

# employer brand research 2019



## country report singapore.

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- 1 introduction
- 2 country results
- 3 sector insights
- 4 top employers
- 5 deep dive
- 6 methodology



# introduction.



# why employer branding matters.



Companies with positive brands get twice as many applications as companies with negative brands, and they spend less money on employees.<sup>1</sup>

50%

of candidates say they wouldn't work for a company with a bad reputation – even with a pay increase.<sup>1</sup>

96%

agree that alignment of personal values with a company's culture is a key factor in their satisfaction working there.<sup>3</sup>

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire great workforce.<sup>2</sup> As people work for cultures, not companies, their perception of you as an employer is of paramount importance. Both recruiters and candidates cite company culture as one of the most important determinants in employer choice. Also, if your culture is transparent: candidates actively research the culture of companies to understand if they'll fit. If candidates see positive employee and candidate experiences on review sites, they feel more confident submitting their resume and making a career move.

70%

Organizations that invest in strong candidate experience improve quality of hire by 70%.<sup>8</sup>

62%

of candidates research companies on social media before applying.<sup>5</sup>



Companies with bad reputations pay 10% more per hire.<sup>4</sup>

67%

Companies with a formal employee engagement strategy in place are 67% more likely to improve their revenue per full-time equivalent on a year-over-year basis.<sup>6</sup>

76%

Employees who experience a strong alignment between what their employer says about itself and their experience working there are more likely to recommend their employer as a place to work.<sup>7</sup>

# the employer brand roadmap.



# what is the randstad employer brand research?

- **representative employer brand research** based on perceptions of the general audience. Optimizing 19 years of successful employer branding insights.
- **independent survey** with over 200,000 respondents in 32 countries worldwide.
- **reflection of employer attractiveness** for the country's 150 largest employers known by at least 10% of the population.
- **valuable insights** to help employers shape their employer brand.



# 32 countries surveyed covering more than 75% of the global economy.

Austria  
Australia  
Argentina  
Belgium  
Brazil  
Canada  
China  
Czech Republic  
France  
Germany  
Greece  
Hong Kong  
Hungary  
Italy  
India  
Japan  
Luxembourg  
Malaysia  
New Zealand  
Netherlands  
Norway  
Poland  
Portugal  
Romania  
Russia  
Singapore  
Spain  
Sweden  
Switzerland  
UK  
Ukraine  
USA



## worldwide

- over 200,000 respondents
- 6,162 companies surveyed

## sample

- aged 18 to 65
- representative on gender
- overrepresentation of age 25 – 44
- comprised of students, employed and unemployed workforce

## country

- 2,502 respondents

## fieldwork

- online interviews
- between 7 december 2018 and 4 january 2019

## length of interview

- 16 minutes

# employer brand research set up.

## 30 companies per respondent

'do you know this company?':  
determines awareness.

## for each company known

'would you like to work for this company?':  
determines attractiveness.

## each company known

rating on a set of drivers:  
determines reason for attractiveness.

## smart sampling

Each respondent is shown 30 companies. Each company is evaluated only by respondents who are aware of that particular brand.

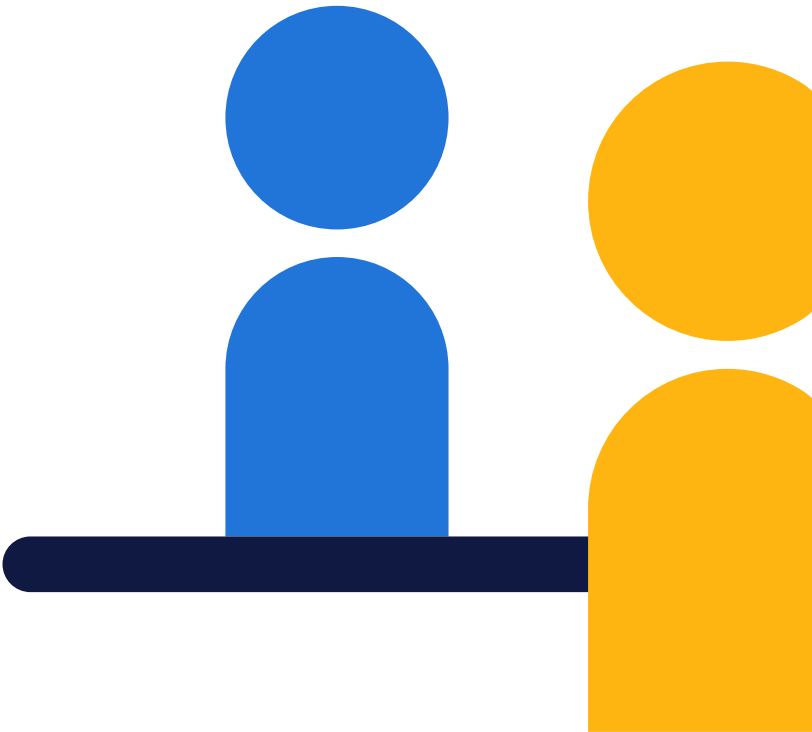
In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

This method ensures that the lesser known companies are shown to more respondents in order to realize a sufficient robust sample. That way the Randstad Employer Brand Research assures dependable insights for both well known and lesser known employer brands.

## drivers

each company is evaluated on:

- 01 financially healthy
- 02 uses latest technology
- 03 very good reputation
- 04 job security
- 05 career progression
- 06 gives back to society
- 07 interesting job content
- 08 pleasant work atmosphere
- 09 work-life balance
- 10 attractive salary & benefits



**KANTAR TNS**

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





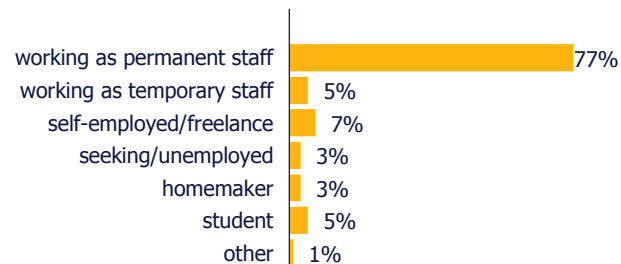
# sample composition in singapore

## socio-demographics, employment situation, region.

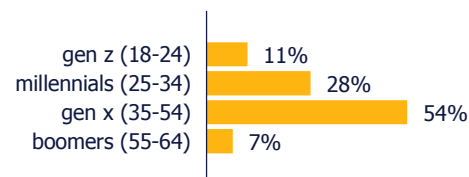
### gender



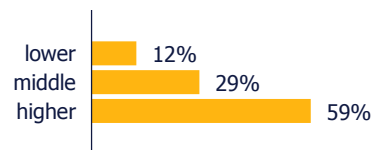
### situation



### age



### education

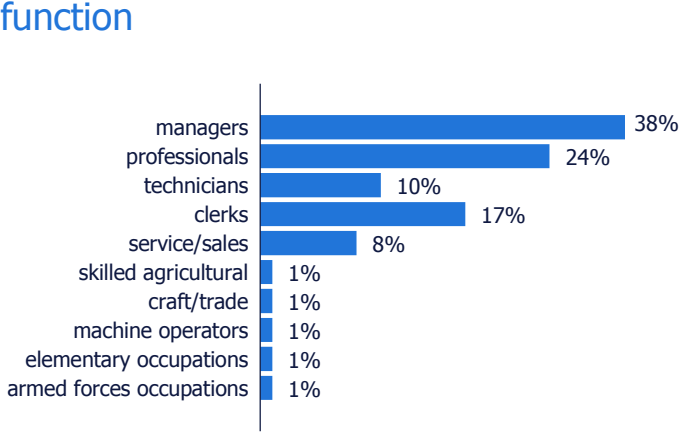
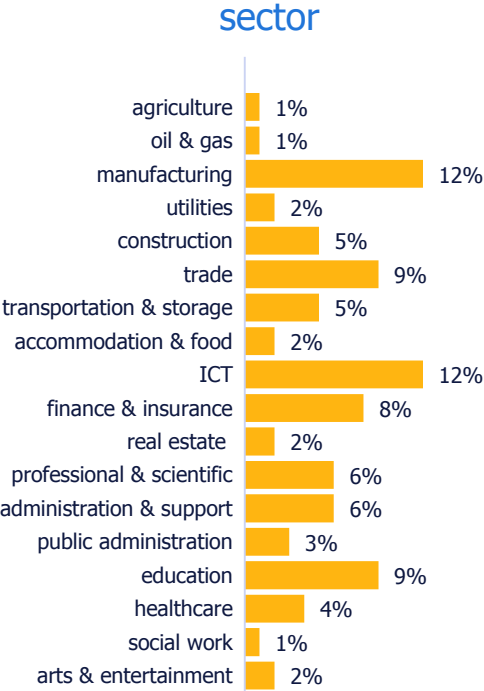


total sample: 2,502

fieldwork: 7 december 2018 and 4 january 2019



# sample composition in singapore

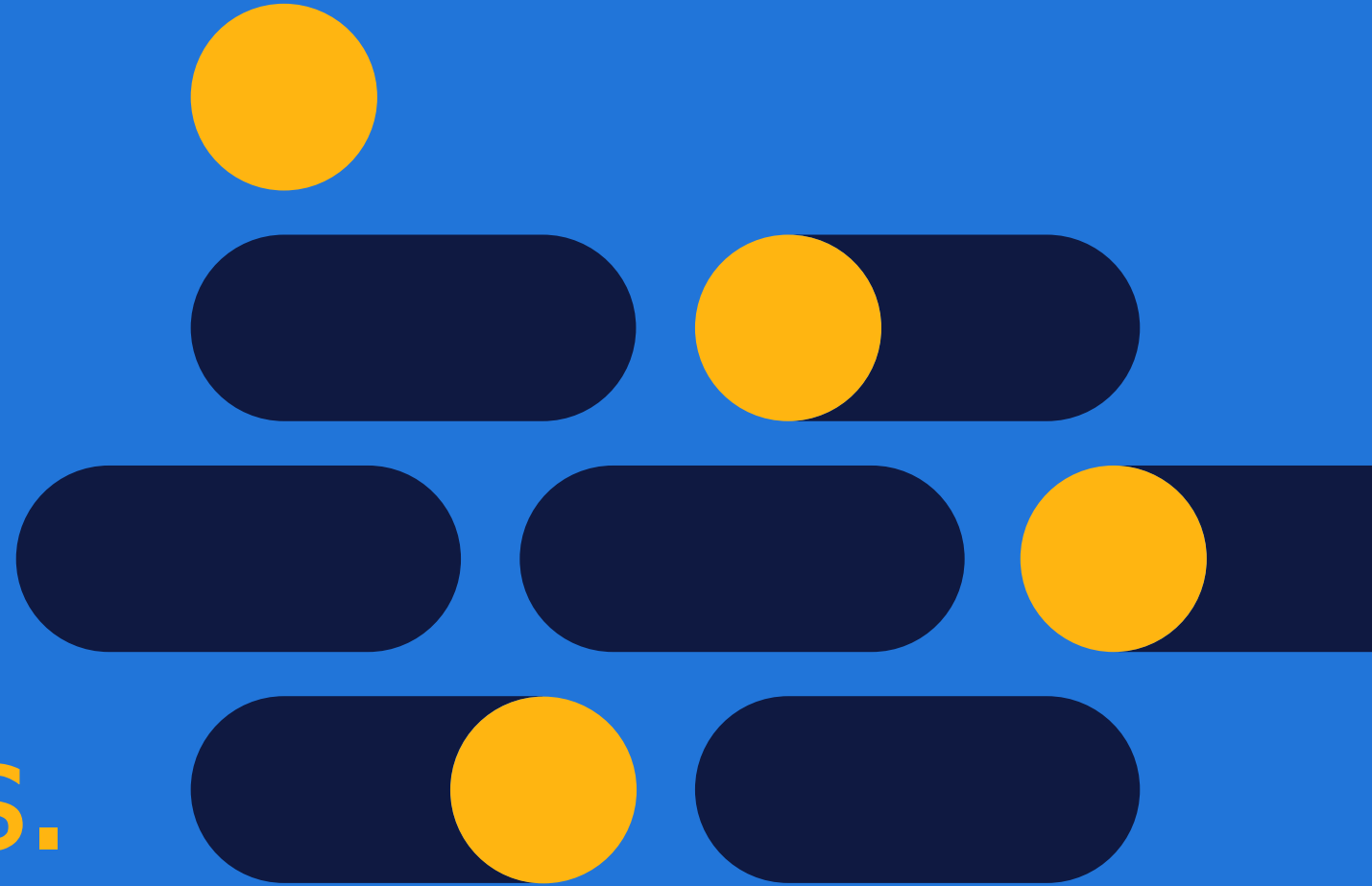


base: currently employed (n=2,210)

