

THE TRENDS THAT WILL SHAPE YOUR RECRUITMENT STRATEGY IN 2022.

As we grow accustomed to doing business in an unpredictable market and the dust settles on the effects of the pandemic and 'Great Resignation', it is time to put the lessons we learned into action.

2022 will be the year of innovation, rethinking old practices, and overhauling our attitudes towards the world of work. It's an exciting time wherein we will also see shifts in the way we attract, engage and recruit talent. Our ten key trends for 2022 offer you a glimpse at what to expect in the year ahead and provide valuable insights and considerations for your organization and hiring processes.

1. Employer Branding



Culture is the cornerstone of your employer brand.

Now more than ever, your employer brand matters. The competition for talent is unlike anything previously seen, organizations must execute an employer brand strategy that will cut through an already saturated market to attract and engage talent. Our 2021 whitepaper, [the Future of Work](#), discussed how employees want to be valued and connect with their colleagues and employers and this will continue into 2022. What is also clear is that candidates want to know how working for an organization will fit seamlessly into their lifestyle before they commit to an application.

In 2022, organizational culture will be the cornerstone of employer brand strategy. In fact, LinkedIn recently identified that globally, 40% of professionals identified colleagues and culture as their top priority when considering a new job.

“40% of global professionals see culture as their top priority when applying for jobs.”

We expect to see further investment in employer branding as organizations grapple with the challenges of a talent short market and changing candidate attitudes. These strategies should focus on leveraging current employees as brand advocates, recognition programs, and initiatives to bolster employee retention.

2. AI & Technology



Leverage technology to engage with candidates ahead of time.

Amidst hybrid and remote working, technology enables positive experiences across all stages of the recruitment lifecycle and employee retention. And, for many organizations the challenge of keeping geographically diverse and remote teams engaged while also finding ways to connect with candidates to build talent pipelines will continue.

In 2022, organizations will have to adjust their sourcing and hiring methods to stay viable in a competitive market, meaning investment in technology and automation will be crucial. We have already seen how AI can replace time-consuming and repetitive tasks, allowing recruiters to focus their efforts on candidate and hiring manager experience and engagement. Next, we expect to see technology investments towards data and analytics, predicting skill gaps and talent needs in advance to stay ahead of the curve in a candidate-led market.



Hiring for soft skills 3.

Reimagine recruitment strategies to identify soft skills.

We previously shared that 50% of the workforce will need to develop new skills in the next 5 years, especially soft skills like resilience, creativity and emotional intelligence are key. In our whitepaper, The Future of Work, psychologist Daniel Goleman says that soft skills like drive, discipline, and empathy mark those who emerge as outstanding in a high IQ job pool.

“In a high-IQ job pool, soft skills like drive, discipline and empathy mark those who emerge as outstanding.”

Emotional intelligence is already recognized as an essential quality in leaders and will continue to be a high-level differentiator this year. In light of a growing need for soft skills, we foresee the opportunity for organizations to reimagine their recruitment strategies and interview techniques in 2022. Recruitment teams should be equipped to better identify and assess soft skills consistently and fairly.

4. Referral Programs & Internal mobility

Unlock the talent that already works for you.

In 2020 in [our Post-Pandemic Predictions report](#), we identified internal capability and mobility would be in the spotlight as organizations developed frameworks to support, coach and upskill internal talent. What initially began as a response to the pandemic has resulted in companies embracing the talent within and the corresponding benefits of appointing internally to fill talent gaps in a competitive market.

Across our EMEA client solutions, we have seen employee referrals as a source of hire double between 2020 and 2021.

In our other regions we have seen a similar trend in employee referrals as an increasing source of hire. Additionally, we have seen significant increases in internal placements within the source mix as clients recognize the advantages of an internal talent pool.

Savvy organizations in 2022 will invest in promoting their referral programs to bring talent in the door as well as focus on internal mobility. Organizations will need to spend more time mapping internal capability and developing targeted L&D programs to upskill internal talent to fill future hiring needs.



Employee experience & wellbeing

5.

Be an employer of choice: take care of your employees.



In today's candidate-driven market the demand for talent is unmet. Job seekers continue to hold the power over organizations which means benefits will continue to be a competitive factor when considering job opportunities. However, despite companies increasingly offering flexible work practices, burnout symptoms rose significantly between 2020 and 2021. Employees are struggling to switch off from their work due to the blurred lines between home and the office. Research in wellbeing, mental health, and psychological safety in the workplace, suggests employee experience and wellbeing are critical factors in attracting and retaining talent. In recent research, Atlassian reported that 69% of Australian and 64% of American respondents are willing to turn down a promotion to preserve their mental health.

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What we shared in 2020 in our [Post-Pandemic Predictions report](#) still rings true: delivering exceptional candidate and employee experiences will be crucial to sustaining a competitive advantage in the talent market. Evidently, financial rewards are no longer the be-all, end-all when it comes to choosing an employer. What's more important in 2022 is that employers are offering employees the full spectrum of wellbeing, including mental, physical and financial wellbeing, and ensure they are communicating this effectively to future talent. This includes gaining clarity and consistency in how to couple flexibility with a healthy separation between work and home.

