



INDUSTRY REPORT

GLOBAL IMPACT

JULY 2025

ie

UNIVERSITY

TALENT & CAREERS

AGENDA

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Industry Overview

The Global Impact Sector encompasses organizations and professionals working at the intersection of policy, purpose, and innovation. It is comprised of three core sub-sectors:

- **Global Development:** NGOs, intergovernmental organizations (IGOs), foundations, development consultancies, and humanitarian actors.
- **International Relations:** Public Sector agencies, public affairs firms, think tanks, academic and research institutions, and multilateral public sector bodies.
- **Social Impact Businesses:** Certified B Corporations, ESG-forward enterprises, mission-driven startups, and sustainable finance ventures.

1.1 Current Trends

- **The Domino Effect of Donor Retrenchment:** 2025 has brought a structural reckoning to the global development space. Major donors—including the U.S., the U.K., and other European countries—have slashed Official Development Assistance (ODA), redirecting funds toward defense, security, and domestic priorities. The result: NGOs and development agencies are being pushed to diversify funding streams, adopt leaner models, and form innovative partnerships with the private sector and philanthropies.
- **Geopolitics in Flux:** Traditional alliances are being renegotiated amid shifting power balances, regional tensions, and global crises. This is redefining the landscape of diplomacy, public policy, and multilateral collaboration, and increasing demand for strategic advisors, policy analysts, and scenario planners.
- **Sustainability as Business DNA:** What was once a “nice-to-have” is now foundational: Environmental, Social, and Governance (ESG) principles have become non-negotiable for companies and investors alike. ESG consulting, compliance, and implementation roles are expanding rapidly across all three sub-sectors, especially as regulatory and consumer scrutiny intensifies.
- **Technology for Social Good:** Tech is no longer a vertical, it’s a

backbone. From AI-powered early-warning systems in humanitarian work, to blockchain for supply chain transparency, to open data platforms for democracy advocacy, digital tools are revolutionizing impact work. This trend is ushering in a new demand for hybrid professionals who combine technical fluency with purpose-driven vision.

- **The Rise of Impact Investing:** Financial capital is finally catching up with values. The sector is seeing exponential growth in impact investing, blended finance, and sustainable capital markets, creating new career paths at the convergence of finance, development, and sustainability.

1.2 Emerging Technologies and Innovations

Innovations in the global development, international relations and social impact businesses subsectors are being driven mostly by emerging technologies:

- **Artificial Intelligence:** Used in everything from predictive modeling in refugee resettlement to analysis of geopolitical threats and misinformation.
- **Blockchain:** Applied in development finance, land rights documentation, and clean energy credit trading.
- **Remote Sensing & Satellite Tech:** Supporting climate diplomacy, disaster response, and agricultural resilience programs.
- **Open Data Platforms:** Fueling transparency, anti-corruption, and civic tech initiatives.
- **Low-Code/No-Code Tools:** Empowering frontline NGOs to digitize services without complex IT infrastructure.

1.3 Industry Growth and Opportunities

While certain parts of the sector, particularly traditional aid roles, are contracting due to budget pressures, others are booming:

- **+25% projected growth** in sustainability roles across global business by 2030 (McKinsey, 2024)
- **+30% increase** in policy research fellowships and climate diplomacy roles globally since 2023
- **Impact investing assets** expected to exceed \$1.5 trillion by 2026 (GIIN)
- **Potential increase in entry-level** roles in global development: demand for internships, consultancies and entry-level roles to reduce costs and keep projects running.

Some of the top rising opportunities are concentrated around:

- Climate strategy and diplomacy
- ESG reporting and sustainable operations
- Tech-for-impact (AI, data, digital infrastructure)
- Inclusive finance and social entrepreneurship
- Policy advisory, regulatory innovation, and multilateral governance

Impact of Global and Regional Trends

2

The Global Impact Sector operates in direct dialogue with geopolitical shifts, regulatory frameworks, economic cycles, and social movements. In 2025, these dynamics are reshaping not only the missions of impact organizations, but also their operational models, hiring strategies, and talent needs.