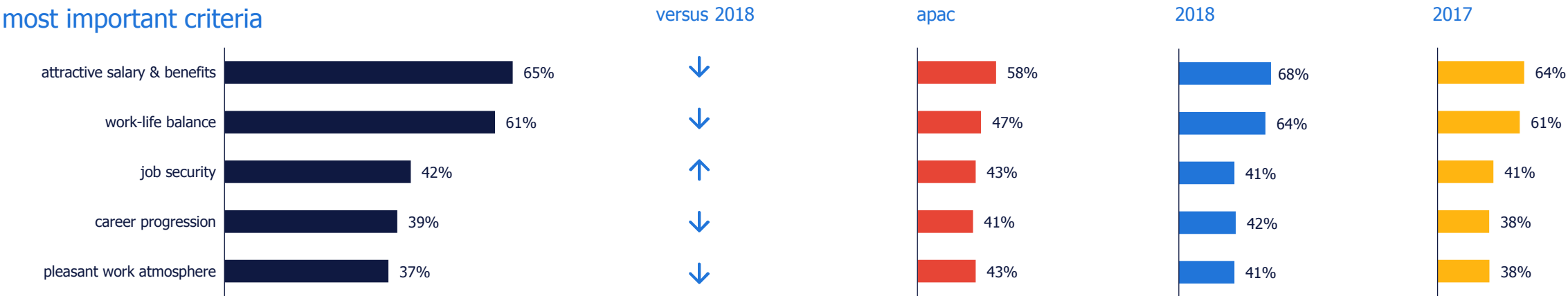


country

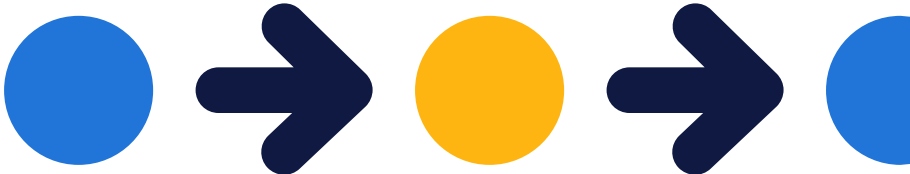
EVP drivers.



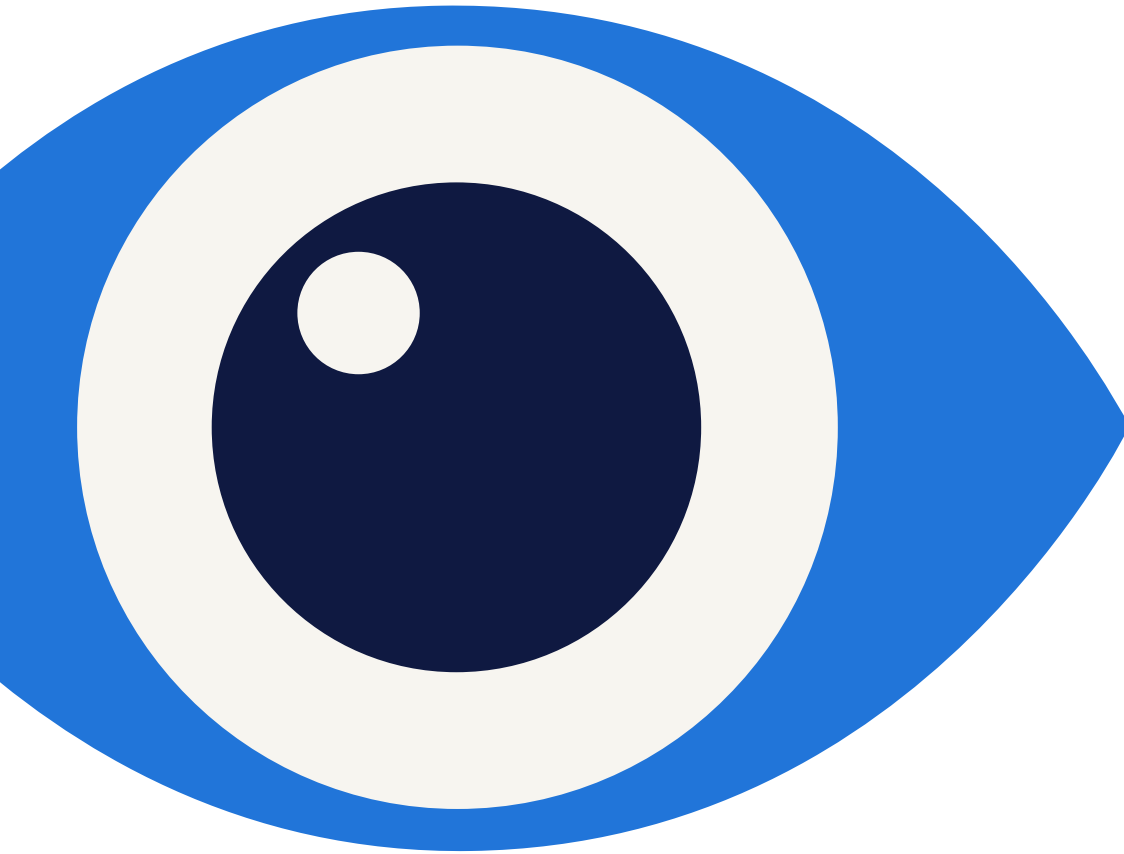
# what potential employees want when choosing an employer.



[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.



# perception of employer offer in singapore and the region.



Understanding the gap between what employees want and what they think employers offer in singapore and in the region provides valuable insights into building an employer brand.

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## employers in singapore are perceived to offer.

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

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## employers in apac are perceived to offer.

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

# gap between what (potential) employees seek and what employees perceive employers to offer in singapore.

Employers in a country may not always be perceived to be offering what (potential) employees are looking for. Below you see the 3 main attributes employees look for but which they believe employers do not sufficiently offer.

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## gap top 3

1 attractive salary & benefits

2 work-life balance

3 job security

---



# what do potential employees want by generational profile.

gen z (18-24)

## 48%

of the gen z's seek a pleasant work atmosphere. Older workforce is less interested in this offering from their employer.

gen x (35-54)

## 38%

of the gen x's find flexible arrangements a very important pull factor towards an employer. Among younger generations, this factor is deemed less important.

millennials (25-34)

## 33%

of the millennials are looking for good training in their employer. This is higher when compared to older workforce.

boomers (55-64)

## 45%

of the boomers find strong management a very important attribute in their ideal employer. This is less so among the other cohorts.



[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.



# important attributes by type of contract.

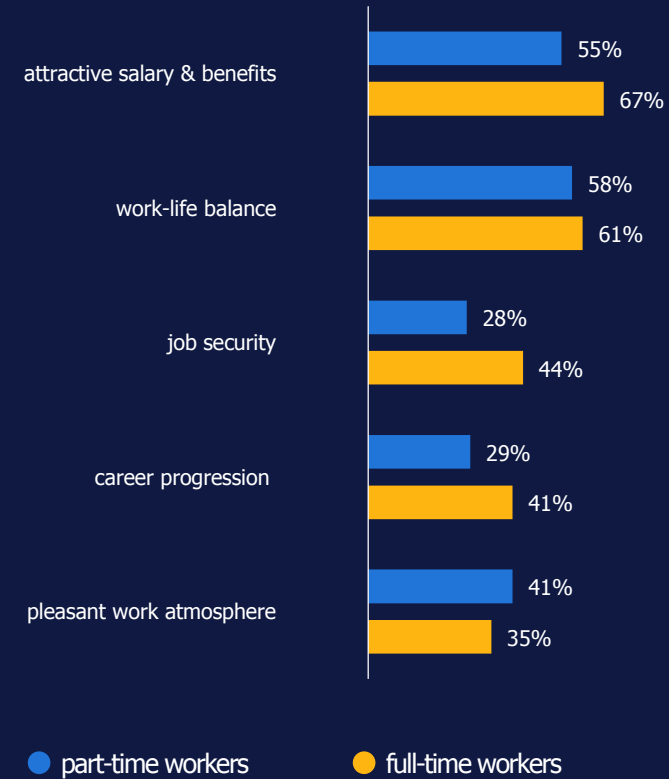


7%

of today's workforce  
works part-time.



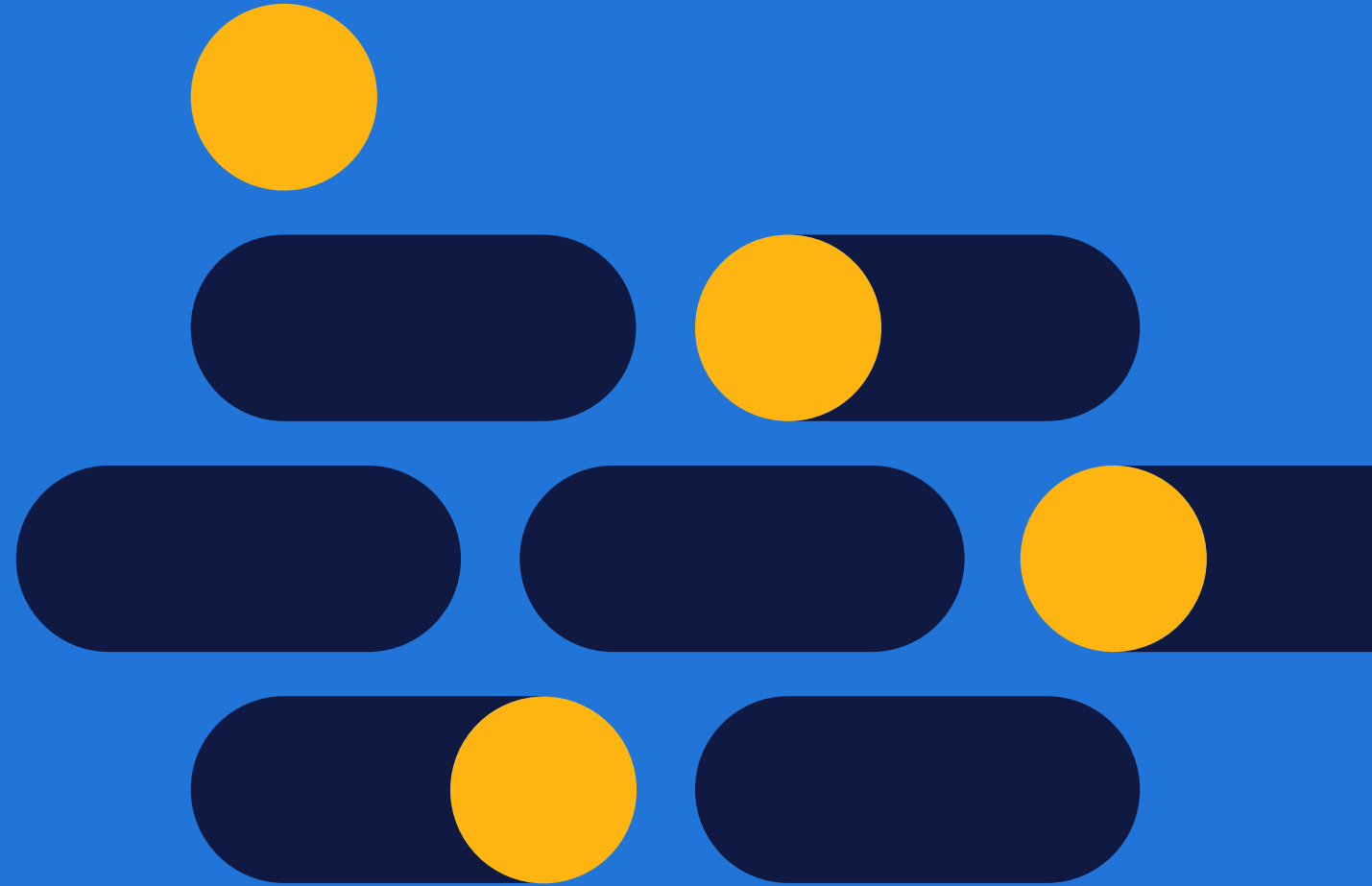
## most important attributes





# switchers and stayers

in focus.



