OCCUPATIONAL SAFETY AND HEALTH AS A KEY FACTOR FOR ATTRACTING NEW PERSONNEL

Introduction

The recent pandemic crisis has had an impact on many aspects of our (working) life, as well as on the situation in the labour market. Even if in a quantitative dimension the change does not seem to be spectacular, different analyses and reports indicate that expectations and attitudes of employees have been affected by the pandemic crisis, which will have its consequences in all the processes related to recruitment and HR in general.

After the COVID-19 pandemic crisis, economists predicted that the economy would recover faster than expected (Carlsson-Szlezak, et al., 2020). Nevertheless, the crisis has already revealed changes in potential employees' behaviour and emerging problems in recruitment processes. Many people found the time spent in isolation stressful and demanding. Consequently, some decided to introduce changes in their personal and professional lives, their expectations of their place of work and attitude towards occupational safety and health (OSH). The indicators of their changing attitudes may already be found in research (including moving towards e-recruitment, using employer review sites, expecting benefits and a prioritisation of health and safety in the workplace, alternative forms of recruitment and so on. However, it can be expected that a larger scale of different social phenomena in the areas discussed will be observed over the next few years, especially in the field of recruitment.

This paper opens the discussion about the role that OSH can play in attracting new personnel by presenting the changes that have recently taken place in the recruitment sector. In addition, the demand side of the labour market is also examined, including how finding jobs has changed and how expectations towards employers have also altered. Particular emphasis is placed on those that will affect the workforce landscape most significantly in the near future. Finally, the role of OSH in employer branding is discussed, and the main suggestions regarding the discussed topics are presented.

The recruitment process – current situation and possible changes in future

Current situation

The main trend observed within the area of recruitment is a transition towards recruitment conducted online. In this context, we often speak about e-recruitment as any type of recruitment or activities related to recruitment that is conducted using web-based tools. From an employer perspective, e-recruitment reduces the cost of recruitment by 80%. It also improves geographical searches, allows constant feedback, and identifies job seekers' needs and expectations more effectively (Ziesing, 2013).

As reported, the COVID-19 pandemic has not stopped organisations from searching for employees nor job seekers from finding jobs, however the means of communication between the parties has changed, and so has reinforced the growth of e-recruitment. Different forms of social networks, such as online portals, social media, and recruitment portals have become more popular (Wiliam and Regina, 2020). When analysing the methods of recruiting, the data retrieved from over 50 million job seekers indicated that within e-recruitment, the most effective practices are recruitment conducted by hiring managers and internal recruitment processes (Statista Research Department, 2021).

Using social media for personnel recruitment is one of the main trends at the moment. Recruiters use social networks because they give the impression of less formal and more authentic communication and enable the establishment of direct and friendly relations. Social networks can be used in the recruitment process in many ways: they act as a connector between job seekers and recruiters, they can help to encourage more human relations based on trust and transparency and they provide organisations with the proposed job data, which enable gradual ranking of applicants according to

idiosyncratic and objective criteria (Allal-Cherif et al., 2021). Moreover, by using social media, it is possible to create the image of a reliable, approachable and trustworthy employer, and access a new pool of remote talent (Patnaik, 2021). Therefore nowadays, most recruiters work in a social network environment that is also becoming more natural for candidates as well. The majority of organisations and job seekers have at least one social media page, use social media regularly and are learning how to use it more effectively (Alexander et al., 2019).

A consequence of recruiting personnel in a digital environment is the increased pressure on recruiters to process larger amounts of information about potential candidates, as social media content presented by candidates influences decisions undertaken by recruiters (Alexander et al., 2019; Dominique-Ferreira et al., 2021). The content can make recruiters doubtful about candidates and even make them reject applications. As the candidates are aware of this fact, 18% of them stated they have changed the content on their profiles when applying for a job (Statista Research Department, 2021).