2.1 Global Trends Impacting the Industry

- **Shrinking Aid, Rising Private Capital:** The contraction in official development assistance (ODA) is having a cascading effect across the sector. Traditional donors (e.g., USAID, FCDO, the Netherlands government) have scaled back, pushing development institutions and NGOs to pursue blended finance, impact investing, and partnerships with philanthropists and mission-driven corporations. This shift is reorienting talent demand toward profiles that blend finance, policy, impact and innovation.
- **Climate Diplomacy and the Race to Net Zero:** The climate emergency is now central to global diplomacy. The momentum from COP28 and the acceleration of national carbon commitments have elevated roles related to climate policy, green finance, ESG compliance, and climate justice advocacy. Institutions are recruiting professionals with expertise in climate negotiation, environmental law, and data-driven sustainability assessment.
- **AI, Data, and Tech for Purpose:** AI adoption is no longer optional. From conflict early-warning systems to digital ID programs and predictive public policy, technology is transforming how impact is delivered. Organizations are actively seeking professionals with data literacy, digital transformation skills, and the ability to ethically apply emerging tech to social problems.
- **Geopolitical Realignment:** We are entering a post-unipolar world. Strategic competition, regional power shifts, and multipolar tension (e.g., U.S.-China, Russia-Europe) have sparked renewed demand for geopolitical analysts, diplomacy advisors, and regional specialists. Institutions are valuing cross-cultural acumen, critical thinking, and policy modeling as core competencies.
- **Shifting Work Values:** A generational shift in purpose and expectations is reshaping recruitment. Gen Z and Millennial

professionals are looking for mission-driven roles, but also flexible, inclusive workplaces. Organizations are under pressure to improve internal cultures and offer meaningful development pathways, not just noble missions.

2.2 Regional Trends

• Europe:

- Leading the charge in ESG regulation (e.g., CSRD), sustainable finance, and AI governance.
- Strong public sector and NGO footprint, especially in Brussels, Geneva, and Berlin.
- High demand for multilingual professionals with EU regulatory knowledge and digital fluency.

• North America

- U.S. budget cuts are straining traditional development pathways (e.g., USAID), but impact investing, social enterprise, and climate innovation are thriving.
- The Trump administration has triggered a sharp pullback in ESG and DEI initiatives, particularly across federal agencies and government contractors. Development funding, climate diplomacy, and diversity programs have been significantly defunded or dismantled.
- Despite this, private sector actors, state governments (e.g., California, New York), and philanthropy continue to uphold ESG and social impact agendas, creating a bifurcated talent landscape.
- Canada remains committed to climate leadership, reconciliation, and inclusive policy, positioning themselves as stable hub for sustainability, human rights, and impact finance.

• Middle East

- Gulf countries, especially Saudi Arabia and the UAE, are investing heavily in sustainable infrastructure and development diplomacy (e.g., Vision 2030, Green Riyadh, Masdar).
- NGOs and IGOs expanding regional presence amid geopolitical repositioning (e.g. UN Tourism).
- High interest in education, youth engagement, and cross-sector partnerships.

• Latin America

- Opportunities in inclusive finance, climate adaptation, and public sector transformation.
- NGOs and B Corps active across Brazil, Mexico, Colombia, and the Northern Triangle.
- High interest in public-private partnerships, social innovation, and data for development.

• Asia-Pacific

- Emerging markets (Vietnam, India, Indonesia) are increasingly targeted by development consultancies and climate investment funds.



- China's development model is challenging traditional players, increasing demand for regional analysts and China experts
- Demand for urban resilience, food security, and tech-for-good strategies is surging.

2.3 Regulatory Changes

- **ESG & Climate Disclosure Mandates:** The EU's CSRD and global frameworks like ISSB are making ESG reporting mandatory across sectors. This is boosting demand for ESG auditors, sustainable business consultants, and legal-policy hybrids. However, the European Commission is planning to pass a "simplification omnibus" initiative to reduce the regulatory burden on companies to enhance EU's global competitiveness.
- **AI Regulation:** The upcoming EU AI Act and global AI governance standards are placing compliance at the heart of tech-for-impact initiatives, sparking need for ethics officers, AI policy experts, and tech-savvy legal professionals.
- **Migration, Data, and Human Rights:** Tighter border policies in Europe and the U.S. coexist with growing demand for legal and policy advocates in climate migration, data privacy, and digital human rights.



Sector-Specific Insights

3

The Global Impact Sector is not a monolith – it is a constellation of interconnected sub-sectors, each with its own ecosystem of employers, skill demands, and transformation pressures. In 2025, the three sub-sectors (Global Development, International Relations, and Social Impact Businesses) are evolving rapidly in response to shifting funding models, regulatory environments, and technological change.

3.1 Global Development

This sub-sector includes IGOs, NGOs, foundations, and development consulting firms. While traditional aid organizations face contraction due to cuts in ODA, other areas are expanding thanks to blended finance, localization strategies, and the rise of development consulting.

