

# Recruiting in the Dark Research on Outcomes and Effectiveness of Resume Redaction in Recruiting



# Table of Contents

Introduction	3
Executive Summary	4
Key Themes	6
Detailed Findings	7
Familiarity with Resume Redaction	7
Reasons for Not Using Resume Redaction	8
Candidate Response to Resume Redaction Concept	9
Recruiter Support of Practice	11
Candidate Experience and Preferences	12
Recruiter Masking Practices	17
Candidate and Recruiter Views on Blind Recruitment's Impact on Ability to Distinguish Job Applicants	21
Recruiter Goals for Resume Redaction	28
Impact on Diversity Goals	29
Demographics	32
About <i>HRO Today</i> and Sevenstep	37

# Introduction

---

*HRO Today* Flash Reports are a series of ongoing research initiatives that address today's topics of interest in the HR community. *HRO Today* Flash Reports are focused briefs that can be used to support business decisions and further discussion among industry practitioners and thought leaders. This report addresses the North American market.

This report examines the prevalence of the use of resume redaction among corporations. The objective of the study was to estimate the incidence of companies using the practice, goals of employing the practice, and the outcomes obtained from it. Further, reaction to the concept of resume redaction and preferences for how it is used among those candidates who have experienced it were ascertained so that comparisons between HR recruiter views and those of job seekers could be made.

This study was sponsored by Sevenstep, though the sponsor of the study was not revealed to study participants.

## Methodology

To draw comparisons between HR recruiters and job seekers, two separate studies were fielded, one to each group. For the recruiter segment, between January 10th and February 18th, 2021, a series of email invitations were sent to subscribers of *HRO Today* Magazine and *HRO Today* newsletters to take part in an online study. Study respondents were manager level or above within their Human Resources departments. The total number of usable surveys was 103, and respondents were from North America.

The study among candidates was fielded between February 2nd and February 15th, 2021. The respondent set was selected from the QuestionPro Audience panel. Adults who had either actively looked for a new position within the last 18 months or those that plan to within the next 18 months were included in the study.

## Analysis Organization

This report combines the analyses from two different surveys. Where appropriate, those questions that are similar for both are shown so that conclusions can be made about views and attitudes towards resume redaction. The last section of this report contains findings from our recruiter survey only, as there were no corresponding questions appropriate for job seekers.

# Executive Summary

---

George Floyd, Breonna Taylor, Ahmaud Arbery, and others – the black lives taken in 2020 – were catalysts for the civil unrest and protests in the United States, bringing forth a renewed spotlight on systemic racism and its impact on recruiting processes. Because of this, many corporations began reexamining recruiting and hiring practices that could lead to unanticipated bias. A method companies are experimenting with to reduce bias and establish a diverse workforce is through the practice of resume redaction. Resume redaction, also known as blind recruitment, is the process of removing identification details from job candidates' resumes and applications. It is not a new concept. Its origins can be traced back to the 1970s.<sup>1</sup>

The types of information hidden could include name, home address, veteran status, or affinity group memberships, for example. The goal is to help recruiters evaluate people on their skills and experience instead of factors that can lead to unconscious or conscious biased decisions.

So, while the intention of this practice is laudable, does it meet the goals of improving workforce diversity and reducing bias? How prevalent is the practice and how is it being done?

Overall, resume redaction is a practice that has not found widespread use, despite being around for 50 years. Conceptually, the goal of eliminating bias and fostering greater diversity is highly endorsed by both job seekers and recruiters. But in practice, job seekers are concerned about how well they can distinguish themselves early in the recruiting process, while recruiters have found limited impact on diversity within their organizations.

While blind recruiting can be a valuable tool in eliminating bias in some circumstances, there are other processes organizations should also use to achieve their goals. The sourcing process, specifically job descriptions and software, must include diversity, equity, inclusion and belonging (DEI&B) parameters. Other means include standardized interviews and culturally neutral work sample tests. Overall, every organization that is committed to eliminating bias and increasing diversity must have established diversity goals with organizational buy-in.<sup>2</sup>

## There is limited implementation of resume redaction.

Despite increased energy around diversity initiatives, few companies are using resume redaction. In our study, 10.7% of companies employ the practice, though 81.6% are familiar with the practice. Among the group currently using it, many only use it in certain circumstances, such as more junior level jobs where job history and experience is less impactful on selection. Findings from job seekers support the contention of recruiters that the implementation of resume redaction is limited. Only 13.9% indicated they have had information hidden.

The practice of blind hiring is more reported by younger workers. Those 34 years old and under (16.5%) are more than twice as likely as those 65 and older (7.7%) to know the practice was used, with a downward slope in incidence as job seeker age increases. Males were more than twice as likely as females to have information hidden on their resume, perhaps because they were more likely to include information that could be redacted.

## Despite limited application, support for the concept is high.

Support for the concept is high among both job seekers and recruiters. Because resume redaction is not generally known outside of the recruiting world, job seekers were shown the brief definition stated above. Reaction to it was highly favorable, with 80.8% indicating a favorable response, resulting in an average favorability score of 4.14 out of a scale of 5.00.

But reaction to the concept varied across demographic classifications. While all races responded positively, Black and Asian Americans (average scores of 4.27 and 4.29, respectively) reacted much more positively than Hispanics, who responded with only a tepid average of 3.86 in favor. The positive reaction is also not uniform across age segments. There is a strong reverse correlation between age and a favorable response, meaning the older the job seeker is, the less likely they are to support resume redaction.

## Recruiters have focused goals for resume redaction.

Recruiter respondents were asked to indicate their goals with resume redaction. Respondents unanimously agreed that a goal is to eliminate the possibility of bias in recruitment processes. Interestingly, less than one-half (45.5%) cited diversity as a goal. A more diverse workforce may be the outcome, but the primary driver is clearly to eliminate bias, which does not necessarily lead to a more diverse workforce.

## Recruiter goals focus on bias and diversity but have marginal success.

Respondents indicated the practice of blind hiring has not positively impacted the achievement of diversity goals. Nearly three-quarters (72.7%) indicated no change, with nearly offsetting amounts feeling achieving the goals has been easier vs. harder. Overall, resume redaction has little to no impact on achieving diversity goals. One could speculate from this finding that no bias exists or that that it does exist but occurs later in the process. In either event, resume redaction at the earliest stages is not driving improvement in diversity metrics.

## Which fields are best to hide?

Job seekers were asked what fields they would want hidden. The most often selected was pictures. It is obviously completely up to the candidate if a picture appears on their resume, and most resumes already do not contain one. But other potential sources of candidate information, such as LinkedIn, usually contain a picture. Home address was selected second most often, by over one-third (37.4%). References to social organizations, such as social, political, or religious, were selected as a field to hide nearly as often as home address (36.8%).

Recruiters were asked to identify the fields they are masking. Name is the most frequently hidden field, as nearly three-quarters (72.7%) of recruiters engaged in resume redaction are masking name. While name was not a field job seekers wanted masked, gender and ethnicity can often be derived from looking at a candidate's name, something candidates may not consider. Further, job seekers are only aware of what is masked once they are brought into the interview process, when names are used.

Home address is masked the second most often by recruiters, hidden by just under two-thirds (63.6%). Both recruiters and candidates are aware that a home address can not only provide some information about ethnicity, but socio-economic status and age.

Pictures were masked by just over one-half (54.5%) of recruiters, the third most often field selected. Both candidates and recruiters agree that pictures have no place as part of the screening or interview process.

### Job seekers' concern over limiting accomplishments is high.

Candidates are concerned about blind recruitment inhibiting their ability to distinguish themselves. They were asked if they feel the practice of blind recruitment could prevent them from including information to a potential employer that would distinguish them from other job applicants. Despite a very positive reaction to the concept, respondents were divided about the potential for valuable information being masked. Overall, 40.7% felt the practice could inhibit their job search, while 38.2% felt it would not. Recruiters are less concerned. Recruiters using resume redaction were asked how the ability of a candidate to distinguish themselves prior to an interview changed, the majority (70.0%) believed there has been no change.

### Implementation of the practice is manual.

Recruiters were asked how they implement resume redaction. Overwhelmingly, 80% of respondents manually hide the fields. This is often done by simply crossing out the information with a Sharpie or going through a resume and blocking out select fields of text within a document application. The problem with this technique is that there is still the potential for recruiter bias in the process, partially negating the point of the exercise.

### Lack of information is primary rationale for not implementing practice.

There is a need for more information about the practice, which was indicated by nearly one-half (48.4%) of recruiting professionals as the primary reason they are not using resume redaction. One-quarter (25.0%) are working towards achieving organizational buy-in, meaning the concept is accepted by HR but not necessarily the organization. Another 9.4% plan to use it in the future, which suggests that up to just over one-third (34.4%) of those not using resume redaction may implement the process in the future.

## Overall, every organization that is committed to eliminating bias and increasing diversity must have established diversity goals with organizational buy-in.

