

2022 employer brand research report

singapore.

A portrait of Jaya Dass, a woman with long dark hair, wearing a white long-sleeved top with black trim. She is smiling and looking towards the camera. The background is a blurred office setting with a window and a plant.

jaya dass

managing director, randstad
singapore and malaysia

take charge of your talent hiring strategy.

Companies in Singapore, like you, have been waiting patiently for travel restrictions and social distancing restrictions to be lifted. Now, we are finally able to fully resume our business operations and forge ahead.

As elated as we are about the changes this year, we cannot forget what we've learned over the past two years. Employee and candidate expectations have changed, and companies that revert to their old ways of working might find themselves losing their best talent to more progressive and forward-thinking competitors.

In 2022, we expect employers across all industries to:

- hire skilled talent to grow their workforce and deepen their human capital
- build their employer brand awareness through digital channels and foster meaningful partnerships with recruitment agencies
- offer more HR initiatives that help employees support greater work-life balance, to better attract and engage talent

Building a strong employer brand is a daunting task. It requires us to have a deep understanding of organisational psychology, talent expectations and hiring trends.

The 2022 Randstad Employer Brand Report offers the latest data, trends and analysis about talent hiring in Singapore so that you can make better, smarter decisions for your organisation and career.

2022 randstad singapore employer brand research report.

introduction to employer brand research	4
the great resignation	9
what talent look for in an ideal employer	15
employee expectations: work-life balance	21
employee expectations: learning & development	25
2022 employer brand research appendix	31



why you should care about employer branding.

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 through 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 22 years of successful employer branding insights.
- an independent survey with nearly 163,000 respondents and 5,944 companies surveyed worldwide.
- a reflection of employer attractiveness for the market's 75 largest commercial employers known by at least 10% of the population.
- provides valuable insights to help employers shape their employer brand.



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



argentina
australia
austria
belgium
brazil
canada
mainland 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
USA

worldwide

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

singapore sample

- 2,705 respondents
- aged 18 to 64
- overrepresentation of respondents aged 25 – 44

fieldwork

- online interviews
- january 2022

interview length

- 16 minutes

2022 employer brand research

respondent composition.



women

51%



men

49%



generation Z
(18 – 25 years old)

14%



millennials
(26 - 41 years old)

48%



generation X
(42 – 57 years old)

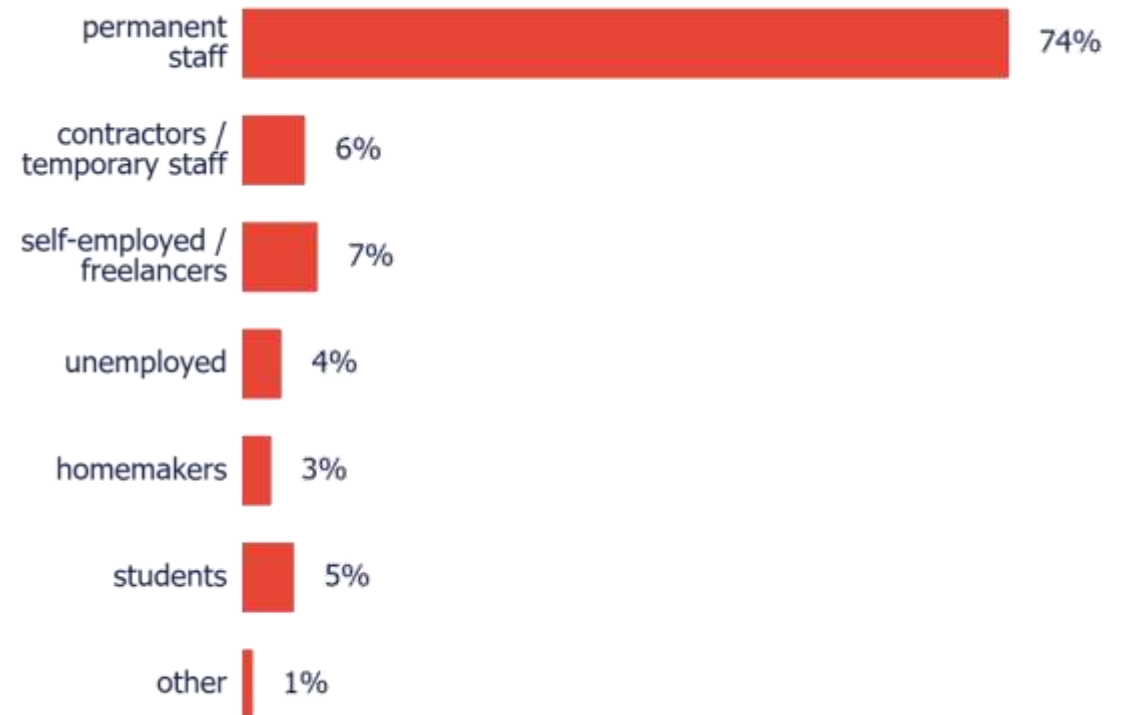
34%



boomers
(58 – 64 years old)

4%

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.

rated on a set of EVP 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 employer 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 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.

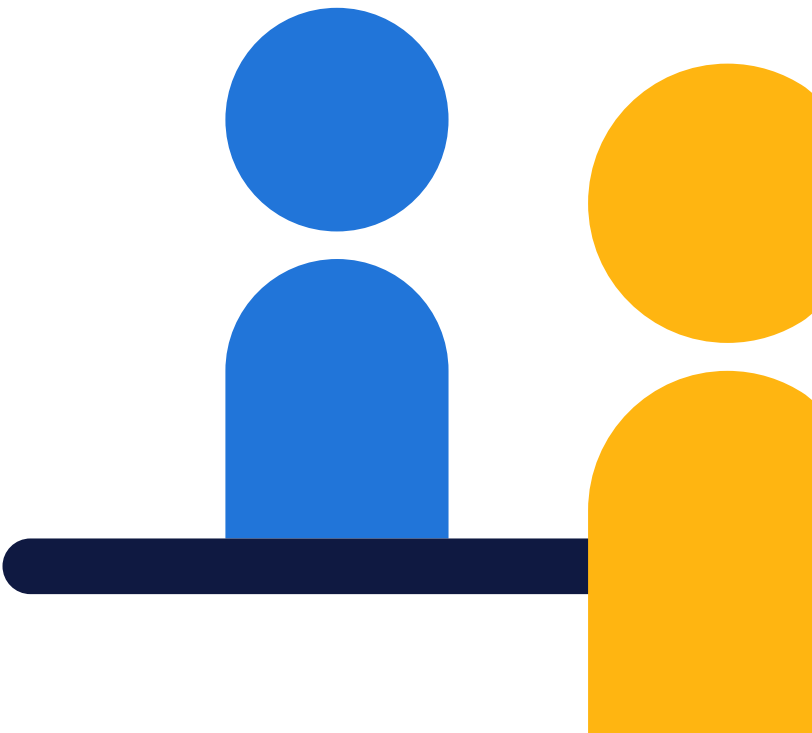
EVP drivers

each company is evaluated on:

