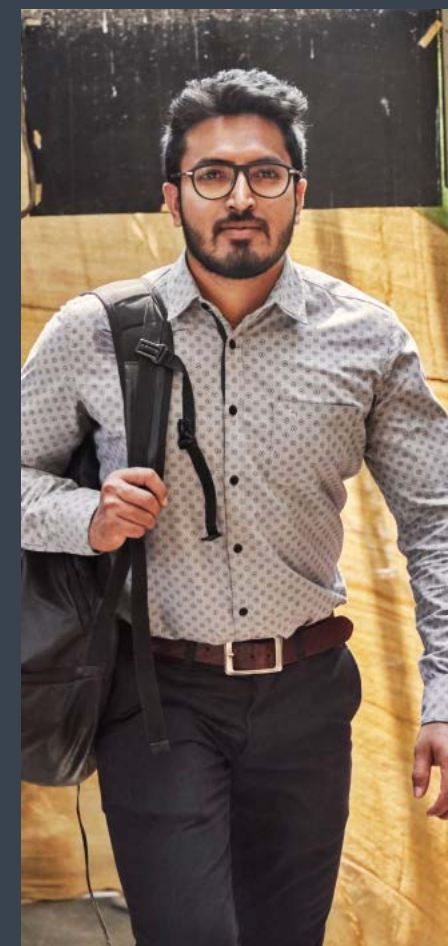
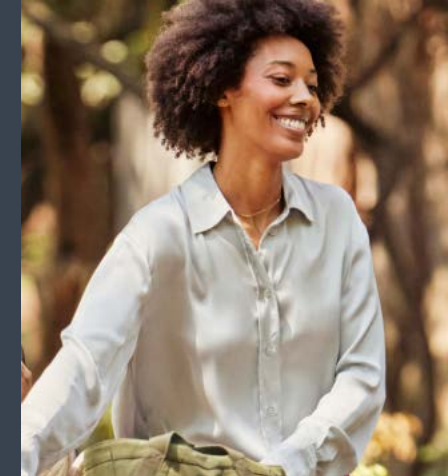
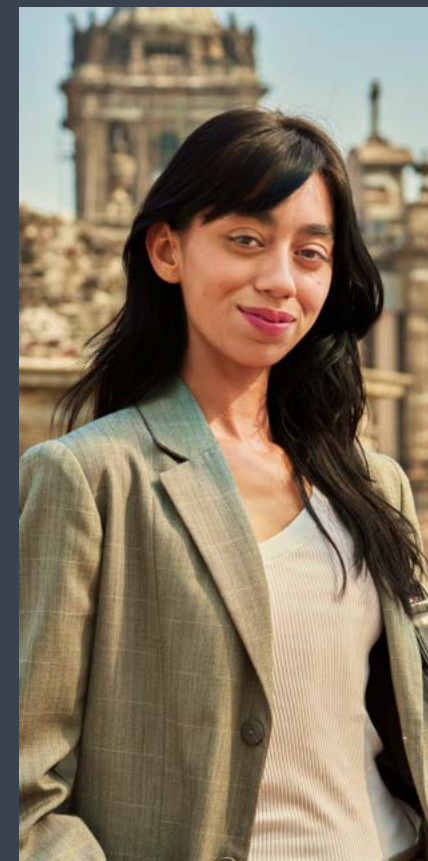
