The country report containing the results for each country is available for public consumption. The full report can be downloaded from www.randstad.in. Call us today at 1800 267 4050 or email us your request to randstad.award@randstad.in.
why employer branding matters.

Companies are overpaying on salaries by 10% if they don’t have a strong brand.1

50% of candidates say they wouldn’t work for a company with a bad reputation—even with a pay increase.2

96% agree that alignment of personal values with a company’s culture is a key factor in their satisfaction working there.3

80% of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire great workforce.4

As people work for cultures, not companies, their perception of you as an employer is of paramount importance. Both recruiters and candidates cite company culture as one of the most important determinants in employer choice. Also, if your culture is transparent, candidates actively research the culture of companies to understand if they’ll fit. If candidates see positive employee and candidate experiences on review sites, they feel more confident submitting their resume and making a career move.

19% #1 Only 19% of employees globally perceive a strong alignment between what their employer says about itself and their experience working there.5

52% #1 52% of candidates first seek out the company’s website and social media to learn more about an employer.6

1-2x #1 1-2x Companies with a strong employer brand have a 1-2x faster time to hire.8

76% Employees who experience a strong alignment between what their employer says about itself and their experience working there are more likely to recommend their employer as a place to work.9

the employer brand roadmap.

external market analysis
- career motivations and drivers
- specific views of your company improvement

audit current employer brand
- employer brand story
- external perception

launch employer brand internally
- gain employee and leadership feedback

develop the employer brand strategy and creative assets

create the brand pillars and employee value proposition

interview employees and leaders to understand:
- their perception of your brand
- gaps and areas for improvement

assess competitors for workforce

measure, assess and refine

activate employer brand externally

create the brand pillars and employee value proposition
what is the randstad employer brand research?

- a representative employer brand research based on perceptions of the general audience. Optimizing over 20 years of successful employer branding insights.
- an independent survey with nearly 185,000 respondents in 33 markets worldwide.
- a reflection of employer attractiveness for the market’s 150 largest employers known by at least 10% of the population.
- provides valuable insights to help employers shape their employer brand.
33 markets surveyed covering more than 75% of the global economy.

worldwide
- nearly 185,000 respondents
- 6,136 companies surveyed

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

country
- 3,594 respondents

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

EVP drivers.

perception of employer offer in India

what employees in India seek in an employer
1. work-life balance
2. attractive salary & benefits
3. job security
4. financially healthy
5. career progression
6. very good reputation
7. uses latest technologies
8. gives back to society
9. pleasant work atmosphere
10. interesting job content

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

gap top 3
1. attractive salary & benefits
2. job security
3. work-life balance
what potential employees want when choosing an employer.

<table>
<thead>
<tr>
<th>most important criteria</th>
<th>India 2020</th>
<th>India 2019</th>
<th>India 2018</th>
<th>apac 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>work-life balance</td>
<td>43%</td>
<td>46%</td>
<td>44%</td>
<td>47%</td>
</tr>
<tr>
<td>attractive salary &amp; benefits</td>
<td>41%</td>
<td>47%</td>
<td>48%</td>
<td>55%</td>
</tr>
<tr>
<td>job security</td>
<td>40%</td>
<td>47%</td>
<td>48%</td>
<td>45%</td>
</tr>
<tr>
<td>financially healthy</td>
<td>37%</td>
<td>41%</td>
<td>34%</td>
<td>38%</td>
</tr>
<tr>
<td>strong management</td>
<td>36%</td>
<td>36%</td>
<td>39%</td>
<td>31%</td>
</tr>
</tbody>
</table>
what do potential employees want by generational profile.

