

# Workplace Learning Report

Netherlands,  
Belgium, and  
Luxembourg

2024

LinkedIn Learning





## *Introduction*

# L&D powers the AI future

The AI era is here, and leaders across learning and talent development have a new mandate: help people and organisations rise to opportunity with speed and impact.

As AI reshapes how people learn, work, and chart their careers, L&D sits at the centre of organisational agility, delivering business innovation and critical skills.

This report combines survey results, LinkedIn behavioural data, and wisdom from L&D pros around the globe to help you rewrite your playbook for the future of work.

**Read on for data, advice, and bold ideas.**



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## *Chapter 1*

# The state of L&D in Benelux

Creating a culture of learning  
remains centre stage.



A woman with dark hair, wearing a brown top with red patterned sleeves, is pointing at a laptop screen. A man with dark hair and a beard, wearing a blue and white checkered shirt, is looking at the laptop. They are in an office setting with a window in the background.

# Top 5 focus areas for 2024 in Benelux

In a world awake to AI's impact, skill building is no longer simply a perk for employees — it's a priority for organisational success. So it's no surprise that aligning learning to business goals is one of L&D's top focus areas for the second year in a row.

Despite the changes typically associated with a new year, the top 5 focus areas in the region remain the same for 2024, and **creating a culture of learning** has maintained its position at the top of the list.

## 1. Creating a culture of learning

2. Aligning learning programs to business goals

3. Upskilling learners

4. Improving employee retention

5. Helping employees develop their careers

77%

of learners in Benelux want to learn more about how to use AI in their profession.

4x

Globally, learners who set career goals engage with learning **4x** more than those who don't set goals.\*

95%

of organisations in the Benelux region are concerned about employee retention and **providing learning opportunities is the No. 1 key to their retention strategy.**

# AI skills and career development fuel success.

Moving forward, organisations will succeed by embracing growth as a virtuous cycle. Employee growth, through learning and career development, spurs company growth. Likewise, company growth, through business innovation, energises people to stay and grow even more.

The three data points on the left tell the story:

- People crave AI skills.
- They're motivated by career progress.
- Companies must embrace both AI skills and career development to energise and retain talent.

# Different perspectives on AI

“As a talent leader, your impact can define tomorrow’s success. Will you simply adapt, or will you **lead your organisation into the future?**”



**Dr. Terri Horton**

Work Futurist & Global Advisor  
at FuturePath, LLC

“In the age of AI, senior leaders must create more room at the executive table to **align talent strategy and business strategy** — it’s not something you simply hand off to HR.”



**Jennifer Shappley**

VP, Talent at LinkedIn

“AI will change the skills needed to do the jobs of the future. It’s up to us to create an environment of curiosity and **inspire employees to operate with agility and a growth mindset.**”



**Ekpedeme “Pamay” Bassey**

Chief Learning and Diversity Officer  
at Kraft Heinz

“AI will be a **paradigm shift** for the world of work by both democratising and individualising learning and reaffirming employee growth as the ultimate goal.”



**Guillaume Delacour**

Global Head of People Development at ABB

“As AI shapes learning at work, it’s critical to balance technology’s efficiency with the authenticity of **human-centric power skills.**”



**Jenna Alexander**

Talent Centre of Excellence (TCoE) Leader  
for Global Internal Talent Acquisition at Randstad



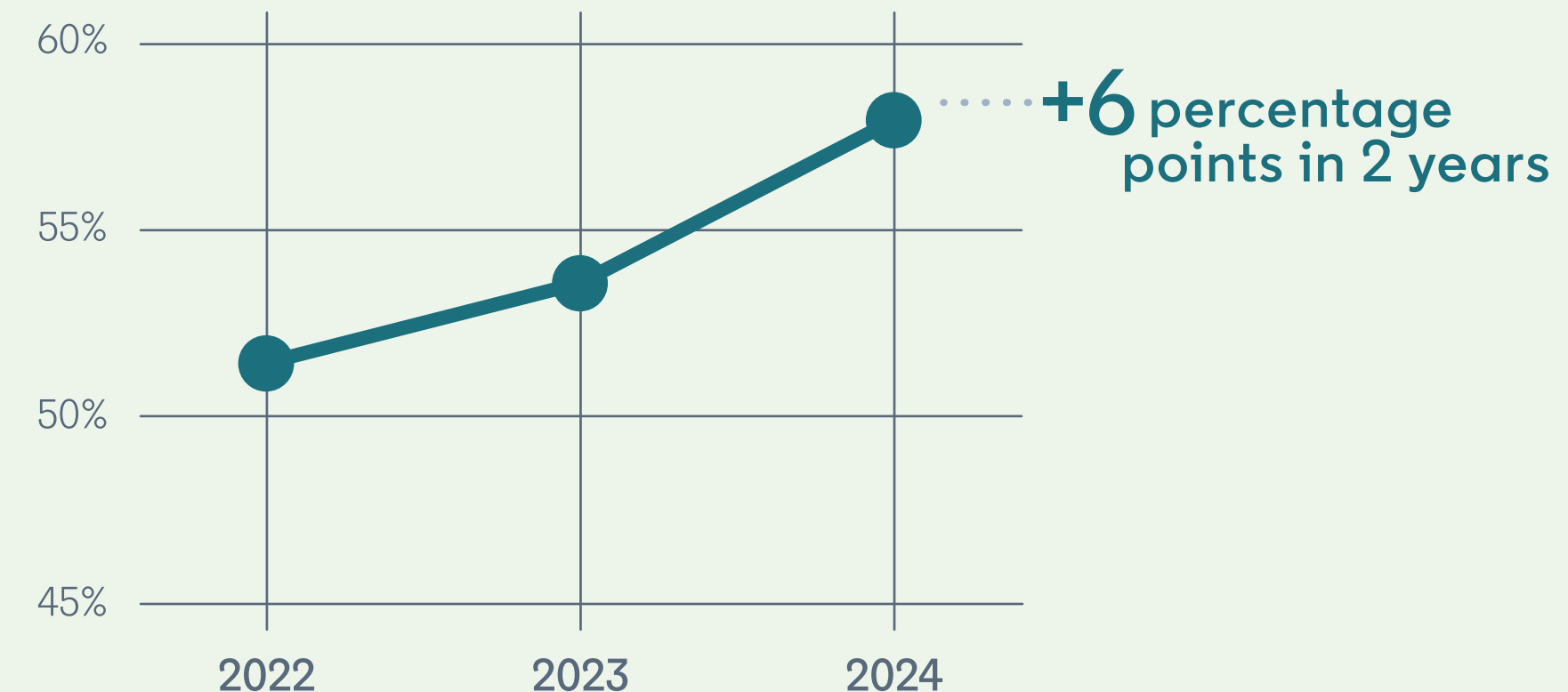
# The C-suite wants to talk.

