The independent voice for the global staffing industry

GR

THE GLOBAL RECRUITER

www.theglobalrecruiter.com |

Issue 275 | November 2025

branding

advertising

internet

target

DIGITAL MARKETING

social media

market analysis

content

product

MARKETING IN THE AGE OF AI

AWARDS WINNERS 2026

WORKFORCE MOBILITY IN EUROPE

GR
THE GLOBAL RECRUITER

WELCOME

SIMON KENT
EDITOR

The game is changing. Like it or not we live in a fast moving ever shifting world. In this issue of The Global Recruiter we dive deeper into the world of AI driven marketing and, while some of the journey may feel like a venture into increasingly foreign lands, this is the terrain in which we now operate. We are no longer vying for the attention of search engines, we are trying to engage with AI platforms, hoping to come first in an AI summary rather than a list of possibilities.

As APSCo's Samantha Hurley also notes in her opinion piece, the sector does currently feel at a crossroads: compliance, new employment laws and more are entering the frame, alongside the ongoing challenges around finding and placing talent – and the recruitment industry has its own battles to fight with regard to ensuring it gets the best people for its business going forward.

But the industry maintains the capacity for success and continues to deliver. The Global Recruiter UK Industry Awards this month provided a focal point to demonstrate exactly what the industry is capable of. Meeting the challenges ahead, making the most of the potential, and, when all is said and done, celebrating its success. ■

CONTENTS

Subscribe for free: www.theglobalrecruiter.com

NEWS

REC AND TRN ANNOUNCE STRATEGIC COLLABORATION FOR 2026

The Recruitment & Employment Confederation (REC) and The Recruitment Network (TRN) have today announced a new alliance that gives the members of both organisations increased benefits. The enhanced offering for members of the two influential organisations will further raise standards, drive performance and create a stronger, more sustainable industry.

The REC is the most authoritative trade body in recruitment and employment. It is a trusted voice on compliance, training, policy, professional standards and market insight. Governments and public institutions rely on the REC to help create a better-functioning labour market, and these links give the REC a unique position of being able to stand up for recruiters with clients, regulators and the media.

TRN brings a complementary strength as a leading community and advisory network for recruitment business leaders. Its focus on strategy, operational excellence, leadership development and peer collaboration enables recruitment businesses to perform at their best and respond confidently to changing market dynamics.

Together, the two organisations aim to give recruitment leaders the knowledge, tools, protection and insight they need to build better businesses that deliver exceptional results for clients, candidates and the wider economy.

Paying members of both organisations will benefit from a strengthened joint offer built around each organisation's specialist expertise. TRN members will gain access to select REC insights, market intelligence and essential updates that inform strategic decision-making. REC Corporate members will be able to access TRN's performance-focused digital resources, tools and thought leadership. >

NEWS

Advisory support, strategic guidance and peer-to-peer collaboration will continue to sit within each organisation's direct membership experience.

Neil Carberry, Chief Executive of the REC, said:

"We are the essential sector – helping people build careers and clients to grow. For almost 100 years, the REC and its predecessor bodies have helped recruiters build great businesses fulfilling this noble purpose. Our work on learning, standards, campaigning and research for the profession has no equal – but we know times are changing. This new partnership builds on great new initiatives like the REC Academy, bringing more business support content to our members, and more insight to those engaged with The Recruitment Network. Firms who engage with both of us will have everything they need for the next stage of growth in this wonderful sector. "

Maxine Bligh, Chief Membership & Innovation Officer REC

"Our partnership with TRN expands the support and expertise available to members, adding comprehensive business advice resources, expert-led webinars and a wider peer network. This collaboration reflects our commitment to equipping members and their clients with the capabilities needed to capitalise on future economic recovery."

James Osborne, Co-Founder of The Recruitment Network

"The recruitment industry is on the cusp of a new era driven by technology, data and evolving client expectations.

This partnership ensures that change works for the industry, not to it. By combining TRN's innovation and performance insights with the REC's trusted leadership on standards and market leading campaigns and insight, we can help every recruitment business adapt, evolve and grow with confidence."

Gordon Stoddart, Co-Founder of The Recruitment Network

"Recruitment businesses today want both strategic guidance and practical tools. This collaboration delivers both. It brings together two organisations' expertise united by a single vision: to help recruiters build businesses that are more resilient, more profitable and more respected."

An industry partnership to support recruiters and employment businesses

Recruitment contributes more than £44 billion to the UK economy each year, employing hundreds of thousands of professionals who play a vital role in connecting people with opportunity. This partnership signals a shared commitment to the long-term health and credibility of the industry.

