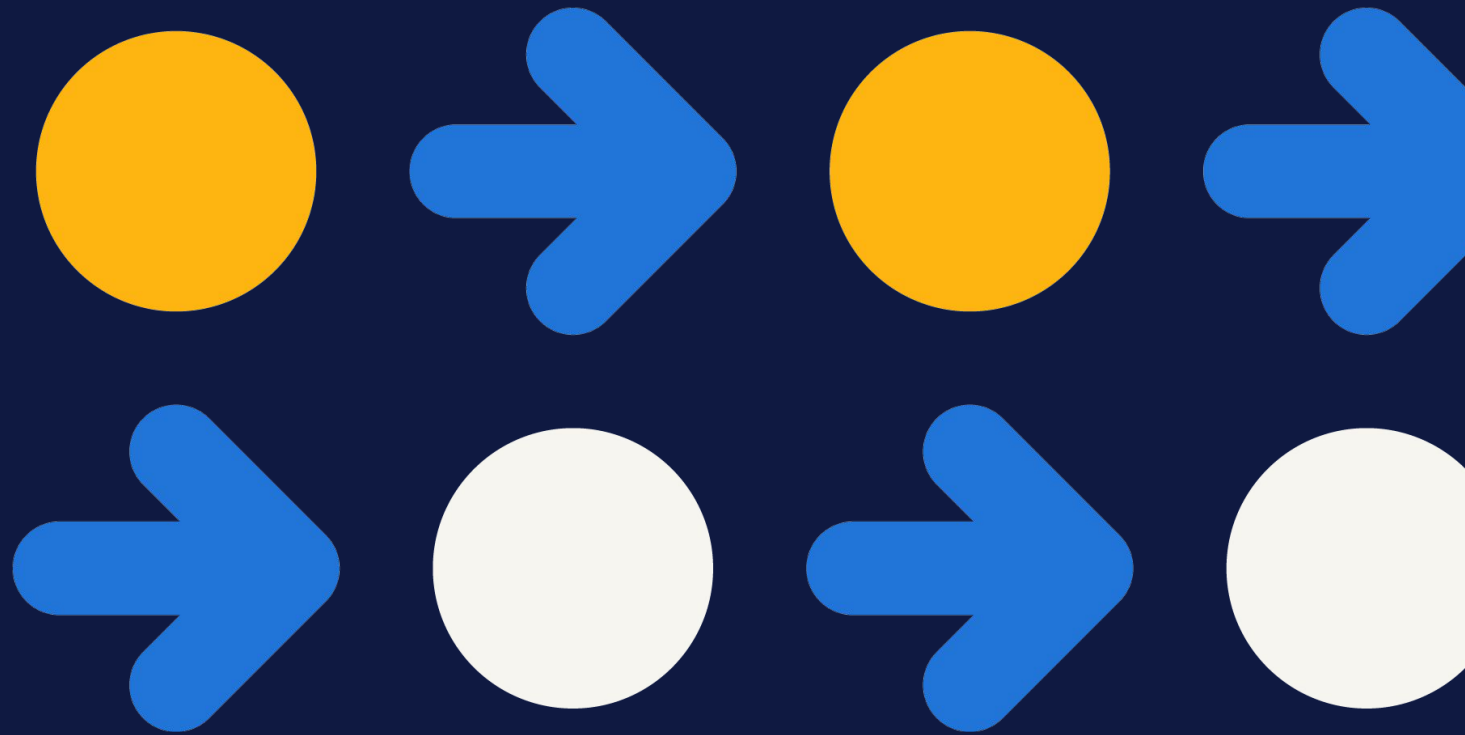


employer
brand research
2021



india.

 randstad

human forward.

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.¹

50%

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

96%

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

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire great workforce.⁴ 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.⁵

1-2x

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

#1

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

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.⁹

52%

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



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
russia
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
- 3,616 respondents

country

- online interviews

fieldwork
february 2021

- 16 minutes

length of interview



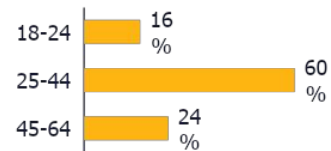
sample composition in india

socio-demographics, employment status, region.

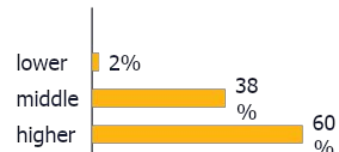
gender



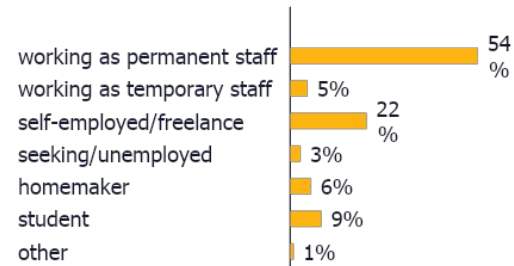
age



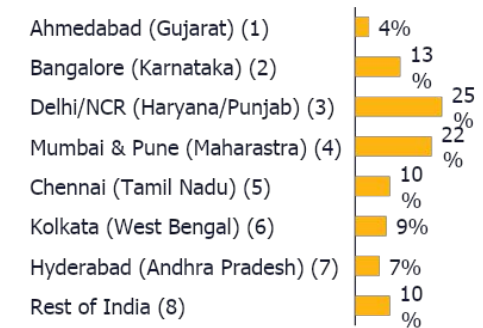
education



employment status



region



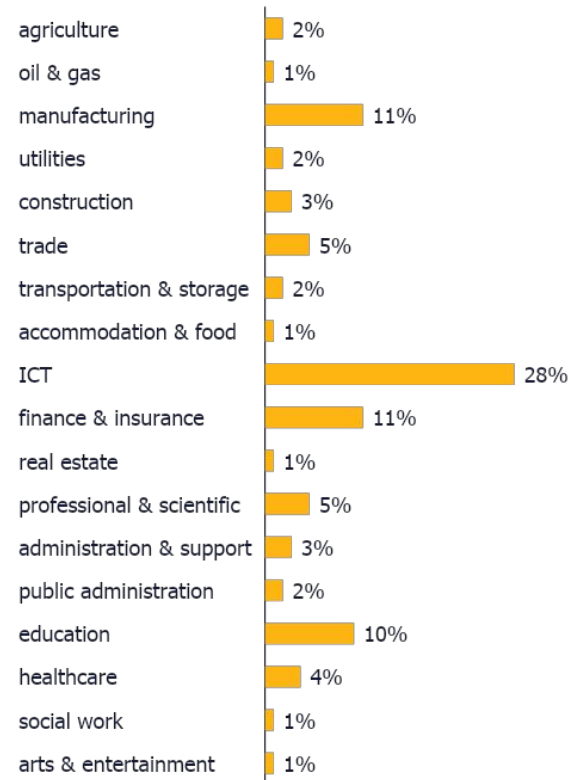
1. Ahmedabad, Rest of Gujarat (not Ahmedabad)
2. Bangalore, Rest of Karnataka (not Bangalore)
3. Delhi/NCR, Rest of Haryana/Punjab (not Delhi/NCR)
4. Mumbai, Pune, Rest of Maharashtra (not Mumbai or Pune)
5. Chennai, Rest of Tamil Nadu (not Chennai)
6. Kolkata, Rest of West Bengal (not Kolkata)
7. Hyderabad, Rest of Telangana and Andhra Pradesh (not Hyderabad)
8. Rest of India (none of the above)

total sample: 3,616
fieldwork: january 2021



sample composition in india sector, function.

sector



function



base: currently employed (n=2,926)



india

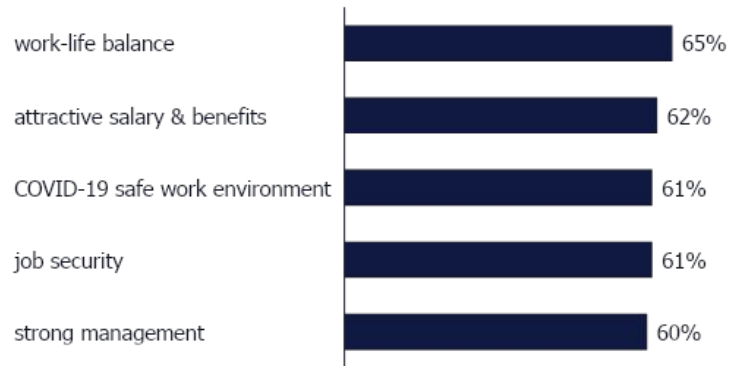
employer
attractiveness.



