

employer brand
research 2022
global report.



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executive summary.



executive summary.

the growing importance of employer brand in a transforming world of work

A company's employer brand is more important than ever in today's talent-scarce labor market, and our research this year affirms some long-held understandings of what beyond compensation attracts talent to an organization. At the same time, we see a shift in the sentiments among working-age adults in the sectors they would like to be employed in. Surprisingly, ITC (IT and communications) is no longer the most attractive sector among those we surveyed. Engineering, which was ranked No. 5 last year, has surpassed all other industries to take the top spot, followed by the automotive business.

It's surprising to see such a dramatic change in the views of working-age adults. After all, technical skills continue to be in huge demand due to ongoing digitalization of the global economy. This likely reflects a declining reputation for the sector. On the other hand, the products of the engineering profession have a greater impact on both the physical and digital world. From civil engineers supporting infrastructure builds to computer engineers advancing technology development to petroleum engineers solving the energy crisis, the vast number of services these specialists provide has an enormous impact on lives.



executive summary.

61%

of employees globally consider salary & benefits to be an important driver

57%

rate a good work-life balance as important, making it the second most important driver

55%

of employees (also) find long-term job security important

Regardless of which sector is most admired around the world, one thing is clear: employers still need to offer a compelling employee value proposition (EVP) to win the competition for talent. That means starting with competitive salaries and benefits, which have become more challenging for companies to keep up with in today's environment. As in past years, wages (cited by 61%) are the most important factor in workers' choice of job offers. With alarming inflation reported in many markets, employers are finding being competitive in today's labor market is much more challenging than in the past.

Salaries and benefits are critical considerations, but not much more than other factors when it comes to choosing an employer. Our latest [Workmonitor](#) report released earlier this year showed that a high number of workers, especially Gen Z and Millennials, want jobs that allow them to be happy. This affirms our newest findings that a majority (57%) of those surveyed prioritize a good work-life balance, and nearly as many (55%) say job security is critical.



executive summary.

Shortly after the pandemic began, Randstad research showed that most workers felt looked after by their employers, and two years later their positive views are reflected in this year's Randstad Employer Brand Research. Of the five top qualities working-age adults desire most in a job, most say their current employers deliver on most of these. Unfortunately, the most important one (salary & benefits) was not among the five. However, employers are credited for providing job security (cited by 69%), being financially healthy (68%), maintaining a good reputation (63%), offering a pleasant work atmosphere (63%), and achieving a healthy work-life balance (61%).

Can employers attract more job seekers by offering stronger non-monetary benefits in today's transformed labor market? While pay remains important to candidates, businesses are increasingly focused on creating a better talent experience for their workforce. This means offering more autonomy and flexibility while meeting the emotional and intellectual needs of workers to create a sense of belonging. Companies can then achieve a unique and compelling employer brand promise.

69%

say they have job security with their current employer — the employee value proposition cited by the highest number of respondents

7th

where salaries and benefits rank among the benefits that respondents say their current employer delivers



executive summary.

engineering

is now the most attractive sector worldwide with 60% of survey respondents wanting to work in this industry

automotive

is rated by 59% of those surveyed as attractive, a close second after moving up from 54% from last year

The unexpected rise of engineering as the most attractive sector in our research this year shows how sentiments have shifted dramatically in the post-pandemic era. Engineering has not ranked among the top five since 2019, and even then, it was only No. 5. The ITC sector had held on to the top spot in the four previous years, and in the current wave of global digital transformation, the sector continues to have a powerful appeal for attracting workers around the world.

Even though it fell to third, ITC closely trails engineering and automotive, which is undergoing its own reinvention. With electric vehicles garnering much of the consumer technology news today, it's understandable why the sector generates so much excitement among consumers and workers. Agriculture, which was ranked second in last year's report, fell to fourth place, followed by fast-moving consumer goods (FMCG), which has been in the top five for the past five years.

executive summary.

With no signs of the Great Resignation ebbing, job-switching behaviors rose in the last six months of 2021. Each year, we gauge the appetite of working-age adults for changing employment, and that desire was significantly higher at the end of 2021. The percentage of those who have made a change rose from 12% a year earlier to 16% in our latest research, and this rise further affirms people's desire to earn more, find meaning in their jobs or look for better opportunities. This trend was especially strong in North America, where voluntary quits have been unusually high (23% of those surveyed said they had recently changed jobs).

This trend is likely to continue as almost one-quarter (24%) globally said they plan to change employers in the first half of this year – a level that is notably higher than in 2021. Intentions to change jobs was the highest in Latin America, where 31% said they plan to do so. Only 21% of those surveyed had the same sentiments in Asia Pacific – the region reporting the lowest intent.

33%

more working-age adults changed jobs at the end of 2021 than a year earlier

49%

have the possibility to work remotely; among the top 10 benefits sought after by working-age adults, this was the least often cited



executive summary.

With the talent experience an increasingly important consideration during these talent-scarce times, responsive organizations are shifting their cultures to provide more job flexibility – either through remote work or flexible hours. Even though just 42% of those surveyed now report being able to work from home occasionally or completely – down from 54% a year earlier – this is still significantly higher than the average before the pandemic. Furthermore, nearly all (96%) who have a remote schedule said they expect to continue to work at least some days from home in the future.

So how should companies leverage the data in our latest report? Understanding the preference of working-age adults is just the start of any organization's talent strategies. The next step is to leverage these insights into unique, authentic, and actionable policies and practices to attract and retain great workers. Talent scarcity will continue, and businesses that can align their employee value proposition with workforce preferences will surely gain a competitive advantage.

— joanna irwin
global chief marketing officer, randstad



what the
workforce
wants.



top 5 reasons to choose an employer.

Attractive salary & benefits remain the most important driver since 2018. Furthermore, the rest of the top five drivers remain unchanged in 2022. Women tend to value more drivers important than men, and lower-educated employees are the least demanding compared to the middle to higher educated.



salary & benefits ↓

Attractive salary & benefits are consistently year over year the most important driver globally (61%) and tend to be more important to women (63%) than men (58%) as well as for the middle-educated (64%) than low (56%) and higher-educated (60%) working-age adults.



work-life balance ↓

Work-life balance remains the second-most important driver globally (57%). Women (60%) feel more strongly than men (54%) about this. For the lower-educated, work-life balance is less important (52%) than mid-higher educated working-age adults (58%).



job security ↓

Long-term job security, as it was a year ago, is the third most important driver (55%), more so for middle and higher-educated (57%) than lower-educated (51%) working-age adults.



work atmosphere ↓

A pleasant work atmosphere is the fourth most important driver (54%) and this has not changed either in the past year. Women value a pleasant work atmosphere far more often than men (59% vs. 50%).



career progression =

Career progression opportunities remain unchanged as the fifth-most important driver (49%). The lower-educated deem it somewhat less relevant (43%) compared to 50% of mid-higher educated working-age adults.

↑ means higher in percentage compared to 2021

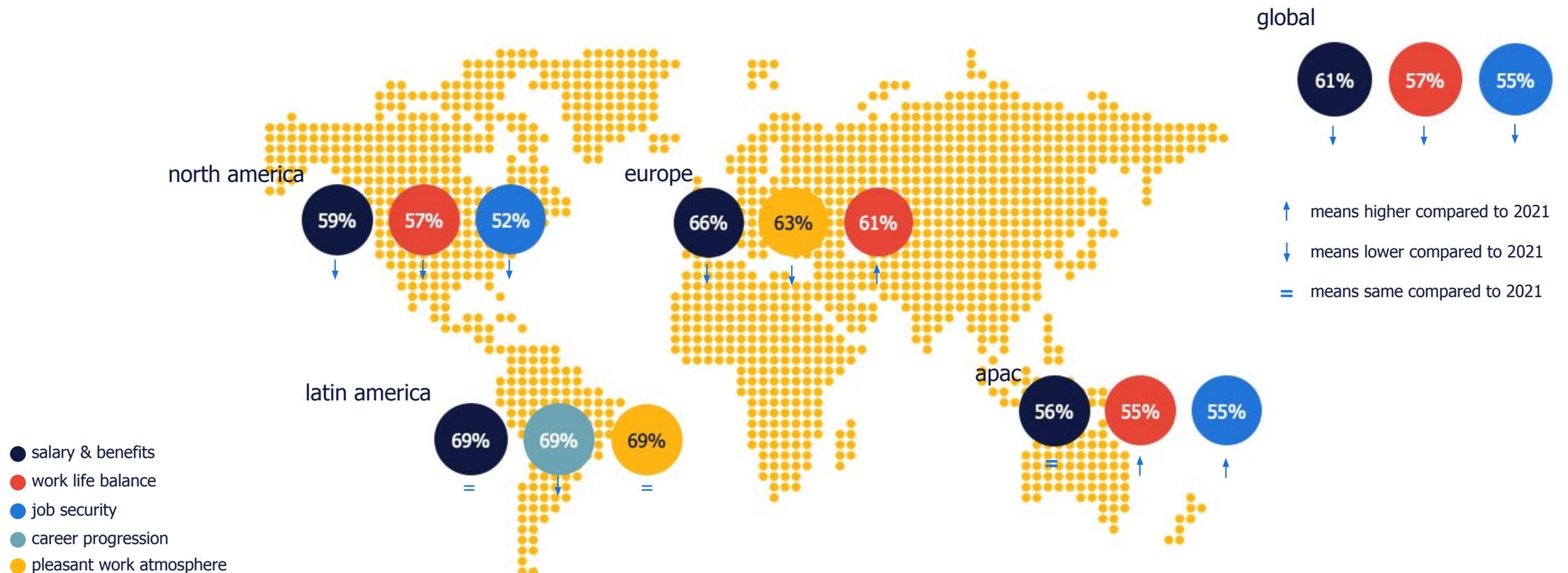
↓ means lower in percentage compared to 2021

= means same in percentage compared to 2021



regional differences among EVP drivers.

