



2022 employer brand  
research report

hong kong SAR.





benjamin elms

regional director, randstad hong kong



the great resignation is a **once-in-a-lifetime opportunity** for companies that are hiring.

As the job market becomes more active after two years of economic uncertainty, it's understandable that employees want to seek greener pastures. This period of great resignation presents a unique opportunity for talent acquisition specialists, recruitment consultants and employer branding managers to refresh and refine their talent attraction strategies to appeal to the modern job seeker.

Talent have renewed and higher expectations of employers, and not without good reason. The pandemic has led many people to rethink their purpose, the employer-employee dynamics and most importantly, what they want out of their careers.

In 2022, we expect employers across all industries to:

- hire skilled talent to grow their workforce and deepen their human capital
- build their employer brand awareness through digital channels and meaningful partnerships with recruitment agencies
- offer more work-life focused HR initiatives to strengthen their ability to attract and engage talent

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



This year, we celebrate 10 years of research excellence in Hong Kong. In our 10th edition of the Randstad Employer Brand Research, we'll offer the latest data, trends and analysis about talent hiring so that you can make better, smarter decisions for your organisation and career.

# 2022 randstad hong kong employer brand research report.

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# why you should care about employer branding.

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**1 in 2 candidates**

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

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**1-2x**

faster hiring time experienced by companies with a strong employer brand.<sup>3</sup>

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**#1**

obstacle to candidates in the application process is not knowing what it's like to work at an organisation.<sup>5</sup>

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**96%**

agree that the alignment of personal values with a company's culture is a key factor in their satisfaction working there.<sup>2</sup>

---

**52%**

of all candidates search the company's website and social media first to learn more about an employer.<sup>4</sup>





# what is the randstad employer brand research?

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



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



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

#### worldwide

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

#### market sample

- 3,027 respondents
- aged 18 to 64
- overrepresentation of respondents aged 25 – 44

#### fieldwork

- online interviews
- January 2022

#### interview length

- 16 minutes





# 2022 employer brand research respondent composition.



women

53%



men

47%



generation Z  
(18 – 25 years old)

15%



millennials  
(26 - 41 years old)

48%



generation X  
(42 – 57 years old)

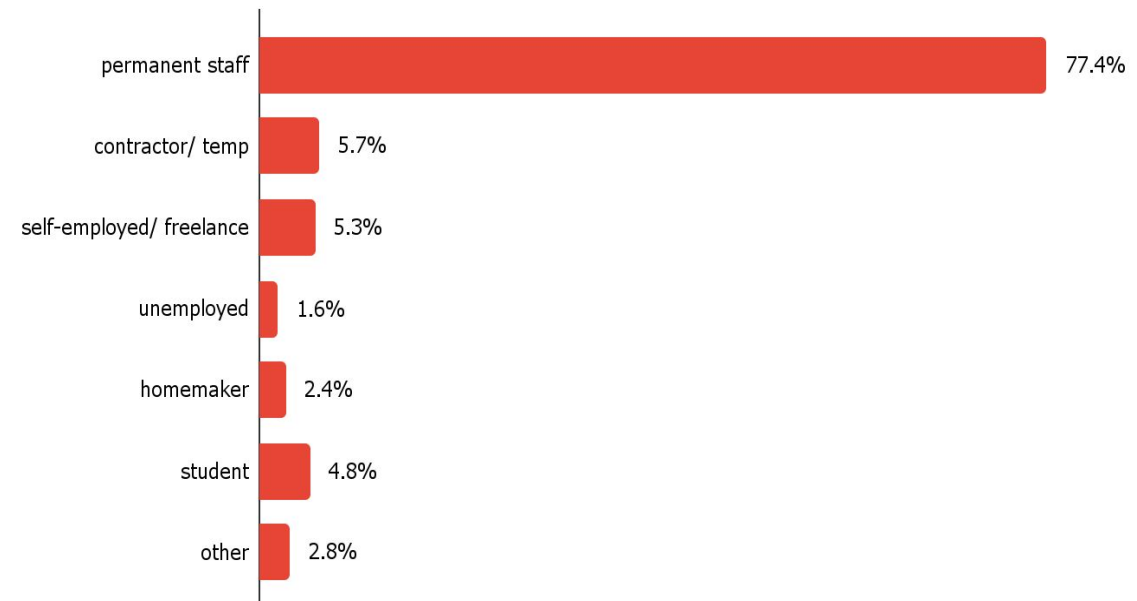
32%



boomers  
(58 – 64 years old)

5%

## employment status



# applying the smart sampling methodology to ensure fairness and accuracy.

---

30 companies  
per respondent

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

---

for each company  
known

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

rated on a set of EVP  
drivers:  
determines reason for  
attractiveness.

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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 employer brand.

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

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

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EVP drivers

each company is evaluated on:

- 01 attractive salary and benefits
  - 02 cares for the environment and gives back to society
  - 03 financially healthy
  - 04 fosters a pleasant work environment
  - 05 good work-life balance
  - 06 has a very good reputation
  - 07 long-term job security
  - 08 offers career progression
  - 09 offers interesting job content
  - 10 option to work from home or remotely
- 



**KANTAR**

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

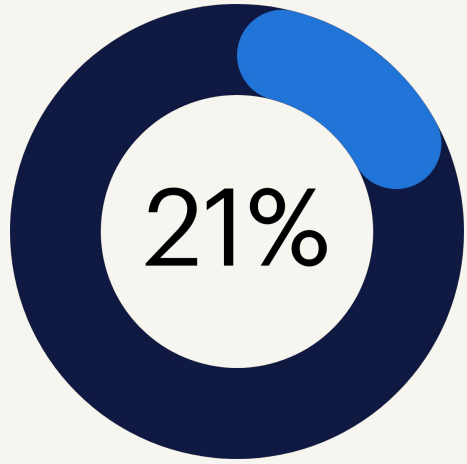






the great resignation

is happening.



21% of respondents switched jobs between July and December 2021, a 5% increase from the same period in 2020.

As the job market improves to pre-pandemic levels (2020: 25%), workers are becoming more confident of their chances of getting a job opportunity that matches their expectations.

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

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

### top 5 drivers of job switchers





# talent are more confident of finding new jobs in 2021.

switchers: changed employers in 2021 2H.



