

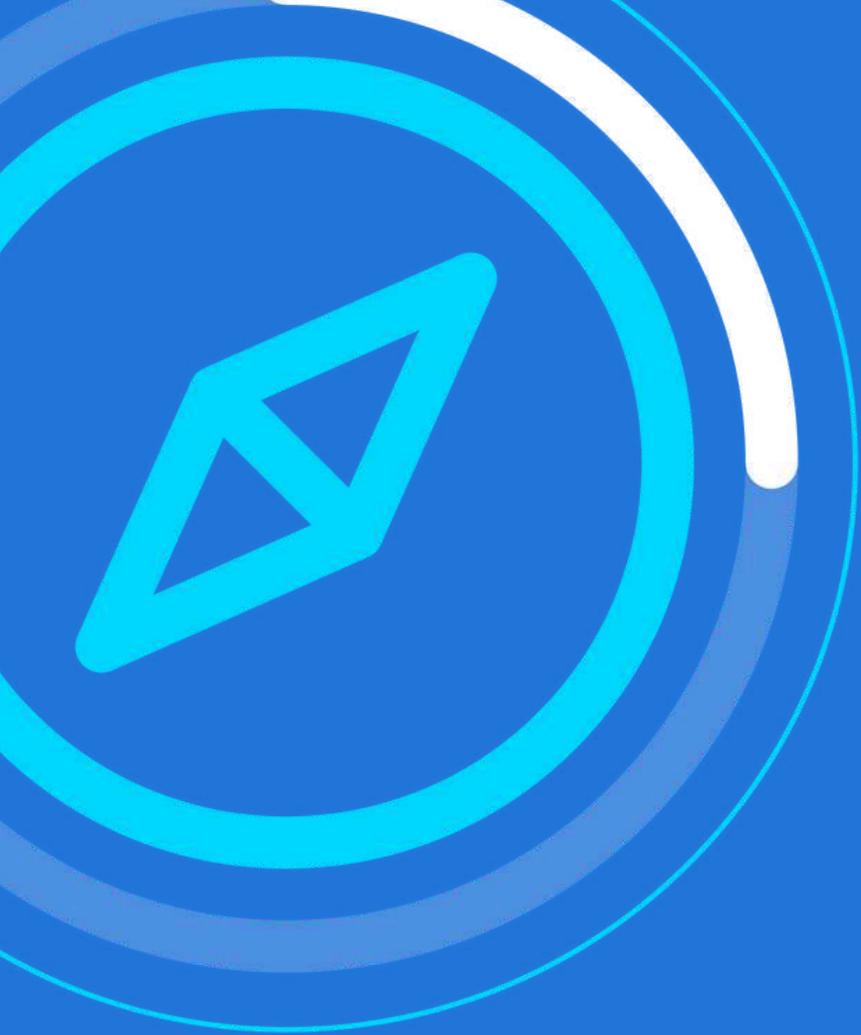
randstad employer brand research report 2025.

singapore



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partner for talent.



content.

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randstad employer brand research 2025 edition.

Commissioned by Randstad and conducted by Kantar, the Randstad Employer Brand Research is an independent and most representative and inclusive employer brand research in the world.

It is the only study that captures the workforce sentiments towards key employee value proposition factors from employees and job seekers between the ages 18 and 64.

Since 2000, we have conducted the global survey annually to track trends in employees' motivations and attractiveness of the employer brand. 2025 marks the 14th edition of the research in Singapore.

Our in-depth survey results and findings give an overview of the trending insights that can help shape and strengthen your company's employer brand strategy.



argentina
australia
austria
belgium
brazil
canada
china

czech republic
france
germany
greece
hong kong SAR
hungary
india

italy
japan
luxembourg
malaysia
mexico
the netherlands
new zealand

norway
poland
portugal
romania
singapore
spain
sweden

switzerland
united kingdom
united states
uruguay

randstad employer brand research: singapore edition.

2,522
respondents in
singapore

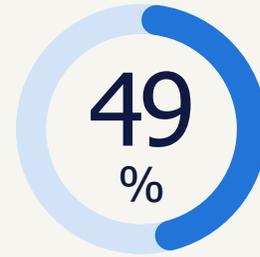
♀ **49%**

♂ **51%**

14 minute
online
interviews



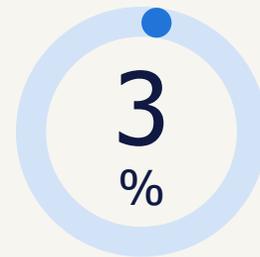
gen Z
13 to 28 years old



millennials
29 to 44 years old



gen X
45 - 60 years old



baby boomers
61 - 79 years old

top 10 respondents' employment fields

engineering & technology	16%
finance	13%
admin, secretarial & HR	8%
education	7%
healthcare	7%
sales & marketing	7%
transportation	6%
construction	5%
ICT	5%
customer service	4%

employee value propositions
that matter to talent.



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for 3 years in a row, work-life balance is ranked the top EVP driver.

ranking of employee value proposition drivers

Work-life balance continues to be the key EVP driver for talent in Singapore, followed closely by salary and benefits. However, just over half of employees rated these two benefits positively when assessing their current employers.

The ideal employer profile in Singapore has remained largely consistent over the past 3 years.

Employees place high value on financial stability and a strong employer reputation, both in their current roles and when thinking about an ideal employer.

employee value proposition drivers - by generations

While “work-life balance” and “attractive salary and benefits” remain the top two priorities for Gen Z and Millennials, Gen X places slightly more emphasis on compensation.

Gen Z prioritised strong training and development opportunities, while Gen X looked for a financially healthy company.

Older generations also tend to be more critical of their employers, particularly when it comes to their expectations on what is considered a pleasant work atmosphere.



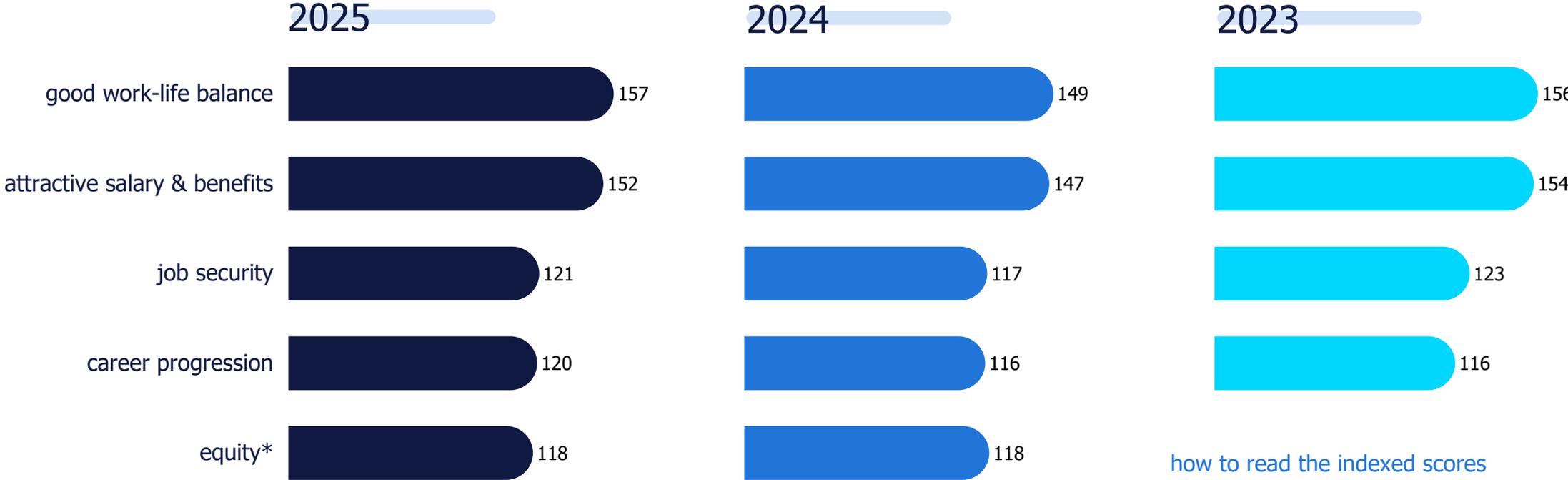
Work-life balance is never going to disappear, at least for the next decade. We will eventually have a job or have different income avenues, which makes work-life balance the true differentiating factor between employers.

david blasco
country director, randstad singapore



work-life balance remains the top EVP driver for talent in 2025.

The top 5 EVP drivers (out of a list of 16) remain consistent, indicating that employee priorities are stable — balancing functional needs such as salary and job security, with personal needs such as equity and work-life balance.



how to read the indexed scores

150: driver is chosen 50% more often than the average driver to be important

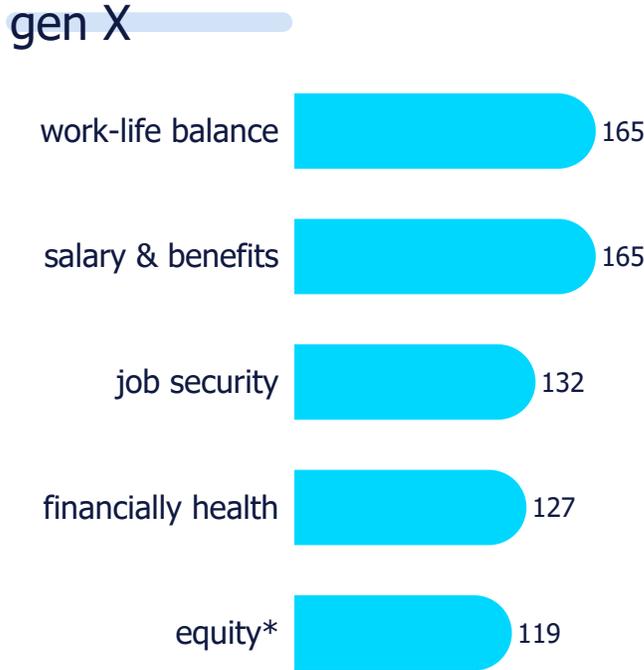
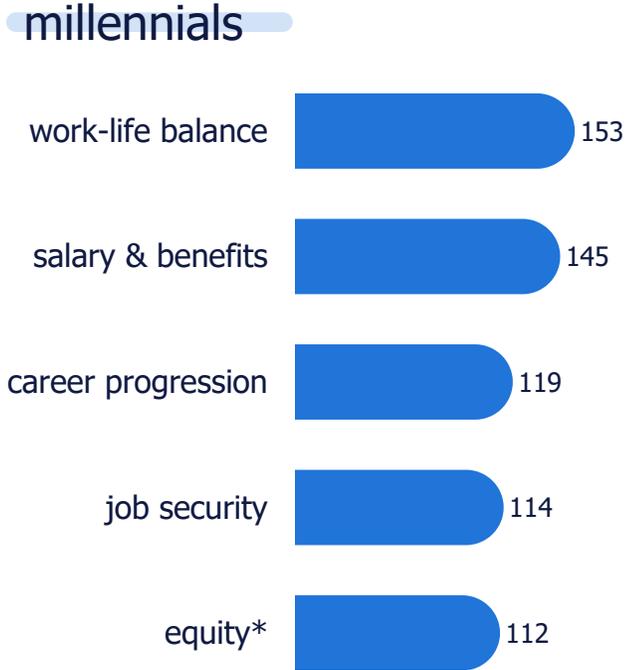
75: driver is chosen 25% less often than the average driver to be important

appendix: full ranking of 16 employee value propositions



*new in 2024: 'offers employees equal opportunities regardless of age, gender, ethnicity etc.'

generational divide: top 5 EVPs.



how to read the indexed scores

150: driver is chosen 50% more often than the average driver to be important

75: driver is chosen 25% less often than the average driver to be important

appendix: full ranking of 16 employee value propositions by work generations



*new in 2024: 'offers employees equal opportunities regardless of age, gender, ethnicity etc.'

attractive salary and benefits & good training: 3 unmet talent expectations.

