

The Netherlands, Belgium, and Luxembourg
(Benelux)

The Future of Recruiting 2024

LinkedIn Talent Solutions



Introduction

The Future of Recruiting 2024

A new recruiting playbook

The workplace in EMEA is being reshaped in ways we couldn't have imagined just one year ago. The rise of generative AI (Gen AI), the increase in return to the office mandates, macroeconomic uncertainty, and the growingly competitive market for talent with in-demand skills are reshaping the talent landscape.

In EMEA, hiring professionals prioritise human skills, while also showing an increasing interest in AI. And despite a relative stabilisation in hiring rates, employers face new challenges, particularly competing with other companies and firms.

Talent Acquisition will be at the forefront of helping employers navigate these and other challenges, but the talent playbooks of the past will no longer apply. As employer priorities shift, Talent Acquisition will need to develop new skills, new tools, and the agility to attract, hire, and retain the best talent.

To gain deeper insights into what's ahead for Talent Acquisition, we surveyed thousands of recruiting professionals, spoke with top talent leaders, and analysed billions of data points generated on the LinkedIn platform. The following are six predictions that will help talent professionals usher in the new world of work.



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Prediction 1

AI will
supercharge
recruiting.

Prediction 1 | AI will supercharge recruiting.

When we asked talent leaders to predict some of the biggest trends that will influence Talent Acquisition in the coming year, many had the same answer: Generative AI.

While just 6% of talent professionals in EMEA surveyed by LinkedIn report that they're actively using Gen AI, 65% are optimistic about AI in recruitment. In fact, the number of recruiters globally who added AI skills to their profiles increased by 14% last year.



For the first time in years, **there's a fundamental shift coming to talent acquisition and it's driven by AI and automation.**



John Vlastelica
CEO at **Recruiting Toolbox**

 **65%**

of EMEA recruiting professionals **express optimism about AI's impact** on recruitment.

 **+14%**

increase in recruiters adding AI skills to their LinkedIn profiles in 2023.

Source: Global LinkedIn data, 2022 vs. 2023

Gen AI helps streamline recruiting tasks and boosts productivity.

Among recruiting pros who are using Gen AI, the biggest benefit they cite is the ability to write job descriptions faster and more easily. By automating some of these more mundane tasks, AI tools are also freeing up recruiters' time for more fulfilling work, boosting their productivity, and allowing them to engage and communicate more easily with candidates.

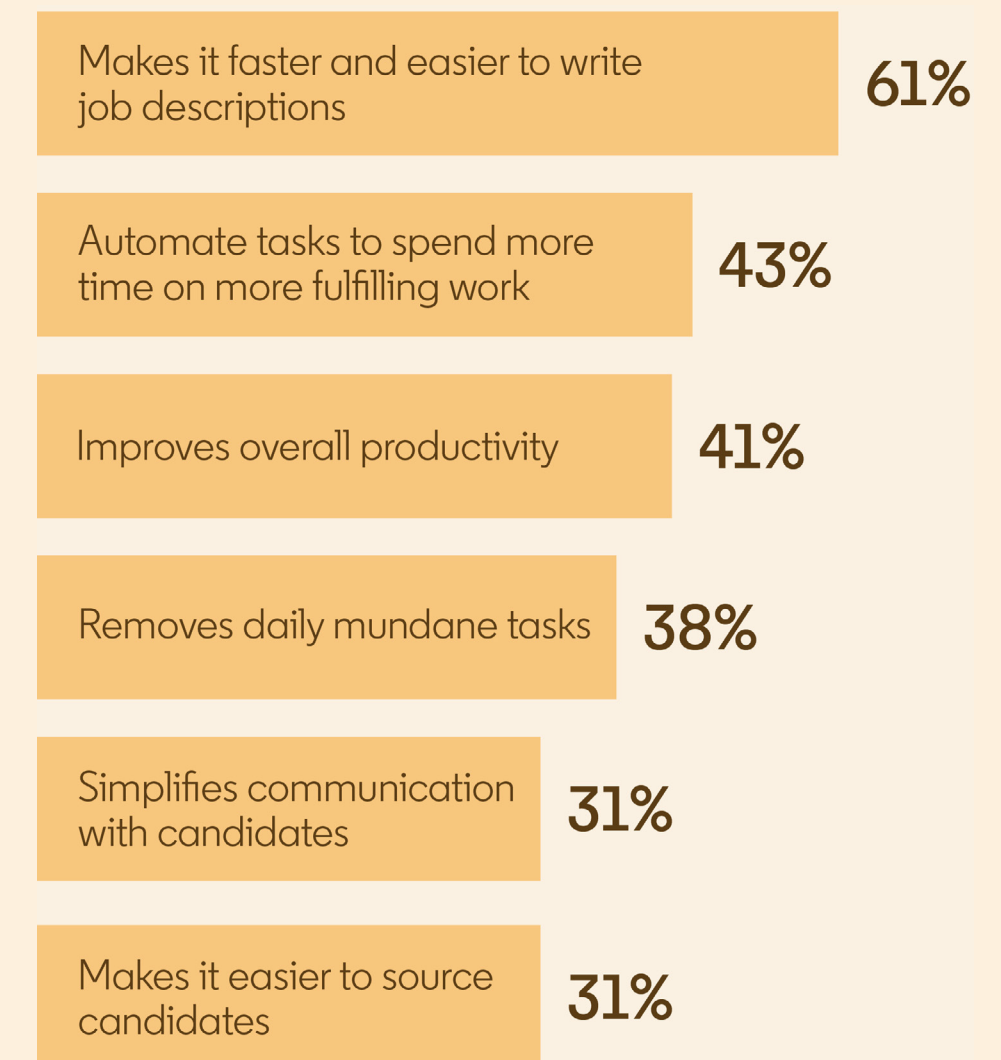
Talent leaders expect adoption to accelerate in the coming year and beyond as recruiting teams gain a better understanding of how Gen AI can be **leveraged in multiple ways**, from sourcing candidates, to **personalising outreach**, to matching internal candidates with open positions.

"[Gen] AI is poised to revolutionise how we innovate, operate, and work," says **Jude James**, head of talent acquisition and contingent workforce strategies, Americas and Europe at **UST**.

Many companies have already begun integrating Gen AI into their recruitment and training processes. Staffing company **Randstad** have launched training programmes to teach their recruiters how to use Gen AI effectively, says **Michael Smith**, CEO of **Randstad Enterprise**. "We're trying to upskill our people, move thoughtfully and experiment," Smith says. "We want to be in a place where a significant base of our people understand and are excited about the disruptive potential of [Gen] AI."

Top benefits of Gen AI tools for EMEA recruiters:

Percentage of recruiting pros reporting outcomes from Gen AI tools.



