

employer brand  
research 2022

commercial & industrial  
professionals.



 randstad

human forward.

# content.

- 1 executive summary
- 2 what the workforce wants
- 3 key trends
  - switching behavior
  - work meaning & career development
  - work-life balance & remote working
- 4 appendix



# executive summary.



# executive summary.

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## 62%

of commercial and industrial professionals consider salary & benefits to be the most important driver.

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While many white collar professionals had the privilege of working remotely during the height of the pandemic, most commercial and industrial workers were required on-site due to the nature of their jobs. Machine and plant operators, equipment repair specialists, drivers and other laborers — these critical workers experienced the past two years in a drastically different way.

## 58%

find job security important, making it the second most important driver.

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Through this divergent view, their ideals of the perfect job and employer shows a strong preference for job security, a good work-life balance and a pleasant work environment. Salaries and compensation, of course, remain the most compelling factors for attracting this group of talent to an employer, but it's not a factor that is significantly higher than other benefits.

## 54%

of commercial and industrial professionals (also) find it important that their ideal employer supports a good work-life balance.

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What caught our attention is that salaries & benefits is the most attractive incentive to workers in all regions of the world except one: North America. Among commercial and industrial workers here, money ranked third behind job security. This may be the result of the ongoing Great Resignation and tight labor market in the US.



# executive summary.

Our research also found that commercial and industrial workers have switched or are looking to switch jobs during this time of uncertainty. Overall, 18% of this group has switched jobs and 22% intend to. Both numbers are up compared to the previous year.

With the increasing number of workers trading in their jobs for ones that offer better pay, job security and work-life balance, it's not surprising that those working commercial and industrial roles are looking for change. A key result in our research shows that 71% feel it is important to be offered reskilling/upskilling opportunities, while 64% say they would stay with their employer if reskilling was offered.

In order to attract new employees, the top incentives need to be considered as well as how talent finds new jobs. For this group, job portals are the top channel used, but both staffing agencies and recruitment agencies are also go-to resources. Employers should consider a multi-channel approach in order to reach the target group.



what  
the workforce wants.



# top 5 reasons to choose an employer.

The five most important drivers for commercial and industrial professionals have remained stable in the past year in both ranking and percentage. When compared to the average worker, the latter places more emphasis on job security than work-life balance. The average worker also values career progression more than they value a financially healthy organization.



## salary & benefits ↓

Salary & benefits is the most important driver for the commercial and industrial workforce (62%), which is slightly higher compared to 2021 (61%).

Commercial and industrial workers value this driver equally important as the average worker does (both 61%).



## job security ↑

Job security is the second most important driver (58%). This is slightly higher compared to 2021 (57%).

The average worker around the world considers this driver slightly less important (55%).



## work-life balance ↓

Work-life balance is the third most important driver at 54%. This is lower compared to 2021 (51%) and also slightly lower compared to the average worker (57%).

North American workers rate this driver higher (66%) compared with the average of other regions (49%).



## work atmosphere ↓

A pleasant work atmosphere is the fourth most important driver (52%). In 2021, this benefit was ranked higher (55%).

For the average worker, work atmosphere is slightly more important, with 54%.



## financially healthy ↓

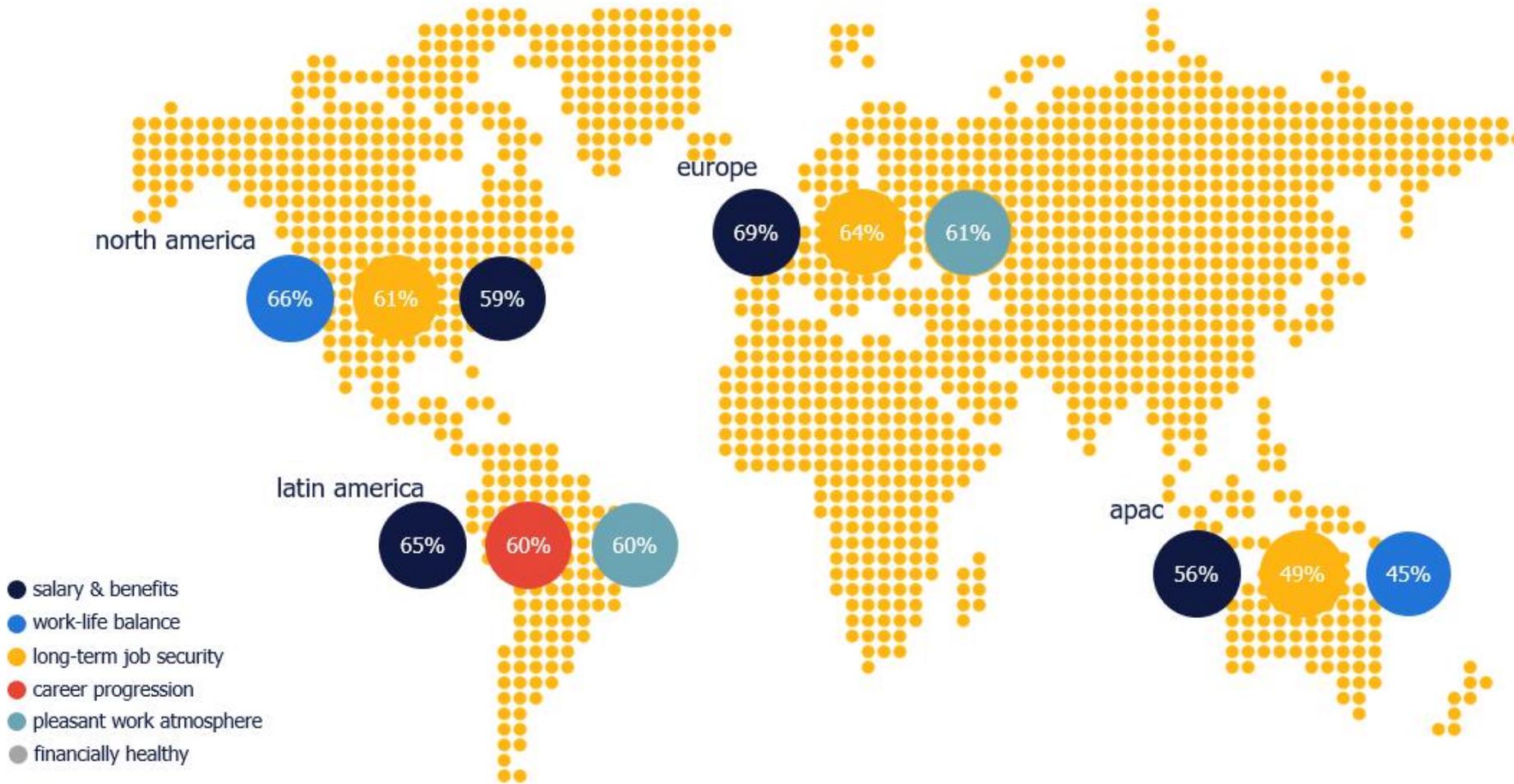
Valued by 46% of those surveyed, a company's financial health is the fifth most important driver. Similar to most of the other top 5 drivers, this benefit is lower compared to 2021 (49%).