<table>
<thead>
<tr>
<th>Generation</th>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gen Z (18-24)</td>
<td>Good training opportunities from employer</td>
<td>38%</td>
</tr>
<tr>
<td>Gen X (35-54)</td>
<td>Good work-life balance</td>
<td>46%</td>
</tr>
<tr>
<td>Boomers (55-64)</td>
<td>Convenient location</td>
<td>32%</td>
</tr>
<tr>
<td>Gen X (25-34)</td>
<td>Attracted to forward thinking and tech-savvy companies</td>
<td>34%</td>
</tr>
<tr>
<td>Millennials (25-34)</td>
<td>Use of latest technology as an important attribute</td>
<td>38%</td>
</tr>
<tr>
<td>Gen Z (18-24)</td>
<td>Attracted to forward thinking and tech-savvy companies</td>
<td>38%</td>
</tr>
<tr>
<td>Gen X (25-34)</td>
<td>Emphasis on latest technology</td>
<td>26%</td>
</tr>
<tr>
<td>Millennials (25-34)</td>
<td>Emphasis on latest technology</td>
<td>41%</td>
</tr>
<tr>
<td>Boomers (55-64)</td>
<td>Attracted to convenient location</td>
<td>23%</td>
</tr>
<tr>
<td>Millennials (25-34)</td>
<td>Emphasis on latest technology</td>
<td>24%</td>
</tr>
</tbody>
</table>
EVP driver importance by gender.

- Work-life balance: 43% (men) vs. 43% (women)
- Attractive salary & benefits: 41% (men) vs. 41% (women)
- Job security: 40% (men) vs. 39% (women)
- Financially healthy: 37% (men) vs. 38% (women)
- Strong management: 37% (men) vs. 36% (women)
- Career progression: 36% (men) vs. 33% (women)
- Very good reputation: 35% (men) vs. 33% (women)
- Good training: 37% (men) vs. 30% (women)
- Uses latest technologies: 32% (men) vs. 25% (women)
- Quality products: 27% (men) vs. 26% (women)
- Flexible arrangements: 24% (men) vs. 29% (women)
- Gives back to society: 23% (men) vs. 25% (women)
- Pleasant work atmosphere: 23% (men) vs. 26% (women)
- Location: 22% (men) vs. 25% (women)
- Interesting job content: 23% (men) vs. 23% (women)
- Diversity & inclusion: 20% (men) vs. 20% (women)
EVP driver importance by education.

- Work-life balance: 43% (higher), 43% (middle), 38% (lower)
- Attractive salary & benefits: 41% (higher), 43% (middle), 40% (lower)
- Job security: 40% (higher), 40% (middle), 37% (lower)
- Financially healthy: 38% (higher), 36% (middle), 43% (lower)
- Strong management: 36% (higher), 38% (middle), 25% (lower)
- Career progression: 35% (higher), 34% (middle), 18% (lower)
- Very good reputation: 36% (higher), 31% (middle), 33% (lower)
- Good training: 31% (higher), 30% (middle), 36% (lower)
- Uses latest technologies: 30% (higher), 30% (middle), 33% (lower)
- Quality products: 27% (higher), 25% (middle), 34% (lower)
- Flexible arrangements: 26% (higher), 26% (middle), 34% (lower)
- Gives back to society: 23% (higher), 26% (middle), 19% (lower)
- Pleasant work atmosphere: 24% (higher), 25% (middle), 24% (lower)
- Location: 24% (higher), 23% (middle), 33% (lower)
- Interesting job content: 23% (higher), 23% (middle), 21% (lower)
- Diversity & Inclusion: 20% (higher), 19% (middle), 21% (lower)
- Financially healthy: 38% (higher), 36% (middle), 43% (lower)
EVP driver importance by age.

