

THE FUTURE OF WORK

MONSTER

2022 GLOBAL REPORT



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EXECUTIVE SUMMARY



In a world still very much at the mercy of pandemic-related interruptions, 2022 is poised to have global employers and candidates grappling with some big challenges – the most prominent among them, a lingering uncertainty.

However, the annual Future of Work Global Survey conducted by Monster also revealed that despite pandemic stops and starts, there are hints of optimism and hope for increased hiring and a new and improved work environment... that is, if employers and job seekers can get on the same page.



First, some good news: The 2022 hiring outlook is up, and much improved from last year. In fact, 93% of employers plan to hire this year – including 51% to replace or backfill staff, and 41% who plan to hire for new positions. The problem is that, thanks to fewer active job seekers and the “great resignation,” good talent is getting harder to find, and costing more to attract. As such, recruiters continue to lose confidence in their ability to find the right fit for the third year straight.

Scott Gutz,
*chief executive officer
at Monster*

Candidates – whose top wish list items are salary protection, flex work, and financial compensation beyond salary – have the upper hand. However, employers still have an opportunity to reach prospective hires by emphasizing workplace culture and career growth opportunities, which continue to be significant factors driving career decisions. Case in point: 27% of candidates say they are seeking caring work environments, while more than 1 in 5 candidates want skills training and development.

“The marketplace is infinitely more competitive, and employers are willing to spend more money to attract talent,” says Scott Gutz,

CEO, Monster. “Plus, we’ve got this situation where there are not as many candidates and they’re moving around so quickly, so we’re not only concerned about the ability to acquire, were also concerned about the ability to retain.”

In keeping with Monster’s goal to help job seekers and employers navigate a work environment that seems to grow more complex by the day, this Future of Work report delves into the following topics impacting recruiters and candidates in the year ahead:

- **The Hiring Outlook**
- **Competition**
- **Prioritizing the Right Things**
- **Return to Work**
- **Skills Gap**
- **Diversity, Equity & Inclusion**

Among the key findings are these **top three challenges** identified by employers for the next three years:

1. Finding candidates with the right skills: More than 9 out of 10 employers say they are struggling to

fill positions because of a skills gap, and 29% agree that the skills gap has increased compared to a year ago.

2. Work/life balance expectations:

From workplace safety concerns to employees getting used to working remotely or having more flexible hours, candidate and employer priorities are getting harder to align.

3. Increased competition: Gutz says his own Monster employees are routinely targeted by the outside world with significant offers. “We’re focused on making sure that we are being competitive from a salary and benefits perspective, but we’re also probably just as focused on the environment in which people work.”

Among the other standout trends based on our global findings:

Return to work plans are in flux. In fact, 43% of employers think hybrid is the way of the future. “From Delta to Omicron, from announcements about going back to work to the

delay of those announcements, there have been changes in employee and employer perspectives on if and when is the right time to go back to an in-person work environment,” says Gutz.

DEI initiatives have shifted from planning stages to implementation.

Nearly 4 in 10 employers cited the need to build a diverse workforce as their top DEI priority for 2022. And 67% of Gen Z recruiters are increasing outreach to outside organizations with diverse talent pipelines to make it happen.

Job seekers are in the driver’s seat... but may not realize it. Among active job seekers, 26% express low confidence in finding the right job fit, while about one quarter of candidates say they are skeptical of employer promises. “If candidates are focused on what is most meaningful to them, they’ve got a real opportunity to find the right job fit,” says Gutz.

What else do job seekers and recruiters across the globe and all demographics have to say? We invite you to explore the full **Future of Work** report for more insights that can help prepare you for whatever the next year has in store.

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 13-minute survey among 3,000 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 Sept 8 to Sept 24, 2021 and has a margin of error of +/- 5% at a 95% confidence level. Responses were weighted by business size, gender, and functional area in order to trend year-over-year.

Employee/Candidate Methodology:

Monster partnered with Randstad's bi-annual Workmonitor survey and an independent research firm (Dynata) to field a 10-minute survey 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=2000 for US and FR. This survey was conducted August 23 to Sept 10, 2021 and has a margin of error of +/- 5% at a 95% confidence level.

Across all research, global averages give equal weight to each country.



Region



26%



74%

Country



13%



13%



13%



10%



13%



14%



10%



14%

Company Size

Small



42%

Medium



38%

Large



45%

Gender



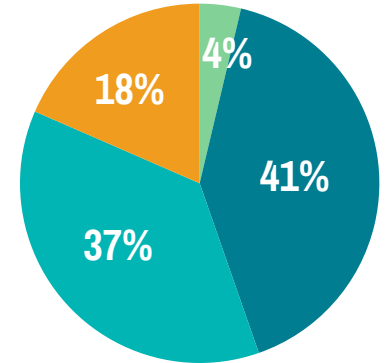
45%



55%

Generation

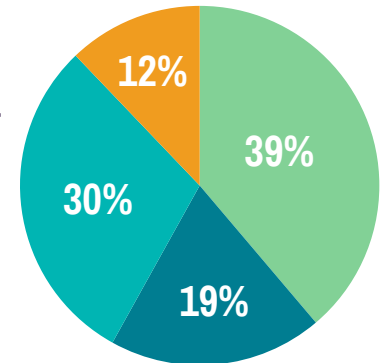
- Gen Z
- Millennials
- Gen X
- Baby Boomers



Decision-Making Status

Purchasing and/or using recruitment tools/tech

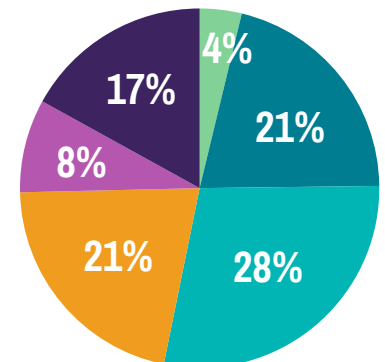
- Decision Maker
- User
- Both
- Neither



Years Working

In Recruitment/Talent Acquisition

- <1
- 1-5
- 6-10
- 11-15
- 16-19
- 20+



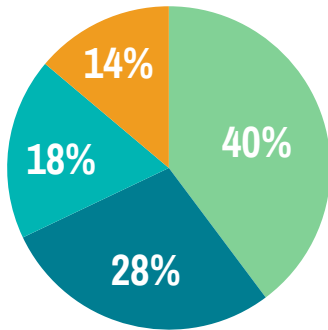


GLOBAL DEMOGRAPHICS - EMPLOYERS/RECRUITERS



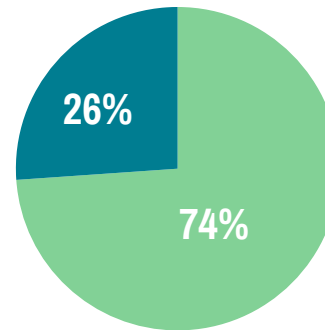
Functional Area

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



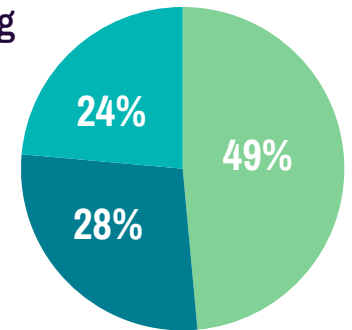
Recruiting Type among Recruitment/Talent Acquisition

