

Turning Insights into Actions:

Navigating 2024's Recruitment Trends



Introduction

2023 was a transformative year for the recruitment industry, marked by widespread layoffs, technological advances — especially in AI — and post-pandemic talent shortages in many markets. These disruptions are challenging employers to reassess the role of recruitment, leading recruiters to redefine what constitutes a “good hire,” and encouraging employees to reconsider the nature of work and the role it plays in their lives.

While these shifts present challenges, they also offer a unique opportunity for HR and Talent Acquisition (TA) to showcase their long-term value to the business. Recognising that a company is fundamentally composed of people, HR emerges as a pivotal driver of the business. However, despite the increasing prominence of HR at the proverbial table in 2024, teams are simultaneously being asked to accomplish more with fewer resources. ▶



From all the seven trends we identified in our [2024 Recruitment Trends Report](#), it is clear that the trends are interconnected, making it nearly impossible to address them in isolation. Recruitment functions as an ecosystem where these trends are inseparable – impacting one area likely affects another. Take unbiased recruitment, for instance, which can be both a result of a particular company culture and, in turn, influence it. A culture embracing diversity not only addresses the skills gap but also impacts the employee experience. In the case of AI and recruitment marketing, these are tools that can help uncover diverse talent that might be overlooked through human selection alone, thereby contributing to greater diversity and influencing the overall organisational culture.

This report dives into the seven trends highlighted in our [2024 Recruitment Trends Report](#), providing actionable guidance from leading experts in the HR and TA space. Their insights offer inspiration on navigating the challenges and capitalising on the opportunities that undoubtedly lie ahead for the HR industry in the coming year.

Explore the 2024 trends

1. [Workplace culture](#)
2. [Employee experience](#)
3. [Employee wellbeing](#)
4. [Unbiased recruitment](#)
5. [AI & Automation](#)
6. [Purpose-driven employer branding](#)
7. [Recruitment marketing](#)

Workplace culture

In a candidate-driven market, your company culture is more crucial than ever in attracting candidates and retaining employees. Across the US, UK, France, and Germany, [77% of applicants think about a company's culture before applying](#) for a job, with over half ranking culture above salary among factors contributing to work satisfaction. If your company culture doesn't appeal to the values of your applicants, you will miss out on top talent.

Considering that 84% of recruiters state that [culture fit is one of the key factors](#) when recruiting, it is important to ensure that your culture is well-defined and intentional. If you are making recruiting decisions based on a culture that is not actually reflected in the organisation, it will be a recruitment problem that will eventually turn into a retention problem. Employees who were hired based on a false perception of the company culture will soon leave.

While hiring for culture fit is common, it carries the risk of bias. Our gut instincts often [guide us toward hiring people similar to ourselves](#), which hinders diversity. To prevent a homogeneous culture, it's essential to truly understand your organisation's culture and the factors that may unintentionally include some while excluding others. You cannot accurately assess culture fit if you do not have a clear idea of what your culture is, the values of your organisation, and how they are expressed and measured.



In 2024, the question for company culture is:
How can companies work with their culture to better attract and retain talent while also being authentic and reducing bias?

WORKPLACE CULTURE

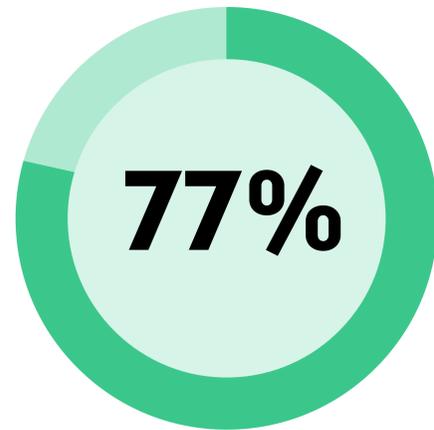
Q&A with Kajsa Kurtsson at Quickbutik

Q: Why do you think culture is so important in 2024?

A: In 2024, culture is the heartbeat of a company. It's vital for companies to actively shape their culture, aligning it with their core values and vision. This means delving deep into what makes you unique — your DNA — and understanding its critical role in your success. It's essential for employees to feel valued and integral to the company's journey. This balance of consistent values with a mindset open to growth and improvement creates a culture of psychological safety, essential for both individual fulfilment and organisational prosperity.

Q: What happens when a company's advertised culture does not align with the reality?

A: When a company's proclaimed culture clashes with reality, it risks losing credibility and trust. Today's workforce is adept at discerning the true essence of a company's culture. They seek genuine commitment, not just superficial perks. Companies need to be authentically transparent, living out their values in day-to-day actions. This honesty is key to attracting the right talent, no matter what type of culture it is. Companies that



77% of applicants consider a company's culture before applying for a job

are courageous in their transparency become magnets for the best fit, building a community driven by shared values and goals.

Q: What initiatives are you doing in 2024 related to company culture?

A: Our key initiatives revolve around learning, innovating and having fun together. We have "Level Up Thursdays" once a month, dedicated to trying new things and learning. So far, we have had sessions about everything from different communication styles to increasing working efficiency. Internal hackathons will also be a frequent activity that boosts both innovation, trust and accelerates the feeling of meaningfulness and team spirit. Then, of course, our yearly get-togethers, after-work events, and company days where we mix fun, strategy and vision calibration together with team building activities.



[Kajsa Kurtsson](#)

Head of People & Culture at Quickbutik

[Quickbutik](#) offers e-commerce solutions for small businesses and is one of the fastest-growing Swedish e-commerce platforms. The company helps their clients conduct their business online and grow their online store.

