

Seeking more from social-cultural company narratives

The New World Employer Brand

6 New Predictions Informed by Global Economic and Workforce Trends

Drift Employer Brand & Culture Consulting | 2022 White Paper

Employer Branding in 2022

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INTRODUCTION

This is a white paper for anyone who is looking for guidance to build a "new world" employer brand. The new world is our workforce, and the infrastructure that exists to support it, at the tail end of a devastating and transformative global pandemic.

The past two years has given rise to a paradigm shift in the way people view what it means to be at work. Across industries and geographies, the workforce is speaking. Workers all over the world are demanding more heartfelt support for mental health. They are forming strong emotional connections with organizations that emphasize social conscience as much as they do profits. Employees from diverse backgrounds, who are underrepresented in the workforce, are calling for acts of 'performative allyship' to be replaced with genuine support and sponsorship. While these seismic culture waves are rippling through the workforce, organizations are called upon to adapt with agility - this means, re-imagining human capital strategies to include support for hybrid or remote work and employees who have become whole-hearted participants in the 'gig economy'.

It takes courage to take ownership of an employer brand strategy in this new world. Aligning these strategies to global economic and workforce trends is the best way to connect with talent and employees. Now is the time for vocal advocacy, sponsorship and investment at leadership tables. It is time for profoundly transparent and authentic recruitment marketing. It is time for the New World Employer Brand to find it's place in the human capital blueprint.



**Founder & Lead Strategist
Drift Employer Brand & Culture Consulting**



Growth and comfort
do not coexist.

- Ginni Rometty, former
chairman, president and
CEO of IBM

The State of Employer Branding

Employer branding is still a very new discipline. It could be argued that its parent, corporate branding, began as far back as the ancient Egyptians.

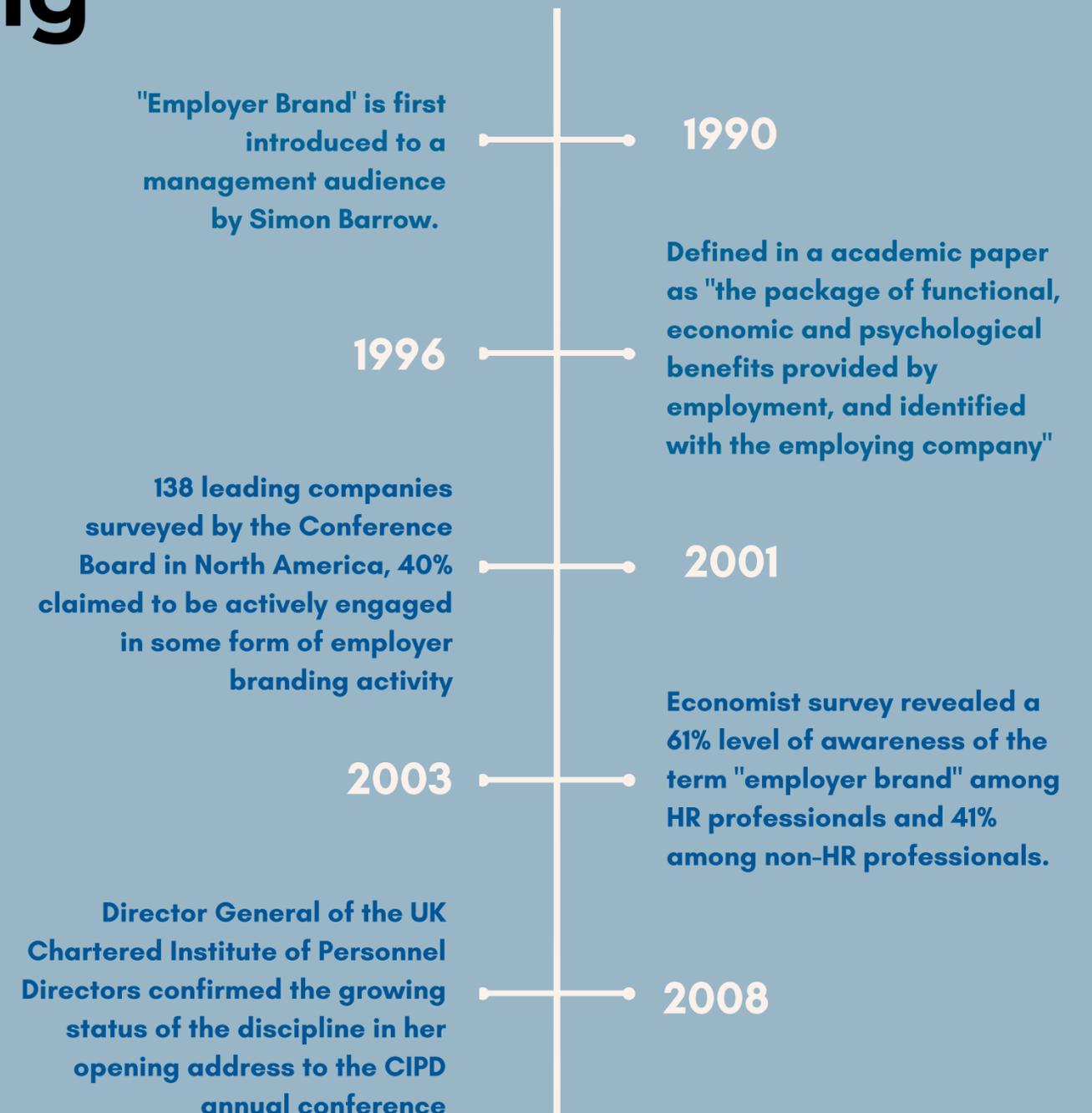
Education is still required for decision-makers within the HR strategy and their business partners on what employer branding is, how it impacts the bottom-line and why it's an essential component of your people & culture strategy.

To the right: A brief timeline of employer brand milestones. While there has been innovation since 2008, there has been a lack of buzz across industries about the importance of employer branding,

We have come a long way since the first definition in 1996. Now we know the EVP is the foundation for employer brand strategy.

Challenges still exist however:

- **Reactive vs proactive** - recruitment marketing often misinterpreted as employer brand.
- **Lack of clarity on ROI** - analytics support for measuring outcomes often does not exist.
- **Limited investment & resources** -- employer branding is still one of the most underfunded spaces in HR.



The background of the entire slide is a high-quality, close-up photograph of water. The water is a deep, vibrant blue, with numerous small, shimmering ripples and bubbles that catch the light, creating a dynamic and textured appearance. The lighting is bright, likely from above, causing some areas to appear lighter and more saturated with blue, while other areas are in shadow, adding depth to the image.

The New World Employer Brand

6 Market-Driven Predictions

18 Strategic Thought-Starters

Cross-Industry Insights

PREDICTION #1

In 2022, employers will attune employer brand strategy to talent identity.

