

employer brand  
research 2022

finance and business  
administration  
report.



 randstad

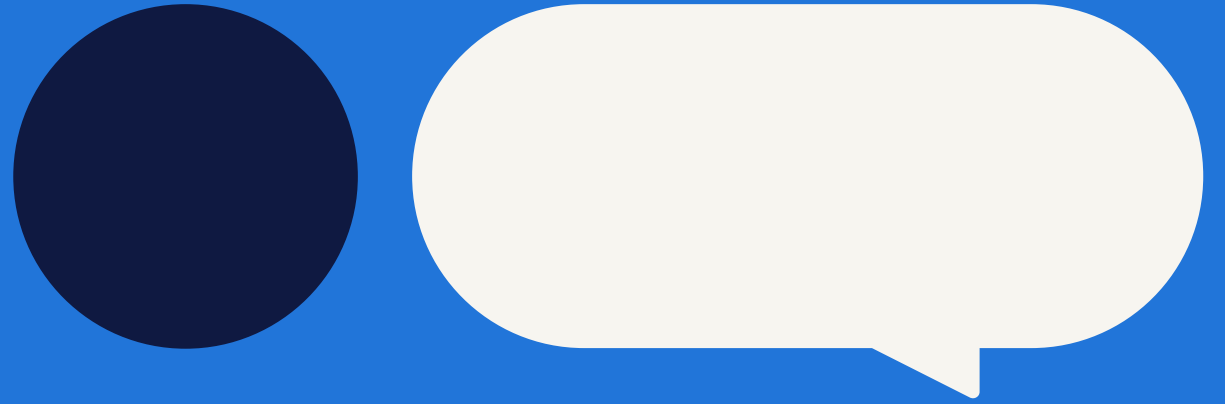
human forward.

# content.

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



# executive summary.



# executive summary.

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## 66%

of finance and business administration professionals consider salary & benefits to be the most important driver.

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## 61%

find good work-life balance important, making it the second most important driver.

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## 59%

of finance and business administration professionals (also) find it important that their ideal employer is financially healthy.

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They are typically not the highest-profile roles in an organization, but finance and business administration professionals play pivotal roles at a company, providing critical support that deeply affects performance and health. In today's highly volatile and uncertain economic environment, these professionals need to provide clarity and direction to their business leaders. And like so many roles these days, they must offer new skills and knowledge in a digitalized world.

Finding these skills isn't easy, and attracting the right candidates is even more challenging. Creating the right employee value proposition requires a clear understanding of what motivates talent to join and stay with an employer. And among finance and business administration workers, our research has found a clear divergence between the two when it comes to what's important.

Whereas career progression is clearly an important factor for finance workers (cited by 52%), business administration workers rank a pleasant work atmosphere more important (51%). Job security comes in second for business administration workers and fourth for finance professionals.



# executive summary.

Developing a compelling employee value proposition and talent experience for professionals in these fields should be a priority for many companies. Our research found that finance and business administration workers have switched or are looking to switch jobs during this time of uncertainty. Overall, 12% have switched jobs, and 23% intend to switch. Both figures are up compared with the previous year. Job-switching behavior is higher among finance professionals, with 15% having changed jobs and 27% intending to do so.

How can employers minimize employee job hopping? Our data revealed that of the top value propositions workers want from an employer, companies deliver on most with one big exception: an attractive compensation package. As is the case year after year, offering a competitive salary & benefits is the most motivating factor, but finance and business administration professionals say it ranks eighth among the top 10 qualities their employer provides. They give good marks for their company's ability to deliver on the other top four categories: a good work-life balance, financial stability, job security and a pleasant work environment.

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## 12%

of finance and business administration professionals changed jobs in the second half of 2021.

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## 37%

of these job switchers used LinkedIn as one of their sources when looking for a new job, turning it into the most important job search channel.

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# executive summary.

Another important consideration to building a compelling employee value proposition is a company's policy on remote work. Nearly half (47%) want their employer to offer flexibility around when and where they work, with over one-third (36%) having spent more time working remotely in 2021. Overall, however, the percentage of people in finance and business administration able to work remotely fell from 66% the year before to 54%. As companies struggle to fill jobs, this is one benefit they may want to revisit.

Wanting a good work-life balance doesn't mean workers are less serious about their jobs. An overwhelming majority (81%) say career progression opportunities are important to them, and three-quarters (74%) say they are more likely to stay with their employer if provided with training and development.

Our data shows that companies should develop a well-balanced package to incentivize jobs seekers to join their business and employees to stay. While money is always the top motivator, offering softer benefits can go a long way to helping a company become an employer of choice.



what  
the workforce wants.

The image features two overlapping speech bubbles on a solid blue background. The bubble on the left is white, and the one on the right is yellow. The text 'what the workforce wants.' is positioned across the top left, with 'what' in white and 'the workforce wants.' in dark blue. The yellow bubble partially overlaps the white one and the text.

# top 5 reasons to choose an employer.

The five most important drivers for finance and business administration professionals have not changed in the past year. Looking at regional variation, Europeans consider attractive salary & benefits most important (74%), while those in LATAM value career progression opportunities as the most important driver (76%).



## salary & benefits ↓

Salary & benefits is the most important driver for the finance and business administration workforce (cited by 66%). This is lower than in 2021 (69%).

This driver is more important for European workers (74%).



## work-life balance ↓

Work-life balance is the second most important driver at 61%. This is slightly lower than 2021 (64%).

Both European and North American workers rate this driver higher (69% and 65%) compared with workers from other regions.



## financially healthy ↓

As the third most important driver, 59% of the finance and business administration workforce feel that a company's financial health is a key driver.

Women feel more strongly than men (62% vs. 56%), and those in Europe value this higher than those in North America (62% vs. 55%).



## job security ↓

Job security is the fourth most important driver (57%).

In Europe, this is even more important (64%) but less so in North America (50%).



## work atmosphere ↓

A pleasant work atmosphere is the fifth most important driver (52%).

LATAM workers, however, rate this highly (67%). It is also slightly more important to women in finance and business administration (53%) than men (50%).

↑ means higher in percentage compared to 2021

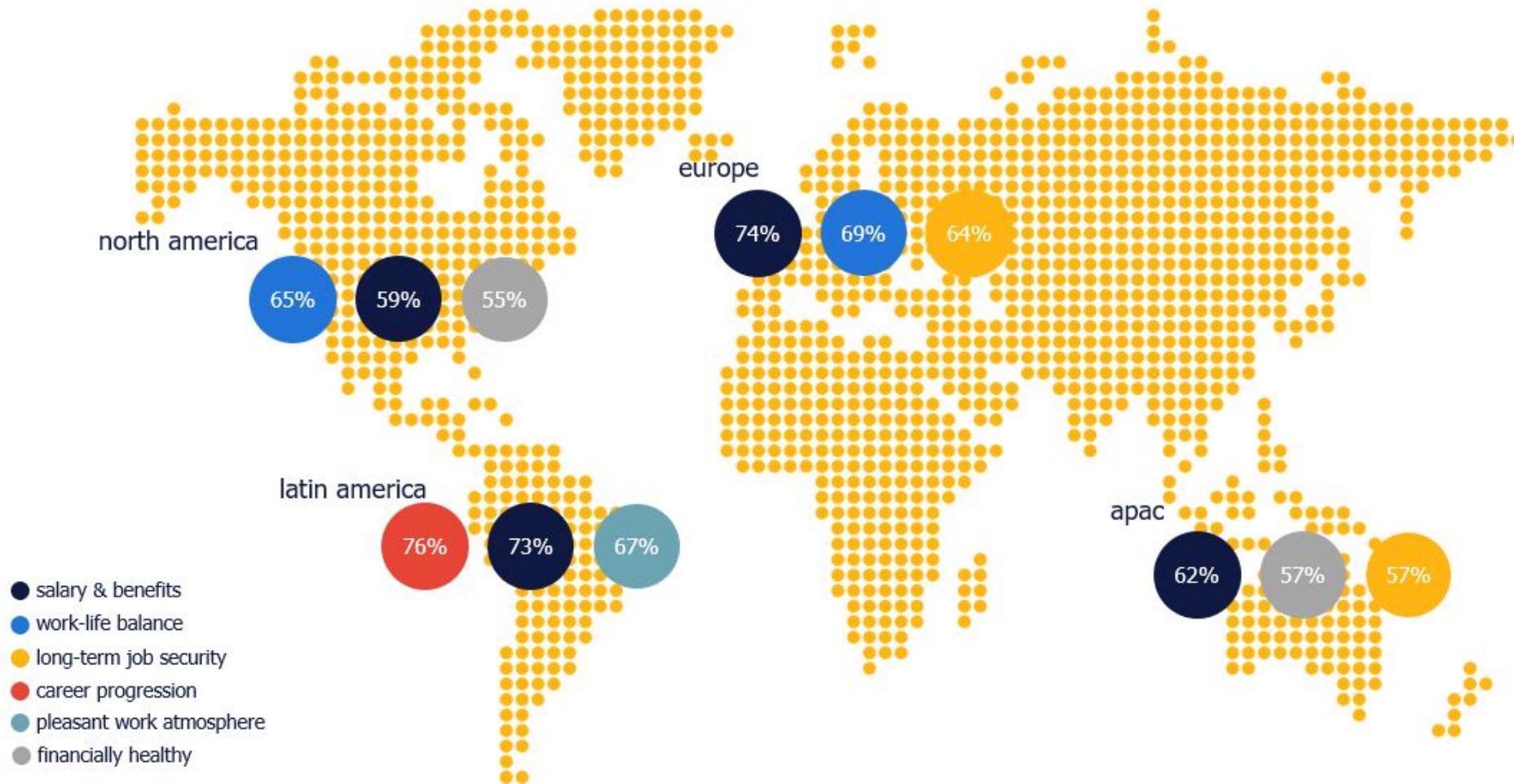
↓ means lower in percentage compared to 2021

