

| uk

country report  
employer  
brand research  
2023



randstad



human forward.



# contents.

1. introduction
2. employer attractiveness
3. top employers
4. job-switching behavior
5. training & career development
6. remote working & diversity and inclusion

# introduction.



# what is the randstad employer brand research?

- A representative employer brand research based on perceptions of the general audience. Optimising 23 years of successful employer branding insights.
- An independent survey with nearly 163,000 respondents and 6,022 companies surveyed worldwide.
- A reflection of employer attractiveness for this market's 150 largest employers known by at least 10% of the population.
- Provides valuable insights to help employers shape their employer brand.



# 32 markets surveyed covering more than 75% of the global economy.

## worldwide

- nearly 163,000 respondents
- 6,022 companies surveyed

## sample

- aged 18 to 66
- representative on gender
- overrepresentation of age 25 – 44
- comprised of students, employed and unemployed workforce

## fieldwork

- online interviews
- january 2023

## length of interview

- 16 minutes

## sample country

- uk, 12018



argentina  
australia  
austria  
belgium  
brazil  
canada  
china

czech  
republic  
france  
germany  
greece  
hong kong  
SAR hungary  
india

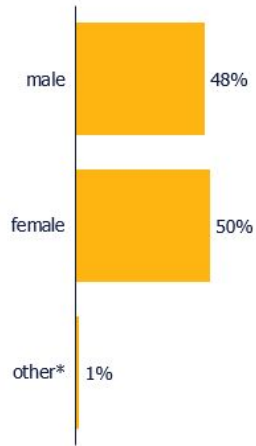
italy  
japan  
luxembourg  
malaysia  
mexico  
the netherlands  
new zealand

norway  
poland  
portugal  
romania  
singapor  
e spain  
sweden

switzerlan  
d uk  
uruguay  
usa

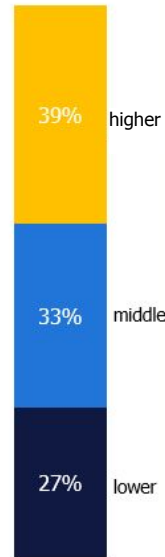
# sample composition in uk socio-demographics, education, region.

## gender

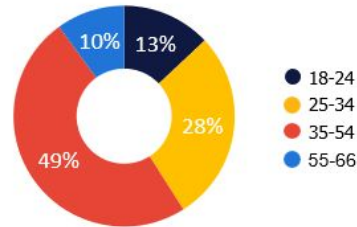


\*other is comprised of non-binary, intersex, transgender man, transgender woman, gender non-conforming, gender fluid, other gender identities not listed above and people who prefer not to answer the question

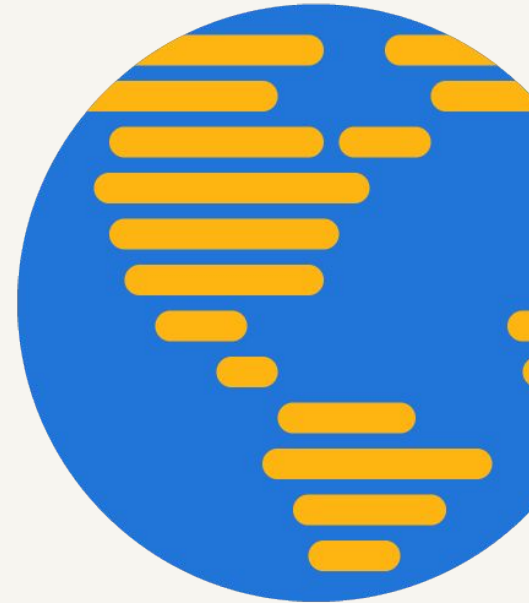
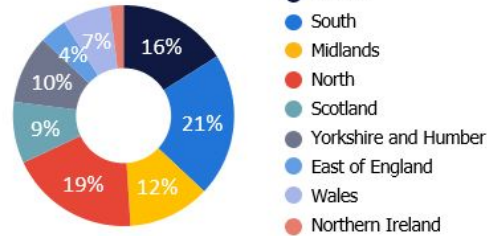
## education



## age



## region



# executive summary

## key takeaways



### EVP drivers

work-life balance remains the most important driver when choosing an employer, with an attractive salary not far behind. Both drivers have increased in importance relative to other drivers. However, current employers are evaluated poorly on both of these drivers, suggesting that there is some room to improve perceptions here. Location plays a larger role than it may seem in choosing an employer, as it is the most highly-rated aspect of the current employer.



### job switching

there looks to be quite some movement in the UK job market, with a quarter of employees planning on switching jobs in the next 6 months. 16% have also moved jobs in the past 6 months, with the biggest driver for switching being to improve work-life balance. Recruitment agencies are the most used method to both search for and find a job, with many different online channels not far behind. Employers need to be (even more) visible online to cut through and reach new talent.



### diversity and inclusion

four out of five employees in the UK expect some form of D&I/mental health support and policies from their employer. One out of five would go as far as saying they would rather be unemployed than work for an employer that does not support their values. D&I is even more important amongst those ages 18-34, indicating this is something that will only get more important with time. Employers need to develop clear strategies and policies on these matters.

# 44%

of employees would leave their current employer to improve their work-life balance



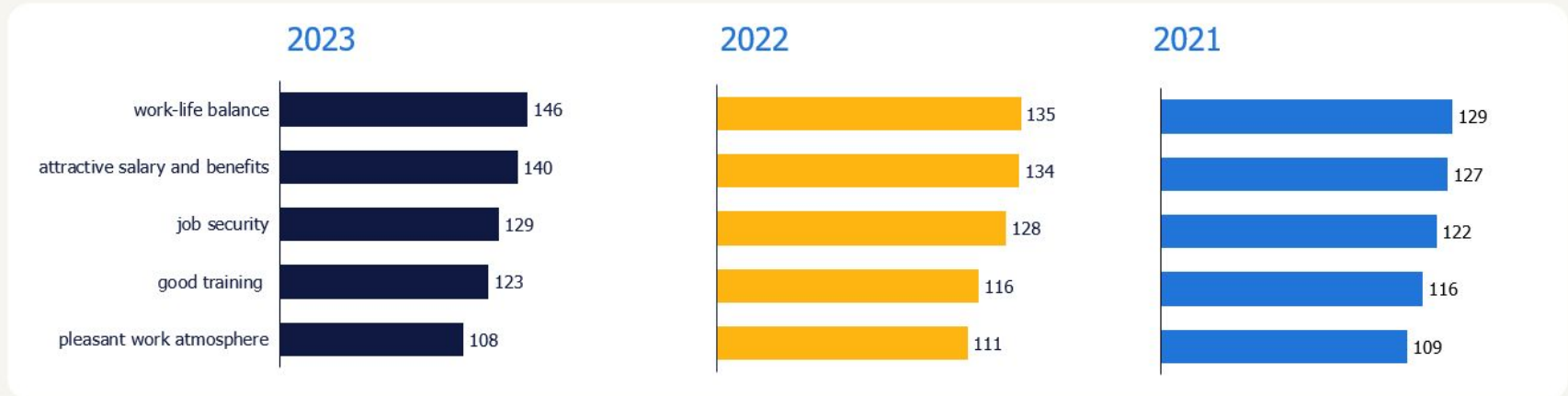
# employer attractiveness.