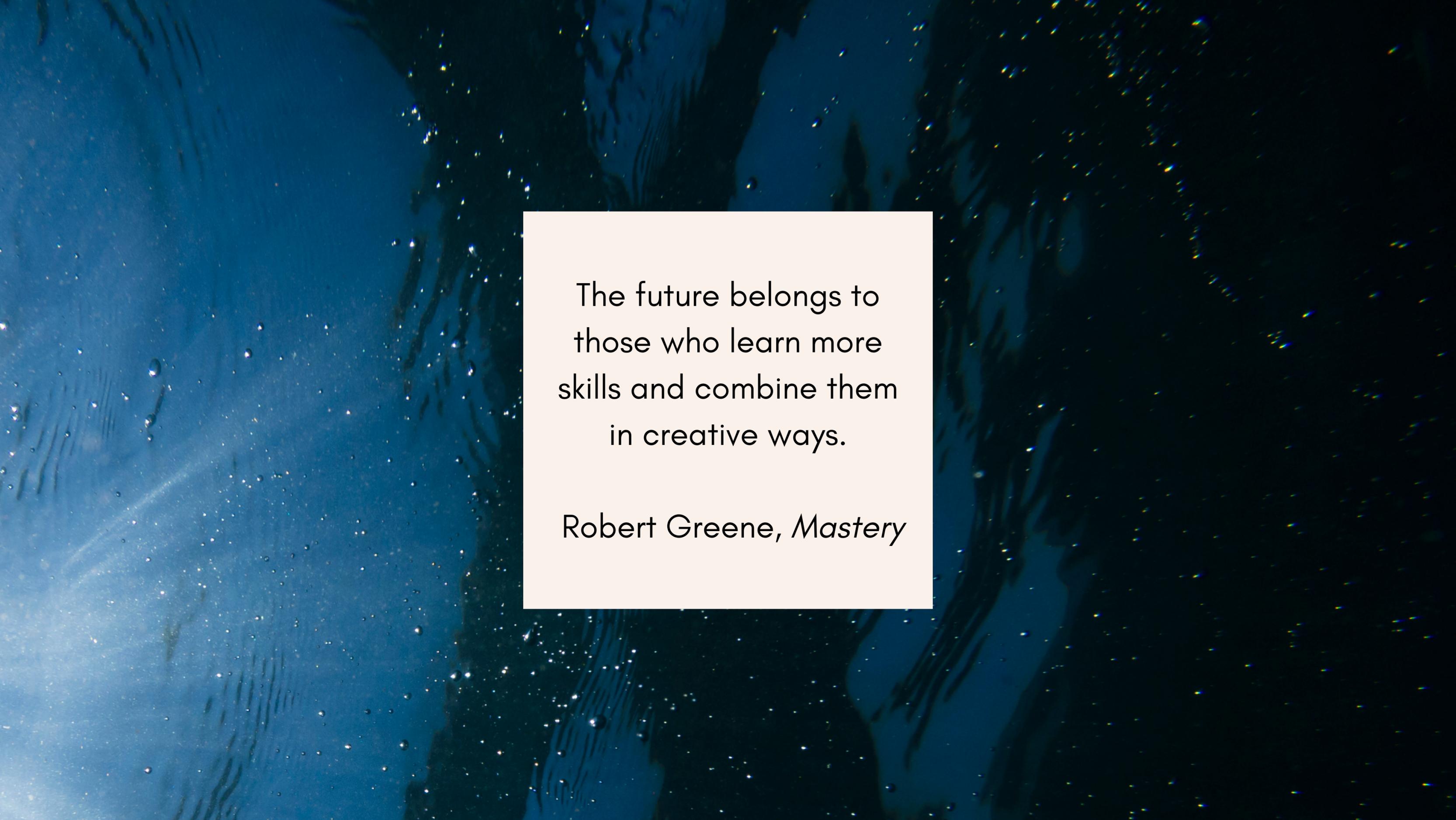
Passions, goals and personal perception of impact will become guideposts for candidate and employee engagement and communication.

	<p>Alignment to Global Trend A renaissance of new skills and passions is one of the results of the pandemic. Workers are now seeking environments where they can explore new skillsets and capabilities and be called upon to adapt.</p>	
	<p>60% of workers in this year's Voice of the European Workforce study identifying "capacity to adapt" as the most relevant skill they will need to thrive in the labor market.</p>	

Employer brand strategy will pivot toward building an agile workforce. Creative tactics will centre upon agility, adaptability and the willingness to learn.

Companies will adopt EVP positioning that speaks to support for ongoing learning & reskilling within the organization. Investment in personal growth will become a core differentiator.

For the first time, internal employer branding will become a dual-focus. Employers will create talent marketplaces and engage employees in active recruitment from the inside.



The future belongs to
those who learn more
skills and combine them
in creative ways.

Robert Greene, *Mastery*

Seek a deeper knowledge of your talent.

A Focus on the Agile Worker

The agile workforce is characterized by talent that is creative, collaborative, goal-oriented and inherently experimental in mindset. Companies that are looking to engage these workers and bring people, processes and technologies together to find the best ways of working will need to re-imagine their employer brand strategy, informed by deeper knowledge of their target talent.

LAUNCH THIS INITIATIVE

Start creating *talent identity maps*, immediately. These are robust profiles for each of your mission-critical roles that include life passions, causes they care about, and preferred modes of collaboration & learning.

HAVE THIS DISCUSSION

Bring your cross-functional stakeholders together and ask the question, "Does our EVP communicate support for learning?" Conduct a calibration to reveal gaps and opportunities to integrate themes around up- and re-skilling.

Re-Skill, Up-Skill, Share, Repeat

Companies are creating space for their employees to explore learning in new ways. The pandemic has accelerated so much transformation; "emerging" and "evolving" skillsets are rapidly becoming table stakes, especially in AI and automation. Organizations that invest meaningfully in their employees' ongoing learning are also doing the critical work to re-imagine their EVP's to include a stronger focus on talent mobility and new, exciting approaches to L&D.

Share Talent, Share Success

Employer brand strategy has historically been external-facing, for the most part. This year will see companies turning recruitment marketing inward and seek to identify undiscovered talent within their own organizations. Internal talent mobility will become core focus area of attraction strategy, with proactive outreach and incentives becoming more prevalent.

EXPLORE THIS PROGRAM

Build an internal talent marketplace. Make it safe and acceptable for your employees to actively chase opportunities within your organization. Leverage your referral program as a starting point and look for innovative ways to spread the word.

Case Study: **coursera**

Key Strategic Lever: Adopting a Growth Mindset

As the pandemic unfolded, Coursera's 650 employees began working remotely. It became clear that this shift was going to be permanent. Coursera is an online learning platform so, true to form, they started collecting data and insights to understand more about their employees' needs.

80% Employee Participation Rate

Coursera gathered direct employee feedback by sending out a remote work survey. Using this data, it was able to create a plan to better support employees during that time. This included curating a collection of Coursera courses that teach skills like **resilience** and **well-being**.

47% Increase in Employee Use

Embracing the unknown is what enabled Coursera to adopt a growth mindset during the pandemic and give their employees something unique and valuable. Coursera stayed true to the commitments in their EVP and provided employees with the support they needed to adapt.

Figure 1: New Hire Advocacy on Coursera's employee offering.

How's Your New Job? My 30-Day Reflections On Starting Fresh

 Evelyn Chou 6 days ago · 4 min read



Time flies when you're having fun. That is an accurate assessment of my first 30 days at Coursera, my new employer. Coursera went public earlier this year and is on a trajectory of serving nearly 100 million learners, 6,000 institutions, and 150 universities with education partnerships worldwide.