- 01 salary and benefits
- 02 gives back to society
- 03 financially healthy
- 04 pleasant work environment
- 05 work-life balance
- 06 good reputation
- 07 job security
- 08 career progression
- 09 interesting job content
- 10 option to work from home or remotely

KANTAR

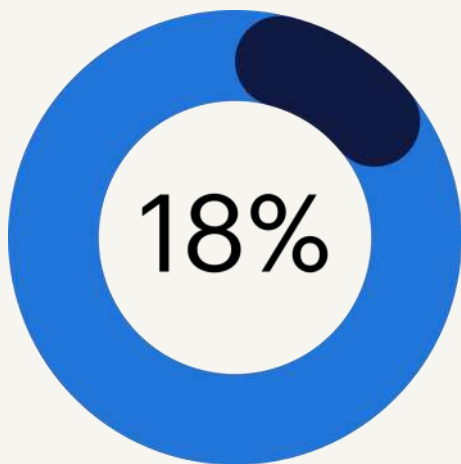
For this research, Randstad partners with Kantar, one of the world's largest insight, information and consultancy networks.



A man with curly hair and a beard is looking down at a smartphone in his hand. He is wearing a dark sweater. The background is a blurred office or cafe setting with other people and large windows.

the great resignation

is happening.



18% of respondents switched jobs between July and December 2021, marking a 6% increase from the same period last year.

As the job market improves to pre-pandemic levels, workers are becoming more confident of their chances of getting a job opportunity that matches their expectations.

An employee's decision to change employers usually includes a mix of "push" and "pull" factors, which can range from working for a bad boss to receiving an offer that you simply can't turn down.

According to the Randstad Employer Brand Research, the most important employee value proposition for those who switched jobs last year is better work-life balance.

top 5 EVP factors for job switchers



more singaporeans switched employers and jobs in 2022.

switchers: changed employers from July to December 2021

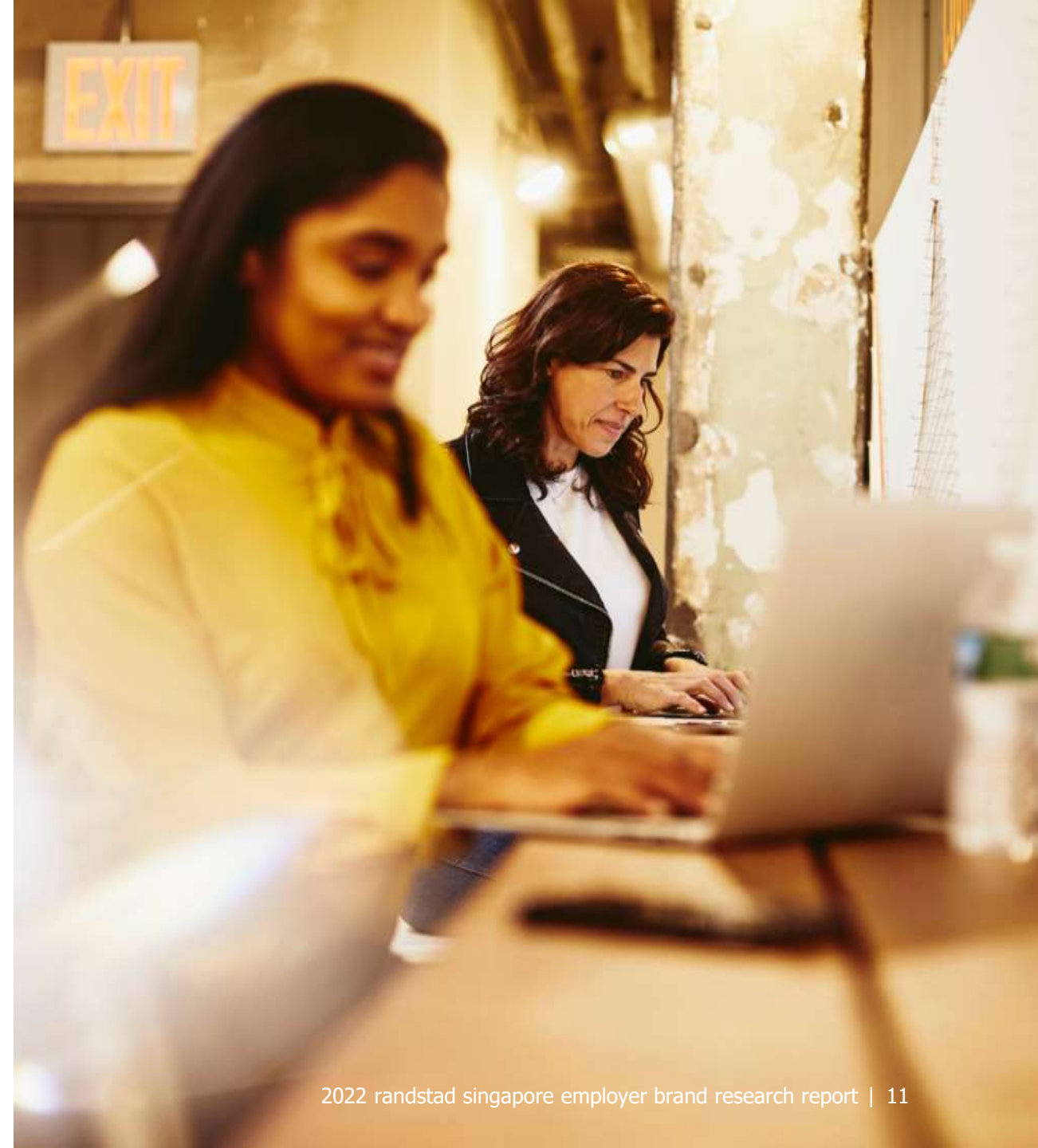
2021 2H ^{6%}
18%

^{5%}
41%

of the employees who are afraid of losing their job plan to change their job in the first half of 2022.

