

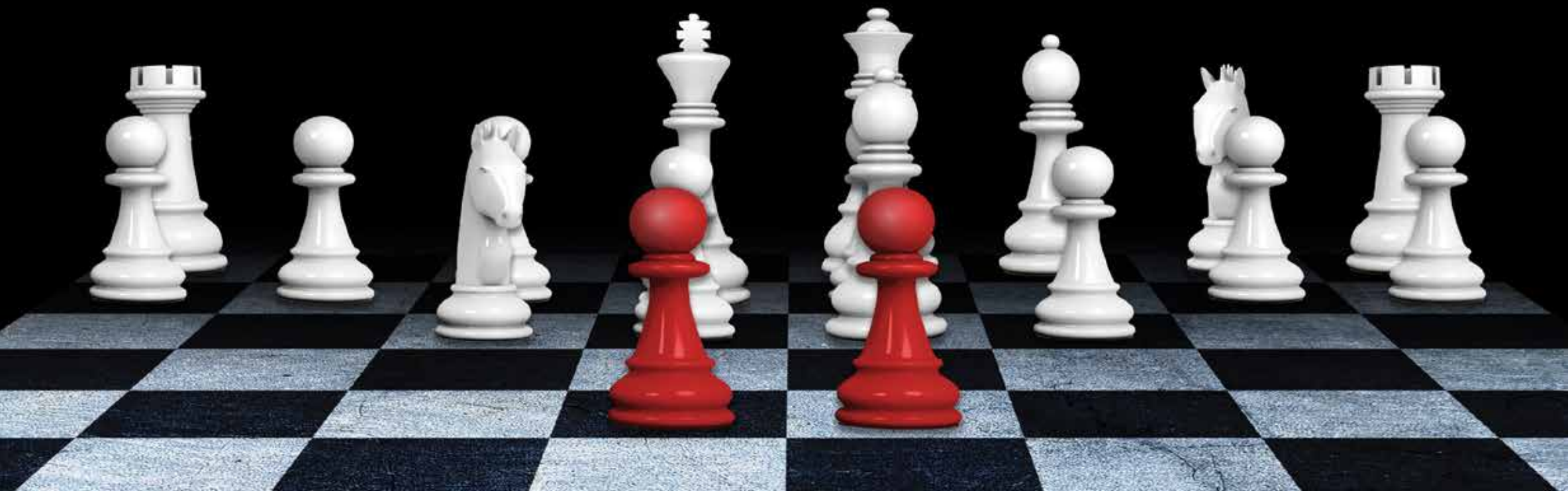
THE

HIRE RIGHT[®]

TALENT GAME

15th Annual Benchmark Report

2022





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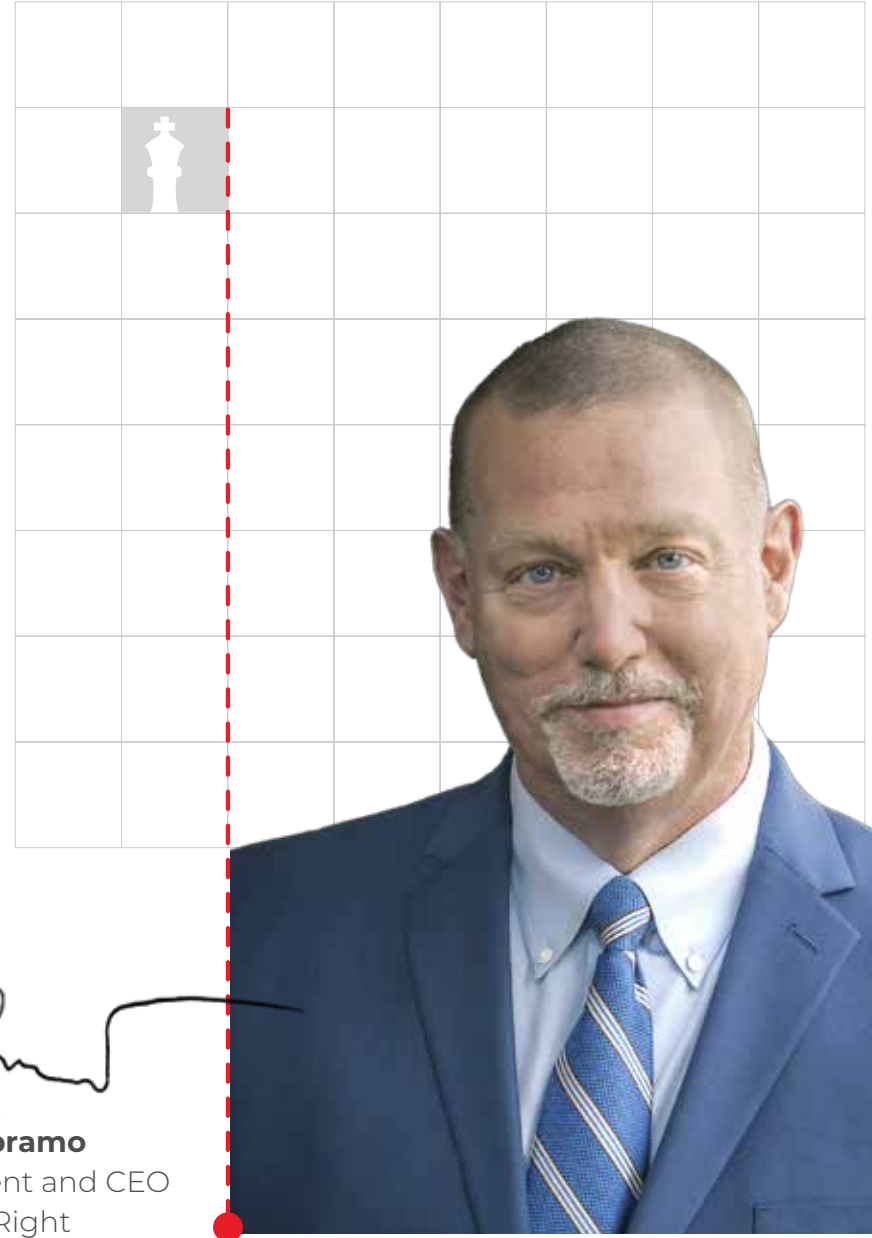
Foreword – **Guy Abramo**

Welcome to The Talent Game – odds are, you're already playing!

2022 marks the 15th edition of HireRight's Benchmark Report, so first and foremost, I want to thank every reader who has participated in our annual benchmark surveys, helping us to reach this significant milestone. Each voice matters, and we hope you will continue to share yours with us.



Guy Abramo
President and CEO
at HireRight



Foreword – Guy Abramo

Following “The Great Resignation” and the continuation of the global COVID-19 pandemic, the rules of **The Talent Game** have changed. Businesses have had to adapt quickly to hire and onboard the talent they need to thrive or survive, relying on marketplace insights, like those shared in this report, to plan and stay ahead of their competition.

For our opening move, we focus our **Compliance** lens on the rapidly evolving global data privacy landscape and the many laws that may impact employers screening local and international candidates.

The middlegame begins with our **Background Screening** section, covering some new ground this year by additionally discussing the top priorities for businesses choosing their screening provider. We also explore how global screening programs are conducted and managed, and the rise of social media screening.

Next, we review the state of **Talent Acquisition** in 2022, the tactics and channels employers consider to be most effective at driving recruitment, and the top challenges that lie ahead for human resources and talent acquisition professionals.

Finally, we look at the endgame of talent management: **Remote Working**. How are employers managing the risks of remote working in 2022? And do our respondents believe that the future of work in their organizations is more likely to be remote, office-based, or hybrid?

I hope that you will find this year’s report a useful overview of the global background screening and recruitment landscapes, allowing you to benchmark your activities to peers regionally and internationally and identify trends that may influence future activity for your business. 

Executive Summary



Data privacy laws continue to be introduced and updated around the world

Without federal legislation around general data privacy in the U.S., jurisdictions including California, Colorado, Utah, and Virginia are implementing their own laws to provide additional rights for their citizens.

Throughout the rest of the world, many countries are still taking influence from the European Union's 2018 General Data Protection Regulation (GDPR) to inform their data privacy laws.



The need for candidate and non-employee screening remains

Over two-thirds of respondents globally said their company benefits from a better quality of hires as a direct result of their background screening program.

Businesses are seeing the importance of screening their extended workforce, with more respondents in each region screening their temporary/contingent workers, independent contractors, interns, and volunteers this year.



Background screening priorities appear to be unified globally

Respondents in all regions agreed that accuracy of results was the most important factor when choosing a screening partner, with speed and cost making up the top three.

Globally, over seven in 10 respondents said they work with a single screening provider, showing the importance of finding a screening partner with an international footprint and capabilities if you operate in multiple countries.



Finding talent remains a challenge in 2022

In the wake of "The Great Resignation," finding qualified candidates is the top talent acquisition challenge for 2022 and was identified more broadly than in 2021.

Meeting candidates' benefits/perks expectations is also one of the top three challenges in each region this year and is expected to remain so for the near future.



Remote working is in decline but far from gone

As restrictions around the pandemic are lifted, respondents expect that less of their workforce will be working from home, especially in North America.

However, globally, for businesses and job roles where remote working is possible, most are considering a hybrid model, allowing employees to spend less time in the office.

Data Privacy Around the World: A Compliance Update

Foreword – Caroline and Alonzo

Data privacy around the world is complex and constantly being updated.

While some laws, like the European Union’s GDPR, cover many countries and have an extra-territorial effect, most data privacy laws around the world cover a single country – such as Canada’s PIPEDA, Brazil’s LGPD, and Japan’s APPI – or even just one state – such as California’s CCPA, Connecticut’s CTDPA, and Utah’s UCPA.

It can be difficult enough for employers to remember what each legislation’s acronym stands for, let alone the specific requirements they must adhere to when conducting candidate or employee background checks around the world. This is where we can help.

This section of the report, taken from our Data Privacy Around the World eBook, is designed to help employers understand how data privacy requirements around the world can impact background screening and provide an overview of some of the key data privacy laws in effect, and coming soon, in the Americas, EMEA, and APAC.

We hope you find it an interesting read and a useful asset to further your knowledge of the myriad data privacy laws that can affect a company’s global employment screening program.



The Americas

- United States
- Canada
- Latin America



EMEA

- The General Data Protection Regulation (GDPR)
- Middle East



APAC

- India
- Singapore
- Philippines
- Australia
- Japan



Caroline Smith
*VP Deputy General Counsel,
International*



Alonzo Martinez
Associate General Counsel

The Americas

United States

In the U.S., no singular federal law addresses data privacy holistically. Instead, multiple federal laws address specific aspects of privacy within a particular sector. For example, most people in the U.S. are familiar with HIPAA, The Health Insurance Portability and Accountability Act of 1996, which protects patient health information from disclosure absent the patient's consent. Regarding the background check process, the Fair Credit Reporting Act (FCRA) is a more than 50-year-old regulation intended to promote accuracy, fairness, and privacy of information maintained by credit reporting agencies. The FCRA includes 'consumer information,' such as background screening reports prepared by 'consumer reporting agencies,' like HireRight.

At the Federal level, the American Data Privacy and Protection Act (ADPPA) was introduced in June 2022 by Senator Roger Wicker (R-MS) and Representatives Frank Pallone (D-NJ) and Cathy McMorris Rodgers (R-WA). The ADPPA is bipartisan legislation that seeks to safeguard the data of Americans. However, there is a lack of consensus concerning its scope and enforcement. Notably, a current draft of the legislation includes exemptions for activities covered by the FCRA. While there is an appetite for federal data privacy legislation, the likelihood of passage of the current bill as drafted is questionable.

In the absence of omnibus federal legislation, many states are attempting to regulate the personal data of their citizens and have loosely modelled their laws on the EU's General Data Protection Regulation (GDPR).

The Americas

United States

California is leading the way with the [CCPA](#) (California Consumer Protection Act), which has since been amended by the [CPRA](#) (California Privacy Rights Act), which comes into effect in 2023 and provides additional rights for California citizens. In addition, [Colorado](#), [Connecticut](#), [Virginia](#), and [Utah](#) also have laws coming into effect in 2023.