Those in Europe value this higher than those in APAC (54% vs. 40%).

- ↑ means higher in percentage compared to 2021
- ↓ means lower in percentage compared to 2021
- = means same in percentage compared to 2021



# regional differences among EVP drivers.



global – commercial and industrial professionals



While salary & benefits is the most important driver for the average commercial and industrial professionals, this is not shown across all the regions. North America ranks work-life balance as the most important driver. In LATAM career progression is the second most important driver.



# perception of employer offer across functions.

Understanding the gap between what professionals find important and what they think their employer offers provides valuable insights into building an employer brand. Employers within the commercial and industrial sector are highly praised for providing long-term job security, being financially healthy and having a good reputation. However, they are not perceived as providing an attractive salary.

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## evaluation of current employer

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

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## profile of ideal employer

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



# what potential employees want employer takeaways.



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## top takeaways

- **Salary & benefits** is the top incentive for commercial and industrial professionals but is often not considered to be a top benefit their employer provides. It is therefore advised to have this as a key point of focus for organizations wanting to retain and attract employees.
- **Job security** is the second most important driver for commercial and industrial professionals, and workers say their current employer effectively delivers on this. Therefore, employers should continue to provide this in order to retain their talent.
- **Work-life balance** and **pleasant work atmosphere** are also among the key drivers for commercial and industrial professionals. Companies should emphasize how they provide a good work-life balance and create a pleasant work atmosphere in their organizations to attract this specific group of talent.



# key trends.



key trend  
global switching  
behavior.



# commercial and industrial professionals switchers vs. stayers.

switchers

18% ↑

changed employers in the second half of 2021.

intenders

22% ↑

plan to change employers in the first half of 2022.

stayers

82% ↓

stayed with their employer in the second half of 2021.

↑ means higher compared to 2021

↓ means lower compared to 2021

= means same compared to 2021

The switching behavior among commercial and industrial professionals has increased to 18% from 10% a year ago and is higher compared to the average global worker (16%). The younger workforce (<24 years) switched more often (24% vs. 17%). Across the globe, North American professionals changed employers more often (27% of them did so) than in LATAM (16%), Europe (15%) and APAC (14%).

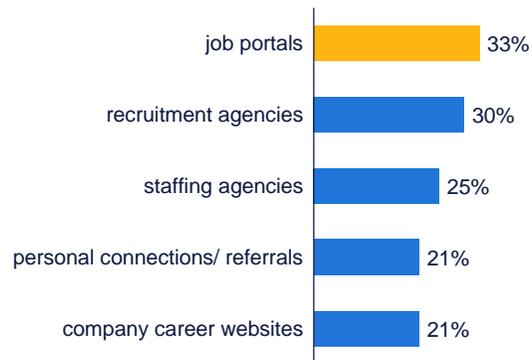
The intention of commercial and industrial professionals to switch jobs in the first half of 2022 is also higher compared to a year ago (22% vs. 18%). This is lower compared to the average global worker (24%). Those living in the APAC region are far less likely to change employers (17%) than in LATAM (31%), North America (29%) and Europe (21%).



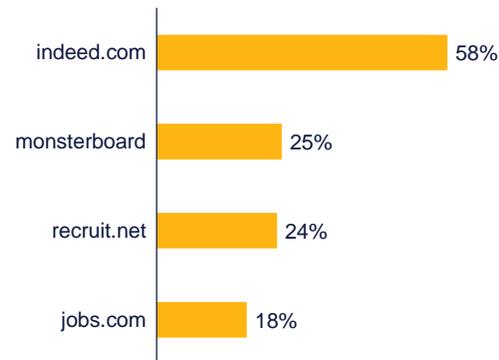
# how commercial and industrial professionals find new job opportunities.

The top 3 channels that switchers used in the last half of 2021 have changed compared to the year before. Job portals are still the top channel used by commercial and industrial professionals (33%) but that has decreased from 2021 (35%). Within job portals, Indeed is the top portal used by this group (58%). Recruitment agencies placed second this year (30%), rising from seventh place in 2021 (14%). While social media was in second place in 2021 (21%), it now ranks eighth this year (17%). Although social media is not a most-used resource, Facebook is still the top social media channel and has increased since last year (77% vs. 68%).

