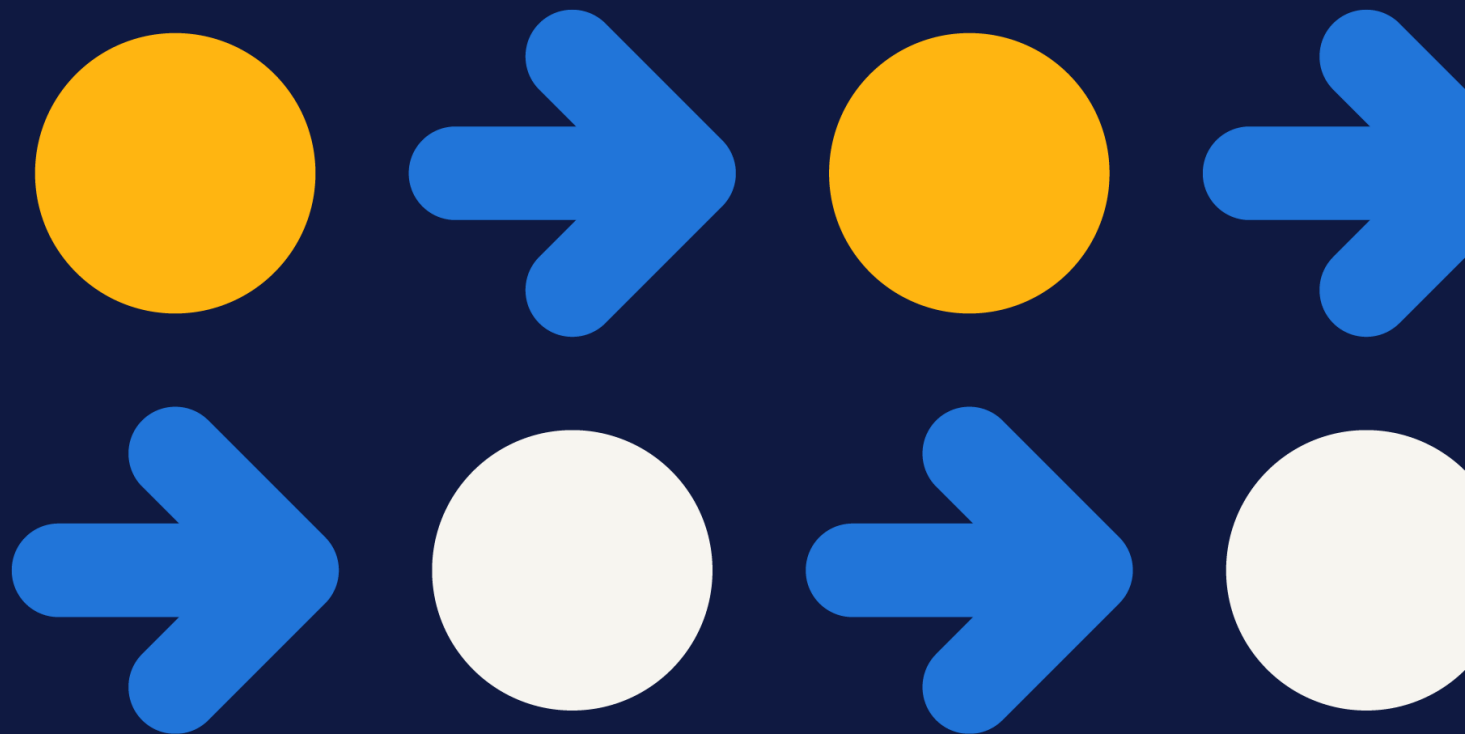


# employer brand research 2021



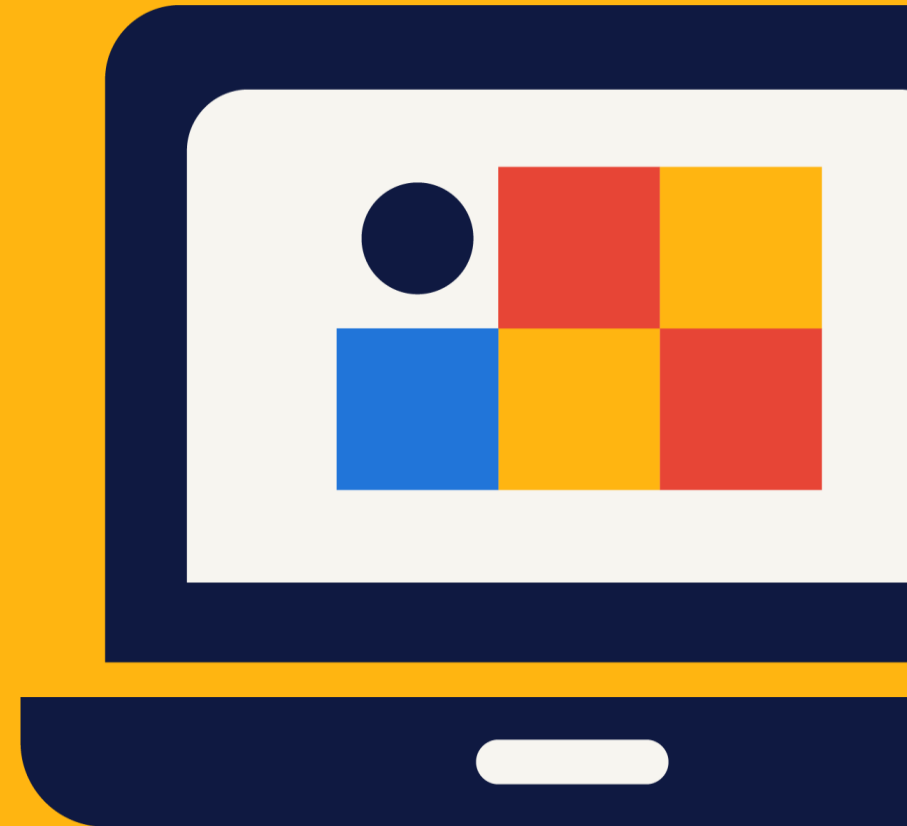
luxembourg.