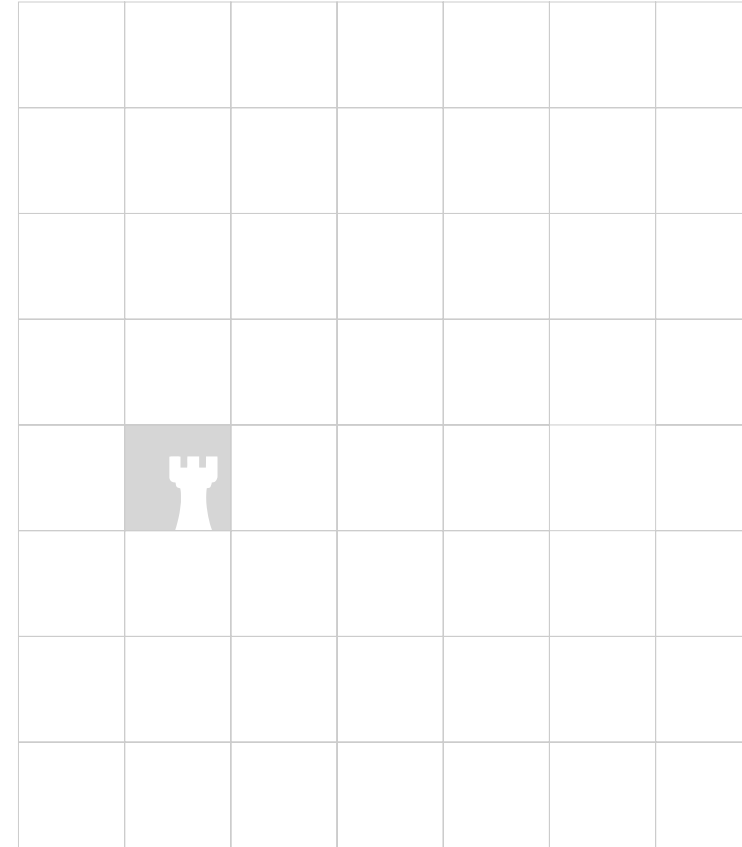
All laws passed at the state level to date exempt activities conducted in compliance with the FCRA. That FCRA compliance includes providing background check disclosures and obtaining a candidate's authorization for the check, following the pre-adverse and adverse action notice processes, as applicable, and ensuring that the information is used for a non-discriminatory purpose.

When the FCRA's requirements are followed, state laws including the CCPA, CPRA, and the Colorado, Connecticut, Utah, and Virginia privacy acts will not apply to these background checks.

Employers are reminded that they are responsible for protecting non-background check data that they maintain on their workforce under state privacy laws. This means human resources data may be within scope of these laws, in addition to other kinds of data, such as marketing data.

More than 30 states considered privacy legislation in 2022. Without clear progress made at the federal level, **the evolution of privacy legislation at the state level makes it clear that it is a trend with staying power.**

Employers should expect more states to pass privacy laws in 2023 and beyond.



The Americas



Canada

Canada has a long-standing federal data privacy law at called [PIPEDA](#) (Personal Information Protection and Electronic Documents Act). Enacted in 2000, PIPEDA helps protect Canadian citizens' personal information by defining how organizations collect, use, and disclose personally identifiable information when engaging in commercial activities.

PIPEDA affords Canadians numerous rights. As it relates to background screening, paramount is ensuring that “the knowledge and consent of the individual are required for the collection, use, or disclosure of personal information.” Individuals are also afforded rights to access and correct their personal information.

PIPEDA protects several types of personal information, including credit records, employment and education history, driver’s licenses, and Social Insurance Numbers.

For example, if an employer seeks to verify a candidate’s Social Insurance Number, the candidate’s disclosure of their Social Insurance Number is voluntary as part of the background screening process. However, once a candidate has been hired, a worker must provide their Social Insurance Number to their employer so that it can be used for payroll tax purposes.

In June 2022, Bill C-27 the Digital Charter Implementation Act, which proposes a new Consumer Privacy Protection Act (CPPA) as a replacement for PIPEDA, was introduced. The CPPA would expand on the principles set forth in PIPEDA and provide for greater enforcement with stiff penalties for non-compliance. Bill C-27 must be passed by both Houses of Parliament and receive Royal Assent in order to become law. If passed, employers would likely receive at least a year’s reprieve to establish procedures for compliance.

Beyond PIPEDA, additional provincial and territorial privacy and consumer reporting laws may impact background screening.

For example, British Columbia, Manitoba, New Brunswick, Nova Scotia, Ontario, Prince Edward Island, Saskatchewan, and in limited cases Quebec, require that employers provide notices when adversely affecting the employment of an individual based on data contained within a consumer report.

The Americas

Latin America

Data privacy in Latin America is evolving at a rapid pace. The measure making the most news right now is [Brazil's LGPD](#) (Lei Geral de Proteção de Dados, also known as the Brazilian General Data Protection Law), which was a hotly anticipated law many years in the making. The LGPD was enacted in 2018 and became effective in August 2021, one year after the Brazilian National Data Protection Authority (ANPD) was created.

Anonymized data that cannot be deanonymized, or otherwise identified, is not considered personal data within scope of the LGPD.

The ANPD is expected to release [additional guidance](#) as its enforcement of the LGPD takes shape.

As seen with Brazil's LGPD, in Latin America, it is a growing trend to adopt an approach to data privacy modelled after the EU's GDPR. Recent developments concerning laws impacting data privacy in the region include Chile's Bill Number 111144-07, Panama's [Executive Decree No. 285](#), Uruguay's [Resolution No. 23/021](#), and numerous bills in Costa Rica.

Generally, the rule concerning data privacy in the region is that transparency is preferred if not required. This means employers should be transparent about the scope of their searches, how they use an individual's data, and how they retain it.

Additionally, there are robust anti-discrimination laws throughout Latin America. Therefore, employers should consider if a search is relevant and proportionate to the role the worker is or will be performing.

It is worth thinking about your policies and processes to prepare for what will eventually come into law as the general movement is towards GDPR-like data privacy protection that promotes a culture of transparency and anti-discriminatory hiring practices.



EMEA



The General Data Protection Regulation (GDPR)

The [General Data Protection Regulation \(GDPR\)](#) came into force on May 25, 2018 and was a much-needed update to the EU Privacy Directive from 1995. The underlying principle of the GDPR is “privacy by design and default” being the integration of necessary safeguards and measures to protect personal data into the fabric of all data processing activities. In addition, Supervisory Authorities were given greater powers to fine those entities that breach their GDPR obligations (including a much higher fines threshold), and individuals (data subjects) were given enhanced rights in respect to their personal data. Such were the enhancements that the GDPR has greatly influenced a new generation of privacy legislation around the world, from Brazil and California to India and Singapore.

During the Brexit transition, there were some concerns about whether the United Kingdom would continue to adhere to this framework

but with final version of the [EU-UK Trade and Cooperation Agreement \(TCA\)](#) (agreed by EU and UK negotiators on December 24, 2020 and in force on January 1, 2021), a commitment to the free flow of personal data between the United Kingdom and the EU was outlined. This was swiftly followed on June 28, 2021 by the official ruling of adequacy from the EU, meaning that data transfers are deemed to be automatically “safe”. This ruling will remain in place for four years, at which point it will be reviewed. It will be interesting to monitor the direction the UK government takes privacy post the announcement of the data privacy reform consultation: will the UK become the new “gold standard” for privacy?

Looking at HireRight’s core services – the collection and verification of candidate and employee data – the obligations of our customers and of ourselves are determined by the role undertaken according to GDPR definitions.

The customer determines the nature and the means of the data processing i.e. choosing the type of checks they want to run on their candidates to assess their backgrounds and how far back they want to collect history and HireRight processes the candidate/employee personal data based on those instructions from the customer.

Perhaps the most difficult area that the customer, as data controller, must navigate is which checks should be run. To that end, the customer should always consider what would be “fair,” taking into account the nature of the role the candidate will undertake in context of the unique risk profile of the business the candidate will be working in i.e., the “relevancy and proportionality” rule. In some sectors, such as Financial Services, this is much easier to determine as regulations/guidance within a sector set out what checks must be completed to hold certain roles.

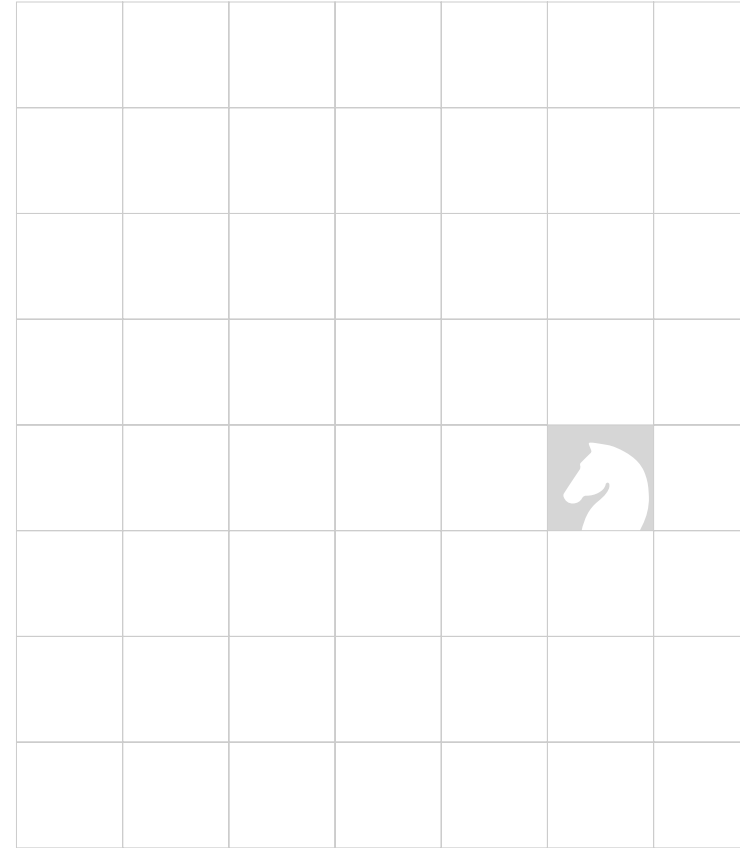
EMEA

Middle East

The Middle East is a mix of many countries and has lots of different rules and regulations around data privacy, many of which are being consolidated or updated: it is another region taking GDPR principles and applying them locally.

One example is Saudi Arabia, whose Personal Data Protection Law has been passed and is due to come into force in March 2023. Other countries or trade zones in region – Oman, Abu Dhabi, and the Dubai International Financial Centre (DIFC) – have also either updated or put in place new legislation, all of which will be in force towards the end of 2022/early 2023. In addition, a new federal law has been put in place across the United Arab Emirates, due to be in force from September 2022.

One reason for the proliferation of these laws (as opposed to reliance on principles in Civil Codes) is the region's burgeoning development, in particular the creation of a free-trade zone in Saudi Arabia. These jurisdictions want to attract investment and international businesses to the area and it is recognized that the protection of personal data is a key concern for those investors/businesses. In addition, the region must show that those who will work in the region, especially in respect to key infrastructure projects, have been properly vetted. Having privacy laws in place provides the framework in which such checks can be legitimized.



ASIA PACIFIC

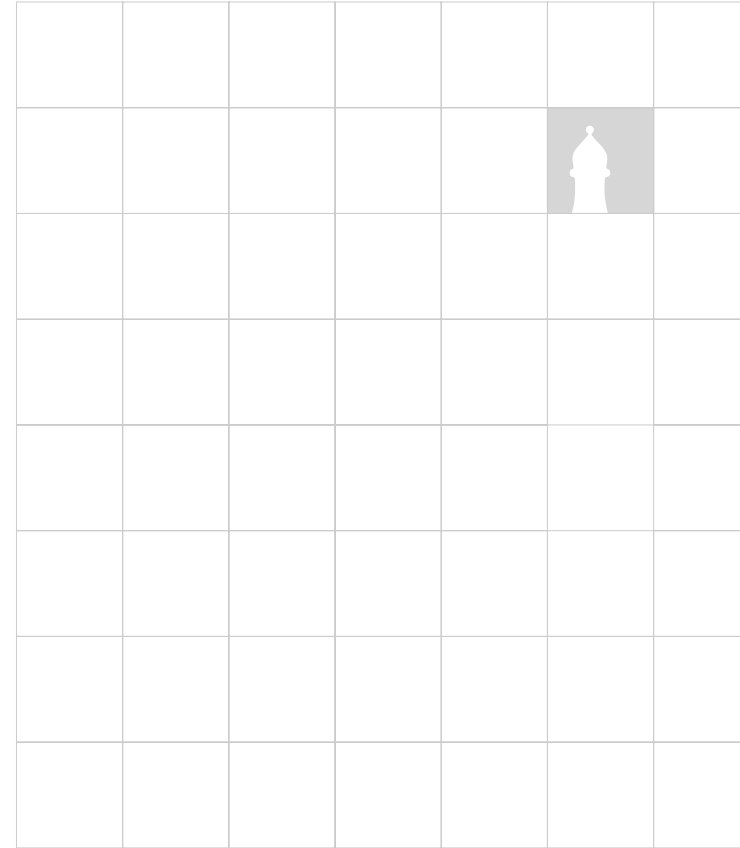


India

India is currently looking to consolidate its laws around data privacy. The [Information Technology Act, 2000](#) has some protections but it is recognized that these are not as robust as protections found in neighbouring countries' legislation. This is despite the 2011 Information Security Rules that updated the 2000 Act.

The IT Act, 2000 is soon to be replaced by the [Indian Privacy Bill](#), which has been in circulation since 2019. **The Indian Personal Data Privacy Bill (the “Bill”) draws heavily from the GDPR. For example, the Bill contains definitions of both “personal data” and “sensitive personal data” (the 2000 Act and 2011 Rules only define the latter), meaning that the scope of the new legislation is now far wider. Concepts such as lawful grounds for processing, use of sub-processors, data breach notification, and data transfers are also set out.**

As of June 2022, the Indian Privacy Bill has not come into law, but it is expected to do so in the coming months, so employers with a footprint in India should watch out for further updates on this.



