



# Talent Climate Index

Results – Second half of 2022  
In the spotlight: Diversity



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# Executive Summary



- The Talent Climate Index (TCI) serves as an indicator for the development of the labor market in Germany from a company point of view both in terms of internal and external talent (leaders and specialists).
- Using few precise questions, the current situation and the expected trend are ascertained ([TalentKlimaindex.de](https://www.talentklima.de)). Biannual surveys enable a continuous long-term evaluation. For the first time, the previously surveyed commitment climate regarding continued increases in efficiency was not recorded.
- The results of the survey for the second half of 2022 are presented. They are based on a sample of 118 usable data sets, consisting of HR experts, managers, and members of the top management. This results in the following key findings:
  - **Talent climate slightly improved due to somewhat more optimistic forecasts for the external labor market**

The talent climate is developing relatively positively overall, but remains at a critical, clearly negative level. The somewhat more positive forecasts regarding the availability of talent on the external labor market have had a positive impact. However, this impact is diminished by the deteriorating internal talent situation. The current availability of internal talent is more limited than it was in the first half of 2022.
  - **Diversity plays an important role in companies**

Embracing diversity in a credible way is of great importance to the majority of companies. More than 60% of the companies surveyed consider diversity to be a "relevant topic" or an "important focal topic." In this context, the companies primarily pursue goals related to the culture, image, and mindset of the employees.
  - **Diversity with regard to gender is a top priority**

Diversity with regard to the gender of employees plays a key role in most of the measures initiated by the companies. Age and ethnicity/nationality are the next highest priorities. Diversity in these three areas is the focus of current changes in recruiting and external communications at companies.
  - **Companies have taken initial measures, full implementation still pending**

The companies surveyed use a wide range of diversity measures. Most have already taken initial action with regard to all common diversity goals. However, full implementation is still pending for most companies.

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## 1. In the spotlight: Diversity

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### 2. Overall trends over time

- Talent climate trend
  - Current talent situation and expected development
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### 3. Appendix:

Explanations on the TCI and the data collection

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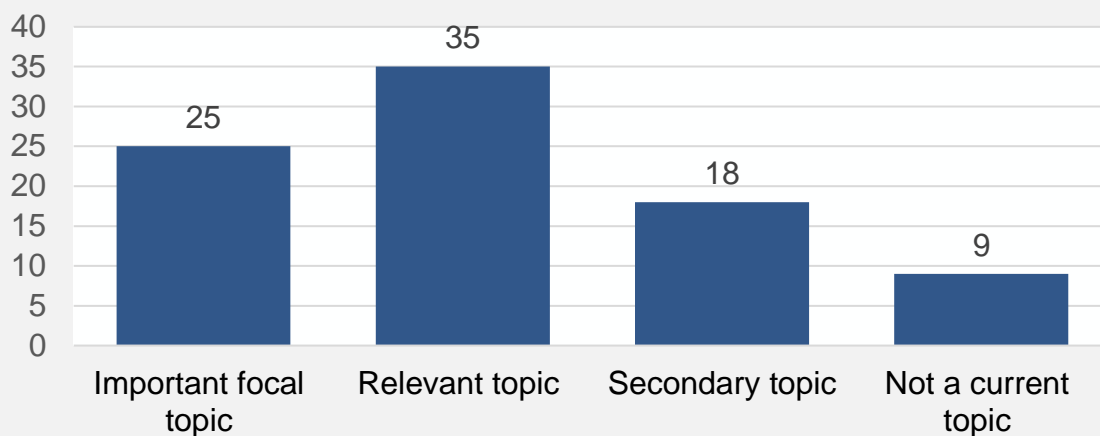
# In the spotlight: Diversity

## Diversity plays an important role in companies

The promotion of diversity is not only a social requirement for companies, but is also increasingly becoming a success factor. More than a third of respondents state that this is a relevant topic in their company, and a quarter of respondents even classify it as an "important focal topic." In this context, diversity with regard to gender, age and ethnicity/nationality has the highest relevance.

### Current priority of the topic of "diversity" in (HR) work

(in % agreement, excluding = not specified)



### Ranking of different aspects of diversity in terms of their relevance for the organization

- 1 Gender or gender identity
- 2 Age or generations
- 3 Ethnicity, e.g., skin color, nationality
- 4 Social background
- 5 Disabilities/impairments
- 6 Religion, belief
- 7 Sexual orientation

# In the spotlight: Diversity

## Companies aim for positive impact on image, culture, and mindset

Diversity measures are to contribute to heterogeneous goals, first and foremost boosting the company's external image. This is followed by goals relating to internal cooperation and forward-looking, innovative attitudes among employees. The most frequently named goals thus concern "soft" factors related to the culture, image, and mindset in the company.