= means same in percentage compared to 2021





# regional differences among EVP drivers.



global – finance and business administration



While salary & benefits is the most important driver for the average finance and business administration professional, this is not shown across the regions. North America ranks work-life balance as the most important driver, while in LATAM career progression is most important.



# perception of employer offer across functions.

Understanding the gap between what professionals find important and what they think their employer offers provides valuable insights for building a compelling employee value proposition. Employers in finance and business administration are perceived as financially healthy and providing job security and a good work-life balance. However, professionals do not perceive this sector as good at providing an attractive salary.

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## evaluation of current employer

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

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## profile of ideal employer

- 01 attractive salary & benefits
- 02 work-life balance
- 03 financially healthy
- 04 long-term job security
- 05 pleasant work atmosphere
- 06 career progression
- 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 finance workforce.



## their most important drivers

- 01 attractive salary & benefits (67%)
- 02 work-life balance (64%)
- 03 financially healthy (62%)
- 04 long-term job security (58%)
- 05 career progression (52%)

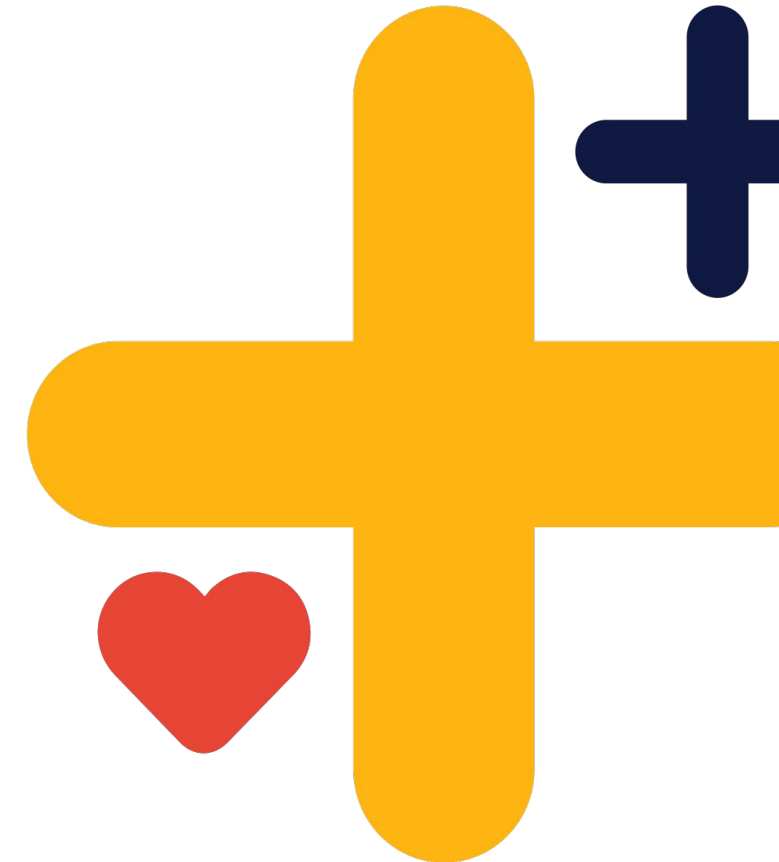
The rankings of the top 5 drivers for finance professionals are not different from those of the average finance and business administration worker. Finance professionals value career progression as slightly more important than does the average for all workers in this category (51%). Similarly, they rate their key drivers higher than those in business administration.



## their employer proposition

- 01 financially healthy (74%)
- 02 long-term job security (72%)
- 03 work-life balance (64%)
- 04 very good reputation (61%)
- 05 possibility to work remotely/from home (60%)

Only 3 out of the 5 most important drivers for finance professionals are offered by their current employer. Career progression is the fifth most important but ranked in sixth place when evaluating their current employer. Attractive salary & benefits, which is ranked first for the ideal employer, placed seventh among the top benefits provided by their employers.



# ideal employers vs. current employers for business administration workforce.



## their most important drivers

- 01 attractive salary & benefits (62%)
- 02 long-term job security (57%)
- 03 work-life balance (56%)
- 04 financially healthy (55%)
- 05 pleasant work atmosphere (51%)

Business administration professionals rank their 5 most important drivers similar to that of the average for all finance and business administration workers. When looking at the order, job security and work-life balance are ranked higher compared to the average.

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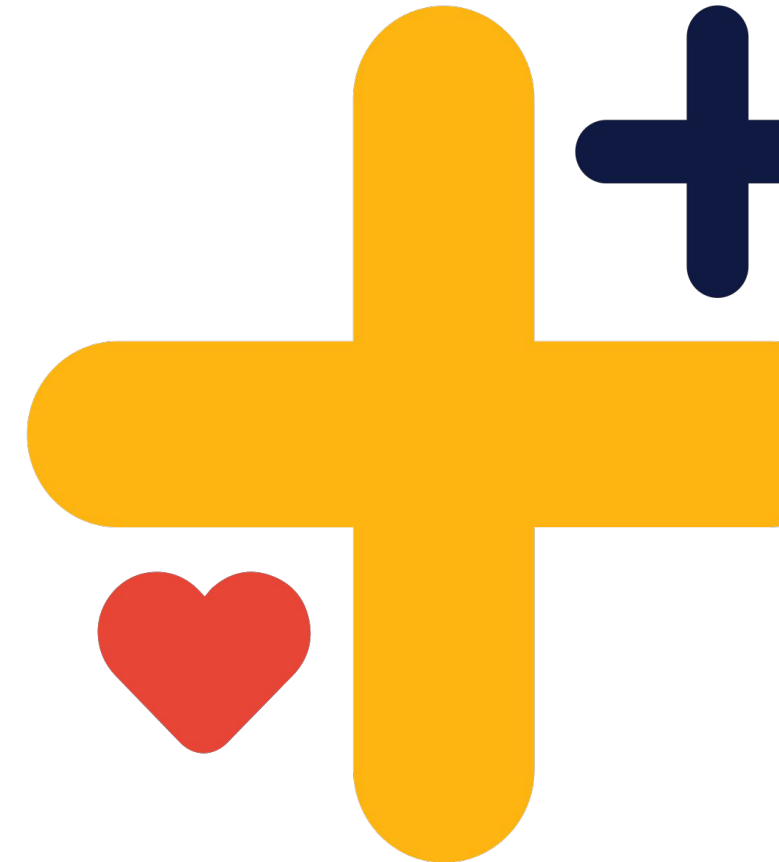


## their employer proposition

- 01 financially healthy (73%)
- 02 long-term job security (73%)
- 03 work-life balance (67%)
- 04 very good reputation (66%)
- 05 pleasant work atmosphere (63%)

4 out of the 5 most important drivers of business administration workers are offered by their current employer. Attractive salary & benefits is not among the top 5 benefits their employers offer and currently ranks in last place across all drivers.

