



9th Annual

UK Candidate Attraction Report

2025

An in-depth analysis, by industry and organisation size for planning your candidate attraction strategy with actionable insights.

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Introduction

Welcome to the 9th Annual UK Candidate Attraction Report.

We were delighted to receive over 700 responses from the in-house talent acquisition community for the 9th Annual Candidate Attraction Survey, which was conducted in conjunction with HR Grapevine.

Our annual report aims to discover how in-house recruiters attract talent and which promotional activities, channels and sources are helping to fill their roles. The report analyses the relevant strengths, weaknesses, and usage of core recruitment sourcing channels and compares the experience of talent acquisition professionals within different industries and company sizes.

The list of sourcing channels tested and sourcing quadrants for all channels is a comprehensive view that allows us to compare any changes to previous years.

We hope you find the report a valuable resource for planning your talent attraction strategy for 2025 and beyond.



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10 Key Findings

A summary of key insights from the
2024-25 UK Candidate Attraction Survey

1 Scarcity widely reported
Candidate scarcity remains the primary challenge for in-house recruiters affecting 53% of organisations. This has however reduced substantially on the prior year (61%) (see page 4).

2 Improving the candidate experience
Candidate experience is the number one priority for inhouse recruitment teams (60% affected).

3 Referrals: High quality, low quantity
Employee Referrals remains the top sourcing channel for candidate quality, although, as in the previous year, the number of candidates sourced through referrals remains low (page 11).

4 Recruitment Automation & AI
Will this be a priority in the year ahead? According to the data, just 23% of respondents ranked this as a priority. Page 21 shows the breakdown by sector.

5 Addressing candidate scarcity
Upskilling existing employees to fill hard-to-recruit positions is the way in-house recruitment teams are addressing candidate scarcity (page 13).

6 Applicant numbers on the rise
An increase in the number of applicants for vacancies is evident. 60% of respondents either agree or strongly agree with this (page 15). Page 22 looks at the impact of this by sector.

7 Talent Sourcing Workflow
When presented with a new job to work on what are the go to channels and order of priority? Page 8 shares the candidate sourcing activities. We recommend you look at the workflow alongside the industry focus that share the channels which deliver the best results!

8 Demand Planning
This year we asked if demand planning / forecasting was a priority for in-house recruitment teams. 30% see this as a priority for the year ahead. Some industries find this particularly challenging (Construction / Infrastructure). Page 19 shows the breakdown by industry.

9 Optimising careers site success
With candidate experience the biggest priority for the year ahead, what is the optimal combination of features you should have in place? The findings are interesting! (see page 32 for the full breakdown).

10 Measuring matters
Measuring channel success ensures improved results. The sourcing channels at our disposal deliver a mix of results. However, the report findings show that what gets measured improves channel effectiveness.

Part 1:

Demographics

In this section:

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Biggest candidate sourcing priorities	5

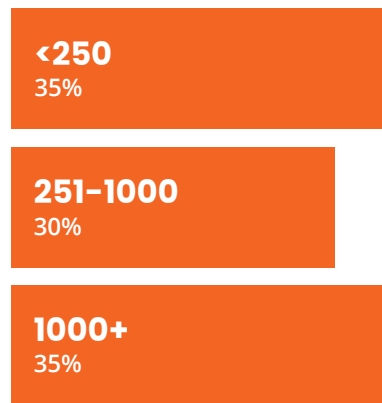
Demographics

Industries & sectors

We received responses from in-house recruiters across all key industries and sectors.

Company size:

Number of employees



Demographics

What are your biggest candidate sourcing challenges?

You can find a full rundown of sourcing challenges by sector on pages 40-58.

#1

Candidate scarcity remains the number one challenge for in-house recruitment teams. (53% affected)

#2

Building a diverse and inclusive workforce remains the second most cited challenge. (33% affected)



The most significant year-on-year change was **candidate scarcity**, down to 53% from 61% (68% 2023).



Demographics

What are your biggest candidate sourcing priorities?

We asked survey participants to report their most pressing priorities.

#1

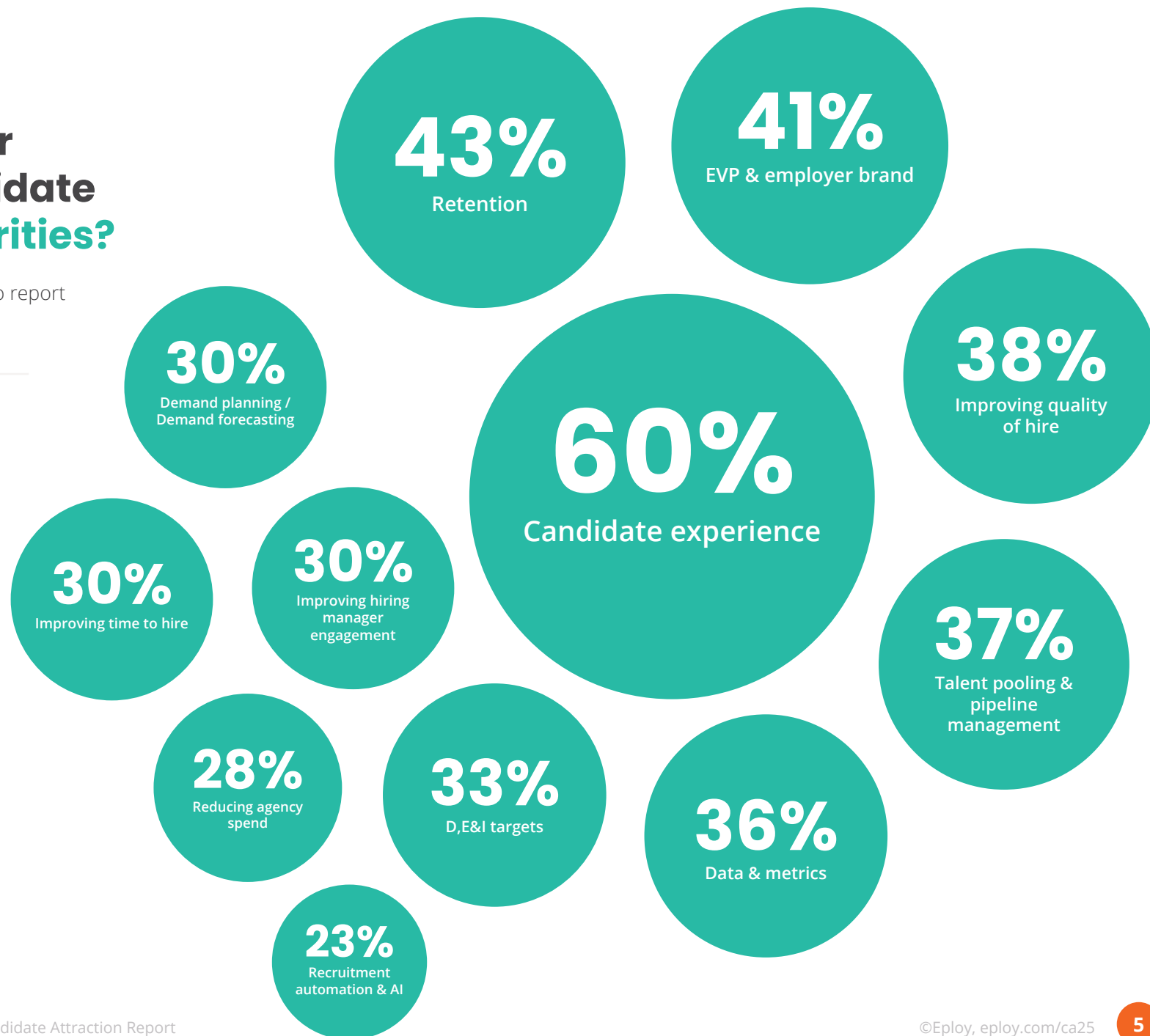
Candidate experience is the number one priority for inhouse recruitment teams. (60% prioritising)

#2

Retention is the second most cited priority for 2025. (43% prioritising)



The most significant year-on-year change was **D,E&I Targets** down 13% from 46% and **Reducing Agency Spend**, down 13% from 41%.



Part 2:

Managing Sourcing

Here we discover who is responsible for finding those illusive ideal talents.

In this section:

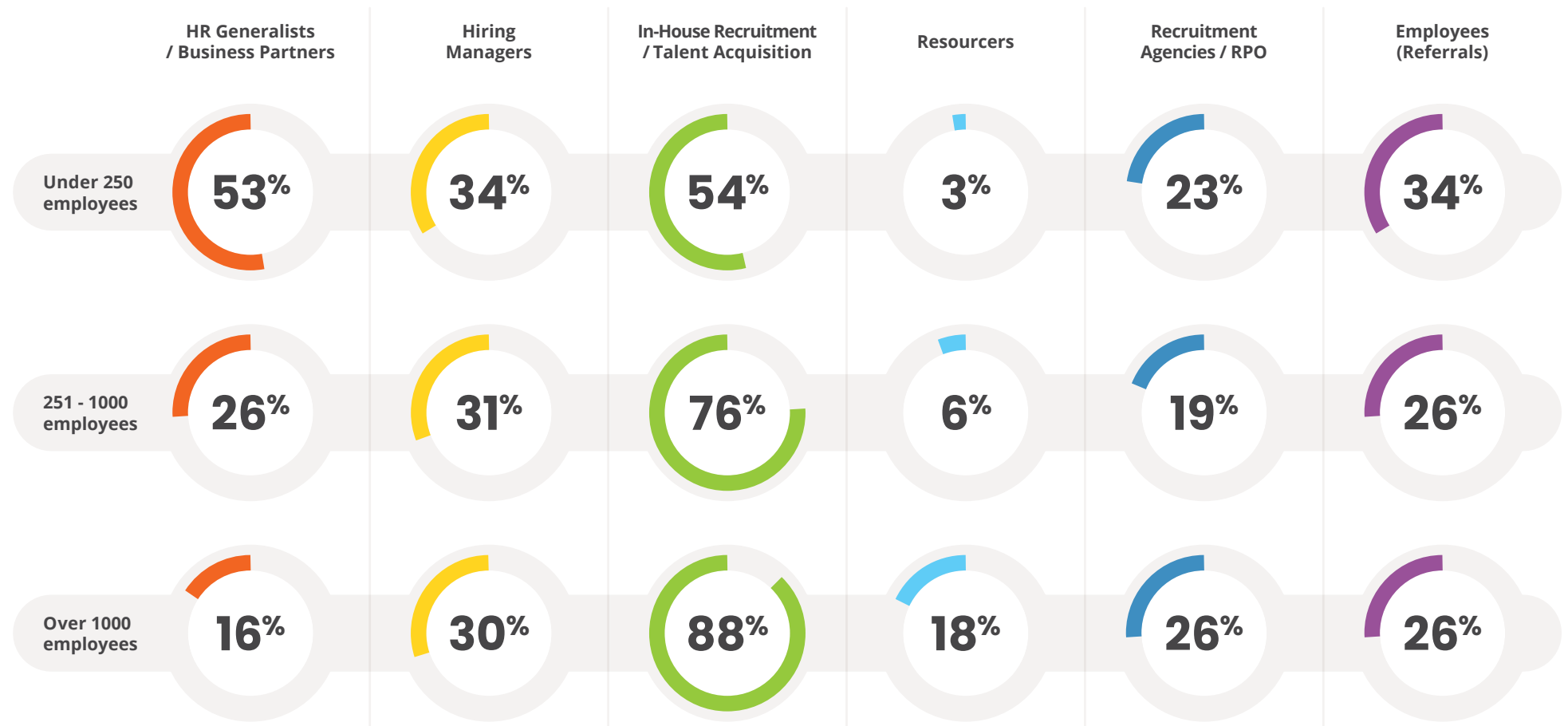
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Managing Sourcing

Who's responsible for sourcing?

We asked in-house recruiters who within their organisation finds candidates for their vacancies.

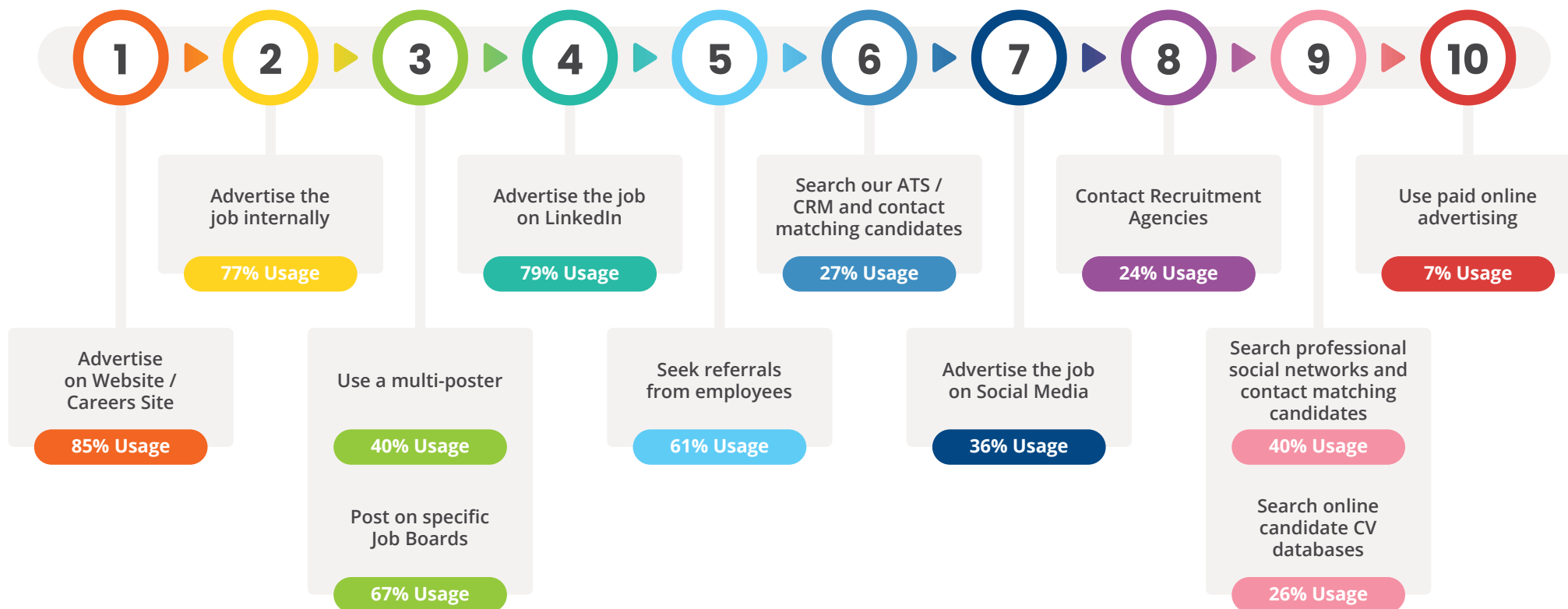


Managing Sourcing

The talent sourcing workflow

We wanted to get an insight into the mindset of recruiters, when they are presented with a new job to work on, what are the tools that they reach for first and what do they do to expand their reach?

We gave respondents a list of candidate sourcing activities and asked them to identify the actions they regularly perform and to sort them into their order of priority. The aim was to identify their sourcing workflow.



Part 3:

The Sourcing Quadrants

We asked in-house recruiters to rate each of the main sourcing channels that they use on a regular basis for the **QUALITY** of candidates they generate, and the **QUANTITY** of candidates they provide.

The results?...The 'Sourcing Quadrants' which give you an 'at a glance' view of the effectiveness of each channel. We've charted quadrants for sectors, company sizes and more. But, to help you, please read the guide to understanding the Sourcing Quadrant on the next page.

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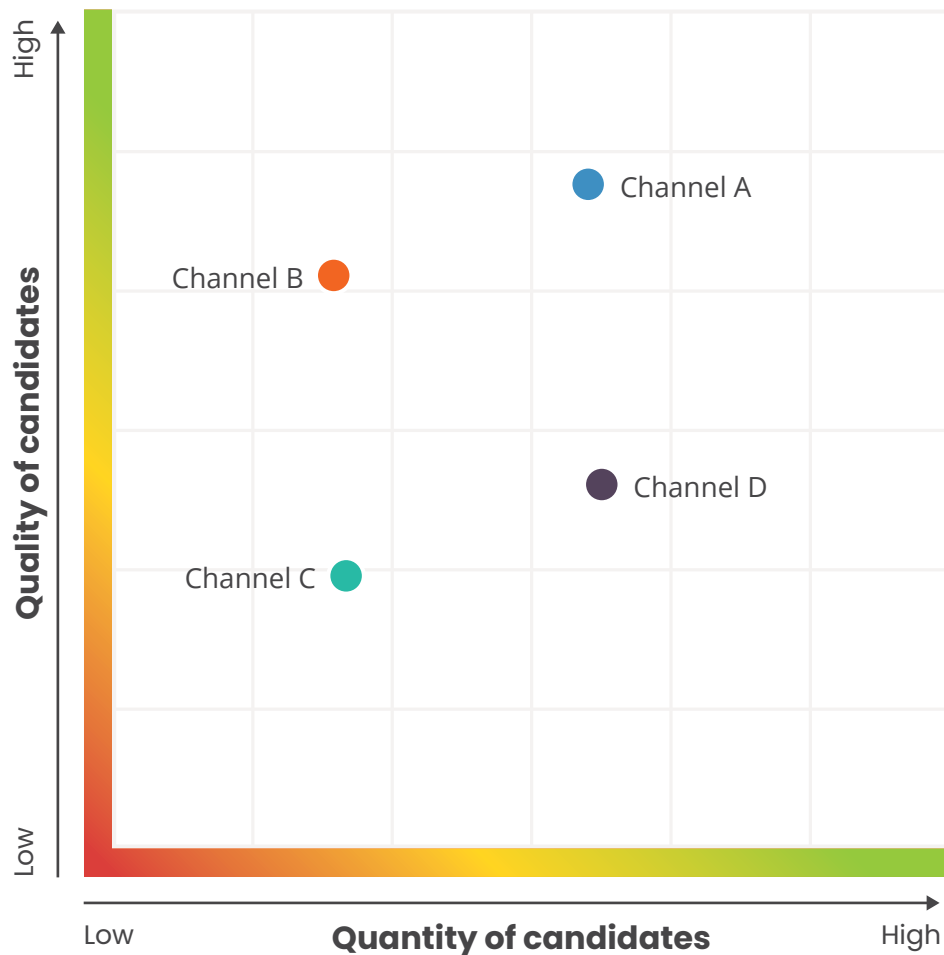
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Sourcing Quadrants

How to read a Sourcing Quadrant

What is a Sourcing Quadrant and how can it help me?



The Sourcing Quadrant plots each candidate sourcing channel based on the perceived quantity and quality of candidates it generates.

For example, a channel at the centre point of the quadrants would indicate that, on average, it produces sufficient candidates of sufficient quality.

Channels that appear in the upper two quadrants generate higher quality candidates (e.g. Channels A & B). Channels that produce above-average quantities of candidates appear in the two right-hand quadrants (e.g. Channels A & D).

The green quadrant produces higher quality and higher quantity of candidates (e.g. Channel A). In contrast, channels in the red quadrant (e.g. Channel C) are under performing in terms of quality and quantity.

Where is the ideal point in the quadrant?

This, of course, will depend on the types of roles you are recruiting. For example, with higher volume, lower skill roles, you may be willing to sacrifice quality for additional quantity (e.g. Channel D) in which case the lower right quadrant may be suitable for focusing your efforts.

Similarly, an excessive volume of candidates can be problematic. More applications can increase the administrative burden on recruitment teams.

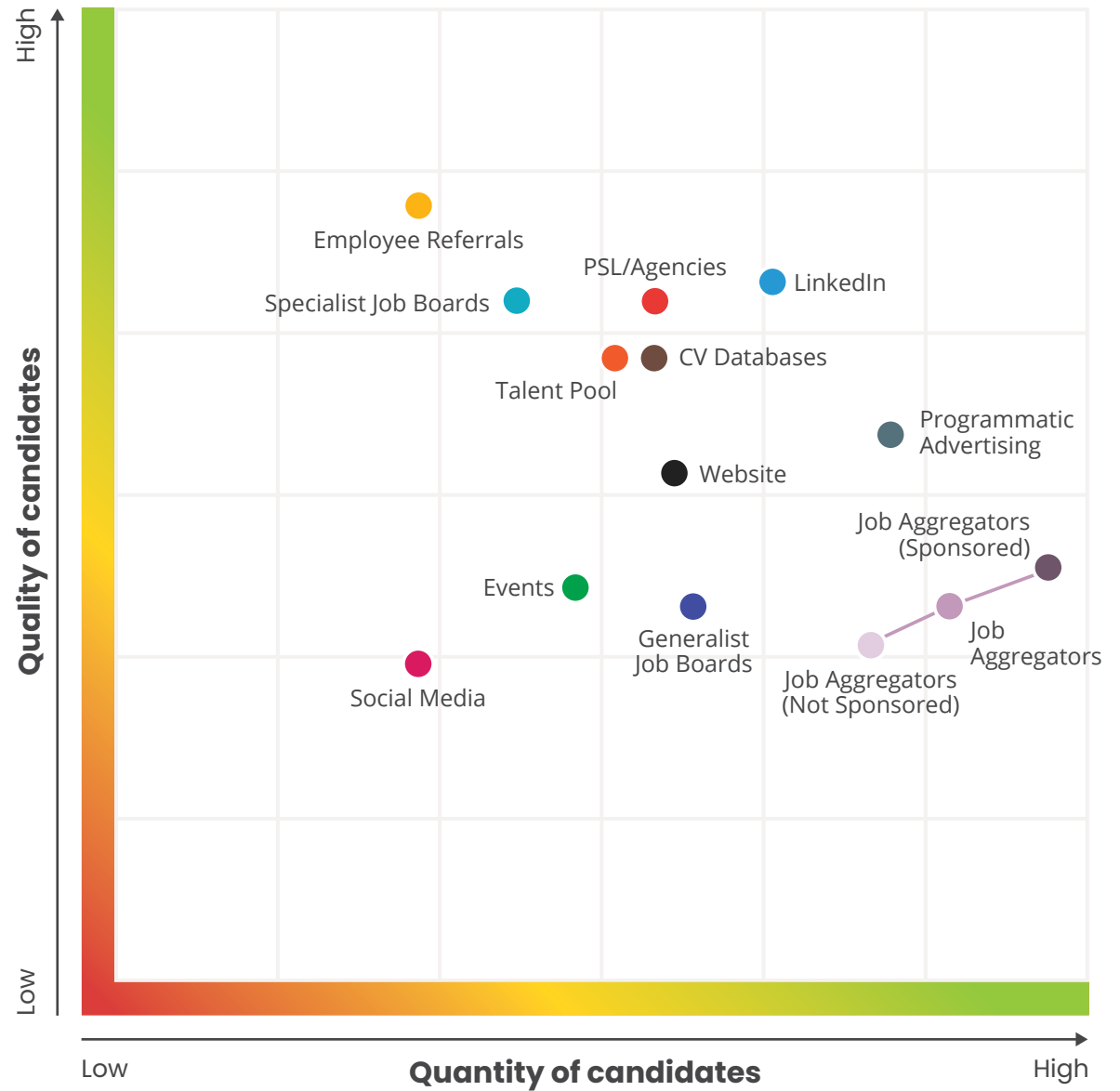
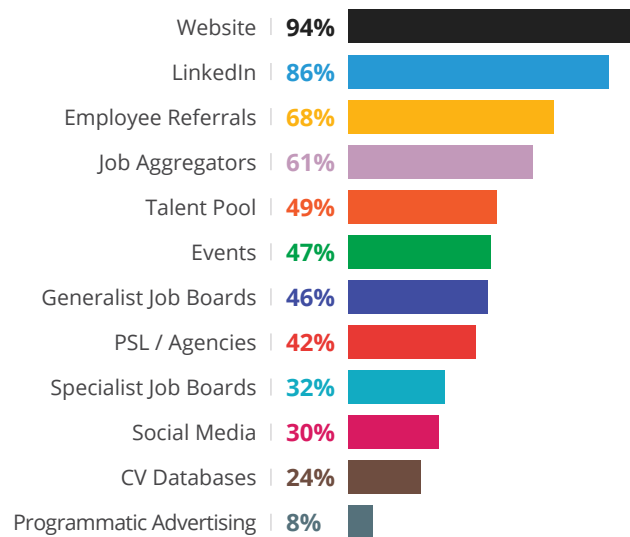
Sourcing Quadrants

2025 In-house Sourcing Channel Quadrant

Employee Referrals remains the top sourcing channel for candidate quality, although, as in the previous year, the number of candidates sourced through referrals remains low.

Job Aggregators (sponsored) deliver the highest numbers for candidate volumes. Sponsored aggregator ads produce significantly better results than those not sponsored, but quality remains relatively low.

Channel usage by in-house recruiters:



Part 4:

Key Insights

Here we take a deeper delve into the data to answer questions, such as:

Is Social Media a waste of time... or should I just be doing more of it? If we write a blog once per week, will we get more suitable candidates?

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Key Insights

Recruiters versus the skills shortage

We asked how companies address candidate scarcity, which is still the number one challenge for in-house recruitment teams, despite a drop on the prior year.

80% want to upskill their existing employees to fill hard-to-recruit positions (2024, 70%) and 46% encourage internal mobility (2024, 52%). New to this insight, is the addition of Early Careers/ Graduate Programmes, 39%.

Upskilling existing employees to fill hard-to-recruit positions

80%

Encouraging internal mobility

46%

Early Careers / Graduate Programmes

39%

Turning to candidates from other sectors/industries

37%

Sponsoring relevant professional qualifications

32%

Outsourcing

24%

Recruiting from overseas

23%

Partnering with others

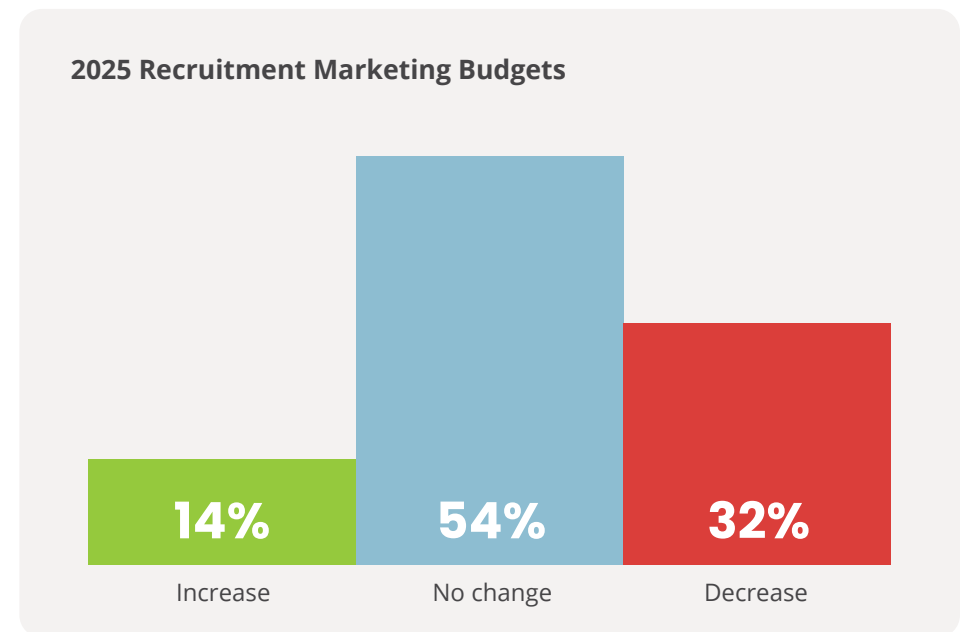
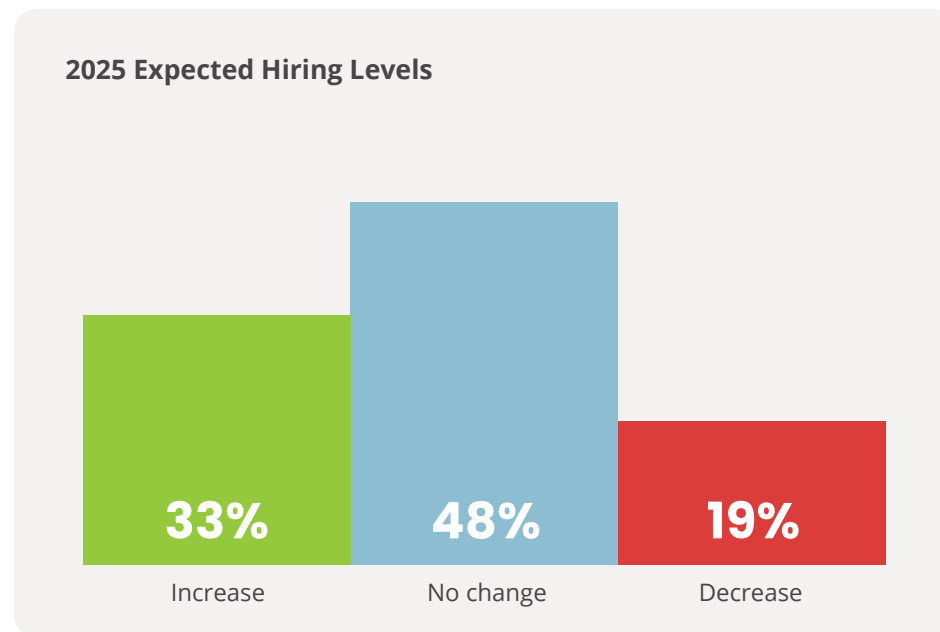
14%

Key Insights

Declining Optimism?: Fewer Employers Expect Growth and Budgets Stagnate

We asked respondents whether they anticipated an increase or decrease in the number of vacancies they would need to fill in 2025 and whether their recruitment marketing budget would increase or decrease.

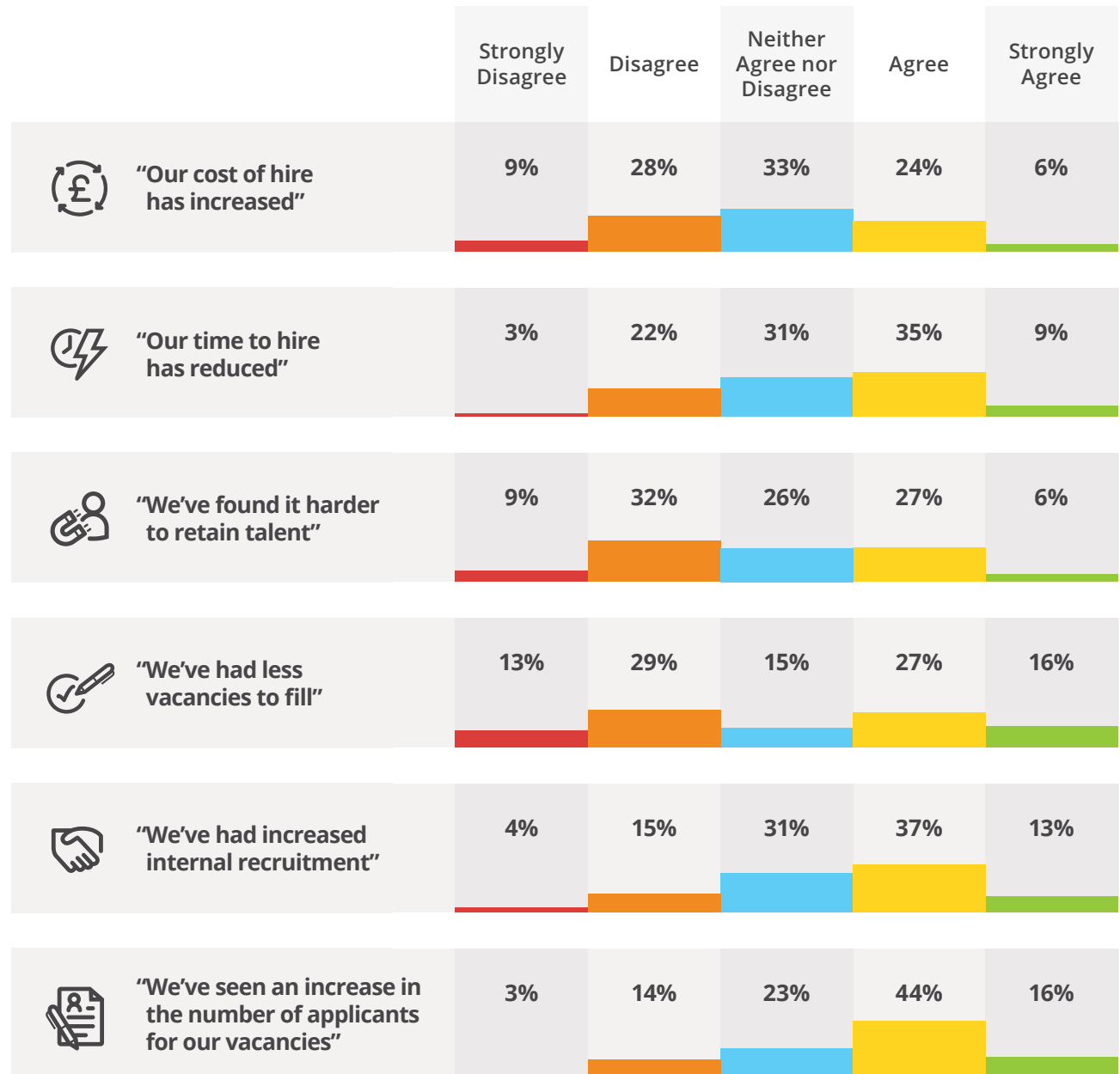
We report a general decline in those expecting an increase in hiring levels (33%, down from 38% in 2024, and 49% in 2023). Recruitment Marketing Budgets remain overall unchanged from the prior year. Just 14% expect a corresponding increase in their recruitment marketing budget, and 32% expect to have even less than last year.



Key Insights

Talent Acquisition – What happened in 2024?

To understand some of the key recruitment measures and questions Recruiters and Talent Teams are asked, we asked respondents whether they agreed or disagreed with the following statements, based on the last 12 months. The chart indicates an increase in the number of applicants for vacancies and an increase internal recruitment.