### Ranking of goals to be achieved with diversity measures, in descending order:

- 1 Improving the corporate image
- 2 Driving future-oriented thinking and encouraging innovation
- 3 Improving the corporate culture, e.g., reducing frustrations and inefficiencies between heterogeneous groups of employees
- 4 Developing new markets or customer groups
- 5 Increasing the company's attractiveness as an employer
- 6 Expanding the internal talent base by addressing "new" target groups
- 7 Expanding the external talent base by addressing "new" target groups
- 8 Promote cooperation with people from other cultural backgrounds
- 9 Establishing new business relationships or cooperations
- 10 Improving customer service or customer orientation
- 11 Optimize decision-making processes thanks to different perspectives

# In the spotlight: Diversity

Diversity measures have advanced, particularly in relation to gender roles

Diversity measures are mainly described as "implemented to some extent" in all typical categories. Measures are thus being taken in all areas in a majority of the companies. However, most of these have not yet been fully implemented and there is a need for further action. The companies surveyed have made the most progress with measures relating to gender, followed at some distance by measures relating to age and disabilities.

| Implementation of measures relating to diversity aspects* |                   |                            |                                   |
|-----------------------------------------------------------|-------------------|----------------------------|-----------------------------------|
|                                                           | Fully implemented | Implemented to some extent | Not or insufficiently implemented |
| Gender or gender identity                                 | 24                | 44                         | 8                                 |
| Age or generations                                        | 17                | 44                         | 18                                |
| Disabilities/impairments                                  | 17                | 40                         | 13                                |
| Ethnicity, e.g., skin color, nationality, etc.            | 18                | 35                         | 18                                |
| Social background                                         | 12                | 31                         | 18                                |
| Sexual orientation                                        | 15                | 26                         | 16                                |
| Religion, belief                                          | 18                | 20                         | 17                                |

\* in % agreement, excluding = not specified/not relevant

# In the spotlight: Diversity

## Companies use a wide range of diversity measures

The most important measures to strengthen diversity include working-hour models and inclusive recruiting. A third of the companies also focus on sensitizing leaders and defining clear diversity goals. The companies surveyed work with a broad range of measures, from action-oriented goals and the specific design of working conditions to sensitizing key decision-makers.

| Which diversity measures have been implemented to date?<br>(in % agreement, excluding = not specified) | Measures taken | No measures taken |
|--------------------------------------------------------------------------------------------------------|----------------|-------------------|
| Design of working-hour models                                                                          | 41             | 26                |
| Inclusive and targeted recruiting of new target groups                                                 | 35             | 34                |
| Sensitization and training for leaders                                                                 | 34             | 33                |
| Definition of diversity goals                                                                          | 33             | 35                |
| Design of the range of benefits (e.g., pension plans, childcare)                                       | 31             | 36                |
| Sensitization and competence transfer for the broad workforce in the form of training courses          | 28             | 40                |
| Design of workplaces and premises                                                                      | 27             | 40                |
| Establishment of the function of an equal opportunity officer                                          | 27             | 41                |
| Definition and monitoring of diversity key figures in HR controlling                                   | 26             | 42                |
| Adapted <b>external</b> advertising and communication strategy                                         | 25             | 42                |
| Establishment of quotas                                                                                | 25             | 44                |
| Information offers for employees (e.g., campaign days or information on the intranet)                  | 24             | 42                |
| Establishment of networks or mentoring programs                                                        | 23             | 44                |
| Development offers to increase equal opportunities for minorities                                      | 20             | 47                |
| Adapted <b>internal</b> advertising and communication strategy                                         | 20             | 46                |
| Expansion of the range of dishes offered in the canteen                                                | 20             | 46                |
| Establishment of the position of diversity manager or similar                                          | 19             | 49                |

# In the spotlight: Diversity

Gender, ethnicity, and age are key goals in targeted recruiting and external communications

Due to the focus on the gender factor, this goal is pursued with a large part of the measures, while other aspects only play a role in individual activities. One exception is sensitizing employees to the importance of diversity, where almost all relevant topics are addressed. In external communications and recruiting measures, the focus is primarily on the top-priority diversity goals (see above): gender, ethnicity, and age.

## Diversity aspects addressed in measures taken\*

|                                                                                               | Age | Gender | Disability | Ethnicity | Religion | Social background | Sexual orientation |
|-----------------------------------------------------------------------------------------------|-----|--------|------------|-----------|----------|-------------------|--------------------|
| Design of working-hour models                                                                 | 29% | 24%    | 17%        |           |          |                   |                    |
| Inclusive and targeted recruiting of new target groups                                        | 19% | 20%    |            | 21%       |          |                   |                    |
| Sensitization and training for leaders                                                        | 25% | 26%    | 25%        | 28%       | 22%      | 19%               | 21%                |
| Definition of diversity goals                                                                 | 16% | 26%    | 17%        | 22%       |          |                   |                    |
| Design of the range of benefits (e.g., pension plans, childcare)                              | 25% |        |            |           |          |                   |                    |
| Sensitization and competence transfer for the broad workforce in the form of training courses | 18% | 24%    | 20%        | 23%       | 15%      |                   |                    |
| Design of workplaces and premises                                                             |     |        | 22%        |           |          |                   |                    |

\*in % agreement, only results ≥15% agreement are listed



# In the spotlight: Diversity

Gender, ethnicity, and age are key goals in targeted recruiting and external communications (continued)