^{6%}
26%

of the employees who are not afraid of losing their job plan to change their job in the first half of 2022.



more singapore workers are looking to **change jobs** in 2022.

intenders: plan to switch employers in 1H 2022

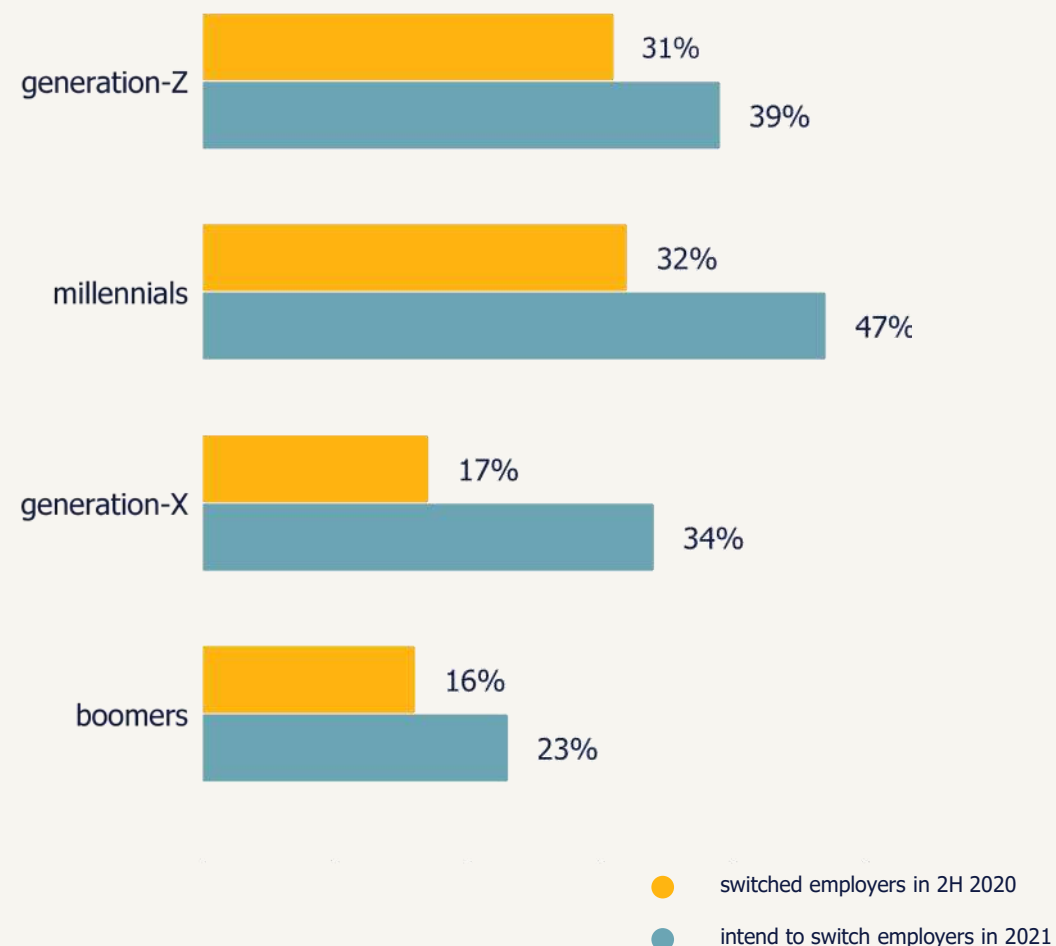
2022 ^{3%}
31%

Besides wanting a higher salary, many employees are also looking for a holistic work experience, which includes flexible work schedules and a conducive environment for them to grow in their careers.

Employers that are looking to retain their workforce through this Great Resignation period should take action to meet these new employee expectations.

Jaya Dass
Managing Director, Randstad Singapore and Malaysia

millennials are the most likely generation to switch jobs or have the intention to change their employers.



recruiters are the only human touchpoint in a job seeker's search journey.

job portals	47.3% (2021: 41.2%)
recruitment agencies	40.0% (2021: 40.4%)
linkedin	32.6% (2021: 29.2%)
public employment services	31.0% (2021: 24.9%)
google	23.4% (2021: 20.6%)

recruiters fill in the information gap that job seekers can't find online.

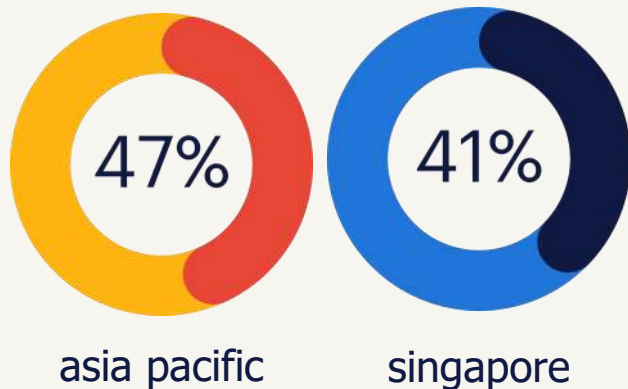
People use social media and digital platforms to connect with alumni, read employee reviews, find job interview questions as well as view videos and photos of what the work environment looks like.