# changing employer singapore vs apac.

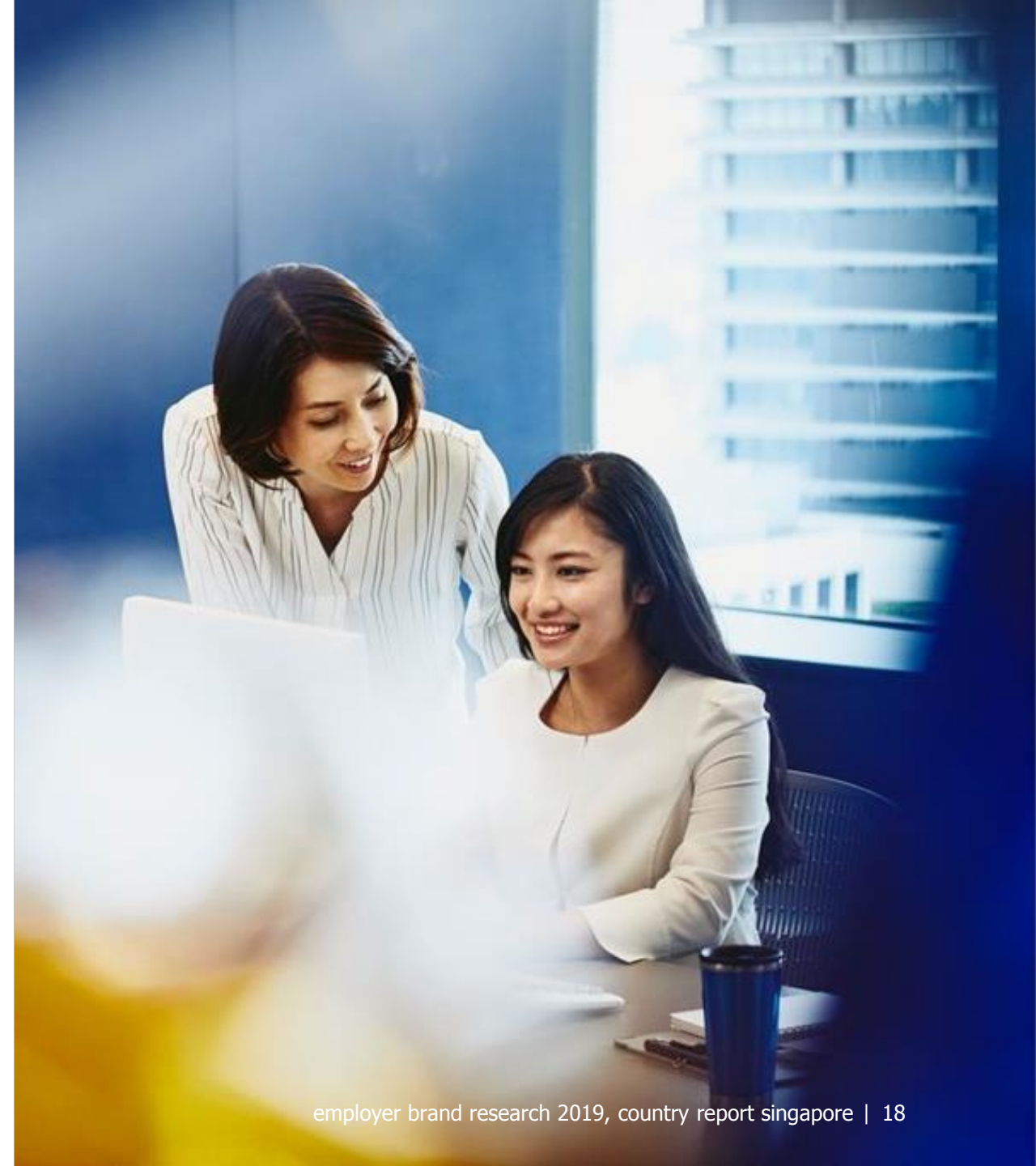
**switchers:** changed employer in the past year.



**stayers:** stayed with their employer in the past year.

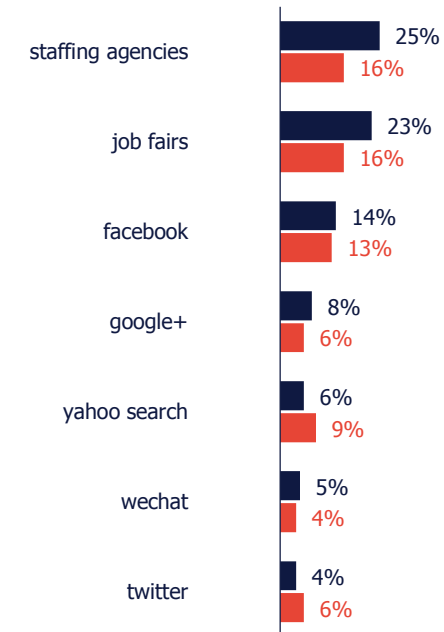
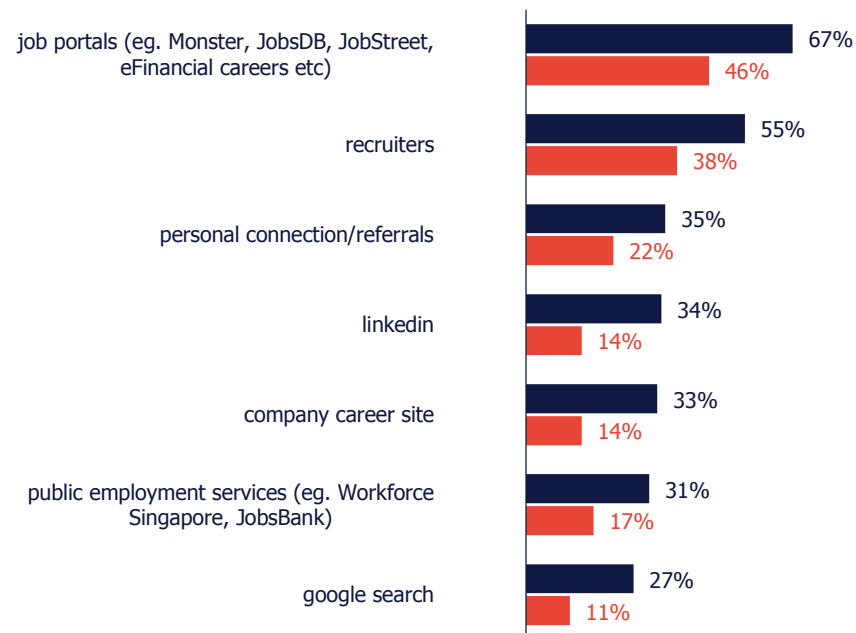


**intenders:** plan to change employer within the next year.



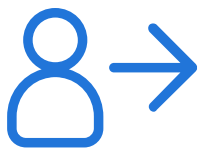
# how do workers in singapore look for and find employers.

## channels used to look for and find employers



● looked for another employer ● found another employer

# most important attributes switchers vs stayers.



**20%** (23%)\*

switchers: changed  
employer in  
the past year.



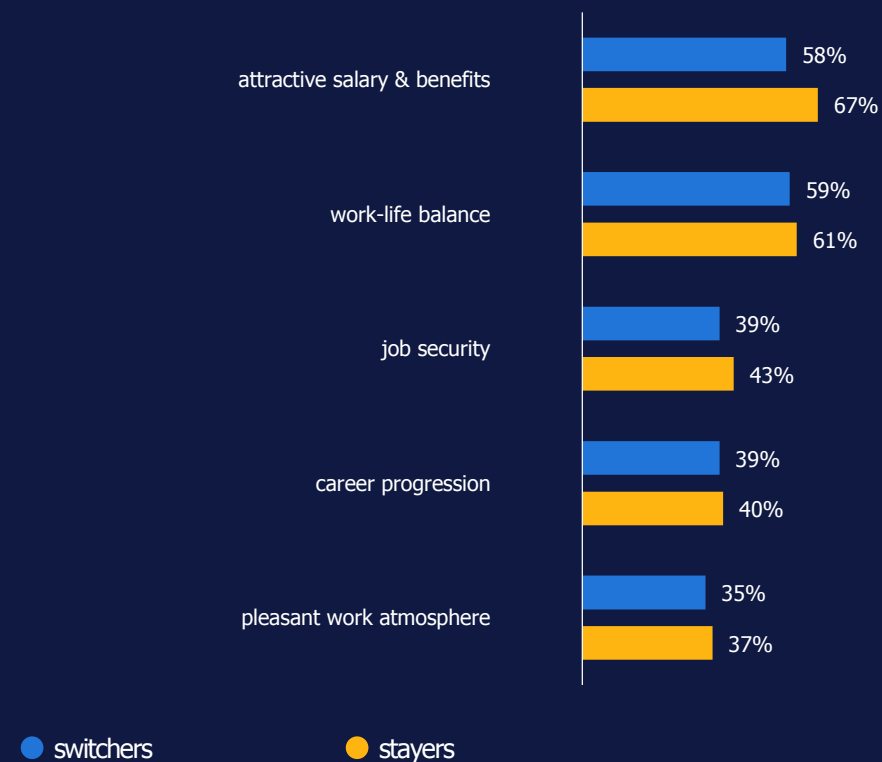
**79%** (77%)\*

stayers: stayed with their  
employer in the past year.

\*in 2018



## most important attributes



# most important attributes intenders.



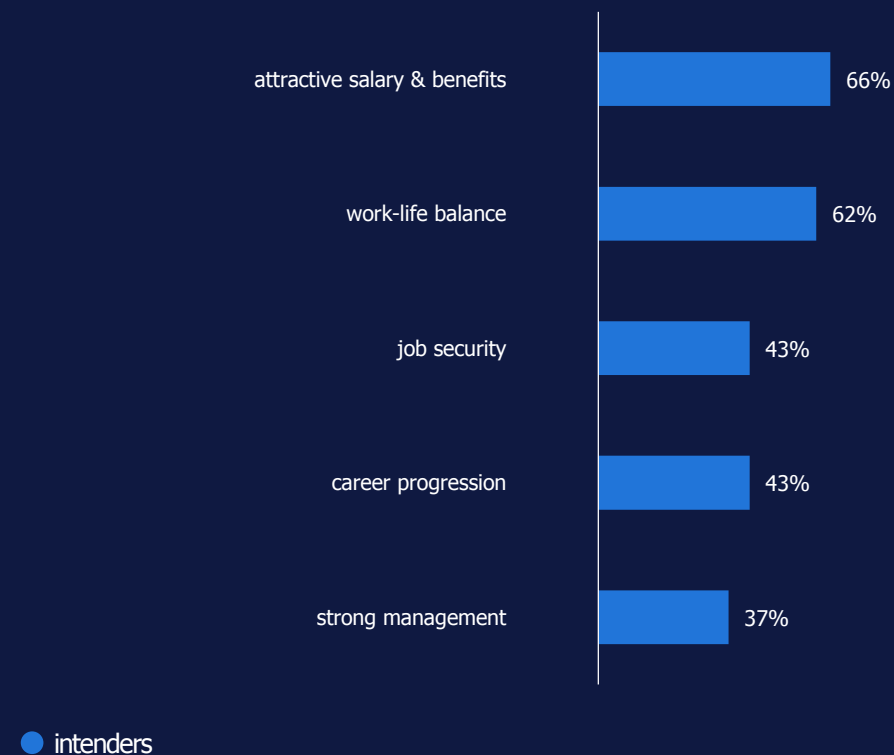
39% (38%)\*

intenders: plan to  
change employer  
within the next year.

