employer brand research 2021 global report.

in a world of change some constants remain

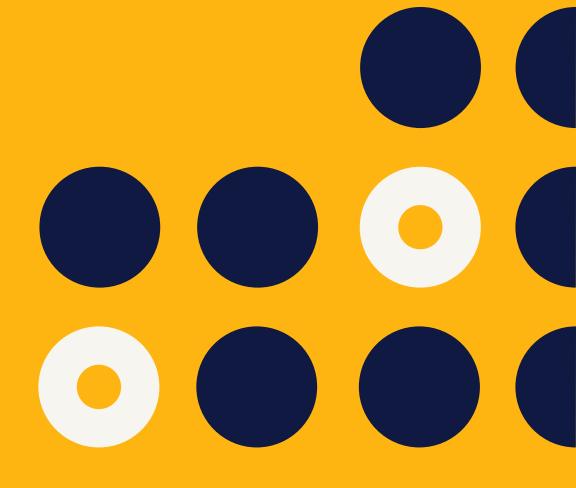


nr randstad

human forward.

contents.

- 3 executive summary
- 10 what the workforce wants
- 17 sector attractiveness
- 26 job switching behavior
- 32 COVID-19 in focus
- 42 appendix





executive

summary.





The world of work has dramatically transformed in just over a year, but some things remain the same in 2021. The job benefits that attracted talent to organizations before the pandemic continue to be important to working-age adults around the world. However, some of these attributes are increasingly critical in a more remote global workforce.

This was the finding from our 2021 Randstad Employer Brand Research — an extensive survey of sentiments among 190,000 respondents across 34 markets. We know that remote working arrangements — broadly expanded since the onset of COVID-19 — tend to result in greater talent loyalty.

Overall, workforce allegiance has also improved based on the strong handling of the crisis by most employers, as the number who approve of their organization's actions vastly outnumber those who don't. This is good news for the employer brand of many organizations.

Throughout the pandemic, concerns about workforce stress and safety, layoffs and diminished job opportunities have persisted throughout many organizations.



Will these forces, exacerbated by the pandemic, affect how companies are perceived? How will the global crisis change the way employers attract great talent? Will the top motivations for switching employment change? Questions such as these are increasingly critical as growing economies once again grapple with talent scarcity.

Surprisingly, despite all the upheaval that COVID-19 has thrusted upon the global labor market, talent preferences remain much the same. The factor most appealing about an employer is its salary and benefits offering (cited by 62%), followed by a good work-life balance (58%) and job security (56%).

It's no surprise that a majority of respondents viewed a proper work-life balance as one of the top attributes of an ideal employer, with many working from home and unable to easily delineate working hours from home hours. This was one of the findings from our Workmonitor research released in April. In fact, additional research shows that not only are both blue and white collar workers in the UK and the Netherlands spending more time behind the desk since the start of the pandemic, employers are expecting longer hours in some instances.



Similarly, due to massive layoffs since last March, a majority of survey respondents consider job security to be an essential quality of an ideal employer. This concern may be one reason more working-age adults are logging longer work hours, <u>according to CNBC</u>. Furthermore, job insecurity has led to increased symptoms of depression and anxiety, according to one study. As these two issues have grown more consequential for employers, they also present an opportunity to showcase effective policies that support the workforce in these areas, which helps to bolster employer brands.

Although working from home presents clear challenges, it remains an attractive employee value proposition. Nearly 2 in 5 surveyed want such flexibility, and the ratio was even higher among women, who during the pandemic have <u>shouldered a greater burden</u> than men. Our Workmonitor research reveals that most, however, desire a hybrid schedule, with some days in the office and some days at home.

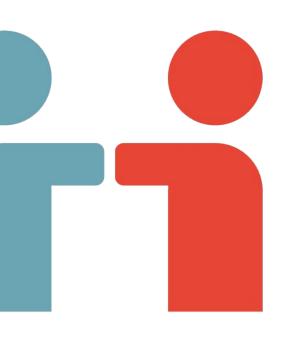




Although the top three factors for attracting talent have remained unchanged from last year, we found regional differences in this year's data. For instance, career progression is ranked even higher than an attractive salary and benefits in Latin America — the only region for which financial compensation is not the top motivator. In the Commonwealth of Independent States (CIS), a company's reputation for being financially healthy is nearly as important as offering attractive pay. And in Europe, a pleasant working environment is the second-most important benefit, after salary.

The pandemic injected a lot of uncertainties into the world of work, but one thing that became clearer is the acceleration of digitalization. As organizations, talent and consumers fully embraced innovative ways of working and living, demand for tools and apps skyrocketed. This, in turn, helped the IT and communications (ITC) industry retain its position as the most attractive sector globally — cited by 57% of survey respondents. While this was no surprise — the ITC sector was also the most appealing in our 2020 research — a much less tech-heavy sector made a big jump in attractiveness this year. Ranked fifth last year, the agriculture sector catapulted into second place in 2021. The automotive industry retained its third-place ranking from the year before.





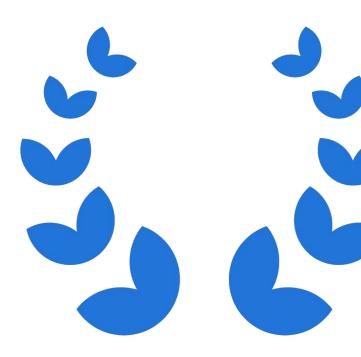
One reason why these three sectors were viewed as most attractive is how sound their business appears. For each sector, the No. 1 attribute cited by survey respondents was financial health, indicating a broad preference for businesses that are resilient. This sentiment may be the result of countless numbers of businesses that have failed around the world. In the U.S. alone, some 200,000 permanent closures were attributed to the pandemic.

