

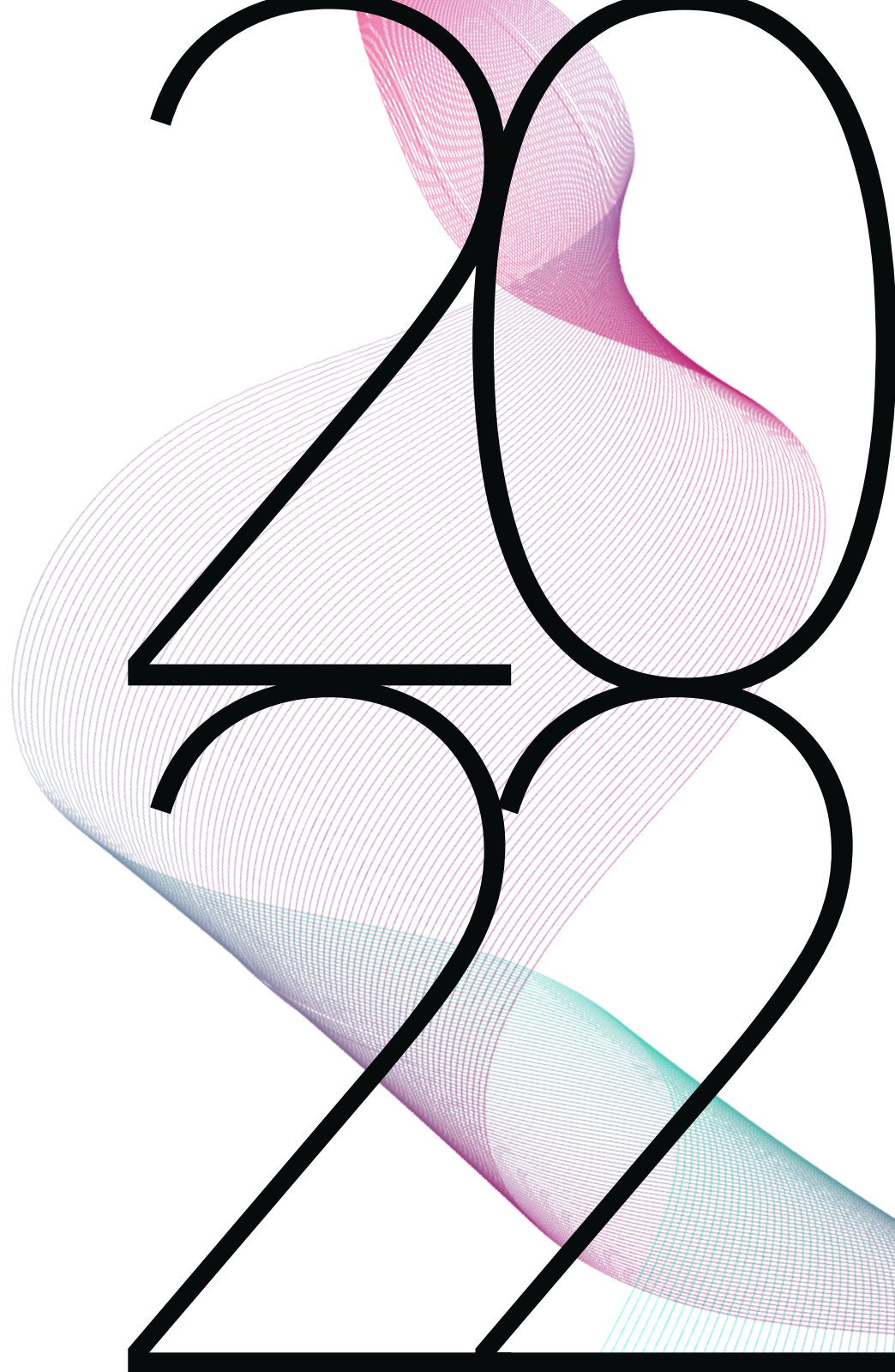


State of Candidate Experience

European Edition

2022 Report

How the **top 100 European companies**
from the Global 500 rank in attracting,
engaging, and converting candidates



Foreword

Despite a global pandemic, monumental events, and social movements over the last couple of years, one notion has remained steady for organisations: hiring the right people and investing in their long-term evolution is essential to their success within.

As employers continue to shift their focus toward employee retention, people analytics, and balancing flexible work environments, they must take a radically different approach than what they've been doing for the last few decades.

And that approach must be rooted in *intelligence and experience*.

Job seekers are more selective than ever, carefully choosing to work for companies that align with their values, lifestyle, and goals. They want to feel connected to their future employers, who must not only take steps to invest in their skills development and future, but clearly demonstrate the path to get there. Companies will either flourish or flounder based on the experiences they deliver throughout the entire journey for candidates, recruiters, employees, and managers.

To make more meaningful connections and ensure a positive experience, enterprises must turn to automation and artificial intelligence (AI) — and use it extensively.

AI is now like oxygen: it's everywhere, and it's essential to filling open roles with incredible talent and retaining them for the long haul.

This report not only sheds light on the current state of the candidate experience in Europe, it also reinforces how some organisations are using AI-first technologies to adapt and grow. It is my hope that the report will ignite conversations within your own teams to identify ways to reimagine work so all talent can thrive.



A stylized, handwritten signature in black ink.

Mahe Bayireddi
CEO & co-founder, Phenom

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Introduction

Every year, organisations strive to evolve their talent acquisition strategies to meet business goals, a changing talent market, and job seeker expectations. A central focus? Delivering a positive candidate experience — especially on one's career site.

