Gem

Winter 2023 Edition

Recruiting Benchmarks

Benchmarks and best practices for talent acquisition

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Data

The following data was drawn from our database of 3.2 million email outreach sequences sent between June 1, 2022 and May 31, 2023, and 27.8 million candidates who entered our customers' hiring funnels during that same time period.

Our goal in this report is to help talent leadership gauge the success of their teams' sourcing and outreach efforts, as well as the health of their recruiting funnels, by comparing them to industry averages.

Introduction

It's both a challenging and a pivotal time to be a recruiting professional—but it's as exciting an industry as ever. Between an unpredictable economy, questions about how AI will impact the world of hiring, and recent trends, it must uncover its own approaches to (skills-based hiring, anyone?). Recruiting has the opportunity to truly claim a seat at the proverbial table and drive organization-level change.

And amidst the uncertainty, recruiting has data at its fingertips: metrics and dashboards that illuminate its own talent attraction, engagement, and hiring practices, so it can make informed decisions about everything from cold outreach to funnel optimization.

Most talent teams we know are using internal comparisons to understand their team's performance—gauging success by percentage of improvement over last quarter or year, for example. But ultimately, if you don't have a wider context for your recruiting data, you can't be confident about whether those numbers are objectively "good." Industry benchmarks are how businesses learn hard truths about where they're underperforming, identify important trends, and uncover pain points they may not have known otherwise. With this intelligence, you can implement changes in behavior or strategy, or justify investments in tools and resources to improve those elements of your hiring process that need attention.

Gem's third annual recruiting benchmarks report draws from our database of 3.2 million email outreach sequences and 27.8 million candidates (both active and passive) who entered our customers' hiring processes between June 1, 2022 and October 31, 2023. **Our goal is to help talent leadership compare their recruiting numbers to industry averages, giving them a deeper understanding of what they need to work on to remain competitive.** What are average open and reply rates for prospect outreach? Which roles are you most (and least) likely to see responses for? How many qualified candidates have to enter process for you to make a single hire in a given department? What are average conversion rates for each stage of the recruiting funnel? How do these differ by company size, department, industry, location, gender, and race/ethnicity? How do they compare to last year's benchmarks? These are the kinds of questions we answer here.

Of course, the data is only as good as it is actionable; so we also offer guidance for translating data into execution. That way, if your numbers aren't up to par in one area, you'll have an idea of how to start optimizing using best practices. We hope the following will inspire you to start tracking your entire funnel from reach-out to offer-out, and see what you can learn about the state of your recruiting.

Questions

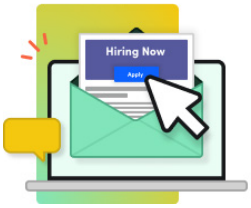
Some questions this report answers:

- What are average open and reply rates for prospect outreach?
- How many qualified candidates need to enter process for you to make a hire in a given department?
- What are average conversion rates for each stage of the recruiting funnel?
- How do these numbers differ by company size, department, industry, location, gender, and race/ethnicity?
- How do they compare to previous years?

Key Takeaways

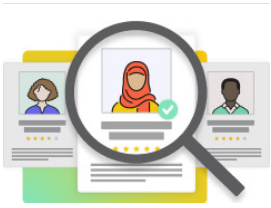
Market Shifts: steering candidates towards larger companies

In 2021, offer accept rates were highest at small companies, driven by the surge in technology startups that offered location flexibility and financial upside. In 2023, the trend reversed to favor larger companies. This can likely be traced back to broader economic uncertainty and talent's desire for stability.



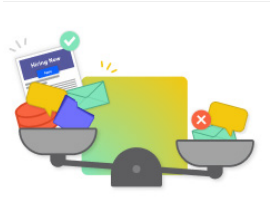
Email Engagement: mastering open and reply rates

With an 81% open rate for three-stage email sequences but declining reply rates, the focus shifts to crafting more personalized and engaging content to drive meaningful interactions.



Sourcing Top Talent: high success, longer timelines

Sourced candidates have a higher likelihood of being hired (4–5× more) but also present challenges, including longer hiring times and a 7% lower offer acceptance rate, highlighting the need for strategic approaches in talent sourcing, especially for meeting DE&I objectives.



Recruitment Disparities: addressing outreach inequity

Our data reveals significant disparities in outreach efforts across gender and racial lines. Men consistently receive more attention across industries, with Asian talent receiving 1.2× more outreach than White, 4.7× more than Hispanic/Latinx, and 5× more than Black/African American candidates, reflecting a clear inequity in recruitment practices.

Outreach Stats

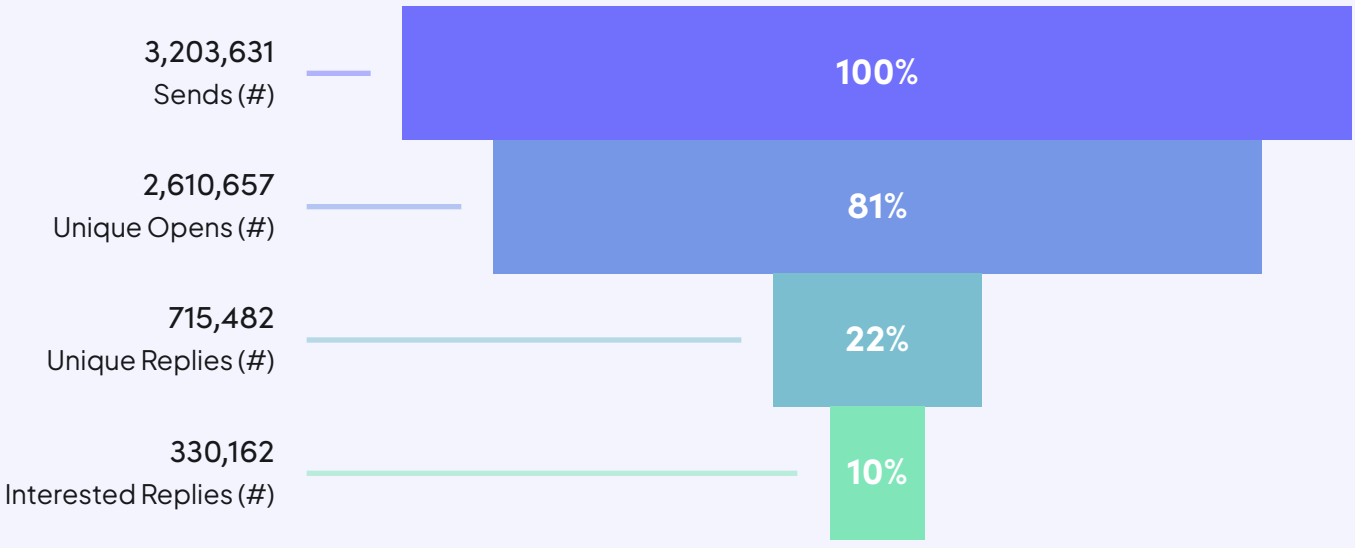
Before you even get candidates into your hiring funnel, you've got to get them interested in your organization and your open role. (For smaller companies, this may mean introducing passive talent to your business for the first time.) This is what outreach is for. Email outreach analytics include open rates, reply rates, interested rates, and click-through rates: If you linked to something in your email, did talent click on it to learn more?

These numbers can give you worlds of insight into how compelling your subject lines are, how interesting your message content is, and what kinds of content prospective candidates are responsive to—all based on behavior and engagement:

Questions

- How many times did a prospect open an email?
- At what stage in your sequence did they finally respond?
- If you included links in your outreach, was the talent who clicked more likely to show interest?
- Is talent from a particular demographic, living in a particular location, or with a particular skill set more likely to reply?
- In short: What's the psychology of your target talent?

These are all questions you'll answer for yourself over time. In the meantime, below are open, reply, and interested rates sliced in as many ways as we could imagine—by role, industry, company size, gender, race/ethnicity, and candidate location. These should prove a good set of benchmarks to check your own outreach efforts against.



Email *open* rates* by company size & role

	1-249 FTEs	250-999 FTEs	1000-4999 FTEs	5000+ FTEs
Engineering	78% (+0)	82% (+2)	84% (+4)	84% (+5)
Eng. manager	83% (+2)	86% (+3)	87% (+4)	88% (+4)
Data science & analytics	83% (-1)	86% (+4)	86% (+2)	88% (+6)
Design	86% (+0)	90% (+4)	88% (+2)	90% (+5)
Product	86% (+0)	89% (+3)	89% (+5)	89% (+3)
PMM	86% (+3)	89% (+6)	88% (+2)	87%
Sales	82% (+4)	83% (+3)	82% (+8)	76%
Marketing	85% (+1)	87% (+5)	88% (+6)	86%
Recruiting & HR	75% (-8)	85% (+3)	86% (+1)	87% (+4)
Legal	63%	89%	89%	82%
Finance	81%	85%	84%	85%
Science & research	82%	86%	91%	89%
Customer success	83%	88%	87%	85%
Support	81%	85%	83%	80%
Biz Dev	83%	86%	85%	84%
Executive assistant	83%	88%	85%	83%

* These are open rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients opened at least one of the three emails they were sent.

** Numbers in parentheticals indicate the percentage of change from our last benchmarking report, published in November 2021. Data points without parentheticals indicate that we didn't have enough data for those roles in the last report to provide open rates with confidence.

Key Takeaways

Email open rates

For a three-stage email sequence, the average open rate is 81%. In fact, the smallest companies aside, variations in open rates by company size are minimal: SMBs saw a 79.6% average open rate, medium-sized businesses 84.0%, enterprise companies 84.8%, and large enterprises 84.6%. These numbers are worth aiming for in your own outreach efforts.

Open rates were higher nearly across the board this year than they were 18 months ago—increasing by as much as 8% for some roles. That said, SMBs and smaller startups (1–249 FTEs) saw decreases or flatlines in open rates for certain roles. This is unsurprising: in a time of great uncertainty, professionals contemplating career moves are more likely to consider outreach from mature, stable companies.

There is no direct correlation between open rates and company size. (This will change when it comes to reply rates!) The smallest of companies do see slightly lower open rates, which brings the average open rate down. But the majority of companies with 250+ FTEs see average open rates of around 84%. The takeaways? **Talent is as likely to open your email as they are your enterprise competitors'. And if you're recruiting for an enterprise company, know that the smaller companies in your industry are getting as much "air time" as you are. In either case, make the messaging in your emails irresistible.**

Legal talent (68.4%), Recruiting & HR professionals (79.4%), and engineers (80.1%) have the lowest email open rates. (The roles with the highest average open rates, on the other hand, are PMM (87.0%), Product (86.9%), and Design (86.8%) roles.) So it's worth putting extra time into your subject lines for legal, HR, and eng roles. Use a solution that allows you to A/B test and experiment with subject lines.

Data

Lowest open rates:

- **68.4%** - Legal Talent
- **79.4%** - HR & Recruiting
- **80.1%** - Engineering

Highest open rates:

- **87%** - PMM
- **86.9%** - Product
- **86.8%** - Design

Average open rates:

- **79.6%** - SMB
- **84%** - Medium-sized
- **84.8%** - Enterprise
- **84.6%** - Large Enterprise

How to leverage the data for open rates

The two factors that influence open rates are:

- **Send Times**
- **Subject Lines**

Best Send Times

For Engineering

- **Noon** - Sundays
- **8pm** - Sundays

For Marketing

- **6pm** - Sundays
- **10pm** - Sundays

For Sales

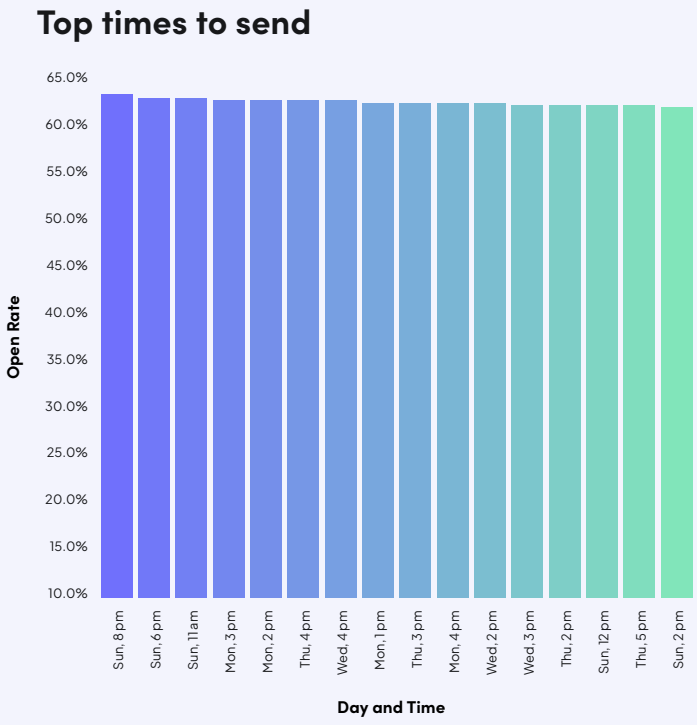
- **5pm** - Sundays
- **6pm** - Thursday

For Recruiting & HR

- **6am** - Wednesday
- **12am** - Thursday

Send Times

Our data at Gem shows that Monday outreach sees the best overall open rates, followed by Sunday outreach. (Indeed, Sunday emails—particularly messages sent at 8 pm, 6 pm, and 11 am—tend to do surprisingly well.)



If you have the ability to set-and-forget outreach, we recommend experimenting with some of these. And if you want more detail on send times, and our hypotheses around what makes the "good" ones good, check out our Definitive guide for recruiting email outreach. Of course, you'll discover your own best times through trial and error; but these are great places to start testing.

Tip #1

Personalized subject lines can make a nearly 5% difference in open rates.

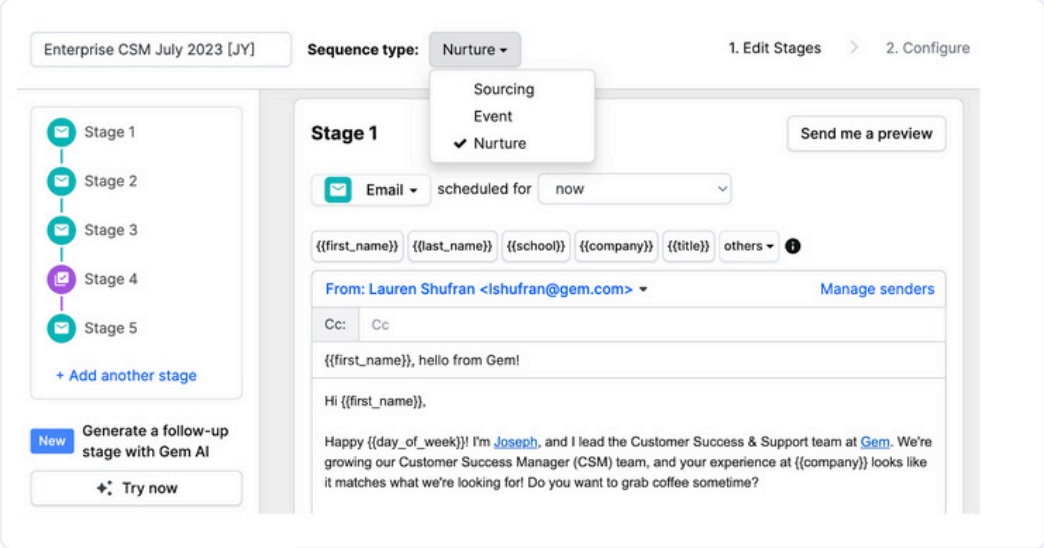
Tip #2

A multi-stage outreach sequence spread out over 2–3 weeks catches talent during a narrow window in their lives.

Subject lines

When it comes to subject lines, personalization will be your strongest strategy: personalized subject lines increase open rates by up to 5%. But experiment, too, with appealing to curiosity or core values, questions, flattery, humor, and powerful verbs ("lead," "reinvent," "redefine"). Any of these, when done well, are likely to prompt more opens. (If you want examples of what these strategies look like, you can also find them in our Definitive guide.)

Finally, consider a longer-term nurture sequence. Our data shows that teams start to see diminishing returns on anything more than a 4–stage initial sequence… but give talent some space after that initial outreach, then continue to send emails with company updates a few times a year. This will ensure your org is top-of-mind when they're ready to make a move.