The financial health of an employer has a direct impact on the loyalty of working-age adults, and this relationship is well-documented by one especially telling statistic in our research: talent retention. Those who were affected by the economic impact of the pandemic were twice as likely to seek new employment over the next six months than those who were not impacted. What this tells us is that concerns about job security and compensation among those affected firsthand are hugely influential on career choices. Of course, many were laid off or furloughed early on in the outbreak, and an estimated 8.8% of working hours were lost in 2020.



A final note on the impact of the pandemic on employer brand reputation: two-thirds of those we surveyed said they felt more loyal to their employers based on how well they have been supported since the onset of COVID-19. This goodwill certainly offers organizations an opportunity to continue to build trust and loyalty among their workforce and also prospective hires. If there is a silver lining that has emerged from the challenges of the pandemic, it is that most companies are responding effectively to the changing needs of their workforce. This provides an authentic demonstration of their culture and ability to look after their employees, which will directly impact their employer brand.

Our research shows that while the pandemic has changed which employer attributes are most important to the global workforce, it also affirms that some of the qualities that were important before the outbreak remain meaningful still. We hope the data contained in the following pages will help you understand how to better attract talent in a transformed world of work.





what



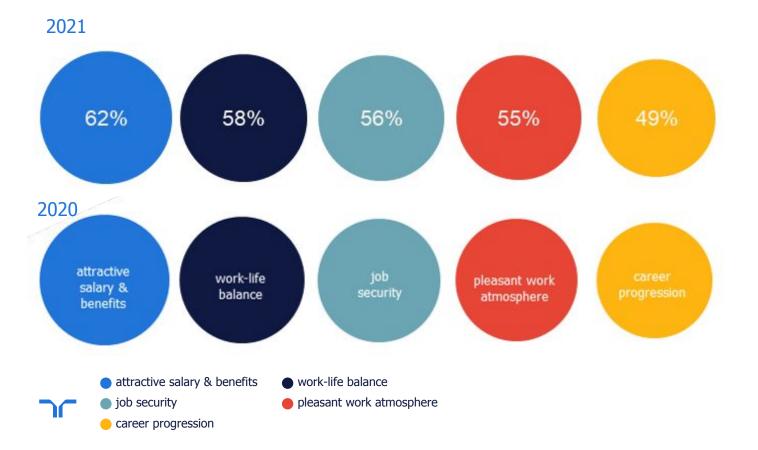
the workforce wants.



attractive salary & benefits remain the most sought-after driver.

the global top 5 remain the same when compared with 2020

top 5 reasons to choose an employer





latin america an outlier in the factor that matters most.

Attractive salary & benefits is the most important driver globally (62%) and scores highest among women (65%) and middle-educated employees (66%). Furthermore, women, those with mid-level education, and Latin American residents consider as many as eight employer attributes as important in an ideal employer, compared to the global average of seven.

Salary & benefits are also considered as most important in 4 of 5 regions, except for Latin America, where working-age adults rate career progression most important (70%).

The secondary drivers differ per region. In North America and APAC, work-life balance (60% and 54%, respectively) are critical, while in CIS, the financial health of the employer is considered very important (77%). A pleasant work atmosphere is the second-most important driver in Europe (64%), and in Latin America salary & benefits rank second (69%).





job security highly desired during times of crisis.

During times of crisis, one is more likely to think about job security. Our research shows that globally working-age adults rank this as the third-most important driver (56%). One's feeling of job security becomes more important with age, with a majority (61%) of those 55–64 ranking this as important, compared with just 48% of 18–24-year-olds.

When comparing different regions, job security is considered more important in Europe (62%), followed by Latin America (60%).

When it comes to remote working arrangements, a key pivot among employers around the world during the pandemic, nearly 2 in 5 survey respondents consider this a very important driver (38%). Similarly, the same ratio say a COVID-19 safe work environment is important for an ideal employer to have.

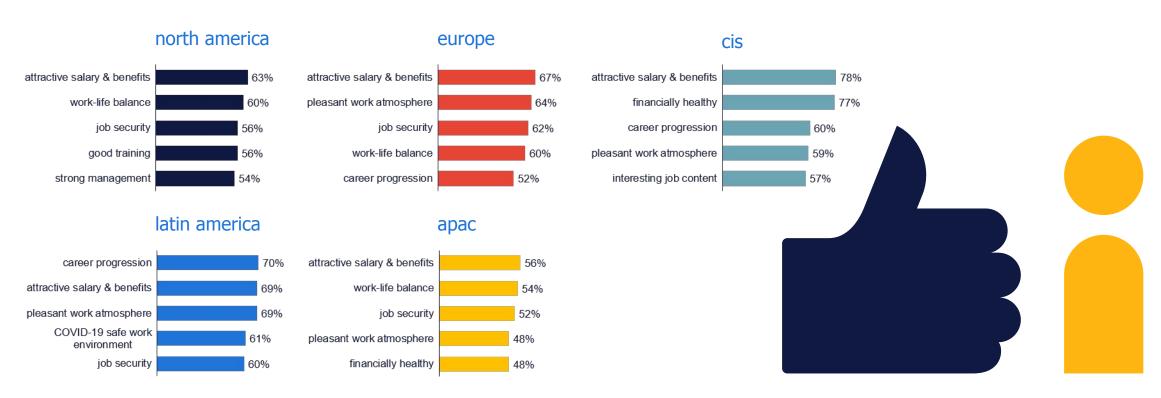




top 5 reasons to choose an employer.

regional differences shape an organization's employee value proposition

what employees want – by region





white-collar workers value a good work-life balance more.

The top 5 key drivers for both white-collar and blue-collar talent are consistently the same: financial health of the employer, job security, pleasant work atmosphere, salary & benefits, and work-life balance. White-collar professionals, however, are more closely aligned to the average global working-age adult.

Furthermore, when it comes to job security and a pleasant work atmosphere, both groups rank these drivers equally important. On the other hand, although work-life balance is in the top 5 most important drivers for both groups, this attribute is still more important among white-collar employees globally (58% and 51%, respectively).





top 5 most important drivers by job collar.

white collar



blue collar











sector attractiveness insights.