"Financially healthy" and "strong reputation" stand out as key assets that can be leveraged to strengthen employer branding and retention efforts.

There is a clear room for improvement in "work-life balance" and "attractive salary & benefits" — both top priorities for employees, yet rated relatively low in the evaluation of current employers.

Notably, "career progression" which is ranked as the 4th most important EVP driver by respondents see a 6-point gap in the employer evaluation as well.

evaluation of current employer

- 1 financially healthy
- 2 good reputation
- 3 equity
- 4 conveniently located
- 5 job security
- 6 pleasant work atmosphere
- 7 work-life balance
- 8 attractive salary & benefits
- 9 interesting work
- 10 career progression

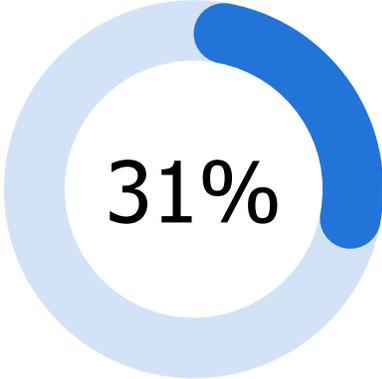
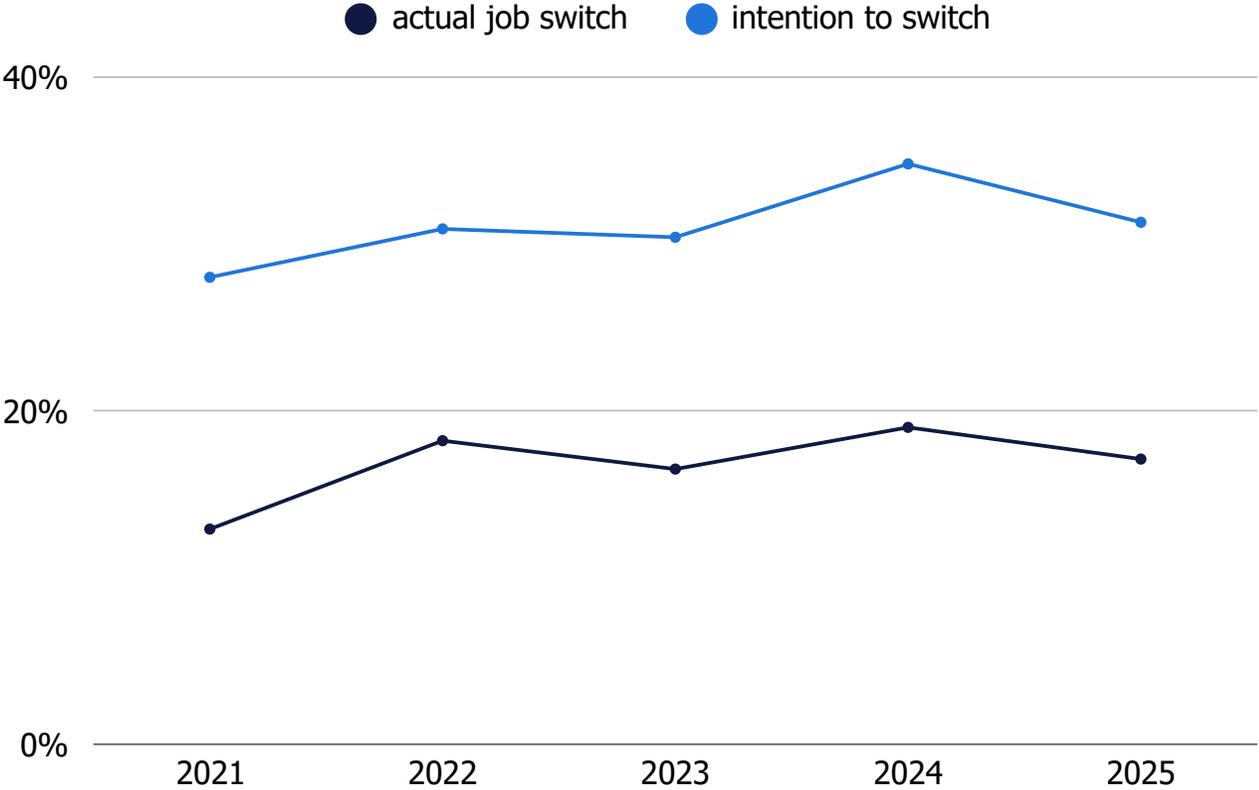
profile of ideal employer

- 1 work-life balance
- 2 attractive salary & benefits
- 3 job security
- 4 career progression
- 5 equity
- 6 strong management
- 7 financially healthy
- 8 pleasant work atmosphere
- 9 good training
- 10 flexible work options

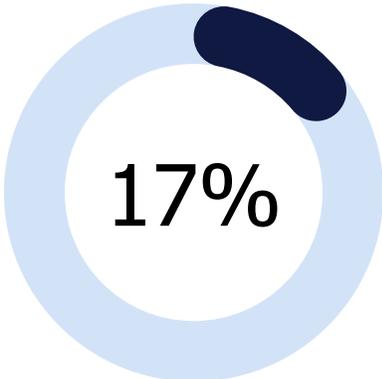


*new in 2024: 'offers employees equal opportunities regardless of age, gender, ethnicity etc.'

though fewer singaporeans plan to switch jobs, employers should remain vigilant and strengthen their value propositions.



are planning to switch jobs within the first 6 months of 2025, a 3% decline in the same period from the previous year.



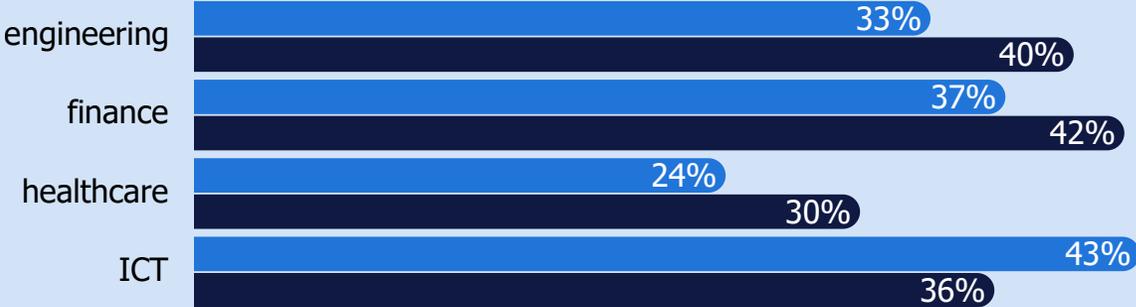
have changed jobs between July and December 2024, a 2% decline from the same period the previous year.



Q. Did you change jobs in the last 6 months?
Q. Do you plan to change jobs within the next 6 months?

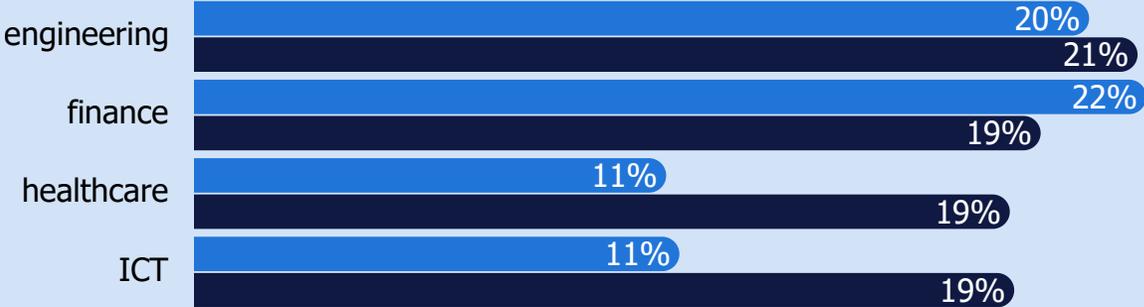
employees who considered quitting, and employees who left their roles, by sector.

respondents who considered resigning (january - june 2025)



engineering	7%	↓
finance	5%	↓
healthcare	6%	↓
ICT	7%	↑

respondents who resigned from their roles (july - december 2024)

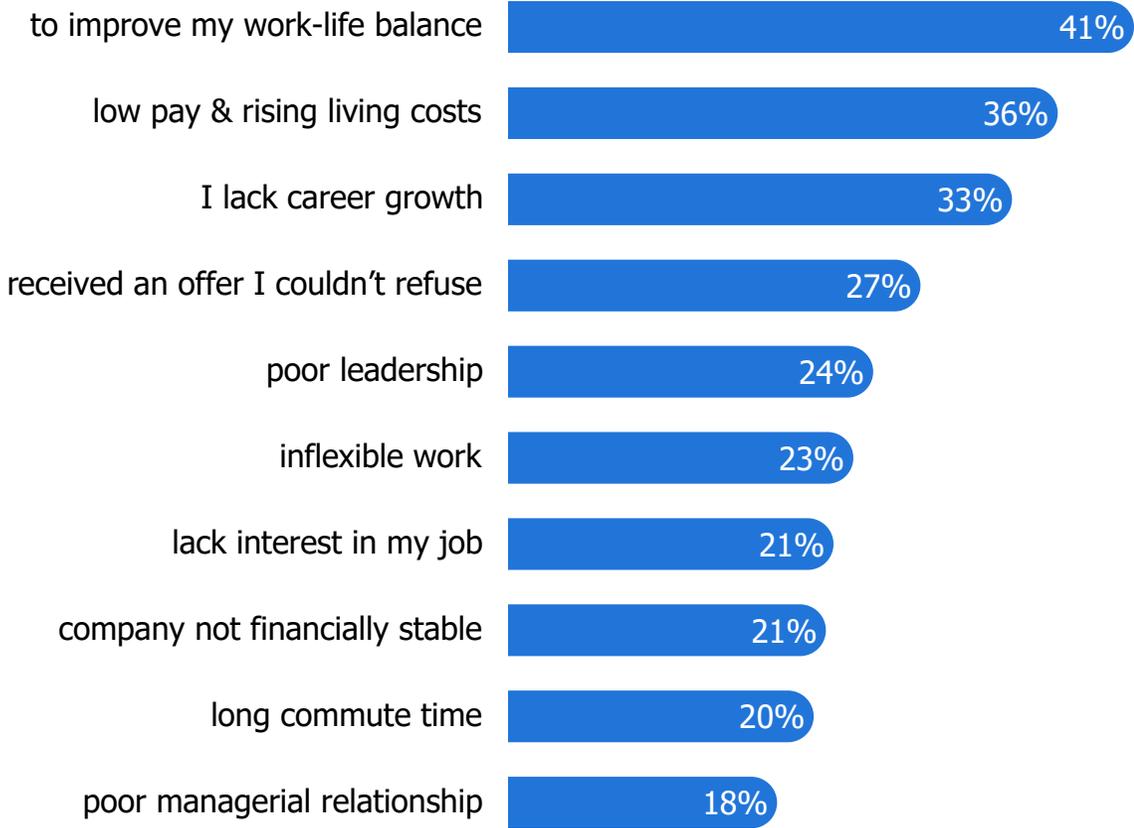


engineering	1%	↓
finance	3%	↑
healthcare	8%	↓
ICT	8%	↓

● 2025
● 2024



the desire for a better work-life balance remains the key motivator for leaving one's current employer.



Singaporeans' top three employer motivators have remained unchanged since 2023. However, the remaining EVP drivers paint a story of evolving workforce ideals.

Notably, 2% more respondents cited lack of flexibility as a push factor. Our [2025 Workmonitor](#) also found that 31% of workers in Singapore would quit if they lacked sufficient flexibility.

Fewer people are leaving due to long commutes or poor managerial relationships (-1% each), but more are quitting over poor leadership (+1%).