PREDICTION #2

Global recruitment strategies will be re-designed to include new talent sources.

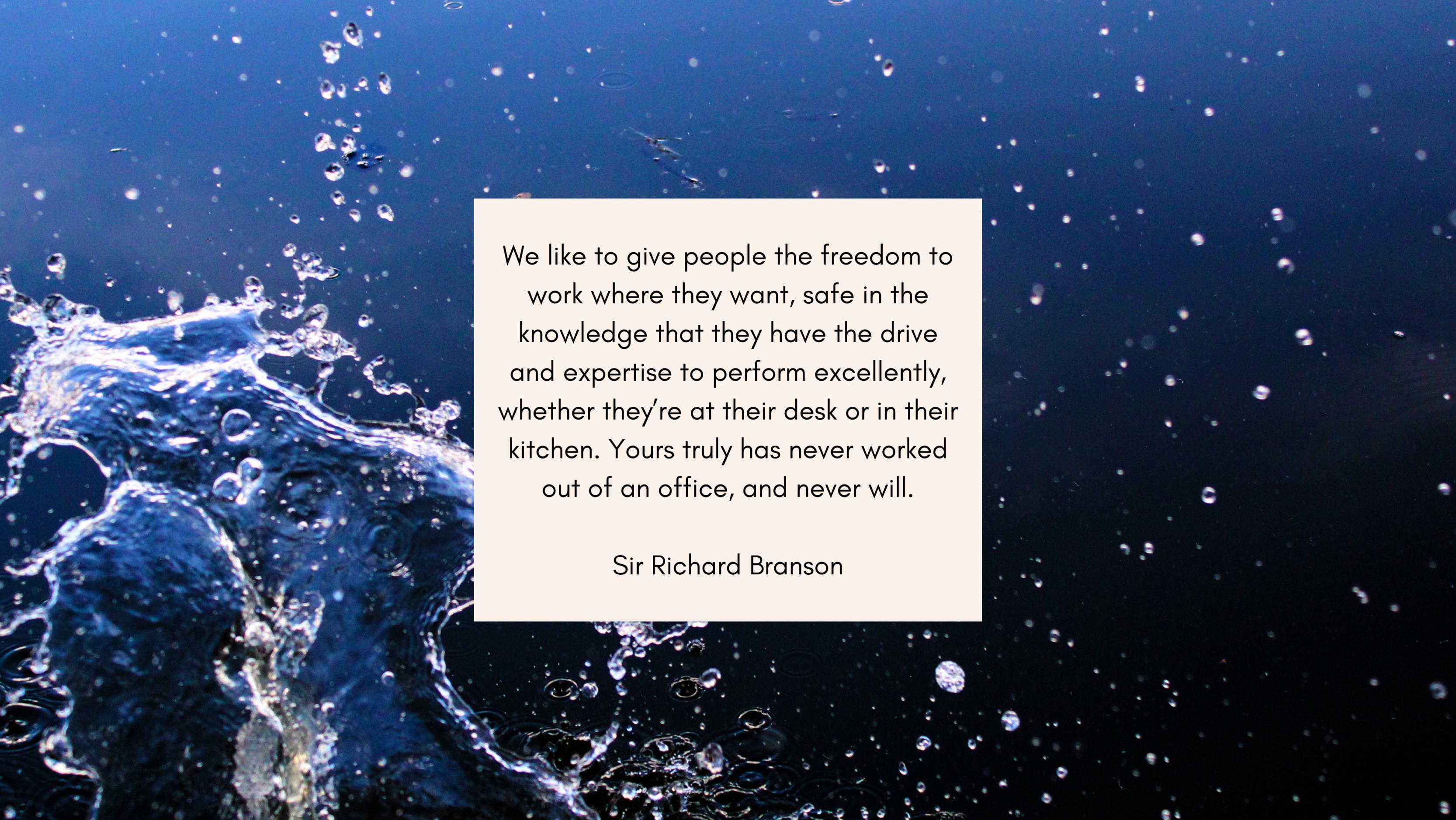
With the rise of an agile, distributed and hybrid workforce, the range of possibilities for where and how employees work has increased exponentially. Employers can deploy talent attraction strategies across markets and technologies.

	<p>Alignment to Global Trend Remote working has removed physical boundaries and new ways of working are providing new opportunities for companies to tap into global digital talent pools. Companies are looking to expand beyond traditional talent sourcing methods.</p>	
	<p>53% Projected percentage of the US workforce that will be engaged in a mix of hybrid or remote work in 2022. (Gartner)</p>	

Employer Brand Strategists will be engaged to create talent marketing strategies for a range of roles and working models. As in Prediction #1, the agile workforce will be influential in creative and tactical decision-making.

Company EVPs will be re-visited and re-asserted with the agile workforce in mind. Segmented EVPs may be required for organizations that are expanding EX strategy to encompass new ways of working.

EB Strategists will engage in collaboration with DE&I consultants to capitalize on the exciting opportunities to cultivate stronger diversity in light of new ways of working.



We like to give people the freedom to work where they want, safe in the knowledge that they have the drive and expertise to perform excellently, whether they're at their desk or in their kitchen. Yours truly has never worked out of an office, and never will.

Sir Richard Branson

Let's expand your talent base beyond traditional sources.

It's a whole new world to explore.

The pandemic has succeeded in breaking down many boundaries and opening the door for companies to consider recruitment strategies that tap into talent sources across the globe, from a wide range of backgrounds and experiences. Companies that already have established employer brand strategies will be able to delve deep into bottom-of-the-funnel recruitment.

Digital talent attraction platforms will become the mainstay of most initiatives and exploring new technologies will be a core focus.

RUN THESE CAMPAIGNS

Collaborate with your business partners to review hiring forecasts for the year and pinpoint roles where new talent pools can be explored. Use 2022 to run pilot campaigns to understand more about where your strategies perform best.

LAUNCH THIS INITIATIVE

Calibrate your EVP against 'readiness for the agile workforce'. Engage early adopters and SMEs across your business to understand where you fall on the spectrum. Look for space in your current EVP to embed ideals for the agile worker.

Start with education.

Agile work is about bringing people, processes and technologies together to find the best ways of working. An agile workforce strategy is one that embraces a mix of full-time, part-time and gig employees that keeps your existing and prospective employees constantly engaged with your company.

Companies must invest time and strategic focus on responsibly moving agile work from an interim solution to a guiding force for the employee experience.

DE&I is your partner in this.

With so many new talent channels and candidate attraction strategies in play, there is a huge opportunity to integrate learnings from your DE&I calibration (see on page 15) and uncover new ways to diversify talent pipelines through your agile workforce strategy. The internal component is your talent marketplace and employee engagement strategy.

Integrating more agile workers means more opportunity to connect like-minded team members and foster a sense of pride and belonging.

HAVE THIS DISCUSSION

Engage your DE&I partners on building inclusive talent strategies for the agile workforce. Examine your current hiring policies and surface gaps and opportunities. When you are ready to share your new approach, lean on your employee champions.

Case Study: THE ADECCO GROUP

Key Strategic Levers: Pivot to remote work with health focus

At the outset of the pandemic, the Adecco Group prioritized planning for virtual working, with extensive support to help manage people's physical, emotional and social needs. The company is now conducting a broad consultation on how employees would like to work in the future, which will inform new policies for working in the post-COVID world.