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



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



# more hongkongers are looking to change jobs in 2022.

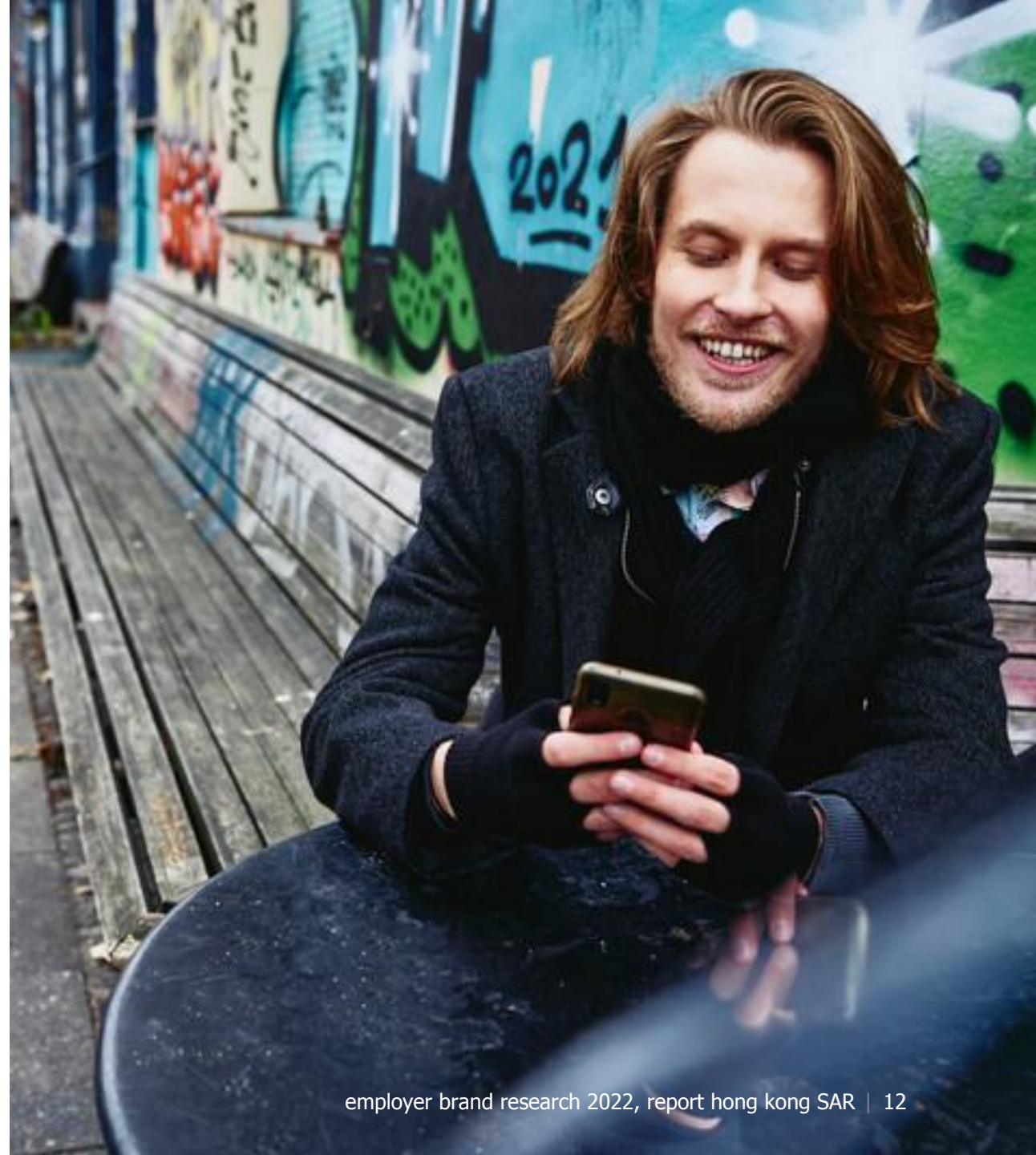
intenders: plan to switch employers in 1H 2022



“There has been a more positive outlook on the business and labour market in 2022 as more companies are starting to hire again to meet business growth objectives.

While the Omicron wave has slowed down recruitment and onboarding activities, many employers are building a talent pipeline to start work once the measures are lifted.”

Benjamin Elms  
Regional Director, Randstad Hong Kong





# recruiters are the only human touch point in the job seekers' search journey.

job portals 41.3%  
(2021: 37.7%)

recruitment agencies 40.6%  
(2021: 38.0%)

google 36.5%  
(2021: 30.7%)

linkedin 28.7%  
(2021: 20.7%)

company career website 26.7%  
(2021: 25.0%)

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recruiters fill the information gap that job seekers aren't able to find online. People use social media and digital platforms to connect with alumni, read employee reviews, find job interview questions as well as view videos and photos of what the work environment looks like.

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

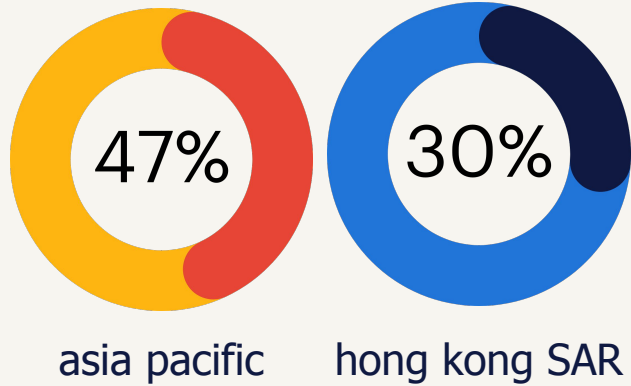
- The salary and benefits that the organisation would offer to them
- The company culture and workforce size
- The employer's approach towards work-life flexibility
- The actual work responsibilities versus what is being advertised

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

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

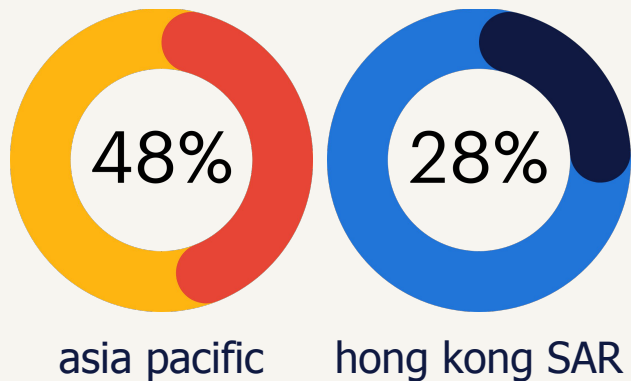
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## 3 in 10 hongkongers found work to be more important amidst recent world events.

Work has become more important for 41% of Gen-Zers (18 to 24 years old). The younger generations of workers want to work in roles and companies that allow them to drive meaningful change for the causes and communities that they care about, such as gender equality, LGBTQ+, climate change and more.



## only 28% of the hongkongers feel positive about their work.

People's attitude towards work is related to how important they feel about their role in the changing world of work. 50% of respondents who said that work has become more important to them has a more positive attitude towards work, while 43% of those whose work has become less important to them developed a negative feeling.



Q615 – VCH: Taking the recent world events into consideration, did the importance you place on work/career change for you over the past 12 months?  
 Q615 – VCJL Overall, would you say that the last 12 months have changed your attitude towards your work?

A man with curly hair, wearing a green sweater, is sitting at a white table in a modern home office. He is looking at a laptop and has his hand on his chin, appearing thoughtful. The room is bright with natural light from a large window. There is a gold pendant light hanging above him. In the foreground, there are some wooden bowls and a coffee pot on the table. The background shows a bed and some plants.

what talent look for

in an ideal employer.