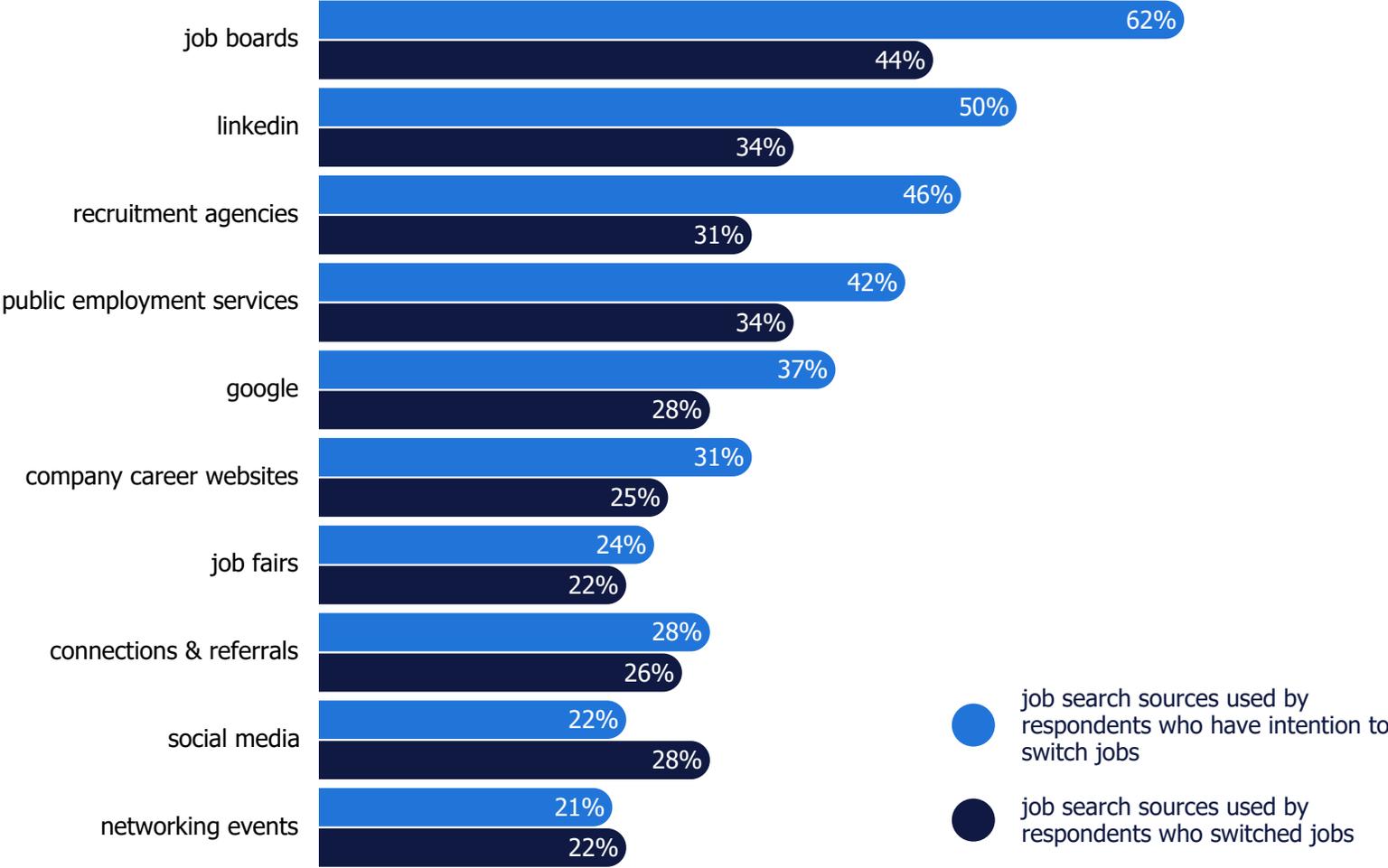
The 2025 Workmonitor echoes this, with 17% of employees lacking trust in their leaders to foster a supportive environment.

appendix: full ranking of reasons by work generations



Q. For what reasons did you or would you decide to leave your employer?

job boards dominate, but linkedin is a key choice for gen Z, millennials and gen X.



Job boards remain the most popular job search channel, with strong and consistent use across all generations.

LinkedIn is the second most preferred option for respondents, being the only platform that offers direct access to job opportunities and hiring managers, while supporting personal brand building and digital networking.

Gen Z stands out as the generation who uses the most social media in their job search to learn about the culture, purpose, and growth opportunities of an employer.

- job search sources used by respondents who have intention to switch jobs
- job search sources used by respondents who switched jobs



talent attitude towards
the AI revolution.


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AI adoption holds steady from 2024.

The proportion of Singaporean employees who use AI regularly at work has seen a modest YoY increase of 2%.

Perceptions of AI's impact on work remain mostly positive, with 50% of respondents anticipating that AI will help them, compared to 5% of naysayers.

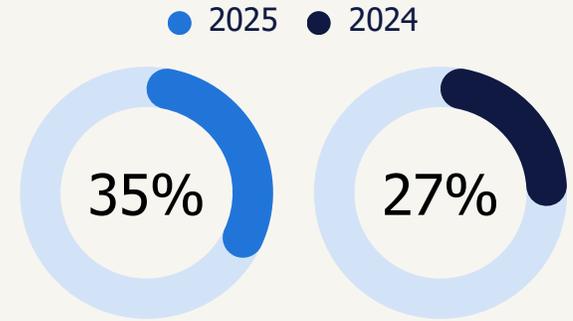
41% of the workforce continues to feel neutral about the impact of AI, a 1% increase from 2024.

millennials unsure about AI use at work

Regular AI use increased year-on-year Gen Z and Gen X by 8% and 7% respectively. However, Millennials reduced their AI use by 7% to 36% this year.



36% of Millennials are using AI regularly at work, 7% lower than in 2024.



8% more talent in Singapore use AI every now and then at work in 2025.

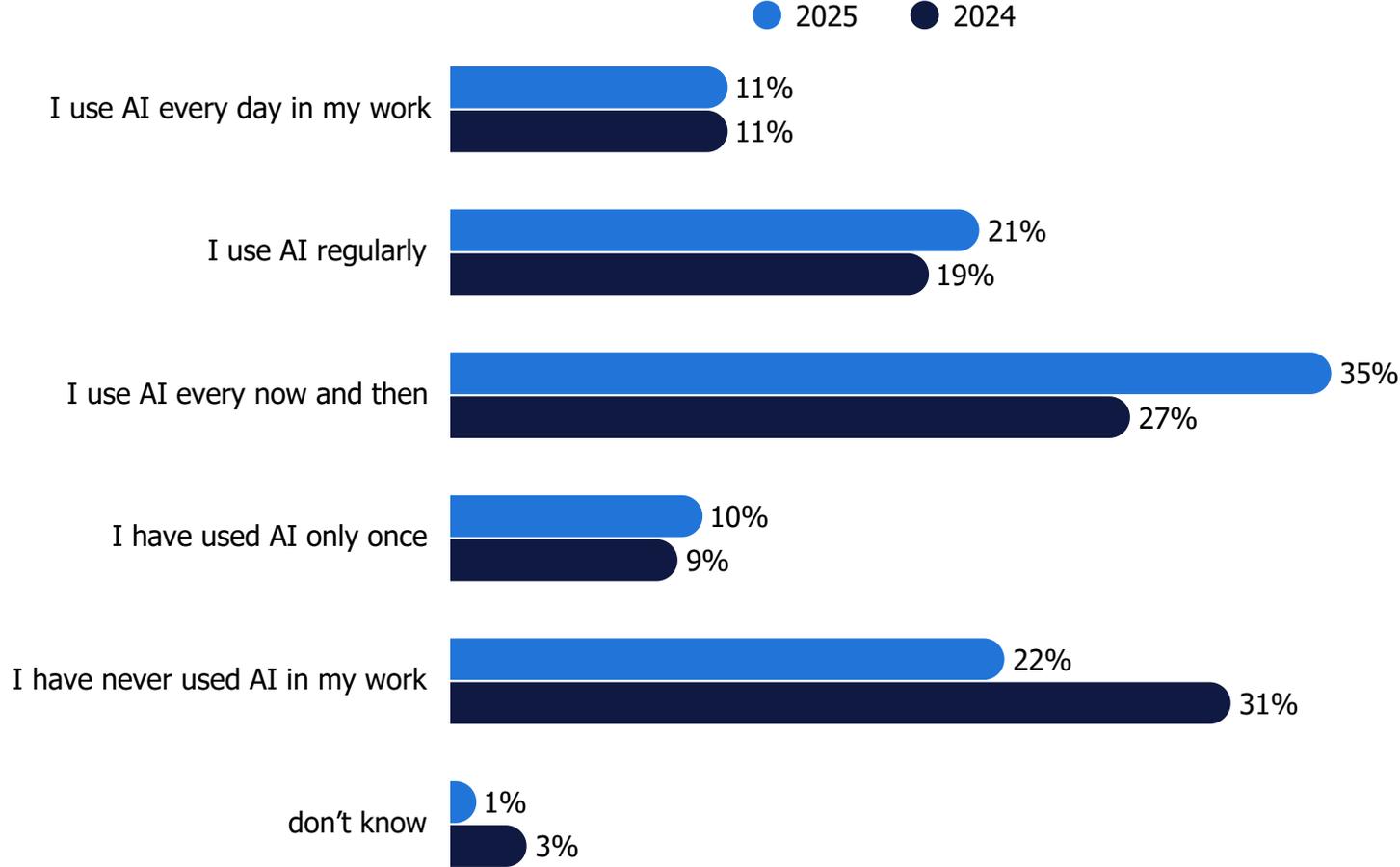


To unlock the full potential of AI for organisational growth and transformation, leaders must bring their people along on the journey. When your workforce is engaged and empowered, your company moves faster, adapts better to changes, and attracts top talent.