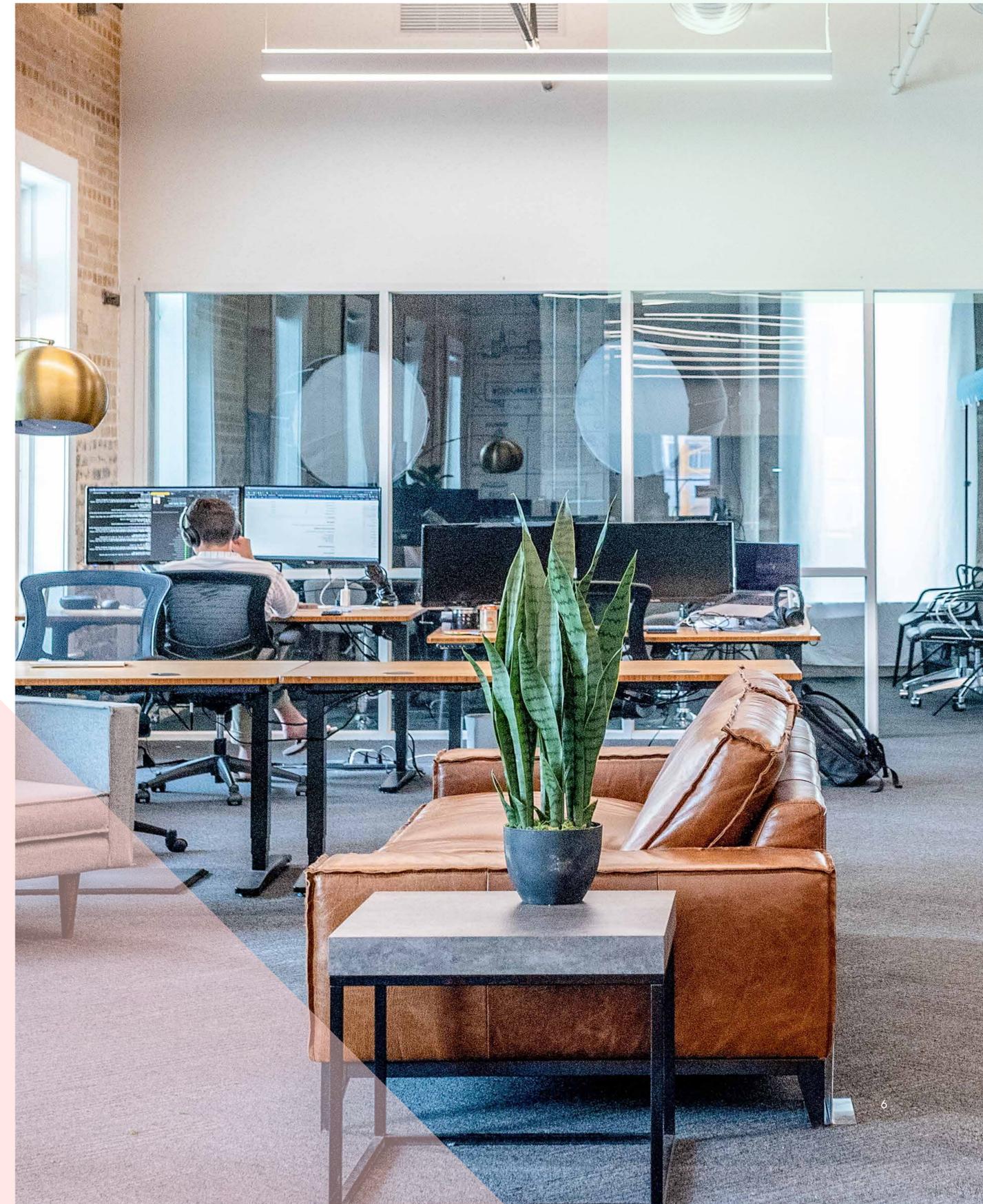
WORKPLACE CULTURE

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We try to be very open and transparent about our culture and what we want to do. We talk about it a lot, whether in groups, one-on-one settings, or during all-company meetings. Every company has good values on paper, so we try to focus on understanding what our values mean to us and how we live them. All of our initiatives, including decisions on salaries and annual retreats, are rooted in discussions about our values. However, culture is dynamic and changes with the people. Having open and constant communication about our culture has been the key to sustaining it.



Aref Abedi
CEO at Jobyln



Employee experience

Despite a drop during the pandemic, employee engagement is rebounding, with a record high of [23% of workers globally stating they are “actively engaged.”](#) This indicates that a significant number of workers find meaning in their work and have a personal connection to their team, manager, and the company. However, with 77% of workers not falling into the “actively engaged” category, what does this signify for the majority of the workforce?

Investing in your own workforce is generally a wise move for employee well-being and preventing turnover. This becomes even more critical when HR budgets are shrinking, and companies are scaling back on recruitment. In addressing talent shortages and ever-growing skill gaps, the focus is not only on retaining employees but also on upskilling and reskilling them to meet the current and future needs of the company.

With the rise of AI and other emerging technologies, there’s a growing skills gap that companies will need to address, affecting nearly all markets and industries. While AI is not the only thing affecting the global skills gap, it is noteworthy that [job posts that mention AI have more than doubled in the last two years.](#)

All the trends of 2024, to some extent, revolve around the employee experience. This year, the emphasis will be on viewing the employee experience as the sum of all



In 2024, the question for employee experience is: With the number of people quietly quitting on the rise and 6 out of 10 workers “disengaged” with their work, how can companies keep workers engaged?

its parts, treating it with the same care as the customer experience—mapping journeys, measuring results, and iterating approaches.

