



# RECRUITMENT IN THE BALTICS 2025:

How Automation is  
Changing Hiring

Market research report





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# Author's Note

As we can all agree, artificial intelligence (AI) and its business applications were the hottest topics at conferences, presentations, and discussions in 2024. From the dominance of conversational models like ChatGPT in daily tasks to the emergence of numerous similar, complementary, or more advanced tools.

Yet the real story isn't about technology – it's about transformation. While the recruitment sector was traditionally cautious about innovation, limited by available tools and established practices, we're now witnessing a fundamental shift. Modern recruitment has emerged as a pioneer in embracing change, where AI isn't just a buzzword but a daily reality.

Here's the crucial insight: while many recruitment professionals worry about AI replacing their roles, our research suggests a different narrative. Instead of viewing automation as a threat, forward-thinking talent leaders are embracing it as a catalyst for evolution – one that frees them from routine tasks and creates space for strategic thinking and creativity.

“ We believe these insights will help companies make smarter decisions about implementing automated tools while enabling the HR community to learn from shared experiences. ”

Looking ahead, the possibilities are expanding rapidly. What seems innovative today – AI-driven candidate sourcing, automated interviews, intelligent skill assessment – may well become industry standard tomorrow. We're already seeing early adoption of AI systems that can independently manage entire recruitment workflows, from candidate identification to final recommendations.

To better understand these shifts and their impact on Baltic region businesses, we conducted extensive research with nearly 80 technology and IT sector leaders. Our goal wasn't just to map current automation levels, but to uncover the real challenges HR professionals face in their daily work.

We believe these insights will help companies make smarter decisions about implementing automated tools while enabling the HR community to learn from shared experiences. I sincerely thank all research participants for their openness and willingness to share their experiences – your contributions are helping shape a more efficient and modern recruitment practice across the Baltic region.

**Antanas Giraitis**, AIDA Recruitment Founder and TeamFill Co-founder





# RECRUITMENT –

what's happening in  
the market







# RECRUITMENT AUTOMATISATION

Recruitment automation is a process that leverages technologies like AI and specialized algorithms to simplify and optimize the candidate selection process. This method enables companies to create job postings, analyze resumes, objectively assess candidates' abilities, education and experience, and organize or even conduct interviews more quickly and efficiently.

We're not talking about a future possibility but today's reality. **This technological evolution is systematically reshaping how companies attract and retain top performers, becoming a strategic imperative in an increasingly competitive job market.**

But automation isn't replacing human judgment – it's enhancing it. While technology handles the heavy lifting of process optimization, final decisions still rest firmly on expert evaluation and human intuition. The goal isn't to remove the human element but to amplify its impact.





# BY THE NUMBERS



Technology companies worldwide (with U.S. firms leading the charge) are already investing heavily in advanced solutions that revolutionize talent acquisition:

**75%**

Organization leaders across the U.S., UK, and Australia report trusting AI recommendations for hiring decisions (HireVue, 2024)

AI is projected to impact up to 90% of existing jobs by 2032 (Cognizant, 2024)

**90%**

**\$661.5M**

The market value of AI and technology in recruitment reached \$661.5 million in 2024 (Maximize Market Research, 2024)

Projected market value by 2030, highlighting the explosive growth potential (Maximize Market Research, 2024)

**\$1.1B**







# RECRUITMENT AUTOMATION IN THE BALTICS:

towards technological  
transformation







Are local businesses embracing AI's potential in recruitment automation, or are they hesitant to join the revolution? We initiated first-of-its-kind research in the region, surveying 78 technology and IT companies across Lithuania, Latvia, and Estonia to map the automation landscape in Baltic recruitment.

The past decade has seen seismic shifts in the Baltic job market. Technological advancement coupled with evolving economic and social factors has transformed the working environment, positioning Estonia, Latvia, and Lithuania as attractive investment destinations. The Baltic markets are particularly noted for their agility and adaptability – qualities that have become crucial competitive advantages (GiGroup Holding, 2024).

This adaptability is especially evident in digital technologies, with recruitment automation emerging as a prime example. These transformations are particularly relevant in the rapidly evolving IT and technology sector, which formed the core focus of our research.





# I. Sector Profile

Our Baltic research reveals a technology-driven landscape dominated by IT sector companies and organizations with significant IT departments, representing 60% of respondents. Software development firms make up 17% of the surveyed companies, while the remaining 23% represent a diverse mix of telecommunications, fintech, data science, cybersecurity, and other tech-related sectors. This distribution offers a comprehensive view of the region's technology sector, making our findings particularly relevant for industry leaders.

Our research captured insights from large enterprises employing more than 250 people and hiring over 50 new employees annually.



Of the businesses surveyed, 68% operate in Lithuania, 42% in Latvia, and 42% in Estonia, with many maintaining presence in multiple Baltic countries. Furthermore, 39% of these businesses have expanded beyond the Baltics to operate in other European markets, demonstrating the sector's growing international presence.

Perhaps most significantly, our research captured insights from major players in the field – 41% of surveyed companies are large enterprises employing more than 250 people and hiring over 50 new employees annually.







## II. TOP 3 Challenges

What recruitment hurdles are Baltic companies facing? While respondents were presented with a broad spectrum of options (from creating eye-catching job postings to regulatory compliance in hiring), they identified three critical challenges in finding and selecting the right candidates.




### #1

#### QUALITY

The search for ideal candidates remains the biggest hurdle, with 50% of respondents identifying talent sourcing as their primary challenge.

This finding reflects the complex labor market dynamics not just in the Baltic states but globally. Looking at worldwide trends, companies frequently cite these key quality-related challenges:

- Shortage of qualified specialists in specific fields, particularly in technology, engineering, and specialized business sectors.
  - Misalignment between candidate capabilities and position requirements, regardless of formal education or experience.
  - Limitations of traditional recruitment methods in identifying the most suitable candidates.
- 



### #2

#### TIME TO HIRE

30% of respondents emphasize the importance of optimizing time to hire.

