasant work atmosphere

flexible arrangements

company type preference
switchers vs stayers.
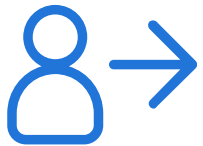
32%

of the switchers prefer to work for a large (multinational) corporation.

18%

of the stayers has no strong preference.

company type preference

large (multinational) corporation
- 32%
- 28%

i would rather have my own business
- 26%
- 24%

small to midsize business
- 14%
- 12%

no strong preference
- 10%
- 18%

non-profit /government organization
- 9%
- 9%

● switchers   ● stayers

92% of the portuguese
check potential employer's reputation.

channels for reputation check

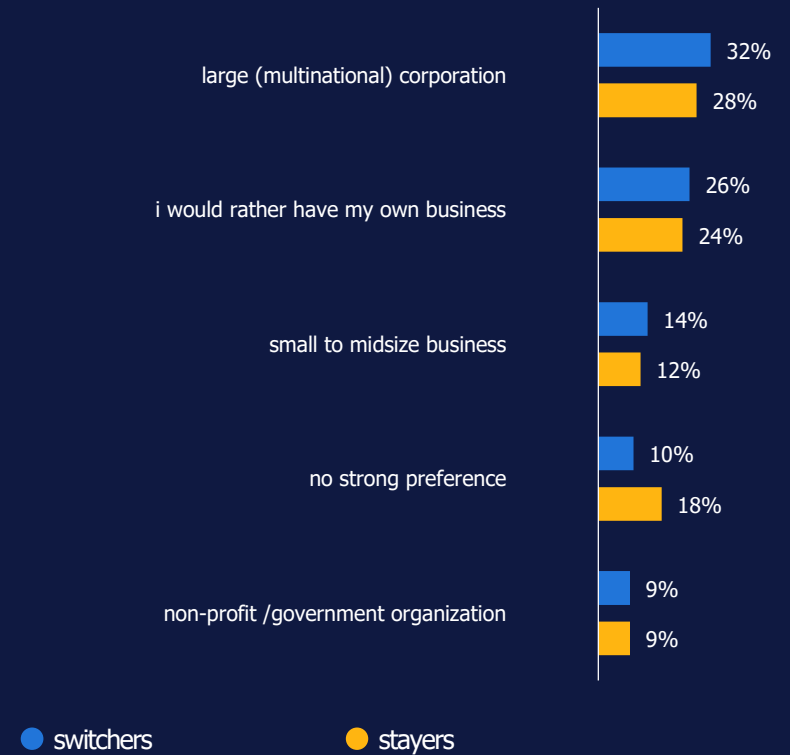|	
company website	57%
opinions of friends and family	53%
job boards	52%
linkedIn	43%
general articles on the internet (excl. company website)	42%
physical presence (e.g. shops, stores, restaurants)	40%
facebook	30%
general articles in the press (excl. the internet)	25%
advertising (Television, Posters, Radio ads, excl. Press)	21%
blogs	17%
twitter	6%
glassdoor	4%
other	3%
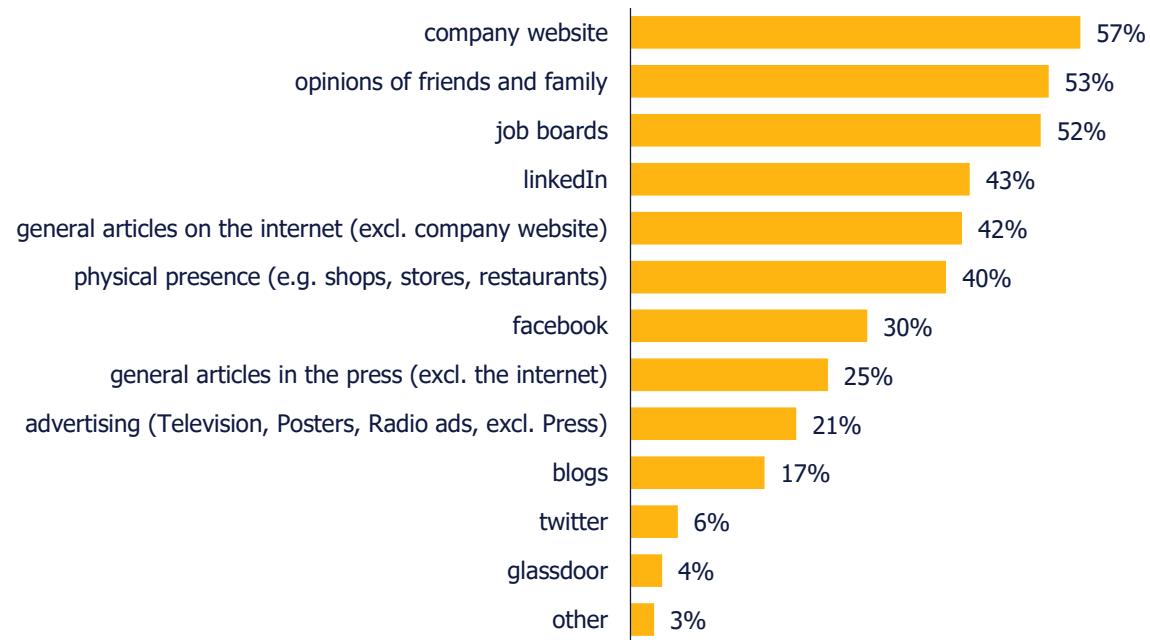
most often used

gen z (18-24)

