

# Glassdoor's Job & Hiring Trends for 2020

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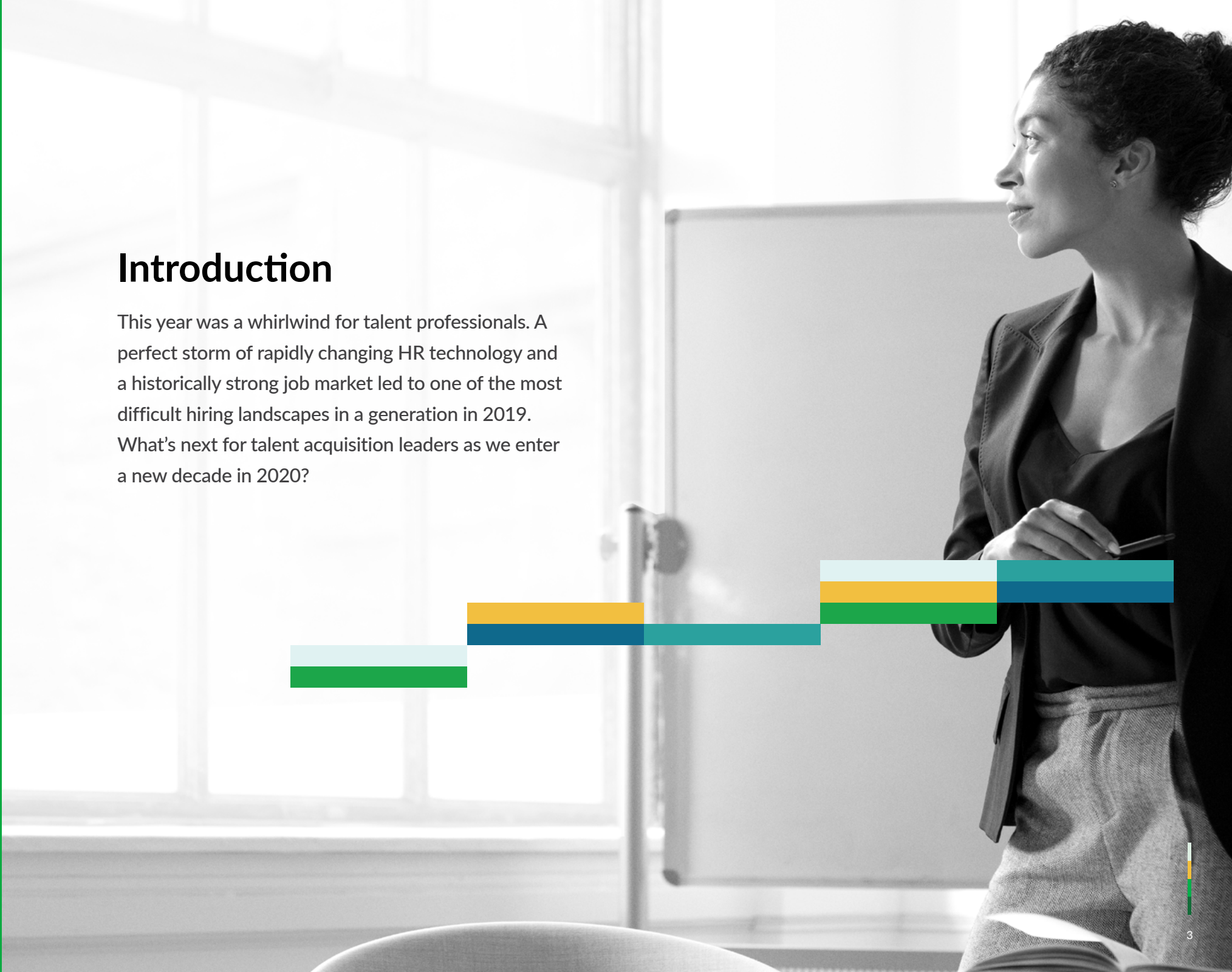
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# Introduction

This year was a whirlwind for talent professionals. A perfect storm of rapidly changing HR technology and a historically strong job market led to one of the most difficult hiring landscapes in a generation in 2019.

What's next for talent acquisition leaders as we enter a new decade in 2020?





### The Hiring Struggle is Real

To see where we're headed, let's look back at where we stand. Some of today's hiring challenges, like tech talent shortages, are mostly beyond employers' control. Candidates were in the driver's seat in 2019, fueling a war for top talent in tech, healthcare and professional services. The unemployment rate dropped to near-50-year lows in both the United States and the United Kingdom, hitting 3.7 percent and 3.8 percent, respectively, in 2019. The U.S. economy set records in July for the nation's longest-ever economic expansion. And thanks to robust hiring, the number of unfilled jobs hovered near an all-time high in both countries, with more than 7 million vacant roles in the U.S. and more than 800,000 vacancies in the UK.

However, there are signs that the global economy is starting to slow. In the U.S., employers added 2.09 million jobs in the past year (as of October), the slowest pace in eight years. A U.S.-China trade war has sent manufacturing hiring into a freefall. Several high-profile U.S. tech IPOs have stumbled this year. The U.S. bond market has been flashing ominous recession warning signs for months. In response, the U.S. Federal Reserve cut interest rates this year – a sign that policymakers are worried about an economic slowdown. Meanwhile, the ongoing political crisis surrounding Brexit has sharply dampened future prospects for many UK employers.





### Tech Changes Everything

While the economy is beyond the control of employers, the technology they use to hire isn't. A revolution in the HR technology space is underway. Artificial intelligence has matured from a speculative future dream to a growing suite of affordable and easy-to-use HR applications. Online workplace transparency is continuing its march around the globe, with Glassdoor's [expansion](#) into Asia and Europe. The rise of recruiting through social media and mobile devices is pressuring more employers to re-think whether traditional hiring models are ready for the digitally-savvy candidates of the future.

What are the hiring disruptions to watch in 2020 and beyond? At Glassdoor, we have a unique vantage point with millions of company reviews, real-time job listings, salaries, and more from around the world. This year, we've curated a list of eight HR and recruiting trends we anticipate for 2020 and what's likely to shape the coming decade.



### Trend 1:

## AI will get a seat in upper management

After years of speculation about artificial intelligence in the workplace, we got a larger glimpse into the future of AI at work in 2019. Against long-held fears that AI algorithms would replace large numbers of workers, artificial intelligence is instead showing up as a collection of more practical — and more widespread — productivity apps, like automated meeting schedulers, customer support chat bots, and AI tools that help identify and hire talent.