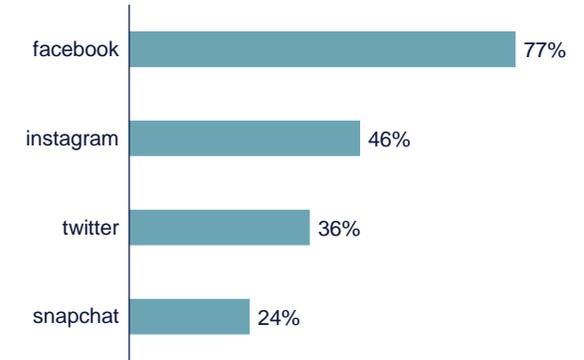
### top 5 channels used to find a job



### top 4 job portals — breakdown\*



### top 4 social media — breakdown\*



\*note: job portals & social media are follow-up questions from channels used to find new jobs.

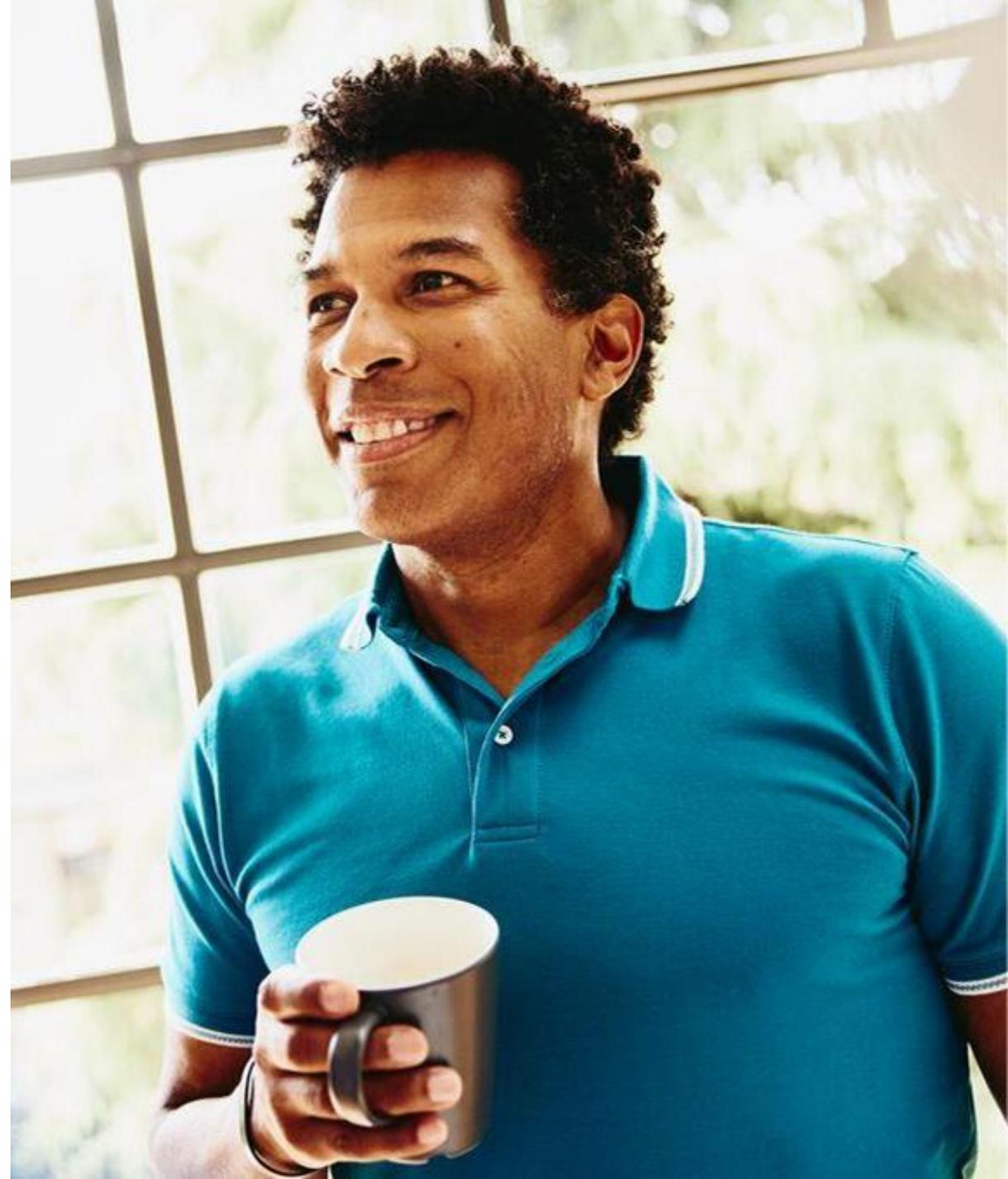
# takeaways from talent seeking new opportunities.



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## top takeaways

- Both the switchers and intenders within the commercial and industrial group have increased over the past 12 months. Employers will benefit from a strong strategy to counteract these changes by focusing on key drivers (salary & benefits, job security and a good work-life balance) in order to attract and retain talent.
- Job portals continue to be an important channel for this group, while the impact of staffing agencies, recruitment agencies and personal connections should not be overlooked. Employers will have to determine the right channel mix for their employer branding strategy.
- While social media is no longer a top resource for this group, it should not be overlooked. To reach the preferred target markets, employers need to be aware of this channel and mainly focus on Facebook and Instagram as their main ways for reaching new employees.



key trend

work meaning &  
career development.



# global importance of meaning of work & personal career growth.

## meaning of work more important for 34% of commercial and industrial professionals

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Meaning of work became more important in the past 12 months to 34% of the commercial and industrial workforce, but 46% say they feel no change. Compared to all global workers, commercial and industrial professionals value this on a similar level (34% vs. 39%).

When looking at regions, commercial and industrial professionals in LATAM value the meaning of work significantly more compared to those in Europe (57% vs. 24%). Females tend to value the meaning of work more than males, with an 8% difference (40% vs. 32%), and the same can be said for the youngest age group (<24 years), who value their work importance at 55%.

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## career growth important to 61% of commercial and industrial professionals

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More than half (61%) of commercial and industrial professionals consider their career growth/progression as very or somewhat important.