42%

facebook

gen x (35-54)

27%

general articles in the press
(excl. the internet)

millennials (25-34)

50%

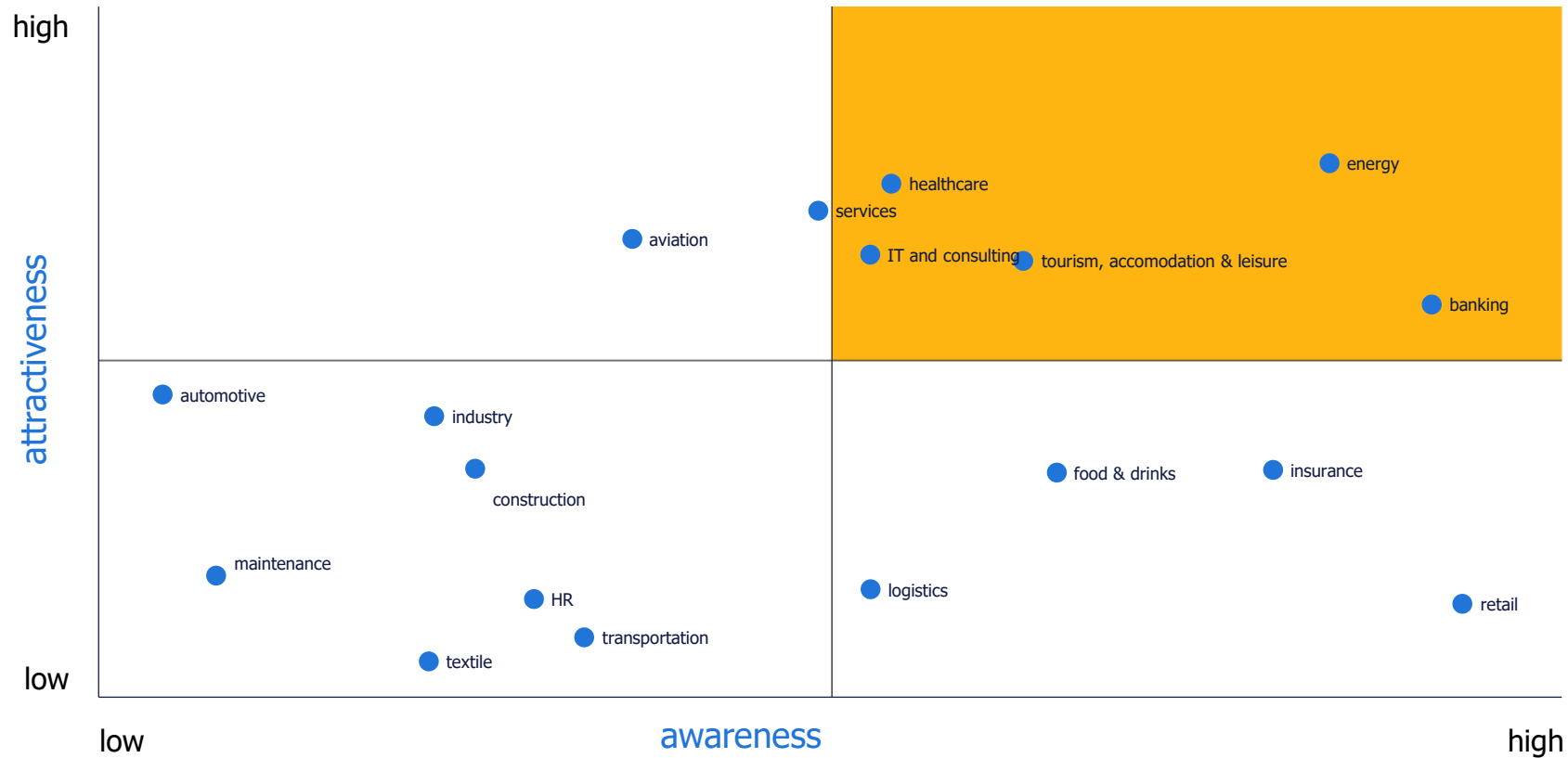linkedin

boomers (55-64)

25%

advertising

sector

insights.

top performing sectors in portugal
by awareness and attractiveness.

high

attractiveness

high

energy

healthcare

services

aviation

IT and consulting   tourism, accomodation & leisure

banking

automotive

industry

food & drinks   insurance

construction

maintenance

HR

logistics

retail

textile

transportation

low

low   awareness   high

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.

portugal's sectors score best on these 3 EVP drivers. 1/2

top 3 EVP drivers

sector	1	2	3
01 energy	financially healthy	uses latest technologies	very good reputation
02 healthcare	financially healthy	uses latest technologies	very good reputation
03 services	financially healthy	uses latest technologies	very good reputation
04 aviation	financially healthy	uses latest technologies	interesting job content
05 IT and consulting	uses latest technologies	financially healthy	very good reputation
06 tourism, accomodation & leisure	financially healthy	very good reputation	uses latest technologies
07 banking	financially healthy	uses latest technologies	job security
08 automotive	financially healthy	uses latest technologies	very good reputation
09 industry	financially healthy	uses latest technologies	very good reputation
10 media & telecom	uses latest technologies	financially healthy	very good reputation

portugal's sectors score best on these 3 EVP drivers. 2/2

top 3 EVP drivers

sector	1	2	3
11 construction	uses latest technologies	financially healthy	very good reputation
12 insurance	financially healthy	very good reputation	uses latest technologies
13 food & drinks	financially healthy	very good reputation	job security
14 maintenance	financially healthy	job security	very good reputation
15 logistics	financially healthy	very good reputation	uses latest technologies
16 HR	financially healthy	uses latest technologies	very good reputation
17 retail	financially healthy	very good reputation	uses latest technologies
18 transportation	financially healthy	uses latest technologies	very good reputation
19 textile	financially healthy	very good reputation	uses latest technologies
20 restaurants & catering	financially healthy	very good reputation	uses latest technologies

top

employers.

