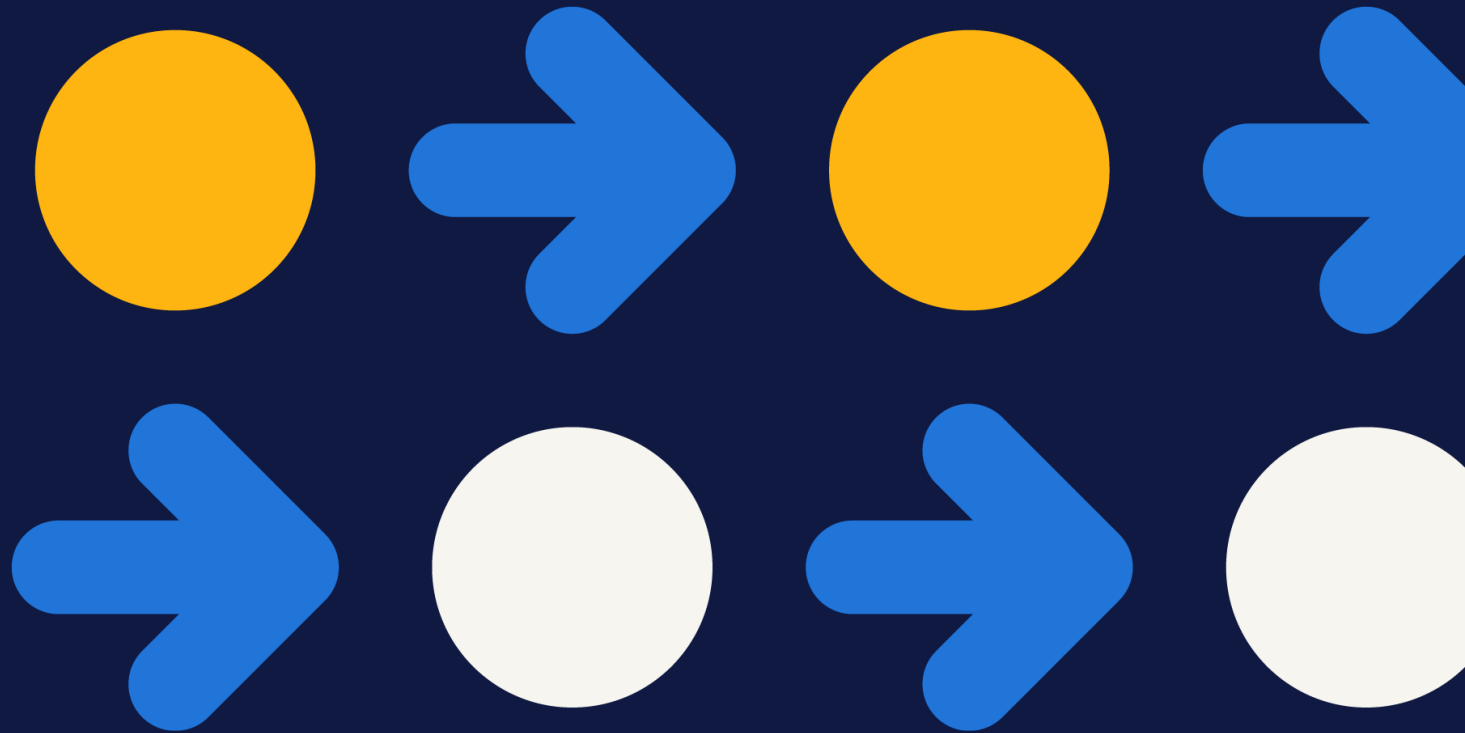


employer
brand research
2021



norway.

 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 75 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

country

- 3,871 respondents

fieldwork

- online interviews
- january - february 2021

length of interview

- 16 minutes



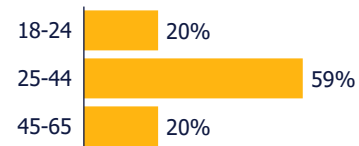
sample composition in norway

socio-demographics, employment status, region.

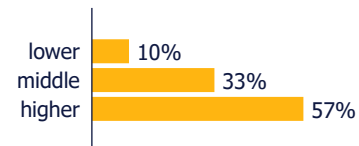
gender



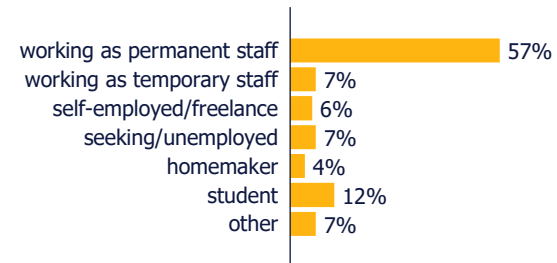
age



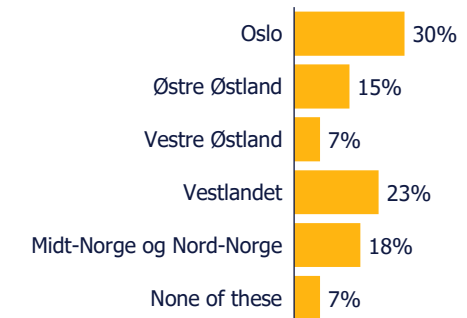
education



employment status



region

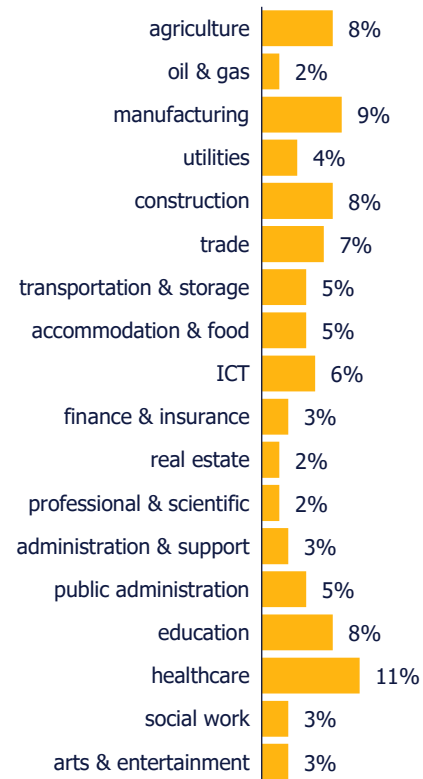


total sample: 3,871
fieldwork: january - february 2021

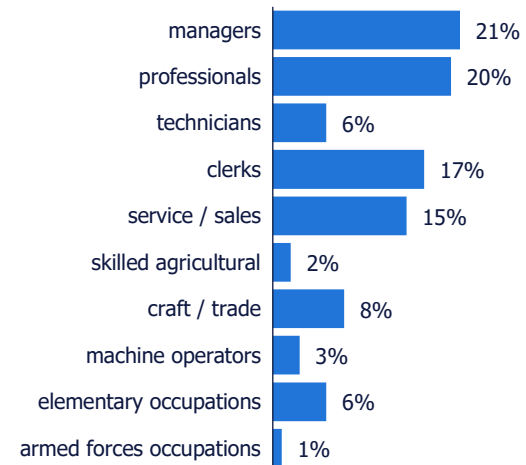


sample composition in norway sector, function.

sector



function



base: currently employed (n=2,702)



norway

employer
attractiveness.