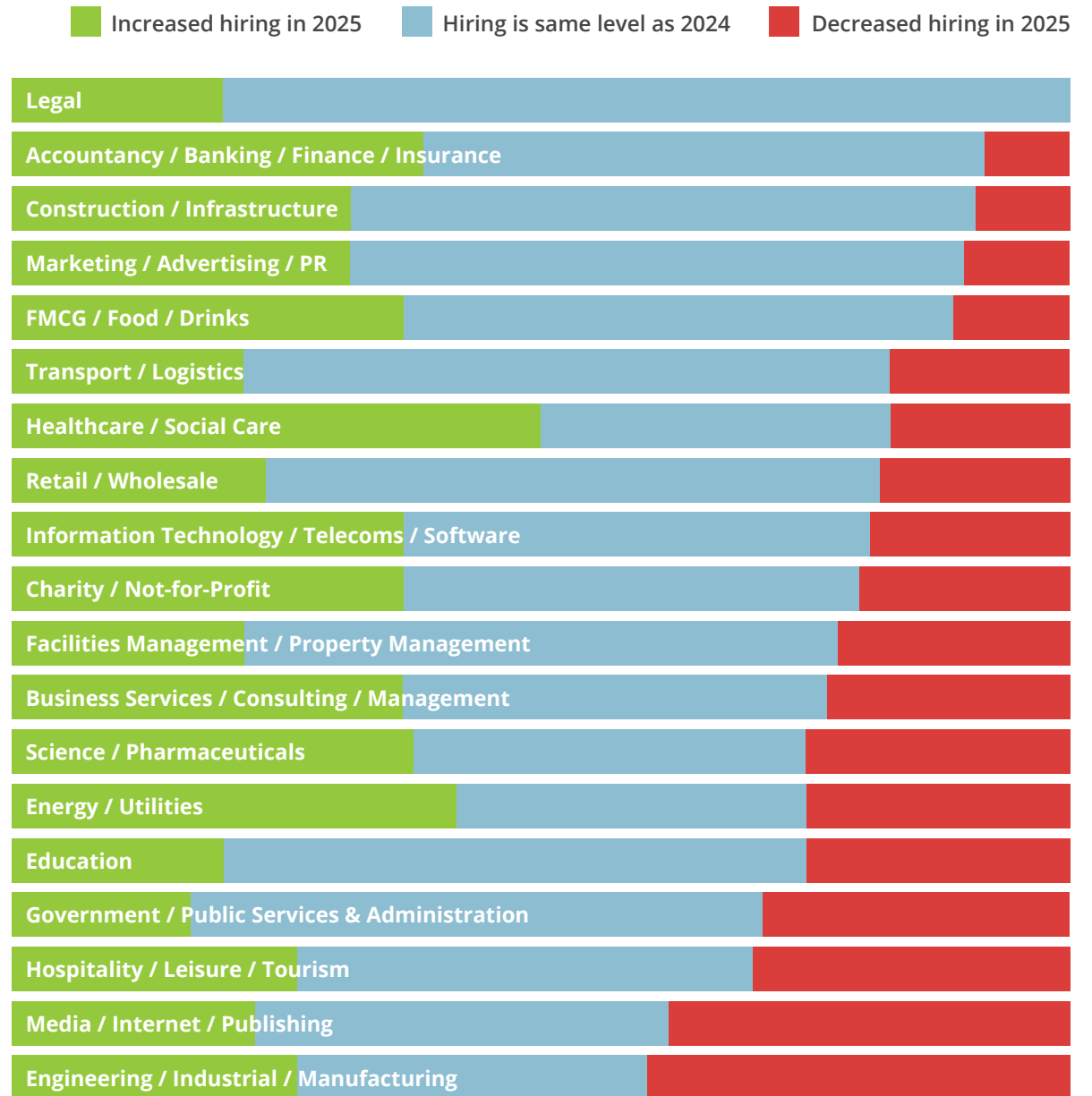


Key Insights

Looking forward: Hiring levels in 2025

Hiring levels vary between sectors.

The Legal sector does not expect any decrease in hiring for the year ahead unlike Engineering/Industrial/ Manufacturing which expect the greatest decrease. Healthcare/Social Care shows the greatest levels of expected increased hiring levels.

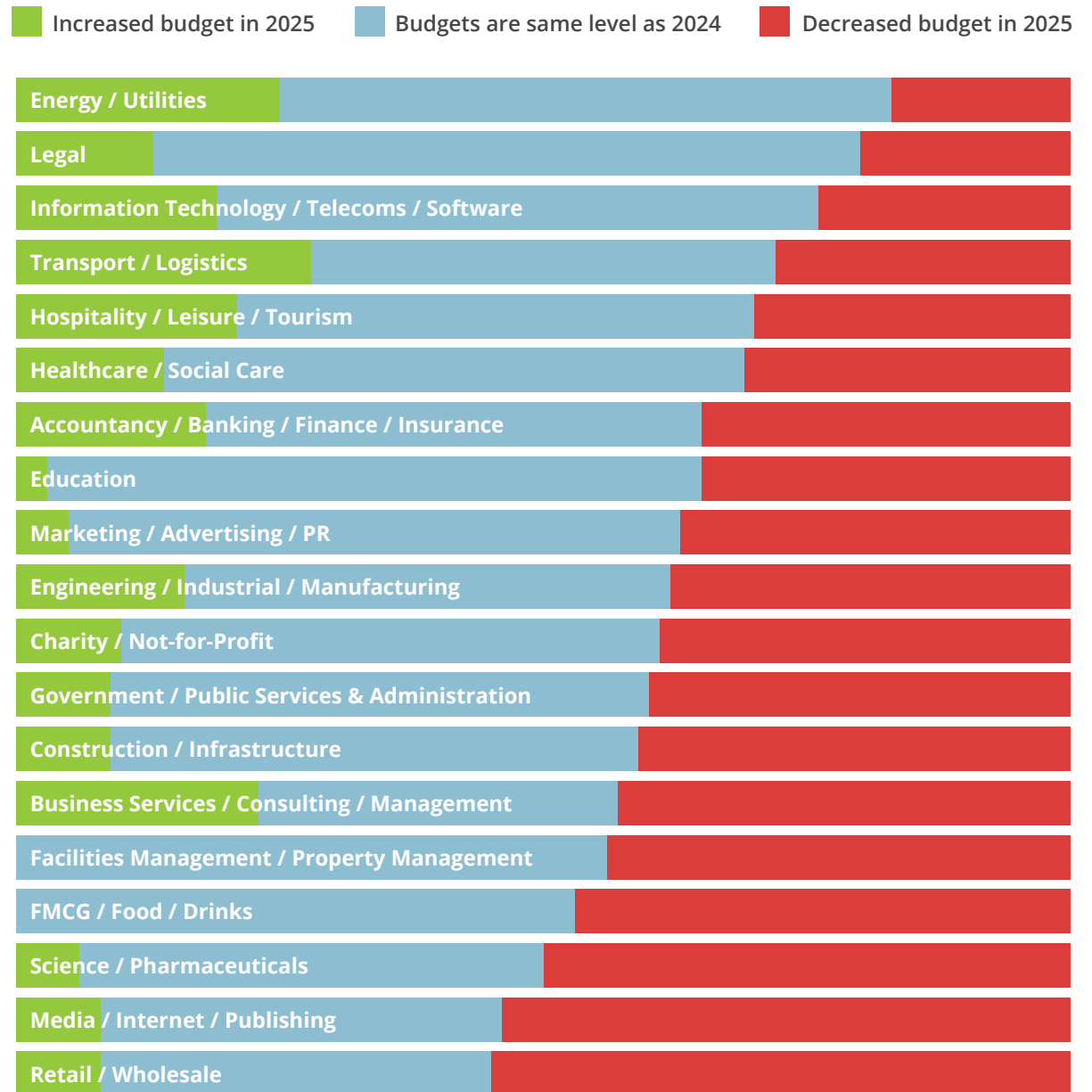


Key Insights

Looking forward: Budgets under strain in 2025

Despite the anticipated increase in hiring levels across most sectors, we are concerned by the organisations who report a decrease in their recruitment marketing budget to achieve their hiring goals.

For example, Healthcare & Social Care who share the greatest levels of expected increased hiring, the reduced recruitment marketing budget could pose a problem. This is problematic for a variety of sectors.

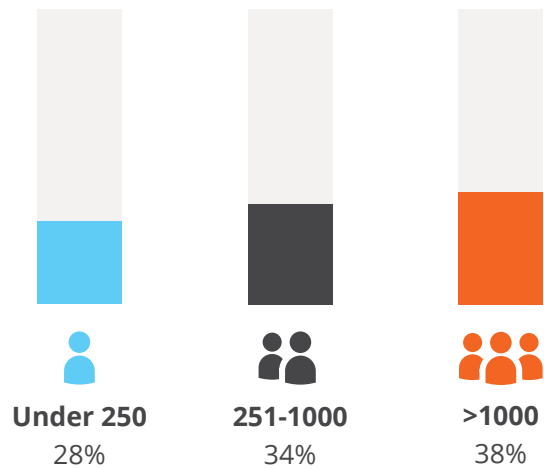


Key Insights

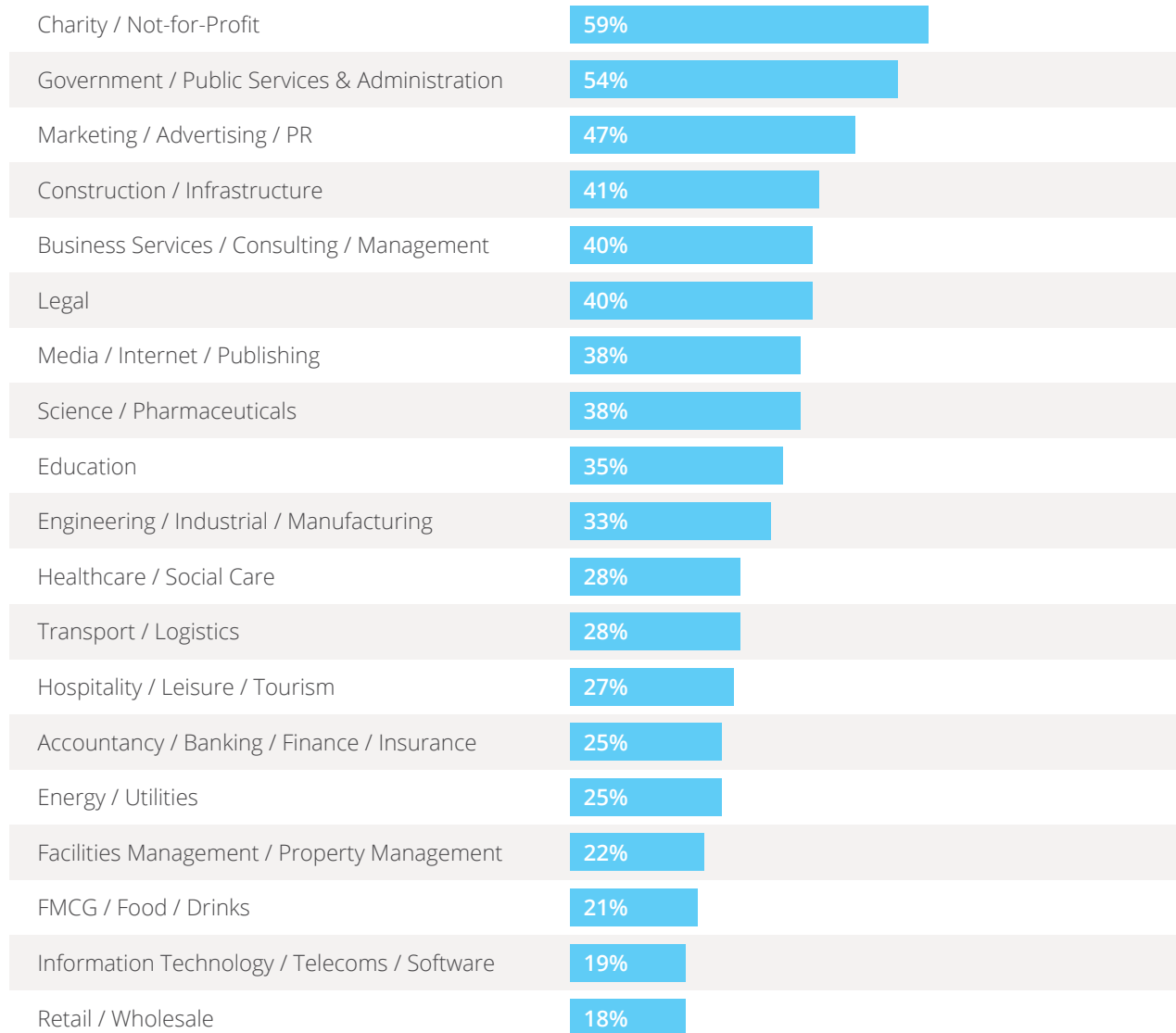
Building an inclusive & diverse workforce

DE&I is a challenge regarding candidate sourcing for around a third of respondents (33%), and we note significant differences across industries. It's a challenge for over half (59%) of Charity/Not for Profit organisations that took part in the survey.

By company size



By industry/sector

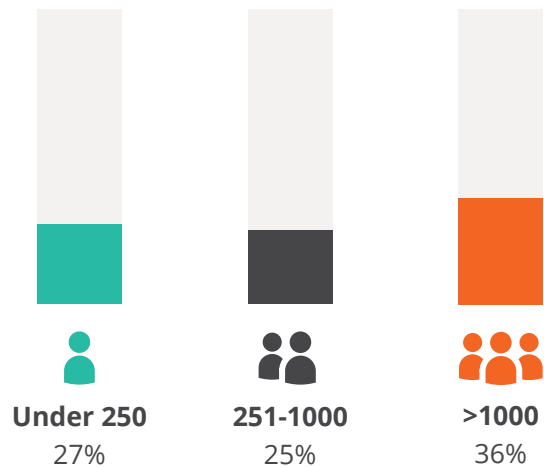


Key Insights

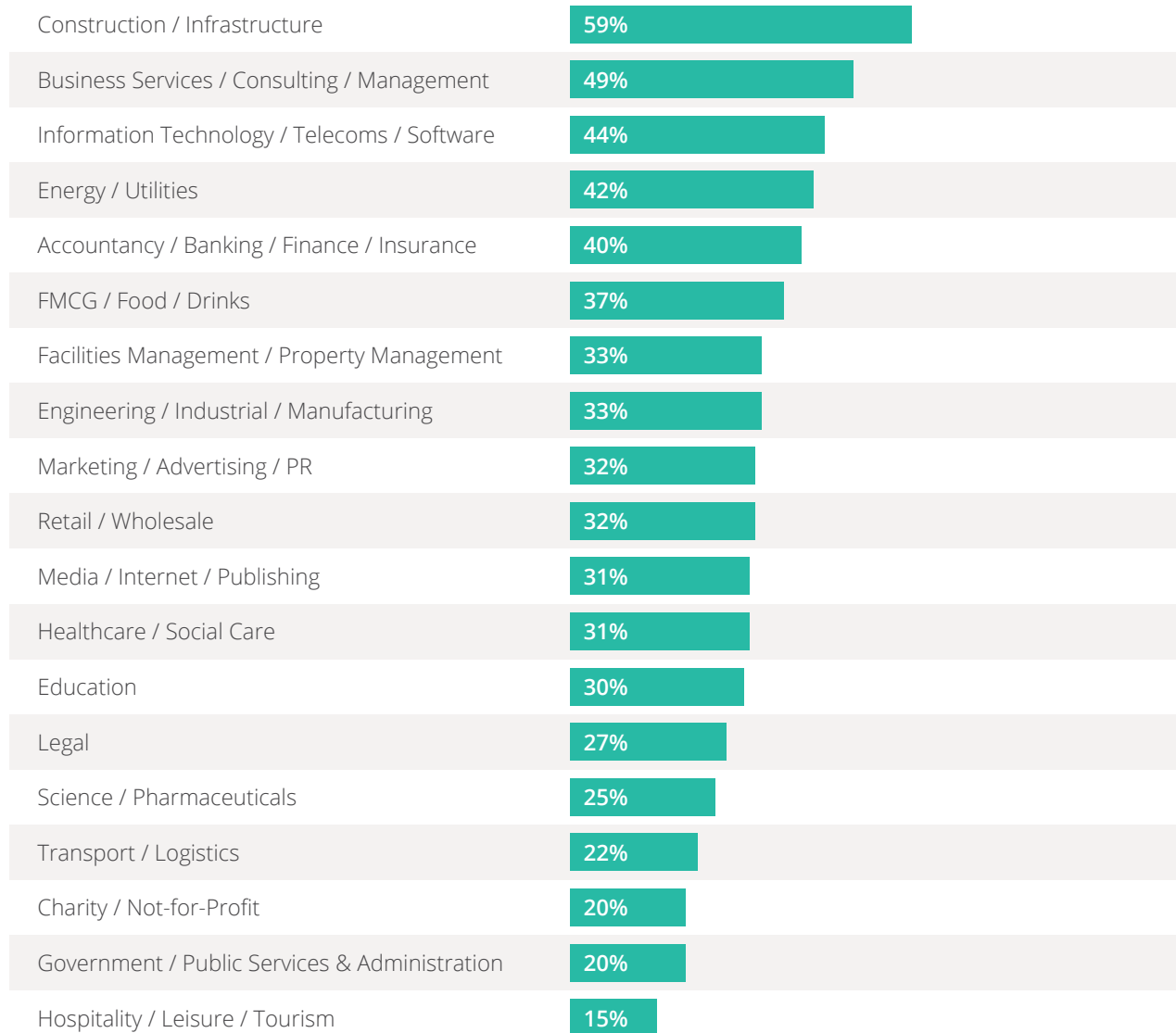
Demand planning challenge by industry

Forecasting recruitment needs and demand planning is a candidate sourcing challenge for 30% of respondents. The data shows there is very little change in this challenge by company size, with a slight increase of organisations with 1000+ employees. Construction/Infrastructure sector find it the most challenging (59%), closely followed by Business Services/Consulting (49%).

By company size



By industry/sector

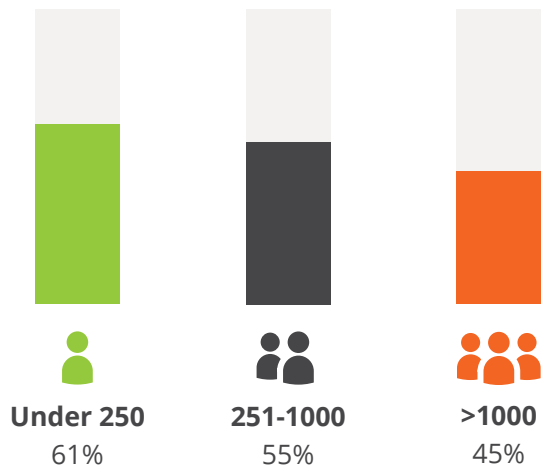


Key Insights

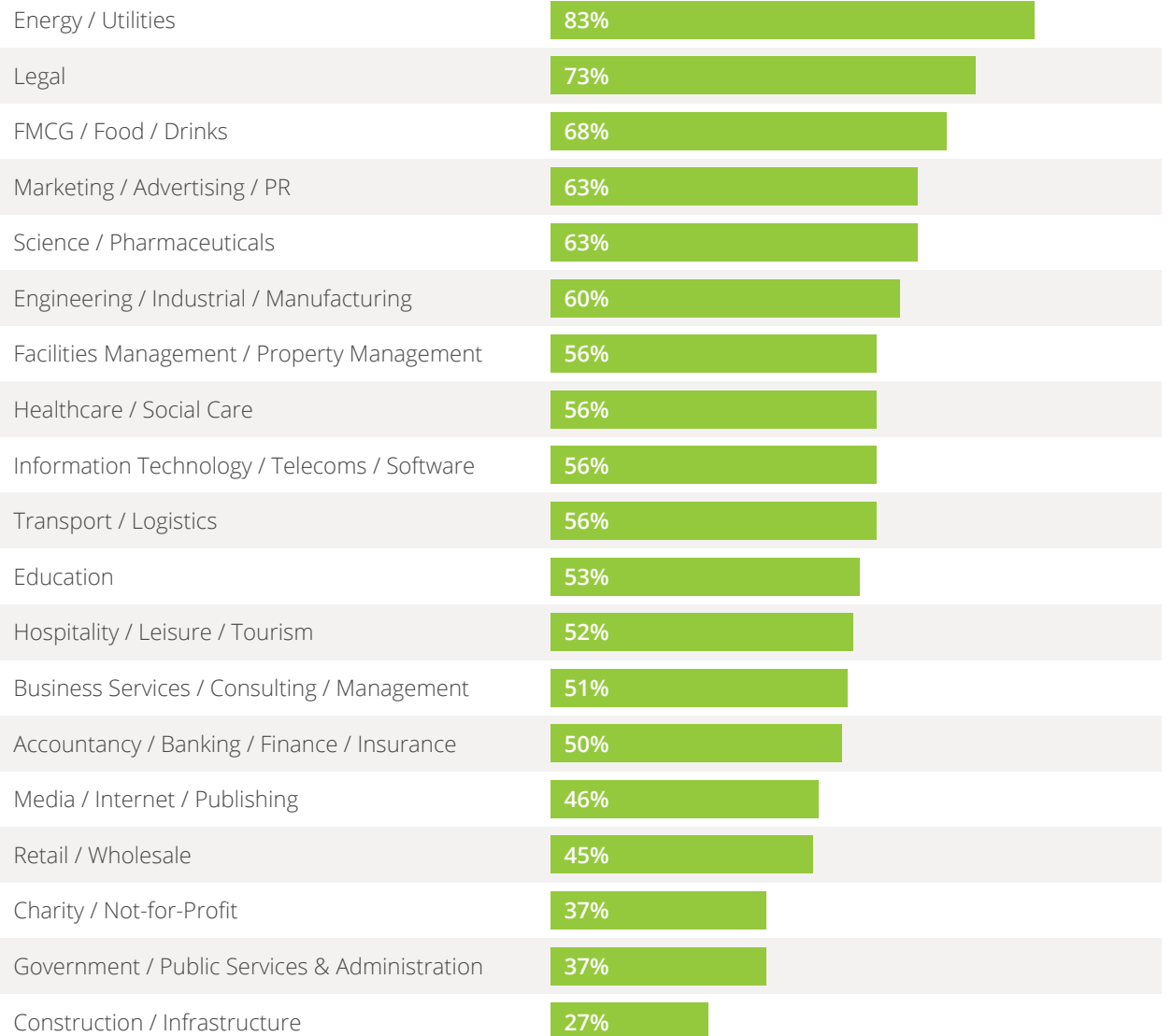
Candidate scarcity, a widely reported issue

Although the number of respondents naming candidate scarcity as their top recruitment challenge dipped again in the latest results on the prior year, down to 53% from 61% (2023), it's still the most common problem. It's particularly affecting smaller companies with under 250 employees.

By company size



By industry/sector

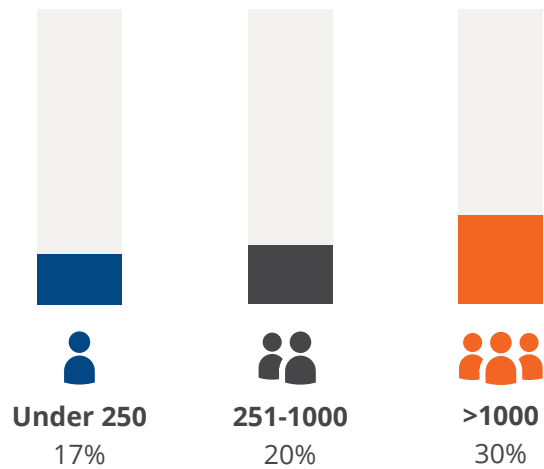


Key Insights

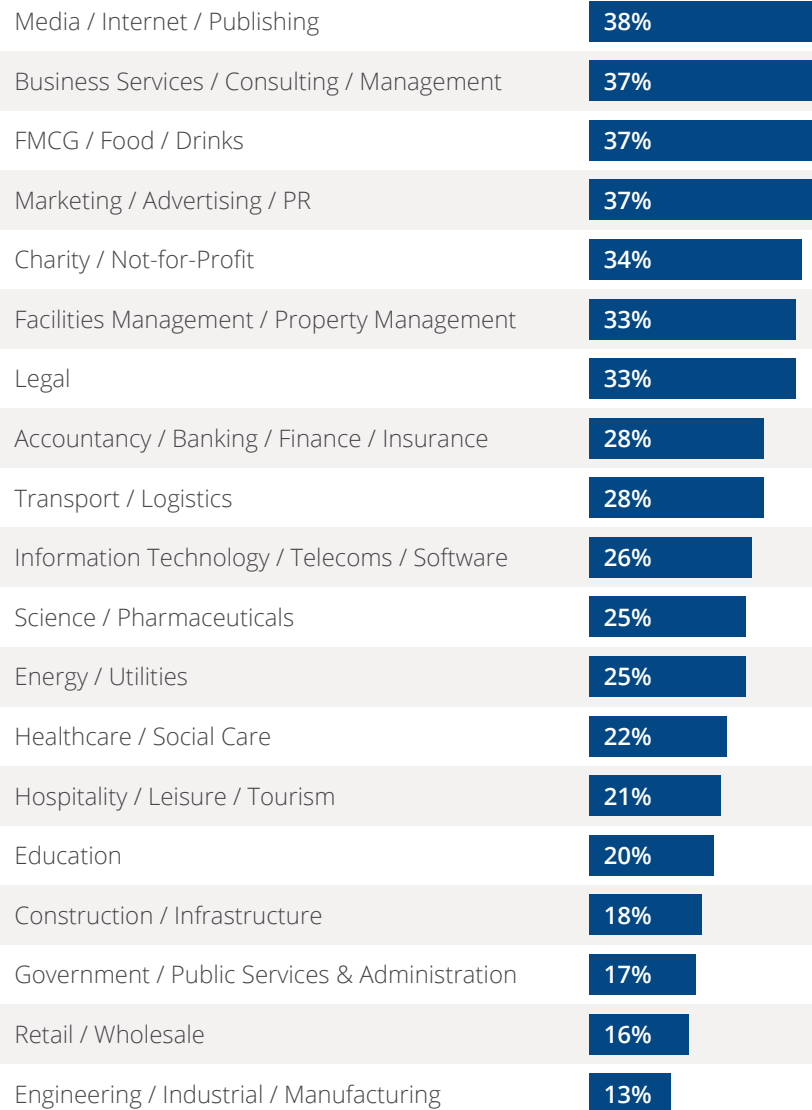
Recruitment Automation & AI as a priority by industry

Recruitment Automation & AI presents itself as candidate sourcing priority for 23% of respondents (22% 2023). The data shows that this is more apparent for larger organisations (>1000 employees) (30%).

By company size



By industry/sector

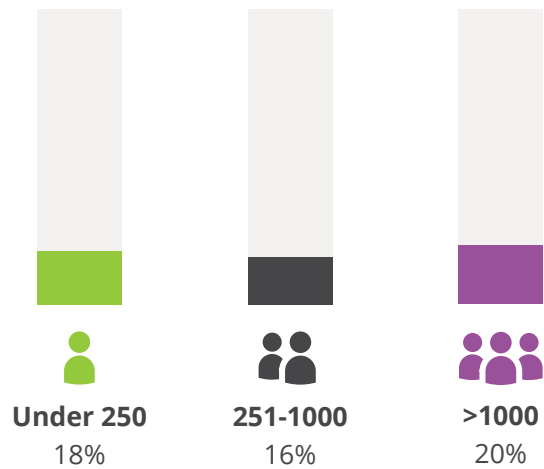


Key Insights

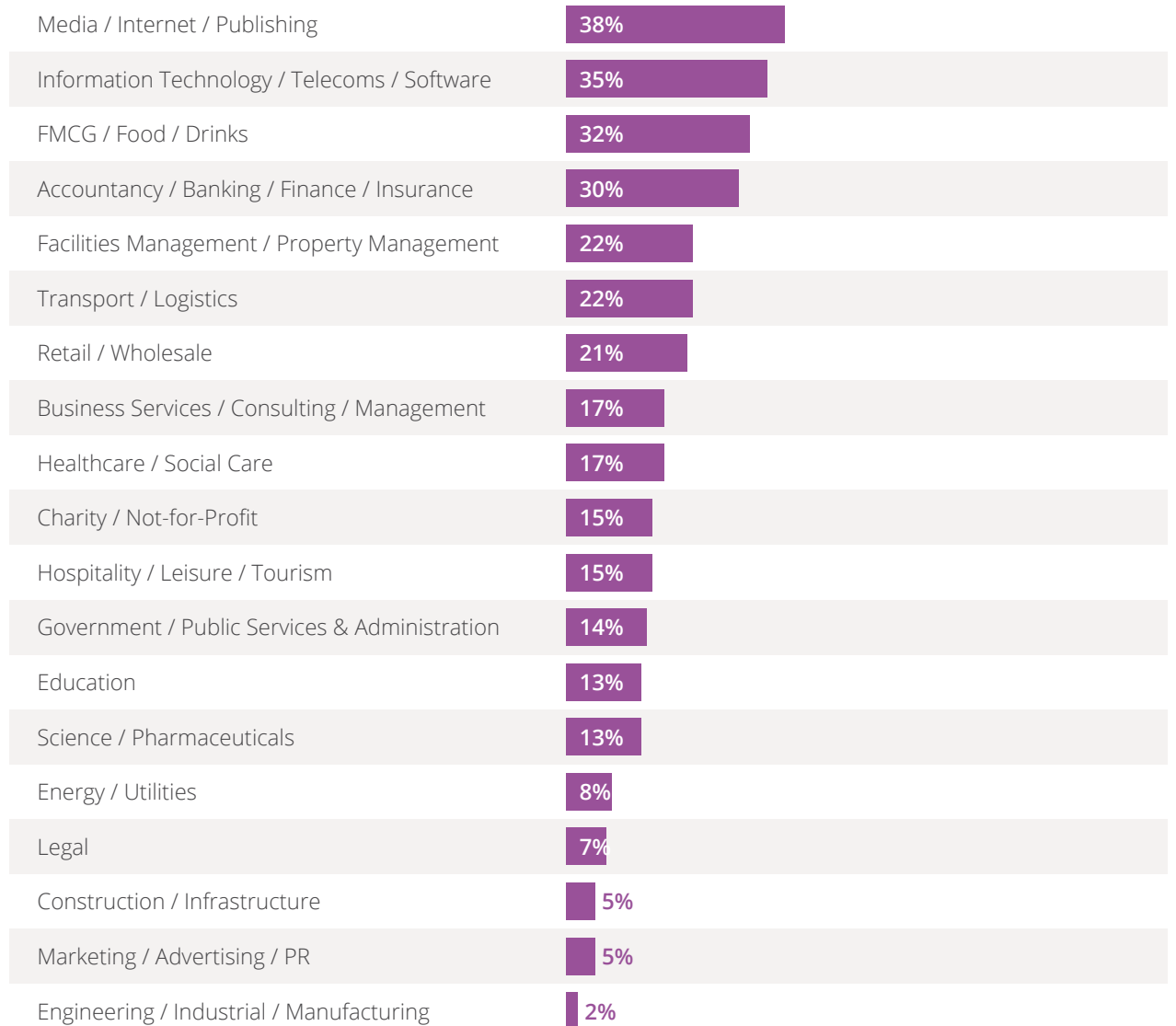
Too many applicants by industry

Industries who have the challenge of too many applicants can be seen in the chart, broken down by industry. Media/Internet/Publishing comes out on top with 38%, followed by IT/Telecoms/Software with 35%. As we continue in the report to look at each sector and the quality and quantity of sourcing channels, this helps to build the picture of where quantity exceeds quality.

By company size



By industry/sector

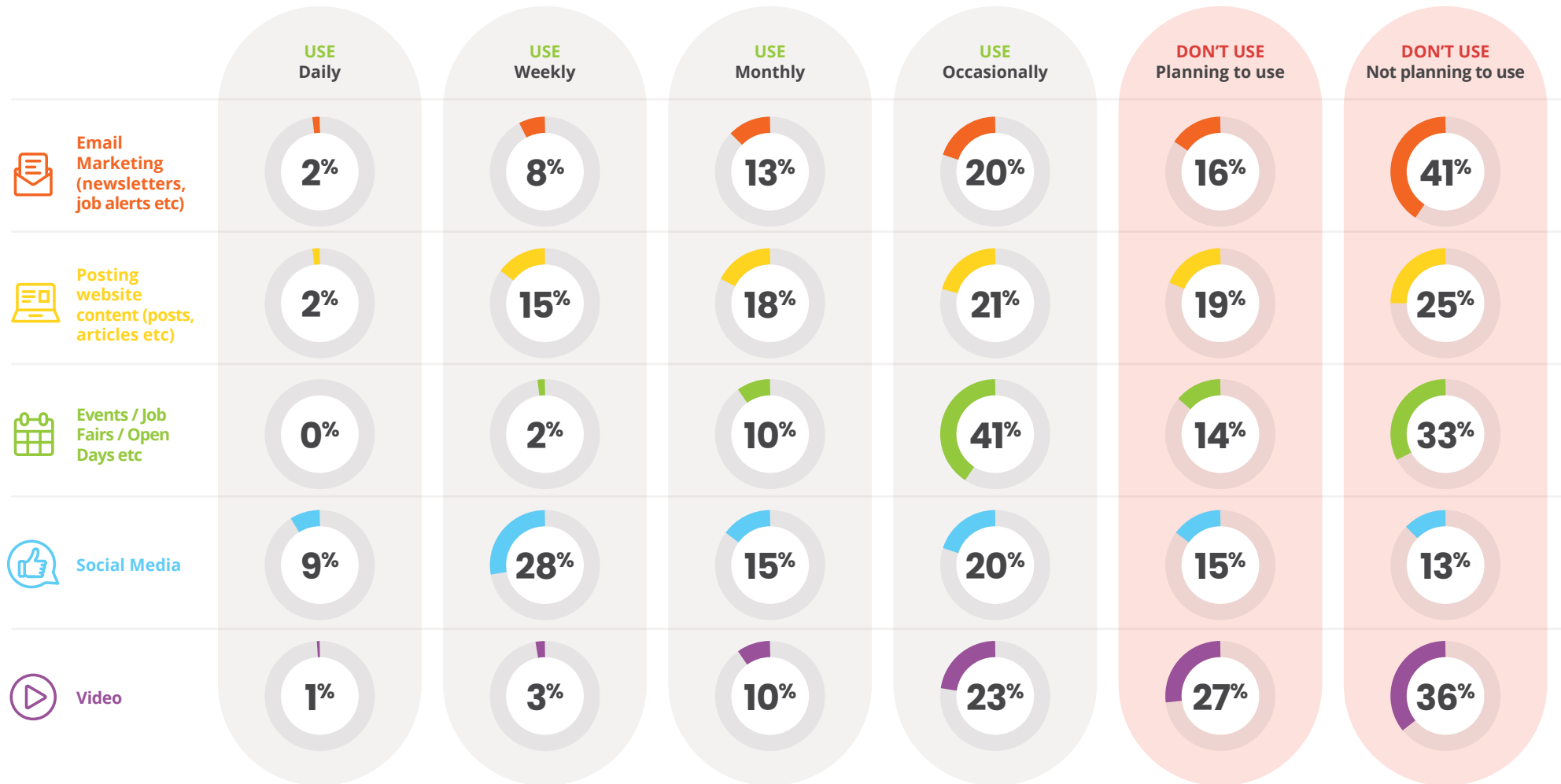


Key Insights

Recruitment Marketing Tactics

We asked which recruitment tactics you employ to complement your job postings, and how frequently you use them.

