



CORPORATE
NAVIGATORS

DISCOVERING TALENT. *FUELING GROWTH.*

RECRUITMENT TRENDS REPORT

2025

ABOUT US



Corporate Navigators is a Chicago-based name generation research and candidate development firm founded in the year 2000 by Mitch Golob.

As specialists in recruitment research, candidate sourcing, and competitive intelligence, we serve corporate talent acquisition teams and executive search firms in the United States and around the globe.



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FOREWORD

The world of recruitment is always changing, which makes it integral to be on top of upcoming trends. Data points to 2025 as a dynamic and exciting year in this sector.

Rapid demographic changes, an increased scarcity of skilled workers, and quickly evolving technology have combined to make a complicated landscape that necessitates agility, readiness, awareness, and a bit of grit.

This 2025 report gathers the expert opinions from a curated list of HR and labor reports, studies, surveys, as well as my own insights from being in the recruitment research industry for over 25 years.

I'm delighted to share this report with you. Whether you're just browsing for information or are interested in preparing for future recruitment needs, this document can serve as a compass to direct your path.



Sincerely,
Mitch Golob

President and Founder of Corporate Navigators

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KEY FINDINGS

70%

Percentage of executives who believe that identifying skilled talent in their industries is a problem.

1-3 Years

When talent feels diminishing positivity about their future at their current organization.

120 Days

National average time to fill an executive role.

90%

Percentage of hiring managers who reported difficulties in finding skilled labor in 2024.

46%

Percentage of HR managers and talent acquisition leaders who believe building a better talent pool is key for 2025.

10K+

Average amount of Baby Boomers retiring daily in the United States of America.

43%

Percentage of HR managers and talent acquisition leaders who believe they need an enhanced recruitment strategy.

AN ENCROACHING TALENT SHORTAGE

Rapid technological innovations, an aging Baby Boomer generation retiring at over 10,000 people per day, plus a lower birth rate make the perfect storm for an encroaching talent shortage. A report by Korn Ferry predicts this shortage to hit a critical mass by 2030 if left unaddressed.

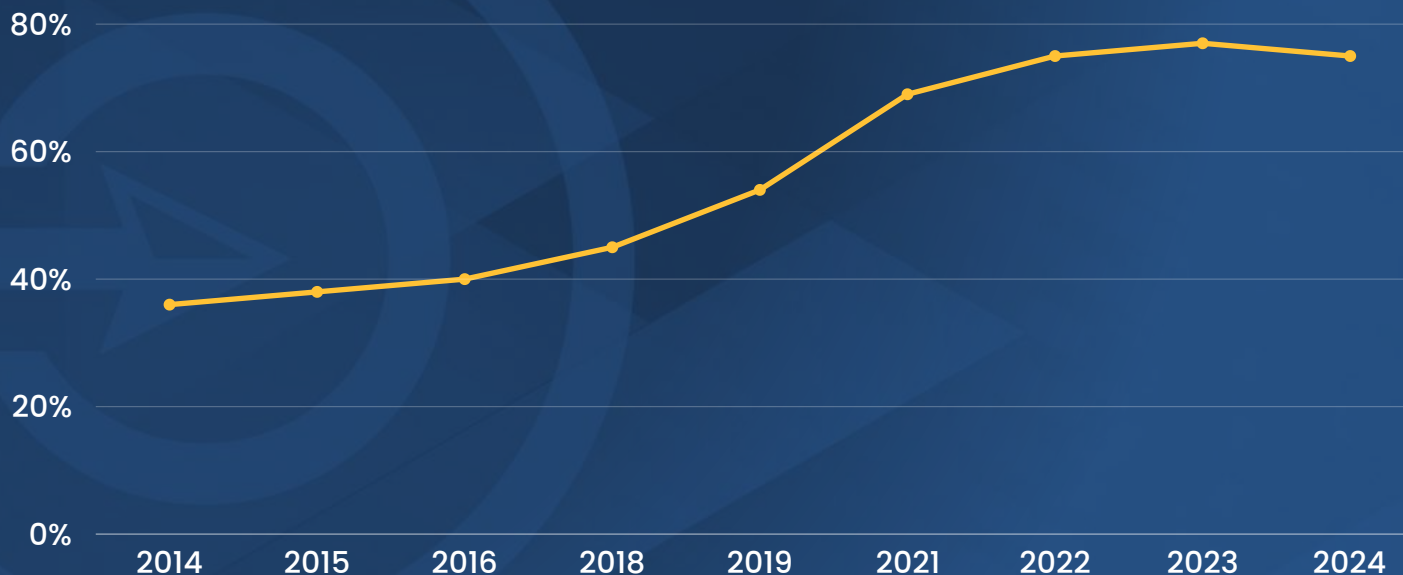
Strong shifts in work methodology and demographics are also making it increasingly difficult to fill skilled roles, which can hinder economic growth and business operations.

As we integrate more automation, AI, and other new technologies into job functions, many traditional roles will also become obsolete, making even more of a skill gap.

This fast change compels the modern workforce to continuously upgrade its skillset to stay abreast with advancements and hiring expectations... alongside the rapid loss of experienced executive level and senior leaders.

10K+
Baby Boomers are retiring daily in the United States.

