

TALENT ACQUISITION

SURVEY 2025

BY

NOCA & Capax
Recruitment



EXECUTIVE SUMMARY

The Talent Acquisition Survey 2025, conducted by Capax and NOCA, provides an in-depth look into the state of recruitment in Denmark. Targeting Danish companies with 250+ employees – a segment comprising of 449 private companies and 50+ public organizations – the report is based on responses from 156 HR and Talent Acquisition professionals. It highlights critical trends, challenges, and opportunities shaping the field, shedding light on key aspects such as recruitment processes, workloads, the role of hiring managers, and the adoption of new technologies.

The report reveals that the average Talent Acquisition specialist manages 10 recruitments per month, though there is significant variation. While 39% of specialists typically handle 5 recruitments monthly, a smaller group (16%) manages 11 or more, pulling the overall average upward. Most organizations rely on internal resources for recruitment, with 60% managing these processes predominantly in-house. A further 31% adopt a hybrid approach, blending internal efforts with external expertise when needed. When external resources are employed, they are primarily used for complex or senior roles, underscoring their strategic value.

The report also highlights the central role hiring managers play in recruitment. In 36% of organizations, responsibilities are shared equally between hiring managers and TA/HR teams. However, in 20% of cases, hiring managers take on the majority of the workload, often without sufficient training. Only half of hiring managers receive training in interview techniques, and even fewer are trained in role scope definition or salary negotiations.

Traditional assessment methods continue to dominate recruitment practices, with resume reviews and interviews used by nearly all organizations. More modern approaches, such as psychometric tests and work simulations, are employed less frequently. Similarly, while technologies like LinkedIn and applicant tracking systems are widely used, AI-driven tools remain underutilized.

Diversity, Equity, and Inclusion (DEI) strategies are another focus area, with inclusive language in job postings being the most commonly implemented initiative. Despite this, the impact of many DEI efforts is often perceived as neutral, suggesting room for more effective implementation. Moreover, fewer organizations employ measures like diverse interview panels or anonymized CVs, which could enhance diversity outcomes.

Looking ahead to 2025, the report highlights several critical challenges, including intensified competition for top talent, skill shortages in key sectors, and the uncertainty of external factors such as geopolitical tensions and economic fluctuations. Talent Acquisition professionals aim to address these challenges by prioritizing employer branding, DEI initiatives, and enhancing the candidate experience.

This report offers a comprehensive overview of the current state of talent acquisition, highlighting actionable strategies for organizations to stay competitive in an evolving landscape. By addressing inefficiencies, embracing technology, and prioritizing inclusivity, HR professionals can position their organizations for success in 2025 and beyond.

AGENDA



Method



Core findings



Data & tables



METHOD 01

METHOD

01

Purpose:

The purpose is to provide insights on how Talent Acquisition is structured and operates in medium and large Danish companies. It highlights trends, challenges, and opportunities in recruitment processes.

02

Target Group:

The target group for the report is HR and Talent Acquisition in Danish companies with 250+ employees.

03

Topic Selection:

Developed by NOCA and Capax in collaboration with NOCA's Talent Acquisition Advisory Board.

04

Questionnaire:

The questionnaire was created in collaboration between NOCA, Capax, and Kantar Media.

05

Data Collection:

Online interview invitations were sent via mailing lists and Kantar Media panels, gathering data from 156 HR and Talent Acquisition specialists in medium and large Danish companies/organizations.

06

Field Period:

November 18, 2024 – December 9, 2024.

07

Feedback Integration:

NOCA's Talent Acquisition Advisory Board reviewed the results and provided feedback, which was incorporated into the report.

08

Results:

All presented results are based on the findings of the survey and observations from NOCA's Talent Acquisition Advisory Board.

CORE FINDINGS 02

WORKLOAD



The study reveals that, on average, each Talent Acquisition specialist manages 10 recruitments per month.

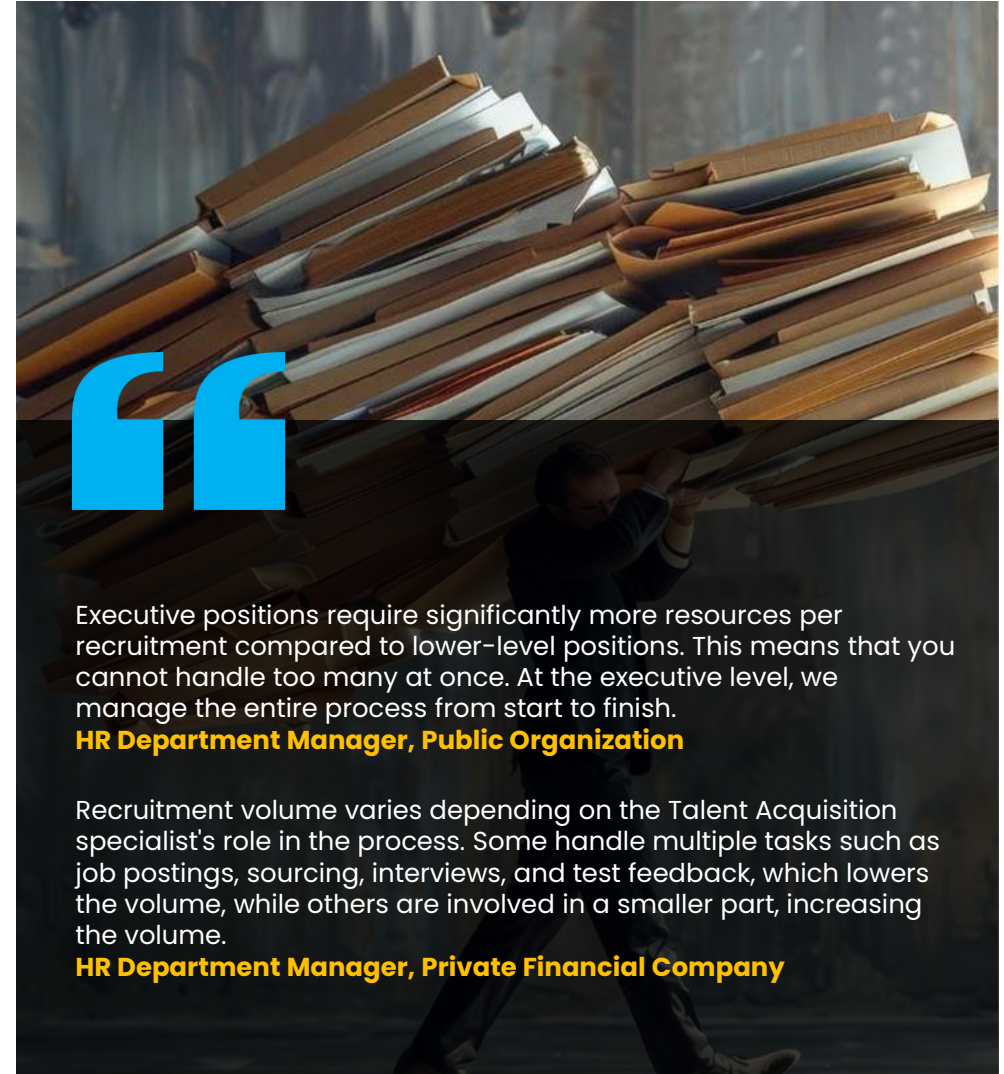
There are significant differences from top to bottom with approximately **15%** of Talent Acquisition specialists handling only 1-2 recruitments each month and **10%** performing 6-9 monthly recruitments.

The majority (**40%**) of specialists perform up to 5 recruitments per month, highlighting the wide variation in workload among specialists.

The average is strongly influenced by the high end of specialists in the 11+ category. In fact, **16%** of all Talent Acquisitions specialists in our report handle 11 or more recruitments per month, thereby raising the overall average to 10 monthly recruitments.

10

Average number of recruitments each Talent Acquisition specialist performs each month
However, most Talent Acquisition specialists perform 5 recruitments per month (**39%**)



Executive positions require significantly more resources per recruitment compared to lower-level positions. This means that you cannot handle too many at once. At the executive level, we manage the entire process from start to finish.

HR Department Manager, Public Organization

Recruitment volume varies depending on the Talent Acquisition specialist's role in the process. Some handle multiple tasks such as job postings, sourcing, interviews, and test feedback, which lowers the volume, while others are involved in a smaller part, increasing the volume.

HR Department Manager, Private Financial Company

DISTRIBUTION OF WORKLOAD



The study provides insights into how organizations manage talent acquisition, focusing on internal, hybrid, and external approaches:

Internal Processes

61% of respondents indicate that talent acquisition is predominantly managed internally. Of these, **17%** rely exclusively on internal processes, while **44%** primarily use internal resources but occasionally supplement them with external support. This highlights a clear preference for internal processes, with the majority of organizations favoring their own resources and teams to handle recruitments.

Hybrid Approach

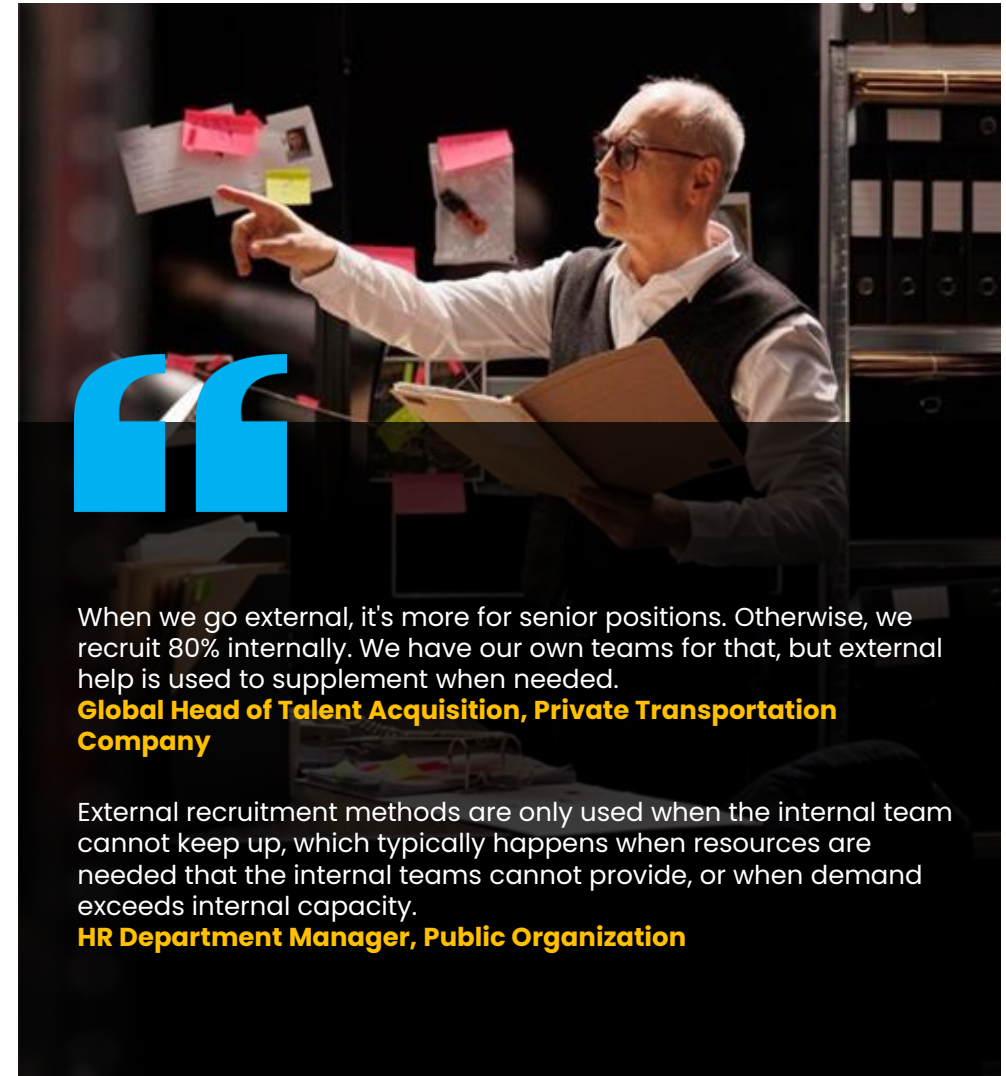
31% of organizations adopt a hybrid approach, combining internal and external efforts. This approach allows flexibility while leveraging external expertise where needed.

External Processes

Only **6%** of talent acquisition processes are facilitated primarily externally, and none of the respondents indicated exclusive reliance on external resources.

61%

of all respondents state that their talent acquisition process is facilitated exclusively or primarily internally.



When we go external, it's more for senior positions. Otherwise, we recruit 80% internally. We have our own teams for that, but external help is used to supplement when needed.

Global Head of Talent Acquisition, Private Transportation Company

External recruitment methods are only used when the internal team cannot keep up, which typically happens when resources are needed that the internal teams cannot provide, or when demand exceeds internal capacity.

HR Department Manager, Public Organization

DIVISION OF RESPONSIBILITIES BETWEEN HIRING MANAGERS & TALENT ACQUISITION/HR

The workload distribution leans slightly toward being managed by Talent Acquisition/HR.