- Resume redaction implementation is low
- Despite limited use, there is much support for concept
- Primary recruiter goal is to eliminate bias, diversity is secondary
- Very limited success in achieving goals of reduced bias and diversity
- Recruiters are most likely to redact name, address, and references to social organizations
- Job seekers' express great concern over practice restricting accomplishments
- Implementation of the practice remains manual
- A lack of information is primary driver for non-implementation

# Detailed Findings

## Familiarity with Resume Redaction

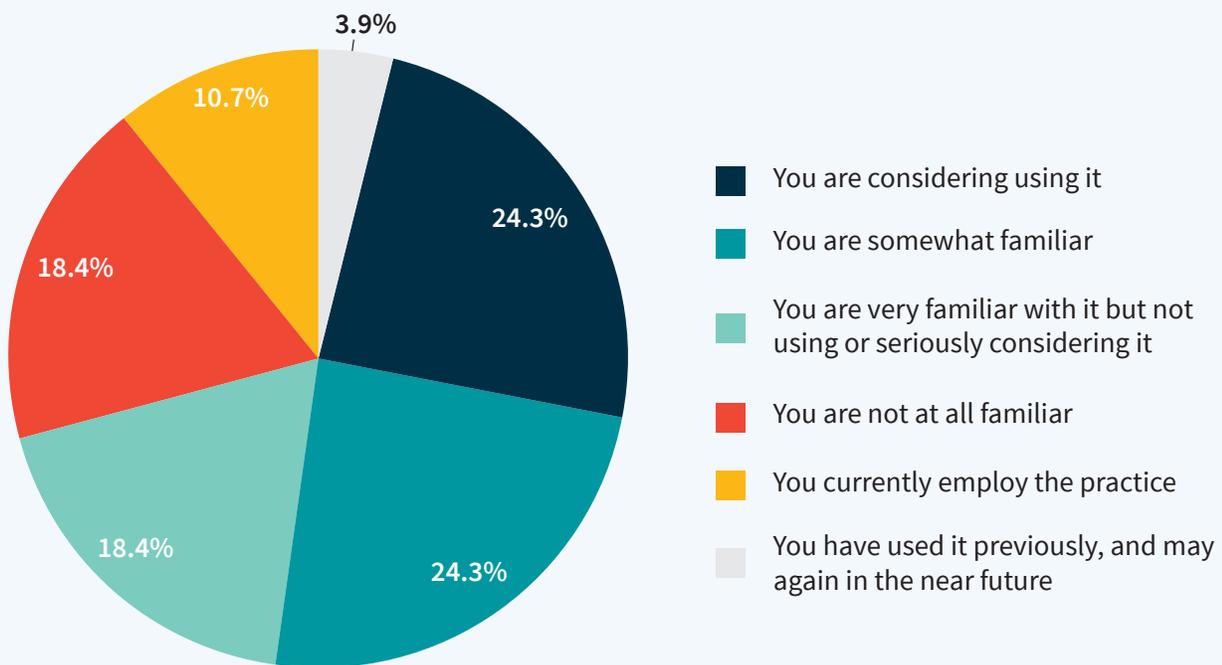
Human resources respondents were asked to select the statement that best reflected their familiarity with resume redaction/blind hiring. Current use is very limited, with only 10.7% currently employing the practice to some extent. Nearly one-quarter (24.3%)

are considering it. Just under one-in-five (18.4%) are very familiar with the practice but not considering using it.

Overall, 81.6% are familiar with the process to some extent.

### Familiarity with Resume Redaction

Which statement below best reflects your familiarity with resume redaction/blind hiring?



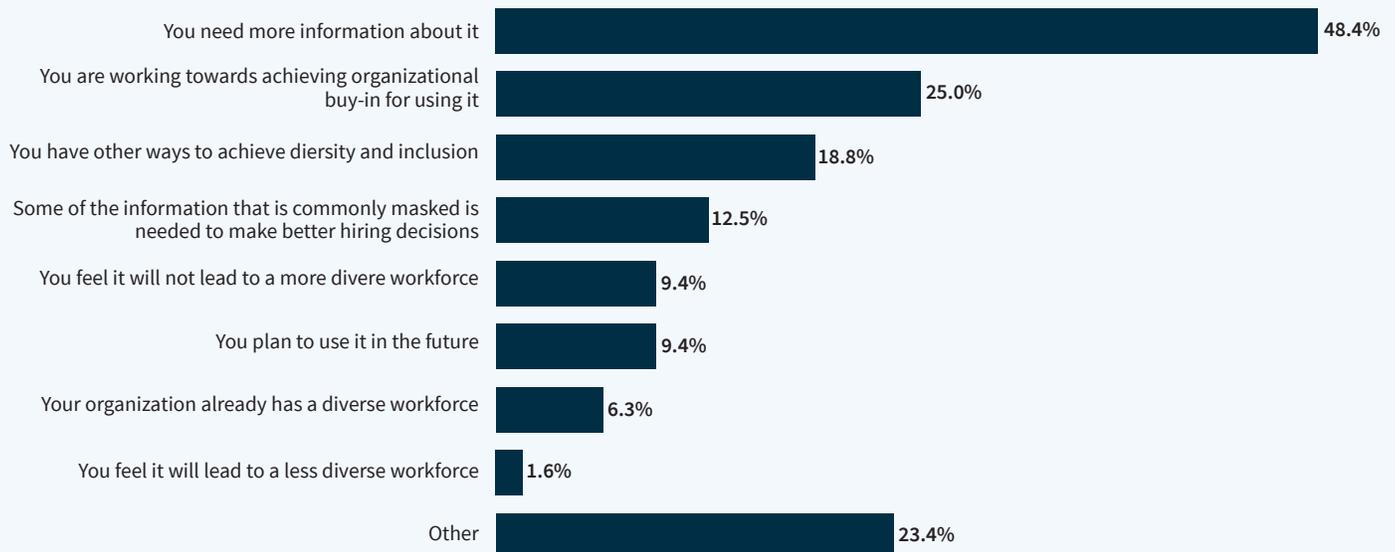
## Reasons for Not Using Resume Redaction

Among those considering or familiar with resume redaction, a follow-up question was asked about why they are not currently using it. Nearly one-half (48.4%) need more information about the practice. Just over one-third (34.4%) are either working towards achieving organizational buy-in or plan to use it in the future.

Recruiters also had the opportunity to write-in the reason why they are not using resume redaction, and nearly one-quarter (23.4%) did so. Their comments can be summarized as not having an automated means to employ the practice, and the time-consuming nature of blocking the fields manually. A system with built-in capabilities to execute the practice would alleviate these concerns.

### Reasons for Not Using Resume Redaction

*Why are you not currently using resume redaction in your organization?*



## Candidate Response to Resume Redaction Concept

Job seekers were shown a brief definition of blind recruitment. This was followed by a question asking for their reaction to the concept as it pertains to their own recent experience or anticipated job search. Reaction to the concept of blind hiring was highly favorable, with 80.8% indicating a favorable response, resulting in an average favorability score of 4.14 out of a scale of 5.00.

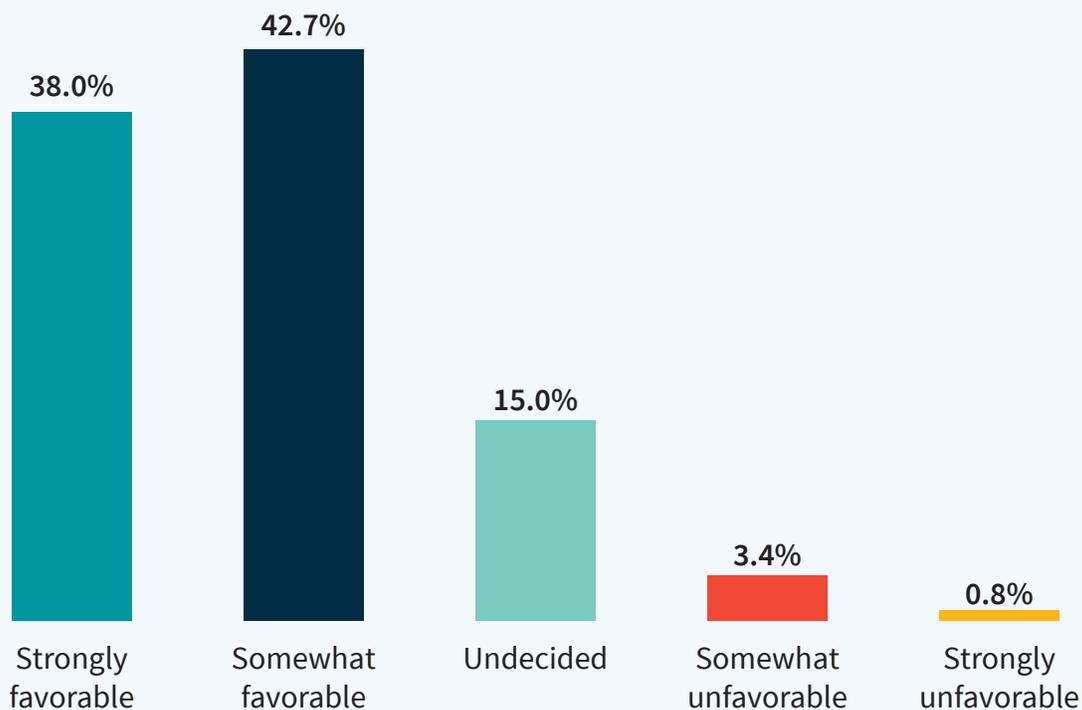
But reaction to the concept was not the same across demographic classifications. Black (4.27) and Asian

Americans (4.29) reacted much more positively than Hispanics, who responded with only a tepid average of 3.86 in favor.

Reaction is also not uniform across age segments. There is a strong reverse correlation between age and a favorable response, meaning the older the job seeker is, the less likely they are to support resume redaction.

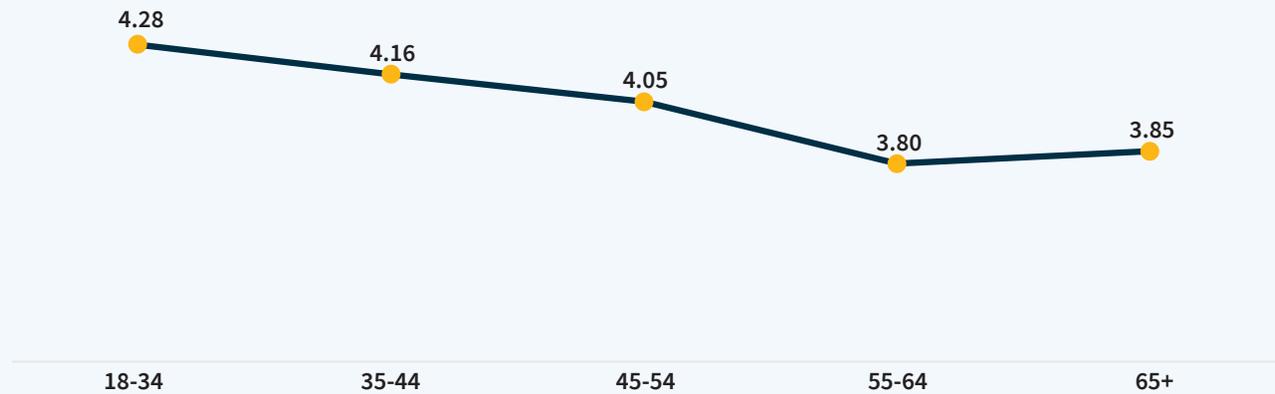
### Candidate Response to Resume Redaction Concept

