

Workplace advancements in 2024:

boosting your hiring strategy
in a disrupted labour 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 stay 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 what’s likely to shape work in 2024 and provide insights into how organisations can adapt and thrive in this dynamic environment.



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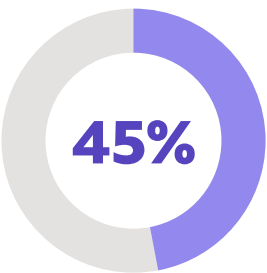
The state of the labour market in 2024

The pandemic sparked disruptions in the labour markets, and employers are still having difficulty 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 about wellness in the workplace.

Work wellbeing expectations continue to rise, with **45% of employees**¹ 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 labour 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 non-traditional candidates.



45% of employees report their work wellbeing expectations are higher than they were just one year ago

¹Work Wellbeing Report, based on a commissioned survey (n=1,517 UK adults), conducted by Forrester Consulting, 2023.

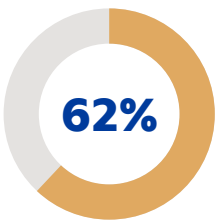


AI and its impact on hiring

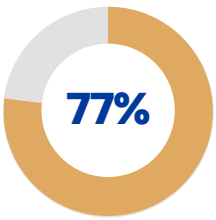
Artificial intelligence (AI) is having a major impact on many areas of hiring, which can both help and hinder HR leaders.

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:

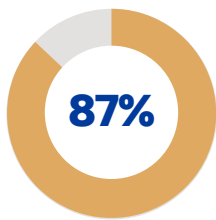
- A Robert Half survey revealed that [62% of jobseekers](#) will lose interest if they haven’t received any response within two weeks of applying for a job, and [77%](#) lose interest if they haven’t received an update within three weeks.
- New [research from Indeed](#) conducted by Censuswide found that [87% of HR and TA leaders](#) reported using AI systems and tools for professional purposes.
- [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.



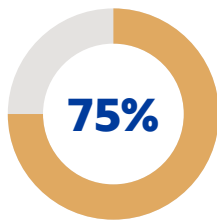
of jobseekers lose interest without any response within 2 weeks



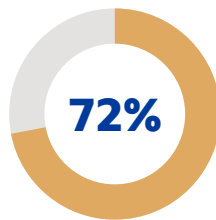
of jobseekers lose interest without any response within 3 weeks



of HR/TA leaders use AI for professional purposes



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



of 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, [30% of senior decision makers in the UK](#) think that AI could increase bias in the recruitment process. This means that talent could be slipping through the net.

30%

**'When we work together,
we have a greater chance
of ensuring that jobseekers
facing bias and barriers
aren't left behind.'**

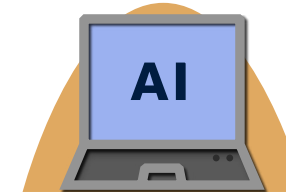
— LaFawn Davis,
Indeed Senior Vice President, ESG



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 jobseekers
face today.**

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's 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 jobseeker-first approach.



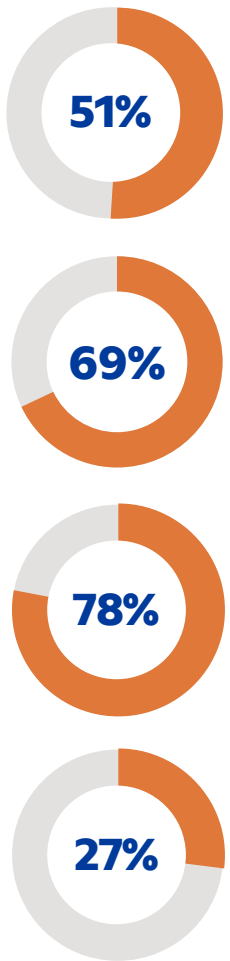


Workers want more pay transparency; how are employers making the shift?

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 regarding equity and wellbeing grows across industries.

What to consider when thinking about pay transparency

- [The Times has reported](#) that only **51%** of job ads displayed salary information in 2023, down from 61% the previous year
- In a [Glassdoor survey](#), **69%** of Brits said employers need to be more transparent about pay in their job ads
- **78%** of jobseekers [would be put off applying](#) to a job if salary information was not listed
- Job ads with salary details included receive [27% more applications](#) than those that do not



How pay transparency impacts women at work

- [In the UK, women earn, on average, 85.1 pence](#) for every pound earned by men.
- [A recent report from the ONS](#) found the gender pay gap among full-time employees in April 2023 was **7.7%**.
- 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 (£3,734)** per year.
- Based on this data, women essentially [worked for free for the first 53 days of the year](#).
- Pay transparency gives women the insight they need to ask for higher wages that are comparable to male colleagues' rates.