When it comes to the period between creating a position and securing a signed contract, less is definitely more. This challenge reflects the demands of a rapidly evolving job market:

- Extended hiring processes risk losing promising candidates.
- Reducing time investment requires advanced technological solutions.
- Efficient time management is becoming critical for maintaining organizational competitiveness.



## II. TOP 3 Challenges



#3

### DIVERSITY

29% of respondents struggle with lack of candidate diversity, highlighting deeper market issues that could impact organizational performance and innovation potential.

- Lack of candidate diversity limits the integration of varied competencies and experiences that could drive more creative solutions.
- Too much focus on increasing candidate numbers rather than building an authentic and consistent employer brand that attracts candidates aligned with organizational values.
- Organizations struggle to attract and retain talent across generations, hindering sustainable collaboration culture and smooth knowledge transfer between different age groups.

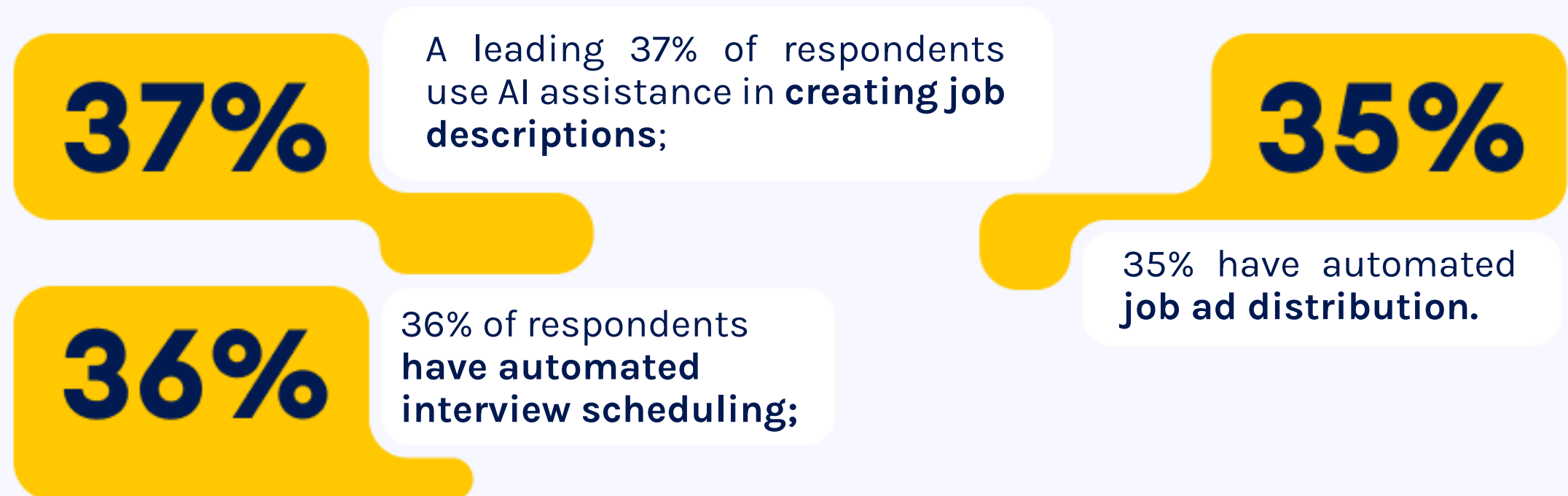






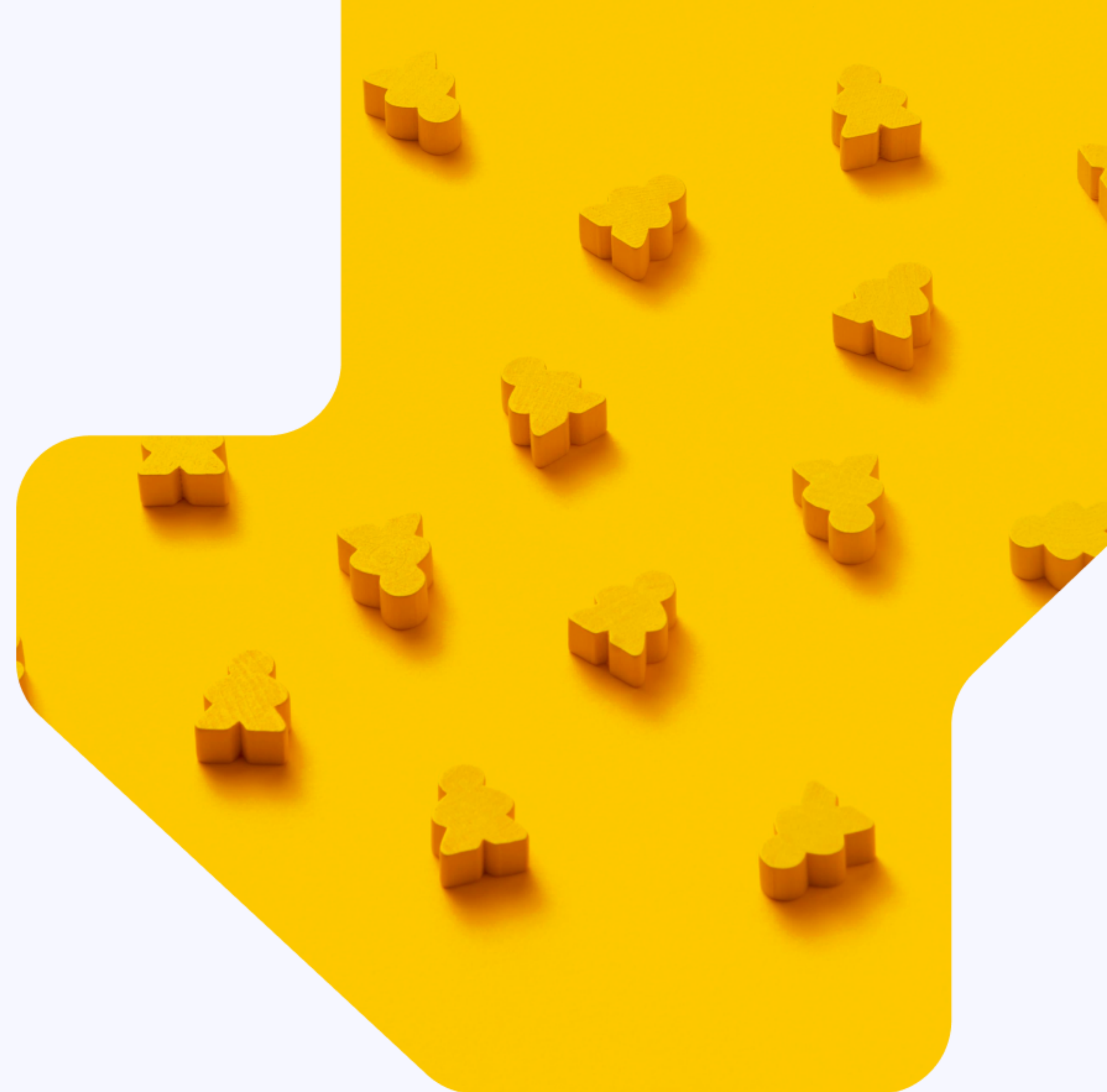
### III. TOP 3 opportunities

When we asked which recruitment stages have already been automated in Baltic companies, we discovered that:



We observed that automation in these companies is most prevalent in the early stages of recruitment – specifically in creating job descriptions and candidate sourcing. Automation processes are significantly less common in later recruitment stages: candidate interviews, selection, evaluation, and presenting candidates' shortlists to managers.

Interestingly, **29%** of respondents indicated they haven't automated any recruitment stages yet.







### **This leads us to several conclusions:**

- Baltic companies are just beginning to leverage technologies for more efficient talent sourcing and selection;
- In early automation stages, focus is concentrated on administrative and preparatory tasks;
- AI-enhanced candidate evaluation automation remains a novelty in the market;
- The potential of technology in the recruitment process remains largely untapped.





# IV. Recruitment Automation Objectives

## 1. Time and Efficiency Management

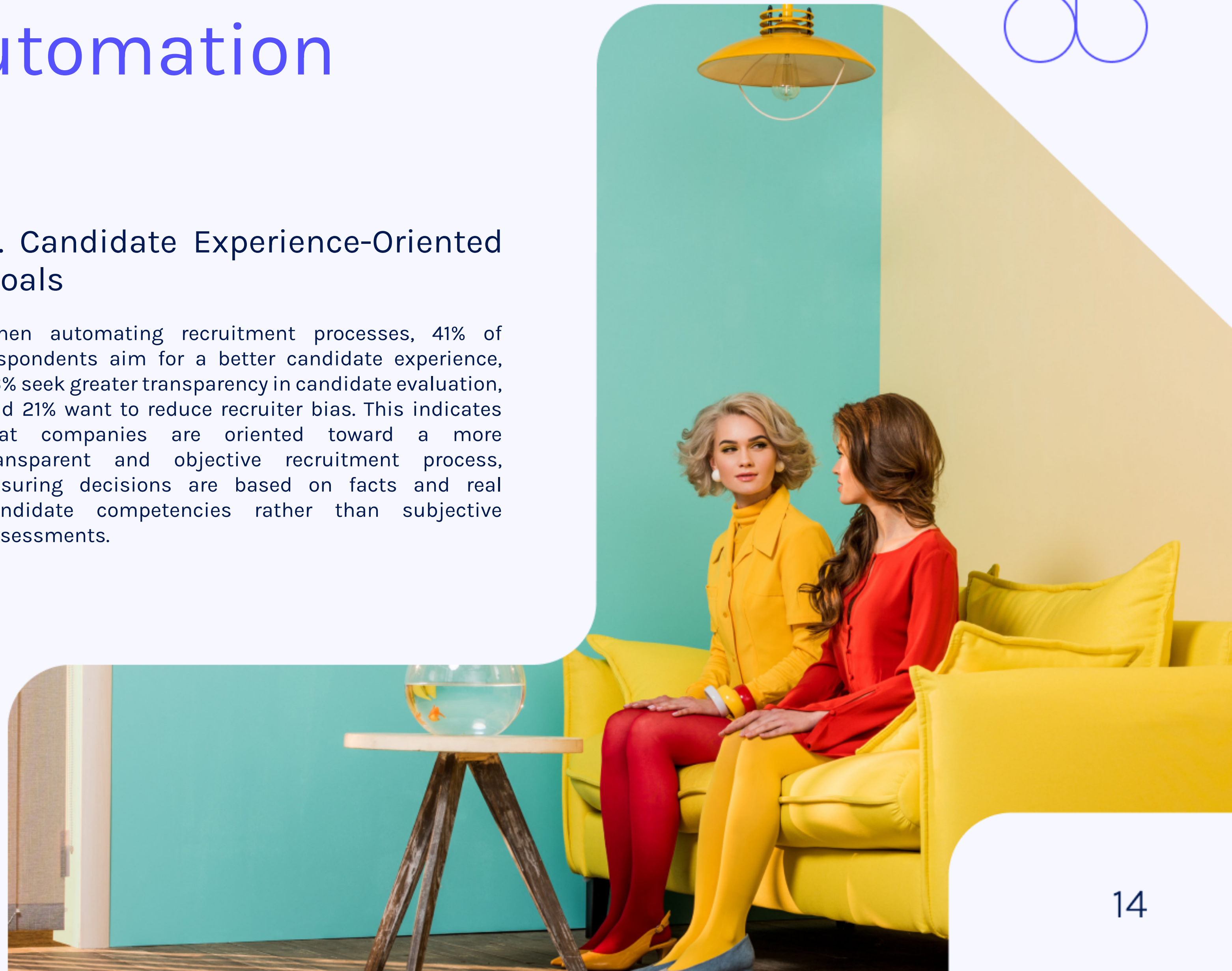
The largest portion, 59% of respondents, prioritize shorter time to hire, while 51% aim to increase recruitment efficiency, and 36% seek to improve hiring process decisions based on more precise process analytics.

