employer brand research 2021

randstad

usa. 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.

audit current employer brand
- employer brand story
- external perception

interview employees and leaders to understand:
- their perception of your brand
- gaps and areas for improvement

assess competitors for workforce

develop the employer brand strategy and creative assets

create the brand pillars and employee value proposition

external market analysis
- career motivations and drivers
- specific views of your company improvement

launch employer brand internally
gain employee + leadership feedback

activate employer brand externally

measure, assess & refine

gain employee + leadership feedback
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.

- 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
  - 3,804 respondents

- Fieldwork
  - online interviews
  - January - February 2021

- Length of interview
  - 16 minutes

Click here for detailed research methodology.
Sample composition in the United States
Socio-demographics, Employment Status, Region.

**Gender**
- Female: 50%
- Male: 48%

**Age**
- 18-24: 18%
- 25-44: 62%
- 45-65: 20%

**Education**
- Lower: 30%
- Middle: 53%
- Higher: 18%

**Employment Status**
- Working as permanent staff: 47%
- Working as temporary staff: 11%
- Self-employed/freelance: 14%
- Seeking/unemployed: 9%
- Homemaker: 8%
- Student: 7%
- Other: 5%

**Region**
- Northeast (1): 18%
- Midwest (2): 21%
- South (3): 43%
- West (4): 19%

2. Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin
3. Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia

Total sample: 3,804
Fieldwork: January - February 2021
sample composition in the united states sector, function.

**Sector**
- Agriculture: 2%
- Oil & Gas: 2%
- Manufacturing: 9%
- Utilities: 2%
- Construction: 8%
- Trade: 6%
- Transportation & Storage: 3%
- Accommodation & Food: 3%
- ICT: 10%
- Finance & Insurance: 7%
- Real Estate: 2%
- Professional & Scientific: 4%
- Administration & Support: 4%
- Public Administration: 2%
- Education: 7%
- Healthcare: 9%
- Social Work: 2%
- Arts & Entertainment: 3%

**Function**
- Managers: 30%
- Professionals: 18%
- Technicians: 11%
- Clerks: 11%
- Service / Sales: 18%
- Skilled Agricultural: 2%
- Craft / Trade: 5%
- Machine Operators: 3%
- Elementary Occupations: 2%
- Armed Forces Occupations: 1%

*Base: currently employed (n=2,394)*
usa

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

Top 5 most important drivers

- Attractive salary & benefits: 62%
- Work-life balance: 60%
- Job security: 56%
- Good training: 56%
- Strong management: 54%

*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.
Salary & benefits and work-life balance are the most important drivers among Americans. Both these drivers are more prominent among women and the middle-educated. Furthermore, these are the employees who are more demanding overall as they consider more than 8 drivers essential compared to about 7 for the average American. A COVID-19 safe work environment is rated 7th in importance and it is also more important for women and the middle-educated. Lower ratings are given for uses latest technologies with men considering this aspect more important (35%) compared to women (27%).

American employees rate their own employers highest on very good reputation, followed by providing a COVID-safe work environment together with financial health. The lowest rating given by employees is for the possibility to work remotely, especially by women, employees aged between 18 and 24 and the lower-educated. Compared to other regions, those living in the South of the US are most satisfied with most drivers, such as very good reputation, attractive salary & benefits, and pleasant work atmosphere.

There is a gap in what employees in the US seek and what their employers are perceived to offer. Salary & benefits and a good work-life balance are both very important for the American workforce, however, they are not one of the top attributes identified in the average American employer. Employers in the US may want to pay attention and deliver strategies to bridge this gap between what employers look for but are not sufficiently offered.
what do potential employees want
job collars in focus.

<table>
<thead>
<tr>
<th></th>
<th>white-collar</th>
<th></th>
<th>blue-collar</th>
</tr>
</thead>
<tbody>
<tr>
<td>52%</td>
<td>of white-collar employees consider good training an important driver and this is lower when compared to blue-collar workers (56%).</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 62%   | of blue-collar workers consider attractive salary & benefits the most important driver in an ideal employer and this is slightly higher when compared to white-collar professionals (61%). |

most important attributes

- attractive salary & benefits: 61% (white-collar) vs 62% (blue-collar)
- work-life balance: 60% (white-collar) vs 56% (blue-collar)
- job security: 57% (white-collar) vs 55% (blue-collar)
- good training: 52% (white-collar) vs 56% (blue-collar)
- strong management: 53% (white-collar) vs 49% (blue-collar)
job-switching behavior in focus.
switching behavior
finding another employer.