*Based upon the description provided, what is your reaction to the concept as it pertains to a future or recent job search you may conduct?*



**Candidate Response to Resume Redaction Concept By Race**

	Average
Total	4.14
White	4.11
Hispanic or Latino	3.86
Black/African-American	4.27
Asian	4.29

**Candidate Response to Resume Redaction Concept By Age**

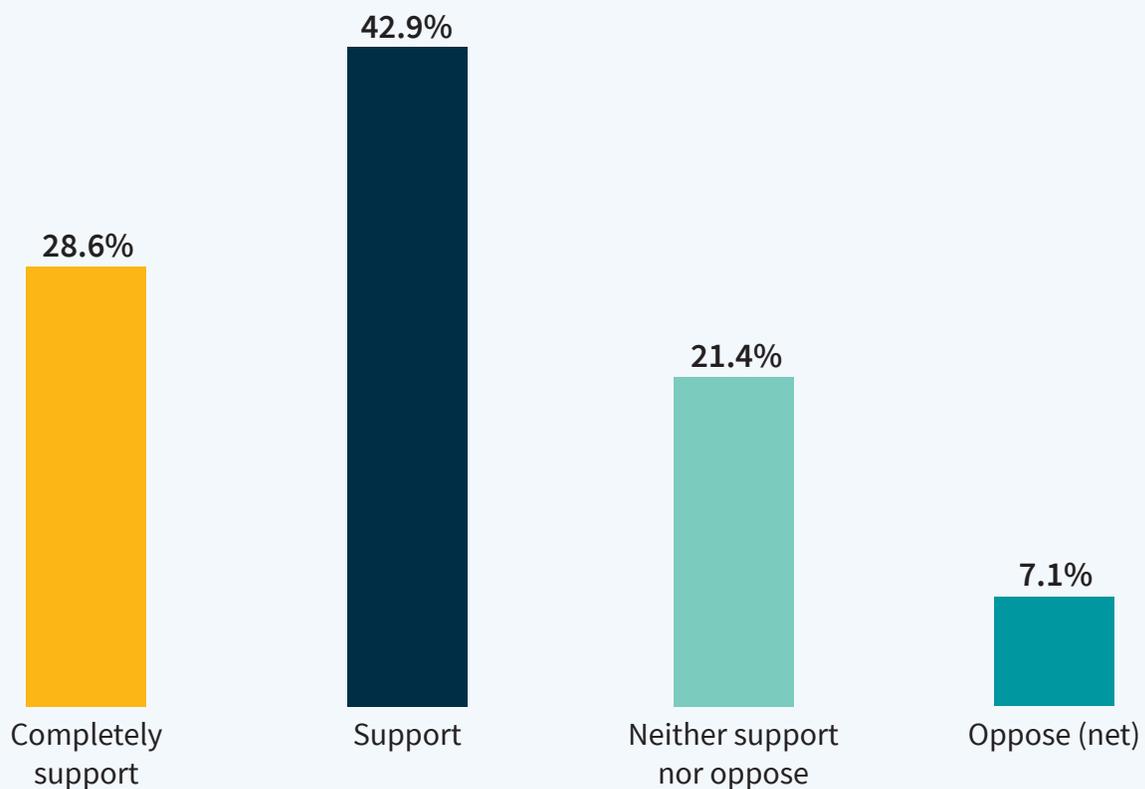
## Recruiter Support of Practice

Human resources practitioners that reported experience with implementing resume redaction were asked how much they supported the practice. Just under three-quarters (71.5%) supported the practice,

an average of 3.86 out of 5.00. While still favorable, recruiter support was less enthusiastic than the 4.14 average favorability score of job seekers.

### Recruiter Support of Practice

*Overall, to what extent do you support the practice of resume redaction?*



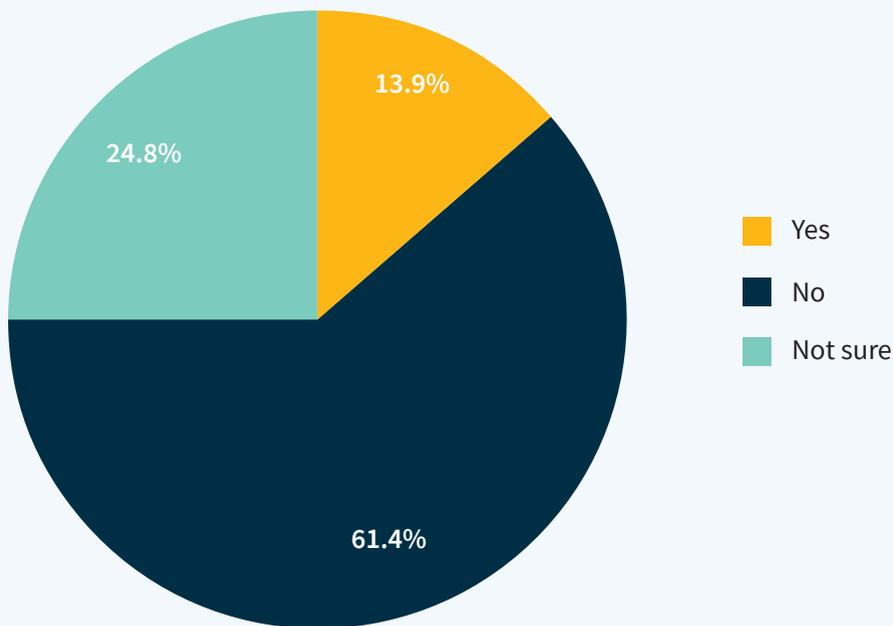
## Candidate Experience with Hidden Fields on Resume

Job seekers were asked to the best of their knowledge, if they ever had information on their resume hidden during a job search. A small percentage (13.9%) felt they had information hidden,

though one-quarter (24.8%) were not sure. Unless they are notified of the practice or can see it during in-person interviews, a candidate would not be aware it has taken place.

### Candidate Experience with Hidden Fields on Resume

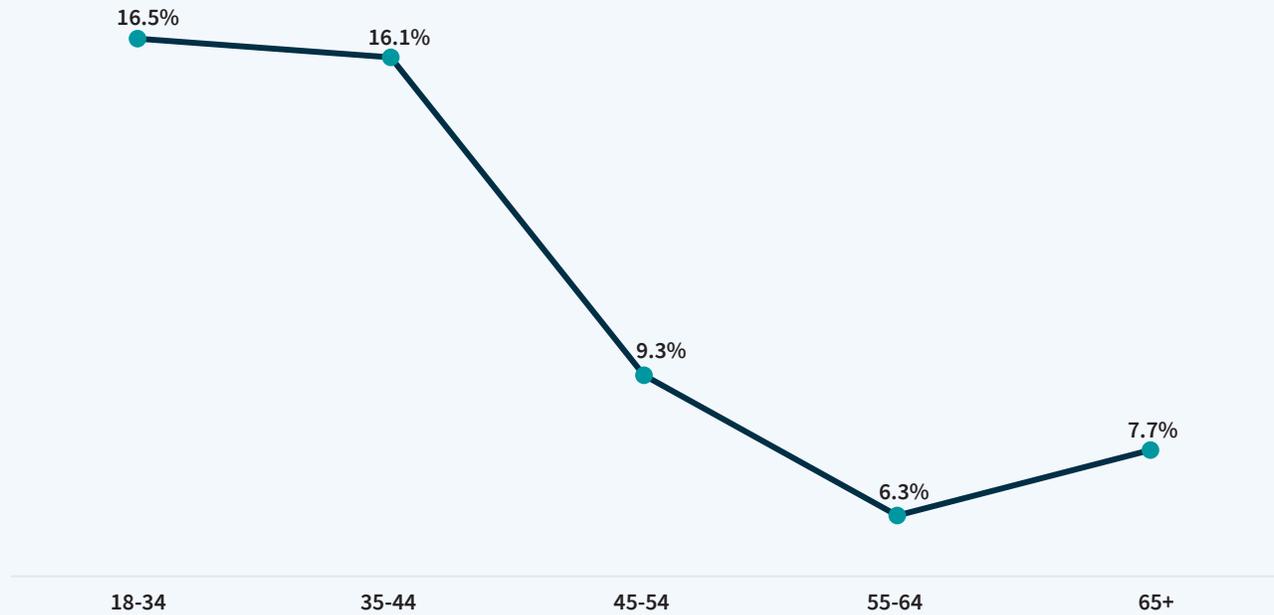
*To the best of your knowledge, have you ever had information on your resume hidden during a job search?*



The practice of blind hiring is more often used with younger workers. Those under 35 years old (16.5%) are more than twice as likely as those 65

and older (7.7%) to have had information hidden, with a downward slope in incidence as job seeker age increases.

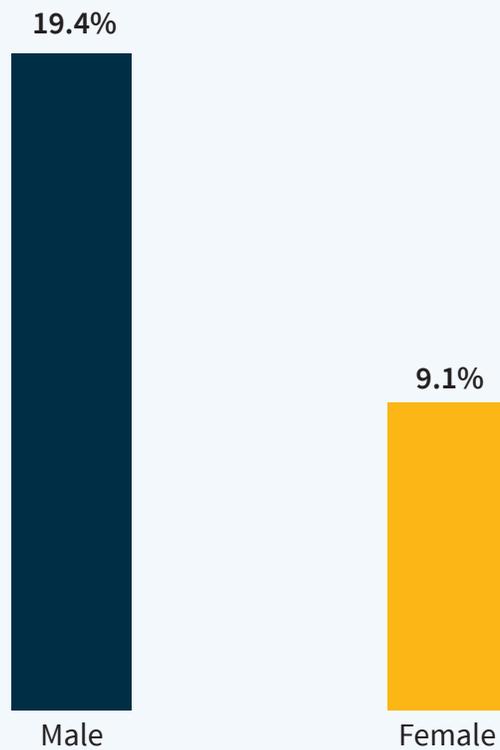
### Percentage of Candidates That Have Had Information Hidden on Resume By Age



In examining how often information is hidden by gender, males are surprisingly more than twice as likely as females to have information hidden on their resume, 19.4% vs. 9.1%, respectively. Males may be more likely to include information that reveals gender

than females, as they are less sensitive to concerns over gender bias. If a recruiter only hides fields that identify female candidates, they are in effect revealing the gender of the applicant.