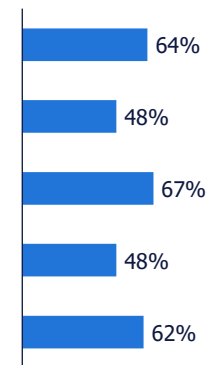
what potential employees want

the 5 most important drivers when choosing an employer.

top 5 most important drivers



europa 2021

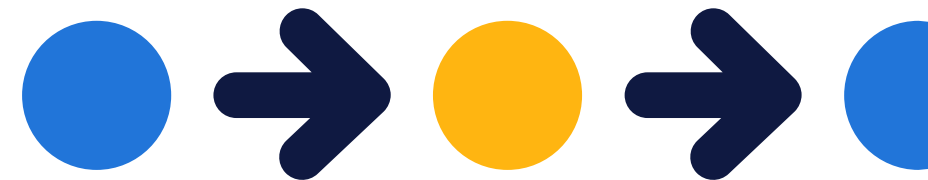


norway 2020

- 01 pleasant work atmosphere
- 02 attractive salary & benefits
- 03 interesting job content
- 04 good training
- 05 job security

norway 2019

- 01 pleasant work atmosphere
- 02 attractive salary & benefits
- 03 interesting job content
- 04 job security
- 05 good training



*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

pleasant work atmosphere

A pleasant work atmosphere is the most important driver for Norwegian employees, regardless of age and education. However, this aspect is significantly more important for women than it is for men (69% vs. 52%). Of the top 5 most important drivers, the other four are of similar importance. Attractive salary & benefits are, also more important for women than they are for men (57% vs. 52%). Overall, women are more demanding than men as they chose 7 drivers, on average, to be important to them compared to men who chose 6. The lower-educated employees are least demanding, considering only 5 drivers important, compared to the middle- and higher- educated who point out on average 7 drivers essential to them.

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

employers' proposition

job security & pleasant work atmosphere

Employees in Norway rate their own employers highest on job security, a pleasant work atmosphere and for having a COVID-19 safe work environment. Men rate their own employer higher than women on most drivers. Those aged 18 to 34 rate their own employers higher on career progression and attractive salary & benefits. Lower ratings are given for the possibility to work remotely (especially by women and the middle-educated), attractive salary & benefits (more so among women, those older than 35 and the middle-educated), career progression and the extent to which the employer gives back to society.

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

recommended employer focus

salary & benefits, career progression

The importance of drivers and the evaluation of employers are relatively well aligned in Norway. However, there are opportunities to bridge the gap in expectations vs. reality when it comes to salary & benefits and career progression. Salary & benefits is the third most important driver in an ideal employer, while the workforce of Norway rates it second lowest when it comes to their own employer. Similarly, career progression carries a relatively high degree of importance to potential employees, while the average employer in Norway receives lower ratings on it. It is, therefore, recommended that employers pay more attention to these two aspects in order to position themselves as attractive employers in the country.



what do potential employees want job collars in focus.

white-collar

43%

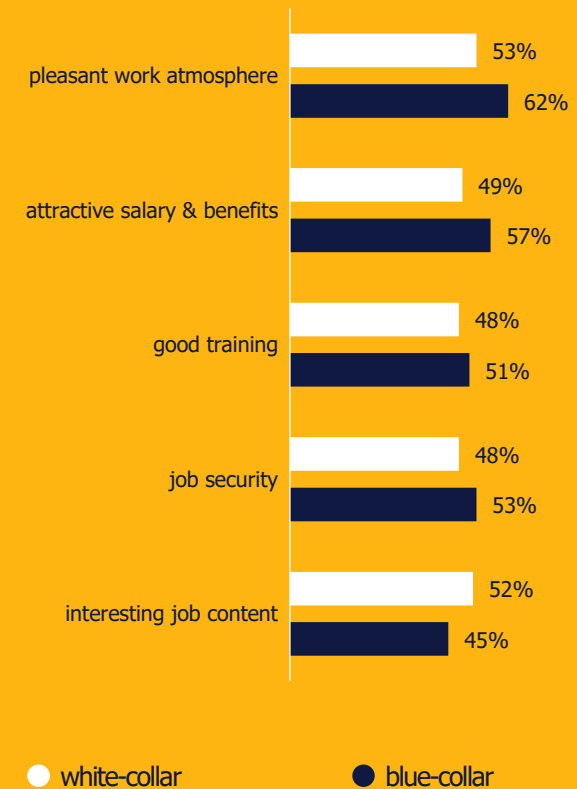
of white-collar employees consider a company's financial health an essential factor when looking for potential employers, which is higher than among blue-collar workers (36%).

blue-collar

62%

of blue-collar workers consider a pleasant work atmosphere an important driver, which is higher when compared to white-collar professionals (53%). They also consider salary & benefits, a COVID-19 safe work environment and job security more important than white-collar employees.

most important attributes



job-switching behavior



in focus.

switching behavior finding another employer.

1 in 6 employees in Norway changed employer

17% of employees in Norway changed their employer in the last half of 2020 and this was higher among men and the lower educated (20% and 26%, respectively). Furthermore, 24% intend to switch employers in the first half of 2021, which includes more often lower-educated employees (32%).

Attractive salary & benefits is the most important driver among switchers, while a pleasant work atmosphere is most important for stayers.

recruiters – top channels to find the next employer

Recruiters are by far the most used channel by switchers to find their next job (41%). This is especially true for men, those aged 35 to 54 and the lower- and higher-educated. Job portals and personal connections are the second and third most preferred job channels overall (19% and 17%, respectively).



most important attributes switchers vs. stayers.

switchers

2021

17%

changed employer in the past 6 months.

2021

17%

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

stayers

2021

83%

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 switchers

28%

of white-collar employees switched to another employer in the second half of 2020. this is considerably higher when compared to blue-collar workers (18%). White-collar professionals find their next job most often through recruiters (68%) which is higher than the average switcher (41%).

blue-collar intenders

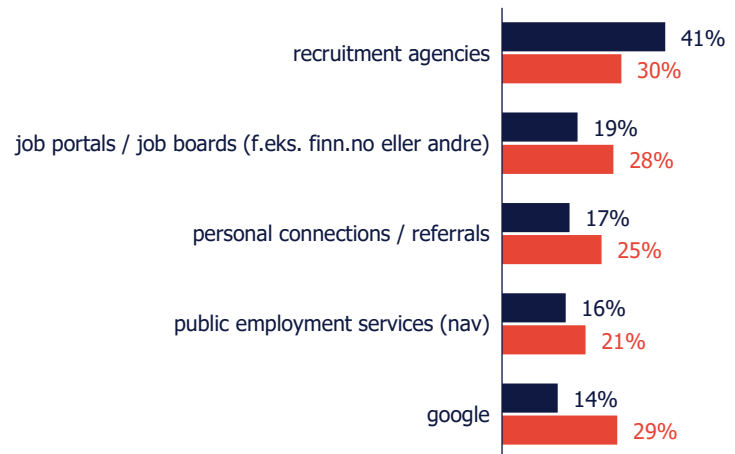
19%

of blue-collar workers intend to switch to another employer in the first half of 2021, which is considerably lower when compared to white-collar professionals (29%).

