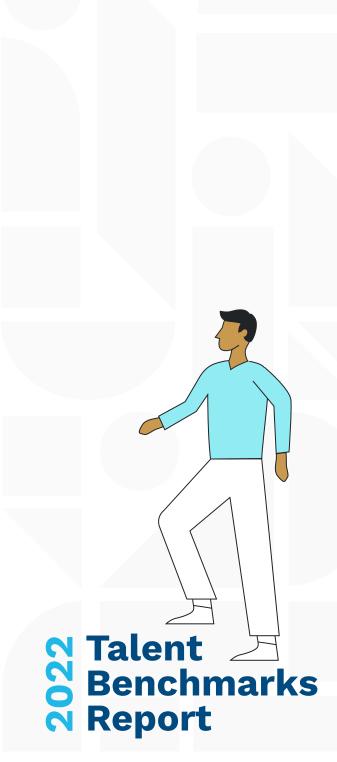


Talent Benchmarks Report

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Introduction

The era of <u>data-driven recruiting</u> has arrived. In truth, it's actually been here for some time.

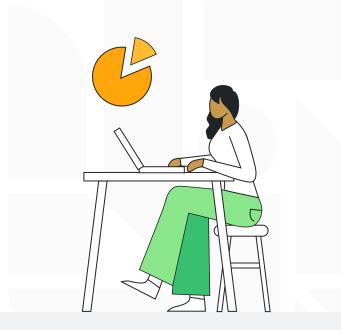
We at Lever have seen countless customers embrace the advanced analytics offered in our complete talent acquisition suite to revamp their recruiting processes, enhance their overall hiring strategies, and optimize their candidate relationship management (CRM) efforts.

And we're proud to have helped (and continue to help) companies with our ATS + CRM solution make the most of it to build better candidate relationships, make substantial strides with their DEI hiring initiatives, and elevate their recruiting team's productivity and collaboration — something their legacy recruiting systems previously prevented them from achieving.

Lever customers across the board now understand how important it is to take action on their wealth of candidate and recruiting-performance data — both at the team and individual-recruiter level — to improve the speed, quality, and efficiency of their respective hiring programs.

Collecting and utilizing near-real-time recruitment data is certainly critical to your TA team's success with both its day-to-day activities (e.g., sourcing, nurturing, and interviewing) as well as its long-term efforts to meet your company's hiring quotas and help scale and grow your business.

But knowing industry benchmarks, as it relates to the most critical recruiting metrics, and using those insights to learn how your team stacks up against other talent teams can help you take your <u>recruitment model</u> to new heights and build a more <u>proactive talent acquisition strategy</u>.



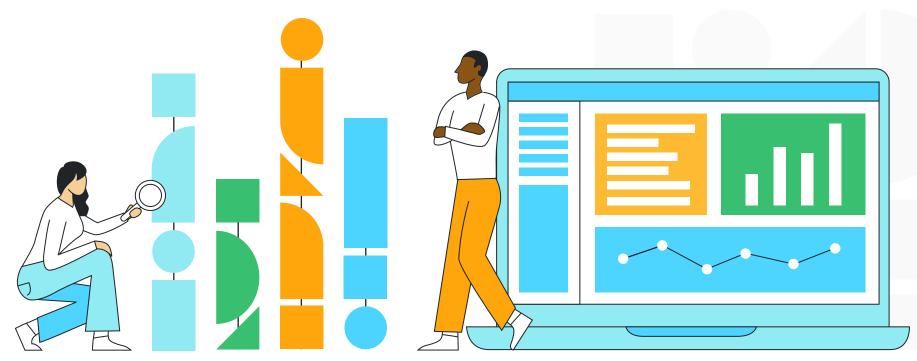
With that in mind, we've analyzed the recruiting performance of our customer base and compiled their anonymized talent acquisition data from 2021 to give you a clear sense of how these recruiting organizations have progressed with their hiring approaches — **and show you and your team where you excel and could stand to improve in 2022 and the years ahead.**

Our Methodology

To produce the 2022 Talent Benchmarks Report, we examined our customers' anonymized metadata from January 1, 2021, to December 31, 2021.

Our findings were then used to compare the 2021 calendar-year recruiting performance of our customer base (as it pertains to sourcing, nurturing, interviewing, and hiring) with the same data points incorporated in the 2019 iteration of this report, which featured 2018 calendar-year data.

Additional data points not featured in previous editions of the report — notably, those related to requisitions, candidate feedback, opportunities advanced in pipeline, nurture templates created, and the reengagement of archived candidates — were introduced in this year's report as well.



Summary

It's been three years since the last edition of our <u>Talent Benchmarks Report</u> came out — and the business climate and hiring landscape have changed dramatically during that time.

COVID-19 upended the lives and livelihoods of billions worldwide. Though layoffs were prevalent in many industries at the onset of the pandemic, organizations across the globe and various sectors were able to modify their business models accordingly to withstand (as best they could) the market downturn and keep most, if not all, of their workforce in place. Some even maintained their pre-pandemic growth goals and were able to scale their companies.

That said, The Great Resignation threw another curveball. Top talent exited their organizations en masse in 2020 and 2021, leading to a highly competitive job market. It became clear workers in both the U.S. and abroad shifted their mindset, when it came to work, with many realizing they needed — and could afford to — take a break from the daily grind and their careers in general.

As of mid-2022, competition for high-quality candidates remains as fierce as ever. As our <u>2020 State of Recruiting Report</u> found, companies — including countless Lever customers — used this pandemic period to transform their respective talent acquisition approaches, better attract best-in-class job prospects, and, ultimately, beat out other companies for qualified talent.

For instance, that report found 50% of TA leaders planned to prioritize enhancements to their diversity, equity, and inclusion (DEI) initiatives to develop a more diverse workforce, 37% intended to rethink recruiting processes, and 41% wanted to clean their candidate databases.