Key Trends:

- **Funding Diversification:** NGOs and multilateral agencies are shifting from dependency on bilateral donors (e.g., USAID, FCDO) toward philanthropic partnerships, private sector co-funding, and social finance instruments.
- **Localization of Development:** Global actors are decentralizing, working with regional and local partners more directly, creating demand for professionals with field knowledge, cultural fluency, and grassroots engagement skills.
- **Digital Transformation:** From mobile cash disbursement to remote monitoring and evaluation (M&E), there's growing demand for digital project managers, data analysts, and GIS specialists.
- **Development Consulting Firms on the Rise:** Firms like Dalberg, Tetra Tech, Technoserve and DT Global are facing significant challenges due to USAID funding cuts, leading to operational downsizing and strategic reassessments. Nevertheless, these firms seek entry-level consultants with development, policy, and analytical backgrounds, offering a bridge between public and private sectors.

3.2 International Relations

This sub-sector covers think tanks, government agencies, academia, public affairs, international organizations, and global governance institutions. It is being shaped by geopolitical turbulence, a reinvigorated climate agenda, and public trust challenges.

Key Trends:

- **Climate Diplomacy on the Rise:** As climate becomes a core issue of international security, there is growing demand for environmental policy experts, negotiators, and climate law professionals.
- **Geopolitical Complexity:** Shifts in U.S. foreign policy, China's global expansion, and renewed conflict zones have made geopolitical analysis a high-demand function across IGOs, consultancies, and research institutes.
- **Digital Sovereignty & Information Integrity:** The weaponization of information and AI-driven misinformation have elevated demand for professionals who understand cyber policy, AI governance, and digital rights.
- **Academic Think-Tank Hybrids:** Institutions are moving beyond policy papers, focusing on real-time influence and multi-stakeholder convening, requiring talent that can translate research into action.

3.3 Social Impact Businesses

This sub-sector includes B Corps, ESG-forward corporations, inclusive finance ventures, and startups tackling social or environmental challenges. It is the fastest-growing part of the Global Impact Sector, fueled by consumer demand, investor pressure, and regulatory mandates.

Key Trends:

- **ESG as Core Business Strategy:** Companies are embedding sustainability into operations, procurement, and branding, not just reporting. This creates demand for sustainability officers, ESG analysts, and impact measurement specialists.
- **Tech for Purpose:** Mission-driven startups are using AI, blockchain, and IoT to address challenges from supply chain ethics to micro-finance. There is high demand for tech-savvy professionals with purpose-driven mindsets.
- **Impact Investing Ecosystem Growth:** With the global impact investing market expected to surpass \$1.5 trillion by 2026, new roles are emerging in fund management, due diligence, and portfolio ESG advisory.
- **Inclusive Business Models:** Firms are developing products and services for underserved markets (e.g., health tech, edtech, agritech) with an emphasis on human-centered design and systems thinking.



Top Employers and Strategic Partnerships

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The information below reflects the reality of the Global Impact subsectors by the end of 2024. Considering the industry trends highlighted above, the list of top employers will certainly be different in 2025.

4.1 Top Employers

Global Development

The following organizations ranked as the top 10 global development employers in 2024, based on the number of jobs posted on Devex – a leading platform in the development space. These figures offer a useful proxy for organizational hiring activity and workforce needs across the sector:

Organization	Type	Focus Areas
UNICEF	UN Agency	Child protection, health, education, emergency response
UNDP	UN Agency	Sustainable development, governance, climate resilience
Asian Development Bank (ADB)	Multilateral Bank	Infrastructure, climate finance, social inclusion
World Bank	Multilateral Bank	Development financing, public policy, anti-poverty
World Health Organization (WHO)	UN Agency	Public health, disease control, pandemic response
World Food Programme (WFP)	UN Agency	Food security, logistics, humanitarian relief
Danish Refugee Council (DRC)	NGO	Refugee protection, livelihoods, emergency programming
UNHCR	UN Agency	Refugee rights, resettlement, humanitarian law
UNOPS	UN Agency	Infrastructure, procurement, peacebuilding
Food and Agriculture Organization (FAO)	UN Agency	Agriculture, food systems, climate-smart farming

These organizations not only offer a breadth of roles across geographies and disciplines, from humanitarian operations to climate policy and digital innovation, but also remain active employers despite broader sectoral budget constraints:

- **UNICEF** and **UNDP** led job postings with over 7,000 and 6,800 roles respectively in 2024.
- **Multilateral development banks** like ADB and the World Bank continued to recruit for roles in sustainable finance, urban development, and regional programming.
- **DRC** and **UNHCR** showed strong hiring in crisis-affected regions, particularly in Eastern Europe and the Horn of Africa.