- Internal
- External

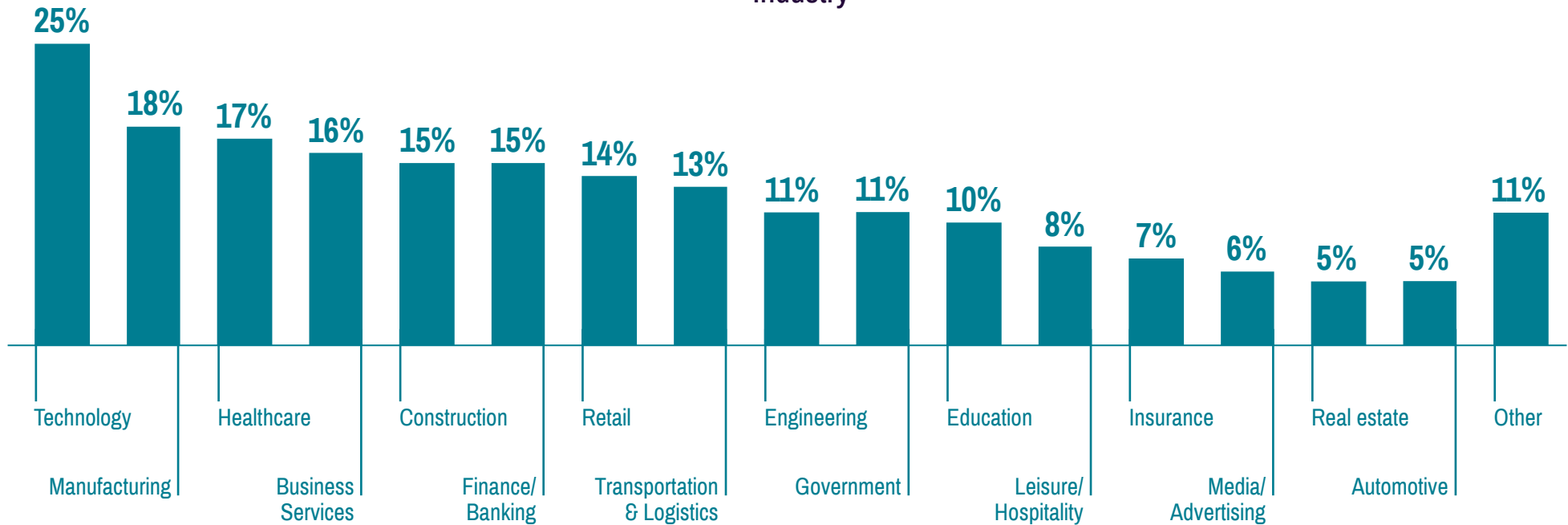


Positions Hiring

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



Industry





GLOBAL DEMOGRAPHICS - EMPLOYEES/CANDIDATES



Region



32%



68%

Country



23%



9%



9%



9%



9%



23%



9%



9%

Age

18-24 10%

25-34 23%

35-44 23%

45-54 23%

55-67 22%

Gender



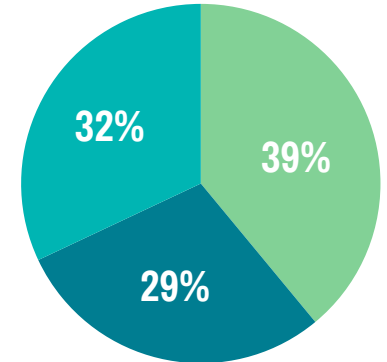
49%



51%

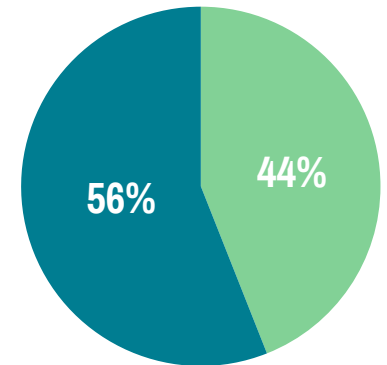
Collar

- White
- Blue
- Grey



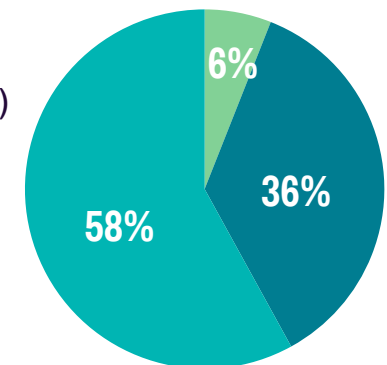
Job Search Status

- Not actively searching
- Open/actively applying



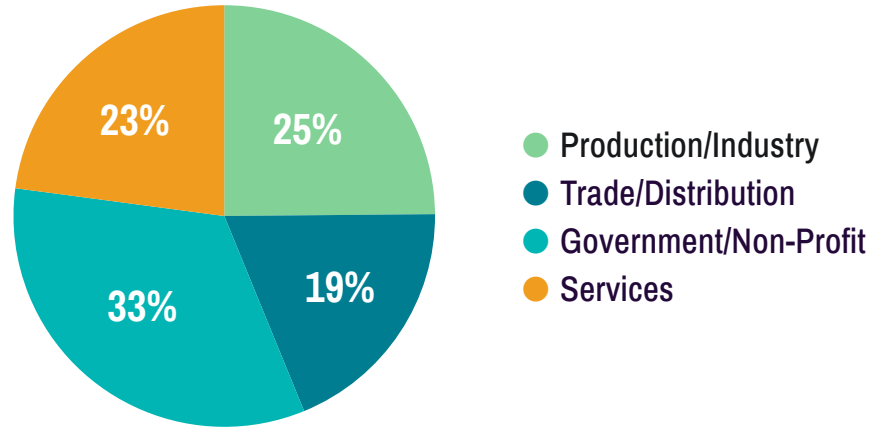
Education

- Low (some HS)
- High (some college+)
- Middle (HS grad)

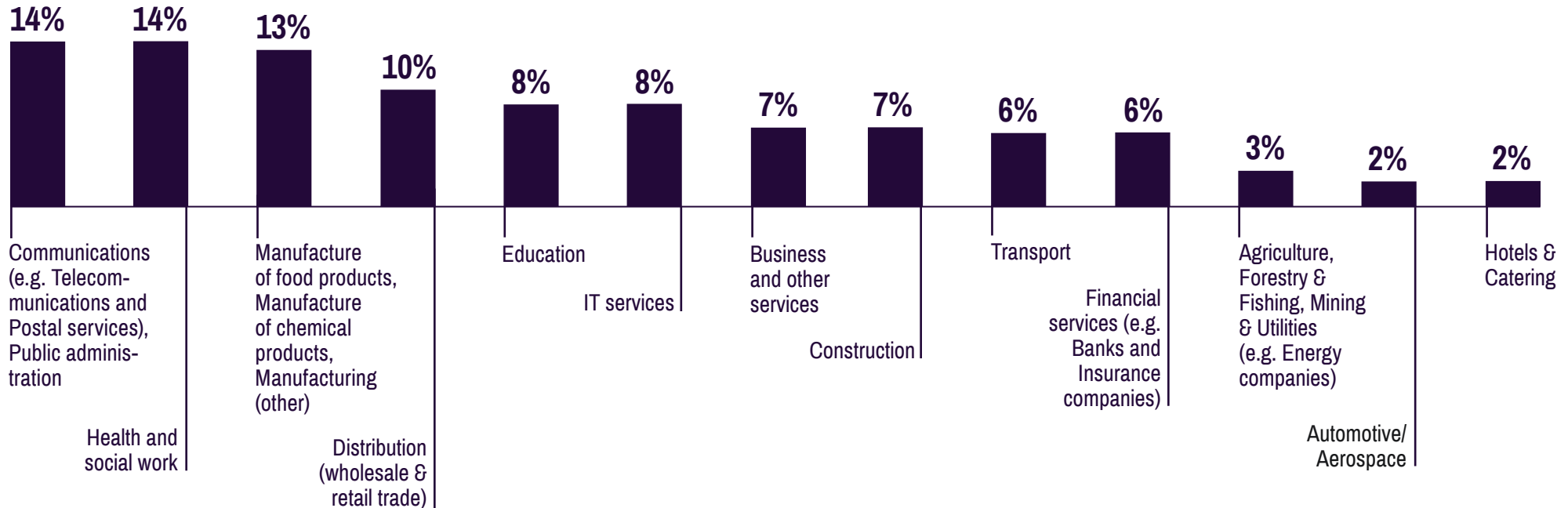




Sector



Industry



THE 2022 HIRING OUTLOOK

First, the good news. The 2022 global hiring outlook is positive – and improved from last year. More than half of employers (52%) say they plan to replace/backfill positions, while 41% are hiring for new jobs. This is up from 2021 expectations, which were 47% and 35%, respectively.

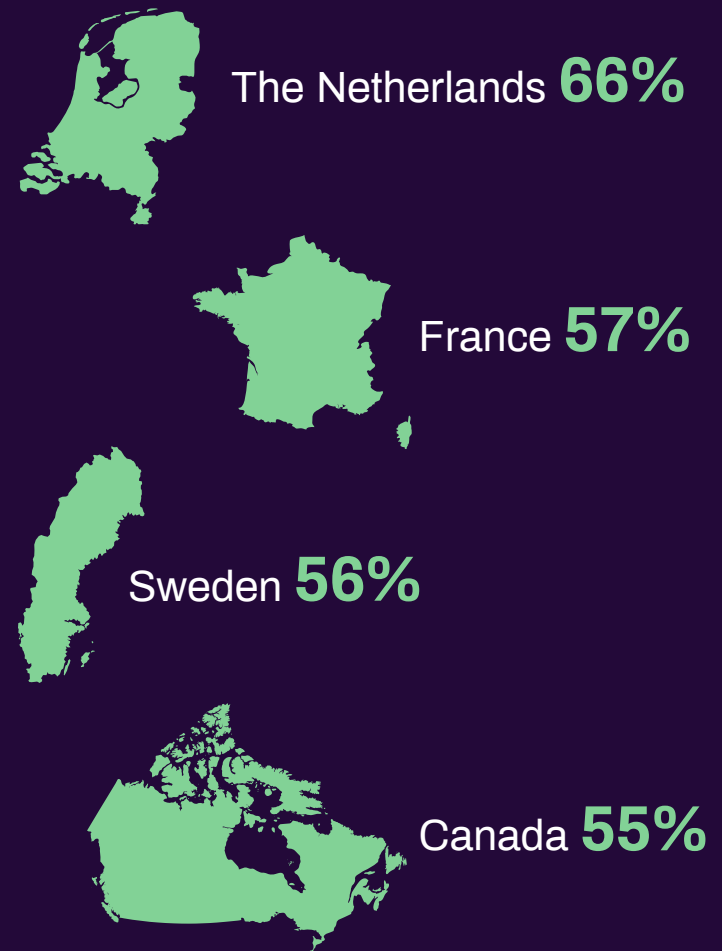
But the challenge is that while employers want to hire, their confidence in finding the right fit continues its downward trend for the third year in a row. The big takeaway: hiring managers and recruiters are anticipating stiff competition for sourcing new talent.



