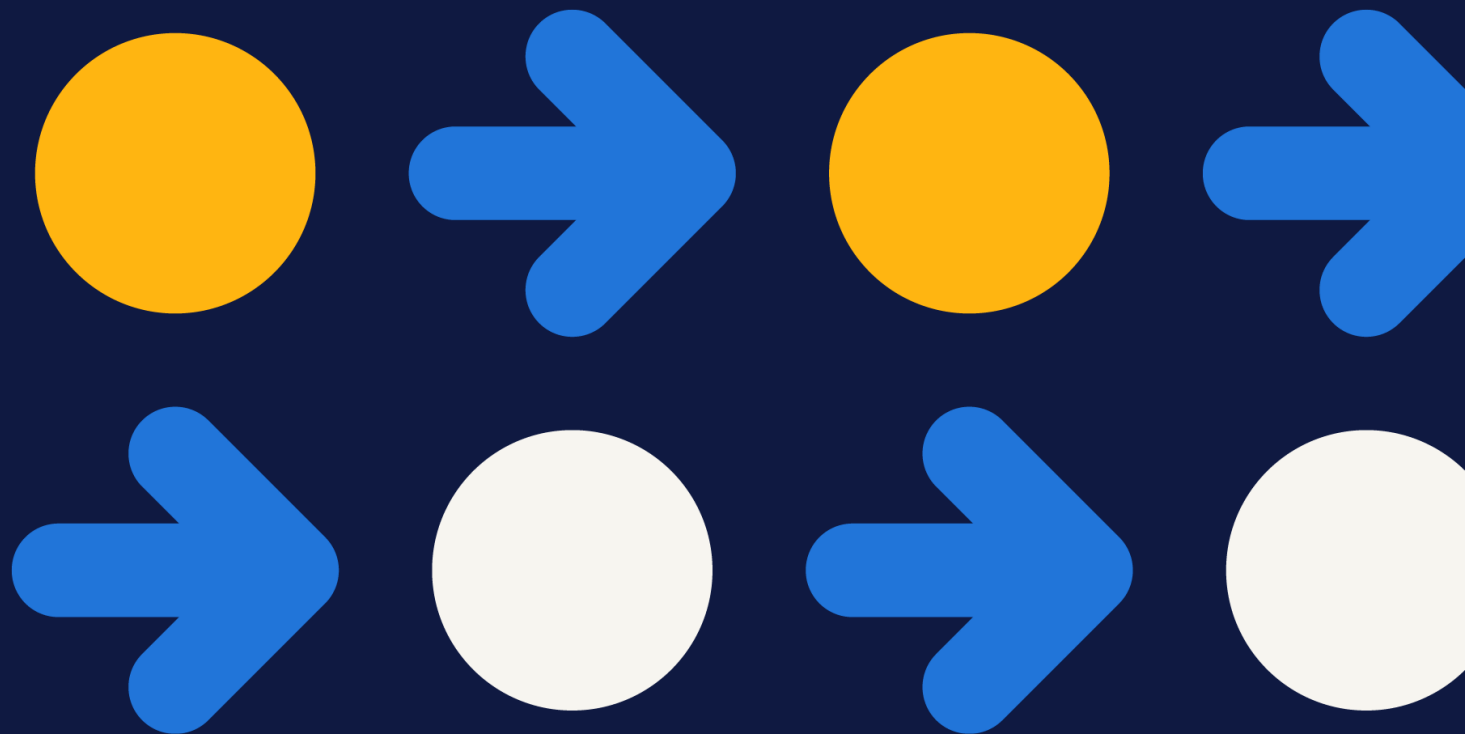


employer  
brand research  
2021



ukraine.

 randstad  
human forward.

**ancor**  
discover perspective.

content.

- 1 introduction
- 2 employer attractiveness
- 3 switching behavior
- 4 COVID-19 in focus
- 5 further reading



# what is the randstad employer brand research?

- a representative employer brand research based on perceptions of the general audience. Optimizing over 21 years of successful employer branding insights.
- an independent survey with over 190,000 respondents in 34 markets worldwide.
- a reflection of employer attractiveness for the market's 150 largest employers known by at least 10% of the population.
- provides valuable insights to help employers shape their employer brand.



# the employer brand roadmap.



# why employer branding matters.



companies are overpaying on salaries by 10% if they don't have a strong brand.<sup>1</sup>

50%

of candidates say they wouldn't work for a company with a bad reputation - even with a pay increase.<sup>2</sup>

96%

agree that alignment of personal values with a company's culture is a key factor in their satisfaction working there.<sup>3</sup>

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire great workforce.<sup>4</sup> As people work for cultures, not companies, their perception of you as an employer is of paramount importance. Both recruiters and candidates cite company culture as one of the most important determinants in employer choice. Also, if your culture is transparent: candidates actively research the culture of companies to understand if they'll fit. If candidates see positive employee and candidate experiences on review sites, they feel more confident submitting their resume and making a career move.



# why employer branding matters.



---

19%

Only 19% of employees globally perceive a strong alignment between what their employer says about itself and their experience working there.<sup>5</sup>

1-2

companies with a strong employer brand have a 1-2x faster time to hire.<sup>8</sup>

#1

#1 obstacle to candidates in the application process is not knowing what it's like to work at an organization.<sup>7</sup>

---

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.<sup>9</sup>

52%

52 % of candidates first seek out the company's website and social media to learn more about an employer.<sup>6</sup>



# 34 markets surveyed covering more than 80% of the global economy.

- argentina
- australia
- austria
- belgium
- brazil
- canada
- china
- czech republic
- france
- germany
- greece
- hong kong SAR
- hungary
- india
- italy
- japan
- kazakhstan
- luxembourg
- malaysia
- mexico
- new zealand
- norway
- poland
- portugal
- romania
- ruissia
- singapore
- spain
- sweden
- switzerland
- the netherlands
- uk
- ukraine
- usa



● markets surveyed

[click here](#) for detailed research methodology

## worldwide

- over 190,000 respondents
- 6,493 companies surveyed

## sample

- aged 18 to 64
- representative on gender
- overrepresentation of age 25 - 44
- comprised of students, employed and unemployed workforce

## country

- 6,703 respondents

## fieldwork

- online interviews
- january 2021

## length of interview

- 16 minutes



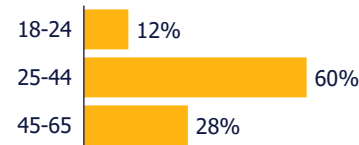
# sample composition in ukraine

## socio-demographics, employment status, region.

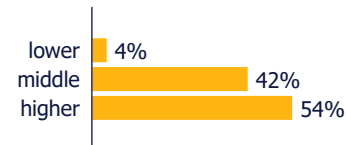
### gender



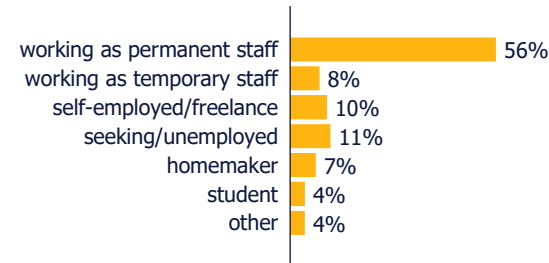
### age



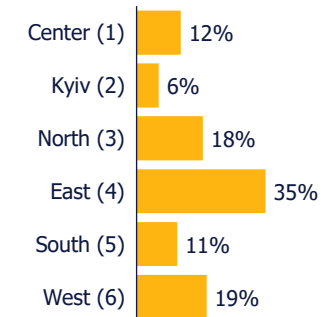
### education



### employment status



### region



- 1. Vinnitskaya, Kirovogradskaya, Poltavskaya, Cherkasskaya
- 2. Kyiv
- 3. Zhitomirskaya, Kiyevskaya, Chernigovskaya
- 4. Dnepropetrovskaya, Donetskaya, Zaporozhskaya, Luganskaya, Sumsckaya, Khar'kovskaya
- 5. Nikolayevskaya, Odesskaya, Khersonskaya
- 6. Volynskaya, Zakarpatskaya, Ivano-Frankovskaya, L'vovskaya, Rovenskaya, Ternopol'skaya, Khmel'nitskaya, Chernovitskaya