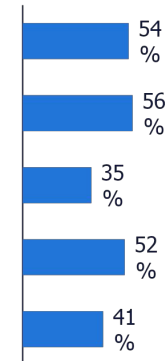
what potential employees want

the 5 most important drivers when choosing an employer.

top 5 most important drivers



apac 2021

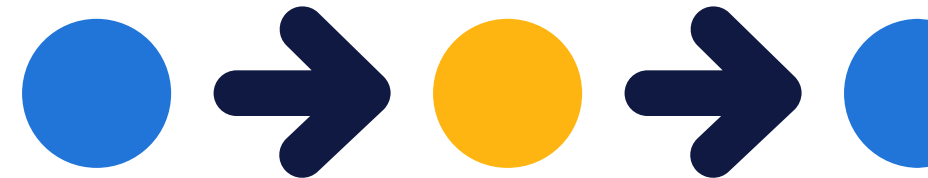


india top 5 drivers 2020

- 01 work-life balance
- 02 attractive salary & benefits
- 03 job security
- 04 financially healthy
- 05 strong management

india top 5 drivers 2019

- 01 attractive salary & benefits
- 02 work-life balance
- 03 job security
- 04 career progression
- 05 strong management



*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

work-life balance

Work-life balance is the most important driver, but all top 5 drivers do not differ much in importance to potential employees. Work-life balance scores the highest among females and those aged between 25 and 54. This is also true for the #3 driver COVID-19 safe work environment. Women, those aged 34 to 54 and the higher educated are more demanding overall as they point out on average 9 drivers to be important to them, as opposed to men and the 18-to-24-year-olds who point out 7 drivers or the lower educated who chose just 3 drivers on average.

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

employers' proposition

reputation, COVID-19 safe and financial health

Indian employees rate their own employers highest on very good reputation, having a COVID-19 safe work environment and financial health. Employers are rated highest on good reputation by women and the higher educated, on financial health by those aged 35 to 54 and the higher educated and on having a COVID-19 safe work environment by the higher educated.

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

recommended employer focus

work-life balance

Employees rate work-life balance as the fourth driver offered by their employer, whereas it is the most important to them. It is therefore recommended that the average employer in India pays more attention to employee work-life balance to enhance their attractiveness among prospective or current employees. Also, attractive salary & benefits stands out as the driver that is second-highest important to employees, however, the average Indian employer receives the lowest rating on this driver by its own employees.



what do potential employees want job collars in focus.

white-collar

66%

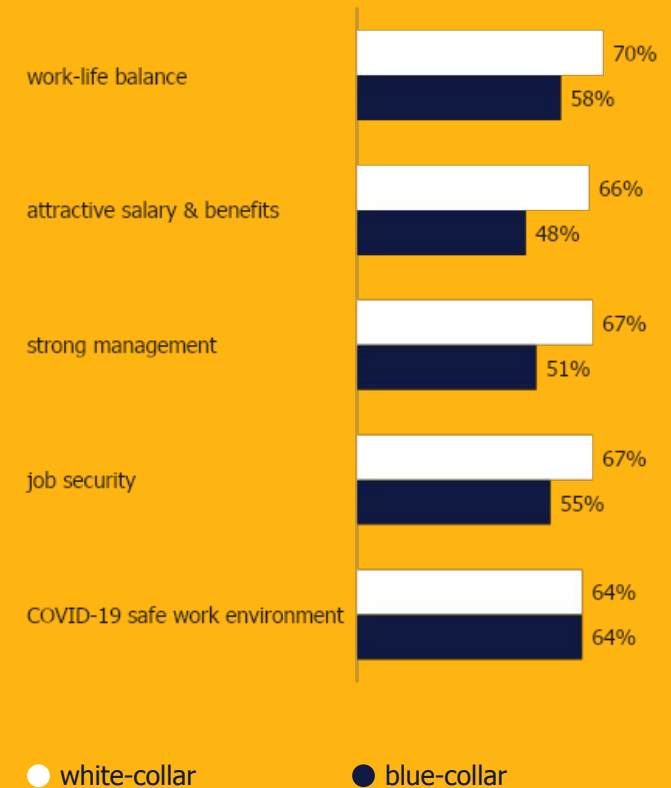
of white-collar employees consider attractive salary & benefits almost of equal importance to strong management and job security.

blue-collar

64%

of blue-collar workers consider a COVID-19 safe work environment the most important driver. This is different from the average employee who considers work-life balance the most important driver.

most important attributes



job-switching behavior



in focus.

switching behavior finding another employer.

1 in 5 Indians changed employer

21% of Indian employees changed their employer in the last half of 2020 with those aged 25 to 34 and the lower educated having switched employers most often. Furthermore, 36% intend to switch employers in the first half of 2021 and this is more so for those aged 25 to 34.

google – top channel to find jobs

Google (48%) is the most used channel to find a new job, especially among the higher educated. The next most used channels are Social media with Facebook ranking first. Job portals are more used by those aged 25 to 34 when finding a job. There are no significant gender difference between preferences when it comes to job channels.



most important attributes switchers vs. stayers.

switchers

2021
21%

changed employer in the
past 6 months.

2021
21%

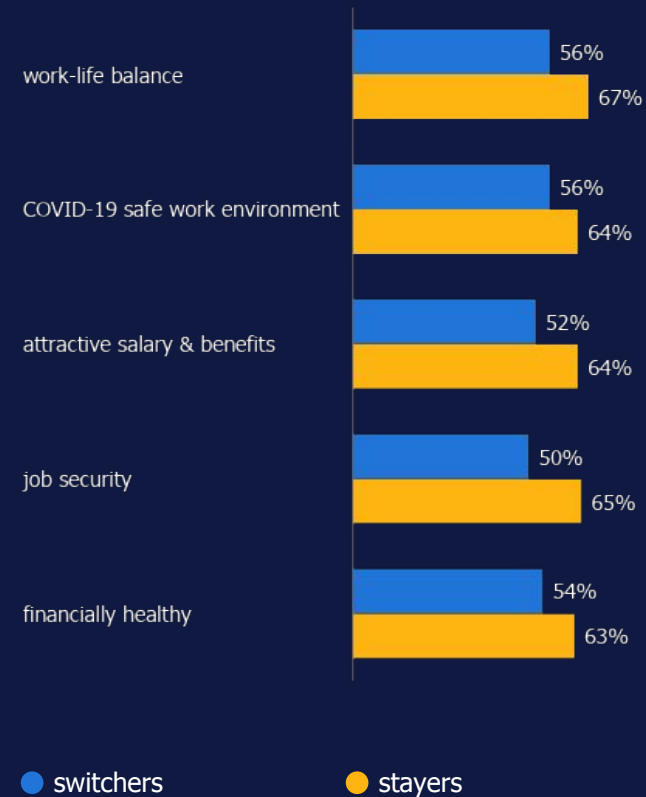
of those affected by
COVID changed employer
in the past 6 months.

stayers

2021
78%

stayed with their employer
in the past 6 months.