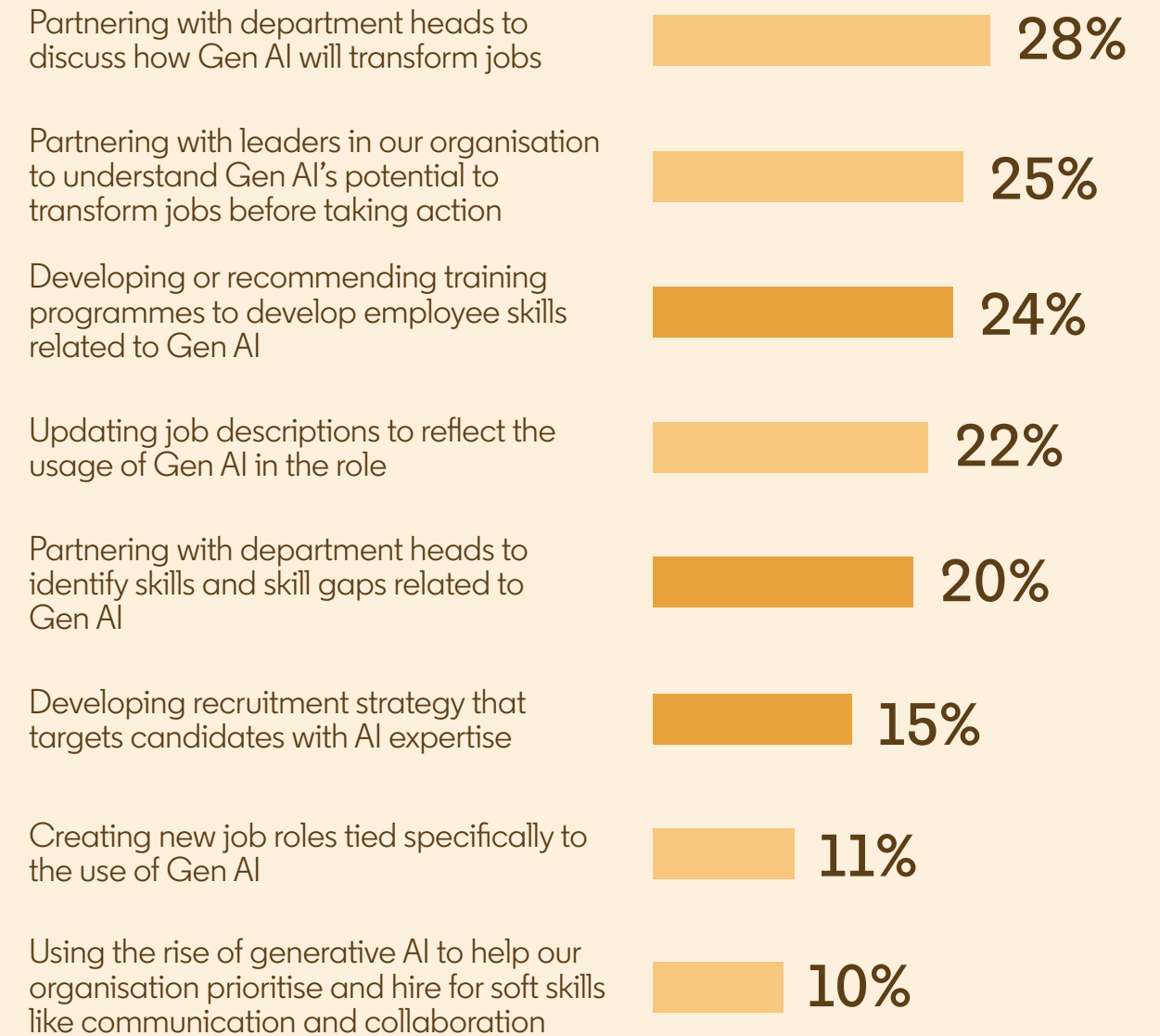
Prediction 1 | AI will supercharge recruiting.

Elevating the role of Talent Acquisition.

Over time, the rise of Gen AI will not only transform the recruiting process, it will also elevate Talent Acquisition's role within organisations, talent leaders predict. . Talent Acquisition has the opportunity to play a major role in helping organisations integrate AI skills into the workforce, including helping leaders understand Gen AI's impact on jobs and recommending training programmes to develop employee skills related to Gen AI.

Gen AI could also give Talent Acquisition more time to advise on other strategic issues, such as developing skills-based approaches to talent and DEI initiatives. "The way that we're doing work is literally going to change, which means that the recruiter moves up in the value chain," says **Gregory Karanastasis**, Global Head of Talent Acquisition, Onboarding and Career Transitions at the consulting firm **Accenture**.

How TA in EMEA is integrating AI into their workforce:



Soft skills set great recruiters apart.

But even as Gen AI automates many recruiting tasks, the human touch will still be critical. Recruiters will distinguish themselves by doing things that AI can't do, such as forging strong ties to candidates and offering positive candidate experiences. As a result, soft skills will be even more important.

“The best recruiters will focus on **building relationships** and coming up with high touch aspects of **candidate experience that help them rise above the bots.**”