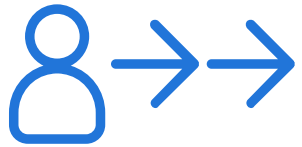
\*in 2018



## most important attributes



# channels to look for employers intenders.



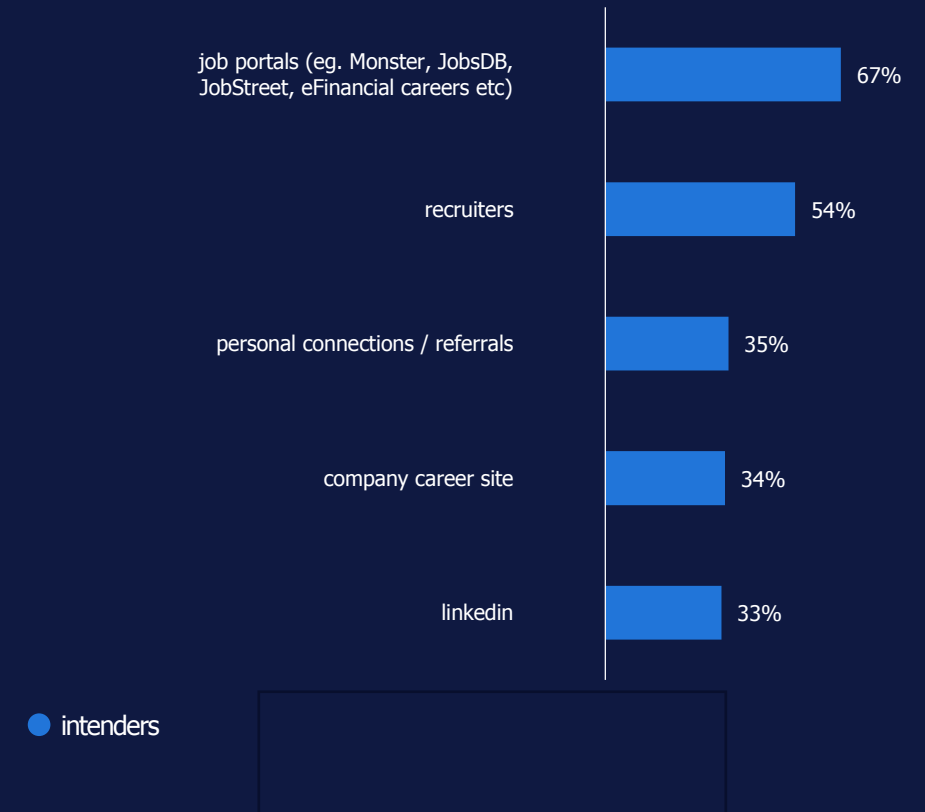
**60%** (56%)\*  
of last year's switchers\*\*  
intend to switch again  
next year.

\*\* n=508 switched last year

\*in 2018



## channels to look for employers

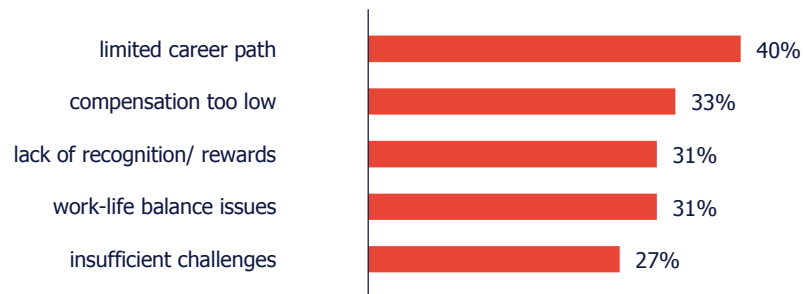


# why do workers in singapore stay or leave.

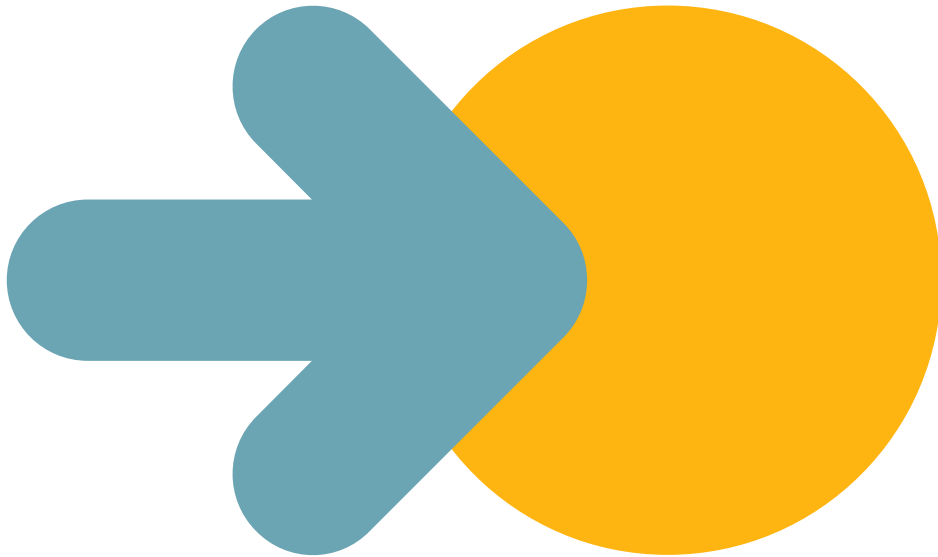
## main reasons to stay



## main reasons to leave



# what factors do workers in singapore stay for reasons to stay, by profile.



---

gen z (18-24)

58%

of the gen z's are staying with their employer for attractive salary & benefits.

---

gen x (35-54)

38%

of the gen x's stay with their employer for a convenient location. This is higher when compared to millennials.

---

millennials (25-34)

40%

of the millennials with their employer for career progression opportunities. Among other boomers, this factor is deemed less important.

---

boomers (55-64)

43%

of the boomers are more likely to stay with their current employer if the company is financially healthy. This is less so among gen z and millennials.

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[click here](#) for a breakdown of all results.



# what factors do workers in singapore leave for reasons to leave, by profile.

---

gen z (18-24)

35%

of the gen z's are leaving their employer if they don't get sufficient challenges at work. This is higher when compared to older workforce.

---

gen x (35-54)

25%

of the gen x's leave their employer because of a poor relationship with their direct manager. Among younger generations, this factor is deemed less important.

---

millennials (25-34)

45%

of the millennials leave if they have a limited career path. This is less so among older generations.

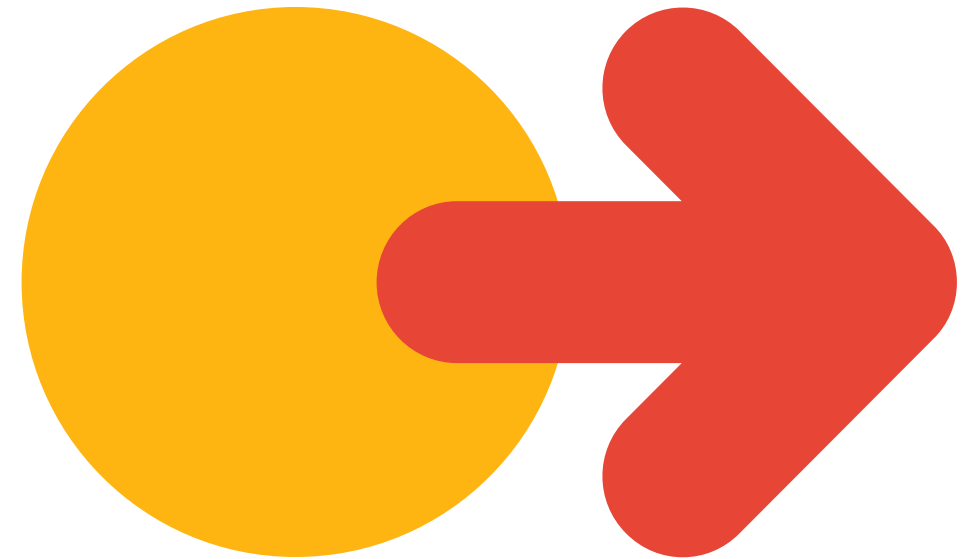
---

boomers (55-64)

39%

of the boomers are more likely to leave if they lack recognition and rewards. This is less so among the younger cohorts.

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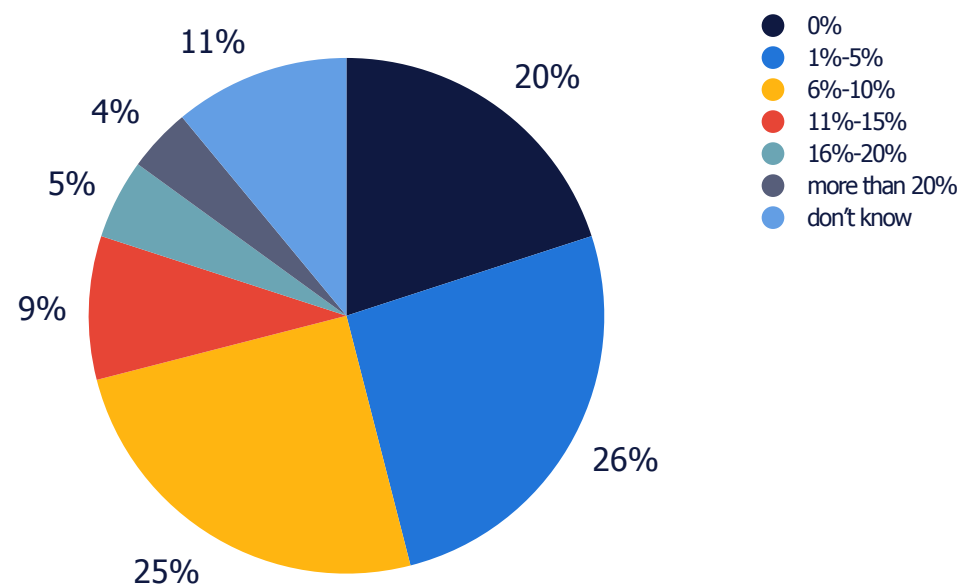


[click here](#) for a breakdown of all results.