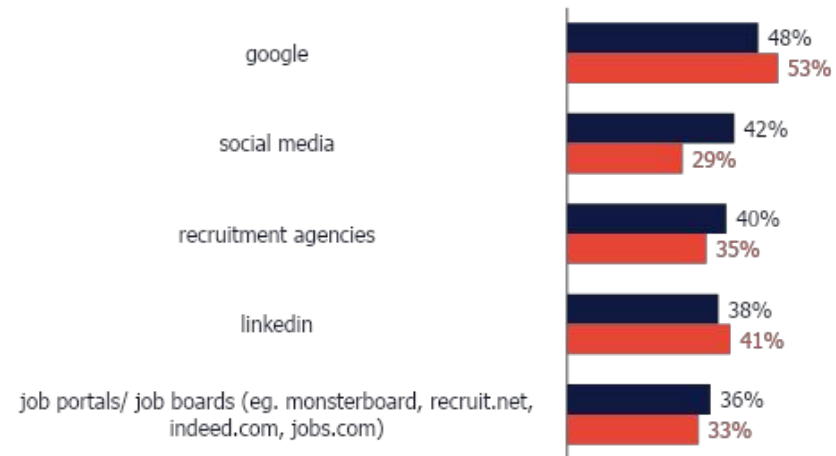
most important attributes



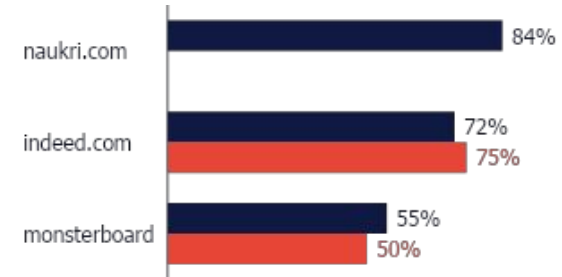
* past 6 months = last half of 2020. REBR2021 covers a period of 6 months (as opposed to 12 months in the past) in order to better capture the impact of COVID-19.

how do employees in india find new job opportunities.

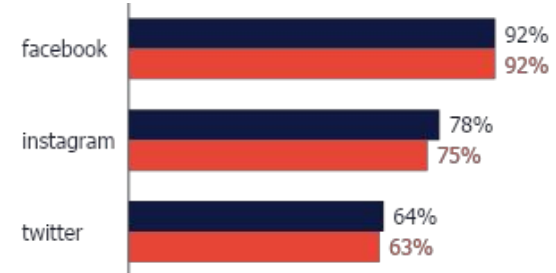
top 5 channels used to find new job opportunities



top 3 job portals



top 3 social media channels



● 2021

● 2020



COVID-19

in focus.



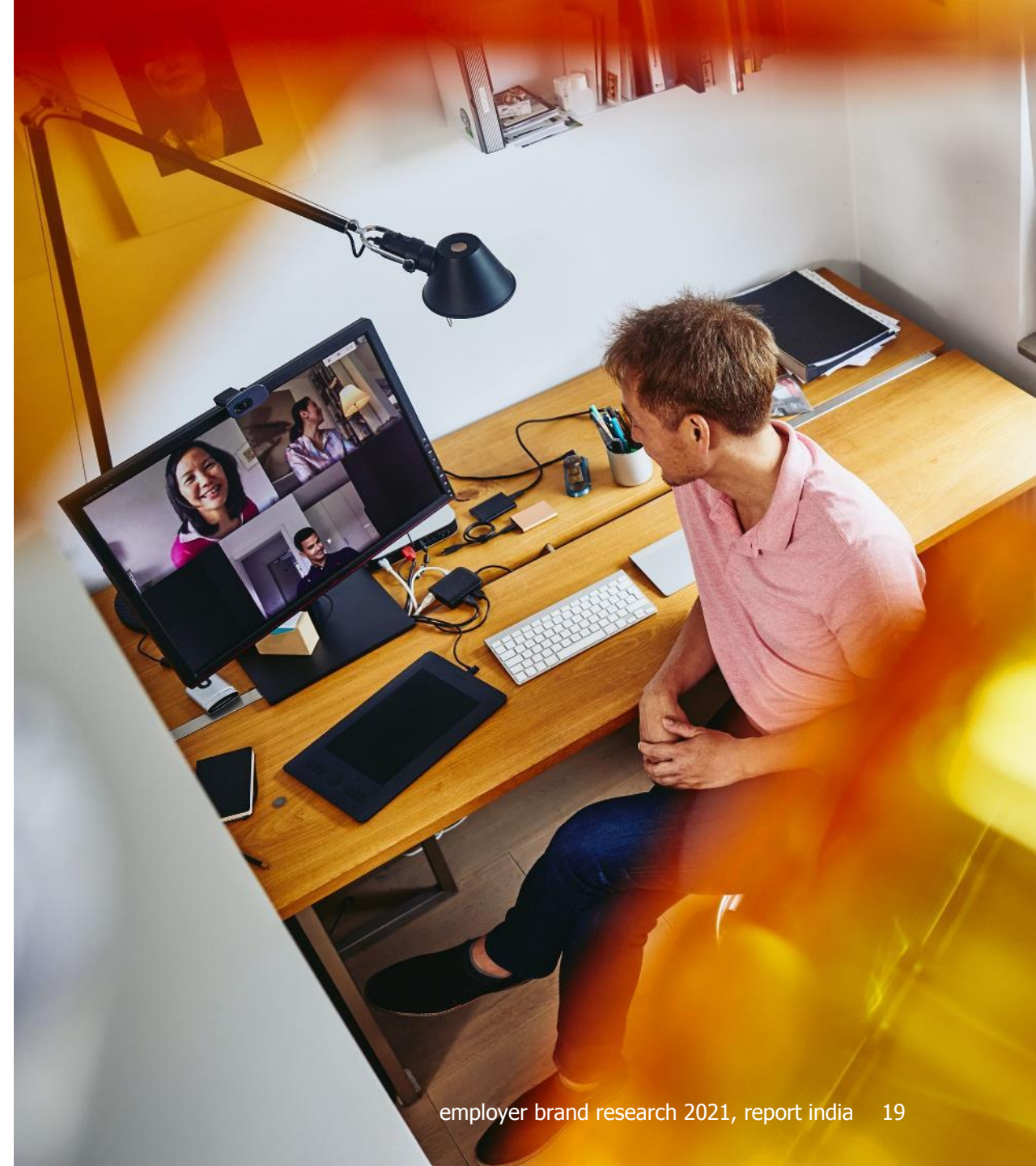
COVID-19 and its impact on the labor market.

possibility for remote work fairly important

About half of the Indian employees (52%) are attracted by the possibility to work remotely. Women, those aged 25 to 54 and the higher educated employees are more inclined to consider this driver more important. Part-time workers incline to rank this driver less important when compared to the average workforce.

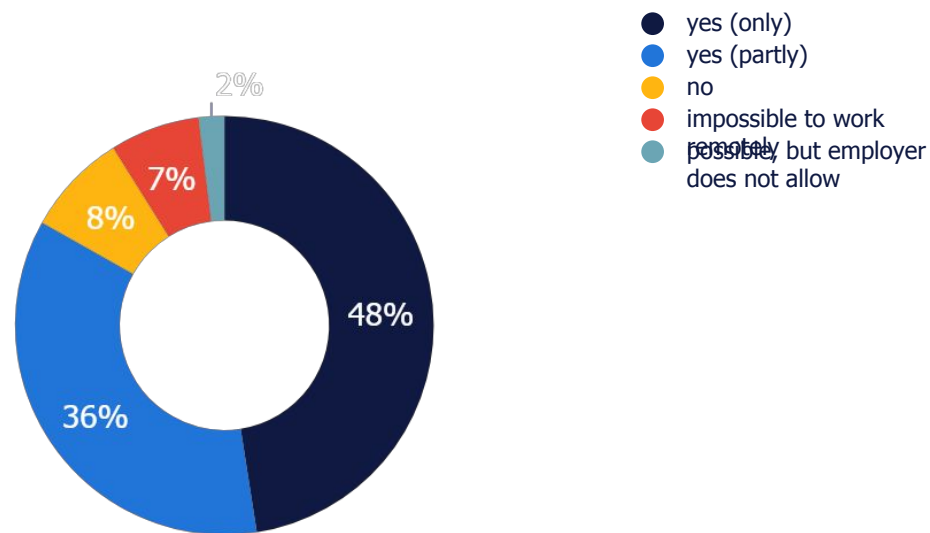
most employees (84%) started to work (more) remotely during COVID-19 pandemic

Out of the 84% of those who started working more remotely, 70% were involved in the decision to work remotely, whereas for 29% of employees the decision was imposed on them by their employer and/or authorities. Men, employees aged 25 years or older and the higher-educated employees continued to work as normal more often.



remote working due to COVID-19.