## Diversity aspects addressed in measures taken\*

|                                                                                       | Age | Gender | Disability | Ethnicity | Religion | Social background | Sexual orientation |
|---------------------------------------------------------------------------------------|-----|--------|------------|-----------|----------|-------------------|--------------------|
| Establishment of the function of an equal opportunity officer                         | 17% | 19%    | 19%        | 15%       |          |                   |                    |
| Definition and monitoring of diversity key figures in HR controlling                  | 15% | 23%    |            |           |          |                   |                    |
| Adapted <b>external</b> advertising and communication strategy                        | 16% | 20%    |            | 16%       |          |                   |                    |
| Establishment of quotas                                                               |     | 22%    |            |           |          |                   |                    |
| Information offers for employees (e.g., campaign days or information on the intranet) | 17% | 18%    |            |           |          |                   |                    |
| Establishment of networks or mentoring programs                                       |     | 20%    |            |           |          |                   |                    |
| Development offers to increase equal opportunities for minorities                     |     | 18%    |            |           |          |                   |                    |
| Adapted <b>internal</b> advertising and communication strategy                        |     | 15%    |            |           |          |                   |                    |
| Expansion of the range of dishes offered in the canteen                               |     |        |            |           |          |                   |                    |
| Establishment of the position of diversity manager or similar                         |     | 18%    |            | 15%       |          |                   |                    |

\*in % agreement, only results ≥15% agreement are listed

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## 1. In the spotlight: Diversity

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## 2. Overall trends over time

- Talent climate trend
  - Current talent situation and expected development
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## 3. Appendix: Explanations on the TCI and the data collection

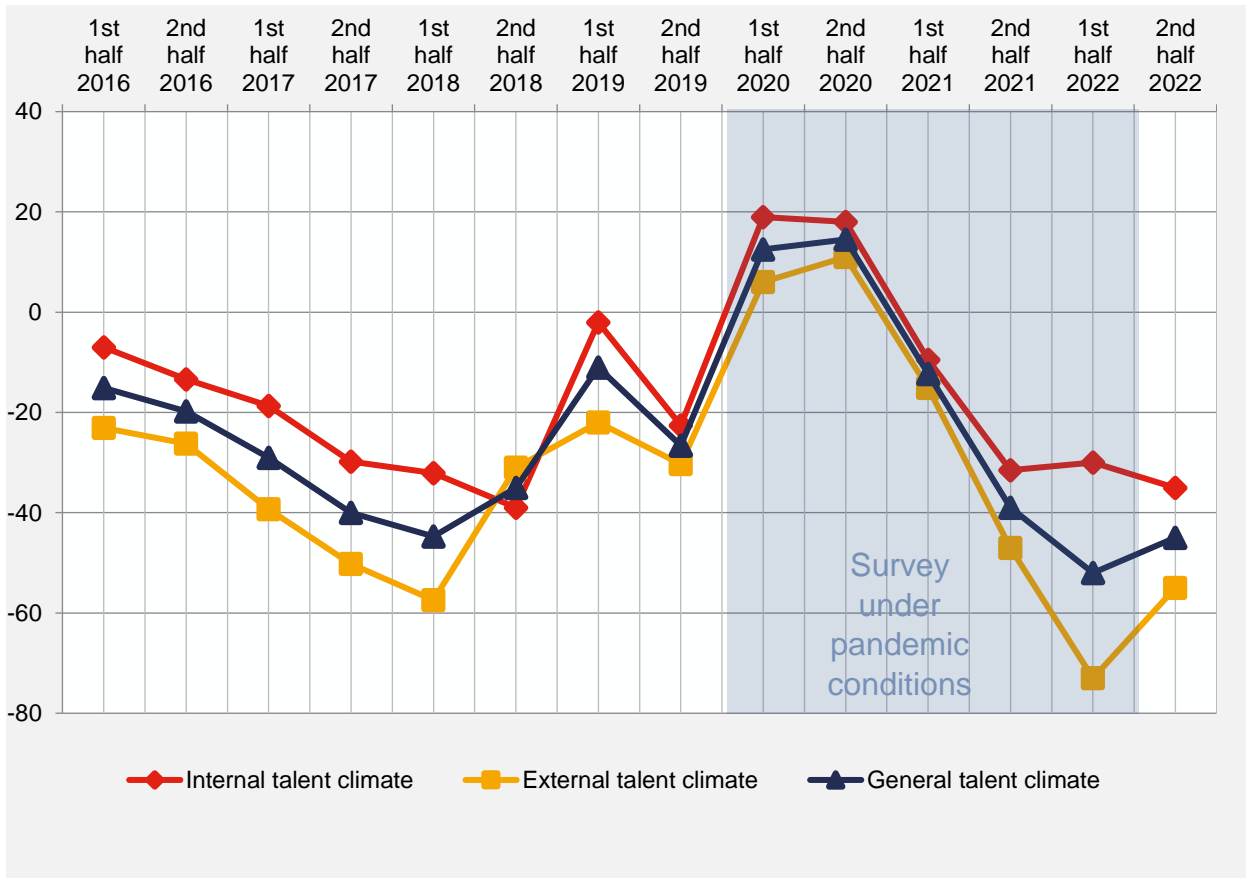
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# Talent climate trend

External and internal talent climate are moving toward each other

The downward trend in the external talent climate has not continued since the last survey, but has recovered slightly. In contrast, the internal talent climate is moving to a slightly lower value and is now just above the previous all-time low in 2018. On the whole, the talent climate showed a slightly positive development.

