

2020

Global Talent Trends

4 trends changing the way
you attract and retain talent

LinkedIn Talent Solutions



What's inside

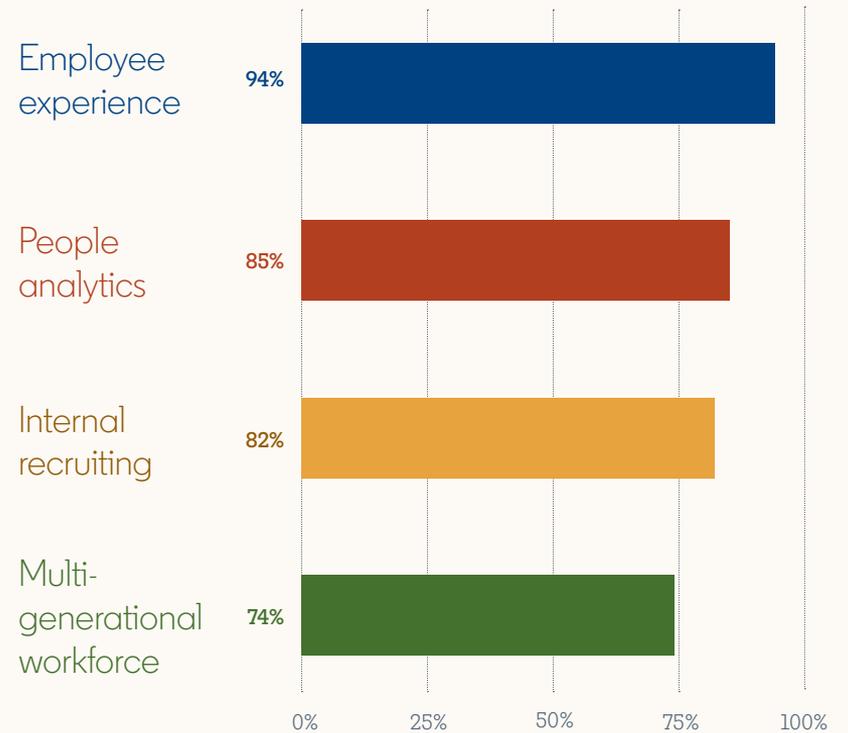
This report combines survey results from more than 7,000 talent professionals in 35 countries, LinkedIn behavioral data, and 40 interviews with experts to deliver data-driven recommendations on how to act on these trends.

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4 trends changing the way you hire and retain talent

Percentage of talent professionals who agree these trends are very important to the future of recruiting and HR.



Introduction

4 trends, 1 theme— empathy

Putting human experience at the center
of HR and hiring.

As we enter the 2020s, empathy will reshape the way employers hire and retain talent. Companies will work to understand their talent more deeply than ever before in order to better serve them.

Many are well on their way. In late 2019, nearly 200 CEOs signed on to a “Statement on the Purpose of a Corporation.” Instead of putting shareholder value over all, they say, a company’s purpose now includes investing in employees.

Companies are becoming more empathetic not only to attract candidates, but to retain their workforce amid increasing expectations of what employers owe to their people.

Empathy can be seen in each of this year’s trends: the emergence of **employee experience** with new ways to cater to employees; the adolescence of **people analytics** with its emphasis on understanding human behavior; the rediscovery of **internal recruiting** with a focus on advancing people’s careers from within; the maturation of the **multigenerational workforce** with the importance of celebrating everyone’s strengths.

The 2020s will be all about putting people first.

3-minute summary

Employee experience

Companies are beginning to work for employees, not just the other way around. HR teams are going all in on employee experience to improve retention and employer brand. Beyond collecting feedback, companies need to actively collaborate with employees to create an experience that works for everyone.

77% of companies focus on employee experience to increase retention.

People analytics

Analytics have promised to revolutionize recruiting and HR for a decade, but until recently only the most sophisticated companies have reaped the rewards. Now we're reaching an inflection point where data is accessible to all. Understanding and capitalizing on analytics is quickly becoming a must-have skill in HR.

242% increase in HR professionals with data analysis skills over the last 5 years.

3-minute summary

Internal recruiting

Chances are you're overlooking a promising talent pool: your own people. Currently, most internal hiring happens thanks to proactive moves from employees. It's time for recruiters to create a formal internal hiring program and work with the Learning & Development team to build the skills needed for the future.

41%

longer employee tenure at companies with high internal hiring compared to those with low internal hiring.

Multigenerational workforce

Later retirements and the arrival of Gen Z mean companies are seeing more age diversity than ever. Young, seasoned, and everyone in between can help prove that good work is ageless. It's on companies to help age-diverse teams discover their best selves by creating the conditions for collaboration and knowledge exchange.

56%

of companies say they've recently updated policies to appeal to a multigenerational workforce.

Trend #1

Employee experience

Your company will work for employees—
not just the other way around.

Working together to create a better experience

Companies are putting themselves in employees' shoes.

Work used to be about conforming: organizations pushed out rules and plans, and employees complied. But as competition for talent tightened and workers became more skilled, power shifted from institutions to individuals.

Today, more businesses are looking at everything they do through the lens of employee experience (EX). EX is everything an employee observes, feels, and interacts with as a part of their company. It's distinct from employee engagement. While engagement is the end goal—engaged employees are more committed and productive—EX is a means to get there.

96% of talent professionals say employee experience is becoming more important.



“Employee experience is about doing things with and for your employees, not to them.”



Mark Levy

Former Head of Employee Experience
at Airbnb and Allbirds

The 4 P's of employee experience

How to think about the whole journey— and make it manageable.

The concept of employee experience can feel unwieldy: if it's everything an employee experiences, how can you deal with everything? One trick is to break it down into four core components: people, place, product, and process. For each key moment along the employment journey, from hiring through exiting, seek to understand and improve the health of each factor.



People

The who

- Relationships with managers, teams, and leadership
 - Interactions with customers and suppliers
-

Place

The where

- Physical work space
 - Flexible work options
 - Work-life balance
-

Product

The what

- The work itself and how stimulating it is
 - Match between tasks and skill level
-

Process

The how

- Rules/norms for how work gets done and is rewarded
- Degree of complexity in tools and technologies

Employee experience could be the new HR

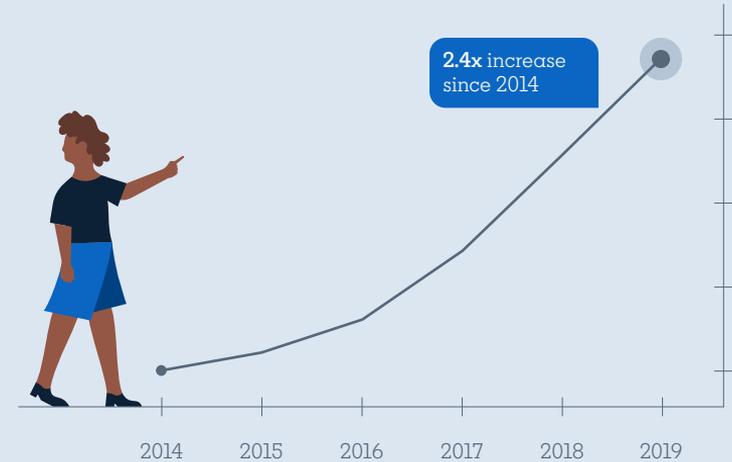
Expanding and rebranding a traditional corporate function.

As companies become more employee-centric, they're creating more "employee experience" roles. Mature organizations are hiring dedicated EX personnel, while smaller companies are bypassing "Human Resources" altogether and branding their people function "Employee Experience" right out of the gate.

These new EX functions are often still responsible for core HR tasks like performance management, learning, and compensation, but they're also helping own other key parts of the employee experience, such as real estate decisions and technology choices.

Employee experience roles are rapidly growing

Number of LinkedIn members whose current job titles include the phrase "employee experience."



A great experience yields great rewards

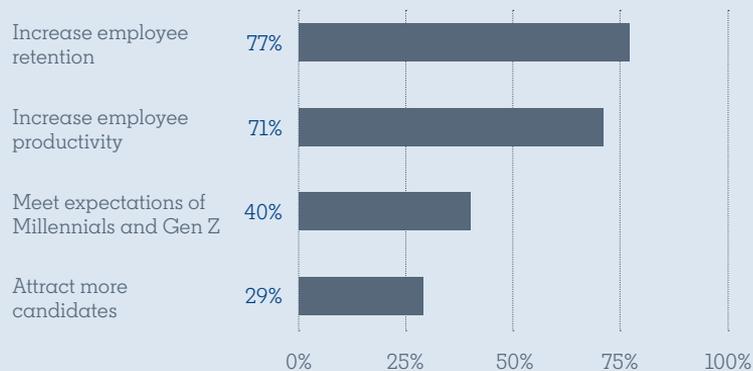
EX is a worthwhile investment for your bottom line.

Of course, companies aren't elevating EX only for altruistic reasons. Businesses invest in a better work experience because they're looking for better results.

Over two-thirds say they're focused on EX in hopes of getting employees to stay longer and be more productive. As we'll see on the next page, those hopes are being fulfilled.

Why companies invest in employee experience

Percentage of talent professionals who say they're increasingly focused on employee experience for the following reasons:



And the benefits are real

There is a strong link between EX and business impact.

While it's common sense that a good employee experience gets people to stay, now we've got data to back it up. We looked at over 1,000 companies rated on key EX components like training and flexibility, and then cross-referenced that with employee behavioral data that we saw on LinkedIn. The results speak for themselves.

Companies rated highly on:

Saw:

Compensation and benefits

56% lower attrition

Employee training

53% lower attrition

Purposeful mission

49% lower attrition

Flexible work arrangements

137% higher headcount growth

Open and effective management

143% higher headcount growth

EX is improving, but isn't there yet

Employees have a 50/50 shot at a great experience.

Two-thirds (68%) of companies report EX has improved over the past five years, yet only half say their EX is positive. Consider the gravity of having only half your workers feeling they're getting an excellent experience. If they're not on their way out, they're likely performing well below their capabilities.

68%

say EX at their company has improved over the last 5 years.

Only
52%

say their company provides a positive employee experience.

Pay matters, but only goes so far

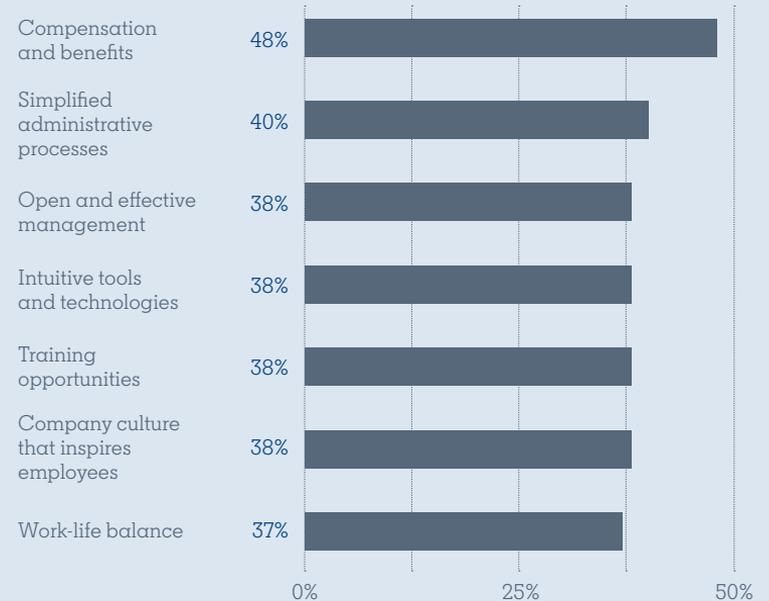
Management and tools need more attention.