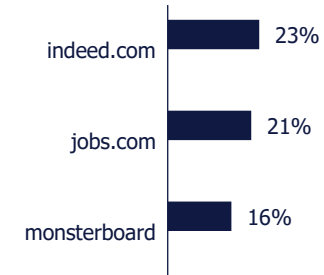


how do employees in norway find new job opportunities.

top 5 channels used to find new job opportunities



top 3 job portals



top 3 social media channels

*base is too small for 2021

● 2021 ● 2020



COVID-19

in focus.



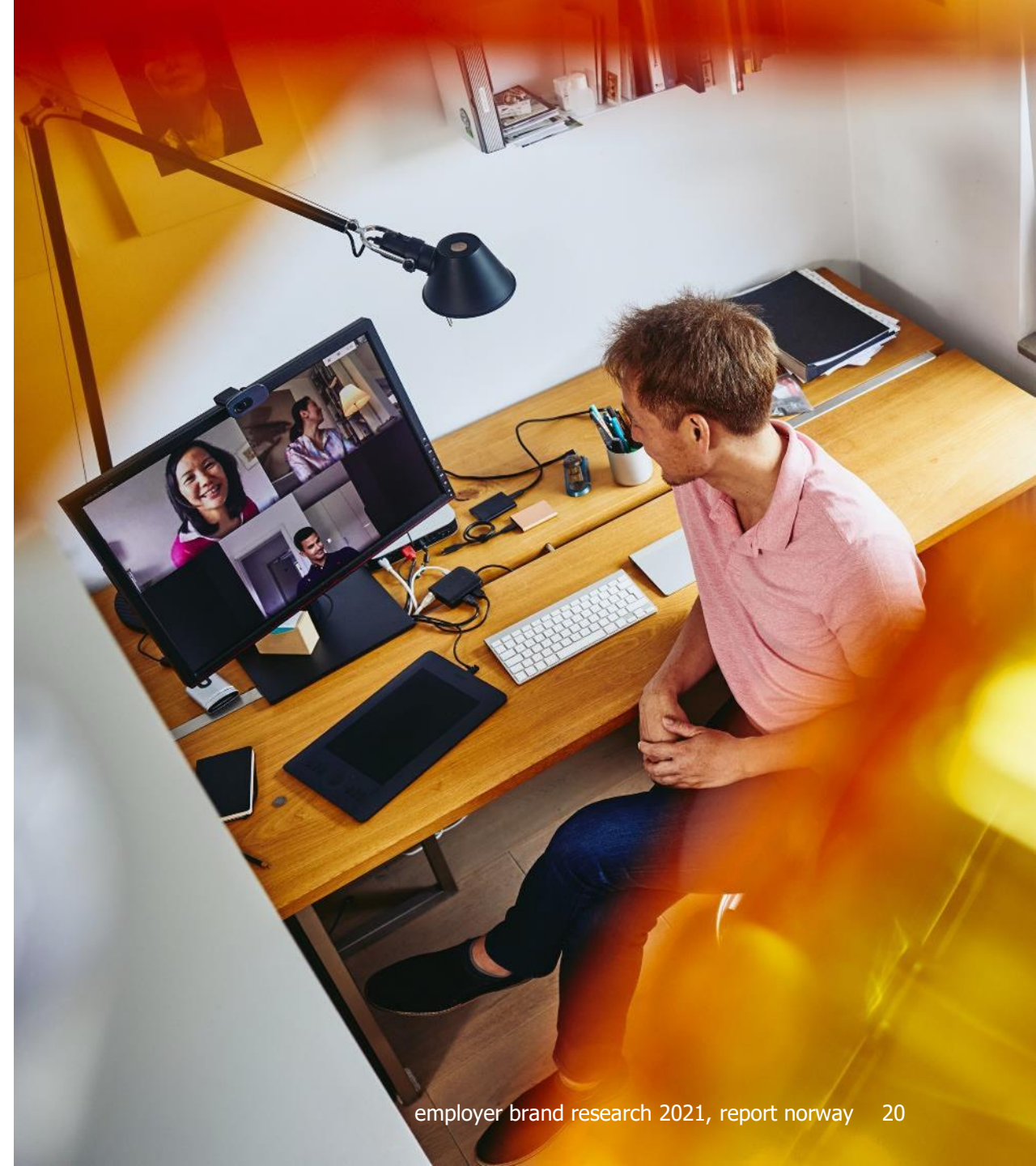
COVID-19 and its impact on the labor market.

possibility of working remotely relatively important

Even though this is not one of the most important drivers in the country, about 1 in 3 employees in Norway is attracted by the possibility to work remotely. The higher-educated, those aged 35 to 54, and women are more inclined to attach importance to this aspect (38%, 38% and 36% respectively). This driver is somewhat more important for employees who work full-time when compared to those working part-time (34% vs. 29%).

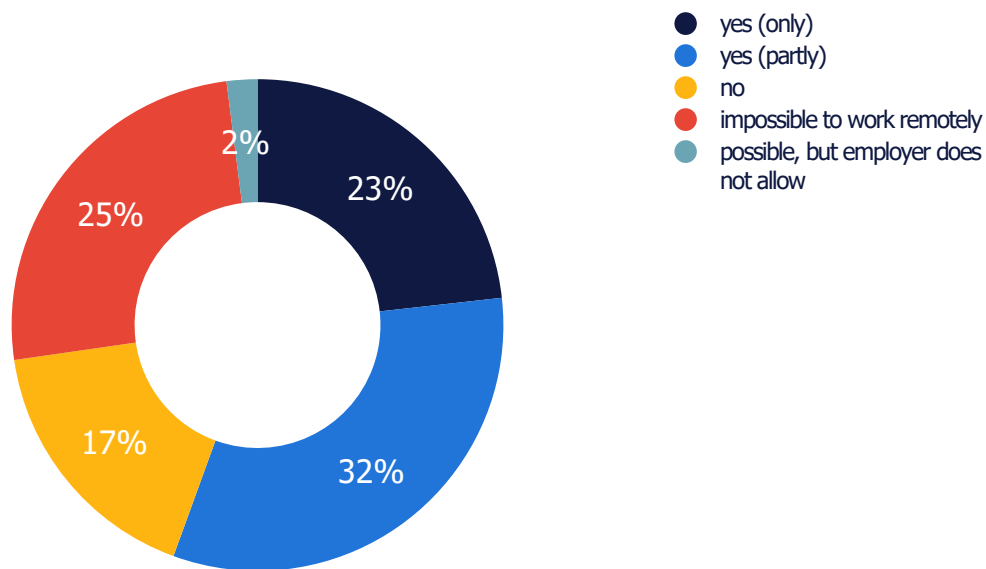
more than half of employees started to work (more) remotely during the COVID-19 pandemic

Out of the 55% of those who started working more remotely, 60% were involved in the decision to work remotely, whereas for 38% employees the decision was imposed on them by their employer and/or authorities. Especially for those aged 18 to 24, it was often a joint decision (48% for whom the decision was partly their own, partly imposed on them).



remote working due to COVID-19.

