



randstad hong kong
2022 employer brand research
work generations report.



human forward.

2022 randstad hong kong sar employer brand research work generations report.

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about the research.

the world's most representative
employer brand research,
optimising 22 years of successful
employer branding insights.

The 2022 Randstad Employer Brand Research
provides employers with a unique opportunity to
uncover new insights and validate their
assumptions of employees and job seekers.

This independent research is the most
representative employer brand study in the
world, reaching out to 163,000 respondents
across 31 markets, including 3,027 who are
based in Hong Kong SAR in January 2022.



31

markets
worldwide

18-57

years of age

3,027

respondents in
hong kong SAR

executive summary.

As an employer, it's important to build a diverse workforce and talent pipeline to foster an innovative and cohesive organisational culture. But do you know how to strike a chord with Gen-Zers, Millennials and Gen-X employees and job seekers?

An effective employer brand and talent attraction strategy requires a customised approach. HR professionals and business leaders like you need to understand what the different work generations look for so that you can develop and communicate initiatives that best appeal to them.

Our findings from the 2022 Employer Brand Research serve as a guide for you to strengthen your talent attraction strategy and build a diverse and inclusive workforce.

survey demographics.



generation z
(18 - 25 years old)

15%



millennials
(26 - 41 years old)

48%



generation x
(45 - 57 years old)

32%

A young man with dark hair and a beard, wearing large black headphones and a patterned jacket, looks out of a train window. Next to him, a woman with glasses and a scarf looks out. The background shows a modern building with a grid of windows.

what different generations look for

in an ideal employer.


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top 3 employee value proposition factors - from different work generations.