59% of respondents,  
prioritize shorter  
time to hire

These objectives clearly reflect companies' desire to optimize hiring processes, reduce time investment, and reach suitable candidates faster while maintaining competitiveness in a rapidly changing job market.

## 2. Candidate Experience-Oriented Goals

When automating recruitment processes, 41% of respondents aim for a better candidate experience, 26% seek greater transparency in candidate evaluation, and 21% want to reduce recruiter bias. This indicates that companies are oriented toward a more transparent and objective recruitment process, ensuring decisions are based on facts and real candidate competencies rather than subjective assessments.







### 3. Strategic Objectives

33% of respondents state that by automating processes, they expect to reduce recruitment costs, while 23% aim to standardize and simplify recruitment processes within the organization, across departments or regions.

Thus, companies seek not only to improve recruitment efficiency but also to achieve more productive cost management, ensuring long-term process sustainability and quality standards.

#### Key Insights:

- Speed and efficiency are the main driving objectives of recruitment automation;
- Companies are increasingly focusing on candidate experience;
- Awareness is growing about reducing bias through technological solutions;
- Cost reduction remains important but is not the primary motive for automating recruitment.







## V. Future Perspectives: Cautious Optimism

Employees and companies use AI in recruitment for various reasons. For example, in the United States in 2024, AI was most commonly used for intelligent candidate sourcing, generating automated messages, or as a chatbot on websites and job posting portals (Statista, 2024).

While global trends in recruitment automation and AI adoption are rapidly growing and becoming more prominent each year, the Baltic markets display cautious optimism.

81% of our research participants responded that they plan to or are considering automating recruitment processes within the next two years. This indicates that the region is beginning to recognize and understand automation's potential.

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# **AUTOMATION POTENTIAL**

at every step of the  
recruitment process







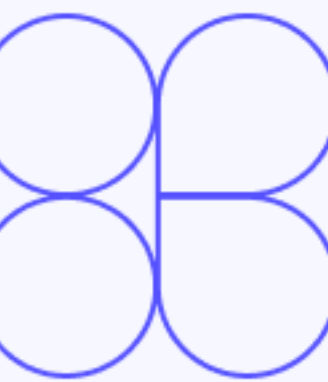
# Job position description

## Survey Insights

Only **6%** of respondents identify job position description creation as a challenge.

**37%** of respondents reported having already automated job description creation and distribution.

**21%** indicated they use ChatGPT for creating job descriptions. Other respondents mentioned less frequently used platforms such as Teamtailor, Recrutee, Claude AI, Figma, Copilot, Manatal, Grammarly, and Jira. Some respondents reported writing their job postings manually, primarily using Microsoft Word.





# Job position description

Partner Insights 

IT SKILL HOUSE Director Aušra Adelė Vaišvilė



## “IT SKILL HOUSE”

An IT consulting agency connecting freelance IT specialists with IT companies. The agency operates in two directions: proactively offering specialist services directly to clients and reactively responding to client requests by finding suitable specialists within their network.

Compared to 2023, last year's market was slower and more selective, with changing client needs. Clients sought programmers who understood not only programming but also data analysis, big data management tools, cloud computing, etc. Meanwhile, IT candidates expected comprehensive information about technical job scope and nature from the very first job position description.

## Observed Trends







# Job position description

Partner Insights 

IT SKILL HOUSE Director Aušra Adelė Vaišvilė



## How Automated Processes Help Businesses

We usually receive project or requirement descriptions from clients. If a client doesn't have a project description, we share a form with questions relevant to IT candidates. We then refine these and upload them to our internal system. Semi-automated processes occur there, where the project is placed on a publicly visible portal and automatically sent to specialists meeting project criteria (nearly 4,500 IT specialists in total). After that, we have potentially interested candidates, so no further distribution is needed.

In our system, we've partially automated job position description, filtering, and matching processes, using AI for project description structuring and appeal enhancement. Moreover, easy candidate accessibility and active project publishing for IT specialists on our portal always helps optimize the process without creating additional barriers when IT specialist numbers are insufficient.

## Recommendations

- Offer competitive salary that reflects current market rates;
- Embrace technical specificity in IT job postings;
- Lead with role impact and project scope before listing requirements;
- Craft compelling job descriptions (use AI tools if needed);
- Consider partnership with recruitment specialists, particularly those operating on a success-fee model;
- Expand your talent sourcing channels: tap into IT communities, referral networks, and direct headhunting;
- Think flexibly about engagement models: full-time employment isn't always the answer; consider freelancers, contractors, or consultants when appropriate;
- Focus on what truly matters: technical expertise, proven skills, and relevant experience rather than generic soft skills.



# Job ad distribution

## Survey Insights

**20%** of surveyed companies identified finding effective distribution channels for job ads and managing the time required as one of their major challenges.

**35%** of respondents have already automated their job ads distribution process. This represents one of the top three most automated recruitment stages among our research participants.

A significant **60%** indicated they use LinkedIn for job ads distribution, 10% advertise positions on Facebook, and 29% use their company websites or job boards. Additional respondents mentioned using platforms such as Glassdoor, Indeed, Just Join It, Work In Lithuania, Teamtailor, Manatal, Recrur, or Crewell.





# Job ad distribution

## Partner Insights

TalentHub Co-Founder, COO Käthe-Riin Tull



### “TALENTHUB”

TalentHub is a recruitment agency that specializes in helping companies find the right talent by offering personalized hiring solutions. TalentHub focuses on connecting businesses with top professionals in tech, marketing, and other fields across Europe. With a candidate-first approach and expertise in modern recruitment practices, TalentHub ensures efficient, tailored hiring processes that align with a company's culture and goals. They simplify recruitment, saving time and delivering high-quality results.

The trend I observe is that more companies are leveraging generative AI to help create job ads. Once the ad is generated, its distribution is often seamlessly integrated into Applicant Tracking Systems (ATS) or other platforms used to create the ad. Many companies I work with find it cumbersome to manually post job ads across various channels. This process can be quite frustrating, especially with the increasing number of job boards and platforms available.