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



india

36%

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

Having an influence or not on the decision to work more remotely is higher among those aged 55 or older. There is no relation with gender and education.

Only 2% of employees who can work from home are not allowed to do so by their employer. Next to that, for 7% of employees, jobs are bound to the premises which makes working from home or elsewhere impossible.

apac

36%

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

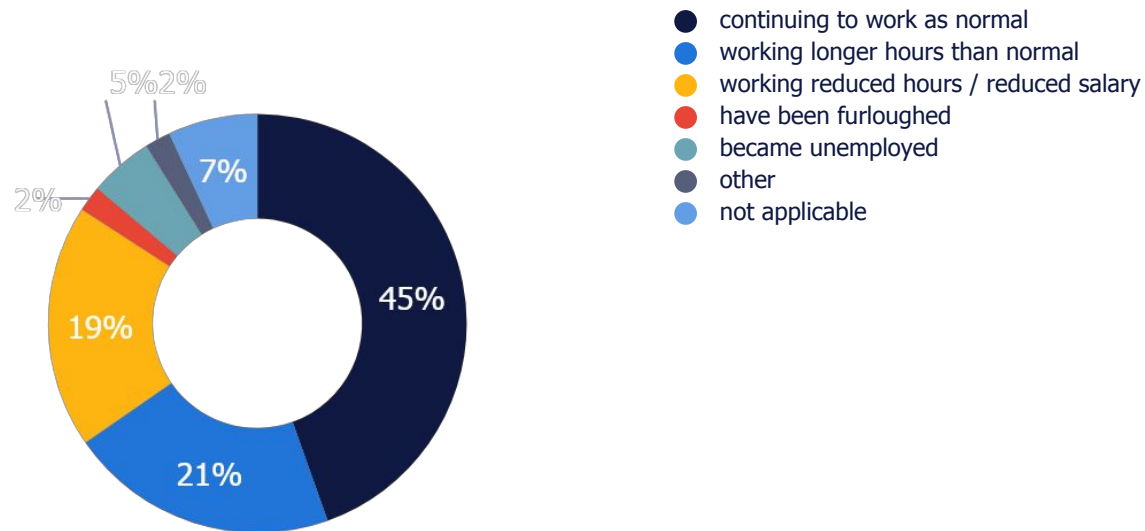
When looking across APAC, we see more men (42%) and those 55 and older (49%) making their own decision to work remotely. Furthermore, 40% of APAC employees were obliged to work more remotely by their employer and / or the authorities.

A very little proportion of APAC employees who could work from home were not allowed to do so by their employer (4%). For 16% of APAC employees, working from home is impossible as their jobs are bound to the premises with this being most often the case for the lower-educated (49%).



employment situation changes due to COVID-19.

how COVID-19 changed one's employment situation



half of the employees saw their employment situation change

49% of employees were either furloughed, became unemployed, worked more or fewer hours than usual or for other reasons saw their employment situation change due to COVID-19.

A higher proportion of those who continued to work as normal are men and those aged 25 or older. The younger generation (24 or younger) became unemployed most often (10%).

About half of the employees continued to work as normal. however, those aged 25 to 34 were more likely to work longer hours than normal (23%), whereas men were more likely to work reduced hours (21%).

apac

33%

have seen their employment situation change due to COVID-19.

job loss fear in 2021 intention to switch.

51%

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

28%

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

most important attributes



* next 6 months = first half of 2021. REBR2021 covers a period of 6 months (as opposed to 12 months in the past) in order to better capture the impact of COVID-19.

intention to switch amongst those affected by COVID-19.

intenders

2021

36%

plan to change employer in the
next 6 months.

intenders

2021

42%

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



* next 6 months = first half of 2021. REBR2021 covers a period of 6 months (as opposed to 12 months in the past) in order to better capture the impact of COVID-19.

If one's employment situation has changed due to COVID-19, the intention to change to a new employer is considerably higher (42%) than those who just intend to change employers (36%).

The way Indian employers have supported their workforce and handled the pandemic has had a very positive impact on loyalty among employees. No less than 82% of employees now feel that they are more loyal as opposed to a mere 5% who feel less loyal to their employer. Female employees (86%) are more likely to have become more loyal than men were (79%). Those who were obliged to work from home were slightly less likely to say their loyalty increased (78%) when compared to those who could play a role in the decision to work from home (84%).

job loss fear in 2021 due to COVID-19.

considerable fear of losing job

Even though the general feeling is one of job stability (41% were not afraid of losing their job), 1 in 3 Indians do worry that they will lose their job in 2021. There are no major differences when looking at the various socio-demographics.

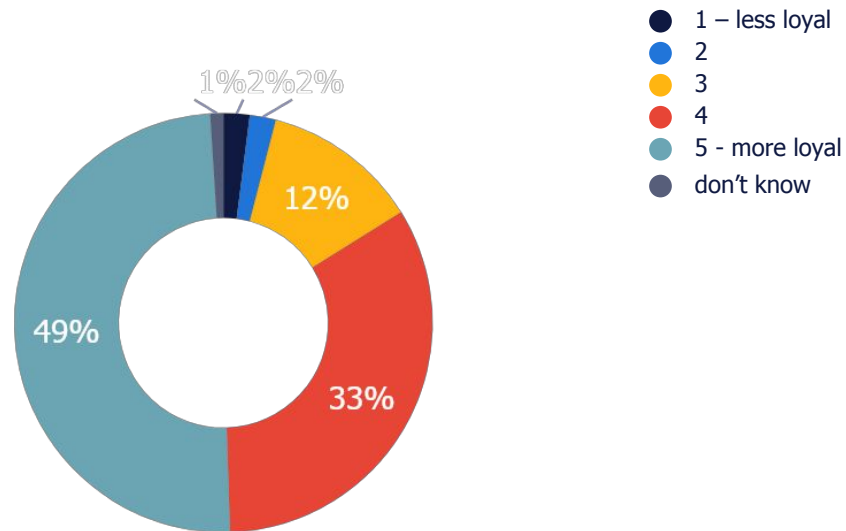
less fear of losing job

People living the Ahmedabad (Gujarat) region are more often not worried at all of losing their job in 2021. The older generation (55-64 years old) are less worried.



loyalty towards employers during the pandemic.

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



works only remotely

84% of the employees who only work from home feel more loyal towards their employer because of how the employer managed the COVID-19 situation.

works partly remotely

78% of the employees who work partly from home feel more loyal towards their employer because of how the employer managed the COVID-19 situation.

obliged to work remotely

78% 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.

own decision to work remotely

84% 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.

company specific slide.

your company

- what does it do/ what is it known for
- active in x countries: name countries

few facts about their EVP (if any)

- abc
- abc

how can the RS consultant help them

- ipient re laceatu riateni temquis coraectem volorro totasi ipsam dis sum quissinvenis enisti ut faccae
- obita qui qui as modisque pos est re, officataque dem ut atur sum nis assi nimo vollab ilit ratus, vid ut volo rem la idebis etur ressi deri dolo bearum remporenis
- alita ex ellupta tecusam que non repuda nimpe solum am dolecti re il ipsam fugiam volorum quam



let's talk.