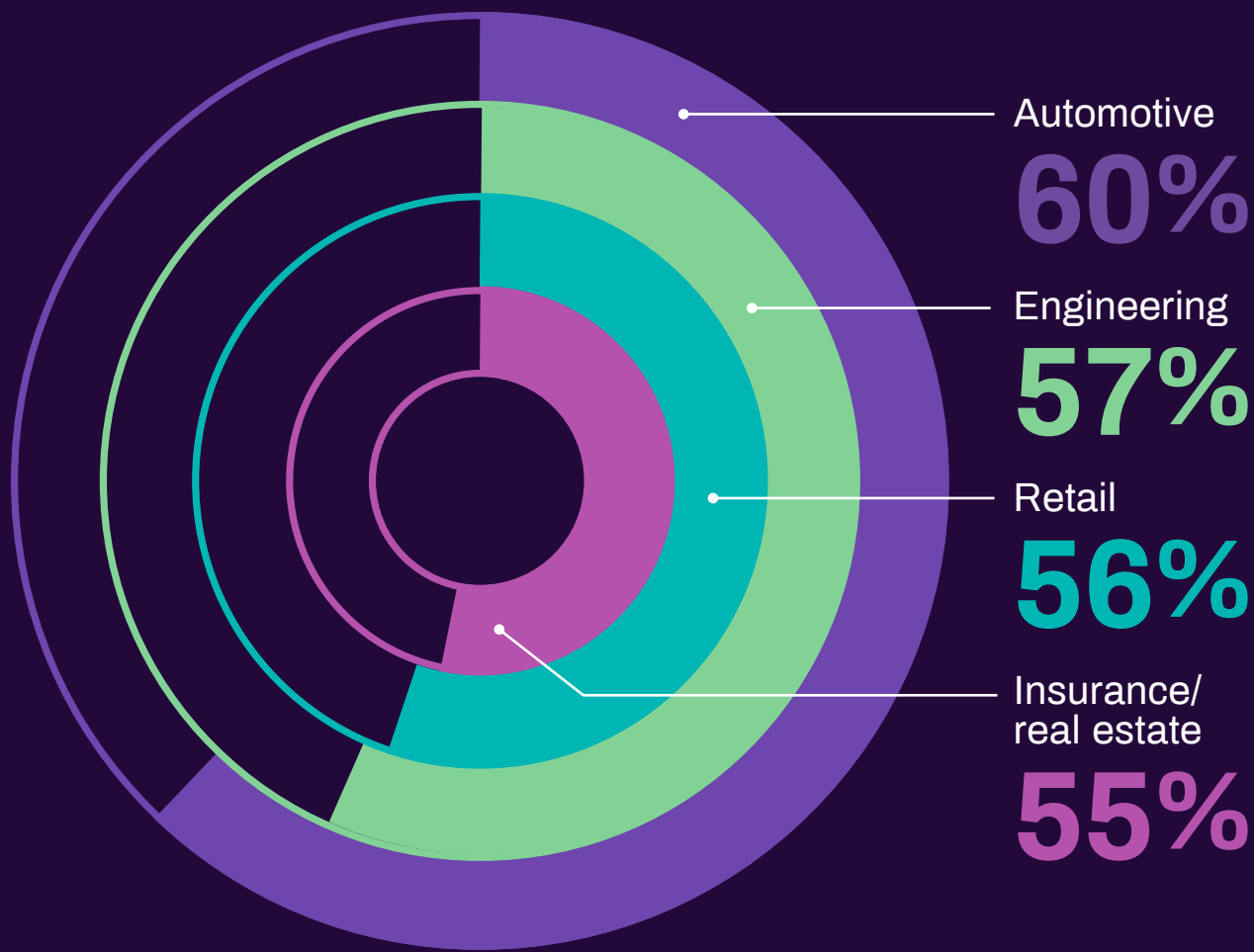


Around The Globe

Most likely to be replacing or backfilling roles in 2022:

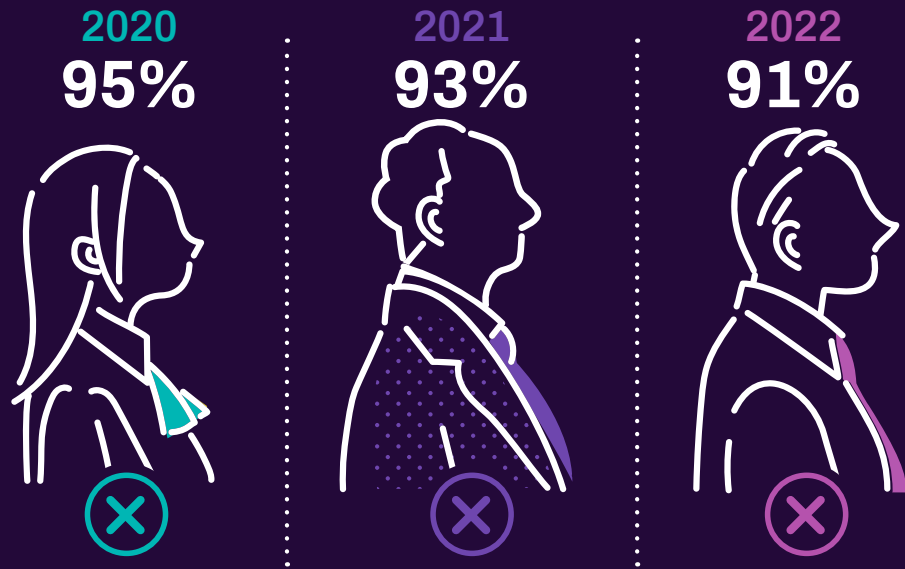


These sectors are most likely to expand hiring for new roles:



10%
of small
businesses
expect to have
hiring freezes
in 2022

Confidence In Finding The Right Candidate Is Sinking...



While Competition Is On The Rise

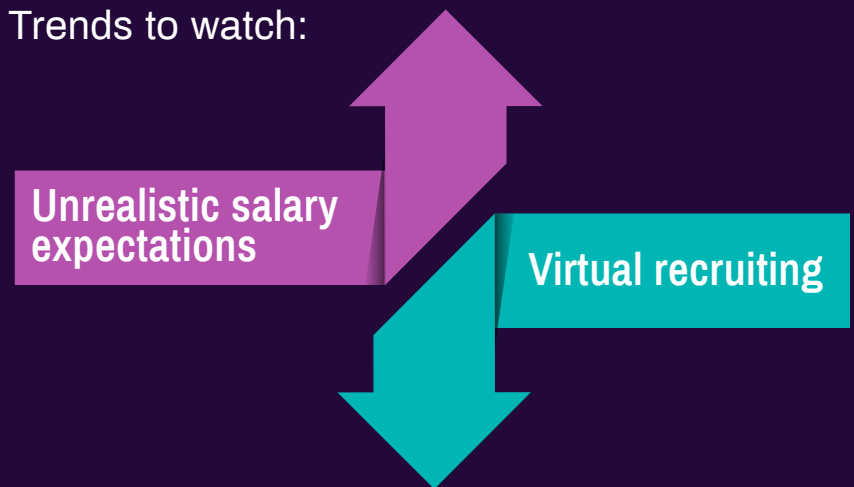


A Post-Pandemic Shift In Challenges

Employers identify their top 3 anticipated challenges for the next three years:



Trends to watch:



Industry Snapshot

Industry	Key Challenge
Technology	Assessing WFH productivity
Leisure and hospitality	Filtering through increased applicants
Finance/engineering	Updated candidate pool

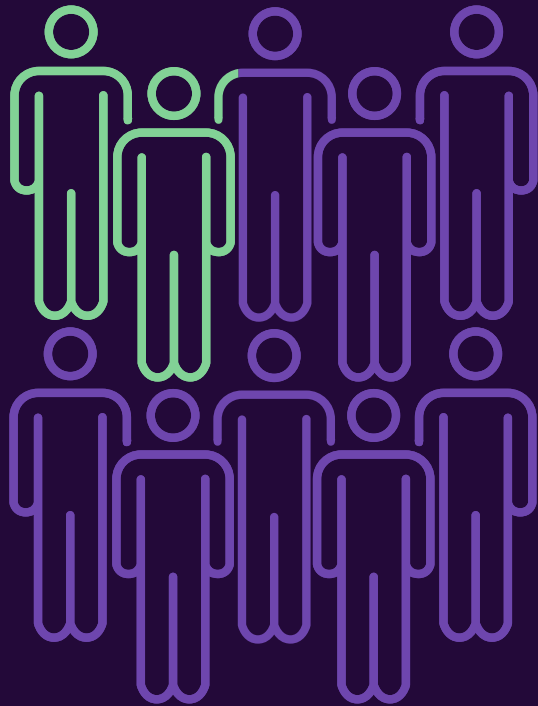
Around The Globe

Country	Key Challenge
France	Balancing empathy and professionalism during the interview process
The Netherlands	Finding people within a target geographic area
Italy	Lack of tech skills
Germany	Having accurate and current candidate data

Candidates Struggle To Get Back On Track



Only 22% of candidates feel like they're getting back on track after last year's setbacks.

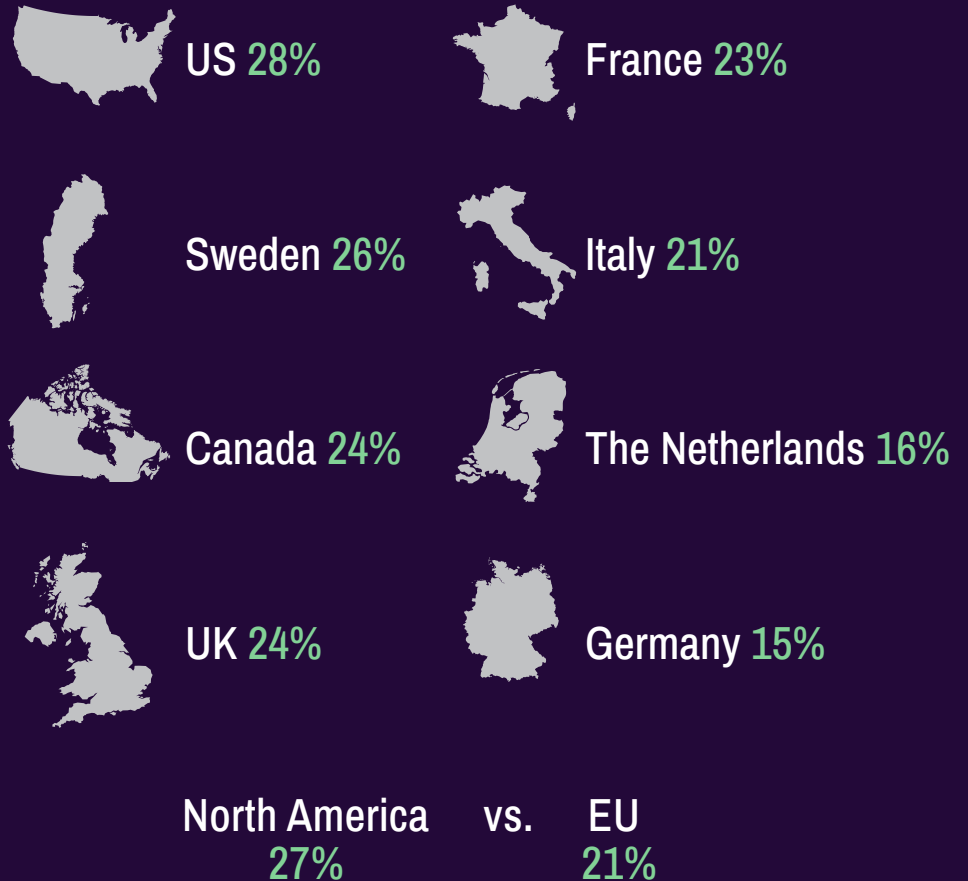


Some groups had a better outlook:

- Blue-collar workers _____ 26%
- 18-34-year-olds _____ 33%
- Tech industry workers _____ 34%

Around The Globe

Which countries' candidates are back on track?