top employers in portugal.

top 10 employers 2019

01	Microsoft
02	TAP - Transportes Aéreos Portugueses
03	Hovione Farmaciência
04	ANA - Aeroportos de Portugal
05	Siemens
06	Delta Cafés
07	Nestlé
08	Farfetch
09	Banco de Portugal
10	RTP - Rádio e Televisão de Portugal

top 10 employers 2018

01	Microsoft
02	HOVIONE FARMACIÊNCIA
03	TAP - Transportes Aéreos Portugueses
04	Nestlé
05	ANA - AEROPORTOS DE PORTUGAL
06	RTP - RÁDIO E TELEVISÃO DE PORTUGAL
07	Delta Cafés
08	Siemens
09	Banco de Portugal
10	Corticeira Amorim

portugal's top companies
top 3 EVP drivers of the top 5 companies.

top 5 companies	top 3 EVP drivers		
	1	2	3
1 Microsoft	uses latest technologies	financially healthy	very good reputation
2 TAP - Transportes Aéreos Portugueses	uses latest technologies	interesting job content	job security
3 Hovione Farmaciência	financially healthy	uses latest technologies	very good reputation
4 ANA - Aeroportos de Portugal	uses latest technologies	financially healthy	job security
5 Siemens	uses latest technologies	financially healthy	very good reputation

top employers
by EVP driver.

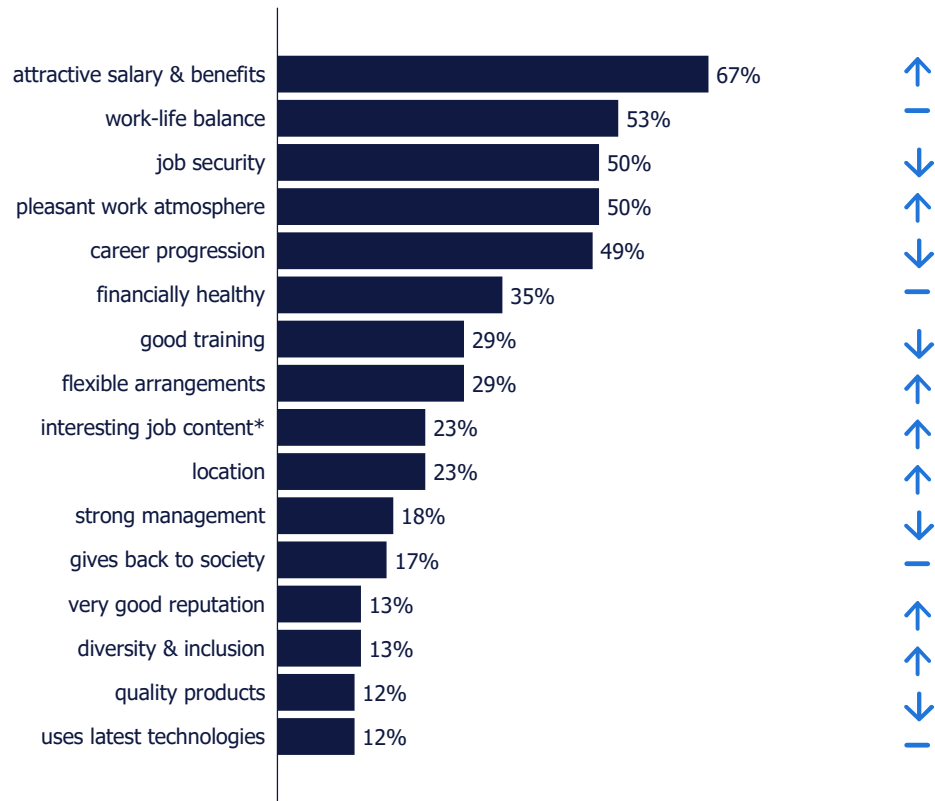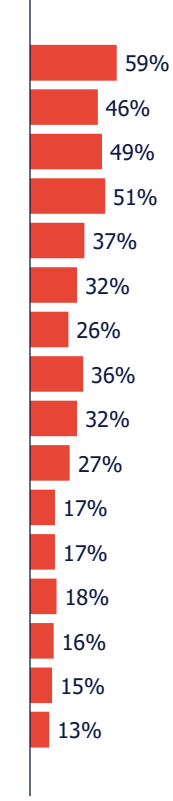| EVP driver	1	2	3
attractive salary & benefits	Microsoft	Banco de Portugal	Hovione Farmaciência
career progression	Microsoft	Siemens	Banco de Portugal
financially healthy	Microsoft	Delta Cafés	Nestlé
gives back to society	Suma - serviços urbanos e meio ambiente	Delta Cafés	Microsoft
interesting job content	Microsoft	OGMA - indústria aeronáutica de Portugal	TAP - Transportes Aéreos Portugueses
job security	Microsoft	Banco de Portugal	Delta Cafés
pleasant work atmosphere	Microsoft	Delta Cafés	Farfetch
uses latest technologies	Microsoft	Fujitsu Technology Solutions	Siemens
very good reputation	Microsoft	Delta Cafés	Nestlé
work-life balance	Microsoft	Delta Cafés	Farfetch

deep dive

appendix 1.