As you'll see in our latest Talent Benchmarks Report, this work has continued among Lever customers who, across the board, **improved their talent pipeline management, took advantage of our direct integrations with critical recruiting tools, leveraged automation capabilities to streamline workflows, and made significant progress with their core TA metrics**: from time to hire and interview speed to nurture campaign engagement and offer acceptance rate.

Key Takeaways

Recruiters required more candidates in their pipeline to fill open positions

Lever customers made a single hire for every 98 candidates added to their talent pool in 2021 - a 31% increase from 2018, when they only needed 75 prospects to make a hire.

Sourced candidates and applicants are at opposite ends of the hiring-efficiency spectrum

It took Lever customers just 30 proactively sourced prospects, on average, to hire a new employee in 2021 (down from 43 in 2018). Meanwhile, it took an average of 176 applicants to make a hire during the year — a 61% increase from the 2018 level.

The number of candidates needed to fill popular roles drops

Considerably fewer candidates were required for Lever customers to hire for their respective Data, Engineering, and Operations roles in 2021, while the candidates-per-hire average rose modestly for just two roles in 2021 compared to 2018: Customer Service and Sales.

Companies increasingly prefer hiring sourced prospects over applicants

Sourced candidates accounted for 34% of our customers' new hires in 2021, a 48% increase from 2018. Though applicants continue to constitute the highest share of new hires for companies using LeverTRM, that share fell from 54% in 2018 to 46% in 2021.

The average amount of time interviewing candidates declined — though total interviews rose

Lever customers spent an average of 2.4 hours interviewing prospective hires in 2021, a 14% decrease from 2018. However, the average number of 'interviews-to-hired' grew from 2.5 interviews in 2018 to 3.6 in 2021 - a 44% increase.

• Time to hire diminished substantially overall, but rose for internal candidates

The typical amount of time it took Lever customers to source, engage, interview, and have offers accepted by candidates took 23 days on average in 2021. This is a 20% quicker time to hire than in 2018, when it took our customer base an average of 28.8 days. That said, the one candidate segment to see its time to hire expand during the 12-month period was for internal candidates, growing from 14 days in 2018 to 20 in 2021.

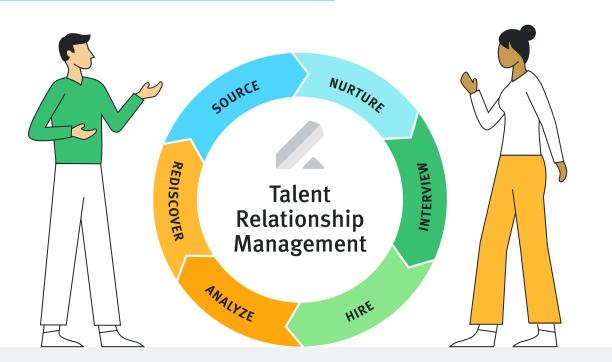
Recruiters continue to become more sophisticated (and successful) with their nurturing

Candidates' collective response rate to nurture cadences with six and seven emails was 46% in 2018 — a figure that ballooned to 99% in 2021. What's more, the average response rate for campaigns of these lengths was 4.5x higher compared to one-email nurtures, showing the effectiveness of building relationships with prospects by engaging them with personalized messaging regarding open and upcoming roles.

Our customers created many customized campaign templates in Lever Nurture

To ensure each nurture campaign resonated with their intended niche audience (i.e., by role, team, department, and/or location), Lever customers developed an average of 8.73 nurture templates that can be used for all roles and personalized to specific prospects.

TALENT BENCHMARKS: MISCELLANEOUS



Regularly adding net-new candidates to one's talent pool is essential to ensuring success with hiring today. Lever customers, spanning multiple industries and business sizes, know this.

In 2021, they added an average of 4,005 contacts to LeverTRM, which provided them more prospects to evaluate for open and upcoming roles and advance or archive them as needed.

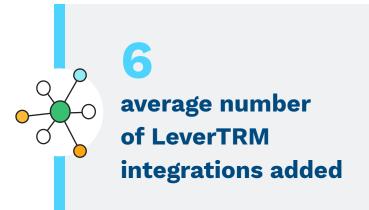
The sizable talent pools built by Lever customers is a strong indication proactive candidate sourcing has become (or remains) a top priority for their TA teams and organizations at large to ensure they have numerous 'warm' prospects ready to be engaged (or reengaged) as needed.



In 2021, Lever continued to bolster its already-robust <u>integrations ecosystem</u> by adding dozens of new partners. By the end of the calendar year, we had more than 150 partners total.

Connecting these companies' tools to LeverTRM helps our users elevate their effectiveness in areas like candidate nurturing (e.g., ContactOut, Dover), hiring-stakeholder communications and collaboration (e.g., Slack, Microsoft Teams), and video interviewing (e.g., Yobs, myInterview).

Lever customers connected an average of roughly six integrations to their LeverTRM tenants in 2021, which aided their efforts to better identify, engage, interview, and employ top talent.



With direct 'syncs' with essential solutions that enable them to tackle key tasks with ease — from conducting background checks to streamline the employment-screening workflow to evaluating their job-listing copy to ensure inclusive, unbiased, gender-neutral language is used — Lever customers can consistently improve their recruiting results and team productivity.

Recruiters at our enterprise customers, in particular, were quite busy over the course of 2021. Our research shows each recruiter at these large-scale organizations (i.e., those with 500 or more employees) were **assigned nearly 22 requisitions on average during the calendar year**.



