

employer brand  
research 2022

IT & communications  
global sector report.



 randstad

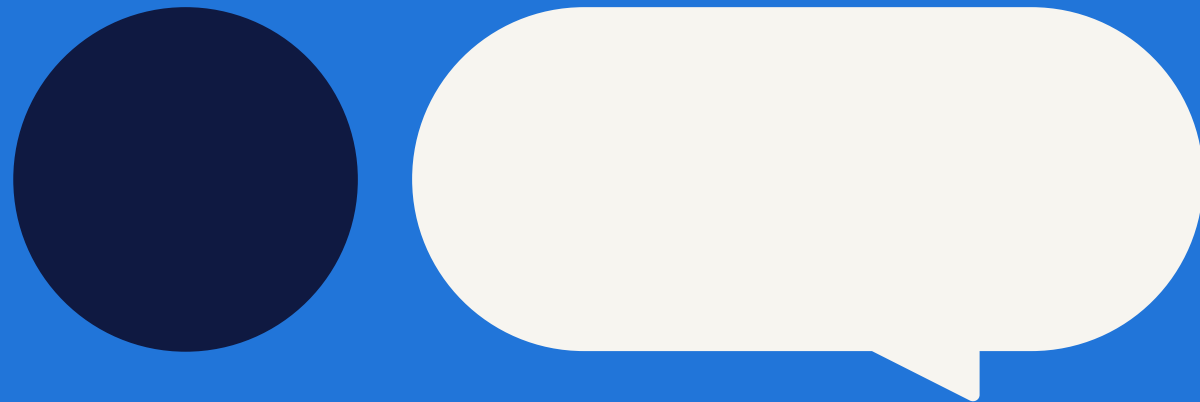
human forward.

# content.

- 1 executive summary
- 2 what the workforce wants
- 3 key trends
  - switching behaviour
  - work meaning & career development
  - work-life balance & remote working
- 4 appendix



# executive summary.



# executive summary.

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## 62%

of ICT professionals consider salary & benefits to be an important driver

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## 60%

rate a good work-life balance as important, making it the second most important driver

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## 58%

of ICT professionals (also) find long-term job security important

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No business sector has captured the imagination of people everywhere more than the IT and communications industry. In today's highly digitalised economy, there are few instances in which technology does not touch our lives. From organising our schedules to ordering food and groceries to delivering entertainment, it seems every task is just a swipe away. It's no wonder the tech sector is a perennial favorite of workers everywhere.

Our research shows that sentiments toward the ICT sector remain highly positive, even though this year engineering has displaced the sector as the most attractive field among working-age adults. Even so, the two sectors were only separated by 2%. More importantly, those working in ICT possess a keen sense of what they seek in an ideal employer, with nearly two-thirds (62%) saying good salaries and compensation are what they value most. But it's not just financial considerations that attract them to an employer; a good work-life balance and long-term job security are nearly as important.

# executive summary.

However, there is a significant disconnect between what is most valued versus how well their current employer delivers on these. When it comes to financial rewards, working-age adults in the ICT sector rate their employer's compensation packages near the bottom among the top 10 most important value propositions. This is troubling as competition for scarce technology skills remains high, and failure to meet worker expectations for competitive salaries will surely result in higher turnover.

We are already seeing this in job-switching behaviours. A markedly higher percentage of all ICT professionals said they have changed their jobs in the second half of 2021 (14% vs. 10% the year before). A sign of the Great Resignation, 24% of those working in these roles, as well as those in business administration in the sector, said they intend to change jobs in the first half of the year.

By region, North American workers changed jobs the most (20%) in the second half of 2021, and those in Latin America expressed the highest intent (26%) among all areas.

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## 14%

of ICT professionals changed jobs at the end of 2021

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## 39%

of ICT professionals use recruitment agencies as their main source when looking for a new job

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# executive summary.

How can employers retain their best workers, despite growing turnover rates?

Focusing on providing a healthy work-life balance, instilling a sense of job security, and offering career growth opportunities all rank high among the qualities ICT workers seek in an ideal employer. Additionally, many want partial or full remote work, so companies will need to determine how much flexibility they can offer to their workforce.

The ICT sector is undergoing tremendous change, and companies will need to further elevate their employee value propositions to ensure they are an employer of choice in a highly competitive and dynamic world of work. By ensuring they have the critical skills and knowledge needed to drive innovation in the days and years ahead, companies in the ICT sector can continue to capture the imagination of everyone.

what the  
workforce  
wants.



# top 5 reasons to choose an employer.

The hierarchy of drivers are similar to the average worker, though female professionals and mainly ICT workers living in LATAM are more demanding when it comes to choosing an ideal employer.



## salary & benefits ↓

Salary & benefits are the most important driver for the ICT workforce (62%). There is no difference when it comes to women and men.

Those in LATAM (76%) feel more strongly about this driver than other regions.



## work-life balance ↓

Work-life balance is the second most important driver.

ICT workers in Europe (64%) feel more passionately about this quality than other regions.



## job security ↓

Long-term job security is considered important by 58% of the ICT workforce — somewhat more than the average global worker (55%).

North Americans rank this driver the lowest (50%) when compared to other regions.



## career progression ↑

Career progression is the fourth most important driver (55%), which is also the only top 5 driver that increased in importance this year (+1%). This is also a driver that females (60%) find more important than men (53%). LATAM employees (73%) also seek this quality more than other regions.



## work atmosphere ↓

A pleasant work atmosphere is the fifth most important driver for 53% of ICT employees. This is also more so among females (61%) and for 55+ (63%).

↑ means higher in percentage compared to 2021

↓ means lower in percentage compared to 2021

= means same in percentage compared to 2021





# perception of employer offer across functions.

Understanding the gap between what professionals find important and what they think their employer offers provides valuable insights into building an employer brand. Employers in the ICT sector are particularly good in providing job security, which is important for the ICT workforce. The topmost driver among ICT workers is attractive salary & benefits, yet they rate their employers poorly on delivering on this attribute.

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## evaluation of current employer

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

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## profile of ideal employer

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



# ideal employers vs. current employers for technicians.



## their most important drivers

- 01 attractive salary & benefits (61%)
- 02 long-term job security (59%)
- 03 good work-life balance (57%)
- 04 career progression opportunities (54%)
- 05 financially healthy (54%)

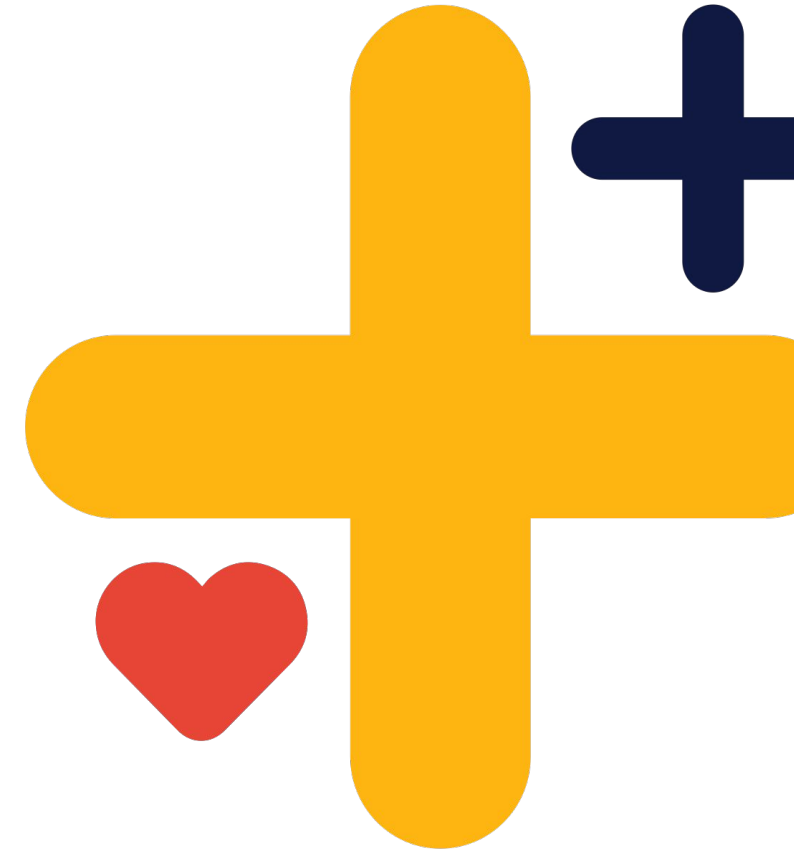
The rankings of the top 5 drivers of ICT technicians are somewhat different from those of the average ICT worker, who sees job security (59% vs. 58%) more important than a good work-life balance (57% vs. 60%).



