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There’s no downplaying the fact that the coronavirus pandemic has had an impact on the world of work, from the tools and methods employers use to hire and train candidates, to new policies around remote work and flexibility, to a redefined concept of what it actually means to find “the right fit” between candidates and employers.

In fact, change was the overarching theme of our annual Future of Work Global Survey, which connected with both recruiters and candidates across the globe.

Despite the lingering uncertainty and fluctuating jobs market, let’s start with some good news: The 2021 hiring outlook is positive. Of the 82% of employers who plan to hire this year, 47% say it’s to replace or backfill staff, while 35% plan to hire for new positions. What’s more, 9 in 10 recruiters say they are confident they can find the right candidate.

To delve deeper into the mindsets of both recruiters and candidates, the comprehensive Future of Work survey explored a variety of topics including:

- The Hiring Outlook
- The Pandemic Impact
- Virtual Recruiting
- Fit & Transparency
- Navigating Skills Gap
- Tools & Resources
- Diversity & Inclusion

From the vast amount of data that resulted, which will be explored in more detail in the full report to follow, it’s worth highlighting the top three recruiting challenges identified by employers for 2021:

1. Finding candidates with the right skills: In fact, 87% of employers say they struggle to fill positions as a result of skills gap. This is particularly acute for finance and technology sectors.

2. Work/life balance expectation: Pandemic-fueled policy changes like remote flexibility, new health policies, and a reduced workplace footprint are likely here to stay.

Executive Summary

“I fundamentally believe that we will be in a better position this year, especially in the second half of 2021,” says Scott Gutz, CEO, Monster. “We should expect more jobs and more candidates participating, and a lot more activity overall.”

“I fundamentally believe that we will be in a better position this year, especially in the second half of 2021,” says Scott Gutz, CEO, Monster. “We should expect more jobs and more candidates participating, and a lot more activity overall.”
3. Virtual recruiting: The U.S. is leading the charge at adapting to virtual recruiting practices (with 7 in 10 doing virtual interviews and onboarding), but more than a quarter of global respondents are still struggling with it. What’s more, both employers and candidates (Gen Z in particular) are finding virtual recruiting a challenge for getting a true feel for culture and value alignment, and it’s a particular pain point for small and medium-sized businesses.

Just like every year, Monster is prepared to help job seekers and employers face these and other future challenges that may arise, says Gutz. “In this period of significant unemployment, there’s a real need to put people back to work to get us out of this pandemic and economic crisis,” he says.

Among the other standout trends based on our global findings, here are the key things you should know:

The future of work is flexible.

“Candidates and employers have seen how successful working from home can be,” says Jort Wassenaar, managing director, Monster Europe. “Now that the old argument against working from home — that productivity will drop — has been disproved, candidates and employees will expect a lot more flexibility.”

Expect a safe, gradual return to face-to-face. “I predict that despite virtual and flexible work options continuing, we will also see a gradual return to an in-person work environment,” says Gutz. Employers have got to start thinking about how to get people comfortable interacting with each other once again, with a focus on health and safety, he adds.

Social responsibility takes on even greater meaning. “Candidates will be looking to see how a company treated their employees during the pandemic, and how are they contributing to society,” says Wassenaar. “It’s more important than ever that companies have a clear and compelling story to tell candidates.” That also ties into a heightened awareness around diversity & inclusion efforts, for which clearly, there’s still work to be done: More than 1 in 3 global employers said they don’t have a Diversity & Inclusion strategy in place.

To help navigate this next year, start by digging into the full Future of Work report for insights that can help you plan for your future. Then, connect with Monster for customized solutions that can help you do your best work.
**Objective:** As a global leader in connecting people and jobs, Monster sought to uncover global trends, challenges and opportunities in the hiring process among employers and employees/candidates.

**Employer Methodology:**
Monster partnered with an independent research firm (Dynata) to field a 10-minute survey (35 questions) among 3,100 recruiters/those involved in talent acquisition, HR, and/or the recruitment industry globally (US, CA-Canada, UK, FR-France, DE-Germany, NL-the Netherlands, IT-Italy and SE-Sweden) age 25+ years. A sample of n=400 was taken for each country except for n=300 for NL and SE. This survey was conducted Oct 22 to Nov 13, 2020 and has a margin of error of +/- 5% at a 95% confidence level.

