

# The state of talent acquisition **2021**



welcome to brighter

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Methodology



A group of people are working at laptops in a modern office setting. The image is overlaid with a semi-transparent dark layer. The text "Know what's trending to get the right people in your organization" is centered in white. There are white geometric shapes in the top left and bottom right corners. The background shows people working at laptops, with a modern chandelier hanging above them.

**Know what's  
trending to get  
the right people in  
your organization**



# Introduction

COVID-19 caused massive disruption and derailed hiring processes worldwide, forcing organizations to take a more nuanced and conservative stance on hiring in the short and intermediate span. The vagaries of the contagion exposed most organizations. They did not have adequate expertise to navigate the challenges or clarity on a viable timeline for going back to 'normal.' Only a handful of companies that operated exclusively in the technology domain could claim immunity.

Such challenges impacted business continuity for organizations across the board. Even the most well-heeled companies found the going tough in an unfamiliar environment.

However, therein lay the problem. Most companies relied heavily on traditional processes, such as physical assessments and face-to-face interviews, to select candidates. Lockdowns by governments the world over effectively put an end to conventional means of hiring. COVID-19 norms mandated a physically distant approach. It seemed that shaking off outdated habits and techniques was one way of softening the blow of the crisis.



**HR leaders sought a sustainable solution to maintain hiring continuity.**



**This lack of options and the urgency to pivot to a practical means to maintain hiring continuity led to technology adoption at an unheard-of scale.**

Companies scrambled to expend vast resources to set up a technology-driven hiring ecosystem. While many organizations emphasized upgrading technology for hiring purposes, some struggled to pivot to the digital means owing to a significant technology-business divide. These companies had underestimated the use of technology for hiring. Hence amid the crisis, they simply lacked any prior knowledge or the necessary infrastructure to make the desired transition in a short timeline.



future of  
**work**

**Hiring and people management processes have evolved continuously over the past years, focusing on the ‘future of work.’**

## **The disruption has likely accelerated the pace of tech adoption for talent acquisition.**

Companies that once relied purely on conventional means have, in all likelihood, adopted modern technologies. This transition is not a stop-gap arrangement to tide over the current disruption but a more sure-footed and longer-term behavioral change that is expected to stay. Companies seem to have understood that the changes anticipated in the distant future are closing in at a much faster pace than their wildest calculation. Being on the sidelines of tech adoption on hiring matters is likely not going to cut for companies. The choice between tech adoption and irrelevance seems brutally simple.



## The state of talent acquisition report 2021

It was set out to comprehend the variables mentioned above. It sought to analyze the changes ushered in by the pandemic in the hiring processes, besides examining the extent of its impact on the hiring infrastructure of various companies. It also intended to outline the disruption's current and future implications on talent acquisition.

The survey report also outlines the churn, attitudes and methodologies among HR leaderships across various industries and locations. It aims to highlight their thought processes during the pandemic, besides identifying some successful initiatives that may nudge industry leaders to adopt innovative hiring approaches.

**The report ascertains how the unfolding crisis has catalyzed technology adoption and to what degree it would shape the kinds of roles that are likely to dominate the market in 2021 and beyond.**

## The report is divided into four sections:

### The current landscape

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The first section examines hiring trends in companies across various levels and geographies. It outlines the reasons behind the present hiring scenario and the persistent challenges that organizations continue to face despite diligent efforts.

### COVID-19 scenario

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The second section delves deeper into assessing the impact of COVID-19 on hiring plans by gauging how companies continued with their processes. It elucidates some pertinent challenges that companies faced in their talent acquisition processes and explores the strategies adopted to negate them.

### Technology adoption

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The third section examines the rate of technology adoption by companies in their hiring systems to deal with the crisis. It highlights the degree to which companies are employing virtual tools across various geographies and underlines the benefits of tech adoption amid the ongoing disruption.

### Projections for 2021

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The fourth section anticipates hiring numbers and trends. Since the idea of returning to normalcy seems distant, it examines new and relevant roles and policies and working models that are likely to ensure continuity in talent acquisition. It is more a directional cue for industry professionals who seek to understand the needs of the changing times.



**Each section answers pertinent questions that would help industry stakeholders understand the current hiring trends, perspectives and challenges while considering the future roadmap.**





# Executive summary

**The report offers trends that outline the road ahead for HR leaders and organizations.**

It also gives a glimpse into how the pandemic is altering hiring trends and how it can fuel companies to stay ahead of the curve in 2021.



## Organizations are getting back into the hiring mode

The job market is warming up to hiring talent. 2020 was an aberration. It impeded talent acquisition for many organizations worldwide. Most of them perhaps lacked virtual means to continue with their typical hiring processes. However, companies are now eager to resume their acquisition processes led by remote hiring methods.



## Accelerated tech adoption

Future-focused leaders and managers are adopting digital means and processes faster than ever before. Three-fourths of those surveyed are already using online tools and techniques in some form to make their hiring strategies more effective, efficient and value-driven. This change is on expected lines as companies have employed all means necessary and possible to stay afloat.







## Remote hiring is the buzzword

The future of hiring is gradually advancing toward virtual hiring. Nearly half of those surveyed adopted some form of virtual hiring technology during the pandemic. Companies reinvented the technology's applications, reaping many benefits.

Finding a quick and cost-effective source to connect with the best talent globally has been a significant advantage of employing remote hiring means.



## The proliferation of new roles

Certain roles, such as product and technology-related, operations, sales, marketing and business management, seem to be the hottest in the job market in 2021. One may attribute the trend to changing requirements or the eagerness among companies to future-proof businesses. Organizations seem to be pursuing these roles more intently to fortify their standing in an uncertain business environment.



## A data-driven approach is an asset for decision-making

In a competitive hiring market, organizations are adopting a data-driven approach toward talent acquisition. Gaining insights into a candidate's on-the-job potential and learning agility, and aligning the company's needs with the employee's ability to deliver on them, will enrich hiring decisions and reduce any margin for error.



## Talent acquisition continues to be a critical challenge for the third consecutive year

Finding the right-fit talent continues to be a challenging proposition for more than half of those surveyed. A gap in the demand and supply of skills or inefficient processes employed in talent acquisition is causing this hiring crunch.

This insight indicates a significant gap in either the demand and supply of talent or organizations' hiring methods.



## Communication tools are topping the chart

More than half of those surveyed highly value effective communication in the desired language. Communication skills have assumed much greater significance in a remote work setting, where physical interactions are mostly non-existent. Such skills are necessary in order to drive business and create value for consumers.

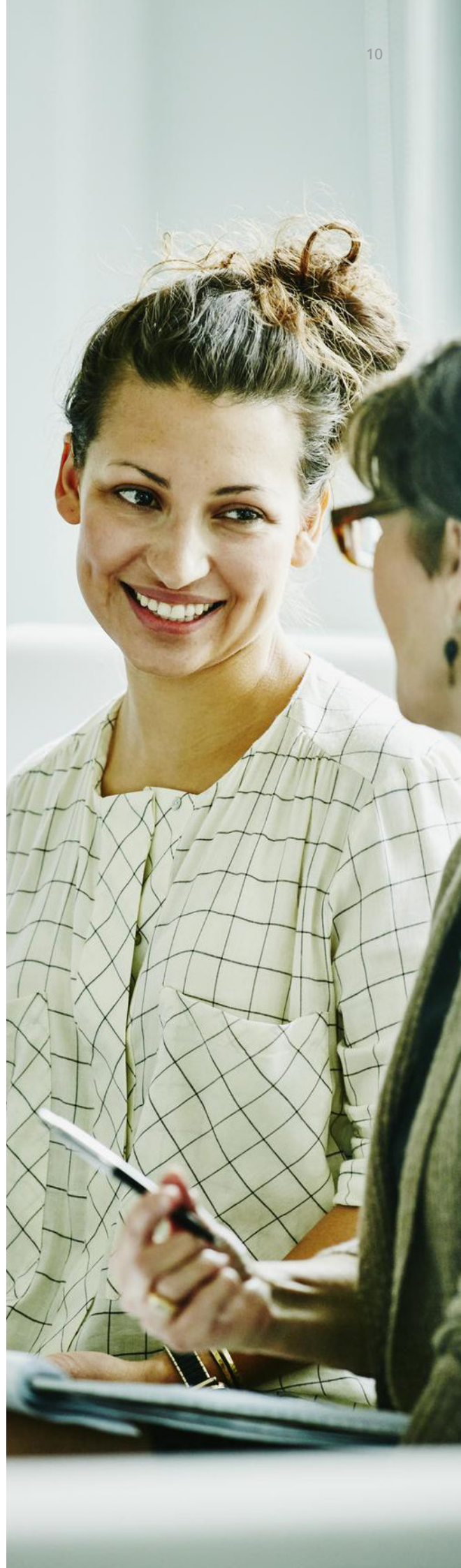
In an intensely competitive marketplace, the ability to communicate ideas and establish a product's credentials have assumed greater importance than ever before. These are critical for creating differentiation. Hence, the finding highlights the growing importance of communication skills as an ideal candidate screening criterion.



## Equal opportunity hiring is gaining mainstream traction

DEI (Diversity, Equity and Inclusion) challenges have intensified in a remote-led work environment, putting the onus on companies to double down on such issues. Hence, an overwhelming majority of respondents say they are prioritizing equal opportunity employment to ensure the same opportunities for all sections of the workforce.

Aside from increasing access to equal work opportunities, consistent HR policies, eliminating workplace harassment and ensuring equal pay can help promote a more inclusive hiring process.



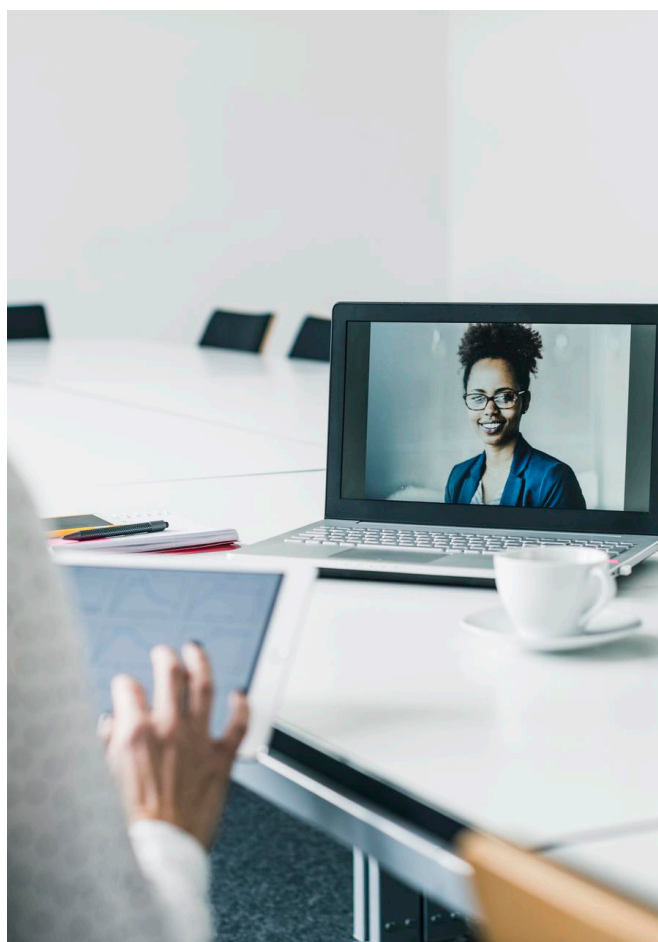


# The talent acquisition landscape in 2021



As businesses examine ways to return to normalcy in what continues to be an uncertain hiring landscape, the changes and transformations that occurred last year have left an indelible mark on established processes, altering conventional wisdom. The effects of COVID-19 continue unabated, evidenced by the current hiring environment that remains uncondusive for recruiters.

**“Agility” seems to have become a non-negotiable prerequisite for organizations, irrespective of their operational domain.**



For the third year in a row, industry stakeholders cite finding quality talent their most significant pain point. It is plausible because of their exclusive dependence on traditional hiring methods or their inability to pivot toward technology quickly. It is equally possible that the numerous paradigm shifts in the hiring ecosystem have made it difficult for organizations to scale teams with quality talent.

