

Randstad
employer brand
research

2022

country report India.

human forward.



contents

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- 1 introduction
 - 2 employer attractiveness
 - 3 sector insights
 - 4 top employers
 - 5 switching behavior
 - 6 training & career development
 - 7 work-life balance & remote working
 - 8 methodology

what is the randstad employer brand research?

- a representative employer brand research based on perceptions of the general audience. Optimizing over 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 150 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
- usa



● 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

country

- 3,569 respondents

fieldwork

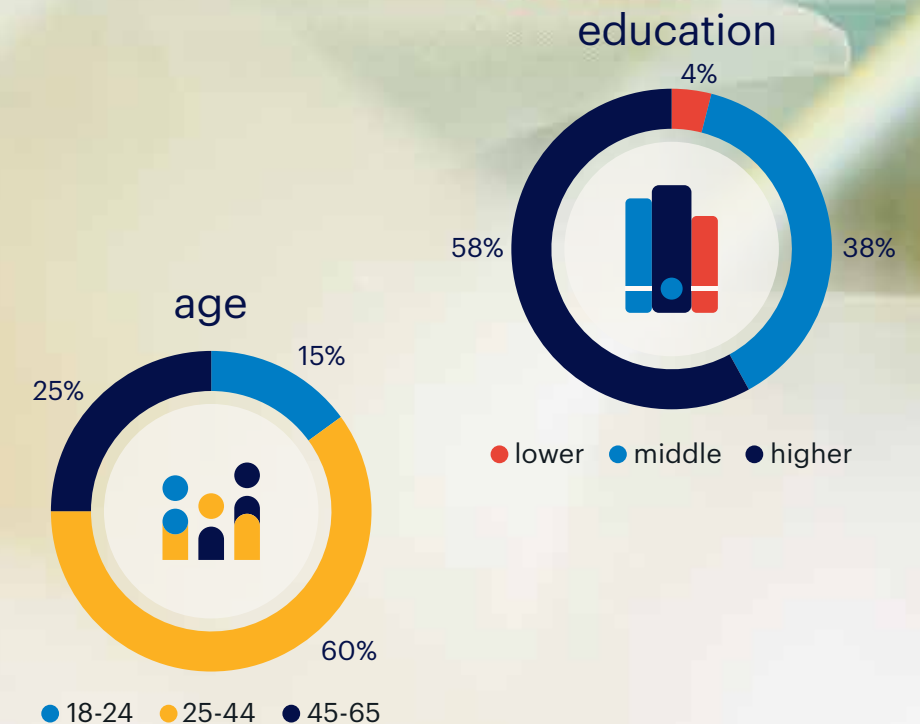
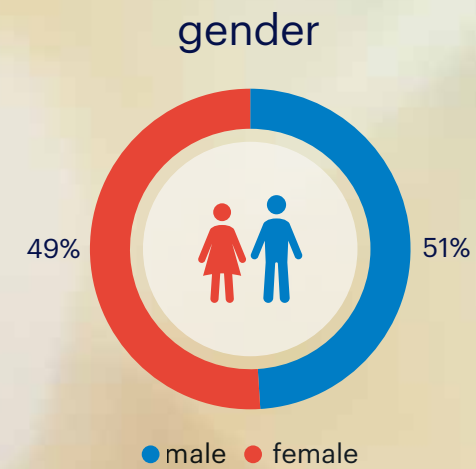
- online interviews
- january 2022

length of interview

- 16 minutes



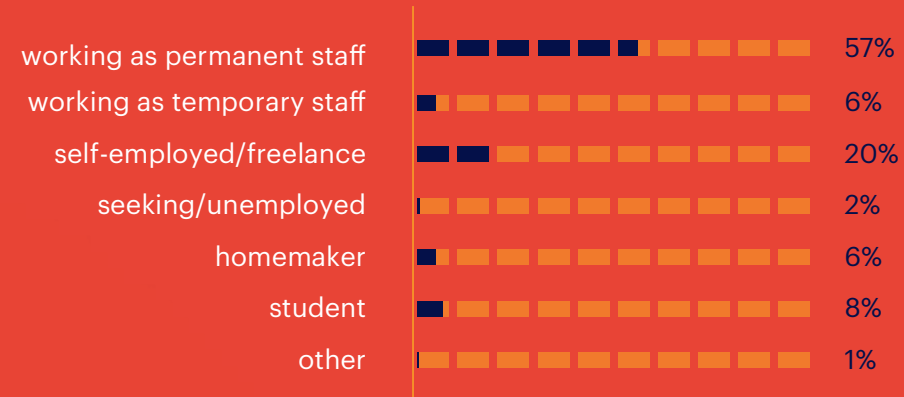
sample composition in india
socio-demographics,
employment status, region.



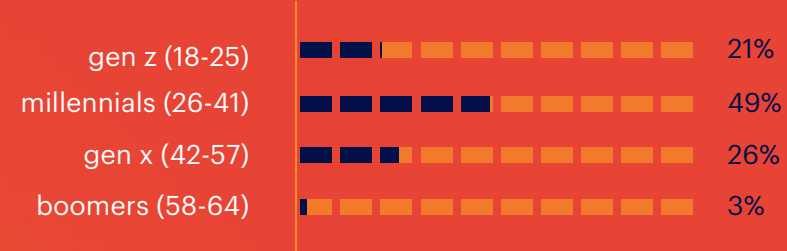
sample composition in india

socio-demographics, employment status, region.

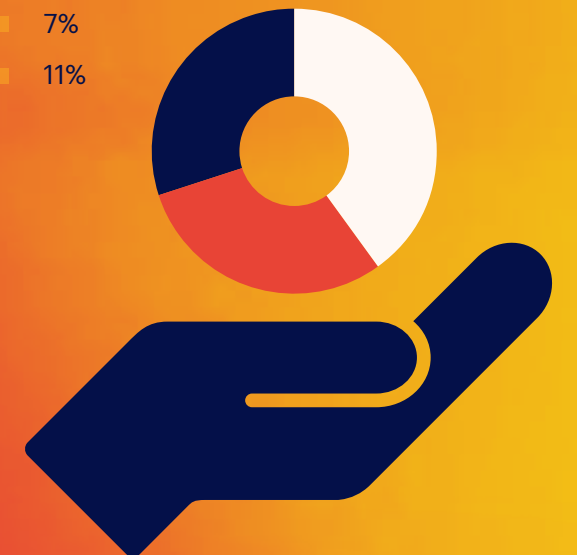
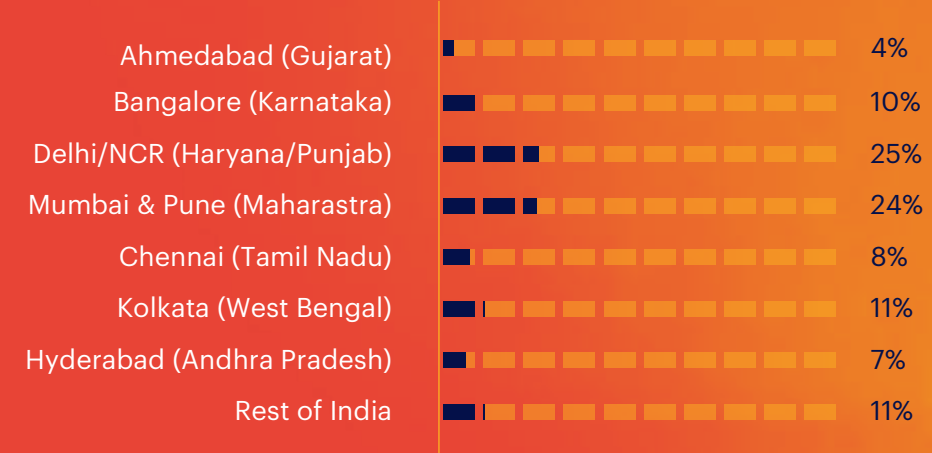
employment status



generation



region



India employer attractiveness.



evaluation of current employer

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

perception of employer offer in India

what employees in India seek from employer

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

what employers in India offer

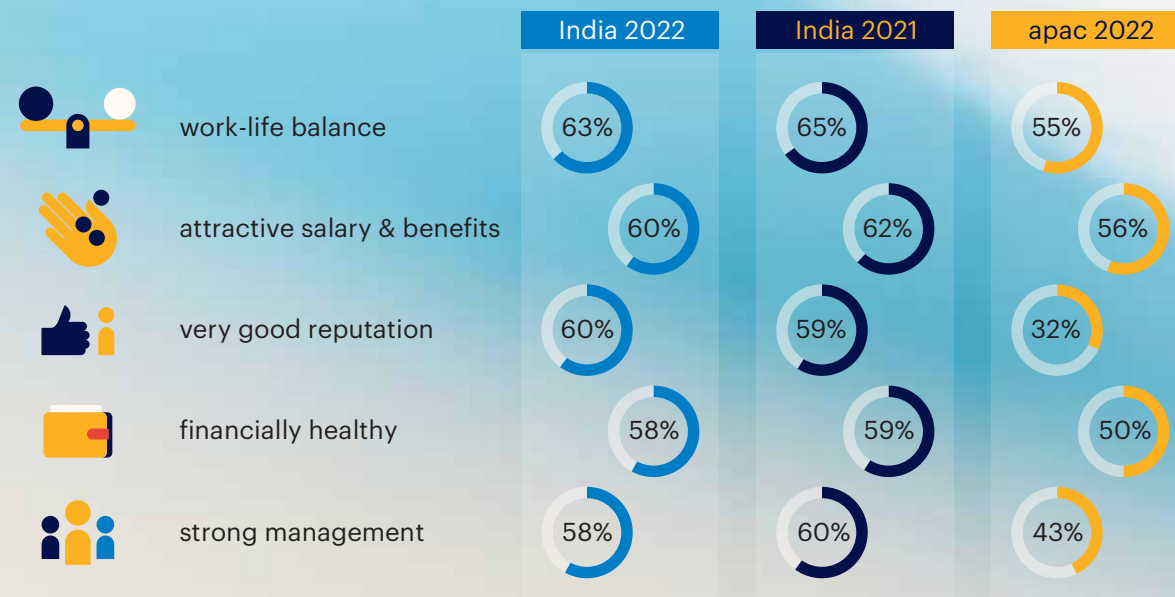
- 1 financially healthy
- 2 very good reputation
- 3 attractive salary & benefits
- 4 pleasant work atmosphere
- 5 offers interesting job content
- 6 career progression
- 7 job security
- 8 work-life balance
- 9 gives back to society
- 10 possibility to work remotely/from home