As the digital window into a company and its culture, a career site must be maximised to convey a strong brand, provide quick and easy access to jobs, and deliver personalised information that helps candidates decide whether to apply or keep searching for the right fit.

Now more than ever, delivering incredible candidate and employee experiences is the only way to gain a competitive edge in the market. But talent teams and recruiters need support. Artificial intelligence, automation, and HR tech will not only play a pivotal role in how quickly companies hire top talent, but how well they then develop and retain their employees.

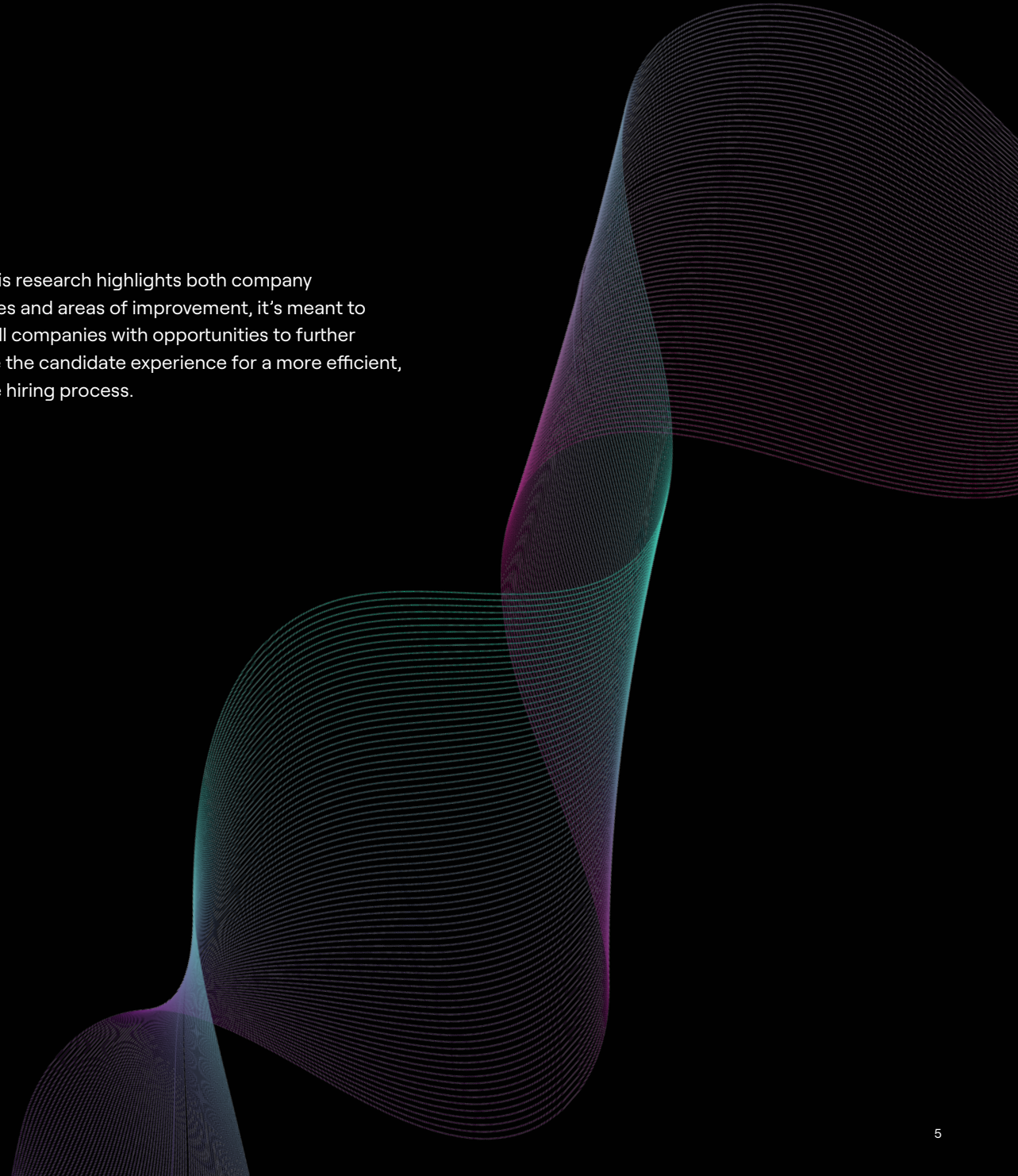
This year, in addition to auditing the digital candidate experiences of the Fortune 500, Phenom assessed the top 100 European companies of the Global 500 list in three key areas of the talent journey: attraction, engagement, and conversion.

By examining the strengths and weaknesses of the Euro 100, TA teams can gain valuable insights and best practices to improve how they grow their talent pools and hire best-fit talent.

About the Audit

The purpose of this audit is to provide an objective evaluation of the current state of the candidate experience across the top 100 European companies from the Fortune Global 500 list. The analysis was conducted based on the representation and performance of each organisation's career site, application process, and communication with candidates across three phases of talent acquisition: attraction, engagement, and conversion. It also assesses how well companies used AI and automation technology throughout the process (i.e. use of a chatbot, personalisation, automated communications, intelligent search functions, candidate scoring, and more).

While this research highlights both company successes and areas of improvement, it's meant to inspire all companies with opportunities to further enhance the candidate experience for a more efficient, effective hiring process.



Audit Methodology

To conduct the audit, we appraised the digital candidate experiences of the European 100 companies from September 2021 to January 2022 using several criteria across the following three categories:



Attraction

How well does the career site drive traffic to relevant job openings? Subcomponents of this category include landing pages, ease of navigation, social profile integration, page load time, job distribution, and SEO.



