

employer  
brand research  
2022

luxembourg.

 randstad

human forward.



# content.

- 1 introduction
- 2 employer attractiveness
- 3 top employers
- 4 switching behavior
- 5 training & career development
- 6 work-life balance & remote working
- 7 further reading



# what is the randstad employer brand research?

- a representative employer brand research based on perceptions of the general audience. Optimizing over 22 years of successful employer branding insights.
- an independent survey with nearly 163,000 respondents and 5,944 companies surveyed 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.



# 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  
usa



● markets surveyed

[click here](#) for detailed research methodology

## 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

## country

- 1,502 respondents

## fieldwork

- online interviews
- january 2022

## length of interview

- 16 minutes



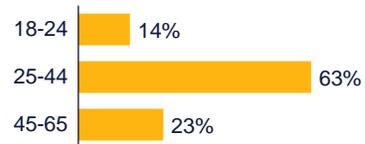
# sample composition in luxembourg

## socio-demographics, employment status, region.

### gender



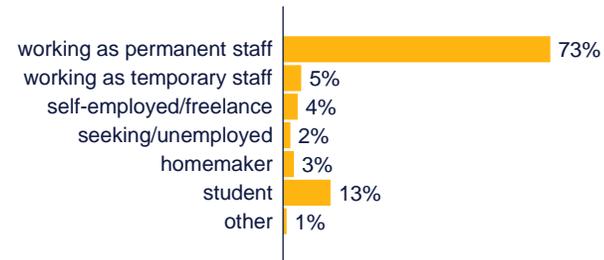
### age



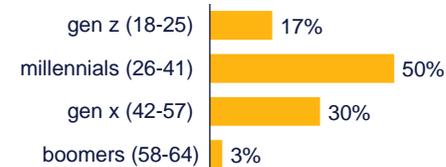
### \*education



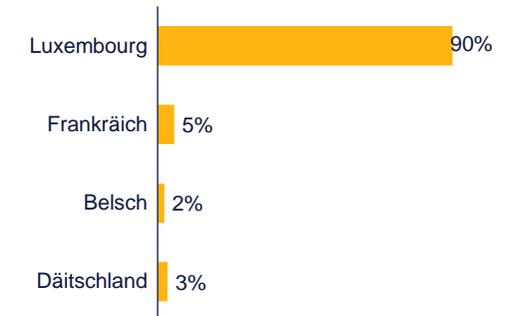
### employment status



### generation



### region



total sample: 1,502



# luxembourg

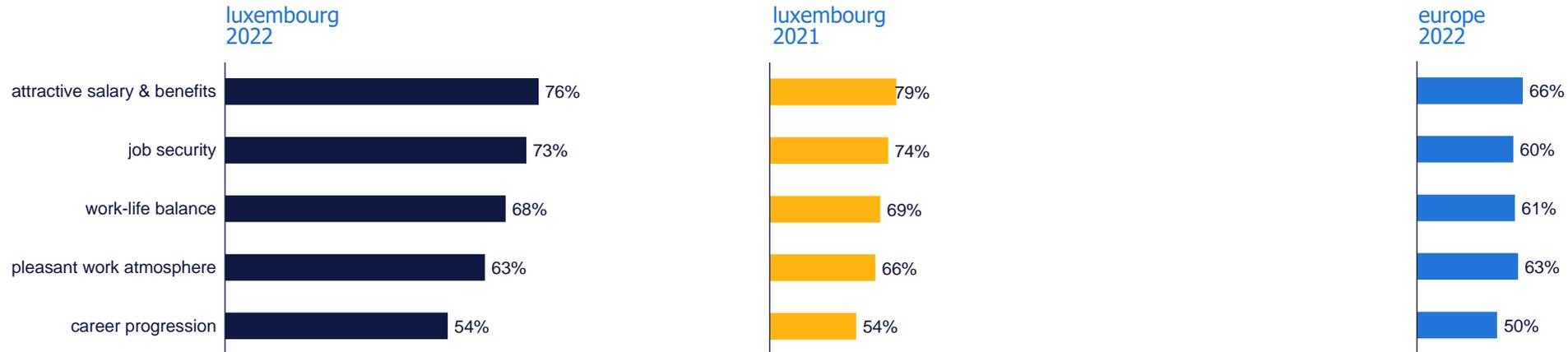
## employer attractiveness.



# what potential employees want

## the 5 most important drivers when choosing an employer.

luxembourg sees the same top 4 drivers this year, with a slight decline in importance for all 4 attributes. Financially healthy the 5<sup>th</sup> driver last year, is replaced by career progression. Luxembourg employees find salary & benefits, job security and work-life balance far more important than the average European workforce.



\*europe: austria, belgium, czech republic, france, germany, greece, hungary, italy, luxembourg, norway, poland, portugal, romania, spain, sweden, switzerland, the netherlands, and uk.

# what potential employees want choosing an employer.

## most important drivers

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salary & benefits  
job security

- Although job security is seen as the second most important driver, it is not significantly less important than that of salary & benefits. Furthermore, salary weighs heavier in importance among 25–34-year-olds and the higher-educated (80%), while job security is more important for the 35-54 yr. old and the lower-educated employee.
- Regardless of age, gender or education, the Luxembourg workforce considers on average 7 out of 16 drivers to be important. In other words: there is no specific demographic profile that is more demanding than the other.

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[click here](#) for a breakdown of the EVP importance results by socio-demographic profile.

## employers' proposition

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long-term job security  
financially healthy

- The Luxembourg workforce rate their own employer highest on long-term job security and being financially healthy.
- Although salary & benefits is rated in third place, there is still large gap within the employer's proposition, when comparing this to the top 2 most attractive drivers.
- Employers in Luxembourg are rated by employees in the same way regardless demographic group. The only exceptions are the younger employees (- 24 yr.) who more often praise their pleasant work atmosphere, while men and the higher-educated more often value remote working and the work-life balance their employer offers.

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[click here](#) for a deep dive into the most attractive sectors and employers in 2022.



# what potential employees want employer takeaways.

## top 3 takeaways

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- Luxembourg employers are at the forefront of offering what employees need most, since they already offer what employees consider to be the most important drivers (job security, financially healthy and salary & benefits). All of this would mean that employers in Luxembourg should look at ways to maximise and maintain their offerings, to ensure long term employee satisfaction.
  - Luxembourg employers are leading the way when offering salary & benefits and job security when compared to the average European employee, which promotes a positive outlook for employees seeking work in this market.
  - Luxembourg employees are mostly uniform in their needs as well as in their evaluation of their own employer, which means that a narrow segmentation is not likely needed.
- 



# what do potential employees want by job collars in focus.

## white-collar

82%

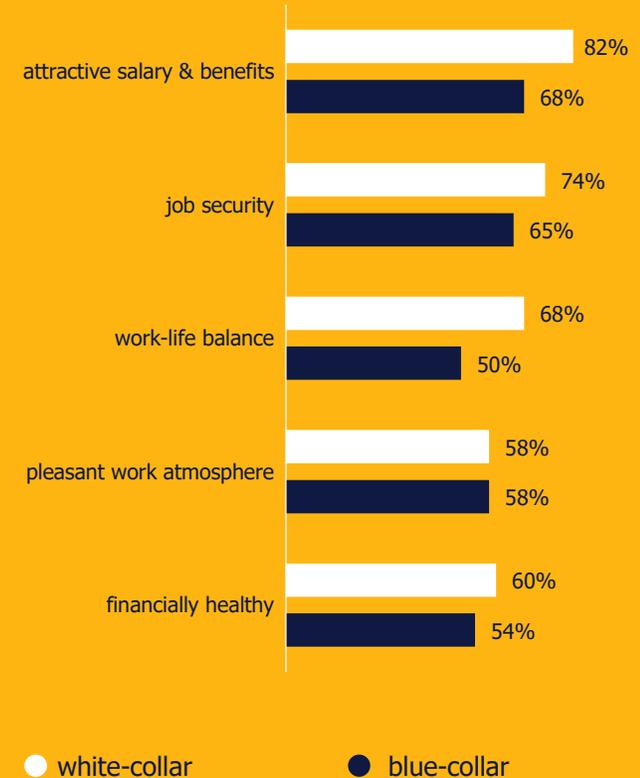
of white-collar employees consider attractive salary & benefits as most important, as was the case last year. Job security and work-life balance are the next attributes they point out and that has also remained unchanged in the past year. The white-collar workforce in general are somewhat demanding as they consider on average 8 attributes out of 16 to be important to them.