lim chai leng
general manager, randstad singapore



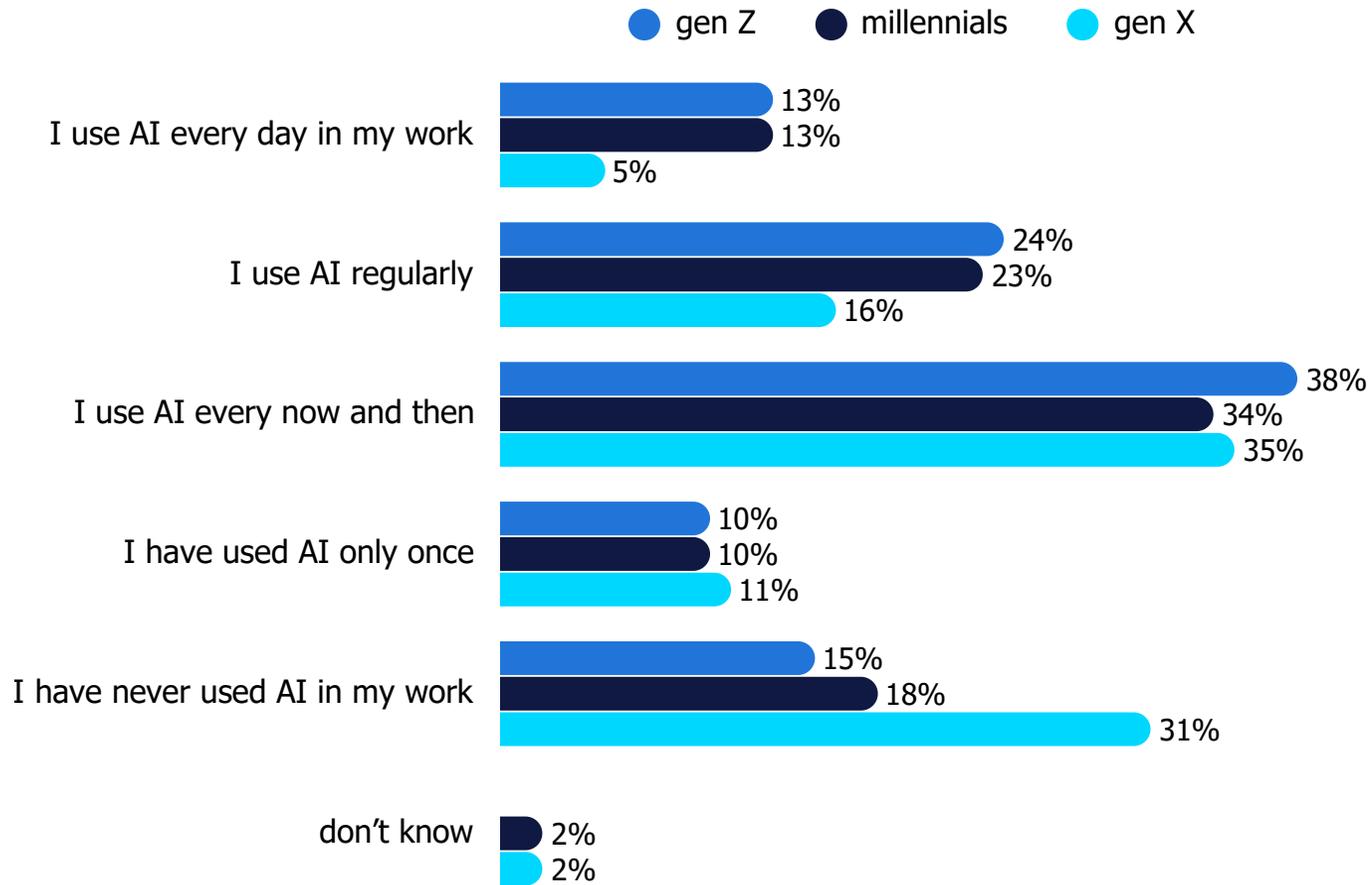
AI adoption has increased steadily since last year.



Q. To what extent are you using artificial intelligence in your work today?



gen Z & gen X picks up on AI.

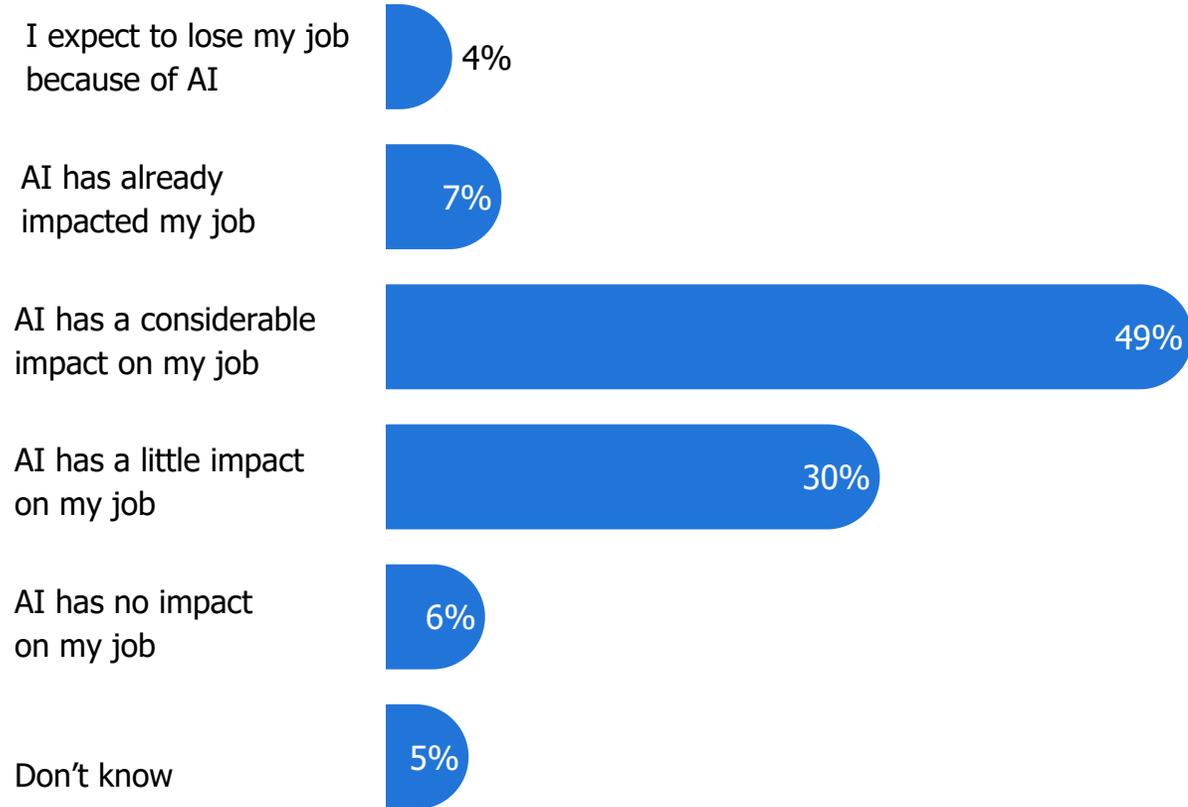


compared to 2024, millennials are pulling back from using AI regularly at work.



Q. To what extent are you using artificial intelligence in your work today?

gen Z most likely to feel impacted by the AI revolution.



According to the World Economic Forum's [Future of Jobs 2025](#) report, Singapore employers expect technology to handle 37% of workplace tasks by 2030, up from 26% today. In the same period, tasks performed solely by humans are projected to drop from 44% to 30%.

This shift is met with mixed emotions.

Among employees who say AI has impacted their jobs, half feel positive about it. However, 5% report a decline in job satisfaction, while the rest feel neutral. This provides an opportunity for employers to proactively improve employee attitudes and sentiments towards AI.





what motivates
employees,
and what doesn't?



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across all generations, work-life balance fuels employee motivation.

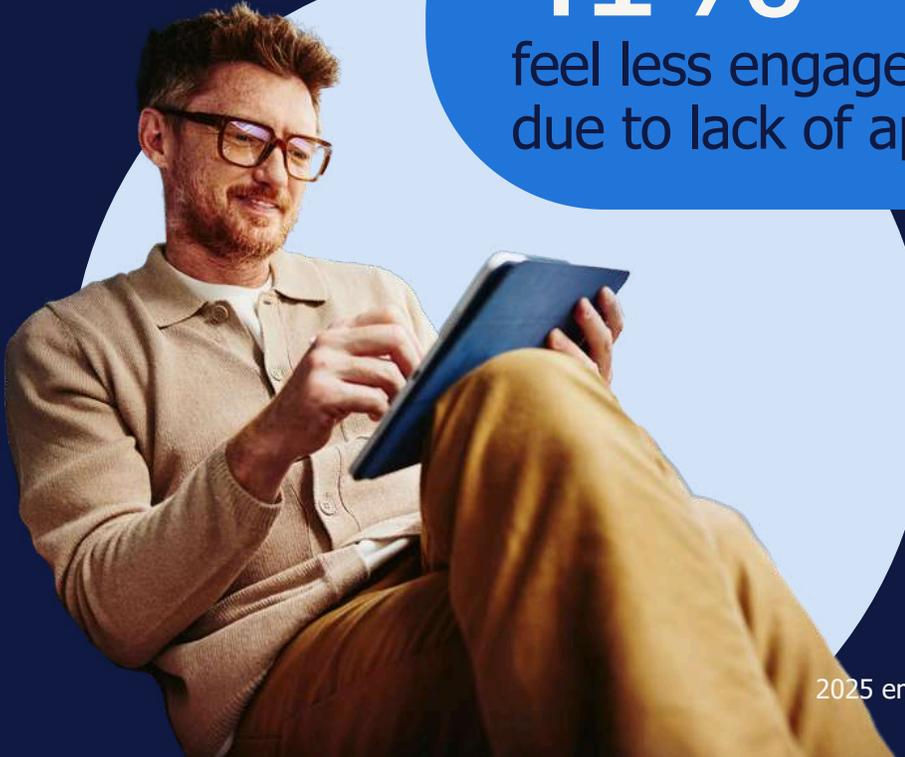
62% of respondents reported feeling engaged in their current roles, with 49% experiencing greater motivation than the year before.

Work-life balance is the key factor that affects how engaged people feel at work. Meanwhile, the desire for better salary & benefits is the top reason why people feel disengaged, followed by the lack of appreciation for their hard work.

gen Z are the most engaged, with the younger generations being more motivated in 2025.

With 68% reportedly feeling motivated, Gen Z reports the highest engagement. This is followed by Millennials (61%) and Gen X (58%).

Millennials in Singapore are the most motivated by the desire for better work-life balance. Gen Z talent are motivated by growth opportunities and feeling of support from their team. Lack of recognition is a top reason for disengagement among Gen X workxers with 46% feeling their efforts go unappreciated at work.

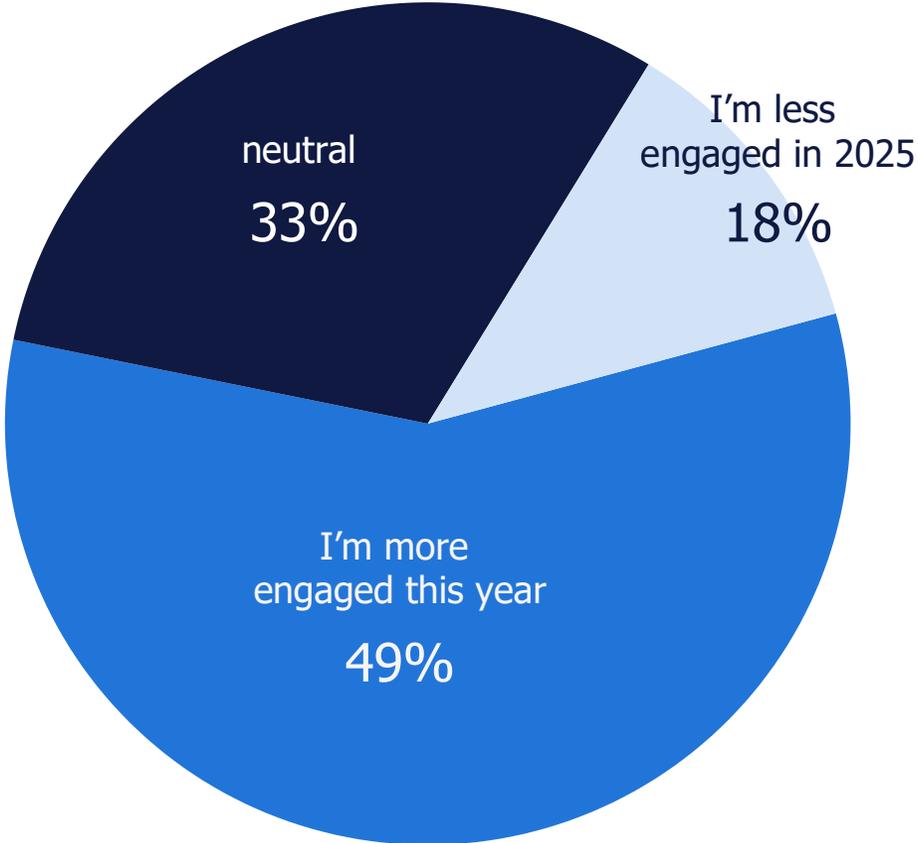


41%

feel less engaged at work
due to lack of appreciation.

