

Recruitment Index 2025

1.



Thank you for agreeing to take part in The Recruitment Index, the UK's only financial benchmarking survey of recruitment and executive search businesses. This survey is being carried out jointly by APSCo and Saffery.

This survey consists of over 30 questions, many of which require very specific pieces of financial information in a certain format. Depending on your business size, we anticipate you may need the input of multiple members of your leadership team. To make it easier to collate and co-ordinate the collection of information, you can download a copy of the questions from this survey in a [PDF format here](#), so you can return to this online questionnaire with all the data you need to hand.

But why should I go to all this effort?

The Recruitment Index is the only survey of its kind in the industry and the only true 'benchmarking' opportunity. Only those organisations that complete the survey will be given access to the insightful benchmarking data.

Please note that the data you provide will remain completely confidential, but will be shared and processed by APSCo and Saffery for the purposes of compiling this survey. The data used in the survey will be anonymised.

[You can view the Saffery privacy policy here.](#)

[You can view the APSCo privacy policy here.](#)

ABOUT YOU AND YOUR ORGANISATION

1. Your name

2. Your organisation

3. Email address

4. Job title/role

5. Are you an APSCo Member?

Yes

No

OPERATIONAL TOPICS

**6. What was your net fee income for your last 12 months of trading (or registered accounts in 2024)?
For permanent recruitment this is the total fees charged to clients, for contract/interim - the net fee income is gross margin/gross profit (revenue less contractor salaries)**

Less than £2m

£2m to £10m

£10m to £50m

£50m to £100m

Greater than £100m

7. For your last 12 months trading, what was your net fee income from:

| | Less than £2m | £2m to £10m | £10m to £50m | £50m to £100m | > £100m | N/A |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Contract/temporary | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Contingent permanent | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Executive search | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recruitment process outsourcing (RPO)/Managed service provider (MSP) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8. Please indicate your productivity per head in terms of net fee income (per billing consultant/recruitment type).

Enter to the nearest thousand - do not include £ or , or K in your answer (if not applicable enter 0)

| | |
|----------------------|----------------------|
| Contract/temporary | <input type="text"/> |
| Contingent permanent | <input type="text"/> |
| Executive search | <input type="text"/> |

9. Please provide your current base salary bands (eg 30000-45000) and typical variable bonus or commission bands (eg 4000-15000) to the nearest thousand.

Do not include £ or , or K in your answer (if not applicable enter 0)

| | Base salary | Bonus |
|-----------------------------------|----------------------|----------------------|
| Resourcer | <input type="text"/> | <input type="text"/> |
| Junior consultant | <input type="text"/> | <input type="text"/> |
| Senior consultant | <input type="text"/> | <input type="text"/> |
| Team leader/first line management | <input type="text"/> | <input type="text"/> |
| Manager | <input type="text"/> | <input type="text"/> |
| Senior manager | <input type="text"/> | <input type="text"/> |
| Director | <input type="text"/> | <input type="text"/> |
| Board director | <input type="text"/> | <input type="text"/> |

10. For your last 12 months trading, what was the average gross margin % on the revenue from contract/temporary placements?

Please input a whole number with no % symbol (if not applicable enter 0)

11. For your last 12 months trading, what was the average fee from permanent placements?

Please input a whole number with no % symbol (if not applicable enter 0)

EMPLOYEE TOPICS

12. On average, how long (in months) does it take to recover a recruiter's salary on the net fee income/gross profit they generate for (if not applicable enter 0):

| | |
|----------------------|----------------------|
| Contract/temporary | <input type="text"/> |
| Contingent permanent | <input type="text"/> |
| Executive search | <input type="text"/> |

13. What percentage (%) of net fee income/gross profit is paid to your fee earners and resourcers (payments to include salary, NIC, commission and bonus)

Please input a whole number with no % symbol (if not applicable enter 0)

| | |
|----------------------|----------------------|
| Contract/temporary | <input type="text"/> |
| Contingent permanent | <input type="text"/> |
| Executive search | <input type="text"/> |