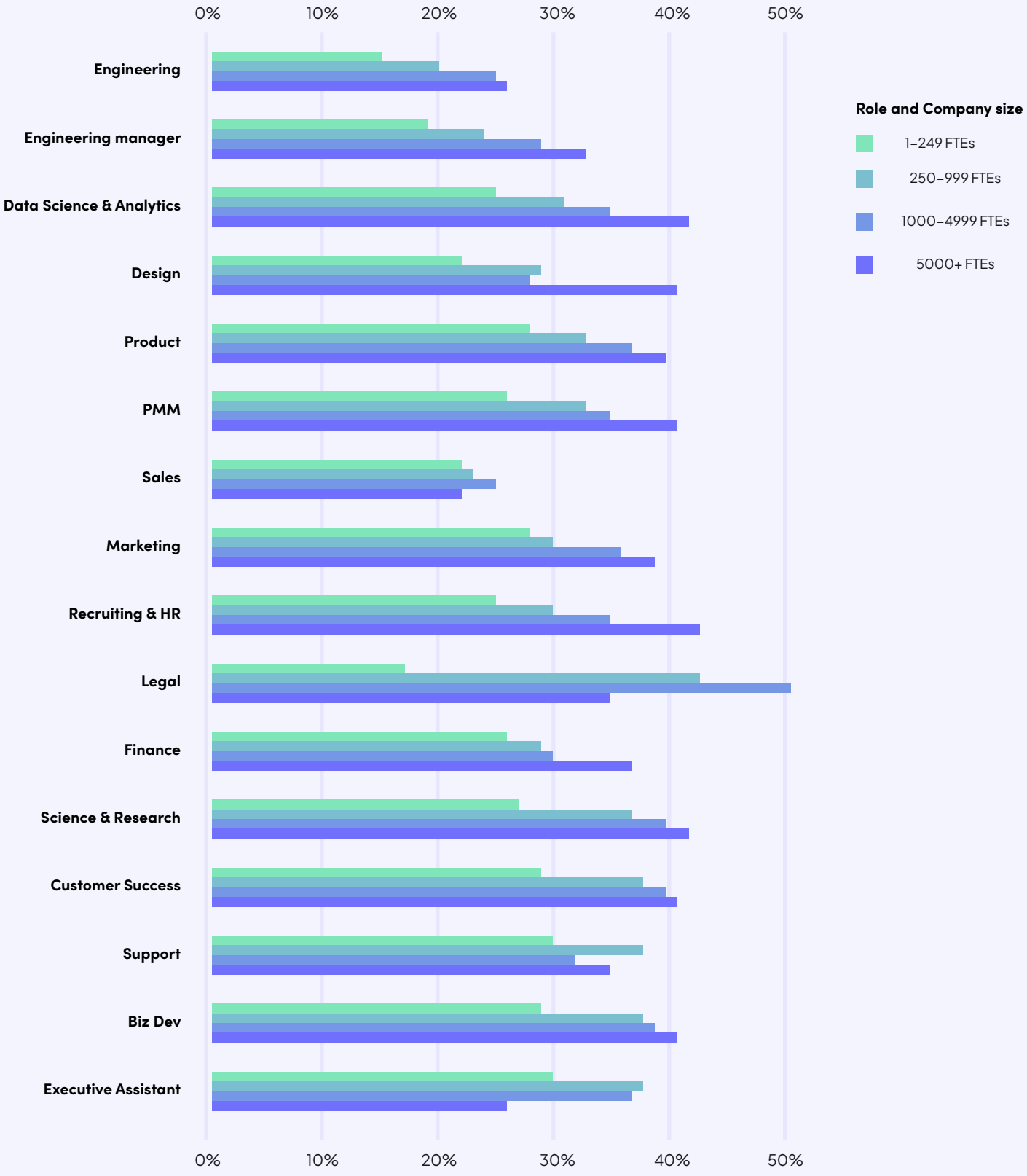
Email *reply* rates* by company size & role

	1-249 FTEs	250-999 FTEs	1000-4999 FTEs	5000+ FTEs
Engineering	15% (-3)	20% (-3)	25% (-2)	26% (-3)
Eng. manager	19% (-3)	24% (-2)	29% (+3)	33% (-3)
Data science & analytics	25% (-3)	31% (-4)	34% (-5)	42% (-1)
Design	22% (-9)	29% (-2)	28% (-10)	41% (-2)
Product	28% (-6)	33% (-8)	37% (-9)	40% (-9)
PMM	26% (-6)	33% (-4)	35% (-14)	41%
Sales	22% (-2)	23% (-7)	25% (-4)	22%
Marketing	28% (-3)	30% (-9)	36% (-7)	39%
Recruiting & HR	26% (-12)	30% (-10)	35% (-12)	43% (-6)
Legal	17%	43%	51%	35%
Finance	26%	29%	30%	37%
Science & research	27%	37%	40%	42%
Customer success	29%	38%	40%	41%
Support	30%	38%	34%	36%
Biz Dev	29%	38%	39%	41%
Executive assistant	30%	38%	37%	26%

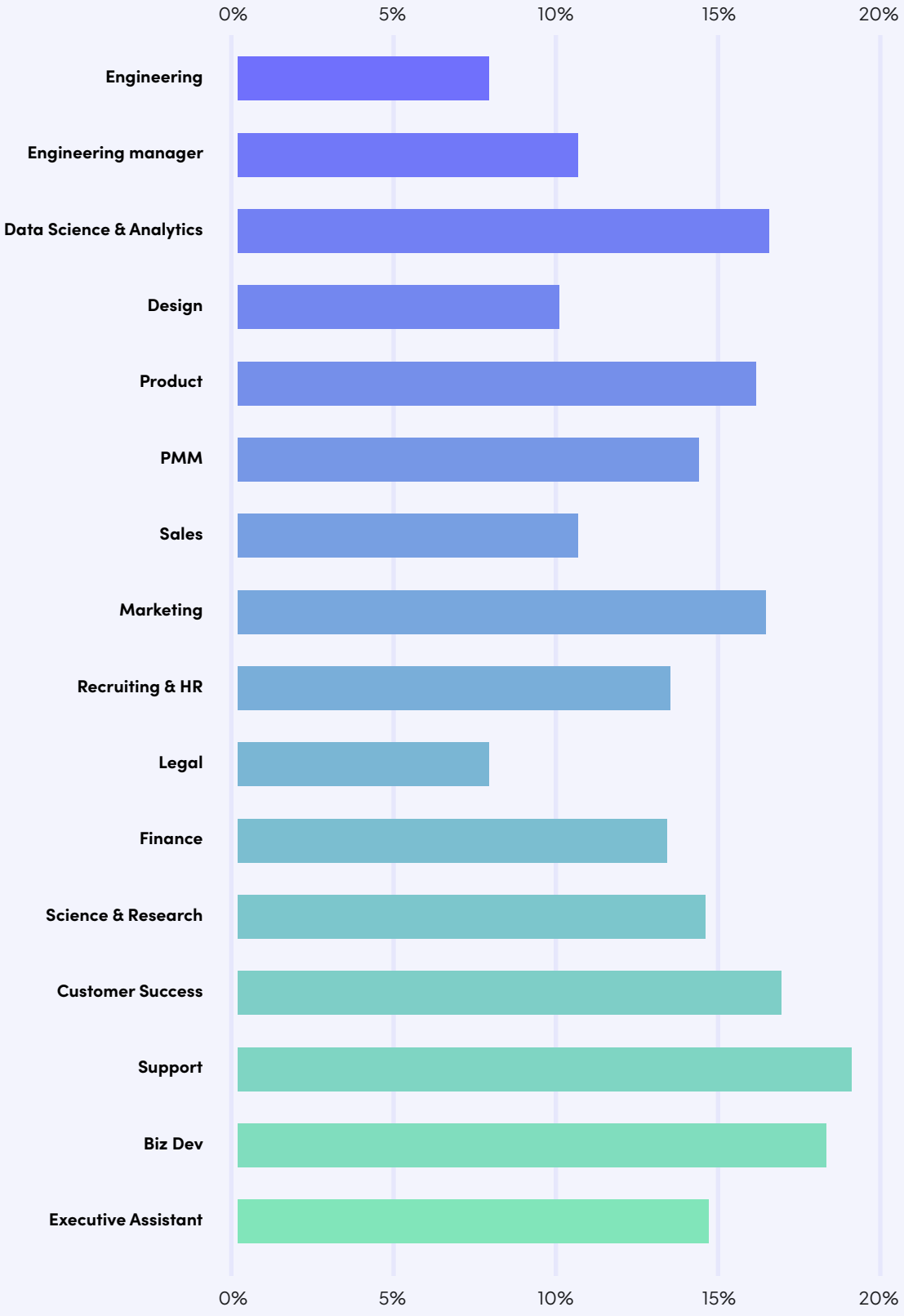
* These are reply rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients replied to at least one of the three emails they were sent.

** Numbers in parentheticals indicate the percentage of change from our last benchmarking report, published in November 2021. Data points without parentheticals indicate that we didn't have enough data for those roles in the last report to provide open rates with confidence.

Here's the same reply rate data, broken down by role first, then by company size:



Aggregate interested rates by role*



* These are reply rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients replied to at least one of the three emails they were sent.

Key Takeaways

Email reply rates

For a three-stage email sequence, average reply rates are:

- **19.1%** (1–249 FTEs)
- **24.5%** (250–999 FTEs)
- **28.7%** (1000–4999 FTEs)

...numbers that, in our last annual report, were 29%, 34%, and 38%, respectively. Organizations with 5000+ employees see the highest reply rates, at **30.5%** (down from 42%).

Reply rates were generally lower this year, decreasing about 10% across the board over the last 18 months—and by as much as 14% for certain roles. It's worth remembering that 2021—the data from which most of our last report covers—was the beginning of "The Great Resignation," and talent was leaving their jobs in droves for more satisfying work elsewhere. It makes sense that workers are less likely to leave their jobs now, given general market uncertainty.

There is a direct correlation between company size and response rates. While they see similar open rates to their smaller competitors, larger companies see significantly higher response rates (this has been true for as long as Gem has been publishing this report). These higher rates likely hinge on the perceived risk of startups—though the brand recognition larger companies have, along with the recruiting collateral they've had time to amass (sleek careers pages, news and media mentions, best workplace awards, and so on), certainly helps their cause.

Biz Dev (33.2%), and Customer Support and Executive Assistant (33.0%) roles see the highest average response rates, followed by Customer Success (32.8%) and Science & Research (32.6%). Engineers are the least likely to respond to your emails (with an 18.2% average reply rate), followed by Legal talent (21.7%) and Sales professionals (22.5% of this talent replies).

Support, Biz Dev, and Customer Success talent is also the most likely to respond as interested (with 19.3%, 18.5%, and 17.1% interested rates respectively). You're less likely to get interested responses from engineers and Legal talent, which share a 7.9% interested rate.

Data

Lowest reply rates:

- **18.2%** - Engineering
- **21.7%** - Legal Talent
- **22.5%** - Sales

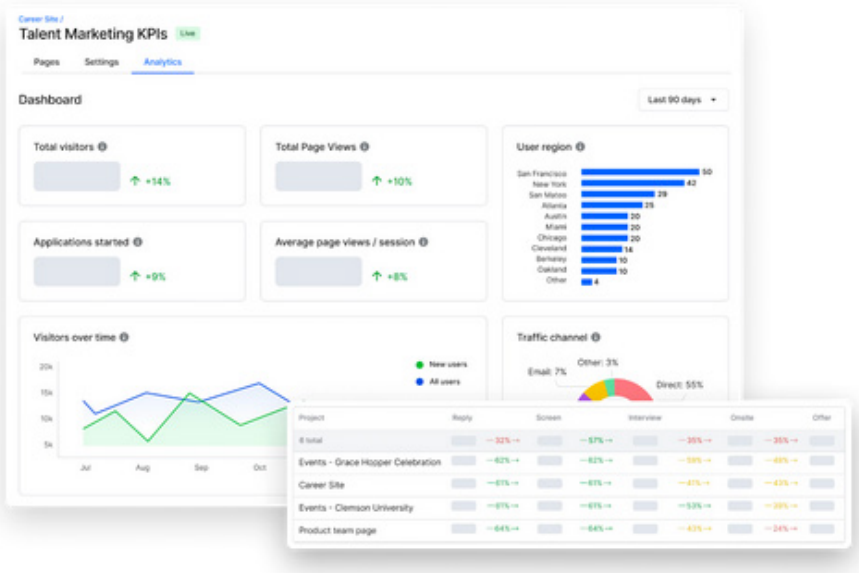
Highest reply rates:

- **33.2%** - Biz Dev
- **33%** - Support
- **33%** - Exec. Assitant

Average reply rates:

- **19.1%** - 1–249 FTEs
- **24.5%** - 250–999 FTEs
- **28.7%** - 1000–4999 FTEs
- **30.5%** - 5000+ FTEs

How to leverage the data for reply rates



Tip #1

Highly-personalized outreach delivers the best ROI: stage 1 messages that use a {{reason}} token have an overall reply rate 23.7% greater than those without a {{reason}} token.

Know that you'll have to work harder to get interested responses for roles in Engineering, Legal, and Design. It's worth underscoring that open rates are up across the board from 18 months ago; it's reply rates that are down. So message content is critical. Our data at Gem shows that highly personalized outreach delivers the best ROI. Stage 1 messages that use a {{reason}} token have an overall reply rate **23.7% greater** than those without one. Deep personalization—explaining to hard-to-attract talent why you're reaching out to them specifically—may be well worth your time.

Work with your marketing team to build up collateral so you have something to point to in your outreach. (Even without marketing support, you can get creative—for example, by mining your company blog for engineering-related content.) Stay updated on industry surveys about what talent most wants in their next role. Pay attention to the questions current candidates ask; these are indicative of what talent wants to hear from recruiters. To the degree that you can speak to these things in your outreach, speak to them.

Tip #2

The {{reason}} token is a concept unique to Gem's platform that allows recruiters to personalize the motivation for reaching out to each prospect while on their LinkedIn, GitHub, SeekOut, etc. profiles

e.g. **"I'm reaching out because you worked at [Company X] for four years, and it looks like you have rare industry expertise for an opportunity that just came up here"**

This variable is then inserted into respective prospects' messages when sequences are sent in batch.

Work on talent branding whenever and wherever possible. Remind talent as often as you can why your organization is unique and what makes it their most attractive option. Build out brand messaging in social media posts, where you share culture, purpose, mission, and values. Update your careers page to include employee quotes. Consider recruitment videos. And so on.

Experiment with send-on-behalf-of (SOBO). With SOBO, recruiters send on behalf of hiring managers and executives, since often those names are more likely to elicit a response from talent. In Gem, sequences with more than one sender over time see **response rates far above the industry average**: 24% higher open rates on average, and up to 39% higher reply rates. Our data suggests that a best practice is to have at least the first email come from a recruiter, and to wait until the second email (or beyond) to send on behalf of a hiring manager or executive. The narrative this generates is that the recruiter is excited enough about them to have personally brought their name up to leadership. What's more, talent is more likely to respond when they know that more than one person—at least one of them in a high-level role—awaits a response.

Think long-term with your outreach. According to Gem's data, outreach sequences with four stages see the highest total response rates without sacrificing employer brand. We also see enormous success with cultivating longer-term relationships; so even after your initial outreach sequence ends, try again down the road by checking in on how prospects are doing, sending them recent news about your company, or presenting new opportunities in hopes of capturing a different facet of their attention. The long game—keeping a warm top-of-funnel—pays off in the pipeline.

> We us SOBO very intentionally for things like leadership hire and key individual contributors, and we take it seriously. With Gem, gone are the days of needing to ask senior leaders to send emails for us. The efficiency we've achieved with the SOBO feature is fantastic.

Joe Gillespie
Head of Technical Recruiting
Robinhood

> **"It's important to me that this strategy is used sparingly; but when it's done well, SOBO is super advantageous. We use it for director and senior manager roles. And I'll typically personalize it. For example, I recently combed my network and gave a recruiter 20 or so referrals. And I was like, This person I met at a conference; this person I've had multiple conversations with; so when you reach out on behalf of me, please say this. When someone responds, I get a copy of that reply. And then I have a back-and-forth with them."**

Arquay Harris
Former VP of Engineering
Webflow

Nurturing is great behavior that I feel is overlooked in our industry. Gem has been a huge part of cultivating that for me. A lot of people send out three messages in their little drip campaign, and that's it. But I believe wholeheartedly that this is a long-term relationship whether they're responding to you or not; you've got to keep cultivating it.

Aaron Smith
Lead Technical Recruiter
persona

Aggregate *open*, *reply*, and *interested* rates by industry

	Open Rate	Reply Rate	Interested Rate
Life Sciences	85%	32%	17%
Manufacturing	85%	33%	15%
Professional Services	85%	27%	14%
Computer Software	84%	25%	13%
Financial Services	84%	22%	12%
Hardware, IT, & Telecommunications	86%	29%	11%
Staffing & Recruiting	78%	18%	7%

* These are open, reply, and interested rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients replied to at least one of the three emails they were sent.