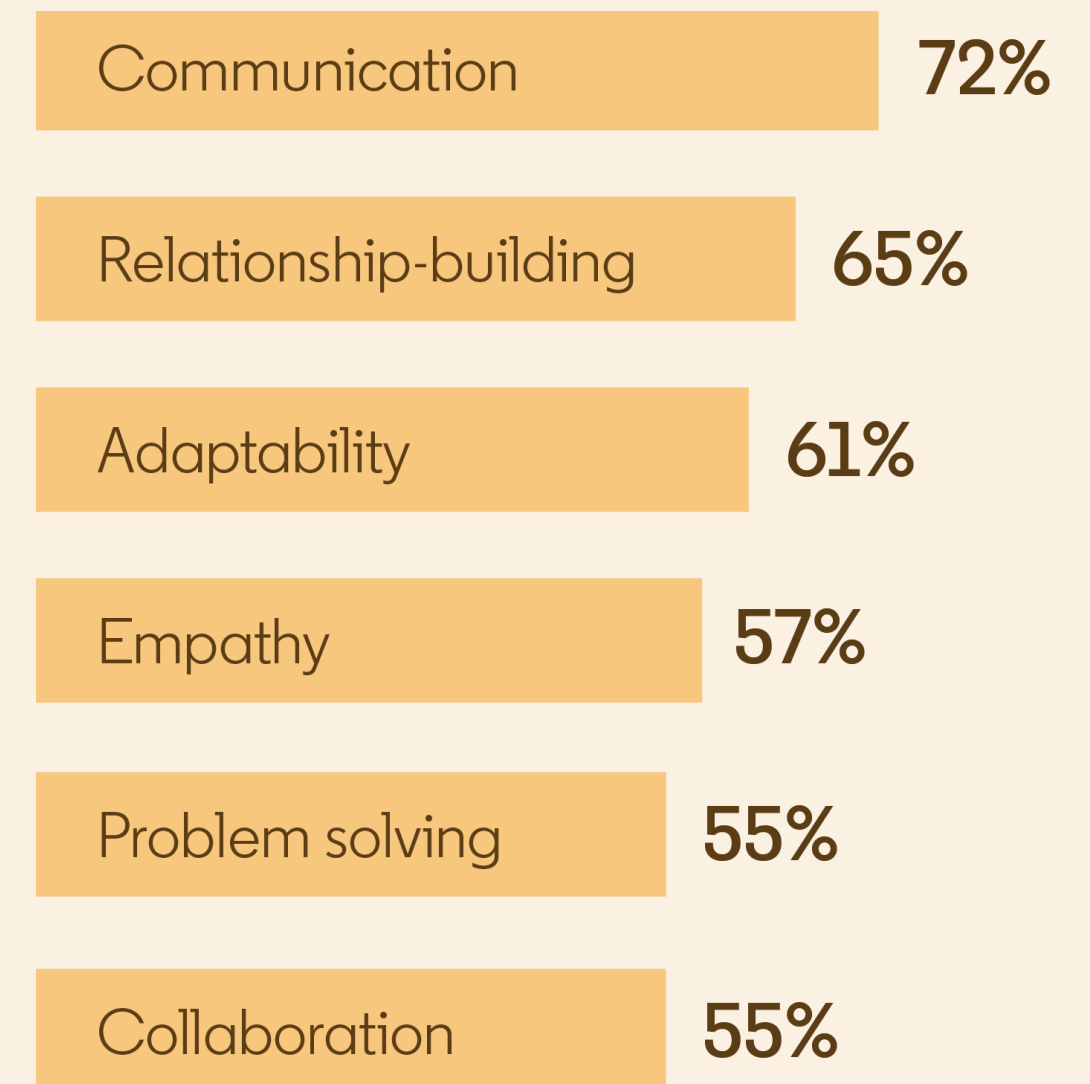


John Vlastelica
CEO of **Recruiting Toolbox**

In fact, the top three recruiter skills cited by EMEA-based hiring professionals in the LinkedIn survey were all human skills: communication, relationship-building, and adaptability. Being adaptable and open to learning new things, will be especially important for recruiters harnessing AI-powered recruitment tools.

Top soft skills recruiters in EMEA will need in the future:

Percentage of recruiting professionals saying these are among the most important soft skills for recruiters over the next five years.



Explore tips & strategies:



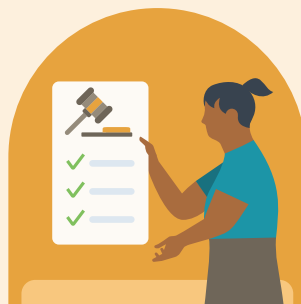
Encourage recruiters to experiment with AI.

Offer [courses](#) on how to improve AI skills. “I’m encouraging my team to take some risks and try some new things and experiment with some new approaches,” says [Nicky Valletly](#), Talent Acquisition Leader at [Google DeepMind](#): the AI research laboratory of Google. “It’s vital to stay ahead of the curve in this dynamic market.”



Use AI responsibly.

Get up to speed with your company’s policies on the use of AI. Create your own set of guiding principles to ensure that you and your team are using AI in an ethical manner. For example, LinkedIn’s [guiding principles](#) emphasise that AI technology needs to advance economic opportunity, uphold trust, promote fairness and inclusion, provide transparency, and embrace accountability.



Stay on top of the evolving legal landscape.

As regulations around AI continue to develop, it will be important for Talent Acquisition to stay up to date and partner closely with legal to ensure AI tools are compliant.



Prediction 2

Recruiting will help
build the skills-based
workforce of the
future.

Prediction 2 | Recruiting will help build the skills-based workforce of the future.

Employers are recognising that taking a skills-based approach to hiring and talent development is critical to success. By not focusing solely on pedigree, companies are able to widen their talent pools and find qualified workers who they may have missed in the past.

As the skills needed for companies to succeed continue to evolve, Talent Acquisition will be on the frontline of developing skills-based hiring, upskilling, and internal mobility programmes that enable companies to adapt.



We have to help leaders transform the way they think about talent. Because what is ‘best’ and what is ‘ideal’ is of course no longer about pedigree, no longer about where you learn something. It’s about what you know.”



Angela Benjamin
General Manager, Diversity Talent Acquisition Strategy at [Delta](#)



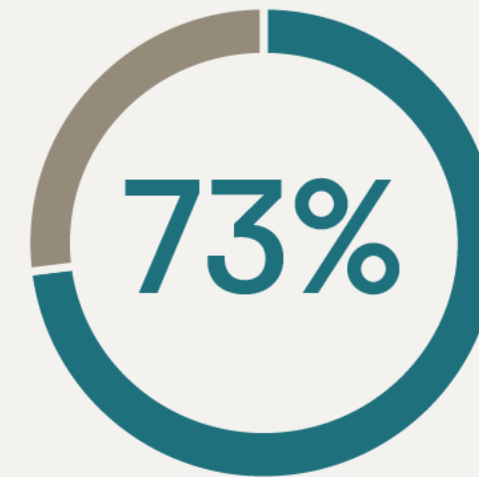
Prediction 2 | Recruiting will help build the skills-based workforce of the future.

Advancing diversity through skills-based hiring.

While adopting a skills-based approach to talent acquisition after years of prioritising degrees may require challenging the status quo for many organisations, the talent leaders we spoke with see big advantages.

Not only does skills-based hiring help companies identify the most qualified talent, it can also open the door to individuals from historically marginalised groups who may not have a degree and create a more diverse talent pipeline. In EMEA, LinkedIn data shows that focusing on skills can **increase talent pools by 10.3x** across multiple generations. With 78% of surveyed recruiting pros in EMEA saying their organisations are committed to creating a more diverse workforce, skills-based hiring is set to gain traction in the years ahead.

Many companies are taking a step towards skills-based hiring by simply removing degree requirements from their job descriptions. In fact, the number of jobs listed on the LinkedIn platform globally that **omit degree requirements** increased 36% between 2019 and 2022.



of recruiting professionals in EMEA say **hiring based on skills is a priority.**



Prediction 2 | Recruiting will help build the skills-based workforce of the future.

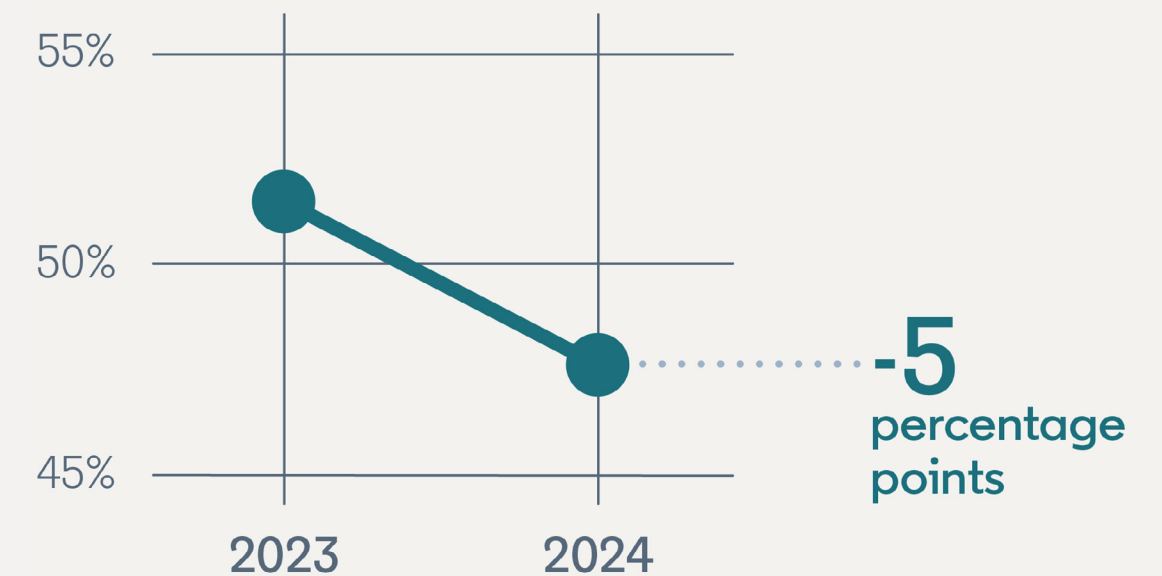
Tackling skills shortages by upskilling workers.