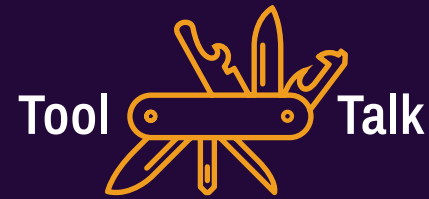


2022 Top 3 pain points *before the interview*

1. Sourcing quality candidates
2. Identifying candidate matches quickly
3. Screening and assessing candidates

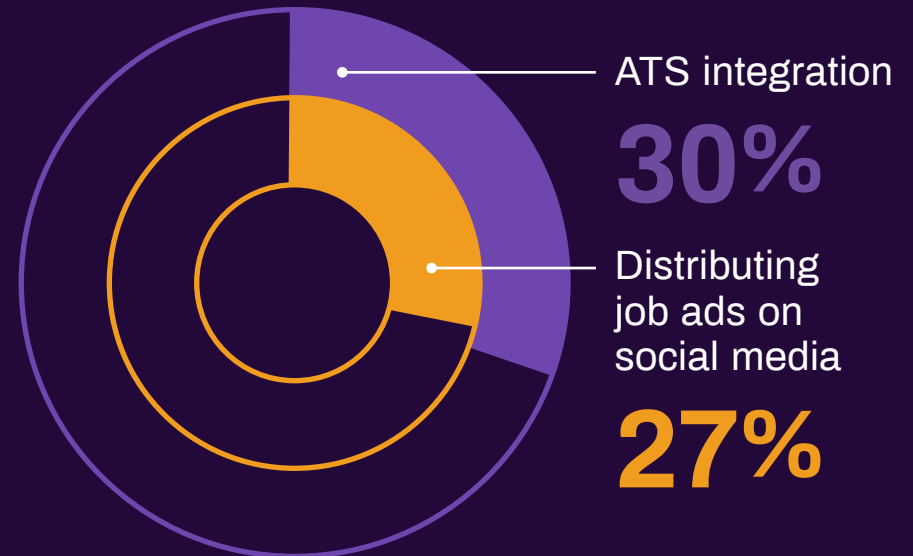
Recruiters are struggling before they even speak to a candidate.

Last year, employers' biggest challenge was assessing candidates *during* the interview.



Tool Talk

Resume search tops the list of most effective online job board tools (40%), across all markets. Followed by:

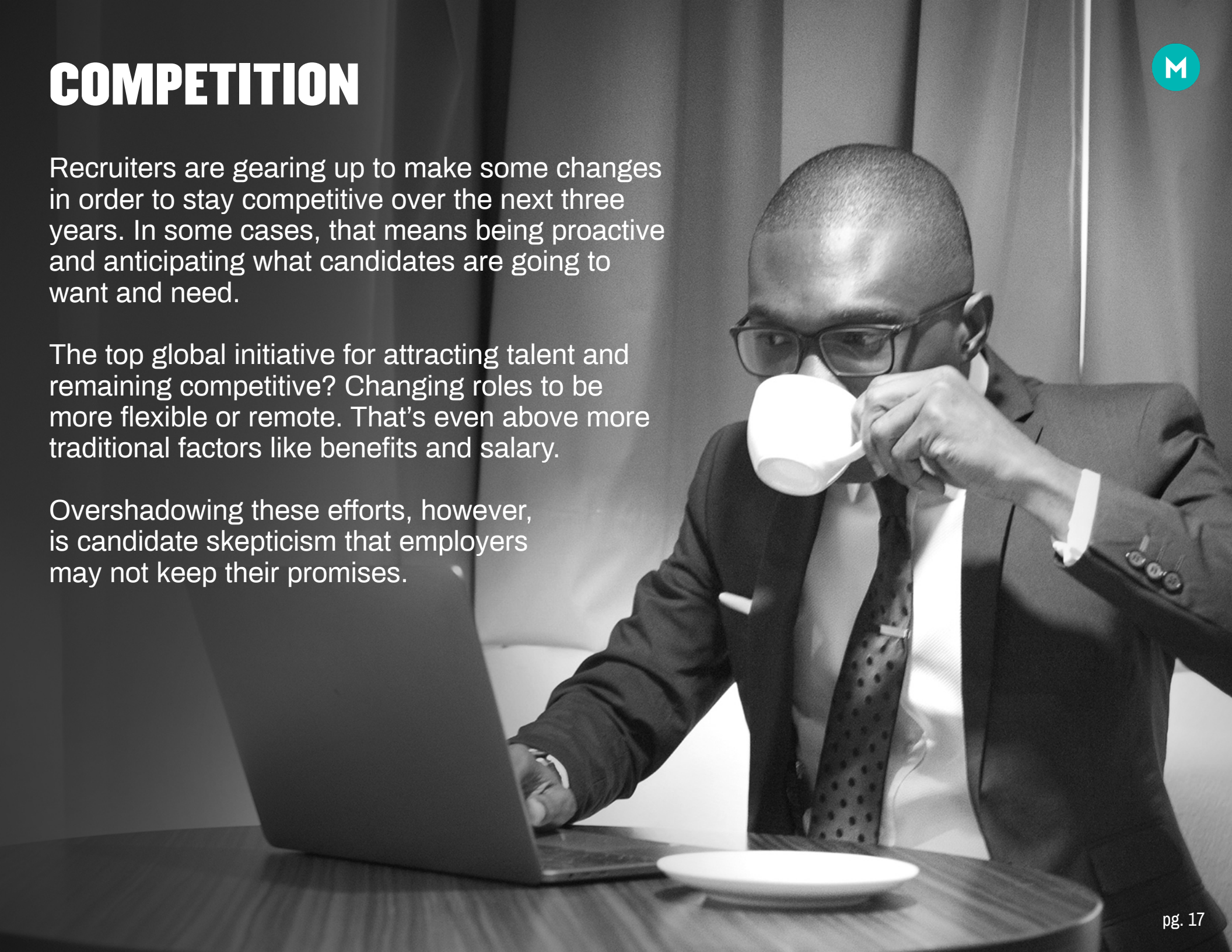


COMPETITION

Recruiters are gearing up to make some changes in order to stay competitive over the next three years. In some cases, that means being proactive and anticipating what candidates are going to want and need.

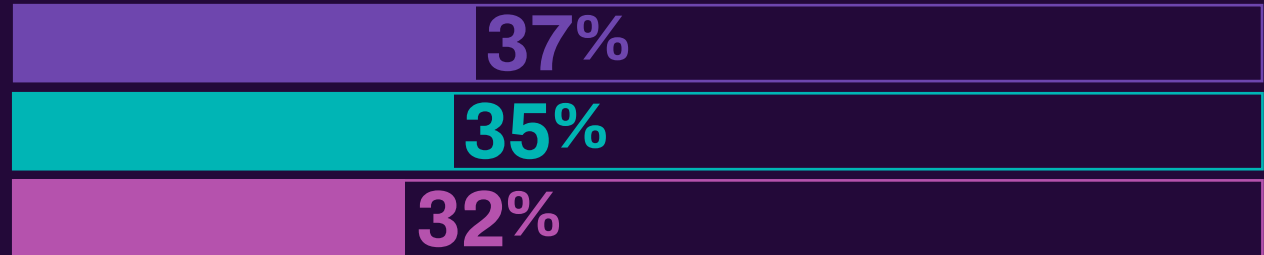
The top global initiative for attracting talent and remaining competitive? Changing roles to be more flexible or remote. That's even above more traditional factors like benefits and salary.

Overshadowing these efforts, however, is candidate skepticism that employers may not keep their promises.