top gaps

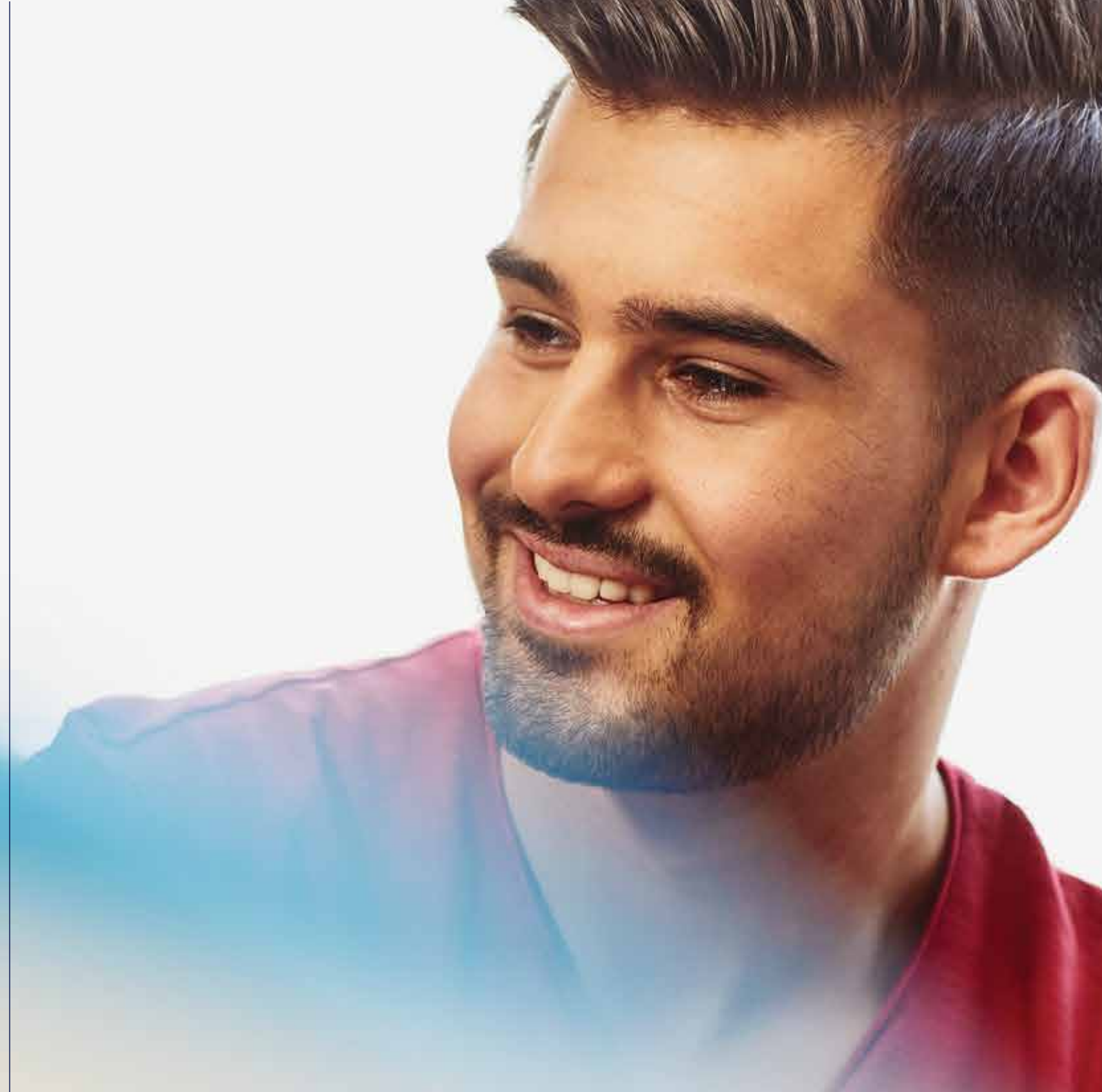
- 1 work-life balance
- 2 attractive salary & benefits
- 3 job security

what potential employees want the 5 most important drivers when choosing an employer.

Work-life balance is considered the most important driver by the Indian workforce, even more so for higher-educated (66%) and 35+yr employees (66%), as was the case a year ago. Indian employees value most drivers and especially a good reputation of a company far more than that of the average European workforce.



*apac: australia, hong kong SAR, india, japan, malaysia, new zealand, singapore



what potential employees want choosing an employer.



most important drivers

**work-life balance,
salary & benefits, and
good reputation**

- Next to work-life balance, salary & benefits and a good reputation are the second most important drivers (60%). This is even more so for the higher educated (64% and 63%) and 55+ year-olds (65% and 66%).
- The higher-educated on average have more drivers they deem important (9) than lower-educated employees (3). The younger generation (18-24 year olds) are also less demanding, considering 7 drivers as important compared to 55+ year-old employees (9 drivers).

employers' proposition

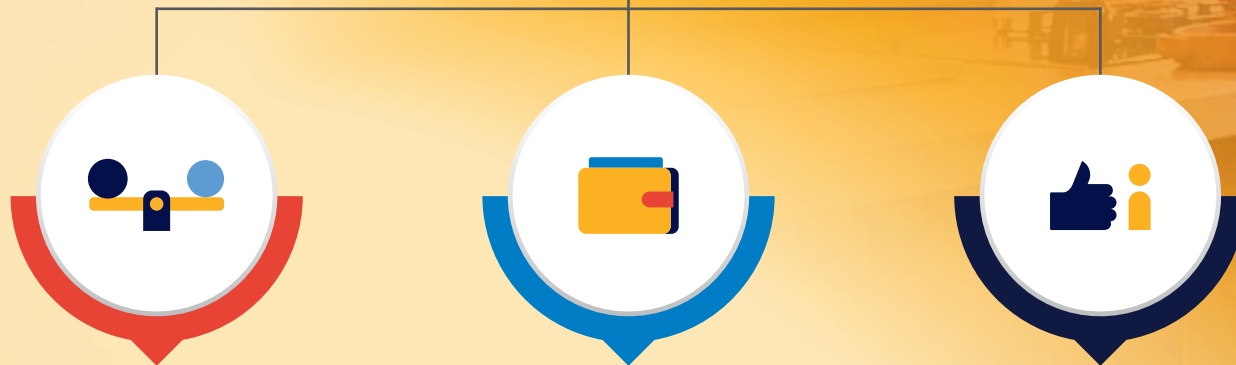
**good reputation
and financially healthy**

- Employer reputation (a top 3 driver) and financial health are the highest rated drivers of current employers.
- Although work-life balance is considered most important, current employers only receive a moderate rating for this driver. This is especially true among the younger employee (18-24 yrs.) who are not that satisfied.
- Salary & benefits are rated lowest of all drivers, followed by the possibility to work remotely (women are the exception when it comes to the latter).



what potential employees want employer takeaways.