This attitude is strongly related to age, as those age 18 to 24 tend to find their career growth more important (73%) compared to the age groups 25 to 64 (59%). Local differences should not be overlooked since workers living in LATAM find career progression more important (88%) compared to North America (74%), Europe (55%) and APAC (53%).

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# importance vs. offer on reskilling/upskilling.

gap in workers' perception of the importance of reskilling/upskilling and employers actually offering such opportunities



**71%**

find it (very) important to be offered the possibility for reskilling/upskilling by their employer

**53%**

of those surveyed feel their employer offers enough development opportunities

The average commercial and industrial worker finds it important that their employer offers reskilling/upskilling possibilities. This is even more important for workers in the LATAM region (90%), while in Europe and APAC this is lower (both 65%). The gap between the 71% who find it important and the 53% who feel that their employer offers these opportunities ties into the overall importance of career growth (61%) for this group and should not be overlooked.

Of commercial and industrial professionals, 64% would continue to work for their employer if reskilling was offered.



# global takeaways on meaning of work & career development.



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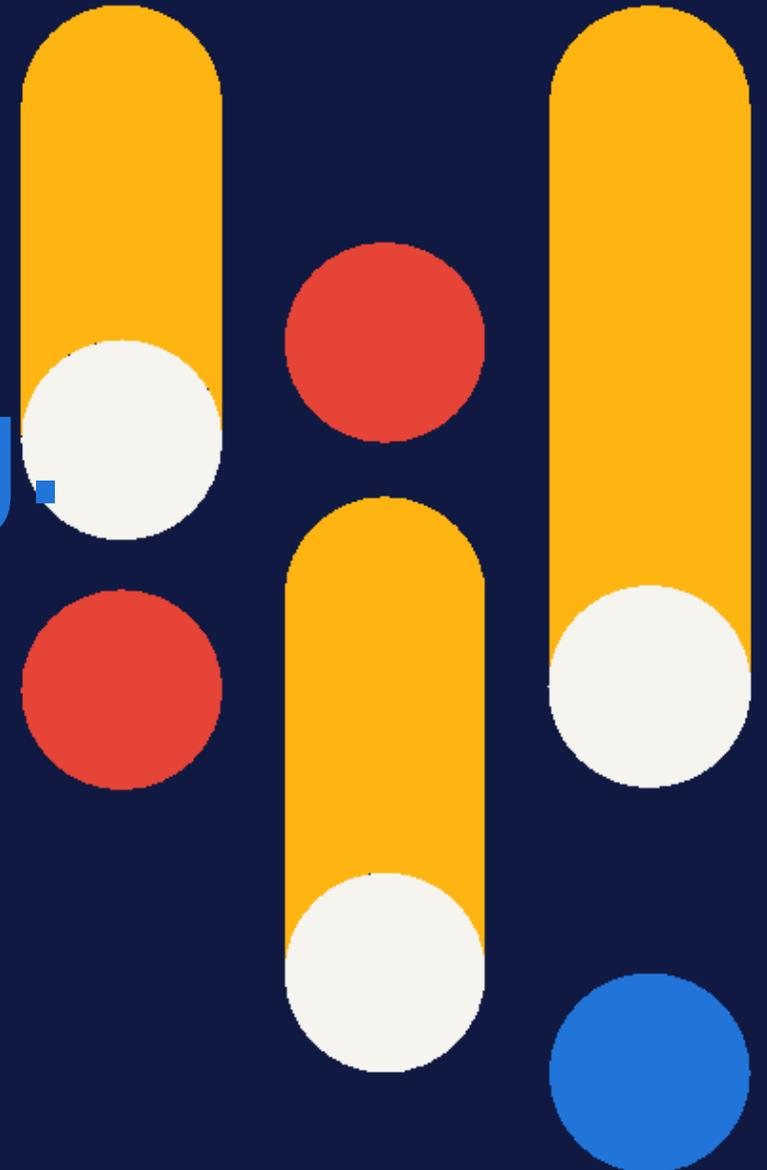
## top takeaways

- For the younger workforce (< 24 years), the importance of work became more apparent, possibly not just because of world events but also due to the career stage they are in.
- The gap between the 71% who thinks it is important that reskilling/ upskilling opportunities should be offered and the 53% who feel that their employers actually offers these opportunities should not be overlooked. Somewhat related to the first takeaway, younger generations place more emphasis on personal career growth than older workers. Employers should keep this in mind when developing a strategy for different age groups.
- Employers should also look into the possibility of offering skilling opportunities to their workers if they do not already do so in a formal program. Since a majority claims they are more likely to stay with their employer if such opportunities are offered (64%), companies should keep this in mind when looking to improve retention.



key trend

work-life balance  
& remote working.



# commercial and industrial professionals work-life balance & remote working.

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As work-life balance is the third top-rated driver, it is important to understand what this workforce looks for when improving their work-life balance.

For the commercial and industrial workforce, the top two actions taken were to work more flexible time slots (21%) and less overtime (17%). These professionals also want their employer to offer flexible work arrangements

Having said that, commercial and industrial professionals expect that their employer offers more salary protection (35%) and compensation beyond salary (34%). This correlates with salary & benefits and job security being the top 2 drivers for this group.

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work-life balance is a top 3 driver and, therefore, should be a key focus for employers.



# commercial and industrial professional takeaways on actions to improve work-life balance.

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21%

of commercial and industrial professionals worked more flexible time slots in order to improve their work-life balance.

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35%

feel that their employer should offer them salary protection/fair compensation, which is in line with the top driver of attractive salary & benefits. Second to that, 34% would (also) like to receive compensation beyond salary, in order to improve their work-life balance.