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# what potential employees want employer takeaways.

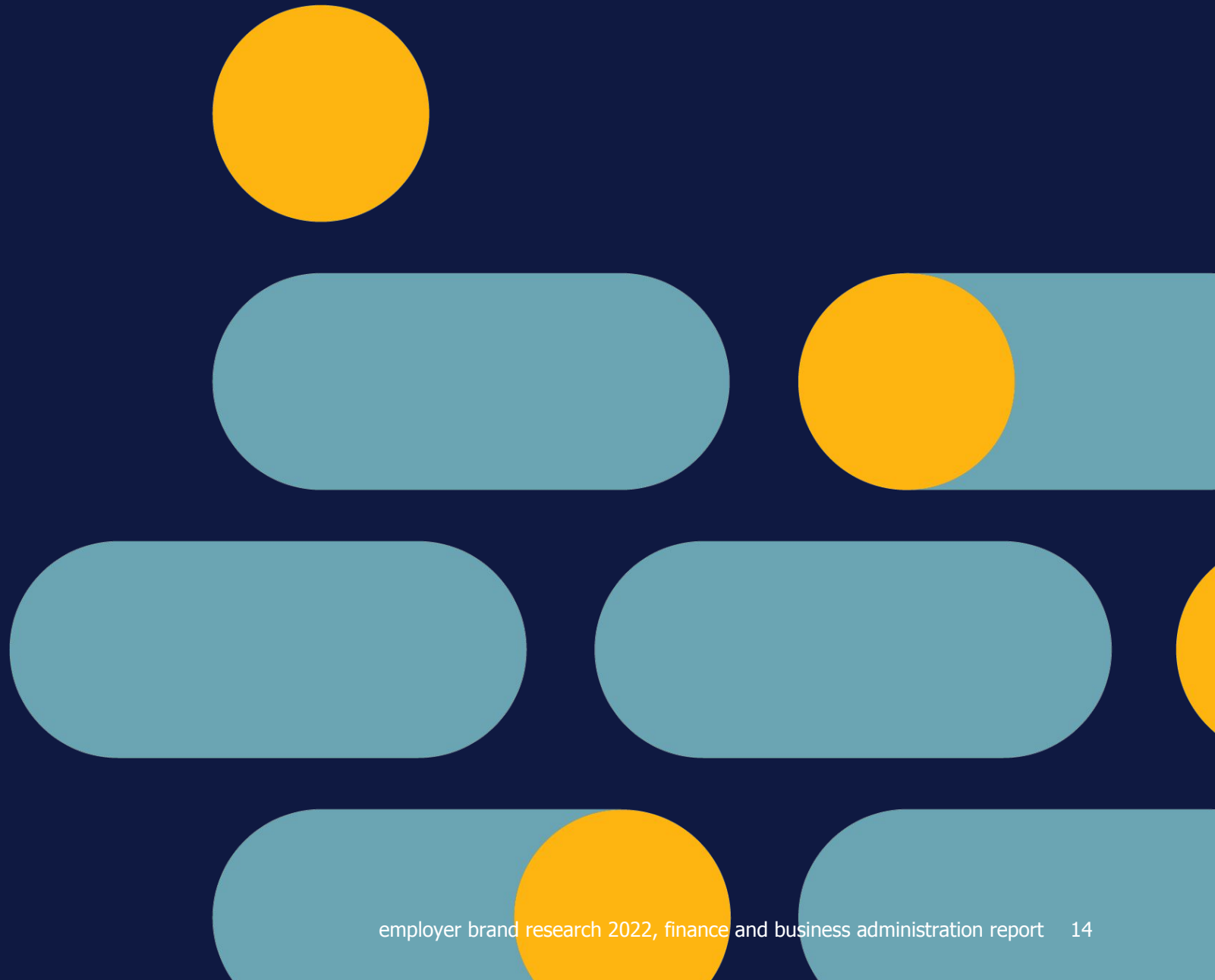
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## top 3 takeaways

- Salary & benefits is the top incentive for finance and business administration professionals but is often not considered a top benefit their employer provides. It is therefore a key point of focus for organizations wanting to retain and attract employees.
  - Good work-life balance is a top 5 driver for finance and business administration professionals, and workers say their current employer is effectively delivering on this, so employers should continue to provide this balance and promote its success within the sector.
  - Finance professionals care more about career progression compared to business administration professionals. Companies should also emphasize career progression opportunities in their organizations to attract finance talent.
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# key trends.



key trend  
global switching  
behavior

in focus.



# switching behavior among finance and business administration workers.

Switching behavior among finance and business administration professionals has increased to 12% from 8% a year ago, but this is lower compared to the average global worker (16%). The younger workforce (<24 years) switched more often (21% vs. 12%). Across the globe, North American professionals changed employers more often (20%) than in Europe (10%), APAC (11%) or LATAM (15%).

The intention of finance and business administration professionals to switch in the first half of 2022 was higher compared to a year ago (23% vs. 15%). It is similar to the average global worker (24%). Those living in Europe are way less likely to change employers (18%) than in North America (38%), LATAM (27%) or APAC (21%).





# finance and business administration switchers vs. stayers.

switchers

12% ↑

changed employers in the second half of 2021.

intenders

23% ↑

plan to change employers in the first half of 2022.

stayers

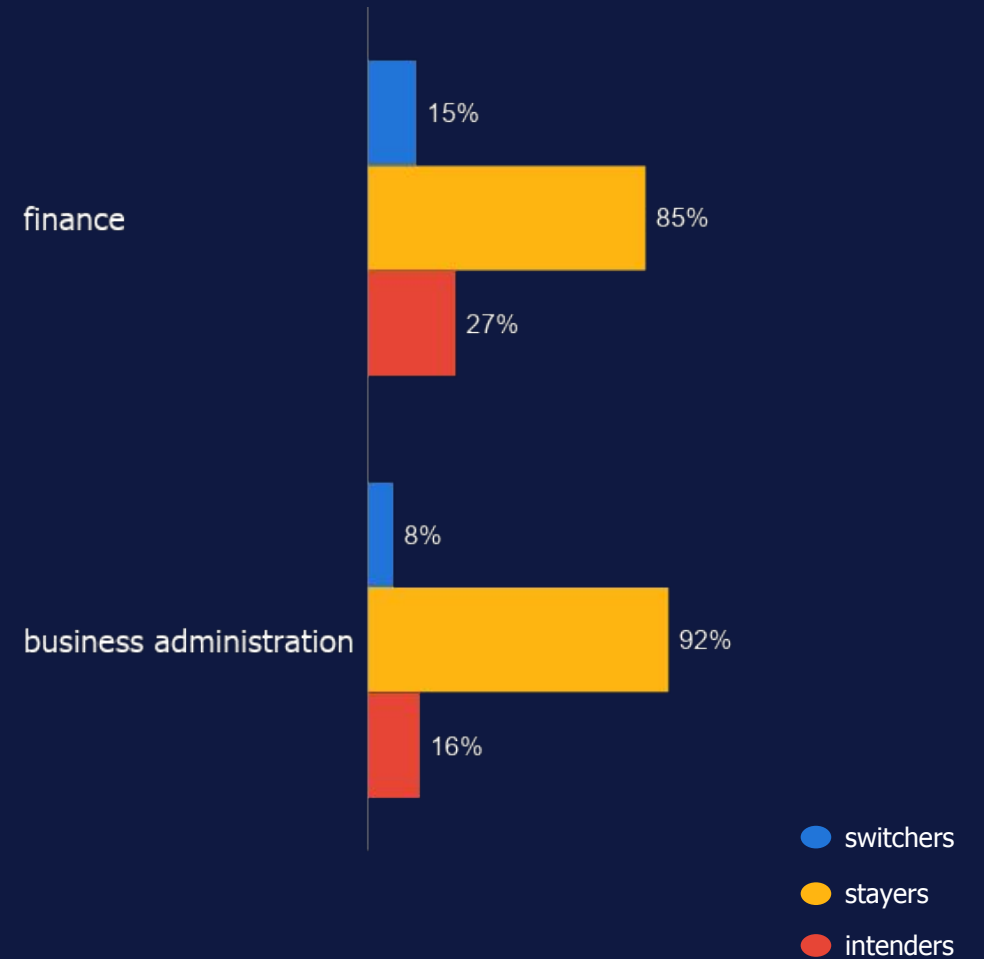
87% ↓

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



# job switching behavior function breakdown.

## finance

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younger and male finance professionals switch more often