## their employer proposition

- 01 long-term job security (75%)
- 02 financially healthy (74%)
- 03 good work-life balance (67%)
- 04 good reputation (67%)
- 05 pleasant work atmosphere (66%)

3 out of the 5 most important drivers are offered by their current employer. Salary & benefits is not included in this top 5, and has a strong discrepancy, which is valued most by ICT workers but ranked 7th in their employer proposition.



# ideal employers vs. current employers for ICT business and administration.



## their most important drivers

- 01 good work-life balance (62%)
- 02 attractive salary & benefits (61%)
- 03 career progression opportunities (59%)
- 04 long term job security (58%)
- 05 financially healthy (56%)

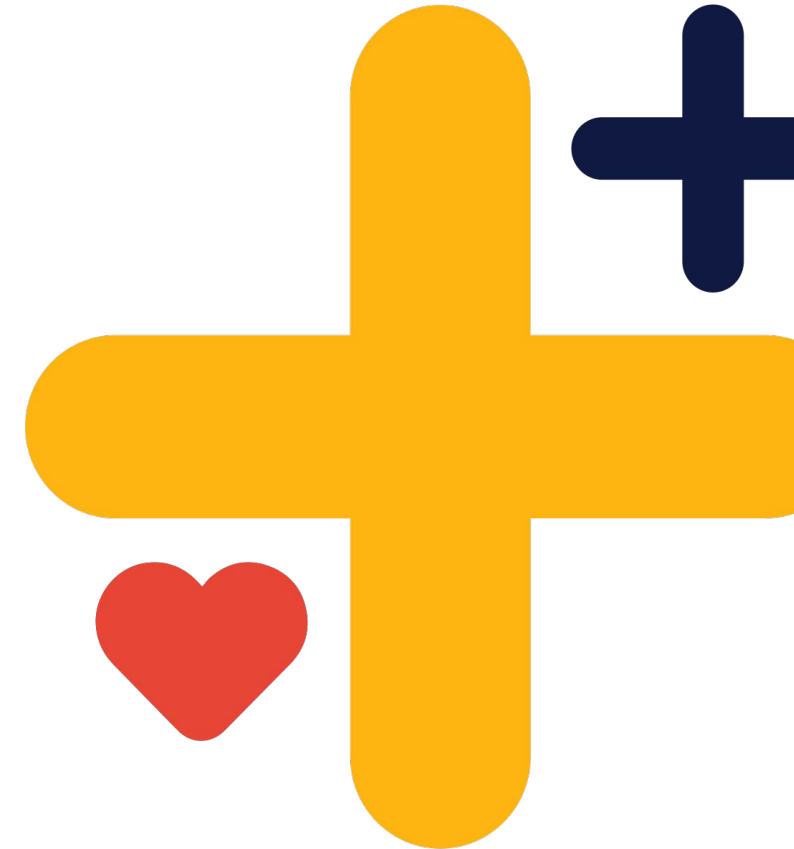
The top 5 drivers for ICT business and administration workers are different from the average ICT worker. Work-life balance is the most important driver (62% vs. 60%), while attractive salary & benefits comes in a close second (61% vs. 62%). Financially healthy is a top 5 attribute for business administration, while it is ranked in 6th place for the average ICT employer.



## their employer proposition

- 01 financially healthy (86%)
- 02 job security (83%)
- 03 pleasant work atmosphere (82%)
- 04 work-life balance (81%)
- 05 career progression (81%)

While 4 out of the 5 most important drivers are offered by their current employer, the ranking is different. Pleasant work atmosphere is ranked 3rd for current employers, while it is only ranked 7th as most important for an ideal employer. Attractive salary & benefits is the 2nd most important driver for an ideal employer, while it comes in at the 9th place when evaluating current employers.



# ideal employers vs. current employers for development and networking specialists.



## their most important drivers

- 01 attractive salary & benefits (63%)
- 02 good work-life balance (61%)
- 03 long-term job security (56%)
- 04 career progression opportunities (53%)
- 05 pleasant work atmosphere (53%)

The ranking of the top 5 drivers of development and networking specialists is the same as for the average ICT worker. Attractive salary & benefits (63% vs. 63%) and work-life balance (61% vs. 60%) are rated slightly higher compared to the average ICT worker. The other three drivers are rated slightly lower compared to that of the average ICT employer.

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## their employer proposition

- 01 long-term job security (70%)
- 02 financially healthy (69%)
- 03 good work-life balance (64%)
- 04 pleasant work atmosphere (63%)
- 05 good reputation (62%)

3 out of the 5 most important drivers are offered by their current employer. Salary & benefits is not included in this top 5 although it is the most important driver in terms of an ideal employer. Career progression comes in 4th but is ranked 9th when looking at their own employer. Good reputation is rated high when evaluating their own employer but is only 9th when looking for the ideal employer.

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# what potential employees want employer takeaways.

## top 3 takeaways

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- Salary & benefits is in the top 3 for all 3 ICT sub-groups. This driver does not appear in the top 5 when evaluating their own employer. This driver is therefore a key focus point when attracting and retaining new employees.
  - When looking at their own employers, job security and financially healthy are the top 2 for all sub-groups. They are also valued highly when looking at the ideal employer. It is advisable to maintain these aspects to provide a stable work environment.
  - Since ICT workers generally like their work-life balance, employers could focus on this aspect in their brand strategy. Employers may want to also consider paying more attention to the work atmosphere for those working in ICT.
- 



# key trends.



key trend  
global  
switching  
behaviour.