# what potential employees want, the 5 most important drivers when choosing an employer.

work-life balance remains the top driver for choosing an employer in 2023, and its importance relative to the other drivers increases year on year. The same is true for attractive salary and benefits, which sits as a close second. Work-life balance is even more important to women and 35–54-year-olds. The importance of salary increases with age, but decreases as education level increases.



how to read the above indexed scores:

150: driver is chosen 50% more often than the average driver to be important

75: driver is chosen 25% less often than the average driver to be important

# perception of employer offer in uk.

Understanding the gap between what employees want and what they think employers offer provides valuable insights into building an employer brand. Furthermore, benchmarking against what employees perceive being offered by their current employer gives more context to the gaps that need to be bridged.

## evaluation of current employer

|     |                                |
|-----|--------------------------------|
| 1.  | is conveniently located        |
| 2.  | long-term job security         |
| 3.  | financially healthy            |
| 4.  | good reputation                |
| 5.  | good work-life balance         |
| 6.  | pleasant work atmosphere       |
| 7.  | interesting job content        |
| 8.  | career progression             |
| 9.  | attractive salary and benefits |
| 10. | gives back to society          |

## profile of ideal employer

|     |                                |
|-----|--------------------------------|
| 1.  | good work-life balance         |
| 2.  | attractive salary and benefits |
| 3.  | long-term job security         |
| 4.  | good training                  |
| 5.  | pleasant work atmosphere       |
| 6.  | career progression             |
| 7.  | is conveniently located        |
| 8.  | strong management              |
| 9.  | very good reputation           |
| 10. | financially healthy            |

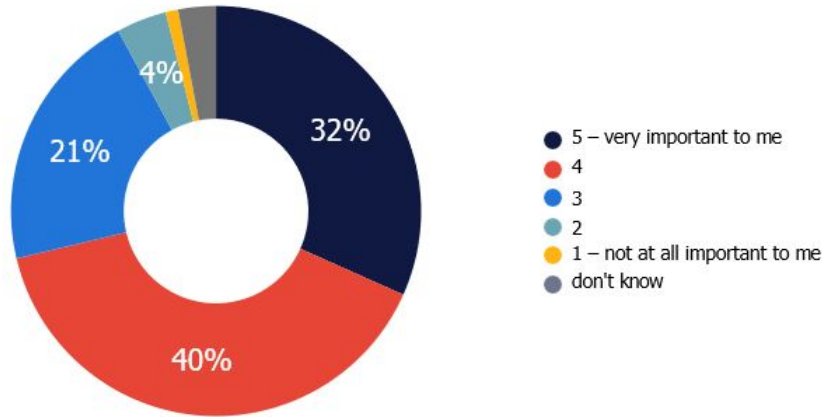
## employers underperform on top drivers

There is a clear gap between the evaluation of the current employer and the ideal employer profile, leaving room for improvement. Work-life balance scores only 5th for the current employer, while being the most important driver of the ideal employer. Salary & benefits is evaluated second to last and while this is somewhat expected, it shows that employers underperform on these top drivers.

Being conveniently located on the other hand is the highest evaluated aspect of the current employer, while not considered so important, showing this driver impacts choice more than one might think.

# importance of non- material benefits.

When choosing an employer over another one, how important are other non-material benefits to you?



## 3 in 4 find non-material benefits important

- 72% of employees find non-material benefits to be (very) important in choosing an employer over another, which is almost as high as material benefits (76%). Very few employees (5%) view non-material benefits as not important.
- Women (74%) and the highly educated (76%) give more importance to non-material benefits than others while those aged 18-24 give less (63%).

# what potential employees want - employer takeaways.

## top 3 takeaways

- Work-life balance is still the most important driver when choosing an employer, with attractive salary and benefits coming in a close second. Both drivers have increased in relative importance and now form a clear set of top 2 drivers. Current employers underperform on these drivers and there is opportunity to improve their offer.
- A convenient location ranks only 7th for the ideal employer, but is the most highly valued driver of the current employer, showing that the location plays a material role in real life and should not be undersold when attracting (local) talent.
- Nearly three quarters of employees find non-material benefits (very) important which is on par with material benefits. This should be integrated in every employers' offer, showing the total offer of benefits tailored to the individual's needs.



# top employers and sector insights.



# top employers to work for in uk.

## top employers

### 2023

|     |                 |
|-----|-----------------|
| 1.  | WTW             |
| 2.  | BBC             |
| 3.  | Apple           |
| 4.  | British Airways |
| 5.  | BAE Systems     |
| 6.  | Marks & Spencer |
| 7.  | John Wood Group |
| 8.  | Rolls-Royce     |
| 9.  | BMW             |
| 10. | KPMG            |

### 2022

|     |                             |
|-----|-----------------------------|
| 1.  | Rolls-Royce Group           |
| 2.  | BMW                         |
| 3.  | Coca Cola                   |
| 4.  | Marks & Spencer             |
| 5.  | British Airways             |
| 6.  | Tesco                       |
| 7.  | Philips                     |
| 8.  | KPMG                        |
| 9.  | BAE Systems                 |
| 10. | Diageo (Guinness, Smirnoff) |