14. What is the overall staff attrition rate (%) across your business?
Please input a whole number with no % symbol (if not applicable enter 0)

15. In terms of staff attrition, what % of recruiters leave in less than 12 months?
Please input a whole number with no % symbol (if not applicable enter 0)

16. To what extent is diversity and inclusion (D&I) embedded in your business?
10 being fully embedded, 1 is not embedded at all

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| D&I is a key business imperative | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Executive compensation is linked to D&I goals | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Our business leaders are accountable for D&I KPIs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| We have an organisation-wide D&I strategy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| We provide D&I training for leaders | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. What average (basic) pay rise increase did you incorporate into your last annual pay review?

- No increase
- Increase is based on individual performance
- Less than 1%
- 1%-2%
- 2%-5%
- Over 5%

18. Do you expect to give pay increases this year given the changes to employer National Insurance?

- Yes
- No
- Don't know

SECTOR/REGION-SPECIFIC TOPICS

19. In which locations does your company operate?

Choose all that apply

UK (all)

Channel Islands

England

Northern Ireland

Scotland

Wales

Australia

Belgium

Canada

China

France

Germany

Ireland

Italy

Japan

Netherlands

Singapore

Spain

Sweden

Switzerland

USA

Other (please specify):

20. If planning to expand overseas in the next 12-24 months, which regions are of most interest?

Choose all that apply

Australia

Belgium

Canada

China

France

Germany

Ireland

Italy

Japan

Netherlands

South East Asia

Spain

Sweden

Switzerland

USA

No plans to expand

Other (please specify):

**21. For each sector, what was the average timesheet value on contract and/or interim placements?
Please input a round number in £s for all that apply. Do not include £ or , or K in your answer (if not applicable enter 0)**

| | |
|--------------------------------|----------------------|
| Accounting and finance | <input type="text"/> |
| Banking and insurance | <input type="text"/> |
| Blue collar and industrial | <input type="text"/> |
| Business admin, support and HR | <input type="text"/> |
| Education | <input type="text"/> |
| Engineering and technical | <input type="text"/> |
| Healthcare and social workers | <input type="text"/> |
| IT | <input type="text"/> |
| Legal services | <input type="text"/> |
| Media and marketing | <input type="text"/> |
| Other professional services | <input type="text"/> |
| Pharmaceuticals | <input type="text"/> |
| Utilities and energy | <input type="text"/> |

Other (please specify sector and £)

22. For each sector, what was the average permanent placement fee?

Please input a round number in £s for all that apply. Do not include £ or , or K in your answer (if not applicable enter 0)

| | |
|--------------------------------|----------------------|
| Accounting and finance | <input type="text"/> |
| Banking and insurance | <input type="text"/> |
| Blue collar and industrial | <input type="text"/> |
| Business admin, support and HR | <input type="text"/> |
| Education | <input type="text"/> |
| Engineering and technical | <input type="text"/> |
| Healthcare and social workers | <input type="text"/> |
| IT | <input type="text"/> |
| Legal services | <input type="text"/> |
| Media and marketing | <input type="text"/> |
| Other professional services | <input type="text"/> |
| Pharmaceuticals | <input type="text"/> |
| Utilities and energy | <input type="text"/> |

Other (please specify sector and £)

**23. For each sector, what was the average fee per placement on executive search placements?
Please input a round number in £s for all that apply. Do not include £ or , or K in your answer (if not applicable enter 0)**

| | |
|--------------------------------|----------------------|
| Accounting and finance | <input type="text"/> |
| Banking and insurance | <input type="text"/> |
| Blue collar and industrial | <input type="text"/> |
| Business admin, support and HR | <input type="text"/> |
| Education | <input type="text"/> |
| Engineering and technical | <input type="text"/> |
| Healthcare and social workers | <input type="text"/> |
| IT | <input type="text"/> |
| Legal services | <input type="text"/> |
| Media and marketing | <input type="text"/> |
| Other professional services | <input type="text"/> |
| Pharmaceuticals | <input type="text"/> |
| Utilities and energy | <input type="text"/> |