gen-Zers



61%
work-life balance



58%
salary and benefits



52%
good training



millennials



59%
work-life balance



58%
salary and benefits



48%
financially healthy
company



gen-Xers



62%
salary and benefits

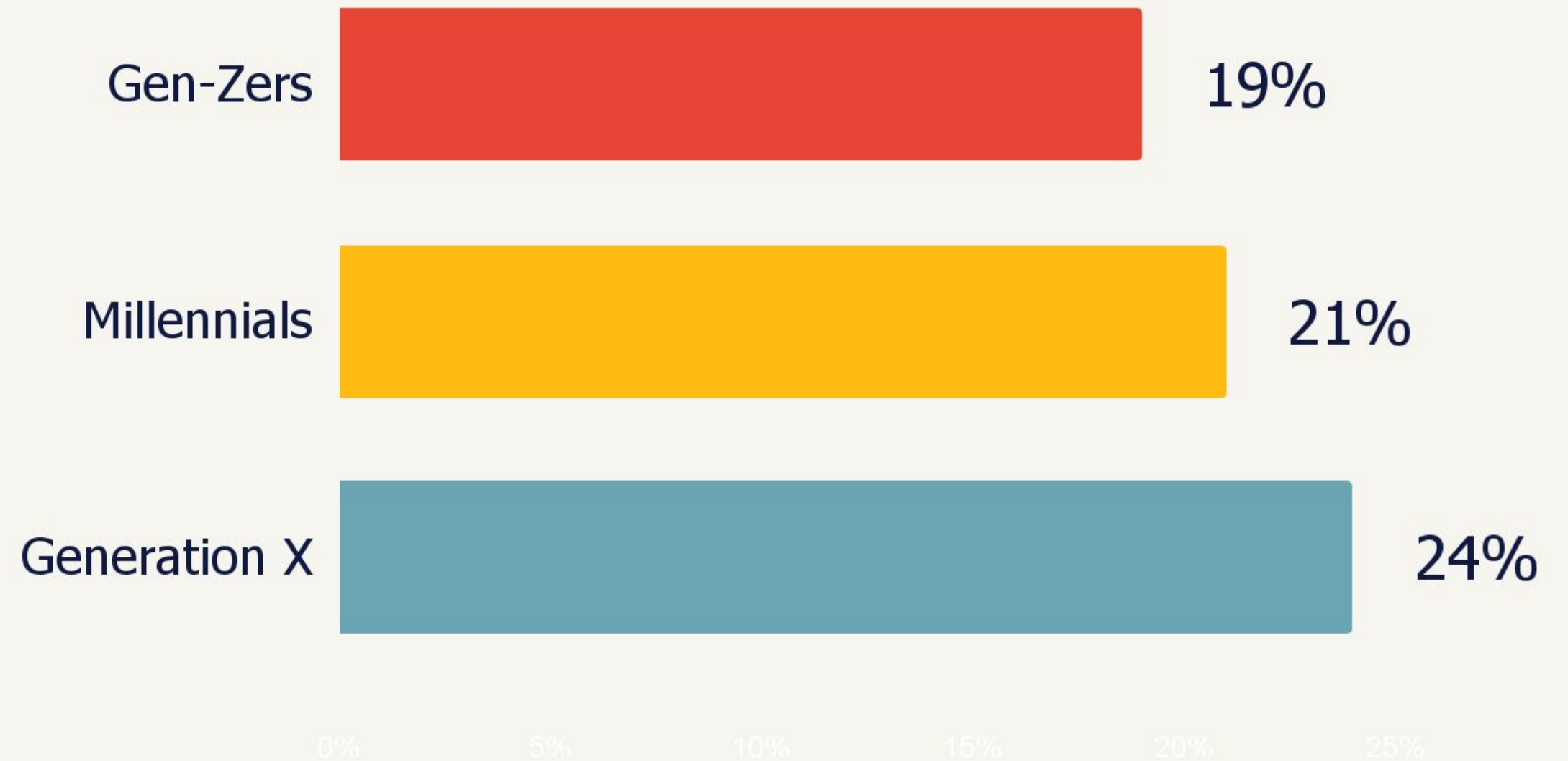


61%
work-life balance

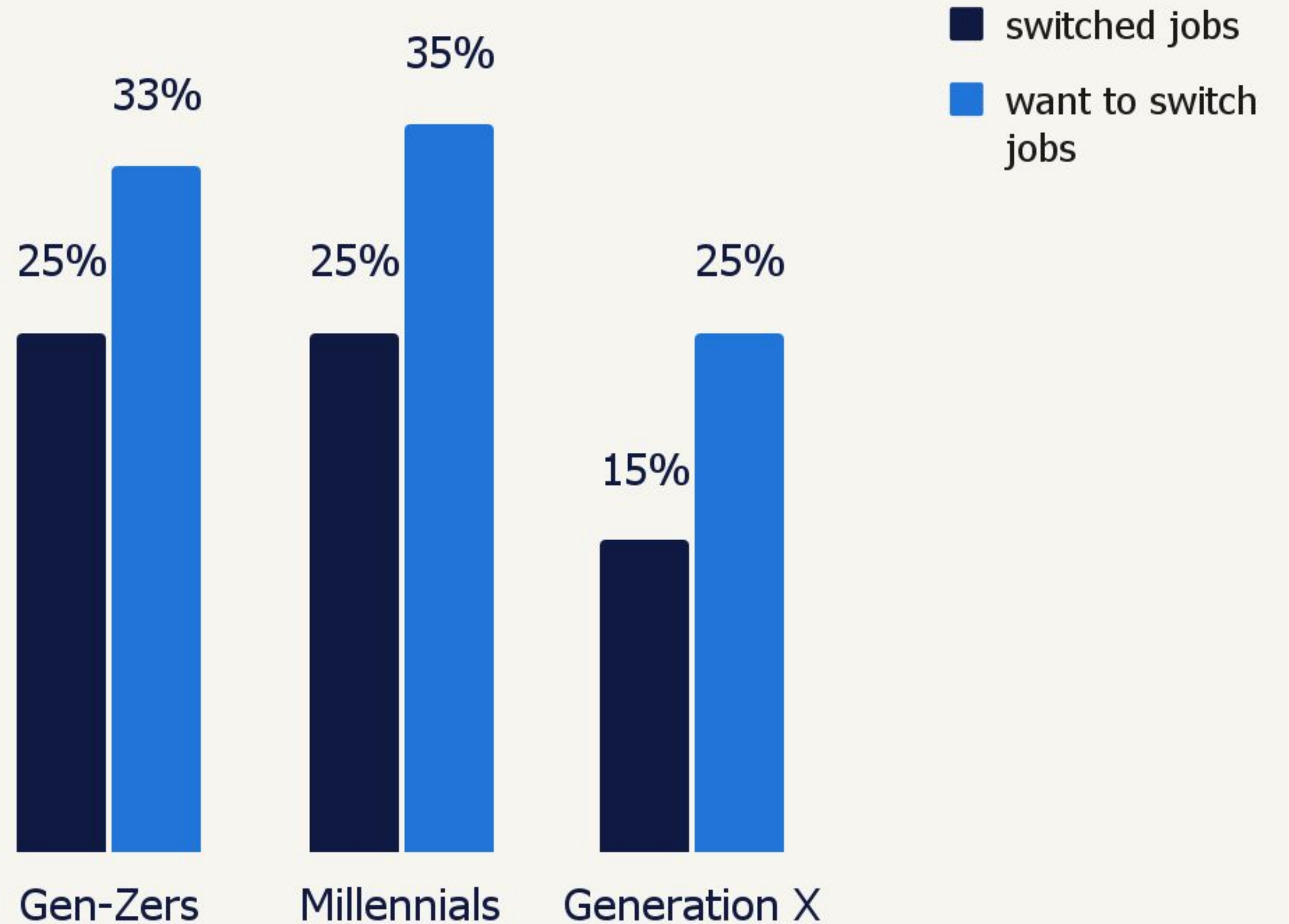
