phenom

State of Candidate Experience

2022 Report

How the Fortune 500 rank in attracting, engaging, and converting talent

Foreword

It is undeniable that the past two years dramatically changed the workforce. As companies forge ahead through the aftershocks of a global pandemic and the Great Resignation, there are still over 11 million open positions in the U.S.

Talent acquisition and retention has become an issue that extends beyond HR — it is now a top business priority among all executives. As enterprises consider how they're going to hire, grow, and retain employees in the midst of a shrinking labor force, 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. 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, it also reinforces how some organizations 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.

Mahe Bayireddi
CEO & co-founder, Phenom

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Introduction

Every year, organizations strive to evolve their talent acquisition strategies to meet business goals, a changing talent market, and job seeker expectations. This requires a strategy to deliver a positive candidate experience, starting with organizations' career sites.

As the digital window into a company and its culture, career sites must be maximized to convey a strong brand, provide quick and easy access to jobs, and deliver personalized information that helps candidates make an informed decision about whether your company is right for them.

Now, as global organizations strive to create a talent acquisition strategy that draws in applicants, delivering an incredible candidate experience is the only way to gain a competitive edge and win over talent. But talent teams and recruiters won't be able to handle it on their own — artificial intelligence, automation, and HR tech will not only play a pivotal role in how quickly they *hire* top talent, but how well companies then develop and retain their employees.

Phenom audited the digital candidate experiences of the Fortune 500 companies to assess three areas: attraction, engagement, and conversion. By viewing the strengths and weaknesses across hundreds of companies, recruiters and TA teams can gain valuable insights, as well as best practices to improve their candidate experience to grow talent pools and hire best-fit talent.

For this year's report, we also audited the top 100 European organizations from the Fortune Global 500 list, offering a broader perspective on the global candidate experience.

About the Audit

The purpose of this audit is to provide an objective evaluation of the current state of the candidate experience across the Fortune 500 and European 100 companies. The analysis was conducted based on the representation and performance of each organization'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, personalization, 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. Including the European 100 in this year's report provides additional insight into the candidate experience from a global perspective, offering visibility into how European and American companies compare in aspects of their talent acquisition processes.

Audit Methodology

To conduct the audit, we appraised the digital candidate experiences of the Fortune 500 from May to September 2021 and the European 100 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, personalization, chatbot performance, and dynamic content.

Fortune 500 Executive Summary

From hiring to retention, talent teams face more challenges than ever. Consequently, talent acquisition is not just an HR priority, it is a *business* priority — especially across industries with high-volume hiring needs like healthcare, hospitality, manufacturing, retail, and transportation. To sustain, businesses must either optimize existing strategies for attracting, engaging, and converting candidates, or invest in new tactics that will satisfy both candidate and company demand.

Through personalization and automation, artificial intelligence effectively and efficiently scales hiring and improves candidate engagement. Yet this report shows that **the majority of Fortune 500 companies are falling short when it comes to leveraging AI throughout their candidate experiences.** In fact, 91% scored poorly in this key area.

At a time when there's never been more pressure for recruiters to fill open roles, AI enables a quick, efficient hiring process that serves up best-fit jobs to candidates — and best-fit candidates to recruiters — while optimizing omnichannel communication that nurtures leads, applicants, and "silver-medal" candidates. Not only do job seekers appreciate a streamlined, personalized experience, but with efficiency at the core, recruiters and hiring managers benefit from decreased time to fill and better long-term fits.

There is no doubt that the employers who deliver this type of experience throughout the *entire* talent lifecycle will come out on top.

Here is where Fortune 500 companies excelled across all three categories:

70%
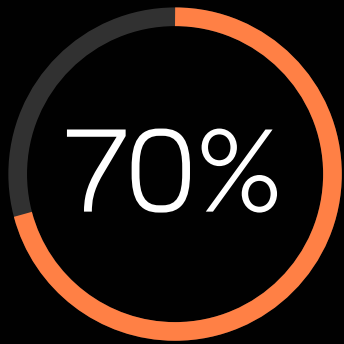
Large market awareness of open roles

70% cast a broad net to **attract** candidates, utilizing six or more job posting sites

A 21% increase since last year's report shows companies are getting serious about talent pool expansion.

60%
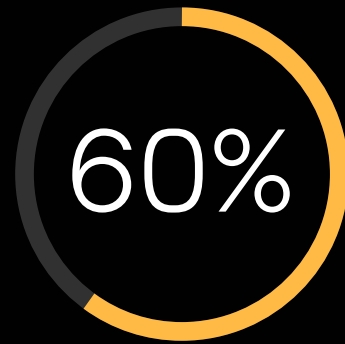
Captivating content

60% engaged candidates through the use of video content

A 13% increase since last year's report demonstrates companies understand the importance of using content to engage talent and showcase their employer brand.

77%
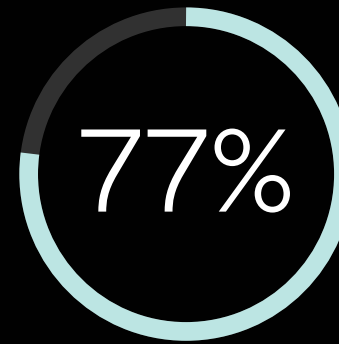
Helpful navigation

77% helped **convert** candidates with easy site navigation, including clear error messages that highlighted the necessary action

A 22% increase since last year's report indicates companies understand the importance of clearcut navigation throughout the apply process.

Conversely, here is where the Fortune 500 faced challenges — especially in their use of AI and automation:

86%
Struggled with social

86% of Fortune 500 career sites did not have a social login option — and only 3% had curated social media content embedded within their career sites. The use of social media is a great way to engage candidates and streamline the job search and application process, but the majority are not capitalizing on this easy use of technology.

88%
Lacked personalization

Almost **88%** of Fortune 500 career sites did not offer job recommendations based on browsing history or a created profile. If it's difficult for a candidate to find a job that matches their skills and interests, they're quick to leave.

87%
Left out tech

87% of Fortune 500 companies did not have a chatbot on their career site. Chatbots are a great way to leverage AI to personalize candidate experiences, proactively answer questions, guide candidates toward jobs, and reduce tedious tasks typically handled by recruiters or hiring managers.

This audit also shows that the majority of Fortune 500 companies are struggling in the following areas:

Only 14% of career sites had branding on each page to indicate to the candidate that they were still on the same career site. This is a fundamental requirement for providing a positive candidate experience while also reinforcing a company's brand.

Only 1% of companies communicated the status of the application to the candidate using email, text, etc. beyond the initial email confirming submission. This is an extremely low figure for a practice that can be easily automated and reinforce a positive candidate experience.

Only 10% of Fortune 500 career sites had an intuitive job search and apply process, requiring less than three clicks to apply. The longer it takes for a candidate to find and apply to a relevant job, the greater the chance that they will abandon the process and look elsewhere. AI can help by personalizing engagement, serving up best-fit jobs, and proactively addressing candidate questions.

Only 9% of Fortune 500 career sites had a type-ahead search feature available, and only 8% of career site searches could understand the context of the keyword and separate it with proper grouping. These search functionalities are crucial to provide candidates with more relevant job openings.

KEY FINDINGS

Attraction

Conveying a strong employer brand throughout the candidate experience is critical for candidates looking for their next opportunity — and for employers seeking to hire best-fit talent. To gain a competitive edge, organizations must ensure their career sites are discoverable, easy to use, and provide a comprehensive snapshot into their culture. This enables candidates to find best-fit jobs faster, while getting an accurate glimpse into working with an employer.

KEY FINDINGS

Attraction

10%

Only **10%** of career sites had an intuitive job search and apply process, requiring less than three clicks to apply

86%
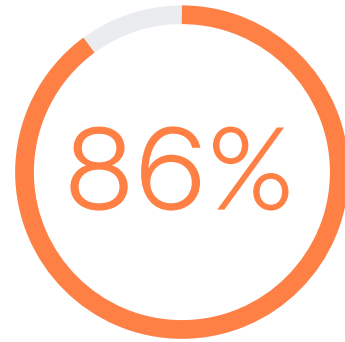
86% of career sites did not have an option for social login

45%
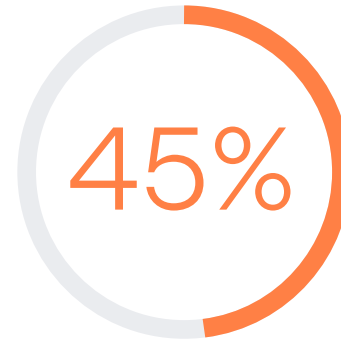
45% of career sites were not optimized to start the job search "above the fold"

9%

Only **9%** had 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 optimized 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

82%

78%

81%

70% ↑21%*
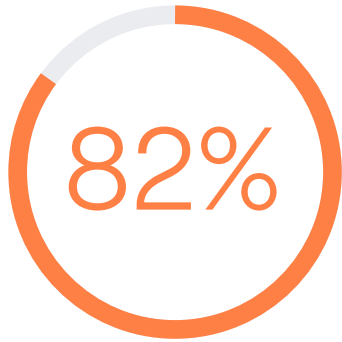
82% of career sites' search functionality was not able to understand the context of the keyword and separate it with proper grouping (e.g. keyword, location, category)
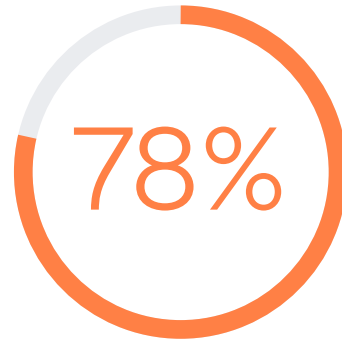
78% of career sites' search functionality only showed results for what was typed — not similar suggestions
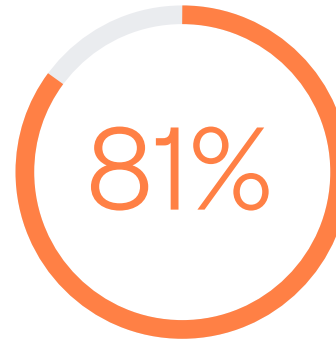
81% of career sites had no auto location detection to suggest nearby jobs
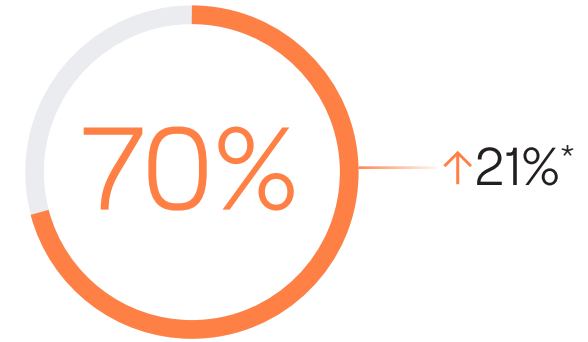
70% of the Fortune 500 used six or more job aggregators, such as Indeed or Monster

*Since 2021 report

Search Strength

A candidate's ability to find the right job depends on a career site's ability to deliver relevant job results. The search functionality on career sites must be intelligent enough to understand a candidate's inquiry, as well as the relationship between words. *Pro tip: Consider how well search capabilities work when looking for the right technology to support a career site.*

KEY FINDINGS

Attraction

94%

94% of the Fortune 500 removed expired jobs from their career site and job aggregators

99%

99% of the Fortune 500 used UTM tracking inconsistently on 3rd-party job posting sites, or didn't use them at all

4%
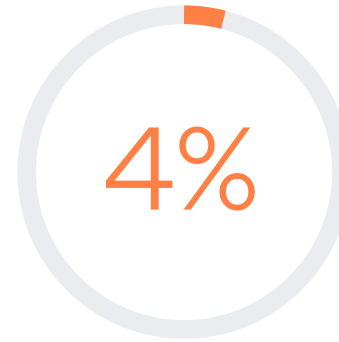
4% of career sites had strong page and domain authority

Page authority is the value a search engine assigns a web page. Domain authority is how well an entire web domain ranks.

61%
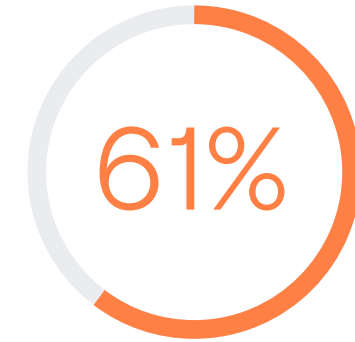
61% of the Fortune 500 actively used only 1 social media platform to attract talent, while about half (49%) had links to 3+ social media platforms on their career sites

Let's Get Social

Having an engaging social media presence allows candidates to connect with your brand through a broad range of networks and helps them learn about your company culture before even visiting your career site. Social advertising opportunities — particularly those on LinkedIn — also allow talent teams to boost the promotion of hard-to-fill roles.

KEY FINDINGS

Engagement

With recruiters still facing hiring challenges, Fortune 500 companies must leverage AI and automation to help engage candidates at scale without sacrificing a one-of-a-kind experience. Not only can AI enhance recruiter productivity, but it also benefits candidates with a faster and more personalized experience.

KEY FINDINGS

Engagement
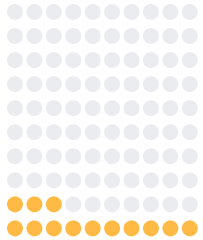
13%

Only **13%** of companies had a chatbot on their career site

↑4%*
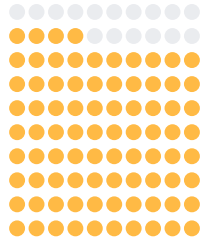
84%

84% of career sites did not present job recommendations based on a candidate's profile

88%
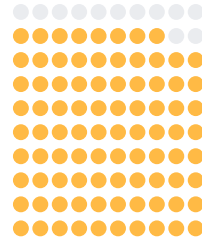
88% of career sites did not present job recommendations based on browsing history

89%
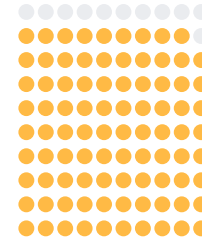
89% of career sites did not display recently viewed jobs
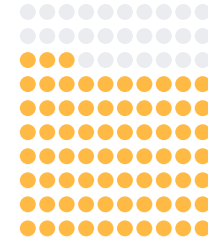
73%

73% of career sites lacked a job cart or favorites function to save jobs

Since 2021 report

Getting Personal

Personalization surfaces 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
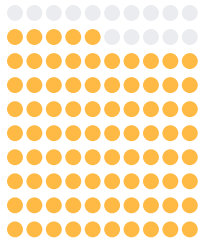
85%

85% of Fortune 500 career sites had job descriptions that were well written, with at least 3 job descriptions and 3 job responsibilities noted

↑17%*
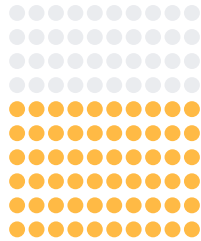
60%

60% of Fortune 500 career sites used video content

↑13%*
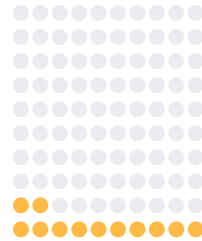
12%

12% of the Fortune 500 sent applicants a satisfaction survey

↑6%*
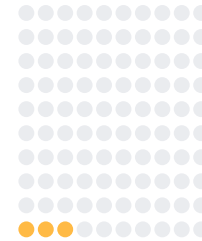
3%

3% of the Fortune 500 had curated social media content embedded within the career site

↓2%*

3%
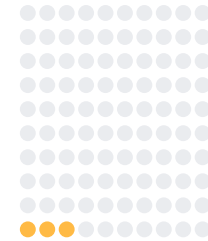
3% of career sites featured curated Glassdoor employee reviews

↓4%*

Since 2021 report

Content is King

Showcasing your company culture to future employees through social media and branded content is essential to attracting and engaging candidates. Authentic videos and employee testimonials are also great ways to convey what it's *really* like to work at your organization. *Pro Tip: Empower select employees — and candidates — with tools to easily create and share their own content.*

KEY FINDINGS

Conversion

When it comes to ensuring candidates complete a job application, a simple and quick process is critical. But the experience doesn't end there. Communicating hiring status after they submit an application is important in setting expectations and showing your appreciation for the applicant — yet the majority of the Fortune 500 failed to follow up.

KEY FINDINGS

Conversion

4%
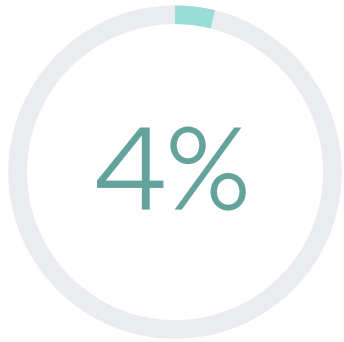
Only **4%** of the Fortune 500 "greyed out" disabled fields during the application process, which can lead to candidate confusion

↓3%*

72%
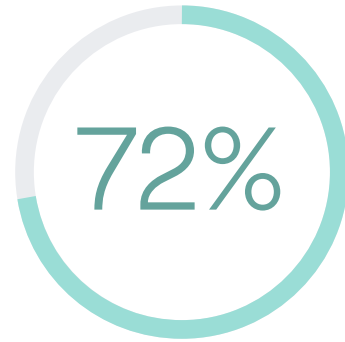
72% of career sites provided single sign-on as an easy authentication process for returning users

77%
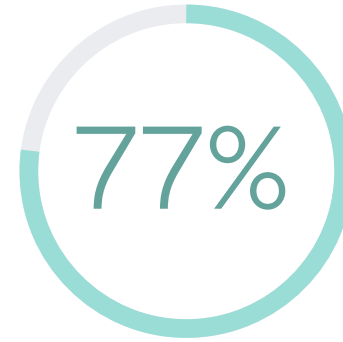
77% of Fortune 500 career sites exhibited easy navigation, including clear error messages that highlighted necessary actions

↑22%*

1%
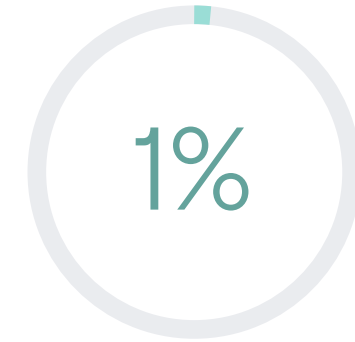
Only **1%** of the Fortune 500 communicated application status to the candidate after the initial email confirming submission

Since 2021 report

Communication is Key

To know where they stand, candidates expect to hear from companies throughout the entire process. Talent teams should strive to actively keep job seekers up-to-date on their application status by sending an automated email when their resume is reviewed or if they are rejected. Candidates who receive updates about their application status — even if they don't get the job — will leave the process feeling better about that company, and in turn, can be re-engaged in the future.

Industry Breakout

View the audit results by 13 different industry groupings

Commercial & Professional Services

Consumer Goods

Energy & Utilities

Financial Services

Food & Beverage

Healthcare & Pharmaceutical

Insurance

Manufacturing

Restaurant & Hospitality

Retail

Software & Techology

Telecommunications & Media

Transportation & Distribution

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+)

Organizations 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)

Organizations 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)

Organizations 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)

Organizations 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.

Commercial & Professional Services
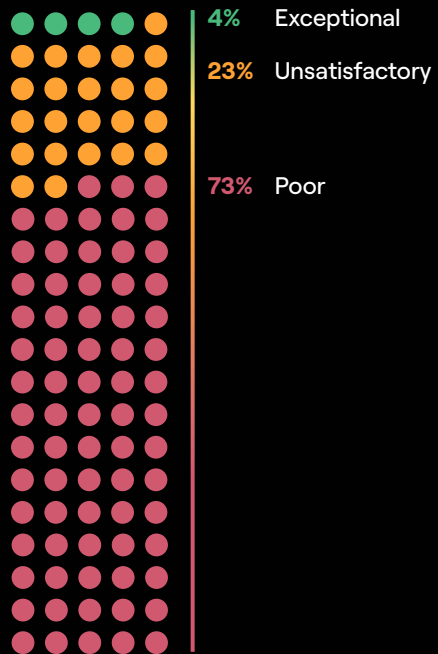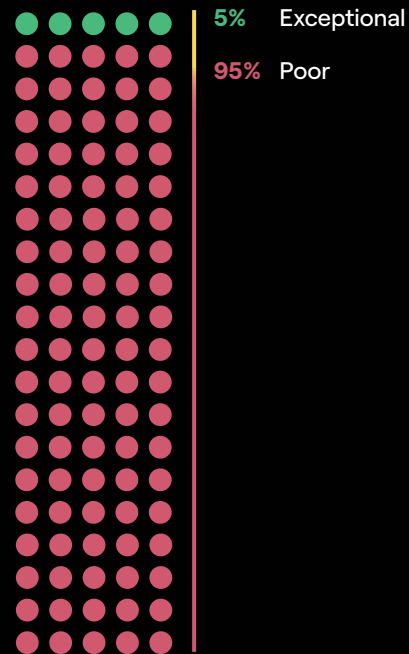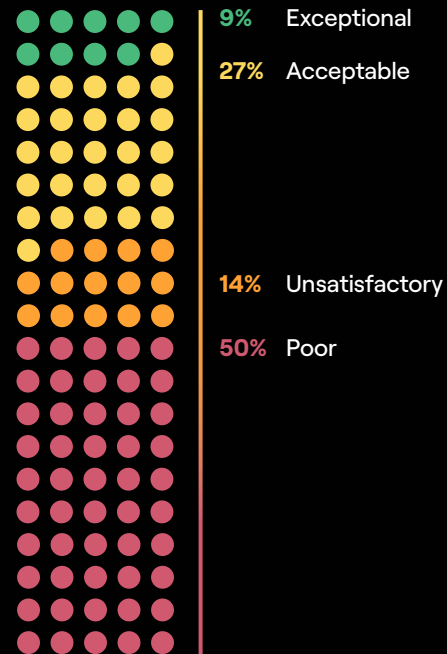
Rankings

Attraction

4%	Exceptional
23%	Unsatisfactory
73%	Poor

Engagement

5%	Exceptional
95%	Poor

Conversion

9%	Exceptional
27%	Acceptable
14%	Unsatisfactory
50%	Poor

Artificial Intelligence

5%	Acceptable
95%	Poor

Commercial & Professional Services

Rankings

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

47 Attraction

36 Engagement

52 Conversion

31 AI

Category	Score
Career Site	52
Job Distribution	58
SEO	55
Job Search	34
Personalization	26
Job Description	59
Content	45
EVP & Branding	55
Feedback	25
Chatbot	25
Apply	52
Social Apply	51
Chatbot	25
Dynamic Content	42
Relevance	28
Personalization	24
Job Search	34
Social Login	27
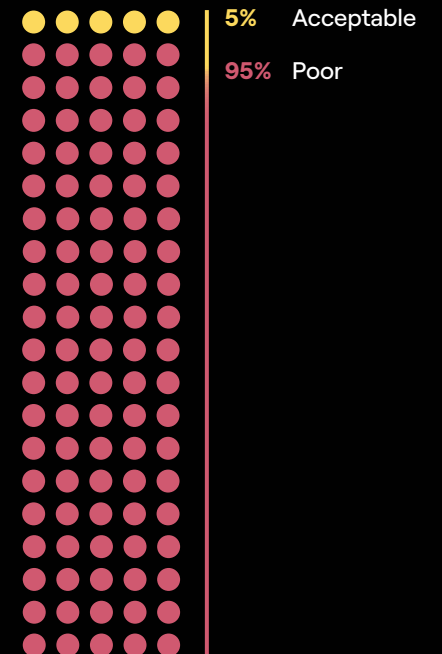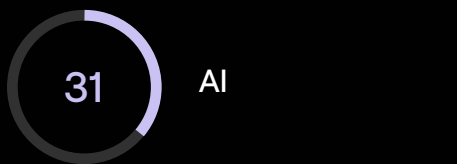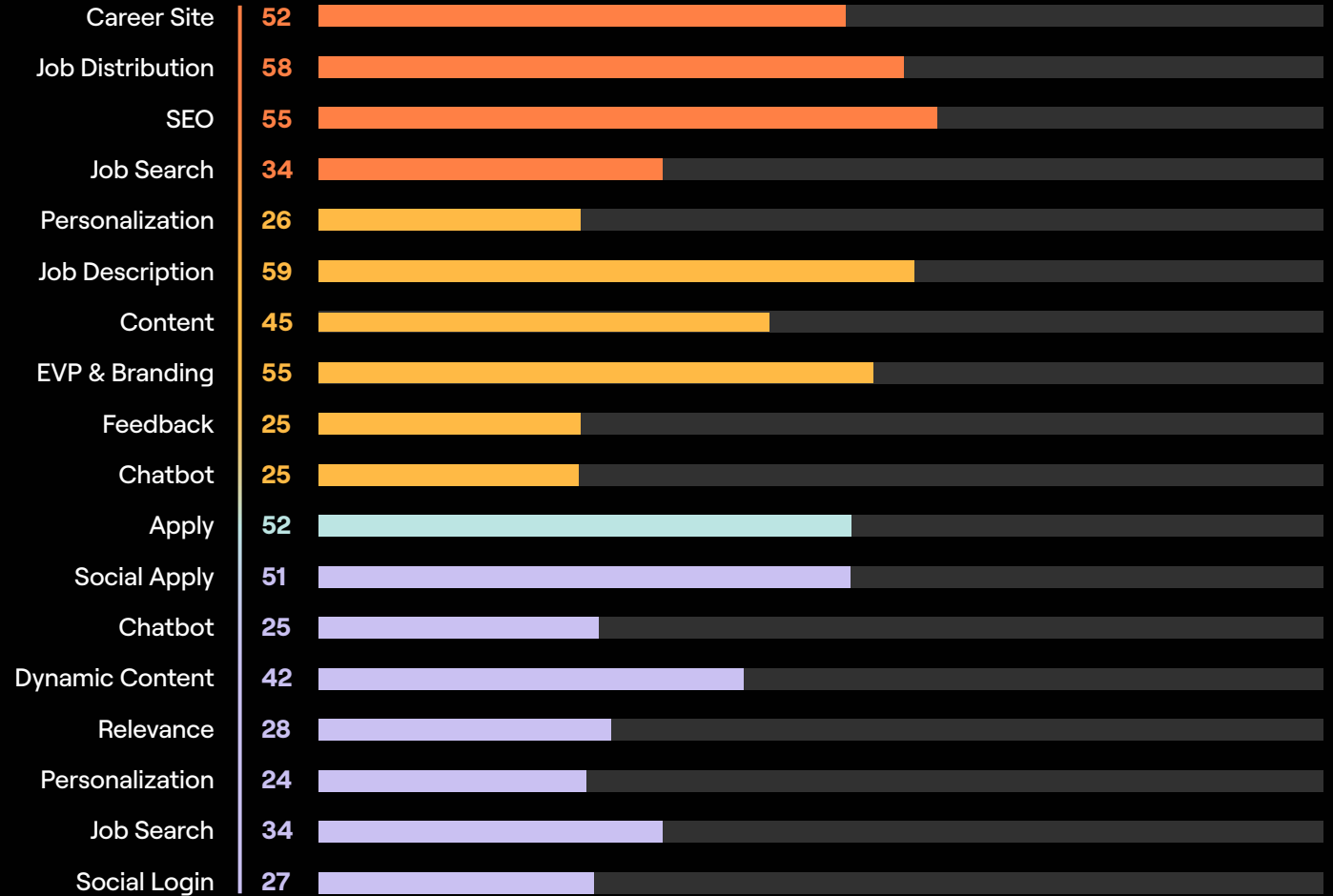
Commercial & Professional Services