 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 40 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>

---

1-2x

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  
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

## country

- 1,503 respondents

## fieldwork

- online interviews
- january 2021

## length of interview

- 16 minutes



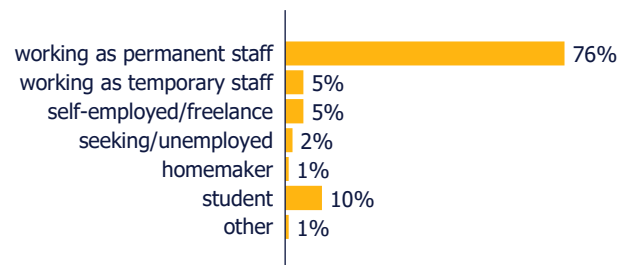
# sample composition in luxembourg

## socio-demographics, employment status, region.

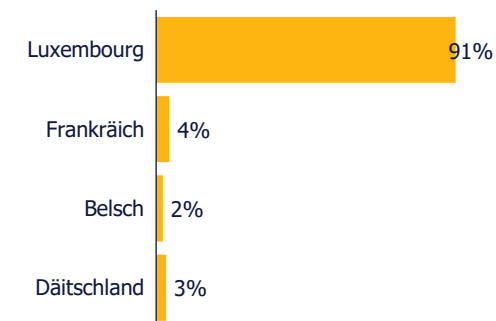
### gender



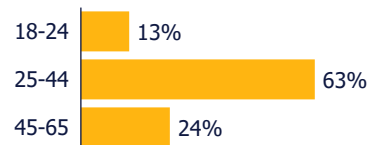
### employment status



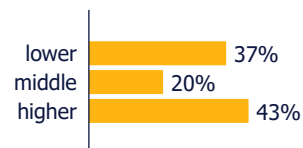
### region



### age



### education



total sample: 1,503  
fieldwork: january 2021

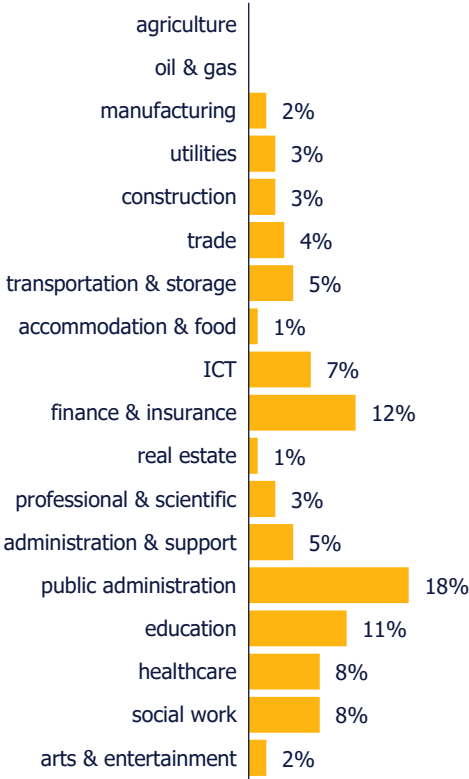




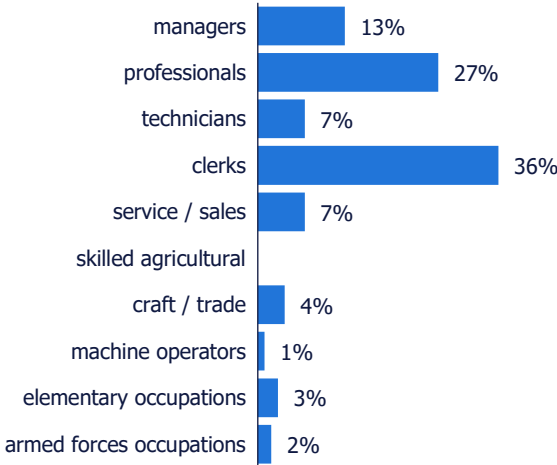
# sample composition in luxembourg

## sector, function.

sector



function



base: currently employed (n=1,275)



# luxembourg

## employer attractiveness.



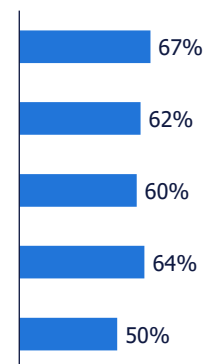
# what potential employees want

## the 5 most important drivers when choosing an employer.

### top 5 most important drivers



### europa 2021



### luxembourg 2020

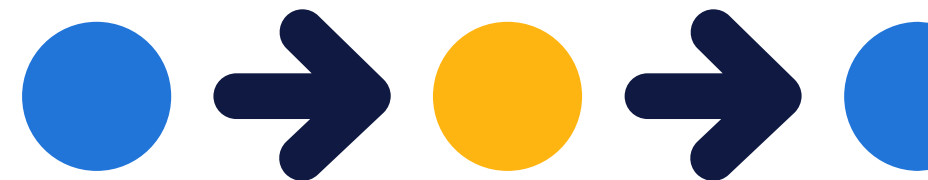
- 01 attractive salary & benefits
- 02 job security
- 03 work-life balance
- 04 flexible arrangements\*\*
- 05 pleasant work atmosphere

### luxembourg 2019

- 01 attractive salary & benefits
- 02 job security
- 03 work-life balance
- 04 flexible arrangements\*\*
- 05 pleasant work atmosphere

\*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



# what potential employees want when choosing an employer.

---

## most important drivers

### salary & benefits

Salary & benefits are the most important drivers among employees in Luxembourg, followed by job security. Both these drivers are more prominent among 25-54-year-olds. Work-life balance and a pleasant work atmosphere are also important elements that employees seek from an employer with women rating these two drivers as far more important to them than men do. Employees aged 25-54 also see these drivers as more important than employees 24 and younger and your 55 and older employees. Although the use of the latest technologies and a COVID-19 safe working environment are not the most important attributes among employees, men more so than women do feel more strongly about the use of the latest technology, whereas women have stronger feelings towards a COVID safe environment than men.

---

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

---

## employers' proposition

### financial health and long-term job security

Employees in Luxembourg rate their own employers highest on being financially healthy, followed by long-term job security. The lowest ratings given by employees are for career progression and the possibility to work remotely. This is especially true among women when compared to men. Work-life balance and a pleasant work atmosphere are also rated low among all employees.

---

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

---

## recommended employer focus

### work-life, pleasant work and career progression

For employees in Luxembourg, job security is one of the most important drivers and employers are doing a great job in promoting this security among their employees. However, there is a gap in what employees in Luxembourg seek and what their employers are perceived to offer. Two of them concern work-life balance and a pleasant work atmosphere, which are the most sought-after drivers and yet are least offered by employers. Employers in Luxembourg may want to pay attention and deliver strategies to bridge this gap. Furthermore, there is a discrepancy among employers and employees when it comes to career progression, where this is important for employees, but employers are given the lowest rating on this driver. This is especially true for women who don't rate their employer strongly on this attribute.