## blue-collar

68%

of blue-collar workers consider salary & benefits as the topmost important driver. Furthermore, job security is almost at the same level (65%). Unlike white-collar employees they feel that pleasant work atmosphere and financially healthy are more important than work-life balance. Furthermore, Blue-collar workers are slightly less demanding considering on average 6 out of 16 drivers important to them.

## most important attributes



top



employers.



# top employers to work for in luxembourg.

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## top 10 employers 2022

- 01 Luxair
- 02 Groupe CFL
- 03 Banque et Caisse d'Epargne de l'Etat Luxembourg
- 04 Group Post Luxembourg
- 05 Cargolux Airlines International
- 06 Centre Hospitalier Neuro Psychiatrique
- 07 Banque de Luxembourg
- 08 Groupe Encevo
- 09 Centre Hospitalier Emile Mayrisch
- 10 Groupe Foyer

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## top 10 employers 2021

- 01 Groupe CFL
  - 02 Luxair
  - 03 Banque et Caisse d'Epargne de l'Etat Luxembourg
  - 04 Group Post Luxembourg
  - 05 Cargolux Airlines International
  - 06 Banque de Luxembourg
  - 07 Groupe Foyer
  - 08 Centre Hospitalier Neuro Psychiatrique
  - 09 Centre Hospitalier Emile Mayrisch
  - 10 Groupe Encevo
-

# luxembourg's top 3 EVP drivers of the top 5 companies.

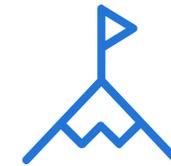
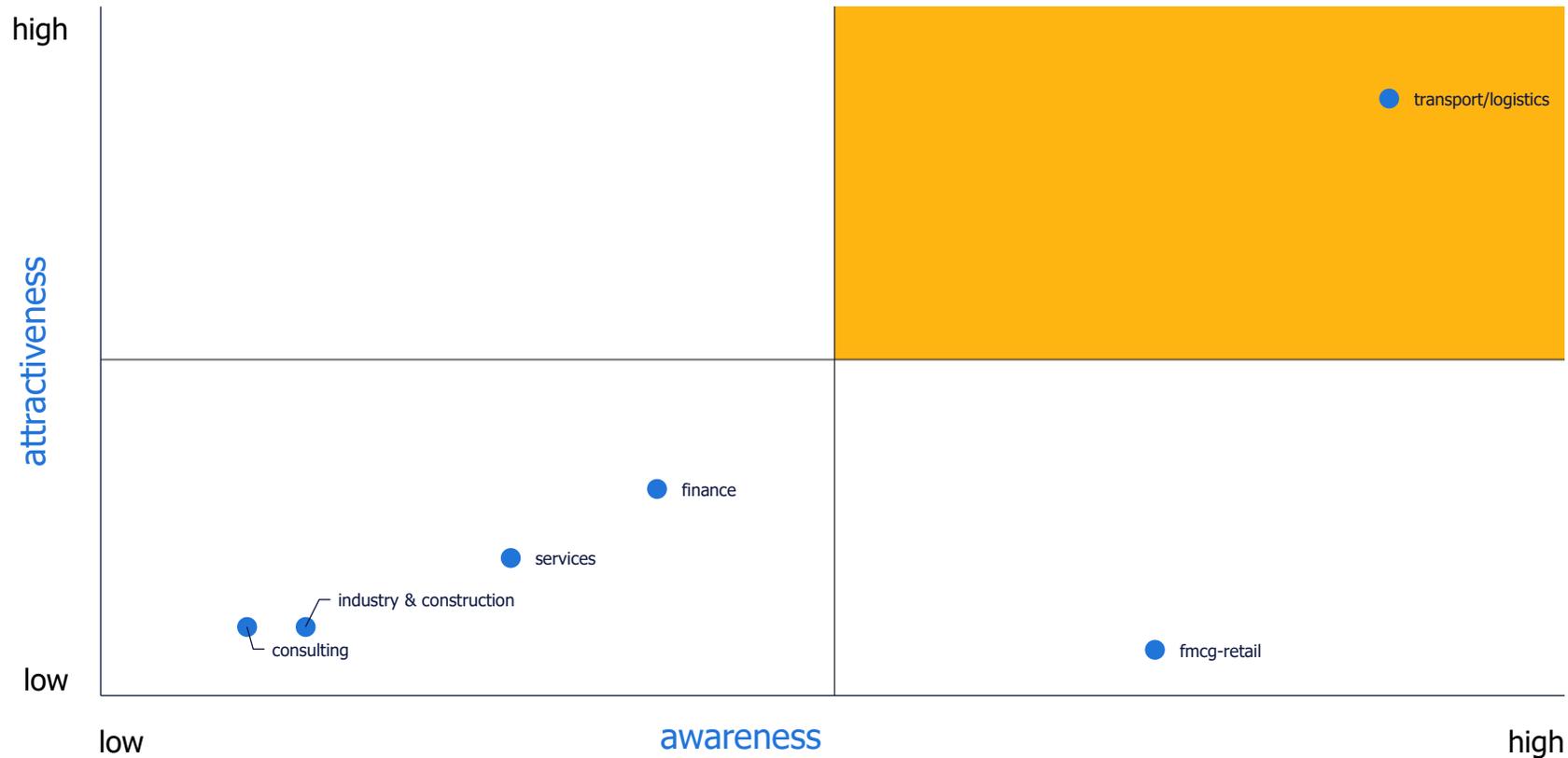
top 5 companies	1	2	3
1 Luxair	very good reputation	interesting job content	attractive salary & benefits
2 Groupe CFL	job security	financially healthy	attractive salary & benefits
3 Banque et Caisse d'Epargne de l'Etat Luxembourg	financially healthy	job security	very good reputation
4 Group Post Luxembourg	financially healthy	job security	very good reputation
5 Cargolux Airlines International	financially healthy	very good reputation	job security

# luxembourg's top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Banque et Caisse d'Epargne de l'Etat Luxembourg	Groupe CFL	Banque de Luxembourg
job security	Groupe CFL	Banque et Caisse d'Epargne de l'Etat Luxembourg	Group Post Luxembourg
work-life balance	Banque et Caisse d'Epargne de l'Etat Luxembourg	Groupe CFL	Group Post Luxembourg
pleasant work atmosphere	Banque et Caisse d'Epargne de l'Etat Luxembourg	Groupe CFL	Groupe Encevo
career progression	Banque et Caisse d'Epargne de l'Etat Luxembourg	Groupe CFL	Banque de Luxembourg
financially healthy	Banque et Caisse d'Epargne de l'Etat Luxembourg	Amazon.com	Groupe Cactus
interesting job content	Luxair	Cargolux Airlines International	Groupe CFL
possibility to work remotely/from home	EY	KPMG	Groupe Société Générale Bank & Trust
gives back to society	Groupe Encevo	Groupe CFL	Centre Hospitalier Emile Mayrisch
very good reputation	Banque et Caisse d'Epargne de l'Etat Luxembourg	Cargolux Airlines International	Groupe CFL



# top performing sectors in luxembourg 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.



# job-switching behavior



in focus.

# switching behavior finding another employer.

1 in 8 Luxembourg employees intend to change employer

Compared to most other markets, the Luxembourg workforce is very loyal as only 6% changed employers in the last half of 2021. This is the same as the year before. Those up to 35 years switched just slightly more often (8%). The intention to change employers is 13% which is also lower than in other markets, and just 1% higher than a year ago. The age group 25-34 yr. and the middle-educated are somewhat more inclined to do so (each 17%). All of this reflects that employees are happy with their current employers' offerings.

## Job portals and personal connections

As a very small number of Luxembourg employees officially changed jobs, and thus based on a small sample, there is an indication that personal connections (\*29%) and job portals (\*24%) are channels most often used by switchers in Luxembourg.