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Taylor Morrison Home	86	77	94	86	95
Realogy Holdings	52	52	44	62	36
NVR	52	42	39	80	28
Jones Lang LaSalle	50	50	38	64	33
AECOM	50	56	34	62	34
United Rentals	49	50	36	64	32
Republic Services	47	43	38	64	30
Waste Management	46	49	32	60	33
Toll Brothers	46	59	40	38	37
Jacobs Engineering Group	46	47	35	56	28
Cintas	44	49	33	52	35

*AI not included in overall score

Commercial & Professional Services

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
CBRE Group	42	48	38	40	21
D.R. Horton	42	44	32	52	20
Quanta Services	41	40	37	46	28
EMCOR Group	40	43	30	48	26
Peter Kiewit Son's	40	45	32	42	20
Lennar	39	50	30	38	31
Booz Allen Hamilton	39	40	33	44	21
ManpowerGroup	38	42	30	44	22
ABM Industries	38	40	31	44	21
MasTec	33	35	27	36	23
PulteGroup	31	42	19	32	20

*AI not included in overall score

Consumer Goods

Rankings

Attraction

- **8%** Exceptional
- **15%** Acceptable
- **46%** Unsatisfactory
- **31%** Poor

Engagement

- **8%** Acceptable
- **92%** Poor

Conversion

- **31%** Acceptable
- **46%** Unsatisfactory
- **23%** Poor

Artificial Intelligence

- **8%** Acceptable
- **92%** Poor
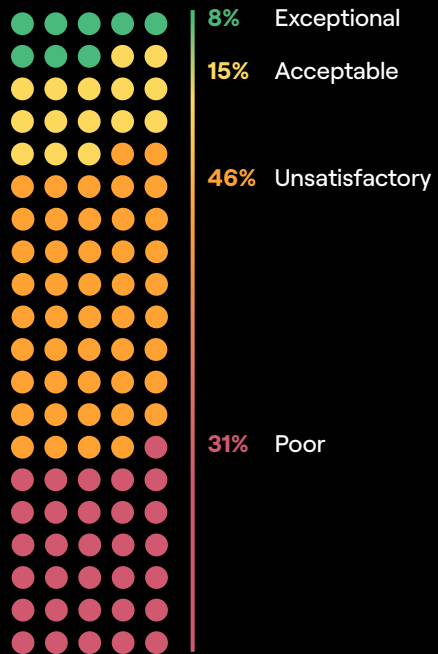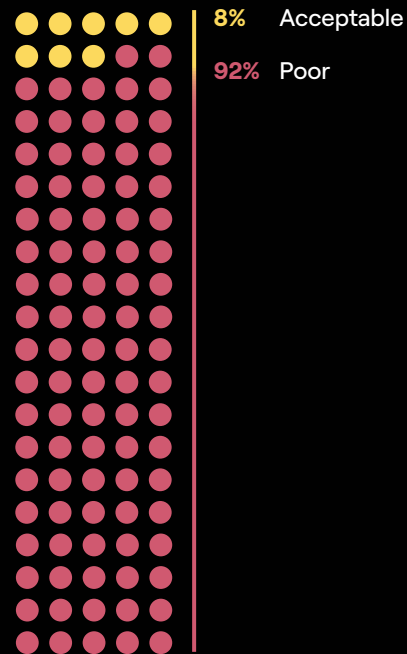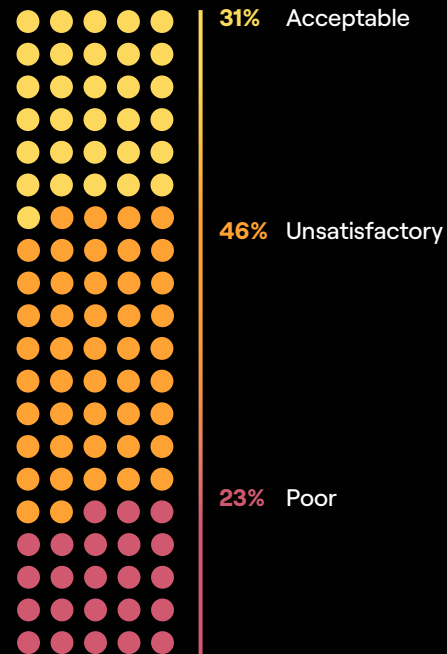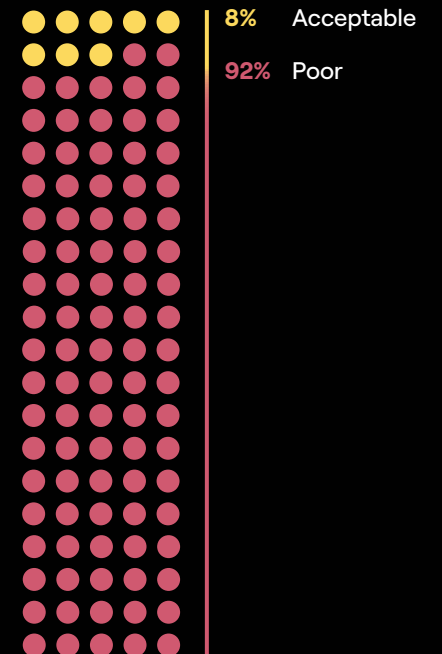
Consumer Goods

Rankings

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

56 Attraction

42 Engagement

53 Conversion

38 AI

Category	Score
Career Site	60
Job Distribution	60
SEO	65
Job Search	46
Personalization	32
Job Description	68
Content	51
EVP & Branding	57
Feedback	27
Chatbot	27
Apply	53
Social Apply	65
Chatbot	27
Dynamic Content	51
Relevance	35
Personalization	26
Job Search	46
Social Login	45
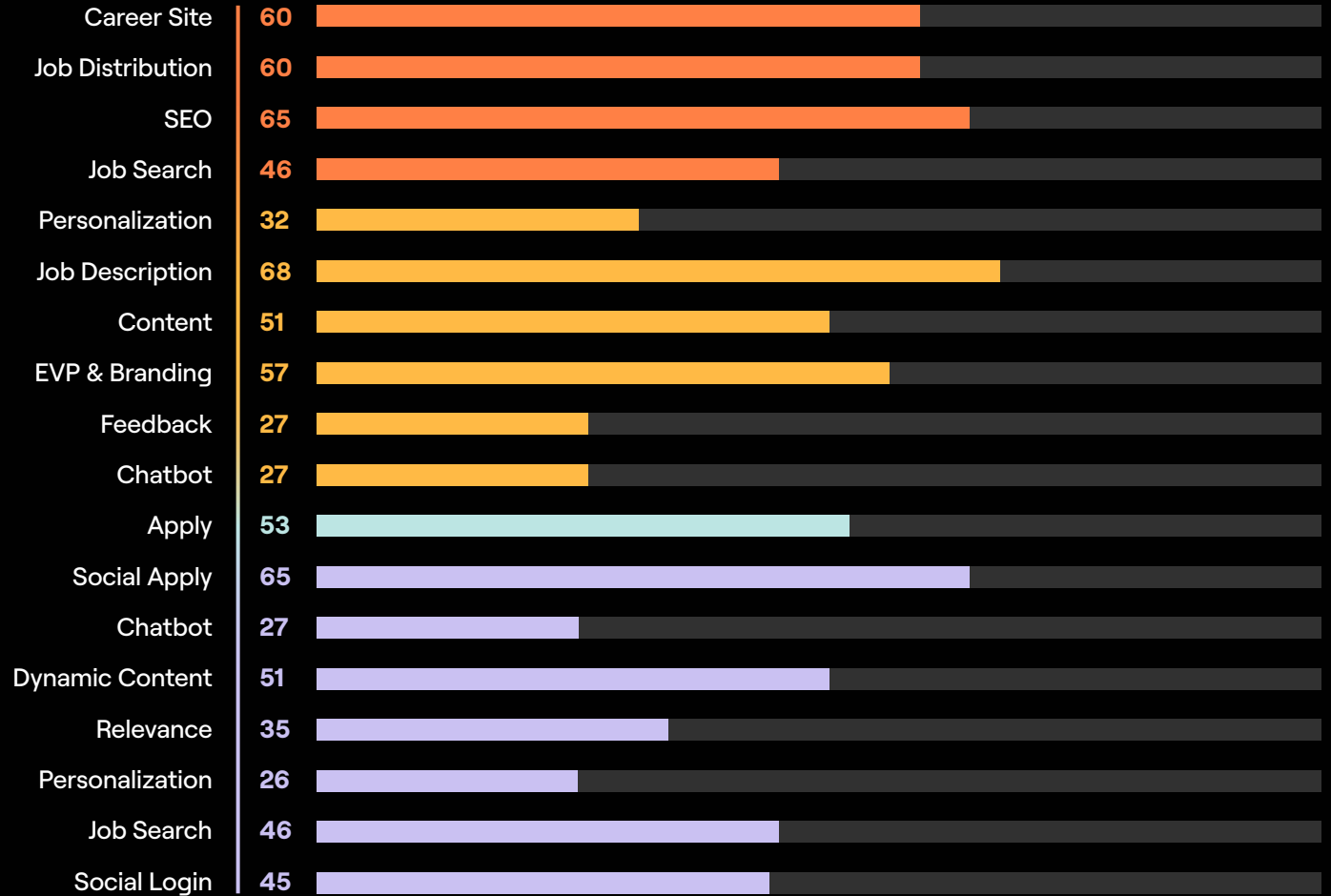
Consumer Goods

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Newell Brands	69	82	64	60	94
Procter & Gamble	55	62	46	56	39
Oshkosh	55	67	47	52	44
Clorox	53	55	45	60	38
Hanesbrands	52	55	45	58	40
Coty	50	53	39	60	38
Kimberly-Clark	49	49	38	64	28
Estée Lauder	49	56	36	56	32
Philip Morris International	48	58	41	44	42
VF	46	48	35	56	23
Nike	45	59	38	36	34
Hasbro	42	43	34	50	23
Colgate-Palmolive	40	45	34	42	20

*AI not included in overall score

Energy & Utilities

Rankings

Attraction
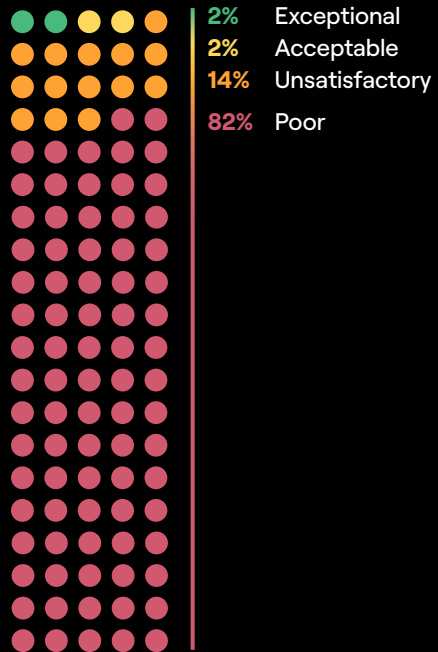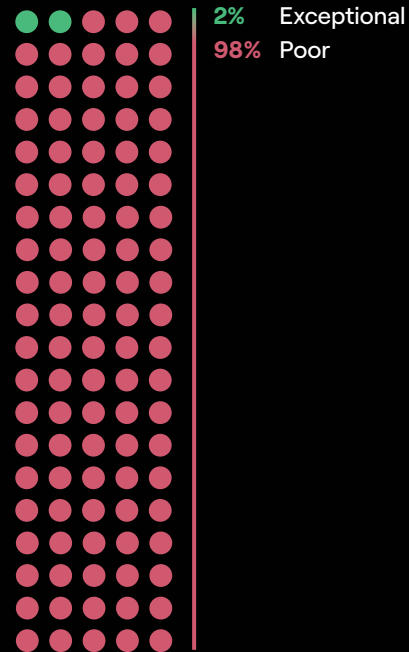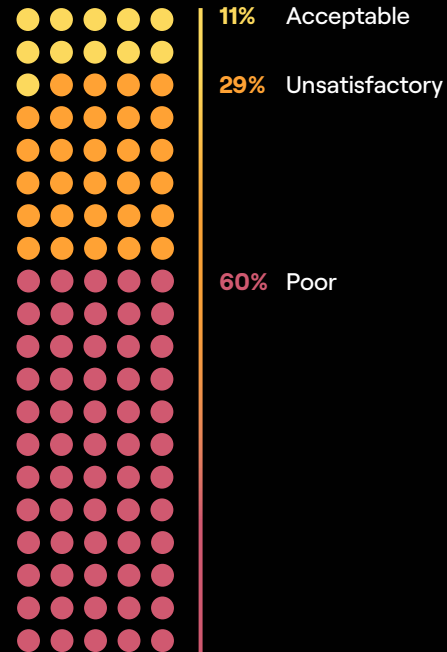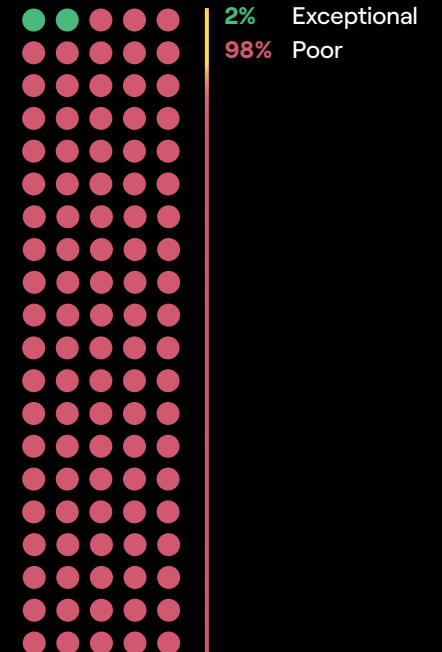
2%	Exceptional
2%	Acceptable
14%	Unsatisfactory
82%	Poor

Engagement

2%	Exceptional
98%	Poor

Conversion

11%	Acceptable
29%	Unsatisfactory
60%	Poor

Artificial Intelligence

2%	Exceptional
98%	Poor

Energy & Utilities

Rankings

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

46 Attraction

36 Engagement

48 Conversion

27 AI

Category	Score
Career Site	52
Job Distribution	59
SEO	56
Job Search	30
Personalization	24
Job Description	74
Content	42
EVP & Branding	50
Feedback	22
Chatbot	22
Apply	48
Social Apply	39
Chatbot	22
Dynamic Content	38
Relevance	25
Personalization	23
Job Search	30
Social Login	23
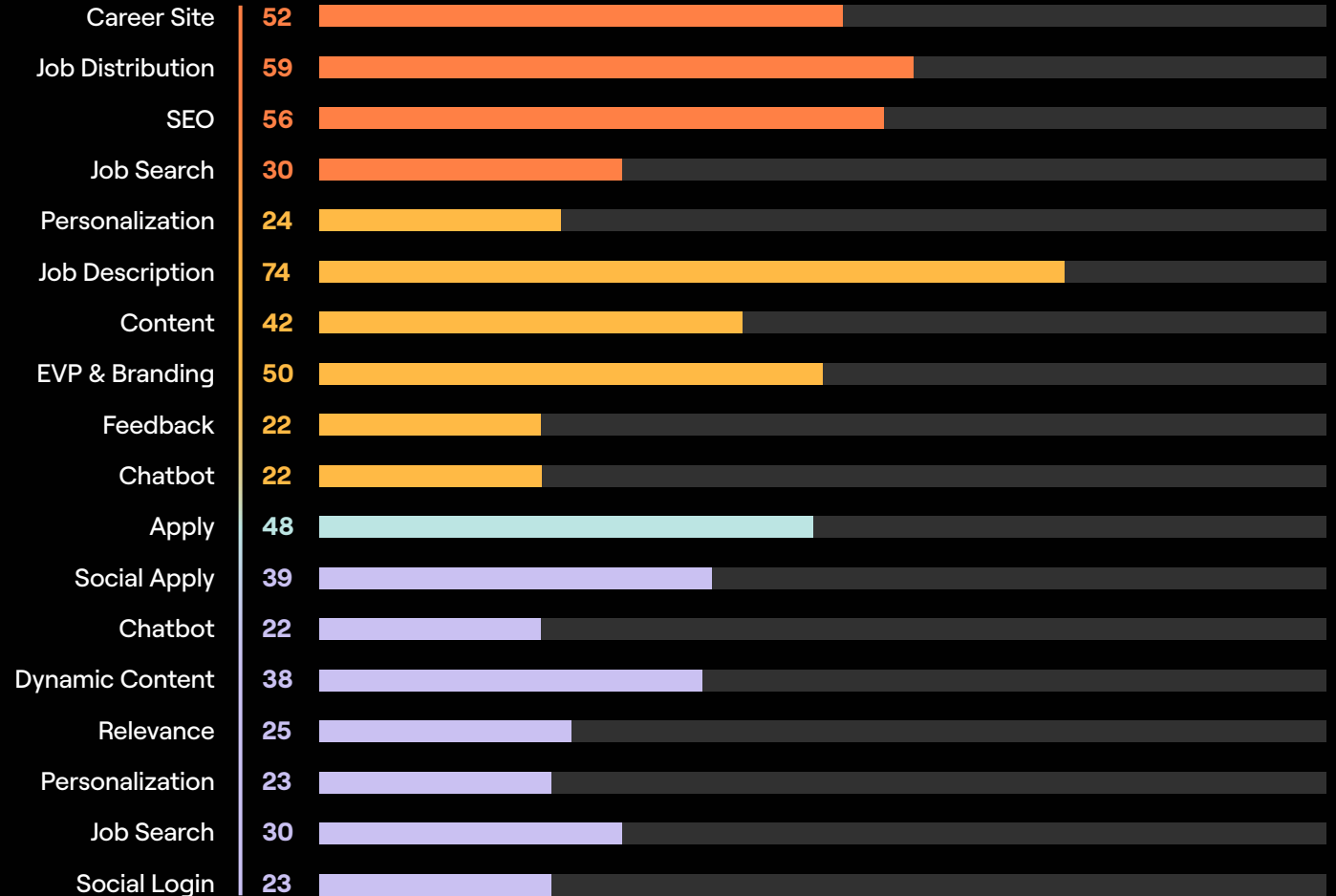
Energy & Utilities

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Baker Hughes	74	80	86	52	89
Eversource Energy	56	62	49	56	42
Exelon	51	44	48	62	32
Chevron	49	48	40	60	28
Duke Energy	49	48	38	64	30
World Fuel Services	48	44	34	68	30
Fluor	48	53	36	56	31
UGI	48	46	44	56	34
NOV	48	53	44	48	38
PG&E	47	58	42	40	31
Occidental Petroleum	46	44	36	60	25
Southern	45	52	35	48	26
ConocoPhillips	45	45	36	56	26
Edison International	45	46	35	56	21
Consolidated Edison	45	46	43	46	23

*AI not included in overall score

Energy & Utilities

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Williams	45	47	35	56	23
DCP Midstream	45	56	37	42	30
Valero Energy	44	47	38	48	26
American Electric Power	44	44	35	56	20
Sempra Energy	44	50	35	50	29
AES	44	43	35	56	23
Oneok	44	41	36	56	23
Pioneer Natural Resources	44	51	43	38	37
Enterprise Products Partners	43	34	34	64	26
Kinder Morgan	43	48	37	46	20
Ovintiv	43	52	28	48	29
PBF Energy	42	42	31	56	23
Freeport-McMoRan	42	47	35	44	23
Xcel Energy	42	48	36	42	21
CenterPoint Energy	42	38	34	56	20

*AI not included in overall score

Energy & Utilities

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Targa Resources	42	43	28	56	31
CMS Energy	42	44	39	44	34
Marathon Petroleum	41	49	34	40	20
Phillips 66	41	54	32	36	28
Energy Transfer	41	43	34	48	25
Plains GP Holdings	41	38	32	56	23
Halliburton	41	47	34	42	20
DTE Energy	41	49	32	42	20
Newmont	41	44	38	42	33
Vistra Energy	41	41	29	56	21
Public Service Enterprise Group	41	46	34	42	20
Cheniere Energy	41	48	40	32	28
PPL	41	44	34	48	25
NGL Energy Partners	40	36	30	56	26
Dominion Energy	40	43	35	42	20

*AI not included in overall score

Energy & Utilities

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Crown Castle International	40	41	34	46	23
Exxon Mobil	39	44	32	42	20
NextEra Energy	39	45	34	40	29
HollyFrontier	39	42	32	42	20
FirstEnergy	39	43	34	42	20
Entergy	39	44	30	42	20
NRG Energy	39	43	33	42	20
WEC Energy Group	39	46	30	42	20
Delek US Holdings	38	41	32	44	20
Icahn Enterprises (CVR Energy)	36	46	37	24	27
EOG Resources	35	39	33	32	20
MDU Resources Group	33	40	27	30	22

*AI not included in overall score
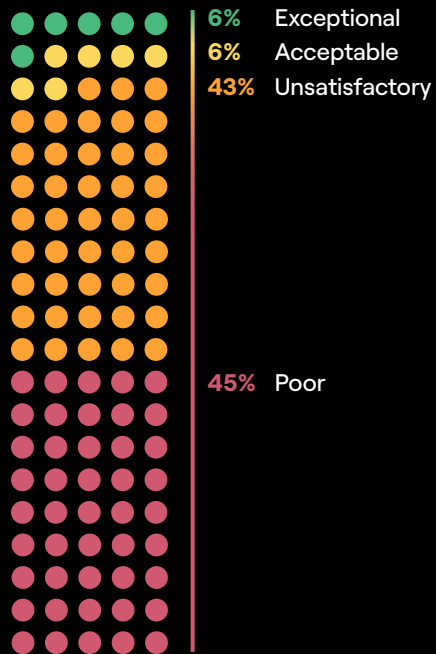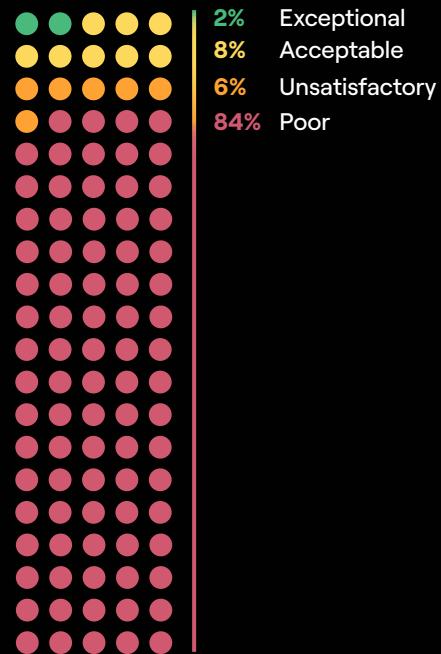
Financial Services

Rankings

Attraction

6% Exceptional
6% Acceptable
43% Unsatisfactory

45% Poor

Engagement

2% Exceptional
8% Acceptable
6% Unsatisfactory
84% Poor

Conversion

2% Exceptional
30% Acceptable

24% Unsatisfactory

44% Poor

Artificial Intelligence

10% Exceptional

90% Poor

Financial Services

Rankings

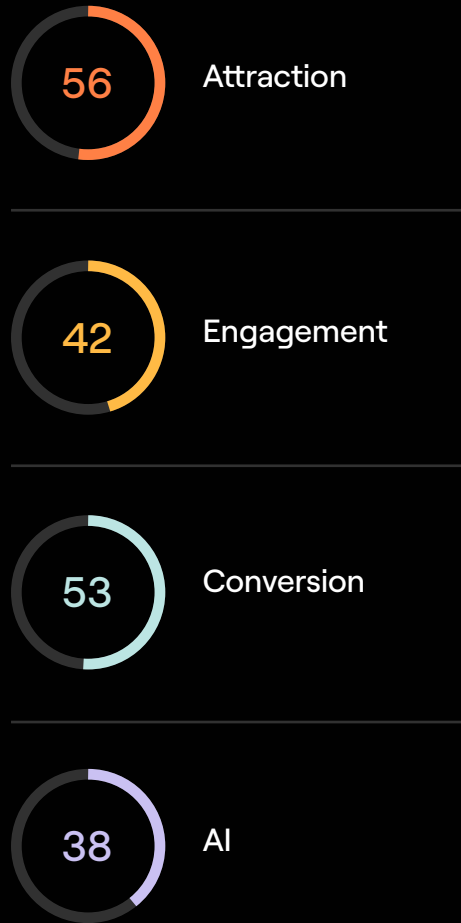The graph illustrates the average scores of each audit conducted within the following categories: **Attraction**, **Engagement**, **Conversion**, and **Artificial Intelligence**