Employers are increasingly concerned about filling skills gaps, especially in areas like Gen AI. 42% of recruiting pros in EMEA say their organisations are assessing the talent and skills needed to keep pace with the rise of Gen AI. By offering workers upskilling opportunities, employers can fill critical skills gaps and boost retention.

“The talent pool for [Gen] AI skills is very small,” says [Erin Scruggs](#), VP, Head of Global Talent Acquisition at [LinkedIn](#). “So we have to work closely with our leaders on this build versus buy strategy and how we can get internal talent to pivot, learn new skills and become AI experts, versus only going after a handful of people who have the right skills in the external market.”

Talent leaders will need to serve as talent advisors, partnering with learning and development (L&D) to ensure that their organisations have the right upskilling and internal mobility programmes in place to meet talent needs. Accenture, for instance, made a pledge to double their AI workforce to 80,000 professionals through a mix of hiring, acquisitions, and training. Achieving this goal requires a “huge collaboration” between Talent Acquisition and L&D, Gregory Karanastasis says. “We work together every single day thinking about what skills gaps look like and how do we close that gap.”

Recruiting pros in EMEA saying TA and L&D need to work more closely



Explore tips & strategies:



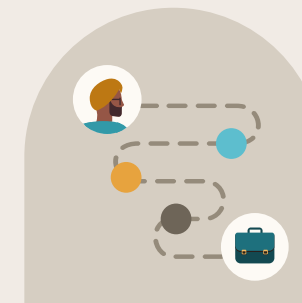
Make a business case for skills-based hiring.

Talk to business leaders about how skills-based hiring can advance their goals. Use data and storytelling to make your case. **Set up meetings with hiring managers** to discuss which skills candidates should already have and which they might be able to learn once they have the job. Challenge any nonessential requirements like college degrees or years of experience that might dissuade qualified candidates from applying.



Search for candidates by skills.

Use recruitment tools to your advantage. Thanks to advancements in Gen AI, recruiters can more easily **search and filter** candidates who best match their skills requirements. In addition, global LinkedIn data shows that recruiters with the most skills-first searches see +24% higher InMail acceptance rates, compared to recruiters with the least skills-first searches.



Champion upskilling and internal mobility programs.

Talent Acquisition can aid organisations in creating upskilling and internal mobility programmes that help their organisations stay agile. “My team are real active champions of internal mobility and upskilling initiatives internally,” says **Nicky Vallely** from **Google DeepMind**. “We foster a culture of continual learning and development, nurturing the skills of our existing talent pools in order to meet the future needs of our business.” Upskilling programmes also allow employees to move into jobs that were previously out of their reach. Delta, for instance, have launched **innovative upskilling programmes** that aim to move workers who do not have degrees into corporate jobs.



Prediction 3

Quality of hire will
top the recruiting
agenda.

Prediction 3 | Quality of hire will top the recruiting agenda.

While **hiring rates have seen a relative stabilisation in the Netherlands and Belgium**, they remain in decline. With this in mind, employers will be increasingly focused on making sure the best talent is coming through the door.

“If you’re not going to be growing as much in the coming year, you want to have a degree of comfort that you have the right people,” says **Amy Schultz**, Global Head of Talent Acquisition at design tool provider **Canva**. In fact, recruiting professionals in EMEA say sourcing high quality candidates is the No. 1 objective in 2024.

Topics shaping the future of recruiting in EMEA:

Percentage of recruiting pros saying a topic will shape recruiting over the next five years.

- 1 Quality of hire 87%
- 2 Employer brand 87%
- 3 Flexible work 81%
- 4 Upskilling 79%
- 5 Candidate experience 77%

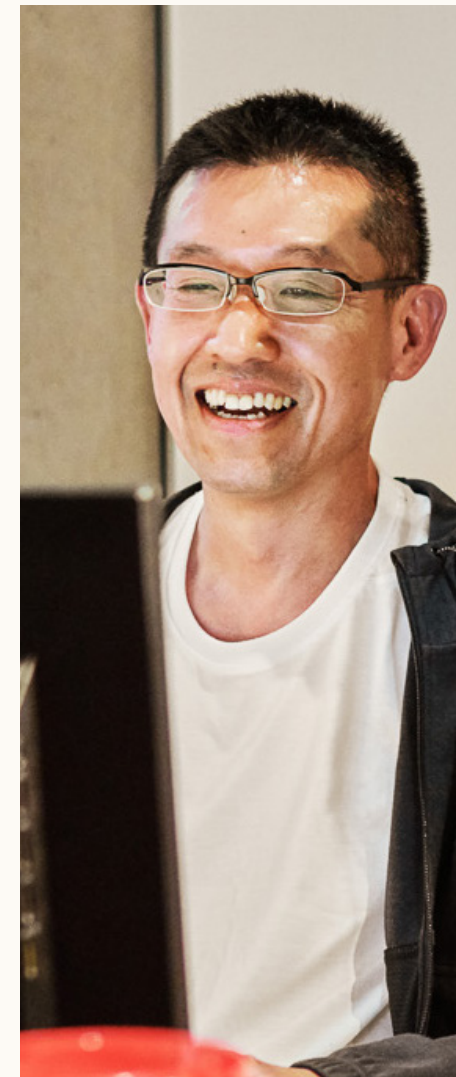


Measuring quality of hire.

While quality of hiring is becoming increasingly important, it is also notoriously difficult for companies to track and measure. To do so effectively, employers will need to first define a “quality hire” at their organisation and then choose the variables they’ll measure. The following are some of the factors that talent leaders told us they consider:

- **Job performance:** To what extent does the new employee achieve or surpass specific goals and objectives related to their job?
- **Team fit:** Is the new hire improving the team’s agility? Is the team more capable of getting work done?
- **Culture add:** Some employers are looking at whether a new hire’s values are in line with their organisations’ principles and mission.
- **Productivity:** Is the individual meeting their productivity targets?
- **Retention:** How long an employee stays at the company can be an important indicator of quality of hire, though other variables influence a worker’s length of stay.

There’s also optimism around the potential for Gen AI to help inform quality of hire. “In the future, I think there’s a possibility that GAI could help us string together data points to tell a richer story about the success of a hire and their likely trajectory,” says **Mark E. Smith**, Senior Director, Global Talent Acquisition at **Medtronic**.



Companies seek hires who share their values.

What defines a “quality hire” is changing too. More companies are seeking workers with **soft skills** – skills that allow employees to interact effectively in the workplace. In fact, among the ten most sought-after skills in LinkedIn’s global **top ten skills list**, six are soft skills, including communication, leadership and analytical skills.

Employers are increasingly focused on hiring individuals whose values align with the company’s principles and mission. “Employees who understand, live, and share our values are the ones who best empathise with and service our customers, grow through feedback, and help us navigate change,” says **Bryan Mayo**, Head of Talent Acquisition at **Atlassian**.