Top changes companies are implementing to stay competitive over the next three years:

- Change roles to be more flexible
- Increase benefits and perks
- Offer skills training; increase salary and wages (tied)



Around The Globe

Other ways to gain a competitive edge	Where it's popular
Starting bonuses/relocation stipends	US, Germany, The Netherlands, and Italy
Company profit sharing	France and The Netherlands
Increasing Diversity, Equity, and Inclusion	Sweden

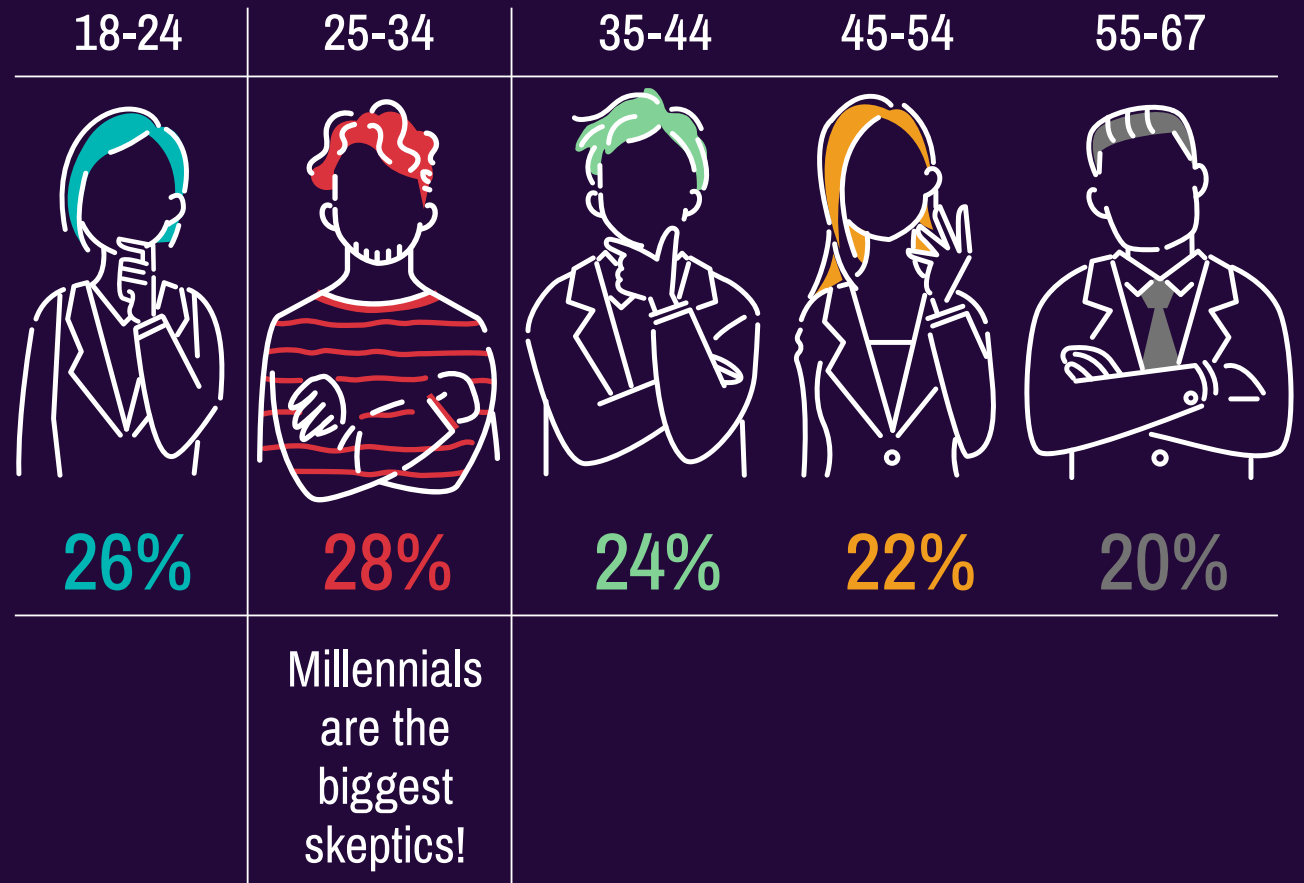
Industry Snapshot

Increasing salary and wages is a top initiative for these industries:

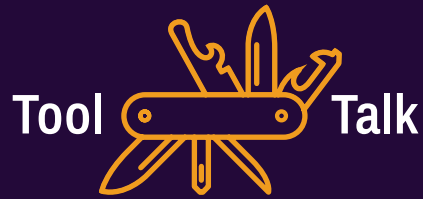
- Healthcare _____ (41%)
- Tech _____ (39%)
- Leisure/Hospitality _____ (39%)

24% of candidates are skeptical of promises companies make about job expectations, benefits, perks, and culture.

Skepticism by Age



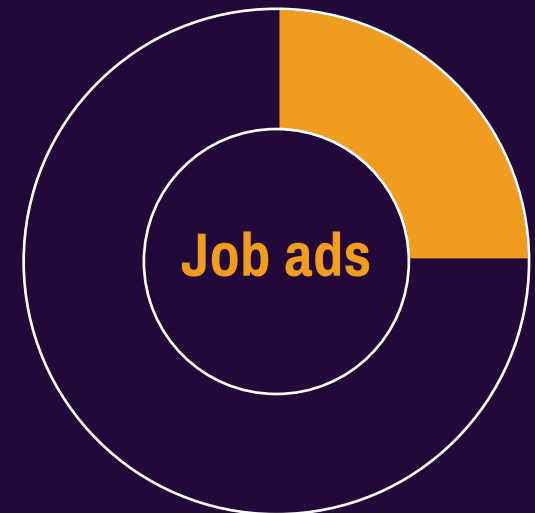
How To Find Candidates



Employers identified these as the most effective resources for finding quality candidates for their last 3-5 hires:

1.	Personal connection	34%
2.	Job board posting	29%
3.	Candidate online profiles	28%
4.	Networking	27%
5.	Posting on company/career site	27%
6.	Resume database search	24%

About a quarter of employers are increasing job ads to stay competitive.



A black and white photograph of a woman with blonde hair tied back, wearing a long, light-colored coat over a dark shirt and trousers. She is smiling and looking down at a folder she is holding in front of her. The background is a dark, textured wall.

PRIORITIZE THE RIGHT THINGS

Finding the right fit is the goal of both the employer and the candidate, but the survey indicates a disconnect between what's on employers' to-do lists for 2022 versus what's on candidates' wish lists.

For example, recruiters are really pushing remote flexibility, but that wasn't as high a priority for job seekers. What candidates want most is salary protection, while that's lower down on employers' agendas.

It could be that employers are trying to get ahead of what they think candidates will want after coming off of an odd pandemic year, or... maybe they're off the mark? Only time will tell.

What Do Employees/Candidates Want?



44%
of recruiters
are prioritizing
remote flexibility,
but only
24%
of candidates
say they are
looking for that.

Candidates want jobs with:	Employers are making plans for:
<ol style="list-style-type: none">1. Salary protection/fair compensation <i>(6 percentage points higher than 2021)</i>2. Financial compensation beyond salary3. Healthcare benefits4. Flexible work schedules <i>(Down 6 percentage points from 2021)</i>5. PTO	<ol style="list-style-type: none">1. Healthcare benefits2. PTO3. Flexible work schedules4. Remote flexibility5. Salary protection/fair compensation

Analysis

As you can see, recruiters and candidates are on the same page when it comes to flexible work and paid time off, but their other top priorities don't align.

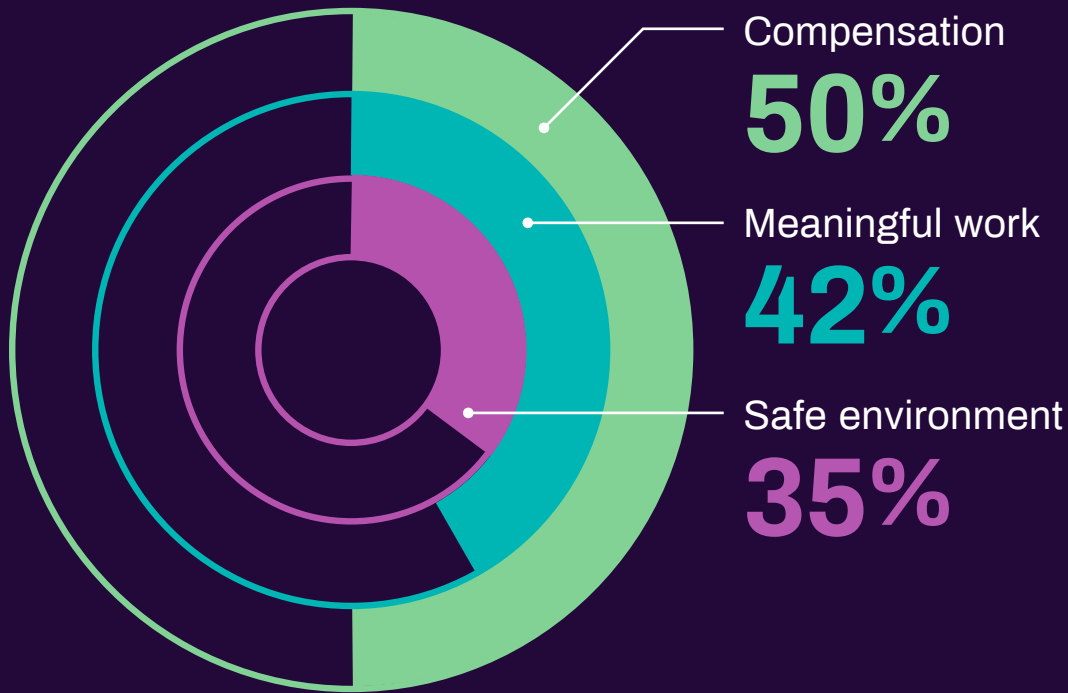
Financial compensation beyond salary – 3rd most desired for candidates – doesn't even appear on the employers' lists. And where candidates are really seeking salary protection, employers are less likely to be focused on that.

Also on candidates' wish lists, but not on employers' to-do lists: **Skills training and development**. More than 1 in 5 (22%) candidates say they want it.