Salary & benefits shows to be the most important driver across all four regions which is consistent with the year before. Latin America has the highest rankings with their top 3 most important drivers being of equal importance. Good work-life balance is rated important for global as well as for North America and APAC. Job security carries some more importance in APAC and North America, while pleasant work atmosphere is the second most important in Europe.



what do working-age adults want job collars in focus.

white-collar

60%

of white-collar working-age adults consider attractive salary & benefits as the most important driver. Work-life balance comes second, though still relevant to 57% of this target group. Long-term job security is nearly as important in third place (56%).

White-collar workers tend to be more demanding than blue-collar workers because they consider each and every driver to be important traits for an ideal employer.

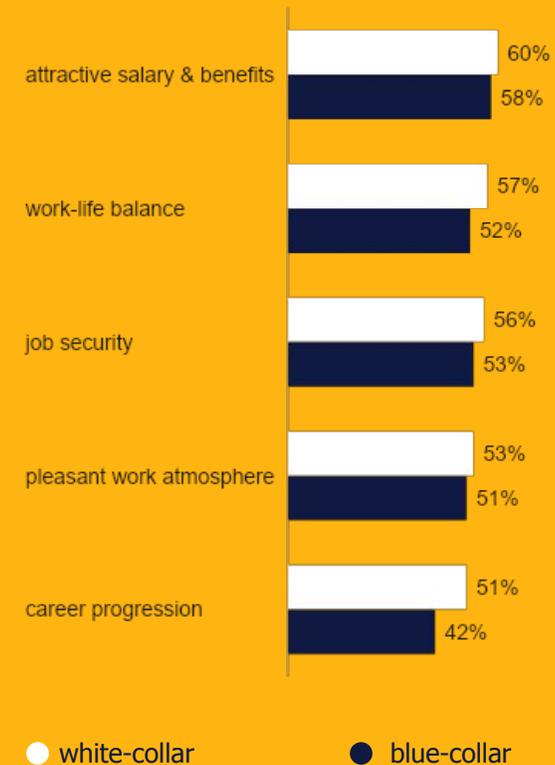
blue-collar

58%

of blue-collar workers feel that attractive salary & benefits are the most important driver, at nearly the same levels as white-collar talent. Job security is second-most important to them (53%), a notable difference from white-collar workers, who rank work-life balance second.

The biggest gap between white- and blue-collar workers is in career progression preferences. Only a minority of blue-collar respondents (42%) say this is an important trait vs. 51% of white collar workers.

most important attributes



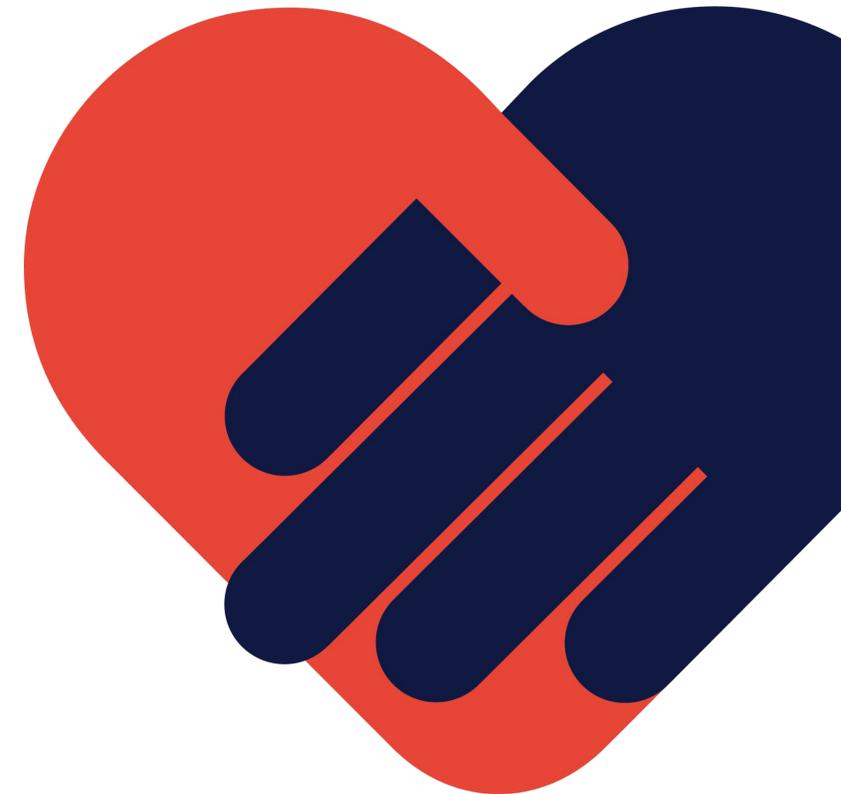
how employees rate their current employer.

strong on job security, financial health

- Employees most often credit their current employer with offering job security and being financially healthy. The higher-educated workforce do this even more so.
- A pleasant work atmosphere and good work-life balance are the next most often cited traits that working-age adults attribute to their current employers.

weak on career progression opportunities, giving back to society and remote working

- Employers score relatively low on career progression opportunities, especially in Europe and among the lower-educated.
- Caring for the environment and giving back to society are ranked even lower, albeit this is not deemed very important by the workforce anyway.
- Talent rate their employer lowest on the possibility to work remotely. European employees are even more critical in this regard than those in the APAC region.



what the workforce wants recommendations.



top takeaways

- Although salary & benefits are considered by the global workforce to be the most important driver, employers are not rated very high on this attribute. Companies should pay attention to their offers during this time of wage inflation. Offering above market averages can be an opportunity for employers to stand out and be seen as a leader in compensation.
- One area of strength for global employers is around job security, which is crucial during the current economic climate. This driver is rated highly both by the workforce and employers. Thus, a key focus for the employer is to find ways to promote and ensure that job security is maintained.
- Career progression is important to talent across the globe; however, employers are rated poorly on their ability to provide this. Employers should consider how they can further improve on their ability to help workers advance professionally.



sector
attractiveness.



most attractive sectors worldwide.

While ITC has been the most attractive sector for the past two years, engineering is now on top followed by automotive.

sector attractiveness – global



	2022	2021	2020
01 engineering ↑	60%	50%	49%
02 automotive ↑	59%	54%	54%
03 ITC* ↑	58%	57%	57%
04 agriculture =	57%	57%	50%
05 FMCG ↑	55%	54%	54%

changing sector order

Engineering has now taken the top spot in a surprising move.

Automotive shows the second-biggest change and is now in second place. As a result, ITC drops to third despite being even more attractive than in 2021.

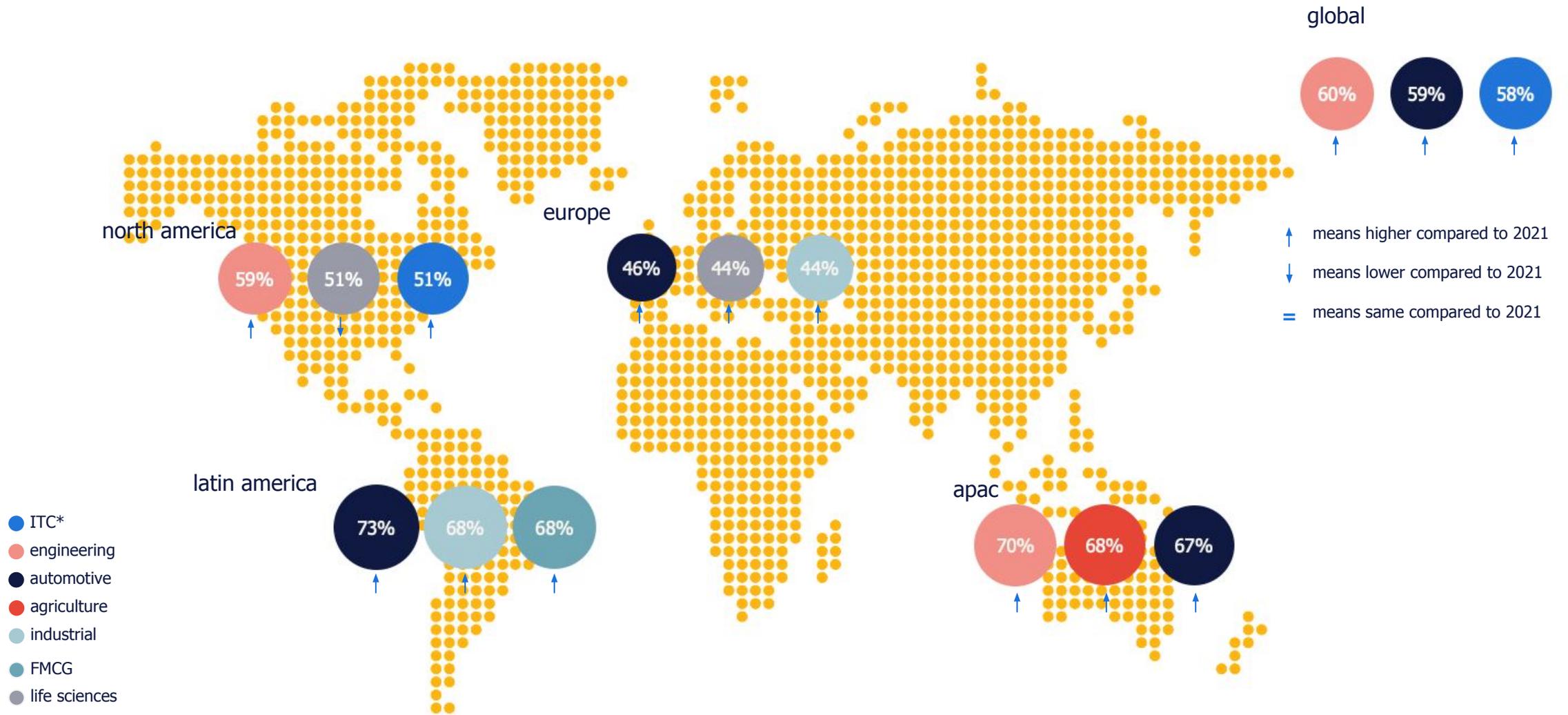
financial health is top EVP across sectors

Employers from the top five sectors are globally rated highest for offering long-term job security. Four out of these five sectors are also perceived more often than others as offering attractive salary & benefits as well as a good work-life balance, FMCG being the only exception on both drivers as not being considered distinctive from the average sector.

