FUTUREBRAND

Employer Brand 2025: Your inside advantage

A FutureBrand Index Study

A snapshot from a unique perception study that surveys informed business professionals about the world's largest brands

September 2025

The decade employer brands came of age

The first decade of the FutureBrand Index has revealed a profound transformation: as the global war for talent intensifies, employer branding has evolved from HR function to C-suite strategic priority.

The evidence is in the numbers.

While almost all brand attributes have strengthened, one of the most telling shifts is to be found in the data on talent attraction. In 2014, just 24% of people expressed interest in working for these leading companies. By 2024, that figure had jumped to 35% – an 11-point increase reflecting how the strongest brands are increasingly attracting more people to want to work for them.

Strong employer brands create strong brands overall

Here's where it gets interesting: 8 of the top 10 most desirable employers also rank in FutureBrand Index's Global Top 10 for overall brand perception. This is not simply a coincidence, but rather the outcome of strategy in action.

Take Apple (#3), Reliance Industries (#2), and TSMC (#4) as prime examples. These brands have mastered the art of making their internal culture as compelling as their external offerings, creating a virtuous cycle where exceptional workplace experiences strengthen their market leadership and customer loyalty. Their employer brand becomes a powerful engine of growth.

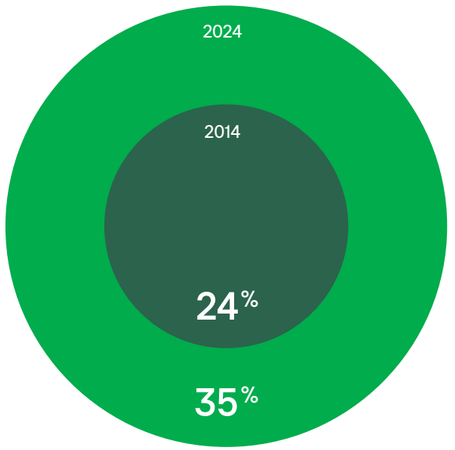
Competitive advantage is built from the inside out

In today's economy, the internal and external dimensions of your brand are inseparable. The organisations leading their industries have not only mastered the ability to tell their story, but also the capacity to create an environment which talented professionals actively seek to join.

The result? Lower recruitment costs, higher employee productivity, reduced turnover rates and improved innovation outcomes.

Employer branding is not just an HR expense – it's a strategic investment with tangible returns that create lasting business value.

Stronger brands attract more people to want to Work For them



In 2014, just 24% of people expressed interest in working for leading companies. By 2024, that figure had jumped to 35%.

The Top Employer Brands

FBI 2024

The FutureBrand Index ranks the brands featured in PwC's Global Top 100 Companies by brand perception. How well do the world's 100 most valuable brands connect with people through purpose and experience? The Index measures how the top 100 companies are perceived across 18 attributes, such as innovation, authenticity, consistency, and storytelling.

FBI 'Work For' 2024	Company	FBI Global Ranking 2024
1	ASML Holdings	5
2	Reliance Industries	2
3	Apple Inc	3
4	TSMC	9
5	Samsung Electronics	1
6	International Holding Company PJSC	10
7	Danaher Corp	6
8	Applied Materials Inc	13
9	ServiceNow	23
10	Kweichow Moutai	8

People don’t just want to buy from brands; they want to work for them

The brands people most want to **work for** are increasingly the same brands they choose to **buy from.** These brands have been amongst the strongest performers over the decade, demonstrating a strong brand – both inside and out – as a clear source of competitive advantage.

While all brands have grown over the decade, it’s revealing to see the difference in what drives people to want to work for a company versus buy from it.