A small portion (15%) of finance professionals switched employers in the last six months of 2021, which is higher compared to the previous year (9%). The intention to switch is higher as well (27% vs. 14%).

Switching behavior is slightly higher than the average finance and business administration professional which is 12%, with men tending to switch more often than women (18% vs. 11%). The same can be said about the younger workers up to 35 years old, who tend to switch more (21%) compared to the rest (12%).

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## business administration

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higher intention to switch among the middle educated

Just 8% of business administration workers switched jobs in the last six months of 2021, which is slightly higher than a year ago (7%). The intention to switch has remained the same (16%).

Business administration professionals have a higher rate of stayers (92%) compared to the average of their finance professional peer group (85%). The middle educated workers have the highest intention to switch (27%) compared to the others (12%).

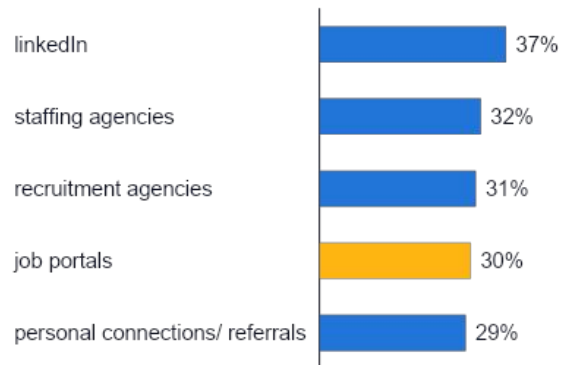
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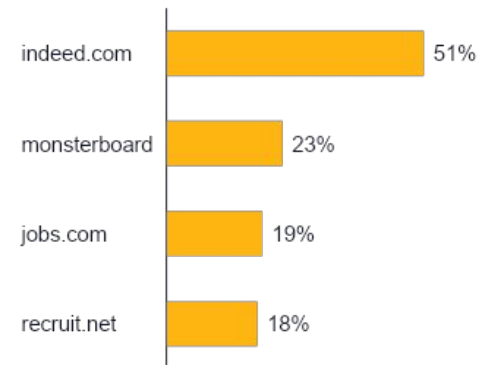
# how finance and business administration employees find new job opportunities.

The top 3 channels that switchers used in the last half of 2021 have changed compared to the year before. LinkedIn now dominates as the No. 1 channel, followed by staffing agencies and last year's top channel: recruitment agencies. Indeed.com is still the top job portal but decreased 1%. Although social media is not a top-used channel, Facebook is still the top social media channel but with a slight decrease of 5% compared to last year. Instagram shows a decrease of 13%.

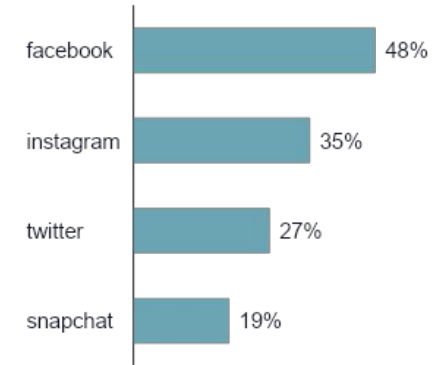
top 5 channels used to find a job



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.

## finance

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LinkedIn is the top channel

- LinkedIn is the most used channel by finance professionals (41%) — higher than the average finance and business administration worker (37%). In second is the staffing agencies with 35%, an increase compared to 2021 (8%). In third we have the recruitment agencies with 34%, which was first in 2021 (45%).
- Finance professionals rank Indeed.com as their top job portal channel (52%), which is similar to that of the average finance and business administration professionals.
- When looking at social media channels, Facebook is the top channel used, which is more than the average finance and business administration professional (53% vs. 48%).

## business administration

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personal connection/  
referrals is the key channel

- Business administration professionals use personal connection/referrals as their top channel to find new jobs (37%), and that is significantly higher than the average finance and business administration worker (29%).
- When looking at job portals, which is the second most used channel (34%), Indeed.com dominates with 48% of portal users using this brand.
- Company career websites are the third most used channel (28%) when finding a new job. This is much higher compared to last year when this was only in ninth place (12%).
- Social media is the fourth most used channel (28%) and Instagram dominates, with 34%. This is different from the average finance and business administration professional.



# takeaways from talent seeking new opportunities.

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## top 3 takeaways

- Both the switchers and intenders within the finance and business administration group have increased over the past 12 months. Employers will benefit from a strong strategy to counteract these changes and should focus on the key drivers (such as salary, job security and work-life balance) in order to retain and attract talent.
  - LinkedIn has become a particularly important channel for this group of professionals; however, the impact of staffing agencies, recruitment agencies and job portals should not be overlooked. Employers will have to determine the right channel mix for their employer branding strategy.
  - In this age of social media being a key channel to reach the preferred target markets, employers need to be aware of this channel and mainly focus on Facebook and Instagram as their main channels to reach new employees.
- 



key trend

work meaning &  
career development.



# importance vs. offer on reskilling/upskilling.

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



**81%**

find it (very) important to be offered the possibility for reskilling/upskilling by their employer.

**64%**

of the employees feel their employer offers enough development opportunities.

When looking at the importance and availability of reskilling and upskilling, finance professionals are more demanding when it comes to the importance of reskilling compared to business administration professionals (85% vs. 73%). When it comes to employers offering enough reskilling opportunities, 71% of finance professionals find that their employer offers these opportunities, while only 53% of the business administration professionals feel the same. This ties into the fact that 74% of the finance and business administration professionals would continue to work for their employer when reskilling is offered. Therefore it is key for employers to offer these opportunities to retain talent.





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

## meaning of work more important for 42% of the finance and business administration professionals

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The meaning of work became more important to 42% of the finance and business administration workforce over the past 12 months, while 15% felt it became less so. Compared to all global workers, finance and business administration professionals value this slightly more (42% vs. 39%).

When looking at regions, the finance and business administration professionals who live in APAC value meaning of work significantly higher compared to Europe (59% vs. 24%). Males tend to value the meaning of work more compared to females, with a 4% difference (44% vs. 40%).

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## career growth important to 3 out of 4 finance and business administration professionals

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The vast majority (76%) of finance and business administration professionals consider their career growth/progression as very or somewhat important. This is even more so for finance professionals compared to the business administration professional (81% vs. 67%).

These attitudes are strongly related to age, as those 18 to 24 tend to find their career growth more important (93%) compared to the age groups 25–64 (74%). Local differences should not be overlooked since workers living in LATAM find career progression more important (93%) compared to APAC (84%), North America (72%) and Europe (62%).