# what do potential employees want

## job collars in focus.

### white-collar

70%

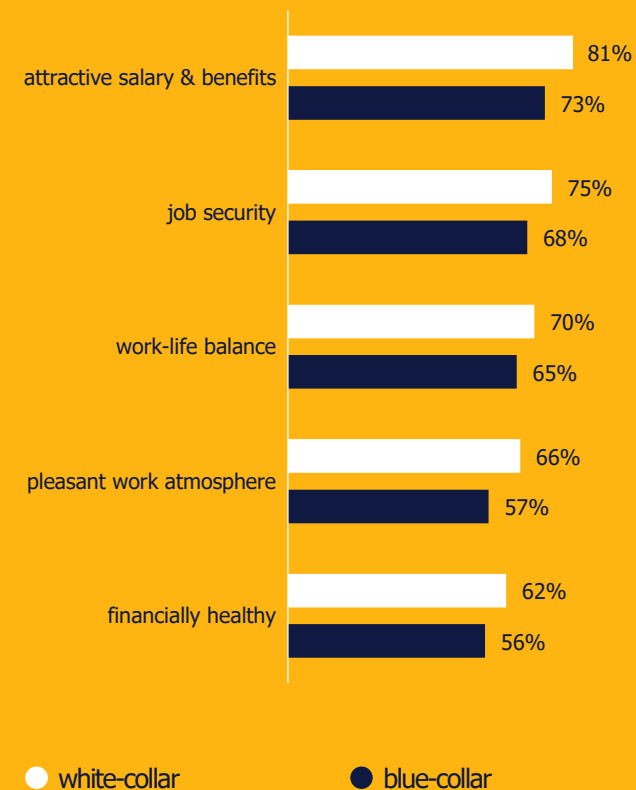
of white-collar employees consider work-life balance as one of the most important drivers and they are more likely to consider this driver more important than blue-collar workers.

### blue-collar

73%

of blue-collar workers consider attractive salary & benefits the most important driver. However, this is still lower than among white-collar employees. In fact, the average blue-collar worker rates each EVP driver as less important.

### most important attributes



# job-switching behavior



in focus.

# switching behavior finding another employer.

about 1 in 8 Luxembourgish intend to change employer

6% Of employees in Luxembourg changed their employer in the last half of 2020, more so among 25–34-year-olds. Furthermore, another 12% of employees intend to switch employers in the first half of 2021, which sees a similar age group (18-34) intending to do so.

Career progression (67%) and a pleasant work atmosphere (77%) are the most important drivers among those considering moving to another employer.



# most important attributes switchers vs. stayers.

## switchers

2021

6%

changed employer in the  
past 6 months.

2021

10%

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

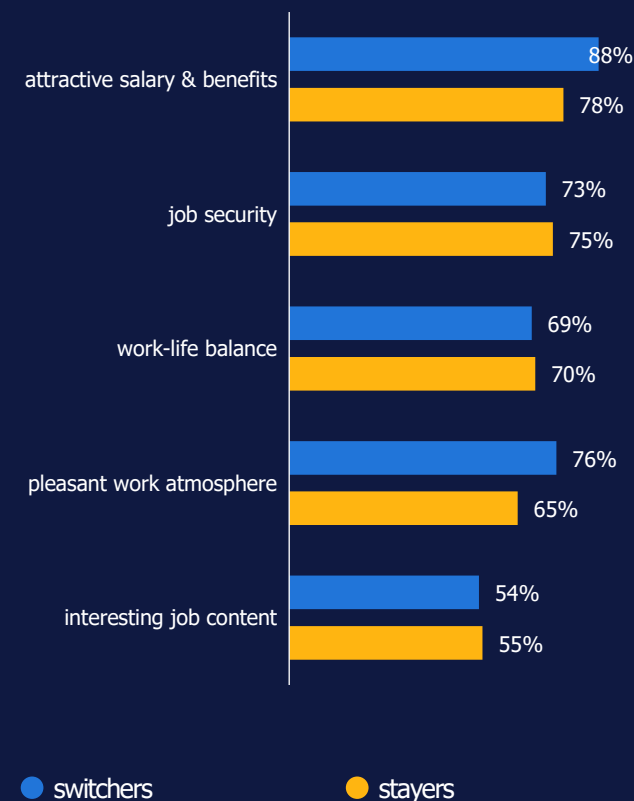
## stayers

2021

94%

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.



# switching behavior job collars in focus.

## white-collar intenders

11%

of white-collar intenders plan to switch to another employer in the first half of 2021 . This is not too different from the average employee (12%) who intends to switch employers.

## blue-collar switchers

7%

of blue-collar employees switched employers in the last half of 2020. This is slightly higher when compared to white-collar workers (6%).



# COVID-19

in focus.



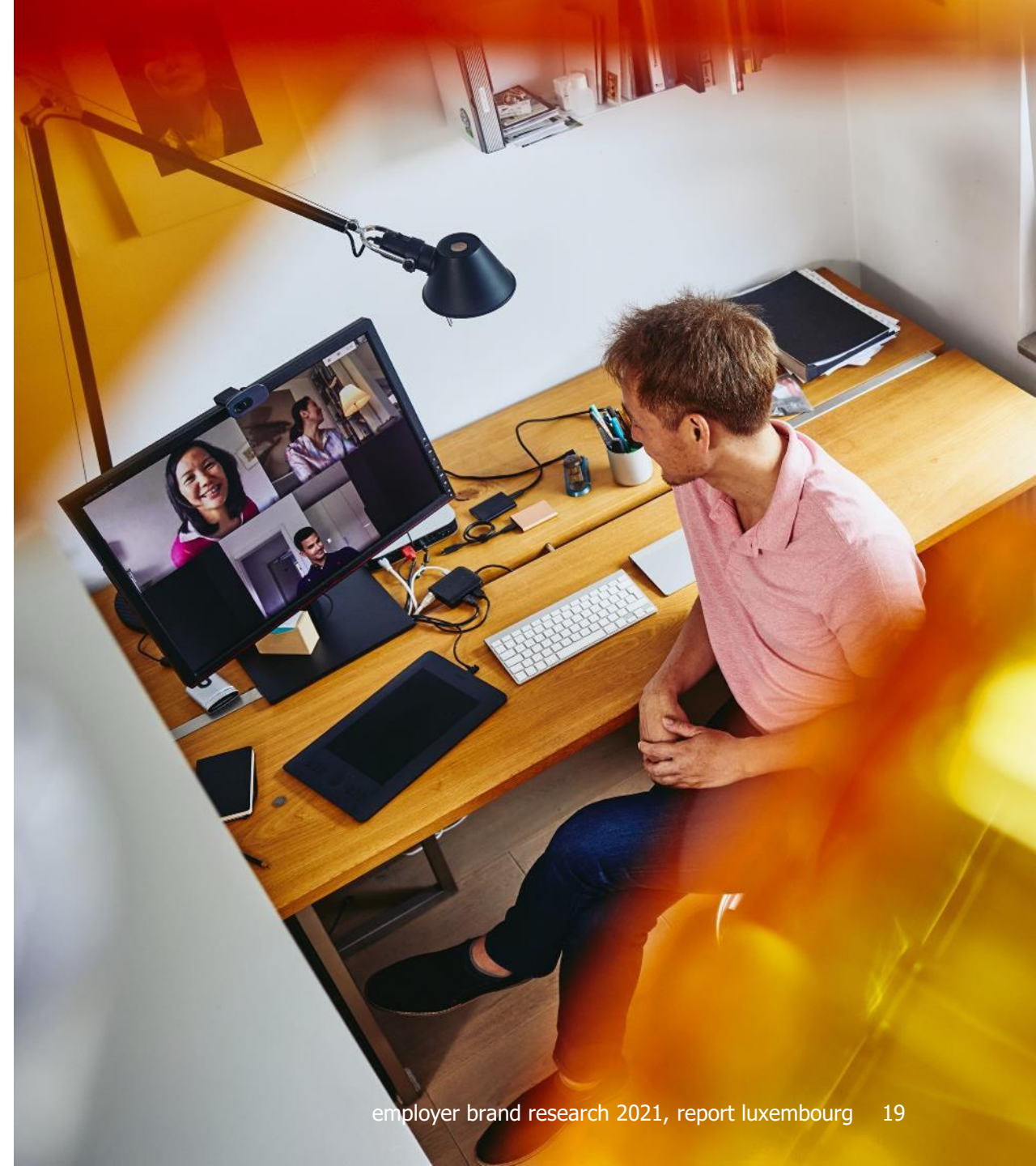
# COVID-19 and its impact on the labor market.