Talent climate\* over time



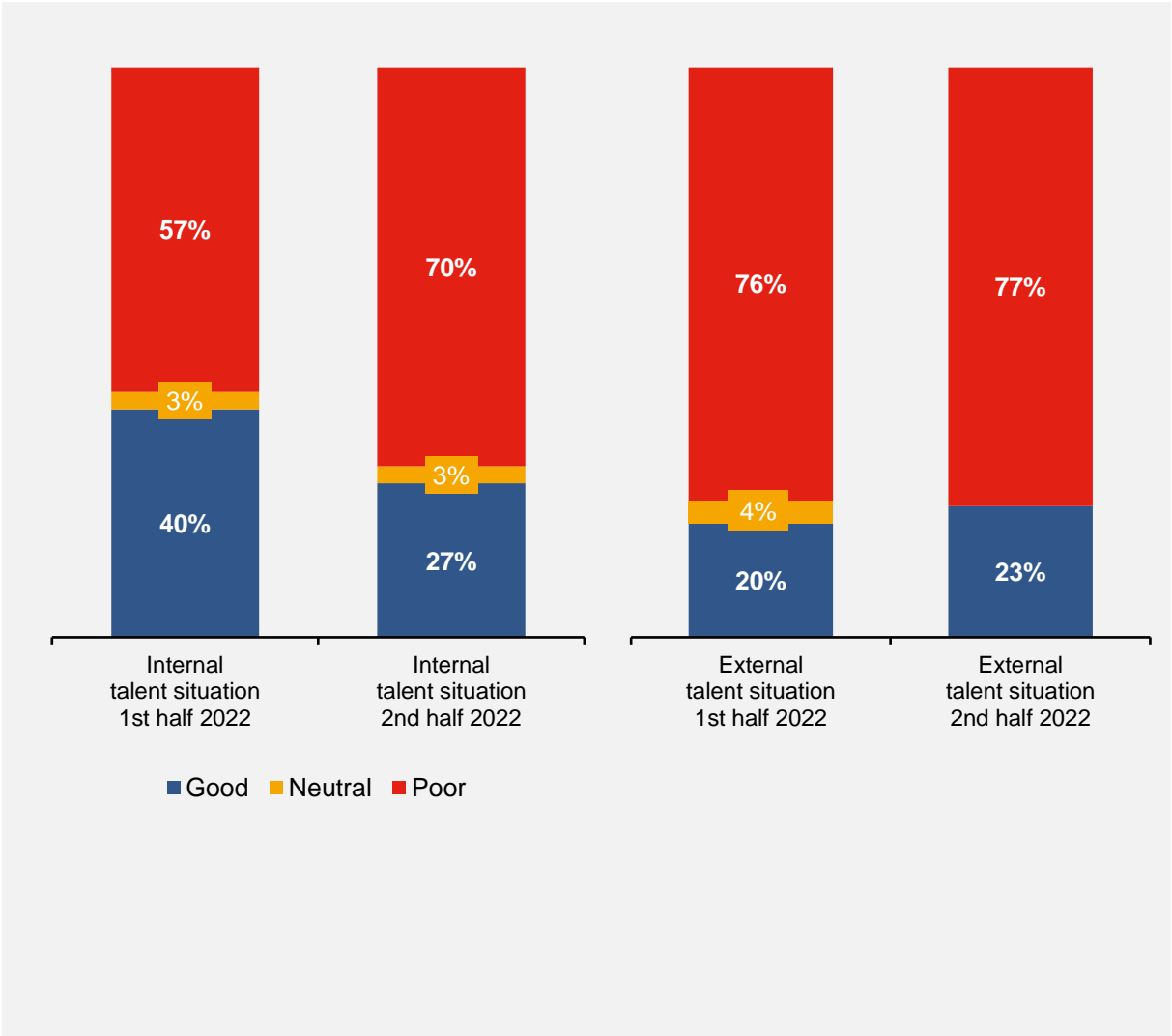
\* Values stated on a scale of -100 to +100. The talent climate results from a combination of current and expected assessments (exact calculation see appendix).

# Talent situation

## Current internal talent situation deteriorates while external talent situation remains critical

Compared with the previous survey, the internal availability of specialists and leaders has deteriorated significantly. The already low level with regard to the availability of external talent continues largely unchanged.