total sample: 6,703  
fieldwork: january 2021

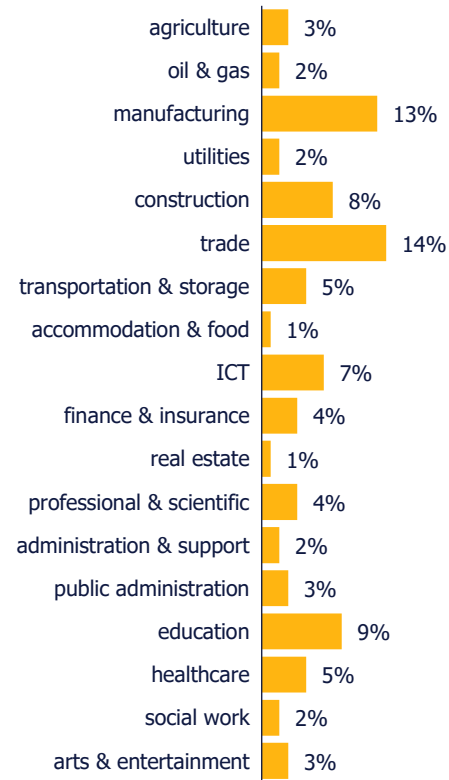




# sample composition in ukraine sector, function.



sector



function



base: currently employed (n=4,970)



# ukraine

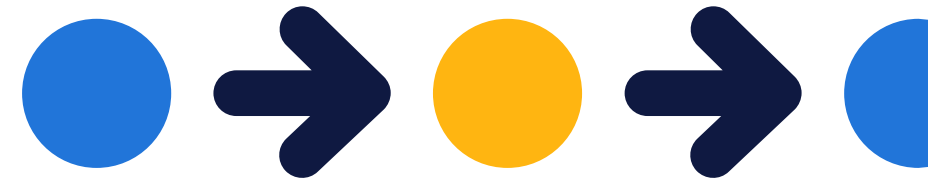
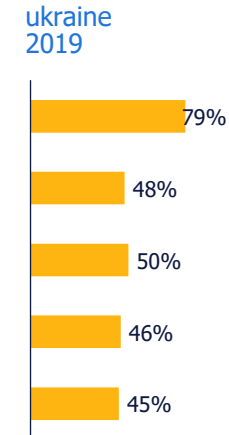
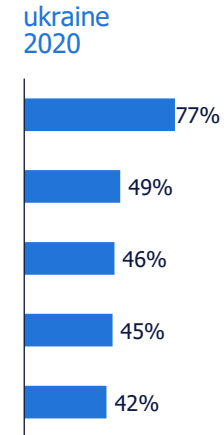
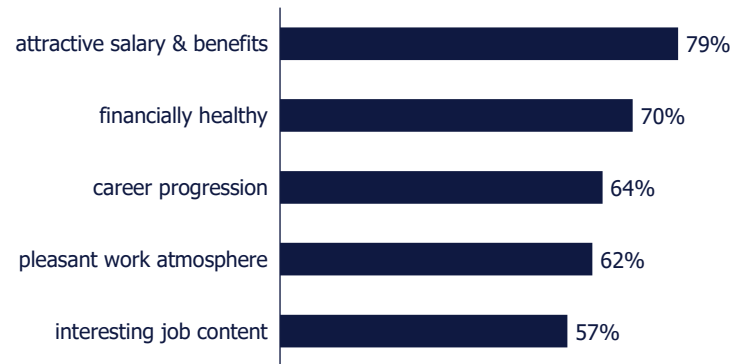
## employer attractiveness.





# what potential employees want the 5 most important drivers when choosing an employer.

## top 5 most important drivers



\*when comparing 2021 with previous years, please note that this question has been altered in that respondents are now free to choose as many drivers as they considered important from a list of 16 drivers whilst in previous years they were forced to pick exactly 5 out of these 16.





# what potential employees want when choosing an employer.

---

most important driver

## salary & benefits

Salary & benefits are consistently by far the most important driver for all employees and scores highest among women, the older age groups, and higher educated employees. Furthermore, these are the employees who are more demanding overall as they consider around 8 drivers as essential. Men, younger employees, and lower-educated employees consider fewer drivers as important. The second important driver for employees is the company's financial health. A COVID-19 safe work environment is the least important driver for employees. Both the second and least important driver are more important among women than for men.

---

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

---

employers' proposition

## financially healthy, a good reputation and security

Ukrainian employees rate their own employers highest on financial health, having a good reputation, and offering long-term job security. The lowest rating given by employees is for the possibility to work remotely, this is especially true among the middle- educated employees. Furthermore, both career progression and salary and benefits are rated lower compared to the other drivers, women and older employees are more prone to rate their employer lower on these two drivers. When looking at regional differences, employers from the South received a lower rating on company financial health than the employers based in the other regions.

---

[click here](#) for a deep dive into the most attractive sectors and employers in 2021.

---

recommended employer focus

## career progression

Career progression is an important driver among employees this year and is especially true for women and those aged between 25-34. The average Ukrainian employer receives a low rating on this driver by its employees. It is, therefore, recommended that the average employer in Ukraine pay more attention to employee career progression. Furthermore, employees rate their salary & benefits as one of the lowest drivers offered by their employer, despite this being an important driver for most employees. As this is a consistent driver coming up among employees, it may be worthwhile keeping this element in mind when focusing on employees' needs.



# what do potential employees want job collars in focus.



## white-collar

69%

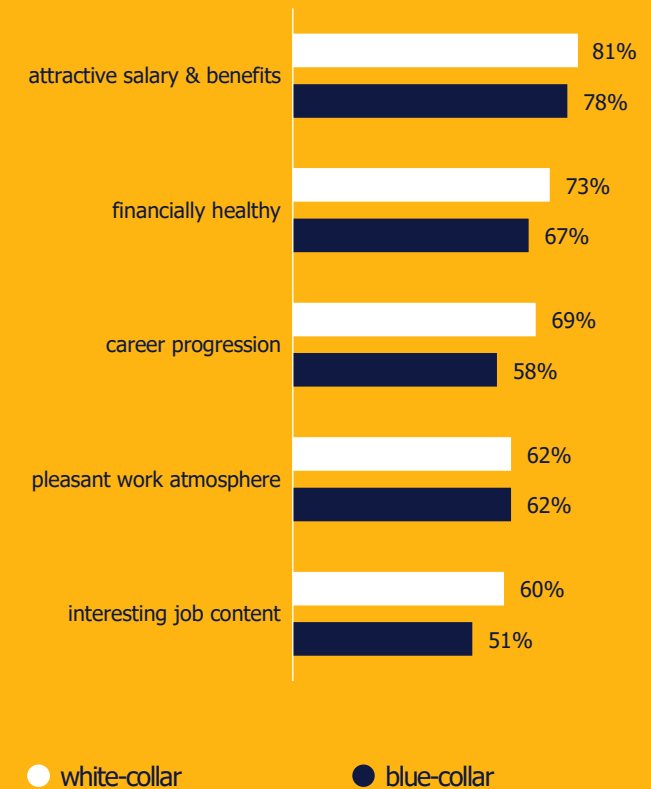
of white-collar employees are far more interested in career progression than blue-collar workers. A company's financial health is also important among this group.