EMPLOYEE EXPERIENCE

4 keys to building a robust employee experience

Retaining employees in today's workplace involves more than just offering competitive salaries and perks. Building a positive employee experience requires thought and intentional planning. We spoke with Sahar Kupersmidt at Kupersmidt & Partners, to get her take on what contributes to a strong employee experience

- 1. Collective leadership:** "I really believe in collective leadership, not just individual leadership. Leaders should align with the company mission and rally their teams. This shared focus on the collective journey is crucial. Leaders should not hide behind corporate decisions but actively drive the direction together."
- 2. Frequent communication:** "During the pandemic, we were so good at consistent and frequent communication. We had regular team meetings, 1:1s, virtual town halls. But I feel like we have forgotten about that. Providing consistent updates across all teams fosters a shared sense of purpose and ensures that everyone has equal access to information and opportunities, creating a cohesive work environment."
- 3. Celebrating achievements:** "It is important to recognise and celebrate achievements publicly. At my previous company, one of our most frequently used Slack channels was called Appreciation, where you could show appreciation for



your colleagues. At first, I was the only one updating this channel. But after a while, people joined in and they loved it. Making such channels a regular and shared part of the company culture fosters inclusivity and a sense of belonging among all employees."

- 4. Inclusive decision making :** "This might sound scary, but you need to be transparent with your employees. Just ask them what they want, but make it clear that you're considering different perspectives. At my previous company, we did this, and it positively impacted employee Net Promoter Scores (eNPS) and engagement across all teams over time. When we showed the results to leaders, they understood that it was really important to include our employees' perspective. It's not implying that 2,000 or 15,000 can decide, but about ensuring everyone has a voice. "



Sahar Kupersmidt

Co-founder at Kupersmidt & Partners

Sahar is the former Viaplay EVP, and Co-founder of Kupersmidt & Partners. She is an expert in change management and talent identification, and drives business success through innovative HR practices.

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Show leaders the positive impact the employee experience can have on the business, profits, and their own leadership. Make the intangible measurable by finding innovative ways to quantify the employee experience. For example, leverage CRM systems commonly used in marketing to gather employee feedback. Many HR systems lack this feature. By collaborating with the marketing department, you can include employees in the CRM system for internal communications at no extra cost. It's cost-effective and tests your CRM for customers on your employees—a double win. Join forces with senior colleagues and other teams to discover these smart solutions, especially in a time when data and numbers are so important.

**Elena Aylott**

People-and-Communications Executive, Founder and CEO of Aylott Group consultancy, former VP Global Communications & Employee Experience at Oriflame



Employee wellbeing

If employees are the heart of the organisation, then focusing on their health is a logical priority. Recognising that companies are more than just places to clock in and out, companies are increasingly understanding the need to provide a psychologically safe environment for employees. In 2024, companies are expected to take greater responsibility for their employees' health and acknowledge the impact of company culture on overall wellbeing.

In Gallup's [National Health and Wellbeing Index](#), "career wellbeing" is one of the five drivers affecting overall wellbeing. While health and wellness—according to this index—is a reflection of how well one is doing across all five drivers, career just might be the one that affects overall health and life satisfaction the most. In fact, Dan Witters, research director of the Gallup Index, recommends if you can only focus on one driver to improve overall wellness, prioritise your career. The research shows that career is the number one driver of the other four elements (Social, Financial, Physical, and Community) when cross-correlated.

During the COVID-19 pandemic, there was a perceived sense that organisations cared about their employees' overall wellbeing, but these [sentiments are now declining](#). A notable outcome of the pandemic was increased flexibility, which showed the possibilities of remote and hybrid work. Employees were empowered with more choice



In 2024, the question for employee wellbeing is: How can companies assume responsibility for fostering work-life balance and address generational differences in workplace flexibility?

over when and how they got work done, enabling greater work-life balance for many. While candidates now expect companies to offer some degree of work flexibility, there seem to be [generational differences about the desire to "return" to the office](#), particularly among those just entering the workforce who have never experienced full-time office life.

EMPLOYEE WELLBEING

Remote work: do companies have a responsibility to bring people back to the office?

One aspect that is not always front and centre in the on-site/hybrid/remote debate is the impact of dispersed work on employee wellbeing. While studies show that [remote work may actually boost productivity](#), the question emerges: Is work just about completing tasks, or does the physical office play an essential part in our social lives?

“ When we talk about offices, we talk about the physical space, but not the emotional connections that it facilitates. And what is emotional connection? It is energy. No one is speaking about how much energy is transferred in offices. When you are working at home, you can create different digital connections, however, I am not sure this energy transfer that happens at brainstorm meetings is easily achieved remotely.

[Elena Aylott](#)

People-and-Communications Executive, Founder and CEO of Aylott Group consultancy, former VP Global Communications & Employee Experience at Oriflame

“ We see that loneliness is becoming a greater challenge for many employees. But what do we do about it when workers still want flexibility? I've seen research that shows generational differences when it comes to workplace flexibility. Gen Z wants to come to the office, while those more senior would like to work more from home. These differences will have consequences because if Gen Z wants to be more at the office, who is going to train them? And what happens to upskilling? What happens to innovation? So we have to bear in mind the consequences.

[Eilin Gillesen](#)

Chief People & Culture Officer at Simployer

“ We try to offer work flexibility when and where we can. It is important from a recruitment and retention standpoint. But I do think the more people work from home, on Teams, or over the phone, the more the human connection is lost. This poses a challenge when considering how to retain employees. From a retention standpoint, the feeling of being part of a team is very important. Hybrid and remote work will make this feeling of camaraderie and connection to a larger purpose more difficult.