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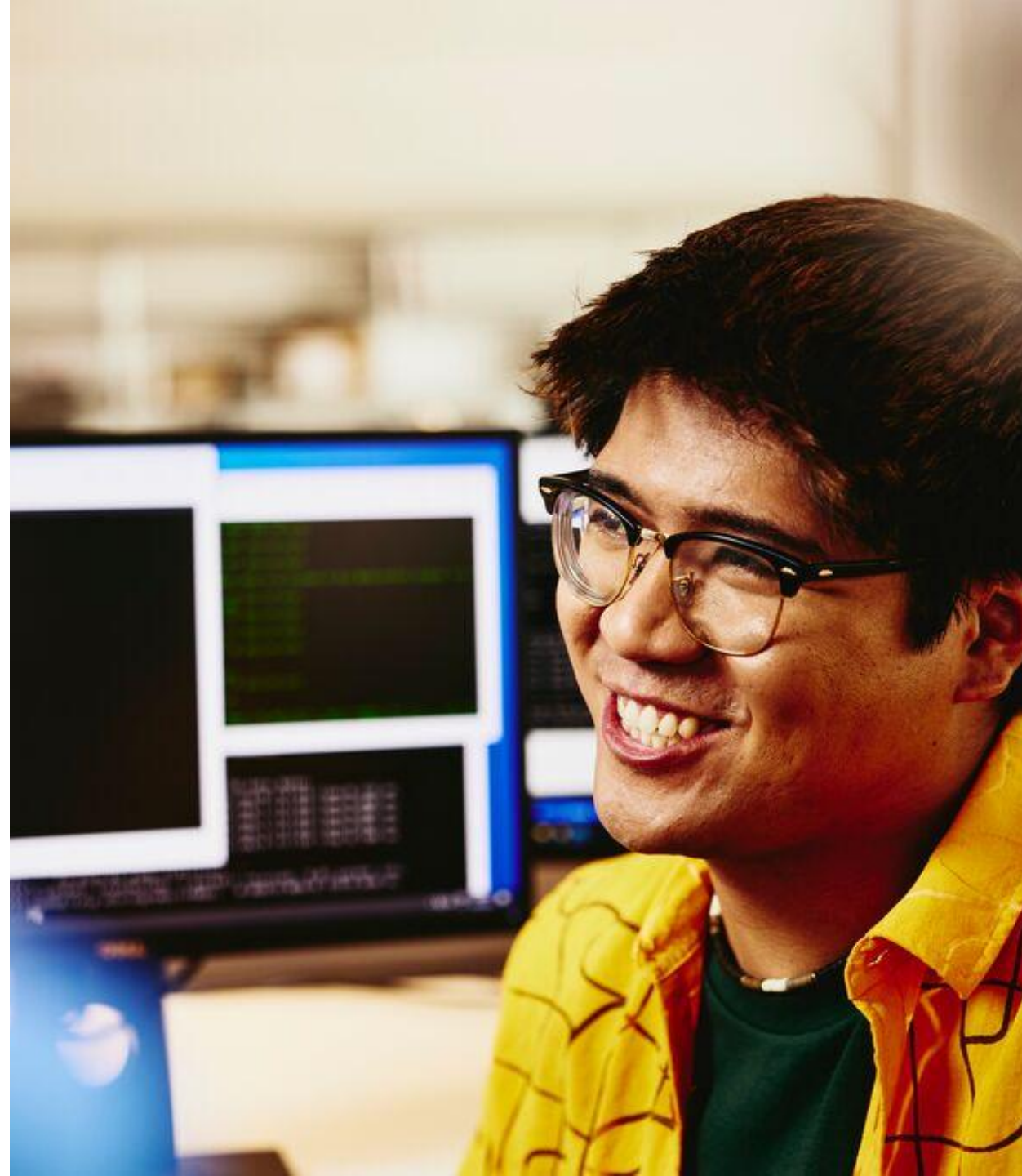


# global takeaways on meaning of work & career development.

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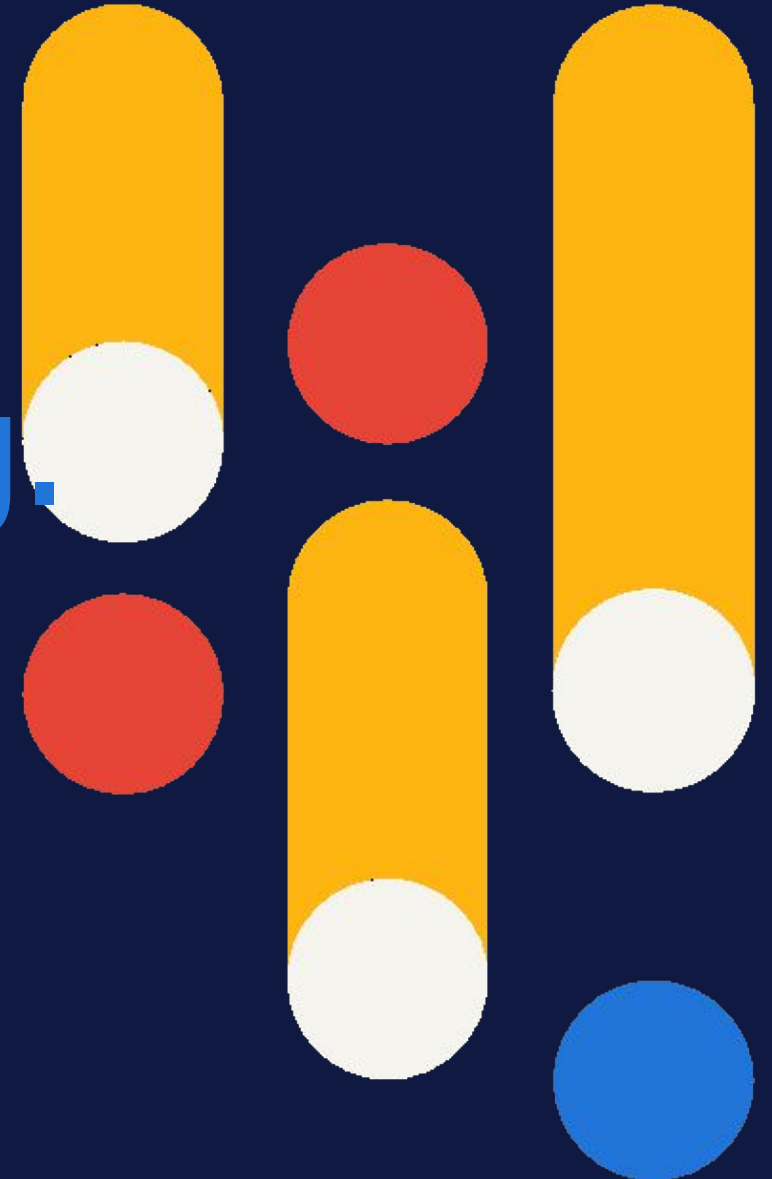
## top 3 takeaways

- Work became more important in the light of 2021 world events. This is particularly the case for finance professionals, of which 81% find it important to be offered good career progression opportunities.
  - For the younger workforce (up to 24 years old), the importance of work became more apparent, possibly not just because of world events but also 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.
  - Employers should also look into the possibility of offering skilling opportunities to their workers if they do not already do so in a formal program. Since a vast majority claim they are more likely to stay with their employer if such opportunities are offered (74%), companies should keep this in mind when looking to improve retention.
- 



key trend

work-life balance  
& remote working.



# finance and business administration work-life balance & remote working.

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As work-life balance is the second top-rated driver, it is important to understand what this workforce looks for when improving their work-life balance.

For the finance and business administration workforce, the top two actions taken are working more remotely (36%) and opting for more flexible time slots (28%). This is in line with what employees expect their employer to provide: flexible work arrangements such as location and shift times (47%) and compensation beyond salary such as retirement plans, bonuses and loan forgiveness stipends (42%). Almost equally attractive are employee perks (37%) and health care benefits (36%).

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work-life balance is a top 3 driver, but compensation beyond salary should not be overlooked



# finance and business administration takeaways on actions to improve work-life balance.

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36%

of finance and business administration employees worked more remotely in order to improve their work-life balance.

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47%

feel that their employer should offer them flexible work arrangements, which aligns with the 28% who worked more flexible time slots and the 36% who worked more remotely. Second to that, 42% would (also) like to receive compensation beyond salary, in order to improve their work-life balance.