Engagement

Is the candidate spending an optimal amount of time on the career site? Subcomponents of this category include job descriptions, video and blog content, employer value proposition, surveys, and employee reviews.



Conversion

What does the job application process entail? Subcomponents of this category include ease of apply process, user support, error prevention, application options (manual, social, cloud), and post-application communication.

Artificial Intelligence

Are companies using AI? And if so, how effectively? This additional audit is based on data from the Attraction, Engagement, and Conversion categories, including social login and apply, job search functionality, personalisation, chatbot performance, and dynamic content.

European 100 Executive Summary

Over the past two years, Europe has seen a “reshuffling,” with workers leaving their companies for more enticing incentives from competitors. With this in mind, leading European companies are working to create a compelling candidate experience that offsets this trend.

Overall, this audit shows that most European 100 companies fell short of this goal. Of particular significance: **98% of the Euro 100 scored poorly in AI.** However, companies can use the information from this report to focus on opportunities for advancement and development.

Across the board, there were successes and challenges in creating a user-friendly and engaging career site that leads candidates to apply. This audit breaks down how the European 100 performed in attracting, engaging, and converting candidates throughout the entire candidate journey.

Here's where companies succeeded:

- **84%** of career sites had a single sign-on option for easy returning access
- **97%** of career sites could be viewed on all devices without issues (desktop, tablet, mobile device) and loaded all images within three seconds
- **65%** of sites enabled the “submit” button once all mandatory fields were filled to avoid duplicate submissions and provide a better user experience

Here's where companies struggled:

- **88%** of career sites only showed search results for what was typed and did not provide similar suggestions
- **94%** of career sites did not use a recruitment chatbot
- **0%** of the Euro 100 communicated application status to the candidate after the initial email confirming submission

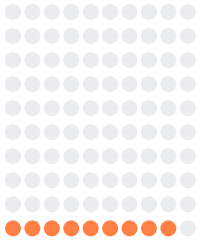
KEY FINDINGS

Attraction

Creating a user-friendly career site is imperative to attracting candidates. Having an easily navigable site where job seekers can start an intuitive job search without having to scroll through pages of content can make all the difference. If it's difficult for a candidate to find what they're looking for, they are more likely to leave the site altogether, resulting in loss of potential talent for employers.

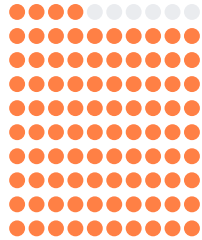
KEY FINDINGS

Attraction



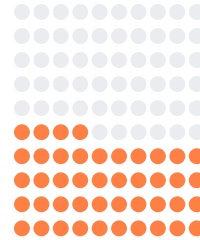
9%

9% of career sites had an intuitive job search and apply process, requiring less than three clicks to apply



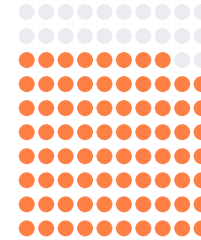
94%

94% of career sites did not have an option for social login



44%

44% of career sites were optimised to start the job search “above the fold”



78%

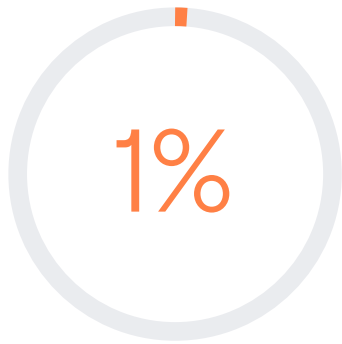
78% of career sites did not have type-ahead search

Did You Know?

“Above the fold” content is content that a site visitor sees before they begin scrolling. It’s critical real estate, because it’s the first thing a candidate will engage with on your site. Research shows that the average human attention span is only 8 seconds. If your career site isn’t optimised to start the job search above the fold, you may be losing candidates who don’t have time to comb through your site for open positions.

KEY FINDINGS

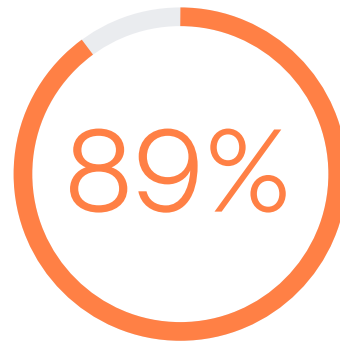
Attraction



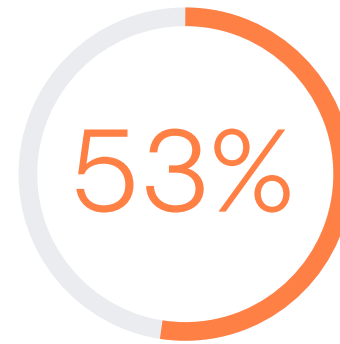
Only **1%** of career sites' search functionality was able to understand the context of the keyword and separate it with proper grouping (e.g. keyword, location, category)



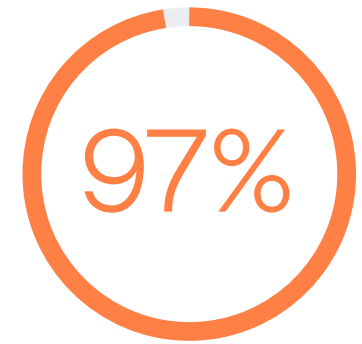
88% of career sites only showed search results for what was typed and did not provide similar suggestions