[Thomas Finell](#)

Head of Talent Attraction at YIT

“ At Remote, we really believe asynchronous work is the best way to work, regardless of if you are remote. Async essentially means that we advocate for less meetings and encourage documentation for communication. Meetings are kept for social interactions and wrap-ups. This approach allows for greater people diversity as we are not restricted by time zones but also accommodates people with various responsibilities like caregiving, volunteering, taking care of pets, pursuing hobbies or even those with disabilities. The flexibility prioritises employees' mental health and lets them integrate work into their lives rather than the other way around.

[Yasmine O'Connor](#)

Senior Talent Sourcer at Remote

Unbiased recruitment

In 2024, there is a heightened focus on unbiased recruitment as companies recognise the need for diverse talents with varied competencies. Moving away from traditional hiring based on experience and education, the emphasis will now be on skills and behaviour. A logical decision considering research from McKinsey shows that [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. Adopting a skills-first mindset not only aligns with this data, but also has the potential to increase workforce diversity by evaluating candidates based on capabilities and potential rather than past experiences.

To effectively implement this approach, companies will need to refine job ads to be more precise on the need-to-have skills and more lenient on the nice-to-have ones. Recognising that CVs, often the initial gatekeepers to jobs, may introduce affinity bias—where candidates are evaluated based on their proximity or distance from the reviewer—companies are seeking alternative approaches to assessing candidates suitability. Many organisations are even [forgoing CVs entirely](#) in their recruitment process and opting instead for skill-based assessments, such as logical reasoning tests, and putting more emphasis on work cases.

While AI and machine learning may seem like attractive tools to mitigate bias in recruitment, it's important to recognise that these machines are trained by humans



In 2024, the question for unbiased recruitment is: How can organisations reduce bias in all stages of recruitment and fully embrace a skills-first approach?

and may inadvertently replicate human bias.

Armed with various tools at their disposal, likely including AI, organisations will work more with unbiased recruitment in 2024 as they seek to discover new talent by expanding their candidate pool and taking a more expansive view of what counts as a good hire by moving away from experience to potential.

UNBIASED RECRUITMENT

The “business case” for diversity?

[The business case for diversity is undeniably strong.](#) However, some company values shouldn't require a business case or a direct contribution to the bottom line for validation. Commitments like sustainability, for instance, often don't undergo the same scrutiny as diversity initiatives.

Interestingly, when underrepresented individuals are presented with a business case for diversity, they tend to anticipate feeling [11% less sense of belonging within the company.](#) Additionally, they express greater concerns about potential stereotyping (16% more) and being perceived as interchangeable with others from their identity group (10% more) as compared to those who are presented with a fairness case for diversity—that diversity is an end in itself.

In essence, the case for diversity goes beyond the bottom line. Companies play a significant role in society and have the potential to contribute to societal equality, a responsibility they are increasingly acknowledging.



UNBIASED RECRUITMENT

Q&A with Geri Hasko from Remote

Q: What steps do you take to address bias in your hiring processes?

A: We try to make sure that candidates are comfortable at all stages of the recruitment process. We ask candidates if they need special accommodations, because diversity is more complex than many companies take into consideration.

It's also really important for us to involve a diverse set of people in the interview process. For example, we always try to make sure that there is at least one woman interviewer. We try to include different viewpoints so it's not one person's decision to hire or not hire, which also reduces bias. We also have a lot of training materials about biases. While it might be hard to eliminate bias entirely, training can hopefully help in mitigating it.

Q: How have ideas of diversity in the workplace changed over time?

A: When I started my career, it was, "hire women engineers," and that was considered diversity. But diversity encompasses many dimensions beyond gender. Our approach considers factors like location and neurodiversity. Recently, we had a candidate who wanted to get the interview questions in advance and answer them in writing. For us, it was not a problem. While it may not be standard, everything can be discussed. So we are trying to be proactive and make sure that the recruitment process is comfortable for all candidates. Another interesting aspect is location.



I've been thinking about it lately—that we are opening up doors for people who may not be used to the fast-paced startup environment that we are working in. Not everyone has experience with interviewing for companies like ours. So we try to provide all the resources that they need to prepare.

Q: How does diversity come into play when you are making hiring decisions?

A: It's really important that we do not hire for culture fit. What we're looking for is culture contribution and values alignment. Culture is a very diffused concept, especially at Remote.

So from day one, we are leaning on our values rather than the culture. When it comes to hiring, performance reviews, or just daily decisions, we are always leaning back on our values. That's what guides the decisions we make.



Geri Hasko
Technical Recruiter at Remote

Remote is a fully-remote company that eliminates barriers to international hiring so companies can work with talent anywhere in the world. They take care of payroll, benefits, taxes, and compliance, so companies can focus on their people.

AI & Automation

Amid tighter budgets and smaller teams, HR and TA teams will likely face pressure from leadership to do more with less, and unsurprisingly, AI will likely be part of that plan. With lots of hope for what AI can do, and some doomsday theories of what it better not do, HR teams find themselves navigating the uncharted territory of AI, balancing efficiency gains with job security. It is a balancing act of using AI to improve workflow while keeping an eye on it to not inadvertently work oneself out of a job.

To the layperson, there is a general understanding that generative AI can do a lot. However, there is not a consensus on what that “a lot” actually is. Now is the time to figure out how to use AI responsibly and what it could mean for both day-to-day work but also for the future of recruitment and talent acquisition.