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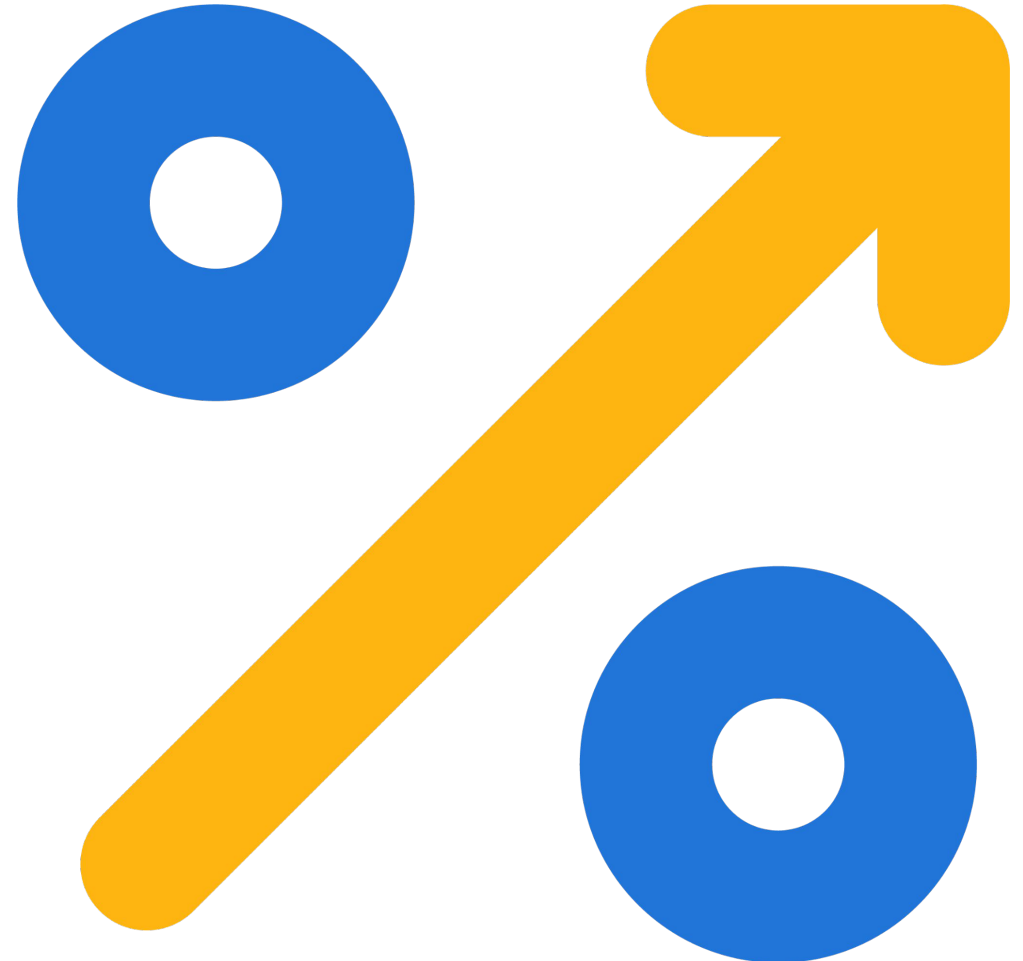
20%

of finance and business administration workers, on the other hand, did not take clear action to improve their work-life balance. Europeans (22%) were the most passive.

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37%

of finance and business administration workers felt that their employer should offer employee perks (i.e., continued education, meals, internet/phone stipend, etc.) to improve their work-life balance.



# top takeaways on actions taken to improve work-life balance.

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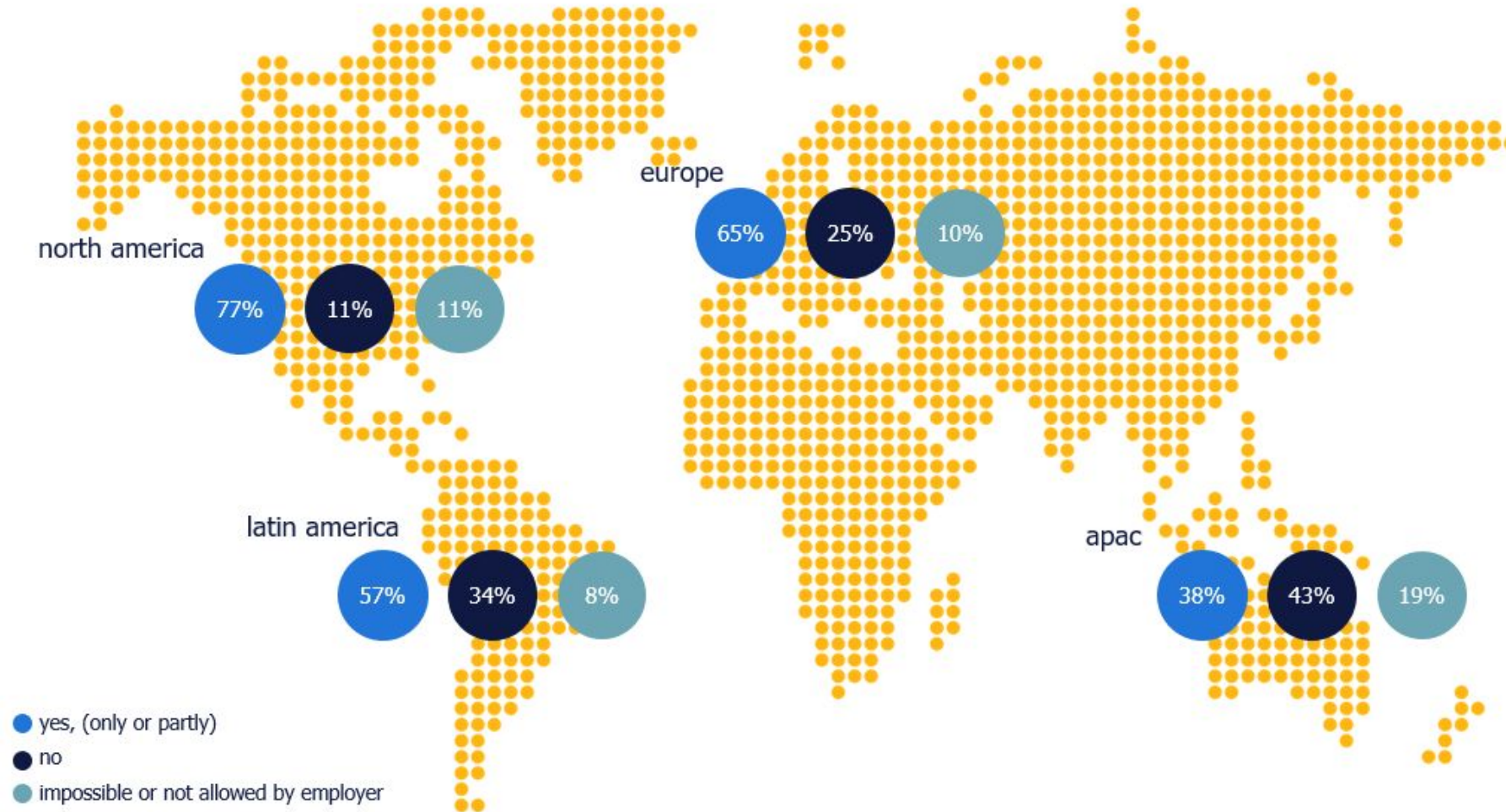
## top 3 takeaways

- The growing wave of employer switching by finance and business administration professionals requires a strong retention and recruiting strategy. Such a strategy must focus on supporting the work-life balance of these professionals. (e.g., offering flexible time slots and remote working).
  - Next to this, finance and business administration professionals are keen on any incentives that tie into compensation beyond salary and employee perks.
  - With 35% of finance and business administration professionals desiring career development opportunities, employers should take a close look at how they can meet this expectation.
- 





# finance and business administration remote working.



global – finance and business administration



Remote working has diminished to 54% in the finance and business administration workforce, down from 66% a year ago when COVID-19 had given it a tremendous boost. It is nevertheless higher than the global workforce average (42%). North America stands out as having the highest proportion of remote workers (77%) while APAC has the lowest portion of remote workers (38%).