## Who's the Boss?

Although AI has been adopted in the workplace, there's one particular role we see ripe for AI advancement in 2020 and beyond: Management. Being a manager today isn't only about being a leader who wields power and calls the shots in the workplace. It also involves a lot of less glamorous administrative work: Planning, budgeting, communication, and routine performance reporting to senior leadership. These routine aspects of being a people manager today are ripe for takeover by improved AI algorithms in 2020 and beyond.

This takeover of routine management tasks by AI tools is [already happening](#) today. Some of the more interesting areas of growing AI use is in real-time coaching and guiding of employees in their work — using big data to monitor employee tasks, give instant feedback to sales and customer service representatives, and make smart recommendations via an algorithm. As AI technology matures in 2020 and beyond, we expect to see many more employers using AI tools to augment these traditional management roles and tasks.

What are some examples of AI tools taking over the routine jobs of managers today? They include:

- UPS delivery's well-known "[telematics](#)" system acts as an on-board AI supervisor for drivers, monitoring fuel use, braking, time away from the driver's seat, whether they're following optimal routes through cities, and more. Plus, regular end-of-shift feedback reports to help drivers improve.
- Retail sales productivity app [Percolata](#) is a sales optimization tool that assigns work schedules to employees via machine learning, doing a manager's job of assembling top-performing retail sales crews. It also monitors in-store activity and rank-stacks sales employees based on their real-world productivity.
- Customer support call center app [Cogito](#) acts as an AI supervisor for workers, making real-time suggestions to improve customer conversations during calls. It coaches employees to speed up or slow down, makes emotional IQ suggestions, and takes on the middle-manager task of reporting statistics for on-the-job employee performance to upper management.

In the late 2010s, there was a first wave of AI tools that automated some of the more routine tasks of individual contributor roles, such as scheduling meetings, or doing basic customer service on websites. Today, there is a second wave of AI tools coming online that is focused increasingly on helping highly-skilled, and highly-paid, managers do their jobs better and at greater scale.

The first wave of AI tools was mainly aimed at helping companies cut costs and reap small productivity gains. In the second wave of AI tools in 2020 and beyond, we expect more companies to use AI for broader strategic gain -- freeing up skilled managers' time to focus on essentially human tasks like long-term strategy, mentoring and cultivating talent, and driving an agenda of creativity and innovation.

### Not All That Glitters is Unbiased

While the use of AI tools for management tasks is likely to accelerate in coming years, there are many risks and [concerns](#). Many AI algorithms are not always transparent about how they work, making it hard for business leaders to explain the “why” behind AI recommendations. There are also growing concerns that AI algorithms that are built using biased human data — such as an algorithm for hiring that uses data on previous hires, which may reflect a past hiring manager's own bias -- may simply propagate biases forward and build it into enterprise software. Today, there are few regulations or disclosure requirements for AI tools, and little is known about the long-term effects on the workplace of relying more heavily on AI software for traditional management tasks.

### The AI-Boss Partnership

One way we may see employers adapting their workplaces for more use of AI in management is by continuing to flatten their organizational structures. Companies have been flattening out their organizational structures for decades, in an effort to make managers co-equal partners and advocates for workers, rather than the traditional “boss” authority figure. We expect this evolution to accelerate in 2020 and beyond, as companies look for ways to encourage employees and managers alike to view AI systems as tools that help them excel at their jobs — rather than as an overbearing [surveillance](#) tool that issues unempathetic digital commands to workers.

In the coming decade, watch for a new generation of workplace AI tools that support traditional management tasks: Offering employees real-time feedback, monitoring performance, and using big data to automate routine tasks of team leaders. Doing so will increasingly allow managers to focus on strategy, creativity and mentoring, offering a powerful competitive advantage to employers who are able to harness this growing suite of AI tools.

Although we don't expect AI tools to come anywhere near to replacing most managers, the evolution of AI from productivity tool for workers to partner for management will pose a host of new workplace challenges in 2020 and beyond.





## Trend 2:

# 2020 will begin a culture-first decade for employers

In August, a watershed decision regarding corporate priorities signaled a paradigm shift among some of the world's most influential business leaders today. The [Business Roundtable](#), a prominent group of nearly 200 CEOs from the world's biggest brands, declared that shareholders were no longer the central purpose of today's companies. The new mission statement — revised for the first time ever — states that employees are the focus of the modern corporation, along with customers, suppliers, and the broader communities in which companies operate.

It's hard to overstate the importance of this shift. This formal recognition of employee culture in business today is one that executives can't afford to ignore. In 2020, we expect this changing tide of CEO opinion to usher in a new wave of culture-first thinking among business leaders, elevating employee engagement to the status of core business focus for a growing number of companies.

## The Culture Shift

What trends have paved the way for this renewed focus on culture among executives? Even a decade ago, employee culture was viewed by CEOs as fluffy, hard to measure, and a nice-to-have. But three fundamental trends have elevated the importance of employee sentiment throughout the economy in recent years:

- First, **online workplace transparency** has become an accepted norm among job seekers. That has dramatically changed job seeker behavior and companies' ability to attract the talent they need. Candidates are investing more time and energy researching company culture before accepting jobs, and that has created a dynamic in which employers with strong workplace cultures are enjoying a powerful strategic hiring advantage;
- Second, jobs in every industry have continued to shift toward **knowledge-based work** over the past decade — jobs where workers are highly differentiated, and where the motivation and knowledge of one individual worker can have a huge impact on a business. This shift is happening even in non-tech fields like health care, transportation, and manufacturing. Businesses, especially high-performing ones, increasingly realize that their employees are their most important asset, not the buildings or software that mattered most in the 20th Century economy. Meanwhile, as a Glassdoor [survey](#) recently confirmed, workers increasingly prioritize company culture over cash. That has made employee culture a non-negotiable core business issue;
- Finally, an expansive collection of academic and private sector research in the past decade has revealed the **real-world business impact** of strong workplace culture. Employee culture has been demonstrably linked to better [financial performance](#), [innovation](#), [talent attraction](#), [ethical workplace behavior](#), [customer satisfaction](#) and more. While a decade ago there were few studies able to draw this data-driven conclusion, today there are hundreds — an overwhelming intellectual shift that has changed the minds of CEOs about the deep impact of workplace culture on businesses.

We believe these trends position 2020 to usher in a culture-first decade for employers — not just in tech and professional services but economy-wide, as growing numbers of companies come to rely on the individual knowledge and creativity of their people as their core business asset.