Another trend is the growing use of paid job ads, which gives companies more control over targeting specific audiences. When posting on generic job portals, companies often don't have visibility into who views their ads, but with paid ads, especially on local portals, there's greater transparency and control over traffic. This is particularly effective on regional or niche job portals, though larger platforms like LinkedIn or Indeed still offer considerable reach.

### Observed Trends







# Job ad distribution

Partner Insights 

TalentHub Co-Founder, COO Käthe-Riin Tull



## How Automated Processes Help Businesses

Automating the distribution of job ads simplifies the entire process, making it more efficient and effective. Automation tools can help expand a company's reach by enabling the posting of ads across multiple platforms simultaneously. This not only saves time but also ensures a broader and more diverse pool of candidates, as it can help reach individuals outside of a company's typical networks. Automation also improves tracking and performance analytics, helping businesses better understand the effectiveness of their ad distribution efforts.

## Recommendations

- To make job ad distribution more efficient, companies should:
- Utilize integrated tools that allow for multi-channel distribution from a single platform and automate the process as much as possible. This ensures consistency and saves time.
- Experiment with different channels, including niche and paid job boards, to reach specific talent pools. Paid ads, in particular, offer better targeting and insights into ad performance.
- Regularly analyze the performance of various distribution channels to identify which platforms yield the highest quality candidates. Continuous refinement based on data will optimize future job ad postings.





# Candidate sourcing

## Survey Insights

The biggest market challenge is finding suitable candidates (candidate sourcing). **49%** of survey respondents identified this as one of their core recruitment challenges. Additionally, 29% of respondents indicate they struggle with candidate diversity.

However, **24%** of respondents are addressing this challenge by automating their candidate sourcing processes.

When asked about platforms or tools companies use to attract talent, **37%** again mention LinkedIn, while some (6%) use Facebook and Telegram. Others indicated job boards or individually used platforms like HiredScore, Xobin (for certain regions), MeetFrank, GitHub, or Slack.





# Candidate sourcing

## Partner Insights



JobRely Founder & CEO Indrè Kaikarè



**JobRely**

### “JOBRELY”

jobRely provides provides AI-powered candidate search and selection services and a platform that automates candidate profile sourcing, LinkedIn interviewing, and interview scheduling.

### Observed Trends

Competition for talent is intensifying, and relying solely on referrals and active applicants is no longer sufficient. As a result, companies are increasingly engaging in direct candidate outreach. However, this too is becoming more challenging. Response rates from approached candidates are declining. When searching for developers without a strong employer brand, response rates can be as low as 10%. This means companies need to invest even more effort: reaching out to hundreds rather than dozens of candidates, with multiple touch points per candidate.