# willingness to forfeit salary for more work security.

amount of salary employees are willing to forfeit



singapore

18%

is willing to forfeit more than 10% of their salary in this exchange

apac

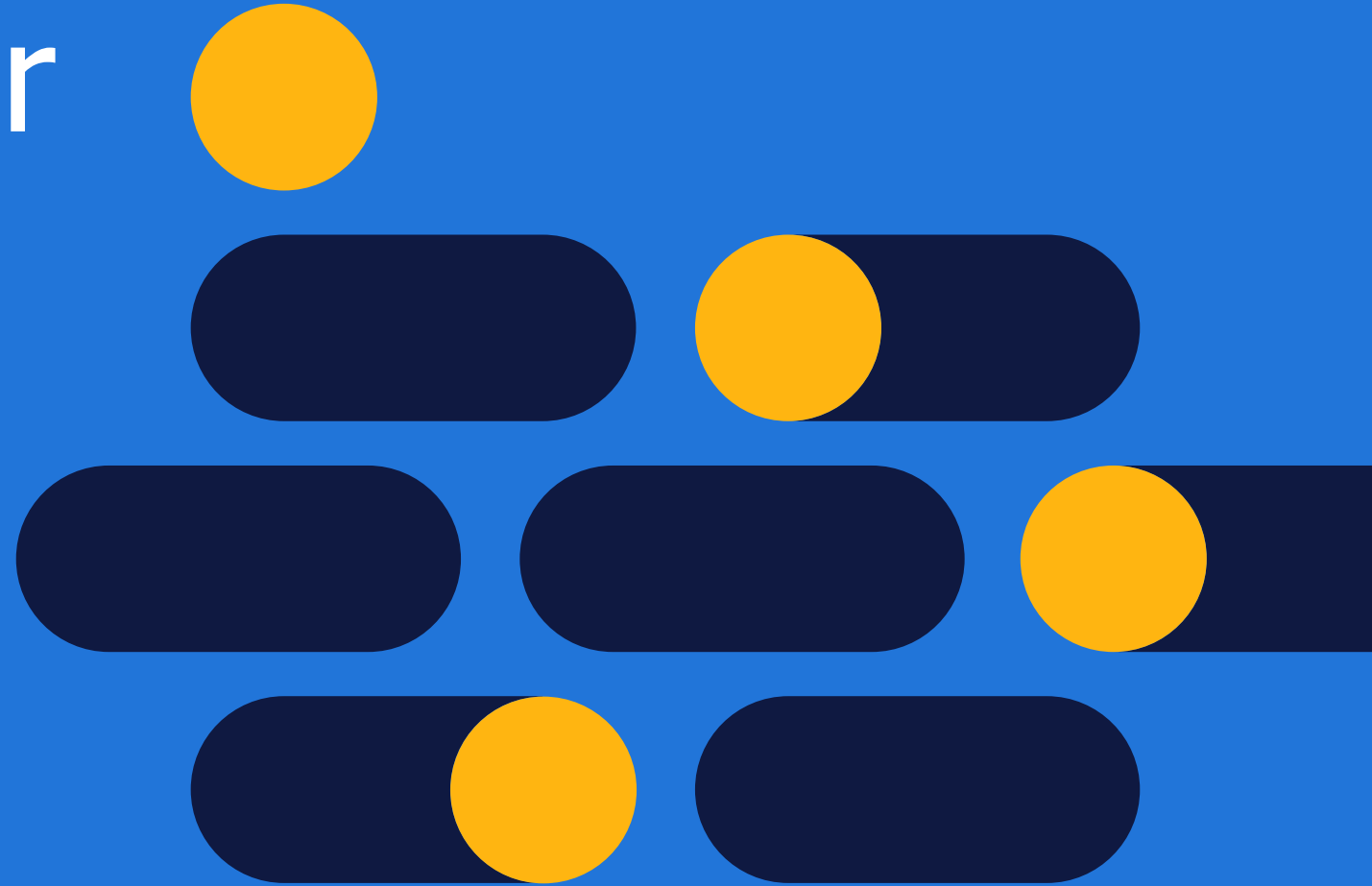
29%

is willing to forfeit more than 10% of their salary in this exchange



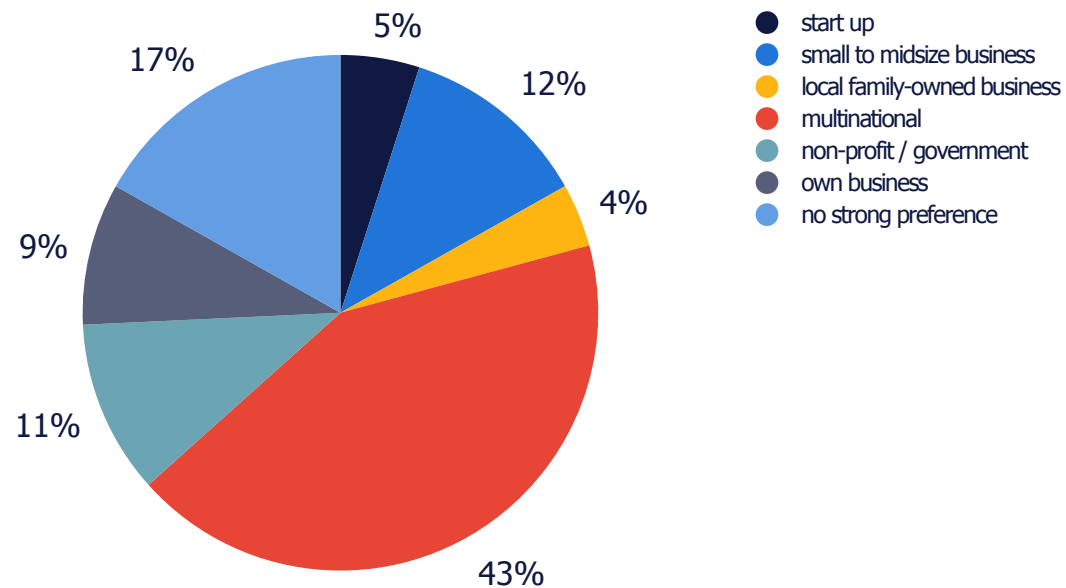
ideal employer

in focus.



# 43% of workers in singapore prefer to work for large (multinational) corporation.

preferred company type



gen z (18-24)

10%

would prefer to work for a local family-owned business

gen x (35-54)

47%

would prefer to work for a large (multinational) corporation

millennials (25-34)

42%

would prefer to work for a large (multinational) corporation

boomers (55-64)

17%

would prefer to work for a non-profit / government organization

# company type preference

## reasons why.

---

### start up (5%)

career progression

work-life balance

interesting job content

---

### multinational (43%)

attractive salary & benefits

career progression

job security

---

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### small to midsize (12%)

work-life balance

pleasant work atmosphere

interesting job content

---

### non-profit / government (11%)

job security

work-life balance

attractive salary & benefits

---

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### local family-owned (4%)

job security

work-life balance

career progression

---

### own business (9%)

work-life balance

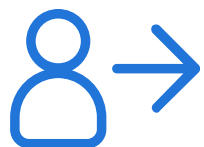
flexible arrangements

pleasant work atmosphere

---



# company type preference switchers vs stayers.



6%

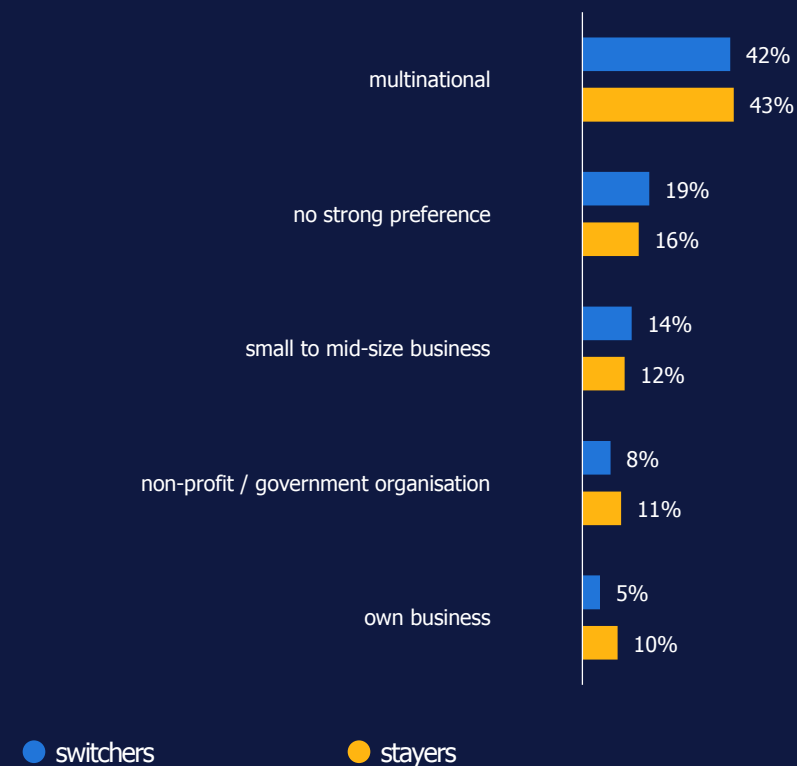
of the switchers prefer  
to work for a local  
family-owned business.



10%

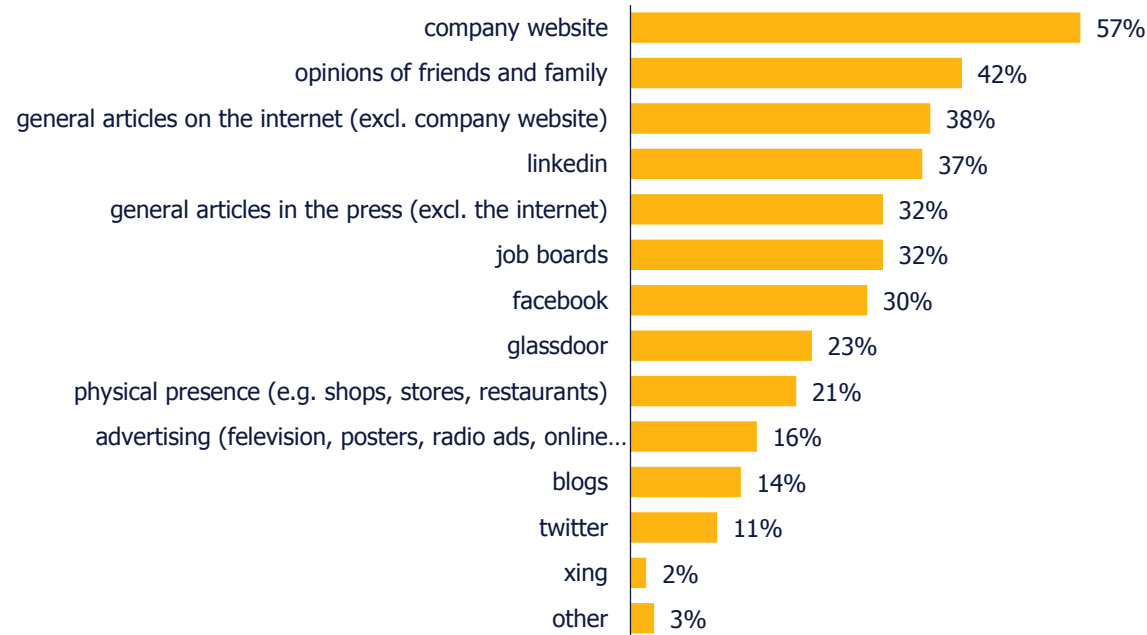
of the stayers prefer to  
have their own business.