% of Leaders Having Difficulty Finding Talent Over Time



Source: [ManpowerGroup](#)

AN ENCROACHING TALENT SHORTAGE

The Effects of a Future Talent Shortage: Fast Facts

- **Pickier Candidates:** As the number of qualified candidates looking for work decreases, job-seekers can get pickier. This can compel companies to offer better compensation, benefits, and more.
- **A Growing Skills Gap:** Without upskilling and constant education, the gap between the skills that employers require and those that job seekers currently possess will only grow.
- **A Need for More Upskilling:** To mitigate the impact of the talent shortage, companies should invest in upskilling and re-skilling programs for current staff to retain and develop talent.
- **More Advanced Recruiting Strategies:** Addressing the anticipated talent shortage requires a multifaceted approach that includes investing in employee development, adapting to technological changes, and building candidate pipelines.
- **More Proactive Talent Pipelining:** Companies that are proactive in sourcing and nurturing a talent pool will be better positioned to manage the evolving talent landscape and maintain their competitive edge compared to those that don't have talent pools.

% Leaders with Challenges Finding Talent

77%

Health Care
& Life
Sciences

76%

Information
Technology

75%

Industrial &
Materials

71%

Energy &
Utilities

77% of Organizations in Health Care and Life Sciences will Experience Difficulty Sourcing Talent in 2025.

AVERAGE TIME TO FILL BY INDUSTRY

Industry reports point to an increased time to fill for most areas of business. Currently, the national average time to fill a job role is **44 days**.

However, this figure differs by industry. Understanding this information can assist you in your search for qualified candidates and help you be one step ahead of future staffing needs.

- **Energy & Defense:** 67+ Days
- **Engineering:** 62 Days
- **Investment Banking:** 60 Days
- **Healthcare:** 56 Days
- **Professional Services:** 47 Days
- **Pharma and Life Sciences:** 44 Days
- **Transportation:** 42 Days
- **IT:** 41 Days
- **Tech & Media:** 39 Days
- **Retail:** 38 Days
- **Fitness:** 22 Days
- **Education & Child Care:** 18 Days
- **Food Services:** 18 Days
- **Personal Care:** 17 Days
- **Home & Commercial:** 17 Days
- **Automotive:** 16 Days
- **Hospitality:** 14 Days

Each of these averages can fluctuate based on factors like the organization's culture, location, the position to fill, and other variables.

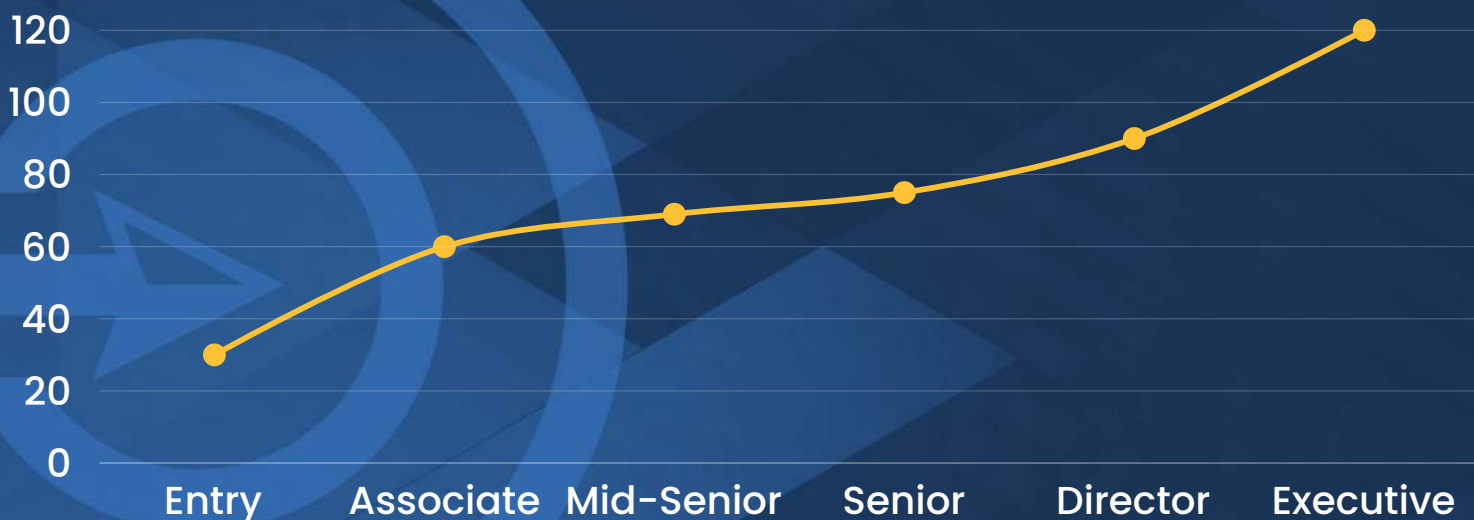


AVERAGE TIME TO FILL BY SENIORITY

The average time to fill a job role also increases as you move up the ladder of seniority. The ongoing retirement of Baby Boomers who often hold leadership positions and a skill gap connected to today's quickly evolving tech landscape means that director and executive level positions will be more sought-after yet difficult to fill in the next few years. Here are the current average times to fill:

- **Executive Level:** (CRO, CFO, etc): 120 Days
- **Director Level:** 90 Days
- **Senior Leadership:** 75 Days
- **Mid - Senior Level:** 60 Days
 - Manager: 75 Days
 - Sales Specialist: 53 Days
- **Associate Level:** Around 40 Days
 - Professional Staff: 48 Days
 - Operations Staff: 48 Days
 - Service Staff: 35 Days
- **Entry Level:** Around 30 Days
 - Support Staff: 28 Days
 - Administration: 24 Days