89% of career sites had no auto location detection to suggest nearby jobs



53% of the Euro 100 used six or more job aggregators, such as Indeed or Monster



97% of career sites could be viewed on all devices without issues (desktop, tablet, mobile device) and loaded all images within three seconds

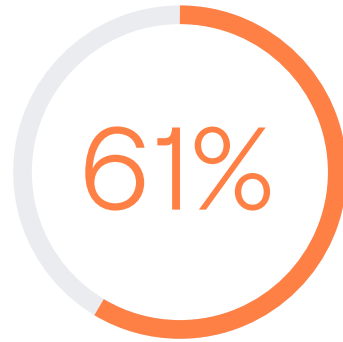
Personalise it

People crave personalisation. If a career site is able to intuitively understand what a candidate is looking for, pair that information with where they live or prefer to work, and suggest similar options to their original search, it makes the candidate feel like the company cares about them. Upping your personalisation game will result in more applications — every time.

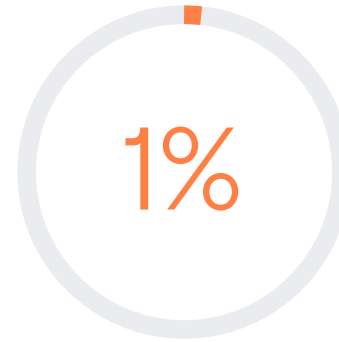
KEY FINDINGS

Attraction

90% of the Euro 100 removed expired jobs from their career site and job aggregators



61% of companies used UTM tracking inconsistently on 3rd-party job posting sites



1% of career sites had strong page and domain authority



54% actively used only 1 social media platform to attract talent, while 42% had links to 3+ social media platforms on their career sites

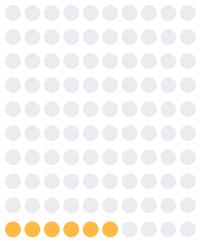
It's easy being social

Capitalising on social media to attract candidates is a no-brainer. Allowing potential employees to apply to your company using a social profile (instead of having to retype all of that information) is even more attractive. Boosting social media presence allows you to reach more applicants than your career site alone.

KEY FINDINGS

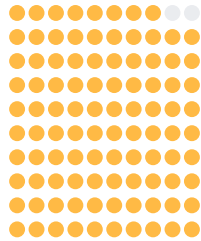
Engagement

What career site elements are crucial to engage candidates in a way that ultimately encourages an apply? Relevant job recommendations based on candidate searches, job carts that save favorite jobs, and a chatbot that acts as a personalised career site concierge top the list. Unfortunately, the Euro 100 are lacking in ways that actively engage candidates with their career sites.



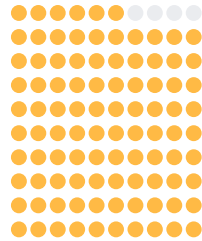
6%

Only **6%** of career sites had a chatbot — of those, 2% could provide job recommendations and 3% could answer FAQs



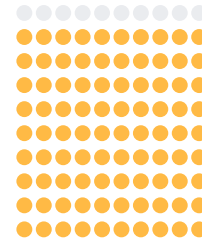
98%

98% of career sites did not present job recommendations based on a candidate's profile



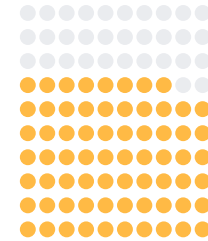
96%

96% of career sites did not present job recommendations based on browsing history



90%

90% of career sites did not display recently viewed jobs



68%

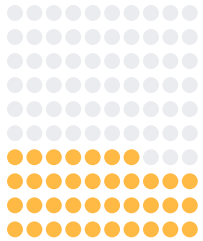
68% of career sites lacked a job cart or favorites function to save jobs

Let AI do the work

AI can surface relevant jobs and dynamic content for candidates as they move through their own unique end-to-end talent journey across multiple channels. This expedites the job search process and connects candidates with the right roles faster. *Pro Tip: Leverage AI to surface the details that matter, including hyper-relevant benefits, location-specific perks, and upcoming events that pique individual candidate's interests.*

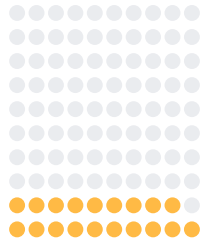
KEY FINDINGS

Engagement



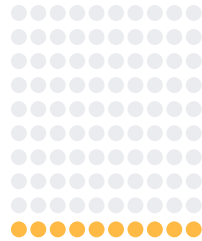
37%

37% of career sites lacked a posting date of jobs



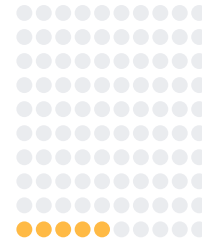
19%

19% of sites had a consistent branded application process



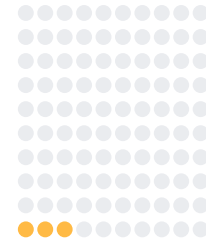
10%

10% of companies sent applicants a satisfaction survey



5%

5% of the Euro 100 had curated social media content embedded within their career site



3%

3% of career sites featured curated Glassdoor employee reviews

Be transparent

Being transparent with candidates about who you are as a company through employee testimonials and employee-generated video content is a great way to engage talent, promote your employer brand, and drive conversion. Displaying authenticity through consistent branding and asking for feedback through satisfaction surveys also shows potential employees you care.