Talent, especially experienced professionals, are particular about their potential employer as well as their job titles and work responsibilities. With a specific set of expectations in mind, they engage specialist recruitment consultants at Randstad to ask about:

- The salary and benefits that the organisation will offer to them
- The company culture and workforce size
- The employer's approach towards work-life balance and flexible working
- The actual work responsibilities versus what is being advertised

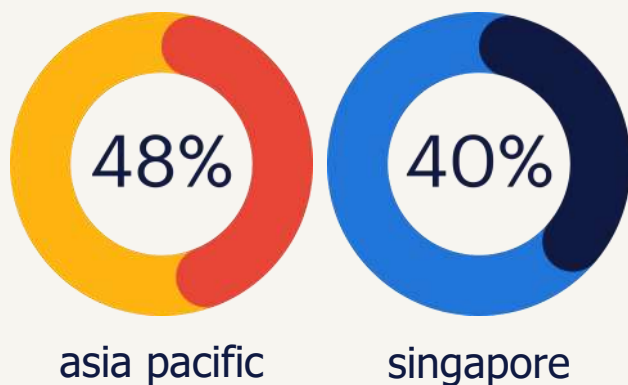
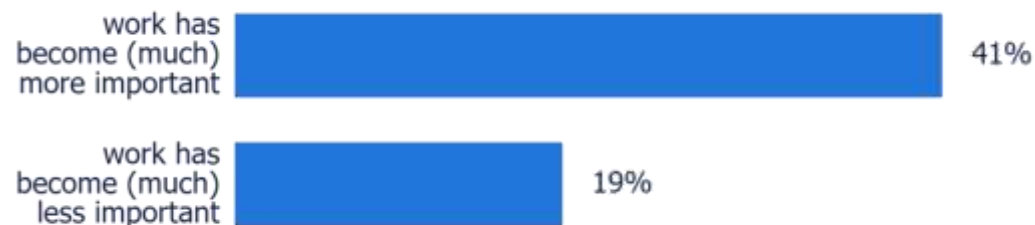
Talent who engage the assistance of recruiters are more serious about finding a new employer, as they display a commitment to evaluating their options and are more prepared for job interviews.

Therefore, when employers like you work with a recruitment agency like Randstad, you stand to gain access to a larger talent pool and receive a shortlist of highly-qualified and highly-engaged talent.



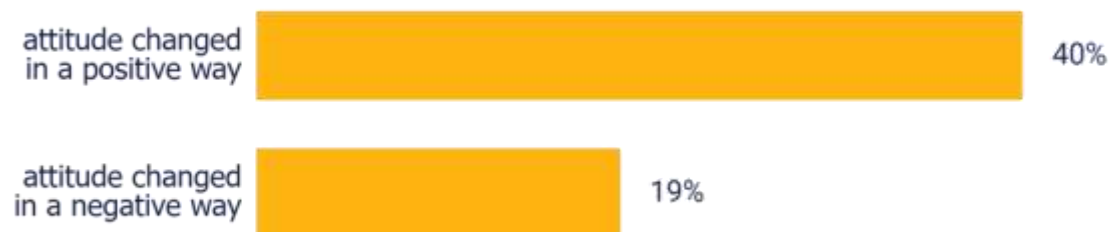
41% of respondents found work to be more important amidst recent world events.

Work has become more important for 49% of Gen Zers (18 to 24 years old) and 45% of Millennials (26 to 41 years old). The younger generations want to look for companies that offer purposeful and meaningful work opportunities to drive positive change for the causes and communities they care about.



2 in 5 respondents feel positive about their work.

Of all the respondents surveyed, Millennials are more likely to feel positive about their work after recent world events (47%). On the other hand, 1 in 5 Generation X workers (42 to 57 years old) said that they feel negative about their work.



A man with curly hair is sitting at a white countertop in a modern kitchen, working on a laptop. He is smiling and looking towards the right. The kitchen has light-colored wooden cabinets, a green accent wall, and two gold pendant lights. A large window in the background shows a city view. On the counter, there is a wooden bowl, a coffee maker, and some fruit.

what talent look for

in an ideal employer.

salary and benefits ranked the most important EVP factor for singapore workers.

- | | | | |
|---|---|----|---|
| 1 | salary and benefits
70% | 6 | strong management
53% |
| 2 | work-life balance
69% | 7 | financially healthy
52% |
| 3 | job security
55% | 8 | good training
49% |
| 4 | pleasant work environment
55% | 9 | location
45% |
| 5 | career progression opportunities
54% | 10 | option to work remotely or from home
43% |

work-life balance is the most unmet workforce expectation.



what employees seek in ideal employers

- 1 salary and benefits
- 2 work-life balance
- 3 job security
- 4 pleasant work atmosphere
- 5 career progression opportunities
- 6 financially healthy
- 7 possibility to work remotely
- 8 good reputation
- 9 interesting job content
- 10 gives back to society

what singapore's employers are perceived to offer

- 1 financially healthy
- 2 good reputation
- 3 career progression opportunities
- 4 job security
- 5 salary and benefits
- 6 pleasant work atmosphere
- 7 interesting job content
- 8 work-life balance
- 9 gives back to society
- 10 possibility to work remotely

why should employers care about their employees' work-life balance?

Being known as a company that prioritises employee well-being will leave potential candidates with a good impression of your organisation, helping you better attract the talent you want. Without work-life balance support from their company, employees may face burnout, poor focus, decreased productivity, loss of sleep and appetite as well as mental health issues. Employers should focus their HR initiatives to remedy work-life imbalance and create a more positive employee experience if they want to retain valuable employees.

women have higher expectations of their employers than men.



women

- 1 work-life balance
72%
- 2 salary and benefits
72%
- 3 pleasant work environment
59%
- 4 financially healthy
54%
- 5 career progression opportunities
53%



men

- 1 salary and benefits
69%
- 2 work-life balance
66%
- 3 long-term job security
56%
- 4 career progression opportunities
55%
- 5 strong management
51%

why do female professionals have higher expectations compared to men?

Gender inequality is a significant contributing factor to women having higher expectations of their employers. From motherhood penalty to singlism; the gender pay gap to glass ceilings; female professionals seek companies that help overcome gender inequality at work so that they can grow in their careers.

The 2 EVPs with the largest gaps between genders are:

- pleasant work environment (9%)
- work-life balance (6%)

Companies that offer flexible working arrangements and job sharing can help women return to work without making big sacrifices to their lives.

employee expectations increase as they get older.



generation Z
(18 – 25 years old)

- 1 salary and benefits
66%
- 2 work-life balance
65%
- 3 pleasant work atmosphere
55%



millennials
(26 – 41 years old)

- 1 salary and benefits
68%
- 2 work-life balance
67%
- 3 career progression opportunities
56%



generation X
(42 – 57 years old)

- 1 salary and benefits
74%
- 2 work-life balance
73%
- 3 job security
62%



boomers
(58 – 64 years old)

- 1 salary and benefits
82%
- 2 work-life balance
76%
- 3 pleasant work atmosphere
67%

why do expectations increase when employees get older?

specific expectations of what they want

When employees get older, they gain a greater understanding of the work environments and jobs they thrive in. This is why as people get older, they develop specific expectations of their ideal employers in terms of the career progression opportunities, salary and benefits and work-life balance support they want to receive.

realities of work

Employees who have progressed in their careers to take on more hefty job responsibilities and manage teams of people often find themselves short of personal time or time to upskill. As a result, many employees look to their companies for support to improve work-life balance and offer training programmes, to ensure that they have continued learning opportunities and can better maintain their job security.

how to strengthen the perception of your employer brand.

look after your
employees and they'll
look after you



When choosing an employer, attractive salary & benefits and work-life balance are by far the most important EVP drivers for Singapore employees.

