



efinancialcareers

Ideal Employer Report 2016

The guide to global and regional
financial services employer rankings



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Introduction

Welcome to the 2016 eFinancialCareers Ideal Employer rankings for financial services. This annual study goes beyond the surface and explores the professional, demographic and attitudinal nuances that determine which companies financial services professionals around the world most admire and ultimately consider their Ideal Employer.

Conducted between October and December 2015, our research included responses from over 6,500 finance professionals globally, across more than 30 countries. It offers a wealth of insight from the top 30 global Ideal Employers to regional, company type and sector top performers, as well as gender and millennial insight.



Fast Facts

6,500 answers were collated across **30 countries**

Distributed via **email, pop-up ads, Facebook and Twitter**

Conducted between **October and December 2015**

Took **10-15 minutes** to complete

Respondents were asked to provide their **top 3 ideal employers** in an open text box with predictive entry (not a drop-down)

Respondents were asked to **rate various attributes** about those employers

Goldman Sachs

2016 Ideal Employer



The allure of Goldman Sachs is well-known; the bank attracts 267,000 job applications annually and hires just 3%. This year, Goldman Sachs outranked its US peers J.P. Morgan and Morgan Stanley, which ranked second and fourth respectively, as well as Google (third) and asset management giant BlackRock (fifth), to become our 2016 Ideal Employer.

Criteria for winning

One of Goldman's perceived strengths is, predictably, compensation, with **85% of respondents suggesting that the company pays competitive salaries and bonuses**. Goldman has stated that its culture is still geared towards paying for performance, despite moves to cut compensation at other banks.

Making it up the ranks was also an important factor for most people participating in our research. Of those who wanted to work for Goldman Sachs, **81% said that opportunities for promotion were important to them**, but only 62% perceived it as a strength of the firm.

Finance professionals appear to have accepted that long hours are part and parcel of working in the industry. The vast majority of investment banks in our rankings scored poorly on working hours, and just 13% of people who wanted to work for Goldman Sachs perceived it as a strength of the company. However, the company has begun to implement policies to address this, demonstrating their responsiveness to the needs of their employees, a key Ideal Employer trait.

Getting hired

Candidates hoping to get a job at Goldman Sachs can expect stiff competition. Goldman Sachs' Edith Cooper, global head of human capital

management and executive vice president at Goldman Sachs says **any potential employee can expect an "extensive interview methodology"**. In addition to obvious factors like assessing someone's experience and technical know-how, she says that an **"ability to work through adverse situations" and "how effectively you work as part of an overall organization" are also very important**.

The old tactics of turning up on campus at top universities have been supplemented by increased use of technology to both filter candidates and find them from unusual sources. Technology helps whittle down a shortlist, but Goldman considers every application, says Cooper. "It's important to find the best broad group of candidates beyond GPA and top-level information, going deeper to analyze a database of experiences rather than a database of facts and figures," she says.

Goldman also uses social media to uncover potential candidates. "We have a mobile recruiting app, host webinars and Google+ hangouts, use LinkedIn, Twitter and YouTube, and publish a tremendous amount of content on our careers site."

Work-life balance

Goldman has been making efforts to address the work-life balance of its staff, especially its juniors. Firstly, it introduced "protected Saturdays" for juniors - meaning they have to be out

of the office by 9pm on Friday and do not return until 9am Sunday. "We recognize that we work in a dynamic and demanding industry; however, we also know that it is important for our people to have the time to focus on their responsibilities and interests outside of work," Cooper says.

The company has also tried to add more career stability and satisfaction, including hiring juniors on "regular" contracts as opposed to two-year contracts, adding a policy of accelerated promotion for the best Investment Banking Desk associates after two years, and offering onsite childcare and flexible working arrangements.

Staying on

Cooper says that Goldman is making efforts to ensure that **junior bankers have opportunities to learn and are able to "connect with those around them."** Juniors are taken on an "apprenticeship model" where they learn on the job and are also given a chance to build a network that could help with internal moves.


"We know that many professionals, junior and more seasoned employees are interested in taking on new responsibilities and learning about and working in other business areas, and so we provide opportunities for our people to move around within the firm," she says.

2016 Ideal Employers

The following companies represent the best of the best — companies whose ideals, benefits, brand and working environment embody all that employees admire most in a company. These are our 2016 Ideal Employers:

 Top 30 Global Employers					
Rank	Company	Rank	Company	Rank	Company
1	Goldman Sachs	11	Deutsche Bank	21	KPMG
2	J.P. Morgan	12	Barclays	22	BNP Paribas
3	Google	13	McKinsey & Company	23	Standard Chartered Bank
4	Morgan Stanley	14	Blackstone Group	24	Boston Consulting Group
5	BlackRock	15	PricewaterhouseCoopers	25	Bloomberg
6	UBS	16	Apple	26	Fidelity
7	Citibank	17	DBS Bank	27	Bain & Company
8	HSBC	18	Deloitte	28	KKR
9	Credit Suisse	19	Facebook	29	GIC
10	Bank of America / Merrill Lynch	20	EY	30	Wells Fargo

 Top 20 UK Employers	
Rank	Company
1	Goldman Sachs
2	JP Morgan
3	Morgan Stanley
4	Google
5	Barclays
6	HSBC
7	BlackRock
8	UBS
9	Deutsche Bank
10	McKinsey & Company
11	Citibank
12	Bank of America / Merrill Lynch
13	Credit Suisse
14	PricewaterhouseCoopers
15	Blackstone Group
16	EY
17	Lloyds Banking Group
18	Deloitte
19	Apple
20	KPMG

 Top 20 US Employers	
Rank	Company
1	Goldman Sachs
2	J.P. Morgan
3	Google
4	Morgan Stanley
5	BlackRock
6	Bank of America / Merrill Lynch
7	Citibank
8	Blackstone Group
9	Fidelity
10	Deutsche Bank
11	Wells Fargo
12	UBS
13	Apple
14	Bridgewater Associates
15	Credit Suisse
16	Deloitte
17	McKinsey & Company
18	Wellington Management Co.
19	Bloomberg
20	HSBC

 Top 20 Asia Employers	
Rank	Company
1	Goldman Sachs
2	J.P. Morgan
3	Google
4	Morgan Stanley
5	UBS
6	DBS Bank
7	Credit Suisse
8	Citibank
9	HSBC
10	BlackRock
11	Facebook
12	Standard Chartered Bank
13	Bank of America / Merrill Lynch
14	GIC
15	McKinsey & Company
16	Apple
17	OCBC Bank
18	Deutsche Bank
19	PricewaterhouseCoopers
20	Barclays

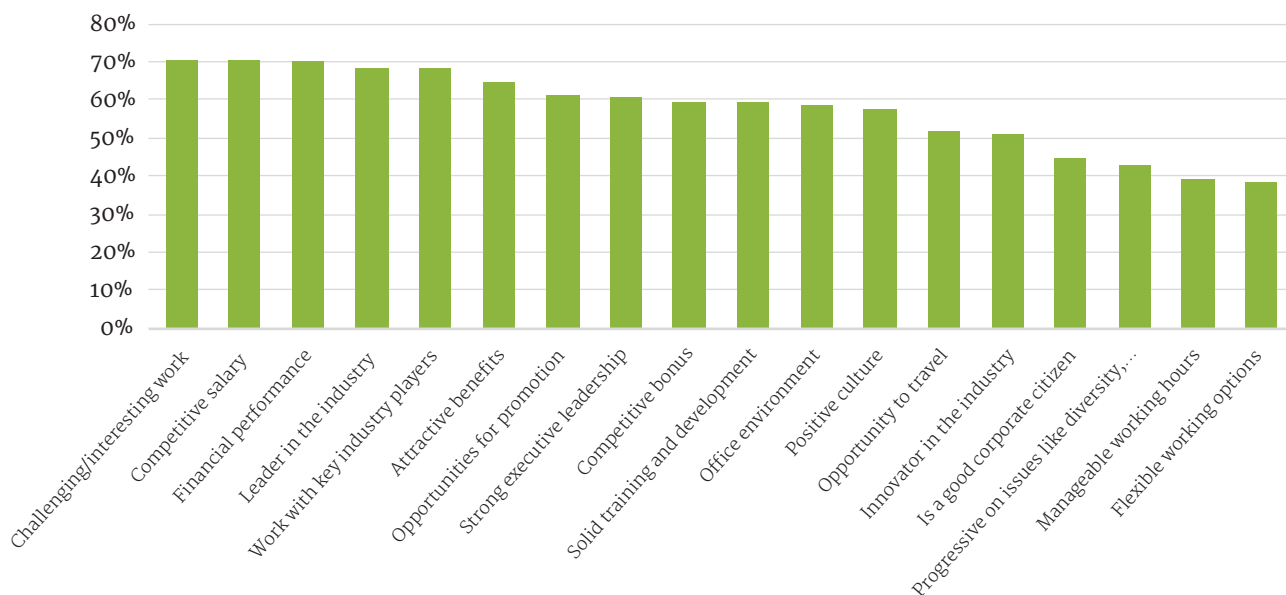
Global insight: Strengths

We asked respondents to rate the strengths of their Ideal Employers, ranging from compensation to company culture.

Global results demonstrate that both challenging/interesting work and competitive salary are the highest perceived strengths of the top 30 ideal employers. Close second were the financial performance of the firm and being a leader in the industry.

At the other end of the spectrum, Financial Services is not perceived to be strong in offering manageable and flexible working hours, or to be a good corporate citizen with strong CSR initiatives.

