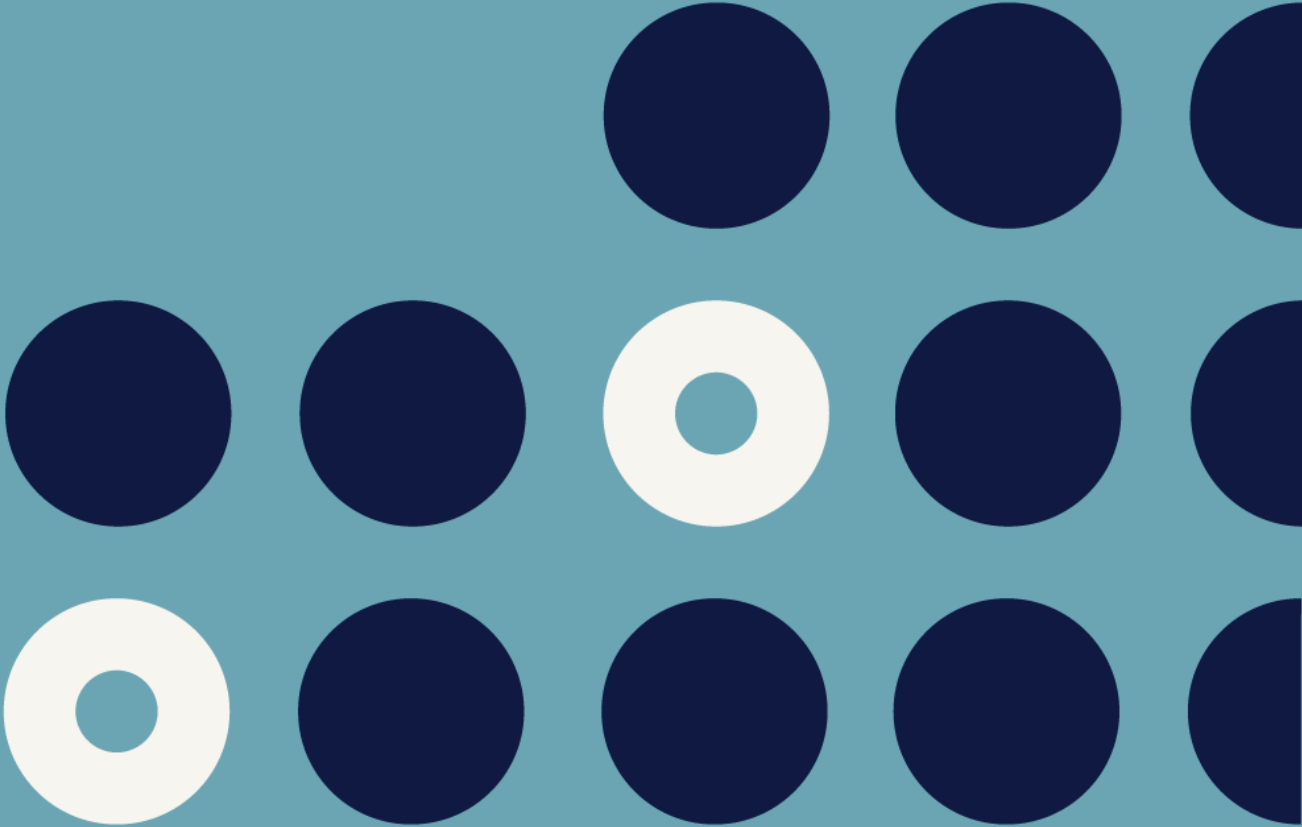


2021 employer brand research singapore.





2020 was a big reset for many businesses and employees. Organisations pivoted their business operations and employees learned how to work productively from home.

Since Q4 2020, the local economy has recovered rather rapidly, with many employers starting to make new hires either for headcount replacement or to grow their teams. While this trend drive business confidence, it is getting more and more difficult for employers to ignore new candidate and employee expectations.

In the past few years, 'work-life balance' consistently ranked second as the most ideal employee value proposition that respondents seek in an ideal employer. For the first time in our Randstad Employer Brand Research, 'work-life balance' tied with 'attractive salary and benefits' as the most important employee value proposition.

Working from home has its benefits and challenges. Some employees are finally able to strike a balance between work and life and are even more productive in the process. However, others faced issues with prolonged isolation and distractions.

Evidently, from our research and personal experience, flexible work arrangement is no longer a matter of "if" but "when". If employers have not already done so, they need to start developing HR policies that allows for flexible or remote work, as well as various employee benefits to adequately support their workforce.

Employees are most productive and loyal when companies invest in them. As we mark the 10th edition of the Randstad Employer Brand Research, we urge employers to take note of the changing expectations during crisis and take action to stay relevant and approachable to their workforce to emerge stronger together as one unit.

Jaya Dass
Managing Director, Malaysia & Singapore
Randstad



2021 randstad singapore employer brand research report.

introduction to employer brand research	4
employee value proposition: movers and shakers	9
job switching and searching behaviours	17
COVID-19: impact on employment trends	23
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why does employer branding matter?

1 in 2 candidates

say they wouldn't work for a company with a bad reputation – even with a pay increase.¹

1-2x

faster hiring time experienced by companies with a strong employer brand.³

#1

obstacle to candidates in the application process is not knowing what it's like to work at an organisation.⁵

96%

agree that the alignment of personal values with a company's culture is a key factor in their satisfaction working there.²

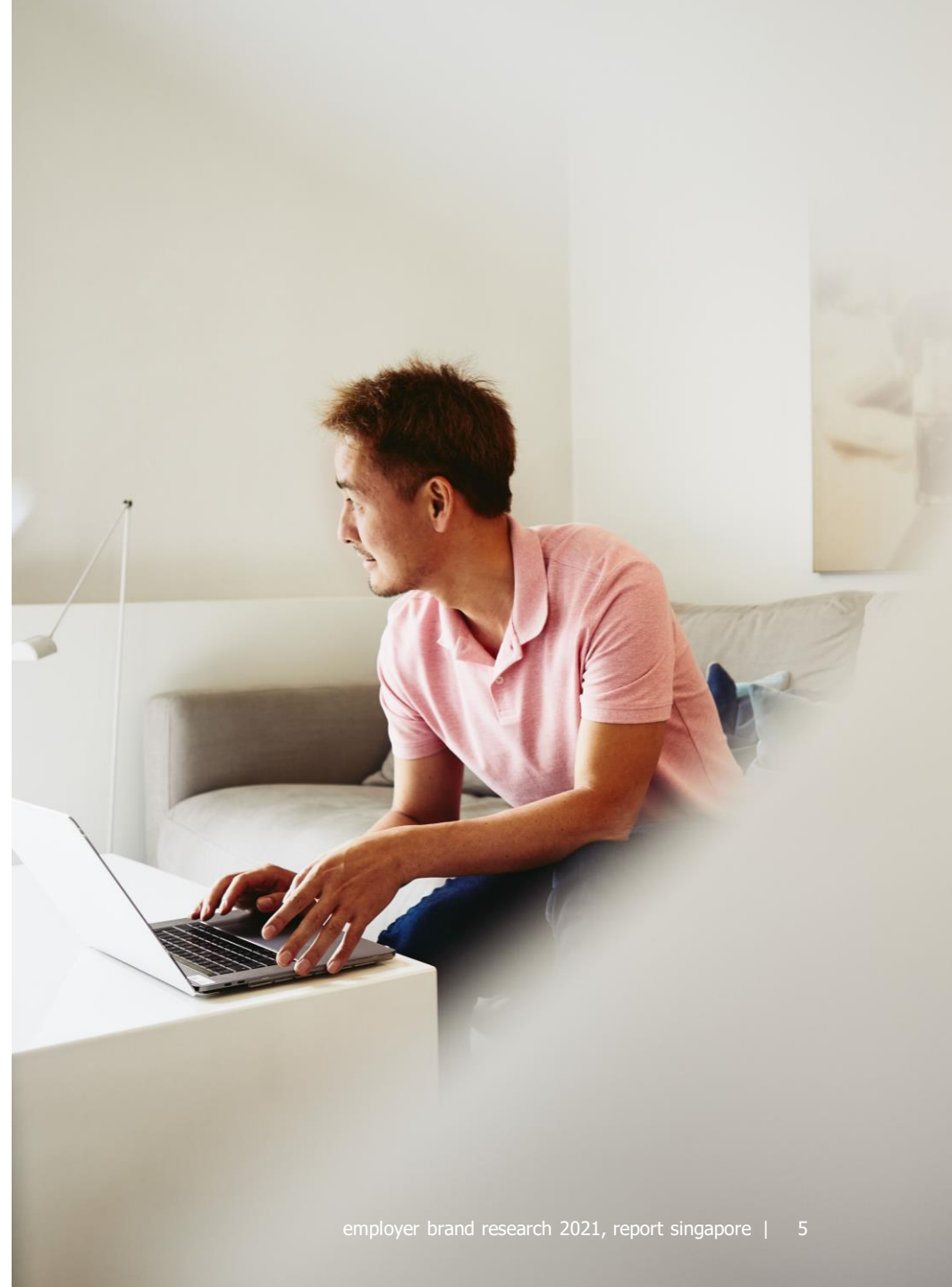
52%

of all candidates search the company's website and social media first to learn more about an employer.⁴



what is the randstad employer brand research?