L&D faces some challenges, and doing more with less is one of them. The percentage of L&D pros in Benelux who said their budgets will not change increased by 10 percentage points from 2022 to 49% in 2023, and has remained at this level in 2024.

However, the door to collaborate with the C-suite keeps opening wide in EMEA. The percentage of L&D pros working more closely with leaders increased from 51% in 2022, to 57% in 2024. Learning is critical in the age of AI, and L&D is well-positioned to lead important conversations about business impact.

## L&D's voice is growing in EMEA

Percentage of learning pros who say L&D has a seat at the executive table



# The business case for learning is clear.

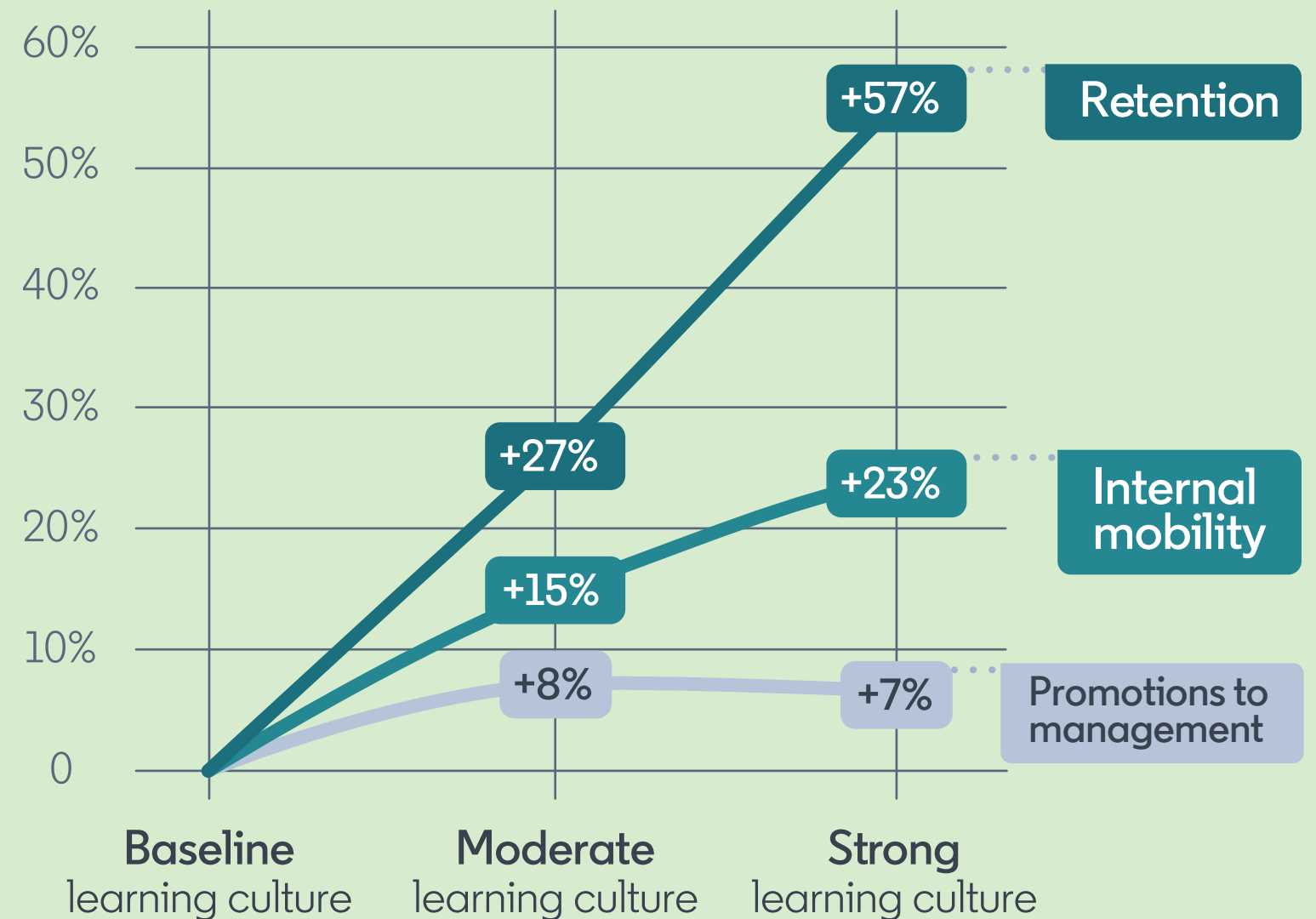
Better yet, new LinkedIn research demonstrates how learning drives desirable business outcomes. This analysis uses LinkedIn platform data to score companies on a **learning culture index** based on:

- size of L&D team
- rate of employee skill development
- volume of learning-related posts on the LinkedIn platform

It then assesses the companies' performance on critical talent metrics. The findings are striking. Companies with strong learning cultures see higher rates of retention, more internal mobility, and a healthier management pipeline compared to those with smaller levels of commitment.

## Business outcomes and learning culture

Analysis scores companies on a learning culture index, then assesses rate of retention, internal mobility, and promotions to management.