top 3 takeaways



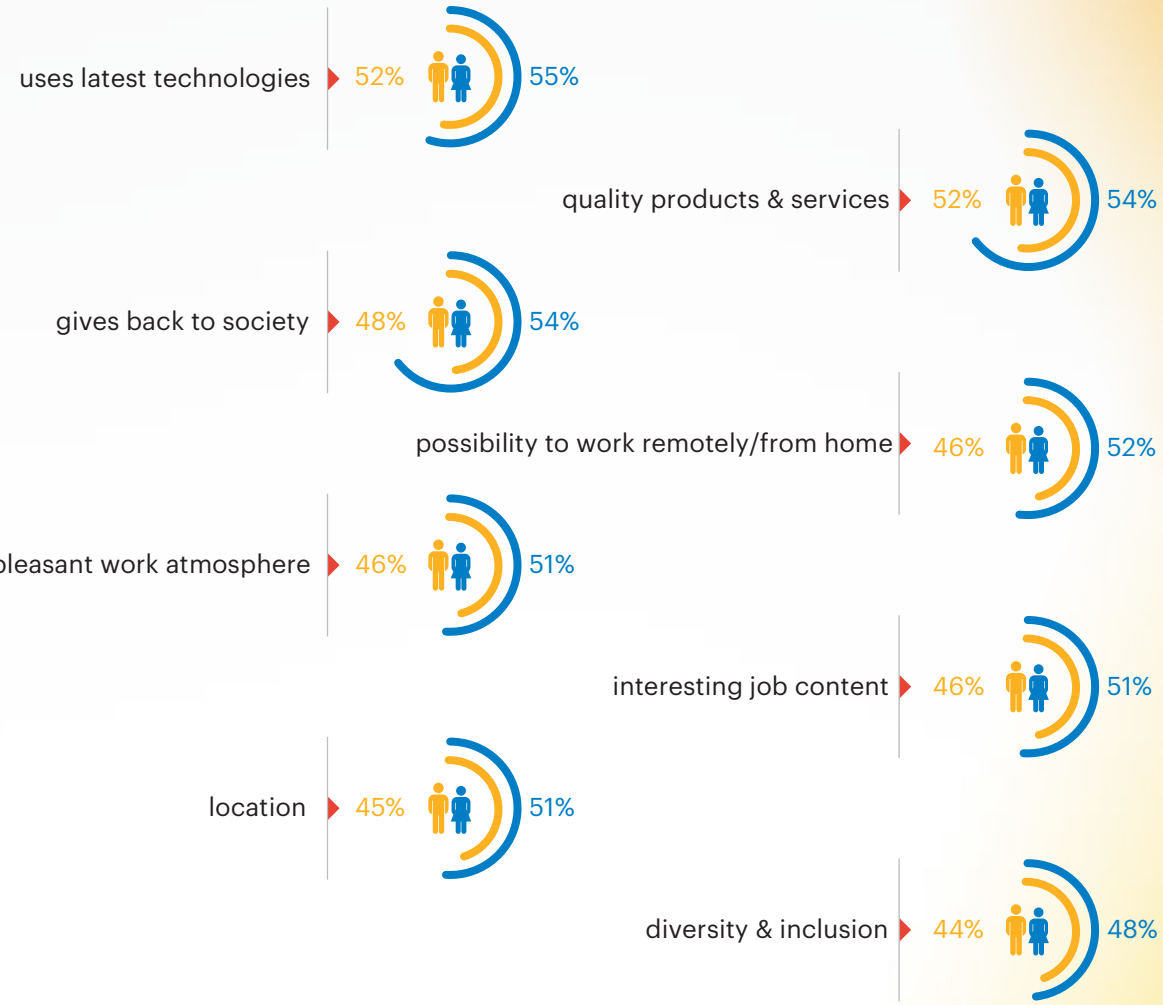
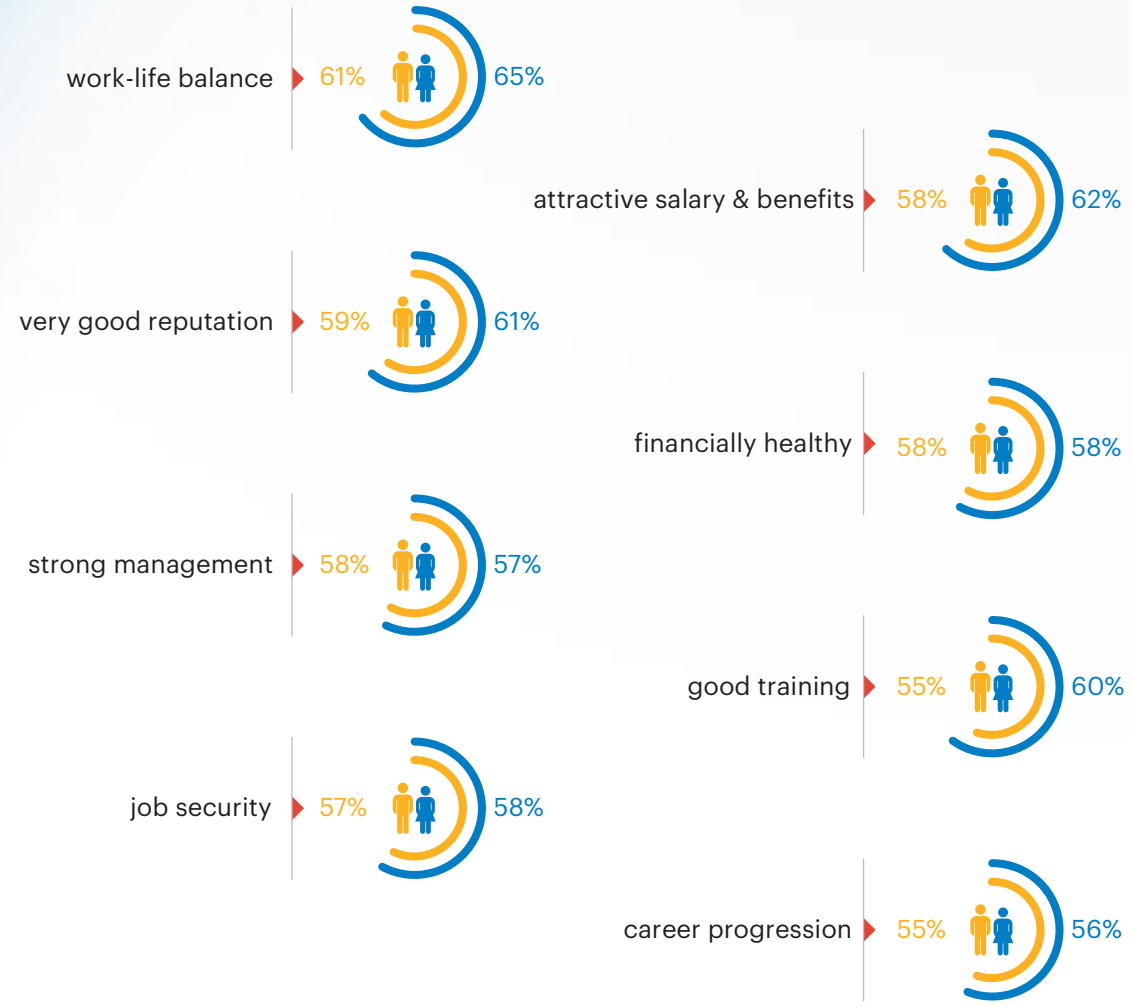
Employers are rated relatively low on work-life balance, which is regrettable since it is one of the most important drivers. It is recommended to pay more attention to this element because this is not the first year in which it is considered as most important, and this is also a very important driver within the apac region.

Salary & benefits are the second most important driver, but current employers are rated very poorly on this. Given the dynamics of the Indian labour market, this should not be overlooked.

reputation is a very important driver and employees rate their employer high on this attribute. It may help to stimulate word of mouth among current employees in order to attract new talent.

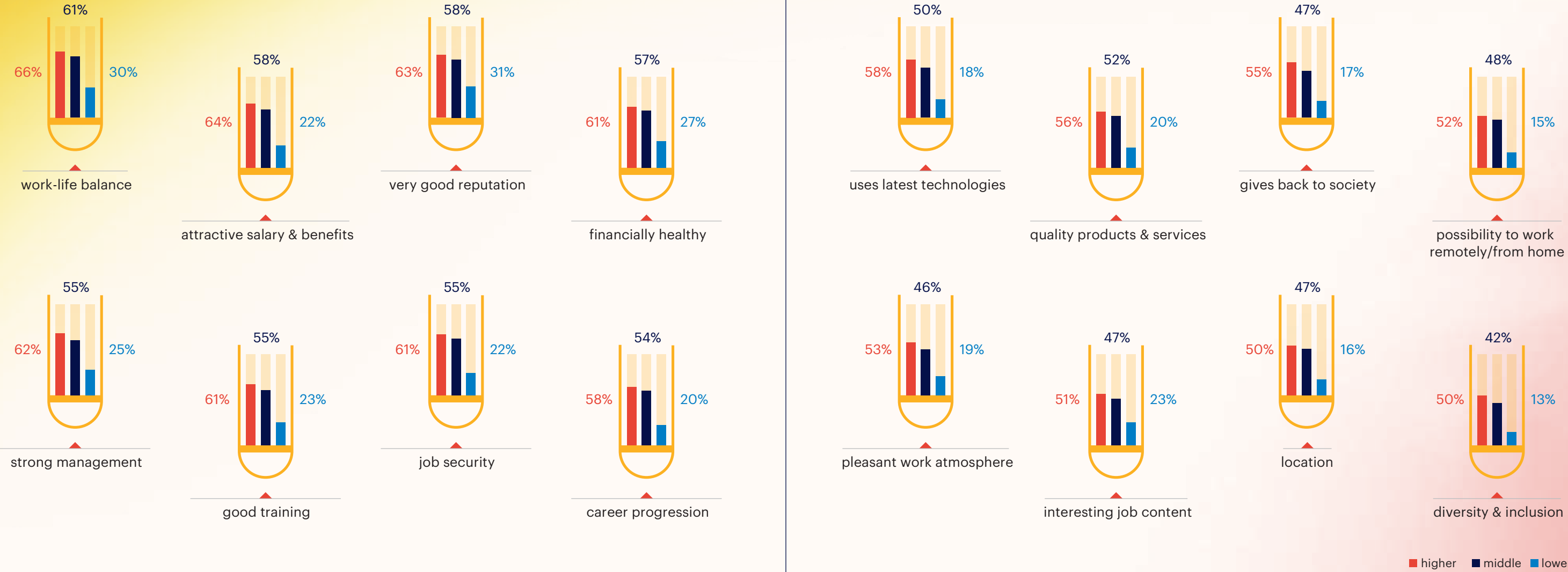


EVP driver importance by gender.

