

# global business & administration professions report.

employer brand  
research 2021



 randstad

human forward.

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executive

summary.



# executive summary.

Despite the pandemic's transformative effect on the world of work, some assumptions about talent attraction remains unchanged. The findings from our employer brand study show that the business & administration workforce\* continued to work as normal (67%), considerably more so than working-age adults around the world (50%). However, a quarter of them worked longer hours or reduced hours/reduced salary in 2020 due to COVID-19. Compared to professionals globally, only 2% of those in business & administration became unemployed as a result of the pandemic (vs. 9% globally).

The business & administration workforce have a slightly higher sense of job security when compared to the global workforce, with 24% of them saying they fear job loss in 2021, compared to 26% among the global workforce. Those who are afraid of losing their jobs are nearly three times more likely than those who do not fear job loss to look for another employer (27% vs. 11%).

The business & administration workforce's loyalty mirrors that of the global workforce, with both groups saying they were more loyal to their employer (68%), while only 6% said they were less loyal.



\*definition & sample composition of the business & administration professions can be found on slides 46-47

# executive summary.

The factor most appealing to the business & administration workforce\* is its salary and benefits offering (cited by 63%), followed by a good work-life balance (59%) and job security (57%). However, when diving deeper into specific business groups, we see that professionals rate all drivers as more important than their counterparts, whilst we see the opposite when it comes to associates. Managers in business & administration are mostly driven by attractive salary & benefits (64%), work-life balance (60%) and job security (55%) whilst professionals attach considerably more importance to attractive salary & benefits (72%), work-life balance (67%) and financial health (65%). Associates find a company's financial health just as attractive in a potential employer as the salary & benefits they are offered (51%).

Agriculture and ITC (consisting of IT, software, telecom, internet providers, technology companies) are the most attractive sectors (63% and 59%, respectively) for the business & administration workforce. However, they feel their skills are more often suited for FMCG (43%). Retail and public services (42% each) are the next two industries for which the surveyed business & administration respondents feel qualified to work in.

\*definition & sample composition of the business & administration professions can be found on slides 46-47

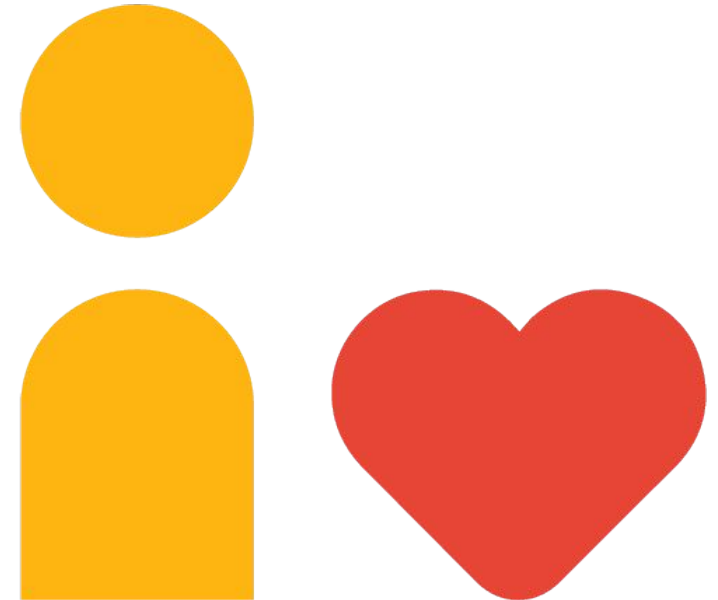


# executive summary.

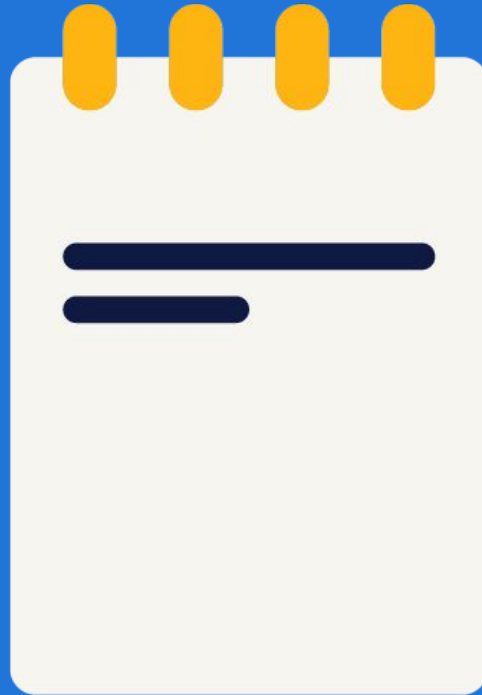
About 1 in 10 of those working in business & administration changed their employer in the second half of 2020 (10%) and slightly more (16%) planned to do so in the first half of 2021. Business & administration workers planned to change jobs most often in Latin America (24%), CIS (23%) and North America (22%); those in APAC were least likely to change their employer (13%). Business & administration workers in North America more so than those in other regions changed employers in the last half of 2020 (17%) and those in APAC changed jobs the least (7%).

The workforce in business & administration are most likely to find their next employer on job portals (33%), followed by recruiters (24%). Women in business & administration, those aged 18 to 24 and the higher educated more often make use of job portals (40%, 47%, and 38%, respectively) while men use recruiters most (26%).

We hope the data contained in the following pages will help you understand how to better attract business & administration talent in a transformed world of work.



# what the

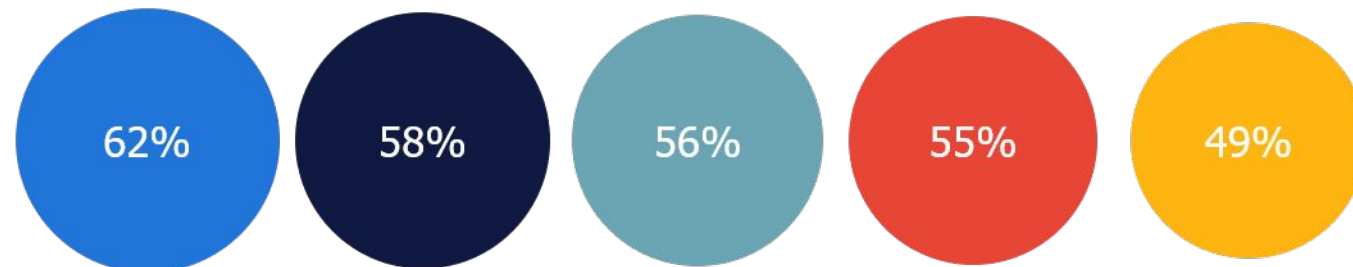
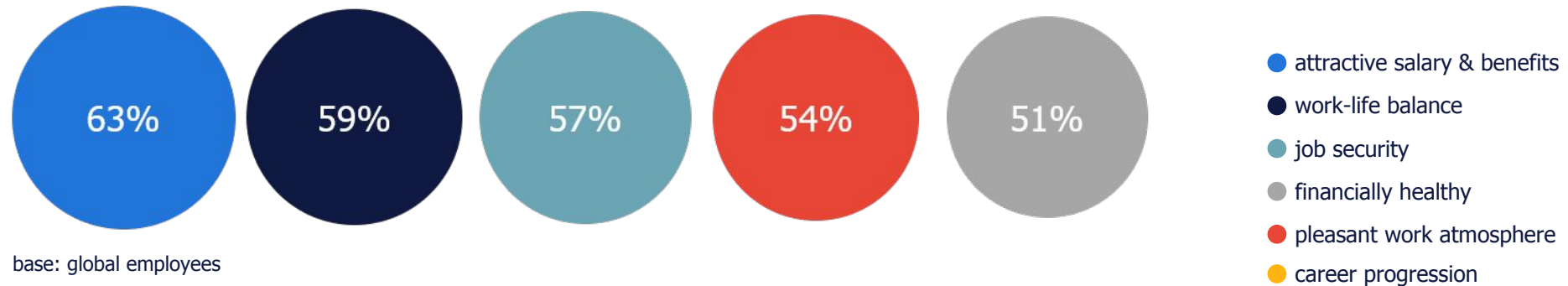


# business & administration workforce want.

# the business & administration workforce have the same top 3 employer preferences as the global workforce.

## top 5 reasons to choose an employer

base: business & administration managers, business & administration professionals, business & administration associates, clerical support workers





## salary & benefits is most important for business & administration workers.

Salary & benefits is consistently the most important driver for both the average global workforce and the business workforce. We see, however, differences when taking a closer look within the business groups defined within the category.\* Associates consider financial health just as important as salary & benefits (51% each) while professionals find attractive salary & benefits significantly more important when compared to the other groups (72%).

Globally, women have shown to be more demanding than men on what they want from an ideal employer. This is also evident in the business & administration sector, where women indicate salary & benefits and a work-life balance (68% and 64%, respectively) as the two most important attributes they seek. On average, women in business & administration considered 7.5 drivers to be important to them, compared to 6.5 for men.

