



THE FUTURE OF WORK

2021 Global Outlook

MONSTER
SPECIAL REPORT



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Executive Summary

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.**

“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.”

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.

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



27%



73%

Country



14%



14%



13%



10%



13%



13%



11%



13%

Company Size

Small



18%

Medium



35%

Large



47%

Gender



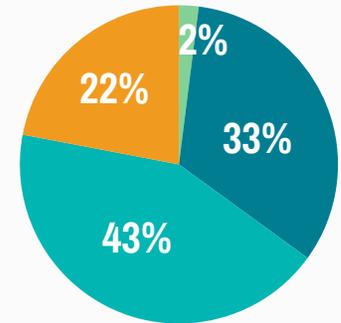
45%



55%

Generation

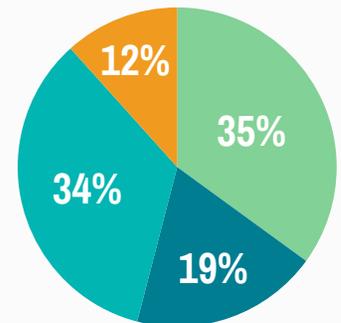
- Gen Z
- Millennials
- Gen X
- Baby Boomers



Decision-Making Status

Purchasing and/or using recruitment tools/tech

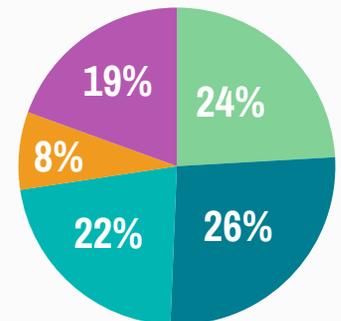
- Decision Maker
- User
- Both
- Neither



Years Working

In Recruitment/Talent Acquisition

- 0-5
- 6-10
- 11-15
- 16-19
- 20+

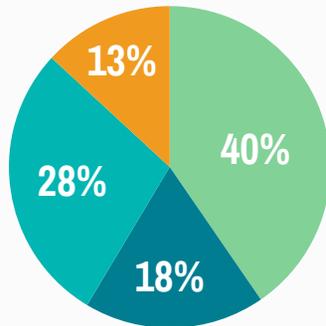


Global demographics of recruiters surveyed



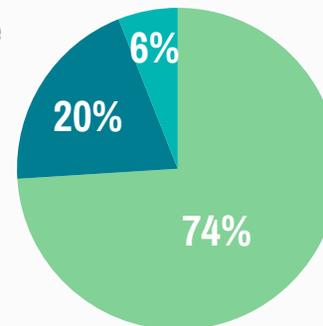
Functional Area

- Talent Acquisition/ Recruiting
- HR Generalist, w/Recruiting
- HR, no Recruiting
- Hiring Manager



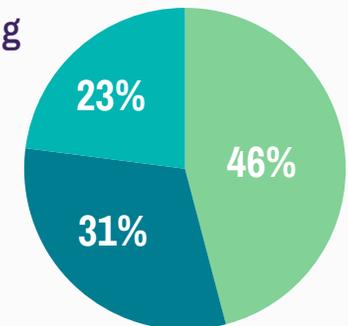
Recruiting Type among Recruitment/ Talent Acquisition