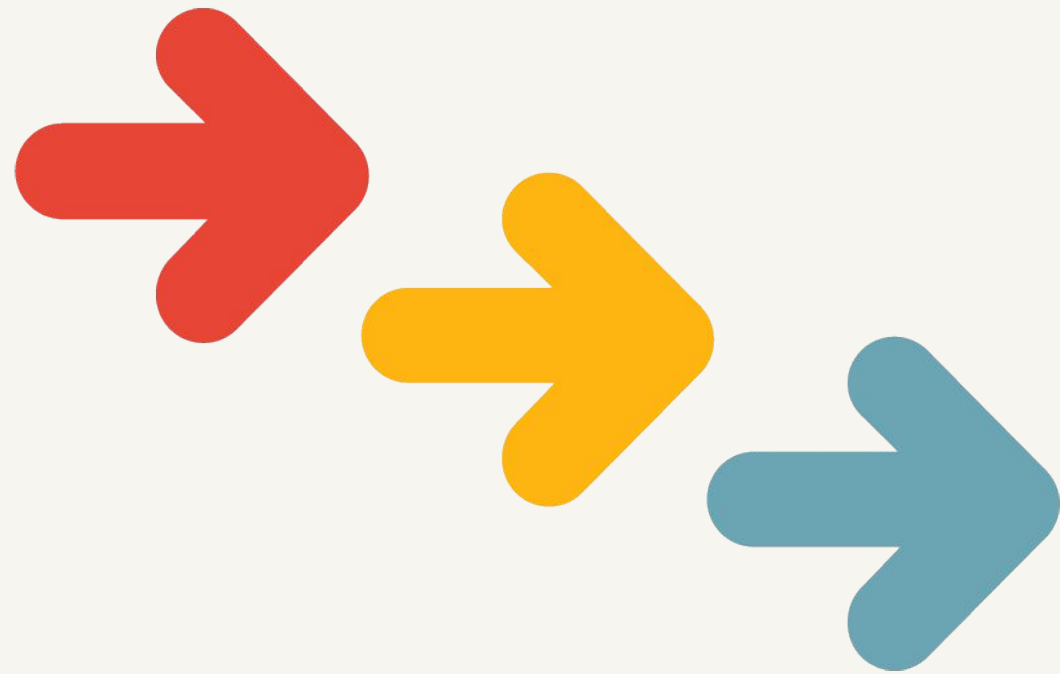


54%
financially healthy
company

generation X workers
feel the most afraid of
losing their jobs.



millennials are the most likely to switch jobs.



build an agile talent attraction strategy to meet talent expectations from different working generations.