Workers in this industry are just as concerned about job security as the global workforce. Our research shows that working-age adults rank this as the third most important driver (56% among the general population vs. 57% in business). This driving factor is important mostly to those aged 55–64 (67%) and the middle educated (60%).



\*definition & sample composition of the business & administration professions can be found on slides 46-47

## business & administration workers consider more drivers important.

When looking across the different functions within the business & administration category, we see that professionals attach considerably more importance to drivers such as salary & benefits (9% more than compared to others functions), work-life balance (8% more) and financial health (14% more). Associates, on the other hand, attach less importance to nearly all drivers while managers are more likely to prioritize strong management.

the business & administration workforce in Latin America and CIS are more demanding, considering almost nine drivers essential compared to the average of about seven drivers considered in the other regions. Those in business & administration in CIS and Latin America find attractive salary & benefits considerably more important (82%, and 71%, respectively) than their counterparts in Europe, North America and APAC (69%, 64% and 58%, respectively). In Latin America, the most important driver is career progression (72%).

Work-life balance is the second most important driver in Europe, North America and APAC (64%, 61% and 55%, respectively); in CIS the second most important driver is financial health (81%), and in Latin America it is attractive salary & benefits (71%).



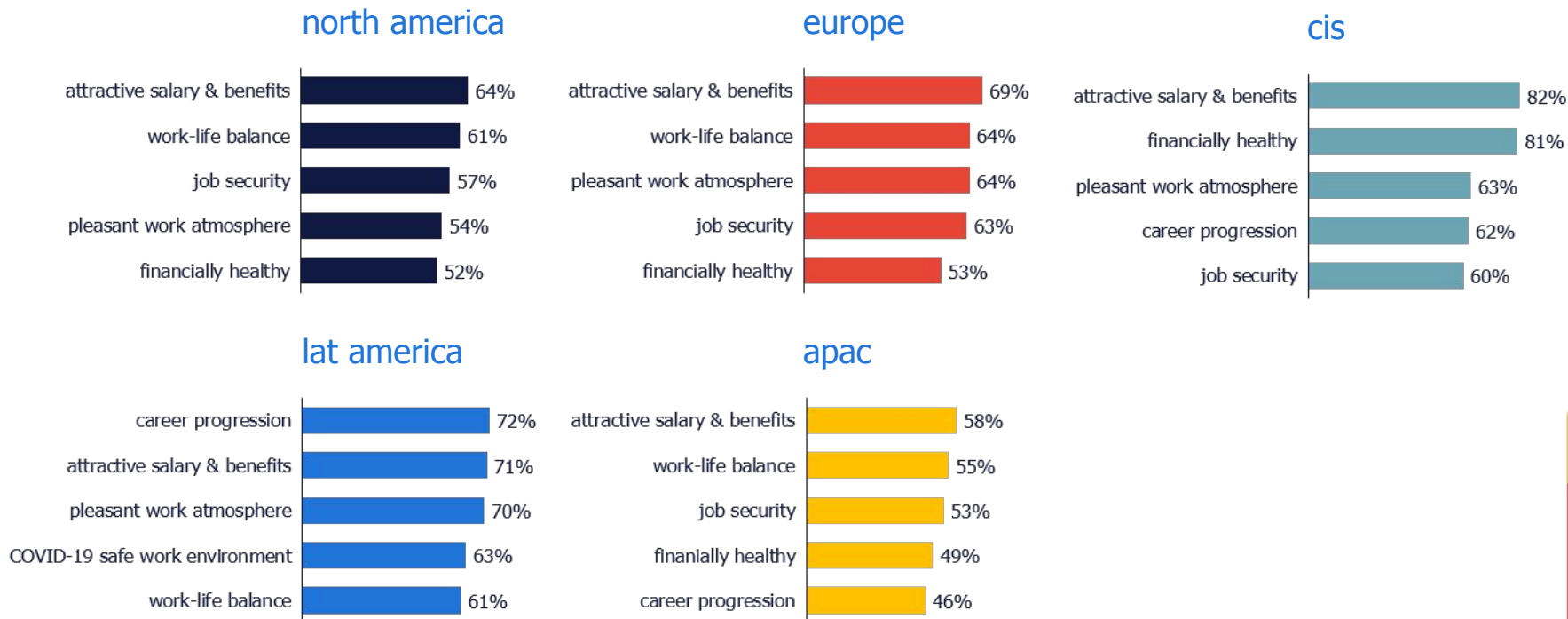
\*definition & sample composition of the business & administration professions can be found on slides 46-47



# top 5 reasons to choose an employer

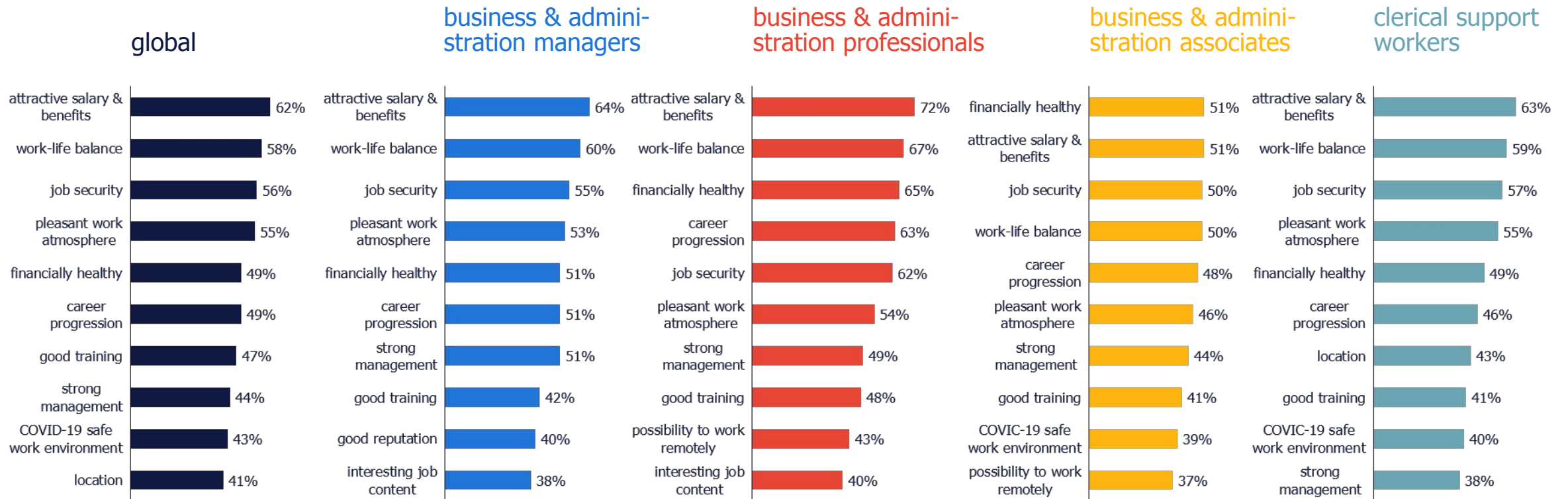
## regional differences can shape an organization's employee value proposition.

what do the business & administration workforce want - by region



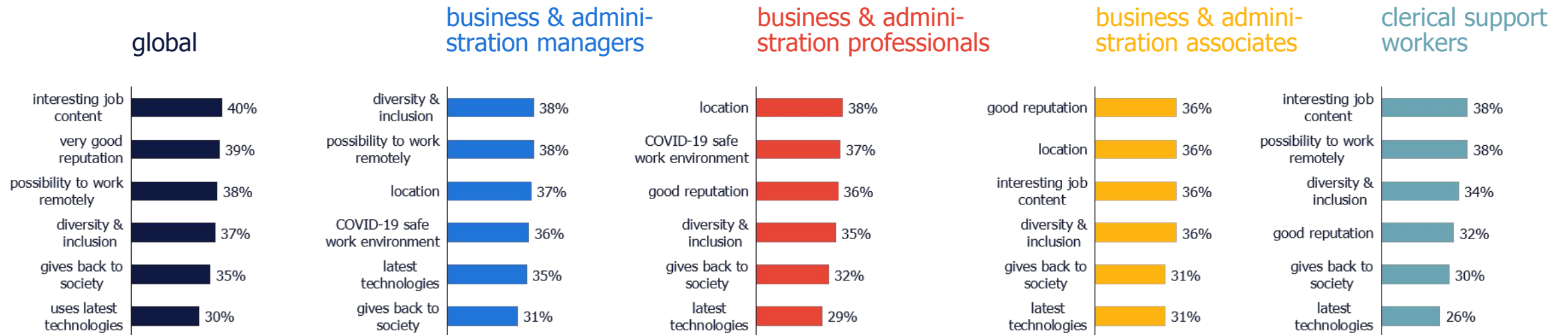
# the most sought-after drivers differ business & administration professions.