1 in 6 Americans changed employer in the second half of 2020. 16% of American employees changed their employer in the last half of 2020. This is more so among men (19%), those aged 18 to 24 (25%) and among the higher-educated (24%). Furthermore, 25% intend to switch employers in the first half of 2021 and this includes relatively more men (27%). The younger intend more often to switch employer: 34% among the 18-to-24-year-olds and 28% among the 25-to-34-year-olds.

google – top channel to find the next employer
The most used channel by switchers is Google with almost one third of American employees making use of it. Job portals (28%) and social media (27%) are also very often used; job portals are especially popular among women for finding work (36%). Middle-educated employees make more use of personal connections/referrals (29%) than lower- and higher-educated employees (15% and 14%, respectively).
most important attributes
switchers vs. stayers.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Switchers</th>
<th>Stayers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attractive salary &amp; benefits</td>
<td>50%</td>
<td>66%</td>
</tr>
<tr>
<td>Work-life balance</td>
<td>50%</td>
<td>60%</td>
</tr>
<tr>
<td>Good training</td>
<td>57%</td>
<td>53%</td>
</tr>
<tr>
<td>Job security</td>
<td>57%</td>
<td>46%</td>
</tr>
<tr>
<td>Strong management</td>
<td>50%</td>
<td>55%</td>
</tr>
</tbody>
</table>

2021
16% changed employer in the past 6 months.

2021
21% of those affected by COVID changed employer in the past 6 months.

84% stayed with their employer in the past 6 months.

* 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.

<table>
<thead>
<tr>
<th>white-collar intenders</th>
<th>blue-collar switchers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>22%</strong></td>
<td><strong>18%</strong></td>
</tr>
<tr>
<td>of white-collar employees intend to change to another employer in the first half of 2021. This is in line with the average American employee (25%) who intends to switch employers.</td>
<td>of blue-collar workers switched employers in the last half of 2020. This is in line with the average American employee (16%) and white-collar employees (22%).</td>
</tr>
</tbody>
</table>
how do employees in the united states find new job opportunities.

**Top 5 channels used to find new job opportunities**

- **Google**: 36% (2021), 32% (2020)
- **Social Media**: 27% (2021), 24% (2020)
- **Recruitment Agencies**: 23% (2021), 25% (2020)
- **Personal Connections / Referrals**: 21% (2021), 23% (2020)
- **Job Portals / Job Boards (e.g., monsterboard, indeed.com, jobs.com, recruit.net)**: 28% (2021), 38% (2020)

**Top 3 job portals**

- **Indeed.com**: 81% (2021), 85% (2020)
- **Jobs.com**: 19% (2021), 29% (2020)
- **Monsterboard**: 16% (2021), 18% (2020)

**Top 3 social media channels**

- **Facebook**: 72% (2021), 86% (2020)
- **Instagram**: 49% (2021), 60% (2020)
- **Snapchat**: 26% (2021), 36% (2020)
COVID-19

in focus.
COVID-19 and its impact on the labor market.

possibility of working remotely relatively important
Even though it is not one of the most important drivers in the country, 43% of employees in the US are attracted by the possibility to work remotely. Women and the middle-educated are more inclined to rank this driver as important (49% and 46%, respectively). There is no difference between those who work part-time or full-time when it comes to the importance of this aspect.

more than half of employees started to work (more) remotely during the COVID-19 pandemic
Out of the 59% employees who started working more remotely, 67% were involved in the decision to work remotely, whereas for 31% of employees this was imposed on them by their employer and/or authorities.
remote working due to COVID-19.

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

- **USA**
  - 42% of the employees who said they worked remotely, do so out of their own decision.
  
- **North America**
  - 41% of the employees who said they worked remotely, do so out of their own decision.

Having an influence on the decision to work more remotely is higher among men (49% to decide for themselves). It is primarily the higher-educated who started working more remotely.

When looking across North America, we see that men were much more likely than women (48% vs. 31%) to work from home out of their own decision.