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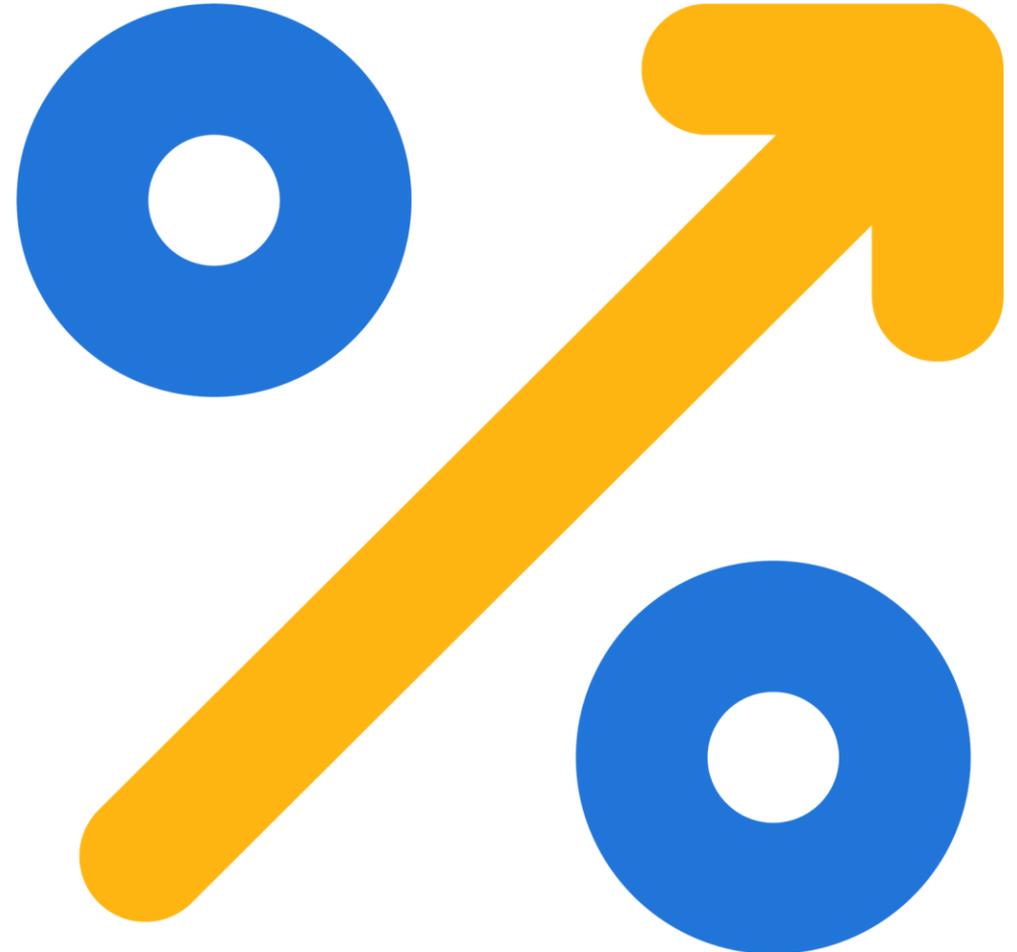
32%

of commercial and industrial workers did not take clear action to improve their work-life balance. Europeans (36%) were the most passive.

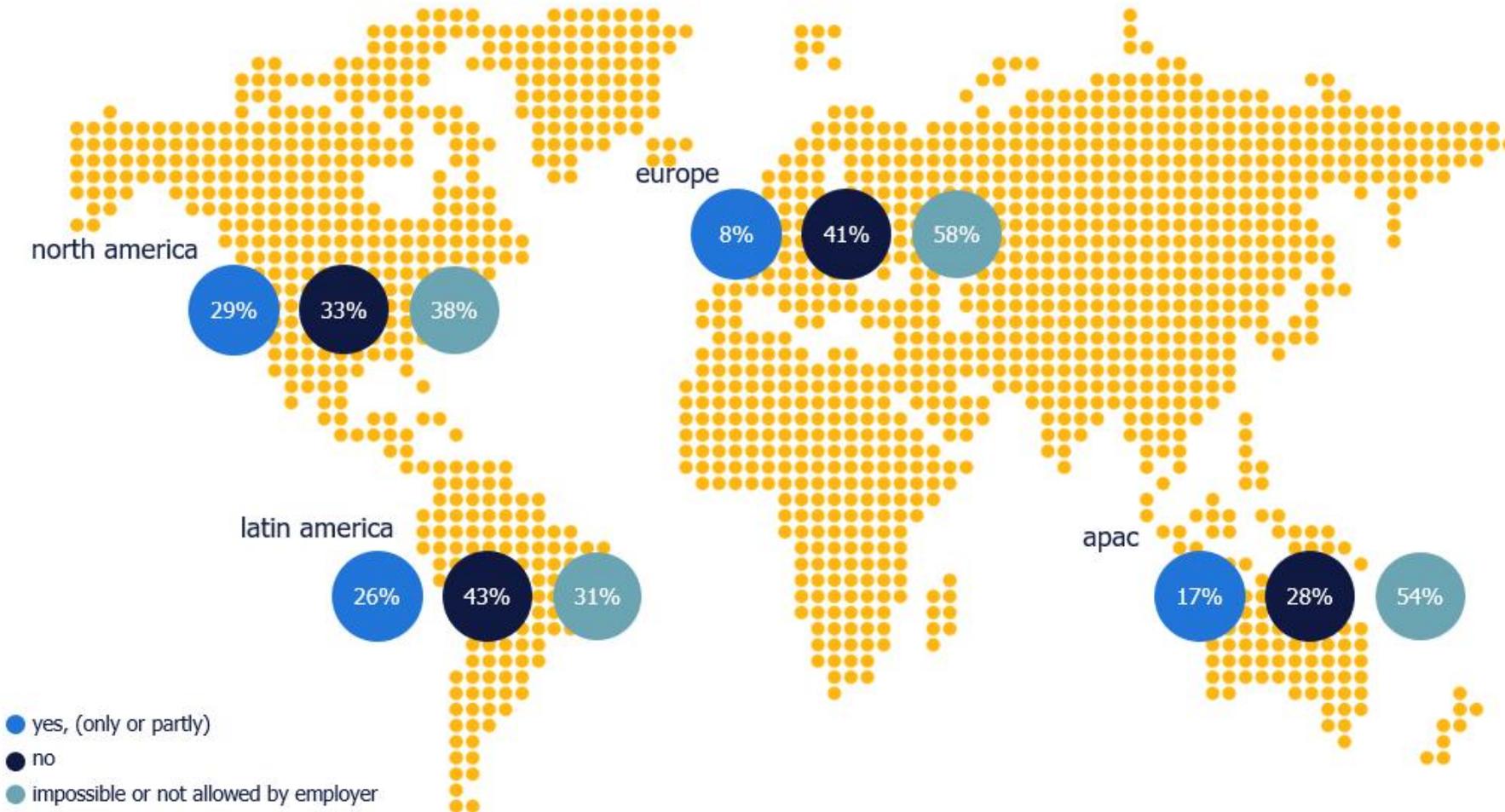
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32%