6 least important reasons to choose an employer  
deep dive global business & administration workforce vs. global employees



# giving back to society not important among the business & administration professions.

6 least important reasons to choose an employer  
 deep dive global business & administration workforce vs. global employees



## pleasant work atmosphere slightly less important in business & administration.

When comparing the top five global attributes across the four professions (healthcare, ITC, business administration and customer service), the business & administration workforce rate a pleasant work atmosphere lower than other professions do.

Irrespective of those working in business & administration, attractive salary & benefits, and work-life balance are the two most important drivers among all four groups of professionals.

Overall, those in business & administration are equally demanding when compared to the other professions in what they want from an ideal employer, with an average of seven drivers important to all four talent groups.



# a pleasant work atmosphere is equally important across business & administration professions.

top 5 most important drivers globally compared to 4 job family groups

	attractive salary & benefits	work-life balance	job security	pleasant work atmosphere	career progression
global	63%	58%	56%	55%	49%
healthcare professionals	60%	57%	55%	56%	48%
ITC & engineering	65%	62%	60%	55%	54%
business & administration	63%	59%	57%	54%	49%
customer services & support	63%	59%	57%	57%	48%



business & administration  
workforce



sector  
attractiveness.



# automotive is viewed as an attractive sector, but talent have fewer skills to work in this industry.

## attractiveness insights

Agriculture is the most attractive sector for the business & administration workforce.\* However, when it comes to having the skills to work in this industry, only clerical support workers have rated their skills highly suited for agriculture. ITC is a strong contender among all subgroups when it comes to attractiveness, although managers and associates in business & administration are more likely to have the skills to work in ITC.

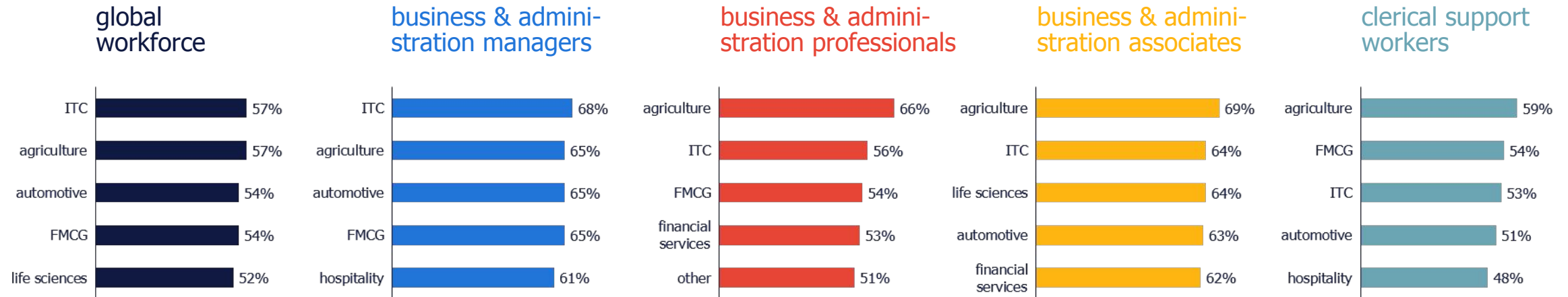
When further examining the four business & administration professions groups, associates and clerical support workers have the highest skills to work in FMCG, whereas professionals say they have the most skills for the public services industry. Leaving the ITC industry aside, managers say that they have an equal number of skills to work for companies in energy & utilities, financial services, public services and retail.

In addition to the above, the automotive industry is seen as an attractive sector among the business & administration workforce, although less so among professionals. Furthermore, fewer working-age adults feel that they can work in this sector. These results indicate that there is room to grow the skills among the workforce working in the business & administration profession.



# automotive is less attractive to the business & administration workforce.

sector attractiveness



\*the ITC sector relates to companies in IT, Technology & Communications



# total business & administration workforce attractiveness vs. ability to work for it.



high ability to work for sectors with a high score contain more companies whom respondents feel they could work for, based on their skills.

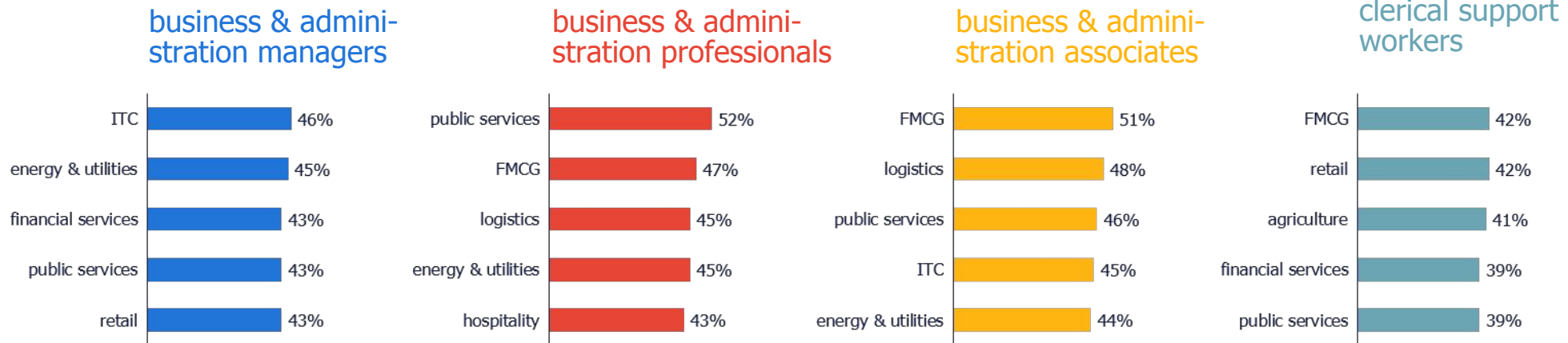
## high attractiveness

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



# skill sets vary among the different group functions in the business & administration profession.

sector ability to work for



\*the ITC sector relates to companies in IT, Technology & Communications



business &  
administration

switching  
behavior.



# 1 in 10 changed employers in the last half of 2020.

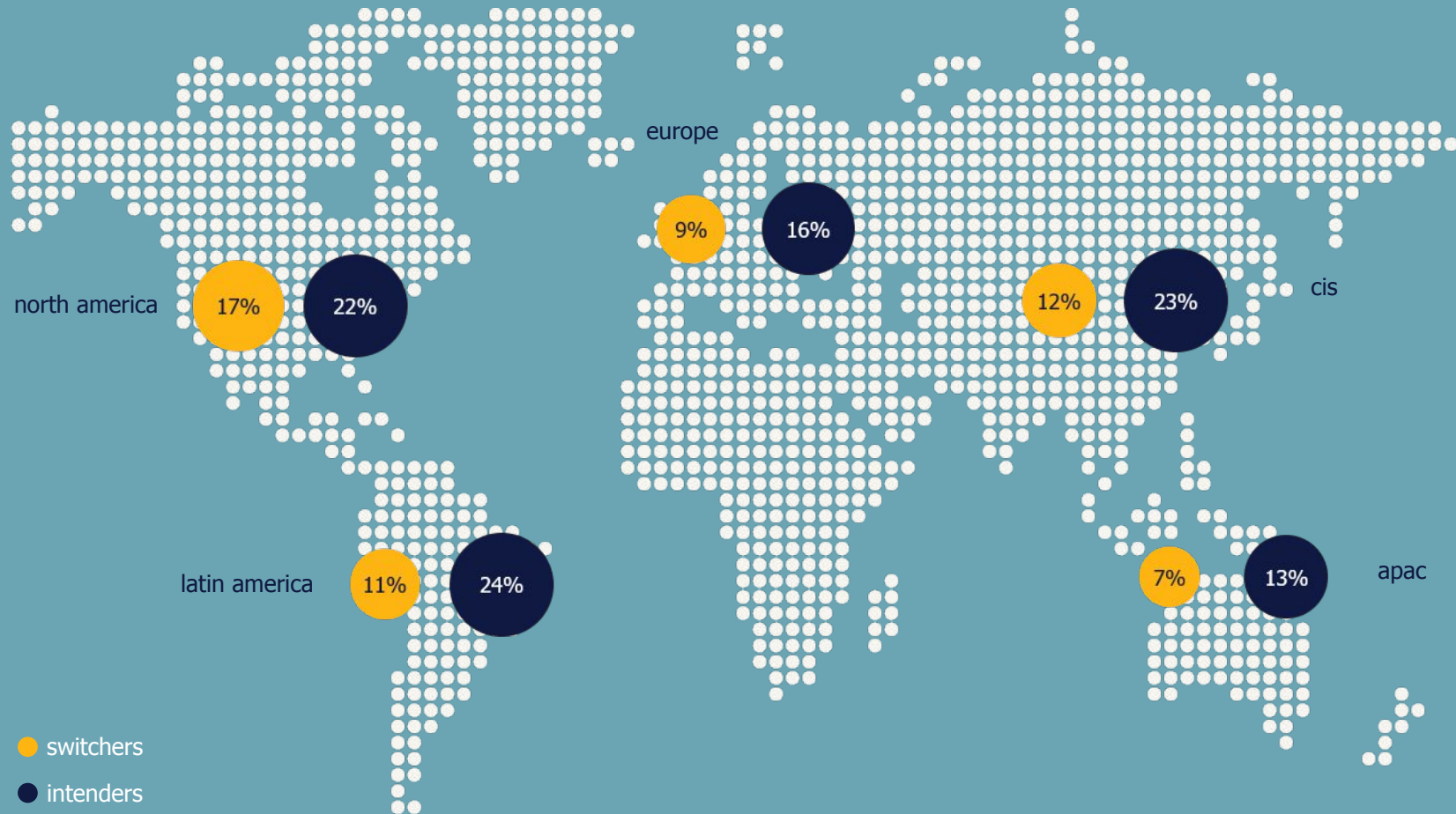
About 10% of the global business & administration workforce changed their employer in the last half of 2020, more so among 18- to 24-year-olds (25%). Overall, 16% intended to switch employers in the first half of 2021. There are no differences in retention when looking across the four business & administration professions groups.