**The first section takes a microscopic look at the state of hiring in 2021.**

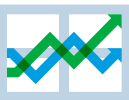
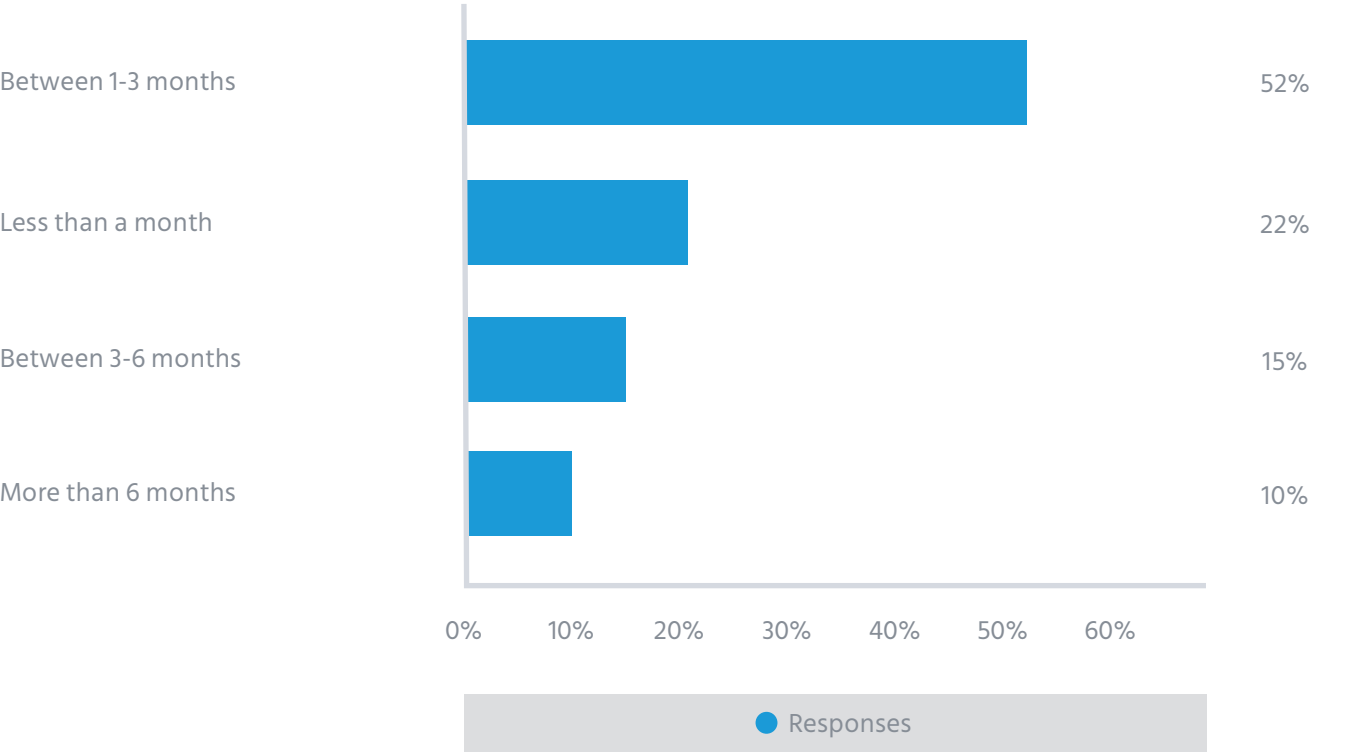
The report was set out to understand companies' sense of the hiring landscape. It elucidates some of the most typical yet vital recruitment metrics that many HR leaders need to track to address their talent acquisition problems. It sought answers to pertinent yet straightforward questions, such as companies' ideal timeframe to hire, the challenges in hiring their ideal candidates, besides ascertaining industry-wise segmentation of the most prominent bottlenecks.

It is plausible that the pandemic has stretched the already lengthy hiring cycles. No one had envisioned such a global-level disruption, which means industry leaders never foresaw the need to build a hedge against established processes. One can corroborate this lack of foresight among HR leaders via Mercer | Mettl's state of talent acquisition report 2019. It mentioned that the average time taken to fill positions for senior or entry-level employees was less than a month.

Lengthy hiring cycles do not augur well for companies operating in a highly competitive market. Companies' inability to hire and onboard the right talent swiftly impacts business continuity, which consequently hampers their bottom lines. Therefore, hiring the right talent in a relatively short timeframe is business-critical and a mandate that needs rigorous adherence.



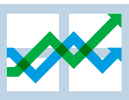
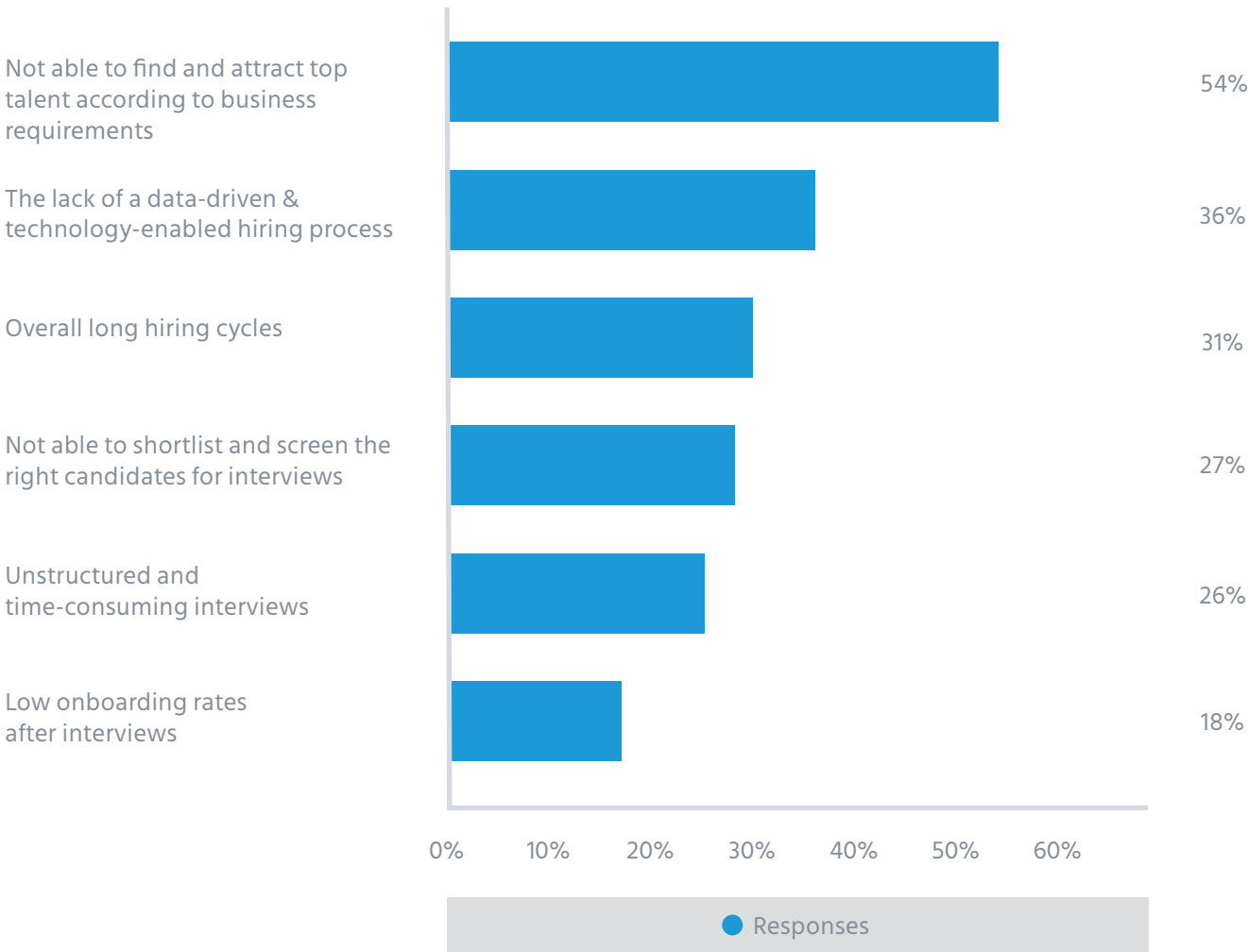
What is your average time taken to close a certain position?



**The survey findings indicate that most companies across the spectrum have a notably lengthy average time-taken-to-hire.**

Only about 20 percent of those surveyed report a short hiring cycle, with a period of less than a month. The hiring timeframe stretches to an average of 2 months for most participants. And about a quarter of participants report a hiring cycle that extends beyond 3 months.

What are the challenges you face in talent acquisition?



**More than half of those surveyed, upward of 55%, are unable to find and attract top talent as per business requirements.**

The survey findings suggest that many organizations either employ unstructured means of hiring or traditional mediums to connect with candidates, which includes reaching out to the talent pool by posting jobs on employment portals or cold calling them through in-house mechanisms. Companies also don't seem to have the infrastructure that enables them to identify and hire exceptional talent. They also do not seem to know about data-backed decision-making online tools that streamline and optimize hiring.



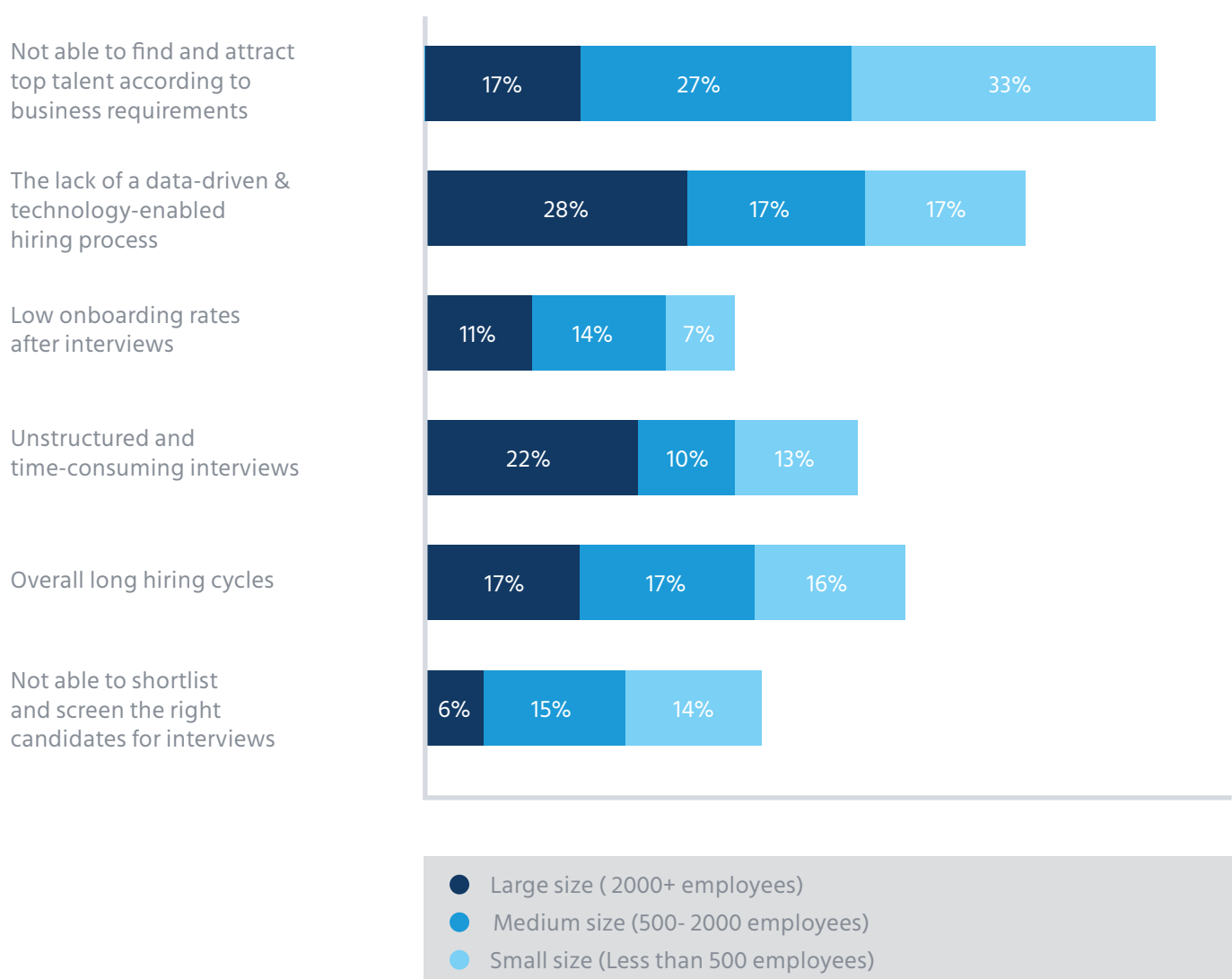
# 35.92%

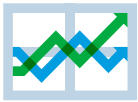
**of those surveyed reported the lack of data-driven and technology-enabled hiring processes as a challenge in talent acquisition.**

Also, overall long hiring cycles and the inability to shortlist and screen the right candidates for interviews are other obstacles that arise due to the lack of supporting data in the recruitment process.