# remote working for finance & business administration sector breakdown.

## finance

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56% yes (only or partly)  
work remotely/from home

29% no remote working — only  
work at the employer's premises

15% impossible or not allowed to  
work remotely/from home

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## business administration

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51% yes (only or partly)  
work remotely/from home

35% no remote working — only  
work at the employer's premises

14% impossible or not allowed to  
work remotely/from home

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While the average finance and business administration professional worked remotely for 54%, the finance professionals did this more than the business administration professionals, with males reporting working remotely slightly more than females (58% vs. 52%).

For the business administration professionals, the age group of 35–54 years old tend to work more remotely compared to the rest (61% vs. 42%). There is no difference between men and women within the subgroup.

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# finance and business administration 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 current remote workers expect to be working remotely no more than 10% of the time in the future.



78%

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



20%

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

The vast majority of current remote-working finance and business administration workers (54%) expect to keep on doing so in the future (78%), although not to the degree that they have been doing. Only 20% of remote workers expect to continue doing this for at least 90% of the time.

There is limited variation between regions: APAC workers are more likely to expect to be working remotely (82%), and LATAM have the lowest expectations (69%). There is no material difference between finance and business administration workers.



Thank you for taking the time to read through the 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 helpdesk for more answers.

Let's **talk.**

randstad  
[rebrhelpdesk@randstad.com](mailto:rebrhelpdesk@randstad.com)



# appendix

## about the research.



# what is the randstad employer brand research?

- Based on perceptions of a general audience. Optimizing 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
- 3,686 respondents for finance and business administration

## fieldwork

- online interviews
- january 2022

## length of interview

- 16 minutes



# definition of workers in key life finance and business administration job segments.

## professionals' definition:

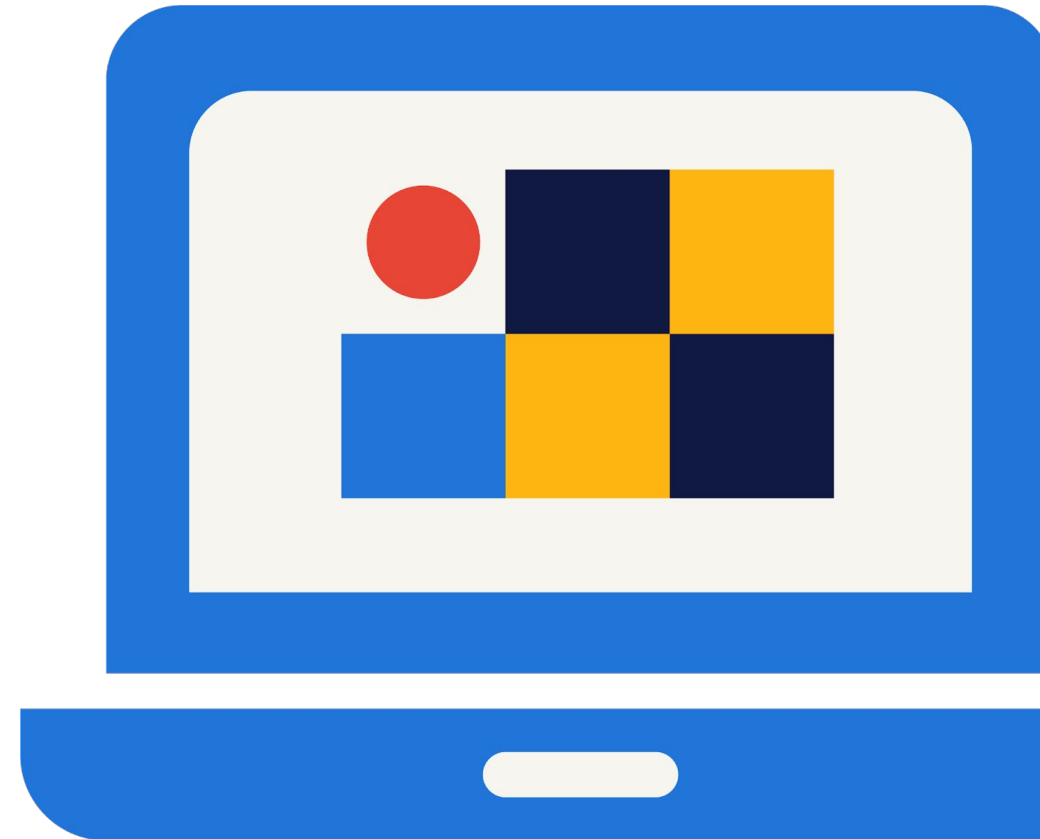
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### finance

- finance professionals
  - financial and mathematical associate professionals
- 

### business administration

- administration professionals
  - business services agents
  - administrative and specialized secretaries
  - government regulatory associate professionals
  - general office clerks
  - secretaries (general)
- 



deep dive  
key drivers.