**Work-life balance**
- Gen Z (18-24): 38%
- Millennials (25-34): 41%
- Gen X (35-54): 46%
- Boomers (55-64): 43%

**Attractive salary & benefits**
- Gen Z (18-24): 36%
- Millennials (25-34): 40%
- Gen X (35-54): 44%
- Boomers (55-64): 46%

**Job security**
- Gen Z (18-24): 37%
- Millennials (25-34): 39%
- Gen X (35-54): 41%
- Boomers (55-64): 39%

**Financially healthy**
- Gen Z (18-24): 30%
- Millennials (25-34): 35%
- Gen X (35-54): 41%
- Boomers (55-64): 46%

**Strong management**
- Gen Z (18-24): 40%
- Millennials (25-34): 33%
- Gen X (35-54): 38%
- Boomers (55-64): 38%

**Career progression**
- Gen Z (18-24): 34%
- Millennials (25-34): 34%
- Gen X (35-54): 36%
- Boomers (55-64): 31%

**Very good reputation**
- Gen Z (18-24): 37%
- Millennials (25-34): 35%
- Gen X (35-54): 33%
- Boomers (55-64): 31%

**Good training**
- Gen Z (18-24): 38%
- Millennials (25-34): 33%
- Gen X (35-54): 26%
- Boomers (55-64): 29%

**Uses latest technologies**
- Gen Z (18-24): 32%
- Millennials (25-34): 34%
- Gen X (35-54): 26%
- Boomers (55-64): 31%

**Quality products**
- Gen Z (18-24): 24%
- Millennials (25-34): 31%
- Gen X (35-54): 24%
- Boomers (55-64): 23%

**Flexible arrangements**
- Gen Z (18-24): 22%
- Millennials (25-34): 31%
- Gen X (35-54): 24%
- Boomers (55-64): 27%

**Gives back to society**
- Gen Z (18-24): 26%
- Millennials (25-34): 24%
- Gen X (35-54): 24%
- Boomers (55-64): 23%

**Pleasant work atmosphere**
- Gen Z (18-24): 23%
- Millennials (25-34): 20%
- Gen X (35-54): 29%
- Boomers (55-64): 22%

**Location**
- Gen Z (18-24): 21%
- Millennials (25-34): 24%
- Gen X (35-54): 23%
- Boomers (55-64): 32%

**Interesting job content**
- Gen Z (18-24): 29%
- Millennials (25-34): 24%
- Gen X (35-54): 21%
- Boomers (55-64): 18%

**Diversity & inclusion**
- Gen Z (18-24): 19%
- Millennials (25-34): 20%
- Gen X (35-54): 20%
- Boomers (55-64): 19%
important attributes by type of contract.

11% of today’s workforce works part-time. (less than 30 hours per week)
switchers and stayers in focus.

changing employer
India vs apac.

- **Switchers**: changed employer in the past year.
  - India: 31%
  - apac: 15%

- **Stayers**: stayed with their employer in the past year.
  - India: 69%
  - apac: 86%

- **Intenders**: plan to change employer within the next year.
  - India: 43%
  - apac: 24%
most important attributes
switchers vs stayers.

Switchers
2019: 29% changed employer in the past year.
2020: 31% changed employer in the past year.

Stayers
2019: 71% stayed with their employer in the past year.
2020: 69% stayed with their employer in the past year.

Most important attributes:
- Work-life balance: 39% (switchers) vs 45% (stayers)
- Attractive salary & benefits: 38% (switchers) vs 43% (stayers)
- Job security: 36% (switchers) vs 41% (stayers)
- Financially healthy: 39% (switchers) vs 37% (stayers)
- Strong management: 32% (switchers) vs 39% (stayers)
most important attributes among intenders.

- Work-life balance: 42% in 2019, 45% in 2020
- Attractive salary & benefits: 42% in 2019, 47% in 2020
- Job security: 39% in 2019, 39% in 2020
- Financially healthy: 37% in 2019, 33% in 2020
- Career progression: 35% in 2019, 35% in 2020

8% of intenders plan to change employer within the next year.
switchers vs intenders
financial reasons.

71% of India is leaving or planning to do so because of a lower salary compared to elsewhere.
67% is leaving or planning to do so because of less attractive additional benefits compared to elsewhere.
64% of APAC is leaving or planning to do so because of a lower salary compared to elsewhere.
64% is leaving or planning to do so because of less attractive additional benefits compared to elsewhere.