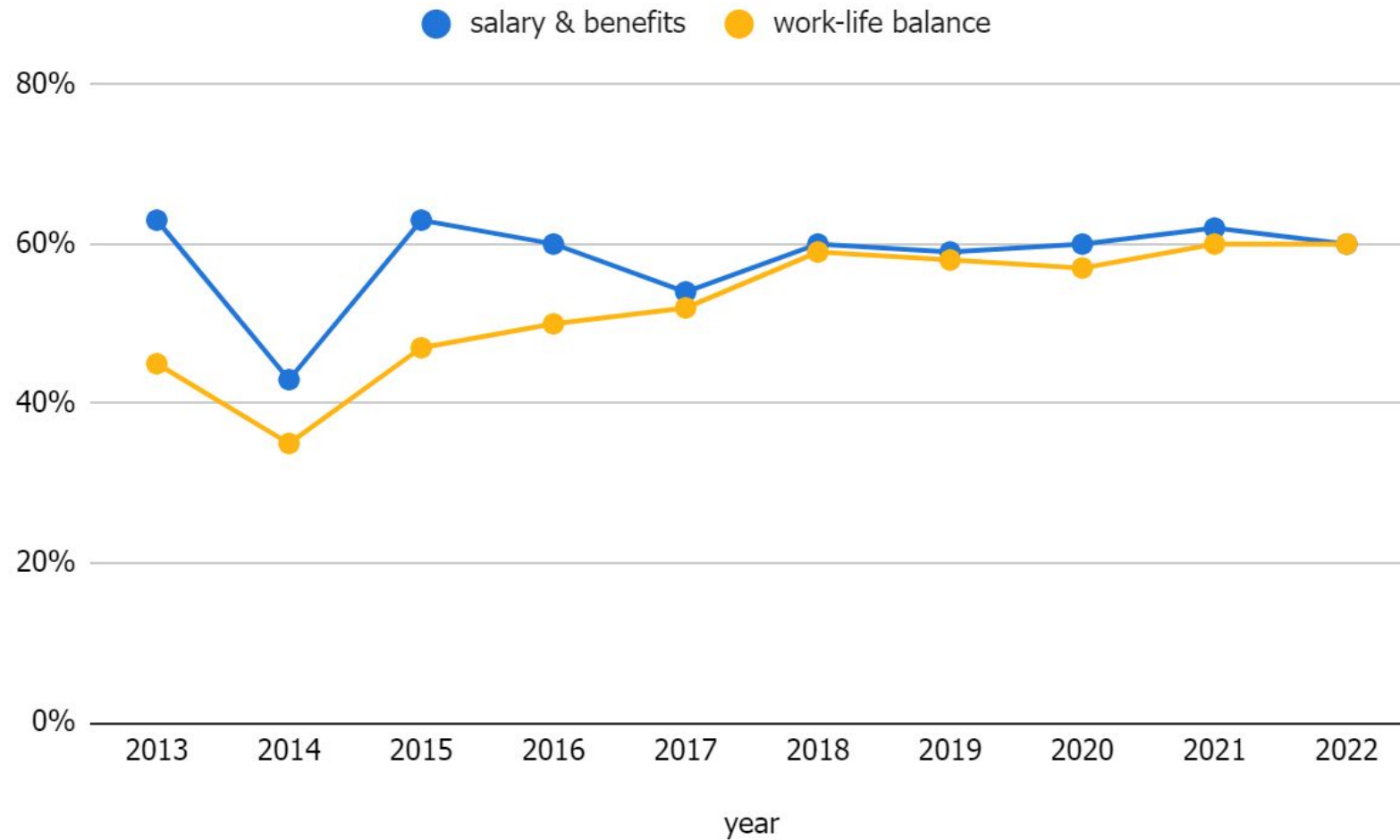


for the first time in 10 years, work-life balance ranked the most important EVP factor for hongkongers.

- |   |                               |    |                                  |
|---|-------------------------------|----|----------------------------------|
| 1 | work-life balance<br>60%      | 6  | pleasant work environment<br>43% |
| 2 | salary and benefits<br>60%    | 7  | career progression<br>43%        |
| 3 | financially healthy<br>49%    | 8  | strong management<br>41%         |
| 4 | long-term job security<br>48% | 9  | good reputation<br>37%           |
| 5 | good training<br>44%          | 10 | location<br>37%                  |



# work-life balance: a steady trend of growing importance to hongkongers.



# work-life balance is still the most unmet workforce expectation.



## what employees seek in ideal employers

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

## what hong kong's employers are perceived to offer

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

## why should employers care about work-life balance?

The upside of being known as a company that cares about their employees' well-being is that it will undoubtedly attract more people to apply for jobs with you. Without good work-life balance support from the company, employees may face burnouts, poor productivity and focus, loss of sleep and appetite as well as mental health issues. Employers should focus HR initiatives to remedy work-life imbalance to create a more positive employee experience and improve the company's ability to attract new talent.



Q054 – Q008a: Thinking about your ideal employer, please pick those elements that this organisation should most definitely have. Q600 – OEM: How would you rate your own employer on the same set of attributes?



# women have higher expectations of their employers than men.



women

- 1 work-life balance  
65%
- 2 salary and benefits  
62%
- 3 financially healthy  
51%
- 4 long-term job security  
49%
- 5 pleasant work environment  
45%



men

- 1 salary and benefits  
58%
- 2 work-life balance  
55%
- 3 financially healthy  
48%
- 4 long-term job security  
48%
- 5 career progression  
44%

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## why do women professionals have higher expectations as compared to men?

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

In Q1 of 2021, there are 1,625,000 female aged 15 and above who are economically inactive in Hong Kong SAR. 37.5% of them reportedly were unable to work because they are engaged in household duties.

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

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# gen-Zs and millennials care about work-life balance more than attractive salaries and benefits.



generation Z  
(18 – 25 years old)

- 1 work-life balance  
61%
- 2 attractive salary and benefits  
58%
- 3 good training  
52%



generation X  
(42 – 57 years old)

- 1 attractive salary and benefits  
62%
- 2 work-life balance  
61%
- 3 financially healthy  
54%



millennials  
(26 - 41 years old)

- 1 work-life balance  
59%
- 2 attractive salary and benefits  
58%
- 3 financially healthy  
48%



boomers  
(58 – 64 years old)

- 1 financially healthy  
69%
- 2 attractive salary and benefits  
68%
- 3 work-life balance  
50.6%

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## why do gen-Zs and millennials care so much about work-life balance?

### dual-income families

Millennials with young kids are more likely to continue working to keep up with the rising cost of living while also wanting to spend enough time outside of work with their families.

### technology

Technology, when used right, can offer very good work flexibility. Office workers will be able to work from anywhere and at anytime, which makes working from home a viable option.

### having enough time for personal activities

The younger generations don't want to live in the shadows of their work. They want to have enough time to do the activities that they enjoy such as exercising, dating or having a meal with their friends to keep their mind off work and relieve stress.

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# how to strengthen the perception of your employer brand.



look after your  
employees and they'll  
look after you

Presenteeism and hustle culture seems to be finally fading out in Hong Kong. Throughout the pandemic, workers have been re-evaluating their work purpose and how it fits into their lives. The employer-employee dynamic has changed, with more workers now seeking support from their employers to manage their workload and avoid a burnout.

