THE TALENT LABS

TALENT ACQUISITION LAB

Annual Report

Understanding priorities and trends in Talent Acquisition

2025

In partnership with:

Jobtrain Cronofy eploy LGBTJOBS.CO.UK

Contents

Executive Summary

Broader macroenvironmental challenges, such as the continuous growth of digital jobs, persistently high employment levels, and the increasing importance of skills, are significantly influencing today's talent landscape.

In exploring these challenges and understanding the top three priorities for Talent Acquisition (TA) teams, we see the same priorities appearing as in previous years: Candidate experience, Employer Value Proposition and Employer Branding (EVP & EB), and Equity, Diversity & Inclusion (ED&I).

These focus areas have immense potential to boost the attractiveness of an organisation in a highly competitive hiring market. However, despite recognising the importance of these, many organisations are struggling to implement the right initiatives, meaning most are not reaping the rewards. This is typically due to constraints in capability, resources, or budget, all of which have taken a hit in the current economic climate.

The overarching theme, therefore, is the need to do more with less. As we move toward 2025, key challenges will revolve around strategic workforce planning, leveraging AI to improve efficiency, and utilising cost-effective methods to secure top talent, such as talent pooling and referral schemes.

Executive Summary
Candidate Experience

When it comes to 2025 priorities for TA teams, candidate experience remains firmly at the top of the ranks.

Interestingly, candidate surveys were the least likely to be used to inform decision-making in relation to recruitment processes (46% of respondents). However, almost a quarter (24%) say they would like to use these and 14% have said they plan to introduce these within the next 12 months, so there is certainly an appetite for candidate experience to inform more decisions within recruitment.

There are potential challenges in implementing this, with our data showing a decrease in the number of respondents with dedicated resources for candidate experience since last year, dropping from 25% to 19%, meaning TA teams will need to champion these initiatives and push to ensure candidate experience is seen as a priority across their organisation.

Opportunities

As highlighted by Manpower Group's latest Talent Shortage Survey Report (2024), the challenge of filling open vacancies is still rife. Cross-sector shortfalls continue to increase up to 80%, reaching an 18-year high.

This presents an opportunity for organisations to offer a differentiated and positive candidate experience, enhancing their reputation and giving them an overall competitive advantage.

Organisations that offer a positive candidate experience are those that make their roles easy to apply for, have clear and transparent processes, and communicate in a timely and responsive manner. These organisations will benefit from improvements in their application-to-hire, quality-of-hire, and diversity rates.

Using a Net Promoter Score (NPS) is a popular way of measuring the experience from the candidate's perspective, this will provide you with direction in your efforts to make your commitment to candidate experience stand out.

Sources:
Manpower Group, 'Talent Shortage Survey, 2024'

Executive Summary
EVP & EB

With the continuing challenges of talent shortages, it's more important than ever to make your employer brand stand out to prospective candidates.

Our data shows that a quarter (25%) of respondents feel their employer brand does not reflect their current business, and 11% don't have an employer brand at all. It's no surprise then that EVP & EB is the second most cited priority for 2025.

Opportunities

Randstad's Workmonitor (2024) showcase the importance of EVP, including four key factors that influence candidate decision-making:

An inclusive culture – 37% of candidates won't accept a job if they do not perceive the organisation to be making a proactive effort to improve its ED&I.

Career development opportunities – 70% of workers rate career advancement opportunities as important and 72% find training and development important.

Work-life balance – 93% of people state that work-life balance is important and 57% won't accept a job if it impacts their work-life balance.

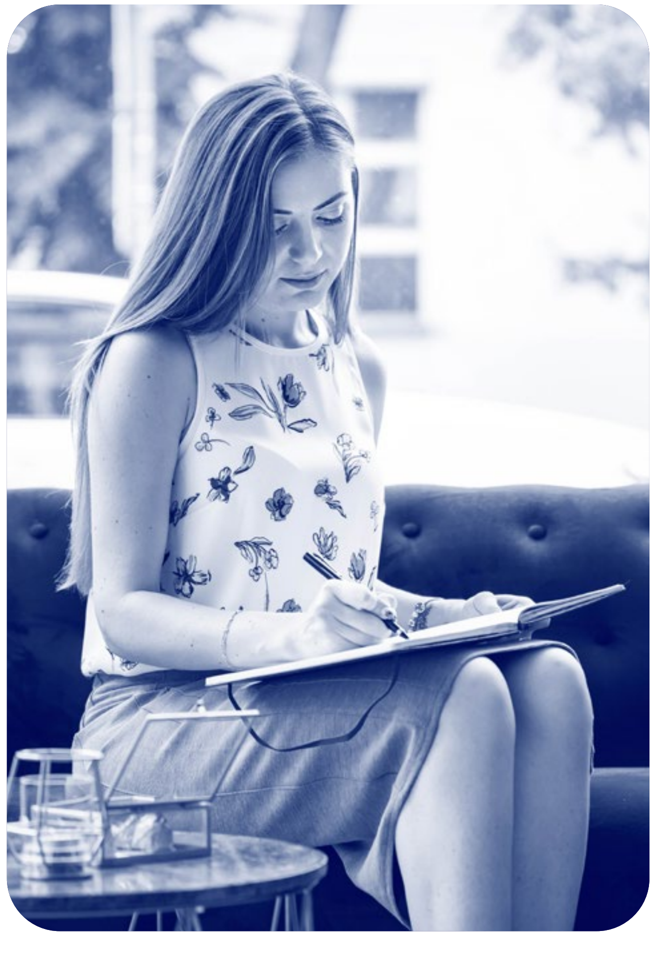
Meaning and purpose – 66% of employees state their employer's values and purpose as being important to them.

Sources:
Randstad, 'Workmonitor, 2024'

Executive Summary
ED&I

Though still sitting as one of the top three priorities for TA teams, ED&I has dropped by 11 percentage points compared to last year, with 35% of respondents selecting it.

We have seen an increase in the number of organisations who have implemented or are planning to implement ED&I initiatives, such as securing Disability Confident status (47% vs 35% last year) and diversity shortlisting and hiring targets (47% vs 45% last year); but interestingly, 12% of responding organisations stated they have no diversity commitments, compared to just 7% last year.



Opportunities

Leveraging ED&I fosters innovation, enables organisations to attract top talent, enhances employee engagement, and improves business performance. Research by McKinsey has consistently found that organisations with robust ED&I policies and practices deliver significantly higher financial returns than their peers:

- Companies in the top quartile for ethnic diversity are 39% more likely to outperform those in the bottom quartile.
- Businesses employing more than 30% women at the executive level are significantly more likely to outperform those with less than 30%.
- Companies in the top quartile for both gender and ethnic diversity in executive teams are, on average, 9% more likely to outperform their peers.

Sources:
McKinsey & Co, 'Diversity Matters Even More' (December 2023)

Executive Summary
Doing more with less

Our survey highlights a trend towards reduced budgets, static vacancy levels and decreased TA team headcounts. All of which contribute to an increase in the average requisition workload and the need to do more with less.

There are four key subthemes to note, all of which can support TA teams in managing their increased workloads:

- AI & Automation and understanding how these can improve efficiency when resources are stretched.
- Talent Pooling & Employee Referrals and the importance of leveraging existing employees to support recruitment efforts when restricted by budget or resources.
- Strategic Workforce Planning and the need for robust resource management in obtaining key skills for the business and managing inevitable fluctuations in demand.
- Outsourcing and how this can alleviate some pressure from existing teams and improve the overall performance of the TA function.

AI & Automation

Despite being a priority for less than a fifth of respondents this year (18% vs 19% last year), and a reduction in its use across all stages of the talent lifecycle, candidate usage of GenAI for CV and cover letter generation seems to have increased, with 58% of candidates using AI within the recruitment process (Arctic Shores, The State of the AI-Enabled Candidate, 2024). This has led to higher application volumes (increasing by up to 10x according to Arctic Shores) but often of lower quality.

However, there are several potential benefits of AI and Automation for under-resourced TA teams which could enhance candidate and employee experience.

GenAI is already reshaping recruitment by supporting managers in writing role requirements and matching candidates to required skills.

Sources:
Arctic Shores, 'The State of the AI-Enabled Candidate', 2024

Executive Summary
Doing more with less

Talent Pooling & Employee Referrals

The use of these methods has grown across volume, experienced hire, and executive recruitment. Despite our research showing that employee referrals have been a less effective source of hire, research from the CIPD and Employ Inc. (2023) sees both talent pooling and referrals ranking in the top 10 more effective ways of sourcing talent, with Employ Inc stating employee referrals to be the most effective way to fill vacancies (securing a hire rate of around 30%, compared to the average rate of 7% for job applicants sourced via other methods).

Furthermore, talent pools lower costs, and reduce time-to-hire and onboarding periods, with internal talent pools improving employee motivation through the opportunities for progression through learning and development.

The positive impact of talent pooling and employee referrals goes beyond this though and increases retention rates, with referral hires being 40% more likely to stay with the business for 12 months or more, and 18% more likely to be satisfied with their jobs (Employ Inc, 2023).

Outsourcing

This year's survey has seen a growth in full- and part-outsourcing, with full-outsourcing growing to 35% (compared to 25% last year) and part-outsourcing growing to 29% from 21% last year.

Understandably, it would appear more organisations are reluctant to add to their permanent headcount, likely as a result of the unpredictable external market. By outsourcing all or part of their workforce, organisations can reduce in-house operational costs, improve access to specialised knowledge and skills, and enable them to scale capacity up or down in line with the changes in market.

Of course,, there is an associated cost to outsourcing, which may explain why more organisations are not currently utilising this to unlock capacity within their in-house TA teams.

Sources:
CIPD, 'Resource and Talent Planning Report 2024'
Employ Inc., '2023 Recruiter Nation Report'

Strategic Workforce Planning

Workforce planning and development of a more proactive recruitment model emerged as another key subtheme within our data, with many respondents citing this to be a focus area for 2025.

However, strategic workforce planning is often approached through a narrow lens, focusing mainly on headcount planning (Gartner), rather than breaking down into the finer details and taking into consideration broader factors, limiting organisations' ability to plan for and respond to changing circumstances, such as competitor moves, recession, pandemics and more.

Just 15% of organisations practice strategic workforce planning, focusing on capabilities needed years from now. Despite the perceived complexity of workforce planning, organisations can simplify this process by breaking down the strategy into achievable phases based on organisational goals, available predictive data, talent strategies and HR support required.

Example: A project plan for a phased approach to SWP

Phases	Deliverables	Data	Talent Strategies	Staffing
1	Launch pilots	Business, competitive, talent	FTE's, L&D, contingent labour	COE, SWP HR, and business roles
2	Expand SWP	+ Trends, skills, labour,	+ Redesign, automate	+ COE, SWPHR business/ tech/D&A roles
3	Scale and integrate	+ Job, sentiment, location	+ Internal talent marketplace	+ COE, SWPHR business partners/ tech/D&A roles

Figure 1: Gartner, 'Top 5 Priorities for HR Leaders in 2025'

Sources: Gartner, 'Top 5 Priorities for HR Leaders in 2025'

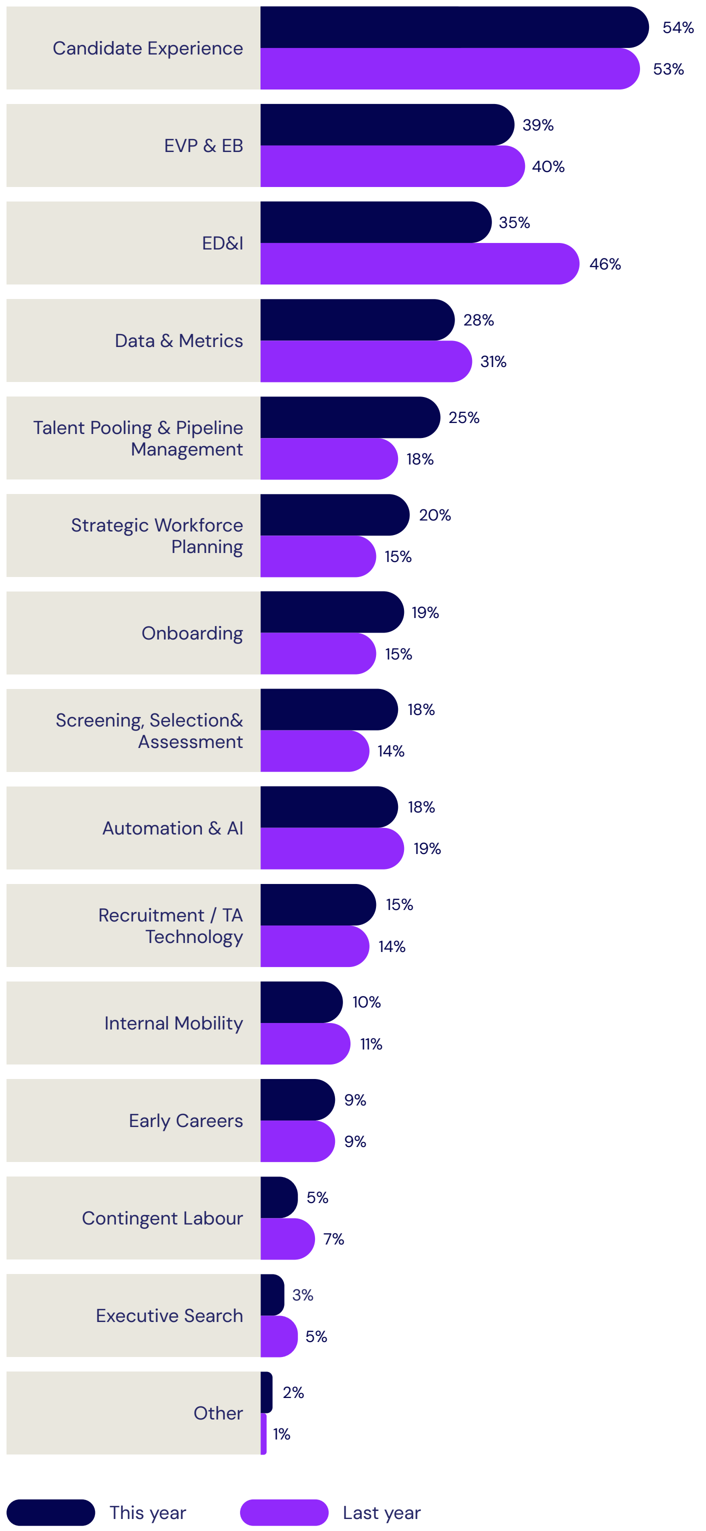
Top 3 Priorities Forecasting

The top 3 priorities have remained the same year-on-year with Candidate Experience, Employee Value Proposition (EVP) & Employer Branding, and ED&I coming out on top.

Candidate Experience (54%)

EVP & Employer Branding (39%)

ED&I (35%)



Candidate Experience remains in first place with 54%, consistent with our findings from last year, where it secured 53%.

With a more competitive market due to talent scarcity and TA teams becoming increasingly stretched, candidate experience has likely suffered the most, with research finding that 65% of candidates rarely receive an update on submitted applications (LinkedIn Feb 2024, Don't call us, we'll call you: Candidate Experience in 2024).

These challenges would explain why there is a continued focus on candidate experience for organisations, particularly as we know the level of influence candidate experience has on offer acceptance rates and even application rates (discussed in our Candidate Experience Insight Report, 2024).

EVP & Employer Branding has remained in the top 3 with a consistent 39% (compared with 40% last year).

This emphasis on the importance of EVP and branding aligns with findings from Mercer's '2024 Global Talent Trends' which states that more than 50% of HR leaders plan to enhance EVP in the next 12 months to attract and retain top talent.

ED&I has dropped in priority quite substantially, with just 35% citing it as a focus for 2025 (compared with 46% last year), this is the lowest we have seen since before the COVID-19 pandemic.

The findings from Forrester's 'Predictions 2024: An EX-Recession and an AI Revolution Reshape the Future of Work' may go some way to explain why ED&I seems to have lost traction – namely, due to budget cuts which have already seen funds drop from 33% in 2022 to 27% in 2023, with a prediction that this will fall to 20% by the end of 2024.

Interestingly, AI & Automation has dropped down into joint 8th place, versus its ranking of 5th place last year.

Despite this, there is still an appetite for the use of AI for TA teams to help them reduce bias and time to hire (LinkedIn's 'Preparing for 2025: Top recruitment trends and strategies for the final quarter'), with Mercer stating that 44% of HR leaders are planning on redesigning ways of working to incorporate AI and automation features.

Clearly, though, TA teams have other priorities that need addressing first, before they can consider introducing the complexities of AI (and the new legislation surrounding its use) into their processes.

Sources:
Forrester, 'Predictions 2024: An EX-Recession and an AI Revolution Reshape the Future of Work' (October 2023)
LinkedIn, 'Don't call us, we'll call you: Candidate Experi-ence in 2024'
LinkedIn, 'Preparing for 2025: Top Recruitment Trends and Strategies for the Final Quarter' (September 2024)
Mercer, '2024 Global Talent Trends'
The Talent Labs, 'Candidate Experience Insight Report 2024'

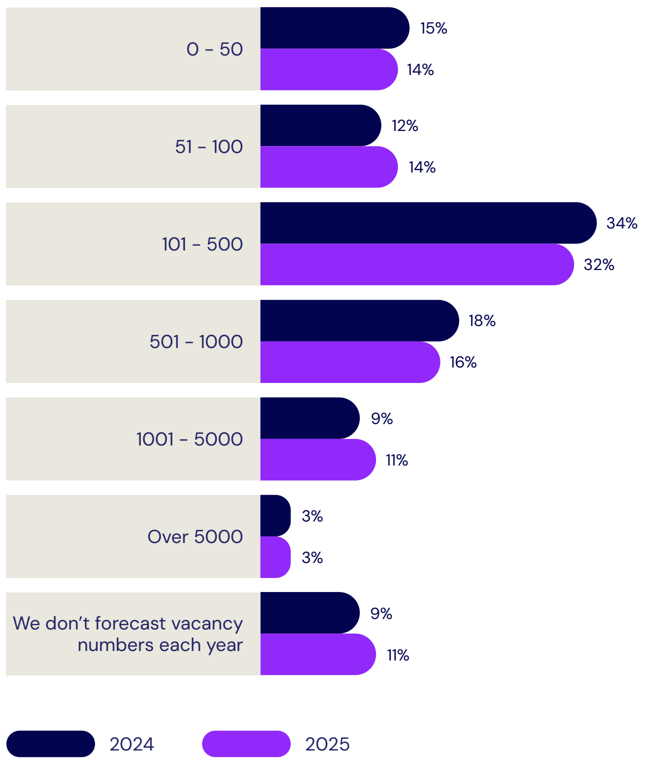
Vacancy and Budget Forecasting

Vacancy Levels

Expectations of hiring activity remain quite static. 61% of respondents expect to fill 500 roles or less by the end of 2024 and 60% forecast they will make less than 500 hires in 2025.

Last year, we saw 5% of respondents stating they don't forecast the number of vacancies each year, this has increased to 9% this year.

The increase in the number of organisations not forecasting may be due to uncertainty and apprehension in the market, but it does pose the question-how can TA teams effectively manage their resources without forecasting the number of vacancies?