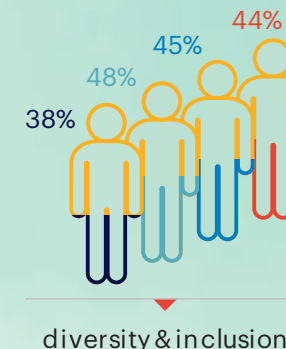
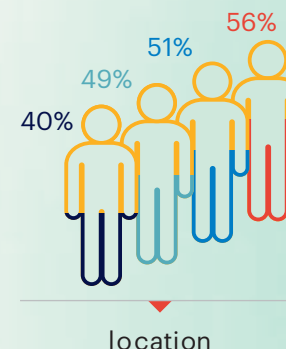
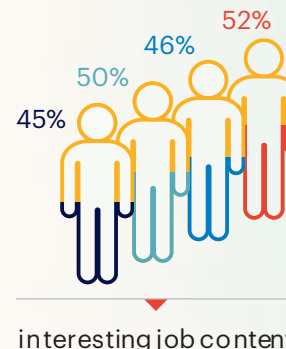
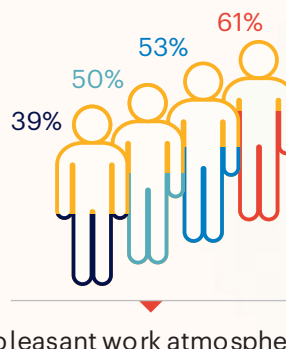
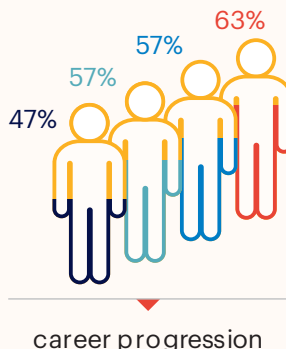
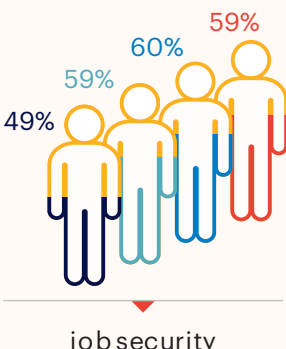
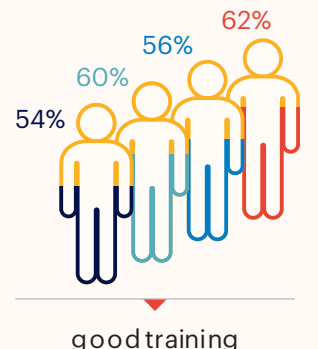
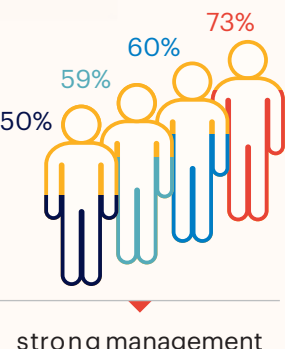
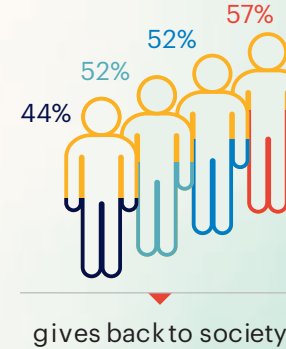
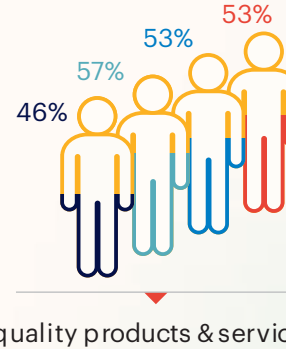
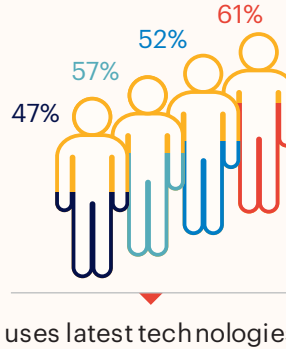
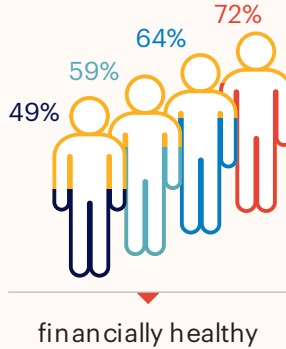
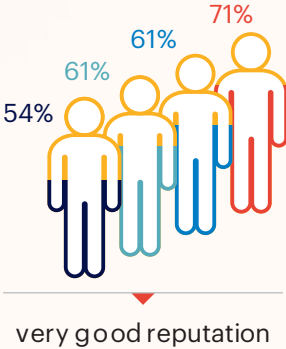
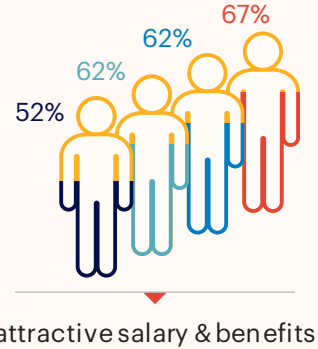
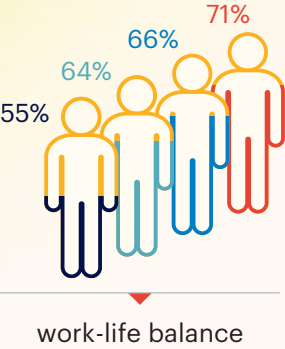


● male ● female

EVP driver importance by education.

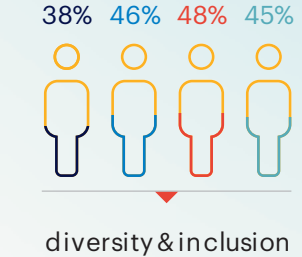
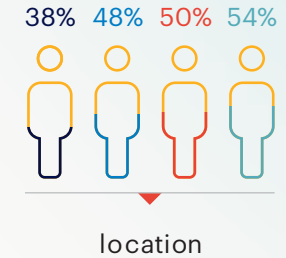
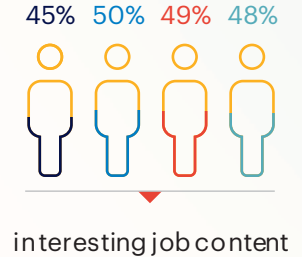
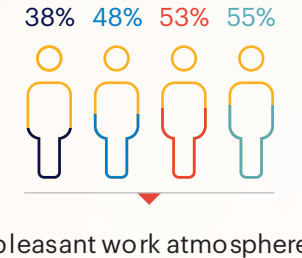
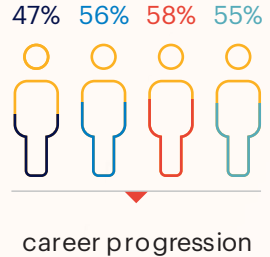
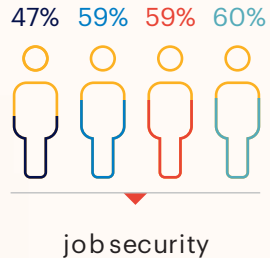
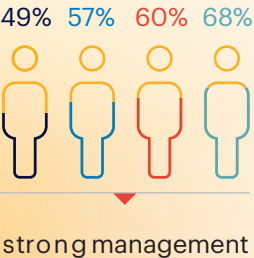
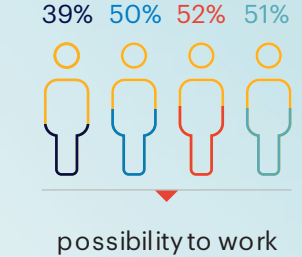
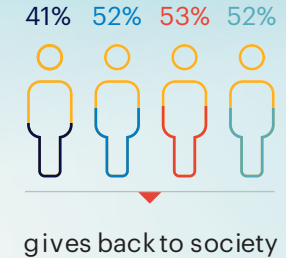
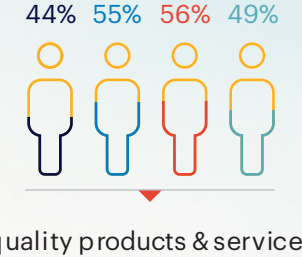
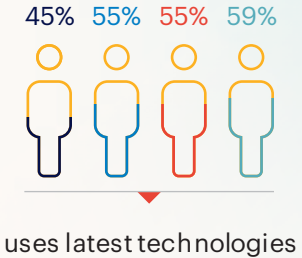
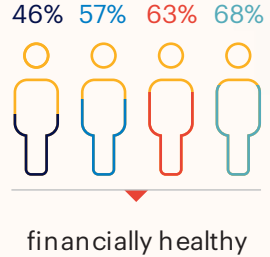
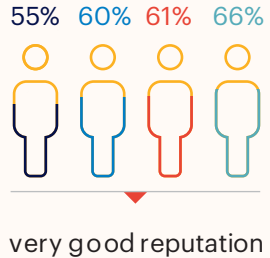
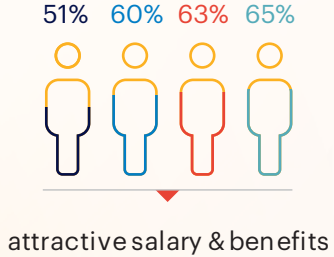
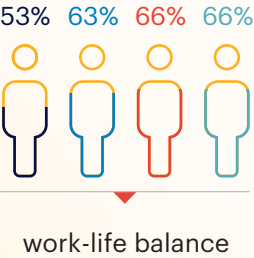


EVP driver importance by generation.



gen z (18-25)
 millennials (26-41)
 gen x (42-57)
 boomers (58-64)

EVP driver importance by age.



what do potential employees want by job collars in focus.