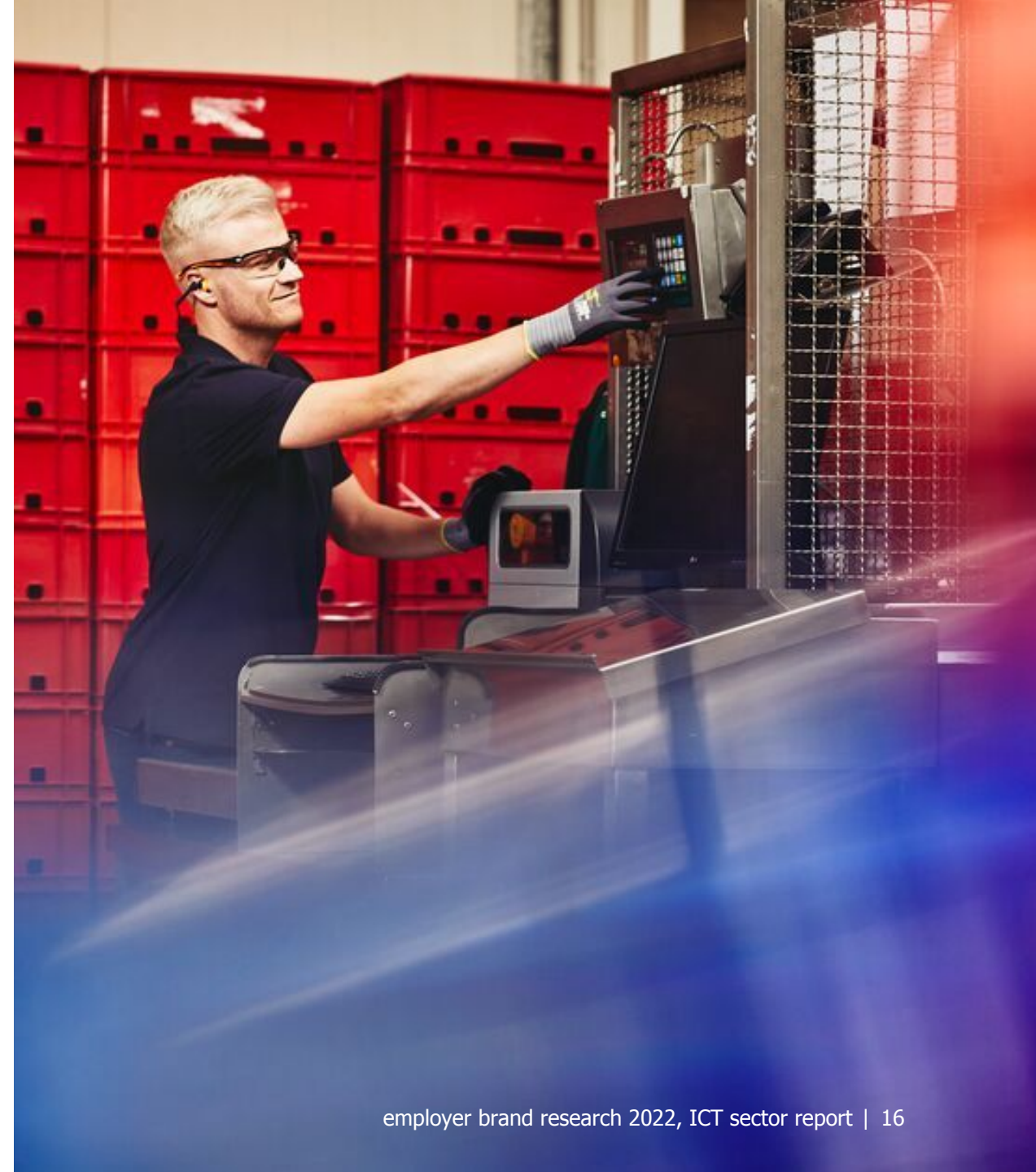


# switching behaviour among ICT workers.

Switching behaviour in the ICT sector has increased from 10% to 14% year on year. The younger workforce (<34 yrs) changed employers more often (20%) than older employees, especially those older than 55 (5%).

ICT employees were seen to switch jobs more often in North America (20%) than in Europe and Latin America (both 13%) and APAC (12%). Compared to a year earlier, the biggest jump in switchers can also be seen among those in North America (9%).

The intention of ICT employees to switch in the first half of 2022 is slightly less than the average global workforce (22% vs. 24%), which also sees the same age group (27%) intending to do so. Those living in LATAM (26%) are more likely to change jobs compared to their switching behaviour at the end of 2021 and their intention to switch is also greater than other regions.





# ITC job switching behaviour switchers vs. stayers.

switchers

14% ↑

changed employer in the second half of 2021.

intenders

22% ↑

plan to change employer in the first half of 2022.

stayers

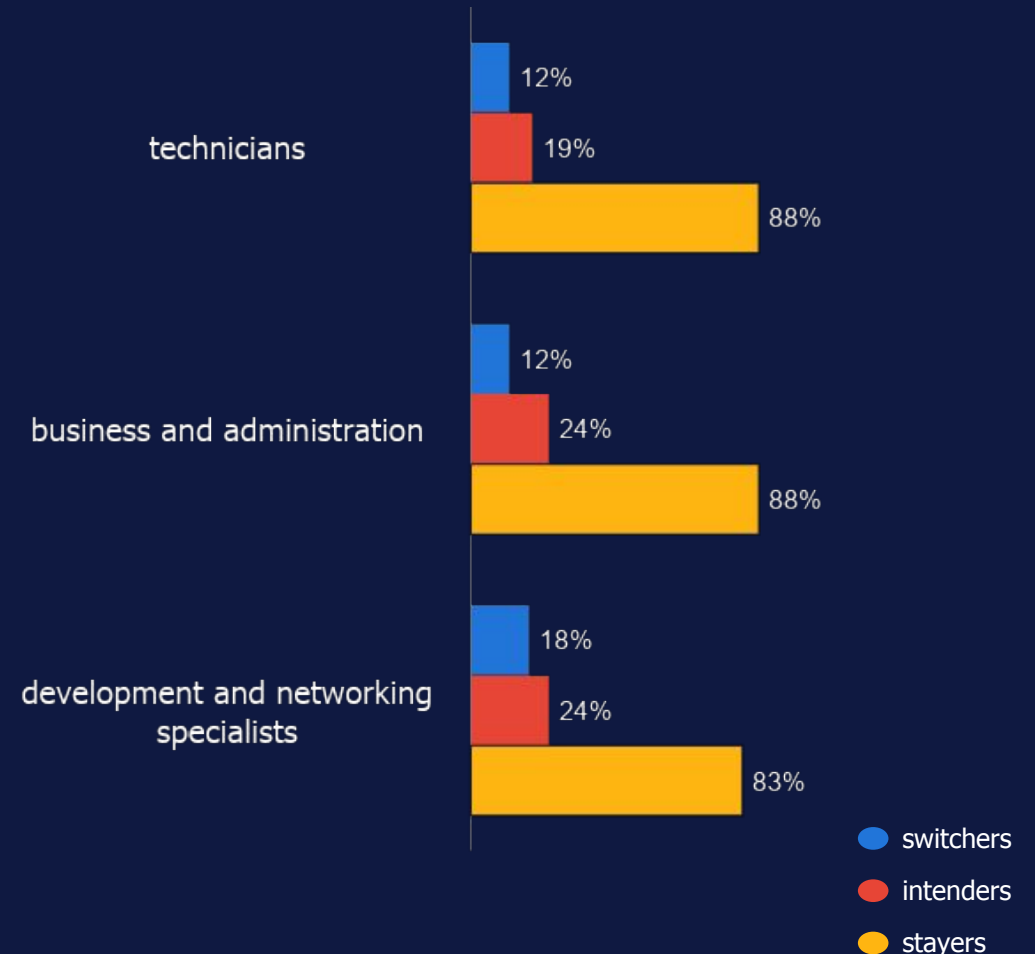
86% ↓

stayed with their employer in the second half of 2021.

↑ means higher compared to 2021

↓ means lower compared to 2021

▬ means same compared to 2021



# retention function breakdown.

## technicians

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retention highest among younger workers

12% of ICT technicians switched employers in the last six months of 2021 (up from 8% a year earlier). This trend is similar when it comes to intention, which is up 2% compared to a year ago. Although switchers are slightly lower than the average ICT worker, the highest number of switchers seen in this group (24%) are aged 18–24.