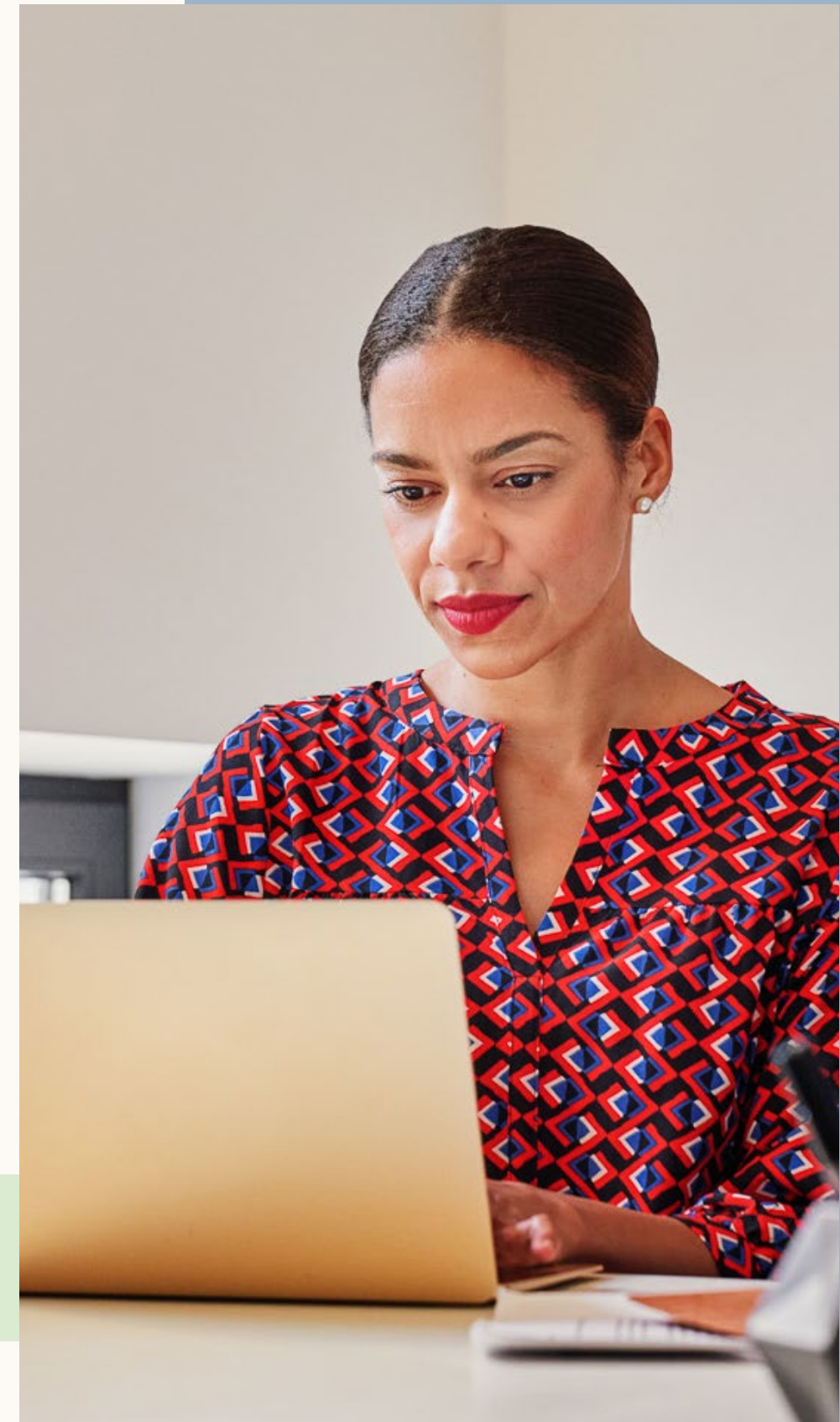
# Learning amplifies connection and purpose.

L&D pros in Benelux have a powerful new data set: learning is a secret sauce for camaraderie and meaning. As organisations continue to grapple with how best to engage dispersed and diverse teams, learning helps in two ways — it enhances people's sense of connection and creates more meaning in their work.

In short, organisations that invest in learning will reap the rewards of having people who are more invested in their work community and shared goals.

**70%** of people in Benelux say learning improves their **sense of connection** to their organisation.

**8 in 10** people say learning adds **purpose** to their work.







## Chapter 2

# Skills agility in the Benelux region

To thrive in the AI era, companies must empower everyone to grow.

Tomorrow's success requires *skills agility* — harnessing the right skills at the right time for the right work.

To unlock skills agility for their organisations, L&D pros must first let go of time-consuming tasks of the past — like labouring over custom content and sweating through lengthy training sessions. AI holds great promise for personalisation, allowing more individuals to chart their professional destinies.

Likewise, career development and internal mobility programs that align individual aspirations with organisational business priorities represent the path to accelerated progress.

**Let's look at what's helping organisations build nimble and adaptable skills at scale.**



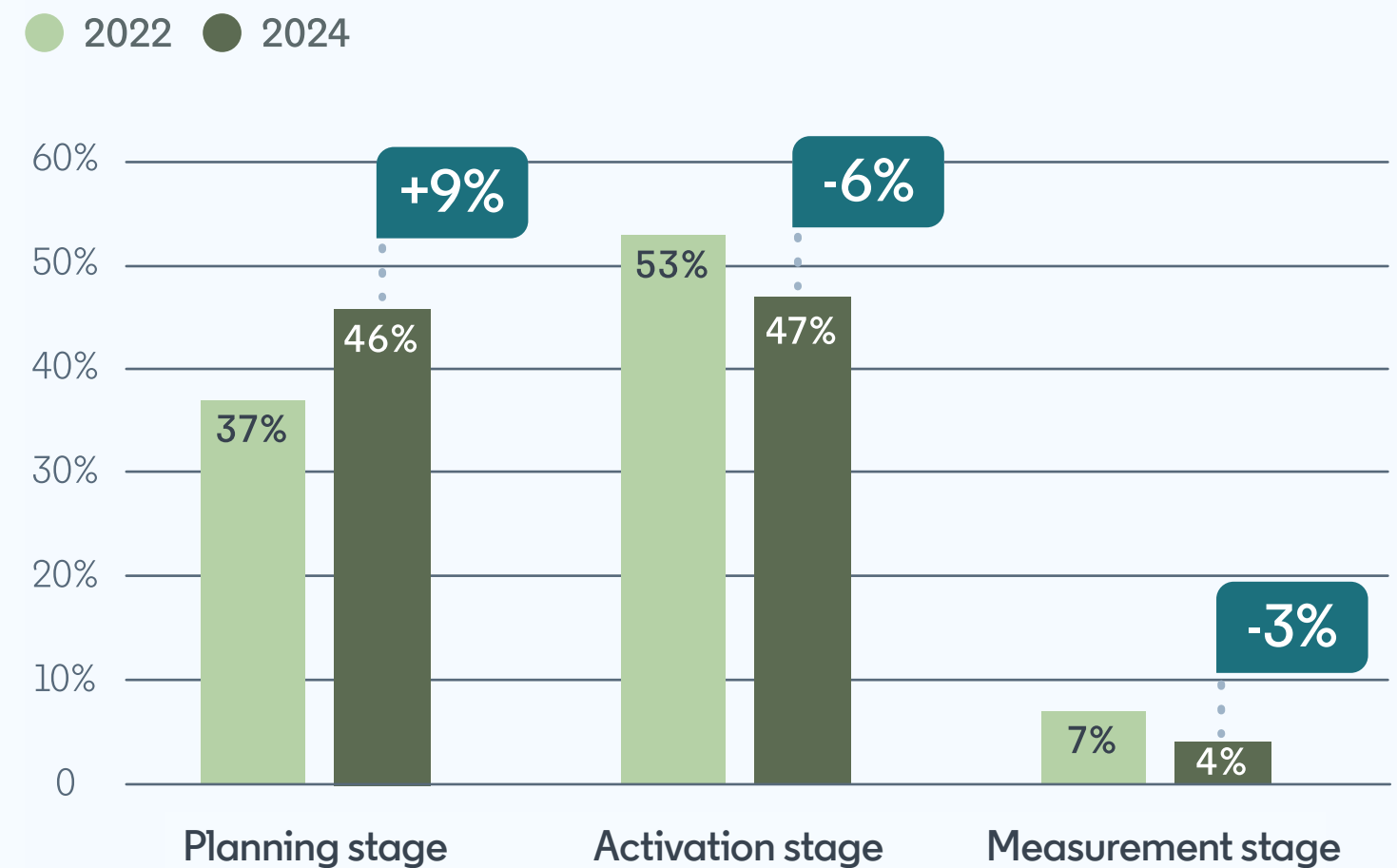
# Large-scale upskilling programs continue to lag.