Average Days to Fill by Seniority



COST-PER-HIRE

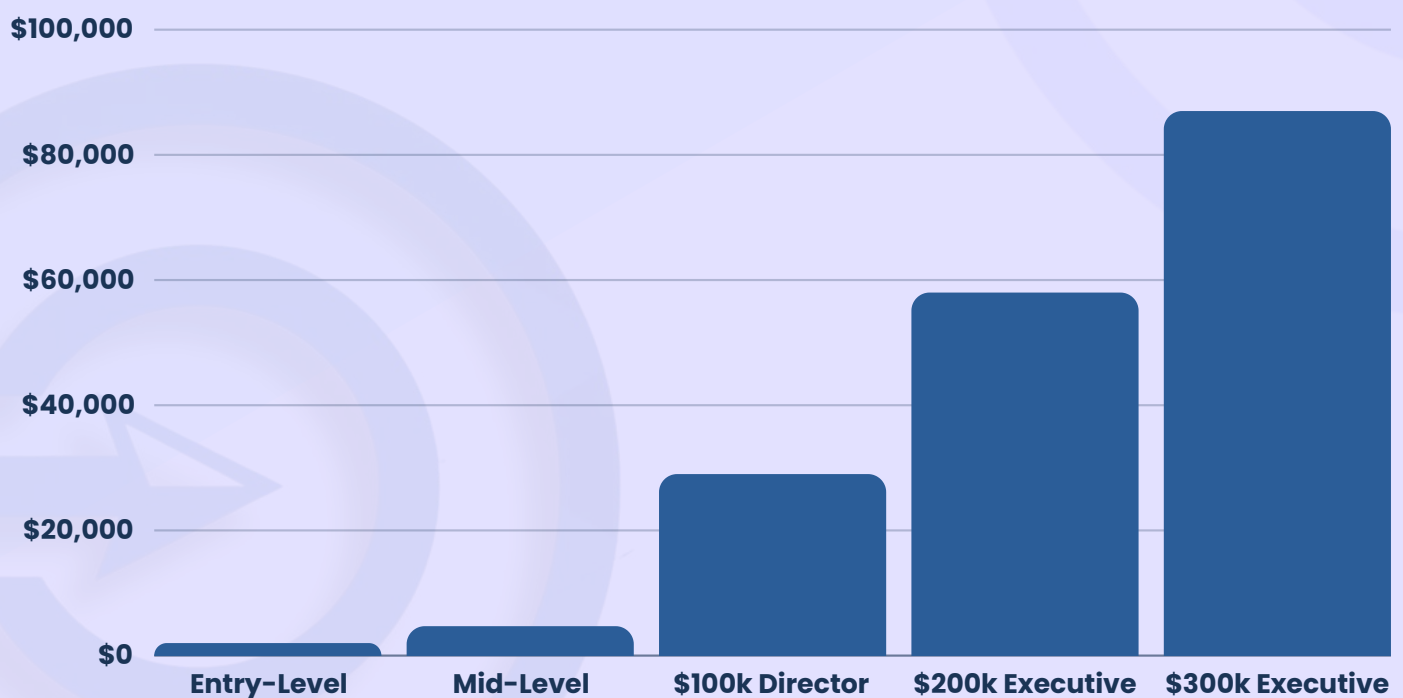
Average Cost-Per-Hire According to Seniority

- Entry-level and High-Volume jobs: up to \$2,000.
- Mid-level jobs: \$4,700 and above.
- C-Suite and Leadership jobs, which are often outsourced to an executive search firm, can cost between 25% to 33% of the candidate's projected first-year's salary. For an executive making \$200-\$300k per year, the numbers come to:
 - \$50k-\$66k for a \$200k executive upon placement.
 - \$75k-\$99k for a \$300k executive upon placement.

Quality Pays Off!

Investing in good leadership can save you a lot of pain! Data from [Boston Consulting Group](#) shows a link between great managers with a 72% reduction in employee attrition compared to employees who are not happy with their managers.

Average Cost-Per-Hire by Seniority



BUILDING TALENT POOLS PROACTIVELY

Currently, 46% of HR managers and talent acquisition leaders surveyed in 2024 believe building a better talent pool is key to fill roles.

Streamlining the hiring process by having an established talent pool is a great way to prevent the scramble to find the right person when there is a sudden vacancy.

Through services like candidate development, hiring managers can tap into an existing pool of fully vetted candidates and onboard new talent more quickly.

This business information allows hiring managers to be agile in times of great need, preventing delays and longer time to fills that can put a strain on existing staff and decrease company morale.

46% of talent acquisition leaders believe building a better talent pool is a top priority.



A Focus on Global Recruitment

In light of the increasing difficulty to fill skilled roles, it is becoming more necessary to access a larger talent pool and hire globally.

If you are not tapping into the global job market, other companies will. Currently, 81% of companies are actively engaging with global recruitment, while 72% of leaders are open to hiring talent from other countries.

In addition, 66% of leaders report that having employees in multiple countries is part of their business strategy, while 40% of HR professionals plan to move roles overseas.

66% of leaders have made hiring globally part of their business strategy.