In 2024, companies are expected to develop policies around AI use, moving from individual experimentation to structured approaches, codifying what companies allow and don't allow as it relates to proprietary information and data security. Governments are taking steps to regulate AI, both its development and application, and HR is an industry that will need to follow these developments closely.



In 2024, the question for AI and Automation is: How can HR and TA teams incorporate AI in their recruitment processes responsibly and future-proof their roles?

In the EU, for example, [HR applications of AI have been classified as “high risk.”](#) This classification means that HR needs to be extra careful in how it uses AI, or it opens itself up to potential legal consequences, including lawsuits for discrimination if individuals are overlooked for roles by AI. As AI regulation evolves, HR and TA teams will need to stay informed and adapt accordingly.

AI: friend or foe to HR and recruitment teams? A conversation with Hung Lee from Recruiting Brainfood

While AI has helped some industries, like construction, be safer with injury detection and VR training, there are significant concerns about the potential mass replacement of jobs by AI. Doubts arise around our ability to regulate and cope with this displacement, which might not keep pace with job replacement, upskilling or reskilling efforts.

In 2022, the World Economic Forum predicted that [AI would replace 85 million jobs by 2025](#), but would also be responsible for 97 million new jobs. While HR and hiring teams may not be top of mind of the industries most affected by these replacement predictions, it is certainly something to think about as 43% of businesses surveyed in the same WEF study stated that they are set to reduce their workforce due to technology integration.

We talked to Hung Lee, Chief Curator at Recruiting Brainfood, to discuss the impact of AI in the recruitment industry and what HR and TA teams must think about to integrate AI responsibly into their work.

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We are encountering a world where our jobs will be changed by the tools that are being innovated right now. My message to recruiters is this: We have to aggressively apply AI to our own workflow today because it's going to happen regardless of our desires or not.

We need to do it today to reduce the amount of time we're spending on AI-exposed activities. And that is true for anybody in any job—whether you're a recruiter or a software engineer. You've got to think: can AI replace any component of what I'm doing?

And what we need to do as individuals to future-proof our careers is then redeploy our time into places that are AI-insulated. In other words, where AI is going to struggle to do the job.

We need to also understand that technology is neutral, but it's going to give value. The question then becomes: who captures that value? Managers will say, "be more productive." But productivity just means more of. You have to resist that shift because, yes, AI can help you do "more of", but eventually AI will do everything you do. We need to resist productivity and be very, very clear on that.

So I think the deal we need to make with management is exactly this: We will operationalise AI and become more efficient, but in exchange, we're not going to just be more productive; we're going to be more valuable. That's the argument we need to make.



Hung Lee

Chief Curator at Recruiting Brainfood

[Recruiting Brainfood](#) offers a weekly newsletter of curated recruiting content delivered straight to your inbox.

AI Legislation that HR needs to keep track of in 2024

Legislation has not kept pace with the development of AI technology. Countries and global bodies are now trying to play catchup, with major legislation either proposed or recently adopted. It is essential for the HR industry to stay informed of these developments as the implications for the industry may be far-reaching.

1. [EU AI Act](#):

The AI Act is the world's first comprehensive law governing the building and use of AI. At the centre of the recently agreed set of rules is a risk-based approach, seeking to balance the economic and societal benefits of AI while mitigating potential negative consequences. The Act categorises AI systems into four risk groups based on their use cases: (1) unacceptable-risk, (2) high-risk, (3) limited-risk, (4) minimal/no-risk. Notably, recruitment and HR applications of AI fall into the "high-risk" category.

The AI Act is expected to be fully effective in the EU in 2026. Companies are recommended to act early by reviewing their AI practices and assessing their risk level in line with the legislation.

2. [New York City's Local Law 144](#):

It is the first law of its kind to regulate the use of AI in hiring decisions. First passed in 2021, the city law prohibits employers or employment agencies from using an automated employment decision tool (AEDT) to make employment decisions unless the tool undergoes an annual "bias audit." Under the law, companies using AI and algorithmic-based tools for hiring and promotions must disclose that they are doing so to candidates.