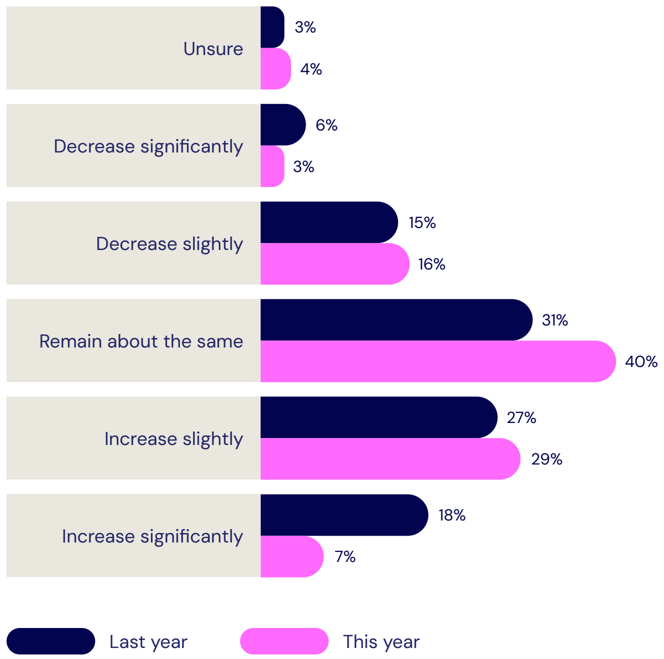


Is the level of recruitment at your company due to increase or decrease compared to the past year? (2024 vs 2025)

Again, we see a less optimistic outlook from respondents in terms of hiring activity, with just 7% stating they expect recruitment to increase by a significant amount. This is less than half the respondents who anticipated a significant increase last year (18%).

By far the most common perception is that things will stay the same, with 40% stating that recruitment will remain about the same, compared to last year's 31%.

Conversely, fewer respondents forecast a decrease than last year (19% vs 21%) and more forecast a small increase (29% vs 27%). Overall, it seems most likely that activity will remain steady for TA teams going into next year.



According to ManpowerGroup's Q3 2024 Employment Outlook Survey, the Net Employment Outlook (NEO) — calculated by subtracting the percentage of global employers who anticipate reductions to staffing levels from those who plan to hire — continues at 22%, with 42% anticipating an increase and 20% a decrease.

This is more positive than our outlook which sees 36% of organisations anticipating an increase and 19% a decrease, leaving an equivalent NEO of 17%.

Sources:
ManpowerGroup, 'Employment Outlook Survey' (Q3, 2024)

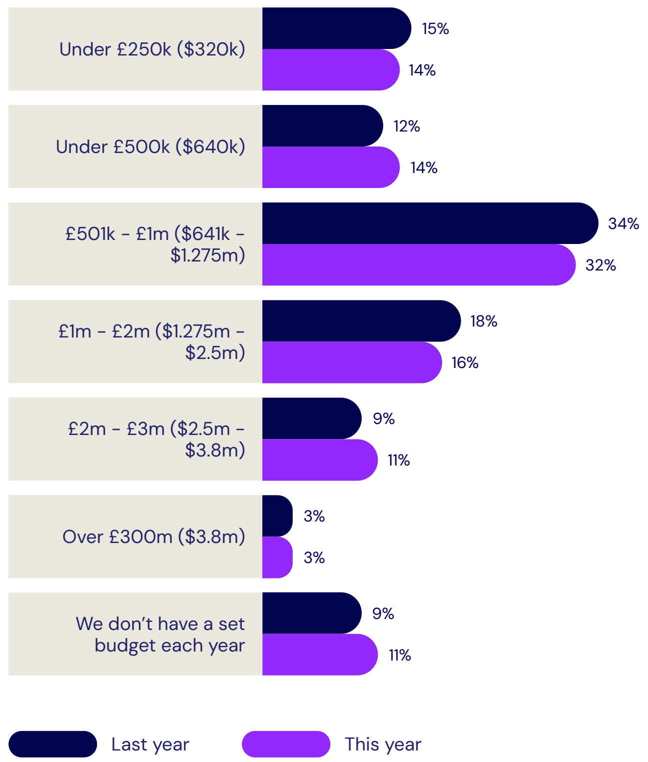
Recruitment Budget

The overarching trend we've witnessed in our data is that recruitment budgets are reducing.

In last year's survey, we saw that organisations were increasing their budgets, with 19% having a budget above £1m compared to just 9% the year before.

This year, that figure has dropped back to 12%, with 30% not having a set budget (up 8% from last year).

59% of respondents have a budget of less than £1m and 30% less than £250k (compared to last year's figures of 58% and 21% respectively).



TA Teams and Their Capabilities

Team Size

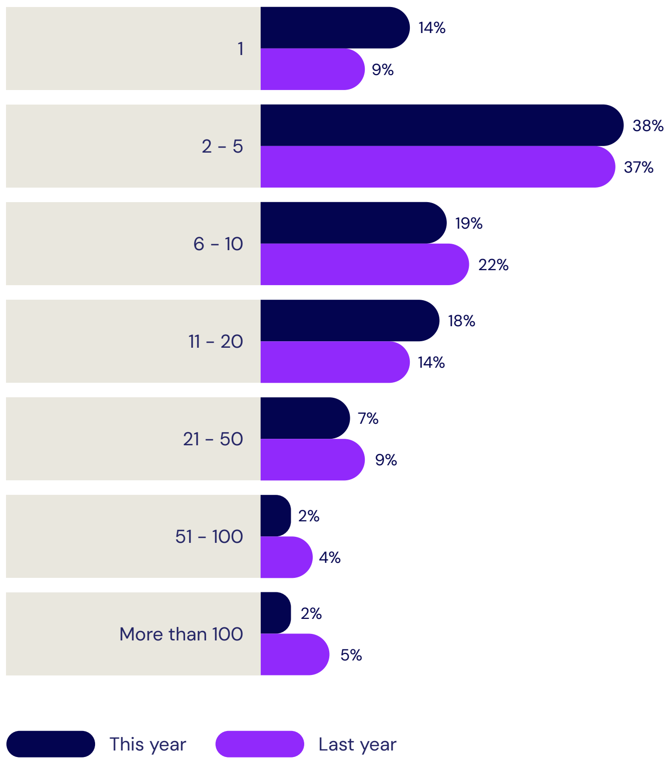
How many people are in your TA team?

The size of TA teams seems to be decreasing year-on-year, with 71% of respondents working in TA teams with less than 10 people, more than the 68% last year.

Just 11% of respondents work in a team of 21 people or more (compared to 18% from last year).

There has been a significant increase in the number of solo TA teams, made up of just one person, jumping from 9% last year to 14% this year.

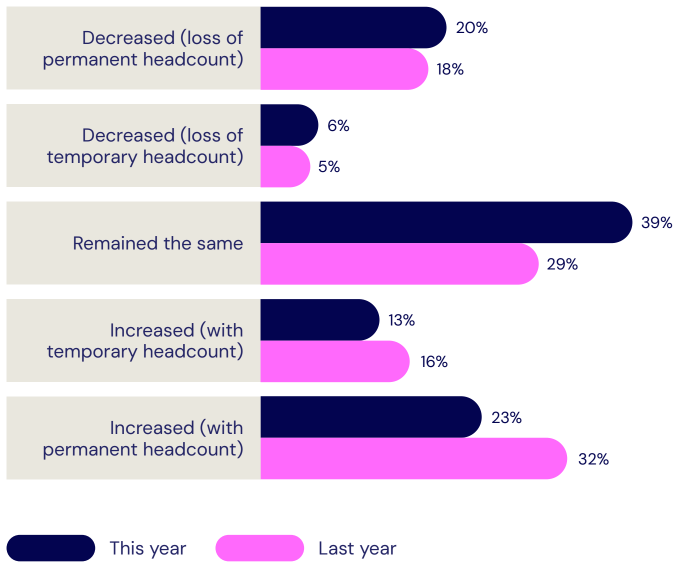
With the shrinking team sizes and increasing demands, capacity is an area of real concern for individuals who are trying to do more with less, a theme we will revisit throughout this report.



Has your TA team increased or decreased in size since this time last year?

TA teams are more likely to have either stayed the same in size (39%) or decreased in both temporary and permanent headcount (26%) versus last year's findings of 29% and 23% respectively.

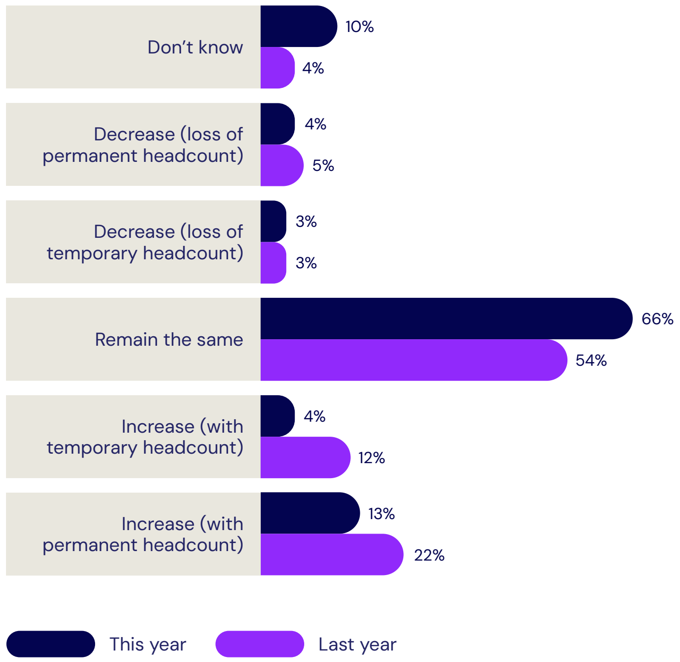
A little over a third (36%) have seen their team headcount increase either with permanent or temporary headcount, last year 48% had seen the same increase.



Do you expect your TA team to increase or decrease in size in the next 12 months?

It's not looking likely that headcount will increase within the next 12 months for most. Just 17% expect to see an increase, compared to 34% expecting this last year. Most are anticipating there will be minimal change, and the overall headcount will likely stay the same with 66% thinking this will be the case, compared to 54% from last year.

We have also seen an increase in the number of respondents who said they do not know whether their TA team will increase or decrease in the next 12 months. This may be reflective of the fact that last year's hopes of a growing team size have not been realised when looking at this year's data.

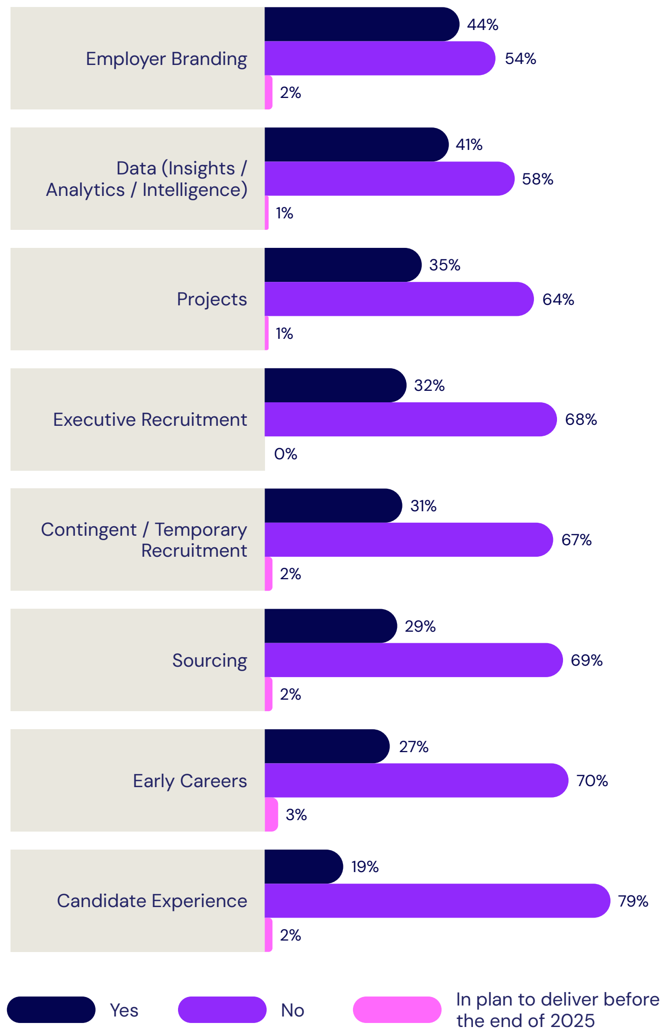


TA Teams and Their Capabilities

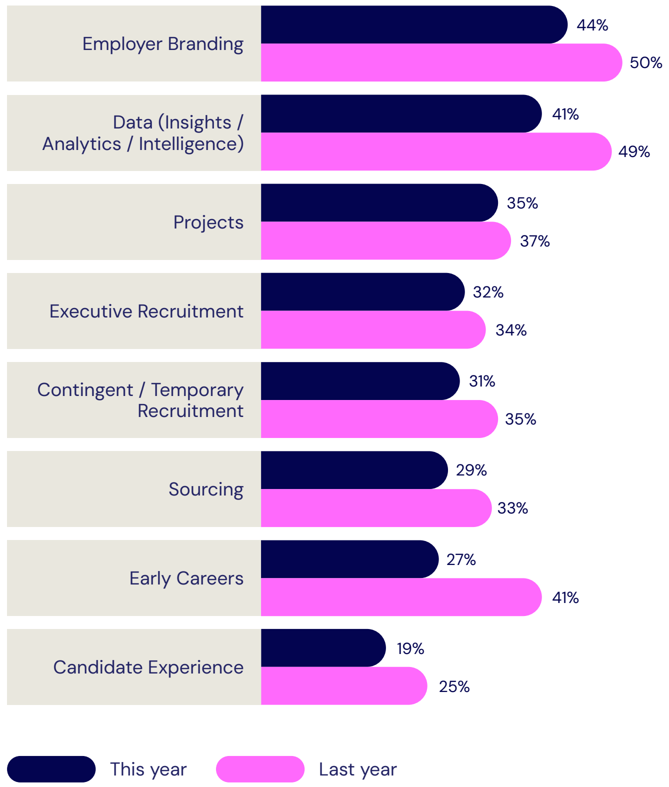
Team Size

Do you have separate resources/functions to cover the following areas?

Respondents are more likely to have a separate resource or function for employer branding (44%), data (41%) and projects (35%), but are less likely to have a separate resource dedicated to candidate experience, early careers and sourcing.



Though employer branding is more likely to have a dedicated resource, this has dropped since last year, when 50% of respondents had a distinct function handling employer branding.



The idea of doing more with less is still prevalent here as all areas have dropped, meaning TA teams are having to take on more of these areas in their day-to-day responsibilities.

The most significant drop was seen for early careers with just 27% of responding organisations stating they have a separate resource/function for this, compared with last year's 41%. Candidate experience, the top recruitment priority for 2025, has seen a drop of 6 percentage points this year, meaning that more TA teams are absorbing the additional workload than in previous years.

Do you currently use, or are you considering using, an outsourcing partner?

The use of outsourcing has grown by 10 percentage points, with 35% of respondents outsourcing all or part of their recruitment this year, versus 25% last year. Part outsourcing has grown the most, up to 29% of organisations are outsourcing part of their recruitment this year, compared to just 21% last year.

This reflects the trends identified in a recent LinkedIn report, 'Recruitment Process Outsourcing Market 2024: Trends and Future Growth Analysis | 2031' (February 2024) that the market is anticipated to rise at a considerable rate between 2024 and 2031.

The global Recruitment Process Outsourcing market size was valued at $7,176.3 million in 2021 and is expected to expand at a compound annual growth rate (CAGR) of 20.52% during the forecast period, reaching $21,986.94 million by 2027.

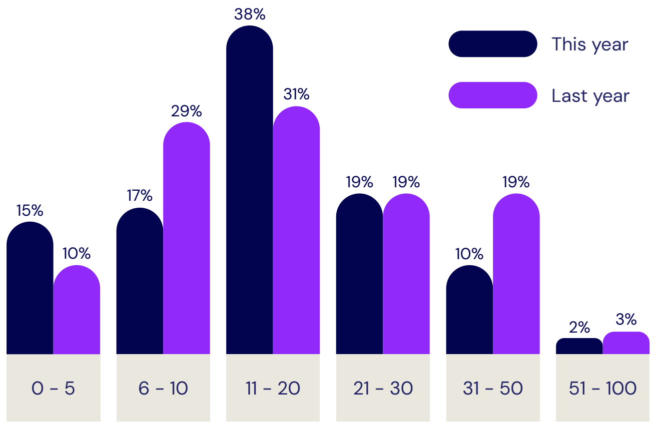
Sources:
LinkedIn, 'Recruitment Process Outsourcing Market 2024: Trends and Future Growth Analysis | 2031' (February 2024)

TA Teams and Their Capabilities

Workload

What is the average requisition workload handled by a (non-volume) recruiter within your organisation at any one time?

Coinciding with a reduction in headcount, the average requisition workload seems to have increased this year, with 69% handling 11 or more roles at any one time.



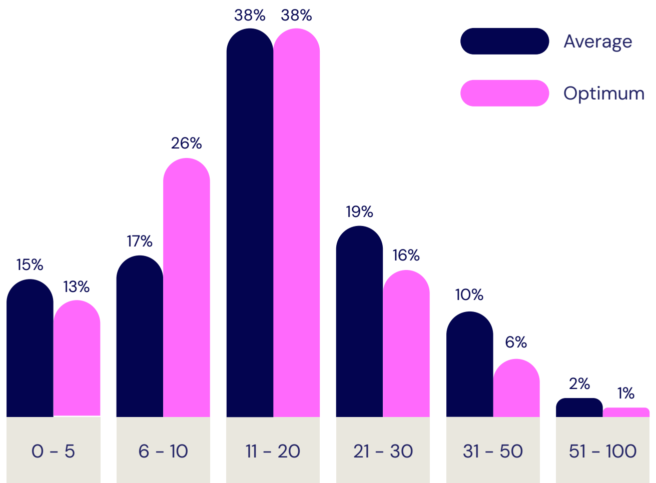
How does the average requisition workload handed by a (non-volume) recruiter at any one time compare to what's considered to be optimum?

While over a third (38%) of respondents are handling an average of 11-20 requisitions, the same percentage also deem this optimal.

However, there are discrepancies at the upper and lower ends of the scale, with 39% considering 10 or fewer requisitions optimal, and only 32% operating at this volume; and just 23% considering 21 or more to be optimal, yet 31% are operating at that level. Last year, these figures were 43% considering 10 or less optimal and 19% considering 21 or more optimal.

Our findings align with HR Grapevine's report (2024), which highlights that 7/10 HR professionals are not getting enough training and support from their employers, we see that only 31% of respondents feel they have all the necessary capabilities to deliver against their priorities, with a 200% increase in the number of respondents stating they do not have any of the necessary capabilities (8% this year, compared to 4% last year).

With budgets and team sizes decreasing, training of existing TA functions is crucial to ensuring businesses are set up for success.