## blue-collar

62%

of blue-collar workers equally consider a pleasant work atmosphere as an important driver, compared to white-collar employees. The average blue-collar worker, however, rates all other attributes as (slightly) less important when compared to white-collar employees.

## most important attributes



# job-switching behavior



in focus.

# switching behavior finding another employer.

## 1 in 8 Ukrainian changed employer

13% of Ukrainian employees changed their employer over the past 6 months, more so among men (15%), indicating that women (12%) were less inclined to switch. Employees younger than 55 years old also were more prone to switch jobs. Furthermore, another 27% of employees intend to switch employers in the next 6 months and sees a similar age group doing so (25–54-year-olds), showing that this group is more vulnerable to switching jobs than other age groups. For those who changed their employer, there are no specific drivers that stand out, to indicate that what is important to switchers are any different from that of stayers.

## job portals and personal connections on top

Job portals (49%) and personal connections (48%) are the most used channels by switchers. Work.ua is the leading portal among employees and personal connections are even more important to employees aged between 35-54 years. Next to that, the younger generation and higher-educated employees tend to make more use of company career websites. Men are more often seen using Google to find a job. This can also be noted among the blue-collar workers.



# most important attributes switchers vs. stayers.

## switchers

2021

13%

changed employer in the  
past 6 months.

## stayers

2021

86%

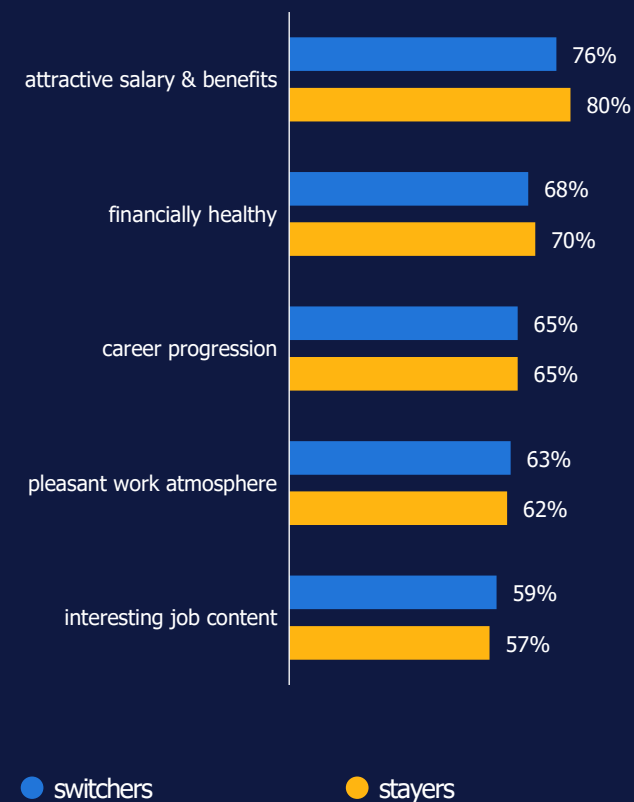
stayed with their employer  
in the past 6 months.

2021

18%

of those affected by  
COVID changed employer  
in the past 6 months.

## most important attributes





# switching behavior job collars in focus.

## white-collar

22%

of white-collar intenders plan to switch to another employer in the next 6 months. This is lower when compared to the average Ukrainian employee who intends to switch employers. White-collar employees are most likely to use job portals and personal connections for finding jobs, similar to the average employee in Ukraine.

## blue-collar

28%

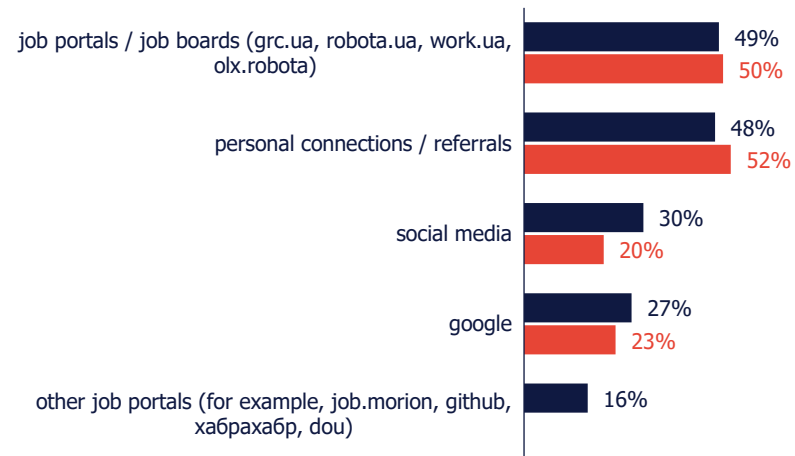
of blue-collar switchers intend to change to another employer in 2021, which is not much different from the average Ukrainian employee who intends to switch employers. Although blue-collar workers are also inclined to use job portals and personal connections for finding jobs, they are also more likely to use Google more so than white-collar employees.



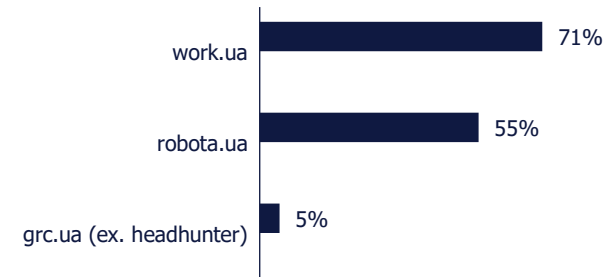


# how do employees in ukraine find new job opportunities.

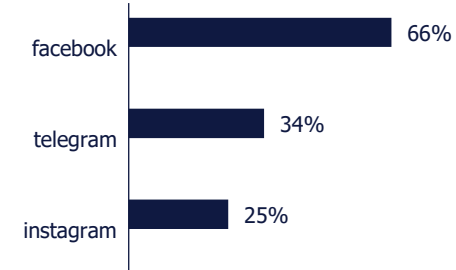
## top 5 channels used to find new job opportunities



## top 3 job portals



## top 3 social media channels



● 2021 ● 2020



# COVID-19

in focus.