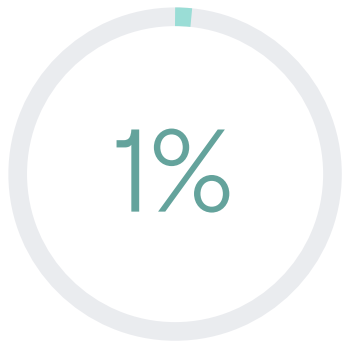
KEY FINDINGS

Conversion

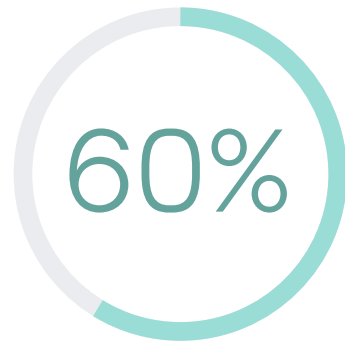
Conversion must-haves include a quick and easy application process and ample candidate communication, especially regarding application and hiring status. Configuring your career site so candidates don't have to input information more than once reduces frustration and decreases the likelihood that they abandon the application process altogether. Similarly, hyper-relevant communication — even if automated — leaves candidates feeling heard and valued. When it comes to conversion, the Euro 100 still has substantial improvements to make.

KEY FINDINGS

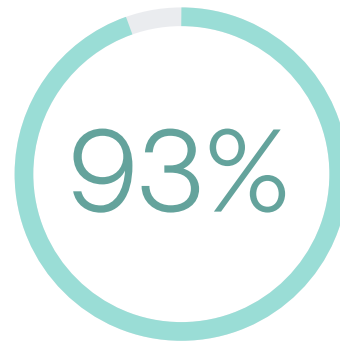
Conversion



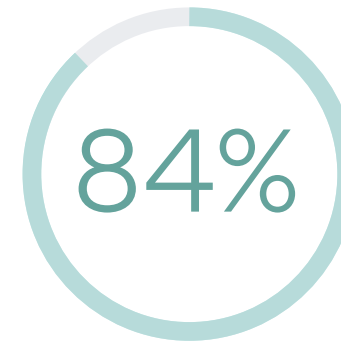
Only **1%** of the Euro 100 “greyed out” disabled fields to assist applicants during the application process



60% of sites did not let applicants apply directly through LinkedIn



93% of sites communicated with candidates to confirm receipt of the application — but **0%** communicated application status beyond that



84% of career sites had a single sign-on option for easy returning access



65% of sites enabled the “submit” button once all mandatory fields were filled to avoid duplicate submissions and provide a better user experience

Ease of Access

Today’s technology makes it easier than ever to provide a simple and efficient career site experience reflective of what candidates receive in their consumer lives. The more intuitive and convenient the process, the more likely job seekers will apply. Confusing applications that require re-entering information multiple times or don’t “grey out” previously completed fields leave candidates frustrated and less likely to convert.

Audit Score Distinctions

Every company reviewed in the audit received a score for Attraction, Engagement, and Conversion, as well as an overall score for its entire candidate experience. They also received a separate score for their use of AI. After accumulating their scores, companies were then ranked as follows:

● Exceptional (75+)

Organisations with scores of 75 or more place exceptional emphasis on providing a great candidate experience. These employers exemplify what it means to attract, engage, and convert active and passive job seekers alike.

● Acceptable (60-74)

Organisations with scores between 60-74 implement many of the best recruitment practices. However, employers who fall within this range have opportunities to enhance their career site to improve the candidate experience.

● Unsatisfactory (50-59)

Organisations with scores between 50-59 lack significant career site features and functionalities. Employers should take a holistic look at their career site from the perspective of job seekers.

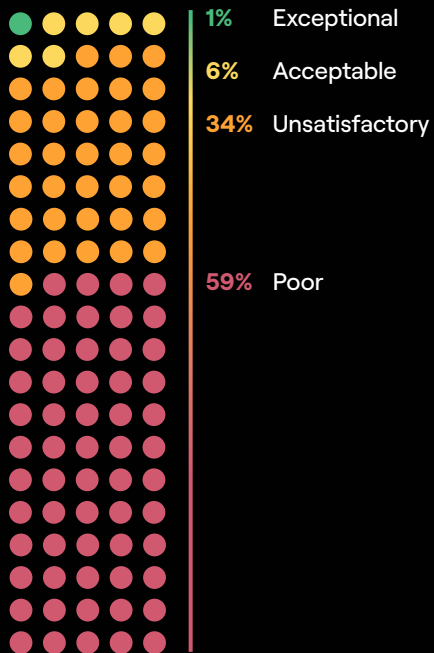
● Poor (0-49)

Organisations with scores between 0-49 must take radical action to improve their digital candidate experience. These employers lack strong career sites, thus almost certainly providing a negative experience.