For years, TA has been focused on metrics like time-to-fill and acceptance rates. But today, **leadership is asking us about the quality of our hires** and how we are measuring that.”



Amy Schultz

Global Head of Talent Acquisition at **Canva**



Explore tips & strategies:



Implement objective and evidence-based candidate assessment processes.

Create a framework for evaluating candidates based on specific job requirements, advises [Jude James](#) of [UST](#). In addition, give interviewers extensive training in structured interview methods. Doing this ensures that organisations have a more objective evaluation process that's free from biases and based on clear evidence of future performance.



Analyse your hiring process.

Identify shortcomings and gaps that might be leading you to make the hires that don't fully meet your requirements. "If you're getting signals that the quality of hire is lower, then you need to go back to the root of the problem and figure out, 'How did we assess this talent?'" says [Erin Scruggs](#). For example, she suggests looking at interviewer scorecards to understand if an interviewer is giving inflated scores, and investing in training managers to interview with a more critical eye.



Prediction 4

Agility will be a must-have for recruiting teams.

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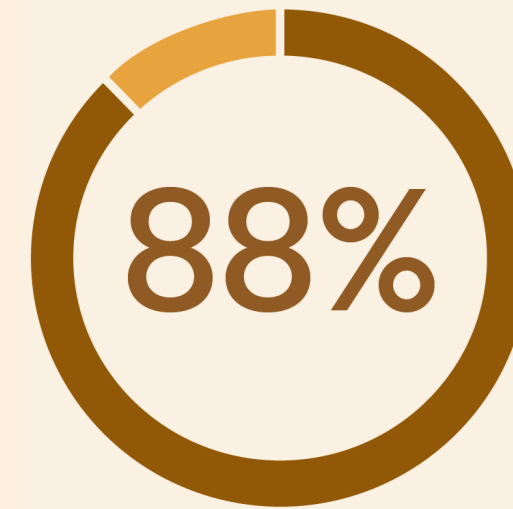
The talent leaders and professionals we spoke with and surveyed made one thing very clear: recruiting teams want to do a better job helping organisations anticipate hiring demand and ensure that they are able to pivot quickly.

One goal is to avoid the talent shortages that plagued companies in 2021.

“ We’ve seen huge swings in demand in the last five years that have required us to be nimble and stay ahead of changing market conditions.”



Troy Victor
General Manager Talent Acquisition at **Delta**



of recruiting professionals in EMEA say they **focus on being agile** to adapt to hiring needs.



Prediction 4 | Agility will be a must-have for recruiting teams.

Future-proofing recruiting teams.

Talent leaders will also make a strong effort to future-proof the recruiters on their teams. Recruiters will need to be nimble and adaptable to changes in the labour market and their organisation's goals. Successful recruiters will be able to pivot from one industry to the next and be prepared to apply their skills to other parts of the business.

“You have to build a recruiting team that you can suddenly point in a different direction tomorrow,” says **Glen Goodman**, Chief Talent Officer at healthcare provider **ChenMed** and president of Talent Matters. “And that also means investing in your recruiters to allow them to be cross-functional and build their skills.”

“**Every recruiter needs to be able to be flexible and deploy into hotspots** versus specialising in specific domains. We didn't do that a year ago, two years ago, or three years ago. But it's critical for staying agile.”



Erin Scruggs

Head of Global Talent Acquisition at LinkedIn



Prediction 4 | Agility will be a must-have for recruiting teams.

Recruiters are increasingly cross-functional.

Increasingly, Talent Acquisition professionals can be expected to be ‘full-stack’ recruiters who can work seamlessly across different functions and stages of the hiring process. In fact, LinkedIn data reveals how recruiters are extending their skills and moving beyond the silos that previously separated them.

The top skills for different recruiting roles used to be fairly unique — but now that roles have become more cross-functional, there’s significantly more overlap between skills. That means it’s easier for recruiters to pivot from one functional area to another as needed.



+30% increase in
skills similarity
across all recruiting roles in the last 5 years

Source: Global LinkedIn data, 2017–2022

Explore tips & strategies:



Tear down HR silos.

One way Talent Acquisition teams can improve their agility is by tearing down the walls that have long separated talent acquisition from other HR functions, [Canva's Amy Schultz](#) says. "Meeting an organisation's talent needs might require any number of actions, including hiring from the outside, upskilling current employees, tapping contingent workers, or a combination of the above." To put this into action, Canva created a "Talent Agility" team that brings together Talent Acquisition, [internal mobility](#), contingent workforce, and [workforce planning](#).



Conduct [scenario planning](#) sessions.

Sit down periodically with fellow senior members of the Talent Acquisition team and envision what an upswing or drop in hiring demand might look like. Then create playbooks for how you should respond. By laying out scenarios methodically, talent leaders can [arrive at responses](#) that they might not otherwise think about in the heat of the moment.



Stay on top of your company's business performance and strategic goals.

Hold frequent conversations with company leaders and ask about new business lines or shifts in strategic direction. If you work for a publicly-held company, read earnings reports. Attend company briefings where financial performance is highlighted. Talent leaders need to be "embedded with the business," according to [Erin Scruggs](#), to gain an "understanding of the business' needs, issues, and challenges."



Invest in building recruiter's skills.

Offer recruiters training that will help them stay on top of shifting trends, support business goals, and advance in their careers. [Alstom](#) had just those goals in mind when it recently launched an online TA Academy. Among the subjects covered are how to conduct successful job briefing sessions with hiring managers, how to write skills-based job ads, and how to manage relationships with external talent. "Constant shifts in talent markets and technology means TA needs to continuously adapt," says [François-Xavier Mallet](#), Global Talent Acquisition Director at Alstom.