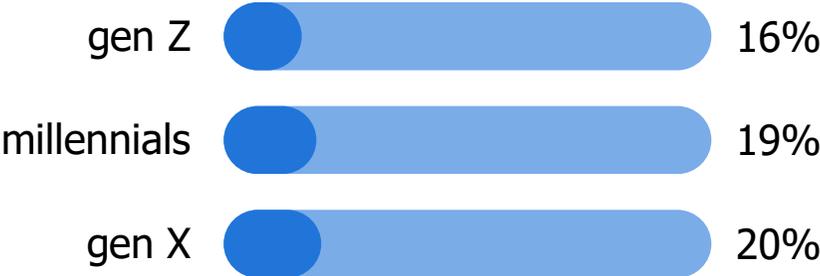


even though 49% of respondents feel more engaged in 2025, employers are already losing 18% of their workforce.



disengaged workers are 60% more likely to consider quitting.

disengaged workers by generations, over the past year.



Q. On a 5 point scale, how motivated / engaged are you in your current job role compared to the last year?

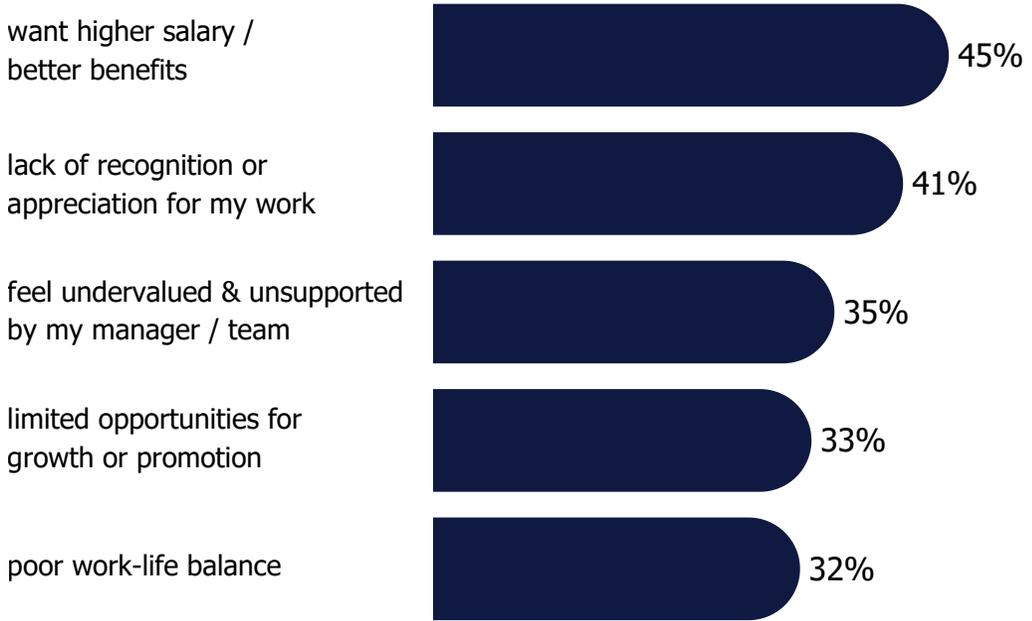
quality of work-life balance determines employee motivation & engagement.



more motivated & engaged



less motivated & engaged



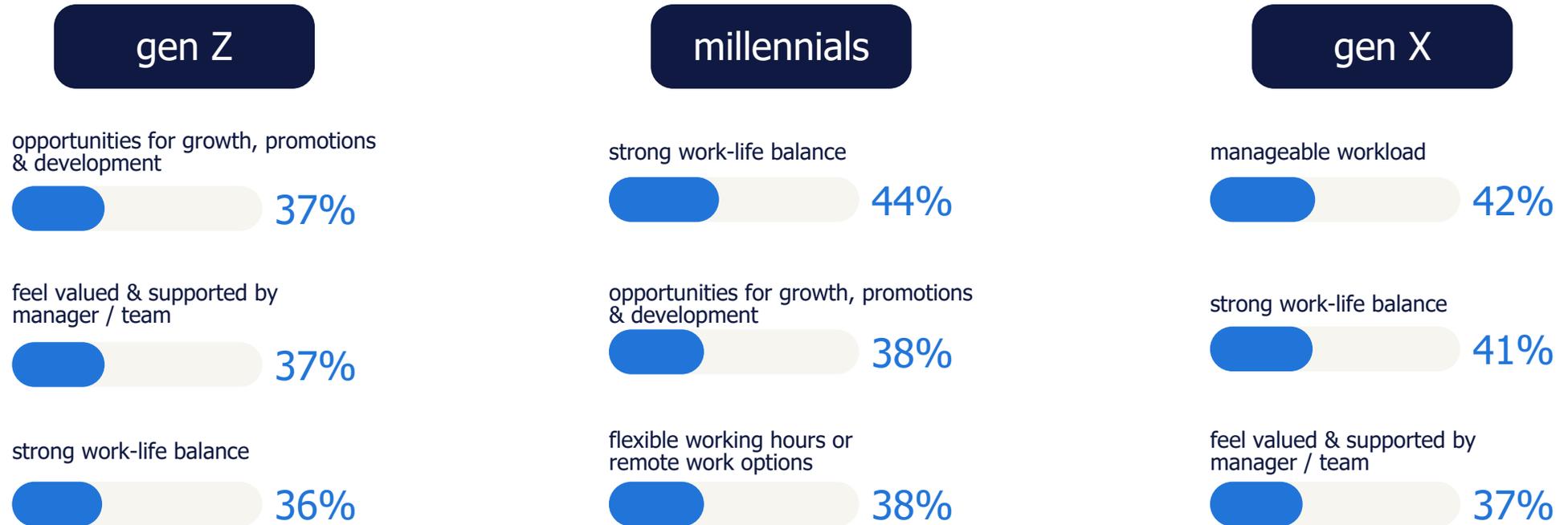
[appendix: full ranking of reasons leading to higher / lower motivations](#)

 Q. You have stated that you are more (less) motivated / engaged than a year ago. Has this been influenced by any of the following factors?

generational divide: employee motivators.

Employees who enjoy a harmonious work-life balance tend to be more engaged, motivated, and loyal — leading to higher productivity. However, what motivates employees varies across generations:

- Gen Z and Millennials are driven by a strong desire for growth and flexible work
- When it comes to work-life balance, Gen X views time management as a contributing factor while Millennials prioritise hybrid work



Q. You have stated that you are more motivated / engaged than a year ago. Has this been influenced by any of the following factors?

generational divide: employee demotivators.

Compensation is a key consideration, and furthermore, talent also feel overlooked and underappreciated, missing the recognition and support their hard work deserves.

- Gen Z and Millennials worry most about being undercompensated at work, especially as living costs rise
- While Gen Z wants more opportunities to develop their careers, Millennials and Gen X crave recognition from their teams

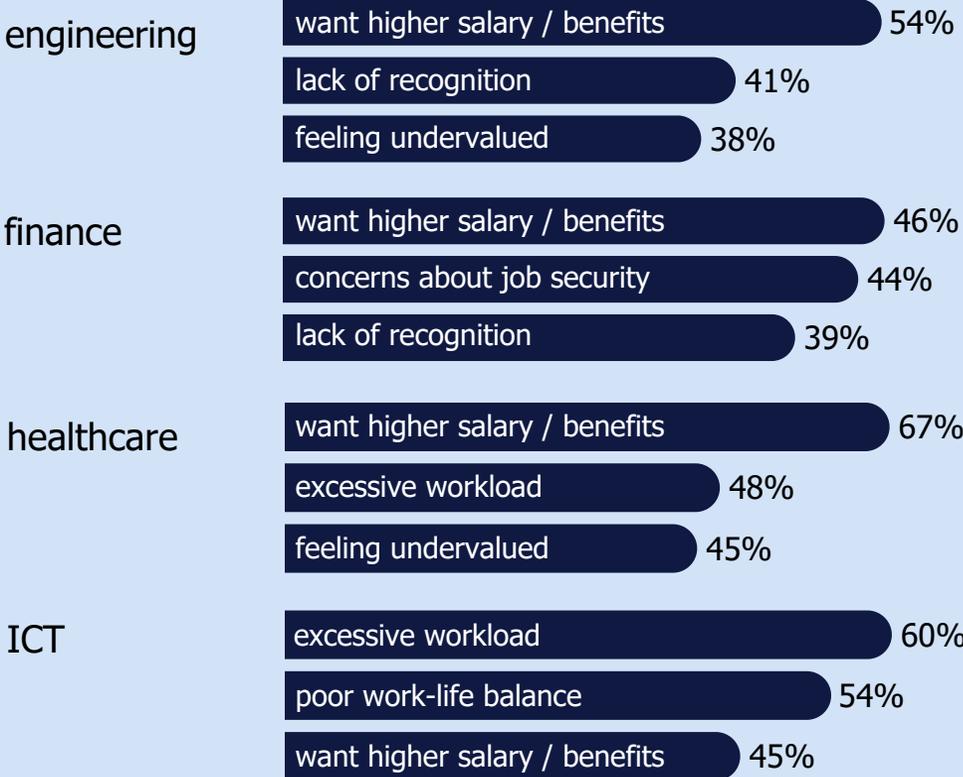


employee motivations and reasons for disengagement, by sector.

reasons for motivation



reasons for disengagement



make DEI
count where it matters.
equity in action



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companies' equity ratings declined year-on-year.

Despite a relatively strong overall equity score, employers' equity ratings declined across all key statements compared to 2024. Only 53% agreed that their unique qualities are valued in the workplace, down 4% from last year.

This sentiment about belonging is echoed in our 2025 Workmonitor research, where 19% of respondents revealed that they quit a job because they weren't able to be authentic at work without discrimination.

fewer people identify as minorities, but millennials reveal an expectations gap in equity

Fewer respondents identify as being part of a minority across generations in 2025. However, the proportion of Gen Z (38%) and Millennial workers (34%) is still higher than the overall percentage of employees who identify as minorities (32%).

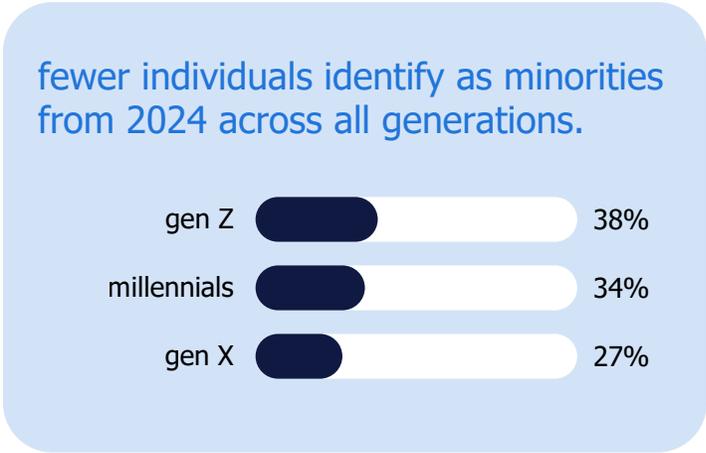
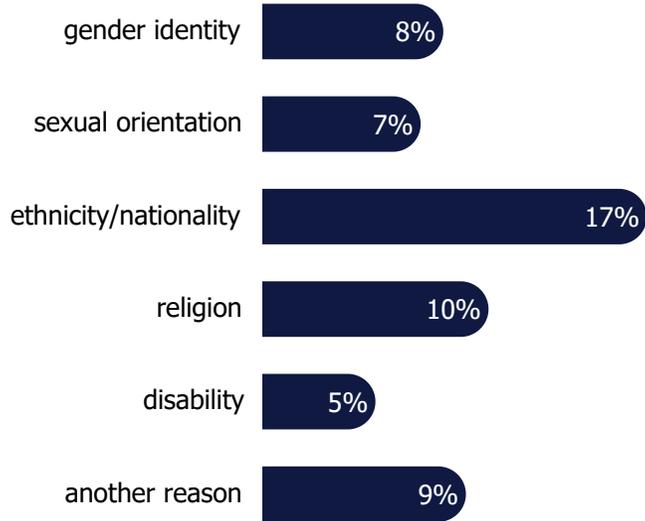
Talent who identified as minorities now experience somewhat less career obstacles than a year ago. Nevertheless, they still face more career obstacles compared to respondents who do not identify as a minority.