North America saw the highest number of workers (17%) switch jobs in the last half of 2020. The workforce in Latin America, CIS and North America were all more likely to consider changing their employer in the first half of 2021 (24%, 23% and 22%, respectively) than those in Europe and APAC (16% and 13%, respectively).

For those who had planned to change jobs in the first half of 2021, career progression (54%), good training (48%), a COVID-19 safe work environment (45%) and remote working (43%) stood out as key factors for their decision.



# more of the workforce intend to switch jobs than actually do so.



global switchers in business & administration

10%

changed employer in the last half of 2020.

global intenders in business & administration

16%

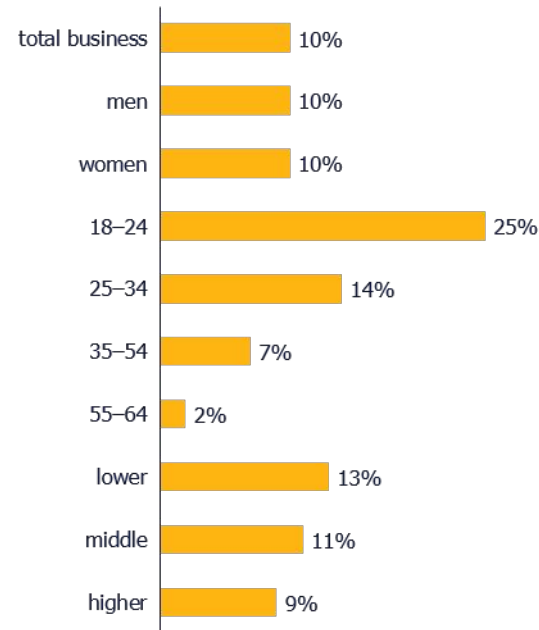
plan to change employer in the first half of 2021.



# switching behavior among the business & administration workforce by socio-demographics.

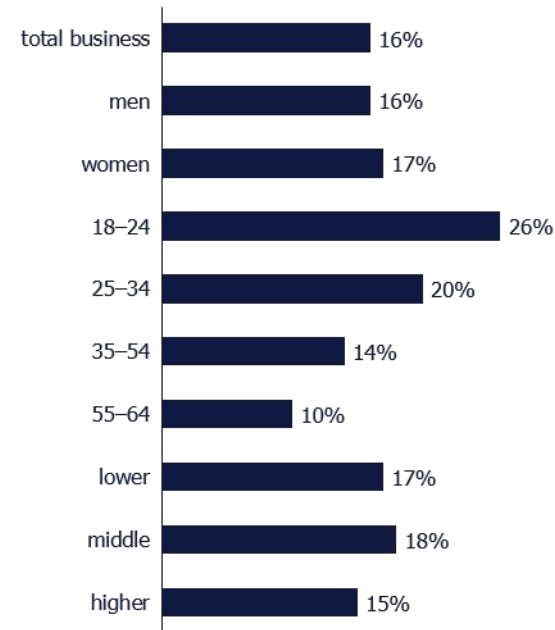
## switchers

base: business & administration managers, business & administration professionals, business & administration associates, clerical support workers



## intenders

base: business & administration managers, business & administration professionals, business & administration associates, clerical support workers



deep dive into switching behavior by business & administration managers, business & administration professionals, business & administration associates, clerical support workers can be found in the appendix

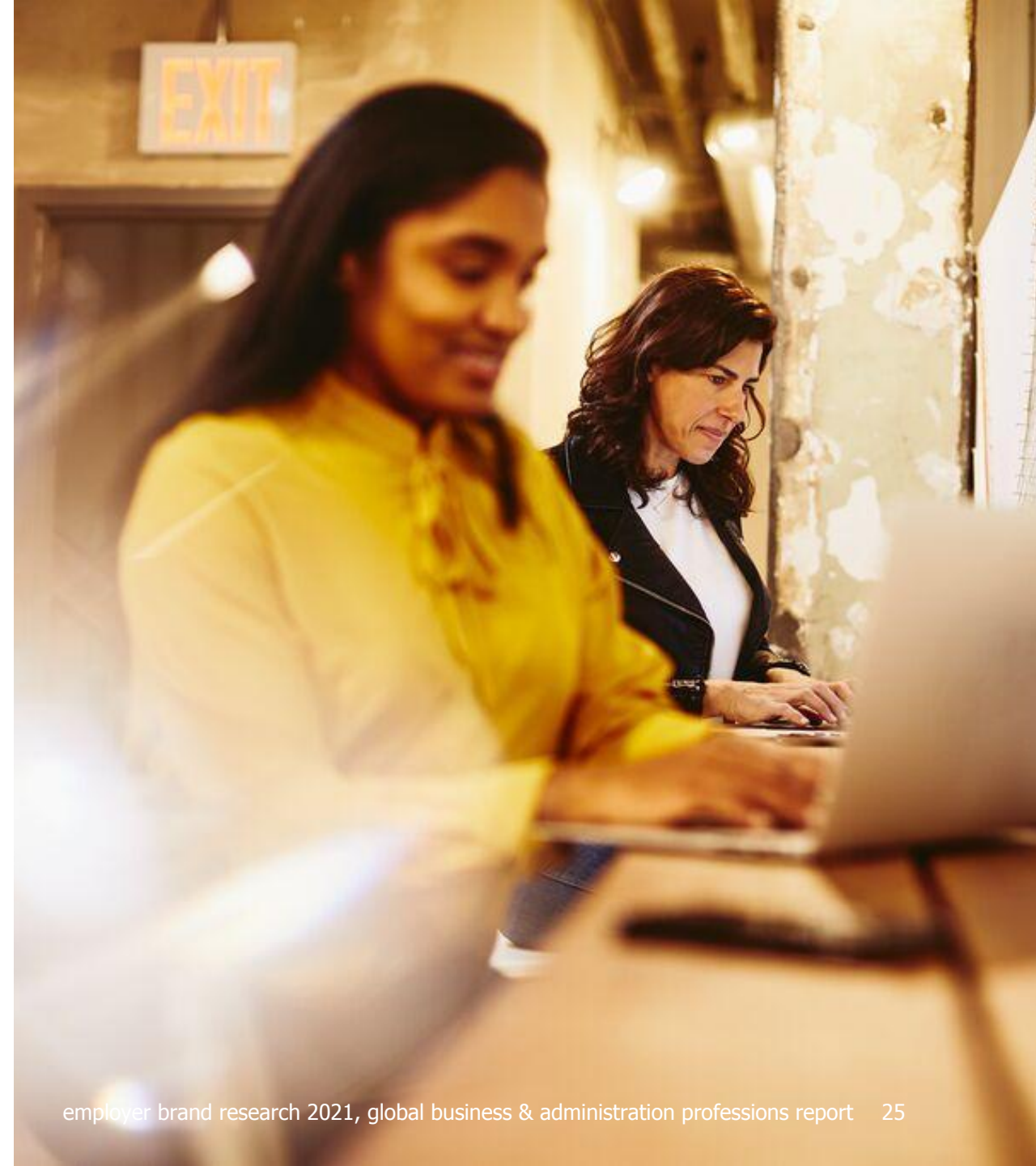




## job portals a key channel among talent seeking jobs.

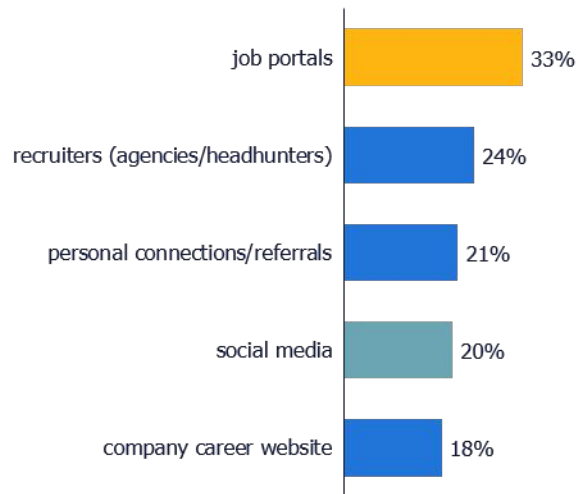
The search channel most often used by global business & administration job seekers is job portals (33%). This is especially true for women (40%), those aged 18–24 (47%), working-age adults located in the CIS region (59%), and APAC (46%). Indeed.com (45%) is the most popular well-known job portal among job seekers in business & administration. Indeed.com is equally popular among both men and women (46% and 45%, respectively).