Recruitment Marketing could be utilised more by many recruitment teams, with most only sporadically using email and content marketing to promote their employer brand and vacancies.



Key Insights

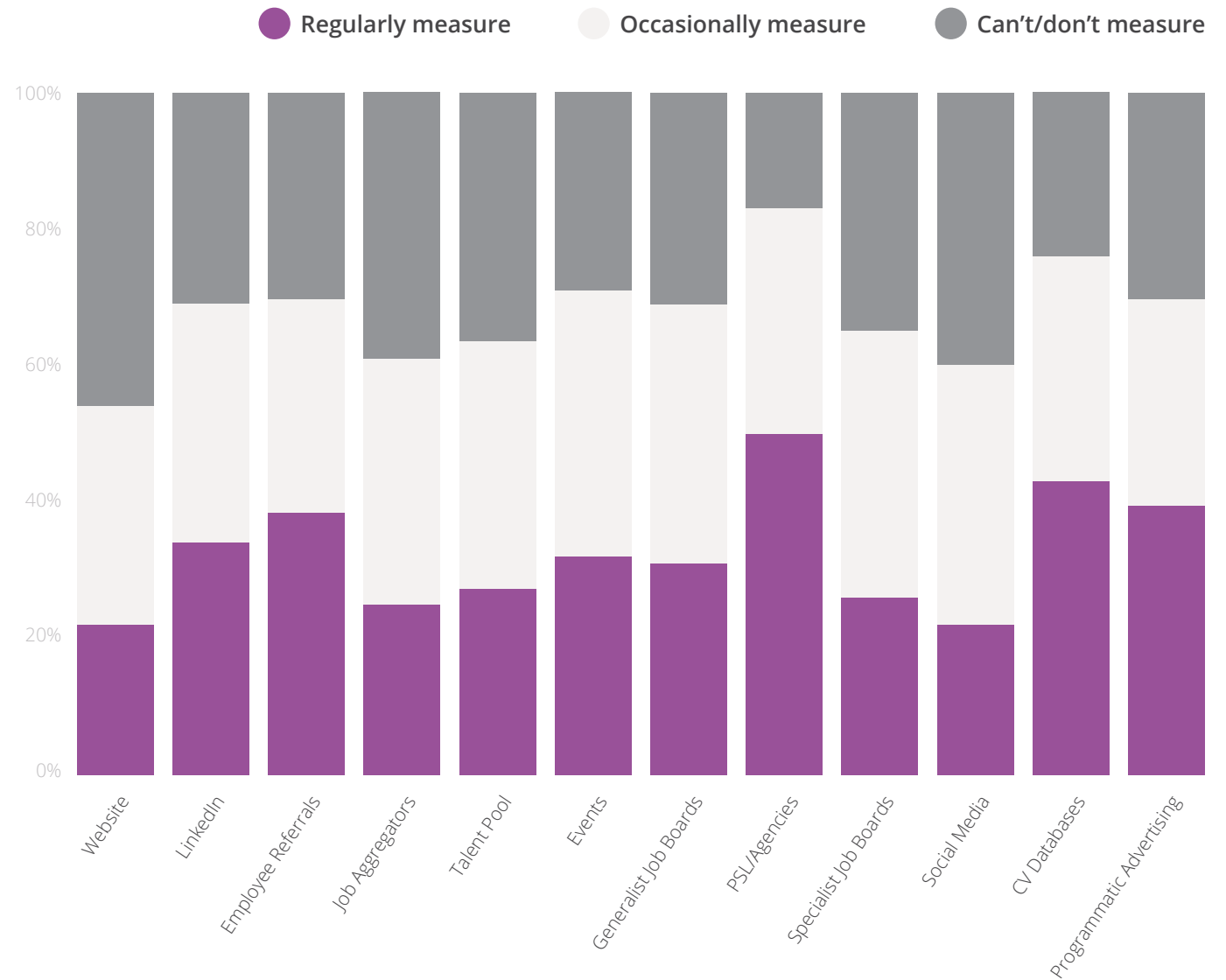
Which channels do you measure regularly?

We asked how often recruiters measure the effectiveness of their channels. After all, “you can’t manage what you can’t measure”.

The most regularly/occasionally measured sources of candidates are Agencies, CV Databases, Programmatic Advertising and Employee Referrals.

Social Media is at the opposite end of the scale once again as the least measured channel.

Careers Site / Website is also one of the least measured channels (yet most used channel – see page 11). We delve further into Careers site in the next section of the report (pages 31 – 38).

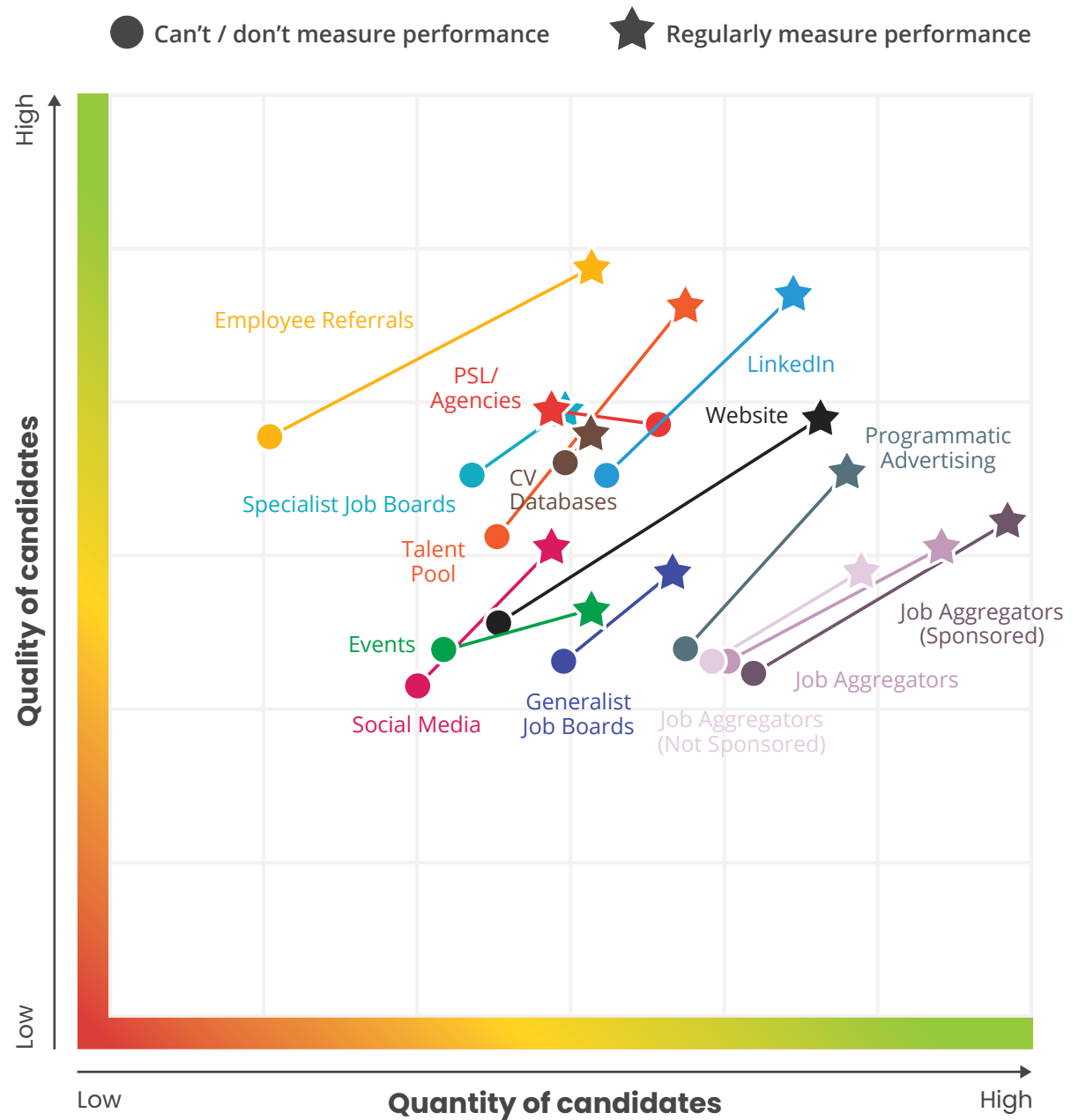


Key Insights

The benefits of measuring channel effectiveness

In the quadrant to the right, we compare the results of respondents who can't or don't regularly measure the performance of the sourcing channels (circles) against those who regularly track their performance (stars).

In all but one case, those in-house teams who regularly measure channel effectiveness report improved candidate quality and increased numbers.



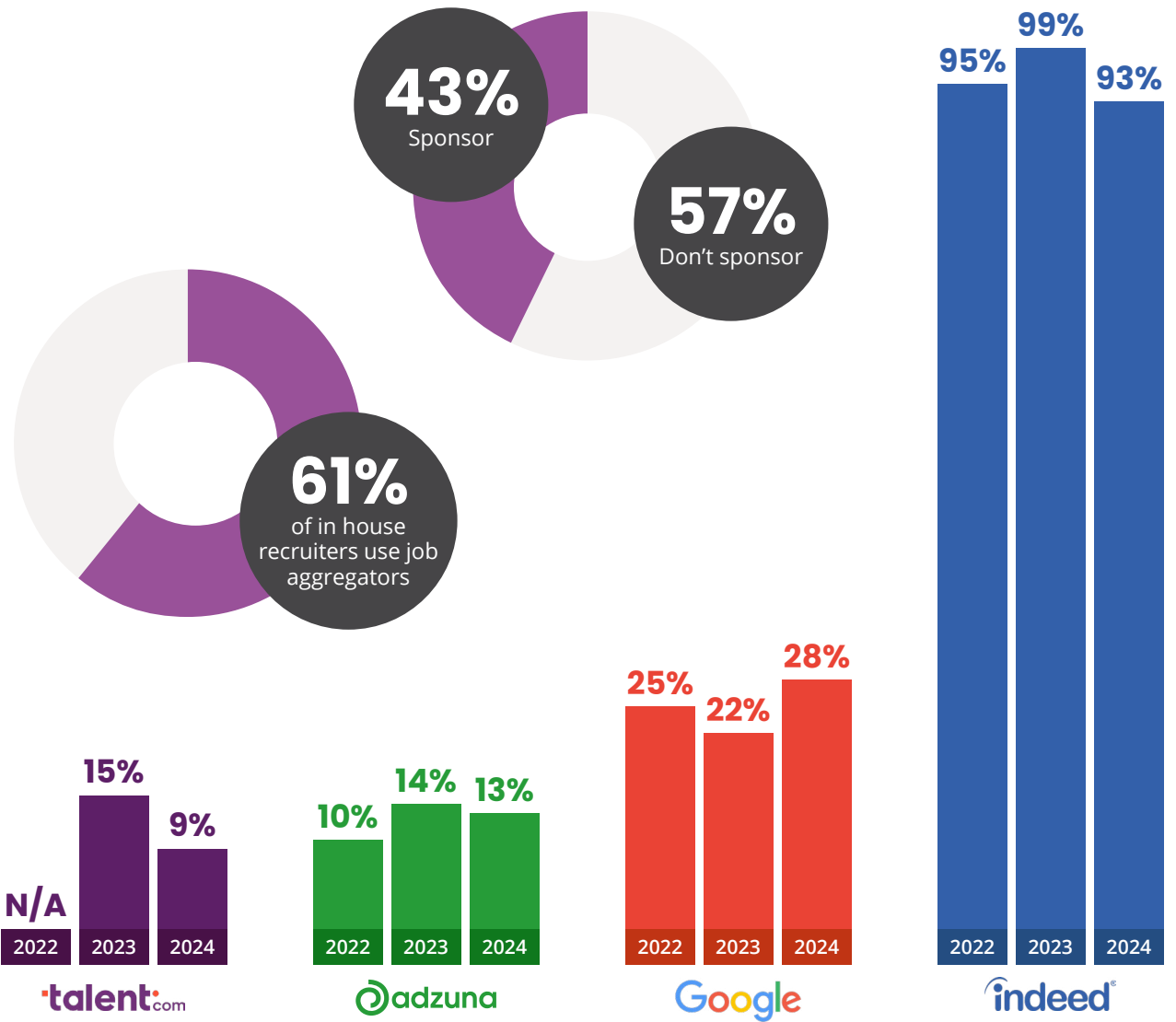
Key Insights

Indeed dominates the job search engines

61% of our in-house respondents worked with Job Aggregators in 2024 (changed from 60% in 2023 and 65% in 2022); of these, 93% have Indeed accounts.

Google for Jobs as a candidate sourcing channel remains the second most popular job search engine (28%).

The data shows that 43% of companies choose to pay to sponsor their ads (up from 40% in 2023), while the remaining 57% enjoy the free ride.



£ Salaries advertised X Salaries not advertised

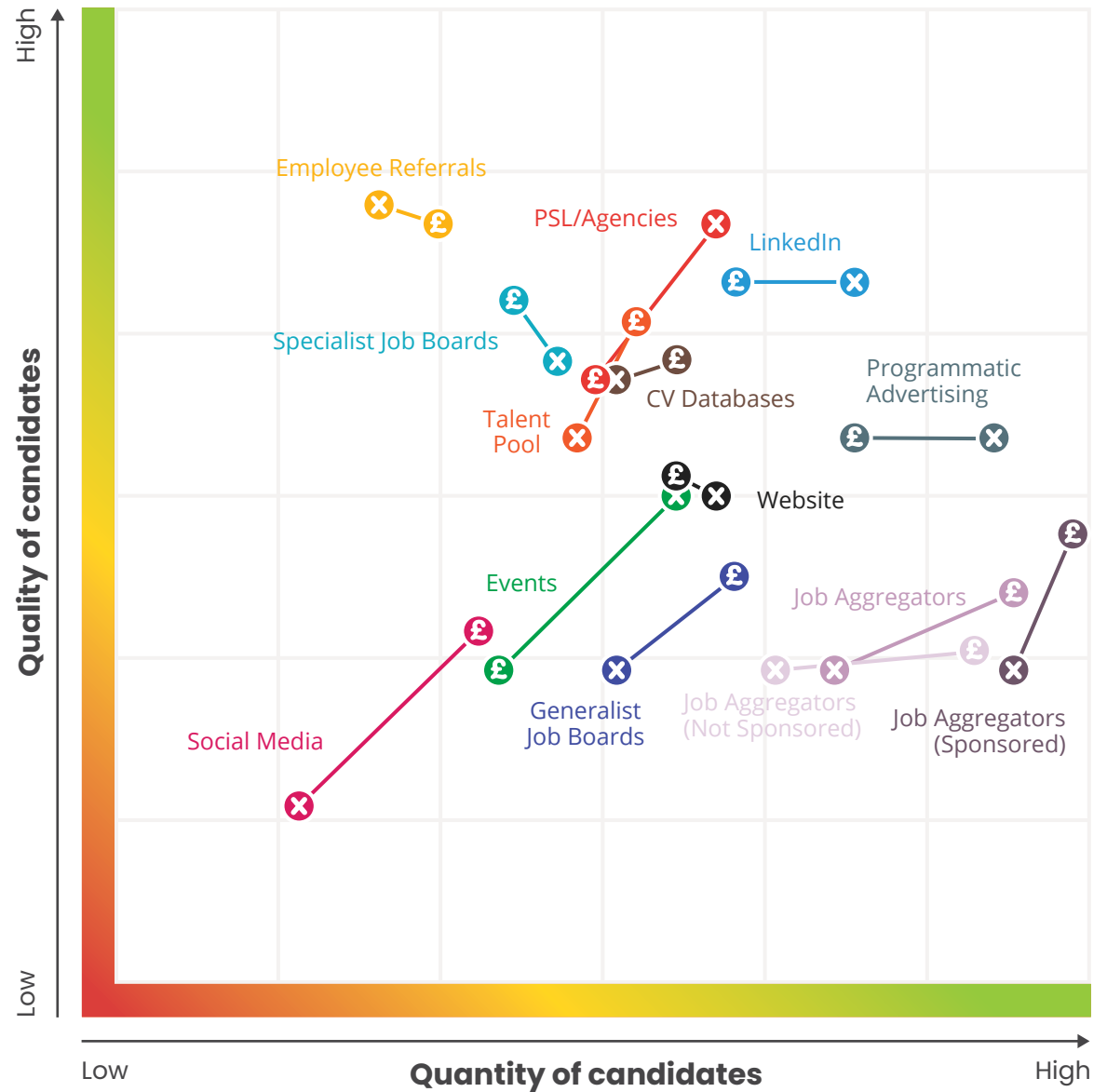
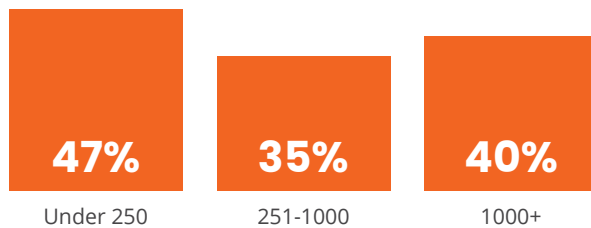
Key Insights

Does it pay to advertise salaries?

There are still many companies that do not generally advertise salaries. This has not seen a significant change on the prior year.

The results from the survey differ between channels. However, we note when advertising on social media, job aggregators (sponsored) and generalist job boards, displaying salaries markedly improved candidate quantity. Meanwhile, agencies saw the opposite effect - not advertising salaries attracted a higher candidate quality and quantity.

Percentage of companies that do not generally advertise salaries, by company headcount:

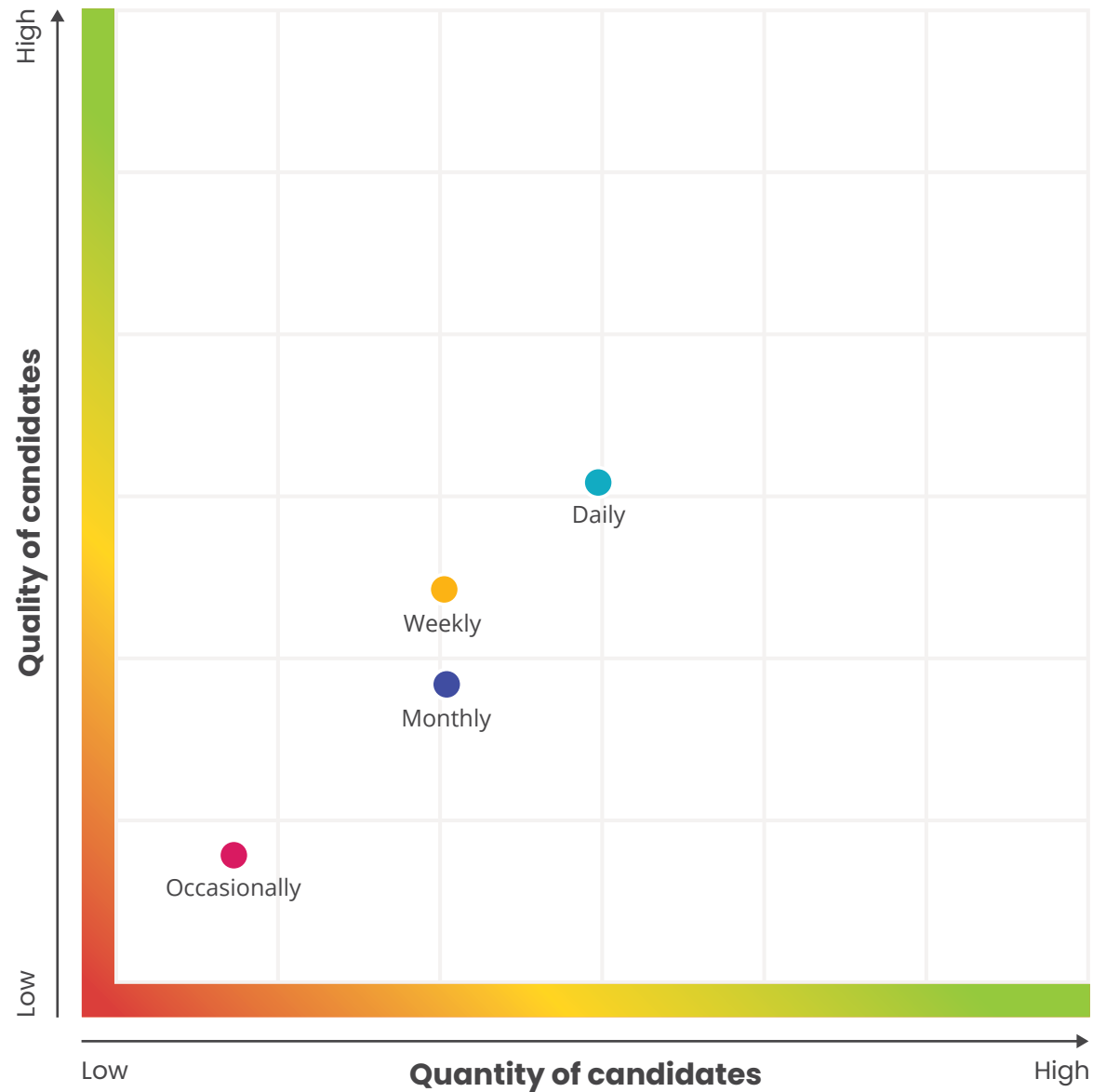


Key Insights

Does social media improve with regularity?

Social Media as a sourcing channel is utilised extensively across the sectors in the report. However, it has consistently delivered an underwhelming source of qualified candidates for many recruitment teams.

We know from the Recruitment Marketing tactics chart (page 23) that Social Media is used by 72% of in-house recruitment teams, with varying frequency. As with previous years, the quadrant to the right shows that getting a better return from this channel is possible. The key is regularity (daily posting) and ensuring you can regularly measure and monitor your performance.

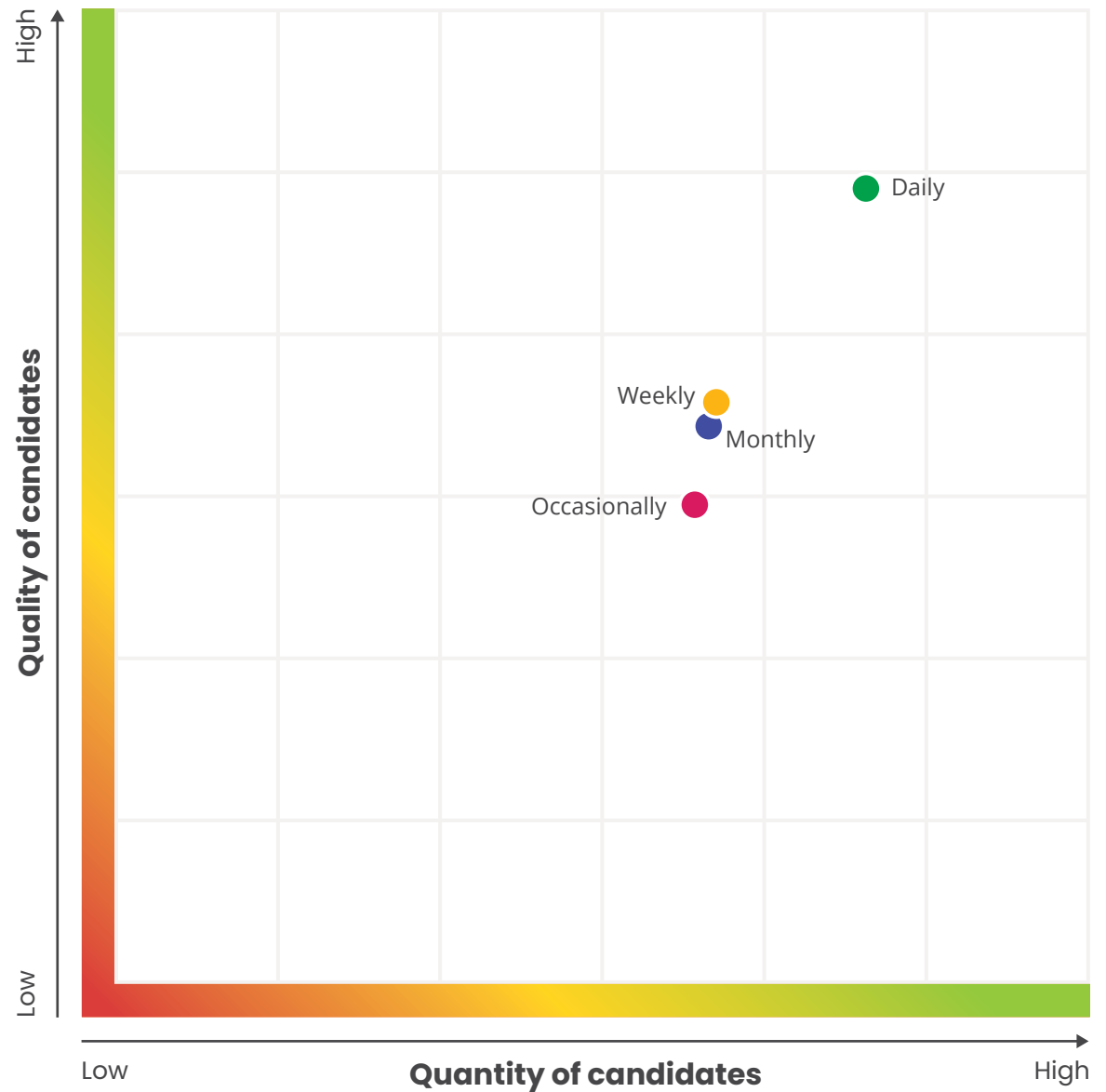


Key Insights

Will your website attract more/better candidates if you publish regular content?

Organisations that regularly create and update their careers site content report significantly better results than those who occasionally, if ever, refresh their site.

Regularity is again key with those who post daily seeing the best results.

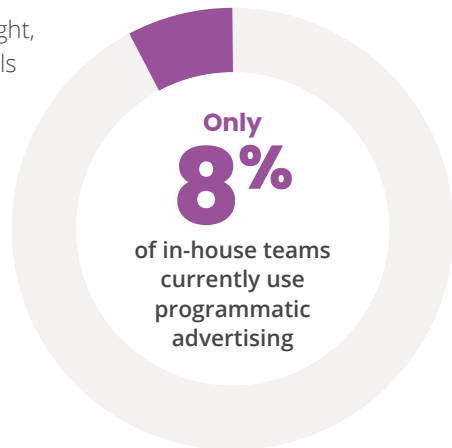


Key Insights

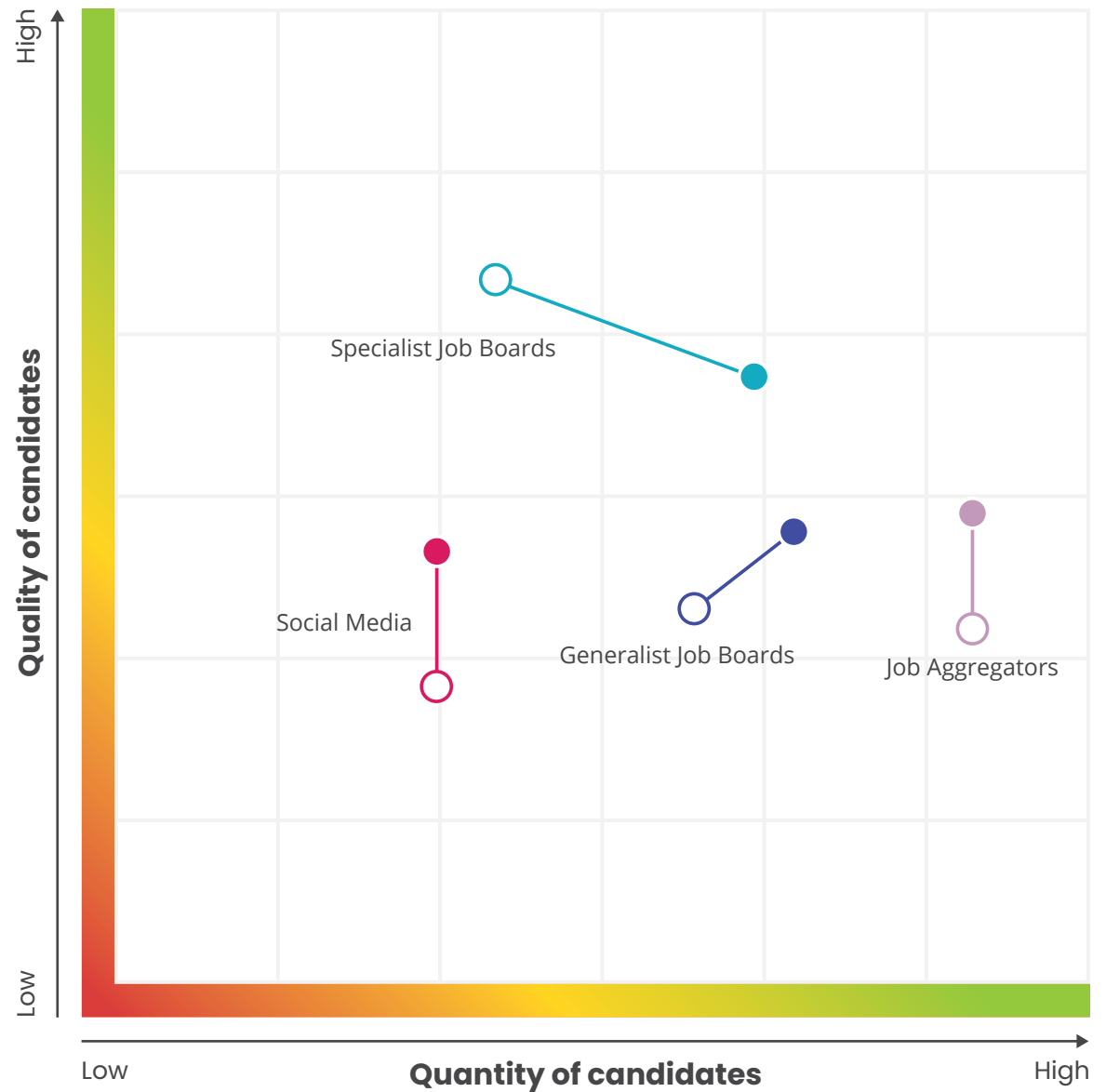
Does programmatic job advertising improve results?

We asked if recruiters were using 'Programmatic Advertising' to help advertise their jobs automatically to the right candidates. Programmatic advertising, decreased in usage, with just 8% of in-house teams taking advantage of the technology in 2024 (2023, 10%).

In the quadrant on the right, we compare four channels that Programmatic Advertising aims to impact: The results show mixed success. Generalist Job Boards see a markedly improvement in quality and quantity of candidates, while Social Media and Job Aggregators report improved quality of candidates (not quantity). Specialist Job Boards results have an adverse effect when advertised programmatically.



● With Programmatic Advertising ○ Without Programmatic Advertising



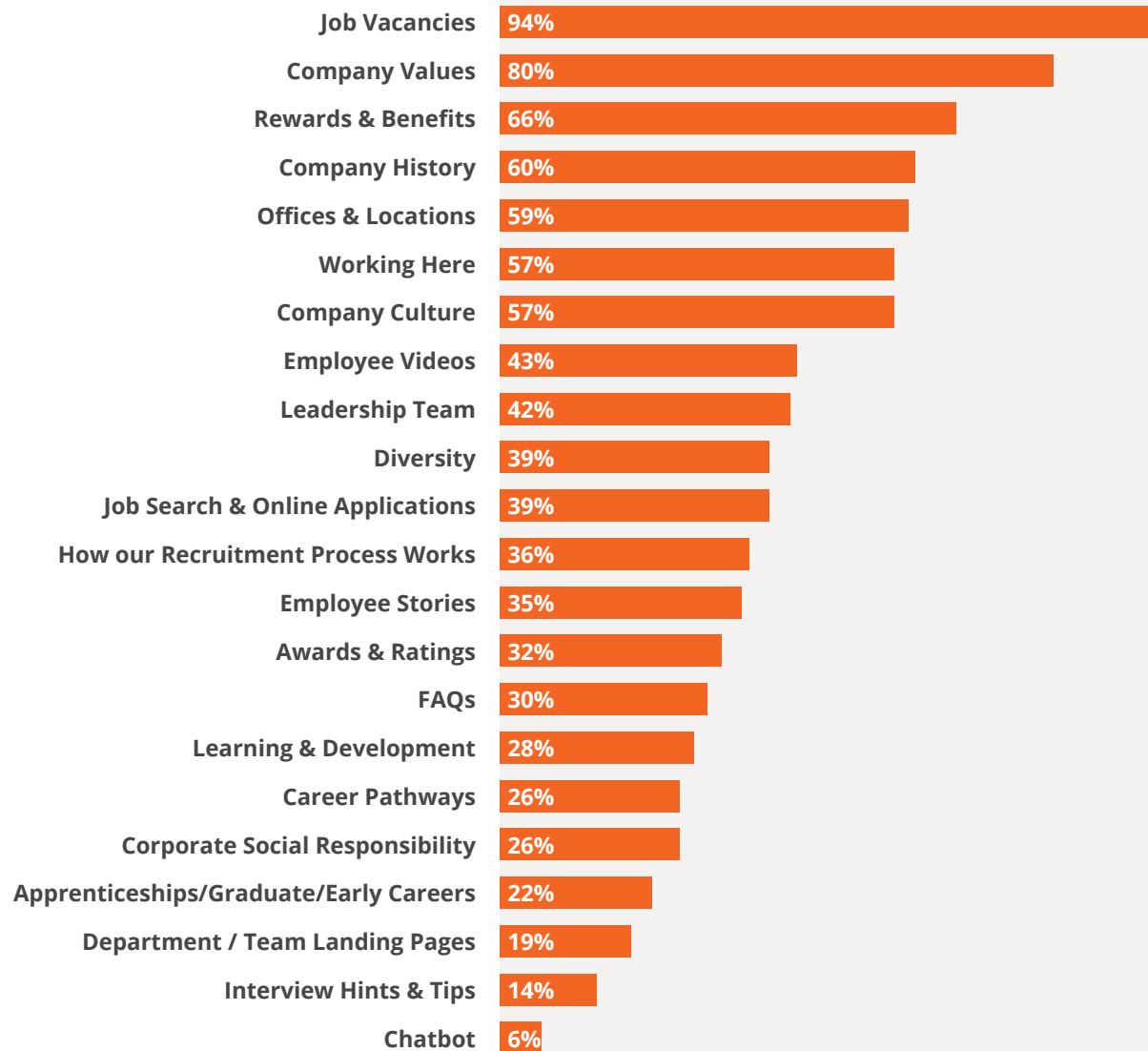
Key Insights

Which types of content do you have on your careers site?

94% of respondents post job vacancies on their website or dedicated careers site; for 8%, this is the ONLY job content they publish.

Company values are the second most likely content presented to prospective candidates (80%) - with two-thirds of all respondents outlining their rewards and benefits.

Just over a third of respondents (36%) share content on How the Recruitment Process Works and 39% provide Job Search and Online Applications capability.