The EX factor most in need of improvement is compensation and benefits. But while below-market wages will certainly hurt the employee experience, going well above market will only deliver diminishing returns.

Even if you're paying workers fairly, there are still several other pieces of EX that need work: not only management and culture, but tools and processes too. In a world where paying bills and buying shoes takes seconds on a phone, we've come to expect the same speed and simplicity at work.

Parts of employee experience that need fixing

Percentage of talent professionals who say their company should improve the following:



The breakdown between feedback and action

Bridging the gap is key to engagement.

One reason why employee experience suffers may be that while companies are listening to workers, they're not always taking action. Employees who don't believe their company will act on their feedback are 7x more likely to be disengaged than those who do, according to data from Glint.

New tools are emerging to help organizations close the gap between feedback and action. The right technology can help leaders build habits around regular conversations with their teams and encourage action at every level of the organization.

1 in 3

companies do not regularly act on employee feedback.



The EX opportunity is there, but you need to commit

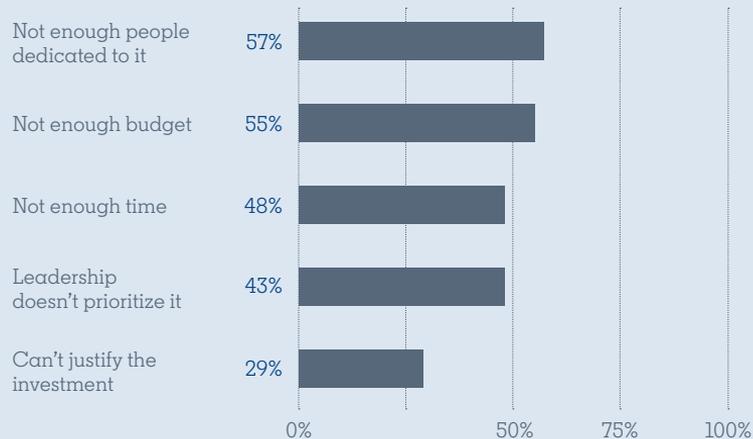
Businesses need to put their money where their mouths are.

While 96% say EX is important, it's currently understaffed and under-resourced. If there's no clear owner of EX, everyone needs to own EX, starting with leadership. When those at the top lead with care and respect, employees follow suit.

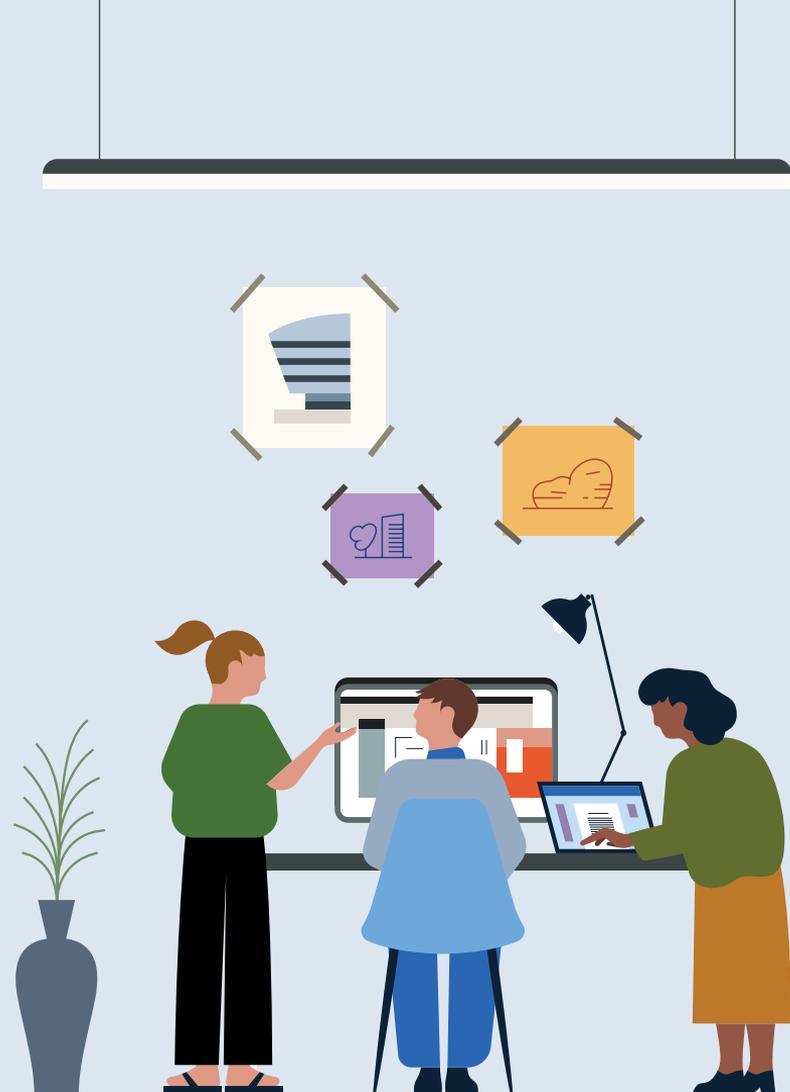
Once you gain more resources, hiring a dedicated EX professional will help ensure you meet your goals and stay aligned with the business. The good news is these roles are on the rise, a sign that companies are starting to invest in this important priority.

Biggest roadblocks to improving employee experience

Percentage of talent professionals who say the following are significant roadblocks to improving employee experience:



Case studies in employee experience



There's no HR at startup **Expel**—it's employee experience all the way

“We believe that if our priority is taking care of our team, they'll care for our customers, and the rest will work itself out.”



Amy Rossi

VP of Employee Experience at Expel

Opportunity

When Amy Rossi was hired to lead the people function at cybersecurity firm Expel, she thought long and hard about what to name it. “Human Resources” felt dated and stigmatized. It also didn't capture the journey aspect of employment. Amy viewed her role as creating critical moments in that journey, so “employee experience” made more sense. Now three years old and growing fast, Expel is faced with scaling EX.

Action

Amy uses four M's to guide growth. **Managers** can make or break work, so Amy built a Learning & Development function early on to start developing great managers the moment they join the company. **Mantras** help communicate what's important. “We take care of our employees,” is one that leadership says and lives all the time. They even support employees who decide to leave Expel, sometimes helping them find a role outside the company. **Measurement** helps Amy's team track progress and spot problems. They periodically pulse employees via the company's instant messaging platform and share the collective results with employees monthly. **Machinery** is about investing in the right tools, processes, and systems to support growth.

Outcome

Although in its infancy, Expel's management program identified 12 manager habits that will be taught and reinforced over time. The company's mantras have simplified internal messaging, helping turn employees into company ambassadors. The pulsing and quarterly measurement has helped the team spot areas that would have otherwise been overlooked, such as when Expel's mission was getting lost amidst all the fast-paced communication and day-to-day work.

Forrester measures EX precisely to uncover barriers

“Solving with employees is much healthier than solving for employees.”



Sherri Kottmann
Chief People Officer at Forrester

Opportunity

Despite Forrester’s strong culture and passionate workforce, the company had limited insight into what was driving employee engagement. Chief People Officer Sherri Kottmann used Glint to better measure the full scope of the employee experience, providing her team with a more immediate and precise level of understanding. The team discovered hidden barriers to engagement, one of which was employees’ disappointment with the company’s parental leave policy in the U.S. What had been anecdotal evidence became quantifiable feedback.

Action

Based on the Glint survey and bolstered by new market data, Sherri made a stronger case to enhance the company’s parental leave policy. The survey also revealed issues around the leave experience—before, during, and after the arrival of a child. In collaboration with a group of employees, Sherri’s team journey-mapped the parental leave experience and discovered pockets of confusion and guilt among employees going on leave, colleagues covering for a leave, and managers administering leave. The team then involved employees in developing structured guidance for the future.

Outcome

The company enhanced its leave policy with more time off and better pay, and standardized what a good parental leave experience looks like. Employees felt heard, involved, and proud to work for a company that cared for people at a personal and emotional milestone. Forrester aspires to replicate the approach—sharing ownership of both data and solutions with employees—to improve other employee experiences.

Chalhoub employees thrive with the help of tech

“EX isn’t just fun events. It’s making people feel safe and happy so they can perform their best.”



Wassim Eid
CHRO at Chalhoub Group

Opportunity

Chalhoub Group is a luxury brand distributor and retailer in the Middle East with 12,500+ employees. Knowing that employees are critical for providing exceptional experiences to customers, the company made a strategic decision to establish a People Experience function as part of HR. The new function’s mandate is to understand and redesign the experience of employees in different stages of their life cycles, with the goal of winning the hearts of customers. A key part of the transformation has been digital.

Action

The company partnered with employees and startups to implement eight digital platforms. One example was pulse surveying with dashboards to show leaders what employees care about, and what management needs to do to improve. Another was MyChalhoub, an internal app that connects employees across offices and nine countries and gives them a platform to share successes, challenges, and solutions.

Outcome

The new tech platforms have been very well received—the adoption rate of the MyChalhoub app alone is 70%. The success stems from Chalhoub Group involving employees in the decision-making, and not implementing tech for the sake of tech.

5 tips

to elevate
your employee
experience

Tip #1

Listen and act, continuously.

You will gain credibility with employees when you take action on their feedback in a timely manner. The key here is to survey frequently so you create a continuous feedback-action loop. If you can't take action immediately, be sure to set those expectations up front.

Tip #2

Map the journey.

Find out what moments matter most in the employee journey. Uncover key experiences and milestones through employee interviews, focus groups, and surveys. Your EX is unique, so you can't find these answers anywhere other than from your own employees.



Tip #3

Share ownership.

Regardless of function, think about how to involve employees in identifying and solving problems. Getting people to perform their regular tasks with and for employees requires a mind-set shift. Need a new learning platform? Don't just have Learning & Development make a decision. Ask employees how they like to learn.

Tip #4

Win small.

Rather than a massive overhaul of whatever system is broken, try a small fix and see what you learn. Questions like, “What’s the one thing you’d change about your onboarding experience?” or “If you could kill one rule we have, what would it be?” can help pinpoint where to start. Don’t underestimate the power of minor improvements.

Tip #5

Be open.

Show where you’re putting money and time. Share feedback results transparently and quickly. Employees want a two-way dialogue. Being up-front builds trust, so communicate your track record and business cases where you need it.