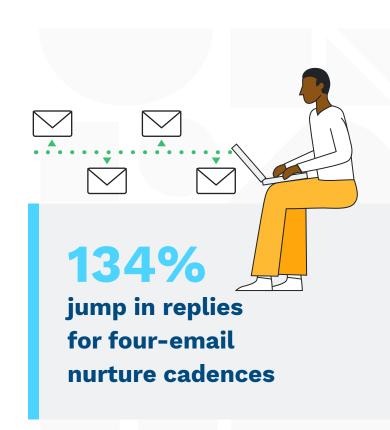
Average Nurture Response Rate, +115% +115% +123% +134% by Number of Emails in Campaign +128% 99% 98% 99% 96% 82% 2018 response rate +36% 46% 46% +13% 44% 41% 2021 response rate 38% 36% 28% 16% 18% emails emails emails emails emails emails email

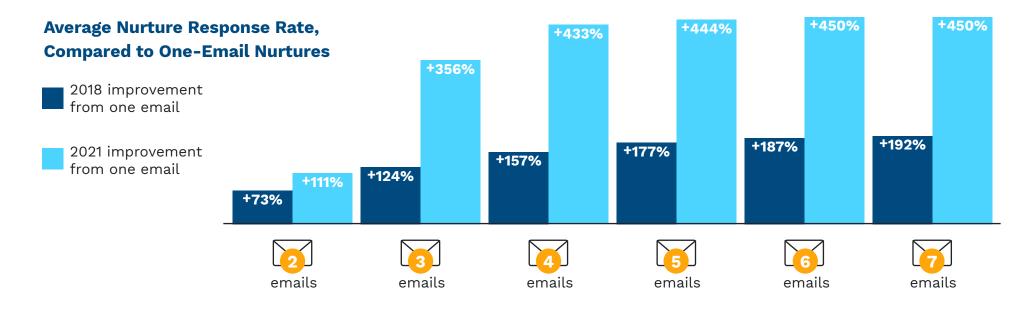
Personalized, automated outreach at scale: That's what practically every talent acquisition team wants to implement today to better attract and engage their sourced candidates.

As our 2019 report shows, many Lever customers saw sizable results from their automated nurturing efforts — specifically, strong response rates from prospects in their campaigns.

Since our last report, it's apparent Lever customers have continued to optimize their outreach efforts and <u>improve their nurture engagement</u> metrics. **Four-email nurture cadences, in particular, saw the biggest percentage jump in terms of replies from prospects at 134%**, though campaigns with five, six, and seven touchpoints also saw substantial growth in responses.

While requiring more nurture emails to resonate with prospective hires may seem like it's taking more work on part of recruiters using LeverTRM to convert candidates (i.e., advanced them to the interview stage), this work is nearly entirely automated, allowing these talent specialists to allocate their time, energy, and resources to other essential TA activities (e.g., analysis).





As clear as it is that multi-email nurture cadences offer talent teams the best means to connect with and convert their candidates, it's equally evident one-email nurtures just don't cut it.

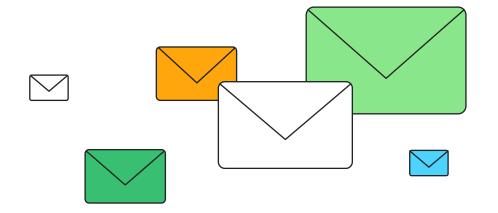
Our 2019 report relayed just as much: Seven-email campaigns saw the biggest improvement as it relates to response rates, with 192% more engagement than single-touchpoint nurtures.

That number has only expanded further in recent years. In 2021, campaigns with a minimum of three emails included saw response rates of at least 356% when compared to one-email nurtures.

Six- and seven-email campaigns (i.e., ones that often take weeks to execute) appear to be the most fruitful engagement-wise, **seeing response rates 450%** higher than single-email nurtures.



TALENT BENCHMARKS: NURTURING



Experimenting with the number of emails incorporated in nurture campaigns has clearly paid significant dividends for Lever customers. Their creation and use of several Lever Nurture templates, on average, shows their savviness with testing multiple outreach approaches too.

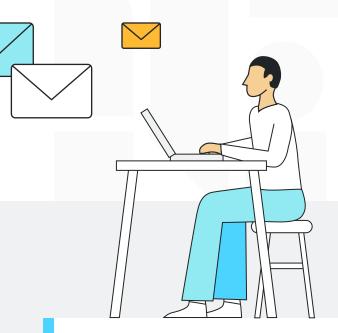
The typical LeverTRM user developed nearly nine custom nurture templates

in 2021, showing our customers continue to get more sophisticated with their <u>candidate engagement</u> efforts.

The primary reason for creating multiple templates is to pitch different positions to prospects of interest in distinct ways. Lever customers understand they need unique messaging for each role they need to fill, not the same, static, impersonal message to all candidates, regardless of role.

A bonus for recruiting professionals who use our ATS + CRM solution:

A template created by one talent specialist in LeverTRM can be shared with other TA colleagues, who can then customize it as they see fit to help attract and engage talent in their pipelines via nurtures.



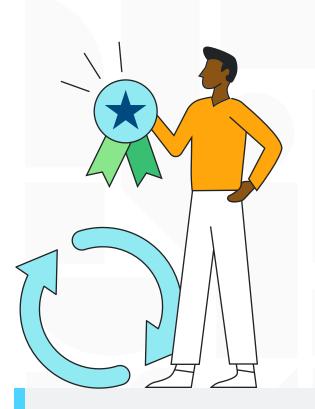
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average number of custom Lever Nurture templates developed It wasn't solely recently sourced prospects Lever customers reached out to and interacted with via nurtures. Many recruiters with our native talent acquisition suite also connected with <u>'silver-medalist' candidates</u> (i.e., those who made it to the final round of an interview cycle, but were ultimately passed on in favor of another candidate and archived in LeverTRM).

On average, Lever customers connected with a few dozen silver-medalists in 2021 — and doing so was a smart, forward-thinking move. These individuals were obviously highly qualified for a previously open role, given they made it to the very end of the recruiting cycle, so it certainly made sense to re-engage them for other positions that opened up at their companies.

In short, reconnecting with these strong-fit individuals also saves sourcers, specifically, from having to allocate time and energy to identify net-new prospects to add to their talent pool.

Since LeverTRM enables talent teams to tag and archive silver medalists (along with other talent they've yet to engage or interview), TA specialists can resurface these candidates easily and quickly.