### 2021

|     |                                                        |
|-----|--------------------------------------------------------|
| 1.  | John Lewis                                             |
| 2.  | British Airways                                        |
| 3.  | Amazon                                                 |
| 4.  | BMW                                                    |
| 5.  | Royal Mail                                             |
| 6.  | Rolls-Royce Group                                      |
| 7.  | PwC                                                    |
| 8.  | WPP Group (Hill & Knowlton, JWT, Ogilvy Group, TNS...) |
| 9.  | Boots                                                  |
| 10. | Coca Cola                                              |

# uk top 3 EVP drivers of the top 5 companies.

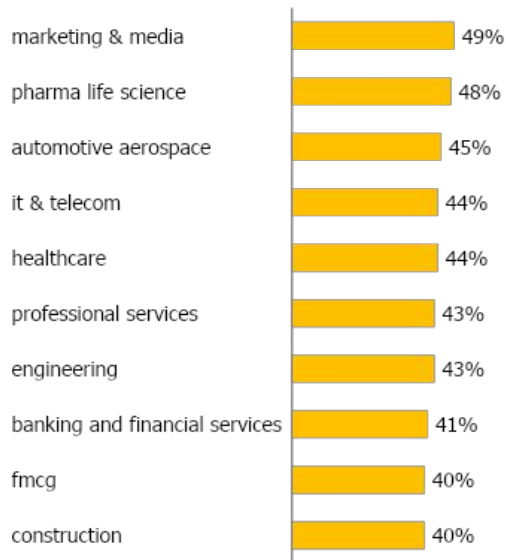
## top companies

|    | companies       | 1                   | 2                       | 3                            |
|----|-----------------|---------------------|-------------------------|------------------------------|
| 1. | WTW             | financially healthy | job security            | work-life balance            |
| 2. | BBC             | financially healthy | interesting job content | career progression           |
| 3. | Apple           | financially healthy | job security            | career progression           |
| 4. | British Airways | financially healthy | interesting job content | very good reputation         |
| 5. | BAE Systems     | financially healthy | job security            | attractive salary & benefits |



# sector attractiveness in uk.

## top 10 best performing sectors



marketing & media

49%

is the winner in this year's research.

pharma life science

48%

is the runner up in this year's research.

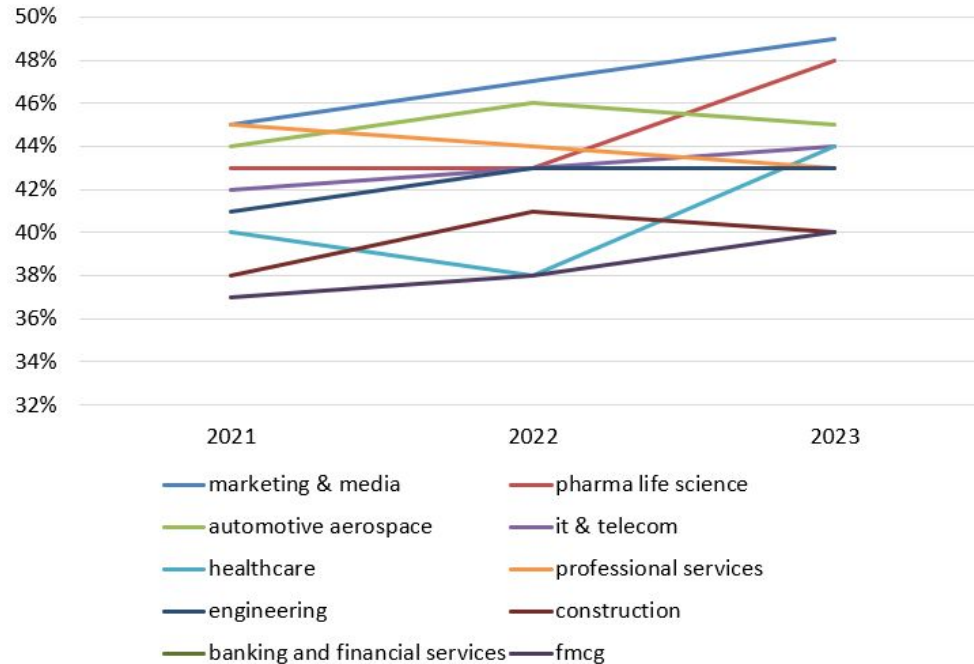
## marketing & media the most attractive sector

- Marketing & Media just pips Pharma Life Science to the top spot, no doubt helped by having both the BBC and Apple in the top 3 employers. Interestingly, no Pharma Life Science companies are in the top 10 employer list.
- Automotive aerospace falls to third place, though it has no less than 4 companies in the top 10 list.
- All top 5 companies are most highly valued for the financial health, showing that this driver is important in a top UK employer brand.

# sector attractiveness over time.

## sector attractiveness rising

- There is a slight upward trend among some of the most attractive sectors in the UK, while others have gone slightly down. Overall, the attractiveness shows a slight upward trend over the past three years.
- The difference in attractiveness between the most attractive sectors and the rest has increased over the past three years. This indicates that the top sectors, most notably marketing & media, are differentiating themselves from others.



# uk best performing companies by sector.

## top 3 companies by sector

slide  
1/2

| sector                            | 1                    | 2                    | 3                                                |
|-----------------------------------|----------------------|----------------------|--------------------------------------------------|
| 1. marketing & media              | BBC                  | Apple                | British Sky Broadcasting Group                   |
| 2. pharma life science            | AstraZeneca          | GlaxoSmithkline      |                                                  |
| 3. automotive aerospace           | British Airways      | BAE Systems          | Rolls-Royce                                      |
| 4. it & telecom                   | Apple                | CGI Group (Logica)   | Amazon                                           |
| 5. healthcare                     | Boots                | Bupa Care Services   | GlaxoSmithkline                                  |
| 6. professional services          | KPMG                 | Capgemini            | Accenture                                        |
| 7. engineering                    | BAE Systems          | Rolls-Royce          | Laing O'Rourke                                   |
| 8. banking and financial services | Royal Bank of Canada | Credit Suisse        | Lloyds Banking Group                             |
| 9. fmcg                           | Unilever             | Nestle               | Associated British Foods (Kingsmill, Allinson..) |
| 10. construction                  | Laing O'Rourke       | Morgan Sindall Group | Mace Ltd                                         |

