



amberjack

Attraction Insights 2022

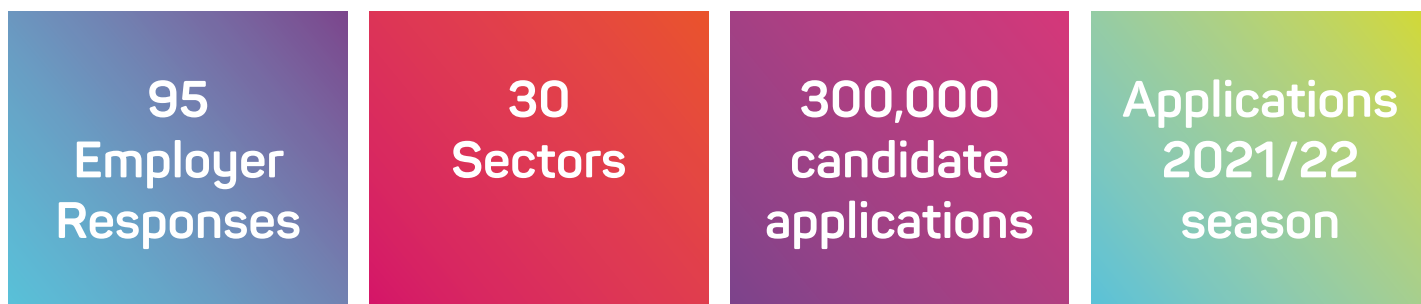
Welcome to our Insights Reports for 2022

We are now in our 11th year of running our annual research reports. The purpose of these reports is to provide the industry with insight on candidate behaviours and employer trends to help guide organisations when planning for the new recruitment season in our ever-changing world of Early Talent. This year we will have 3 key reports covering the main trends:

- **Attraction Insights**
- **Diversity and Inclusion Insights**
- **Assessment and Candidate Experience Insights**

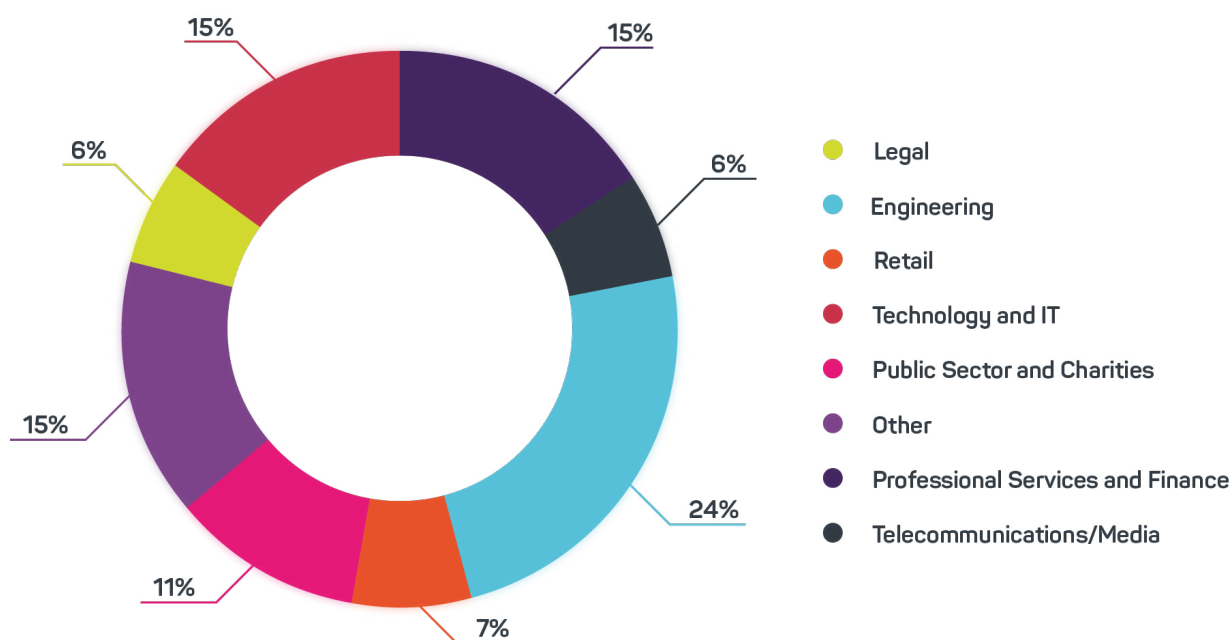
Overview of Data

We've pulled the data for the reports from the latest 2021/22 recruitment season. This year we've had responses from 95 employers, across 30 sectors. We've also analysed over 300,000 candidate applications, providing us with an extremely robust data set for review.



We collated data for both the Graduate and Apprentice market. Due to the data being very similar, especially from the employer survey we've combined the results to provide overall themes. Where there are significant differences, we separated the data points out.