When employees feel that they are taken care of, they are more likely to continue working for the company and share their positive experiences with their family and friends, which would help attract more fresh talent to want to work for the organisation.



communicate your  
EVP factors through  
your employees

As employers, you can communicate and promote your HR initiatives like job promotions, high salaries and attractive employee benefits on job advertisements, social media and even in magazines, buses and trains. However, other EVP factors like financial health and long-term job security can only be communicated to job seekers by your employees through their own experiences with your organisation.

Employers that transparently communicate the company's business performance, especially during the pandemic, are able to strengthen their employer brand by providing their workforce with the much needed assurance.



don't neglect the  
lower-ranked EVP  
factors.

Surprisingly, having a job that's interesting or exciting or being able to work from home are not highly rated by Hongkongers.

While they may not be persuasive factors to attract new talent, these EVP factors are still important to an employee's overall experience.

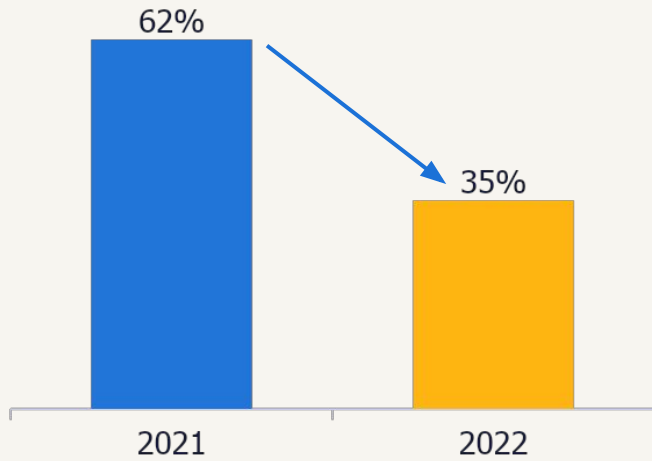
Someone who does the same thing everyday from 9 to 5 in the office may feel that their employers are not doing enough to help them grow professionally and retain them. A holistic experience would help to reduce the "push" factors and retain more employees.

employee expectations:

work-life balance.







remote working in hong kong SAR decreased from 62% in 2021 to 35% in 2022.

41% of respondents said that they work only on the employer's premise, a 21% increase from the year before. 16% said that they cannot work from home because their jobs are bound to the premises such as manufacturing, data centres, retail and hospitality.

Of the 35% of respondents who were working remotely in January 2022:



8%

expect to be working maximumly 10% remotely in the future



80%

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



12%

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



Q610 – VCB: Do you currently work remotely/ from home?  
 Q619 – VCM: Looking into the future, how much of your time do you expect to be working remotely or from home?

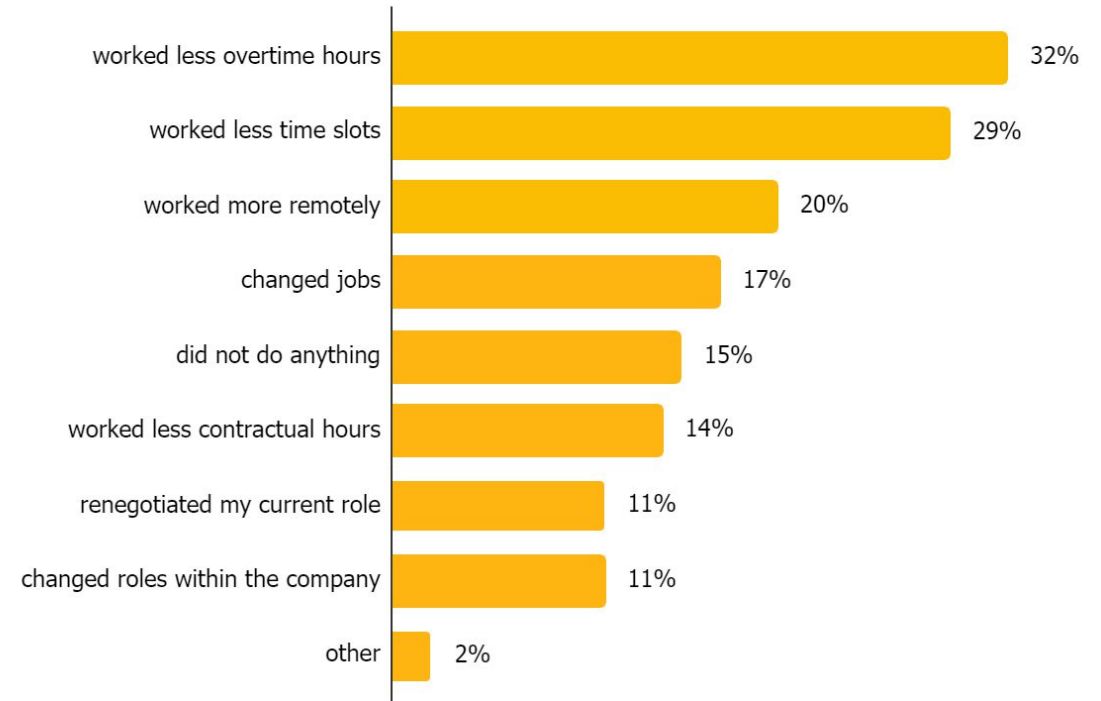
# 32% of respondents have worked less overtime hours to improve their work-life balance.

In an environment in which presenteeism is still widely practised, Hong Kong workers have come a long way to change their work behaviour to improve their well-being.

The two most popular work-life balance improvements that Hongkongers have made are:

1. Worked less overtime hours (mainly done by Gen-Zs and Millennials)
2. Worked flexible time slots (mostly done by Boomers)

As work-life balance becomes more important, companies should expect to see more employees ending work on time to be with their friends and families instead of being in the office.