However, it's important to note that the recent USAID funding freeze has led to operational disruptions and layoffs among many international development organizations. This underscores the evolving nature of employment opportunities in global development.

International Relations

Identifying the top employers in the fields of international relations, international affairs, and public affairs can be challenging due to the diverse nature of these sectors, which span government agencies, international organizations, think tanks, non-profits, and private sector entities. While comprehensive, up-to-date rankings specific to these fields are limited, several organizations are widely recognized for their significant roles and employment opportunities in international relations:

1. **United Nations (UN):** As a global organization promoting international cooperation, the UN offers numerous roles in diplomacy, peacekeeping, and development across its various agencies.
2. **European Union (EU) Institutions:** Bodies such as the European Commission and the European External Action Service provide careers in policymaking, international trade, and diplomatic relations within the EU framework.
3. **U.S. Department of State:** Responsible for U.S. foreign policy and international relations, the State Department offers positions in diplomacy, analysis, and public affairs.
4. **World Bank Group:** Focused on international development and poverty reduction, the World Bank employs professionals in economic development, project management, and policy analysis.
5. **International Monetary Fund (IMF):** The IMF provides opportunities in global monetary cooperation, financial stability, and economic research.
6. **Carnegie Endowment for International Peace:** A leading think tank dedicated to advancing cooperation between nations and promoting active international engagement.
7. **Brookings Institution:** A prominent think tank conducting in-depth research on various policy issues, including foreign



- policy and global economy.
- Chatham House (Royal Institute of International Affairs): Based in the UK, Chatham House focuses on independent analysis of international issues and current affairs.
- Council on Foreign Relations (CFR): A U.S.-based think tank specializing in U.S. foreign policy and international affairs.
- International Crisis Group: An independent organization working to prevent and resolve deadly conflicts through analysis and advocacy.

These organizations are recognized for their influential work in international relations and often seek professionals with expertise in diplomacy, policy analysis, economics, and related fields.

Social Impact Businesses

Identifying the top employers in the social impact subsector – which includes B Corporations, social impact startups and scale-ups, ESG-focused enterprises, and sustainable finance ventures – involves recognizing organizations that have demonstrated significant commitment to social and environmental responsibility. While comprehensive, up-to-date rankings are limited, the following organizations are notable for their impactful initiatives and substantial workforce:

- **Patagonia:** renowned for its environmental activism, committing a percentage of sales to environmental causes and emphasizing sustainable supply chains.
- **Ben & Jerry's:** actively engages in social justice campaigns and ensures fair trade practices in sourcing ingredients.
- **The Body Shop:** The Body Shop campaigns against animal testing and supports community fair trade programs.
- **TOMS:** famous for its "One for One" model, donating a pair of shoes for every pair sold and investing in various community development projects.

These organizations exemplify leadership in integrating social and environmental responsibility into their business models, offering diverse employment opportunities for professionals passionate about making a positive impact.

But most social impact businesses are start-ups and scale-ups that are not well known to the public and do not have many employees but are constantly hiring to match their growth and have internship programs that may appeal to IE university students:

- **Clarity AI:** provides tools that enable investors and organizations to assess and optimize their environmental and social impact, thereby promoting sustainable and responsible investment practices.



- **Futuro Perfecto:** bridges the gap between groundbreaking ideas and strategic investment, enabling technological advancements that address societal challenges and promote sustainable development.
- **Plug and Play:** by connecting entrepreneurs, corporations, and investors worldwide, they foster collaborations that drive technological advancements addressing societal challenges.
- **Neighbourly:** Based in Bristol, UK, Neighbourly connects businesses with local charities and community organizations, facilitating surplus food redistribution, volunteer time, and financial donations.

Impact only Companies



ACT

ECOALF



CLARITY AI



patagonia



TRANSCENDENT
business beyond profit

SGS

south pole

heura



SOCAPGLOBAL



4.2 IE University's Strategic Partnerships

These collaborations provide students with practical skills, networking opportunities, and internship opportunities.