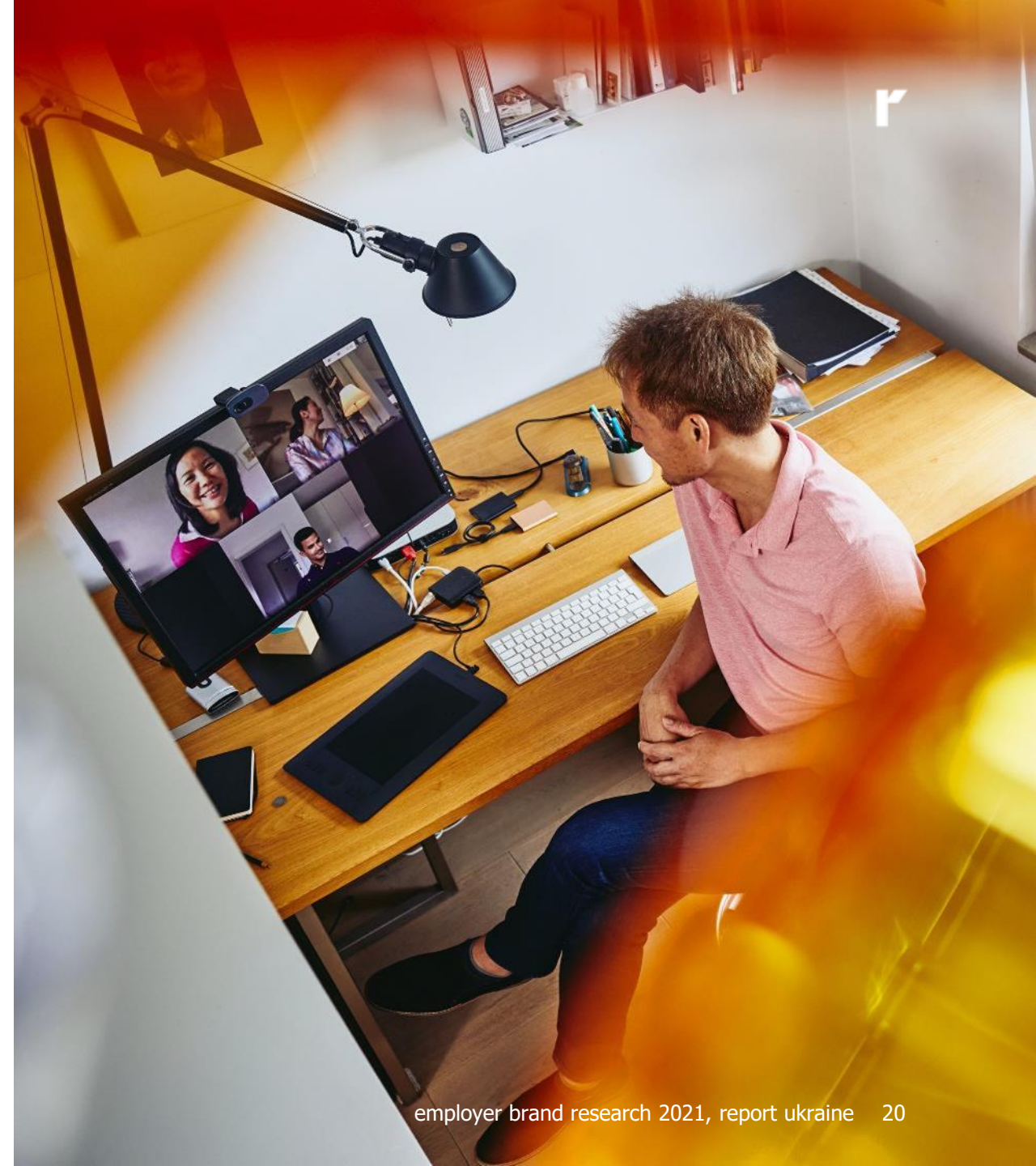
# COVID-19 and its impact on the labor market.

## possibility of working remotely not important

39% of Ukrainian employees are attracted by the possibility to work remotely, making this driver less important to employees. Women and higher-educated employees are more inclined to rank this driver as more important, however, it still trails behind the drivers that are more attractive to them. For part-time employees, working remotely is more important (46%) than for the average workforce (39%).

## half of the employees started to work (more) remotely during COVID-19 pandemic

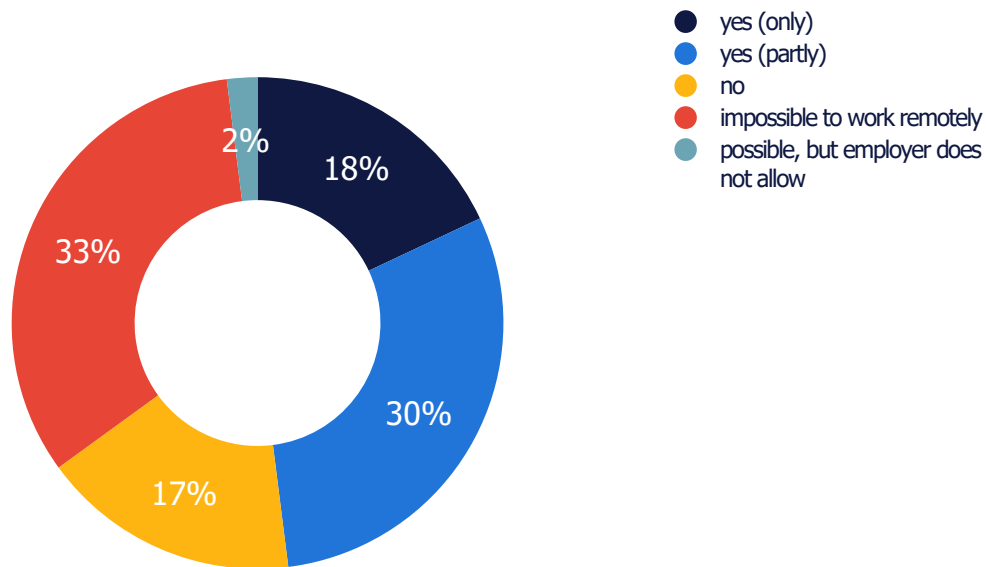
Two out of three employees were involved in the decision to work remotely, whereas other employees working remotely had no choice in the decision to do so. More than half of the higher-educated employees continued to work as normal (56%) as opposed to just 34% of the lower-educated employees.





# remote working due to COVID-19.

did you start working (more) remotely/ from home due to the COVID-19 crisis?



ukraine

# 31%

of the employees who said they worked remotely, do so out of their own decision.

Men and middle-educated employees more often have influence on the decision to work more remotely. However, it can be seen that the younger generation started working more remotely. Employees living in the Center of Ukraine have less influence on the decision to work more remotely.

here we will look at regional differences.

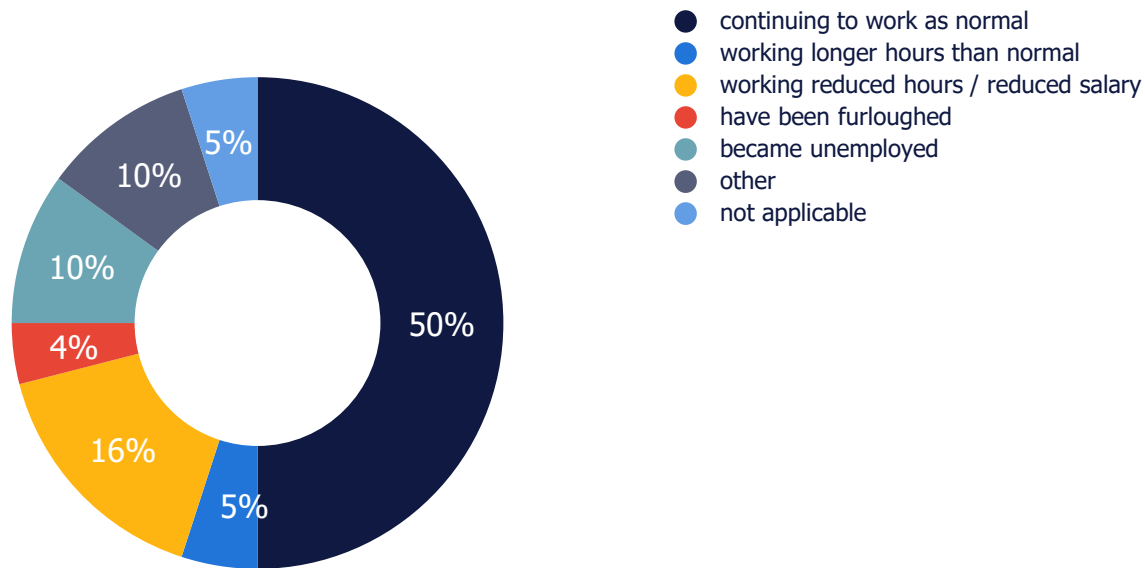
Only 2% of employees who can work from home are not allowed to do so by their employer. Next to that 33% of employee's jobs are bound to the premises which makes working from home or elsewhere impossible. This is especially true for no less than 45% of the middle-educated employees.

here we will look at regional differences.