Collaborative approach

In **36%** of cases, responsibilities are evenly split between hiring managers and Talent Acquisition/HR specialists.



Primary responsibility

Talent Acquisition/HR Leads: **30%** of organizations rely on Talent Acquisition/HR specialists to handle 75% of the recruitment process. Hiring managers lead: In **20%** of cases, hiring managers take on 75% of the workload.



Exclusively Talent Acquisition/HR

Only **6%** of processes are managed exclusively by Talent Acquisition/HR departments, with minimal involvement from hiring managers.



The higher the level of the position, the more crucial it becomes for our internal recruiters to support top management. It is essential for us to deeply understand the business, culture, and key disciplines before identifying the right candidate.

HR Department Manager, Public Organization



In Denmark, Hiring Managers handle 75% of the recruitment process, while Talent Acquisition typically only participates in second interviews. This is due to the high recruitment volume, which makes it impossible for TA to be more involved in the process.

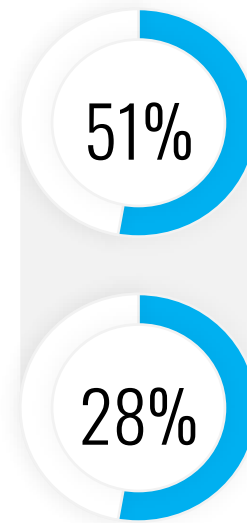
Head of Talent Acquisition, Private Transportation Company

TRAINING IN RECRUITMENT TECHNIQUES

Approximately half (**51%**) of hiring managers receive training in interview techniques.

Additionally, **28%** of the hiring managers have been trained in role definition techniques. The study found that only **12%** have received training in salary negotiation techniques and **5%** in search techniques.

It is worth noting that close to one in three hiring managers claim they have not been offered any training.



Of all hiring managers have received training in interviewing techniques

Of all hiring managers have received training in role definition techniques

31%

Offer no training to hiring managers



In my experience, when working in recruitment, people often think that everyone can handle the recruitment process and therefore it is not always recognized as a professional discipline, which results in insufficient training being provided.

Senior Manager Talent Acquisition, Private Pharmaceutical Company

TRACKING SATISFACTION

53% of Talent Acquisition specialists report that hiring manager satisfaction with Talent Acquisition/HR is not measured or tracked. Meanwhile, **26%** track satisfaction for all hires and **17%** track satisfaction for some hires.

This highlights significant room for improvement in the field of satisfaction tracking.



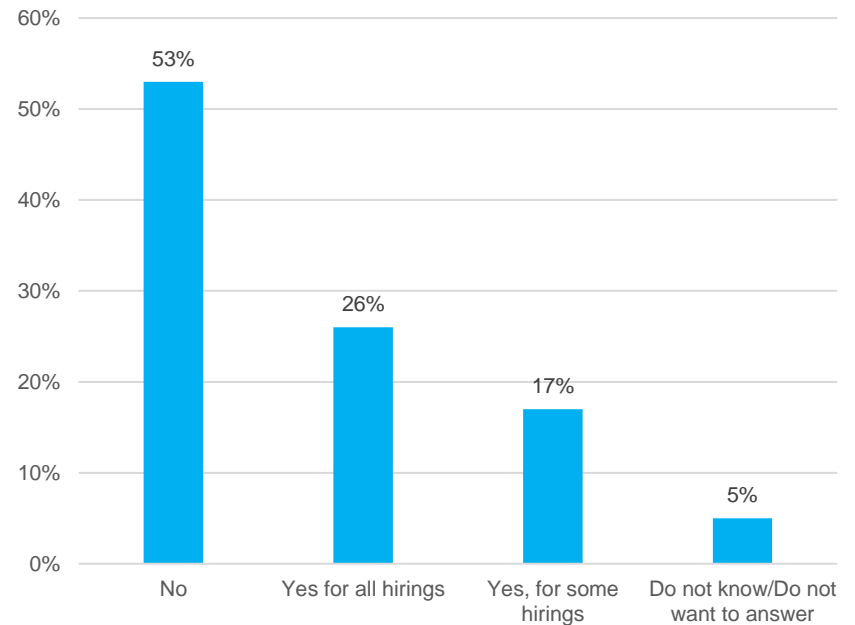
I was surprised how few systems offer something really good for hiring manager and candidate feedback. It's surprising that it's not more prominent in the systems we look at.
Global Head of Talent Acquisition, Private Service Company



We send out surveys, but it's the TA's responsibility to make sure managers actually use them. I think many managers forget that they exist. This is something we should focus on going forward.
Head of Talent Acquisition, Private Transportation Company



Do you measure or track hiring manager satisfaction with Talent Acquisition/HR when the hiring process is complete?



SUPPORT FOR HIRING MANAGERS

When asked whether the Talent Acquisition department has enough time to effectively support hiring managers, only **47%** of specialists stated they always or usually have sufficient time. An additional **20%** indicated they sometimes do, highlighting a potential gap in the ability to provide consistent support.

47%

State that there is always or usually enough time for talent acquisition to support hiring managers. However, **27%** feel that there is rarely/never enough time.



When we recruit at executive level, TA takes care of everything. The lower the level, the more the individual hiring manager or department handles the recruitment process themselves. So in that way, the weight of the position determines how much we can support.

HR Department Manager, Public Organization



We have a very open and manager-driven recruitment process. We don't handle candidate screening or interview invitations - the managers do that themselves. It's time-consuming work, and it relieves our TA team of the burden when managers do it themselves.

Senior Manager Talent Acquisition, Private Pharmaceutical Company

COVER LETTERS

Is the cover letter on the way out?

The Talent Acquisition specialists are split on the question. **35%** say their talent acquisition-process for some hirings requires the candidates to provide a cover letter and **29%** for all hirings. On the other end of the spectrum **33%** say it is not needed.

Accordingly, cover letters are still alive and well in some companies but completely irrelevant to others.

33%

State that cover letters are not needed.



Applications are a waste of time in my world. We don't use cover letters. We have competencies based interviews and I think we hire the right people.

Global Head of Talent Acquisition, Private Transportation Company



The application can still be relevant in some cases. For example, for recent graduates. We need to know who they are and what they have done before. But for other positions, you might not need a cover letter at all.

Recruitment Senior Manager, Private Production Company



I've been looking to see if we could remove applications. We don't really look at them and most of the time, it's a waste of our time.

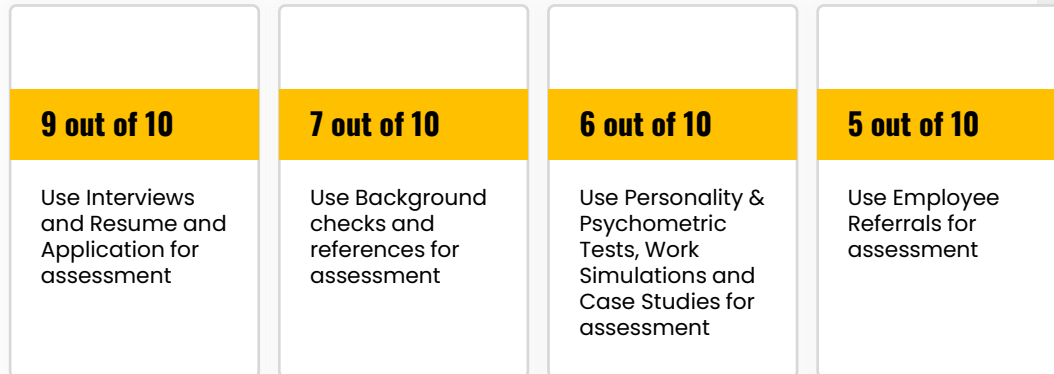
HR Department Manager, Public Organization

ASSESSMENT METHODS

When asked about assessment methods, two types of assessment are primarily used: Interviews with **93%** usage and Resume and Application Review with **87%** usage. These classical methods are followed by Background checks and references, used by **72%** of Talent Acquisition specialists.

Further down the hierarchy are Personality and Psychometric Tests used with **64%** of all Talent Acquisition specialists, followed by Work Simulations and Case Studies, which are used by **55%**.

Employee referrals and skill and ability tests are used by only **51%** and **42%**, respectively.



We see an increased use of references and background checks in our recruitment processes. Especially when hiring for higher levels or specific roles where there is a greater need for security and compliance.

Global Head of Talent Acquisition, Private Transportation Company



Something I see in the market is an increased demand for background checks. This is especially in sectors like finance and pharmaceuticals, where compliance requirements are high. But at the same time, I also see a reluctance in some organizations because it can be time-consuming and requires a lot of administration.

Global Head of Talent Acquisition, Private Service Company

BACKGROUND CHECKS



Background checks remain a cornerstone in recruitment processes, providing valuable insights into candidates' professional history. While methods vary, certain approaches are consistently more popular among Talent Acquisition specialists.

Most Common Methods

Calls to former employers/managers:

The most widely used method applied by 61% of specialists.

Criminal record checks:

Used by 39% of TA specialists.

Educational verification:

Used by 21% of TA specialists.

Written recommendations:

Rarely used with only 13% using them.

Background checks continue to play a critical role in ensuring the quality and reliability of hiring decisions. Their versatility allows Talent Acquisition professionals to tailor methods to specific recruitment needs, ensuring thorough evaluations.

TALENT ACQUISITION TECHNOLOGIES

Talent Acquisition specialists use a variety of technologies to optimize recruitment processes. LinkedIn is by far the most popular tool, but other technologies, including AI-driven solutions, are beginning to emerge despite their lower adoption rates.

01

LinkedIn

The most widely used recruitment technology, adopted by **79%** of Talent Acquisition specialists.

02

Applicant Tracking Systems (ATS)

The second most common technology, used by **48%** of specialists.

03

Assessment and Testing Platforms

Close behind ATS, with **46%** usage.

AI is currently used primarily for tasks such as job postings (**51%**) and employer branding (**14%**), reflecting a limited and surface-level integration into recruitment processes. More advanced applications, such as automated candidate screening, talent forecasting, and personalized communication, remain underutilized, highlighting significant untapped potential for leveraging AI in these areas.



We need to rethink recruitment channels by reducing reliance on LinkedIn and increasing the use of alternative platforms like Meta. By being curious about which target groups are also found on other channels and by strategically involving employees as ambassadors, we can create a more effective and broad recruitment effort.

HR Department Manager, Private Financial Company



Everyone says AI, but sometimes when you really get to the core of the tools that we've seen so far, there haven't been that many that we've been so pleasantly surprised by. But we have a roadmap for the next few years in terms of implementing more digitization and hopefully all kinds of cool stuff that the vendors promise. But we'll have to see if it comes to anything.

Head of Talent Acquisition, Private Pharmaceutical Company

DEI STRATEGIES

DEI recruitment strategies and solutions commonly used to improve candidate pool diversity include:

- Use of inclusive language in job postings (used by **46%** of Talent Acquisition specialists).
- Training hiring teams on bias and/or diversity topics (used by **39%** of Talent Acquisition specialists).
- Diverse interview panels (used by **26%** of Talent Acquisition specialists).

Many organizations report a neutral impact of DEI initiatives on candidate diversity, suggesting that many measures may lack depth or effective implementation. This highlights an opportunity to move beyond surface-level actions, such as inclusive language, and adopt more impactful strategies like structured bias training or anonymized recruitment processes.



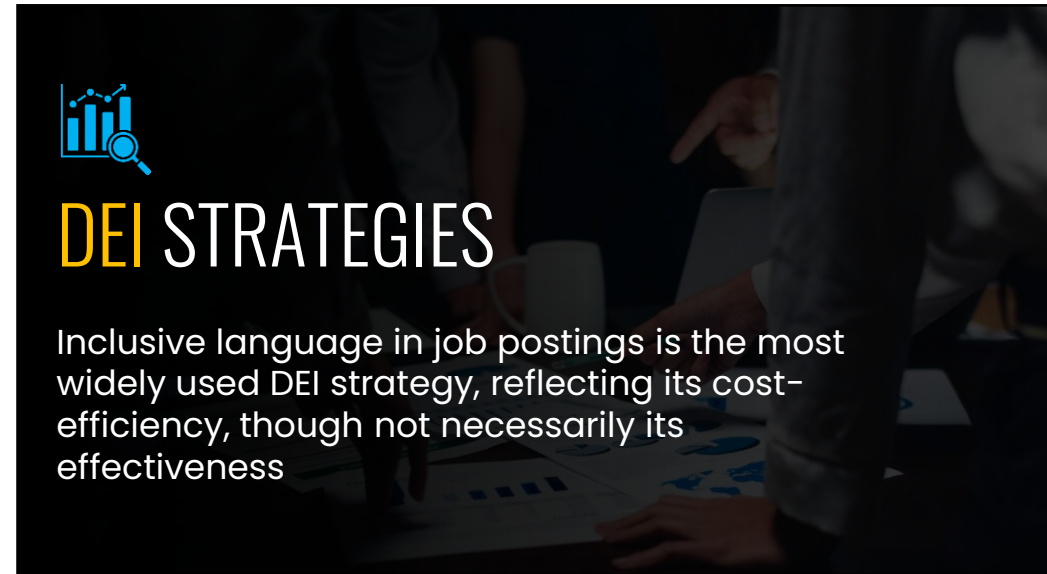
Diversity is something that is often talked about, but very little is actually done about it. It's primarily in the really large organizations where you have dedicated people pulling the load. Otherwise, it often becomes something you save for reporting, so you can say you're doing something. We're not super up to speed in our own organization.