Social media (20%) serves as an important role in the job search process. Social media, however, is more popular among those aged 18–34-years (23%) than the average worker aged 35 and older, with only a 15% reach in social media among this group. Facebook (57%) and Instagram (33%) are used the most among the average business & administration worker - with Facebook and Instagram more popular among men (61% & 39%, respectively) compared to women (53% & 27%, respectively).

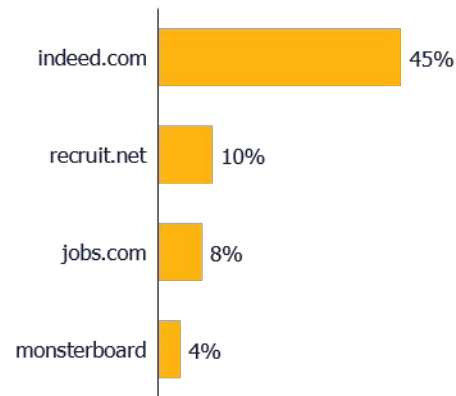


# business & administration professionals' preferences when searching for new job opportunities.

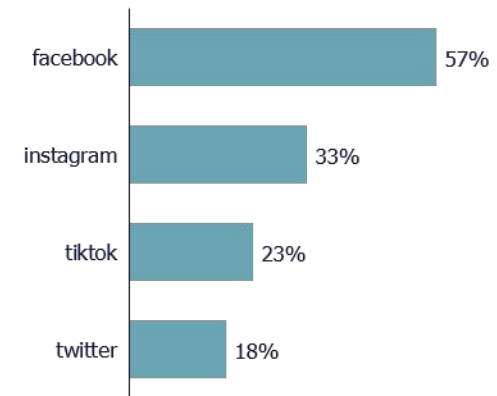
top 5 channels used to find a job



top 4 job portals



most searched social media channels



# COVID-19

in focus.

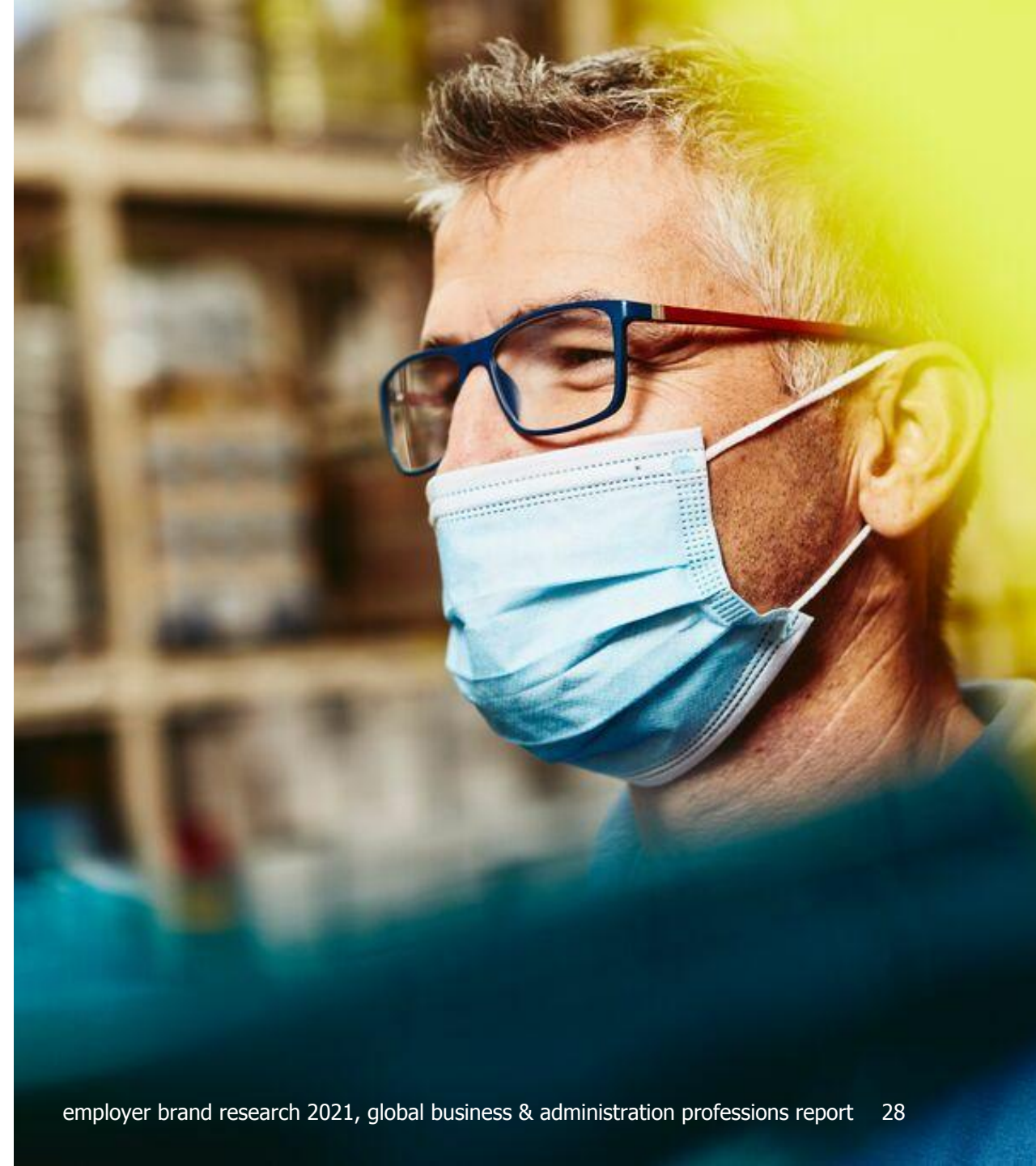


## work as usual for the business & administration workforce...

Globally, 50% of the average workforce continued to work as usual, whereas for those in business & administration, the impact of COVID-19 had less of an impact, with almost 7 in 10 workers saying they continued to work as normal. This was especially true in APAC (71%) and the CIS region (70%).

On the other hand, 32% of the business & administration workforce were either furloughed, became unemployed, worked different hours than usual or for other reasons saw their employment situation change due to COVID-19 - which was lower than the average global workforce (40%).

The younger workforce (18 to 24 years old) indicated less often that they were able to continue their work as normal (53%). A larger proportion of this group found themselves working fewer hours than usual (27%), which is higher than the average business & administration worker (16%).



## ... and unemployment rates remain considerably low.

Unemployment figures during the pandemic had little impact on the business & administration workforce and was much lower than that of the global workforce (2% vs. 9%, respectively). A higher proportion of business & administration workers who were furloughed or became unemployed was among lower to mid-educated workers (9%), and those in North America (10%).

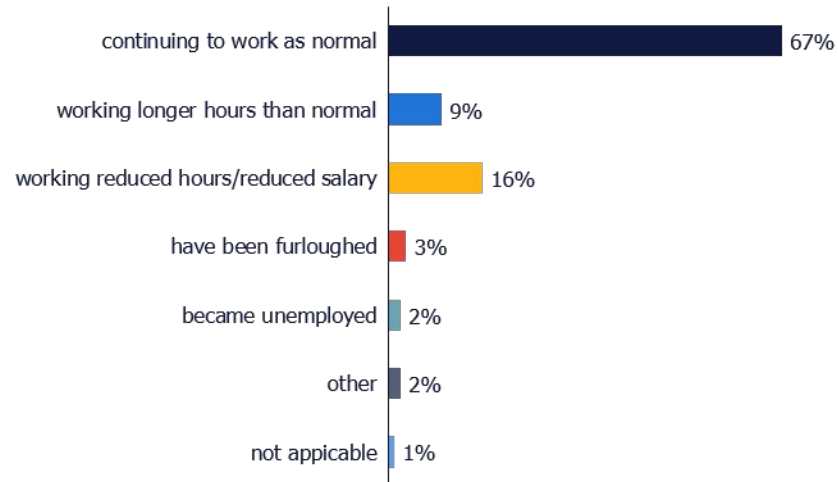
A greater number of the business & administration workers who are afraid of losing their job in 2021 plan to change their job in the first six months of 2021 (27%), whereas for those not afraid of losing their job, only 11% plan to change their job. This is not too different from the global average, where 29% of the workforce afraid of losing their job plan to change and 12% not afraid plan to change their job in the first six months of 2021.