# employment situation changes due to COVID-19.

how COVID-19 changed one's employment situation



## close to half saw their employment situation change

45% of employees were either furloughed, became unemployed, worked different hours than usual or for other reasons saw their employment situation change due to COVID-19.

A higher proportion of those who became unemployed were among the low (15%) and medium (13%) educated employees.

Those who started working more hours are especially the higher-educated employees (6%).

Most Ukrainians continued, however, to work as normal. More men, those 35 and older and higher-educated employees continued to work as normal.

# job loss fear in 2021 intention to switch.

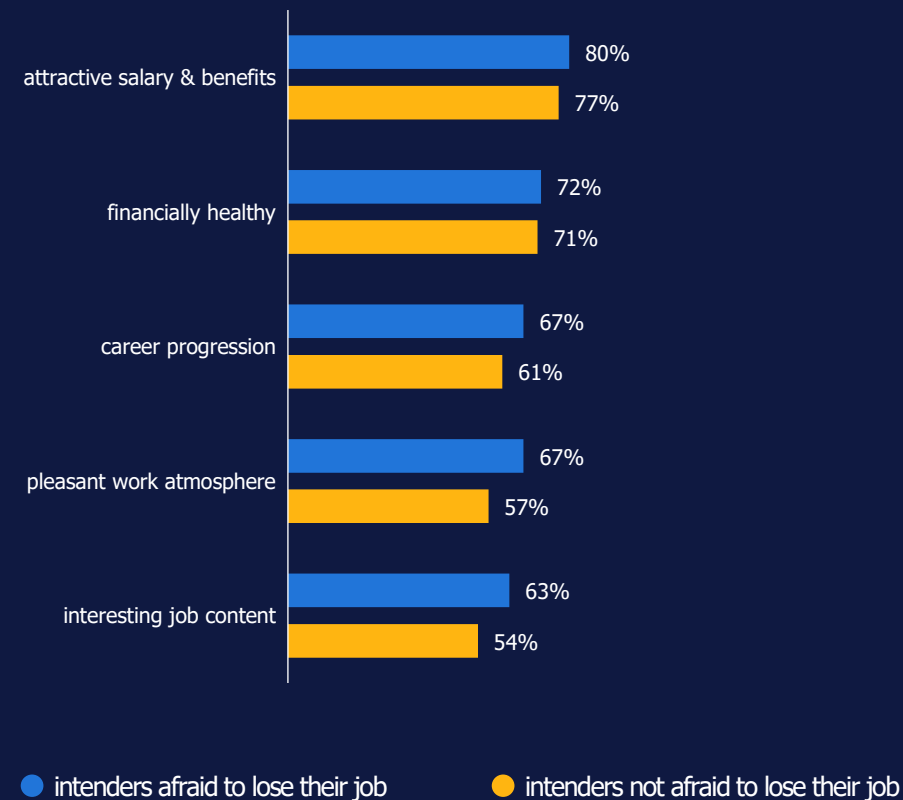
32%

of the employees who are afraid of losing their job, plan to change their job in the next 6 months.

15%

of the employees who are not afraid of losing their job, plan to change their job in the next 6 months.

## most important attributes



# intention to switch amongst those affected by COVID-19.

---

intenders

2021

27%

plan to change employer in the  
next 6 months.

---

intenders

2021

39%

of those affected by COVID-19 plan to  
change their employer in the next 6 months.

---



If one's employment situation has changed due to COVID-19, the intention to change to a new employer is considerably higher (39%) than those who just intend to change employers (25%).

The way Ukrainian employers have supported their employees and handled the pandemic has had some impact on loyalty among certain employees. Overall, just over a third now feel more loyal to their employer. Higher-educated employees are more loyal (37%) compared to middle-educated employees (27%).

Whether one was obliged to work from home or if that was a decision one could make for themselves does not have a major impact on loyalty.

When looking at region, the West of Ukraine is more loyal when comparing with the other the regions the country.



# job loss fear in 2021 due to COVID-19.

## a large proportion fear losing job

Although two out of five employees are not afraid of losing their job, a similar number of employees (39%) do fear that this will happen in 2021. Compared to higher-educated employees, the middle-educated are more afraid to lose their job in 2021.

## less fear of losing job

People living in the North and Center region are slightly less worried about losing their job in 2021 compared to the other regions in Ukraine.





# loyalty towards employers during the pandemic.

31%

of the employees who only work from home feel more loyal towards their employer because of how the employer managed the COVID-19 situation.

36%

of the employees who work partly from home feel more loyal towards their employer because of how the employer managed the COVID-19 situation.

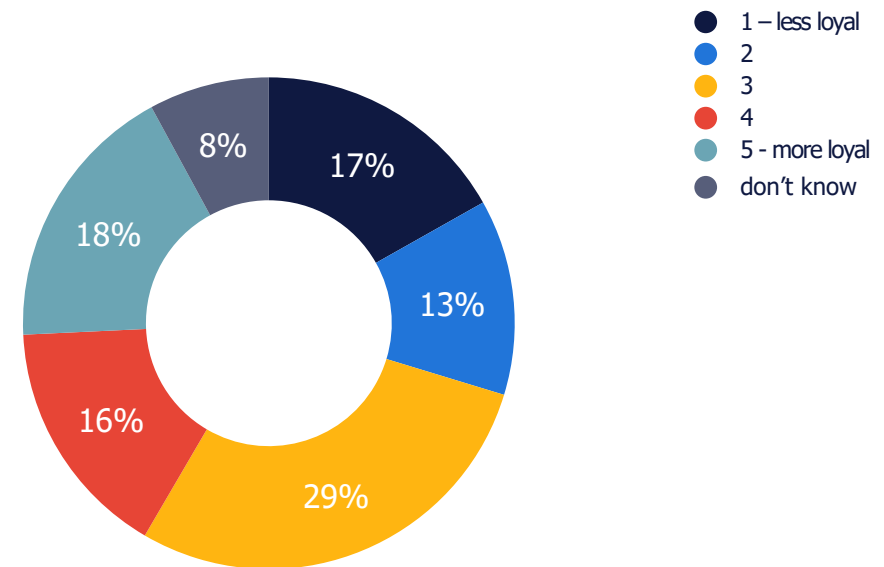
36%

of the employees who were obliged by their employer / authorities to work from home feel more loyal towards their employer because of how the employer managed the COVID-19 situation.