what potential employees want
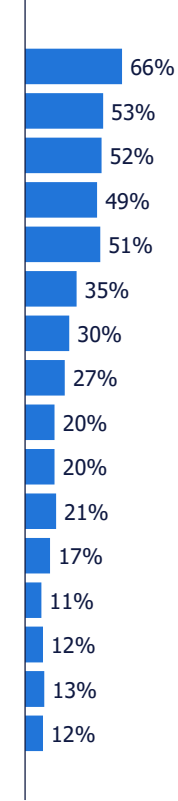## the most important criteria when choosing an employer.

important criteria

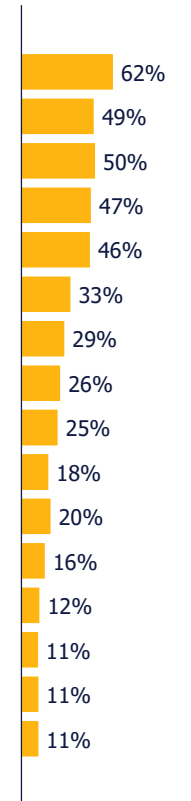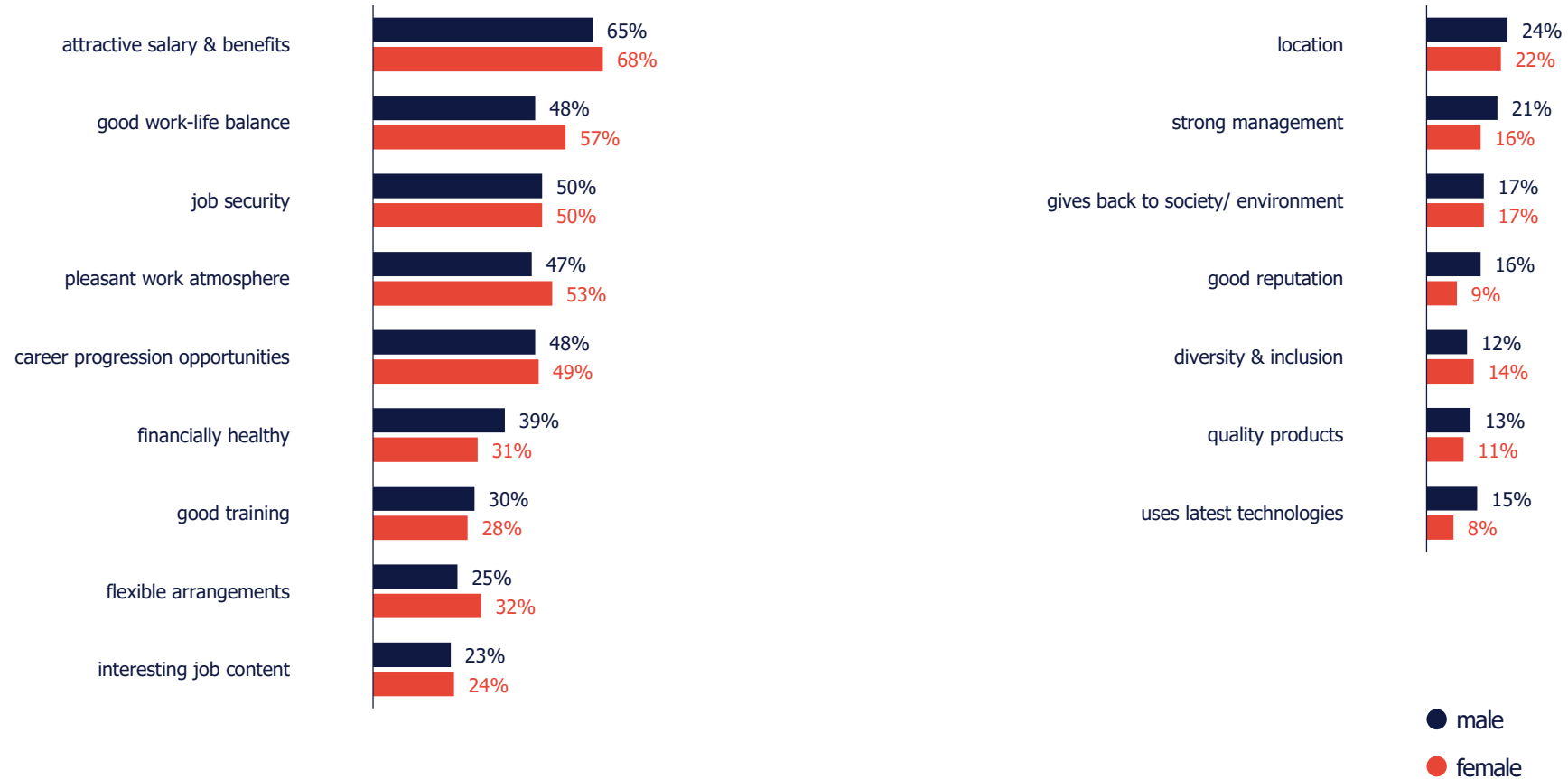|		versus 2018	europe	2018	2017
attractive salary & benefits	67%	↑	59%	66%	62%
work-life balance	53%	—	46%	53%	49%
job security	50%	↓	49%	52%	50%
pleasant work atmosphere	50%	↑	51%	49%	47%
career progression	49%	↓	37%	51%	46%
financially healthy	35%	—	32%	35%	33%
good training	29%	↓	26%	30%	29%
flexible arrangements	29%	↑	36%	27%	26%
interesting job content*	23%	↑	32%	20%	25%
location	23%	↑	27%	20%	18%
strong management	18%	↓	17%	21%	20%
gives back to society	17%	—	17%	17%	16%
very good reputation	13%	↑	18%	11%	12%
diversity & inclusion	13%	↑	16%	12%	11%
quality products	12%	↓	15%	13%	11%
uses latest technologies	12%	—	13%	12%	11%