**Employees/Candidate Methodology:**
Monster partnered with Randstad’s bi-annual Workmonitor survey and an independent research firm (Dynata) to field a 10-minute survey (with five Monster-specific questions and 14 Randstad questions) among those age 18-67 years who are employed for at least 24 hours per week (self-employed people were excluded) globally (US, CA-Canada, UK, FR-France, DE-Germany, NL-the Netherlands, IT-Italy and SE-Sweden). A sample of n=800 was taken for each country except for n=1200 for US and FR. This survey was conducted Sept 26 to Oct 23, 2020 and has a margin of error of +/- 5% at a 95% confidence level. NOTE: The Randstad Workmonitor report was published December 8, 2020. All references to the survey results are indicated as Randstad Workmonitor, where applicable.

Across all research, global averages give equal weight to each country.
## Global demographics of recruiters surveyed

### Region

<table>
<thead>
<tr>
<th></th>
<th>27%</th>
<th>73%</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td></td>
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</tbody>
</table>

### Country

<table>
<thead>
<tr>
<th></th>
<th>14%</th>
<th>14%</th>
<th>13%</th>
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</thead>
<tbody>
<tr>
<td>Italy</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>France</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>UK</td>
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</table>

### Company Size

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<thead>
<tr>
<th></th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>18%</td>
<td>35%</td>
<td>47%</td>
</tr>
</tbody>
</table>

### Gender

<table>
<thead>
<tr>
<th></th>
<th>45%</th>
<th>55%</th>
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<tbody>
<tr>
<td>Female</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Generation

- Gen Z: 43%
- Millennials: 33%
- Gen X: 22%
- Baby Boomers: 2%

### Decision-Making Status

- Decision Maker: 43%
- User: 35%
- Both: 12%
- Neither: 19%

### Years Working

- 0-5: 26%
- 6-10: 22%
- 11-15: 19%
- 16-19: 24%
- 20+: 8%
Global demographics of recruiters surveyed

Functional Area
- Talent Acquisition/Recruiting: 13%
- HR Generalist, w/Recruiting: 40%
- HR, no Recruiting: 28%
- Hiring Manager: 18%

Recruiting Type among Recruitment/Talent Acquisition
- Internal: 20%
- External: 74%
- Independent: 6%

Positions Hiring
- White-Collar: 46%
- Grey-Collar: 31%
- Blue-Collar: 23%

Industries
- Manufacturing: 10%
- Healthcare: 10%
- Retail: 9%
- Business Services: 9%
- Education: 8%
- Construction: 7%
- Government: 7%
- Finance/banking: 6%
- Leisure/hospitality: 6%
- Transportation & logistics: 5%
- Engineering: 4%
- Real estate: 2%
- Automotive: 1%
- Insurance: 1%
- Media/Advertising: 1%
- Other: 9%
GENERAL OUTLOOK

Despite a tumultuous 2020, the 2021 hiring outlook is mostly optimistic. There are a few outliers, mainly in industries like retail and hospitality/leisure that aren’t quite ready to predict a full reopening and comeback just yet. But overall, **8 in 10 employers surveyed say they are planning to hire in 2021.**

There will be some challenges to overcome, of course. Finding skilled candidates and assessing job seekers based on interviews are top of mind for employers. And for employees, the past year of working virtually and pandemic worries has set off a global trend of job-related anxiety – something that employers will have to address.
The 2021 hiring outlook is positive

82% of employers across the globe say they plan on hiring this year.

47% Plan to hire to replace/backfill staff

35% Plan to hire for new positions
Blue- and grey-collar jobs are expanding to hire net new roles

**Blue-collar** 38%

**Grey-collar** 37%

*Blue-collar: Positions that require physical labor or a skilled trade*

*Grey-collar: Positions that typically require interaction in person with customers and/or the public on a regular basis in a non-office setting (like a school, hospital, retail store, restaurant, airport, etc.)*

**49% of white-collar recruiters plan to hire to replace jobs lost.**

Top industries hiring to replace jobs lost

<table>
<thead>
<tr>
<th>Industry</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare</td>
<td>59%</td>
</tr>
<tr>
<td>Finance/banking</td>
<td>53%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>56%</td>
</tr>
</tbody>
</table>

Industries adding net new jobs:

<table>
<thead>
<tr>
<th>Industry</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech</td>
<td>49%</td>
</tr>
</tbody>
</table>

[Image]
Some segments aren’t as optimistic, saying they anticipate a **hiring freeze**.