31%

of the employees who decided on their own to work from home feel more loyal towards their employer because of how the employer managed the COVID-19 situation.

loyalty to one's employer based on how well supported employees felt during the COVID-19 pandemic



# appendix 1

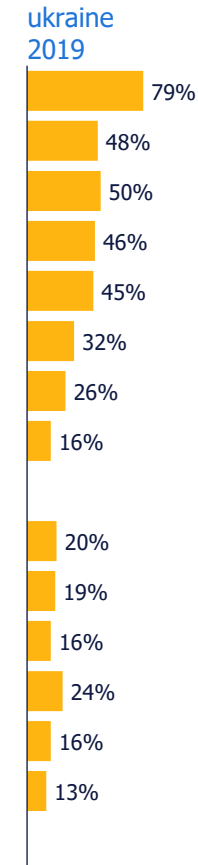
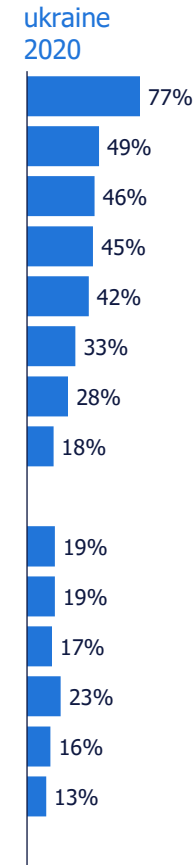
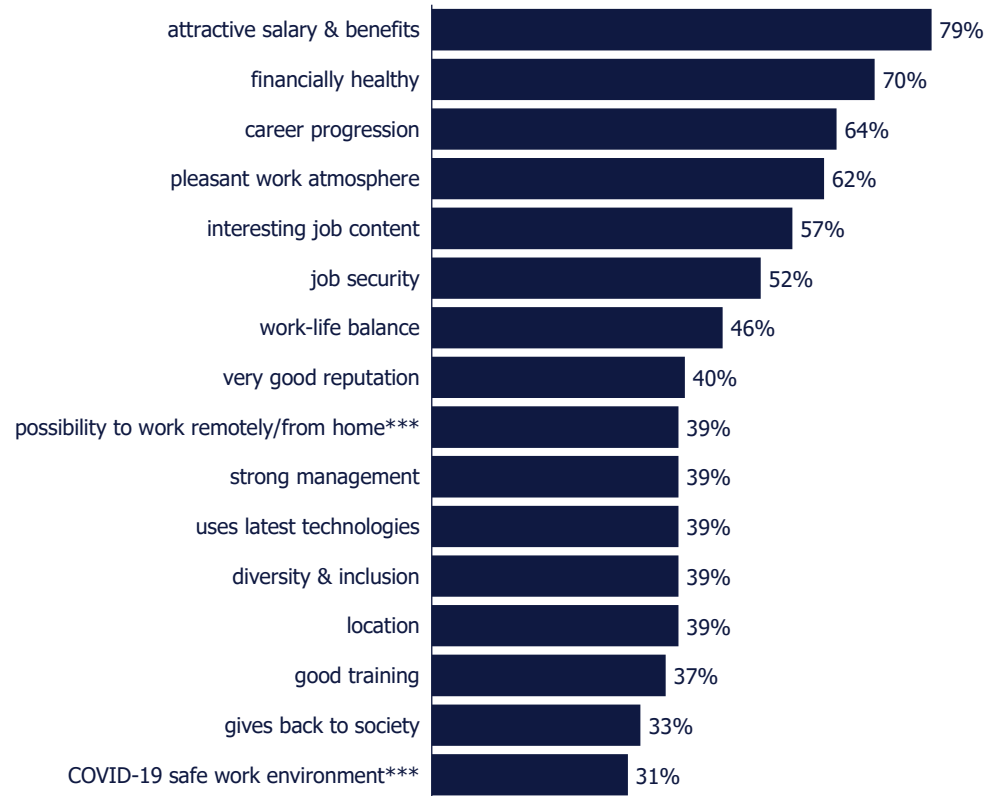
deep dive  
EVP drivers.





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

## important criteria

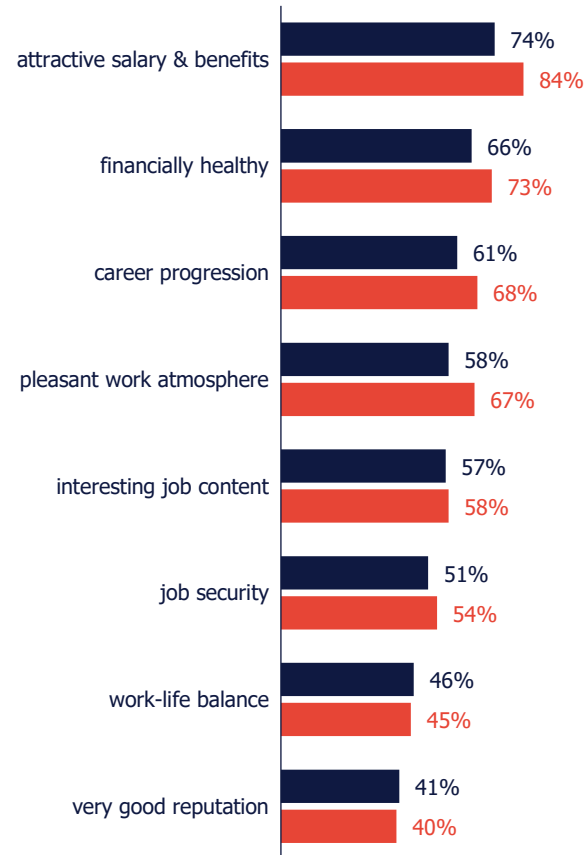


\* when comparing 2021 with previous years, please note that this question has been altered in that respondents are now free to choose as many drivers as they considered important from a list of 16 drivers whilst in previous years they were forced to pick exactly 5 out of these 16.

\*\*\*only researched in 2021



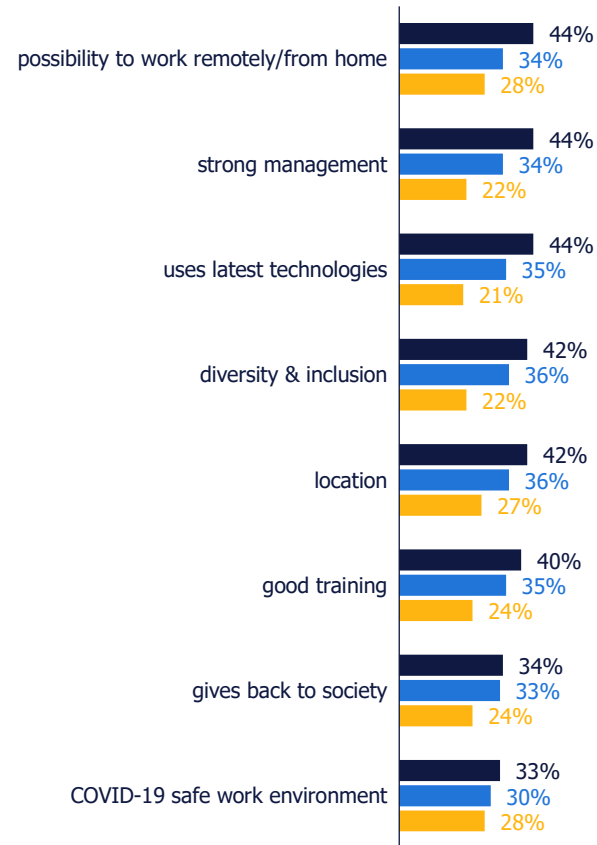
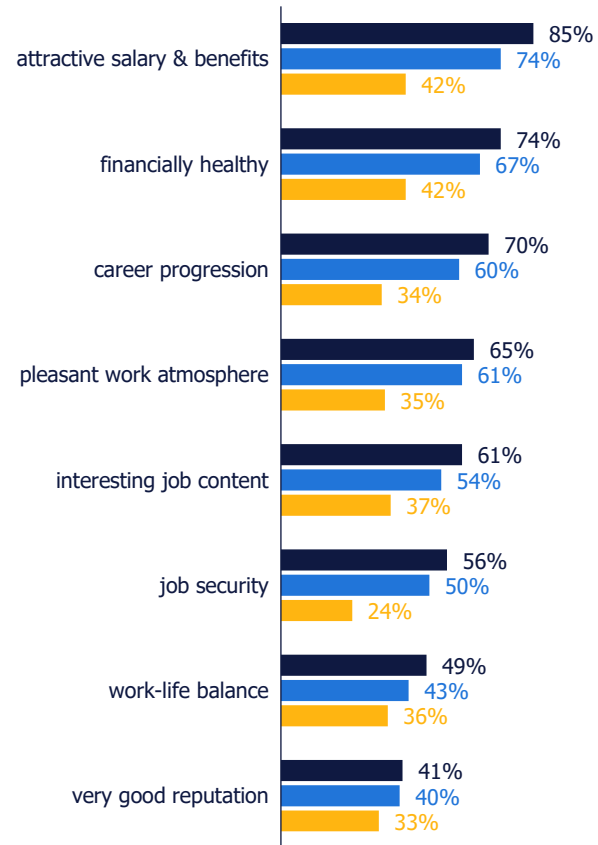
# EVP driver importance by gender.