Before we examine what's accelerating skills agility, let's look at what's not adding speed. For the third year in a row, weighty initiatives (expensive, one-size-fits-all programs that aim to reskill hundreds or thousands of employees at once) are failing to drive impact across EMEA. Our data shows there hasn't been any net progress on projects at activation or measurement stages in the past two years.

The *Harvard Business Review* sums it up well, “Among [companies] that have embraced the reskilling challenge, only a handful have done so effectively, and even their efforts have been subscale and of limited impact.”

## Few initiatives advance to the measurement stage.

Percentage of organisations in EMEA working at each stage to implement large-scale programs over three years, from 2022 to 2024



*In each year, 3% to 4% had not yet started their projects.*

# Career goals add speed to skill building.

Increasingly, the best approach to skill building looks to be dynamic, efficient, and tailored to individual career motivations. It's no wonder that career development popped as a rising priority at the top of this report.

And when individual career development aligns with a company's priorities, people and organisations build the critical, future-facing skills to navigate constant change.

## Top factors in Benelux to spend more time learning in 2024

1. If I had more **free time**
2. If it helped me make progress towards my **career goals**
3. If it helps me **stay up-to-date in my field**
4. If it was personalised specifically for my **interests and career goals**
5. If it helped me achieve **more balance** in my life





“Each employee has their own aspirations, experiences, and strengths. AI will enable more and more learners to tailor their learning and shape their careers.”

**Shruti Bharadwaj**

Head, Talent, Learning & Culture at Airtel

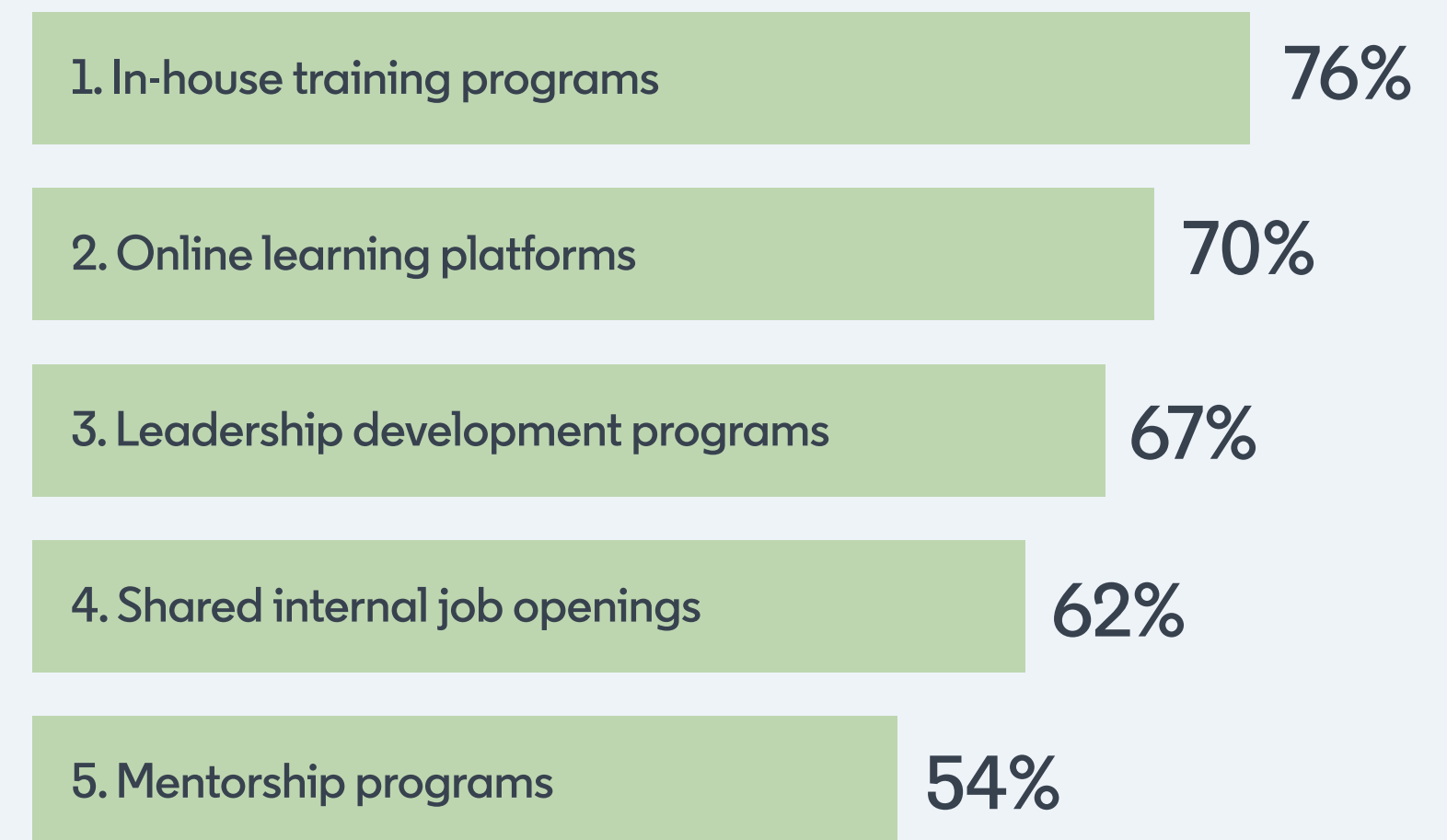
# The right support spurs individual progress.