Key Partnerships:

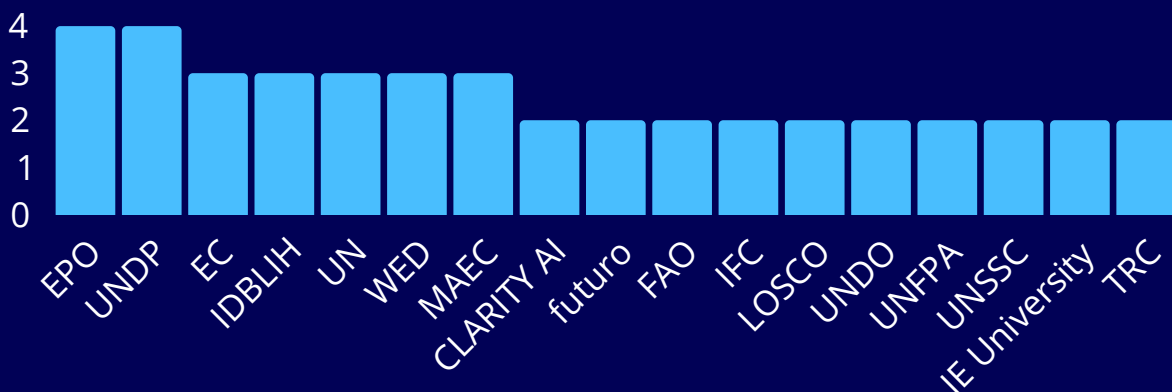
- **UNSSC:** SPEGA has a longstanding agreement with UNSSC for academic collaboration with the MID and EMID programs, which includes exclusive internship placements for 2-4 students every year.
- **Cámara de Comercio de Madrid:** IE University is part of the close group of universities that can propose a shortlist of students for internships at Cámara de Comercio de Madrid headquarters and their offices around the world.
- **MAEC:** IE University is part of the close group of universities that can propose a shortlist of students for internships at the Ministry of Foreign Affairs (MAEC) and their embassies around the world.
- **UNDP-GRP:** New internship partnership with UNDP's Global Resilience Program hosted at the University of Stockholm. In 2025, 2 IMBA students will intern for 2-3 months for UNDP-GRP.

- EPO & EUIPO: IE University is part of the close group of universities that can propose a shortlist of students for traineeships at EPO and EUIPO.
- OECD: Talent & Careers has a longstanding partnership (5 years) with OECD to shortlist students candidates for internship opportunities every year.
- IFC: the Provost Office has a MoU with IFC that includes diverse collaborations, including facilitating internship opportunities for IE students.
- UNESCO: IE T&C and UNESCO have a longstanding internship agreement with UNESCO to facilitate a pipeline of internship opportunities for students.
- Price Waterhouse Coopers (PwC): SPEGA and PwC have signed an academic partnership for the MAE program, that includes internship opportunities for MAE students at the end of their studies.
- Google: SPEGA has recently signed an academic agreement with Google to become an academic partner of the new programs (Bachelor in Political Science – BPS, and Masters in Technology and Global Affairs – MTGA), specifically the “tech tracks”, and it includes the possibility of hiring interns from IE University.
- International Chamber of Commerce (ICC): IE University and the ICC have launched the "Rethinking Multilateralism" project, aimed at providing insights and capacity-building opportunities to tackle global challenges through stronger collaboration across sectors.

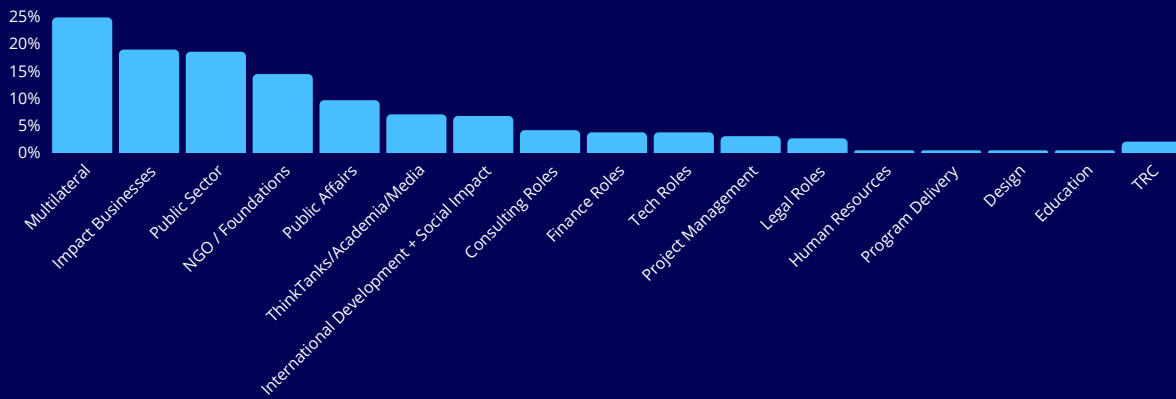
4.3 Recruitment volumes

Placements in the Global Impact sector are not very high in terms of volume of recruitment per year, with only 1 or 2 placements per organization per year. Thus, this sector is not a high recruitment volume one, but a low recruitment, spread out sector.