What Employers/Candidates Want



The most important factors driving career choices:



Worth noting: 43% of employers say candidates are asking about safety and health protocols

Older job seekers more likely to focus on:

- Compensation
- Safe environment
- A workplace in which I can connect with people

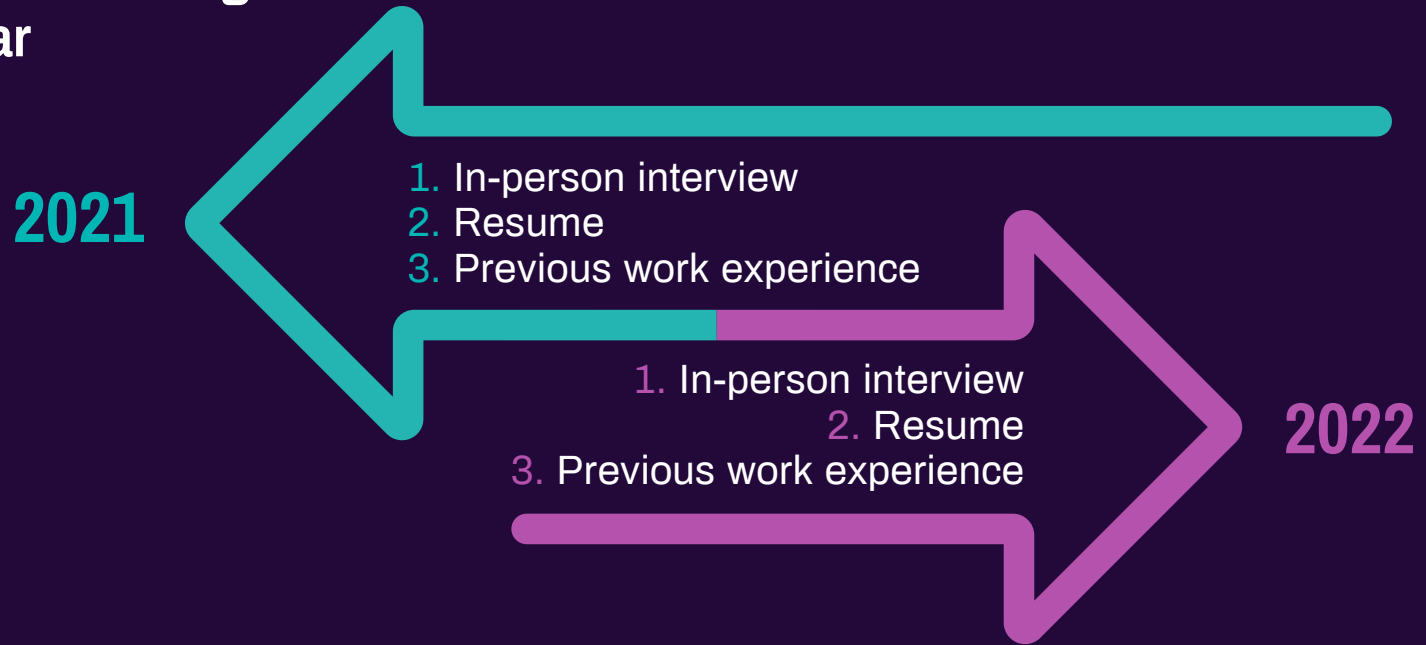
Younger job seekers care more about:

- Job flexibility
- Career growth opportunities
- Gaining long-term marketable skills



Trend to watch: 27% of candidates say they are seeking caring work environments

Top Factors For Determining Fit: Same As Last Year



Fading red flags

Which traits have shifted from red flags to acceptable?	2021	2022
Gaps on resume	38%	46%
Living outside of company geographic area	38%	42%
Job hopping	46%	46%



Industry Snapshot

Virtual interviews relied on more for recruiters in:

- Technology
- Finance/Banking
- Real Estate

Some Industries Are More Forgiving Than Others



“I’m more accepting of candidates who…”	Top industry responses
Have no appropriate job skills but are trainable	Leisure and Hospitality_____ 36% Transportation and Logistics_____ 34% Retail_____ 33% Education_____ 33% Healthcare_____ 30%
Live outside geographic area	Finance/Banking_____ 57% Real Estate/Insurance_____ 52% Technology_____ 50%
Show a lack of advancement	Finance/Banking_____ 41% Engineering_____ 40%
Dress less professionally	Engineering_____ 34% Retail_____ 33%

Top Factors That Make Candidates Stand Out



	2021	2022
Interview presence	1	1
Internship/relevant work experience	2	2
Skills match*		3
Any prior work experience	6	4
Culture fit	3	5
Experience with tech/platforms	4	6
Leadership experience	5	7
College or university degree	7	8
Social media presence	11	9
Volunteer experience	8	10
Willingness to take lower pay	9	11
GPA/grades	10	12

College degree continues to slip in significance – from 7th to 8th

Culture fit, tech platform experience, and **leadership** are less important to recruiters this year

*Skills match wasn't included in 2021



RETURN TO WORK

The pandemic has changed how work gets done – maybe forever. Our Future of Work survey found that both employers and candidates have unique visions of what this new world of work will look like. While nearly half of employers think hybrid work is the way of the future – and pivoting in that direction will provide them with a competitive recruitment and retention edge – candidates and employees have other ideas.

One thing is for sure: Hardly anyone expects work to completely revert to how it was in pre-pandemic times.



Has Work Changed Forever?

43% of employers
think hybrid is the way of the future



They also say that flex work options:



- give them a recruiting advantage
- help retain talent

Around The Globe

When it comes to flexible work schedules, a greater percentage of US and UK recruiters say it helps them to retain talent (49% and 48%, respectively).

The Netherlands had the highest percentage of recruiters (32%) who say they're skeptical that moving to flex schedules would be good for productivity.

Employers Are More Open To Negotiating Schedules

will allow workdays from home

53%

would let people choose and change work hours

41%

may let employees choose schedule outside of normal business hours, but it must be consistent

35%

Virtual Recruiting: Still Here, But Not Loved By All

M



However, the younger recruiters are more likely to think virtual is better than in-person.

61% of Gen Z

26% of Millennials

13% of Gen X

6% of Boomers

SKILLS GAP



Whether it's because of the pandemic or not, employers in this year's survey said that they are having more of a struggle filling positions because of skills gaps than they did one year ago. IT and strategic planning were the top hard skills gaps identified, while teamwork and communication were the top two soft skills gaps.

To bridge the gap, survey respondents have indicated that they are more open to hiring candidates with transferrable skills and training them. The big problem is that half of employers say job seekers need to do better when it comes to articulating the transferable skills they have.

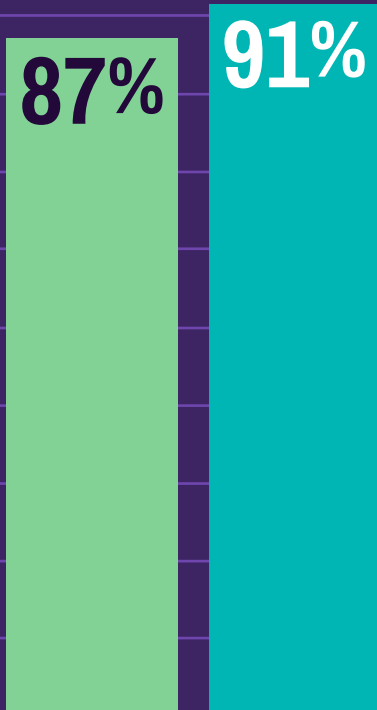


The Skills Gap Struggle Continues To Grow



The number of employers struggling to fill positions because of a skills gap is up 4 percentage points from last year

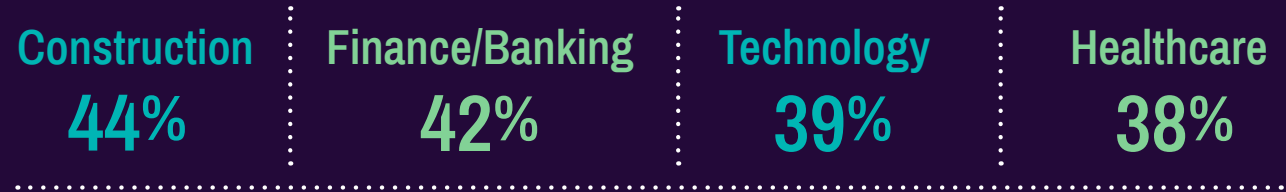
29% agree that the skills gap has increased compared to a year ago



Industry Snapshot

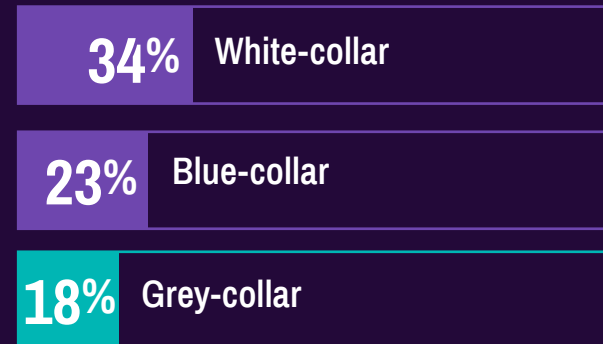


Industries struggling more with skills gaps



More than one third of white-collar employers are struggling

Struggle breakdown by category



Around The Globe



Germany leads the way in thinking the skills gap is worse than a year ago (35%)



Recruiters struggle to fill positions due to skills gaps, with the UK struggling the least, at 87%

Employers Open To Training

63% of employers are willing to hire someone with transferable skills and train them

50% of employers say candidates need to be able to articulate their skills better

Internal recruiters more likely to train someone with transferable skills than external (71% vs. 58%)

The most important skills employers want

Soft	Hard
1. Teamwork/collaboration	1. IT
2. Communication	2. Strategic planning
3. Problem solving/critical thinking	3. Operations

The biggest gaps: for hard skills, it's a perfect match with desired skills

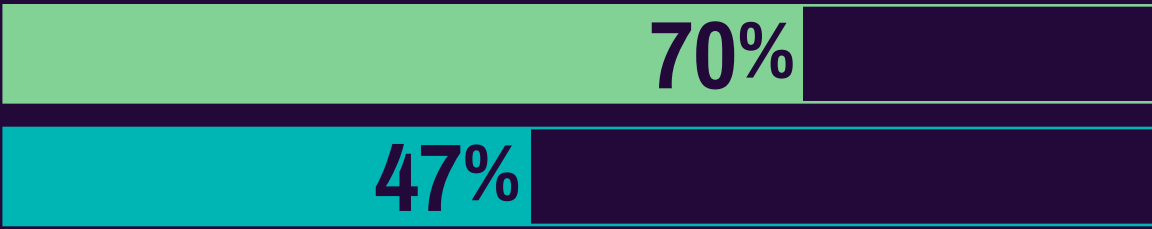
Soft	Hard
1. Communication	1. IT
2. Problem solving/critical thinking	2. Strategic planning
3. Dependability	3. Operations and computer skills (tied)

- > White-collar industries face skills gaps for the most desired skills: especially for communication (soft) and information technology (hard)
- > For blue-collar employers, the biggest gap was with dependability, which they ranked as the 2nd most important soft skill

Around The Globe

Employers in US, UK, and France are most willing to train,

while just 47% of Swedish employers said the same.