# how COVID-19 affected employment.

## how COVID-19 changed one's employment situation

base: business & administration managers, business & administration professionals, business & administration associates, clerical support workers



## fear of job loss

business & administration

# 24%

adults who continued to work in 2020 are afraid they will lose their job in 2021 as a result of COVID-19.

region

workers in Latin America whose jobs were not affected in 2020 by COVID-19 are the most afraid of losing their job in 2021 (45%), whereas employees in APAC, North America (22%) and Europe (23%) are less afraid of losing their job in 2021.



# intention to switch jobs among those fearing job loss and those unafraid.



afraid

27%

of those who are afraid of losing their job plan to change their job in the first six months of 2021.

not afraid

11%

of those who are not afraid of losing their job plan to change their job in the first six months of 2021.



## women in business lean toward remote working.

39% of the business & administration workforce are attracted to companies offering the possibility of working remotely. Women tend more so than men to find this an attractive offering (42% vs 35%). Middle-education workers (44%) are more interested in working from home than low and higher educated workers (average 36%). Regionally, working remotely can be seen as more important in Latin America (50%) and Europe (49%).

Among 25- to 34-years-olds, more are working remotely (64%) compared to the average business & administration workforce (59%). More of those living in North America started working partly or fully from home during the COVID-19 crisis (68%). More workers in the CIS region (20%) had to be on site than in other regions (12%).

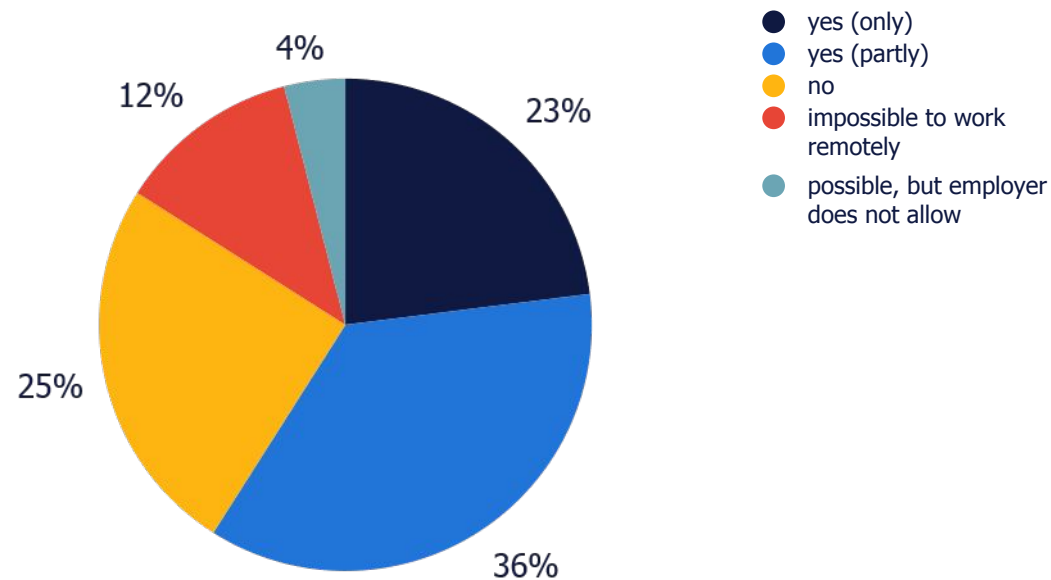
Managers and professionals (74% and 72%, respectively) more often worked from home than associates and clerical workers (55% & 51%).



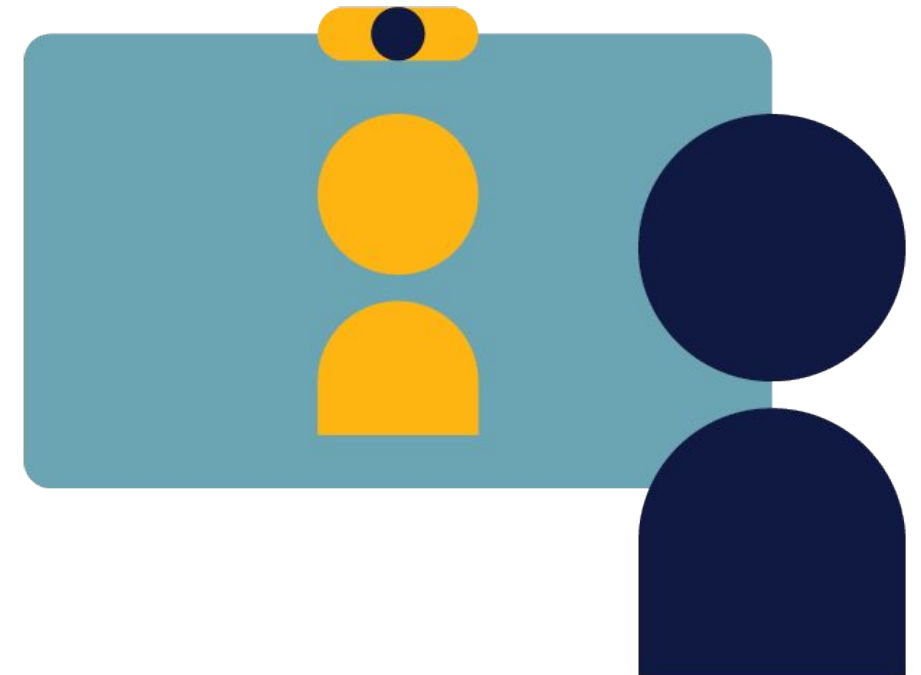


# 3 out of 5 business & administration workers started working remotely during the COVID-19 pandemic.

did you start working (more) remotely/from home due to the COVID-19 crisis?



base: business & administration managers, business & administration professionals, business & administration associates, clerical support workers



## majority of business & administration workers made the decision to work remotely.

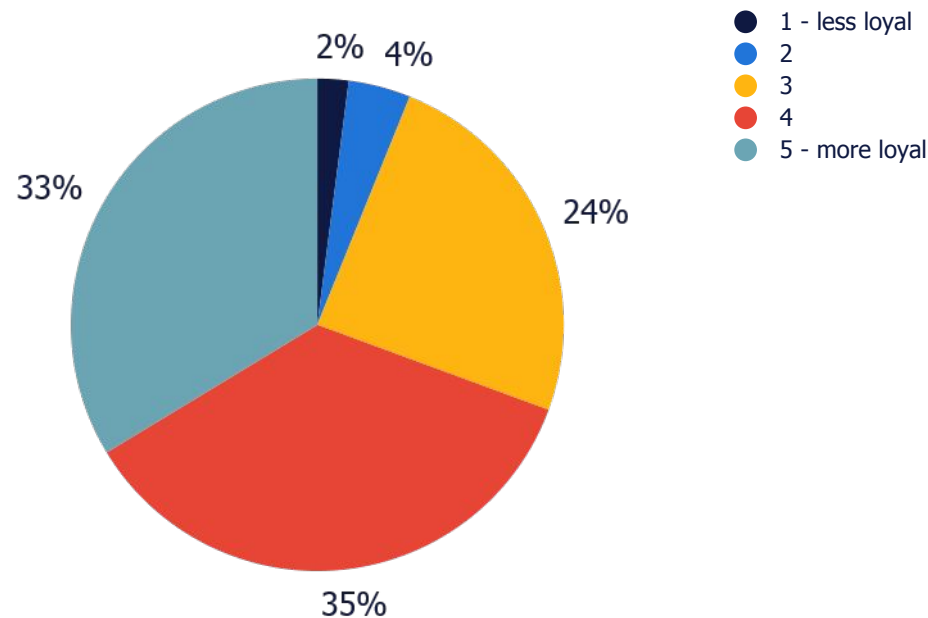
Out of the 69% of those who started working remotely, 58% were involved in the decision to do so, whereas for 41% the decision was mandated by their employer and/or regulatory authorities. More men (32%) made their own decision to work remotely than women (23%). The highest number where the decision was mandated by the authorities can be seen in Latin American (58%).

When looking across the business & administration professions groups, we see that managers were more often involved in the decision to work remotely (70%) compared to professionals (64%), associates (60%) and clerical workers (49%).



# high loyalty among the business & administration workers toward employers during the pandemic.

loyalty to one's employer based on how well supported employees felt during the COVID-19 pandemic



base: business & administration managers, business & administration professionals, business & administration associates, clerical support workers

The way business & administration employers worldwide have supported their employees and managed the pandemic has had a positive impact on loyalty. Overall, 68% of talent feel more loyal to their employer as opposed to 6% who feel less loyal.