A very small proportion of North Americans who could work from home were not allowed to do so by their employer (2%). For 19% of North Americans, working from home is impossible as their jobs are bound to the premises with this being most often the case for the lower-educated (28%).

Only 2% of employees who can work from home are not allowed to do so by their employer. Next to that, for 19% of employees, jobs are bound to the premises which makes working from home or elsewhere impossible. This is especially true for 28% of the lower-educated employees.
employment situation changes due to COVID-19.

47% 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 became unemployed was among lower-educated employees (26%).

Of those who started working more hours, 11% are represented by men and 16% by higher-educated employees.

More men (43%) and higher-educated (54%) employees continued to work as normal.
job loss fear in 2021
intention to switch.

32% of the employees who are afraid of losing their job, plan to change their job in the next 6 months.

15% of the employees who are not afraid of losing their job, plan to change their job in the next 6 months.

*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.

25% plan to change employer in the next 6 months.

36% of those affected by COVID-19 plan to change their employer in the next 6 months.

If one’s employment situation has changed due to COVID-19, the intention to change to a new employer is considerably higher (36%) than those who just intend to change employers (25%).

The way American employers have supported their employees and handled the pandemic had a very positive impact on loyalty among employees. No less than 73% of employees now feel that they are more loyal as opposed to a mere 6% who feel less loyal to their employer. The higher-educated are more likely to be more loyal (84%) and those aged 18 to 24 are more likely to be less loyal (14%).

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.
considerable fear of losing job
The 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.

Although there are more people not afraid of losing their job (48%), a substantial number of Americans do fear that this will happen in 2021 (28%). Those aged between 25 and 34 are more worried than the average American (34%).

42% of employees who are afraid of losing their job plan to change their employer in the first half of 2021, whereas only 34% of employees who are not worried about becoming unemployed intend to switch jobs.
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: 75% 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: 71% 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: 78% 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 USA
Linda Christensen
linda.christensen@randstadusa.com
appendix 1

deep dive
EVP drivers.
what potential employees want the most important criteria when choosing an employer.

**important criteria**

- Attractive salary & benefits: 62%
- Work-life balance: 60%
- Job security: 56%
- Good training: 56%
- Strong management: 54%
- Pleasant work atmosphere: 52%
- COVID-19 safe work environment: 51%
- Very good reputation: 49%
- Financially healthy: 49%
- Career progression: 47%
- Location: 46%
- Possibility to work remotely/from home: 43%
- Diversity & inclusion: 41%
- Interesting job content: 37%
- Gives back to society: 36%
- Uses latest technologies: 31%

**north america 2021**

- 01 Attractive salary & benefits: 63%
- 02 Work-life balance: 60%
- 03 Job security: 56%
- 04 Pleasant work atmosphere: 54%
- 05 Flexible arrangements: 53%
- 06 Location: 51%
- 07 Good training: 49%
- 08 Strong management: 49%
- 09 Financially healthy: 48%
- 10 Career progression: 46%
- 11 Very good reputation: 43%
- 12 Diversity & inclusion: 42%
- 13 Interesting job content: 38%
- 14 Quality products: 36%
- 15 Gives back to society: 31%
- 16 Uses latest technologies

**usa 2020**

- 01 Attractive salary & benefits: 60%
- 02 Work-life balance: 60%
- 03 Job security: 56%
- 04 Pleasant work atmosphere: 56%
- 05 Flexible arrangements: 54%
- 06 Location: 53%
- 07 Good training: 51%
- 08 Strong management: 51%
- 09 Financially healthy: 49%
- 10 Career progression: 49%
- 11 Very good reputation: 48%
- 12 Diversity & inclusion: 46%
- 13 Interesting job content: 43%
- 14 Quality products: 42%
- 15 Gives back to society: 38%
- 16 Uses latest technologies

**usa 2019**

- 01 Attractive salary & benefits: 60%
- 02 Work-life balance: 56%
- 03 Job security: 56%
- 04 Pleasant work atmosphere: 54%
- 05 Flexible arrangements: 53%
- 06 Location: 51%
- 07 Strong management: 49%
- 08 Good training: 49%
- 09 Financially healthy: 48%
- 10 Career progression: 46%
- 11 Very good reputation: 43%
- 12 Diversity & inclusion: 42%
- 13 Interesting job content: 38%
- 14 Quality products: 36%
- 15 Gives back to society: 31%
- 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/ interrupted in 2021
EVP driver importance by gender.