Another factor influencing the recruitment process is a forthcoming change in the labour market due to the reportedly high levels of employee burnout, high stress and unmanageable workloads. Specialists from LinkedIn indicate that these factors strongly correlate with the possibility that people will start looking for new jobs (Lewis et al., 2021). Nonetheless, many employees are still waiting before making a final decision to change jobs, as the situation is not yet stable. They are not actively searching for new posts, but they are open to changing the place they work and considering it. As a result, the competition for top talent will soon be more intensive than ever, which has also been predicted by Gartner (HBR, 2021). Therefore, organisations should be prepared for this new situation that may even threaten their existence and introduce new tools to increase their recruitment effectiveness. The tools are described below.

Tools to influence recruitment effectiveness

It can be seen that new technologies and the COVID-19 pandemic have irreversibly changed human resource management (HRM) practices, including recruitment. The main trends in recruitment nowadays, apart from social media usage, can be found among usage of AI, gamification, massive open online courses (MOOCs), and crowdstaffing. All of these enable the reduction of recruitment costs, decrease the level of employee turnover, and foster alternative forms of employment.

Artificial intelligence[1] can help to measure the accordance between the needs of a company with the knowledge and skills of candidates (Suciu et al., 2019). It also provides businesses with a modern form of communication - chatbots which can support the process of recruitment by sending information to potential candidates, pre-screening them using simple criteria, answering questions regarding the offer and the company, planning and preparing for an interview and navigating candidates through the recruitment process. Chatbots are extremely useful in cases where companies must process large number of applications and operate in many markets, recruiting people from different locations speaking different languages (Allal-Chérif et al., 2021). They cannot replace recruiters yet, but they can support their performance. Significantly, AI usage in the process of recruitment is mostly accepted by by job seekers and does not discourage them from applying. Moreover, if candidates know that AI is involved in the recruitment process, their opinion about an organisation is often better (Zacny et al., 2019). Another tool that can be used to increase the effectiveness of recruitment is **gamification**. In recruitment, it can be used in many different forms, such as interactive quizzes, company-related quests, behavioural tests and industry challenges, which are called *recruitainment*. They enhance the engagement of candidates and provide recruiters with a better chance to analyse candidates' skills, their performance, creativity, innovation, aptitude, and problem-solving capacities (Korn et al., 2017). Gamification also has a quantifiable impact on current employees. It improves motivation, involvement, and can effectively support the onboarding process. Research results indicate that it can help to improve engagement by 50%, and lower staff turnover by 36% (Kirovska et al., 2020)[2],[3]

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[1] The topic of AI will not be discussed deeper in the paper as it was the area of research within recent EU-OSHA publications (for example EU-OSHA 2021a, EU-OSHA 2022). In these reports the opportunities as well as risks for OSH in general are discussed.

[2] Both AI and gamification can also have important negative OSH implications/risks (EU-OSHA 2019a, and see also https://osha.europa.eu/en/themes/digitalisation-work.

[3] See also AI regulation at EU level European, for example the Proposal for a Regulation laying down harmonised rules on artificial intelligence" available at: https://digital-strategy.ec.europa.eu/en/library/proposal-regulation-laying-down-harmonised-rules-artificial-intelligence, and "Ethics guidelines for trustworthy AI" available at: https://digital-strategy.ec.europa.eu/en/library/ethics-guidelines-trustworthy-ai

MOOCs are created to gather together people interested in a specific subject to exchange information and cooperate. They are free and accessible to the public, sponsored by different types of businesses that can build their reputation and image among potential employees. MOOCs are the tools to find out more about potential employees and recognise their needs and expectations.

Crowdstaffing is one of the forms of crowdsourcing that can be defined as using sources provided by a 'crowd' or wide variety of people. The crowdstaffing model is based on cooperation with talent acquisition specialists who, using their networks of contacts and knowledge of the industry, deliver talents depending on clients' assignments. The idea of crowdstaffing is to create networks of recruiters, who are independent professionals with their networks of contacts, in order to find the best candidates for a particular position. The whole process is conducted through special, dedicated platforms and the main idea behind this approach is to fill a position in a company but also to provide a business partner with mentoring or training services. Specialists indicate that crowdstaffing is the future of recruitment (HR Research Institute, 2020).