36 average number of silver medalists re-engaged

How Lever Customers Enhanced (and Continue to Improve) Their Candidate Nurturing

Whether you have 100 candidates in your talent pool or 100,000, you need to nurture those prospects through your respective recruitment funnel in an efficient, data-driven way to entice that top talent you've sourced (and even archived in your talent database) to accept offers.

With rules-based email automation — **something leading talent acquisition teams with our ATS + CRM solution have embraced, thanks to Lever Nurture (and Advanced Nurture)** — you can better stay top of mind with top-tier prospects and convert those job seekers into new hires.

See how Lever customers have improved the engagement of their targeted nurture campaigns by drilling down into their campaign data and adjusting and optimizing their outreach efforts.

textnow

65% increase in hiring speed with LeverTRM and moving nurturing in-house

400%

year-over-year hiring growth thanks to LeverTRM





increase in sourced hires using Lever Nurture

66

Building quality relationships takes time and attention. Talent teams that find the right talent and fill roles on time are not lucky - they have a process, are persistent, and use a combination of data and feedback to tune their approach. Having a dedicated candidate engagement process is what allows you to automate repetitive tasks and redirect your time to personalizing messaging to (and, as needed, connecting live with) prospective hires. And persistence with your engagement efforts is critical, as peoples' lives change daily. While a possible candidate may not be open to a new role today, that may not be the case tomorrow."

- Jessica Green, SVP Customer Success at Lever

Average Number of Interviews to Hired

INTERVIEWS

2021

TALENT BENCHMARKS: INTERVIEWING

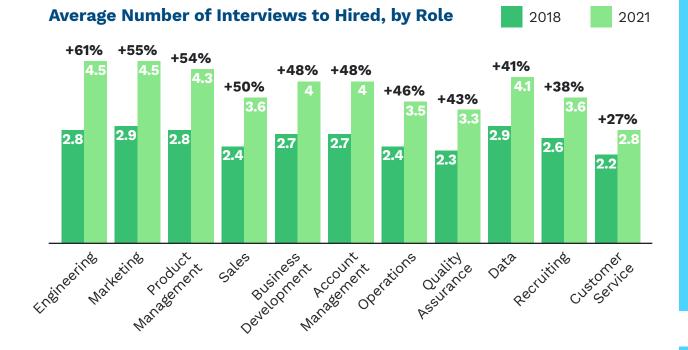


The standard interview process — regardless of company size, business model, or role — was already a fairly lengthy one for candidates and employers alike, when we last released our Talent Benchmarks Report. Fast-forward to 2021, and that process has only gotten longer.

Lever customers, on average, conducted roughly three and a half interviews with prospective hires who ultimately accepted offers in 2021. **This denoted a 44% increase from 2018**.

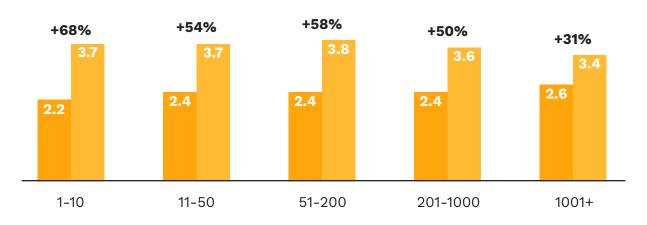
One likely reason for this spike? **A rise in the number of Lever customers who added <u>custom interview stages</u> to their recruitment cycle** (e.g., ones for highly technical and leadership positions that necessitate many interview panelists and perhaps even assessments/tests).

The pandemic also led to a marked rise in virtual interviewing and the elimination of (or at least reduction in) on-site interviews. Given the difficulties in scheduling interviews with all hiring stakeholders at the same time and aligning with candidates' schedules, many Lever customers likely spread out these conversations over a number of video conference chats. 44% increase in number of interviews from 2018 to 2021



Of the 11 most common roles our customers fill throughout a given year, Engineering, Marketing, and Product Management led the way, in terms of longest interview time for eventual employees signed in 2021, each with an **average of at least 4.3 interviews per hire** made.

Average Number of Interviews to Hired, by Company Size



The average number of interviews conducted that led to the hiring of new employees also expanded for each of our five customer segments, with smaller organizations seeing the largest report-to-report rise: **at least 54% more interviews for companies with 200 or fewer employees**.

2021

2018

Though the number of interviews expanded in 2021, **the total time spent with prospective hires in the interview process fell 14% in 2021, compared to 2018**, dropping from an average of nearly three hours worth of interviews per prospect to roughly two and a half hours.

Translation? More individual interviews with hiring stakeholders during the recruitment process didn't necessarily equate to a longer interview cycle for Lever customers. Rather, it seems many of them were able to get all the information they needed to assess candidates' worthiness for open roles in a shorter amount of time compared to a few years ago.

One reason for this could be the implementation of structured interviews,

which ensures each interview panelist sticks to a script in terms of asking prospects previously agreed-upon questions only, and, in turn, extracting info from candidates in a more expedient manner.

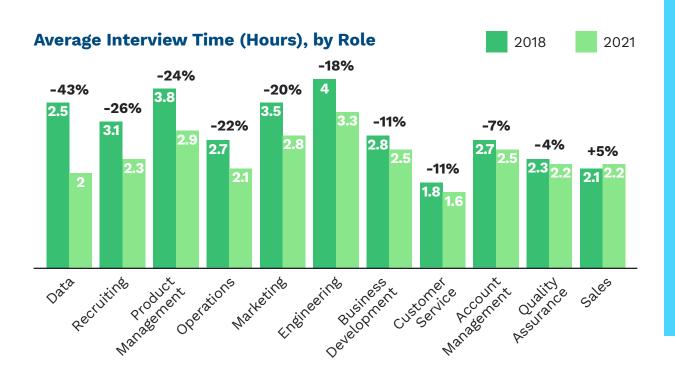


Average Interview Time per Interview Cycle



14% decrease in average interview hours from 2018 to 2021

TALENT BENCHMARKS: INTERVIEWING



Zooming back into the most popular positions filled by Lever customers, all but one saw their average interview time grow compared to 2018. Sales was the sole outlier, with candidates **spending 2.2 hours speaking with interview panelists** in 2021, a 5% increase from 2018.