Prediction 5

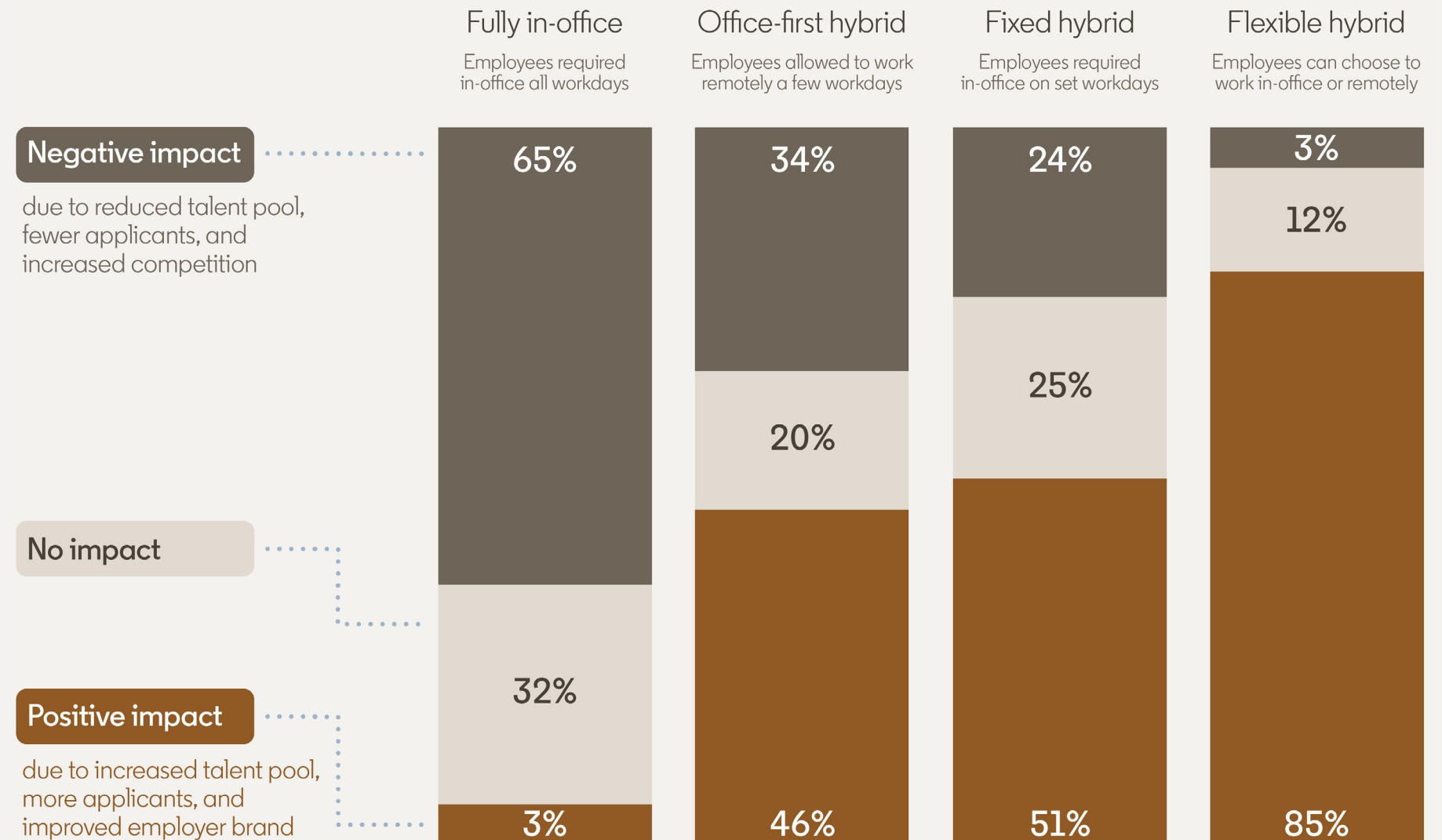
Recruitment
will advocate for
hybrid work policies.

Prediction 5 | Recruiting teams will advocate for flex work policies.

There's little doubt that employers are calling workers back to the office in droves. But something else is clear too: these policies will make it harder for employers to attract top talent.

Recruiting pros in EMEA and LATAM whose companies require employees to be fully or mostly in-office report negative impacts on their recruiting efforts, including reduced talent pools, fewer applicants, and increased competition. Alternatively, companies allowing employees to choose their work location see a positive impact on recruiting. That's because having a flex work policy yields a larger talent pool, more job applicants, and a better employer brand.

Impact of in-office vs flexible work policies on recruiting in EMEA and LATAM



Demand for flexible work is here to stay.

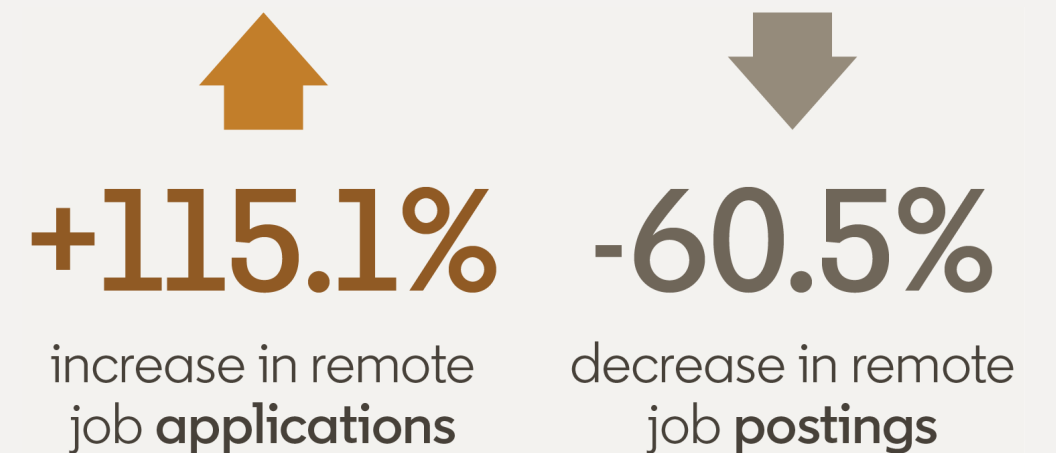
Flexible work as an employee value proposition (EVP) has seen an increase in importance over the past few years. In fact, according to Benelux LinkedIn data, the importance of flexible work as an EVP grew by +33% among all job seekers but surprisingly among Gen Z job seekers in Benelux the importance has dipped -6% from 2021 to 2023.

This is also reflected in global candidate behaviour on LinkedIn. Employers worldwide who are considered to have flexible work policies enjoy a sizable hiring advantage: they are 16% more likely to have candidates accept their InMails and 29% more likely to receive an application from a candidate who viewed one of their jobs.

In addition, Benelux LinkedIn data shows job seekers' interest in remote roles continues to be high, despite a decrease in the number of fully remote roles.

Workers have grown accustomed to flexible work arrangements, and they're unwilling to give it up. "Top talent wants to innovate, work alongside smart teams, and have their work impact customers," says [Bryan Mayo](#) of [Atlassion](#). "But, they no longer want achievement to require sacrificing flexibility, family time, and personal aspirations."

Remote job applications vs remote job posts in Benelux:



Source: Benelux data 2022-2023



Prediction 5 | Recruiting teams will advocate for flex work policies.

Influencing policy makers and hiring managers.

No one is more aware of the demand for flex work than hiring professionals, who are receiving first-hand feedback from candidates. While TA doesn't set policy, talent leaders can share real-time data and advocate for flex work. This includes exploring similar markets and what's possible if you expand your search for talent to other parts of the world, as well as sharing success stories of how remote employees are succeeding.

“We have to become storytellers, both with data and then also with anecdotes about how remote employees are succeeding,” says [Erin Scruggs](#). “I think that's really important.”



TA's job is to show business stakeholders how the talent pool shrinks when we don't think about flexibility. There's going to be some goodwill built up for companies that have been consistent with flex policies.”

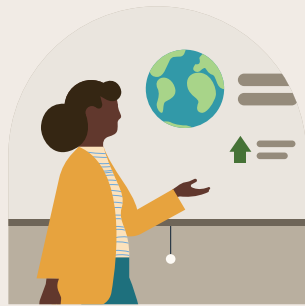


Gregory Karanastasis

Managing Director, Global Head of Talent Acquisition,
Onboarding & Career Transitions at [Accenture](#)



Explore tips & strategies:



Make yourself known as an informed talent advisor on flex work.

Talk to business leaders about what you're seeing in the marketplace and how recruiting will be adversely affected by return-to-work policies. At the same time, be clear about the positive impact having a flex policy will have on your company's reputation and its employer brand.