## possibility of working remotely relatively important

41% Of employees in Luxembourg are attracted by the possibility to work remotely, which makes this driver relatively important to employees but is not ranked as one of the top-most important. Employees 25 and older are more inclined to rank this driver as more important, however, it still trails behind the drivers that are more attractive for them. There is no difference between those who work part-time or full-time when it comes to the importance of working from home.

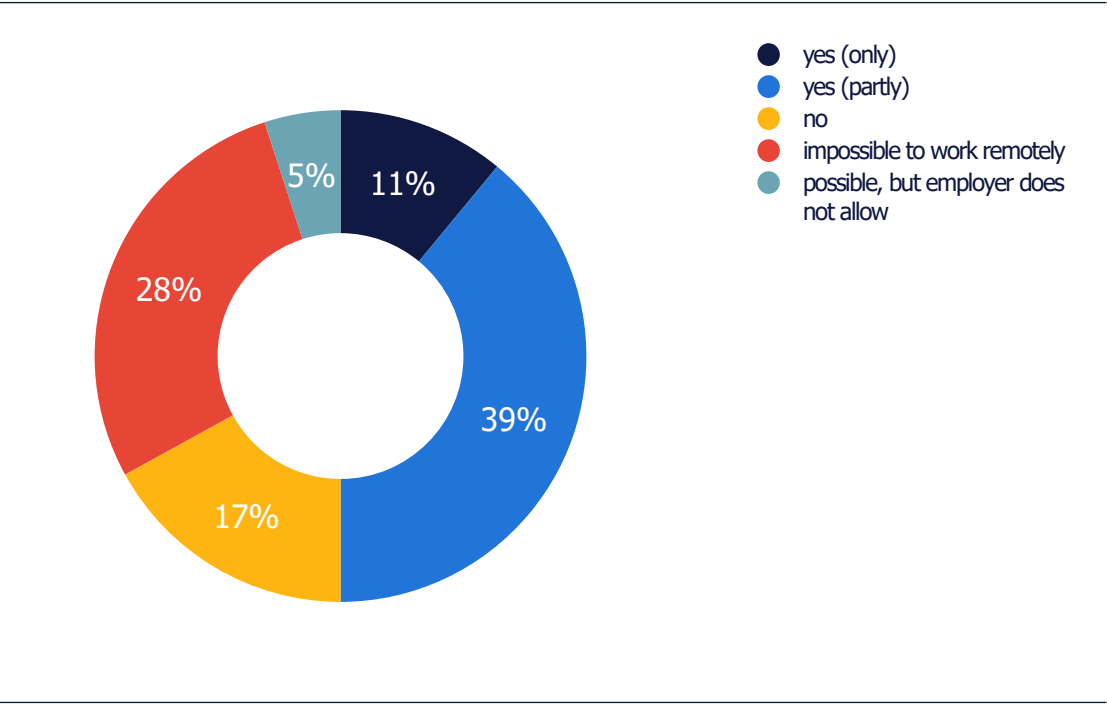
## half of employees started to work (more) remotely during COVID-19 pandemic

Out of the 50% employees who started working more remotely, 53% were involved in the decision to work remotely, whereas 47% of employees working remotely had no choice in the decision to do so. 63% of employees continued to work as normal, especially among those 25 and older (average 68%).



# remote working due to COVID-19.

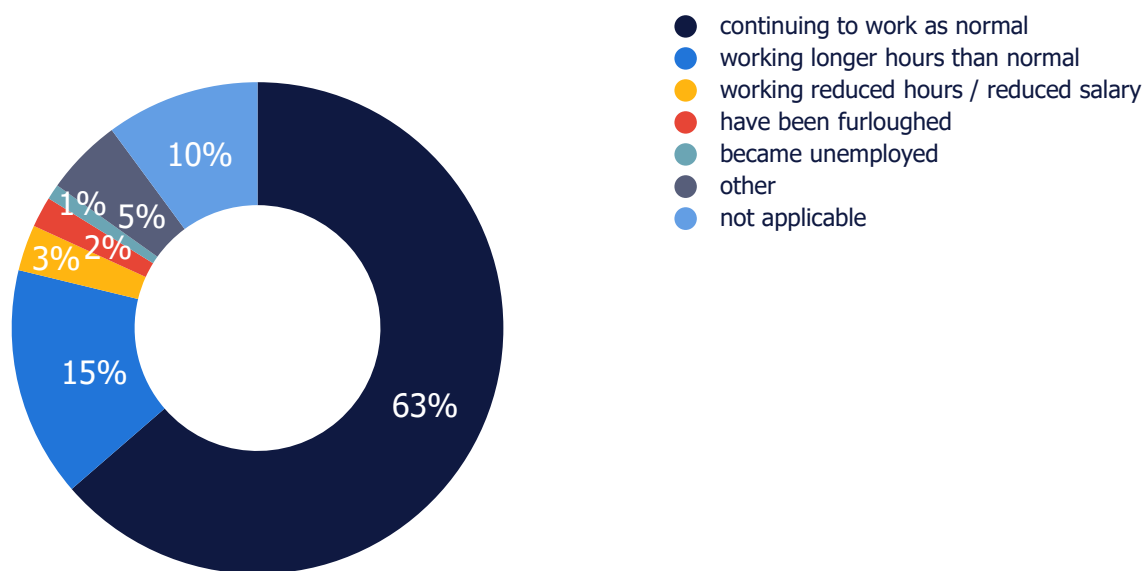
did you start working (more) remotely/ from home due to the COVID-19 crisis?