### Proof-Points

Company culture was once seen as a difficult to measure concept. But no longer. This year, Glassdoor and the MIT Sloan Management Review launched the [Culture 500](#), which breaks down the cultural climate among employees at over 500 of today's biggest companies using machine learning and the text of real-world Glassdoor reviews.

This powerful tool allows even the most skeptical CEOs to easily understand and benchmark their employee culture against others in their industry. This measuring takes place along nine dimensions, including respect, innovation, customer orientation, and performance. We believe data-driven tools like these will help propel a culture-first revolution among CEOs in 2020 and beyond.

## The Big 9 Cultural Values

These key values are cited the most by leading companies and have the greatest impact on results.



AGILITY



COLLABORATION



CUSTOMER



DIVERSITY



EXECUTION



INNOVATION



INTEGRITY



PERFORMANCE



RESPECT

*The MIT SMR/Glassdoor Culture 500 uses machine learning to reveal company culture inside today's highest-performing companies.*





### What Drives Culture

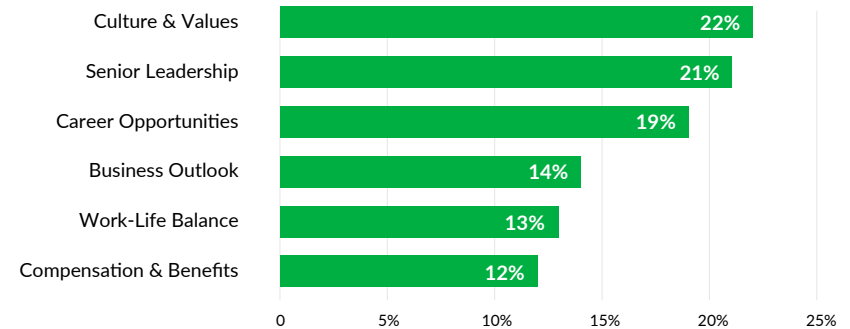
A common misperception is that focusing on employee culture means offering expensive workplace perks like onsite gyms, free meals, and unlimited vacation. But Glassdoor research has overturned that idea. Being a culture-first organization isn't about perks, but about articulating a clearly-stated mission that resonates with employees' own aspirations and fuels their best performance.

In our five country [study](#) of what drives employee satisfaction, we consistently found three core drivers matter most for long-term employee satisfaction on Glassdoor:

- A workplace with a clear mission connecting employees' daily work to a broader social purpose and positive change in the world around them
- High-quality senior leaders who are inspiring, empathetic, and competent
- A set of clearly-defined pathways upward for workers, so that jobs become a journey to the next rung of employees' career ladders, rather than a dead end.

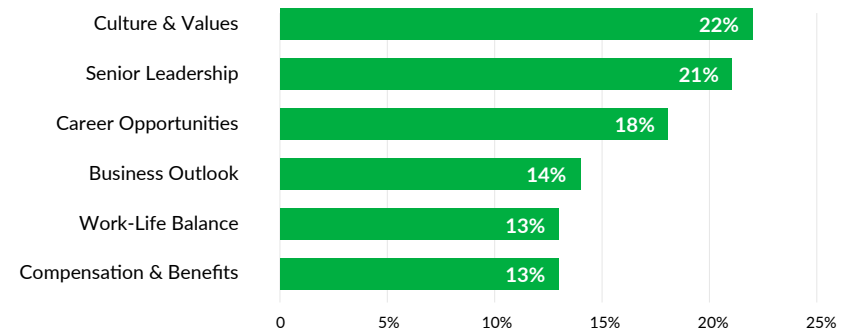
There has been a seismic shift in CEO opinion about the importance of individual talent and employee motivation in recent years. Employee culture is becoming a core business issue in a growing number of industries. In the wake of the Business Roundtable's recent shift toward employee focus among leading companies, we expect to see more CEOs and talent attraction professionals embracing this culture-first business strategy in 2020 and beyond.

### The Workplace Factors that Matter Most to Employee Satisfaction in the U.S.



Source: Glassdoor Economic Research (Glassdoor.com/research)

### The Workplace Factors that Matter Most to Employee Satisfaction in the UK



Source: Glassdoor Economic Research (Glassdoor.com/research)



### Trend 3:

## Companies will refresh hiring playbooks ahead of a potential recession

It has been more than 10 years since the last recession, the longest streak of good economic times in American history. So much time has passed since the last downturn that [nearly half](#) of U.S. companies today are so young that they've never weathered an economic recession.

Today, many economic signals are flashing warning signs. The so-called “yield curve” from the bond market, which historically has been one of the best predictors of an approaching recession, signals that a slowdown is likely on the horizon. The economy's pace of job gains has slowed this year from an average of 223,000 per month in 2018 to 167,000 per month so far in 2019. Meanwhile, the ongoing trade war with China is slowing manufacturing and creeping into other sectors.

Although the job market remains strong for now, the risk of recession as we enter 2020 is higher than any time in the past decade. We expect to see many employers taking the risk of a recession more seriously in 2020 and beyond by updating their hiring and talent attraction playbooks in preparation.



## How to Weather A Storm

How can employers position themselves to weather a possible economic slowdown? [The first lesson](#) about hiring during a recession is that talent attraction will still be a major challenge for employers.

Although pools of applicants will be larger during a recession – a welcome relief for many HR professionals compared with the thin applicant pools of today's red-hot economy – that anticipated surplus of job applicants in turn creates new challenges: how to separate quality talent from the pack when facing an ocean of applicants.

We expect to see more employers in 2020 prepare for this shift in the candidate pool size by shifting toward higher-quality candidate channels. What do we mean by “higher quality” channels? We expect employers to focus on candidate sources that deliver more well-matched candidates and a higher ratio of hires-to-applicants. These premium channels will become more important than ever during a recession, as recruiting teams will be flooded with irrelevant resumes from many sources. To filter out the noise, HR teams will double-down on reliable hiring channels that deliver high-quality candidates – whether that's referral networks that tap current high-performers, informed candidates who've utilized sites like Glassdoor to research company culture and pay, or other sources.

## Rising Odds of a Recession Will Be A Talent Game-Changer in 2020



Source: [Federal Reserve Bank of New York](#).



### Keep Flexible and Carry On

A second way we expect to see companies brace for a possible recession in 2020 is by doubling down on flexibility. Even if it costs more in the short term, companies will aim for workforce solutions that enable them to respond more fluidly in a downturn. Companies increasingly will shore up contract and part-time workforces and push less critical jobs to outsourcing and gig-style platforms. Like a palm tree in a hurricane, flexibility will enable companies to weather variability in revenue, which can swing greatly during a recession.