# uk best performing companies by sector.

## top 3 companies by sector

slide  
2/2

| sector                      | 1                      | 2                                    | 3                           |
|-----------------------------|------------------------|--------------------------------------|-----------------------------|
| 11. business services       | John Wood Group        | Accenture                            | Amazon                      |
| 12. retail                  | Marks & Spencer        | John Lewis & Partners (Waitrose Ltd) | Boots                       |
| 13. retail banking          | Lloyds Banking Group   | Barclays                             | Nationwide Building Society |
| 14. utilities and energy    | National Grid          | General Electric                     | SSE PLC                     |
| 15. insurance               | WTW                    | Aviva                                | Phoenix Group               |
| 16. mineral fuel            | Glencore International | SSE PLC                              | Centrica (British Gas)      |
| 17. transport and logistics | Royal Mail             | Network Rail                         | XPO Logistics               |

# top employers and sector insights.

## reshuffling of the top UK employers

- While the top 3 brands are new entries to the top 10 this year, most other brands have not changed, pointing towards a relatively stable field of top employer brands in the UK.
- Being financially healthy is the driver all top 5 employers are recognised for most. As this is not recognised as a top driver in the ideal employer it shows that there are many aspects that go into creating a top employer brand.
- Marketing & Media remains the most attractive sector in 2023, with Pharma Life Sciences just behind. Both sectors are now on top with a bigger gap to the rest than in previous years, indicating some improvement in differentiation. Employers looking to differentiate can look towards those within that sector for inspiration.



## 6 out of 10

brands on the top 10 list have remained the same since 2022, none of which are in the top 3.

job-switching  
behaviour  
in focus.



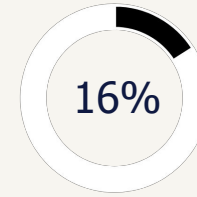
# switching behavior finding another employer.

## switching behavior remains stable

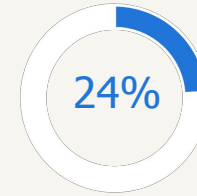
there appears to be quite some movement among employees in the UK, with 16% having already changed employer over the past 6 months, and nearly a quarter planning on changing jobs in the following 6 months. This is similar to the situation in 2022. The youngest demographic is more likely to change jobs (22% of 18-34 year olds).

## fear of job loss unchanged

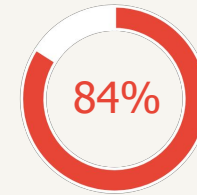
a sizable 15% of employees are afraid of losing their job in the UK, however this is similar to last year (16% in 2022). Of those who fear, 26% are planning on changing jobs in the next 6 months. This has dropped significantly since 2022 (41%), indicating that while the fear has not decreased by much, it is less of an influencing factor of switching behaviour.



Have changed employer  
in the last 6 months



Is planning to change  
jobs within the next 6  
months



Have stayed at the same  
organisation



# reasons to leave and the intention to switch.

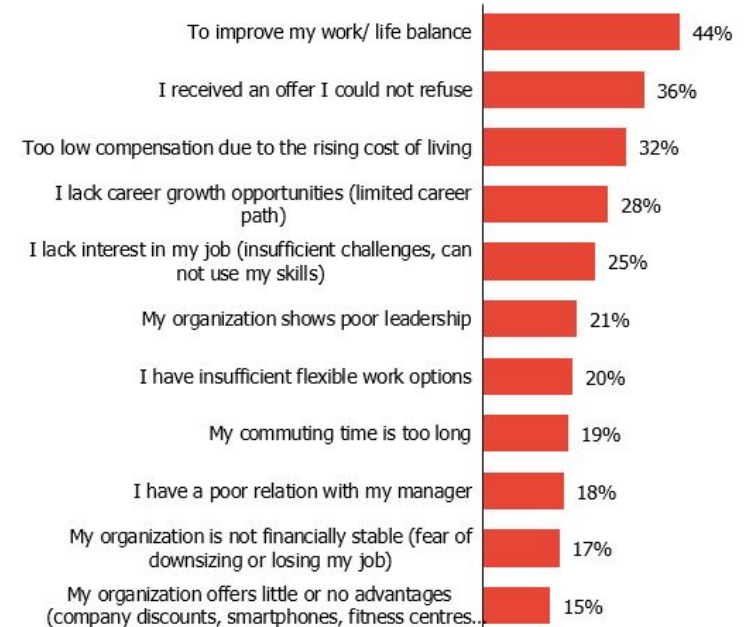
improving work-life balance is a major contributor to switching behaviour

under half (44%) of employees would consider leaving or have already left their employer to improve their work-life balance. This aligns with it being the most important driver of the ideal employer.

lack of compensation and career growth opportunities play a role

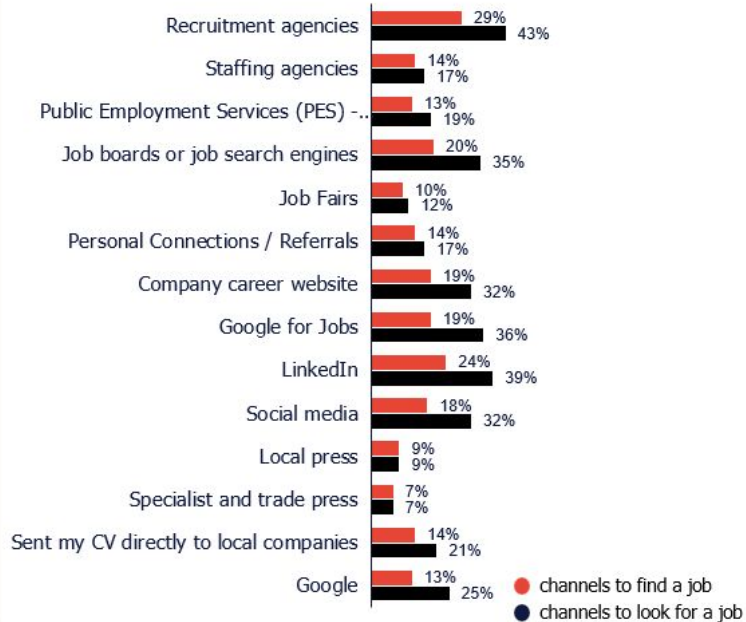
almost a third of employees would also consider leaving their employer due to a lack of compensation due to the rising cost of living (32%), particularly among the highly educated (36%). Lacking career growth opportunities falls in shortly behind (28%). All of these reasons to leave align with drivers on which the current employer is evaluated to be underperforming, showing that employers need to improve on these aspects to not be at risk of high turnover.