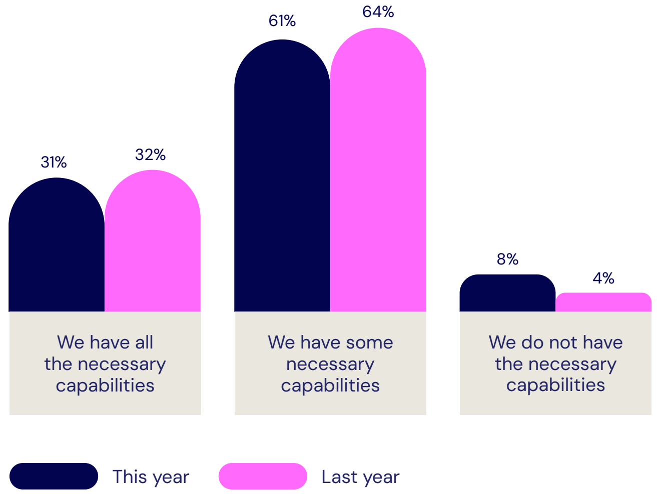
Sources:
HR Grapevine, 'Working around the clock | Rising work-loads leaving HR professionals overburdened & under-trained' (March 2024)

Capabilities

To what extent do you feel that your TA function has the required level of capability to deliver against your priorities?

There has been a small negative shift when it comes to whether respondents believe they have the required levels of capability within their TA function to deliver against priorities.

31% of responding organisations believe they have all the necessary capabilities (down one percentage point) and 61% believe they have some of the capabilities required (down three percentage points).



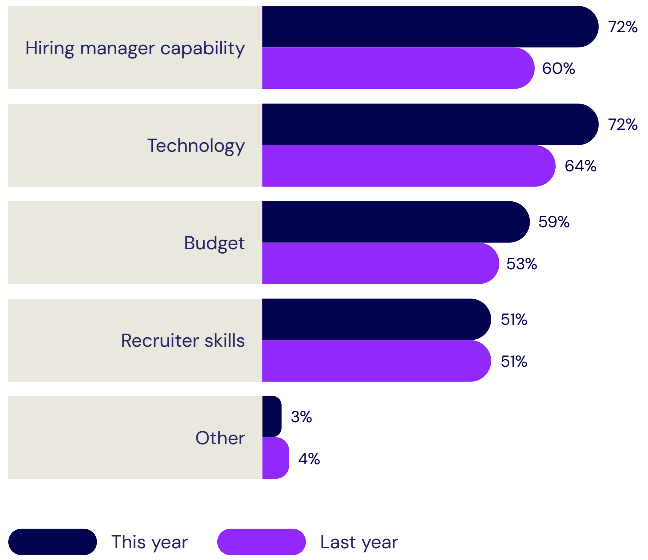
Please indicate where you feel your capability issues lie.

The biggest areas of concern when it comes to capability are Hiring Managers and Technology, and these concerns have both grown when compared to last year's respondents, most significantly Hiring Managers.

Concerns around budget restrictions have grown, as anticipated, while recruiter skill concerns have remained the same. More than half of respondents are concerned about whether their recruiters have the right skills and capabilities.

This is alarming when paired with the fact that recruitment teams are becoming smaller in size. Recruiters are the face of organisations, without the right investment in developing skills, organisations risk damaging their reputation and credibility within the market. Training recruiters in the importance of business partnering, ED&I, sourcing and recruitment marketing is vital for securing talent in such a competitive market.

Those who selected "Other" mentioned team size/capacity, and sector-specific challenges.



TA Teams and Their Capabilities

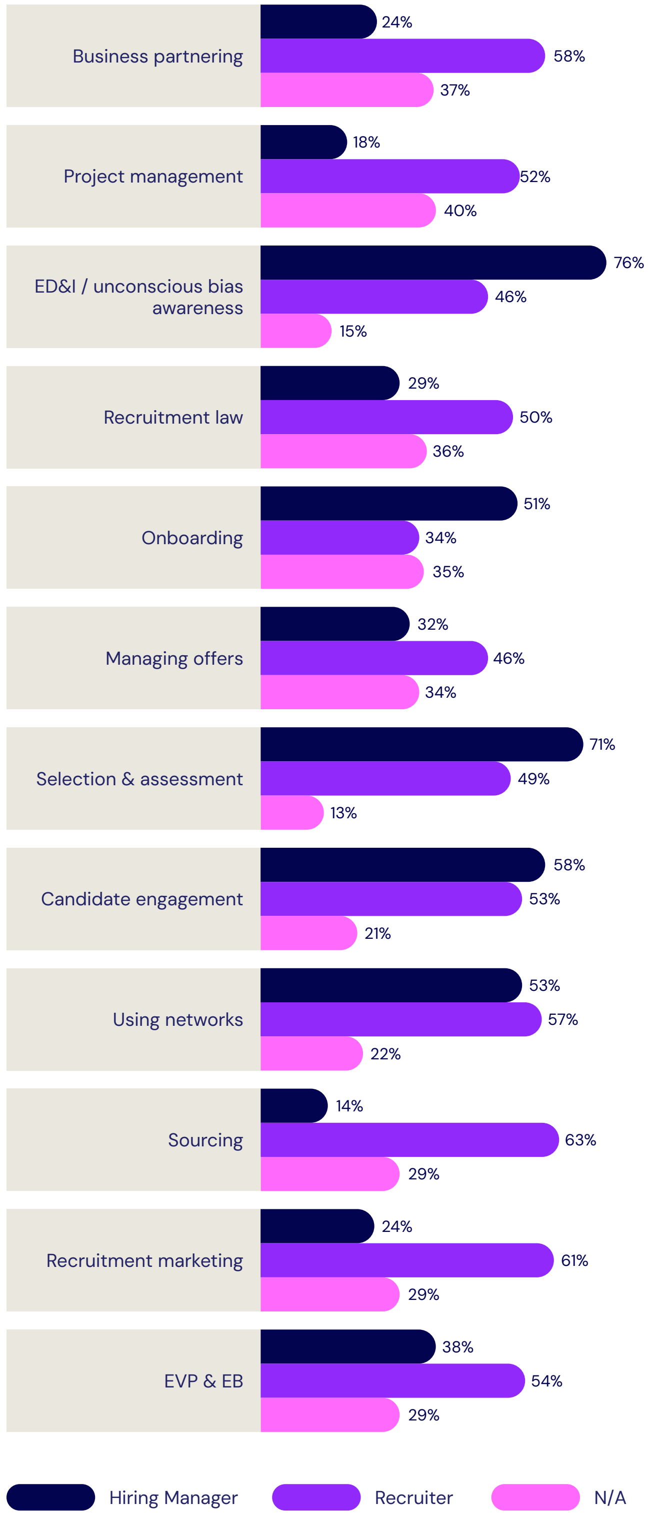
Capabilities

Please indicate if the capability concerns sit with the hiring manager, recruiter, or both.

Capability concerns are more likely to sit with hiring managers when it comes to ED&I (specifically unconscious bias), onboarding, selection and assessment, and candidate engagement.

However, other concerns sit primarily within the remit of recruiters, including business partnering, project management, recruitment law, managing offers, using networks, sourcing, recruitment marketing, and EVP/EB.

The biggest areas of concern overall are selection and assessment, and ED&I with 87% and 85%, respectively, stating these are capability concerns across hiring managers and/or recruiters.

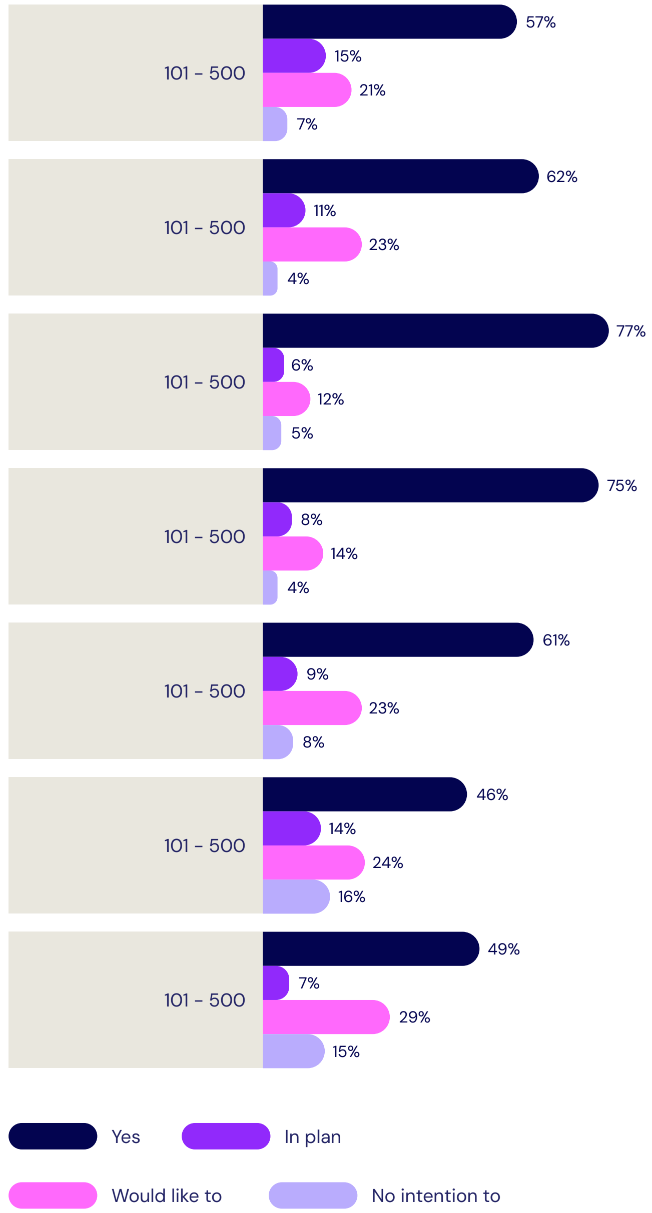


Have you ever used any of the following to influence your recruitment decisions or processes?

The insights and data most likely to be used to influence recruitment decisions or the process include:

- Employee engagement survey results (77%)
- Exit interviews (75%)
- External market insight (62%)
- Competitor benchmarking (61%)

Online surveys for candidates or hiring managers and market mapping are the least likely to be used. So, while candidate experience is the top priority among responding organisations, there doesn't seem to be a corresponding level of impetus to gather feedback from candidates.



Attraction and Sourcing

Channels & Programmes

Which of the following do you have in place?

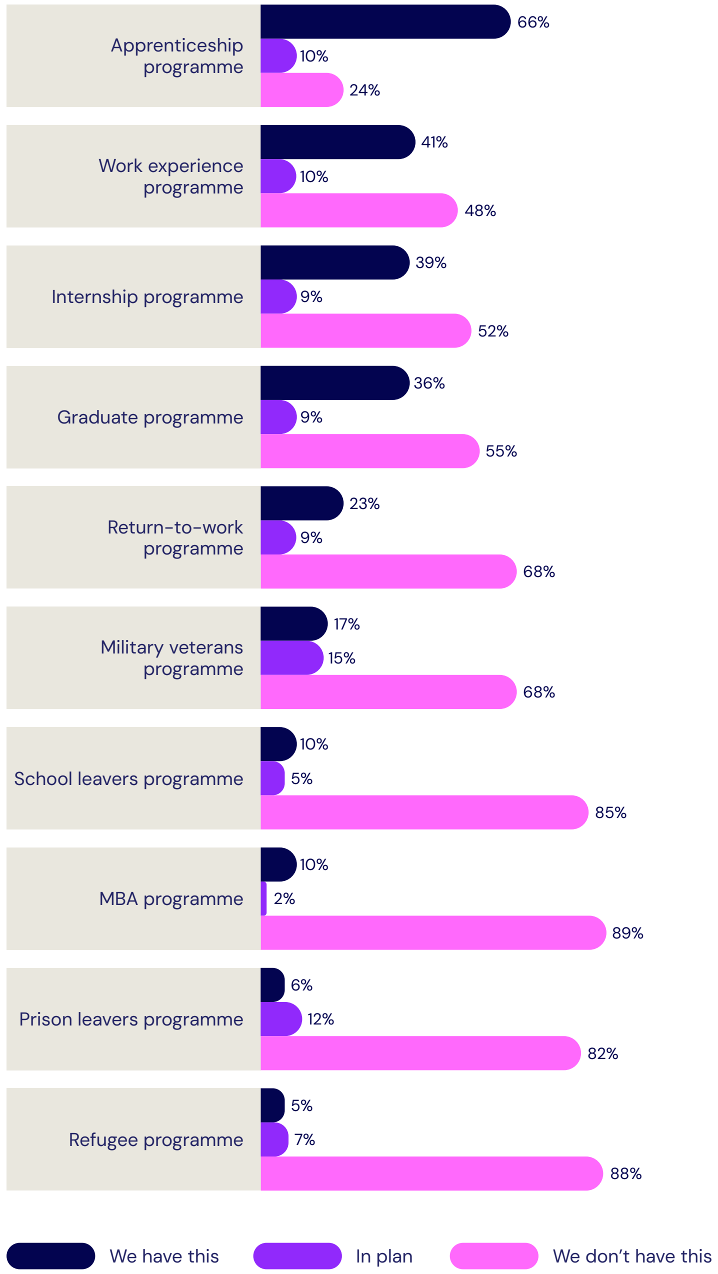
Responding organisations are most likely to offer:

- Apprenticeship programmes (66%, up from 61% last year)
- Work experience programmes (41%, up from 37% last year)
- Internship programmes (39%, down from 48% last year)

Compared to last year, we've seen a significant reduction in the number of organisations offering graduate programmes (36%, down from 46% last year) and military veteran programmes (17%, down from 27% last year). It seems the focus has moved toward more skills-based programmes (e.g. apprenticeships, work experience, and internships), instead of credential-based programmes (e.g. graduate and MBA).

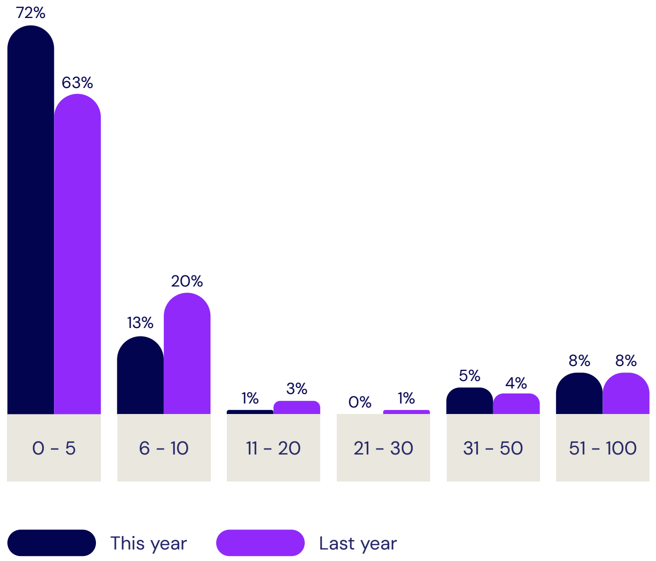
The programmes least likely to be offered are refugees, prison leavers and MBA programmes, this matches our findings from last year. There seems to have been no movement in the appetite to introduce prison leavers programmes since last year, with 12% of respondents still stating they plan to deliver this within the next 12 months.

However, there has been a decrease in the number of organisations planning to introduce refugee programmes (from 10% last year to 7% this year) and MBA programmes (from 12% last year to 2% this year).



What percentage of hires come from your referral scheme?

Although employee referral is being used by a greater percentage of respondents across all recruitment streams, it's accounting for a lower percentage of hires compared to last year. This year just 13% said it accounts for 26-50% of hires compared to 20% last year, but 72% say it accounts for less than 25% of hires compared to 63% last year.



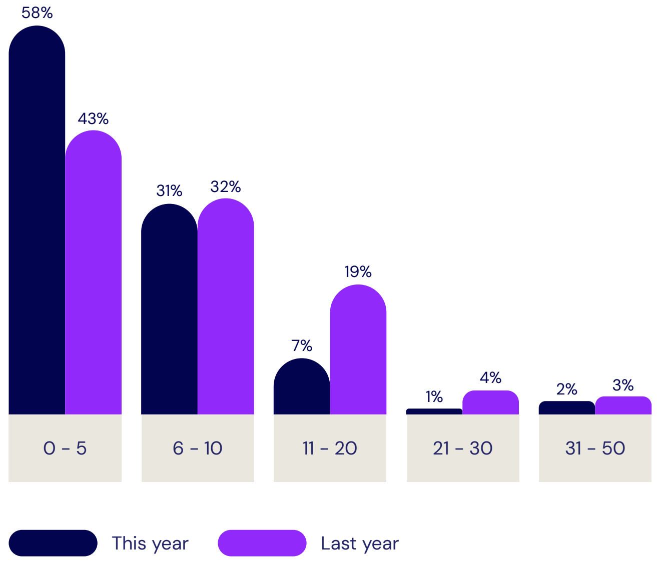
What percentage of vacancies were filled by agencies last year?

The use of agencies has dropped in the last year.

Last year, 26% of respondents said that over 26% of vacancies were filled by agencies compared to just 10% this year.

58% of respondents said that less than 10% of vacancies were filled by agencies, compared to 43% last year.

This again supports the finding that TA teams are increasingly doing more with less – either because they're not using agencies which is a trend we've found when looking at the attraction and sourcing channels used, or because when they are using agencies, they aren't necessarily reaping the rewards.

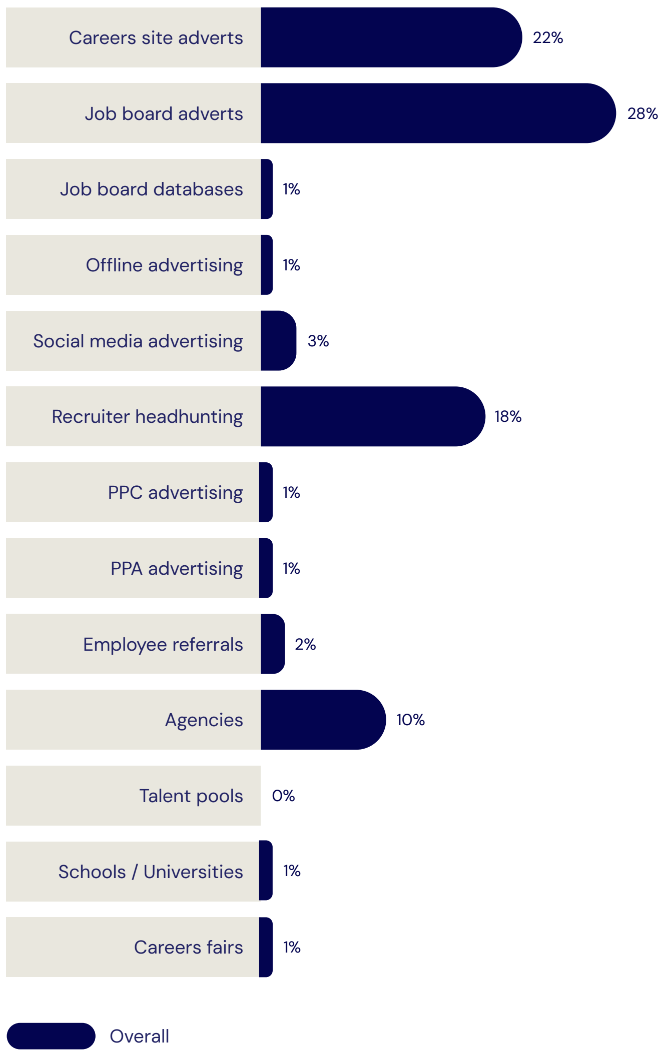


Attraction and Sourcing

Channels & Programmes

What source of hire fills the highest percentage of roles overall?

We can see that the trend is towards careers site adverts and job board adverts being the most successful source of hire across most recruitment areas, closely followed by recruiter headhunting and the use of agencies.