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.
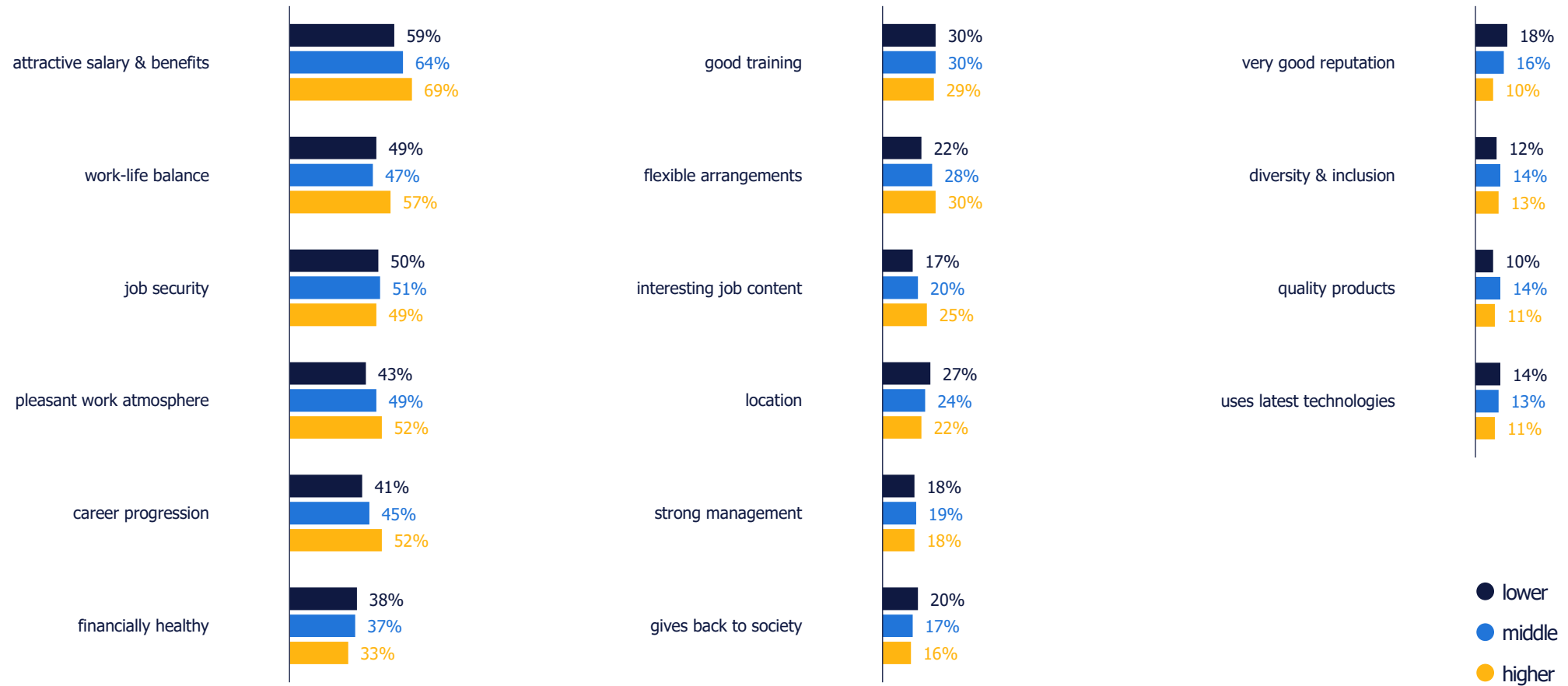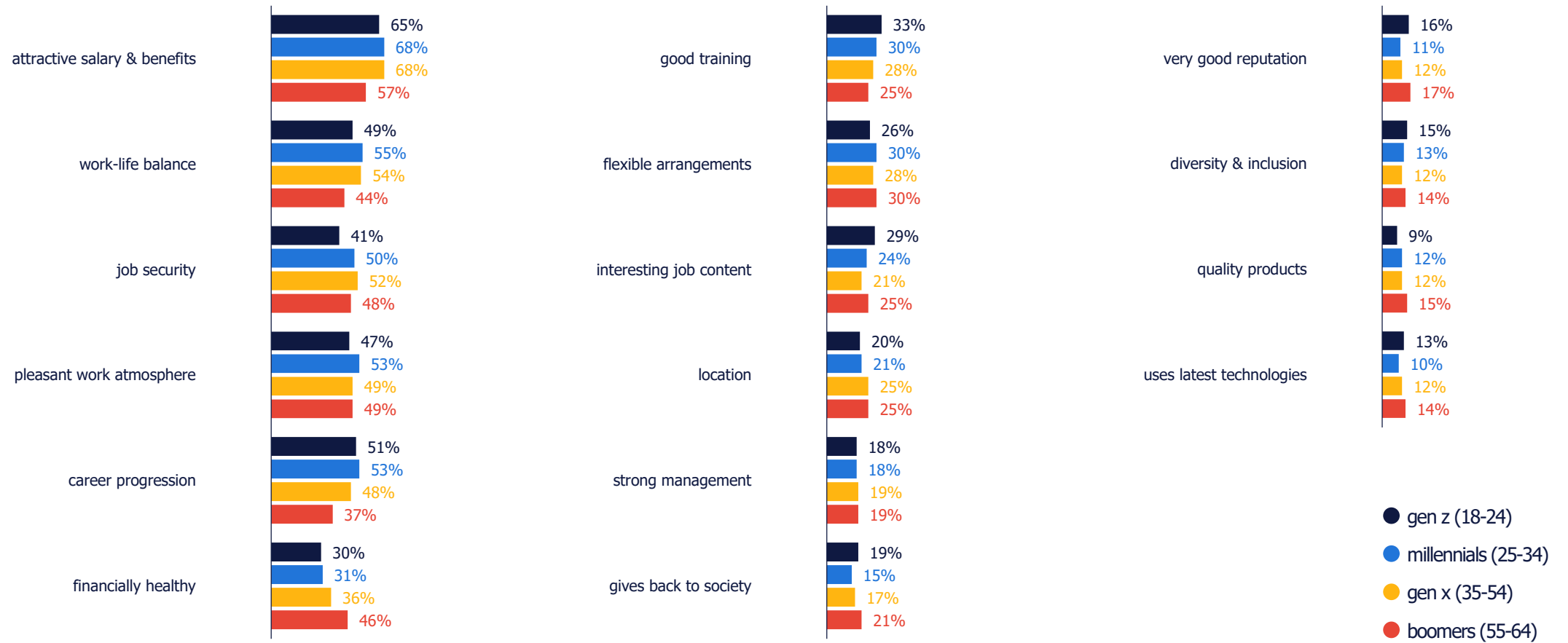
*2017: work that is stimulating and challenging