**Percentage of Candidates That Have Had Information Hidden on Resume By Gender**



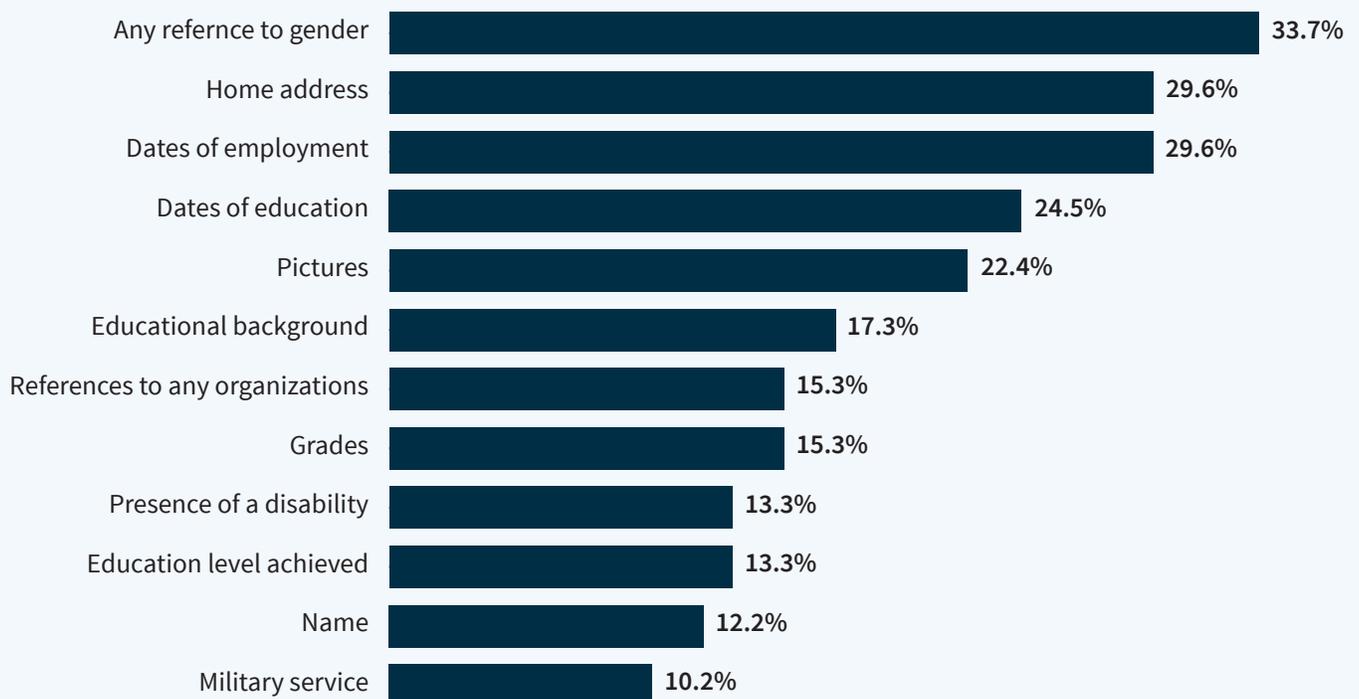
## Candidate Preference for Fields to Redact

Those job seekers that indicated they did have information hidden were asked to identify the fields concealed on their resume. No field was hidden for a majority of respondents. The field most often hidden was any reference to gender, selected by over one-third (33.7%). Home address and dates of

employment were both hidden nearly as often, 29.6%. Home address can reveal a great deal of socio-economic information about a candidate that could lead to bias, while dates of employment clearly correlate to ageism.

### Candidate Preference for Fields to Redact

*Which fields were hidden on your resume? Please select all that apply.*

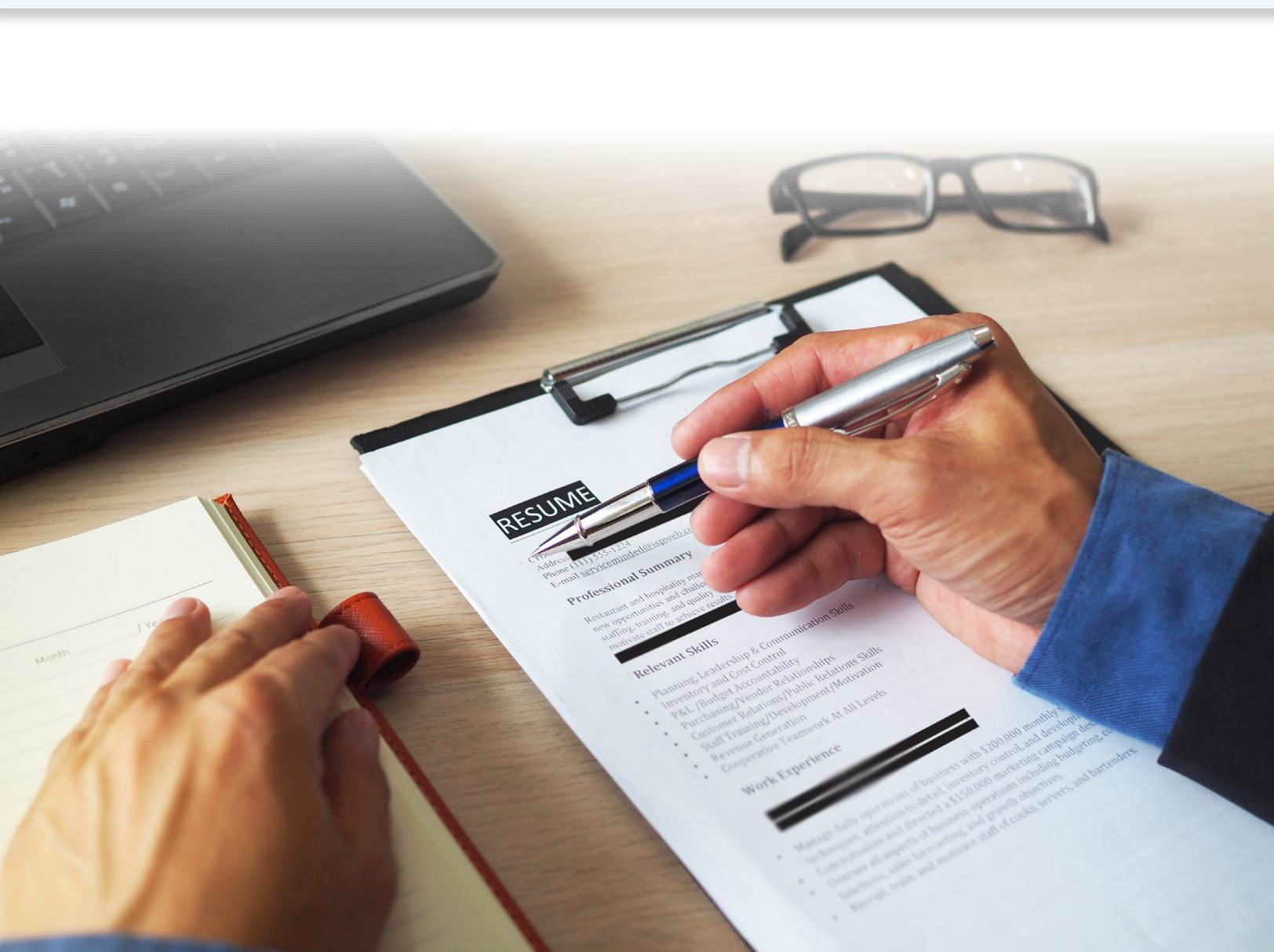


Because males are potentially more likely to include the references that identify gender, any reference to gender was removed for them nearly twice as often as

for females, 40.6% vs. 21.9% respectively. They are also more likely to have dates of employment hidden, again a field that can indicate age.

### Candidate Preference for Fields to Redact By Gender

	Male	Female
Any reference to gender	40.6%	21.9%
Dates of employment	34.4%	21.9%



## Recruiter Masking Practices

Recruiters were asked to identify the fields they are masking when engaging the practice. The most frequently hidden field is name, with nearly three-quarters (72.7%) masking it. Gender and ethnicity can often be derived from looking at a candidate's name. Interestingly, name was not one of the fields candidates frequently listed as being hidden. It may be that since names are used during the interview process, the candidate would be unaware if they were blocked during the early screening process.

Home address is masked the second most often, by just under two-thirds (63.6%) of recruiter respondents.

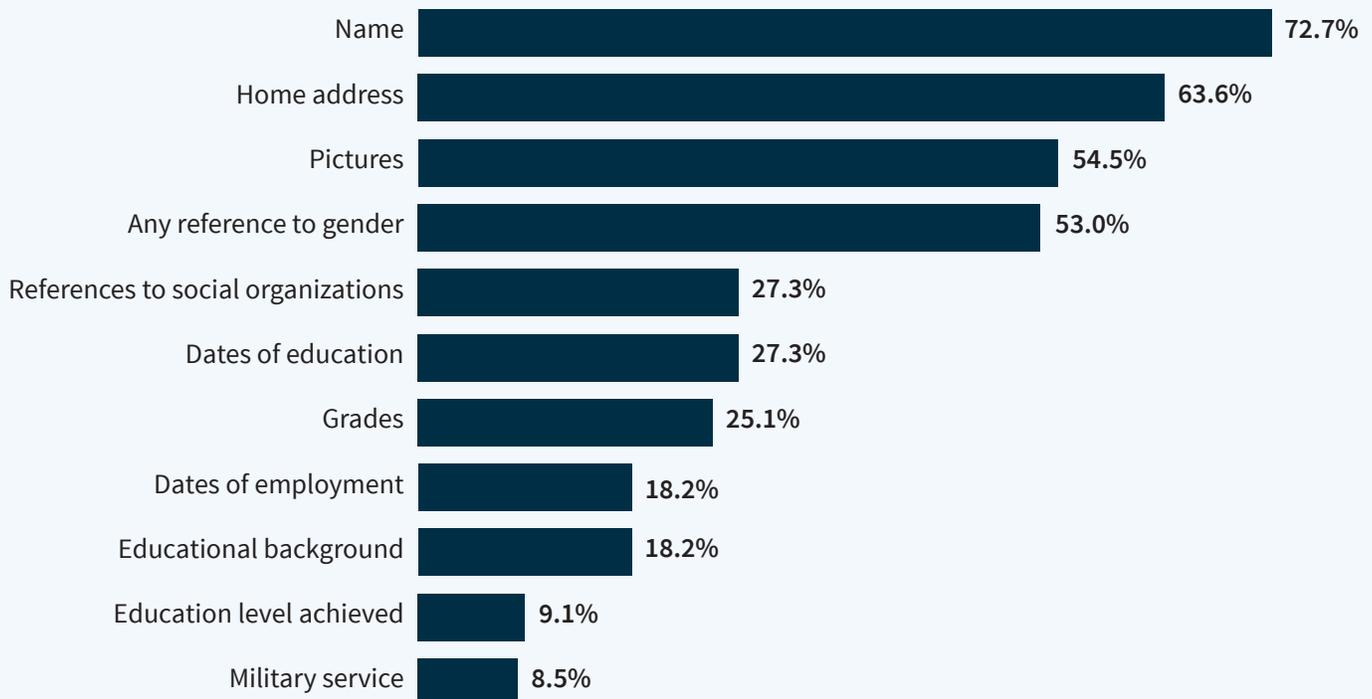
As previously stated, a home address can not only provide some information about ethnicity, but socio-economic status and age.