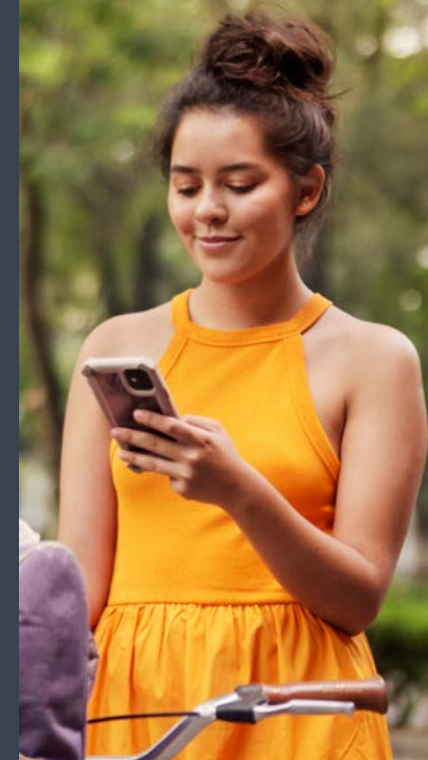
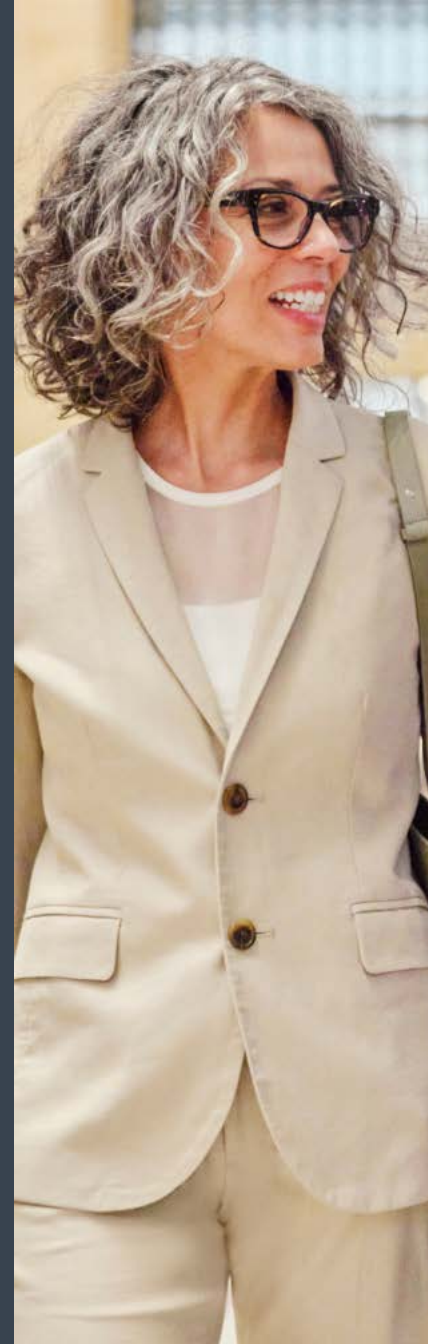