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## business and administration

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higher intention to switch among younger workers

Similar to the technicians, 12% of the business and administration workers switched jobs in the last six month of 2021. Looking at the intenders, 24% intend to switch, which is higher compared to that of last year (24% vs. 19%). The 18–24 year olds (37%) are again more likely to switch compared to the other age groups. Compared to last year, the stayers have decreased by 1%.

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## development and networking specialists

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switching rate highest for higher educated workers

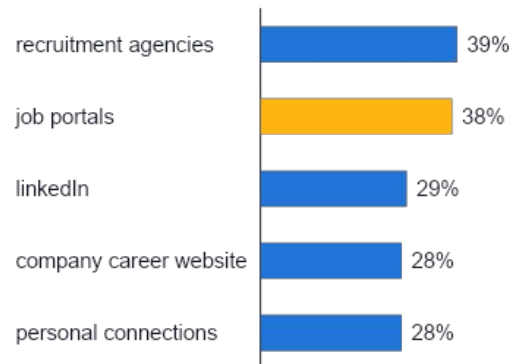
Development and networking specialists workers have the highest switching rate compared to that of the average ICT worker (18% vs. 14%). This is more so the case for the higher educated (19%) and for 18–24 year olds (29%). When looking at the intenders, more development and networking specialists have the intention to switch compared to last year (24% vs. 20%).

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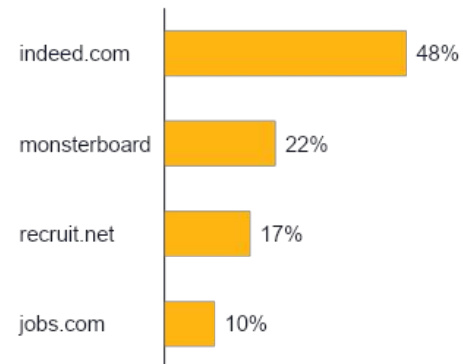
# how do ITC workers find new job opportunities?

The top 3 channels that job switchers used in the last half of 2021 have changed from what were used a year earlier. Recruitment agencies are most often used for finding work; in 2020, social media was ranked first. Job portals were second most used, rising from fourth in the previous year. Use of Instagram increased significantly from 46% to 60% while Facebook declined in usage by 16%.

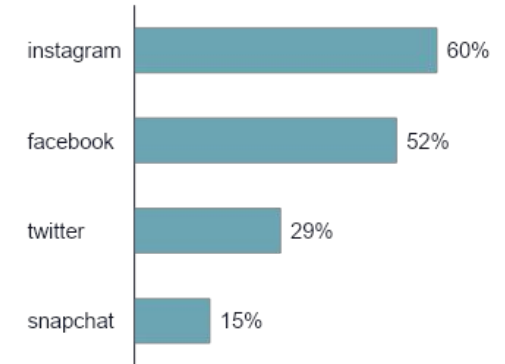
### top 5 channels used to find a job



### top 4 job portals — breakdown



### top 4 social media — breakdown



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

# search channel function breakdown.

## technicians

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job portals (42%)

- Similar to the average ICT employee, job portals jumps to number 1 in usage by ICT technicians, although the percentage of users remains the same (42%). The use of job portals is particularly high in the APAC region (56%) compared to other regions.
  - Personal connections is the third most used channel up from 6th place. Staffing agencies show a decline in usage from 27% to 13%.
  - Facebook remains the most used social media channel but has decreased compared to 2021 (68% vs. 72%).
- 

## business and administration

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recruitment agencies  
(51%)

- Recruitment agencies is top choice for business administration workers, which is the same compared to the average ICT worker. Males are more likely to rate recruitment agencies higher compared to females (54% vs. 42%).
  - LinkedIn is in second place with 43% and company career website comes in 3rd with 38%. The higher educated use company career websites more often (41%).
  - Similar to that of the average ICT worker, Instagram is the most used social media by business administration workers (72%).
- 

## development and networking specialists

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recruitment agencies  
(37%)

- Similar to last year, recruitment agencies are still the top-rated channel to use for development and networking specialists workers. The use of recruitment agencies is particularly high in the APAC and North American regions (44%).
  - Job portals are in 2nd place with 36%, with Indeed being the top job portal channel (48%). This is more so the case for the 18–24-year-old group compared to the other groups (46%).
  - Instagram is the top social media channel used (62%), which is significantly higher compared to last year (29%).
-

# takeaways of ICT seeking new opportunities.



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## top takeaways

- The number of people who have or intend to switch jobs has increased compared to 2021. This is an opportunity to assess ways of retaining and attracting new talent. Using the key drivers mentioned at the start of the report, along with reaching talent with the most effective channels, can improve access to talent.
- When selecting the best channels to recruit with, employers should take into consideration the diversity of various channels preferred by different ICT professionals.
- While recruitment agencies are the most used channels to find new opportunities, employers should also focus on job portals, LinkedIn and career websites. For the technicians, personal connections is the third most used channel and should not be overlooked.



key trend  
work meaning  
& career  
development.



# global importance of meaning of work & personal career growth.

## meaning & growth more important for half the ICT professionals

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In light of world events in 2021, work and career became more important to 50% of the ICT workforce (for 14%, it became less important). Local differences should be taken into account, especially in Europe where 28% valued work and career more, but 22% valued it less so, resulting in a 6% difference. This is in stark contrast to LATAM, in which 61% of the ICT professionals find it more important compared to the 11% who do not. Business and administration workers within ICT rate this as having the highest importance (59%) compared to the rest.

The attitude is strongly related to age, as those aged 18–34 tend to be more positive (57%). When looking at males and females, the difference is only 6%, with females feeling that work and career was more important compared to men (54% vs. 48%).

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## career growth important to 8 out of 10

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The vast majority (79%) of the ICT professionals consider their career growth/progression as very or somewhat important. LATAM workers (91%) are even more outspoken in this regard, while Europeans reported a more tempered outlook (63%). In line with the importance of work for business and administration workers, their importance for personal career growth is also the highest of the three (91%).

Women consider it somewhat more important than men with only 2% of a difference (80% vs. 78%). Age plays a role here as well, as 86% of those younger than 35 consider it important, compared to 64% of those 35 and older.

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# importance vs. offer on re-skilling/upskilling.

gap in workers' perception of the importance of re-skilling/upskilling and employers actually offering such opportunities



**83%**

find it (very) important to be offered the possibility for re-skilling/upskilling by their employer

A vast majority (83%) of ICT professionals say it's important that they are offered the possibility for re-skilling/upskilling by their employer. Female workers more often have this opinion (88%) than male workers (82%).

**67%**

of the employees feel their employer offers them enough development opportunities

Only 67% of talent feel that their employer actually offers these opportunities. Such an offer is actually skewed toward those who appreciate it more, as 83% of the workforce who feel it to be important actually have opportunities for upskilling.

This, nevertheless, still means that 17% of them do not feel they have the opportunity, which is regrettable since 79% of the workforce claim they are more likely to stay with an employer if opportunities are offered.