*Industries anticipating a hiring freeze*

- **SMBs**: 24%
- **Retail**: 20%
- **Leisure/Hospitality**: 32%

*The countries most likely to hold off on hiring:*

- **UK**: 34%
- **Canada**: 20%

*Note: The UK was entering its second lockdown when the survey took place.*
Global confidence in finding the right candidate is down a notch (but still high!)

In the US: 57% of recruiters say they are “very confident”.

Food for thought...

Decision makers who purchase recruiting tools are more confident than the users of those tools.

2019 95%
2020 93%

Where confidence is soaring:
Tech
Finance/Banking
Large Companies
Recruiting challenges of 2021

The top three anticipated challenges among recruiters are:

1. Finding candidates with the right skills 39%
2. Work/life balance expectation 26%
3. Virtual recruiting 26%

Industry Snapshot

**SMBs** and those hiring blue-collar workers are the most likely to grapple with **unrealistic salary expectations**. (22% and 20% respectively)

- **Healthcare** recruiting challenges include: balancing empathy and professionalism during the hiring process and ensuring an updated candidate pool. (18% each)

- **Finance/banking** recruiters cited competing with other companies for talent (23%) and ensuring an updated candidate pool (25%).
Which stages of the recruiting process will prove most challenging in 2021?

The most challenging parts of the recruiting process chosen were:

1. Assessing candidates in the interview 41%
2. Identifying quality candidates quickly 40%
3. Effectively screening candidates pre-interview 36%
4. Getting response from and engaging with candidates 31%

Around The Globe

The countries most challenged by employer branding are the US and the UK (cited by about 1 in 5 respondents).

Did you know...

1 in 5 recruiters say writing an honest job description and defining job roles is challenging?
It’s been a year like no other, due to the worldwide pandemic. Some industries saw increased demand and hiring, while others had to freeze or scale back plans.

The other big COVID-19-related impact was on how companies pivoted quickly to manage their workforces through the crisis. Many enacted policy changes around flexibility, remote working, health protocols, and more. At the same time, employees and candidates voiced their concerns over safety and job security.
Only **37%** of respondents feel that the HR and talent acquisition industry adapted well in response to the pandemic.

while **31%** of HR and TA pros feel they deserve more credit than they were given.

**Industry Snapshot**

1 in 3 (34%) of those who work in an external staffing/firm say “The Human Resources, Talent Acquisition and Recruiting Industry has improved despite pandemic setbacks” – that's more than the 20% of the direct employers who agree with the same statement.

**Around The Globe**

“The industry is in trouble until the pandemic is over.”

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>29%</td>
</tr>
<tr>
<td>Italy</td>
<td>31%</td>
</tr>
<tr>
<td>Sweden</td>
<td>34%</td>
</tr>
</tbody>
</table>

“We still have a lot to learn post-pandemic.”

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>32%</td>
</tr>
<tr>
<td>UK</td>
<td>29%</td>
</tr>
<tr>
<td>France</td>
<td>31%</td>
</tr>
<tr>
<td>Sweden</td>
<td>27%</td>
</tr>
</tbody>
</table>
Flexibility tops the list of policy changes caused by the pandemic

42% of global employers began offering flexible work schedules

Frequent policy changes, as a result of the pandemic were:

- Remote flexibility: 41%
- Health policies and protocols: 40%
- Training staff/skills training: 31%
- Increased security: 29%
- Team collaboration: 27%
- Reducing workplace footprint: 22%
Popular policy changes by segment

<table>
<thead>
<tr>
<th>Business Size</th>
<th>Large</th>
<th>Medium</th>
<th>Small (SMB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote flexibility</td>
<td>(52%)</td>
<td>Salary protection (17%)</td>
<td>Most likely group to have no changes to their</td>
</tr>
<tr>
<td>EAP</td>
<td>(26%)</td>
<td>Paid family leave (14%)</td>
<td>policies (15%)</td>
</tr>
<tr>
<td>Reducing workplace</td>
<td>(27%)</td>
<td>Paid volunteering days (9%)</td>
<td></td>
</tr>
<tr>
<td>footprint</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Type</th>
<th>White-Collar</th>
<th>Grey-Collar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote flexibility</td>
<td>(47%)</td>
<td>Training staff/skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>training (39%)</td>
</tr>
</tbody>
</table>
What employees want

The top 3 policy changes that workers want:

- Flexible work schedules
- Salary protection
- Health policies/protocols

Based on what candidates want and the policies that employers actually changed, companies have opportunities for improvement.