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

randstad india

Smita Das

smita.d@randstad.in



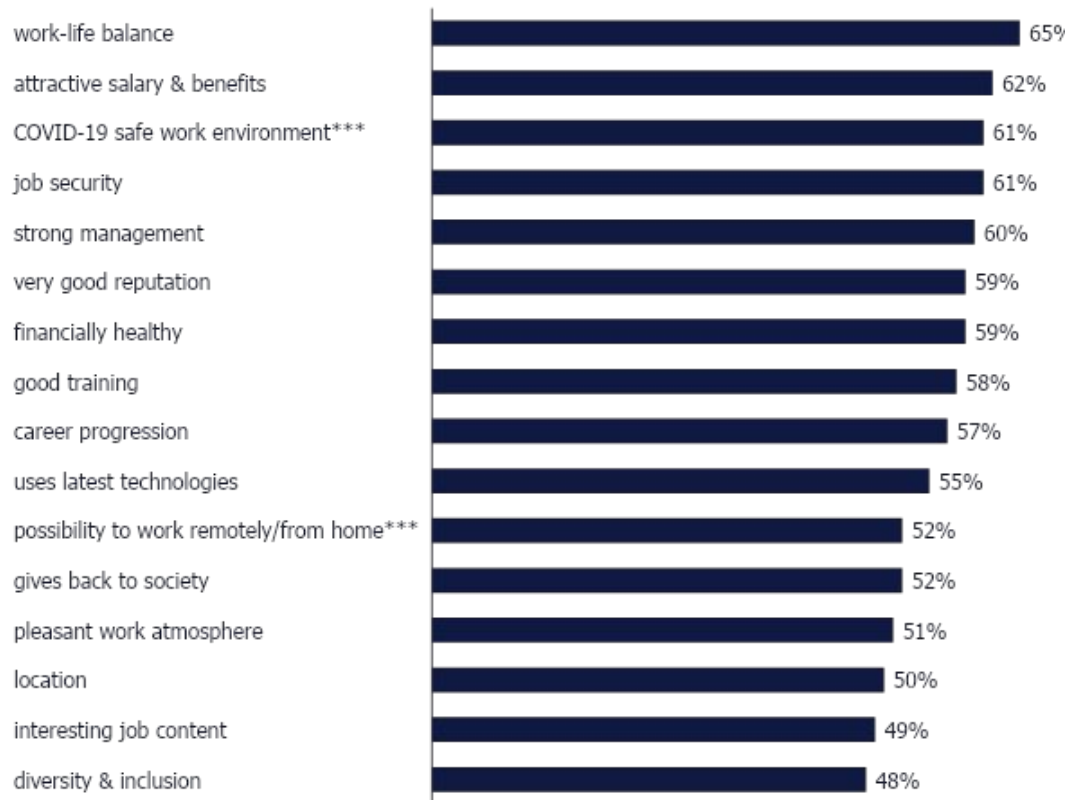
appendix 1

deep dive
EVP drivers.

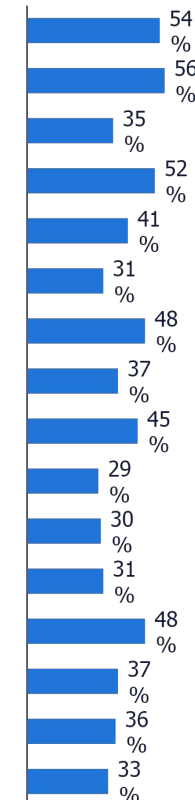


what potential employees want the most important criteria when choosing an employer.

important criteria



apac 2021



hong kong SAR 2020

- 01 work-life balance
- 02 attractive salary & benefits
- 03 job security
- 04 financially healthy
- 05 strong management
- 06 career progression
- 07 very good reputation
- 08 good training
- 09 uses latest technologies
- 10 quality products**
- 11 flexible arrangements**
- 12 gives back to society
- 13 pleasant work atmosphere
- 14 location
- 15 interesting job content
- 16 diversity & inclusion

hong kong SAR 2019

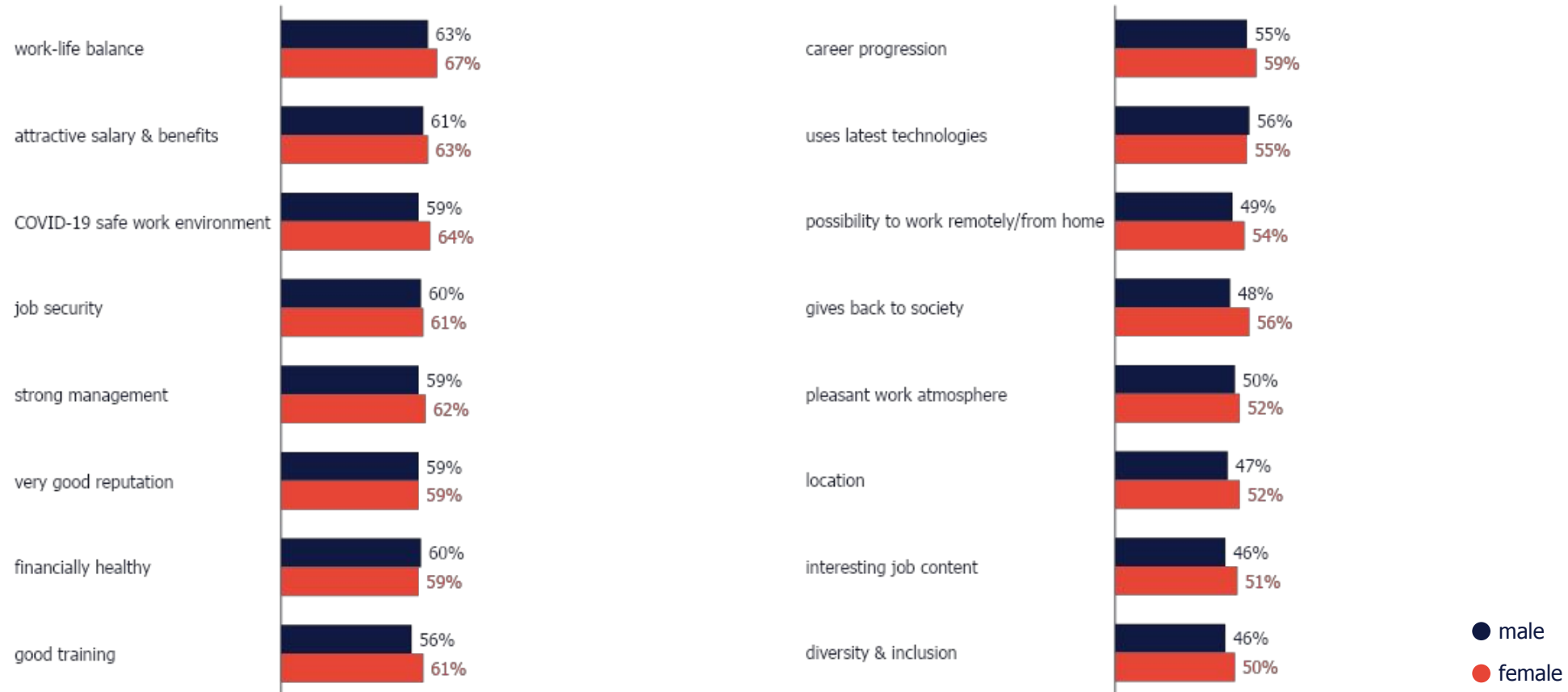
- 01 attractive salary & benefits
- 02 work-life balance
- 03 job security
- 04 career progression
- 05 strong management
- 06 financially healthy
- 07 very good reputation
- 08 good training
- 09 uses latest technologies
- 10 quality products**
- 11 pleasant work atmosphere
- 12 flexible arrangements**
- 13 location
- 14 gives back to society
- 15 interesting job content
- 16 diversity & inclusion

* 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.