of commercial and industrial workers feel that their employer should offer flexible work arrangements to improve their work-life balance. This ties in with a good work-life balance being the number 3 most important driver for this group.



# commercial and industrial professionals remote working.



global – commercial and industrial professionals

17%

35%

48%

Remote working has diminished to 17% in the commercial and industrial workforce, down from 21% a year ago when COVID-19 had given it a boost. For this group working remotely is not always an option and we see it decreasing. North America stands out as having the highest proportion of remote workers (29%) while Europe has the lowest portion of remote workers (8%).



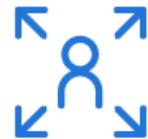
# commercial and industrial professionals remote working looking into the future.

looking into the future, how much of your time do you expect to be working remotely/from home?



9%

of current remote workers expect to be working remotely no more than 10% of the time in the future.



75%

expect to have a blend of working (20%–80%) remotely and at the employer's premises.



16%

think they will be working remotely at least 90% of the time.

The vast majority of current remote-working commercial and industrial workers expect to keep on doing so in the future, although not to the degree that they have been. Based on their area of work, only 16% of remote workers expect to continue doing this for at least 90% of the time.

When looking at regional differences, workers in LATAM and Europe are more likely to expect to be working remotely (84% vs. 80%). The younger age group (18–24-year olds) expect to work more remotely (39%) compared to the rest (13%).

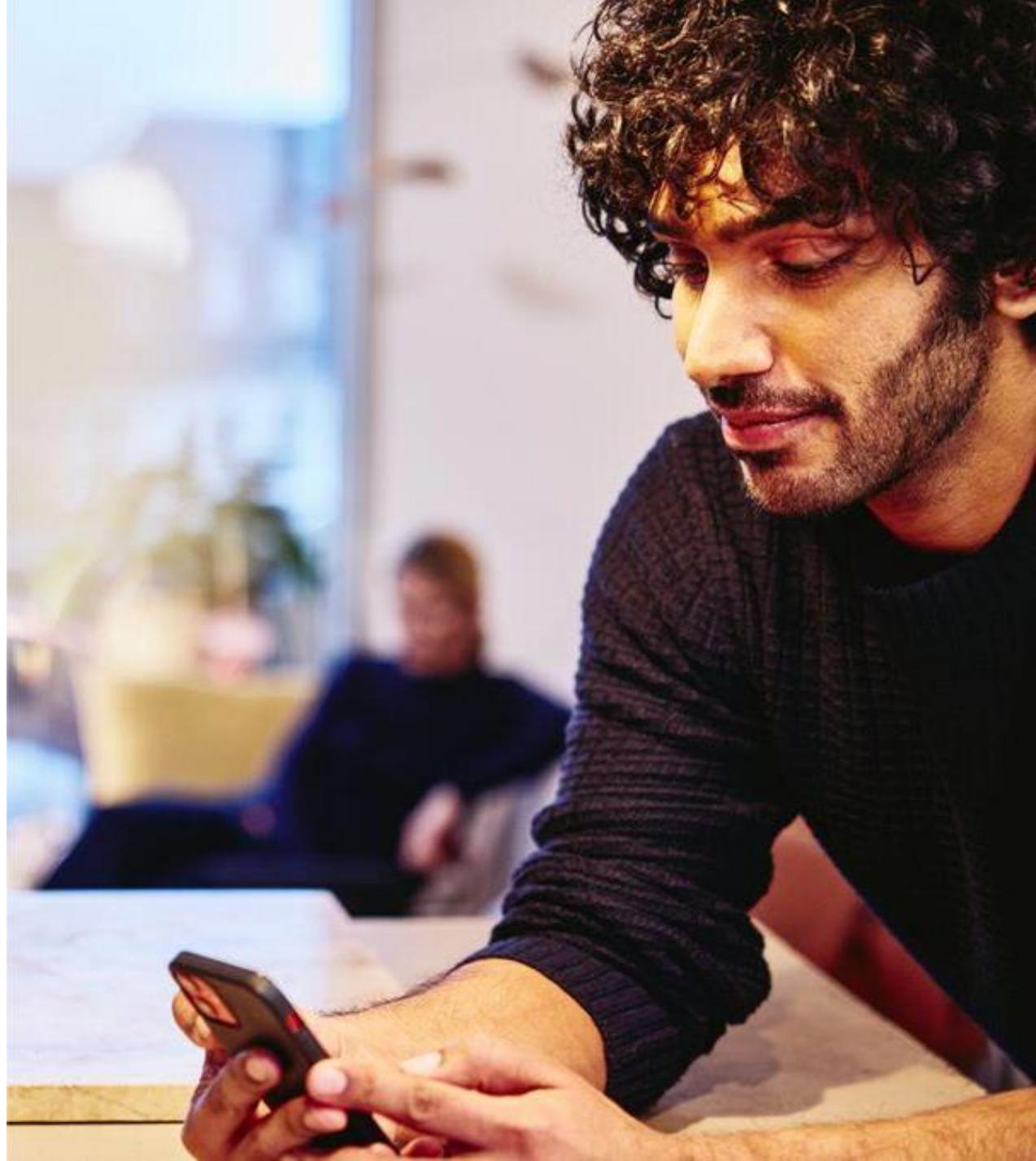
# takeaways on work-life balance and remote working.