## company type preference



# 92% of workers in singapore check potential employer's reputation.

## channels for reputation check



## most often used

gen z (18-24)

29%

advertising ((elevison, Posters,  
Radio ads, online banners, excl.  
Press)

millennials (25-34)

34%

glassdoor

gen x (35-54)

58%

company website

boomers (55-64)

53%

opinions of friends and family

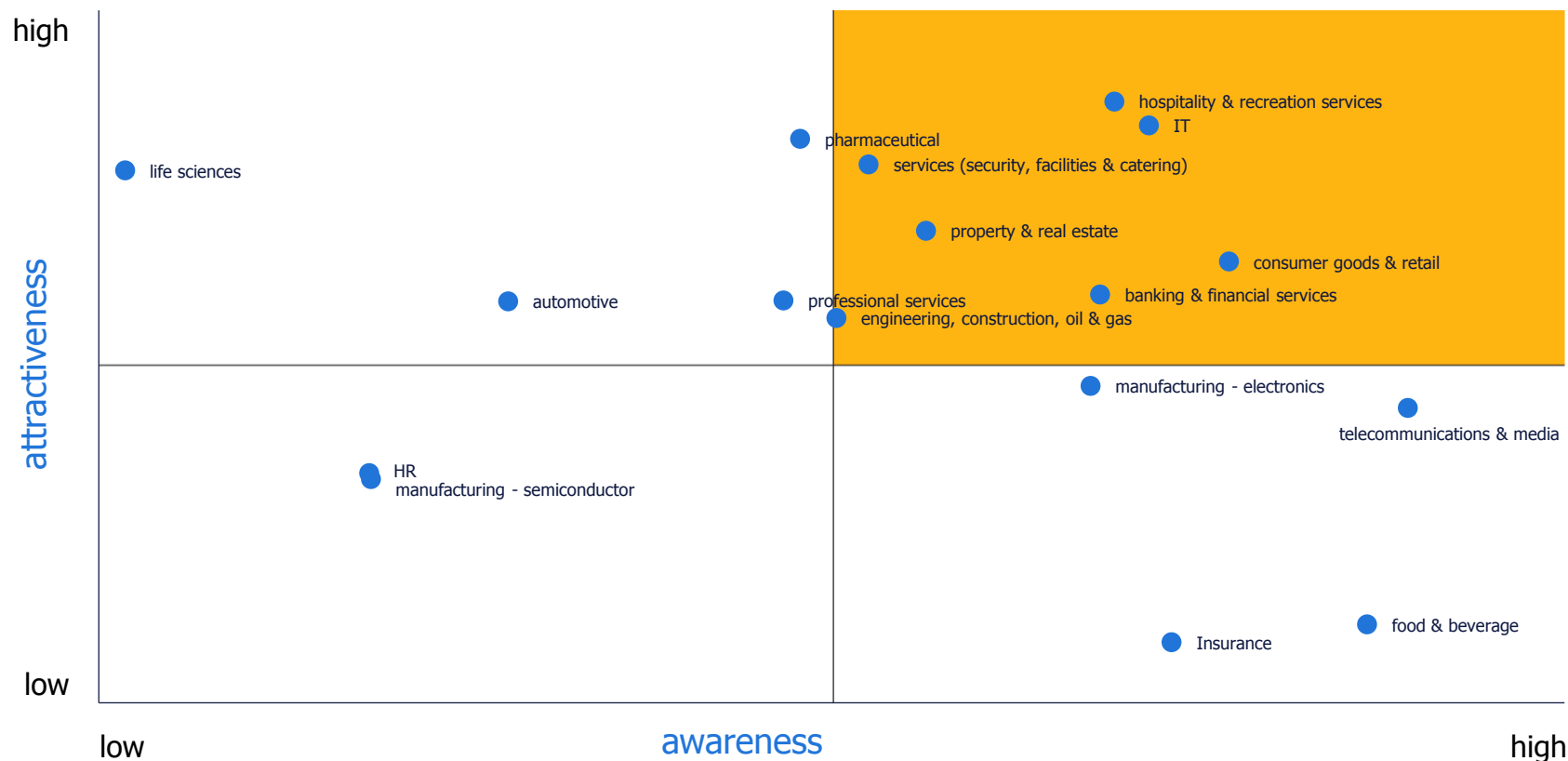
sector



insights.



# top performing sectors in singapore 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.

# singapore's sectors score best on these 3 EVP drivers.

1/2

sector	top 3 EVP drivers		
	1	2	3
01 hospitality & recreation services	financially healthy	very good reputation	interesting job content
02 IT	financially healthy	uses latest technologies	very good reputation
03 pharmaceutical	financially healthy	very good reputation	uses latest technologies
04 services (security, facilities & catering)	financially healthy	very good reputation	uses latest technologies
05 life sciences	financially healthy	uses latest technologies	very good reputation
06 transport & logistics	financially healthy	very good reputation	job security
07 property & real estate	financially healthy	very good reputation	job security
08 consumer goods & retail	financially healthy	very good reputation	job security
09 banking & financial services	financially healthy	very good reputation	uses latest technologies

# singapore's sectors score best on these 3 EVP drivers.

2/2

sector	top 3 EVP drivers		
	1	2	3
10 professional services	financially healthy	very good reputation	career progression
11 automotive	financially healthy	very good reputation	uses latest technologies
12 engineering, construction, oil & gas	financially healthy	very good reputation	uses latest technologies
13 manufacturing - electronics	uses latest technologies	financially healthy	very good reputation
14 telecommunications & media	financially healthy	uses latest technologies	very good reputation
15 manufacturing - semiconductor	uses latest technologies	financially healthy	very good reputation
16 HR	financially healthy	very good reputation	job security
17 food & beverage	financially healthy	very good reputation	job security
18 insurance	financially healthy	very good reputation	job security



top



employers.

# top employers in singapore.

## top 10 employers 2019

---

- 01 Singapore Airlines
  - 02 Changi Airport Group
  - 03 Marina Bay Sands
  - 04 Procter & Gamble
  - 05 ExxonMobil
  - 06 Alibaba
  - 07 DBS
  - 08 Edwards Lifesciences
  - 09 SHELL
  - 10 Nestlé
- 

## top 10 employers 2018

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- 01 Changi Airport Group
  - 02 Singapore Airlines
  - 03 Procter & Gamble
  - 04 Marina Bay Sands
  - 05 SHELL
  - 06 Pratt and Whitney
  - 07 RC Hotels Pte Ltd (Raffles City, Fairmont, Swissotel)
  - 08 Thermo Fisher Scientific
  - 09 ExxonMobil
  - 10 DBS
-

# singapore's top companies

## top 3 EVP drivers of the top 5 companies.

	top 3 EVP drivers		
top 5 companies	1	2	3
1 Singapore Airlines	financially healthy	very good reputation	uses latest technologies
2 Changi Airport Group	financially healthy	very good reputation	uses latest technologies
3 Marina Bay Sands	financially healthy	very good reputation	uses latest technologies
4 Procter & Gamble	financially healthy	very good reputation	job security
5 ExxonMobil	financially healthy	very good reputation	attractive salary & benefits

# top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Edwards Lifesciences	Changi Airport Group	DBS
career progression	ExxonMobil	Edwards Lifesciences	Singapore Airlines
financially healthy	DBS	Changi Airport Group	Alibaba
gives back to society	NTUC Fairprice	Edwards Lifesciences	DBS
interesting job content	Edwards Lifesciences	Changi Airport Group	Singapore Airlines
job security	Changi Airport Group	NTUC Fairprice	Singapore Airlines
pleasant work atmosphere	Changi Airport Group	Marina Bay Sands	Edwards Lifesciences
uses latest technologies	IBM	Edwards Lifesciences	Changi Airport Group
very good reputation	Changi Airport Group	Singapore Airlines	DBS
work-life balance	Changi Airport Group	Edwards Lifesciences	Pratt and Whitney

deep dive

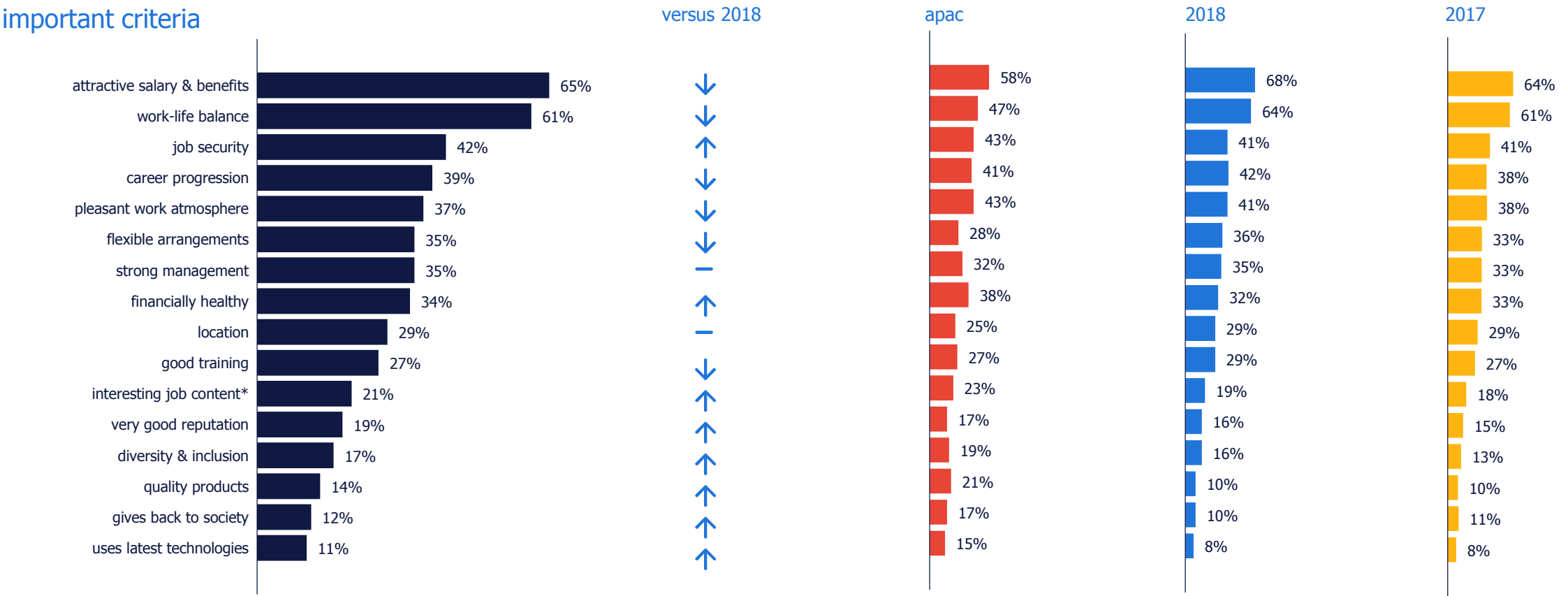
appendix 1.