- Internal
- External
- Independent

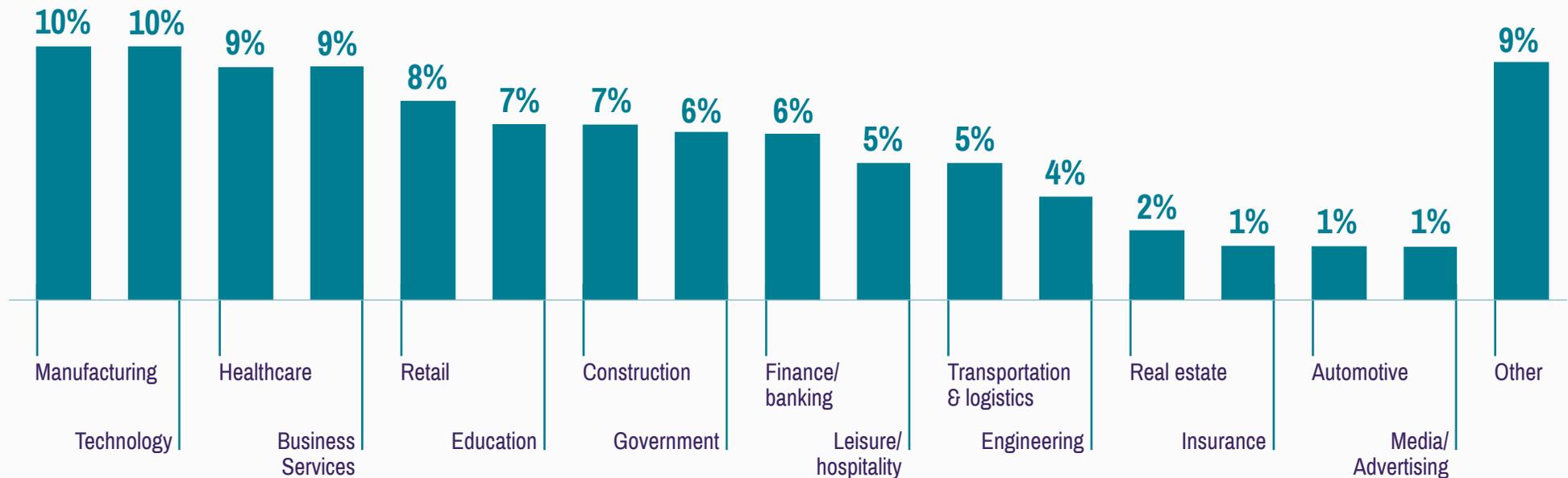


Positions Hiring

- White-Collar
- Grey-Collar
- Blue-Collar



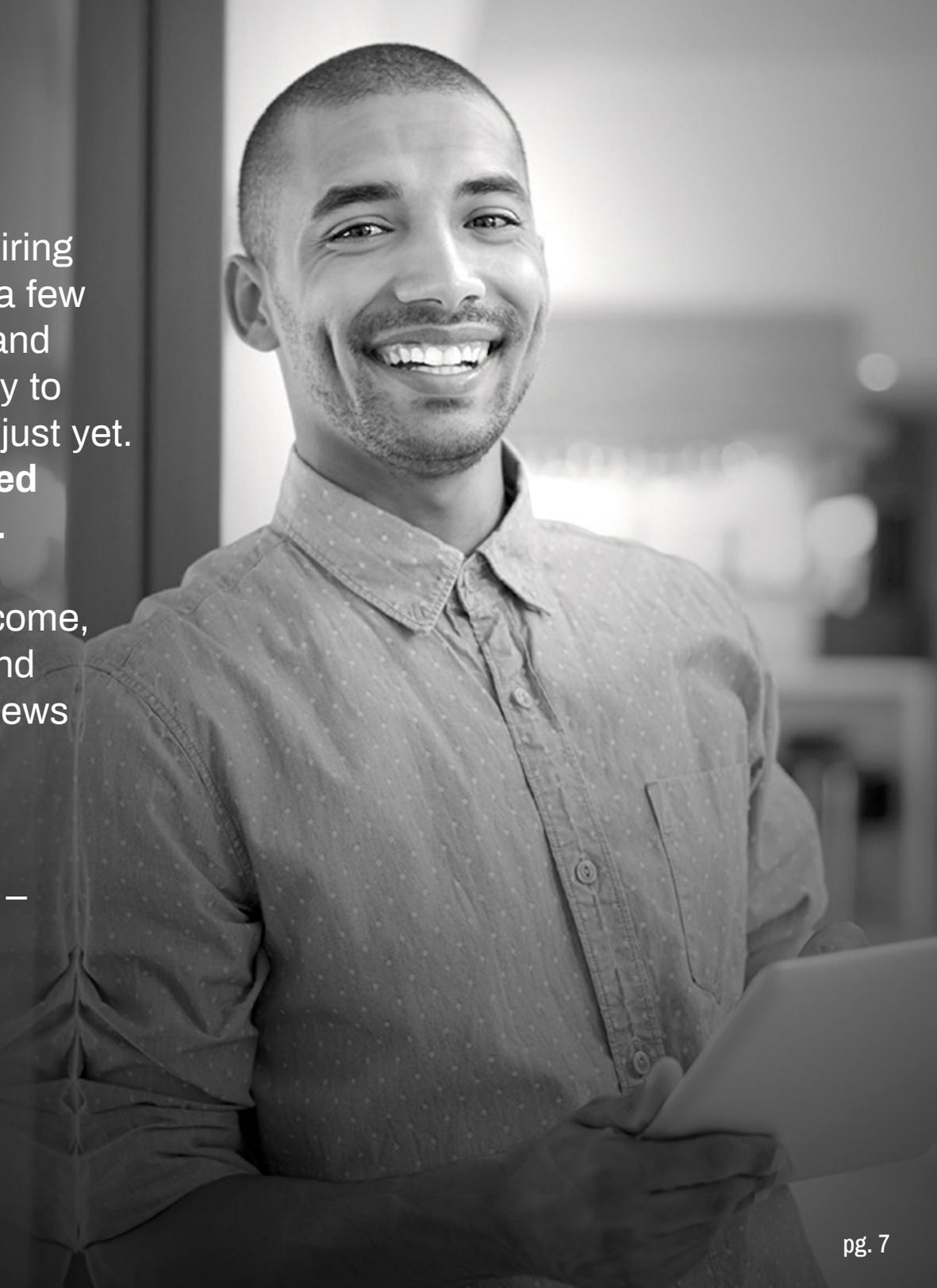
Industries



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



47%
Plan to hire to
replace/backfill staff

35%
Plan to hire for
new positions

Top industries hiring to replace jobs lost

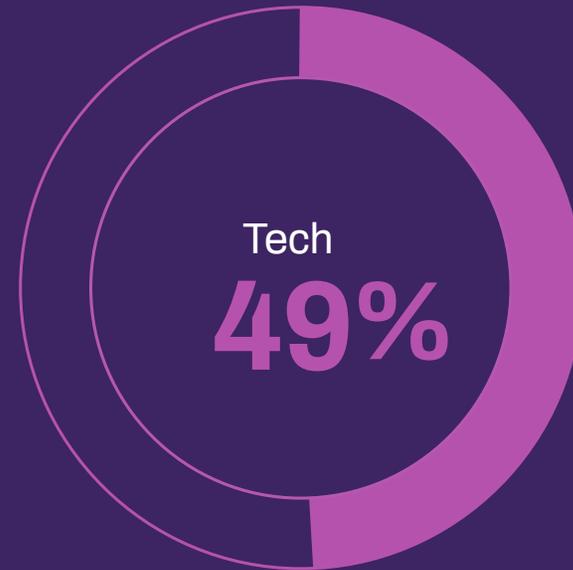


Healthcare
59%

Finance/banking
53%

Real Estate
56%

Industries adding net new jobs:



Tech
49%

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

Blue- and grey-collar jobs are expanding to hire net new roles

Blue-collar 38%

Grey-collar 37%

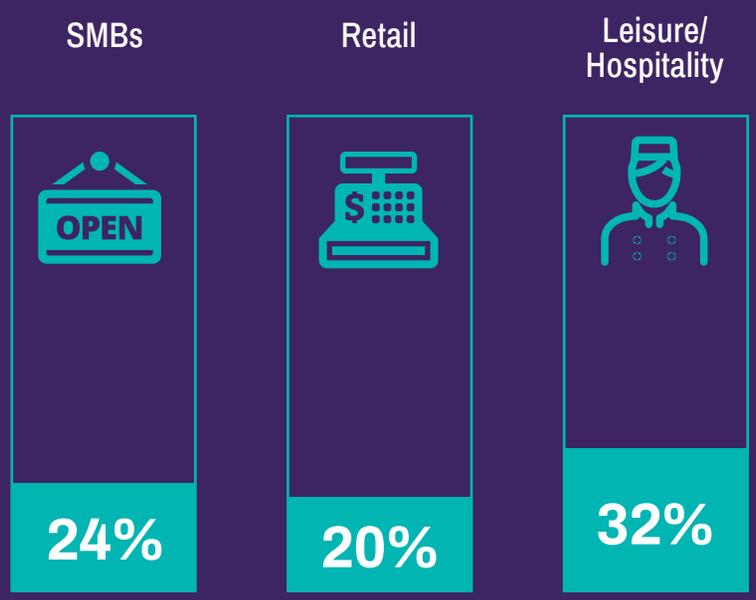
Blue-collar: Positions that require physical labor or a skilled trade

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.)

Industry Snapshot

Some segments aren't as optimistic, saying they anticipate a **hiring freeze**.

Industries anticipating a hiring freeze



Around The Globe

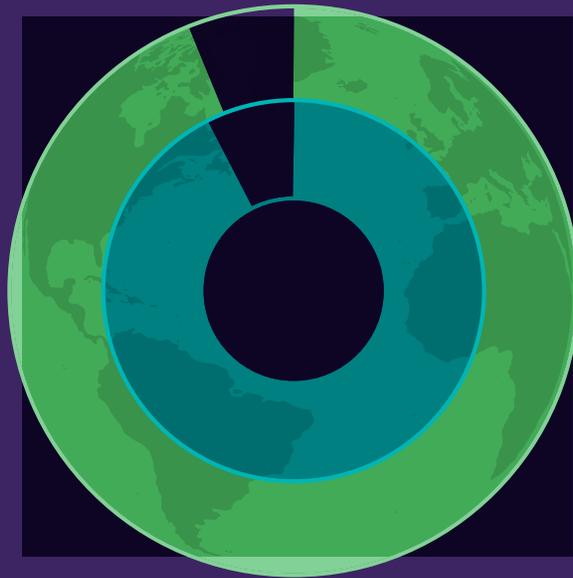
The **countries** most likely to hold off on hiring:

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!)



2019
95%

2020
93%

Industry Snapshot

Where confidence is soaring:

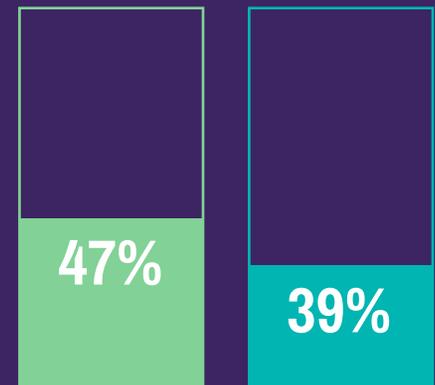


In the US: 57% of recruiters say they are “very confident”.



Food for thought...

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



Recruiting challenges of 2021

The top three anticipated challenges among recruiters are:

1. Finding candidates with the right skills



2. Work/life balance expectation



3. Virtual recruiting



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



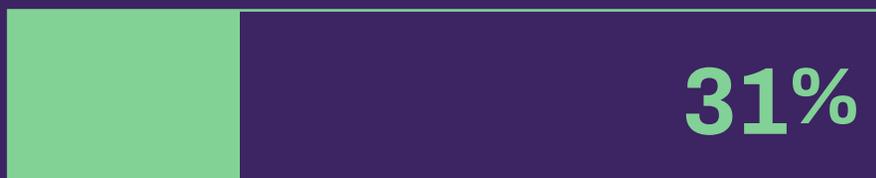
2. Identifying quality candidates quickly



3. Effectively screening candidates pre-interview



4. Getting response from and engaging with candidates



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...

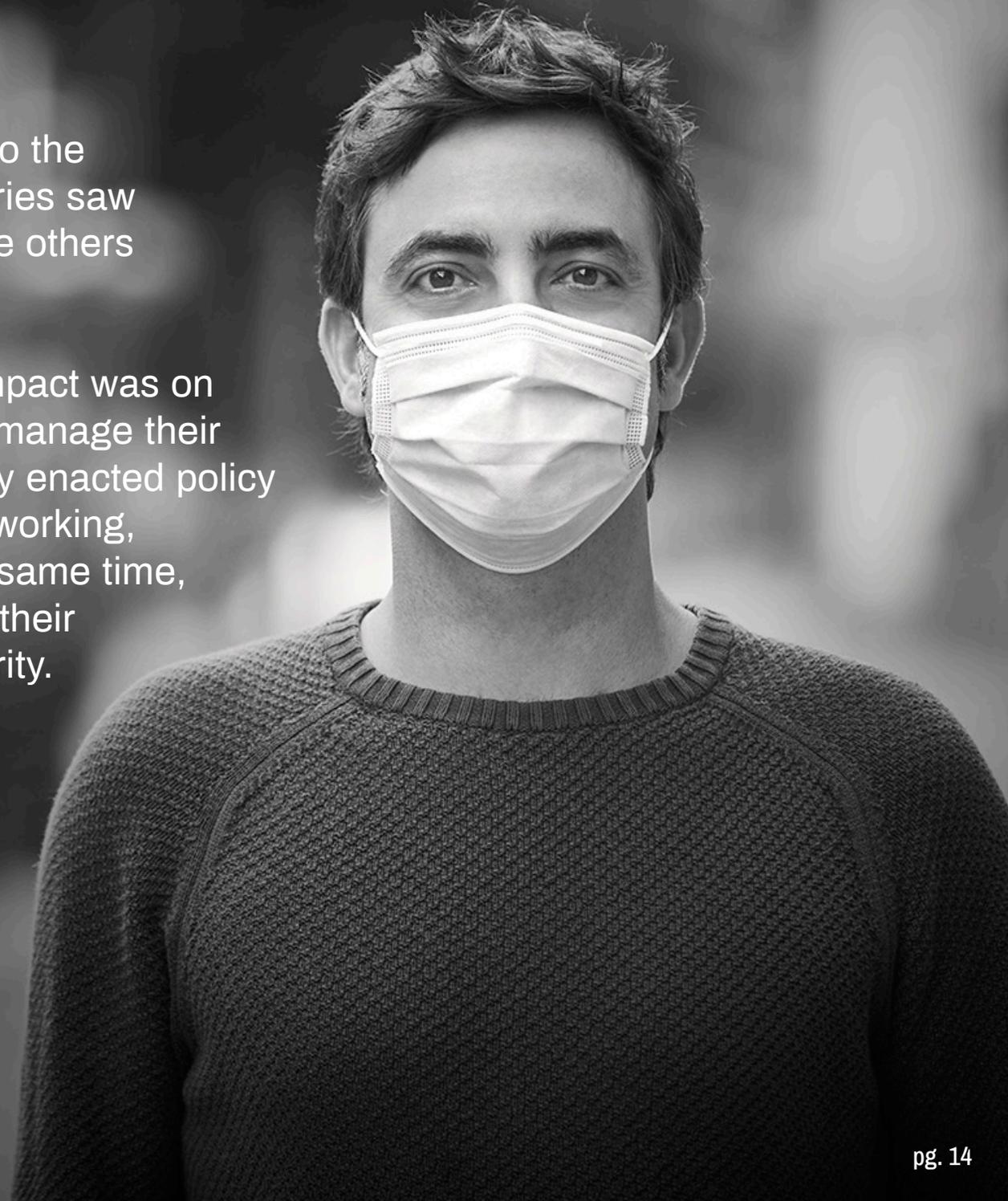
1 in 5 recruiters say writing an honest job description and defining job roles is challenging?