\*Sample size for channels is too small for further profiling – n=89; personal connections base: 26; job portals base: 21



# most important attributes switchers vs. stayers.

switchers

6%

changed employer in the second half of 2021.

stayers

94%

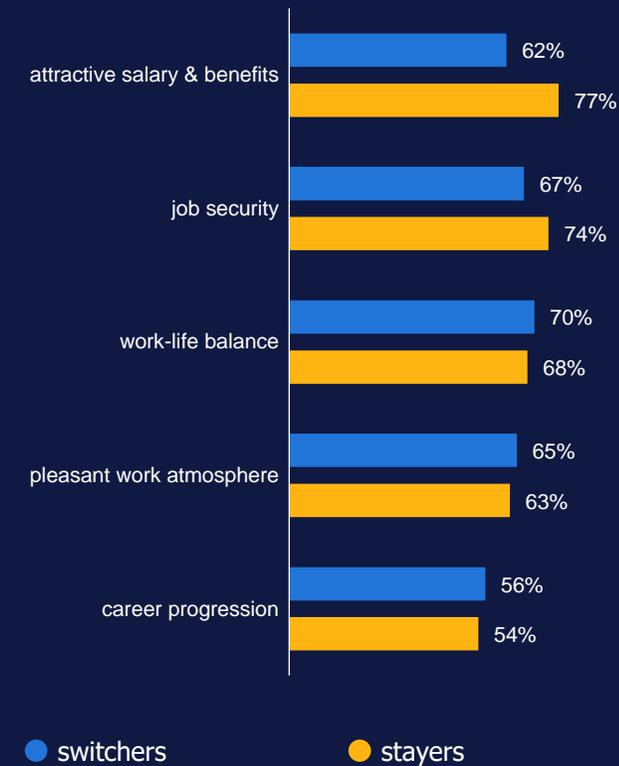
stayed with their employer in the second half of 2021.

intenders

13%

plan to change employer in the first half of 2022.

## most important attributes



# fear of job loss in 2022 intention to switch.

39%\*

of the employees who are afraid of losing their job, plan to change their job in the first half of 2022.

This is higher than in 2021 (20%).

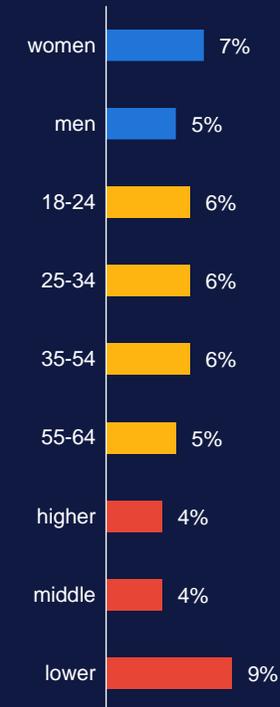
8%

of the employees who are not afraid of losing their job, plan to change their job in the first half of 2022.

This is higher than in 2021 (6%).

note: 39% is based on a small sample (n=37), which may explain why it appears to be higher than in 2021.

## fear of job loss, by socio-demographics



# switching behavior job collars in focus.

## white-collar

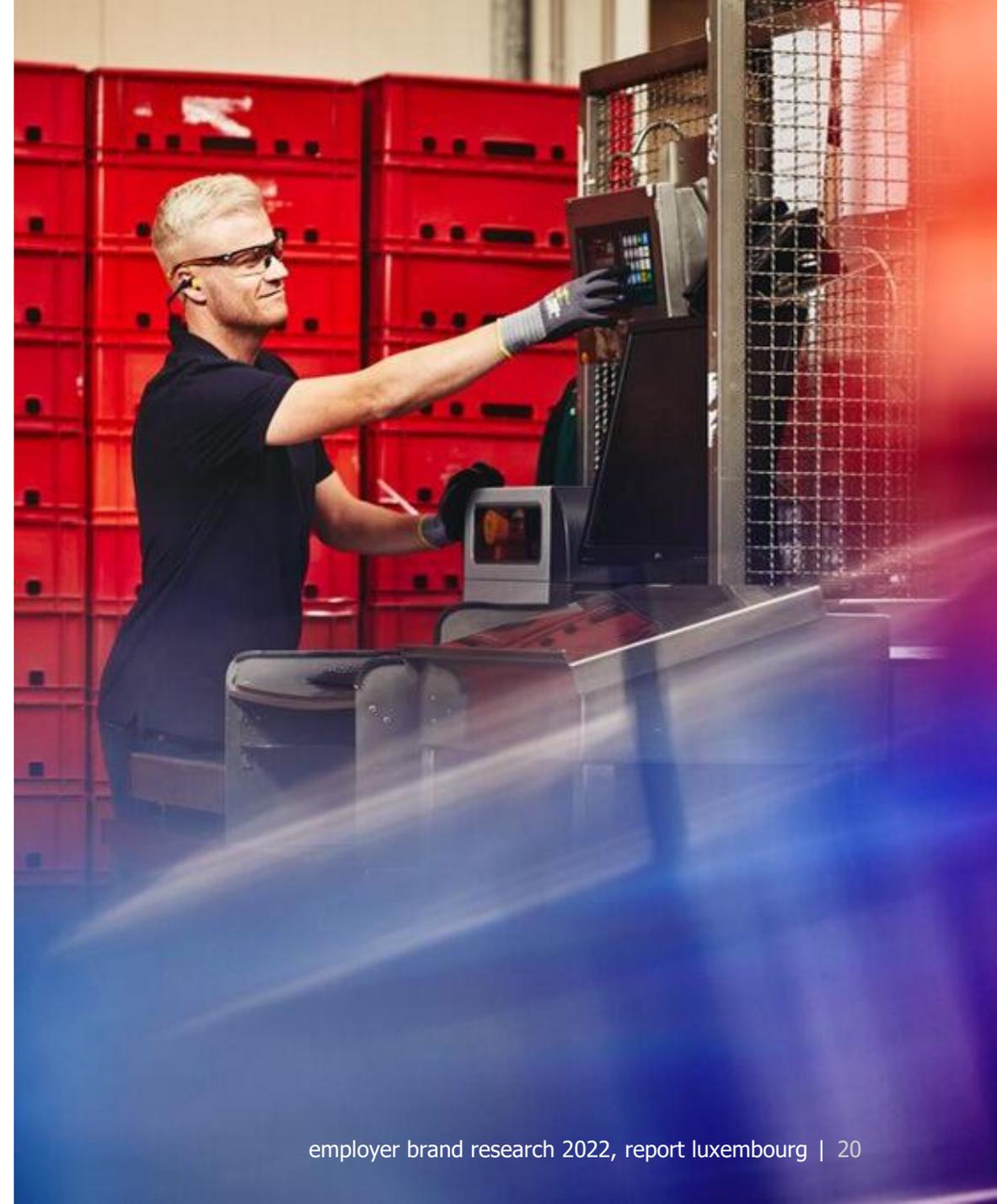
# 6%

of white-collar employees changed their employer in the last six months of 2021 and 14% intend to do so in the first six months of 2022. Their switching behavior is therefore not different from that of the average employee. It also has not changed in the past year.

## blue-collar

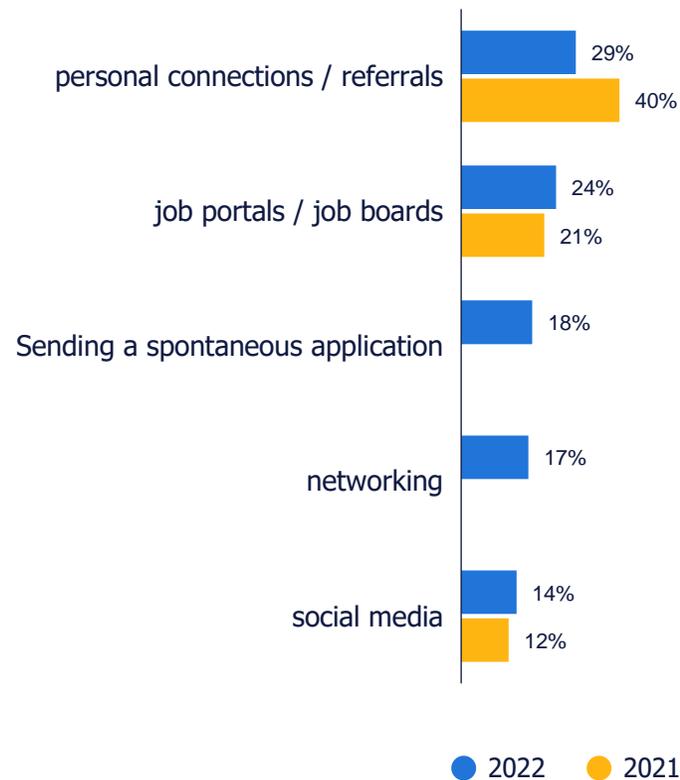
# 3%

of blue-collar workers changed employers in the last six months of 2021 and although this appears to be less, it is not significantly different from white-collar employees. That is also the case with the intention to switch in the first six months of 2022 which only 16% claim to have. Blue collar switching behavior is identical to a year ago.

