

Workplace Advancements in 2024:

Boosting Your Hiring Strategy in a Disrupted Labor Market



Introduction

The year 2024 promises to be a moment of transformation in the history of work. Pandemic-era management changes and workplace culture; new and emerging digital tools; and an ongoing focus on diversity, equity, and belonging are challenging traditional hiring practices.

For employers, understanding and harnessing these concepts will be essential to staying competitive in the coming year’s job market. They need to adapt to changes in technology, as well as deliver on key employee demands like pay transparency, wellbeing, and diversity, equity, and inclusion (DEI).

This report will explore the things that are likely to shape work in 2024 and provide insights into how organizations can adapt and thrive in this dynamic environment.



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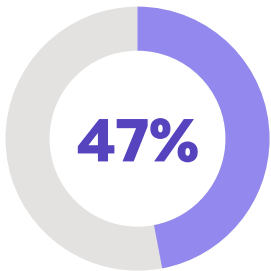
The State of the Labor Market in 2024

The pandemic sparked disruptions in the labor markets, and employers are still finding difficulties in securing candidates. A tight supply of workers gives employees more leverage to ask for policies, benefits and management approaches that have been lacking in the workplace.

In [Indeed & Glassdoor’s 2023 Hiring & Workplace Trends report](#), we found that this new dynamic was accelerated by the pandemic but will likely continue to persist beyond near-term fluctuations in the business cycle. The pandemic brought an increase in remote and flexible work arrangements, which remain prevalent and are a key part of employees’

current concern with wellness in the workplace. Work wellbeing expectations continue to rise, with **47% of employees** reporting their work wellbeing expectations are higher than they were just one year ago.

Emerging technology and a strengthening focus on diversity, equity, and belonging are pushing changes in hiring practices and workplace culture. The labor market includes a growing emphasis on upskilling and reskilling in response to an evolution in jobs driven in part by automation and advances in artificial intelligence. DEI concerns are driving employers to broaden hiring criteria and embrace more diverse and nontraditional candidates.



employees report their work wellbeing expectations are higher than they were just one year ago



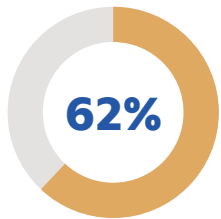


AI and its impact on hiring

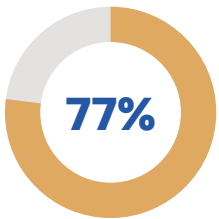
Artificial intelligence (AI) is having a major impact on many areas of hiring, which can both help and hinder HR leaders.

For HR leaders, [AI can automate many tasks](#) in the recruitment process so that hiring authorities have [more time and energy to spend with candidates](#) — thereby enhancing the human-to-human part of the process. It also allows companies to hire more quickly, which is important in today’s competitive employment space. As for candidates losing interest in job openings, we found:

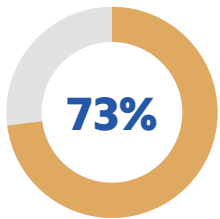
- A Robert Half survey revealed that **62% of job seekers** will lose interest if they haven’t heard any response within two weeks and **77%** lose interest if they haven’t heard an update within three weeks.
- A [recent survey](#) of more than 250 HR leaders found that **73%** are using AI in recruitment and hiring processes.
- [Three-quarters \(75%\) of HR and TA leaders](#) say AI will reduce redundant or mundane tasks in their work and **72%** say they’re optimistic that AI will allow them to focus more on the human aspects of their jobs.



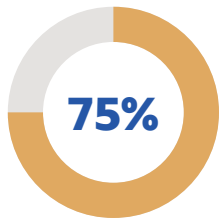
jobseekers lose interest without any response within 2 weeks



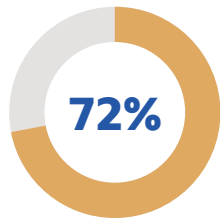
jobseekers lose interest without any response within 3 weeks



HR leaders use AI in recruitment



HR and TA leaders say AI will reduce redundant or mundane tasks



HR and TA leaders say that AI will allow them to focus more on the human aspects of their jobs

While recruiters see generative AI in recruitment as an opportunity to hire workers faster and to cut costs, **88% of executives claim** that their tools reject qualified candidates. This means that talent is slipping through the net.