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



norway

28%

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

For the lower-educated, the decision to work more remotely is relatively often a personal decision. For the middle-educated and those aged 18 to 24, it is relatively often a joint decision with the employer. There are no other socio-demographics differences in this respect.

Only 2% of employees who can work from home are not allowed to do so by their employer. Next to that, for 25% of employees, jobs are bound to the premises which makes working from home or elsewhere impossible. This applies more often to the middle-educated and women (39% and 31%, respectively).

europa

23%

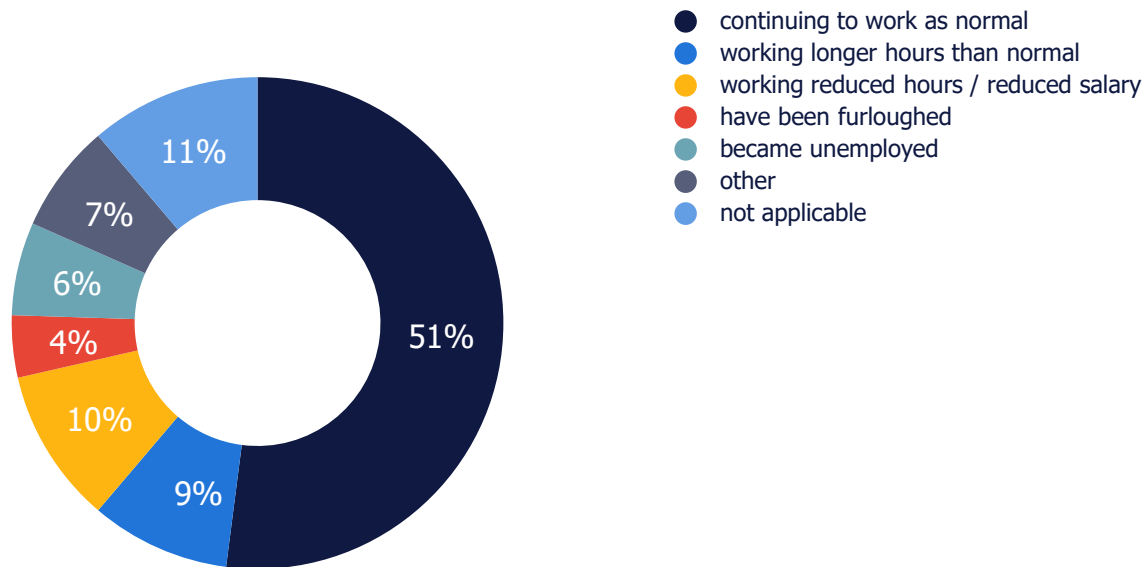
of the employees who said they worked remotely, do so out of their own decision.

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.

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%).

employment situation changes due to COVID-19.

how COVID-19 changed one's employment situation



more than one in three saw their employment situation change

36% 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 slightly higher proportion of those who became unemployed was among employees aged between 18 and 24 (9%).

The higher-educated employees and those aged 18 to 34 were more likely to work for reduced hours or reduced salary (15%, 12% and 12%, respectively).

Most Norwegians continued to work as normal with men, those aged 35 to 64 and the higher-educated most likely to have done so (57%, 60% and 55%, respectively).

europa

39%

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

job loss fear in 2021 intention to switch.

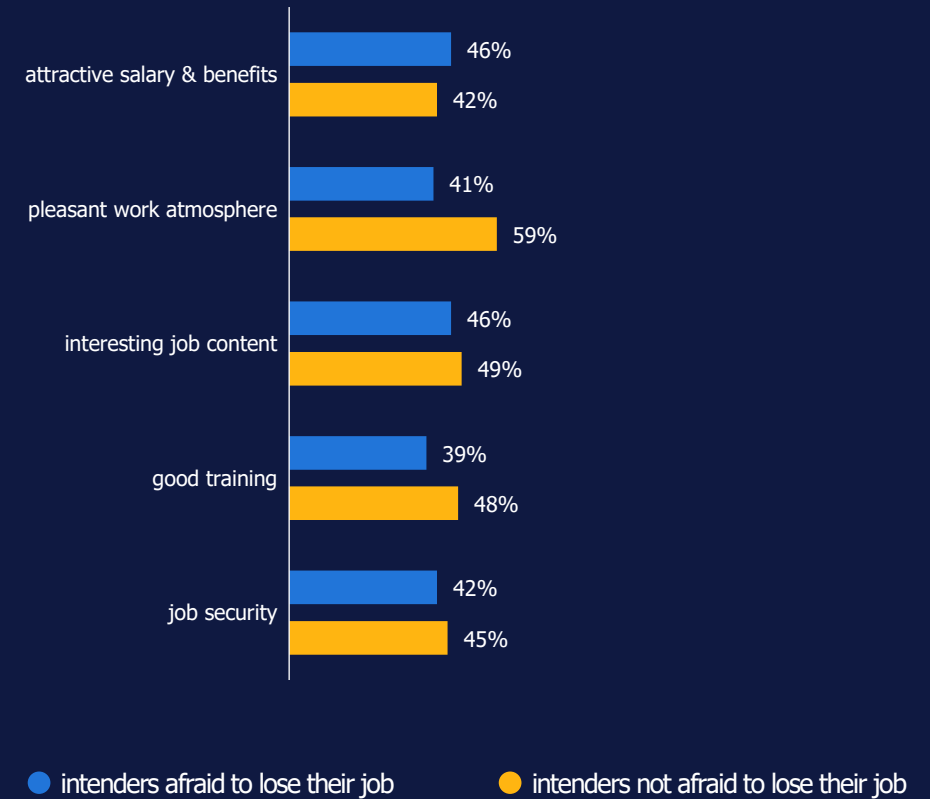
32%

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

22%

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

24%

plan to change employer in the next 6 months.

intenders

2021

30%

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 higher (30%) than the general public (24%).

The way that employers in Norway have supported their employees and handled the pandemic had a very positive impact on loyalty among employees. No less than 66% of employees now feel that they are more loyal as opposed to a mere 11% who feel less loyal to their employer. However, the lower-educated employees and those aged 18 to 24 were more likely to say their loyalty diminished (27% and 25%, respectively). Those who were able to make their own decision to work from home were more likely than the average to say they are more loyal towards their employer (76%).

job loss fear in 2021 due to COVID-19.