** We've only included roles with 500+ outreach sequences in order to provide percentages with confidence.

Open, *reply*, and *interested* rates by industry

Computer Software

	Open Rate	Reply Rate	Interested Rate
Engineering	83%	21%	10%
Eng. Manager	87%	26%	13%
Data Science & Analytics	86%	34%	20%
Design	89%	29%	13%
Product	89%	35%	20%
PMM	88%	33%	17%
Sales	83%	23%	12%
Marketing	87%	33%	19%
Recruiting & HR	86%	36%	19%
Legal	84%	37%	17%
Finance	86%	32%	17%
Science & Research	88%	39%	20%
Customer Success	87%	37%	21%
Support	84%	35%	22%
Biz Dev	87%	40%	22%
Executive Assistant	84%	32%	14%

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Open, *reply*, and *interested* rates by industry

Financial Services

	Open Rate	Reply Rate	Interested Rate
Engineering	82%	17%	9%
Eng. Manager	87%	19%	10%
Data Science & Analytics	89%	29%	19%
Design	89%	23%	10%
Product	90%	31%	17%
Sales	86%	26%	15%
Marketing	87%	27%	12%
Recruiting & HR	84%	34%	14%
Finance	88%	36%	25%
Science & Research	95%	38%	17%

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Open, *reply*, and *interested* rates by industry

Hardware, IT, & Telecommunications

	Open Rate	Reply Rate	Interested Rate
Engineering	87%	29%	10%
Eng. Manager	89%	28%	13%
Data Science & Analytics	87%	30%	12%
Design	88%	35%	15%
Product	87%	35%	13%
Sales	78%	23%	11%
Marketing	83%	24%	14%
Recruiting & HR	81%	35%	17%
Finance	81%	24%	11%
Support	88%	38%	17%

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** We've only included roles with 500+ outreach sequences in order to provide percentages with confidence.

Open, *reply*, and *interested* rates by industry

Life Sciences

	Open Rate	Reply Rate	Interested Rate
Engineering	81%	15%	6%
Eng. Manager	89%	17%	7%
Data Science & Analytics	83%	28%	16%
Product	88%	33%	20%
Sales	83%	30%	15%
Recruiting & HR	88%	42%	23%
Science & Research	87%	42%	21%

Professional Services

	Open Rate	Reply Rate	Interested Rate
Engineering	83%	21%	9%
Product	89%	30%	15%
Sales	87%	30%	16%
Finance	87%	35%	24%

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** We've only included roles with 500+ outreach sequences in order to provide percentages with confidence.

Open, *reply*, and *interested* rates by industry

Staffing & Recruiting

	Open Rate	Reply Rate	Interested Rate
Engineering	77%	15%	6%
Eng. Manager	82%	19%	8%
Data Science & Analytics	81%	24%	12%
Design	84%	21%	7%
Product	85%	27%	13%
PMM	85%	24%	10%
Sales	81%	21%	10%
Marketing	84%	26%	13%
Recruiting & HR	74%	24%	10%
Legal	62%	17%	5%
Finance	78%	24%	8%
Science & Research	81%	25%	9%
Customer Success	81%	26%	12%
Support	79%	28%	15%
Biz Dev	82%	27%	15%
Executive Assistant	83%	32%	12%

* These are open, reply, and interested rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients replied to at least one of the three emails they were sent.

** We've only included roles with 500+ outreach sequences in order to provide percentages with confidence.

Open, *reply*, and *interested* rates by industry

Manufacturing

	Open Rate	Reply Rate	Interested Rate
Engineering	83%	28%	11%
Eng. Manager	88%	35%	15%
Data Science & Analytics	85%	36%	19%
Design	84%	27%	12%
Product	86%	42%	21%
Sales	83%	32%	17%
Marketing	88%	39%	22%
Recruiting & HR	87%	42%	19%
Finance	82%	27%	12%
Science & Research	89%	44%	19%

* These are open, reply, and interested rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients replied to at least one of the three emails they were sent.

** We've only included roles with 500+ outreach sequences in order to provide percentages with confidence.

Key Takeaways

Open, reply, and interested rates by industry

The industries with the highest interested rates are Life Sciences (17%) and Manufacturing (15%). Whatever your industry, these numbers are worth aiming for in your own outreach efforts. (After all, you see that they're possible.)

The industry with the lowest open, reply, and interested rates is Staffing & Recruiting. If you're recruiting for an RPO or agency, this data may validate how difficult it is to get talent to respond. But it should also inspire you to step up your game: Increasing your open and reply rates even a little will give you a significant advantage over your competitors. So A/B test subject lines, send multi-stage outreach sequences, and put extra time into how you approach each message.

The disparity between the lowest and highest rates is substantial, with differences in reply rates by as much as 15%, and differences in interested rates by as much as 10%. Recruiters, consider reaching out to your networks in industries that see better overall results than you might be seeing. Find out if they're using different strategies than you are. Share best practices among team members based on real-time data from your outreach. And then… work on your talent brand and **build out your recruitment marketing muscle.**

Data

Interested rates

Lowest:

- **7%** - Staffing & Recruiting

Highest:

- **33.2%** - Life Sciences
- **33%** - Manufacturing

Aggregate *open*, *reply*, and *interested* rates by candidate location*

	Open Rate	Reply Rate	Interested Rate
San Francisco Bay Area	84%	20%	9%
New York City Metro	82%	19%	9%
Seattle Metro Area	81%	22%	10%
Los Angeles Metro Area	82%	23%	11%
Boston Metro Area	81%	22%	10%
Chicagoland	80%	21%	10%
Dallas-Fort Worth Metroplex	77%	21%	11%
Washington, D.C. Metro Area	80%	22%	11%
Denver Metro Area	81%	23%	10%
Atlanta Metro Area	80%	23%	12%
San Diego Metro Area	81%	24%	11%
Greater London	83%	27%	12%
Portland-Vancouver Metro Area	80%	23%	9%

* Metro areas are listed in order of volume of outreach sent to that location.

Continued

	Open Rate	Reply Rate	Interested Rate
Miami-Fort Lauderdale Metro Area	77%	22%	11%
Philadelphia Metro Area	79%	22%	10%
Phoenix Metro Area	76%	23%	11%
Houston-Galveston Metro Area	77%	24%	13%
Twin Cities	77%	21%	9%
Detroit Metro	78%	27%	13%
Charlotte Metro Area	79%	24%	12%
Orlando Metro Area	75%	21%	10%
Pittsburgh Metro Area	80%	22%	9%
Tampa Metro Area	75%	21%	10%
Sacramento Metro Area	79%	25%	12%
Baltimore Metro Area	77%	23%	10%
San Antonio Metro Area	75%	23%	11%

* Metro areas are listed in order of volume of outreach sent to that location.

Key Takeaways

Open, reply, and interested rates by candidate location

Talent in the San Francisco Bay area, Greater London, and the New York City and Los Angeles metropolitan areas are most likely to open recruiting email outreach. These are tech hubs, overall talent hubs, and startup regions with very competitive markets, and it makes sense that talent living in them would be scanning the horizon to see what else is out there—even for curiosity's sake. What companies are growing right now? Is their current salary on par with what other organizations are offering? And so on.

While talent in the San Francisco Bay area and the New York City metro area are more likely to open your email, they're less likely to respond to it. We suspect these lower reply and interested rates are such because a high percentage of outreach to these locations is for engineering roles (and much of it is bulk outreach), for which response rates tend to be lower anyhow. But if you're reaching out to talent in these geos, it's worth keeping in mind that they are likely opening your outreach. You briefly have their attention. So what can you say to them in that small window to increase replies?

Talent in metro areas like Detroit, Houston, Charlotte, and Atlanta are more likely to be interested in your open roles, by as much as 4%. This may be particularly useful data for remote roles—the talent market in those geos may be more available to you. Consider how to boost your open rates for these locations.

Email send and open rates by *gender*

Gender appears to have little influence on open rates: regardless of role or company size, female-identified talent opens recruiting emails just 0.1% more often than male-identified talent does (81.6% open rate v. 81.5% open rate). However, there's a sizable discrepancy when it comes to the volume of email sent by gender—and a slight difference in reply rates.

Volume of recruiting email outreach by gender:

Across the board, male talent receives **2.4× more outreach** than female talent does.

The biggest volume disparity is for engineering roles and eng manager roles, where email outreach is sent **3–4× more often** to male talent than to female talent.

The roles for which female talent receives more outreach than male talent does include **Executive Assistant, HR & Recruiting, and Marketing**.

Average open rates:

Female: 82%
Male: 83%

* These are open rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients opened at least one of the three emails they were sent.

** Gem uses an algorithm to predict gender based on name and location. In aggregate, results are 95%+ accurate.

Outreach volume disparity by *gender* and *role*

Engineering:	Men receive 3.8× more outreach
Eng Managers:	Men receive 3.3× more outreach
Support:	Men receive **1.8×** more outreach
Data Science & Analytics:	Men receive **1.8×** more outreach
Sales:	Men receive **1.7×** more outreach
Biz Dev:	Men receive **1.7×** more outreach
Science & Research:	Men receive **1.6×** more outreach
Product:	Men receive **1.6×** more outreach
PMM:	Men receive **1.4×** more outreach
Finance:	Men receive **1.2×** more outreach
Design:	Men receive **1.1×** more outreach
Success:	Women receive **1.1×** more outreach
Legal:	Women receive **1.1×** more outreach
Marketing:	Women receive **1.2×** more outreach
HR & Recruiting:	Women receive **1.9×** more outreach
Executive Assistant:	Women receive **11.7×** more outreach

Reply rates and interested rates by *gender*, *company size*, and *role**

1–249 FTEs

	Female Reply Rate	Female Interested Rate	Male Reply Rate	Male Interested Rate
Engineering	11%	4%	16% (+5)	6% (+2)
Eng. manager	13%	5%	20% (+7)	8% (+3)
Data science & analytics	22%	10%	27% (+5)	13% (+3)
Design	19%	7%	25% (+7)	9% (+2)
Product	23%	11%	30% (+7)	15% (+4)
PMM	23%	10%	31% (+8)	14% (+4)
Sales	17%	7%	24% (+7)	12% (+5)
Marketing	23%	12%	32% (+9)	17% (+5)
Recruiting & HR	25%	11%	28% (+3)	13% (+2)
Legal	18%	5%	16% (-2)	6% (+1)
Finance	23%	9%	29% (+6)	14% (+5)
Science & research	24%	10%	29% (+5)	11% (+1)
Customer success	26%	12%	33% (+7)	18% (+6)
Support	26%	12%	33% (+7)	19% (+7)
Biz Dev	25%	12%	32% (+7)	19% (+7)
Executive assistant	30%	12%	N/A**	N/A

* These are reply rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients replied to at least one of the three emails they were sent.

** We don't have enough data for those roles to provide reply rates with confidence.

Reply rates and interested rates by *gender*, *company size*, and *role**

250–999 FTEs

	Female Reply Rate	Female Interested Rate	Male Reply Rate	Male Interested Rate
Engineering	15%	7%	22% (+7)	10% (+3)
Eng. manager	17%	9%	27% (+10)	14% (+5)
Data science & analytics	26%	15%	34% (+8)	19% (+4)
Design	25%	11%	33% (+8)	15% (+4)
Product	27%	15%	36% (+9)	20% (+5)
PMM	30%	15%	37% (+8)	21% (+6)
Sales	21%	9%	25% (+4)	13% (+4)
Marketing	27%	15%	35% (+8)	19% (+4)
Recruiting & HR	28%	13%	35% (+7)	17% (+4)
Legal	40%	18%	47% (+7)	21% (+3)
Finance	25%	12%	33% (+8)	17% (+5)
Science & research	34%	18%	39% (+5)	22% (+4)
Customer success	34%	17%	42% (+8)	24% (+7)
Support	33%	18%	41% (+8)	26% (+8)
Biz Dev	32%	16%	43% (+11)	26% (+10)
Executive assistant	37%	19%	N/A**	N/A

* These are reply rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients replied to at least one of the three emails they were sent.

** We don't have enough data for those roles to provide reply rates with confidence.

Reply rates and interested rates by *gender*, *company size*, and *role**

1000–4999 FTEs

	Female Reply Rate	Female Interested Rate	Male Reply Rate	Male Interested Rate
Engineering	20%	11%	27% (+7)	14% (+3)
Eng. manager	21%	12%	32% (+11)	18% (+6)
Data science & analytics	29%	17%	39% (+10)	23% (+6)
Design	25%	12%	32% (+7)	15% (+3)
Product	33%	19%	39% (+6)	23% (+4)
PMM	29%	15%	45% (+16)	26% (+11)
Sales	23%	10%	26% (+3)	13% (+3)
Marketing	32%	19%	40% (+8)	24% (+5)
Recruiting & HR	33%	15%	40% (+7)	21% (+6)
Legal	49%	24%	53% (+4)	27% (+3)
Finance	28%	12%	32% (+4)	16% (+4)
Science & research	35%	18%	42% (+7)	19% (+1)
Customer success	38%	21%	43% (+5)	26% (+5)
Support	31%	19%	37% (+6)	25% (+6)
Biz Dev	38%	21%	40% (+2)	23% (+2)
Executive assistant	36%	16%	N/A**	N/A

* These are reply rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients replied to at least one of the three emails they were sent.

** We don't have enough data for those roles to provide reply rates with confidence.

Reply rates and interested rates by *gender*, *company size*, and *role**

1000–4999 FTEs

	Female Reply Rate	Female Interested Rate	Male Reply Rate	Male Interested Rate
Engineering	20%	11%	27% (+7)	14% (+3)
Eng. manager	21%	12%	32% (+11)	18% (+6)
Data science & analytics	29%	17%	39% (+10)	23% (+6)
Design	25%	12%	32% (+7)	15% (+3)
Product	33%	19%	39% (+6)	23% (+4)
PMM	29%	15%	45% (+16)	26% (+11)
Sales	23%	10%	26% (+3)	13% (+3)
Marketing	32%	19%	40% (+8)	24% (+5)
Recruiting & HR	33%	15%	40% (+7)	21% (+6)
Legal	49%	24%	53% (+4)	27% (+3)
Finance	28%	12%	32% (+4)	16% (+4)
Science & research	35%	18%	42% (+7)	19% (+1)
Customer success	38%	21%	43% (+5)	26% (+5)
Support	31%	19%	37% (+6)	25% (+6)
Biz Dev	38%	21%	40% (+2)	23% (+2)
Executive assistant	36%	16%	N/A**	N/A

* These are reply rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients replied to at least one of the three emails they were sent.

** We don't have enough data for those roles to provide reply rates with confidence.

Reply rates and interested rates by *gender*, *company size*, and *role**

5000+ FTEs

	Female Reply Rate	Female Interested Rate	Male Reply Rate	Male Interested Rate
Engineering	21%	11%	28% (+7)	13% (+2)
Eng. manager	25%	13%	36% (+11)	18% (+5)
Data science & analytics	38%	25%	45% (+7)	29% (+4)
Design	37%	19%	45% (+8)	23% (+4)
Product	35%	20%	44% (+9)	24% (+4)
PMM	39%	21%	43% (+4)	23% (+2)
Sales	21%	9%	23% (+2)	11% (+2)
Marketing	35%	21%	45% (+10)	28% (+7)
Recruiting & HR	41%	21%	45% (+4)	23% (+2)
Legal	33%	18%	36% (+3)	15% (-3)
Finance	33%	17%	40% (+7)	24% (+7)
Science & research	40%	21%	44% (+4)	21% (+0)
Customer success	39%	21%	43% (+4)	23% (+2)
Support	N/A**	N/A	N/A**	N/A
Biz Dev	40%	21%	42% (+2)	23% (+2)
Executive assistant	26%	11%	N/A**	N/A

* These are reply rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients replied to at least one of the three emails they were sent.

** We don't have enough data for those roles to provide reply rates with confidence.

Key Takeaways

Reply rates by gender

Male talent is around 3% more likely to respond to recruiting email outreach than female talent is (average reply rates are 23.2% and 20.3%, respectively).

Male talent is just over 1% more likely to respond as interested to recruiting outreach (average interested rates are 10.7% for males and 9.5% for females).

The only role for which female talent is more likely to respond than male talent is Legal roles.

Across all companies, the largest discrepancies between male and female response interests are in:

- Support (female talent is **6.7% less likely** to respond as interested than male talent is)
- Executive Assistant roles (female talent is **6.0% less likely** to respond as interested)
- Biz Dev (female talent is **5.8% less likely** to respond as interested)
- Customer Success (female talent is **5.4% less likely** to respond as interested).

Email send and open rates by *race/ethnicity**

As with gender, race or ethnicity has minimal influence on open rates, which fall within a 3% range across demographics: outreach to Asian talent sees an 83.7% open rate; outreach to Hispanic/Latinx talent sees an 81.6% open rate; outreach to White talent sees an 81.0% open rate; and outreach to Black/African American talent sees an 80.4% open rate. However—and once again—there's a sizable discrepancy when it comes to the volume of email sent by race/ethnicity.

Volume of recruiting email outreach by race/ethnicity:

Across the board, Asian talent receives 1.2× more outreach than White talent does, 4.7× more outreach than Hispanic/Latinx talent does, and 5× more outreach than Black/African American talent does.

White talent receives 3.9× more outreach than Hispanic/Latinx talent does, and 4.2× more outreach than Black/African American talent does.

The biggest volume disparity is for Eng Manager, Data Science & Analytics, and Product roles, where email outreach is sent up to 7.8× more to Asian or White talent than to Black or Hispanic/Latinx talent.

Average open rates:

Asian: 83.7%
Hispanic/Latinx: 81.5%
White: 82%
Black/African American: 83%

There is not a single role for which Black/African American talent or Hispanic/Latinx talent receives more outreach than Asian or White talent does. (And yet—as we'll see in a moment, both of these demographics are more likely to show interest in your open role than Asian or White talent are.)