Other (please specify sector and £)

STRATEGIC TOPICS

24. Has your appetite for a business sale increased or decreased over the next 12 months?

- Increased
- No change
- Decreased

25. If your appetite for a business sale has increased, what are the key drivers for this?

Please tick all that apply

- As part of succession planning
- Due to plans for retirement
- Economic factors
- The potential for a further capital gains tax rate increase
- To access capital for expansion
- To return to profitability
- Other (please specify):

26. Which of these challenges do you face?

Please tick all that apply

- Attracting and retaining consultants
- Availability of funding to keep up with the pace of growth/invest in new technology
- Clients/in-house recruiters increasing use of AI recruitment products
- Clients lack of demand
- Clients using their own recruitment resource
- Data literacy across your organisation
- Funding of employer National Insurance increases
- Our knowledge to capitalise on new technology, for example AI
- Shortage of candidates
- None of the above
- Other (please specify):

27. What are your feelings about the future...

Very positive Positive Neutral Negative Very negative

Economic outlook for the UK recruitment sector

Economic outlook for the global recruitment sector

Please use this space to provide more information on your views about the outlook for the UK recruitment sector

28. How is your business using AI?

- We haven't consciously used it
- We have tried one or two things
- We have business initiatives to trial specific tools
- We are integrating it into our business
- It's demonstrating tangible benefits

If you have any further comments on your AI journey, we would be interested to hear your thoughts

29. Where do you anticipate/where are you seeing the benefits of AI in recruitment operations? *Please tick all that apply. The examples are not limited; they are just a means of explanation*

- Candidate sourcing & attraction (eg job posting, screening)
- Assessment & screening (eg initial screening and assessment analysis tools)
- Candidate experience & communication (eg interview scheduling, personalised comms)
- Compliance & risk management (eg background check automation, document verification)
- Process & operations (eg performance tracking, workflow automation)
- Client management/relations (eg data/market intelligence, automated reporting)
- Back office & internal ops (eg data management, finance support, marketing activities)
- Other (please specify):

30. How do you see your spend on new technology changing over the coming year?

- Significantly increasing
- Increasing
- No change
- Decreasing
- Significantly decreasing

31. What are the primary drivers for your organisation's sustainability efforts?
Please rank in order of importance: 1 being most important and 9 being least important

| | |
|---------------------------------------|----------------------|
| Brand reputation and marketing | <input type="text"/> |
| Corporate social responsibility | <input type="text"/> |
| Cost savings | <input type="text"/> |
| Demand from clients | <input type="text"/> |
| Employee engagement | <input type="text"/> |
| Investor requirements | <input type="text"/> |
| Pressure from competitors | <input type="text"/> |
| Regulatory compliance | <input type="text"/> |
| Value adding opportunities for growth | <input type="text"/> |

Other (please specify)

32. If you have a planned training budget, where will you likely spend it this year?

- Senior leadership/directors
- Management
- Consultants
- New starters/less than 2 years
- Specialist - eg compliance, legal etc
- AI & technology adoption
- Not applicable - no training budgets

Other (please specify)

33. In a few words please state the biggest areas impacting your business (both positively and negatively).

| | |
|------------|----------------------|
| Positively | <input type="text"/> |
| Negatively | <input type="text"/> |

Thank you for completing the Recruitment Index survey. We appreciate that it will have taken some time to compile and input all of the relevant information. The data you have provided will be analysed and a copy of the final benchmarking report will be sent to all respondents in due course.

34. If someone else in your company would like to receive the final report, please add their name and email address:

| | |
|---------------|----------------------|
| Name | <input type="text"/> |
| Email address | <input type="text"/> |
| Job title | <input type="text"/> |