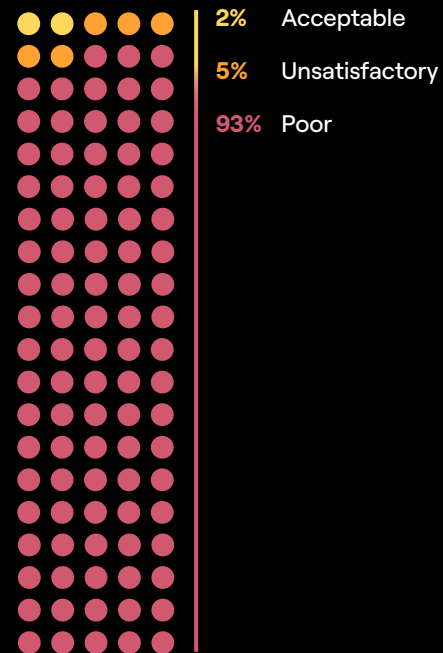
Euro 100

Rankings

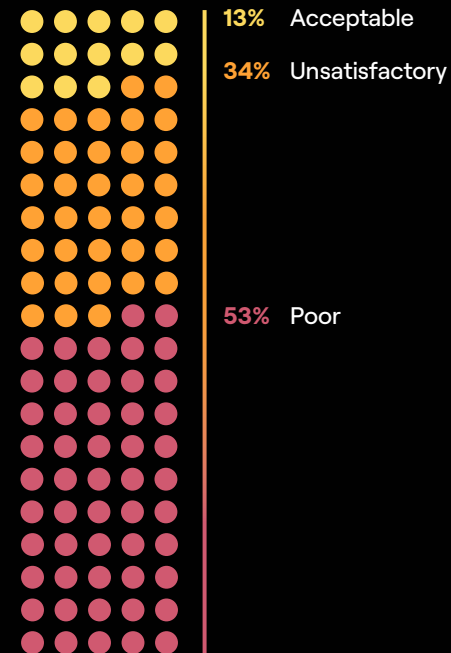
Attraction



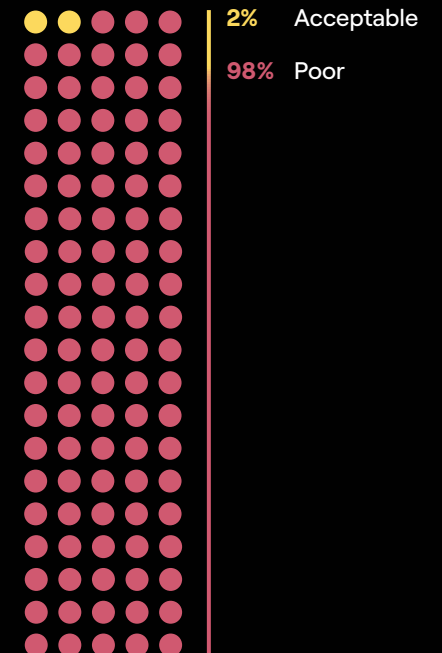
Engagement



Conversion



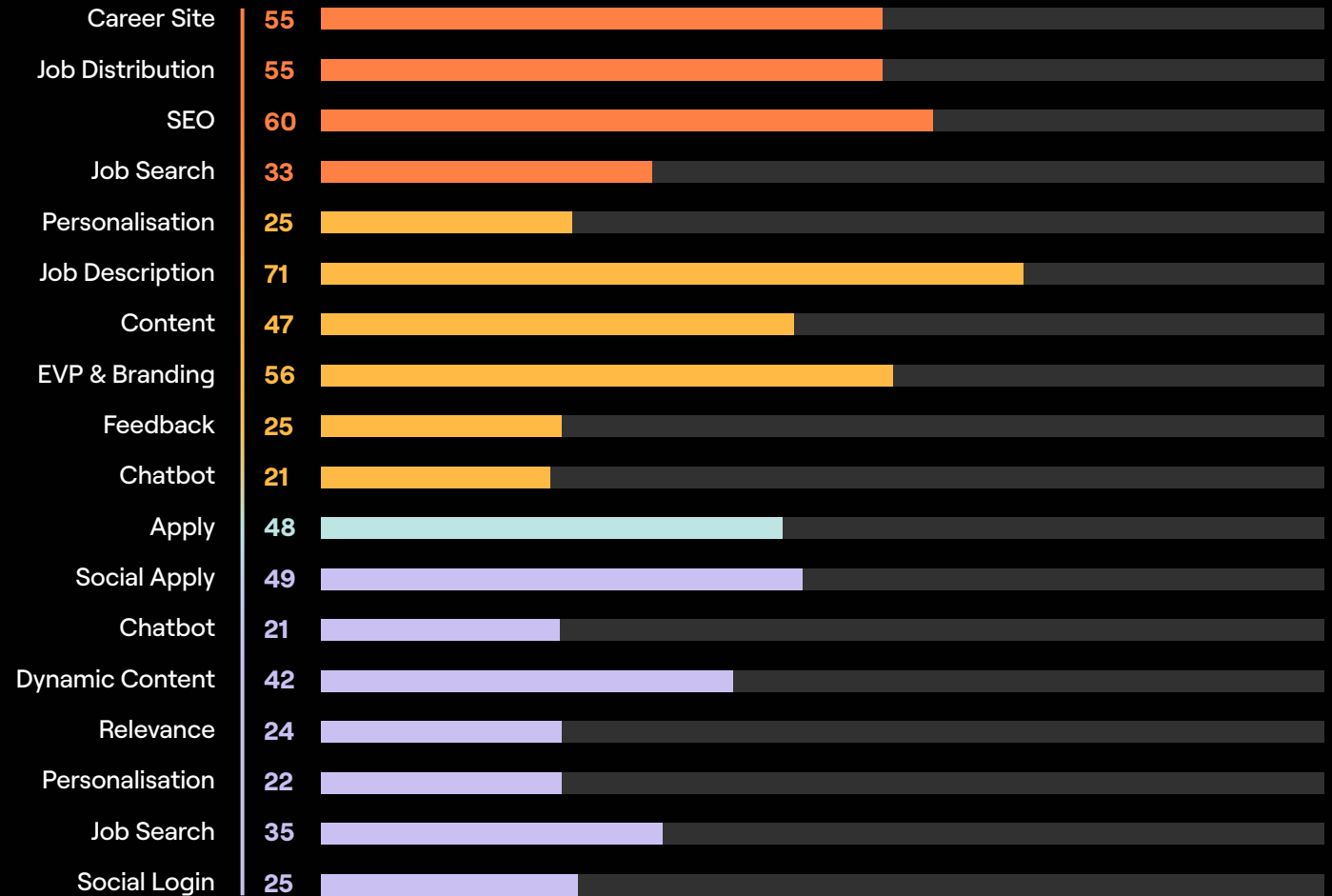
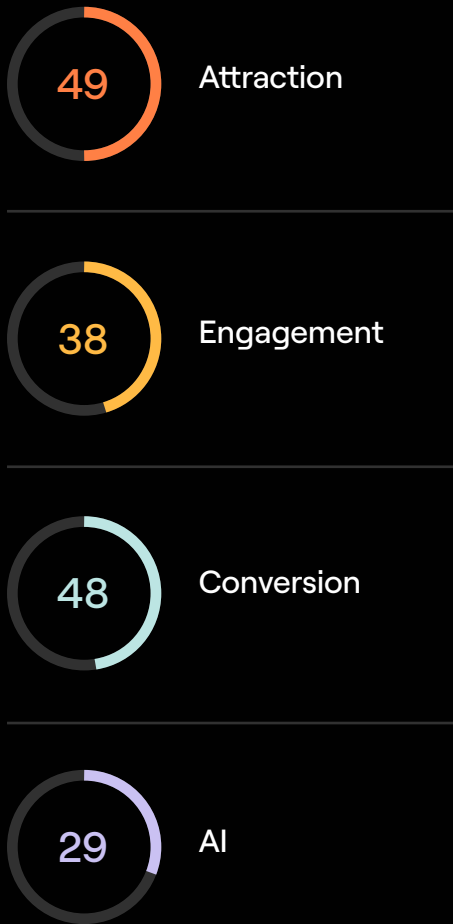
Artificial Intelligence