A high percentage of adults in business & administration who are aged 25-54 years (70%), mid-high educated (69%), and employees located in North America (73%), Latin America (73%) and APAC (73%) say they are more loyal to their employer. Less educated workers (55%), and workers in Europe (58%) and the CIS region (20%) were less loyal.

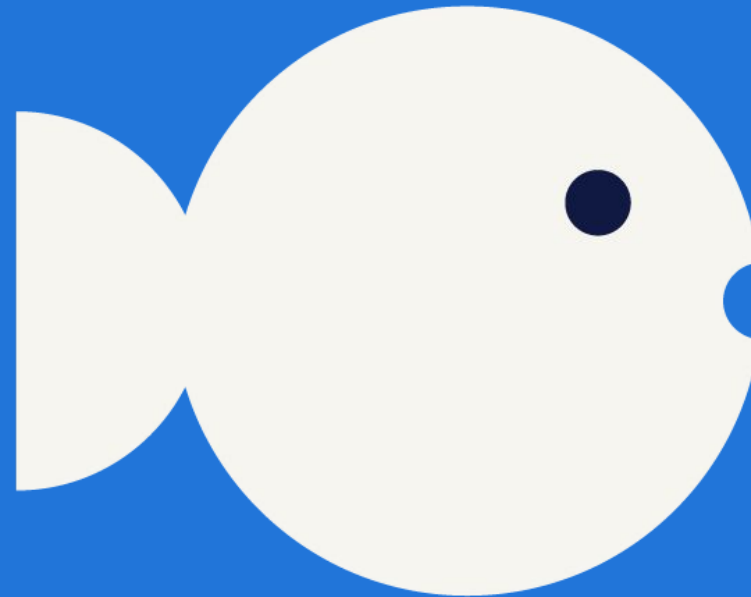


# appendix.

- 1 what the business & administration workforce want
- 2 job switching behavior



what the  
business &  
administration



workforce  
want.



# what the business & administration workforce want.

1/3

	global	business services and administration managers	professional services managers	finance professionals	administration professionals	sales, marketing and public relations professionals	financial and mathematical associate professionals
attractive salary & benefits	62%	65%	64%	69%	76%	69%	67%
work-life balance	58%	59%	61%	69%	65%	65%	59%
job security	56%	55%	58%	58%	64%	67%	57%
pleasant work atmosphere	55%	54%	52%	58%	47%	63%	56%
financially healthy	49%	49%	55%	66%	64%	65%	64%
career progression	49%	49%	57%	62%	67%	56%	53%
good training	47%	39%	50%	50%	47%	48%	49%
strong management	44%	51%	50%	47%	52%	46%	49%
COVID-19 safe work environment	43%	34%	41%	43%	32%	38%	44%
location	41%	34%	42%	51%	29%	37%	43%
interesting job content	40%	37%	39%	46%	35%	43%	47%
very good reputation	39%	39%	44%	43%	30%	40%	37%
possibility to work remotely	38%	36%	44%	48%	37%	48%	48%
diversity & inclusion	37%	36%	42%	43%	28%	40%	37%
gives back to society	35%	28%	39%	39%	26%	34%	34%
uses latest technologies	30%	36%	34%	31%	26%	33%	34%



# what the business & administration workforce want.

2/3

	global	sales and purchasing agents and brokers	business services agents	administrative and specialized secretaries	government regulatory associate professionals	general office clerks	secretaries (general)
attractive salary & benefits	62%	36%	45%	54%	62%	63%	65%
work-life balance	58%	41%	47%	52%	60%	57%	63%
job security	56%	39%	41%	57%	67%	57%	57%
pleasant work atmosphere	55%	36%	45%	47%	57%	53%	63%
financially healthy	49%	49%	38%	57%	51%	49%	51%
career progression	49%	35%	47%	53%	53%	44%	45%
good training	47%	31%	40%	42%	41%	36%	51%
strong management	44%	44%	42%	42%	48%	35%	43%
COVID-19 safe work environment	43%	34%	37%	40%	37%	36%	47%
location	41%	27%	36%	36%	33%	43%	46%
interesting job content	40%	31%	29%	39%	37%	36%	40%
very good reputation	39%	38%	36%	33%	38%	29%	39%
possibility to work remotely	38%	31%	35%	35%	41%	34%	42%
diversity & inclusion	37%	32%	35%	38%	40%	31%	35%
gives back to society	35%	25%	31%	32%	37%	27%	33%
uses latest technologies	30%	29%	30%	32%	31%	23%	27%



# what the business & administration workforce want.

3/3

	global	keyboard operators	tellers, money collectors and related clerks	client information workers	numerical clerks	material recording and transport clerks	other clerical support workers
attractive salary & benefits	62%	46%	52%	61%	72%	62%	70%
work-life balance	58%	42%	44%	60%	66%	59%	69%
job security	56%	46%	43%	60%	63%	49%	64%
pleasant work atmosphere	55%	42%	41%	56%	63%	45%	63%
financially healthy	49%	35%	40%	52%	54%	52%	47%
career progression	49%	38%	37%	55%	56%	43%	51%
good training	47%	37%	35%	53%	40%	45%	46%
strong management	44%	29%	31%	46%	40%	38%	42%
COVID-19 safe work environment	43%	37%	36%	47%	48%	40%	48%
location	41%	35%	36%	39%	45%	37%	49%
interesting job content	40%	32%	36%	35%	45%	41%	45%
very good reputation	39%	30%	35%	36%	33%	35%	36%
possibility to work remotely	38%	34%	30%	44%	46%	29%	46%
diversity & inclusion	37%	29%	28%	41%	37%	39%	39%
gives back to society	35%	26%	26%	37%	34%	27%	32%
uses latest technologies	30%	28%	26%	29%	30%	33%	29%