By aligning their strengths, the REC and TRN will be even stronger in championing higher standards of professionalism while helping agencies improve productivity, performance and profitability. The partnership will also enable better data sharing, joint events, and deeper collaboration on salary benchmarking, research and education to ensure the UK recruitment profession remains globally competitive. ■

BETTER TOGETHER

TRN × REC

NEWS

IRISH RECRUITMENT INDUSTRY WORTH €3.96BN

Ireland's recruitment industry generated €3.96bn in 2024, with employers leaning more on temporary and contracting solutions as skills shortages persist across key sectors, according to the Employment & Recruitment Federation's Irish Labour Market Monitor.

Employment stood at 2,776,400 in Q4 2024, up 2.6% year on year. The job vacancy rate at end-Q4 was 1.1%, equivalent to 25,400 open roles. Agencies report the sharpest shortages in engineering and healthcare, alongside patchier demand in selected IT roles. Business sentiment has firmed, with nearly half of firms expecting better trading conditions over the next 12 months.

Permanent recruitment accounted for roughly one quarter of industry turnover in 2024. Temporary and contracting together represented more than two thirds, reflecting employers' focus on delivery while managing fixed headcount. The most active hiring categories were accountancy and finance, healthcare and engineering, followed by business support, construction and IT.

Commenting, Geraldine King, Chief Executive of the Employment & Recruitment Federation, said: "Employers are leaning on temporary and contracting to keep delivery on track while permanent headcount stays tight. Agencies are filling the gaps that matter most to the economy, particularly in healthcare and engineering. Two practical fixes would move the dial quickly: faster, predictable visa processing for priority roles and targeted upskilling that aligns training places with real vacancies."

Siobhán Kinsella, President of the Employment & Recruitment Federation, added: "The pattern is clear. Acute shortages persist in mechanical and electrical engineering and across nursing and social care, while demand in some IT areas has normalised. At the same time, data and AI-adjacent skills are showing up in more briefs, from compliance to workflow design. Sharper workforce planning, coupled with visa and training supports, will help businesses maintain momentum as hiring needs evolve."

Ireland's labour market continued to expand into 2025. Total employment reached about 2.81 million in Q2 2025, up approximately 2.3 percent year on year. Average weekly earnings passed €1,000 for the first time in Q1 2025, rising 5.6 percent year on year, underscoring ongoing wage pressure in a tight market.

Candidate supply is uneven. Agencies report the sharpest shortages in engineering and construction, with significant gaps in healthcare and social care. By contrast, there is oversupply in childcare and some IT roles, underscoring the need for targeted training, faster visa processing for priority disciplines, and tighter workforce planning. ■

NEWS

HMRC CONFIRMS: AGENCIES WILL CARRY RISK IF UMBRELLAS FAIL

The latest webinar from HMRC has brought confirmation of how Joint and Several Liability (JSL) will apply within the labour supply chain, and according to Professional Passport, the message for the recruitment sector is clear: if an umbrella company fails to pay PAYE or National Insurance Contributions (NICs), the recruitment agency will be held liable.

The message aligns directly with the position long advocated by Professional Passport – no level of due diligence, accreditation, or checking removes the liability once PAYE goes unpaid. The only way to neutralise JSL is to pay the PAYE due directly to HMRC.

From 6 April 2026, the Finance Bill will introduce a new statutory framework under Section 61Y of ITEPA 2003, marking the first time Parliament has legislated specifically to regulate the risks posed by umbrella companies in the contingent labour market. The new rules make all "relevant parties" – including umbrella companies, recruitment agencies, and in some cases end clients – jointly and severally liable for unpaid PAYE.

Under this framework, if an umbrella fails to remit PAYE to HMRC, the agency that supplied the worker to the end client will be pursued for the shortfall. Only where no agency exists will HMRC turn to the end client.

"Where PAYE is not properly remitted to HMRC, HMRC will seek payment from the agency that provides the worker to the end client. Where there is no agency in the chain, HMRC will seek payment from the end client," HMRC confirmed.

HMRC has also made clear that no form of documentation or audit removes this risk. Payslip checks, RTI validations, or proof-of-payment statements from the umbrella do not provide a statutory defence.

"There is no statutory excuse that removes the liability," HMRC stated.

Even where an umbrella can provide evidence that PAYE has been paid, agencies remain exposed if that information later proves false. As one HMRC response summarised: "In simple terms, no matter what checks you carry out, when there is an issue with payment of PAYE, HMRC will ultimately go after the agency."