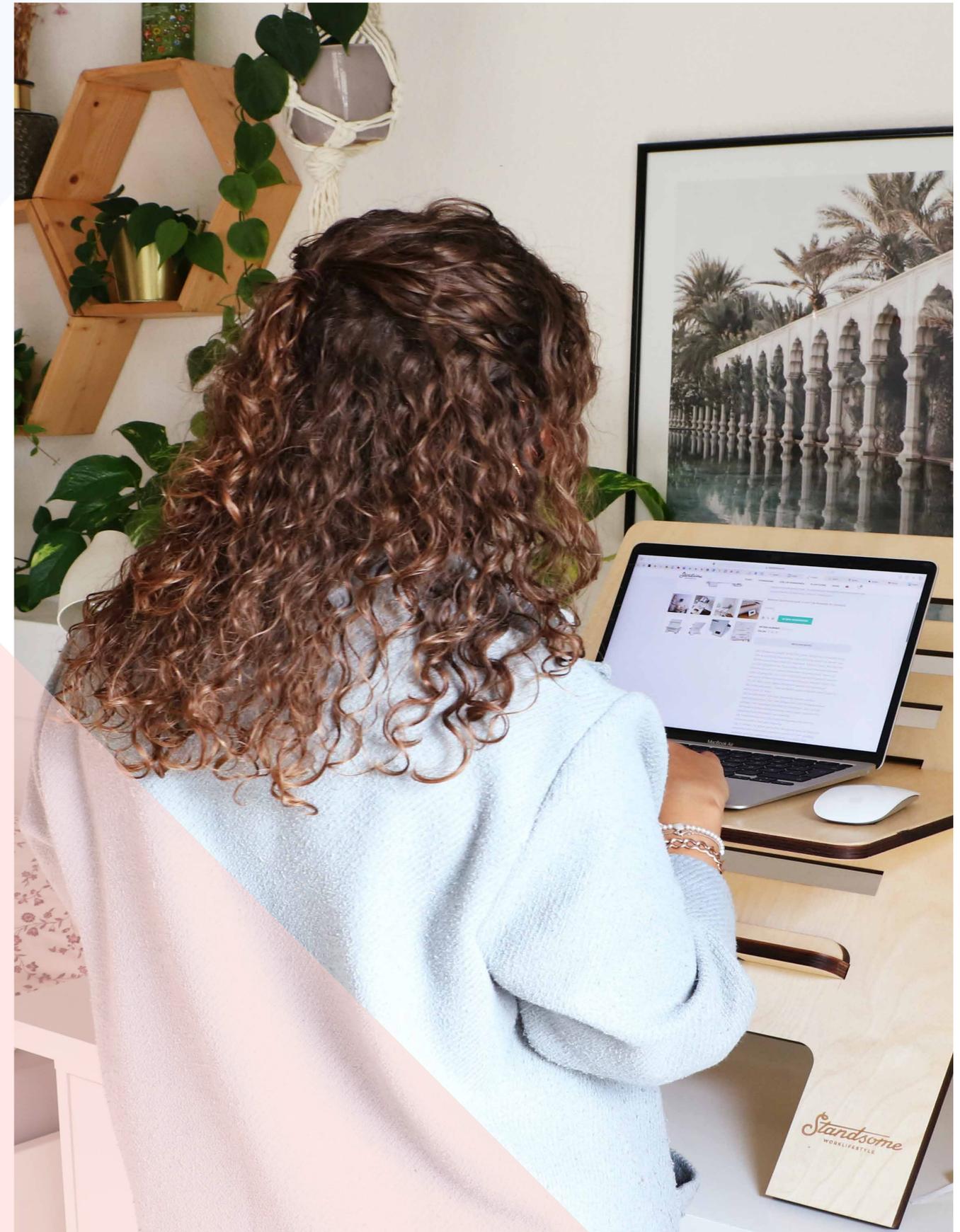
Although a local ordinance, recruiters globally should take note, as similar regulations will likely appear around the world in the coming year.

3. [Algorithmic Accountability Act](#):

First introduced by US Congress members in 2019, the bill is being reintroduced to regulate the use of AI systems. The bill is meant to protect individuals from the use of AI when applied to "high-impact" uses of AI, of which hiring would likely fall. The bill would require companies to conduct impact assessments related to accuracy, fairness, bias, discrimination, privacy, and security when using AI.

AI tools that HR and TA teams will be using in 2024

1. **Canva Magic Studio:** HR teams can use the magic of Canva to create stunning reports and presentations, onboarding plans, and much more. It's a valuable tool for sharing recruiting KPIs and metrics with your team and stakeholders.
2. **ChatGPT:** There are lots of applications for ChatGPT, and one effective application is refining the language in your job ads and candidate outreach. While avoiding outsourcing the actual ad writing to AI to prevent bias, ChatGPT can enhance copy quality and assist with grammar.
3. **Textio:** Use bias detection tools, like Textio, for reviewing job ads to promote inclusive language. Their language detection tools can enhance copy at any stage of the recruitment process, positively impacting pipeline diversity.
4. **LinkedIn AI-Assisted Messages:** While not yet available to all users at the time of writing, LinkedIn is rolling out a feature for creating personalised messages to candidates using AI. Simply provide basic candidate information, and the tool will generate a draft message that can be edited and customised before sending.



Purpose-driven employer branding

Even in times of economic instability, employees seek more than just a job—they crave a purpose-driven career. Perhaps now more than ever, candidates prioritise the values of a company and want to know that their work has meaning. [76% of respondents in a survey of 2,000 workers in the US say that they want to work for a company that has a positive impact on the world.](#) The same research also found that more than half of the employees surveyed would consider leaving their jobs if the values shown by their employer did not align with their own.

Post-pandemic, often referred to as the Great Recession—or Reshuffle, depending on who you ask—[has prompted a Great Reflection.](#) The COVID-19 pandemic served as an inflection point, compelling a reevaluation of the meaning of the office, the nature of work, and its role in employees’ lives. Employees are embracing their own humanity, and companies are recognising their workforce as individuals with values and a longing for meaning.

The desire for meaningful work is even more pronounced in Gen Z, a cohort that does not adhere to the “live to work” ethos of older generations. In fact, a Monster survey found that [74% of Gen Z respondents ranked purpose as more important than pay.](#) Notably, however, other generations did not fall far behind. 70% of Millennials, 66% of Gen X, and 67% of Boomer respondents reported the primacy of purpose over pay. While tempting to make generational differences, the data suggests a universal desire for meaningful and purposeful work.



In 2024, the question for purpose-driven employer branding is: How can companies design EVPs that connect with the values of a new generation and fulfil the universal need for meaningful work?

The old, familiar perks and [employer value propositions \(EVPs\)](#) that companies offer are proving inadequate for attracting and retaining purpose-driven candidates. People seek purpose and meaning, and that includes at work, where employees spend most waking hours.