According to the CIPD's 'Resource and Talent Planning Report 2024', the most effective attraction method is an organisation's own corporate website. Methods which have secured their position within the top 10 most effective include generic job boards, internal advertising to existing talent pools, targeted campaigns across professional networks, and recruitment consultants.

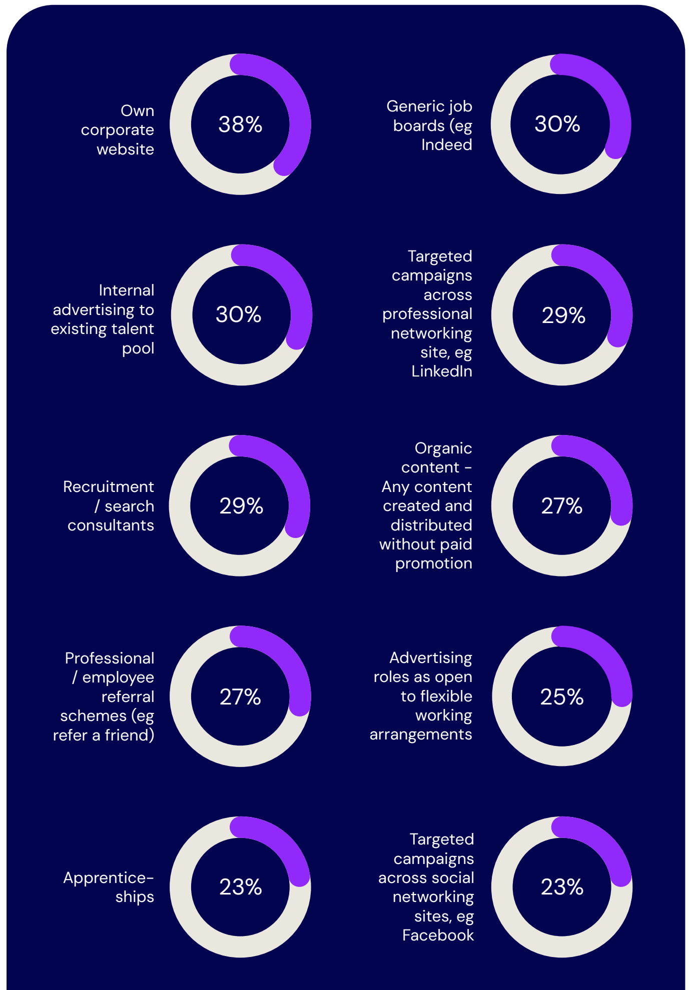


Figure 2: CIPD, 'Resource and Talent Planning Report 2024'

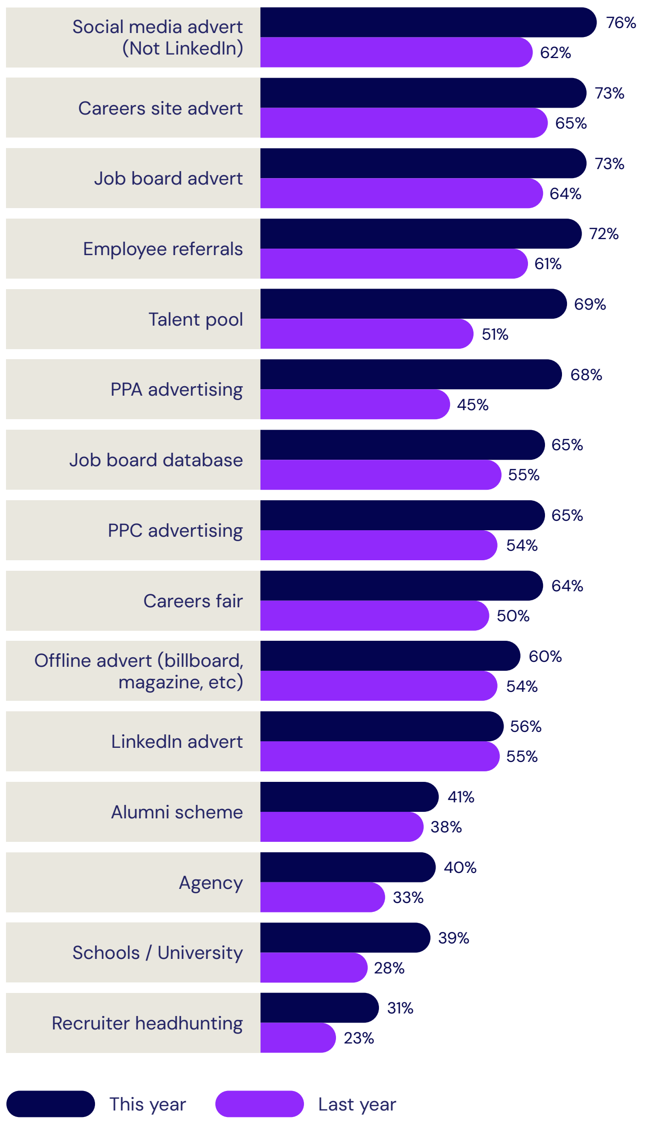
Sources:
CIPD, 'Resource and Talent Planning Report' 2024

Attraction and Sourcing

Volume Recruitment

Please highlight all the attraction and sourcing channels you use.

When it comes to volume recruitment, usage of all channels has grown year-on-year, with social media being the most widely used this year (76% versus 62% last year), followed by careers site adverts, job board adverts, employee referrals and talent pooling.



Pay-per-application advertising and talent pools have seen the most significant growth, up by 23 percentage points and 18 percentage points respectively.

The least likely to be used are recruiter headhunting, schools/universities and agencies.

What source of hire fills the highest percentage of roles?

For volume recruitment, the top three most successful sources have all increased year-on-year in terms of their contribution to the number of hires and last year social media adverts came third and accounted for 9% versus just 3% this year.

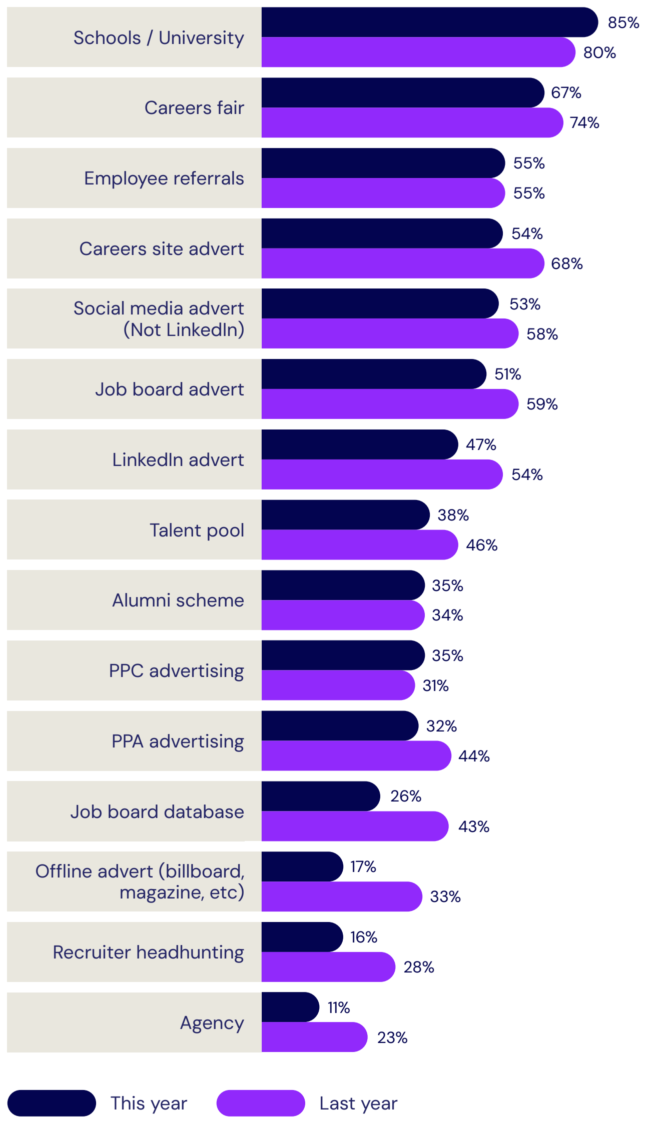
Volume Recruitment	
Channel	%
Job board advert	42%
Careers site advert	26%
Recruiter headhunting	7%

Early Careers

Please highlight all the attraction and sourcing channels you use.

When looking at the attraction and sourcing channels used for early careers, there have been some quite significant shifts in usage, with a lot being used by fewer responding organisations this year compared to last.

Schools/university is still used by the overwhelming majority (85% compared to 80% last year). While careers fairs and careers site adverts rank highly, they're not being used by as many respondents, and at the bottom of the scale, some of the year-on-year drops are significant, e.g. for agencies, recruiter headhunting, offline adverts and job board databases (understandable as many would not be considered typical early careers channels).



What source of hire fills the highest percentage of roles?

For early careers, job boards and career site adverts have grown in success rates; however, schools and universities, while still third, have dropped from 8% to 4%.

Early Careers	
Channel	%
Job board advert	36%
Careers site advert	27%
Schools/universities	4%

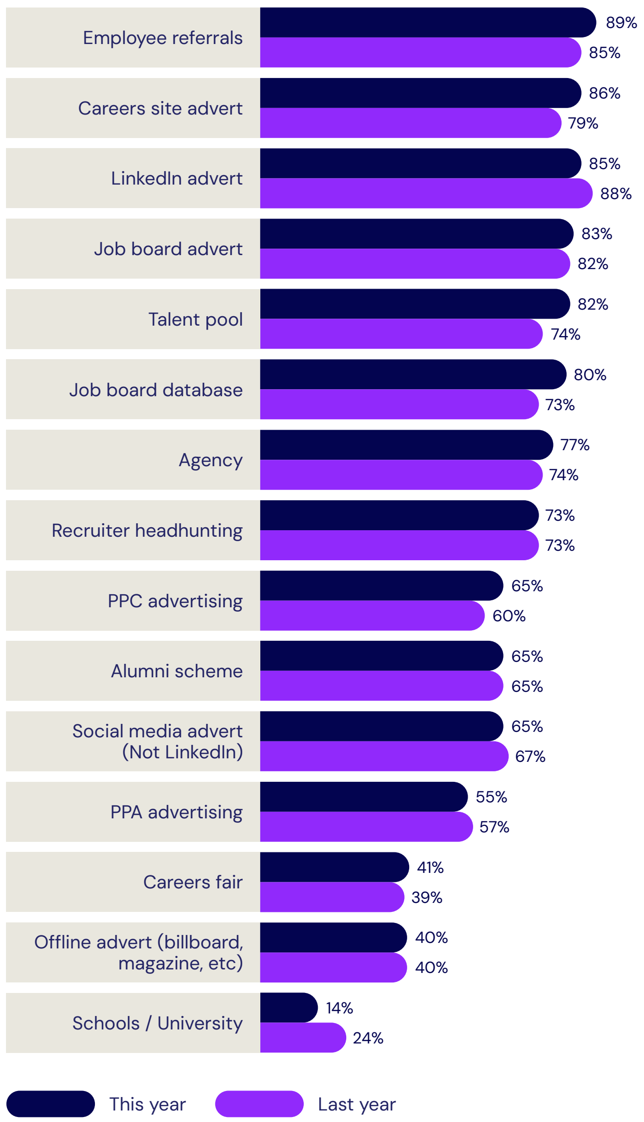
Attraction and Sourcing

Experienced Hires

Please highlight all the attraction and sourcing channels you use.

The top attraction and sourcing channels when it comes to experienced hires are employee referrals, careers site adverts and LinkedIn adverts.

The use of talent pools has jumped by eight percentage points, job board databases by seven percentage points and PPC advertising by five percentage points.



Offline adverts and pay-per-application advertising are the channels less likely to be used.

What source of hire fills the highest percentage of roles?

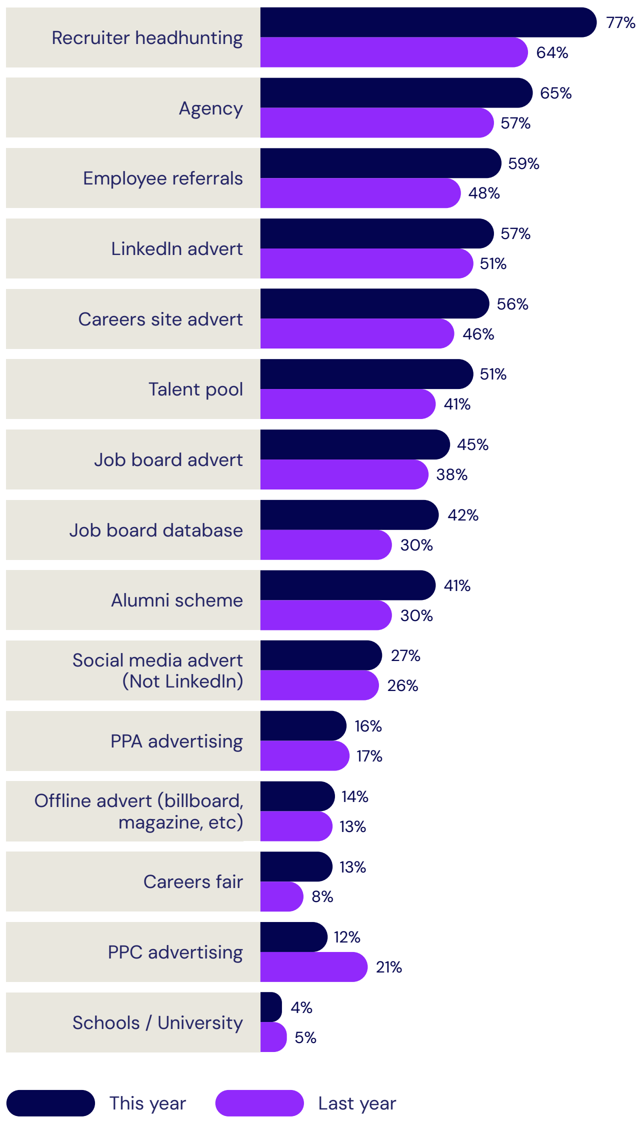
For experienced hires, recruiter headhunting has dropped from first place last year at 27% to 23% and job board adverts have grown from 24% last year, and careers site adverts from 20% last year.

Experienced Hires	
Channel	%
Job board advert	34%
Careers site advert	23%
Recruiter headhunting	23%

Executive Recruitment

Please highlight all the attraction and sourcing channels you use.

The top two attraction and sourcing channels remain the same when it comes to executive recruitment – recruiter headhunting and agencies. Both have grown in terms of their use among respondents. Recruiter headhunting was used by 64% of respondents last year and that's grown to 77% and agencies from 57% to 65%.



LinkedIn adverts have dropped to fourth place despite being used by more respondents this year – 57% versus 51% last year. However, employee referral has increased by 11 percentage points, being used by 59% of respondents this year (compared to 48% last year).

As with employee referrals, respondents are increasingly looking at internal methods to recruit, with talent pooling growing by 10 percentage points to 51% and alumni growing 11 percentage points to 41%. Job board databases have also seen significant growth at 42%, while PPC has dropped from being used by 21% to just 12%.

What source of hire fills the highest percentage of roles?

For executive recruitment, the top three remain the same as last year with agencies growing from 17% to 26% and careers site adverts from 8% to 10%. Recruiter headhunting was the same last year at 42%.

Executive Recruitment	
Channel	%
Recruiter headhunting	42%
Agencies	26%
Careers site advert	10%

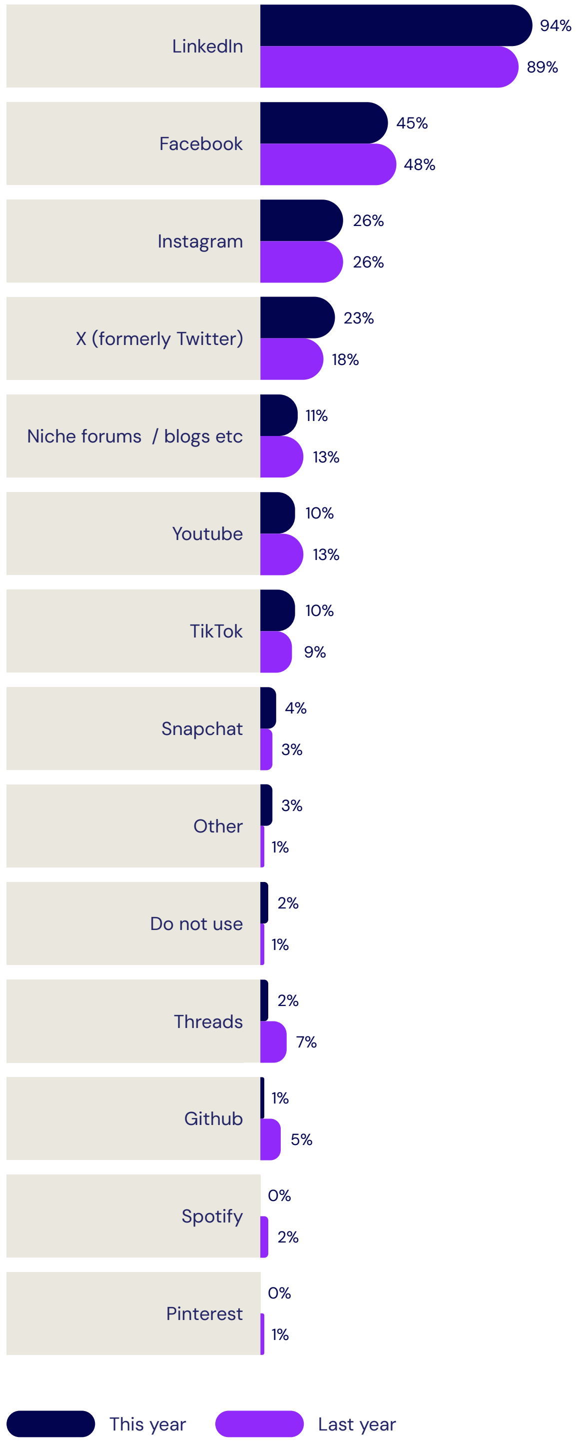
Social Media

Which of the following social media platforms do you use for attracting, engaging and recruiting candidates?

LinkedIn continues to dominate the social media landscape for TA teams, with 94% using the platform as a way of attracting, engaging and recruiting candidates. This has continued to grow since last year when 89% of responding organisations were using LinkedIn.

Facebook and Instagram remain in the top 3 social media platforms, but Facebook is used by fewer respondents, dropping 3 percentage points to 45%, and Instagram has remained static at 26%.

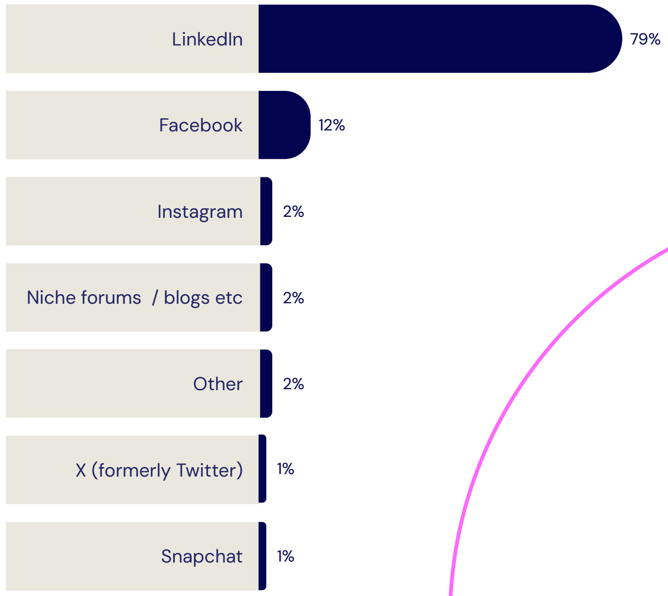
X (formerly Twitter), TikTok and Snapchat have also grown but from a lower base, now being used by 23%, 10% and 4% of respondents respectively.