ASIA PACIFIC

Singapore

Singapore is a South-East Asia business hotspot and a melting pot of cultures. From the early 2010s up to around 2015, we saw many organizations set up South-East Asia hubs that were distinct to their Greater China hubs. At the same time, Singapore enacted a data privacy law, the [Personal Data Protection Act, 2012](#), which was closely modelled on the old EU directive.

Since then, Singapore has issued updates to its 2012 law. Some updates have addressed local privacy concerns, such as the advisory guidelines of 2019 relating to the collection of the National Registration Identity Card (NRIC). More recent updates have been enacted to pivot from the old EU directive model towards the GDPR model - for instance, enhancing rules in respect to data breaches, and looking into introducing legitimate interest as a lawful ground for processing personal data.

One unique feature of the 2012 law is the “evaluative purpose” ground for processing personal data. The “evaluative purpose” may be used by an employer during the hiring process to justify the type of information that they request and/or check (which may include the NRIC) in order to evaluate the candidate’s ability to satisfy the requirements of the role they are applying for.

The use of the “evaluative purpose” ground for processing personal data means that the employer must have gone through a process to determine which data will be processed to assist in their decision making, including a summary of why the employer believes this is justified.



ASIA PACIFIC

Philippines

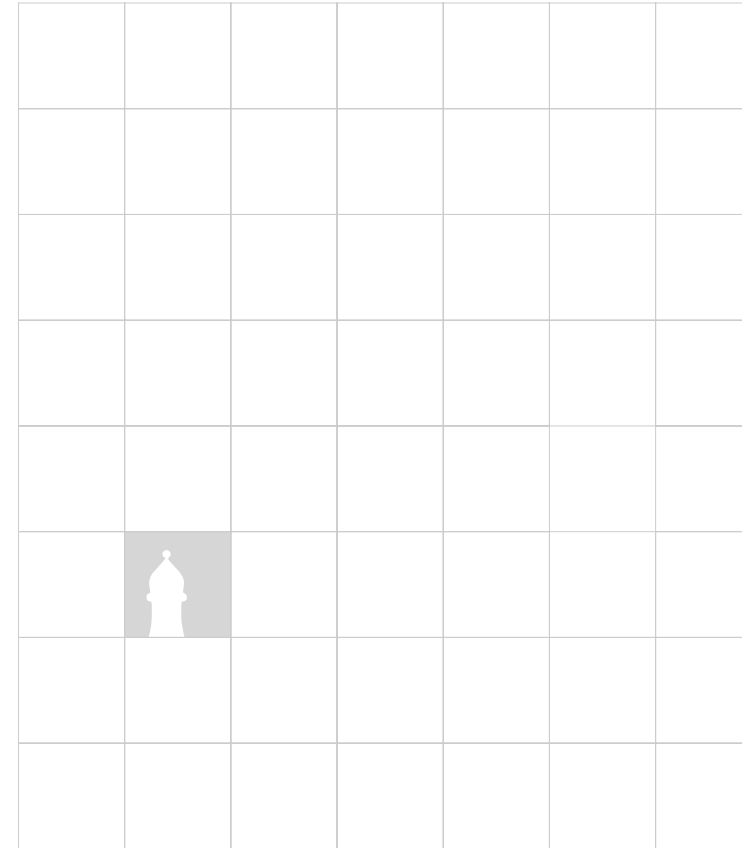
The Philippines have had a [data privacy law](#) based on the old EU directive since 2012.

This privacy law contains similar obligations to those found in EU regulations i.e., consent to obtain data, accurate processing of personal data, and ensuring appropriate technical and security measures are in place.

Whilst this provides a good framework in which to place your screening program, the Philippines presents other unique challenges: records are not centralized nor digitized, which presents a challenge in both accessing and validating information. This can increase turnaround times due to the manual nature of the work, making it critical to have in place a robust network of on-the-ground teams that have the relevant licences to access records.

In addition, local naming conventions pose a challenge when using name matching to identify records across a time period that includes a name change, such as marriage (on marriage your “first surname” is deleted, being replaced with your “second surname,” which is in turn replaced by your “married surname”). Collecting the correct identifiers is therefore extremely important when conducting background checks in Philippines.

Recently, the local privacy regulator in the Philippines has commenced on-site audits to ensure compliance with the data privacy laws, so now is a good time to review practices.



ASIA PACIFIC

Australia

Australia is unique in its legislation, as it does not distinguish between a data processor and a data controller – it does not use those definitions. So, regarding who is responsible for what, it is quite complicated from a consent perspective. Responsibility is essentially passed on as you move through the chain. There are primary and secondary processing – for instance, the employer or the service provider (e.g., HireRight), and then the source.

Timing of checks is key here too and is included in employers' policies and contracts of employment, including how to “off-board” someone who fails a check post-onboarding.

If you are processing data for employment purposes – by which we mean, once the individual is an employee as opposed to pre-employment screening or screening at the offer stage – then the [Australian Privacy Act](#) does not apply.

For instance, if you run a criminal or a drug and health screening check after an employee has been onboarded, the employer does not have to ask for permission, as this would be part of their employment contract. This does not mean that consent, where required by the source (such as ACIC or AFP), is not collected by the third-party processor nor does it mean that the third-party processor is not subject to the Australian Privacy Act. However, the grounds on which the employer requires the checks may differ to those pre-employment and some more in-depth or job-specific checks can be easier to justify if carried out during employment.

In Australia, you cannot conduct a credit check on a candidate or employee, as to do so you would need to obtain information from a Credit Reporting Agency (CRA), which is prohibited under the Privacy Act.

However, employers can conduct a bankruptcy check (or other financial probity checks) if they are accessing information that is stored in public records, as this does not rely on information from a CRA.

Unlike under other financial regulatory regimes, checks that are required in order to hold a “regulated” role do not always specify that checks should be conducted outside of Australia. However, a regulated entity is commonly required to gather up to a 10-year history that needs to be checked, which means it is inevitable that for many candidates this will require access to global checks. It is important that any screening provider that a regulated entity partners with has such global coverage.

ASIA PACIFIC



Japan

Japan has been a bit of a trailblazer in terms of privacy laws in Asia-Pacific, enacting its first set of laws in 2003, not long after the EU Directive of 1998. Japanese legislation is quite complex and a lot of it is focused on third-party processors, such as background screening providers like HireRight.

Japan updated its laws in 2018, once again to align with Europe i.e., the GDPR, and were the first country in APAC to get a ruling of adequacy under the GDPR. The ruling of adequacy came into effect in January 2019.

The latest updates to Japan's privacy law, the Amended Act on Protection of Personal Information ([Amended APPI](#)) were passed by the Japanese legislature in June 2020 and came into effect on April 1, 2022.

The employment/discrimination laws in Japan are some of the most employee-friendly laws in the world, so when you are conducting a background screening check, or even rescreening, you need to bear in mind how strong these employment laws are, as it is nearly impossible to terminate an employee once they have been hired.

Organizations in Japan tend to have an Anti-Social Forces clause in their employment contracts and Anti-Social Forces policies at a corporate level. This is a unique element of screening in this country and HireRight, via its associate company J-Screen, has a proprietary database within the country for Anti-Social Forces screening.

A black and white photograph of three people in an office setting. A woman with blonde hair is leaning over the shoulders of two men, all of whom are looking intently at a laptop screen. The man on the left is wearing glasses and a dark shirt, while the man on the right is wearing a light-colored shirt. The background is blurred, showing office lights. There are decorative teal dashed lines with dots at the end, one on the left and one on the right. In the top right corner, there is a grey cross-shaped graphic with a teal castle icon in the center.

Background Screening

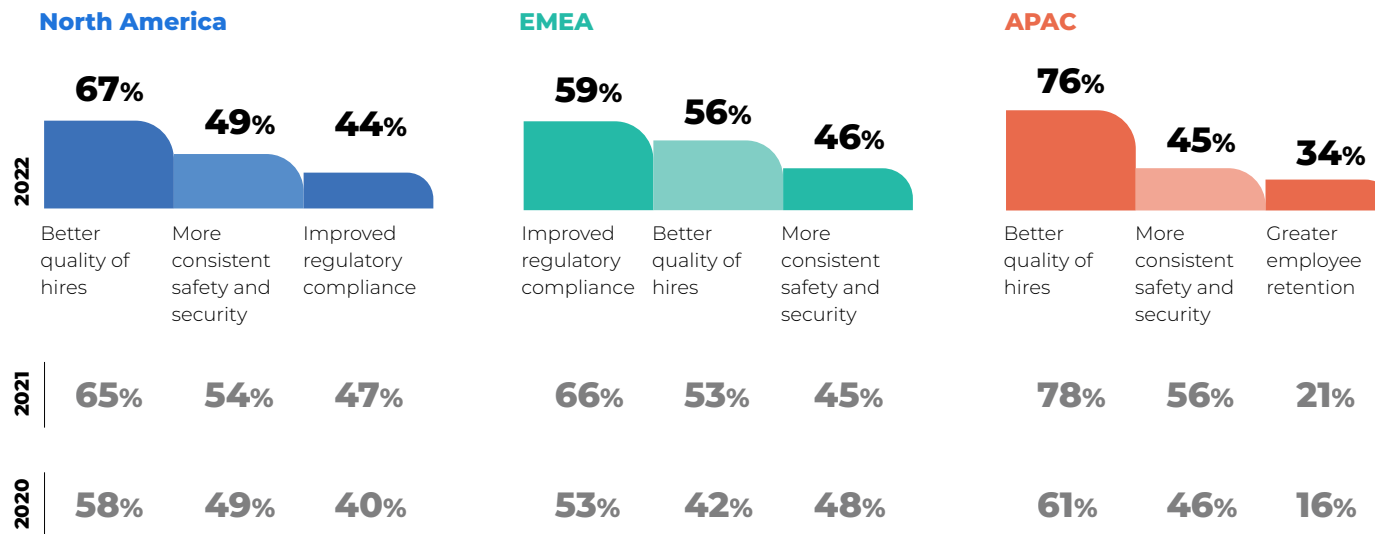


The **Benefits** of Background Screening

While background screening is commonplace in North America, for many countries in Europe, the Middle East, and Africa (EMEA), and Asia-Pacific (APAC), it is still an emerging practice.

However, for businesses around the world that conduct pre-employment background checks on their candidates, the benefits are clear.

What are the main benefits your company gains from employment screening?





“The cost of bad hires for employers can be huge – especially when you factor in recruitment and training costs, salaries, and lost productivity, not to mention potential reputational damage for your brand.”

Ko Hui Yen

Managing Director of APAC at HireRight

A better quality of hires continues to be a leading benefit of background screening for employers in all regions, with over three-quarters (76%) of respondents from APAC, two-thirds (67%) from North America, and over half (56%) from EMEA citing this.

“The cost of bad hires for employers can be huge – especially when you factor in recruitment and training costs, salaries, and lost productivity, not to mention potential reputational damage for your brand,” said Ko Hui Yen, Managing Director of APAC at HireRight.

“Adopting a robust background screening program as part of your onboarding process is one way to help mitigate your company’s employment risk.

“Additionally, by reminding job seekers to check that their information is correct before applying, you may deter candidates with falsified credentials from applying, thus helping to contribute toward a better quality of hires.”

In APAC, a third (34%) of respondents believe that background screening helps with their employee retention, a rise from around a fifth (21%) of respondents in 2021 and over double the percentage who stated this in our 2020 survey.¹

Additionally, a quarter of respondents globally said that background screening helped provide a better company reputation, perhaps by screening out candidates who are not a good fit for the organization or whose past activity may make them unsuitable for the roles to which they have applied.



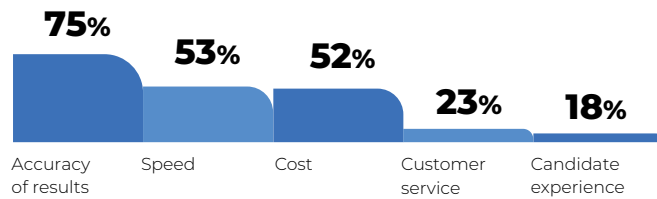


Choosing a **Screening Provider**

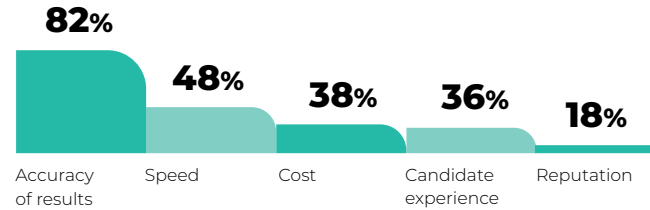
There are many factors to consider when choosing a background screening provider, but globally, respondents were unanimous in their top three – although the ordering varied slightly.

 **What do you see as the most important factors when choosing a screening provider?**

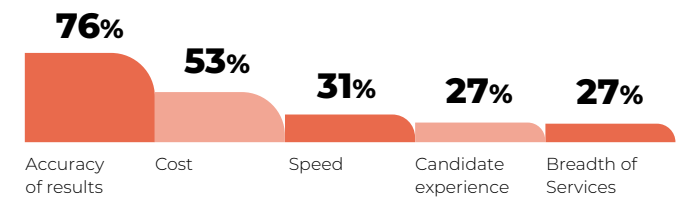
North America



EMEA



APAC



Across all regions, ensuring that screening results are accurate was the most cited factor when businesses are choosing a background screening provider. Additionally, speed and cost were considered universally important, with candidate experience also in the top five for each region.