Global average top 30 Ideal Employers strengths



Strengths:

- Challenging/interesting work
- Competitive salary
- Financial performance
- Leader in the industry

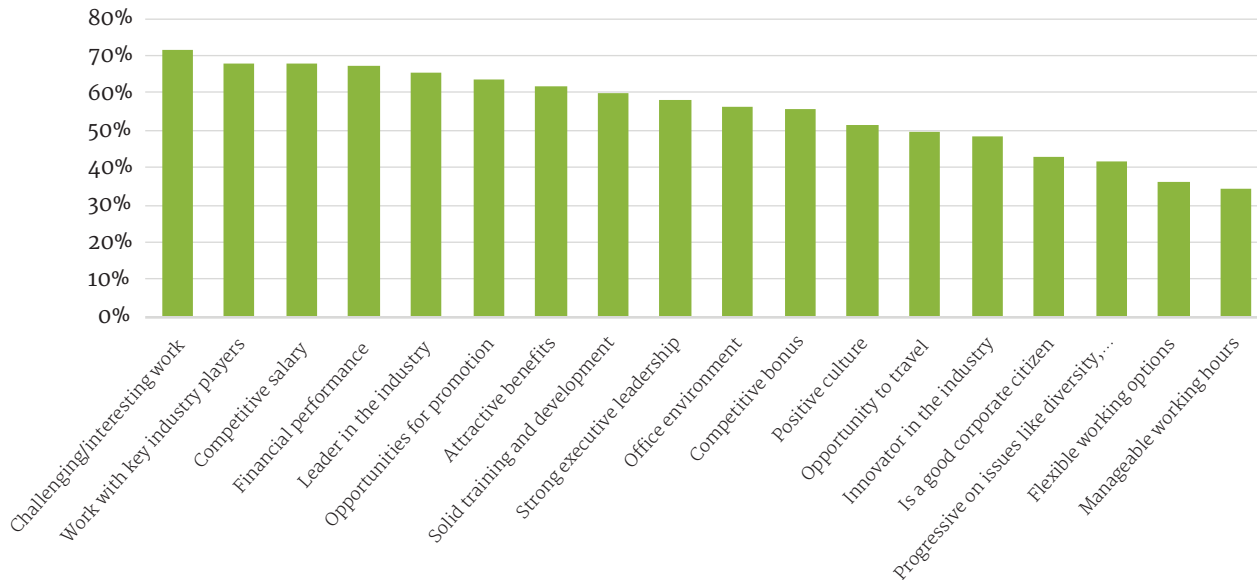


Weaker attributes:

- Flexible working options
- Manageable working hours
- Progressive on issues like diversity
- Is a good corporate citizen

Regional insight: Strengths

UK average top 20 Ideal Employer strengths



Strengths:

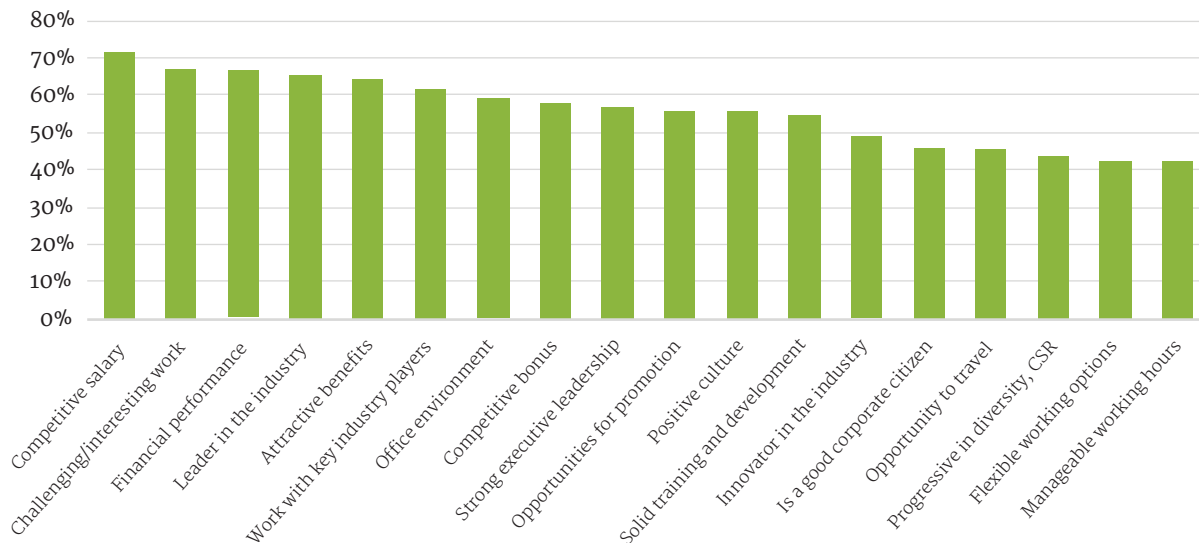
- Challenging/interesting work
- Work with key industry players
- Competitive salary
- Financial performance



Weaker attributes:

- Manageable working hours
- Flexible working options
- Progressive on issues like diversity
- Is a good corporate citizen

Asia average top 20 Ideal Employers strengths



Strengths:

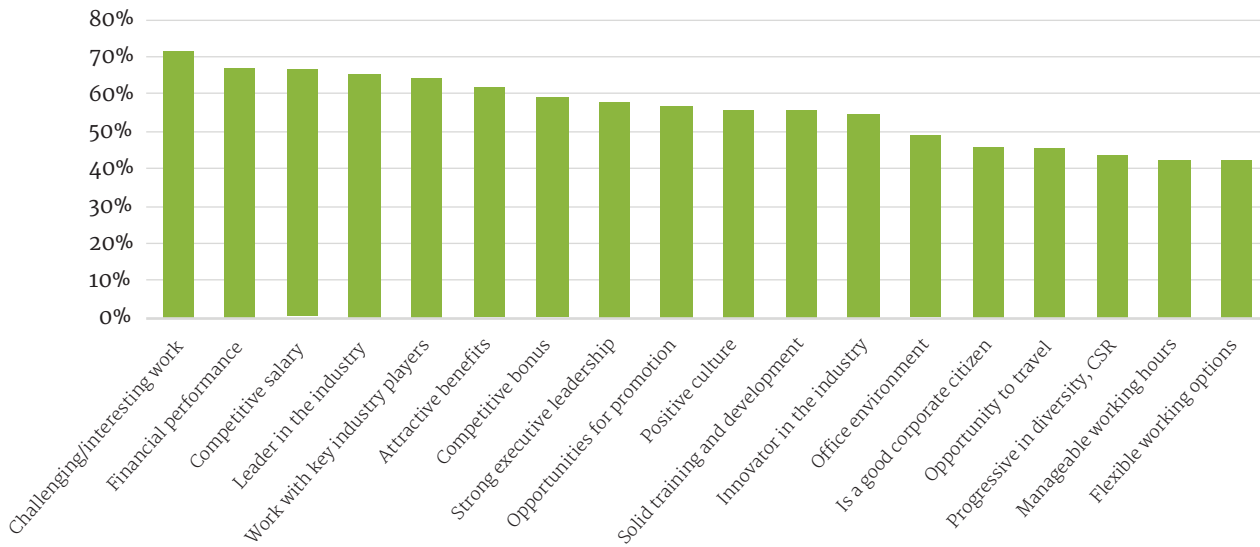
- Competitive salary
- Challenging/Interesting work
- Financial performance
- Leader in the industry



Weaker attributes:

- Manageable working hours
- Flexible working options
- Progressive in diversity, CSR
- Opportunity to travel

US average top 20 Ideal Employers strengths



Strengths:

- Challenging/interesting work
- Work with key industry players
- Competitive salary
- Financial performance



Weaker attributes:

- Manageable working hours
- Flexible working options
- Progressive on issues like CSR
- Is a good corporate citizen

Although more than 80% of people in all markets voted for ‘competitive salary’ as important, only in Asia does it actually top the rankings. Talent shortages in Hong Kong and Singapore have recently enabled many candidates there to negotiate high pay rises when changing companies, helping to perpetuate a salary-driven job market.

Finance professionals globally aren’t as concerned about their bonuses as they are about their base pay. This is particularly so in the UK, where only 60% of respondents cited ‘competitive bonuses’ as important when considering their ideal employer, suggesting that EU bonus cap may be making UK banking professionals more circumspect in their expectations. The British take a similarly pragmatic view to ‘attractive benefits’, with just half of

respondents voting them important – compared to 67% and 59% in the US and Asia respectively. Despite the fact that European banks are the ones doing most of the current cost cutting, it’s American voters who are most inclined to fret about the stability and future direction of the firms they aspire to work for. 73% and 71% of them believe ‘strong executive leadership’ and ‘financial performance’ are important – 10 and 11 percentage points higher than the respective UK results for the same categories.

If you thought financial professionals in Asia were more accepting of the industry’s long working hours, our survey results suggest otherwise. 58% of them want to work for an employer with ‘manageable working hours’ – a higher percentage than both

the US and UK. However, there are some things that finance professionals appear indifferent to whatever their location. Surprisingly, given banks’ recent efforts to promote diversity and flexible working, these criteria have low importance rankings across all three markets.



Global insight: Importance

When we asked respondents to state what was important to them when they chose their Ideal Employer, it was maybe no surprise that competitive salary was top of the list.

However, challenging/interesting work, opportunities for promotion and a positive working culture were named as highly important to finance professionals.