The Future of Recruiting 2023

Middle East &
North Africa insights

LinkedIn Talent Solutions



Introduction

The Future of Recruiting 2023 – Middle East & North Africa insights

You can't foresee the future – but you can help create it.

“As recruiting leaders around the world navigate challenging and uncertain times, LinkedIn is helping prepare this community for the future. We have curated a selection of data-driven predictions we believe will most impact the recruitment industry in the Middle East & North Africa. These predictions are taken from our global Future of Recruiting Report, built on dozens of interviews with global talent leaders, surveys of thousands of recruiting professionals, and analysis of billions of data points generated on LinkedIn.

Did you know that across the Middle East & North Africa region, ‘job security’ and ‘supportive management’ are the fastest-growing candidate priorities year on year? And that employees at companies with high internal mobility stay 65% longer?

If you want to know where the Middle East & North African recruiting industry is going, read the full report now and see how you can better achieve your personal and business goals.”

 **Arda Atalay**, Head of LinkedIn Talent Solutions at LinkedIn MENA.



Explore the report: [Role of recruiting](#) →

[Employer branding](#) →

[Internal mobility & upskilling](#) →

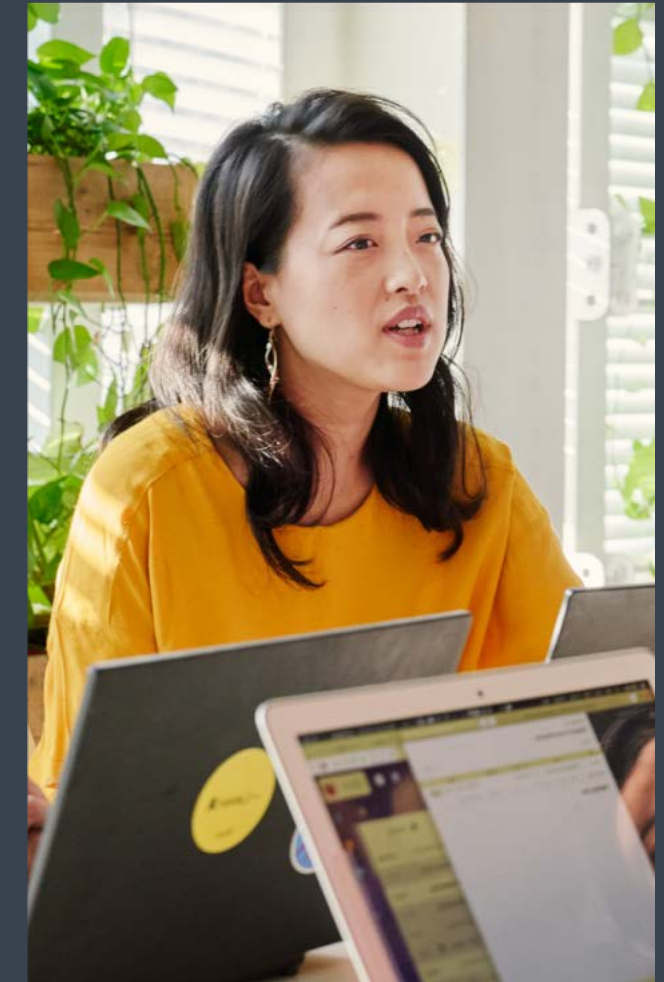
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Role of recruiting



Role of recruiting

Recruiting will have more say over pay


Rising inflation. Stagnating real wages. A stubbornly competitive labour market. With these three trends on a collision course — and **compensation ranked as the #1 top priority for candidates in MENA** — something has got to give.

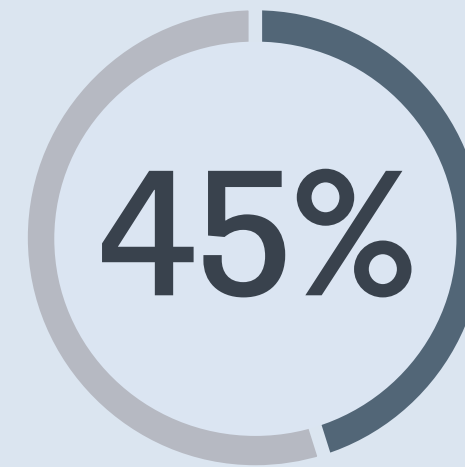
The feedback loop between recruiting, finance, and DEI on discussions of comp needs to be more agile than ever — particularly at a time when [pay transparency is on the rise](#). Recruiting leaders can help their companies stay ahead of the curve by raising this conversation today.

As the leader with the clearest view of candidate priorities, labour market dynamics, and real-time recruiting performance at your company, you're in the best position to lead the conversation about pay and its business impact — from championing comp models that favor skills over pedigree, to retaining your top talent by pushing for pay increases that keep pace with inflation.