*the ITC sector relates to companies in IT, Technology & Communications



top sectors across regions.



*the ITC sector relates to companies in IT, Technology & Communications



top sectors by job collars.

white-collar

66%

of white-collar workers consider engineering as a sector they would like to work in.

The order of attractiveness of the other four sectors is similar to that of the overall global total. Life sciences (60%) is not in the top five but is almost as attractive as FMCG to white-collar workers.

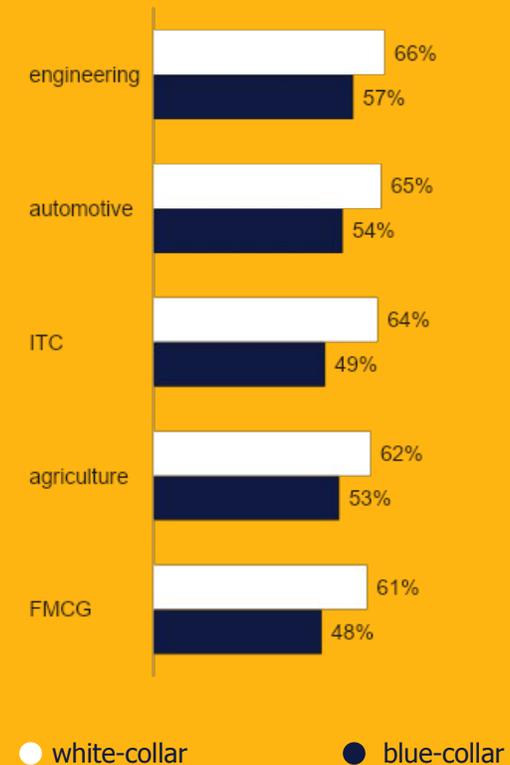
blue-collar

57%

of blue-collar talent also selected engineering as their favorite sector. Compared to white-collars, they prefer fewer sectors they would like to work in. Automotive and agriculture are second to engineering, while ITC and FMCG are markedly less favorable.

The industrial sector should not be overlooked as it is almost as attractive as FMCG to blue-collar talent (47% vs. 48%).

most important sectors



sector skill-set takeaways.



sectors that talent feel they have the skills to work in

- Retail remains the sector for which the highest percentage of the global workforce feels they have the skills to work in (46%). This is even more the case in North America (52%).
- Hospitality comes in second (43%), especially in North America (50%), followed by ITC at 42% globally.
- The chemical sector is at the other end of the scale, where a mere 28% of the global workforce think they have the right skill set to work in. Even fewer feel this way in APAC (23%).



sector skills and collar type

- White-collar talent more often consider their skills are sufficient to work in any sector than blue-collar workers (41% vs. 34%).
- Blue-collar workers feel their skills are well suited for the hospitality (46%), retail (44%) and FMCG industries (39%), while white-collar counterparts feel their skills match with ITC (46%), FMCG (45%) and automotive (42%).
- The chemical and life sciences industries are not areas that the workforce feels prepared to work in, with little over 20% of blue-collar and 33% of white-collar workers believing they have the right skills.



sectors seeking talent takeaways.

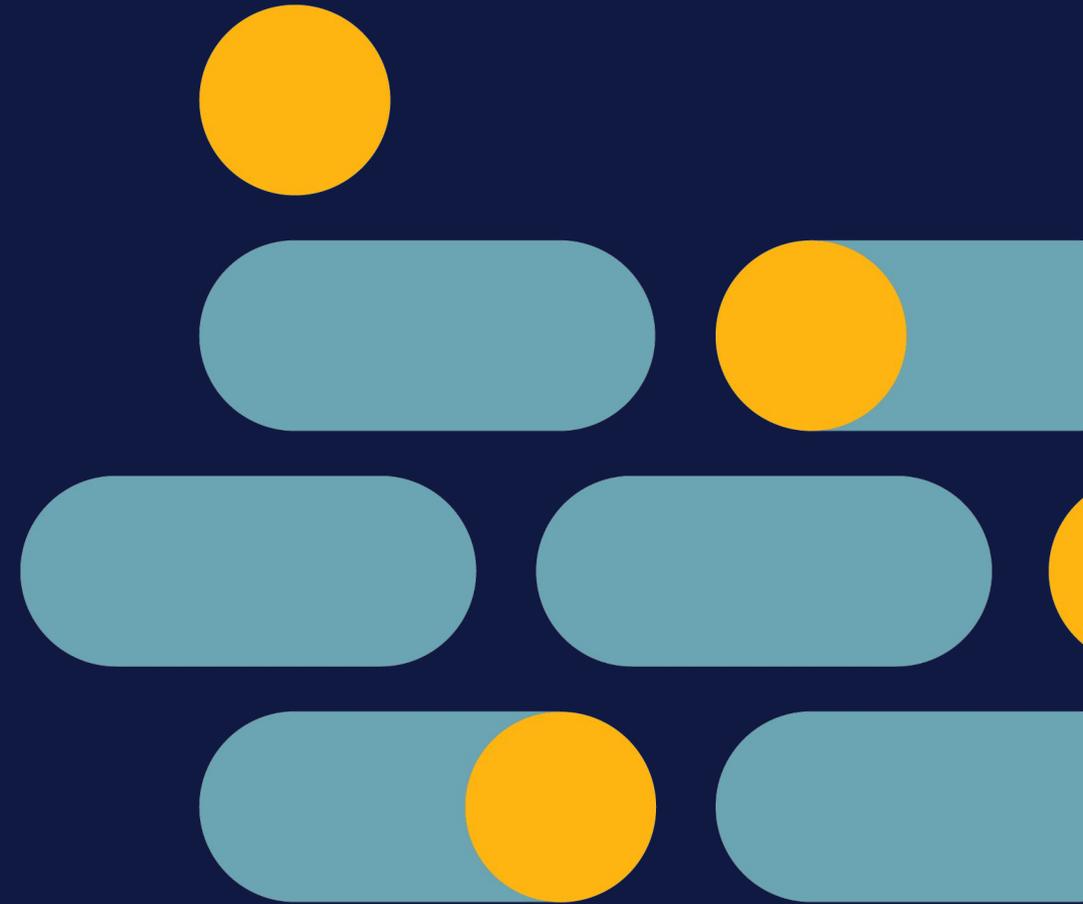


top takeaways

- Although engineering is the most attractive sector, it is hampered by the fact that a relatively big part of the workforce feels they lack the skills to work in this sector. It is even more the case for the chemical and construction sector. That should be a consideration for companies building an employer brand strategy in these industries.
- Blue-collar workers more often believe they lack the skills to work in certain sectors. In tightening labor markets, it may be useful for employers to explore a strategy aimed at identifying blue-collar workers who may, in fact, possess skills these companies need. This would enhance access to talent for many employers.



key trends.



key trend
global
switching
behavior.



switching behavior finding another employer.

16% of those surveyed switched employers in the last six months of 2021, up from 12% a year earlier but still lower than pre-COVID levels from two years ago (18%). In addition to North America (23%), younger workers aged 18-24 switched jobs (21%) the most. The rate of switching employer does not correlate with education levels.

The intention to switch in the first half of 2022 has risen from 20% a year ago to 24%, which also is short of pre-COVID sentiments of two years ago (26%).

It is not just the youngest age group that intends to switch (28%) but also those 25-44 (26%).

switched

16%

changed employer in the last
half of 2021

intention to switch

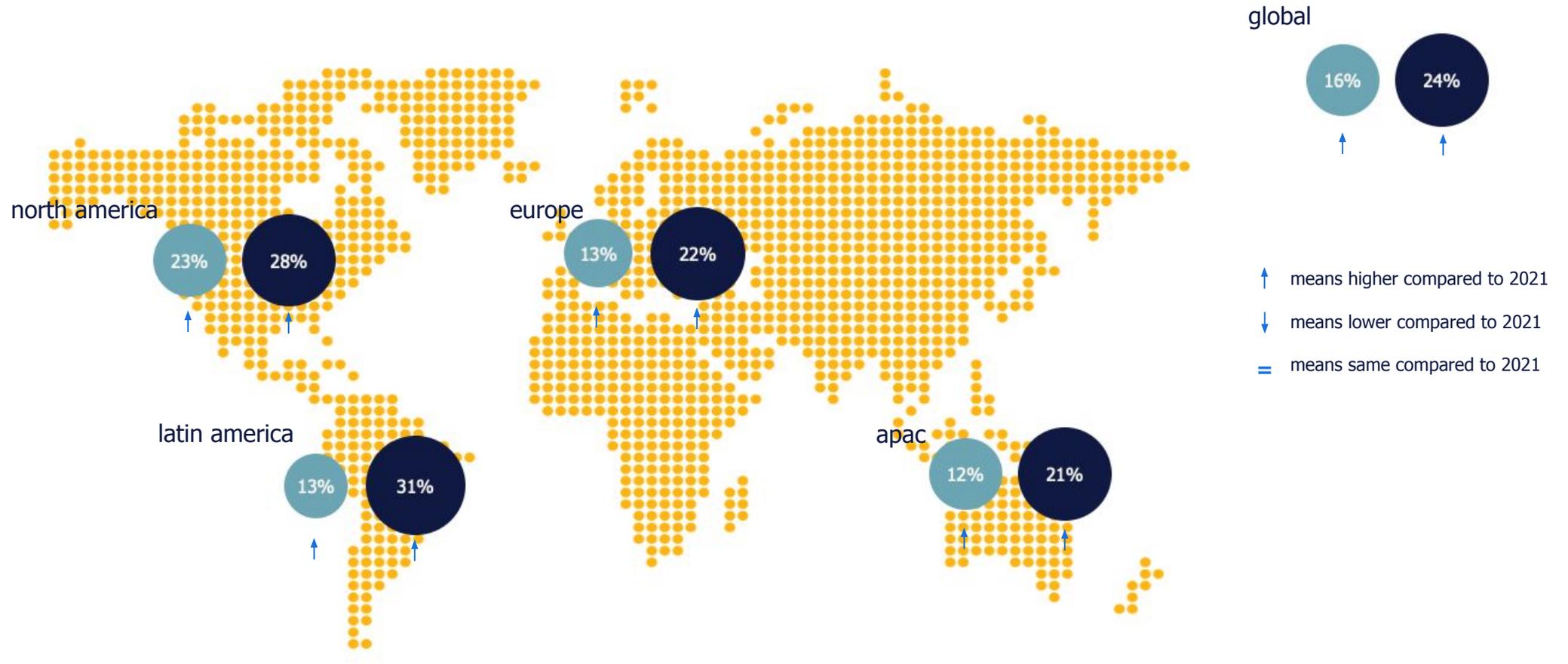
24%

plan to change employer in the
first half of 2022.



job switching and intention.