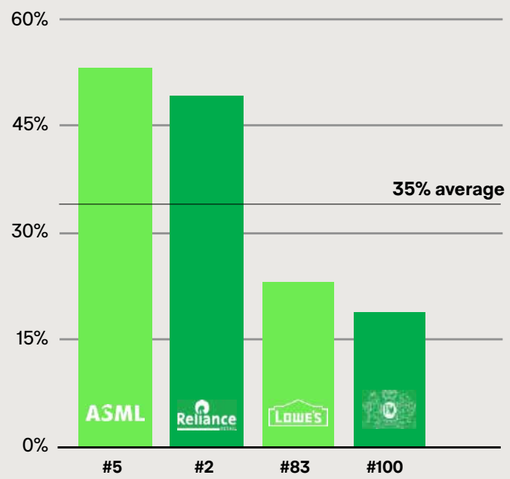
Today, **Innovation** emerges as the only shared attribute, with consumer purchasing largely driven by experience attributes, while employment decisions prioritise purpose-driven qualities like **Mission** and **Authenticity.**

What might this mean for organisations?

Successful brands are attuned to what’s motivating both talent and consumers. In 2025, this means going beyond useful products that solve problems. The organisations that truly stand apart lead with clear vision for the future, engage with authenticity, and build strong emotional connection.

Work for

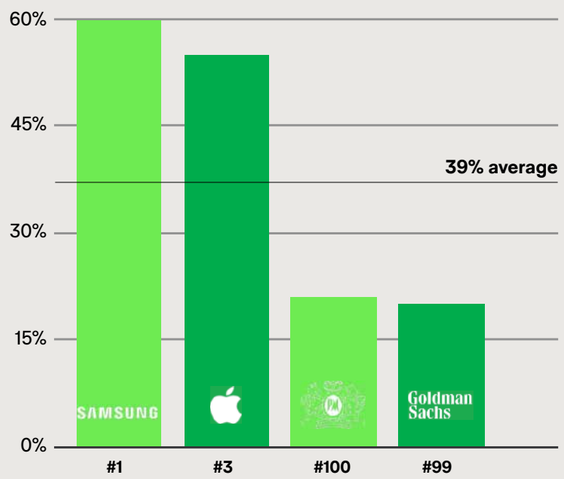
I would like to work for this company



Leads with a clear sense of the future
Creates products and services that solve problems
Is authentic with an engaging personality

Buy from

I would buy from this company



Builds a strong emotional connection
Invents useful products, services and experiences
Creates moments of pleasure

Source: FutureBrand Index 2024

A FutureBrand Index Study

People are not your Employer Brand's greatest asset

If you're betting that exceptional people are the key differentiator, think again.

Our research reveals that **People** (being known for quality employees) no longer serves as a sole competitive advantage. What once might have separated leaders from the pack is now merely an expectation. And despite many of the strongest brands' focus on **Pleasure,** creating fun workplaces is not the answer, either.

So what truly sets the exceptional apart from the easily forgettable? The essential elements that move the needle are more nuanced - with tech companies revealing the blueprint for what truly connects and captures people.

A tech-tonic shift

Technology companies – including the likes of Samsung Electronics, ServiceNow, and Applied Materials – dominate our employer brand rankings, claiming 6 of the top 10 spots. This reflects a deliberate strategic approach.

Tech brands and strong employer brands share almost identical drivers: **Mission** (clear purpose beyond profit), **Innovation** (shaping tomorrow's world), and **Authenticity** (showing up as yourself).

The outlier? **Consistency** - the only experience-based quality among purpose-driven attributes. The strongest employer brands deliver seamless experiences from recruitment through to recognition, creating environments where talented professionals can see their future unfolding clearly.

What tech brands understand instinctively is that in a world of constant change, people gravitate toward organisations that offer what's increasingly scarce: clarity of vision paired with the opportunity to build something meaningful. This powerful combination creates employer brands that don't just attract talent - they inspire loyalty and drive innovation from the inside out.

As an aside: While compensation remains fundamental to talent decisions – and tech companies are well known for leading in this area – our research focuses on brand perception attributes rather than salary data, revealing that employer brand dominance extends well beyond compensation alone.

Strategies for the future

Based on a decade of research into the world's most desirable employers, we've identified five critical strategies that separate the best from the pack.