53	Attraction
42	Engagement
53	Conversion
37	AI

Category	Score
Career Site	56
Job Distribution	58
SEO	60
Job Search	43
Personalization	31
Job Description	70
Content	51
EVP & Branding	56
Feedback	27
Chatbot	28
Apply	53
Social Apply	61
Chatbot	28
Dynamic Content	51
Relevance	32
Personalization	28
Job Search	43
Social Login	35
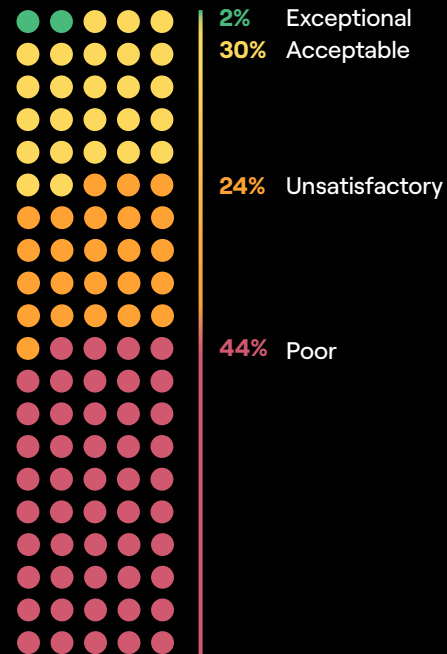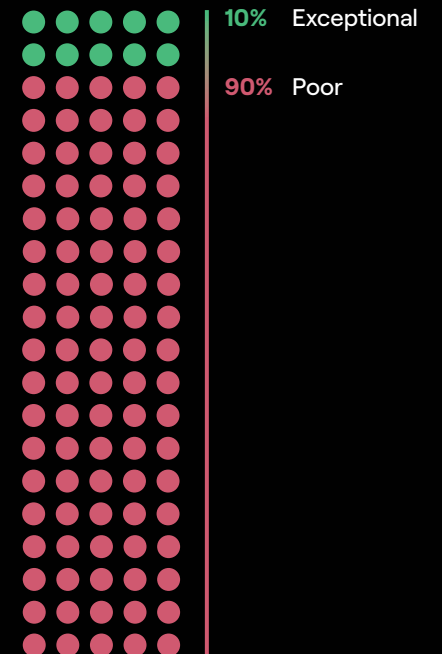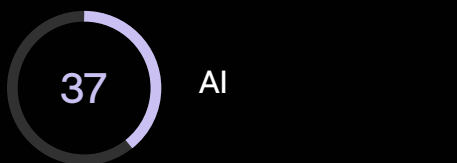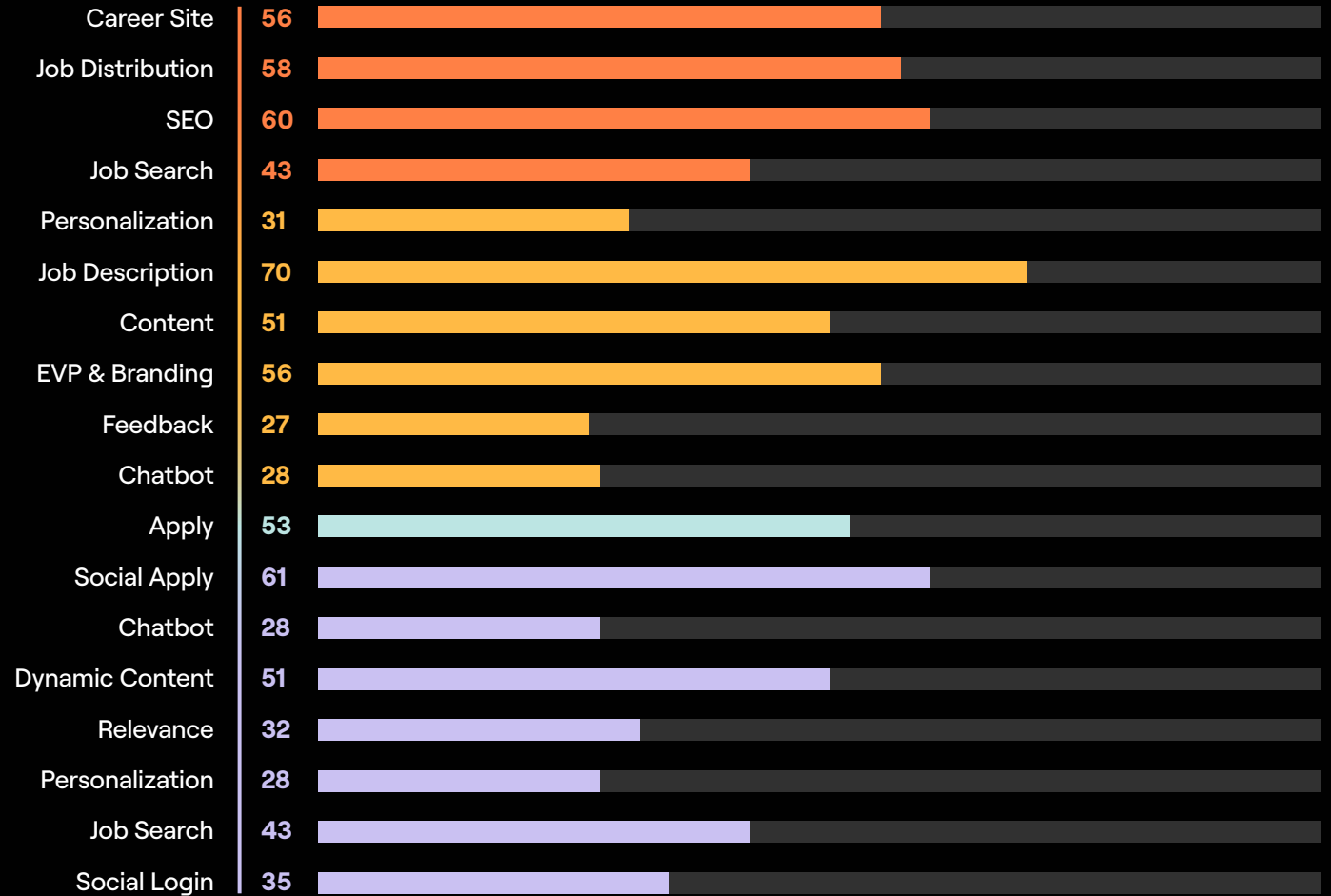
Financial Services

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Regions Financial	77	71	86	76	92
State Street	76	81	75	72	96
Fidelity National Information Services	74	85	69	66	89
TIAA	69	75	70	60	78
Freddie Mac	68	86	66	50	88
PNC Financial Services Group	67	70	74	56	88
Fiserv	64	69	59	64	49
JPMorgan Chase	57	60	46	68	44
Jefferies Financial Group	56	57	48	64	42
BlackRock	55	57	52	56	39
Discover Financial Services	55	58	44	64	37
Citigroup	54	58	56	48	33
PayPal Holdings	53	57	36	68	34
Assurant	53	52	45	64	40
Northern Trust	53	55	50	54	41

*AI not included in overall score

Financial Services

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Hartford Financial Services Group	52	48	46	64	30
T. Rowe Price	52	55	41	60	37
Blackstone Group	52	57	53	44	44
Capital One Financial	50	52	38	60	33
American Express	49	52	37	60	29
Charles Schwab	49	55	46	46	32
Genworth Financial	49	48	36	64	30
Truist Financial	48	43	35	68	28
Synchrony Financial	48	50	38	56	30
Square	48	54	35	56	36
Bank of America	47	49	38	56	30
Automatic Data Processing	47	54	40	46	34
Equitable Holdings	47	45	35	64	33
Ameriprise Financial	47	55	34	54	32
Cincinnati Financial	47	52	38	50	32

*AI not included in overall score

Financial Services

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
LPL Financial Holdings	47	63	37	40	37
Fannie Mae	46	45	46	48	30
U.S. Bancorp	46	42	33	66	28
Jones Financial (Edward Jones)	46	50	34	54	29
Fifth Third Bancorp	46	41	36	64	30
Citizens Financial Group	46	54	42	42	36
S&P Global	46	55	38	44	33
M&T Bank	46	55	40	42	36
Altria Group	45	55	35	46	32
Rocket Companies	45	48	33	56	30
Mastercard	45	45	36	56	23
Ally Financial	45	42	36	60	28
Raymond James Financial	45	44	37	56	26
Global Payments	45	42	43	52	35
Wells Fargo	44	50	34	48	26

*AI not included in overall score

Financial Services

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Goldman Sachs Group	44	45	34	54	24
Moody's	44	55	36	42	28
Intercontinental Exchange	43	50	34	44	33
Visa	42	44	35	48	20
Bank of New York Mellon	42	49	30	48	40
KeyCorp	42	50	31	44	26
Securian Financial Group	42	47	42	36	29
StoneX Group	41	47	35	40	30
Lincoln National	41	44	37	42	33
Principal Financial	41	44	34	46	23
Nasdaq	41	39	37	48	27
Morgan Stanley	40	40	34	48	21
Ameren	40	43	34	44	23
Franklin Resources	39	40	35	44	30
Fidelity National Financial	38	42	27	46	23

*AI not included in overall score

Financial Services

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
First American Financial	37	53	24	34	25
Prudential Financial	35	50	32	20	30
KKR (Kohlberg Kravis Roberts)	35	38	26	42	26
A-Mark Precious Metals	23	29	19	20	20

*AI not included in overall score

Food & Beverage

Rankings

Attraction

11% Exceptional

31% Unsatisfactory

58% Poor

Engagement

8% Exceptional
4% Acceptable
88% Poor

Conversion

27% Acceptable

27% Unsatisfactory

46% Poor

Artificial Intelligence

27% Acceptable

27% Unsatisfactory

46% Poor
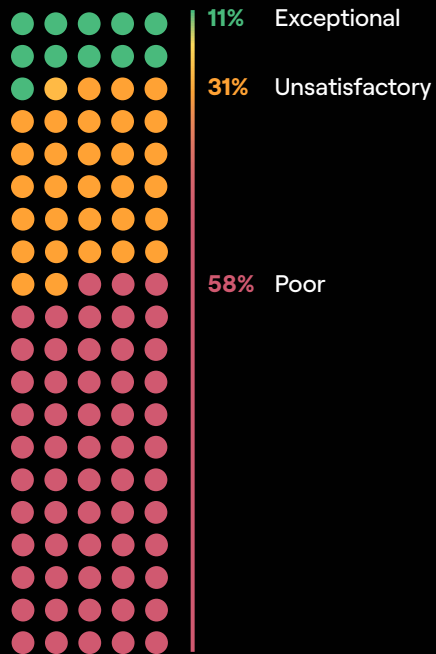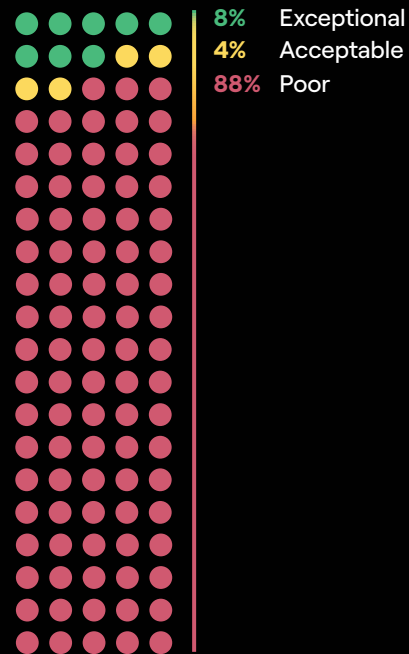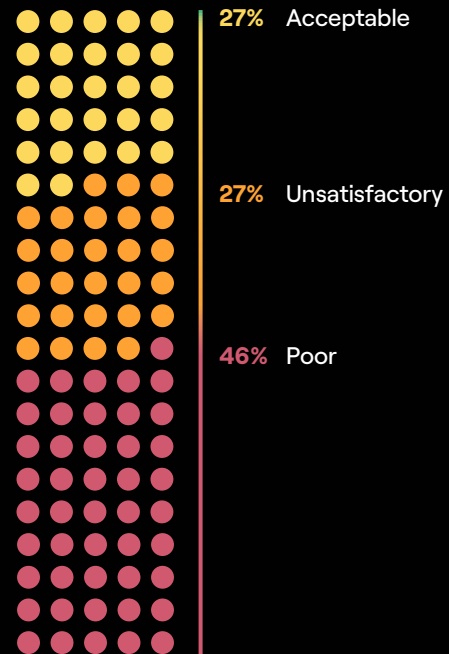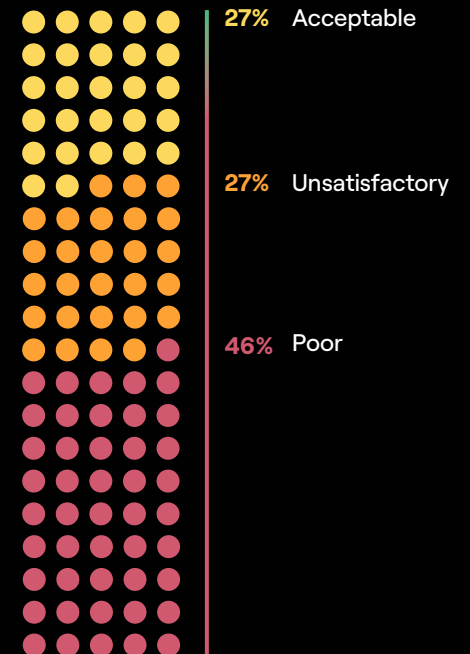
Food & Beverage

Rankings

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

52 Attraction

40 Engagement

51 Conversion

36 AI

Category	Score
Career Site	54
Job Distribution	62
SEO	57
Job Search	41
Personalization	30
Job Description	71
Content	48
EVP & Branding	52
Feedback	27
Chatbot	32
Apply	51
Social Apply	53
Chatbot	32
Dynamic Content	43
Relevance	31
Personalization	29
Job Search	42
Social Login	32

Food & Beverage

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Hershey	77	82	82	66	94
Land O'Lakes	75	78	80	64	94
Campbell Soup	73	85	64	70	94
Kellogg	49	47	49	50	28
Coca-Cola	49	45	40	64	34
Conagra Brands	49	52	39	56	39
Constellation Brands	48	45	36	64	30
Post Holdings	47	54	37	52	33
Keurig Dr. Pepper	47	57	38	46	33
Core-Mark Holding	47	50	35	56	37
Tyson Foods	47	46	36	60	23
Kraft Heinz	46	46	38	56	28
Sysco	46	55	31	52	28
Mosaic	46	42	34	64	30
General Mills	45	57	32	46	36

*AI not included in overall score

Food & Beverage

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
PepsiCo	45	54	34	48	36
Hormel Foods	43	46	41	40	35
Starbucks	43	46	35	48	20
Performance Food Group	42	54	30	44	38
Andersons	42	40	34	56	23
J.M. Smucker	41	43	36	44	23
Molson Coors Beverage	40	46	34	42	20
McCormick	40	44	31	44	20
United Natural Foods	38	47	33	34	25
Mondelez International	38	48	39	24	25
Ingredion	35	39	29	36	22

*AI not included in overall score

Healthcare & Pharmaceutical

Rankings

Attraction

16% Exceptional

3% Acceptable

42% Unsatisfactory

39% Poor

Engagement

5% Exceptional
10% Acceptable

3% Unsatisfactory
82% Poor

Conversion

32% Acceptable

34% Unsatisfactory

34% Poor

Artificial Intelligence

16% Exceptional

3% Unsatisfactory
81% Poor
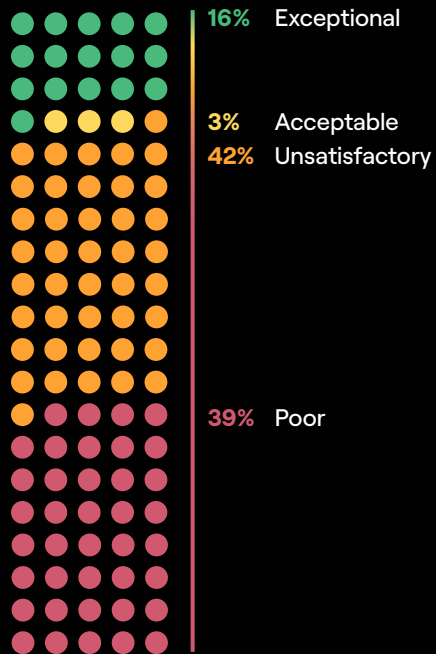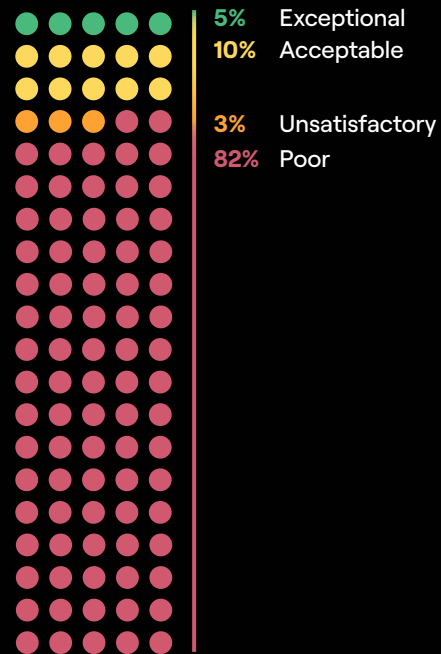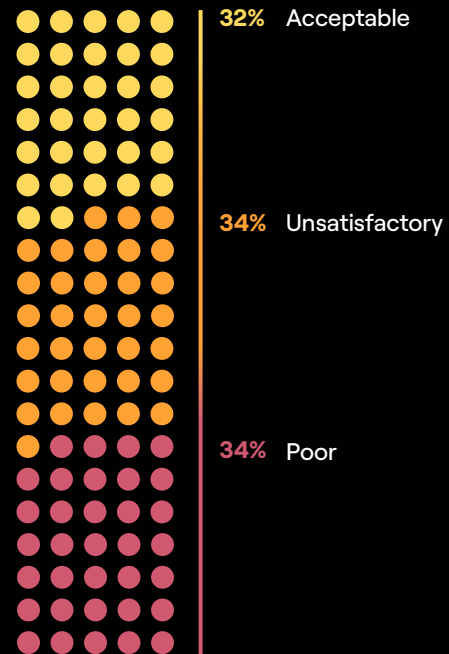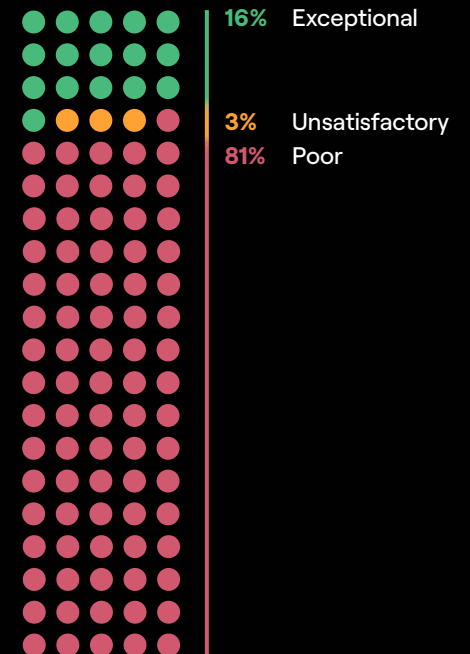
Healthcare & Pharmaceutical

Rankings

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

55 Attraction

44 Engagement

53 Conversion

40 AI

Category	Score
Career Site	58
Job Distribution	61
SEO	60
Job Search	47
Personalization	35
Job Description	74
Content	55
EVP & Branding	56
Feedback	28
Chatbot	28
Apply	53
Social Apply	55
Chatbot	28
Dynamic Content	49
Relevance	36
Personalization	33
Job Search	48
Social Login	39
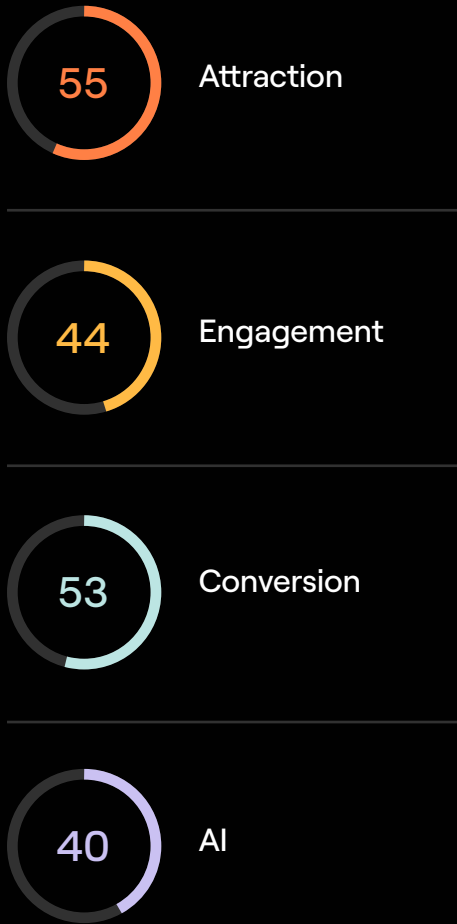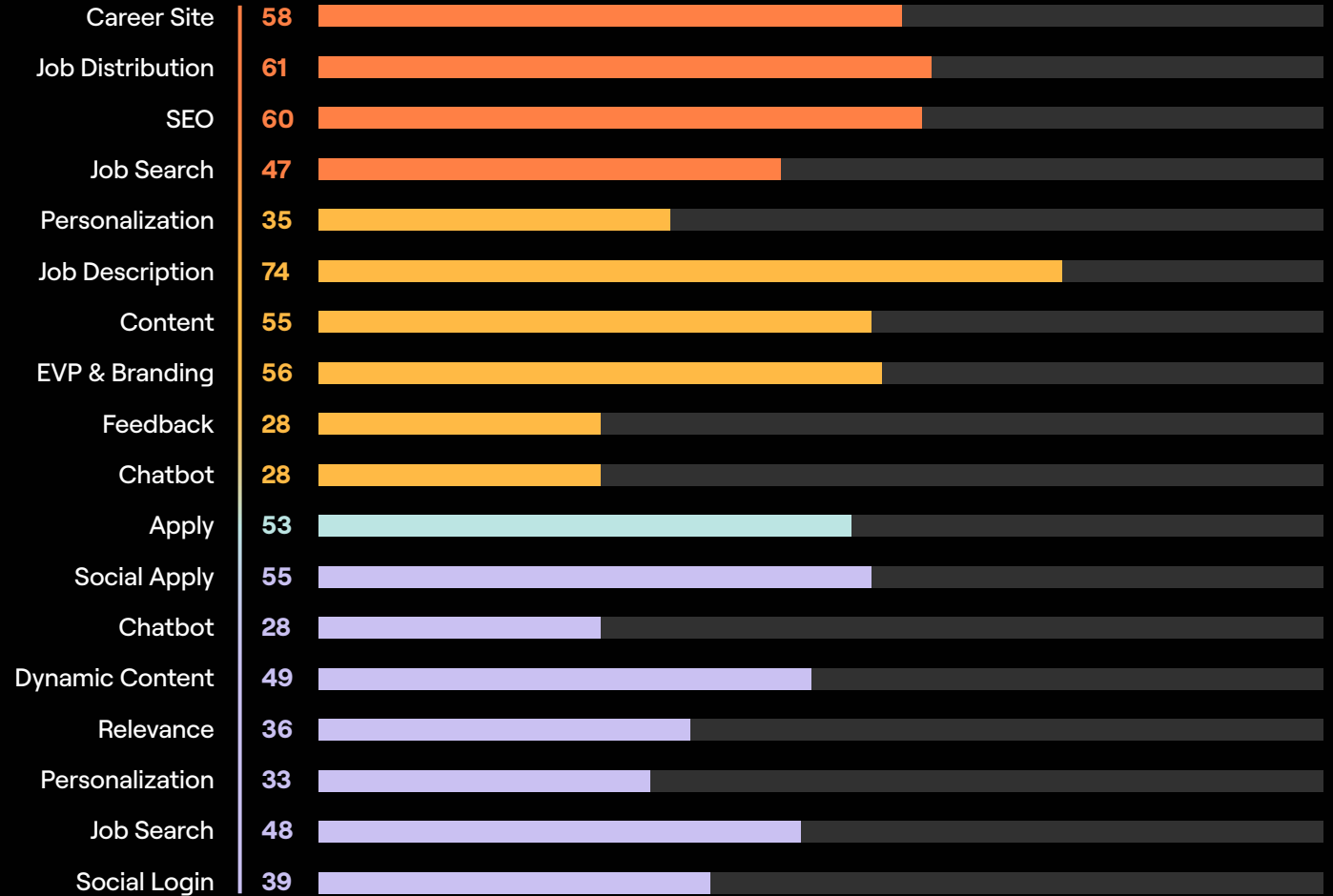
Healthcare & Pharmaceutical

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
DaVita	77	88	80	60	78
Merck	75	84	74	68	96
Abbott Laboratories	71	86	74	50	90
Laboratory Corp. of America	69	85	81	36	84
Magellan Health	69	86	62	58	88
Regeneron Pharmaceuticals	68	76	68	60	76
Becton Dickinson	61	67	52	64	51
Stryker	54	58	41	64	41
Baxter International	54	58	48	56	32
IQVIA Holdings	54	54	44	64	40
Bristol-Myers Squibb	53	55	41	64	35
Eli Lilly	53	53	45	64	32
McKesson	52	51	45	60	33
US Foods Holding	50	51	37	64	32
Zoetis	50	51	44	56	37

*AI not included in overall score

Healthcare & Pharmaceutical

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Tenet Healthcare	49	57	41	50	32
Johnson & Johnson	48	55	42	46	30
HCA Healthcare	48	51	41	54	37
Vertex Pharmaceuticals	48	52	43	48	31
Pfizer	47	44	42	56	30
Patterson	47	51	41	50	35
Cardinal Health	46	45	36	60	21
Biogen	46	48	36	56	36
Universal Health Services	46	52	39	46	32
AmerisourceBergen	45	41	36	60	23
Gilead Sciences	45	50	33	52	26
Viatris	45	45	36	56	30
Quest Diagnostics	45	50	38	48	33
AbbVie	44	48	34	50	30
Amgen	43	53	39	36	36