Job switching is twice as high in North America as in any other region (23%, up from 16% last year). The intention to switch is strongest in Latin America, even more so than in North America (28%).



● switchers
● intenders



* past 6 months = last half of 2021 & * next 6 months = first half of 2022.

job switching by job collar.

15% of white-collar workers switched in the last six months of 2021, up from 11% a year earlier. Blue-collar workers were even more likely to make a change (19%).

white-collar switchers

15%

changed employers in the last half of 2021

blue-collar switchers

19%

changed employers in the last half of 2021

The intention to switch in the first half of 2022 has risen among both white- and blue-collar talent. The intention of white-collar workers to change jobs rose from 17% to 22% while blue-collar workers increased to 24% from 17%.

white-collar intenders

22%

plan to change employers in the first half of 2022

blue-collar intenders

24%

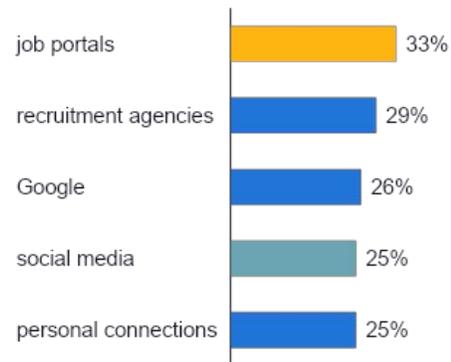
plan to change employers in the first half of 2022



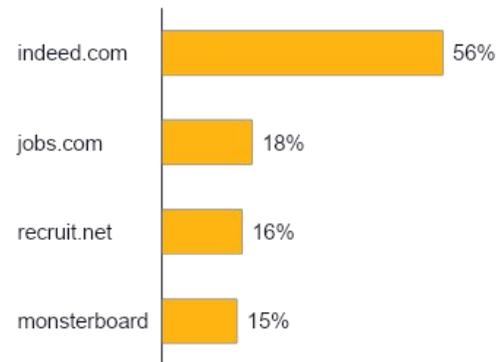
channels used to find the next job.

Job portals were most often used by job switchers (33%), and this was the case in past years also. Recruitment agencies are the second-most used channel at 29%, followed by Google, social media and personal connections.

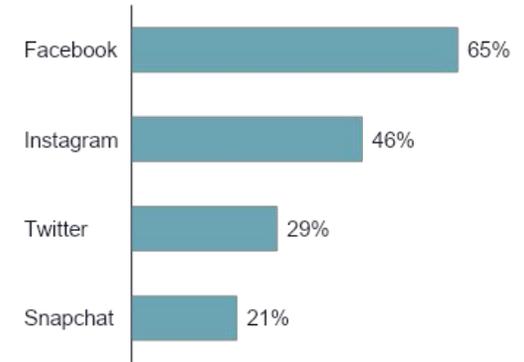
top 5 channels used to find a job



top 4 job portals – breakdown



top 4 social media – breakdown



talent seeking new opportunities.



job portals remain the key tool for job seekers, but recruiters are gaining ground

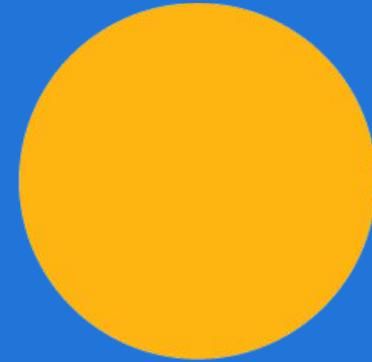
- Job portals are the most used channel: more so in APAC (41%) but less in Europe (26%).
- Indeed still dominates as 56% use this portal, but it is in decline due to the growing influence of local job portals, particularly in APAC.
- Recruitment agencies are the second-most used channel. Switchers in APAC use it more (40%), relying less on Google and social media when compared to other regions. Latin Americans make use of agencies the least (19%).



takeaways

- Employer brands should take into account the local variation of channel usage by job switchers.
- Do not rely on job portals only since two out of three switchers did not use any of them.
- Depending upon the market, local job portals can play a material role in the channel mix.
- Recruitment agencies are clearly on the rise and are thus a channel that should be included in any recruitment strategy, especially in APAC.

key trend
work meaning
& career
development.



global importance of meaning of work & personal career growth.

meaning & growth more important for 2 in 5 workers

In light of world events in 2021, work and career became more important to 39% of the global workforce (for 19%, they became less important). Local differences should be taken into account, especially in Europe where 27% valued work and career more, but 22% valued them less so, resulting in a 5% difference. This is in stark contrast to APAC, where the difference is no less than 33%.

The attitude is strongly related to age, as those 18-34 tend to be more positive. White-collar workers are also more positive overall (26%) than blue-collar counterparts (14%).

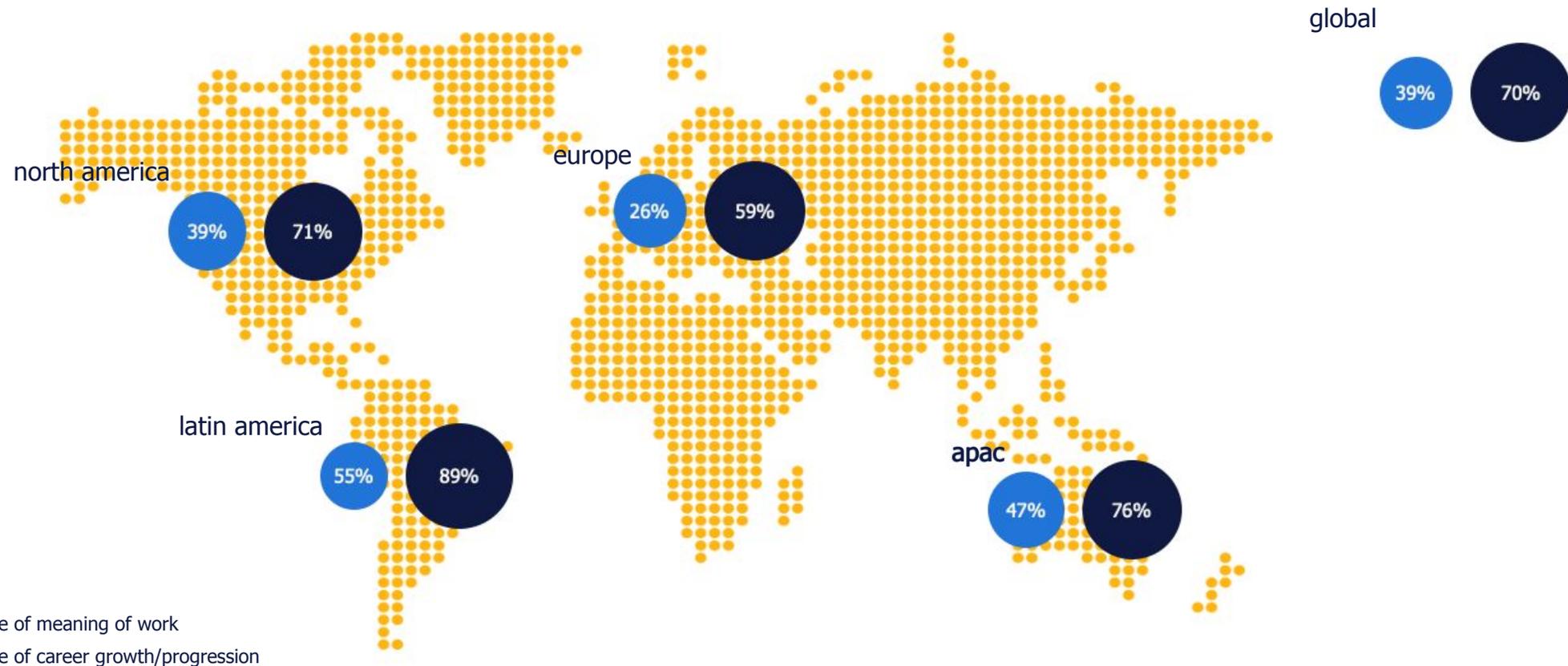
career growth important to 7 out of 10

The vast majority (70%) of the global workforce consider their career growth/progression as very or somewhat important. Latin American (89%) and APAC (86%) workers are even more outspoken in this regard, while Europeans reported a more tempered outlook (59%).

Men consider it more important than women, and the high educated felt this way more than lower educated. Age plays a role here as well, as 77% of those younger than 35 consider it important, compared to 66% of those 35 and older.

importance of work & career growth.

The meaning of work has become more important to 39% of global workers due to world events in 2021. That is even more the case for Latin America and APAC. A similar change affects the importance of career growth, which is more important in these regions as well, though North America is not that far behind.



importance of work & career growth by job collar.