However, there is one practical safeguard. HMRC has confirmed that direct payment of PAYE to HMRC under the umbrella's PAYE reference completely neutralises exposure to JSL. If the relevant PAYE liabilities have been settled, there is no debt remaining for HMRC to recover.

"If any relevant party has paid the PAYE liabilities to HMRC, there will be nothing to pursue."

Crawford Temple, CEO and founder of Professional Passport, has welcomed HMRC's stance on JSL and said: "We have been consistent in our message that Joint and Several Liability is set to change the labour supply chain landscape. In their own words, HMRC has confirmed what we have been saying all along – if an umbrella fails to pay PAYE, the agency will be pursued. There is no statutory defence, no level of due diligence, and no accreditation that protects against JSL.

"The only way to be sure PAYE has been paid is to pay it directly to HMRC. We welcome HMRC's clarity on this point, as it provides certainty for agencies and underlines the steer we have been providing for many months.

"The countdown to April 2026 is on, and we are urging recruitment businesses to wake up to what is coming and review their supply chains, contractual structures, and payment processes. Don't take our word for it. HMRC has now spelt it out.

"We would urge all recruitment company directors and end hirers to attend HMRC's next JSL themed webinar on 17th November 2025 at 13.45. This is the last in the series, and the first two have clearly highlighted HMRC's intended approach in the "new world" via the questions posed and their answers given." ■

NEWS

NO ONE-SIZE-FITS-ALL SOLUTION SAYS CIPD

Responding to the publication of the House of Lords' Home-based Working Committee's report, 'Is working from home working?', Claire McCartney, policy and practice manager at the CIPD, who gave evidence to the committee, said:

"Home working can enable organisations to attract and retain from a broader pool of talent, supporting people to better manage health conditions while working, and enabling people to perform at their best. We welcome the committees' recognition of the role that home and hybrid working can have in supporting people to access and remain in work, particularly disabled people and those with long-term health conditions.

"However, there's no one-size-fits-all model and organisations will need to decide what works for their business, teams and individuals.

While our research* shows that home working can deliver benefits like reduced sickness absence and improved performance, it does come with some potential mental and physical health risks, so employers must balance flexibility with opportunities for in-person connection. Training and support for line managers to effectively manage home and hybrid workers is also important, covering performance management and wellbeing.

"It's also important to recognise that many workers in frontline roles, like retail or the NHS, don't have the option to work from home. Employers should consider a range of flexible options that can benefit their business and their staff, such as flexitime, compressed hours, job-sharing and term-time working." ■

HOW DID UK RECRUITMENT FIRMS PERFORM IN Q3 2025?

Discover the data behind the headlines. Our Q3 Recruitment Industry Benchmarking Report reveals how UK agencies have right-sized teams, streamlined costs and improved profitability in a still unpredictable market.

INSIDE THE REPORT:

- Quarter-on-quarter and year-on-year performance trends
- Overhead and cost ratios with sector context
- How the 60:20:20 financial model is holding up in reality
- Observations from listed recruitment groups
- Priorities for business owners in Q4 and 2026

DOWNLOAD THE Q3 REPORT TODAY

RECRUITMENT
Accountants
A division of TC Group

www.recruitmentaccountants.com
Call us on 0845 606 9632

HEADLINE SPONSOR

Devyce

THE BEST OF THE BEST

The Global Recruiter celebrates another highly successful year of recruitment, with winners and highly commended at the UK industry awards. **>**

CATEGORY SPONSORS

BM Finity MAYFEST WORLDWIDE One Day WEALTH FORTIS PROFESSIONAL PASSPORT SETTING THE STANDARDS ringover SOURCE FLOW TOTAL TALENT CONSULTING workwell global

BEST EMPLOYER BRAND

HEADLINE SPONSOR
Devyce

CATEGORY SPONSORS

BM | Finity | MAYFEST WORLDWIDE | One Day WEALTH | FORTIS | PROFESSIONAL PASSPORT SETTING THE STANDARDS | ringover | SOURCE FLOW | TOTAL TALENT CONSULTING | workwell global

As is traditional, The Global Recruiter UK Industry Awards delivered the annual opportunity for the best of the recruitment industry to come together and celebrate its success over the past year. The Awards ceremony, held on 19 November 2025 at The Steel Yard, London was a focus for the great and good of the industry to let its hair down, and shout about the amazing work it does for businesses and candidate alike across the country and throughout the world.