*AI not included in overall score

Healthcare & Pharmaceutical

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Owens & Minor	42	38	34	56	23
Alexion Pharmaceuticals	41	44	35	44	24
Cerner	41	44	37	40	22
Boston Scientific	40	45	32	42	20
Select Medical Holdings	40	44	31	44	28
Henry Schein	39	42	31	44	20
Community Health Systems	37	37	28	48	26
Zimmer Biomet Holdings	37	49	31	30	35

*AI not included in overall score

Insurance

Rankings

Attraction

7% Exceptional
15% Acceptable

22% Unsatisfactory

56% Poor

Engagement

7% Exceptional
5% Unsatisfactory
88% Poor

Conversion

12% Acceptable

44% Unsatisfactory

44% Poor

Artificial Intelligence

8% Exceptional
2% Unsatisfactory
90% Poor
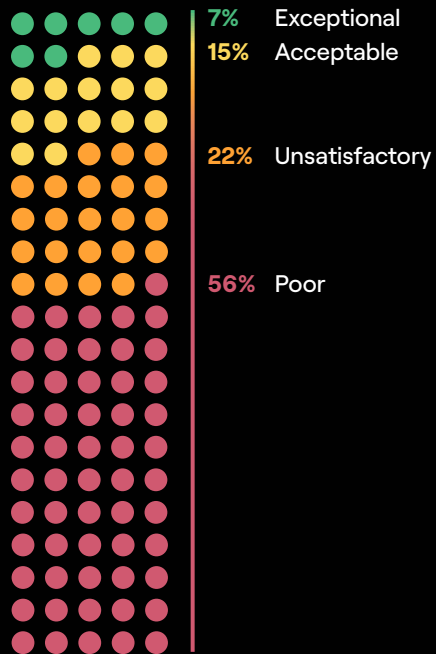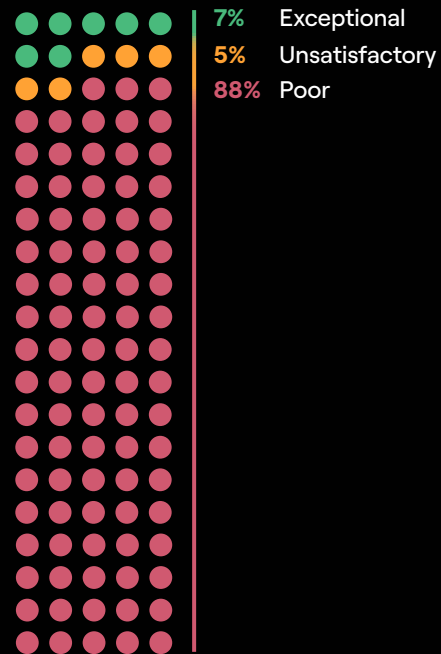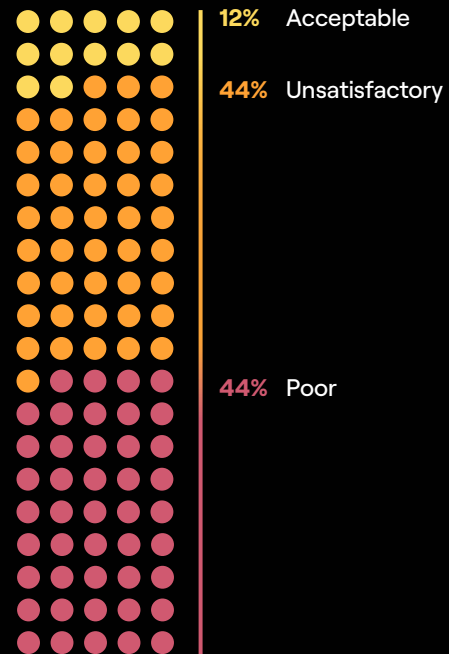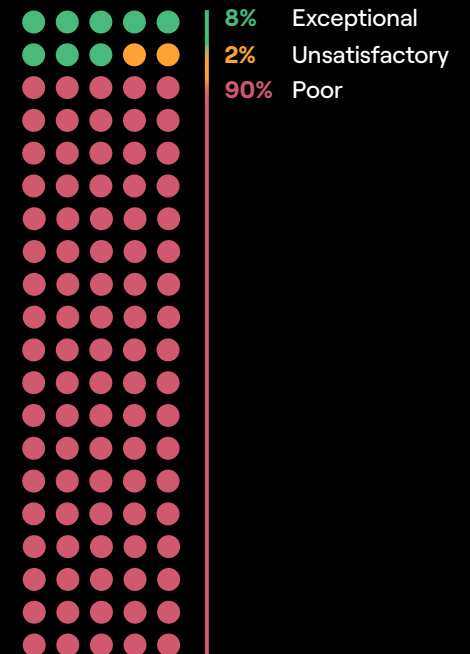
Insurance
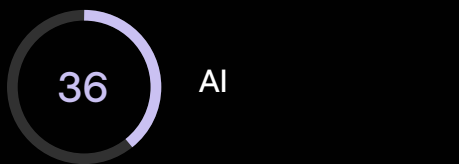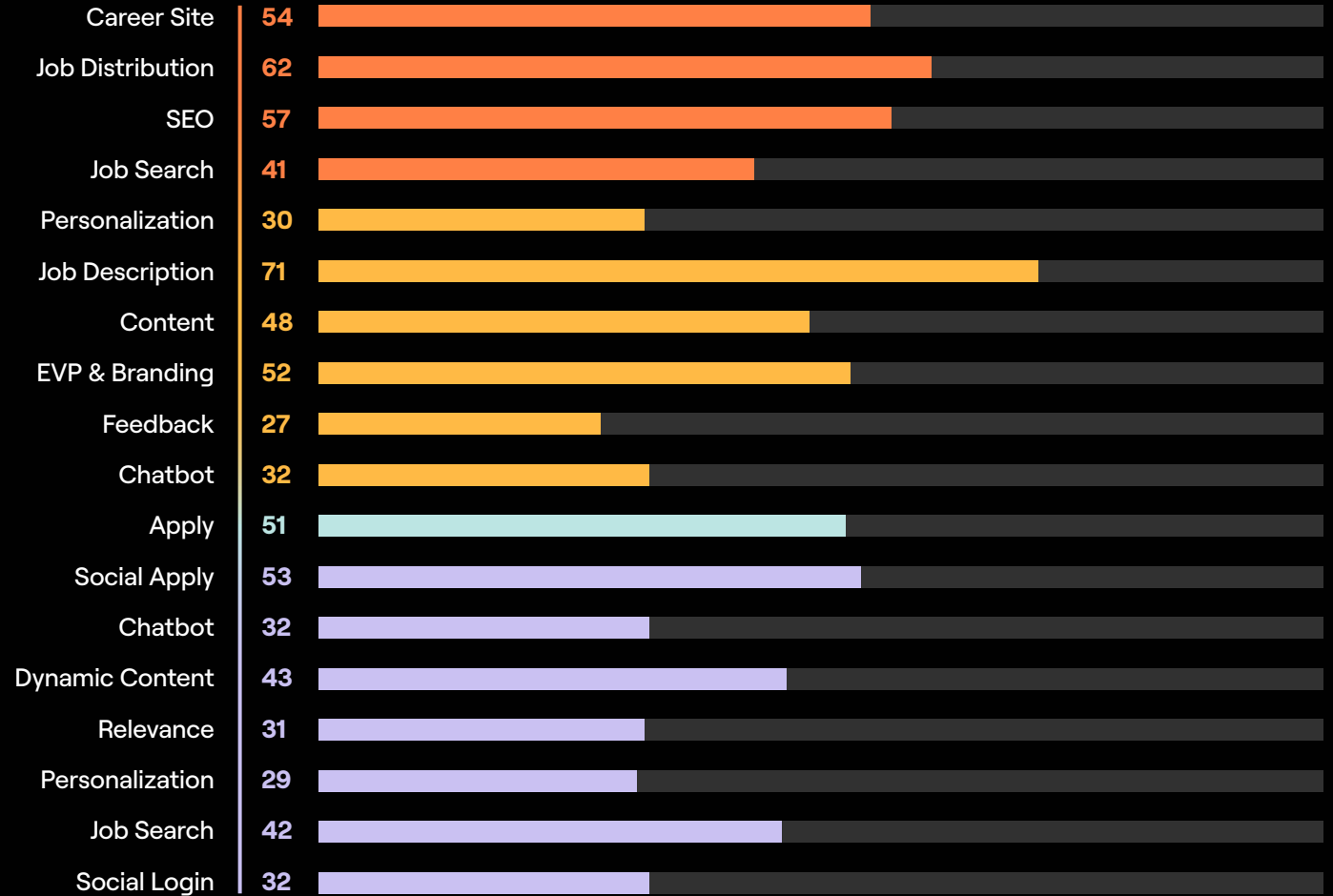
Rankings

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

52 Attraction

40 Engagement

51 Conversion

33 AI

Category	Score
Career Site	57
Job Distribution	60
SEO	60
Job Search	39
Personalization	28
Job Description	74
Content	50
EVP & Branding	55
Feedback	24
Chatbot	26
Apply	51
Social Apply	50
Chatbot	26
Dynamic Content	44
Relevance	30
Personalization	26
Job Search	40
Social Login	32
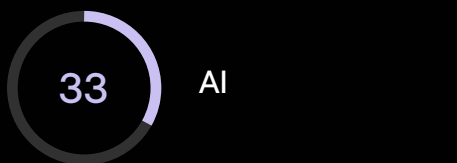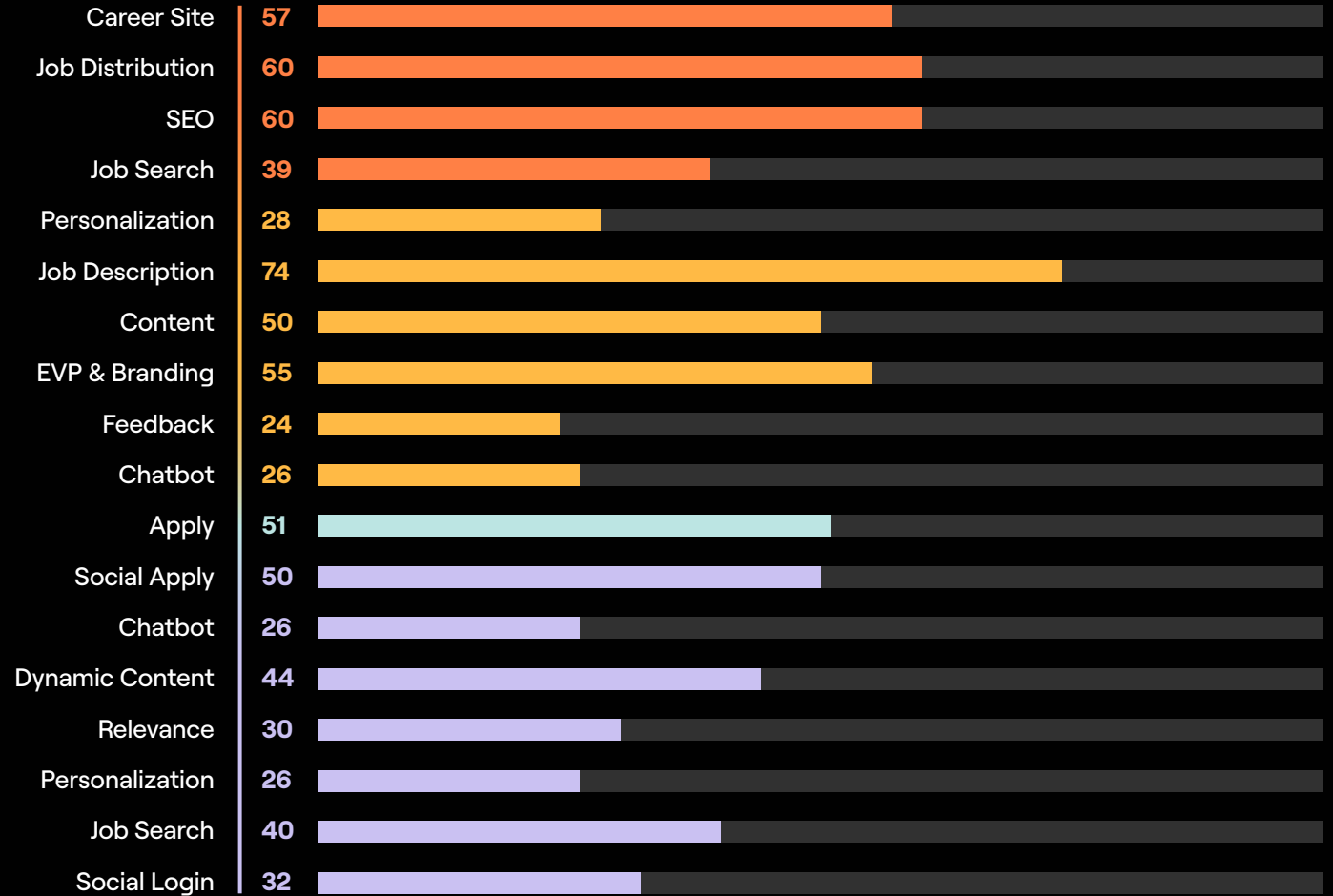
Insurance

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Marsh & McLennan	79	86	75	74	84
Cigna	78	88	86	58	96
Unum Group	77	84	79	66	95
Centene	60	74	56	48	60
FM Global	56	66	54	46	44
UnitedHealth Group	52	58	42	56	38
USAA	52	65	46	44	40
Humana	49	54	37	56	33
Nationwide	49	53	34	60	37
Anthem	48	47	42	54	33
State Farm Insurance	48	62	37	46	32
Liberty Mutual Insurance Group	48	64	41	36	32
AIG	48	45	38	64	30
Travelers	48	53	38	54	32
Molina Healthcare	48	63	41	40	37

*AI not included in overall score

Insurance

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Guardian Life Ins. Co. of America	48	53	36	56	28
American Family Insurance Group	48	44	38	64	30
Voya Financial	48	51	37	56	28
Progressive	47	49	38	56	28
Markel	46	49	36	56	23
Arthur J. Gallagher	46	54	35	50	32
New York Life Insurance	45	47	38	50	28
Massachusetts Mutual Life Insurance	45	48	34	56	30
American Financial Group	45	52	38	44	39
Northwestern Mutual	44	44	34	56	22
Farmers Insurance Exchange	44	49	36	48	28
Allstate	43	51	35	42	26
Pacific Life	43	40	36	56	23
Thrivent Financial for Lutherans	43	40	34	56	23
Berkshire Hathaway	42	42	29	56	22

*AI not included in overall score

Insurance

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Auto-Owners Insurance	42	37	36	56	23
MetLife	41	46	34	42	20
Aflac	41	47	35	40	20
Reinsurance Group of America	41	41	34	48	22
Erie Insurance Group	41	47	34	42	20
W.R. Berkley	41	43	34	46	23
Brighthouse Financial	40	44	34	42	20
Western & Southern Financial Group	40	44	30	46	23
Mutual of Omaha Insurance	39	40	33	44	20
Alleghany (TransRe)	38	30	29	56	20
Old Republic International	29	41	24	20	24

*AI not included in overall score

Manufacturing

Rankings

Attraction

8% Exceptional
1% Acceptable
21% Unsatisfactory

70% Poor

Engagement

2% Exceptional
5% Acceptable
1% Unsatisfactory
92% Poor

Conversion

1% Exceptional
23% Acceptable

34% Unsatisfactory

42% Poor

Artificial Intelligence

5% Exceptional
2% Acceptable
93% Poor
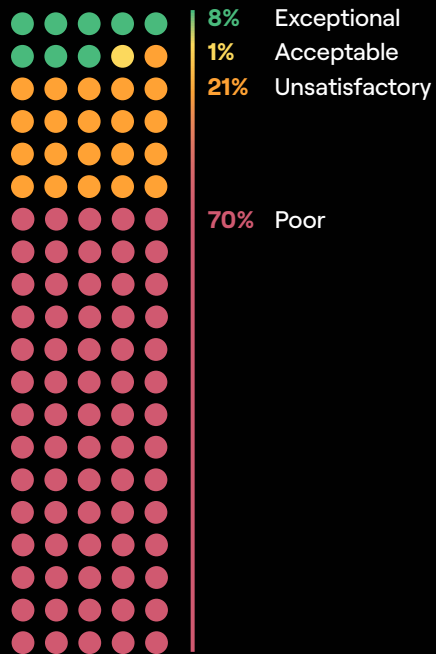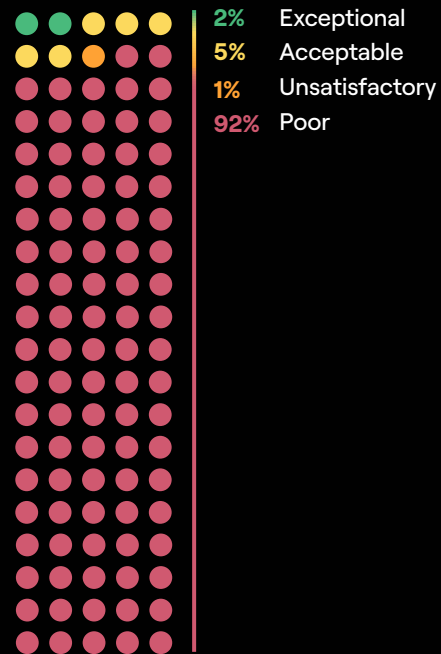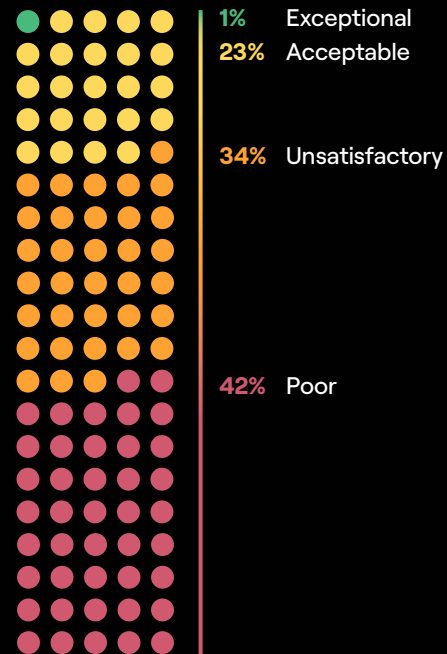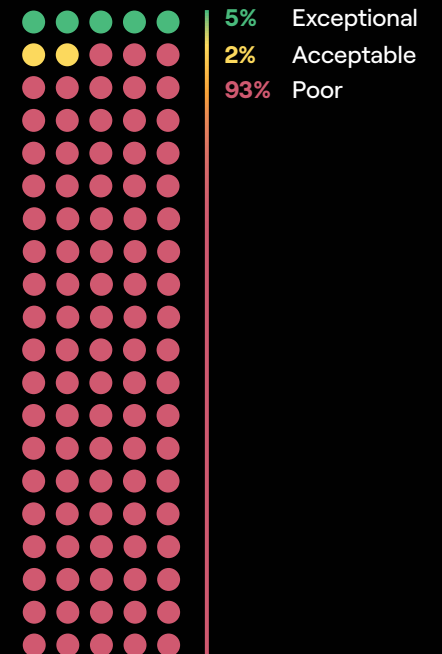
Manufacturing

Rankings

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

49 Attraction

38 Engagement

51 Conversion

32 AI

Category	Score
Career Site	53
Job Distribution	58
SEO	57
Job Search	36
Personalization	27
Job Description	68
Content	46
EVP & Branding	55
Feedback	25
Chatbot	24
Apply	51
Social Apply	59
Chatbot	24
Dynamic Content	42
Relevance	28
Personalization	24
Job Search	37
Social Login	26
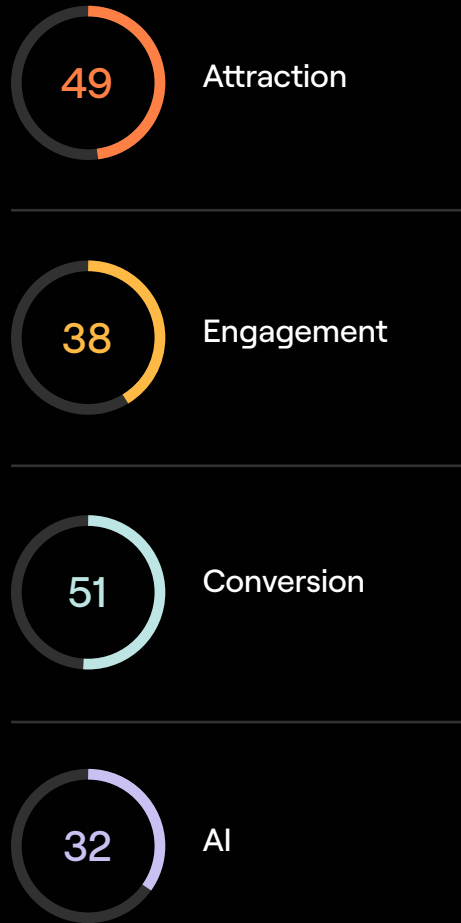
Manufacturing

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
General Electric	78	88	77	66	96
DuPont	78	84	76	76	92
Danaher	75	87	67	70	63
Analog Devices	75	88	65	72	70
Honeywell International	73	85	73	58	95
Thermo Fisher Scientific	69	88	74	42	90
Carrier Global	58	56	54	64	41
Boeing	53	56	44	60	32
General Dynamics	52	66	37	54	38
General Motors	51	52	42	60	30
Alcoa	51	51	40	64	37
Caterpillar	50	42	42	68	32
NCR	50	52	47	52	37
Dow	49	49	41	60	30
Northrop Grumman	49	56	33	60	30

*AI not included in overall score

Manufacturing

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Cummins	49	49	41	58	33
Applied Materials	49	47	38	64	33
Owens Corning	49	58	41	48	37
Avantor	49	50	43	54	37
Jabil	48	45	38	64	30
Corteva	48	47	44	54	38
Illinois Tool Works	48	55	34	56	33
Ford Motor	47	44	38	60	25
Genuine Parts	47	53	38	50	28
Navistar International	47	58	38	46	38
Autoliv	47	36	40	68	29
Huntsman	47	56	38	48	29
Deere	46	50	46	42	28
WestRock	46	53	40	44	31
PPG Industries	46	46	31	64	33

*AI not included in overall score

Manufacturing

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
BorgWarner	46	51	33	58	26
Thor Industries	46	45	30	64	33
Westlake Chemical	46	48	36	56	28
Motorola Solutions	46	48	39	52	30
Fortune Brands Home & Security	46	47	37	56	36
3M	45	46	36	56	31
Tenneco	45	48	28	60	25
Otis Worldwide	45	37	36	64	30
United States Steel	45	46	31	58	30
Builders FirstSource	45	45	35	56	29
O-I Glass	45	45	45	44	37
Celanese	45	50	34	52	27
Emerson Electric	44	47	37	48	20
Goodyear Tire & Rubber	44	46	37	50	26
Textron	44	33	36	64	28

*AI not included in overall score

Manufacturing

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Westinghouse Air Brake Technologies	44	43	36	56	23
Weyerhaeuser	44	42	37	56	26
Masco	44	42	36	56	28
Dover	44	50	41	40	37
Packaging Corp. of America	44	52	42	36	28
Graphic Packaging Holding	44	52	37	44	34
Stanley Black & Decker	43	41	34	54	23
Ball	43	44	36	50	26
Huntington Ingalls Industries	43	44	34	50	26
Air Products & Chemicals	43	43	37	50	21
Arconic	42	49	28	50	31
Archer Daniels Midland	41	43	31	50	20
Tesla	41	50	29	44	28
International Paper	41	44	37	42	20
Texas Instruments	41	46	29	48	24

*AI not included in overall score

Manufacturing

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Mohawk Industries	41	48	32	42	20
KBR	41	43	38	44	25
Commercial Metals	41	44	30	50	22
Paccar	40	47	31	42	20
Berry Global Group	40	42	32	46	23
Corning	40	42	35	44	23
Eastman Chemical	40	48	30	42	20
Whirlpool	39	44	34	40	20
Steel Dynamics	39	39	31	48	26
Olin	39	38	32	50	25
Nucor	38	42	30	42	20
AGCO	38	45	28	42	20
Reliance Steel & Aluminum (Metals USA)	38	41	33	40	20
Univar Solutions	38	42	30	42	20
Polaris Industries	38	48	20	46	24

*AI not included in overall score

Manufacturing

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
KLA	38	38	34	44	23
Boise Cascade	38	41	31	44	23
Lear	37	42	28	42	20
Avery Dennison	37	38	38	34	26
Crown Holdings	35	37	29	40	20
Sanmina	34	32	35	34	21
RPM International	33	33	29	38	20
Dana	26	36	19	22	20