The meaning of work has become more important to white-collar workers (43%) than for blue-collar workers (33%) in the past year. The global average is 39%.

This gap is higher still when looking at the importance of career growth, which is more important to white-collar talent (76%). This figure is significantly higher than for blue-collar workers (59%).

white-collar

43%

meaning of work is more important

76%

find career growth/progression important

blue-collar

33%

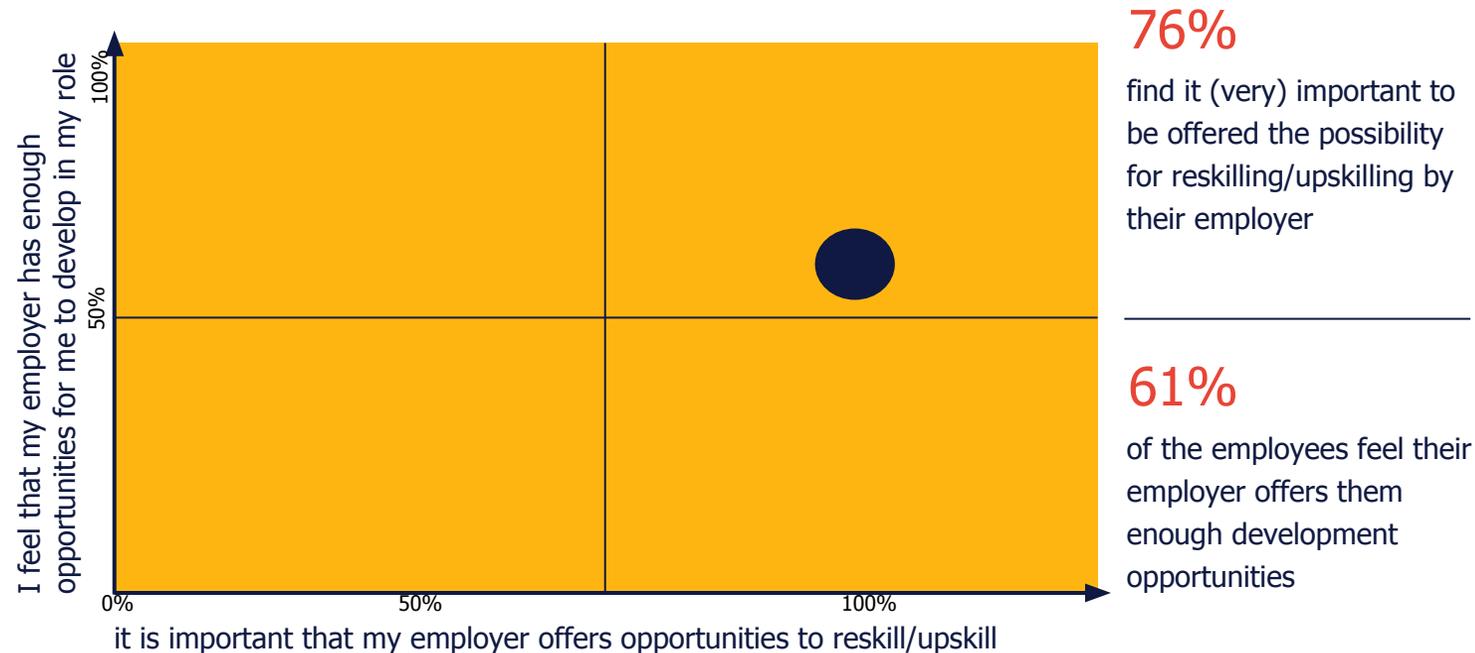
meaning of work is more important

59%

find career growth / progression important

importance vs. offer on reskilling/upskilling.

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



A vast majority (76%) of the global workforce say it's important that they are offered the possibility for reskilling/upskilling by their employer. White-collar workers more often have this opinion (80%) than blue-collar ones (69%).

Only 61% of talent feel that their employer actually offers these opportunities. Such an offer is actually skewed toward those who appreciate it more, as 70% of the workforce who feel it to be important actually have opportunities for skilling.

This, nevertheless, still means that 30% of them do not, which is regrettable since 72% of the workforce claim they are more likely to stay with an employer if opportunities are offered.

global takeaways on meaning of work & career development.



takeaways

Work became more important in the light of 2021 world events. This is particularly the case in Latin America and APAC but less so in Europe.

Especially for the younger workforce of up to 35 years old, the importance of work became more apparent, possibly not just because of world events but due to the career stage they are in. Somewhat related to this, 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 sufficient manner. Since a vast majority claim to more likely stay with their employer if such opportunities are offered (72%), the benefits of retaining their employees outweigh the costs of training and development.



key trend
work-life balance
& remote working.



global work-life balance and remote working.

work-life balance crucial in today's competitive job market

Work-life balance is perennially a top driver for the global workforce and becomes even more prevalent as the job market becomes more competitive.

Work-life balance can be defined by several sub-variables, which allows employers to get a better understanding of what workers want in order to satisfy this need.

Our research shows that flexible working and remote working are key needs among talent globally.

salary & benefits go beyond monetary value

It is clear that salary & benefits go beyond financial considerations. Other perks including salary protection, continuing education, meals and internet/phone stipend. Many additional benefits are often included in an overall package that affects the decision-making of job candidates.

what the workforce have done to improve work-life balance.

28%

of the global workforce use flexible schedules to improve work-life balance. Those under 35 (cited by 32%) and those that are higher educated (33%) were more likely to have job flexibility.

22%

of workers did not take any step to improve their work-life balance. The lower educated stayed passive (29%), as well as those 55 and older (41%).

42%

of those surveyed feel that their employer should offer them flexible work arrangements (location, shift times, etc.). This benefit is the most popular way for achieving a better balance and is equally valued in all regions.

37%

would like their employer to offer more perks including salary protection/fair compensation to improve their work-life balance.



takeaways to improve work-life balance.



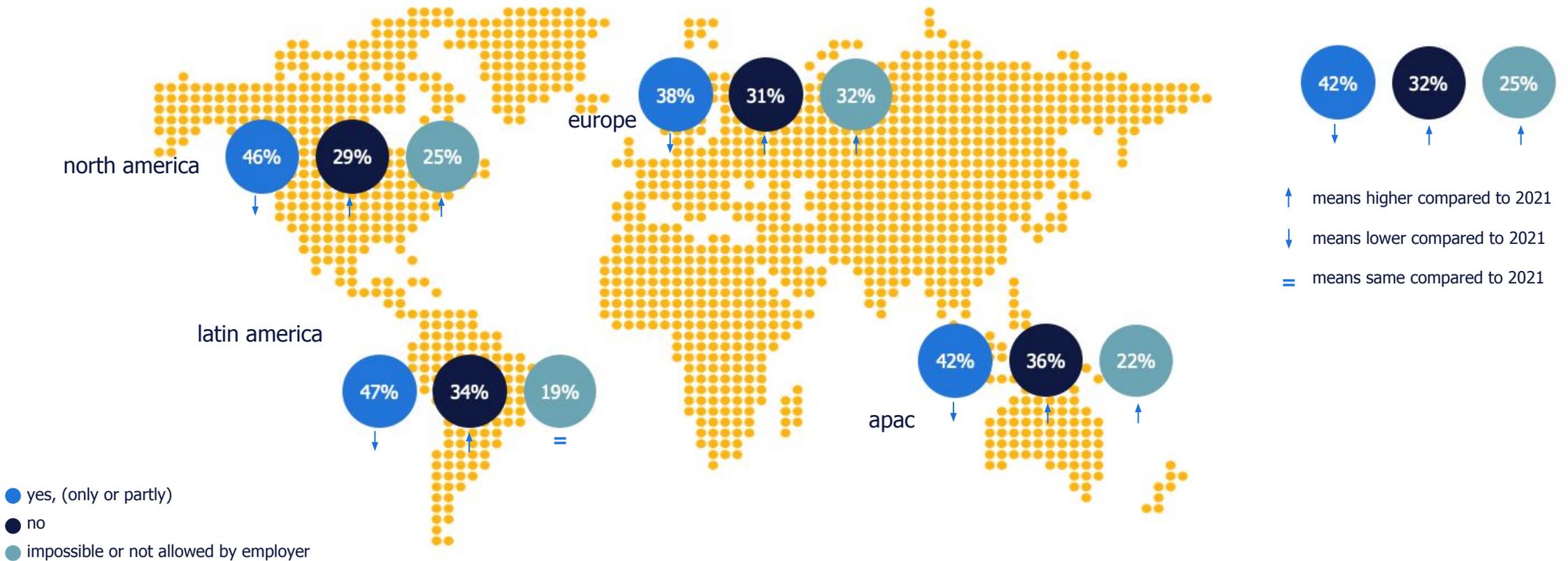
remote working flexible work arrangements

- Talent welcome workplace initiatives to improve their work-life balance. These include wellness plans, childcare support, flexible schedules and other support measures.
- Employers should pay attention to the possibility of offering flexible work arrangements, including working remotely, as it helps employees to improve their work-life balance.
- In conclusion, if working remotely is not an option, then other types of flexibility such as shifting work hours should be looked into as these are valued by their employees.



global remote working.

Remote working has diminished to 42% of the global workforce, down from 54% a year ago. Europeans work remotely the least. In North America, 23% work remotely. Of the higher educated, 49% work remotely while just 27% of the lower educated do so.



global remote working by job collars.

Compared with last year, the ability to work remotely declined significantly more among white-collar workers (14%) than for blue-collar workers (7%). This coincides with returning to the office. More white-collar survey respondents (34%) now have to work full time in person than what was reported a year ago (23%).

white-collar

48%

remote working only or partly

34%

no remote working – only work at the employer's premises

18%

impossible to work remotely or not allowed by employer

blue-collar

23%

remote working only or partly

30%

no remote working – only work at the employer's premises

47%

impossible to work remotely or not allowed by employer

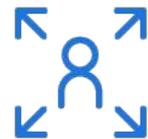
global remote working looking into the future.