- a **representative employer brand research** based on perceptions of the general audience. Optimising 21 years of successful employer branding insights.
- an **independent survey** with more than 190,000 respondents across 34 markets worldwide.
- a **reflection of employer attractiveness** for the market's 75 largest employers known by at least 10% of the population.
- **provides valuable insights** to help employers shape their employer brand.



we surveyed 34 markets covering more than 80% of the global economy.



worldwide

- over 190,000 respondents
- 6,493 companies surveyed

market sample

- 3,003 respondents
- aged 18 to 64
- overrepresentation of respondents age 25 – 44

fieldwork

- online interviews
- January 2021

interview length

- 16 minutes

sample composition and breakdown singapore.



female

51%



male

49%



generation z
(18 - 24 years old)

11%



millennials
(25 - 34 years old)

30%



generation X
(35 - 54 years old)

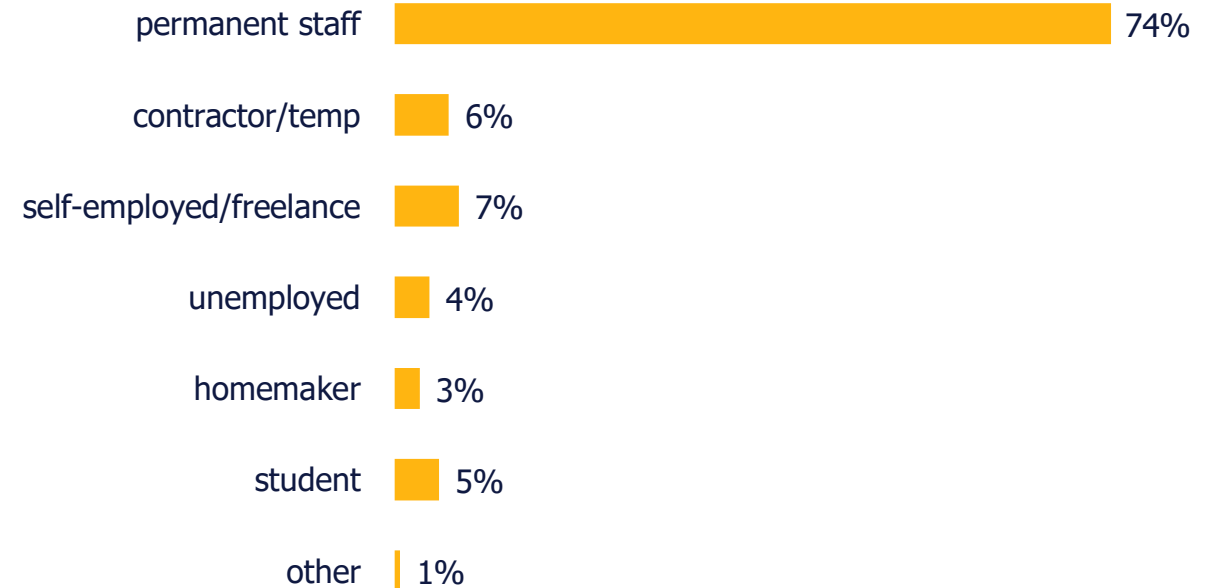
51%



boomers
(55 - 64 years old)

8%

employment status



applying the smart sampling methodology to ensure fairness and accuracy.

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 realise 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.



movers and shakers



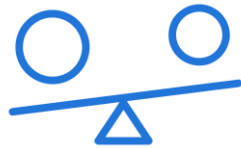
employee value
propositions.

attractive salary & benefits and work-life balance ranked most important EVP factors.



74%

attractive salary & benefits



74%

work-life balance



60%

job security



59%

career progression



58%

pleasant work atmosphere



57%

financially healthy



56%

strong management



52%

good training



46%

possibility to work from home or remotely



46%

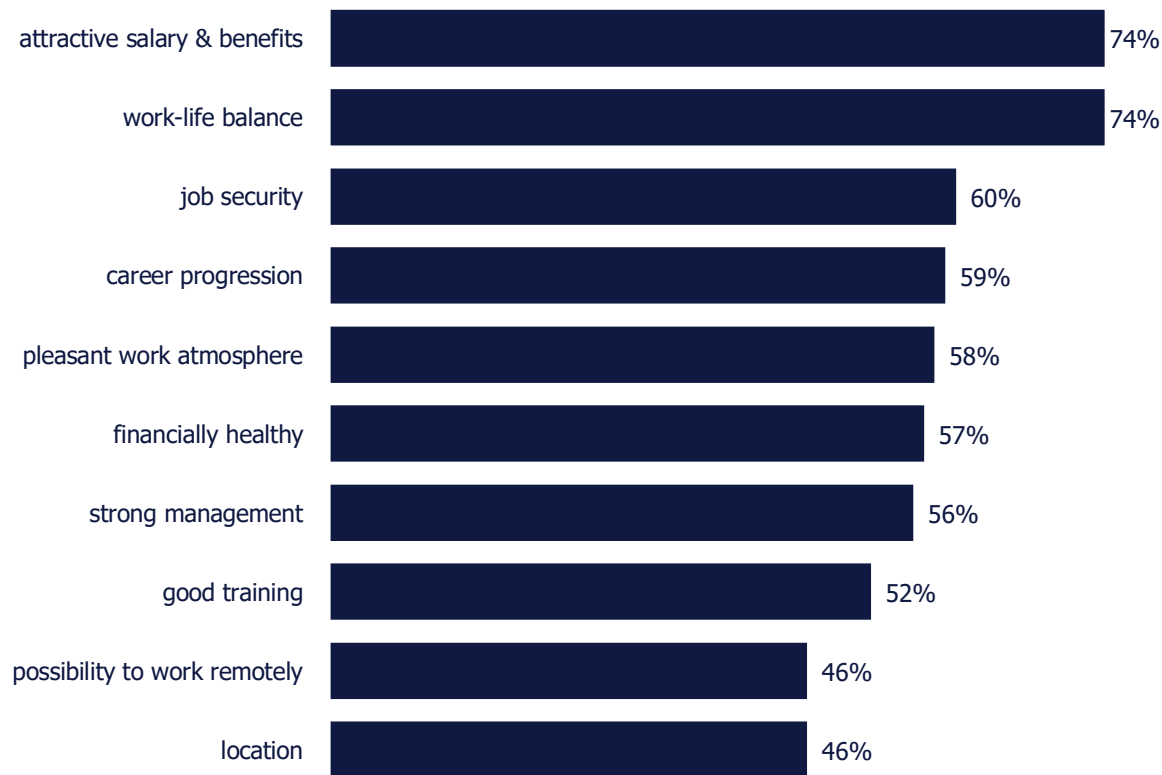
location



when comparing 2021 with previous years, please note that this question has been revised in that respondents are now free to choose as many drivers as they considered important from a list of 16 drivers while in previous years they only pick 5 out of 16 EVP factors.

non-monetary EVP factors gained significant importance during global pandemic.

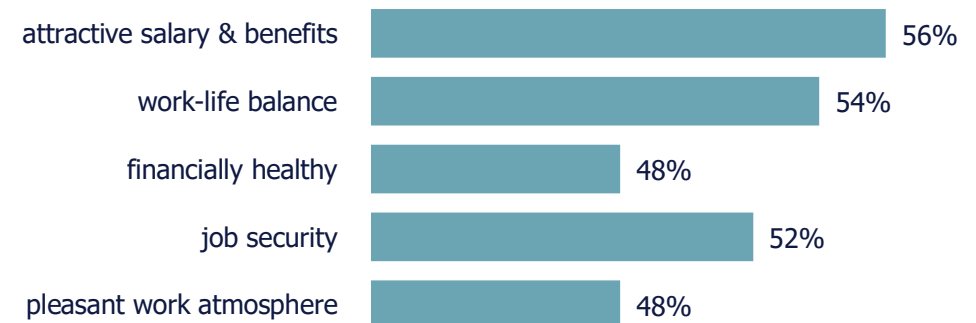
ranking of EVP factors in 2021 (SG: during COVID)



top 5 EVP factors in 2020 (SG: before COVID)

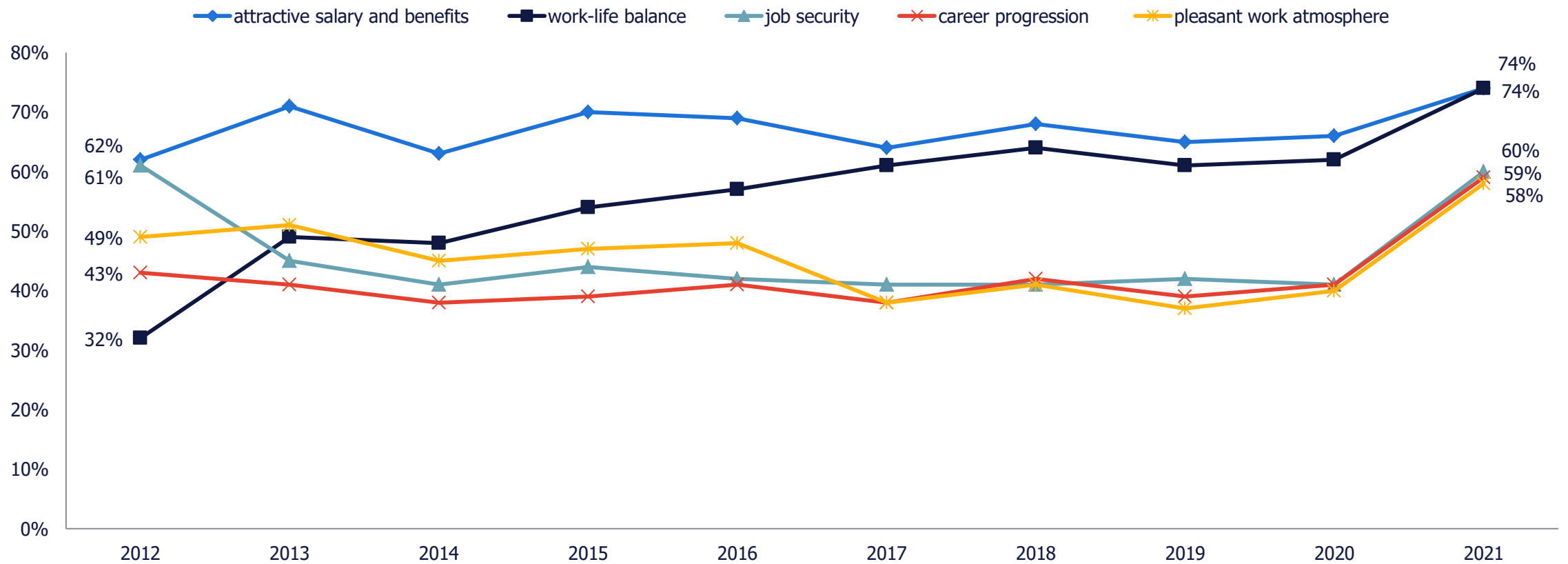


top 5 EVP factors in 2021 (asia pacific: during COVID)



when comparing 2021 with previous years, please note that this question has been revised in that respondents are now free to choose as many drivers as they considered important from a list of 16 drivers while in previous years they only pick 5 out of 16 EVP factors.