- Attractive salary & benefits: 57% male, 67% female
- Work-life balance: 54% male, 66% female
- Job security: 54% male, 58% female
- Good training: 52% male, 60% female
- Strong management: 50% male, 58% female
- Pleasant work atmosphere: 46% male, 58% female
- COVID-19 safe work environment: 46% male, 56% female
- Very good reputation: 48% male, 50% female

- Financially healthy: 49% male, 48% female
- Career progression: 45% male, 50% female
- Location: 43% male, 49% female
- Possibility to work remotely/from home: 36% male, 49% female
- Diversity & inclusion: 36% male, 46% female
- Interesting job content: 38% male, 37% female
- Gives back to society: 33% male, 39% female
- Uses latest technologies: 35% male, 27% female

employer brand research 2021, report usa | 31
EVP driver importance by education.

- Attractive salary & benefits: 54% higher, 57% middle, 53% lower
- Work-life balance: 53% higher, 65% middle, 55% lower
- Job security: 46% higher, 62% middle, 52% lower
- Good training: 49% higher, 60% middle, 53% lower
- Strong management: 47% higher, 58% middle, 52% lower
- Pleasant work atmosphere: 43% higher, 60% middle, 45% lower
- COVID-19 safe work environment: 47% higher, 49% middle, 49% lower
- Very good reputation: 47% higher, 51% middle, 46% lower

- Financially healthy: 50% higher, 52% middle, 43% lower
- Career progression: 41% higher, 41% middle, 42% lower
- Location: 40% higher, 49% middle, 44% lower
- Possibility to work remotely/from home: 39% higher, 46% middle, 38% lower
- Diversity & inclusion: 37% higher, 46% middle, 36% lower
- Interesting job content: 36% higher, 40% middle, 35% lower
- Gives back to society: 33% higher, 40% middle, 32% lower
- Uses latest technologies: 37% higher, 32% middle, 25% lower
EVP driver importance by age.

- Attractive salary & benefits
- Work-life balance
- Job security
- Good training
- Strong management
- Pleasant work atmosphere
- COVID-19 safe work environment
- Very good reputation
- Financially healthy
- Career progression
- Location
- Possibility to work remotely from home
- Diversity & inclusion
- Interesting job content
- Gives back to society
- Uses latest technologies

<table>
<thead>
<tr>
<th>Age Group</th>
<th>18-24</th>
<th>25-34</th>
<th>35-54</th>
<th>55-64</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attractive salary &amp; benefits</td>
<td>53%</td>
<td>62%</td>
<td>66%</td>
<td>74%</td>
</tr>
<tr>
<td>Work-life balance</td>
<td>46%</td>
<td>59%</td>
<td>63%</td>
<td>66%</td>
</tr>
<tr>
<td>Job security</td>
<td>56%</td>
<td>56%</td>
<td>55%</td>
<td>62%</td>
</tr>
<tr>
<td>Good training</td>
<td>58%</td>
<td>58%</td>
<td>55%</td>
<td>62%</td>
</tr>
<tr>
<td>Strong management</td>
<td>56%</td>
<td>55%</td>
<td>53%</td>
<td>62%</td>
</tr>
<tr>
<td>Pleasant work atmosphere</td>
<td>48%</td>
<td>51%</td>
<td>51%</td>
<td>64%</td>
</tr>
<tr>
<td>COVID-19 safe work environment</td>
<td>54%</td>
<td>52%</td>
<td>49%</td>
<td>53%</td>
</tr>
<tr>
<td>Very good reputation</td>
<td>48%</td>
<td>48%</td>
<td>48%</td>
<td>49%</td>
</tr>
<tr>
<td>Financially healthy</td>
<td>45%</td>
<td>50%</td>
<td>48%</td>
<td>56%</td>
</tr>
<tr>
<td>Career progression</td>
<td>46%</td>
<td>46%</td>
<td>46%</td>
<td>46%</td>
</tr>
<tr>
<td>Location</td>
<td>41%</td>
<td>43%</td>
<td>43%</td>
<td>58%</td>
</tr>
<tr>
<td>Possibility to work remotely from home</td>
<td>38%</td>
<td>39%</td>
<td>39%</td>
<td>38%</td>
</tr>
<tr>
<td>Diversity &amp; inclusion</td>
<td>46%</td>
<td>39%</td>
<td>39%</td>
<td>38%</td>
</tr>
<tr>
<td>Interesting job content</td>
<td>40%</td>
<td>39%</td>
<td>39%</td>
<td>40%</td>
</tr>
<tr>
<td>Gives back to society</td>
<td>39%</td>
<td>39%</td>
<td>39%</td>
<td>39%</td>
</tr>
<tr>
<td>Uses latest technologies</td>
<td>25%</td>
<td>25%</td>
<td>34%</td>
<td>33%</td>
</tr>
</tbody>
</table>
how do employees in the united states find new job opportunities.