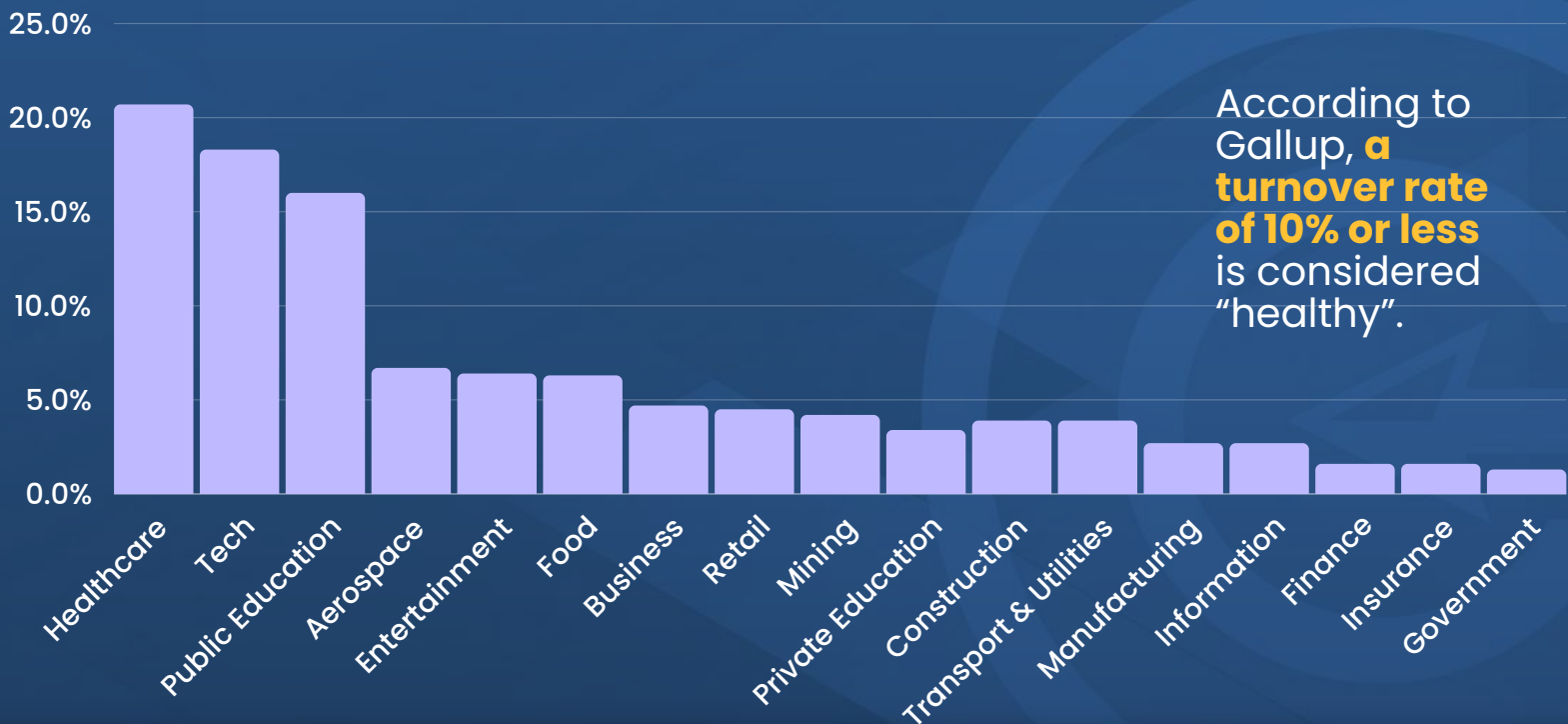
EMPLOYEE TURNOVER RATES

In this report, we define employee turnover as the loss of talent in your workforce over the calendar year. This rate includes natural, voluntary, and involuntary endings to jobs like retirement, layoffs, deaths, terminations, or transfers to different locations. Unlike attrition in which jobs are not replaced, these jobs are planned to be replaced.

According to recent YOY data from the [U.S. Bureau of Labor Statistics](#), the national average employee turnover rate across all industries is **3.6%**. However, this rate differs by industry and its subjective subcategories.

- **Healthcare:** 20.7%
- **Technology:** 13.2-18.3%
- **Public Education:** 16%
- **Aerospace:** 6.7%
- **Arts & Entertainment:** 6.4%
- **Leisure, Hospitality, & Food:** 6.3%
- **Professional and Business:** 4.7%
- **Retail Trade:** 4.5%
- **Mining & Logging:** 4.2%
- **Private Education & Health:** 3.4%
- **Construction:** 3.9%
- **Trade, Transport, & Utilities:** 3.9%
- **Manufacturing:** 2.7%
- **Information:** 2.7%
- **Finance & Insurance:** 1.6%
- **Government Jobs:** 1.3%