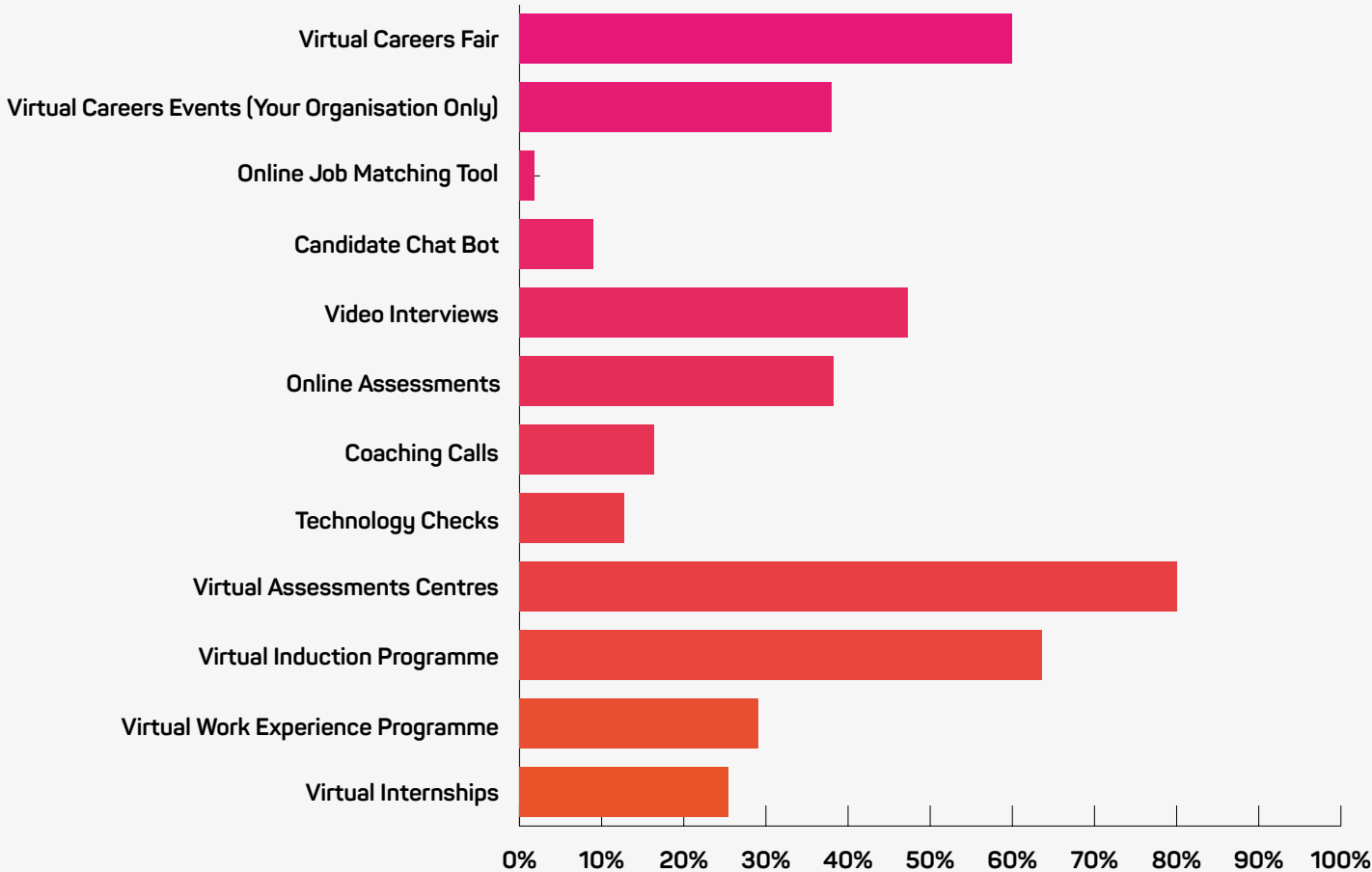
Our 95 employer responses came from the below sectors



Section 1: Impact of the Pandemic

Due to the impact of the Global Pandemic over the past two recruitment seasons, we were keen to understand how this would shape Future Talent recruitment practices moving forward.

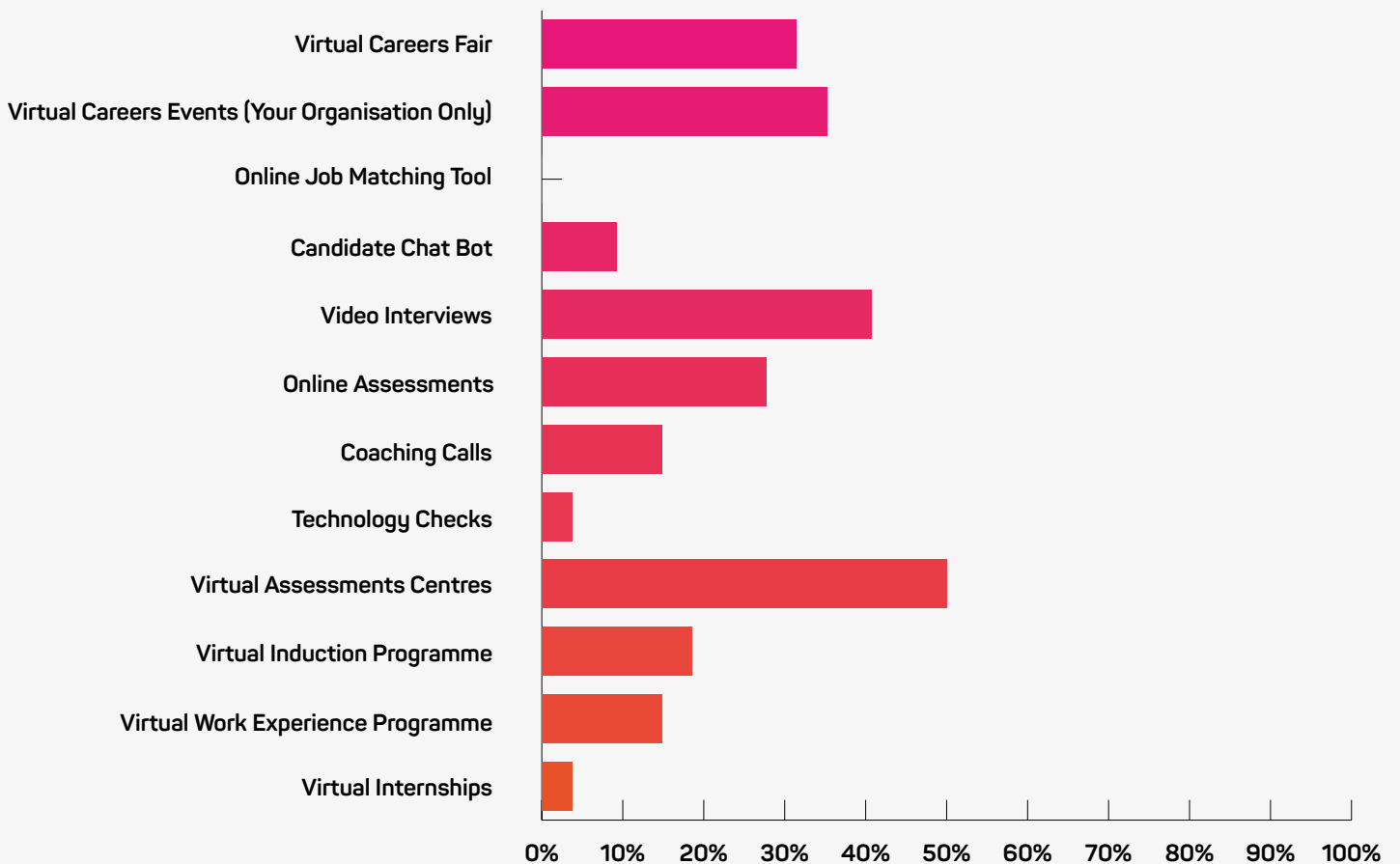
Question: What practices and processes were implemented through the pandemic?