PURPOSE-DRIVEN EMPLOYER BRANDING

Measuring the impact of employer branding on business outcomes

According to LinkedIn, even with expected cuts to recruiting budgets, [employer branding appears to be the sole line item that a majority of TA experts believe will remain unaffected](#). This suggests that leaders understand the pivotal role employer branding plays to overall business success. However, it is important to assess and quantify the impact of employer branding where possible. Yet, measuring something as diffuse and multifaceted as employer branding can be a challenge. We spoke to three industry leaders who weighed in and offered their insights on the metrics they use:

“ Consider tracking the Candidate Net Promoter Score (cNPS) and the Employee Net Promoter Score (eNPS), if you aren’t already. It can be insightful to compare these scores. If your cNPS is higher than your eNPS, it could indicate a misalignment between the candidate and employee experience. And, if your cNPS is lower, it might indicate that you haven’t effectively defined your purpose and integrated it into your brand identity. These two metrics could provide valuable insights worth exploring.

[Karin Bergström](#)

VP People & Culture at Jobylon

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Successful employer branding requires a dual perspective. On one hand, it’s about being obsessed with aligning goals with TA—from time to hire to attracting relevant applicants. This involves getting everyone on the same page about what you’re trying to achieve, similar to what great sales and marketing teams do. And on the other hand, it’s about understanding the granularity of the candidate journey before they apply. The only way to truly understand whether your employer branding efforts have an impact on that journey is to ask the candidates themselves.

[Benjamin Kesler](#)

CEO and co-founder at Local Glimpse

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The challenge is that almost everything can be measured, but our time is limited to 40 hours a week. With these limits in mind, there needs to be a balance between measuring, analysing, and action. That’s the tricky part. How much data can actually be absorbed? At Capgemini, everything is measured, from micro-movements, like responses to specific activities, to macro-level assessments. All of this data has to be taken into consideration when making decisions.

[Dorotea Gawek](#)

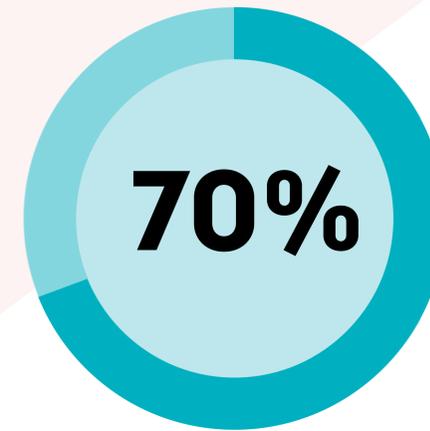
Head of Employer Branding at Capgemini

Recruitment marketing

A proactive approach to hiring means advertising your company and its culture to potential candidates even before they begin their job search. Successful outreach requires careful messaging and marketing, going beyond creating engaging job ads, but using several touchpoints to accurately portray the culture and what it's like to work at your company. Proactively marketing the brand and culture ensures that the company remains top of mind for candidates, whether they are actively looking for opportunities or are enticed by an offer they can't refuse.

Considering that over [70% of potential candidates are passive job seekers](#) who would consider leaving their job if the right opportunity came along, your applicant pool might be bigger than you think. But reaching these passive applicants requires meeting them where they are and using marketing tactics and strategies to reach and nurture them. Increasingly, companies are turning to social media. Gen Z favours platforms like TikTok and Instagram, while you can reach Millennials on Instagram, and Facebook is a safe bet if you want to get the attention of Gen X.

However, it's important to consider that companies don't have full control over their marketing. Individuals, including customers, employees, and past employees,



of potential candidates are passive job seekers who would switch jobs for the right opportunity

In 2024, the question for recruitment marketing is: How can companies leverage all candidate touchpoints to promote their employer brand while protecting their reputation in an era where everyone has a platform?

have platforms that can impact company brand reputation and influence applicants. In today's ever-changing landscape, particularly amid significant tech and recruitment layoffs, what people say on platforms like LinkedIn carries weight. How layoffs are handled and how employees discuss them are crucial aspects to consider as part of your recruitment marketing and employer branding strategies.

RECRUITMENT MARKETING

7 tips to improve your recruitment marketing from Eilin Gillesen at Simployer

- 1. Nail your EVP(s):** “We have developed different personas for different roles to make sure we know the candidates we want to attract and how best to reach them.”
- 2. Pay attention to your ad copy:** “We use our personalised EVPs to highlight aspects of our culture and the job that would resonate with our target persona in our ad copy. Additionally, we have talked to our employees to understand what they appreciate about Simployer and leverage those values in our ads.”
- 3. Invest in your career site:** “We are very clear on our [career site](#) about who we are as a company, our values, and our purpose. We also have articles that let candidates know what they can expect during onboarding.”
- 4. Use feedback loops:** “Ask candidates about their journey in the recruitment process and what they think can be improved. Often we do not take enough time as recruiters to check in with candidates and get their input. A bad candidate experience is bad for the candidate, for the company, and can have lasting effects as candidates share their negative experiences in private and public channels.”
- 5. Create touchpoints for human connection:** “At Simployer, when we get down to the final two people for a role, we give them the opportunity to have a coffee with

a few members in the team, or other people who are relevant to the success of their role. This provides a key human touchpoint that gives candidates a better idea of who we are as a company.”

- 6. Rely on your employer branding:** “Employer branding is great for attracting certain people to certain positions, but we also use it for general marketing purposes. This way, passive candidates know about Simployer and our brand stays top of mind.”
- 7. Use social media:** “Invest in targeted marketing on social media to reach your ideal candidates. Depending on the role, you might find candidates on different platforms, so use your EVPs to determine which channels are most effective in reaching the candidates you want to attract.”



