

Emirates NBD Transforms Talent Strategy with LinkedIn

Success story

Emirates NBD's journey from talent ambiguity to confidence

A leading banking group in the Middle East, North Africa, and Türkiye (MENAT) region, Emirates NBD aimed to strengthen its talent management strategy to keep pace with a rapidly evolving skills landscape. Before partnering with LinkedIn, the Group sought to enhance its ability to attract and retain top talent while adapting to industry transformations. Additionally, the Group aimed to further advance internal mobility, diversity, and its employer brand beyond the UAE.

By leveraging tools like LinkedIn Talent Insights (LTI) LinkedIn Recruiter and LinkedIn Jobs, the Group accessed valuable data to enhance hiring processes, support employee development, and advance diversity initiatives.

LinkedIn has consistently demonstrated its value by enabling enhanced talent identification, increased internal mobility and diversity representation. Today, it serves as a cornerstone of Emirates NBD's talent strategy, playing a pivotal role in the Group's growth and success.



Challenge

Overcoming hurdles in hiring, internal mobility, diversity, and employer brand perception

Before adopting LinkedIn Talent Solutions, Emirates NBD sought to refine its talent strategy. The Group aimed to enhance its ability to hire future banking skills such as digital and AI experts. This gap in recruiting future-focused roles was a key consideration in achieving its innovation goals. Internally, fewer employees were moving into new roles, highlighting the need for better training and development to help employees advance within the company.

Diversity, equity, and inclusion (DE&I) efforts lacked consistency. Female representation in new hires plateaued at 32%, and the Group needed to refocus to meet its goal of 25% women in leadership by 2027. Additionally, nationalisation and support for people of determination required renewed focus to ensure continued progress.

Brand perception outside the UAE further complicated matters. Emirates NBD's reputation beyond Dubai was indifferent; its retail banking image overshadowed other career opportunities. Hiring inefficiencies were also worsened by limited talent pool segmentation and fake profiles, along with outdated recruitment methods and fierce competition for talent. These issues highlighted the need for a more strategic approach.

As Shakira Muller, Talent Acquisition Program Manager at Emirates NBD, explains, "Ultimately, we were using a blunt instrument, processing thousands of talent profiles through an inefficient candidate pipeline. We saw that our talent was generic and not segmented. Much like approaching a client environment, we wanted to better understand depths of talent and scale of skills in the country and regions that we operated in."

Results

Result 1

Improved hiring

LinkedIn helped Emirates NBD attract top talent with in-demand skills like AI and digital expertise, addressing skill gaps in key markets.

Result 2

Advancing diversity goals

LinkedIn supported the bank's diversity efforts, helping boost female leadership representation and promoting nationalisation initiatives.

Result 3

Stronger employer brand

Through LinkedIn, Emirates NBD expanded visibility beyond the UAE, promoted careers across departments, and strengthened its employer brand.



Industry: Banking

No. of Employees: 30,000+

Headquarters: Dubai, United Arab Emirates

Solution

Customising the rollout to meet talent needs

To address its talent challenges, Emirates NBD used LinkedIn Talent Insights (LTI) and LinkedIn Recruiter in a phased approach. By adding more recruiter seats, the Group gained wider access to the platform's features. LinkedIn's account team played a key role, hosting tailored workshops to align the platform's tools with the Group goals. The sessions included pre-work and practical exercises, like creating internal heat maps to identify skill gaps and job role needs.

Working closely with HR to improve hiring

Emirates NBD's HR and talent acquisition teams worked closely with LinkedIn, participating in roundtable discussions and follow-up sessions to improve internal mobility and upskilling. LinkedIn's customer success team provided hands-on support throughout, helping with integration challenges, especially during the Group's transition to Oracle Cloud in mid-2023. "As a financial institution, our IT security is significant, and at times we do have challenges for a seamless integration. However, the LinkedIn team's responsiveness ensured a smooth rollout," says Shakira.

Using data to align talent and business goals

By integrating LTI into its talent strategy, Emirates NBD made data-driven decisions in hiring, diversity, and employer branding. The platform helped boost female leadership, support nationalisation efforts, and strengthen overall DE&I goals. LTI insights also helped the Group improve its employer brand, expanding recognition beyond the UAE and promoting opportunities across all divisions, not just retail banking.

66 Talent insights have enabled Emirates NBD Group's talent teams to step up as advisors to the organisation. Data driven insights are key for influencing our drive towards skills-based hiring, talent density and understanding of skills trends. LinkedIn Talent Insights has been a significant contributor to our transformation."



Jonathan Mears

Group Head of Talent Acquisition
at Emirates NBD

Building a stronger brand with LinkedIn insights

The benefits of LinkedIn went beyond just hiring for Emirates NBD. One unexpected advantage was its impact on the Group's retail operations. "What we are seeing is a large influence of our job adverts and TA activity having an impact on our retail operations – every one of our 1M+ followers is or could be a customer," says Shakira. This demonstrates how LinkedIn's role extends beyond recruitment, creating additional value for the Group. The increased visibility from talent acquisition efforts not only attracts job seekers but also engages a broader audience, reinforcing brand awareness among both potential employees and customers.

A strong partnership for the future

Today, LinkedIn plays a central role in Emirates NBD's talent management strategy, and the Group's partnership with LinkedIn continues to evolve. "LinkedIn is an integral tool to achieving our talent management and acquisition agenda," says Shakira. With the platform's advanced tools and the LinkedIn team's continuous support, Emirates NBD has successfully transformed its talent management approach and enhanced its market presence, positioning LinkedIn as an indispensable part of the Group's long-term strategy.



LinkedIn Talent Insights has transformed our hiring at Emirates NBD with real-time data and intelligence."



Shakira Muller

Talent Acquisition Program Manager
at Emirates NBD