some fear of losing job

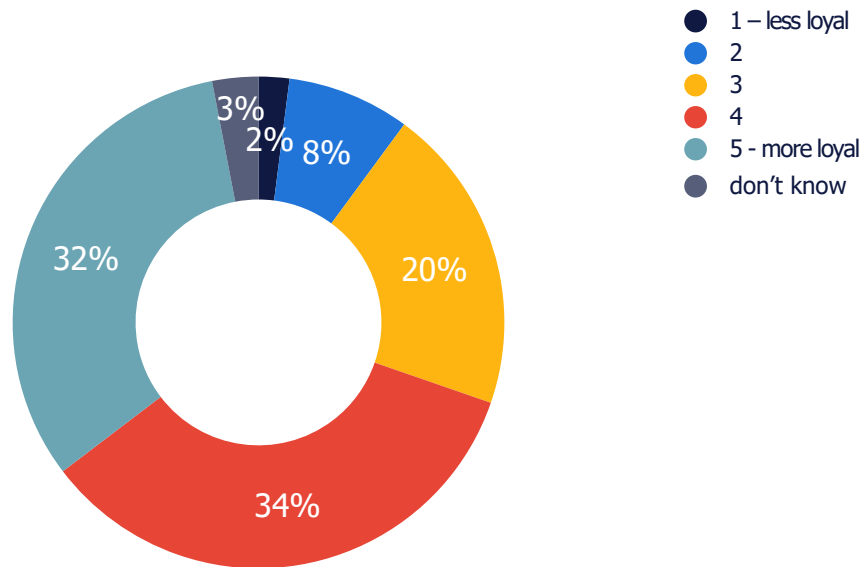
The vast majority of Norwegians are not afraid of losing their job due to COVID-19 in 2021 (65%), but a substantial proportion of individuals do fear that this will happen in 2021 (16%). Those aged 18 to 24 are more likely to fear job loss (23%) which is in line with the fact that in the past year they have already seen their employment situation change more often.

When it comes to education, higher-educated employees are least afraid of losing their job (15%). There are no differences when it comes to gender.



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

72% 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

62% 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

67% 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

76% 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 vollar 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 norway

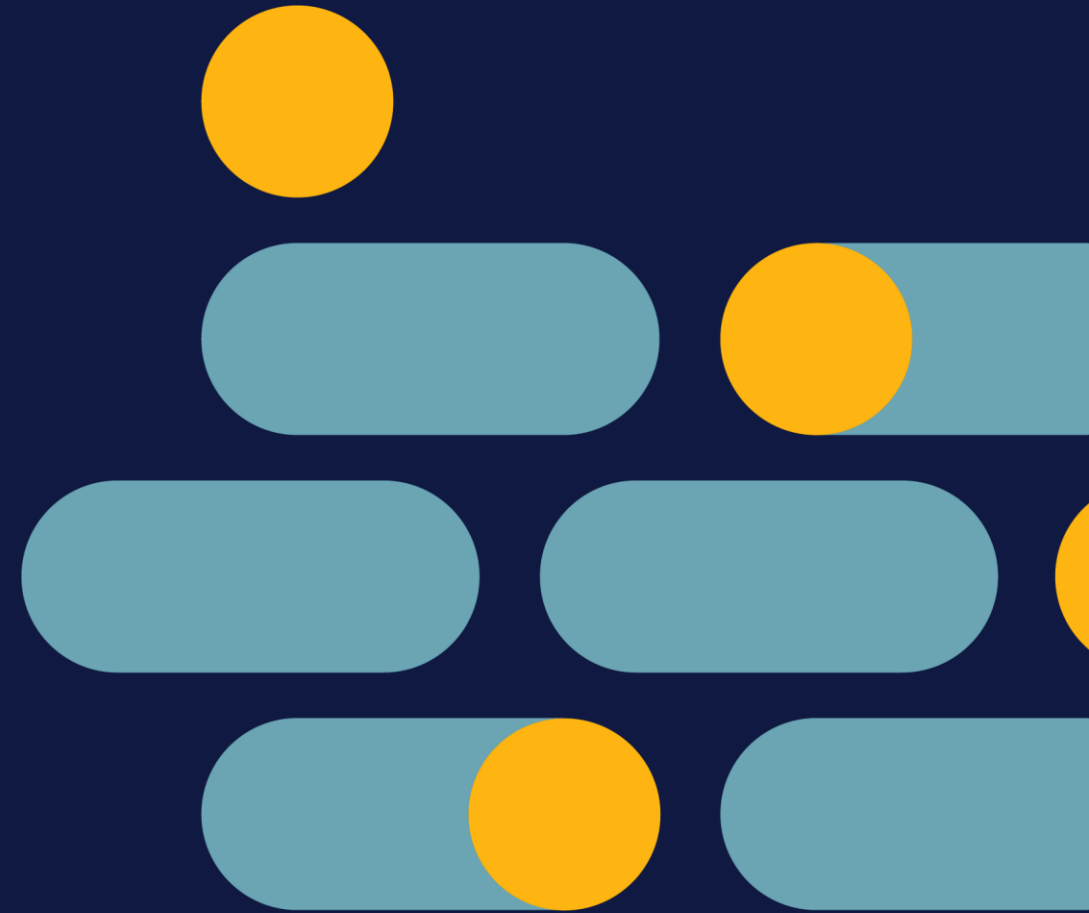
Christian Børresen

christian.borresen@randstad.no



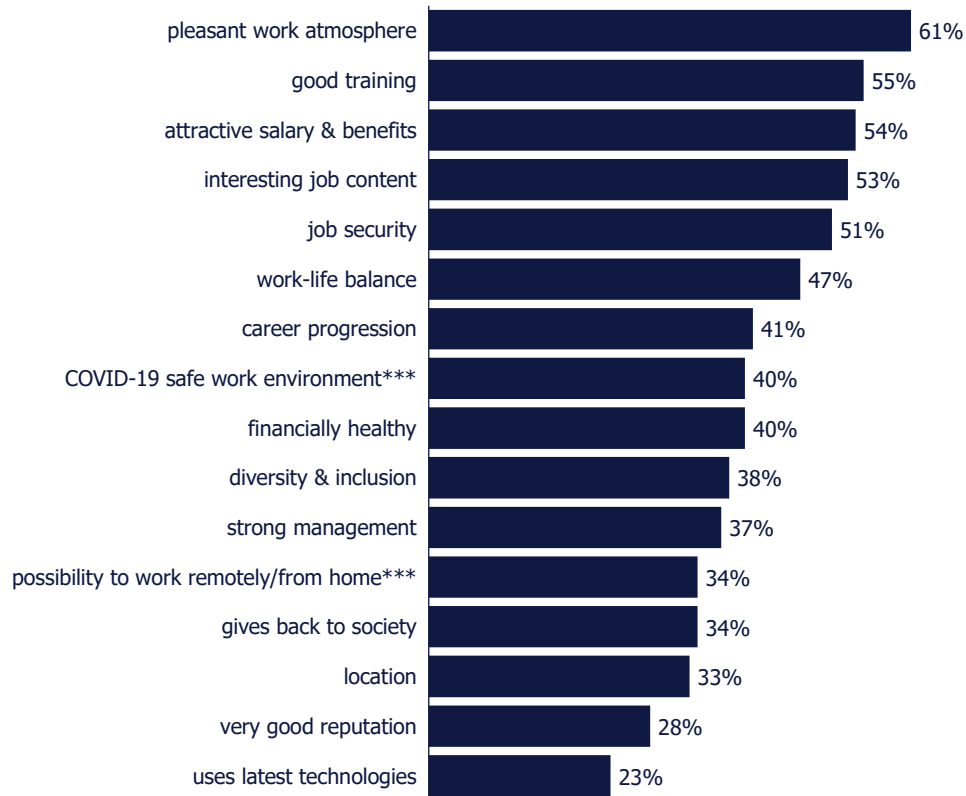
appendix 1

deep dive
EVP drivers.