This year's research delved into the state of career development across the globe, finding that about 37% of organisations in Benelux have mature career development initiatives — meaning they invest in career programs that ***yield positive business results.***

Companies in this category prioritise learning (EMEA have 70% have online learning programs). They also offer programs that put individuals' career goals front and centre (leadership development, shared internal jobs, mentorship, individual career plans, and mobility).

## Five key practices for career development in EMEA

Percentage of “mature career development” companies that deploy specific programs







# Gen Z wants to grow, even more than other generations.

By nature, younger workers start in entry-level jobs and are the hungriest for advancement. Companies that want to attract and engage Gen Z, the rising cohort of workers born after 1996, are wise to tap into the generation's passion for progress. If there's any doubt about whether Gen Z wants to learn and grow, the numbers from the research add clarity.

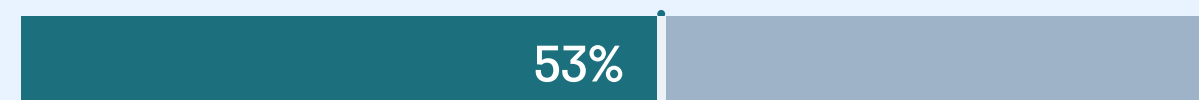
## Gen Z worldwide values learning for career progress

Percentage of Gen Z that agree with the following statement: "Through learning, I can explore potential career paths at my company" compared to other generations.

Millennials, Gen X, Baby Boomers (born before 1996)



Gen Z (born after 1996)



+16pp for Gen Z



“What works well for Gen Z works well for everyone. Employees all want to see how learning translates to something that matters to them.”

**Christopher Lind**

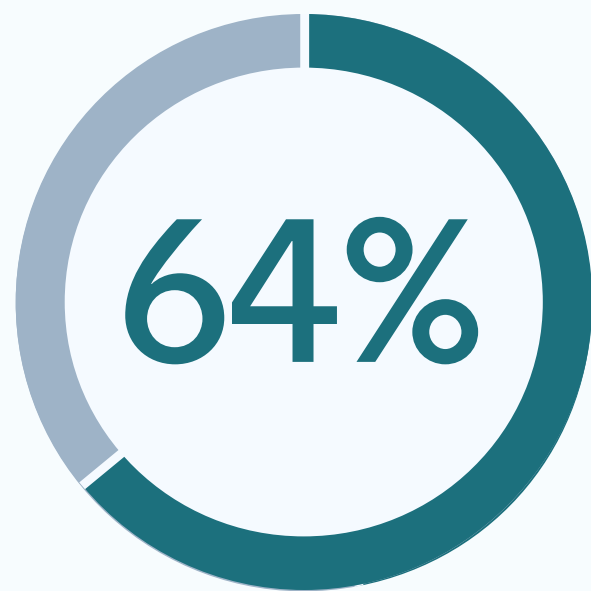
VP, Chief Learning Officer at ChenMed



# Coaching is popular. AI can expand its scale.

Empowering people to make career progress starts with a simple piece of advice: your future belongs to you.

Re-enter AI. In the years ahead, AI will become more common as a coach advisor, or problem-solving co-pilot. While AI-powered coaching is not the only resource companies can tap into, it could be the answer to a problem that's dogged L&D pros: how to provide personalised career development at scale.



of companies **in Benelux** are investing in career mentoring and coaching as a way to boost employee retention.





# Internal mobility is a growing spark — that requires fuel.

Most learning leaders see the rising potential of internal mobility. Companies that encourage employees to explore and stretch into different internal roles reap higher retention rates, a more agile pool of workforce skills, and employees with deeper cross-functional knowledge.

But many companies are still at the starting line, seeking the right cultural shifts to help employees overcome common barriers, such as bias in favour of external hiring and managers who hoard talent.

One tip: don't get bogged down trying to build the perfect internal mobility program. Brainstorm small steps your organisation can take today.

# 40%

of organisations in Benelux have internal mobility programs. **But only 13%** of employees in the region have strong confidence in their ability to make an internal move.