Key Insights

Which types of content could make a difference to your careers site?

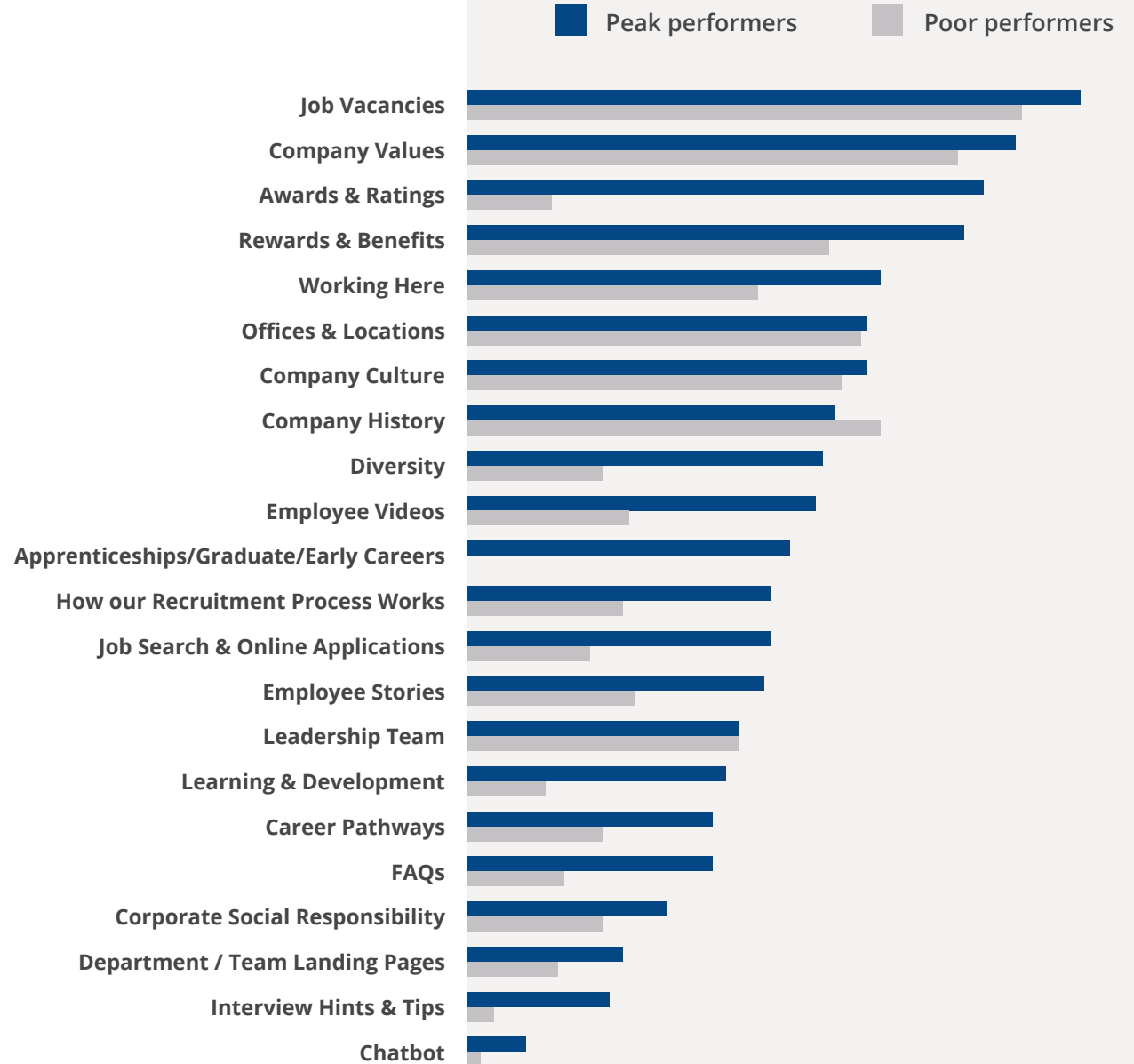
By analysing the Quantity & Quality ratings for careers sites, we identified those organisations with a 'Peak Performing Site' - these are characterised by sites where candidate quality and quantity are consistently rated as 'high'.

We then analysed the types of content available to candidates on the sites of these peak performers. Finally, we compared them to those organisations that ranked their career sites low for both the quantity and quality of candidates.

Peak Performing Careers Sites are...

6x	5x	3x
more likely to have Interview hints and tips	more likely to have a Chatbot	more likely to have FAQs and Diversity information

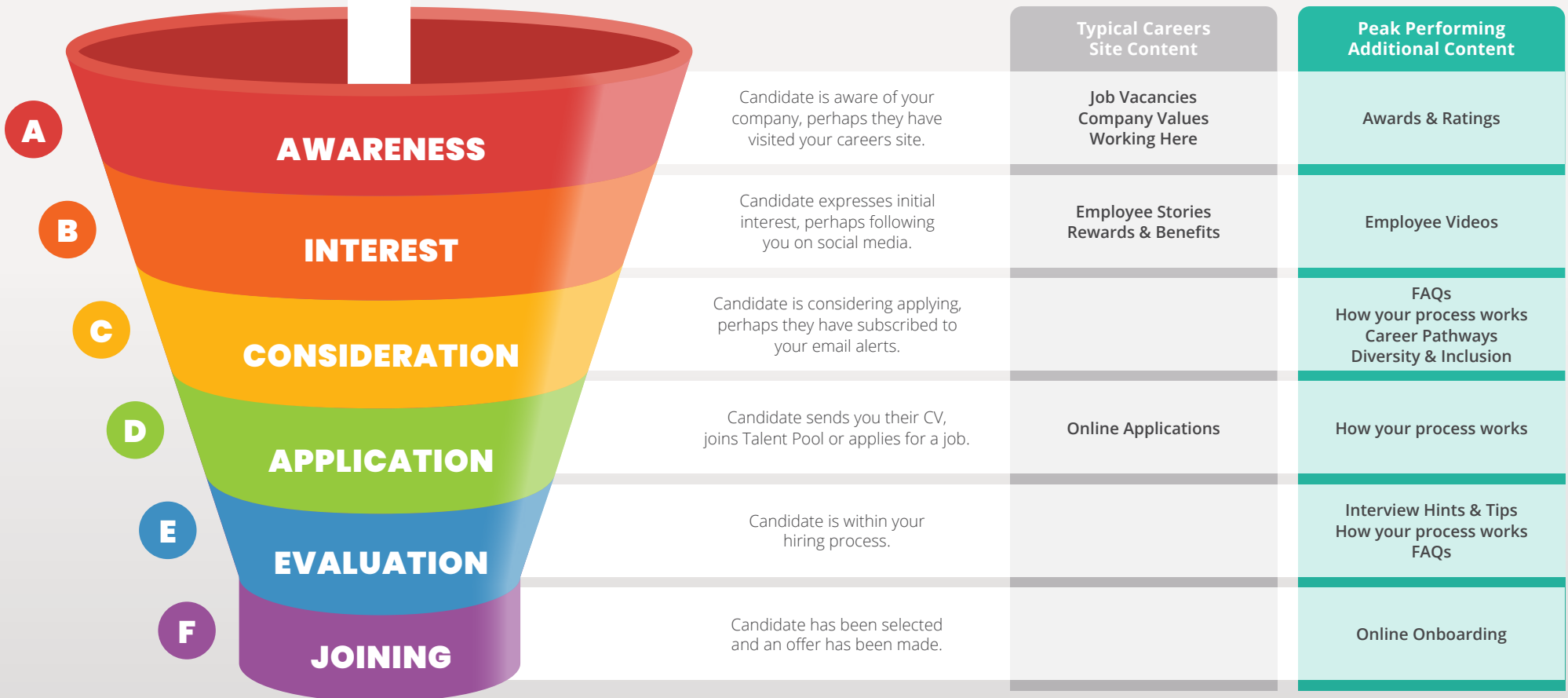
...than Poor-Performing Careers Sites





Peak performing careers sites contain content for all stages of the candidate attraction funnel

We found that most Careers Sites contain limited additional content over and above Job Vacancies - and much of it is designed around the company and the early stages of the talent attraction funnel. But Peak Performing Careers Sites are far more likely to contain 'Candidate-Centric' content that is useful at every stage of the funnel.



Key Insights

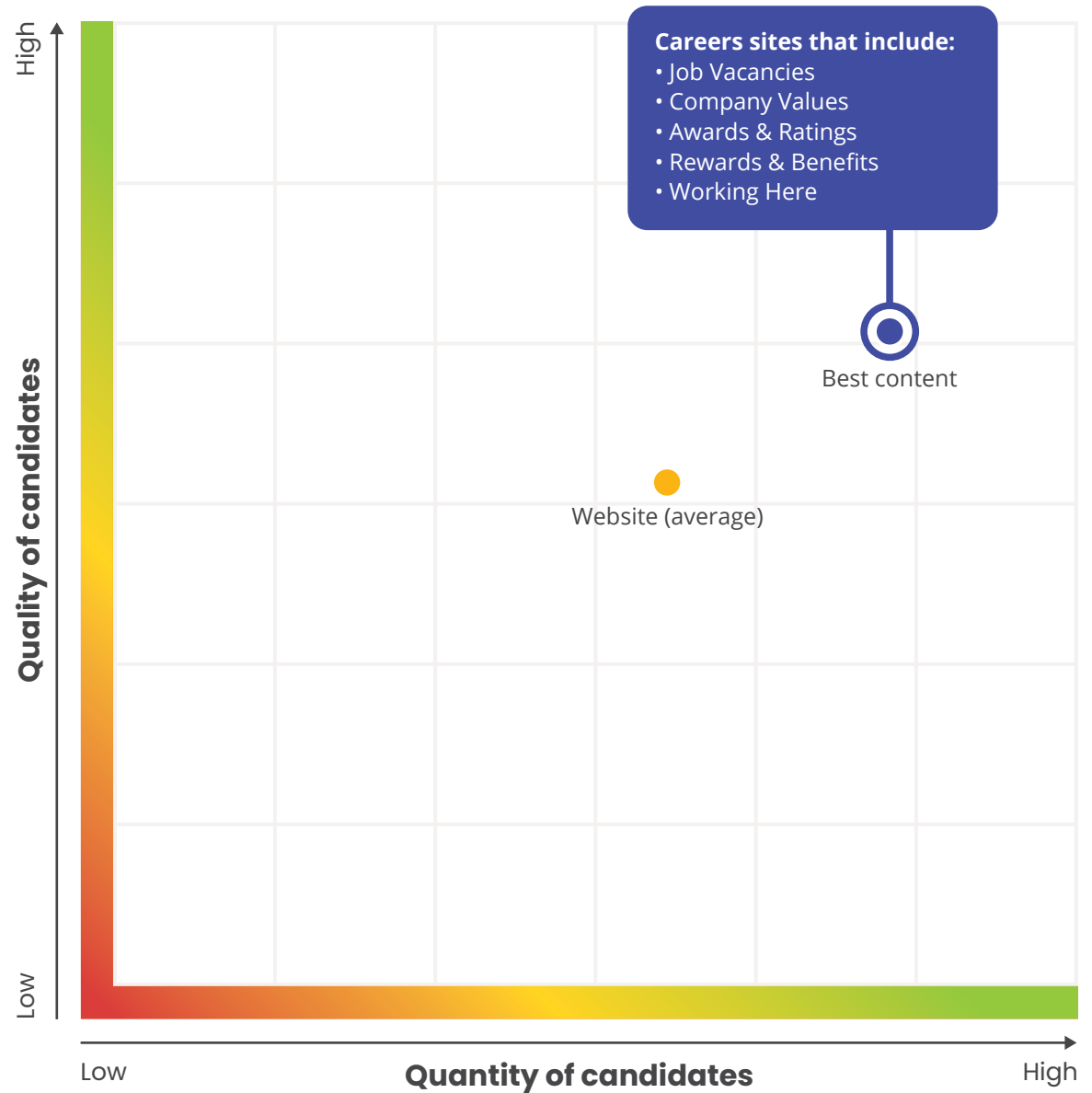
Candidate-centric content: Finding the optimal content for careers sites

By testing the various combinations of careers site content, we were able to identify the optimal content - the content which is used on the best-performing careers sites.

The clear connecting feature of these content types is that they are designed to be valuable and useful for the candidate throughout their evaluation process, from first enticing them to apply right through the application and assessment stages.

In general, we report moderate changes in the use of many of the candidate-centric content types, but notably:

- A decrease in Diversity content: 39% (47%, 2023)
- An increase in Employee Stories content: 35% (30%, 2023)



Key Insights

The Online Application Process

Does candidates registering for an account affect candidate quantity & quality?

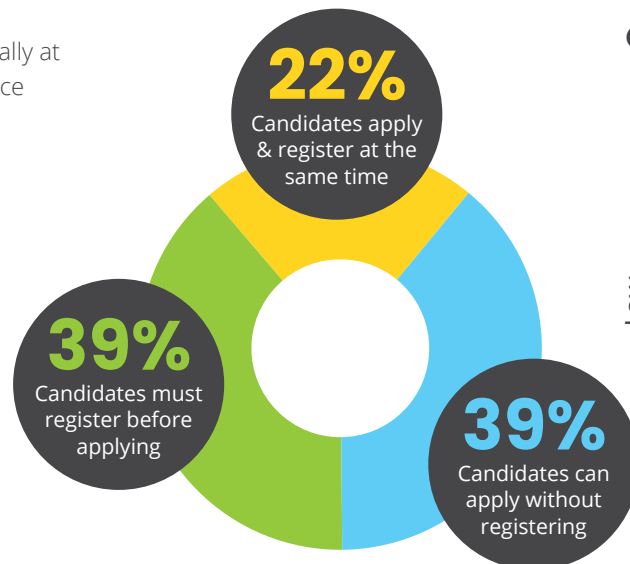
We wanted to look at your online recruitment process to find out which features and functionality can be found on the best-performing company careers sites.

First, we looked at the application process to find out if the received wisdom - that candidates having to register for an account before (or during) the application process causes a reduction in candidate numbers.

The results appear interesting: companies who require candidates to create an account report better-performing career sites than those where candidates just fill in a form to apply - with no account creation.

Of course, other factors are potentially at play, but we note a marked difference in candidate volumes. Those with a registration process (either before or during the application) reported significantly higher numbers of candidates and increased quality.

One reason may be that having created an account, it is easy for candidates to apply for other jobs – one account, multiple applications.

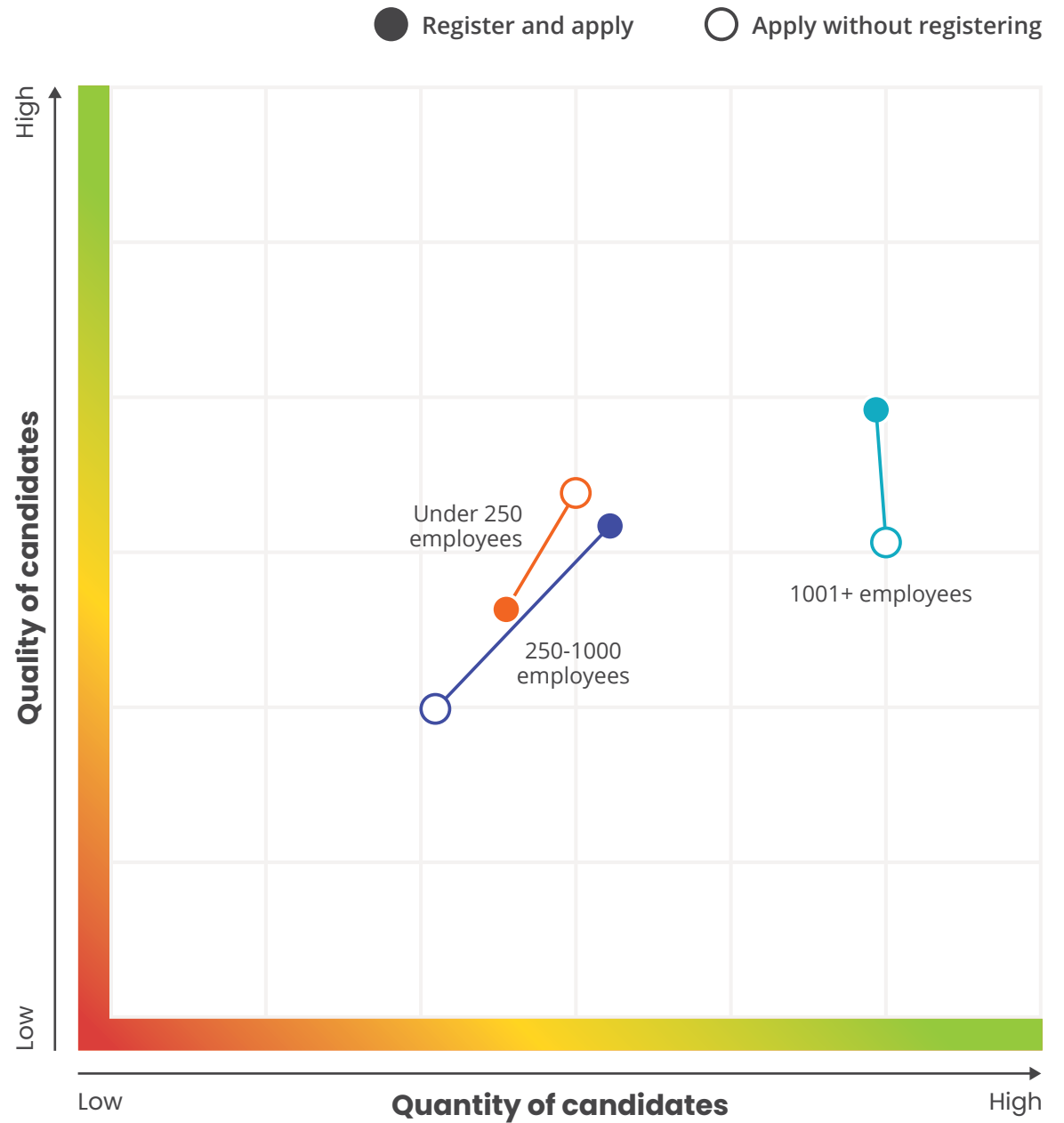


Key Insights

The Online Application Process

Candidate registration by company size.

When we split the data by company size, we found that account creation during the application process is benefiting mid-market and enterprise-class organisations. Respondents from SME's report a slight drop in candidate quality and quantity.



Key Insights

The Online Candidate Experience

We asked what happens once an application is made, is it sent by email to an inbox or does it go straight into your ATS? **70% of respondents said applications are sent automatically to their ATS, with 20% via email to a shared inbox. The remaining using more manual processes.**

We looked at additional online recruitment functionality that could improve the candidate experience.

52% of career sites allow candidates to save a partially completed application and complete it later. In addition, 51% enable candidates to manage their data privacy consent. However, only a third of company career sites provide online recruitment technology, such as parsing CVs to assist in the completion of application forms (33%). Other functionality includes applying for multiple jobs without having to re-key information (36%), and just 21% allow candidates to register or apply using their social profiles.

Online Applications: How do you receive them?

Candidate applications are automatically sent to our ATS **70%**

Candidate applications are sent via email to a shared inbox **20%**

Online Candidate Experience: Top functionality

Candidates can start an application, save their progress, and complete later **52%**

Candidates can manage their data privacy consents at any time **51%**

Candidates can sign up for Job Alerts that are sent automatically by the ATS **42%**

Candidates can login to a portal to update their details at any time **41%**

Candidates can apply for multiple jobs without rekeying their information **36%**

Candidate CVs are parsed automatically into their applications **33%**

Candidates can use their social profiles to register/apply **21%**

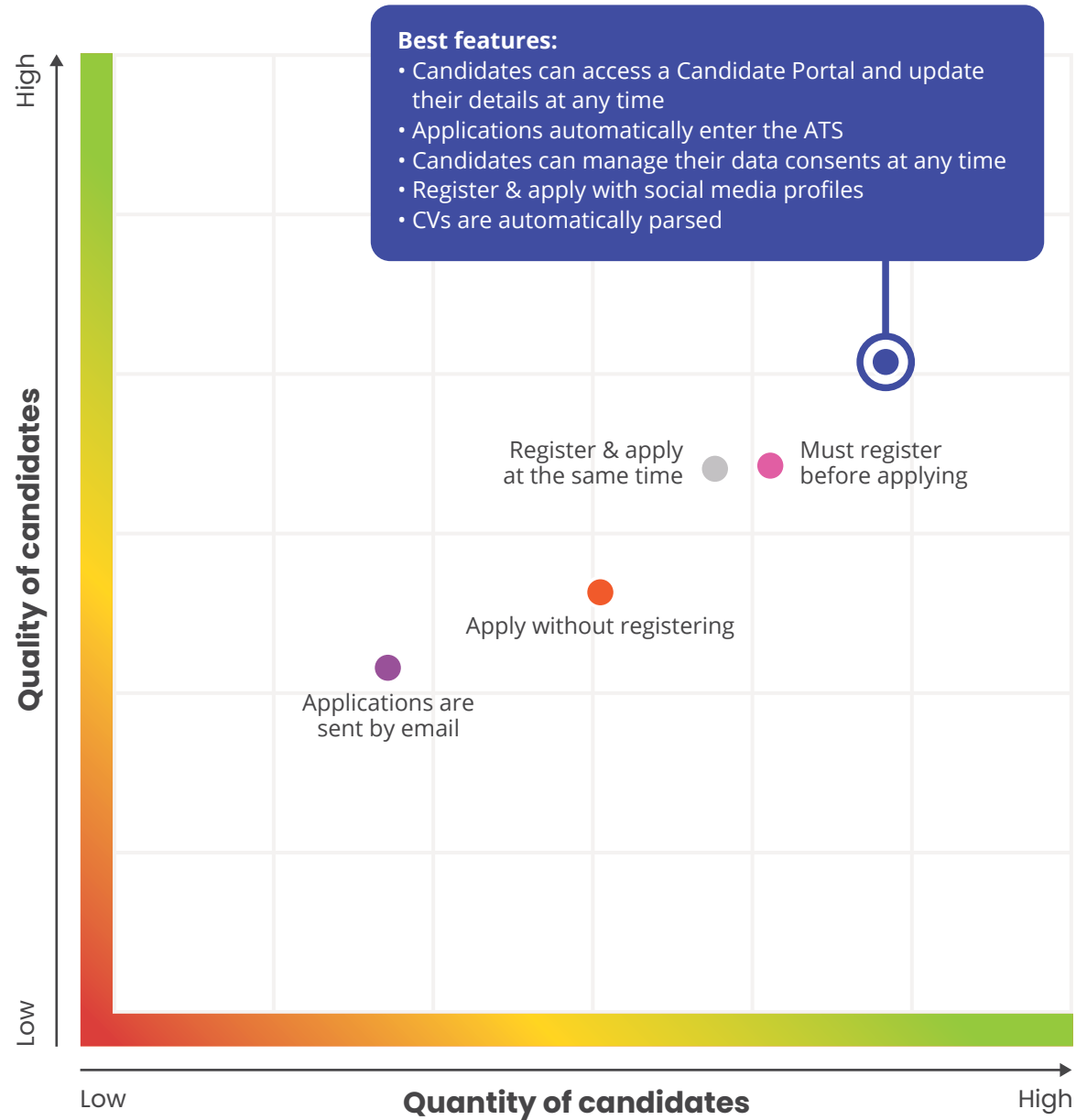
Key Insights

The Online Candidate Experience

The best features for optimising careers site success

Finally, we wanted to know which online recruitment features appear on the best performing careers sites. We analysed the results to find the optimal combination, which in 2024 were:

- Applications are automatically sent to ATS
- Candidate CVs are parsed automatically
- Creation of an account at the same time as applying
- Candidates can save a partially completed application and complete it later
- Candidates can manage their data privacy preferences and consent



Part 5:

Sector Sourcing Quadrants

Who's winning the war for talent?

Let's take a look at industries and sectors and discover which channels are providing the winners and which the also-rans!

In this section:

Accountancy / Banking / Finance / Insurance	40
Business Services / Consulting / Management	41
Charity / Not-for-Profit	42
Construction / Infrastructure	43
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Energy / Utilities	45
Engineering / Industrial / Manufacturing	46
Facilities Management / Property Management	47
FMCG / Food / Drinks	48
Government / Public Services & Administration	49
Healthcare / Social Care	50
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Marketing / Advertising / PR	54
Media / Internet / Publishing	55
Retail / Wholesale	56
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Industry Focus

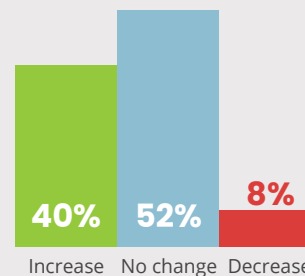
Accountancy / Banking / Finance / Insurance

There is a mix of channels delivering a sufficient number of quality candidates.

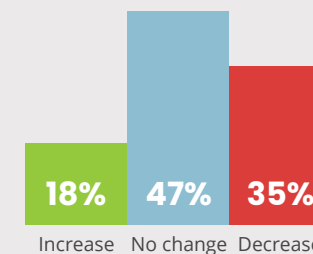
LinkedIn is the leader on quality and quantity of candidates. Specialist Job Boards are providing a decent quality of candidate but the channel doesn't hit the mark for quantity. Talent pooling is much improved on last year for both quality and quantity of candidates, despite the channel usage dropping to 51% this year (2023: 60%). Levels of hiring in the next 12 months are expected to increase by 40%, though only 18% have a corresponding increase in recruitment marketing budget.

Next 12 months outlook

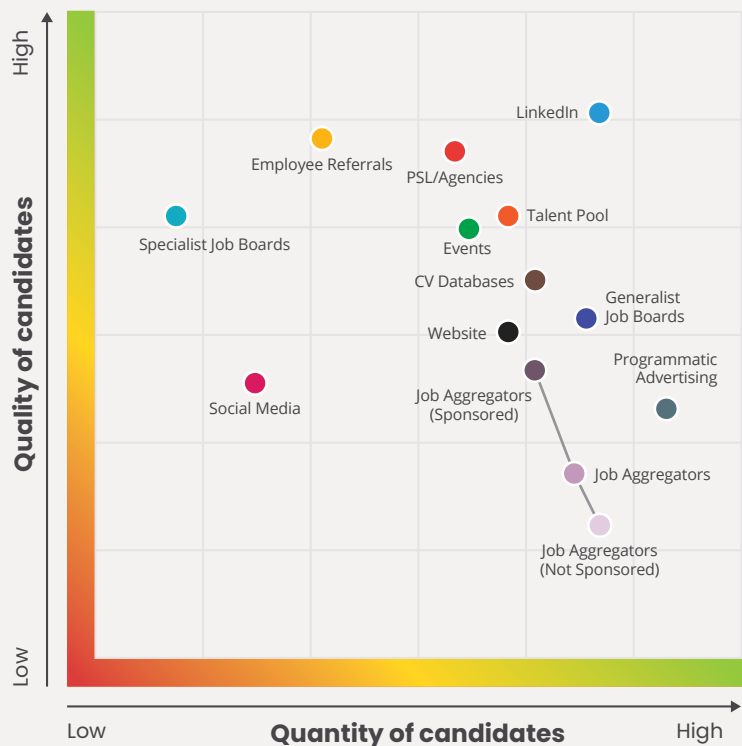
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 50% Scarcity of Qualified Candidates (skills and/or experience)
- 40% Forecasting recruitment needs / demand planning
- 30% Too many applicants
- 25% Building a diverse and inclusive workforce
- 25% Lack of recruitment marketing budget
- 20% Advertised salaries lower than market average
- 20% Not enough capacity in the recruitment/TA team
- 18% Unattractive benefits package
- 18% Limitations related to hybrid / flexible working
- 18% Competitors perceived to be a more desirable employer
- 18% Not allowed to advertise salaries
- 18% Unattractive EVP / Employer brand
- 15% Location
- 15% Reliance on recruitment agencies
- 10% Poor perception of our industry
- 8% High staff turnover

Channel Usage

- 95% Employee Referrals
- 92% LinkedIn
- 88% Website
- 55% Job Aggregators
- 54% PSL/Agencies
- 51% Talent Pool
- 49% Events
- 49% Generalist Job Boards
- 30% CV Databases
- 14% Specialist Job Boards
- 11% Social Media
- 5% Programmatic Advertising

Industry Focus

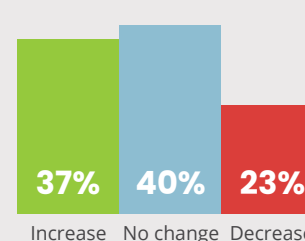
Business Services / Consulting / Management

The outlook over the next 12 months indicates that 37% of respondents for the sector anticipate an increase in hiring.

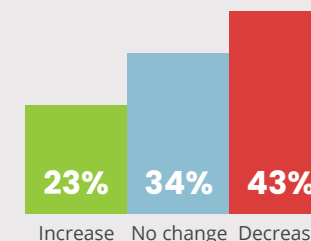
The number one challenge for the sector is Scarcity of Qualified Candidates (skills and/or experience). Several channels are working to deliver a mix of quality and quantity of candidates, with LinkedIn and Employee Referrals leading the way. Talent Pooling has improved on last year for quality and quantity, with increased usage on the prior year from 69% 2023. Job Aggregators (Not Sponsored) lack in both quality and quantity, whereas when sponsored see an uplift in performance.

Next 12 months outlook

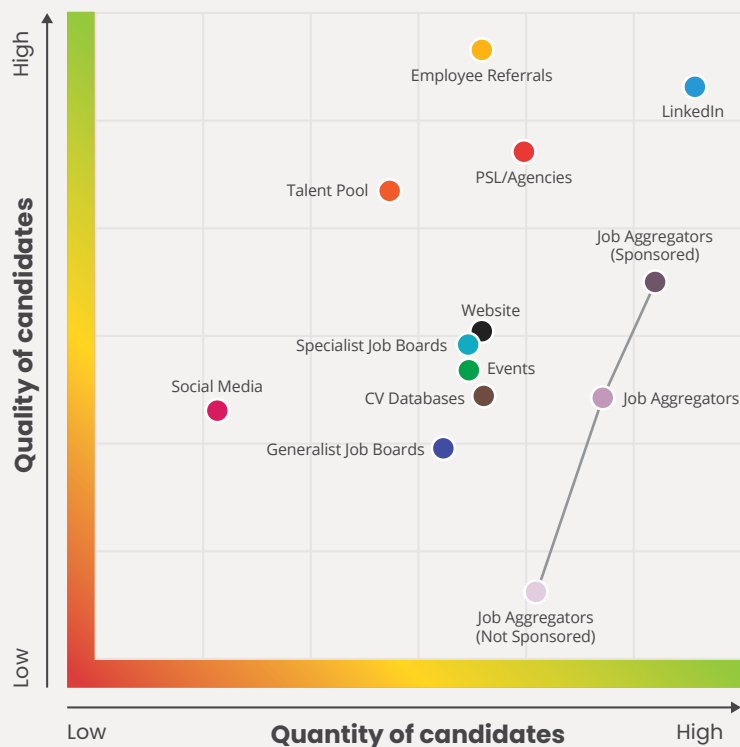
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 51% Scarcity of Qualified Candidates (skills and/or experience)
- 49% Forecasting recruitment needs / demand planning
- 40% Building a diverse and inclusive workforce
- 37% Limitations related to hybrid / flexible working
- 34% Lack of recruitment marketing budget
- 29% Advertised salaries lower than market average
- 20% Not allowed to advertise salaries
- 17% Not enough capacity in the recruitment/TA team
- 17% Unattractive EVP / Employer brand
- 17% Too many applicants
- 14% High staff turnover
- 11% Location
- 11% Competitors perceived to be a more desirable employer
- 11% Reliance on recruitment agencies
- 9% Poor perception of our industry
- 6% Unattractive benefits package

Channel Usage

- 96% LinkedIn
- 94% Website
- 81% Employee Referrals
- 70% Talent Pool
- 63% PSL/Agencies
- 52% Events
- 39% Job Aggregators
- 38% Specialist Job Boards
- 37% Generalist Job Boards
- 26% Social Media
- 23% CV Databases
- 8% Programmatic Advertising

Industry Focus

Charity / Not-for-Profit

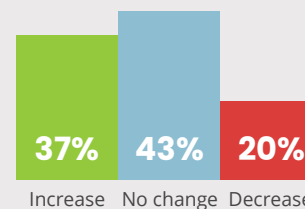
Employee Referrals lead as the channel delivering the highest quality of candidates. Usage of the channel has increased to 76% from 39% in 2023.

The number one challenge for the sector is building a diverse and inclusive workforce, followed by advertised salaries being lower than market average.

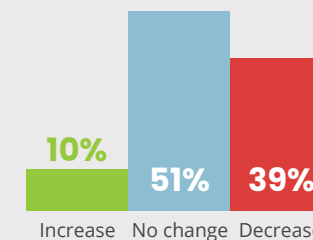
Events fall short in delivering the right quality and quantity of candidates. Despite an anticipated 37% of respondents expecting an increase in hiring levels over the next 12 months, budgets don't align with a combined 90% expecting no change/decrease.

Next 12 months outlook

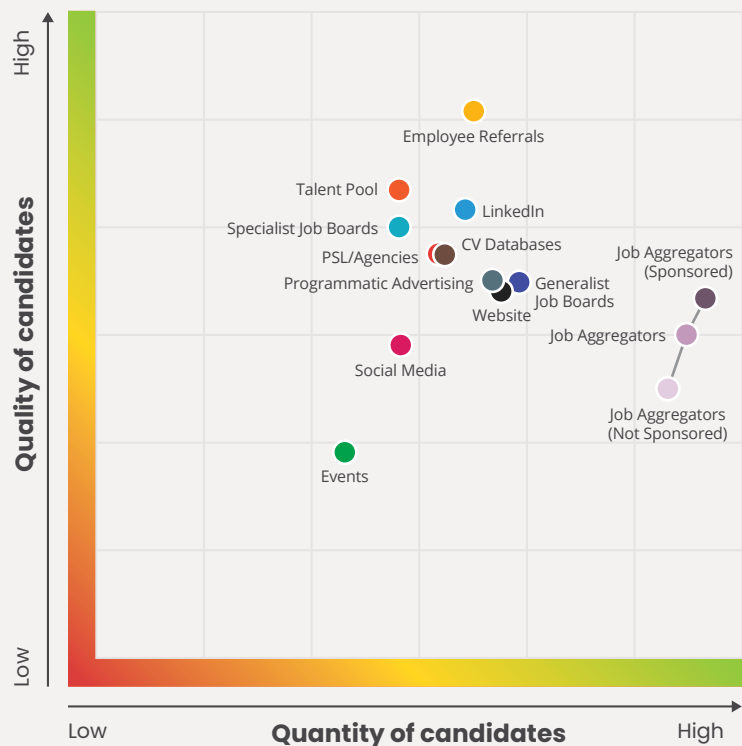
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

59%	Building a diverse and inclusive workforce
41%	Advertised salaries lower than market average
37%	Scarcity of Qualified Candidates (skills and/or experience)
27%	Lack of recruitment marketing budget
27%	Not enough capacity in the recruitment/TA team
24%	High staff turnover
24%	Unattractive benefits package
20%	Forecasting recruitment needs / demand planning
20%	Unattractive EVP / Employer brand
20%	Poor perception of our industry
20%	Location
15%	Limitations related to hybrid / flexible working
15%	Too many applicants
10%	Competitors perceived to be a more desirable employer
2%	Not allowed to advertise salaries
2%	Reliance on recruitment agencies

Channel Usage

100%	Website
82%	LinkedIn
76%	Employee Referrals
54%	Specialist Job Boards
53%	Generalist Job Boards
52%	Job Aggregators
34%	PSL/Agencies
34%	Social Media
29%	Events
26%	Talent Pool
16%	CV Databases
8%	Programmatic Advertising

Industry Focus

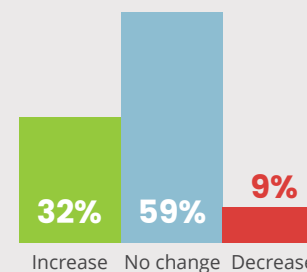
Construction / Infrastructure

Employee referrals have seen significantly improved results in candidate quality for this sector compared to last year, moving from the centre to the highest position of the top-left quadrant.