There's one trend in hiring we don't expect to slow, even if a U.S. recession materializes: employer emphasis on brand image. Building a strong employer brand takes years, while most recessions last nowhere nearly as long. Even if hiring slows in a downturn, the need to differentiate from the competition will not. When the economy picks up and it's time to ramp up hiring again, companies who've maintained a strong employer brand will enjoy a clear strategic advantage. For that reason, we expect employers in 2020 to keep the long view and maintain investments in employer branding even if the economy slows.



### Build A Talent Contingency Plan

During a recession, talent attraction professionals play a critical role inside companies. There will be many executive perspectives on how to react to a downturn – from leaders in finance, marketing, operations, sales and others. It's important for talent leaders to have a seat at the table and make the case to CEOs for maintaining strong employee culture and protecting talent resources during a recession.

The best strategy for protecting a company's talent resources during a downturn is to develop a written talent contingency plan today, outlining a roadmap for prioritizing human resources with a special focus on protecting employee culture and branding in the unfortunate case of an economic downturn or recession. Doing so can help HR teams advocate for smart talent decisions during the emotional and volatile times of a downturn. In 2020, we expect to see more talent leaders making formal contingency plans to ensure they're ready to weather the storm as a steward for virtually all companies' most important asset: their people.







#### Trend 4:

## Employers will further prioritize diversity and inclusion jobs

In the last few years, the conversation around workplace diversity and inclusion has intensified and reached new prominence. This has been fueled by a variety of factors, including the #MeToo movement, expansion of gender pay gap [disclosure policies](#) in the U.S. and United Kingdom, and rising concern about a lack of diversity in tech and C-suites across the economy. More companies this year finally got serious about cultivating more diverse and inclusive workplaces. A recent [Glassdoor survey](#) found 64 percent of workers said their company is investing more in diversity and inclusion than in prior years.

In 2020 and beyond, as companies continue to usher in a new era of hiring action-oriented diversity and inclusion teams, we expect to see a wave of hiring for leaders and managers that will help carry forward the mission of building a more diverse and inclusive workforce.

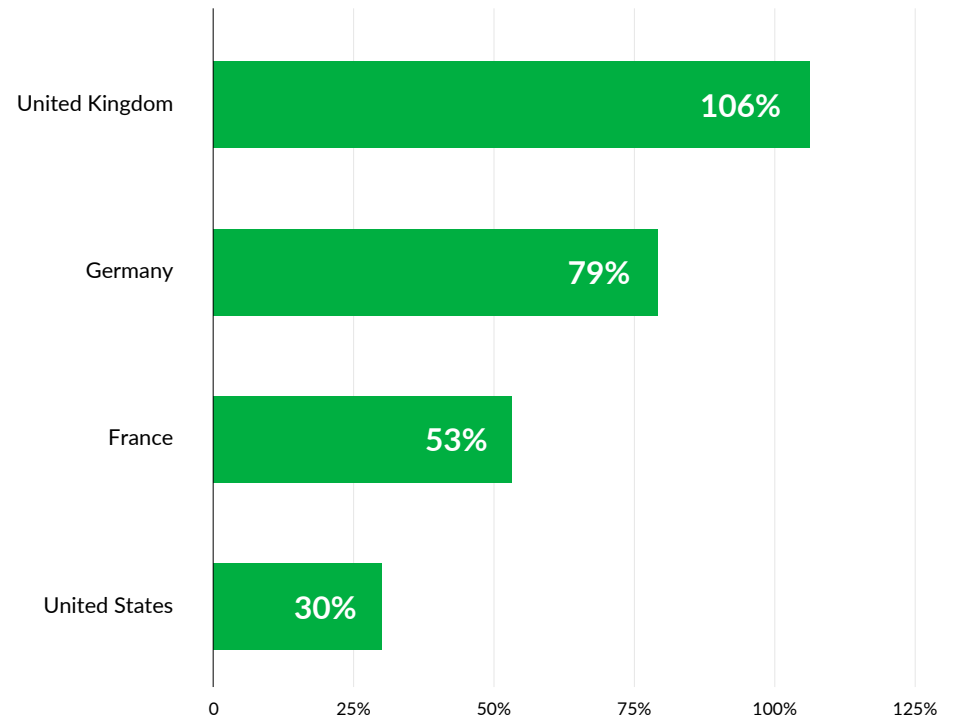


### Staffing Up

Diversity and inclusion (D&I) programs have been around for decades. But recently we've begun to see more employers, both in the U.S. and the UK, step up investments in D&I as a core business function. To do that, companies need expert leaders and managers to operate these initiatives. It's an effort we're increasingly seeing and is a sign that companies are doubling down financially on efforts to recruit, hire and retain skilled talent who can move the needle on employee diversity inside companies.

Online job postings for D&I jobs rose 30 percent in the U.S. between August 2018 and August 2019, with 810 job openings nationwide, according to new Glassdoor [research](#). Demand for expertise in D&I were up much faster in other countries we examined as well: in the UK, hiring demand for D&I-related roles surged by 106 percent from the prior year. Employers around the world are waking up to the need for robust diversity and inclusion efforts in today's economy, and are investing in the top talent to deliver on these programs.

### Online Job Postings for Diversity & Inclusion Roles Soar on Glassdoor



Source: Daniel Zhao, "Increasing Investment in Diversity & Inclusion Job Market," Glassdoor Economic Research report, October 2019.



## An Attractive Role

The rising interest in hiring D&I roles by employers is also matched by growing job seeker interest in these positions. Our [research](#) shows that more job seekers are looking for D&I-related job opportunities today, with searches up 35 percent over the past year in the U.S. and 19 percent in the UK. Given that there's an average of 1.4 and 1.6 job seekers in the U.S. and UK, respectively, for each open D&I-related role today, it's good news for both job seekers and companies hoping to staff up D&I teams in 2020 and beyond.

What are the types of D&I talent employers need to hire? They range from program directors to specialized recruiters. As of August 2019, the most common D&I roles hiring on Glassdoor included:

- D&I Director
- Chief Diversity Officer
- D&I Program Manager
- Diversity Recruiter
- D&I Manager
- D&I Consultant
- D&I Specialist
- Dean of Diversity & Inclusion
- D&I Coordinator
- Diversity Sourcer

## Big Companies Lead, For Now

Until now, most investments in hiring for D&I-related roles have come from very large companies. Our research found that two-thirds of job openings in diversity and inclusion today are at employers with more than 1,000 employees. The reason is simple: Large employers are subject to more public and regulatory scrutiny, and also have more specialized workforces allowing them to invest in dedicated diversity and inclusion teams.