Average Employee Turnover Rate by Industry



RETENTION TRENDS

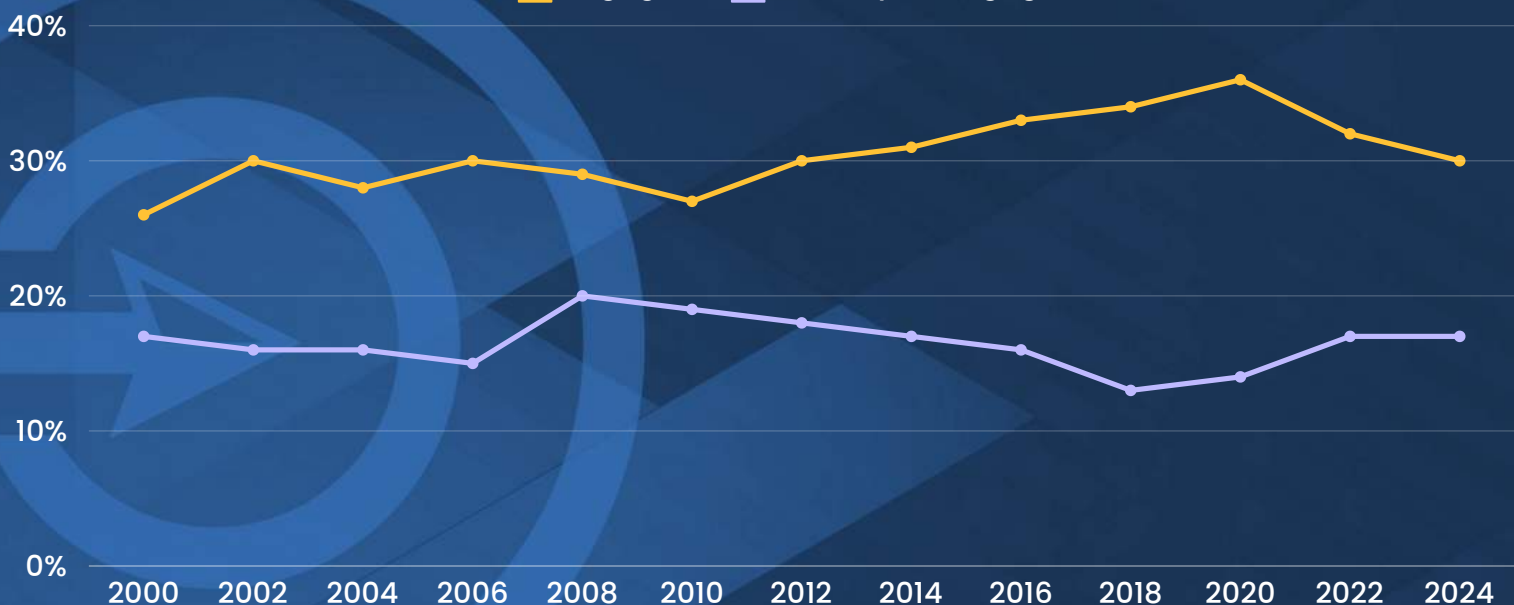
Employee retention has become a major focus for companies in 2024 and into 2025. As it becomes more difficult to replace skilled workers, it is important to keep qualified people within one's ranks and upskill from within. Right now, 45% of organizations report that talent retention is a top priority for the coming year.

Next year, companies are implementing changes to improve retention rates. Trends point to these being among the most popular methods:

- A strong emphasis on **improving company culture**. 94% of managers believe that a strong culture is essential to retain employees.
- With **employee engagement** at an 11-year low, addressing this disparity is also on top of mind for companies in 2025.
- Offering **more flexible work options**. This is in response to how almost half of employees (47%) would quit or look for a new job if they were required to return to the office.
- Making it easier for currently employed workers to **build skills**. Upward mobility and growth are key values for 2025.

Employee Engagement Trends in U.S. Over Time

Engaged Actively Disengaged



RETENTION TRENDS

As a rule of thumb, organizations should aim for a retention rate higher than 90% but not exceedingly high, like 99% ,which can leave little room for internal mobility.

To calculate retention, you simply deduct your organization's turnover rate from 100. Or, you can use this formula:

$$\left(\frac{\text{\# of Employees at End of Year}}{\text{\# of Employees at Beginning of Year}} \right) \times 100 = \text{Retention Rate}$$

To keep a retention rate of at least 90%, a company's turnover rate should be no more than 10%. To calculate the average retention rates for any industry, open the most recent report from the Bureau of Labor Statistics and follow the aforementioned formulae.

It's All Subjective

Keep in mind that industry averages only tell part of the story. They should only serve as a litmus test to discern if a company's retention rate is typical. To know if a company's retention rate is typical or healthy, one should keep accurate data about the rate in which talent enters and exits each year.

If a company's retention rate is lower than the national industry average, it would be prudent to examine its operations, quality of management, competitiveness of its benefits packages, company culture, and more.

Why People Leave

An employee can leave a role for a variety of reasons. Here are three common ones:

- 38% Better pay or benefits offered elsewhere.
- 35% Increased workplace demands.
- 33% Overworked while underpaid.

Employees who think their employers care for their total well-being are **69% less** likely to look for a new job.

WHAT CANDIDATES WANT IN 2025

Attracting top talent is one half of the battle. Retention is the other half. While we are a recruitment research firm, we do care about the full cycle of talent management. What today's candidates want differs from even 5-10 years ago.

With a higher priority on personal wellbeing and work life balance and mental health, candidates are looking for a holistically beneficial work life.

Companies should ensure that they foster an environment in which the right candidates would like to stay for the long haul. Some key attributes that candidates look for include:

- A strong company culture, employer brand, and reputation.
- Desired income and benefits.
- More diversity and inclusion in the workplace, which is more important to Gen Z than any other age group so far.
- Job stability and security for a long-term employment mindset.
- Growth opportunities. This element comes into play especially between the first and third year of employment which is the timeframe when an employee is most likely to switch jobs due to dissatisfaction.

80% of corporations surveyed by National Association of Colleges and Employers said their organization has formal diversity recruiting efforts.

84% of Employees are more likely to stay at their place of employment when they feel like they feel included and belong.

WHAT CANDIDATES WANT IN 2025

33% of workers would forego better pay for better benefits.

73% of workers would stay at their company if it offered better health insurance options.

82% of employees who have 10 or more itemized benefits (401k, flex work, pet insurance) say they are thriving.

58% of employees with 4 or fewer itemized benefits say they are thriving.

33% of employees say the future of work is centered in equity regarding pay, benefits, work models, race, and gender.

77% of recruiters affirm flexible work leads to more applicants, a wider talent pool, and better brand image.

40% of job applicants lose interest if the pay is not transparent on the job description.

Gen X and Millennials represent the majority of caregivers and desire flex schedules and caregiver benefits.

BENEFITS PACKAGE TRENDS

Offering excellent benefits is a large part of being attractive to qualified candidates. Therefore, companies serious about recruiting top talent are more concerned than ever about providing support for their evolving workforce. Trends in 2025 benefits packages are more holistic than in recent years prior, focusing three main categories:

- An All-Around Excellent Benefits Package.
- Affordable Healthcare Costs for Employees and the Company.
- Mental and Physical Health.