AI, gamification, MOOCs, and crowdstaffing are the tools that help to increase effectiveness of the process of recruitment. Finding candidates who meet specific expectations of employers has become more demanding as the workforce landscape has undergone some intensive changes recently. The pandemic revealed that traditional recruitment methods are obsolete (HBR, 2021).

It can be observed that recently, not only methods to attract best candidates have changed but also expectations towards them, and this issue will be discussed below.

Changing expectations towards candidates

Recent research indicates that in Europe, the fastest-growing jobs are mainly related to data processing, AI, and customer service[4] (LinkedIn, 2020). Digitalisation of work and the turbulent market realities that organisations need to face have changed the process of recruitment with regard to expectations towards candidates.

One of the main changes is related to an increasingly short shelf life of expected skills. For example, in finance, IT, and sales, potential employees were required to learn up to 10 new skills within only 18 months. As a result, uncertainty about required skills has increased. Furthermore, the groups that recruiters used to target (university students, for example) are becoming outmoded. People acquire knowledge and skills on their own, and formal education and certification are no longer perceived as the only assessment criteria (HBR, 2021).

Specialists from McKinsey attempted to identify distinct elements of talent in which proficiency predicts better outcomes for employment, taking into consideration: skills required by employers based on identified changes in the world of work caused by digital and AI technologies; types of jobs to be lost, and the ones to be created; and the impact of the COVID-19 crisis which caused many people to learn new skills and adapt. Results revealed that adaptability, coping with uncertainty, synthesising messages and achievement orientation, were the most strongly associated with employment. As the result of their survey, the researchers claimed that '*the need for manual and physical skills, as well as basic cognitive ones, will decline, but demand for technological, social and emotional, and higher cognitive skills will grow*' (Dondi et al., 2021). Among the top skills expected by employers, the following are indicated in the group of soft skills: creativity, persuasion, collaboration, adaptability, emotional intelligence and among hard skills: blockchain, cloud computing, analytical reasoning, artificial intelligence and UX design (Anderson, 2020a).

The dynamic economic situation has influenced the workforce landscape significantly in the last few years. Changing expectations towards employees and searching for the most effective ways of recruitment result mainly from digitalisation and the crisis caused by the COVID-19 pandemic. In the following section, the impact of these two factors on job seeking processes and expectations towards employers will be discussed.

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[4] France: Data Protection Officer, AI Specialist, Commercial Real Estate Agent; Germany: AI Specialist, Site Reliability Engineer, Customer Success Specialist; Ireland: AI Specialist, Cyber Security Specialist, Customer Success Specialist; Italy: Data Protection Officer, Salesforce Consultant, Big Data Developer; Netherlands: Data Protection Officer, Growth Hacker, Privacy Officer; Sweden: Data Protection Officer, AI Specialist, Javascript Developer; and Switzerland: AI Specialist, Customer Success Specialist and Cloud Engineer.

Trends in the job finding process

Preferred ways to search for jobs

Digitalisation has utterly transformed the ways in which potential employees search for jobs and apply for them. Currently, the most common ways to gather information before applying for a job are visiting the company website (53%), LinkedIn (38%), search engines (35%), contacts at the company (32%), other contacts and HR departments (Clement, 2017). Most of the candidates read at least five reviews from review sites and social media, before they formulate their opinion about a company. Nearly 70% of candidates would not accept a job in a firm with a bad reputation even if they were unemployed (Zojceska, 2018). Job seekers follow companies' opinion on dedicated review sites and observe how companies respond to different opinions expressed by users. 76% of the Glassdoor job search platform's users find that responses are valuable (Glassdoor, 2019). It is also worth mentioning that research conducted by Deloitte indicates that 30% of candidates who had an unsatisfactory recruitment experience are actively sharing their experience with other people, influencing the perception of the organisation among other candidates and different groups of stakeholders (Deloitte, 2017).