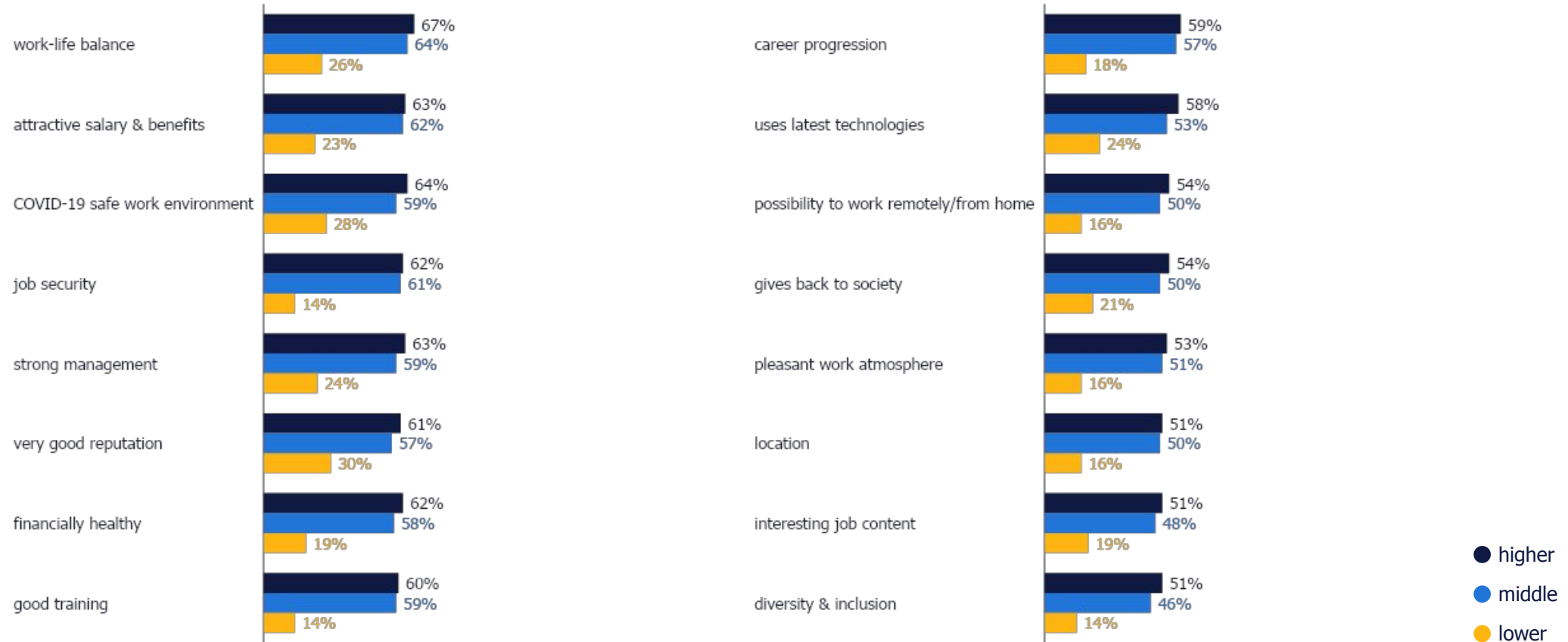
***only researched in 2021 **not researched in 2021



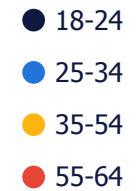
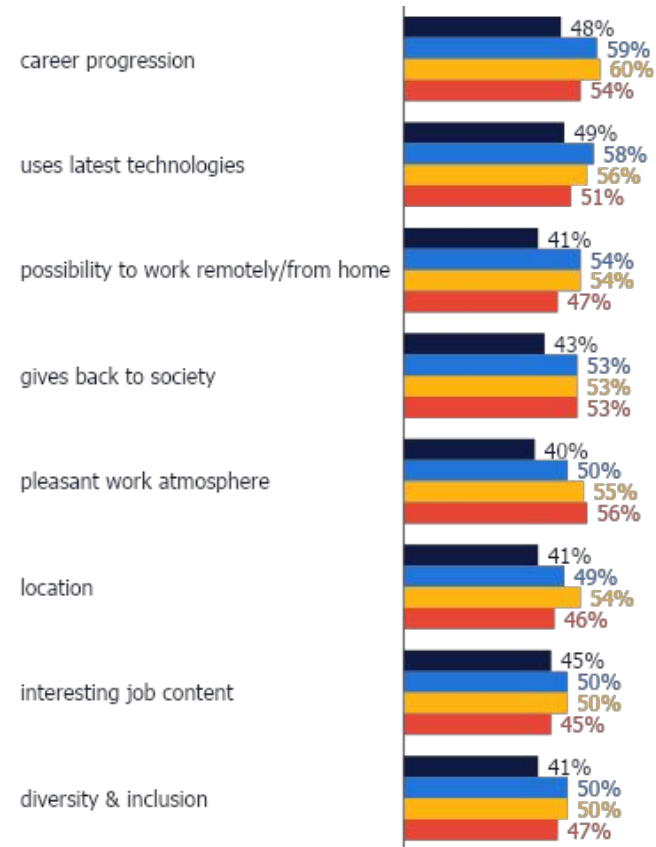
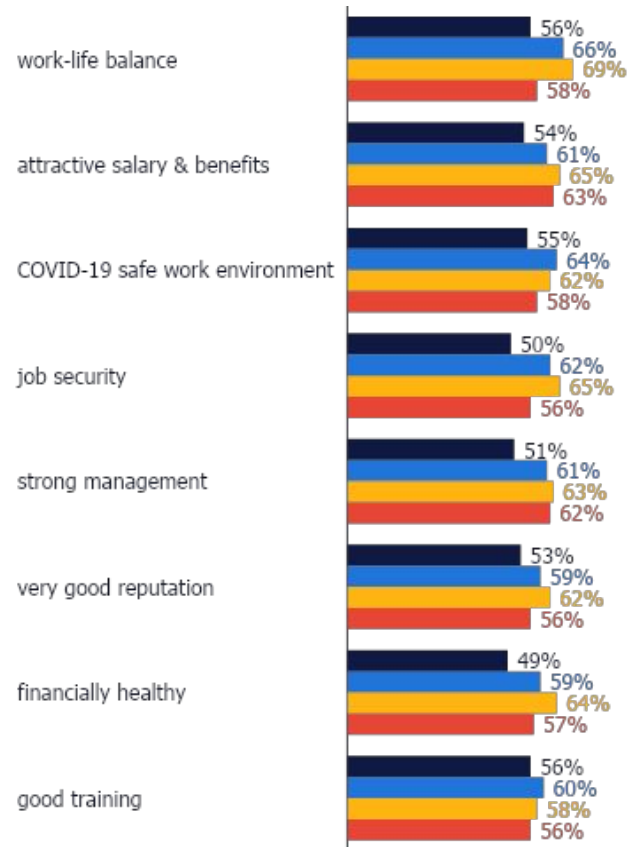
EVP driver importance by gender.



EVP driver importance by education.