channels used to find new job opportunities

<table>
<thead>
<tr>
<th>Channel</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>google</td>
<td>32%</td>
<td>36%</td>
</tr>
<tr>
<td>job portals / job boards (e.g. monsterboard, indeed.com, jobs.com, recruit.net)</td>
<td>28%</td>
<td>38%</td>
</tr>
<tr>
<td>social media</td>
<td>27%</td>
<td>24%</td>
</tr>
<tr>
<td>recruitment agencies</td>
<td>23%</td>
<td>25%</td>
</tr>
<tr>
<td>personal connections / referrals</td>
<td>21%</td>
<td>23%</td>
</tr>
<tr>
<td>linkedin</td>
<td>20%</td>
<td>24%</td>
</tr>
<tr>
<td>staffing agencies</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>company career site</td>
<td>17%</td>
<td>20%</td>
</tr>
<tr>
<td>job fairs</td>
<td>11%</td>
<td>14%</td>
</tr>
<tr>
<td>public employment services</td>
<td>7%</td>
<td>8%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Channel</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>indeed.com</td>
<td>81%</td>
<td>85%</td>
</tr>
<tr>
<td>jobs.com</td>
<td>19%</td>
<td>29%</td>
</tr>
<tr>
<td>monsterboard</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>recruit.net</td>
<td>9%</td>
<td>18%</td>
</tr>
<tr>
<td>facebook</td>
<td>72%</td>
<td>86%</td>
</tr>
<tr>
<td>instagram</td>
<td>49%</td>
<td>60%</td>
</tr>
<tr>
<td>snapchat</td>
<td>26%</td>
<td>36%</td>
</tr>
<tr>
<td>twitter</td>
<td>25%</td>
<td>46%</td>
</tr>
</tbody>
</table>
appendix 2

deep dive employers.
perception of employer offer in the united states.

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.

<table>
<thead>
<tr>
<th>evaluation of current employer</th>
<th>general perception of employers in the usa</th>
<th>profile of ideal employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 very good reputation</td>
<td>01 financially healthy</td>
<td>01 attractive salary &amp; benefits</td>
</tr>
<tr>
<td>02 COVID-19 safe work environment</td>
<td>02 COVID-19 safe work environment</td>
<td>02 work-life balance</td>
</tr>
<tr>
<td>03 financially healthy</td>
<td>03 very good reputation</td>
<td>03 job security</td>
</tr>
<tr>
<td>04 job security</td>
<td>04 job security</td>
<td>04 pleasant work atmosphere</td>
</tr>
<tr>
<td>05 work-life balance</td>
<td>05 career progression</td>
<td>05 COVID-19 safe work environment</td>
</tr>
<tr>
<td>06 pleasant work atmosphere</td>
<td>06 attractive salary &amp; benefits</td>
<td>06 very good reputation</td>
</tr>
<tr>
<td>07 attractive salary &amp; benefits</td>
<td>07 pleasant work atmosphere</td>
<td>07 financially healthy</td>
</tr>
<tr>
<td>08 gives back to society</td>
<td>08 work-life balance</td>
<td>08 career progression</td>
</tr>
<tr>
<td>09 career progression</td>
<td>09 gives back to society</td>
<td>09 possibility to work remotely/from home</td>
</tr>
<tr>
<td>10 possibility to work remotely/from home</td>
<td>10 possibility to work remotely/from home</td>
<td>10 gives back to society</td>
</tr>
</tbody>
</table>
perception of employer offer in the usa and the region.