According to the service statista.com, in 2018, applications for jobs were sent using job boards (49%), career sites (35%), referral sites (2.6%), recruiters (1.96%) and agencies (1.41%). At the same time, job boards accounted for almost 20% of job hires worldwide. The most popular outreach channel is email. However, even though many candidates applied for jobs on job boards or employer career sites, 35% of job seekers found jobs on social media, 50% heard about jobs from friends and 37% learned about open positions from professional networks (Jobvite, 2019).

Potential employees and their behaviour in the labour market have undergone significant changes in the last few years, not only due to accessibility of information about potential employers, but mainly as a result of the COVID-19 pandemic. In the following paragraph, the changes that have taken place within the area of expectations towards employers will be presented.

Changing expectations towards employers

Much research indicates that expectations towards employers have changed in the last few years. Research by Glassdoor conducted in 2018 before the pandemic, revealed that job seekers paid particular attention to the following elements of job ads: salaries (67%), benefits and perks (63%), location (59%) and commute time (43%). They also searched for opinions about the potential employer (32%). When asked what factors attracted them to a particular position, they indicated attractive benefits and perks (48%), easy commute (47%), high salary (46%), good work-life balance (43%), and flexibility to work from home (41%), company culture (35%), company financial performance (26%), and familiarity with the brand (23%) (Glassdoor, 2018). Currently, as research results indicate, candidates expect other things from their potential employers. They look for job stability, growth and development opportunities, meaningful and challenging work, comprehensive total compensation package flexibility, work-life balance ('*candidates want to see that work-life balance is a genuine priority*'), and autonomy (ML6, 2021). High-level talented candidates weigh opportunities that provide the freedom of working remotely and the possibility to manage one's schedule, but also meaningfulness of work and proximity to family (HBR, 2021).

Moreover, research conducted among job seekers by Clutch indicated that:

- salary is ranked as the most important factor, and for one-third of job seekers it is more important than other aspects of the job,
- the second most important factor considered by potential employees is professional development (18%),
- for women, flexibility is slightly more important than for men. Some job seekers find it more important than traditional benefits,
- 5% consider the company's values and mission as the most important (Delgado, 2018).

As mentioned, it can be seen that the expectations of employees have changed during the pandemic. HR specialists indicate that many job seekers look for stability, and the benefits that provide them with a sense of stability, for example: paid healthcare options, disability benefits, retirement savings plan contributions, and paid family leave (McKeon, 2020). Potential employees analyse how companies have responded to the pandemic and if and how they have helped their employees to find a work-life balance (HBR, 2021). Researchers indicate that today's job candidates rank good work-life balance and excellent compensation, as well as benefits, as the most important factors when they consider

joining an organisation (Kitto, 2021; Glint, 2021). Interestingly, because of the pandemic crisis, expectations regarding the size of a company have also changed. Candidates want to apply to small- and medium-sized businesses, even as postings from these places have dropped. Paradoxically, in times of uncertainty, applicants turn to smaller businesses (the share of all applications has risen 25% between January and August 2020). They do not expect benefits or high compensation, but a purposeful mission and rapid promotion (Anderson, 2020b). Moreover, the Glassdoor research conducted between June 2019 and June 2021 revealed that the share of searchers for remote work positions grew by 360% and remained the same even when the public health situation improved. In the opinion of specialists, it seems unlikely to return to the pre-pandemic level (Zhang, 2021).

As discussed, job seekers examine many sources of information about prospective employers before applying. They go through review sites but also materials prepared by companies posted on their web pages and on social media. This content creates an image of an organisation as an employer, which is referred to as 'employer branding'. It should be highlighted that employer branding is decisive for candidates who have applied to different companies and hesitate when choosing between different employers (Sivertzen et al., 2013). Which is why a great deal of attention should be given to the employer brand during the preparation and launching process, as it can significantly increase recruitment effectiveness. Therefore, in the next section, the concept of employer branding and the role that OSH plays in it will be discussed.