Use data to make your case.

Show business leaders examples of candidates who backed away because the company lacked remote or hybrid options. Track the number of candidates who ask about flex work. Canva, for instance, found that about one third of candidates ask about the company's flex-work policy. "We need to be vigilant in making sure that we're always tracking dropouts and declines and sharing that back," says [Amy Schultz](#) of [Canva](#).



Prediction 6

Attracting Gen Z
will require a new
playbook.

Prediction 6 | Attracting Gen Z will require a new playbook.

Gen Z will account for more than one quarter of the global workforce by 2025. But, recruiting professionals aren't confident about their ability to attract and retain this newest cohort. In fact, they say it will be one of their biggest challenges in the coming years.



The biggest challenges for recruiting in EMEA over the next 5 years:

- | | |
|---|------------|
| 1. Competing with other companies | 48% |
| 2. Difficulty finding candidates with the right hard skills | 44% |
| 3. Difficulty finding candidates with the right soft skills | 37% |
| 4. Attracting and retaining Gen Z | 36% |
| 5. Inability to offer competitive salaries to candidates | 36% |
| 6. Candidates not responding to messages or calls | 33% |

Source: EMEA LinkedIn data, as of January 2024

Prediction 6 | Attracting Gen Z will require a new playbook.

Employers are upping employer branding investments.

Given the hurdles Talent Acquisition faces in connecting with Gen Z, it's no wonder that employer branding will remain a critical priority in the year ahead. For the second year in a row, employer branding is the recruitment function that's expected to receive the greatest increase in spend, with 62% of recruiting professionals in EMEA predicting their investment in employer branding will increase in the coming year.

To succeed in attracting and retaining Gen Z, Talent Acquisition will need to gain a strong handle on Gen Z's **unique set of attributes**. Having come of age during a global pandemic, social justice movements, and the climate crisis, Gen Z cares deeply about working for companies that share their values.

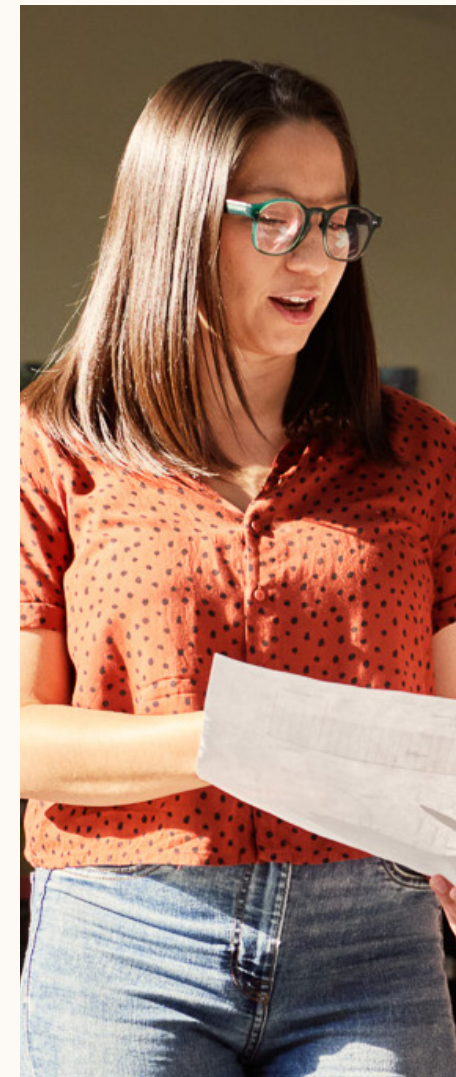


Gen Z **won't compromise their principles** for a job.”



Stacey Gordon

Inclusive Workplace Culture Consultant at [Rework Work](#)

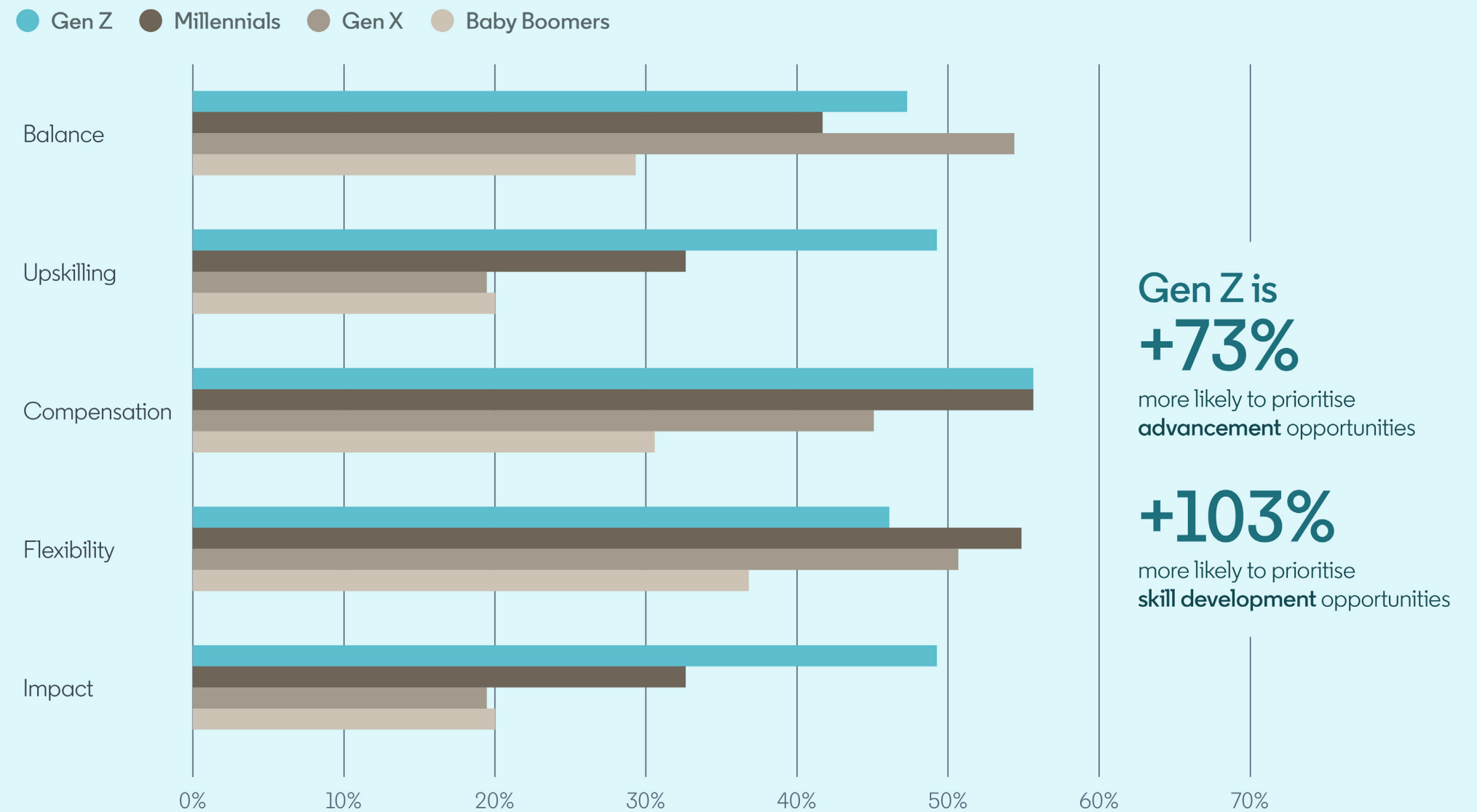


Prediction 6 | Attracting Gen Z will require a new playbook.