<div>luxembourg</div> <div>13%</div> <div>of the employees who said they worked remotely, do so out of their own decision.</div>	<div>More women were told by their employer or the authorities to work from home than for men. It can be seen that it is primarily the higher-educated employees that started working more remotely.</div> <div>Only 5% of employees who can work from home are not allowed to do so by their employer. Next to that, 28% of employees' jobs are bound to the premises which makes working from home or elsewhere impossible. This is especially true for lower to middle-educated employees.</div>
<div>europe</div> <div>23%</div> <div>of the employees who said they worked remotely, do so out of their own decision.</div>	<div>When looking across Europe, we do not see major differences among the socio-demographics as far as the decision to work remotely is concerned. Most European employees (40%) were obliged to work more remotely by their employer and / or the authorities.</div> <div>A very little proportion of Europeans who could work from home were not allowed to do so by their employer (2%). For 28% of Europeans, working from home is impossible as their jobs are bound to the premises with this being most often the case for the lower-educated (40%).</div>

# employment situation changes due to COVID-19.

how COVID-19 changed one's employment situation



one in four employees saw their employment situation change

26% 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.

Those who started working more hours are especially true among men (19%) and the 35 and older employees (average 20%).

europa

39%

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

# job loss fear in 2021 intention to switch.

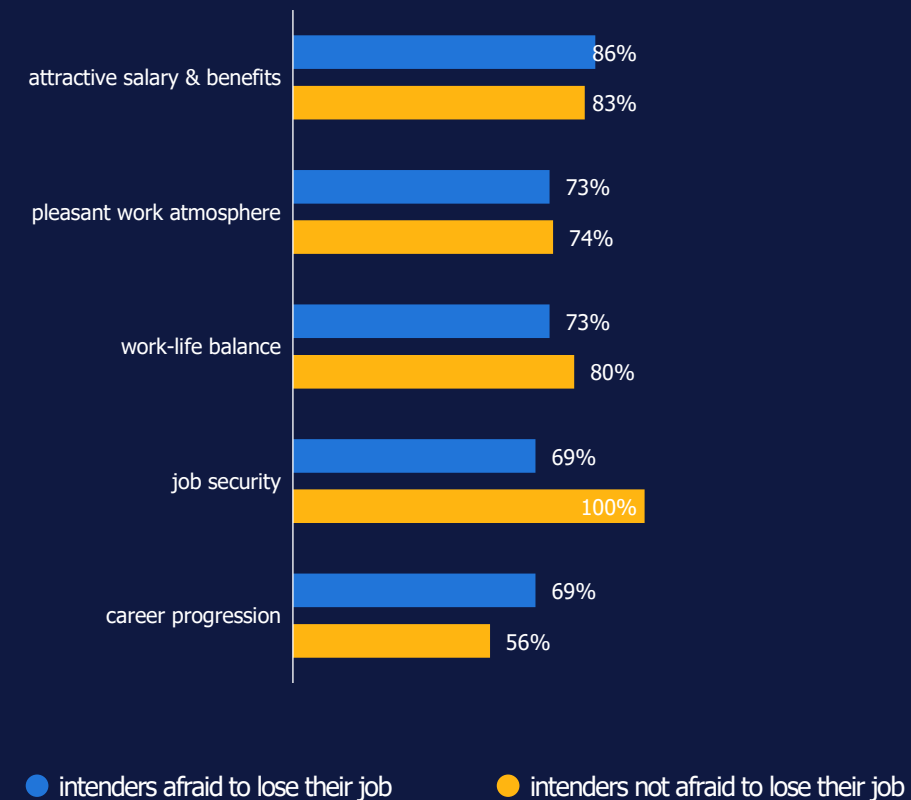
20%

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

6%

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

12%

plan to change employer in the  
next 6 months.

---

intenders

2021

15%

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 slightly higher (15%) than those who just intend to change employers (12%).

The way employers in Luxembourg have supported their employees and handled the pandemic has had a relatively positive impact on loyalty among employees. Overall, 47% of employees feel more loyal to their employer as opposed to 9% who feel less loyal to their employer. Furthermore, employees aged between 25-34 (16%) feel less loyal to their employer than those aged between 35-54 (5%).

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.



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

## little fear of losing job

The COVID-19 pandemic has caused varied concerns among employees over the security of their jobs. Employees were asked about how worried they are about losing their job in 2021 due to COVID-19.

In Luxembourg, 9% of employees indicated that they are afraid of losing their job. Furthermore, a greater number (12%) is seen among lower to middle-educated employees.

20% Of employees who are afraid of losing their job plan to change their employer in the first half of 2021, whereas a mere 6% of employees who are not worried about becoming unemployed intend to switch jobs.

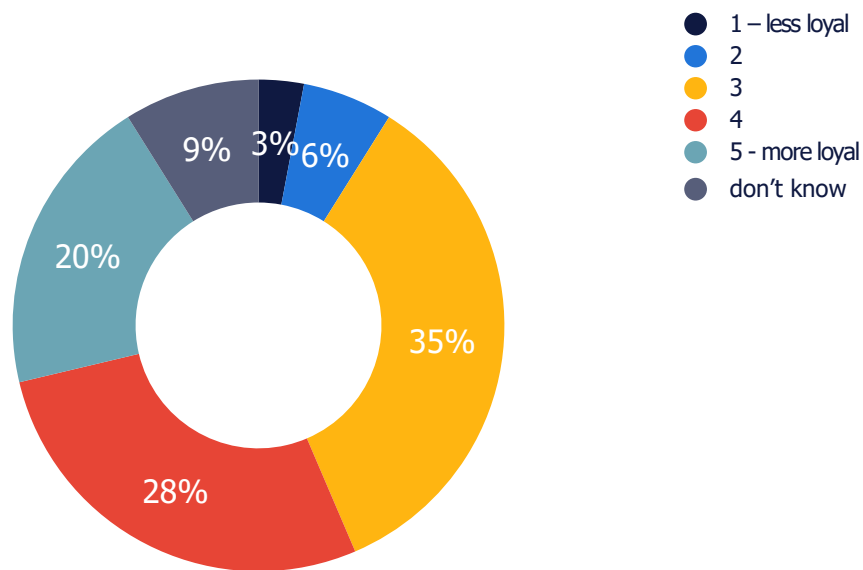
On the other hand, 80% of employees in Luxembourg are not at all afraid of losing their job this year.





# 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

**60%** 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

**44%** 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

**44%** 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

**47%** 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 luxembourg

Sandrine Mesnil

sandrine.mesnil@randstad.lu



# appendix 1

deep dive  
EVP drivers.