## Challenges in hiring as per company segregation:

While the graph mentioned above provides an organizational overview, the chart below is the outlook after company-size segregation.



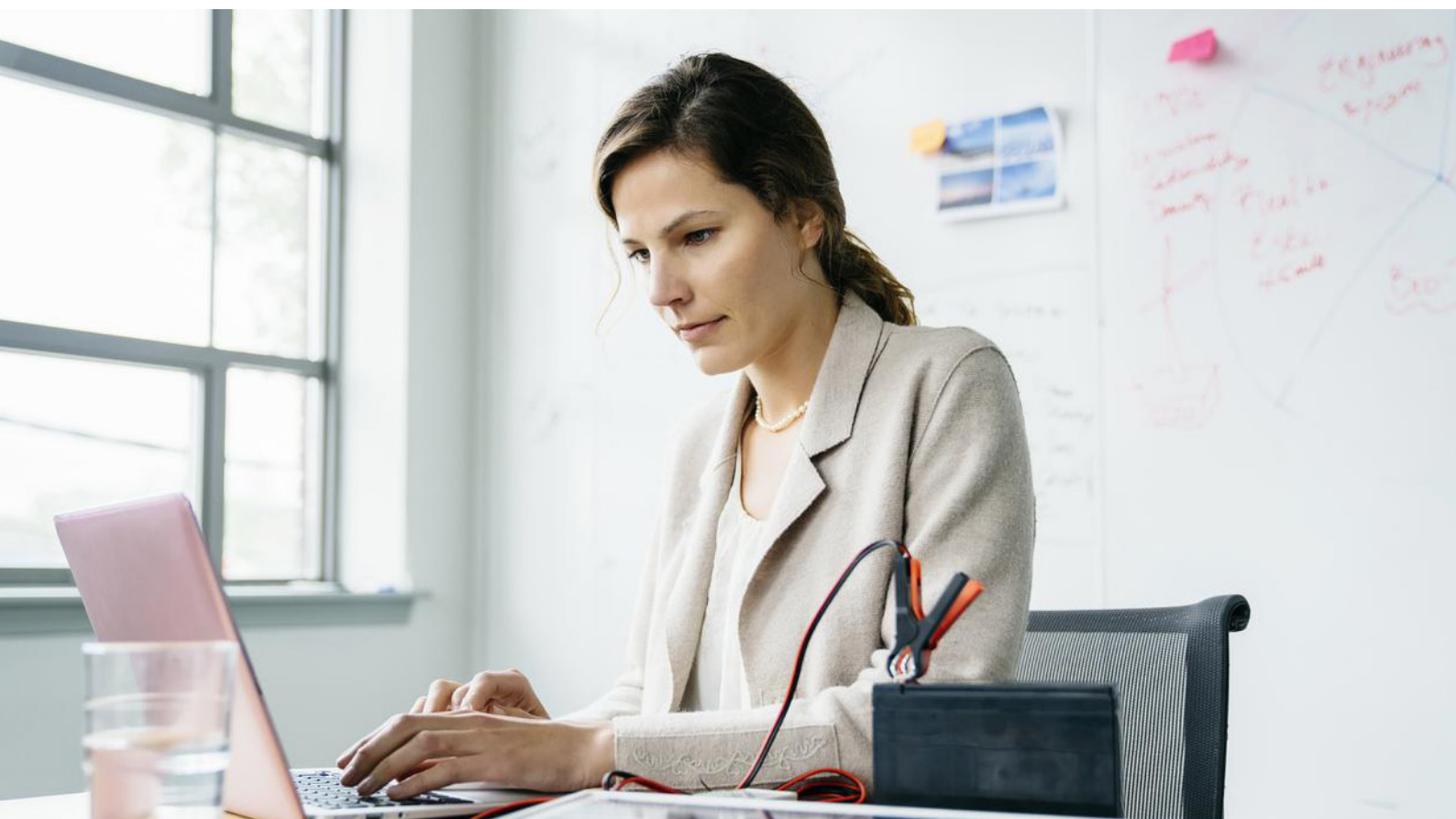


Respondents in large-size companies report the lack of data-driven and technology-enabled hiring process (28%) as their most significant challenge, followed by unstructured and time-consuming interviews (22%).

Conversely, respondents in medium-size (27%) and small-size companies (33%) attribute their hiring problems to their inability to find and attract top talent as per business requirements.

This section outlined the challenges that impede organizations from developing a first-rate hiring system and finding high-quality talent. Irrespective of the strategies, exceptionally long hiring cycles, the inability to attract and hire quality talent, or the lack of data and tools to shortlist candidates are continuous barriers to quality hiring.

**The lack of data and tools to shortlist candidates are continuous barriers to quality hiring.**





# COVID-19 scenario: the disruptor



The previous section summarized the challenges industries face in hiring talent, besides elucidating the reasons for persistent bottlenecks. Hopefully, the outcomes would help decision-makers make sense of the fault lines that continue to hinder their talent acquisition pipelines, besides offering them insights into what is going awry. However, one cannot outline those challenges without tying them to COVID-19 and its many fallouts.

**The pandemic compelled many organizations to freeze, postpone, or downsize their hiring to help them weather the storm.**

Most organizations possibly restricted hiring or furloughed employees as their tried-and-tested recruitment process, involving face-to-face interactions, remained largely unviable. Budgetary setbacks and concerns about the future may have also fueled uncertainty.



Not all companies, however, were caught in the swirling vortex of the pandemic. Some of them devised adequate contingency plans for unforeseen challenges, which likely helped them immensely. Therefore, it would be interesting to know about the solutions implemented by those HR decision-makers to navigate the crisis and soften the impact of the ongoing disruption on their talent acquisition plans.

**The second section of the report assesses the impact of COVID-19 on hiring plans across companies and locations.**

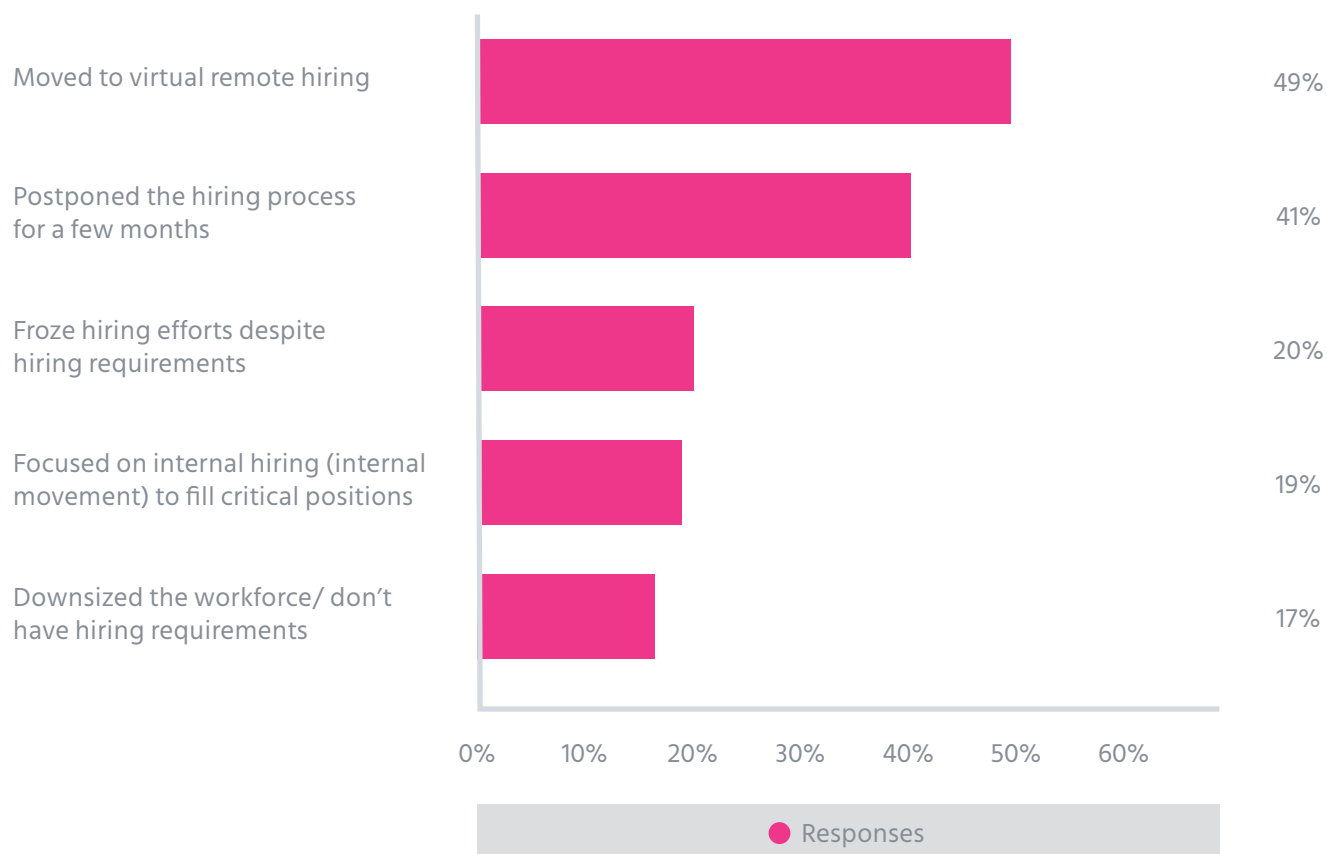
The report analyzes the performance of companies' hiring teams amid the challenge, besides exploring how and to what extent organizations have managed to achieve their hiring targets. The findings suggest that companies have adopted some new setups for a relatively swifter recovery from the crisis. Perhaps other companies facing headwinds can employ these means to address their hiring issues.