Since it's difficult for companies to adjust salaries quickly, employers can research and implement new HR initiatives and policies to improve overall work-life balance, such as flexible work arrangements and better healthcare benefits.

Employees who feel supported by their companies are more likely to share their positive experiences with their friends and family, and in turn, attract more talent for the organisation.

communicate your
EVP factors through
your employees



As employers, you can communicate and promote HR initiatives like employee benefits and team expansion on job advertisements, social media and your website. However, other EVP factors like financial health and long-term job security can only be communicated to your talent pool by your employees through word-of-mouth.

Business leaders who transparently communicate the company's performance provide their workforce with the assurance they look for, which they will share with their network and peers.

don't neglect the
lower-ranking EVP
factors.



Even though EVP factors such as 'good training' and 'option to work remotely or from home' don't rank high on the list of factors Singapore workers seek in an ideal employer, they play an important role in an employee's overall experience.

In the [2022 salary and bonus expectations survey](#) conducted in February, 2 in 5 respondents said that they would rather work from home than receive a bigger bonus.

A large paycheck may be the prime factor for attracting talent, but it'll take more than that to retain good employees.

employee expectations:

work-life balance.



remote working in
singapore decreased
from 71% in 2021
to 58% in 2022.

The number of people who underwent fully or partially remote work dropped by 13% to 58% in January 2022. Although fewer employees worked from home, Singapore still ranks higher than the Asia Pacific average (42%) when it comes to hybrid and remote work.

Of the 58% of respondents who were working remotely in January 2022:



7%

expect to be working
remotely less than 10%
of the time in the future



77%

expect to have a blend of
working (20-80%)
remotely and on-site



16%

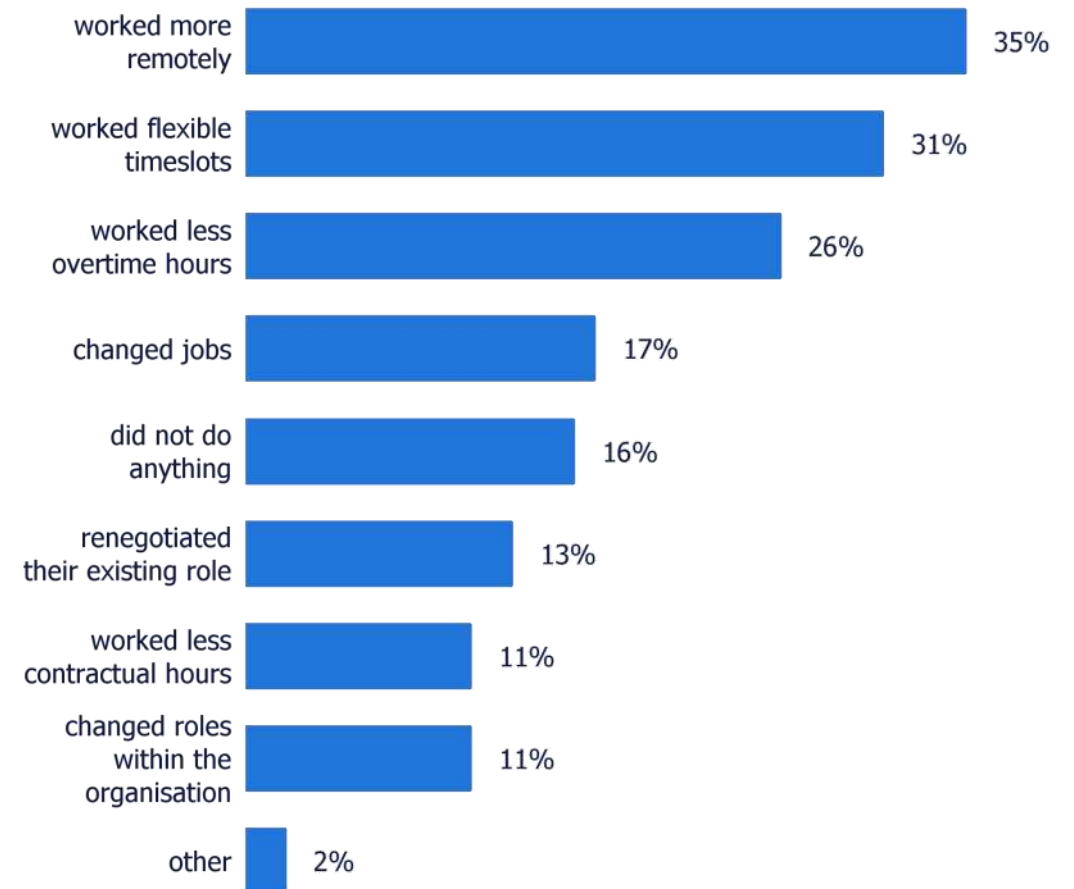
think they'll be working
remotely at least 90%
of the time

35% of respondents worked more remotely to improve their work-life balance.

Singapore workers took between 1 and 2 actions to improve their work-life balance on their own in 2021. Only 1 in 6 respondents did not make any changes to improve their work-life balance.

Flexible working schedules are a benefit that appeal to many Singapore workers. Employees get to commute to work during non-peak hours or run errands on the weekdays, giving them more time for leisure activities with their family and friends during the weekend. For some, having greater flexibility affords them a luxury as simple as getting more sleep at night.