* These are open rates for 3-stage sequences sent between June 1, 2022 and May 31, 2023. Recipients opened at least one of the three emails they were sent.

** Race/ethnicity is determined in Gem by a candidate's first and last name via a model trained on large datasets of self-ID (e.g., US Census data, among many other global datasets). We predict this with 75%-95% accuracy.

Biggest outreach volume disparities by *race/ethnicity* and *role*

Eng. Managers

Asian talent sees **7.8×** more outreach than Black talent and **6.7×** more outreach than Hispanic/Latinx talent
White talent sees **4.7×** more outreach than Black talent and **4.0×** more outreach than Hispanic/Latinx talent

Data Science & Analytics

Asian talent sees **6.6×** more outreach than Black talent and **7.0×** more outreach than Hispanic/Latinx talent
White talent sees **3.9×** more outreach than Black talent and **4.1×** more outreach than Hispanic/Latinx talent

Product

Asian talent sees **5.5×** more outreach than Black talent and **7.1×** more outreach than Hispanic/Latinx talent
White talent sees **3.9×** more outreach than Black talent and **5.0×** more outreach than Hispanic/Latinx talent

Science & Research

Asian talent sees **6.2×** more outreach than Black talent and **6.8×** more outreach than Hispanic/Latinx talent
White talent sees **3.8×** more outreach than Black talent and **4.2×** more outreach than Hispanic/Latinx talent

Engineering

Asian talent sees **7.1×** more outreach than Black talent and **5.4×** more outreach than Hispanic/Latinx talent
White talent sees **4.6×** more outreach than Black talent and **3.5×** more outreach than Hispanic/Latinx talent

Key Takeaways

Reply rates by race/ethnicity

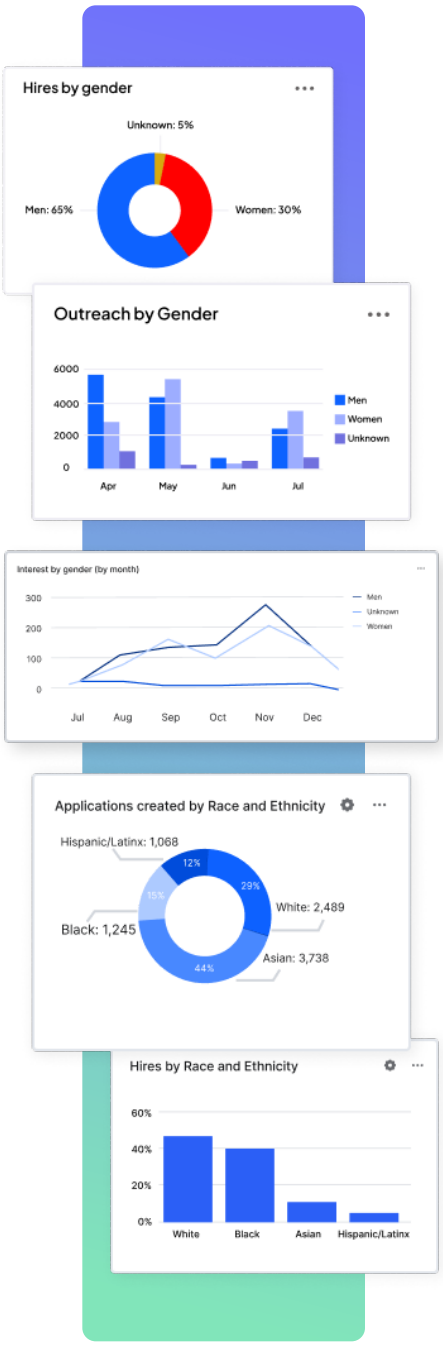
Hispanic/Latinx talent is the demographic most likely to respond to your outreach—by as much as 3%. Black/African American talent is the second-most-likely demographic to respond. (Response rates for those demographics are 26.1% and 24.5%, respectively.)

Both Hispanic/Latinx talent Black/African American talent are more likely to show interest in your open role than Asian or White talent are. (The interested rate for both these demographics is 12.1%, compared to 10.5% of White talent, for example.)

There is no role for which White talent responded more, or with more interest, than other demographics.

Aggregate data (combined roles)

	Reply Rate	Interested Rate
Asian	23.1%	12.0%
White	24.1%	10.5%
Black/African American	24.5%	12.1%
Hispanic/Latinx	26.1%	12.1%



How to leverage the data for email outreach by gender and race/ethnicity

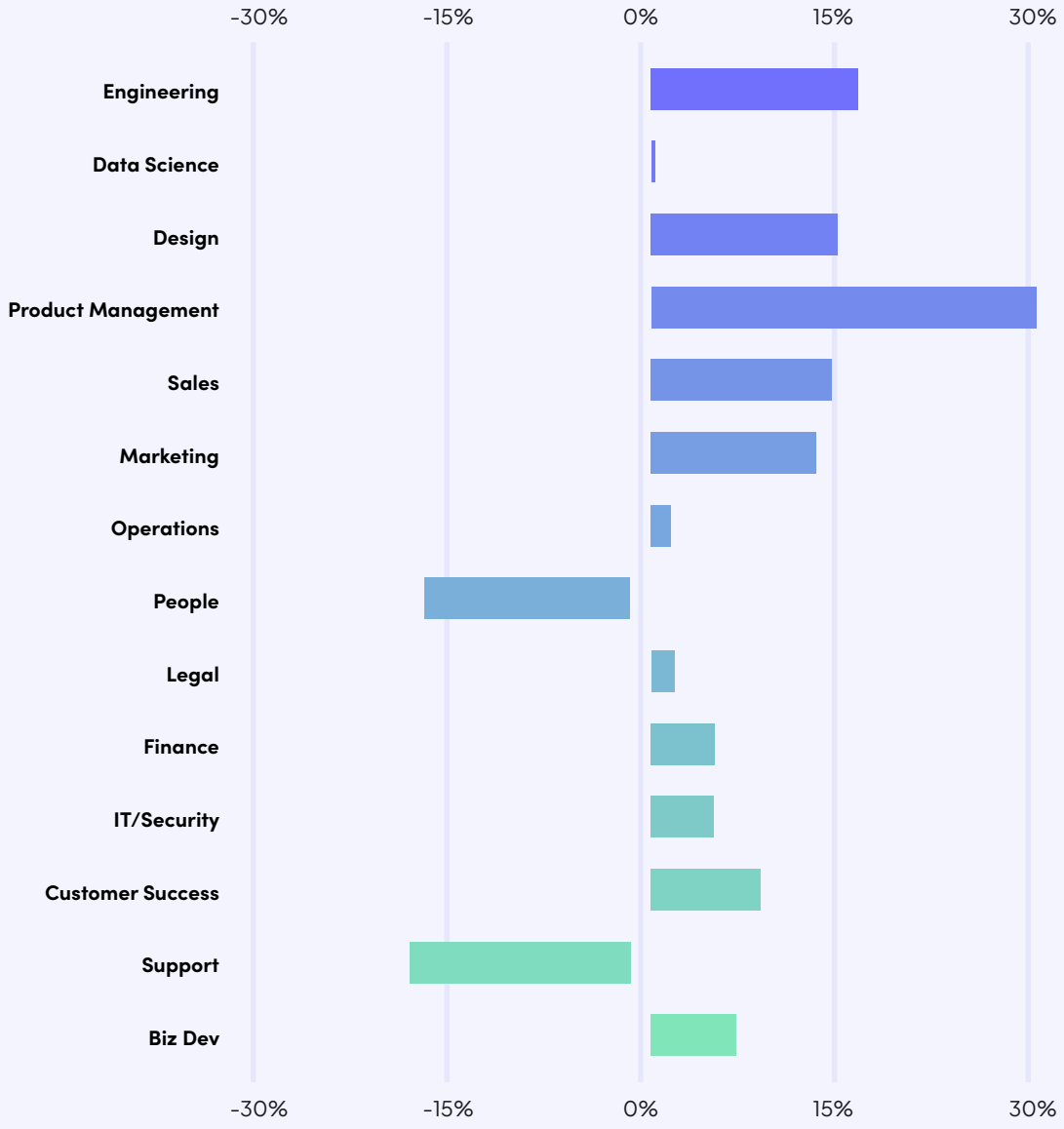
Check the demographic makeup of the recipients of your outreach sequences. Whether or not they intend to, talent teams are reaching out to 2–3x more male talent than they are female talent. If you have gender parity goals, a 1:3 ratio isn't going to cut it—especially knowing that men are more likely to respond to outreach, and to respond as interested in your open roles. The same goes for race/ethnicity: Asian and White talent receives the most outreach for every role Gem tracks, yet both of these demographics show more interest in that outreach than Asian or White talent do. Solutions like Gem break outreach demographics down by both gender and race/ethnicity. What's the makeup of your pools?

Check your messaging to ensure you're not inadvertently alienating female talent. Female talent is opening emails at nearly the same rates that male talent is. Yet they're not replying at the same rates—in fact, for some roles, the difference is well into the double-digits (**as high as 16%**). While it's possible that women are being more selective, we suspect that what you show about organizational culture plays a big role. Check the language in your emails and accompanying JDs. Is it inclusive? What benefits are you touting? Have you emphasized your org's commitment to DEI, psychological safety, and belonging in your outreach?

Remember that your talent brand "lives" in many places. This includes your careers page, your social media platforms, your Glassdoor profile, and more. If female talent—not to mention Black, or Latinx, or LGBTQ+ talent—isn't responding to outreach at the same rates majority talent is, it's because they're not seeing cues in all of these places that they'd belong. Showing your company's commitment to DEI will be a cross-departmental undertaking. But it may be up to Talent Acquisition to begin that conversation.

Application volume by department: YoY change

June ‘22 - May ‘23



According to Gem’s data, **application numbers have been increasing nearly across the board YoY since 2020**. While quite a few factors could be driving this, we suspect it’s due to changing market conditions: in June 2023, there was one job opening for every two applicants on LinkedIn—a big shift from early 2022, when there was one job opening per applicant on average.

Passthrough Rates

Passthrough rates—also known as conversion rates—let you analyze the overall health of your hiring funnel and observe where you're experiencing bottlenecks in the form of candidate drop-offs. The recruitment funnel begins with talent sourcing and outreach (top of funnel) and ends with a signed offer (bottom of funnel). Of course, the number of stages in a hiring process will vary by company and by role.

In the following, we've used the five most common pipeline stages we see (Application Created → Pre-Onsite → Onsite → Offer Extend → Offer Accept), and we've benchmarked passthrough rates between those stages. We've also included a % change from last year's data, to give you a sense of trends as the market has shifted.

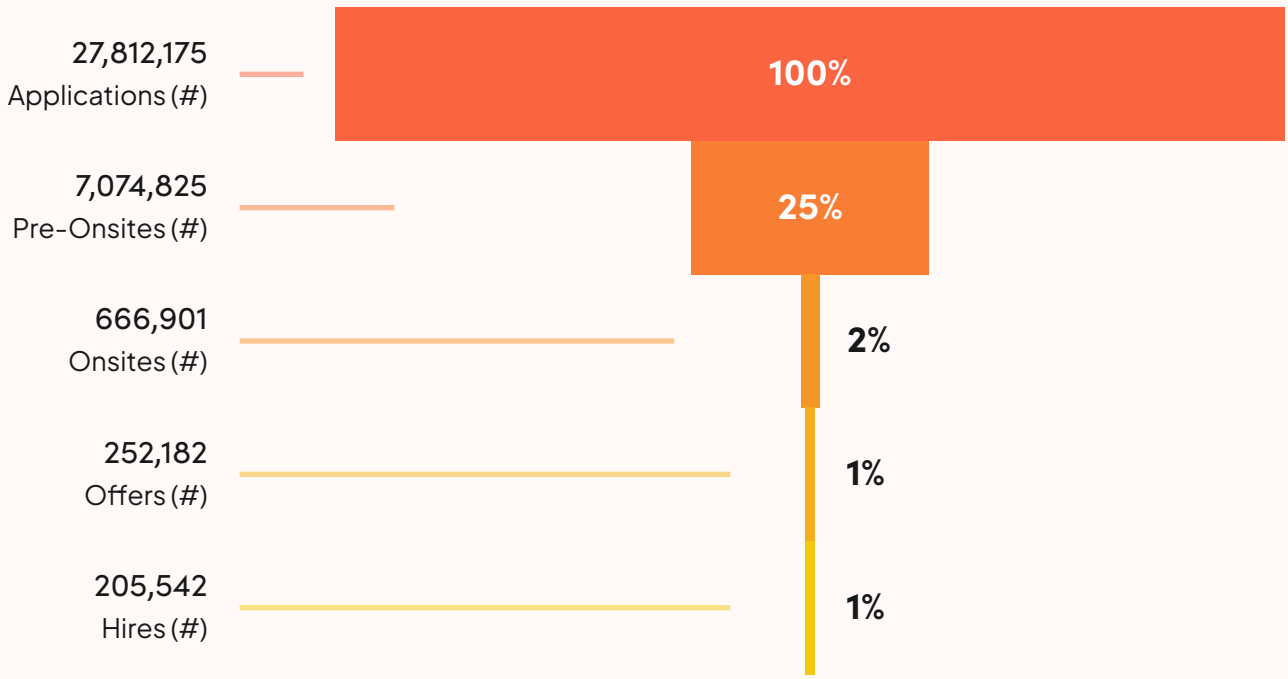
The data we present here, unless otherwise noted, is for candidates from all sources. Your team should break down passthrough rates by source of hire (sourcing, university recruiting, referrals, internal applicants, direct applicants, agency placements, etc). Comparing these rates will give you important insights into your most fruitful and efficient hiring channels.

The Application Review stage is the earliest Gem considers for the "Pre-Onsite" definition, though not all companies may have this stage. Drop-offs from Pre-Onsite → Onsite can happen for any number of reasons: applications getting rejected upon review, candidates failing to pass recruiter or hiring manager phone screens, and unsuccessful assessments, for example.

* The following data is based on 27.8 million job applications. We limited our analysis to applications that were submitted between June 1, 2022 and May 31, 2023, and were marked as closed.

Passthrough Funnel

Percentages anchored on first stage



Aggregate passthrough rates *(PTRs)*

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	25% **(-3)****	25%
Onsite	9% **(-6)**	2%
Offer Extend	38% **(-3)**	1%
Offer Accept	82%*** **(+2)**	1%

25% of applications created lead to a pre-onsite interview

9% of pre-onsites lead to an onsite

38% of onsites lead to an offer

82% of offers get accepted

The average number of days to hire is **36**. The median is **23**.

Time in Stage

Average # of days from Application to Pre-Onsite: **4**
Average # of days from Pre-Onsite to Onsite: **10**
Average # of days from Onsite to Offer: **7**
Average # of days from Offer to Offer Accept: **8**

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

*** It's possible that offer-accept percentages across our customer data are artificially high. If so, this is because recruiters sometimes wait until offers are accepted to enter the offer into their ATS—otherwise they may not enter the extended offer at all. (From a data integrity perspective, extended offers should always be immediately documented!) Naturally, this will cause an apparent increase in OAR.

Key Takeaways

Aggregate passthrough rates

¼ of pre-onsites (application reviews, phone screens, or take home tests) lead to an onsite. If you're far from 25% in either direction, it may mean either that you need to be more selective in your screening process (otherwise you're ultimately taking up precious interviewer time), or that you're being too selective (and so not enough candidates are making it onsite). Take a hard look at your screening process. Is it asking questions that are getting you true insights into the candidate and their ability to take on this role? Is your hiring manager's list of qualifications too rigorous or unrealistic?

Just over ⅓ of onsites (38%) lead to an offer. If your conversion rates are outside this range, you may be conducting too many or too few onsite interviews. Determine if interviewers are being too rigorous or too generous in their evaluations. Maybe recruiters and hiring managers aren't aligned on hiring criteria. Calibrating on ideal responses for each interview question ensures that all interviewers are clear about candidate qualifications.

Mapping rejection reasons at this stage will also alert you to broader patterns that can help fine-tune your recruiting motion. If the problem is candidate quality, sit down with sourcers and review your screening process. If candidates are choosing to withdraw after onsites, look into the interview experience and hold hiring managers and interview panelists accountable.

82% of job offers extended are accepted. This is 2% higher than last year's number, while passthrough rates for earlier stages of the funnel are all lower than last year's numbers. In other words, candidate dropoff is happening earlier in the process this year—which suggests candidates and/or hiring teams are clearer about what they want, and either candidates are self-selecting out sooner, or hiring teams are letting candidates go sooner.

If you're seeing lower offer-accept rates than 82%, solicit honest feedback from candidates who rejected your offer. Revisit your offer letter to verify that comp and benefits are on par with your industry. Digging into data from exit interviews—the reasons employees leave your org—might also get you insights into what candidates may have perceived, but couldn't articulate, about your company while in process.

It takes 36 days on average to hire for a role (median is 23 days)—a number that varies greatly, of course, by role type.