To achieve these goals, benefits packages are projected to be more personalized and focus heavily on offering the best value per cost.

Fast Facts about 2025 Benefits Trends

- **42%** of employers plan to offer personalized benefits packages to improve amenities.
- **95%** of employers agree that holistic healthcare can improve the employee experience and be part of a better benefits package.
- **66%** of employers believe that prioritizing health and well-being is an integral part of their workforce retention strategy.
- **84%** of employers say that finding a way to financially manage high-cost claimants is the most important part of their benefits strategy for the next 3-5 years.
- **75%** of the workforce will be millennials in 2025, so companies will also strongly cater to them. Millennials also share common values with Gen Z like mental health awareness.

\$42 Billion:

Yearly productivity loss in the United States workforce due to health inequities.

This loss is projected to reach \$1 Trillion by 2040 if not addressed by companies.

95% of employers are currently making at least one change to improve health equity.

BENEFITS PACKAGE TRENDS

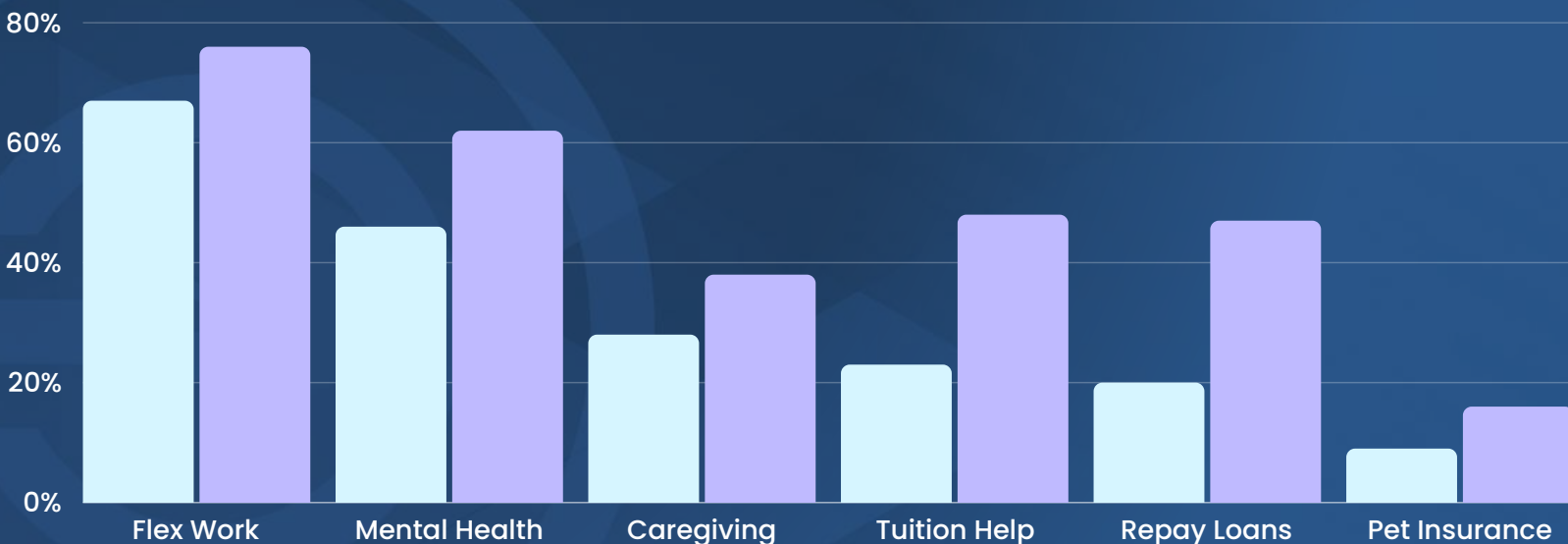
In a multi-generational employment landscape, the youngest generations are taking over, influencing what is considered desirable in a benefits package. More than ever, non-traditional benefits are in-demand. Here are some that are on the forefront of benefits package trends:

- Flexible Work Schedules
- Mental Health Benefits
- Health Wellness Program
- Financial Wellness Programs
- Emergency Savings Benefits
- Caregiving Benefits
- Tuition Assistance
- Telemedicine Benefits
- Student Loan Programs
- Pet Insurance

Across all working generations, employees say that flexible work schedules are the most important nontraditional benefit. However, non-traditional benefits like mental health days and pet insurance are more important to younger workers which include Gen Z and Millennials.

Non-Traditional Benefits Trends

■ Gen X ■ Gen Z



BENEFITS PACKAGE TRENDS

With mental health-conscious Gen Z to encompass 27% of the workforce for the first time in 2025, an 11% increase from 16% in 2020, employers are making a strong pivot to prioritize a holistic benefits package for employees.

Currently, 95% of employers are making at least one change in their benefits plans to improve health equity, and 88% of employers will implement at least one strategy to make health and wellbeing plans more affordable.

A Delicate Balancing Act

A health benefits report from Marsh McLennan Agency states the surging popularity of GLP-1 drugs like Ozempic are contributing to the high cost of health insurance claims. High claimants are making affordable health insurance options a top priority for employers. In 2025, companies are expected to seek more fair and cost-effective benefits packages for employees.

Health is Wealth!

Having a healthy workforce is key to thriving in 2025 and beyond. Currently 38% of employees put off health care due to cost. This health inequity has serious consequences that impact a company's bottom line.

If health inequities continue, there is a projected \$42 billion annual productivity loss in the US, and this figure can reach \$1 trillion by the year 2040.