Companies that offer flexible working are also able to expand their talent pool to include caregivers, mature workers and people living with disabilities. |

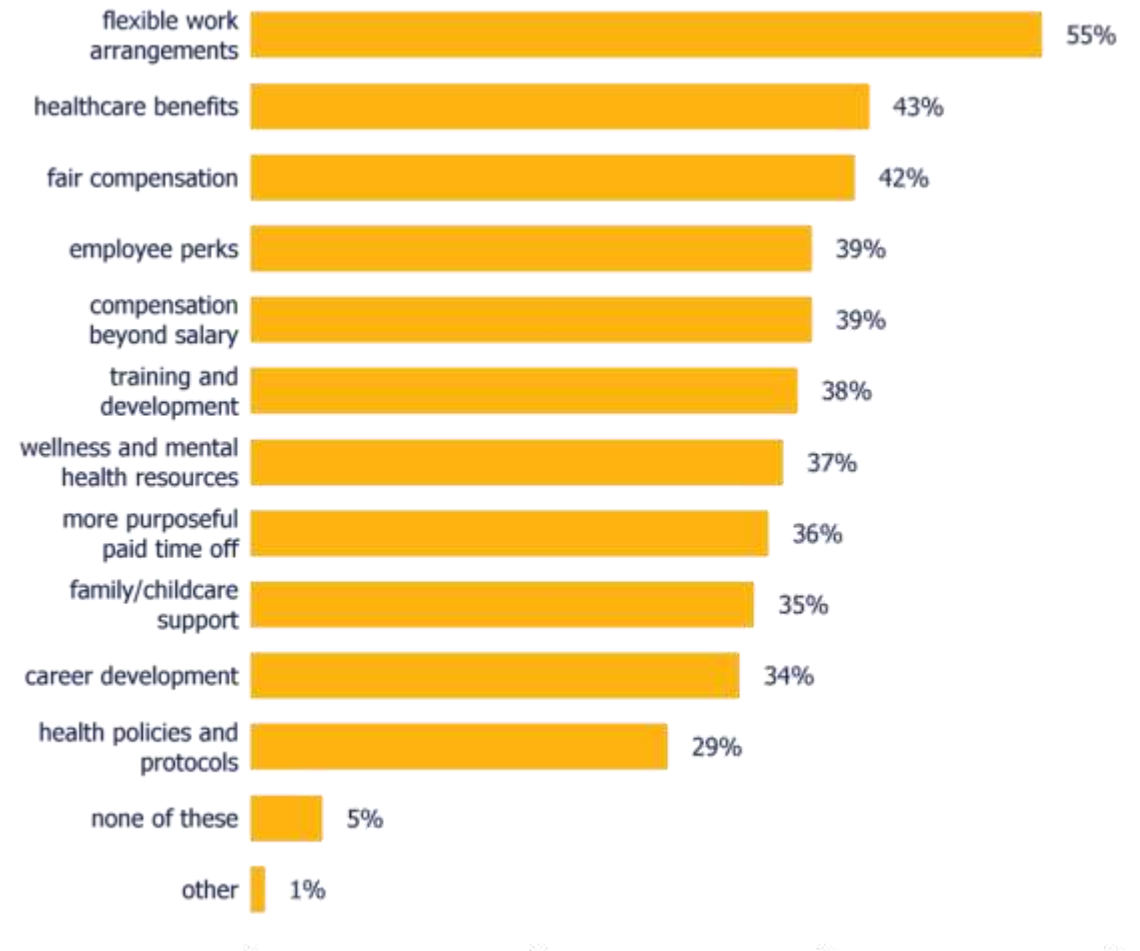


55% of singapore workers want flexible work arrangements to maintain a good work-life balance.

Besides flexible work arrangements, employees also want companies to offer better healthcare benefits, especially as the pandemic spotlighted the importance of good health.

In Singapore, there is an increasing focus on preventive care and early diagnosis for better patient outcomes. Companies that offer good healthcare benefits and health checks on corporate rates tend to have a healthier workforce as people are less likely to call in sick.

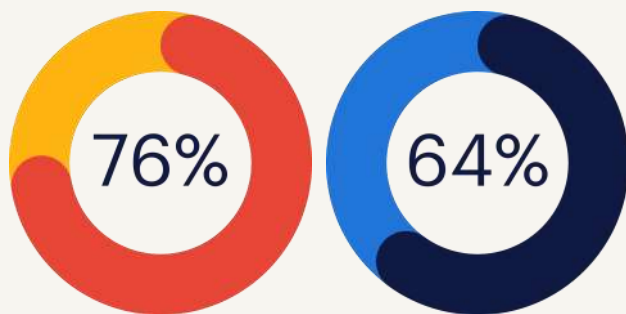
Besides medical and hospitalisation leave, job seekers are paying more attention to outpatient allowances, health check-ups and mental health support.



A woman with dark hair, wearing a light blue button-down shirt and white earbuds, is seated at a round wooden table. She is looking towards the right side of the frame. On the table in front of her is a laptop, a glass of water, a yellow mug, and some decorative items. The background features a concrete wall, a black pendant lamp, and a framed abstract artwork. A dark wooden cabinet with various decorative objects is visible behind the table.

employee expectations:

learning and development.



asia pacific singapore

personal career growth is important to 64% of singapore workers, 11% below the APAC average.

For younger generations, it's important to have career growth opportunities so that they can have higher income-earning capabilities and more prestigious job titles. This is different for the older generations, who may already had the opportunity to grow into high-status jobs during their careers.



Though career growth may not be top of mind for Singaporeans, it should be a priority for organisations. If the workforce does not feel motivated to upskill, employers will be managing a workforce that may not have adequate skills to perform their tasks, especially as their job requirements evolve with the influence of technology.

In the long run, the widening skills gap will create troubling challenges such as potentially decreasing the city's ability to attract global businesses and talent as well as maintain workforce productivity.

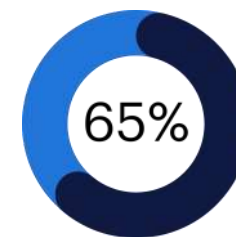
74% of respondents said it's important for their employers to offer them chances to upskill, but only 48% said they have adequate opportunities.



importance of having learning and development opportunities across different generations:



Companies that want to retain their employees need to be better at supporting the 26% of respondents who lack upskilling opportunities.



will stay with their employer if upskilling opportunities are offered to them.

connect with us to strengthen your employer branding.

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

We know how the right talent can make a significant impact to your company's workforce productivity and business growth. Our specialist recruiters provide you with strong market knowledge and candidate insights, and they 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.



employer brand roadmap.



randstad employer brand research

FAQs.

what is the Randstad Employer Brand Research?