# Mobility takes a village and merits a dedicated leader.

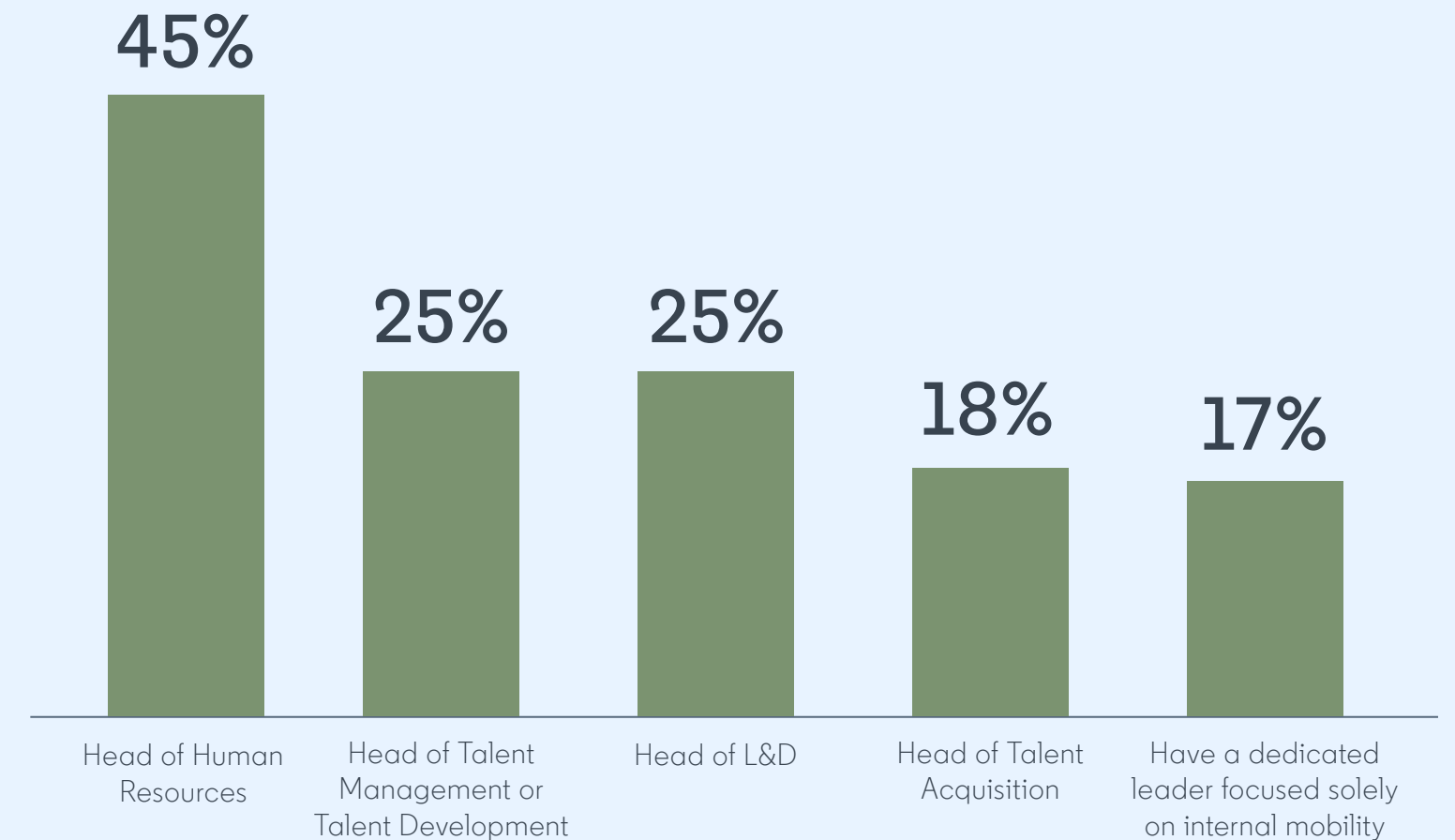
Because internal mobility is a newer goal for many, the question of where it sits in an organisation's structure can be muddy. Does talent acquisition lead these efforts or L&D or another group?

Two things are clear:

- #1** **Shared leadership is common.** For more than a third of organisations globally, internal mobility is shared between two or more roles and often includes the head of HR.
- #2** **Ownership frequently sits at the top of human resources.** In almost half (45%) of organisations across EMEA, the head of HR owns or co-owns responsibility for leading mobility.

## Who leads internal mobility?

Respondents could select more than one function.



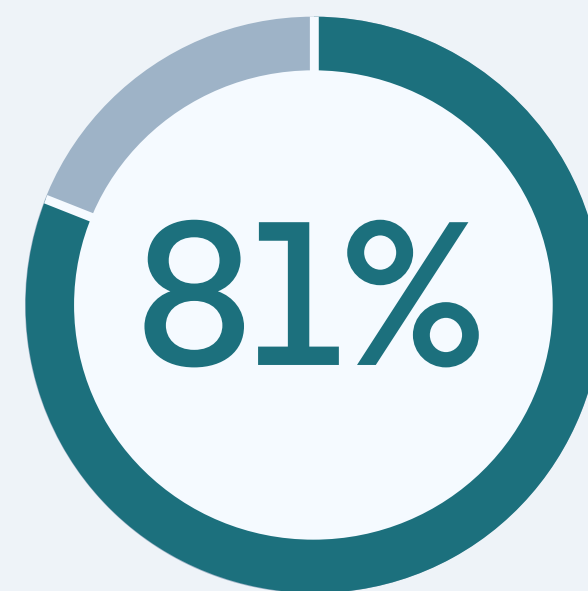




# L&D can seize the day and lead the way.

Let's revisit two of the focus areas at the top of the report. For organisations looking to align learning with business goals and help employees develop their careers — internal mobility stands out as an effective solution.

L&D can help people and businesses assess where skills are needed. Then they can equip people to move to new roles where their skills can grow and develop in sync with business needs — the very definition of skills agility.



of L&D pros in Benelux say they can show business value by **helping employees gain skills to move into different internal roles.**



“L&D pros must help employees prioritise three things: skills for the job they do now; skills for the job they want tomorrow; and skills that will serve them for life.”

**Geraldine Murphy**

Global Learning Experience Manager at The Heineken Company





### Chapter 3

# How L&D succeeds

Impactful tactics — and bold ideas — inspire a brighter future.

While learning leaders face daunting demands, it pays to cultivate a purposeful vision. Agile skills are the most valuable gift you can give to people, to your organisation, and to yourself.

**Read on for actions to prioritise today and ideas to inspire tomorrow.**







### *Priority 1*

## Lean in to analytics.

As shared earlier in the report, aligning learning programs to business strategies is one of L&D's top priorities globally for the second year in a row. It's no surprise that L&D pros are cultivating their data literacy.