Accuracy when screening can be affected by several factors, including using comprehensive and up-to-date databases for public records checks, verifying candidates' credentials directly at the source or

via their approved agents where possible to remove the risk of false documentation, and having robust quality assurance (QA) processes in place before returning the results to the employer.

Businesses currently evaluating background screening providers should assess their priorities, such as those listed above, and see how their potential screening partners map to these with their service offering.



How is Screening **Conducted?**

Globally, most respondents said their company works with a single background screening provider, either to screen in just one country in which they operate or to cover their entire global workforce.

 Which of the following describe how background screening is currently conducted by your business?

North America

We work with a single provider



We work with different providers for different screening services



We conduct some (or all) of our background screening services in-house



EMEA

We work with a single provider



We work with different providers in different regions/countries



We conduct some (or all) of our background screening services in-house



APAC

We work with a single provider



We conduct some (or all) of our background screening services in-house



We work with different providers in different regions/countries





Just over a quarter (28%) of respondents from EMEA say they work with different providers in different regions/countries. Could this be due to the complexity of different local laws impacting background screening in the region, driving companies to rely on local vendors?

Whether working with a single global screening provider or several local ones, it is essential that a background screening provider has the expertise to help you navigate through any local legislation impacting your background screening process.

Of those that do not currently use a single provider, around a fifth of respondents from North America (21%) and from EMEA (20%) are planning to consolidate to a single provider within the next 12 months – consistency of service/experience was the top reason given for this move.

Customer Spotlight

“We used to work with a variety of in-country screening vendors for our international candidates, however, we started to notice a number of gaps in our screening program. Each local vendor had their own way of doing things, which led to an inconsistent candidate experience for our new hires and made it difficult for our recruiters to efficiently manage the different screening processes of their candidates.

“By partnering with a single global screening provider, HireRight, and a single global applicant tracking system, Workday, we can now offer all our new hires a consistent, remote onboarding experience, wherever they are in the world. This allows us to have a centralized screening program, with regional leads reporting into the U.S., each using the same system and interface, allowing us to streamline our processes and share knowledge within our teams.”

– **Talent Acquisition Manager** at a Fortune 500 healthcare company



How is Screening **Managed?**

Regional/in-country management of background screening processes is the most common model in North America and EMEA, but respondents from APAC are more likely to have a centralized global approach.

How is your company's screening program currently managed?

North America

EMEA

APAC

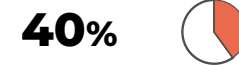
Regional/in-country management



Regional/in-country management



Centralized global management



Centralized global management



A combination of centralized and regional/in-country management



Regional/in-country management



A combination of centralized and regional/in-country management



Centralized global management



A combination of centralized and regional/in-country management





“There is no one-size-fits-all when it comes to how businesses manage their international screening programs.”

Elise Eidemiller

SVP of Customer Success at HireRight

Most respondents globally plan to keep the same screening management model for the next 12 months, but nearly a third were unsure, suggesting that conversations around restructuring background screening management within businesses may not be involving all the individuals who would be directly affected by any such changes.

“There is no one-size-fits-all when it comes to how businesses manage their international screening programs,” said Elise Eidemiller, SVP of Customer Success at HireRight. “The management structure of a company’s global screening program is often determined by how their HR team is positioned internationally, alongside the systems they use to manage their recruiting and onboarding processes.

“For companies with a regional HR presence and localized technology systems, regional/in-country management of their screening program may be the preferred approach.

“However, larger organizations typically seek a more consistent global approach to screening and so may be more likely to adopt a centralized model. This could mean that all candidate adjudication is managed by a single person, or team, in one location for all their global hires, or that regional background screening leads report into one global screening manager.

“No matter how your screening program is managed, partnering with your screening provider (or providers) can help to ensure a consistent service delivery and candidate experience for all your global candidates – which is all the more important now that more businesses are hiring remote workers from all around the globe.”

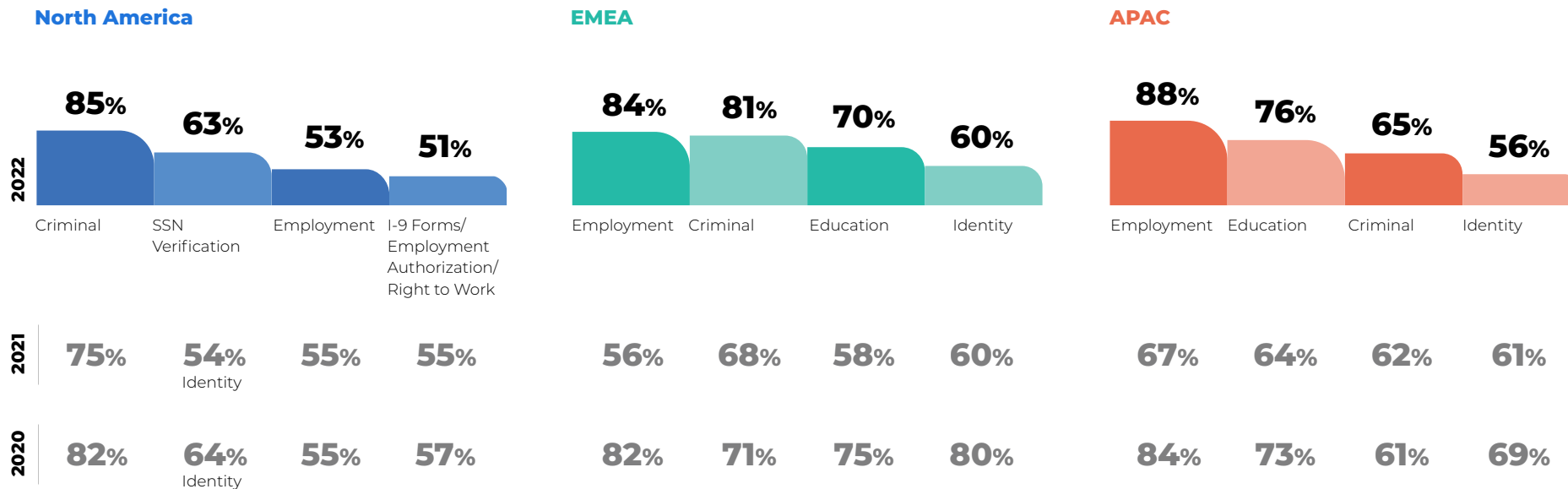


Background Screening **Around the World**

A higher percentage of businesses are conducting pre-employment criminal checks in 2022 than in 2021 or 2020, with three-year high rates in North America, EMEA, and APAC reported by our survey respondents.

Following dips in screening in several areas in 2021, many checks appear to have bounced back or even surpassed pre-pandemic numbers this year.

Which background checks does your company include in its pre-employment screening program?





“With resume fraud prevalent in India, businesses are concerned about the quality of their hires and the potential risks that unverified employees bring to their organization.”

Marcel Solomon

General Manager of India at HireRight

Businesses in North America are far less likely to conduct education checks than their counterparts in EMEA or APAC – just 41% verify their candidates’ education credentials, compared with 76% in APAC and 70% in EMEA.

With fake degree scandals often appearing in the media, particularly in India,² it is not surprising that education checks are a high priority in APAC. But could U.S. and Canadian employers be exposing themselves to additional hiring risks by allowing candidates with potentially falsified education credentials into their businesses? The discrepancy rates reported from these checks in EMEA and APAC suggest this may be the case.

“With resume fraud prevalent in India due to the increased availability of fabricated education certificates and references, businesses are concerned about the quality of their hires, as well as the potential risks that unverified employees bring to their organization,” said Marcel Solomon, General Manager of India at HireRight.

“Education and employment verifications remain the most common background checks conducted pre-hire in APAC, with the highest rates of adoption globally reported by respondents from India: 90% said their business conducts employment checks, and 85% conduct education checks – over double the percentage of North American survey respondents that said they conduct education checks in this year’s survey.”

[Read more about background screening in India in Marcel’s blog post, “Understanding Background Checks in India.”³](#)

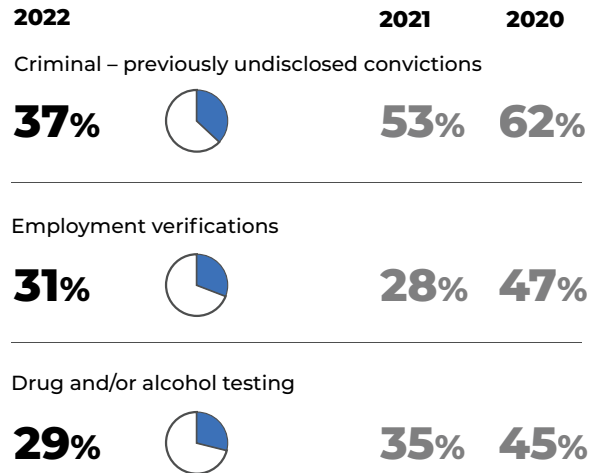


Candidate **Discrepancies**

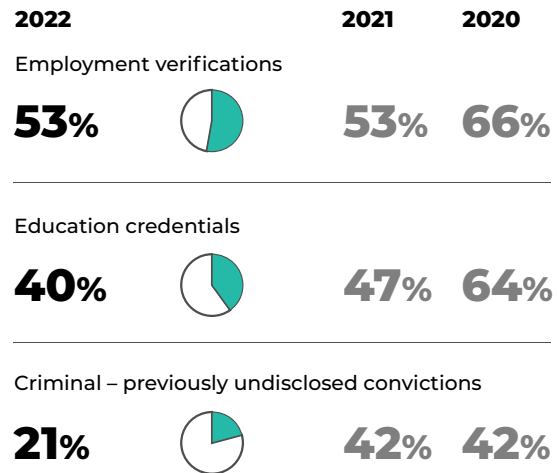
While candidate discrepancy rates in many areas appear to be in slight decline compared with our 2021 Global Benchmark Survey findings, employment and education discrepancies in EMEA and APAC are still widespread.

In which areas do you most often find discrepancies with candidates during their background screenings?

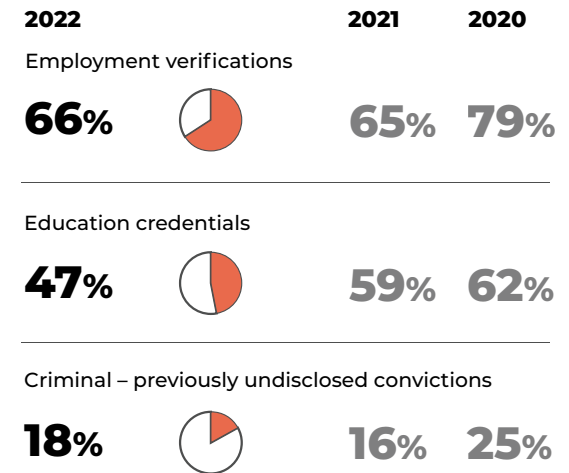
North America



EMEA



APAC





Undisclosed criminal convictions remain the top source of candidate discrepancies in North America, with over a third of respondents there stating they had found them, compared with around a fifth of respondents in EMEA and APAC. However, the amount of North American respondents finding previously undisclosed convictions appears to be declining year over year.

“In a quest to simplify compliance, many employers no longer require that candidates self-disclose criminal history,” said Alonzo Martinez, Associate General Counsel at HireRight. “Additionally, the U.S. is experiencing a trend at the state and local levels to decriminalize cannabis possession and use. Eliminating criminal disclosures and drug-related convictions reporting during the background screening process may help explain the downturn in candidate discrepancies.”

“In a quest to simplify compliance, many employers no longer require that candidates self-disclose criminal history.”

Alonzo Martinez

Associate General Counsel at HireRight





“The need to onboard talent quickly should never come at the expense of foregoing pre-employment background checks, or even rushing or paring back the scope of these checks.”

Peter Cleverton

Managing Director of EMEA at HireRight

Education and employment discrepancies are still commonly found in EMEA and APAC, which is possibly not so surprising given they are among the most common checks in these regions. However, if a similar percentage of North American employers verified their candidates' education credentials, would they also see a corresponding increase in education discrepancies? By not verifying their candidates' education credentials, employers may never know, or possibly worse, may discover this many years down the line. For example, in March 2022, the Central Bureau of Investigation (CBI) in India had booked a case against an assistant commissioner of Goods and Service Tax (GST) who allegedly used a fake degree certificate to secure a government job 32 years ago.⁴

“While it still seems to be a candidates' market in 2022, with many employers desperate to get new hires in the door as soon as possible, **the need to onboard talent quickly should never come at the expense of foregoing pre-employment background checks, or**

even rushing or paring back the scope of these checks,” said Peter Cleverton, Managing Director of EMEA at HireRight.


“The data from this year's Benchmark Survey shows that in 2022, as in 2021, many businesses throughout the EMEA region are finding discrepancies in their candidates' academic and work histories during the background screening process. These may often be genuine mistakes, but they still show the need for background checks to highlight any inconsistencies between what a candidate has reported and what has been verified through public record checks, at the source, or via supporting documentation.

“If candidates are willing to extend employment or study dates to hide any gaps on their CVs, as our customers often find, what else might they be hiding there? Without conducting thorough background checks on their candidates, employers may never know.”