● male  
● female



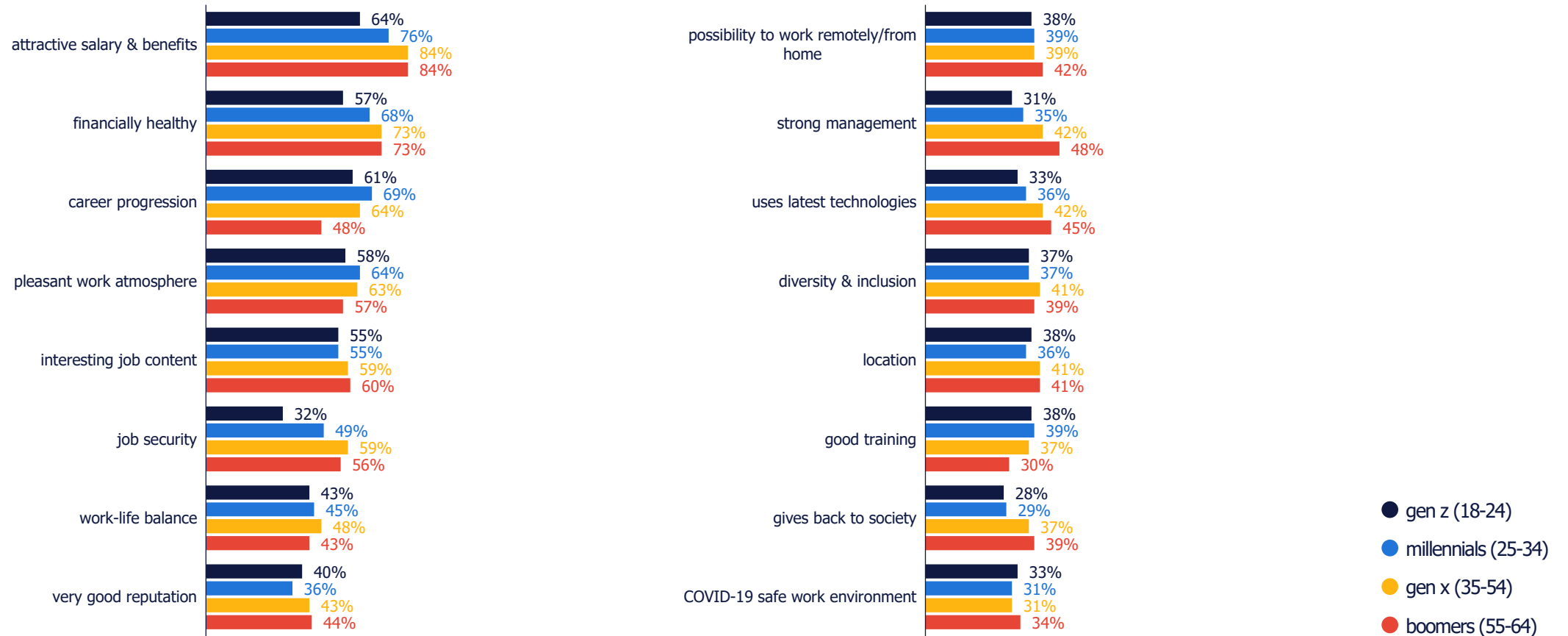
# EVP driver importance by education.



● higher  
● middle  
● lower



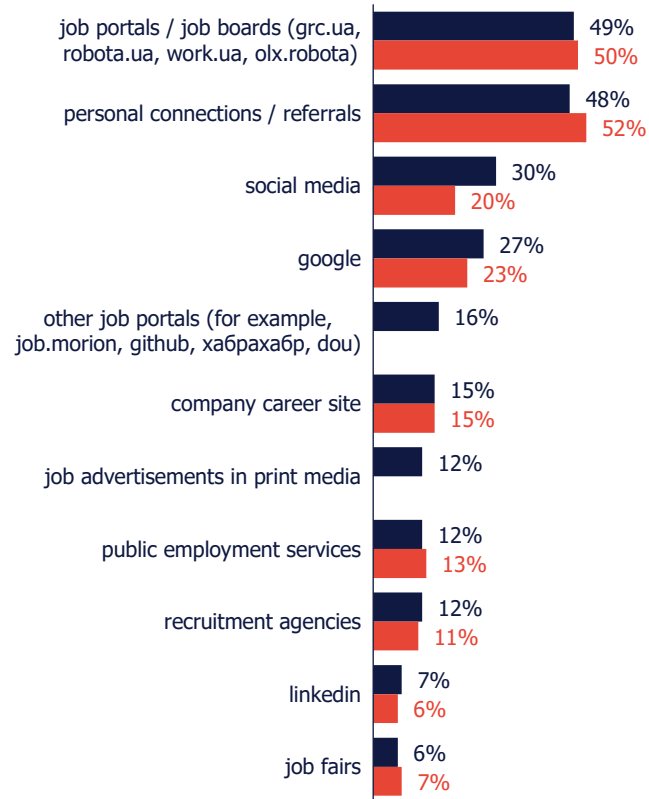
# EVP driver importance by age.



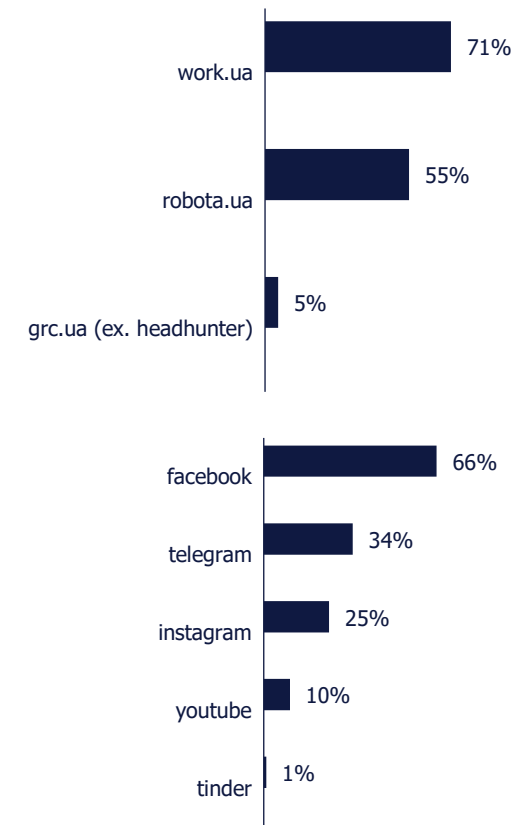
# how do employees in ukraine find new job opportunities.



## channels used to find new job opportunities



## channels used to find new job opportunities deep dive social media & job portals



● 2021

● 2020





# appendix 2



deep dive  
employers.

# perception of employer offer in ukraine.



Understanding the gap between what employees want and what they think employers offer provides valuable insights into building an employer brand. Furthermore, benchmarking against what employees perceive being offered by their current employer gives more context to the gaps that need to be bridged.