In 2020 and beyond, however, we expect more mid-sized employers to catch up on investments in diversity and inclusion staff. This will be fueled by the need to compete for candidates who increasingly seek out companies with these programs.

Big changes have taken place in the last decade. Far more public discussion has taken place regarding the need to create more diverse and inclusive workplaces. That momentum will spill into 2020 and beyond. As many companies have learned over the last decade, words without action typically don't lead to change. We expect the tide to turn in 2020, with more companies putting their money where their mouths are by adding key D&I-focused employees in order to drive lasting change in their workplaces.



### Trend 5:

## Recruiters will adapt as 65+ Baby Boomers become the fastest-growing workforce.

The fastest growing segment of the labor force in the coming decade isn't millennials or the newest band of Gen Z workers. It's aging Baby Boomers. This demographic of age 65+ workers are working [longer](#) than past generations and, estimates show, aren't going anywhere. They are healthier, work in physically less-demanding jobs, and are more in need of retirement income than previous generations — all forces which are keeping seniors in the workforce longer.

A “gray wave” of senior citizens will be impacting the workforce in coming years, both in the United States and the United Kingdom. While the overall American labor force is projected to grow by [5.5 percent](#) over the next decade, the 65+ workforce will grow by a whopping 61 percent. Similarly in the UK, the 65+ population is expected to rise nearly [60 percent](#) over the next 25 years, faster than any other demographic group.



Senior citizens today are healthier, more engaged, and working longer than past generations. But few employers today are well-positioned to make the most of this growing talent pool. Most talent attraction efforts today are focused on the hiring needs of tech-savvy Gen Z and millennial workers, rather than experienced seniors. In 2020 and beyond, we expect to see a dramatic shift in recruiting focus, with more strategies aimed at [attracting](#) the booming 65+ workforce and using it to companies' strategic advantage.

### **With Age Comes Opportunity**

There are many [benefits](#) to tapping the rising pool of 65+ talent. Many experienced workers have rich institutional knowledge and professional contacts that are hard to find among younger talent. Despite the perception of younger workers being more knowledgeable and tech-oriented, many employers [find](#) older workers are just as open to making investments in continuous learning and upskilling as their younger peers if given similar access. A workforce that is more age-diverse can also help boost "[cognitive diversity](#)," drawing in valuable diverse viewpoints that research shows often drive more team creativity and innovation.



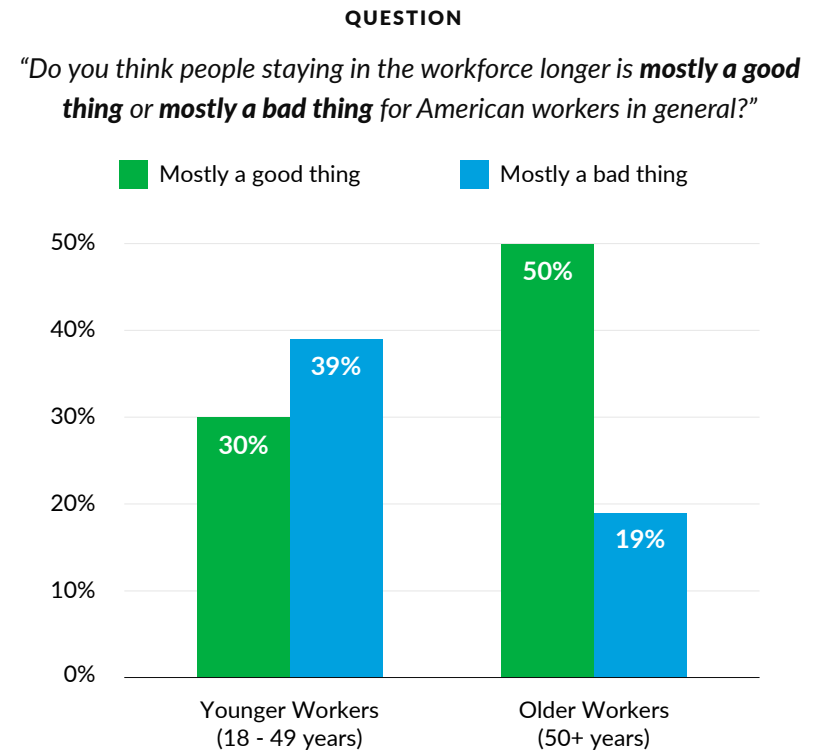
## Cultural Challenges

This historic surge of 65+ workers in the coming decades is also likely to surface new challenges – most importantly, rising ageism in the workplace – that employers will be under increasing pressure to combat. According to a Glassdoor [survey](#), 45 percent of employed adults in the U.S. and 39 percent in the UK have witnessed or experienced ageism in the workplace. Although employers around the globe have tackled important issues of gender identity and ethnic diversity in the workplace in recent years, the issue of age bias has gotten much less attention – something we expect to change in 2020 and beyond.

A common myth that fuels ageism in many workplaces is a perception that by delaying retirement, older workers may be hurting the career advancement of younger workers, blocking their path to promotion. For example, a recent Associated Press [survey](#) showed that younger workers have a much more negative view than older workers of employees extending their time in the workforce; 50 percent of older employees viewed seniors working longer as positive for workers, while just 30 percent of younger workers agreed.

In reality, research shows that young workers have little to fear from older workers staying in the workforce longer. Using data from 1977 to 2011, a [study](#) from Stanford's Institute for Economic Policy Research shows no evidence that younger workers' opportunities were diminished by older workers staying in the

workforce longer. In particular, the data show that extended senior citizen employment had no impact youth job opportunities or wages. "If anything," the researchers summarized, "the opposite is true." That's an important message for HR teams to communicate to younger workers in the coming decade.



Source: Associated Press, NORC Center for Public Affairs Research.



### Learning & Inclusion Efforts Are Key

The best way to prepare both seasoned workers and newer generations in the coming decade is through investments in learning and development. These efforts help workers of all ages keep skills fresh, promote a lifetime of learning, and help older workers adapt to the warp speed of today's technical innovation. Employers who invest in relevant, accessible learning programs in 2020 and beyond will be best positioned to attract, retain and benefit from the aging workforce of tomorrow.