- Salary protection
- Communication transparency
- Career development

Around The Globe

Communication transparency was more important to candidates/employees in Germany (25%) and Italy (27%) than other countries.

In France, a bigger concern for candidates was career development (27%).
The impact of work on mental health

Other work-related health issues include:
- loneliness
- imposter syndrome
- suicidal thoughts
- physical illness
- increased alcohol use

Although 46% of candidates reported they experienced no health impact from their jobs, another 46% have experienced job-related anxiety and/or depression.
Globally, women are experiencing the physical and emotional toll of work more than men, with higher rates of anxiety, depression, headaches, and loneliness.

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
<th>Global impact of work-related health issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anxiety</td>
<td>✓</td>
<td></td>
<td>Women in Italy experience higher rates of anxiety.</td>
</tr>
<tr>
<td>Headaches</td>
<td>✓</td>
<td></td>
<td>German women experience higher rates of physical illness, followed by headaches and loneliness.</td>
</tr>
<tr>
<td>Loneliness</td>
<td>✓</td>
<td></td>
<td>US women experience higher rates of depression and loneliness, while US men experience higher rates of physical illness.</td>
</tr>
<tr>
<td>Depression</td>
<td>✓</td>
<td>✓</td>
<td>Men in the Netherlands express higher rates of depression.</td>
</tr>
<tr>
<td>Alcohol Use</td>
<td></td>
<td>✓</td>
<td>Men in the US, Canada, Germany, France, and Sweden experience higher rates of alcohol use.</td>
</tr>
<tr>
<td>Physical Illness</td>
<td>Draw</td>
<td></td>
<td>Women in Denmark</td>
</tr>
</tbody>
</table>

*Note: The table above summarizes the global impact of work-related health issues by gender.*
With limited opportunities to meet with candidates face-to-face, 2020 saw an acceleration of virtual recruiting across the globe, especially in North America and the UK, and in the technology and business sectors.

While it may offer a safe, and socially distant way of meeting with prospective hires, both employers and candidates (Gen Z in particular) are finding virtual recruiting difficult to get a true feel for culture and value alignment.
70% of companies say their recruiting and onboarding is at least half virtual.

### Industry Snapshot

<table>
<thead>
<tr>
<th>On Board with Virtual Recruiting</th>
<th>Rely on Old-School Recruiting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech</td>
<td>Retail</td>
</tr>
<tr>
<td>Business/Finance</td>
<td>Leisure/Hospitality</td>
</tr>
<tr>
<td></td>
<td>Real estate</td>
</tr>
<tr>
<td></td>
<td>Healthcare</td>
</tr>
<tr>
<td></td>
<td>Manufacturing</td>
</tr>
<tr>
<td></td>
<td>Business Services</td>
</tr>
</tbody>
</table>

### Around The Globe

Almost half of North American employers (the US and Canada) say they are predominantly virtual with recruiting.

The UK (45%) is also embracing virtual hiring more than other EU countries.
Virtual Recruiting Challenges

Both employers and candidates agree that virtual recruiting makes it harder to tell if culture and values align.

3 in 4 candidates

3 in 5 employers

France had the highest rate of candidates (80%) saying virtual hiring makes it tough to assess company culture.

Around The Globe

Among employers, Sweden had the most respondents (65%) express the challenges of virtual recruiting and candidate alignment.
Employers and candidates are each looking to find their perfect match, but both groups have different ideas on the best way to determine fit. Traditional tools like interviews and resumes still have their place, but employers’ definitions of what it means to be a strong candidate might be changing.