## reasons to leave an employer



# how do employees in uk find new job opportunities.

## sources for job opportunities

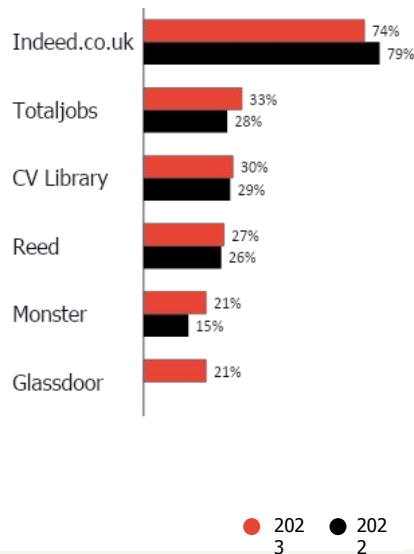


## recruitment agencies have the highest success rate

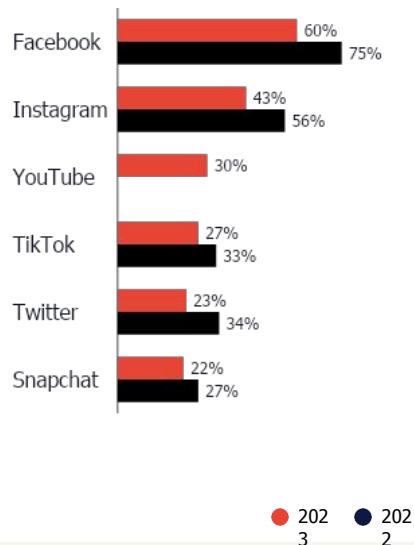
- Two fifths of job seekers use recruitment agencies to look for a job, being more popular among highly educated employees (48%) and those aged 55-64 (57%). Recruitment agencies are also the most important channel to find a job (29% found a job this way).
- LinkedIn falls in second for both searching and finding a job. Job boards or job search engines play an important role in the UK, particularly among women (38%) and the eldest demographic (48%).
- Google for Jobs and Social media are close behind, both of these being used more by the younger audience (18-24 with 36% and 37% respectively).

# deepdive into job boards and social media.

## job portals\*



## social media channels\*



## Indeed.co.uk is standout leader

- Indeed.co.uk stands out as the most used job portal to search for a job, with almost three quarters of job portal users using the service. However, it has lost some of its usership compared to 2022, while other platforms become more popular.
- Facebook sees the highest usage among social media channels (60%), followed by Instagram (43%). Both show a decline compared to 2022, as do all other social media channels.

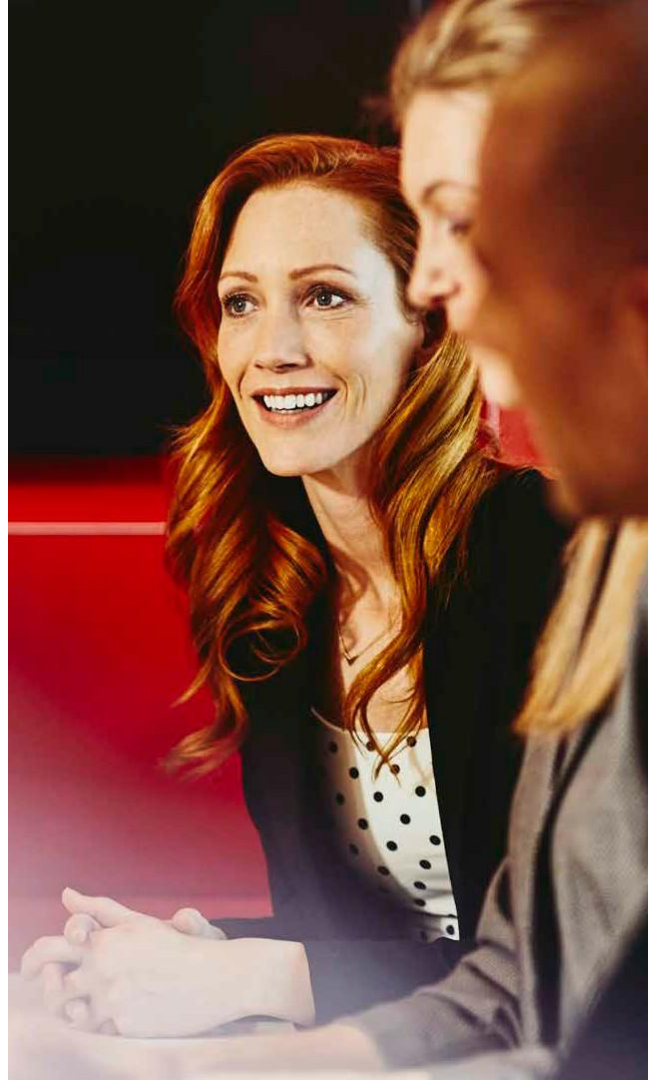
\*note: job portals & social media are follow up questions from channels used to find new jobs.

# job-switching and job channel insights.

## 1 in 6 UK employees have switched jobs in the past 6 months

work-life balance is the most important characteristic for the ideal employer so it is not surprising that this would be a major motivator for employees when switching employment. With one in five employees looking to change jobs in the next 6 months, employers should improve on the drivers where there is a gap between importance and current offer – work-life balance, career progression and salary – as these are all top reasons to leave.

recruitment agencies are both the most popular method of searching and also finding a job, though all different online channels do not fall far behind. Employers may look to strengthen their relationships with external recruiters in order to find the best new talent. A strong online presence when recruiting is also essential and a balanced mix of channels is recommended.