work-life balance consistently increase in importance among local respondents.



work-life balance remains the most unmet candidate expectation.



what employees seek in ideal employers

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

what singapore's employers are perceived to offer

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

top gaps between what an employee seek and what employers are perceived to offer.

- 1 work-life balance (7-point gap)
- 2 attractive salary & benefits (3-point gap)

Work-life balance is the state of equilibrium where a person can equally prioritise the demands of one's career and personal life. HR initiatives to improve your staff welfare should work towards managing their stress levels, improving their work productivity and help them be more satisfied and fulfilled at and outside of work.

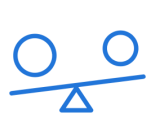
female respondents value work-life balance more than males.



female



male



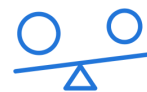
78%
work-life balance



72%
attractive salary & benefits



77%
attractive salary & benefits



69%
work-life balance



62%
pleasant work atmosphere



59%
job security

besides work-life balance, the other EVP factors that registered the widest gap between genders are:

- **Location**
(female: 52% - men: 41%)
- **Possibility to work from home**
(female: 51% - men: 41%)
- **Pleasant work atmosphere**
(female: 62% - men: 53%)

employer tip

Highlight and promote different employee benefits when engaging female and male candidates to drive diversity & inclusion in your organisation.



when comparing 2021 with previous years, please note that this question has been revised in that respondents are now free to choose as many drivers as they considered important from a list of 16 drivers while in previous years they only pick 5 out of 16 EVP factors.

as workers age, their priorities shift from career progression to job security.



gen-Zers
(18 – 24 years old)



73%
attractive salary & benefits



71%
work-life balance



62%
career progression



millennials
(25 - 34 years old)



72%
attractive salary & benefits



71%
work-life balance



64%
career progression



gen-Xers
(35 – 54 years old)



77%
attractive salary & benefits



76%
work-life balance



62%
job security



boomers
(55 – 64 years old)



71%
attractive salary & benefits



71%
work-life balance



63%
job security

If you're looking to build a healthy talent and diverse talent pipeline in your organisation, customise your EVP and benefits package to appeal to the different generations. Here are some other highlights:

- Millennials and Gen-Xers ranked **possibility to work remotely** in their top 10 EVP factors when looking for an ideal employer. Only Gen-Zers ranked **diversity & inclusion** in their top 10 EVP factors.
- The **financial health** of the company is more important to Gen-Xers and Boomers (ranked #4) instead of Gen-Zers and Millennials (ranked #8).

summary

candidates expectation on EVP factors.

most important driver

work-life balance and salary & benefits

Work-life balance and salary & benefits are by far the most important drivers among employees.

Both are especially important among female and 35-54-year-olds.

Women tend to have higher expectations of their ideal employer overall as they consider more drivers as essential when compared to men.

However, the use of the latest technologies is rated more highly by men.

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

employers' proposition

COVID-19 safe work environment

Singaporean employees rate their own employers highest on having a COVID-safe work environment, followed by financial health.

The lowest rating given by employees is for career progression, this is especially true among women and those age between 35 and 54 years old.

Furthermore, salary and benefits are rated lower when compared to the other drivers, and women especially rate their employer lower on salary and benefits when compared to men.

recommended employer focus

career progression

Career progression is an important driver among employees, especially for women and those aged between 35 and 54.

The average Singaporean employer receives a low rating on this driver by its employees.

Despite being the most important employee value proposition driver for all survey respondents, employers rate their salary & benefits as one of the lowest drivers offered by their employers.

As this is a consistent driver among employees, it may be worthwhile for employers to keep this element in mind when attracting and retaining great talent.



job-switching



and searching
behaviours.

fewer respondents switched jobs during the pandemic.

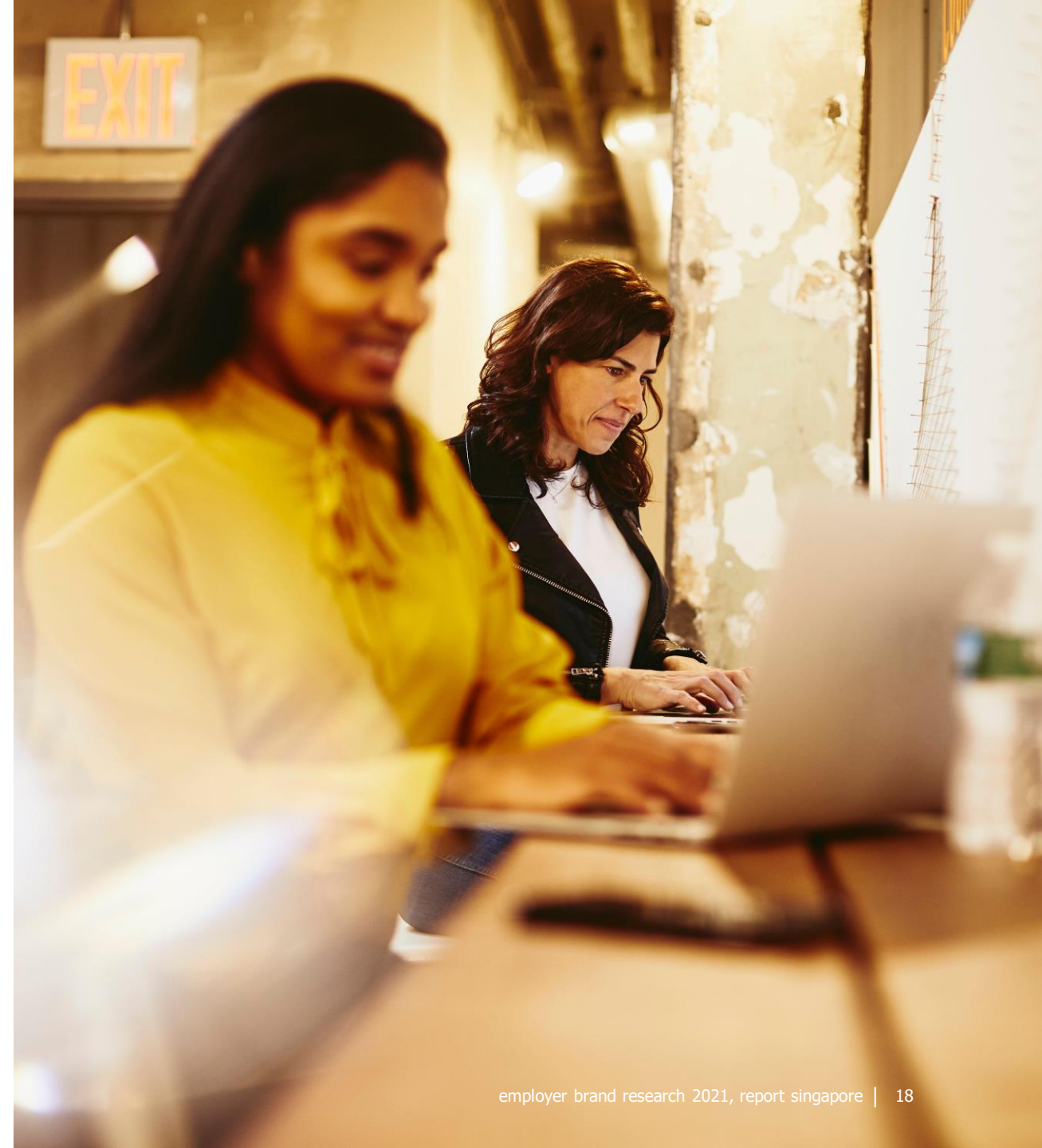
switchers: changed employers in 2020 2H.



16%

of those affected by the COVID-19 pandemic changed employers in the last half of 2020.

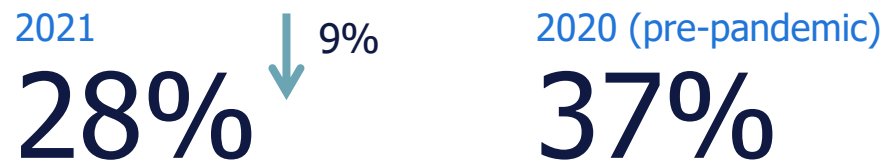
These respondents have either been retrenched, furloughed, or have their salary or working hours adjusted.