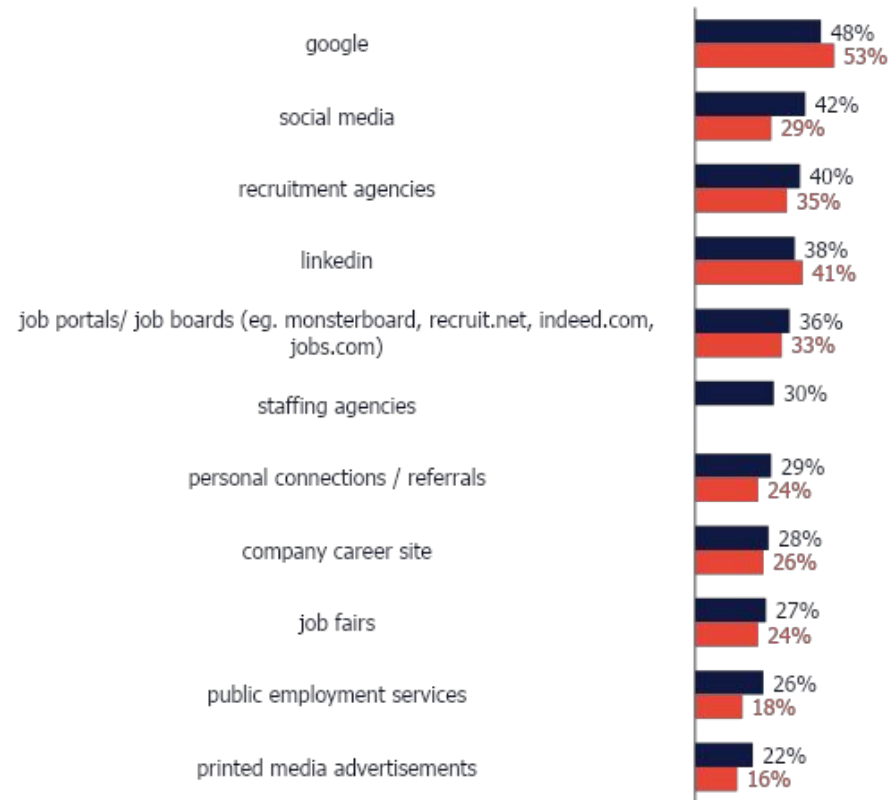


EVP driver importance by age.

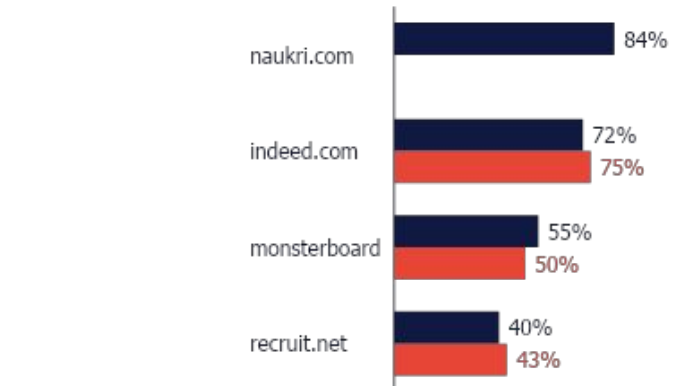


how do employees in india find new job opportunities.

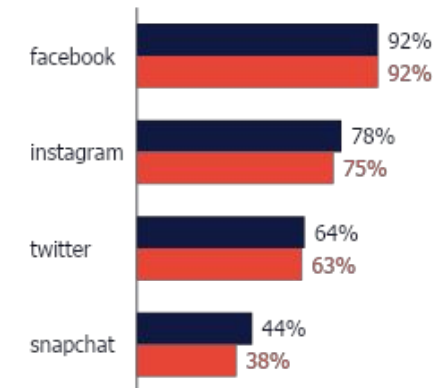
channels used to find new job opportunities



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



*base is too small for 2021



● 2021

● 2020



appendix 2



deep dive
employers.

perception of employer offer in india.

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



perception of employer offer in india and the region.

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



employers in india are perceived to offer

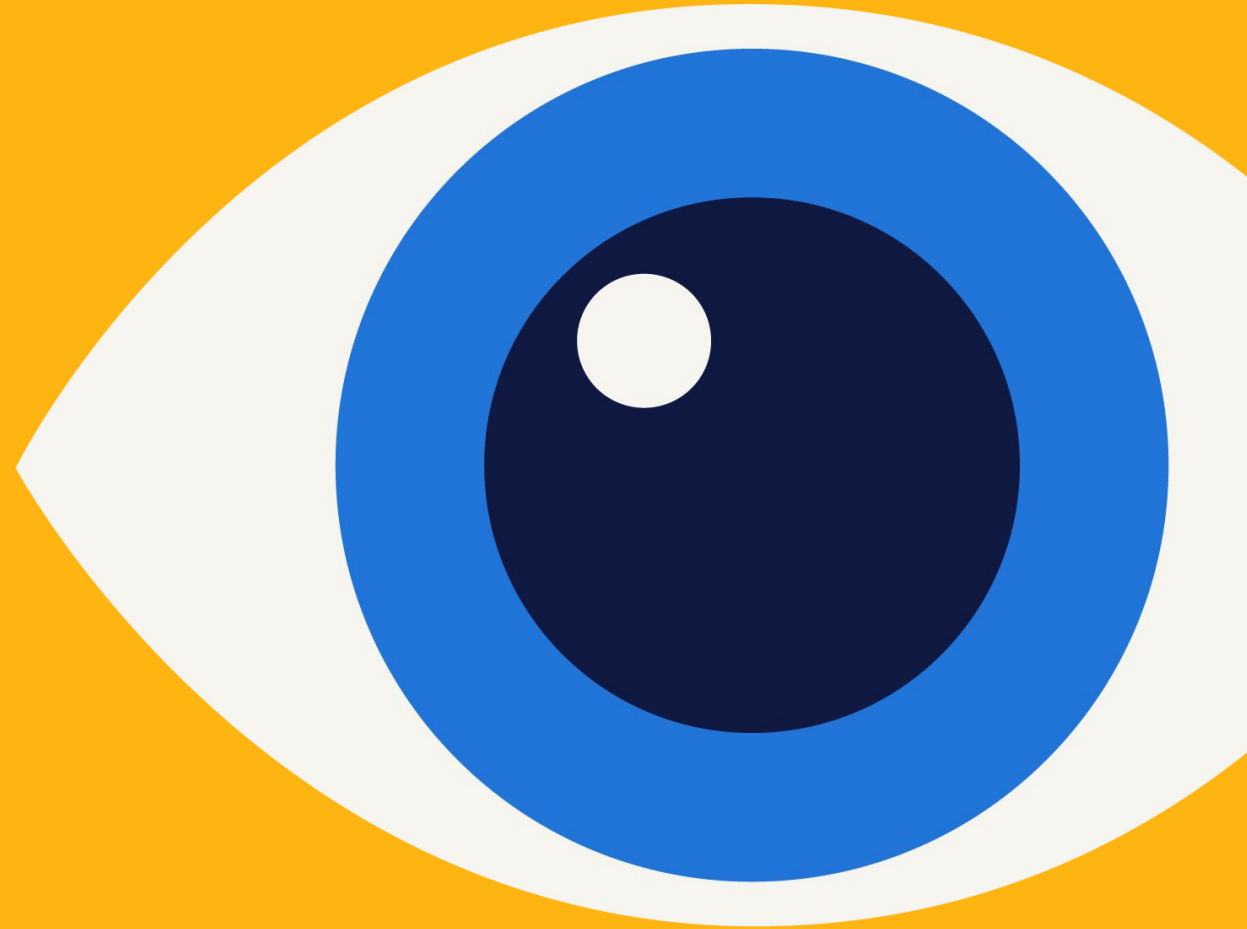
- 01 financially healthy
- 02 very good reputation
- 03 COVID-19 safe work environment
- 04 attractive salary & benefits
- 05 career progression
- 06 pleasant work atmosphere
- 07 job security
- 08 work-life balance
- 09 gives back to society
- 10 possibility to work remotely/from home