## evaluation of current employer

- 01 very good reputation
- 02 financially healthy
- 03 job security
- 04 pleasant work atmosphere
- 05 COVID-19 safe work environment
- 06 work-life balance
- 07 gives back to society
- 08 attractive salary & benefits
- 09 career progression
- 10 possibility to work remotely/from home

## general perception of employers in ukraine

- 01 financially healthy
- 02 very good reputation
- 03 job security
- 04 attractive salary & benefits
- 05 COVID-19 safe work environment
- 06 career progression
- 07 pleasant work atmosphere
- 08 gives back to society
- 09 work-life balance
- 10 possibility to work remotely/from home

## profile of ideal employer

- 01 attractive salary & benefits
- 02 financially healthy
- 03 career progression
- 04 pleasant work atmosphere
- 05 job security
- 06 work-life balance
- 07 very good reputation
- 08 possibility to work remotely/from home
- 09 gives back to society
- 10 COVID-19 safe work environment



sector

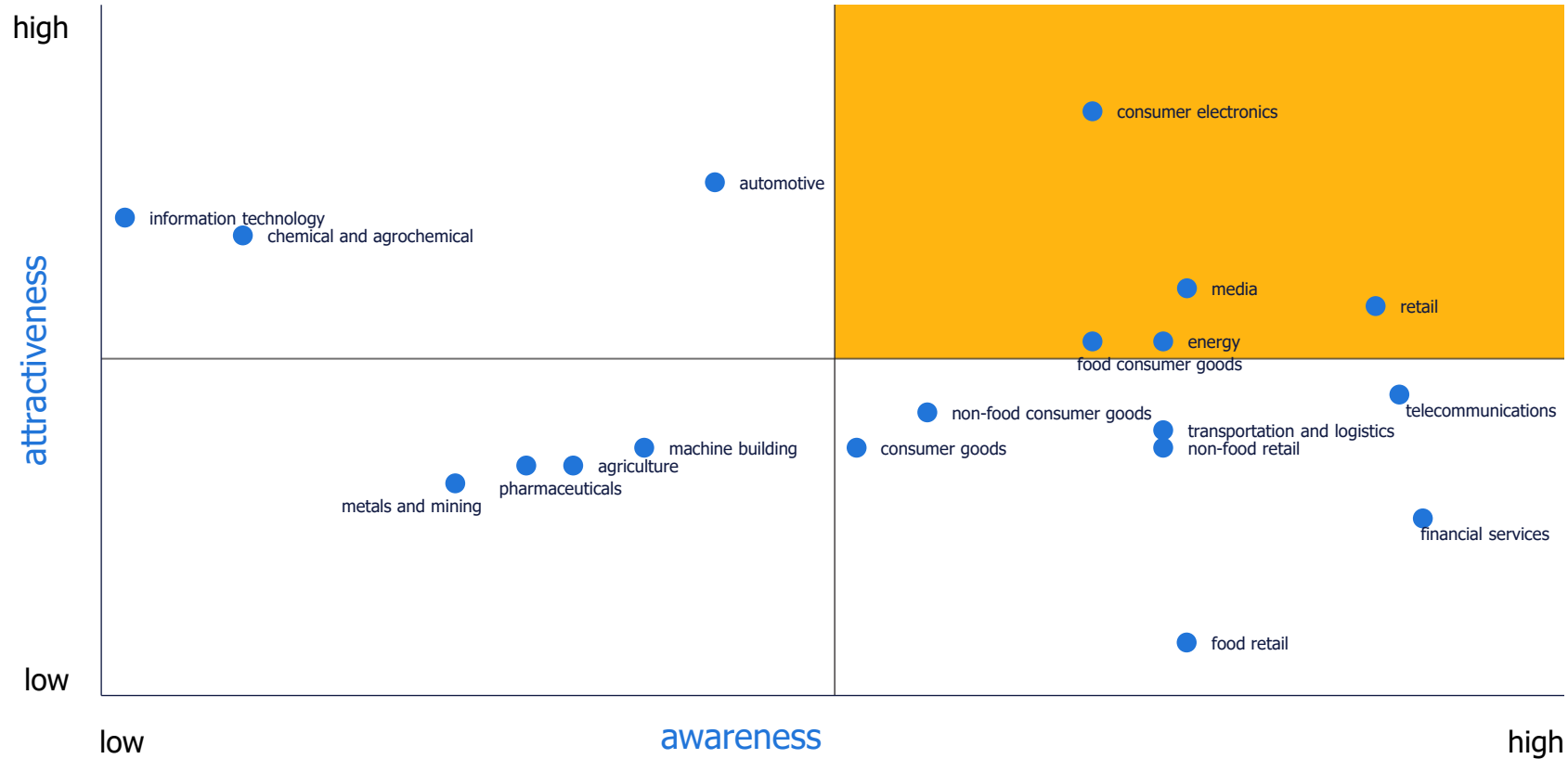
insights.



r



# top performing sectors in ukraine by awareness and attractiveness.



## high awareness

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

## high attractiveness

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



top



employers.

## top employers to work for in Ukraine (amongst the 150 largest throughout industries).



### top employers in 2021

01	Samsung – most attractive international employer	11	National Bank of Ukraine - most attractive employer in financial services
02	Naftogaz Group – most attractive national employer	12	Nokia Solutions and Networks - most attractive employer in telecommunications
03	AVT Bavariya – most attractive employer in automotive industry	13	Continental Farmers Group - most attractive employer in agriculture
04	Bayer - most attractive employer in pharmaceutical industry	14	ArcelorMittal - most attractive employer in metals & mining
05	Coca-Cola - most attractive employer in food FMCG	15	DHL - most attractive employer in transport & logistics
06	L'OREAL - most attractive employer in non-food FMCG	16	StarLightMedia - most attractive employer in media
07	BASF - most attractive employer in chemistry & agrochemistry	17	KB Pivdenne - most attractive employer in machinery
08	GlobalLogic - most attractive employer in IT		
09	Adidas - most attractive employer in non-food retail		
10	Metro Cash&Carry - most attractive employer in food retail		

# appendix 3



# methodology.

# 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 COVID-19 safe work environment
  - 03 very good reputation
  - 04 job security
  - 05 career progression
  - 06 gives back to society
  - 07 possibility to work remotely/from home
  - 08 pleasant work atmosphere
  - 09 work-life balance
  - 10 attractive salary & benefits
- 



### KANTAR

For this research, Randstad partners with Kantar, one of the world's largest insight, information and consultancy networks.





# source bibliography.



- 1 <https://hbr.org/2016/03/a-bad-reputation-costs-company-at-least-10-more-per-hire>
- 2 <https://www.betterteam.com/blog/employer-branding>
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- 5 <https://www.webershandwick.com/uploads/news/files/EmployerBrandCredibilityGap.pdf>
- 6 [https://business.linkedin.com/content/dam/business/talent-solutions/global/en\\_us/c/pdfs/ultimate-list-of-employer-brand-stats.pdf](https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/c/pdfs/ultimate-list-of-employer-brand-stats.pdf)
- 7 [https://business.linkedin.com/content/dam/business/talent-solutions/global/en\\_us/job-switchers/PDF/job-switchers-global-report-english.pdf](https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/job-switchers/PDF/job-switchers-global-report-english.pdf)
- 8 <https://business.linkedin.com/talent-solutions/blog/2011/12/whats-the-value-of-your-employment-brand>
- 9 <https://www.webershandwick.com/uploads/news/files/EmployerBrandCredibilityGap.pdf>



  
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