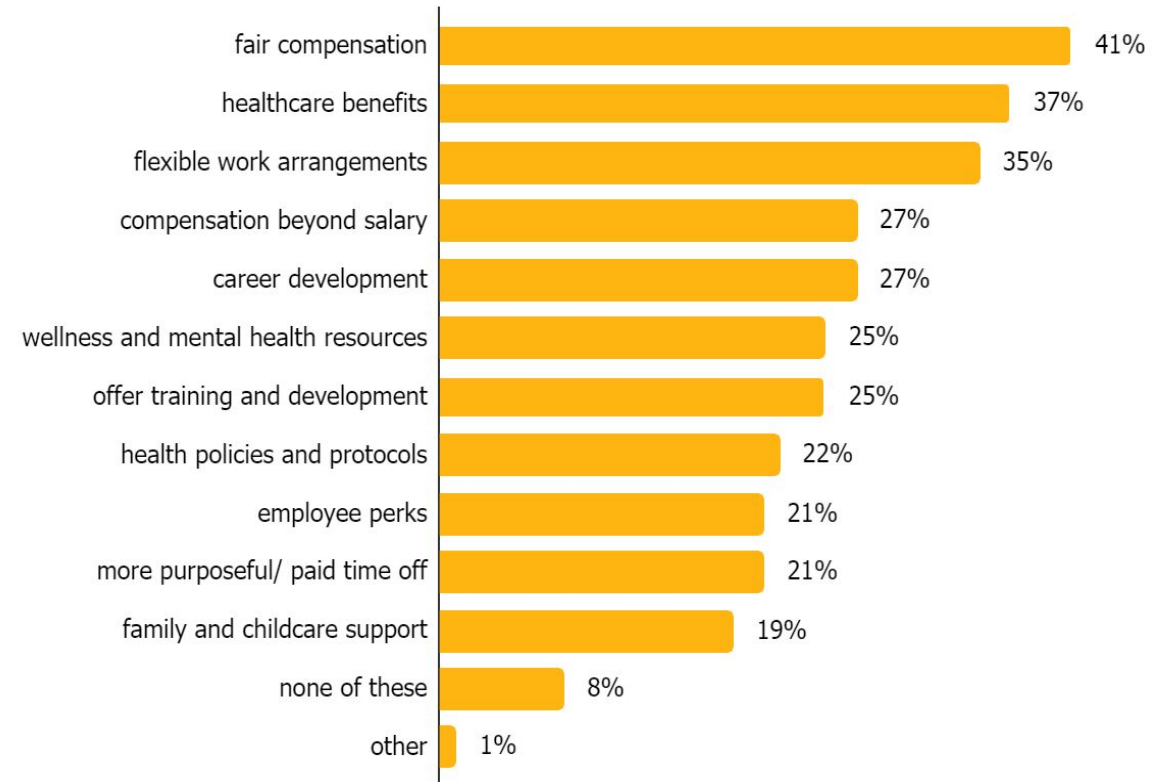


# how can employers support workers in maintaining a good work-life balance?

Despite our earlier analysis about flexible working, the top benefit that would help Hongkongers maintain a good work-life balance is fair compensation (41%).

When employees think that they are not being fairly remunerated, they are more likely to develop negative thoughts whenever they are assigned new tasks or receive constructive feedback from their bosses. They may also feel that they have to work longer hours to earn more, which would make them even more susceptible to stress and mental health challenges.

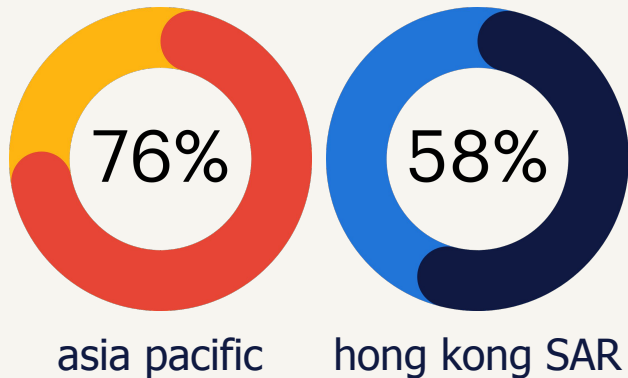
Employees are starting to prioritise health over wealth. Fighting an illness is stressful and exhausting and people would welcome all the support they need to get better. This is why job seekers are paying more attention to healthcare benefits such as paid sick days, outpatient allowances, mental health support as well as the coverage of corporate healthcare insurance.





employee expectations:

learning & development.



personal career growth is important to 58% of hongkongers, 18% below APAC average.

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

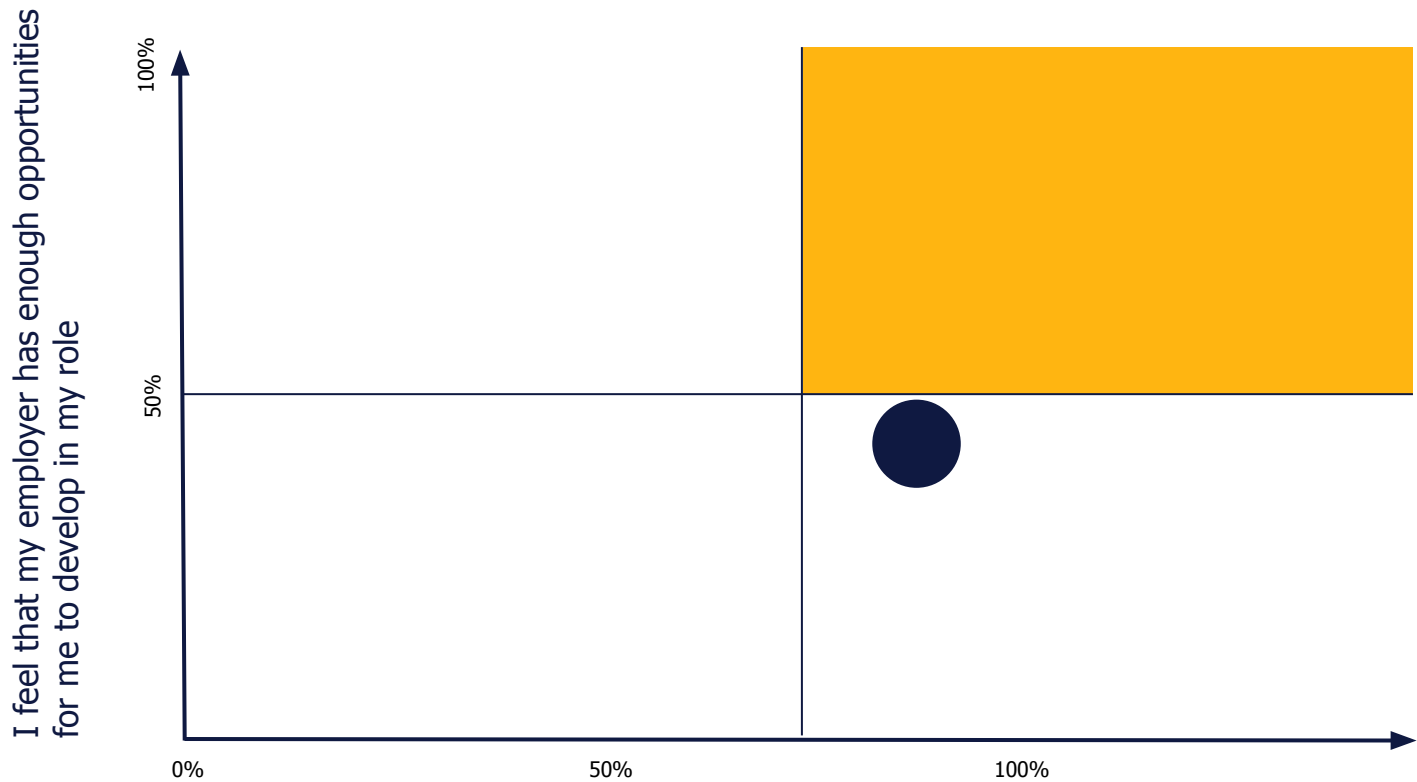


Even though career growth may not be top of mind for Hongkongers, it should be for organisations. If the workforce does not feel motivated to upskill, employers will be managing a workforce that may not have the adequate skills to do the job that needs to be done.