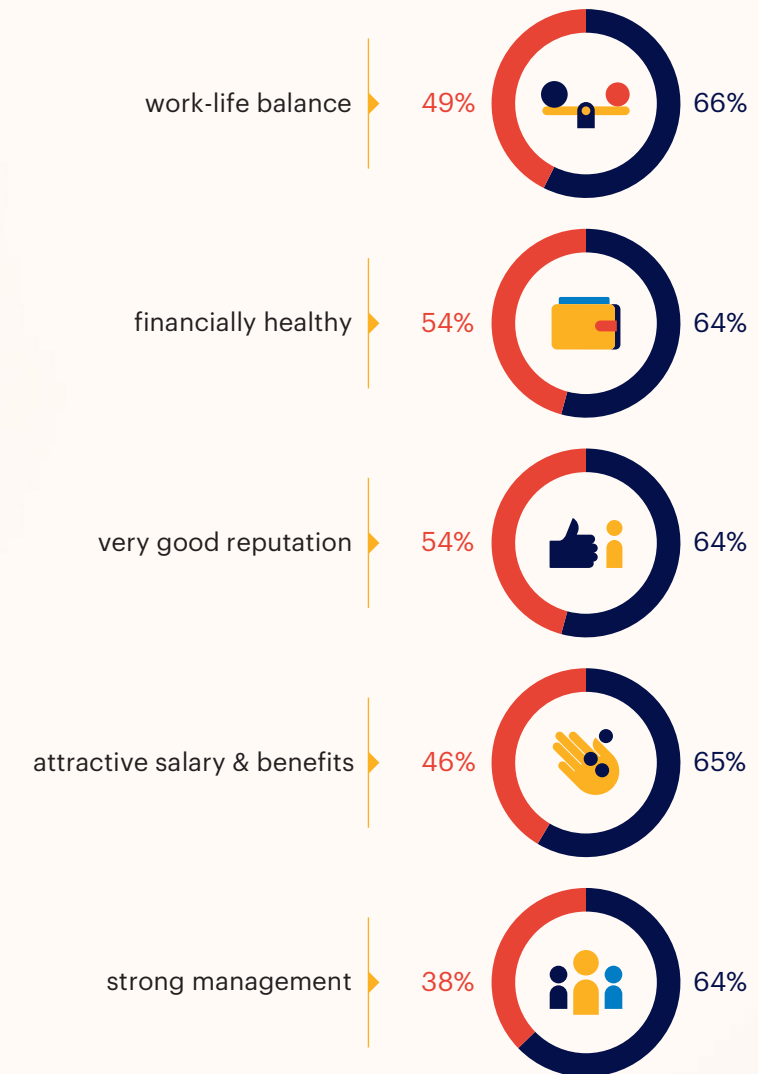


of white-collar employees consider work-life balance as the most important driver, which means that they do not distinguish themselves from the average Indian worker. In fact, the other four most important drivers for them are all at the same level.



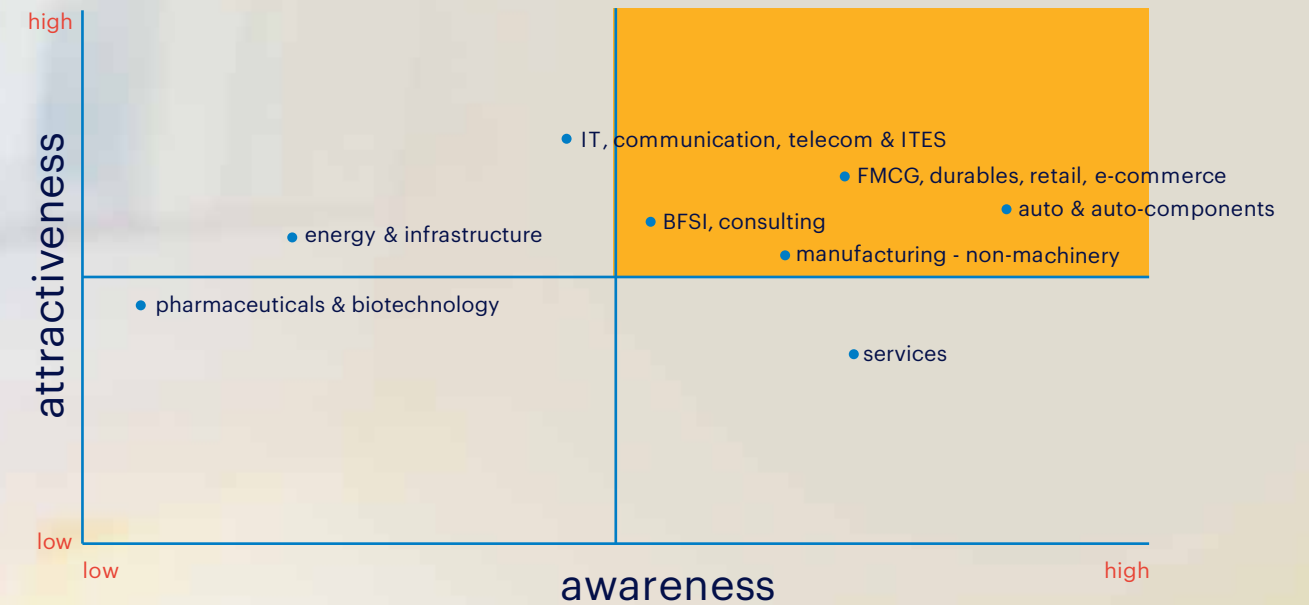
of blue-collar workers consider reputation and financial health as the most important attributes for an employer, leaving both work-life balance and even salary & benefits trailing behind. This was the situation in 2021 as well. In general, we see that blue-collar workers are less demanding when it comes to driver importance. They feel that 7 drivers are important, which compares to 9 for white-collar workers.

most important attributes



sector insights.

top performing sectors in India by awareness and attractiveness.



high awareness

having a high awareness means that employers in the sector are widely known.

high attractiveness

a sector with high attractiveness contains more highly attractive companies than other sectors.

india's best performing companies by sector.

sector

- 01 IT, communication, telecom & ITES
- 02 FMCG, durables, retail, e-commerce
- 03 auto & auto-components
- 04 energy & infrastructure
- 05 manufacturing - non-machinery
- 06 BFSI, consulting
- 07 pharmaceuticals & biotechnology
- 08 services

top 3 companies

1

- Microsoft
- Samsung India
- Mercedes-Benz
- Tata Power Company
- Tata Steel
- Deloitte India
- GlaxoSmithKline
- Taj Group (Indian Hotels Company)

2

- Amazon
- Hindustan Unilever
- Tata Motors
- Reliance Industries
- Titan
- State Bank of India
- Cipla
- Star TV India Limited

3

- Hewlett Packard
- Nestle India
- Hyundai India
- Larsen & Toubro
- Steel Authority of India (SAIL)
- KPMG
- Cadila Healthcare
- Thomson Reuters



top
employers.

top employers to work for in India.

top 10 employers 2022

- 01 Microsoft
- 02 Mercedes-Benz
- 03 Amazon
- 04 Hewlett Packard
- 05 Infosys
- 06 Wipro
- 07 Tata Consultancy Services
- 08 Tata Steel
- 09 Tata Power Company
- 10 Samsung

top 10 employers 2021

- 01 Google
- 02 Amazon
- 03 Microsoft
- 04 Infosys
- 05 Tata Steel
- 06 Dell Technologies Ltd
- 07 IBM
- 08 Tata Consultancy Services
- 09 Wipro
- 10 Sony

india's top 3 EVP drivers of the top 5 companies.



top 5 companies

1. Microsoft
2. Mercedes-Benz
3. Amazon
4. Hewlett Packard
5. Infosys

1

financially healthy

financially healthy

financially healthy

very good reputation

financially healthy

2

very good reputation

very good reputation

very good reputation

financially healthy

very good reputation

3

attractive salary & benefits

attractive salary & benefits

interesting job content

interesting job content

career progression

india's top employers by EVP driver.



EVP driver

- work-life balance
- attractive salary & benefits
- very good reputation
- financially healthy
- job security
- career progression
- gives back to society
- possibility to work remotely/from home
- pleasant work atmosphere
- interesting job content

1

- Microsoft
- Mercedes-Benz
- Mercedes-Benz
- Amazon
- Tata Steel
- Infosys
- Tata Steel
- Microsoft
- Infosys Technologies
- Amazon

2

- Infosys Technologies
- Microsoft
- Microsoft
- Infosys Technologies
- Microsoft
- Microsoft
- Tata Power Company
- Infosys Technologies
- Microsoft
- Microsoft

3

- Wipro
- Infosys Technologies
- Tata Consultancy Services
- Mercedes-Benz
- Tata Power Company
- Tata Power Company
- Microsoft
- Wipro
- Mercedes-Benz
- Tata Consultancy Services



job-switching behavior
in focus.

switching behavior finding another employer.

1 in 3 Indian employees intend to change employer

24% of employees in India switched employer in the last half of 2021, which is slightly higher than a year ago (21%).

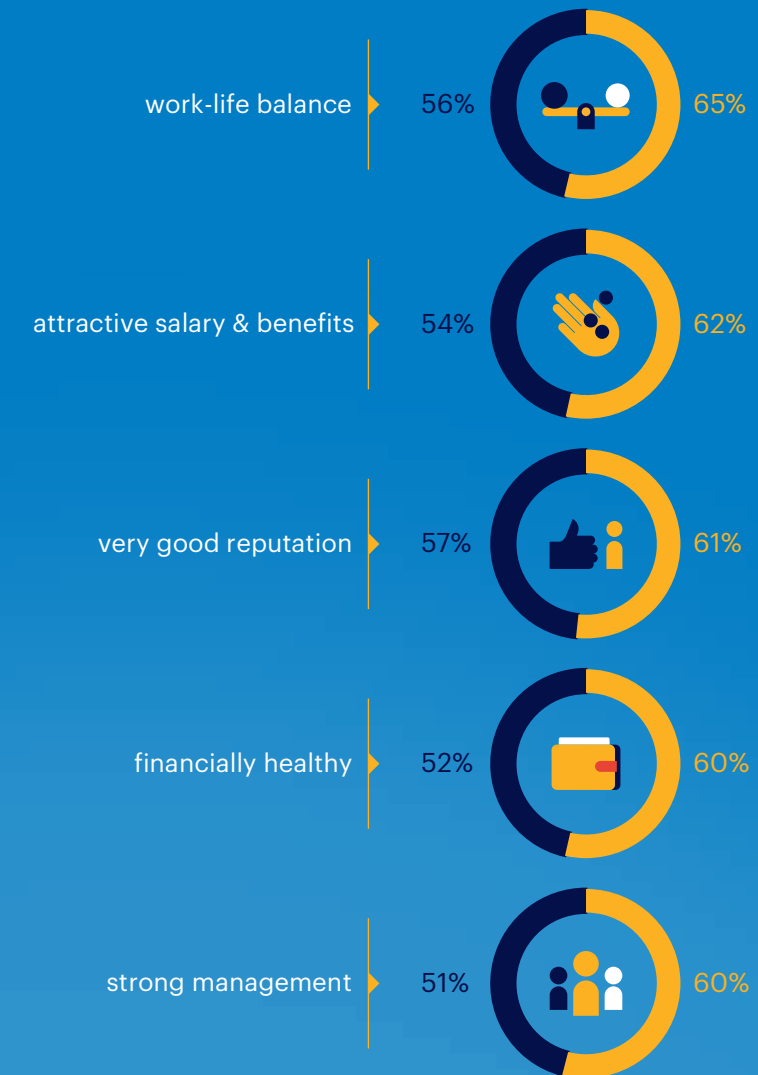
The younger 25-34 yr. (30%) and lower-educated (37%) did this more often.