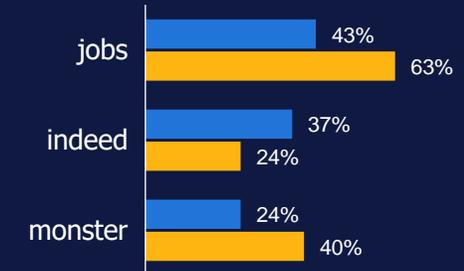


# how do employees in luxembourg find new job opportunities.

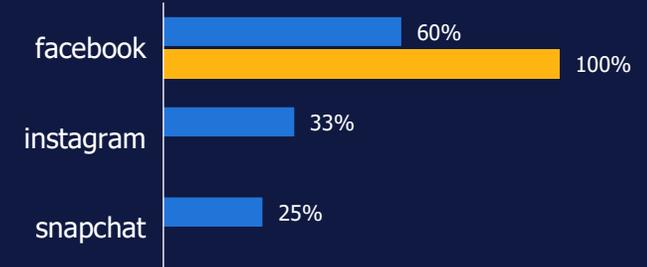
## top 5 channels used to find new job opportunities



## top 3 job portals (\*24%)



## top 3 social media channels (\*14%)



\*note: job portals & social media are follow up questions from channels used to find new jobs.  
note: data based on very small sample



# training & career development

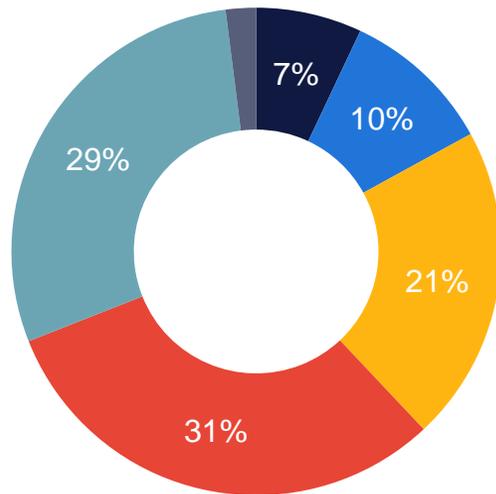
in 2022.



# importance of personal career growth/progression.

overall, how much importance do you place on your personal career growth?

## luxembourg



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

## luxembourg

Personal career growth is important to six out of ten Luxembourg employees (60%).

Career growth is even more important for those younger than 35 yr. (71%). It is not related to gender, education level or white/blue collar types.

## europe

59% of the employees in the region find their career progression (very) important to them.

The Luxembourg workforce matches the average European employee when it comes to the importance of personal career growth.

note: any percentage number below 3% will not be shown for graph clarity.



# importance vs. offer on reskilling/upskilling.

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



65%

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

Reskilling or upskilling among the workforce in Luxembourg is considered important regardless of gender. Furthermore, those younger than 25 yr. consider it to be even more important (74%).

48%

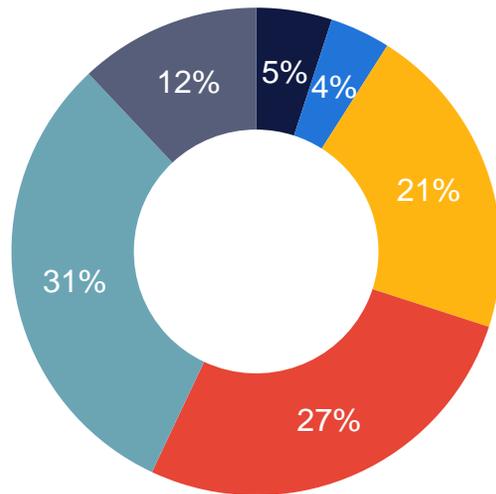
of the employees feel their employer offers them enough development opportunities.

There is no difference among the demographic profile of employees in Luxembourg who feel more or less strongly towards the opportunities offered by their employer to develop within a role. There is a disconnect for employers who do not offer opportunities for development to those who feel it is important to have them. Only 54% of employees who feel that it is important to have these possibilities, feel that their employer offers development opportunities.

# likeliness to stay if reskilling/upskilling were offered.

would you be more likely to continue working for your employer if you would be able to reskill or upskill yourself through your organization?

## luxembourg



- 1 – very unlikely
- 2
- 3
- 4
- 5 – very likely
- don't know

## luxembourg 58%

Claim that they will (very) likely stay with their employer should reskilling/upskilling opportunities be offered.

The likeliness to stay if offered skilling opportunities is equally the same for all segments, regardless of age, education level or white/blue collar types.

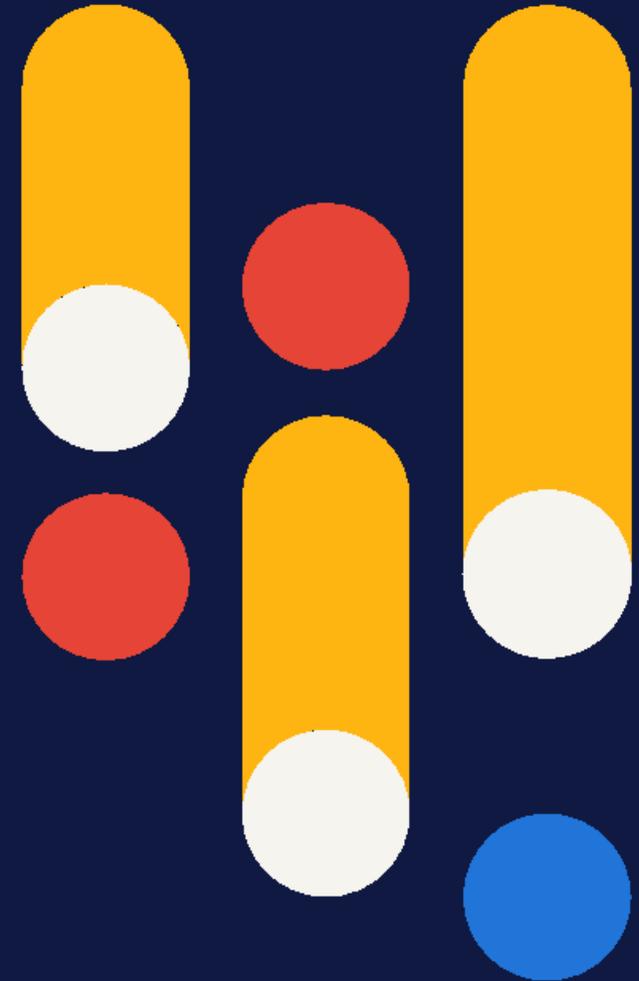
## europe 65%

of the employees in the region said that they were (very) likely to stay by their employer should reskilling/upskilling opportunities be offered.

Luxembourg employee's intention to stay if reskilling/upskilling were offered by their employer is just slightly lower than the average European worker (58% vs. 65%).

# work-life balance & remote working

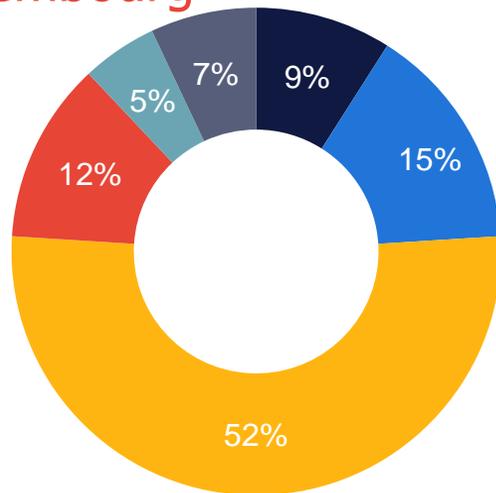
in luxembourg.



# importance of meaning of work after world events in luxembourg.

importance of work/career, considering recent world developments

## luxembourg



## europe

26%

find their work/career (much) more important due to world events in 2021.

- 1 – much less important
- 2
- 3
- 4
- 5 – much more important
- don't know

## meaning of work is weighted slightly more towards being less important

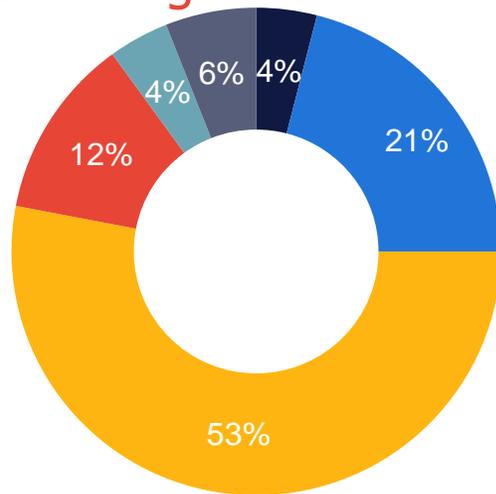
For one in six (17%) the meaning of work or career became more important in 2021 when taking world developments into consideration, this was even more so for those up to 35 yr. (24%). When looking across Europe, Luxembourg employees place less importance on the meaning of work (26% vs 17% respectively).