# Candidate sourcing

## Partner Insights



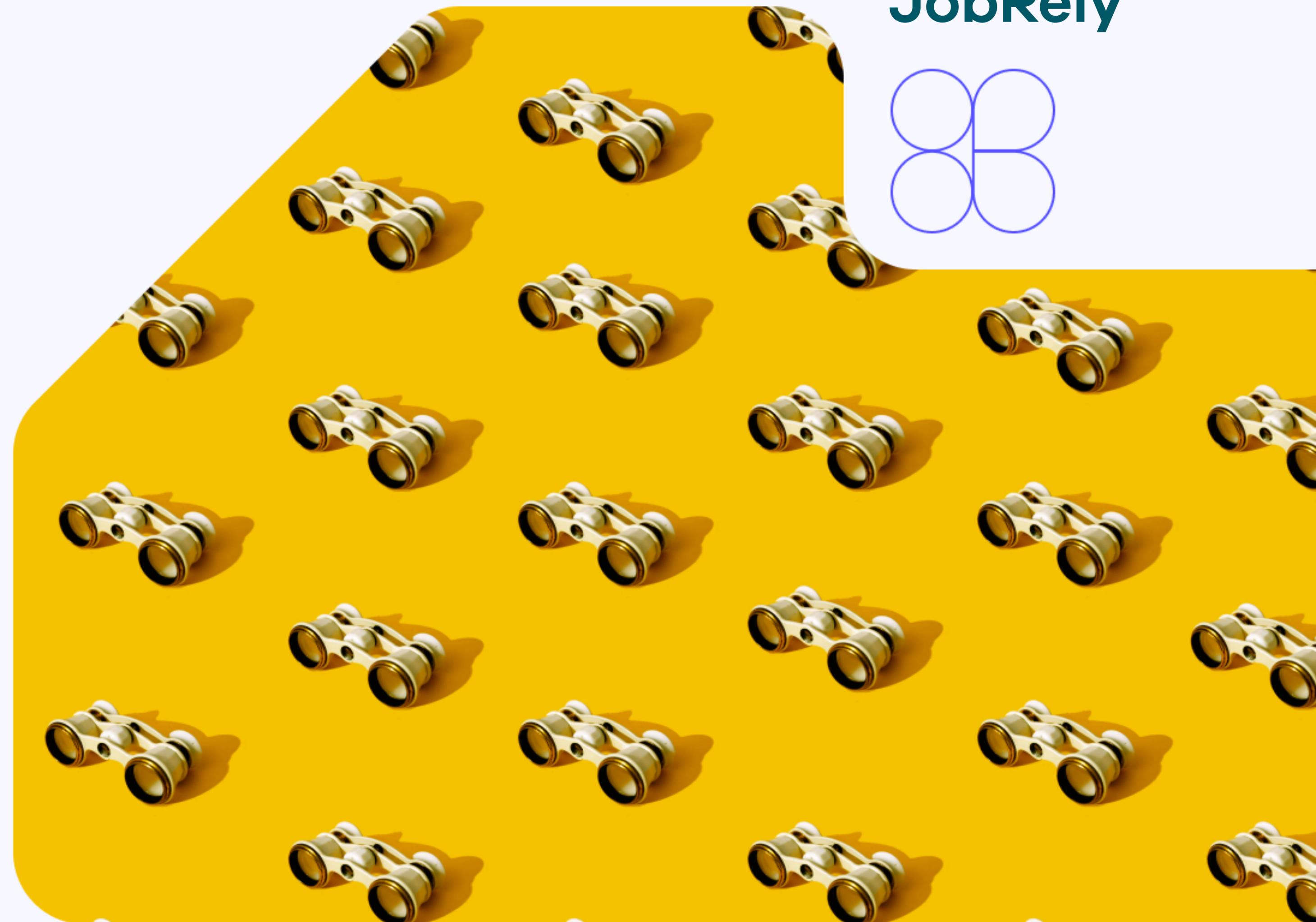
JobRely Founder & CEO Indrè Kaikarè

### Recommendations

Both managers and recruitment specialists have responsibilities far beyond just searching for potential candidate profiles on LinkedIn, sending invitations, or coordinating interviews. All these technical and repetitive tasks can be automated.

By automating processes, those searching for new team members save significant time that can be devoted to better candidate evaluation and assessment. Free from technical tasks, they can focus more intently and creatively on solving challenges, searching for talent in other countries or through alternative channels.

JobRely





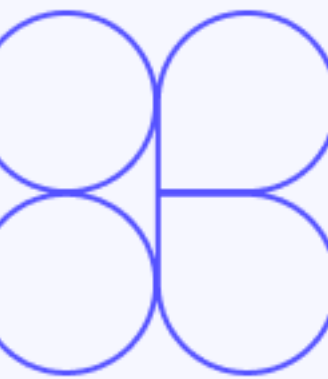
# Initial CV screening

## Survey Insights

Only **15%** of respondents indicated they have automated their CV review and screening process. This represents one of the least automated processes compared to other recruitment stages.

**17%** of respondents identified efficient candidate CV review and screening as one of their main challenges.

Tool usage for CV review and screening is distributed across **2-3 percent** among respondents, who choose various platforms: from Teamtailor, TeamFill, BambooHR to Recrutee, Recrute, Supernormal, Highlight Magic, SalesQL, or HireEZ. This indicates there's no one-size-fits-all tool for initial CV screening, so companies select solutions based on their specific needs, organization size, and recruitment process complexity.







# Initial CV screening

Partner insights 

HRIZER Product Lead Ema Grigaitytė



## "HRIZER"

A smart job board for qualified workforce, managerial professionals, and executives.

## Observed Trends

Today, as the scales tip back in favor of employers, job-seeking candidates need to put in more serious effort. Naturally, in such market conditions, employers receive a significantly larger candidate flow – but do all candidates meet even the minimum position requirements? This is where tools that help "filter out" potential-holding CVs from those unsuitable for the specific position come into play.







# Initial CV screening

Partner insights



HRIZER Product Lead Ema Grigaitytė



## How Automated Processes Help Businesses

How can the initial CV review and evaluation stage be automated?

Matching algorithms effectively address this challenge. Employers no longer need to review CVs that completely miss the requirements process – automation tools, powered by data analysis, evaluate candidate competencies and present those candidacies that most precisely match position requirements. By utilizing such tools, recruitment specialists or managers searching for new team members save time, money, and other resources.

## Recommendations

**Practical tip:** carefully consider your candidate requirements. Perhaps specific education is mandatory? Or maybe experience in a particular sector? What skills should the candidate possess? Set all these criteria when creating job postings. The clearer you are about what candidate you're looking for, the more value these tools will bring you.





# Interview scheduling

## Survey Insights

Interview scheduling shows a high level of automation. **36%** of respondents have already automated their interview scheduling process. Moreover, in our research, this is one of the top three most automated recruitment process steps.

Only **12%** of respondents identified interview scheduling and management as a major challenge. This suggests that either existing tools effectively handle this task, or companies don't view it as a significant drain on resources.

Interview scheduling automation directly contributes to the main objective – reducing hiring process duration (**60%** of respondents). The most popular tools used by respondents are Outlook and Teams (15% each), Calendly (14%), and Google Meet (10%). A few more percent of respondents use platforms such as Smart Scheduling, Greenhouse, Workable, Lemcal, or Smartrecruiters.





# Interview scheduling

## Partner insights

Recurr CEO & Founder Marit Künnapuu



### “RECURR”

Recurr is a software that makes recruitment easy. Recurr offers cutting-edge recruitment software designed to simplify and streamline the entire hiring process. Whether you're a growing business or a large enterprise, Recurr helps you automate recruitment, saving valuable time and resources.

### Observed Trends

The hiring process is increasingly moving toward automation, especially for stages like pre-screening, scheduling, and even interviews. Automated workflows, video interviews, and scheduling tools are becoming standard practices in managing high volumes of applicants, helping recruiters save time on repetitive tasks while ensuring the process remains efficient.

Broader trends also highlight the importance of balancing automation with human interaction. While tasks that don't require a personal touch can be streamlined through technology, stages that involve face-to-face communication remain critical for building connections with candidates.

In our experience, using recruitment software can reduce the time spent on recruitment tasks by as much as 69%, enabling recruiters to focus on higher-value activities like engaging with candidates and making better-informed hiring decisions. This demonstrates how automation isn't just about efficiency – it's also about empowering recruiters to work smarter.







# Interview scheduling

Partner insights 

Recrur CEO & Founder Marit Künnapuu



## Recommendations

### How Automated Processes Help Businesses

Automating this stage of the recruitment process, such as interview scheduling, video interviews, and pre-screening, offers significant advantages for businesses. Firstly, it saves time by streamlining routine tasks, allowing recruiters to focus on more strategic activities like evaluating candidates and building relationships.

Additionally, automation makes in-house recruitment processes much easier. With everything managed in one central platform, communication between team members becomes smoother, and everyone stays aligned on the progress of each candidate. This clarity reduces the risk of missed opportunities or miscommunication. Finally, automation speeds up the overall recruitment process, ensuring businesses can secure top talent more quickly. The value lies not just in time and cost savings but also in creating a more organized, efficient, and collaborative approach to hiring.