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



4%

of those working remotely expect to work no more than 10% of their time in the office in the future



73%

expect to have a 20/80 blend of at home/on premises schedules



23%

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

Almost all current remote workers (96%) expect to keep working remotely in the future, although maybe not with the same frequency. Out of those who work remotely only, just 38% expect to keep on doing so.

The possibility of working remotely correlates with education levels: fewer higher-educated workers (19%) believe they will be able to maintain a 90% remote schedule in the future than lower-educated counterparts (36%).

a dynamic market requires greater vigilance



top takeaways

- Even though compelling compensation and benefits are typically the most important factor in attracting job candidates, recent developments in the global labor market make it difficult for employers to effectively deliver on this. With hyper wage inflation occurring, companies must remain highly vigilant to prevailing market rates in order to compete effectively for talent.
- This means closely following not only local but also global market changes since the work-at-home phenomenon continues to be strong in many areas. Technology has untethered workers from their employers, and businesses must adapt their workforce strategy in this new era of how we work.



employer brand matters more than ever.



top takeaway

- A strong employer brand and employee value proposition matter more during this time. These will resonate and help job seekers to emotionally connect with companies that come across as genuine and invested in their people. To achieve this level of authenticity, companies should activate other key drivers motivating workers, including offering a healthy work-life balance, job security, a pleasant work environment and paths to career growth.



We hope the data contained in this report has been insightful and 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
rebrhelpdesk@randstad.com



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

fieldwork

- online interviews
- january 2022

length of interview

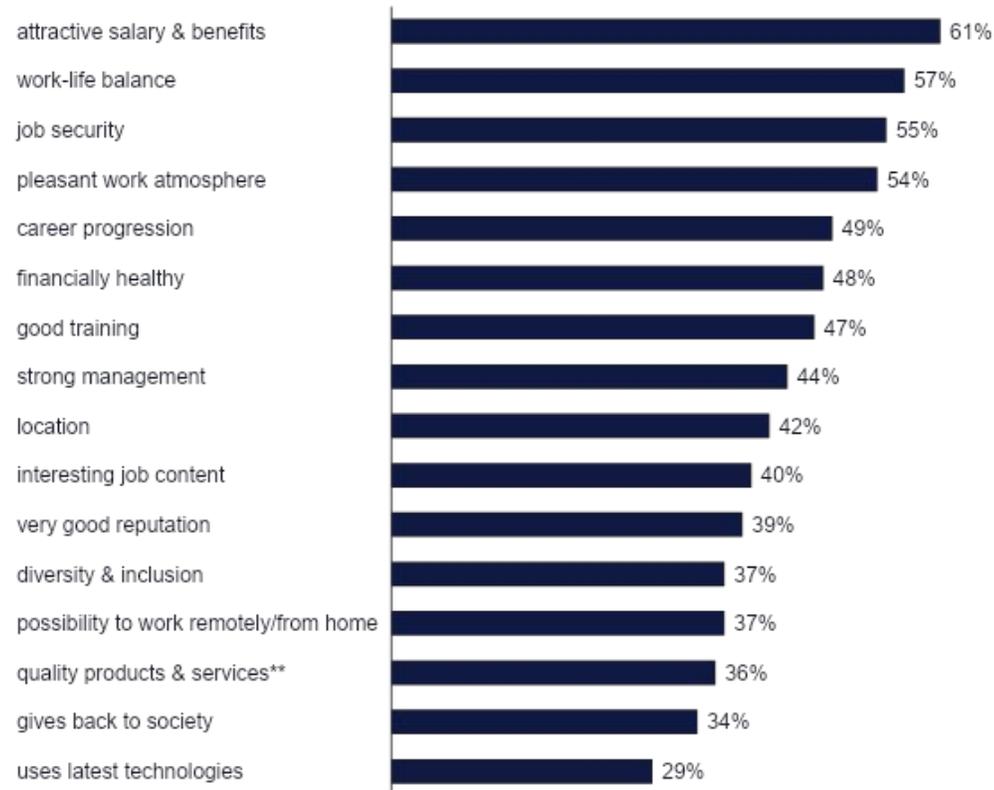
- 16 minutes

deep dive
key drivers.

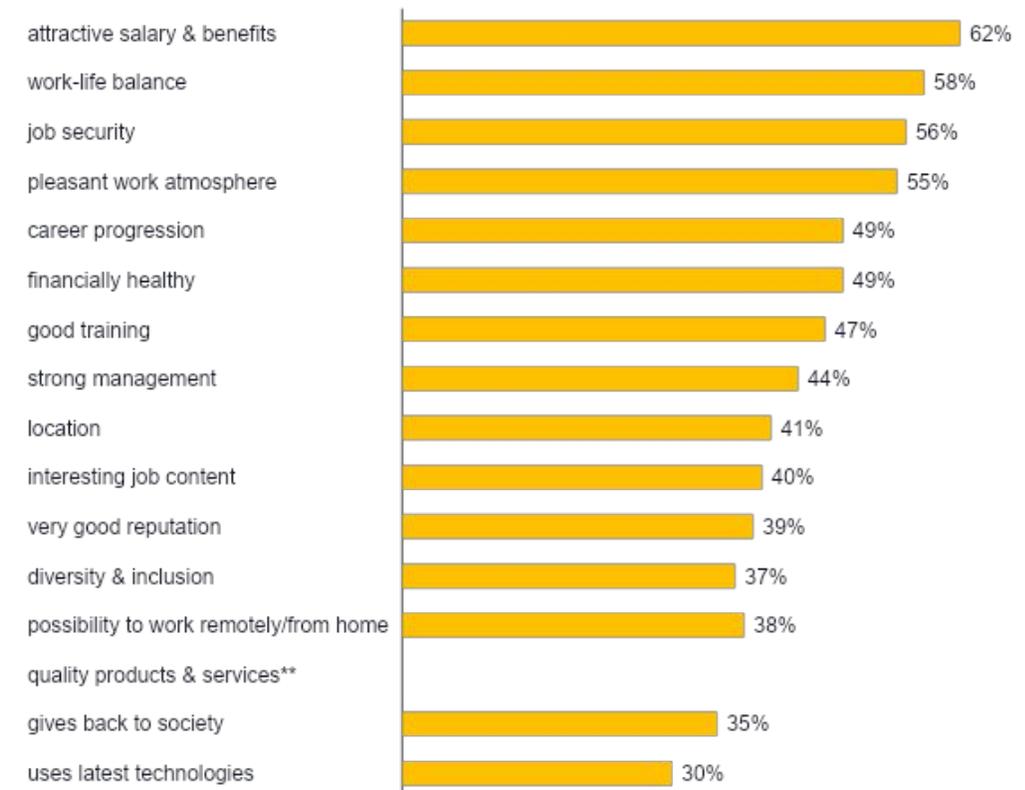


what working-age adults want the most important criteria when choosing an employer.