**Industries such as entertainment and hospitality experienced maximum downsizing of employees.**



### What was the impact of COVID-19 on your hiring plans?



**As the findings reveal, COVID-19 turned the talent acquisition landscape upside down for many companies.**

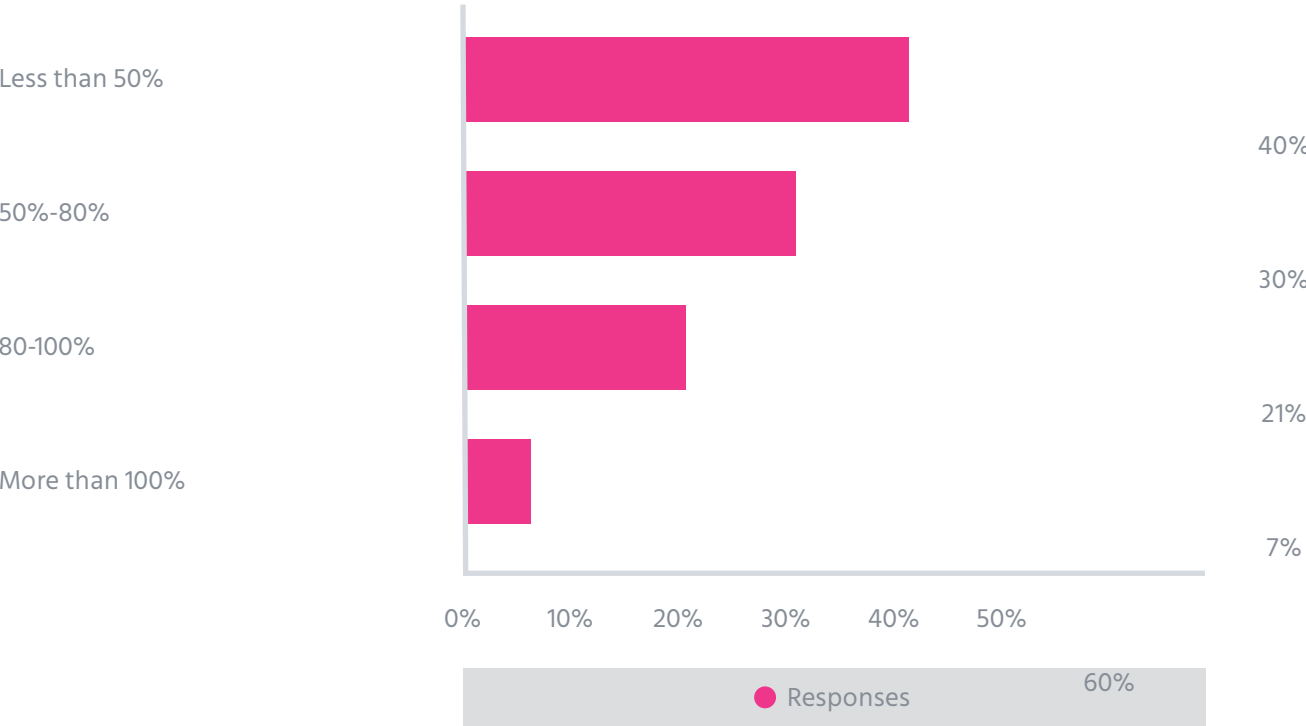
The uncertainty and lack of clarity on how the pandemic may unfold are likely reasons that have shaped their preferences. But a more significant finding suggests a silver lining, indicating that a larger contingent of respondents, 49.04%, invested in technology to establish virtual hiring systems.

The decision to migrate their legacy systems online, coupled with a survival mindset, implies that virtual hiring is a mandate not just to survive but to thrive, especially now. In hindsight, this futuristic approach also puts two new ways of work into perspective- the comfort of remote hiring and remote working.

Close to one-fifth of those surveyed froze or downsized their workforce to stay afloat, indicating concerns about returning to normalcy. The focus may also have been on safeguarding financial resources to maintain a sizable war chest, which seems to be a rational move given the complete lack of clarity in the short and medium-term. Simply put, there were far too many variables for any organization's liking.

**40%**  
**of those surveyed**  
**deferred their hiring plans**  
**until the markets had**  
**somewhat recovered.**

What percentage of your hiring target did you meet in 2020 for your chosen roles?



**Some organizations exhibited commendable tenacity by meeting and exceeding their hiring targets during the pandemic.**

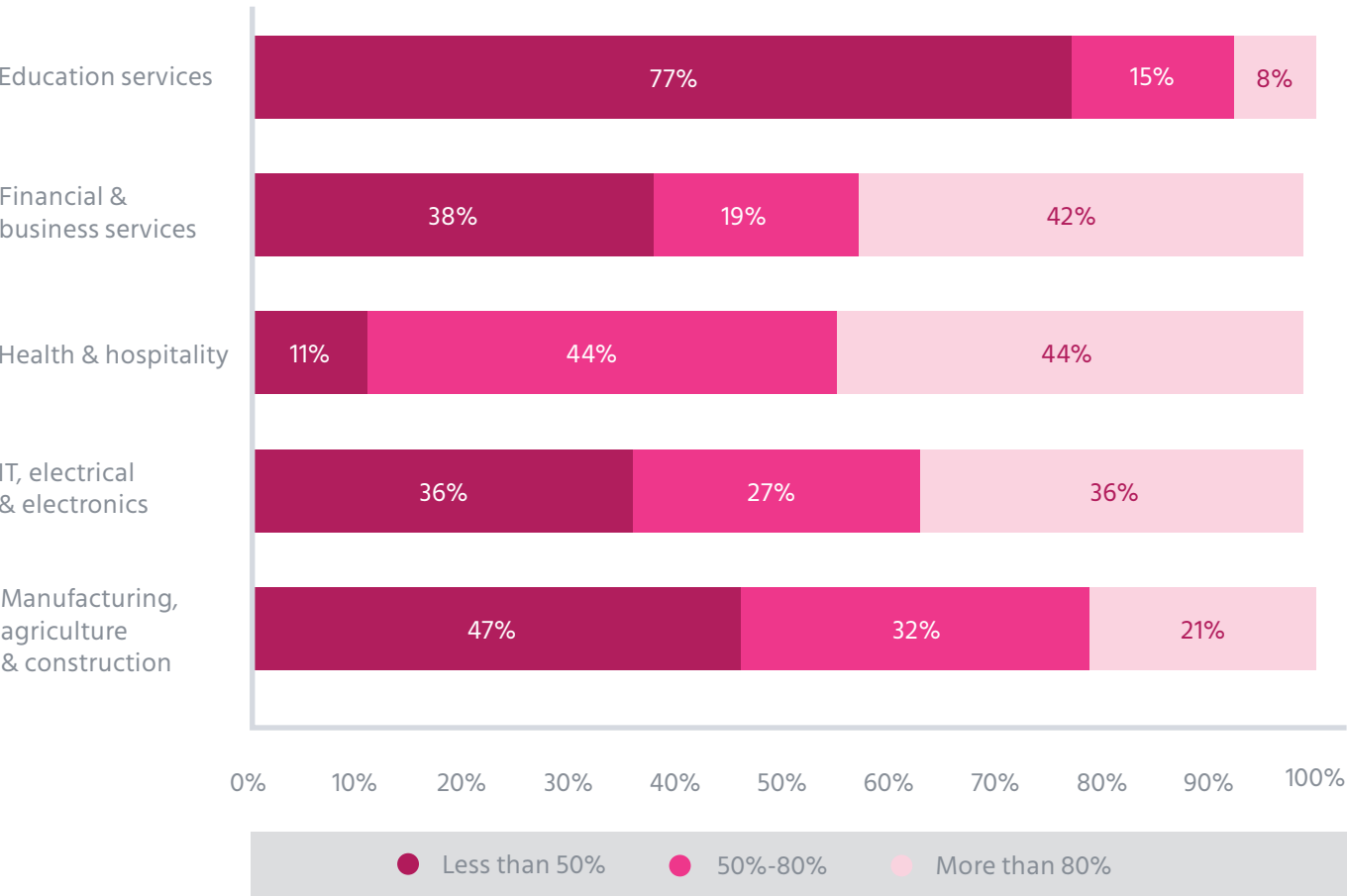
Such companies seemed prepared to make an expeditious shift toward the online ecosystem. This achievement can be attested to having a pre-existing digital setup or a mindset of using the disruption to move forward. Either way, this preparedness helped them meet their hiring targets.



However, most respondents met less than fifty percent of their hiring targets in 2020. They were probably focused on filling business-critical positions that could help them navigate the headwinds and keep them afloat.

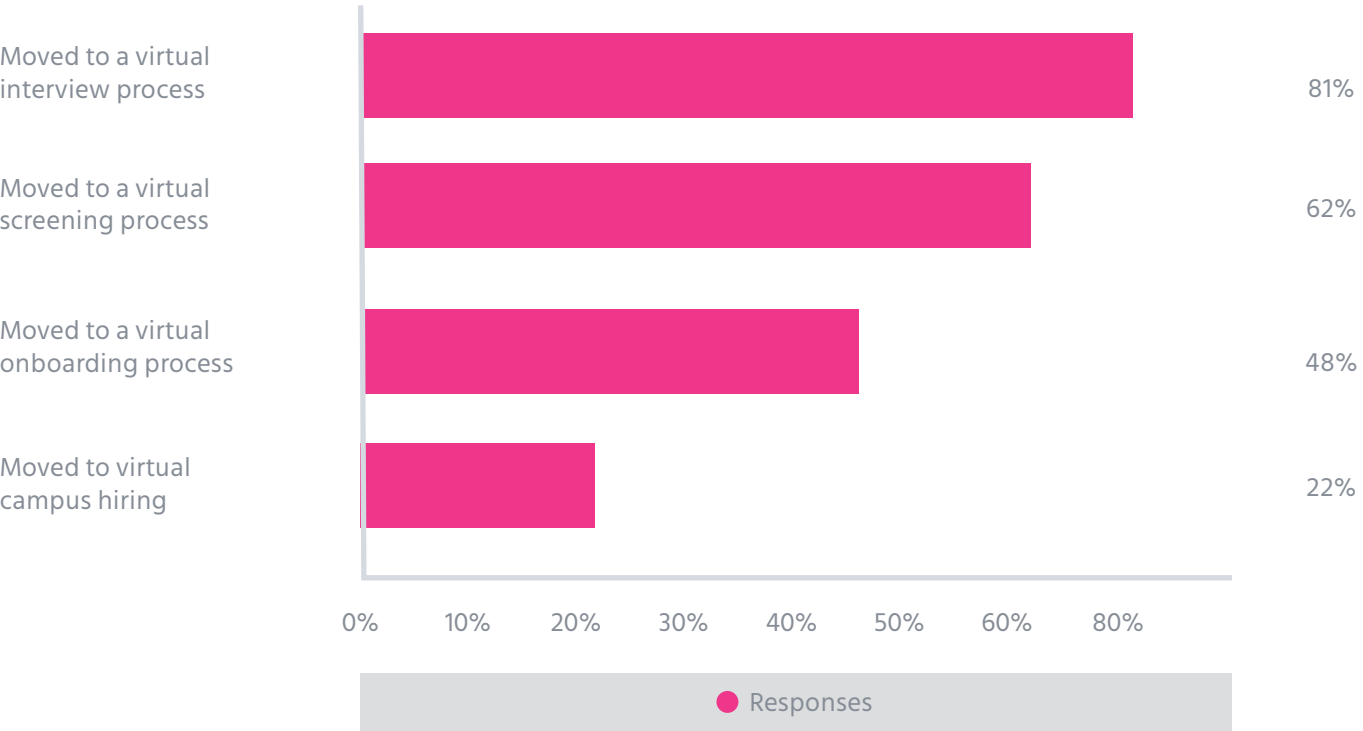
Hiring target as per industry segregation

While the graph mentioned above provides an organizational overview, the chart below is the outlook after industry-wise segregation.



All industries struggled with their hiring. But industries in the health and hospitality and financial and business service sectors continued with their hiring as usual. These industries comprised essential services and had to continue with their operations.

What kind of virtual processes did you employ during COVID-19 to continue with your hiring?



**Data indicates that organizations made significant investments to boost their virtual processes, such as online screening, interviewing, onboarding and campus hiring.**

When preparing for the unknown, pivoting swiftly toward tech adoption seems to have brought much respite to some companies. They must have assessed the positive impact virtual practices have on productivity, continuity and performance.

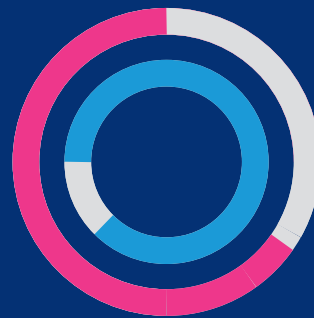


## Survey respondents overwhelmingly chose virtual interviewing platforms (81%) and virtual screening (62%),

which indicates that the need to continue with planned hiring was paramount. Also, for companies to employ virtual processes, the approach and assessments must have replicated the experience of physical interviews.