* 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.

fewer respondents plan to switch employers in 2021.

intenders: plan to switch employers in 1H 2021



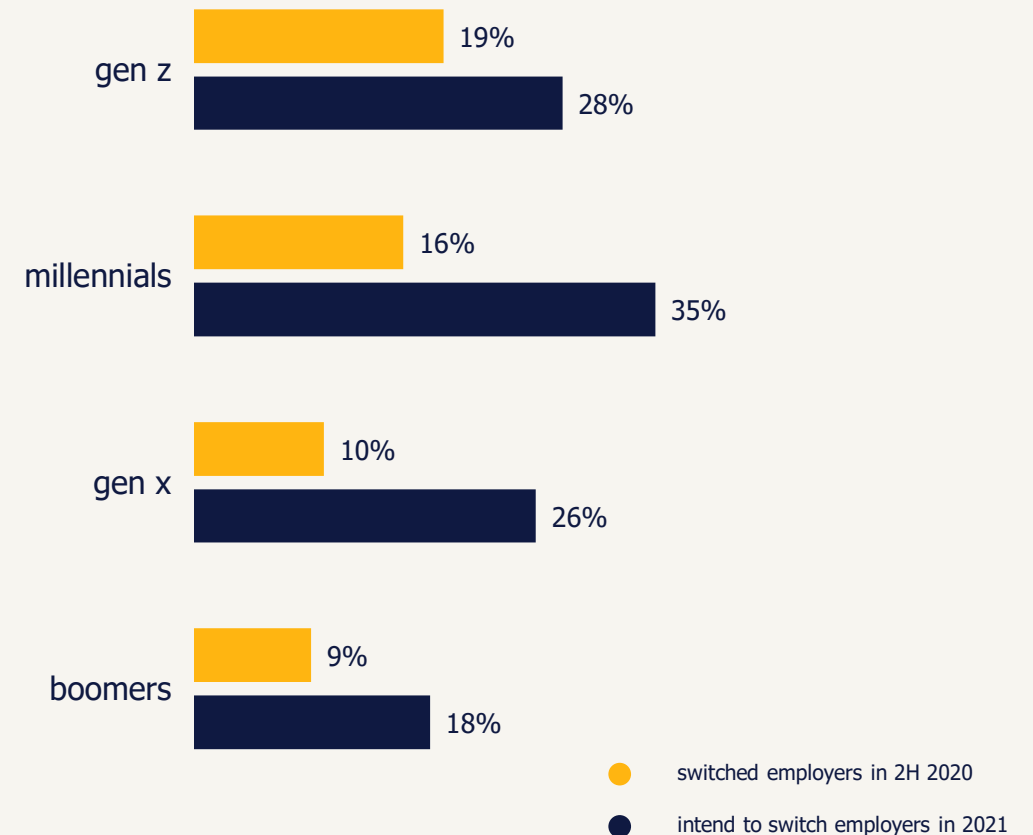
37%

of those affected by COVID-19 plan to change their employer in 2021.

36%

of the respondents who are afraid of losing their job plan to switch employers in the first half of 2021.

At least 1 in 4 gen-zers and millennials intend to switch employers in 1H 2021.



* 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.

recruiters are the first human touch in a candidate's job search journey.

1
job portals



2021: 44% ↓
2020: 55%

2
recruiters



2021: 41% ↑
2020: 40%

3
linkedin



2021: 29% ↑
2020: 28%

4
public employment services



2021: 28% ↑
2020: 26%

5
company career site



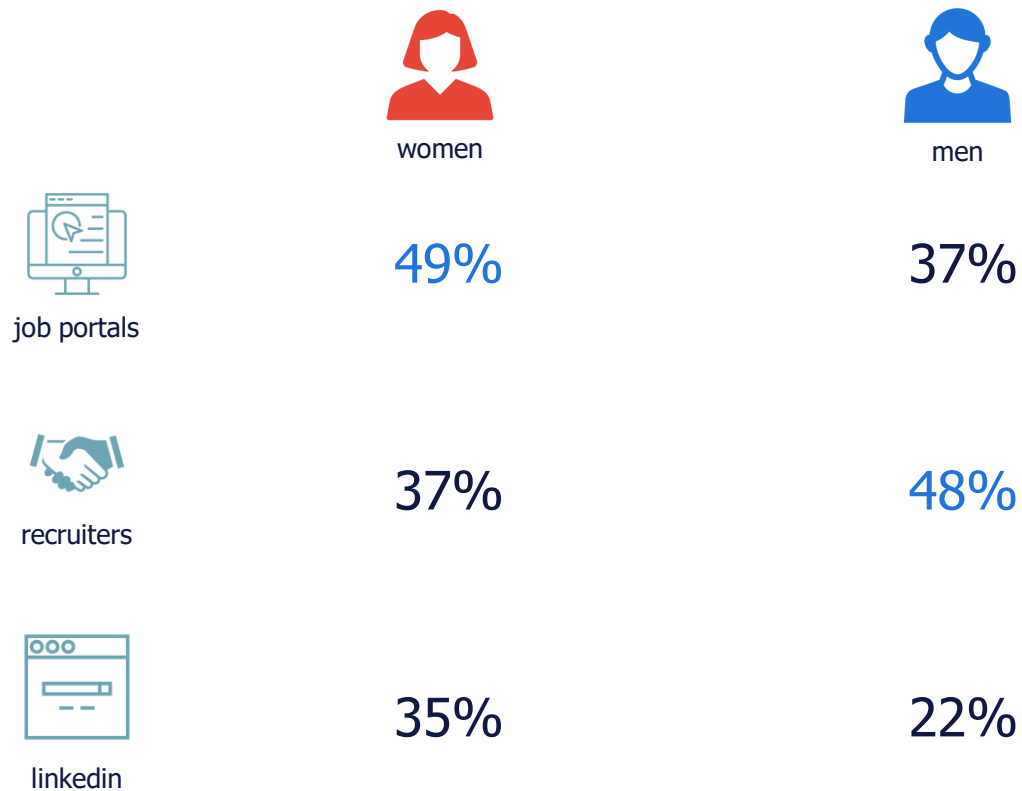
2021: 24% ↓
2020: 25%

22% of respondents used Google as a job search channel.

Invest in building a strong and consistent online employer brand presence to create multiple touchpoints with their target audience and share powerful employee stories to bridge the connection between employer and job seekers.



know where to reach and engage your talent for a shorter recruitment process.



top 3 top job portals that singaporeans use in their job search.

- jobstreet
(female: 74% - men: 81%)
- jobs.com
(female: 19% - men: 36%)
- indeed.com
(female: 34% - men: 33%)

employer tip

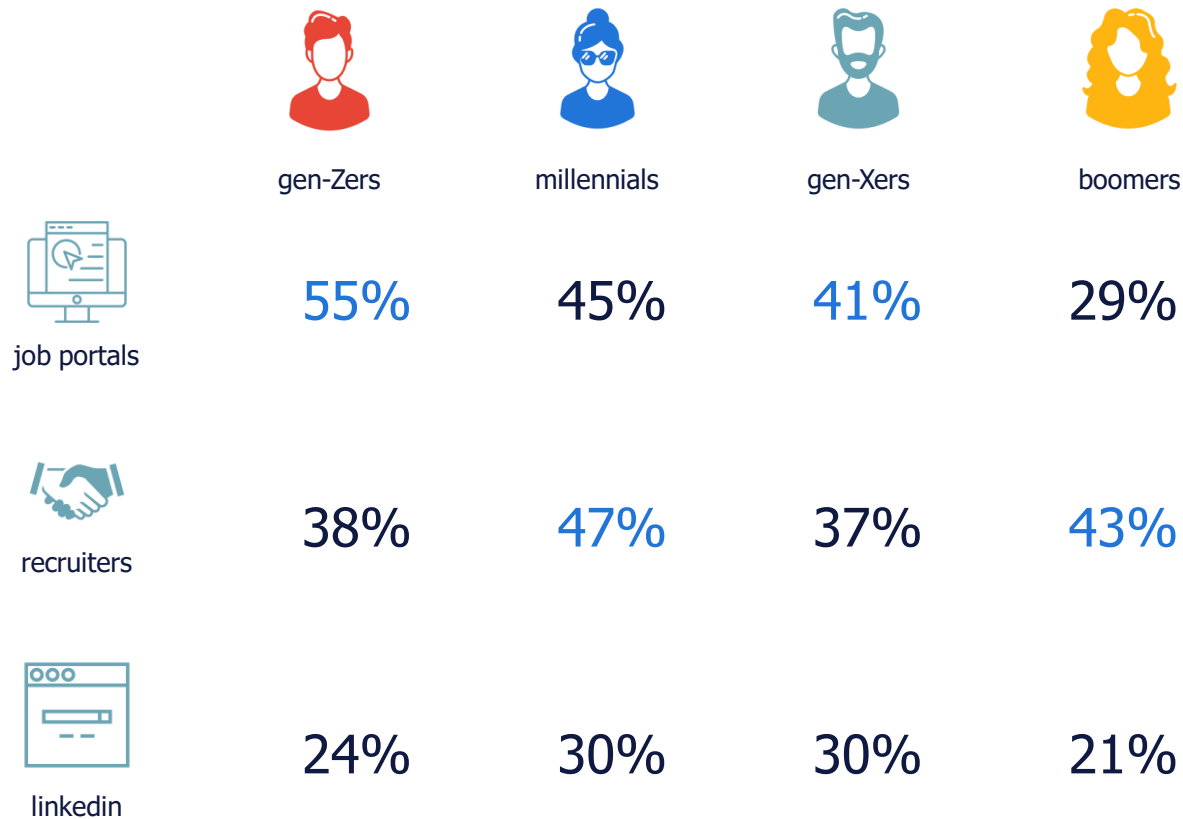
Online job portals are efficient as the first touch and to build job availability awareness.