global 2022



global 2021

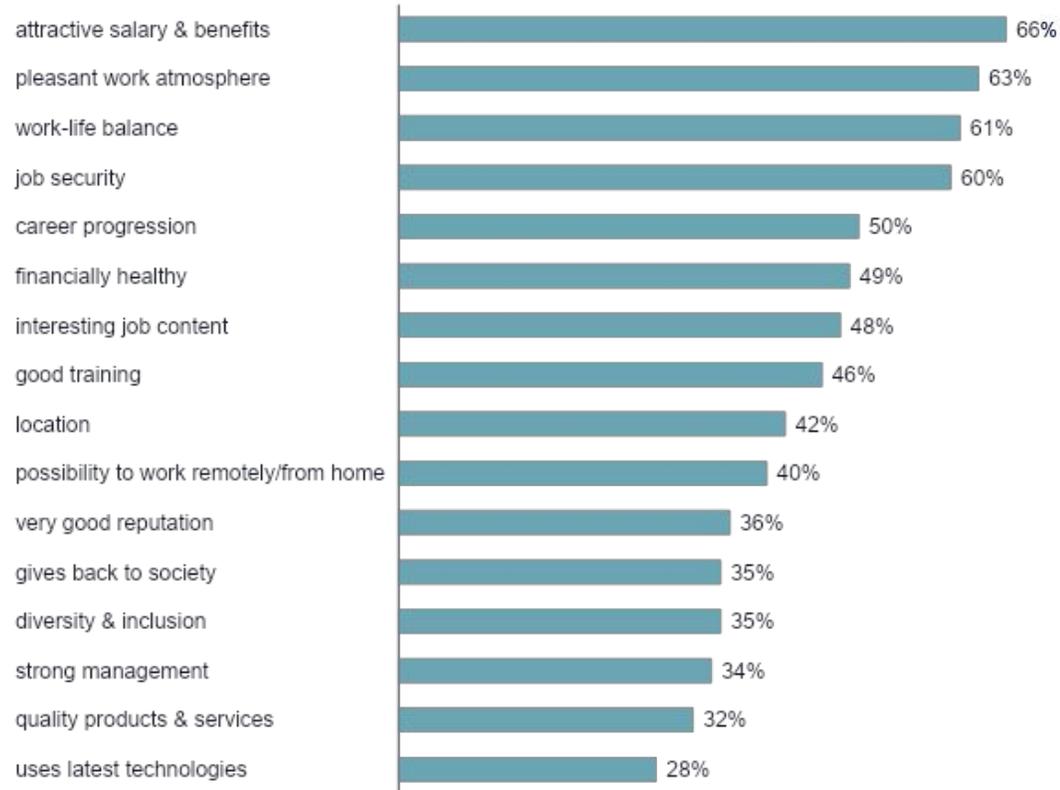


**not researched in 2021

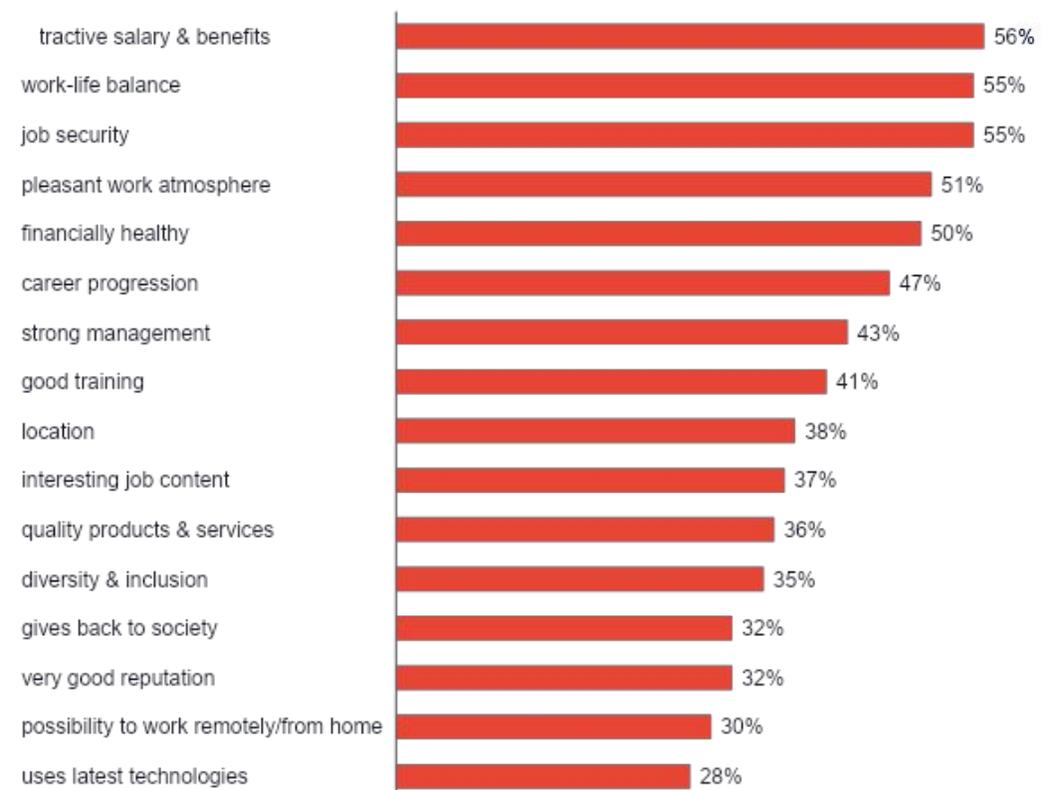


what working-age adults want the most important criteria per region.

europa



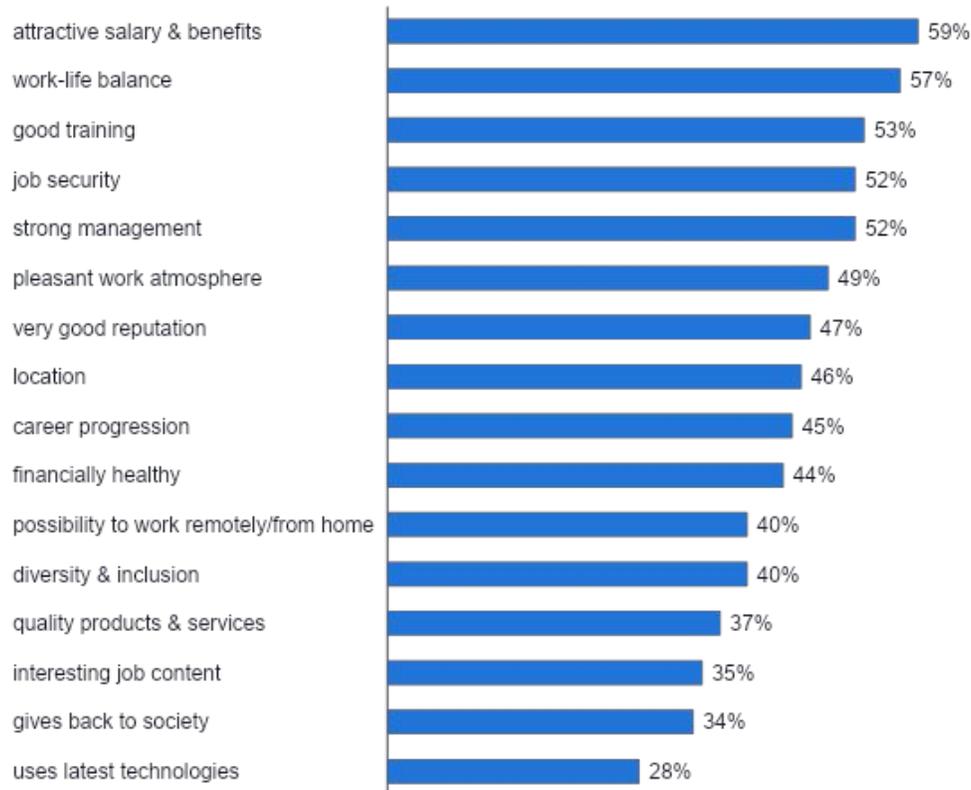
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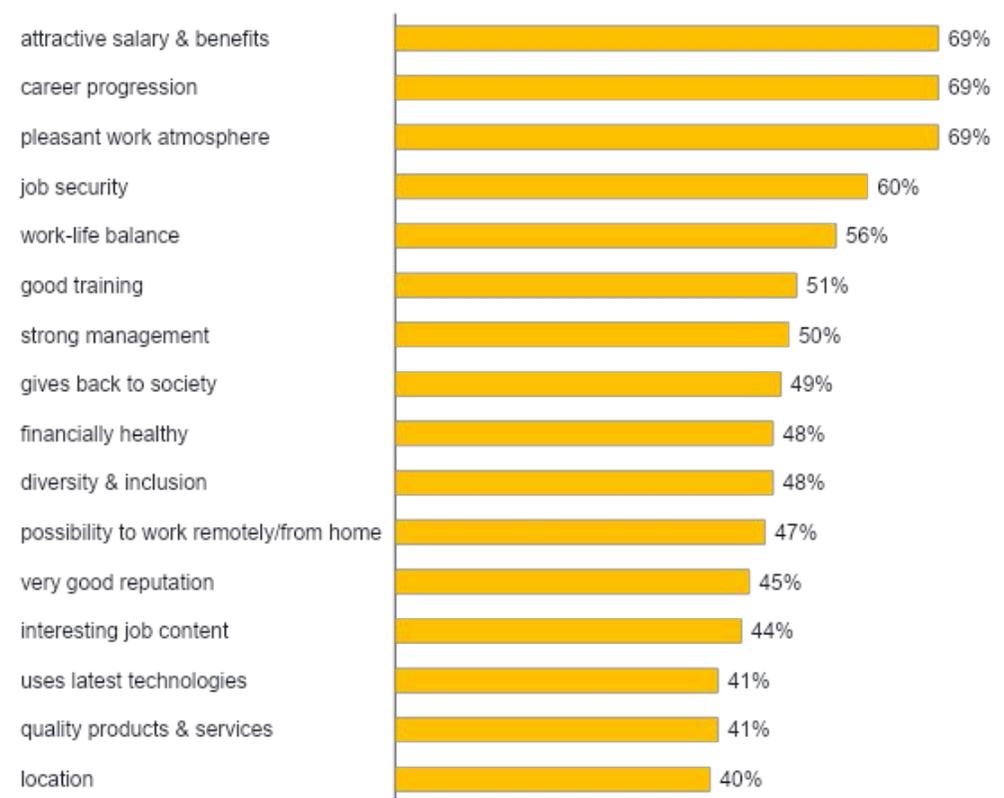
what working-age adults want

the most important criteria per region.

north america

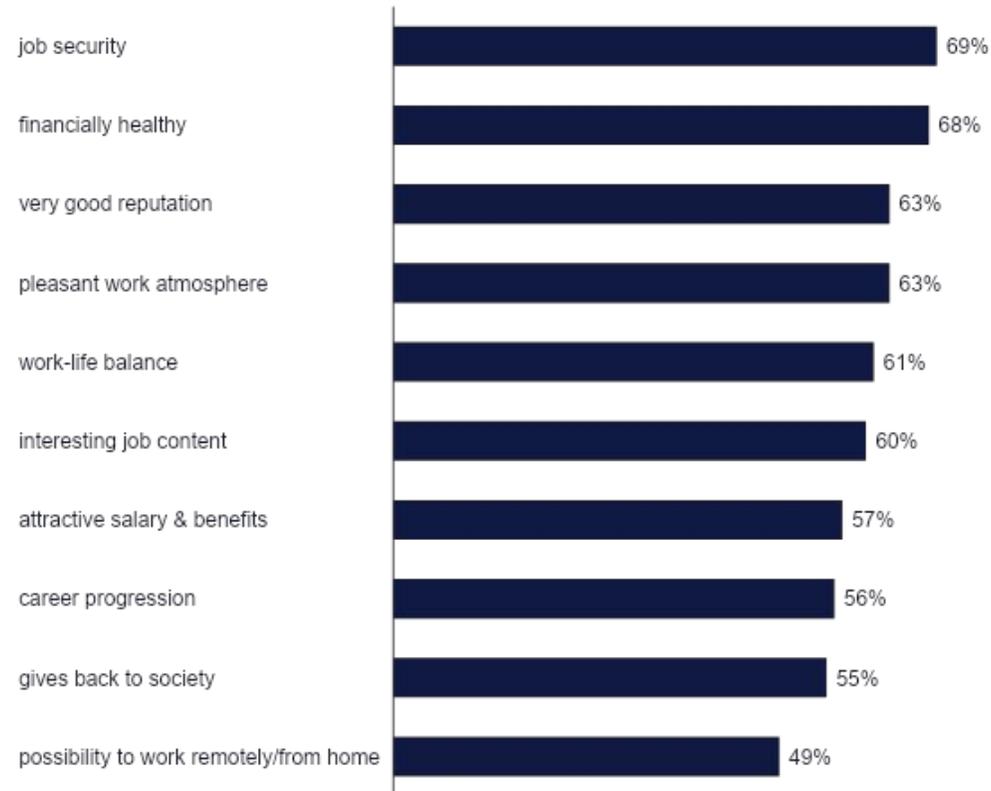


latin america



respondents' assessment of current employer's ability to fulfill the top desires of workers.