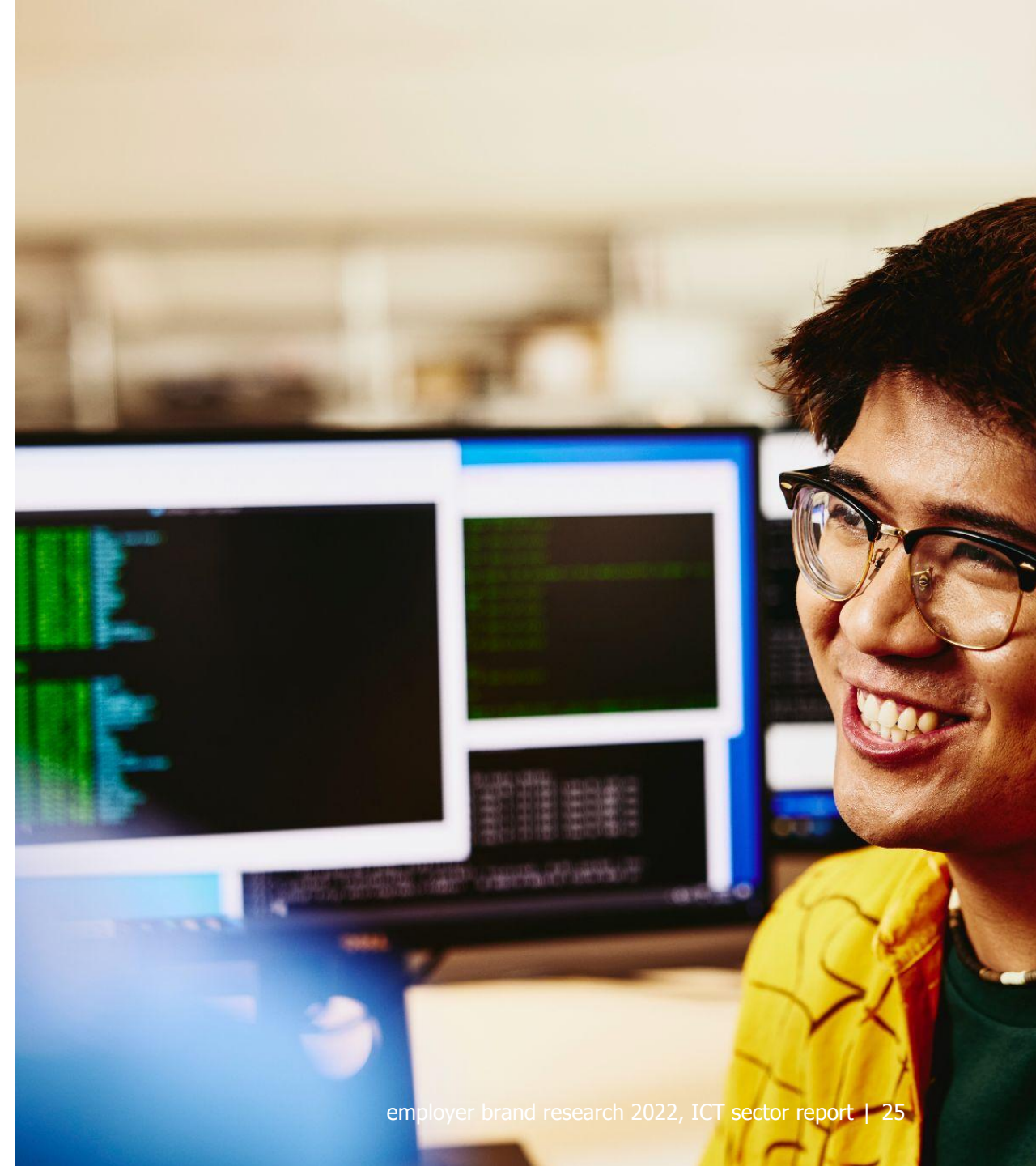
# global takeaways on meaning of work & career development.



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## takeaways

- Work became more important in the light of 2021 world events. This is particularly the case for the ICT business administration professionals.
- For the younger workforce up to 35 years old, the importance of work became more apparent, possibly not just because of world events but due to the career stage they are in. Somewhat related to this, younger generations place more emphasis on personal career growth than older workers. Employers should keep this in mind when developing a strategy for different age groups.
- Since a vast majority claim to more likely stay with their employer if such opportunities are offered (79%), the benefits of retaining their employees outweigh the costs of training and development.



key trend  
work-life balance  
& remote working.



# ICT work-life balance & remote working.

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The ICT workforce, similar to the global employee, ranks salary & benefits as the most important attribute that they are looking for in the ideal employer. Having said so, work-life balance is just as important for the ICT workforce, which is therefore a key point to focus on when attracting and retaining employees.

As work-life balance is one of the top-rated drivers, it is important to understand what the ICT workforce looks for when improving their work-life balance. For the ICT workforce the top 2 actions taken are working more remotely and with more flexibility. This is in line with what employees expect their employer to provide, which is flexible work arrangements and employee perks. This could be telling that the ICT workforce generally are focused on a good balance between work and their personal life.

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survey  
respondents  
equally value  
work-life balance  
and salary &  
benefits

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# ICT takeaways on actions to improve work-life balance.

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36%

of ICT employees worked more remotely and 35% (also) more in flexible time slots in order to improve their work-life balance. These two actions have been most popular.

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47%

of the ICT workforce feel that their employer should offer them flexible work arrangements, followed by employee perks such as continued education and meals, in order to improve their work-life balance (42%). This is like the average global worker who foremost prefers flexible working arrangements.

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15%

of ICT employees on the other hand took no action to improve their work-life balance. European ICT employees were more inclined to do nothing (21%).

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37%

of ICT employees feel that their employer should offer them compensation beyond salary such as retirement plan options or bonuses/profit sharing, and almost 36% would like to receive salary protection, healthcare benefits and career development in order to improve their work-life balance.

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# employer & employee actions to improve work-life balance.



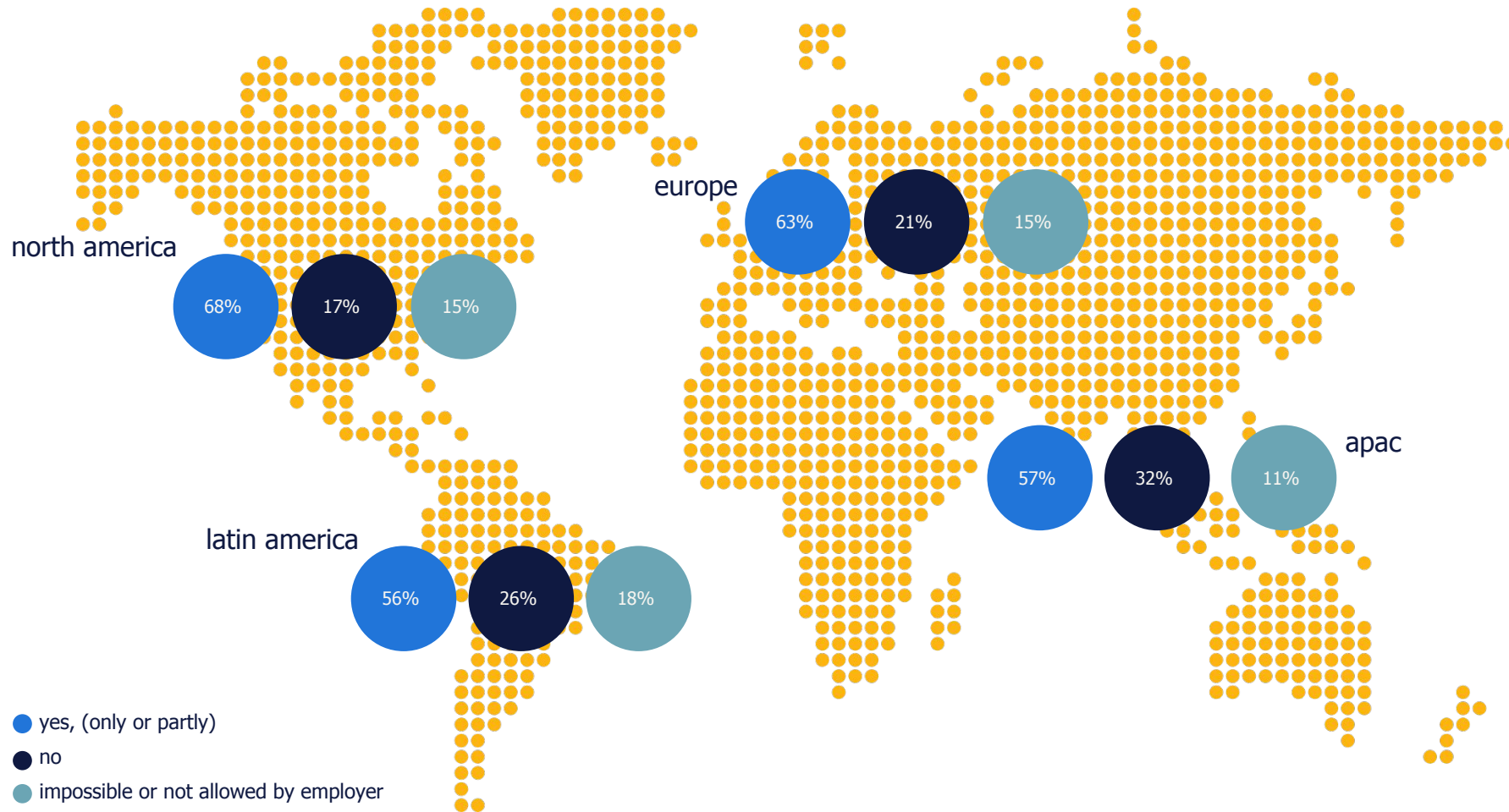
flexible work arrangements, flexible time slots and employee perks could have a positive impact on retention.