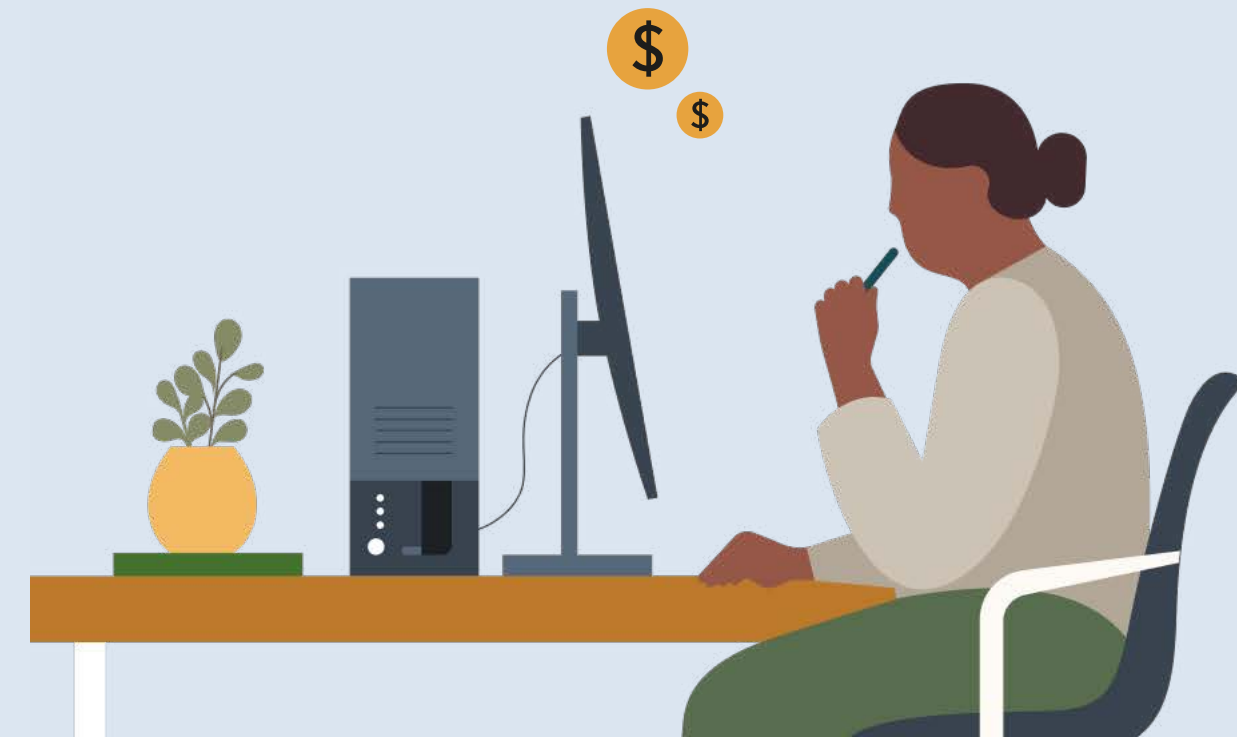
“

Recruiting leaders should frame the conversation around competition with senior leadership by emphasizing the value of agile, competitive compensation packages in attracting and retaining top talent in a volatile economic environment. By developing attractive compensation packages that meet the needs of both employers and employees, companies can continuously stay ahead of the race in the ever-changing job market.”

 **Naif AlGhamdi**, Head of HR Support Services at Almarai



Only 45% of recruiting professionals globally say their companies **increased salaries enough to keep pace with inflation.**



Employer branding



Employer branding

Companies will keep a closer eye on what candidates want most.

The labour market remains tight, and talent is expected to retain the upper hand over the next five years. To stay competitive, employers will have to re-examine their employer branding and make sure it aligns with what candidates are looking for today.

Every month, LinkedIn surveys over 20,000 members globally about the most important factors they weigh up when considering a new job.

The top priority for candidates in MENA today is excellent compensation and benefits, followed by opportunities for career growth and work-life balance. Job security and supportive management are also the two fastest-growing priorities year-over-year.