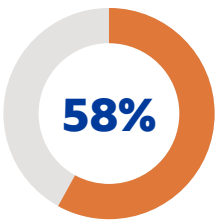
Pay transparency helps women reach parity with men.

The effect of pay transparency on retention

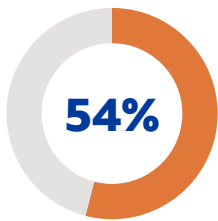
Workers who are paid fairly are more likely to be loyal, productive and confident at work, and these are the types of workers who stay with a company longer. But workers can only know they're getting fair pay – and reap the benefits of that knowledge – if their employer enacts pay transparency.

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

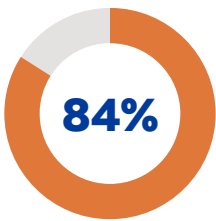
- A [study by the Nature Human Behaviour](#) found that pay transparency increases the equity and equality of pay, reducing the gender pay gap for women.
- Another [study](#) in Southeast Asia discovered that employees are more productive once they know how much their boss earns, as it encourages them 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.
- The majority of workers (**83%**) said they feel more confident at work if they're paid fairly.



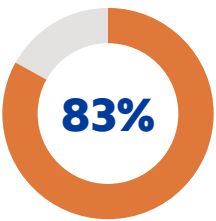
of women believed they were offered a lower salary than before



of men believed they were offered a lower salary than before



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

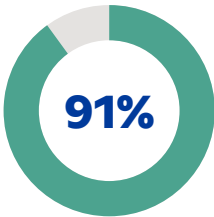


of workers feel more confident at work if they're paid fairly

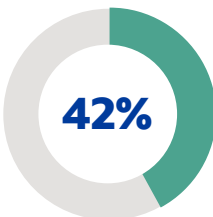


Leading businesses are investing in work wellbeing

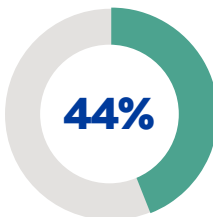
In today's workplace, wellbeing isn't just a people strategy, it's a business strategy. According to [Indeed's Working on Wellbeing 2022 Report](#), conducted by Forrester, **42%** of people in the UK say their expectation around happiness at work has increased in the last 5 years. The same Forrester survey found that **91%** of people believe that how we feel at work matters. However, only **44%** of people reported their company is measuring happiness and wellbeing.



of people believe that how we feel at work matters



of people say their expectation regarding happiness at work has increased in the last 5 years



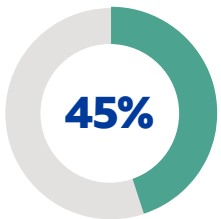
of people report their company is measuring happiness and wellbeing



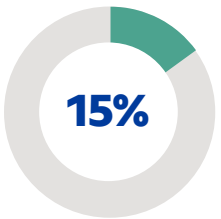
Greater employee wellbeing improves how companies run and drive their valuations. [University of Oxford researchers found](#) that between January 2021 and March 2023, the 100 US companies with the greatest wellbeing as ranked by their employees had **20% higher returns than the S&P 500 and **30%** higher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

Flexible work

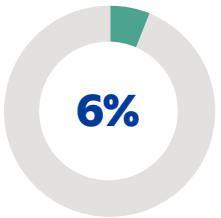
- Flexible work arrangements increase worker wellbeing: a [Gallup survey found](#) that hybrid workers report better work-life balance and productivity, and less burnout.
- The [International Labour Organization reports](#) that flexible work arrangements benefit everyone.
- A report published by CIPD found that 45% of employees in the UK had hybrid work arrangements in 2023, and 15% worked remotely full time.
- They also reported that 6% of employees had quit their jobs due a lack of flexible work arrangements, and 12% had changed careers due to a lack of flexible work in their sector.



of UK workers
had hybrid work
arrangements
in 2023



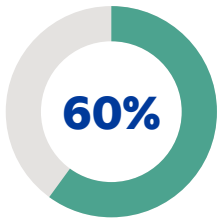
of UK workers
worked remotely
full time
in 2023



of respondents said
that they had quit
their jobs due to a
lack of flexible work
arrangements

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 that 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.



of employees say
their job has the
greatest influence
on their mental health

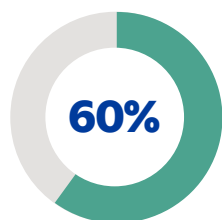
**Work
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health.**

Mental health depends on:

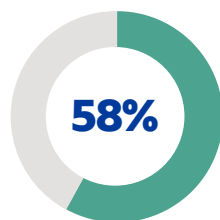
- quality of working hours
- fair treatment
- role clarity
- manageable workload