We asked employers, what practices and processes they implemented throughout the pandemic. It was no surprise that virtual careers fairs and events, video interviews and virtual assessment centres were the top answers.

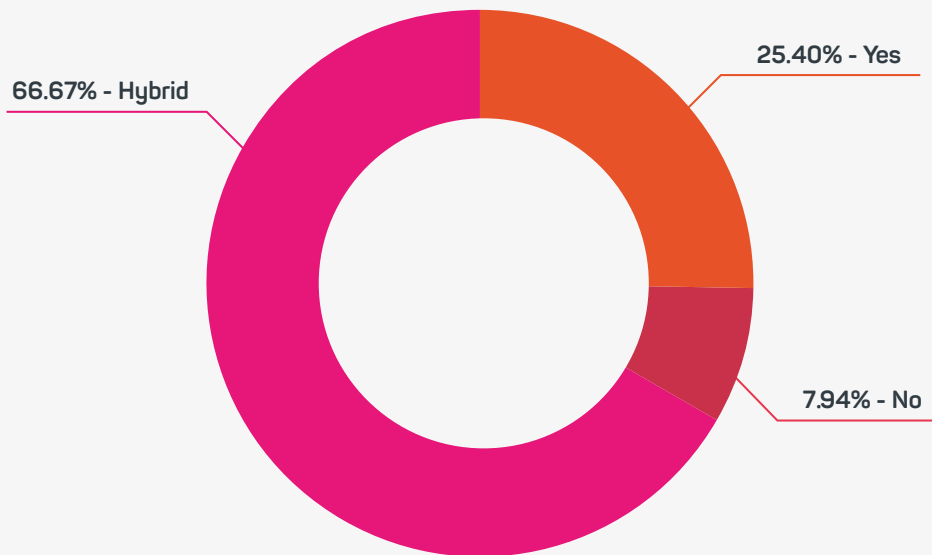


Question: As restrictions have been lifted which remained?



We then went on to ask; 'as restrictions have lifted, which of these have remained?' Virtual careers events, virtual assessment centres and video interviews seem to be the key elements that have remained. This could be for a number of reasons including accessibility (ED&I), cost and resource efficiencies and candidate experience.

Question: Do you intend to return to in-person recruitment activity?



Finally, we asked employers, how they thought they would approach the new recruiting season. Nearly 70% said their hybrid approach would continue.