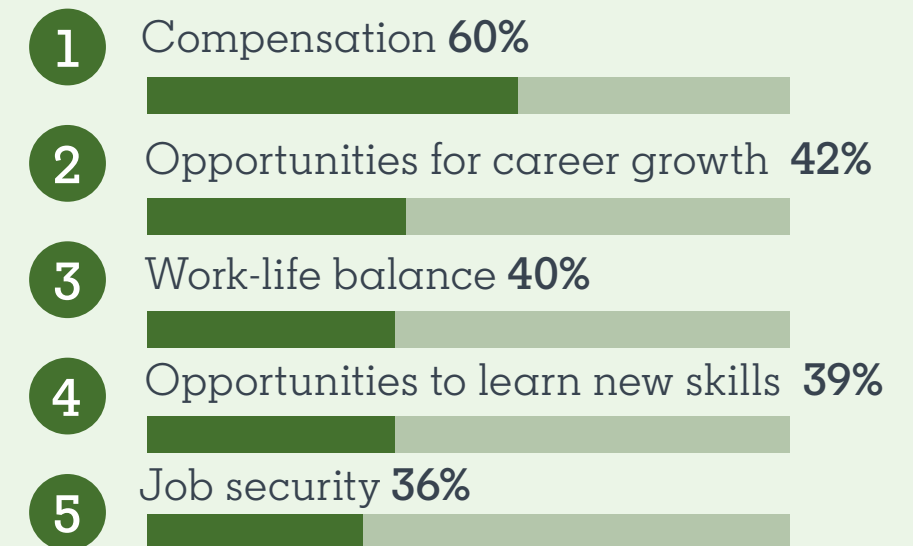
There's much more to your employer brand than good pay and flexibility and offering them may not make you stand out – but be warned: if you don't provide them, talent will take notice.

“**Good pay, balance, and flexibility** — they're essential and we absolutely provide that. But honestly, it's not what makes us stand out. **In today's job market, offering those benefits is expected.** In our employer branding, we prefer to **emphasize what makes us unique.**”

 **Michaela Schütt**, SVP, Head of Global Talent Acquisition at Siemens

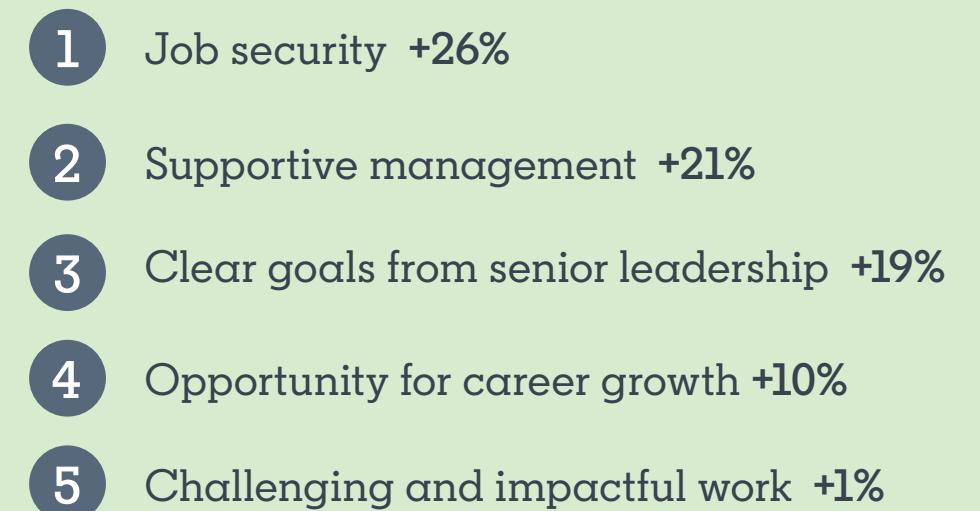


Most important priorities for MENA candidates overall:



Survey data: Talent Drivers, as of Dec 2022.

Fastest growing priorities for MENA candidates YoY:



Source: Global LinkedIn Talent Drivers survey, as of Jan 2023.

Employer branding


Gen Z will reward employers who value development.

Gen Z — professionals born later than 1996 — are already a major part of the workforce. Many are just getting their careers off the ground, and their priorities reflect that.

Gen Z's priorities are significantly different from their parents' generation, Gen X. Supportive direct managers and gaining new skills are very important to younger workers: they're over 40% more likely to value helpful and supportive direct managers, compared to Gen X.



Gen Z is almost 50% of our workforce, and we've learned to respect and adapt to their ways of working. Gen Z doesn't live to work, they think corporate jargon is silly, and they expect to be paid fairly."