Leadership's role in work wellbeing

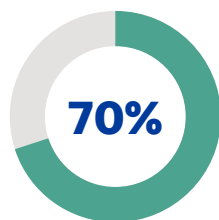
- Leadership that trusts its employees has a less stressed workforce. [A UK Trades Union Congress report](#) published in 2021 found that **60%** of workers in Wales and England believed they had been subject to surveillance or monitoring in their current or most recent job. Another [survey by the American Psychological Association](#) found a clear connection between such surveillance and higher levels of stress.
- [Senior managers themselves are also stressed](#), with **22%** experiencing stress every day and **58%** blaming unsustainable workloads for their high stress levels.
- [Nearly 70% of people say](#) their managers at work are as impactful on 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.



of workers in England and Wales believe they have been subject to surveillance or monitoring



of senior managers are stressed due to unsustainable workloads



of people say their managers are as impactful on 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’ overly 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 jobseekers. 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 CV 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 CVs often [face skepticism from hiring authorities](#).
- Considering that [employment levels in the UK fell to 858,000 below pre-pandemic levels during the pandemic](#), the number of people with gaps in their CV has surely grown considerably in recent years.
- We found in our [Insights and trends employers should know for 2023](#) report that applicants are often required to have a bachelor’s degree, no matter the skills they possess or the experience they have.
- A [2021 census of England and Wales](#) found that **33.8%** of residents had a high level of education (Level 4 or above), whereas **18.2%** of adults reported having no qualifications.
- Making it easier for people with lower levels of education 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 CV face skepticism.

Employment levels dropped to **858,000** below pre-pandemic levels in the UK during the pandemic.

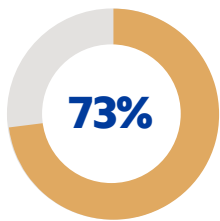
18.2% of residents in England and Wales have no qualifications.

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

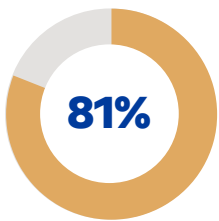
Criminal records can severely limit employment options for those coming out of prison. Company policies and implicit bias can prevent employers from considering these potential workers regardless of their background or skills. Fair chance hiring explicitly widens the candidate search to include people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

Fair chance hiring is increasing

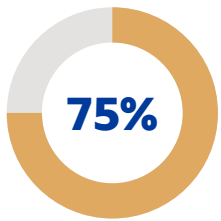
- A 2019 [report published by the Cabinet Office](#) found that 73% of organisations surveyed said they hire people with a criminal conviction, either directly or indirectly through intermediary companies, suppliers or contractors.
- Furthermore, [81% of employers agree](#) that employing ex-offenders has helped their business.
- [Most HR professionals in the US \(75%\)](#) see workers with criminal records as being just as dependable, if not more dependable, than workers without them.



of organisations hire people with criminal convictions



say employing ex-offenders has helped their business



of HR professionals say workers with criminal records may be more dependable

In the US, 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 criminalise 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 may feel a particular sense of vulnerability, which workplace leaders can counter by cultivating feelings of belonging and support. However, a [report issued by the Equalities Office](#) in 2018 found that 23% of respondents had experienced a negative or mixed reaction from others in the workplace due to being LGBT or being thought to be LGBT.

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.

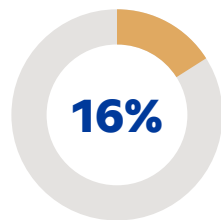
This suggests that there is more work to be done for companies to demonstrate that their workplace is inclusive of **LGBTQ+** employees of all generations.



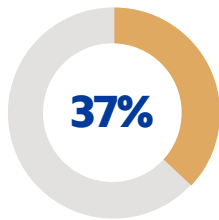
Growth of a multi-generational workforce

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

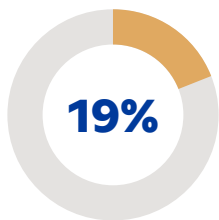
- According to [Harvard Business Review](#), people over 65 are predicted to comprise around **16%** of the world's population by 2050 and children born in this century expected to live to 100.
- Many workers lack sufficient retirement funds, with **37%** saying they will never be able to afford to retire, meaning that more people are likely to be working longer.
- The percentage of workers over the age of 70 in the UK **increased by 61%** between 2012 and 2022, possibly due to the rising cost of living and the equalisation of retirement age between women and men.
- 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.



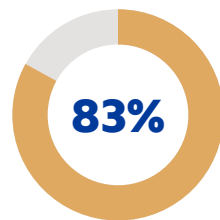
of world's population by 2050 will be over 65



of 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



of global executives say a multigenerational workforce is essential

Save costs by retaining instead of hiring

It costs between [20% and 30%](#) of an employee's salary 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.