ITC and agriculture are the two most attractive sectors, according to our survey. Their top 5 key drivers include: career progression, a COVID-19 safe work environment, job security, an organization that has a good reputation and is financially healthy. These are consistently the same across the two sectors. Furthermore, the automotive, fast-moving consumer goods (FMCG) and life sciences sectors closely follow in attractiveness to make up the top five.

Regionally, ITC dominates in the three most attractive industries across the globe, with the exception of Latin America. The automotive sector is second-most attractive, placing among the top 3 most attractive industries in 3 out of the 5 regions.

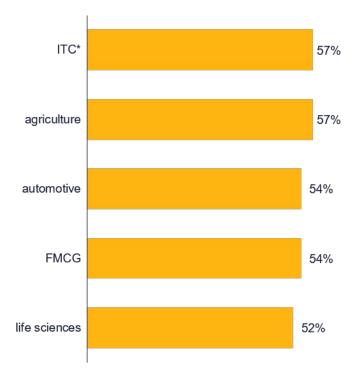
Employers from the top 5 sectors are globally rated highest on being financially healthy. The ITC and life sciences sectors are regarded more highly for a COVID-19-safe work environment. Employers from 4 of the 5 top sectors are perceived equally to offer long-term job security, with automotive the exception.





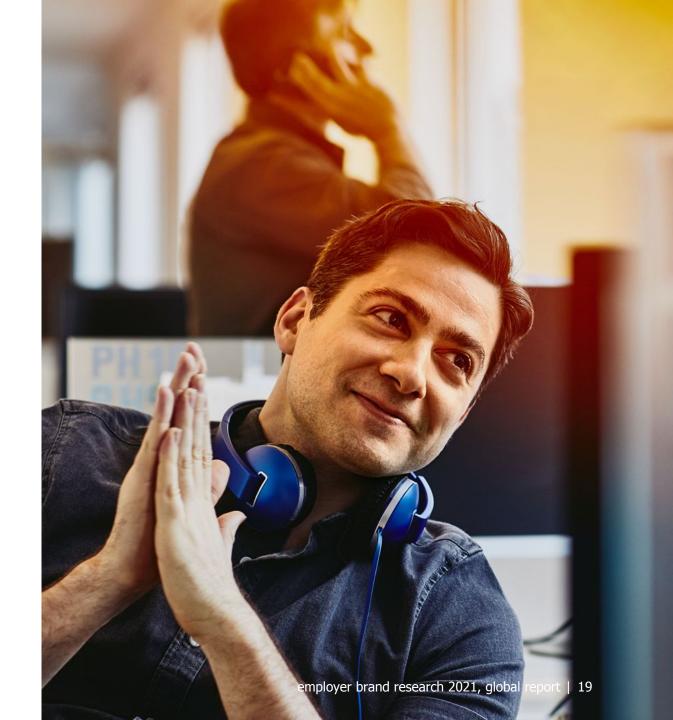
ITC and agricultural are the most attractive sectors worldwide.