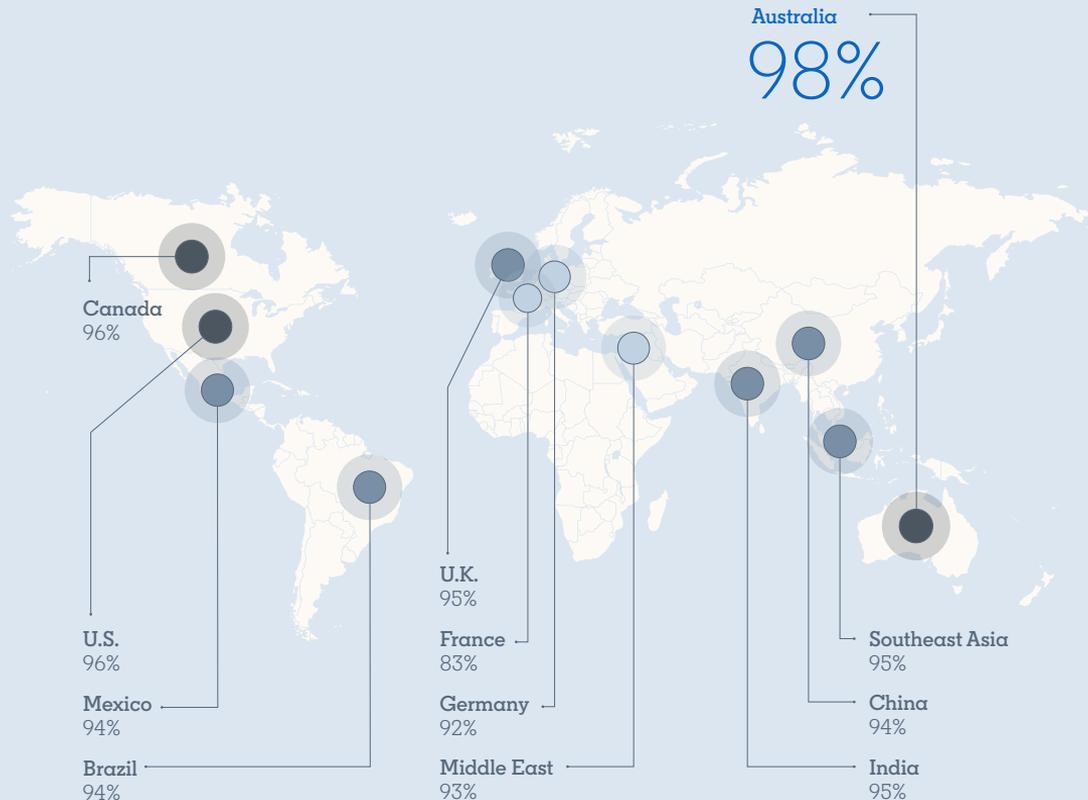
Where employee experience is most important

Percentage of talent professionals who say employee experience will be “very important” in shaping the future of HR and recruiting.

Global Average

94%

- Top 3
- Mid-range
- Bottom 3



Trend #2

People analytics

Meaningful insights will inform
talent decisions at every level.

People analytics goes mainstream

Once reserved for the most sophisticated companies, insights are now accessible to all.

Over the past decade, the people analytics revolution has been heralded as a new era for HR. The only problem? It's been a revolution for an elite few, not the masses.

While some enterprises have benefited from people analytics for years, most companies have been stuck struggling with the basics—but that's about to change.

55%

of talent professionals say they still need help putting basic people analytics into practice.

73%

say people analytics will be a major priority for their company over the next 5 years.

“People analytics means you can say to your business partner, ‘Any question you’ve got, we’ll help answer by giving you the right evidence at the right time.’”



Nigel Dias

Managing Director at 3N Strategy



Breaking down people analytics

How companies use their data now and plan to in the future.

People analytics can sound overwhelming when we talk about it as a whole, but it becomes more manageable when you break it down into specific use cases.

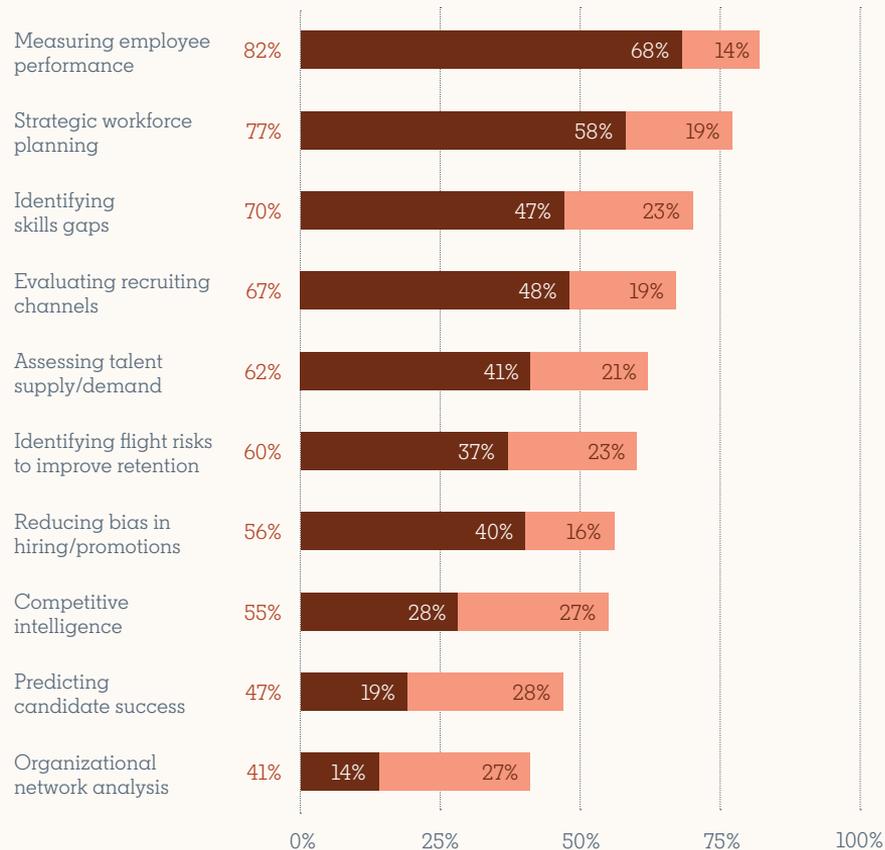
The top areas where companies are currently using analytics include employee performance and workforce planning. After that, the talent pipeline gets significant attention. Companies are applying data to evaluate recruiting channels, identify skills gaps, and assess talent supply and demand.

To fully appreciate the impact people analytics can have, it's helpful to see where companies intend to go. Top growth areas include analyzing competitive intelligence, flight risks, and candidate success.

Most popular people analytics practices today and in 2025

Percentage of talent professionals who say their companies currently use these practices or plan to within the next 5 years.

■ Currently in use ■ Planned future use



Data makes you an influencer

Understanding analytics is quickly becoming a must-have skill.

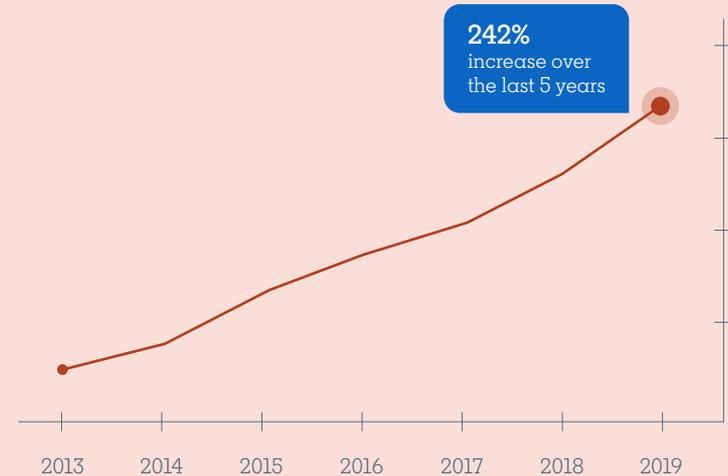
Talent has become a make-or-break factor in the global economy. And that means talent professionals need to be more strategic than ever before.

Of course, influencing company direction requires more than mere intuition, and that's where data comes in. It's not surprising, then, that we see more and more HR professionals with data analytics skills.

“Providing insights to support better decision-making is the key purpose of people analytics,” says **David Green**, global people analytics expert. “By bringing data to the conversation, you can be more confident about your recommendations.”

Data analysis in HR is on the rise

Percentage increase in HR pros with data analysis skills over the last 5 years.



Five stages of people analytics mastery

From basics to best practices to cutting edge.

People analytics mastery involves acing the five stages to the right: many can get past the first one or two, but struggle when it comes to drawing conclusions and taking action.



Collecting
data in an organized way.

Prepare to invest time as HR info is typically spread over multiple systems for recruiting, learning, compliance, and more.

Maintaining
clean, accurate people data.

The life-changing joy of tidying up your data includes developing a data dictionary and setting up data governance.

Analyzing
data to get meaningful insights.

Asking the right questions of your data is the starting point of any successful project.

Acting
on insights to solve problems.

Action starts with acknowledging the gap between where you are and where you'd like to be and taking one step forward.

Capitalizing
on predictive insights to gain a competitive advantage.

Evolve your practice with dedicated experts and advanced techniques, such as multidimensional models.

Many are off to a strong start

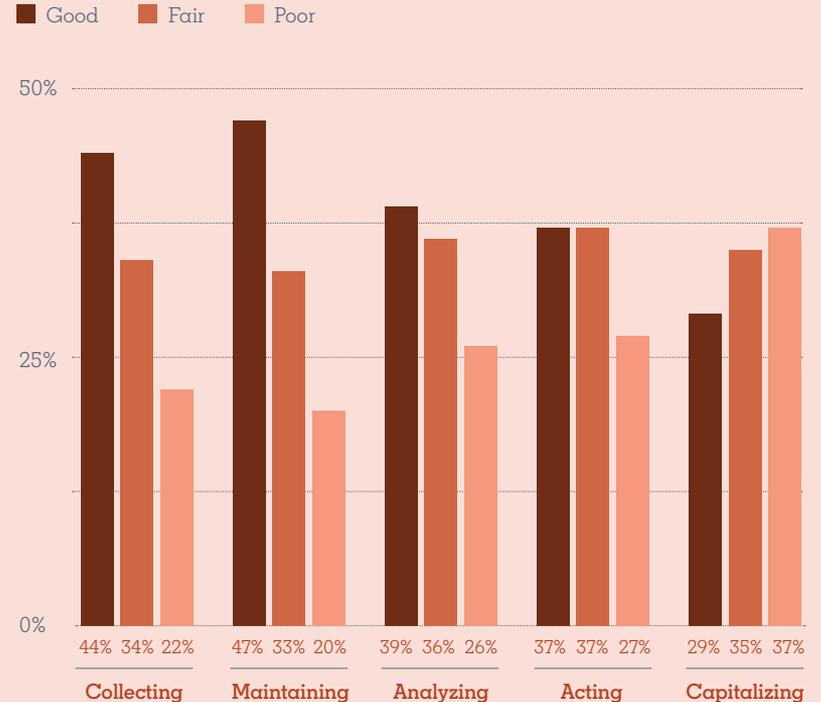
The biggest hurdle is capitalizing on insights.