### Talent situation: Current availability of talent

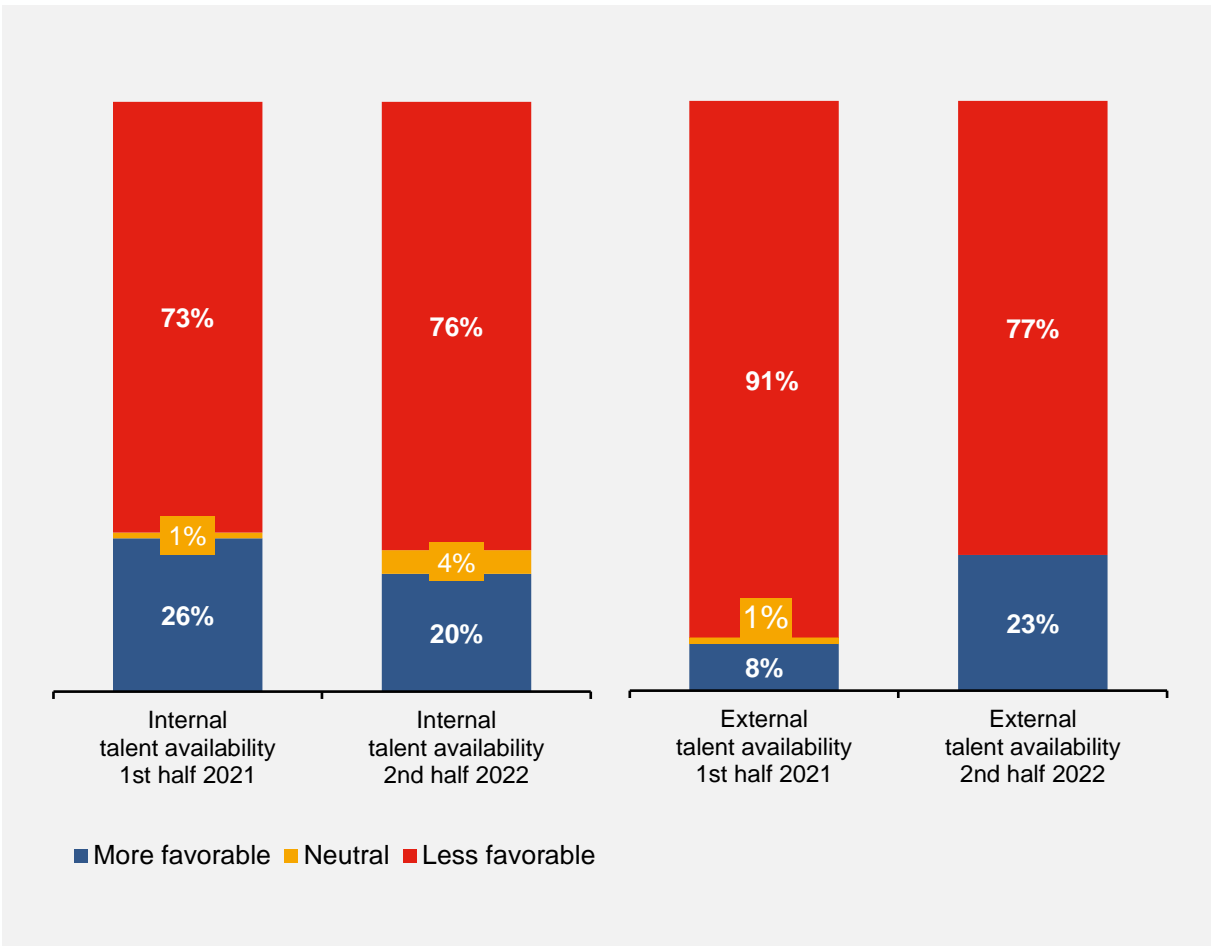


# Talent expectations

## Slightly improved availability on the external labor market forecast

While the current external talent situation has hardly changed, respondents' expectations are more optimistic than in the first half of the year. The increased external talent climate is thus not due to the current situation, but to expected developments. Whereas in the first half of 2021 only 8% of respondents forecast better availability of external talent, this figure has now risen to 23%. This means that the forecasts for the external labor market are now at a comparable level to those for the internal labor market. On the whole, however, they remain predominantly negative.