Euro Average Scores

Rankings

The graph illustrates the average scores of each audit conducted within the following categories: **Attraction**, **Engagement**, **Conversion**, and **Artificial Intelligence**



Euro 100

Company Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Deutsche Post DHL Group	68	75	73	54	73
Chubb	67	69	70	60	68
Unilever	63	67	55	68	49
Royal Dutch Shell	56	54	48	68	35
Sanofi	55	58	50	56	38
Barclays	53	57	55	48	31
ThyssenKrupp	53	61	50	48	30
Accenture	53	55	45	60	33
Volvo	52	59	46	52	34
Roche Group	52	56	42	60	30
Fresenius	52	52	51	52	26
Société Générale	51	52	49	52	29
Deutsche Bank	51	61	33	60	36
HSBC Holdings	51	47	46	60	26

*AI not included in overall score

Euro 100

Company Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Airbus	51	50	39	64	34
GlaxoSmithKline	50	54	42	56	38
Coop Group	50	45	46	60	39
Ingka Group	49	54	38	58	31
Banco Bilbao Vizcaya Argentinaria	49	63	40	44	41
Banco Santander	49	49	45	54	30
Repsol	48	42	41	64	31
L'Oréal	49	60	44	44	37
ING Group	49	43	41	64	33
La Poste	48	51	53	40	39
Aviva	48	54	36	56	30
Deutsche Bahn	48	53	38	54	32
Electricité de France	48	51	38	56	22
British American Tobacco	48	55	44	44	32

*AI not included in overall score

Euro 100

Company Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
BNP Paribas	47	47	36	60	34
SNCF Group	47	46	41	56	34
Nestlé	47	47	46	48	20
Continental	47	50	40	52	31
BASF	47	52	41	48	34
Bosch Group	47	50	36	56	28
Novartis	47	49	38	54	27
Vinci	47	58	42	40	33
SAP	47	49	48	42	21
Deutsche Telekom	47	57	41	42	26
Siemens	47	59	37	44	30
Engie	46	52	36	52	30
AXA	46	46	38	56	34
Anglo American	46	42	38	60	30

*AI not included in overall score

Euro 100

Company Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Renault	46	47	36	56	23
UBS Group	45	51	34	52	34
ENI	45	49	37	50	29
Daimler	45	49	40	48	23
Orange	45	60	39	36	31
Swiss Re	45	50	43	42	21
Christian Dior	45	49	34	54	25
Metro	45	50	34	52	35
Lloyds Banking Group	45	45	36	56	23
CMA CGM	45	50	35	52	31
Equinor	45	44	38	54	29
J. Sainsbury	45	59	32	44	30
ZF Friedrichshafen	45	58	34	42	30
Rio Tinto Group	45	47	33	56	35

*AI not included in overall score

Euro 100

Company Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Volkswagen	45	47	32	56	26
Glencore	45	42	38	56	20
Siemens Energy	44	56	32	46	28
Crédit Agricole	44	44	40	50	28
Saint-Gobain	44	52	40	40	26
Fortum	44	51	34	48	35
BP	44	44	34	56	24
Groupe BPCE	44	50	41	40	31
Aegon	44	46	35	52	28
Zurich Insurance Group	43	47	37	48	26
Carrefour	43	39	36	56	31
TotalEnergies	42	46	36	46	26
Heraeus Holding	42	51	34	42	24
Enel	42	45	34	48	20