80% of Adecco employees worked from home at the peak of the pandemic.

- Internal focus: Weekly CEO townhalls and a monthly pulse survey on how people were feeling about their working life.
- External focus: Continued to help people find work and meet clients' needs. For one client, they hired 10,000 associates in a fully-virtual way.

Figure 2: Adecco Thought Leadership on Agile Work



PREDICTION #3

Diversity, Equity and Inclusion analytics will drive human capital strategy like never before.

The pandemic had unfortunate and jarring consequences for young people, BIPOC and female-identifying talent. Human resources leaders are re-committing to creating meaningful measurement frameworks with embedded accountability.

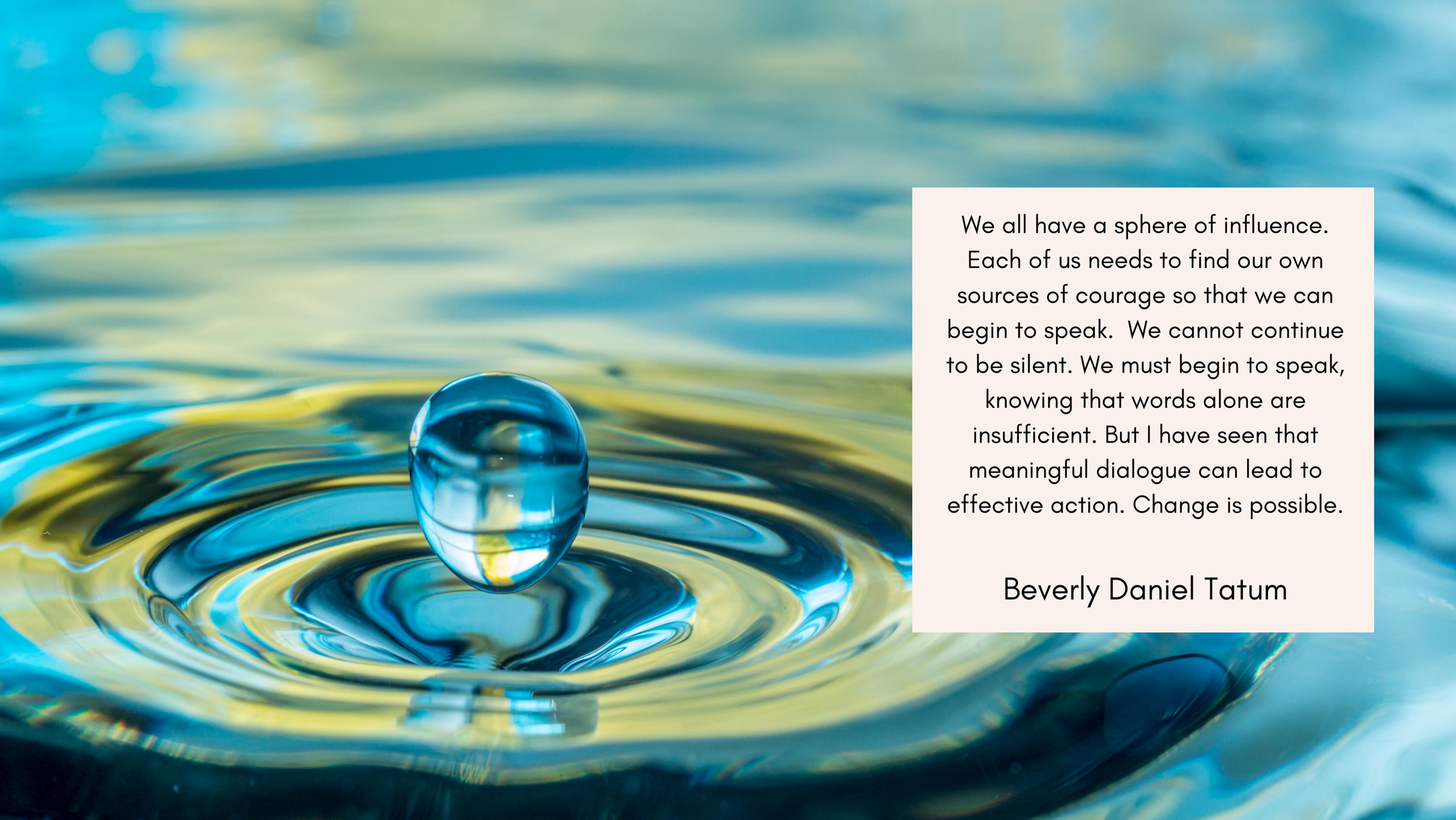
	<p>Alignment to Global Trend Increasingly, investors and stakeholders are taking a closer look at DEI metrics as well as human capital practices. Employees and candidates do, too. More than ever, organizations need to show how they address culture gaps, inequalities and belonging.</p>	
	<p>71% of Black & Hispanic employees feel their employer should be doing more to cultivate a diverse workforce. (Glassdoor, 2021)</p>	

People Strategy functions will be called upon to do a deep dive into existing DE&I analytics to understand and strategize against major gaps in the pipeline.

Employer brand strategists will be charged with the difficult task of creating inclusive programs designed to extend their company narrative to marginalized communities.

Acts of allyship will become a critical lever in DEI and belonging indexing. What it means to be an ally will become an intrinsic part of EVP (or DVP*) development and deployment.

*DVP = Diversity Value Proposition



We all have a sphere of influence. Each of us needs to find our own sources of courage so that we can begin to speak. We cannot continue to be silent. We must begin to speak, knowing that words alone are insufficient. But I have seen that meaningful dialogue can lead to effective action. Change is possible.

Beverly Daniel Tatum

It's time to dive below the surface and face the hard truths.

Box-ticking is not an option.

Most organizations struggle understand what a diverse workforce looks like. The pandemic had an inflammatory effect on structural and social inequalities that existed prior to 2020. While many corporate entities strove for transparency in reporting on the diversity of their workforce prior to the pandemic, now is time to lift the veil and take an unvarnished look at representation numbers. These statistics must be prioritized at leadership tables at the highest levels.

GATHER THESE INSIGHTS

Collect and analyze both qualitative and quantitative data on representation in your workforce. The metrics should speak the diversity of your teams. The anecdotes should paint a picture of belonging.

ASSEMBLE THIS TEAM

Lean on your inclusion champions and internal representatives from diverse communities within your business to become collaborators in your talent strategy. Seek to understand what they need and build from there.

There is no silver bullet when it comes to inclusion.

It can be tempting for companies to look for the 'low hanging fruit' - aggressively reactive recruitment to span obvious pipeline gaps. This will not work when it comes to creating a diverse talent channel into your business. Employer brand strategy in this space needs to play the long game and focus on your employees' and their stories. Companies need to show, not tell, what real inclusion looks like.

"Performative Allyship" must go.

We are learning that it must mean more than simply declaring "I am an ally." True allyship means being an active advocate for new opportunities for members of underrepresented communities, speaking up even when it's scary and stepping up as mentors and sponsors. Most White employees agree speaking out against discrimination is important, but they do not recognize how critical these more proactive, sustained steps.