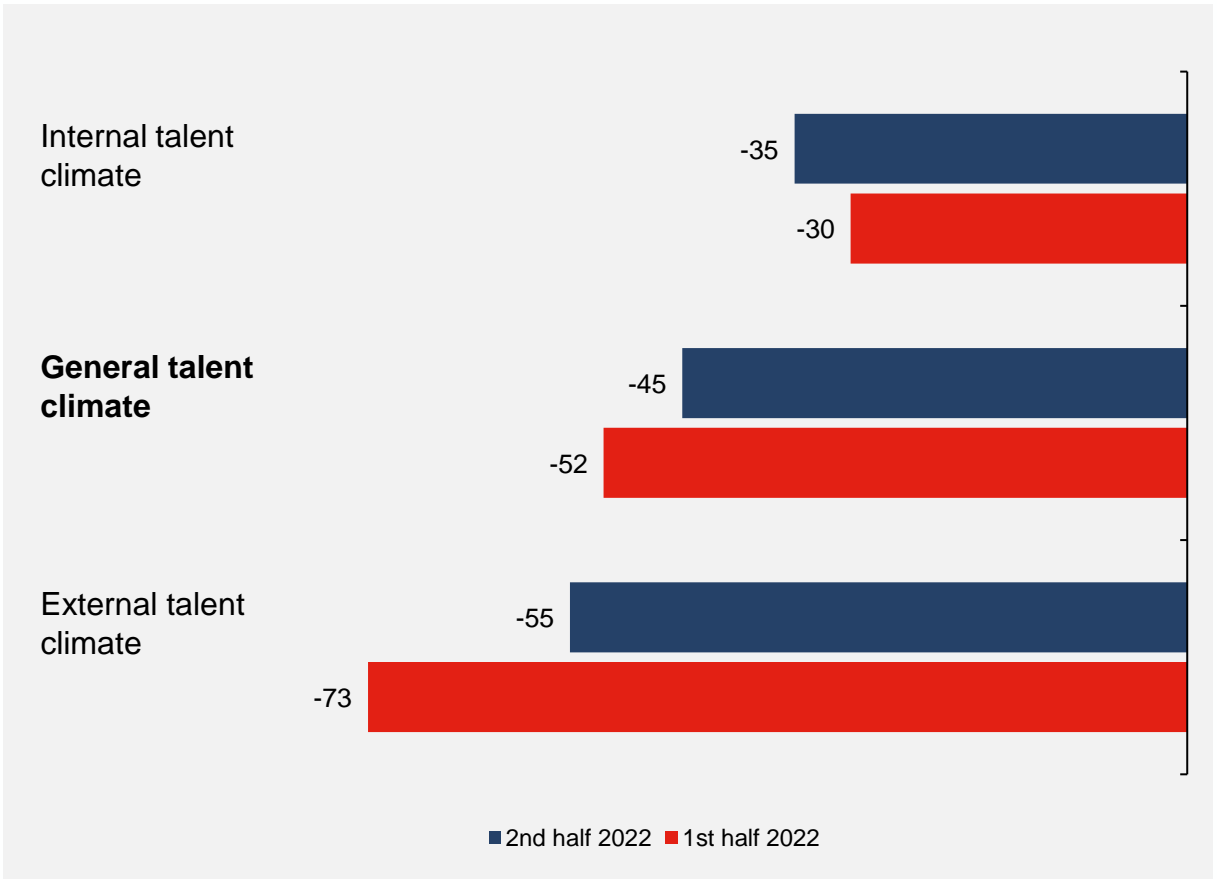
### Talent expectation: Future availability of talent



# Talent climate

## Talent climate slightly improved, but still critical

The talent climate is developing slightly positively overall, but remains at a critical, clearly negative level. The external talent climate has a significant positive impact, in particular the more positive forecasts (see above). However, this impact is weakened by the slight decline in the internal talent climate. This is mainly influenced by the deterioration in the current internal talent situation (see above).



Values stated on a scale of -100 to +100\*

\* The talent climate results from a combination of current and expected assessments (exact calculation see appendix)  
- 100 means that all those surveyed assess the situation to be poor/expect it to get worse  
+100 means that all those surveyed assess the situation to be good/expect it to get better

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## 3. **Appendix:**

Explanations on the TCI and the data collection

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# Talent Climate Index (TCI)



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The Talent Climate Index (TCI) serves as an indicator for the development of the labor market in Germany from a company point of view both in terms of internal and external talent.

Using few precise questions the current situation and the expected trend are ascertained ([TalentKlimaindex.de](https://www.talentklima.de)). Biannual surveys enable a long-term evaluation.

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## Subject areas of the questionnaire

- **Internal talent management:**
  - The availability of talent for key specialist and leadership positions in the internal labor market – currently and in the future
  - The company's ability to identify and develop internal talent
- **External talent management:**
  - The availability of talent for key specialist and leadership positions in the external labor market – currently and in the future
  - The company's ability to attract external talent
- **Focal topic of the current survey:**
  - Diversity: Significance, goals, and measures






# Talent Climate Index (TCI)

The questionnaire is very brief on purpose – it can be fully completed within a few minutes under: [talentklimaindex.de](https://talentklimaindex.de)

TALENT-KLIMA-INDEX

25%

**Internes Talent Management**  
Die Verfügbarkeit von Talenten für zentrale Fach- und Führungspositionen auf unserem internen Arbeitsmarkt beurteile ich als:  
a. momentan  
extrem schlecht  ausgezeichnet  
b. zukünftig  
deutlich ungünstiger  50% deutlich günstiger  
Die Fähigkeit unseres Unternehmens (aufgrund von Instrumenten, Prozessen, Management-Verhalten etc.) zur Identifikation und Entwicklung interner Talente beurteile ich momentan als:  
extrem schlecht  ausgezeichnet  
Mein Kommentar zu internen Talenten:

The basis for the balance computation is the coding of the answers:

0 - 49% = poor/less favorable

50% = no consideration in the formula

51 - 100% = good/more favorable

"Situation" balance = good – poor

"Expectations" balance = more favorable – less favorable

Talent climate =  $\sqrt{(situation + 200) \times (expectations + 200)} - 200$

Values stated on a scale of -100 to +100

Example: -100 means that all those surveyed assess the situation to be poor/expect it to get worse