# what potential employees want

## the most important criteria when choosing an employer.

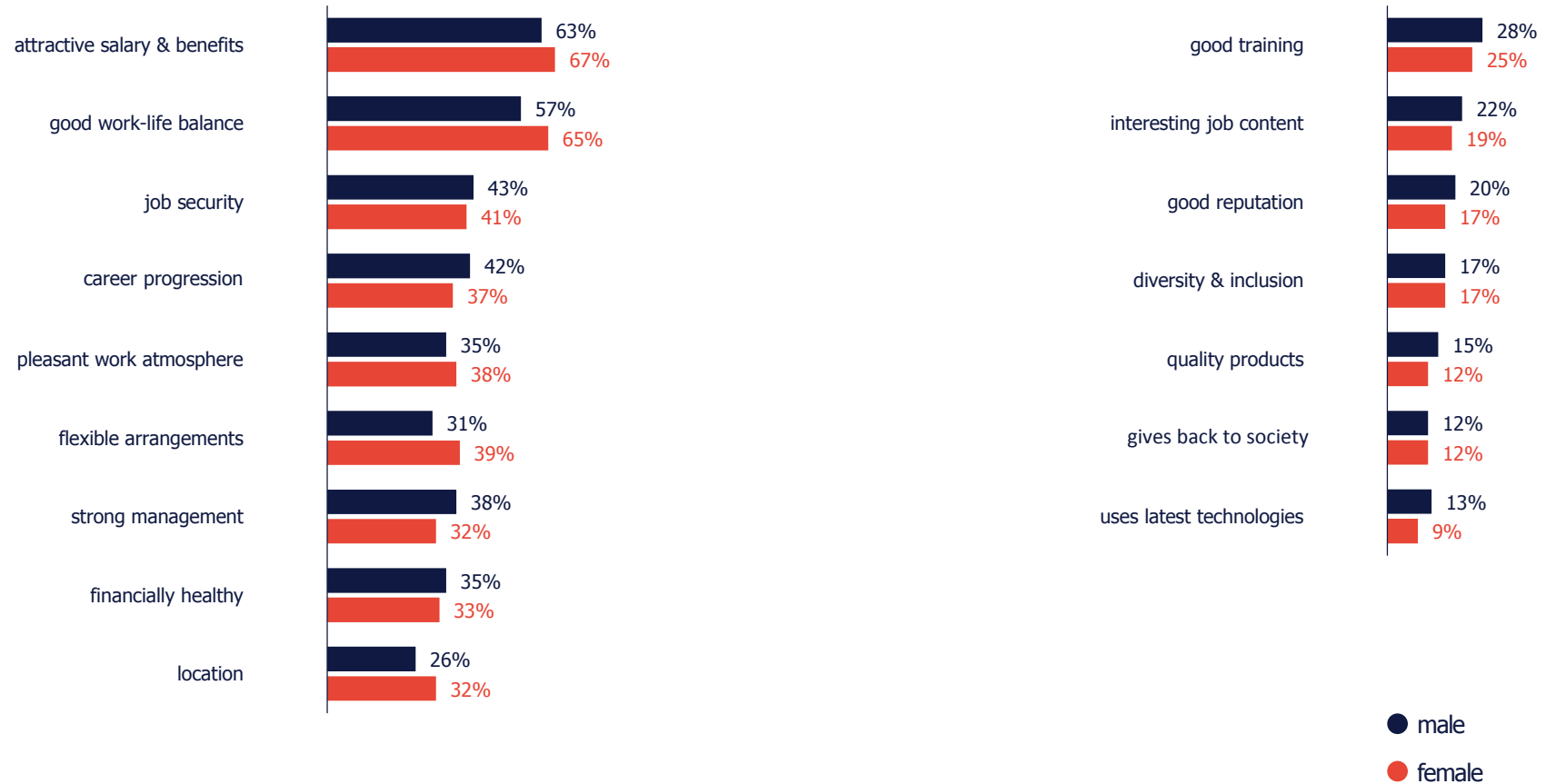


Characteristics highest rated by the labor force. Stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.

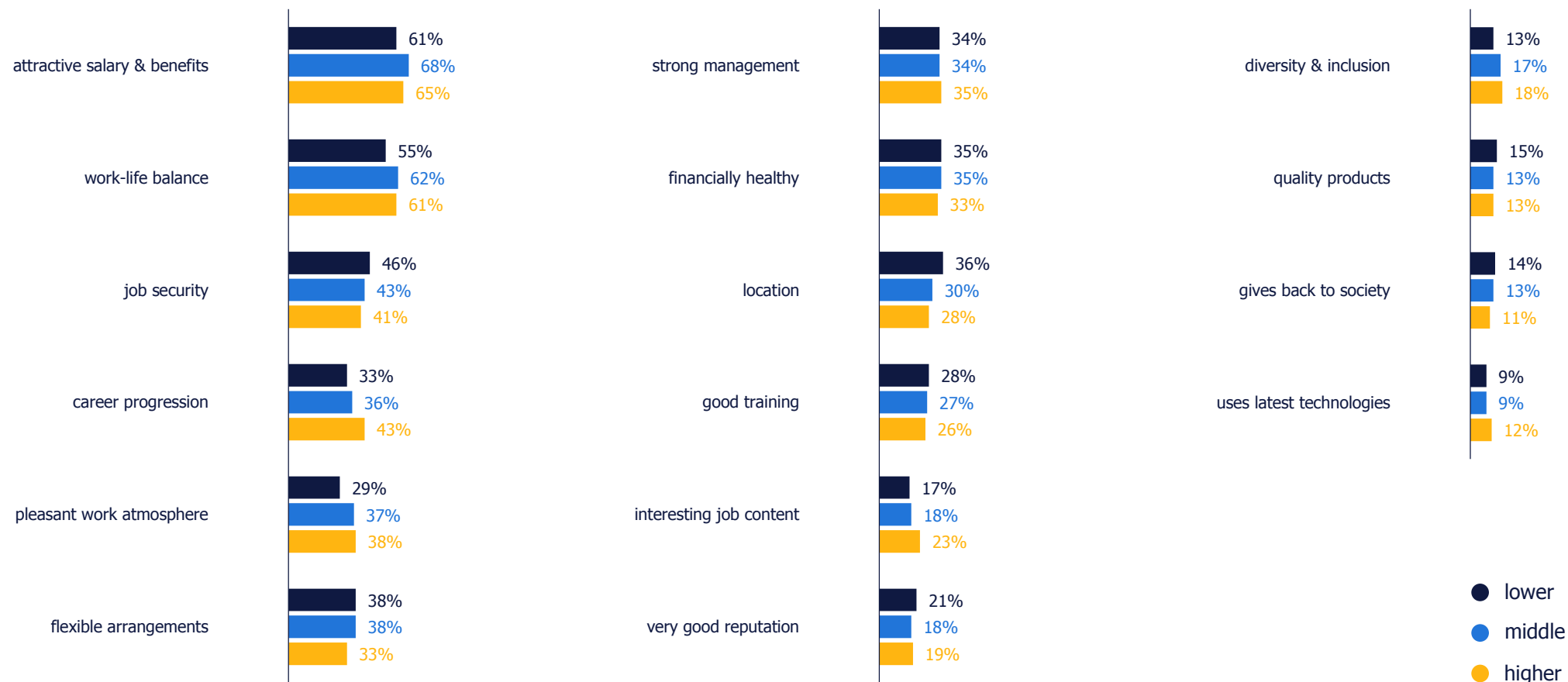
\*2017: work that is stimulating and challenging



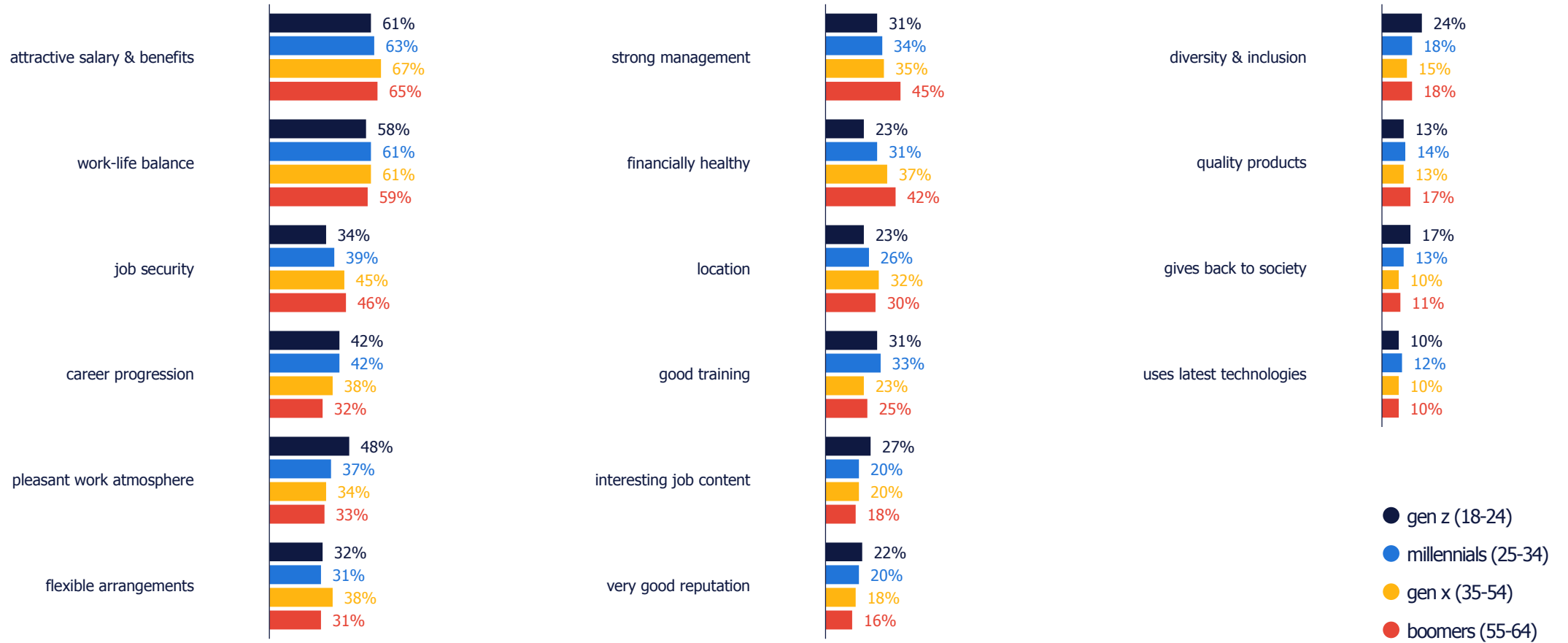
# EVP driver importance by gender.



# EVP driver importance by education.



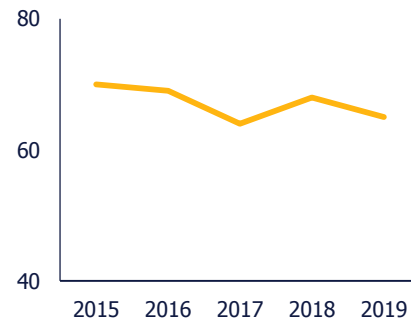
# EVP driver importance by age.



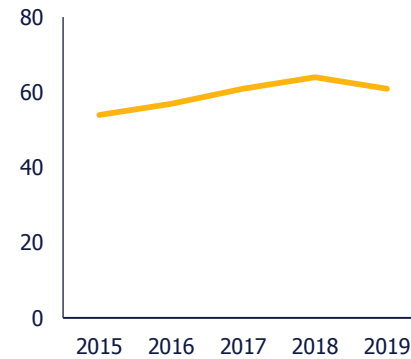
# EVP driver importance trends, total.