LAUNCH THIS INITIATIVE

Calibrate your EVP against the allyship experience at your company. Look to active allies within your business to surface gaps and define it, creating a stronger approach. Embed your stance on allyship in your EVP and bring it to life.

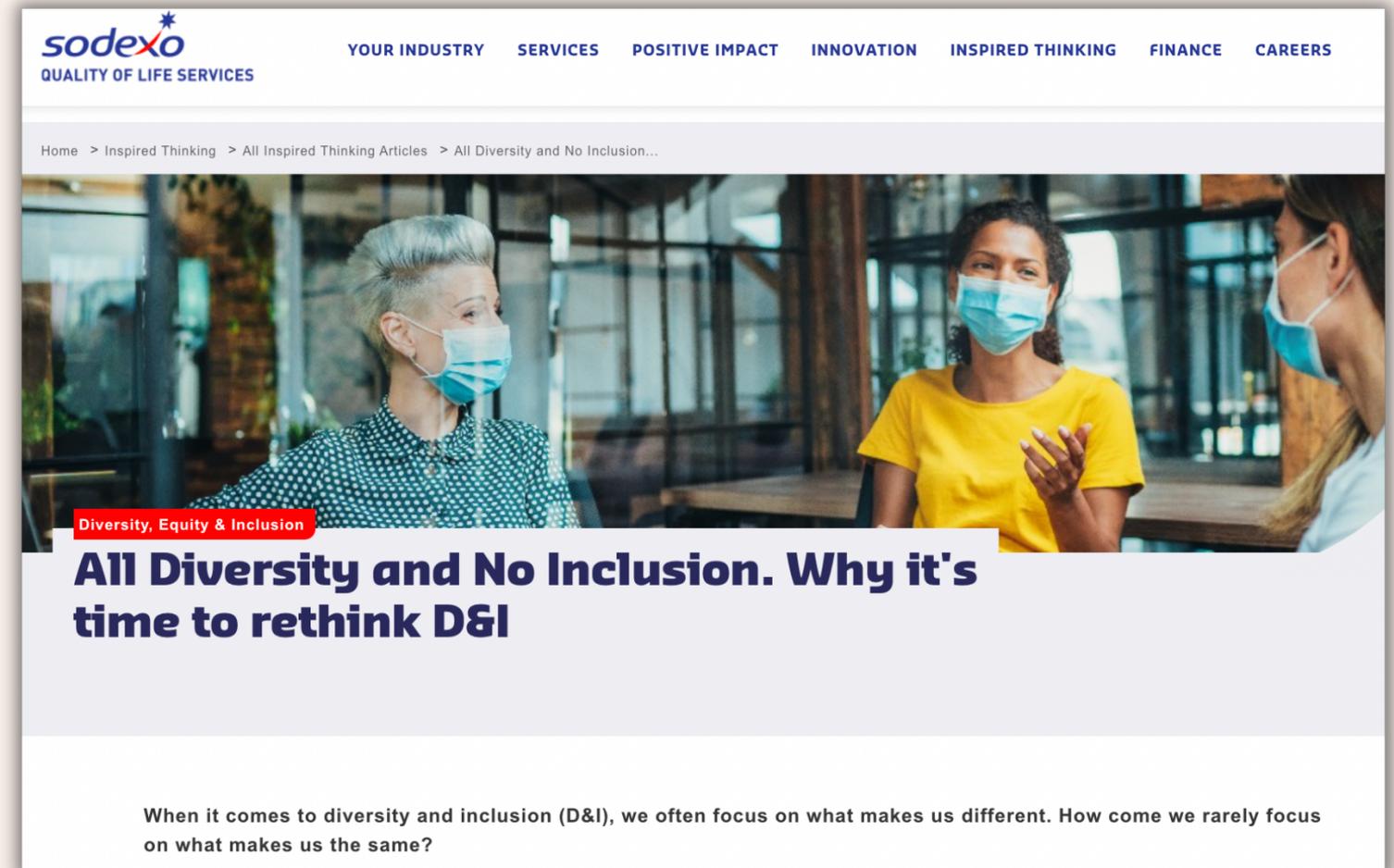
Case Study: *sodexo*

Key Strategic Levers: Gender Equality and Thought Leadership

The differentiator in Sodexo's strategy is its dual internal/external focus. In addition to striving toward an inclusive organization, Sodexo amplifies acts of allyship externally through the voices of diverse employees. They enable leaders within the business to talk publicly and transparently about their challenges, wins and longterm plans for DE&I inside the company.

The company has made gender balance a focus of its overall business strategy for 20 years. Women make up 37% of Sodexo's executive committee and 60% of its board of directors. The company's goal is to have women representing at least 40% of its senior leadership staff.

Figure 2: Sodexo's transparent take on the future of DE&I



PREDICTION #4

Top talent will choose employers who are profoundly transparent when it comes to well-being.

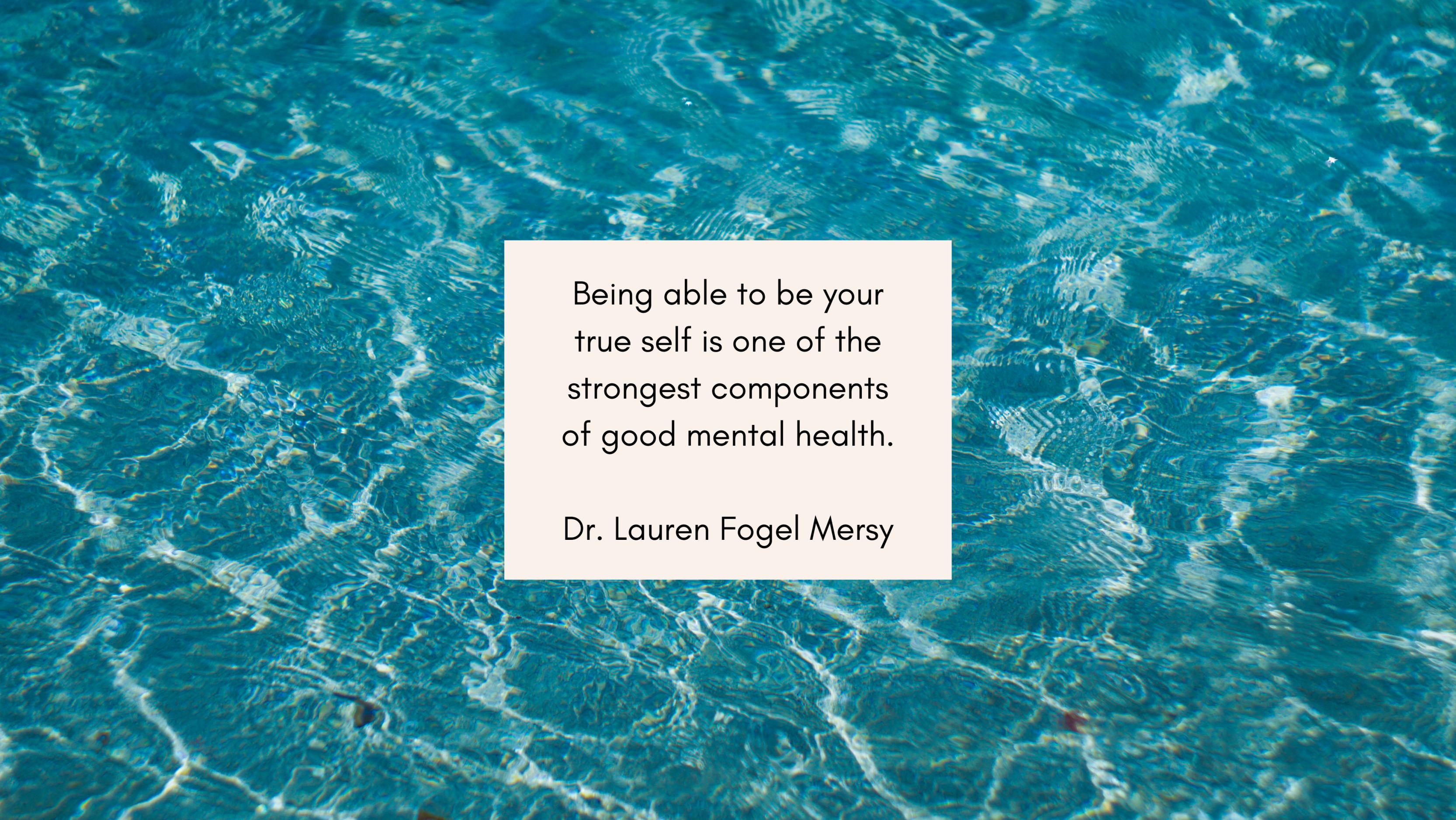
Employee care is a focal point of culture strategy. All-encompassing wellbeing programs are tablestakes now. Workers are seeking employers who invest in personalization and promote support for mental health and flexibility.