About one in three (37%) intend to change employer in the first 6 months of 2022, which is on par with a year ago (36%); the age group 25-34 yr. (41%) and the higher- educated (39%) are somewhat more inclined to do so.

most important attributes switchers vs. stayers.



most important attributes



fear of job loss in 2022 intention to switch.

51%

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

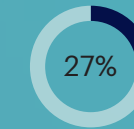
This is the same as in 2021 (51%).

28%

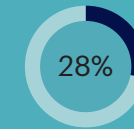
of the employees who are not afraid of losing their job, plan to change their job in the first half of 2022.

This is the same as in 2021 (28%).

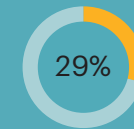
fear of job loss, by socio-demographics



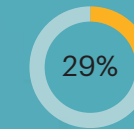
women



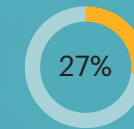
men



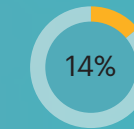
18-24



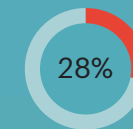
25-34



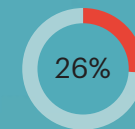
35-54



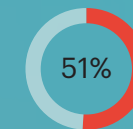
55-64



higher



middle



lower

white-collar

22%

of white-collar employees changed their employer in the last six months of 2021 and that is slightly more than a year ago (18%). The intention to switch employers in the first six months of 2022 sees 38% of the workforce intending to do so.

This is slightly less than that of blue-collar workers (44%).

blue-collar

48%

of blue-collar workers changed employers in the last 6 months of 2021, which is about the same as a year earlier (46%). This indicates that blue-collar workers changed employers in the last half of 2021 way more often than white-collar employees. The intention to switch employers in the first half of 2022 is just slightly more than that of white-collars (44%).

switching behavior
job collars in focus.



how do employees in india find new job opportunities.

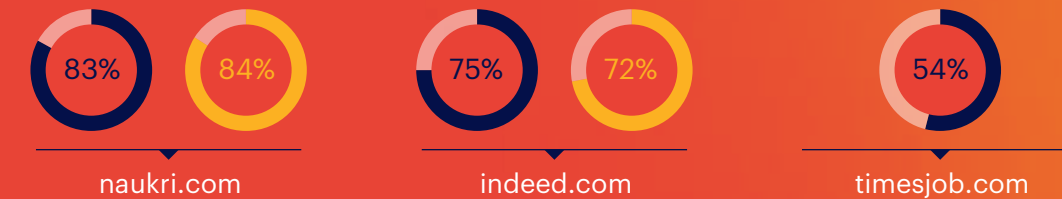
top 5 channels used to find new job opportunities



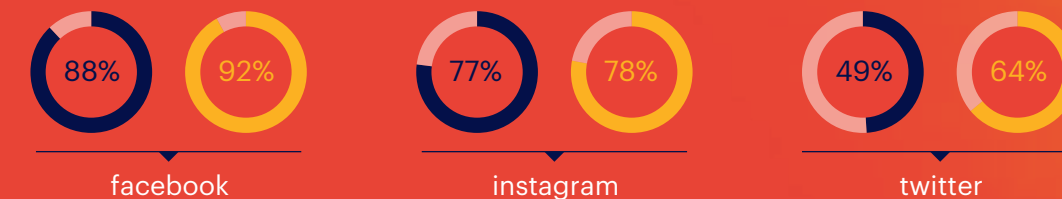
google on top

Google remains the most important channel used and also sees an increase in the number of employees using this channel to find new jobs, even more so by younger employees (-24yr, 62%) but less so for the lower-educated (27%). LinkedIn is the second most often used channel increases in usage from 38% a year ago to now 48%. This channel is also more often used by mid-higher-educated employees (50%) than that of the lower-educated (12%). Job portals are the third most important category of search channels (41%), with Naukri (83%) and Indeed (75%) leading in this category. On the downside, recruitment agencies are one channel that sees a decrease in usage among the Indian workforce.

top 3 job portals (*41%)



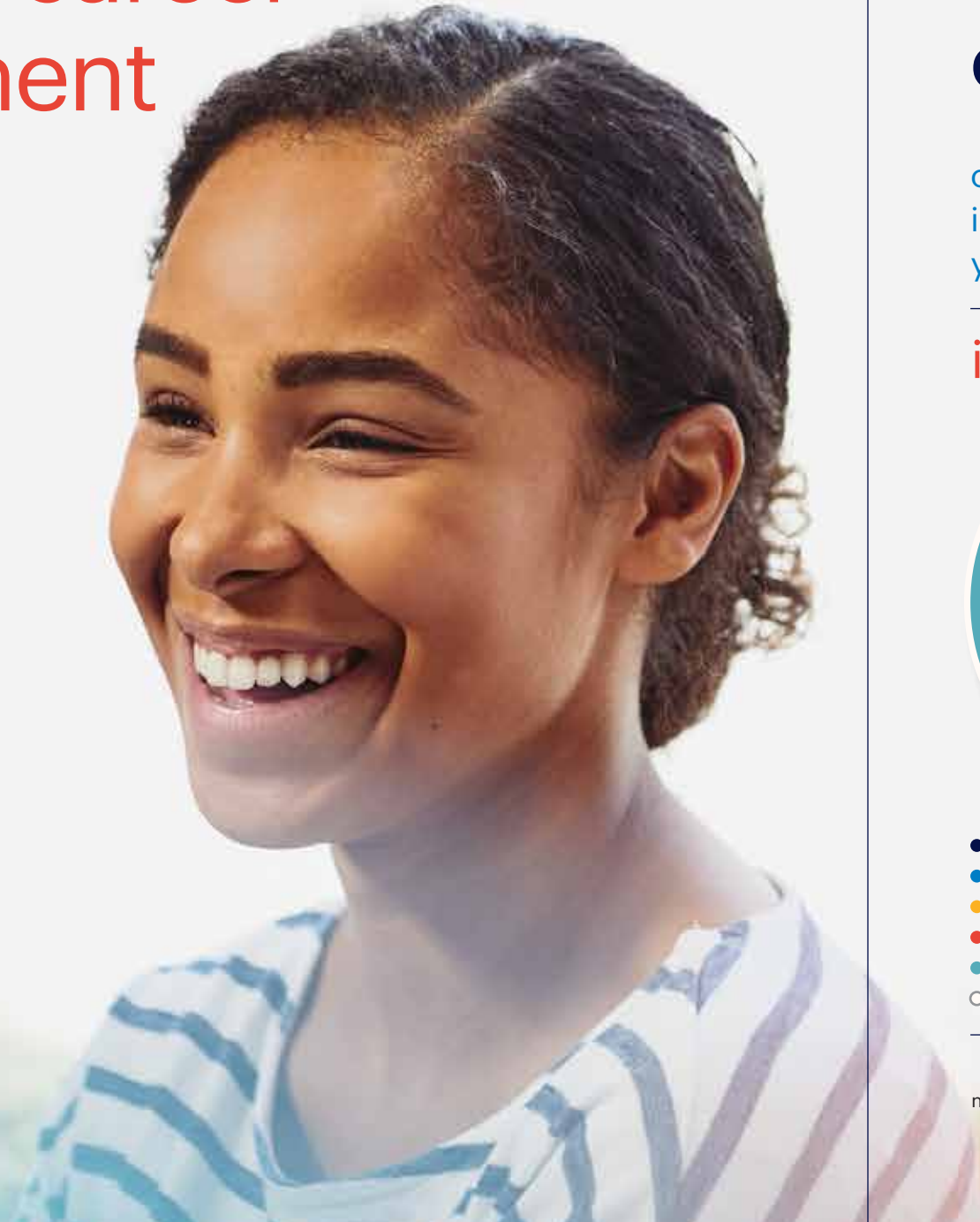
top 3 social media channels (*26%)



● 2022 ● 2021

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

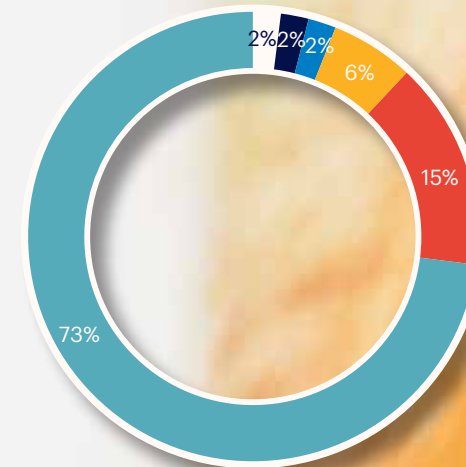
training & career development in 2022.



importance of personal career growth/progression.

overall, how much importance do you place on your personal career growth?

india



- 1 - not at all important to me
- 2
- 3
- 4
- 5 - very important to me
- don't know

india

Personal career growth is in essence important to almost nine out of ten Indian employees (88%).

apac

76% of the employees in the region find their career progression (very) important to them.

Career growth is seen as important for all groups, albeit slightly more for the middle (86%) and higher-educated (92%) and for employees aged between 25-54 yr. (90%). The same goes for white-collar workers (91%) compared to a mere 78% for blue collars.

Indian employees place far more importance on their personal career progression to that of the average apac employee.

note: any percentage number below 3% will not be shown for graph clarity.

importance vs. offer on reskilling/upskilling.