sector attractiveness – global

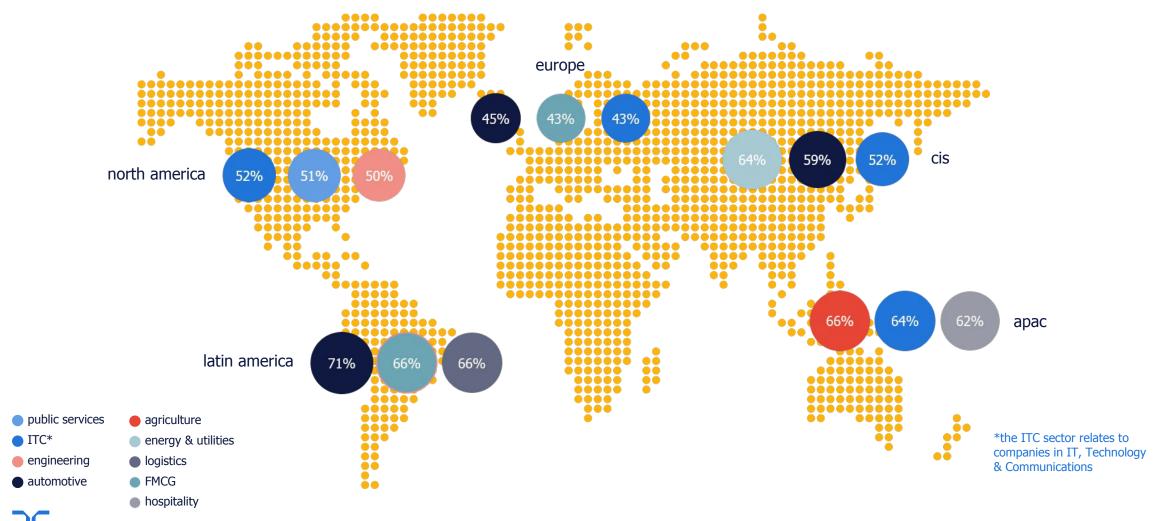


*the ITC sector relates to companies in IT, Technology & Communications

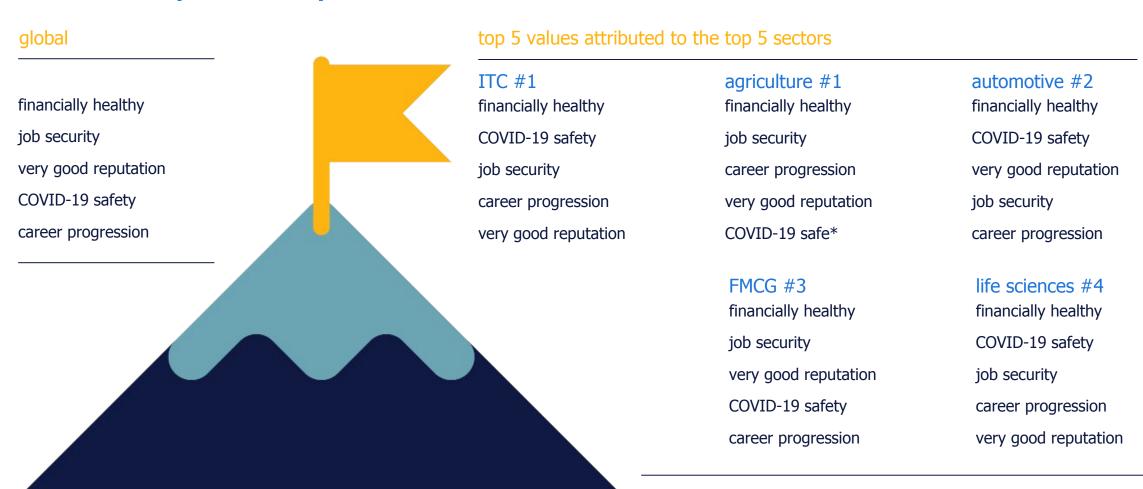




ITC is the top sector in 4 out of the 5 regions followed by automotive in 3 out of the 5 regions.

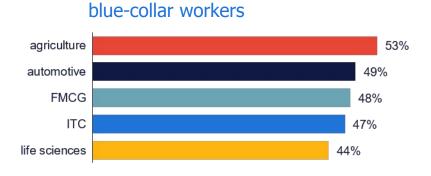


employers in the top 5 sectors score highest on being financially healthy.



white-collar employees find the ITC sector the most attractive sector whereas blue-collar workers find the agricultural sector most attractive.



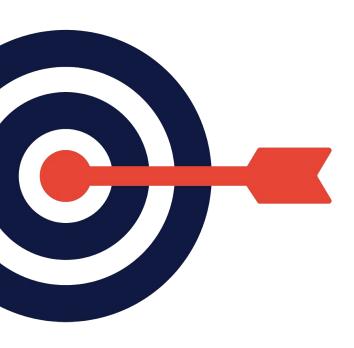


^{*}the ITC sector relates to companies in IT, Technology & Communications





sector attractiveness does not always mean that everyone has the skills to work in those sectors.



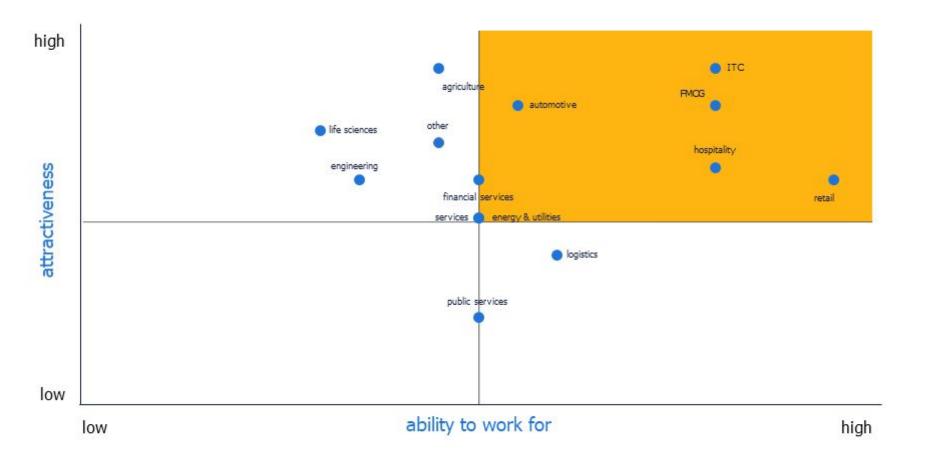
Globally, the retail sector is viewed by the highest percentage of survey respondents as an industry for which their skills are suited. The next highest percentages are in the ITC, FMCG and hospitality sectors.

When further examining white-collar preferences, this group believes it possesses the highest ability to work in ITC. Blue-collar workers find agriculture the most attractive sector but feel most qualified for retail.

Although the agricultural sector is a highly attractive sector, fewer working-age adults feel that they could work in this sector when compared to most of other sectors. Employers may want to offer more training opportunities so workers can gain the skills and confidence needed to enter this field.



global sector attractiveness versus perception of ability to work for it.





high ability to work for

sectors with a high score contain more companies whom respondents feel they could work for, based on their skills.

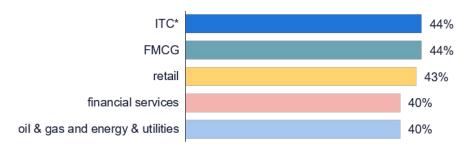
high attractiveness

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

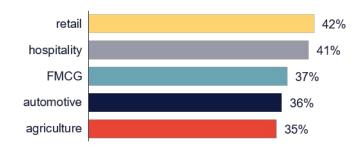


perception of ability to work for by whitecollar & blue collar

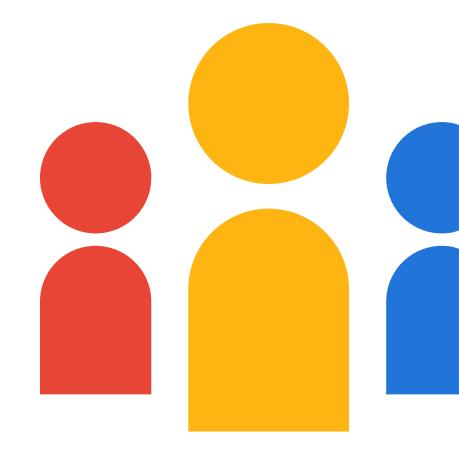
white-collar employees



blue-collar workers

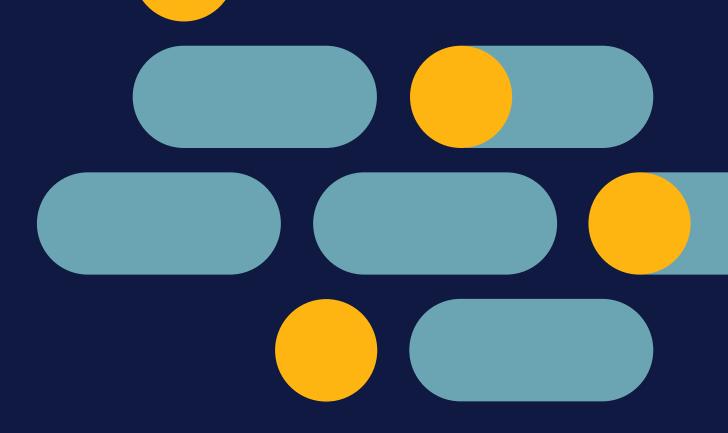


*the ITC sector relates to companies in IT, Technology & Communications





switching



behavior.