The top two most important employee value proposition factors across all work generations are 'salary and benefits' and 'work-life balance'. These are often referred to as 'hygiene factors' - which means that to attract and retain talent, your company should already be offering fair salaries and benefits as well as HR initiatives like flexible working and leave days.

To effectively expand your talent pool, your organisation must be agile enough to modify your HR practices and employer brand communications to meet today's talent expectations across the different working generations.

Develop and boost your internal learning and development opportunities like training and job rotation to attract Gen-Zers and millennials.

To attract Generation-X workers, make sure that you communicate the company's financial health and goals on your website and during the job interviews to offer a sense of confidence and security.

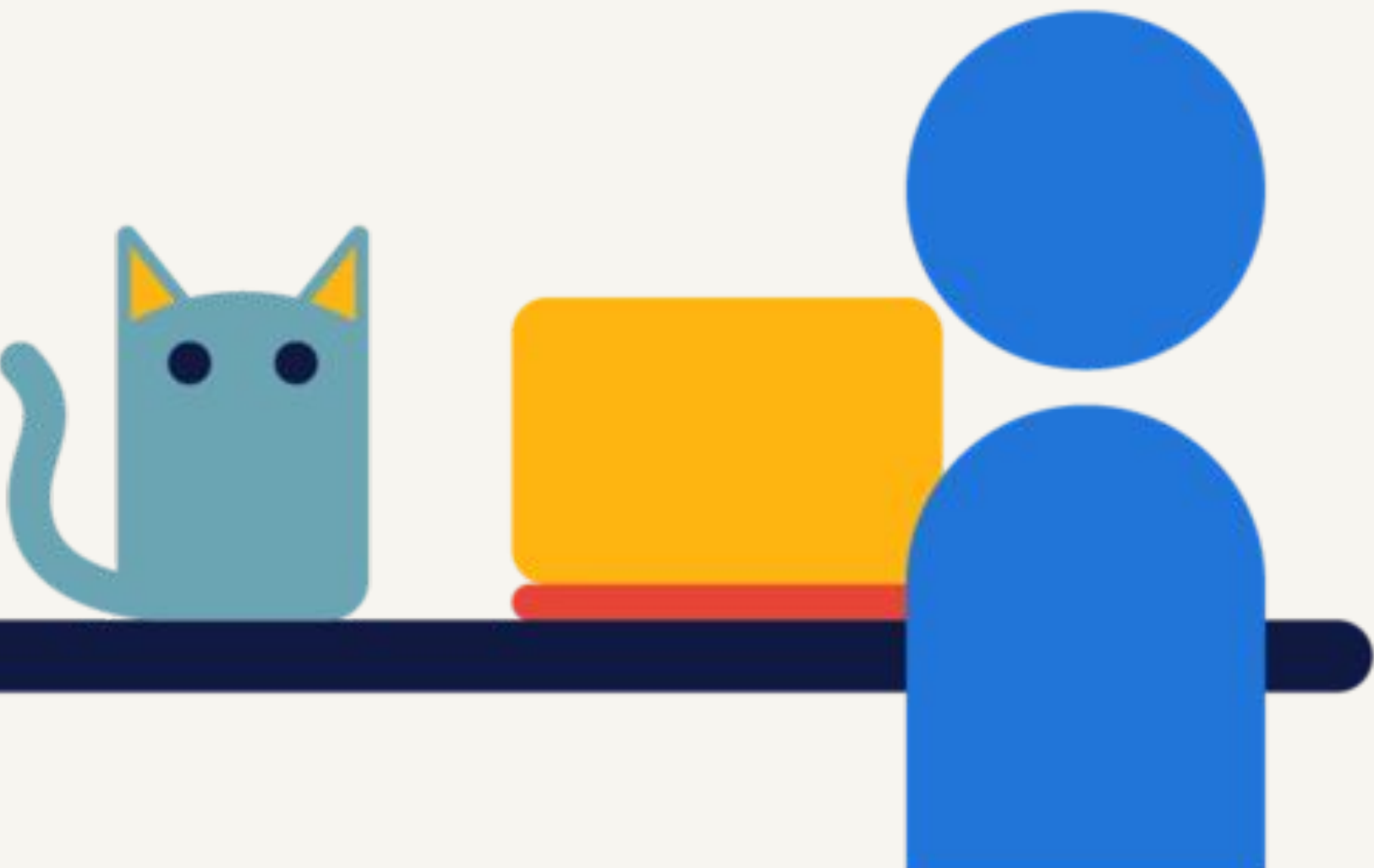




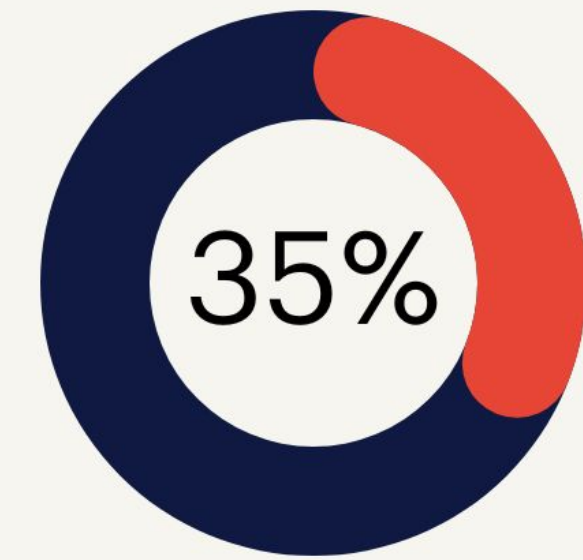
work-life balance

in hong kong SAR.

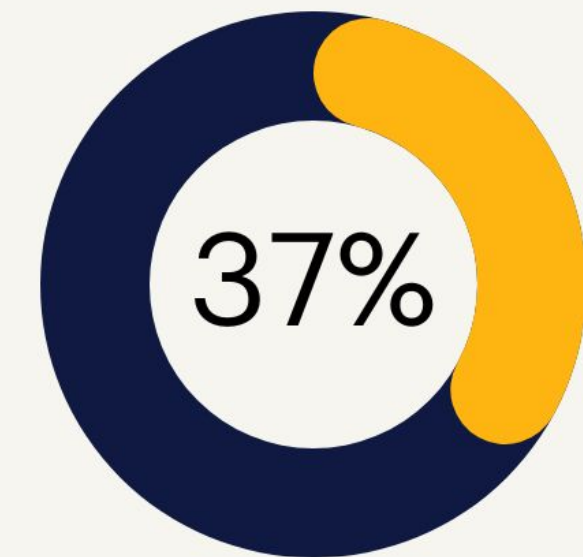
employees who have partial or full remote working arrangements.