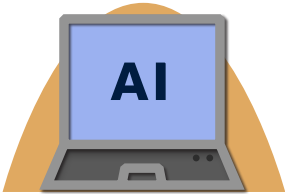
88%

“When we work together, we have a greater chance of ensuring that job seekers facing bias and barriers aren’t left behind.”

- LaFawn Davis,
Indeed Senior Vice President, ESG



The rise of generative AI, such as ChatGPT and Google’s Bard, which can produce written responses to any query, are raising many questions about how this technology will affect workers. In fact, the European Union proposed [AI Act](#) aims to assign risk levels to AI systems based on their potential to be unsafe or discriminatory, and then regulate them based on their ranking.



To ensure that AI is used as equitably as possible, Indeed has made a commitment to fairness in how it uses algorithms and is following a set of AI principles. These include adherence to fairness and equity, responsible innovation, and a job seeker first approach.

Therefore, [human input into hiring must remain strong](#), particularly as there is widespread concern about [societal biases being reflected in AI tools](#). Using this technology carefully can help reduce [bias in job screening](#), resulting in more diverse and inclusive workplaces.

Left unchecked, AI has the potential to build a future workforce that is less inclusive, less diverse and that sustains barriers to entry for disadvantaged groups. But, when used responsibly, AI can shape the future of work for the better. It can counteract the very biases and barriers that job seekers face today.



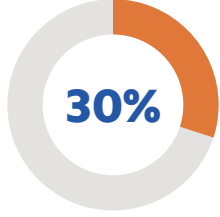
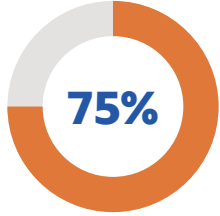
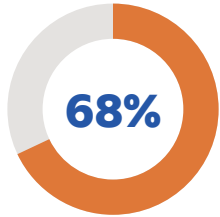
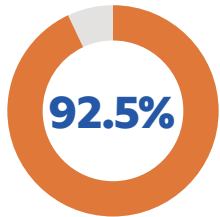


Workers want more pay transparency, how are employers making the shift

Pay transparency means sharing details about compensation and salary ranges with employees, jobseekers, and other interested parties. This is a radical departure from the secrecy that has traditionally surrounded pay, but an expectation of information-sharing is becoming more prominent as concern with equity and wellbeing growth across industries.

What to consider when thinking about pay transparency

- **U.S. HR leaders (92.5%)** said that putting pay transparency in place is “definitely” or “mostly” worthwhile.
- In a **Gartner survey**, **68%** of candidates reported that they expected to see salary information in job postings
- According to **Indeed data** **75%** job seekers are more likely to apply for a position that has pay listed in the description.
- For job listings, **30% more applications** come in for those that list pay information on Indeed.



How pay transparency impacts women at work

- In 2021, U.S. women earned only 84 cents for every dollar paid to men in comparable full-time, year-round jobs.
- When counting all workers, such as those doing part-time and temporary work, U.S. women earn **77 cents for every dollar** that men earn.
- The World Economic Forum reports that European women make **13% less per hour on average than men**, averaging to lost wages for women of **\$4,639** per year.
- Based on current trends, it would take Canadian women more than 267 years to get to parity with men in pay rates.
- Pay transparency gives women the insight they need to ask for higher wages that are comparable to male colleagues' rates.



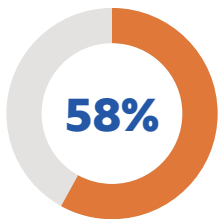
Pay transparency helps women to reach parity with men.

The effect of pay transparency on retention

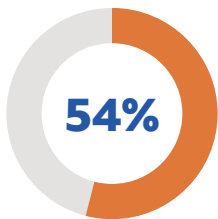
Workers who are paid fairly are more likely to be loyal, productive, and confident at work, and these are the types of workers who stay with a company longer. But workers can only know they're getting fair pay — and reap the benefits of that knowledge — if their employer enacts pay transparency.