1 in 5 plan to change employers.

Of the survey respondents, 12% changed their employer in the last half of 2020, more so among those aged between 18–34. Overall, 20% intend to switch employers in the first half of 2021, which sees the same age group intending to do so.

The highest number who in the last half of 2020 switched jobs was in North America, followed by CIS and Latin America (16% and 12%, respectively). Compared with other regions, working-age adults in Latin America are most likely to consider (26%) changing their employer in the first half of 2021.

Those who did not change their employer were more inclined to consider job security, attractive salary & benefits, the financial health of a company, and a pleasant work atmosphere more important than those who changed jobs in the last half of 2020.





job switching is highest in north america while intention to do so is highest in latin america.





job switching by job collar.

global switchers

12%

changed employer in the past 6 months.

global intenders

20%

plan to change employer within the next 6 months. white-collar switchers

11%

white-collar intenders

17%

blue-collar switchers

13%

blue-collar intenders

17%

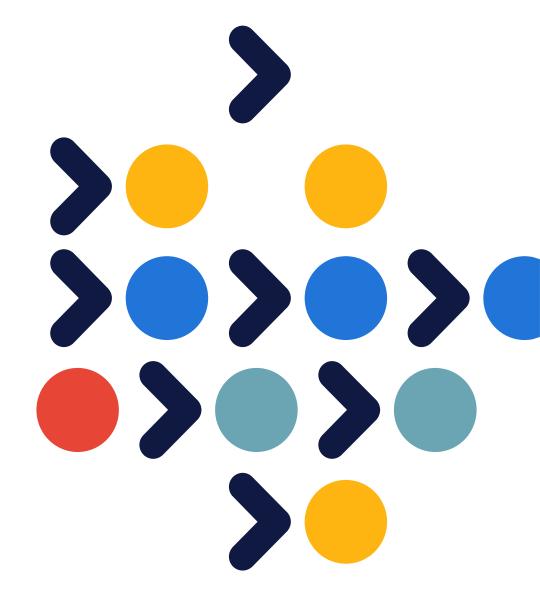




job portals remain critical to talent seeking new opportunities.

Job portals (32%) are the channel most often used by job seekers. This is especially true for women (cited by 37%) and for candidates in the APAC and CIS regions (42% and 48%, respectively).

In the CIS region, personal connections are far more popular than in the rest of the world (45% vs. 25%). North Americans use Google most often for finding work (32%), and in APAC there are more who use recruiters and attend job fairs compared with other regions (37%) and 23%, respectively). This is also true among white-collar workers when compared to their blue-collar counterparts. White-collar employees tend to use recruitment agencies (31%) more so than any other channels.

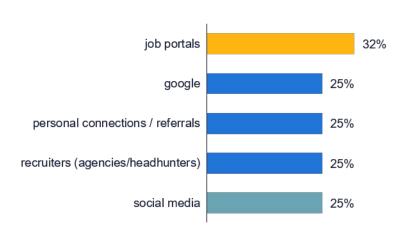




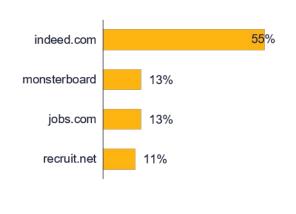
channels used to find the next job.

Besides job portals, the remaining channels in the top 5 are all equally used for finding that next job. Among those switching through job portals, a vast majority do so with the help of indeed.com. Facebook is the most used social media channel for finding a job.

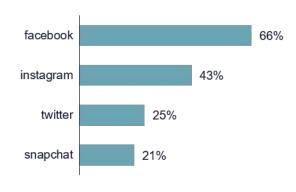
top 5 channels used to find a job



top 4 job portals



social media





COVID-19

in focus.





COVID-19 and its impact on the labour market.

Despite the disruption caused by the pandemic, half of the global workforce continued to work as usual, our survey found. This is especially true for adults 35–54 (cited by 55%) and higher-educated workers (60%). Worldwide, white-collar adults (66%) continued to work normally as opposed to blue-collar workers (54%). Those in the APAC (60%) and CIS (57%) regions continued to work their regular hours.

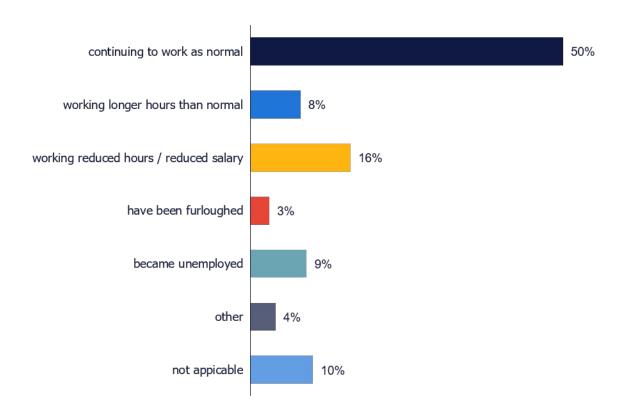
On the flip side, 40% of the global workforce were either furloughed, became unemployed, worked different hours than usual or for other reasons saw their employment situation change due to COVID-19. A higher proportion of those who were furloughed or became unemployed was among 18–34-year-olds (14%), lower-educated employees (22%), and those in Latin America (18%) and North America (20%).





how COVID-19 affected employment.

how COVID-19 changed one's employment situation



fear of job loss

global

26%

employees who continued to work in 2020 are afraid they will lose their job in 2021 as a result of COVID-19.