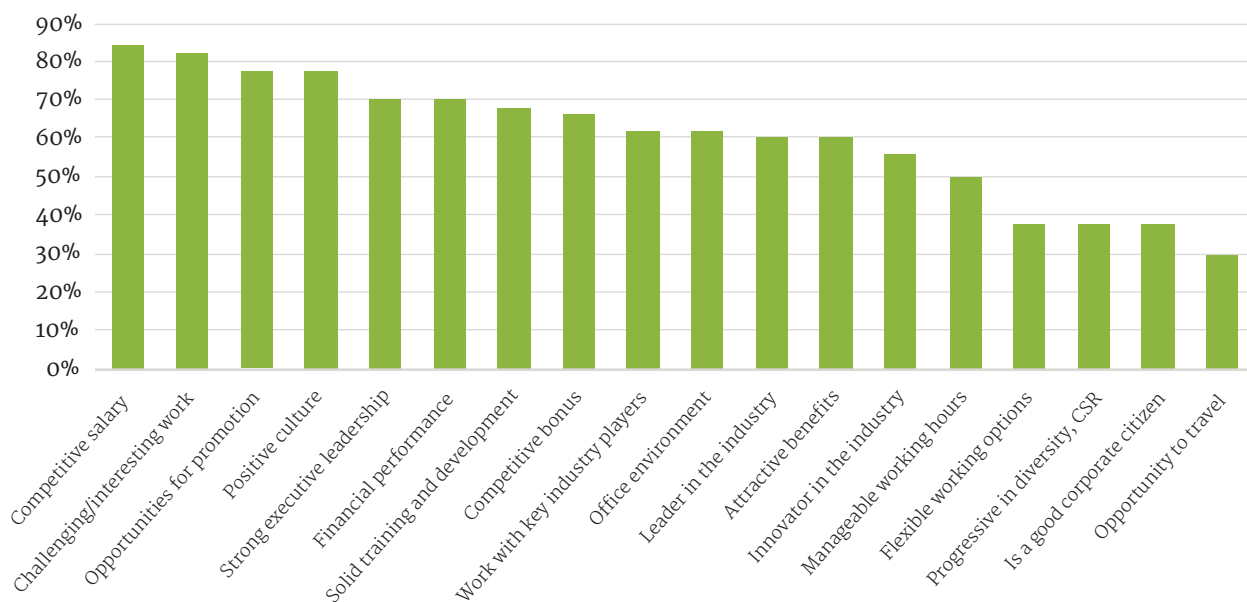
We asked more than 6,500 people working in finance in the US, UK and Asia (Hong Kong and Singapore), to rate each of the 18

criteria in the chart above out of seven in terms of importance (with one being not important and seven being very important) when considering their ideal employer. The percentages relate to respondents who gave those criteria a high mark of either six or seven.

What does this mean for employers? With this insight, employers will need to consider how they communicate around these topics to help candidates make informed opinions about them as an employer.



Global average top 30 Ideal Employer importance



What's very important:

- Competitive salary
- Challenging/interesting work
- Opportunities for promotion
- Positive culture



What's less important:


- Opportunity to travel
- Is a good corporate citizen
- Progressive in diversity, CSR
- Flexible working options

Ideal Employers: Banks

How do other financial services companies stack up?
The following charts show how banks compare to their peers.

 Top 20 Global Bank Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
4	6	UBS
5	7	Citibank
6	8	HSBC
7	9	Credit Suisse
8	10	Bank of America / Merrill Lynch
9	11	Deutsche Bank
10	12	Barclays
11	17	DBS Bank
12	22	BNP Paribas
13	23	Standard Chartered Bank
14	30	Wells Fargo
15	32	OCBC Bank
15	32	RBS
17	34	Lloyds Banking Group
18	37	RBC
19	38	Macquarie Bank
20	40	Nomura
20	40	Rothschild
20	40	Societe Generale

 Top 10 UK Bank Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
4	12	Barclays
5	8	HSBC
6	6	UBS
6	11	Deutsche Bank
8	7	Citibank
8	10	Bank of America / Merrill Lynch
10	9	Credit Suisse

 Top 10 US Bank Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
4	10	Bank of America / Merrill Lynch
5	7	Citibank
6	11	Deutsche Bank
7	30	Wells Fargo
8	6	UBS
9	9	Credit Suisse
10	8	HSBC

 **Banker bias**

Why do potential candidates tend to shy away from European banks in the US? Whatever the reason, financial services professionals in the US tend to favour American investment banks.

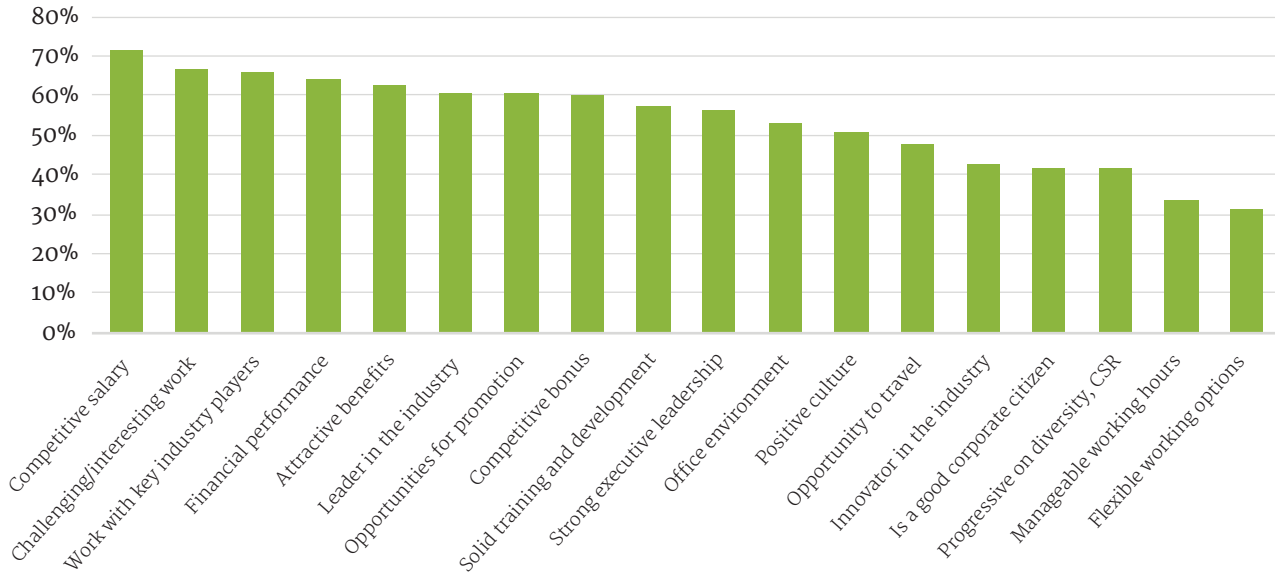
In fact, Goldman Sachs, J.P. Morgan and Morgan Stanley were highest ranks, while just one European bank – Deutsche Bank in 11th – scraped into the top spots

 Top 10 Asia Bank Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
4	6	UBS
5	17	DBS Bank
6	9	Credit Suisse
7	7	Citibank
8	8	HSBC
9	10	Bank of America / Merrill Lynch
9	23	Standard Chartered Bank

* Bank rank ** Ideal Employer rank

Global insight: Banking strengths

Global average top 10 bank strengths



Strengths:

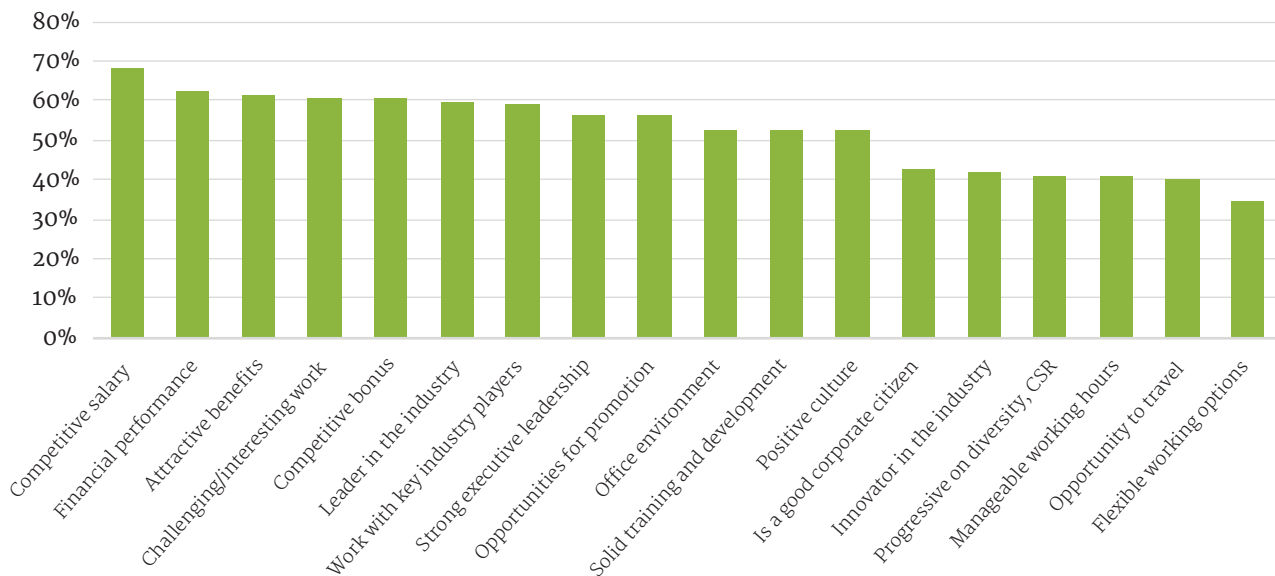
- Competitive salary
- Challenging/interesting work
- Work with key industry players
- Financial performance



Weakness:

- Flexible working options
- Manageable working hours
- Progressive on issues like diversity
- Is a good corporate citizen

Asia average top 10 bank strengths



Strengths:

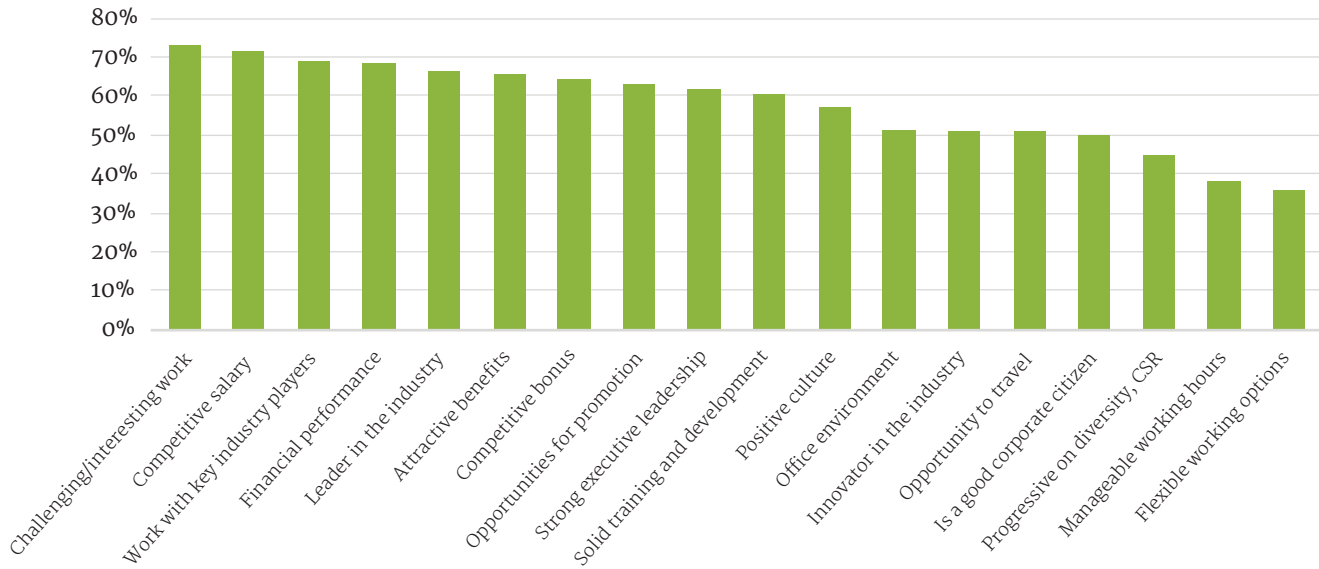
- Competitive salary
- Financial performance
- Attractive benefits
- Challenging/interesting work



Weaknesses:

- Flexible working options
- Opportunity to travel
- Manageable working hours
- Progressive on diversity, CSR

US average top 10 bank strengths



Strengths:

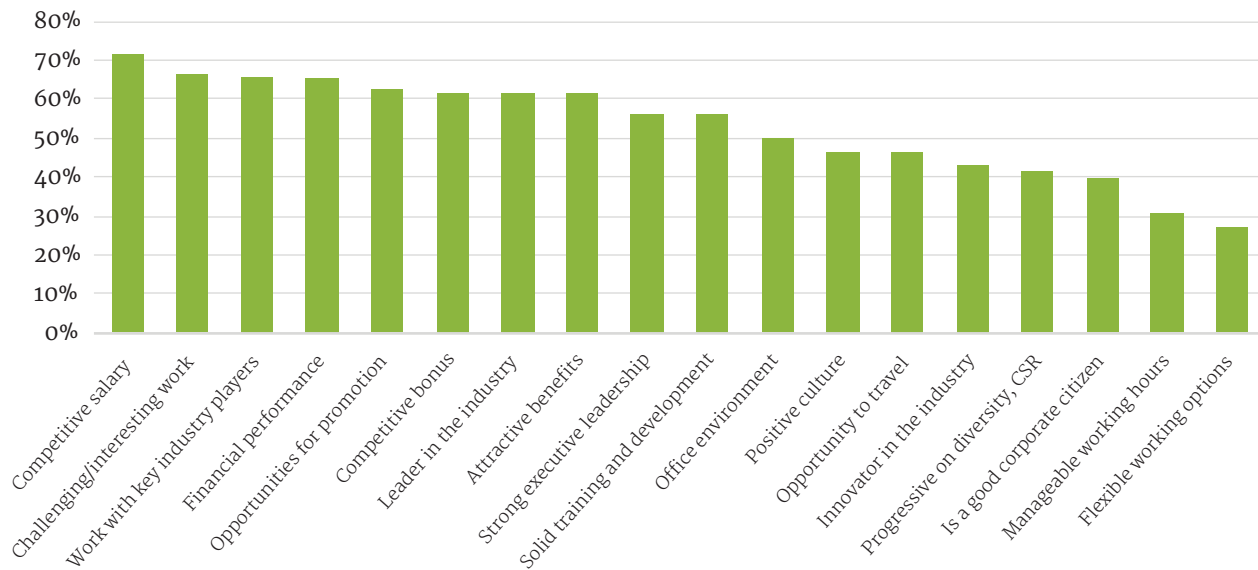
- Challenging/Interesting work
- Competitive salary
- Work with key industry players
- Financial performance



Weaknesses:

- Flexible working options
- Manageable working hours
- Progressive on diversity, CSR
- Is a good corporate citizen

UK average top 10 bank strengths



Strengths:

- Competitive salary
- Challenging/Interesting work
- Work with key industry players
- Financial performance



Weaknesses:

- Flexible working options
- Manageable working hours
- Is a good corporate citizen
- Progressive on diversity, CSR

Ideal Employers: Professional Services

How do other Professional Services companies stack up?

The following charts show how Professional Services companies compare to their peers.

 Top 10 Global Professional Services Employers		
Rank*	Overall**	Company
1	13	McKinsey & Company
2	15	PricewaterhouseCoopers
3	18	Deloitte
4	20	EY
5	21	KPMG
6	24	Boston Consulting Group
7	27	Bain & Company
8	39	Accenture
9	N/A	Grant Thornton
10	N/A	Oliver Wyman

 Top 5 UK Professional Services Employers		
Rank*	Overall**	Company
1	13	McKinsey & Company
2	15	PricewaterhouseCoopers
3	20	EY
4	18	Deloitte
5	21	KPMG

 Top 5 US Professional Services Employers		
Rank*	Overall**	Company
1	18	Deloitte
2	13	McKinsey & Company
3	27	Bain & Company
4	24	Boston Consulting Group
5	15	PricewaterhouseCoopers

 Top 5 Asia Professional Services Employers		
Rank*	Overall**	Company
1	18	McKinsey & Company
2	13	PricewaterhouseCoopers
3	27	Boston Consulting Group
4	24	Deloitte
5	15	EY

Shifting sands

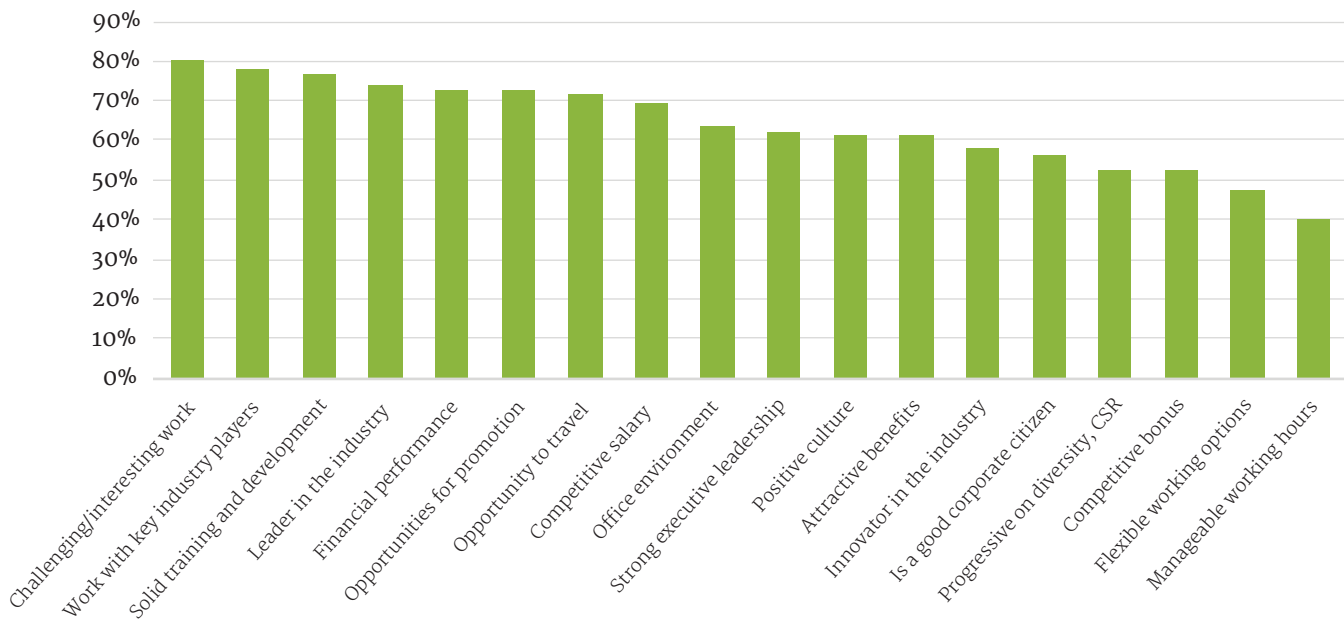
In consulting parlance, they're known as the MBB firms: McKinsey & Company, Bain & Company and the Boston Consulting Group.

Historically, they dominated the consulting landscape and were seen as the most prestigious and interesting places to work. But not anymore. While McKinsey & Company is still the most popular consulting firm in the world to work for, a new hierarchy has emerged.

Bain & Company and Boston Consulting Group still made the list, but they've been supplanted in the top three slots by the rapidly growing consulting arms of the Big Four accounting firms: PricewaterhouseCoopers, Deloitte, EY and KPMG

* Professional Services rank ** Ideal Employer rank

Global average top 5 Professional Services strengths



Strengths:

- Challenging/Interesting work
- Work with key industry players
- Solid training and development
- Leader in the industry



Weaknesses:

- Manageable working hours
- Flexible working options
- Competitive bonus
- Progressive on diversity, CSR


Ideal Employers: Technology


How do Technology companies stack up?

The following charts show how technology companies were ranked by finance professionals.

 Top 10 Global Technology Employers		
Rank*	Overall**	Company
1	3	Google
2	16	Apple
3	19	Facebook
4	31	Microsoft
5	43	Amazon
6	57	IBM
7	NR#	Salesforce
8	NR#	Samsung
9	NR#	Uber
10	NR#	Linkedin

 Top 5 Asia Technology Employers		
Rank*	Overall**	Company
1	3	Google
2	19	Facebook
3	16	Apple
4	31	Microsoft
5	43	Amazon
5	57	IBM

 Top 5 UK Technology Employers		
Rank*	Overall**	Company
1	3	Google
2	16	Apple
3	19	Facebook
4	31	Microsoft
5	43	Amazon
5	57	IBM

 Top 5 US Technology Employers		
Rank*	Overall**	Company
1	3	Google
2	16	Apple
3	19	Facebook
4	43	Amazon
5	31	Microsoft

Tech evolution

Although big banks clearly exert a continued appeal over finance professionals, tech companies are becoming stiff competition.