Pay transparency is generally a positive thing, with it reducing the gender pay gap, increasing productivity, and employee confidence in gaining higher salaries:

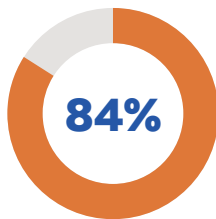
- A study by the Nature Human Behaviour found that pay transparency increases the equity and equality of pay, reducing the gender pay gap for women.
- Another study in Southeast Asia discovered that employees are more productive once they know how much their boss earns, as it encourages them to progress in their career.
- The Fawcett Society found that both women (**58%**) and men (**54%**) believed they were offered a lower salary on the basis of being asked salary history questions.
- An overwhelming majority of workers (**84%**) said they are more productive at work if they're paid fairly.
- A majority of workers (**83%**) said they feel more confident at work if they're paid fairly.



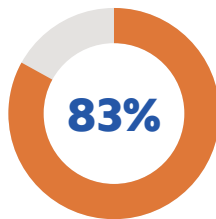
women believed they were offered a lower salary than before



men believed they were offered a lower salary than before



workers are more productive at work if they're paid fairly

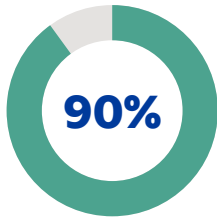


workers feel more confident at work if they're paid fairly

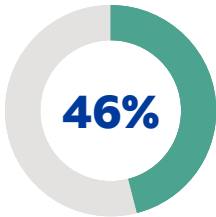


Leading businesses are investing in work wellbeing

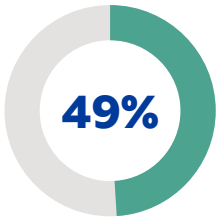
In today's workplace wellbeing isn't just a people strategy, it's a business strategy. According to [Indeed's Work Wellbeing 2022 Insights Report](#), **90%** of people believe that how we feel at work matters, and **46%** of people say their expectation around happiness at work has increased in just the last year. However, only **49%** of people report their company is measuring happiness and wellbeing.



people believe that how we feel at work matters



people say their expectation around happiness at work has increased in the last year



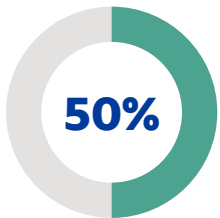
people report their company is measuring happiness and wellbeing



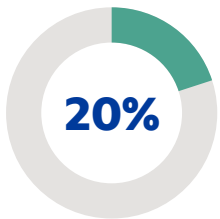
Greater employee wellbeing improves how companies run and drive their valuations. [University of Oxford researchers found that between January 2021 and March 2023, the 100 U.S. companies with the greatest wellbeing as ranked by their employees had returns 20% higher than the S&P 500 and 30% higher than the NASDAQ.](#)

Flexible work

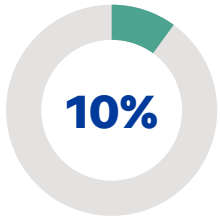
- Flexible work arrangements increase worker wellbeing: a [Gallup survey finds](#) that hybrid workers report better work-life balance and productivity, and less burnout.
- The [International Labour Organization reports](#) that flexible work arrangements benefit everyone.
- [Gartner predicts](#) that **50%** of U.S. knowledge workers will do hybrid work in 2023, and **20%** will work remotely full-time.
- A [study by McKinsey Global Institute](#) found about **10%** of respondents worldwide said that they were both likely to quit their jobs if required to work at the office every day and willing to trade more than **20%** of their compensation to work their preferred number of days from home.