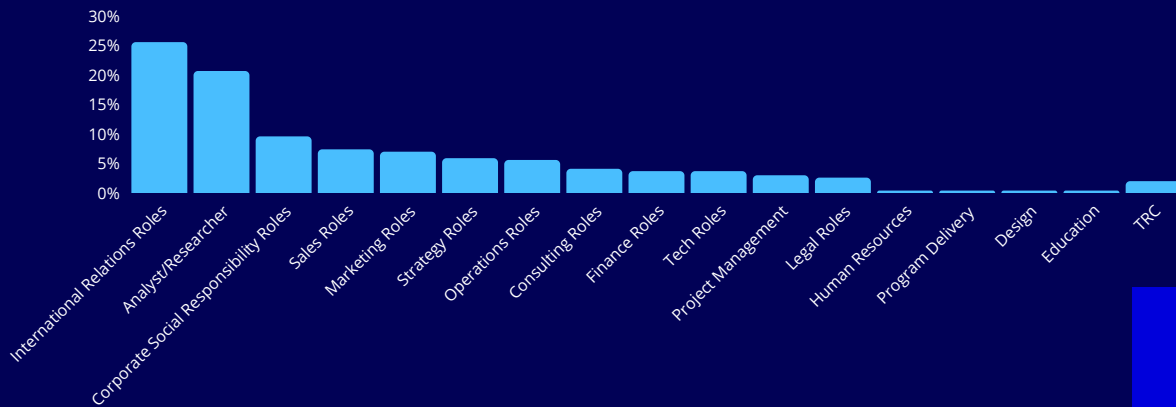
Placements in Global Impact



Placements by sub-sector in 2023 & 2024



Placements by function in 2023 & 2024



Talent Needs and Recruitment Trends

5

The Global Impact Sector is undergoing significant transformations in 2025, influenced by technological advancements, policy shifts, and evolving societal expectations. These changes are reshaping talent requirements and recruitment practices across the sector.

5.1 Evolving Talent Needs

- **Digital and Technological Proficiency:** The integration of artificial intelligence (AI) and automation is becoming more prevalent in the Global Impact Sector. Organizations are increasingly seeking professionals adept in data analysis, AI applications, and digital tools to enhance operational efficiency and program effectiveness. This trend underscores the necessity for continuous upskilling in emerging technologies.
- **Adaptability and Cross-Sector Experience:** The dynamic nature of global challenges requires professionals who can navigate complex, multifaceted issues. Candidates with diverse experiences across sectors—such as public, private, and nonprofit—are highly valued for their ability to bring innovative solutions and holistic perspectives to the table.
- **Focus on Sustainability and ESG Competence:** With an increased emphasis on environmental, social, and governance (ESG) factors, there is a growing demand for experts in sustainability practices, impact measurement, and ethical governance. Professionals equipped with these competencies are essential for organizations aiming to align with global sustainability goals and regulatory standards.

5.2 Recruitment Trends

- **Skills-Based Hiring:** Organizations are shifting towards skills-based hiring practices, prioritizing candidates' competencies over traditional qualifications. This approach aims to diversify talent pools and address skill gaps effectively. By focusing on specific skill sets, employers can better match candidates to roles that require particular expertise.
- **Emphasis on Diversity, Equity, and Inclusion (DEI):** Despite political and economic pressures leading some companies to scale back DEI initiatives, many organizations recognize the long-term value of diverse and inclusive workplaces.

Recruitment strategies are increasingly incorporating DEI principles to foster innovation and reflect the communities they serve. However, professionals should be aware of the evolving landscape and advocate for inclusive practices within their organizations.