	<p>Alignment to Global Trend Starting last year, employers who did not take a stance on wellbeing lost major ground in terms of reputation in the external talent market. With an overwhelming drive toward innovation, burnout is a huge concern.</p>	
	<p>47% of McKinsey survey respondents felt that the lack of a clear vision about hybrid work at their company was a cause for concern.</p>	

Employer brand strategy will weight positioning on well-being more heavily than ever. The narrative will lean into mental health and burnout.

Leaders will exercise more vulnerability on external platforms, engaging in open and honest advocacy about support for well-being at their companies.

Candidates will seek to understand more about working models at their target organizations. Employers need a strong, definitive position on the 'way we work.'



Being able to be your
true self is one of the
strongest components
of good mental health.

Dr. Lauren Fogel Mersy

Every part of your employee experience contains well-being.

"I need to know I won't burn out."

This is likely one of the top concerns for job seekers right now. Mental health has been a topic of conversation throughout the pandemic and it's highlighted how little companies understand their employees' psychological needs in the workplace.

Going into 2022, organizations will be called upon to enter open dialogue with their employees and candidates about how they support mental health and fight burnout.

GATHER THESE INSIGHTS

Calibrate your EVP against your wellbeing offer. Pay attention to employees and candidates' perceptions of mental health, specifically. Evolve your EVP based on your findings.

LAUNCH THIS INITIATIVE

Engage your executive champions to partner on creating thought leadership content about wellbeing at your organization - transparent sharing of personal experiences should be a critical strategic lever here.

A different kind of vulnerability

Conversations around being vulnerable at work continue, and they are mostly directed at executives. Going into the post-pandemic world, leaders will be called upon to tap into "radical candor" to promote psychological safety at work. This will come to life through advocacy and thought leadership.

Fostering human connection and bolstering social enterprise will also be in focus.

Own your working model

Hybrid and remote work is here to stay. But, many employers find themselves trying to adjust permanently to a situation many thought was temporary. How your employees work is critical to cultural sustainment. Clarity on your model is essential to grounding your employees in a sense of professional wellbeing. Companies that have not taken a position on the new world of work need to, and fast.

CREATE THIS CONTENT

Gain a deep understanding of your company's working model. Tell the story through your employer brand, in job descriptions and on your career site to promote full transparency in candidate experience.

Case Study: **Deloitte.**

Key Strategic Lever: Support for Mental Health is Inclusion

Deloitte produced a global podcast on the topic of mental health. It features leaders from across the organization sharing and promoting support for the well-being of its people during the COVID-19 pandemic.

Support for mental health is seen as a critical element of inclusion at Deloitte. The podcast series features topics from maintaining human connection to helping others through empathy.



Figures 3 & 4: The series quickly became one of the most leveraged features across Deloitte's Global COVID-19 Resource Centre. Feedback has praised the openness and honesty of leaders.

Beating burnout at work

Stories of experiencing burnout at work aren't uncommon. For some, the experience can eventually lead to some positive life changes, like discovering your true passion, defining your well-being goals, or even changing your career path. But you shouldn't have to go through the struggle of burnout to accomplish those things. With self-awareness, strong social connections, and resilience skills, you can avoid burnout and be your best self in work and life!

On this episode, Deloitte chief well-being officer Jen Fisher talks with Paula Davis, founder and CEO of the Stress & Resilience Institute and the author of *Beating Burnout at Work: Why Teams Hold the Secret to Well-Being and Resilience*.

[Listen to the episode](#)

PREDICTION #5

Talent will gravitate to organizations with a genuine social conscience.

The talent market is demanding organizations push beyond community involvement and corporate social responsibility and become social enterprises with demonstrable, meaningful impact on the world.

Alignment to Global Trend Social enterprises have been gaining ground, reputationally, for years. In the wake of the pandemic, it has become clear that companies must also engage their employees in the strive to lead with empathy.