Nearly a quarter of employees (24%), however, felt that the meaning of work became less important, meaning that the balance between importance became more skewed towards the lower spectrum of less important. Age appears to be the only demographic profile where it differs, with the youngest (<24 yr.) feeling more positive towards the importance of work (28%), those 25-34 have an equal balance between being more positive or negative towards the importance of work, whilst the older workforce (35+) felt that work has become somewhat less important (26%).

# attitude towards work after world events in luxembourg.

the way in which 2021 changed one's attitude towards their work

## luxembourg



## europe

28%

feel that their attitude towards their work changed in an (extremely) positive way in the last 12 months.

- 1 – extremely negative way
- 2
- 3
- 4
- 5 – extremely positive way
- don't know

## attitude towards work has become slightly more negative

As with the changing perceived importance of work, the attitude towards work has changed more positively for 16% of employees but also more negatively for a bigger group of 25%. The average European employee (28%) is far more positive towards their work than that of the employees in Luxembourg. The youngest (~24 yr.) have a more positive view (23% more positive vs. 10% more negative) than others.

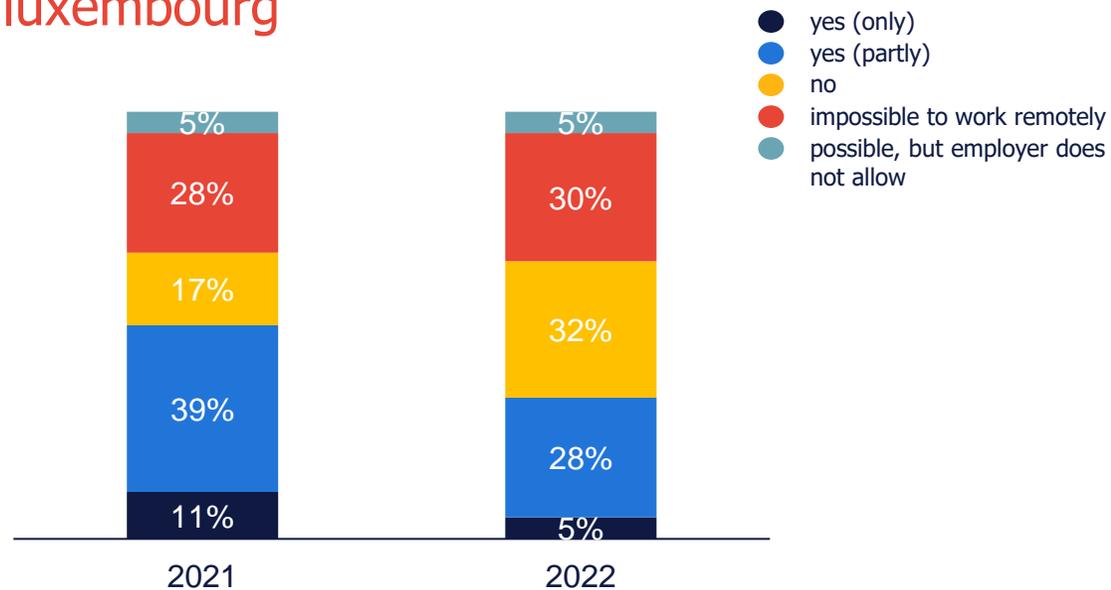
The attitude change is strongly related to changes in perceived importance of work:

- if work became more important, then the attitude towards one's work changed more positively for 44% of employees.
- if work became less important, then the attitude towards one's work changed more negatively for 52% of employees.

# trend in remote working.

did you start working (more) remotely/ from home?

## luxembourg



## luxembourg

33%

work remotely/from home.

Remote working in Luxembourg has decreased from 50% in 2021 to 33% in 2022. The higher educated are more prone to do so (45%) than others.

5% are not allowed to work from home, but next to that it is impossible for 30% of the Luxembourg workforce to work remotely. This concerns more often the lower and middle-educated (39%) employees.

## europe

38%

work remotely/from home.

When looking across Europe, the trend in remote working is somewhat higher than that in Luxembourg.

One in three is not able to work remotely, either because their job does not make this possible (28%), or the employer does not allow this (3%), which is the European average.

# remote working looking into the future.

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

---



8%

of the current remote workers expect to be working max. 10% remotely in the future



80%

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



12%

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

---

## luxembourg 92%

of the current remote workers believe they will continue doing so, if partly, in the future

The vast majority of current remote workers expect to keep on doing so in the future, although not to the degree that they are doing right now.

Out of those who currently work remotely only, just 32% expect to keep on doing so in the future. Although this is based on a small sample, it is comparable to what we see in other markets.

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## europe 95%

of the European employees who currently work remotely believe they will continue doing so one way or another

When looking across the Europe region it is clear that Luxembourg does not have a substantially different position when it comes to remote working.

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# employer actions to improve work-life balance.

which of the following should your employer do to support you in maintaining a good work-life balance? They should...



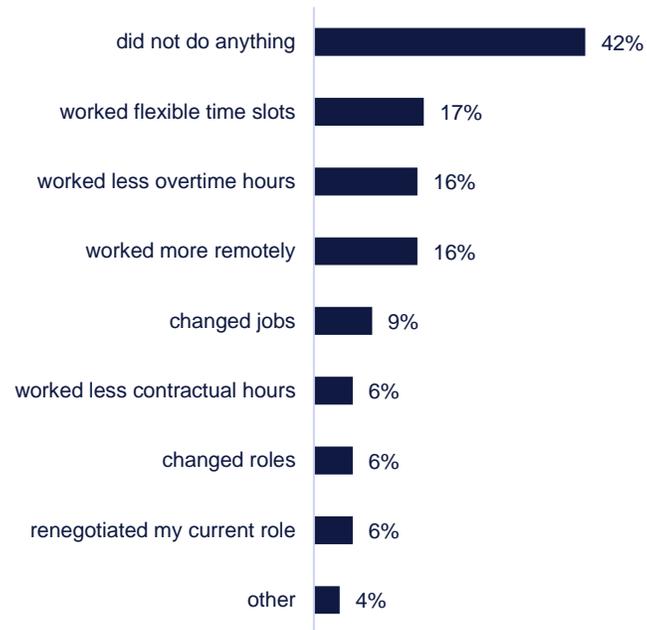
To support and maintain a good work-life balance, employees on average would like their employer to focus on 3 added benefits. The youngest age group (-24 yr.) however chooses on average 4.

Flexible work arrangements are most popular, as 43% opt for this and the higher-educated even more so (49%). Compensation beyond salary and wellness and mental health resources are at second place with about one in three workers preferring them. Men are more often attracted to compensation (38%), while the higher-educated relatively often have an eye for wellness and mental health (40%).

The youngest age group on average opt for more support options, that include family/childcare support (41%), healthcare benefits (31%), salary protection (39%) and skills training (38%).

# employee personal actions to improve work-life balance.

what have you done, if anything, to improve your work-life balance? I...



Employees on average took just one action to improve their work-life balance, which has to do with the fact that 42% did not do anything.

The most popular actions were to work flexible time slots, less overtime or more remotely. Each of these actions were taken up by about 16% of the workforce. There are no strong profile characteristics of those who took a certain step; age, education nor gender were related to the choices that were made in this regard.