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



89%

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

81%

of the employees feel their employer offers them enough development opportunities.



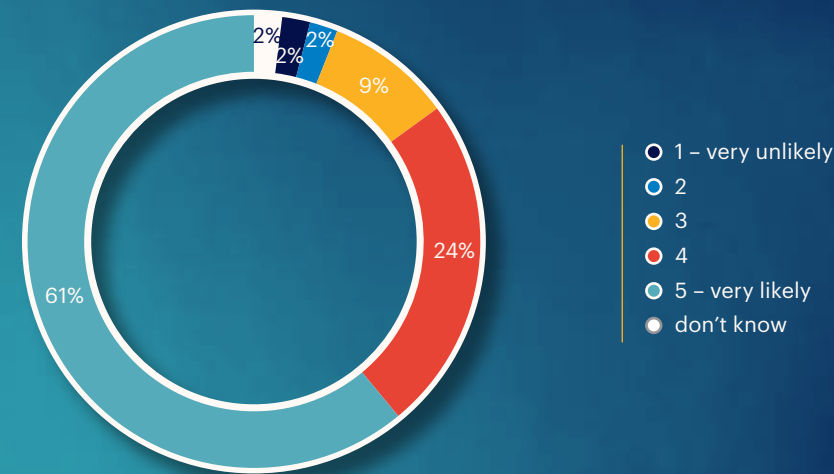
The vast majority of employees consider it important to be offered the opportunity to be reskilled and/or upskilled, and this is slightly more the case for the age group 25-34 yr. (90%) and for higher-educated employees (93%).

Four out of five employees feel that their employer offers them enough opportunities to develop themselves in their role. Those aged 25-34 (83%) and the higher-educated (84%) are even more of this opinion. It coincides very well with the fact that their need for re-and upskilling is somewhat stronger. As a result, Indian employers appear to do an excellent job in offering employees opportunities to grow. This is even the case at the individual level, since a vast majority (84%) of those who want to reskill or upskill are indeed given the opportunity by their employer to do so.

likeliness to stay if reskilling/upskilling were offered.

would you be more likely to continue working for your employer if you would be able to reskill or upskill yourself through your organization?

india



note: any percentage number below 3% will not be shown for graph clarity.



india 85%

said that they were (very) likely to stay by their employer should reskilling/upskilling opportunities be offered.

apac 76%

of the employees in the region said that they were (very) likely to stay by their employer should reskilling/upskilling opportunities be offered.

Employees 24 and younger are relatively less inclined to stay if reskilling/upskilling opportunities were offered by their employer (79%). The lower-educated are even less inclined to stay (55%). Among white-collar employees and blue-collar workers, there are no significant distinctions that either group would be more willing to stay with their current employer if reskilling/upskilling opportunities were available.

Indian employees are more inclined to stay if skilling opportunities were offered than that of the average apac workforce (85% vs. 76% respectively). This is also a reflection of the fact that employees in India are keener on personal career growth.

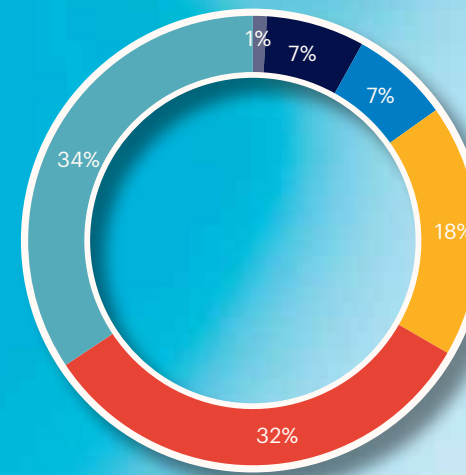


work-life balance & remote working in india.

importance of meaning of work after world events in india.

importance of work/career, considering recent world developments

india



apac

47%

find their work/career (much) more important due to world events in 2021.

- 1 - much less important
- 2
- 3
- 4
- 5 - much more important
- don't know

meaning of work has become more important

For 2 out of 3 Indians (66%) the meaning of work became more important in 2021 when taking world developments into consideration. This is far greater than that of the average apac employee (47%).

Women feel more strongly about this than men (72% vs. 62%), as do the higher-educated (70%) and 25-34-year-old (72%) employees.

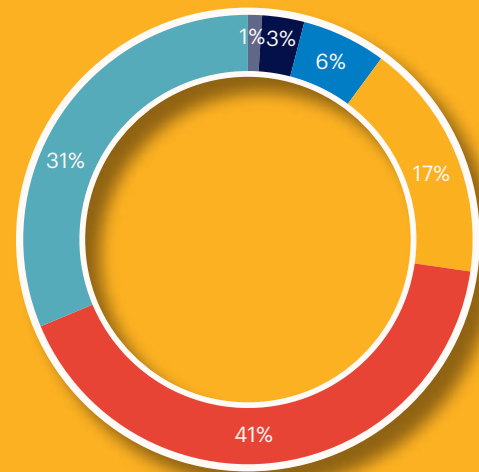
Only 14% of the workforce feel that the meaning of work has become less important. This includes relatively more men than women (16% vs 12%), employees aged between 18-24 (18%) and the lower-educated (32%).

note: any percentage number below 3% will not be shown for graph clarity.

attitude towards work after world events in india.

the way in which 2021 changed one's attitude towards their work

india



apac
48%

feel that their attitude towards their work changed in an (extremely) positive way in the last 12 months.

- 1 - extremely negative way
- 2
- 3
- 4
- 5 - extremely positive way
- don't know

note: any percentage number below 3% will not be shown for graph clarity.



a positive change of attitude
towards work

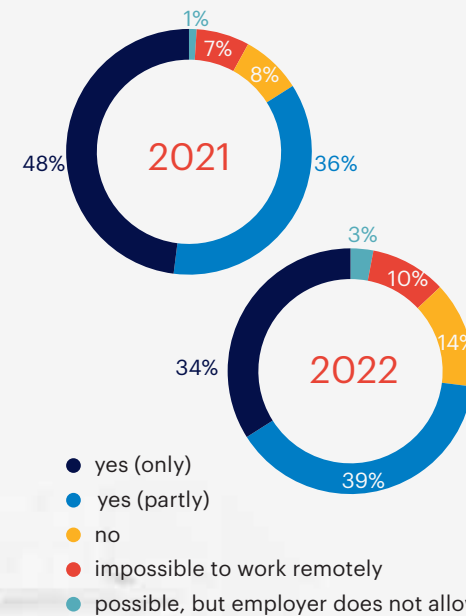
The attitude towards work has become more positive for a substantial majority of employees (72%). This is even more the case for women (75%), 25-34 yr. (79%) and the higher-educated (76%). The Indian workforce is considered to be slightly more positive about their work than that of the average apac employee (48%).

If work has become more important, then 84% feels their attitude has changed in a positive way. Even if work has become less important, 56% still feel their attitude has changed in a positive way.

trend in remote working.

did you start working (more) remotely/ from home?

india



india

73%

work remotely /
from home.

apac

42%

work remotely /
from home.

Remote working in India has decreased from 84% in 2021 to 73% in 2022. Women do so more than men (76% vs 69%) while there seems to be no strong relation with age or education.

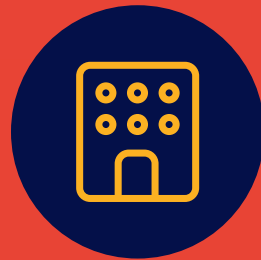
There are significantly far more remote workers in India compared to the average across the apac region.

For 13% of the Indian workforce, working remotely is not allowed or jobs are bound to the premises. This is particularly the case for the the lower-educated employee workforce (26%).

22% of apac employees are not in the position to work remotely whereas for the workforce in India this is substantially less (13%).

remote working looking into the future.

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



2%

of the current remote workers expect to be working max. 10% remotely in the future



70%

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



28%

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



india

98%

of the current remote workers believe they will continue doing so, if partly, in the future

The vast majority of current remote workers expect to keep on working remotely in the future, although not to the degree that they are doing right now. Out of those who currently work remotely only, just 36% expect to keep on doing so in the future.

apac

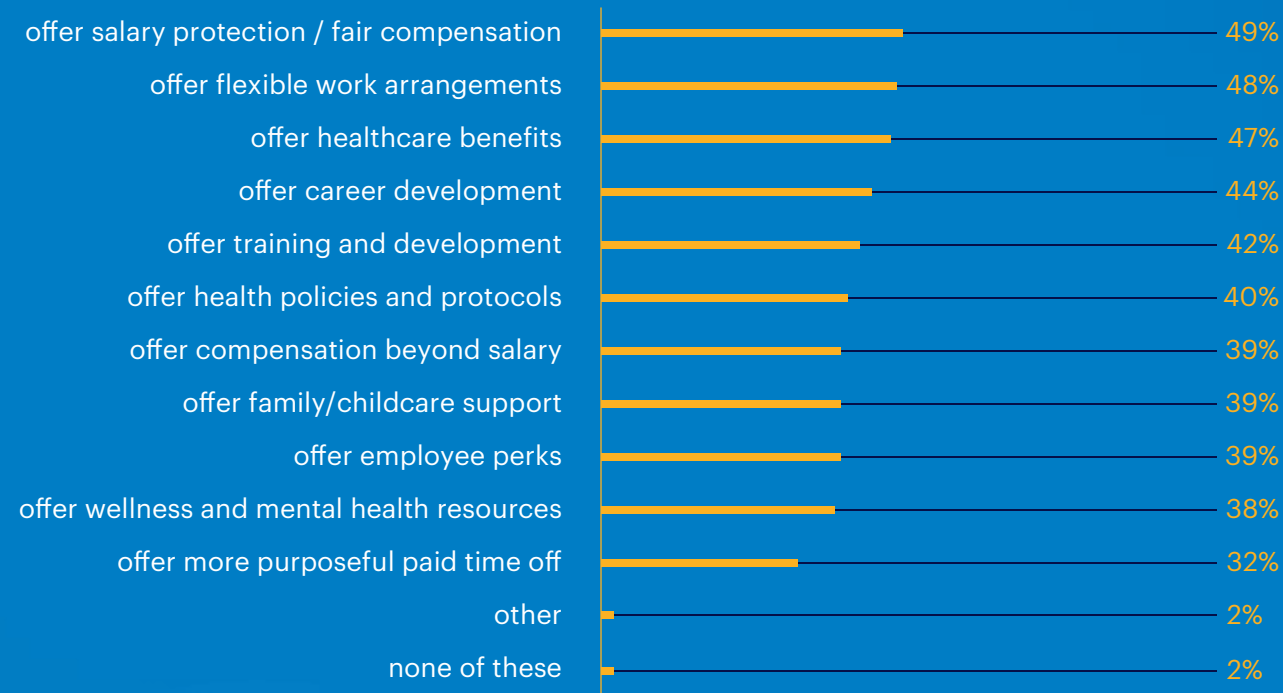
97%

of the apac employees who currently work remotely believe they will continue doing so one way or another

The outlook of remote working in the apac region is by and large the same as in India. Then again, a slightly smaller group of APAC employees (30%), who only work remotely, expect they will continue this trend.

employer actions to improve work-life balance.

which of the following should your employer do to support you in maintaining a good work-life balance? They should...