- **Remote and Flexible Work Models:** The normalization of remote work has expanded talent acquisition beyond geographical boundaries. Organizations are leveraging this trend to access a broader talent pool, offering flexible work arrangements to attract and retain top talent. This shift necessitates strong digital communication skills and self-management abilities among professionals.
- **Integration of AI in Recruitment:** The adoption of AI-powered tools in recruitment processes is streamlining candidate sourcing, assessment, and onboarding. While this enhances efficiency, it also requires candidates to be proficient in digital platforms and for recruiters to ensure ethical AI usage

5.3. Emerging roles and roles in demand

Global Development:

- Fundraising and Donor relations professionals
- Development Finance Specialists
- Program Officers with regional expertise
- Monitoring & Evaluation Analysts (specialized in digital tools)
- Climate Resilience Consultants
- Social Impact Data Analysts

International Relations:

- Policy Analysts (climate, migration, digital rights)
- International Negotiation Officers
- Strategic Communications Advisors
- Country Risk and Political Economy Analysts
- Global Governance Researchers

Social Impact:

- ESG & Sustainability Analysts
- Impact Measurement & Reporting Specialists
- Inclusive Product Designers
- Ethical AI & Tech Governance Experts
- Social Finance and Impact Investing Associates

5.4. Geographic recruitment trends

The top talent hotspots for Global Impact are:

- **New York City:** UN Headquarters, social impact businesses, Public Affairs agencies.
- **Geneva:** UN Headquarters, Intergovernmental Organizations, NGOs and Foundations.
- **Washington DC:** Intergovernmental Organizations, Development Consulting Firms, NGOs and Foundations, Public Affairs agencies, government agencies.
- **Paris:** Intergovernmental Organizations



- **Brussels:** EU agencies, Development Consulting Firms, NGOs and Foundations, Public Affairs agencies.

However, the Global Impact industry is well spread out throughout Low and Middle Income countries (LMIC), where IGOs, NGOs and social impact organizations implement projects related to health, education, governance, etc.

- **Africa:** Growing demand for professionals in program implementation, governance advising, technology and education sectors.
- **Asia-Pacific:** Rapid economic development is driving recruitment in infrastructure development, environmental sustainability, and public health.
- **Europe:** The emphasis on sustainability and regulatory compliance has led to increased demand for ESG specialists and compliance officers.
- **Latin America:** Social enterprises focusing on community development and environmental conservation are actively seeking talent with expertise in social impact assessment and sustainable development.
- **North America:** A hub for impact investing and corporate social responsibility initiatives, there's a notable demand for professionals skilled in sustainable finance and social innovation.



Recruitment Timelines by Industry

6

6.1 Recruitment Seasonality

Recruitment activities in the Global Impact Sector do not really exhibit seasonal patterns, even though there are some organizations that have structured processes to hire interns or trainee – specifically certain IGOs such as EPO-EUIPO, other EU institutions, World Bank Group’s summer internship programs, etc. However, there are some general insights that we summarize below:

- **First Quarter (January – March):** Many organizations initiate hiring to align with new fiscal budgets and project cycles. This period often sees a surge in job postings, particularly for roles tied to annual program implementations.
- **Second Quarter (April – June):** Recruitment remains steady, with a focus on filling roles for mid-year project launches and accommodating the influx of new graduates entering the job market.
- **Third Quarter (July – September):** A slowdown may occur due to summer vacations, especially in Europe and North America. However, organizations often prepare for upcoming projects, leading to strategic hiring towards the end of this quarter.
- **Fourth Quarter (October – December):** Some organizations expedite hiring to utilize remaining budgets before year-end. Additionally, planning for the next fiscal year may result in increased recruitment activities.

6.2 Hiring Process insights

The timelines for recruiting interns versus full-time staff differ notably:

- **Internships:** Recruitment typically begins several months in advance, with peak periods varying by organization. For instance, many NGOs and international agencies start internship recruitment in the early spring (February – April) for positions commencing in the summer.
- **Full-Time Positions:** Hiring for full-time roles often aligns with the organization's fiscal calendar and project cycles, leading to recruitment activities throughout the year, with notable peaks in the first and fourth quarters.

The length of the hiring process varies across different roles within the sector:

- **Interns:** these positions usually have short hiring timelines, averaging 4 to 8 weeks.
- **Field Officers and Coordinators:** These positions often have shorter hiring timelines, averaging 4 to 8 weeks, to meet immediate project needs.
- **Technical Specialists (e.g., Monitoring and Evaluation, Sustainability Experts):** The recruitment process for these roles usually spans 6 to 10 weeks, reflecting the specialized skills required.
- **Program Managers and Directors:** These senior positions typically involve comprehensive selection procedures, with hiring processes averaging 8 to 12 weeks.