*AI not included in overall score

Euro 100

Company Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Allianz	42	45	34	48	21
Poste Italiane	42	43	35	48	28
Migros Group	42	37	32	58	21
Tesco	42	39	40	48	23
Munich Re Group	42	45	33	48	26
Maersk Group	41	46	35	44	30
Louis Dreyfus	41	40	39	44	23
Bayer	41	47	34	42	26
BMW Group	41	47	33	42	20
E.ON	41	47	33	42	20
ArcelorMittal	41	39	34	50	28
Iberdrola	40	47	32	42	26
Vodafone Group	40	43	36	42	20

*AI not included in overall score

Euro 100

Company Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Telefónica	40	41	37	42	20
Credit Suisse Group	40	43	34	44	20
Anheuser-Busch InBev	40	39	37	44	20
Royal Ahold Delhaize	40	47	28	44	25
Legal & General Group	39	45	27	46	23
Intesa Sanpaolo	38	38	35	42	20
ACS	37	43	30	40	20
Talanx	36	41	31	36	28

*AI not included in overall score

Euro 100

Company Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Edeka Zentrale	36	48	38	20	26
Assicurazioni Generali	36	35	33	40	20
Prudential	35	50	32	20	30
Bouygues	34	32	30	40	20
Phoenix Pharma	32	34	26	36	20
DZ Bank	29	40	25	20	20
Finatis	28	32	30	20	20
ELO Group (Auchan Retail)	24	32	20	20	20
EXOR Group	23	30	19	20	20

*AI not included in overall score

Opportunities and Recommendations

Included below are recommendations companies can implement — ranked simple to complex — to provide a better candidate experience.

Opportunities and Recommendations

Simple

These recommendations require less time and cost to implement

- Post vacancies on at least four job posting sites and two social media platforms
- Ensure your career site is accessible from multiple types of devices (desktop, mobile, tablet) without sacrificing functionality
- Make your career site “discoverable” by using SEO-friendly URLs
- Optimise career site content “above the fold” (don’t force candidates to scroll to search for jobs or join your talent community)
- Display a “breadcrumb” trail above job search results to simplify site navigation and improve SEO
- Remove expired job postings from 3rd-party sites to ensure candidates aren’t wasting time applying to a job that no longer exists

Opportunities and Recommendations

Intermediary

These recommendations require somewhat more time and cost to implement, influenced by variables within each organisation

- Use job titles that comply with best practices so they resonate with job seekers (i.e. business card titles, keyword searchable, no special characters, no extraneous details)
- Provide adequate job descriptions (at least three role descriptions and three responsibilities) for job seekers to understand the role within *your* organisation
- Offer a “job cart” or “favorites” capability so job seekers can save searches and results
- Leverage compelling, unique, and branded content throughout the career site (i.e. who we are, why work here, interview tips)
- Enable applicants to submit resumes and/or import their information via LinkedIn
- Communicate with applicants throughout the entire hiring process beyond a perfunctory email acknowledging receipt of an application

Opportunities and Recommendations

Complex

These recommendations likely require the most time and cost to implement, but have also been shown to yield the strongest results for a positive candidate experience

- Leverage AI to remember career site visitors and provide job suggestions based on job seeker location, browsing history, user profile, and other candidate-specific information
- Offer semantic search that understands the context of keywords to provide the most relevant results and additional suggestions
- Use a conversational AI chatbot to greet career site visitors, capture leads, proactively address common questions, and automate screening and scheduling
- Employ AI technology that can source and pre-qualify previous applicants, active leads, and internal employees to fast-track hiring
- Use advanced analytics that allow hiring teams to measure progress, report on visitor interactions, predict outcomes, and make necessary improvements along the way

Conclusion

The gap between what job seekers are looking for and what companies are delivering has increased drastically over the last two years, but it doesn't have to stay that way. Companies are competing for top talent from the same pools, and data shows that candidates are willing to wait as long as it takes until they find a company that works for *them*.

Because of this, organisations must provide an unmatched candidate — and employee — experience to gain a competitive advantage that empowers them to hire, develop, and retain best-fit talent.

And that approach must be rooted in **intelligence and experience**.

Are you meeting candidate expectations?

Find out how *your* candidate experience stacks up.

[Request a complimentary career site audit](#)

About Talent Experience Management

Powered by artificial intelligence, Talent Experience Management (TXM) is the holistic approach and platform that connects every interaction throughout the talent lifecycle. By collecting and connecting data from candidates, employees, recruiters, and managers, TXM offers hyper-personalised experiences for everyone. This means candidates find the right jobs faster, employees grow and evolve, recruiters discover best-fit talent, and managers build better teams faster.

CX | Candidate Experience

Connect the right talent to the right job

- Career Site
- Chatbot
- CMS
- University Recruiting

RX | Recruiter Experience

Discover and engage top talent with AI

- CRM
- Campaigns
- SMS
- Video Assessments
- AI Scheduling

EX | Employee Experience

Upskill, evolve, and retain your workforce

- Talent Marketplace
- Career Pathing
- Gigs
- Mentoring
- Employee Resource Groups
- Referrals

MX | Manager Experience

Build better teams faster

- Hiring Manager
- Talent Analytics
- Talent Reporting
- Enterprise Career Framework

About Phenom

Phenom has a purpose of helping a billion people find the right job. Through AI-powered talent experiences, HR teams are using Phenom to hire employees faster, develop them to their full potential, and retain them longer. The Phenom Talent Experience Management (TXM) platform seamlessly connects candidates, employees, recruiters, and managers — empowering over 500 diverse and global enterprises with innovative products including Phenom Career Site, Chatbot, CMS, CRM, AI Scheduling, Video Assessments, Campaigns, University Recruiting, Talent Marketplace, Career Pathing, Gigs, Mentoring, and Referrals.

Learn more: phenom.com

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