The role of OSH in employer branding

Employer branding as a form of communication between employers and candidates

Employer branding provides candidates with information about the company, its social efforts, its vision and mission, promoting principles and business culture (by viral marketing, for example), event announcements, promote open positions, and so on. (Allal-Chérif et al., 2021). Employer branding can be communicated through many different channels. Content can be posted on social media, official web pages, job adverts, employees' personal profiles, and so on. The main idea behind the concept is for the employer to communicate and emphasise elements that are important not only to the company but to the recipients of the messages as well (employees, prospective employees, partners, local authorities, and so on).

Box 1. The importance of employer branding in recruitment

Research by LinkedIn has proven that 75% of candidates analyse an organisation's reputation (e.g. by searching through job boards and rating sites) and employer branding before applying for a job.

94% of candidates are likely to apply if employer branding is well managed, 91% of candidates find poorly-managed online presence damaging to employer branding, and 50% would not work for an enterprise with a poor reputation (often stemming from negative comments from (ex)employees posted on job boards/rating sites), even if benefits offered were higher in number (Pilurzu, 2019).

At the same time, 83% of employers believe employer branding is an important indicator of their ability to hire talent (Zojceska, 2018). It is important to realise that the reputation of an organisation created by the different measures undertaken, including employer branding, is used by candidates to reduce uncertainty.

Employer branding can be carried out in different ways: employee testimonials that detail workplace environments, perks and benefits and the company's culture; events, charity activities and viral marketing campaigns; awards and motivation systems, and so on. All efforts are aimed at effective communication of values that are shared within the organisation and present the company as an employee-friendly place. Employer branding should focus on the commitment of its employees and help to build the integrity of staff members and their involvement. As research indicates, most people searching for a job would choose an employer with a recognisable and favourable image (Aaker, 2002).

Different businesses declare that when an attractive employer brand is created, attracting talent becomes easier and more effective. One of the forms used in employer branding strategies is employee advocacy. Employees have become the most effective spokespersons of companies in the last few years. As research results reveal, applicants who see a positive review about an employer from an

employee are more interested in applying (Patnaik, 2021). Specialists indicate that employee testimonials are powerful and highly influential (Rowe, 2019).

Significance of OSH in employer branding strategies

There are two main perspectives from which the process of employer branding and employee advocacy may be discussed in relation to OSH: interpretation of OSH and effective communication within employer branding strategy.

The first one is related to the approach that goes beyond the traditional perception of factors influencing worker health. Some studies have indicated the need to expand the focus beyond workplace illness and injury prevention towards the maximisation of worker health and wellbeing interpreted from wider perspectives. This should include not only the effect of work demands and increasing workplace hazards, but also general stressors, factors in homes, the community and society and their effect on the health and wellbeing of employees as an outcome (Felknor, et al., 2020). Viewing OSH from this perspective should change the communication within employer branding strategies.

Organisations should introduce policies not only to protect the physical safety of employees but also their mental health, especially since research results indicate that this aspect has become an emerging problem. Published in September, the report by LinkedIn concerning the level of wellbeing highlights the problems with employee burnout. The index of employee happiness is lower than in April by 3% (and 3.6% from July 2020). Burnout rose 9% in the last 4 months (and 12% in the last 12 months) (Kitto, 2021). Moreover, employees report serious problems with mental health. 41% of employees observed declining mental health conditions due to the pandemic. More than 44% of employees working from home say their mental health has declined. The same condition was reported by unemployed workers (48.5%). The biggest impact on the feeling of mental health decline has been mainly anxiety, stress and worrying about losing one's job (Qualtrics, 2020). Without looking after employees' wellbeing and their mental health, involvement and effective advocacy will not be possible because safety at work (along with work-life balance, benefits, professional development and a pleasant work environment) increases normative commitment (the type of commitment in which '*employees make personal sacrifices for the good of the organisation because they consider it moral and correct*') (Botella-Carrubi et al., 2021: 1839). At the same time, it should be highlighted that as LinkedIn specialist, Amy Lavoie, indicates, '*while their leaders prioritised their wellbeing and safety in the pandemic's first stretch, they are now focusing on business and advancing their agenda at all costs, leaving employees' concerns in the wake*' (Kitto, 2021).