6.4 Regional Recruitment Variations

Recruitment timelines can vary significantly across regions due to cultural, economic, and operational factors:

- **United States:** Peak recruitment often occurs in the fall (September – November) and early spring (January – March), aligning with fiscal planning and academic calendars.
- **Europe:** Hiring tends to slow during the summer months (July – August) due to widespread vacations, with peaks in early spring and autumn.



IE Top Alumni Insights and Success Stories

7

Alumni Data

Over **6,500+ IE** alumni are currently working in the Global Impact sector – meaning global development, international affairs and social impact ventures.

Alumni are present in key locations including **New York, Geneva, Madrid, London, Brussels, Paris and Luxembourg**, among other locations in the global south where projects are implemented.

Alumni Success Stories

- **Notable Achievements:** IE graduates have advanced into leadership roles at organizations and institutions such as:
 - **Public sector:** EU Commission, Red.es, and the governments of Spain, Turkey, Japan, France, Germany, Peru, Australia, Saudi Arabia, Abu Dhabi, Kuwait...
 - **InterGovernmental Organizations:** UNESCO, World Food Programme (WFP), Generation Unlimited, the Global Fund...
 - **NGOs & Foundations:** CARE International, Greenpeace, WWF, International Committee of the Red Cross (ICRC), Action Against Hunger, Fundación ONCE...
 - **Public Affairs:** World Economic Forum (WEF), Democracy International, AtresMedia, Harmon Corporate Affairs, Burson...
 - **Social Impact:** DT Global, World Energy Council, DCycle, Clarity AI...
 - **Sustainable businesses:** Veolia, Philips, SGS, several waste management ventures...
- **Policy & Advocacy Impact:** Alumni have and will continue contributing to international affairs, global development, social impact and human rights at international organizations.
- **Entrepreneurial Success:** Several alumni have launched their own social impact ventures.

Mentorship and Networking Opportunities

- Alumni actively support current students through **career panels, career education, and networking opportunities** such as the annual SPEGA alumni-students networking soireé.
- Many serve as internal **referrers or hiring sponsors** within their organizations, particularly in IGOs, NGOs, social impact and public affairs.
- There is an opportunity to build a structured mentorship program in collaboration with SPEGA.

Challenges and Opportunities for IE University

8

The Global Impact Sector, encompassing global development, international affairs, and social impact businesses, is evolving rapidly. This evolution presents both challenges and opportunities for academic institutions like IE University to enhance talent development and align educational offerings with industry needs.

8.1 Industry Challenges

- **Talent Shortages in Specialized Roles:** There is a growing demand for professionals skilled in areas such as sustainable development, environmental policy, impact measurement, and technological integration within social enterprises. However, a significant talent gap persists, hindering the sector's growth and effectiveness.
- **Regulatory Complexities:** With the arrival of the new Trump administration, DEI and ESG initiatives are being rolled back from organizations that work with or receive funding from the US government. Europe has a complex regulatory framework that includes DEI and ESG as core values for doing business in the EU. This complexity requires professionals who are adept at understanding and applying diverse regulatory frameworks.
- **Technological Disruption:** The integration of technologies such as big data, artificial intelligence, and blockchain is transforming traditional practices within the sector. Professionals must be equipped to leverage these technologies effectively while addressing ethical considerations.
- **Market Competition:** As more entities enter the social impact space, differentiating initiatives and securing funding have become increasingly challenging. This saturation necessitates innovative approaches and unique value propositions to stand out in a crowded market.

8.2 Opportunities for IE University

- **Curriculum Enhancement:** Integrating interdisciplinary courses that combine policy analysis, sustainable development, and technological innovation can prepare students to address the multifaceted challenges of the sector. For instance, incorporating modules on digital transformation in public policy can bridge the gap between

technology and governance. In this sense, the launching of the Bachelor in Political Science (BPS) and the Master's in Technology and Global Affairs (MTGA) at SPEGA, with a specific tech & policy track, will prove essential on bridging this gap.

- **Experiential Learning:** Expanding opportunities for students to engage in real-world projects through initiatives like capstone projects can provide practical experience.
- **Expand Strategic Partnerships** with top employers in the global development, international affairs and social impact subsectors.
- **Expand International Reach Through Key Hubs:** Consolidate our presence in strategic markets including New York, Washington DC, Geneva, Paris and Brussels.

8.4 Key Initiatives and Events in 2025

- Intergovernmental Organizations (IGOs) Day
- Sustainability Careers Day
- Improve the Global Impact Tuesdays initiative
- Launch Mentoring program



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9

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