Which social media platform has been the most effective in supporting your recruitment strategy?

Again, LinkedIn is by far the most effective social media platform for supporting recruitment strategies, with 79% of respondents citing it.

Platforms such as Facebook and Instagram, despite being used by a reasonable number of respondents, are deemed to be less effective in supporting recruitment strategies this year (12% and 2% respectively).



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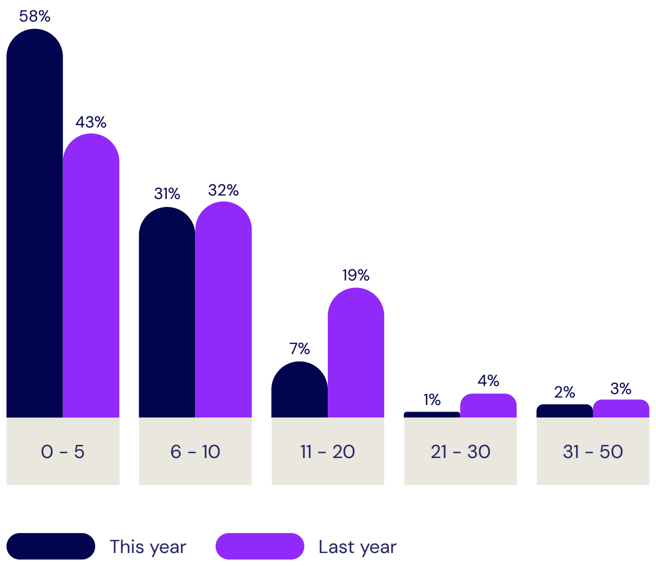
Job Boards and CV Databases

How many different job boards/CV databases do you currently use?

As we found last year, the use of job boards is more prevalent than CV databases, with 79% of responding organisations using up to five job boards and 60% up to five CV databases.

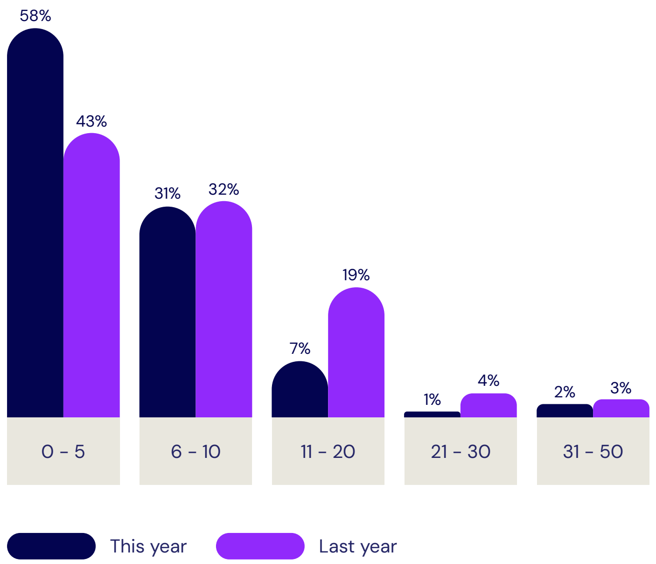
This year, even fewer respondents are using CV databases – 39% compared to 27% last year.

Generally, it seems more organisations are reducing the number of job boards they are using, with just 15% of respondents using 6 or more job boards (compared to 22% last year), perhaps due to more restrictive budgets.



What types of job boards/CV databases do you use?

When it comes to volume recruitment and early careers in particular, respondents are more likely to use generalist job boards/CV databases.



Specialist platforms come into their own for experienced hire and executive recruitment, most markedly for executive recruitment.

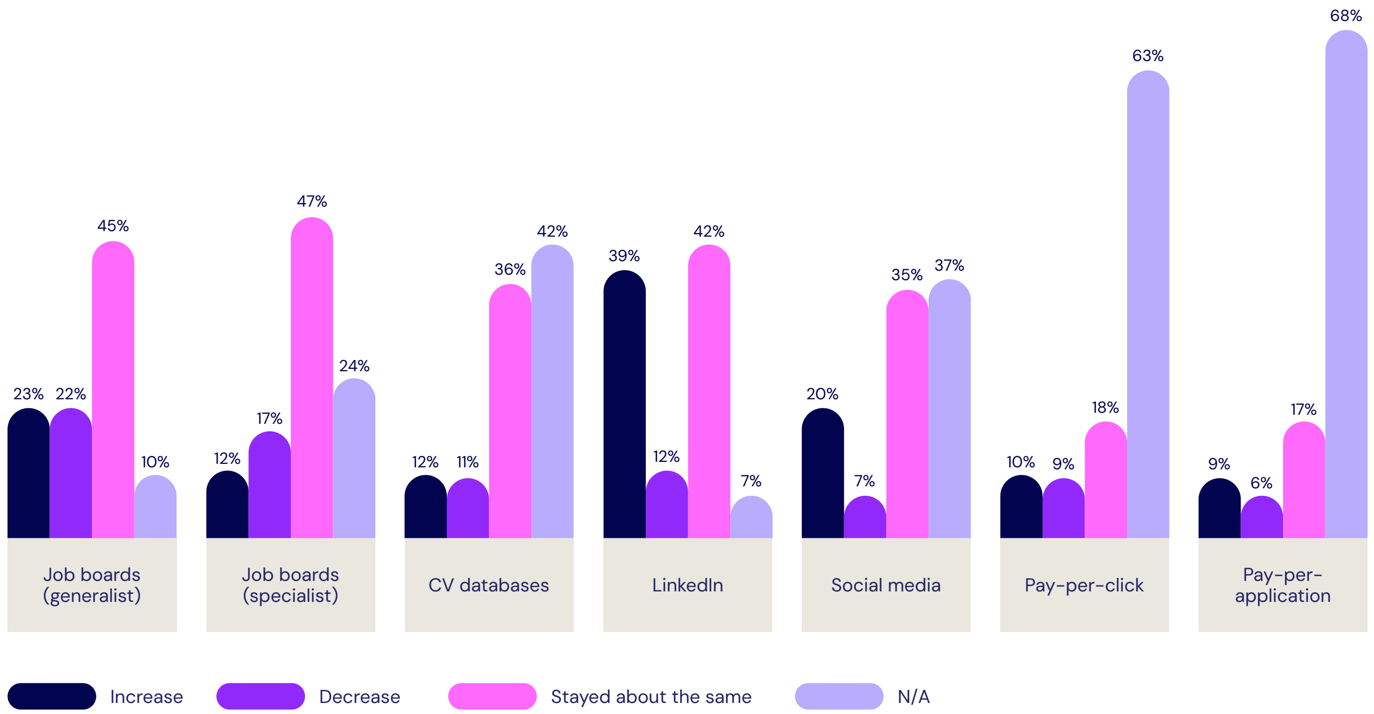
This also reflects the findings from last year.

Have you seen an increase or decrease in the number of hires coming from these sources in the last 12 months?

The overarching trend is that most sources have stayed the same when it comes to how many hires they're accounting for.

As with last year, LinkedIn is more likely to have shown an increase in the last 12 months but less marked. Last year, 48% of respondents said they had seen an increase and 35% said it had stayed the same; this year the figures are 39% and 42% respectively. Generalist job boards and social media are also more likely to have shown growth than not, at similar rates to last year.

The overall picture is that sources have not improved significantly in terms of their ability to drive hires, but that could also be reflective of the fact that responding organisations are recruiting for fewer vacancies.

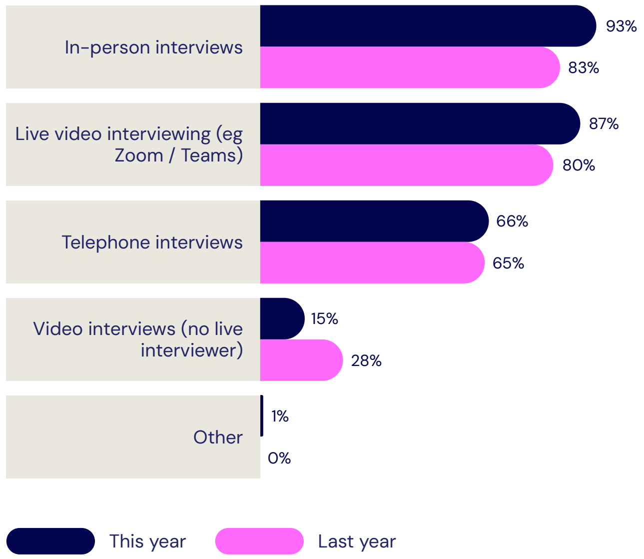


Assessment and Selection

Which of the following types of interviews do you use as part of your selection process?

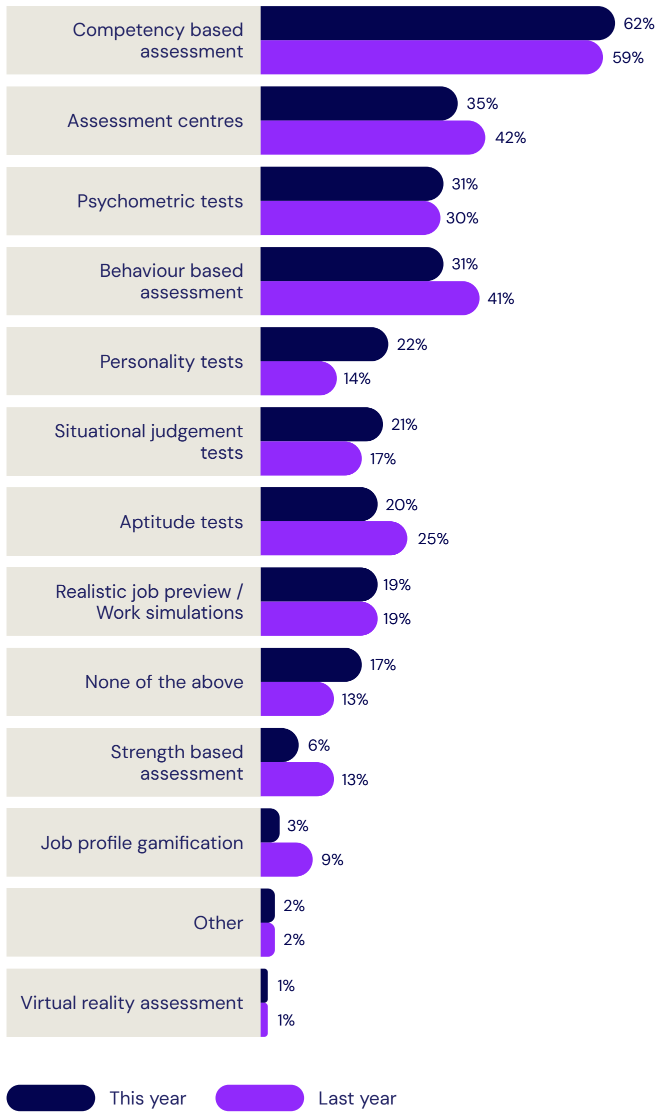
In-person and live video interviews are still the most common types of interviews, followed by telephone and video with no live interviewer.

Where other was cited, the use of one-way-questions was mentioned.



Which of the following types of assessment do you use as part of your selection process?

Competency-based assessments remain the most used assessment as part of the selection process, followed by assessment centres, psychometric tests and behaviour-based assessments. Although the use of assessment centres and behaviour-based assessments have declined by seven and ten percentage points respectively. Strengths-based assessment and job profile gamification have also both declined in use but off a small base, dropping to 6% and 3% respectively.



The use of personality tests and situational judgement tests, while less popular, have both grown by six and four percentage points.

According to the CIPD's 'Resource and Talent Planning Report 2024', most organisations, particularly larger organisations, use a combination of methods in their selection process. There is a decline in the use of previously common selection methods, including work history/experience and educational qualifications - perhaps due to the increased focus on skills-based hiring and developing any missing skills.

Interestingly, fewer organisations are conducting thorough CV/application screening, with more using these as a base for interviews. Most organisations (90%) use some form of selection interview. Around half conduct interviews that include CVs/applications (55%), competency-based interviews (52%) and/or skills-based interviews (48%).

Around two-fifths use strengths-based and/or values-based interviews, although these are both more common in the public and non-profit sectors. As in previous years, around three-fifths of organisations (61%) use some form of test or assessment. Just 10% use tools to enable self-selection.

Sources:
CIPD, 'Resource and Talent Planning Report' 2024

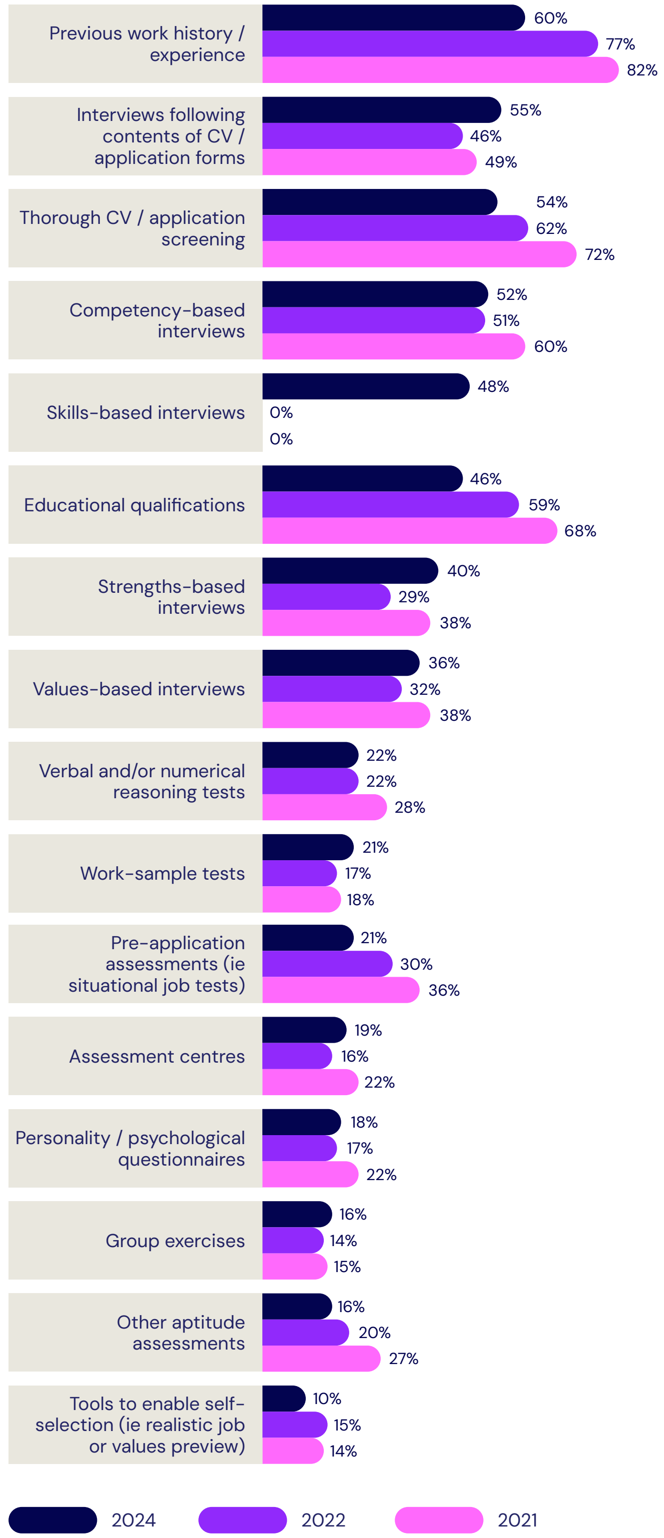


Figure 3: CIPD, 'Resource and Talent Planning Report 2024'

KPI's

Internal to External Hires

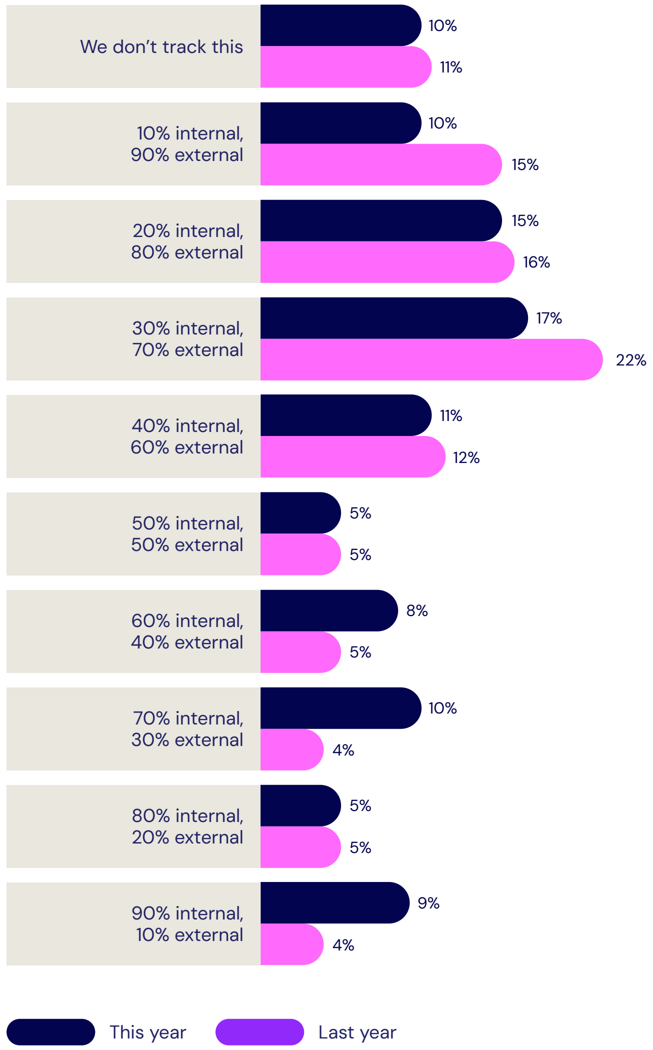
At a time when hiring continues to be difficult and retention continues to be a challenge, it's surprising to see that there's a trend towards making fewer internal hires.

Last year, just 9% of respondents said 90% of their hires were internal, this year that percentage has dropped to 4%.

In fact, this year only 18% of respondents have said that 60% or more of their hires are internal, versus 32% last year, which is a significant drop.

It also contradicts the increased importance of talent pooling and employee referral, which we also saw from the CIPD's research findings which suggested that internal advertising to an existing talent pool was deemed effective by 30% of organisations – ranking joint second when it comes to the most effective attraction methods in the last 12 months.