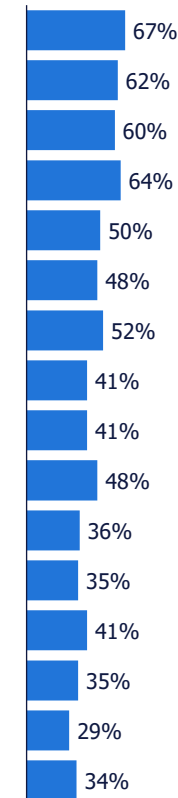
# what potential employees want

## the most important criteria when choosing an employer.

### important criteria



### europa 2021



### luxembourg 2020

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

### luxembourg 2019

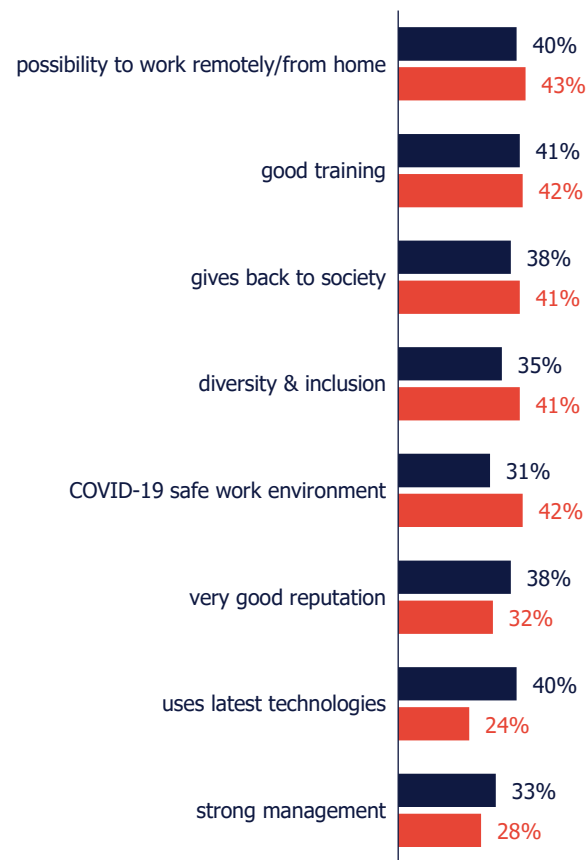
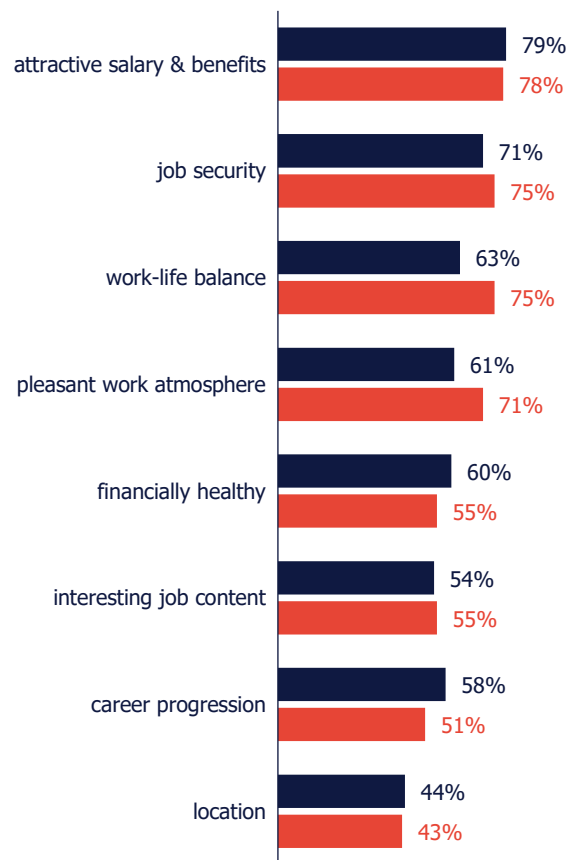
- 01 attractive salary & benefits
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- 05 pleasant work atmosphere
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- 09 location
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- 13 very good reputation
- 14 uses latest technologies
- 15 strong management
- 16 quality products\*\*

\* 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

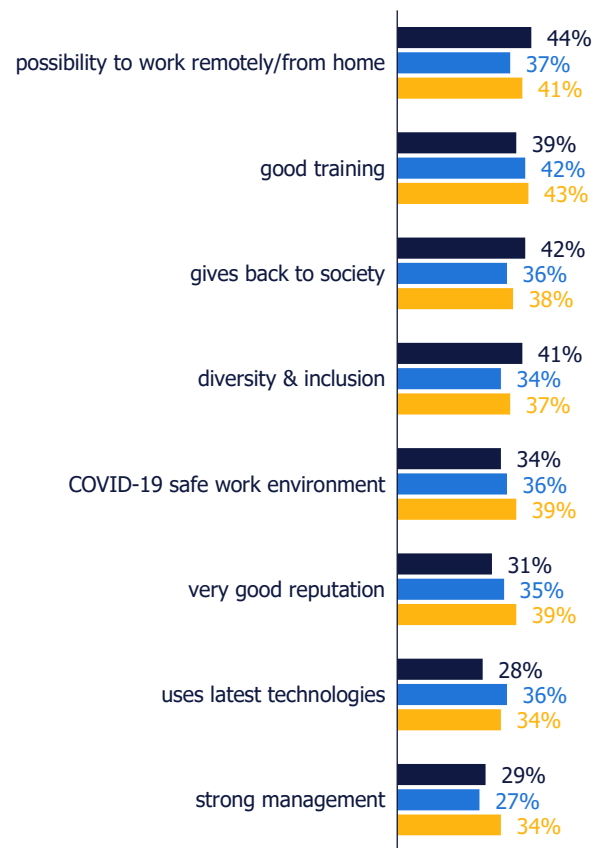
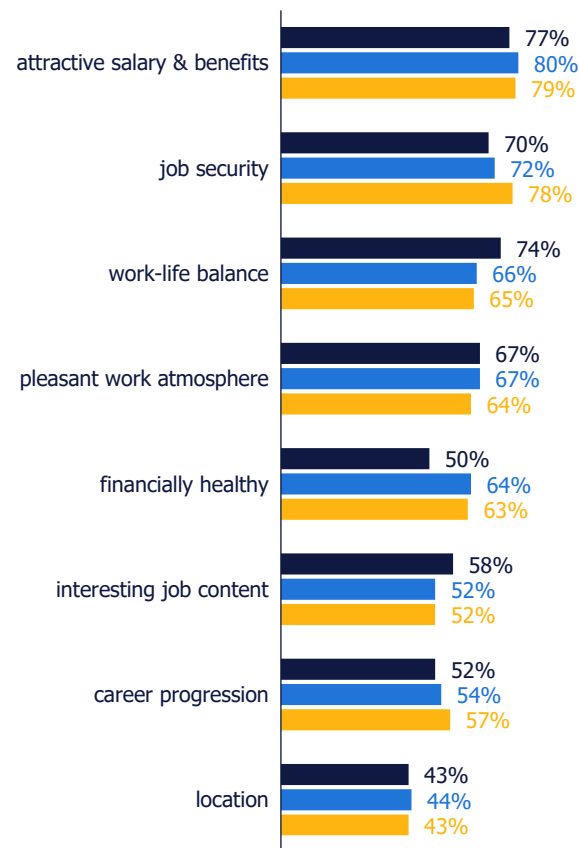