As employers brace for the coming “gray wave” in the workforce, we expect to see more HR leaders rethinking what the “worker of today” looks like. Talent pools in the coming decade will be more diverse than ever – not just in terms of gender and ethnicity, but also age and experience. Employers who broaden their definition of inclusivity to welcome older workers, and develop the learning programs to make the most of the 65+ talent pool, will enjoy a strategic hiring advantage in 2020 and beyond.



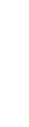


## Trend 6:

# More people will find their next job on a mobile device

Twelve years ago, the launch of the Apple iPhone forever changed how the world accessed the internet. Through easy-to-use touchscreens, the smartphone opened the door to mobile apps that radically changed how people use the internet in their busy, daily lives. In less than a decade, mobile devices have become ubiquitous. We now rely on them for dating, shopping, driving directions, bank balances, restaurant and travel information, the news -- and searching and applying to jobs.

As more aspects of our lives move onto mobile devices, the use of traditional desktop PCs is rapidly declining. That tectonic shift is having a huge impact on candidate experiences today. In 2020, we expect to see employers wake up to the importance of streamlining their mobile job application experiences. Older legacy systems risk losing out on candidates when outdated application systems aren't mobile phone friendly.





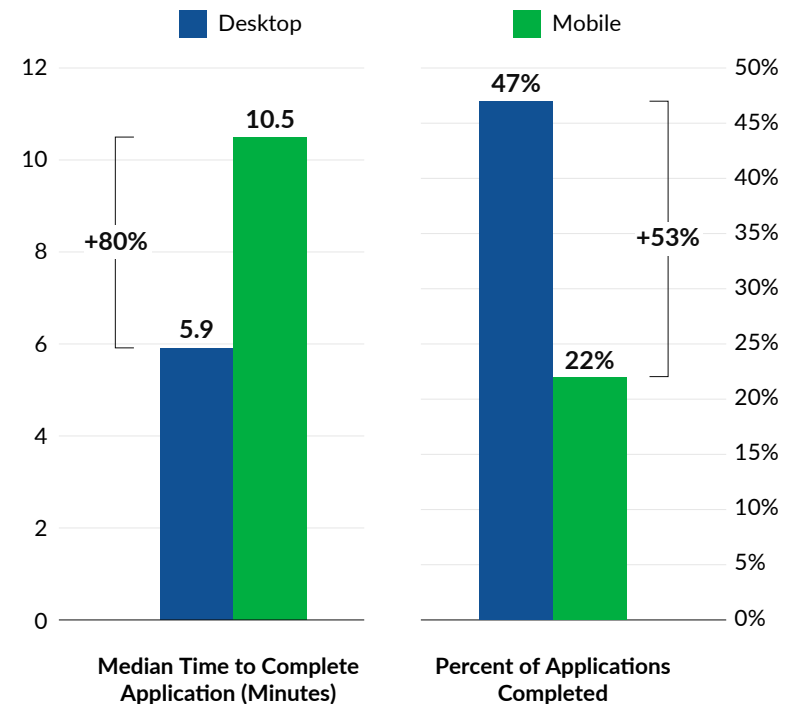


## The Future Is Mobile

According to [research](#) from the World Advertising Research Center (WARC), in only 5 years from now nearly three quarters (72.6 percent) of internet users will exclusively access the web through a smartphone. Desktop internet experiences are rapidly going the way of the land line or, more accurately, the VCR. That means the candidate of the future will largely show up to employers' application portals via mobile phone. If their application process isn't mobile-first, companies may lose out on talent attraction.

At Glassdoor, we recently [studied](#) more than 12 million active job seekers on Glassdoor and found that mobile device users face many more application barriers than their desktop-using counterparts. The median time to complete a job application for mobile users took 80 percent longer than traditional desktop PCs – 10.5 minutes per application on mobile, compared to 5.9 minutes on desktop. That large difference in job application difficulties translates into smaller candidate pools for recruiters: Candidates on mobile devices complete only about 22 percent of applications they start, compared to 47 percent on desktop.

## Applications take longer, and see less completion rates on mobile devices today



Source: Daniel Zhao, "[The Rise of Mobile Devices in Job Search: Challenges and Opportunities for Employers](#)," Glassdoor Economic Research report, June 2019.



### Impact on Candidate Diversity

The poor experiences job seekers face when applying on a mobile device represents lost opportunities for employers. By deterring mobile-only applicants, employers are hurting the size and diversity of their candidate pools. Our [research](#) shows candidates who rely more on mobile devices during the job hunt have a different profile than candidates who use desktop devices. They are:

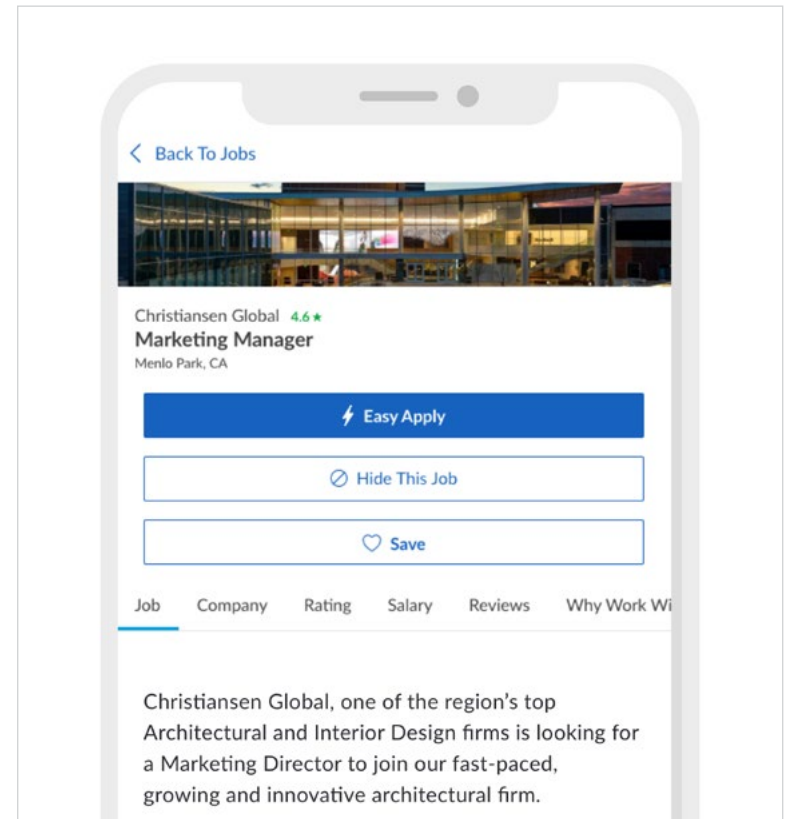
- Older and more experienced; 35-44 year-olds are the most likely to apply on a mobile device — not the young, tech-savvy candidates many assume would rely on mobile phones for job hunting.
- More likely to be women; 52 percent of mobile device applicants are female, compared to 46 percent of desktop applicants. By making mobile applications difficult, companies are baking in a gender diversity disadvantage in their applicant pools.
- Often outside today's biggest metro areas; cities with the most mobile device applicants include Riverside, California; Orlando, Florida; San Antonio, Texas; and Detroit, Michigan — not high-cost tech hubs like San Francisco, New York City or Seattle, as many might assume.
- More likely to apply to blue-collar, lower-skilled, and non-tech jobs; the highest share of mobile-device applicants were to jobs for package handler (75.4 percent mobile devices), restaurant manager (75.1 percent mobile devices), truck driver (73.9 percent mobile devices), certified nursing assistant (72.9 percent mobile devices), and materials handler (72.8 percent mobile devices) — not the software engineers and data scientists many would assume rely on mobile phones for job applications.