Almost half of companies feel good about maintaining clean, accurate data—an essential foundation to any people analytics practice. We see a drop-off, though, in the “analyzing” stage—only 39% feel good drawing meaningful insights from their data.

There’s a similar drop-off in the transition from “acting” (i.e., solving existing problems with insights) to “capitalizing” (taking advantage of new opportunities with insights). For example, many might be comfortable acting after a spike in attrition, but fewer would be able to proactively hire ahead of a spike in demand.

How companies rate their own people analytics performance

Percentage of talent pros who rate their own organization as good, fair, or poor at the following stages of people analytics mastery:



Don't overlook data governance, privacy, and security

Take great care to avoid big risks.

In the rush to capitalize on people analytics, it's critically important to be careful with your people's data. Simply possessing data creates risks—whether from legal liability, cyberattacks, or bad decisions that destroy trust.

Key steps to maintaining trust and transparency:

Step #1

Involve employees as stakeholders.

Create transparent policies that explain the benefits of data collection and analysis for employees' work and careers.

Step #2

Know where your personnel data resides.

Map the flow of data to and from systems, including analytics engines, and employ tools such as a data dictionary. Documentation is critical for quality control.

Step #3

Make this a cross-functional effort.

To best assess risks and respond to any issues in a holistic fashion, be sure data governance involves IT, HR, and legal.

“If we build trust and use people data ethically, then we can unlock significant value both for the organization and for the people who work for it.”



David Green

Global People Analytics Expert

3 guides to getting started with people analytics



Guide #1

Launching an analytics pilot

A small but focused pilot can prove the value of analytics and help you win more buy-in from your company. Before you dive in, you'll want to collaborate with leadership to find one problem that everyone agrees is worth studying.

One idea—identifying reasons for turnover—is a popular objective with clear ROI. “An analytics project focused on attrition will usually pay for itself very quickly,” points out global industry analyst Josh Bersin.

Enlist allies
and build a plan.

Identify an executive sponsor and colleagues who can contribute expertise. Make sure your stakeholders share a common vision for why the project matters and what will make it a success. Set a timetable with clear milestones and deadlines.

Collect and analyze
the relevant data.

Ensure you have the quality and quantity of data needed to draw statistically significant insights. Work with stakeholders to drive thoughtful conclusions. Data visualization can help bring the story to life with charts and graphics.

Share your results and
recommendations.

Present your conclusions and next steps. Project associated costs of your recommendations and expected benefits. After you've demonstrated value and won the confidence of leaders, you can make the business case for larger investment.

Guide #2

Tackling any problem with the IMPACT framework

As you start working on people analytics problems with various stakeholders, you can consult this matrix from LinkedIn's own people analytics team to help structure your workflow.

	Question	Action to take	Stakeholder responsible
Identify	What's the business issue we're trying to solve?	Create a problem statement, propose a hypothesis, ensure legal compliance.	Business
Measure	What's the strategic priority of the issue?	Benchmark the severity of the issue and define what success looks like.	People analytics team and business
Plan	What's our plan for insight and action?	Check against past analyses, plan type of testing and data gathering.	People analytics team and business
Analyze	What are the findings from our analytics?	Find actionable insights, confirm statistical confidence.	People analytics team
Communicate	What do we recommend and how?	Decide on the right medium to convey results and recommendations, develop plan to track impact.	People analytics team and business
Track	What's the impact of actions taken?	Monitor results after intervention and socialize any important findings.	People analytics team and business

Guide #3

Using analytics for workforce planning

Planning for future workforce needs is one of the most popular uses of analytics. To ensure you cover your bases, follow these tips by **Ross Sparkman**, author of “Strategic Workforce Planning: Developing Optimized Talent Strategies for Future Growth.”

Estimate future company demand.

First you need to gauge how many new and replacement hires will be required in the months or years ahead. Gather as much data as possible about current turnover and work with business strategists to understand where and how growth will occur.

Sample inputs: Attrition rates, retirement rates, historical correlations between labor force and production, cost constraints, and feedback from on-the-ground managers.

Assess the external talent market.

Once you’ve assessed future needs, it’s time to study the external landscape to find the best places to look for the required skills, diversity, level of seniority, and other factors.

Potential data sources: HR industry tools (such as LinkedIn), government reports, and macro trends, such as population, education, and migration.

Make recommendations.

How will the company find the talent it needs? Your advice may be as simple as targeting a specific geography for recruiting. But if analysis shows that your company’s needs are incompatible with the talent landscape, it’s time to get creative.

Possible solutions: Open an office in a different location. Use succession planning and compensation to address attrition. Set up an internal training program to build a workforce with the needed skills.

Case studies in people analytics



Discovery

creates a dashboard to predict attrition

“With machine learning, you’re constantly advancing to a higher accuracy stage and then you can layer in other experiments that you want to run.”



Tswelo Kodisang
Chief People Officer at Discovery Limited

Opportunity

Discovery Limited, an international financial services organization headquartered in Sandton, South Africa, invested in analytics to combat attrition in its workforce of 16,000.

Action

Starting in 2017, the company began building a “human capital dashboard” capturing data on organizational structure, headcount, demographics, recruitment, retention, employee engagement, diversity and inclusion, employee well-being, compensation, and more. The dashboard has surfaced insights such as attrition levels of top performers with critical skills, demographic trends, as well as turnover and recruitment costs.

Outcome

The company now has a statistical model to predict attrition. Thanks to that data, leadership can now modify their employee engagement strategy and preemptively work with employees who are flagged as flight risks. Already, attrition levels have shrunk from over 16% to below 12%, creating cost savings. The model uses machine learning to improve accuracy with each new influx of data—boosting business confidence and inspiring more leaders to use the dashboard’s data.

E.ON uses personas to analyze candidate and employee experience

“So far our experience is that the Employee Journeys provide us with exactly the right data to make our people processes efficient and effective. Above all, we can focus on the relevant pain points and prioritize our projects according to the candidate and employee needs.”



Jamina Kleine

Global HR Project Lead for Digital Cultural Transformation at E.ON

Opportunity

E.ON is an international, privately owned energy supplier based in Essen, Germany, with about 75,000 employees. To support ongoing transformation, the company wanted to be able to analyze the experience of different target groups as they navigated recruiting, onboarding, and learning processes.

Action

The company is piloting a series of journeys and personas based on generation (such as Gen Z or Millennial), type of role (individual contributor or executive), and department (engineering, sales, etc.). Using digital listening, E.ON gathers feedback throughout the most important touch points in each journey.

Outcome

The personas allow for targeted insights to make candidate and employee journeys more effective. They surface the biggest pain points for each target group and enable a continuous feedback system for ongoing measurement and optimization. For example, this persona analysis showed that the user experience with digital tools, above all else, must be improved to make the process easier and faster for candidates and employees.

Globant's recognition platform delivers analytics about culture influencers

“Our tool gives us a lot of information on which offices are most connected. We can see how the feedback and recognition flows.”



Guillermo Willi
Chief People Officer at Globant

Opportunity

Globant, an international IT and software technology services company headquartered in Buenos Aires, is using organizational network analysis to understand how employees interact and connect across teams and geographies. With more than 11,000 employees spread across 17 different countries, it was important to learn more about how teams interact to drive retention and help the culture flourish.

Action

The company piloted a peer-to-peer recognition platform, named StarMeUp OS, that lets colleagues send star ratings to recognize coworkers for accomplishments aligned with company values. The platform allows the business to identify positive influencers within the organization and gain a more accurate and measurable view of how teams collaborate.

Outcome

Globant has seen that employees who send or receive more stars have a 6x higher chance of staying with the company. People who send and receive a lot of stars are proving strong influencers who can act as “cultural ambassadors” when Globant opens an office in a new country. The stars platform has been deemed so successful that Globant now markets it to other companies.

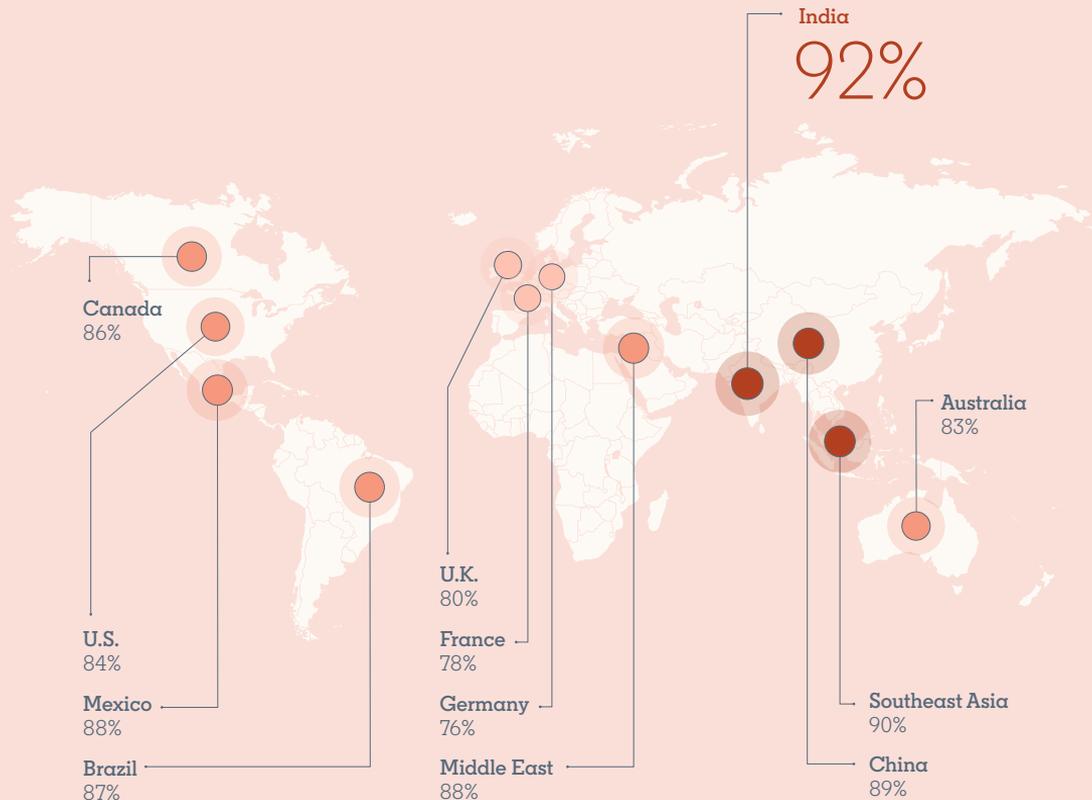
Where people analytics is most important

Percentage of talent professionals who say people analytics will be “very important” in shaping the future of HR and recruiting.