Sponsored by Devyce and hosted by The Global Recruiter's Gary King, the afternoon is an event like no other. The atmosphere in The Steel Yard was electric as anticipation grew to find out who would win some of the most coveted awards in the business.

And the awards certainly gave an insight into the level of determination, innovation and success that exists in the sector. Despite on-going head-winds, the UK's recruitment industry demonstrated itself to be in good shape, delivering impressive result across sectors and from businesses of all sizes, while ensuring the standard of service and care is never compromised.

The evening highlighted the sector's ability to make the best use of the latest technology, for marketing, communications and for delivering recruitment services. It gave an insight into the determination and professionalism of the frontline workers in the industry – the consultants whose job it is to ensure the right person gets the right opportunity at the right time. It also demonstrated the level of expertise and talent among the recruitment industry leaders – people who dedicate their lives to building and leading excellent recruitment businesses which can change businesses, industries and even the world.

From company results to DEI policy, from training consultants to social media, the UK's recruitment industry continues to deliver value and expertise, constantly delivering at the cutting edge of recruitment practice.

As the industry attendees partied the afternoon away only one question remained: could the winners and highly commended do even better next year? >

HEADLINE SPONSOR
Devyce

Industry Winners Announced

Best In-House Training
Winner: STR
Highly Commended: Niyaa People

Best Innovation
Winner: HRGO
Highly Commended: Aligra

Best Employer Brand
Winner: Talent Locker
Highly Commended: Amoria Group

Best Marketing Campaign
Winner: Aligra
Highly Commended: People2People

Best Permanent Consultant
Winner: Harriet Janman – Renew Consultancy
Highly Commended: Jonathan Benjamin – Redlaw

Best Temporary Consultant
Winner: Lucy Packwood – Oakley Recruitment
Highly Commended: Alex Waterhouse – V7 Recruitment

Best Candidate Attraction Through Social Media
Winner: Placing Faces
Highly Commended: Addition +.

Best UK-Overseas Operation
Winner: VHR
Highly Commended: Linnk Group.

Best Recruitment Process Outsourcing Business
Winner: Vermelo RPO
Highly Commended: VHR.
Highly Commended: Globe 24-7.

Best Equity, Diversity and Inclusion Strategy
Winner: Inventum Group Ltd
Highly Commended: GCE Human

Best Client Service
Winner: Kite Consulting
Highly Commended: Talent Locker.
Highly Commended: Revoco.

Best Start-Up Agency
Winner: Scout Global
Highly Commended: RCRTR.

Best Newcomer
Winner: IMT Resourcing Solutions
Highly Commended: Core3.

Best Specialist Recruitment Business
Winner: Autotech Group
Highly Commended: Leaders in Care.

Best Large Recruitment Business
Winner: La Fosse
Highly Commended: Amoria Group

Best Medium Recruitment Business
Winner: Linnk Group
Highly Commended: VHR.

Best Small Recruitment Business
Winner: Core3
Highly Commended: V7 Recruitment
Highly Commended: Xpertise Recruitment.

CATEGORY SPONSORS

BM   Finity   MAYFEST WORLDWIDE   One Day WEALTH   FORTIS   PROFESSIONAL PASSPORT SETTING THE STANDARDS   ringover   SOURCE FLOW   TOTAL TALENT CONSULTING   workwell global

NAVIGATING THE FUTURE

Samantha Hurley, Managing Director at APSCo UK considers the industry as it reaches a significant point.

As we approach 2026, the professional recruitment sector seemingly stands at a crossroads. Indeed, the latest APSCo UK Recruitment Index, developed in partnership with Saffery, reveals a resilient and adaptive market navigating economic challenges, tech disruption, and shifting client demands, while uncovering new growth opportunities. **>**

This year's Index delves into the strategic priorities shaping staffing firms' decisions, from international expansion to AI adoption and talent retention. So, what's in store for recruitment?

A market in flux: trends and pressures

If we reflect on the trends from the last year, recruiters have certainly faced an uphill battle, and the current predicament is far from simple. Firms are contending with a shortage of qualified candidates, declining permanent placements, and increasing margin pressures. Despite these challenges, growth opportunities are emerging in high-demand sectors such as AI engineering, cybersecurity, and renewable energy.

Technology is also playing a transformative role. AI adoption is now widespread, with firms leveraging tools for candidate sourcing, workflow automation, and predictive hiring. While measurable outcomes are still developing, AI is projected to reduce time-to-fill for C-suite roles by up to 50 per cent and improve retention by 92 per cent, a promising sign for firms seeking efficiency gains.