Passthrough rates: *inbound* v. *outbound*

Inbound

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	23% (-2)	23%
Onsite	7% (-5)	2%
Offer Extend	36% (-3)	1%
Offer Accept	82% (+1)	1%

Outbound

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	58% (-3)	58%
Onsite	19% (-2)	11%
Offer Extend	30% (-6)	3%
Offer Accept	75% (+3)	2%

Average Days to Hire	Median Days to Hire
Inbound: 34 (-1)	Inbound: 22
Outbound: 45 (+5)	Outbound: 30

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Key Takeaways

Inbound v. Outbound passthrough rates

Unsurprisingly, **passthrough rates for outbound (sourced, passive) candidates are significantly higher at the top of the funnel (58% v. 23%)**. While they're lower at subsequent stages (offer-extend and offer-accept), the substantial difference up-front ultimately makes sourced candidates more likely to result in a hire (2.4% v. 0.5%).

In other words, **a sourced (outbound) candidate is 4–5× more likely to be hired than an inbound candidate is**. This makes logical sense. Passive talent was vetted by your team before they even entered your hiring funnel. You reached out to them because their experience and skill sets aligned with exactly what your hiring manager was looking for; and you suspected they'd share your values and add to your culture. From a strategic perspective, this means that any solid talent acquisition strategy should include an element of passive talent sourcing—no matter how strong your inbound game is.

Median time-to-hire is 8 days longer for a sourced candidate. We suspect there are a few reasons for this: 1) Sometimes recruiters create applications for sourced candidates in their ATS before talent has even responded; 2) Sometimes when sourced candidates respond, there's less urgency on their side to start interviewing immediately, and 3) When a sourced candidate rejects your job offer—which they're more likely to do than an inbound candidate is (82% v. 75%)—time-to-hire is prolonged while you extend another offer to the next-best candidate. TA teams that can get their outbound offer-accept rates on par with their inbound offer-accept rates may see that time-to-hire decrease. Which brings us to…

Sourced talent is 7% less likely to accept your job offers than inbound candidates are. This, too, makes sense: passive talent didn't go looking for you; you went looking for them. Yet something about your org piqued their interest. Given what we've seen about the efficiency of sourced candidates, talent teams would do well to uncover why sourced talent is rejecting their offers at higher rates than their inbound counterparts are. Survey your sourced candidates—not just at the end of the process, but at every stage—to find out what's resonating with them and what isn't. Adjust your messaging and your candidate experience accordingly.

Tip

Sourced candidates are **4–5× more likely to be hired** than active applicants are. So no matter how many applications you're getting from active talent, it's well worth including passive talent sourcing in your talent acquisition strategy.

Passthrough rates by *company* size

1-249 FTEs

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	26% (-1)	26%
Onsite	8% (-6)	2%
Offer Extend	34% (-7)	1%
Offer Accept	81% (+2)	1%

250-999 FTEs

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	25% (+0)	25%
Onsite	7% (-7)	2%
Offer Extend	33% (-3)	1%
Offer Accept	81% (+1)	<1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *company* size

1000–4999 FTEs

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	29% (-4)	29%
Onsite	9% (-3)	3%
Offer Extend	40% (-5)	1%
Offer Accept	80% (+1)	1%

5000+ FTEs

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	22% (-3)	22%
Onsite	13% (-5)	3%
Offer Extend	39% (-2)	1%
Offer Accept	84% (+3)	1%

Average Days to Hire	Median Days to Hire
1–249 FTEs: **34** (-1)	1–249 FTEs: **31**
250–999 FTEs: **45** (+5)	250–999 FTEs: **31**
1000–4999 FTEs: **31** (-9)	1000–4999 FTEs: **18**
5000+ FTEs: **36** (-2)	5000+ FTEs: **23**

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Time in stages

1-249 FTEs

Average # of days from Application to Pre-Onsite: 6
Average # of days from Pre-Onsite to Onsite: 12
Average # of days from Onsite to Offer: 10
Average # of days from Offer to Offer Accept: 5

250-999 FTEs

Average # of days from Application to Pre-Onsite: 6
Average # of days from Pre-Onsite to Onsite: 11
Average # of days from Onsite to Offer: 9
Average # of days from Offer to Offer Accept: 6

1000-4999 FTEs

Average # of days from Application to Pre-Onsite: 2
Average # of days from Pre-Onsite to Onsite: 9
Average # of days from Onsite to Offer: 6
Average # of days from Offer to Offer Accept: 6

5000+ FTEs

Average # of days from Application to Pre-Onsite: 4
Average # of days from Pre-Onsite to Onsite: 9
Average # of days from Onsite to Offer: 7
Average # of days from Offer to Offer Accept: 10

Key Takeaways

Passthrough rates by company size

As company size increases, so does the passthrough rate, roughly, from pre-onsite to onsite (8% → 7% → 9% → 13%). In other words, smaller companies are more selective about bringing candidates onsite—likely due to more limited employee bandwidth and recruiting resources.

As company size increases, so does the passthrough rate, roughly, from onsite to offer-extend (34% → 33% → 40% → 39%). Smaller enterprises (1000–4999 FTEs) are the most likely to extend offers after onsite.

Tip

Compared to our last report, all companies—regardless of size—extended offers to a smaller percentage of candidates after the onsite, suggesting more rigor and discernment across the board at the offer-extend phase.

A higher percentage of those offers were accepted at companies of every size.

Still, compared to our last report, **all companies—regardless of size—passed a smaller percentage of candidates from onsite to offer**, suggesting more rigor at the offer stage of the process. The same was largely true for pre-onsite to onsite conversion rates. Generally speaking, companies have been more discerning about which talent they're bringing all the way through process (or talent is being more discerning about which companies they'll stay in process for).

SMBs (1–249 FTEs) have the highest time-to-hire (31-day median), while smaller enterprises (1000–4999 FTEs) have the lowest time-to-hire (18-day median). For the most part, time-to-hire decreases as company size increases; we suspect this has something to do with the more streamlined processes that get put into place as companies scale. However, time-to-hire increases again at the largest of companies (5000+ FTEs), suggesting there may be a tipping point at which the organization gets large enough that processes begin to break down.

The largest companies see the highest percentage of offer-accepts (84%), though otherwise there doesn't seem to be a direct correlation between company size and offer-accept rate. Still, this is a significant shift from our last report: in 2021, offer-accept rates decreased as company size increased (in other words, the smallest companies saw the greatest percentage of offer-accepts). It makes sense that, in today's uncertain market, talent would agree to roles at more stable, well-established companies.

In the last year and a half, offer-accept rates have increased across the board. While candidates are more likely to either drop out of, or be dismissed from, the process than they were 18 months ago, they're more likely to say "yes"—by as much as 3% at the largest of companies—when that offer comes.

How to leverage the data on passthrough rates by *company size*

Larger companies might take a tip from their smaller counterparts: screen like a startup. Onsite interviews are costly—especially for technical roles that require panel interview time. Smaller companies are particularly aware of this (companies with fewer than 1000 FTEs bring only 7–8% of candidates they've screened onsite), and larger companies, which pass 13% of candidates to onsite, will benefit from recognizing it.

Make sure the questions you ask during your pre-onsites (phone screens and take-home tests) get as much pertinent information as possible from candidates: hard and soft skills, knowledge and values, and so on. Make sure, too, that recruiters know what red flags to watch out for. Being more selective at the very top of the funnel means better Onsite → Offer passthrough rates… because you brought in the right people to begin with.

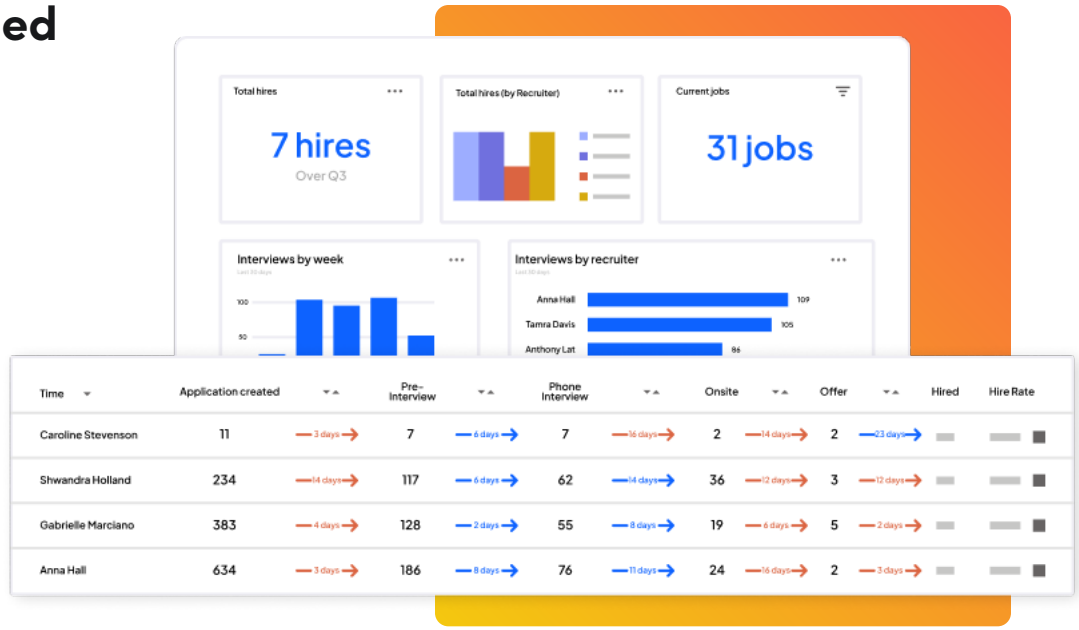
Humanize your candidate experience. In an inversion of our mid-COVID data, the biggest companies are now seeing the highest offer-accept rates. (In 2021, the smallest companies saw the highest accept rates—likely due to some combination of talent reconsidering what they wanted out of their work lives, employees desiring the visibility and impact they could have in smaller organizations, and a new remote-work paradigm that allowed talent to move out of major metropolitan areas, where cost of living—and therefore the need for sizable compensation—decreased.)

Our best guess about offer-accepts favoring larger companies again sits within the context of our current macroeconomic uncertainty: smaller companies are simply perceived as higher-risk, and candidates are looking for safe places to weather the economic storm. If you're recruiting for a smaller organization, lead your conversations with data points on company stability (assuming, of course, your company is stable). What's your runway? What do your financials look like? How is your customer base growing? How is your product/service poised for growth? And so on.

If you want to meet (or exceed) that 84% offer-accept rate, we also recommend a combination of candidate surveys and data on your current pipeline to determine where in the journey you could be serving talent better.

(Re)consider your **employee value proposition**: What contribution can you make to employees' lives—beyond compensation—for a fulfilling human experience? (Your answer to this question will be especially important if withdrawal data suggests you're losing candidates to competitors.) Pay attention to what candidates are telling you they want to know. What do they ask about during interviews? What do industry surveys say they're prioritizing? Use this data to guide what else you lead with in your messaging.

Continued



Streamline your recruiting processes—and keep them streamlined as you scale. The efficiency of your hiring process impacts everything from offer-accept rates to time-to-hire to cost-per-hire to overall candidate experience. Gem's data shows that the smallest companies have the highest time-to-hire—a number that decreases as company size increases… until we get to the largest companies. This suggests that most recruiting orgs are appropriately streamlining processes as the company scales. The largest companies, however, see an efficiency dip.

Our suggestion? Don't let processes break down as you continue to scale. The largest companies may be seeing the highest offer-accept rates this year, but historical data suggests this isn't always the case. Rather than resting on your brand-name laurels, make the case for ongoing optimization. This is one way to ensure a continually positive set of candidate experiences.

Tip

Strategies for improving offer-accept rates:

- Upgrade your candidate experience based on feedback in candidate surveys and dropout data from your current pipeline
- Define your EVP and ensure candidates are clear about all it entails
- Know what candidates most want to hear about the open role and your org—and lead with that

Passthrough rates by *company* location**

Los Angeles Metro Area

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	41% (+2)	41%
Onsite	7% (-2)	3%
Offer Extend	43% (-10)	1%
Offer Accept	83% (+4)	1%

Median days to hire: 22 (+1)

New York City Metro Area

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	27% (+0)	27%
Onsite	8% (-5)	2%
Offer Extend	38% (-5)	1%
Offer Accept	82% (+1)	1%

Median days to hire: 32 (+4)

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** "Location" refers to company headquarters. "Other U.S. Metro Areas" includes Atlanta, Austin, Bend, Birmingham, Blacksburg, Boston, Bozeman, Charleston, Charlotte, Charlottesville, Chicago, Cincinnati, Columbus, Dallas, Denver, Detroit, Grand Rapids, Huntsville, Jacksonville, Las Vegas, Lincoln, Madison, Miami, Milwaukee, Minneapolis, Philadelphia, Phoenix, Pittsburgh, Portland, Raleigh, Reno, Richmond, San Diego, Seattle, St. Louis, Tampa, Virginia Beach, and Washington, D.C. "International" includes Canada, Belgium, France, Germany, Malta, the United Kingdom, and Switzerland.

*** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *company* location**

San Francisco Bay Area

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	20% (-3)	20%
Onsite	8% (-6)	2%
Offer Extend	32% (-3)	1%
Offer Accept	79% (+1)	<1%

Median days to hire: 33 (-1)

Other U.S. Metro Areas (combined)

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	32% (-6)	32%
Onsite	13% (-6)	4%
Offer Extend	41% (-3)	2%
Offer Accept	82% (+0)	1%

Median days to hire: 17 (+1)

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** "Location" refers to company headquarters. "Other U.S. Metro Areas" includes Atlanta, Austin, Bend, Birmingham, Blacksburg, Boston, Bozeman, Charleston, Charlotte, Charlottesville, Chicago, Cincinnati, Columbus, Dallas, Denver, Detroit, Grand Rapids, Huntsville, Jacksonville, Las Vegas, Lincoln, Madison, Miami, Milwaukee, Minneapolis, Philadelphia, Phoenix, Pittsburgh, Portland, Raleigh, Reno, Richmond, San Diego, Seattle, St. Louis, Tampa, Virginia Beach, and Washington, D.C. "International" includes Canada, Belgium, France, Germany, Malta, the United Kingdom, and Switzerland.

*** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *company* location**

International (Canada and the EU)

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	21% (-9)	21%
Onsite	11% (+0)	2%
Offer Extend	40% (+4)	1%
Offer Accept	85% (+4)	1%

Median days to hire: 26 (-10)

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** "Location" refers to company headquarters. "Other U.S. Metro Areas" includes Atlanta, Austin, Bend, Birmingham, Blacksburg, Boston, Bozeman, Charleston, Charlotte, Charlottesville, Chicago, Cincinnati, Columbus, Dallas, Denver, Detroit, Grand Rapids, Huntsville, Jacksonville, Las Vegas, Lincoln, Madison, Miami, Milwaukee, Minneapolis, Philadelphia, Phoenix, Pittsburgh, Portland, Raleigh, Reno, Richmond, San Diego, Seattle, St. Louis, Tampa, Virginia Beach, and Washington, D.C. "International" includes Canada, Belgium, France, Germany, Malta, the United Kingdom, and Switzerland.

*** Numbers in parentheticals represent the % change from last year's data.

Key Takeaways

Passthrough rates by company location

Bay Area companies are more selective than New York and Los Angeles metro companies early in the process, with fewer applicants getting pre-onsite interviews (L.A.-based companies have pre-onsites with 41% of applicants, whereas Bay Area companies have pre-onsites with only 20%). This selectiveness at the top of the funnel trickles down: while only 0.4% of applicants to Bay Area companies are hired, 1% of applicants to Los Angeles are hired—that's 2× as many. (New York City falls squarely between them, at 0.7%.)

U.S. cities with fewer tech companies (the "Other" category) see the highest percentage of applicants pass through to hire: 1.4%. That's more than 3× as many as Bay Area candidates, and 2× as many as Los Angeles candidates.

Bay Area companies see slightly lower offer-accept rates compared to companies elsewhere in the country. International companies see the highest offer-accept rates, at 85%.

Bay Area companies take the longest time to hire (a 33-day median, compared to 32 in New York and 22 in Los Angeles). U.S. cities with fewer overall tech companies see the shortest time-to-hire, at 17 days median. (That's a full 16 days shorter than it takes Bay Area companies, on average, to make a hire.)

Tip

U.S. metro areas with **fewer** overall tech companies (NOT San Francisco, New York, or L.A.) see the shortest time-to-hire, and the highest percentage of applicants pass through to hire: more than **3×** as many as Bay area companies, and **2×** as many as Los Angeles companies.