Hence, it is likely that these aren't one-off investments.

The findings indicate that organizations employed technology to address the challenges and stayed on course with their hiring plans. They adopted screening tools, online interviewing tools, employed onboarding tools and campus hiring tools to improve their hiring outcomes. Many leaders and hiring managers realize that they must encourage tech adoption across various tools, systems and processes to maintain their competitiveness and relevance in an evolving ecosystem. This realization is the most significant takeaway.



- 81% Virtual interview
- 62% Virtual screening

**Hiring targets were worst hit for industries, such as education services, IT, electrical & electronics, manufacturing, agriculture and construction, in 2020.**



# Technology: the game changer





The findings of the previous section suggest that organizations leaned toward using sophisticated and insightful hiring techniques, such as digital screening and tool-based interviewing. Decision-makers exhibited a positive outlook toward technology. But it is vital to examine the rate of tech adoption by companies in their hiring systems. Recruitment technologies made in-roads some time ago, following which a few businesses transformed and reinvented their talent acquisition processes. However, many others are yet to utilize technology adequately.

**Hence, the third section of the report was set out to understand whether the pandemic accelerated the implementation of digital technologies as a response to the crisis.**

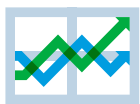
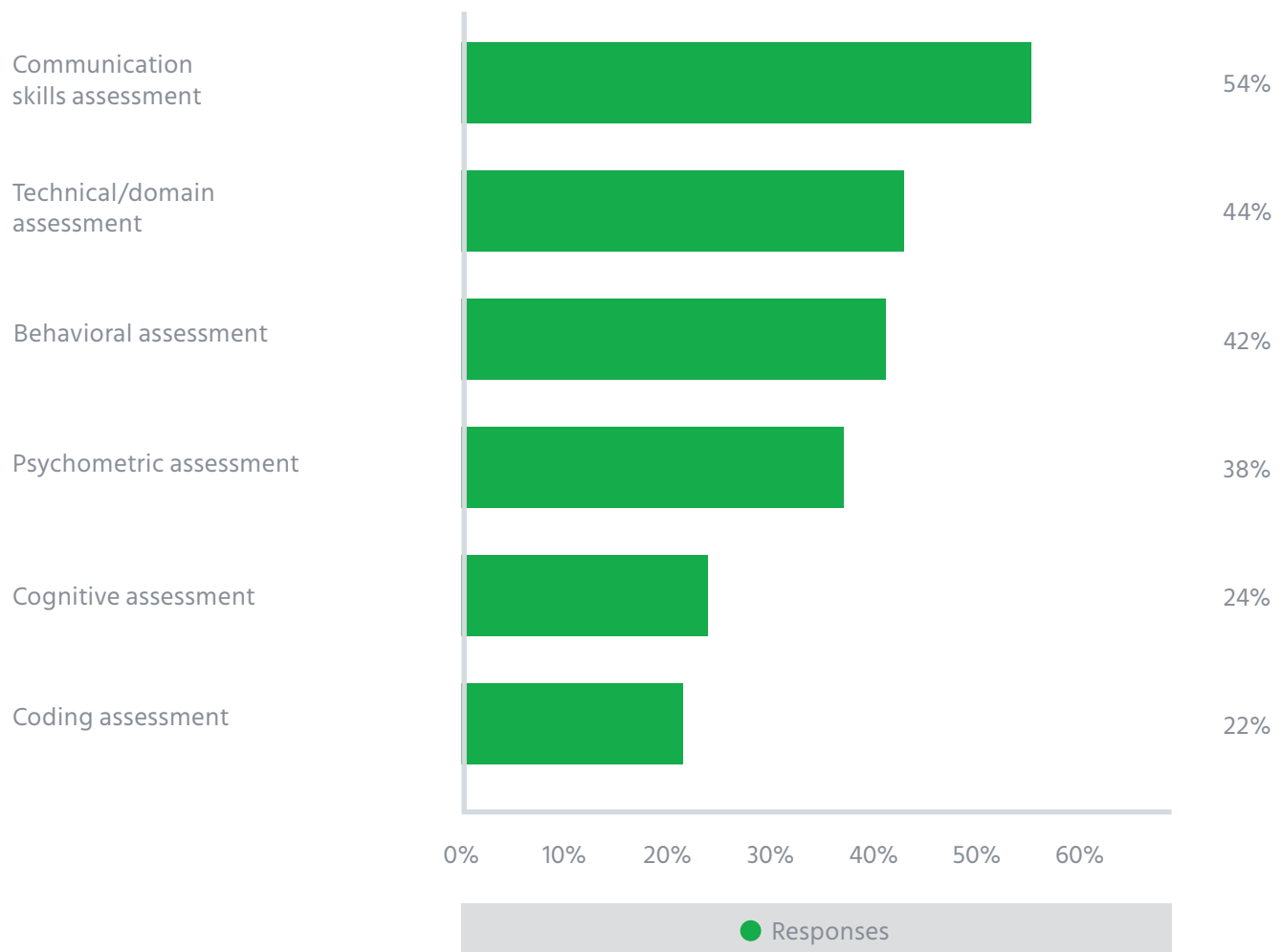
The survey findings in this section explore the extent of their usage and the benefits accrued by companies that sought to address their hiring challenges. It also dispassionately assesses the most significant barriers to tech adoption to diversify tech implementation for hiring processes.

They also seem to have structured their hiring mechanisms around them. The usage of screening tools, in all likelihood, is gradually building into a company culture that is in sync with existing challenges. There seems no apprehension or resistance to change. The tide appears to be in favor of being tech-adept.

**Companies are no longer apprehensive about technology or change.**



### What kind of virtual screening tools do you use?

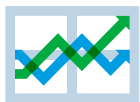
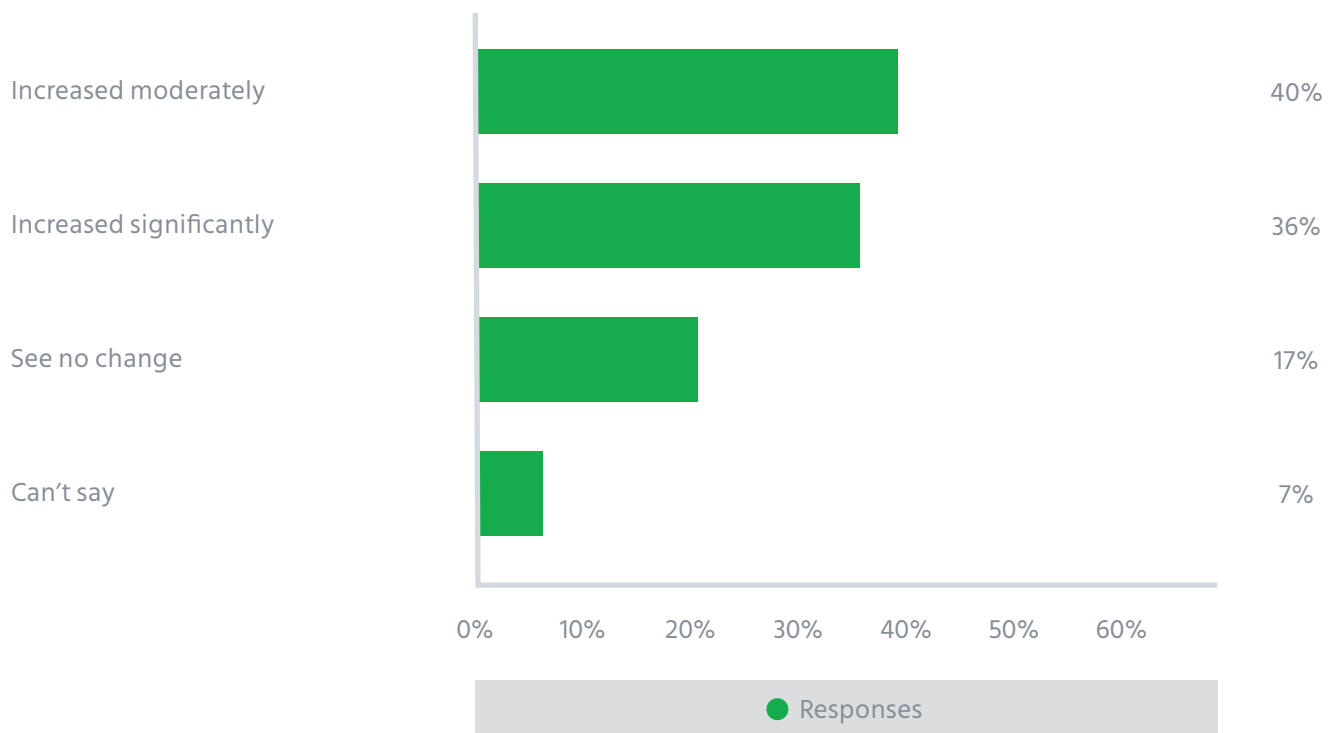


**The findings suggest that most survey respondents are employing some type of virtual screening tool to make more transparent and logical hiring decisions.**

Findings suggest that more than half (54.26%) of those surveyed are prioritizing virtual screening tools, such as communication skills assessment, as communication has assumed much greater importance in creating a unique proposition for companies.

Furthermore, respondents also seek a more holistic candidate assessment by actively employing screening tools, such as technical and domain assessment (44.68%), behavioral assessment (42.55%), psychometric assessment (38.30%), cognitive assessment (24.47%) and coding assessment (22.37%).

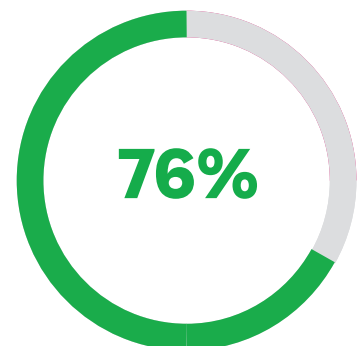
Since COVID-19, would you say the adoption of technologies in your hiring systems has:



Survey findings suggest that COVID-19 has bridged the much-discussed technology-business divide.

**A vast majority of respondents, i.e., 76%, recognize technology as a value add for businesses.**

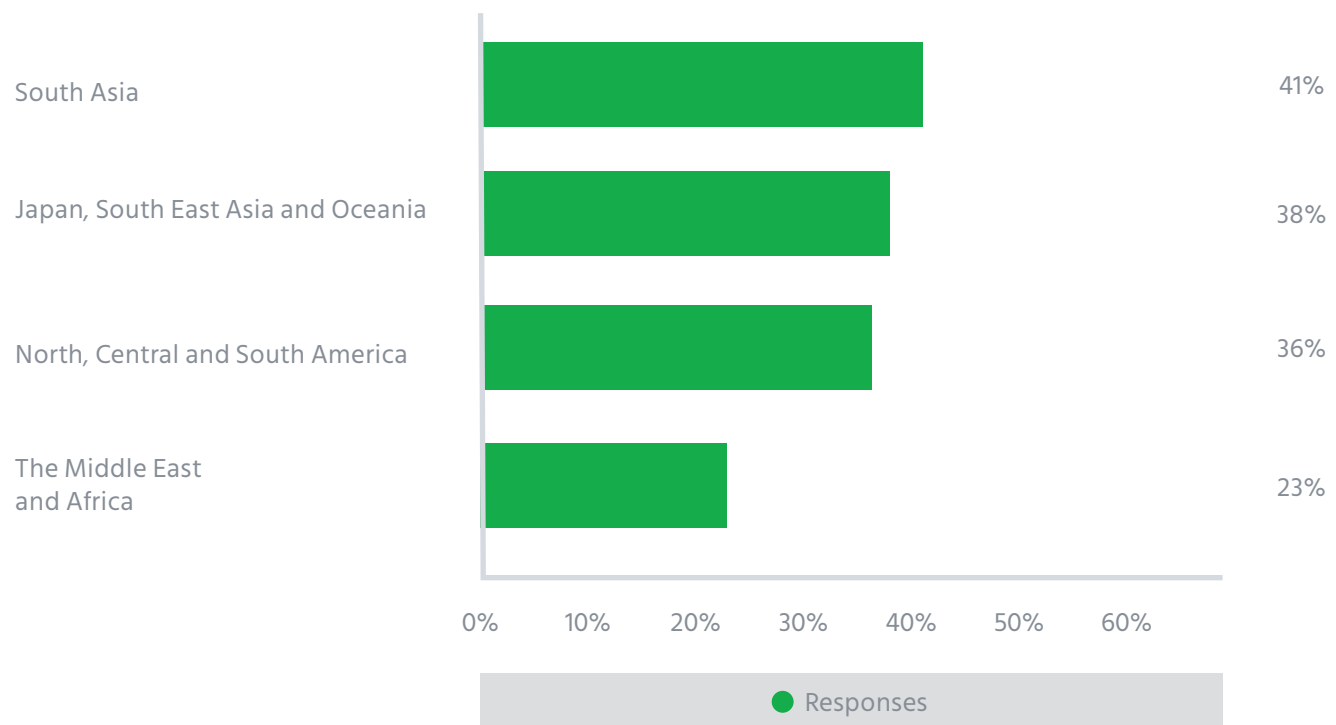
This swifter pivot reflects a changed perception toward technology among industry stakeholders. The challenges created by the ongoing disruption seem to have made decision-makers believe that their businesses and hiring mechanisms can continue unabated in a remote-work setting. Also, more affordable internet access, computers and ubiquitous tech platforms have equipped employees to work remotely.