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

<table>
<thead>
<tr>
<th>employers in the usa are perceived to offer</th>
<th>employers in north america are perceived to offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 financially healthy</td>
<td>01 financially healthy</td>
</tr>
<tr>
<td>02 COVID-19 safe work environment</td>
<td>02 COVID-19 safe work environment</td>
</tr>
<tr>
<td>03 very good reputation</td>
<td>03 very good reputation</td>
</tr>
<tr>
<td>04 job security</td>
<td>04 career progression</td>
</tr>
<tr>
<td>05 career progression</td>
<td>05 job security</td>
</tr>
<tr>
<td>06 attractive salary &amp; benefits</td>
<td>06 attractive salary &amp; benefits</td>
</tr>
<tr>
<td>07 pleasant work atmosphere</td>
<td>07 pleasant work atmosphere</td>
</tr>
<tr>
<td>08 work-life balance</td>
<td>08 work-life balance</td>
</tr>
<tr>
<td>09 gives back to society</td>
<td>09 gives back to society</td>
</tr>
<tr>
<td>10 possibility to work remotely/from home</td>
<td>10 possibility to work remotely/from home</td>
</tr>
</tbody>
</table>
sector insights.
Top performing sectors in the USA by awareness and attractiveness.

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.
### USA’s Best Performing Companies by Sector

#### Top 3 Companies

<table>
<thead>
<tr>
<th>Sector</th>
<th>Top 1</th>
<th>Top 2</th>
<th>Top 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 Consulting, Scientific &amp; Engineering Services</td>
<td>Thermo Fisher Scientific</td>
<td>AECOM</td>
<td>Western Digital</td>
</tr>
<tr>
<td>02 Media &amp; IT</td>
<td>Apple</td>
<td>The Walt Disney Company</td>
<td>Hilton Worldwide</td>
</tr>
<tr>
<td>03 Hospitality &amp; Entertainment</td>
<td>MGM Resorts International</td>
<td>Caesars Entertainment</td>
<td>The Boeing Company</td>
</tr>
<tr>
<td>04 Aerospace &amp; Defense</td>
<td>Northrop Grumman Corporation</td>
<td>Lockheed Martin Corporation</td>
<td>HCA Holdings, Inc.</td>
</tr>
<tr>
<td>05 Hospital Management</td>
<td>Tenet Healthcare Corporation</td>
<td>Community Health Systems, Inc.</td>
<td>International Paper Company</td>
</tr>
<tr>
<td>06 Industry &amp; Manufacturing</td>
<td>General Electric Company</td>
<td>3M Company</td>
<td>Merck KGaA</td>
</tr>
<tr>
<td>07 Pharmaceutical &amp; Healthcare</td>
<td>Johnson &amp; Johnson</td>
<td>Abbott Laboratories</td>
<td>Lear</td>
</tr>
<tr>
<td>08 Motor Vehicles, Machinery &amp; Parts Manufacturing</td>
<td>Genuine Parts Company</td>
<td>General Motors Company</td>
<td>CBRE Group</td>
</tr>
<tr>
<td>09 Other Services</td>
<td>ABM Industries Incorporated</td>
<td>Marsh &amp; McLennan</td>
<td>Southwest Airlines</td>
</tr>
<tr>
<td>10 Transportation &amp; Logistics</td>
<td>UPS</td>
<td>FedEx Corporation</td>
<td></td>
</tr>
</tbody>
</table>
usa’s best performing companies by sector.