Pictures were masked by just over one-half (54.5%) of respondents, the third most often field selected. A picture can introduce other biases, such as the perception of a candidate's physical attractiveness. The only other area masked by more than one-half of respondents is any reference to gender.

While dates of employment were among the top fields hidden according to job seekers, they are low on the list for recruiters, hidden by only 18.2%.

### Recruiter Masking Practices

*What fields are you masking when engaging the practice?*



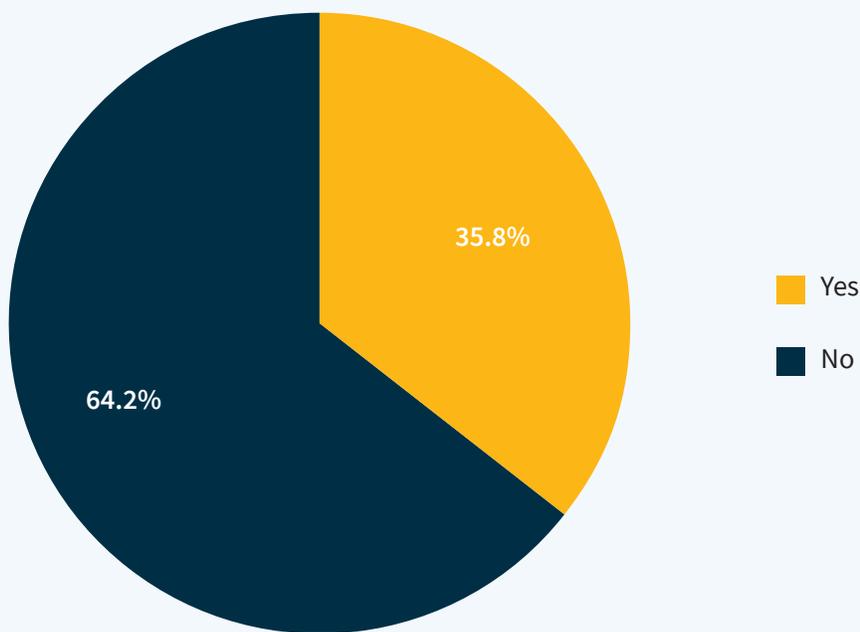
## Candidate's Input on Hidden Field Preference

Those job seekers that indicated they had information hidden were asked if they were consulted about which fields to hide. Among those who recalled, nearly two-thirds (64.2%) were not consulted. HR recruiting

practices dictate which fields to retract. The lack of consultation may be partly why there is some disparity between what recruiters hide and what candidates recall being hidden.

### Candidate's Input on Hidden Field Preference

*Were you consulted about which fields to hide?*



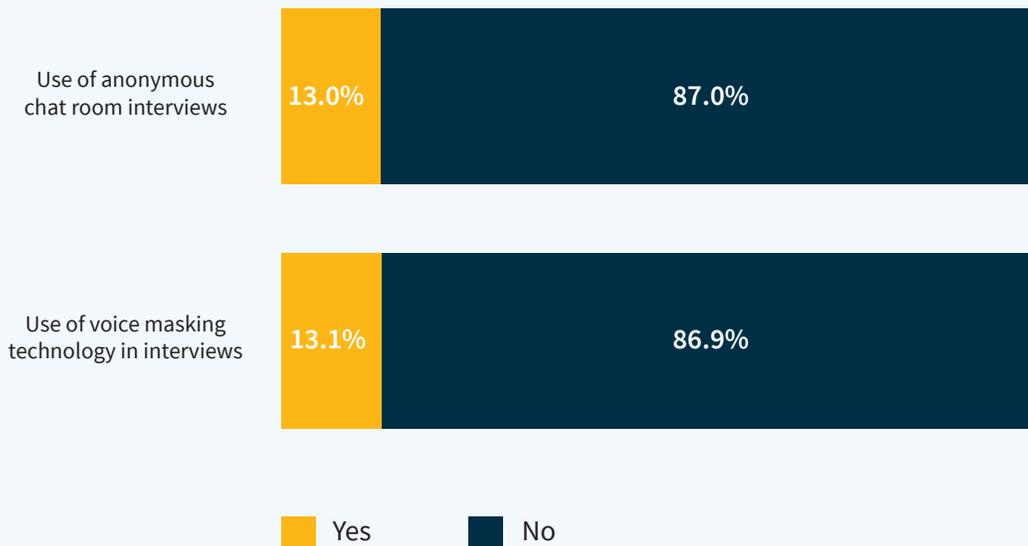
## Candidate's Reported Incidence of Interview Masking Technology

Technology can be used to mask candidate identity during the live interview process. Two of the ways is the use of anonymous chat room interviews and voice masking technology. Use of both methods is

low, with only about 13% of candidates aware either of the techniques were employed during the interview process.

### Candidate's Reported Incidence of Interview Masking Technology

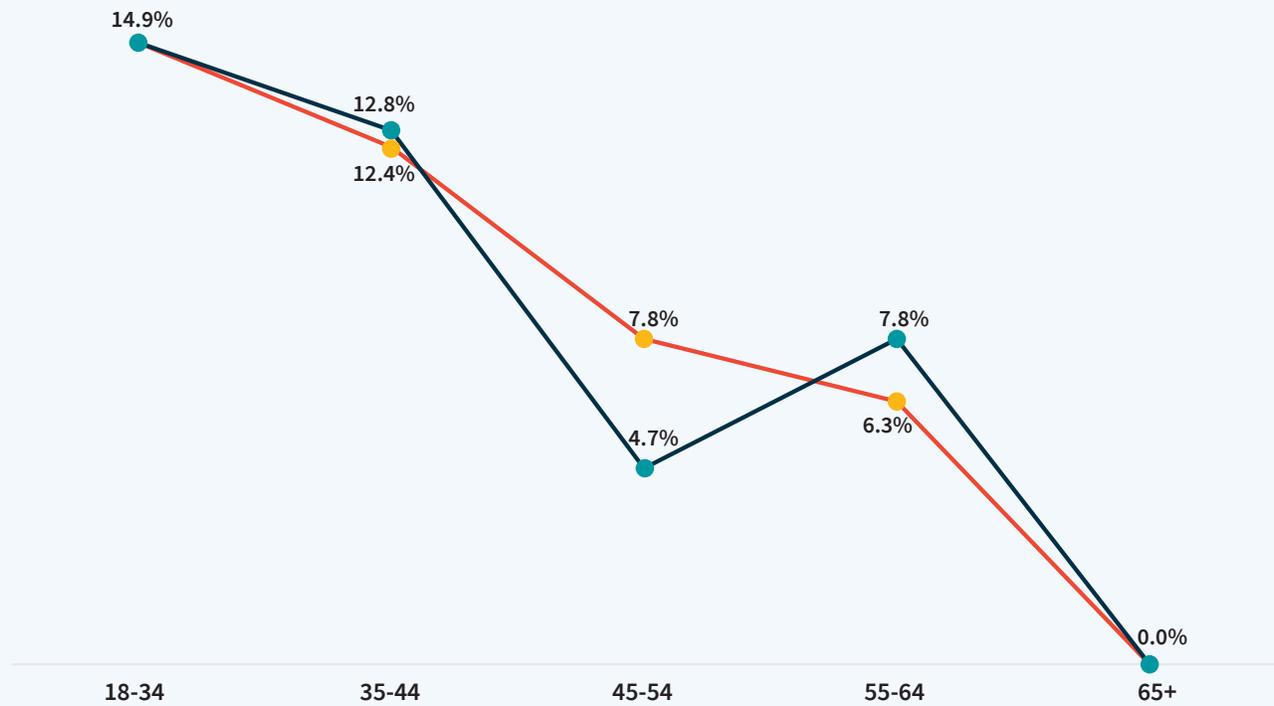
*To the best of your knowledge, have either of the candidate identity masking techniques listed below been used when you interviewed?*



While overall use of either anonymous chat room interviews or voice masking technology is low, job seeker age plays a role. Nearly 15% of those in the age segment 18 - 34 indicated these masking techniques were used vs. no respondents 65 years old or older.

There is a clear negative correlation between age and the use of these technologies. The type of position for which the candidate is applying likely contributes to the trend. Large volume, entry level jobs more often appeal to younger candidates.

### Candidate's Reported Incidence of Interview Masking Technology By Age



Consistent with candidate feedback, recruiters are seldom using the technologies. In our sample, no one indicated they use either technology.