In the long run, the widening skills gap will create troubling challenges in regards to the city's ability to attract global businesses and talent as well as the levels of workforce productivity.

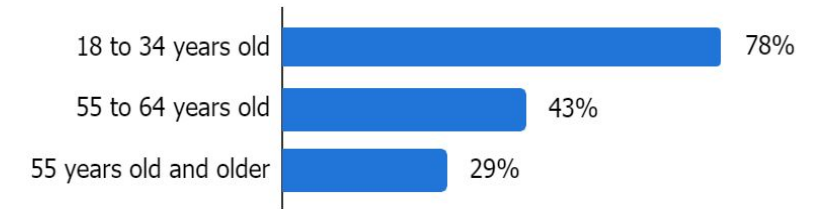


66% of respondents said it's important for their employers to offer upskilling opportunities, but only 46% said it's enough.

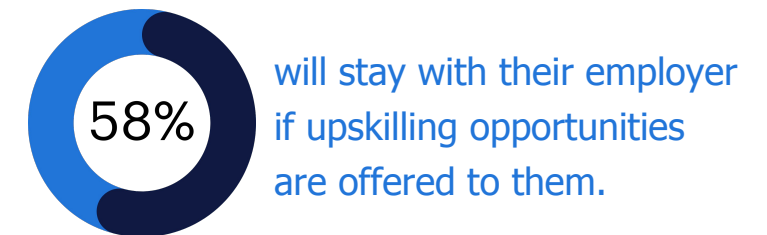


It's important to me that my employer offers me to reskill/upskill to further my career

The importance of having learning and development opportunities diminish as an employer gets older.



Companies that want to retain their employees need to be better at supporting the 20% of respondents who lack upskilling opportunities.



Q621 – VCP: How important is it for you that your employer offers you to re-skill or upskill yourself to further your career progression? Q622 – VCQ: Do you feel as though your employer has enough opportunities for you to develop in your role? Q623 – VCR: Would you continue to work for your employer if you would be able to re-skill or upskill yourself through your organisation?



# connect with us to strengthen your employer branding.

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

We know how the right talent can make a significant impact not only to your company's workforce productivity and business growth. Our specialist recruiters provide strong market knowledge and candidate insights, and have a proven track record in sourcing high-calibre professionals across various key industries.

Visit our website to find out more about our talent recruitment services and HR solutions at [randstad.com.hk/employers](https://randstad.com.hk/employers).

If you have an interview request or any questions about this survey, please contact us at [randstad.com.hk/contact-us](https://randstad.com.hk/contact-us).



# the employer brand roadmap.



# randstad employer brand research

## FAQs.

### what is the randstad employer brand research?

The Randstad Employer Brand Research is the most comprehensive, independent and in-depth employer brand research in the world. Commissioned by Randstad and conducted by Kantar TNS, the survey captures the views of nearly 163,000 respondents on 5,944 companies across 31 markets. Kantar is the world's leading data, insights and consulting company with headquarters in London, United Kingdom. In 2022, the Randstad released the 10<sup>th</sup> edition of the Employer Brand Research in Hong Kong SAR.

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

Randstad is not involved in the survey sample selection as the Employer Brand Research is an independent survey. The survey sample is a subset and mirrors the general population in the market. In Hong Kong SAR, 3,027 respondents participated in the 16-minute online survey which was conducted in January 2021 by Kantar TNS to reflect the latest HR trends and candidates' sentiments.

### how are the companies selected for the research?

Our survey measures the employer brand awareness of the commercial companies selected for the research. The employer branding efforts of these companies are also measured against 10 employee value proposition (EVP) factors as a benchmark. These factors include (and are not limited to) a healthy work-life balance, good career progression opportunities, attractive salary and benefits. We select companies with a large workforce size in Hong Kong SAR as these companies tend to have a higher brand awareness and impact on the local working population. Companies that have a small workforce (e.g. start-ups or small-and-medium enterprises) could risk ranking very low in awareness and attractiveness as a result.

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

Our research provides insights into the perceptions and drivers of choice of potential employees. Their perceptions of the company are largely formed from the employer's brand communication, employee advocacy and social reputation. Companies looking to attract top talent would need to understand how to manage these external perceptions of its employer brand.

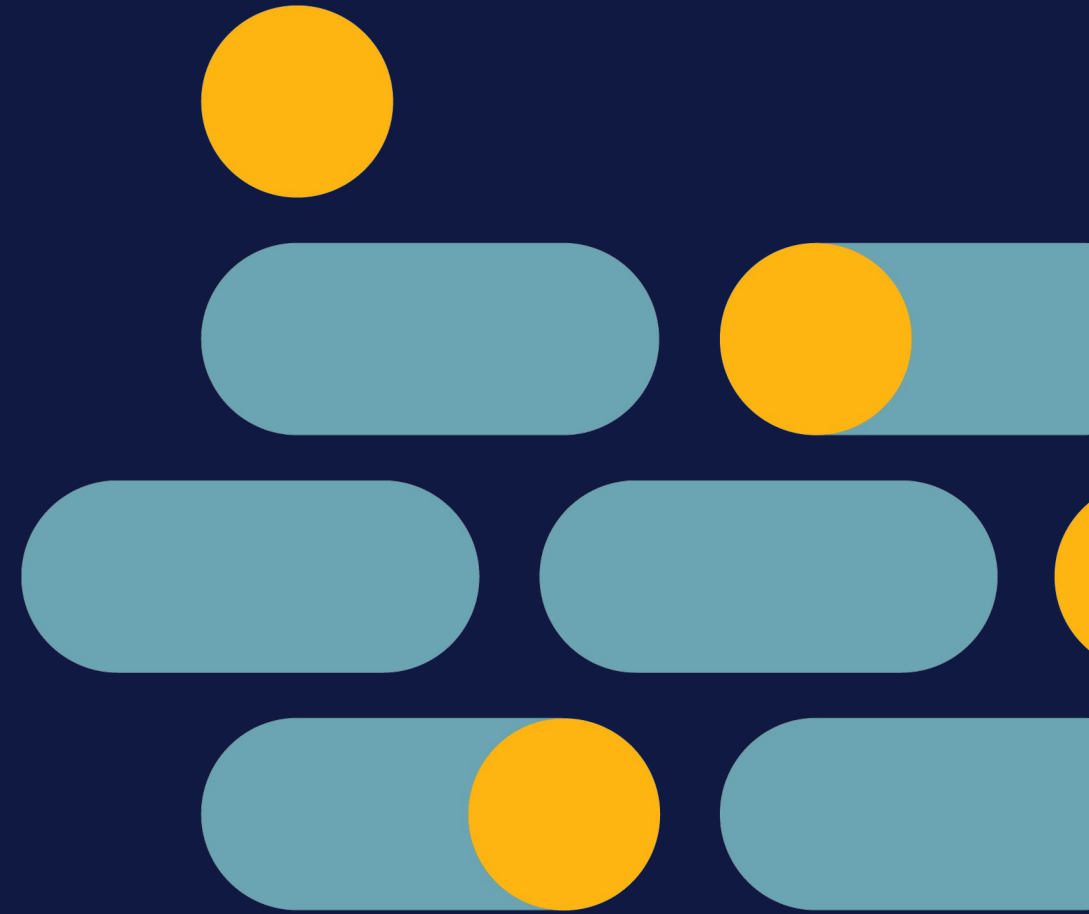
At the world's leading HR solutions provider, we know that perception is the co-pilot of reality. And therefore your employer brand directly impacts your ability to attract the right talent.