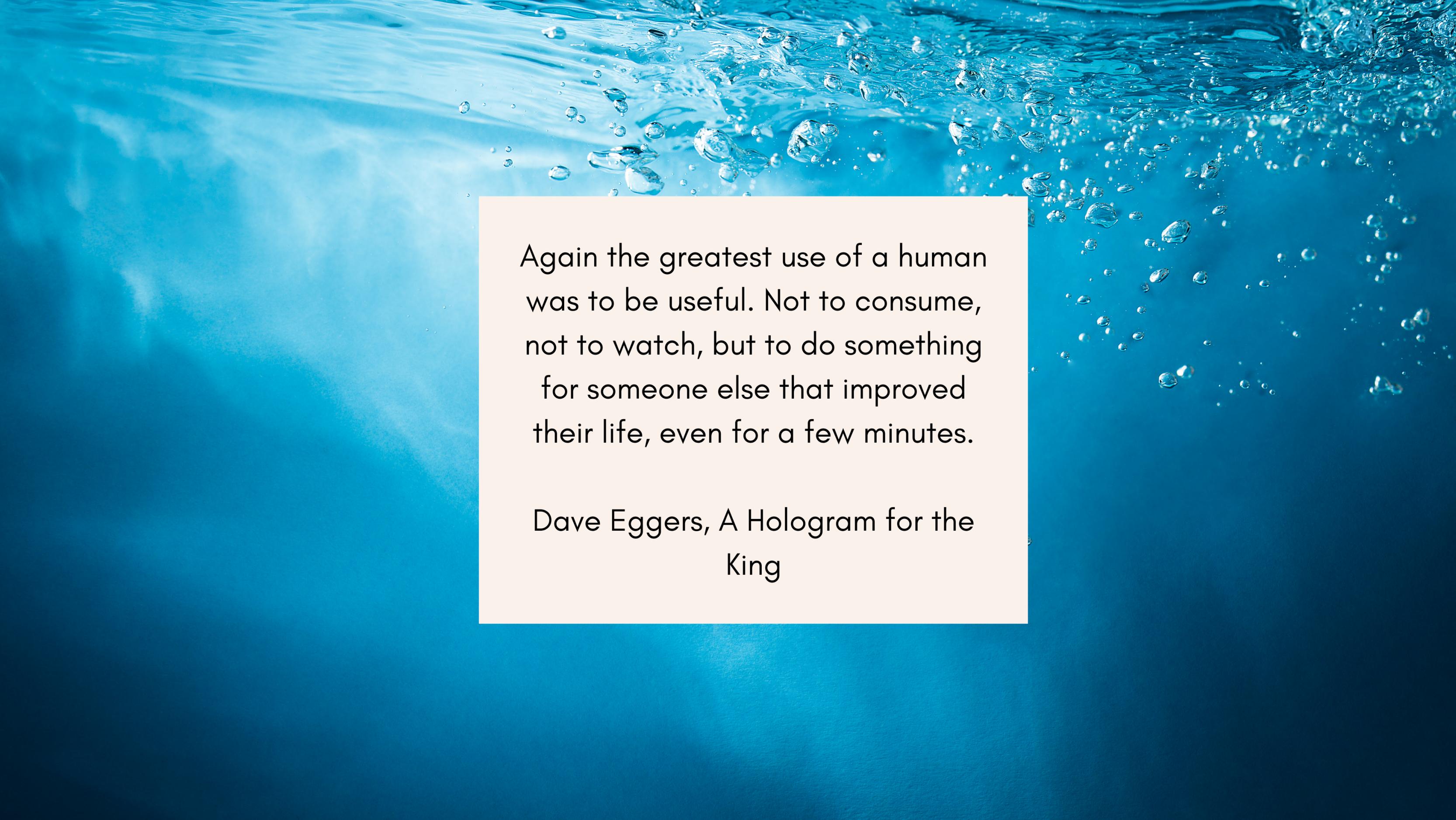
65% of HR leaders in Canada say their companies have continued or stepped up the pace toward an ESG* and a multi-stakeholder business approach (Mercer)

Organizations will re-think their EVPs to include a more powerful focus on corporate social responsibility. People Strategy teams will engage multiple business stakeholders to land the right approach.

Leaders will engage in external thought leadership and advocacy on the subject of social entrepreneurship with openness and honesty. This will have reverberating impacts for **wellbeing**, too.

Organizations will invest in elevating the candidate experience with a stronger focus on their collective social conscience and how that comes to life for individual employees.

*Environmental, Social and Governance

The background of the image is a vibrant blue, depicting an underwater scene. Numerous clear, spherical bubbles of varying sizes are scattered throughout, particularly concentrated in the upper right quadrant, creating a sense of movement and depth. The lighting is soft and diffused, typical of an underwater environment.

Again the greatest use of a human
was to be useful. Not to consume,
not to watch, but to do something
for someone else that improved
their life, even for a few minutes.

Dave Eggers, *A Hologram for the
King*

A strong social conscience makes your employees feel safe.

"My organization is good for the world."

Now is the time for organizations to make the tough decisions about who they are as social enterprises. Woven into the fabric of the employee experience and employer reputations should be a clear, compelling narrative about corporate social responsibility.

The best place to start is with your EVP – the strategic framework made up of the ideals that inform and shape your employee experience and employer brand strategy.

GATHER THESE INSIGHTS

Calibrate your EVP against your corporate social responsibility. Take the time to listen to employees and candidates about their understanding and perception of your organization. Evolve your EVP based on your findings.

LAUNCH THIS INITIATIVE

Create an advocacy plan for executive champions around your company conscience. Move beyond sharing stories of volunteer days and charitable donations and focus on personal narrative about making an impact.

Leader perspectives on the social

enterprise In the years leading up to the pandemic, companies were increasingly being evaluated on their relationships with their employees, customers, and communities. It is now a talent expectation. Leaders need to engage, internally and externally, with profound transparency on the matter of corporate social governance and plant a stake in the ground when it comes to how their organizations invest in and shape the world around them.

Tell the story of your social conscience.

Candidates want to know a company's stand. Engage external platforms to help tell a story. Create content from an employee perspective – the social enterprise cannot function in misalignment with those it employs. Companies' re-imagined EVP will lay the foundation for a powerful external narrative.

Told through the voices of employees, it becomes even more compelling.

CREATE THIS EXPERIENCE

Embed your social narrative into each stage of the candidate experience. Write it into job descriptions. Ask questions related to it during interview. Make sure that your candidates understand your company conscience before they join.

Case Study: Microsoft

Key Strategic Levers: Energy management & employee engagement in diversity and inclusion.

Microsoft makes ESG investment a huge priority and has emerged as a clear leader in the eyes of investors and stakeholders. They generate thought leadership content around their initiatives and leverage the voices of their team members and leaders to share the collective passion for societal betterment. Their Chief Executive is a vocal advocate on social platforms like LinkedIn.

Microsoft ESG Proof Points

- Microsoft launched a Global Skills Initiative with a goal of reaching 25 million learners by early 2021.
- Microsoft's Disability Answer Desk has answered more than a million requests for technical support for people with disabilities and seen a 200% growth in calls since the start of the Covid-19 pandemic.

“

As a company, we are steadfast in our mission to empower every person and every organization on the planet to achieve more. As we pursue our mission, we also recognize our enormous responsibility to ensure the technology we build benefits everyone on the planet, including the planet itself. We must always use technology to help address the world's challenges, not create new ones.

Microsoft Chief Executive
Satya Nadella

”

PREDICTION #6

Organizations will expand employee listening strategies to foster deeper human connection.