What’s more, there appears to be a disconnect between what job seekers are highlighting for prospective employers, and what recruiters actually prefer to see. Add in one more challenge: deciphering reality from fiction, as many recruiters contend that candidates are stretching the truth on their resumes.
Determining candidate fit

The top 3 factors to determine the right candidate fit are in-person interview, resume, and prior work experience.

Virtual interviewing cracked the top 5 for the first time.

Around The Globe

Factors (beyond the top 3) most important to global recruiters:

- **Sweden** > Conversations with references
- **UK** > Transferable skills
- **Canada** > Virtual interview
- **Italy** > Tech skills

Virtual interviews are a greater fit factor for certain segments:

- Finance/banking (42%)
- External staffing/firm (40%)
- Tech (38%)

Canada, the US, and Italy use virtual interviews most.
Employers give candidates some leeway

Job hopping, living outside of a company’s geographic area, and resume gaps aren’t the red flags they once were.

Industry Snapshot

45% of finance/banking pros are less concerned about candidates who lack advancement in their current position

•

28% of tech and 26% of real estate employers cut virtual interviewees some slack for not dressing professionally

•

46% of large businesses have a higher acceptance of candidates living outside their geographic area

Industries that are becoming more welcoming to new grads with no prior experience.

- Healthcare: 31%
- Business Services: 31%
- Transportation & logistics: 31%
- Leisure/hospitality: 36%
How first-time job seekers stand out

Global employers rank these as top factors for considering candidates:

1. Interview presence 61%
2. Internship/work experience 55%
3. Cultural fit 34%

Industry Snapshot

**Finance/Banking cares about:**
Leadership (39%), College degree (28%), and social media (17%)

**Healthcare relies on:**
Interview presence (66%), internship/work experience (64%), degree (28%)

**Manufacturing wants to see:**
Experience with technology (39%)

>> SMBs rely heavily on interview presence (67%), and weighs willingness to take lower pay more than other sized businesses (12% vs. 9-10%).
What’s important? It’s a generational thing.

*Older generations rank existing factors higher:*

<table>
<thead>
<tr>
<th></th>
<th>Baby Boomer</th>
<th>Gen X</th>
<th>Millennial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership/relevant work experience</td>
<td>60%</td>
<td>55%</td>
<td>53%</td>
</tr>
<tr>
<td>Interview experience</td>
<td>69%</td>
<td>54%</td>
<td>63%</td>
</tr>
</tbody>
</table>
Candidates and employers don’t always align on a resume’s objectives

Globally, 59% of employers are primarily looking for a resume to demonstrate a candidate’s skills. Candidates, however, want to show their values more than their skills (39% vs. 36%).

Luckily, there is some agreement: More than half (55%) of employers and one-third (33%) of candidates want a resume to convey more of the applicant’s personality.

The country with the strongest alignment in a resume’s objectives: The US. Candidates and employers both ranked skills and personality as the top two factors a resume should demonstrate.

Resume Lies

66% of employers say that candidates exaggerate skill level on their resume.

44% of employers say candidates stretch the truth.

This climbs to 57% among finance/banking respondents.

32% of leisure/hospitality employers call candidate social media profiles “questionable.”
The skills gap is here to stay, according to 87% of employers who say they struggle to fill positions as a result. And, one third agree that the gap is bigger now than it was just one year ago. While there’s some debate as to who should take on the burden of upskilling – employer, candidate, or both – some of the top desired attributes are actually soft skills like dependability and flexibility. Ultimately, the majority of employers say it’s up to candidates to do a better job articulating why they’re right for the job.
Nearly 1/3 of employers agree that the skills gap has increased compared to one year ago. This was even more true among US, Sweden, and UK respondents, each of which had a higher percentage in agreement than the global average.

Sectors that struggle to fill positions because of skills gap include:

- Finance/banking 35%
- Real Estate 26%
- Tech 23%
Deciphering transferable skills

Less than $\frac{1}{3}$ say they need help assessing and understanding transferable skills.

But $\frac{2}{3}$ of employers think candidates could do a better job articulating their skills more clearly.
Who should be responsible for upskilling?

Most employers and candidates say upskilling is a shared responsibility between company and worker.

- **62%** Employer
- **48%** Candidate

Candidates with some high school (41%) or who graduated high school (37%) are more likely to feel upskilling should be done by employers than those with college or advanced degrees (50% of whom say it should be shared).