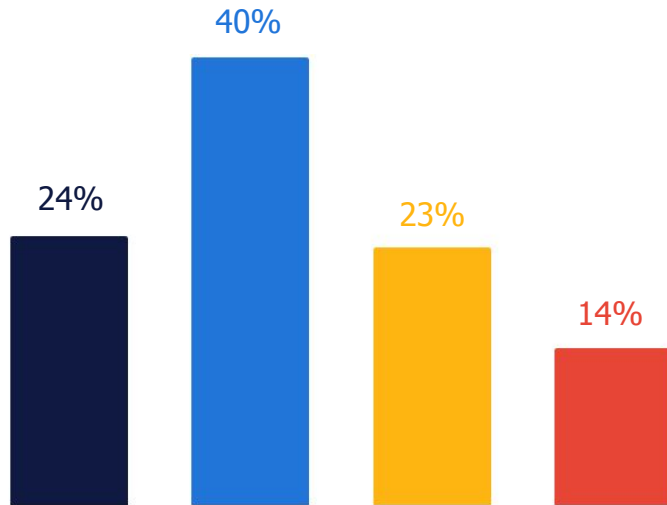
24%

are planning on changing employers in the coming six months.

# retirement.

would you rather retire earlier with a smaller monthly pension payment or later with a larger monthly pension payment?

- earlier with a lower pension payment
- later with a higher pension payment
- I prefer to hold on to the general retirement date
- don't know

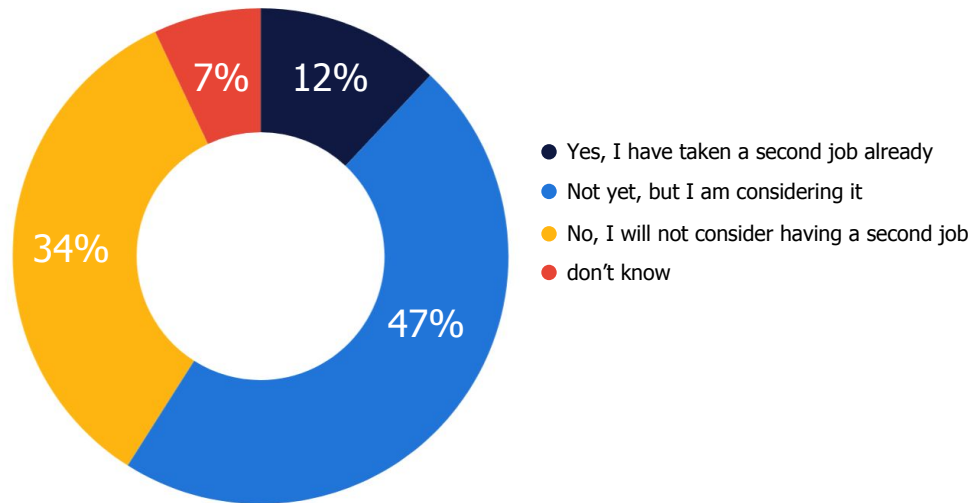


## preference to retire later with more money

- 4 in 10 would prefer to work beyond the general retirement age to secure a higher pension payment. Just under a quarter (24%) believe they would benefit from retiring earlier with a lower pension payment.
- Nearly half (49%) of 18-24 year olds expect to work longer for a higher pension payout, whereas those closer to retirement age (aged 55-64) are happy to retire earlier for a lower pension payment.
- Women are slightly less likely to work beyond suggested retirement age, with 38% opting to work longer compared to 41% of men.

# how are UK workers coping with soaring prices?

would you consider taking, or have you already taken, a second job to help pay for the increased cost of living?



## Cost of living crisis prompts need for additional work

- Double digit UK inflation has resulted in a large portion of those we surveyed either taking a second role, or considering taking on additional work.
- Gen Z were most likely to take on additional responsibilities, with 19% already working a second job and over half (51%) considering doing so.
- Reinforcing the importance of work-life balance, even amid a cost of living crisis, over a third (34%) are ruling out the possibility of taking on a second job to cope with inflation.

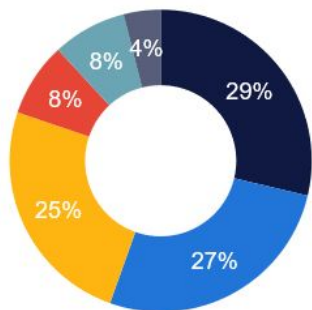
# training & career development in 2023.





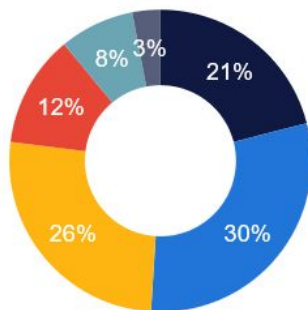
# importance of personal career growth/progression.

## importance of personal career growth



- 5 - very important to me
- 4
- 3
- 2
- 1 - not at all important to me
- don't know

## enough opportunity to develop in your role



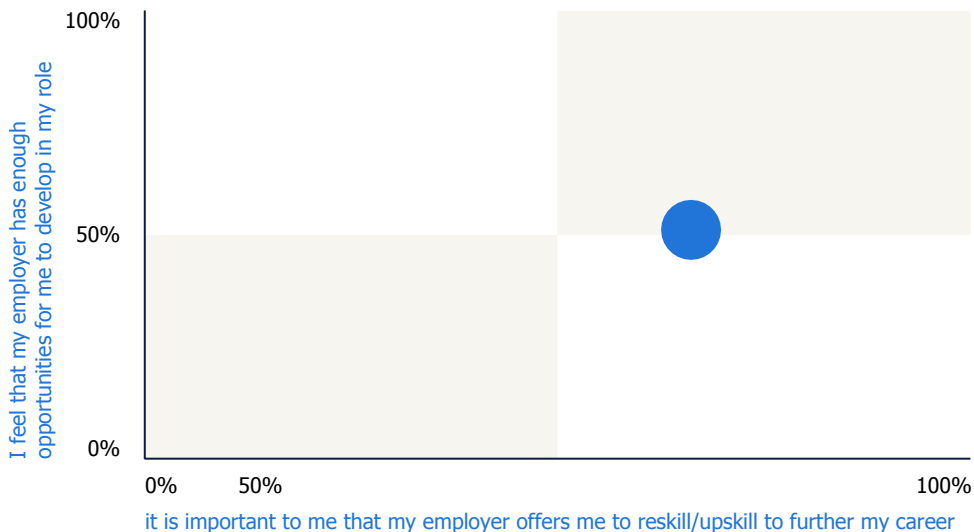
- 5 - completely true
- 4
- 3
- 2
- 1 - not at all true
- don't know

## career growth is valued

- There is only a small difference between the importance of career growth and opportunities available to employees (56% vs 51%).
- However, only 63% of those who find career growth important feel they have enough opportunity to develop in their role, while 29% of those who do not find it important to grow actually do receive opportunities.
- Career growth is more important to those aged 18-34 (70%) and they also feel they have more opportunities available to them (58%).