## Social Media Recruiting

There is growing interest today in social media recruiting – attracting candidates from non-traditional sources like Facebook, Twitter, Instagram, and other social media apps. One of the most common ways these candidates will arrive to company job portals will be on a mobile device. Most legacy applicant tracking systems today are not ready to deliver great candidate experiences to these mobile applicants – a risk that could stymie companies' social recruiting investments.

In 2020 and beyond, we expect to see more employers streamlining mobile job application flows in preparation for the coming shift toward mobile-only candidates. Tools like Glassdoor's "Easy Apply" can integrate with many existing applicant tracking systems, and automatically optimize jobs for a simple, easy-to-use mobile applicant flow. As the world becomes more reliant on mobile devices in coming years, we expect to see employers invest much more in mobile-friendly candidate experiences.

## Listing jobs as Easy Apply on Glassdoor automatically makes them simple and easy for mobile-device applicants



Source: [Glassdoor](#)



### Trend 7:

## Brexit will threaten tech hiring in the UK

Depending on how, or when, it's done the United Kingdom's planned departure from the European Union will have a dramatic impact on UK hiring and talent attraction in 2020 and beyond. Whether the UK ends up leaving the EU, we expect Brexit-related uncertainty to have a major business impact. If a full Brexit occurs, the aftermath and any changes in immigration rules will affect UK employers— particularly those struggling to fill in-demand tech roles, which are disproportionately filled by globally mobile candidates working outside their country of citizenship.

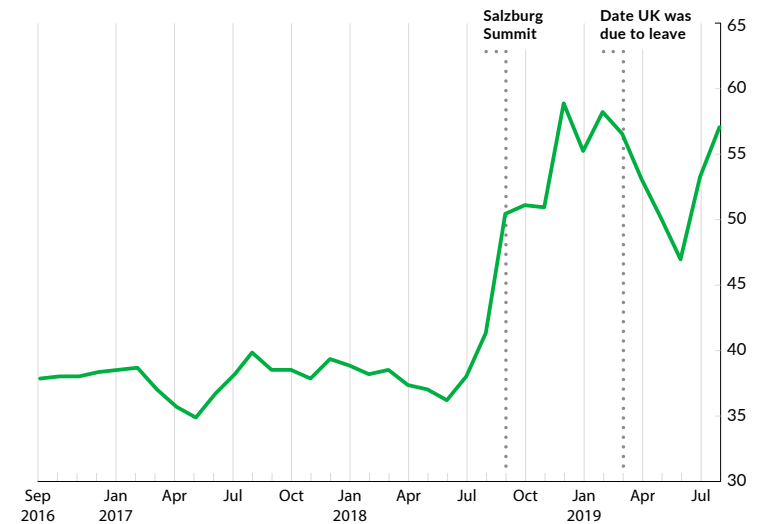
## Job Fears and Brain Drain

According to a recent Glassdoor [survey](#), 40 percent of employees in the UK say that Brexit has resulted in their company cutting jobs. Meanwhile, UK employers fear a possible tech “brain drain” following a hard Brexit. Similarly, a recent [survey](#) of 1,000 UK business leaders by Salesforce found more than half of employers surveyed said they believe the country is at risk of a brain drain after Brexit, particularly for tech talent. Severing the decades old UK-EU relationship will likely erect new immigration barriers for skilled workers, making it much harder for the world’s top software engineers and other tech talent post-Brexit to live and work in the UK.

These looming questions about the impact of Brexit on jobs and hiring have spurred a growing climate of uncertainty in the UK. According to the [Decision Maker Panel](#), which surveys a nationally representative sample of around 8,000 UK financial officers from small, medium and large companies, business uncertainty from Brexit is on the rise. The nearby figure shows the share of survey respondents who said Brexit was among the top 3 current sources of uncertainty they’re struggling with — hitting 57 percent in August 2019.

Other surveys show most UK employers today are not yet prepared for the new immigration rules that may accompany Brexit.

## Share of UK executives who see Brexit among top 3 sources of business uncertainty



Source: UK Decision Maker Panel, available at <https://decisionmakerpanel.co.uk>

A recent [survey](#) of over 2,100 employers by the Chartered Institute of Personnel and Development found that more than half of UK employers had no knowledge of government plans for post-Brexit immigration rules, and only 7 percent had detailed knowledge of the latest proposals. We expect this to become the single biggest issue facing talent attraction professionals in the UK’s tech and professional services sectors in 2020.

## The Costly Unknown

When it comes to business, uncertainty itself can be extremely harmful. It makes planning and investment more difficult. It discourages companies from taking risks and making long-term plans. And it diverts executives' time and energy toward bracing for worst-case contingencies rather than working toward their core business goals.

There's growing evidence that Brexit-related uncertainty is already hurting UK employers. A recent [working paper](#) from the National Bureau of Economic Research in the U.S. found that Brexit anticipation has reduced investment spending by British firms by about 11 percent since the original June 2016 Brexit vote. It found the Brexit process has hurt UK workforce productivity by between 2 and 5 percent, mostly due to companies diverting more time to Brexit-related planning. According to the study, Brexit has also led to a large and long-lasting increase in business uncertainty in the UK — something that may also spill over into deteriorating business outlooks for non-UK employers who hire and do business in the United Kingdom.