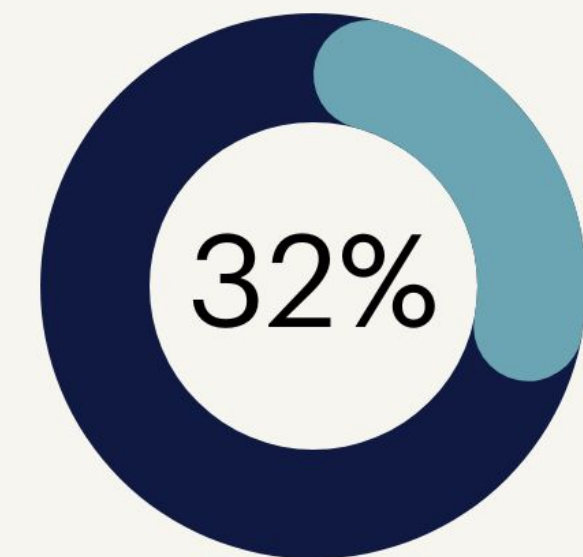
gen Z



millennials



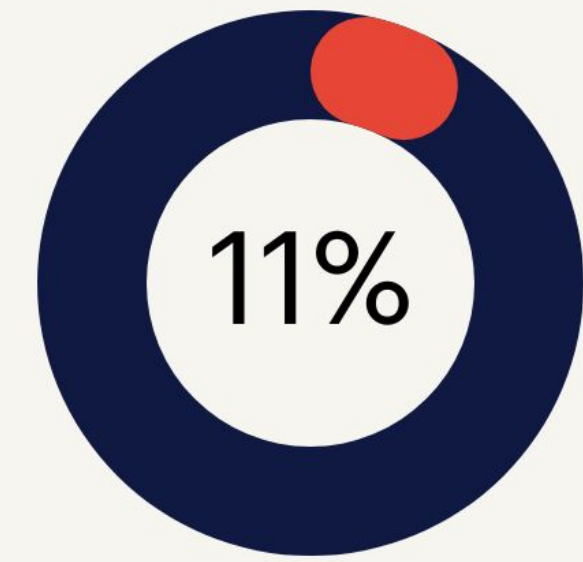
gen X



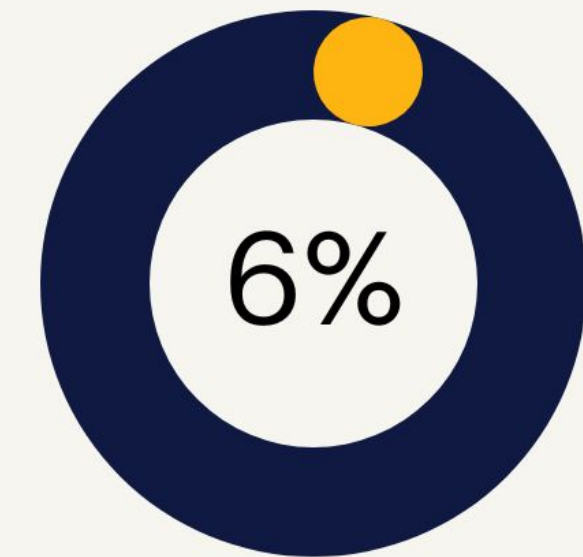
employees who expect work to become fully remote in the future.



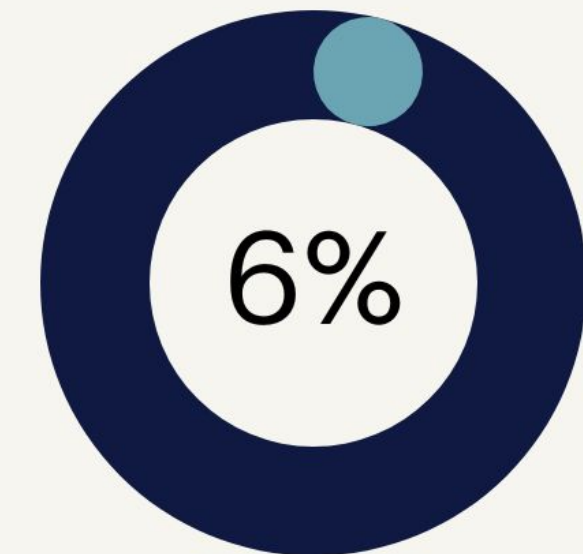
gen Z



millennials



gen X



talent expectations of work-life balance: by generation.



gen-Zers



48%
salary protection



39%
flexible work



37%
healthcare benefits



millennials



41%
salary protection



37%
healthcare benefits



36%
flexible work



gen-Xers



39%
salary protection



35%
healthcare benefits



31%
flexible work

key takeaways

how to build a diverse talent pipeline.