1/2

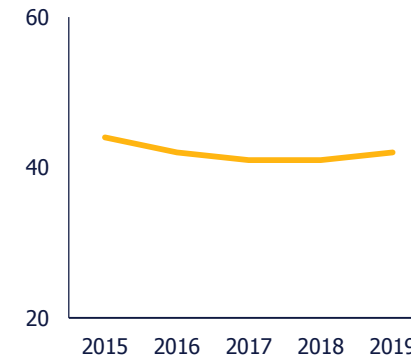
attractive salary & benefits



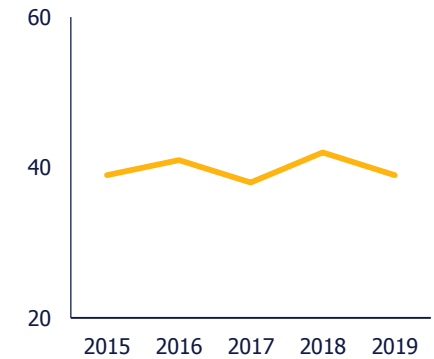
work-life balance



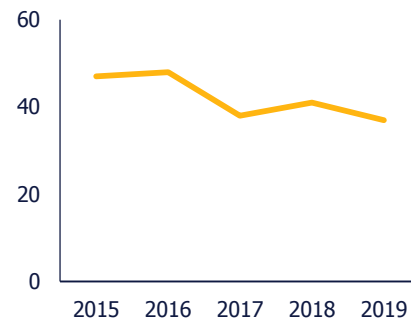
job security



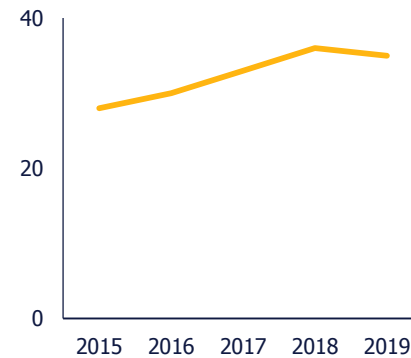
career progression



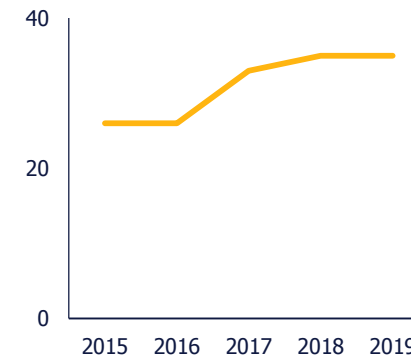
pleasant work atmosphere



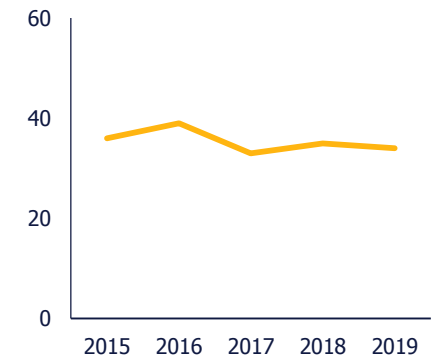
flexible arrangements



strong management



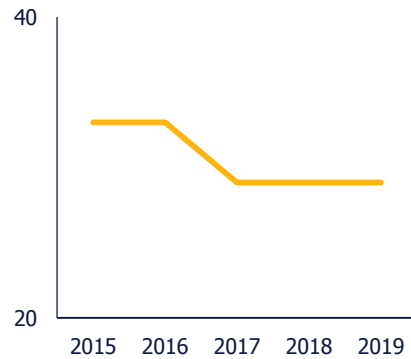
financially healthy



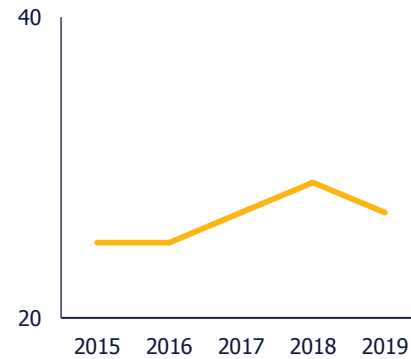
# EVP driver importance trends, total.

2/2

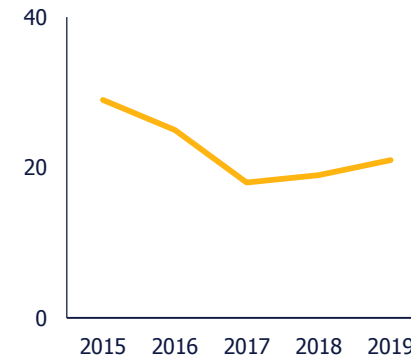
location



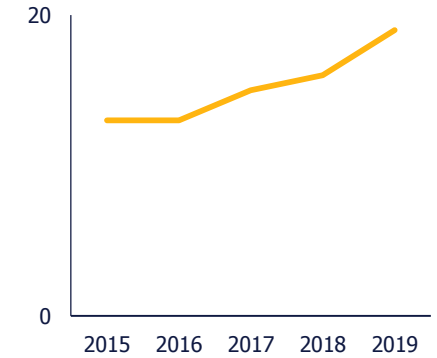
good training



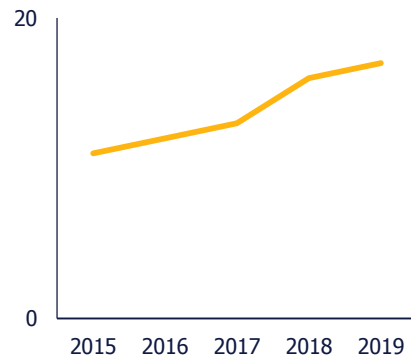
interesting job content\*



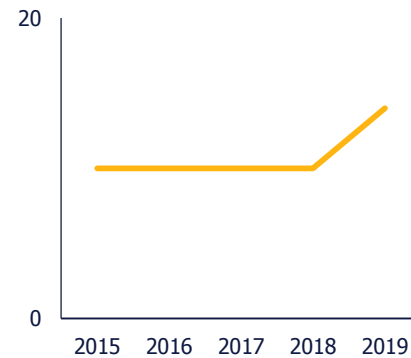
very good reputation\*\*



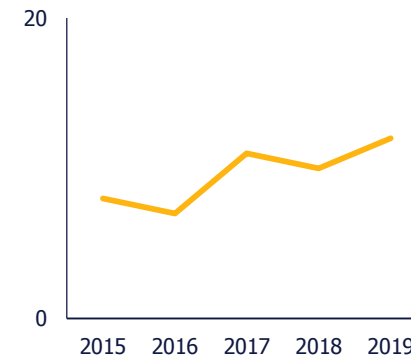
diversity & inclusion



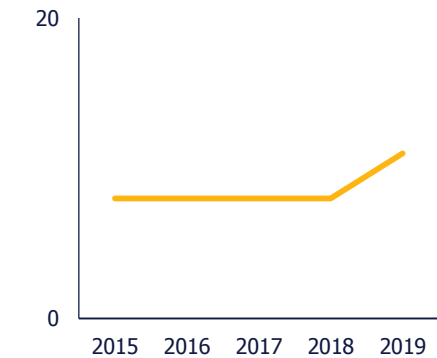
quality products



gives back to society



uses latest technologies

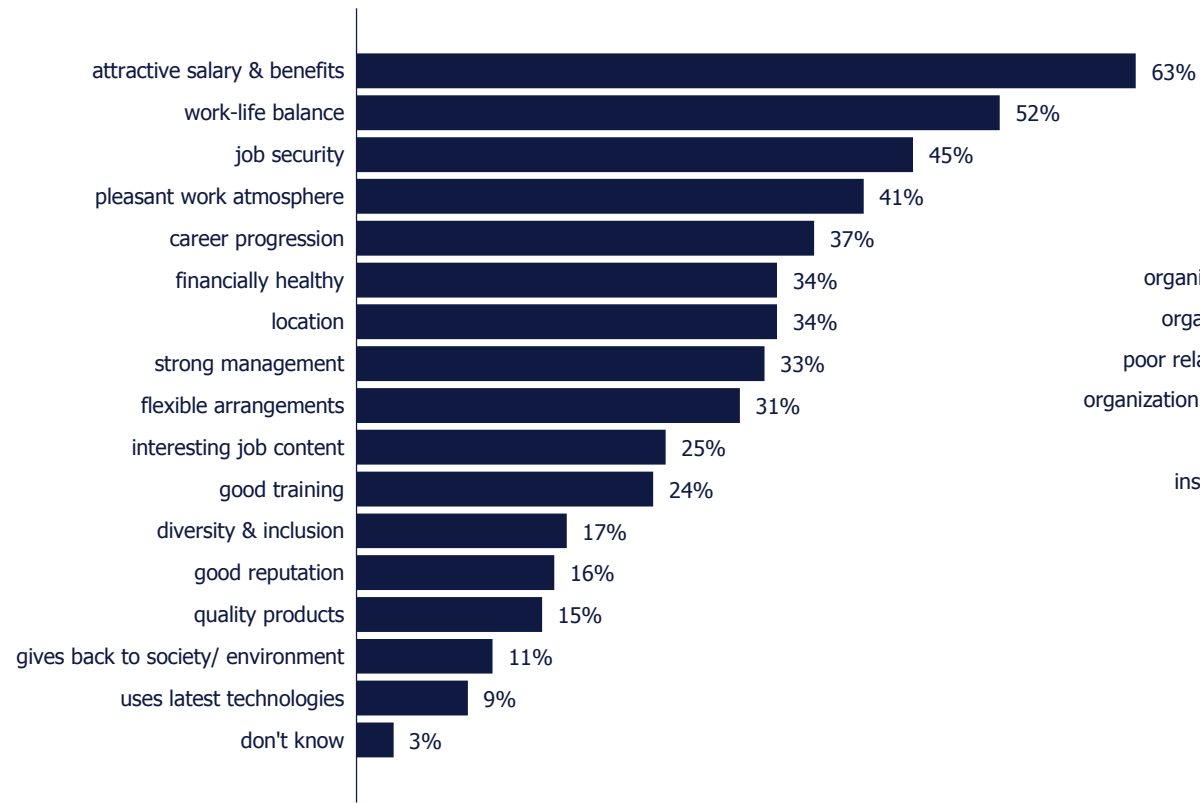


\*2017: work that is stimulating and challenging  
\*\*previous to 2017: strong image/strong values

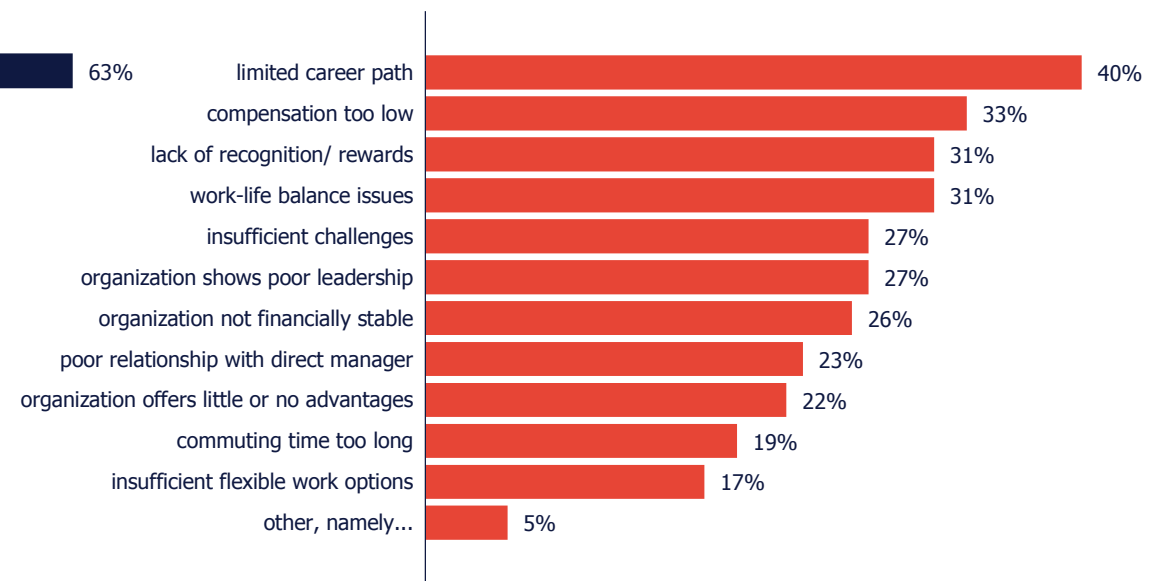


# what factors do the people in singapore stay or leave for.

## reasons to stay



## reasons to leave



# methodology

## appendix 2.





# 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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# company specific slide.

## your company

- What does it do/ what is it known for
- Active in x countries: name countries

## few facts about their EVP (if any)

- Abc
- Abc

## how can the RS consultant help them

- Ipient re laceatu riateni temquis coraectem volorro totasi ipsam dis sum quissinvenis enisti ut faccae.
- Obita qui qui as modisque pos est re, officataque dem ut atur sum nis assi nimo vollab ilit ratus, vid ut volo rem la idebis etur ressi deri dolo bearum remporenis.
- Alita ex ellupta tecusam que non repuda nimpe solum am dolecti re il ipsam fugiam volorum quam.



# let's talk.

Our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have.

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human forward.