Eilin Gillesen

Chief People & Culture Officer at Simployer

[Simployer](#) is a leading player in the Scandinavian HR market. They offer a unique combination of HR tech solutions and expertise to enhance the employee journey for their more than 15 000 customers.



RECRUITMENT MARKETING

“

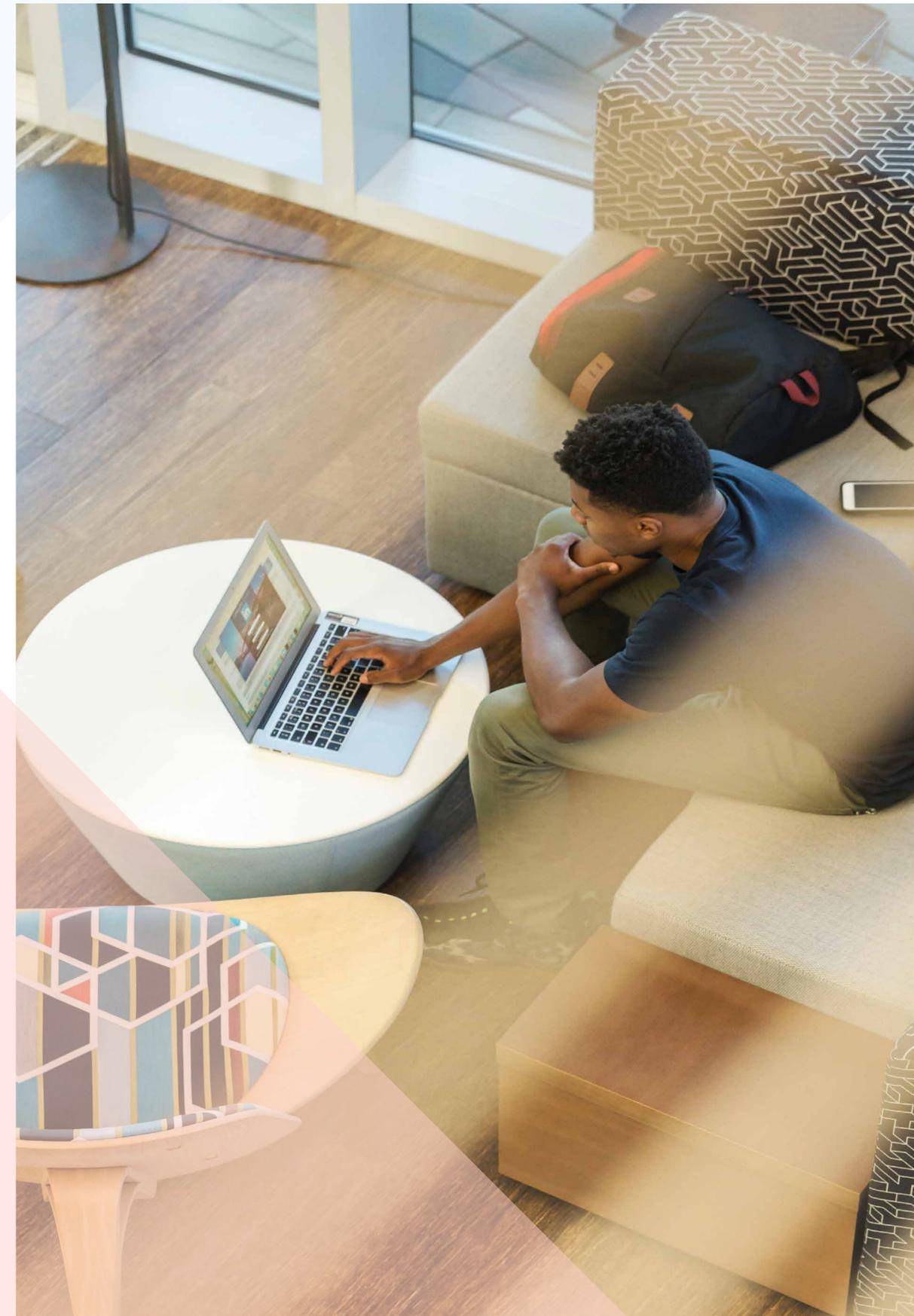
During a recession, companies typically cut down on recruitment marketing. But the smartest companies take a different approach and increase their advertising to gain a competitive edge. When other companies are advertising less, your advertising costs will be lower as you have less competition, and thus, marketing gets cheaper.

Also, when employers cut down on recruitment marketing, they risk fading from potential candidates' awareness. Once a recession ends, a lot more talent will know you because you continued to advertise. In the same way you never want to stop selling, you should never want to stop marketing your brand.



[Albin Mannberg](#)

Partner Manager at Jobylon



Conclusion

In 2024, the job market will remain candidate-driven, even amid high inflation and economic uncertainty. Ongoing technological disruptions and demographic shifts will reshape the workplace in many industries and markets, and HR and TA teams will need to be ready to pivot and adjust to rapid changes. While challenges abound, these transformations also present unique opportunities, particularly when it comes to proving the strategic value of TA and HR functions to organisational success.

How teams navigate these changes and take advantage of opportunities remains to be seen.

However, it is our hope that this report not only provides an understanding of the recruitment trends of 2024, but also serves as a valuable resource, offering practical guidance and inspiring solutions to HR and TA professionals as they navigate the road ahead.

For an in-depth exploration of the trends outlined in this report, read our [2024 Recruitment Trends Report](#).



Want to learn how Jobylon's flexible ATS can help you work with any of these trends?

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✉ hello@jobylon.com

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