32%
identify as a minority
at the workplace.

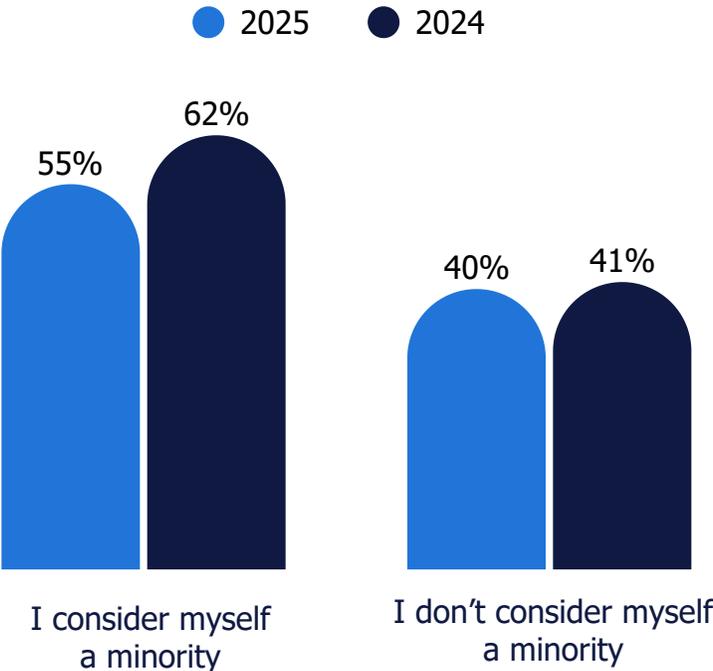


employers have made improvements, but respondents who identify as minorities are still more likely to face career obstacles.

do you consider yourself a minority?



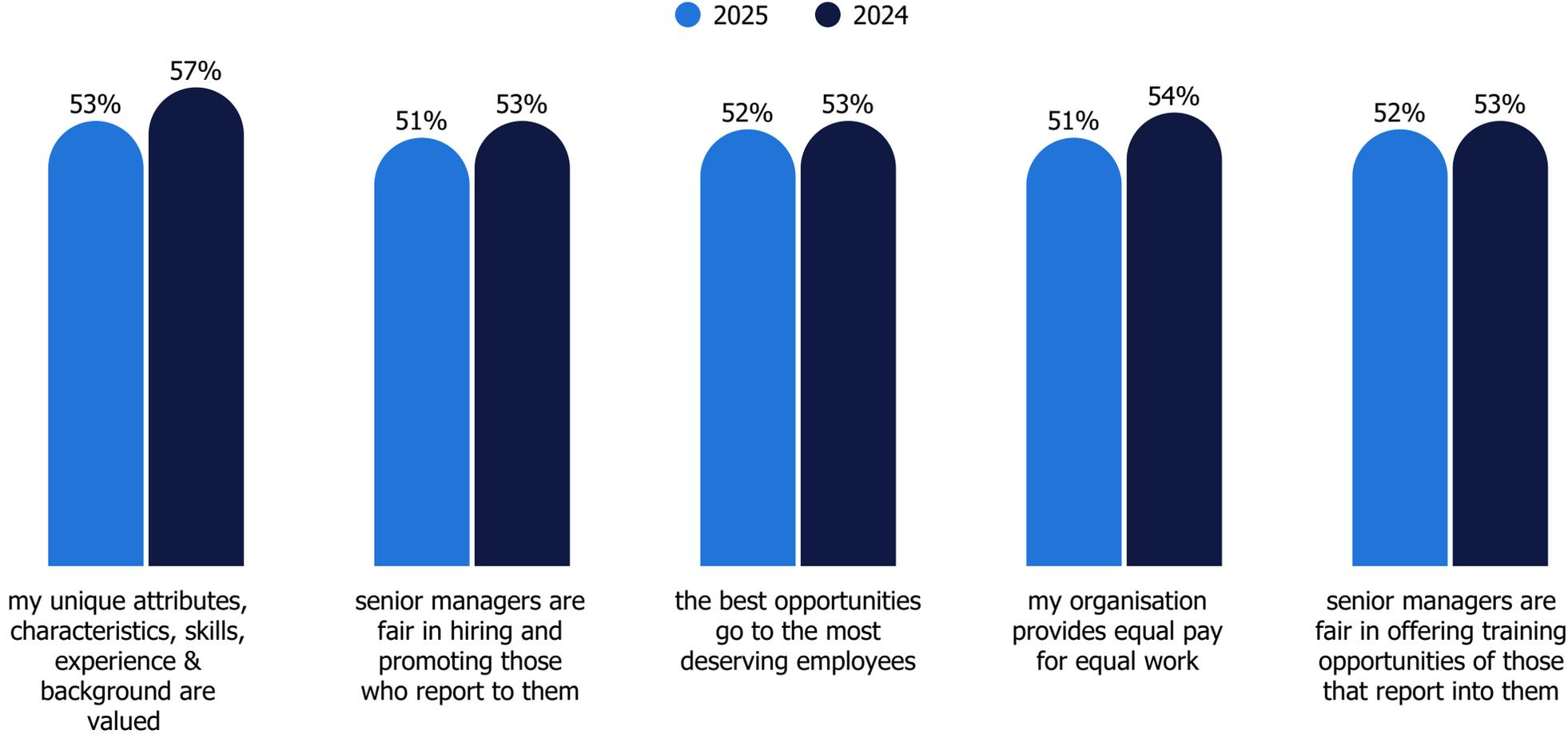
“I have faced obstacles in my career progression in this organisation, which I believe is because of who I am.”



appendix: reasons why people consider themselves a minority by work generations

Q. Do you consider yourself to belong to a minority?
 Q: On a scale of 1 to 5, how would you rate your employer on the statement?

decline in equity scores signals lack of fairness & transparency.



appendix: equity statements by work generations



Q: On a scale of 1 to 5, how would you rate your employer on each of the statements, from 1 (not true at all) to 5 (completely true)?

about randstad.

Randstad is a global talent leader with the vision to be the world's most equitable and specialised talent company. As a partner for talent and through our four specialisations — Operational, Professional, Digital and Enterprise — we provide clients with the high-quality, diverse and agile workforces that they need to succeed in a talent scarce world. We help people secure meaningful roles, develop relevant skills and find purpose and belonging in their workplace. Through the value we create, we are committed to a better and more sustainable future for all.

Headquartered in the Netherlands, Randstad operates in 39 markets and has approximately 40,000 employees. In 2024, we supported over 1.7 million talent to find work and generated a revenue of €24.1 billion. Randstad N.V. is listed on the Euronext Amsterdam. For more information, see www.randstad.com.

about employer brand research.

Randstad employer brand research 2025 explores the views of working people in Europe, Asia-Pacific, Latin and North America.

Data was collected from over 170,000 respondents in Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Czech Republic, Denmark, France, Germany, Greece, Hong Kong SAR, Hungary, India, Italy, Japan, Luxembourg, Malaysia, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, Romania, Singapore, Spain, Sweden, Switzerland, Türkiye, the United Kingdom, the United States and Uruguay between 6 January 2025 and 2 March 2025.

For this research, Randstad partnered with Kantar, a global research and analysis firm.

Randstad Singapore has participated in the Employer Brand Research since 2012.

You can explore more employer branding insights and year-on-year trends on our [website](#).

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appendix.

methodology

indexation of EVP drivers.

In 2023, we changed the way we display the driver scores in the market reports and data tables. The drivers are now shown as index scores based on the average driver score.

This does not change the underlying data - it is a different way of representing the data, which offers more ways to make different analyses.

why was this change made?

In 2023, the technical script behind the online REBR survey was updated to accommodate newer devices and improve the user experience.

The changes made to the survey in this update have had an impact on the results of the survey, specifically on the driver scores.

In the new survey layout, respondents tend to select less drivers on average than in the old survey layout. In absolute terms, this means the scores of all drivers have gone down. By indexing these scores to the average score of each year, we are accounting for this change across years and showing the scores of the drivers as they are relative to each other in each given year.

what are index scores

Indices are used for showing the relative importance. The advantage of using relative scores versus absolutes is that indices are not sensitive for movements within the category.

Instead, they reflect a score that is directly comparable against their equals, accounting for external factors like current preferences and trends. Hence using relative scores for the importance of the drivers shows how one driver performs against all other drivers within each year, and how this performance of drivers against each other changes across years.

how you should interpret indices

The index scores are calculated by dividing the absolute scores by the average.

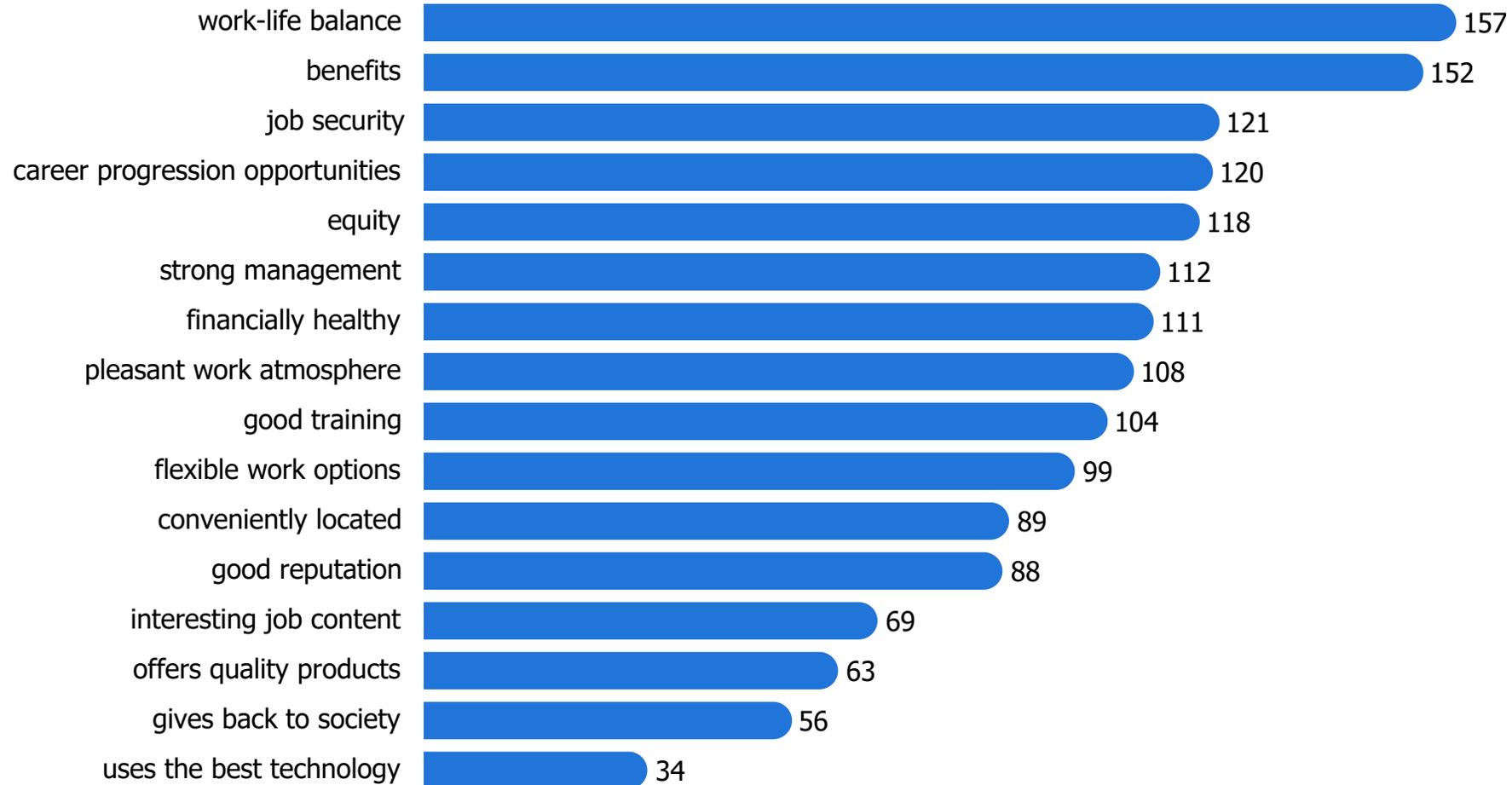
The average of all the index scores will always be 100, which also implicates that if some index scores go up, others must go down.