Senior Manager Talent Acquisition, Private Pharmaceutical Company



We have a dedicated DEI team and we work on many fronts. For example, we have developed a DEI playbook with clear guidelines on how to avoid bias in recruitment processes and ensure structured interviews. We have also started a pilot project on Disability Inclusion, focusing on how we can adapt processes to accommodate candidates with special needs.

Recruitment Senior Manager, Private Production Company



RECRUITMENT EXPECTATIONS AND FUTURE PRIORITIES FOR THE NEXT 12 MONTHS

48% of Talent Acquisition specialists expect to hire the same number of people in the next 12 months.

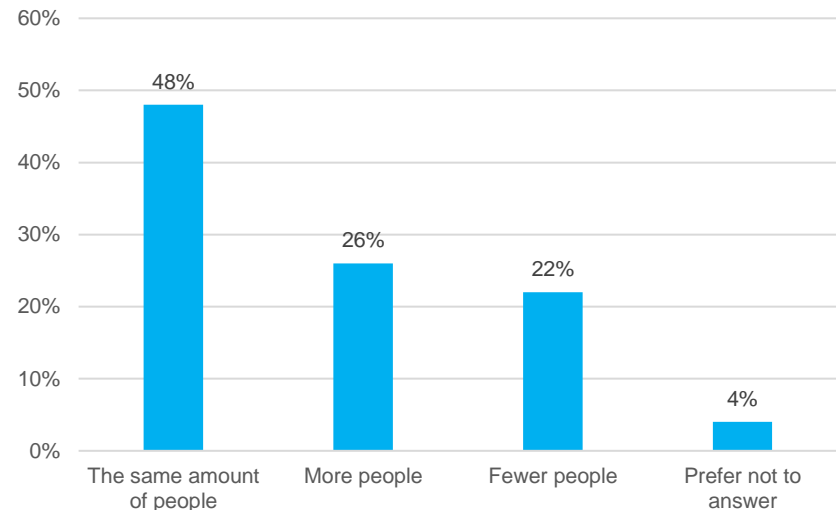
However, **26%** of respondents expect to hire more people, while **22%** anticipate hiring fewer, which almost balances the outlook for the next 12 months with a slightly more positive than negative expectation for the recruitment tasks and job market in 2025.

Top priorities for the next 12 months

1. **Employer branding** is identified as the top priority for **51%** of Talent Acquisition specialists.
2. DEI (Diversity, Equity, and Inclusion) and Candidate experience come in at a shared second place with **36%**.
3. Digitalization & AI holds the third place with **28%**.



Do you expect to hire more or fewer people in the next 12 months?



EXPECTED FUTURE CHALLENGES



Talent Acquisition faces three key challenges in the coming year.

First, **increased competition for top talent** highlights the growing gap between skill demand and availability, requiring stronger employer branding and innovative sourcing strategies.

Second, persistent **skill shortages** in key sectors underscore the importance of considering a range of strategies. Organizations might explore long-term solutions such as upskilling existing employees, forming partnerships with educational institutions, or enhancing global talent acquisition efforts to address these challenges effectively.

Finally, **external uncertainties**, including geopolitical tensions and economic shifts, demand agility and robust risk management to maintain effective recruitment.



We have had success in the past partnering with universities to attract young talent. This is something we want to revisit as part of our long-term strategy.

Talent Acquisition Lead, Private Production Company



We focus on creating a pipeline of internal talent, especially in areas where we struggle to find external candidates. This requires more than just recruitment – it's also about development.

Head of Talent Acquisition, Private Transportation company



The future of Talent Acquisition lies in striking the right balance between technology and human connection to effectively navigate the increasing competition for top talent and meet evolving market demands.

Global Head of Talent Acquisition, Private Service Company

DATA & TABLES

03

ABOUT THE STUDY AND PARTICIPANTS: TALENT ACQUISITION SPECIALISTS' BACKGROUND & USED TITLES

Participants in the study have an average of 12 years of experience in Talent Acquisition.

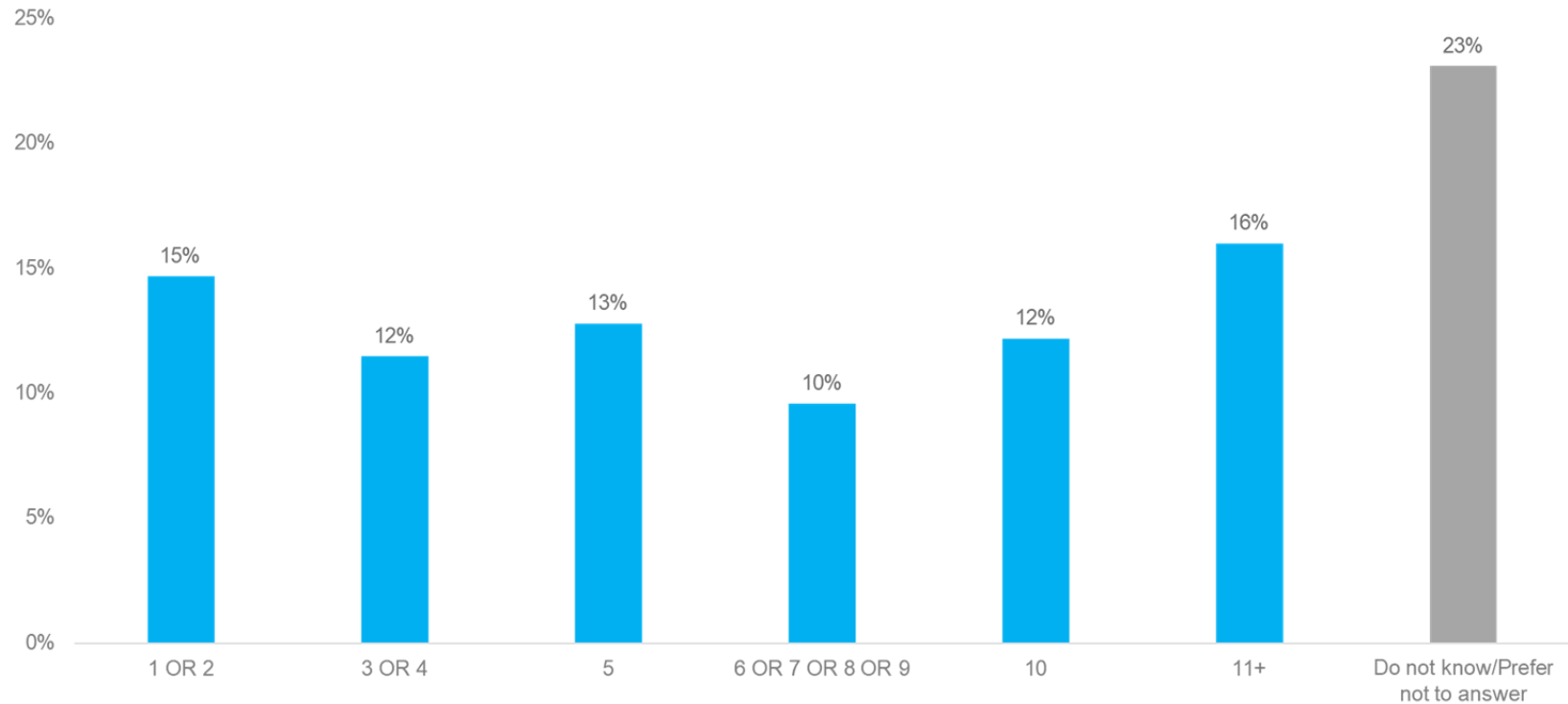
Only 10% have worked less than two years in the field and 32% have 2-5 years experience in the field.

The average is brought up by the 19% of participant bringing more than 15 years of talent acquisition experience to the table. Accordingly, this study is well balanced by participants with short up to very long work experience within talent acquisition.

57 Talent Acquisition specialists chose to name the company they work for, and answers were collected from 50 different medium and large companies.

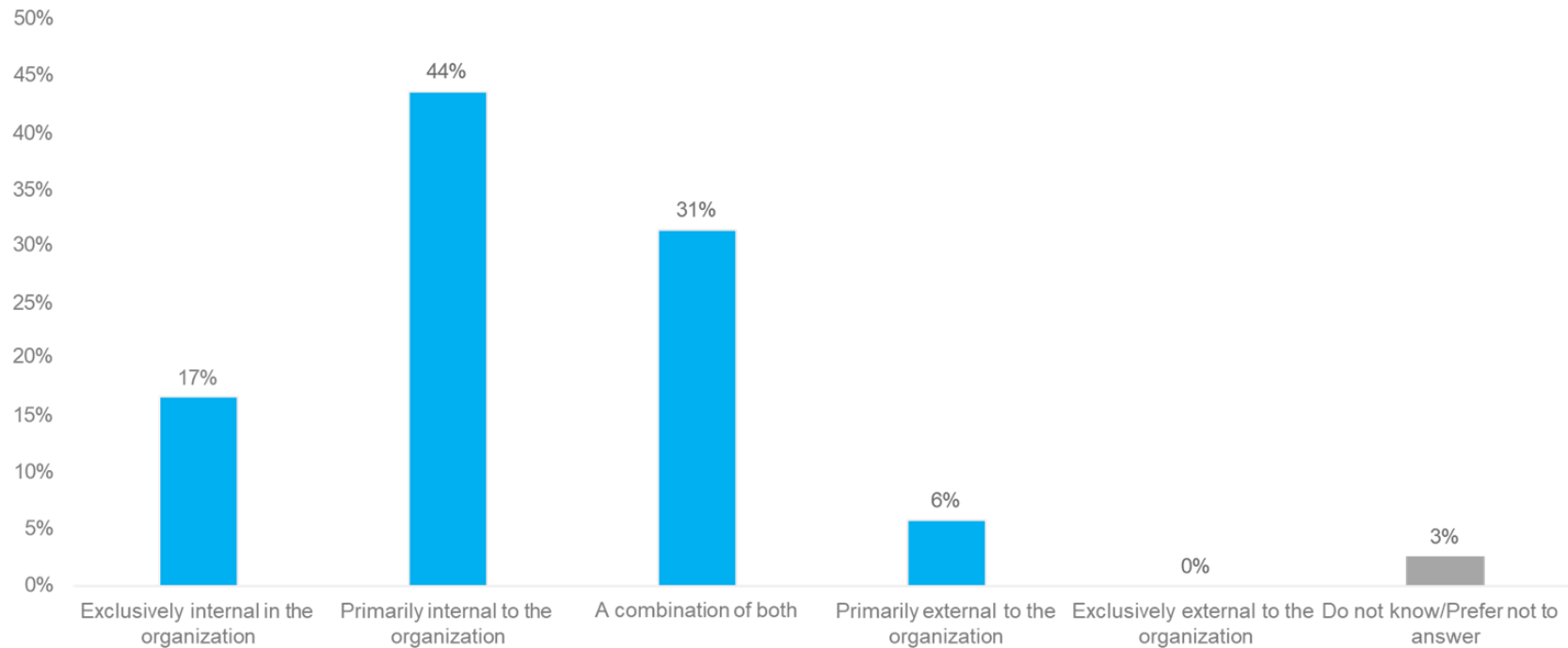
Attraction and D&I	Head of Talent Acquisition	HR-partner	Senior Recruiter	Talent Acquisition
CEO	CEO and Employer Branding	HR-Partner	Senior Recruitment Partner	Consultant
Chefkonsulent	Head of Talent Attraction	HR-specialist	Senior Recruitment Partner	Talent Acquisition
CHRO	Head og HR	L&D Manager	Senior TA Specialist	Consultant
CHRO	HR	Legal consultant	Senior Talent Acquisition	Talent Acquisition Manager
Consultant	HR	Løn- og	Consultant	Talent Acquisition Partner
COO	HR & TA Consultant	personalemedarbejder	Senior Talent Acquisition	Talent acquisition partner
Director	HR business partner	Manager	Partner	Talent Acquisition Partner
Director	HR Business Partner	Manager	Senior Talent Acquisition	Talent Acquisition Partner
EVP HR	HR Business Partner	Manager, People & Culture	Partner	Talent Acquisition Partner
Executive Search Partner	HR Chef	Operations manager	Senior Talent Attraction	Talent Acquisition Partner
Global Head of Talent	HR consultant	People & Culture Manager	Consultant	Talent Acquisition Partner
Global Recruitment Partner	HR Consultant	People & Culture Manager	Senior Talent Attraction	Talent Acquisition Project
Global Recruitment Partner	HR Consultant	People & Culture Partner	Partner	Manager
Global Talent Attraction	HR Consultant	People Operations	Specialist	Talent Acquisition Specialist
Specialist	HR Consultant	Specialist	Sr Director TA EMEA	Talent Acquisition Specialist
Group Head of People & Culture	HR consultant	Personalekonsulent	SR, Recruitment Consultant	Talent Acquisition Specialist
Group TA Manager	HR Consultant	Personalekonsulent	Sr. TA Specialist	Talent Acquisition Specialist
Head of department	HR Coordinator	Recruitment Consultant	TA Consultant	Talent Acquisition Specialist
Head of Department	HR Coordinator	Recruitment consultant	TA consultant	Talent and employer
Head of Global TA	HR Development Consultant	Recruitment Manager	TA Director, Northern	branding specialist
Head of Group Talent Acquisition	Hr director	Recruitment Manager	Europe	Talent Attraction Advisor
Head of HR	HR Generalist	Recruitment partner	TA Manager	Talent Attraction Consultant
Head of HR	HR konsulent	Recruitment partner	TA Manager - Denmark &	Talent Attraction Lead
Head of People & Culture	HR Lead.	Recruitment Partner	Norway	Team Lead Talent Attraction
Head of Recruitment	HR manager	Recruitment coordinator	TA partner	Team Manager
Head of Secretariat	HR Manager	rekrutteringskonsulent	TA Partner	Vice President Group HR
Head of TA	HR Manager	Rekrutteringspartner	Ta partner	VP HR
head of TA	HR Partner	section leader	TA Partner	
Head of Talent Acquisition	HR partner - independent	Senior Consultant	TA Team Lead	
Head of Talent Acquisition	HR People Manager	Senior consultant	Talent & Organisational	
Head of Talent Acquisition	HR Specialist	Senior Consultant	Partner	
Head of Talent Acquisition	HR&TA Specialist	Senior HR Consultant	Talent Acquisition	
Head of Talent Acquisition	HRBP	Senior Manager TA	Consultant	
Head of Talent Acquisition	HR-chef	Senior People Development	Talent Acquisition	
Head of Talent Acquisition	HR-employee	Consultant	Consultant	