% (completely) agrees with the statement “I changed my job or plan to do so” because of:

- 76% 71%
- 71% 67%

<table>
<thead>
<tr>
<th>Reason</th>
<th>India</th>
<th>APAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary being lower</td>
<td>71% is leaving</td>
<td>64% is leaving</td>
</tr>
<tr>
<td>than elsewhere</td>
<td>or planning to do so</td>
<td>or planning to do so</td>
</tr>
<tr>
<td>Additional benefits</td>
<td>67% is leaving</td>
<td>64% is leaving</td>
</tr>
<tr>
<td>being less attractive</td>
<td>or planning to do so</td>
<td>or planning to do so</td>
</tr>
<tr>
<td>than elsewhere</td>
<td>less attractive</td>
<td>less attractive</td>
</tr>
</tbody>
</table>

- Salary being lower than elsewhere
- Additional benefits being less attractive than elsewhere
switching for higher salary

about 1 in 3 switchers gets a 1 to 10% pay increase.

employees who left previous employer for a higher salary elsewhere saw a salary increase between 1% and 10%.
Switchers vs Intenders: Emotional Reasons.

81% of respondents in India find non-monetary benefits important.

76% of respondents in APAC find non-monetary benefits important.

- 62% of switchers vs 57% of intenders due to poor relationship with manager/colleagues.
- 65% of switchers vs 56% of intenders due to mismatch between personal and organizational values.
- 68% of switchers vs 58% of intenders due to lack of sense of purpose.
reasons to leave by profile.

- **salary being lower than elsewhere**: 74% of the millennials are likely to leave an employer if they receive a higher salary elsewhere. This is higher when compared to gen z (61%).

- **additional benefits being less attractive**: 73% of the boomers are likely to leave their employer if additional benefits offered by other employers are more attractive. This is higher when compared to gen z (60%).

- **poor relationship with manager**: 68% of the boomers agree that a poor relationship with their manager is a serious reason to consider working elsewhere. This is higher when compared to gen z (40%), millennials (56%) and gen x (49%).

- **mismatch between personal and organizational values**: 68% of the boomers would leave their employer if the organizational values do not match their personal values. This is higher when compared to gen z (49%), millennials (57%) and gen x (57%).

- **lack of sense of purpose**: 67% of the boomers may leave or have left their employer if they lack a sense of purpose in their job. This is higher when compared to gen z (53%).
additional benefits in focus.

employee benefits that workforce in India finds attractive and are received.

Top 5 most attractive benefits & received:

- Health care: 59% attractive, 83% attractive & received
- Flexible working hours: 53% attractive, 84% attractive & received
- Possibility of working from home: 48% attractive, 83% attractive & received
- Internal training and subsidized further education (courses, certificates, etc.): 45% attractive, 80% attractive & received
- Group life insurance: 50% attractive, 79% attractive & received
sector insights.

Top performing sectors in India by awareness and attractiveness.

- High awareness: Having a high awareness means that employers in the sector are widely known.
- High attractiveness: A sector with high attractiveness contains more highly attractive companies than other sectors.

- High awareness sectors:
  - Energy & infrastructure
  - Pharmaceuticals & biotechnology
  - Manufacturing - non-machinery

- High attractiveness sectors:
  - IT, communication, telecom & ITES
  - Auto & auto-components
  - FMCG, durables, retail, e-commerce
  - BFSI, consulting
  - Services
top employers to work for in India.