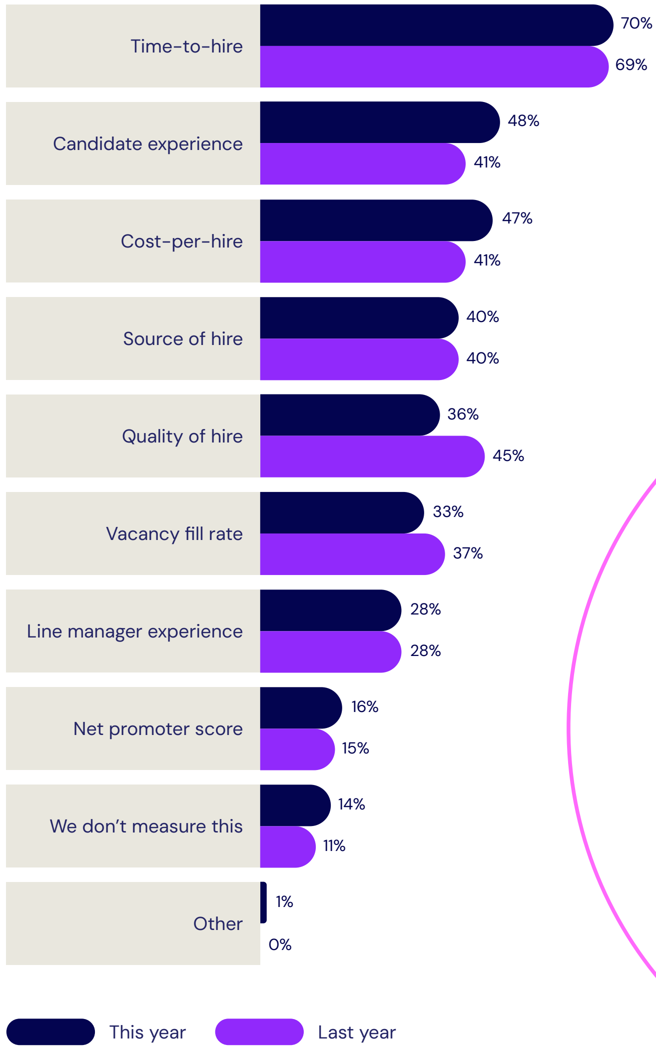
Sources:
CIPD, 'Resource and Talent Planning Report' 2024



How do you measure success in your business?

When asked how they measure their success, time to hire remains the most popular measure (70% versus 69% last year), but quality of hire has dropped from second to fifth, going from 45% last year to 36% this year.

More popular this year are candidate experience (up seven percentage points to 48%) and cost per hire (up six percentage points this year to 47%).

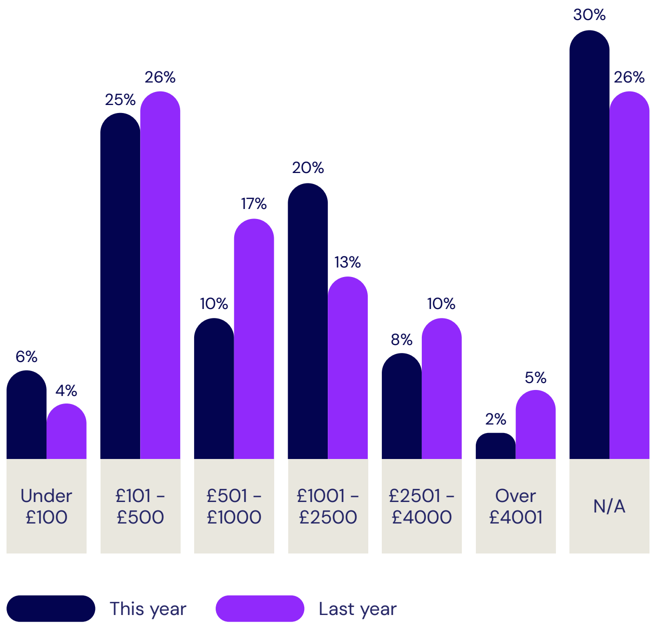


With candidate experience sitting at the top of our respondents' priorities, it makes sense that success would be measured through the same metric. Equally, the need to do more with less due to stretched budgets shows us why cost per hire is another highly popular metric for success.

KPI's

What is your average annual cost-per-hire?

There haven't been significant differences in the average cost per hire year-on-year—the largest fluctuation has been fewer responding organisations having an average between £501-£1000 and more between £1001 and £2500. Just 10% have had an average above £2501 compared to 15% last year. And more have a lower cost per hire, below £100 – 6% versus 4% last year.



These average costs per hire generally reflect the findings of the CIPD, 'Resource and Talent Planning Report 2024'.

For senior managers/directors, it was £2,000 in 2024, down from £3,000 in 2022.

And for other employees, the average was £1,500, which has remained the same since 2022.

In the public sector, the average was found to be higher at a more senior level and lower across other employees.

Table 1: Median average cost per hire (including in-house resourcing time, advertising costs, agency or search fees) for estimates accurate to +-20% (£)

Occupational group	All respondents £ (base)	Private sector* £ (base)	Public sector* £ (base)	Non-profit sector £ (base)
Senior managers / directors				
2024 Survey	2,000 (246)	2,000 (194)	2,500 (33)	1,800 (19)
2022 Survey	3,000 (265)	3,000 (202)	2,000 (39)	2,000 (24)
2021 Survey	3,000 (232)	3,000 (174)	2,000 (34)	1,500 (24)
2020 Survey	5,000 (259)	5,000 (177)	3,000 (46)	3,000 (36)
2017 Survey	6,000 (143)	8,000 (103)	3,000 (18)	5,000 (22)
2015 Survey	7,250 (68)	9,500 (47)	2,500 (11)	4,000 (10)
2013 Survey	5,000 (79)	6,000 (55)	5,500 (8)	4,500 (16)
2012 Survey	8,000 (105)	10,000 (74)	5,000 (11)	6,000 (20)
2011 Survey	7,500 (150)	8,000 (111)	5,000 (15)	3,500 (26)
Other employees				
2024 Survey	1,500 (207)	1,750 (159)	1,000 (34)	600 (15)
2022 Survey	1,500 (195)	2,000 (152)	1,000 (25)	600 (18)
2021 Survey	1,000 (174)	1,200 (129)	1,000 (27)	750 (18)
2020 Survey	2,000 (226)	2,500 (154)	1,500 (41)	1,500 (31)
2017 Survey	2,000 (160)	2,500 (115)	1,000 (24)	700 (21)
2015 Survey	2,000 (80)	2,050 (55)	1,000 (12)	1,500 (13)
2013 Survey	2,000 (82)	2,200 (58)	1,500 (8)	875 (16)
2012 Survey	3,000 (98)	3,000 (71)	2,000 (10)	2,000 (17)
2011 Survey	2,500 (150)	2,500 (114)	3,000 (14)	1,500 (22)

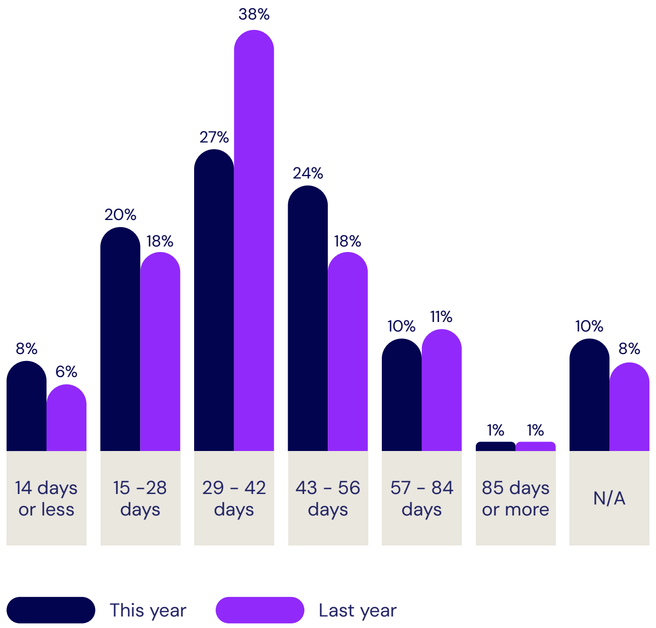
*Caution should be applied in comparing the costs for each sector due to the small number of respondents.

Figure 4: CIPD, 'Resource and Talent Planning Report 2024'

KPI's

What is your average time-to-offer?

While time to offer is below 42 days for 28% of responding organisations this year versus just 24% last year, a further 51% are achieving a time to offer between 19-56 days compared to 54% last year.

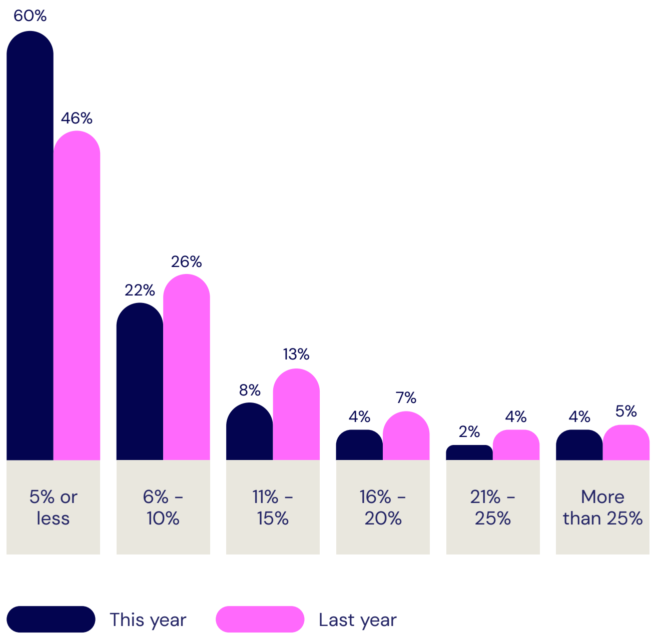


According to Totaljobs' Hiring Trends Index Q2 2024, the average time to hire held stable at 4.9 weeks, but hiring time typically increases for larger businesses (250-999 employees), taking 5 weeks.

How many roles at your company are open for 6 months or more?

The number of organisations that have roles remaining open for 6 months or more has decreased, in line with the overall fall in vacancies. Last year, 16% of organisations found themselves with over 16% of their roles remaining open for 6 months or more, compared to just 10% this year.

More responding organisations have less than 10% of roles remaining open for 6 months or more - 82% compared to 72% last year.

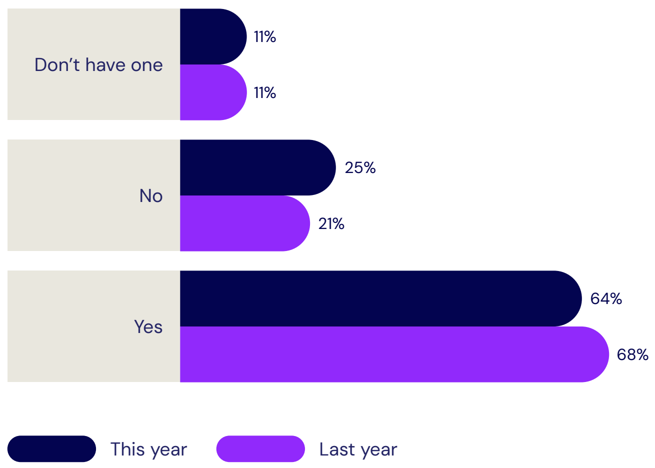


Sources:
Totaljobs, 'Hiring Trends Index Q2 2024'

EVP and EB

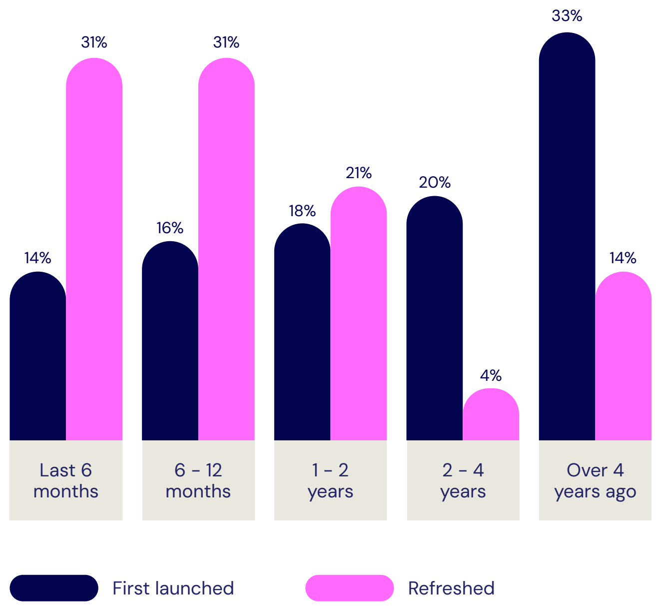
Do you consider your EVP/EB to be reflective of the current business?

Fewer respondents this year consider their EVP/employer brand to be reflective of their current business than last year – 64% versus 68% last year.

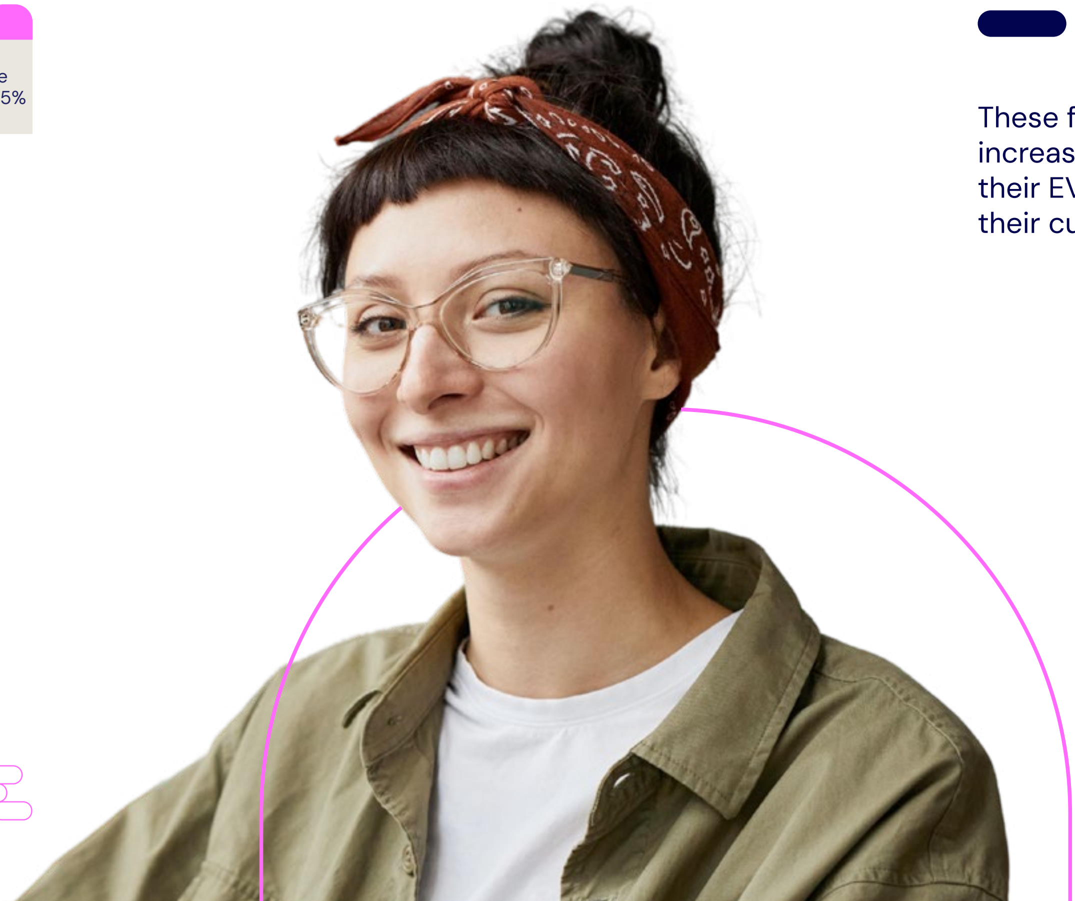


How long ago was your current EVP/EB launched or refreshed?

While 62% of responding organisations have refreshed their EVP/EB in the last 12 months (a two-percentage-point increase on the 60% from last year), many organisations have EVPs/EBs that were launched at least two years ago (53% versus 44% last year) and a third over four years ago (33% versus 26% last year).



These figures potentially account for the increase in respondents who don't consider their EVP/employer brand to be reflective of their current business.

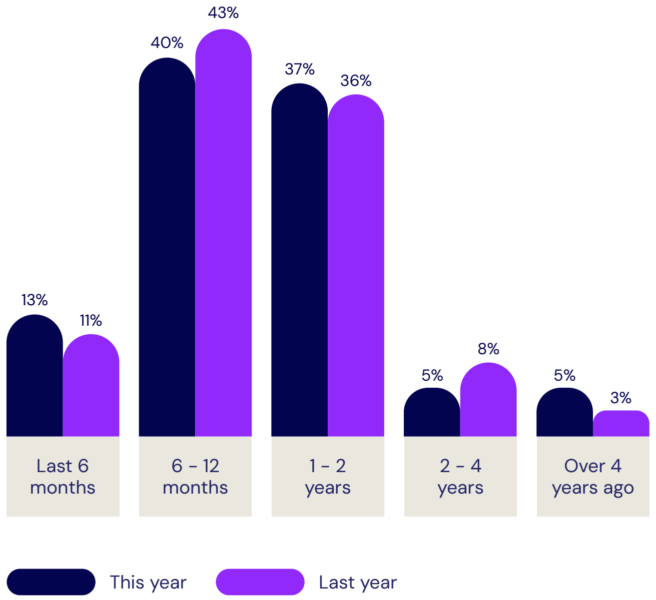


Careers Sites

How would you rate your careers site?

94% of responding organisations have a company careers site which is comparable to last year (95%).

The percentage of respondents rating their site as good/very good has remained steady year on year – 53% this year versus 54% last year.

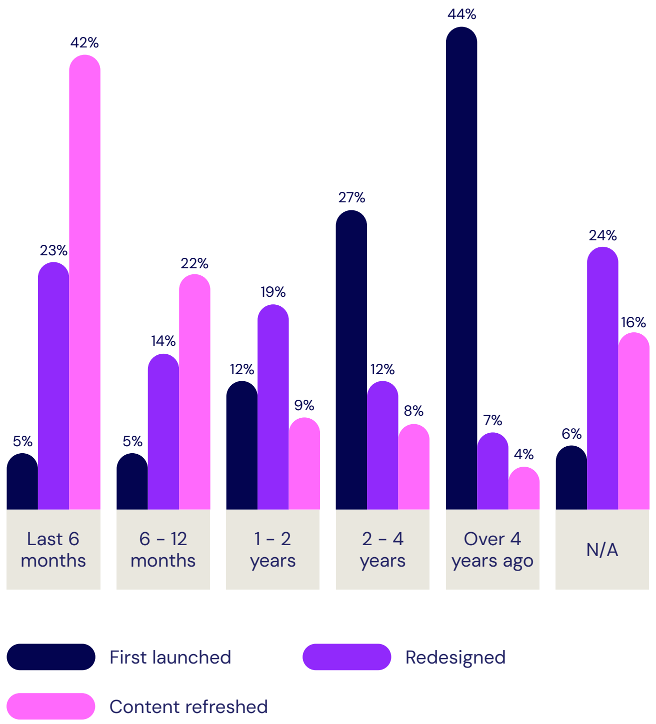


When was your current careers site launched or refreshed?

The data suggests there has been a reduced investment in career sites in the last 12 months. For 44% of responding organisations, their careers site was first launched over four years ago (compared to 38% last year), and just 10% have launched their site in the last 12 months versus 13% last year.

37% have redesigned their site in the last 12 months versus 40% last year.

64% have refreshed their site in the last 12 months versus 60% last year.