# importance vs. offer on reskilling/upskilling.

gap in employees' perception of the reskilling/upskilling importance and employers actually offering such opportunities



## lacking in opportunities for development

- Despite over half of employees stating that they find it important for their employer to offer reskill/upskill opportunities (63%), just over half feel that they have the opportunity to develop (51%).
- The offer of upskilling (66%) by one's own employer is more important to the employable population than reskilling (59%).

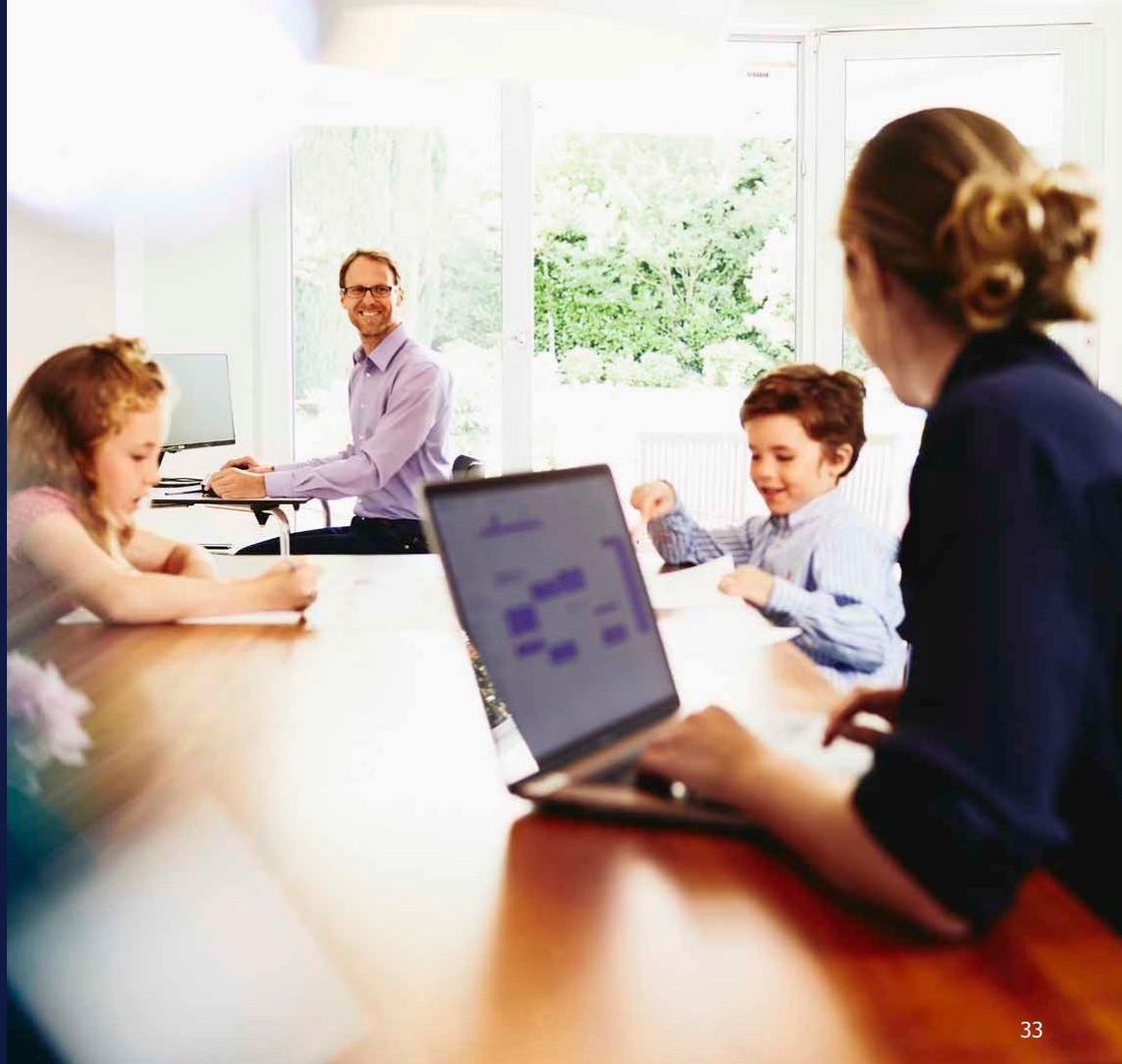
# training & career development - employer takeaways.

## top 3 takeaways

- There is a gap between the personal growth opportunities that employees would like, and what their employer is currently offering them. One third of those who would want to grow do not receive the opportunities to do so, and part of those who receive them do not require it. The offer of training opportunities is something that employers should look to improve as this is a top 5 driver and a lack of it is a top reason to leave.
- Employers should look to tailor their development offer to the needs of specific employees. Most notably men and the younger age demographics (18-34) find career development more important.
- Upskilling is found to be more important than reskilling in general, which creates opportunities for the employer to offer low-cost and efficient development paths for their employees, adding value to their employees and keeping them engaged.

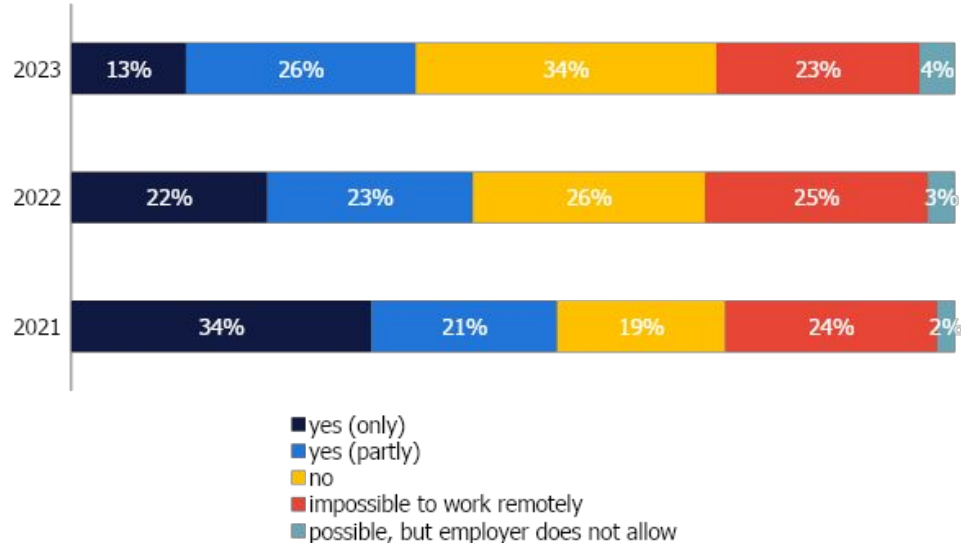


# remote working & diversity and inclusion.



# trend in remote working.

do you currently work remotely/from home?