When we asked London finance professionals where they'd most like to work, Google came in third place. Among those who said they'd like to work there, the tech giant far outranked most banks for its perceived strength in working hours, positive working culture, innovation and financial performance.

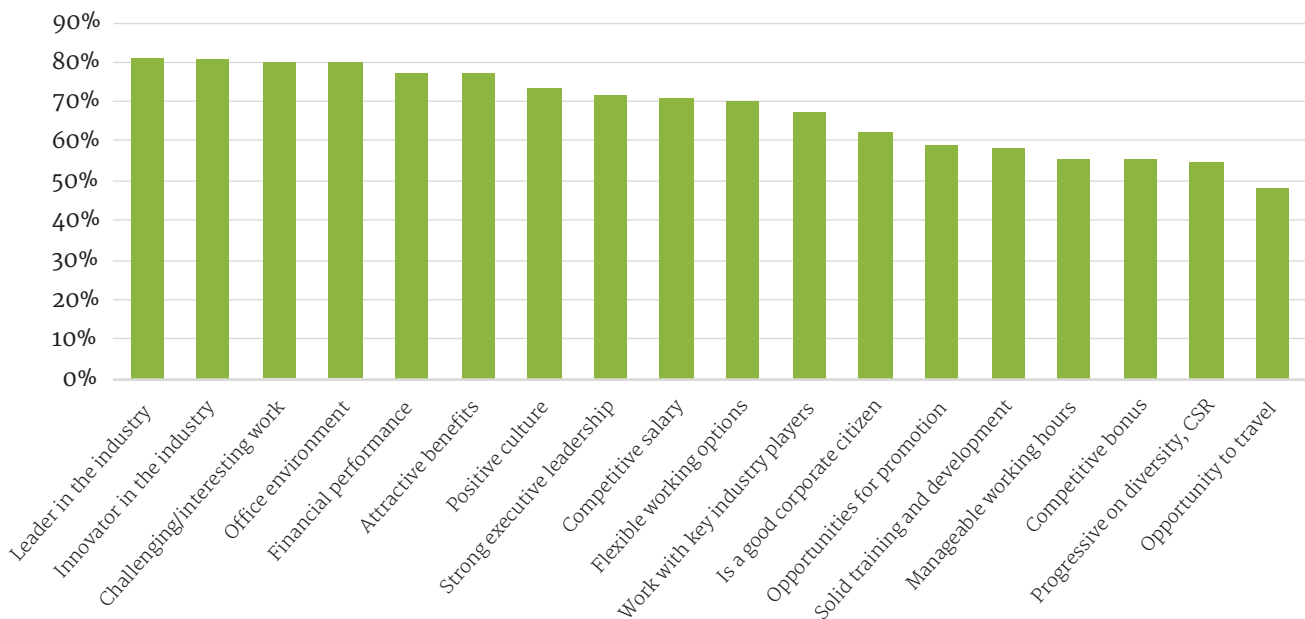
More than anything else, however, Google ranked top for its perceived office environment.

Time for banks to start installing ping pong tables and bean bags?

* Technology rank ** Ideal Employer rank # Not ranked

Global insight: Technology strengths

Global average top 30 Technology strengths



Strengths:

- Leader in the industry
- Innovator in the industry
- Challenging/interesting work
- Office environment



Weaknesses:

- Opportunity to travel
- Progressive on diversity, CSR
- Competitive bonus
- Manageable working hours

Many financial professionals would gladly give up banking or the buy-side to work for Google, Apple or Facebook.

Google claimed third spot in the global Ideal Employer rankings – beating big-name banks like Morgan Stanley and Credit Suisse – while Apple and Facebook placed 16th and 19th respectively. Microsoft, Amazon and IBM were the other highly-rated tech companies, although they finished outside the overall top 20.

But why, exactly, do any tech firms appear on a ranking with polled finance professionals? In broad terms, it's because

people think they offer a **working environment and company culture that financial services organisations struggle to match**, according to our survey, which also asked respondents to name the perceived strengths of their ideal employer.

Of the people who voted for Google and Facebook, 86% and 85% respectively believe their **'office environment' is a key strength** – higher percentages than for any other company in our top 20. Goldman Sachs, the first-ranked firm overall, only clocked 43% in this category. Similarly, the three tech firms take the honours when it comes to having a **'positive culture'**.

Voters for Google gave it an 80% mark here, considerably better than any non-tech employer. Some of this positive sentiment could be explained by the perpetual buzz surrounding hip workplaces in the tech sector.

However, the culture at Google, Apple and Facebook is attractive to finance professionals in less frivolous ways. **The vast majority of their voters believe they offer 'interesting and challenging work'**.


Also key to the appeal of the tech giants is their reputation as cutting-edge companies. In the category 'innovator in the industry' no financial services employer came close to Google, Apple or Facebook.


Ideal Employers: Hedge Funds

How do other Hedge Funds companies stack up?

The following charts show how Hedge Funds compare to their peers.

 Top 10 Global Hedge Fund Employers		
Rank*	Overall**	Company
1	35	Bridgewater Associates
2	46	Citadel
3	50	Brevan Howard Asset Management
4	62	Two Sigma Investments
5	65	Apollo Global Management
6	65	Man Group
7	69	Moore Capital
8	69	Tudor Capital
9	80	Berkshire Hathaway
10	80	Renaissance Technologies

 Top 5 US Hedge Fund Employers		
Rank*	Overall**	Company
1	35	Bridgewater Associates
2	46	Citadel
3	62	Two Sigma Investments
4	65	Apollo Global Management
4	92	AQR Capital Management


 Top 5 UK Hedge Fund Employers		
Rank*	Overall**	Company
1	50	Brevan Howard Asset Management
2	69	Moore Capital
3	46	Citadel
3	65	Man Group
5	69	Tudor Capital

Divide and conquer

Our hedge fund rankings reveal a transatlantic divide. Bridgewater, which employs some 1,300 people and is generally considered to be both an elite and a bit of a challenging place to work, topped the rankings globally.

However, among UK-based finance professionals, Brevan Howard, one of Europe's biggest hedge funds run by former Credit Suisse prop trader Alan Howard, is the most popular.

Ideal Employers: Private Equity

 Top 4 Global Private Equity Employers		
Rank*	Overall**	Company
1	14	Blackstone Group
2	28	KKR
3	47	The Carlyle Group
4	69	CVC Capital Partners

Private equity

In private equity, Blackstone topped the rankings. Other big buy-out firms – KKR, The Carlyle Group, Apollo Global Management and CVC Capital Partners – make up the remainder.

* Hedge funds/private equity rank ** Ideal Employer rank

Ideal Employers: Asset Management

How do other Asset Management companies stack up?
 The following charts show how Asset Management companies compare to their peers.

Top 10 Global Asset Management Employers		
Rank*	Overall**	Company
1	5	BlackRock
2	26	Fidelity
3	29	GIC
4	45	Wellington Management Company
5	50	Prudential
6	55	Temasek
7	58	Pimco
8	65	Capital Group
9	69	Franklin Templeton
10	75	Allianz / Allianz GCS
10	75	AXA

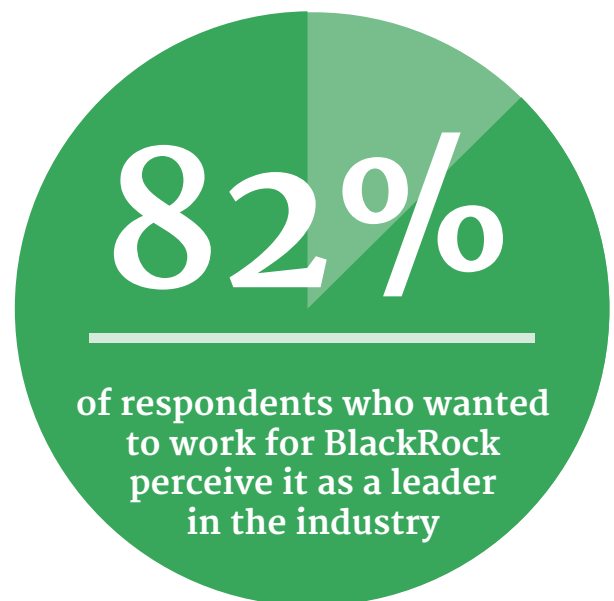
Top 5 UK Asset Management Employers		
Rank*	Overall**	Company
1	5	BlackRock
2	26	Fidelity
3	80	M&G Group
4	45	Wellington Management Company
4	75	Allianz / Allianz GCS

Top 5 Asia Asset Management Employers		
Rank*	Overall**	Company
1	5	BlackRock
2	29	GIC
3	55	Temasek
4	26	Fidelity
5	69	Franklin Templeton

Top 5 US Asset Management Employers		
Rank*	Overall**	Company
1	5	BlackRock
2	26	Fidelity
3	45	M&G Group
4	50	Wellington Management Company
5	80	Allianz / Allianz GCS

Employer highlight: BlackRock


78% of respondents who wanted to work for BlackRock believe that it offers a competitive salary. This figure was up with the top two companies in our overall rankings – Goldman Sachs and J.P. Morgan. 82% perceive it as a leader in the industry, the second highest score in the top ten, behind only Google (84%).




* Asset management rank ** Ideal Employer rank

Ideal Employers: Young professionals vs. industry veterans

Millennial? Baby Boomer? What impact does length of experience have on employer perception?