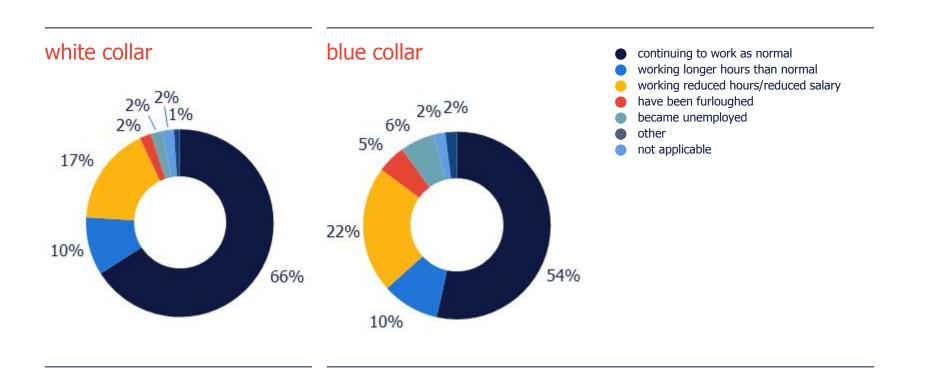
region

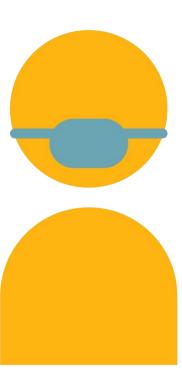
employees in Latin America (46%) whose jobs were not affected in 2020 by COVID-19 are the most afraid of losing their job in 2021, whereas employees in Europe (24%) and those in APAC (25%) are least afraid of losing their job in 2021.



employment situation changes due to COVID-19 by job collar.

more white-collar workers continued working regular hours than blue-collar workers.







plan to change employment among adults fearing job loss versus those unafraid.



afraid

29%

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

not afraid

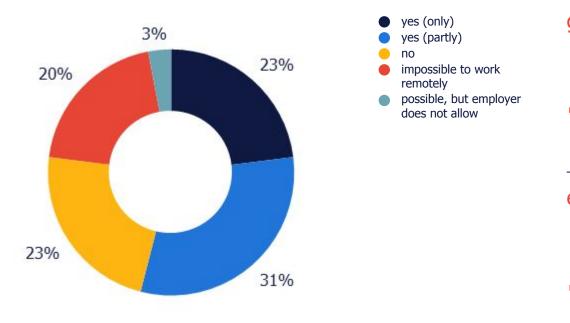
12%

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



remote working due to COVID-19.

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



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

global	apac	latam
34%	36%	23%
europe	north america	cis
23%	41%	26%

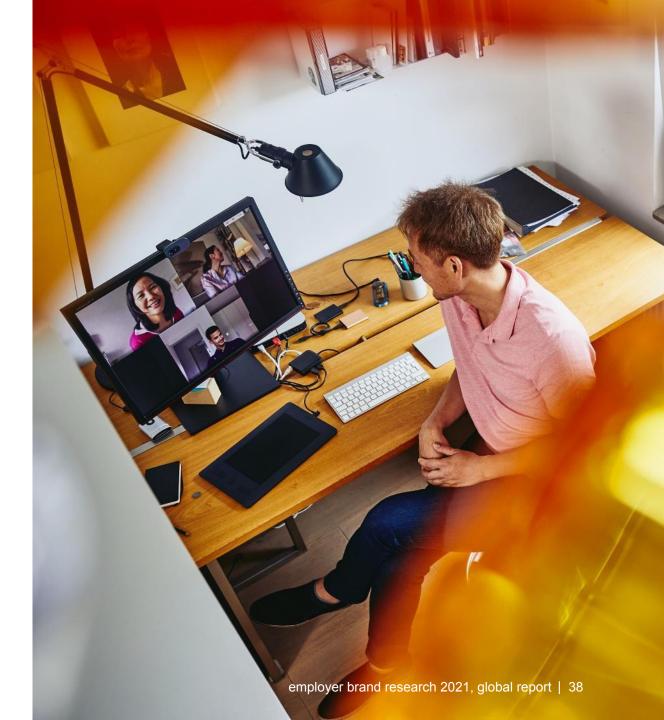


remote work is important to more than one-third.

Globally, 38% of talent is attracted to companies offering the possibility of working remotely. Furthermore, women (42%), those aged 25–34 (39%) and those with mid-level education (42%) are more inclined to rank this driver as more important. Regionally, working remotely can be seen as important to those in Latin America (48%) and North America (43%).

Of the 54% of those who started working more remotely, 61% were involved in the decision to do so, whereas for 38% the decision was mandated by their employer and/or regulatory authorities.

Globally, more of those living in North America and Latin America started working remotely. On the other hand, more jobs in Europe (28%) and CIS (31%) were required to be performed remotely than jobs in the other regions.





intention to change employer based on impact of COVID-19.

intenders – affected by COVID-19 2021

31%

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

intenders – not affected by COVID-19

14%

plan to change employer in the next 6 months.

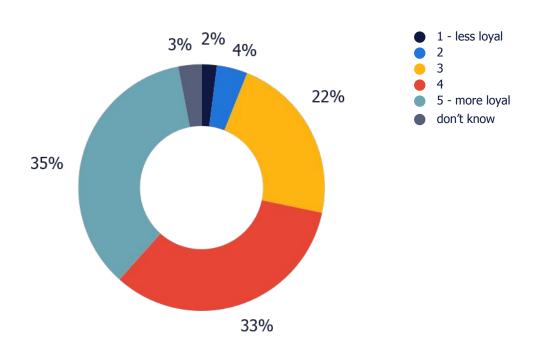
If one's employment situation has changed due to COVID-19, the intention to change to a new employer is considerably higher (31%) than those whose situation didn't alter.