The question is not whether strong employer brands matter – the data makes that crystal clear. But the fundamentals have shifted. While compensation and perks remain important, today's talent decisions are driven by deeper questions: Where can I see my future clearly? Will my work actually matter? Can I trust what this organisation tells me?

The strongest employer brands answer these questions decisively. They don't just attract talent, they create advocates who fuel growth through genuine commitment.

1.

Make certainty your edge to opportunity: In uncertain times, offering clarity of vision and consistent innovation sends a strong signal of confidence that attracts top-tier talent.

2.

Put purpose to work: People are attracted to organisations where their work counts beyond the bottom line. When employees see their own fingerprints on real outcomes, it drives both personal fulfilment and business growth.

3.

Race ahead with reliability: The strongest employer brands know that consistency – from recruitment through to recognition – creates the credibility needed to push boundaries and innovate.

4.

Dare to be real: Authenticity trumps aspiration – today people are seeking organisations that choose honesty over perfection, substance over spin.

5.

Treat change as everyone's business: The strongest organisations don't impose change, they co-create it – and use it to engage people who feel genuinely invested in the outcome.

1.
Make certainty your edge to opportunity

In uncertain times, offering clarity of vision and consistent innovation sends a strong signal of confidence that attracts top-tier talent.

Technology companies now lead our employer brand rankings by providing what's increasingly scarce: clear direction when everything seems in flux. They attract people by defining what tomorrow could look like and inviting people to help build it.

Instead of reacting to change, they shape it, offering professional paths that feel like partnerships in building the future. These opportunities for meaningful growth strike the crucial balance between security and possibility.

Our data proves this approach.

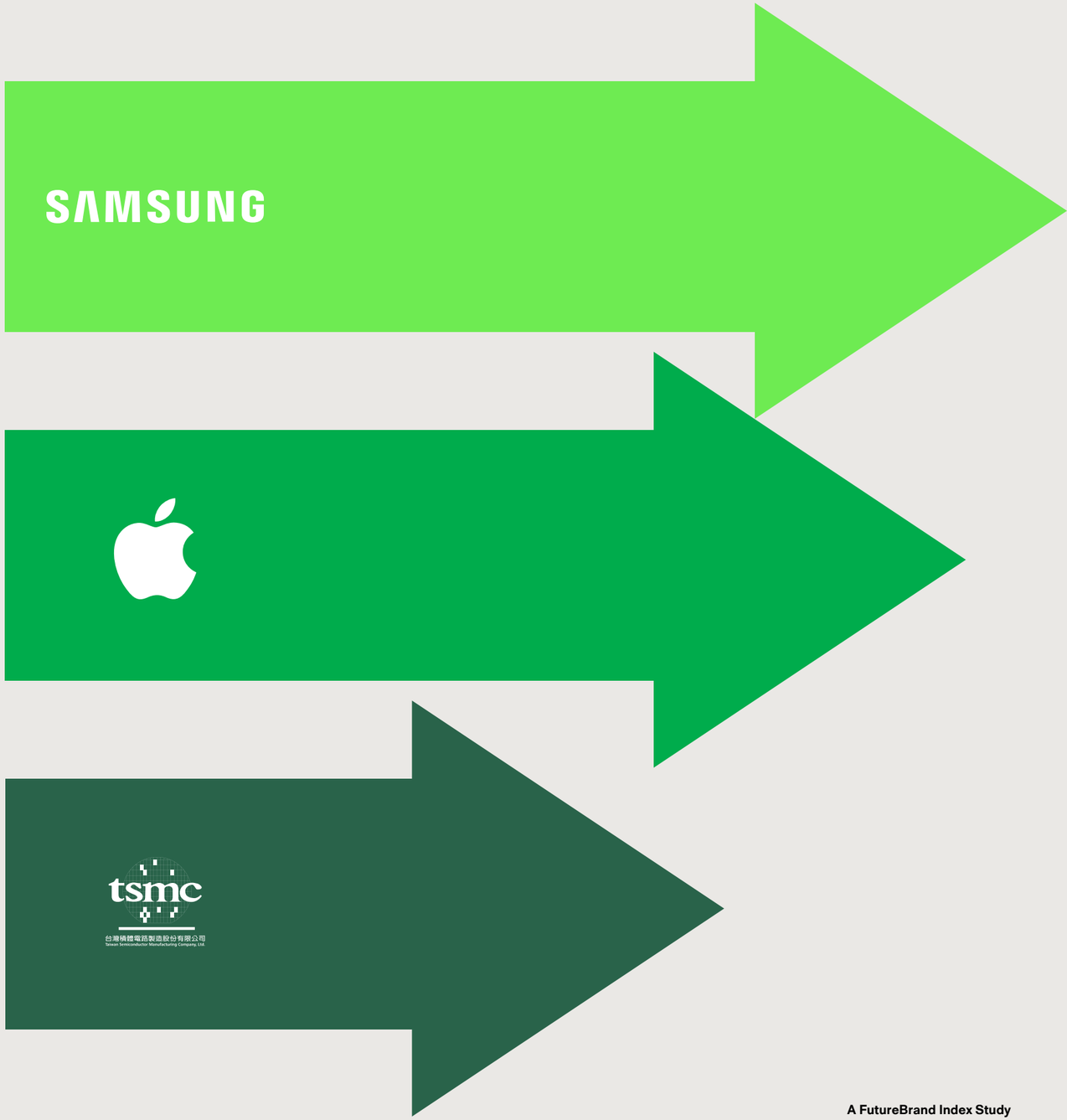
Half of our top-ranked employer brands are perceived as 'moving ahead' – and this distinction matters. Brands like Samsung Electronics, Apple and TSMC understand that today's professionals want more than stability, they want trajectory. Moving ahead means skills that stay relevant, roles that evolve, and careers that compound. The opposite of wondering if you'll matter tomorrow."