 Top 20 Global Employers for Young Professionals (<10 years experience)		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	4	Morgan Stanley
5	5	BlackRock
6	6	UBS
7	9	Credit Suisse
8	8	HSBC
9	12	Barclays
10	7	Citibank
11	10	Bank of America / Merrill Lynch
12	13	McKinsey & Company
13	14	Blackstone Group
14	11	Deutsche Bank
15	15	PricewaterhouseCoopers
16	17	DBS Bank
17	16	Apple
18	19	Facebook
19	18	Deloitte
20	20	EY

 Top 20 Global Employers for Industry Veterans (10+ years of experience)		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	4	Morgan Stanley
5	7	Citibank
6	5	BlackRock
6	6	UBS
8	8	HSBC
9	9	Credit Suisse
9	10	Bank of America / Merrill Lynch
11	11	Deutsche Bank
12	12	Barclays
13	16	Apple
14	14	Blackstone Group
15	23	Standard Chartered Bank
16	26	Fidelity
17	30	Wells Fargo
18	13	McKinsey & Company
18	17	DBS Bank
18	19	Facebook

* Years of experience rank ** Ideal Employer rank



Empowered professional

While many of the top employers appeal to both industry veterans and professionals with less than 10 years of experience, more professional services firms such as Deloitte and EY cracked the top 20 for professionals starting their careers. These firms typically rank highly for opportunities for promotion, challenging/interesting work, and solid training and development, all traits which appeal to younger professionals looking for empowerment in the workplace.


Ideal Employers: Young professionals vs. industry veterans

 Top 10 UK Employers for Young Professionals

Rank*	Overall**	Company
1	2	J.P. Morgan
2	1	Goldman Sachs
3	4	Morgan Stanley
4	3	Google
5	12	Barclays
6	5	BlackRock
7	8	HSBC
8	14	Blackstone Group
9	10	Bank of America / Merrill Lynch
10	15	PricewaterhouseCoopers

 Top 10 UK Employers for Industry Veterans

Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	8	HSBC
5	4	Morgan Stanley
6	12	Barclays
6	5	BlackRock
6	6	UBS
9	11	Deutsche Bank
10	9	Credit Suisse

 Top 10 US Employers for Young Professionals

Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	4	Morgan Stanley
5	5	BlackRock
6	14	Blackstone Group
7	10	Bank of America / Merrill Lynch
7	11	Deutsche Bank
8	7	Citibank
8	16	Apple

 Top 10 US Employers for Industry Veterans

Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	5	BlackRock
4	4	Morgan Stanley
5	10	Bank of America / Merrill Lynch
6	3	Google
7	7	Citibank
8	26	Fidelity
9	30	Wells Fargo
10	14	Blackstone Group

 Top 10 Asia Employers for Young Professionals

Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	4	Morgan Stanley
5	17	DBS Bank
6	6	UBS
7	9	Credit Suisse
8	7	Citibank
9	10	Bank of America / Merrill Lynch
10	19	Facebook

 Top 10 Asia Employers for Industry Veterans

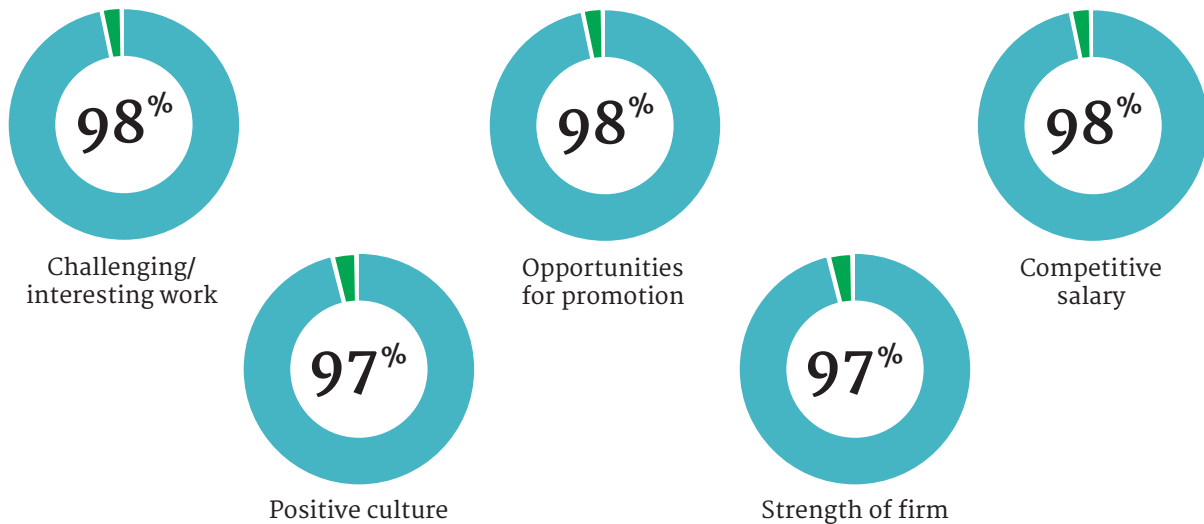
Rank*	Overall**	Company
1	1	Goldman Sachs
2	3	Google
3	2	J.P. Morgan
4	7	Citibank
5	6	UBS
6	17	DBS Bank
7	9	Credit Suisse
8	4	Morgan Stanley
9	8	HSBC
9	23	Standard Chartered Bank

* Experience rank ** Ideal Employer rank

Focus on Millennials

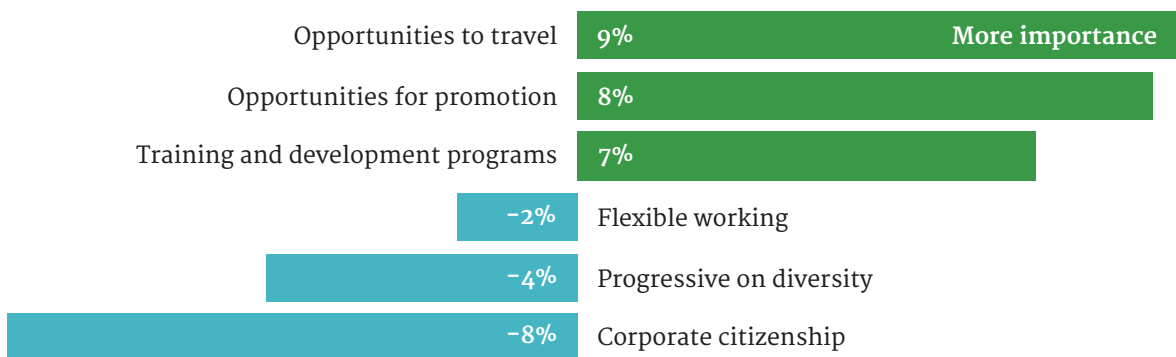
Top 5 Factors of importance for Millennials

The vast majority of millennial respondents identified these 5 factors as being of highest importance when considering an opening.



How do millennials differ from other age groups


Compared to older peers, millennials placed a far greater emphasis on companies that offered promotion opportunities in addition to training and long term development. They also considered travel to be more important than the rest of the cohort.





Millennials were less focused on corporate citizenship than the rest of the cohort, perhaps reinforcing the view that this group are heavily focused on self development and the financial strength of the company.

Ideal Employers: Women in finance

What do women want? It's a question that plagues most financial services organisations which struggle to retain female employees and promote enough into senior front office jobs. The following companies represent the most popular employers that female finance professionals around the globe want to work for:

 Top 20 Global Employers for Women		
Rank*	Overall**	Company
1	2	J.P. Morgan
2	1	Goldman Sachs
3	3	Google
4	4	Morgan Stanley
5	7	Citibank
6	9	Credit Suisse
7	8	HSBC
8	6	UBS
9	12	Barclays
10	11	Deutsche Bank
11	13	McKinsey & Co
12	15	PricewaterhouseCoopers
13	18	Deloitte
14	10	Bank of America/Merrill Lynch
15	5	Blackrock
16	17	DBS Bank
17	21	KPMG
18	20	Ernst & Young
19	19	Facebook
20	16	Apple

 Top 10 UK Employers for Women		
Rank*	Overall**	Company
1	2	J.P. Morgan
2	1	Goldman Sachs
3	3	Google
4	4	Morgan Stanley
5	12	Barclays
6	8	HSBC
7	9	Credit Suisse
8	15	PricewaterhouseCoopers
9	6	UBS
9	13	McKinsey & Co

 Top 10 US Employers for Women		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	4	Morgan Stanley
4	5	Blackrock
4	7	Citibank
7	11	Deutsche Bank
7	18	Deloitte
9	26	Fidelity
10	9	Credit Suisse

 Top 10 Asia Employers for Women		
Rank*	Overall**	Company
1	3	Google
2	1	Goldman Sachs
3	2	JP Morgan
4	17	DBS Bank
5	9	Credit Suisse
6	7	Citibank
7	6	UBS
8	4	Morgan Stanley
9	32	OCBC Bank
10	8	HSBC

Equal work, equal pay

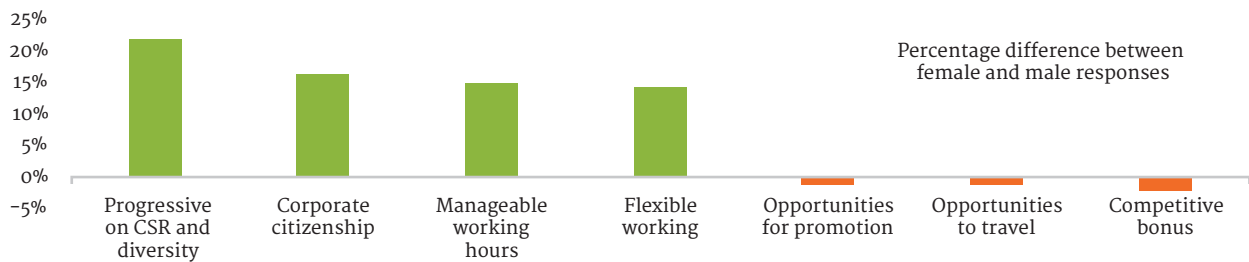
Just like men, women value competitive pay. In fact, 82% of female respondents said they expected a competitive salary, compared to 80% of men. Considering the glaring inequality of the gender pay divide (up to 50% less for women vs. men in finance), it's not surprising that more women are beginning to demand higher salaries.