U.S. knowledge workers will do hybrid work in 2023



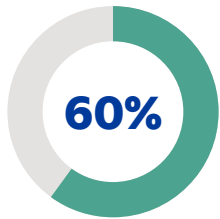
U.S. knowledge workers will work remotely full-time in 2023



respondents worldwide said that they are likely to quit their jobs if required to work at the office every day

Employee struggles

- Work has a major influence on employees’ mental health. A [study by Workforce Institute at UKG](#) found that **60%** of employees around the world identify their job as the most important influence on their mental health.
- Sick leave is the highest it has been in over **10 years**, according to [UK employers](#).
- [Forbes discovered this year](#), work stress and job burnout are two different types of issues. The way to solve the issue of burnout isn’t necessarily to decrease working hours, but to improve the quality of those working hours — through fair treatment, communication, role clarity, and a manageable workload.
- [Reuters](#) found that only three global companies in 20 have published objectives for employee mental health management.



employees say job has the most important influence on their mental health

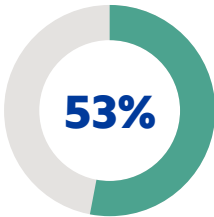
Work has major influence on mental health.

Mental health depends on:

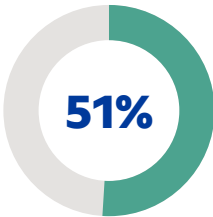
- Quality of working hours
- Fair treatment
- Role clarity
- Manageable workload

Leadership's role in work wellbeing

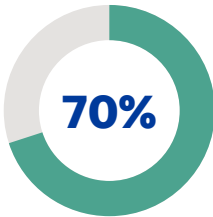
- Leadership that trusts its employees has a less stressed workforce. [An American Psychological Association survey](#) found that **53%** of workers report their employers using remote surveillance technology to oversee their work, and the study found a clear connection between such surveillance and higher levels of stress.
- Managers themselves are also stressed, with **51%** juggling unsustainable workloads, [according to Gartner](#).
- [Nearly 70% of people say](#) their managers at work are as impactful to their mental health as their partner is.
- Leading as an empathetic, open-minded, problem-solver can help your employees have greater wellbeing, which [can lead to better performance and higher profits](#).
- A [study by Grant Thornton](#) found leaders that look after their own mental health are better equipped to handle the pressure of dealing with economic uncertainties.



workers report their employers using remote surveillance technology to oversee their work



managers are stressed because of juggling unsustainable workloads



people say their managers are as impactful to their mental health as their partner is



New approaches to hiring are broadening talent pools

Experts predict that around the world and across sectors, [more than 85 million jobs could go unfilled by 2030](#) due to a lack of qualified workers to take the roles. But for several years, and increasingly in 2023, people are asking whether employers’ too-stringent requirements and implicit biases may be inadvertently keeping capable jobseekers off their payrolls.

New hiring practices for greater belonging

A greater emphasis on equity, inclusion, and belonging in workplaces has resulted in employers working to reduce barriers to job seekers. Our [Insights and Trends Employers Should Know for 2023](#) report shows that companies are increasingly eliminating degree and experience requirements, considering employees who come from different positions or sectors, and increasing remote work and remote hiring to cast a wider net.

Hiring people with resume gaps or no degrees

According to Indeed research, [hiring for skills is five times more predictive of job performance](#) than hiring for education, and more than two times more predictive than hiring for work experience.

- Candidates with gaps in their resumes often [face skepticism from hiring authorities](#).
- Considering that the [number of employed workers in the U.S. dropped by 22 million during the pandemic](#), the number of people with resume gaps has surely grown considerably in recent years.
- We found in our [Insights and Trends Employers Should Know for 2023](#) report that applicants are required to have a bachelor’s degree, no matter the skills they possess or the experience they have.
- Americans over the age of **25 (62%)** lack a bachelor’s degree, according to [U.S. Census data](#).
- Making it easier for people in these categories to get hired can broaden the potential talent pool for employers across sectors.
- [Harvard Business Review](#) found that there was no boost in productivity when “middle skill” jobs were done by those with college degrees.

People with gaps in their resume face skepticism.

22 million workers in the U.S. dropped out during the pandemic.

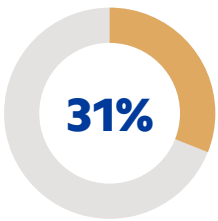
62%
Americans over 25 years have no bachelor’s degree.