## The Path Ahead

In 2020 we expect to see two main responses to Brexit-related hiring challenges by UK employers. First, we anticipate a greater

interest in remote and flexible work arrangements, as hiring managers struggle to relocate in-demand talent to UK office locations. Employers' Brexit-related immigration challenges will further accelerate the already growing trend toward remote work, which has been fueled in recent years by improved instant messaging and video conferencing tech in the workplace.

Second, we expect UK-based employers to shift their focus to cities outside the UK for tech-related hiring. Since major cities like Dublin and Paris — each only a 1-hour flight from London — will remain in the EU, employers can still take advantage of more flexible intra-EU immigration rules from there. Although splitting up company workforces geographically has many disadvantages, it still may outweigh the high costs and uncertainty posed by immigration policies in a post-Brexit world. That's especially true for high demand tech roles, a need met today by hiring talent originating outside the UK.

Holistically, the UK economy is strong and most UK employers will emerge from Brexit largely unscathed. However, we expect big changes in how UK-based employers cultivate new talent and navigate post-Brexit immigration policies in today's increasingly global high-skilled workforce.



### Trend 8:

## The 2020 election cycle will unleash companies' political side

The single biggest external event facing Americans in 2020 is the looming U.S. Presidential election. All eyes and conversations across media, workplaces and home life will shift to the national political stage. That comes after increasing levels of political awareness and polarization over the last three years, fueled by an acrimonious and divided political climate, a seemingly endless stream of political controversies, and the launch of a presidential impeachment investigation.

In 2020, we expect to see more workplaces get political as both employers and employees engage with the national election cycle. In particular, we're likely to see more companies and employees embracing their stances on social issues in 2020, potentially impacting both employer branding and day-to-day workplace culture.



## Stand Up

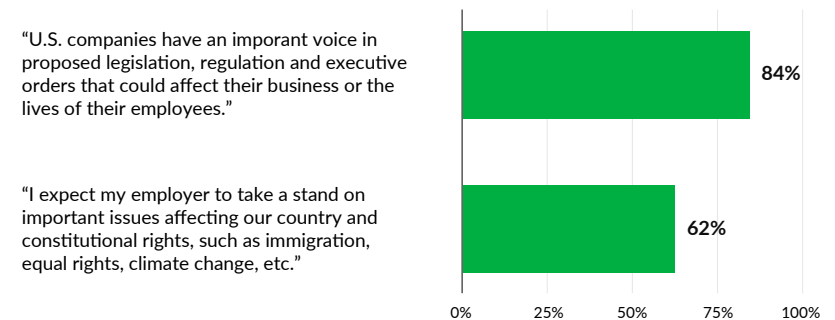
In 2019, we saw the early signs of rising political sentiment in the workplace. Employees walked out at Wayfair following [reports](#) the company's platform had been used to furnish controversial immigration detention centers on the U.S.-Mexico border. In the wake of an August 2019 mass shooting in El Paso, Walmart's executives [moved](#) to limit ammunition sales and discourage open carrying of guns in stores. And Dick's Sporting Goods [physically destroyed](#) \$5 million worth of assault rifles instead of giving them to gun manufacturers for resale.

## A Calculated Risk

There are obvious risks for employers when taking a stand on major issues or political matters generally. Employees and customers are far from homogeneous, and one person's ethical stand can be another's distasteful or offensive opinion. Companies in some cases have faced media and political backlash from taking unpopular stances on public issues, even leading to boycotts in some [high-profile](#) cases.

However, we seem to be entering a new era. Not only do employees expect corporate leaders to speak up on issues that matter to them, but customers are increasingly demanding this as well. Taking controversial stances can be a business and personal risk, but those who successfully walk this tightrope can also enjoy rewards. For employers in highly competitive sectors looking for ways to stand out from the crowd, taking a political stand can be a winning strategy for distinguishing themselves from the competition and strengthening their appeal to talent.

## More employees expect companies to take a stand on social issues



Source: Glassdoor Corporate Activism Survey, available at <https://www.glassdoor.com/about-us/corporate-activism-survey/>

While taking a political position isn't right for every employer, surveys do show that large majorities of job seekers today want employers to stand up for issues they care about. A 2017 Glassdoor [survey](#) revealed that 75 percent of millennials expect their employers to take a stand on social issues. An overwhelming 84 percent of U.S. workers believe companies have an important voice in proposed legislation, regulation and executive orders that could affect the employer's business or the lives of employees.

We expect to see more employers in 2020 taking advantage of this rising sentiment by standing up on social issues their employees care about and inserting themselves more frequently into the national political landscape.





### Other Ways of Leaning In

Taking a political stance as a company isn't the only way for employers to tap into job candidates' desire to work for socially conscious employers. Glassdoor surveys also show that giving back to communities is another issue that's more important than ever to employees today. According to one [poll](#), 75 percent of U.S. workers said they expect their employer to support groups and individuals in need in their communities, either through donations or volunteer efforts by employees.

The big takeaway for employers is that there will be opportunities and risks in speaking up in the politically charged climate of 2020. We expect to see more employers in highly competitive talent spaces doubling down on their mission and values in this election year, both by taking a public stance on social issues and investing in employee volunteering and other modes of corporate social responsibility as they ride the tumultuous wave of the 2020 election cycle.





## Conclusion

Today's hiring market presents more challenges to talent professionals than ever before. Workplaces are becoming more transparent, and new technologies are changing how companies find, hire, and retain talent. While rapidly changing HR tech has sparked anxiety among some talent professionals, it also presents immense opportunities for employers in the coming decade.

The choice of where to work is one of the most important decisions in most peoples' lives. The job market today is doing a better job of matching people with their best possible career opportunities than ever before. However, the same technology that's making job markets work more effectively is also rapidly changing the future of work for many jobs themselves -- with growing AI and automation impacting managers and HR professionals today, as well as employees.

The U.S. economy is approaching a turning point as we approach 2020 and the start of a new decade. After a decade of growth and unemployment rates still remaining near historic lows, there are signs of a slowing economy. With today's rapidly changing HR tech landscape comes new challenges as well. That makes 2020 an opportune time for employers to position themselves to benefit from the hiring trends we've presented — and to invest in workplace culture today while the economic times are good.



## About Glassdoor

Glassdoor combines all the latest jobs with millions of reviews and insights to make it easy for people to find a job that is uniquely right for them. The company is on a mission to help people everywhere find a job and company they love. In pursuit of this mission, Glassdoor helps employers hire truly informed candidates at scale through effective recruiting solutions like job advertising and employer branding products. Launched in 2008, Glassdoor now has reviews and insights for more than 900,000 companies located in more than 190 countries. For more information, visit [glassdoor.com](http://glassdoor.com).

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