### Tech adoption by geographies

While the graph mentioned above provides an organizational overview, the chart below is the outlook after geographical segregation.



**Asian countries, such as India, China, and others, have registered a faster rate of tech adoption at 47%.**

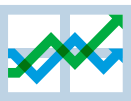
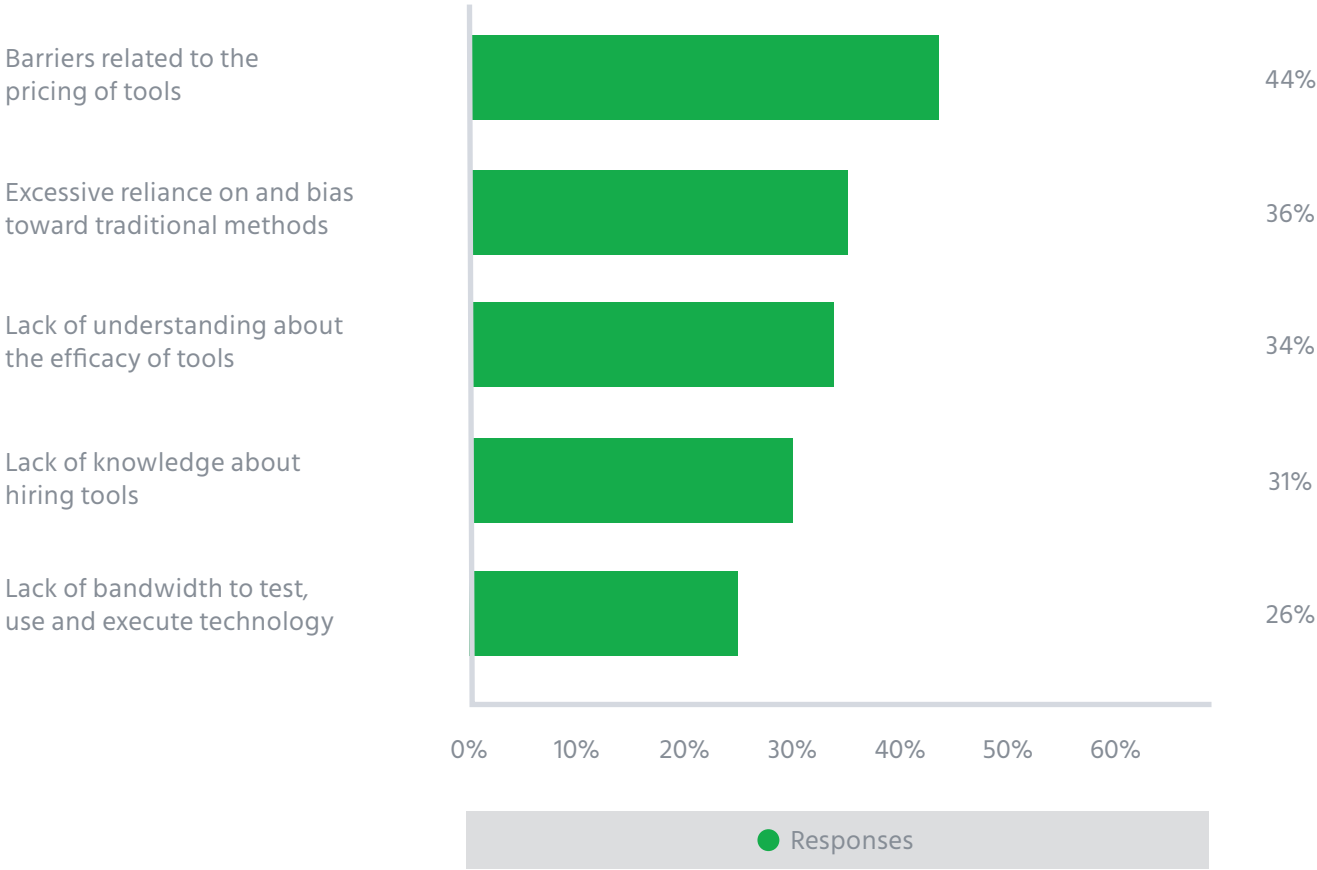
Likely, cheaper access to the internet, computers, tech innovations and mobile-first platforms have cumulatively contributed to this heady growth. These regions also offer the most scope for tech adoption.

Also, India has a rich ecosystem of startups with a vibrant pool of innovators. These startups view fostering technology to boost growth as a fundamental skill and a tested means to scale up most cost-effectively.



● Asian countries    ● Other countries

According to you, what are the biggest barriers to tech adoption?

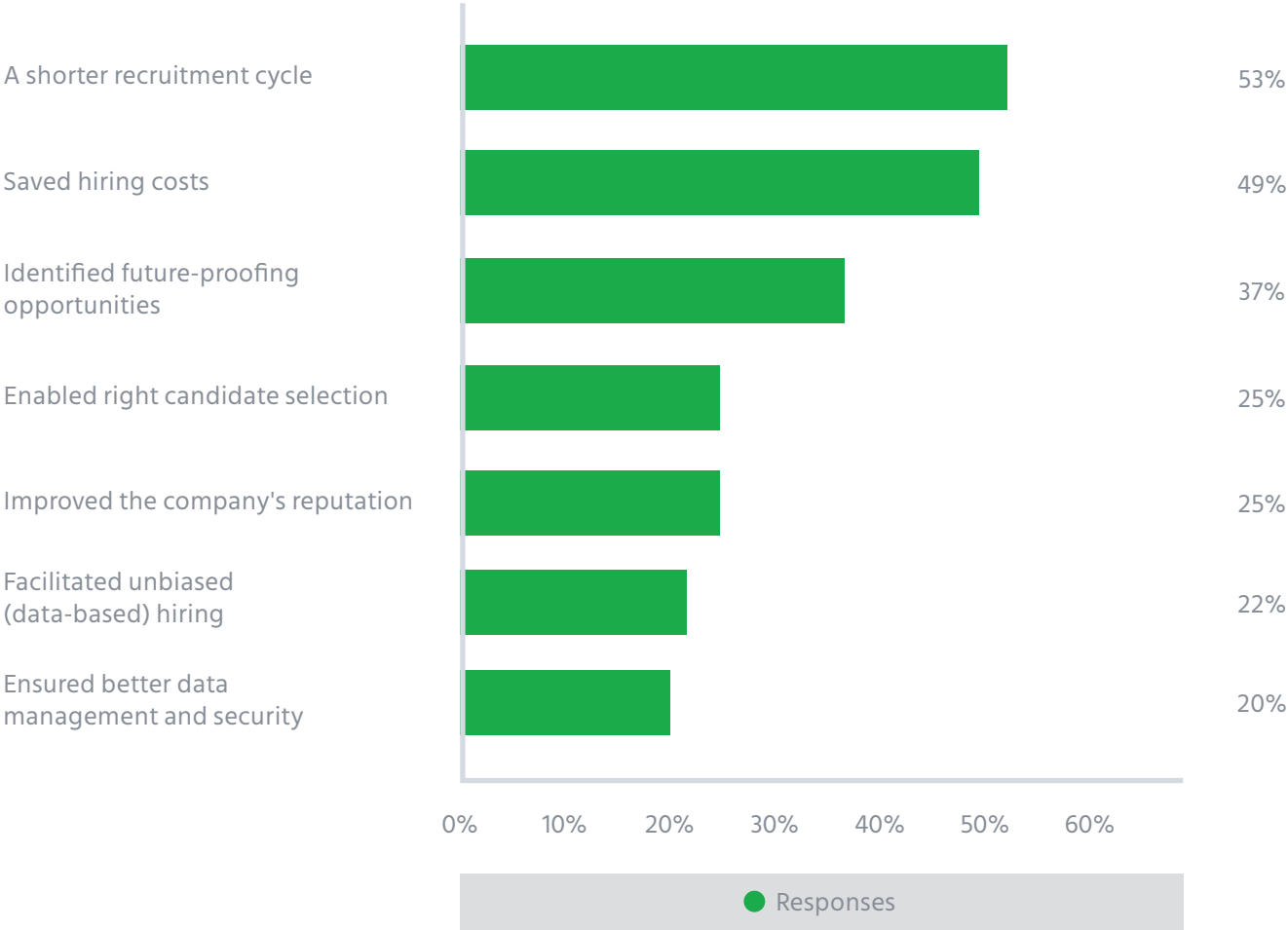


**More than one-third (36.27%) of those surveyed identified their overt reliance on and bias toward traditional methods as their most significant barriers to tech adoption.**

This finding is followed by a lack of understanding about the efficacy of tools (34.31%), a lack of knowledge about hiring tools (31.37%) and a lack of bandwidth to test, use and execute technology (26.47%). Organizations and leaders working on legacy systems require time to adjust to new systems and processes. However, current circumstances mandate a faster pivot toward technology.

Although the data above pin-point barriers to tech adoption, the availability of tools does not seem to be a bottleneck. Technology is being perceived favorably, suggests the survey findings. Knowledge and awareness about the tools are likely missing. Companies need help to understand the wide variety of resources at their disposal, their usages, aside from foresight into tangible results.

What specific benefits did you accrue by enabling virtual hiring?



**Businesses that approached their shift toward hiring online in the right manner recognized the real breakthroughs it accorded.**

One can infer that they benefitted from new systems and could envisage a new vision for the future. When a hiring tool or platform eliminates the complexities in the hiring process and expedites onboarding the best talent, its merits far exceed the lowered cost of talent acquisition or any quantifiable measure. A heightened candidate experience and elevated employee engagement enable companies to embrace a more future-forward outlook.



Thus, the section's findings draw attention to a significant increase in tech usage in the backdrop of the COVID-19 pandemic. The challenges in maintaining procedural continuity may have prompted companies to gravitate toward technology.



**53%**

of respondents who leveraged virtual hiring witnessed a significant decrease in their otherwise long recruitment cycle.



**50%**

of companies reduced their expenses with massive savings in hiring costs.