Monthly Recruitment Volume per Talent Acquisition Specialist. An average Talent Acquisition specialist handles 10 recruitments per month



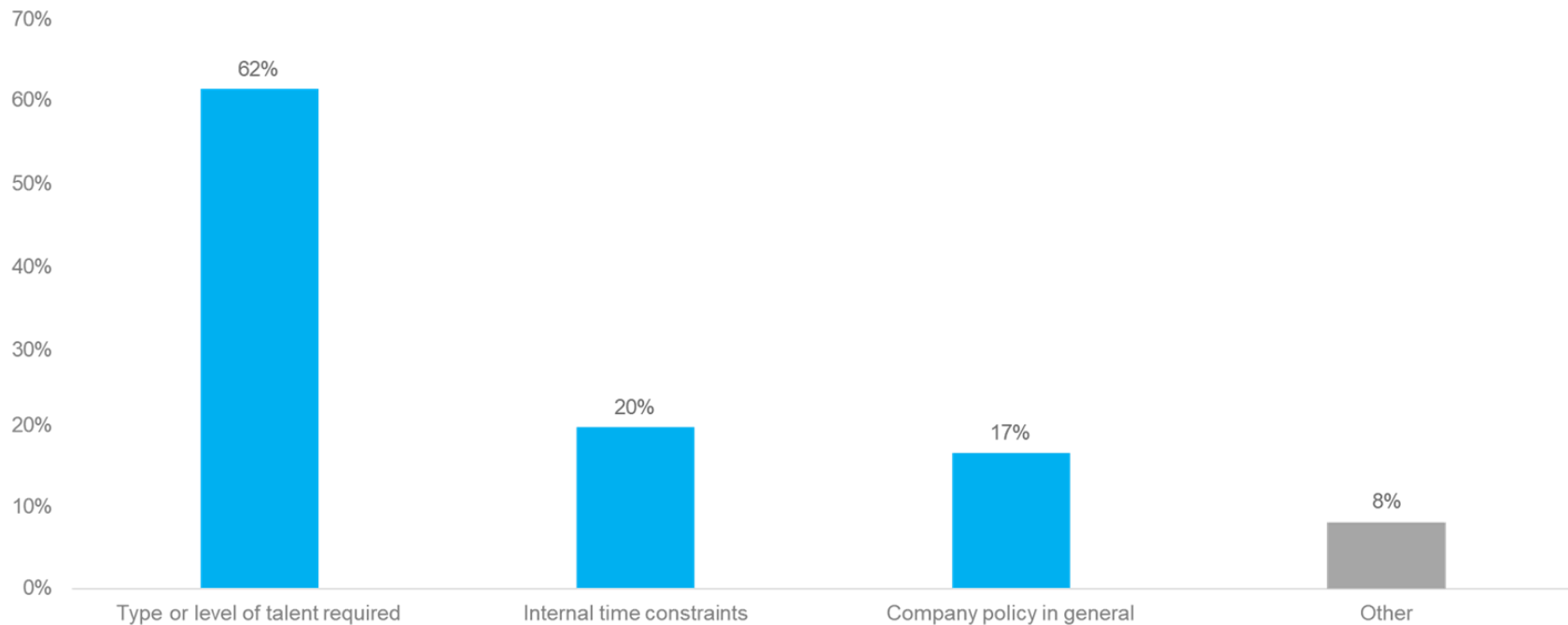
Question: On average, how many recruitments does each Talent Acquisition Specialist in your team perform each month?

Internal vs. External TA Approaches: 61% of organizations primarily handle recruitment internally, 31% use a hybrid approach, and only 6% rely mainly on external resources



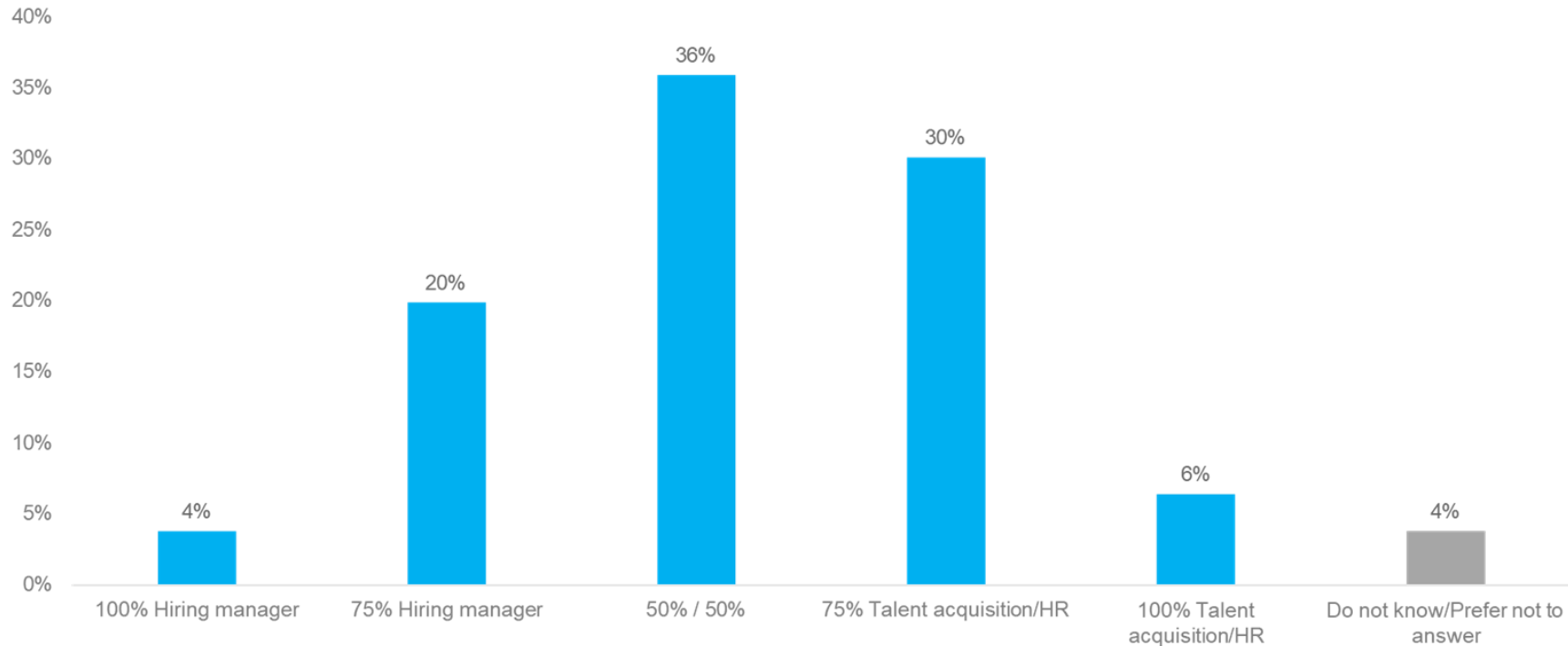
Question: Is your talent acquisition process primarily facilitated internal in the organization, external to the organization, or a combination of both?

Factors Influencing the Use of External Recruitment Resources: External recruitment resources are mainly used for specialized or senior roles (62%) and to address internal time constraints (20%)



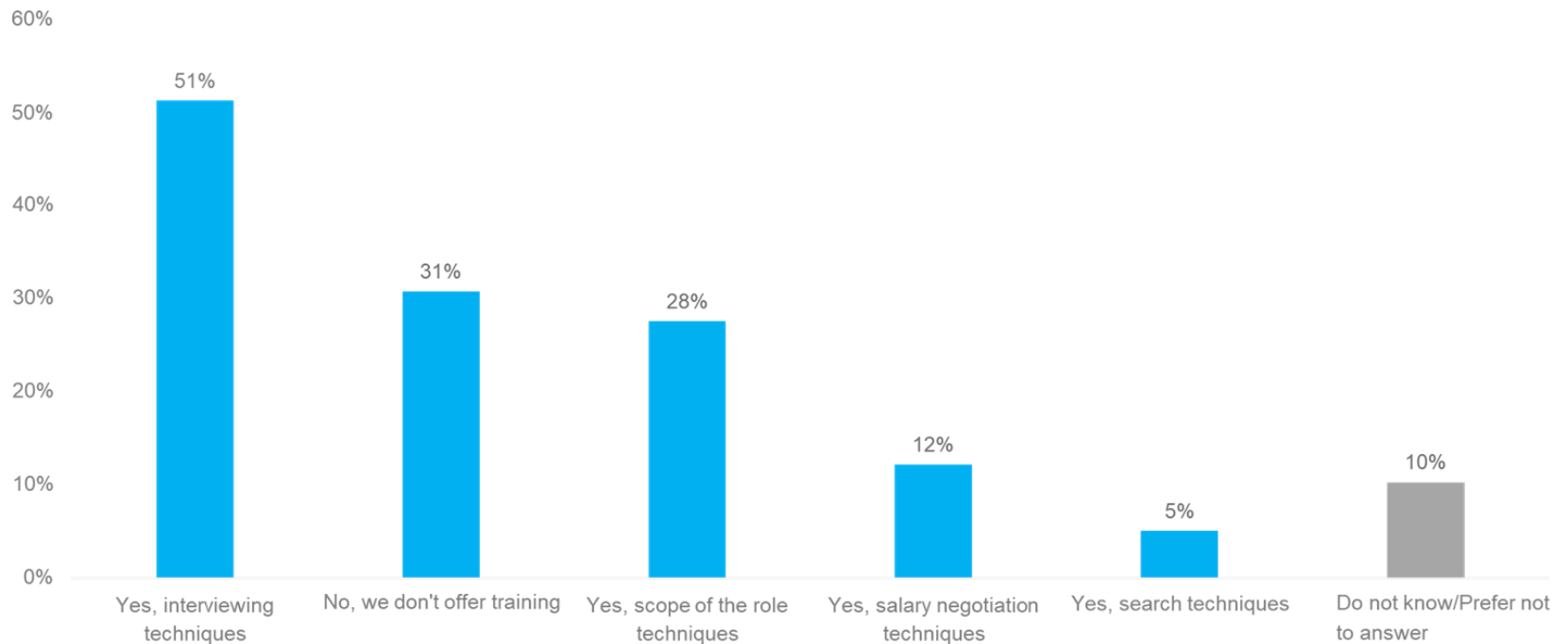
Question: When deciding whether or not to use external resources in talent acquisition, which of the following reasons influence that decision?