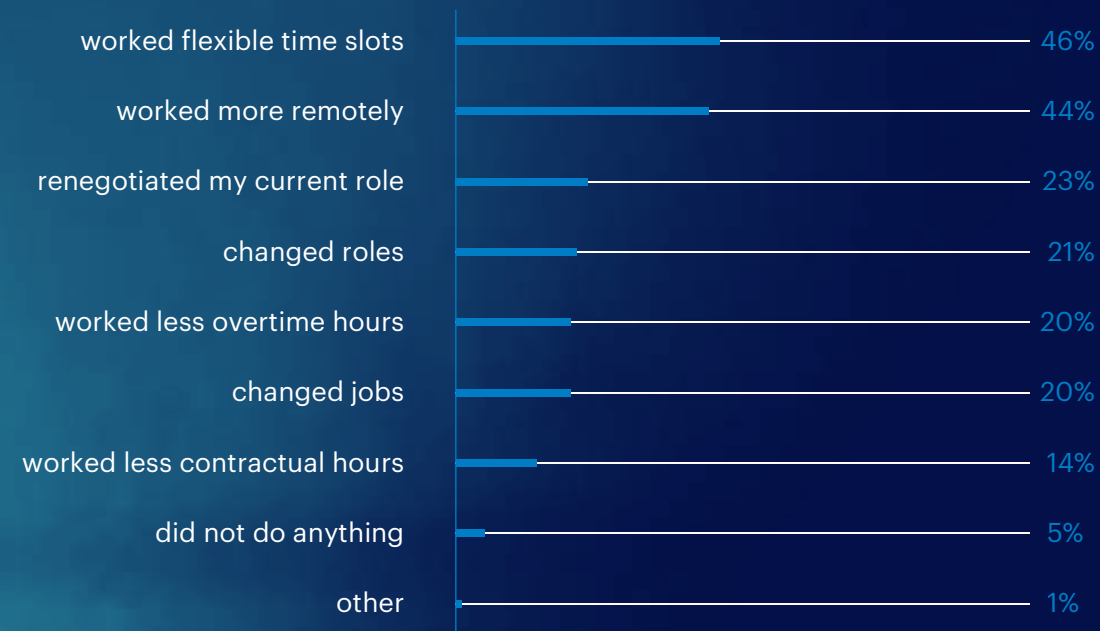
To support and maintain a good work-life balance, employees on average would like their employer to focus on 5 added benefits. There are no major differences between the type of benefits an employer can offer their employee, although offering more purposeful paid time off (such as volunteering days or self-care days) is relatively less attractive among the Indian workforce.

Flexible work arrangements are more relevant for women (52%) and employees over 55 yrs. (55%). The latter group also has a stronger tendency for healthcare benefits (60%) while they consider skills training as less important (33%). Health policies and protocols are more important for women (43%) and those older than 34 yrs. (43%).



employee personal actions to improve work-life balance.

what have you done, if anything, to improve your work-life balance? I...



Employees on average took 2 actions to improve their work-life balance. The most popular actions taken by almost half of the employees were to work flexible hours (46%) or more remote working (44%). There is no strong profile of those who took either of these actions to improve their work-life balance, apart from women who more often opted to work remotely (46%).

Women were somewhat more prone than men to change jobs (23% vs 17% of men). Only 5% of employees did not do anything to improve their work-life balance and this is especially true for 14% of the 55+ year old's.



leader's take on employer branding



"The concept of employer branding has evolved over the last few years. It is no longer enough to merely create brand recognition; it has to now create a more meaningful connection. It should be backed by a compelling brand promise and purpose, which then seamlessly connects to employees and prospects. Organizations now realize that driving relevant engagement and experience are essential to becoming the employer of choice and own a top employer brand.

Randstad's REBR report this year reflects the same sentiments. Personal career growth has gained prominence with 88% of employees making it a priority for employers. It is interesting to note that Indian workers are more driven to succeed in their careers compared to employees in the rest of APAC. Much of this shift can be attributed to gold standard learning opportunities offered by Indian employers and the flexibility to adapt to the continuously evolving needs of the workforce across sectors like IT/ITeS, Telecom, FMCG, Durables/Retail, Manufacturing, BFSI and E-commerce. REBR findings also highlight that most parameters for an attractive employer brand remain the same for both male and female employees, however, women employees now have heightened focus on flexible working, healthcare benefits, and corporate social responsibility along with career progression."

- Viswanath PS, MD & CEO, Randstad India.



"Organizations can win the talent war by getting the experience right through the whole employment lifecycle, which begins with hiring new employees. An attractive employer brand helps attract the right talent and eliminates bad candidates, ultimately cutting costs associated with replacing employees. If someone has a good interview experience, they will likely tell friends and boost your branding through word of mouth. Employee expectations have now changed; an employee won't hesitate to walk from a job that's not serving them. Managing their exit is essential because negativity surrounding your business's reputation hinders attracting quality candidates. When businesses consider the entire lifecycle and employer brand, they will be victorious."

- Joel Paul, Managing Director - APAC | Middle East | Africa, Randstad RiseSmart.

key factors for success

The winner of the Randstad Award in each country is based on how appealing the selected company is as a potential employer to the respondents. To determine this, we ask one simple question: Would you like to work for this company? The companies are also evaluated on key factors that have been derived from our 22 years of experience with the Randstad Award. These factors determine the perception of the employer brand.

the key factors (in random order)

- financially healthy
- strong management
- very good reputation
- job security
- career progression
- gives back to society
- possibility to work remotely/from home
- pleasant work atmosphere
- work-life balance
- attractive salary & benefits
- good training
- uses latest technology
- quality product & services
- interesting job content
- location
- diversity & inclusion

unique methodology, unique results

We apply this methodology because a uniform approach makes it easier to draw useful comparisons between countries. This is also why the research is conducted almost simultaneously across all regions. The method is very useful because it significantly contributes to our knowledge about employer branding, and about why people select certain jobs and employers. The company reports detail the strengths and weaknesses of their external employer brand and provide each company with an excellent industry benchmark. These reports are confidential. The general report (containing the main results per country, including the Randstad Award winner) is made available to the public.

Disclaimer: This study contains information in summary from data based on primary research and is intended for general guidance only. It is not intended to be a substitute for detailed research or exercise of professional judgment. Neither Randstad India Pvt. Limited nor any other member of the global Randstad organization accepts any responsibility for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

about Randstad

Randstad is the world's largest HR services provider and is driven to become the world's most valued 'working life partner', supporting as many people as possible in realizing their true potential throughout their working life. We provide companies with the high quality, diverse, and agile workforces they need while helping people get rewarding jobs and stay relevant in the ever-changing world of work. In 2021, we helped more than two million people find a job that is right for them, advised 235,000 clients on their HR needs, from talent acquisition to total workforce management, and delivered training to over 450,000 people. We use data and technology to provide the right advice at the right moment at scale, while our consultants across almost 5,000 locations in 38 markets give talent and clients personal, dedicated human attention. It is this combination of Tech and Touch that makes our offer unique.

Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands. In 2021, Randstad had on average 39,530 corporate employees and generated revenue of € 24.6 billion. Randstad N.V. is listed on the NYSE Euronext. For more information, see www.randstad.com.

about Randstad India

Randstad India offers the broadest HR services portfolio ranging from Staffing, Search & Selection to Recruitment Process Outsourcing (RPO). The organization has a vast network of offices across the country to be within the reach of clients, candidates and flexi workers. The company, previously called Ma Foi is a leader in the HR services industry in India for more than 25 years and became part of Randstad through its global acquisition of Vedior in 2008. The Randstad Group is the global leader in the HR services industry, active in 38 countries across the globe. Randstad India continues to focus on developing customized and innovative HR services, leveraging on its unique strengths of geographical presence and end-to-end capability across all HR service functions.

about Randstad riseSmart

Randstad RiseSmart is a leading specialist in worklife coaching and career transition solutions and an operating company of Randstad N.V. Our purpose is to enable organizations to unleash possibilities throughout their working lives for their biggest asset, their people. We understand that a business thrives when its people do. Our coaching-centric approach is designed to support individuals throughout all stages of their employment, and to support businesses in onboarding, developing, mobilizing, engaging, retaining, and transitioning employees to have the best possible worklife experience in alignment with business needs. We do this through our industry-leading combination of 'tech and touch' resources such as expert coaching, field expertise, industry insights, curated content, specialist platforms, and personalized action plans.

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