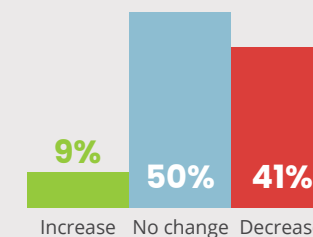
Specialist job boards are also one of the top performers, providing a good combination of quality and quantity of candidates, yet it's the least used channel (24%). The top sector sourcing challenge is candidate scarcity (73%) followed by forecasting recruitment needs/demand planning (59%).

Next 12 months outlook

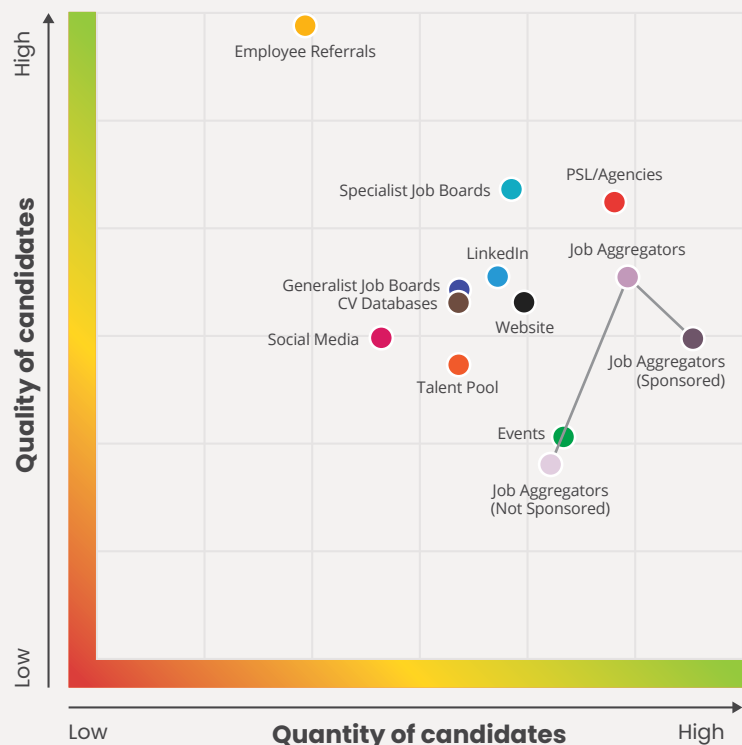
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 73%** Scarcity of Qualified Candidates (skills and/or experience)
- 59%** Forecasting recruitment needs / demand planning
- 45%** Limitations related to hybrid / flexible working
- 41%** Building a diverse and inclusive workforce
- 41%** Not enough capacity in the recruitment/TA team
- 36%** Lack of recruitment marketing budget
- 32%** Competitors perceived to be a more desirable employer
- 32%** Not allowed to advertise salaries
- 27%** Unattractive benefits package
- 27%** Location
- 23%** High staff turnover
- 23%** Advertised salaries lower than market average
- 23%** Poor perception of our industry
- 23%** Unattractive EVP / Employer brand
- 9%** Reliance on recruitment agencies
- 5%** Too many applicants

Channel Usage

- 100%** Website
- 95%** LinkedIn
- 85%** Employee Referrals
- 62%** PSL/Agencies
- 57%** Talent Pool
- 57%** Events
- 55%** CV Databases
- 43%** Generalist Job Boards
- 43%** Social Media
- 33%** Job Aggregators
- 25%** Programmatic Advertising
- 24%** Specialist Job Boards

Industry Focus

Education

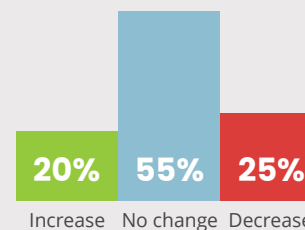
Specialist job boards lead on the quality of candidates, followed by employee referrals.

The usage of company careers website is at 100%, yet the quality of this channel has decreased from last year. Events have also seen a decrease in both the quality and quantity of candidates, moving from the centre to the lower left of the quadrant.

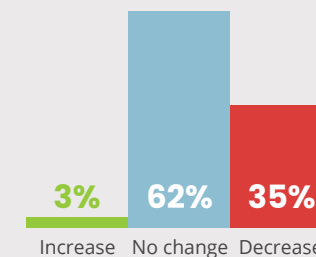
The main sector challenge is scarcity of qualified candidates and advertised salaries being lower than the market average. This combined with 35% of respondents expecting a decrease in recruitment marketing budget could create difficulties in attracting suitable talent.

Next 12 months outlook

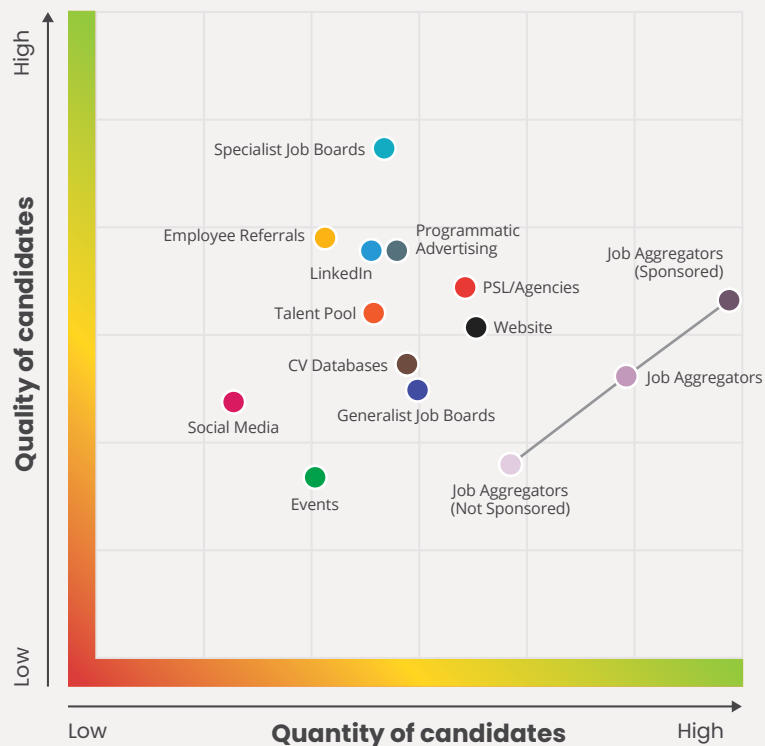
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 53% Scarcity of Qualified Candidates (skills and/or experience)
- 40% Advertised salaries lower than market average
- 35% Building a diverse and inclusive workforce
- 30% Forecasting recruitment needs / demand planning
- 28% Not enough capacity in the recruitment/TA team
- 23% Lack of recruitment marketing budget
- 23% Reliance on recruitment agencies
- 23% High staff turnover
- 20% Poor perception of our industry
- 20% Limitations related to hybrid / flexible working
- 20% Location
- 13% Too many applicants
- 13% Competitors perceived to be a more desirable employer
- 10% Unattractive benefits package
- 3% Not allowed to advertise salaries
- 3% Unattractive EVP / Employer brand

Channel Usage

- 100% Website
- 86% LinkedIn
- 58% Job Aggregators
- 53% Employee Referrals
- 53% Generalist Job Boards
- 53% Specialist Job Boards
- 47% Talent Pool
- 47% Events
- 42% PSL/Agencies
- 42% Social Media
- 15% Programmatic Advertising
- 14% CV Databases

Industry Focus

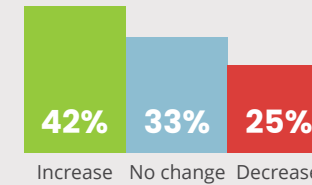
Energy / Utilities

Employee referrals is the best source of the highest quality of candidates. This could help with the positive outlook expected over the next 12 months, as 42% expect increased hiring.

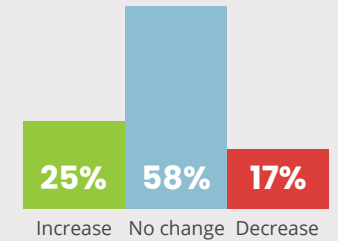
Specialist job boards also offer a great balance of candidate quality and quantity, yet only 33% of respondents in the sector use this sourcing channel. In the top sector sourcing challenges candidate scarcity comes first, followed by limitations related to hybrid/flexible working and location.

Next 12 months outlook

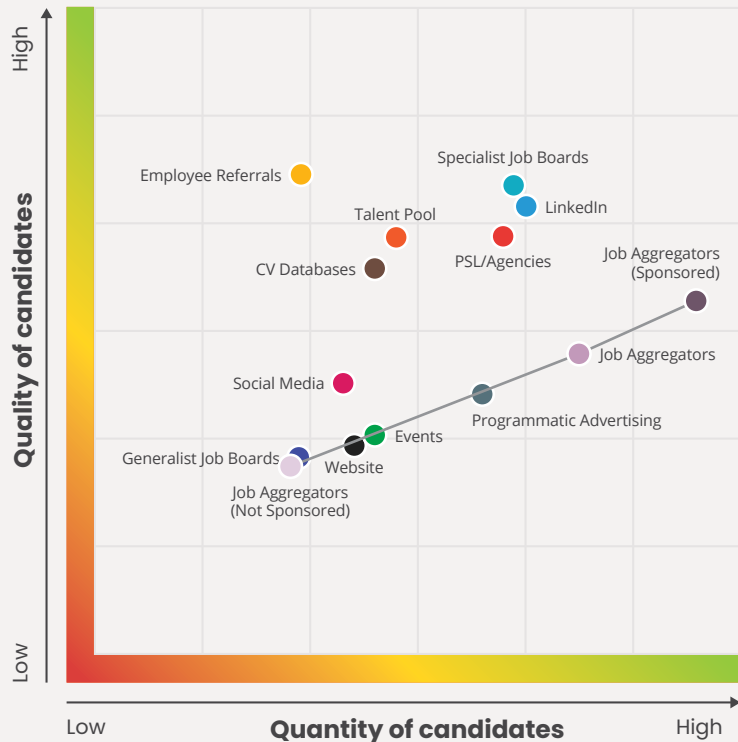
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 83% Scarcity of Qualified Candidates (skills and/or experience)
- 50% Limitations related to hybrid / flexible working
- 50% Location
- 42% Forecasting recruitment needs / demand planning
- 42% Not allowed to advertise salaries
- 33% Unattractive EVP / Employer brand
- 25% Building a diverse and inclusive workforce
- 25% Not enough capacity in the recruitment/TA team
- 17% Advertised salaries lower than market average
- 17% Poor perception of our industry
- 17% Unattractive benefits package
- 17% Competitors perceived to be a more desirable employer
- 8% Too many applicants
- 8% Lack of recruitment marketing budget
- 8% High staff turnover
- 8% Reliance on recruitment agencies

Channel Usage

- 100% LinkedIn
- 92% Website
- 91% Employee Referrals
- 83% PSL/Agencies
- 67% Events
- 58% Job Aggregators
- 50% Talent Pool
- 45% Programmatic Advertising
- 42% Generalist Job Boards
- 36% CV Databases
- 33% Specialist Job Boards
- 33% Social Media

Industry Focus

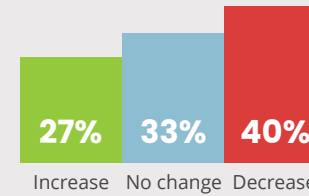
Engineering / Industrial / Manufacturing

Employee referrals remain the source of the highest quality of candidates followed by talent pooling. PSL/agencies have seen an increase in both candidate quality and quantity, moving to the top right quadrant.

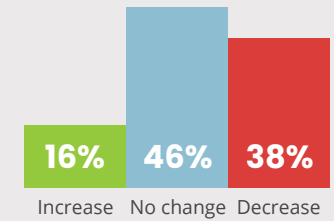
Social media has dropped significantly in performance and usage, decreasing from 40% to 33%. The stand-out sector challenge continues to be a lack of qualified candidates (60%).

Next 12 months outlook

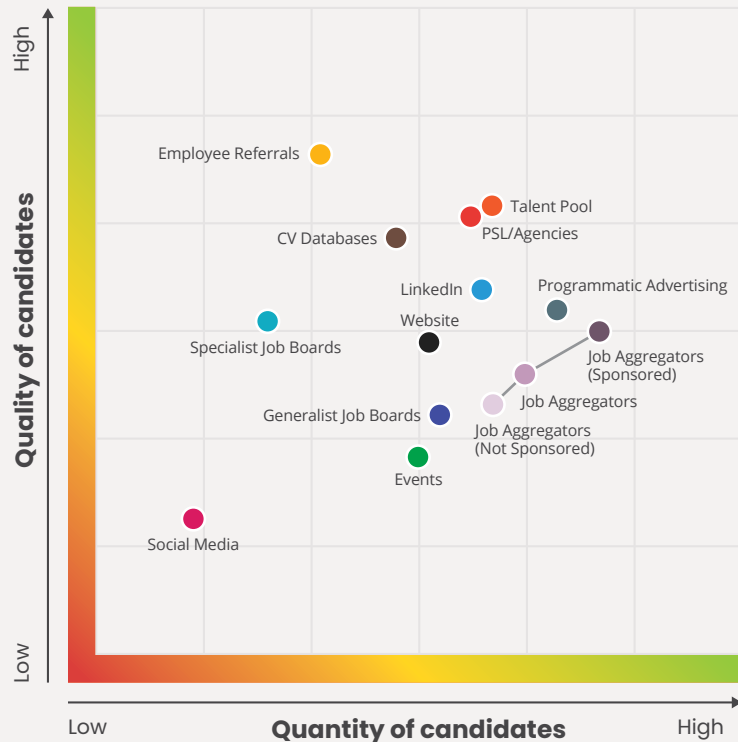
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges



Channel Usage



Industry Focus

Facilities Management / Property Management

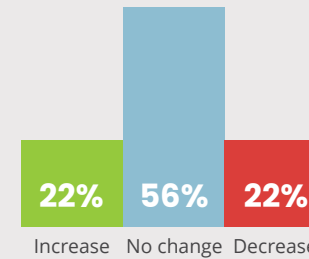
CV databases and PSL/agencies both offer the best candidate quality, yet the usage of both has decreased since last year.

The results for job aggregators (sponsored) have seen a shift from the top right quadrant to the bottom right quadrant, indicating a decrease in candidate quality.

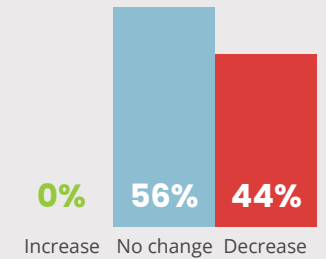
There is generally a slight decrease in performance across all channel results on the prior year, when most of the channels were positioned across the top two quadrants.

Next 12 months outlook

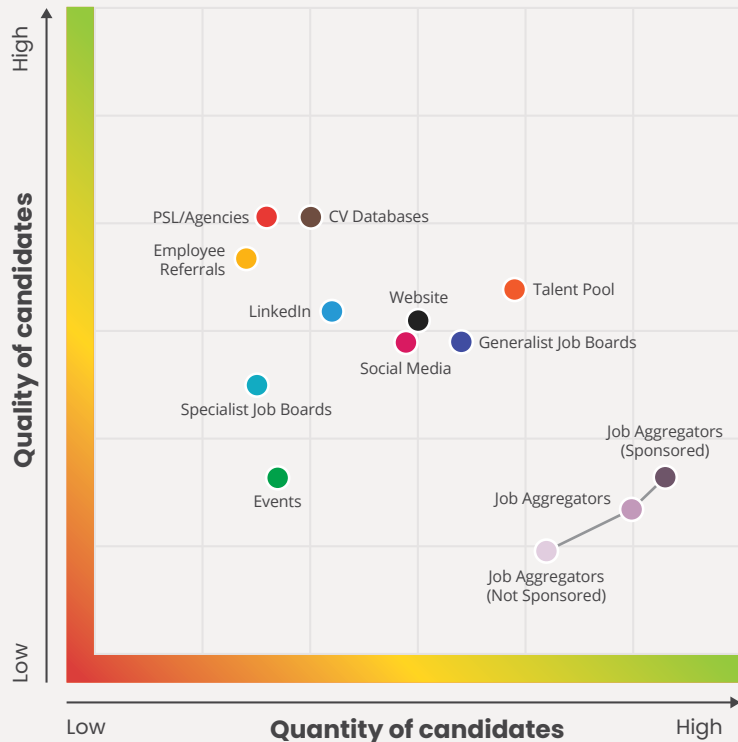
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 56% Scarcity of Qualified Candidates (skills and/or experience)
- 56% Limitations related to hybrid / flexible working
- 56% Advertised salaries lower than market average
- 44% High staff turnover
- 33% Forecasting recruitment needs / demand planning
- 33% Not enough capacity in the recruitment/TA team
- 22% Location
- 22% Too many applicants
- 22% Competitors perceived to be a more desirable employer
- 22% Lack of recruitment marketing budget
- 22% Building a diverse and inclusive workforce
- 20% Unattractive benefits package
- 11% Poor perception of our industry
- 11% Unattractive EVP / Employer brand
- 10% Not allowed to advertise salaries
- 10% Reliance on recruitment agencies

Channel Usage

- 100% Website
- 67% LinkedIn
- 67% Employee Referrals
- 67% Job Aggregators
- 67% PSL/Agencies
- 44% Generalist Job Boards
- 44% CV Databases
- 33% Events
- 22% Talent Pool
- 22% Specialist Job Boards
- 22% Social Media
- 0% Programmatic Advertising

Industry Focus

FMCG / Food / Drinks

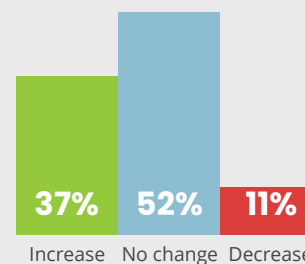
The two top channels used in this industry are company careers sites (95%) and professional social networks (89%).

The quality of candidates from most of the channels has seen a slight improvement on the last year, yet scarcity of qualified candidates has been reported as the main challenge in the sector.

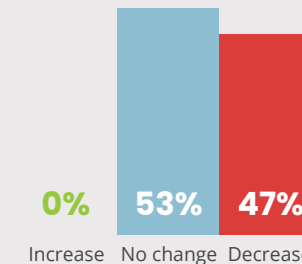
37% of respondents anticipate an increase in the levels of hiring over the next 12 months, yet there is no expectation to see growth in the recruitment marketing budget.

Next 12 months outlook

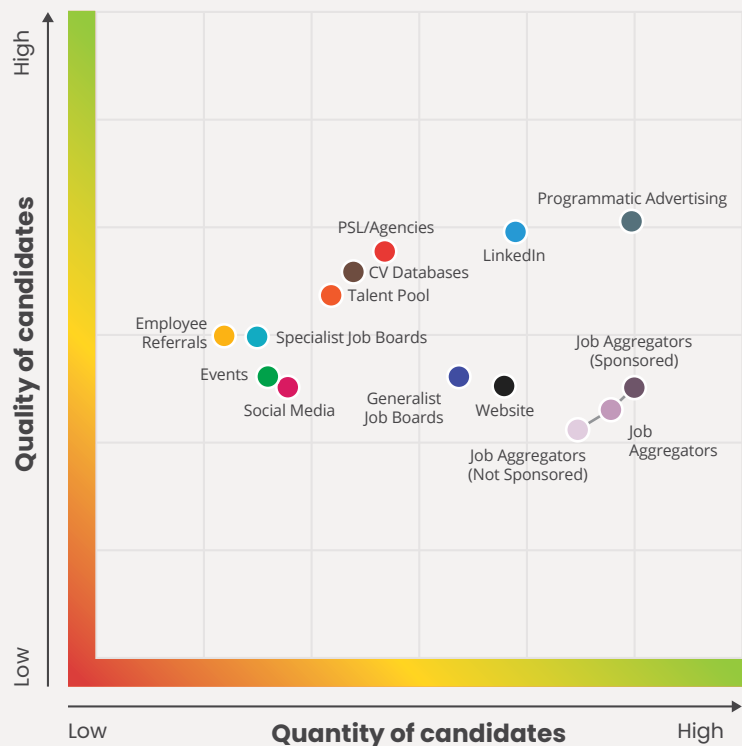
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 68% Scarcity of Qualified Candidates (skills and/or experience)
- 47% Competitors perceived to be a more desirable employer
- 42% Limitations related to hybrid / flexible working
- 42% Not allowed to advertise salaries
- 42% Poor perception of our industry
- 42% Unattractive benefits package
- 37% Forecasting recruitment needs / demand planning
- 32% Lack of recruitment marketing budget
- 32% Too many applicants
- 32% High staff turnover
- 26% Not enough capacity in the recruitment/TA team
- 26% Advertised salaries lower than market average
- 26% Location
- 26% Reliance on recruitment agencies
- 21% Unattractive EVP / Employer brand
- 21% Building a diverse and inclusive workforce

Channel Usage

- 95% Website
- 89% LinkedIn
- 79% Job Aggregators
- 72% Employee Referrals
- 58% Generalist Job Boards
- 58% PSL/Agencies
- 47% Social Media
- 42% Talent Pool
- 42% Events
- 32% Specialist Job Boards
- 22% CV Databases
- 22% Programmatic Advertising

Industry Focus

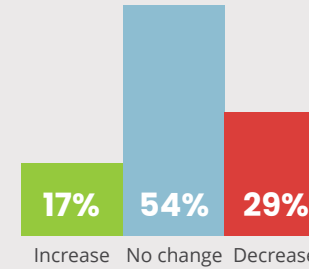
Government / Public Services & Administration

Specialist job boards deliver the highest candidate quality for the sector, despite a slight decline in usage from 40% to 38%.

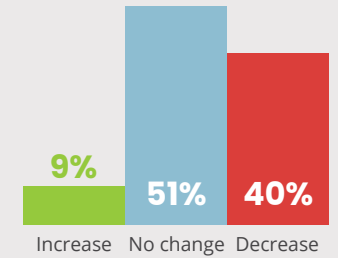
The public sector is also seeing good results from professional social networks (LinkedIn) and Employee Referrals. While the usage of Employee Referrals remains the same as last year, the channel has shown a notable improvement in candidate quality and quantity, moving to the top right quadrant.

Next 12 months outlook

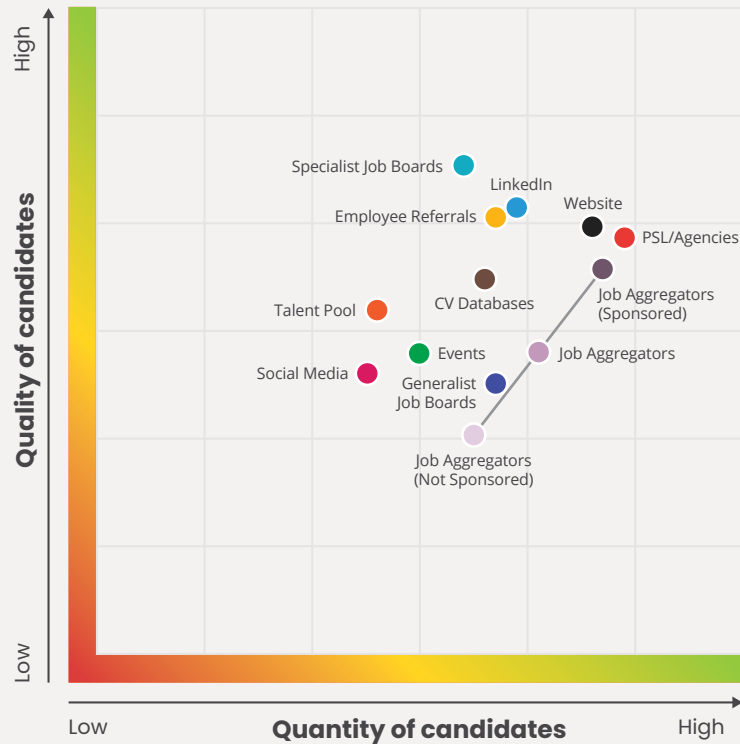
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 54% Building a diverse and inclusive workforce
- 40% Advertised salaries lower than market average
- 37% Scarcity of Qualified Candidates (skills and/or experience)
- 23% Lack of recruitment marketing budget
- 23% Poor perception of our industry
- 23% Competitors perceived to be a more desirable employer
- 20% Unattractive EVP / Employer brand
- 20% Forecasting recruitment needs / demand planning
- 17% Not enough capacity in the recruitment/TA team
- 14% Limitations related to hybrid / flexible working
- 14% Too many applicants
- 9% High staff turnover
- 9% Not allowed to advertise salaries
- 9% Unattractive benefits package
- 6% Location
- 3% Reliance on recruitment agencies

Channel Usage

- 97% Website
- 79% LinkedIn
- 62% Job Aggregators
- 61% Events
- 59% Generalist Job Boards
- 48% Social Media
- 38% Specialist Job Boards
- 36% Talent Pool
- 33% Employee Referrals
- 33% PSL/Agencies
- 28% CV Databases
- 9% Programmatic Advertising

Industry Focus

Healthcare / Social Care

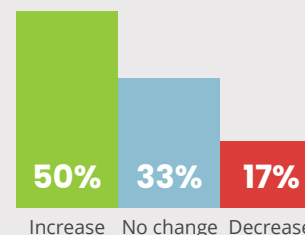
50% of healthcare & social care organisations expect an increase in hiring in the next 12 months, though only 14% have a corresponding increase in recruitment marketing budget.

Specialist Job Boards continue to take the lead in terms of candidate quality, however, the channel usage has dropped to 29%.

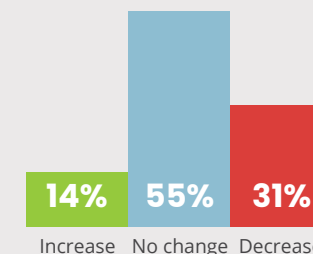
Social media was the most used sourcing channel last year (96%), yet this year only 44% of Health and Social care teams report using it. Results from social media have improved on last year but it still has a way to go to get the desired candidate quality.

Next 12 months outlook

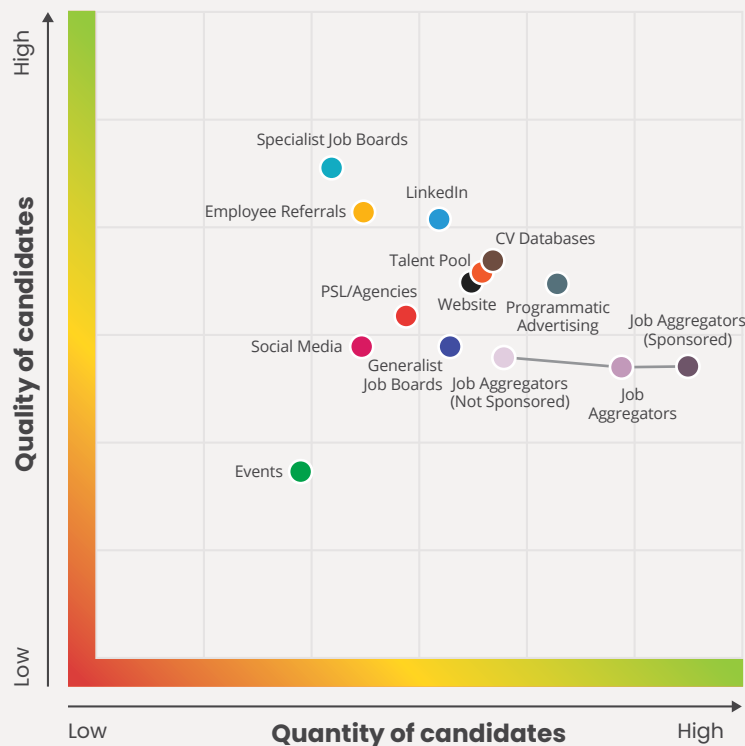
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 56%** Scarcity of Qualified Candidates (skills and/or experience)
- 39%** Poor perception of our industry
- 36%** Lack of recruitment marketing budget
- 33%** High staff turnover
- 31%** Forecasting recruitment needs / demand planning
- 28%** Building a diverse and inclusive workforce
- 22%** Advertised salaries lower than market average
- 22%** Not enough capacity in the recruitment/TA team
- 19%** Limitations related to hybrid / flexible working
- 19%** Location
- 19%** Unattractive EVP / Employer brand
- 17%** Unattractive benefits package
- 17%** Too many applicants
- 11%** Competitors perceived to be a more desirable employer
- 11%** Reliance on recruitment agencies
- 8%** Not allowed to advertise salaries

Channel Usage

- 97%** Website
- 81%** LinkedIn
- 69%** Job Aggregators
- 68%** Events
- 66%** Employee Referrals
- 44%** Social Media
- 42%** Talent Pool
- 35%** Generalist Job Boards
- 32%** PSL/Agencies
- 29%** Specialist Job Boards
- 25%** CV Databases
- 6%** Programmatic Advertising

Industry Focus

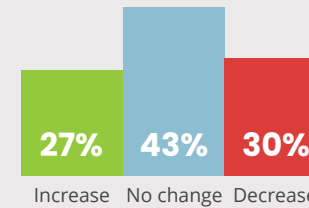
Hospitality / Leisure / Tourism

We note an increase in the use of company careers site as a sourcing channel, with 100% of respondents in the sector now using it to source talent. In recent years, this channel has continued to increase in use, from 95% in 2023, 93% in 2022 and 60% in 2021. Despite the increase in use, the results have seen a decline in the quality of candidates on the prior year.

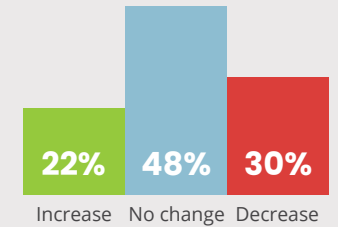
CV Databases are the top-performing channel in terms of candidate quality, however, its usage has dropped to 27% this year. Aside from the lack of qualified candidates, the hospitality sector is struggling with a poor perception of the industry.

Next 12 months outlook

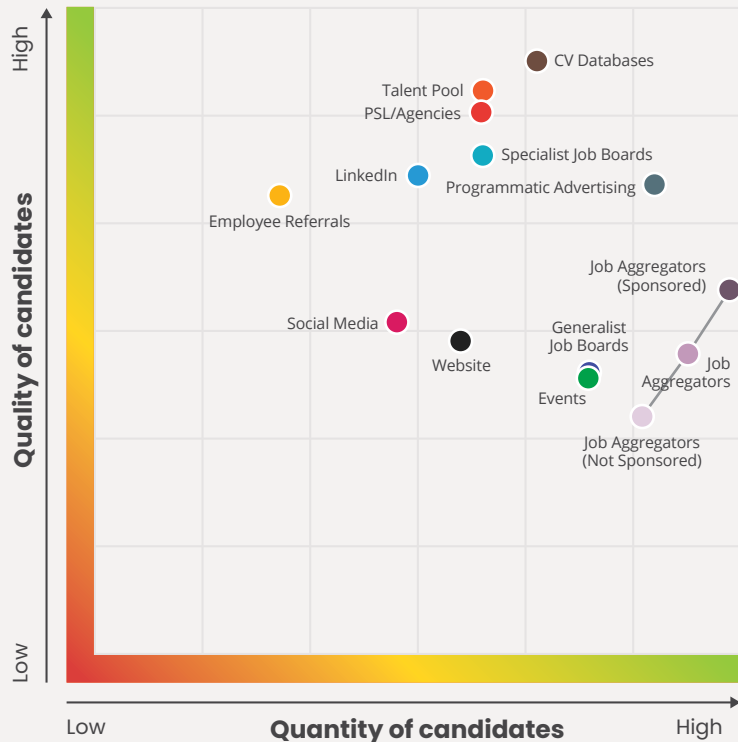
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 52% Scarcity of Qualified Candidates (skills and/or experience)
- 52% Poor perception of our industry
- 42% High staff turnover
- 39% Limitations related to hybrid / flexible working
- 33% Lack of recruitment marketing budget
- 27% Advertised salaries lower than market average
- 27% Building a diverse and inclusive workforce
- 27% Unattractive benefits package
- 21% Location
- 21% Competitors perceived to be a more desirable employer
- 21% Unattractive EVP / Employer brand
- 15% Forecasting recruitment needs / demand planning
- 15% Too many applicants
- 12% Not enough capacity in the recruitment/TA team
- 12% Reliance on recruitment agencies
- 9% Not allowed to advertise salaries

Channel Usage

- 100% Website
- 87% LinkedIn
- 78% Job Aggregators
- 70% Employee Referrals
- 65% Specialist Job Boards
- 52% Events
- 45% Generalist Job Boards
- 42% Talent Pool
- 35% Social Media
- 29% PSL/Agencies
- 27% CV Databases
- 10% Programmatic Advertising

Industry Focus

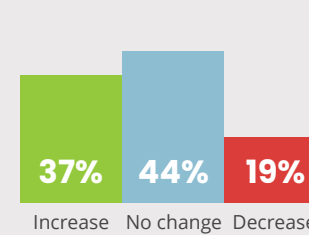
Information Technology / Telecoms / Software

Professional Social Networks (LinkedIn) are leading in terms of candidate quality, closely followed by Employee Referrals. The latter has seen an increase in usage (95%), making it the most used sourcing channel.

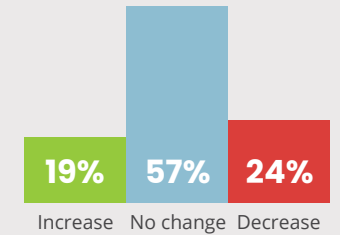
Social media is seen to lack in both quality and quantity of the candidates, with the usage of this channel dropping by 45%. Sector challenges include a lack of qualified candidates (56%) and forecasting recruitment needs/demand planning (44%).