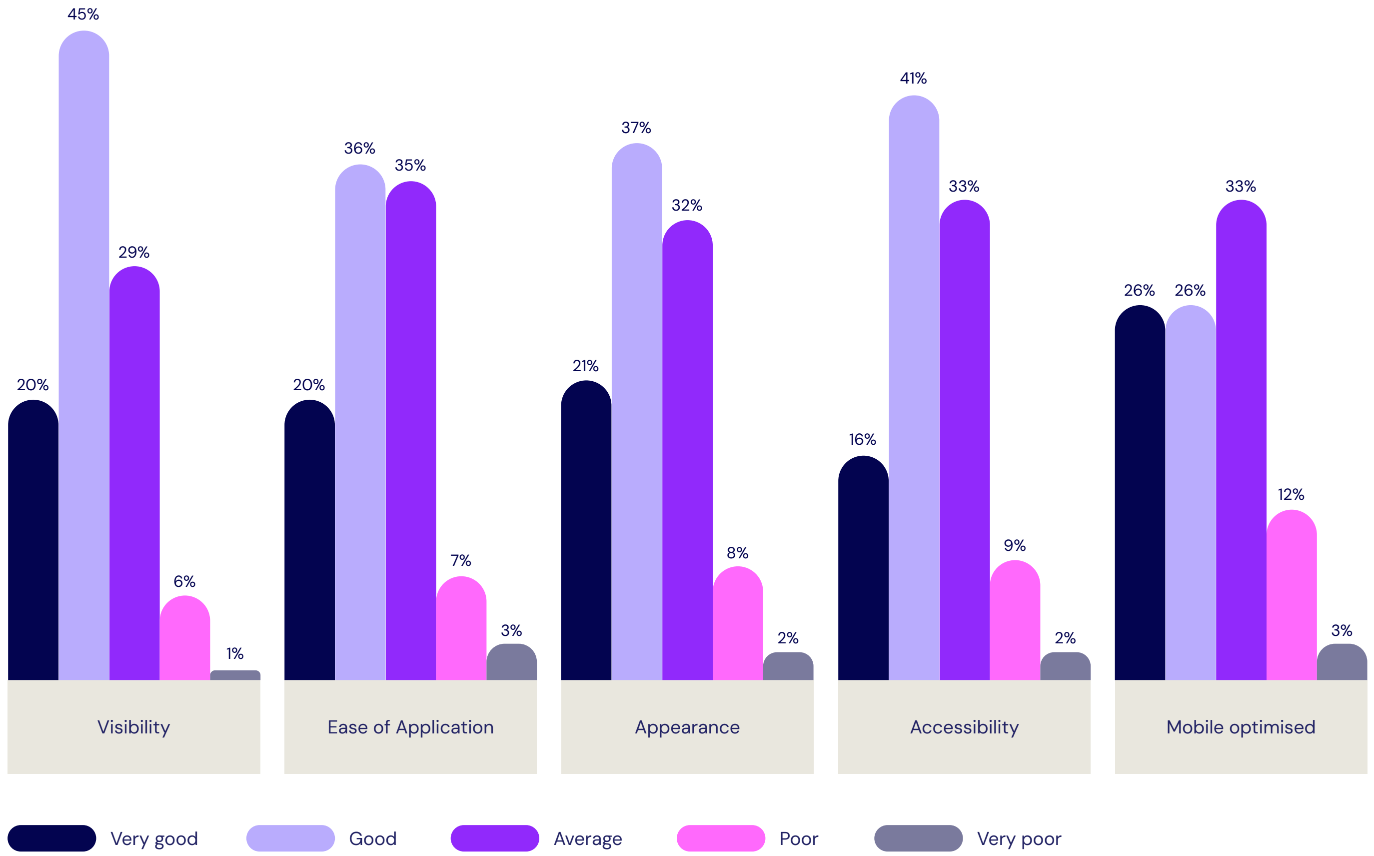
With CIPD data suggesting that an organisation's careers site is the most successful source of hire, it's potentially a missed opportunity to not invest in keeping your careers site up to date.

Sources:
CIPD, 'Resource and Talent Planning Report' 2024

How would you rate your careers site in terms of its visibility, ease of application, appearance, accessibility, and mobile optimisation?

A higher percentage of respondents rate their careers site for its visibility with 65% saying it's very good or good, followed by appearance at 58% and accessibility at 57%. When it comes to very good, mobile optimised ranks highest at 26% which compares to just 18% last year – suggesting that this is an area which has had some attention/investment. Although 15% also consider it poor/very poor compared to 12% last year.

Ease of application ranked highest in terms of very good last year at 24% versus 20% this year. And accessibility has remained lowest when it comes to very good – 16% versus 15% last year. With ED&I as a priority, there's an opportunity for more organisations to invest in improving the accessibility of their careers site to improve conversion among underrepresented audiences.



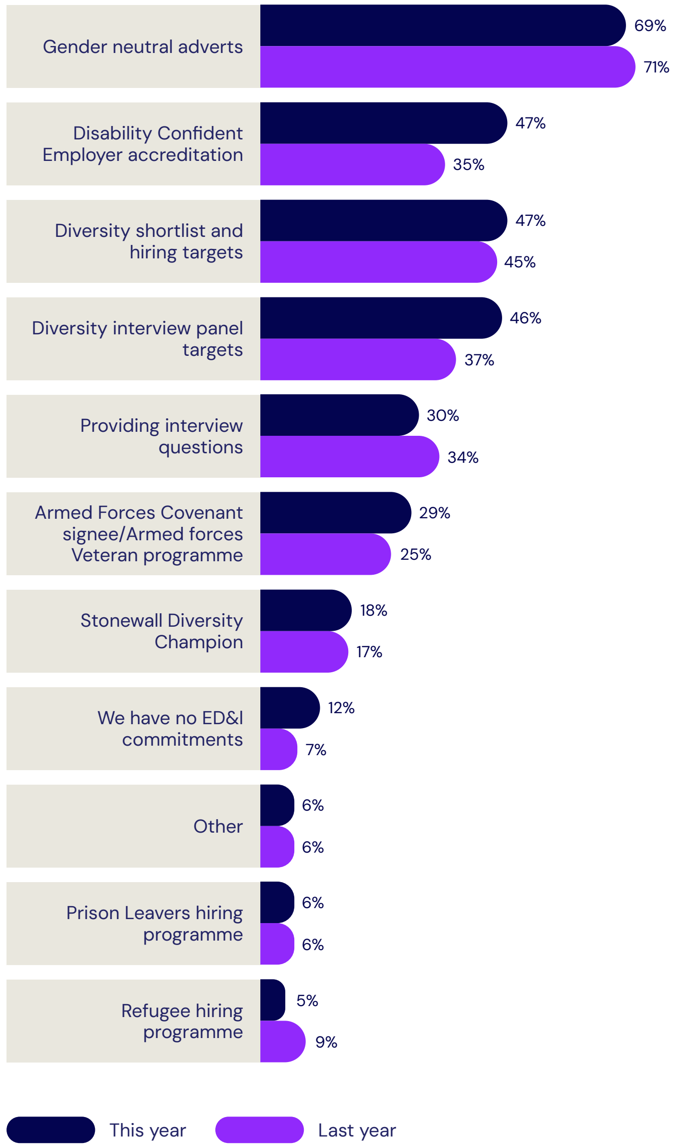
ED&I

What ED&I commitments does your business have in place?

When it comes to ED&I, the most common commitments for respondents are gender-neutral adverts (69%), Disability Confident Employer accreditation (47%) and diversity shortlist and hiring targets (47%). There has been a year-on-year increase across most commitments except gender-neutral adverts, providing interview questions and refugee hiring programmes.

Of those that said other, Athena Swann was mentioned as were internal policies, care leavers programmes, Women in Tech communities, the ReciteMe toolbar and a community redundancies programme.

However, there is some concern that we have seen an increase in the number of organisations that have no ED&I commitments – 12% of organisations this year have none, compared to just 7% last year.



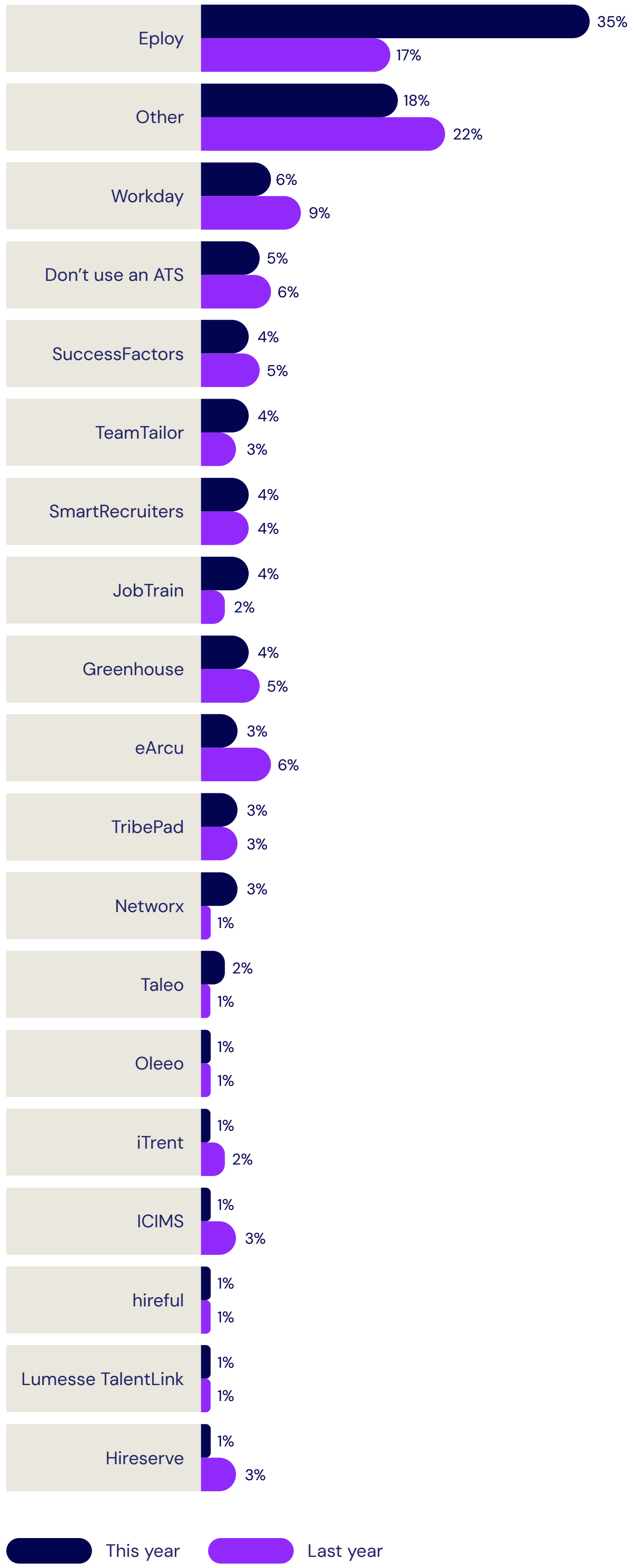
This also reflects findings from a recent report by Forrester, that the number of organisations investing in ED&I has continued to fall year on year (33% in 2022 to just 27% in 2023).

Applicant Tracking Systems (ATS)

Which ATS do you use?

Eploy is by far the most popular ATS, used by 35% of responding organisations, and this figure has doubled compared to last year.

Jobtrain, Networx and Taleo have also seen growth this year, in addition to Workable, Recruitive, Trac and Oracle Recruiting Cloud all mentioned by more than one person who selected ‘other’.



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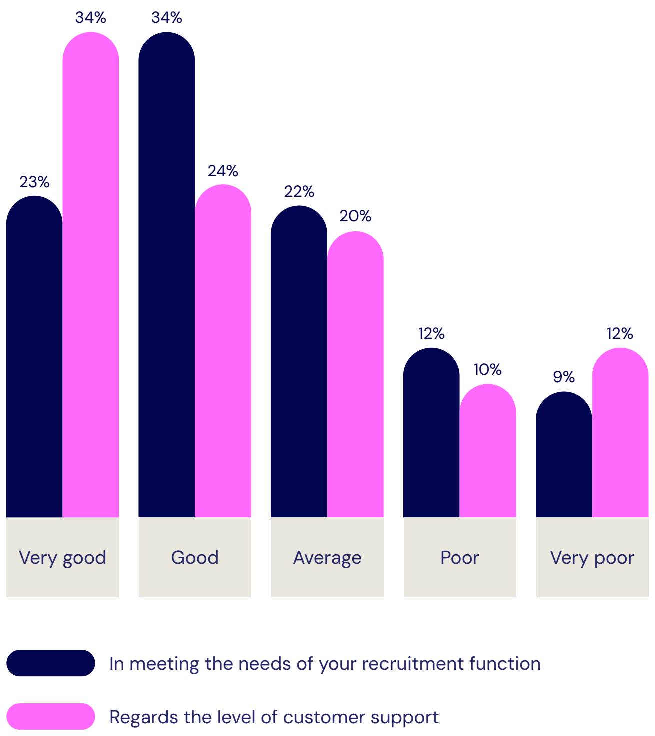
Applicant Tracking Systems (ATS)

How would you rate your ATS?

Levels of positivity around both customer support and in terms of the ATS meeting the needs of the recruitment function have all improved year on year – with customer service rated very good by 34% of respondents this year compared to 24% last year, and its ability to meet the needs of the recruitment function considered very good by 23% this year compared to 19% last year.

Customer service has seen the greatest overall improvement with 58% rating their ATS provider very good or good compared to just 42% last year.



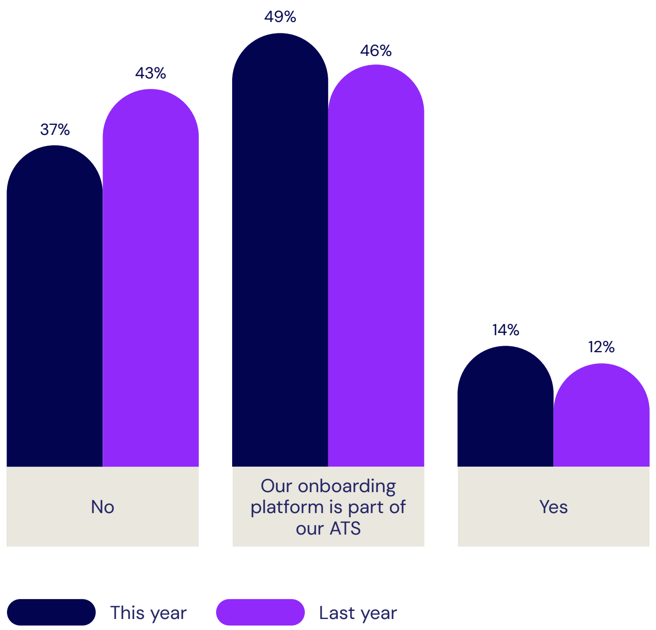
Do you use a dedicated platform for onboarding?

More respondents this year are using an onboarding platform, either as part of their ATS (up from 46% to 49%) or standalone (up from 12% to 14%).

These figures are higher than those found in the CIPD's 2024 'Resource and Talent Planning Report' which found that just 22% of respondents use an onboarding platform.

The platforms mentioned include iTrent, Workelo, Enboarder, Hibob, Cezanne, Oracle Fusion, Resourcelink, Employment Hero, Bamboo and Access/Select HR.

As with last year, onboarding continues to grow in importance, being a top 3 priority for 19% of respondents this year compared to 15% last year.



Sources:
CIPD, 'Resource and Talent Planning Report' 2024

Artificial Intelligence

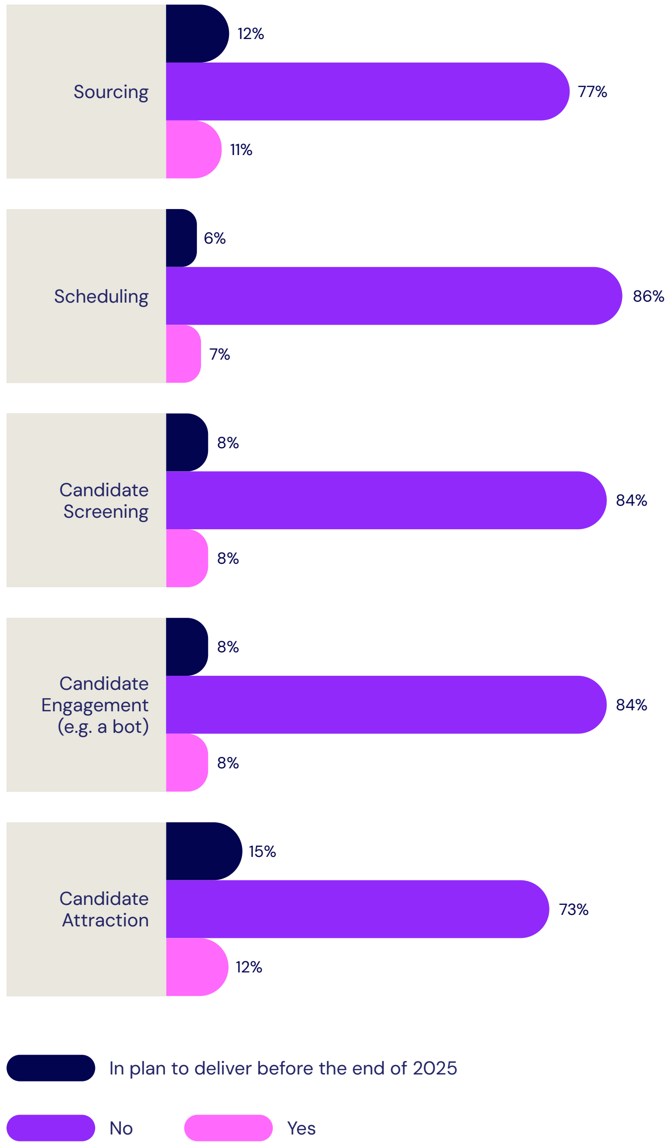
What do you currently use AI for?

After seeing significant growth last year, the use of AI among responding organisations this year has declined.

This year, 12% of respondents use an AI tool for candidate attraction compared to 23% last year. Last year, 21% used an AI tool for candidate screening compared to just 8% this year.

For candidate engagement, last year 16% used chatbots compared to just 8% this year and for scheduling, 16% also used AI last year while just 7% have used AI this year. And this year, we've asked about sourcing, and 11% use an AI tool for that.

In a lot of instances, numbers have also dropped in terms of having it in plan. Last year, it was 10-12% across all criteria and this year, it's more likely to be in the plan for sourcing and candidate attraction but less likely across other areas.

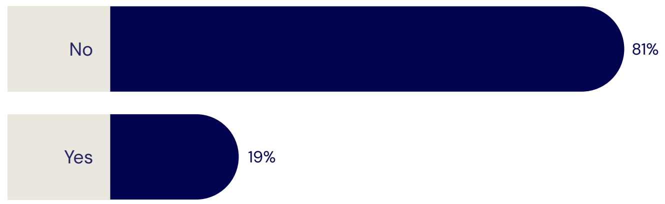


Do you use AI in other areas of your recruitment process?

This year 19% of responding organisations said they use AI in other areas of their recruitment process, compared to just 9% last year, with the predominant use being to draft job descriptions, job adverts and interview questions.

Assessments, personalised comms, the use of a gender decoder and interview scheduling were also mentioned by individual respondents.