Mental health is part of this cost. 61% of employees report that their productivity at work was negatively affected by mental health issues. Having plans in place to improve total wellness can boost overall productivity and profits.

GLP-1 drugs are in high demand but result in high health insurance claims. **84%** of employers seek to manage these costs into 2025.

42% of employers plan to offer personalized benefit plans for new hires.

BUDGET TRENDS

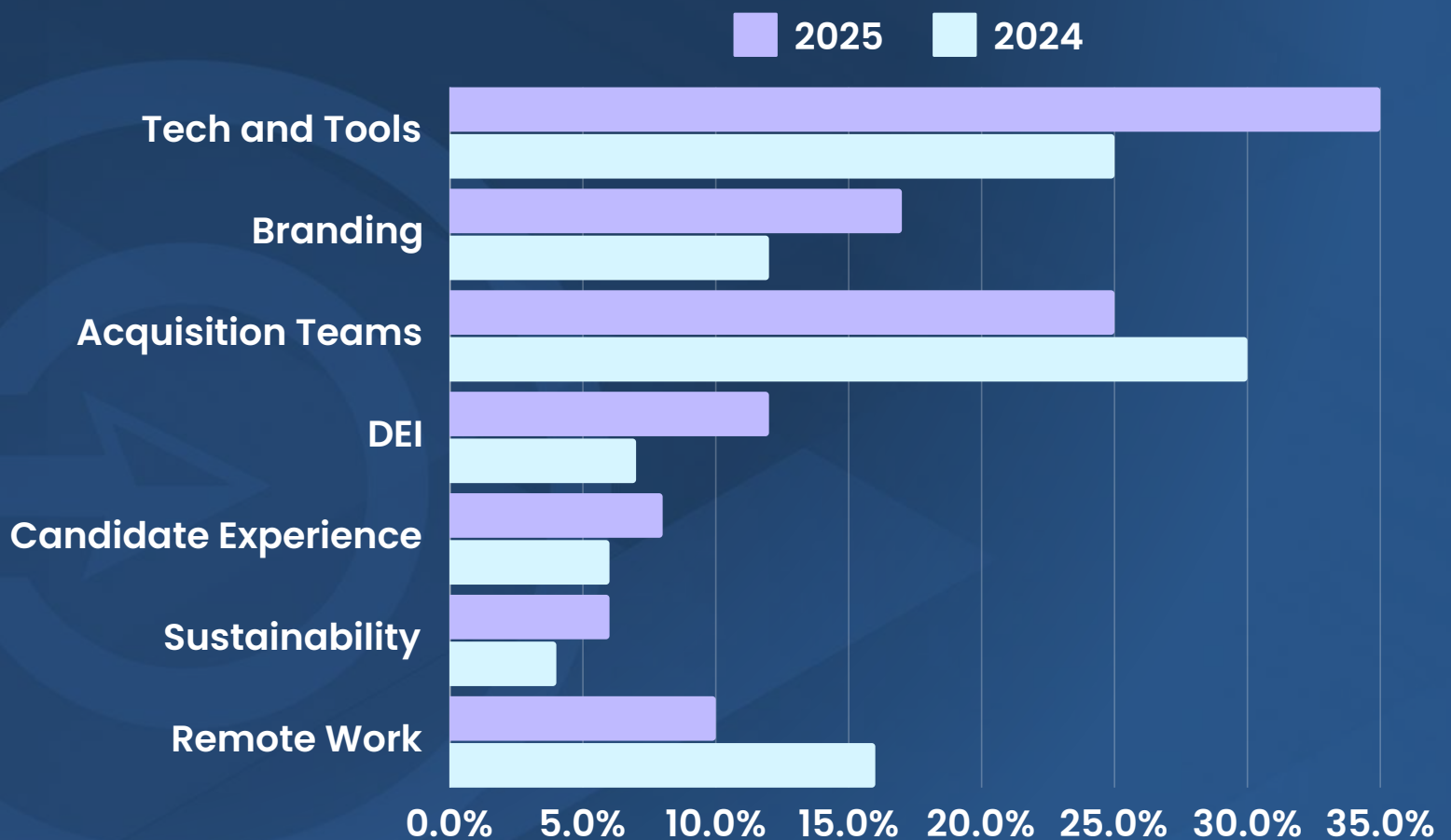
From verified data, we broke down the projected average recruiting budget of companies into seven categories:

- Technology and Tools: **35%**. +10% from 2024.
- Branding and Marketing: **17%**. +5% from 2024.
- Diversity, Equity, and Inclusion: **12%**. +5% from 2024.
- Talent Acquisition Teams: **25%**. -5% from 2024.
- Candidate Experience: **8%**. +2% from 2024.
- Sustainability and Ethical Recruitment: **6%**. +2% from 2024.
- Remote and Hybrid Work Models: **10%**. -6% from 2024.

10%

Projected budget increase of AI-powered tech tools in 2025.

Avg. Recruitment Budget By Category: YOY Comparison

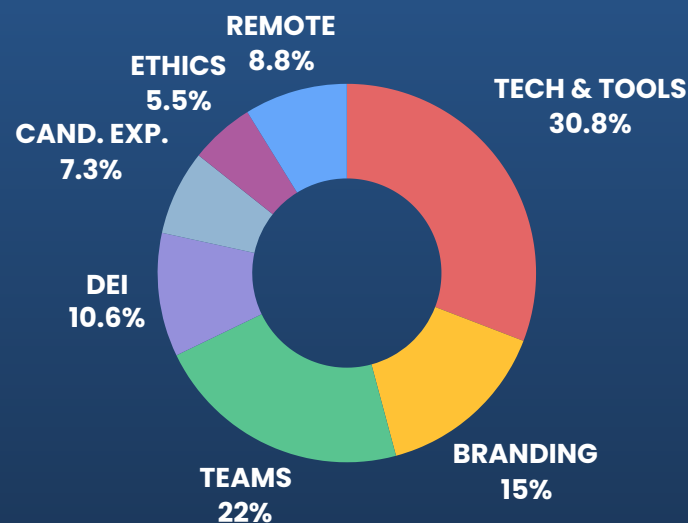


BUDGET TRENDS

What's behind the increases and decreases in budget allocations? Overall, more companies are focusing on branding and creating a more streamlined recruiting experience through technology and tools.