**1/3** of those surveyed identified future-proofing opportunities with virtual hiring.



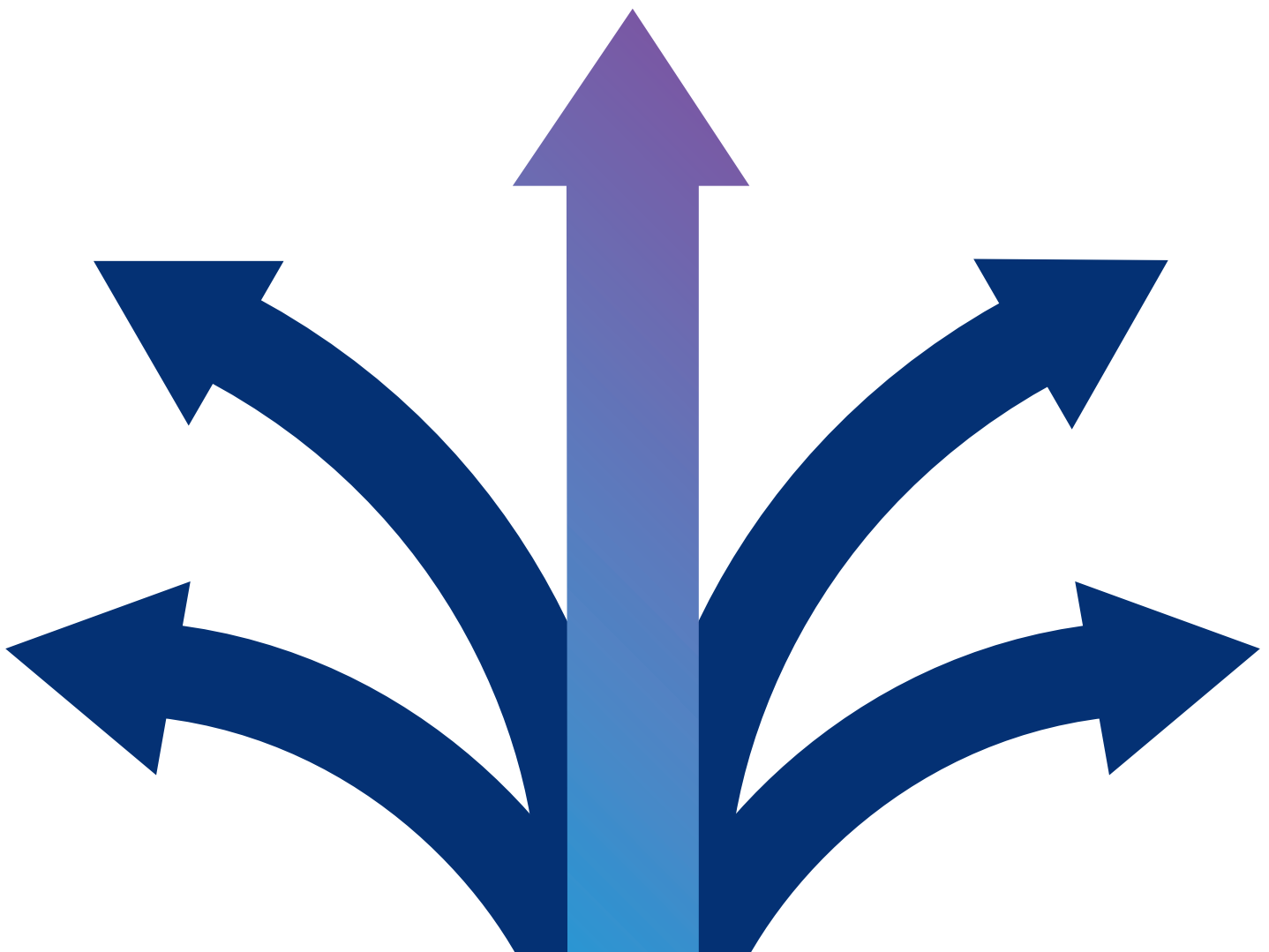
# Projections for 2021



The third section of the report indicated how organizations across levels and geographies used virtual tools to restore normalcy to their hiring process. While this change in perception has enabled companies to ensure continuity, it needs to be discerned how this changed approach is building a more sustainable hiring ecosystem for the future. The ongoing crisis will require more from businesses in the future, as skills and requirements undergo rapid and profound transitions. Therefore, it is vital to understand the long-term vision by making sense of what lies ahead.

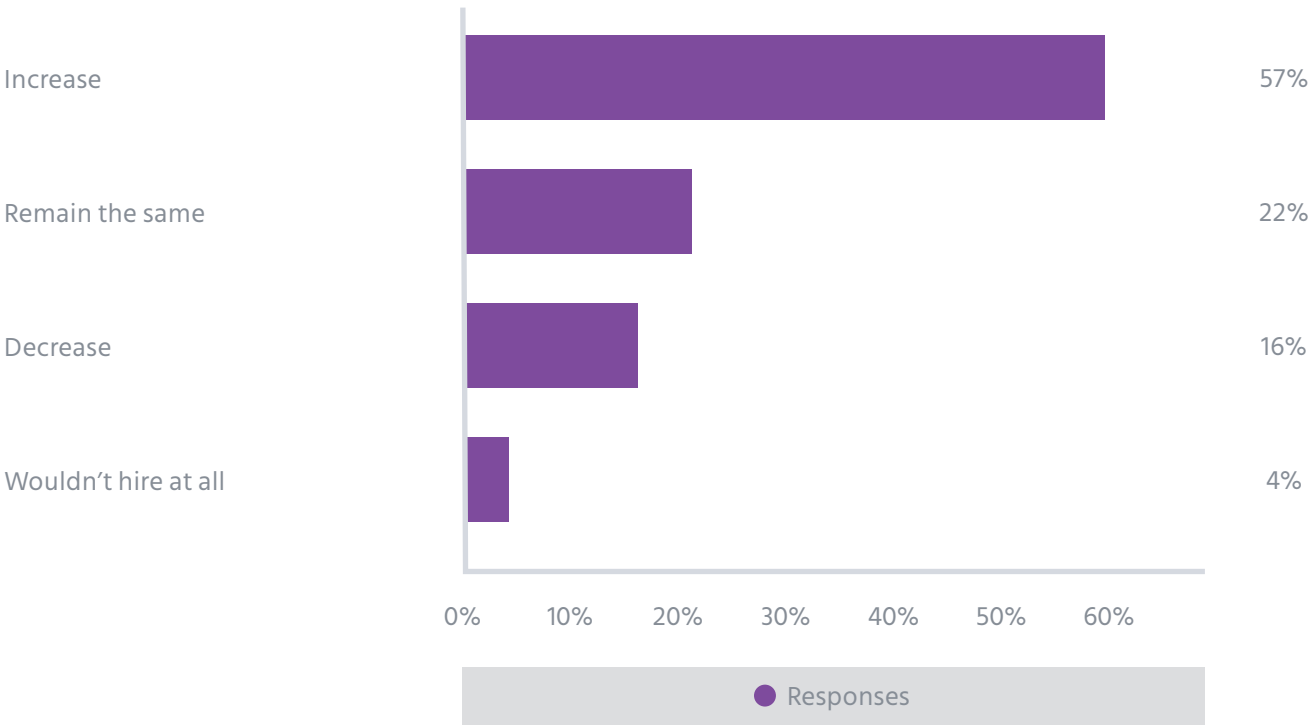
### **Hence, the fourth section of the report reveals industry leaders' outlook.**

It explores some essential considerations concerning hiring numbers and elucidates the roles for which companies would increasingly acquire talent in 2021 to address their future needs. The section outlines what is needed aside from tech adoption to connect, adapt, develop and manage a continuously changing hiring ecosystem to become more future-ready.

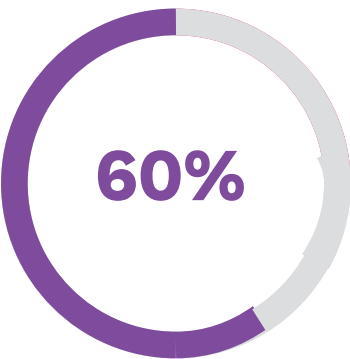




As opposed to the previous year, would you say that your hiring numbers will:



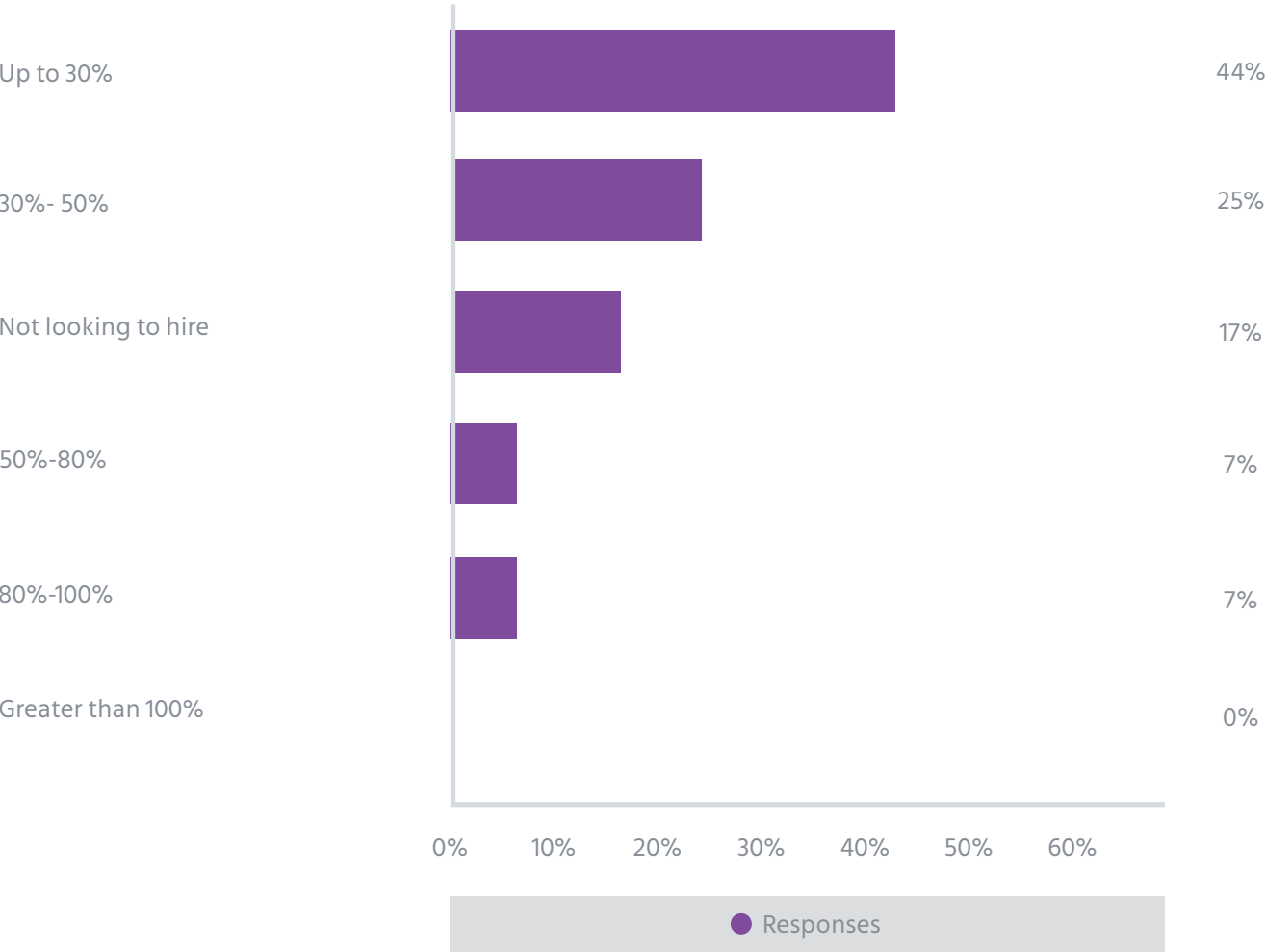
Many organizations have shut down or curtailed their operations in the past year. And understandably, jobs plummeted amid a rising rate of unemployment in 2020. However, the data looks promising in 2021. Positivity and confidence among hiring managers indicate that they are eager to return to pre-pandemic hiring levels in 2021 and acquire talent amid a measured expectation of returning to normalcy. However, the return to ‘normalcy’ will also depend on how the contagion pans out in specific geographies as some markets continue to reel under repeated surges of infection.



**60% of those surveyed are looking to hire for new positions.**

It is also reasonable to conclude that the use of virtual technology or AI-enabled hiring tools will continue to grow, helping companies overcome bottlenecks. Remote hiring will expectedly continue in the longer term.