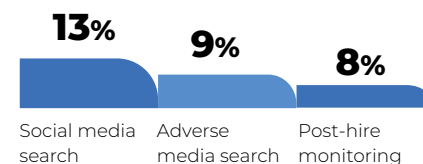


The Rise of **Social Media Screening**

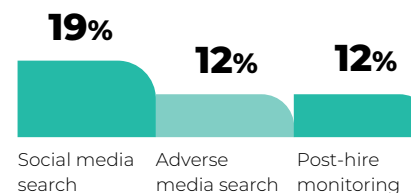
Social media screening is the service being considered the most widely by respondents in all regions to help reduce the risks associated with remote working in 2022.

 Which of the following services are you considering introducing in 2022 to help mitigate the risks of your remote/hybrid workforce?

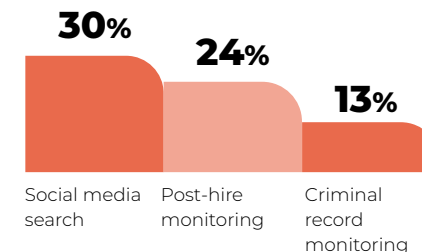
North America



EMEA



APAC



Three in 10 respondents from the APAC region, and almost a fifth (19%) of EMEA respondents, said they were considering introducing social media screening for this purpose this year.



“Social media searches reveal additional real-time insights into how someone interacts with others, expresses themselves, and their opinions.”

Caroline Smith

*VP Deputy General Counsel,
International at HireRight*

“Social media searches reveal additional real-time insights into how someone interacts with others (comments on posts), expresses themselves (their own posts), and their opinions (the ‘like’ button),” said Caroline Smith, VP Deputy General Counsel, International at HireRight.

“Interestingly, and perhaps one of the most powerful applications of the social media check, is that ongoing checks can reveal critical changes in those behaviours, making it a powerful risk management tool when used for ongoing monitoring.

“Until recently, social media was not part of the background screening picture because it was often not well understood in the context of privacy or employment laws and privacy regulators were rightly cautious about its use for such purposes. But privacy laws are now more robust and provide better guidelines around how data can be used.”

















Read more about social media screening in Caroline’s article, “The Social Threat.”⁵

If all the businesses considering social media screening introduced it in 2022, and those already using it continued to do so, over half (51%) of APAC respondents and nearly two-fifths (38%) of EMEA respondents would be using social media screening. This is a big uptick from just 15% of APAC respondents and 10% of EMEA respondents who said they used social media searches in HireRight’s 2021 Global Benchmark Survey.⁶



Extended Workforce Screening

Across the globe, respondents whose businesses have extended workforces – comprised of non-employee workers such as temps/contingent workers, independent contractors, and interns – reported those workers are widely being screened, but there are still some gaps. In each region, vendor representatives are less likely to be screened this year than in 2021, potentially leaving employers open to risk in this area.

		North America		EMEA		APAC	
		2022	2021	2022	2021	2022	2021
 Which non-employee workers does your company utilize and which do you screen?*	Temps/contingent workers	59% 	58%	67% 	56%	62% 	47%
	Independent contractors	52% 	48%	64% 	57%	62% 	51%
	Interns	76% 	62%	81% 	49%	75% 	52%
	Volunteers	61% 	58%	63% 	59%	63% 	56%
	Vendor reps	43% 	47%	33% 	52%	53% 	55%

*The responses in the above table show the respondents who utilize and screen each type of worker as a percentage of the total number of respondents who utilize that type of worker. Businesses who do not utilize each type of worker are not included in this data.



Vendor screening is particularly important for many IT services and consultancy businesses, whose roles often include hiring candidates for placement with their clients. By establishing an extended workforce screening program, businesses such as consultancy firms can introduce consistent background screening protocols, giving their clients peace of mind that all their new employees meet their pre-defined screening requirements.⁷

Respondents from EMEA, North America, and APAC all reported higher levels of screening their interns than last year. Perhaps with more workers, including interns, working remotely, and interns often being afforded similar levels of access as employees, businesses wanted to close this gap and verify that their interns had the experience and qualifications they claimed, as they would do with their employees, before welcoming them onboard.

Additionally, in 2022, more businesses in each region whose workforces include temps/contingent workers or independent contractors reported that they were having their backgrounds vetted than was found in our 2021 Global Benchmark Survey.



Talent Acquisition

Foreword – Julie Romero

The **Talent Acquisition** and **Remote Working** sections of this report discuss what this year’s Global Benchmark Survey data tells us about the future of work. How has “The Great Resignation” impacted the way employers are recruiting new talent? In this candidate-led market, which tactics are organizations using to attract workers, while also retaining their existing employee-base? And are attitudes toward remote and hybrid working shifting – for both businesses and their employees?

Many of this year’s global survey respondents experienced the same recruitment challenges in 2021, with “higher than normal time to hire” and “higher than expected resignation rate/churn” among the top three challenges in North America, EMEA, and APAC. If your business experienced these challenges too, you were certainly not alone.

Additionally, the recruitment channels that respondents in these regions felt were the most effective in 2021 – and expected to be

the most effective in 2022 – were universal and consistent with the findings of HireRight’s recent Benchmark Surveys.

However, despite these similarities, respondents from different regions diverged in their approaches to solving their talent challenges. For example, while over half of respondents from North America and APAC said their businesses increased their salaries and/or offered additional benefits to help drive recruitment in 2021, respondents from EMEA were most likely to have explored new channels to advertise their vacancies.

I hope you will find the following data insightful and find that it can be used to help compare your company’s activity against peers globally, as HR teams around the world continue to play the talent game, working tirelessly to do what is needed to retain their current employees and workers, as well as meeting the high expectations of their new candidates.



Julie Romero

*Chief Human Resources Officer
at HireRight*

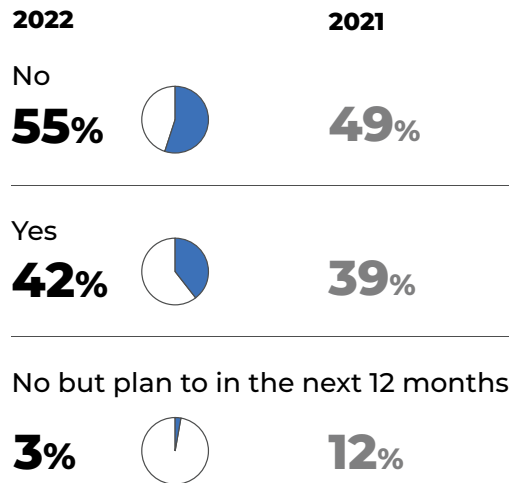


Adoption of **Applicant Tracking Systems**

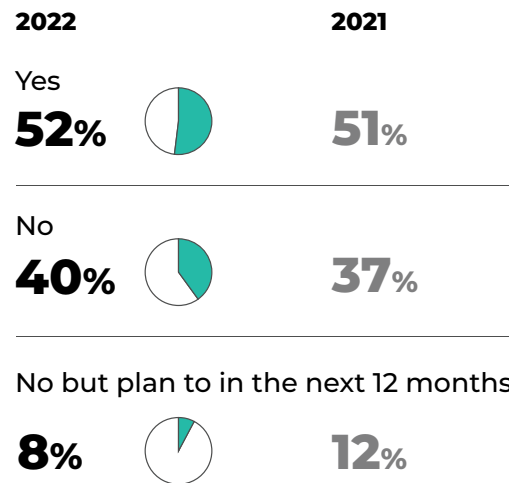
Between two-fifths (39%) and half (52%) of respondents in North America, EMEA, and APAC said their business uses an applicant tracking system (ATS).

 Does your organization use an Applicant Tracking/Recruiting Software System (ATS)?

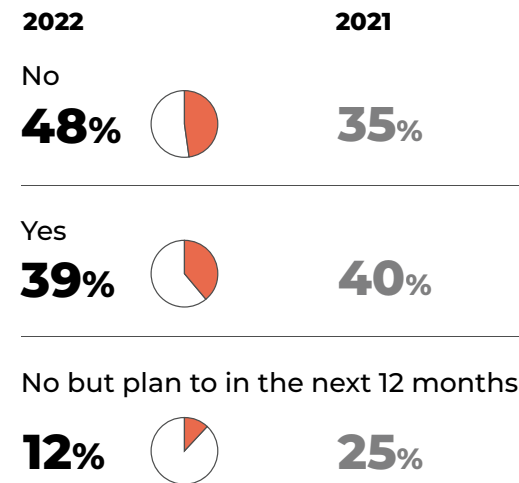
North America



EMEA



APAC




These figures show little movement from those reported last year in HireRight's 2021 Global Benchmark Survey, with one exception. Fewer respondents in each region reported that they were planning to start using an ATS in the next 12 months.

With the need for businesses to hire candidates quickly as important, if not more important, than ever in the wake of "The Great Resignation," it is surprising that more companies are not seeing the need for an ATS to help manage their recruitment efforts.



Globally, companies with over 500 employees (enterprises) are almost twice as likely to use an applicant tracking system than small and medium-sized businesses (SMBs) – 61% of enterprises are utilizing an ATS compared with just 31% of SMBs.

 **Does your organization use an Applicant Tracking/Recruiting Software System (ATS)?**

Global SMBs
(Under 500 employees)



Global Enterprises
(Over 500 employees)



No but plan to in the next 12 months **5%**

This suggests that companies with larger workforces are more likely to need and therefore utilize an ATS. The use of an ATS can offer many benefits for employers, including saving time for recruiters by limiting the need for manual data entry. This can ultimately speed up the overall hiring process, help to reduce bias in the recruitment process by using technology-driven vetting processes to highlight the best suited candidates based solely on their skills and experience, and help improve your candidate experience.

Just over two-thirds (68%) of businesses globally who use an ATS plan to stay with their current provider for the next 12 months. However, one in 10 said they were planning to switch providers and just over a fifth (22%) of respondents were not sure. For those looking to change their ATS, a “lack of ATS functionality/workflow that was key to business requirements” is a top motivation across all regions.



Applicant Tracking System and Background Screening Provider Integrations

Respondents from North America were the most likely to have their background screening provider integrated with their applicant tracking system, with around half (49%) saying this was the case.



Which of the following best describes the integration status of your background screening provider and your ATS?

North America

My screening provider is integrated with my ATS

49%



I have no plans to integrate my ATS with my screening provider

22%



My screening provider does not integrate with my ATS

22%



EMEA

I have no plans to integrate my ATS with my screening provider

37%



My screening provider is integrated with my ATS

33%



My screening provider does not integrate with my ATS

30%



APAC

My screening provider is integrated with my ATS

30%



My screening provider does not integrate with my ATS

27%



I am in the process of integrating my screening provider with my ATS

23%



On the other hand, just under a quarter (22%) of respondents from North America said their screening provider does not integrate with their ATS. These businesses may be missing out on key benefits, such as reduced duplicate data entry for their applicants, which could help improve their candidate experience.



“Connecting your applicant tracking system with your background screening provider could help to reduce the number of recruiter touch points in your hiring process, which could ultimately speed up your time to hire.”

Tyra Malone

Director of Strategic Alliances & Business Development at HireRight

Integrating your background screening provider with your ATS could also help save time and effort for recruiters, according to all our EMEA respondents and 85% of North American and APAC respondents who said they have an ATS screening integration. The majority also rate their integration as being highly valuable/mission critical.

“Connecting your applicant tracking system with your background screening provider could help to reduce the number of recruiter touch points in your hiring process, which could ultimately speed up your time to hire,” said Tyra Malone, Director of Strategic Alliances & Business Development at HireRight. “An integration could also allow you to manage background screening submissions, order statuses, and reporting from within your ATS interface, making the screening process more efficient for you and your team to manage.”

However, while many respondents are reaping the benefits of integrating their screening provider with their applicant tracking system (ATS), others are yet to see the value an integration offers. For some respondents who said their screening provider could integrate with their ATS but they had chosen not to, they cited not seeing a value in the integration and costs as the main barriers to setting this up.

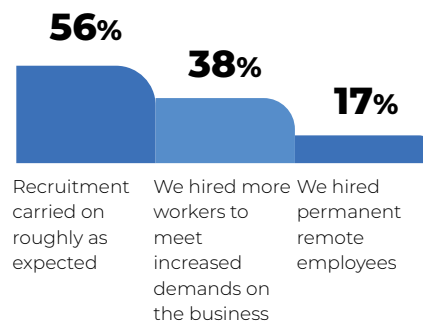


Recruitment in 2021

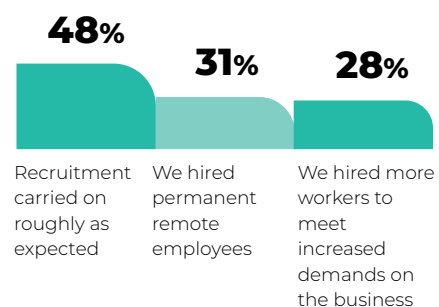
Despite “The Great Resignation” of 2021, around half the respondents from North America and EMEA reported that their recruitment activities continued as they had expected last year.

 Which of the following apply to your company’s recruitment in 2021?