Specific tools that were mentioned were ChatGPT, Gemini and MS Copilot.



Sources:
ManpowerGroup, 'Employment Outlook Survey, Q3 2024'

In support of our findings, the CIPD found that while 62% of respondents don't use any AI in their recruitment process, there have been some significant shifts in use, such as using AI to write job descriptions to appeal to candidates (seven percentage points increase since 2022), using chatbots to respond to candidates' questions (nine percentage points increase), AI to shortlist candidates (seven percentage points increase), and onboarding (eight percentage points increase). These shifts are being driven by the widespread adoption of free generative AI tools, as well as software vendors incorporating GenAI features.

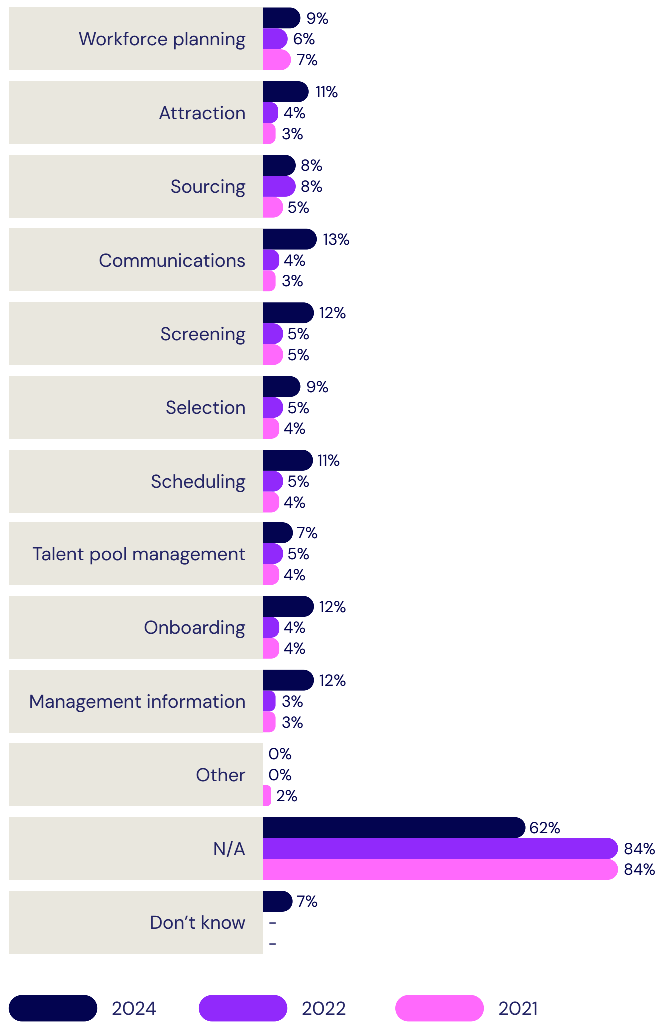


Figure 5: CIPD, 'Resource and Talent Planning Report 2024'

Artificial Intelligence

Can you share any insights into how AI is impacting your recruitment process and whether you've encountered any specific opportunities or obstacles?

Two overriding themes emerged this year when respondents were asked about the opportunities and obstacles they'd encountered with AI:

There is an opportunity to bring efficiencies to some manual processes, making work easier, saving time and reducing admin. However, this is not without its potential challenges and a lot of organisations are still failing to see the opportunity/benefit:

"Usage has been limited, as the human element is still essential. Utilising Metaview for screening has been very powerful though, allowing for better asynchronous screening calls and understanding effectiveness."

"Speeds up some processes, but there is a risk that you don't use the company tone of voice, etc."

By far the greatest obstacle identified was the increase in the volume of AI-generated applications. It was also mentioned that AI screening tools aren't effective when it comes to more niche, low-volume roles:

"More candidates using AI to write CVs, it's easy to pick up on those profiles but takes longer to assess their capabilities as a result."

"Candidates obviously using AI - leading to applications that are similar, doesn't allow candidates to show their true selves. Some candidates try to 'game' the system in the false understanding this will give them an advantage."

"Transcription services for interviews are great time savers but have found that they have not always been accurate, particularly for anyone with an accent or speaking English as a second language. Also, with systems screening candidates and candidates able to optimise for those systems, it feels like the system has already been "gamed" so the only way to tell who or what these people are about is back to screening and speaking to them!"

Sources:
ManpowerGroup, 'Employment Outlook Survey, Q3 2024'

Do you currently have a policy in place detailing the use/misuse of AI during the recruitment and selection process and do you believe AI tools will benefit TA teams in the long term?

Just 24% of responding organisations have a policy in place detailing the use/misuse of AI during the recruitment process.

And despite the fact its general use seems to have dropped, 77% of respondents are positive about its future use and believe AI tools will benefit TA teams in the long term.

This positivity is also reflected in the findings of Manpower Group's Q3 2024 'Employment Outlook Survey'. It identified that employers globally found consensus across industries and regions that these tools will have a positive impact on business performance, especially in the IT, Financial and Real Estate industries where 78% believe it will improve approaches to upskilling, reskilling and training employees.

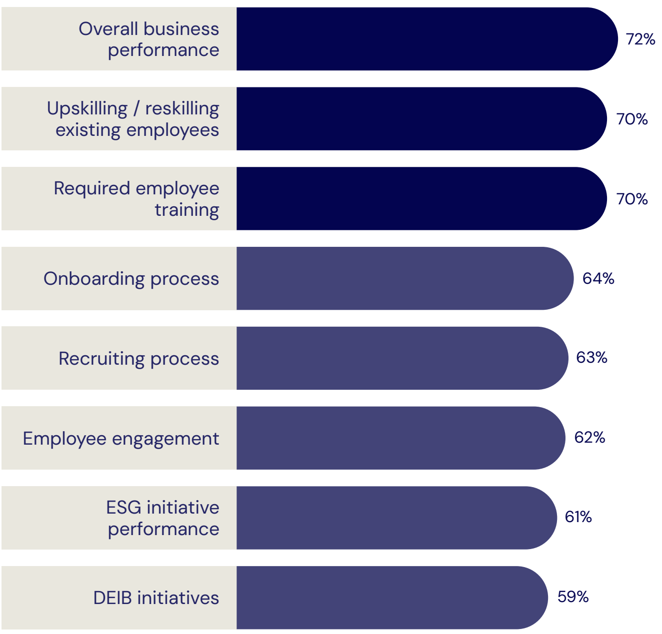


Figure 6: Manpower Group, Q3 2024 'Employment Outlook Survey'

Looking Forward

What is the biggest recruitment challenge you're facing in 2025?

The challenges that respondents have articulated span both internal and external pressures and many of these challenges were also discussed last year.

It's clear that more and more organisations are dealing with the same challenges and TA teams are more stretched than ever.

We identified 9 distinct themes from the insights shared by our respondents...

Talent Shortages and Skills Gaps

Most respondents anticipate continued challenges with attracting and securing available and suitably skilled talent, referencing "economic uncertainty and candidates staying put in their jobs".

Though this is affecting organisations across all sectors, there seem to be certain areas that are disproportionately affected, such as the dentistry industry which "continues to be incredibly challenging due to scarcity and competition".

Organisations must look at how they can differentiate themselves from their competitors, including how and where they are sourcing talent from, for example – "A continued reduction in the available talent in the sector is why we will be driving our overseas strategy more than ever" and; "We continue to focus on nurturing our prospects and proactive sourcing skills".

Strategic Workforce Planning

Having "limited visibility on longer-term workforce plans" is making it increasingly difficult for TA teams to anticipate business needs and increases the risk of resource shortages, especially with "re-forecasting changes seem[ing] more frequent than ever", reaffirming the need for organisations to utilise strategic workforce planning to ensure they have the appropriate resources to successfully facilitate their recruitment needs.

Strategic workforce planning would also provide TA teams with "the budget and tools to direct source, rather than relying on agencies". Agencies are often utilised by organisations that are suddenly faced with significant volume or specific skill requirements crucial to their business' success. By approaching resource management through a more strategic lens, with a focus on "proactive pipeline building", the funds spent on external support could be realigned to enhance in-house capability instead.

Budget & Resource

Respondents reflect on the need to do more with less, expressing how they have "limited ability to move projects forward with changes of budget". This perhaps explains the drop in the number of organisations investing in specific programmes and initiatives, particularly concerning ED&I.

Recruitment Strategy Evolution

There is significant emphasis placed on the need to review existing recruitment strategies with the changes that 2024 has brought, including "the increase in workload vs recruiter capability/capacity" and "the business needing [talent] quicker than we're able to react".

Not only do TA teams need to be "able to flex and scale as needed", but there needs to be "a shift from transactional, reactive recruitment, to a partnering model".

Further action is also needed when it comes to embedding candidate experience, ED&I and EVP/EB into recruitment strategy, with respondents citing the challenges of "activating and embedding our EVP and employer brand and improving hiring manager and candidate experience".

Clearly, there is a balance to strike between speed and quality, which isn't anything new for TA teams, however, the importance of embedding this into the over-arching recruitment strategy is necessary to set organisations up for success.

Looking Forward

Leadership, Communication & Collaboration

For a TA team to function effectively, there need to be strong partnerships in place across an organisation, ensuring alignment on recruitment objectives and overall strategic decision-making.

All too often, there are challenges with gaps in communication between hiring managers, senior leadership, and TA teams which lead to delays and inefficiencies. We hear about this disconnect from our respondents – "delays due to top management unavailability, and not [being] on the same page".

With the unpredictability within the market, leadership teams must navigate rapid changes and make decisions quickly, in some cases this includes restructuring and reducing or stopping hiring activity altogether.

Respondents reflect on how structure can impact the effectiveness of an organisation, including challenges of: "Ineffective structure, [with] recruiters being managed by HR Directors instead of a Head of TA."

"Hiring downsizing and a complete restructuring of the entire company; how TA can pivot during this period."

TA teams need to position themselves as a strategic partner, enabling them to have a voice. This is vital at a time when more organisations are reducing the size of their TA teams, in some cases with just one TA member within an organisation.

Technological Change & Automation

With the ever-changing landscape of technology, AI and automation, it's no wonder that respondents are concerned about "embracing and understanding AI fully".

There is a clear appetite from TA teams to improve and better utilise tools available to them, for example – "using data and metrics and improving [our] new ATS", and; "Improving the technology"

Employee Retention & Onboarding

The challenge for organisations is not just with attracting and securing talent, but also retaining that talent post-offer.

Respondents acknowledge they need to focus on "improving and maintaining our onboarding processes" to ensure a smooth transition for new starters and reduce attrition rates.

External Market Pressures

TA teams are feeling the squeeze of competition within the market, particularly when it comes to salaries on offer, with "budget constraints and [the] inability to lift salaries" widening the gap between competing organisations, and as the cost-of-living increases, "salary [is] becoming a big decider on offers being accepted".

Some respondents share their challenge of a "continuous lack of awareness on accepting market conditions" and "getting the right fit candidate".

These factors continue to make it increasingly difficult for organisations to secure top talent. This makes a company's EVP/EB messaging vital in standing out within the market, to ensure your organisation is not only known but also known as a great place to work.

Global & Remote Hiring

The reliance on global talent acquisition strategies is increasing as a way of offsetting the "lack of eligible candidates within the UK workforce", however, this means TA teams have the added complexity of "building recruitment capability globally".

The increase in remote hiring has been further expedited "due to increased visa costs", which poses challenges for organisations with restricted budgets. Though remote and global hiring increases the amount of available talent, there are concerns about the overall effectiveness of these, especially when considering the impact of no-shows to virtual interviews and challenges in managing a remote workforce.

Sources

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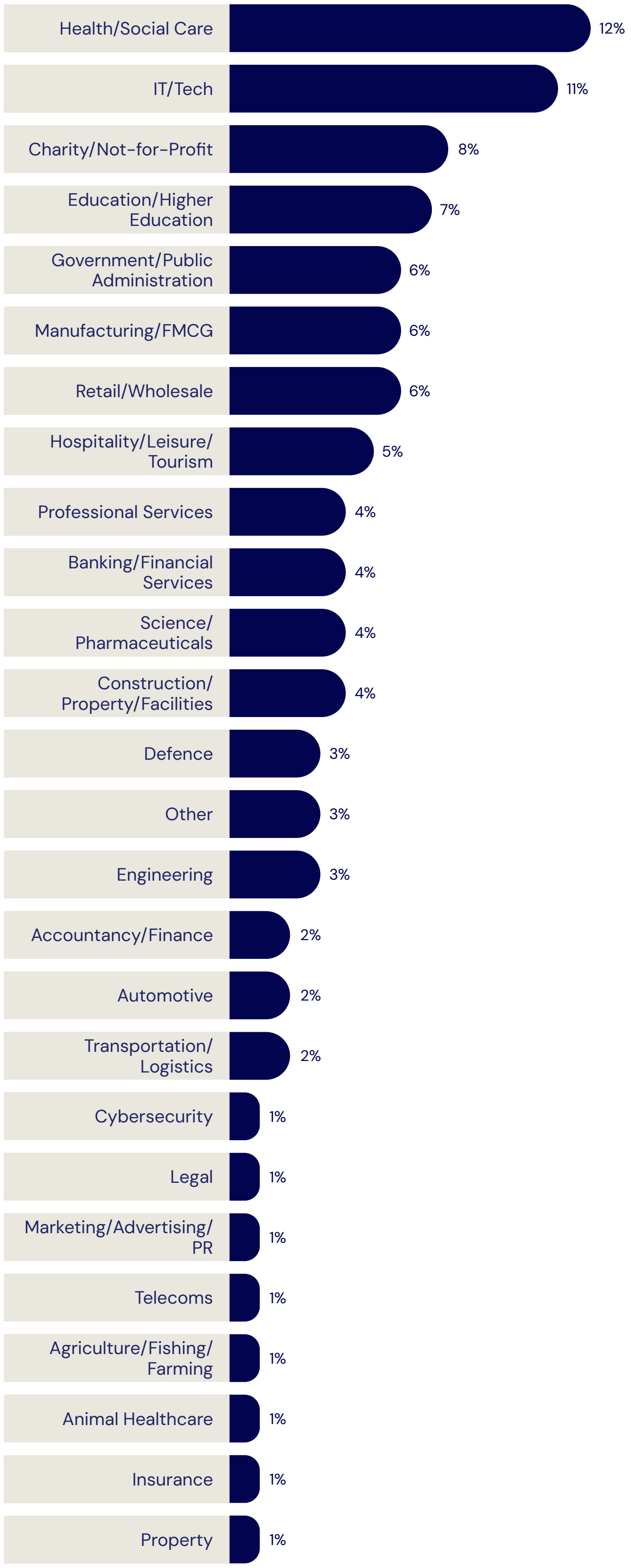
The People We Heard From

Business Sector

The most heavily represented sectors (accounting for half of all respondents) are:

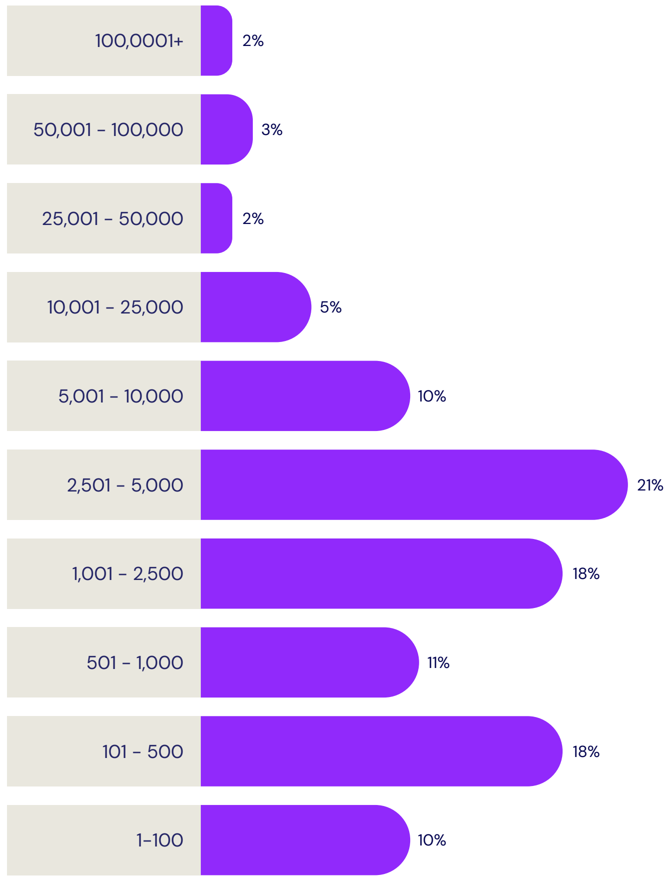
Health/Social care	12%
IT/Tech	11%
Charity/Not-for-profit	8%
Education/Higher education	7%
Retail/Wholesale	6%
Manufacturing/FMCG	6%
Government/Public Administration	6%



Company Size

78% of respondents work in organisations which employ less than 5,000 people, 39% below 1,000.

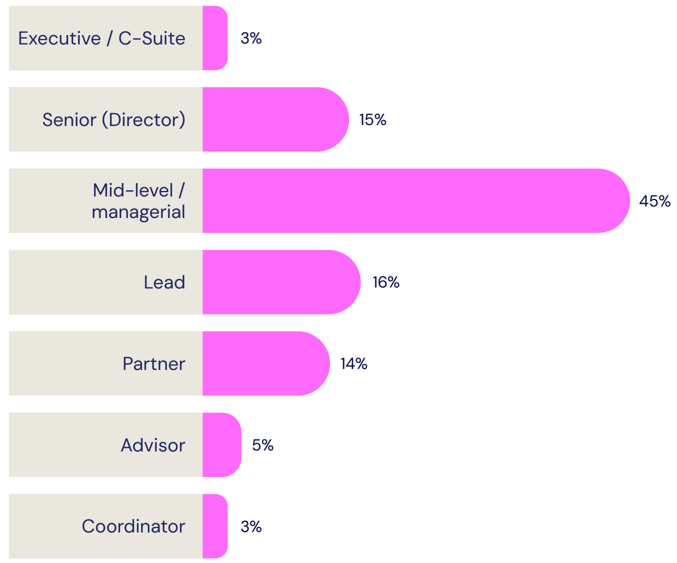
Just 12% work in large organisations of more than 10,001 people.



Role

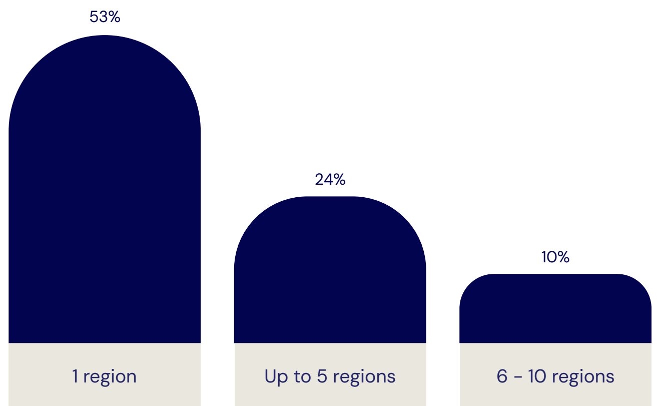
Just under half of respondents (45%) are in mid-level/managerial roles.

16% are Leads, 15% Senior Directors and 14% Partners.



UK/Global Organisations

53% of responding organisations operate in just one region, with a further 24% operating in up to 5 and just 23% across 6 or more regions.



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