Division between Hiring Manager vs. TA of Responsibilities in the Hiring Process: Responsibilities are often shared, with 36% splitting tasks equally, 30% led by Talent Acquisition, and 20% handled primarily by hiring managers



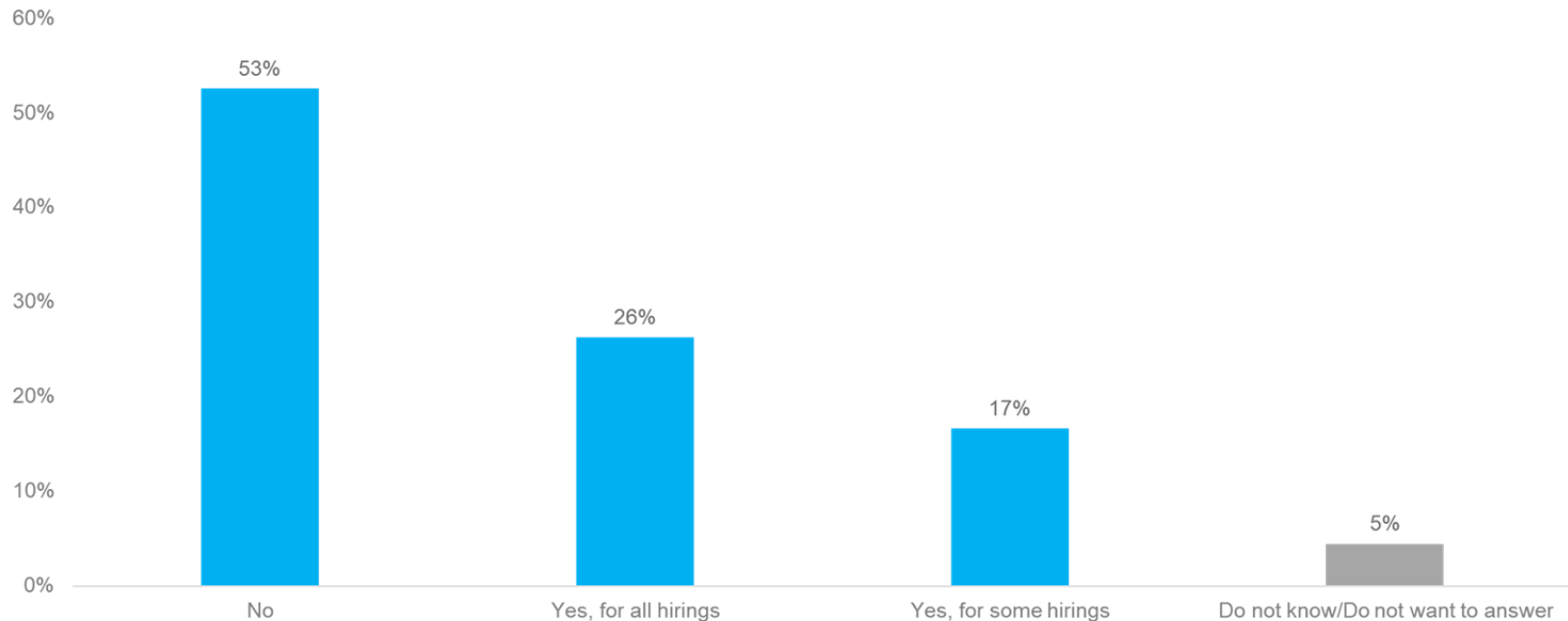
Question: In your organization, what percentage of the hiring process is typically handled by the hiring manager versus Talent Acquisition/HR?

Hiring Manager Training in Recruitment Techniques: Only 51% of hiring managers receive interview training, with significant gaps in other recruitment skills



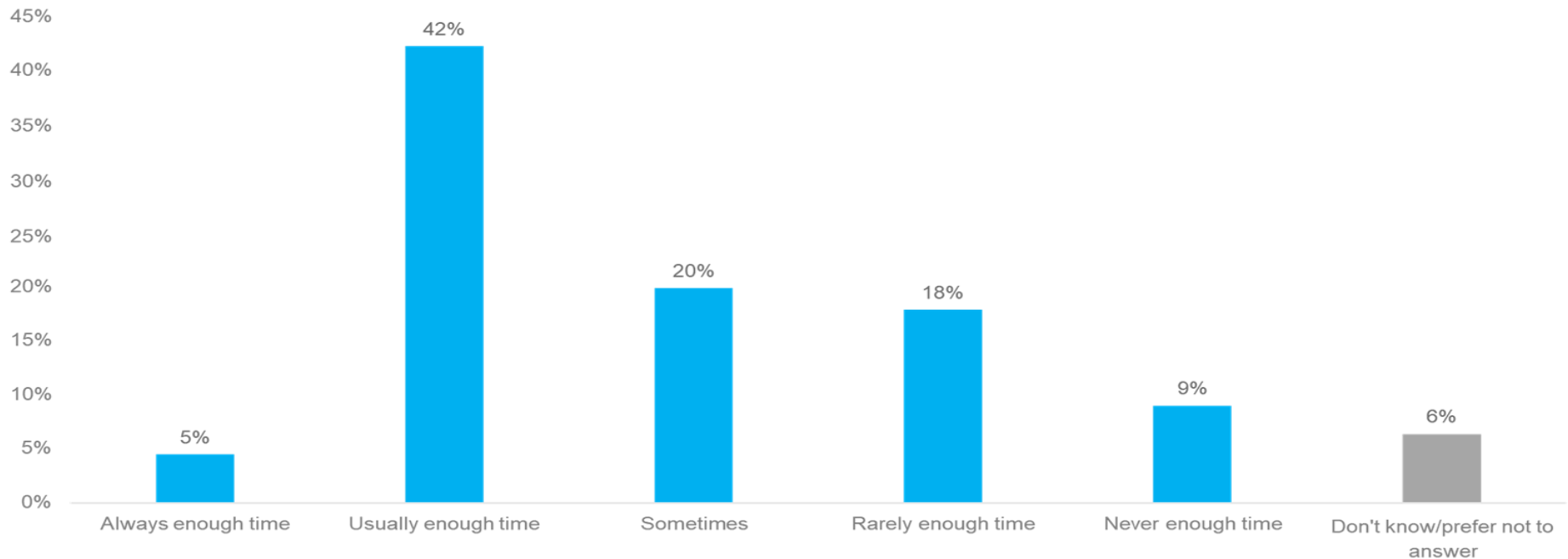
Question: Does your company train hiring managers in recruitment techniques?

Measuring Hiring Manager Satisfaction with Talent Acquisition: 53% of organizations do not measure hiring manager satisfaction, indicating room for improvement in feedback and evaluation processes



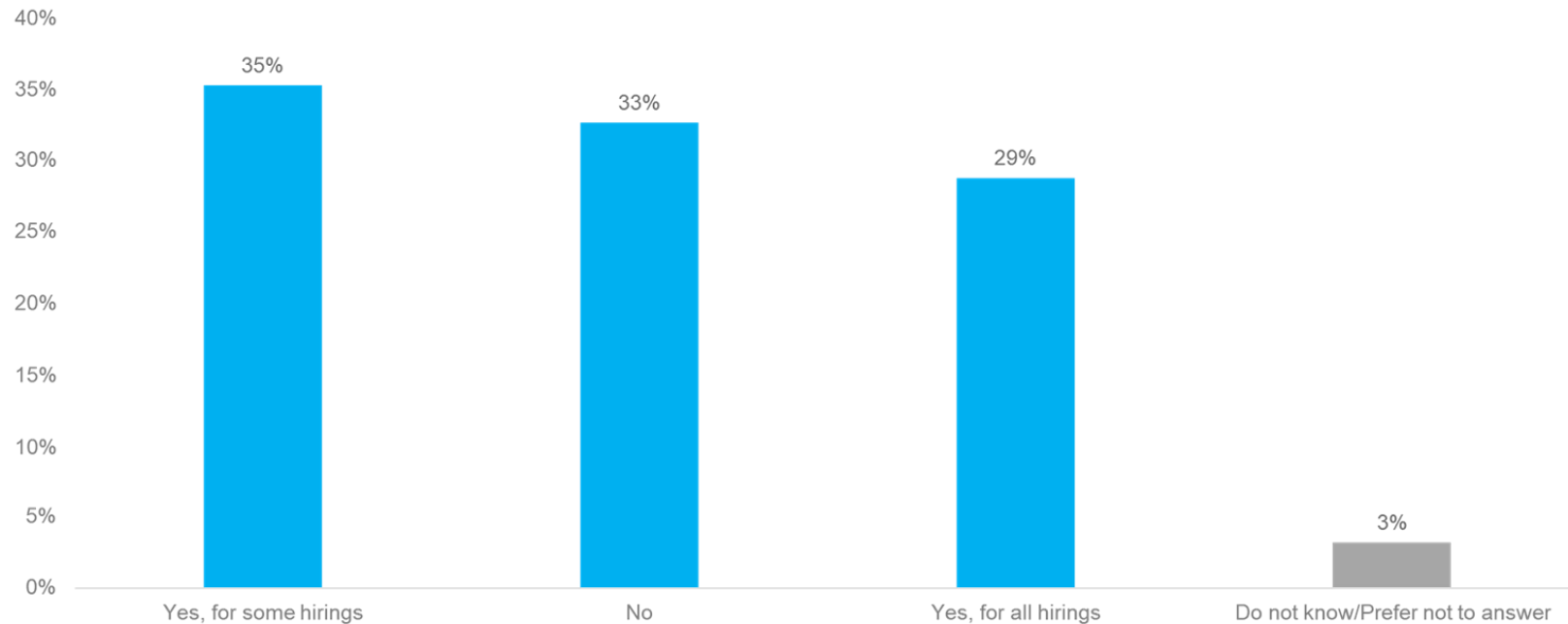
Question: Do you measure or track hiring manager satisfaction with Talent Acquisition/HR when the hiring process is complete?

Adequacy of Talent Acquisition Support for Hiring Managers: 47% of talent acquisition specialists feel they have sufficient time to support hiring managers, while 27% report not having enough time to provide adequate support, highlighting a need for improved alignment.



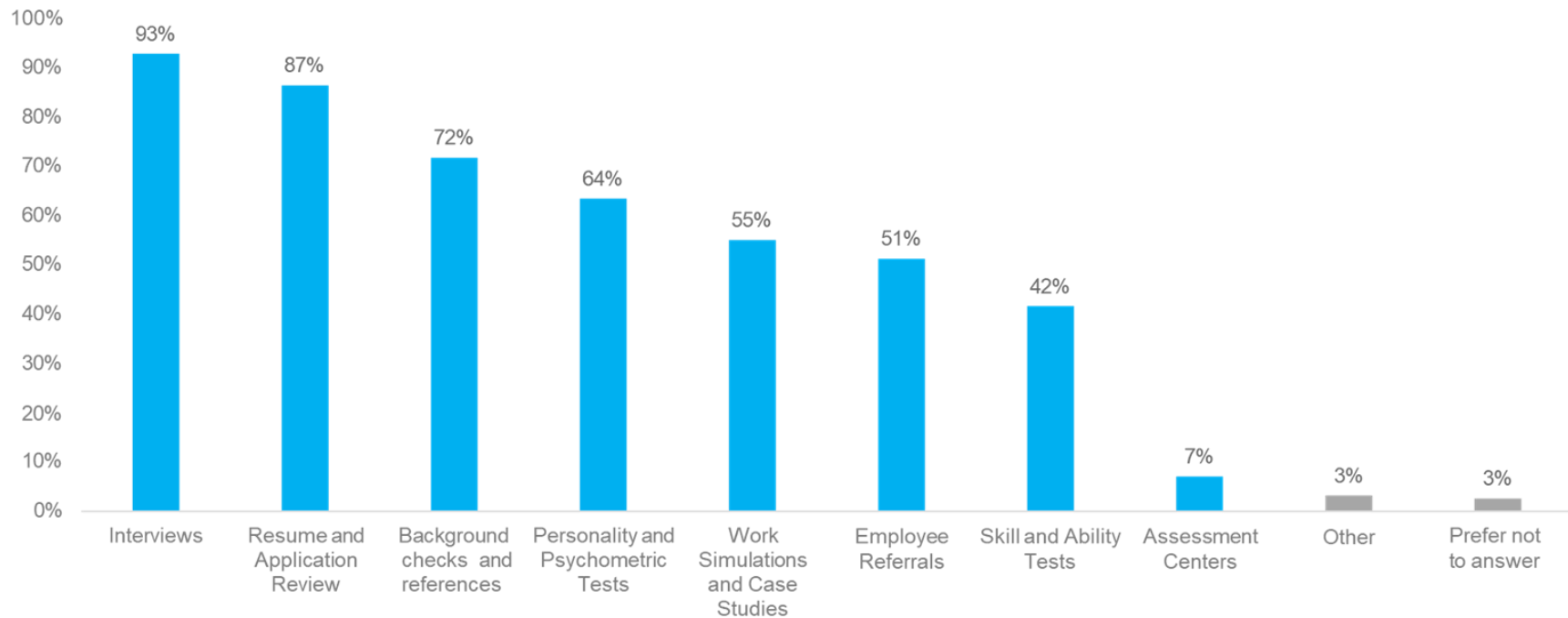
Question: In your personal experience, does the Talent Acquisition department/section have enough time to support hiring managers sufficiently according to TA expectations?