The way employers worldwide have supported their employees and managed the pandemic has had a positive impact on loyalty. Overall, 68% of talent feel more loyal to their employer, while only 6% feel less loyal.

A high percentage of adults who are more educated (71%), aged 25–34 (71%), and located in North America (73%), Latin America (72%) and APAC (73%) say they are more loyal to their employer. Less educated workers (53%), the youngest group of the workforce (60%), and workers in Europe (56%) and the CIS (20%) were less loyal.

loyalty towards employers in 2021.

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



percentage of employees who feel more loyal to their employers, based on way of working and involvement in decision to work remotely

works only remotely

69%

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

own decision to work remotely

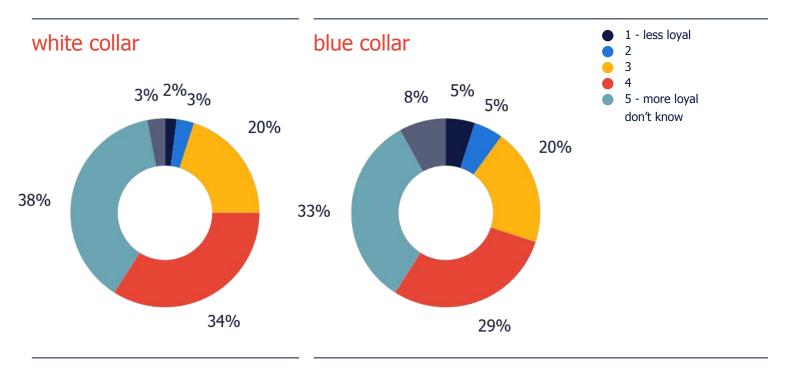
74%

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 towards employers in 2021 by job collar.

white-collar workers were more loyal toward their employer than blue-collar workers when asked how employers supported and handled the pandemic.







appendix.



- 1 what talent want country comparison
- 2 what talent want trend analysis
- 3 about the research



what the workforce wants

> country comparison.



what do talent want by market. 1/4

	global	argentina	australia	austria	brazil	belgium	canada	china	czech rep.	france
attractive salary & benefits	62%	68%	58%	74%	74%	67%	69%	54%	74%	65%
work-life balance	58%	55%	63%	61%	64%	58%	66%	53%	52%	58%
job security	56%	64%	57%	71%	59%	61%	61%	52%	67%	52%
pleasant work atmosphere	55%	68%	53%	71%	74%	61%	58%	46%	66%	63%
financially healthy career progression	49% 49%	35% 64%	45% 46%	61% 54%	57% 77%	46% 49%	51% 52%	50% 48%	68% 53%	42% 53%
good training	47%	44%	56%	45%	66%	39%	58%	35%	35%	42%
strong management	44%	34%	49%	34%	66%	27%	53%	40%	28%	23%
COVID-19 safe work environment	43%	44%	46%	35%	65%	39%	54%	30%	24%	36%
location	41%	27%	48%	44%	42%	45%	48%	34%	54%	39%
interesting job content	40%	42%	41%	55%	43%	43%	46%	33%	58%	46%
very good reputation	39%	29%	45%	35%	53%	31%	48%	27%	37%	25%
possibility to work remotely	38%	47%	37%	45%	48%	38%	44%	28%	40%	38%
diversity & inclusion	37%	36%	41%	36%	57%	28%	44%	32%	27%	31%
gives back to society	35%	37%	36%	40%	58%	34%	39%	30%	26%	35%
uses latest technologies	30%	36%	30%	28%	46%	23%	31%	29%	25%	25%



what do talent want by market. 2/4

	germany	greece	hong kong	hungary	india	italy	japan	kazakh -stan	luxem- bourg	malaysia
attractive salary & benefits	67%	77%	62%	76%	62%	61%	54%	79%	79%	72%
work-life balance	54%	61%	60%	61%	65%	66%	46%	48%	69%	69%
job security	68%	64%	51%	66%	61%	58%	43%	49%	74%	61%
pleasant work atmosphere	63%	73%	45%	71%	51%	64%	53%	61%	66%	59%
financially healthy	56%	45%	52%	66%	59%	51%	33%	72%	57%	62%
career progression	46%	67%	45%	46%	57%	54%	26%	67%	54%	61%
good training	49%	49%	45%	38%	58%	51%	25%	48%	41%	55%
strong management	32%	35%	43%	36%	60%	37%	29%	41%	30%	64%
COVID-19 safe work environment	39%	46%	43%	33%	61%	45%	32%	32%	36%	63%
location	37%	40%	39%	46%	50%	34%	33%	37%	43%	47%
interesting job content	50%	40%	36%	31%	49%	42%	34%	61%	55%	42%
very good reputation	38%	35%	39%	14%	59%	37%	22%	42%	35%	50%
possibility to work remotely	43%	38%	32%	38%	52%	39%	23%	38%	41%	46%
diversity & inclusion	35%	31%	29%	33%	48%	36%	26%	50%	38%	43%
gives back to society	36%	40%	31%	29%	52%	36%	18%	37%	40%	43%
uses latest technologies	29%	38%	28%	23%	55%	34%	12%	45%	32%	44%