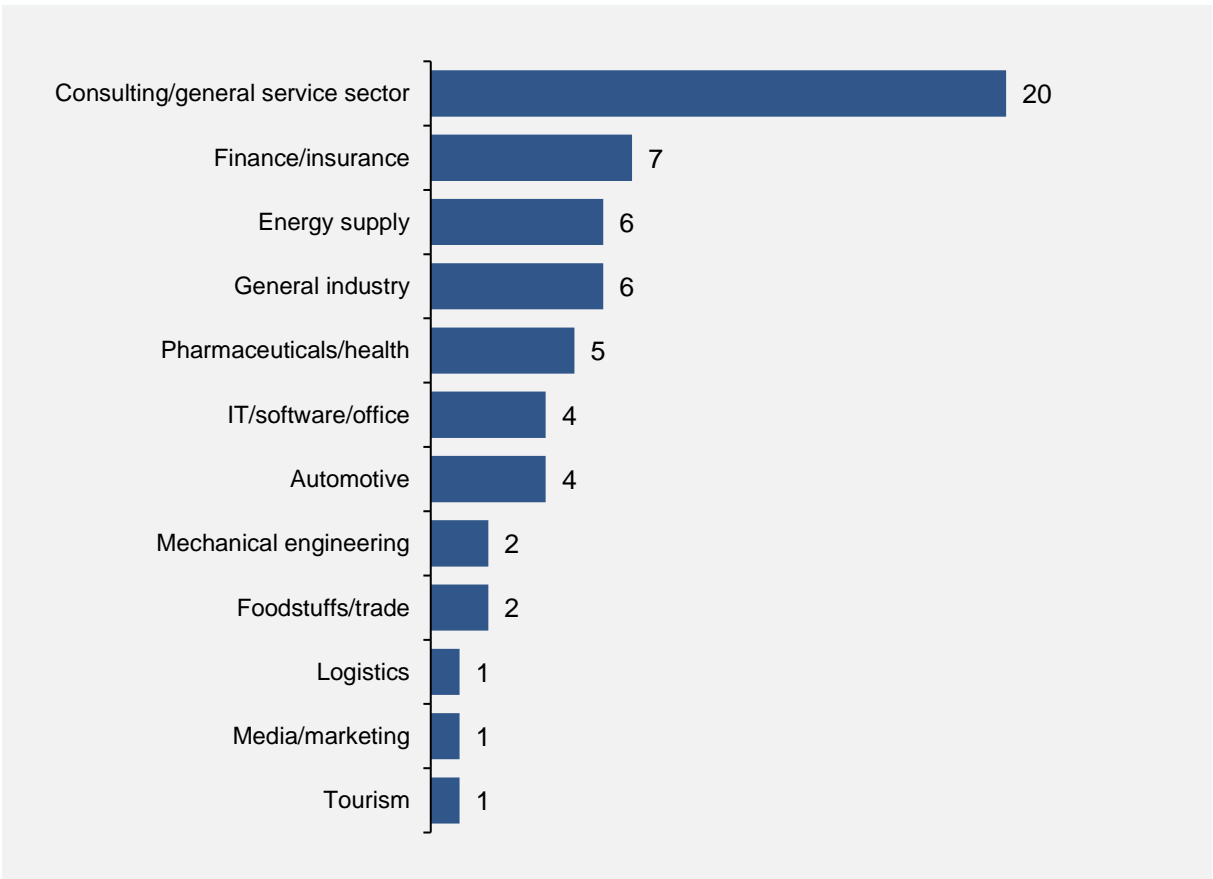
# Survey – Second half of 2022

## Sector distribution

Via the website [www.profil-m.de/publikationen/talent-klima-index](http://www.profil-m.de/publikationen/talent-klima-index), various newsletters, and the direct approach method, persons from different sectors were contacted, which resulted in 118 data sets that could be evaluated. These are spread across the industries shown below as follows.

### Sector

(frequency in percent, excludes "Other," information was provided voluntarily)