Considerations for Employers

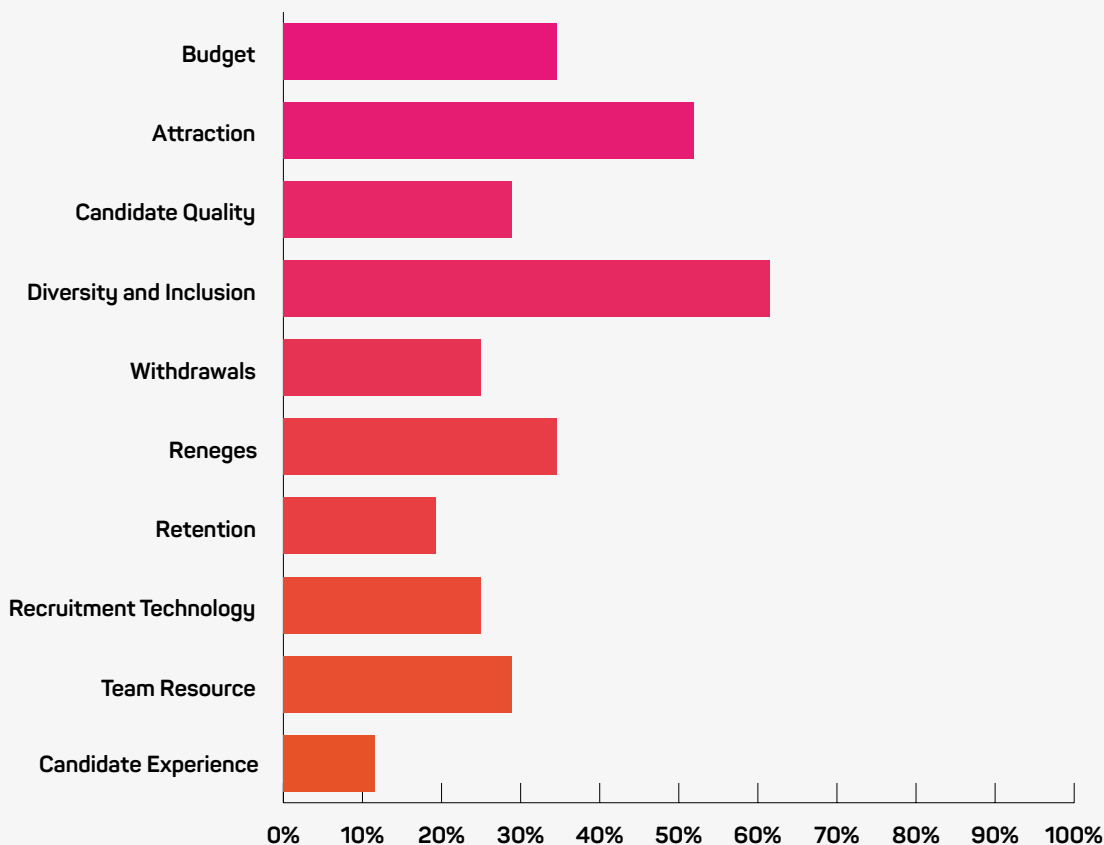


- Hybrid approach likely to continue with face-to-face activity increasing for this new season. Employers will need to carefully consider the balance and implications for brand awareness and reach.
- Continuation of digital and virtual assessment centres has led to increased candidate expectations. Employers need to keep investing in technology to provide the best possible experience.
- In a candidate led market, initiatives such as coaching calls and tech checks can help to elevate your experience and stand out from competitors. As we move back to more F2F activity these can be a great differentiator.

Section 2: Recruitment Challenges

Each year we look at key recruitment challenges to help us understand the market but also to support organisations to find solutions.

Question: What are your key recruitment challenges?



2020/21 Rank Ordered Challenges

1. Recruitment Technology
2. Budget
3. Team Resource
4. Candidate Experience
5. Candidate Quality

2021/22 Rank Ordered Challenges

1. Diversity & Inclusion
2. Attraction
3. Reneges
4. Budget
5. Candidate Quality

This year there has been a big shift in terms of perceived challenges. Last year we saw Recruitment Technology at the top with budget in second place. These were unsurprising results due to the switch to virtual recruiting and the continued economic uncertainty.

Moving to this year, Diversity and Inclusion is cited as the number one challenge and as we move back into a candidate led market attraction has come to the forefront again. As the market has bounced back, we've also seen an increased number of renegees, and this is a challenge that has been reported in our survey as well.

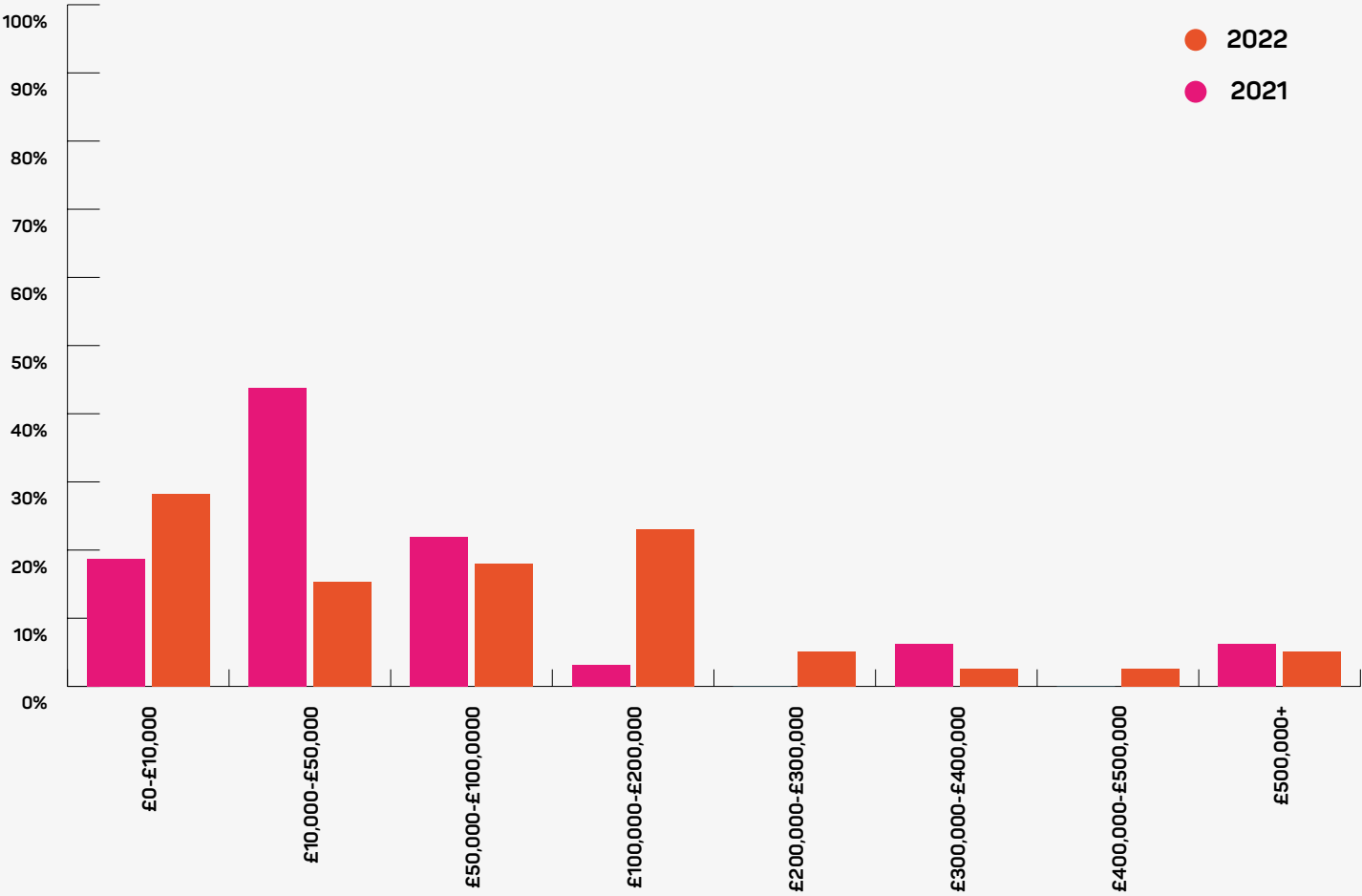
Candidate quality is consistent across both years and speaks to the challenge that all Future Talent employers face when recruiting in such a fiercely competitive market.