Requirement of Cover Letters in the Application Process: Opinions are divided, with 35% requiring cover letters for some roles, 29% for all roles, and 33% not requiring them at all, reflecting varied practices across organizations



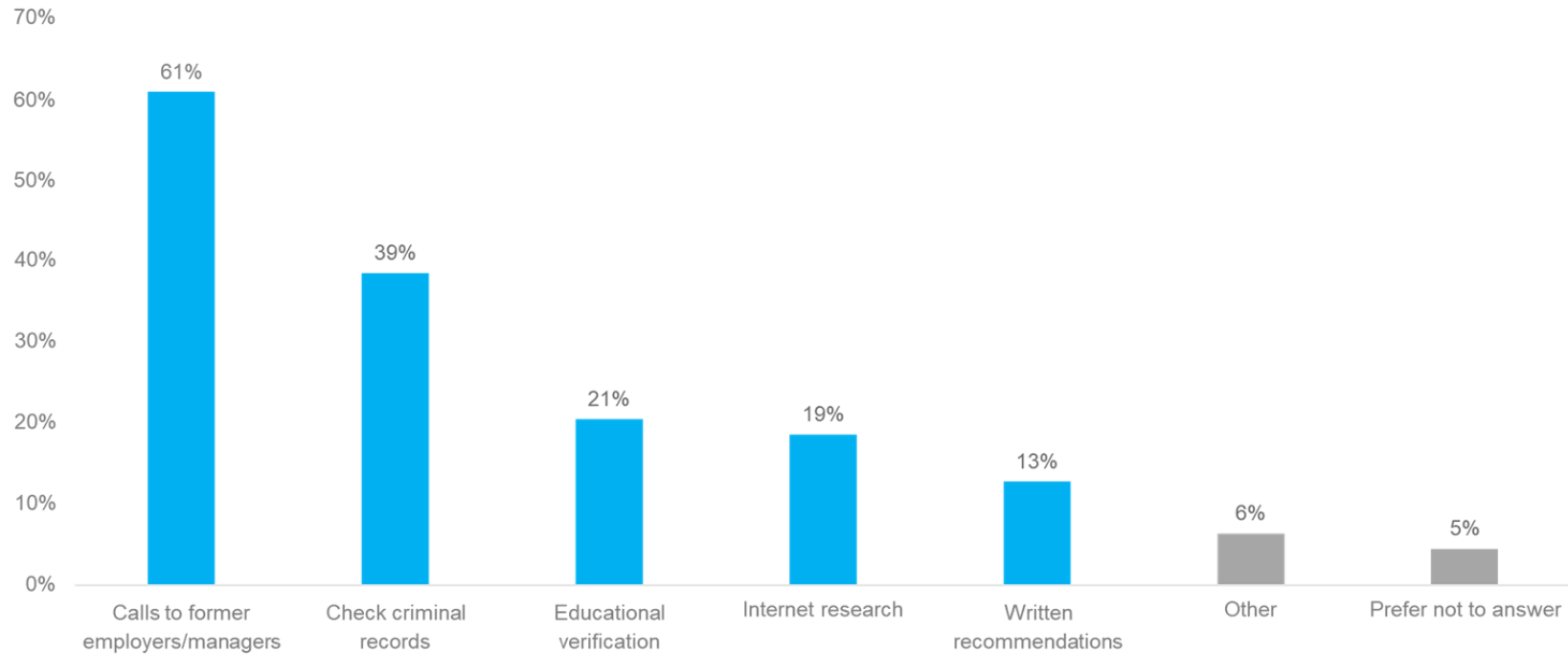
Question: Do your talent acquisition-process require the candidates to provide a cover letter?

Methods and Metrics for Candidate Assessment: Interviews (93%) and resume reviews (87%) dominate, with limited use of psychometric tests (64%) and work simulations (55%)



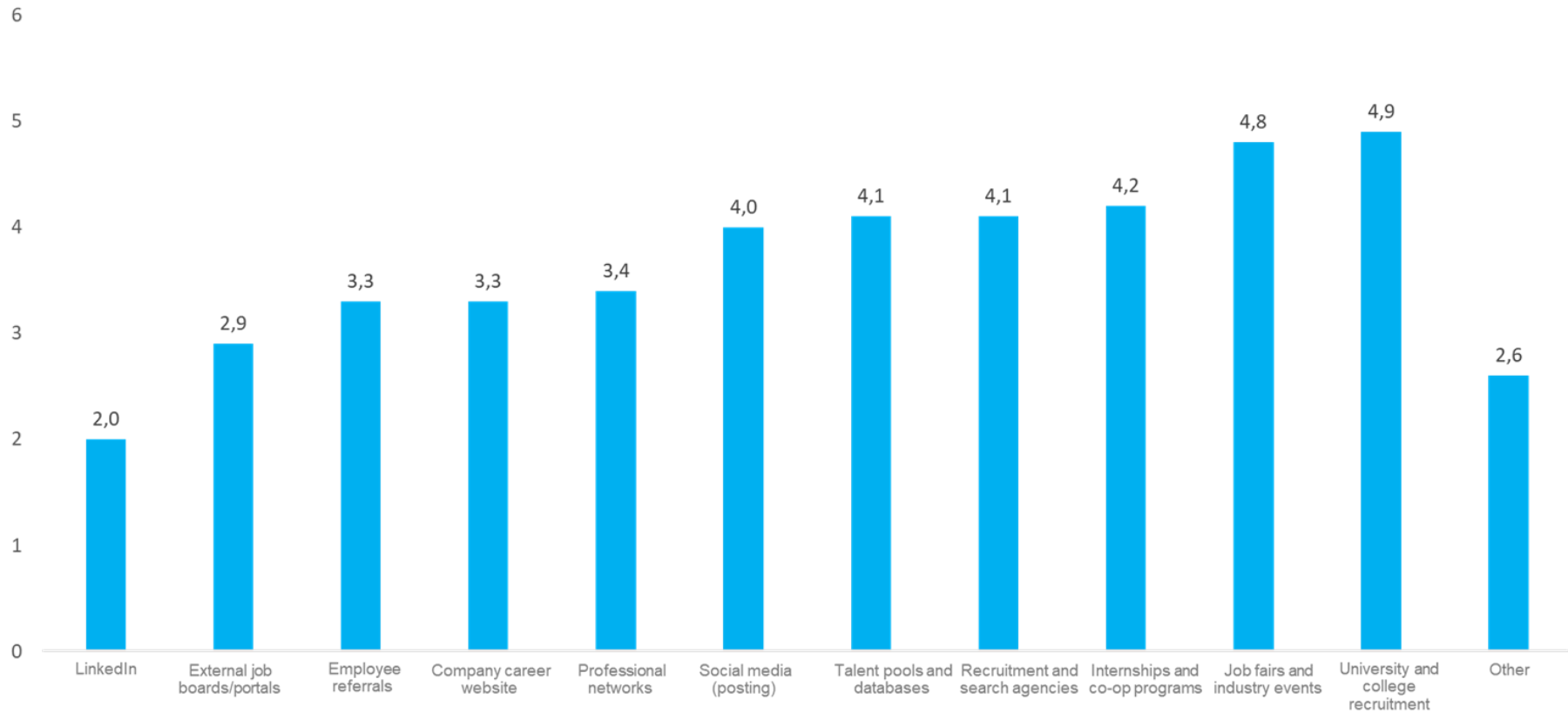
Question: Which of the following methods and metrics do you typically use to assess candidates?

Methods for Conducting Background Checks: Calls to former employers (61%) are the most common method, followed by criminal record checks (39%) and educational verification (21%)



Question: Which methods do you use when conducting background checks?

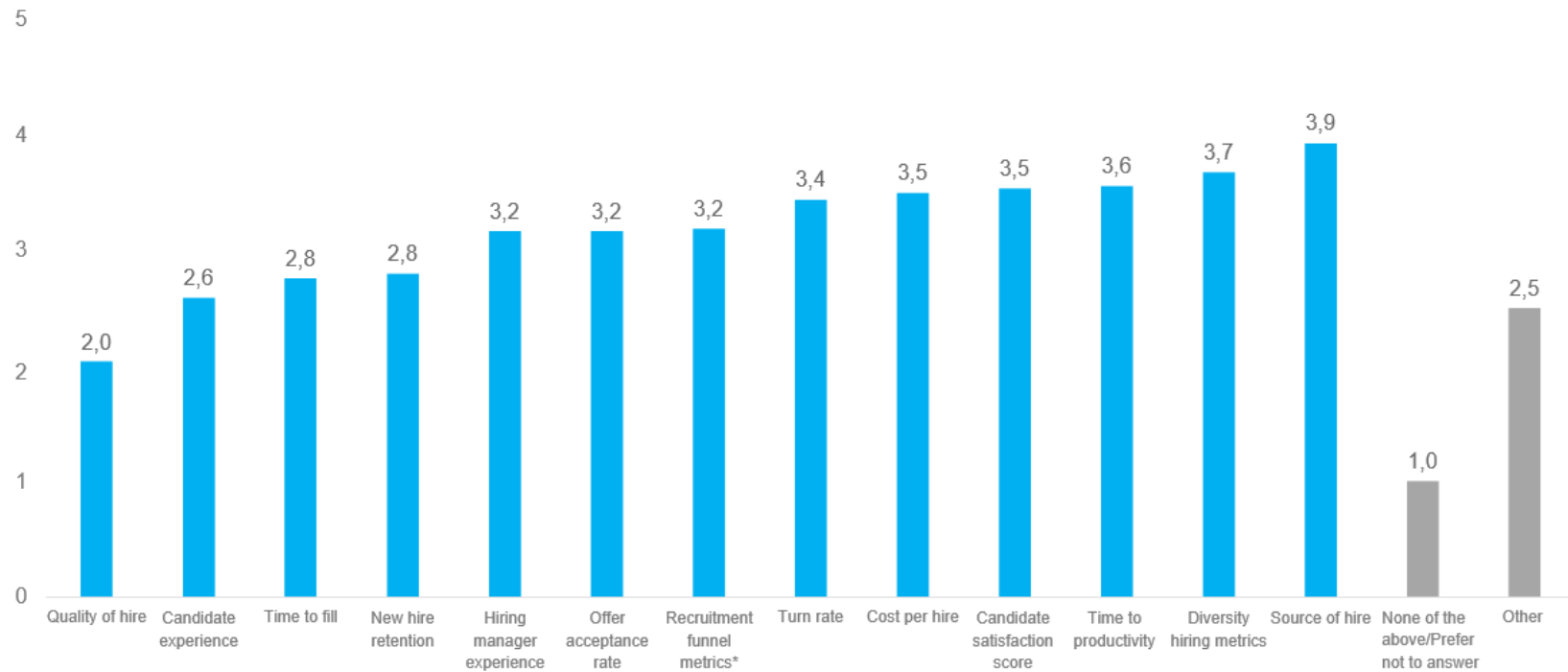
Most Effective Recruitment Channels: LinkedIn is the most effective recruitment channel, followed by external job boards, employee referrals, and company career websites



Question: Which recruitment channels do you find most effective?

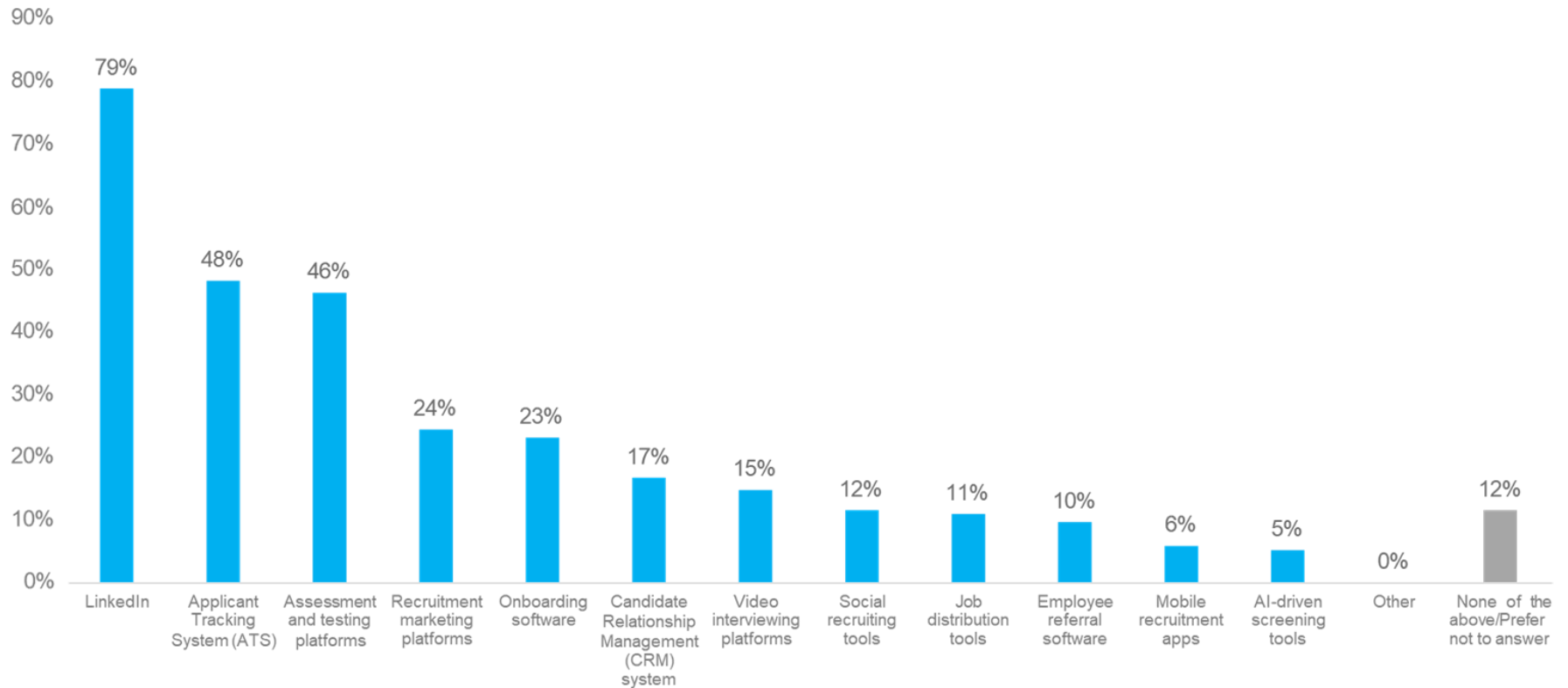
Shown is the average of answers ranked from 1 and up hence quality of hire has the best score as closet to 1.