Fair chance hiring: giving candidates with a criminal record a fair chance

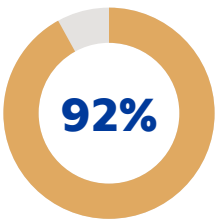
Criminal records can severely limit employment options for those coming out of prison. Company policies and implicit bias can prevent employers from considering these potential workers regardless of their background or skills. Fair chance hiring explicitly widens the candidate search to include people with criminal records.

Fair chance hiring is increasing

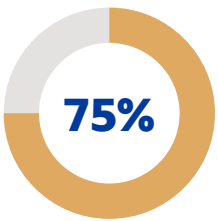
- Between May 2019 and May 2022, job postings on Indeed citing fair chance hiring **increased 31%**. These represented a cross-section of occupational sectors.
- In that same period, the number of job searches that included phrases such as “felon friendly” and “no background check” went up **117%**.
- Almost all workers (92%)** would be comfortable working alongside coworkers with non-violent criminal records, with this being a single, isolated incident.
- Most HR professionals (75%)** see workers with criminal records as being just as dependable, if not more dependable, than workers without them.



fair chance hiring increased



workers want coworkers with non-violent criminal records



workers with criminal records may be more dependable

Some states have enacted laws to increase fair chance hiring

- The District of Columbia, **37 states**, and more than **150 counties** and cities have **put some form of fair chance policy** on the books for public sector employment.
- Out of those above, **15 states** and **22 counties** and cities have made those same policies apply to private employment as well.

LGBTQ+ inclusion at work

Anti-LGBTQ+ attitudes and laws affect workers around the world. There are national laws that criminal same-sex intimacy [in at least 67 countries](#), and at least 9 have laws against expressions of transgender and nonconforming identity.

In this environment, **LGBTQ+** workers can feel a particular sense of vulnerability, which workplace leaders can counter by cultivating feelings of belonging and support. However, an [Indeed survey](#) showed that over half of **LGBTQ+** workers feel they’re treated differently at work than their straight and cisgender peers.

Not only are younger generations more open to the topic of **LGBTQ+** issues at work, they are also [looking for greater inclusivity than previous ones](#). However, [research](#) has shown that junior employees are less likely to be “out” as **LGBTQ+** at work than senior employees, because it is not transparent to them whether being out at work is likely to harm their career progression.

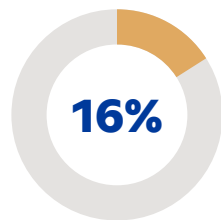
This suggests that there is more work to be done for companies to demonstrate that their workplace is inclusive to **LGBTQ+** employees of all generations.



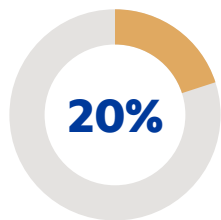
Growth of multi-generational workforce

With employers thinking out of the box for hiring in this competitive labor market, they are increasingly embracing workers of all ages. This is in part because the [workforce in most developed countries is aging](#), but also because hiring authorities see the benefit of diversifying their employees on a range of demographic indicators.

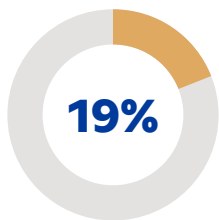
- According to [Harvard Business Review](#), people over 65 are predicted to comprise around **16%** of the world's population by 2050 and children born in this century expected to live to 100.
- Many workers lack sufficient retirement funds, with **one in five** saying they will never be able to retire, meaning that more people will be working longer.
- [Workers age 75 and over](#) are the only group of U.S. workers that is likely to grow between 2020 and 2030, according to data from the Bureau of Labor Statistics.
- Giving all workers, including older workers, opportunities to work would increase GDP per capita by **19% over the next 30 years** in OECD countries.
- **83% of global executives** say they believe that a multigenerational workforce is essential for business growth and success.



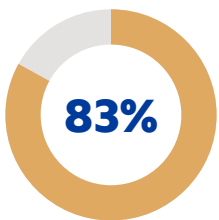
of world's population by 2050 will be over 65



people say they will never be able to retire



increase in GDP per capita over the next 30 years thanks to giving workers opportunities to work



global executives say a multigenerational workforce is essential

Save costs by retaining instead of hiring

It costs between [\\$4,000 and \\$20,000](#) to hire a new worker, and that doesn't include costs of salary and benefits. As a result, it's typically cheaper to train or upskill current employees instead of hiring new ones. By retaining employees, you avoid paying for recruitment and relocation, and your employees can take on new tasks and roles without extensive onboarding.