#### a) Define and Communicate Roles Clearly

Ensure everyone involved in the hiring process – recruiters, hiring managers, and team members – understands their responsibilities at each stage. This clarity reduces overlap and keeps the process running smoothly.

#### b) Identify Bottlenecks

Review your current selection process to pinpoint areas where delays or inefficiencies occur. Focus on understanding the root causes of these issues as a team.

#### c) Standardize the Process

Create consistent guidelines for tasks like pre-screening or interview evaluations. Standardization ensures fairness and reduces confusion, especially when multiple people are involved.

#### d) Foster Collaboration

Hold regular team check-ins to discuss progress, challenges, and potential improvements. Open communication prevents misunderstandings and encourages teamwork.

#### e) Document and Review Regularly

Keep a documented overview of the selection process and update it as needed. Regular reviews help ensure the process stays relevant and aligned with your goals.



# Initial candidate shortlist

## Survey Insights

Interview scheduling is among the most automated steps, with **36%** of respondents leveraging automation. However, tasks like conducting candidate interviews and creating shortlists remain less automated, at just 18%.

Data analysis shows a mismatch between organizations' desire to make data-driven decisions (**36%** of respondents advocate for analytics improvement, and **26%** for candidate evaluation transparency) and current selection practices, where post-interview evaluation remains largely manual.

**17%** of respondents indicated they don't use any technological tools or automated processes for creating initial candidate shortlists. 8% (the highest proportion) use Teamtailor, while others use Greenhouse, Recruitee, and Workable platforms.





# Initial candidate shortlist

## Partner insights

AIDA Recruitment Founder and TeamFill  
Co-founder Antanas Giraitis



### "TEAMFILL"

The interview platform TeamFill facilitates primary interviews with or without the involvement of a recruitment specialist. In the first case, during an automated job interview, candidates respond to AI-formulated questions tailored to the position's requirements, and the video is later sent to the employer for evaluation. In the second case, AI analyzes and evaluates candidate responses, ensuring a more objective and consistent assessment.

Today's recruitment specialists face daily challenges in adapting to constantly changing labor market conditions and competition. A particularly notable trend is fluctuating candidate flows: some positions see an excess of candidates, while others face obvious shortages.

There's a clear integration of technological solutions in recruitment, where organizations that have implemented advanced technological tools can more effectively manage large information flows and make more data-driven decisions.

Companies increasingly use specialized software platforms that automatically analyze interview data against predetermined criteria, assess candidate competency matches for position requirements, use AI for overall candidate evaluation, which not only helps reduce decision bias but also allows faster and more efficient processing of large candidate volumes, ensuring objectively strongest candidates make the shortlist.

### Observed Trends



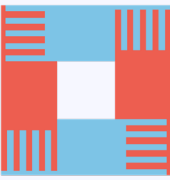




# Initial candidate shortlist

## Partner insights

AIDA Recruitment Founder and TeamFill  
Co-founder Antanas Giraitis



### How Automated Processes Help Businesses

Our experience using TeamFill shows that automated initial candidate shortlisting processes help businesses in several key aspects:

- Eases manual recruitment processes, allowing recruitment specialists to focus on strategic functions;
- Acts as a centralized platform, efficiently managing multiple positions and candidates simultaneously;
- Ensures standardized and objective initial evaluation process;
- Improves candidate experience by providing flexibility regarding interview time and location;
- Provides comprehensive AI-generated insights about candidate requirement matches, evaluating both professional experience and interview responses;
- Uses algorithm-based evaluation system that objectively analyzes and ranks candidates, helping identify specialists with the greatest potential;
- Ensures consistent and standardized evaluation process while providing quick feedback to both candidates and recruitment specialists.

### Recommendations

- Seek balance between automated and human processes in initial candidate evaluation.
- Invest in technological solutions that not only automate processes but also improve candidate experience.
- Implement data-driven decisions in candidate evaluation while maintaining the human element in final decisions.
- Standardize the initial interview process, ensuring equal conditions for all candidates.



# Presenting shortlisted candidates to managers

## Survey Insights

Presenting shortlisted candidates to managers is a step that is not often automated, with only **17%** of respondents indicating that these processes are automated in their companies.

A significant **19%** of respondents noted that they don't use or need any technological tools when presenting selected candidates to managers. Other responses range from common everyday tools like Excel or emails. Additional respondents highlight platforms like Teamtailor, Monday.com, Fibery, BambooHR, Greenhouse, People Force, or Manatal.

While **26%** of respondents note that one of the primary automation goals is to make recruitment less biased, when it comes to presenting candidates to managers, it's clear that preference is given to human rather than automated assessment.





# Presenting shortlisted candidates to managers

## Partner insights

AIDA Recruitment Founder and TeamFill  
Co-founder Antanas Giraitis



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Different job positions require different recruitment specialist knowledge and experience. Sometimes just a few minutes of conversation are enough to assess if a candidate fits the company, while in other cases, talent is found after exhaustingly long selections and in-depth interviews, especially when many candidates with diverse experience apply for the position.

Additionally, more international companies are inviting candidates to complete initial video interviews as they offer much more value than traditional CVs. This is particularly relevant for companies hiring more than 50 employees annually.

### Observed Trends



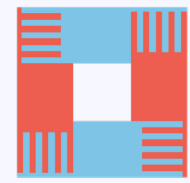




# Presenting shortlisted candidates to managers

## Partner insights

AIDA Recruitment Founder and TeamFill  
Co-founder Antanas Giraitis



### How Automated Processes Help Businesses

From an employer's perspective, AI-led job interviews used in the initial selection stage offer significant advantages. For example, they help manage large candidate flows, provide flexibility in interview scheduling (employers can review video recordings at their convenience), promote consistency in candidate evaluation, and help avoid bias. One of the greatest benefits is that automated interviews allow multiple people to review candidate responses and make important selection decisions quickly and appropriately after evaluation.