 **Ruben Santos**, HR Strategy & Program Lead for HR Europe & Indonesia at Ahold Delhaize



What's different about Gen Z's priorities?

Helpful and supportive direct managers

+48% more likely to prioritise than Gen X

Gen Z  41%

Gen X  28%

Opportunities to develop new skills

+33% more likely to prioritise than Gen X

Gen Z  42%

Gen X  30%

Opportunity to work on innovative projects

+20% more likely to prioritise than Gen X

Gen Z  32%

Gen X  27%

Source: Global LinkedIn Talent Drivers survey, as of Jan 2023.

Internal mobility & upskilling



Internal mobility & upskilling

Business leaders will recognise the value of filling open roles with home-grown talent.

Your company's next great hire might already be on the payroll. The shaky economy is forcing companies to look within more frequently when filling open positions: **75% of global recruiting professionals say internal recruiting will be an important factor shaping the future of recruiting over the next 5 years.**

Internal mobility provides big payoffs, starting with higher employee retention. MENA LinkedIn data shows that employees stay at companies almost **1.5x longer** if the employer is highly committed to internal hiring.

There's also a growing probability that you will be adding internal mobility to your responsibilities. As someone who understands your company's talent needs and is skilled at sourcing, assessing, and engaging with candidates, you're uniquely positioned to take on internal mobility.



“We recognise that our people are our biggest asset. We work closely with our current employees and our leaders to identify and create appropriate programmes and initiatives, encouraging the movement of existing talent within the organisation. We have an internal recruitment process which ensures that our employees are all given the opportunity to apply for roles in their areas of expertise. In the last financial year we promoted 6,000 internal employees from and to all areas across the business. There are also widespread opportunities for secondments and rotations. We see great value addition in developing and nurturing individuals and their skillsets, whilst also creating an agile and dynamic environment for our organisation”

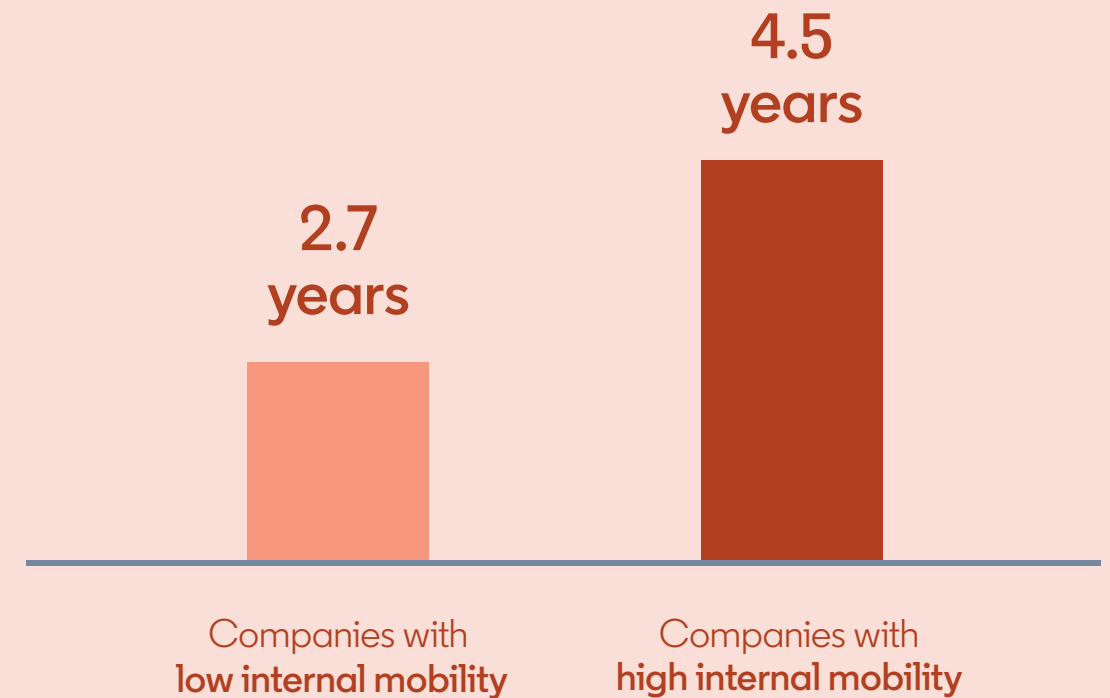


Manal Al Soori, VP HR of Emiratization & People Experience at Emirates Group



Employees at companies with high internal mobility stay **65% longer**.