Section 3: Attraction

In contrast to the previous season, where it was very much a market in which employers were flooded with applications, we've now moved to a place where organisations perceive it to be increasingly hard to attract the right talent. The market has bounced back, there has been an increase in vacancies, candidates have more choice and therefore more competition for employers to engage candidates at an early stage in the process and continue to hold their interest throughout. A key indicator of this has been attraction spend.

Question: How much do you spend on your attraction activity?



This season we've seen organisations allocating more budget than ever before to attraction. For example, there's a significant increase in the 100 to 200k budgets allocation compared to last season. Clearly, these budgets are not representative of all in the market, but when we look at the overall broad set of data here, we are seeing significantly more spend. As a percentage, over 70% respondents increased their budgets year-on-year.

It is important to note that increased budgets could also be an indication of having to duplicate the attraction of candidates to account for both the initial recruitment phase, and a second phase to counteract the subsequent renege offers. Employers need to allocate budget in a really smart way, investing in the right channels, and ensuring that the messaging that's going out to candidates is going to be enough to try to lock them in, in what is an increasingly competitive market.

Application to Hire Trends

As always, due to the high number of hires in the accountancy and finance sector, we find it helpful to do a comparison excluding this sector. Below is a table with comparative year on year data.

Graduates

	Overall	Excluding Accountancy and Finance
2022	43:1	59:1
2021	71:1	116:1
2020	60:1	40:1
2019	48:1	-
2018	64:1	-

Apprentices

	Overall
2022	33:1
2021	57:1
2020	75:1

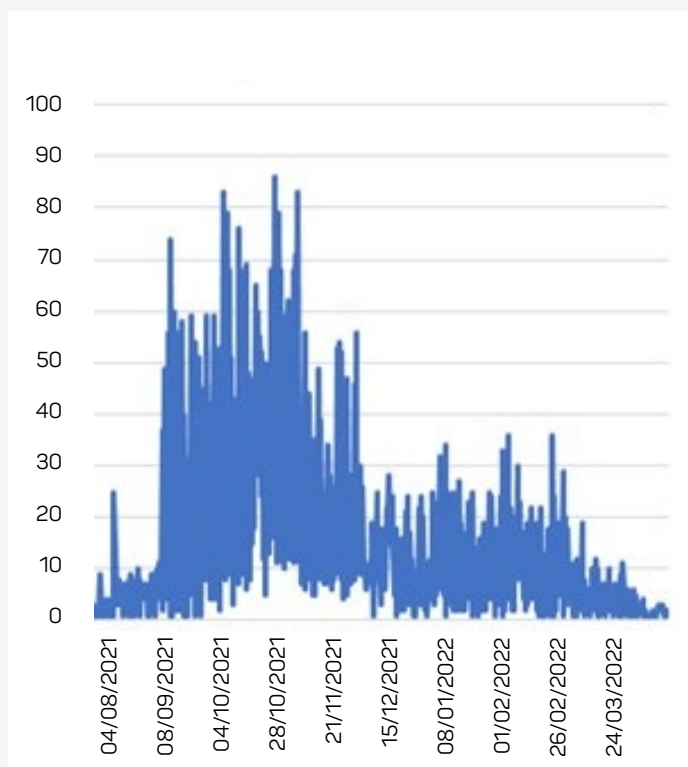
This year in terms of application to hire ratios for both graduate and apprentices, we have seen a downward shift more representative of pre-pandemic levels. This isn't necessarily a bad trend. No employer wants to be inundated with applications from candidates that are not right for them and equally there is a cost and resource implication dealing with such high levels of applications. Not least, there is the challenge of positively managing candidate experience and ensuring all candidates have constructive engagement with your brand and organisation. The ultimate goal should be understanding the optimum number of applications required to fulfil your vacancies and keeping candidates engaged throughout the process.

Graduate Sector: Application to Hire Ratio

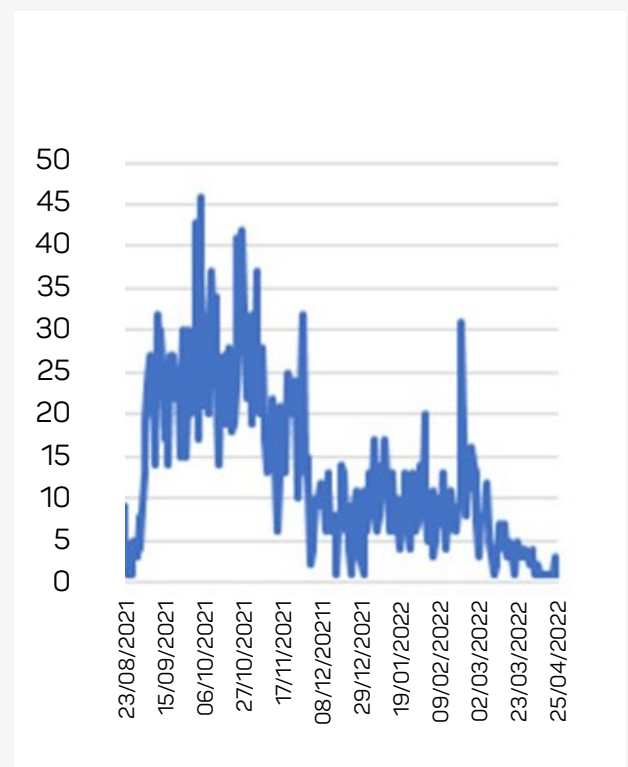
Sector	2022	2021	2020
Engineering	55:1	77:1	34:1
HR	76:1	181:1	36:1
Professional Services	38:1	56:1	33:1
Technology/IT	183:1	94:1	31:1
Sales and Marketing	164:1	156:1	151:1
Supply Chain/Logistics	98:1	62:1	43:1

In the main we can see that applications to hire ratios are returning to pre-pandemic levels across all sectors. However, as always there are some sectors that have more applications per hire than others. In the graduate sector specifically, we can see that Technology, received a significantly higher number of applications per hire. Whilst this might create the impression that employers have the pick of the bunch this could be misleading. For example, in the Technology sector the challenge may not be with volume but with quality. Whilst there are high levels of application conversions are low – highlighting the ongoing challenge with the industry skills gap.