Gen Z wants a workplace that provides a healthy work-life balance.

In Benelux, upskilling, compensation, and flexibility are important for Gen Z. However, working for a company that provides them with a healthy balance between work and life is critical. Compared to all other generations, **Gen Z talent in Benelux is 73% more likely to prioritise advancement opportunities and 103% more likely to prioritise skill development opportunities.**

Top Employee Value Propositions (EVPs) by generation



Source: Benelux LinkedIn data, November 2023.

Gen Z is **+73%** more likely to prioritise **advancement** opportunities

+103% more likely to prioritise **skill development** opportunities

Prediction 6 | Attracting Gen Z will require a new playbook.

“We know that Gen Z really values learning and development opportunities. If you’re not investing in their growth, you’re not going to be able to hold onto them. They will prioritise their own career development over any long-term commitment to an organisation,” says **Nicky Vallely** of **Google Deepmind**.

Talent Acquisition will need to authentically communicate not only their organisation’s values, but the hiring manager’s values as well. “We’ve all worked for companies where one department works differently from another,” Stacey Gordon says. “Being able to articulate the team values and working style in order to make sure there is value alignment will be even more important with Gen Z candidates.”

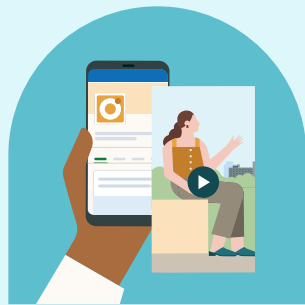
“ Gen Z isn’t interested in snazzy marketing collateral. **Employer branding efforts need to go away from post-production towards revealing employees’ work and experience** at the company to a wider audience.”



Hung Lee
Curator at **Recruiting Brainfood**



Explore tips & strategies:



Ensure your employer branding is authentic.

Employer branding messaging must match the reality of what Gen Z can find on employer review sites. At the same time, employer branding needs to look and feel authentic. Gen Z will react more favourably to raw, employee-generated content that might show a day in the life of a worker than they would to highly produced videos.



Aim for an efficient candidate experience.

As digital natives, Gen Z is used to easily accessing information, entertainment, and products, and they expect nothing less from employers. They're going to want a hiring process that is efficient, easy to navigate, and in a user-friendly format. "They're not going to stick around for six weeks for a hiring manager to make a decision," [Google DeepMind's Nicky Vallely](#) says. "They'll ghost you. This isn't them being entitled. This is just the reality of the world in which they've grown up."



Help hiring managers understand Gen Z's unique attributes.

Gen Z candidates might display behaviours and [preferences](#) that hiring managers aren't accustomed to, but that doesn't mean they're not right for the job. Talent leaders can help hiring managers gain a better understanding of Gen Z and avoid bias.



Strive for generational diversity.

For the first time in history, five generations are now working side by side in the workplace. Everything from employer branding to flexible work policies need to take different age groups and their preferences into consideration. [Kristin Shulman](#), Global Director, Talent Marketing, Employer Brand and Early Careers Attraction at [Booking.com](#), says it's important to forge ties between younger and older workers through mentorships, including reverse mentorship in which young workers mentor older ones. "While there's potential for culture clashes, we see it as an opportunity for generations to learn from each other," she says.



Conclusion

Conclusion

Adapting to the changes sweeping the recruitment industry is no easy task. Recruiters will need a growth mindset, a willingness to learn new skills, and the ability to harness new technologies. But for those who do so there will be a big payoff: the opportunity to reshape the world of work and help organisations build the workforce of the future.

Global report

[Report summary](#) | [Full web report](#)

Staffing report

[Staffing edition](#)

Regional data cuts

[Australia](#) | [Brazil](#) | [France](#) | [Germany, Austria and Switzerland](#) | [India](#) | [Japan](#) | [Mexico](#) | [Middle East and North Africa](#) | [Southeast Asia](#) | [United Kingdom](#)

Translated reports

[Chinese](#) | [Dutch](#) | [French](#) | [German](#) | [Italian](#) | [Japanese](#) | [Portuguese](#) | [Spanish](#)



Methodology

Survey data

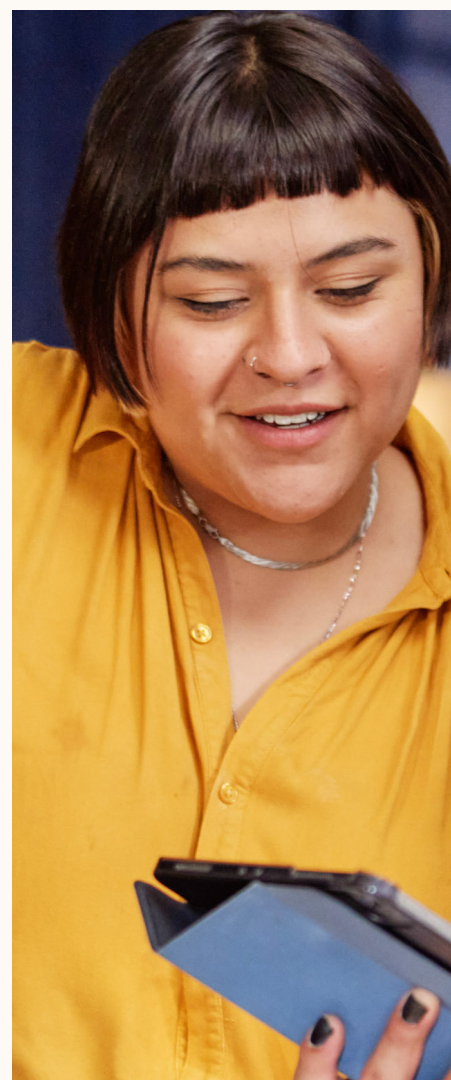
LinkedIn Research surveyed 1,453 recruiting professionals in management seniority roles or higher (1,202 corporate recruiting pros, 261 search and staffing pros), in addition to 498 hiring managers. Survey respondents are LinkedIn members who were selected to participate based on information in their LinkedIn profile and qualified based on survey responses. This survey was conducted in six languages across 23 countries between October and November 2023.

Candidate priorities and inclusion preferences are based on LinkedIn's Talent Drivers monthly survey of global members, including 16,688 members surveyed in November 2023 December 2022. To measure candidate priorities, respondents are asked to "select the most important factors when considering a job opportunity," and can select up to five of 15 employer value propositions. The fastest-growing candidate priorities are those with the greatest percentage increase between December 2022 and December 2023.

The insight comparing Gen Z vs. other generations compares the average of the EVP results for Millennials, Gen X, and Baby Boomers against the Gen Z. The result is a percent difference for each EVP.

Insights data

Behavioural insights for this report were derived from the billions of data points generated by the 1 billion members in over 200 countries on LinkedIn today. Unless otherwise noted, all data reflects aggregated LinkedIn member activity as of January 1, 2024.



Conclusion

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