However, specialised recruiters are able to enhance the candidate's experience and better align expectations. Through the sharing exclusive information about employee benefits, job responsibilities and organisation's culture, our recruiters can provide a more powerful employer branding narrative to engage the talent you want to hire.

Through these human interactions, Randstad works with our clients to ensure that the candidate meets all three requirements – job fit, boss fit and culture fit.



know where to reach and engage your talent **for a shorter recruitment process.**



15% of respondents use social media networks as one of their job search channels.

Social media networks are great channels for promoting your employer brand. Already, 29% of all job seekers use LinkedIn as a reliable job search channel.

Within the social media category, here are the top 3 most popular social networks that candidates use in their job search journey.

- Facebook – 61%
- Instagram – 46%
- Telegram – 35%

employer tip

Remember that heart-warming story you read on LinkedIn or Instagram?

When your employees advocate for your brand and share their positive experiences, it will attract job seekers who have similar career aspirations.



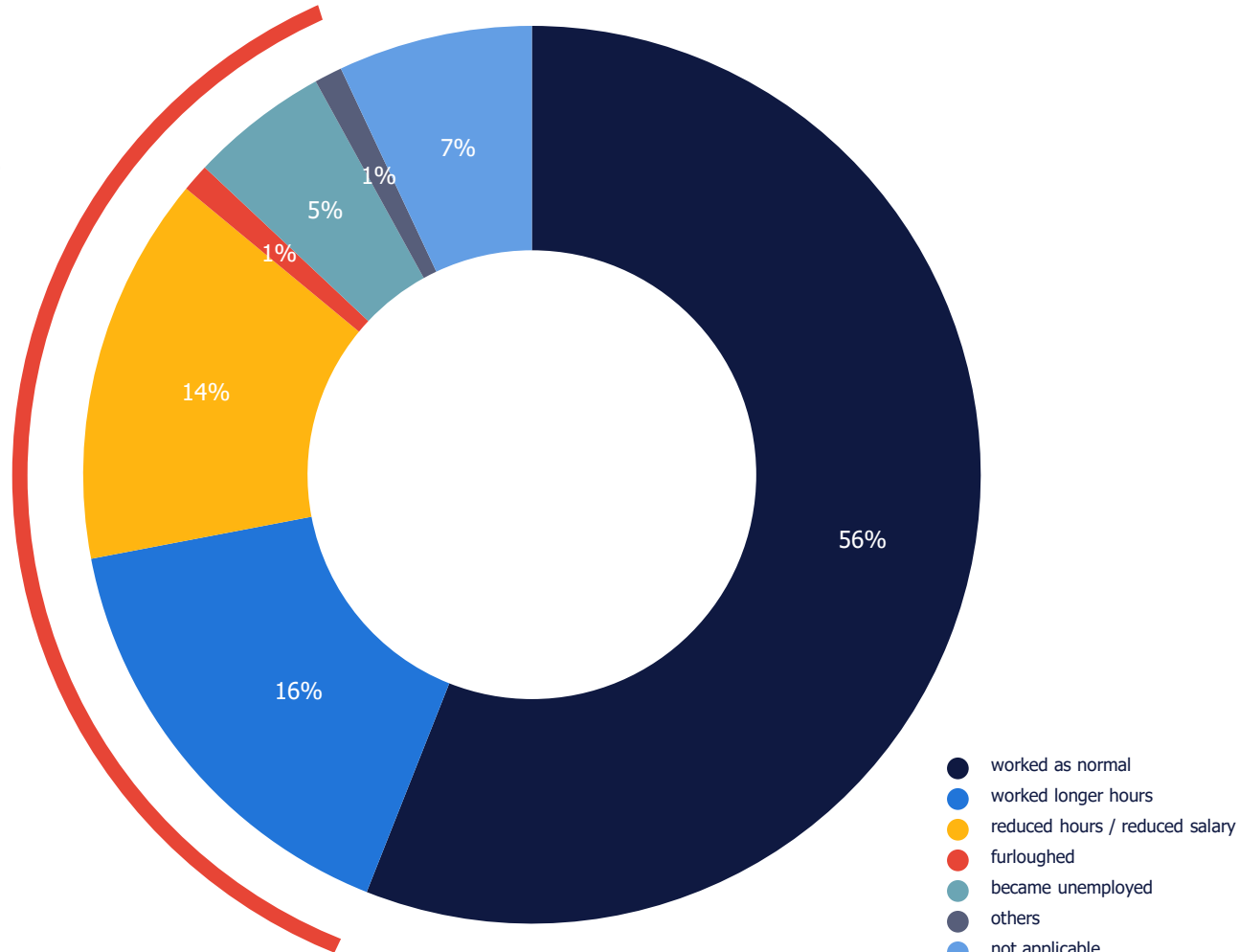
COVID-19



impact on
employment trends.

respondents in singapore are more impacted by COVID-19.

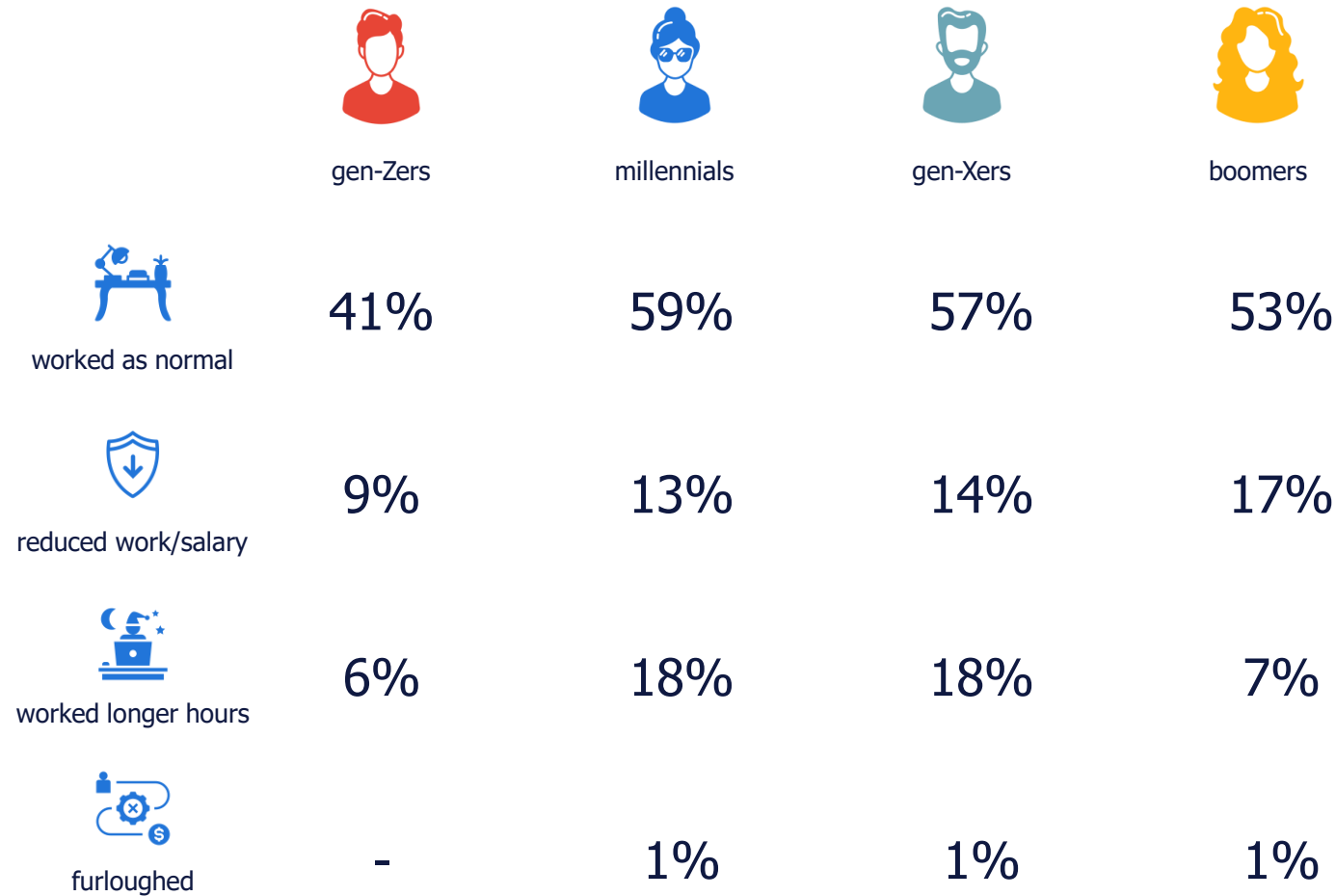
37% of respondents were either furloughed, became unemployed, or worked different hours than usual due to the COVID-19 pandemic.



On average, 33% respondents across Asia Pacific saw their employment situation change during the COVID-19 pandemic.



each generation has a different work experience during the pandemic.



The COVID-19 pandemic has not just impacted people from different industries with various skills sets, but also the work experience for the different generations.

More Millennials and Gen-Xers clocked longer work hours than faced reduced work or salary. However, 17% of boomers have had their working hours or salary reduced.

While this could be the result of the COVID-19 pandemic, rapid digitalisation plays an equal part in changing employees' job scopes, skills requirements and way of work.