Next 12 months outlook

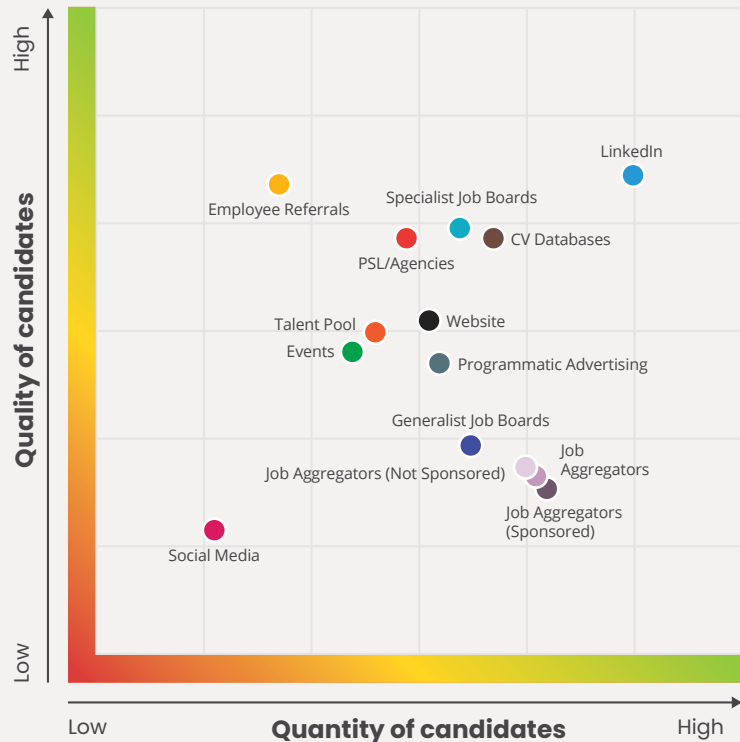
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 56% Scarcity of Qualified Candidates (skills and/or experience)
- 44% Forecasting recruitment needs / demand planning
- 35% Too many applicants
- 24% Not allowed to advertise salaries
- 21% Lack of recruitment marketing budget
- 19% Building a diverse and inclusive workforce
- 19% Unattractive benefits package
- 18% Location
- 18% Not enough capacity in the recruitment/TA team
- 15% Advertised salaries lower than market average
- 15% High staff turnover
- 13% Limitations related to hybrid / flexible working
- 10% Competitors perceived to be a more desirable employer
- 10% Unattractive EVP / Employer brand
- 10% Reliance on recruitment agencies
- 3% Poor perception of our industry

Channel Usage

- 95% Employee Referrals
- 92% Website
- 89% LinkedIn
- 57% Talent Pool
- 55% Job Aggregators
- 37% Events
- 37% PSL/Agencies
- 30% Generalist Job Boards
- 23% Social Media
- 21% CV Databases
- 15% Specialist Job Boards
- 7% Programmatic Advertising

Industry Focus

Legal

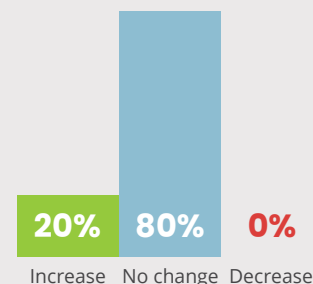
80% of legal firms expect no change in hiring in the next 12 months, which aligns with the majority of respondents (67%) also anticipating no change in the recruitment marketing budget.

Employee referrals continue to perform well for this sector but there are also plenty of other channels that deliver a significant quality and quantity of candidates. Social Media usage sits at 42%, a 6% increase on last year, but the results have improved. Generalist Job boards have also improved and now sit in the top left quadrant.

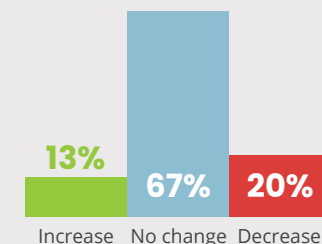
Scarcity of qualified candidates and building a diverse and inclusive workforce are the top two candidate sourcing challenges in the legal sector.

Next 12 months outlook

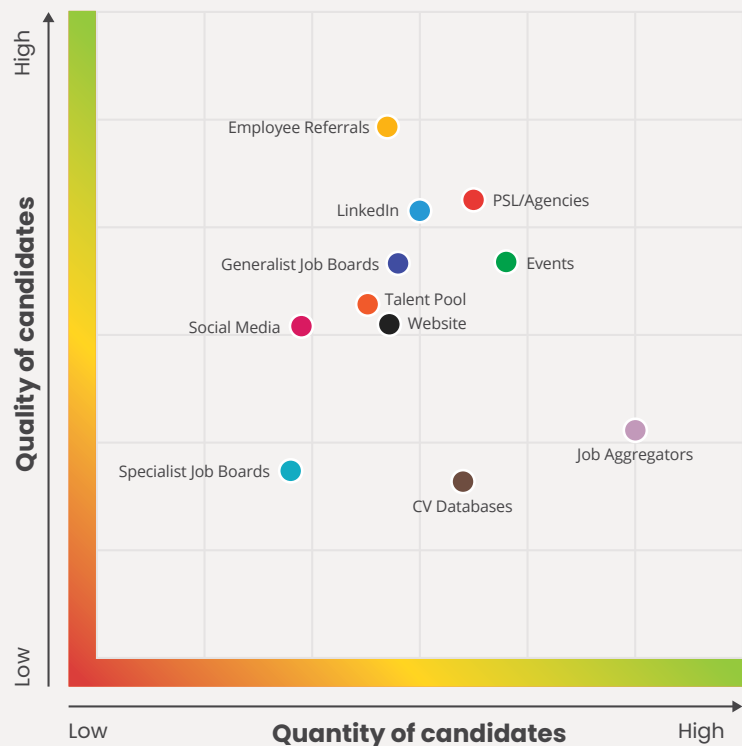
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



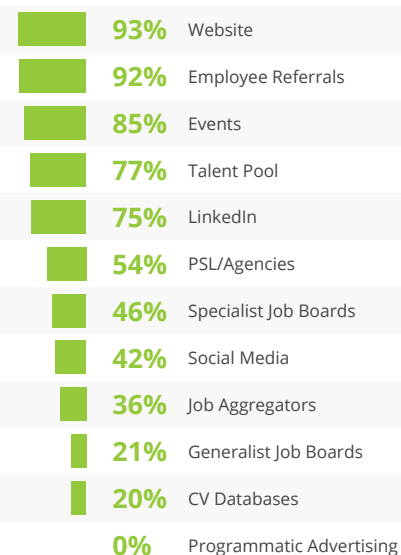
Sourcing Quadrant



Candidate sourcing challenges



Channel Usage



Industry Focus

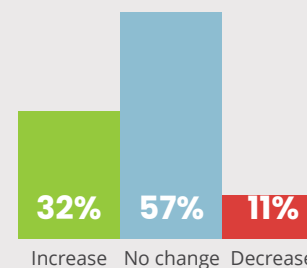
Marketing / Advertising / PR

Employee referrals are the best source of quality candidates for the sector. Other sources that deliver a good balance of quality and quantity of candidates include LinkedIn, specialist job boards, talent pooling and agencies.

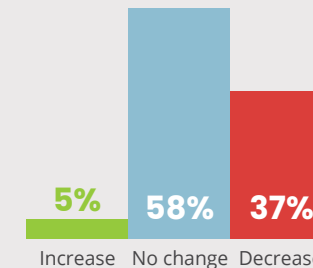
There is a disconnect between the expected levels of hiring in the next 12 months (32%) and how recruitment budgets align. Just 5% expect an increase in recruitment marketing budgets, with 95% citing no change or a decrease in budgets. Once again, the scarcity of qualified candidates impacts the sector.

Next 12 months outlook

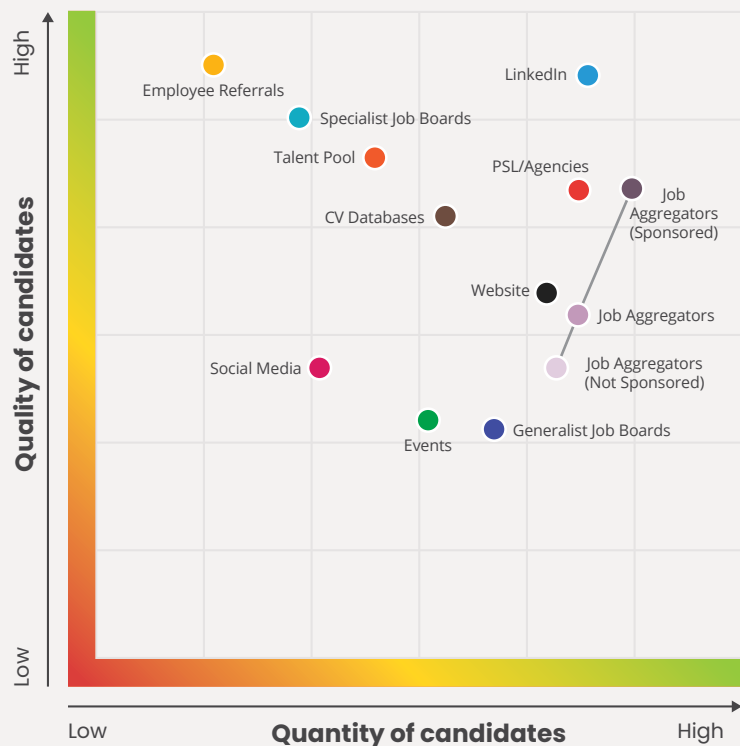
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

63%	Scarcity of Qualified Candidates (skills and/or experience)
47%	Building a diverse and inclusive workforce
47%	Lack of recruitment marketing budget
42%	Advertised salaries lower than market average
37%	Not enough capacity in the recruitment/TA team
32%	Forecasting recruitment needs / demand planning
32%	Unattractive benefits package
21%	Competitors perceived to be a more desirable employer
21%	Not allowed to advertise salaries
21%	Reliance on recruitment agencies
16%	Limitations related to hybrid / flexible working
16%	High staff turnover
16%	Location
11%	Unattractive EVP / Employer brand
5%	Too many applicants
5%	Poor perception of our industry

Channel Usage

100%	LinkedIn
95%	Website
76%	Employee Referrals
61%	Job Aggregators
59%	Talent Pool
53%	Social Media
47%	Events
41%	Specialist Job Boards
29%	PSL/Agencies
24%	Generalist Job Boards
12%	Programmatic Advertising
6%	CV Databases

Industry Focus

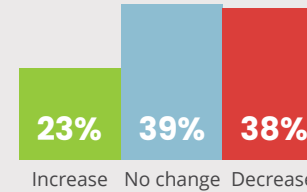
Media / Internet / Publishing

23% of sector respondents in this industry expect an increase in hiring in 2025, though 54% anticipate a decrease in budgets. Only 8% of respondents indicated an increase in recruitment marketing budget, which could prove problematic and the need to do more with less.

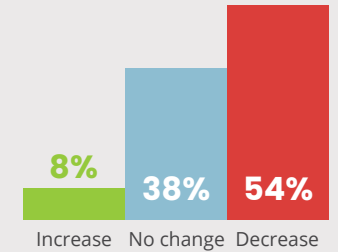
Careers website and LinkedIn are the two most used channels, both scoring highly in candidate quality and quantity. The performance of careers websites have improved compared to last year. Similarly to the previous year, results using job aggregators with sponsored ads see much-improved results to those not sponsored.

Next 12 months outlook

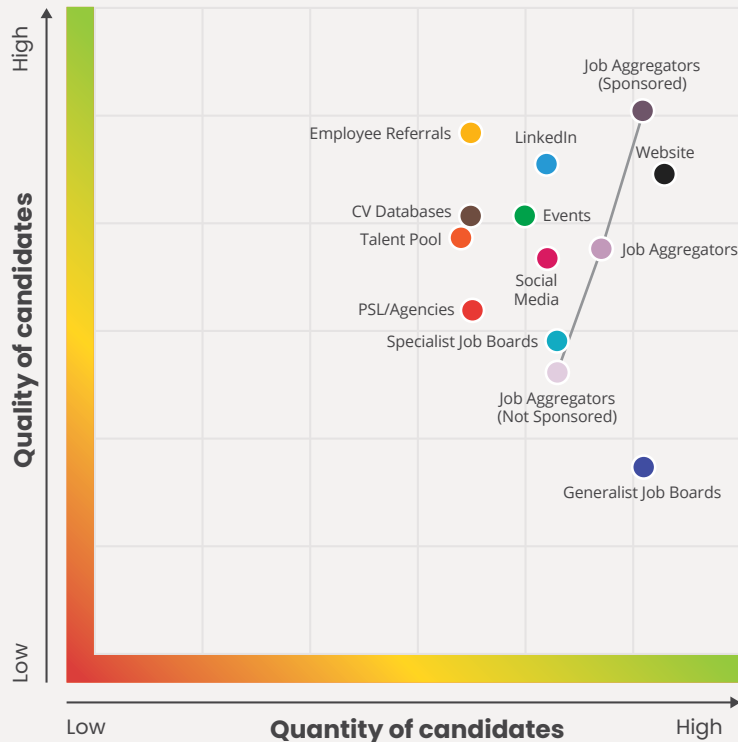
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 46% Scarcity of Qualified Candidates (skills and/or experience)
- 38% Building a diverse and inclusive workforce
- 38% Too many applicants
- 31% Forecasting recruitment needs / demand planning
- 31% Lack of recruitment marketing budget
- 31% Not allowed to advertise salaries
- 23% Limitations related to hybrid / flexible working
- 23% High staff turnover
- 15% Unattractive benefits package
- 8% Advertised salaries lower than market average
- 8% Not enough capacity in the recruitment/TA team
- 8% Poor perception of our industry
- 8% Location
- 8% Unattractive EVP / Employer brand
- 0% Competitors perceived to be a more desirable employer
- 0% Reliance on recruitment agencies

Channel Usage

- 100% Website
- 85% LinkedIn
- 85% Employee Referrals
- 54% Events
- 38% Talent Pool
- 31% Generalist Job Boards
- 31% PSL/Agencies
- 31% Specialist Job Boards
- 31% Social Media
- 23% Job Aggregators
- 15% Programmatic Advertising
- 8% CV Databases

Industry Focus

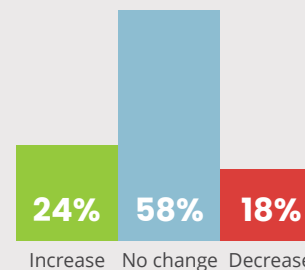
Retail / Wholesale

PSL/agencies and talent pools lead on delivering the greatest quality of candidates for the retail sector. The latter sourcing channel has seen a significant improvement in candidate quality compared to last year, however, its usage (50%) has slightly reduced from last year.

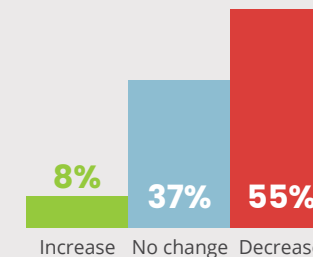
Sector challenges show a broad mix, with candidate scarcity listed as the top challenge. In-house recruitment teams are anticipating no change in hiring levels over the next 12 months, however, the marketing budgets are likely to see a decrease (55%).

Next 12 months outlook

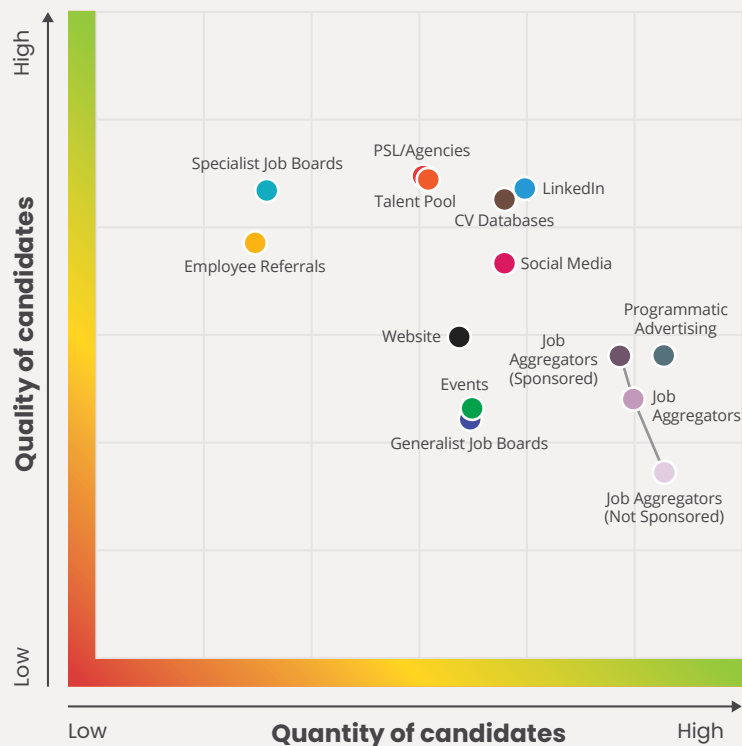
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 45% Scarcity of Qualified Candidates (skills and/or experience)
- 34% Limitations related to hybrid / flexible working
- 34% Unattractive benefits package
- 32% Forecasting recruitment needs / demand planning
- 32% Advertised salaries lower than market average
- 32% Competitors perceived to be a more desirable employer
- 32% Not allowed to advertise salaries
- 29% Lack of recruitment marketing budget
- 29% Not enough capacity in the recruitment/TA team
- 21% High staff turnover
- 21% Poor perception of our industry
- 21% Too many applicants
- 18% Unattractive EVP / Employer brand
- 18% Building a diverse and inclusive workforce
- 16% Location
- 5% Reliance on recruitment agencies

Channel Usage

- 89% Job Aggregators
- 89% Website
- 85% LinkedIn
- 59% Employee Referrals
- 50% Talent Pool
- 41% Events
- 41% Generalist Job Boards
- 32% PSL/Agencies
- 29% Social Media
- 21% CV Databases
- 19% Specialist Job Boards
- 12% Programmatic Advertising

Industry Focus

Science / Pharmaceuticals

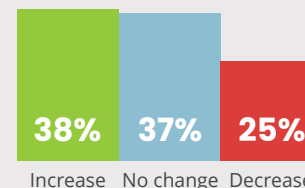
63% of respondents from this sector rate scarcity of qualified candidates (skills and/or experience) as the number one challenge.

Specialist Job Boards are leading the way for candidate quality. Job Aggregators (Sponsored) perform well in the quantity of candidates, however, it falls short on candidate quality. This is a dramatic decrease from last year when Job Aggregators (Sponsored) were performing in the top right corner of the quadrant.

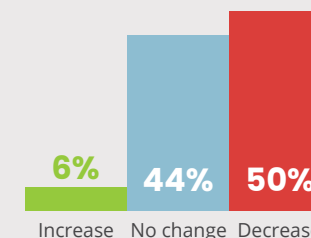
There are multiple other channels that are effective for a good balance of quality and quantity – employee referrals, PSL/Agencies, careers sites and LinkedIn, to name a few.

Next 12 months outlook

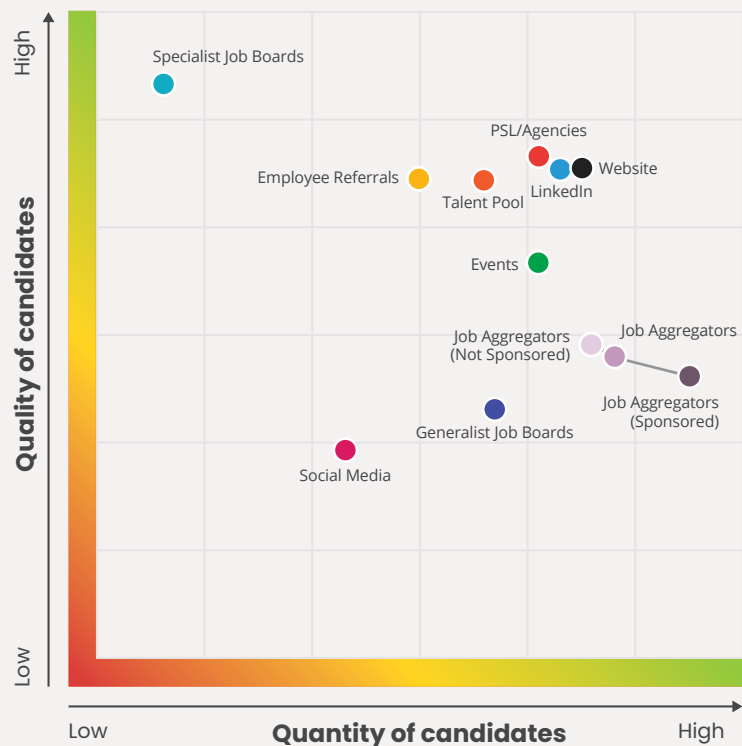
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

63%	Scarcity of Qualified Candidates (skills and/or experience)
56%	Limitations related to hybrid / flexible working
38%	Building a diverse and inclusive workforce
38%	Not allowed to advertise salaries
38%	Lack of recruitment marketing budget
25%	Forecasting recruitment needs / demand planning
19%	Not enough capacity in the recruitment/TA team
19%	Unattractive EVP / Employer brand
13%	High staff turnover
13%	Poor perception of our industry
13%	Advertised salaries lower than market average
13%	Location
13%	Too many applicants
6%	Competitors perceived to be a more desirable employer
6%	Reliance on recruitment agencies
0%	Unattractive benefits package

Channel Usage

94%	Website
87%	LinkedIn
80%	Employee Referrals
75%	Job Aggregators
50%	PSL/Agencies
44%	Talent Pool
44%	Events
44%	Generalist Job Boards
33%	Social Media
14%	Programmatic Advertising
13%	Specialist Job Boards
0%	CV Databases

Industry Focus

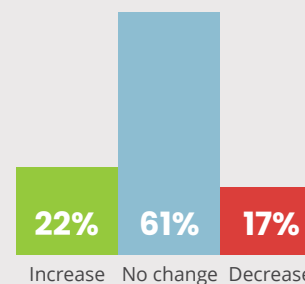
Transport / Logistics

LinkedIn storms ahead for the transport/logistics sector with a leap in quality from last year. There are plenty of other sources of quality candidates such as employee referrals, PSL/Agencies and Talent Pools.

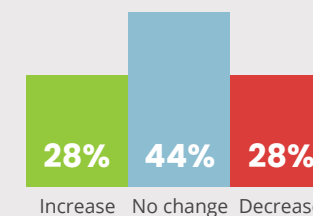
The use of talent pooling to engage passive candidates, despite its success, has relatively low usage (23%). The website as a sourcing channel remains as the most used (100%), however, its performance in the quality of candidates has decreased since last year.

Next 12 months outlook

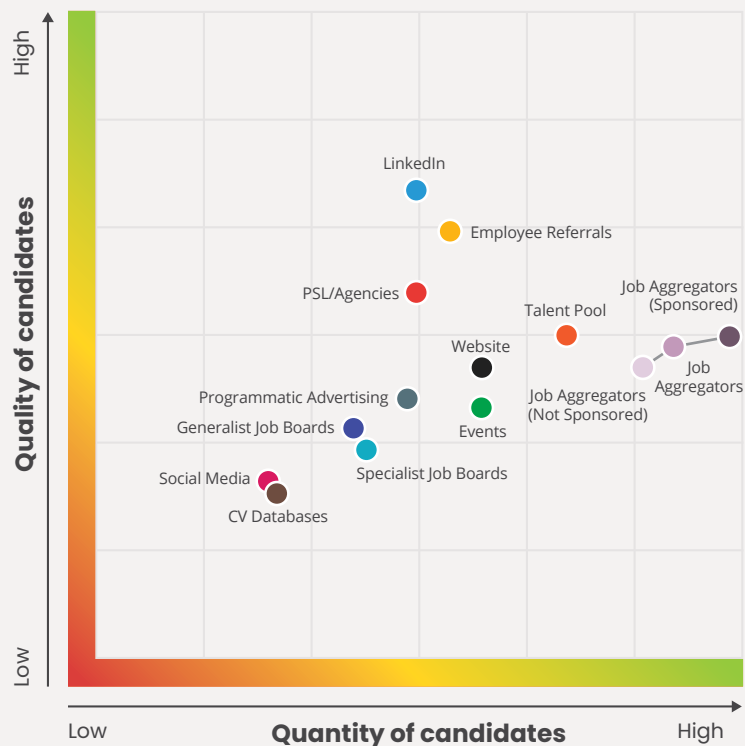
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 56% Scarcity of Qualified Candidates (skills and/or experience)
- 33% Limitations related to hybrid / flexible working
- 28% Building a diverse and inclusive workforce
- 28% Poor perception of our industry
- 28% Unattractive benefits package
- 28% Advertised salaries lower than market average
- 28% Unattractive EVP / Employer brand
- 22% Forecasting recruitment needs / demand planning
- 22% Too many applicants
- 22% Not allowed to advertise salaries
- 17% High staff turnover
- 17% Competitors perceived to be a more desirable employer
- 11% Lack of recruitment marketing budget
- 11% Not enough capacity in the recruitment/TA team
- 11% Location
- 11% Reliance on recruitment agencies

Channel Usage

- 100% Website
- 92% LinkedIn
- 83% Job Aggregators
- 62% Employee Referrals
- 54% Events
- 54% PSL/Agencies
- 54% Social Media
- 38% Generalist Job Boards
- 23% Talent Pool
- 23% CV Databases
- 15% Specialist Job Boards
- 8% Programmatic Advertising

Part 6:

Company Size Quadrants

Here we attempt to answer
the age old question...
Does size really matter?

In this section we chart sourcing quadrants based
on the company size (number of employees).

In this section:

Under 250 Employees	60
250 - 1000 Employees	61
Over 1000 Employees	62



Size Focus

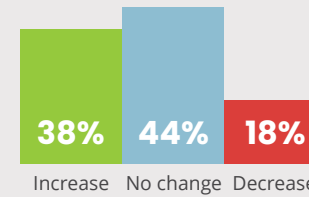
Under 250 Employees

Companies with less than 250 employees anticipate an increase in hiring levels (38%) over the next 12 months.

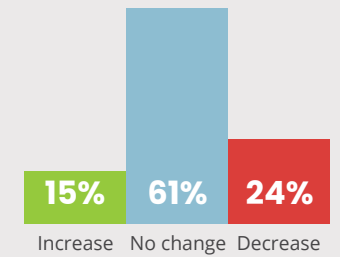
The candidate quality results of CV Databases have seen an increase since last year and are now the best performing sourcing channel. Interestingly, CV Databases only have 8% usage. Smaller companies also see good-quality candidates from employee referrals. The biggest candidate sourcing challenge, reported by 61% of respondents, is scarcity of qualified candidates.

Next 12 months outlook

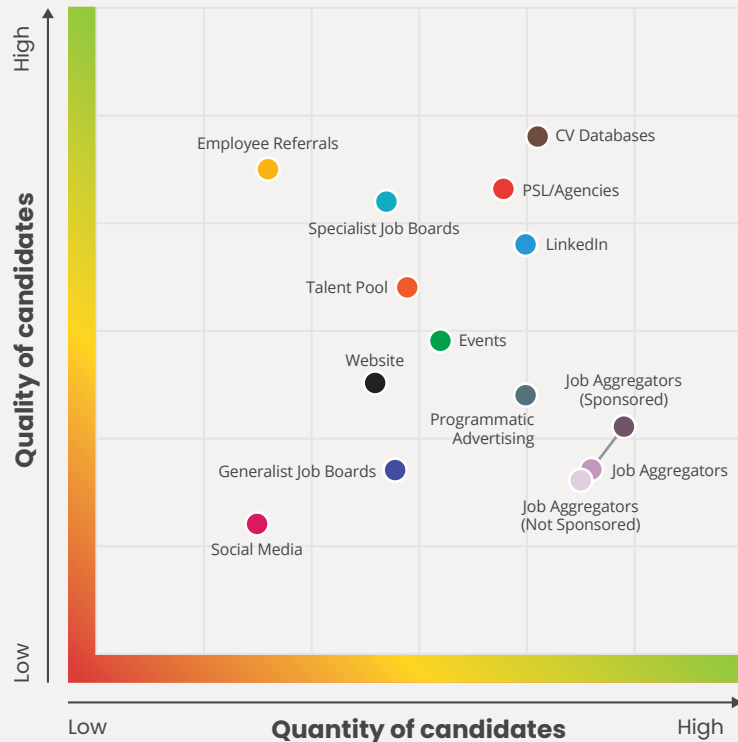
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 61% Scarcity of Qualified Candidates (skills and/or experience)
- 28% Building a diverse and inclusive workforce
- 27% Forecasting recruitment needs / demand planning
- 25% Limitations related to hybrid / flexible working
- 22% Lack of recruitment marketing budget
- 20% High staff turnover
- 20% Unattractive benefits package
- 19% Location
- 18% Too many applicants
- 18% Not allowed to advertise salaries
- 17% Advertised salaries lower than market average
- 17% Not enough capacity in the recruitment/TA team
- 16% Reliance on recruitment agencies
- 15% Competitors perceived to be a more desirable employer
- 15% Unattractive EVP / Employer brand
- 13% Poor perception of our industry

Channel Usage

- 90% Website
- 84% LinkedIn
- 73% Employee Referrals
- 56% Job Aggregators
- 49% Talent Pool
- 37% PSL/Agencies
- 33% Generalist Job Boards
- 27% Events
- 25% Specialist Job Boards
- 25% Social Media
- 8% CV Databases
- 6% Programmatic Advertising

Size Focus

250 – 1000 Employees

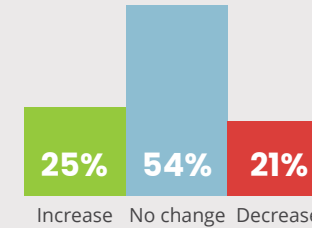
For companies with 250-1000 employees, the top two channels used to recruit are website and LinkedIn.

LinkedIn fairs better than company careers sites for quality and quantity of candidates and employee referrals is the stand-out channel for quality candidates.

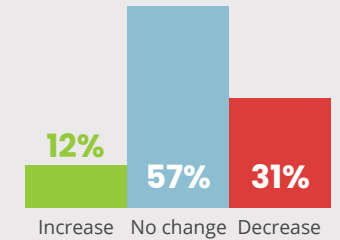
Candidate scarcity is the number one sourcing challenge (55%), followed by building a diverse and inclusive workforce (34%). Levels of hiring are expected to increase by 25%, while 21% anticipate a decrease.

Next 12 months outlook

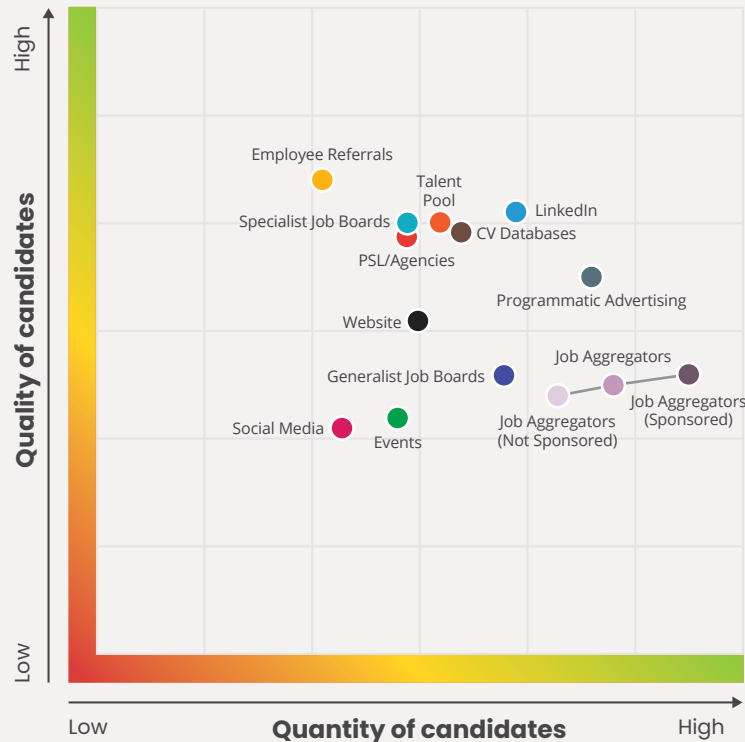
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 55% Scarcity of Qualified Candidates (skills and/or experience)
- 34% Building a diverse and inclusive workforce
- 29% Limitations related to hybrid / flexible working
- 25% Forecasting recruitment needs / demand planning
- 25% Advertised salaries lower than market average
- 23% Not enough capacity in the recruitment/TA team
- 22% Location
- 21% Poor perception of our industry
- 20% Unattractive benefits package
- 18% High staff turnover
- 17% Lack of recruitment marketing budget
- 17% Unattractive EVP / Employer brand
- 16% Too many applicants
- 16% Competitors perceived to be a more desirable employer
- 12% Not allowed to advertise salaries
- 9% Reliance on recruitment agencies

Channel Usage

- 97% Website
- 83% LinkedIn
- 67% Employee Referrals
- 64% Job Aggregators
- 53% Events
- 53% Generalist Job Boards
- 51% Talent Pool
- 40% Specialist Job Boards
- 39% PSL/Agencies
- 33% Social Media
- 31% CV Databases
- 6% Programmatic Advertising

Size Focus

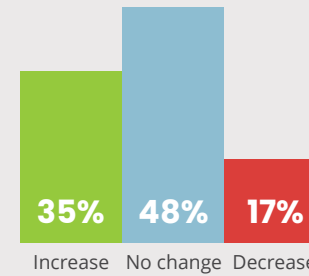
Over 1000 Employees

Companies with more than 1000 employees anticipate a disconnect between an increase in hiring levels and a decrease in recruitment marketing budgets.

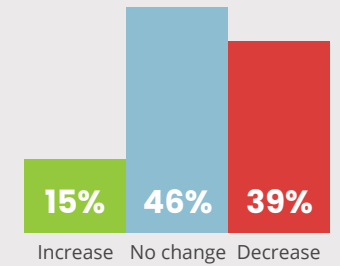
LinkedIn and employee referrals both deliver a high quality of candidates, but the latter has just 64% usage. Professional social networks (LinkedIn) take the lead in providing the best combination of candidate quality and quantity. Both website and programmatic advertising results have improved on the prior year.