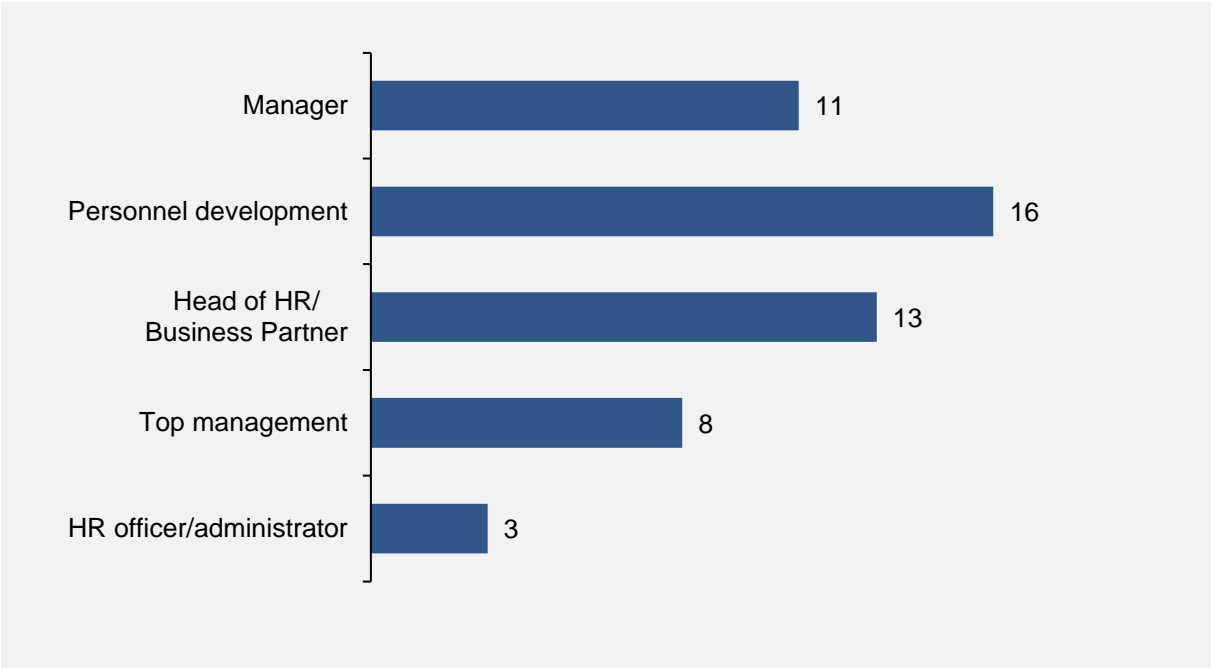
# Survey – Second half of 2022

## Participants in the survey according to function

In this survey, most respondents were from HR areas: HR Business Partners, personnel development, heads of HR. Both managers and members of the top management are also represented in the survey. However, many of the respondents did not take up the voluntary option to indicate their role or specified "other."

### Current position

(frequency in percent, excludes "Other," information was provided voluntarily)



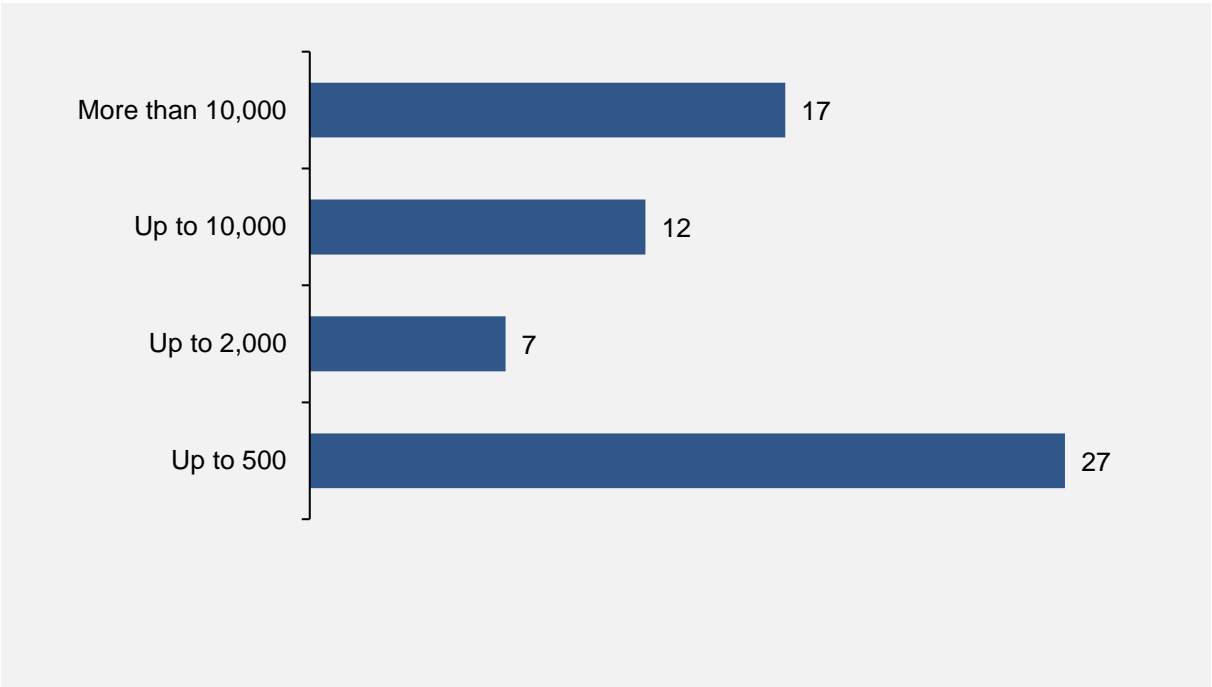
# Survey – Second half of 2022

## Number of employees in the companies surveyed

Compared with previous surveys, the group of small to medium-sized companies is particularly well represented in the current sample, ahead of large companies with more than 10,000 employees and larger medium-sized companies with 2,000 to 10,000 employees.

### Number of employees

(frequency in percent, excludes no replies, information was provided voluntarily)





TALENT KLIMA INDEX

# Talent Climate Index

Results – Second half of 2022  
Detailed evaluation



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