DIVERSITY, EQUITY, AND INCLUSION


Planning new diversity, equity and inclusion initiatives was a top priority among global employers in 2020-2021 thanks to global social justice movements that took place. Employers and candidates were hard at work having conversations to create awareness and entered into the planning stages of their DEI agendas.

This year's survey reveals a pivot toward program implementation, with nearly 4 in 10 employers citing the need to build a diverse workforce as their top DEI priority.

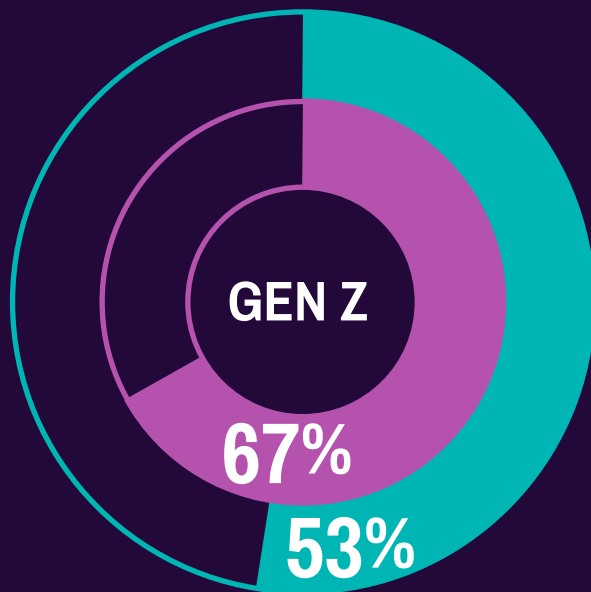


From Awareness To Implementation In One Year



2021	2022
<p>37% of employers reported <i>they did not have a diversity and inclusion strategy</i></p> <p>The top DEI priorities:</p> <ol style="list-style-type: none"> 1. Employee training (42%) 2. Gender pay equity (40%) 3. Building a diverse workforce (34%) 	<p>37% of employers say more than ever, <i>candidates expect to learn about a company's DEI efforts.</i></p> <p>The top DEI priorities:</p> <ol style="list-style-type: none"> 1. Building a diverse workforce (39%) 2. Gender pay equity (36%) 3. Creating a system/process (i.e. mentorship programs) (28%) <p style="text-align: right;">  This increases to 47% among Gen Z recruiters </p>

Recruiting Generations Take Different Approaches



53% of Gen Z recruiters emphasize the importance of **building a diverse workforce.**

And, 67% of them are **increasing outreach to outside organizations with diverse talent pipelines** to make it happen.



Boomers are the group fighting most for gender pay equity (46% vs. 36% global average).



Nearly 3 in 10 Millennials say publicizing inclusive HR policies is a top method for recruiting diverse talent, more so than other generations.

DEI Employee Programs And Recruitment Strategies Around The Globe



The overall top area of focus among global recruiters is people of color/ethnic minorities (37%)

France has the highest number of employers focused on people with disabilities (29% vs. 19% global average)

Age discrimination has the highest focus among UK and French companies

The Netherlands has more DEI initiatives for both women (41%) and working parents/caregivers (42%) vs. the respective averages of 32% and 35%

The UK (27%) and Italy (25%) lead the way for LGBTQIA+ programs compared to 24% globally

Nearly 3 in 10 US employers recruit or support military and armed forces members, veterans, and spouses



GLOBAL OUTLIERS

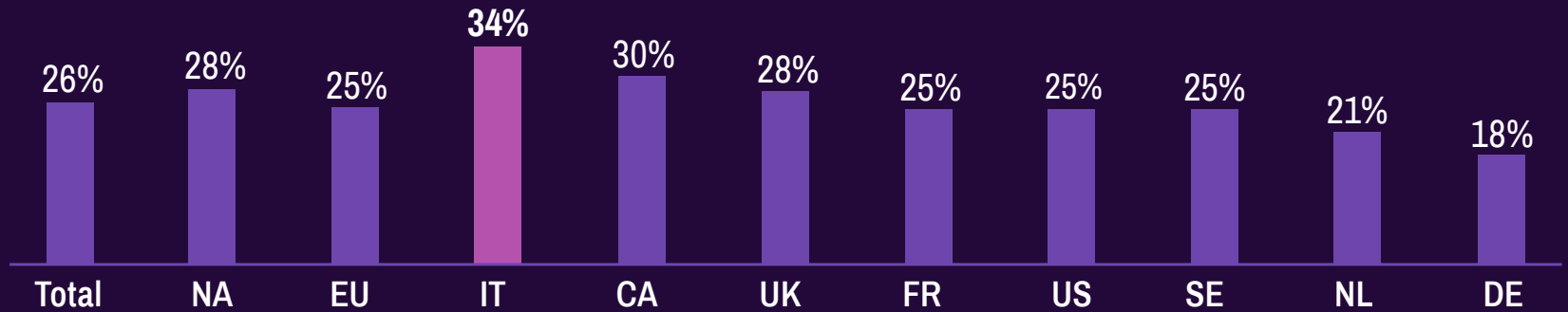
In most cases, global employers are facing a similar set of challenges for the coming year. However, it's always interesting to see how individual countries stand out when it comes to topics of importance like job seeker confidence, changes in policies and benefits, return to work plans, and more.

Take a tour around the globe for country-specific outlooks.

Job Seeker Confidence Is All Over the map



Confidence is lower among those actively searching



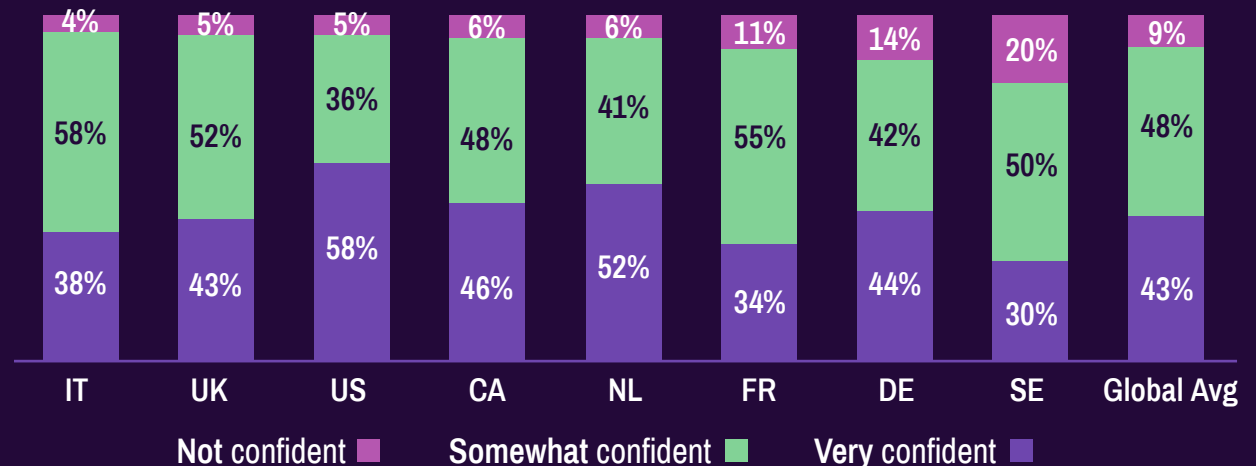
Italy has least confident job seekers, but the most confident recruiters.

More than 1/3 of Italian active job seekers expressed low confidence in finding the right job fit.



96% of Italian employers are confident that they will be able to find the right candidates for open positions, the highest percentage among other countries.

Globally, recruiter confidence varies by region



The least confident recruiters are in Sweden, with 1/5 saying they aren't confident at all.

What Candidates Want, By Country

Globally, the

TOP 5

candidate desires were:

1. Salary protection
2. Flexible work schedules
3. Financial compensation beyond salary
4. Paid time off
5. Remote flexibility

But there were some different Top 5 results when broken out by individual country:



UK (4th)



Skills training

France (4th)



Italy (4th)



Family/child support

Italy (5th)



Health policies and protocols

France (5th)



Gender pay equity

Sweden (5th)

Which Policies/Benefits Changes Are Employers Prioritizing?



The Netherlands

57%

anticipating changing to flex work

(vs. 46% globally)



France

1/3

to offer salary protection

(vs. 26% globally)



UK

17%

to offer mental wellness resources

(vs. 13% globally)



Sweden

12%

to offer environmental and sustainability initiatives

(vs. 6% globally)



Canada

1/5

to change health policies and protocols

(vs. 16% globally)

Effective Resources For Finding Quality Candidates For Last Few Hires

- 44% of recruiters in France used **candidate profiles** _____ (vs. 28% globally)
- 3 in 10 German employers found **email campaigns** effective _____ (vs. 20% globally)
- Canada has the highest percentage relying on **job board postings** _____ (37% vs. 29% globally)

Flex Work Food For Thought...



Nearly half of US and UK recruiters said that offering flexible work options helps them to retain talent.