*AI not included in overall score

Restaurant & Hospitality

Rankings

Attraction
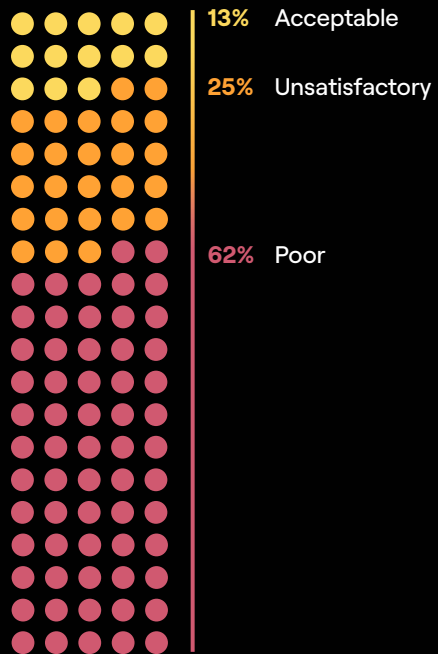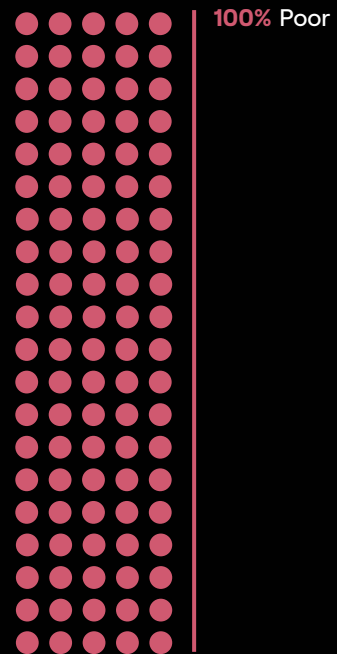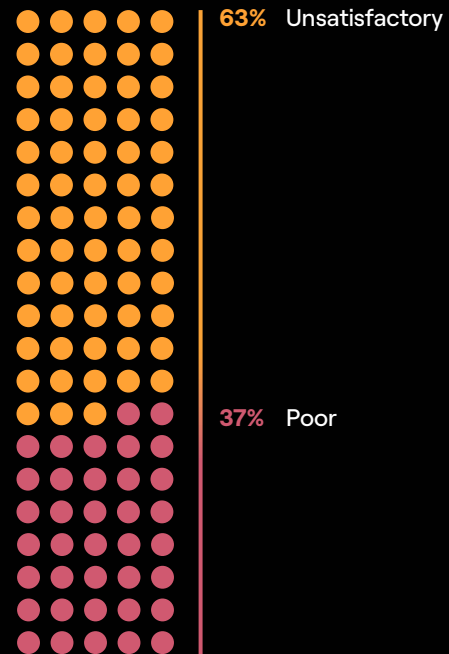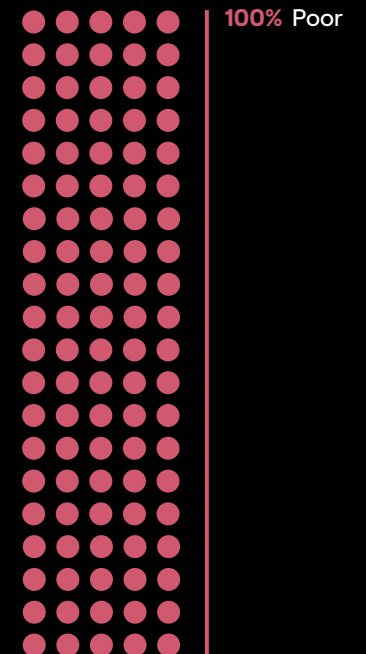
13% Acceptable

25% Unsatisfactory

62% Poor

Engagement

100% Poor

Conversion

63% Unsatisfactory

37% Poor

Artificial Intelligence

100% Poor

Restaurant & Hospitality
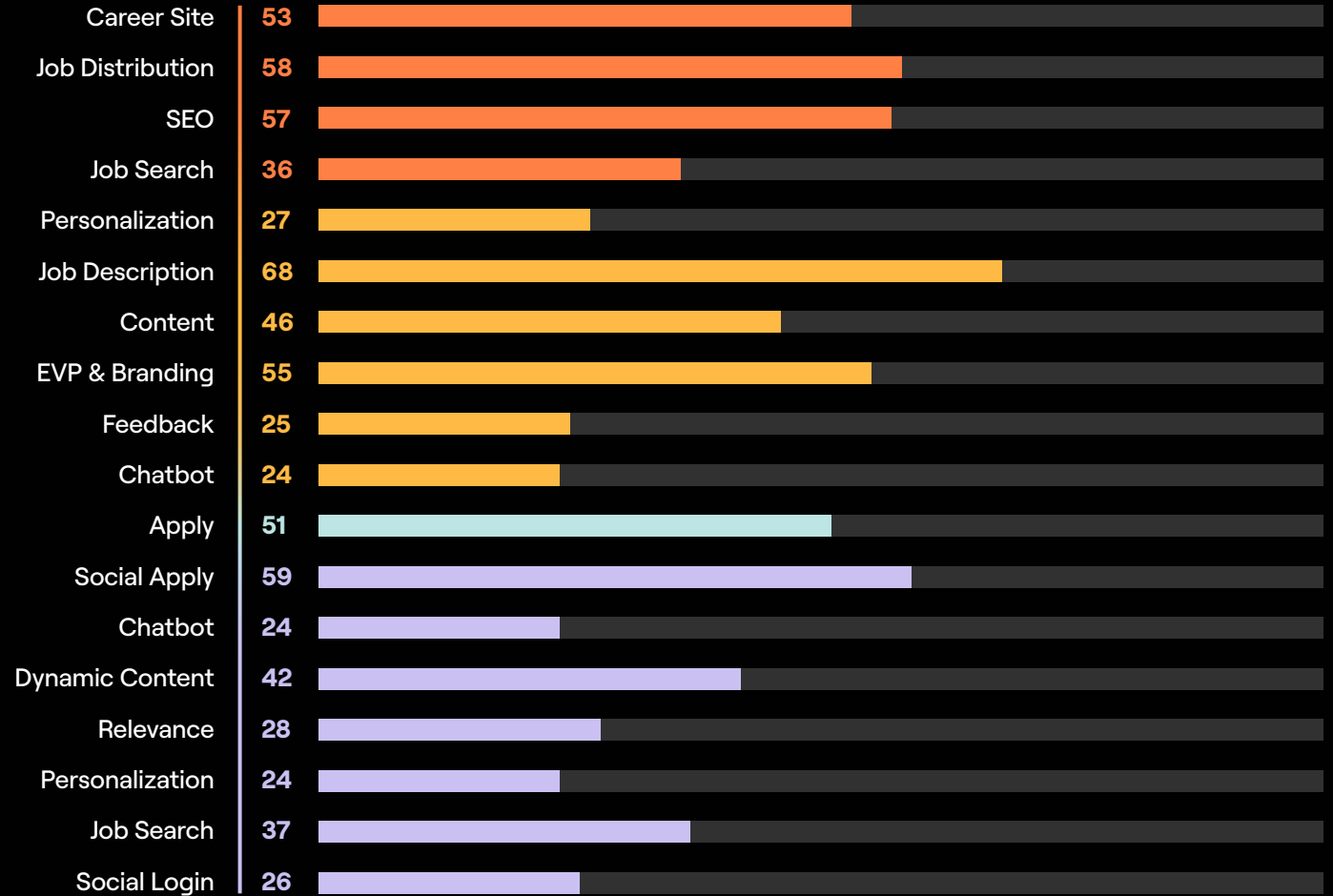
Rankings

49 Attraction

37 Engagement

46 Conversion

31 AI

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

Category	Score
Career Site	49
Job Distribution	61
SEO	58
Job Search	37
Personalization	23
Job Description	76
Content	45
EVP & Branding	50
Feedback	26
Chatbot	23
Apply	46
Social Apply	65
Chatbot	23
Dynamic Content	45
Relevance	20
Personalization	20
Job Search	38
Social Login	20
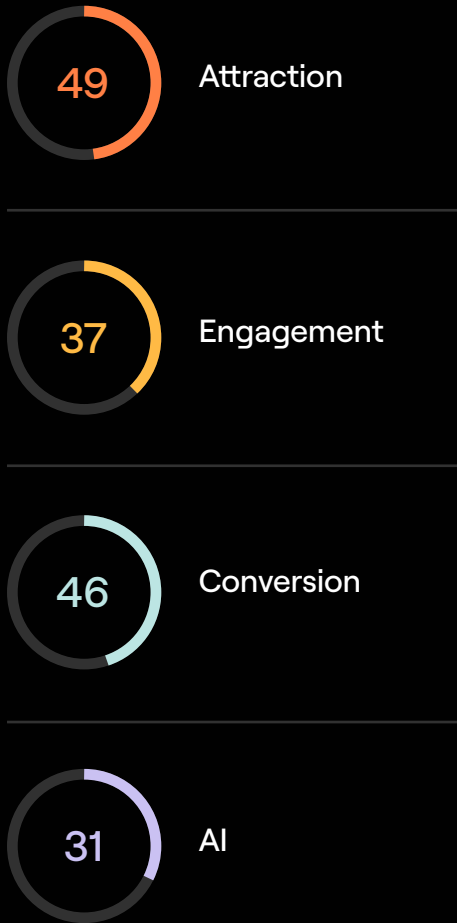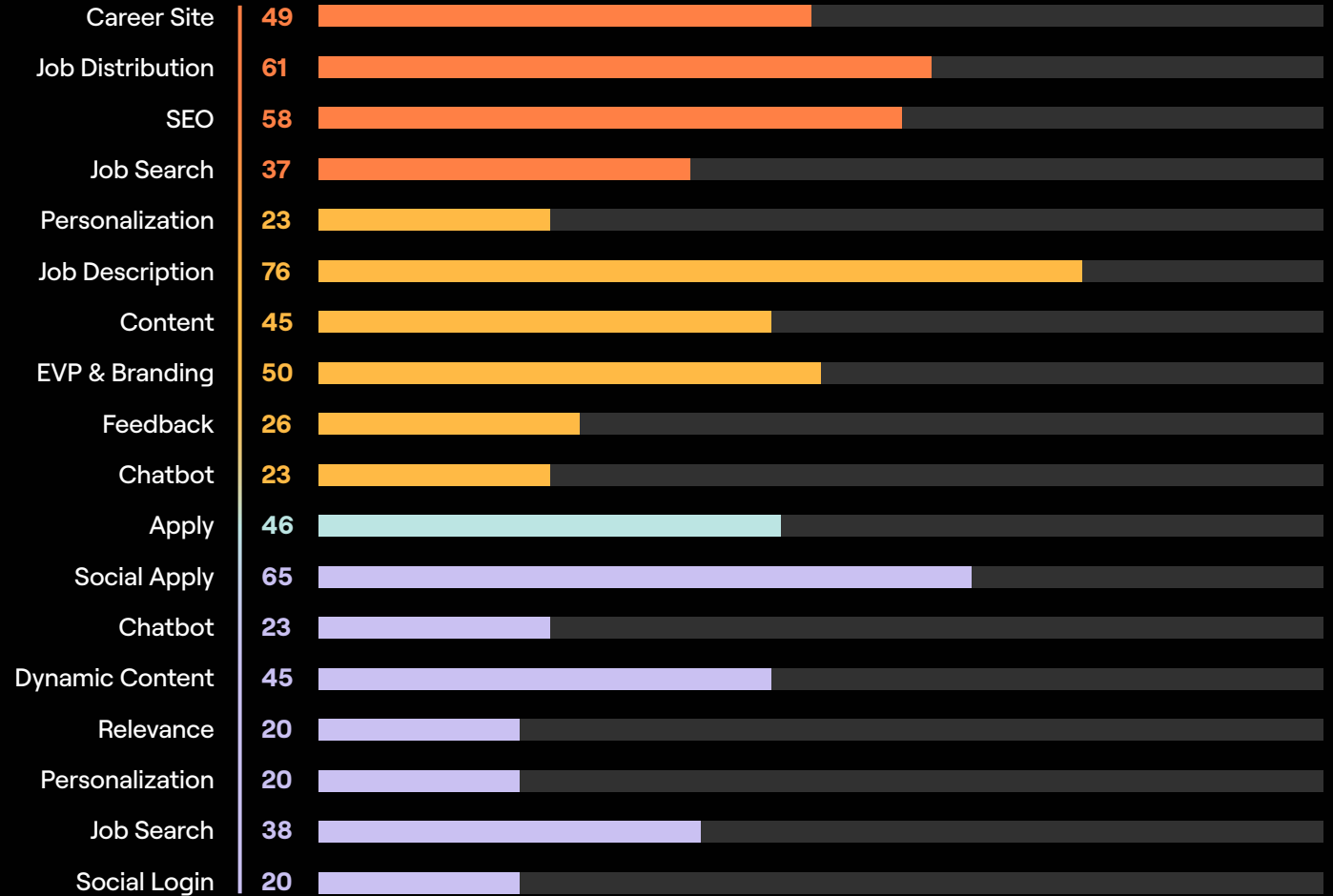
Restaurant & Hospitality

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Marriott International	53	62	42	56	39
McDonald's	49	55	36	56	35
Aramark	48	49	41	54	29
Chipotle Mexican Grill	44	48	47	36	28
Loews	43	45	31	56	26
Yum Brands	42	40	35	52	30
Yum China Holdings (KFC)	39	43	34	40	32
Darden Restaurants	35	50	34	20	27

*AI not included in overall score

Retail

Rankings

Attraction
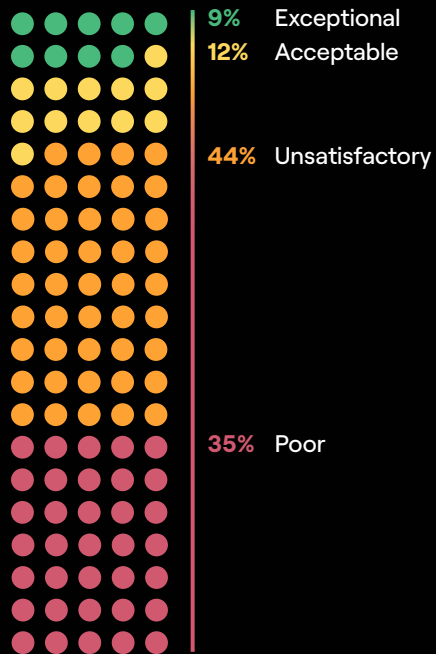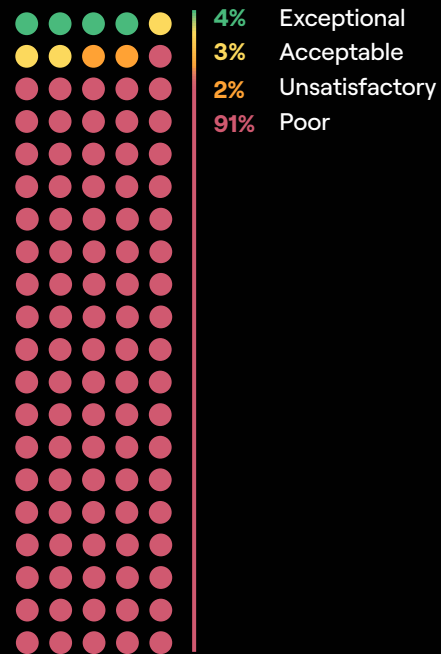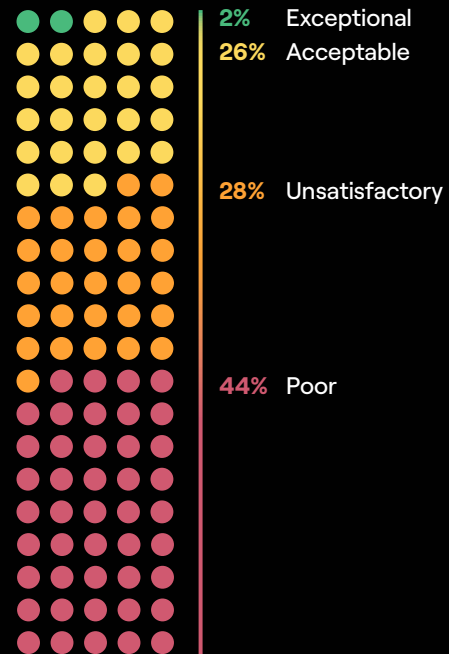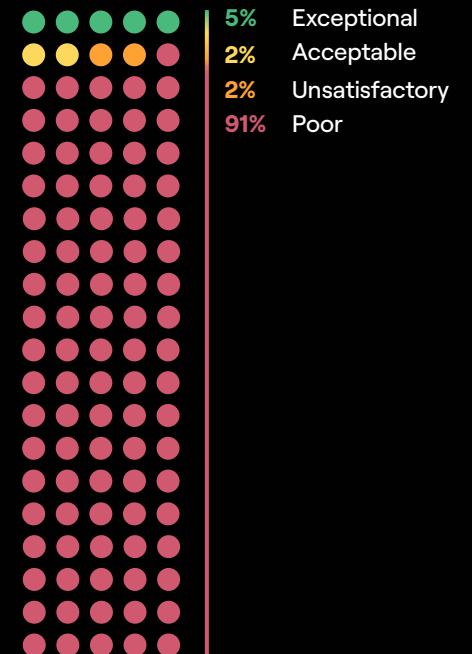
9% Exceptional
12% Acceptable

44% Unsatisfactory

35% Poor

Engagement

4% Exceptional
3% Acceptable
2% Unsatisfactory
91% Poor

Conversion

2% Exceptional
26% Acceptable

28% Unsatisfactory

44% Poor

Artificial Intelligence

5% Exceptional
2% Acceptable
2% Unsatisfactory
91% Poor

Retail

Rankings

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

54 Attraction

39 Engagement

53 Conversion

35 AI

Category	Score
Career Site	59
Job Distribution	62
SEO	58
Job Search	44
Personalization	28
Job Description	69
Content	48
EVP & Branding	52
Feedback	24
Chatbot	26
Apply	53
Social Apply	55
Chatbot	26
Dynamic Content	44
Relevance	29
Personalization	24
Job Search	45
Social Login	37
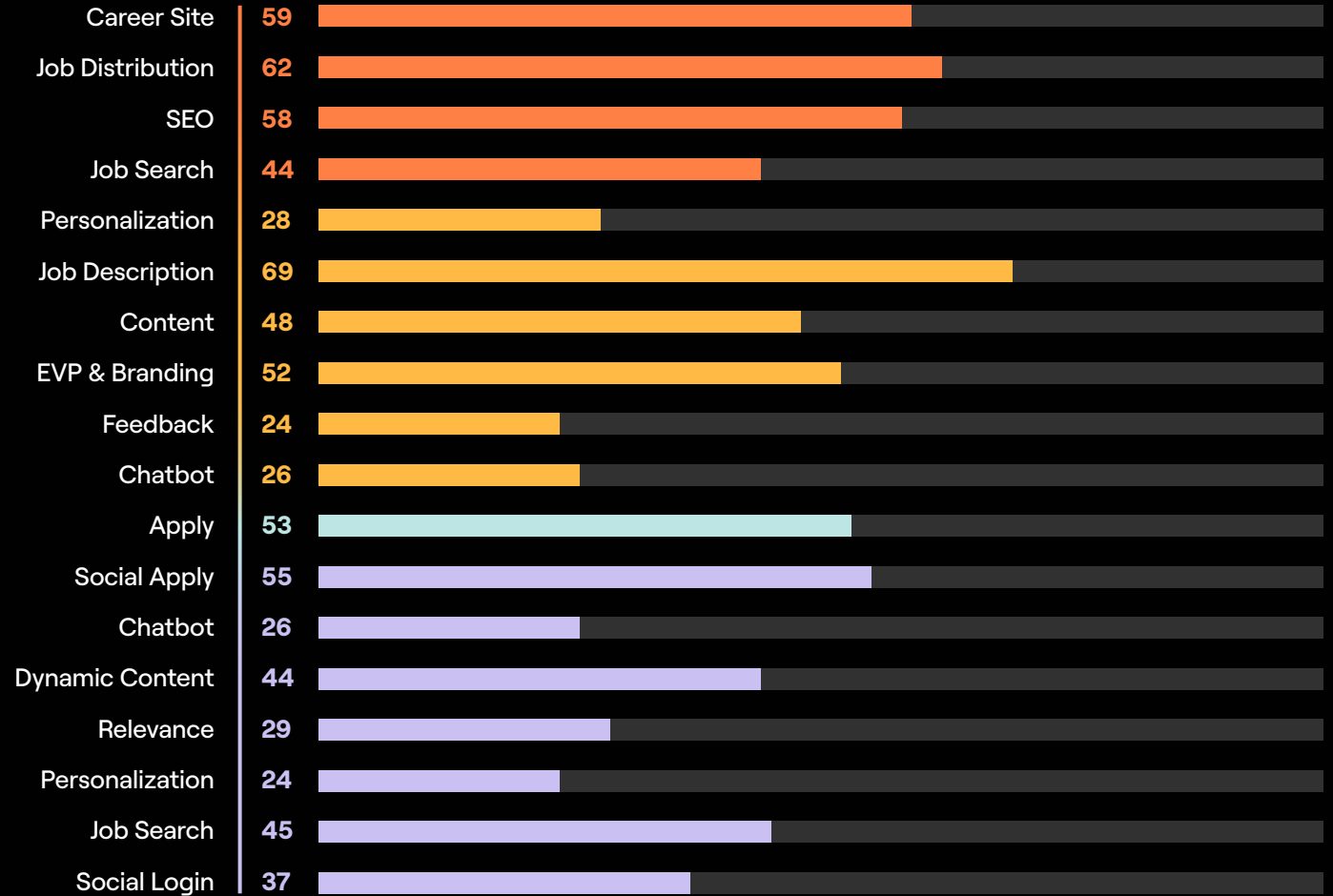
Retail

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Chewy	85	84	86	86	85
Kohl's	74	80	76	64	78
PVH	70	80	61	70	56
CarMax	68	81	63	60	85
Foot Locker	60	80	56	42	62
Walmart	57	65	43	64	40
Ulta Beauty	55	65	42	58	48
CHS	54	61	47	54	36
Rite Aid	54	58	39	66	43
Walgreens Boots Alliance	53	60	49	50	37
Dick's Sporting Goods	53	52	44	64	35
Target	52	54	40	64	37
Gap	52	51	43	64	34
Amazon.com	51	62	41	50	33
Lowe's	51	53	41	60	37

*AI not included in overall score

Retail

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
TJX	51	55	39	60	28
Qurate Retail	51	54	36	64	41
Big Lots	51	67	42	42	44
eBay	50	54	46	52	29
Advance Auto Parts	50	51	36	64	33
Publix Super Markets	49	60	39	48	36
Asbury Automotive Group	49	52	30	68	32
CVS Health	48	58	32	54	38
Best Buy	48	56	34	54	33
Home Depot	47	59	33	48	30
Macy's	47	58	38	44	39
Ross Stores	47	52	34	56	26
Bed Bath & Beyond	47	44	35	64	30
Ralph Lauren	47	57	42	42	41
Dollar General	46	51	34	54	34

*AI not included in overall score

Retail

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Lithia Motors	46	48	37	56	31
Nordstrom	46	43	34	64	30
Williams-Sonoma	46	50	44	44	38
Sprouts Farmers Market	46	53	38	46	45
Dollar Tree	45	46	32	58	33
Penske Automotive Group	45	55	30	50	32
AutoNation	45	57	33	46	32
Wayfair	45	61	33	42	32
AutoZone	45	48	32	56	28
L Brands	45	45	37	56	30
Albertsons	44	54	33	46	33
Murphy USA	44	44	33	56	23
Sherwin-Williams	43	51	32	48	23
LKQ	43	48	36	46	26
Burlington Stores	43	49	34	46	31

*AI not included in overall score

Retail

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Kroger	42	50	34	42	26
BJ's Wholesale Club	42	42	31	56	23
O'Reilly Automotive	42	47	32	48	26
Academy Sports and Outdoors	42	44	36	48	29
Sonic Automotive	40	39	33	48	22
Tractor Supply	38	40	32	42	20
Casey's General Stores	38	44	34	36	20
Carvana	38	41	29	46	20
Camping World Holdings	38	41	31	42	25
Costco Wholesale	37	44	24	44	20
ODP	37	45	34	32	27
Group 1 Automotive	33	48	28	20	22

*AI not included in overall score

Software & Technology

Rankings

Attraction
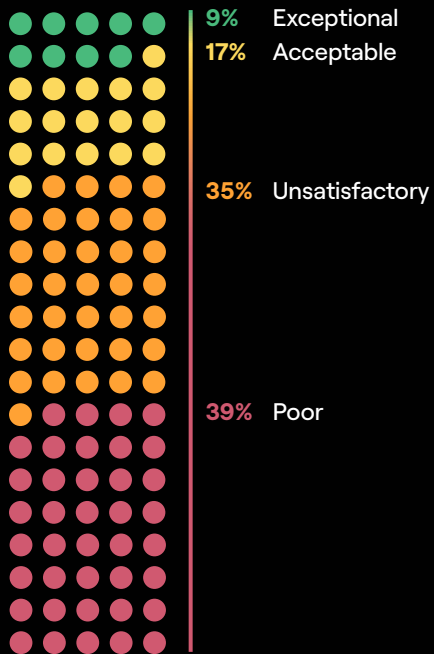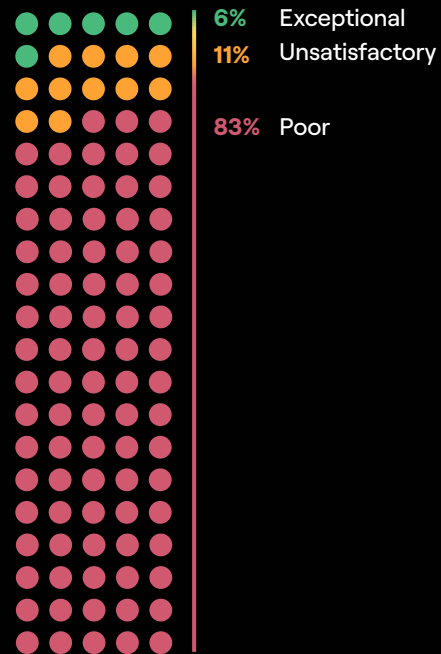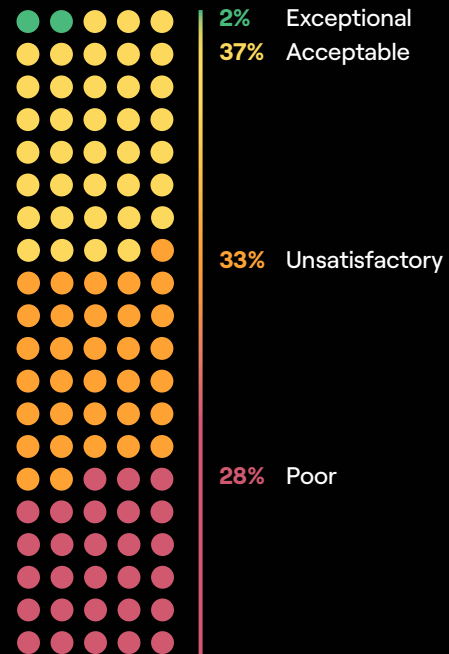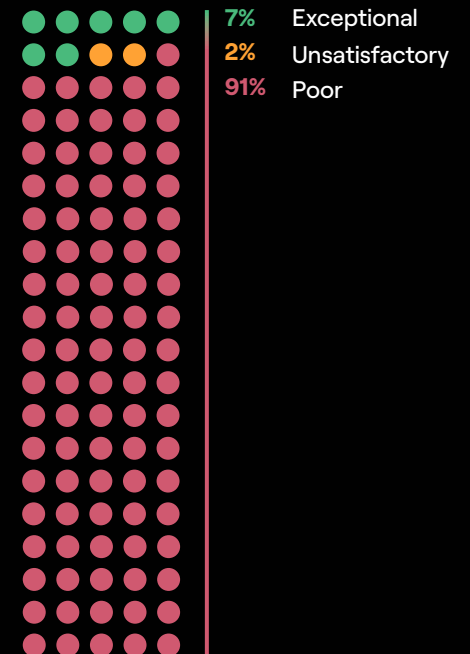
9% Exceptional
17% Acceptable