<table>
<thead>
<tr>
<th>sector</th>
<th>top 3 companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 finance, banking, and financial services</td>
<td>1 Truist Financial</td>
</tr>
<tr>
<td>12 fmcg</td>
<td>2 PNC Bank</td>
</tr>
<tr>
<td>13 insurance</td>
<td>3 American Express</td>
</tr>
<tr>
<td>14 retail non food</td>
<td></td>
</tr>
<tr>
<td>15 telecommunications</td>
<td></td>
</tr>
<tr>
<td>16 oil &amp; gas/energy &amp; utilities</td>
<td></td>
</tr>
<tr>
<td>17 retail food</td>
<td></td>
</tr>
<tr>
<td>18 restaurant</td>
<td></td>
</tr>
<tr>
<td>11 finance, banking, and financial services</td>
<td>The Coca-Cola Company</td>
</tr>
<tr>
<td>12 fmcg</td>
<td>Prudential Financial</td>
</tr>
<tr>
<td>13 insurance</td>
<td>Amazon</td>
</tr>
<tr>
<td>14 retail non food</td>
<td>AT&amp;T Inc.</td>
</tr>
<tr>
<td>15 telecommunications</td>
<td>Baker Hughes</td>
</tr>
<tr>
<td>16 oil &amp; gas/energy &amp; utilities</td>
<td>Costco Wholesale Corporation</td>
</tr>
<tr>
<td>17 retail food</td>
<td>Brinker International, Inc.</td>
</tr>
<tr>
<td>18 restaurant</td>
<td></td>
</tr>
<tr>
<td>12 fmcg</td>
<td>The Coca-Cola Company</td>
</tr>
<tr>
<td>13 insurance</td>
<td>Prudential Financial</td>
</tr>
<tr>
<td>14 retail non food</td>
<td>Amazon</td>
</tr>
<tr>
<td>15 telecommunications</td>
<td>AT&amp;T Inc.</td>
</tr>
<tr>
<td>16 oil &amp; gas/energy &amp; utilities</td>
<td>Costco Wholesale Corporation</td>
</tr>
<tr>
<td>17 retail food</td>
<td>Brinker International, Inc.</td>
</tr>
<tr>
<td>18 restaurant</td>
<td></td>
</tr>
</tbody>
</table>
USA's sectors score best on these 3 EVP drivers.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Top 3 EVP Drivers</th>
</tr>
</thead>
</table>
| Consulting, scientific & engineering services    | 1. Very good reputation  
                                                | 2. Attractive salary & benefits  
                                                | 3. Job security                                                                  |
| Media & IT                                        | 1. Financially healthy  
                                                | 2. COVID-19 safe work environment  
                                                | 3. Attractive salary & benefits                                                   |
| Hospitality & entertainment                      | 1. Very good reputation  
                                                | 2. Financially healthy  
                                                | 3. COVID-19 safe work environment                                                 |
| Aerospace & defense                              | 1. Financially healthy  
                                                | 2. Very good reputation  
                                                | 3. Job security                                                                  |
| Hospital management                              | 1. COVID-19 safe work environment  
                                                | 2. Financially healthy  
                                                | 3. Very good reputation                                                           |
| Industry & manufacturing                         | 1. Financially healthy  
                                                | 2. Very good reputation  
                                                | 3. COVID-19 safe work environment                                                 |
| Pharmaceutical & healthcare                     | 1. Financially healthy  
                                                | 2. Very good reputation  
                                                | 3. COVID-19 safe work environment                                                 |
| Motor vehicles, machinery & parts manufacturing | 1. Financially healthy  
                                                | 2. Very good reputation  
                                                | 3. COVID-19 safe work environment                                                 |
| Other services                                   | 1. COVID-19 safe work environment  
                                                | 2. Financially healthy  
                                                | 3. Career progression                                                             |
| Transportation & logistics                       | 1. Financially healthy  
                                                | 2. Very good reputation  
                                                | 3. Attractive salary & benefits                                                   |
usa’s sectors score best on these 3 EVP drivers.

<table>
<thead>
<tr>
<th>sector</th>
<th>top 3 EVP drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 finance, banking, and financial services</td>
<td>1 financially healthy</td>
</tr>
<tr>
<td>12 fmcg</td>
<td>2 COVID-19 safe work environment</td>
</tr>
<tr>
<td>13 insurance</td>
<td>3 job security</td>
</tr>
<tr>
<td>14 retail non food</td>
<td>1 financially healthy</td>
</tr>
<tr>
<td>15 telecommunications</td>
<td>2 COVID-19 safe work environment</td>
</tr>
<tr>
<td>16 oil &amp; gas/energy &amp; utilities</td>
<td>3 job security</td>
</tr>
<tr>
<td>17 retail food</td>
<td>1 financially healthy</td>
</tr>
<tr>
<td>18 restaurant</td>
<td>2 COVID-19 safe work environment</td>
</tr>
<tr>
<td></td>
<td>3 COVID-19 safe work environment</td>
</tr>
<tr>
<td></td>
<td>very good reputation</td>
</tr>
<tr>
<td></td>
<td>very good reputation</td>
</tr>
<tr>
<td></td>
<td>very good reputation</td>
</tr>
</tbody>
</table>
top employers.
## Top Employers to Work for in the USA