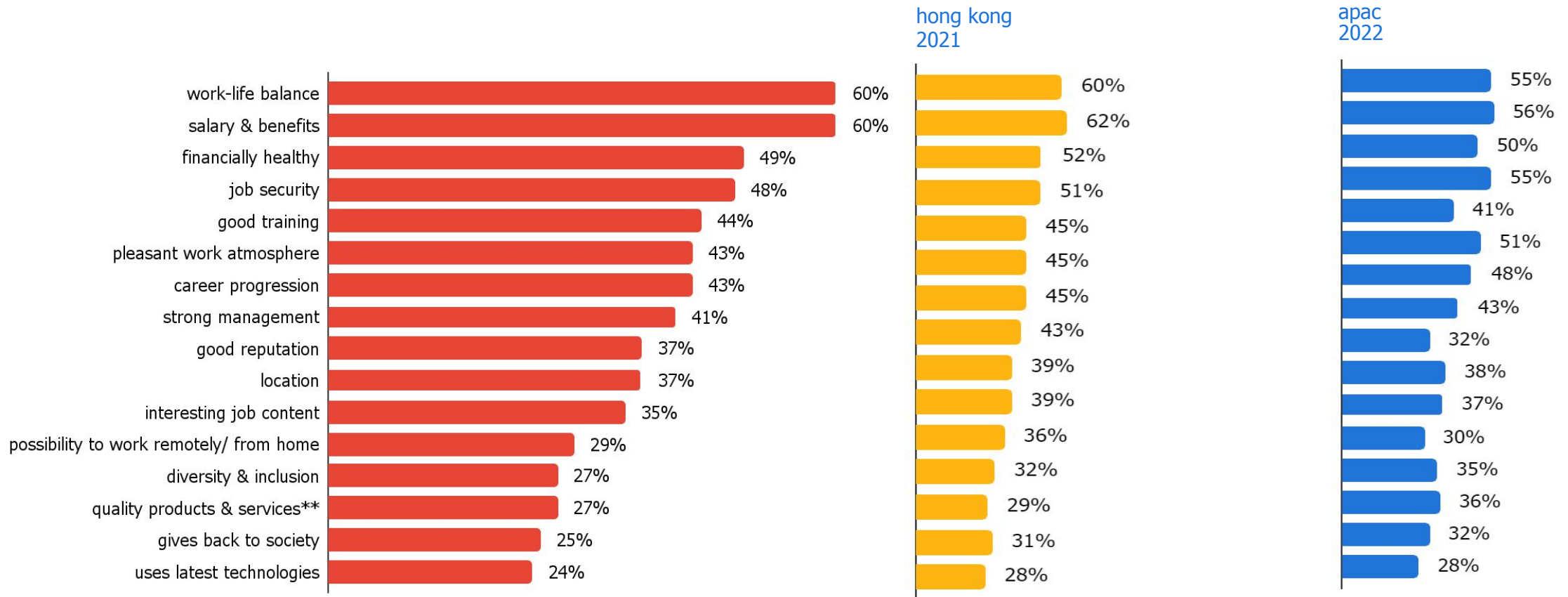
# appendix 1

deep dive  
EVP drivers.