* Ideal Employers for women rank ** Ideal Employer rank

Women in finance

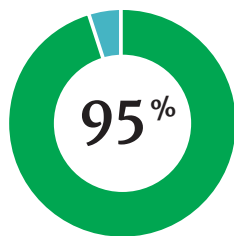
Female perceptions in finance

Whilst salary, performance and challenging work are seen as key attributes of banking, women also associate the industry as being much weaker in terms of flexible working and corporate responsibility.

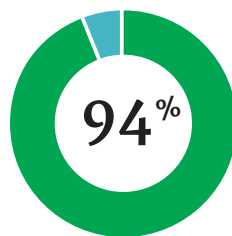


Factors of importance for women

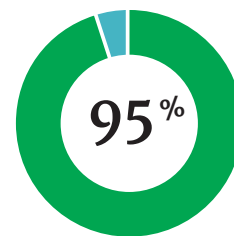
Female respondents held corporate responsibility, work-life balance and flexible working in higher regard than their male counterparts.



Challenging/interesting work



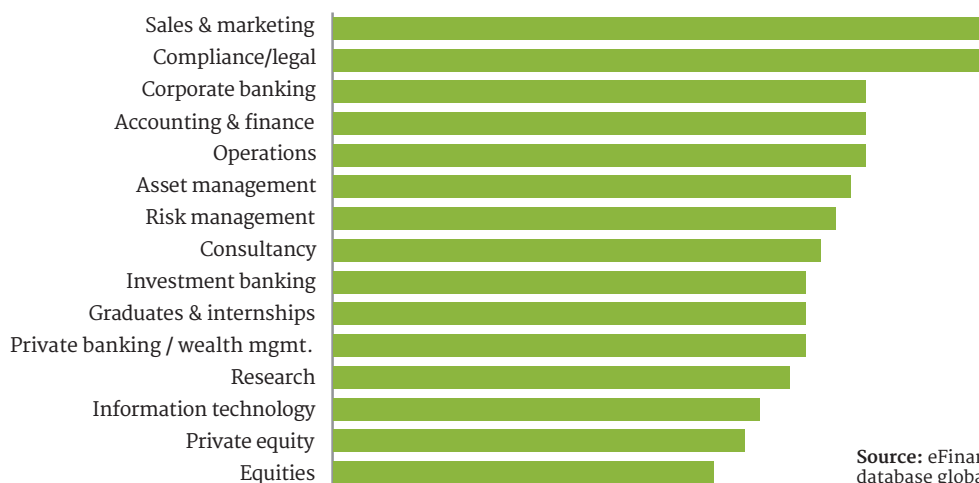
Positive culture



Financial strength

Where do women typically apply

Whilst sales, marketing, compliance and legal openings attract a higher share of female applicants, those in equities, private equity and IT are dominated by male applicants.



Source: eFinancialCareers database global July 2016

Company highlight:

Deloitte

If professional and financial services firms really want to attract and retain a diverse workforce, actively promote women into senior positions and keep their employees happy, then taking a cue from Deloitte is a great place to start.



The modern workplace

Emma Codd – a partner in the Forensic practice and a Managing Partner for Talent at Deloitte – truly understands the importance of balancing a career with family life. Here's her take:

Addressing the needs of all, not just working mothers.

We want to attract the best people, and we don't want our employees – especially women – to feel that starting a family is the tipping point in their career. We want a modern workplace and, for us, that's an agile workplace.

When we embarked on a new agile working programme last year, we knew it would benefit women, but the reality is that it's an important tool for attracting and retaining talent across the organisation. For example, the days of fathers being detached from childcare duties are long gone, so we offered the option of reduced hours and flexible work arrangements before it became law in the UK last year.

We've also seen a big uptake of our Time Out initiative, which enables employees to request one month off, unpaid, every year in addition to their annual paid holiday entitlement – without giving a reason. The initiative has been recognised by the Sunday Times Best Companies to Work For 2015 where Deloitte took the special award for Innovation in Engagement Practice for Time Out.

Additionally, all the research points to the fact that **Millennials are demanding more flexibility in the workplace**. We need to ensure our culture reflects that.

Mission-critical

Within Deloitte there's a huge focus on women in leadership and ensuring we continue to attract and develop the best people. We saw a drop off point with women going on maternity leave and then all too frequently feeling unable to return or that they had to switch out of a client-facing role. We're changing this, saying to people that it is possible to do a client-facing role and raise a family.

We're also keen to attract back women who took a couple of years out to be with their children and want to return to work. **Agile working is absolutely critical** – if we don't get this right, I don't think we can win the battle, but we are determined to do so.

Communication is key

Remember that it isn't just about what works for employees, it's what works for the team. Very often agile working arrangements fail because of a lack of effective communication. Also, employees need not apologise for their agile working arrangements. Colleagues need to respect that career and family are both very important.


Appendix

Ideal Employers: Accounting

These results reflect the employer that people with an accounting background want to work for.

 Top 10 Global Accounting Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	15	PricewaterhouseCoopers
5	4	Morgan Stanley
5	18	Deloitte
7	6	UBS
7	20	EY
9	21	KPMG
10	9	Credit Suisse

 Top 5 UK Accounting Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
1	2	J.P. Morgan
3	3	Google
4	4	Morgan Stanley
5	15	PricewaterhouseCoopers

 Top 5 US Accounting Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
1	3	Google
3	2	J.P. Morgan
4	18	Deloitte
5	15	PricewaterhouseCoopers

 Top 5 Asia Accounting Employers		
Rank*	Overall**	Company
1	3	Google
2	1	Goldman Sachs
3	2	J.P. Morgan
4	6	UBS
5	15	PricewaterhouseCoopers

* Accounting rank ** Ideal Employer rank

The Big Four's big differences

One of Goldman's perceived strengths was, predictably, compensation, with 85% of respondents suggesting it might be easy to assume that the Big Four accounting firms are all the same. But that's not exactly the case, says Stevan Rolls, a UK-based partner for global talent at Deloitte.

"The Big Four are pretty similar in that they're all large professional partnerships and have a lot in common, but there are important structural and cultural differences too."

We took a look at some stats from each company's annual report, and here's what we learned;

Best for sheer size: PricewaterhouseCoopers

If candidates want to work for a Big Four firm that's a beast on a global scale, they want to work for PwC, or maybe Deloitte. The two firms alternate as global leaders on a revenue basis. In 2015, PwC had \$35.4bn of revenues globally, while KPMG was tiny by comparison, with "just" \$24.4bn.

Best for overall growth: EY


The firm with the fastest overall revenue growth was the smallest – EY – with an impressive 12%. EY is also growing its headcount the fastest – it hiked employee numbers by 12.3% in 2015, compared to 7% at KPMG and Deloitte and 6% at PwC.


Best for promoting women: EY


EY stands out as promoting far more women than the rest: In 2015, 31% of its new partners globally were women. The lowest ranked was Deloitte, where 25% of people promoted to partner, principal and director were female.


Ideal Employers: Capital Markets

These results reflect the employer that people with a background in Capital Markets want to work for.

 Top 10 Global Capital Markets Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
4	3	Google
5	14	Blackstone Group
6	9	Credit Suisse
7	28	KKR
8	11	McKinsey & Company
9	5	BlackRock
9	10	Bank of America / Merrill Lynch
9	69	CVC Capital Partners

 Top 5 UK Capital Markets Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	14	Blackstone Group
4	3	Google
5	4	Morgan Stanley

 Top 5 US Capital Markets Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
3	3	Google
5	5	BlackRock
5	14	Blackstone Group


 Top 5 Asia Capital Markets Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	3	J.P. Morgan
3	4	Morgan Stanley
4	3	Google
5	9	Credit Suisse


Ideal Employers: Compliance & Legal

These results reflect the employer that people with a compliance and legal background want to work for.

 Top 10 Global Compliance & Legal Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	4	Morgan Stanley
4	6	UBS
6	8	HSBC
7	9	Credit Suisse
8	7	Citibank
9	5	BlackRock
9	11	Deutsche Bank

 Top 5 UK Compliance & Legal Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
1	2	J.P. Morgan
3	8	HSBC
4	4	Morgan Stanley
4	3	Google
4	12	Barclays

 Top 5 US Compliance & Legal Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	4	Morgan Stanley
5	11	Deutsche Bank

 Top 5 Asia Compliance & Legal Employers		
Rank*	Overall**	Company
1	2	J.P. Morgan
2	1	Goldman Sachs
3	3	Google
4	6	UBS
5	9	Credit Suisse
5	8	HSBC

* Capital Markets / Compliance & Legal rank ** Ideal Employer rank

Ideal Employers: Consulting

These results reflect the employer that people with a consulting background want to work for.

 Top 10 Global Consulting Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	13	McKinsey & Company
3	2	J.P. Morgan
4	3	Google
5	24	Boston Consulting Group
6	4	Morgan Stanley
6	5	BlackRock
6	18	Deloitte
9	14	Blackstone Group
10	27	Bain & Company

 Top 5 UK Consulting Employers		
Rank*	Overall**	Company
1	13	McKinsey & Company
2	1	Goldman Sachs
3	2	J.P. Morgan
4	24	Boston Consulting Group
5	5	BlackRock
5	6	UBS


 Top 5 US Consulting Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	3	Google
2	14	Blackstone Group
4	2	J.P. Morgan
5	5	BlackRock
5	18	Deloitte
5	13	McKinsey & Company
5	27	Bain & Company


 Top 5 Asia Consulting Employers		
Rank*	Overall**	Company
1	3	Google
2	1	Goldman Sachs
2	13	McKinsey & Company
4	2	J.P. Morgan
5	16	Apple
5	24	Boston Consulting Group


Ideal Employers: IT

These results reflect the employer that people with an IT background want to work for.