Hires



Female Hires



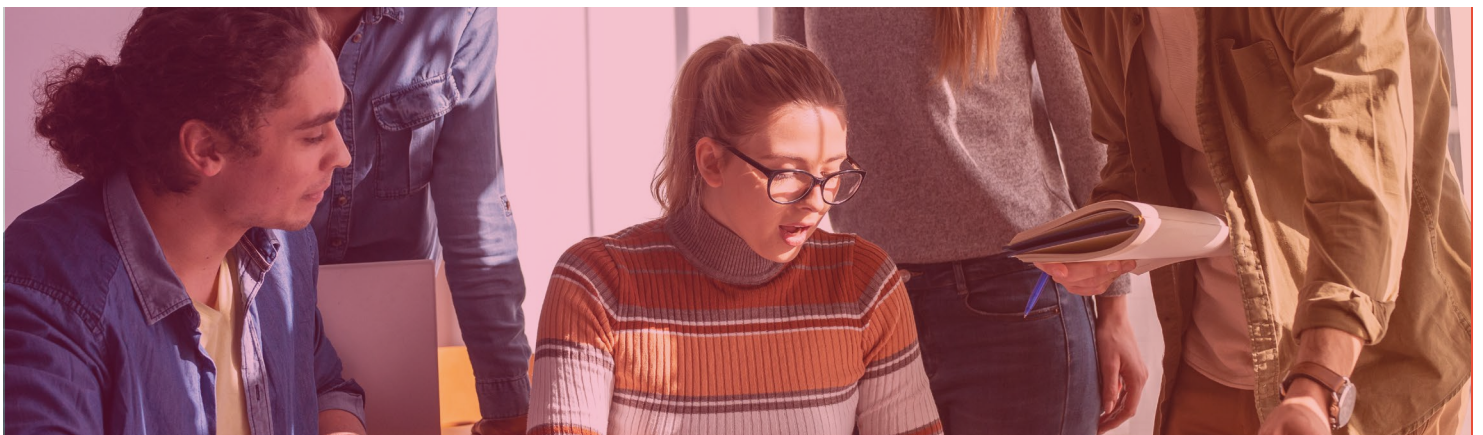
Upon further analysis of application date, we've identified that female application peak dates are slightly later than those of their male counterparts. Male application peak dates come into play as early as August (when many Financial Services and Professional Services open their schemes) whilst females seemingly take more time to consider and process their application, applying throughout the application window.

Something to consider in future campaigns, tight application windows could be excluding gender diversity and minimising the applications you see from females.

Graduates

Hires

Source	Applications	%apps	Hires	%age Hires
Company Website	68,377	22.07%	2112	25.74%
Google	46,016	14.86%	1260	15.35%
Job boards (unspecified)	42,305	13.66%	1071	13.05%
Careers fair / event	21,065	6.80%	781	9.52%
University careers service	28,026	9.05%	621	7.57%
Bright Network	18,065	5.83%	520	6.34%
Friends / Family	14,003	4.52%	507	6.18%
Other	13,980	4.51%	332	4.05%
Gradcracker	11,820	3.82%	263	3.20%
Placement Scheme	1,571	0.51%	133	1.62%
Social Media	7,660	2.47%	127	1.55%
LinkedIn	13,818	4.46%	80	0.97%
TargetJobs	3602	1.16%	56	0.68%
Word of Mouth	1207	0.39%	52	0.63%
Agency	1,326	0.43%	50	0.61%
Internal	484	0.16%	47	0.57%
Print Media	1076	0.35%	35	0.43%
upReach	612	0.20%	23	0.28%
IntoUniversity	1228	0.40%	21	0.26%
Graduate Jobs	2568	0.83%	17	0.21%



Apprentices

Media	Apps	%age apps	Hires	%age hires
School careers service	2782	7.28%	404	27.50%
Google	4302	11.25%	257	17.49%
Company Website	5193	13.58%	154	10.48%
Job Boards (unspecified)	1267	3.31%	145	9.87%
Gov.co.uk / National Apprenticeship Services	4824	12.62%	132	8.99%
Friends / Family	3504	9.17%	116	7.90%
Indeed	9153	23.94%	82	5.58%
Careers Fair / Event	684	1.79%	44	3.00%
Word of Mouth	327	0.86%	39	2.65%
UCAS	1294	3.38%	22	1.50%

When reviewing this data, we do need to bear in mind that we are relying mainly on candidates providing accurate source information. That said, it is a helpful guide to ensure you utilise your budgets in the most efficient way.

From a graduate perspective, this year it is mostly unchanged. Company websites and Google search are top by some considerable margin. Like many of us they use Google and other search engines to explore opportunities before arriving at a through to company website to delve deeper. Therefore, investment in your digital strategy is key. Effective job boards will have a clear digital strategy which ensures they are attracting candidates from search engines – but it is important to reflect on how well your own career pages are created to capture some of those candidates directly.

Once you have candidates on your website, how can you provide engaging content, guidance and support in the recruitment process? Implementing job matching/match-me tools, peer-to-peer insights and transparency about scheme roles will all help drive students towards the most relevant opportunities for them.