World Average

85%

- Top 3
- Mid-range
- Bottom 3



Trend #3

Internal recruiting

Your next hire will come from within
your company—if you can find them.

The rebirth of the internal hire

Talent professionals are rediscovering a key talent pool.

Organizations used to fill open roles by promoting their own people, moving employees along one career path for a lifetime. Then, in recent decades, companies started hiring talent away from other companies. Outsiders were already trained and easier to recruit because they employer-hopped to get ahead.

Today, internal recruiting is making a gradual comeback. Role changes within organizations (via promotion, transfer, or lateral move) have increased steadily by 10% over the last five years, according to LinkedIn data.

Why? Organizations are rediscovering how cost-effective it is to recruit their own people. Workplace learning is also helping to build skills internally so there's less need to import them from elsewhere.

73%

say internal recruiting is increasingly important to their company.

+10%

increase in internal hiring since 2015.



“For all the focus on mapping the external talent marketplace, the irony is that there’s not enough focus placed on the talent underneath one’s own roof.”



Chuck Edward

Head of Recruiting at Microsoft

The benefit: people stay longer and deliver faster

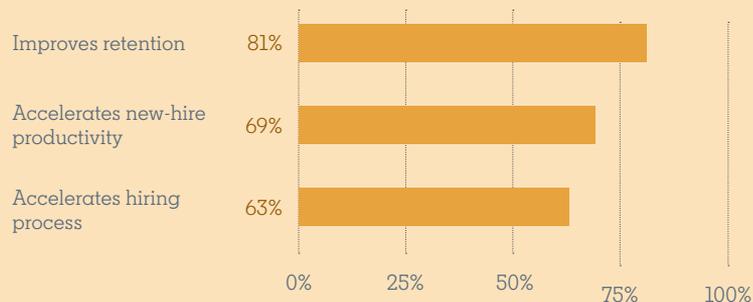
The cost savings of internal recruiting are considerable.

The most widely cited benefit of internal recruiting is better retention. In promoting or moving employees to better-matched roles, you boost morale, create a more positive experience, and entice them to stick around. The bottom-line impact is huge since the cost of employee turnover due to lack of career opportunities is \$49 million per year for an average-size company.¹

Internal hires also ramp up more quickly than external hires. There's no need to train an employee from the ground up since they're already familiar with company systems, processes, and culture. Their organizational knowledge is a huge asset as well. By maximizing internal hires, organizations avoid unnecessary reinventing-the-wheel costs.

Why internal recruiting matters

Percentage of talent professionals who agree that internal recruiting provides the following benefits:



Employees stay 41% longer

at companies with high internal hiring compared to those with low internal hiring.

Currently, internal mobility is driven by employees

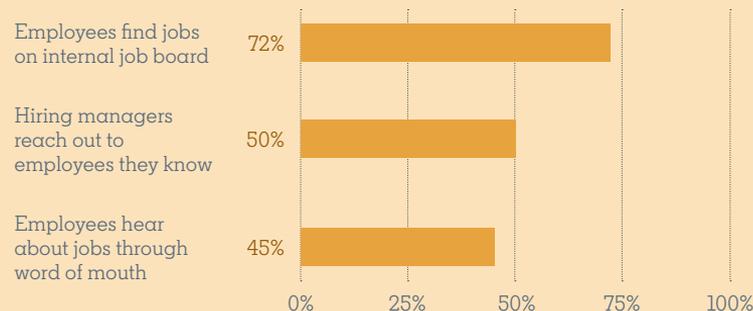
Recruiting teams are largely passive.

As promising as internal recruiting is to the company's upside, today very few have an organized process in place. Talent professionals report that most internal moves happen when an employee proactively seeks out an opportunity or a hiring manager reaches out to a colleague they know.

In short, it's mostly up to serendipity. It's time for recruiters to take a more active, intentional role in internal hiring.

Top ways internal candidates are recruited

Percentage of talent professionals who say internal candidates are typically identified at their company in the following ways:



Companies face a catch-22

Managers clinging to talent can hurt.

Most talent professionals (65%) acknowledge their company needs to improve its internal recruiting. The biggest thing standing in their way? Managers themselves, who, understandably, don't want to lose their best talent. The problem is that if those top performers can't leave their team for greener pastures internally, they're more likely to leave the company altogether.

Another key barrier is that hiring from within makes it harder to diversify your workforce. But, ironically, by not having a formal internal recruiting practice, diversity suffers more. When internal hiring happens organically without structure, people are more likely to rely on casual networks, which can just entrench existing groups and biases.

The top 3 barriers to internal recruiting

Percentage of talent professionals who cite the following as obstacles to internal recruiting:

Managers don't want to let go of good talent



Not enough qualified internal candidates



More difficult to diversify workforce



“None of us get to ‘own’ an employee. If someone’s hiring an employee from your team, that’s not poaching. That’s two managers collaborating for the win of the company.”



Chuck Edward

Head of Recruiting at Microsoft

Building an internal recruiting program

Formalize internal hiring processes for better results.

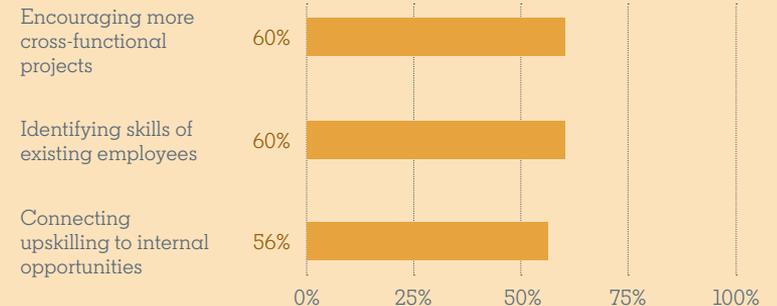
At most companies, internal hires will happen whether or not there's a strategic program in place. The difference is that when internal hiring happens informally through personal referrals, results are often worse.

A study of 11,000 internal hires published in the [Harvard Business Review](#) found that employees hired via informal relationship-based referrals consistently underperformed compared to those hired via more formal processes.

To avoid those pitfalls, companies need to implement and/or improve their programs. According to our survey, the key elements of such a program include more cross-functional projects, mapping current employees' skills, and linking upskilling with opportunities.

Top ways to improve internal recruiting

Percentage of talent professionals who cite the following as ways to improve internal recruiting:



Recruiting and L&D are the new power couple

Companies stand to gain from closer collaboration.

Today, few Talent Acquisition and Learning & Development (L&D) teams collaborate to fix organizational skills gaps. Working in silos, recruiters opt for external hires rather than the lower-cost option of recruiting internally and upskilling. Meanwhile, L&D leaders create learning programs that aren't always tied to specific roles or needs. These inefficiencies will start to disappear as organizations call for tighter partnerships between Recruiting and L&D.

Teaming up with L&D allows you to direct learning jointly, so employees build skills for the roles that you need and that interest them. It's a win for employees too, since investing in their development helps retain them. The majority of learners say they'd stay at their organization longer if there were more skill-building opportunities.

L&D Professionals:

23%

say they partner with recruiting to identify skills gaps and hard-to-fill roles.

Learners:

73%

say they'd stay at their company if there were more skill-building opportunities.²

6 tips

to improve your
internal recruiting

Tip #1

Proactively reach out.

Most internal hires today are initiated by hiring managers or employees themselves—recruiters need to play a bigger role. A call from an internal recruiter can be a retention tool, too, whether or not the person moves. It's a pat on the back that says an employee is respected and valued.

Tip #2

Formalize the process for greater diversity.

Organic internal moves often happen through existing networks and relationships, which can discourage diversity. Internal recruiting should be structured and proactive rather than relying on employees finding opportunities on their own.



Tip #3

Partner with Learning & Development.

You'll have a larger talent pool if you think about developing talent for future skills rather than recruiting talent with fixed skills. Work with your Learning & Development colleagues to identify missing skills and upskilling opportunities to help fill in the holes.

Tip #4

Don't seek perfection.

Neither external nor internal hires typically come with 100% of needed skills and experience. Be prepared to train and support your talent as they move into new roles. “No one is perfectly ready for their next job,” says Microsoft’s Chuck Edward. “So to make that too hard is unrealistic.”

Tip #5

Prove the payoff.

Give managers good reasons to let go of a top performer. Use data and anecdotes to teach how it’s a win for your company and, ultimately, for them and their team. Consider making internal recruiting part of performance reviews—offer incentives tied to pay and advancement.

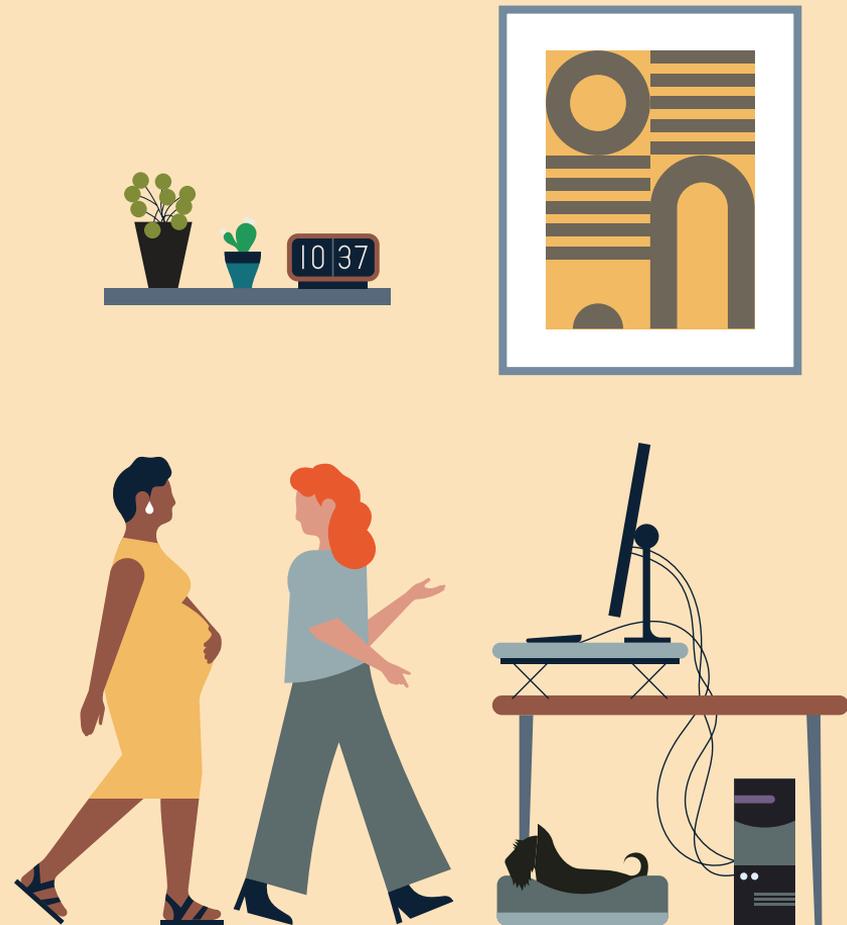
Tip #6

Give employees a great candidate experience.