A driver that has an index score of 200, is valued twice as important as the average of all drivers, while a driver that has a score of 50 is valued only half as important as the average. It is correct to say that the driver with the index score of 200 is 4 times more important than the driver with the index score of 50.

Calculation: $\text{Index} = (\text{abs.} / \text{avg.}) * 100$



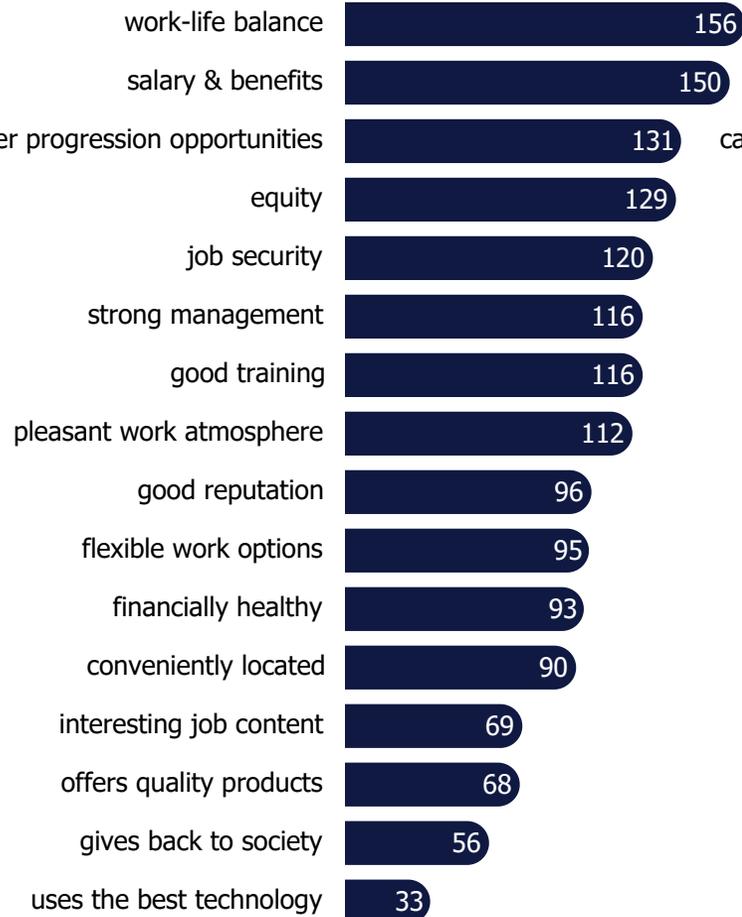
employee value proposition: all respondents.



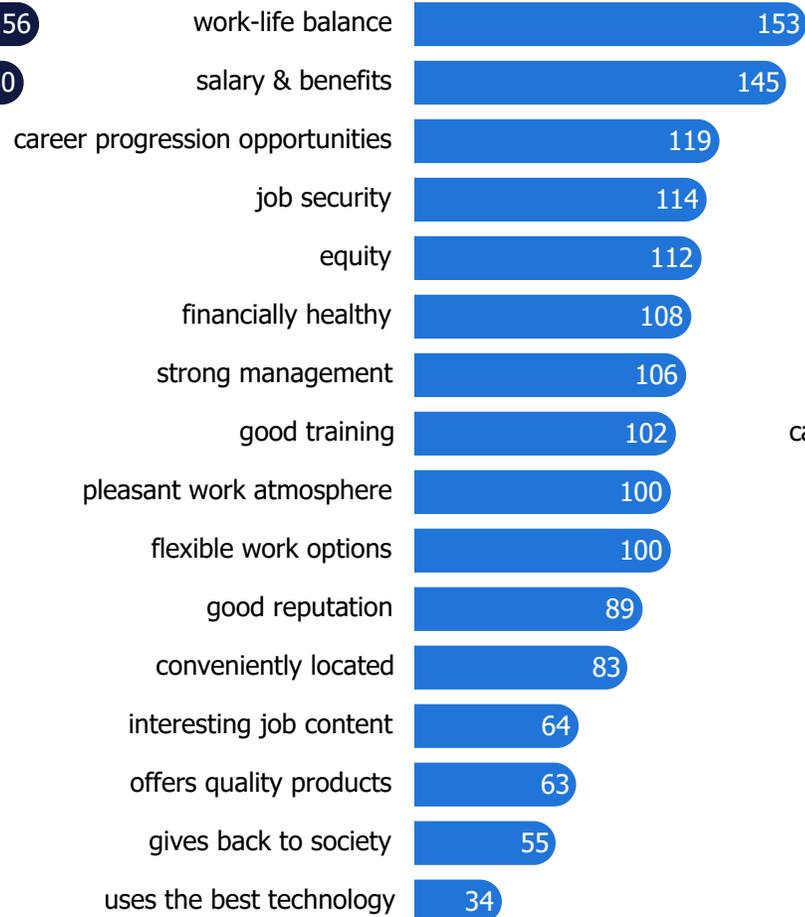
*new in 2024: `offers employees equal opportunities regardless of age, gender, ethnicity etc.
Q. Thinking about your ideal employer, please pick those elements that this organisation should most definitely have?

employee value proposition: generations.

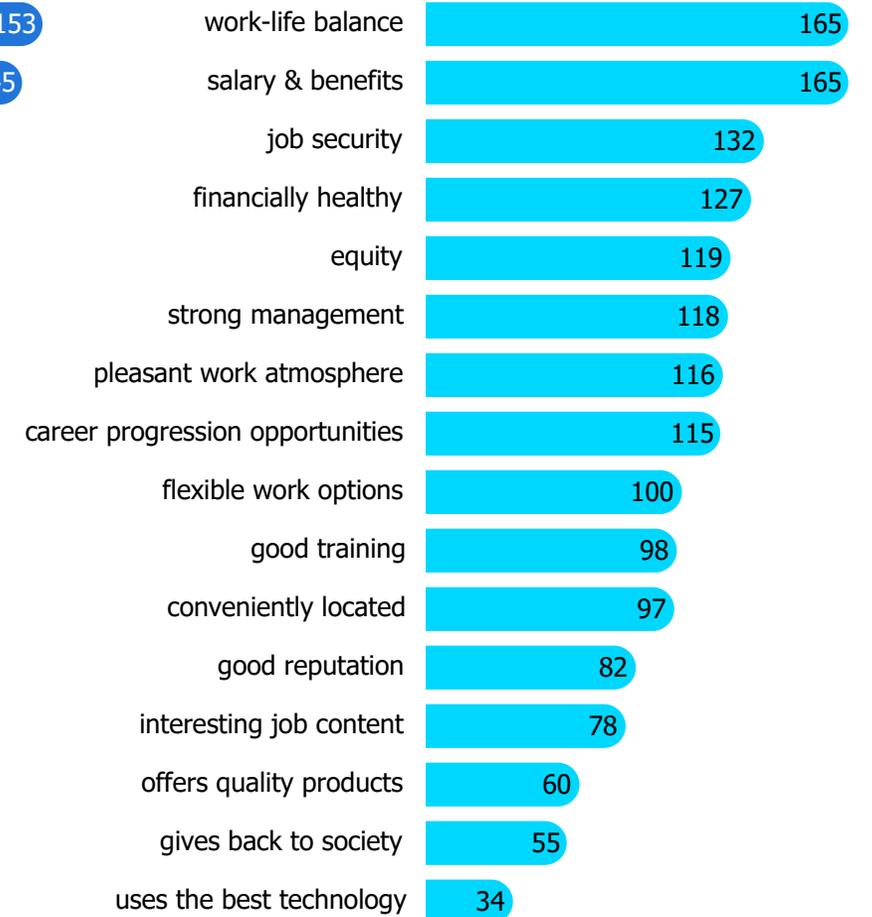
gen Z



millennials



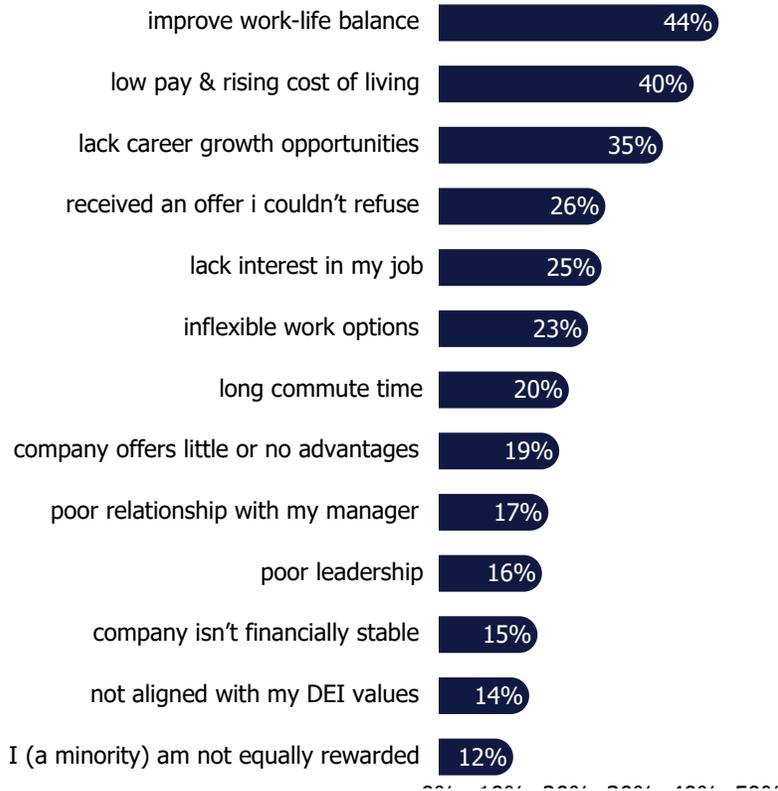
gen X



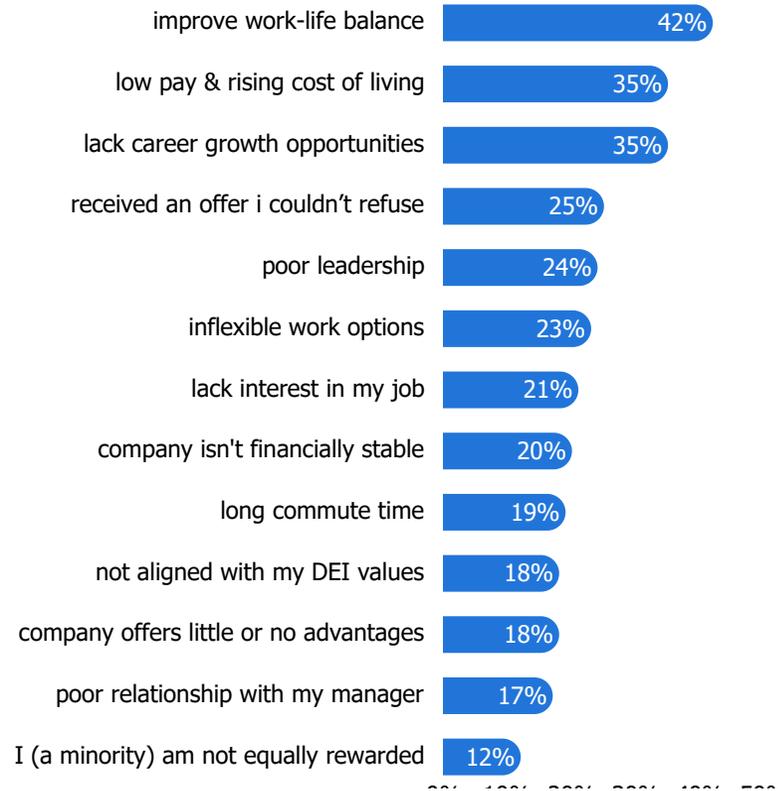
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reasons to leave an employer: generations.