Global ambitions: where to expand next?

International expansion remains a strategic consideration, albeit one approached with caution. Almost a quarter (29 per cent) of recruiters feel positive or very positive about the global economic outlook for the recruitment sector, while just 19 per cent have a negative opinion. In comparison, sentiment towards the UK market remains more subdued, with just 25 per cent expressing optimism, and 43 per cent still feeling pessimistic, suggesting that overseas expansion could offer greater stability for recruiters in 2026.

For those actively eyeing global growth, the United States remains the top destination, with 37 per cent of firms planning to enter or expand in the market. The US continues to offer scale, sector diversity, and a strong appetite for executive talent. That said, businesses must be mindful of local regulatory complexities, particularly the nuances of the US state system, and should seek legal and tax advice before moving into the market.

Beyond the US, the UAE emerged as a notable growth market, alongside Portugal, the Middle East, Africa, and parts of Eastern Europe and the Nordics. Interestingly, while the Netherlands remains a popular current base, it is no longer a target for future expansion, suggesting market saturation or a strategic pivot away from Western Europe. >

CHARTERGATES

Compliance Is Changing - Are You Ready?

The upcoming **Employment Rights Bill** and new **umbrella company regulations** are set to redefine the legal maze recruiters must navigate. These changes aren't just tweaks - they're strategic game changers that reset the board entirely.

Stay Compliant. Stay Competitive. Make the right moves with Chartergates.

Technology in recruitment: AI's growing role

AI is no longer a future concept; it's a present-day reality and the vast majority of recruiters are already exploring how it fits within their business. According to the report, 34 per cent of firms are actively trialling artificial intelligence tools, while another 32 per cent have already integrated them into their operations. Just 2 per cent of those surveyed have not used AI at all.

Despite this enthusiasm, only 6 per cent of respondents report seeing tangible benefits so far. This suggests that while AI is viewed as a strategic priority, its full potential is still being realised. The most promising areas of impact include candidate sourcing and attraction (72.9 per cent), process and operations (70.6 per cent), and back-office functions such as data management and finance.

Firms are clearly using AI for tasks such as job description writing, Boolean searching, and advert creation, freeing up consultants to focus on fee-generating activities. However, it appears that concerns around the impact of AI on authenticity, bias, and over-automation are currently preventing more innovative use of tools, for the time being at least.

People trends in recruitment: talent, retention, and culture

People challenges are also prevalent in the staffing sector, with 55 per cent of respondents indicating concerns around attracting and retaining consultants. The demand is particularly acute for midweight and junior consultants, as businesses look to balance delivery capacity with cost efficiency. Attrition rates have also returned to pre-pandemic levels, with nearly 20 per cent of recruiters leaving within their first 12 months.

The research also reveals that training and development strategies are under scrutiny. One in five recruiters reported having no formal training budget, while others are prioritising development for early-stage consultants. Firms must invest in structured development programmes and foster inclusive, values-driven cultures in order to attract and, crucially, retain big billers and high-performers.

Strategic investment amid uncertainty

Despite economic pressures, 60 per cent of businesses plan to increase their technology spend in the coming year. This reflects a long-term strategy, where technology is seen as a route to operational efficiency and competitive advantage. >

Succession planning is also gaining traction in the sector. A third of respondents reported an increased appetite for business sale, driven by retirement planning and the need for structured exits. Employee share schemes are gaining popularity as a way to incentivise performance and retain key talent.

Now is the time to think strategically. Whether it's investing in tech, planning for succession, or exploring new markets, organisations must balance short-term pressures with long-term vision.

Embedding ED&I

Equity, diversity, and inclusion (ED&I) remains a work in progress in recruitment, which is perhaps unsurprising given the financial pressures on many firms. While 52 per cent of respondents view ED&I as a key business imperative, only 46 per cent have an organisation-wide strategy in place, and just 6 per cent link executive compensation to ED&I goals.

It's imperative that staffing companies remain committed to ED&I in their business and the solutions they provide. It's not an optional 'nice-to-have, but rather an essential part of long-term success, and staffing companies must therefore embed these values into leadership, operations, and client engagement strategies.

Looking ahead to 2026

The recruitment sector is no stranger to change, and 2025 has proven to be another year of transformation. From AI adoption to international expansion, talent retention to strategic investment, the landscape is evolving rapidly.