Data-centric roles (e.g., analysts, data scientists) experienced the steepest decline in average interview time, **dropping from 3.5 hours back in 2018 to just 2 hours**, on average, in 2021.

Average Interview Time (Hours), by Company Size 2021 2018 -18% -19% -18% 1.66 -6% 1.51 1.46 -7% 1.36 1.24 1.22 1.19 1.16 1.17 1.08 1-10 11-50 51-200 201-1000 1001+

Circling back to company size, all tiers saw a dip in their average interview time with candidates, with all customer segments **conducting less than 1.5 hours of interviews with prospects**, on average. The enterprise interview cycle remained the most extensive, at 1.36 hours.

BONUS: DEI Data from Lever Partners

Diversity, equity, and inclusion is an increasingly important part of many businesses' recruitment models and hiring strategies today. As a couple of our integration partners noted, they've seen their customers make big strides with evolving their respective <u>DEI initiatives</u> and achieving their distinct DEI goals through the use of their innovative features and functionality.



datapeople

Incorporating unbiased and inclusive language in job descriptions continues to be a big focus for companies today. According to Datapeople, its **users made a total of 983,000 revisions to their listings in 2021 alone to make them even clearer and more inclusive for prospective hires** using the platform's data-backed guidance.

These changes to job-post content and language undoubtedly played a pivotal role in **helping Datapeople customers add 3.5 million candidates** to their talent pools during the year.

Datapeople users also wrote more complete job postings in 2021 — ones that included all the critical components proven to attract more diverse and qualified candidate pools — than those crafted by non-customers. For instance, 12% of all job descriptions produced outside Datapeople's platform lacked a diversity statement, compared to just 7% of listings created by Datapeople customers.

Bryq

Designed from the ground up to support bias-free decision-making regarding DEI-centric recruiting and hiring, Bryq offers features like complete blind-screening for role and company fit, without even having access to the usual protected classes (e.g., race, age, gender, etc.).

In 2021, one Bryq client was hiring two times more women than men. This was great for improving female representation in the workplace, but it also resulted in an unequal and unbalanced gender mix. This company was **able to hire 55% men and 45% women from an initial talent pool of 60% men and 40% women** in its next round of hiring, with help from Bryq.

Ultimately, this enabled the business to prioritize hiring women while also keeping the gender mix of its workforce at large balanced when compared to the makeup of its candidate pool. Securing feedback from all hiring stakeholders who speak with candidates during the interview process expediently is essential. Doing so ensures talent teams move those prospects through their <u>recruitment funnel</u> quickly and efficiently. Moreover, it helps them provide a best-in-class CX and prevents high-quality candidates from withdrawing from consideration.

In 2021, Lever customers gathered all candidate feedback in just 1.5 days

on average — an indication they understand the importance of keeping their recruitment process moving along in a speedy but coordinated manner to convert target candidates into new hires.



A primary reason for their collective ability to secure feedback in a timely manner? **The candidate feedback functionality built into LeverTRM helps recruiters automatically send email and/or Slack reminders to interview panelists** to share their thoughts and scores for specific prospects in order to expedite the hiring process and prevent any bottlenecks.

Providing overall impressions of candidates interviewed is helpful. But many talent teams with our ATS + CRM solution also recognize the value of a ratings-based system — one that's bias-free (i.e., interview panelists don't know how one another scores prospects) that helps them make data-driven decisions regarding to whom they should extend offers (and archive).

The average rating given to candidates by Lever customers in 2021 was 2.75 out of 4, meaning mostly favorable scores were assigned to interviewees and a sign sourcers 'brought in' predominantly satisfactory candidates to meet with interview panels during the year.



TALENT BENCHMARKS: INTERVIEWING

Continually optimizing one's talent pipeline management is an increasingly important process for recruiting organizations today — and one that clearly requires several distinct stages (and — ideally — custom, automated workflows) to 'advance' candidates in a streamlined fashion.

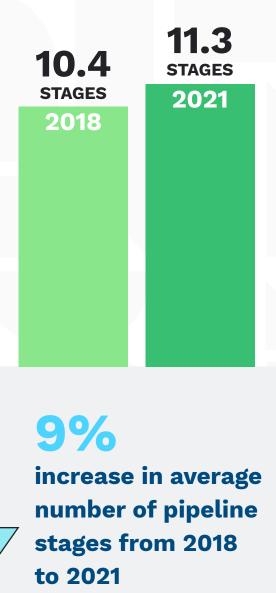
Based on our latest findings, Lever customers continue to adapt their <u>pipeline management</u> approaches to make them as organized and efficient as possible.

Lever customers implemented 11.3 pipeline stages, on average, in 2021, which is 9% more than they had back in 2018. This signals an ongoing evolution in how talent teams with our platform move prospects through their funnels. In other words, it's not as simple as 'sourced/applied to screen,' 'screen to interview,' and 'interview to offer' anymore — it's far more complex now.

Hiring manager screens, multiple rounds of interviews with different types of hiring stakeholders, background and reference checks, having candidates take tests/assessments: Lever customers have an array of different <u>pipeline</u> <u>stages</u> they implement in their recruiting funnels for different roles and business units to ensure they cover their bases when evaluating candidates.

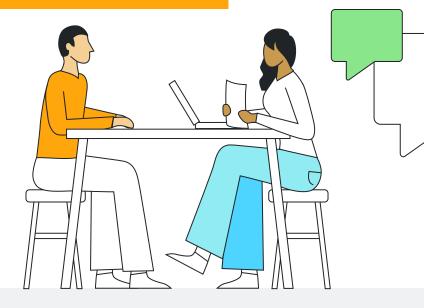
As with the increase in total interviews conducted, though, more pipeline stages doesn't necessarily translate to a longer recruitment cycle for talent teams with our TA suite.