Passthrough rates by *department*

Business/Strategy

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	19% (-4)	19%
Onsite	6% (-2)	1%
Offer Extend	37% (+1)	<1%
Offer Accept	87% (+5)	<1%

Customer Service/Support

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	32% (-6)	32%
Onsite	9% (-12)	3%
Offer Extend	53% (+12)	2%
Offer Accept	87% (-1)	1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *department*

Customer Success

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	25% (+3)	25%
Onsite	6% (-8)	1%
Offer Extend	36% (-4)	1%
Offer Accept	86% (+1)	<1%

Data Science

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	23% (+3)	23%
Onsite	6% (-6)	1%
Offer Extend	25% (-2)	<1%
Offer Accept	78% (+4)	<1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *department*

Design

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	27% (+1)	27%
Onsite	5% (-6)	1%
Offer Extend	26% (-10)	<1%
Offer Accept	81% (+6)	<1%

Engineering

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	26% (-3)	26%
Onsite	8% (-6)	2%
Offer Extend	27% (-7)	1%
Offer Accept	73% (+5)	<1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *department*

Finance

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	23% (+0)	23%
Onsite	6% (-3)	1%
Offer Extend	31% (-7)	<1%
Offer Accept	84% (+2)	<1%

IT/Security

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	28% (-5)	28%
Onsite	8% (-2)	2%
Offer Extend	42% (-3)	1%
Offer Accept	76% (+0)	1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *department*

Legal/Compliance

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	26% (+6)	26%
Onsite	6% (-5)	1%
Offer Extend	31% (-7)	<1%
Offer Accept	84% (+0)	<1%

Marketing

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	26% (+1)	26%
Onsite	4% (-6)	1%
Offer Extend	31% (-3)	<1%
Offer Accept	85% (+1)	<1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *department*

Operations

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	30% (-9)	30%
Onsite	15% (+1)	5%
Offer Extend	32% (-11)	1%
Offer Accept	85% (-1)	1%

People

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	20% (+1)	20%
Onsite	5% (-9)	1%
Offer Extend	35% (+3)	<1%
Offer Accept	84% (+2)	<1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *department*

Product Management

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	23% (+2)	23%
Onsite	6% (-6)	1%
Offer Extend	24% (-8)	<1%
Offer Accept	80% (+5)	<1%

Sales

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	26% (+0)	26%
Onsite	11% (-8)	3%
Offer Extend	37% (-6)	1%
Offer Accept	84% (+1)	1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *department*

Below is the same data presented in a different format. These numbers should help you estimate how many candidates you'll need at any given stage of the funnel in order to fill a role. They're also useful for gauging how healthy your pipeline is for the next time that role opens.

Business/Strategy

Average # of Applications Created to make a hire: **273**
Average # of Pre-Onsites to make a hire: **52**
Average # of Onsites to make a hire: **3.1**
Average # of Offer Extends to make a hire: **1.2**

Customer Service/Support

Average # of Applications Created to make a hire: **75**
Average # of Pre-Onsites to make a hire: **24**
Average # of Onsites to make a hire: **2.2**
Average # of Offer Extends to make a hire: **1.2**

Customer Success

Average # of Applications Created to make a hire: **215**
Average # of Pre-Onsites to make a hire: **54**
Average # of Onsites to make a hire: **3.2**
Average # of Offer Extends to make a hire: **1.2**

Data Science

Average # of Applications Created to make a hire: **372**
Average # of Pre-Onsites to make a hire: **85**
Average # of Onsites to make a hire: **5.1**
Average # of Offer Extends to make a hire: **1.3**

Passthrough rates by *department*

Design

Average # of Applications Created to make a hire: **352**
Average # of Pre-Onsites to make a hire: **95**
Average # of Onsites to make a hire: **4.8**
Average # of Offer Extends to make a hire: **1.2**

Engineering

Average # of Applications Created to make a hire: **244**
Average # of Pre-Onsites to make a hire: **63**
Average # of Onsites to make a hire: **5.0**
Average # of Offer Extends to make a hire: **1.4**

Finance

Average # of Applications Created to make a hire: **278**
Average # of Pre-Onsites to make a hire: **64**
Average # of Onsites to make a hire: **3.8**
Average # of Offer Extends to make a hire: **1.2**

> **"Gem essentially tells me how many hours of work we'll have to put in to suffice a new headcount. Based on historical conversion rates for that role, I know how many outreaches my team will have to make, how many phone screens, how many onsites, how many offers extended to get an offer-accept. As soon as you have that data, you know whether you're under-resourced or not."**

Carmen Coleman
Director of Talent Acquisition
nerdwallet

Passthrough rates by *department*

IT/Security

Average # of Applications Created to make a hire: **140**
Average # of Pre-Onsites to make a hire: **39**
Average # of Onsites to make a hire: **3.1**
Average # of Offer Extends to make a hire: **1.3**

Legal/Compliance

Average # of Applications Created to make a hire: **243**
Average # of Pre-Onsites to make a hire: **63**
Average # of Onsites to make a hire: **3.8**
Average # of Offer Extends to make a hire: **1.2**

Marketing

Average # of Applications Created to make a hire: **365**
Average # of Pre-Onsites to make a hire: **95**
Average # of Onsites to make a hire: **3.8**
Average # of Offer Extends to make a hire: **1.2**

Operations

Average # of Applications Created to make a hire: **82**
Average # of Pre-Onsites to make a hire: **25**
Average # of Onsites to make a hire: **3.7**
Average # of Offer Extends to make a hire: **1.2**

Passthrough rates by *department*

People

Average # of Applications Created to make a hire: **340**
Average # of Pre-Onsites to make a hire: **68**
Average # of Onsites to make a hire: **3.4**
Average # of Offer Extends to make a hire: **1.2**

Product Management

Average # of Applications Created to make a hire: **377**
Average # of Pre-Onsites to make a hire: **87**
Average # of Onsites to make a hire: **5.2**
Average # of Offer Extends to make a hire: **1.3**

Sales

Average # of Applications Created to make a hire: **113**
Average # of Pre-Onsites to make a hire: **29**
Average # of Onsites to make a hire: **3.2**
Average # of Offer Extends to make a hire: **1.2**

Average and median days to hire

	Average # of days to hire	Median # of days to hire
Engineering	53 (+1)	41 (-1)
Data science	52 (-1)	39 (-3)
Design	53 (+1)	43 (+0)
Product Management	50 (+0)	41 (+0)
Sales	33 (-3)	25 (+0)
Marketing	45 (+2)	35 (+1)
Operations	28 (+2)	16 (+1)
People	41 (+4)	28 (+1)
Legal	45 (+3)	37 (+2)
Finance	40 (-1)	33 (+1)
IT/Security	34 (-5)	27 (-1)
Customer success	36 (-3)	28 (-1)
Support	25 (-5)	15 (-2)
Business/Strategy	43 (-2)	34 (-3)

** Numbers in parentheticals represent the % change from last year's data.

Key Takeaways

Passthrough rates by role/department

Customer Service/Support, Operations, and Sales roles see the highest percentage of candidates convert through the pipeline: 1.3% of Applications Created in Customer Service, 1.2% in Ops, and 0.9% in Sales are ultimately hired. Product management applicants are the least likely to be hired, with a 0.2% average funnel passthrough rate.

Engineering, Data Science, and IT/Security departments see the lowest offer-accept rates—all at less than 80% (Engineering: 73%, IT/Security: 76%, Data Science 78%). Business/Strategy (87%), Customer Service/Support (87%), and Customer Success (86%) see the highest offer-accept rates.

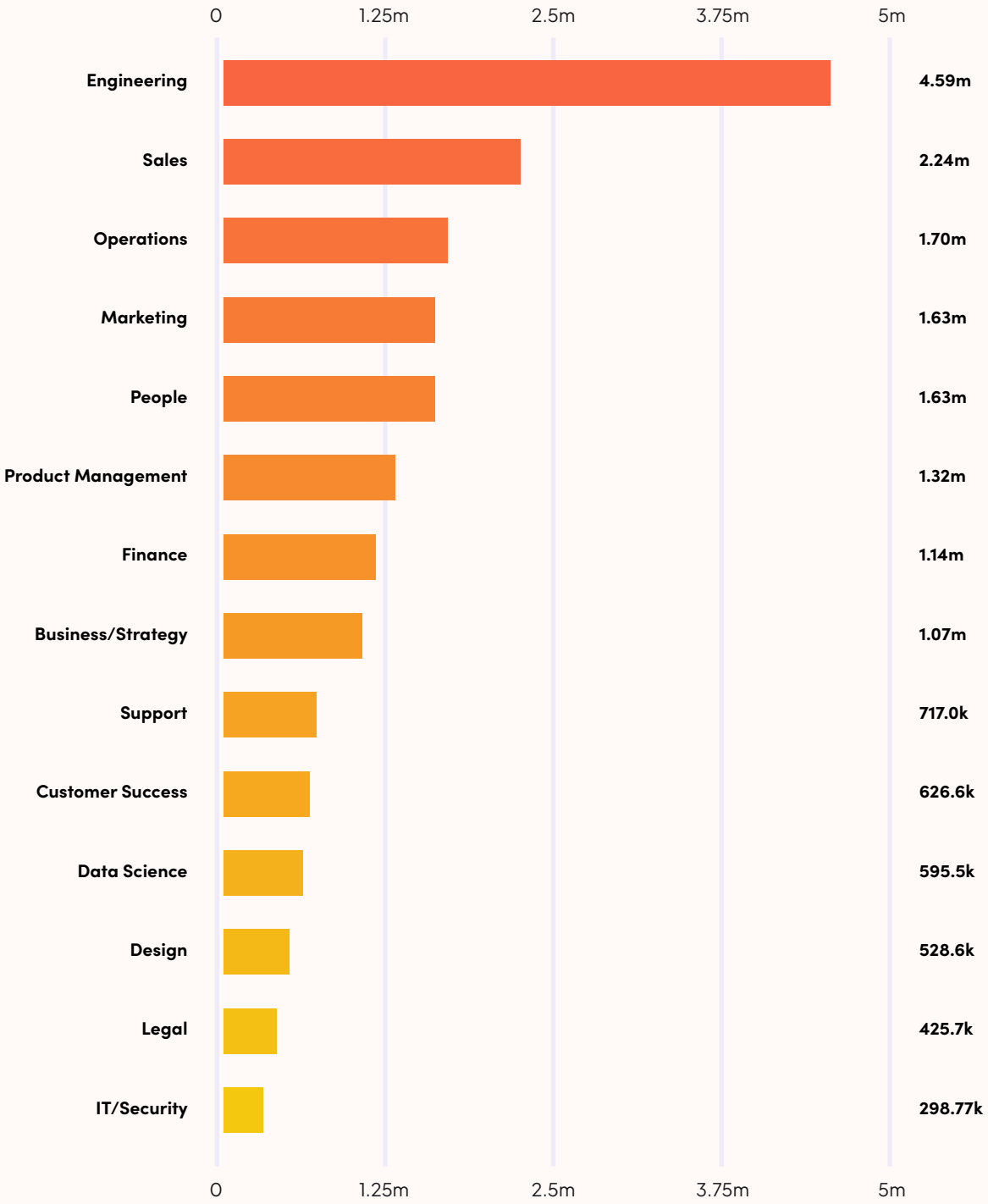
The roles that require the greatest number of onsites to make a single hire are Product Management (5.2 onsites), Data Science (5.1 onsites), Engineering (5.0 onsites), and Design (4.8 onsites).

Design (43 days), Engineering (41 days), and Product Management (41 days) see the longest median time-to-hire.

Since last year, time-to-hire has decreased for Business/Strategy, IT/Security, and Customer Success roles; but it has increased for People, Legal/Compliance, and Marketing roles.

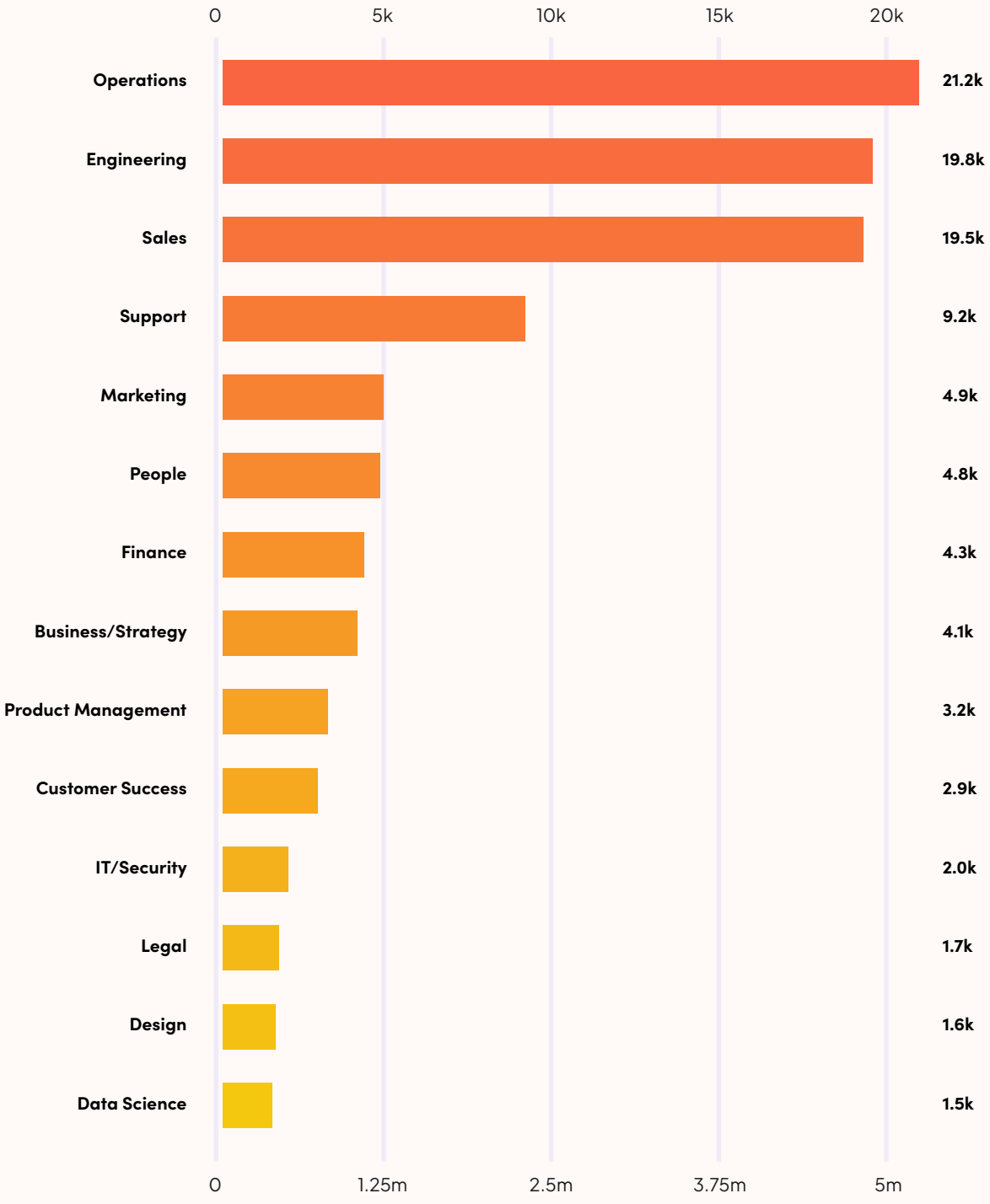
Application volume by role

Ranked highest to lowest



of candidates *hired* by role

Ranked highest to lowest



Passthrough rates by *industry*

Computer Software

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	25% (-2)	25%
Onsite	8% (-6)	2%
Offer Extend	34% (-4)	1%
Offer Accept	81% (+1)	1%

Median days to hire: 26 (-1)

Financial & Professional Services

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	49% (+3)	49%
Onsite	6% (-5)	3%
Offer Extend	39% (-3)	1%
Offer Accept	79% (+8)	1%

Median days to hire: 31 (-1)

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *industry*

Healthcare & Life Sciences

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	11% (-5)	11%
Onsite	29% (-8)	3%
Offer Extend	50% (-6)	2%
Offer Accept	86% (-3)	1%

Median days to hire: 7 (+1)

Manufacturing

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	38% (-9)	38%
Onsite	17% (+0)	6%
Offer Extend	40% (-5)	3%
Offer Accept	82% (+2)	2%

Median days to hire: 25 (-1)

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Numbers in parentheticals represent the % change from last year's data.

Key Takeaways

Passthrough rates by industry

Software companies see the lowest overall candidate passthrough rate, with 0.5% of Applications Created ultimately leading to hires. Candidates in Manufacturing are more than 4× more likely to be hired (2.1% overall passthrough rate) than those in Computer Software, and candidates in Healthcare/Life Sciences are nearly 3× more likely to be hired (1.3% overall passthrough rate) than those in Computer Software.

Candidates in the Healthcare and Life Sciences industries are more likely to accept offers (86%) than candidates in Financial and Professional Services (79% accept rate) and candidates in Computer Software (81% accept rate) are.

Still, offer-accept rates in Healthcare and Life Sciences have decreased since last year (89%), while Financial and Professional Services have seen the greatest increase in offer-accept rates since last year (from 71% to 79%). Offer-accepts have increased in the Manufacturing and Computer Software industries as well.

This may explain, in part, why **time-to-hire has increased in Healthcare/Life Sciences since last year** (from 17 to 20 days). Financial & Professional Services, Computer Software, and Manufacturing, on the other hand, have seen decreases in time-to-hire since last year.

How to leverage the data for passthrough rates by *role* and *industry*

Dropouts in your hiring funnel will include both candidates who withdraw from process and candidates whom you decide not to move forward with. Hopefully you're documenting every step in every candidate's journey. Over time, you'll be able to observe patterns in your internal data, and optimize parts of your hiring process from there.