At APSCo UK, we believe that the firms that will thrive in 2026 are those that embrace innovation, invest in their people, and remain agile in the face of uncertainty. The Recruitment Index offers a roadmap for doing just that. As always, we remain committed to supporting our members with insights, advocacy, and practical guidance, focusing attentions in the New Year on supporting our members with AI leadership and adoption across every function. Together, we can shape a future-ready recruitment sector – one that is inclusive, resilient, and equipped for growth. ■

MATCHTECH: A REBRAND STORY

Matthew Wragg, CEO Gattaca plc, parent company to Matchtech, Infosec People and Gattaca Projects discusses Matchtech's brand refresh.

In a market defined by complexity, agility, and transformation, Matchtech, the flagship recruitment brand of Gattaca PLC, is stepping forward with a bold new identity and a unified proposition. Far from a cosmetic update, this brand refresh marks the crescendo of a multi-year strategic overhaul designed to elevate Matchtech's role as a people powered problem solver in the STEM economy. >

From fragmentation to focus

The refreshed brand brings together our sister brands Barclay Meade and Gattaca Solutions under one powerhouse Matchtech brand. This means clients and candidates now have seamless access to a full range of recruitment and talent solutions, from permanent and contract hires to full-scale outsourced workforce strategies.

Unlike many in our space, Matchtech can move beyond recruitment to deliver integrated solutions that help clients grow faster and smarter. Whether it's one critical hire, an entire project team, or a long-term workforce strategy, we have the capability and agility to deliver.

People at the heart of progress

Our transformation is powered by people. Over the past three years, we've invested heavily in technology, AI-driven tools, and scalable platforms, but always with human relationships at the centre. Our consultants combine deep sector expertise, network intelligence, and emotional intelligence to solve complex challenges across the STEM economy.

The result is a future-ready Matchtech: People Powered Problem Solvers, equipped to support projects in defence, energy, infrastructure, and emerging technologies with both speed and depth.

A magnet for talent

I want Matchtech to be seen as a career accelerator for our outstanding team members and a competitive advantage to our clients and candidates. Our business transformation and new look gives our people a clearer platform to develop skills, develop their careers and support customers in a wider variety of ways.

We're proud to have welcomed back more than 60 boomerang employees, experienced professionals who have returned to the business, bringing fresh perspectives and reaffirming our culture of growth and belonging.

Our ongoing investment in learning, leadership development, and career pathways is helping our people progress faster, contribute more, and make a bigger impact. That's why we're hiring, expanding our team by 10 per cent to meet client demand and fuel the next stage of our growth.

If you want to work in a business where you can make an immediate impact, access a network of industry specialists, and be part of something bigger this is the place. >

Projects

The CRM & ATS built for recruiters
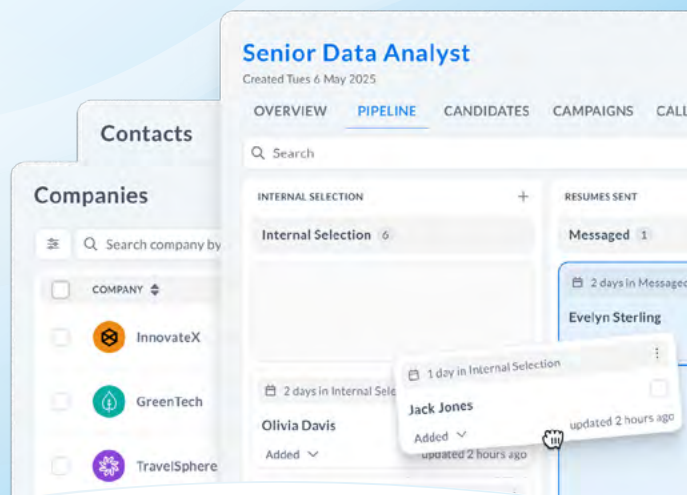
One platform. Every workflow. Fully connected.

Recruitment businesses want simplicity – not stacks of disconnected systems. They want their team focused on building relationships with clients and candidates, not juggling multiple tabs.

Projects is the CRM and ATS module built for recruiters. It brings every role, candidate, and client into one visual workspace – fast, intuitive, and built to keep your business moving.

Everything in one place
All calls, emails, notes, and meetings auto-logged into one clean, synced view.

Client management, redefined
See every client, contact, and opportunity with live signals like job moves.

Pipelines that move
Drag, drop, and track every stage with full visibility from role to placement.

Performance that drives growth
Track progress and pipeline health with real-time dashboards, no spreadsheets.

AI that actually helps
Ask AI instantly summarizes conversations, drafts content, and tracks next steps — while AI Tasks logs every follow-up automatically.