What are the top skills employers are looking for?

The skills most needed and skills gaps are consistent across all markets. However, dependability and flexibility (new choices on this year’s survey) soared to the top.

**Dependability**
- #1 most important skill
- #1 skills gap

**Teamwork/Collaboration**
- #2 most important skill
- #6 skills gap

**Problem Solving/Critical Thinking**
- #3 most important skill
- #1 skills gap

**Flexibility**
- #4 most important skill
- #3 skills gap

**Industry Snapshot**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Industry-specific skills in demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>IT (25%)</td>
</tr>
<tr>
<td>Finance/Banking</td>
<td>Innovation &amp; Creativity (19%)</td>
</tr>
<tr>
<td>Healthcare</td>
<td>Communication (24%)</td>
</tr>
<tr>
<td>Retail</td>
<td>Customer Service (26%)</td>
</tr>
</tbody>
</table>
Globally, recruiters are using a variety of tools – both traditional and tech-based – to help them reach candidates more effectively.

Millennial recruiters are more likely to leverage a broader set of tools versus older recruiters, including job board recommended matches (18%), social media outreach (15%), social ads (17%), email (23%), internal talent pipeline (15%) and mobile (11%). Older cohorts still prefer to tap into their experience and established networks to recruit using personal connections (47%), direct phone calls (25%), networking (30%) and candidate profiles (31%).
### Candidate Communication Tools

Phone and email remain the most effective communication tools for recruiting, chosen by 71% and 62% or all global recruiters, respectively.

### Industry Snapshot

Text Recruiting is big with:
- Finance/banking recruiters 30%
- Blue-collar recruiters 20%

Social media recruiting most used among:
- Tech recruiters 12%
- Medium/Large businesses 11%
- Retail 10%

Email rules for:
- SMB 65%

In the U.S., only 11% of employers view cover letters as an effective resource.

Did you know...
Resume search ranked the most effective online job board tools

- Resume search tools: 40%
- Applicant Tracking System integrations (ATS) on job posts, resume databases, and the apply process: 29%
- Ability to text/message candidates directly from the platform: 25% (*Top 3 choice for SMBs)
- Distributing job ads on social media and other partner networks: 25% (*Top 3 choice for Medium businesses)
- Video interviewing: 24% (*Top 3 choice for Large businesses)
- Regularly updated resume feeds: 23%
- The ability to sponsor jobs to target more of the right candidates: 20%
- Video job description: 13%
Diversity, Equity, and Inclusion have been an important priority among global employers for some time, but social justice movements of 2020 have fast-tracked initiatives. Today’s candidates have high expectations when it comes to matters of diversity and inclusion, forcing organizations to make honest assessments and updates of their policies.

Our survey finds there is still much more work to be done, with more than 1 in 3 global employers saying they don’t have a D&I strategy in place. But the good news is nearly half are working on it.
45% of employers have updated or are working to update their recruitment strategies to attract more diverse talent.

In the UK, that percentage is even higher (56%).

Around the Globe

- 45% of employers have updated or are working to update their recruitment strategies to attract more diverse talent.

- Just about 1 in 3 employers in Germany, Sweden, and the Netherlands are updating their recruitment strategies, compared to more than 1 in 2 in the US and Canada.
There’s still work to be done

Globally, 37% of employers report they do not have a diversity and inclusion strategy, with SMBs the most likely to say so.

Around The Globe

Where D&I strategies are lacking:

- France: 45%
- Italy: 43%
- Netherlands: 42%
- Germany: 39%
- Canada: 34%
- Sweden: 31%
- US: 30%
- UK: 30%
Where D&I strategy is focused

Gender is the top focus among global employers, followed by age and ethnicity.

Disability is a top three focus in France - 19%
Age has the highest focus among German companies - 33%
In the US, the top three focuses are gender, race, and ethnicity - 50%
Sweden has the most focus on gender strategy among the countries
Top three inclusivity priorities among global employers:

- **Employee training**: 42%
- **Gender pay equality**: 40%
- **Building a diverse workforce**: 34%

What employees want:

- Inclusive work environments and workspaces
- Having people from diverse backgrounds in leadership positions
- Encouraging employee resource groups
Your partner for 2021 hiring and job search goals.