<table>
<thead>
<tr>
<th>Top 10 Employers 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 Microsoft</td>
</tr>
<tr>
<td>02 Samsung India</td>
</tr>
<tr>
<td>03 Amazon</td>
</tr>
<tr>
<td>04 Infosys Technologies</td>
</tr>
<tr>
<td>05 Mercedes-Benz</td>
</tr>
<tr>
<td>06 Sony</td>
</tr>
<tr>
<td>07 IBM</td>
</tr>
<tr>
<td>08 Dell Technologies Ltd</td>
</tr>
<tr>
<td>09 ITC Group</td>
</tr>
<tr>
<td>10 Tata Consultancy Services</td>
</tr>
</tbody>
</table>
# India’s Top 3 EVP Drivers of the Top 5 Companies

<table>
<thead>
<tr>
<th>Top 5 Companies</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>financially healthy</td>
<td>very good reputation</td>
<td>uses latest technologies</td>
</tr>
<tr>
<td>Microsoft</td>
<td>financially healthy</td>
<td>uses latest technologies</td>
<td>very good reputation</td>
</tr>
<tr>
<td>Samsung India</td>
<td>financially healthy</td>
<td>uses latest technologies</td>
<td>very good reputation</td>
</tr>
<tr>
<td>Amazon</td>
<td>financially healthy</td>
<td>uses latest technologies</td>
<td>financially healthy</td>
</tr>
<tr>
<td>Infosys Technologies</td>
<td>uses latest technologies</td>
<td>very good reputation</td>
<td>uses latest technologies</td>
</tr>
<tr>
<td>Mercedes-Benz</td>
<td>financially healthy</td>
<td>very good reputation</td>
<td>uses latest technologies</td>
</tr>
</tbody>
</table>
key factors for success

The winner of the Randstad Award in each country is based on how appealing the selected company is as a potential employer to the respondents. To determine this, we ask one simple question: Would you like to work for this company? The companies are also evaluated on key factors that have been derived from our 20 years of experience with the Randstad Award. These factors determine the perception of the employer brand.

the key factors (in random order)
• financially healthy
• uses latest technology
• very good reputation
• job security
• career progression
• gives back to society
• interesting job content
• pleasant work atmosphere
• work-life balance
• attractive salary & benefits

unique methodology, unique results

We apply this methodology because a uniform approach makes it easier to draw useful comparisons between countries. This is also why the research is conducted almost simultaneously across all regions. The method is very useful because it significantly contributes to our knowledge about employer branding, and about why people select certain jobs and employers.

The company reports detail the strengths and weaknesses of their external employer brand and provide each company with an excellent industry benchmark. These reports are confidential. The general report (containing the main results per country, including the Randstad Award winner) is made available to the public.

about Randstad

Randstad is the global leader in the HR services industry. We support people and organizations in realizing their true potential by combining the power of today's technology with our passion for people. We call it Human Forward. In 2019, we helped more than two million candidates find a meaningful job with our 280,000 clients. Furthermore, we trained more than 350,000 people. Randstad is active in 38 markets around the world and has top-three positions in almost half of these. In 2019, Randstad had on average 38,280 corporate employees and generated revenue of €23.7 billion. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands. Randstad N.V. is listed on the NYSE Euronext (symbol: RAND.AS).

For more information, see www.randstad.com

about Randstad India

Randstad India offers the broadest HR services portfolio ranging from Staffing, Search & Selection to Recruitment Process Outsourcing (RPO). The organization has a vast network of offices across the country to be within the reach of clients, candidates and flexi workers. The company, previously called Ma Foi is a leader in the HR services industry in India for more than 25 years and became part of Randstad through its global acquisition of Vedior in 2008. The Randstad Group is the global leader in the HR services industry, active in 38 countries across the globe. Randstad India continues to focus on developing customized and innovative HR services, leveraging on its unique strengths of geographical presence and end-to-end capability across all HR service functions.

For more information, see www.randstad.in

Disclaimer: This study contains information in summary from data based on primary research and is intended for general guidance only. It is not intended to be a substitute for detailed research or exercise of professional judgment. Neither Randstad India Pvt. Limited nor any other member of the global Randstad organization accepts any responsibility for any loss, occasioned by any person acting or refraining from action as a result of any material in this publication.