Every application deserves a polite response—even if it's a templated rejection. Provide a good experience even for those who don't get hired. A hiring manager may even coach candidates and discuss development opportunities to prepare for success next time around.



Case studies in internal recruiting



AT&T invests in reskilling to boost internal talent

“Internal applicants who have completed training as part of our reskilling effort are much more likely to get a new job within the company and see career growth.”



Jason Oliver

Vice President, University Operations at AT&T

Opportunity

AT&T projects an enormous need for employees with skills in emerging areas, such as software and network engineering, data science, artificial intelligence, augmented reality, and automation. A massive investment in reskilling for its 250,000 employees is the right thing to do when building a relevant, internally mobile workforce.

Action

AT&T invests about \$200 million annually on internal training programs and \$24 million each year in tuition assistance. The company offers a wide variety of training options from bite-size video micro trainings to new certification learning paths. A proprietary career intelligence platform helps empower employees to take control of their own development and careers, giving them insights on how company roles have evolved, with the opportunity to build a Learning Path for a desired position. Employees also get access to job and salary data so they can make informed decisions about what skills to develop and add to their competency profiles.

Outcome

In the past two years, employees have completed 2.7 million courses and logged 4 million training hours. In naming AT&T to its “100 Best Companies to Work For” list in 2017, Fortune Magazine said the company’s efforts “may be the most ambitious retraining program in corporate American history.” Employees who engage in the program are much more likely to get a new job at AT&T or to get a promotion. As more employees update their profiles on the career intelligence platform, AT&T leaders are able to search for employees with relevant skills and quickly identify strong internal candidates for open positions.

Schneider Electric's new platform enables skill visibility and culture shift

“Most career development and talent mobility platforms match you with opportunities based on what you have done in the past. The Open Talent Market also focuses on your ambitions and your aspirations—allowing you to truly own your career.”



Andrew Saidu
Vice President Talent Digitization
at Schneider Electric

Opportunity

Schneider Electric discovered that 47% of people exiting the company said they couldn't find an appealing internal opportunity. With 144,000 global employees, the France-based Fortune 500 energy leader needed a high-powered internal mobility program.

Action

The company's new AI-powered platform, Open Talent Market, aims to create a more fluid culture of internal talent sharing. Employees first update their profiles with skills, competencies, and future ambitions, then receive suggestions for full-time roles, part-time projects/gigs, mentoring opportunities, and training. The platform encourages employees to assess and inventory their skills, to share their purpose statements and goals, and to promote their skills to hiring managers. Managers who in the past may have hoarded talent are encouraged to recognize and support the emergence of a new internal “gig economy.”

Outcome

After a rapidly expanding series of pilots, more than 60% of employees have already registered on the system in the test areas. In addition to English and French, the company will also make the platform available in Mandarin and Spanish and expects to accomplish a global rollout by the end of 2020. The Open Talent Market is expected to decrease attrition, increase employee engagement, satisfaction and productivity, and enhance the upskilling and reskilling of employees.

National Aviation Services cultivates leaders from within

“Inclusivity and equal opportunity are a strong part of our culture. Long-serving employees form the foundation to our successful operations and expansion in the emerging markets.”



Rabah Bu Hamdan

Group CHRO at National Aviation Services

Opportunity

National Aviation Services (NAS) is the fastest-growing aviation services provider in the emerging markets with over 9,000 employees representing 65 nationalities spread across the Middle East, Africa, and South Asia. Headquartered in Kuwait, the company recognized the value of internal hiring to increase morale and engagement, reduce turnover, create operational continuity, and reduce costs.

Action

The company developed an internal hiring strategy focused on retaining diverse talent. In addition to maintaining a database with each employee's skills, the company has developed a Future Leader program to encourage internal mobility. NAS uses the performance management process to flag high performers and high-potential employees for enrollment in a comprehensive training program that includes leadership development, aviation courses, and project assignments. This prepares them for lateral moves and promotions.

Outcome

The Future Leader program supports greater gender and cultural diversity at the managerial level by developing a bigger pool of qualified applicants. It has also reduced hiring time and costs. Close tracking of the process allows the organization to benchmark procedures and statistics against competitors and general market dynamics. Several key leaders have been able to quickly advance into general manager and group chief operating officer roles in addition to managerial, supervisory, and general staff level roles.

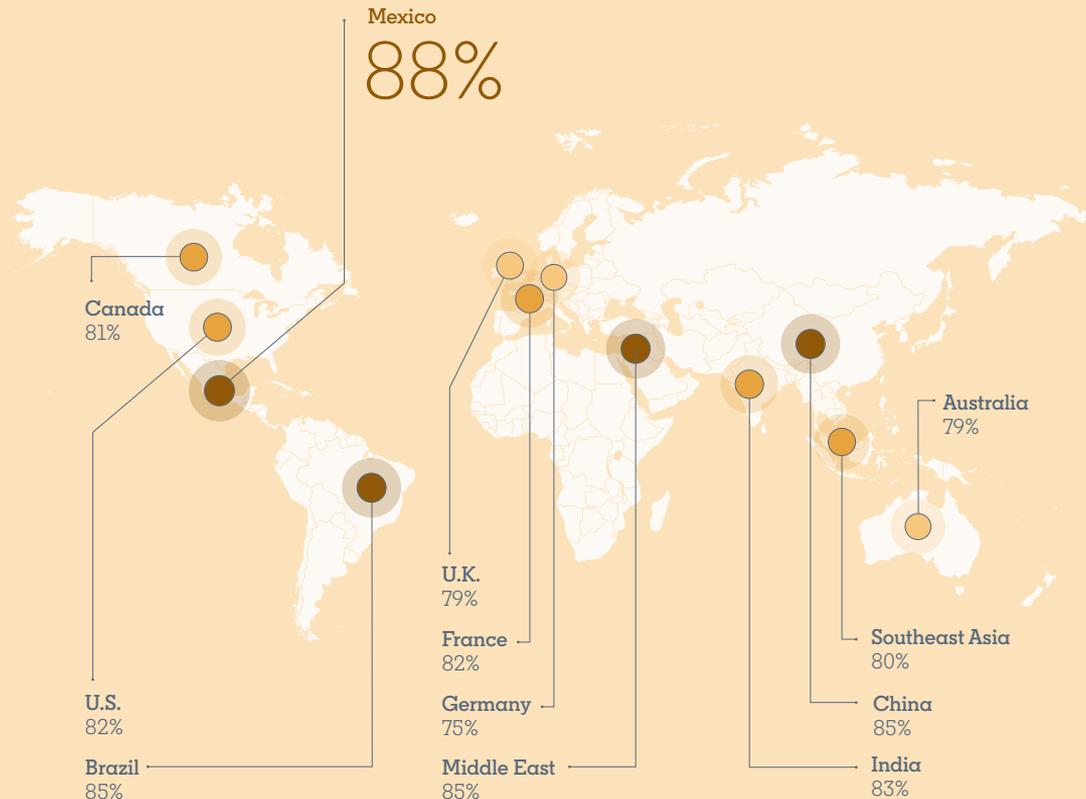
Where internal recruiting is most important

Percentage of talent professionals who say internal recruiting will be “very important” in shaping the future of HR and recruiting.

Global Average

82%

- Top 3
- Mid-range
- Bottom 3



Trend #4

Multi- generational workforce

From Gen Z to Baby Boomers and beyond, good talent will prove ageless.

A new frontier for age diversity

Inclusive companies stand to benefit.

Two factors—longer life spans and Gen Z's arrival in the workforce—are driving a radical explosion in workforce age diversity.

To attract and retain all ages, some companies are getting creative, carving out new career paths, flexible benefits, and ways for generations to share intelligence. But that's still far from the norm. And there's a disconnect between enthusiasm for age diversity and all-too-real generational bickering.

Now is a good time for companies to help age-diverse teams discover their best selves. Young, old, and everyone in between can help prove that good work is ageless.

89% of talent professionals say a multigenerational workforce makes a company more successful.



“Organizations that take the time to break through stereotypes and myths can create tremendous trust, teamwork, communication, and openness that unlock the potential of every generation.”



Jason Dorsey

Generational expert and author

A snapshot of generations

The four cohorts comprising the bulk of today's workforce.

Other generations around the globe

The Gen Z-Traditionalist model is weighted by Western influence. Many countries have unique generations like **South Africa's Born-Free Generation** (born after the fall of apartheid) and **Singapore's Pioneer Generation** (born before 1949 in the nation's early years).



*Approximations from LinkedIn survey; 2% are older than Baby Boomers.

Strengths in different skill sets

From tech to business to real estate.

Each generation has certain strengths in aggregate. Gen Z has a larger share of people with Python programming skills than any other generation. Older workers tend to have more people with business and real estate skills. New research from LinkedIn Learning also shows that **every generation is investing time to pick up new skills.**

But also remember there are strong, diverse skills within each cohort. While understanding generational trends and traits can be helpful, it's important to treat each person as a unique individual who or may not fit into their generation's mold.

Skills through the ages

The skills each generation has in the highest proportion compared to other generations, per LinkedIn data.

Generation Z

1. Python
2. Cascading Style Sheets
3. Adobe Premiere Pro

Generation X

1. Sales management
2. New business development
3. Program management

Millennials

1. Adobe Photoshop
2. Data analysis
3. AutoCAD

Baby Boomers

1. Nursing
2. Residential homes
3. Investment properties



Gen Z wants training, Boomers crave purpose

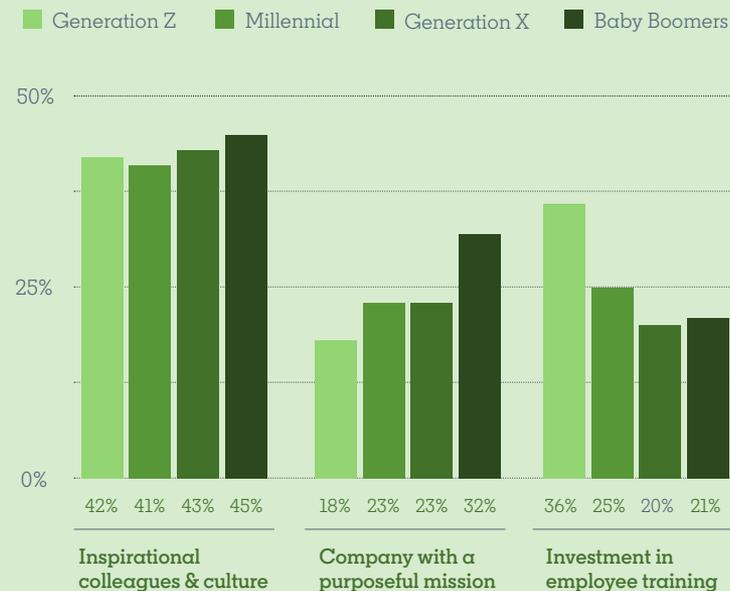
And everyone loves inspirational colleagues.