Most Important Metrics in Talent Acquisition: Quality of hire, candidate experience, and time to fill are the top metrics used to evaluate talent acquisition effectiveness



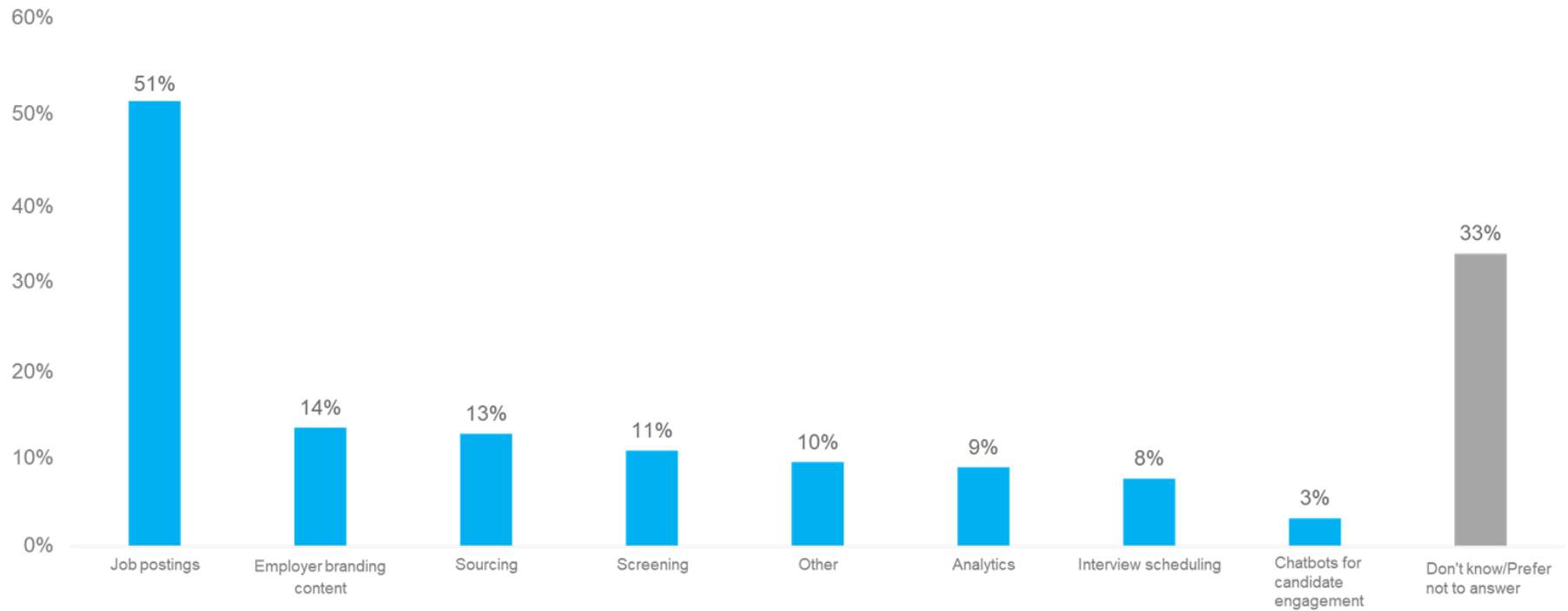
Question: Which of the following are the most important metrics you use for talent acquisition?
Shown is the average of answers ranked from 1 and up hence quality of hire has the best score as closet to 1.

Talent Acquisition Tools and Technologies: LinkedIn (79%) and Applicant Tracking Systems (48%) are the most widely used tools, while AI-driven solutions and other advanced technologies remain underutilized



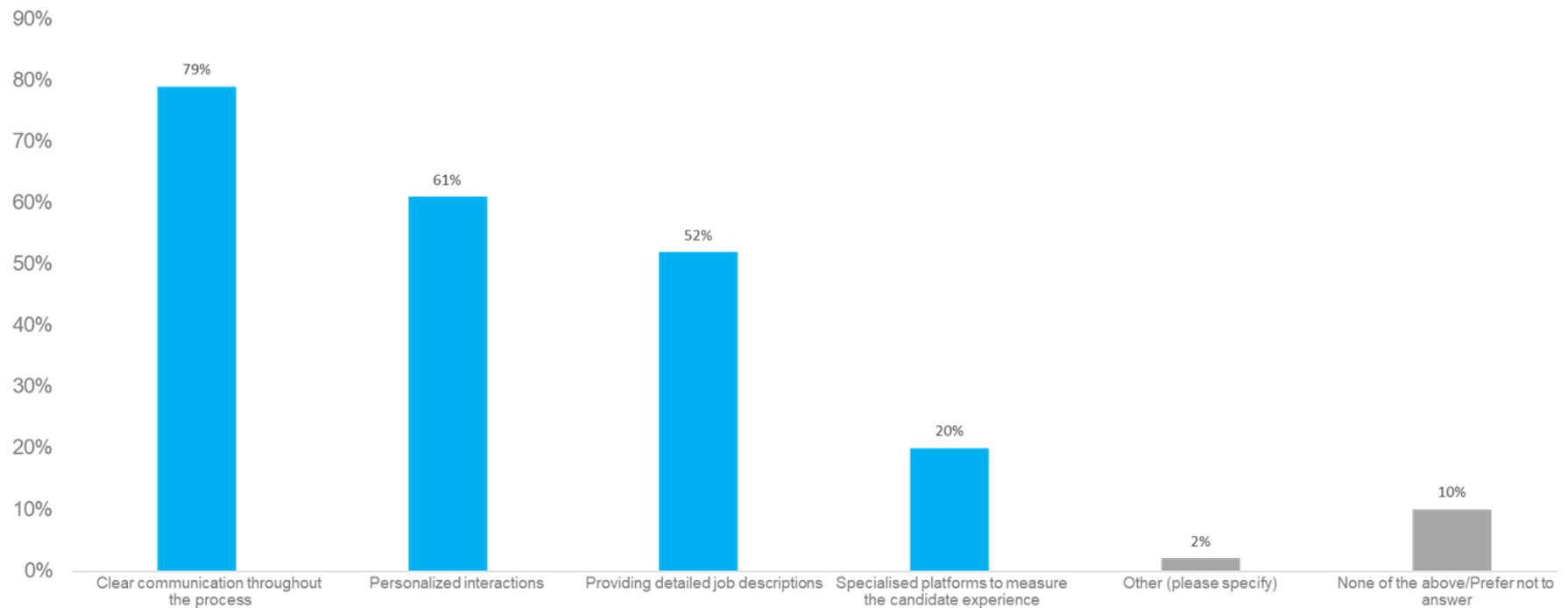
Question: Which of the following recruitment technologies do you use in your talent acquisition process?

How AI is Used in the Recruitment Processes: AI is primarily used for job postings (51%) and employer branding (14%), with limited adoption across other recruitment tasks



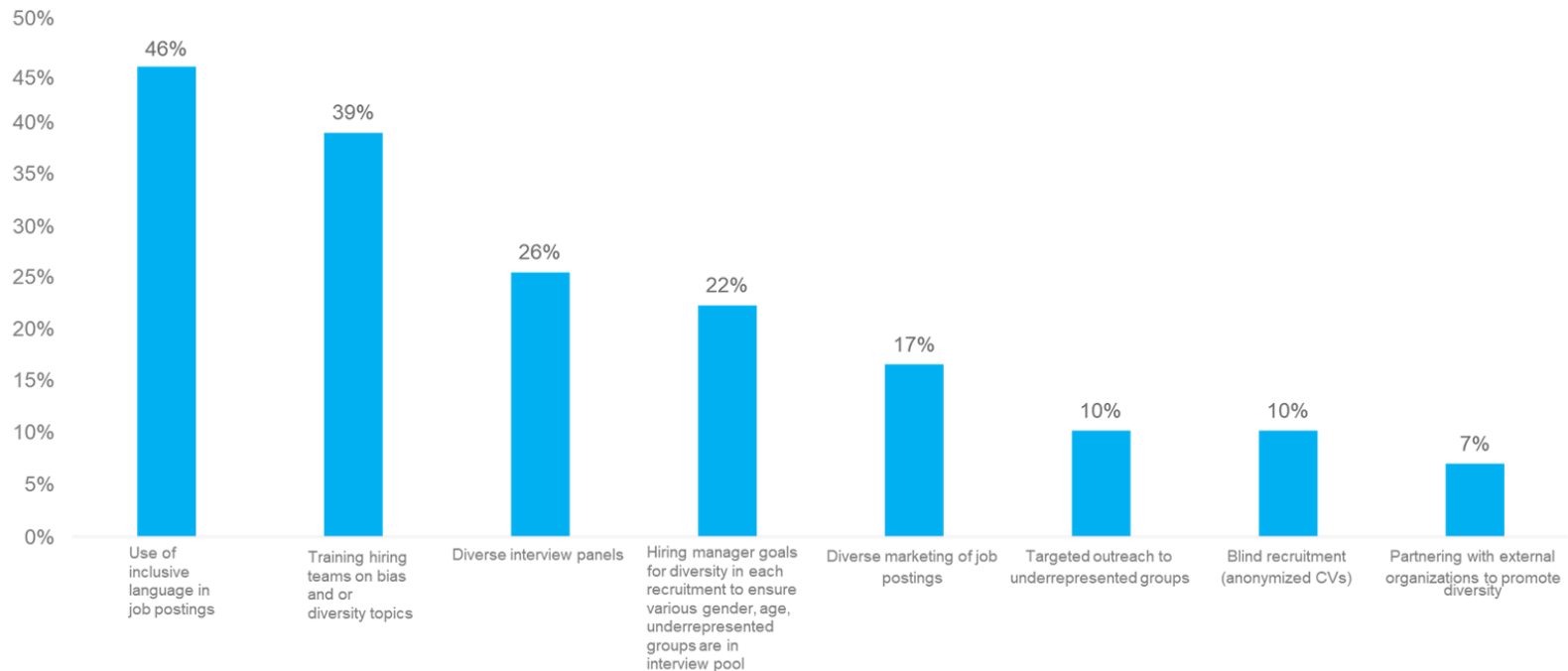
Question: What do you currently use AI for in recruitment?