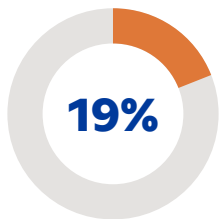


Predicting and preparing for coming shifts in work

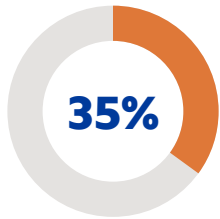
Whether or not employers regard coming shifts in work as a moral imperative, it is a [smart business decision](#).

Progress in the workforce

- In India, companies with [diverse management teams](#) are **19%** more likely to be innovative than those with below-average diversity scores.
- [McKinsey found in a study](#) that companies with the most gender and ethnic diversity on executive teams outperformed those that were less diverse, on profitability.
- Also, companies in the top quartile for racial and ethnic diversity are **35% more likely** to have financial returns above the industry median for their country. Businesses, therefore, may be rewarded financially for making the shift to a more diverse workforce, while making their company a more appealing prospect to candidates.



in India, companies with diverse teams are 19% more likely to be innovative



companies with racial and ethnic diversity are 35% more likely to have financial returns

Businesses may be **rewarded financially** for making the shift to a **more diverse workforce**.

What does the future of work mean for employers

Employees and candidates generally want a fairer workplace, where employers make a genuine, clear commitment to wellbeing, pay transparency, and attention to “green issues”.

Stress and pay considerations were found to be the leading cause of turnover in [Indeed & Glassdoor’s 2023 Hiring & Workplace Trends report](#). Therefore, in order to make themselves more competitive to potential hires, recruiters can look at making these issues a top priority when advertising for roles. These factors are increasingly perceived as a need rather than a “nice to have”.

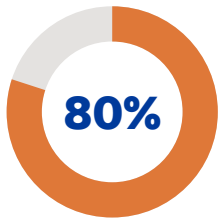
What hiring skills do employers need moving forward

HR managers may want to look at recruiter literacy in using AI tools while also having a “human touch”, training them in using AI as a “co-pilot”, potential legal issues like data [compliance](#), and the implications of social bias in AI recruitment.

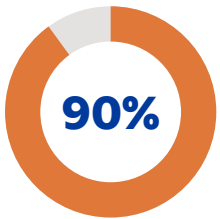
Improving remote hiring practices can also [help companies to widen their recruitment net](#), as remote work has the potential to attract workers with disabilities to apply for roles.

A multinational consumer-goods company was found by [McKinsey](#) to filter out **80%** of candidates using an AI platform combined with video technology and natural-language processing (NLP) software. They realized a **90%** reduction in time to hire, and a **16%** increase in women in their talent pipeline.

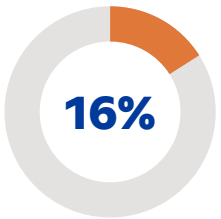
While many recruiters have adapted to remote hiring since the pandemic, it is still new territory, meaning that there is still room for improvement.



candidates filtered out using an AI platform combined with video technology and NLP software



reduction in time to hire thanks to AI



increase for women in their talent pipeline

“Human touch” training in using AI as a “co-pilot” is essential for HR managers.

- Video interviews are potentially stressful for candidates who don't feel that there's room to [showcase their personality](#), or are juggling other responsibilities at home.
- However, leveraging video technology can increase the efficiency of the screening process, particularly when hiring thousands of new employees to cover a busy seasonal period.



Globally More than four billion people, or [over half of the world's population, is still offline](#). With almost two thirds (61%) of workers relying on broadband connections in their daily lives, and nearly half (49%) suggesting their Internet usage will either stay the same or increase in the next year. This could mean that candidates with a limited or weak internet connection could be less likely to be hired for roles they are qualified for — a new form of discrimination.

- [Harvard Business Review](#) discovered that some AI technology behind automated video interviews (AVIs) is embedded with gender bias (44%) or gender and race bias together (26%).