global 2022

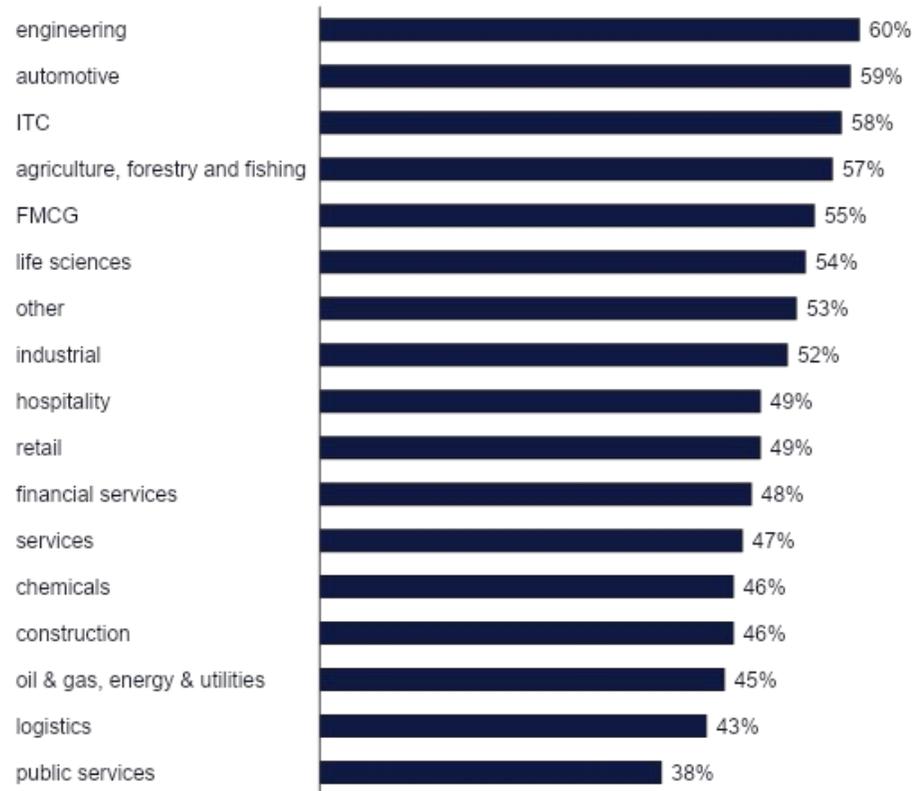


sector
attractiveness
deep dive.

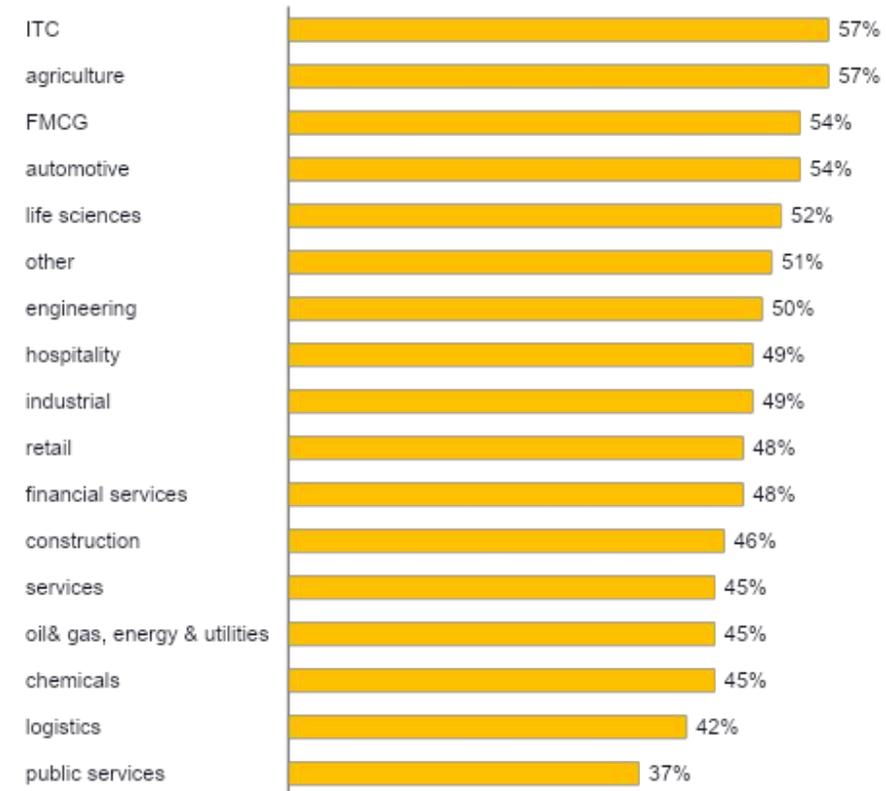


attractiveness of all sectors.

global 2022



global 2021



top five attractive sectors during the past six years.

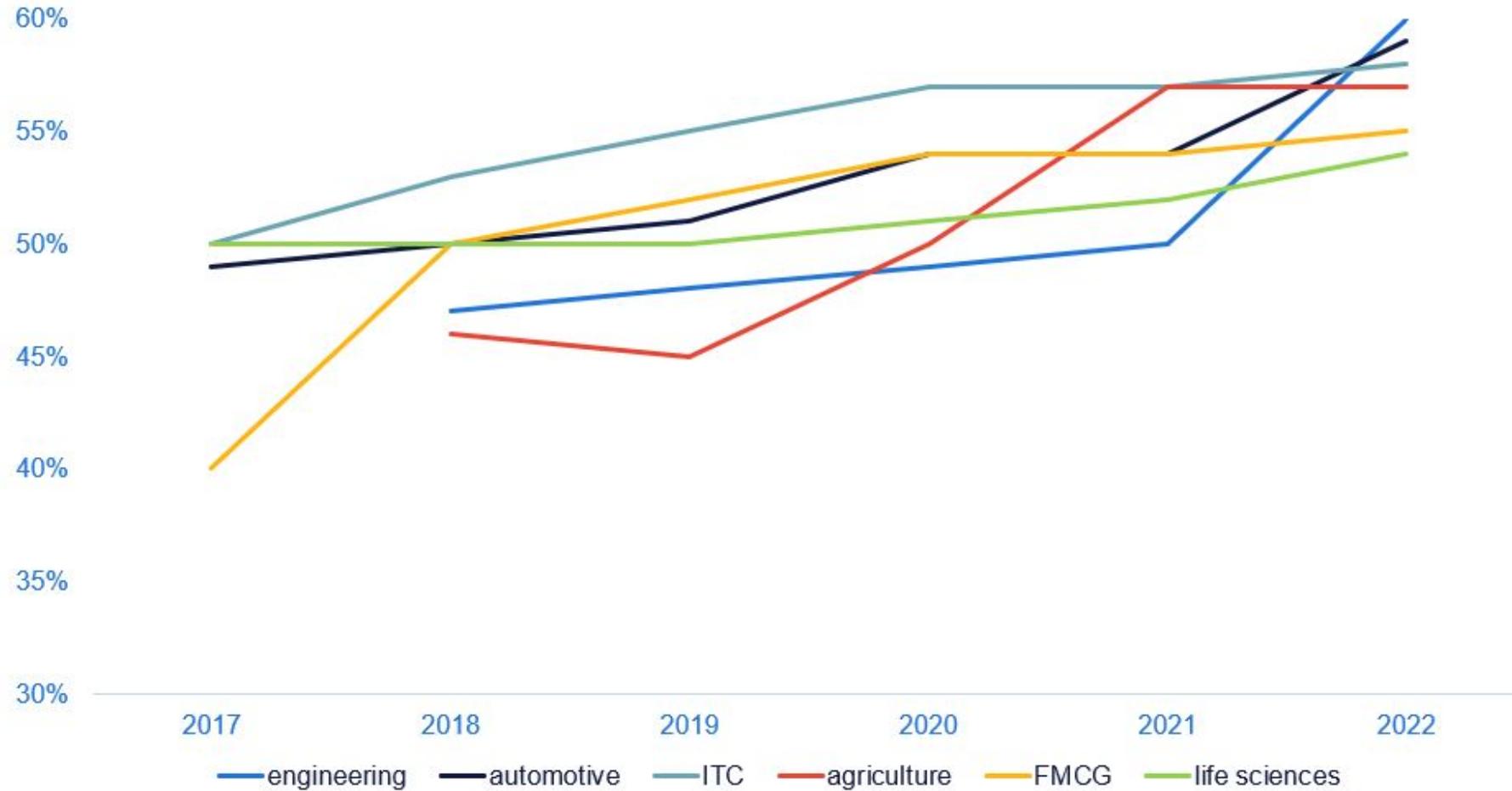
Engineering at the top is even more remarkable considering it was last in the top five in 2019.

	2022	2021	2020	2019	2018	2017
01	engineering	ITC*	ITC*	ITC*	ITC*	technology
02	automotive	agriculture	FMCG	FMCG	automotive	ITC*
03	ITC*	automotive	automotive	automotive	FMCG	life sciences
04	agriculture	FMCG	life sciences	life sciences	life sciences	automotive
05	FMCG	life sciences	agriculture	engineering	engineering	-

*the ITC sector relates to companies in IT, Technology & Communications



top five attractive sectors during the past 6 years.



*the ITC sector relates to companies in IT, Technology & Communications

randstad

human forward.