35% Unsatisfactory

39% Poor

Engagement

6% Exceptional
11% Unsatisfactory

83% Poor

Conversion

2% Exceptional
37% Acceptable

33% Unsatisfactory

28% Poor

Artificial Intelligence

7% Exceptional
2% Unsatisfactory
91% Poor

Software & Technology

Rankings

55 Attraction

43 Engagement

55 Conversion

36 AI

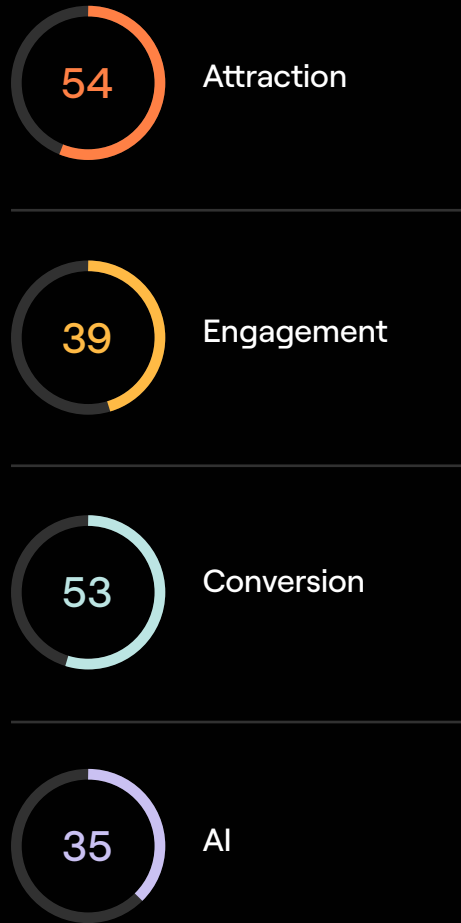The graph illustrates the average scores of each audit conducted within the following categories: **Attraction**, **Engagement**, **Conversion**, and **Artificial Intelligence**

Category	Score
Career Site	59
Job Distribution	61
SEO	65
Job Search	44
Personalization	31
Job Description	73
Content	55
EVP & Branding	62
Feedback	29
Chatbot	25
Apply	55
Social Apply	62
Chatbot	25
Dynamic Content	53
Relevance	33
Personalization	25
Job Search	44
Social Login	36
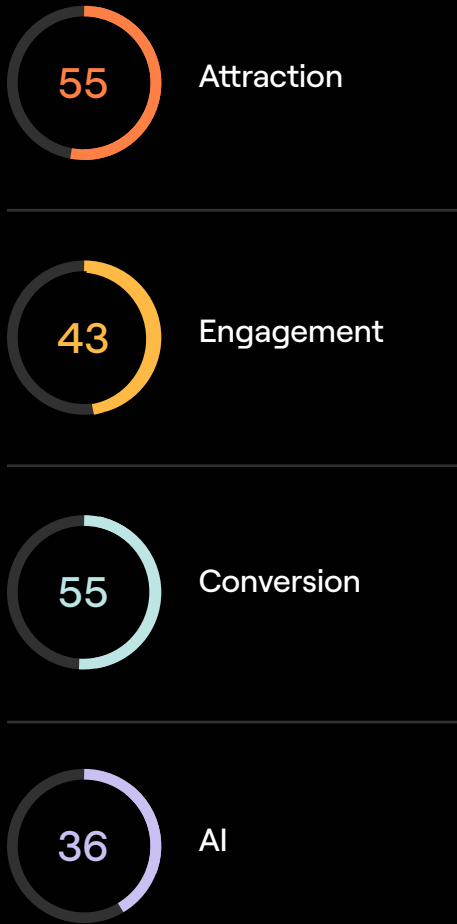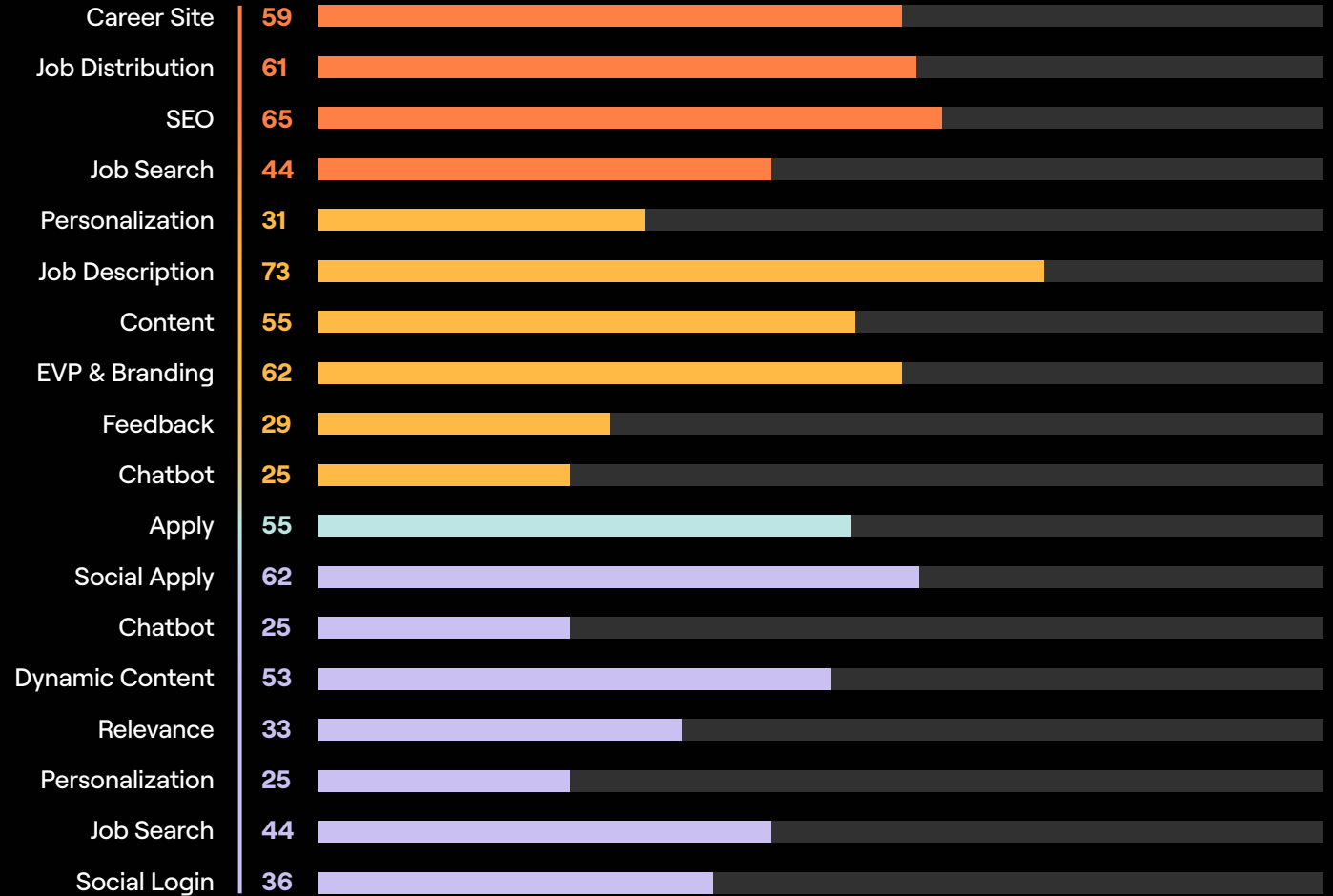
Software & Technology

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Activision Blizzard	78	88	78	68	85
CACI International	77	90	78	60	100
Arrow Electronics	73	85	81	50	90
Microsoft	68	84	54	66	53
Cognizant Technology Solutions	64	75	56	62	47
Lockheed Martin	61	69	54	60	43
Netflix	61	64	44	76	39
Raytheon Technologies	60	64	56	60	48
Facebook	59	62	46	72	34
Dell Technologies	53	62	49	48	32
Ecolab	53	54	43	64	37
Xerox Holdings	52	58	45	54	41
HP	51	55	37	64	36
Oracle	51	58	44	52	39
Adobe	51	52	39	64	34

*AI not included in overall score

Software & Technology

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Cisco Systems	51	52	55	46	20
L3Harris Technologies	50	59	46	46	37
Salesforce	50	48	39	64	30
Rockwell Automation	50	61	44	44	34
Nvidia	50	49	38	64	30
Science Applications International	50	60	36	54	39
Hewlett Packard Enterprise	49	53	33	64	33
Booking Holdings (Booking.com)	49	52	44	52	40
Avnet	49	48	36	64	30
CDW	48	49	43	54	33
DXC Technology	48	47	36	64	30
Intuit	48	57	40	46	32
Apple	47	54	43	44	37
IBM	47	56	36	50	29
Uber Technologies	46	56	39	44	33

*AI not included in overall score

Software & Technology

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Micron Technology	46	47	36	56	26
NetApp	46	53	40	44	32
Broadcom	45	48	30	60	26
Alphabet	45	40	35	64	28
Amphenol	45	52	35	50	26
Equinix	45	47	39	50	30
Leidos Holdings	45	41	38	56	23
Intel	44	51	34	48	30
Synnex	44	38	39	56	26
Insight Enterprises	44	48	34	50	26
Qualcomm	43	42	34	56	23

*AI not included in overall score

Software & Technology

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Parker-Hannifin	43	39	40	50	29
Western Digital	42	44	35	48	23
Advanced Micro Devices	42	41	40	44	20
Electronic Arts	41	45	37	42	22
Lam Research	40	46	34	42	20

*AI not included in overall score

Telecommunications & Media

Rankings

Attraction

5% Exceptional
10% Acceptable

15% Unsatisfactory

70% Poor

Engagement

5% Exceptional
5% Unsatisfactory
90% Poor

Conversion

25% Acceptable

35% Unsatisfactory

40% Poor

Artificial Intelligence

5% Exceptional
95% Poor
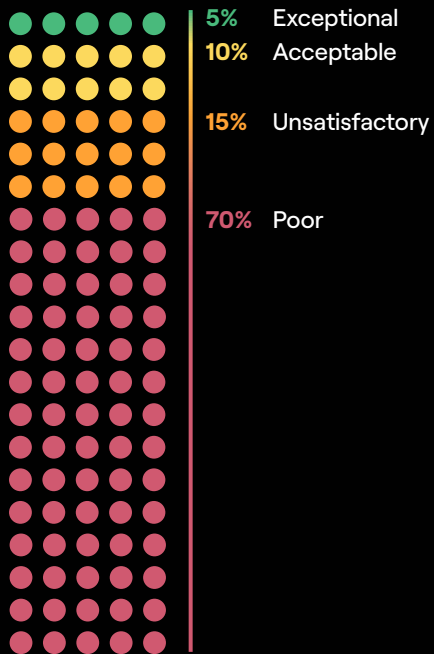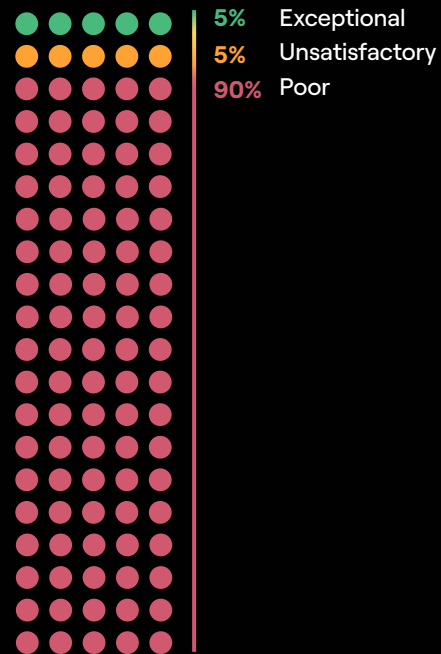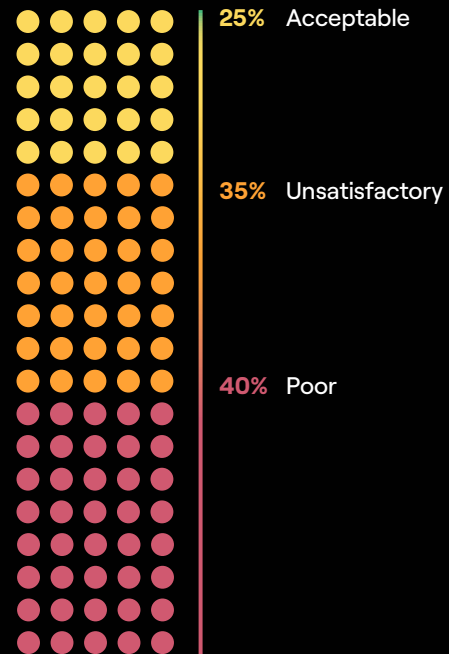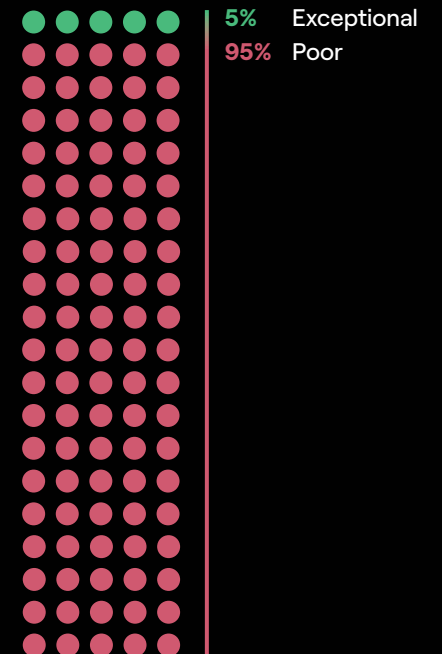
Telecommunications & Media

Rankings

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

Category	Score
Attraction	50
Engagement	38
Conversion	48
AI	30

Audit	Score
Career Site	58
Job Distribution	58
SEO	61
Job Search	33
Personalization	25
Job Description	70
Content	45
EVP & Branding	58
Feedback	24
Chatbot	25
Apply	48
Social Apply	48
Chatbot	25
Dynamic Content	40
Relevance	24
Personalization	24
Job Search	34
Social Login	24
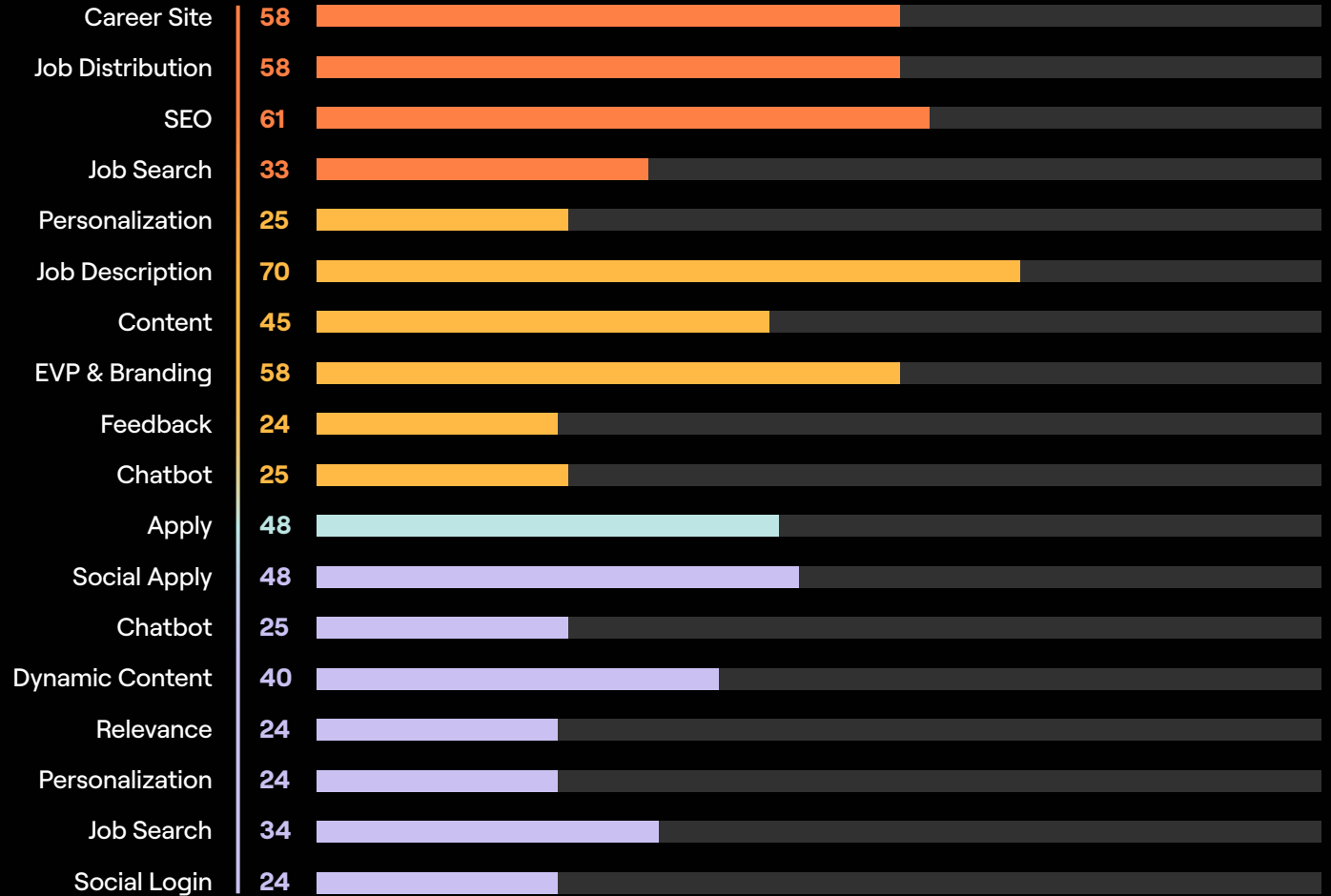
Telecommunications & Media

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Lumen Technologies	76	86	76	66	96
AT&T	54	63	53	44	31
Charter Communications	53	60	44	56	28
Verizon Communications	50	49	41	62	30
Comcast	48	51	36	60	28
DISH Network	48	59	39	46	33
Walt Disney	47	57	35	50	31
Sinclair Broadcast Group	47	49	42	52	37
Fox Corporation	46	43	34	64	28
R.R. Donnelley & Sons	46	46	32	62	20
News Corp.	45	48	31	56	23
ViacomCBS	43	49	38	42	21
CommScope Holding	43	48	38	42	20
American Tower	43	39	39	52	26
Discovery	40	45	27	50	20

*AI not included in overall score

Telecommunications & Media

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Altice USA	40	42	32	46	25
Interpublic Group	39	39	30	50	28
Frontier Communications	37	47	38	24	28
Omnicom Group	32	44	29	20	20
Liberty Media (SiriusXM)	25	35	20	20	20

*AI not included in overall score

Transportation & Distribution

Rankings

Attraction
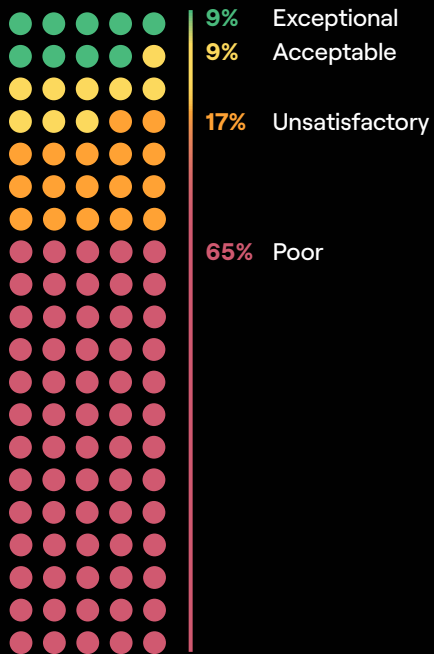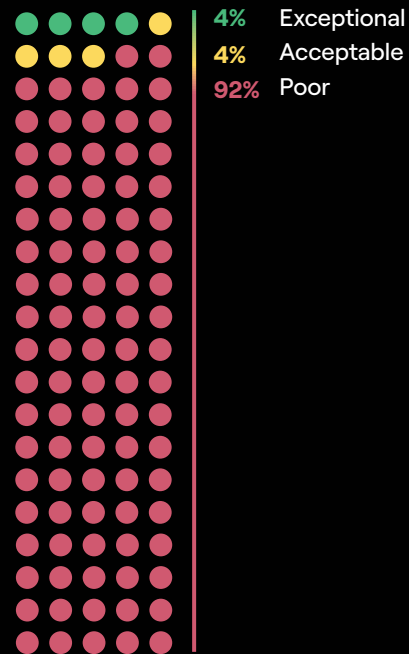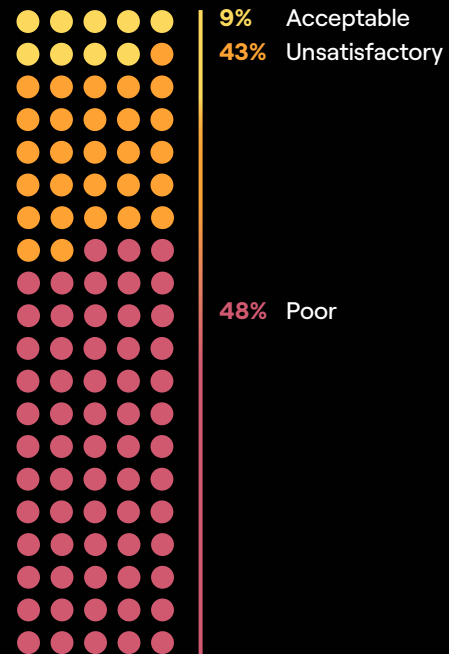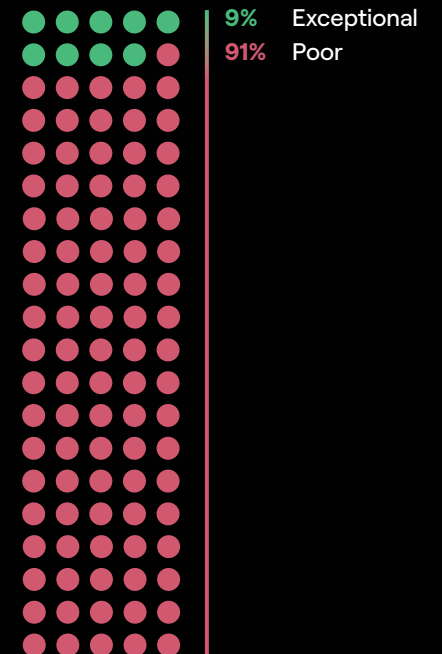
9% Exceptional
9% Acceptable
17% Unsatisfactory