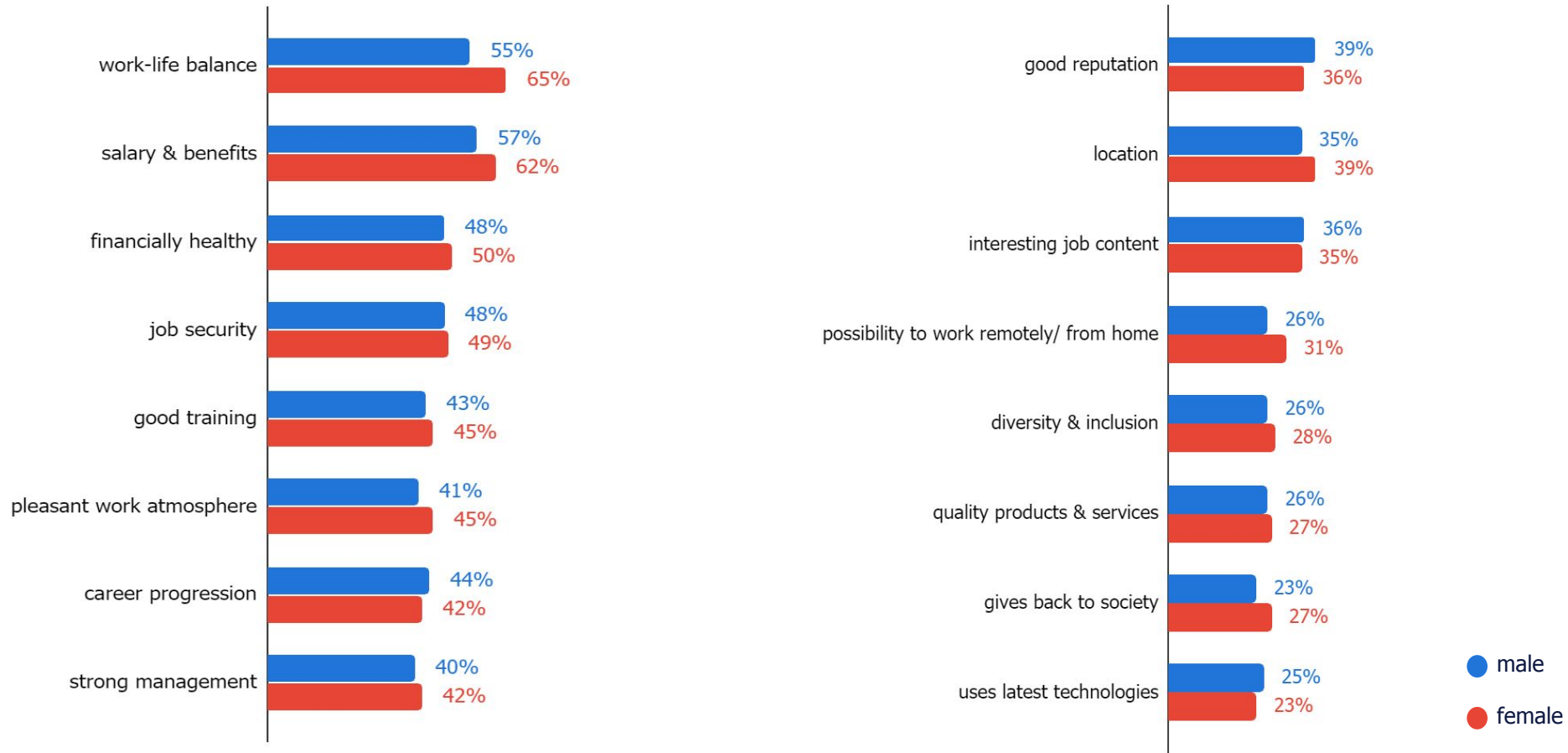
# what potential employees want

## the most important criteria when choosing an employer.



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

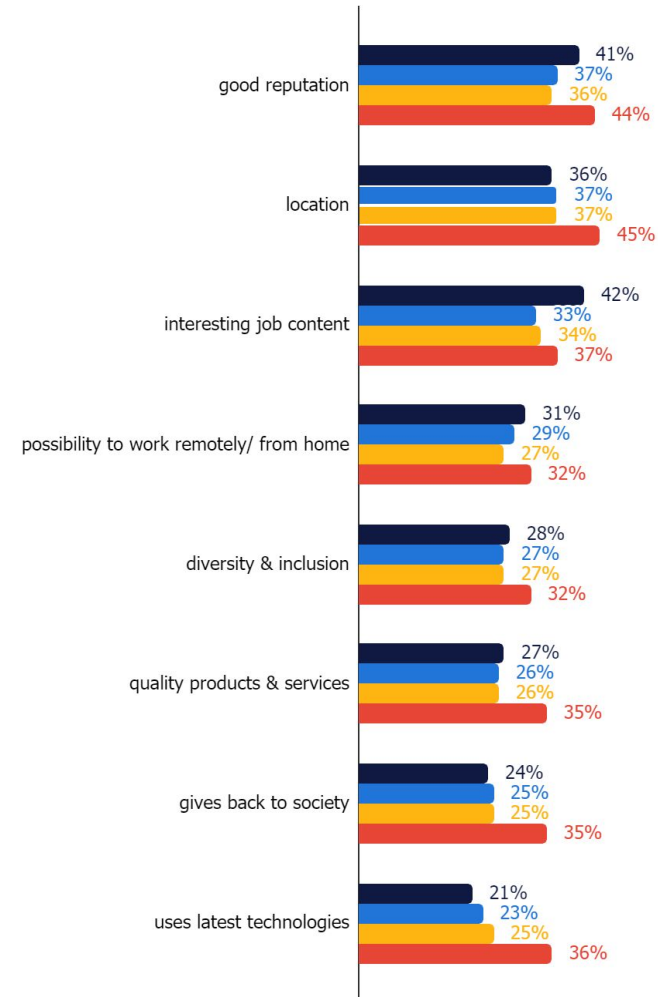
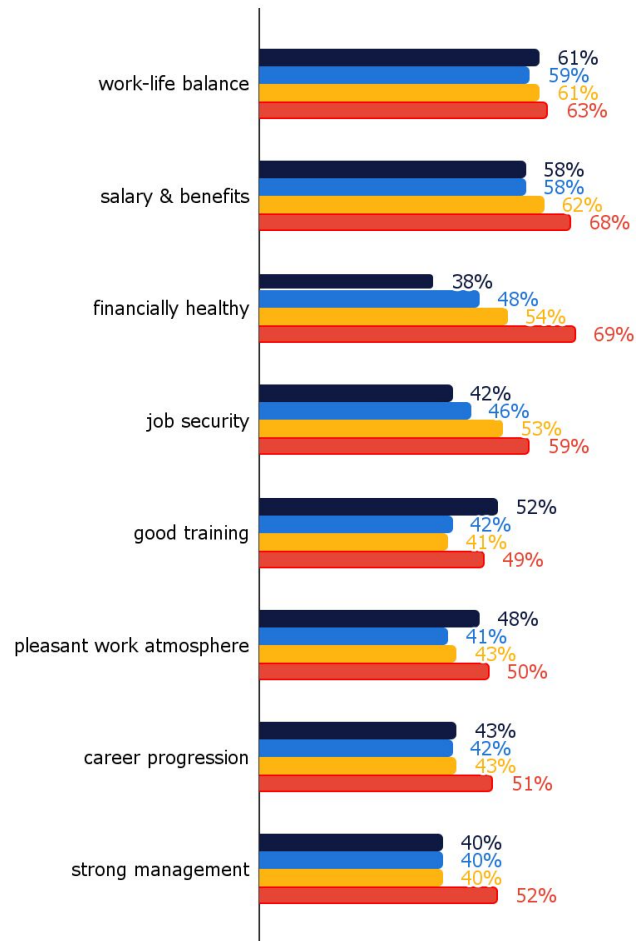
# EVP driver importance by gender.



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



# EVP driver importance by generation.



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



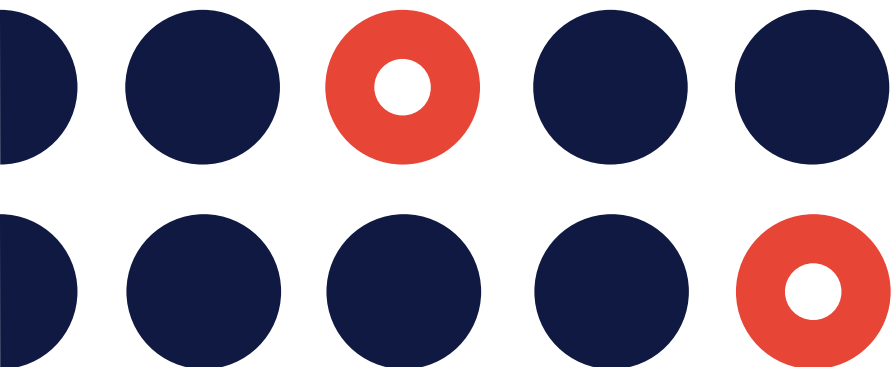
Q054 – Q008a: Thinking about your ideal employer, please pick those elements that this organisation should most definitely have. 'Quality product and services' was not an option for respondents in the 2021 Employer Brand Research.

# methodology

## why smart sampling?

Since REBR 2017, companies are evaluated between 140 and 400 respondents. The actual number of evaluations per company depends on the awareness of the company.

The error margin is determined by the % of respondents giving a certain answer and the sample size to which the question has been asked. The highest error margin occurs when 50% of the respondents give a certain answer. The error margin is lower when 30% (or 70%) of the respondents give a certain answer.



### example

140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at  $n=140/50\%$  into account, the real answer lies between 42% and 58%.

400 respondents have evaluated company Y and of these 400, 50% finds the company nice to work for. Taking the error margin at  $n=400/50\%$  into account, the real answer lies between 45% and 55%.

1200 respondents have evaluated company Z and of these 1200, 50% finds the company nice to work for. Taking into account the error margin at  $n=1200/50\%$ , the real answer lies between 47% and 53%.

Therefore, the difference in error margin is very small between  $n=1200$  and  $n=400$  evaluations per company (5% margin vs 3% margin at the most). As such it can be concluded that maximum 400 evaluations per company are sufficient in order to determine a reliable attractiveness per company.

In practice, this means that every company with an awareness over 35% will have max 400 respondents evaluating the company. Companies with an awareness below 35% will be evaluated by 140 to 400 people (depending on awareness).

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