One workspace. Zero admin. More placements.
Projects brings the entire SourceWhale platform together to boost billings and cut admin.

Every tool a recruiter needs

SourceWhale brings everything together – Outreach sequencing, Notetaker, Data Enrichment, Dialer, CRM/ATS, Search AI, and more – all built to boost productivity.

Start boosting your productivity. Visit sourcewhale.com to find out more.

A bolder, unified brand

Matchtech's brand refresh is designed to make things simple and clearer for our clients. That's why we've sharpened our Sector, Skills, and Service offering so they can navigate and solve their talent challenges faster.

The brand's new visual identity, developed by creative agency ODA, features two core symbols: the Individual and the Spark. Together, they represent the human potential and business impact Matchtech delivers, a nod to that with all the noise of AI replacing recruiters we are leaning into the humanity of what we do, whilst supercharging our consultants. It's a design that's bold, confident, and modern, mirroring the tone of voice and cultural progress within the business.

Building trust, creating opportunity

In an industry full of noise and automation, trust is our differentiator. Matchtech's 40-year heritage, combined with a client base of more than 10,000 organisations, provides the stability and credibility that both clients and candidates can rely on.

Our new brand positions us not only as a trusted recruitment partner, but as a solutions-led consultancy with the scale, technology, and people to help organisations navigate the STEM skills landscape.

Looking ahead

Matchtech's brand reflects its strategic refocus and investment in scalable growth. With a unified brand, enhanced capabilities, and a future-ready platform, Matchtech is well-positioned to continue to deliver a competitive advantage to clients and amazing opportunities to its candidates.

With plans to increase our sales headcount by 10 per cent through the hiring of exceptional consultants and a sharpened go-to-market structure following strong FY25 financial performance, Matchtech is poised to become the most trusted specialist partner in the STEM recruitment space.

For more information visit the careers pages of Matchtech.com explore opportunities to join our growing team ■

WORKFORCE MOBILITY IN EUROPE

Hugo Vijge Vialto's Director of Global Immigration Advisory, explores how enhanced mobility can make Europe a strategic workforce hub.

Global mobility is being reshaped by a mix of geopolitical tension, shifting immigration policies, and an ongoing fight for talent. Traditional routes for moving people are narrowing, while skills shortages across Europe persist. In this landscape, employee mobility is no longer just an administrative exercise. It is becoming a central element of workforce strategy, vital for sustaining business continuity and retaining top talent. **>**

The EU, with its large single market and established legal frameworks, remains an attractive environment for multinational employers. However, this same diversity can also be a source of complexity. Immigration policies, salary thresholds, and processing times vary widely across Member States, and the pace of change is accelerating.

Across the European continent, many governments are introducing new measures to attract and retain skilled professionals. The revised EU Blue Card, the emerging EU Talent Pool, and the Intra-Company Transfer permit all aim to make movement to and within the EU easier. But practical implementation still depends on national authorities, which means employers need to plan country by country. What appears straightforward on paper can quickly become complex in practice.

In the meantime, labour shortages are driving competition for international talent. European employers continue to report difficulty filling technical and digital roles, with some sectors seeing demand far exceed local capacity. Mobility professionals are being asked to help close that gap through smarter deployment strategies and faster access to alternative markets.

Flexibility

The ability to respond quickly when plans change is becoming a defining feature of successful mobility programmes. When visa routes close unexpectedly or political developments disrupt an assignment, organisations that can redeploy talent swiftly are far better positioned to maintain business continuity. Contingency planning used to be a niche tactic, but is now embedded in workforce strategy. Within the EU, employers increasingly use the flexibility of the Blue Card or ICT permit to reposition employees between Member States when needed. For example, if a move to the United States is delayed, a temporary European base can allow the individual to remain productive and compliant.

Germany is often part of this conversation. Recent modernisation efforts, including the planned Work and Stay Agency and the new Opportunity Card, are designed to make skilled migration more efficient and to recognise professional experience alongside academic credentials. At the same time, salary requirements tied to rising social security thresholds underline the importance of aligning compensation and immigration planning. Such parallel measures that open new pathways while also reinforcing selectiveness and compliance, is increasingly visible across Europe. >

61% of recruiters say **admin** work causes burnout

Recruiterflow takes the **burn,** *out.*

Still thinking about it? Just answer the call. **recruiterflow.com**

recruiterflow

The AI-first ecosystem for your recruiting business

Technical know-how and compliance

Navigating Europe's regulatory diversity requires precision and the right knowledge. The EU provides a broad framework, but Member States retain control over the detail. France, for instance, applies different salary thresholds from the Netherlands, while Belgium's regional authorities operate distinct approval processes. Germany has intensified pre-visa and entry checks, reflecting a wider European trend toward closer scrutiny of documentation and working conditions.