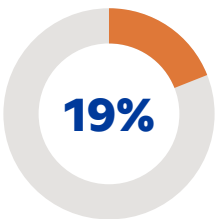


Predicting and preparing for coming shifts in work

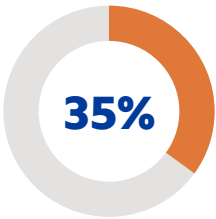
Whether or not employers regard coming shifts in work as a moral imperative, it is a [smart business decision](#).

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.
- [In a study, McKinsey found](#) that companies with the most gender and ethnic diversity on executive teams outperformed those that were less diverse in terms of 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 candidates, 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'.

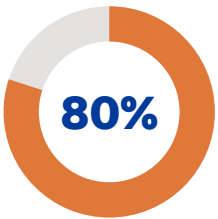
What hiring skills do employers need moving forward?

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.

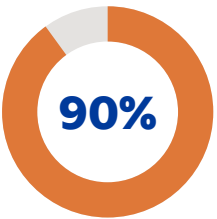
Improving remote hiring practices can also [help companies widen their recruitment net](#), as remote work has the potential to attract workers with disabilities to apply for roles.

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 realised a **90%** reduction in time-to-hire, and a **16%** increase in women in their talent pipeline.

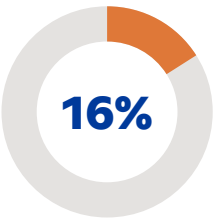
While many recruiters have adapted to remote hiring since the pandemic, it is still new territory, meaning that there is still room for improvement.



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



reduction in time-to-hire thanks to AI



increase in 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, are 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 get hired for roles they are qualified for – which is 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%).

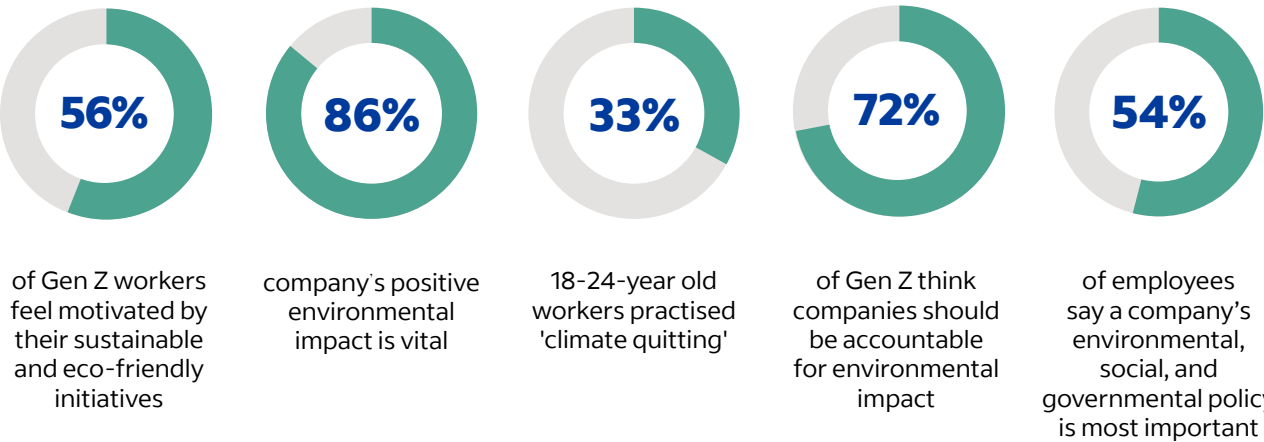
Being able to accommodate these new recruitment pitfalls could therefore improve hiring practices, such as learning to assess asynchronous or 'one-way video interviews' or video applications.



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.

- [Over half of Gen Z workers \(56%\)](#) said seeing their sustainable and eco-friendly initiatives come to fruition at work would make them more motivated at work.
- [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'.
- [72% of Gen Z](#) consumers in the UK believe companies should be held accountable for their environmental impact.
- 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.



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 that's 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 utilising AI** in order to automate and speed up processes, while remaining vigilant of legal grey areas that could surface when using them for this purpose.

Virtual hiring has its benefits, but this too comes with additional complications. Employers do well to tackle barriers to successful **virtual interviews as remote work** and **hybrid work** continue 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](#) at Indeed FutureWorks

Not only is remote working still an appealing prospect to candidates who are typically restricted from the hiring pool – such as **workers with disabilities** – 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 candidates. Learning more about employee desires and concerns in this arena can therefore potentially increase retention in a complex hiring climate.