# EVP driver importance by gender.



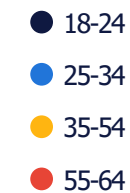
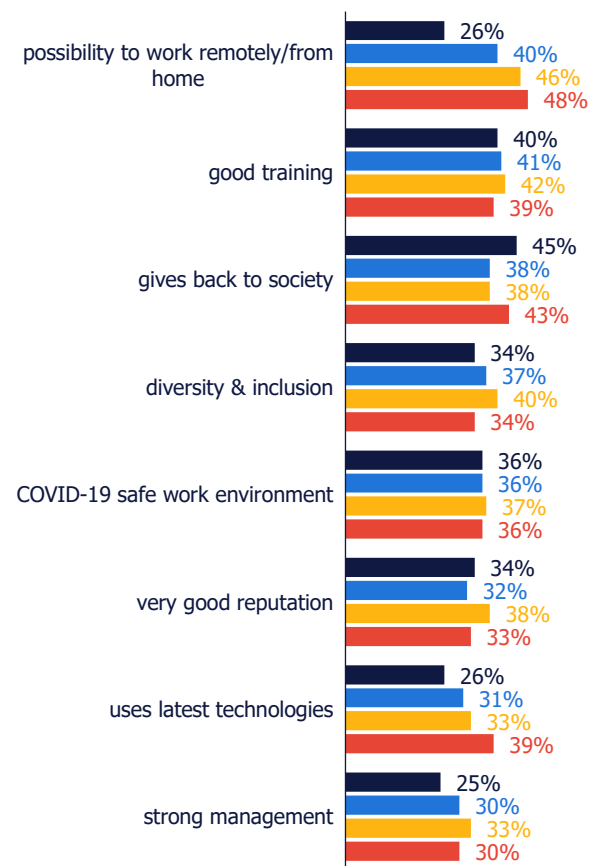
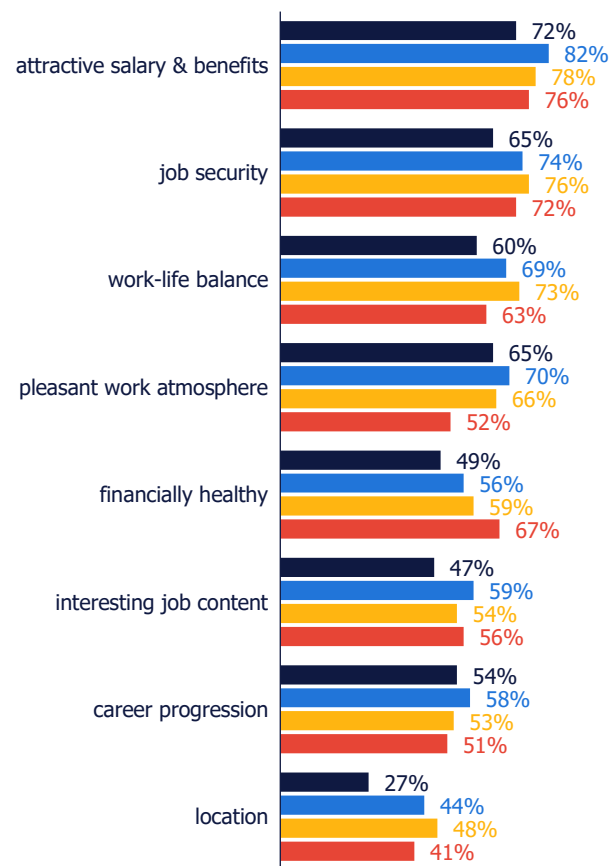
● male  
● female

# EVP driver importance by education.



● higher  
● middle  
● lower

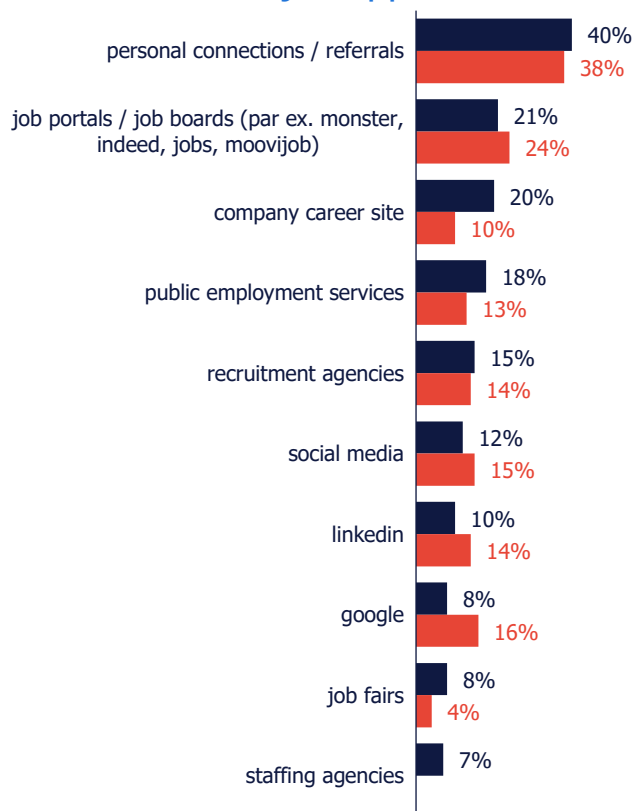
# EVP driver importance by age.