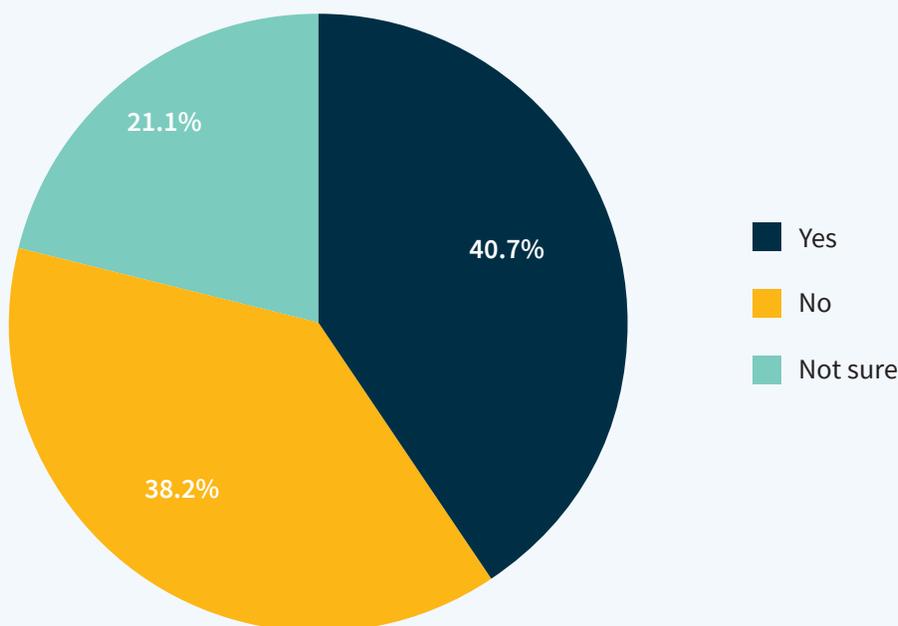
## Candidate Views on Blind Recruitment's Impact on Ability to Distinguish Job Applicants

Job seekers were asked if they feel the practice of blind recruitment could prevent them from including information to a potential employer that would distinguish them from other job applicants.

Respondents were split with their opinions. Overall, 40.7% felt the practice could inhibit their job search, while 38.2% felt it would not. Just over one-in-five (21.1%) were not sure.

### Candidate Views on Blind Recruitment's Impact on Ability to Distinguish Job Applicants

*Do you feel the practice of blind recruitment could prevent you from including information to a potential employer that would distinguish you from other job applicants?*

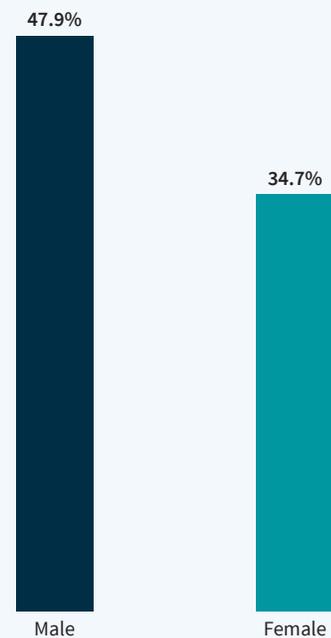


Respondents in the age segment between 35-44 were the most likely (47.1%) to be concerned about blind recruiting limiting their ability to distinguish themselves, while those over 65 were

the least (23.1%). Overall, those in the middle part of their careers were more concerned than those on either end.

**Candidate Views on Blind Recruitment's Impact on Ability to Distinguish Job Applicants By Age**

Nearly one-half (47.9%) of males expressed concern about being able to separate themselves from other candidates, significantly higher than females (34.7%).

**Candidate Views on Blind Recruitment's Impact on Ability to Distinguish Job Applicants By Gender**

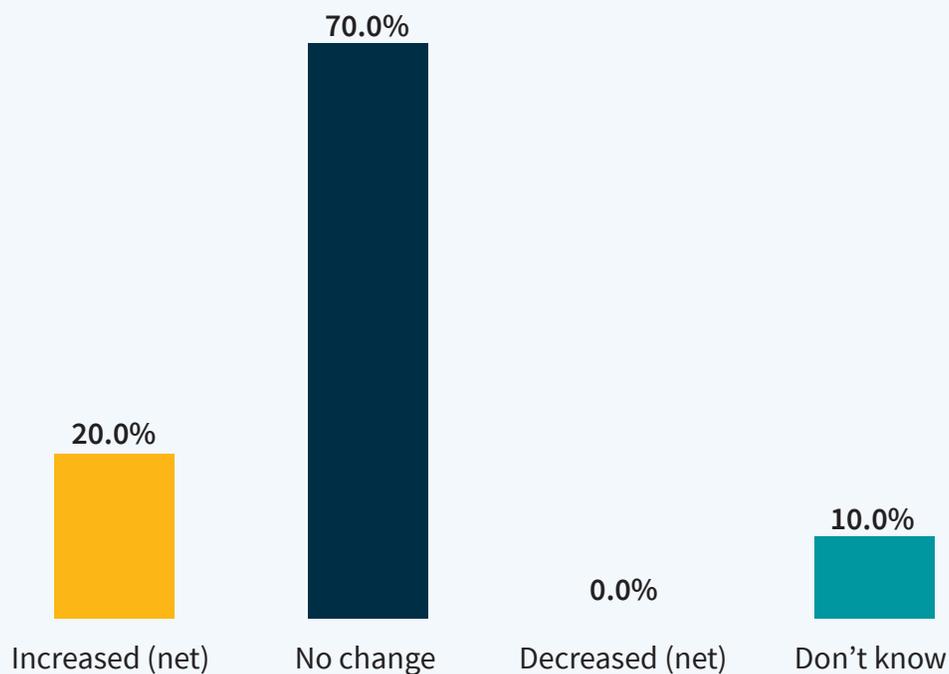
## Recruiter Views on Blind Recruitment's Impact on Ability to Distinguish Job Applicants

Recruiters currently using resume redaction were asked how the ability of a candidate to distinguish themselves prior to an interview changed because of resume redaction. The majority (70.0%) believe there has been no change, with no one indicating it has

decreased. HR views contrast with job seeker views on if the practice could prevent them from distinguishing themselves from other job applicants. Candidates' views were very mixed, with about as many concerned about the practice as unconcerned.

### Recruiter Views on Blind Recruitment's Impact on Ability to Distinguish Job Applicants

*How has the ability of a candidate to distinguish themselves prior to an interview changed because of resume redaction?*



## Candidate's Preference on Redacted Fields

Job seekers were asked which information fields they would prefer to be hidden on their resume. Just over one-quarter (25.5%) of job seekers indicated they want no fields hidden.

Among those that indicated they did have preferences for what fields should be hidden, the most often selected was pictures. It is obviously completely up to the candidate if a picture appears on their resume, and most resumes already do not contain one. But other potential sources of candidate information, such as LinkedIn, usually contain a picture.

Home address was selected second most often, by over one-third (37.4%). A common way marketers segment data is based on geography. For example, PRIZM data (Potential Rating Index for Zip Markets) is built around geographic neighborhood data obtained through the United States Census. Households are

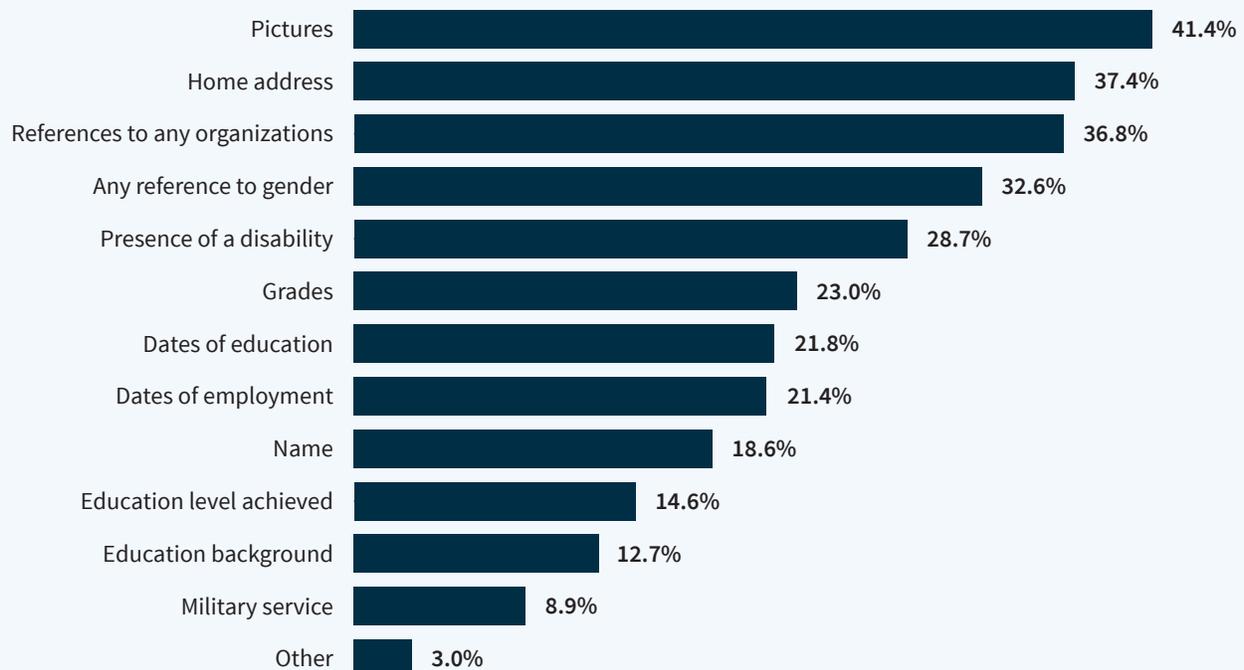
grouped into behavioral segments.<sup>3</sup> This means assumptions are made about those in these groups, and it could be the same kind of assumptions that lead to bias in hiring.

References to social organizations, such as social, political, or religious, for example was selected as a field to hide nearly as often as home address (36.8%). Noting one is the Chancellor of the local Knights of Columbus, or party chair of the Lake County Democratic Party could lead to bias either for or against the candidate.

While masking the presence of a disability was indicated the fifth most often (28.7%), it is among those that have a disability that the desire to hide it is most prominent. 42.9% of those with a disability prefer any reference of it to be hidden, the highest amount for this group.