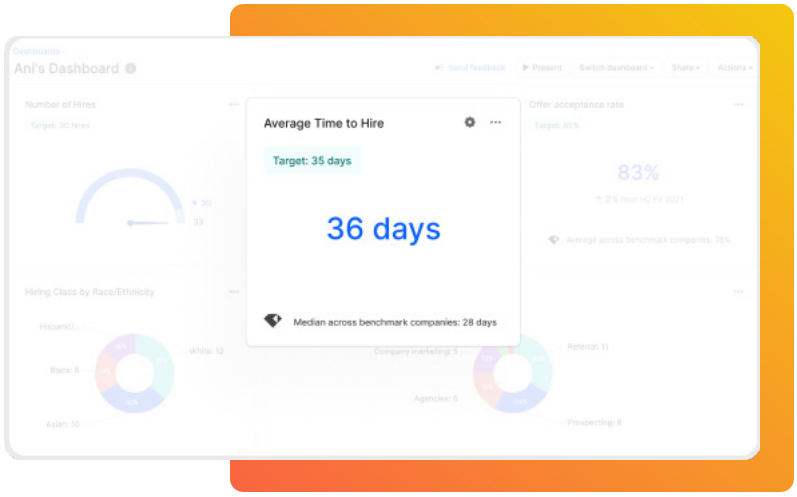
If there's a particular role you're struggling to move through a specific stage in the funnel, it's helpful to know if it's a common struggle for companies at that stage. If benchmarks suggest your struggle is on par with the industry, your best bet is to start nurturing prospects and building pipeline for that role as soon as possible. You'll want a set of strong relationships in place with talent with those skill sets—especially if you foresee more of the same role opening in the future. It may also help to get more realistic about both your goals and your forecasts for that role.

If, on the other hand, your struggle appears to be out-of-tune with what's happening in the industry, it's time to examine your people and processes at that stage to see what might be causing the hiccup. Talk to employees who hold the same (or similar) roles and find out if candidate expectations and the reality of your position aren't aligned. Walk them through the details of that stage in the hiring process if it's useful.

And, as always, reach out to candidates who fell out at that stage—especially recent withdrawals. They'll have the freshest insights for you about what they experienced in those hours before they withdrew, and how you could have made things better for them.

Tip

If benchmarks suggest your struggle to fill a particular role is on par with the industry, start nurturing prospects and building pipeline for that role now. If your passthrough rates aren't on par, it's time for an internal examination of your people and processes to uncover why you're experiencing drop-offs that your competitors aren't.



Passthrough rates by *gender***

Female

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	25% (-2)	25%
Onsite	9% (-6)	2%
Offer Extend	41% (-2)	1%
Offer Accept	83% (+0)	1%

Male

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	27% (-2)	27%
Onsite	10% (-4)	3%
Offer Extend	35% (-5)	1%
Offer Accept	81% (+2)	1%

Average Days to Hire	Median Days to Hire
Female: **34**	Female: **22**
Male: **38**	Male: **25**

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Gem partners with an API that assigns gender based on a prospect's first name as shown on their LinkedIn (or GitHub, or SeekOut, or Twitter, etc.) profile. The algorithm supports names in countries around the world, and assigns a gender at a 95%+ confidence level. In some cases, the API will not assign a gender, and Gem users can manually input that information if they wish. The above doesn't account for the non-binary data in our database—these sample sizes were too small to offer valid numbers for.

** Numbers in parentheticals represent the % change from last year's data.

Key Takeaways

Passthrough rates by gender

As has been the case every year that Gem has published this report, there's a clear top-of-funnel problem when it comes to gender diversity in sourcing. As noted above, **male talent receives, on average, 2.4× more outreach** than female talent does and is around 3% more likely to respond to that outreach than female talent is. Subsequently, **1.54× more male candidates enter process than female candidates do**.

Despite the fact that male candidates see slightly higher passthrough rates at earlier stages of the funnel—Application Created → Pre-Onsite (27% v. 25%) and Pre-Onsite → Onsite (10% v. 9%)—female candidates see higher passthrough rates across the remaining stages of the funnel: **41% of female talent is extended offers after onsites, compared to only 35% of male talent**; and women ultimately have a higher end-to-end passthrough rate (0.8% v. 0.7%).

In other words, **while fewer women enter into process, the ones who do enter tend to outperform their male counterparts**. The numbers suggest that unconscious bias tends to have the strongest impact on the gender gap before talent has the opportunity to demonstrate their proficiencies through an onsite interview. By and large, recruiting teams have more equitable interview processes than they think; diversity is more a top-of-funnel problem. If companies could bring in more women at the top of the funnel, they'd likely see the same (or better) success rates that they see with male candidates.

It takes 4 days longer to hire a male candidate than to hire a female candidate. This is partially driven by the gender skew in Engineering, Product, Data, and Design roles, which generally see a longer time-to-hire. But it's worth considering any other reasons this may be so for your org (if it's so). Are male candidates more likely to negotiate their salaries, extending their time-to-hire? Pay attention to the reasons for time-in-stage across your funnel.

Tip

Companies that care about diversity should spend more time nurturing gender-diverse talent pools at the top of the funnel. More than 1.5× male candidates enter process than female candidates do, but female candidates are more likely to have offers extended to them than male candidates are (41% of women receive offers after the onsite v. 35% for men). The story this tells is that unconscious bias has the strongest impact on the gender gap in the stages before talent has the opportunity to demonstrate their proficiencies.

Passthrough rates by *race/ethnicitiy***

White

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	28% (-3)	28%
Onsite	9% (-6)	2%
Offer Extend	38% (-5)	1%
Offer Accept	83% (+0)	1%

Median days to hire: 25 (+1)

Black/African-American

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	27% (-5)	27%
Onsite	9% (-6)	3%
Offer Extend	38% (-5)	1%
Offer Accept	83% (-2)	1%

Median days to hire: 15 (+0)

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Gem partners with an API that assigns race/ethnicity based on a prospect's first name, last name, and location at a 75%-95% confidence level. The model is trained and tested on large sets of publicly self-identified data (the U.S. Census Bureau as well as a number of global datasets). Once candidates are in process in our customers' ATSes, we also pull self-identified values and align them without predicted values. Race/ethnicity is currently broken down into these categories: Aboriginal, African American/Black, American Indian/Alaskan Native, Asian, East Asian, Hawaiian/Pacific Islander, Hispanic/Latinx, Indigenous or First Nations, Middle Eastern/North African, South Asian, Southeast Asian, West Asian or North African, White, two-or-more races, and "other." The above doesn't account for the "Undetermined" data in our database.

*** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *race/ethnicitiy***

Hispanic/Latinx

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	29% (-3)	29%
Onsite	10% (-5)	3%
Offer Extend	40% (-2)	1%
Offer Accept	84% (+0)	1%

Median days to hire: 18 (-1)

Asian & Pacific Islander

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	24% (-3)	24%
Onsite	8% (-4)	2%
Offer Extend	30% (-3)	1%
Offer Accept	76% (+5)	<1%

Median days to hire: 34 (-1)

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Gem partners with an API that assigns race/ethnicity based on a prospect's first name, last name, and location at a 75%-95% confidence level. The model is trained and tested on large sets of publicly self-identified data (the U.S. Census Bureau as well as a number of global datasets). Once candidates are in process in our customers' ATSes, we also pull self-identified values and align them without predicted values. Race/ethnicity is currently broken down into these categories: Aboriginal, African American/Black, American Indian/Alaskan Native, Asian, East Asian, Hawaiian/Pacific Islander, Hispanic/Latinx, Indigenous or First Nations, Middle Eastern/North African, South Asian, Southeast Asian, West Asian or North African, White, two-or-more races, and "other." The above doesn't account for the "Undetermined" data in our database.

*** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by *race/ethnicitiy**

American Indian & Alaskan Native

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	25% (-4)	25%
Onsite	3% (-1)	1%
Offer Extend	32% (-9)	<1%
Offer Accept	85% (-1)	<1%

Median days to hire: 43 (+8)

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Gem partners with an API that assigns race/ethnicity based on a prospect's first name, last name, and location at a 75%-95% confidence level. The model is trained and tested on large sets of publicly self-identified data (the U.S. Census Bureau as well as a number of global datasets). Once candidates are in process in our customers' ATSes, we also pull self-identified values and align them without predicted values. Race/ethnicity is currently broken down into these categories: Aboriginal, African American/Black, American Indian/Alaskan Native, Asian, East Asian, Hawaiian/Pacific Islander, Hispanic/Latinx, Indigenous or First Nations, Middle Eastern/North African, South Asian, Southeast Asian, West Asian or North African, White, two-or-more races, and "other." The above doesn't account for the "Undetermined" data in our database.

*** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by race/ethnicity and role (tech v. non-tech)

*Tech Roles***

White

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	27% (-4)	27%
Onsite	8% (-5)	2%
Offer Extend	31% (-8)	1%
Offer Accept	78% (+2)	1%

Black/African-American

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	24% (-4)	24%
Onsite	6% (-5)	1%
Offer Extend	29% (-8)	<1%
Offer Accept	80% (+2)	<1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Tech roles include Data Science, Design, Engineering, IT/Security, and Product Management.

*** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by race/ethnicity and role (tech v. non-tech)

*Tech Roles***

Hispanic/Latinx

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	28% (-5)	28%
Onsite	8% (-5)	2%
Offer Extend	29% (-6)	1%
Offer Accept	80% (+2)	1%

Asian

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	24% (-3)	24%
Onsite	7% (-6)	2%
Offer Extend	22% (-7)	<1%
Offer Accept	70% (+8)	<1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

** Tech roles include Data Science, Design, Engineering, IT/Security, and Product Management.

*** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by race/ethnicity and role (tech v. non-tech)

Non-Tech Roles

White

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	26% (-3)	26%
Onsite	8% (-6)	2%
Offer Extend	35% (-6)	1%
Offer Accept	84% (-1)	1%

Black/African-American

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	28% (-6)	28%
Onsite	10% (-5)	3%
Offer Extend	31% (-6)	1%
Offer Accept	85% (-2)	1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

*** Numbers in parentheticals represent the % change from last year's data.

Passthrough rates by race/ethnicity and role (tech v. non-tech)

Non-Tech Roles

Hispanic/Latinx

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	27% (-4)	28%
Onsite	10% (-6)	2%
Offer Extend	36% (-1)	1%
Offer Accept	85% (+0)	1%

Asian

Event	PTR from prior stage	PTR from first stage
Application Created*	-	100%
Pre-Onsite	22% (+1)	22%
Onsite	7% (-6)	2%
Offer Extend	33% (-2)	1%
Offer Accept	83% (+3)	<1%

* "Application Created" means the candidate was entered into the organization's ATS—whether as an active applicant or as sourced, passive talent who expressed interest in moving forward with the conversation.

*** Numbers in parentheticals represent the % change from last year's data.

Key Takeaways

Passthrough rates by race/ethnicity

Last year, White candidates saw slightly higher passthrough rates from Application Created → Pre-Onsite, which may have been indicative of the impact of unconscious bias at the very top of the funnel. This year, Hispanic/Latinx talent is the only demographic that passes to Pre-Onsite at (slightly) greater rates than White talent. (Note: this may be due to the inclusion of new verticals in Gem's customer base). White talent is still more likely than Black, Asian & Pacific Islander (AAPI), and American Indian & Alaskan Native talent to be given pre-onsite opportunities.

In aggregate, **Hispanic/Latinx talent sees the highest percentage of offers extended after onsites (40%)**. 38% of White and Black talent see offer-extends, and 30% of AAPI talent see offer-extends. Hispanic/Latinx talent also see the highest overall passthrough rates (1.0% versus 0.8% for White talent, 0.8% for Black talent, 0.4% for AAPI talent, and 0.2% for American Indian and Native Alaskan talent).

AAPI and American Indian/Alaskan Native talent pass through hiring funnels at much slower rates than their counterparts. Black talent passes through hiring funnels most quickly, with a 15–day median time-to-hire.

AAPI talent has the lowest overall offer-accept rates (76%). They're also the only demographic for whom offer-accept rates have increased since last year. But because more AAPI talent enters Gem's hiring funnels than any other demographic, this YoY increase impacts the aggregate accept rates (see p. 44), which show an overall increase since last year.

When we limit our analysis to tech roles, Hispanic/Latinx and White candidates have the highest passthrough rates across all stages of the funnel. For non-tech roles, on the other hand, Asian and White candidates have lower passthrough rates than Black and Latinx talent.

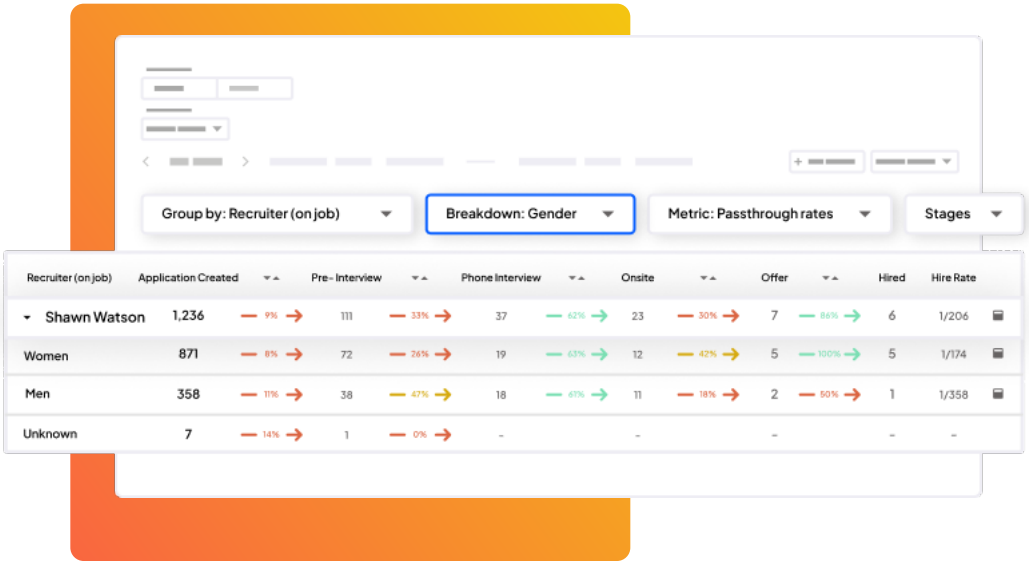
Offer-accept rates for technical roles have increased across the board since last year. The same can't be said of non-technical roles.

How to leverage the data for passthrough rates by *gender* & *race/ethnicity*

At the very top of the funnel, **the most valuable thing you can do is put recruiters through unconscious bias trainings**. The data shows that unconscious bias exists even for URM and female-identified recruiters. Helping recruiters become aware of their own assumptions might change the way they relate to female, non-binary, and underrepresented profiles when they show up in searches.

The fact that female talent passes through the hiring funnel at higher rates than male talent, and Hispanic talent passes through the hiring funnel at higher rates than White talent, suggests that a best practice is to **nurture diverse talent pools at the very top of the funnel**. This means specifically reaching out to female, Hispanic, Black, and otherwise underrepresented talent. While you're at it, pay attention to the diversity breakdown of your talent pipelines by role, rather than just in aggregate. For example, you may discover that your engineering pipeline is mostly made up of White, male talent, while your HR or marketing pipelines are primarily made up of female talent. That's a trend worth identifying and correcting for in more specific ways.

If your offer-accept rates for certain demographics are sub-par, **your most valuable asset may be internal data about candidate withdrawal or offer rejection reasons**. You should be asking all candidates who withdraw from process to be honest about their reasons for doing so; but for underrepresented segments, examining withdrawal reasons can be particularly insightful. Were they turned off by company culture? Were there concerns that their psychological safety might be at risk? What investments might you need to make—from more inclusive practices to better representation at the leadership level—to increase the offer-accept rate for those demographics?