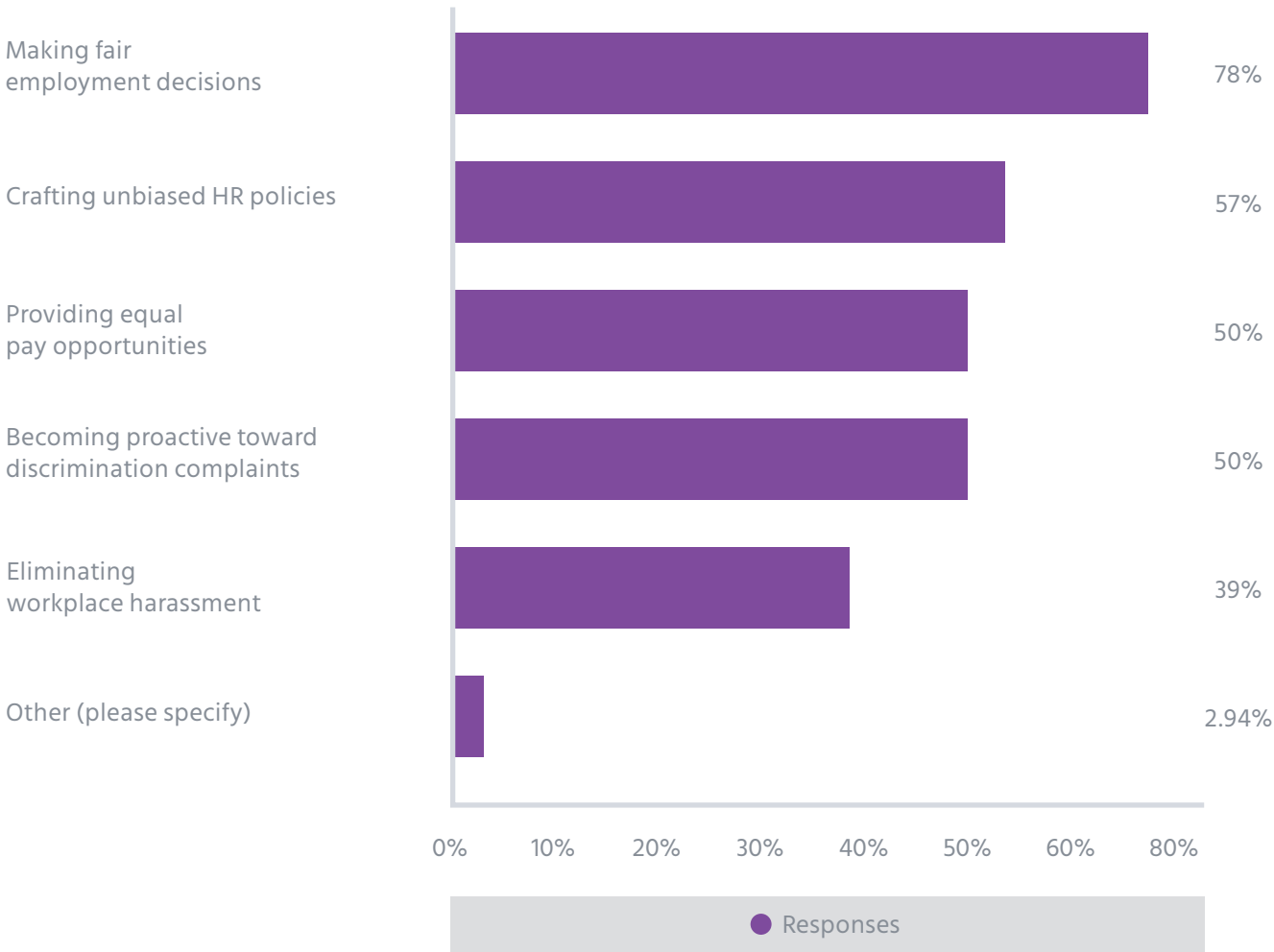
By what percentage are you planning to increase your hiring?



Vis-à-vis the last year, **44%** of respondents plan on increasing their hiring by up to 30%.

A quarter of participants hope to touch the 50% mark, and a smaller pool of participants (14%) plan to grow their talent pipelines just as they did before the pandemic. The job market seems to be warming up, as data reflects that organizations plan to increase their hiring numbers significantly. A combination of qualified candidates vying for jobs and equally eager organizations streamlining their staffing plans will likely boost the job market. It is expected to offer a healthy balance of roles, offering much-needed respite in the face of continued uncertainty.

**How do you plan to make your organization an equal opportunity employer?  
(E.g., when hiring LGBTQ or special needs candidates) (You can choose multiple options)**



**Data suggests that equal employment opportunities are moving to the forefront in 2021, as hiring a resilient workforce requires a future-forward approach.**

Also, diversity, equity and inclusion for organizations don't seem to stop with hiring. They are investing in practices and principles that sustain and drive these initiatives over time. An evolution in their hiring approach will likely attract a more diverse talent pool, nurture a feeling of belongingness and establish a diverse and robust talent pipeline essential to organizational growth.





## Robust DEI policies will attract a more diverse talent pool.



Several organizations seem to be working toward achieving equality in hiring.

# 78%

of them chose to make fair employment decisions as their primary objective.

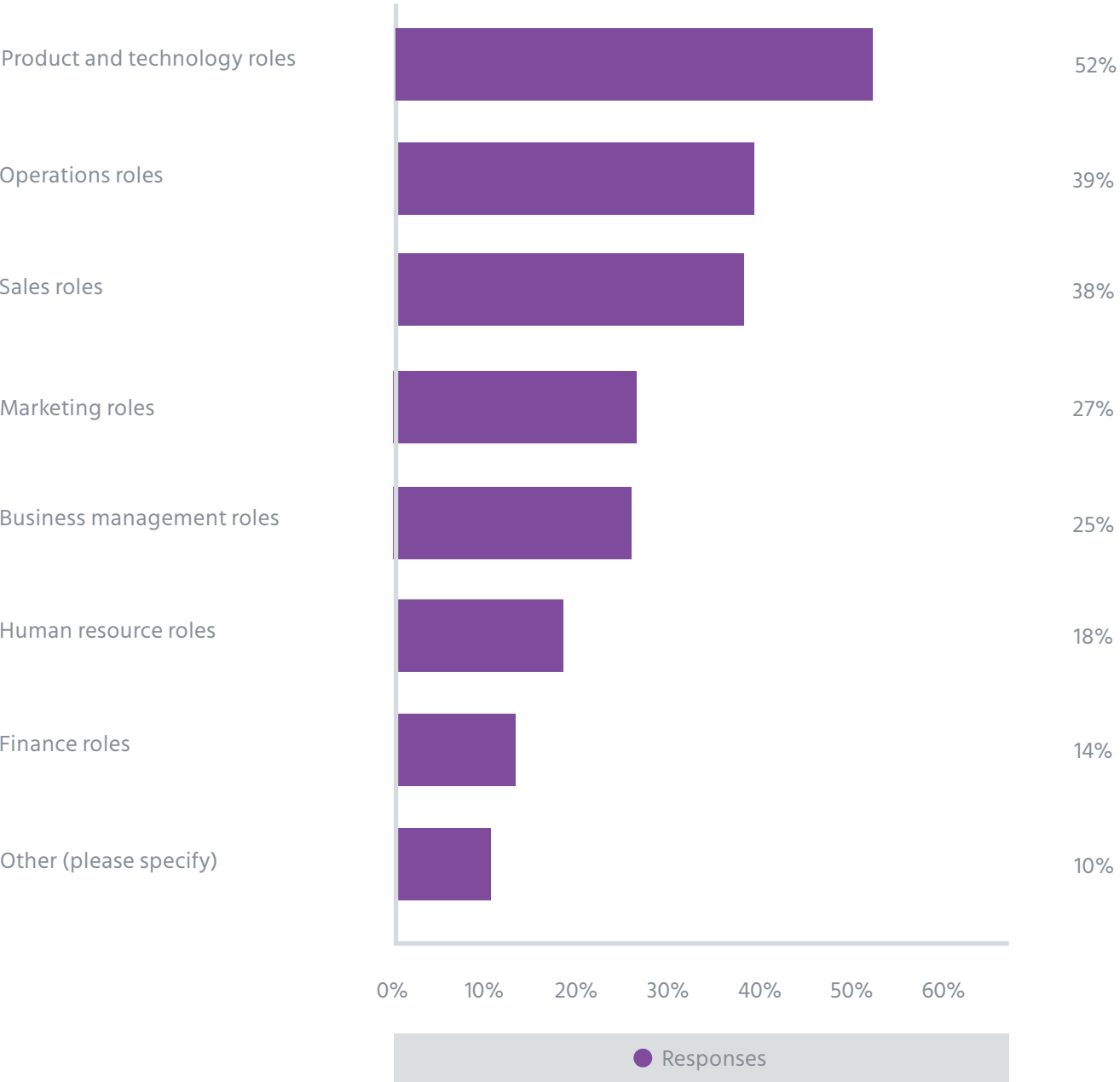
# 58%

plan to bring a positive change by crafting appropriate HR policies.

# 50%

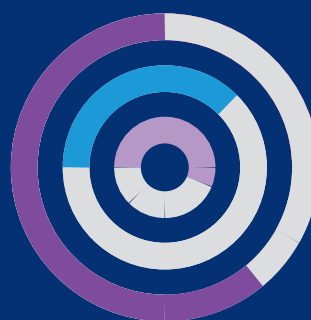
of respondents aim to prioritize equal pay at the workplace.

In your opinion, for which role/s will you hire the most in 2021?



Although specific jobs and tasks seem to be fading in the new environment, multiple new roles are being created, or some dominant ones are being revived with a more future-ready oversight.

**53%**  
of industry leaders seek  
to hire for product and  
technology-related roles,  
followed by operations (39.42%)  
and sales roles (39%).



- **53%**  
Product and  
tech roles
- **39.42%**  
Operations
- **62%**  
Sales roles

Reliance on tech roles seems to be a global phenomenon. Geographies such as Japan, Southeast Asia, Oceania, North, Central and South America, South Asia, and The Middle East and Africa are witnessing an increased demand for product and technology roles.





# How Mercer | Mettl can help

Mercer | Mettl offers a high-level, high-quality digitized hiring process that empowers companies to build high-performing teams in a fair and inclusive manner. Its fastest-growing roster of online hiring tools provides a host of coding, technical, aptitude, language and personality evaluation tools, in sync with powerful AI-proctoring technology.



## Campus hiring

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Mercer | Mettl eliminates the need for multiple hiring platforms. It offers an intelligent campus management solution that helps organizations undertake pan-India and global virtual drives, assess via screening and proctoring tools, select using coding interview platform, and engage individuals via innovative solutions, all in one place.



## Lateral hiring

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Mercer | Mettl's expertise as hiring advisors enables organizations to save time by shortlisting and interviewing suitable candidates across diverse roles and industries. A holistic set of pre-employment tools based on behavioral, cognitive and technical abilities scientifically measures core traits and enables better talent selection digitally.



# Methodology

The state of talent acquisition survey 2021 features insights from business leaders and talent acquisition professionals across diverse industries. Participation from a wide range of industries includes:

- Education services
- Financial and business services
- Health and hospitality
- IT, electrical and electronics



- **45%**  
Fewer than  
500 employees
- **36%**  
500-2,000  
employees
- **19%**  
More than  
2,000 employees

**An excellent mix of C-suite executives and HR leaders from various public and private companies belonging to diverse regions were surveyed to understand and capture a dynamic interpretation of the developments unfolding in the job market amid a global health crisis.**





# About us

At Mercer | Mettl, our mission is to enable organizations to make better people decisions across two key areas: acquisition and development. Since our inception in 2010, we have partnered with more than 4,000 corporates, 31 sector skills councils/government departments and 15+ educational institutions across more than 90 countries.

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🌐 [www.mettl.com](http://www.mettl.com)

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## Robust Information Security System



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