Average Number of Pipeline Stages



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TALENT BENCHMARKS: INTERVIEWING



Lever customers work diligently to add top talent to their candidate pools and advance them in their pipelines, all to ensure the most applicable prospects make it in front of hiring managers and interview panelists. Yet, only a select few — the best of the best — make it to this stage.

Our data shows just 6.1% of candidates — roughly one in 16 — moved through the initial phases of the recruiting life cycle and progressed into the interview stage.

While this could be due to the many sourced prospects and applicants Lever customers have in their talent pools, it's also possible evidence recruiters and hiring managers who use our solution only want the cream-of-the-crop candidates who meet all (or the overwhelming majority of) their criteria related to qualifications and skill sets to meet with their interview panels.

1 in 16 average number of opportunities moved to interview

How LeverTRM Users Streamline and Speed Up Their Interviewing with Our ATS + CRM

There is both an art and science to interviewing candidates today. No interview process is perfect — but that doesn't stop Lever customers from attempting to improve this portion of their recruitment models to ensure they ultimately hire premier prospects for open positions.

As is the case with sourcing and nurturing, **data plays a pivotal role in augmenting your talent organization's interview approach and making smarter hiring decisions**.

Only with rich insights into each interview stage (e.g., how long they take, what bottlenecks may exist that lead to longer-than-normal interview cycles) and for all interviewers (i.e., the feedback and scores they share regarding candidates) can you refine your interview efforts.

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Data is extremely important to optimize your recruitment efforts. At Lever, we rely on insights and trends throughout the interview process to make continuous improvements along the way. We analyze conversion metrics for each stage to tighten up on our interview timeline and, ultimately, continually enhance the candidate experience."

- Ash Mullan, Sr. Recruiter at Lever

Read our case studies to find out how Lever customers revamped (and accelerated) their interviewing processes using the feedback and interview-stage data generated in our TA suite.



2X faster interview scheduling, speeds up hiring using LeverTRM



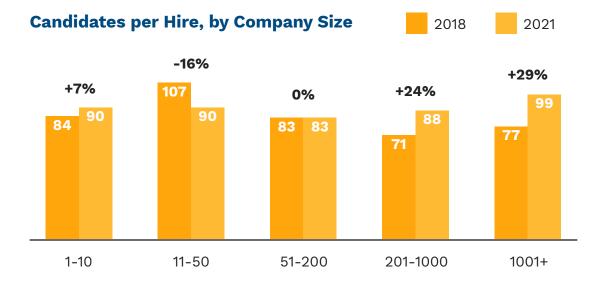
Boosts interview collaboration, candidate feedback with LeverTRM 🕝 stride

Streamlines

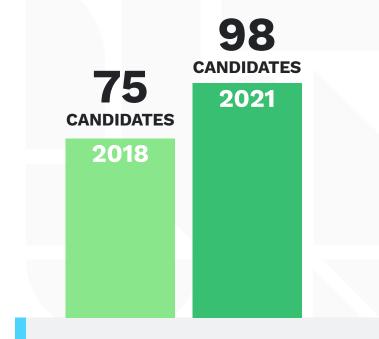
interview process, saves time with help from LeverTRM Recruiting is a quality and quantity game. You need qualified candidates in your pipeline to nurture — and more often than not, a lot of them — to make just one hire for your business.

Such was the case for Lever customers in 2021, as they needed an average of 98 candidates for every hire they made over the course of the year — a 31% climb from a few years earlier.

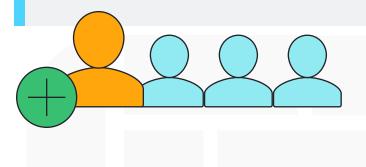
In terms of organization size, there was some variance. **Midsize and enterprise companies saw their candidate-per-hire figures climb 24% and 29%**, respectively. Meanwhile, businesses with a workforce of **11 to 50 employees needed just 90 prospects to make a hire in 2021**, a drop of 16% from 2018. Zero change was reported for orgs in the 51- to 200-employee range.



Candidates per Hire



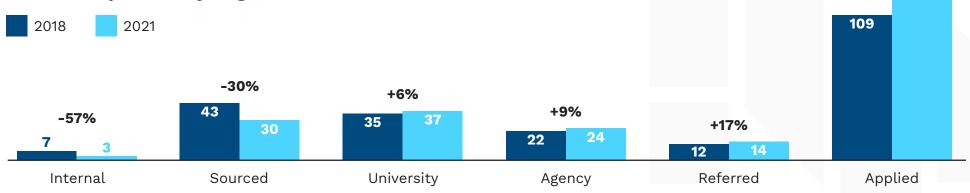
31% increase in candidates per hire from 2018 to 2021



+61%

176

Candidates per Hire, by Origin



The average candidate-per-hire figures were all over the place, as it related to source origins.

It took Lever customers far fewer prospects to hire internal employees for other roles within their organization as well as sourced candidates for open positions. Conversely, it took them **176 applicants to make a hire in 2021**, representing a whopping 61% increase from 2018.

One takeaway from this dataset (and one that won't surprise you) is significantly fewer sourced candidates — ones recruiters know 'fit the bill' for available and upcoming roles based on their extensive research of them via LinkedIn and other avenues — are required to make a single hire than applicants, whose qualifications are often more hit or miss than sourced prospects.