6. Gen-Z enters the workplace



4 different generations working together in one place.

Gen-Z (born in the early 1990s to 2000s) already makes up the largest percentage of the global population. Just as the generations before them, they will bring their own workplace expectations. For Gen-Z, this is primarily built on their desire for meaningful work and skill development. According to the experts in our whitepaper, [the Future of Work](#), Gen-Z is living in a time of enormous instability. In the future, they generally aren't expected to rely on long tenure and job security like the generations before them.

For employers, this year's opportunity lies in the fact that the workplace is now shared between 4 generations: the boomers, Gen X, millennials and Gen-Z. Organizations will have to tailor their recruitment strategies to each generational segment and align expectations going forward. This includes the messaging and channels via which they engage with employers. Gen-Z prefers video content and channels like TikTok, while previous generational segments prefer email, face-to-face communication and phone calls. For more insights on Gen Z in the workplace, read our article, [The Future Employee](#).



Social media recruitment

7.

Show don't tell: bring employee stories to life.

The realm of social media changes quickly, as do the platforms that recruitment functions need to have a presence on. In 2021 we experienced a growing interest in video content, translating into recruitment processes. Already we are seeing businesses requesting cover letters in the form of a video pitch. Social media users continue to share the experiences they have with their employers, calling out their interview processes, employee experiences and commitment to Corporate Social Responsibility.

Social media is such a powerful tool in your recruitment strategy and whilst organizations need to be aware of the pitfalls and potential risks, a digital and social strategy should play a key role in attracting, engaging, and retaining talent. More and more, the conversation is led by social media users sharing their experiences, so focus attention on bringing positive and employee stories to the forefront in 2022.

8. Environmental, social & governance

Impact reaches beyond the workplace.

Candidates are engaging with companies that align with their values and support social causes they care about. They want to work for those with a clear purpose, who provide great working environments and support ethical and sustainable business practices.

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We see environmental, social & governance (colloquially known as ESG) as a key trend in 2022, which means companies will need to revisit their corporate social responsibility strategies to ensure they resonate with current and potential employees. Social responsibility should be considered a key pillar of an employer brand strategy. Further, recruitment teams and hiring managers should be equipped and prepared to talk key ESG strategic points in interviews, client pitches and across all digital external touchpoints.



Diversity, Equity & Inclusion 8.

Commitment is demonstrated in experience.

DE&I has long been on the agenda for recruitment teams. Recent research by the DMCG shows just how important DE&I continues to be for candidates. Over half of candidates state they would consider looking for a new job if their employer did not demonstrate a commitment to DE&I. Additionally, candidates are most likely to take into account employee experiences and whether or not an organization has diverse management, as opposed to solely relying on broad DE&I statements across the recruitment journey. Though statements are an important first step, actions and lived experiences make a real difference.

In 2022, organizations will continue to leverage technology, create targeted employer brand initiatives and use data and analytics to make their recruitment processes more inclusive. Additionally, organizations will need to extend their DE&I efforts beyond their workforces and into their end-to-end operations. This will include supply chains and third party suppliers. If you want to kick start your DE&I journey then [click here to find 10 ways to incorporate DE&I into your recruitment strategy.](#)

10. Recruitment experts in demand



It begins and ends with your recruitment function.

In the first months of 2021, the hiring demand soared 145% above the pre-pandemic level. In a candidate-led market, the reliance on recruiters has never been stronger. While businesses are stretched trying to fill their vacancies it's easy to forget that recruiters themselves are also becoming a scarce commodity. Quality recruiters are pivotal to your talent strategy, they communicate your employer brand, company culture, benefits, and opportunities of your organization on a daily basis.

In 2022, retention of recruiters is paramount. Organizations must ensure their recruiters' wellbeing, work-life balance, and a positive working culture during unprecedented hiring volumes. Hiring can fluctuate, and with that, so will pressure on recruiters. Organizations in 2022 will need to explore ways to increase the agility of their recruitment teams in an already competitive market. Not sure how to navigate this? An RPO partner with an on-demand service can help.



SUMMARY

Candidates hold the power in a highly competitive talent market. They expect a commitment to diversity, equity & inclusion, as well as corporate social responsibility. Their expectations go beyond corporate statements on websites and marketing materials; they want to see clear values reflected in employee experiences. Employer brand, culture and employee experience go hand in hand in 2022, and organizations must bring this to life through employee stories across digital and social channels. Technology will allow room for more creative ways of engaging with candidates and employees while also predicting hiring needs ahead of time. Finally, recruiters will spend more time assessing soft skills and looking inward for internal mobility opportunities.

If you have any questions or would like to chat further, get in touch with one of our talent experts.