### Candidate's Preference on Redacted Fields

*Which information fields would you prefer to be hidden on your resume?*



## Candidate's Preference on Redacted Fields By Race

	White	Hispanic or Latino	Black/African-American	Asian
None	27.0%	<b>31.8%</b>	24.5%	5.7%
Pictures	38.5%	<b>60.0%</b>	<b>45.8%</b>	<b>51.5%</b>
Home address	35.1%	<b>60.0%</b>	<b>39.8%</b>	<b>51.5%</b>
Name	18.1%	6.7%	15.7%	<b>39.4%</b>

## Candidate's Preference on Redacted Fields By Gender

	Male	Female
Any reference to gender	27.0%	37.0%
Pictures	37.8%	43.8%

## Selected Fields to Mask Comparison Candidates vs Recruiter

	Candidates	Recruiters
Home address	37.4%	<b>63.6%</b>
Any reference to gender	32.6%	<b>53.0%</b>
Name	18.6%	<b>72.7%</b>
Presence of a disability	<b>28.7%</b>	6.8%

## Types of Information Candidates Choose Not to Disclose

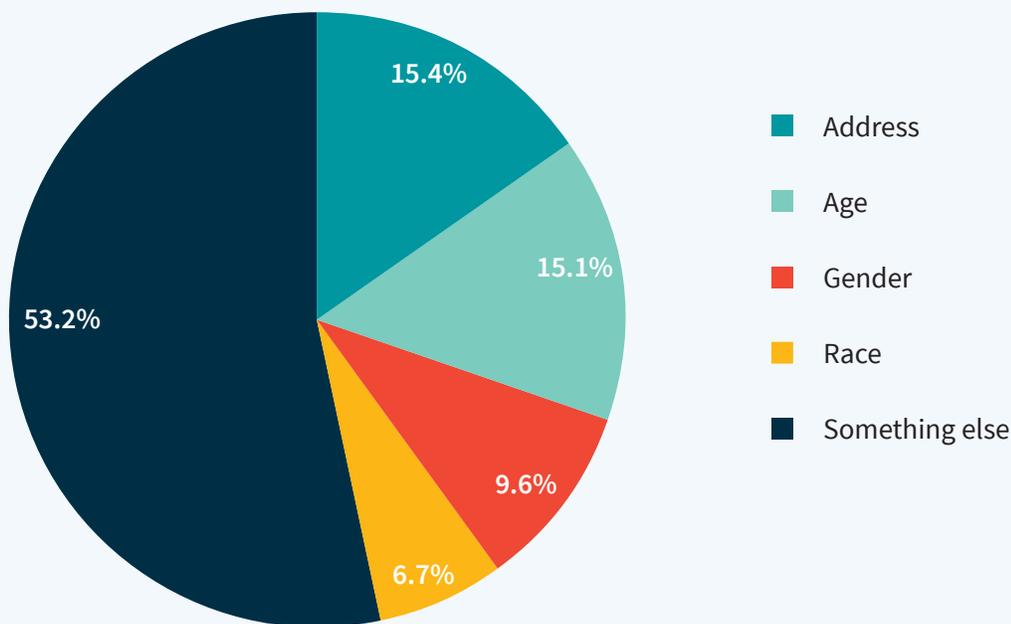
In an open-text question, candidates were asked to provide the type of personal information they currently do not disclose on their resume out of concern about discrimination. One-half (49.9%) of candidates stated they disclose everything.

Among those that chose not to disclose personal information, address and age were most prevalent at

15.4% and 15.1%, respectively. Beyond those, the choices of what to exclude varied a great deal. The “Something else” category in the chart below was broad, and included social security number, disabilities, religion, pictures, and criminal records among other items.

### Types of Information Candidates Choose Not to Disclose

*Please provide the type of personal information, if any, you currently do not disclose on your resume out of concern about discrimination.*



The next section of this report concerns recruiter opinions and practices with resume redaction, with no corresponding candidate views because of the focus of the questions.

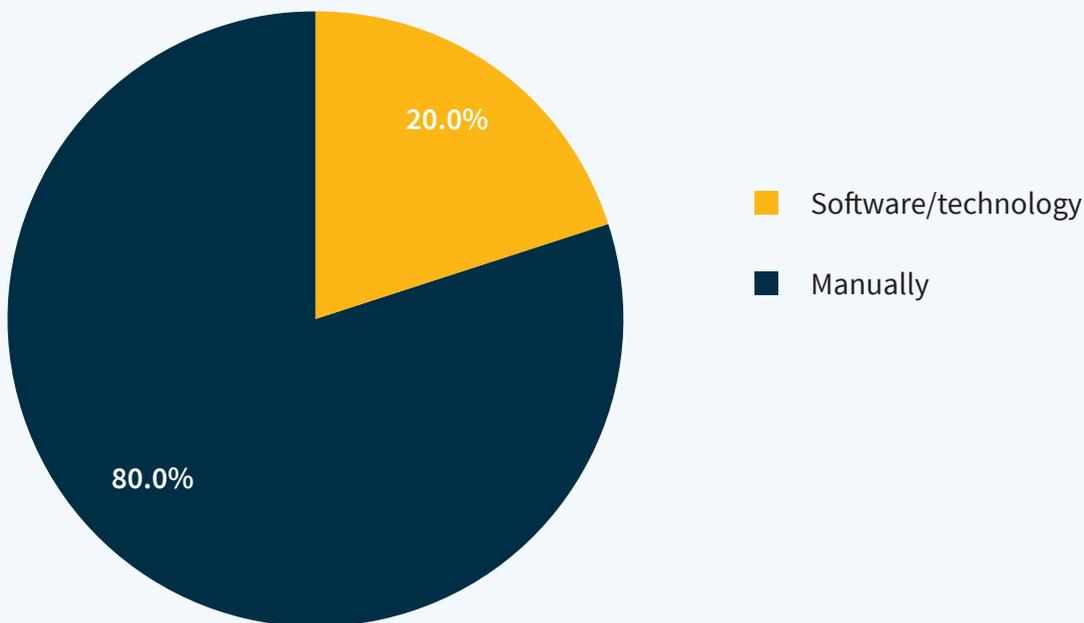
## How Resume Redaction is Implemented

HR recruiters were asked how they implement resume redaction. Overwhelmingly, 80% of respondents manually hide the fields. This is often done by simply crossing out the information with a Sharpie or going through a resume and blocking out select fields of text

with a document application. The problem with this technique is that there is still the potential for recruiter bias in the process, partially negating the point of the exercise.

### How Resume Redaction is Implemented

*How do you implement resume redaction?*



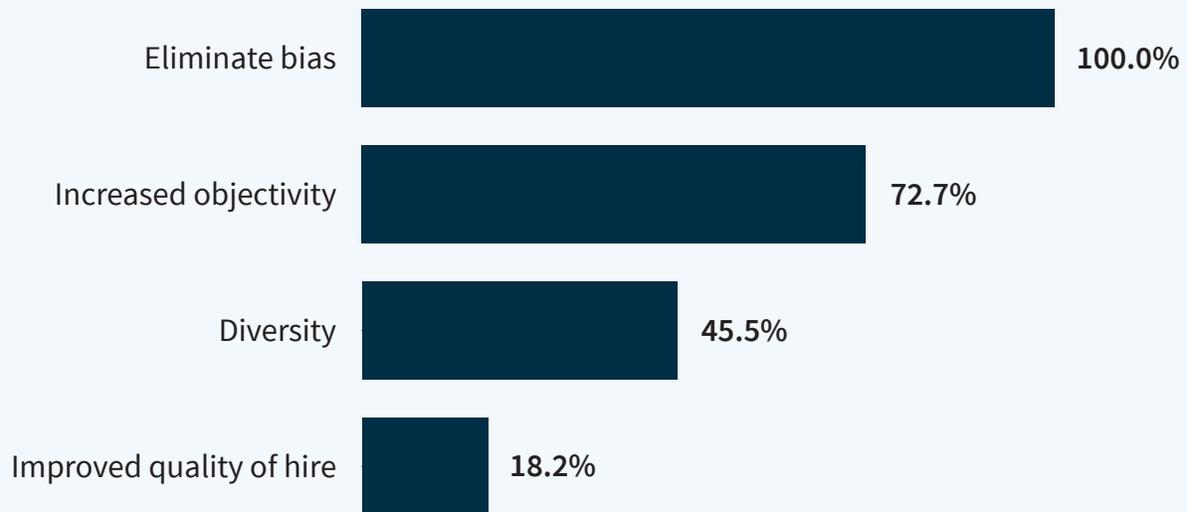
## Recruiter Goals for Resume Redaction

Recruiter respondents were asked to indicate their goals with resume redaction. Respondents unanimously agreed that a goal is to eliminate bias. Interestingly, less than one-half (45.5%) cited diversity

as a goal. A more diverse workforce may be the outcome, but the primary driver is clearly to eliminate bias, which does not necessarily lead to a more diverse workforce.

### Recruiter Goals for Resume Redaction

*What are your goals with resume redaction?*



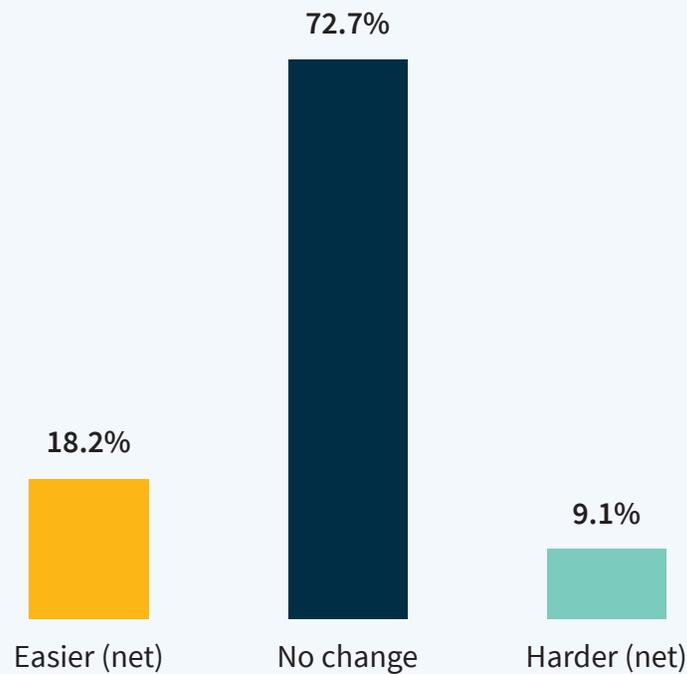
## Impact of Resume Redaction on Achievement of Diversity Goals

Respondents were asked how the practice of blind hiring has impacted the achievement of diversity goals. Nearly three-quarters (72.7%) indicated no change, with nearly offsetting amounts feeling

achieving the goals has been easier vs. harder. Overall, resume redaction has no impact on achieving diversity goals.