Careers fairs and university services are also performing well but this year we have seen a drop in the use of traditional job boards. However, a standout source this year is Bright Network in terms of both applications and hires. One to consider when planning your attraction strategy for the 2022/23 season.

When looking at apprentices it's a really positive picture for school and college career services. Not surprisingly with this younger age group, direct engagement through schools and engagement with their influencer group (careers advisors and faculty), has a positive impact on the conversion rate from application to hire. 2 years ago when we started analysing apprentice application data school

careers services did not even feature as a source so it's really encouraging to see, and hopefully this trend will continue to be a key source for students to find out about the vast range of apprenticeship opportunities that are available.

University Applications and Hires

Each year in our reports we do a deep dive into which universities are performing well in terms of applications and hiring.

We examined the top 30 universities in terms of applications. This section always sparks lots of debate and questions. Naturally, bigger universities have more chance of supplying bigger volumes, but it's not as simple as that. The sectors represented in the report always influence the universities that appear.

The Russell Group are still dominating with 23 making the top 30 in terms of applications and hires. This is a slight increase from last year so disappointing that we've not seen a continued positive impact from virtual events and digital engagement post pandemic. This year 48% applications and 65% hires were from Russell Group universities.

The biggest story coming from this dataset is the effect of Brexit. We've seen a disappearance in the top 30 of many of the EU universities and appearance of a number of non-EU universities specifically from South Africa and China.



Applications

Rank	Uni	Applications	%age apps	Hires	%age hires	Conversion ratio	Conversion %age	Russell Group	2021	Movement
1	University of Warwick	8327	3.78%	492	6.16%	16.92	5.91%	Y	1	0
2	University College London (UCL), University of London	7637	3.47%	359	4.50%	21.27	4.70%	Y	4	2
3	University of Manchester	7564	3.43%	298	3.73%	25.38	3.94%	Y	3	0
4	University of Nottingham	6395	2.90%	286	3.58%	22.36	4.47%	Y	2	-2
5	University of Leeds	6264	2.84%	292	3.66%	21.45	4.66%	Y	5	0
6	University of Birmingham	5877	2.67%	288	3.61%	20.41	4.90%	Y	6	0
7	University of Durham	5559	2.52%	342	4.28%	16.25	6.15%	Y	7	0
8	King's College, University of London	5401	2.45%	229	2.87%	23.59	4.24%	Y	14	6
9	University of Bristol	5247	2.38%	300	3.76%	17.49	5.72%	Y	8	-1
10	Queen Mary, University of London	5233	2.37%	142	1.78%	36.85	2.71%	Y	12	2
11	University of Exeter	5187	2.35%	240	3.01%	21.61	4.63%	Y	9	-2
12	London School of Economics and Political Science (LSE), University of London	5063	2.30%	321	4.02%	15.77	6.34%	Y	11	-1
13	Imperial College London	4364	1.98%	191	2.39%	22.85	4.38%	Y	16	3
14	Loughborough University	4048	1.84%	142	1.78%	28.51	3.51%	N	10	-4
15	University of Bath	3955	1.79%	186	2.33%	21.26	4.70%	N	17	2
16	Newcastle University	3585	1.63%	122	1.53%	29.39	3.40%	Y	13	-3
17	University of Sheffield	3509	1.59%	139	1.74%	25.24	3.96%	Y	18	1
18	Aston University	3507	1.59%	63	0.79%	55.67	1.80%	N	15	-3
19	University of Edinburgh	3464	1.57%	188	2.35%	18.43	5.43%	Y	20	1
20	University of Liverpool	3391	1.54%	109	1.37%	31.11	3.21%	Y	19	-1
21	Coventry University	3010	1.37%	38	0.48%	79.21	1.26%	N	22	1
22	University of Lancaster	2981	1.35%	100	1.25%	29.81	3.35%	N	23	1
23	Cardiff University	2871	1.30%	94	1.18%	30.54	3.27%	Y	25	2
24	University Of Southampton	2776	1.26%	108	1.35%	25.70	3.89%	Y	21	-3
25	University of Cambridge	2733	1.24%	160	2.00%	17.08	5.85%	Y	32	7
26	University of York	2714	1.23%	115	1.44%	23.60	4.24%	Y	24	-2
27	Strathclyde University	2686	1.22%	128	1.60%	20.98	4.77%	N	29	2
28	University of Leicester	2669	1.21%	60	0.75%	44.48	2.25%	N	28	0
29	University of Glasgow	2616	1.19%	124	1.55%	21.10	4.74%	Y	30	1
30	University of Oxford	2499	1.13%	159	1.99%	15.72	6.36%	Y	36	6