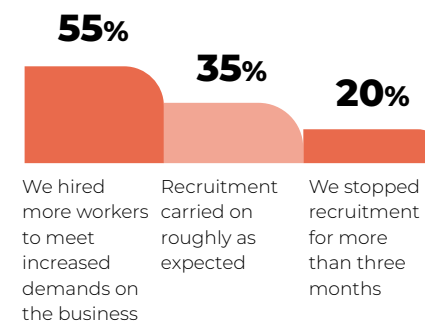
North America



EMEA



APAC



Additionally, it seems that for many businesses 2021 was a busy year – 55% of APAC respondents, 38% of North American respondents, and 28% of EMEA respondents said they had to hire additional workers in 2021 to help meet the needs of their businesses.

However, nearly a quarter (24%) of respondents from EMEA and a fifth (20%) of respondents from APAC said they stopped recruitment for more than three months, suggesting that it was feast or famine for businesses in 2021.



Partner Spotlight

**What has your research shown around hiring volumes for organizations in 2021?
What impact did “The Great Resignation” have on hiring volumes last year?**

“Many people entered 2021 feeling cautiously optimistic for a return to normal. For the most part, 2021 didn’t deliver. Throughout all the ongoing changes and transformations, one thing remains: organizations need the right people on the right teams to succeed. More than 90% of C-level business leaders admitted that their organization won’t be able to meet their goals without the right talent in an [iCIMS survey](#).⁸


“We closed 2021 with record high quit rates, a diminishing supply of applicants, and a job market where candidates held all of the cards. At the end of the year, there was a 97-point gap between job openings and job applications, the widest gap seen in the previous two years. After closing the first half of 2022, the talent market remains hot. iCIMS data shows job openings are up since the start of the year, and job seekers are continuing to make moves, with societal shifts, inflation, and cost of living likely influencing their behavior. This year, and in 2023 and beyond, employers must continue to rethink how they attract, engage, and retain talent to stay competitive.”

– **Rhea Moss**, Director of Data Insights and Customer Intelligence at iCIMS



Recruitment Challenges in 2021

Businesses in all regions experienced increased time to hire and higher than expected resignation rates in 2021, suggesting that “The Great Resignation” did not solely impact businesses in the U.S.

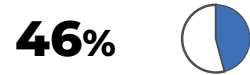
 Did your business experience any of the following recruitment challenges in 2021?

North America

Higher than normal time to hire



Positions remaining unfilled for three to six months



Higher than expected resignation rate/churn



EMEA

Higher than expected resignation rate/churn



Understaffing in your HR/recruitment team



Higher than normal time to hire



APAC

Higher than expected resignation rate/churn



Candidates dropping out if remote working was not offered



Higher than normal time to hire



Delays in the recruitment process may have been costly for some organizations last year, especially due to additional pressures from the changing employment landscape. Research published by recruitment agency Morgan McKinley in January 2022 found that half of all UK professionals have declined a job offer because the hiring process was taking too long. Additionally, two-thirds (65%) of employers globally reported they had lost their preferred candidate to an overly lengthy process.¹⁰



“There is an incredible talent pool in and around Mexico City, where we have established our regional headquarters, but employers need to go above and beyond to attract the best talent to their organizations.”

Ryan Christensen

*General Manager of Latin America
at HireRight*

Almost half of respondents from North America said their recruitment processes took longer to complete than last year, and a similar number said their company had positions vacant for three to six months.

In this candidate-led market, it seems many employers struggled to meet the rising demands of job seekers, many of whom expect higher salaries, better benefits, and flexible working as standard.

So, how did employers address these challenges? One article by the BBC from April 2022 discusses management consulting firms offering recent graduates six-figure starting annual salaries, saying that the pandemic has certainly impacted what employers are willing to pay to help secure new talent.¹¹ But was bumping up salaries and benefits the top tactic utilized by our survey respondents for driving recruitment?

“Over the last year, HireRight has been growing its team in Latin America, increasing local headcount from just three people to over 100 team members,” said Ryan Christensen, General Manager of Latin America at HireRight. **“There is an incredible talent pool in and around Mexico City, where we have established our regional headquarters, but employers need to go above and beyond to attract the best talent to their organizations.”**


“At HireRight, our local recruitment activities included incentivizing employee referrals, hosting a regional job fair, and increasing our presence on LinkedIn. We also allow our team members to work remotely, to help improve their work/life balance, as this is something more job seekers are now looking for.”



Recruitment Tactics in 2021

Over half the respondents from North America and APAC increased their salary and/or benefits offering to help lure new talent in 2021.

However, respondents from EMEA were far more likely to have fished for talent in different waters, with two-thirds saying they advertised on additional channels last year.

 Which of the following did you try in 2021 to drive recruitment in your company?

North America

Increasing salaries and/or offering better/additional benefits

57%



Advertising on additional channels

51%



Updating your website's recruitment pages

35%



EMEA

Advertising on additional channels

66%



Updating your website's recruitment pages

41%



Increasing salaries and/or offering better/additional benefits

38%



APAC

Increasing salaries and/or offering better/additional benefits

52%



Updating your website's recruitment pages

40%



Starting to work with an external recruitment agency

38%





“Collaboration between HR and Marketing teams can help to attract fresh talent by providing a consistent message and employee value proposition across an organization’s digital channels.”

Maria Moore

SVP of Global Marketing at HireRight

Globally, there was a focus on updating company recruitment pages, with this making the top three tactics to drive recruitment in all regions. As something which typically requires little to no cost to update, it is not surprising that this was a popular choice.

This also shows that despite online job boards typically being among the most effective recruitment channels, many employers still believe that their candidates will either apply directly through their company website or at the least review their recruitment pages to get a better feel for the company culture and values.

“A company’s website is a key location for employers to showcase and market their brand to potential candidates,” said Maria Moore, SVP of Global Marketing at HireRight.

“Collaboration between HR and Marketing teams can help to attract fresh talent by providing a consistent message and employee value proposition (EVP) across an organization’s digital channels, including their recruitment pages and social media accounts.”










In APAC, nearly two in five respondents (38%) said they started working with an external recruitment agency. With businesses in this region being the most likely to plan to expand this year, perhaps this goes some way to explain why this tactic was so popular among our APAC survey respondents this year. For some businesses it appears this growth has already begun, with recruitment in India in May 2022 up by 40% year-on-year, according to the Nakuri Jobspeak May 2022 Index.¹²



Recruitment Channels in 2021/2022

Globally, online job boards and referrals are expected to be the most effective recruitment channels in 2022. Almost two-thirds (64%) of our APAC survey respondents said they expect referrals to be among their most effective recruitment channels this year.

 Which channels do you think will be the most effective for recruiting and attracting new employees to your company in 2022, and which have been the most effective in 2021?

	North America		EMEA		APAC	
	2022	2021	2022	2021	2022	2021
Online job boards	55% 	56%	58% 	41%	49% 	49%
Referrals	53% 	44%	58% 	45%	64% 	55%
Social media	41% 	27%	54% 	45%	47% 	43%



Social media is also an important channel for attracting new employees to businesses, taking the third position in each region. Between two-fifths (41%) and over half (54%) of the respondents in each region expect it to be among their most effective talent acquisition channels in 2022.

While the top recruitment channels for 2022 are expected to remain the same as those that worked best for employers in 2021, more respondents from EMEA had faith in each of these top three channels for the year ahead than those who experienced success with them last year.

However, if so many businesses globally are relying on the same methods of recruitment, there may be an opportunity for employers to broaden their talent acquisition activity to other channels to help reach new candidates or ensure that job openings are not lost among the rising numbers being listed on many local and global online job boards. In the U.S. alone, there were over 11.4 million job openings in April 2022.¹³

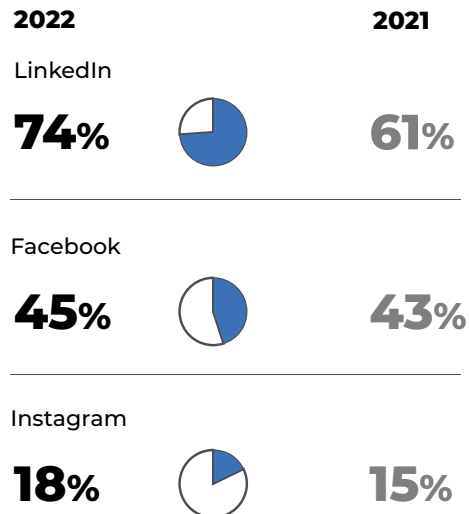


Social Media Recruitment in 2022

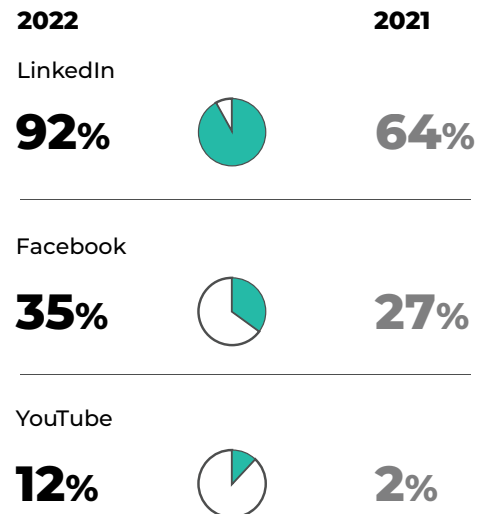
More employers appear to be focusing on recruitment via social media, with LinkedIn strengthening its position as the top channel for this purpose.

 Which social media channels does your company plan to use for recruitment in 2022?

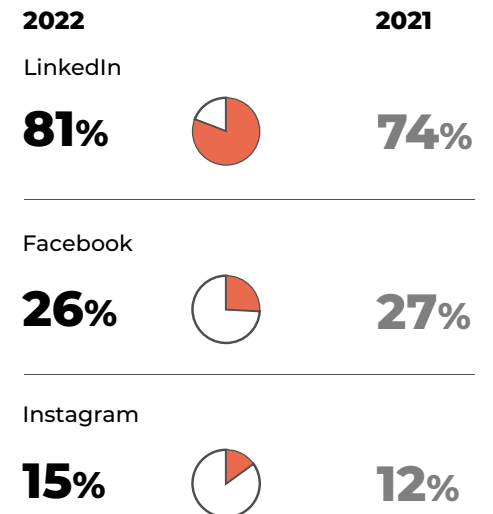
North America



EMEA



APAC



Employers in all regions are more likely to be using LinkedIn than they were in 2021, with a significant increase in its usage in EMEA.

Facebook held its number two position with similar figures to last year, however, Twitter fell down the ranks this year, with Instagram (North America and APAC) and YouTube (EMEA) taking its place in the top three social media channels used by businesses for recruitment. Is this a sign that employers are now looking to engage with potential employees on the social media sites with the most active users?



Which social media channels have the most users?

According to a January 2022 survey by Statista,¹⁴ Facebook tops the table with a staggering 2.91 billion monthly active users, followed by YouTube with 2.562 billion users. Instagram has 1.478 billion monthly active users, over a billion more than Twitter, which has 436 million users. LinkedIn was not included within the Statista survey, but according to their website,¹⁵ has 830 million members.



2.91 B



2.562 B



1.478 B



830 M



436 M

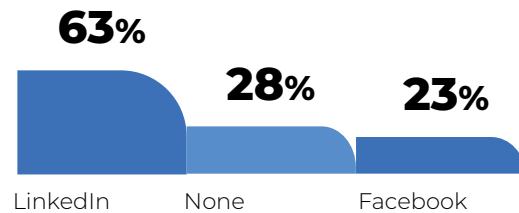


Paid **Social Media Recruitment**

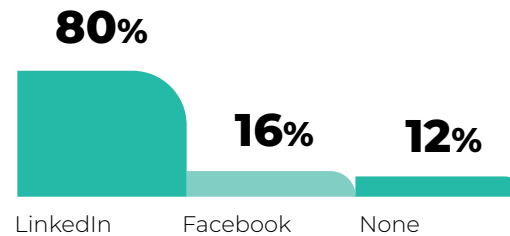
LinkedIn is also the social media channel employers are most likely allocating budget to drive recruitment.

 **What social media channels will you be allocating budget to for driving recruitment?**

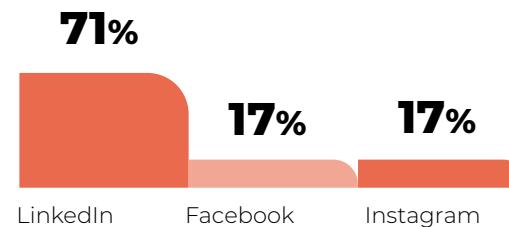
North America



EMEA



APAC



Respondents from North America are the least likely to allocate budget to paid social media efforts, with over a quarter of respondents from the region saying they plan to spend no money in this area. Conversely, just 7% of APAC respondents and 12% of EMEA respondents had no budget allocated for social media recruitment.

At HireRight, we have been leveraging social recruiting over the last year, utilizing our company social media channels to promote job listings

for roles in some of our offices. Initially, without requiring any budget, we were able to secure more applicants for several of our vacancies around the world. For example, we received over 100 applications directly through our social media channels for a Junior Researcher position in our Katowice office in Poland. Based on this success, we have started allocating some budget to help drive recruitment for key roles via social media channels, and moving forward, we plan to continue to develop our social recruitment strategy.