Also to be considered under this point is how the COVID-19 pandemic has strongly affected the way people live and work nowadays. In the opinion of Chihoko Asada-Miyakawa,[5] the crisis has shown that the standards regarding protection of workers, their health and general wellbeing are more relevant than ever. There are a number of consequences of the crisis that relate to OSH: risk of infection, additional risks that emerged due to new work practices, ergonomic and psychosocial risks of teleworking, growing risk of violence and harassment at work, heavy workload, and discrimination. There is a need to create resilient OSH systems through social dialogue that '*creates a strong foundation for building resilience and encouraging commitment from employers and workers to the necessary policy and practical measures*' (ILO, 2021). Without the involvement of workers the process cannot be introduced and at the same time the involvement may not be achieved without effective communication.

The second element is how employer branding and reputation management has become a form of communication between organisations and their environment – mainly potential and existing employees. With the increasing popularity of rating sites, many companies have realised the need to manage their brand by creating official accounts and responding to negative reviews given by (ex-) employees. Especially now, at a time of crisis, this form of communication is extremely important for maintaining morale, preventing undesirable turnover of employees and ensuring constant occupancy. A reaction of an organisation to any type of crisis is a signal sent to different groups of its stakeholders about its condition, values and effectiveness. Significantly, research indicates that job seekers have been observing how companies managed and led their employees through the COVID-19 crisis. As HR specialists indicate, '*doing things that are not people-centric will weaken employer brand messages. It's time for inspiring stories, information and guidance for different audience groups*' (Maurer, 2020). It can be observed that some companies have already understood the need to redesign their

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[5] ILO's Assistant Director-General and Regional Director for Asia and the Pacific

communication strategy because of the crisis. There are some rules of effective communication in the crisis that were proven to be effective and introduced by crisis communicators (Mendy et al. 2020):

1. Give people what they need, when they need it.
2. Communicate clearly, simply and frequently.
3. Choose candour over charisma.
4. Revitalise resilience.
5. Distil meaning from chaos.

Box 2. Rules to increase effectiveness of employer branding in the crisis

By considering the present situation caused by the COVID-19 pandemic, the importance of OSH in organisations, and the trends discussed, the following rules can be formulated to increase effectiveness of employer branding, and as a result attract new personnel:

1. Employees and other groups of stakeholders should be assured about safety of work within the organisation. As OSH is among top priorities at the moment, people should be informed about safety measures within the organisation and provided with information that make them connect to a deeper sense of purpose and stability.

2. During a pandemic, people cannot absorb information as effectively as in 'normal' circumstances. That is why it is important to use all the available means to send them information about the steps undertaken to help keep employees safe and healthy. This aspect should be highlighted in the communication, using not only text, but also adequate pictures and colours.

3. Trust towards the organisation should also be built using different means. Employer advocacy viral marketing campaigns presenting everyday situations may help to show that what is written down in official statements is also introduced in everyday practices in the organisation.

4. OSH prevention measures such as guidelines, training and different forms of support can make people feel integrated and confident and increase their level of trust towards the organization. The communal bonds should be strengthened to restore confidence.

5. People absorb a great amount of information on a daily basis. To ensure effective employer branding, the organisation should be perceived by the recipients of their messages as a reliable and stable source of valuable information, providing knowledge and understanding of processes that are taking place in their surroundings.

Concerning the communication, it may be observed that during the pandemic, the message content within employer branding had changed. For example, the posts on LinkedIn that recently received the greatest engagement most often used the following words: health, help, people, employees, support and social distancing. In March 2020, 25% of posts on LinkedIn mentioned COVID-19, and 15% were related to remote work. These two topics received the most engagement (Connaughton and Lewis, 2020).