PANDEMIC IMPACT

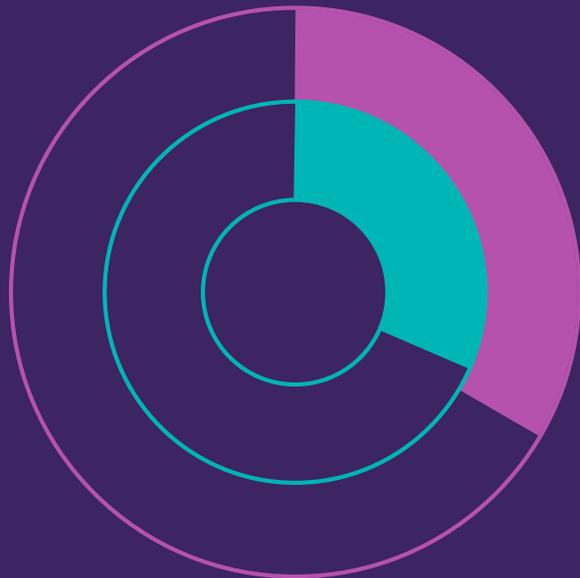
It's been a year like no other, due to the worldwide pandemic. Some industries saw increased demand and hiring, while others had to freeze or scale back plans.

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.



Global response to the pandemic

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

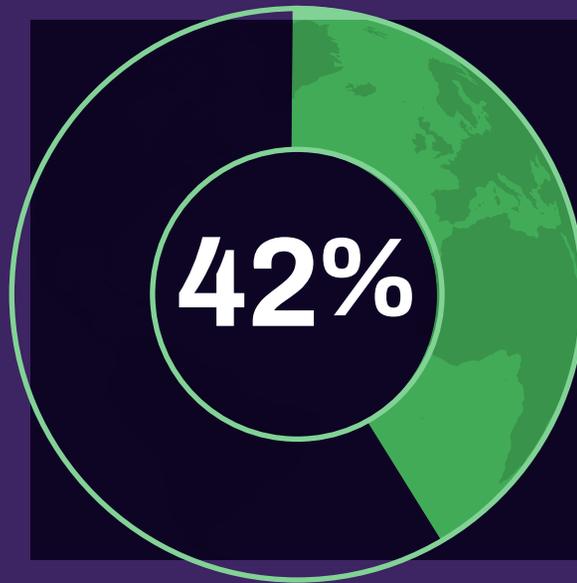
“The industry is in trouble until the pandemic is over.”

Country	Percentage
France	29%
Italy	31%
Sweden	34%

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

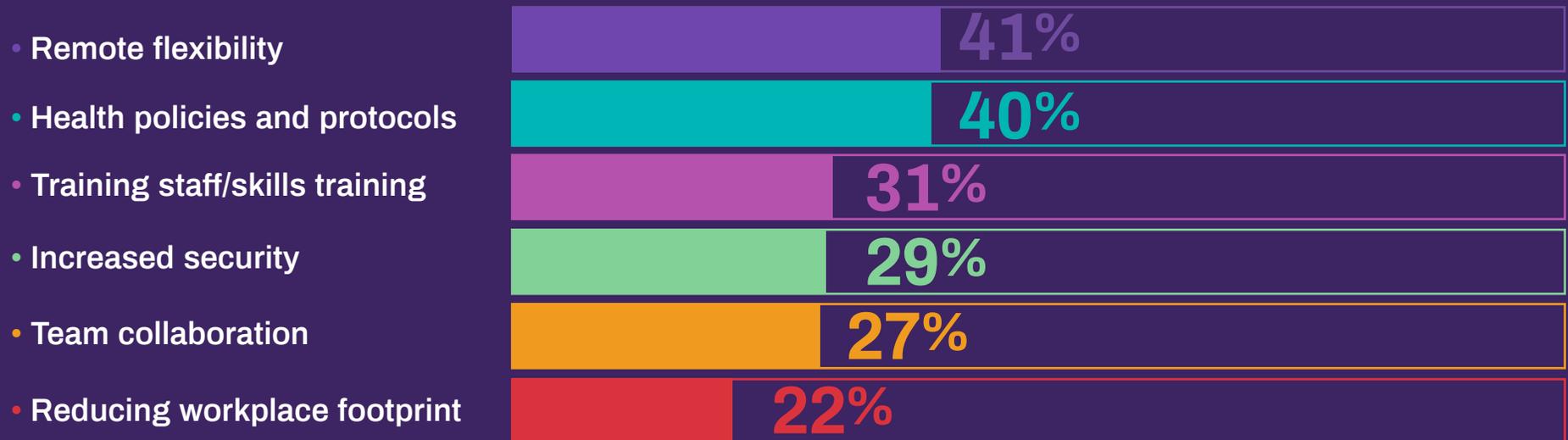
Country	Percentage
Canada	32%
UK	29%
France	31%
Sweden	27%