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## top takeaways

- The growing wave of employer switching by commercial and industrial professionals requires a strong retention and recruiting strategy. Such a strategy must focus on supporting the work-life balance of these professionals. (e.g., offering flexible time slots).
- Next to this, commercial and industrial professionals are keen on any incentives that tie into salary protection and compensation beyond salary.
- Although remote working has decreased, 75% of commercial and industrial professionals expect to have a blend of working remotely and on the employer's premises. This flexibility should not be overlooked



Thank you for taking the time to read through the global report. We hope the data contained in this report has been insightful and has helped you understand how to better attract talent in a transformed world of work.

Our research has many nuanced and complex insights about which you might have additional questions. We urge you to contact our employer branding and talent helpdesk for more answers.

Let's **talk.**

randstad



# appendix

## about the research.



# what is the randstad employer brand research?

- Based on perceptions of a general audience. Optimizing 22 years of successful employer branding insights.
- An independent survey with nearly 163,000 respondents across 16 sectors and 5,944 companies surveyed worldwide.
- A reflection of employer attractiveness for each market's largest employers known by at least 10% of the population.
- Provides valuable insights to help employers shape their employer brand.



# 31 markets surveyed covering more than 70% of the global economy.

argentina  
australia  
austria  
belgium  
brazil  
canada  
china  
czech republic  
france  
germany  
greece  
hong kong SAR  
hungary  
india  
italy  
japan  
luxembourg  
malaysia  
mexico  
new zealand  
norway  
poland  
portugal  
romania  
singapore  
spain  
sweden  
switzerland  
the netherlands  
uk  
us



● markets surveyed

## worldwide

- nearly 163,000 respondents
- 5,944 companies surveyed

## sample

- aged 18 to 64
- representative on gender
- overrepresentation of age 25–44
- comprised of students, employed and unemployed workforce
- 3,824 respondents for commercial and industrial professionals

## fieldwork

- online interviews
- january 2022

## length of interview

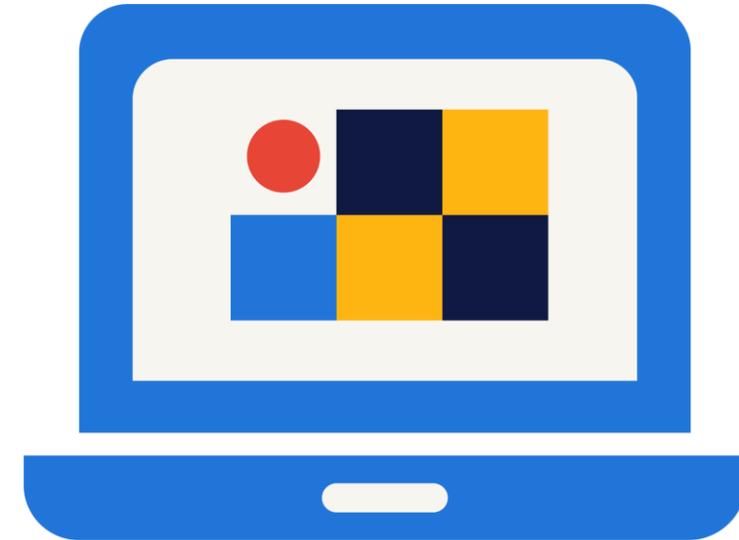
- 16 minutes

# definition of workers in key commercial and industrial professionals.

## professionals' definition:

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- craft and related trades workers
  - plant and machine operators and assemblers
  - elementary occupations
- 

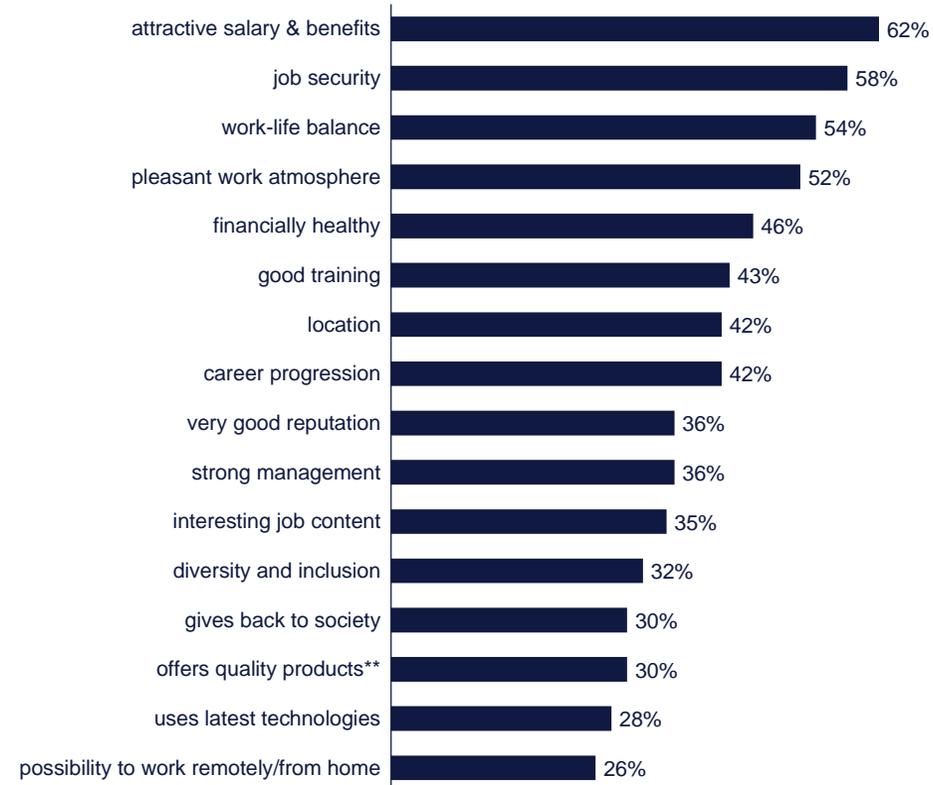


deep dive  
key drivers.