How global employers envision the Future of Work

Most likely to go hybrid	Most likely to be fully in-person	Fully remote
1. Italy 63% 2. UK & Germany (tied, 60%)	1. Sweden 37% 2. US 35% 3. Canada & France (tied, 32%)	1. Netherlands 34% 2. US 19% 3. Canada 18%

Candidate preferences:

Prefer to go hybrid	Prefer fully in-person	Fully remote
The Most: Sweden 51% The Least: Canada 40%	The Most: France 42% The Least: Sweden 30%	The Most: US 28% The Least: France 15%



The Netherlands

44% say they very often can't fill a position because of skills gap; much higher than 28% globally.

WILL GEN Z RECRUITERS CHANGE THE GAME?

Gen Z is more likely to leverage a broader set of tools than older recruiters including:

job board matches	email campaigns	social ads	social media	employer branding	employer referral
28%	24%	18%	17%	16%	14%



61% of Gen Z thinks virtual recruiting is better than in-person – a much higher percentage than other age groups



How Does Gen Z Communicate With Candidates?



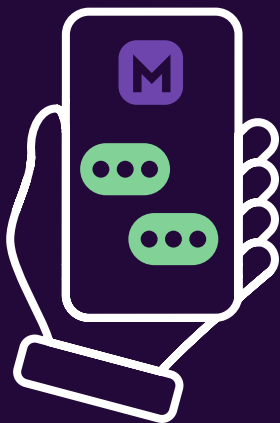
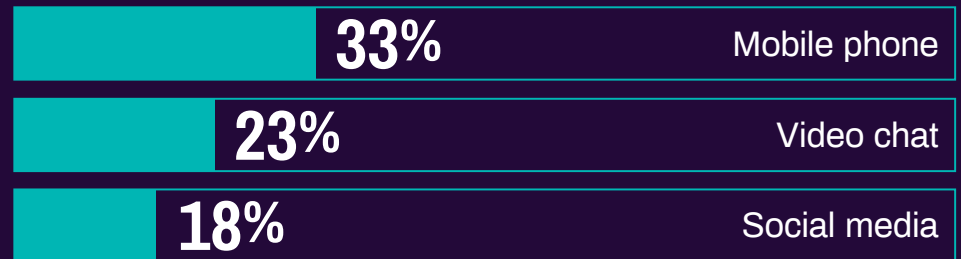
75%
say email



50%
say text message



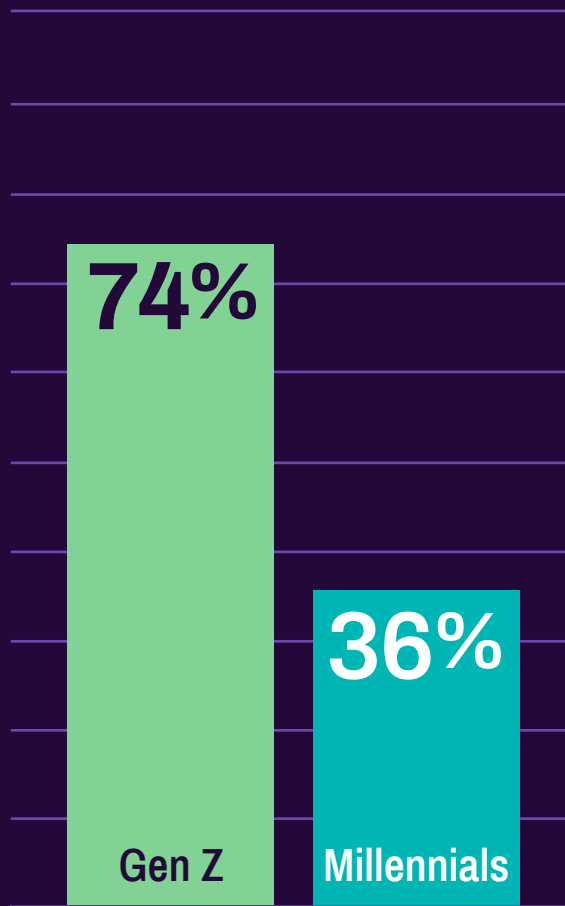
But, **Gen Z** is the least likely to use phone (33%) and video chat (23%) and although not very popular, the most likely to use social media (18%)



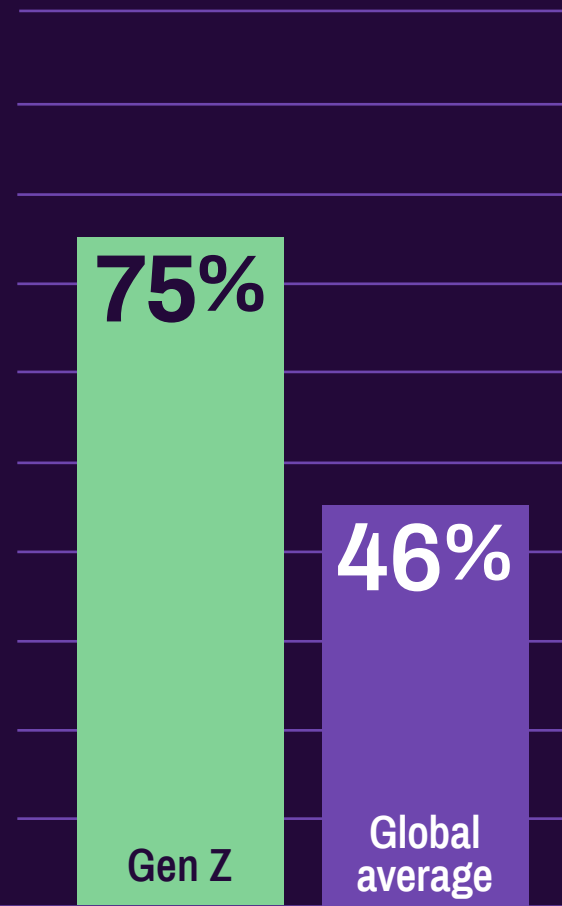
32%

of Gen Z **job seekers** say they do most of their job searching via a mobile device or app (vs. 22% overall)

The Hiring Struggle Is Real

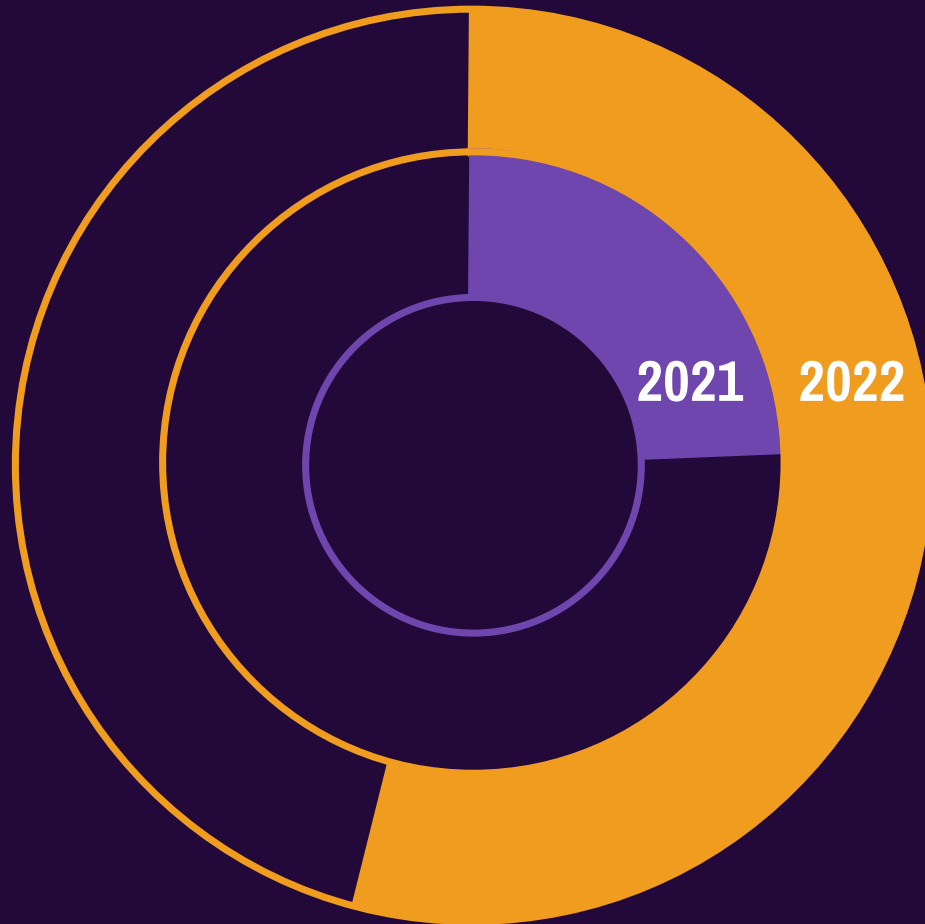


74% of Gen Z say they struggled more in 2021 to fill a skills gap than they did in 2020 – much higher than 36% of Millennials who said the same



To compensate, 75% of Gen Z say resume gaps are more acceptable than they used to be in 2020 (much higher than the 46% global average)

THE SMB LANDSCAPE



Things Are Looking Up

54%

of SMBs say they will be replacing and backfilling roles

24%

of SMBs said they anticipated a hiring freeze



Getting Personal

4 out of 10 SMBs say the most effective resource for finding quality candidates for their last 3-5 hires was **personal connections**

The Tools They Use

68% of SMBs rely most on **phone** for candidate conversations (vs. 63% overall)

27% of SMBs find **resume feeds** an effective online job board tool

The SMB Hiring Plan

35% of SMBs said **increasing salary and wages** was the top change they were making this year to stay competitive

35% also said they are more open to candidates **that don't have job-appropriate skills** since they are willing to train

A black and white photograph of a man and a woman working on laptops in an office. The man is on the left, looking at his laptop. The woman is on the right, also looking at her laptop. The background is slightly blurred, showing office equipment and a window.

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