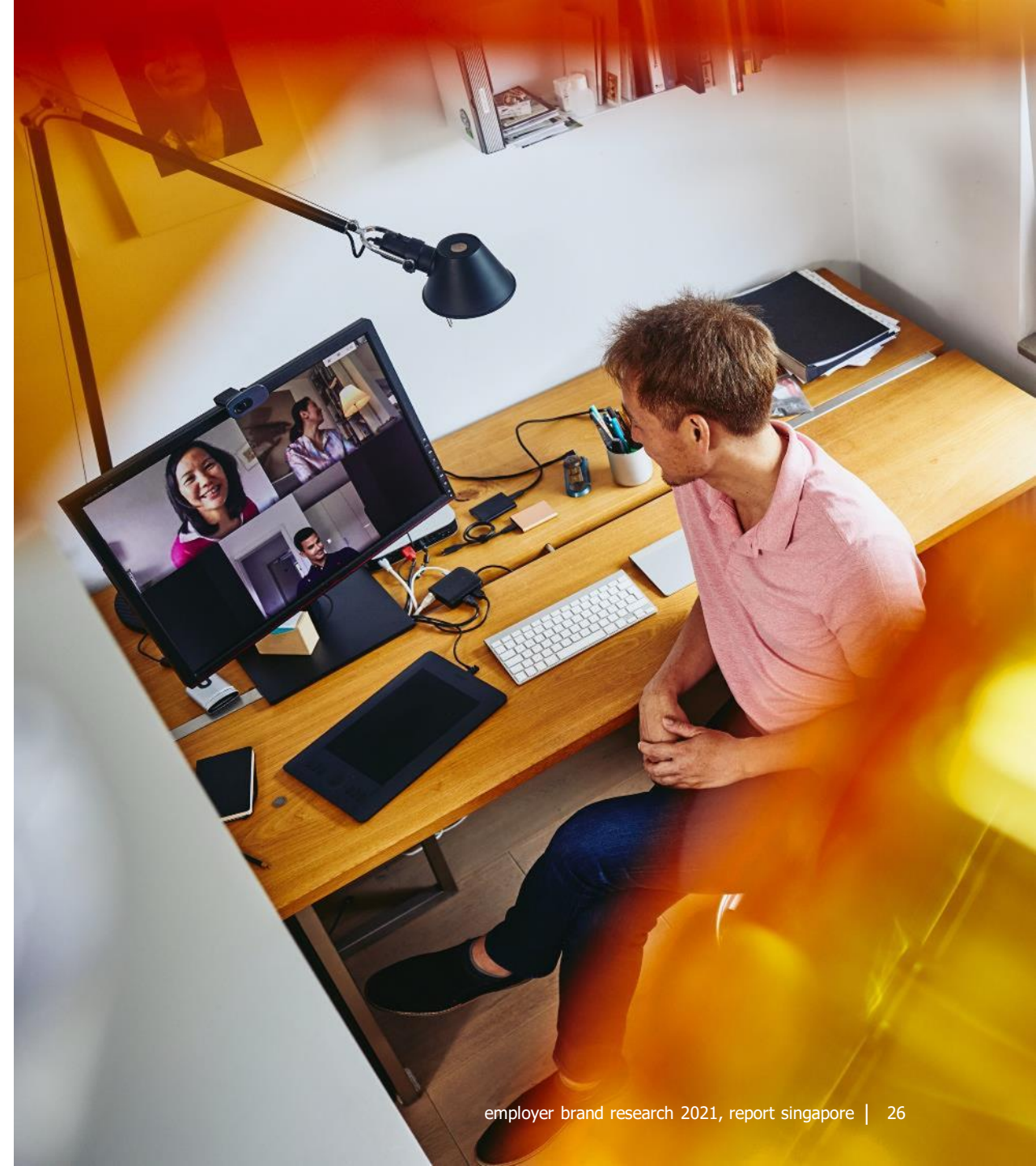
Workers who have worked more or fewer hours, or have their salaries reduced, may feel less driven at work. They are also more likely to seek new opportunities to reignite that spark they once had for their job.



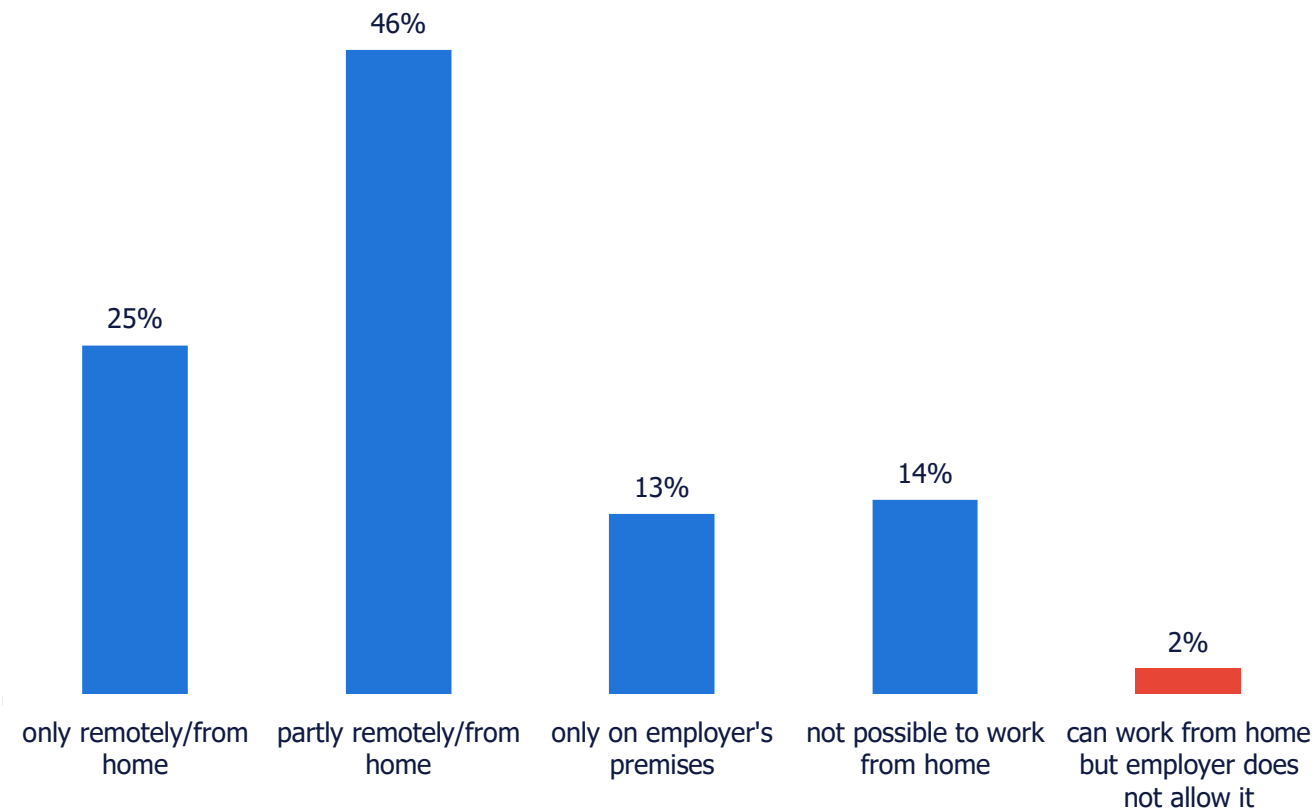
70% of respondents worked remotely in 2020.

- Only 14% had done so out of their own decision making.
- 62% said that the decision was made by their employer and/or authorities.
- 24% said they made the decision together with their employer/authorities.

In the [2020 COVID-19 Employer Pulse Report](#) (conducted in Q2 2020), 46% of employers said that they will increase investments in technology to improve workforce agility.



1 in 4 respondents worked only remotely or from home in 2020.



To protect one another from COVID-19, employees around the world worked from home for the majority of 2020. While many experienced benefits of working from home, such as better work productivity and work-life balance, others faced new challenges from prolonged isolation and poor support from their employers.

With every employee expecting varied support to attain work-life harmony, employers may find it difficult to develop new HR policies that can equally benefit everyone and still remain sustainable after COVID-19.

A good place to start is flexible work arrangements. It involves creating new HR policies that allows employees to work from home if their job allows them to and be able to choose their own working hours that suits both their work and personal lives as long as they fulfil the minimum work hour requirements per week.

By giving workers the autonomy to make those decisions for themselves, employers are able to reduce the “push” factors and retain their talent. Employees may also be more productive, happier and motivated at work.



randstad employer brand research

FAQs.

what is the Randstad Employer Brand Research?

The Randstad Employer Brand Research is the most comprehensive, independent and in-depth employer brand research in the world. Commissioned by Randstad and conducted by Kantar TNS, the survey captures the views of more than 190,000 respondents on 6,000+ companies across 34 markets. Kantar is the world's leading data, insights and consulting company with headquarters in London, United Kingdom. In 2021, the Randstad releases the 10th edition of the Employer Brand Research – Singapore.

can you tell me more about how the sample is selected?

Randstad is not involved in the survey sample selection as the Employer Brand Research is an independent survey. The survey sample is a subset and mirrors the general population in the market. In Singapore, 3,003 respondents participated in the 16-minute online survey which was conducted in January 2021 by Kantar TNS to reflect the latest HR trends and candidates' sentiments.

how are the companies selected for the research?

Our survey measures the employer brand awareness of the commercial companies selected for the research. The employer branding efforts of these companies are also measured against 10 employee value proposition (EVP) factors as a benchmark. These factors include (and are not limited to) a healthy work-life balance, good career progression opportunities, attractive salary and benefits. We select companies with a large workforce size in Singapore as these companies tend to have a higher brand awareness and impact on the local working population. Companies that have a small workforce (e.g. start-ups or small-and-medium enterprises) could risk ranking very low in awareness and attractiveness as a result.

if the respondents are not employees of the surveyed enterprises, how can they objectively evaluate the companies?