Median employee tenure for companies in the top and bottom quartile of internal mobility.



Source: Global LinkedIn data, as of Jan 2023.



Internal mobility & upskilling

Learning will be a compelling driver for candidates, not just employees.

If I join your company, will you help me develop new skills? Will you offer me a clear path to advancement? Will you help me grow, even if I only stay at your company for a couple of years?

These are the kinds of questions candidates are asking and they will only get louder in the future. In the years ahead, candidates won't just be thinking about a given job but whether that employer is the right career destination. This will be especially true for Gen Z but holds true across MENA: Opportunity to learn new skills was the #4 top priority for candidates.

The bottom line: creating a culture of learning and focusing on internal mobility isn't just a must-have to engage and retain current employees, it will be critical to the success of your recruiting efforts. For more on the state of learning, [explore LinkedIn Learning's recent 2023 Workplace Learning Report](#).



Companies need to do more than provide a good workplace environment — they also need to help employees develop new skills.”

 **Jade Shiyu**, Employer Branding Manager at Alibaba



Most important priorities for MENA candidates overall:

- 1 Compensation – 60%
- 2 Opportunities for career growth – 42%
- 3 Work-life balance – 40%
- 4 Opportunity to learn new skills – 39%
- 5 Job security – 36%

Source: Global LinkedIn Talent Drivers survey, as of Jan 2023.



Conclusion



Conclusion

While every prediction in this report may not bear out precisely as described, preparing today will leave you better equipped for whatever tomorrow holds.

Change is coming to the world of recruiting, but that doesn't mean you'll be a passive observer. As a talent leader, you're in a position to reshape the way the world works — and ensure it works for everyone.

Ultimately, the future of recruiting belongs to those willing to build it. And as a change-maker at your organization, the future of recruiting belongs to you.

Explore the regional report editions.

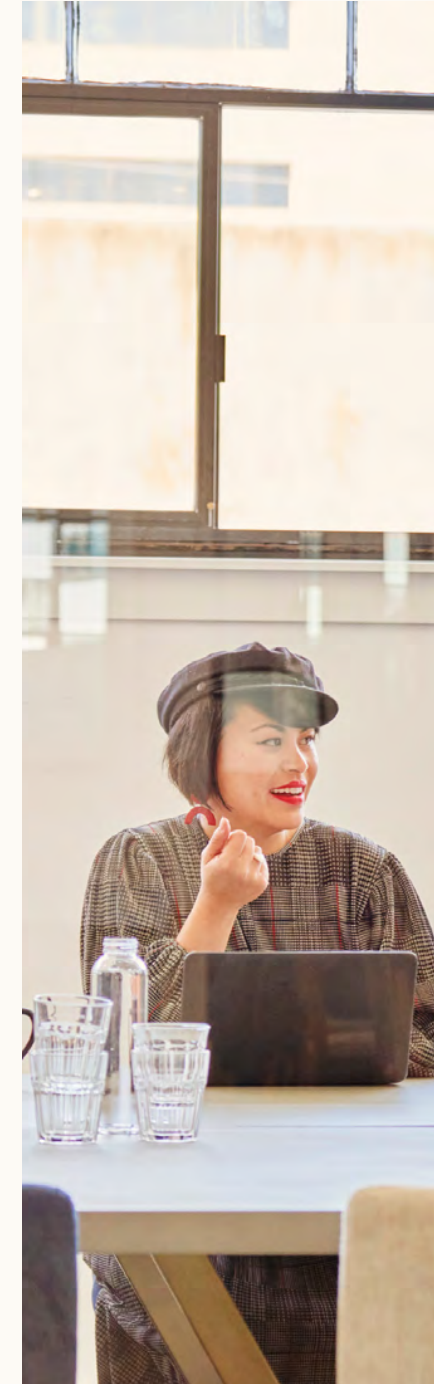
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Methodology