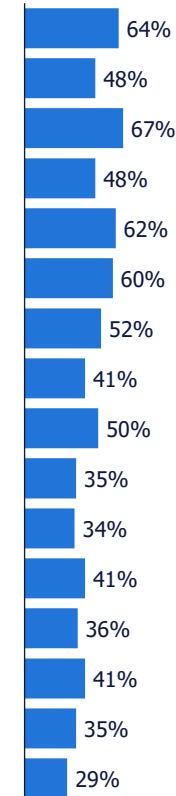


what potential employees want the most important criteria when choosing an employer.

important criteria



europa 2021



norway 2020

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

norway 2019

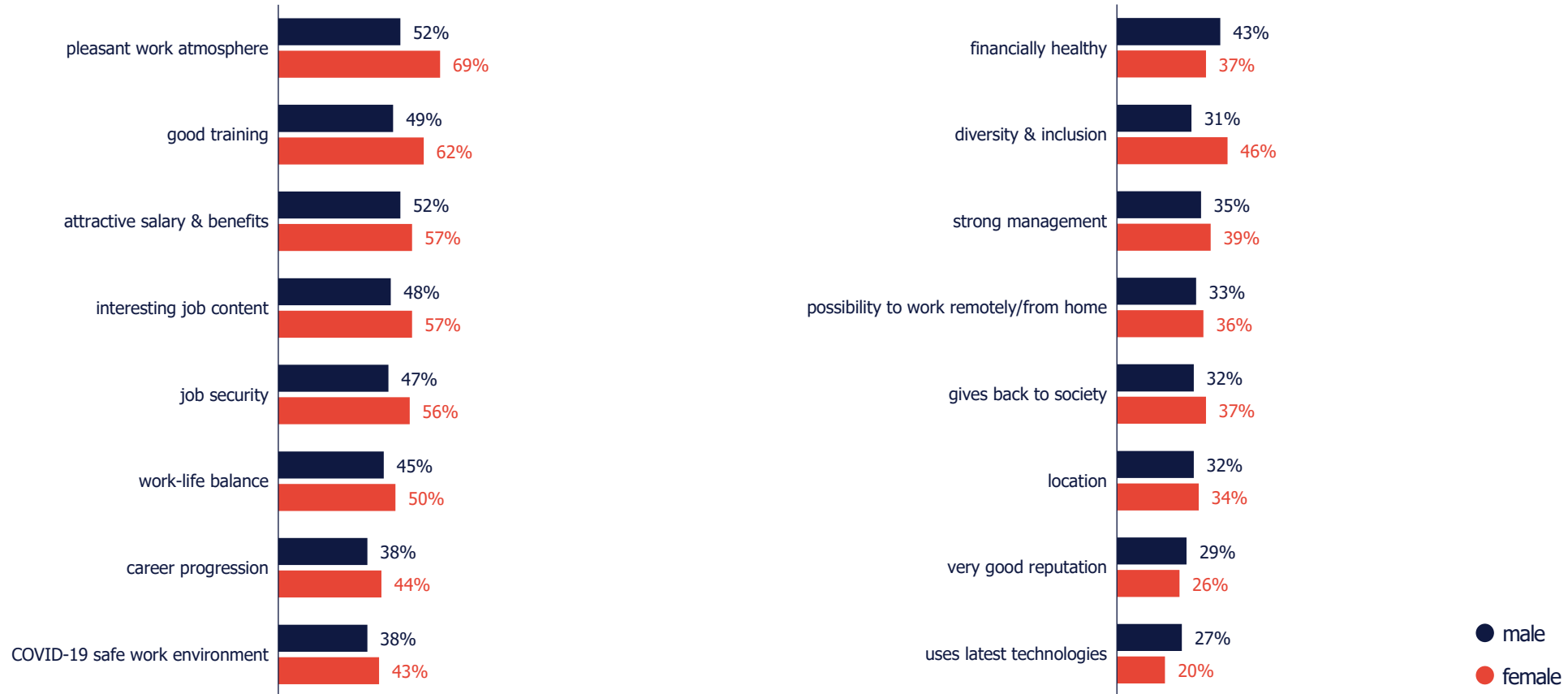
- 01 pleasant work atmosphere
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- 15 very good reputation
- 16 uses latest technologies

* 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.

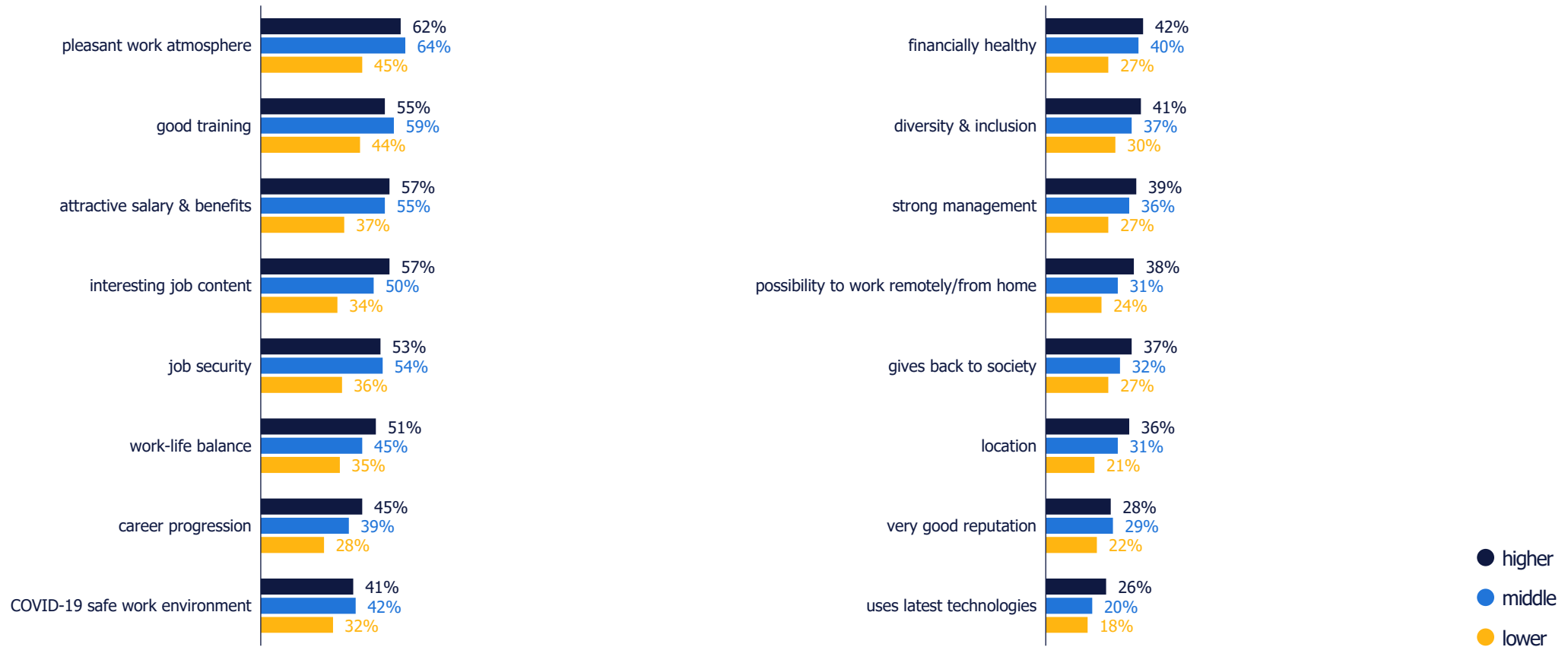
***only researched in 2021 **not researched in 2021