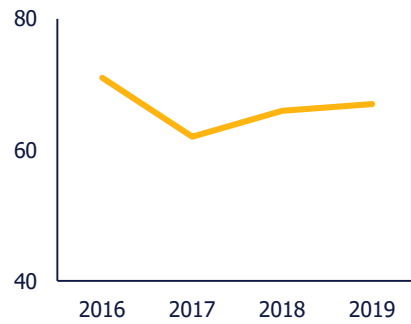# EVP driver importance
by gender.

EVP driver	male	female
attractive salary & benefits	65%	68%
good work-life balance	48%	57%
job security	50%	50%
pleasant work atmosphere	47%	53%
career progression opportunities	48%	49%
financially healthy	39%	31%
good training	30%	28%
flexible arrangements	25%	32%
interesting job content	23%	24%

EVP driver	male	female
location	24%	22%
strong management	21%	16%
gives back to society/ environment	17%	17%
good reputation	16%	9%
diversity & inclusion	12%	14%
quality products	13%	11%
uses latest technologies	15%	8%

● male
● female

EVP driver importance
by education.

attractive salary & benefits
- lower: 59%
- middle: 64%
- higher: 69%

work-life balance
- lower: 49%
- middle: 47%
- higher: 57%

job security
- lower: 50%
- middle: 51%
- higher: 49%

pleasant work atmosphere
- lower: 43%
- middle: 49%
- higher: 52%

career progression
- lower: 41%
- middle: 45%
- higher: 52%

financially healthy
- lower: 38%
- middle: 37%
- higher: 33%

good training
- lower: 30%
- middle: 30%
- higher: 29%

flexible arrangements
- lower: 22%
- middle: 28%
- higher: 30%

interesting job content
- lower: 17%
- middle: 20%
- higher: 25%

location
- lower: 27%
- middle: 24%
- higher: 22%

strong management
- lower: 18%
- middle: 19%
- higher: 18%

gives back to society
- lower: 20%
- middle: 17%
- higher: 16%

very good reputation
- lower: 18%
- middle: 16%
- higher: 10%

diversity & inclusion
- lower: 12%
- middle: 14%
- higher: 13%

quality products
- lower: 10%
- middle: 14%
- higher: 11%

uses latest technologies
- lower: 14%
- middle: 13%
- higher: 11%

Legend:
- lower
- middle
- higher

EVP driver importance by age.

	gen z (18-24)	millennials (25-34)	gen x (35-54)	boomers (55-64)
attractive salary & benefits	65%	68%	68%	57%
work-life balance	49%	55%	54%	44%
job security	41%	50%	52%	48%
pleasant work atmosphere	47%	53%	49%	49%
career progression	51%	53%	48%	37%
financially healthy	30%	31%	36%	46%
good training	33%	30%	28%	25%
flexible arrangements	26%	30%	28%	30%
interesting job content	29%	24%	21%	25%
location	20%	21%	25%	25%
strong management	18%	18%	19%	19%
gives back to society	19%	15%	17%	21%
very good reputation	16%	11%	12%	17%
diversity & inclusion	15%	13%	12%	14%
quality products	9%	12%	12%	15%
uses latest technologies	13%	10%	12%	14%

- gen z (18-24)
- millennials (25-34)
- gen x (35-54)
- boomers (55-64)

EVP driver importance
trends, total.