And yet, neither sourced candidates or applicants stack up to internal job seekers, of which only three, on average, were needed for Lever customers to fill roles across their businesses. average number of internal job seekers needed to fill a role

Candidates per Hire, by Role



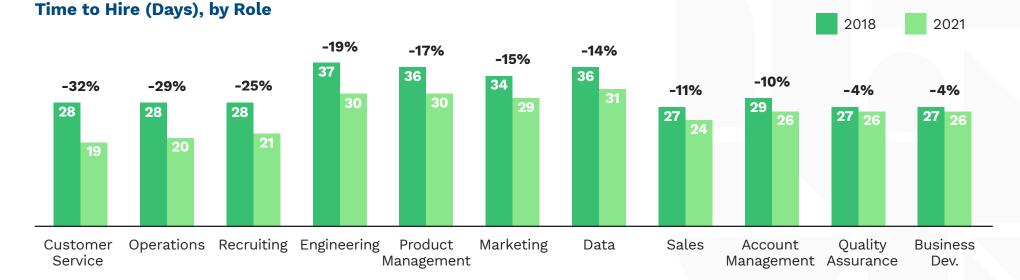
No matter the team, plenty of prospects need to 'come through the door' to make a hire for their open positions. **The lowest average candidate-per-hire figures for 2021 were for Sales at 47 and Customer Service at 51**. Both numbers were the lowest figures for the 11 most popular roles hired for during the year — and both were increases of at least 12% from 2018 levels. However, they were the only two positions to see their CPH figures swell from 2018.

Operations, Data, Engineering, and Quality Assurance roles all experienced declines of at least 20%, in terms of the number of candidates needed to make a hire in 2021.

The dip in sourced talent and applicants needed to hire for these mostly technical roles could suggest a more selective candidate evaluation process by Lever customers. It's also possible The Great Resignation led to more qualified candidates who left their jobs and were subsequently added to many Lever customers' talent pools, thus leading to less time having to sort through potential prospects for key positions and a quicker hiring process overall.



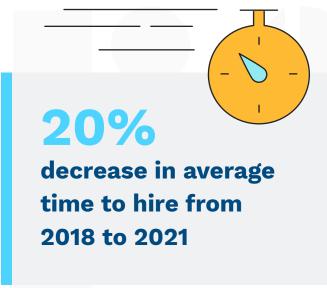
TALENT BENCHMARKS: HIRING



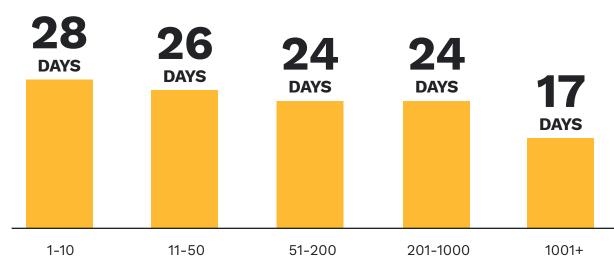
In addition to the volume of candidates required to hire for active roles, the **average time to hire decreased markedly for Lever customers in 2021, falling to 23 days**.

This 20% contraction — from nearly a full month (28.8 days) in 2018 — shows Lever customers continue to **make the most of our <u>advanced CRM capabilities</u> and automated workflows to speed up and streamline their efforts** to move candidates from 'identified' to 'employed,' and, in turn, meet their hiring quotas (in many instances, well in advance of the target deadlines set by leadership).

Every major position our customers hired for last year saw appreciable declines in their time-to-hire metrics, with **Customer Service, Operations, and Recruiting roles seeing the most substantial drops from 2018 to 2021 (at least 25% each)**. Open roles for CS, specifically, saw an average time to hire of 19, which denotes a nearly one-third dip from a few years earlier.



2021 Time to Hire (Days), by Company Size

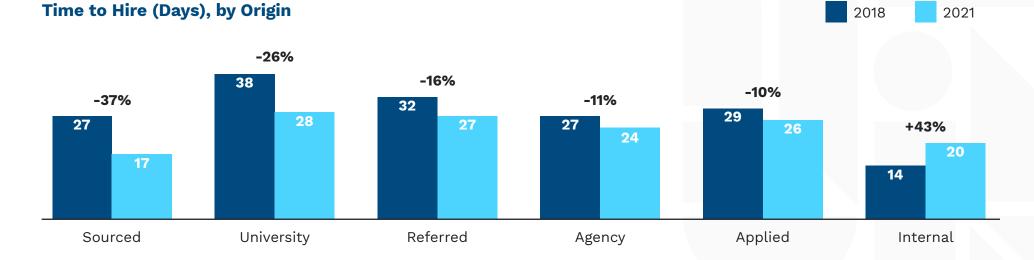


Aside from the extensive reduction in time to hire on a role basis, the metric was also noticeably diminished for Lever customers across all company-size tiers, with **enterprises of 1,000 or more employees, in particular, managing to drive down their average time to hire to just 17 days**.

Small businesses, meanwhile, still had a respectable average of four weeks in 2021. Given SMBs (and many midsize companies) tend to hire for far fewer positions than their enterprise counterparts, it certainly makes sense they'd allocate more time to <u>identifying, engaging, and interviewing</u> a select group of candidates for their job openings.

17 days

average time to hire for enterprise companies in 2021



As you might've suspected, the top origin that led to the shortest average time to hire in 2021 was **sourced candidates, at just 17 days — a 37% decrease** from 2018.

Interestingly enough, the only origin to see its average time to hire grow from a few years ago was for internal hires. One reason for this could be Lever customers — more specifically, hiring managers at our customers — ensuring that employees who intended to make a lateral or upward move <u>within their</u> <u>organizations</u> were indeed good fits for positions on their teams.

37%

decrease in average time to hire sourced candidates from 2018 to 2021

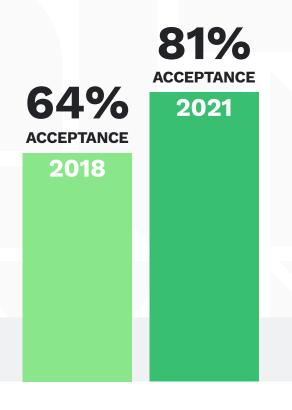


With a shade under two-thirds of extended offers accepted by prospective hires back in 2018, it was clear Lever customers had work to do to get more candidates of interest to sign on with their companies. Per our 2021 research, it appears many were able to do just that.