**54%** more L&D pros globally **list analytical skills** on their LinkedIn profiles compared to a year ago.

Priority 2

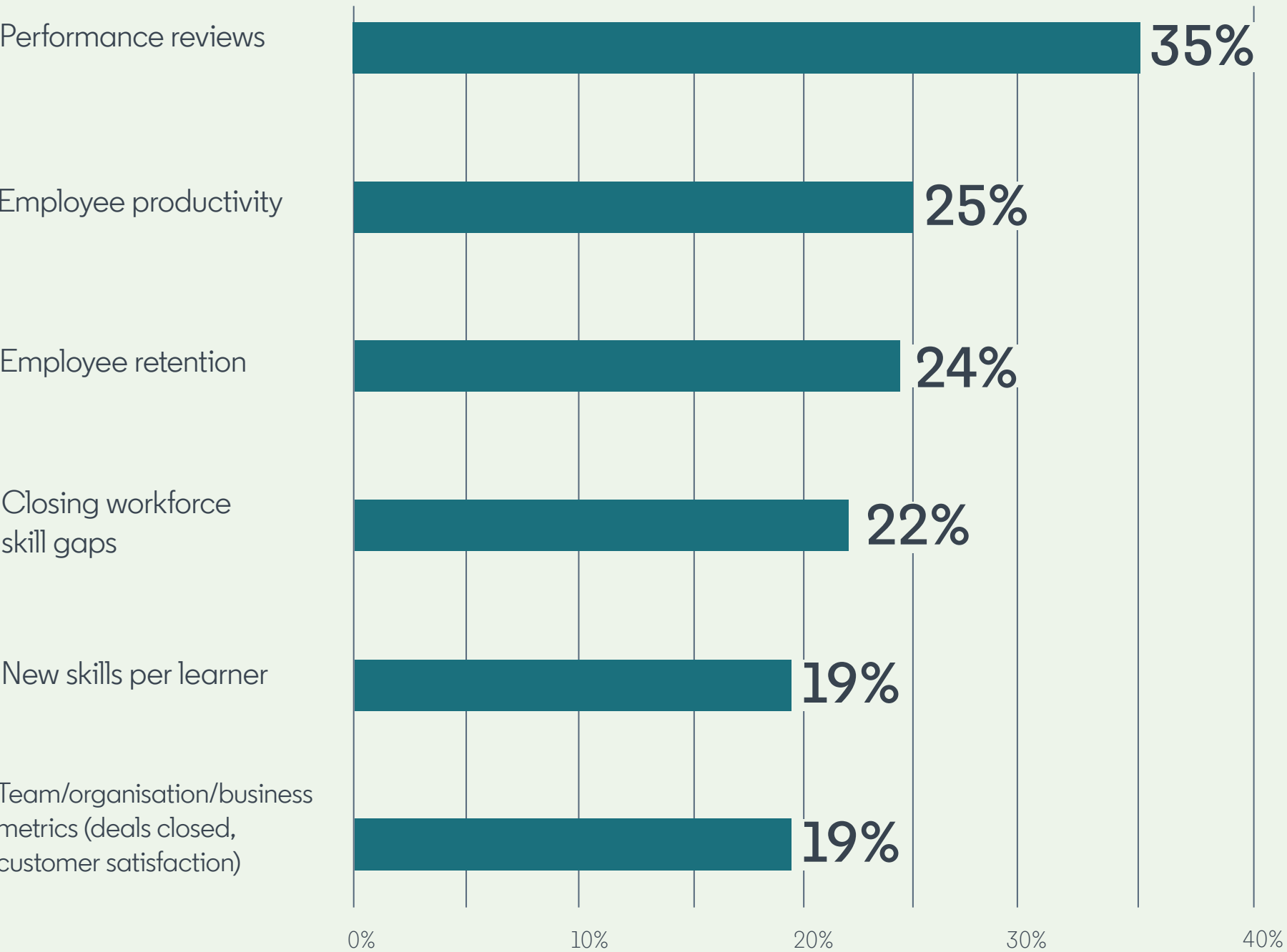
# Build the right metrics.

Aligning learning to business is still a new muscle for L&D pros. Many are still preoccupied with “vanity metrics,” such as employee satisfaction or the number of trainings delivered (regardless of efficacy).

Success starts with small experiments to gauge progress on critical priorities. For those who do chart business outcomes, productivity and performance are the most common objectives.

## How L&D in Benelux tracks business impact

Percentage of L&D pros who measure specific business improvement tied to learning



Priority 3

# Polish your human skills for the age of AI.

Taking a deeper dive into skill trends, we see L&D pros adding a range of additional human skills (or soft skills) to meet the demands and opportunities of the AI era.

At the risk of stating the obvious, don't forget to prioritise your own learning.



of L&D pros in Benelux agree that **human skills**, or soft skills, are increasingly important.

## Skills to help L&D succeed globally in 2024

“Human skills” with the highest growth rates from October 2022 to October 2023 among L&D professionals globally:

	Year-over-year growth
Interpersonal Skills	+73%
Presentation Skills	+64%
Problem Solving	+57%
People Management	+57%



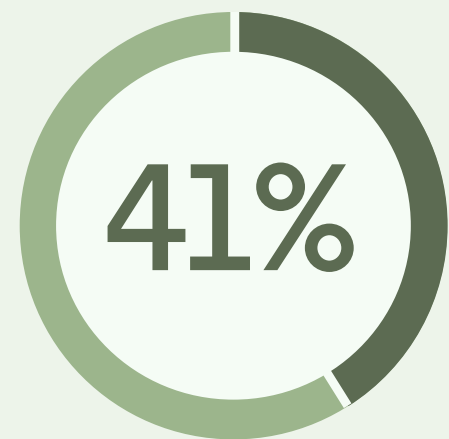
## Priority 4

# Embrace the power of constant growth.

As skills evolve to meet AI opportunities, learning and growth will be central to jobs.

Increasingly, daily work will include microlearning (or even “nanolearning”) — short bursts of instruction to help people make progress in small bites. Engaging, personalised, and flexible learning in the flow of work helps people solve specific problems and invest in their futures without dropping a ball.

As you prepare yourself and your organisation for the age of AI, take inspiration in the thirteen bites below. The thoughts are succinct, but the visions are big.



of L&D teams in the region **plan to deploy microlearning programs** in 2024.



# Bold ideas

## What if CLOs become Chief Skills Officers?

“Most C-suite executives don’t care about learning. When you talk to business leaders, their questions will instead revolve around business strategy, and how learning will help you get there. So even if Chief Learning Officers don’t officially change our titles, we should think of ourselves as Chief Skills Officers, or Chief Upskilling Officers, in charge of strategically building skills that will drive tangible outcomes for the business.”



**Amanda Nolen**

Co-founder at NilesNolen

## What if companies incentivise their leaders to export their talent?

“LinkedIn research shows that only 19% of employees are encouraged by their organisations to explore internal role changes. What is often getting in the way is leaders’ fear of losing their top talent without the ability to backfill. Imagine a future where leaders are considered talent builders and they are rewarded for exporting talent to other departments in their organisation. Imagine a future where not just managers, but executives sponsor and model internal movement themselves. By unlocking doors for our in-house talent, there’s no limit to the innovation that becomes possible for both our employees and our organisations.”



**Stephanie Conway**

Senior Director, Talent Development at LinkedIn

### What if we treat career navigation as a mission-critical skillset?

“Leveraging relationships, identifying strengths and interests, and tapping into personal curiosity are all things that can help employees grow their careers — and fuel retention within your organisation. Finding ways to teach employees the skills and capabilities that can help them navigate their career in a self-sustaining way, outside of formal learning moments, will unlock growth for them and growth for your organisation.”



**Al Dea**

Founder at Edge of Work

### What if one-size-fits-all learning disappears?

“We’re transitioning from an era of one-size-fits-all learning to one where personalised learning is the norm. This transition propels the shift from traditional courses to dynamic learning resources. Human-driven professional development will focus on self-discovery and inner leadership facets, such as values and purpose, while highlighting the significance of connection. AI will provide real-time guidance, offering insights for tasks like career discussions, strategy development, or marketing campaigns.”