Methods to Enhance Candidate Experience in Talent Acquisition: Clear communication (79%) and personalized interactions (61%) are the most common methods to improve candidate experience



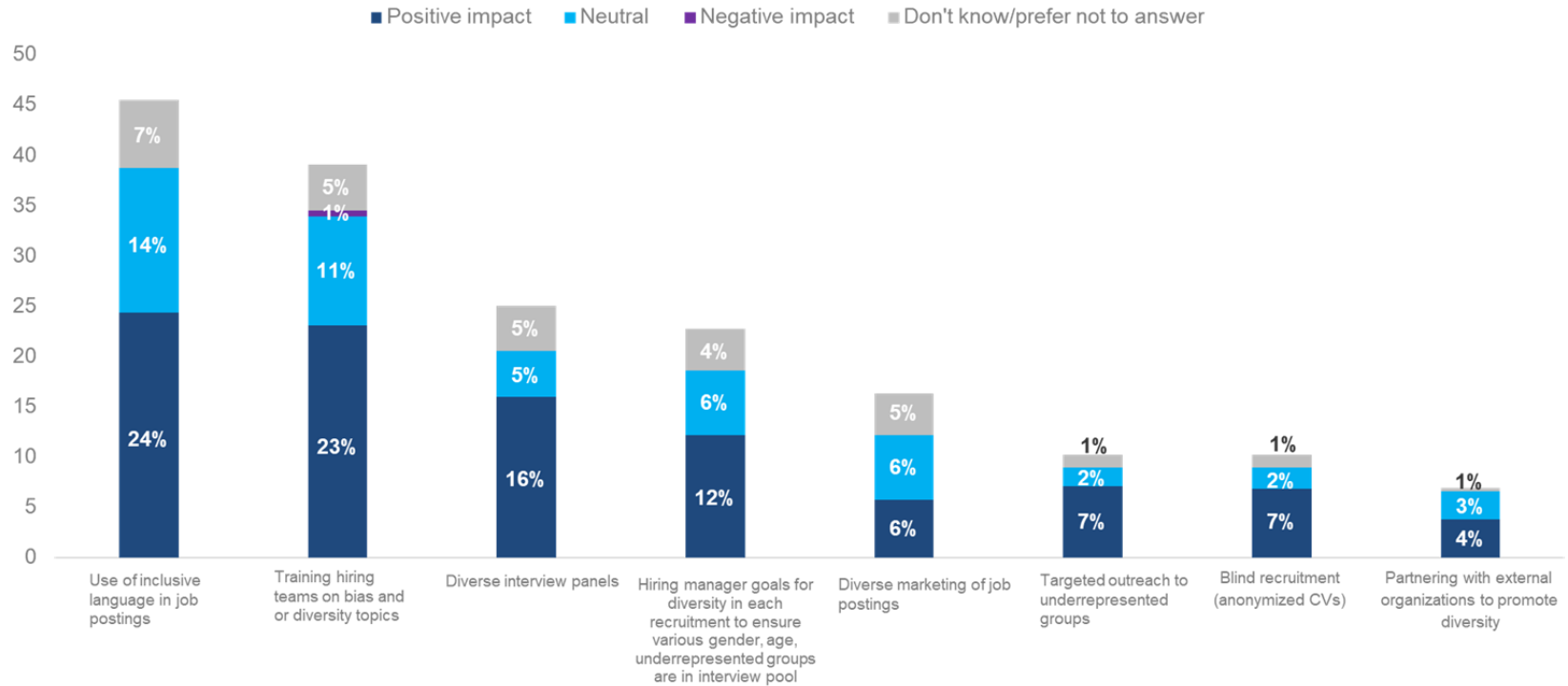
Question: Which of the following methods are used in your talent acquisition process to improve candidate experience?

Impact of DEI Strategies on Candidate Diversity: Inclusive language in job postings has the greatest impact on diversity, while other strategies like diverse interview panels and anonymized CVs are less commonly implemented



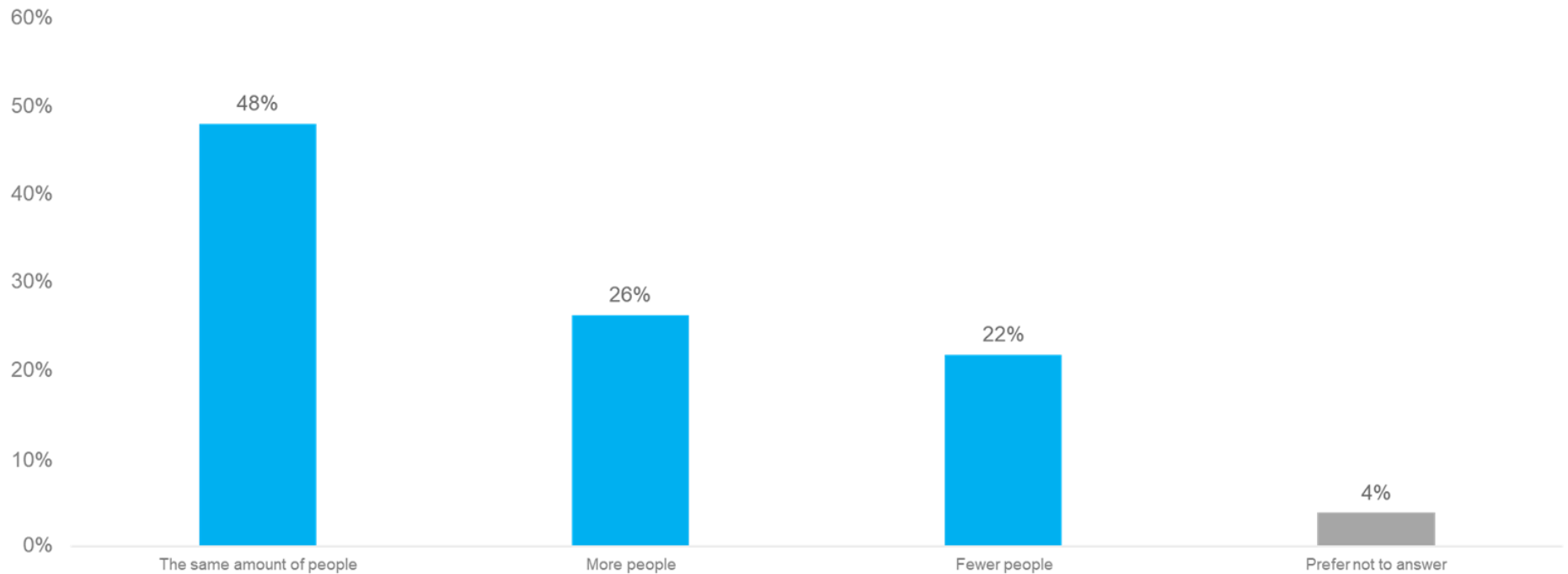
Question: Which DEI recruitment strategies/solutions have led to measurable improvements in your candidate pool's diversity?

Impact of DEI Strategies on Candidate Diversity: Inclusive language is the most impactful DEI strategy, but overall implementation of diverse practices remains limited



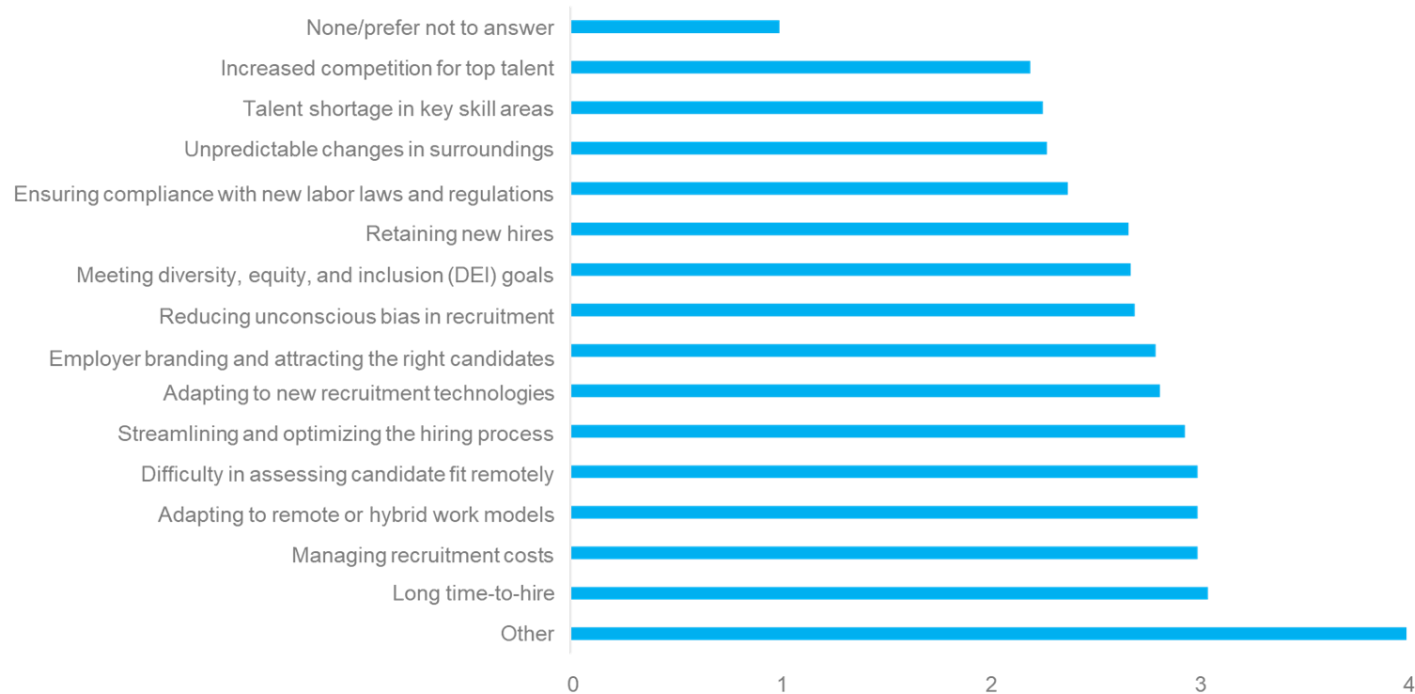
Question: To what extent have your DEI strategies and solutions improved the diversity of candidates in your recruitment pool?

Hiring Projections for the Next 12 Months: 48% of organizations expect to maintain current hiring levels, 26% plan to hire more, and 22% anticipate hiring fewer employees



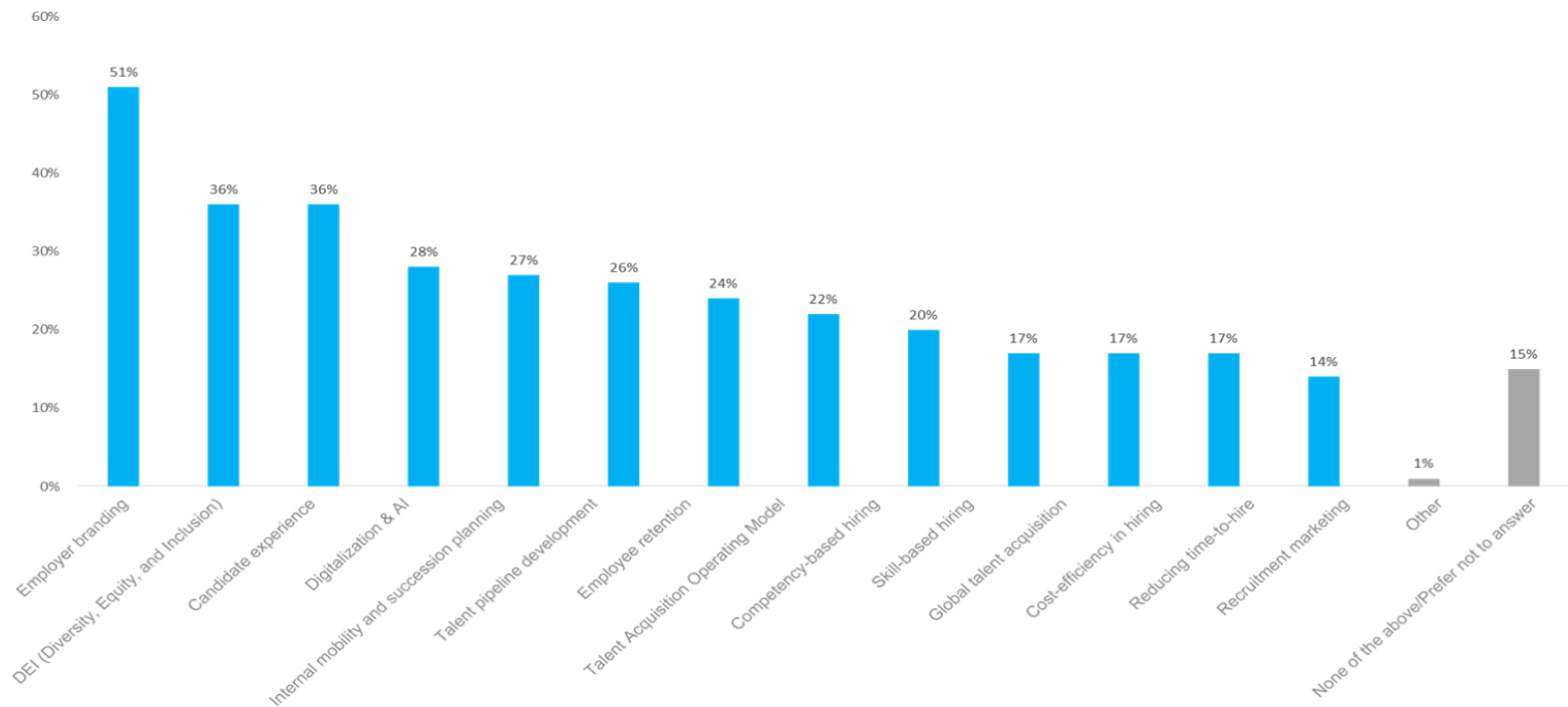
Question: Do you expect to hire more or fewer people in the next 12 months?

Future Challenges: Primary Challenges in Talent Acquisition for the Next 12 Months: Increased competition for top talent, skill shortages, and external uncertainties like geopolitical and economic shifts are the primary challenges



**Question: In your personal opinion, what will the primary challenges be in talent acquisition the next 12 months?
Shown is the average ranking with 1 being the best.**

Future Priorities: Top Talent Acquisition Priorities for the Next 12 Months: Employer branding (51%), DEI initiatives (36%), and candidate experience (36%) are the top priorities, with digitalization and AI also gaining focus



Question: Which of the following strategies are your top talent acquisition priorities for the next 12 months?