Next 12 months outlook

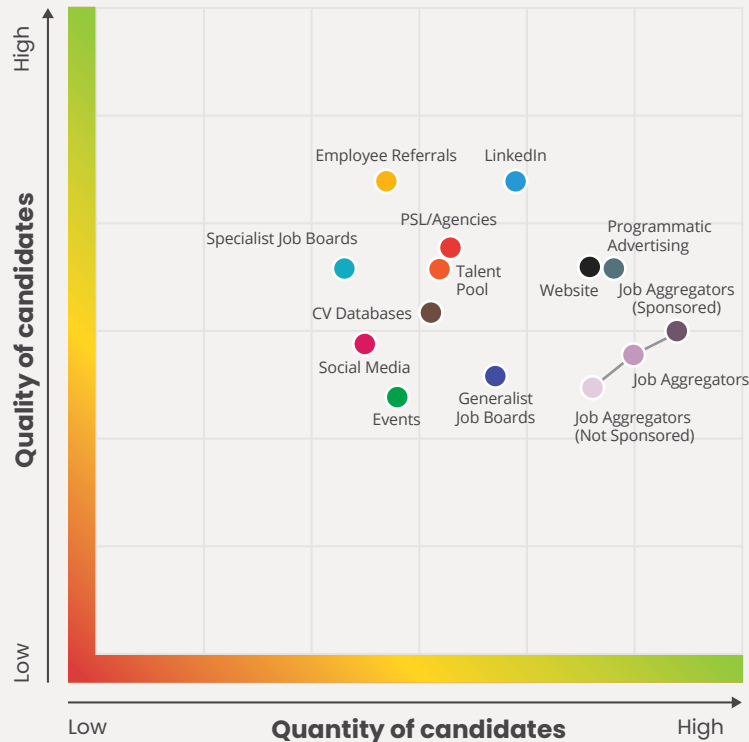
How will levels of hiring change in the next 12 months?



How will recruitment marketing budgets change in the next 12 months?



Sourcing Quadrant



Candidate sourcing challenges

- 45% Scarcity of Qualified Candidates (skills and/or experience)
- 38% Building a diverse and inclusive workforce
- 36% Forecasting recruitment needs / demand planning
- 32% Advertised salaries lower than market average
- 31% Lack of recruitment marketing budget
- 26% Not enough capacity in the recruitment/TA team
- 24% Limitations related to hybrid / flexible working
- 23% Poor perception of our industry
- 22% High staff turnover
- 22% Not allowed to advertise salaries
- 21% Competitors perceived to be a more desirable employer
- 20% Too many applicants
- 19% Unattractive benefits package
- 19% Unattractive EVP / Employer brand
- 13% Location
- 10% Reliance on recruitment agencies

Channel Usage

- 97% Website
- 92% LinkedIn
- 64% Employee Referrals
- 64% Job Aggregators
- 61% Events
- 52% Generalist Job Boards
- 50% PSL/Agencies
- 46% Talent Pool
- 33% CV Databases
- 31% Social Media
- 30% Specialist Job Boards
- 12% Programmatic Advertising

Part 7:

Sourcing Channel Summaries

At a glance comparisons and patterns for each sourcing channel.

In this section:

Talent Pool	64
PSL / Agencies	65
CV Databases	66
Job Aggregators	67
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Events	69
Generalist Job Boards	70
Professional Social Networks	71
Programmatic Advertising	72
Social Media	73
Specialist Job Boards	74
Website / Careers Site	75

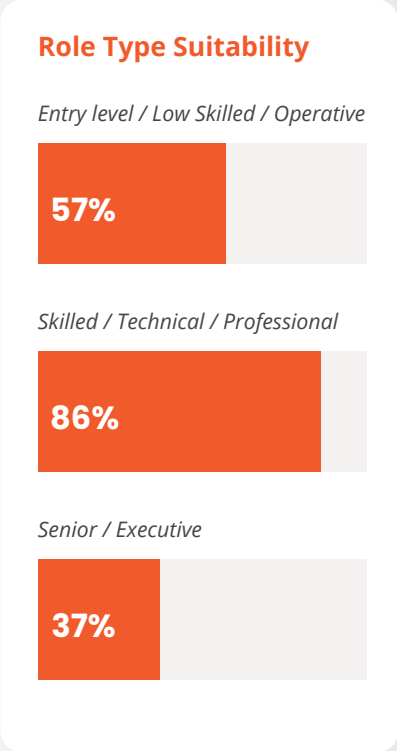
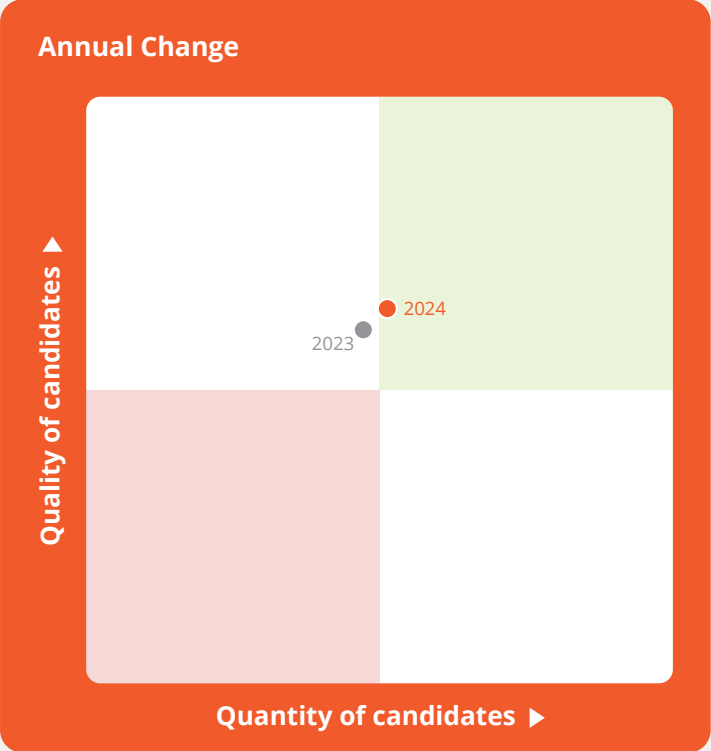


Sourcing Channels

Talent Pool

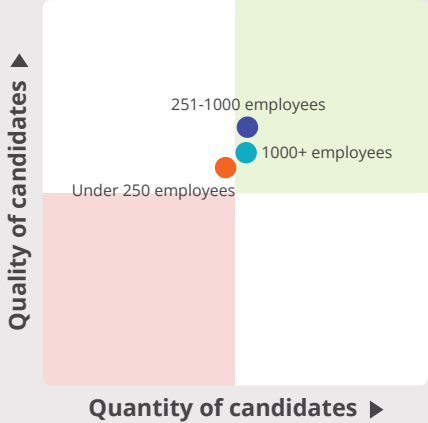
Use of talent pooling decreased slightly to 49%, with the most effective results seen for Skilled / Technical / Professional roles (86%). A change from last year, when this sourcing channel performed best for Entry Level roles (60%)

Results have improved slightly, this year moving to the top-right quadrant, indicating a slight improvement in the quality and quantity of candidates sourced from this channel.



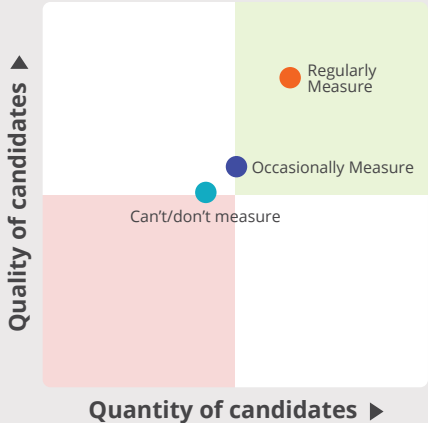
Does the size of your organisation affect results?

The mid-sized (251-1000 employees) and larger companies are doing slightly better with the quality of candidates sourced from talent pooling.



Does regular measurement improve results?

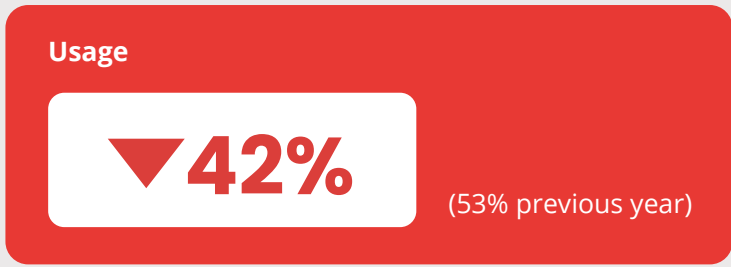
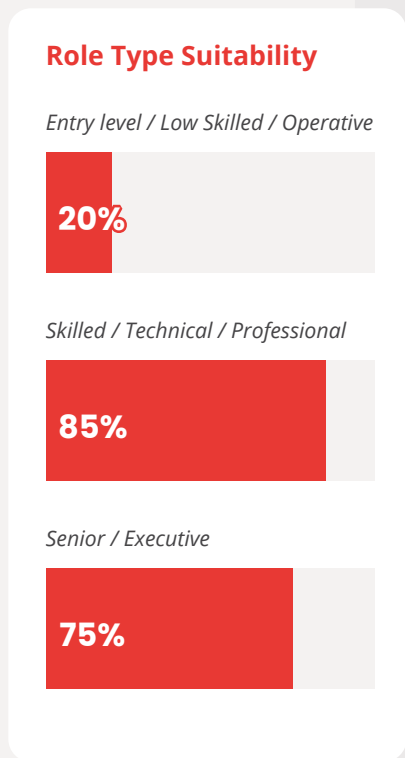
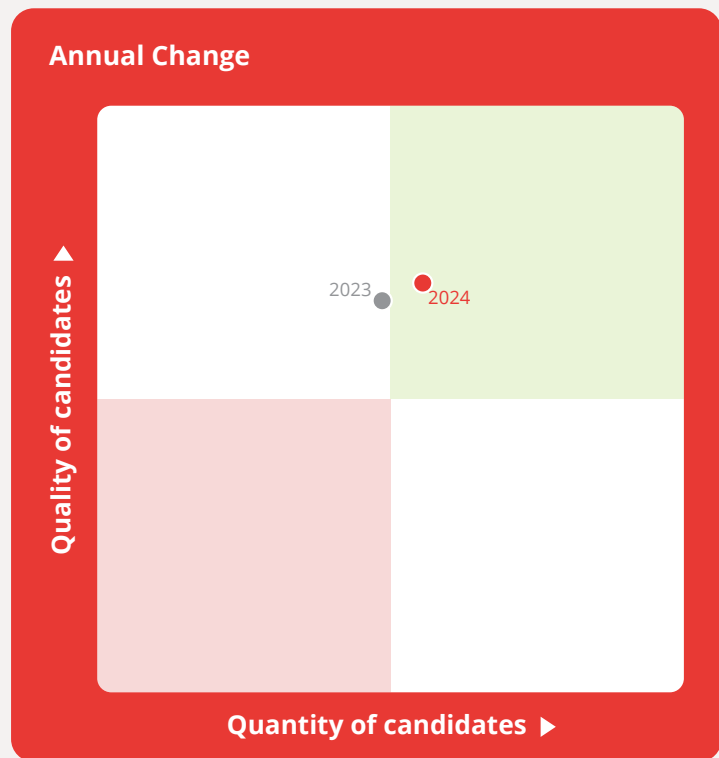
Recruitment teams who regularly measure the use of talent pooling as a sourcing channel report the best results.



Sourcing Channels

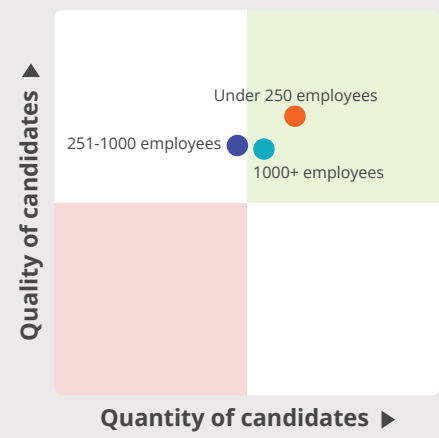
PSL / Agencies

Usage of PSL/Agencies has reduced since last year (down 11%). Results are largely positive, in particular, this channel is effective for Skilled/Technical roles (85%), followed by Senior/Executive roles (75%).



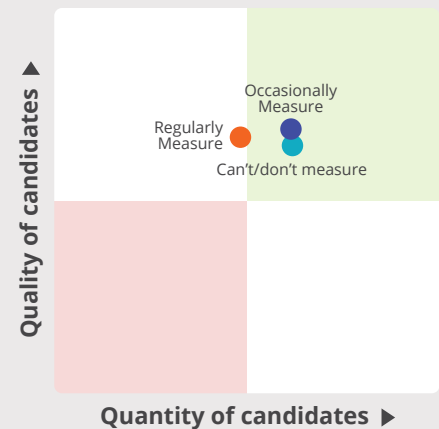
Does the size of your organisation affect results?

Smaller companies (under 250 employees) are doing better with the quality and quantity of candidates sourced from this channel.



Does regular measurement improve results?

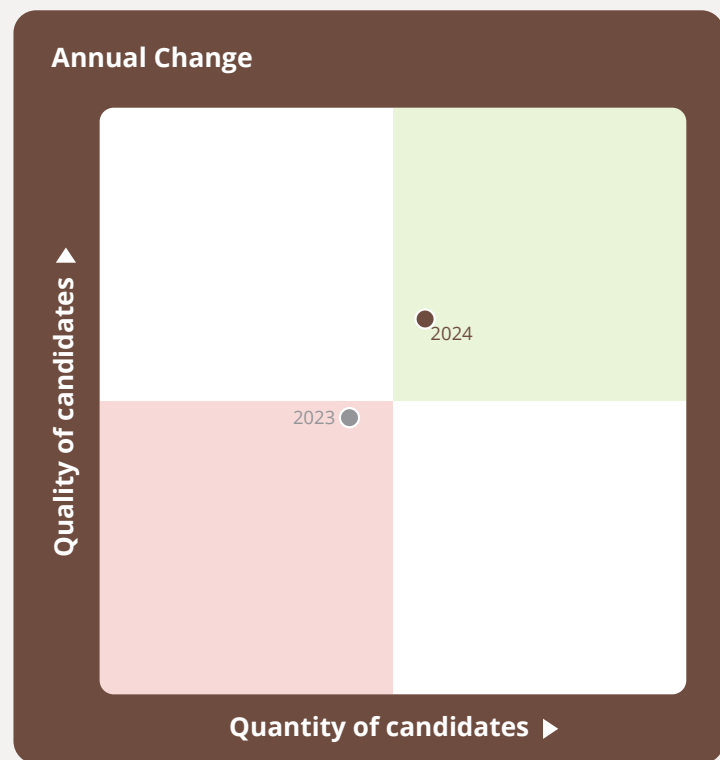
Recruitment teams who regularly and occasionally monitor and measure the use of Agencies as a sourcing channel report better results in candidate quality.



Sourcing Channels

CV Databases

CV databases look to be most suitable for Skilled/Technical/ Professional roles (84%). This year's channel results sit in the top right quadrant, which is an improvement from last year's results and suggests an increase in candidate quality and quantity.



Role Type Suitability

Entry level / Low Skilled / Operative



Skilled / Technical / Professional



Senior / Executive



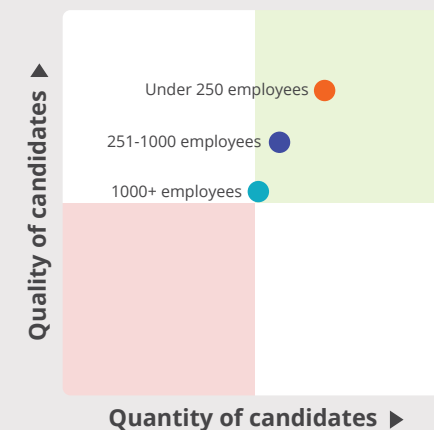
Usage

▼ 24%

(28% previous year)

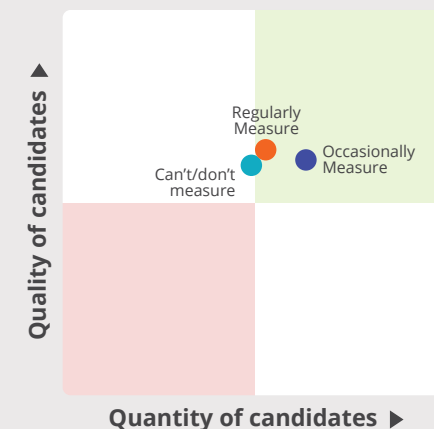
Does the size of your organisation affect results?

The smaller companies are doing better with the quality and quantity of candidates sourced from CV Databases.



Does regular measurement improve results?

Recruitment teams who occasionally measure this sourcing channel report the best results in candidate quantity.

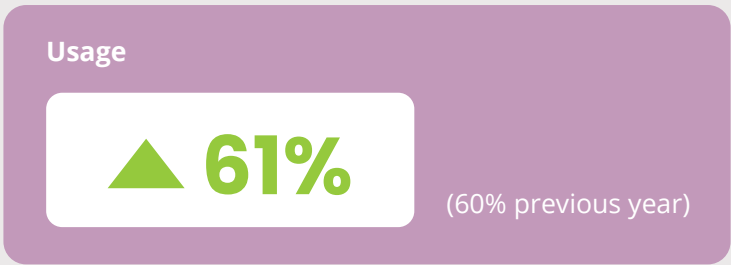
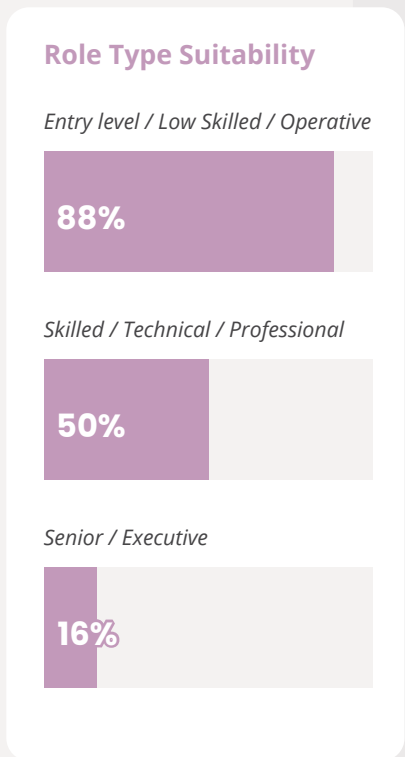
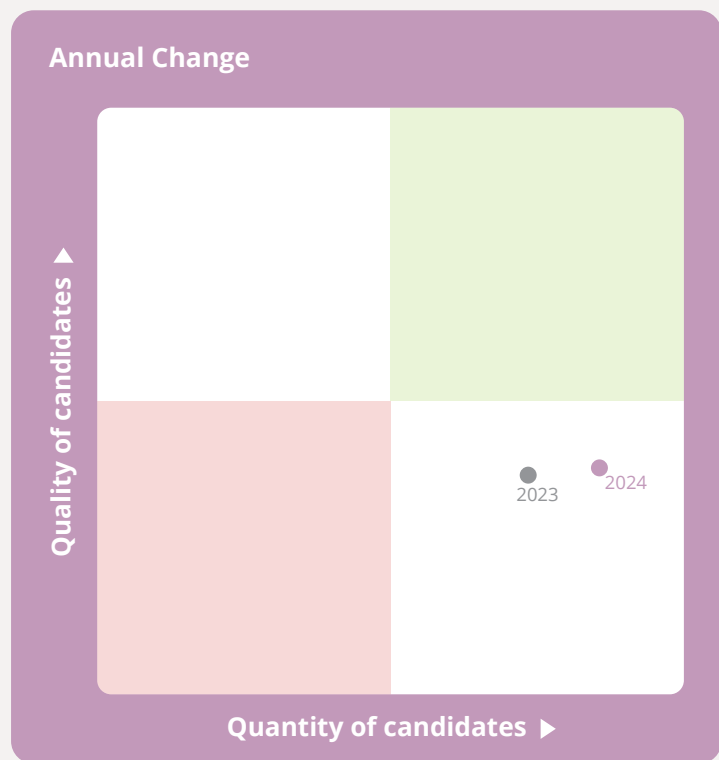


Sourcing Channels

Job Aggregators

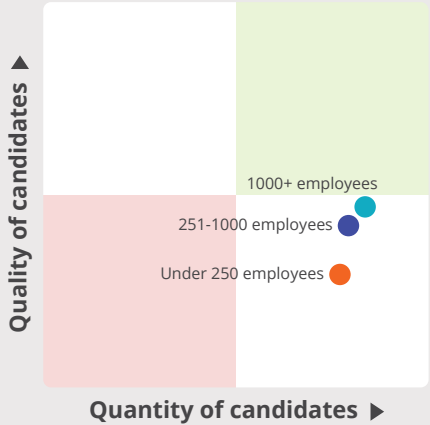
Use of job aggregators has seen a slight increase, with the results showing improved performance in candidate quantity.

The channel looks to be most suitable for Entry level roles (88%) and least for Senior/Executive roles (16%). Job aggregators deliver a high quantity of candidates but fall short on the candidate quality.



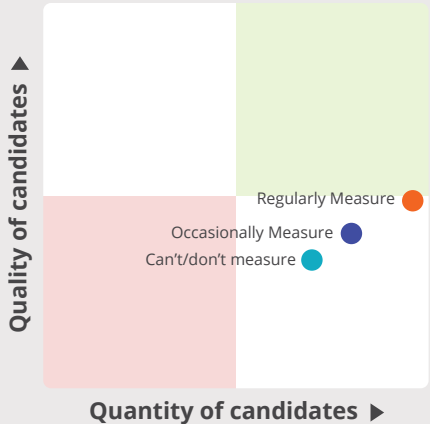
Does the size of your organisation affect results?

Larger companies (over 1000 employees) have the edge on both candidate quantity and quality.



Does regular measurement improve results?

In-house recruiters who regularly and occasionally measure this channel report the best results.

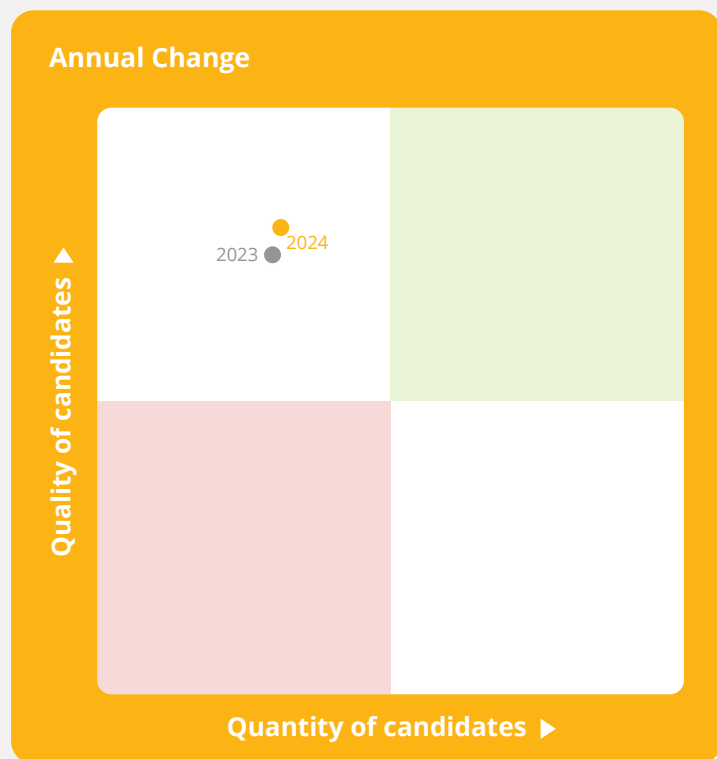


Sourcing Channels

Employee Referrals

Employee referrals usage has dropped slightly on last year, but this hasn't impacted results. As a channel, employee referrals are delivering a high quality of candidates.

The channel is least effective for sourcing Senior/Executive roles.



Role Type Suitability

Entry level / Low Skilled / Operative

71%

Skilled / Technical / Professional

83%

Senior / Executive

34%

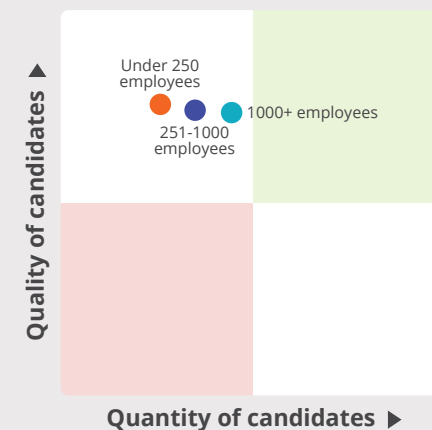
Usage

▼ 68%

(73% previous year)

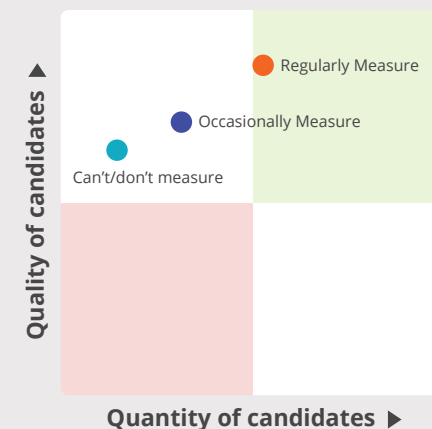
Does the size of your organisation affect results?

The results are similar regardless of company size - the quality of candidates from this channel remains high, at the top of the quadrant.



Does regular measurement improve results?

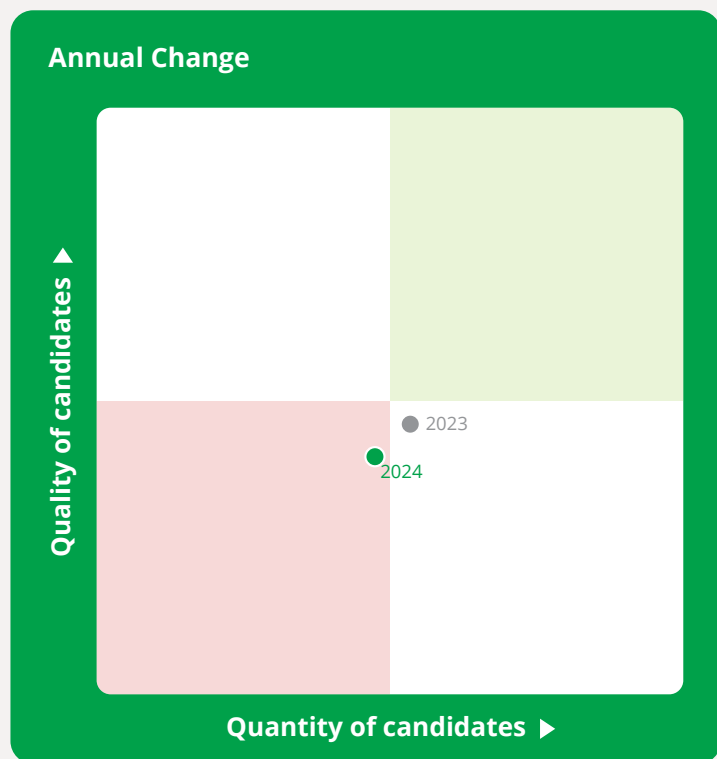
Those who regularly measure this channel have the best results. Those who can't/don't measure reported lower candidate quality.



Sourcing Channels

Events

Use of events decreased compared to the previous year, as did the channel results. The channel works well for Entry level roles and, to some degree, Skilled/Technical/Professional roles.



Role Type Suitability

Entry level / Low Skilled / Operative

86%

Skilled / Technical / Professional

37%

Senior / Executive

8%

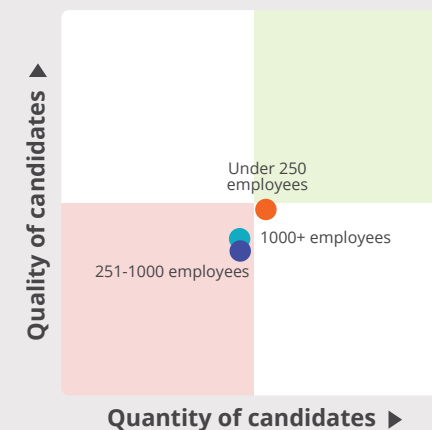
Usage

▼ 47%

(52% previous year)

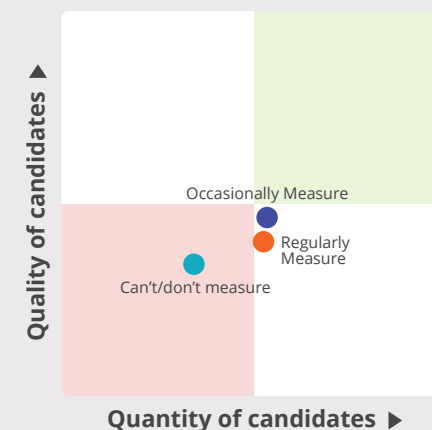
Does the size of your organisation affect results?

The smaller companies are doing slightly better with the quantity and quality of candidates sourced from events.



Does regular measurement improve results?

In-house teams who occasionally and regularly measure the use of this sourcing channel report improved results.

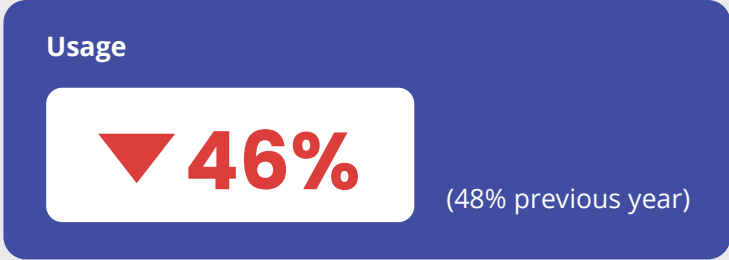
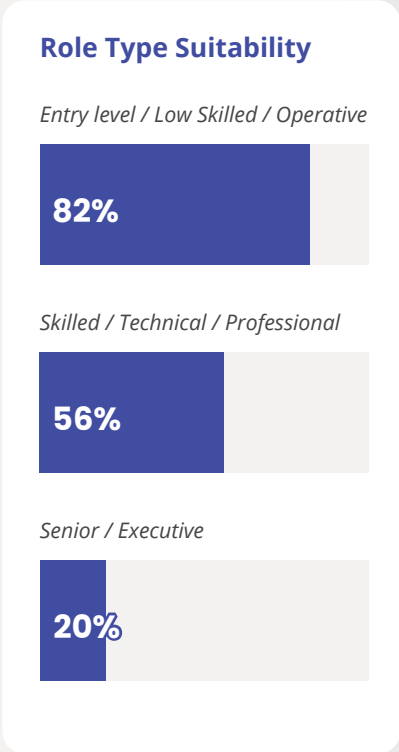
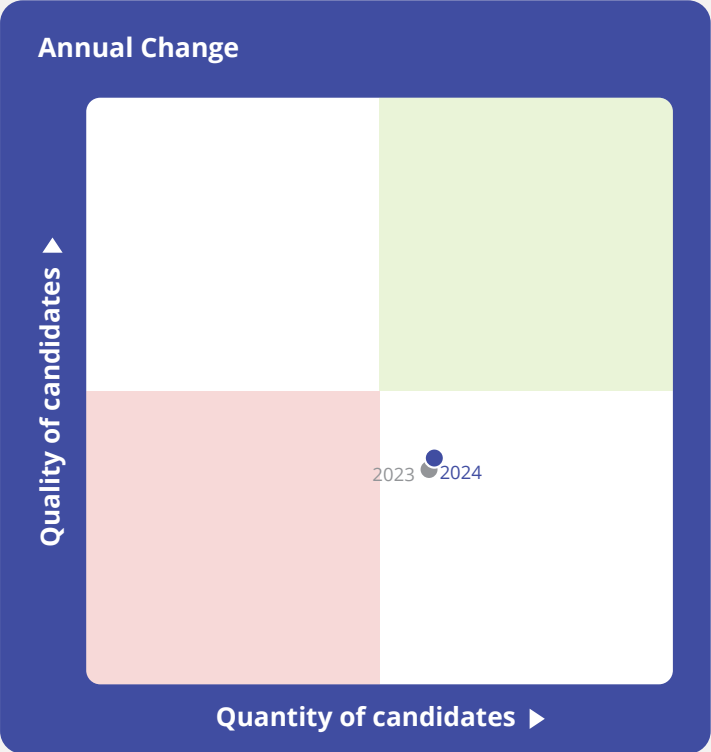


Sourcing Channels

Generalist Job Boards

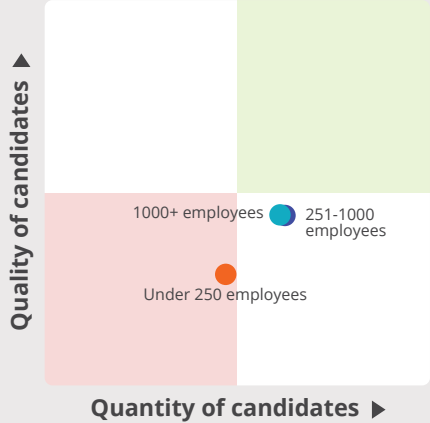
Results from generalist job boards show a similar pattern to last year, with a small increase in the quality and quantity of candidates. Usage has decreased slightly, now 46% from 48%, as was the case the previous year also.

Generalist job boards as a sourcing channel have a solid suitability for Entry Level/Low Skilled/Operative roles.



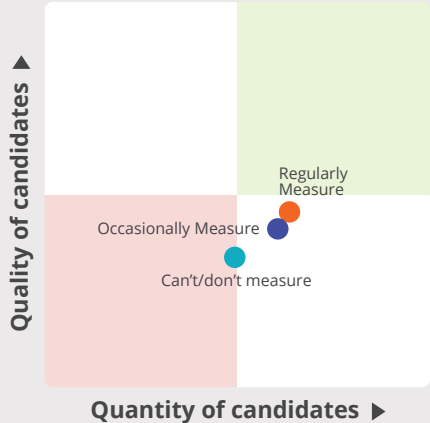
Does the size of your organisation affect results?

It seems both larger and mid-size companies report similar results in the quality and quantity of candidates from this sourcing channel.



Does regular measurement improve results?

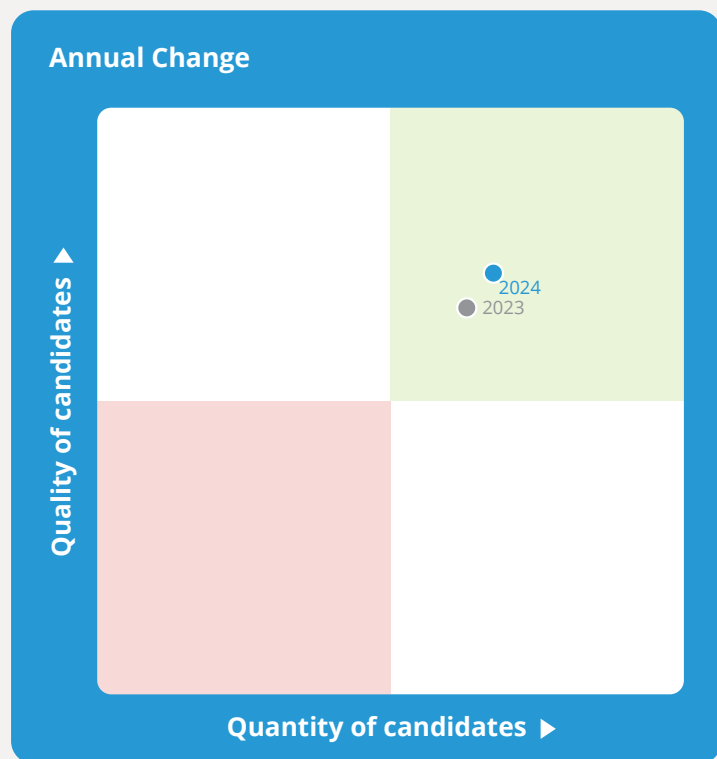
Recruitment teams who measure this channel consistently report better results.