Flexibility tops the list of policy changes caused by the pandemic



of global employers began offering flexible work schedules

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



Popular policy changes by segment

Business Size		
Large	Medium	Small (SMB)
<ul style="list-style-type: none"> • Remote flexibility (52%) • EAP (26%) • Reducing workplace footprint (27%) 	<ul style="list-style-type: none"> • Salary protection (17%) • Paid family leave (14%) • Paid volunteering days (9%) 	<ul style="list-style-type: none"> • Most likely group to have no changes to their policies (15%)
Job Type		
White-Collar	Grey-Collar	
Remote flexibility (47%)	Training staff/skills training (39%)	

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



25%



27%

In France, a bigger concern for candidates was career development (27%)



27%

The impact of work on mental health

Although **46%**
of candidates reported
they experienced **no**
health impact
from their jobs

another **46%**
have experienced
job-related anxiety
and/or depression.

Other work-related health issues include:

loneliness
imposter syndrome
suicidal thoughts
physical illness
increased alcohol use



Around The Globe

Globally, women are experiencing the physical and emotional toll of work more than men, with higher rates of anxiety, depression, headaches, and loneliness.

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

VIRTUAL RECRUITING

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.



Going Virtual

70%

of companies say their recruiting and onboarding is **at least half virtual**



Industry Snapshot

On Board with Virtual Recruiting	Rely on Old-School Recruiting
Tech	Retail
Business/Finance	Leisure/Hospitality
	Real estate
	Healthcare
	Manufacturing
	Business Services

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



Around  The Globe



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

Among employers, Sweden had the most respondents (65%) express the challenges of virtual recruiting and candidate alignment.

FIT AND TRANSPARENCY

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.

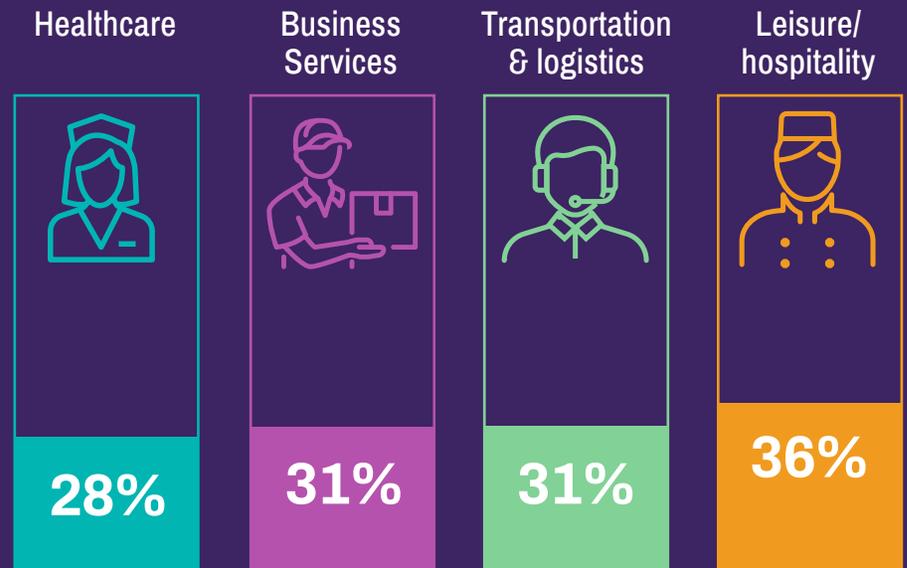
Industry Snapshot

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**

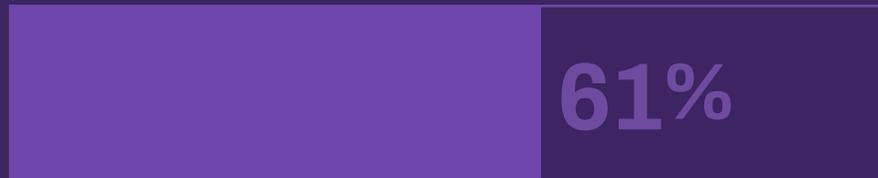
Industries that are becoming more welcoming to new grads with no prior experience.



How first-time job seekers stand out

Global employers rank these as top factors for considering candidates:

1. Interview presence



2. Internship/work experience



3. Cultural fit



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:



Leadership/relevant work experience:

Baby Boomer	Gen X	Millennial
60%	55%	53%

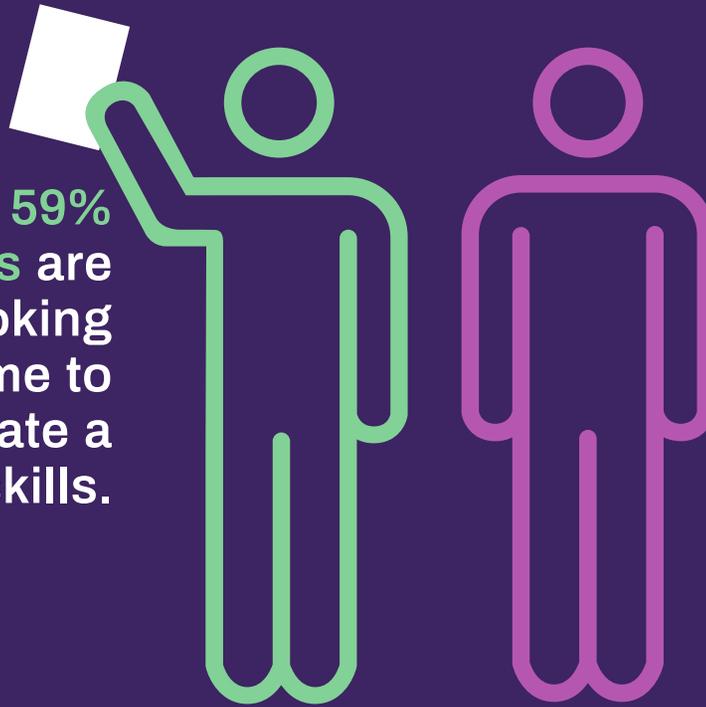


Interview experience:

Baby Boomer	Gen X	Millennial
69%	54%	63%

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.

Around  The Globe



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.

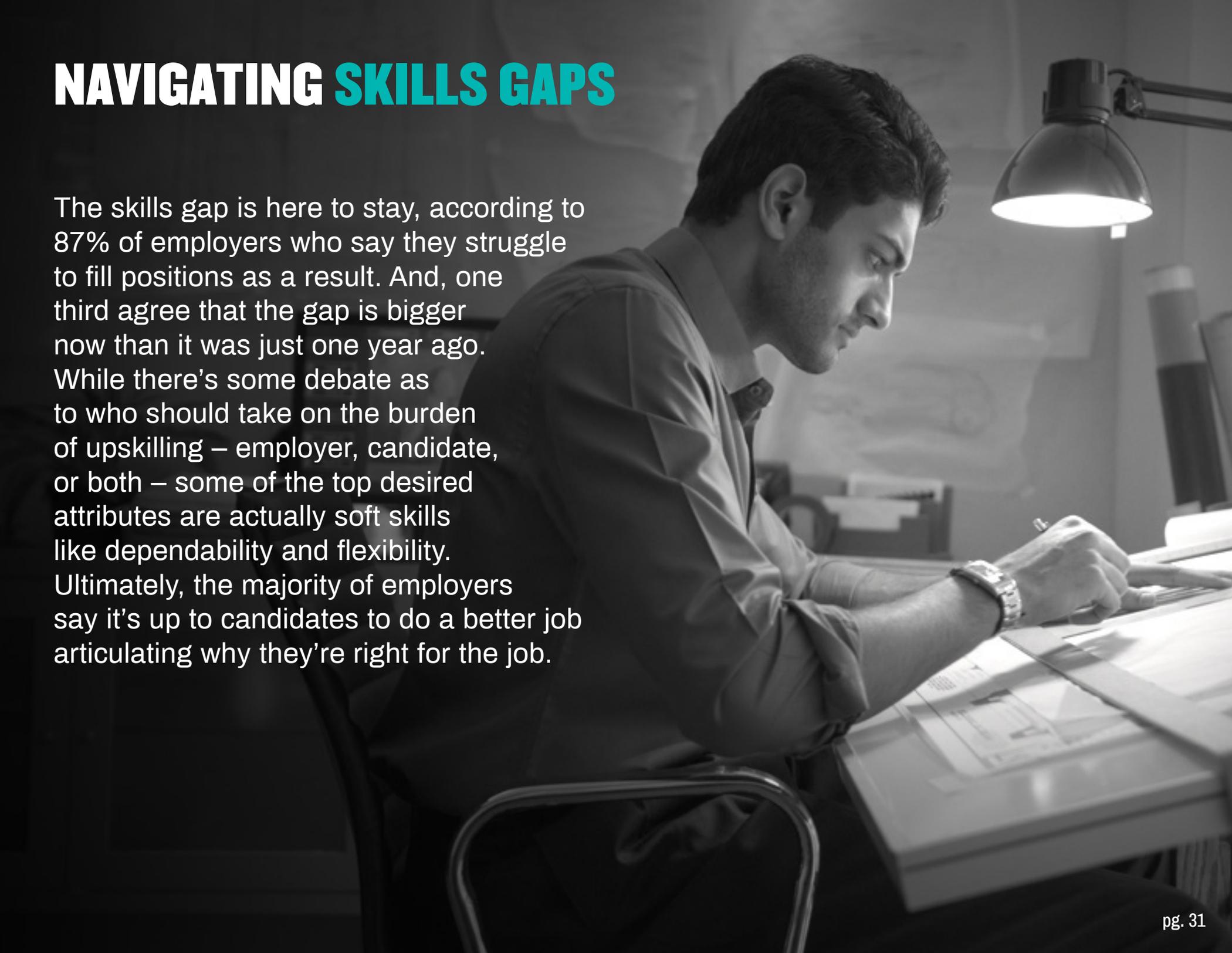
44% of employers say candidates stretch the truth.

This climbs to **57%** among **finance/banking** respondents.



32% of **leisure/hospitality** employers call candidate social media profiles “questionable.”

NAVIGATING SKILLS GAPS



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.

The growing skills gap



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.

..... Industry  Snapshot

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

- Finance/banking _____ 35%
- Real Estate _____ 26%
- Tech _____ 23%

Deciphering transferable skills



Less than **1/3** say they need help assessing and understanding transferable skills.