The Randstad Employer Brand Research is the most comprehensive and in-depth employer brand research in the world. Commissioned by Randstad and independently conducted by Kantar TNS, the survey captures the views of nearly 163,000 respondents on 5,944 companies across 31 markets. Kantar is the world's leading data, insights and consulting company with headquarters in London, United Kingdom.

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

To remain independent in the process, Randstad is not involved in the survey sample selection nor survey fieldwork. The survey sample, managed by Kantar TNS, mirrors the general population in the market. In Singapore, 2,705 respondents participated in the 16-minute online survey which was conducted in January 2022 by Kantar TNS to reflect the latest HR trends and candidate sentiments.

how are the companies selected for the research?

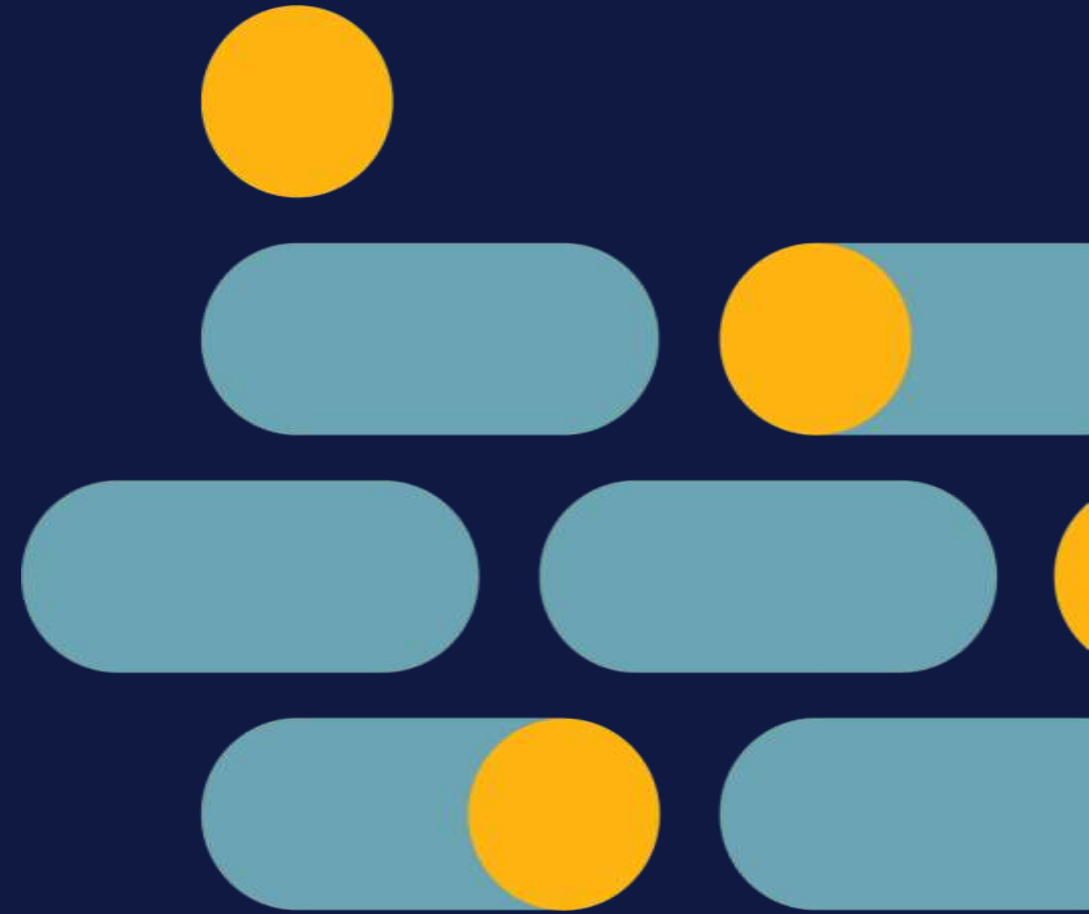
Our survey measures the employer brand awareness and attractiveness of the commercial companies selected for the research. The employer branding efforts of these companies are also measured against 10 employee value proposition (EVP) factors as a benchmark. These factors include (and are not limited to) a healthy work-life balance, good career progression opportunities, attractive salary and benefits. To qualify for the research, the commercial companies must have a workforce size that is larger than 1,200 employees and be known by at least 10% of the local working population. Companies that have a small workforce (e.g. start-ups or small-and-medium enterprises) are omitted from the research to avoid risks of scoring low awareness and attractiveness scores.

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

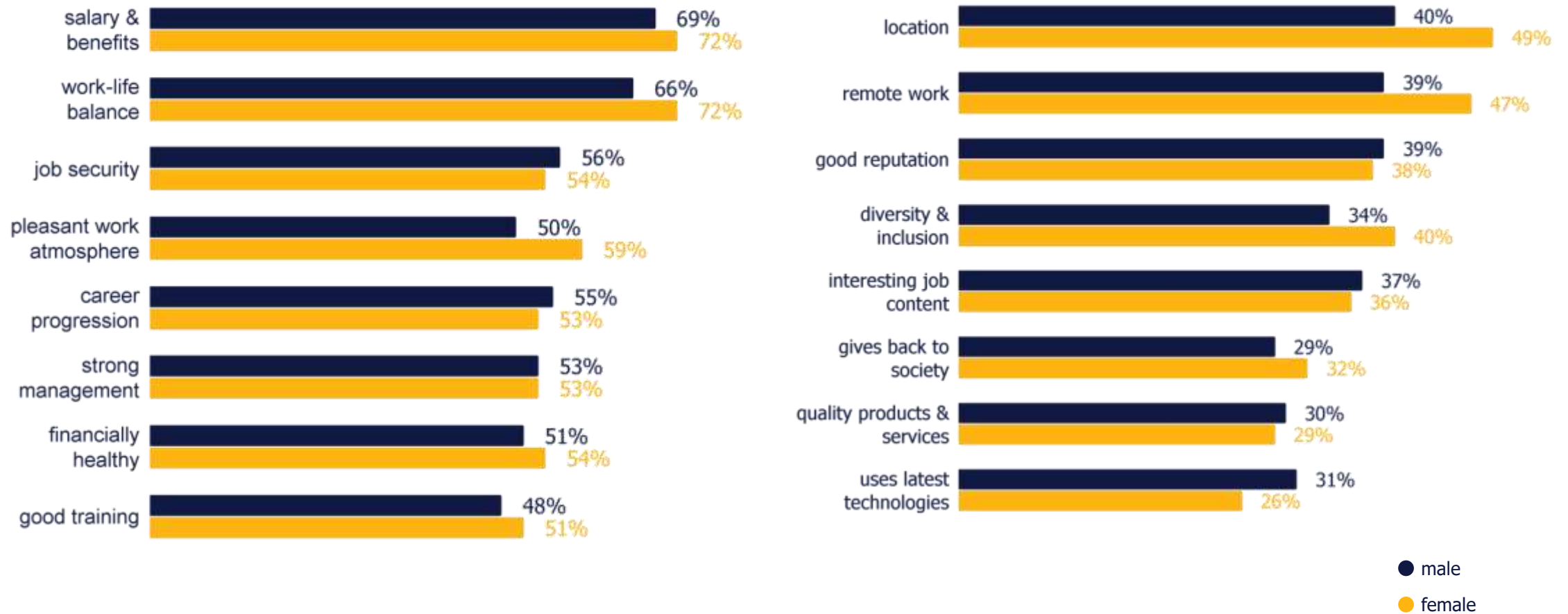
The Employer Brand Research provides insights into the working population's perceptions of employers in Singapore. The public's perceptions of the companies are largely formed from the employer's brand communication, employee advocacy and social reputation to determine the company's attractiveness and ability to attract talent. Working employees at the companies tend to have skewed perception of their employers based on their personal experiences and are hence omitted from the company's evaluation to ensure that only independent results are collected from the survey respondents.