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 luxembourg

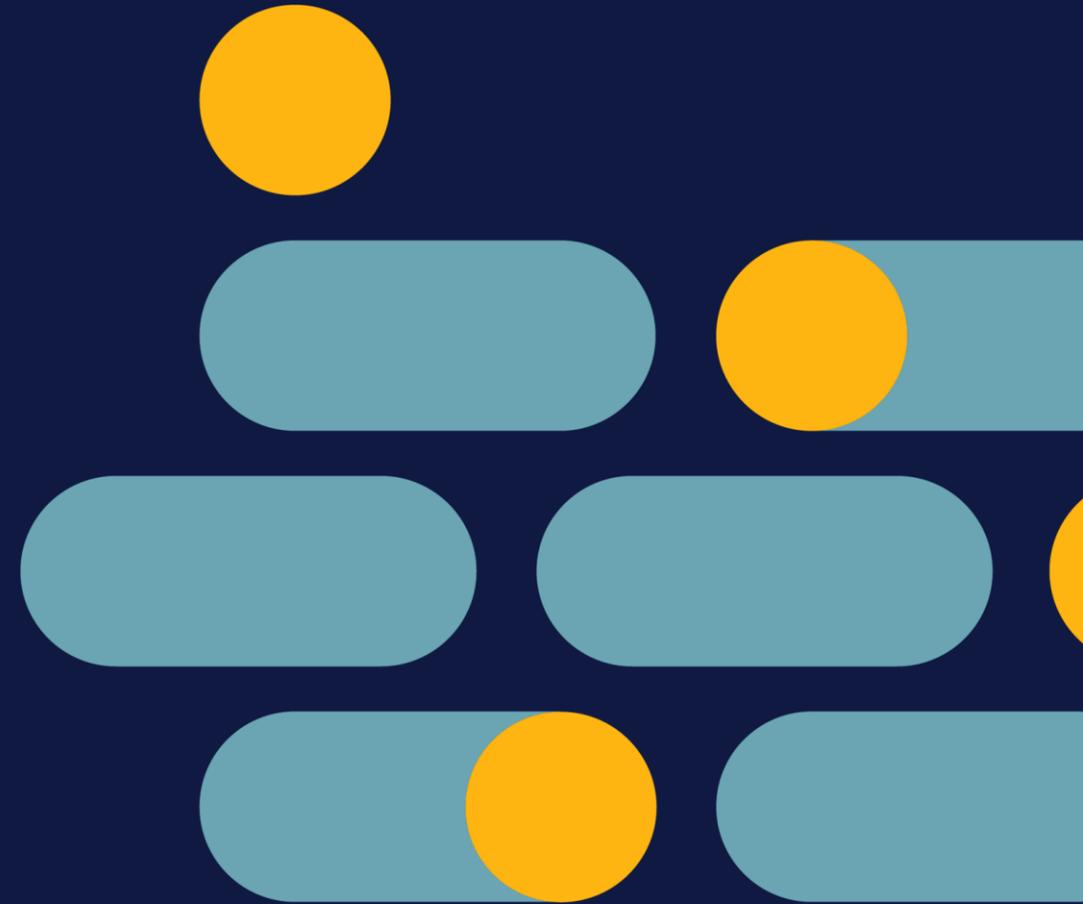
Sandrine Mesnil

sandrine.mesnil@randstad.lu



# appendix 1

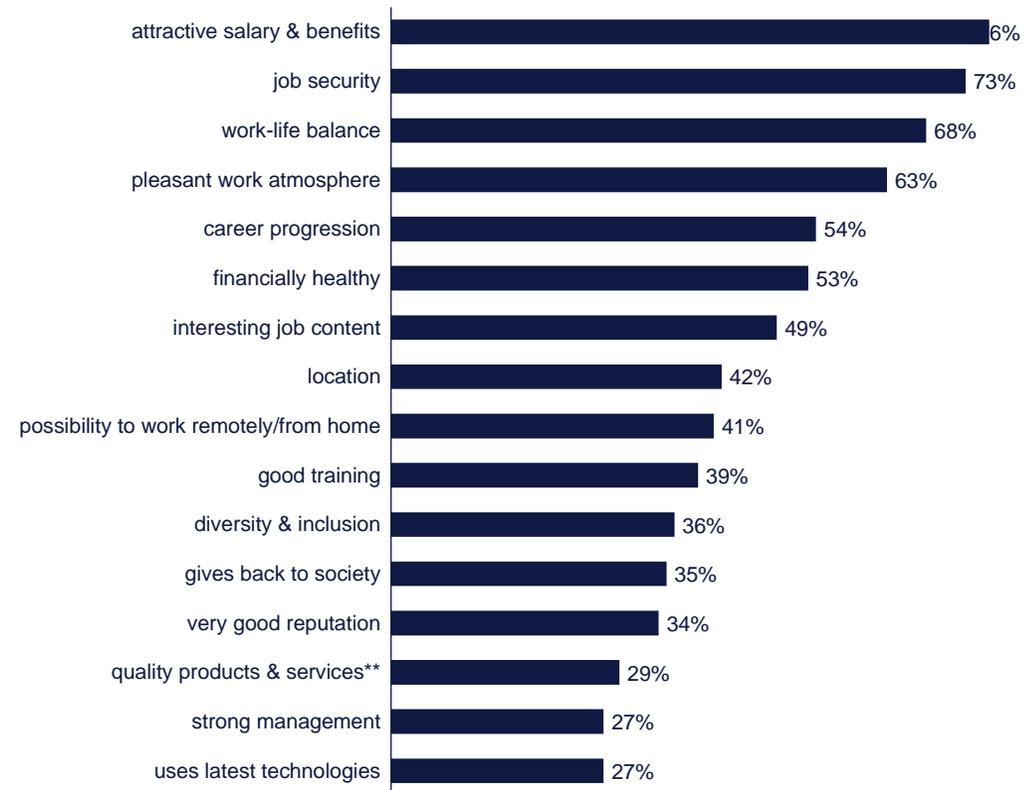
deep dive  
EVP drivers.