1/2

attractive salary & benefits

work-life balance

job security

pleasant work atmosphere

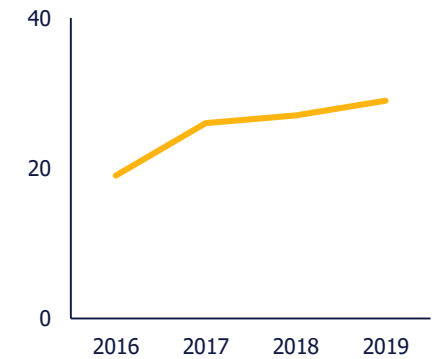### career progression

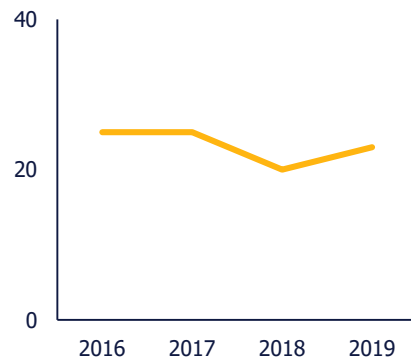### financially healthy
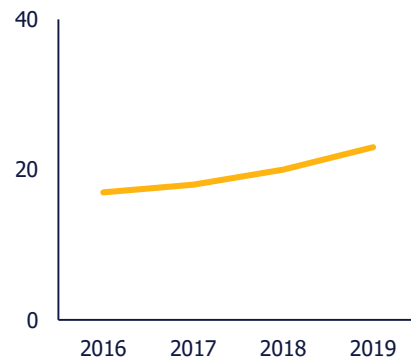

good training

flexible arrangements

EVP driver importance trends, total.

2/2

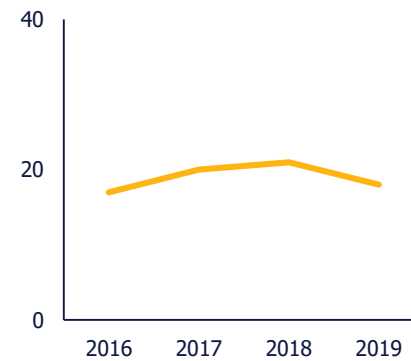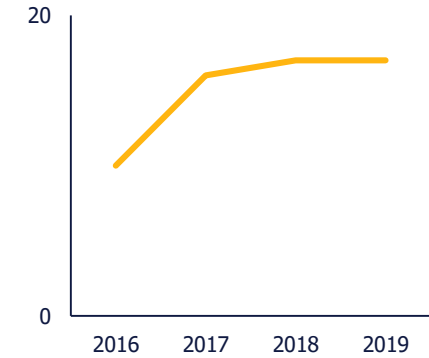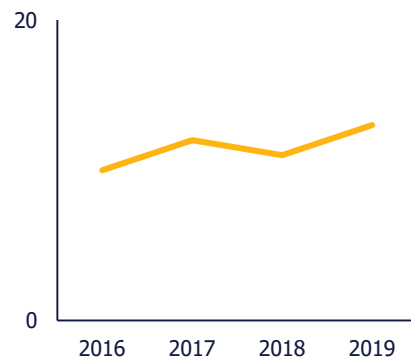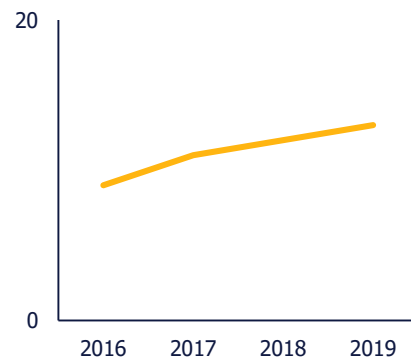### interesting job content*