What this means

Position your organisation as a source of clarity. Make your future vision explicit, demonstrate consistent innovation, and show people their precise path forward within your company's journey.

NVIDIA

Nvidia positions employees as instrumental creators of computing's future, with clear career pathways in emerging technologies and consistent innovation cycles. As CEO Jensen Huang puts it: "You take care of people and everything else takes care of itself."



2.
Put purpose to work

People are attracted to organisations where their work counts beyond the bottom line. When employees see their own fingerprints on real outcomes, it drives both personal fulfilment and business growth.

Brands perceived as both ‘moving ahead’ and ‘resilient’ score highly on the same purpose attributes (Innovation and Mission) as our strongest employer brands. Companies like ASML and Danaher have figured this out. They don’t simply offer jobs, they invite people to help solve problems that enable the next generation of computer chips powering everything from smartphones to artificial

intelligence, and accelerate life-saving medical breakthroughs.

Purpose answers the question that decides careers: ‘Beyond earning a living, what am I actually building here?’

What this means

Make your purpose visible in everyday work by creating moments that let employees see and feel their impact firsthand – transform your mission from a corporate statement to a lived experience.

Unilever

Unilever celebrates purpose at the micro-level by letting employees trace how a packaging tweak cuts plastic waste, or how sourcing decisions transform farmers’ lives. Here, purpose isn’t just top-down, it’s woven into daily decisions.

3.
Race ahead with reliability

The strongest employer brands know that consistency – from recruitment through to recognition – creates the credibility needed to push boundaries and innovate.

Consistency stands alone as the single experience attribute among otherwise purpose-orientated employer brand drivers. This is not about rigid uniformity, but alignment between what you promise and what you deliver across the entire employee experience.

At Apple, this means following through on their recruitment commitment of working with the best in their field. Their principle of 'experts leading experts' – where hardware experts manage hardware teams and software experts lead software development – ensures recruitment promises become reality, creating genuine brand champions who drive innovation.

Top employers create workplaces where people's expectations match their experience, from leadership quality and career development opportunities to company culture and values in action.