Our research provides insights into the perceptions and drivers of choice of potential employees. Their perceptions of the company are largely formed from the employer's brand communication, employee advocacy and social reputation. Companies looking to attract top talent would need to understand how to manage these external perceptions of its employer brand.

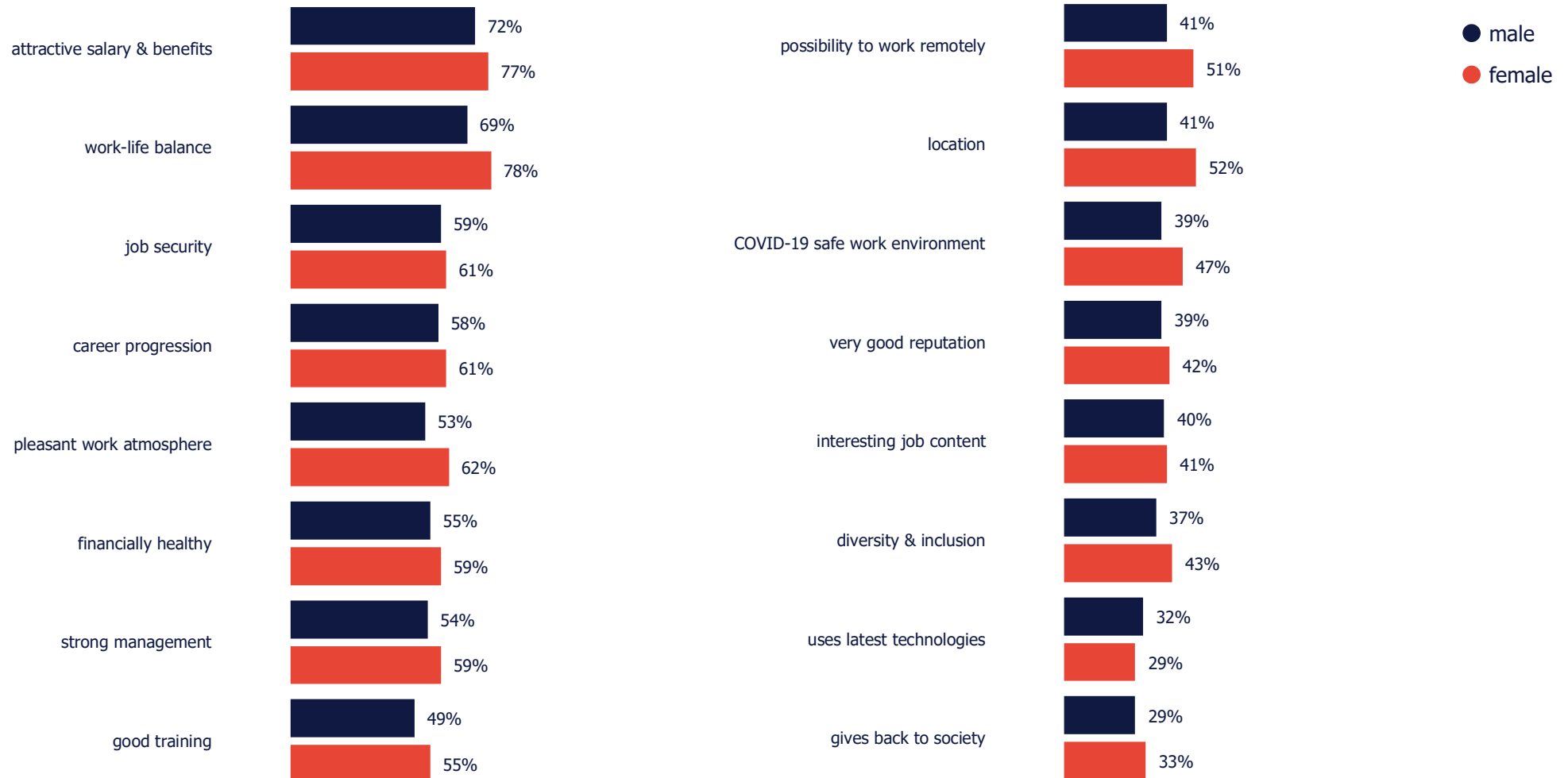
At the world's leading HR solutions provider, we know that perception is the co-pilot of reality. And this is why your employer brand directly impacts your ability to attract the right talent.



appendix.

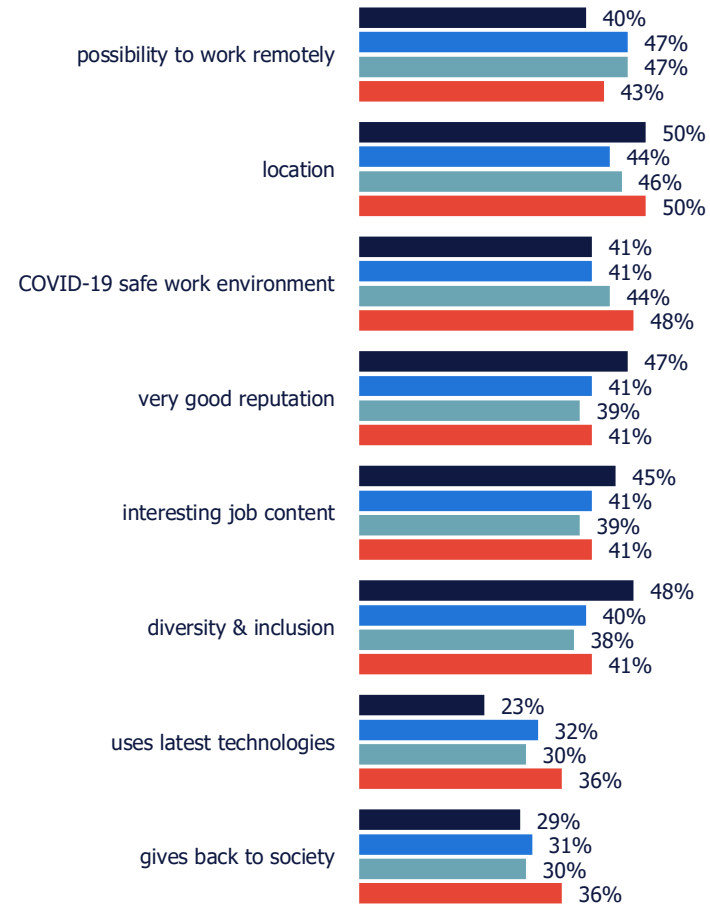
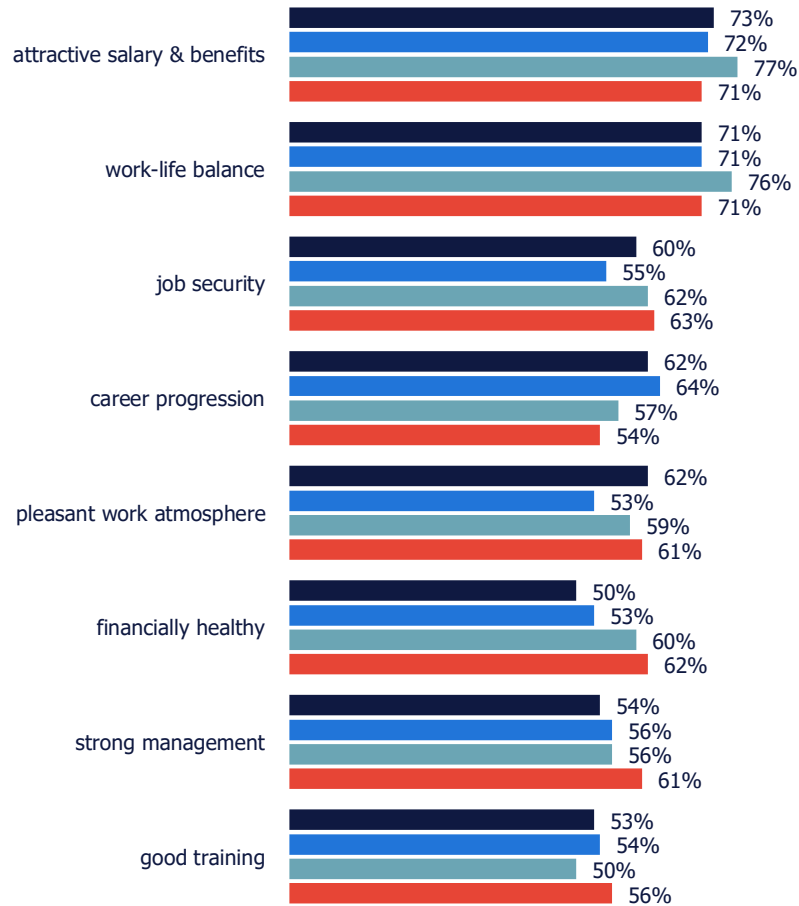


EVP driver importance by gender.