# job switching

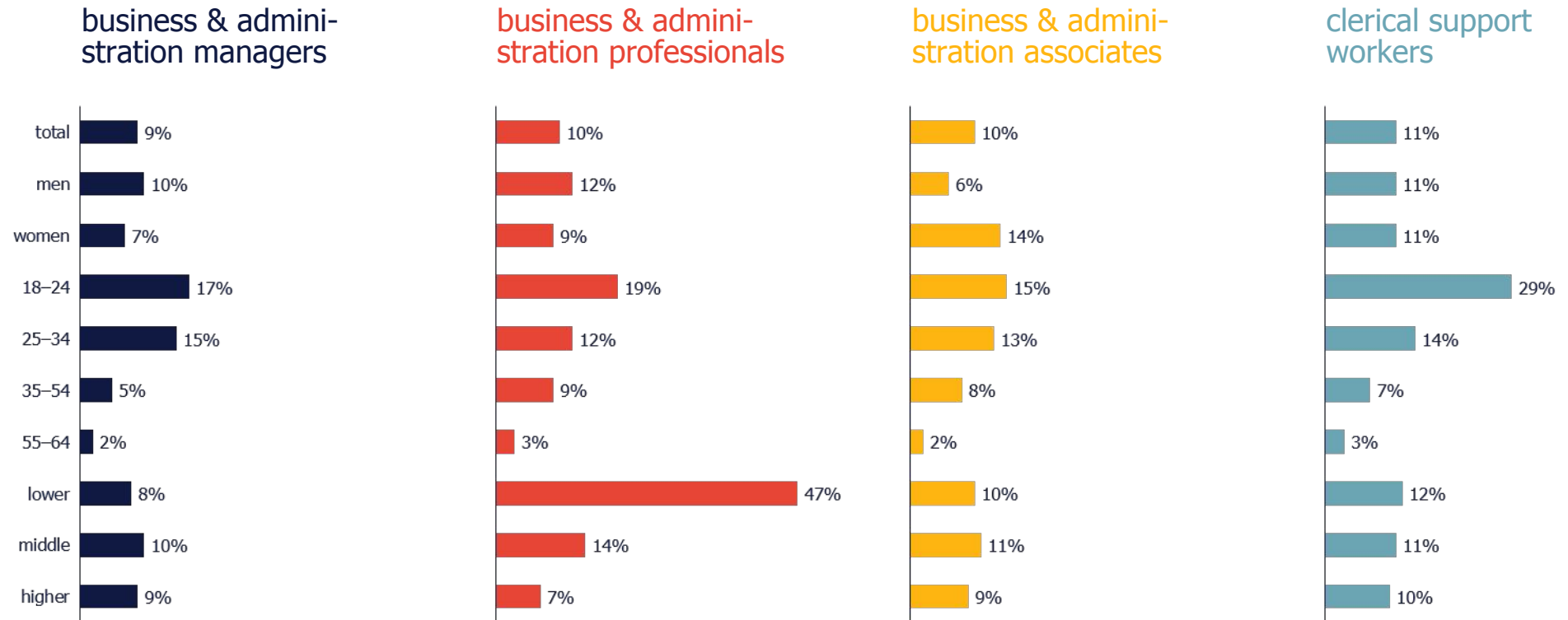


# behavior.

# switching behavior among the business & administration workforce **by socio-demographics.**

## switchers

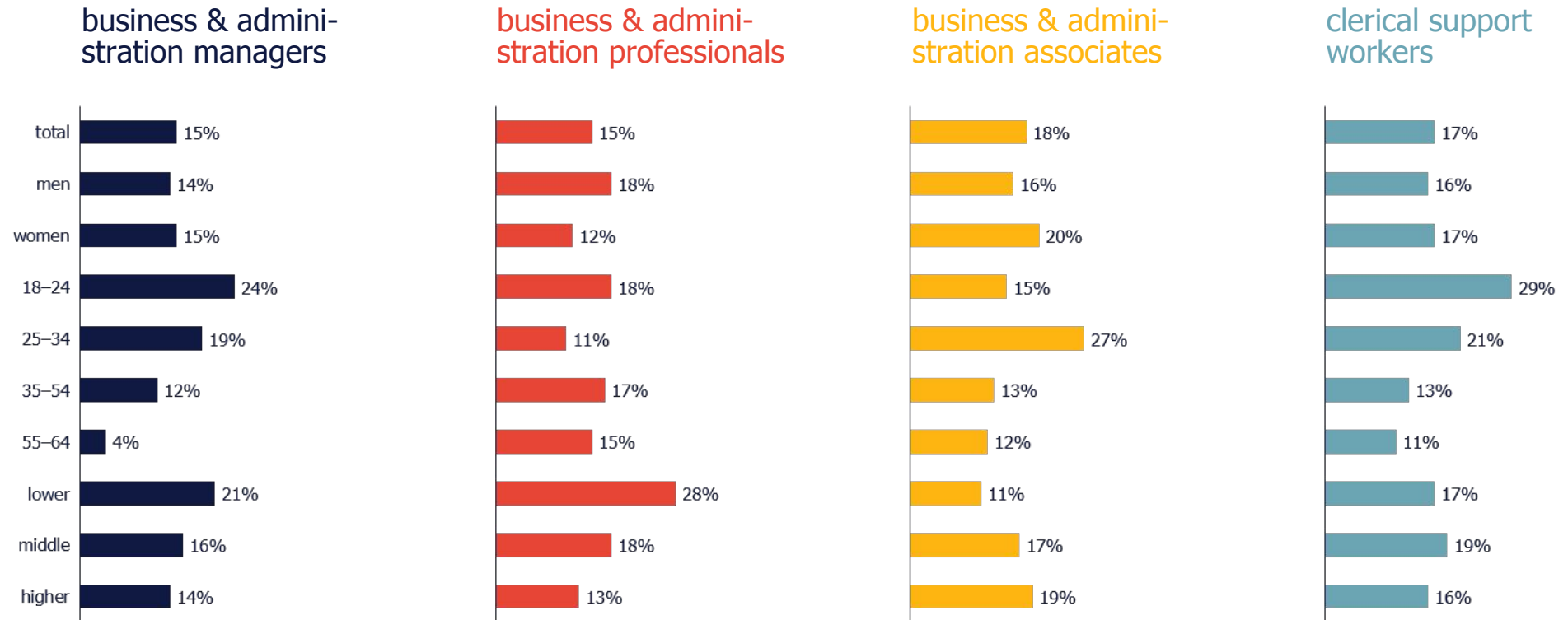
base: business & administration managers, business & administration professionals, business & administration associates, clerical support workers



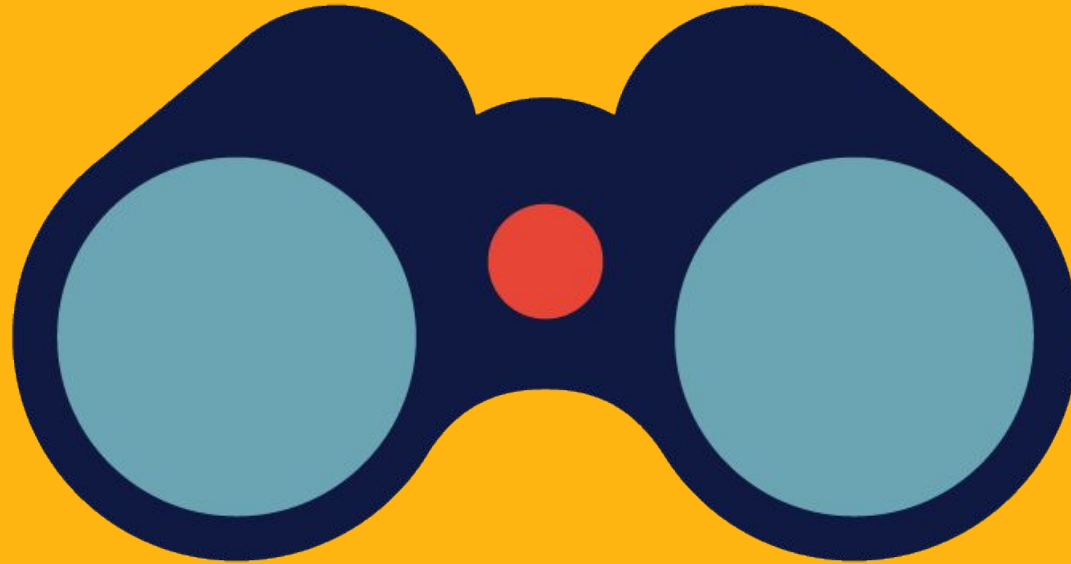
# switching behavior among the business & administration workforce **by socio-demographics.**

## intenders

base: business & administration managers, business & administration professionals, business & administration associates, clerical support workers



about the



research.

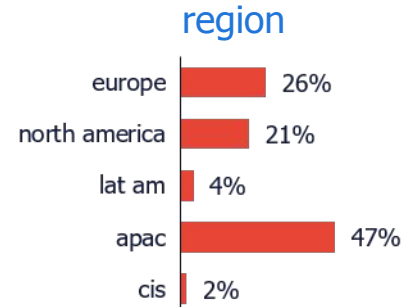
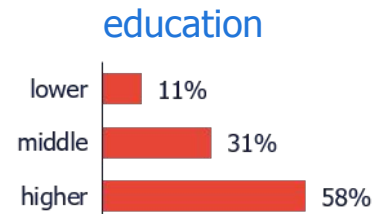
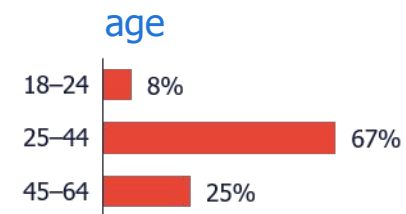
# what is the randstad employer brand research?

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



# definition and sample composition of the business & administration workforce.

1/2



total sample of business & administration sector: n=42,046  
fieldwork: between January and February 2021



# definition and sample composition of the business & administration workforce.

2/2

## business & administration profession definitions

business & administration managers	business & administration professionals	business & administration associates	clerical support workers
business services and administration managers	finance professionals	financial and mathematical associate professionals	general office clerks
professional services managers	administration professionals	sales and purchasing agents and brokers	secretaries (general)
	sales, marketing and public relations professionals	business services agents	keyboard operators
		administrative and specialized secretaries	tellers, money collectors and related clerks
		government regulatory associate professionals	client information workers
			numerical clerks
			material recording and transport clerks
			other clerical support workers



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

austria  
australia  
argentina  
belgium  
brazil  
canada  
china  
czech republic  
france  
germany  
greece  
hong kong SAR  
hungary  
italy  
india  
japan  
kazakhstan  
luxembourg  
malaysia  
mexico  
new zealand  
netherlands  
norway  
poland  
portugal  
romania  
russia  
singapore  
spain  
sweden  
switzerland  
ukraine  
UK  
USA



● markets surveyed

## worldwide

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

## sample

- aged 18 to 64
- representative on gender
- overrepresentation of age 25 - 44
- comprised of students, employed and unemployed workforce

## fieldwork

- online interviews
- between January and February 2021

## length of interview

- 16 minutes





# breakdown of business & administration workforce by market.

country*	n=
argentina	923
australia	1,271
austria	724
belgium	2,773
brazil	928
canada	654
china	1,395
czech republic	852
france	2,159
germany	740
greece	776
hong kong	947
hungary	1,777
india	714
italy	1,708
japan	1,304
kazakhstan	601

country*	n=
luxembourg	548
malaysia	641
mexico	1,633
the netherlands	2,814
new zealand	718
norway	587
poland	1,323
portugal	1,239
romania	959
russia	2,718
singapore	925
spain	2,051
sweden	915
switzerland	1,220
ukraine	1,105
UK	1,875
US	529



\*global data is weighted on GDP



# employer brand research setup.

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## 30 companies per respondent

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

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## for each company known

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

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## each company known

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

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## 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.

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## drivers

each company is evaluated on:

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



## KANTAR

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



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