location

strong management
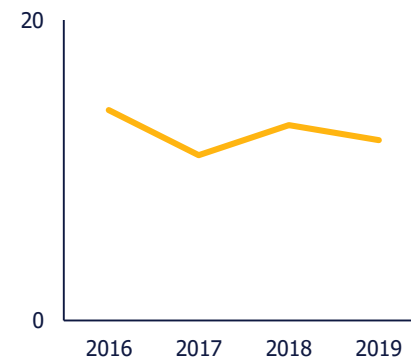

gives back to society
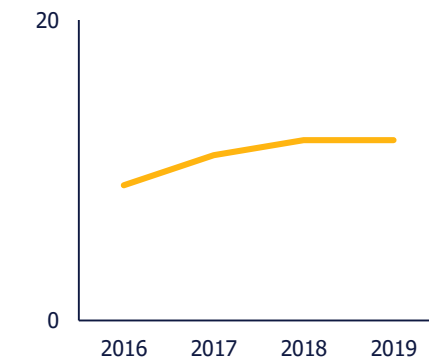

very good reputation*

diversity & inclusion

quality products

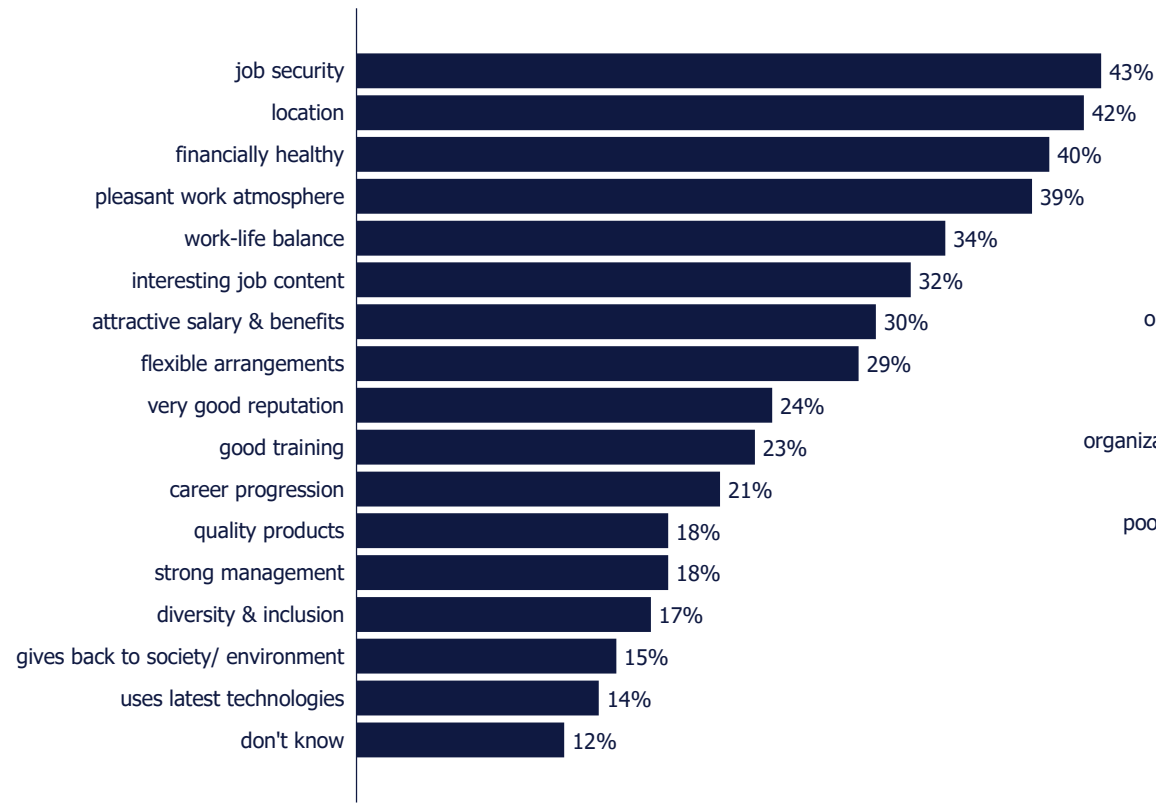
uses latest technologies

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

what factors do the portuguese
stay or leave for.

reasons to stay

job security	43%
location	42%
financially healthy	40%
pleasant work atmosphere	39%
work-life balance	34%
interesting job content	32%
attractive salary & benefits	30%
flexible arrangements	29%
very good reputation	24%
good training	23%
career progression	21%
quality products	18%
strong management	18%
diversity & inclusion	17%
gives back to society/ environment	15%
uses latest technologies	14%
don't know	12%

reasons to leave

compensation too low	50%
limited career path	48%
lack of recognition/ rewards	46%
insufficient challenges	30%
work-life balance issues	20%
commuting time too long	20%
organization shows poor leadership	18%
organization not financially stable	16%
insufficient flexible work options	16%
organization offers little or no advantages	13%
other, namely...	13%
poor relationship with direct manager	9%

methodology

appendix 2.

methodology
why smart sampling?

Since REBR 2017 companies are evaluated between 140 and 400 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).

source bibliography.

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3 JWTInside, "The Evolving Culture-scape and Employee Expectation" Research Study 2014, High Performance Employees
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4 Harvard Business Review, A Bad Reputation Costs a Company at Least 10% More Per Hire
https://hbr.org/2016/03/a-bad-reputation-costs-company-at-least-10-more-per-hire

5 HR in Asia, Do You Think Your Employer Brand Can Be Ruined by Social Media?
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6 The role of engagement
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7 The Employer Brand Credibility Gap
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8 The true cost of a bad hire
http://go.brandonhall.com/the_true_cost_of_a_bad_hire

company
specific slide.

your company
- What does it do/ what is it known for
- Active in x countries: name countries

few facts about their EVP (if any)
- Abc
- Abc

how can the RS consultant help them
- Ipient re laceatu riateni temquis coraectem volorro totasi ipsam dis sum quissinvenis enisti ut faccae.
- Obita qui qui as modisque pos est re, officataque dem ut atur sum nis assi nimo vollab ilit ratus, vid ut volo rem la idebis etur ressi deri dolo bearum remporenis.
- Alita ex ellupta tecusam que non repuda nimpe solum am dolecti re il ipsam fugiam volorum quam.

let's talk.

Our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have.

name organization
name contact
person

name organization
name contact
person

name organization
name contact
person

name organization
name contact
person

randstad

human forward.