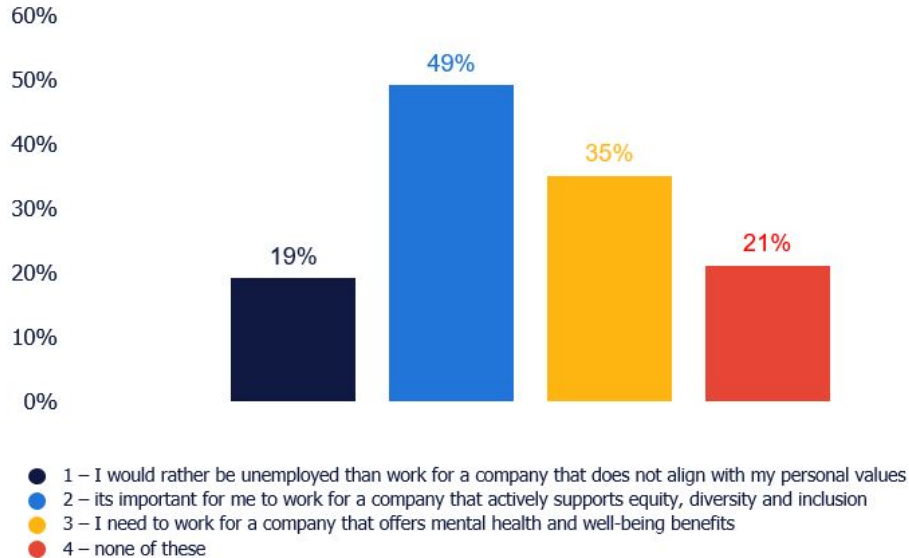


## remote working declines

- There has been a sharp decline in remote work as a whole since 2021. Full remote working declined from 34% to 13%. Partial remote work has however increased slightly to now 1 in 4 employees doing so in 2023.
- Higher educated employees (51%) and those aged 25-34 (44%) are more likely to be working (partly) from home more so than the lower educated (27%) and 18-25 year olds (29%).
- Remote working is most prevalent in the ICT (77%) and Finance & Insurance (73%) sectors with well over half of employees in these sectors working (partly) remotely.

# what does the workforce find important.

With which of the following statements do you agree?



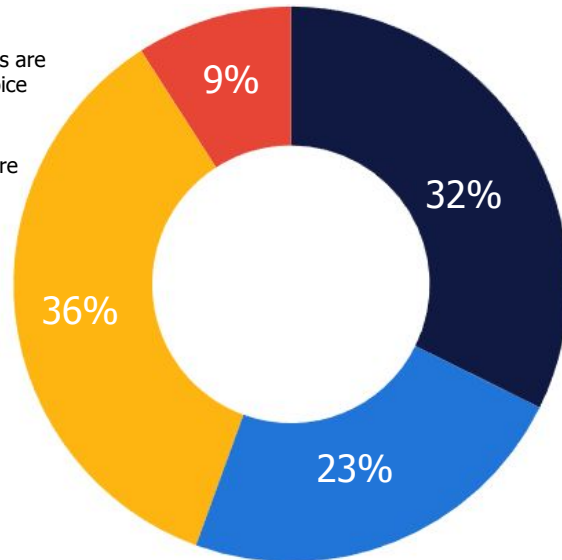
## D&I is important

- Almost half of employees find supporting D&I important (49%), making it more important than mental health and well-being benefits (35%).
- Ages 18-34 give more weight to D&I (55%), whereas mental health and well-being benefits are more important for women (38%).
- 1 in 5 employees (19%) would rather be unemployed than work for a company that does not align with their values. On the other hand, just as large a share of the workforce does not find any of these issues important in their employer at all (21%).

# expressing political views in the workplace.

in which type of organisation would you prefer to work?

- where all political views, attitudes and virtues are encouraged to be shared and given equal voice and acceptance
- where political views, attitudes and virtues are not encouraged to be shared and are kept outside of the workplace
- I have no preference
- don't know



## transparency is encouraged.

- Almost a third of employees (32%) would prefer working in an environment where all political opinions are given equal voice, and encourage open conversation. Nearly a quarter (23%) would prefer political conversations to be kept outside of the workplace.
- Ages 25-34 are most keen to discuss political attitudes and virtues at work (35%), versus 26% of 18-24 year olds who prefer not to.
- Higher educated employees (39%) encourage voicing their political views at work, compared to 43% of lower educated who have no preference.



# remote working & diversity and inclusion - employer takeaways.

## top 3 takeaways

- Remote work is on a clear decline since 2021. However, it is clear that remote working is integrated into the working culture in 2023 as still 2 in 5 work (partly) remotely. Employers should have clear policies and support on this, as it may also improve how employees evaluate their work-life balance, helping close the gap in performance on that driver.
- The decline in remote working also carries an opposite effect with it, being that more employees are returning to work on the employers' premises. Employers should therefore also pay attention to their work atmosphere as well as other workplace related drivers and (non-material) benefits.
- Almost half of employees think employer support on D&I is important and mental health and well-being benefits are important to 1 in 3. D&I is especially important to the younger demographics, suggesting this importance will rise in the coming years. Employers need to develop a clear strategy and policies on these matters.





A decorative graphic on the left side of the slide. It features a dark blue speech bubble at the top left with three white dots inside. Below it is a large, light cream-colored speech bubble. To the left of the bottom of this large bubble is a small dark blue circle. Below the large bubble is a large orange circle.

let's talk.

our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have

randstad uk

[marketing@randstad.co.uk](mailto:marketing@randstad.co.uk)



human forward.