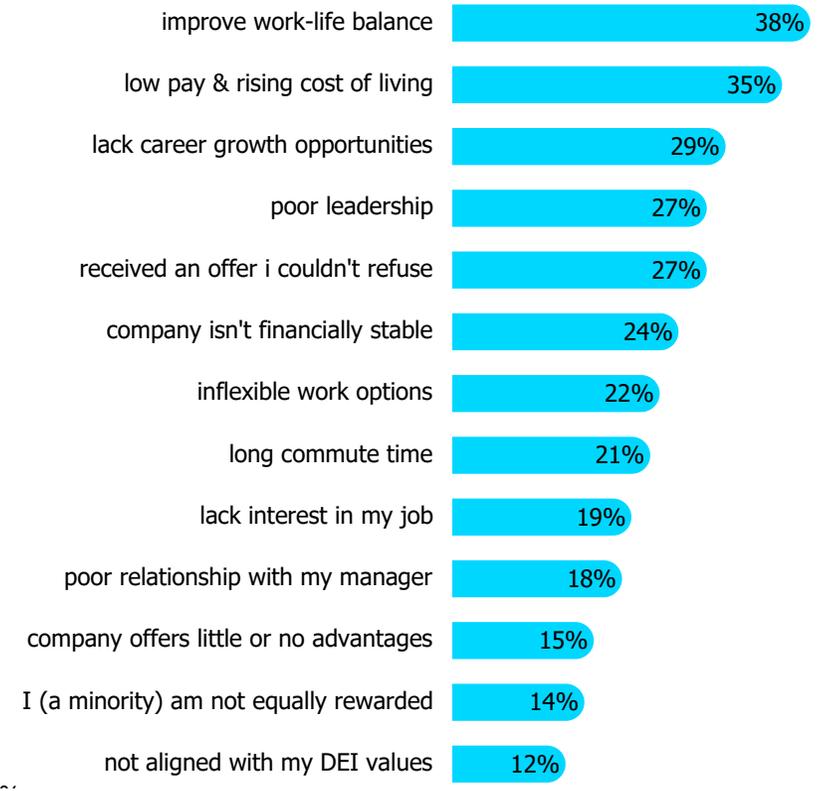
gen Z



millennials



gen X

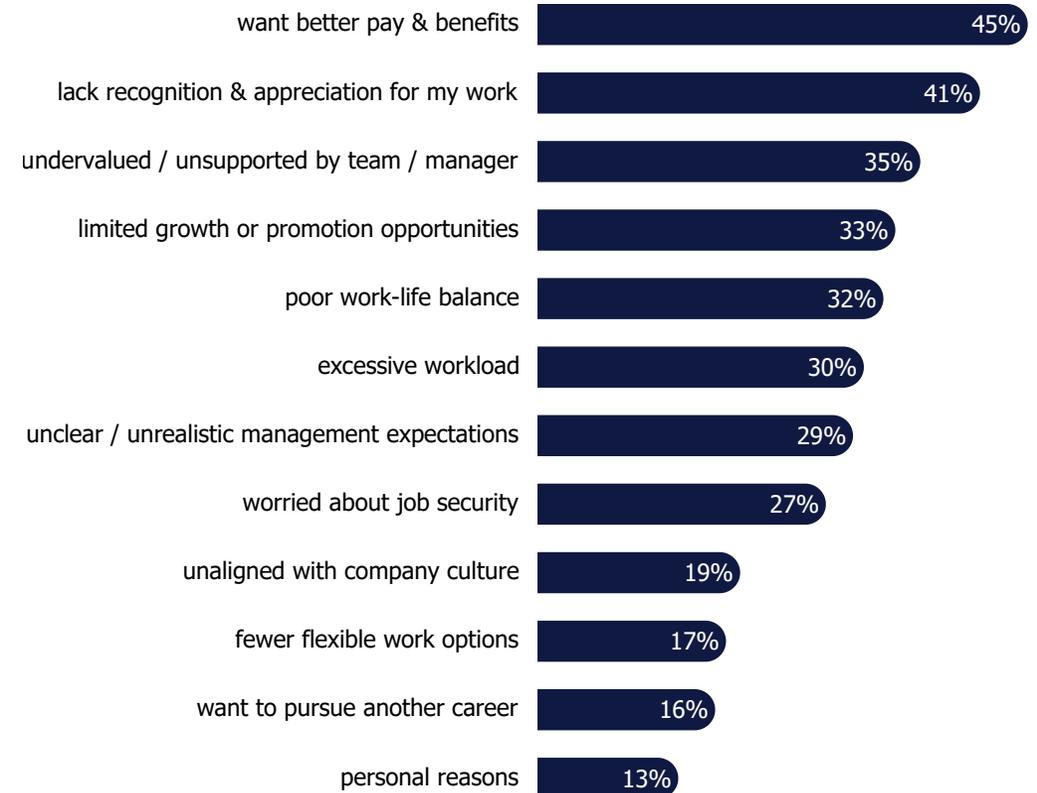


motivations & engagement levels: all respondents.

feel more engaged in 2025



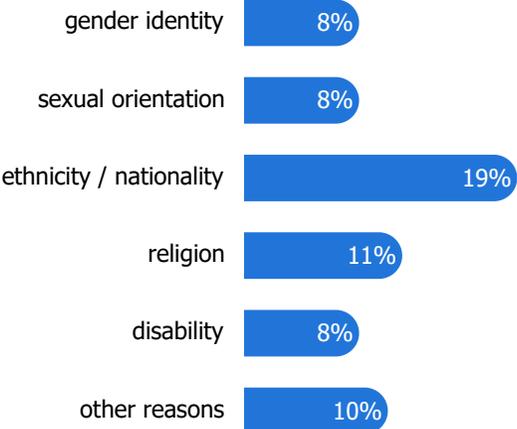
feel less engaged in 2025



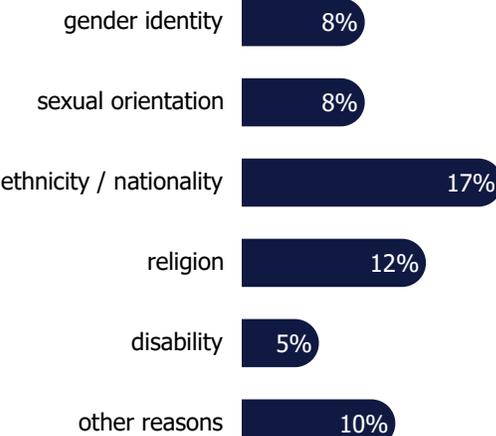
Q. You have stated that you are more (less) motivated / engaged than a year ago. Has this been influenced by any of the following factors?

identify as minority: generations.

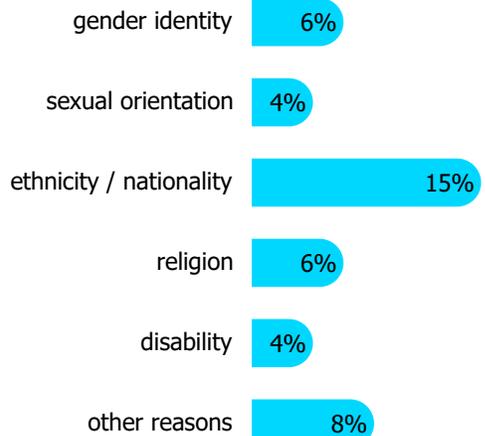
gen Z



millennials



gen X

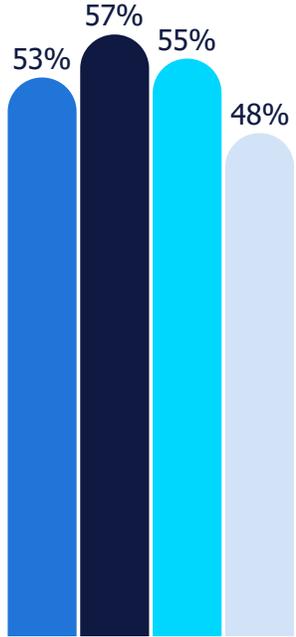


Q. Do you consider yourself to belong to a minority?

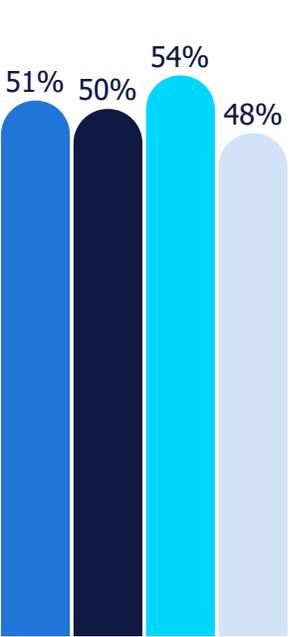
equity statements: generations.

agree statements are true

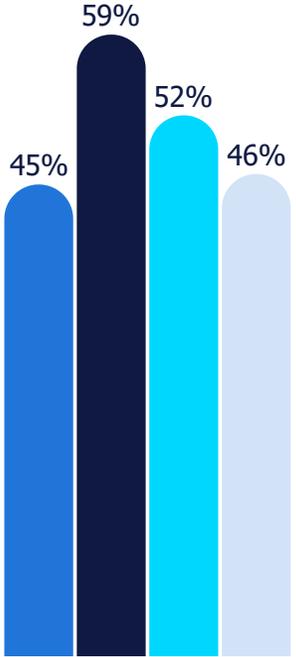
● singapore ● gen Z ● millennials ● gen X



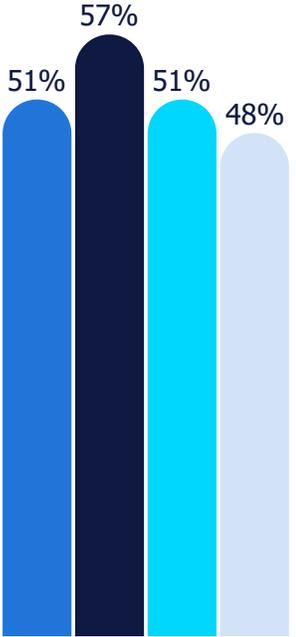
my unique attributes, characteristics, skills, experience, and background are valued



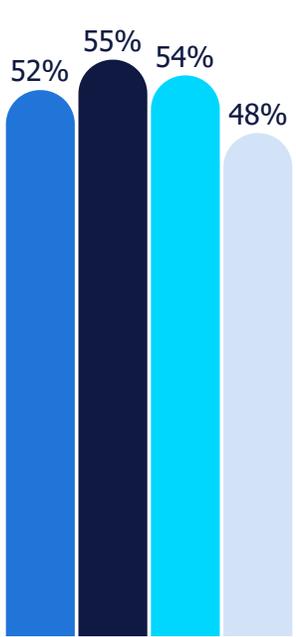
senior managers are fair when it comes to hiring or promotions



best opportunities go to the most deserving employees



provides equal pay for equal work



senior managers are fair when it comes to re-skilling & upskilling opportunities



Q: On a scale of 1 to 5, how would you rate your employer on the statement?