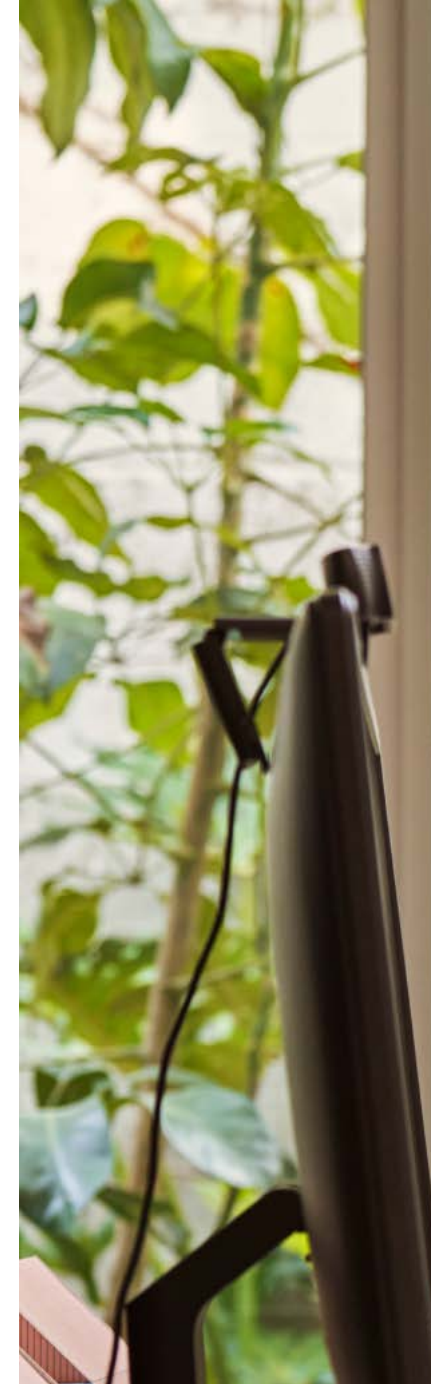
Survey data

LinkedIn Research surveyed 1,611 recruiting professionals in management seniority roles or higher (1,216 corporate recruiting professionals, 395 search and staffing professionals), in addition to 403 hiring managers. Survey respondents are LinkedIn members who were selected to participate based on information in their LinkedIn profile and qualified based on survey responses. This survey was conducted in six languages across 20 countries between October and November 2022.

Candidate priorities and inclusion preferences are based on LinkedIn's Talent Drivers monthly survey of global members, including 20,396 members surveyed in December 2022. To measure candidate priorities, respondents are asked to "select the most important factors when considering a job opportunity", and can select up to five of 15 employer value propositions. The fastest-growing candidate priorities are those with the greatest percentage increase between December 2021 and December 2022.

Insights data

Behavioural insights for this report were derived from the billions of data points generated by the 900 million members in over 200 countries on LinkedIn today. Unless otherwise noted, all data reflects aggregated LinkedIn member activity as of January 1, 2023. Demand for recruiters is measured by the number of paid job posts for recruiter positions on LinkedIn globally.



Acknowledgments

This report was informed by insightful interviews with several recruiting leaders around the world, to whom we owe our sincere thanks, including:

- **Naif AlGhamdi** at Almarai
- **Ruben Santos** at Ahold Delhaize
- **Michaela Schütt** at Siemens
- **Manal Al Soori** at Emirates Group
- **Jade Shiyu** at Alibaba
- **John Vlastelica** at Recruiting Toolbox