Social Media **Snooping**

Over two in five respondents (43%) from EMEA admitted to reviewing their candidates' social media profiles pre-interview.

@ **Do you review candidates' social media profiles prior to interview as part of your recruitment process?**

North America



EMEA



APAC

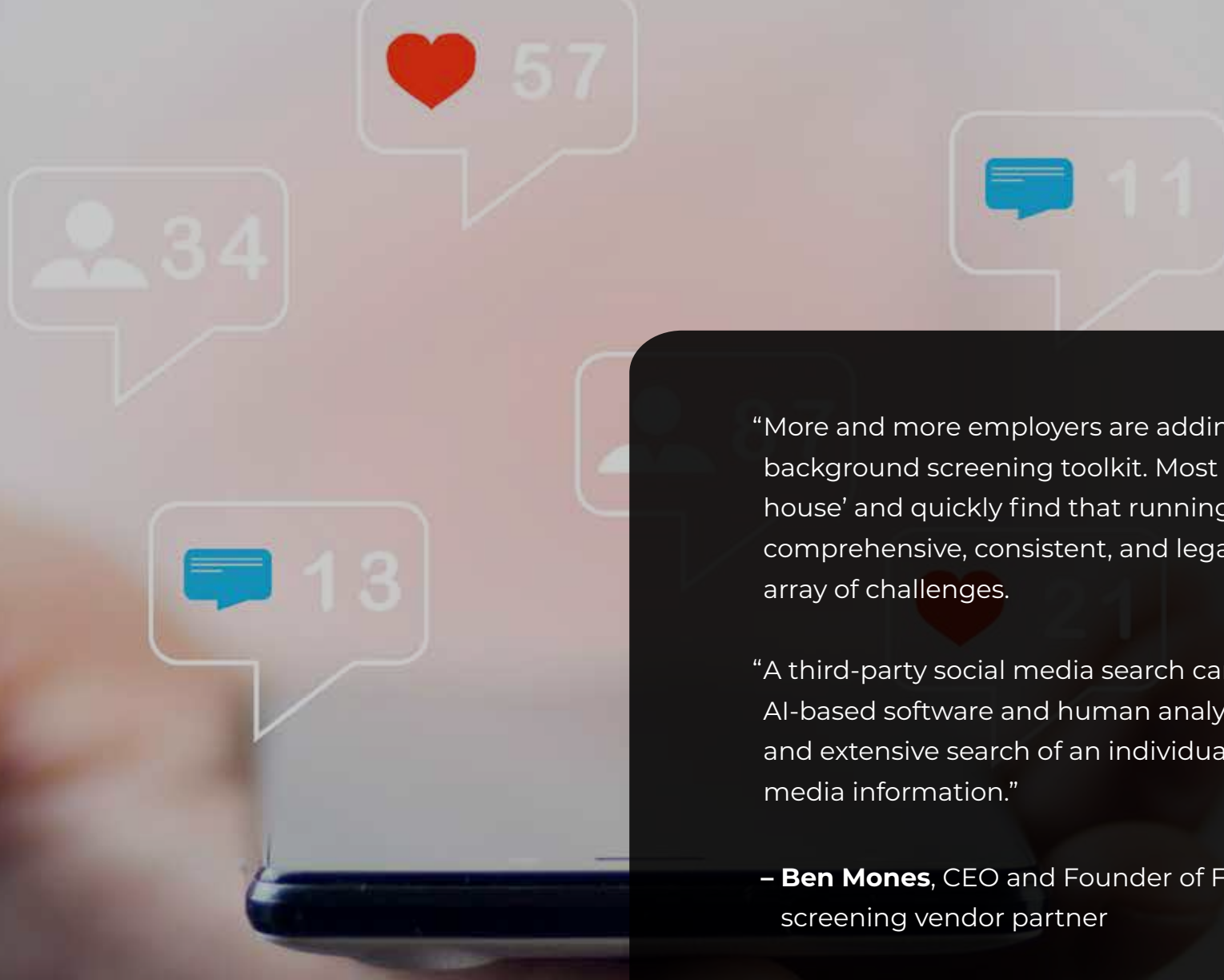


(other "not sure" responses not shown here)

Employers in other regions have also adopted this practice, with over a third (36%) of APAC respondents, and over a quarter (28%) of North American respondents saying they review candidates' public profiles ahead of interviews.

While many may see this as standard practice, employers should be careful to avoid viewing an individual's protected characteristics or class information – including their race, religion, or sexual orientation – as these factors must not be considered when making any employment decisions.

By utilizing a third-party social media screening provider, employers are shielded from these types of information, as they are filtered out before the search results are shared with the employer, helping to reduce the risk of unconscious bias impacting recruitment processes.



“More and more employers are adding social media checks to their background screening toolkit. Most start doing it manually or ‘in house’ and quickly find that running these checks in a way that is comprehensive, consistent, and legally compliant presents a wide array of challenges.

“A third-party social media search can leverage a combination of AI-based software and human analysis to quickly conduct a robust and extensive search of an individual’s publicly available social media information.”

– **Ben Mones**, CEO and Founder of Fama, HireRight’s social media screening vendor partner



An article in the Harvard Business Review (September 2021) highlights some of the challenges employers may face when attempting to screen candidates' social media profiles without bias. These include discovering information about their candidates' gender, race, ethnicity, sexual orientation, political views, or religious affiliation, which employers may be legally prohibited from considering. Despite this, the second study discussed in the article found that this information appeared to influence the recruiters' evaluations – for example, married and engaged candidates got higher marks, on average, than their single counterparts, and candidates who indicated their religious beliefs got lower ratings. Atta Tarki, CEO at ECA Partners said, **“If you let hiring managers screen social media profiles, it will result in bias.”**¹⁶

Additionally, according to a post published on LexBlog in February 2022, other risks for U.S. employers reviewing their candidates' social media profiles include running up against lawful off-duty conduct laws, liability under password protection laws, and violating the Fair Credit Reporting Act (FCRA).¹⁷

For those with a curiosity about their candidates' social media activity, it may be worth considering a social media search as part of your company's background screening program. This can be tailored to match custom keywords defined by your business, targeting job-relevant behaviors that may introduce a toxic work environment or present a brand risk.

Find out more about HireRight's Social Media Search on the HireRight website.¹⁸



Talent Acquisition Challenges in 2022 and Beyond

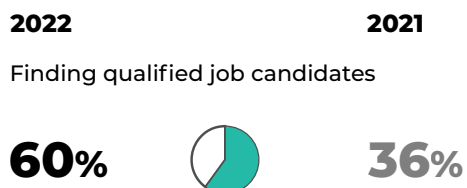
Finding qualified job candidates is expected to be the top talent acquisition challenge in North America and EMEA, but respondents from APAC are more concerned about creating an employer brand that attracts talent.

What do you see as being the most significant talent acquisition challenges in 2022?

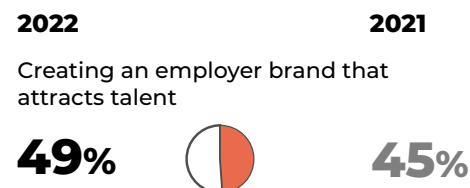
North America



EMEA



APAC



Around half of respondents from EMEA, and a third of respondents from North America and APAC, are worried about how their businesses will meet the rising demands that candidates are placing on businesses regarding their expectations around benefits/perks.



Partner Spotlight

How can employers overcome the talent challenges ahead and meet the rising demands of candidates?

“It’s a candidates’ market, and while it will remain challenging for everyone to hire over the next year, the businesses that truly put people first will have an advantage. That’s because they’ll be more likely to retain their existing workforce, reducing the number of job openings that need to be filled.

“By providing people with autonomy and flexibility, by connecting their job with purpose, and by helping them find a path to financial stability (including both equitable pay and financial wellness resources), businesses will be better positioned to hire and retain talent.


“These are just some of the hallmarks of a great employee experience – along with diverse teams and exceptional technology experiences. By sticking to these strategic initiatives, the business – and its people – will thrive for the long term.”

– **Mike May**, Vice President, Technology Partner Program at UKG

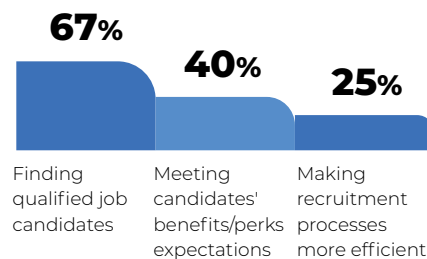


Unfortunately, meeting candidates' high expectations does not appear to be a short-term concern, with greater numbers in each region expecting this to be a challenge for the next three years (2023-2025).

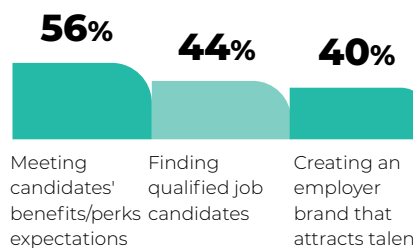
Finding qualified job candidates is also a major concern for two-thirds of North American respondents. How will businesses, and specifically HR and Talent Acquisition professionals, tackle this challenge for the years ahead?

 **What do you see as being the most significant talent acquisition challenges in 2023-2025?**

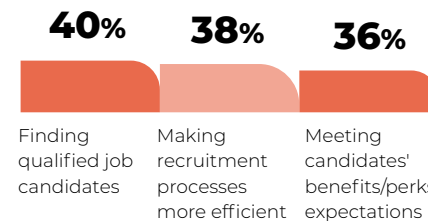
North America



EMEA



APAC





Partner Spotlight

What are the most significant talent acquisition challenges in 2022 and how are businesses looking to address this?

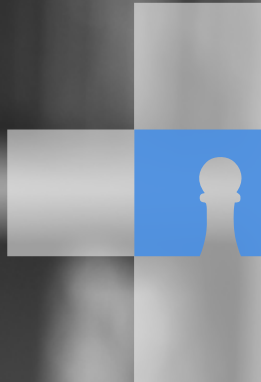
“Beyond talent shortages and the need to retain existing employees, one of the biggest challenges is leading through potential pendulum shifts in the talent market. Organizations must figure out how to handle workforce models and technology needs as the market normalizes.

“In addition to reacting to evolving talent needs and the market volatility, many organizations are refocusing their work perks on employee wellbeing. New iCIMS research revealed that nearly 70% of recent college graduates expect their employer will be involved in mental health discussions or provide support.¹⁹ We’ve all dealt with significant change and challenges over the past two years, and to effectively move forward, there has to be a renewed focus on wellbeing and a mutual trust between employees and their employer.”

– **Laura Cocco**, Chief People Officer at iCIMS




**Remote
Working**





Managing the Risks of a Remote Workforce

Criminal record monitoring was the most common service introduced in, or prior to, 2021 to help manage the risks associated with remote working.

 Which of the following services did you introduce in, or prior to, 2021 to help mitigate the risks of your remote/hybrid workforce?

North America

EMEA

APAC

Criminal record monitoring

38%



Criminal record monitoring

48%



Criminal record monitoring

45%



Post-hire monitoring

15%



Post-hire monitoring

31%



Post-hire monitoring

27%



Social media search

12%



Adverse media search

24%



Social media search

21%



Post-hire monitoring was the second most common service adopted for this purpose in each region, with social media search taking the third spot in North America and APAC, and adverse media search ranking third among respondents from EMEA.



“Steps have been taken by some respondents to reduce the risks of their remote/hybrid workforce by introducing ongoing monitoring checks.”

Mary O'Loughlin

EVP of Growth Verticals at HireRight

“Since the start of the COVID-19 pandemic, more employers have become accustomed to their workforces conducting some or all their duties remotely,” said Mary O'Loughlin, EVP of Growth Verticals at HireRight.

“Accordingly, many have been considering the risk implications this may have on their businesses. The findings here show that **steps have been taken by some respondents to reduce these risks by introducing ongoing monitoring checks** for their remote/hybrid workforce, with obtaining up-to-date criminal record information on their current workforce a priority for many respondents from all regions.”



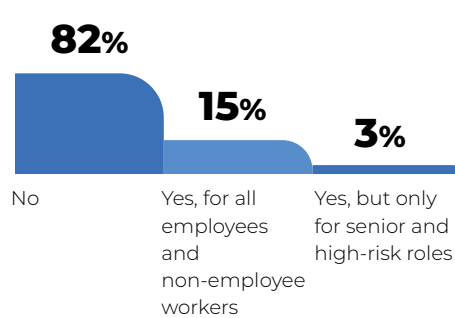


Returning to the Office

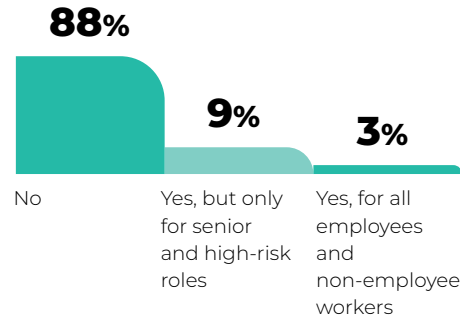
Globally, most respondents do not plan to rescreen their employees before returning to the office.

Have you been conducting/do you plan to conduct employee rescreening before bringing workers back to the office?