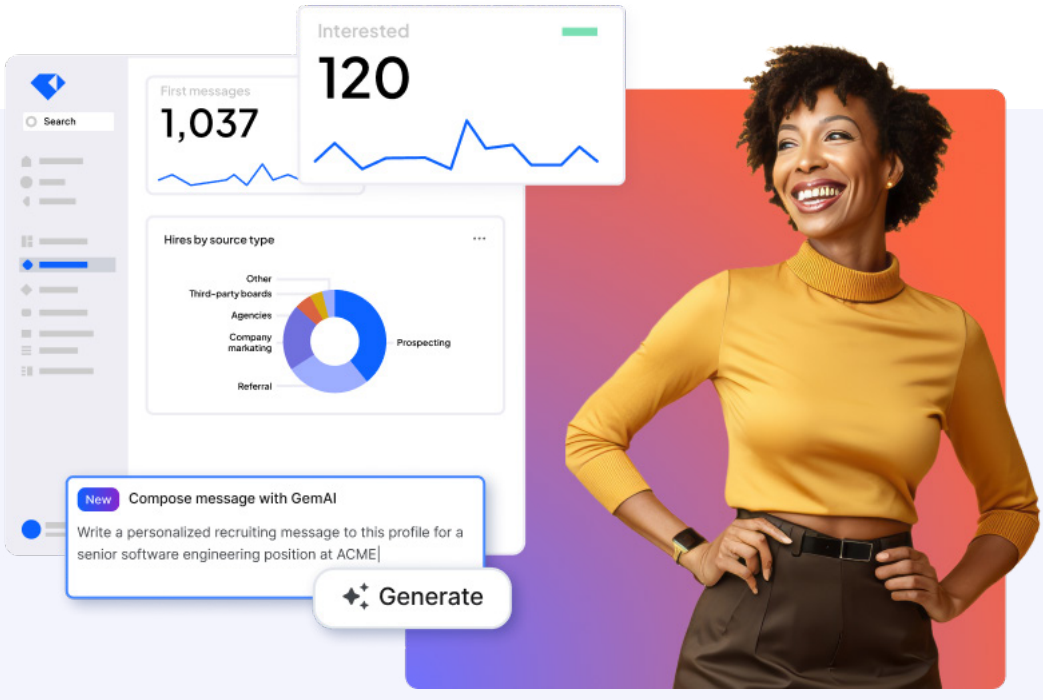
How Gem can help

Run talent acquisition like a data-driven business with Talent Compass

Talent Acquisition teams are sitting on a wealth of ATS data that they can't make any sense of – to no fault of their own, ATSes aren't built for sophisticated reporting. Without these analytics, talent acquisition teams are relegated to reactive recruiting and struggle to position themselves as strategic partners to the business. Gem's Talent Compass unlocks data across your CRM and ATS to provide full-funnel visibility across the recruiting process.

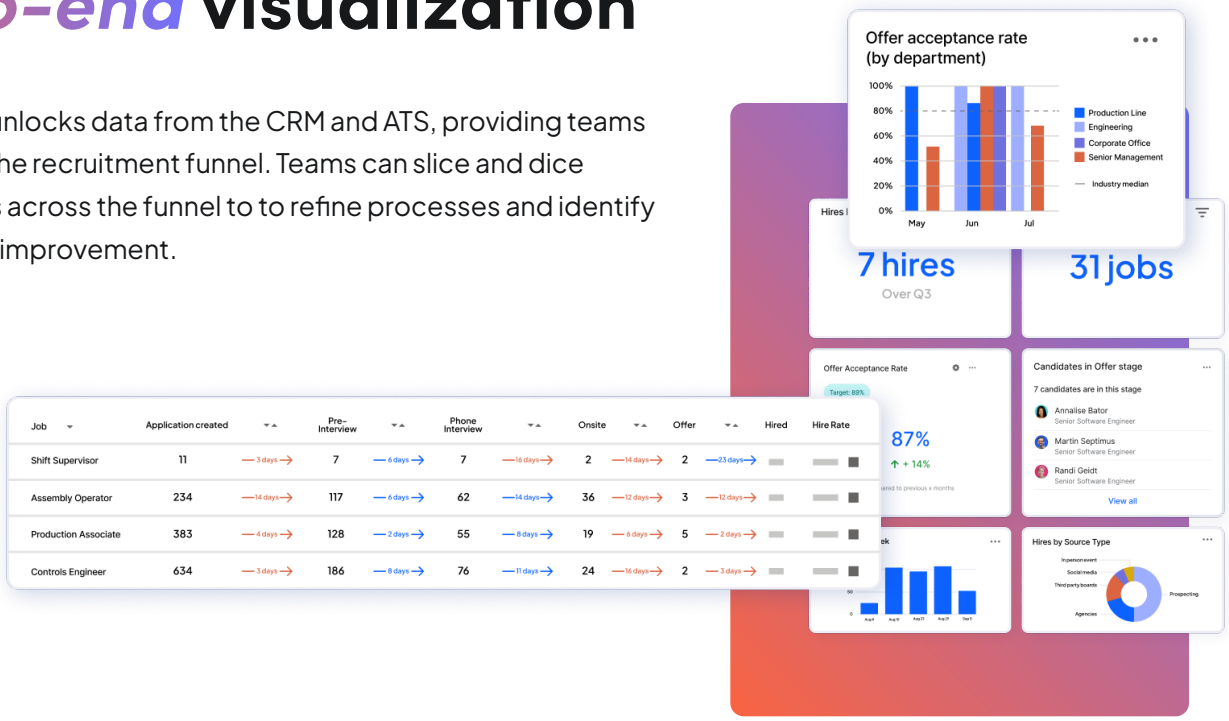
Talent Compass boasts a powerful two-way ATS integration and a user-friendly analytics dashboard, enabling teams to enhance predictability and efficiency in recruiting. Customers use Talent Compass to monitor pipelines, debug the funnel, forecast hiring, and demonstrate impact to business leaders.

The intuitive user interface allows every member of the TA team to make data-driven decisions. IC recruiters can monitor their pipelines and track performance metrics while TA leaders can create clear, insightful dashboards that illustrate the Ta team's progress and impact.



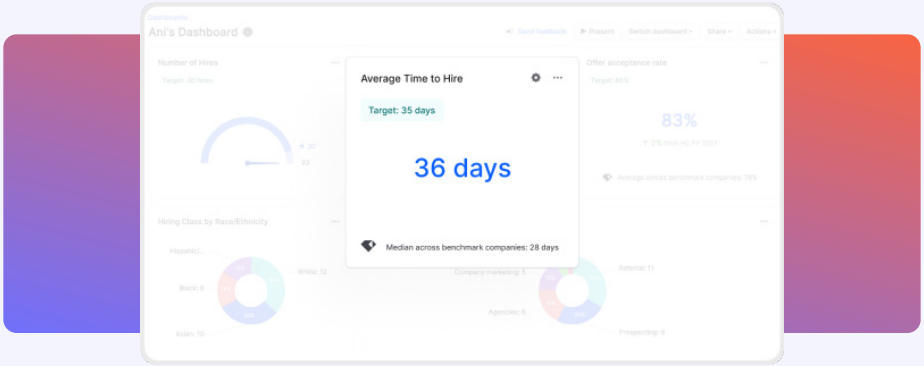
End-to-end visualization

Talent Compass unlocks data from the CRM and ATS, providing teams a unified view of the recruitment funnel. Teams can slice and dice recruiting metrics across the funnel to to refine processes and identify opportunities for improvement.



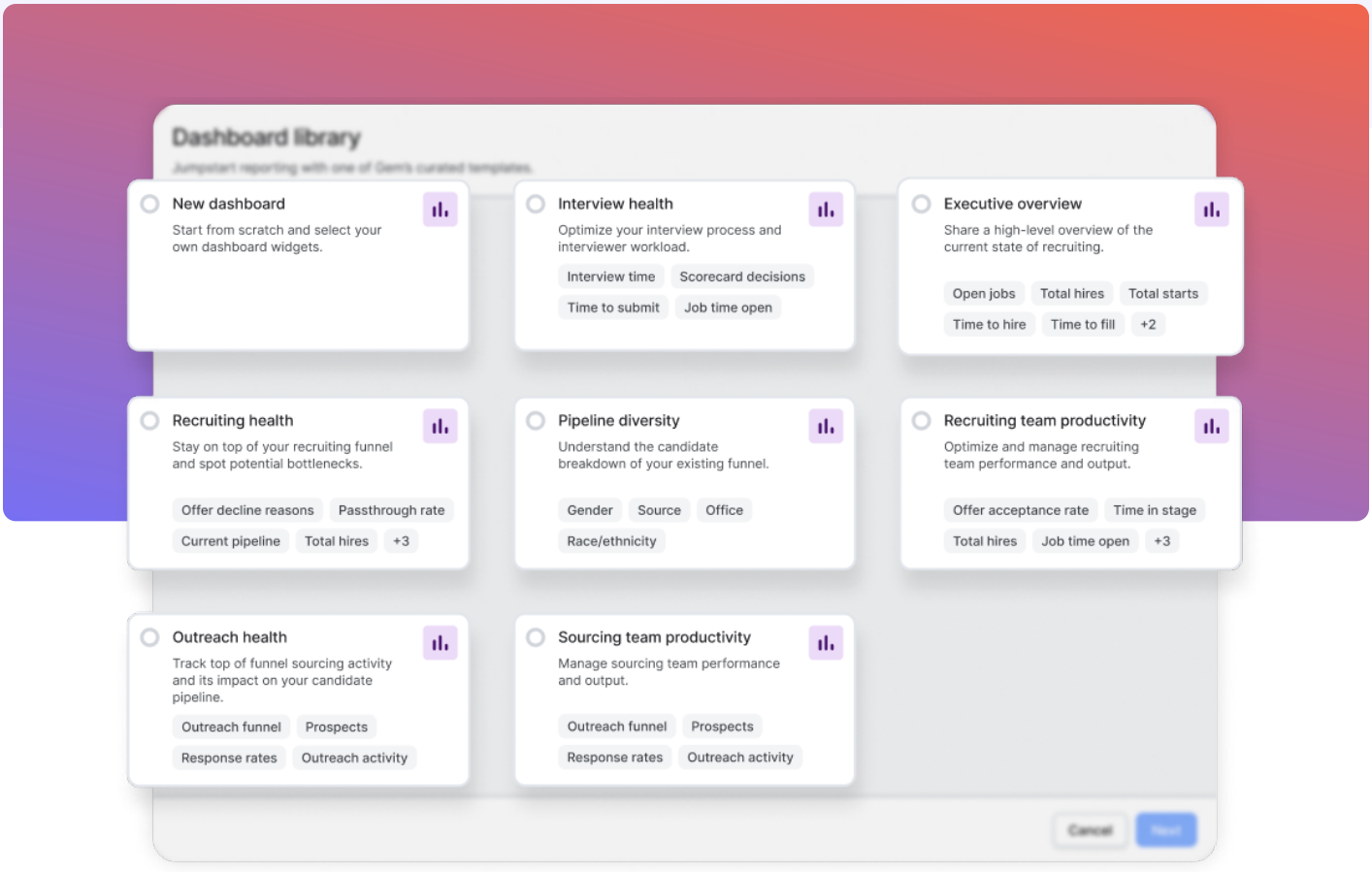
Industry *benchmarks*

Teams can tap into Gem's extensive, proprietary benchmarking data set, comparing their recruiting KPIs with industry peers directly on the Talent Compass dashboards. These benchmarks are adjustable by company size, department, location, industry, etc., for tailored insights.



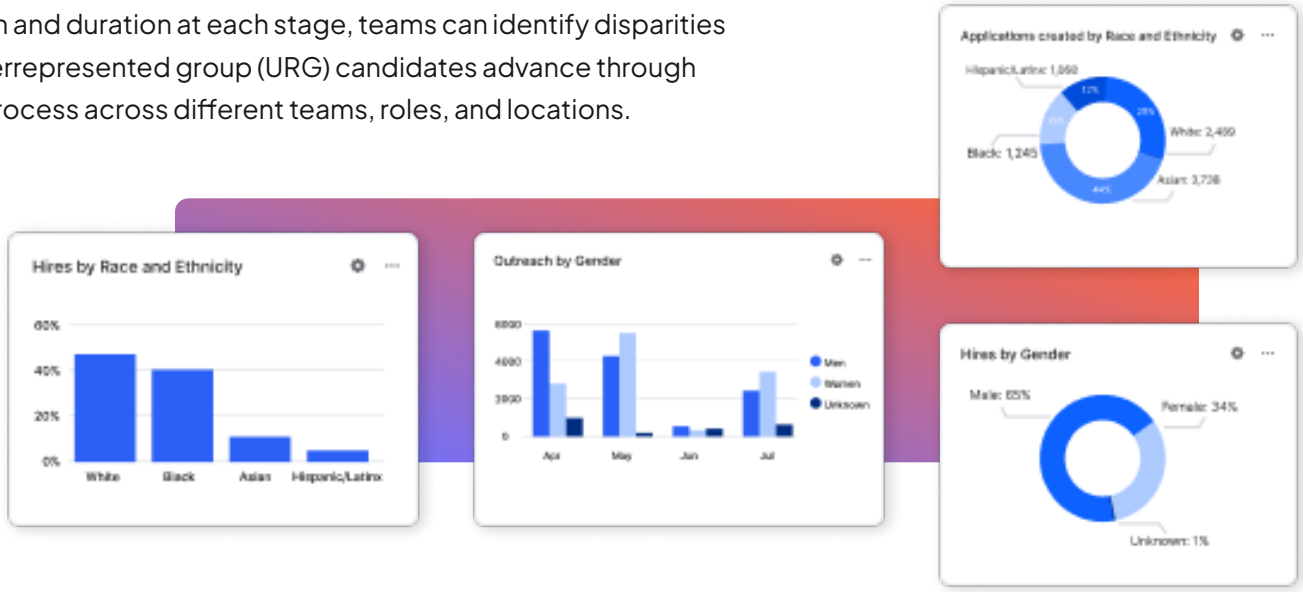
Dashboard templates

There's so much recruiting data out there that it can sometimes be hard to decide where to start. Talent Compass simplifies the complexity with out-of-the-box templates that address the most common use cases like executive reporting, interview health, pipeline diversity, team performance, and more!



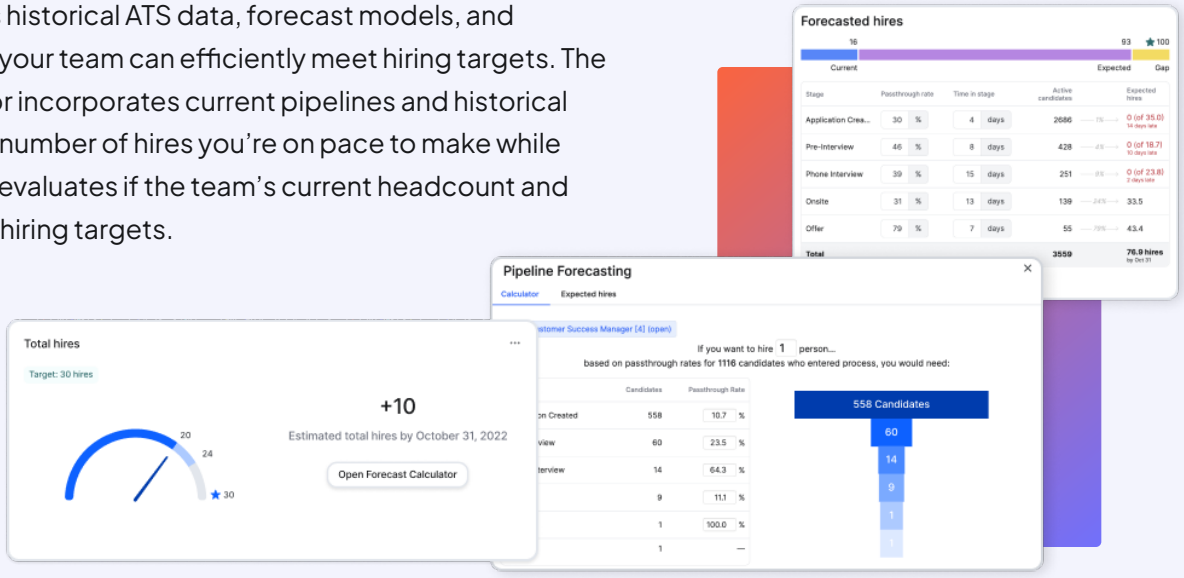
Pipeline diversity *insights*

Talent Compass employs predictive analytics to assess diversity in early-stage recruitment pipelines. With visibility on candidate progression and duration at each stage, teams can identify disparities in how underrepresented group (URG) candidates advance through the hiring process across different teams, roles, and locations.



Forecasting and capacity *planning*

Talent Compass uses historical ATS data, forecast models, and scenario planning so your team can efficiently meet hiring targets. The forecasting calculator incorporates current pipelines and historical trends to project the number of hires you're on pace to make while the capacity planner evaluates if the team's current headcount and bandwidth align with hiring targets.



Gem

Thank you.

Gem helps talent acquisition teams hire with remarkable speed and efficiency. Teams can automate and personalize candidate communication, unify all recruiting touchpoints into a single system, and get usable data across the entire hiring process. It's why over 1,200 industry leaders, including Wayfair, Dropbox, Cintas, Robinhood, and UnitedHealth, trust Gem to fuel their growth. Users also recognize Gem as one of the highest-satisfaction products on G2 with a 4.8/5.0 rating.

To learn more and see a demo, visit gem .com

Lauren Shufran
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Lauren is a content strategist with a penchant for 16th-century literature. When she's not trying to tap into talent teams' pain points, she's on her yoga mat or hiking the hills of Marin County. Come at her with your favorite Shakespeare quote.

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Contributor

Brandice is a content strategist and customer marketing expert. When she's not providing industry insights and best practices to help improve the way we work, you can find her making her favorite dishes and hosting dinners with friends.

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Yuji is an analyst who loves telling stories with data. Outside of crunching numbers at Gem, you'll probably find him fishing on the beach or skiing down the slopes of Tahoe. If you can't find him there, he's probably at an AYCE KBBQ.

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Contributor

Ani is a member of the product marketing team at Gem where he collaborates with product and sales teams to bring Gem's most innovative solutions to market. Outside of work, Ani finds himself riding on long bike rides, unwinding at local breweries, or exploring new places in the Big Apple.