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

2022



2021

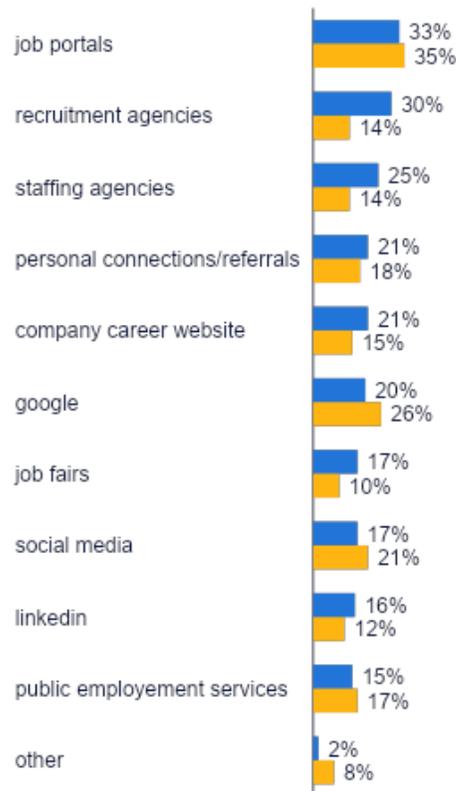


\*\*not researched in 2021

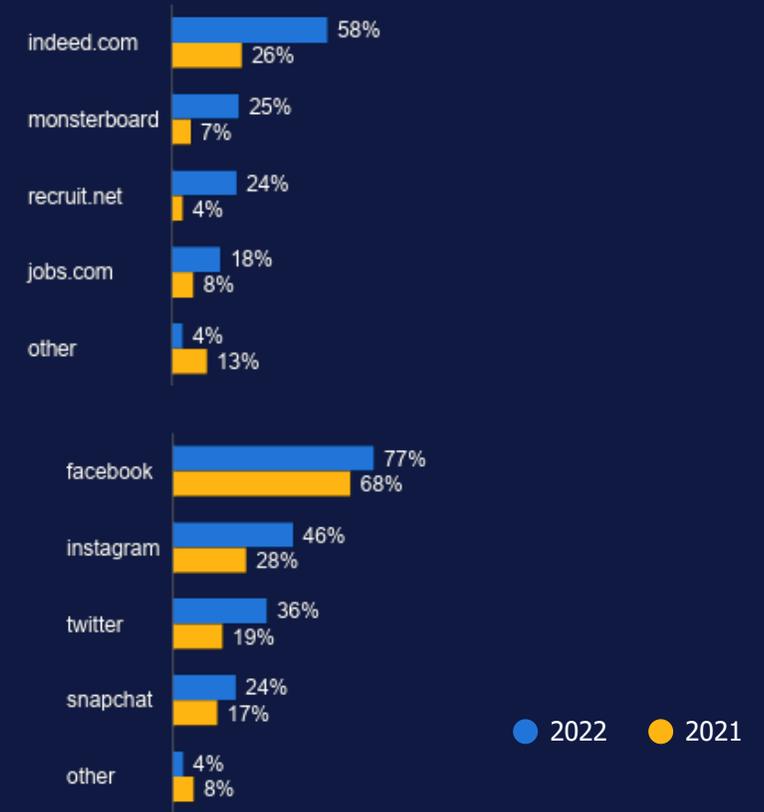


# finding new job opportunities for commercial and industrial professionals.

channels used to find new job opportunities



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



# sector deep dive.



# top 3 EVP drivers

1 of 2

## per sector.

Top 3 EVP Drivers

sector	1	2	3
01 agriculture	work-life balance	attractive salary & benefits	pleasant work atmosphere
02 oil & gas	job security	attractive salary & benefits	pleasant work atmosphere
03 manufacturing	attractive salary & benefits	work-life balance	job security
04 utilities	job security	attractive salary & benefits	work-life balance
05 construction	job security	attractive salary & benefits	financially healthy
06 trade	attractive salary & benefits	pleasant work atmosphere	work-life balance
07 transportation & storage	attractive salary & benefits	job security	work-life balance
08 accommodation & food	attractive salary & benefits	job security	pleasant work atmosphere
09 ITC	work-life balance	attractive salary & benefits	job security
10 finance & insurance	attractive salary & benefits	financially healthy	job security



# top 3 EVP drivers

2 of 2

## per sector. top 3 EVP drivers

sector	1	2	3
11 real estate	attractive salary & benefits	work-life balance	job security
12 professionals & scientific	attractive salary & benefits	work-life balance	pleasant work atmosphere
13 administration & support	work-life balance	attractive salary & benefits	job security
14 public administration	work-life balance	job security	attractive salary & benefits
15 education	attractive salary & benefits	work-life balance	pleasant work atmosphere
16 healthcare	attractive salary & benefits	work-life balance	pleasant work atmosphere
17 social work	attractive salary & benefits	pleasant work atmosphere	work-life balance
18 arts & entertainment	attractive salary & benefits	work-life balance	pleasant work atmosphere
19 other	attractive salary & benefits	work-life balance	job security



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human forward.