- **Technology and Tools - 35%.** This includes emerging recruitment technology like AI, chatbots, screening tools, predictive analytics, automated tools, data analytics, ATS (applicant tracking systems), and digital recruitment platforms. An increase from 25% in 2024.
- **Branding and Marketing - 17%.** In 2025 there will be a heightened interest in boosting brand image to attract talent. This includes all branding and recruitment marketing.
- **Diversity, Equity, and Inclusion - 12%.** Ensuring there is a more a diverse pipeline of candidates continues to be a priority into 2025. DEI is also a key value to many Gen Z candidates and only continues to grow in importance.
- **Talent Acquisition Teams - 25%.** Though AI tools have reduced spend in this area, human expertise is still critical in the candidate search. This metric also includes salaries for recruiters, training, and professional development.
- **Candidate Experience - 8%.** To not lose good candidates, companies are investing more in a faster hiring process, enhanced interview experiences, and better communication.
- **Remote and Hybrid Work - 10%.** Pertains to virtual hiring platforms, tools for remote team integration, and global talent acquisition strategies. Since these provisions are more established, this percentage has decreased from last year.
- **Sustainability and Ethical Practices - 6%.** Next year there is projected to be more investment in fair labor practices, transparency in recruitment, and reducing the environmental impact of hiring processes.

Average 2025 Budget Allocation



WHERE ARE WE HEADING?

Mitch Golob, President

2024 presented difficult economic conditions related to inflation and a rising cost of living that resulted in layoffs and slowed recruiting, especially in the tech sector. However, trends are now pointing to corporations preparing for future talent needs once more.

Cautious Optimism: 2024 into 2025

Into the later half of 2024, economic conditions started to change in a good way. Inflation has come down and signs are pointing to avoiding a recession. In addition, there seems to be more stability globally.

These trends are making employers more confident and open to being proactive about building a talent pipeline, with plans to future-proof their workforce with vetted, qualified candidates. Instead of being predominantly reactive to economic shifts, more companies are preparing for the future with cautious optimism.

Attrition and Retention on Top of Mind

I agree with recent observations of companies placing a larger priority on preventing talent attrition. In a landscape in which we're losing a lot of experienced Baby Boomers daily due to retirement, companies need to safeguard their existing talent to maintain operations.

I predict a stronger emphasis on organizations hiring larger internal teams that are specifically responsible for engaging with current employees to keep attrition rates low. These teams would not just be for hiring or succession planning, but will directly manage and invest in talent already in their ranks.

"While some of my clients aren't ready to hire right now, they want to understand their future leaders. They want to have benefits packages and salary offers that are in line with the expectations of top talent."

Knowing What Attracts Talent

I'm often asked to provide intelligence around what qualified candidates are willing to do and not do in a role, what excites them about a new opportunity, and what benefits they desire.

There is also a heightened interest about getting competitive intelligence about what other competitor companies are offering. With this information, our clients can make sure they meet or exceed their competition and make an attractive offer to top talent.

While some of my clients aren't ready to hire right now, they want to understand their future leaders. They want to have benefits packages and salary offers that are in line with the expectations of top talent.

"Instead of asking for a list of 2,000 potential hires, my clients want a more refined list of 200 names who are vetted and verified for their interest and skillset."

An Uptick in Building Candidate Pipelines

Now that more companies have future hiring needs on top of mind, I've started to have more conversations with corporate leaders around building candidate pipelines. This prepped and primed list of interested and qualified candidates proves invaluable when one needs to be agile in hiring for a key role. Requests for this service have definitely amped up compared to the post-pandemic slump of late 2022 and 2023.

More companies want to be aware of the talent in the marketplace because they know by 2025 they will need more managers and leaders in place to enact their business goals. I've noticed more companies acting savvy and being proactive again, but with one major difference: they are more selective than they were during the pandemic hiring scramble.

Best Wishes from Mitch Golob

Whether you are an HR Leader, C-suite executive, or a search firm, finding a better way to source candidates is certainly on top of mind. Knowing the recruitment landscape will help you make the best choices. I hope this report helped guide you to make beneficial decisions in the upcoming year!

If you have any questions, I and the rest of my team at Corporate Navigators are just a phone call away.

Regards,
Mitch Golob



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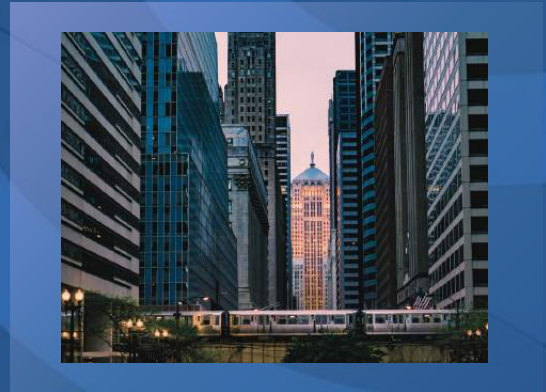
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Works Cited



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