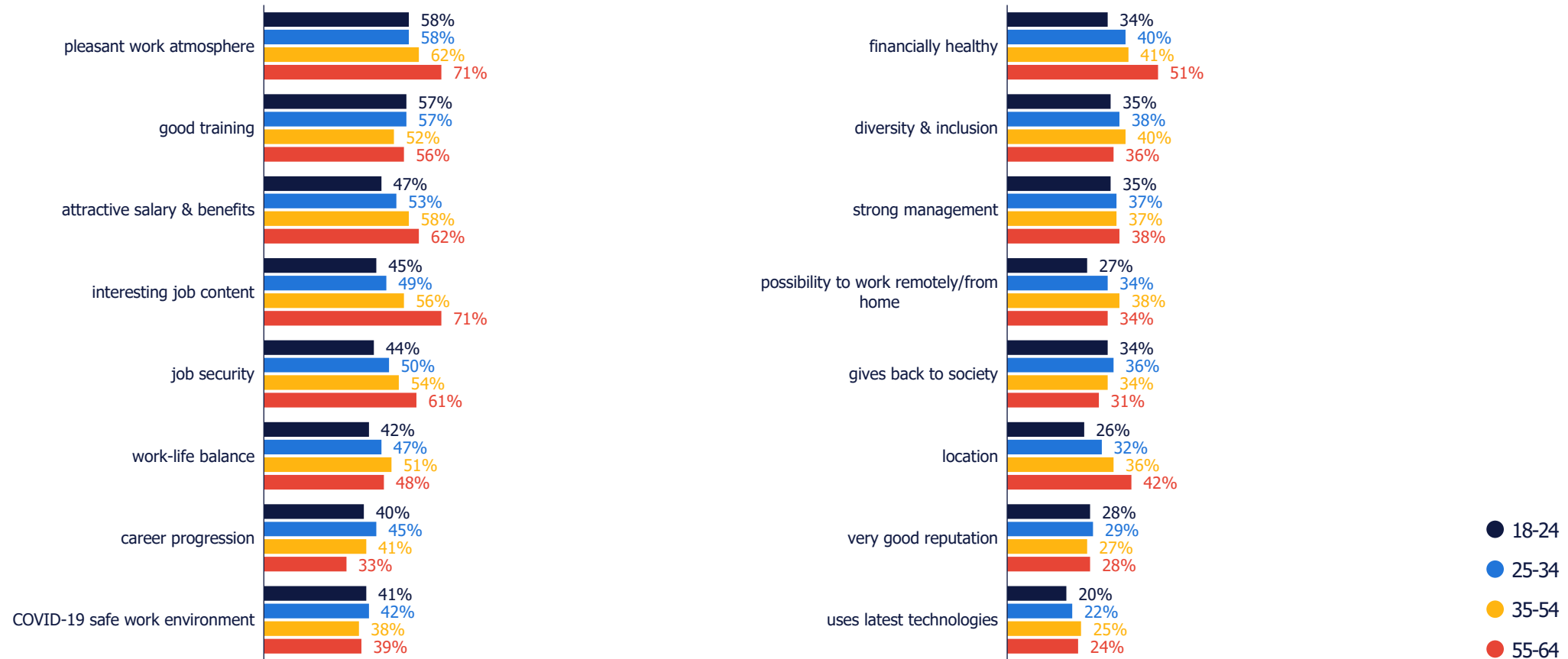
EVP driver importance by gender.



EVP driver importance by education.

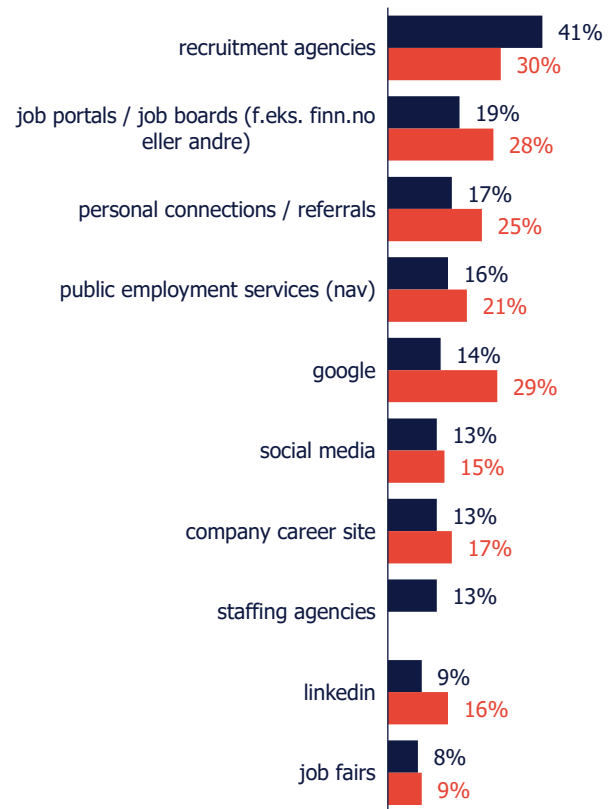


EVP driver importance by age.

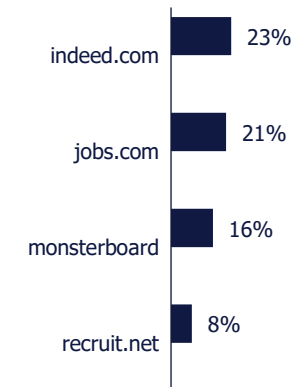


how do employees in norway find new job opportunities.

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 norway.

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

general perception of employers in norway

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

profile of ideal employer

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



perception of employer offer in norway and the region.