65% Poor

Engagement

4% Exceptional
4% Acceptable
92% Poor

Conversion

9% Acceptable
43% Unsatisfactory

48% Poor

Artificial Intelligence

9% Exceptional
91% Poor

Transportation & Distribution

Rankings

50 Attraction

39 Engagement

50 Conversion

34 AI

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

Category	Score
Career Site	54
Job Distribution	59
SEO	57
Job Search	38
Personalization	29
Job Description	68
Content	50
EVP & Branding	56
Feedback	23
Chatbot	26
Apply	50
Social Apply	50
Chatbot	26
Dynamic Content	43
Relevance	29
Personalization	28
Job Search	40
Social Login	27
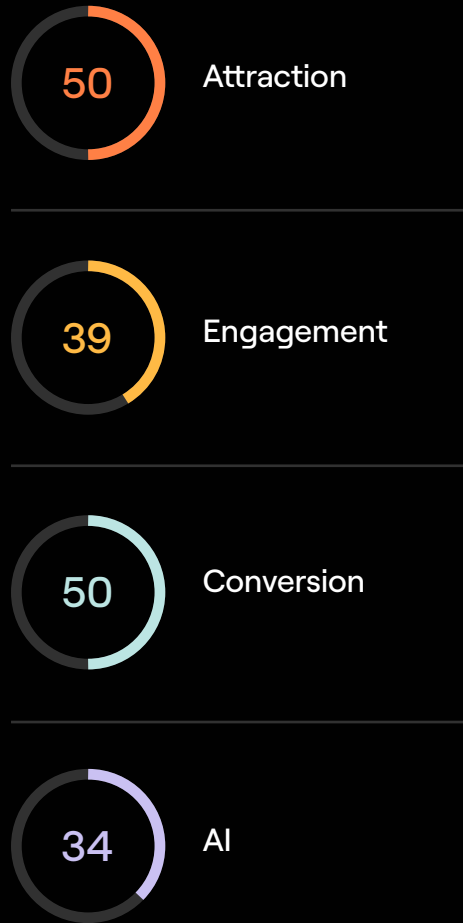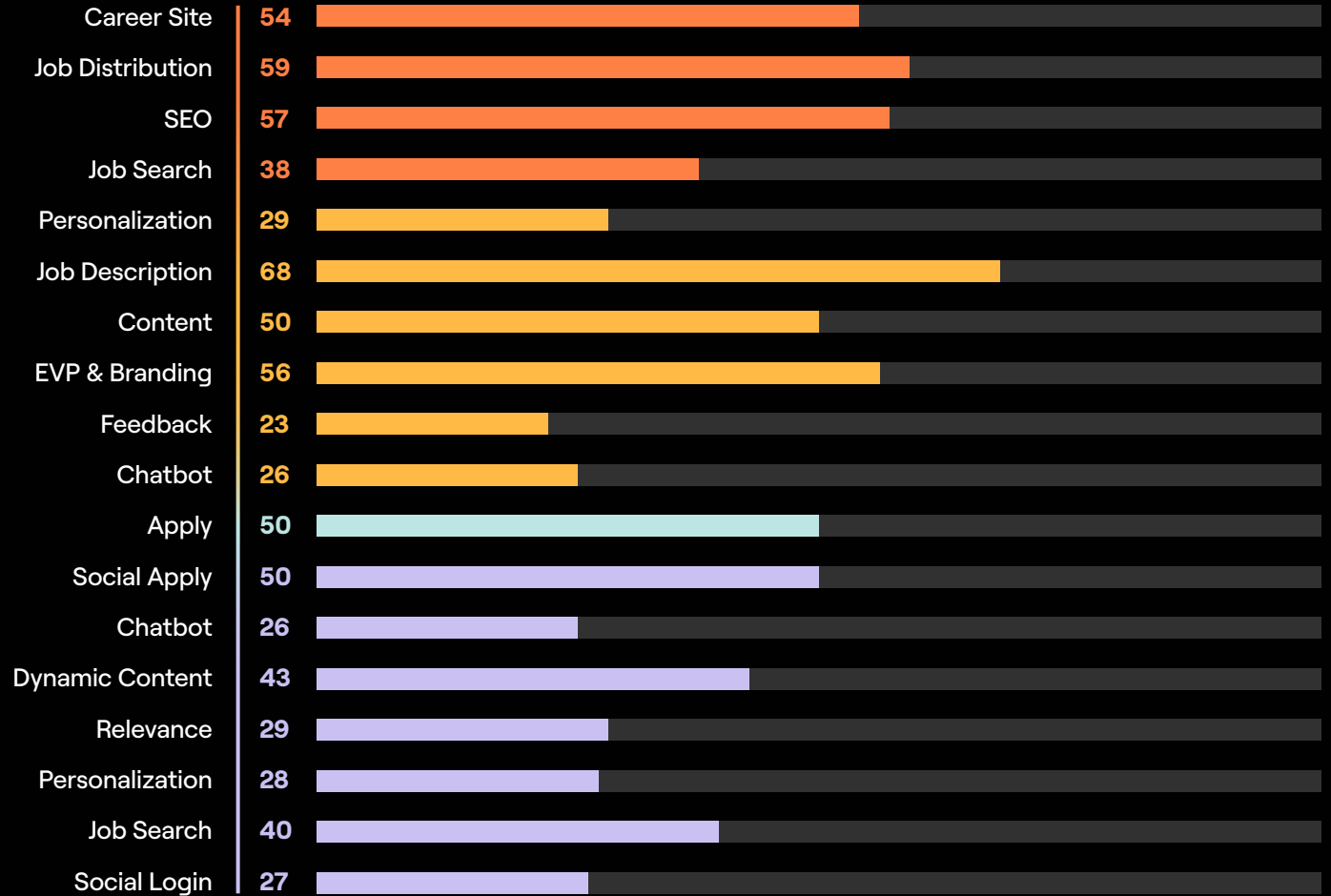
Transportation & Distribution

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Southwest Airlines	74	81	82	58	98
Veritiv	69	80	67	58	88
FedEx	54	62	42	58	44
C.H. Robinson Worldwide	54	55	46	64	38
United Parcel Service	52	61	48	44	34
WESCO International	49	53	42	52	37
CSX	49	47	37	64	35
J.B. Hunt Transport Services	46	48	35	56	22
Ryder System	46	50	35	56	28
SpartanNash	45	51	30	56	24
Beacon Roofing Supply	45	50	39	44	28
United Airlines Holdings	44	45	33	56	35
Delta Air Lines	43	43	36	50	28
XPO Logistics	42	49	34	42	20
American Airlines Group	41	43	36	44	23

*AI not included in overall score

Transportation & Distribution

Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Global Partners	41	41	29	56	20
W.W. Grainger	40	43	34	42	20
Graybar Electric	40	45	33	44	22
Norfolk Southern	39	41	34	42	20
Union Pacific	38	42	34	38	28
Fastenal	38	43	33	38	21
Avis Budget Group	38	36	37	40	27
Seaboard	37	46	24	42	35

*AI not included in overall score

Overall Rankings

Attraction

8% Exceptional
7% Acceptable

29% Unsatisfactory

56% Poor

Engagement

4% Exceptional
4% Acceptable
3% Unsatisfactory
89% Poor

Conversion

1% Exceptional
24% Acceptable

32% Unsatisfactory

43% Poor

Artificial Intelligence

7% Exceptional
1% Acceptable
1% Unsatisfactory
91% Poor
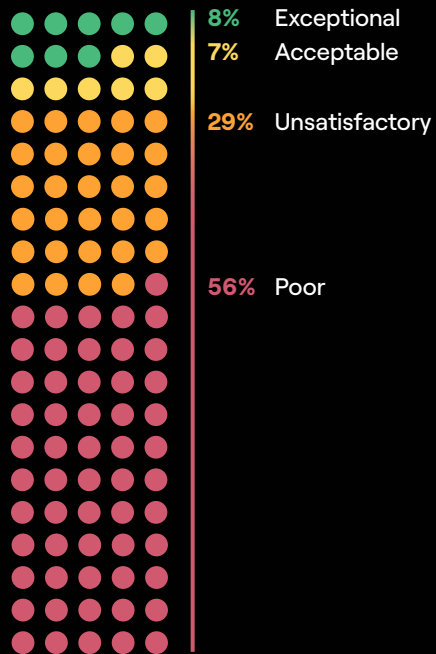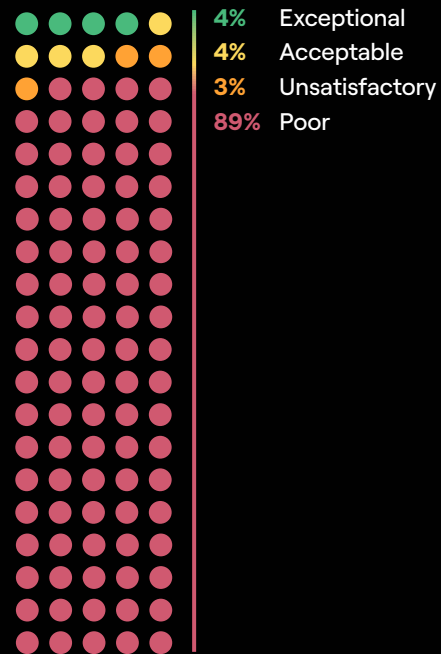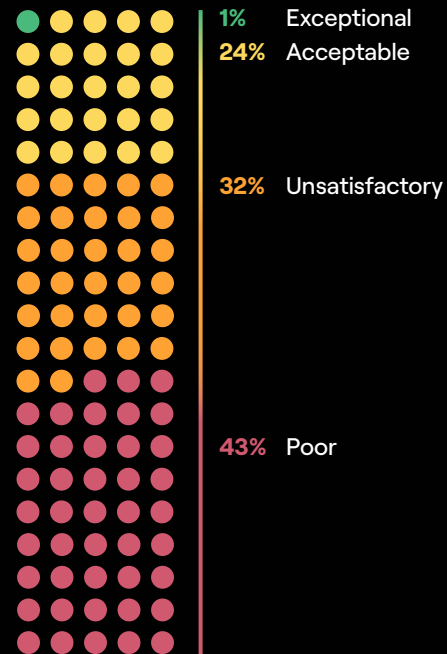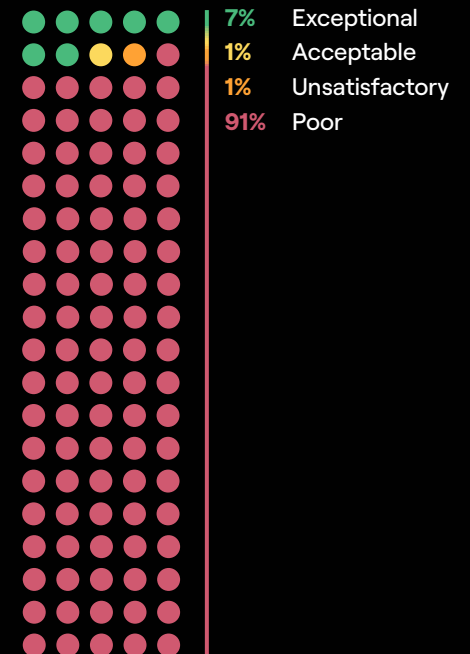
Overall Rankings

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

51 Attraction

40 Engagement

51 Conversion

34 AI

Category	Score
Career Site	55
Job Distribution	60
SEO	59
Job Search	39
Personalization	28
Job Description	70
Content	49
EVP & Branding	55
Feedback	25
Chatbot	26
Apply	51
Social Apply	54
Chatbot	26
Dynamic Content	45
Relevance	30
Personalization	26
Job Search	40
Social Login	31
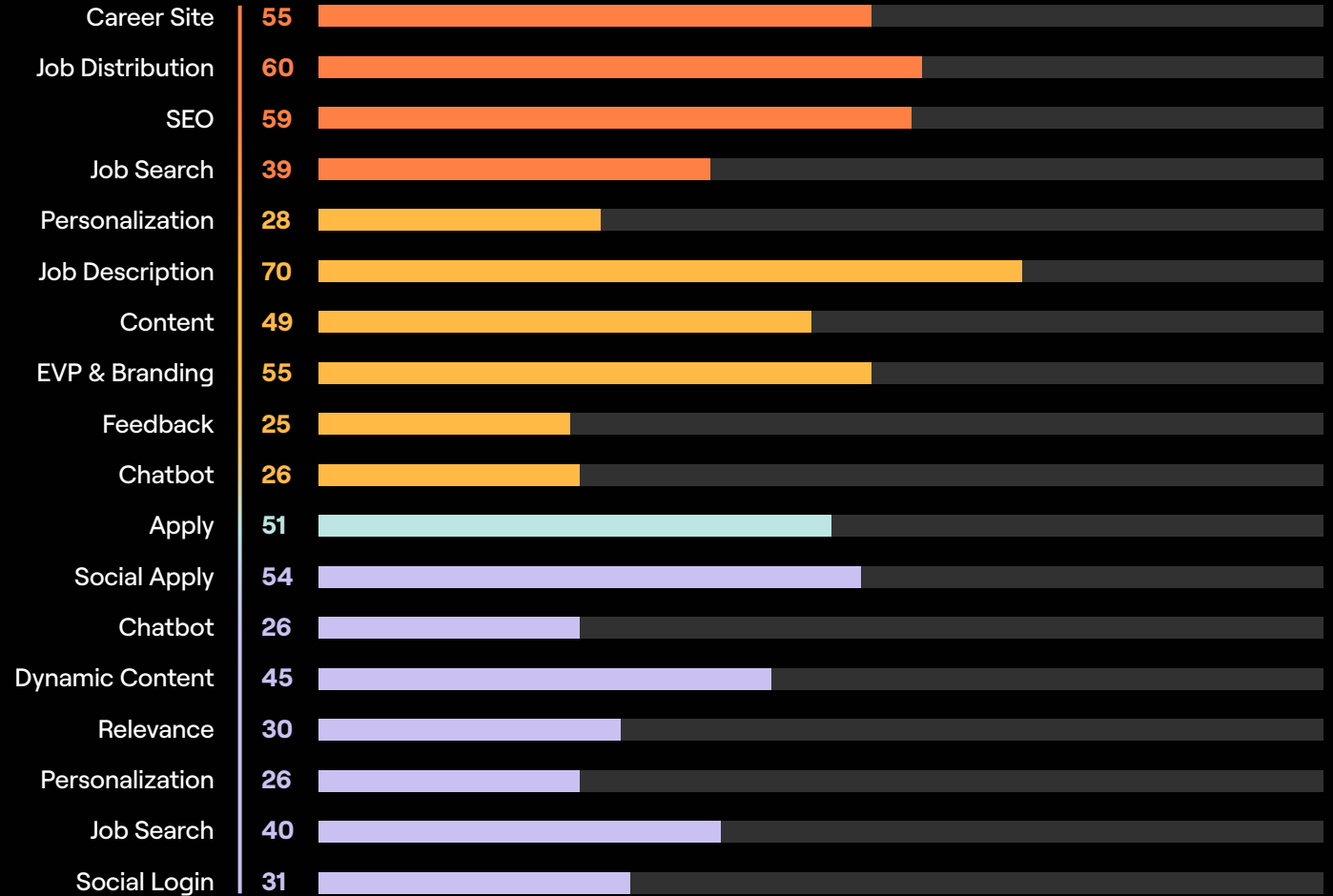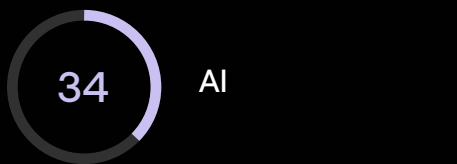
Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Taylor Morrison Home	86	77	94	86	95
Chewy	85	84	86	86	85
Marsh & McLennan	79	86	75	74	84
DuPont	78	84	76	76	92
Cigna	78	88	86	58	96
Activision Blizzard	78	88	78	68	85
General Electric	78	88	77	66	96
Hershey	77	82	82	66	94
Regions Financial	77	71	86	76	92
Unum Group	77	84	79	66	95
DaVita	77	88	80	60	78
CACI International	77	90	78	60	100
Lumen Technologies	76	86	76	66	96
State Street	76	81	75	72	96
Merck	75	84	74	68	96

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Analog Devices	75	88	65	72	70
Danaher	75	87	67	70	63
Land O'Lakes	75	78	80	64	94
Southwest Airlines	74	81	82	58	98
Fidelity National Information Services	74	85	69	66	89
Kohl's	74	80	76	64	78
Baker Hughes	74	80	86	52	89
Campbell Soup	73	85	64	70	94
Arrow Electronics	73	85	81	50	90
Honeywell International	73	85	73	58	95
Abbott Laboratories	71	86	74	50	90
PVH	70	80	61	70	56
Magellan Health	69	86	62	58	88
Thermo Fisher Scientific	69	88	74	42	90

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Laboratory Corp. of America	69	85	81	36	84
Newell Brands	69	82	64	60	94
Veritiv	69	80	67	58	88
TIAA	69	75	70	60	78
Regeneron Pharmaceuticals	68	76	68	60	76
Freddie Mac	68	86	66	50	88
CarMax	68	81	63	60	85
Microsoft	68	84	54	66	53
PNC Financial Services Group	67	70	74	56	88
Cognizant Technology Solutions	64	75	56	62	47
Fiserv	64	69	59	64	49
Lockheed Martin	61	69	54	60	43
Becton Dickinson	61	67	52	64	51
Netflix	61	64	44	76	39

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Foot Locker	60	80	56	42	62
Raytheon Technologies	60	64	56	60	48
Centene	60	74	56	48	60
Facebook	59	62	46	72	34
Carrier Global	58	56	54	64	41
JPMorgan Chase	57	60	46	68	44
Walmart	57	65	43	64	40
FM Global	56	66	54	46	44
Jefferies Financial Group	56	57	48	64	42
Eversource Energy	56	62	49	56	42
Oshkosh	55	67	47	52	44
BlackRock	55	57	52	56	39
Discover Financial Services	55	58	44	64	37
Ulta Beauty	55	65	42	58	48

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Procter & Gamble	55	62	46	56	39
C.H. Robinson Worldwide	54	55	46	64	38
Citigroup	54	58	56	48	33
CHS	54	61	47	54	36
FedEx	54	62	42	58	44
Stryker	54	58	41	64	41
Baxter International	54	58	48	56	32
IQVIA Holdings	54	54	44	64	40
AT&T	54	63	53	44	31
Rite Aid	54	58	39	66	43
Eli Lilly	53	53	45	64	32
Marriott International	53	62	42	56	39
Dell Technologies	53	62	49	48	32
Walgreens Boots Alliance	53	60	49	50	37

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Ecolab	53	54	43	64	37
Clorox	53	55	45	60	38
Assurant	53	52	45	64	40
PayPal Holdings	53	57	36	68	34
Charter Communications	53	60	44	56	28
Boeing	53	56	44	60	32
Northern Trust	53	55	50	54	41
Dick's Sporting Goods	53	52	44	64	35
Bristol-Myers Squibb	53	55	41	64	35
Realogy Holdings	52	52	44	62	36
Hartford Financial Services Group	52	48	46	64	30
Hanesbrands	52	55	45	58	40
USAA	52	65	46	44	40
NVR	52	42	39	80	28

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Xerox Holdings	52	58	45	54	41
Target	52	54	40	64	37
Gap	52	51	43	64	34
General Dynamics	52	66	37	54	38
UnitedHealth Group	52	58	42	56	38
T. Rowe Price	52	55	41	60	37
McKesson	52	51	45	60	33
Blackstone Group	52	57	53	44	44
United Parcel Service	52	61	48	44	34
HP	51	55	37	64	36
Oracle	51	58	44	52	39
Adobe	51	52	39	64	34
Cisco Systems	51	52	55	46	20
Amazon.com	51	62	41	50	33

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Exelon	51	44	48	62	32
General Motors	51	52	42	60	30
TJX	51	55	39	60	28
Lowe's	51	53	41	60	37
Alcoa	51	51	40	64	37
Big Lots	51	67	42	42	44
Qurate Retail	51	54	36	64	41
NCR	50	52	47	52	37
L3Harris Technologies	50	59	46	46	37
eBay	50	54	46	52	29
Coty	50	53	39	60	38
Verizon Communications	50	49	41	62	30
Zoetis	50	51	44	56	37
Jones Lang LaSalle	50	50	38	64	33

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
AECOM	50	56	34	62	34
Salesforce	50	48	39	64	30
Rockwell Automation	50	61	44	44	34
Nvidia	50	49	38	64	30
Advance Auto Parts	50	51	36	64	33
Science Applications International	50	60	36	54	39
US Foods Holding	50	51	37	64	32
Capital One Financial	50	52	38	60	33
Caterpillar	50	42	42	68	32
Kimberly-Clark	49	49	38	64	28
Dow	49	49	41	60	30
United Rentals	49	50	36	64	32
Hewlett Packard Enterprise	49	53	33	64	33
Booking Holdings (Booking.com)	49	52	44	52	40

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Tenet Healthcare	49	57	41	50	32
Duke Energy	49	48	38	64	30
Northrop Grumman	49	56	33	60	30
American Express	49	52	37	60	29
Asbury Automotive Group	49	52	30	68	32
Owens Corning	49	58	41	48	37
Charles Schwab	49	55	46	46	32
Publix Super Markets	49	60	39	48	36
Cummins	49	49	41	58	33
WESCO International	49	53	42	52	37
Kellogg	49	47	49	50	28
Estée Lauder	49	56	36	56	32
Coca-Cola	49	45	40	64	34
Chevron	49	48	40	60	28

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Avantor	49	50	43	54	37
Humana	49	54	37	56	33
Applied Materials	49	47	38	64	33
Avnet	49	48	36	64	30
CSX	49	47	37	64	35
Conagra Brands	49	52	39	56	39
Nationwide	49	53	34	60	37
McDonald's	49	55	36	56	35
Genworth Financial	49	48	36	64	30
State Farm Insurance	48	62	37	46	32
UGI	48	46	44	56	34
Molina Healthcare	48	63	41	40	37
Jabil	48	45	38	64	30

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
CDW	48	49	43	54	33
AIG	48	45	38	64	30
NOV	48	53	44	48	38
HCA Healthcare	48	51	41	54	37
Corteva	48	47	44	54	38
Square	48	54	35	56	36
Comcast	48	51	36	60	28
DISH Network	48	59	39	46	33
Guardian Life Ins. Co. of America	48	53	36	56	28
Travelers	48	53	38	54	32
DXC Technology	48	47	36	64	30
American Family Insurance Group	48	44	38	64	30
Johnson & Johnson	48	55	42	46	30
Fluor	48	53	36	56	31

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Illinois Tool Works	48	55	34	56	33
Best Buy	48	56	34	54	33
Aramark	48	49	41	54	29
Philip Morris International	48	58	41	44	42
Synchrony Financial	48	50	38	56	30
Intuit	48	57	40	46	32
CVS Health	48	58	32	54	38
Liberty Mutual Insurance Group	48	64	41	36	32
Vertex Pharmaceuticals	48	52	43	48	31
World Fuel Services	48	44	34	68	30
Truist Financial	48	43	35	68	28
Constellation Brands	48	45	36	64	30
Anthem	48	47	42	54	33
Voya Financial	48	51	37	56	28

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Ameriprise Financial	47	55	34	54	32
Progressive	47	49	38	56	28
Post Holdings	47	54	37	52	33
Huntsman	47	56	38	48	29
Sinclair Broadcast Group	47	49	42	52	37
Republic Services	47	43	38	64	30
Bank of America	47	49	38	56	30
Walt Disney	47	57	35	50	31
PG&E	47	58	42	40	31
Apple	47	54	43	44	37
Ralph Lauren	47	57	42	42	41
Navistar International	47	58	38	46	38
IBM	47	56	36	50	29
Equitable Holdings	47	45	35	64	33

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
LPL Financial Holdings	47	63	37	40	37
Patterson	47	51	41	50	35
Keurig Dr. Pepper	47	57	38	46	33
Bed Bath & Beyond	47	44	35	64	30
Genuine Parts	47	53	38	50	28
Pfizer	47	44	42	56	30
Macy's	47	58	38	44	39
Autoliv	47	36	40	68	29
Ross Stores	47	52	34	56	26
Ford Motor	47	44	38	60	25
Cincinnati Financial	47	52	38	50	32
Home Depot	47	59	33	48	30
Core-Mark Holding	47	50	35	56	37
Automatic Data Processing	47	54	40	46	34

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Tyson Foods	47	46	36	60	23
BorgWarner	46	51	33	58	26
Lithia Motors	46	48	37	56	31
Nordstrom	46	43	34	64	30
Waste Management	46	49	32	60	33
Fifth Third Bancorp	46	41	36	64	30
Ryder System	46	50	35	56	28
Uber Technologies	46	56	39	44	33
Deere	46	50	46	42	28
Markel	46	49	36	56	23
Citizens Financial Group	46	54	42	42	36
Williams-Sonoma	46	50	44	44	38
Cardinal Health	46	45	36	60	21
PPG Industries	46	46	31	64	33

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Fannie Mae	46	45	46	48	30
Arthur J. Gallagher	46	54	35	50	32
Micron Technology	46	47	36	56	26
VF	46	48	35	56	23
R.R. Donnelley & Sons	46	46	32	62	20
Fox Corporation	46	43	34	64	28
Toll Brothers	46	59	40	38	37
Occidental Petroleum	46	44	36	60	25
Fortune Brands Home & Security	46	47	37	56	36
Kraft Heinz	46	46	38	56	28
Motorola Solutions	46	48	39	52	30
Westlake Chemical	46	48	36	56	28
Biogen	46	48	36	56	36
U.S. Bancorp	46	42	33	66	28

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
NetApp	46	53	40	44	32
Sysco	46	55	31	52	28
Dollar General	46	51	34	54	34
Jones Financial (Edward Jones)	46	50	34	54	29
WestRock	46	53	40	44	31
Sprouts Farmers Market	46	53	38	46	45
Universal Health Services	46	52	39	46	32
Mosaic	46	42	34	64	30
Jacobs Engineering Group	46	47	35	56	28
Thor Industries	46	45	30	64	33
M&T Bank	46	55	40	42	36
J.B. Hunt Transport Services	46	48	35	56	22
S&P Global	46	55	38	44	33
Wayfair	45	61	33	42	32

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Broadcom	45	48	30	60	26
Alphabet	45	40	35	64	28
Ally Financial	45	42	36	60	28
Amphenol	45	52	35	50	26
Williams	45	47	35	56	23
Quest Diagnostics	45	50	38	48	33
3M	45	46	36	56	31
Edison International	45	46	35	56	21
Massachusetts Mutual Life Insurance	45	48	34	56	30
L Brands	45	45	37	56	30
Rocket Companies	45	48	33	56	30
Global Payments	45	42	43	52	35
Altria Group	45	55	35	46	32
Mastercard	45	45	36	56	23

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
DCP Midstream	45	56	37	42	30
General Mills	45	57	32	46	36
AutoNation	45	57	33	46	32
Viatris	45	45	36	56	30
ConocoPhillips	45	45	36	56	26
Celanese	45	50	34	52	27
Raymond James Financial	45	44	37	56	26
SpartanNash	45	51	30	56	24
PepsiCo	45	54	34	48	36
Equinix	45	47	39	50	30
Penske Automotive Group	45	55	30	50	32
New York Life Insurance	45	47	38	50	28
Consolidated Edison	45	46	43	46	23
AmerisourceBergen	45	41	36	60	23

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
American Financial Group	45	52	38	44	39
Builders FirstSource	45	45	35	56	29
AutoZone	45	48	32	56	28
Tenneco	45	48	28	60	25
Otis Worldwide	45	37	36	64	30
Nike	45	59	38	36	34
Leidos Holdings	45	41	38	56	23
Southern	45	52	35	48	26
Gilead Sciences	45	50	33	52	26
Beacon Roofing Supply	45	50	39	44	28
Dollar Tree	45	46	32	58	33
O-I Glass	45	45	45	44	37
News Corp.	45	48	31	56	23
United States Steel	45	46	31	58	30

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
American Electric Power	44	44	35	56	20
Moody's	44	55	36	42	28
Sempra Energy	44	50	35	50	29
Weyerhaeuser	44	42	37	56	26
Cintas	44	49	33	52	35
United Airlines Holdings	44	45	33	56	35
AES	44	43	35	56	23
Westinghouse Air Brake Technologies	44	43	36	56	23
Graphic Packaging Holding	44	52	37	44	34
Albertsons	44	54	33	46	33
Pioneer Natural Resources	44	51	43	38	37
Intel	44	51	34	48	30
Valero Energy	44	47	38	48	26
Masco	44	42	36	56	28

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Farmers Insurance Exchange	44	49	36	48	28
Packaging Corp. of America	44	52	42	36	28
Wells Fargo	44	50	34	48	26
Chipotle Mexican Grill	44	48	47	36	28
Goodyear Tire & Rubber	44	46	37	50	26
Synnex	44	38	39	56	26
Northwestern Mutual	44	44	34	56	22
Goldman Sachs Group	44	45	34	54	24
AbbVie	44	48	34	50	30
Emerson Electric	44	47	37	48	20
Dover	44	50	41	40	37
Insight Enterprises	44	48	34	50	26
Murphy USA	44	44	33	56	23
Textron	44	33	36	64	28