Due to the pandemic and digitalisation, the labour market has undergone significant changes, especially in regard to recruitment and employment. The cited research results support the recommendation to build employer branding strategies with the inclusion of OSH aspects to recruit new talent more effectively.

Conclusions

Based on the research results and the discussion conducted in the previous sections, it can be seen that OSH policies and practices have been affected by the COVID-19 pandemic, and therefore have become more important in attracting new personnel. A wide range of actions undertaken to protect workers and their families, prevent and minimise negative consequences of lockdowns and alternative forms of work, have definitely changed the perception and the importance of OSH in the working environment, and have helped to test the effectiveness of solutions used so far. The new situation has fostered organisations to introduce new, more effective recruitment strategies to respond to the expectations of different groups of stakeholders, for whom health and safety are one of the main concerns.

To sum up the discussion, the following **recommendations** were formulated.

1. The labour market has been going through significant changes. People who work are not searching for jobs actively yet, but when the situation stabilises, the search for new jobs may increase. Some people have started to redefine their lives and may want to introduce changes. Cited research results indicate that the process has already started. Acquiring new talent and maintaining staff may soon become challenging, especially for those that possess the digital skills that are now most important. Attracting new talent has always been perceived as one of the major competitive advantages, but soon it may become a more important one, so organisations should prepare themselves for the new situation. The increasing numbers of (ex)employees using job boards and company rating sites to leave positive and negative reviews has pushed companies to have to master reputation management, redefine their employer branding strategies and search for new ways to encourage employee advocacy. Using employer branding and reputation management to provide employees and candidates with different information regarding their health and safety not only at work, but also in their everyday lives, may become crucial. Caring and supporting employees and candidates would help to realise corporate branding strategy goals. Moreover, the increasing importance, use and management of job boards and rating sites as part of employer branding may in the future provide the opportunity for OSH actors to engage with these organisations in order to give OSH aspects greater visibility in the recruitment process.

2. Digitalisation has changed recruitment. As new generations enter the labour market, the changes will continue. Online communication related to work is generally connected to employee wellbeing. Moreover, affiliation with an organisation influences how employees perceive themselves and their social identity. The tendency to share different aspects of everyday life (including work life) on social media is very strong nowadays, so it should be used in employer branding strategies (in the form of viral marketing campaigns, testimonials and so on). Candidates should be well profiled and contacted with appealing messages, including measures undertaken within organisations that help to prevent risks and hazards, and support the wellbeing of employees. The communication should not only be based on publication of statements and policies, but mainly on testimonials and recommendations, as well as employees' experiences and other forms of advocacy. Companies wishing to attract candidates should realise that engagement of employees is a key element of employer branding and without it the strategy will be difficult to introduce and will not be perceived as reliable by stakeholders.

3. Increasing digitalisation has already changed the working environment of many employees and will certainly continue to change it in the future. Some of the latest EU-OSHA publications (EU-OSHA, 2021b; EU-OSHA, 2021c; EU-OSHA, 2021d) discuss employee problems caused by sedentary work including: long working hours; work-life balance issues; increased musculoskeletal disorders caused by inflexible working conditions; and especially the growing performance pressure by the electronic evaluation and monitoring of work (sensors and algorithms), cyber security risks and privacy issues. They also indicate opportunities that exist because of digitalisation for groups of vulnerable people, aged workers, disabled workers and those with care duties at home. Increasing digitalisation and its consequences in different aspects will certainly inspire many discussions and research. Nonetheless it can be said without any doubt that the more work positions are digitalised, the more the significance of OSH will grow.

4. The COVID-19 pandemic has weakened the feeling of complacency and security. Safety (including safety at work) and health have become crucial issues for many people. Thus, it is important to create or rebuild the whole culture of OSH in organisations to emphasize care for employees and their wellbeing. It has already been proven that a safe working environment increases the participation of employees. Without it, the introduction of any employee advocacy programmes will not be possible. Consequently, it can be seen that OSH aspects communicated in employer branding are becoming the key elements in the process of attracting new personnel.

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