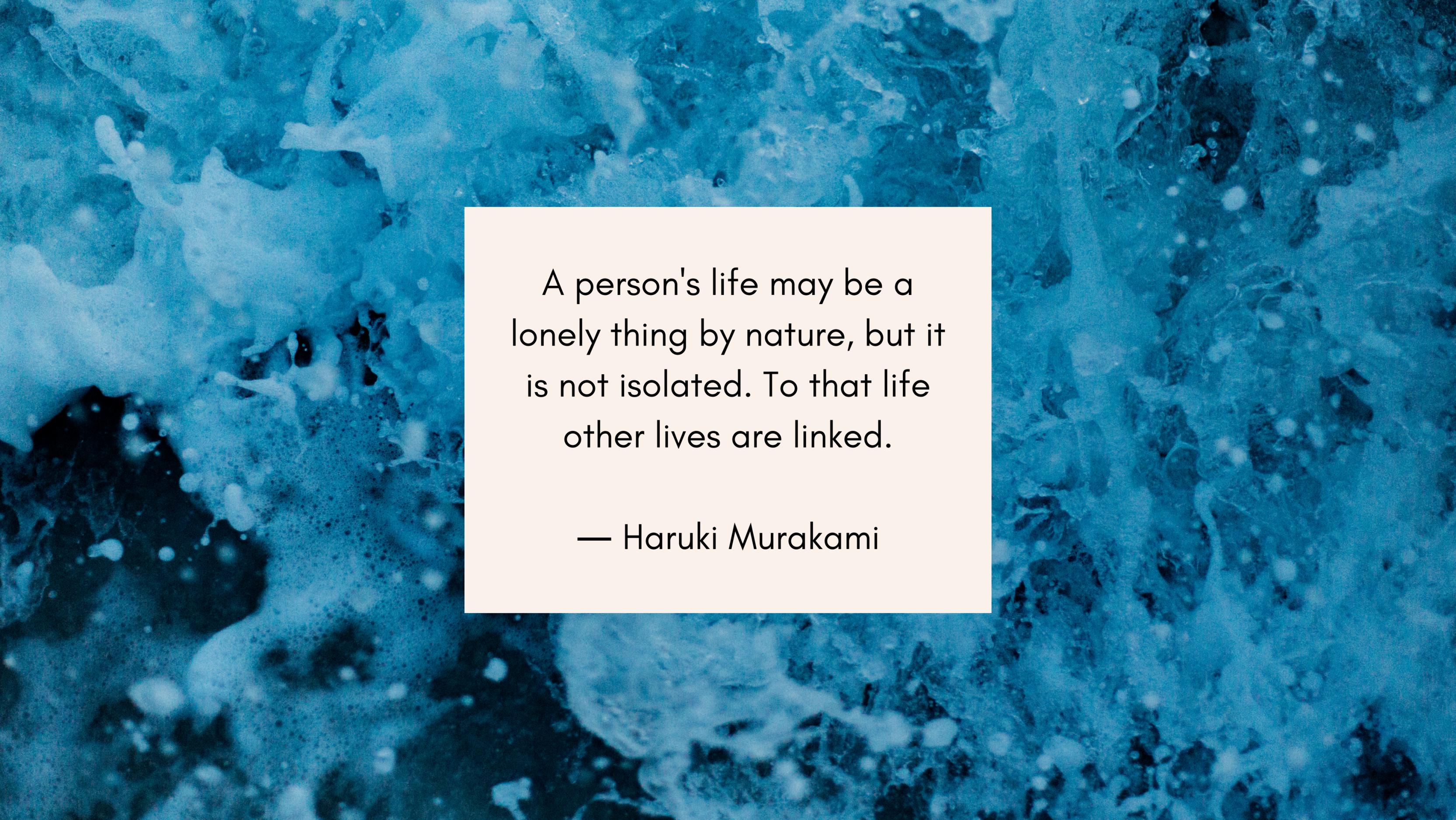
From wellbeing to learning, companies need more data on the real-time employee experience. 2022 will see employers ramp up employee listening through digital tools and leveraging those insights in talent attraction strategy.

	Alignment to Global Trend Surveys show that employees miss the social interactions of every day office life. Workers are feeling isolated and it is up to their employers to ask the right questions to understand how they need to be supported.	
	Over Half of companies represented at World Economic Forum COVID-19 response panel established new channels of communication for employees during the crisis.	

Companies will engage in employee listening as a continual practice as opposed to a 'moment-in-time'. This will look like regular polling and pulse checks to understand more about worker psyche.

Insights gleaned from continual measurement will make their way into attraction and retention strategies. As companies gain a deeper knowledge of who their workers are, they can deliver more poignant culture narratives.

Digital tools will become more prevalent in both collecting insights and encouraging advocacy. Companies will adopt a dual internal/external focus in collecting and actioning inputs from employees and candidates.



A person's life may be a
lonely thing by nature, but it
is not isolated. To that life
other lives are linked.

— Haruki Murakami

Hold space for warmth, compassion and connection

Practice organizational "active listening"

We are in a time when the employee experience may look different from day to day for many workers. To build inclusive employer brand and employee experience strategies, it is imperative to first understand how your employees feel about life at work. It is time to move beyond the traditional once-a-year employee engagement survey and move to a continuous feedback loop with your employees and even your candidates. Companies that are able to engage in this active listening model will be better able to respond quickly to talent needs.

HAVE THIS DISCUSSION

Engage your employee experience team to re-examine the way you collect anecdotal employee data about the employee experience at your organization. Surface the idea of developing an 'active listening model on key digital channels.

LAUNCH THIS INITIATIVE

Create a cross-functional committee for integrating active employee listening insights into EX strategy. Meet monthly and discuss how to generate more human connecting in your engagement & employer brand platforms.

Insight-informed EX strategy will win.

Active listening to employee and candidate needs will produce mission-critical insights to evolve your employee value proposition. Understanding more about how your workforce feels most connected and successful will enable you to foster deeper engagement internally and deliver more authentic brand storytelling, externally.

This will ultimately lead to more effective talent attraction and increased retention of current and new employees.

Use new technology where it makes sense.

Digital tools and listening platforms make employee and candidate data collection more expedient and rigorous. There are a host of new platforms that claim to enable companies to gain deeper psychodynamic insights about their workforce. Companies will be engaging these SAAS platforms to learn more about how they can help augment platforms. The real trick will be to balance the technological with the human and create space for statistics-driven reporting as well as employee narratives.

START THIS ACTIVITY

Begin to explore solutions for employee listening. Start by making a wishlist of all your requirements in a platform or a software and hone in on the best solution for your company. Let your strategic people priorities guide your outreach.

Case Study: Upwork®

Key Strategic Levers: People-first approach

Rather than adhere to the traditional top-down decision making structure that companies usually adopt in times of crisis, Upwork put their employees at the centre of everything and quickly deployed a robust listening strategy.

A series of in-house surveys were conducted to see how employees were feeling. Some key questions were:

- Do you feel as creative being physically separated from colleagues?
- Are home distractions making it more difficult to remain productive?
- Are you experiencing Zoom fatigue?

Cross-functional employee focus groups were created to assess and synthesize this feedback into strategic recommendations. This is an ongoing effort, and it is already paying off. Upwork's pipeline of employee-generated ideas will be implemented as they deploy their 'back to better' plan.

Figure 5: Upwork engages industry thought leaders for their podcast.



IN SUMMARY

Prediction #1

In 2022, employers will attune employer brand strategy to talent identity.

Prediction #2

Global recruitment strategies will be re-designed to include new talent sources.

Prediction #3

Diversity, Equity and Inclusion analytics will drive human capital strategy like never before.

Prediction #4

Top talent will choose employers who are profoundly transparent when it comes to well-being.

Prediction #5

Talent will gravitate to organizations with a genuine social conscience.

Prediction #6

Organizations will expand employee listening strategies to foster deeper human connection.

About the Author

10 Years Creating Award-Winning Employer Brand & Culture Strategy

Proven Industry Thought Partner & Collaborator

Experienced Advocacy Coach & Educator



Hi! I'm Chelsea. I've dedicated myself to creating culture strategies for companies who love their people and want to show it. I love working with organizations to develop employee value propositions that are built for human beings. I help train and educate teams and leaders on how to become incredible advocates for your culture. And I consult on marketing strategies that bring your culture to life and show, not tell, what is exceptional and different about you.

I would love to partner with you to bring your EVP to life and sustain an incredible culture you and your employees can be proud of.

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