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Oneok	44	41	36	56	23
Kinder Morgan	43	48	37	46	20
Loews	43	45	31	56	26
Pacific Life	43	40	36	56	23
Sherwin-Williams	43	51	32	48	23
Qualcomm	43	42	34	56	23
Air Products & Chemicals	43	43	37	50	21
Amgen	43	53	39	36	36
ViacomCBS	43	49	38	42	21
Ball	43	44	36	50	26
LKQ	43	48	36	46	26
Enterprise Products Partners	43	34	34	64	26
American Tower	43	39	39	52	26
Burlington Stores	43	49	34	46	31

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Allstate	43	51	35	42	26
Parker-Hannifin	43	39	40	50	29
Hormel Foods	43	46	41	40	35
Stanley Black & Decker	43	41	34	54	23
Thrivent Financial for Lu-therans	43	40	34	56	23
Delta Air Lines	43	43	36	50	28
CommScope Holding	43	48	38	42	20
Ovintiv	43	52	28	48	29
Starbucks	43	46	35	48	20
Intercontinental Exchange	43	50	34	44	33
Huntington Ingalls Industries	43	44	34	50	26
Performance Food Group	42	54	30	44	38
Andersons	42	40	34	56	23
BJ's Wholesale Club	42	42	31	56	23

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
PBF Energy	42	42	31	56	23
Auto-Owners Insurance	42	37	36	56	23
Academy Sports and Out-doors	42	44	36	48	29
CenterPoint Energy	42	38	34	56	20
Freeport-McMoRan	42	47	35	44	23
CBRE Group	42	48	38	40	21
D.R. Horton	42	44	32	52	20
Yum Brands	42	40	35	52	30
CMS Energy	42	44	39	44	34
Western Digital	42	44	35	48	23
Kroger	42	50	34	42	26
Hasbro	42	43	34	50	23
O'Reilly Automotive	42	47	32	48	26
Bank of New York Mellon	42	49	30	48	40

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Arconic	42	49	28	50	31
Targa Resources	42	43	28	56	31
XPO Logistics	42	49	34	42	20
Visa	42	44	35	48	20
Securian Financial Group	42	47	42	36	29
Berkshire Hathaway	42	42	29	56	22
Xcel Energy	42	48	36	42	21
Owens & Minor	42	38	34	56	23
KeyCorp	42	50	31	44	26
Advanced Micro Devices	42	41	40	44	20
Vistra Energy	41	41	29	56	21
PPL	41	44	34	48	25
Electronic Arts	41	45	37	42	22
KBR	41	43	38	44	25

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Newmont	41	44	38	42	33
Global Partners	41	41	29	56	20
Energy Transfer	41	43	34	48	25
Plains GP Holdings	41	38	32	56	23
DTE Energy	41	49	32	42	20
Lincoln National	41	44	37	42	33
Archer Daniels Midland	41	43	31	50	20
Principal Financial	41	44	34	46	23
Aflac	41	47	35	40	20
Marathon Petroleum	41	49	34	40	20
Alexion Pharmaceuticals	41	44	35	44	24
Halliburton	41	47	34	42	20
Quanta Services	41	40	37	46	28
Nasdaq	41	39	37	48	27

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
International Paper	41	44	37	42	20
Tesla	41	50	29	44	28
J.M. Smucker	41	43	36	44	23
Erie Insurance Group	41	47	34	42	20
Commercial Metals	41	44	30	50	22
StoneX Group	41	47	35	40	30
Mohawk Industries	41	48	32	42	20
Phillips 66	41	54	32	36	28
W.R. Berkley	41	43	34	46	23
Public Service Enterprise Group	41	46	34	42	20
Texas Instruments	41	46	29	48	24
Cheniere Energy	41	48	40	32	28
Cerner	41	44	37	40	22
MetLife	41	46	34	42	20

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
American Airlines Group	41	43	36	44	23
Reinsurance Group of America	41	41	34	48	22
Graybar Electric	40	45	33	44	22
Lam Research	40	46	34	42	20
Molson Coors Beverage	40	46	34	42	20
Morgan Stanley	40	40	34	48	21
Colgate-Palmolive	40	45	34	42	20
Ameren	40	43	34	44	23
Discovery	40	45	27	50	20
Corning	40	42	35	44	23
Crown Castle International	40	41	34	46	23
Dominion Energy	40	43	35	42	20
Western & Southern Financial Group	40	44	30	46	23
EMCOR Group	40	43	30	48	26

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Brighthouse Financial	40	44	34	42	20
Eastman Chemical	40	48	30	42	20
NGL Energy Partners	40	36	30	56	26
Paccar	40	47	31	42	20
Altice USA	40	42	32	46	25
Boston Scientific	40	45	32	42	20
Sonic Automotive	40	39	33	48	22
McCormick	40	44	31	44	20
W.W. Grainger	40	43	34	42	20
Berry Global Group	40	42	32	46	23
Peter Kiewit Son's	40	45	32	42	20
Select Medical Holdings	40	44	31	44	28
NextEra Energy	39	45	34	40	29
NRG Energy	39	43	33	42	20

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Lennar	39	50	30	38	31
WEC Energy Group	39	46	30	42	20
FirstEnergy	39	43	34	42	20
Interpublic Group	39	39	30	50	28
Whirlpool	39	44	34	40	20
Olin	39	38	32	50	25
Exxon Mobil	39	44	32	42	20
Franklin Resources	39	40	35	44	30
Steel Dynamics	39	39	31	48	26
HollyFrontier	39	42	32	42	20
Mutual of Omaha Insurance	39	40	33	44	20
Entergy	39	44	30	42	20
Norfolk Southern	39	41	34	42	20
Booz Allen Hamilton	39	40	33	44	21

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Yum China Holdings (KFC)	39	43	34	40	32
Henry Schein	39	42	31	44	20
ManpowerGroup	38	42	30	44	22
Delek US Holdings	38	41	32	44	20
Boise Cascade	38	41	31	44	23
Carvana	38	41	29	46	20
ABM Industries	38	40	31	44	21
Casey's General Stores	38	44	34	36	20
AGCO	38	45	28	42	20
KLA	38	38	34	44	23
Fidelity National Financial	38	42	27	46	23
Univar Solutions	38	42	30	42	20
United Natural Foods	38	47	33	34	25
Camping World Holdings	38	41	31	42	25

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Nucor	38	42	30	42	20
Fastenal	38	43	33	38	21
Tractor Supply	38	40	32	42	20
Union Pacific	38	42	34	38	28
Reliance Steel & Aluminum (Metals USA)	38	41	33	40	20
Mondelez International	38	48	39	24	25
Avis Budget Group	38	36	37	40	27
Alleghany (TransRe)	38	30	29	56	20
Polaris Industries	38	48	20	46	24
ODP	37	45	34	32	27
First American Financial	37	53	24	34	25
Community Health Systems	37	37	28	48	26
Lear	37	42	28	42	20
Frontier Communications	37	47	38	24	28

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
Costco Wholesale	37	44	24	44	20
Seaboard	37	46	24	42	35
Zimmer Biomet Holdings	37	49	31	30	35
Avery Dennison	37	38	38	34	26
Icahn Enterprises (CVR Energy)	36	46	37	24	27
Darden Restaurants	35	50	34	20	27
Crown Holdings	35	37	29	40	20
KKR (Kohlberg Kravis Roberts)	35	38	26	42	26
Prudential Financial	35	50	32	20	30
Ingredion	35	39	29	36	22
EOG Resources	35	39	33	32	20
Sanmina	34	32	35	34	21

*AI not included in overall score

Overall Rankings

Company	Overall	Attraction	Engagement	Conversion	AI*
RPM International	33	33	29	38	20
Group 1 Automotive	33	48	28	20	22
MDU Resources Group	33	40	27	30	22
MasTec	33	35	27	36	23
Omnicom Group	32	44	29	20	20
PulteGroup	31	42	19	32	20
Old Republic International	29	41	24	20	24
Dana	26	36	19	22	20
Liberty Media (SiriusXM)	25	35	20	20	20
A-Mark Precious Metals	23	29	19	20	20

*AI not included in overall score

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
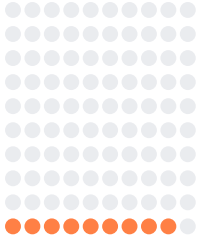
9%

9% of career sites had an intuitive job search and apply process, requiring less than three clicks to apply
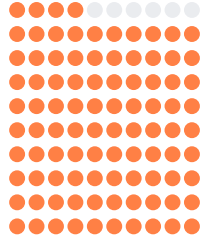
94%

94% of career sites did not have an option for social login
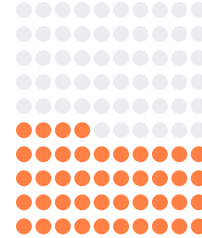
44%

44% of career sites were optimized to start the job search "above the fold"
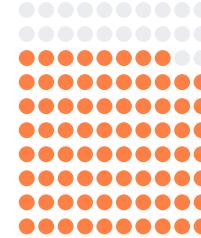
78%

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

KEY FINDINGS
Attraction

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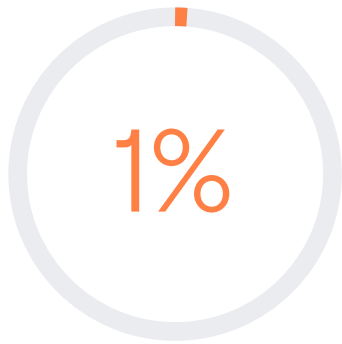
Only **1%** of career sites' search functionality was able to understand the context of the keyword and separate it with proper grouping (e.g. keyword, location, category)

88%

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

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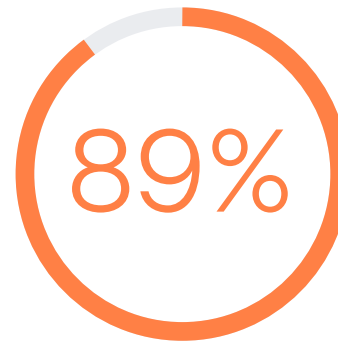
89% of career sites had no auto location detection to suggest nearby jobs

53%
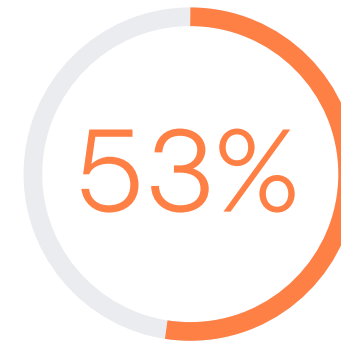
53% of the Euro 100 used six or more job aggregators, such as Indeed or Monster
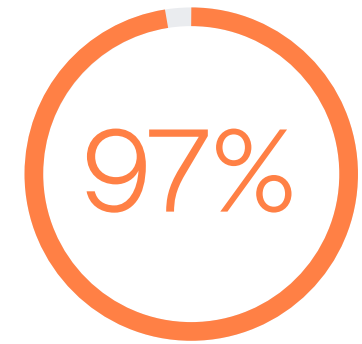
97%

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

Personalize it

People crave personalization. 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 personalization game will result in more applications — every time.

KEY FINDINGS

Attraction

90%

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

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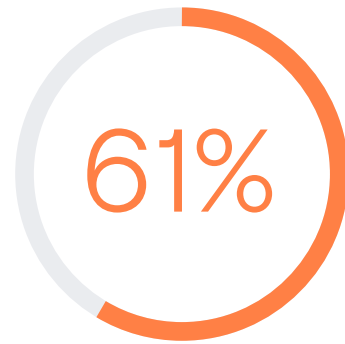
61% of companies used UTM tracking inconsistently on 3rd-party job posting sites

1%
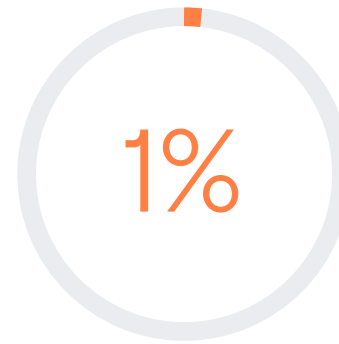
1% of career sites had strong page and domain authority

54%

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

Capitalizing 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 personalized career site concierge top the list. Unfortunately, the Euro 100 are lacking in ways that actively engage candidates with their career sites.
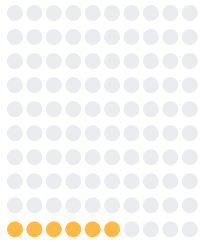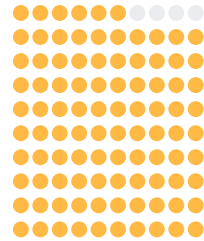
6%

Only **6%** of career sites had a chatbot — of those, 2% could provide job recommendations and 3% could answer FAQs
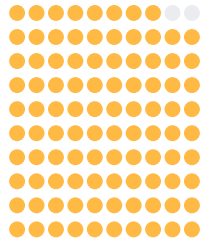
98%

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
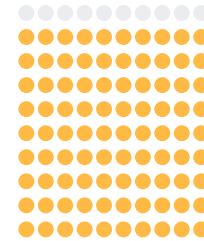
90%

**90%** of career sites did not display recently viewed jobs
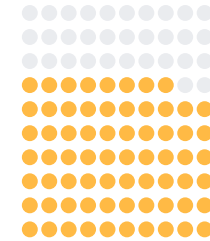
68%

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

Let AI do the work

Utilizing a chatbot not only provides candidates with a personalized experience and easy site navigation — it frees recruiters from tedious, administrative tasks so that they can engage personally with potential candidates.
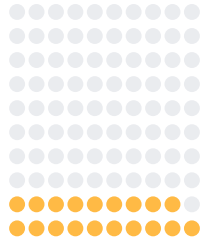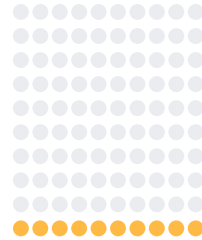
KEY FINDINGS
Engagement
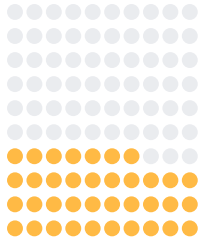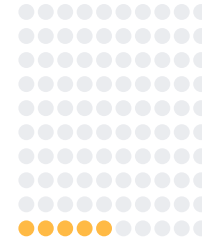
37%
37% of career sites lacked a posting date of jobs

19%
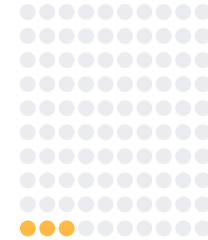**19%** of sites had a consistent branded application process

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.
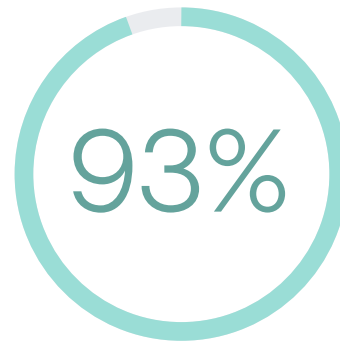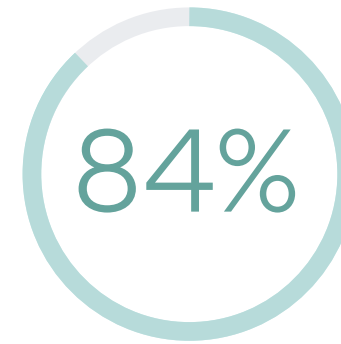
KEY FINDINGS

Conversion

1%

60%

93%

84%

65%
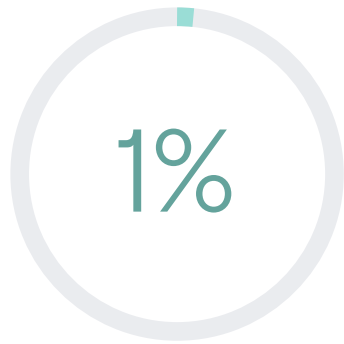
Only **1%** of the Euro 100 "greyed out" disabled fields to assist applicants during the application process

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.

Euro 100

Rankings

Attraction

1%	Exceptional
6%	Acceptable
34%	Unsatisfactory
59%	Poor

Engagement

2%	Acceptable
5%	Unsatisfactory
93%	Poor

Conversion

13%	Acceptable
34%	Unsatisfactory
53%	Poor

Artificial Intelligence

2%	Acceptable
98%	Poor
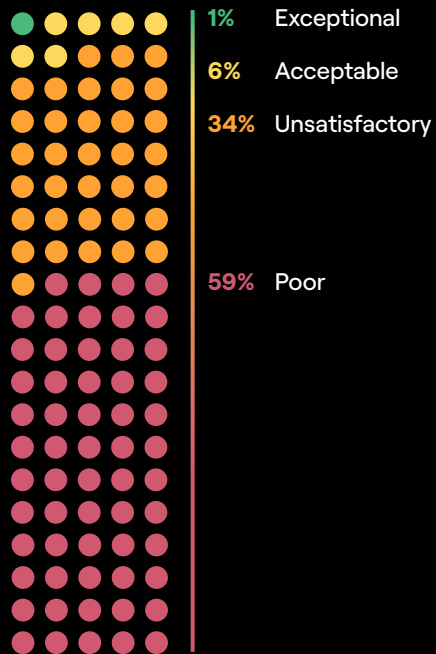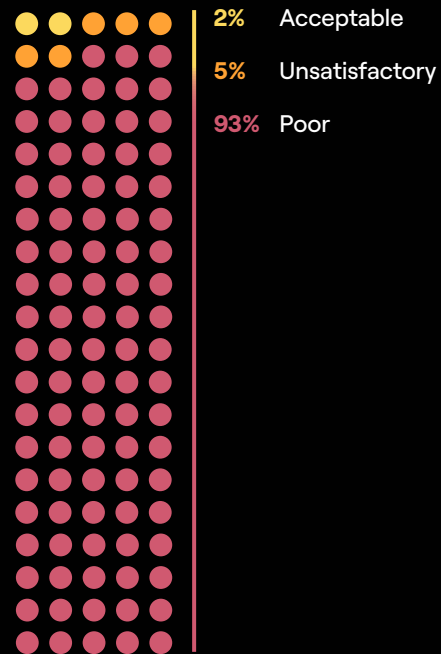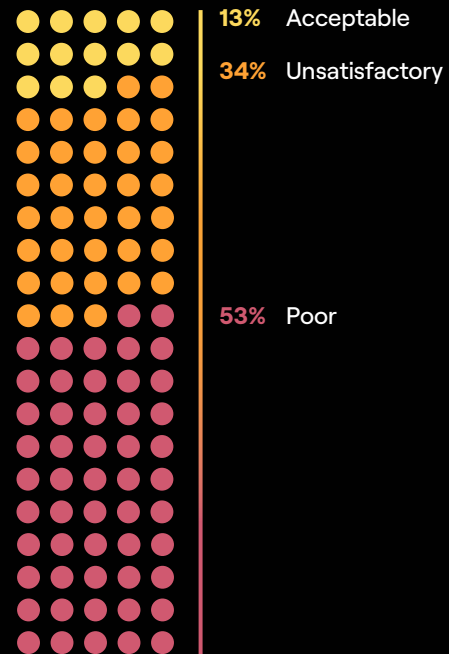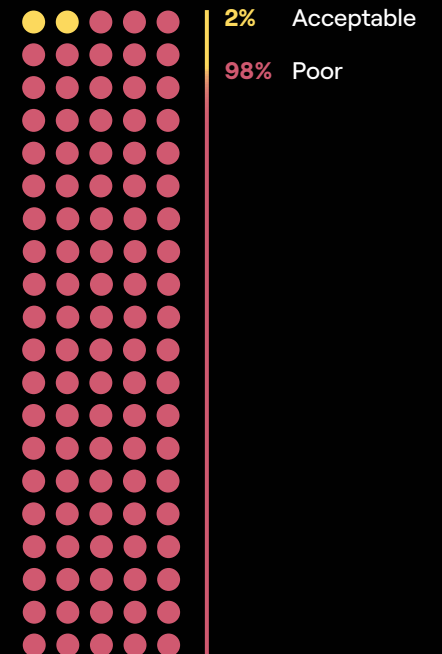
Euro Average Scores

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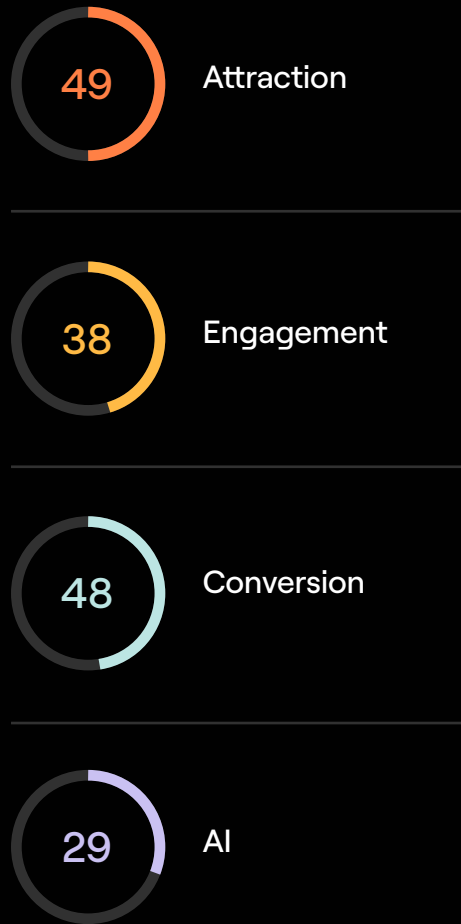
The graph illustrates the average scores of each audit conducted within the following categories: **Attraction**, **Engagement**, **Conversion**, and **Artificial Intelligence**

49 Attraction

38 Engagement

48 Conversion

29 AI

Category	Score
Career Site	55
Job Distribution	55
SEO	60
Job Search	33
Personalization	25
Job Description	71
Content	47
EVP & Branding	56
Feedback	25
Chatbot	21
Apply	48
Social Apply	49
Chatbot	21
Dynamic Content	42
Relevance	24
Personalization	22
Job Search	35
Social Login	25
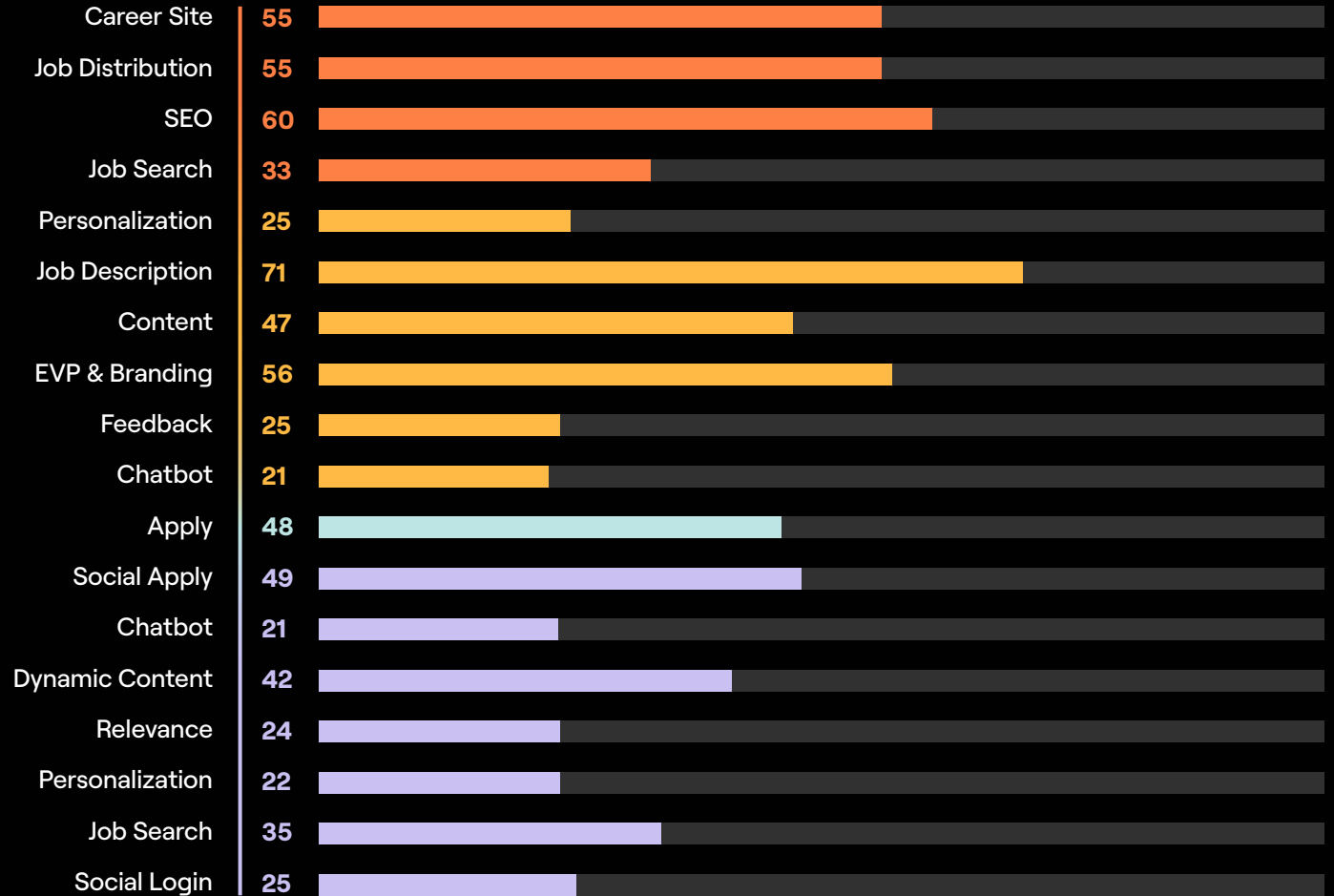
Euro 100

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 Argen- taria	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

- Optimize 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 organization

- 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 organization

- 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, organizations 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.

<div>
Request a complimentary career site audit
</div>

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-personalized 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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