appendix

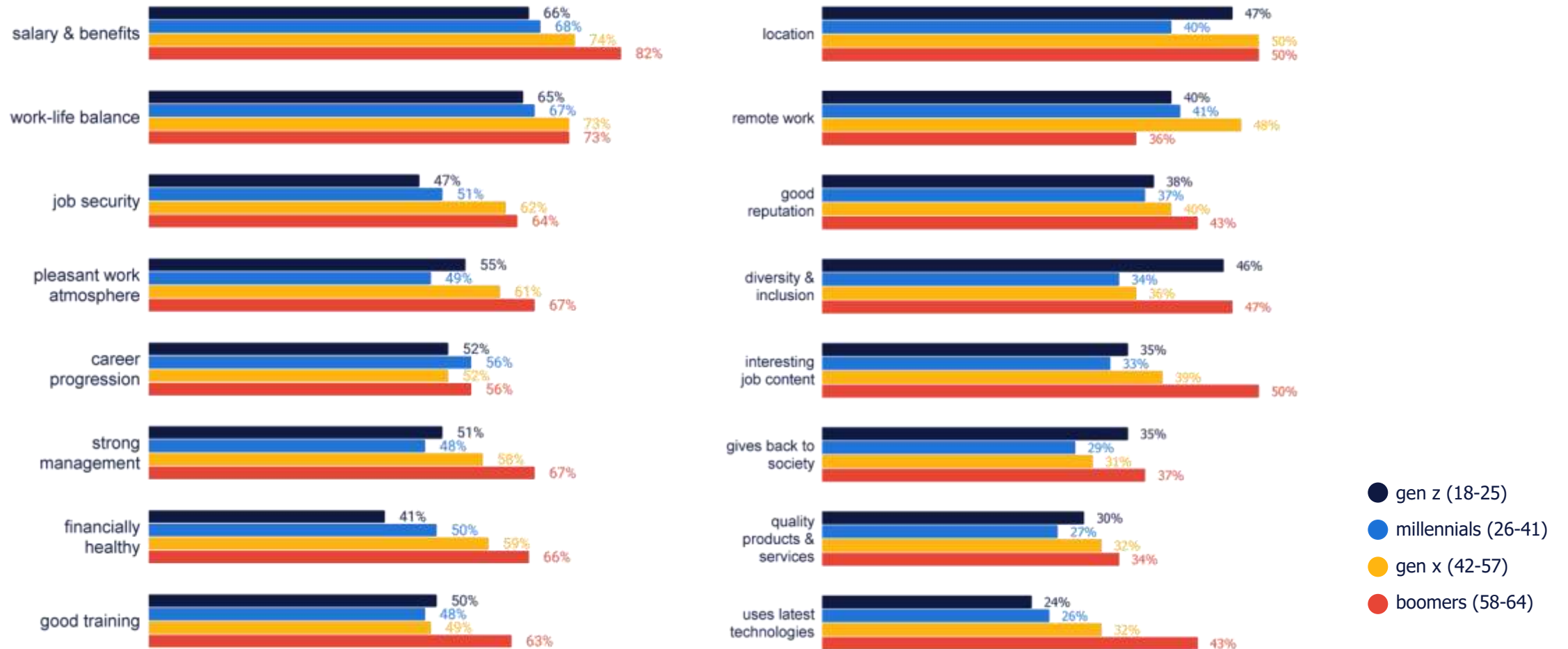
deep dive EVP drivers.



EVP driver importance by gender.



EVP driver importance by generation.



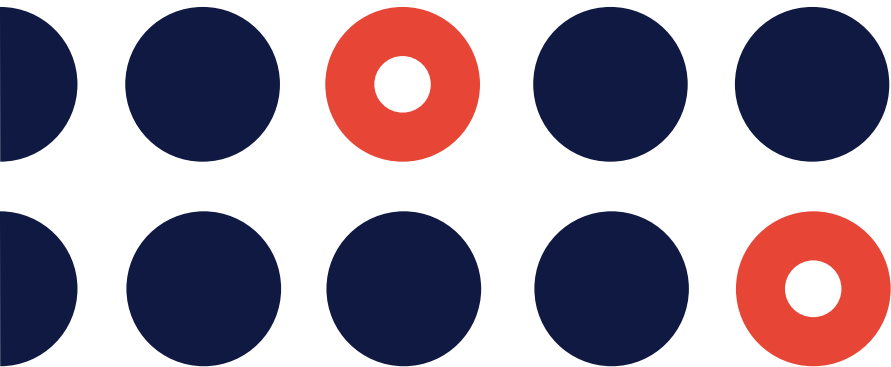
Q054 – Q008a: Thinking about your ideal employer, please pick those elements that this organisation should most definitely have. 'Quality product and services' was not an option for respondents in the 2021 Employer Brand Research.

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).

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randstad

human forward.