- As shown in the previous section, ICT professionals who switched employers has increased compared to 2021. This means that the focus of retention can be found in the actions taken by the employees and action that employers could take to improve work-life balance. The top 2 actions taken by ICT employees are working remotely and working flexible time slots. This is in line with what they expect of their employer. It is advisable to ensure a balance between these aspects to retain and attract new employees.
- Next to this, ICT professionals are keen on receiving any additional offers that relate to their compensation package, such as employee perks, salary protection and compensation beyond salary - such as a retirement plan options and bonus schemes.



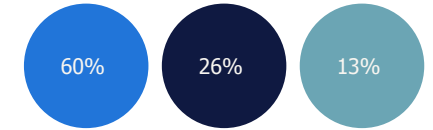


# ICT remote working



- yes, (only or partly)
- no
- impossible or not allowed by employer

global - ICT



The percentage of those who can work from home has declined to 60% from 73% a year ago. Even so, this is markedly higher than the average for all working-age adults we surveyed around the world (42%). The number of ICT workers who have this option is the highest among all regions at 68%. In APAC, 32% can only work at the office, up from 21% a year earlier.



# remote working for the ICT sector breakdown.

## technicians

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15%

impossible or not allowed to work remotely/from home



54%

yes (only or partly) work remotely/from home



31%

no remote working — only work at the employer's premises

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## business and administration

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8%

impossible or not allowed to work remotely/from home



68%

yes (only or partly) work remotely/from home



24%

no remote working — only work at the employer's premises

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## development and networking specialists

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16%

impossible or not allowed to work remotely/from home



61%

yes (only or partly) work remotely/from home



23%

no remote working — only work at the employer's premises

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# ICT remote working looking into the future.

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



2%

of the current remote workers expect to be working a maximum of 10% remotely in the future



70%

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



28%

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

The vast majority of current remote working ICT workers expect to keep on doing so in the future, although not to the degree as now. Only 28% of remote ICT employees expect to continue doing this for at least 90% of the time.

A majority in APAC (79%) expect to have a hybrid schedule of 20% at home, while nearly half (43%) in North America expect to work remotely 90%.



Thank you for taking the time to read through the global report. We hope the data contained in this report has been insightful and has helped you understand how to better attract talent in a transformed world of work.

Our research has many nuanced and complex insights about which you might have additional questions. We urge you to contact our employer branding and talent help desk for more answers.

let's **talk.**

[Connect with us today](#) for talent solutions tailored to you.



# appendix about the research.



# what is the randstad employer brand research?

- Based on perceptions of a general audience. Optimising 22 years of successful employer branding insights.
- An independent survey with nearly 163,000 respondents across 16 sectors and 5,944 companies surveyed 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.



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

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



● markets surveyed

## worldwide

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

## sample

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

## fieldwork

- online interviews
- january 2022

## length of interview

- 16 minutes

# definition of workers in key ICT job segments.

## typical roles defined by functions

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### technicians

- Information and Communications Technology Operations and User Support Technicians
- Telecommunications and Broadcasting Technicians

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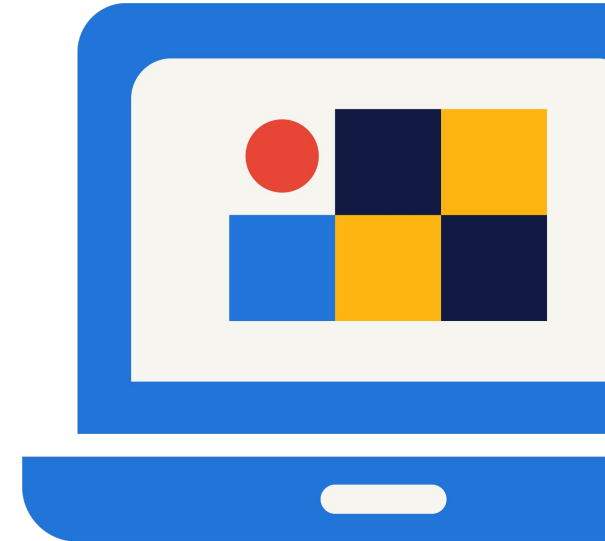
### business and administration

- Information and Communications Technology Services Managers

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### development and networking specialists

- Software and Applications Developers and Analysts
  - Database and Network Professionals
  - Client Information Workers
- 

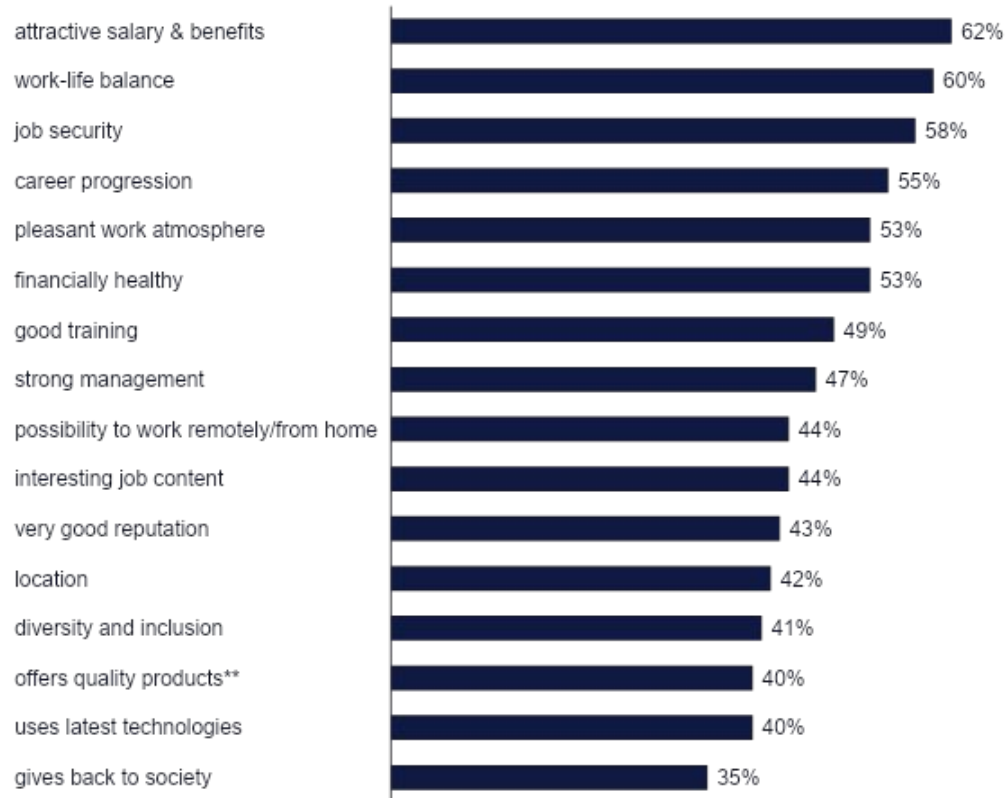


deep dive  
key drivers.