Hires

Rank	Uni	Applications	%age apps	Hires	%age hires	Conversion ratio	Conversion %age	Russell Group	2021	Movement
1	University of Warwick	8327	3.78%	492	6.16%	16.92	5.91%	Y	1	0
2	University College London (UCL), University of London	7637	3.47%	359	4.50%	21.27	4.70%	Y	7	5
3	University of Durham	5559	2.52%	342	4.28%	16.25	6.15%	Y	3	0
4	London School of Economics and Political Science (LSE), University of London	5063	2.30%	321	4.02%	15.77	6.34%	Y	8	4
5	University of Bristol	5247	2.38%	300	3.76%	17.49	5.72%	Y	4	-1
6	University of Manchester	7564	3.43%	298	3.73%	25.38	3.94%	Y	11	5
7	University of Leeds	6264	2.84%	292	3.66%	21.45	4.66%	Y	6	-1
8	University of Birmingham	5877	2.67%	288	3.61%	20.41	4.90%	Y	5	-3
9	University of Nottingham	6395	2.90%	286	3.58%	22.36	4.47%	Y	2	-7
10	University of Exeter	5187	2.35%	240	3.01%	21.61	4.63%	Y	10	0
11	King's College, University of London	5401	2.45%	229	2.87%	23.59	4.24%	Y	19	8
12	Imperial College London	4364	1.98%	191	2.39%	22.85	4.38%	Y	14	2
13	University of Edinburgh	3464	1.57%	188	2.35%	18.43	5.43%	Y	13	0
14	University of Bath	3955	1.79%	186	2.33%	21.26	4.70%	N	9	-5
15	University of Cambridge	2733	1.24%	160	2.00%	17.08	5.85%	Y	23	8
16	University of Oxford	2499	1.13%	159	1.99%	15.72	6.36%	Y	21	5
17	Queen Mary, University of London	5233	2.37%	142	1.78%	36.85	2.71%	Y	27	10
18	Loughborough University	4048	1.84%	142	1.78%	28.51	3.51%	N	12	-6
19	University of Sheffield	3509	1.59%	139	1.74%	25.24	3.96%	Y	15	-4
20	Strathclyde University	2686	1.22%	128	1.60%	20.98	4.77%	N	24	4
21	University of Glasgow	2616	1.19%	124	1.55%	21.10	4.74%	Y	20	-1
22	Newcastle University	3585	1.63%	122	1.53%	29.39	3.40%	Y	16	-6
23	University of York	2714	1.23%	115	1.44%	23.60	4.24%	Y	18	-5
24	University of Liverpool	3391	1.54%	109	1.37%	31.11	3.21%	Y	22	-2
25	University Of Southampton	2776	1.26%	108	1.35%	25.70	3.89%	Y	17	-8
26	University of Lancaster	2981	1.35%	100	1.25%	29.81	3.35%	N	25	-1
27	Cardiff University	2871	1.30%	94	1.18%	30.54	3.27%	Y	30	3
28	University of St Andrews	1474	0.67%	75	0.94%	19.65	5.09%	N	28	0
29	Queen's University Belfast	1355	0.61%	73	0.91%	18.56	5.39%	Y	33	4
30	University of Surrey	2494	1.13%	72	0.90%	34.64	2.89%	N	31	1

Weighted Rankings

Rank	Uni	Hires	%age hires	Applications	%age apps	Conversion ratio	Conversion %age	Russell Group	Weighted ranking	2021	Movement
1	University of Warwick	492	6.16%	8327	3.78%	16.92	5.91%	Y	364.05%	4	3
2	University of Durham	342	4.28%	5559	2.52%	16.25	6.15%	Y	263.50%	2	0
3	London School of Economics and Political Science (LSE), University of London	321	4.02%	5063	2.30%	15.77	6.34%	Y	254.87%	8	5
4	University of Bristol	300	3.76%	5247	2.38%	17.49	5.72%	Y	214.81%	1	-3
5	University College London (UCL), University of London	359	4.50%	7637	3.47%	21.27	4.70%	Y	211.34%	10	5
6	University of Birmingham	288	3.61%	5877	2.67%	20.41	4.90%	Y	176.75%	5	-1
7	University of Leeds	292	3.66%	6264	2.84%	21.45	4.66%	Y	170.47%	6	-1
8	University of Nottingham	286	3.58%	6395	2.90%	22.36	4.47%	Y	160.18%	3	-5
9	University of Manchester	298	3.73%	7564	3.43%	25.38	3.94%	Y	147.03%	20	11
10	University of Exeter	240	3.01%	5187	2.35%	21.61	4.63%	Y	139.07%	9	-1
11	University of Edinburgh	188	2.35%	3464	1.57%	18.43	5.43%	Y	127.78%	11	0
12	University of Oxford	159	1.99%	2499	1.13%	15.72	6.36%	Y	126.69%	12	0
13	King's College, University of London	229	2.87%	5401	2.45%	23.59	4.24%	Y	121.60%	27	14
14	University of Cambridge	160	2.00%	2733	1.24%	17.08	5.85%	Y	117.31%	16	2
15	University of Bath	186	2.33%	3955	1.79%	21.26	4.70%	N	109.55%	7	-8
16	Imperial College London	191	2.39%	4364	1.98%	22.85	4.38%	Y	104.69%	19	3
17	Strathclyde University	128	1.60%	2686	1.22%	20.98	4.77%	N	76.39%	22	5
18	University of Glasgow	124	1.55%	2616	1.19%	21.10	4.74%	Y	73.61%	17	-1
19	University of Sheffield	139	1.74%	3509	1.59%	25.24	3.96%	Y	68.96%	18	-1
20	Loughborough University	142	1.78%	4048	1.84%	28.51	3.51%	N	62.38%	14	-6

This measure provides a clear picture of ultimate quality, balancing the potentially skewing impact of an institution's size, in order to produce a guide to which universities generate applications with the best chance of success overall.

The Russell Group are still dominating and again there has been slight slippage in the non-russell group universities. But we've seen some big jumps here in terms of weighted ranking from Manchester, King's College and Queen Mary's, London, and then some significant drops, from Nottingham, Bath, Loughborough and York.

Once again, with weighted rankings it is clear to see that the effect of Brexit is still evident. EU universities have dropped off while applications from South Africa and China have risen up the rankings.



Considerations for Employers



We hope the insights report has been interesting and provides some support for new season planning. Here are our top tips for your consideration as you finalise your Attraction campaigns:

- Benchmark against others in the sector. How is your marketing collateral impacting the audience?
- Competition on campus this season will continue to be fierce. Careful analysis where budget and resource will be concentrated will be key. Now is the time to start!
- Plan and anticipate where you can but be ready for changes! The market doesn't stand still.
- Active and agile management of your media activity is required to ensure strategic targeting and optimum ROI.

Attraction has been a huge challenge for the Early Talent industry, this season.

Discover more information on Amberjack's products and services, including our Attraction offerings, or request a chat with a member of our team, by getting in contact, today.

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