What this means

Examine your end-to-end employee experience – from job descriptions and interviews to onboarding and daily management practices – to eliminate any disconnect between what you promise and what you actually deliver.

Google

Google evolves perks and policies based on employee feedback, but the signature experience – curiosity-driven, open, and innovative – remains intact from recruitment hackathons to alumni reunions, making the "Googley" culture feel both familiar and fresh across touchpoints.

4.
Dare to be real

Authenticity trumps aspiration – today people are seeking organisations that choose honesty over perfection, substance over spin.

While brands people buy from rely on emotional connections (Pleasure and Story), top employer brands run on something harder to create: Authenticity. The strongest employer brands are not always the most charismatic but they are the most genuine.

Take ASML, whose CEO Christophe Fouquet recently demonstrated this principle perfectly – despite strong Q2 results, he candidly told investors "while we still prepare for growth in 2026, we cannot confirm it at this stage."

His honest acknowledgment of uncertainty around tariffs and geopolitical challenges sent shares tumbling, yet this transparent communication about real obstacles demonstrates exactly what today's professionals want: organisations confident enough to acknowledge where they're still growing, prioritise genuine dialogue over carefully crafted communication, and show meaningful commitment to progress. Only time will tell if this strategy pays off for ASML. However, their consistent Top 10 ranking since entering the index five years ago provides a strong reservoir of brand equity to help weather any short-term market volatility.

What this means

Replace the corporate hype reel with genuine transparency – share real stories that include both achievements and obstacles, and ensure your employer brand accurately reflects your actual workplace.

Microsoft

Microsoft CEO Satya Nadella candidly addressed prior cultural flaws, openly discussed his own learning journey, and invited staff to shape a growth mindset company – turning personal humility into a brand hallmark.

5.
Treat change as everyone’s business

The strongest organisations don’t impose change, they co-create it – and use it to engage people who feel genuinely invested in the outcome.

The strongest employer brands use change to build trust by demonstrating their values in action. This matters because trust is one of the leading attributes people look for in an employer. While many struggle to bridge the gap between promises and reality, leading organisations use change to prove who they really are.

When employees see their organisation navigate change while staying true to its purpose, they develop deeper confidence in leadership. Most importantly, the best organisations also make employees partners in change rather than passive recipients, involving people in shaping how change happens to create ownership and reduce resistance.

What this means

Use change to prove organisational integrity. Ensure your actions during transitions support your stated values, communicate this connection clearly, and involve employees in designing change rather than imposing it from above.

LEGO Group invites employees to participate in hack days and design sprints where even sweeping company pivots – like expanding into digital play – are first shaped by employee ideas, ensuring people don’t just adapt to change but actively invent it.

Take your brand to the next level

The talent landscape has fundamentally shifted. A decade of the FutureBrand Index reveals that the most desirable employers have moved beyond traditional perks and compensation to build something deeper: workplaces where purpose meets opportunity and authenticity drives attraction.

The strongest employer brands understand that today's professionals don't just want jobs – they want to be part of building the future. Organisations that master the art of making their internal culture as compelling as their external offerings will dominate the talent market ahead.

Interested in learning more? Explore some of our cases from around the globe, download the FutureBrand Index 2024 report, and explore how our expertise can support your employer brand's next chapter.