employers in apac are perceived to offer

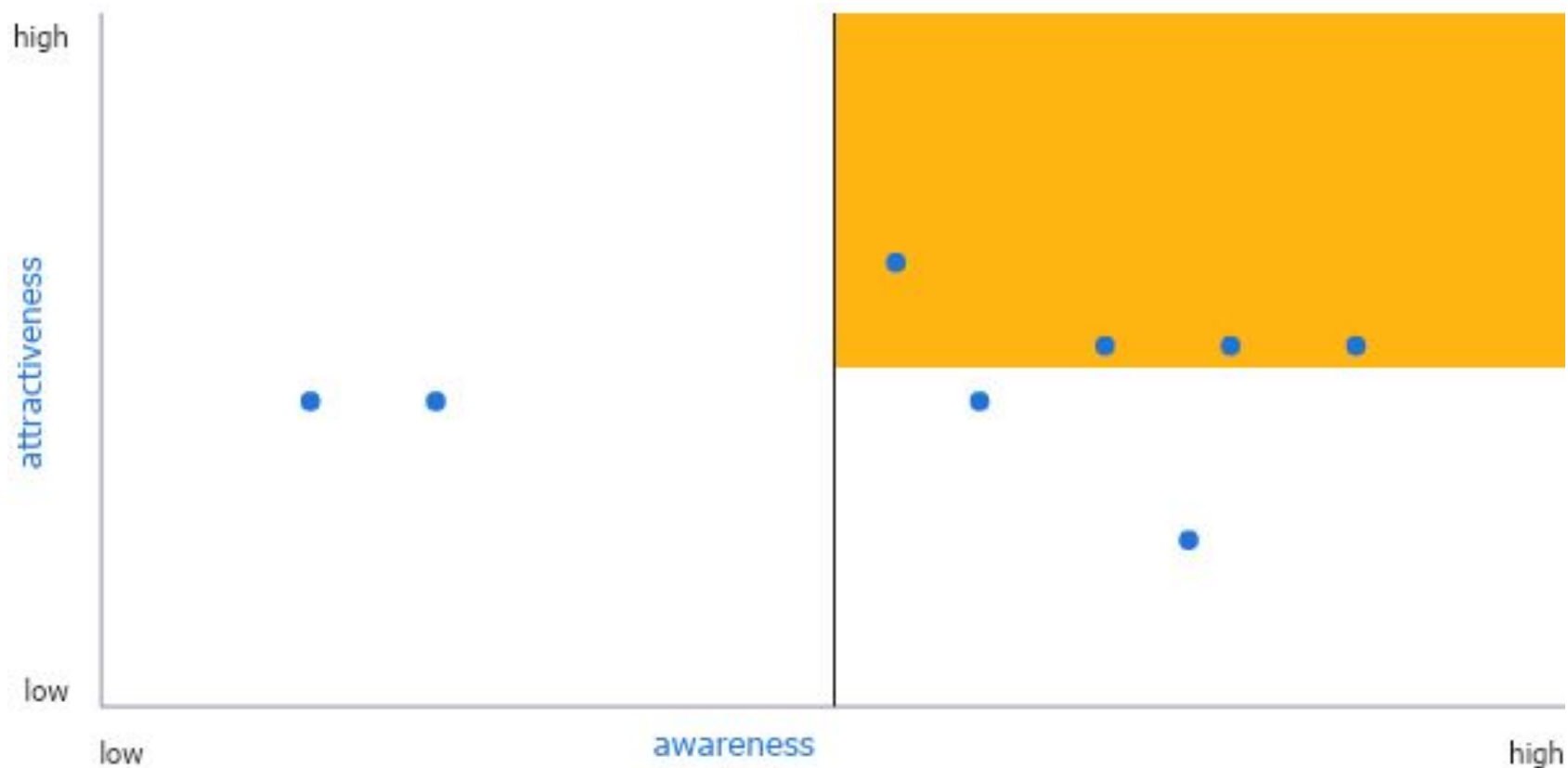
- 01 financially healthy
- 02 job security
- 03 career progression
- 04 very good reputation
- 05 COVID-19 safe work environment
- 06 attractive salary & benefits
- 07 gives back to society
- 08 pleasant work atmosphere
- 09 work-life balance
- 10 possibility to work remotely/from home

sector

insights.



top performing sectors in india 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.

india's best performing companies by sector.

1/1

top 3 companies

sector

1

2

3

01 it, communication, telecom & ites

Google India

Amazon

Microsoft

02 fmcg, durables, retail, e-commerce

Sony

Samsung India

Nestle India

03 auto & auto-components

Mercedes-Benz

Tata Motors

Mahindra & Mahindra

04 bfsi, consulting

HDFC Bank

State Bank of India

Deloitte India

05 energy & infrastructure

Tata Power Company

Larsen & Toubro

ONGC

06 manufacturing - non-machinery

Tata Steel

BASF India

Aditya Birla Group

07 pharmaceuticals & biotechnology

GlaxoSmithKline

Cipla

Abbott India

08 services

Taj Group (Indian Hotels Company)

Star TV India Limited

Thomson Reuters



india's sectors score best on these 3 EVP drivers.

1/1

top 3 EVP drivers

sector	1	2	3
01 it, communication, telecom & ites	very good reputation	financially healthy	COVID-19 safe work environment
02 fmcg, durables, retail, e-commerce	financially healthy	very good reputation	COVID-19 safe work environment
03 auto & auto-components	very good reputation	financially healthy	COVID-19 safe work environment
04 bfsi, consulting	financially healthy	very good reputation	COVID-19 safe work environment
05 energy & infrastructure	very good reputation	COVID-19 safe work environment	financially healthy
06 manufacturing - non-machinery	financially healthy	very good reputation	COVID-19 safe work environment
07 pharmaceuticals & biotechnology	financially healthy	very good reputation	COVID-19 safe work environment
08 services	very good reputation	financially healthy	COVID-19 safe work environment



top



employers.

top employers to work for in india.

top 10 employers 2021

- 01 Google India
- 02 Amazon
- 03 Microsoft
- 04 Infosys Technologies
- 05 Tata Steel
- 06 Dell Technologies Ltd
- 07 IBM
- 08 Tata Consultancy Services
- 09 Wipro
- 10 Sony

top 10 employers 2020

- 01 Microsoft
- 02 Samsung India
- 03 Amazon
- 04 Infosys Technologies
- 05 Mercedes-Benz
- 06 Sony
- 07 IBM
- 08 Dell Technologies Ltd
- 09 ITC Group
- 10 Tata Consultancy Services



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

top 5 companies	1	2	3
1 Google India	financially healthy	very good reputation	attractive salary & benefits
2 Amazon	financially healthy	very good reputation	career progression
3 Microsoft	financially healthy	very good reputation	attractive salary & benefits
4 Infosys Technologies	financially healthy	very good reputation	career progression
5 Tata Steel	financially healthy	very good reputation	job security

india's top employers by EVP driver.

EVP driver	1	2	3
work-life balance	Google India	Microsoft	Infosys Technologies
attractive salary & benefits	Google India	Microsoft	Mercedes-Benz
COVID-19 safe work environment	Google India	Microsoft	IBM
job security	Google India	Tata Steel	State Bank of India
very good reputation	Mercedes-Benz	Google India	Microsoft
financially healthy	Google India	Microsoft	Mercedes-Benz
career progression	Google India	Microsoft	Infosys Technologies
possibility to work remotely/from home	Google India	Microsoft	Infosys Technologies
gives back to society	Microsoft	Tata Steel	Google India
pleasant work atmosphere	Google India	Microsoft	Infosys Technologies

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>

3

<https://www.slideshare.net/JWTINSIDE/culture-scape-1028-sm>

4

<https://www.pwc.com/gx/en/ceo-survey/2015/assets/pwc-18th-annual-global-ceo-survey-jan-2015.pdf>

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

7

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>



randstad

human forward.