But **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



Most likely
to say
“we’re in this
together”:

SMBs
65%

Grey-collar employers
65%

Transportation & logistics
69%

Leisure/hospitality
69%

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

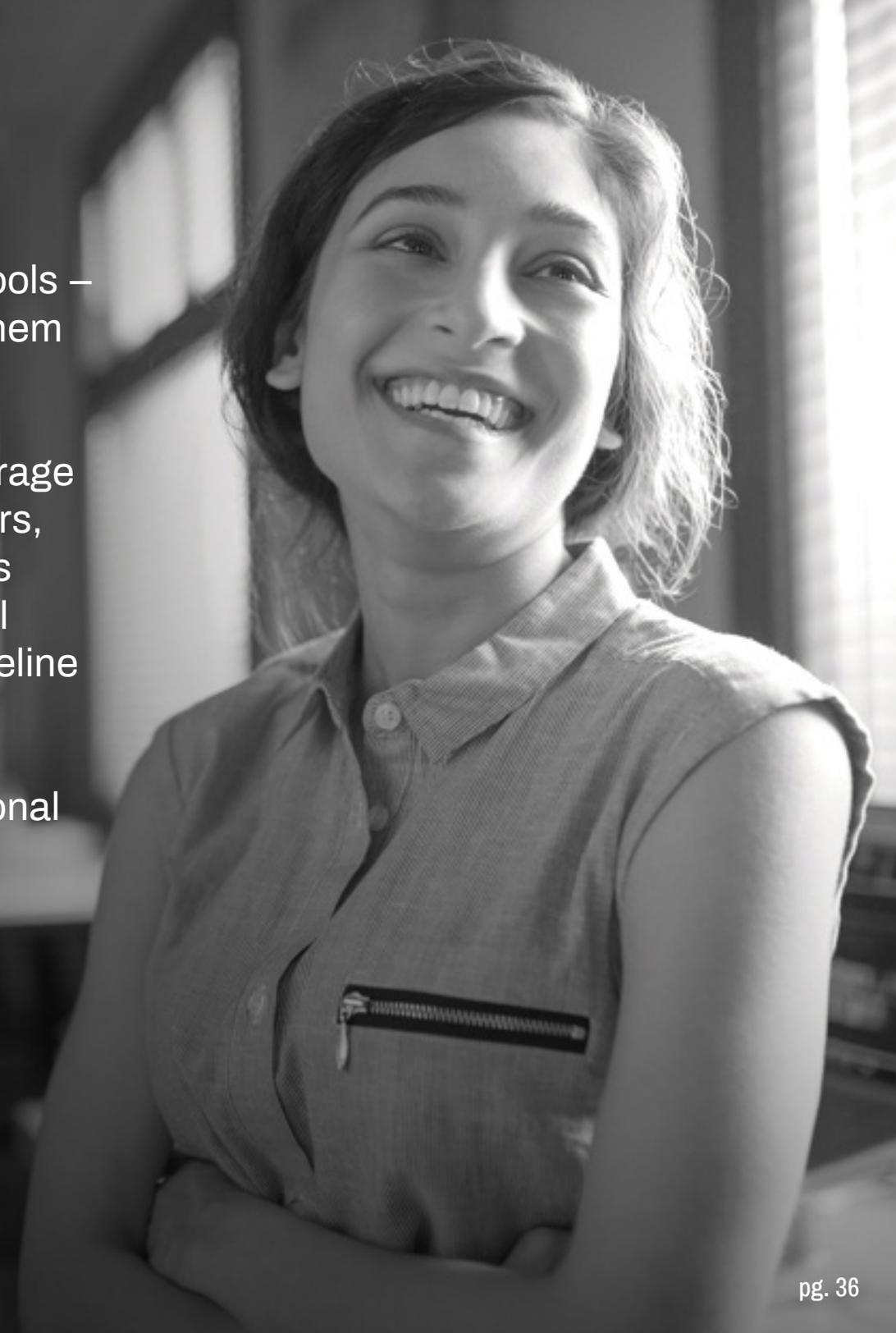
Industry Snapshot

	Industry-specific skills in demand
Technology	IT (25%)
Finance/Banking	Innovation & Creativity (19%)
Healthcare	Communication (24%)
Retail	Customer Service (26%)

TOOLS AND RESOURCES

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% of all global recruiters, respectively.



71%



62%

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:

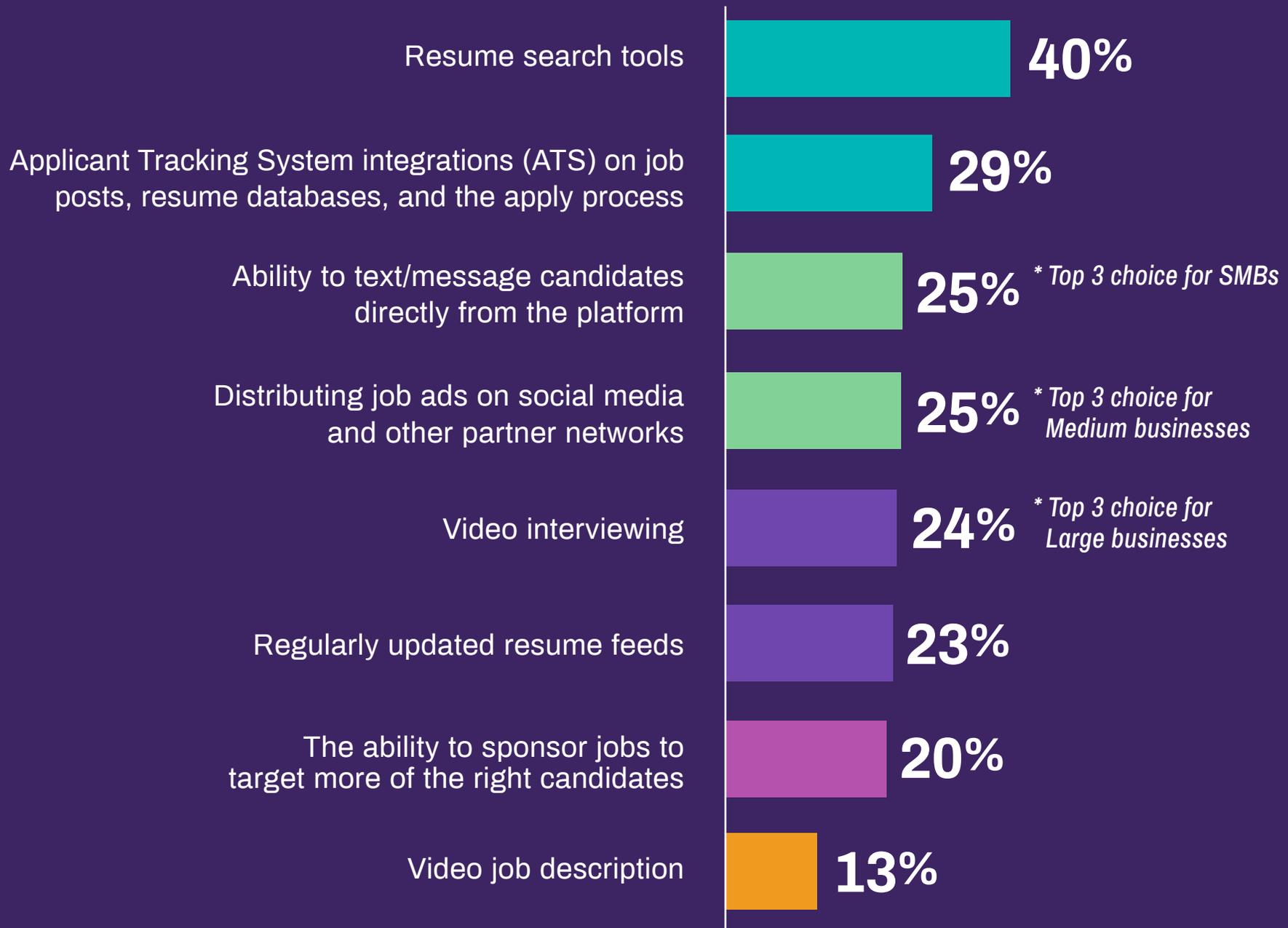
SMB 65%



Did you know...

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

Resume search ranked the most effective online job board tools

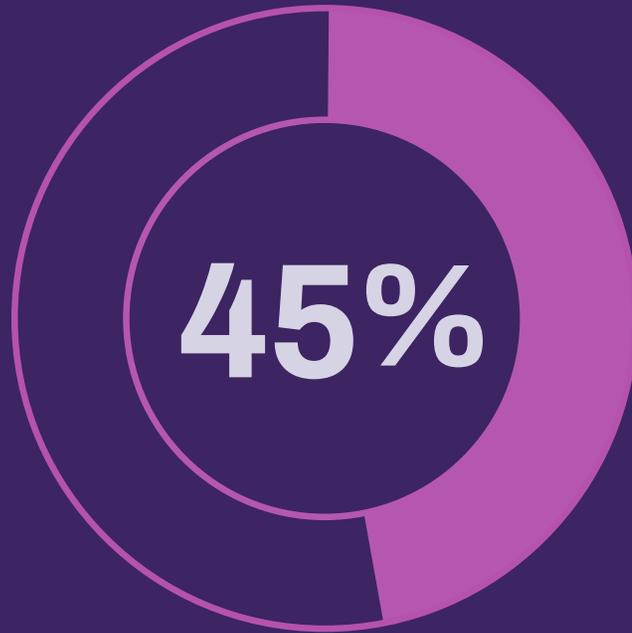


DIVERSITY, EQUITY & INCLUSION

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.

Employers working to meet candidate expectations on diversity and Inclusion



45% of candidates expect to learn about a company's diversity and inclusion efforts.

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.

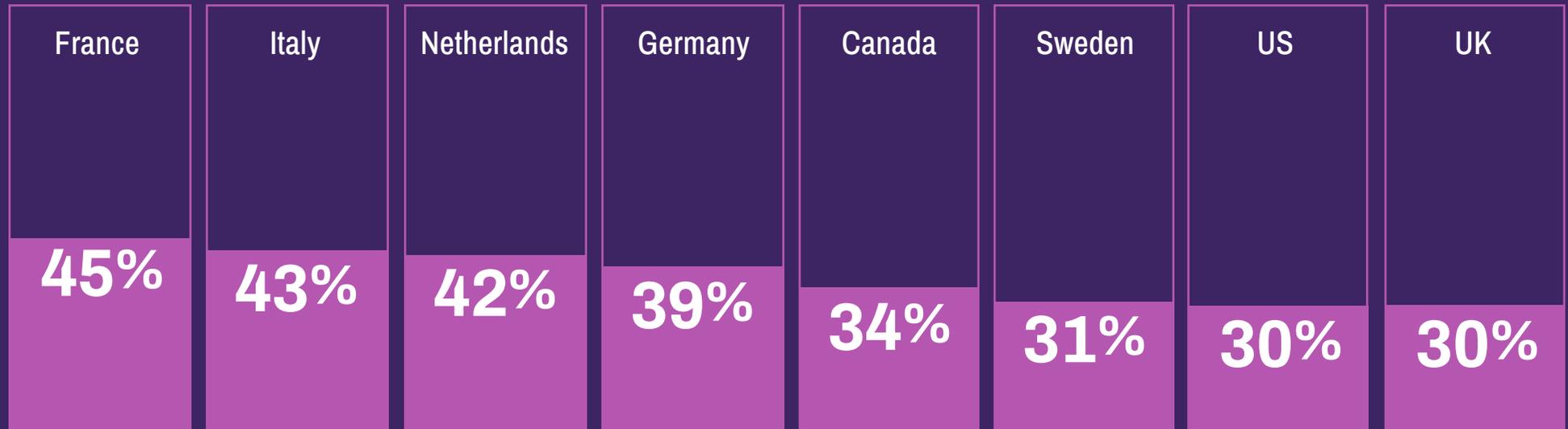
There's still work to be done



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:



Where D&I strategy is focused



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

Around The Globe



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



Sweden has the most focus on gender strategy among the countries

50%

What inclusivity looks like



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

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Hiring and Recruitment

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