Generations share more similarities than differences when it comes to what they value at work. Everyone loves good compensation and benefits, work-life balance, and a positive work culture. After that, each generation does show subtle differences, yielding clues to their overarching attitudes.

While all generations value companies with purposeful missions, it's Boomers who are most likely to call it a top priority. Gen Z, meanwhile, is most likely to value training—36% call it a top factor when considering a new job.

What generations prioritize in a job

Percentage of people who selected the following as a top factor when considering a new job:



Recruiters eye Millennials and Gen Z

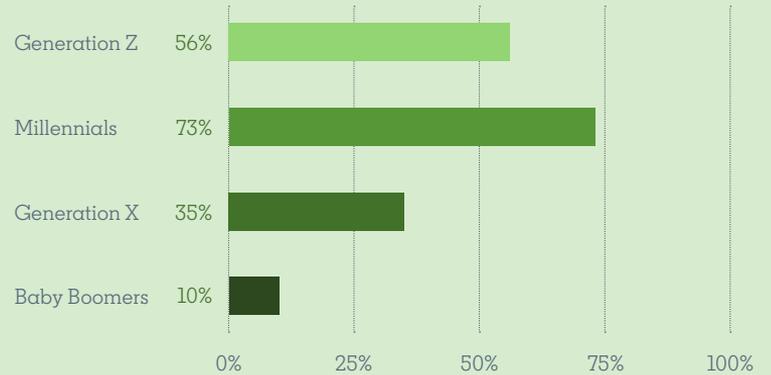
Attention on younger workers reflects population trends.

Millennials and Gen Z make up roughly half of the world's population,⁴ and as the newest generations on the scene, it makes sense that companies are disproportionately focused on them.

Some recruiters may look at this chart and see hidden treasure: Older workers are a rich talent pool with valuable business skills and experience. Turn the page to learn how some companies are capitalizing on seasoned talent.

Recruiting focus through 2025

Percentage of talent professionals who say their company plans to focus on recruiting any particular generation over the next 5 years.



56% of companies say they've recently updated policies to appeal to a multigenerational workforce.

Some companies are capitalizing on older talent

They're not letting wisdom get away.

The idea that people should retire at age 65 dates back to when 65 was the average life expectancy. Those days are long gone.

Some companies are developing “longevity strategies” to jump on the fact that older workers continue to seek engaging work and purpose. In return, older workers offer seasoned experience, professionalism, and an engaged work ethic.

Pfizer made headlines with a 70-year-old intern. CVS Health has a program called “**Talent is Ageless.**” Hewlett Packard Enterprise offers a **career reboot**. The term “returnships” has been coined to describe these efforts that invite folks back from retirement or other career breaks.



Younger workers are less likely to have full-time roles

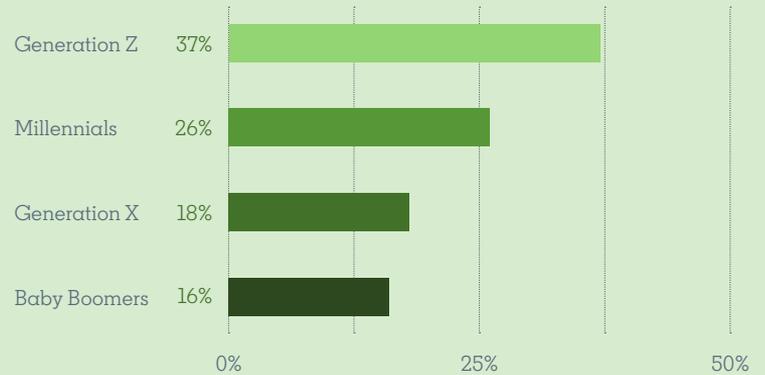
Part-time and contract work most common for Gen Z.

Many Gen Z workers are students or they've recently won their first entry-level job, so it makes sense that those in Gen Z are 135% more likely than Baby Boomers to be in a part-time or contract role.

These numbers may also speak to the fact that more companies are choosing to use contract labor or "gig economy" workers to quickly respond to fast-moving conditions. Baby Boomers and Gen X have been in the workforce longer and are more likely to have greater stability with full-time roles.

Part-time/contract work by generation

Percentage of each generation working part-time/contract, according to LinkedIn data.



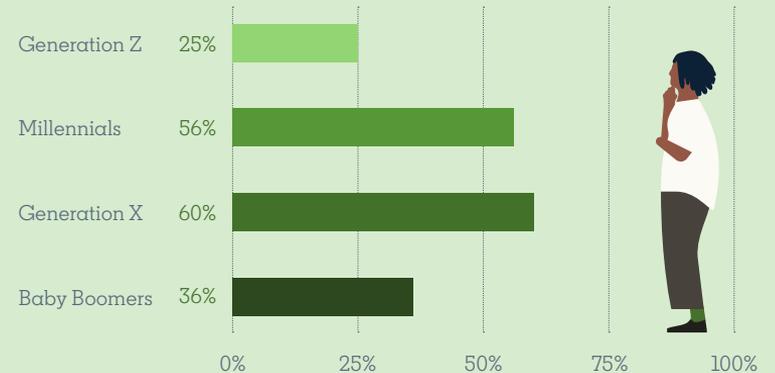
Gen X and Millennials get the retention spotlight

Attention reflects ongoing need for seasoned talent.

As more Boomers retire or dial down their careers, companies will need seasoned mid-career pros to maintain institutional knowledge and step into vacated leadership positions. Maturing Millennials will be invited to step up. And Gen X—famous for being sandwiched between the population explosions that define Baby Boomers and Millennials—may have a moment to shine.

Retention focus through 2025

Percentage of people who say their company plans to focus on retaining any particular generation over the next 5 years.



How the generations stick around—or not

Baby Boomers are happy to hang out, Millennials are most likely to hop.

It's not surprising that tenure increases with experience. Workers who've had more time to climb the career ladder are more likely to have found their happy place where both compensation and the work itself are satisfying.

Baby Boomers stay 18% longer than the average employee, and Gen Xers stay 22% longer than average, providing retention stability. Their median tenure is almost twice as long as Millennials', which is 34% shorter than average.

Employee tenure by generation

Average employee tenure of each generation compared to the overall average, according to aggregated LinkedIn data. Gen Z not included due to limited history in the workforce.

→ Average (median) employee tenure



Retain Millennials with compensation, Boomers with challenge

Advancement ranks high for Millennials and Gen X.

To stem attrition, it pays to understand the top reasons why different generations leave their jobs. Millennials are typically still climbing the ladder, paying mortgages, and saving for retirement and kids' college. It's not surprising that they cite comp and benefits as the No. 1 reason to change jobs.

Baby Boomers yearn for more impact, better fit, and, in the No. 1 spot, more challenge. So think twice next time you write off some 55 or older as ready to sit by the pool. Gen X is in the middle—they want more challenge (reason No.1) and more comp (reason No. 2).

Why employees leave jobs

The top three reasons why employees left their job, by generation, according to a LinkedIn survey. Gen Z not included due to limited sample size.⁵

Millennials

1. Better compensation and benefits
2. More advancement
3. More challenge

Generation X

1. More challenge
2. Better compensation and benefits
3. More advancement

Baby Boomers

1. More challenge
2. Better fit for skills and interests
3. More impact



Watch these tricky spots to keep generations happy

Leaders need to promote understanding.

Generational contrasts can create sparks of energy, creativity, and innovation. Or they can be the source of negative friction.

Company leaders have a responsibility to move past any generational conflicts by fostering respect, inclusion, and collaboration. Clear, solution-oriented conversations are especially important around the biggest perceived danger zones.

Top intergenerational conflicts

Percentage who say generational differences are significant challenges for their company in these areas.

Management style



Work-life balance expectations



Communication style



5 tips

to make the most
of a multigenerational
workforce

Tip #1

Don't put anyone in a box.

While understanding generational trends and traits can be helpful, it's important to treat each person as a unique individual who or may not fit into their generation's ethos. Older workers typically call upon decades of experience to make more methodical and careful decisions, but the 60-something member of your team could easily be your fastest, wildest, most creative thinker.

Tip #2

Seek wisdom everywhere.

Consider asking employees who they seek out for advice, besides their boss. Certain employees may emerge as helpful counselors with specific areas of expertise that can be made known to an even larger audience. "It won't always be the older people," says **Chip Conley**, founder of the Modern Elder Academy.



Tip #3

Realize that everyone wants their work to matter.

Having a strong organizational purpose makes people feel part of something valuable regardless of their age, rank, or span of control. Social media has heightened the pressure for everyone to be a superstar. Being part of a larger mission helps ease the tension to change the world all by yourself.

Tip #4

Promote informal interactions across generations.

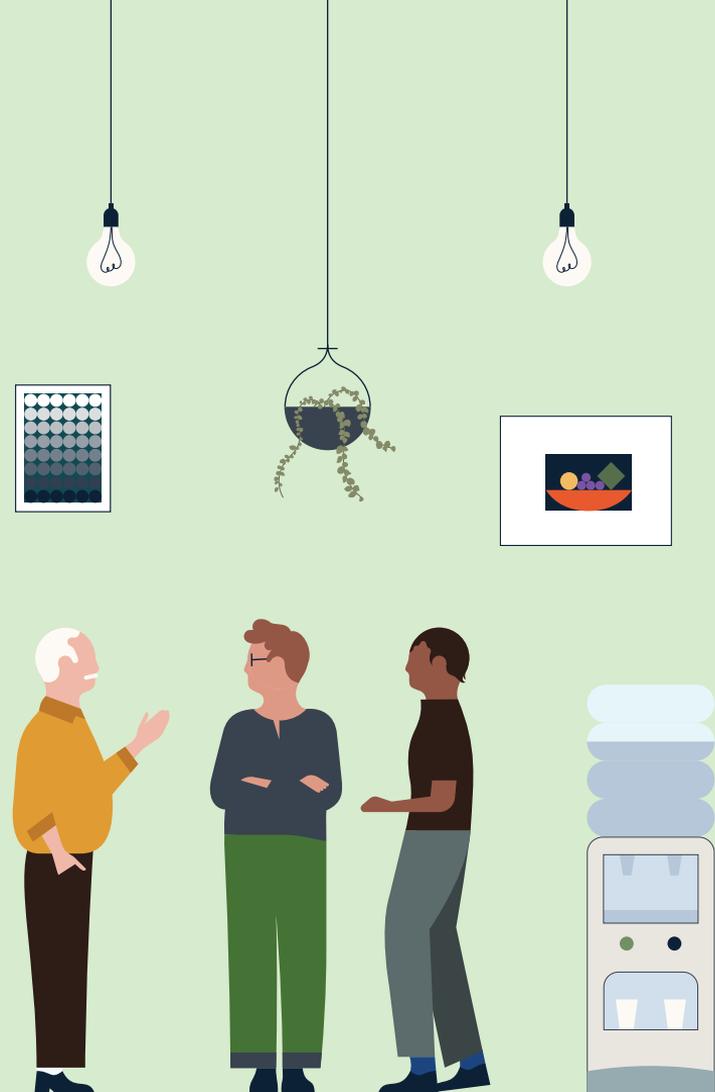
People tend to gravitate toward others in their own demographic. It doesn't hurt to remind folks to seek out conversations with other generations at conferences, networking events, or even just sitting in the cafeteria or on the train. The conscious choice often yields new perspective.