### Recommendations

- Integrate artificial intelligence into the decision-making process. Data-driven analysis enables more objective and well-founded decisions about candidate suitability.
- To optimize the selection process, it's recommended to set clear quantitative goals for candidate flow for each position.
- AI tools can help automatically filter and select an optimal number of candidates, avoiding both too large and too small candidate pools.
- Recommendations should be applied considering organization size, specifics, and available resources.





# Onboarding: offer submission and contract signing

## Survey Insights

**27%** of respondents have automated their offer submission and contract signing process. This indicates that automation plays a significant role even in the final stages of the recruitment process.

**17%** of respondents indicate that maintaining relationships with candidates and keeping their interest throughout the selection process is a challenge, while 23% aim to standardize hiring processes across departments and regions to ensure consistent candidate experience across different positions and locations.

For presenting job offers, preparing contracts, and obtaining signatures, respondents most commonly use Dokobit (**9%**), DocuSign (**9%**), and Outlook (8%). 5% of respondents use internal company tools, while others noted (2-3% each) using Gusto, Hibob, Lever, Zoho Sign, or other less frequently used platforms.





# Onboarding: offer submission and contract signing

Partner insights   
TrustLynx CEO Edgars Stafeckis



**“TRUSTLYNX”**

TrustLynx simplifies introduction of completely digital processes.

It provides trust services\* integration tools to compliantly digitalize and automate HR processes in a cyber secure way.

\*Trust services - digital identities, such as Smart-ID, Mobile-ID, LT.ID, eParakstsMobile and many more, electronic signing, e-sealing etc.

TrustLynx tools simplify user experience, improves cybersecurity and data privacy by minimizing actions in the customer journey and excluding sensitive personal data sharing with any 3rd party.

**Observed Trends**

Onboarding – it is becoming a norm to onboard employees remotely, in a completely digital process. In such processes, the aspects of compliance, cybersecurity and user experience are essential. 8 out of 10 of surveyed HR professionals in the Baltics and Poland state that they plan to introduce completely digital onboarding. Meanwhile, there are differences in the most common obstacles for digitalization among the regions: the largest concern in Poland is about users having a qualified electronic signature, required to execute the process digitally, while in the Baltics greatest concern is about the personal data protection / privacy and cybersecurity. [the concern of users having the tools in Baltics is rarely mentioned since the existing high adoption of them].







# Onboarding: offer submission and contract signing

Partner insights   
TrustLynx CEO Edgars Stafeckis



## How Automated Processes Help Businesses

- Time is not in favor of employers when it comes to hiring great talent. Any spare wasted moment is time when a great candidate can change her mind and go for another offer;
- Employee experience and employer reputation. Hiring in the old-fashioned, paper-based manner brings high risk of churn and disappointment for modern workforce. Similar to situations when users are offered sophisticated digital flow (e.g. required to become a user of some 3rd party service to sign the agreement with your company or use desktop signing tools and email to get the job done). The first impression is the hardest to change;
- Operational efficiency improvement and minimizing resources. In the example of automated employment contract signing during the onboarding process, close to zero time is required from the HR staff since normally the data required for execution has already been entered into HR systems;
- Data privacy and information security: when data is managed digitally, there are more possibilities to control usage of employees' data – which is typically highly sensitive, including personal, health, financial and other information – and protect it according to different compliance requirements.

## Recommendations

- Get access to broader, international workforce by being open both “mentally” and technologically (digitally).
- Ask your HR solutions vendors to enable a completely digital onboarding experience.
- Be critical and demanding regarding user experience and data protection since it is your company and brand that will face the end-users.





# 2025 OUTLOOK





Traditionally, the recruitment process relied on specialists' expertise and intuition to find talent that not only met technical requirements but also fit the organizational culture. However, trends are shifting quickly, and our research shows that this model is evolving rapidly, both globally and in the Baltic states.

Technological advancement and AI open new opportunities to optimize and streamline recruitment processes. Our research, covering technology sector companies in the Baltic states, revealed these main findings:

### Automation Process Priorities

Most automated administrative processes in Baltic companies include:

- Job description creation (37%)
- Interview scheduling (36%)
- Job ad distribution (35%)

“ It's encouraging that technology has gained greater scale and can reduce dissatisfaction on both sides ”


### Quality Challenge Remains Essential

- 50% of respondents identify suitable candidate sourcing as their biggest challenge
- Automation is seen as a tool, but not the final solution to this problem. ***"Not all candidates are satisfied with automation. Some miss direct human interaction."***
- Balance is needed between automated processes and human factor. ***"While it's encouraging that technology has gained greater scale and can reduce dissatisfaction on both sides, we must carefully evaluate which processes can be automated and where human connection must remain an essential element of recruitment."***






## Positive Perspectives

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- 81% of companies are considering or planning to implement more automated solutions
  - There's a clear need to modernize recruitment processes
  - Baltic companies are moving toward more mature and automated recruitment processes, though transformation is happening at different speeds and with varying priorities



## Company Size and Automation Process Correlation

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- The level and speed of automation is not directly proportional to company size.
  - 86% of medium-sized companies (51-250 employees) have automated at least one step of their recruitment process.
  - 82% of large companies (250+ employees) have automated at least one step of their recruitment process and have implemented the highest number of different automated processes.
  - Only 41% of small companies (10-50 employees) have automated at least one step of their recruitment process, however they show greater interest in future automation compared to medium or large companies.





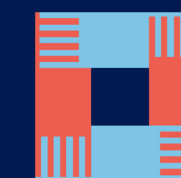
#### AIDA Recruitment

A recruitment agency operating in the Baltics, Ukraine, and Poland.

We believe the candidate selection process should be quick and efficient. Using technology, we conduct interviews with candidates 24/7.

 antanas@aidarecruitment.com

 [www.aidarecruitment.com](http://www.aidarecruitment.com)



#### TeamFill

A virtual recruitment assistant that simplifies your interview process by enabling fast and efficient interviews.

Our platform delivers precise candidate assessments. Additionally, candidates can complete their interviews at their convenience, making the

 [info@teamfill.net](mailto:info@teamfill.net)

 [www.teamfill.net](http://www.teamfill.net)