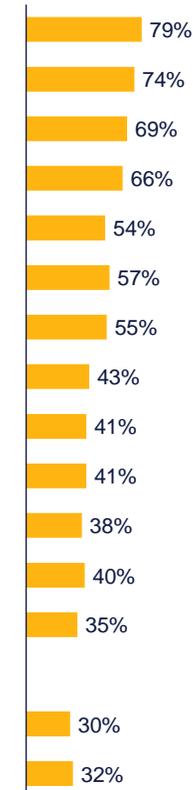
# what potential employees want

## the most important criteria when choosing an employer.

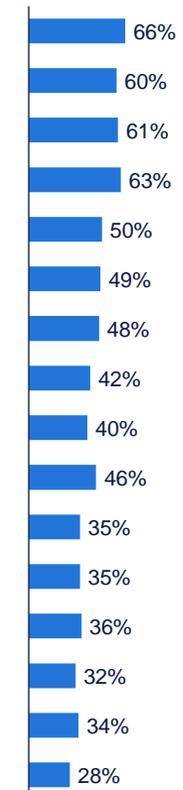
### important criteria



### luxembourg 2021



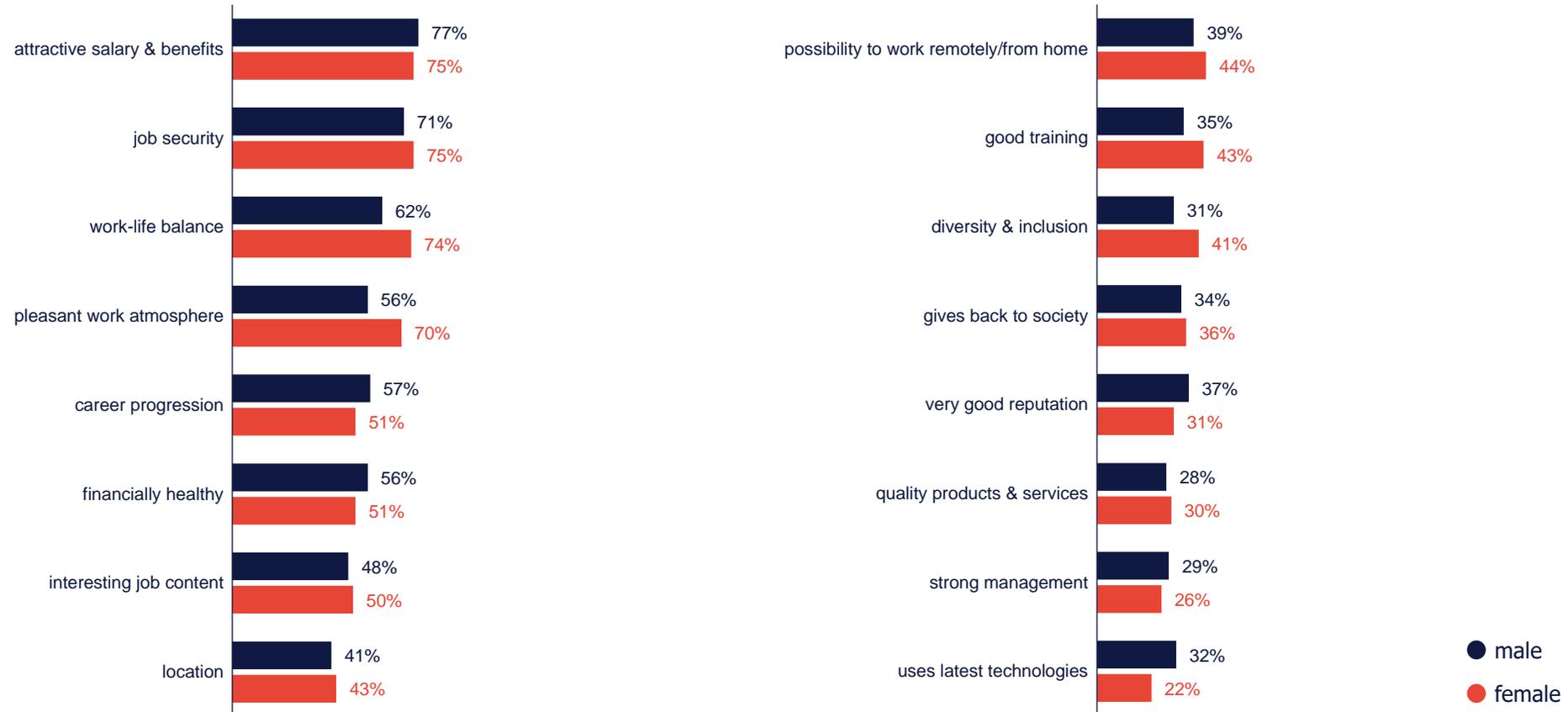
### europe



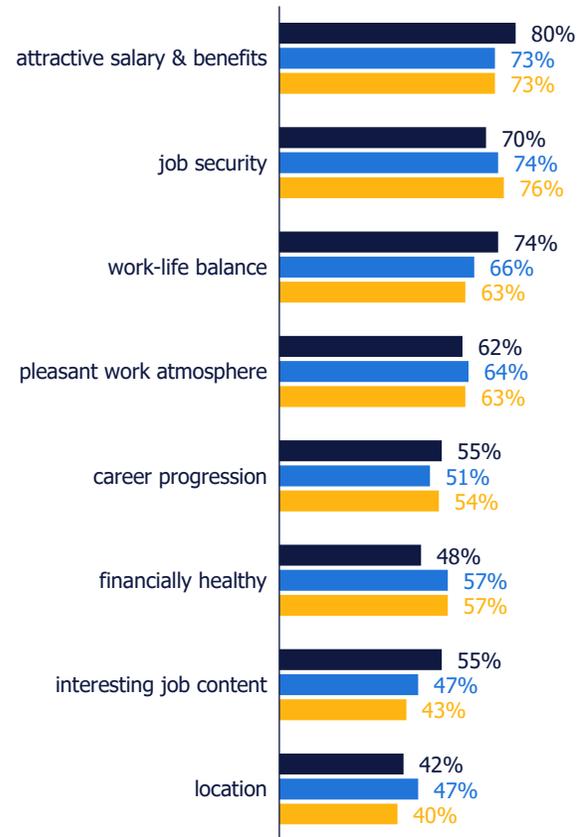
\*\*not researched in 2021



# EVP driver importance by gender.



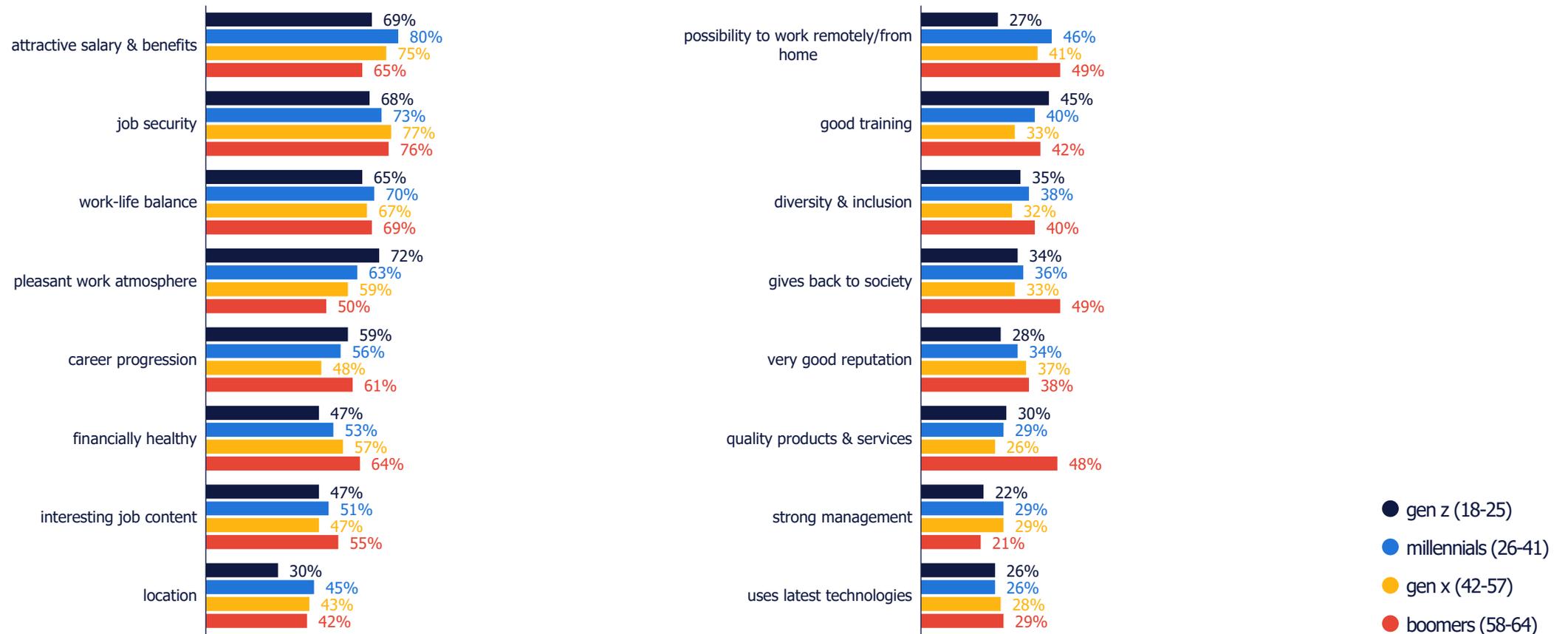
# EVP driver importance by education.