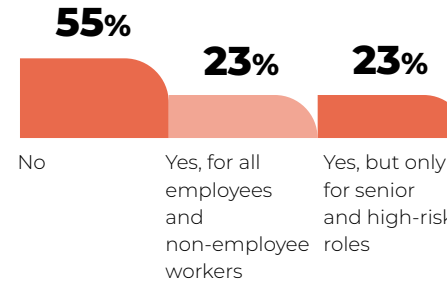
North America



EMEA



APAC



However, nearly half of respondents (46%) from APAC plan to rescreen, or have already been rescreening, either all their employees and non-employee workers or just those in senior and high-risk roles.

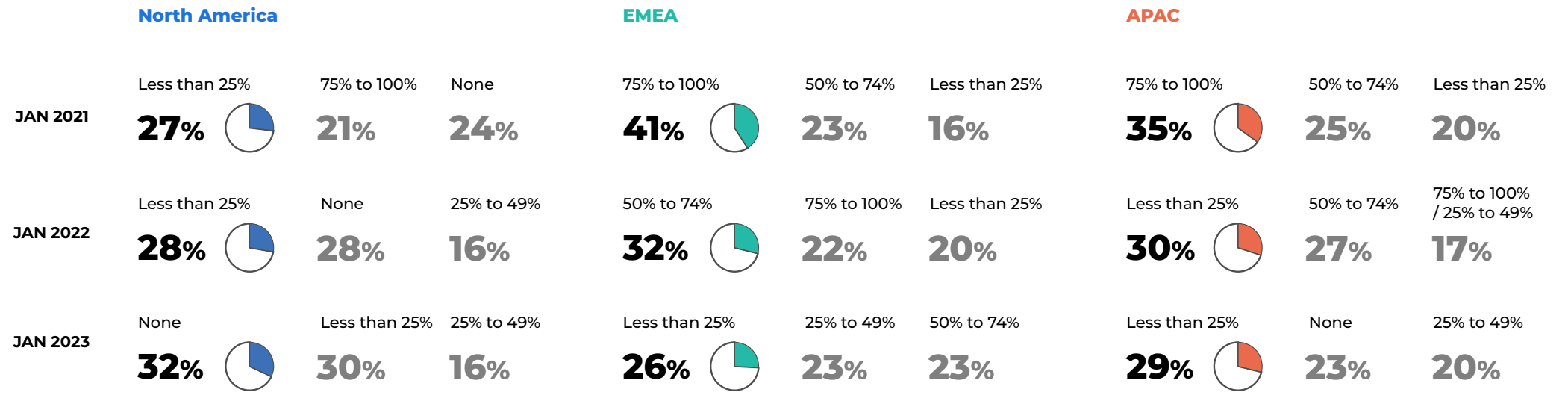
It seems our APAC respondents are more risk averse when reintroducing their workforces to their offices. Perhaps this can be attributed to the employee growth in the region – if many employees working remotely were hired during the pandemic, businesses may wish to rescreen them before bringing them into the office as an extra precaution to mitigate the risks of remote hiring.



Remote Working by Numbers

The percentages of organizations' workforces that are working remotely appear to be decreasing and are expected to reduce further by the start of 2023.

👤 Approximately what percentage of your company worked remotely, or is expected to work remotely, in any capacity during the timeframes below?





North America

Respondents from North America were the least likely to adopt widespread remote working practices in January 2021, with over half (51%) saying that “none” or “less than 25%” of their workforce was remote. By January 2022, this figure increased to 56%, and by January 2023, 62% of respondents expect that this will be the case.

EMEA

In EMEA, the percentage of the respondents’ workforces working remotely seems to be in steady decline, with the most common responses being “75% to 100%” in January 2021, “50% to 74%” in January 2022, and “less than 25%” expected for businesses in January 2023.

However, just 13% of EMEA respondents believe that none of their company’s workforce will be remote in January 2023, compared with 34% who said this was the case in January 2020 (in HireRight’s 2021 Global Benchmark Survey). While it may no longer be for the masses, remote work appears to be an option for more workers than it was pre-pandemic within many EMEA organizations.



“Most companies in Australia are offering more flexibility to their workforce, allowing – or even encouraging – their workers to enjoy a hybrid approach, or to work from home permanently.”

Summa McCosker

Country Manager of Australia at HireRight

APAC

Respondents from APAC had widely adopted a remote working model by January 2021, with three in five respondents (60%) saying that between 50% and 100% of their workforce was working remotely to some extent by this point.

However, the needle has turned with just 44% saying the same in January 2022, and 30% of respondents saying that “less than 25%” of their workforce was working remotely at this time. Looking ahead, over half of APAC respondents expect that “none” or “less than 25%” of their workforce will be working remotely by January 2023.

But, despite this reported shift away from remote working in the region, employers in some countries in APAC, such as Australia, are continuing to offer widespread hybrid/remote working to help their workforce improve their work-life balance and attract new talent that may expect flexible working conditions as standard.

“Most companies in Australia are offering more flexibility to their workforce, allowing – or even encouraging – their workers to enjoy a hybrid approach, or to work from home permanently,” said Summa McCosker, Country Manager of Australia at HireRight.

“Many workers have enjoyed the change, moving out of larger cities to more regional areas or suburbia within commuting distance from city hubs such as Sydney, Melbourne, and Brisbane, where corporate Australia drove business in the past.

“I believe the hybrid working model is here to stay in Australia, and that it will continue to help businesses to attract and retain top talent by enabling individuals to choose a lifestyle, and a way of working, that suits them best.”



Is the Future of Work **Hybrid?**

Businesses in EMEA and APAC are more likely than those in North America to adopt a hybrid/remote work model, even if the number of employees working remotely is likely to decrease this year.

Fewer respondents from North America said that they would be looking at this way of working for their organization than last year in our 2021 Global Benchmark Report.

Which of these statements describe your company's position on remote working after the pandemic?

North America

2022

We plan to facilitate hybrid working, allowing workers to reduce their time in the office

31%



2021

41%

EMEA

2022

We plan to facilitate hybrid working, allowing workers to reduce their time in the office

65%



2021

53%

APAC

2022

We plan to facilitate hybrid working, allowing workers to reduce their time in the office

53%



2021

56%

Remote working is not possible for my business

22%



14%

We will offer fully remote working to existing employees and new hires

16%



N/A

We plan to bring all employees back to the office as soon as it is safe to do so

35%



16%



Respondents from EMEA are also the most likely to offer fully remote working to new hires and existing employees, with one in six (16%) saying this was the case, compared with around one in 10 respondents from North America (11%) and APAC (10%).

However, this does not mean that some U.S. organizations are not taking the plunge and offering fully remote work to their employees. In October 2021, PwC told 40,000 of their teleworking U.S.-based employees that they could work from home, or anywhere in the continental U.S. moving forward.²⁰ Taking this a step further, in April 2022, Airbnb announced that it would allow its entire workforce, around 6,000 employees, to live and work wherever in the world they wanted.²¹ Which big names will be the next to join the “work from home, forever” movement?

For many businesses in EMEA, two years of remote working has shown that many roles/ departments can perform just as well, if not better, than when they were based in the office. Factoring in a reduction in commute time and costs for employees, and the candidate expectation of flexible if not fully remote employment, it is understandable why many businesses are facilitating hybrid working to help retain their workforce and attract new talent.

But some employers offering remote working are doing so at a cost to their employees. UK law firm Stephenson Harwood announced in May 2022 that it was offering full-time remote work to its employees if they take a 20% pay cut. They also offered a hybrid model, with two days working remotely, without the salary reduction. An article in People Management discussing the offered pay cut includes several employment experts warning that such blanket policies may be indirectly discriminatory to certain employees and may raise equal pay issues, for example if a female worker opts to work from home but continues to perform the same role as a male office-based colleague.²²



In the U.S., it seems many employees would be willing to take pay cuts to continue hybrid working after the pandemic, even if this is not an approach being widely adopted. A study of 2,000 full-time U.S. employees by Owl Labs, conducted in September 2021, found that nearly half would take a pay cut of up to 5% to work remotely at least part-time post-pandemic.²³ The study also found that 86% felt they would be better able to support and be present with family by being able to work remotely at least some of the time post-pandemic, and around four-fifths believe they would be happier (84%), it would be better for their mental health (82%), and they would be less stressed (79%) if they were able to continue working remotely in some capacity.

Lastly, Microsoft's second annual Work Trend Index report, which was published in March 2022 and based on a global study of 31,000 people, found that 61% of hybrid workers in Asia and 47% from Australia and New Zealand (ANZ) are considering a shift to fully

remote work in 2022.²⁴ Additionally, 41% of hybrid employees in Asia and 34% of hybrid employees in ANZ say their biggest challenge is knowing when and why to come into the office. Without transparent schedules in place around hybrid working, it can be difficult for employers to recreate the office environment pre-pandemic, especially with lower numbers present, which could ironically lead employees to feeling more disconnected from their colleagues than when they were all working from home.

For employers wanting their workforce to return to the office, either full-time or in a hybrid model, many will be faced with the same challenge: how do you make the office an enticing place to work when many have become accustomed to working from home? Additionally, if you have individuals on your team who prefer remote working and this may soon no longer be offered, you should expect that many may be looking at alternative employment where remote working is offered

as a standard term of employment. Research conducted in December 2021 by Velocity Smart Technology found that almost half (47%) of UK office workers are ready to leave their current roles if no flexibility is provided by their employers.²⁵

Ultimately, many employers must decide which is more important to their organization: who they have working for them or where those individuals are located. This will then likely be the basis of their remote working policies, depending on their business needs and priorities.

Methodology/**About Us**

Response

HireRight's 15th Annual Benchmark Report explores trends and attitudes from people professionals around the world. It is based on our online global survey, with participants anonymously sharing their experience and knowledge of their company's employment screening and recruitment practices with us. The survey was available between March 1-25, 2022, receiving a total of 2,305 complete and partial responses globally. The regional splits of this are 1) North America: 1,958, 2) APAC: 200, 3) EMEA: 125, and 4) Latin America: 22.

Format

Survey questions included multiple choice, multiple selections, and open text. Figures may not add up to 100% due to rounding or multiple-selection questions.

About HireRight

HireRight is a leading global provider of technology-driven workforce risk management and compliance solutions, providing comprehensive background screening, verification, identification, monitoring, and drug and health screening services. HireRight offers services via a unified global software and data platform that tightly integrates into its customers' human capital management systems enabling highly effective and efficient workflows for workforce hiring, onboarding, and monitoring. In 2021, HireRight screened over 29 million job applicants, employees, and contractors for its more than 40,000 customers around the globe and processed over 110 million screens. For more information, visit www.HireRight.com.

Additional Resources

Webinars, eBooks, Tip Sheets, and Brochures

- [2022 Q2 Compliance Webinar](#)
- [2022 “Ban the Box” and Fair Chance Hiring Laws eBook](#)
- [Drug Testing Post-Pandemic Webinar](#)
- [2022 Q1 Compliance Webinar](#)
- [2022 Pay Equity eBook](#)
- [2022 Pay Equity Tip Sheet](#)
- [Understanding Drug Testing Results Webinar](#)
- [The Evolving DOT Drug Screening Landscape in 2022 Webinar](#)
- [Employer’s Guide to Building an Effective Drug Testing Program](#)
- [In the Weeds: Managing Marijuana in the Workplace Webinar](#)
- [2021 Compliance Year in Review – New Year, New Rules! Webinar](#)
- [Drug Testing State of the Union 2022 Webinar](#)
- [2022 EMEA Corporate Brochure](#)
- [2022 Employment Screening in EMEA](#)
- [2022 Behind the Screens: HireRight APAC Corporate Brochure](#)
- [Behind the Screens: 2022 Guide to Background Screening \(APAC\)](#)

Blogs

- [How Do Salary History Bans and Salary Transparency Laws Impact U.S. Employers?](#)
- [Compliance Roundup: You’ve Asked – We’ve Answered!](#)
- [Behind the Screens: Meet the HireRight EMEA Account Management Team](#)
- [Behind the Screens: Meet the HireRight EMEA Customer Service Team](#)
- [Behind the Screens: Unmasking Background Screening in Europe](#)
- [Behind the Screens: Meet the HireRight Team in the Middle East](#)
- [Negotiating In the Dark No More: NYC Employers Will Soon Be Required to Disclose Salaries In Job Postings](#)
- [Ringin’ In the New Year – Philadelphia Prohibits Pre-Hire Marijuana Testing](#)
- [Rewind – A Look Back at HireRight’s Favorite Blogs of 2021](#)

PR/News

- [Protect Your Company Culture From Social Threat](#)
- [Three Elements for Building A Global Background Screening Program](#)
- [HireRight Launches Mexico Subsidiary, Bolstering Offerings in Latin America](#)
- [Roundtable Highlights: Back to the Future of Work](#)
- [Supreme Court Nomination Process Calls Attention to Role of Background Checks When Hiring Workers](#)
- [Risk Versus Reward: AI, Biometrics and Employment](#)

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25. <https://www.velocity-smart.com/velocity-hub/blog/half-of-uk-employees-threaten-to-quit-if-their-employer-doesnt-offer-flexible-working>

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If you have any comments or feedback on the contents of this report, we'd love to hear from you.

You can [submit your feedback here](#).

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15th Annual Benchmark Report

2022