package and promote HR initiatives and benefits to each generation differently

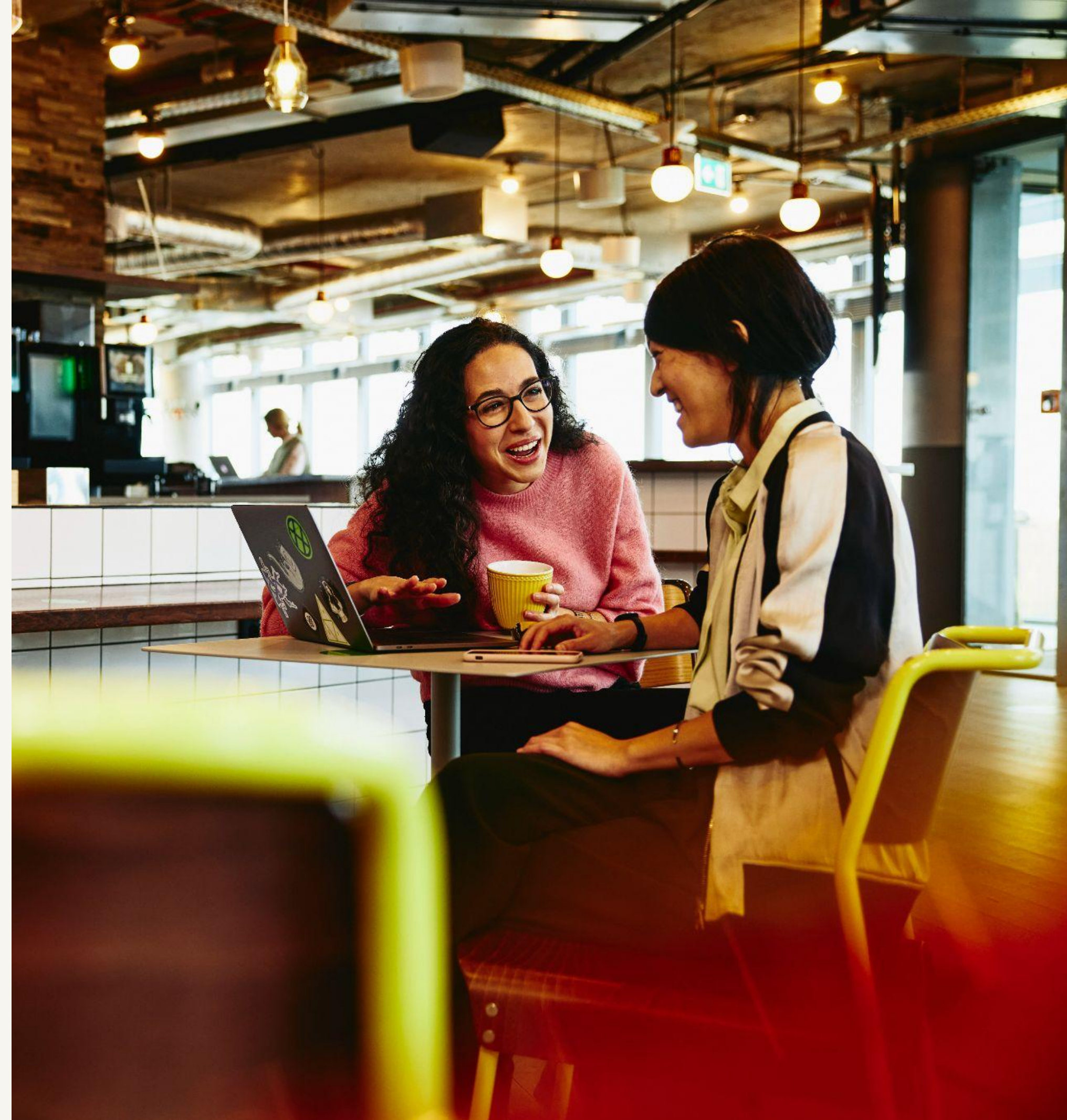
Gen-Zers, millennials and generation-X workers may all have differing opinions of what makes an organisation an attractive one to work for. Understand their career priorities and package your benefits and initiatives accordingly to build meaningful connections with them.

work-life balance is all about life stages

A parent, soon-to-be-retiree, a fresh graduate - all of them have different concepts of personal time. Work with your employees to showcase your company's work-life benefits on social media to attract more talent.

develop specialised L&D programmes to close the skills gap

As your company undergoes structural workforce and digital transformation, it's important that your employees are agile and equipped with the right knowledge and skills to work on new projects or take on new responsibilities. This would pave the way for good progression opportunities like job rotation, promotions and additional manpower to manage.



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connect with us to recruit good talent.

If you would like to find out more about the latest employer branding insights to strengthen your talent attraction strategies and tactics, reach out to Randstad.

We conduct workforce surveys and market mapping exercises to guide you towards being the most attractive employer in the market. Visit our website for more on our [latest research and reports](#) or [connect with us](#) for your recruitment needs.



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