Sourcing Channels

Professional Social Networks

Professional social networks (LinkedIn) usage as a sourcing channel has decreased slightly this year, yet the results remain in the top right quadrant. We can see that this channel has a strong suitability for Skilled/Technical/Professional, followed by Senior/Executive roles.



Role Type Suitability

Entry level / Low Skilled / Operative

30%

Skilled / Technical / Professional

90%

Senior / Executive

70%

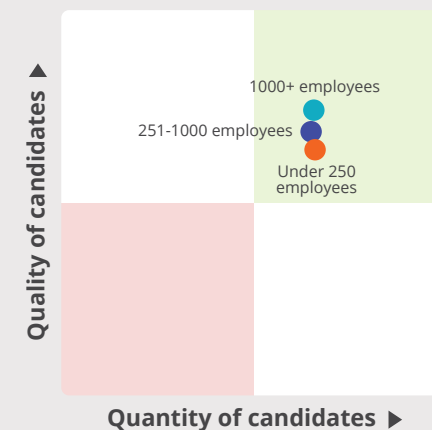
Usage

▼ 86%

(89% previous year)

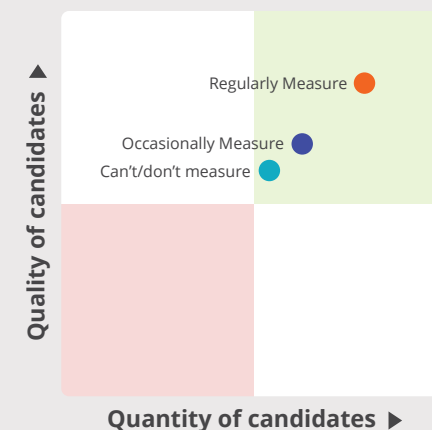
Does the size of your organisation affect results?

Professional Social Networks work well across the board for all company sizes.



Does regular measurement improve results?

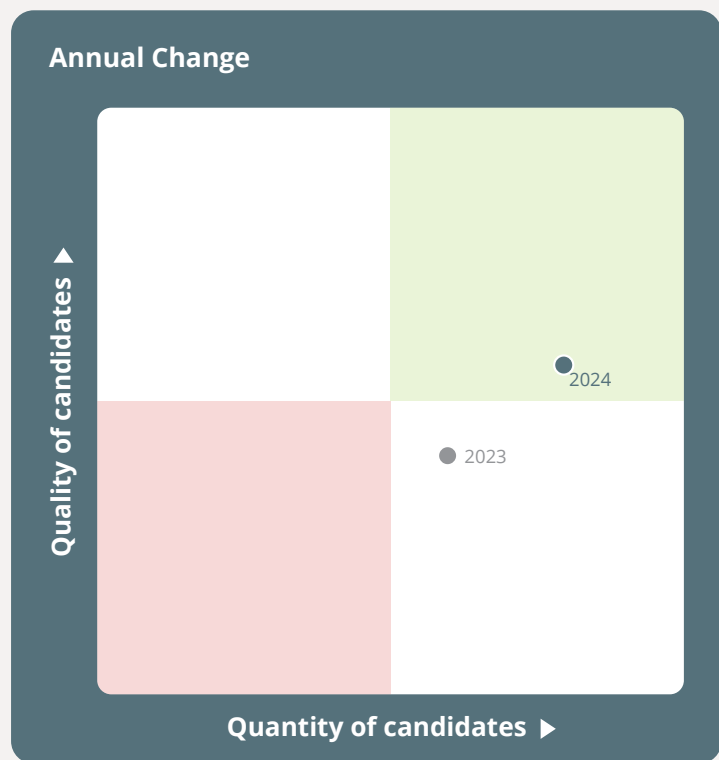
In-house recruiters who regularly or occasionally monitor and measure the use of this sourcing channel report better quality and quantity of candidates.



Sourcing Channels

Programmatic Advertising

The use of programmatic advertising decreased to 8% this year, yet the results show a noticeable increase in the quantity and quality of candidates. Its role type relevance shows this works least effectively when used with Senior/Executive roles.



Role Type Suitability

Entry level / Low Skilled / Operative

76%

Skilled / Technical / Professional

76%

Senior / Executive

18%

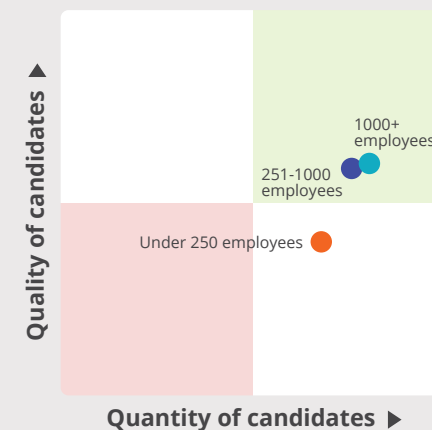
Usage

▼ 8%

(10% previous year)

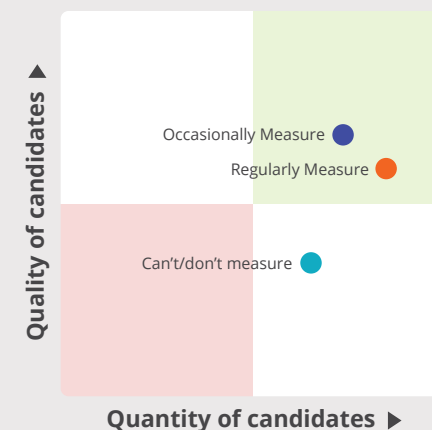
Does the size of your organisation affect results?

Larger companies reported the highest quality and quantity of candidates from programmatic advertising.



Does regular measurement improve results?

In-house recruitment teams who occasionally and regularly monitor and measure the use of programmatic advertising as a sourcing channel report better results.

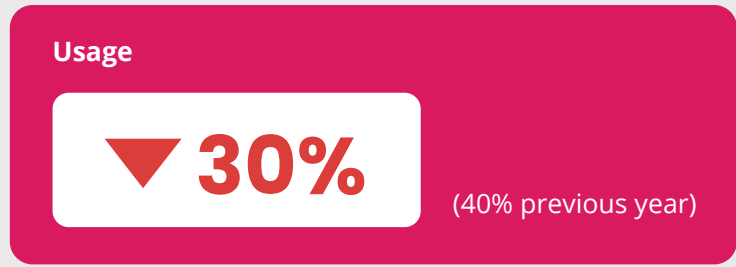
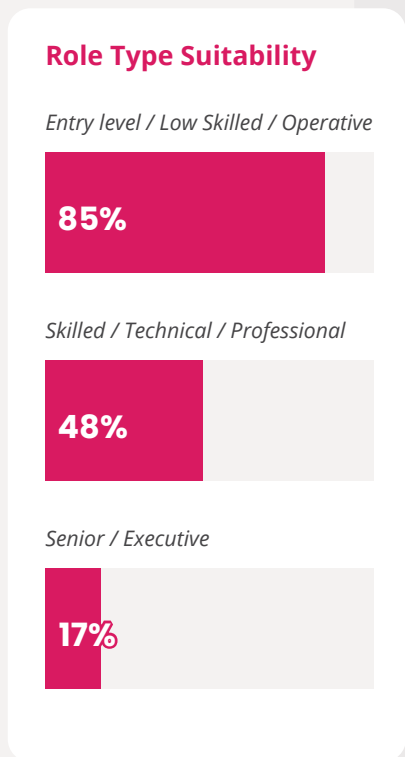
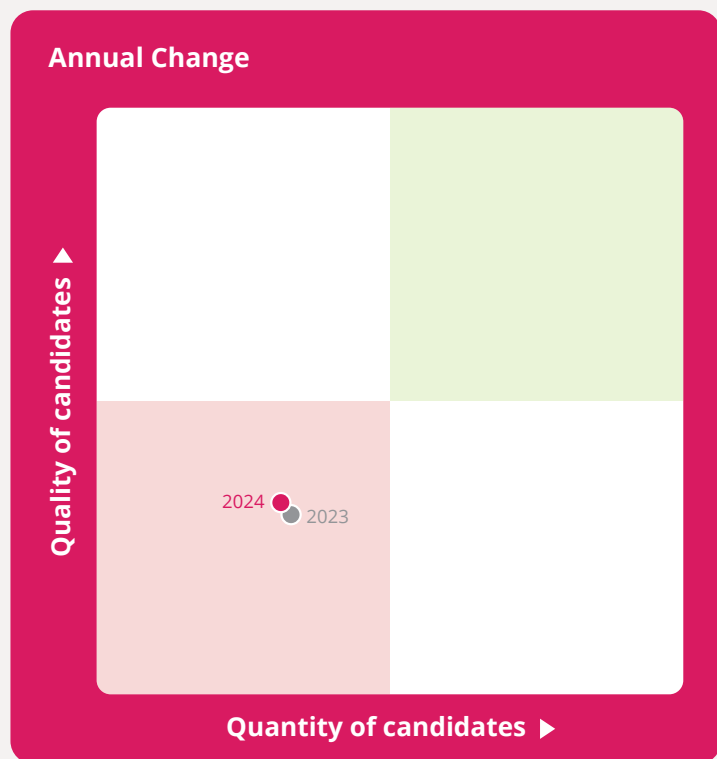


Sourcing Channels

Social Media

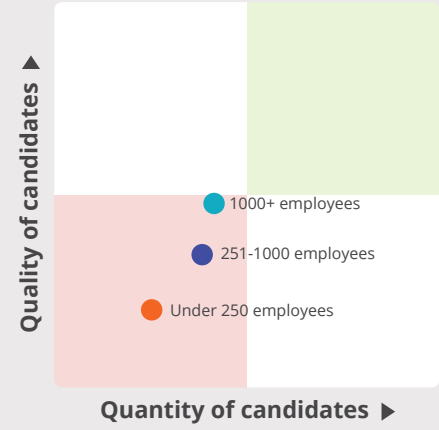
Social media plays a huge part in our day-to-day interactions. It does however fail to deliver as a direct candidate sourcing channel.

It seems the penny has dropped with in-house recruiters as usage has once again reduced (now 30%). When used, it is Entry level/ Low Skilled/Operative roles the channel is most suitable for.



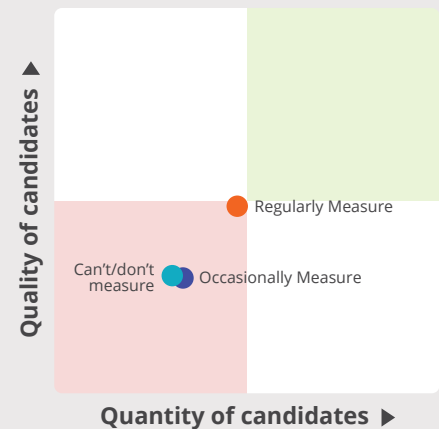
Does the size of your organisation affect results?

Companies with more than 1000 employees reported the highest quantity and quality of candidates from social media.



Does regular measurement improve results?

Recruitment teams who regularly monitor and measure the use of social media as a sourcing channel report better results.

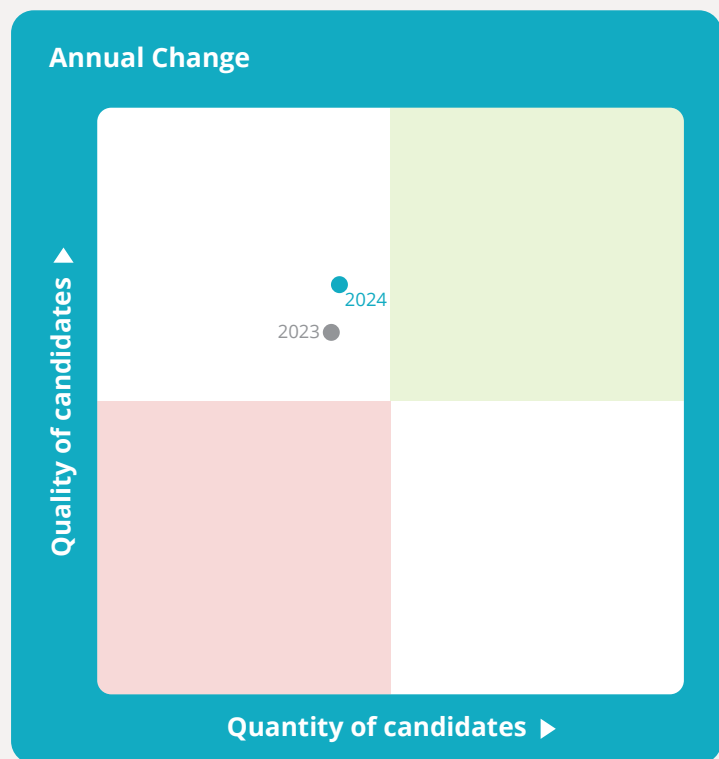


Sourcing Channels

Specialist Job Boards

Use of specialist job boards is slightly up in comparison to last year and the results have also slightly improved since then.

This channel is working best for Skilled/Technical/Professional roles and more Senior roles and less so for Entry level roles.



Role Type Suitability

Entry level / Low Skilled / Operative

33%

Skilled / Technical / Professional

88%

Senior / Executive

44%

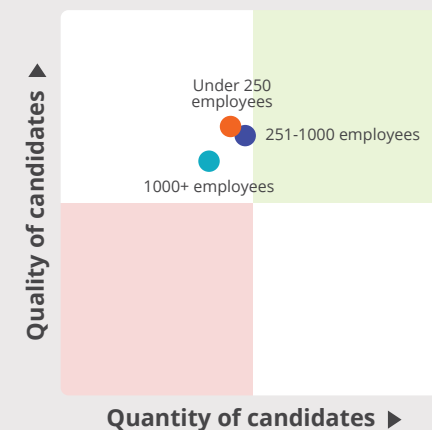
Usage

▲ 32%

(31% previous year)

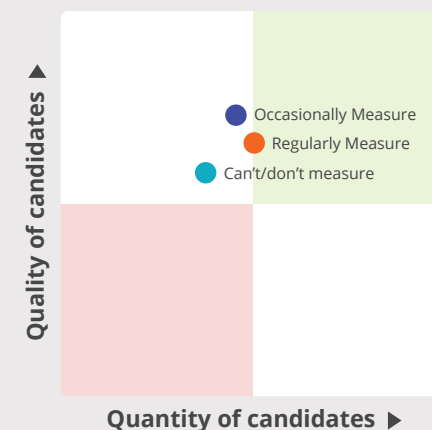
Does the size of your organisation affect results?

Companies with under 250 employees gain the edge on the quality of candidates from this channel.



Does regular measurement improve results?

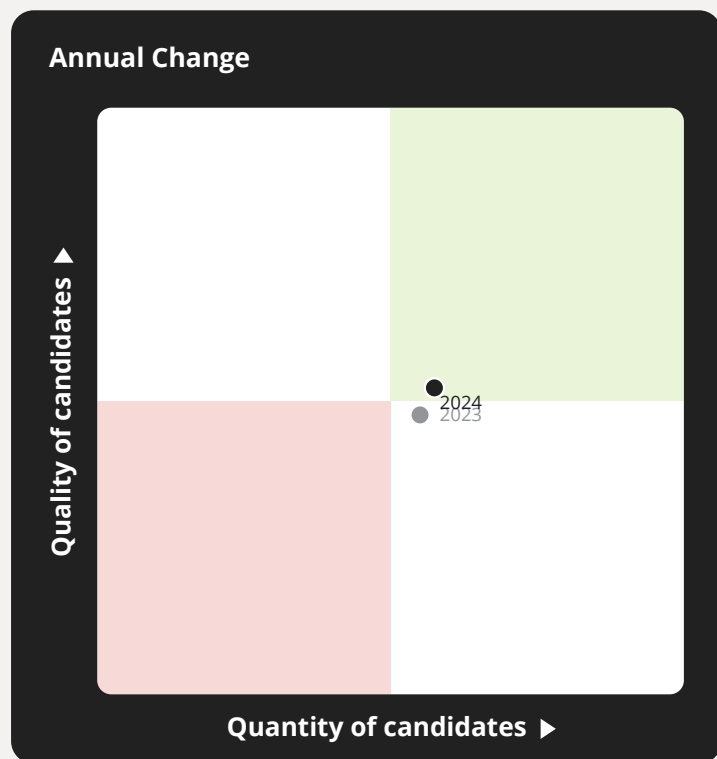
Recruitment teams who occasionally monitor and measure the use of specialist job boards report better quality candidates.



Sourcing Channels

The use of careers sites has seen a slight decrease while the results for candidate quality and quantity have improved.

The right types of careers sites content are key to engage with candidates – see pages 31 to 32 for more information. There’s also broad approval for both skilled and unskilled roles, although companies rely on other channels to fill their more senior roles.



Role Type Suitability

Entry level / Low Skilled / Operative

66%

Skilled / Technical / Professional

62%

Senior / Executive

18%

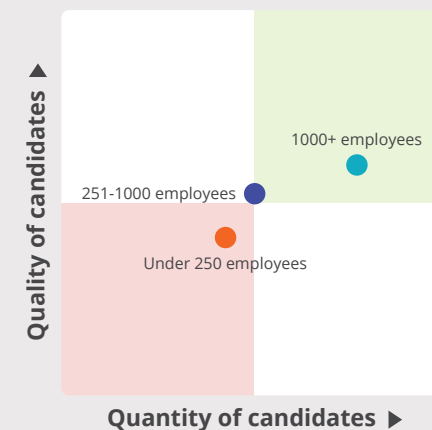
Usage

▼ 94%

(95% previous year)

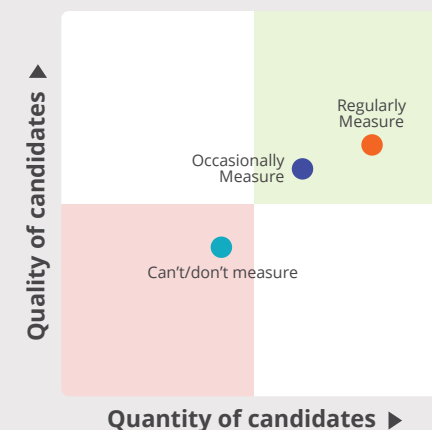
Does the size of your organisation affect results?

It’s the larger companies who are seeing the best results in both the quantity and quality of candidates sourced from their careers sites.



Does regular measurement improve results?

Recruitment teams who regularly and occasionally monitor and measure this channel consistently report better results.





Eploy is the complete cloud-based recruitment platform for modern in-house recruitment teams. Eploy combines Applicant Tracking, Recruitment CRM, Talent Pools and Analytics into a unified web-based platform integrated seamlessly with your careers site to provide an excellent candidate experience.

Finding and recruiting candidates who are the perfect fit for your roles is always challenging. Fortunately Eploy's world-class recruitment software makes it much easier.



Eploy is precision-engineered to work on every platform and add value to every stage of the recruitment journey. Eploy automates and simplifies recruitment processes to help you attract, engage, recruit and onboard candidates quickly. As Eploy is also your full talent engagement platform you can manage your relationships with candidates, departments and hiring managers better. With a high degree of measurability, you can track and analyse your recruitment performance, quality, costs and timescales accurately.

Our cloud-based recruitment platform is reinforced with market-leading mentoring and cross-sector expertise so you get the training and support you need to achieve a powerful commercial advantage.



[employ.com](https://www.employ.com)

VISUALISE YOUR CANDIDATE SOURCING SUCCESS

Eploy Dashboards

Simply put, if you want to make sure you are using the right channels to promote your jobs, you need to be able to measure them accurately, in real time. With Eploy, you can. Eploy has self-service recruitment dashboards built in.

Eploy Dashboards are the solution to your busy recruitment day. Now you can plan your activities, monitor your KPIs, collaborate better as a team and really see the impact of your work. Why get stuck with standard reports that don't adapt to your changing priorities?

Measure your recruitment process

Eploy Dashboards monitor the pulse of your recruitment - alerting you to the things that need to get done, inspiring your teams to success and much, much more. Eploy's unique Metrics Engine gives you the power to define precisely WHAT needs to be measured, whilst Eploy Dashboards control HOW they are displayed.

Self-service Recruitment Analytics

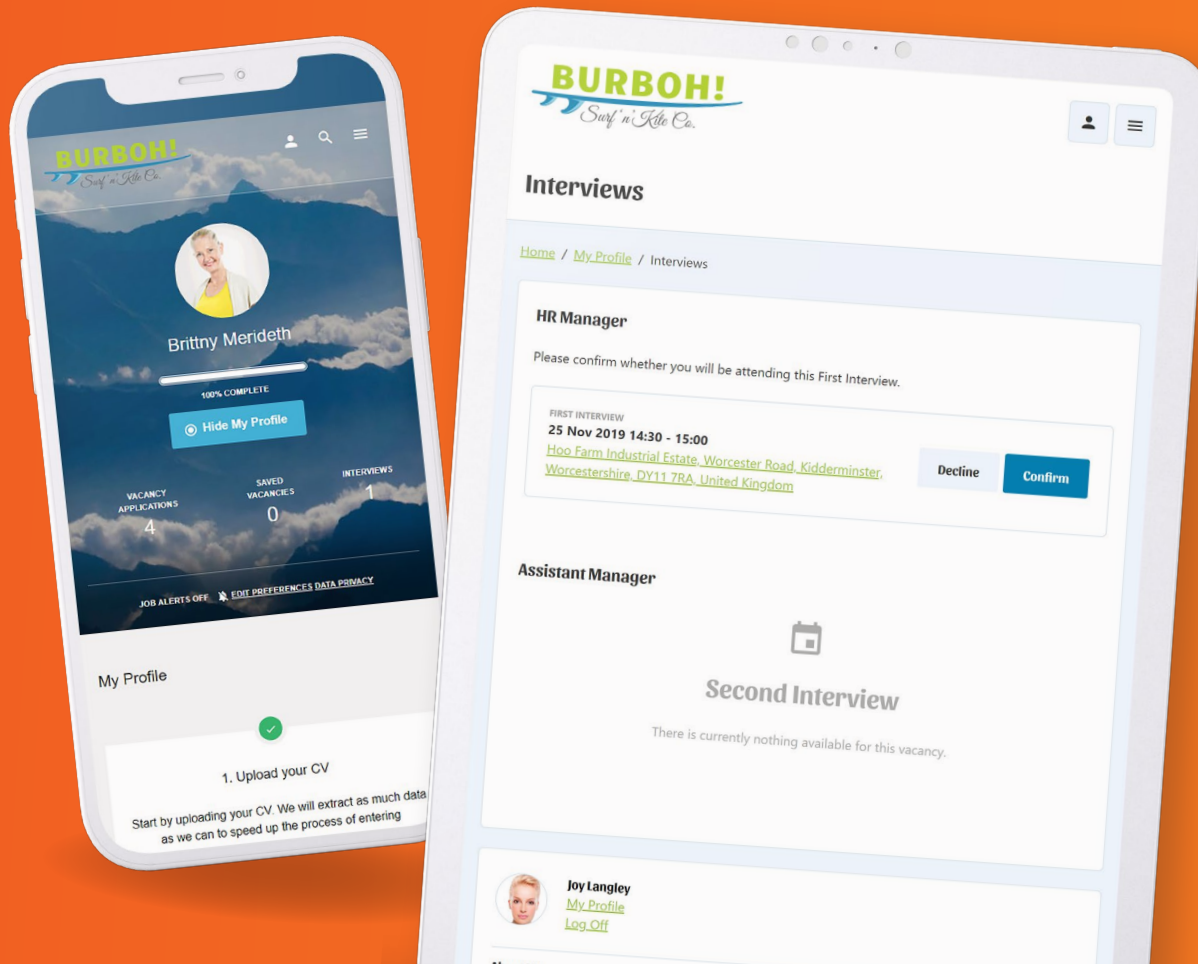
Whether you choose charts, gauges or SnapStats – your dashboards are fully interactive; just click to see the candidates, contacts, vacancies and activities behind the numbers... giving you actionable insights to make successful decisions.



MAXIMISE YOUR CAREERS SITE FOR CANDIDATE ATTRACTION

Eploy Candidate Portal

Many recruiters report they are getting good quality candidates direct from their careers site or website. With Eploy's Candidate Portal you can maximise your recruitment marketing and deliver a stellar candidate experience.



Eploy Candidate Portals help convert your prospects to candidates. A smooth and straightforward online application process is seamlessly integrated into your careers site.

Effortless registration & applications

With just a few clicks, candidates can register securely - even using their social network profiles like LinkedIn, Google and Facebook - and upload their CV from cloud storage like Dropbox, OneDrive & Google Drive. Eploy automatically extracts all key information into the candidate's profile, no re-keying required. Eploy even suggests the best positions for each candidate and alerts them by email. Instantly connecting candidates with your career opportunities.

Flexible search to find ideal roles

No matter how many open positions you have available, candidates can quickly search and apply for their ideal role. Search options include role types, departments, by salary band, location or any other criteria.

Recruit across devices

Eploy Candidate Portals are mobile responsive as standard - meaning a consistent journey and brand on all devices.

UNLOCK A NEW LEVEL OF EMPLOYEE ENGAGEMENT

Employee Referrals

Unleash the potential of your team's networks to source exceptional talent effortlessly. Enhance engagement, streamline hiring processes, and tap into a pool of highly qualified candidates through trusted employee referrals. With gamification and leaderboards, fuel healthy competition and redeem points for rewards and bonuses for new hires.

Employee Referrals empower your workforce to view vacancies effortlessly, refer candidates via email, social networks, WhatsApp & QR Codes, and earn points for activity.

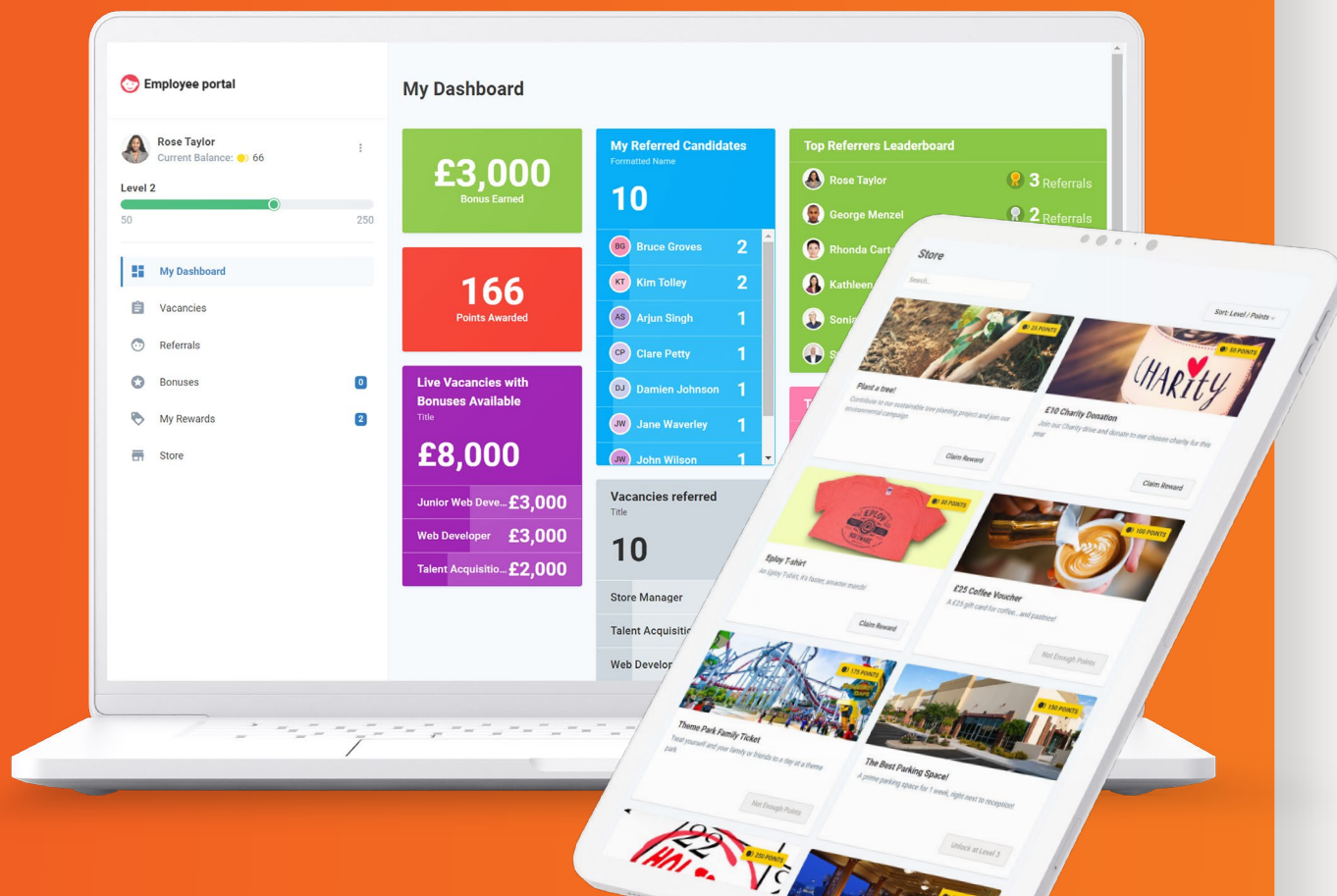
Unlock a new level of employee engagement and collaboration with Employee Referrals. Empower your workforce to view vacancies effortlessly, refer candidates via email, social networks, WhatsApp & QR Codes, and earn points for activity.

Total Programme Management Control

Administrators have the power to tailor every aspect of the referral process, from determining who can make referrals to customising cash bonuses for successful hires. With the ability to fine-tune the points system that powers gamification and manages your rewards you can align the module precisely to your organisation's unique needs.

Monitor & Measure Your Referrals

Fully integrated with Eploy, you can measure and monitor every aspect of your programme's performance. From tracking the number of referrals to assessing the engagement of each employee.



CREATE, GROW AND NURTURE YOUR TALENT PIPELINES

Eploy Talent CRM

Eploy is a fantastic ATS for managing active candidates, but the modern in house recruiter is looking for ways to nurture relationships with passive candidates in an increasingly competitive jobs market - that's where Eploy CRM comes in...

When it comes to recruiting proactively, Eploy excels. Powerful search tools, combined with talent pools, gives you instant access to warm, pre-screened passive candidates.

Much more than an ATS

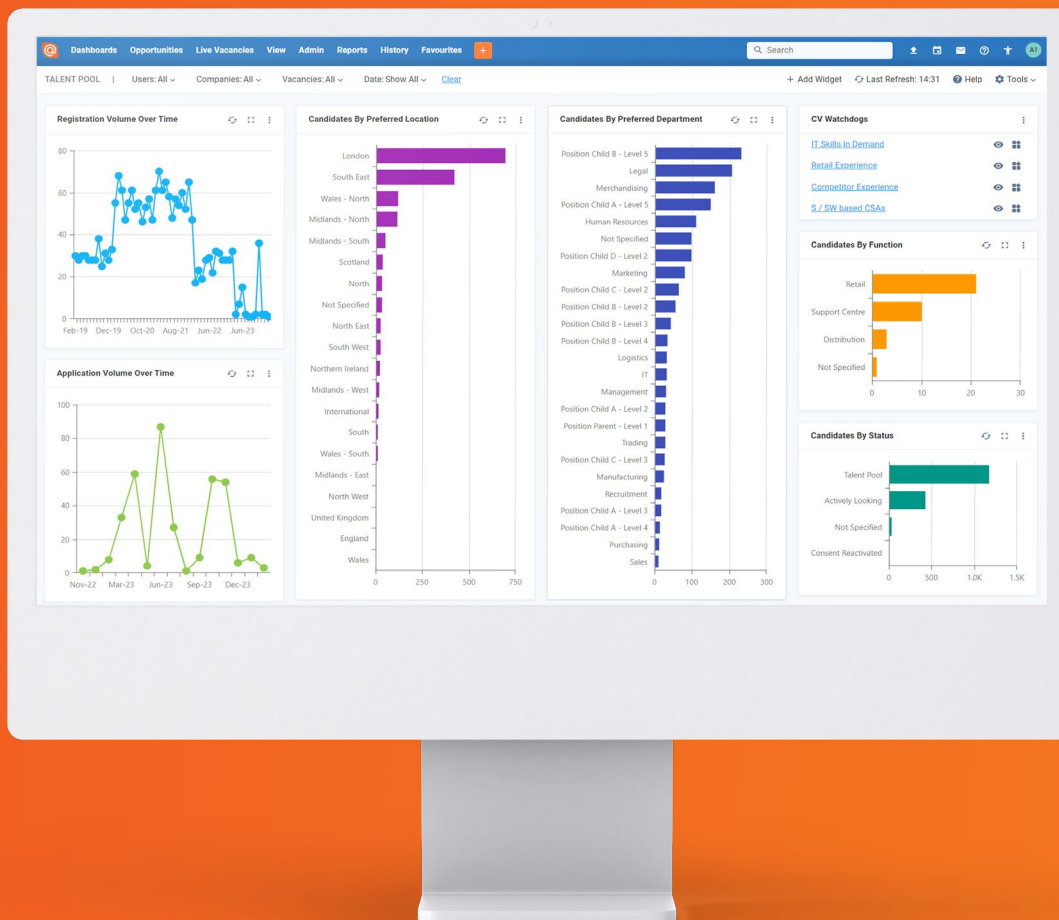
Eploy is an ATS & CRM. It gives you instant access to search previous applicants, as well as candidates that have registered for your talent pool. So, when that next job requisition hits your desk, you're ready to go.

Talent Segmentation

Segment your talent pools in ways that work for you. Quickly view and rank candidates by location, skills, qualifications or virtually any other combination of criteria. You can pick and choose the candidates that go into each talent pool, or use dynamic queries to automatically fill your talent pipelines with matching talent.

Mobile Recruiting - socially connected

Keep track of every conversation with each candidate. With Eploy CRM you can automatically associate emails & SMS with relevant candidates, companies, contacts & vacancies and keep track of every conversation. Eploy's Email Marketing & SMS tools help you market your jobs and company to your talent pools quickly - and stay one-step ahead of your competitors.





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