 Top 10 Global IT Employers		
Rank*	Overall**	Company
1	3	Google
2	1	Goldman Sachs
2	2	J.P. Morgan
4	7	Citibank
5	4	Morgan Stanley
6	6	UBS
7	9	Credit Suisse
7	12	Barclays
9	19	Facebook
10	8	HSBC

 Top 5 UK IT Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	8	HSBC
4	4	Morgan Stanley
5	3	Google

 Top 5 US IT Employers		
Rank*	Overall**	Company
1	1	Google
2	3	J.P. Morgan
2	14	Goldman Sachs
4	2	Morgan Stanley
5	5	Bank of America / Merrill Lynch
5	18	Facebook

 Top 5 Asia IT Employers		
Rank*	Overall**	Company
1	3	Google
2	2	J.P. Morgan
3	1	Goldman Sachs
4	7	Citibank
5	6	UBS


* Consulting/IT rank ** Ideal Employer rank


Ideal Employers: Operations

These results reflect the employer that people with an operations background want to work for.

 Top 10 Global Operations Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
4	3	Google
5	6	UBS
6	9	Credit Suisse
7	7	Citibank
7	10	Bank of America / Merrill Lynch
9	5	BlackRock
10	11	Deutsche Bank

 Top 5 UK Operations Employers		
Rank*	Overall**	Company
1	2	J.P. Morgan
2	1	Goldman Sachs
3	4	Morgan Stanley
4	3	Google
5	12	Barclays
5	6	UBS

 Top 5 US Operations Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
4	5	BlackRock
5	7	Citibank


 Top 5 Asia Operations Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	17	DBS Bank
3	2	J.P. Morgan
3	3	Google
5	4	Morgan Stanley


* Operations / Portfolio Management rank
 ** Ideal Employer rank


Ideal Employers: Portfolio Management

These results reflect the employer that people with a portfolio background want to work for.

 Top 10 Global Portfolio Management Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	5	BlackRock
4	4	Morgan Stanley
5	3	Google
6	6	UBS
7	14	Blackstone Group
8	28	KKR
9	8	HSBC
10	26	Fidelity
10	45	Wellington Management Company
10	10	Bank of America / Merrill Lynch

 Top 5 UK Portfolio Management Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	5	BlackRock
4	14	Blackstone Group
5	4	Morgan Stanley

 Top 5 US Portfolio Management Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	5	BlackRock
4	26	Fidelity
5	45	Wellington Management Company
5	6	UBS

 Top 5 Asia Portfolio Management Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	6	UBS
5	4	Morgan Stanley

Ideal Employers: Relationship Mgmt.

These results reflect the employer that people with a relationship background want to work for.

Top 10 Global Relationship Mgmt. Employers		
Rank*	Overall**	Company
1	2	J.P. Morgan
2	1	Goldman Sachs
3	4	Morgan Stanley
4	5	BlackRock
5	6	UBS
5	7	Citibank
7	3	Google
8	8	HSBC
9	9	Credit Suisse
9	11	Deutsche Bank

Top 5 UK Relationship Management Employers		
Rank*	Overall**	Company
1	2	J.P. Morgan
2	1	Goldman Sachs
3	4	Morgan Stanley
3	5	BlackRock
5	6	UBS
5	11	Deutsche Bank
5	12	Barclays

Top 5 US Relationship Management Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	5	BlackRock
4	7	Citibank
5	4	Morgan Stanley
5	6	UBS

Top 5 Asia Relationship Management Employers		
Rank*	Overall**	Company
1	2	J.P. Morgan
2	1	Goldman Sachs
2	3	Google
4	17	DBS Bank
5	7	Citibank
5	8	HSBC
5	23	Standard Chartered Bank

Ideal Employers: Research

These results reflect the employer that people with a research background want to work for.

Top 10 Global Research Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
3	4	Morgan Stanley
5	5	BlackRock
6	14	Blackstone Group
7	7	Citibank
7	12	Barclays
9	13	McKinsey & Company
10	8	HSBC

Top 5 UK Research Employers		
Rank*	Overall**	Company
1	2	J.P. Morgan
1	4	Morgan Stanley
3	1	Goldman Sachs
3	3	Google
5	12	Barclays

Top 5 US Research Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
4	3	Google
5	5	BlackRock
5	14	Blackstone Group
5	25	Bloomberg

* Relationship Management / Research rank

** Ideal Employer rank

Ideal Employers: Risk Management

These results reflect the employer that people with a background in risk management want to work for.

Top 10 Global Risk Management Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
4	8	HSBC
5	3	Google
6	7	Citibank
6	11	Deutsche Bank
8	12	Barclays
9	9	Credit Suisse
9	13	McKinsey & Company

Top 5 UK Risk Management Employers		
Rank*	Overall**	Company
1	2	J.P. Morgan
2	1	Goldman Sachs
3	4	Morgan Stanley
4	8	HSBC
5	11	Deutsche Bank
5	12	Barclays

Top 5 US Risk Management Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	26	Fidelity
4	5	BlackRock
5	3	Google
5	7	Citibank
5	11	Deutsche Bank
5	13	McKinsey & Company
5	14	Blackstone Group
5	37	RBC

Top 5 Asia Risk Management Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	3	Google
4	17	DBS Bank
5	4	Morgan Stanley
5	9	Credit Suisse

Ideal Employers: Sales

These results reflect the employer that people with a sales background want to work for.

Top 10 Global Sales Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	4	Morgan Stanley
4	5	BlackRock
5	3	Google
6	10	Bank of America / Merrill Lynch
7	6	UBS
8	7	Citibank
8	8	HSBC
8	22	BNP Paribas

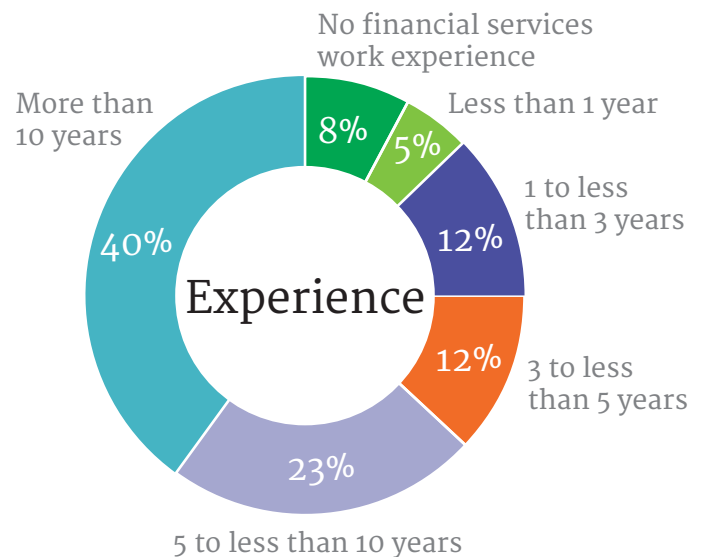
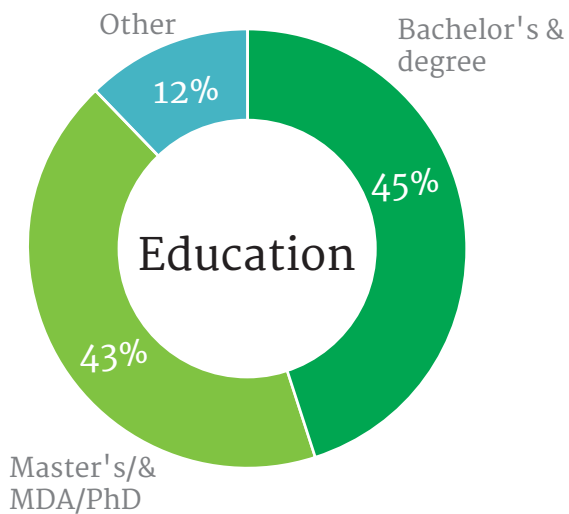
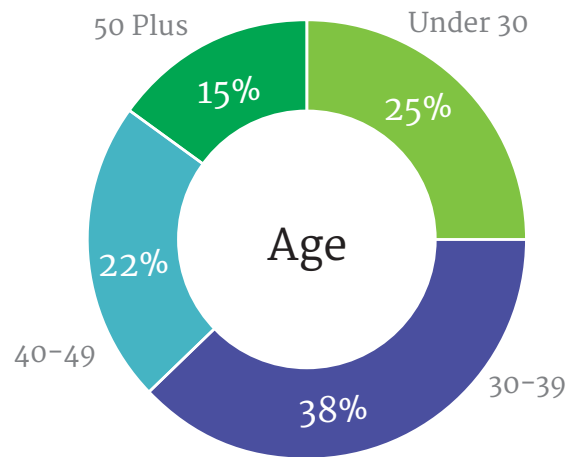
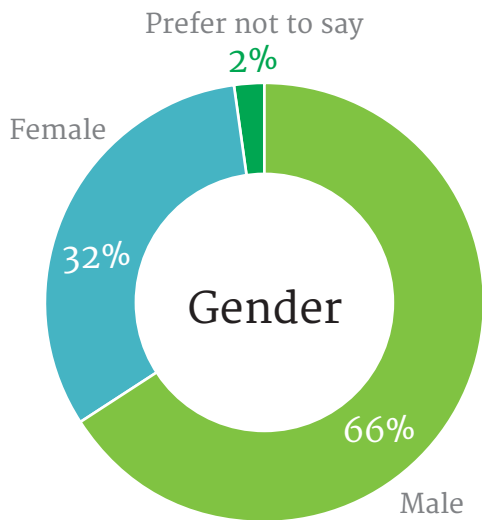
Top 5 UK Sales Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
3	5	BlackRock
4	3	Google
5	12	Barclays

Top 5 US Sales Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
2	5	BlackRock
4	10	Bank of America / Merrill Lynch
5	4	Morgan Stanley

Top 5 Asia Sales Employers		
Rank*	Overall**	Company
1	1	Goldman Sachs
2	2	J.P. Morgan
2	4	Morgan Stanley
4	3	Google
4	17	DBS Bank

* Risk Management / Sales rank ** Ideal Employer rank

Global respondent profile



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