Tip #5

Create safety for all workers to share their knowledge.

It's not unusual or unfounded for senior employees, scarred by downsizing and outsourcing, to feel threatened by the younger generations. Younger workers may feel insecure about sharing advice with more experienced colleagues. Often the response is to hoard knowledge instead of sharing it. It's important to create the psychological safety for everyone to spread key learnings.

Case studies in multi- generational workforces



Humana

boosts engagement with multigen resource group

“GenUs is helping provoke different types of conversation and raise overall consciousness of our multigenerational workforce.”



Maria Hughes

Chief Inclusion & Diversity Officer at Humana

Opportunity

Humana, a U.S. health insurance company headquartered in Kentucky with about 40,000 employees, recognized the increasing age diversity of its workforce and wanted to break down generational barriers. Humana also recognized that a workforce of engaged intergenerational teams could provide better service to its growing population of senior customers.

Action

In 2018, Humana added the GenUs Network to its list of employee resource groups with the goal of listening to and encouraging teamwork between the different generations. The group is open to all employees and meets for informal conversation about intergenerational collaboration as well as formal programs with outside speakers, such as Chip Conley, founder of the Modern Elder Academy, and Donna Butts, executive director of Generations United. The resource group also helps members find mentors with skills and insights to share, whether that's older employees offering advice to younger workers or vice versa.

Outcome

The GenUs Network Resource Group (NRG) started with 15 members and became one of the company's quickest-growing NRGs, acquiring 1,200 participants within the first few months. GenUs participants enjoy having a safe and supportive environment to raise issues for discussion. And, like other NRG participants, they have significantly higher engagement scores than the workforce as a whole. Because the group's enthusiasm level is so high, Humana is doing more research to understand and reinforce the group's success.

Virgin Australia supports diversity with flexible work options

“Inherent always is our belief that having people from diverse backgrounds will create a more innovative, responsive, and customer-led organization.”



Lucinda Gemmell
Chief People & Culture Officer
at Virgin Australia

Opportunity

Virgin Australia is the largest airline to use the Virgin brand. Based in Brisbane, the company wanted to ensure that its workforce is representative of the communities in which it flies—including multiple generations. They also wanted to attract and retain talent in a highly competitive industry requiring very specific skill sets.

Action

The company reviewed its policies and decided to upgrade recruiting and retention by offering lots of choices around flexible work. Leaders believed that offering more options would expand its pool of age-diverse applicants. Examples for nonoperational team members include a nine-day fortnight, later start or early finish times, and a half day every working week. Requests for ad hoc flexibility are viewed through a “why not” rather than a “why” lens. Operational team members can also access flexibility, including job-sharing, part-time opportunities, and bidding for their preferred roster.

Outcome

The company expects the refreshed policies will lead to increased diversity in retention and recruiting. The company also correlates flexible options with team members’ health, happiness, and work-life balance, driving positive business outcomes, such as increased productivity, employee retention, and an excellent employer brand. Virgin Australia has earned numerous awards, including a five-star rating from the Airline Passenger Experience Association.

The Estée Lauder Companies' reverse mentorships drive strategic innovation

“The reverse-mentor program has helped us stay on the pulse of what’s happening outside of our own company and has inspired us to create and innovate in new ways.”



Ana Tereza Guimaraes

Executive Director, Executive Management Initiatives
at Estée Lauder Companies

Opportunity

Millennials and Gen Z are highly engaged with beauty and are some of the industry’s most avid consumers. To design and market products that are relevant to these consumers, The Estée Lauder Companies wanted to ensure that executives had the tools to stay on the pulse of the next generation of consumers’ modern values, lifestyles, and consumer behavior.

Action

Four years ago, the company created a reverse-mentorship program that pairs high-performing Millennial and Gen Z talent with executive leaders to help them stay current in the latest digital, social media, and shopping preferences of these consumers. The first activity was a retail immersion day for mentors and mentees to compare insights while shopping together. Now the program has grown to have two facets: regular one-on-one mentoring and advisory boards made up of Millennial and Gen Z employees who work on strategic projects for brands, regions, and functions across the company.

Outcome

The program now has over 470 reverse-mentor participants, with 300 executives in over 22 countries, including the U.K., Canada, and Japan. Reverse mentor advisory boards have tackled 120 strategic projects, and they now gather for annual global summits where they work on strategic business projects for a particular brand or region and engage in professional development sessions.

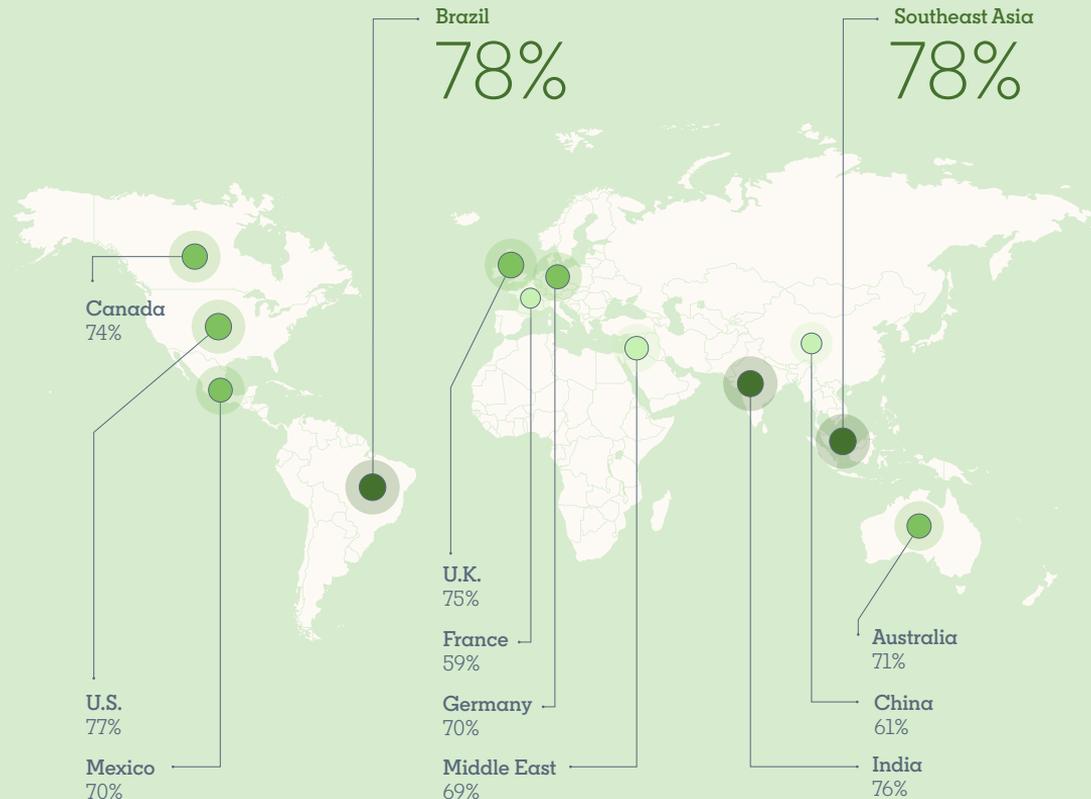
Where the multigen workforce is most important

Percentage of talent professionals who say the multigenerational workforce will be “very important” in shaping the future of HR and recruiting.

Global Average

70%

- Top 3
- Mid-range
- Bottom 3



Final thoughts

How the key trends of 2020 are transforming HR and hiring

The trend:

Employee experience

The past:

- Top-down commands
- Employees conform to rigid rules

The future:

- Employee-centric
- Employers and employees co-create ideal experience

People analytics

- Decisions made on instinct and intuition
- HR follows orders instead of making recommendations

- Analytical frameworks can help tackle any question
- HR uses insights for strategic decisions

Internal recruiting

- Employers looked outside for new skills
- Talent seeks outside opportunities

- Employers invest in upskilling and reskilling
- Talent can move both laterally and up

Multi-generational workforce

- Retire at age 65
- Siloed approaches impede age-diverse teams

- Employees work as long as they need or want to
- Companies promote inter-generational teamwork

Acknowledgments

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Methodologies

Survey

We surveyed 7,089 talent professionals and hiring managers who self-identified as either talent professionals who work in a corporate HR/TA department or hiring managers who have some authority over hiring decisions for their team. These survey respondents are LinkedIn members who were selected based on information in their LinkedIn profile and contacted via email between August 24 and September 30, 2019.

Behavioral insights

Behavioral insights for this report were generated from the billions of data points created by more than 660 million members in over 200 countries on LinkedIn today. These analyses were performed from May to December 2019.

Employee experience:

Growth of employee experience jobs was determined by analyzing the number of members with job titles containing the keywords “employee experience” across 10 languages, controlling for platform growth over time. Differences between companies rated highly (top 10%) and poorly (bottom 10%) for various employer value propositions were determined by cross-referencing company ratings from LinkedIn’s 2018 Talent Drivers Survey with LinkedIn platform data on company attrition (calculated as the number of company departures over the prior 12 months divided by the company’s average annual headcount) and employee growth (change in the number of company employees over the prior year).

People analytics:

The growth of HR professionals with data analysis skills was determined by analyzing the percentage of HR professionals in 2014 and 2019 with skills related to data analysis listed on their LinkedIn profiles.

Internal recruiting:

Internal hires are defined as job changes within an organization, including both promotions and lateral moves. The percentage of internal hiring represents the share of internal moves out of all job changes listed on LinkedIn. Employee tenure at companies with “high” and “low” internal hiring was calculated as the median employee tenure at companies in the top 25th percentile for internal hiring compared to companies in the bottom 25th percentile.

Multigenerational workforce:

Member age is inferred based on education information and other self-reported data on public LinkedIn profiles. Members whose age we could not confidently infer based on complete profile information were excluded from this analysis. Top skills for each generation are those where a generation had the highest proportion of members with that skill when compared to other generations, based on skills listed on their LinkedIn profile or inferred from other self-reported information. Percentages of each generation who prioritize various employer value propositions when considering a new job are derived by responses from LinkedIn’s 2018 Talent Drivers Survey. Employee tenure was calculated as the median employee tenure by generation across the duration of a member’s employment, based on self-reported information on public LinkedIn profiles. This calculation excludes students and only includes members with at least 5 years of total work experience.

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1. Mary Baker. [“Build a Vibrant Internal Labor Market and Increase Your Talent Pool.”](#) Gartner. October 30, 2018.
2. Survey data from LinkedIn’s 2020 Workforce Learning Report. (Releasing February 2020.)
3. According to [Pew Research](#), the end point for Gen Z has not yet been officially set.
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