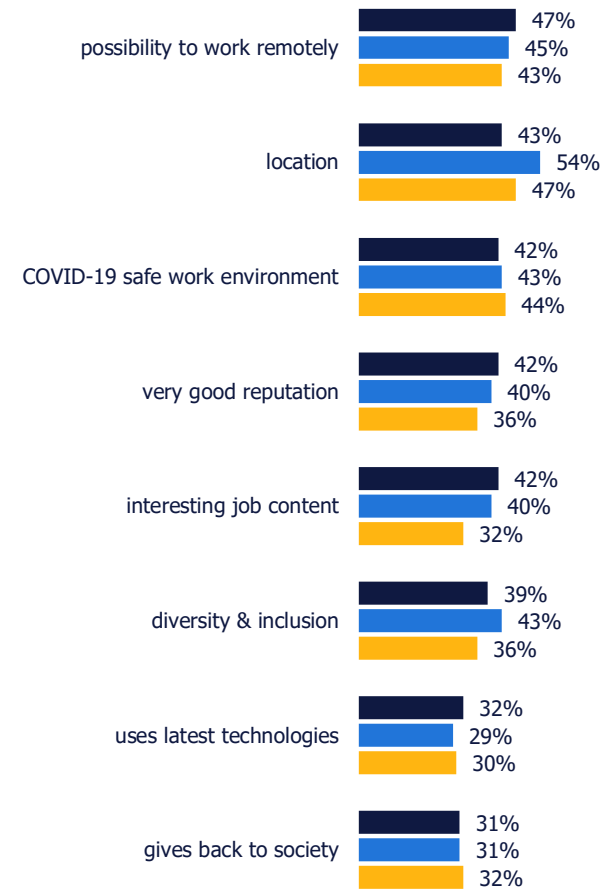
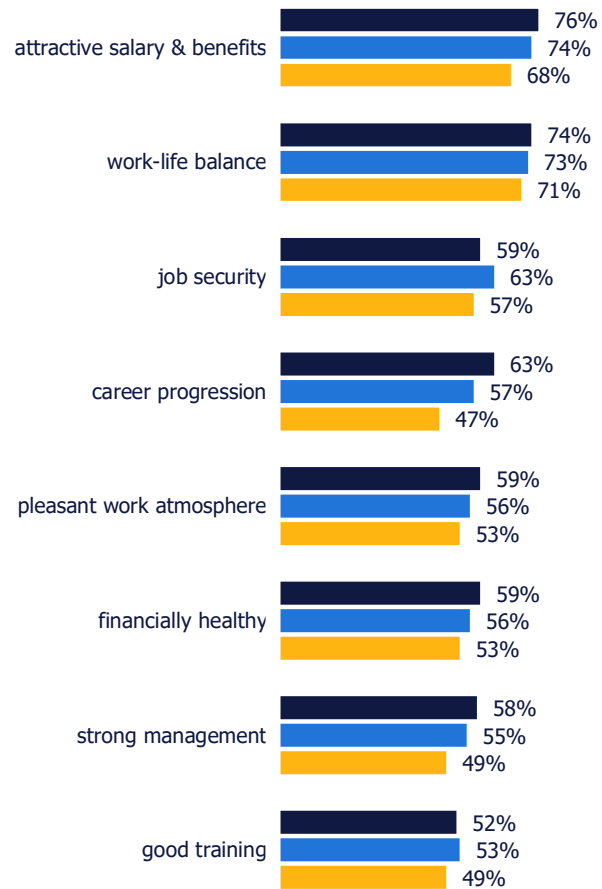
EVP driver importance by generation.

- gen z (18-24)
- millennials (25-34)
- gen x (35-54)
- boomers (55-64)



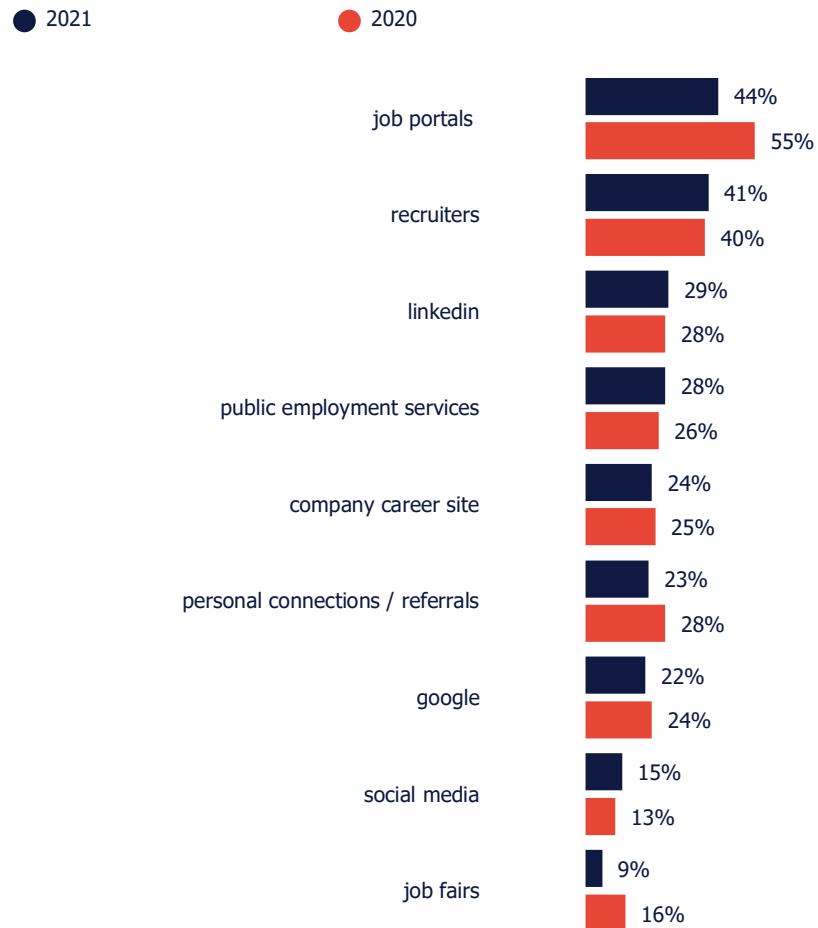
EVP driver importance by education.

- higher
- middle
- lower

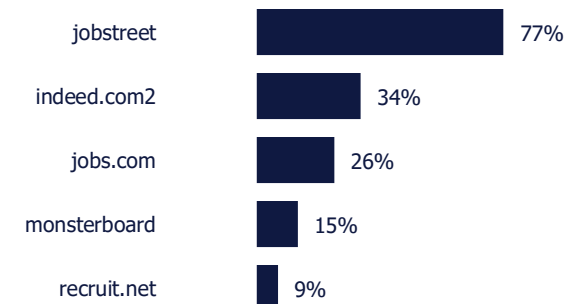


how do employees in singapore find new job opportunities.

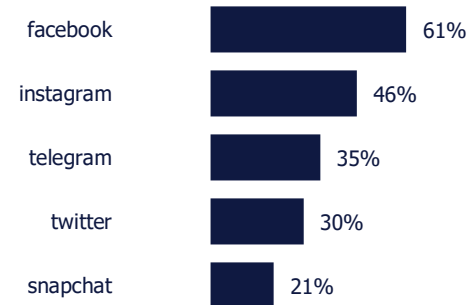
channels used to find new job opportunities



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



*base is too small for 2021



methodology

why smart sampling?

Since REBR 2017 companies are evaluated between 140 and 400 respondents. The actual number of evaluations per company depends on the awareness of the company.

The error margin is determined by the % of respondents giving a certain answer and the sample size to which the question has been asked. The highest error margin occurs when 50% of the respondents give a certain answer. The error margin is lower when 30% (or 70%) of the respondents give a certain answer.

example

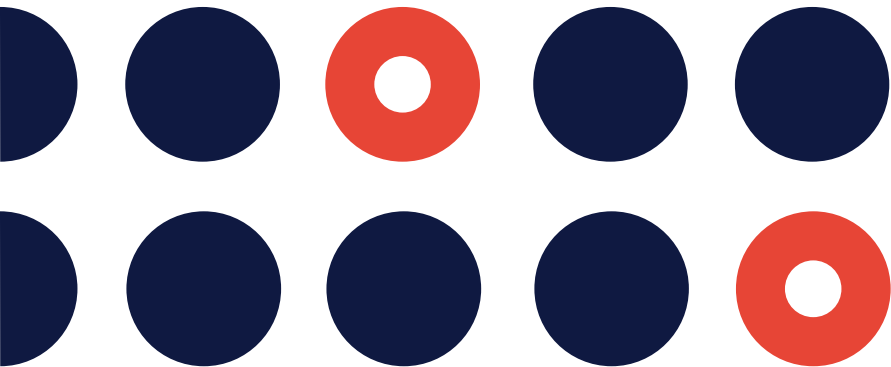
140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at $n=140/50\%$ into account, the real answer lies between 42% and 58%.

400 respondents have evaluated company Y and of these 400, 50% finds the company nice to work for. Taking the error margin at $n=400/50\%$ into account, the real answer lies between 45% and 55%.

1200 respondents have evaluated company Z and of these 1200, 50% finds the company nice to work for. Taking into account the error margin at $n=1200/50\%$, the real answer lies between 47% and 53%.

Therefore, the difference in error margin is very small between $n=1200$ and $n=400$ evaluations per company (5% margin vs 3% margin at the most). As such it can be concluded that maximum 400 evaluations per company are sufficient in order to determine a reliable attractiveness per company.

In practice, this means that every company with an awareness over 35% will have max 400 respondents evaluating the company. Companies with an awareness below 35% will be evaluated by 140 to 400 people (depending on awareness).



source bibliography.

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4

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5

<https://business.linkedin.com/talent-solutions/blog/2011/12/whats-the-value-of-your-employment-brand>

reach out.

Whether you are hiring or making some adjustments to your workforce needs, we're here for you.

We know how the right talent can make a significant impact not only to your company's workforce productivity and business growth. Our specialist recruiters provide strong market knowledge and candidate insights, and have a proven track record in sourcing high-calibre professionals across various key industries.

Visit our website to find out more about our talent recruitment services and HR solutions at randstad.com.sg/employers.

If you have an interview request or any questions about this survey, please contact us at randstad.com.sg/contact-us.



randstad

human forward.