### Top 10 Employers 2021

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Apple</td>
</tr>
<tr>
<td>02</td>
<td>The Walt Disney Company; Western Digital</td>
</tr>
<tr>
<td>03</td>
<td>Amazon</td>
</tr>
<tr>
<td>04</td>
<td>Cognizant Technology Solutions</td>
</tr>
<tr>
<td>05</td>
<td>MGM Resorts International</td>
</tr>
<tr>
<td>06</td>
<td>Nike</td>
</tr>
<tr>
<td>07</td>
<td>Northrop Grumman Corporation</td>
</tr>
<tr>
<td>08</td>
<td>Tenet Healthcare Corporation</td>
</tr>
<tr>
<td>09</td>
<td>Thermo Fisher Scientific</td>
</tr>
<tr>
<td>10</td>
<td>Community Health Systems, Inc.</td>
</tr>
</tbody>
</table>

### Top 10 Employers 2020

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Thermo Fisher Scientific</td>
</tr>
<tr>
<td>02</td>
<td>Jacobs Engineering Group Inc.</td>
</tr>
<tr>
<td>03</td>
<td>Alphabet</td>
</tr>
<tr>
<td>04</td>
<td>Amazon</td>
</tr>
<tr>
<td>05</td>
<td>Genuine Parts Company</td>
</tr>
<tr>
<td>06</td>
<td>Schlumberger</td>
</tr>
<tr>
<td>07</td>
<td>Community Health Systems, Inc.</td>
</tr>
<tr>
<td>08</td>
<td>Tenet Healthcare Corporation</td>
</tr>
<tr>
<td>09</td>
<td>Apple</td>
</tr>
<tr>
<td>10</td>
<td>United Technologies Corporation</td>
</tr>
</tbody>
</table>
usa’s top 3 EVP drivers of the top 5 companies.

<table>
<thead>
<tr>
<th>top 5 companies</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apple</td>
<td>financially healthy</td>
<td>attractive salary &amp; benefits</td>
<td>very good reputation</td>
</tr>
<tr>
<td>The Walt Disney Company</td>
<td>financially healthy</td>
<td>very good reputation</td>
<td>career progression</td>
</tr>
<tr>
<td>Amazon</td>
<td>financially healthy</td>
<td>job security</td>
<td>career progression</td>
</tr>
<tr>
<td>Cognizant Technology Solutions</td>
<td>pleasant work atmosphere</td>
<td>COVID-19 safe work environment</td>
<td>work-life balance</td>
</tr>
<tr>
<td>MGM Resorts International</td>
<td>COVID-19 safe work environment</td>
<td>career progression</td>
<td>very good reputation</td>
</tr>
</tbody>
</table>
### USA’s Top Employers by EVP Driver

**EVP Driver**

- Attractive salary & benefits
- Work-life balance
- Job security
- Pleasant work atmosphere
- COVID-19 safe work environment
- Very good reputation
- Financially healthy
- Career progression
- Possibility to work remotely/from home
- Gives back to society

<table>
<thead>
<tr>
<th>1</th>
<th>Lockheed Martin Corporation</th>
<th>AECOM</th>
<th>Cognizant Technology Solutions</th>
<th>Western Digital</th>
<th>Costco Wholesale Corporation</th>
<th>Amazon</th>
<th>Marsh &amp; McLennan</th>
<th>Cognizant Technology Solutions</th>
<th>CBRE Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Intel</td>
<td>Cognizant Technology Solutions</td>
<td>Intel</td>
<td>AECOM</td>
<td>Tenet Healthcare Corporation</td>
<td>3M Company</td>
<td>Apple</td>
<td>General Electric Company</td>
<td>Intel</td>
</tr>
<tr>
<td>3</td>
<td>Alphabet</td>
<td>CBRE Group</td>
<td>The Coca-Cola Company</td>
<td>Western Digital</td>
<td>Pfizer Inc.</td>
<td>Intel</td>
<td>The Coca-Cola Company</td>
<td>Community Health Systems, Inc.</td>
<td>Apple</td>
</tr>
</tbody>
</table>
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
randstad
human forward.