what do talent want by market. 3/4

	mexico	nether- lands	new zealand	norway	poland	portugal	romania	russia	singapore	spain
attractive salary & benefits	64%	76%	67%	54%	80%	71%	74%	78%	74%	70%
work-life balance	50%	66%	71%	47%	60%	66%	58%	53%	74%	66%
job security	60%	56%	64%	51%	70%	66%	68%	57%	60%	62%
pleasant work atmosphere	63%	76%	62%	61%	70%	65%	69%	59%	58%	64%
financially healthy	41%	51%	51%	40%	56%	57%	48%	78%	57%	41%
career progression	64%	53%	55%	41%	64%	64%	65%	60%	59%	57%
good training	37%	35%	62%	55%	53%	53%	54%	42%	52%	48%
strong management	40%	27%	60%	37%	29%	41%	47%	43%	56%	29%
COVID-19 safe work environment	62%	29%	49%	40%	39%	49%	48%	34%	43%	51%
location	37%	51%	46%	33%	48%	39%	28%	52%	46%	41%
interesting job content	39%	60%	48%	53%	43%	41%	36%	57%	41%	51%
very good reputation	37%	20%	50%	28%	46%	31%	43%	50%	41%	34%
possibility to work remotely	48%	37%	43%	34%	42%	41%	44%	40%	46%	43%
diversity & inclusion	41%	21%	47%	38%	35%	39%	35%	48%	40%	39%
gives back to society	44%	25%	42%	34%	34%	40%	31%	29%	31%	43%
uses latest technologies	43%	15%	31%	23%	35%	32%	38%	36%	31%	34%



what do talent want by market.

	sweden	switzer- land	ukraine	UK	US
attractive salary & benefits	54%	70%	79%	64%	62%
work-life balance	58%	65%	46%	65%	60%
job security	56%	66%	52%	61%	56%
pleasant work atmosphere	66%	71%	62%	55%	52%
financially healthy	37%	56%	70%	46%	49%
career progression	48%	50%	64%	51%	47%
good training	38%	45%	37%	58%	56%
strong management	47%	32%	39%	51%	54%
COVID-19 safe work environment	37%	36%	31%	54%	51%
location	36%	42%	39%	49%	46%
interesting job content	60%	52%	57%	46%	37%
very good reputation	31%	36%	40%	47%	49%
possibility to work remotely	38%	44%	39%	43%	43%
diversity & inclusion	34%	38%	39%	44%	41%
gives back to society	35%	41%	33%	39%	36%
uses latest technologies	20%	29%	39%	30%	31%



what talent want



trend analysis.



driver attractiveness by year.

reasons to choose an employer



^{*}when comparing 2021 with previous years, please note that this question has been altered. Respondents are now free to choose as many drivers as they considered important while in previous years they were forced to pick exactly 5 drivers only.

^{***}only researched in 2021



^{**}not researched in 2021

about the



research.



what is the randstad employer brand research?

- a representative employer brand research based on perceptions of the general audience. Optimizing 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 each market's largest employers known by at least 10% of the population.
- provides valuable insights to help employers shape their employer brand.





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





worldwide

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

sample

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

fieldwork

- online interviews
- between january and february 2021

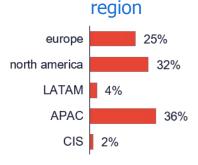
length of interview

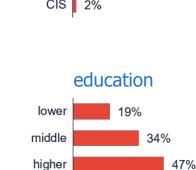
• 16 minutes

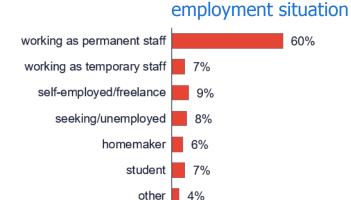


sample composition socio-demographics gender, region, employment situation, age, education.









total sample: n= 193,925

fieldwork: between january and february 2021

age

23%

61%

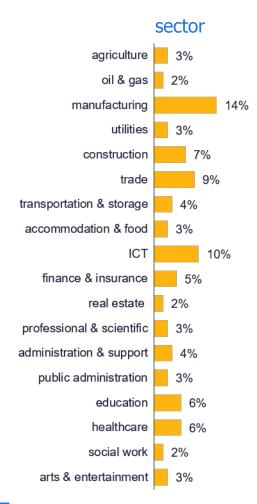
18-24

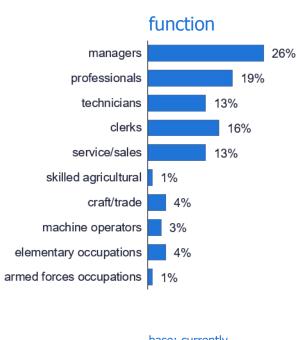
25-44

45-64



sample composition sector, function.





base: currently employed (n=144,970)





employer brand research methodology.

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.

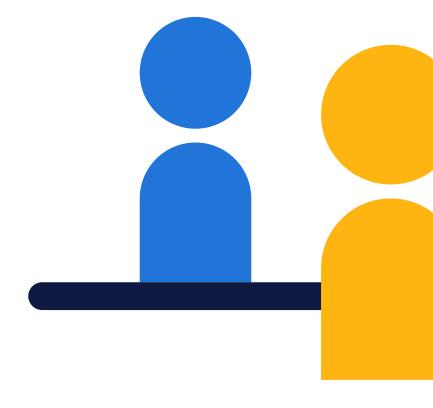
In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

This method ensures that the lesser known companies are shown to more respondents in order to realize a sufficiently 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.



breakdown of respondents by market.

country*	n=
argentina	4,721
australia	6,850
austria	3,853
belgium	14,100
brazil	3,770
canada	3,590
china	4,360
czech republic	4,750
france	7,906
germany	3,900
greece	3,600
hong kong	2,630
hungary	7,606
india	3,616
italy	6,581
japan	5,695
kazakhstan	3,502

country*	n=
luxembourg	1,503
malaysia	2,523
mexico	7,420
netherlands	13,245
new zealand	4,152
norway	3,871
poland	4,931
portugal	5,126
romania	4,700
russia	13,842
singapore	3,003
spain	9,973
sweden	4,716
switzerland	4,301
Ukraine	6,703
UK	9,082
US	3,804
total global cample	102.025
total global sample	193,925







^{*}global data is weighted on GDP

the employer brand roadmap.





randstad

human forward.