The average offer acceptance rate for Lever customers last year increased considerably, elevating to just above 80%. In other words, four out of every five individuals to have an offer sent their way by Lever customers ultimately agreed to join their organizations.

With a data-driven, candidate-centric approach to moving prospects through their pipelines as well as understanding whether they'd be an optimal fit for open roles, our customers certainly made substantial headway with extending offers primarily to <u>qualified candidates</u> in 2021.

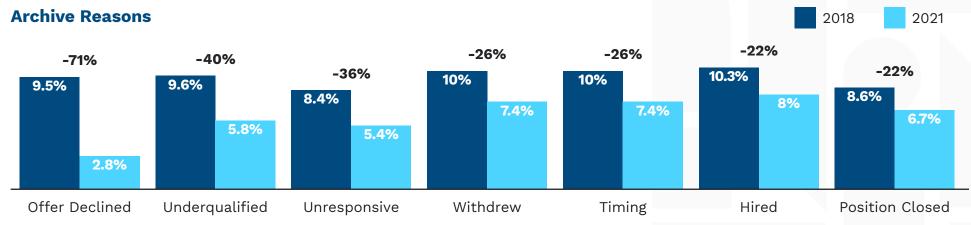
Offer Acceptance Rate



25%

increase in offer acceptance rate from 2018 to 2021





The reasons why prospects were archived by Lever customers in 2021 certainly varied. **The most common tags assigned to archived candidates during the year were 'Hired' (8%), 'Timing' (7.4%), and 'Withdrew' (7.4%)**. However, every popular archive tag designated to archived talent saw a decline in 2021, in terms of the percent share from 2018.

This seems to indicate Lever customers had far more (and, likely, more sophisticated) reasons for archiving talent that no longer align with these common designations.

One good sign for our customer base: Their collective share of **archived individuals tagged with 'Offer Declined' decreased 71%** compared to 2018. This could mean fewer candidates are <u>turning down offers and/or 'exiting' their funnel</u> prematurely (i.e., before an offer is extended).

Adding more archive reasons to their respective tagging systems is more work upfront for Lever customers. That said, these companies achieve a greater level of nuance with how they are able document and understand candidates in their talent pool, which enables their recruiters to more easily (and speedily) resurface previously engaged prospects and unengaged applicants.



71% decrease in archived individuals tagged with 'Offer Declined'

How Lever Customers Scale Their Hiring Efforts with Our Native Talent Acquisition Suite

Source well-qualified, strong-fit candidates for open and future roles. Nurture them with well-timed, bespoke messaging. Advance the prospects who 'check all the boxes' to the interview stage. All of this work won't matter if you don't make the right hiring choice.

The key to improving your hiring quality (along with your hiring speed and efficiency) lies in data — data that gives you a holistic, comprehensive view of every candidate.

With a recruiting platform that offers advanced analytics into every element of your talent strategy, you and your team can make more intelligent, insights-oriented decisions that can impact your ability to meet your headcount goal and contribute to overall business growth.

66

Companies who want to hit that next level of growth need to be thinking about scalability and foundational processes. LeverTRM helps make sure that there's alignment between recruiters, hiring managers, and stakeholders."

- Caitlyn Metteer, Director of Recruiting at Lever

Check out these case studies to discover how Lever customers built data-driven recruiting strategies that help them hire sustainably at scale and achieve their respective growth goals.



Connects pre-, post-hire workflows with LeverTRM's HRIS integration

A ATLASSIAN

Increases number of sourced candidates, new hires using LeverTRM VOro

Drives down

average time to hire to just 21 days leveraging LeverTRM

Conclusion

You can't improve what you don't measure. In short, data should be at the center of nearly every decision your team (and, thereby, your company) makes when it comes to identifying, engaging, and interviewing prospects. Why? Because doing so is the only way you can ensure:

- Your hiring program is <u>inclusive and equitable</u>, leading to a more diverse workforce
- You increase the <u>speed, efficiency, and quality</u> of your recruiting and hiring efforts

You <u>scale your business</u> accordingly based on growth goals laid out by your C-suite

That means it's imperative to leverage both your in-house recruiting and candidate data as well as industry insights like those featured in this report (and, in the case of Lever customers, the regularly updated insights in the Talent Acquisition Benchmarks dashboard) to bolster your recruiting strategy at large and advance your organization's talent 'maturity' level.

True change won't happen with your recruitment model without using <u>analytics to adapt and evolve your talent acquisition approach</u>: from where you source candidates and how you engage those individuals to when you extend offers to job seekers with whom you speak.

By factoring in the insights shared in our report along with data already in your TA tech stack into your decision-making — both at the leadership level and with day-to-day recruiters — you'll see substantial progress with both tangible candidate relationship management metrics like the ones highlighted here as well as your recruiting team's productivity and operational efficiency.



Learn how you can move from a reactive talent acquisition approach to a proactive one — and develop a truly data-driven recruiting strategy — with LeverTRM.

<u>Schedule a demo today.</u>



About Lever

Lever is a leading Talent Acquisition Suite that makes it easy for talent teams to reach their hiring goals and to connect companies with top talent. Lever is the only platform that provides all talent acquisition leaders with complete ATS and robust CRM capabilities in one product, LeverTRM. The LeverTRM features allow leaders to scale and grow their people pipeline, build authentic and long-lasting relationships, and source the right people to hire. Lever Analytics provides customized reports with data visualization, see offers completed and interview feedback, and more, to inform strategic decisions between hiring managers and executives alike.

Our platform also enables companies to hire with inclusivity in mind, helping eliminate any hiring bias. Lever supports the hiring needs of over 5,000 companies around the globe including the teams at Netflix, Spotify, Atlassian, KPMG, and Nielsen.

For more information, visit <u>www.lever.co</u>.