**Geraldine Murphy**

Global Learning Experience Manager at The Heineken Company

### What if we believe emotion is just as important as cognition?

“Emotion is not important to learning. Emotion *is* learning. Our reactions to our experience determine what we store and form the basis from which we reconstruct a memory. Only what moves us, changes us. To say that ‘emotion is important to learning’ is to say ‘cognition is important to learning’. Let’s help employees with the things they care about or move them to care about new things. These are the two ways we can help them.”



**Nick Shackleton-Jones**

CEO and Founder at Shackleton Consulting



## What if learning becomes a core focus in every role?

“The programs that learning and development pros provide, from onboarding to mentoring to specific upskilling, transcend skill-building; they help employees align their learning with their growth at a company. At Mars, our associates are urged to own their careers and managers are empowered to drive both their own and their employees’ career development, creating the conditions for significant internal mobility. I believe it’s critical for each employee to prioritise learning, no matter what their title is.”



**Alex Halem**

Head of Learning, Mars Global Services  
at Mars, Incorporated

## What if we make the first 30 days all about the employee?

“Let’s transform onboarding into a collaborative opportunity for employees, managers, and L&D pros to shape each job’s ‘mission.’ Even individuals with the same title at the same organisation seldom have identical responsibilities. L&D should collaborate with managers to identify employees’ skills, learning preferences, and goals. During onboarding, L&D pros should ask employees and managers: What are the employee’s goals? What skills do you want to build, and how will these skills benefit our business? Then, build learning programs aligned with these desires. Starting with agreed-upon goals enhances the employee’s engagement and motivation — and helps ensure learning closes skill gaps.”



**Dorna Ericksson Shafiei**

VP, Talent Management at Atlas Copco

## What if everyone has an AI-powered career dashboard?

“In the future, everyone will have an AI-powered learning and development strategist to keep track of their career metrics and offer an at-a-glance dashboard reviewing how they’re doing at work, including engagement levels, mood, feedback, strengths and weaknesses, and contributions to the team’s strategic priorities. AI strategists will advise on skills and experiences employees need to succeed by analysing data from the most successful people in a company and formulate a customised menu of options for employees to enhance their learning and growth.”



**Crystal Lim-Lange**

CEO and Co-Founder at Forest Wolf

# Recommended courses to succeed in 2024

English Versions

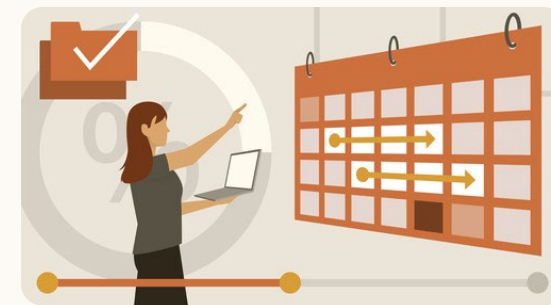
## Communication Foundations



**Communication for career success**

By Brenda Bailey-Hughes,  
Tatiana Kolovou

## Project Management Simplified



**Project management: A priceless skill**

By Chris Croft

## Leadership Foundations: Leadership Styles and Models



**What is leadership?**

By Alexander Lyon

## Teamwork Foundations



**Teamwork is the core**

By Chris Croft

## How to Support your Employees' Well-Being



**Create environments that help people reach their potential**

By Amy Brann





## *Conclusion*

# No one can build the future alone.

Learning at work is not merely a task but a dynamic trek that empowers people and organisations to unlock untapped potential. Likewise, building the future is also a journey — one that need not be travelled alone.

Contact sales to learn more





# Methodology

## Survey data

The LinkedIn Learning 2024 Workplace Learning Report surveyed 1,636 L&D and HR professionals with L&D responsibilities who have some influence on budget decisions and 1,063 learners. Surveyed geographies include: North America (United States, Canada); South America (Brazil); Asia-Pacific (Australia, New Zealand, India, Japan, Cambodia, Indonesia, Singapore, Malaysia, Myanmar, Philippines, Thailand, Hong Kong); and Europe (United Kingdom, Ireland, Belgium, Netherlands, Luxembourg, Norway, Finland, Sweden, Iceland, Denmark, France, Germany, Austria and Switzerland).

## LinkedIn Learning product research

The insight that states, “Globally learners who set career goals engage with learning 4x more than those who don’t set goals” is based on studying a cohort of learners who initiated their LinkedIn Learning account between February 6 and February 10, 2023. We tracked engagement of these learners for the following 3 months and compared the difference in engagement levels for time spent learning between learners who did vs. did not set a career goal.

# Methodology

## LinkedIn platform insights

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. Specific analyses:

### Fastest Growing Skills Data

This analysis looks at the Fastest Growing Skills among L&D professionals (globally) between October 6, 2022, and October 6, 2023. “Fastest Growing Skills” are the skills that have seen the largest year-over-year growth among L&D professionals specifically. One way to interpret these findings is to view fastest growing skills as the skills that are already important today — the skills that many members in a given population are developing and adding to their profiles.

## Impact of Learning Culture

To determine whether companies have a stronger or weaker learning culture, we calculated the deciles they belong to in each of the following categories and created a simple scoring index that assigned more points to companies demonstrating these components of learning culture and fewer points to companies not demonstrating as many components of learning culture:

- **Skills development:** the median number of skills employees added to their profile while they were employed in a position at the company in the last 12 months.
- **L&D team size:** identified 40+ L&D occupations and the number of employees at each company in these occupations
- **Learning-related company posts:** given the large volume of company posts, we used the Bernoulli method to extract random samplings of company posts in the last 12 months and quantified the number of posts that mentioned ‘learning,’ ‘upskilling,’ and ‘skills’ in English.

## The outcomes are defined as follows:

- **Internal mobility:** All data reflects aggregated LinkedIn member activity as of August 2023. We’ve defined internal mobility as any point at which an employee took a new position at the same company in the last 12 months ending August 2023. To calculate internal mobility rates, we included only companies with at least 100 transitions and calculated the median rate.
- **Leadership promotions:** We considered all internal promotions that occurred in the last 12 months by the company and calculated the percentage of leadership promotions that took place (i.e. member was promoted to a manager role or higher).
- **Retention:** the median amount of time that all current employees have been employed with their company.

#### Survey data

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