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



employers in norway are perceived to offer

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

employers in europe are perceived to offer

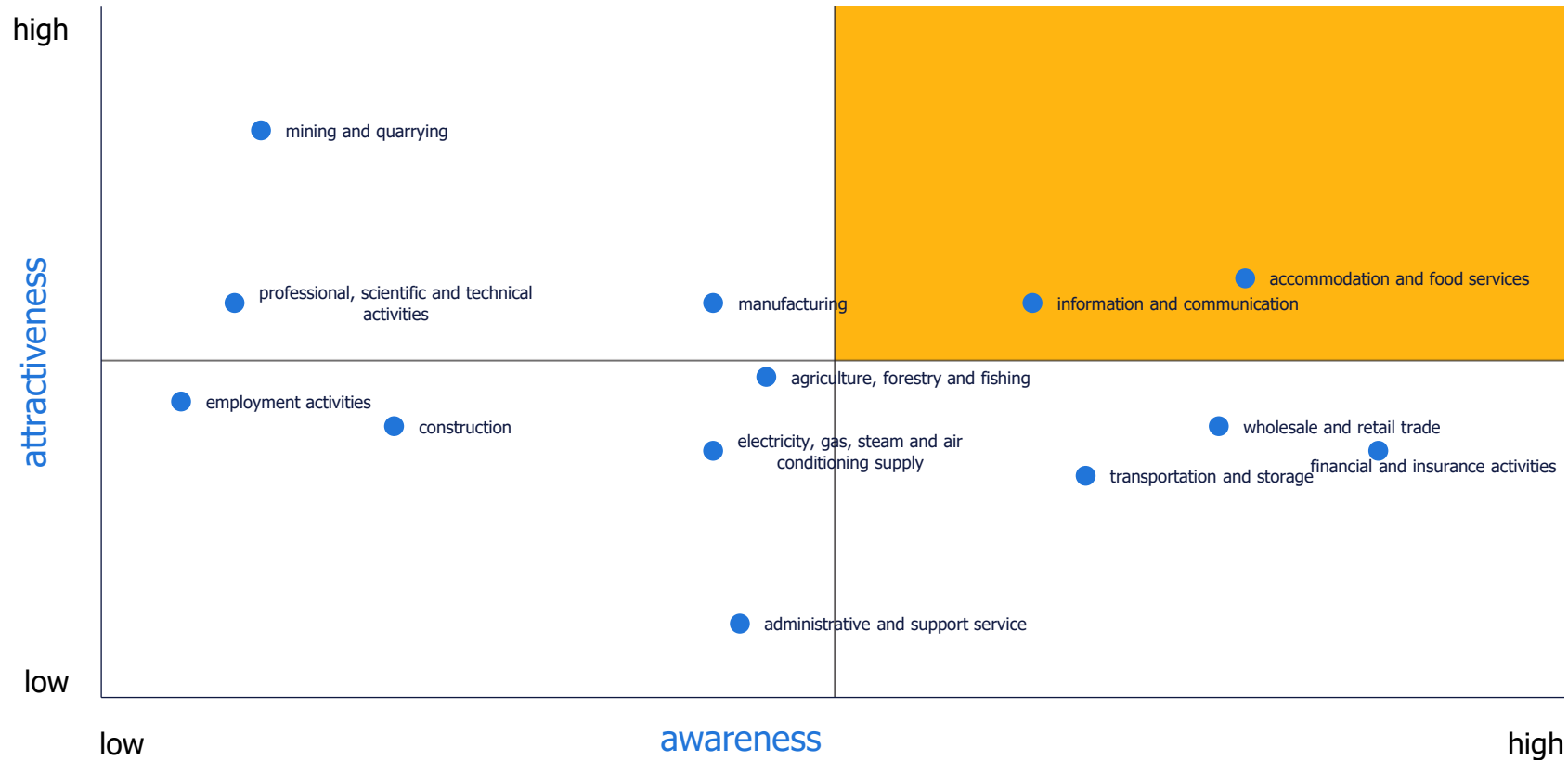
- 01 financially healthy
- 02 job security
- 03 very good reputation
- 04 COVID-19 safe work environment
- 05 career progression
- 06 pleasant work atmosphere
- 07 attractive salary & benefits
- 08 work-life balance
- 09 gives back to society
- 10 possibility to work remotely/from home

sector

insights.



top performing sectors in norway 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.



norway's best performing companies by sector.

1/2

sector	top 3 companies		
	1	2	3
01 mining and quarrying	Aker BP	Conocophillips	Technip FMC
02 accommodation and food services	Scandic Hotels	Olav Thon Gruppen	Nordic Choice Hotels
03 manufacturing	Norsk Hydro	Kongsberggruppen	ABB
04 information and communication	NRK	EVRY	Telenor
05 professional, scientific and technical activities	Sopra steria	Dnv GI	Multiconsult
06 agriculture, forestry and fishing	MOWI	Tine	Lerøy Seafood
07 wholesale and retail trade	Vinmonopolet	Møller Mobility Group	IKEA
08 construction	Aibel	Kværner	Betonmast Hæhre
09 electricity, gas, steam and air conditioning supply	Statkraft Energi	Statnett	Caverion
10 financial and insurance activities	DNB	Sparebank 1	Gjensidige

norway's best performing companies by sector.

2/2

	top 3 companies		
sector	1	2	3
11 transportation and storage	SAS	Avinor	Posten Norge
12 administrative and support service	Toma Facility Services	Nokas	Securitas



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

1/2

sector	top 3 EVP drivers		
	1	2	3
01 mining and quarrying	attractive salary & benefits	career progression	financially healthy
02 accommodation and food services	very good reputation	pleasant work atmosphere	COVID-19 safe work environment
03 manufacturing	financially healthy	attractive salary & benefits	job security
04 information and communication	COVID-19 safe work environment	financially healthy	job security
05 professional, scientific and technical activities	COVID-19 safe work environment	financially healthy	attractive salary & benefits
06 agriculture, forestry and fishing	financially healthy	job security	very good reputation
07 employment activities	COVID-19 safe work environment	financially healthy	work-life balance
08 wholesale and retail trade	financially healthy	very good reputation	pleasant work atmosphere
09 construction	COVID-19 safe work environment	financially healthy	job security
10 electricity, gas, steam and air conditioning supply	COVID-19 safe work environment	financially healthy	job security



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

2/2

top 3 EVP drivers

sector	1	2	3
11 financial and insurance activities	COVID-19 safe work environment	financially healthy	job security
12 transportation and storage	pleasant work atmosphere	COVID-19 safe work environment	job security
13 administrative and support service	financially healthy	job security	COVID-19 safe work environment



top



employers.

top employers to work for in norway.

top 10 employers 2021

- 01 NRK
- 02 Aker BP
- 03 Sopra steria
- 04 Dnv GI
- 05 Conocophillips
- 06 Technip FMC
- 07 Norsk Hydro
- 08 Equinor
- 09 Aker Solutions
- 10 Schlumberger

top 10 employers 2020

- 01 Technip FMC
- 02 Schlumberger
- 03 Aker Solutions
- 04 NRK
- 05 Conocophillips
- 06 MOWI
- 07 Equinor
- 08 SAS
- 09 National Oilwell Varco
- 10 Norsk Hydro

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

top 5 companies	1	2	3
1 NRK	financially healthy	job security	COVID-19 safe work environment
2 Aker BP	financially healthy	career progression	attractive salary & benefits
3 Sopra steria	attractive salary & benefits	COVID-19 safe work environment	pleasant work atmosphere
4 Dnv GI	financially healthy	job security	COVID-19 safe work environment
5 Conocophillips	attractive salary & benefits	career progression	financially healthy

norway's top employers by EVP driver.

EVP driver	1	2	3
pleasant work atmosphere	Vinmonopolet	Gjensidige	Kværner
attractive salary & benefits	Aker Solutions	Equinor	Conocophillips
job security	Statnett	Statkraft Energi	DNB
work-life balance	Vinmonopolet	Statnett	Conocophillips
career progression	Aker Solutions	Equinor	Aker BP
COVID-19 safe work environment	DNB	EVRY	Statkraft Energi
financially healthy	DNB	Vinmonopolet	Statnett
possibility to work remotely/from home	Gjensidige	DNB	Visma Group
gives back to society	Statkraft Energi	Tine	Felleskjøpet
very good reputation	Vinmonopolet	Tine	NRK

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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