# how do employees in luxembourg 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 luxembourg.

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

## general perception of employers in luxembourg

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

## profile of ideal employer

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

# perception of employer offer in luxembourg and the region.

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



## employers in luxembourg are perceived to offer

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

## employers in europe are perceived to offer

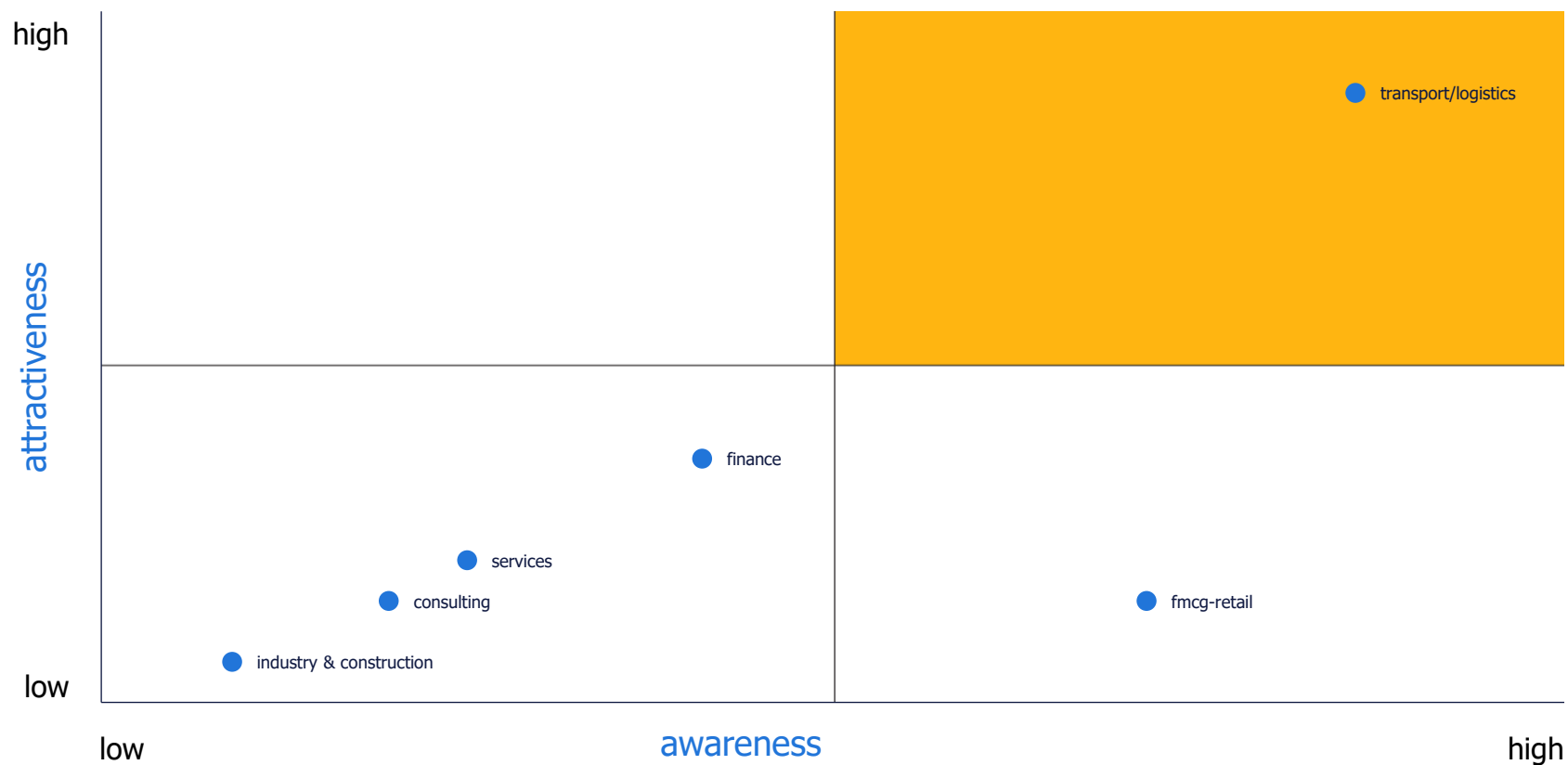
- 01 financially healthy
- 02 job security
- 03 very good reputation
- 04 COVID-19 safe work environment
- 05 career progression
- 06 pleasant work atmosphere
- 07 attractive salary & benefits
- 08 work-life balance
- 09 gives back to society
- 10 possibility to work remotely/from home

sector

insights.



# top performing sectors in luxembourg 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.

# luxembourg's best performing companies by sector.

1/1	top 3 companies		
sector	1	2	3
01 transport/logistics	Groupe CFL	Luxair	Cargolux Airlines International
02 finance	Banque et Caisse d'Epargne de l'Etat Luxembourg	Banque de Luxembourg	Groupe Foyer
03 services	Group Post Luxembourg	Centre Hospitalier Neuro Psychiatrique	Centre Hospitalier Emile Mayrisch
04 fmcg-retail	Groupe Cactus	Amazon.com	La Provençale
05 consulting	Groupe Deloitte	EY	Groupe PricewaterhouseCoopers
06 industry & construction	DuPont de Nemours	Groupe ArcelorMittal	Groupe Ceratizit

# luxembourg's sectors score best on these 3 EVP drivers.

1/1

	top 3 EVP drivers		
sector	1	2	3
01 transport/logistics	very good reputation	financially healthy	job security
02 finance	financially healthy	COVID-19 safe work environment	possibility to work remotely/from home
03 services	financially healthy	job security	COVID-19 safe work environment
04 fmcg-retail	financially healthy	job security	very good reputation
05 consulting	financially healthy	possibility to work remotely/from home	COVID-19 safe work environment
06 industry & construction	financially healthy	COVID-19 safe work environment	very good reputation



top



employers.

# top employers to work for in luxembourg.

## top 10 employers 2021

---

- 01 Groupe CFL
  - 02 Luxair
  - 03 Banque et Caisse d'Epargne de l'Etat Luxembourg
  - 04 Group Post Luxembourg
  - 05 Cargolux Airlines International
  - 06 Banque de Luxembourg
  - 07 Groupe Foyer
  - 08 Centre Hospitalier Neuro Psychiatrique
  - 09 Centre Hospitalier Emile Mayrisch
  - 10 Groupe Encevo
- 

## top 10 employers 2020

---

- 01 Luxair
  - 02 Banque et Caisse d'Epargne de l'Etat Luxembourg
  - 03 Groupe CFL
  - 04 Group Post Luxembourg
  - 05 Cargolux Airlines International
  - 06 Centre Hospitalier Emile Mayrisch
  - 07 Groupe Foyer
  - 08 Centre Hospitalier Neuro Psychiatrique
  - 09 Banque de Luxembourg
  - 10 Groupe Encevo
-

# luxembourg's top 3 EVP drivers of the top 5 companies.

top 5 companies	1	2	3
1 Groupe CFL	job security	financially healthy	attractive salary & benefits
2 Luxair	very good reputation	attractive salary & benefits	COVID-19 safe work environment
3 Banque et Caisse d'Epargne de l'Etat Luxembourg	financially healthy	job security	attractive salary & benefits
4 Group Post Luxembourg	financially healthy	job security	very good reputation
5 Cargolux Airlines International	very good reputation	financially healthy	job security

# luxembourg's top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Banque et Caisse d'Epargne de l'Etat Luxembourg	Groupe CFL	- Banque de Luxembourg
job security	Groupe CFL	Banque et Caisse d'Epargne de l'Etat Luxembourg	- Group Post Luxembourg
work-life balance	Banque et Caisse d'Epargne de l'Etat Luxembourg	Group Post Luxembourg	- Groupe CFL
pleasant work atmosphere	Banque et Caisse d'Epargne de l'Etat Luxembourg	Groupe CFL	- Groupe Foyer
financially healthy	Amazon.com	Banque et Caisse d'Epargne de l'Etat Luxembourg	- Groupe Cactus
career progression	Banque et Caisse d'Epargne de l'Etat Luxembourg	Groupe CFL	- Banque de Luxembourg
possibility to work remotely/from home	EY	Banque et Caisse d'Epargne de l'Etat Luxembourg	- Groupe PricewaterhouseCoopers
gives back to society	Groupe CFL	Centre Hospitalier Neuro Psychiatrique	- Groupe Encevo
COVID-19 safe work environment	Banque et Caisse d'Epargne de l'Etat Luxembourg	Banque de Luxembourg	- BGL BNP Paribas
very good reputation	Banque et Caisse d'Epargne de l'Etat Luxembourg	Cargolux Airlines International	- Banque de Luxembourg

# 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.



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