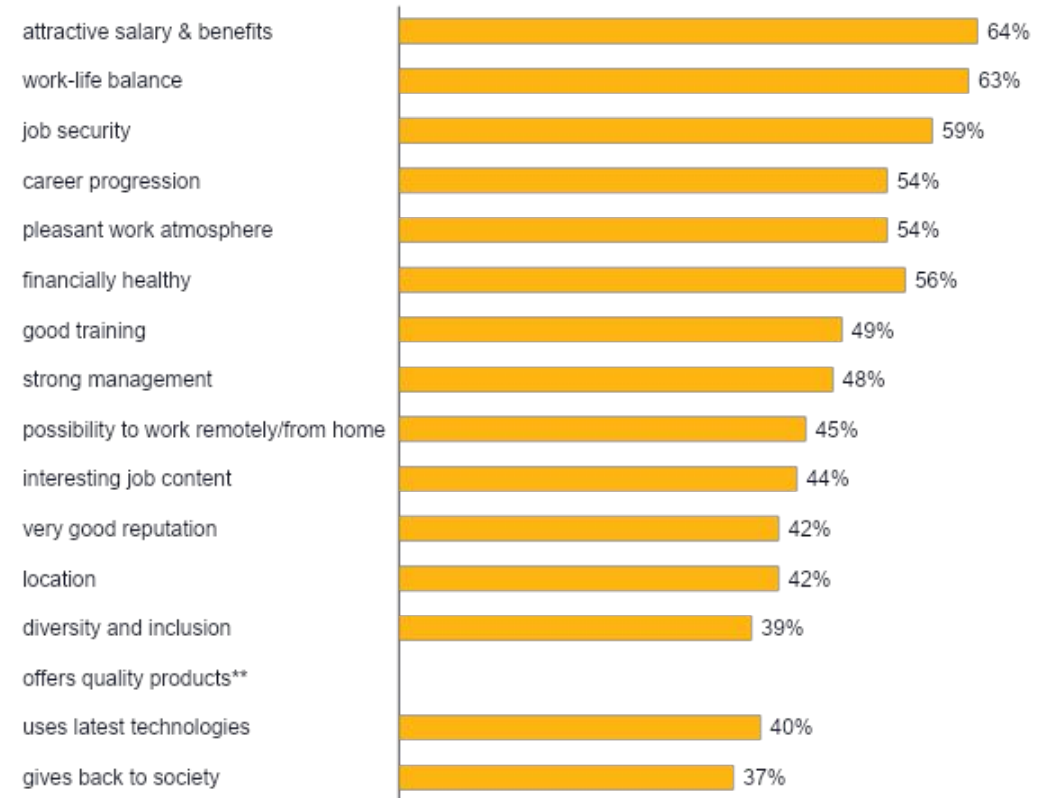


# what potential employees want the most important criteria when choosing an employer.

2022



2021

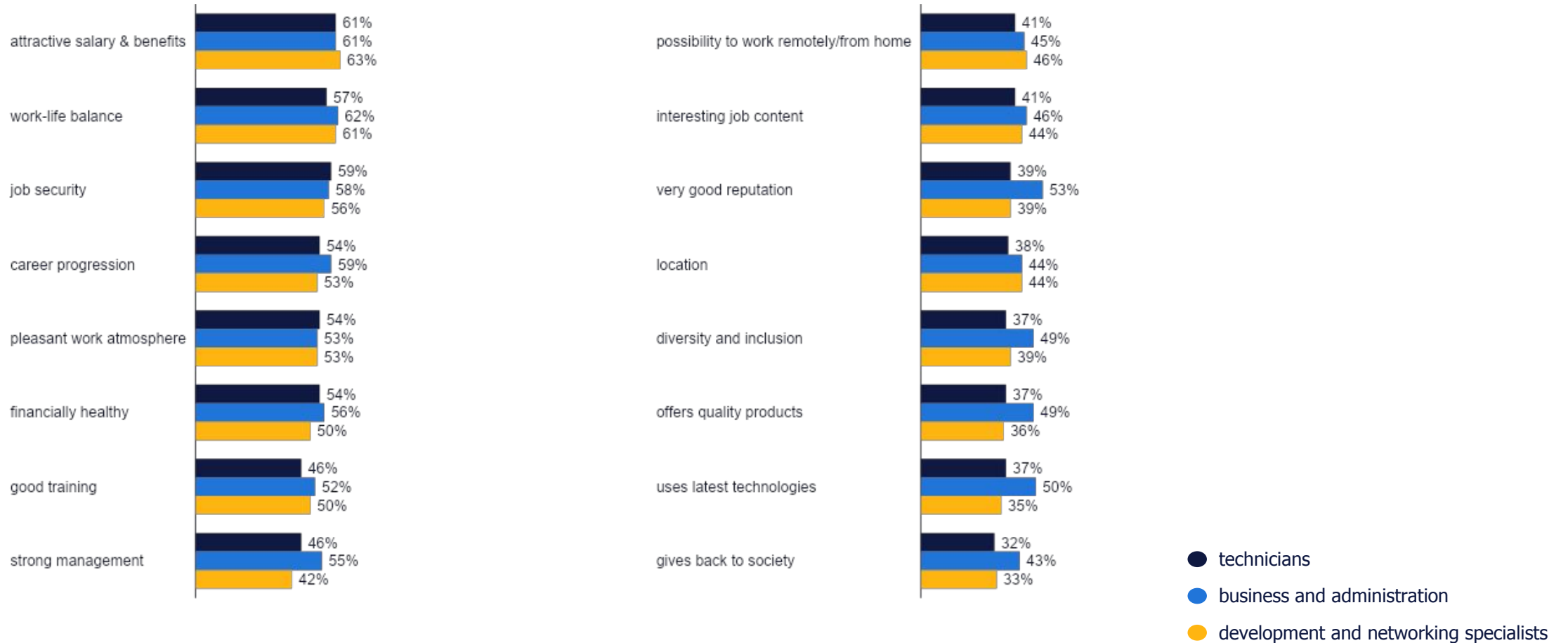


\*\*not researched in 2021



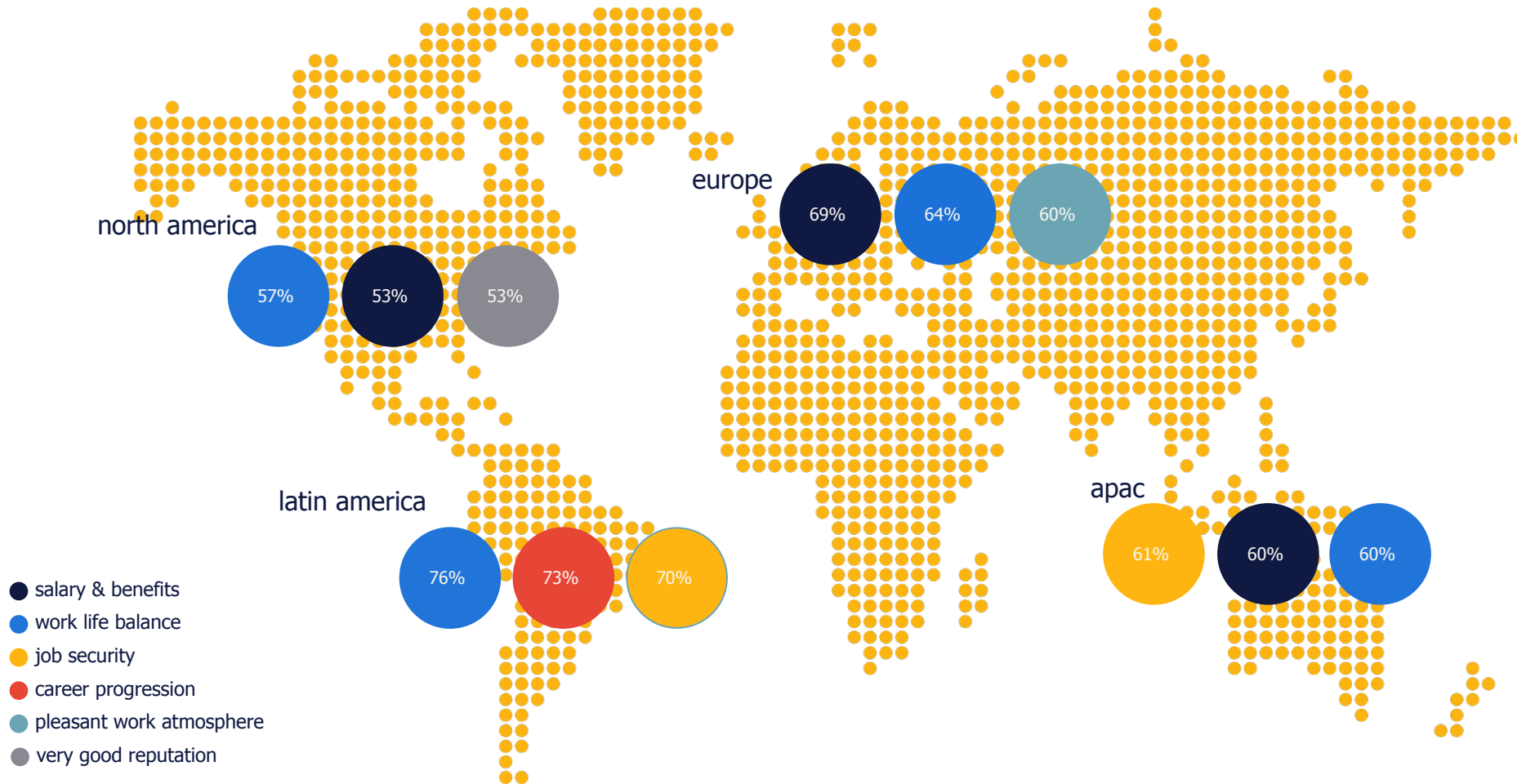


# EVP driver importance by sector.





# regional differences among EVP drivers.



global - ICT



salary & benefits can be seen as important across all 4 regions, however, only LATAM and Europe rate these as the topmost important driver. Globally LATAM employees ranked their top 3 most important drivers of equal importance, which tells a different story when looking among ICT employees who value salary & benefits first. In North America, ICT employees value work-life balance more than the global workforce who values salary & benefits first.

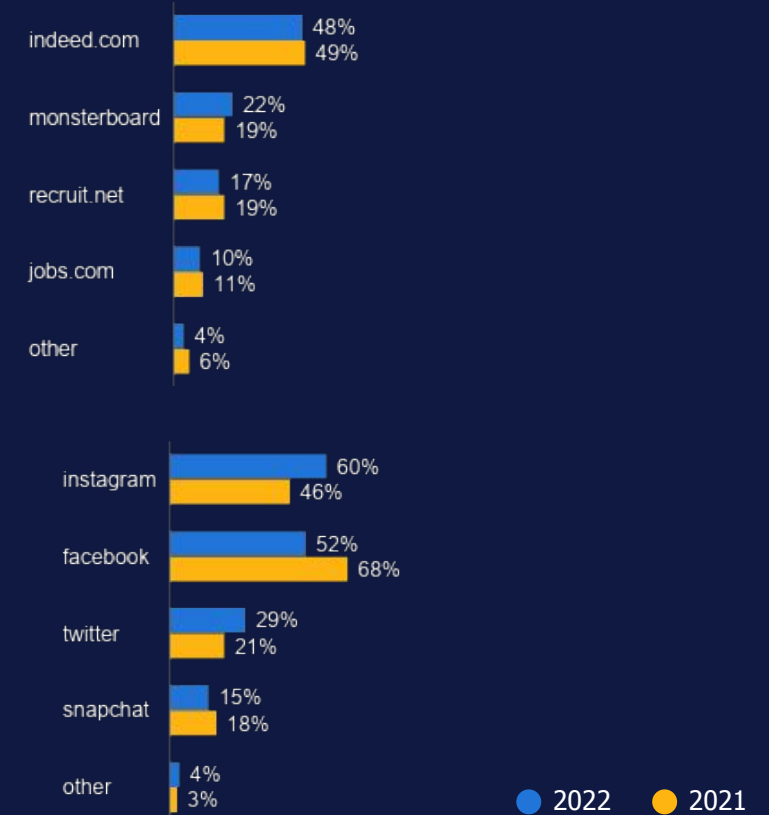


# finding new job opportunities for ICT professionals.

channels used to find new job opportunities



channels used to find new job opportunities deep dive social media & job portals



● 2022 ● 2021



# sector deep dive.



# top 3 EVP drivers per sector.

1 of 2

sector	top 3 EVP drivers		
	1	2	3
01 agriculture	work-life balance	attractive salary & benefits	pleasant work atmosphere
02 oil & gas	job security	attractive salary & benefits	pleasant work atmosphere
03 manufacturing	attractive salary & benefits	work-life balance	job security
04 utilities	job security	attractive salary & benefits	work-life balance
05 construction	job security	attractive salary & benefits	financially healthy
06 trade	attractive salary & benefits	pleasant work atmosphere	work-life balance
07 transportation & storage	attractive salary & benefits	job security	work-life balance
08 accommodation & food	attractive salary & benefits	job security	pleasant work atmosphere
09 ITC	work-life balance	attractive salary & benefits	job security
10 finance & insurance	attractive salary & benefits	financially healthy	job security



# top 3 EVP drivers per sector.

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sector	top 3 EVP drivers		
	1	2	3
11 real estate	attractive salary & benefits	work-life balance	job security
12 professionals & scientific	attractive salary & benefits	work-life balance	pleasant work atmosphere
13 administration & support	work-life balance	attractive salary & benefits	job security
14 public administration	work-life balance	job security	attractive salary & benefits
15 education	attractive salary & benefits	work-life balance	pleasant work atmosphere
16 healthcare	attractive salary & benefits	work-life balance	pleasant work atmosphere
17 social work	attractive salary & benefits	pleasant work atmosphere	work-life balance
18 arts & entertainment	attractive salary & benefits	work-life balance	pleasant work atmosphere
19 other	attractive salary & benefits	work-life balance	job security



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