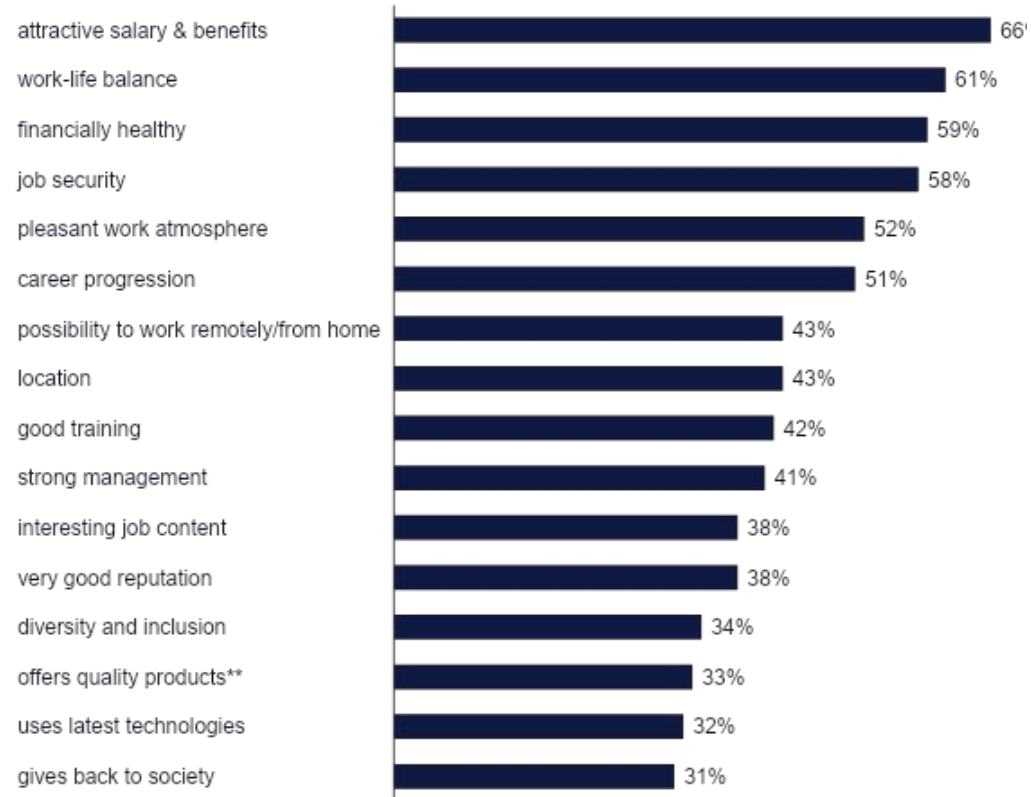




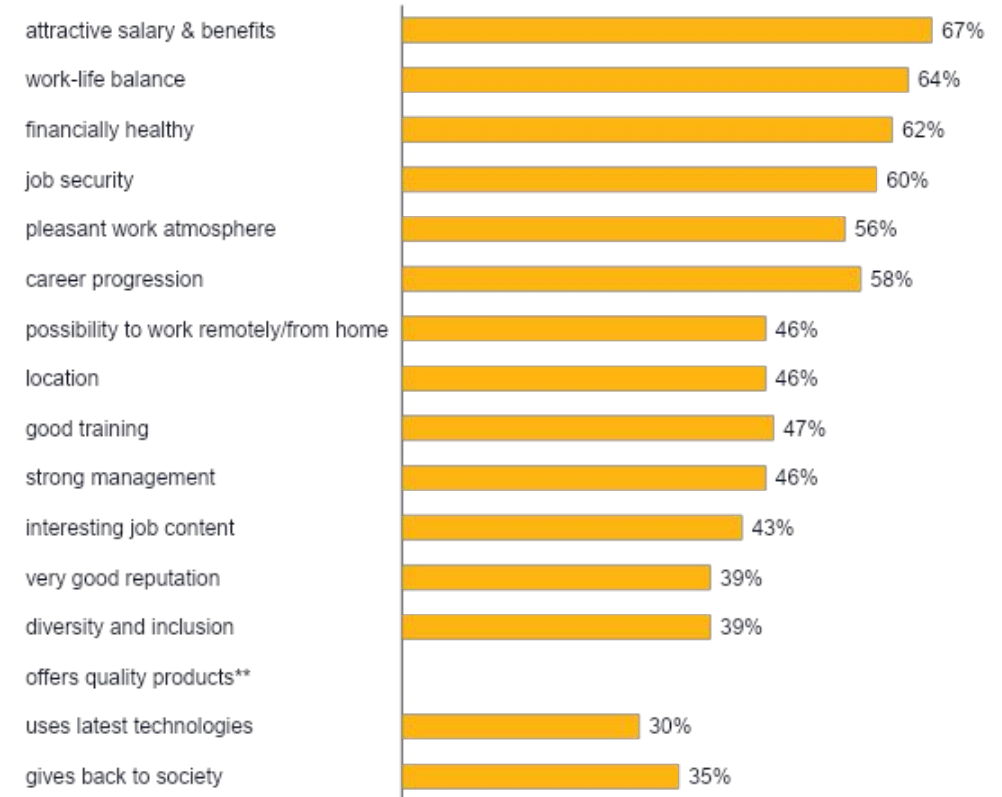
# what potential employees want

## the most important criteria when choosing an employer.

### 2022



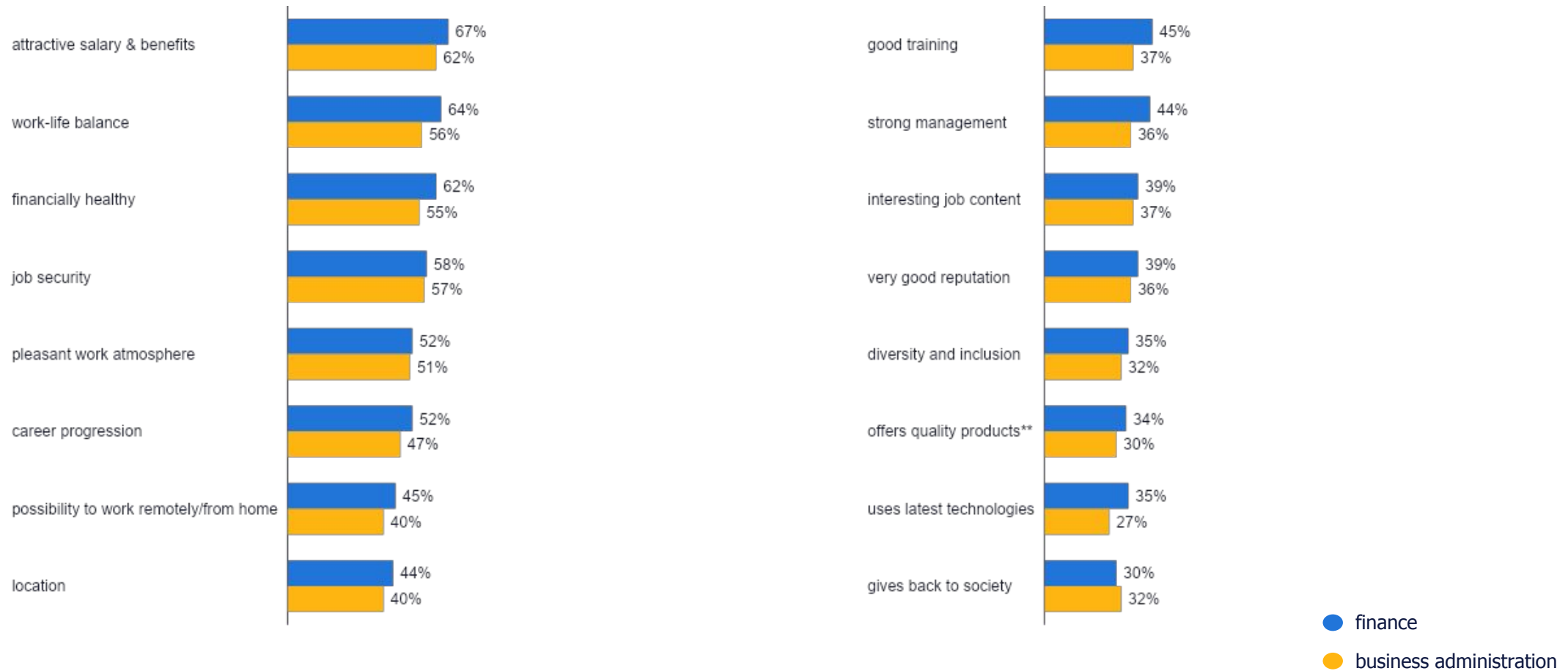
### 2021



\*\*not researched in 2021



# EVP driver importance by sector.



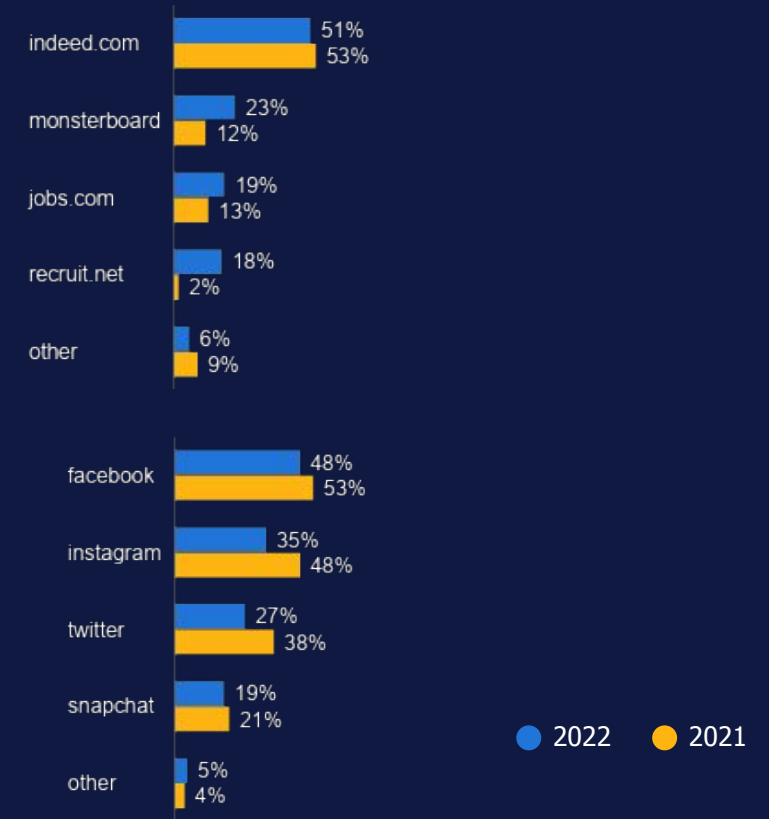


# finding new job opportunities for finance and business administration professionals.

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

## top 3 EVP drivers

sector	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.

## top 3 EVP drivers

sector	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

randstad

human forward.