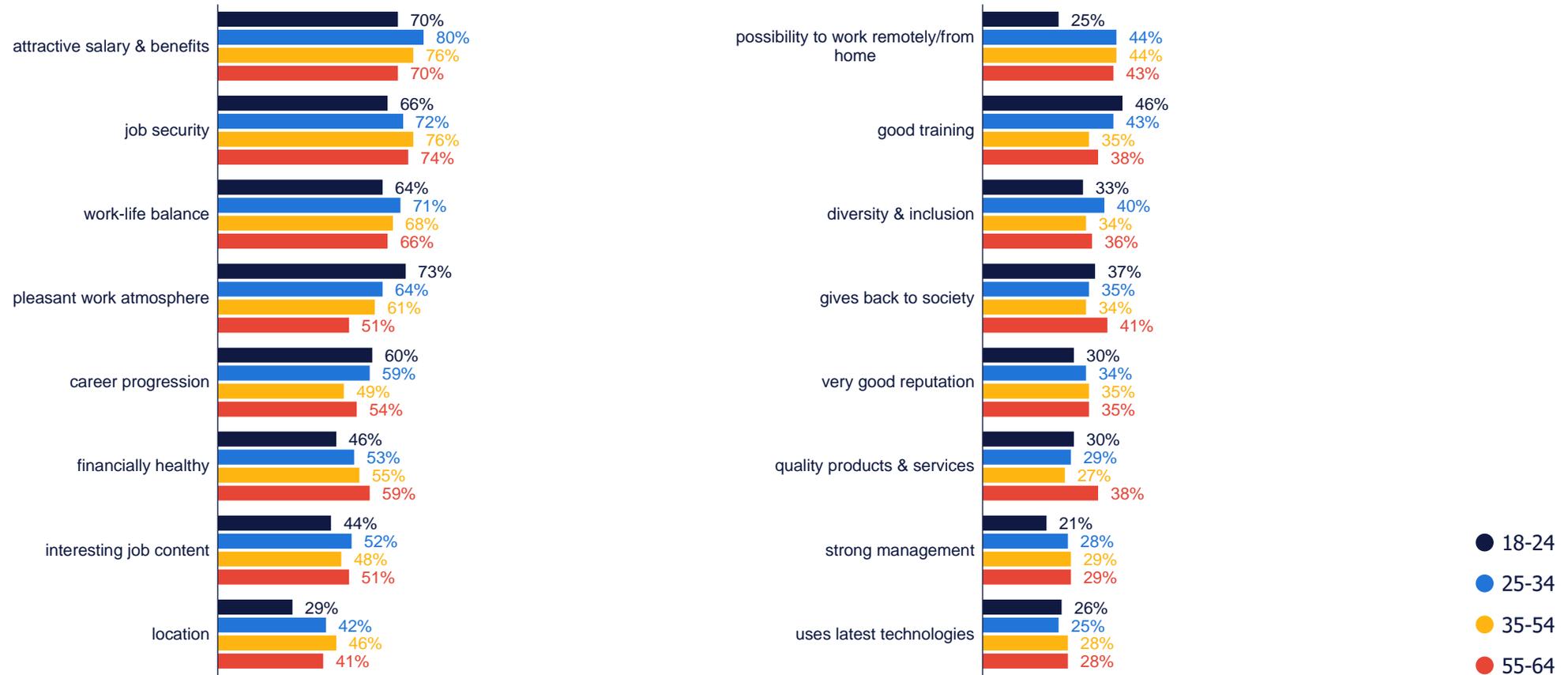
● higher  
● middle  
● lower



# EVP driver importance by generation.

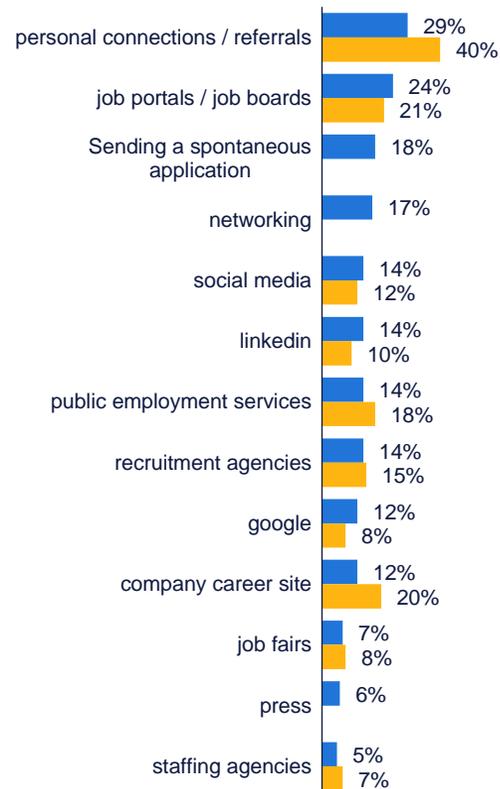


# EVP driver importance by age.

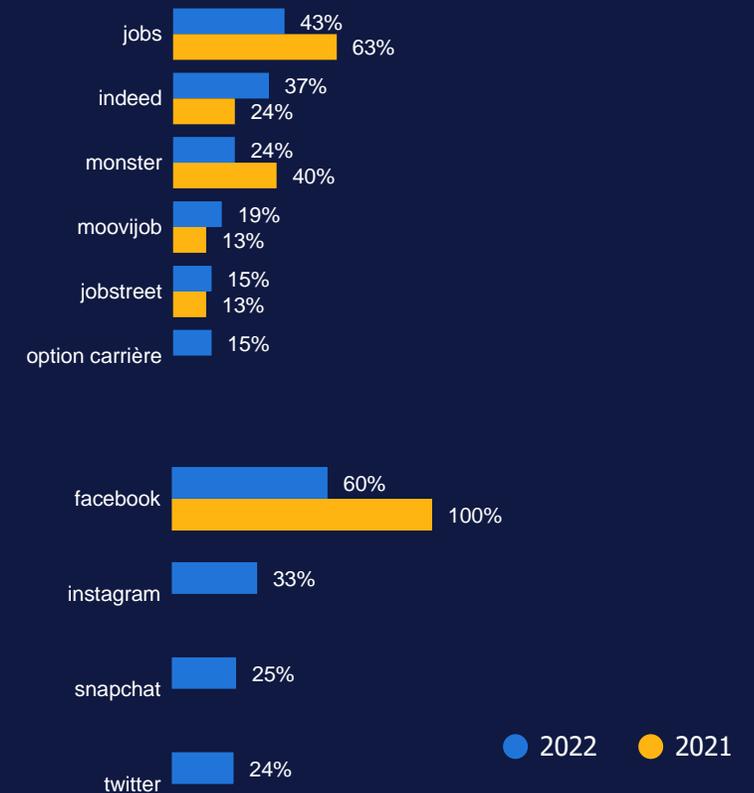


# finding new job opportunities in luxembourg.

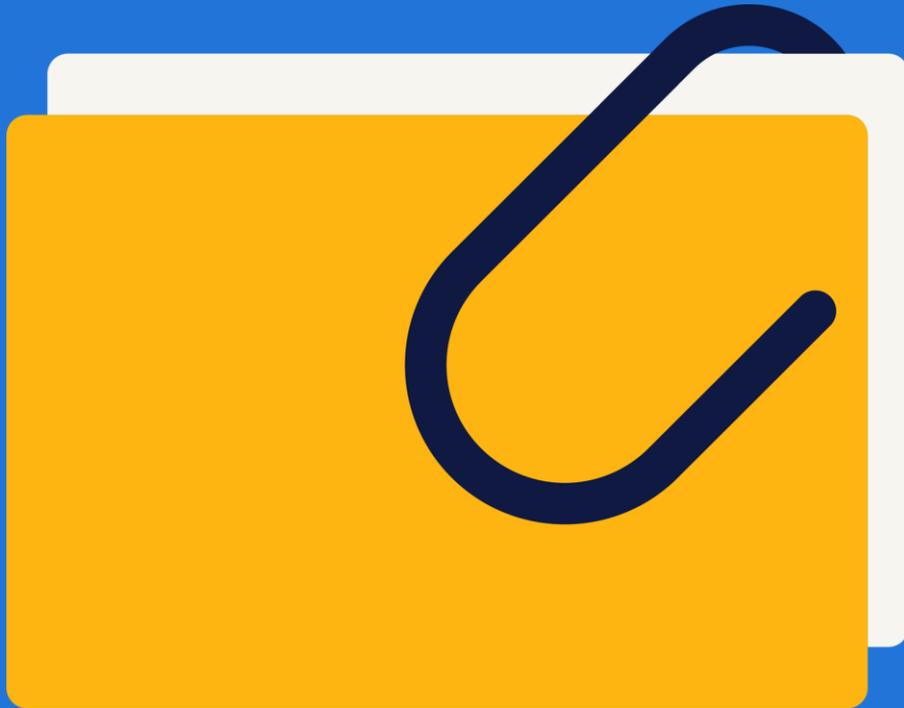
## channels used to find new job opportunities



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



# appendix 2



deep dive  
employers.

# perception of employer offer in luxembourg.

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

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

## general perception of employers in luxembourg

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

## profile of ideal employer

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

# perception of employer offer in luxembourg and the region.

Understanding the gap between what employees want and what they think employers offer in luxembourg and in the region provides valuable insights into building an employer brand.



## employers in luxembourg are perceived to offer

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

insights.



# luxembourg's best performing companies by sector.

1/1

top 3 companies

sector

1

2

3

01 transport/logistics

Luxair

Groupe CFL

Cargolux Airlines International

02 finance

Banque et Caisse d'Epargne de l'Etat  
Luxembourg

Banque de Luxembourg

Groupe Foyer

03 services

Group Post Luxembourg

Centre Hospitalier Neuro Psychiatrique

Groupe Encevo

04 consulting

EY

Groupe PricewaterhouseCoopers

KPMG

05 industry & construction

DuPont de Nemours

Euro-Composites

Groupe Ceratizit

06 fmcg-retail

Amazon.com

Groupe Cactus

La Provençale



# luxembourg's sectors score best on these 3 EVP drivers.

1/1

## top 3 EVP drivers

sector

01 transport/logistics

1

very good reputation

2

financially healthy

3

job security

02 finance

financially healthy

possibility to work remotely/from home

job security

03 services

financially healthy

job security

very good reputation

04 consulting

financially healthy

possibility to work remotely/from home

career progression

05 industry & construction

financially healthy

very good reputation

job security

06 fmcg-retail

financially healthy

job security

very good reputation



randstad

human forward.