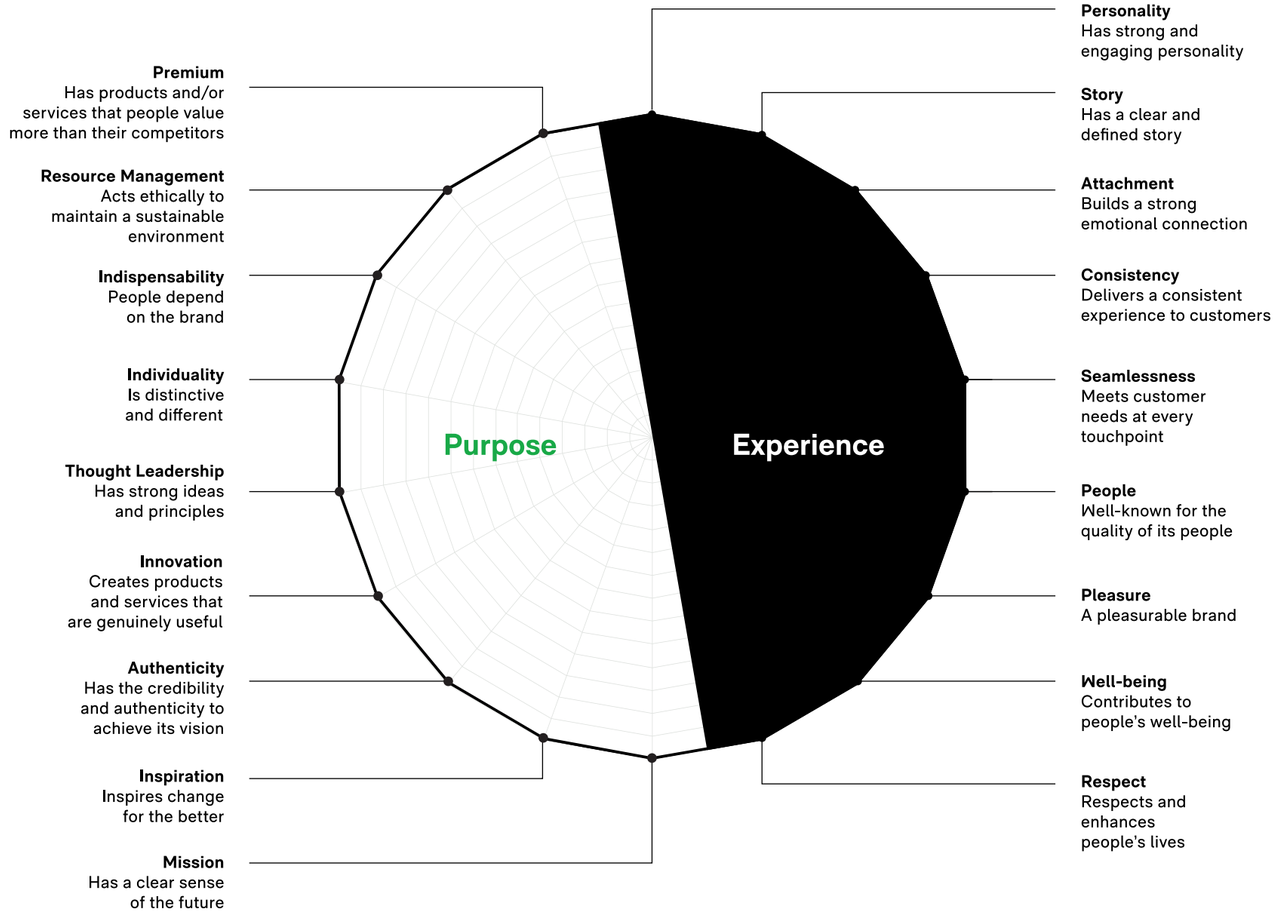
Methodology: The science behind the stories

The FutureBrand Index evaluates the PwC Top 100 Companies by Market Capitalisation from a brand perception strength perspective. In partnership with QRi Consulting, our global research experts, we tap into 30 years of expertise to power our projects.

Since 2014, QRi has helped us speak with more than 27,000 informed professionals across 17 countries, building a powerful foundation of data, analysis, and insights, contributing to one of the industry's most compelling and consistent brand commentaries.

2024 Snapshot:

- Just over 3,000 informed professionals take part in QualiQuant® interviews. All respondents have some awareness or knowledge of at least seven or more of the PwC 2024 Top 100 companies.
- Participants are aged 21 to 75, all within the ABC1 demographic.
- Our global reach spanned North America, Latin America, Europe, the Middle East, Africa, and Asia Pacific.
- Interviews were conducted between 7–28 June 2024



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Change the Brand Change the Future