### Impact of Resume Redaction on Achievement of Diversity Goals

*How has resume redaction impacted the achievement of diversity goals? Would you say it has made them...*



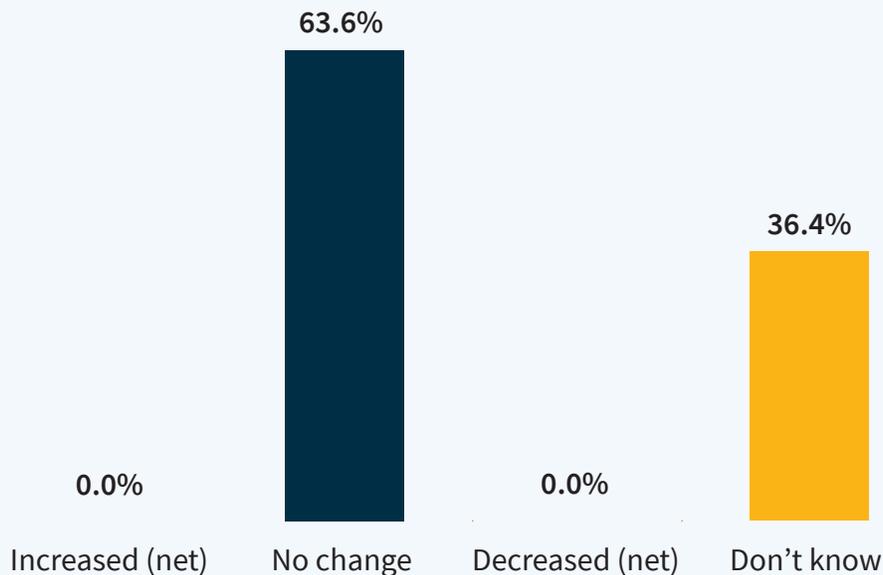
## How Quality of Hire Has Changed Since Implementation of Resume Redaction

Respondents were asked how their quality of hire has changed since they implemented resume redaction. Nearly two-thirds (63.6%) indicated no change, while over one-third (36.4%) indicated they did not know. The net takeaway is that among those that feel they

know how resume redaction has impacted quality of hire, all of them see no change. Given that only 18.2% use the practice to improve quality of hire, its lack of impact there is expected.

### How Quality of Hire Has Changed Since Implementation of Resume Redaction

*How has the quality of hire changed since you implemented resume redaction?*



## Reasons for Not Using Resume Redaction

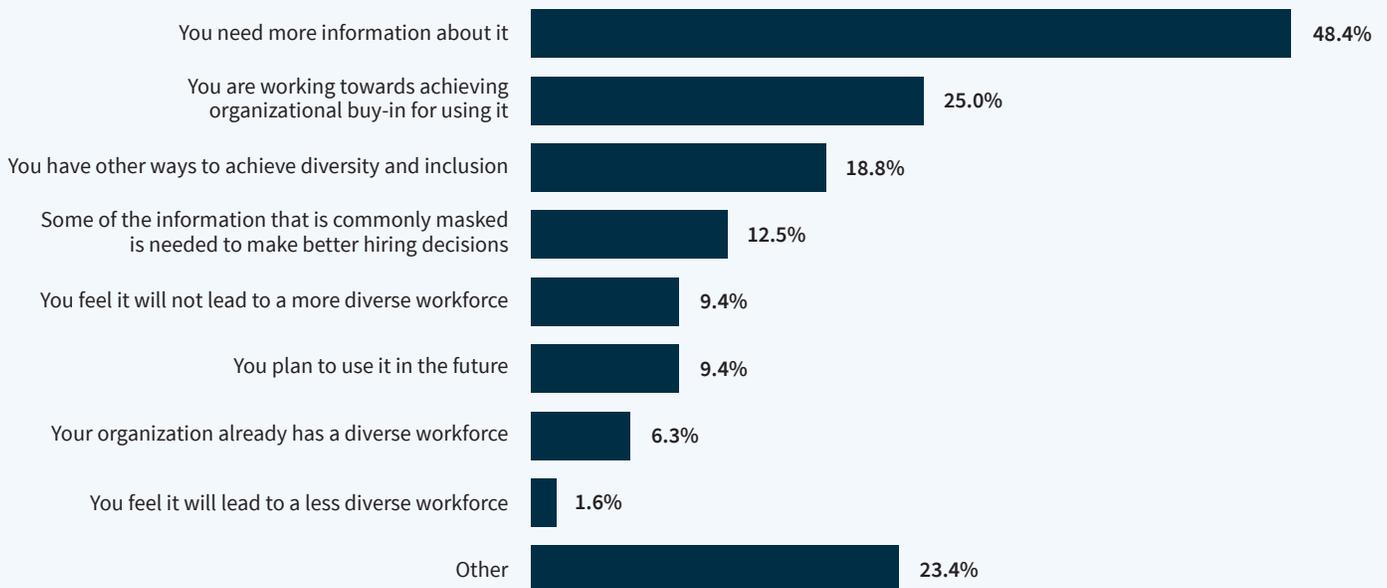
HR recruiters not using resume redaction were asked why they are not currently applying it in their organization. While no single area was cited by at least one-half, the most common was the need for more information about it, as indicated by 48.4% of respondents. About half as many (25.0%) are working towards achieving organizational buy-in, meaning the concept is accepted by HR but not throughout the

organization. Another 9.4% plan to use it in the future, which suggests that just over one-third (34.4%) are close to implementing the process to some degree soon.

Those responding “other” (23.4%) often cited they felt the practice is time consuming, and that there are technology constraints within their HRIS systems in consistently managing the practice.

### Reasons for Not Using Resume Redaction

*Why are you not currently using resume redaction in your organization?*



# Demographics

Race	
White	75.0%
Hispanic or Latino	3.1%
Black/African-American	15.6%
Asian	5.0%
Other, please specify	1.4%
Years of experience in your current field	
Less than 3 years	10.7%
3-5 years	19.8%
6-10 years	31.3%
11-15 years	12.0%
More than 15 years	26.2%
Gender identity	
Male	46.7%
Female	52.6%
Non-binary	0.6%
Prefer not to disclose	0.1%
Served on active duty in the U.S. Armed Forces, Military Reserves, or National Guard	
Yes	6.4%
No	93.6%

Religious affiliations	
Christian	62.2%
Hindu	0.7%
Buddhist	1.1%
Judaism	1.7%
Islam	1.0%
Non-religious	22.6%
Other	7.2%
Prefer not to answer	3.4%
Age	
18 – 24	0.6%
25 – 34	36.0%
35 – 44	34.2%
45 – 54	18.4%
55 – 64	9.0%
65+	1.8%
Disability or learning difficulty	
Yes	8.9%
No	89.8%
Prefer not to answer	1.3%

# Human Resources Respondents

Title	
Director or Above (Net)	82.8%
Owner/Partner/President/CEO	9.4%
Chief Human Resource Officer (CHRO)	20.3%
SVP/VP/GM	17.2%
Director	35.9%
Manager	12.5%
Other	4.7%
Organization's annual global revenues (in \$US)	
Less than \$50 million	29.3%
\$50 million - \$199 million	17.2%
\$200 million - \$499 million	6.9%
\$500 million - \$999 million	5.2%
\$1 billion - \$10 billion	19.0%
More than \$10 billion	22.4%
Number of full-time employees globally	
Fewer than 500	30.6%
500 - 2,999	19.4%
3,000 - 9,999	12.9%
10,000 - 24,999	9.7%
25,000 or more	27.4%

Industry	
Construction	4.8%
Consumer goods	1.6%
Education	6.3%
Finance, Insurance & Real Estate	3.2%
Healthcare	9.5%
Hospitality	3.2%
IT, Technology, Software	7.9%
Manufacturing	11.7%
Non-Profit	7.9%
Oil & Energy	1.6%
Pharmaceuticals	1.6%
Professional Services	31.7%
Public Sector/Government	1.6%
Transportation and storage	3.2%
Other	4.2%

# Notes

---

1. Pollack, Stacy. "The Blind Hiring Process: What It Is & How to Do It?" Glassdoor for Employers, December 3, 2019. <https://www.glassdoor.com/employers/blog/blind-hiring-process/>
2. "10 ways to improve your hiring process and eliminate bias," Bryq, August 5, 2019. <https://www.bryq.com/blog/10-ways-to-improve-your-hiring-process-and-eliminate-recruitment-bias/>
3. "Using PRIZM for Market Segmentation: Definition & Advantages," Study.com, Accessed 3/2/2021. <https://study.com/academy/lesson/using-prizm-for-market-segmentation-definition-advantages.html>





### About *HRO Today*

*HRO Today* magazine and newsletters are read by more than 140,000 HR executives and leaders worldwide and cover the latest industry trends in HR outsourcing, services, shared services, and operations. *HRO Today* magazine is the publication of choice for the most senior executives facing the strategic decisions about operational excellence. *HRO Today* magazine and [www.hrotoday.com](http://www.hrotoday.com) offer the best content choices for the HR leaders seeking online information in the form of newsletters, webinar series, and online video content. *HRO Today* is a product of SharedXpertise.

## SEVENSTEP

### About Sevenstep

Sevenstep is a global leader in total talent outsourcing and solutions. Annually ranked as a top enterprise recruitment process outsourcing (RPO) provider on *HRO Today*'s Baker's Dozen list and a leading managed service provider (MSP), Sevenstep provides services in nearly 50 countries spanning six continents. A bespoke suite of total talent services and solutions includes enterprise RPO, project RPO, MSP solutions, data analytics, employer branding and talent attraction capabilities. Sevenstep's solutions are all powered by Sevayo™, a comprehensive talent and business intelligence technology platform and service designed to provide stakeholder visibility into talent acquisition and business performance.

Sevenstep's unrivaled partnership-driven approach and unbounded vision to total talent means talent acquisition wins and business performance gains. Learn more at [sevensteprpo.com](http://sevensteprpo.com).