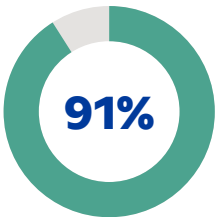
Being able to accommodate these new recruitment pitfalls could improve hiring practices, therefore, such as learning to assess asynchronous or “one-way video interviews” or video applications.



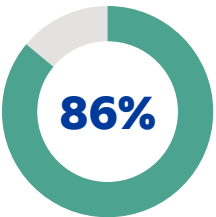
Employers’ roles, responsibilities and application of technology in the context of a “green world”

Focusing on green issues and sustainability is [attractive to Gen Z](#) — those who felt that their employers were making an effort to reduce the environmental impact of their company were more likely to remain loyal to them.

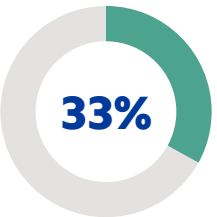
- **91% of graduates** want to “make a difference” in their job, and **86% said that it was vital that the company they worked for had a positive environmental impact.**
- **One in three 18-24 year** old workers have rejected a position due to a lack of commitment from employers to environmental, social, and corporate governance strategy — also known as “climate quitting”.
- **88% of Gen Z** doesn’t trust companies that claim to be eco-friendly.
- Just over **half of employees** consider the environmental aspect of a company’s environmental, social, and governmental policy to be the most important, compared to **23% of executives.**



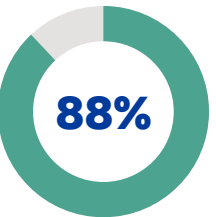
graduates want to “make a difference” in their job



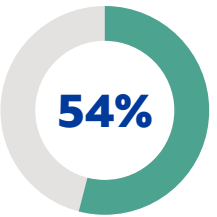
company’s positive environmental impact is vital



18-24-year old workers experienced “climate quitting”



Gen Z doesn’t trust companies that claim to be eco-friendly



employees say company’s environmental, social, and governmental policy is the most important

This demonstrates a mismatch between what employees and employers consider to be essential to a good ESG strategy. It means that **there is potential for employers to step up and meet the expectations of their employees**, particularly as it is an attractive prospect to the majority of employees. According to [McKinsey](#), 2,000 academic reports show that there is a positive relationship between ESG scores and financial returns.

One solution is **to use remote working to reduce business carbon footprints**. Permanent remote working used to increase their diversity in hiring can also have a knock-on effect of reducing the overall carbon footprint.

However, this varies [depending on factors](#) such as race, income, and housing infrastructure — employees from low-income backgrounds with less well insulated housing saw an increase in their energy consumption since working from home. This means working from home is more of a positive solution if employees are well educated on environmental impact and are able to take steps towards reducing their carbon footprint at home.





Conclusion

While **employers** continue to experience difficulties in sourcing new candidates, they can make themselves more competitive by responding to **employee desires** such as **pay transparency**, **flexible work**, **better diversity** and **inclusion practices**, and **casting a wider net when recruiting** candidates without qualifications or typical career paths.

Since the future of work also involves great changes to technology such as the inclusion of AI in recruitment strategies, employers can consider **training recruiters in utilizing AI** in order to automate and speed up processes, while remaining vigilant of legal gray areas that face using them for this purpose.

Virtual hiring has its benefits, but this too also comes with additional complications. Employers do well to tackle barriers to successful **virtual interviews as remote work** and **hybrid work** continues to be a **popular** option for candidates.



“Promoting access, equity and wellbeing is pivotal to successfully navigating current and future challenges.”

- Indeed CEO Chris Hyams during his [closing remarks](#) of Indeed FutureWorks

Not only is remote working still an appealing prospect to candidates who are typically restricted from the hiring pool — such as **disabled workers** — it can also help give companies a boost towards meeting their sustainable targets. But there are some catches, like whether employees are able to curb their emissions at home.

Finally, **wellbeing at work** continues to be a **main talking point** among prospective hires. Learning more about employee desires and concerns in this arena can therefore potentially increase retention in a complex hiring climate.