The growing emphasis on compliance is also evident in enforcement. Several Member States have increased inspections related to employment conditions and tax or social security reporting. In Germany, authorities have stepped up action against undeclared work and are sharing data more actively between agencies. For employers, this means accuracy and consistency across every layer of mobility administration, from offer letter to payroll, are more critical than ever.

This tightening of oversight and increasing accountability should not be viewed solely as a burden. It is part of a broader professionalisation of mobility management. Employers who can demonstrate strong compliance frameworks and transparent processes tend to move faster through official channels and are better placed to take advantage of the immigration routes that are available.

A strategic view

As mobility becomes more strategically important, the lines between immigration, tax, payroll, and workforce planning are blurring. Each element affects the other. Salary thresholds determine visa eligibility; social insurance levels influence cost projections; and tax residency rules shape assignment duration. For mobility and HR teams, integration across these disciplines is now essential.

Forward-looking organisations are combining these perspectives into a single planning framework, supported by better data and clearer governance. They are mapping workforce movement, anticipating risks, and undertaking scenario-planning before issues arise. Insights from studies such as Vialto's Mobility Matters survey show that leading companies increasingly view mobility as a driver of agility and retention rather than a compliance obligation.

Proactive planning also strengthens employee confidence. When workers see that an employer has prepared alternatives in case of visa delays or travel restrictions, they are more likely to stay engaged and committed. In a market defined by skill scarcity, that trust is a competitive advantage in itself. >

Resilience in a complex landscape

The European mobility environment will continue to evolve. Political developments, economic pressures, and social expectations all influence immigration policy, and national priorities shift regularly. Germany's forthcoming adjustments to naturalisation rules, France's recalibration of talent schemes, and Italy's expanded visa quotas all point to a region that is adapting to changing conditions.

In such a landscape, resilience comes from forward planning. Employers that monitor policy trends, coordinate across internal teams, and maintain a clear understanding of cost and compliance implications can adapt faster when the environment changes. This readiness is not simply about reacting to disruption; it is about embedding flexibility into the design of global workforce models.

To achieve that, organisations should cultivate three core capabilities. First, access to timely intelligence, whether through internal monitoring or external advisory support, to anticipate shifts before they take effect. Second, alignment between immigration, tax, and HR functions so that policy changes in one area do not create compliance gaps in another. And finally, a culture of transparency with employees, where communication about mobility timelines and options builds trust and reduces uncertainty.

Future outlook

Europe's approach to skilled migration is entering a new phase, defined by selective openness balanced with accountability. Governments want to attract talent in line with their labour market needs, but they also want assurance that the system is fair, transparent, and economically sustainable. For employers, this dual focus means opportunity and responsibility in equal measure.

The path forward will favour organisations that plan early, think holistically, and invest in integrated mobility governance. By linking immigration strategy to workforce planning and by staying attuned to the nuances of each European market, companies can turn complexity into a source of resilience.

Ultimately, the measure of an effective mobility programme is not just compliance or speed of processing. It is the ability to move people where they are needed most, without interruption, while maintaining confidence among regulators and employees alike. In a Europe that remains both stable and dynamic, those who master that balance will shape the future of global mobility. ■

RECRUITMENT MARKETING

MARKETING IN THE AI AGE

ADVERTISING ON TARGET

Rob Prince, Chief Revenue Officer, Talent Nexus discusses AI, Indeed, and the new performance equation for recruitment advertising.

Recruitment advertising has wrestled with the same two problems for as long as most of us can remember: underperforming job adverts and budgets that don't stretch far enough. Recruiters get training, templates, and tools to distribute their adverts, yet the same frustrations remain: uneven visibility, unreliable quality, and poor ROI. >

The issue was never just about writing better adverts, or buying more credits, or posting faster. It's about how well those adverts perform within the systems they sit in, from posting and ranking through to receiving and managing applications. Each platform, especially Indeed, has its own set of rules that determine what's visible, how effective it is, and at what cost.

Job titles, salary accuracy, and location precision all have a measurable impact on visibility and cost per application. So writing a good ad isn't enough; it needs to be optimised specifically for the platform.

Even the most polished advert won't deliver if the campaign budget isn't managed properly. Performance depends on both sides of the equation: the right advert, on the right platform, managed with the right budget, producing the right results.

When "a GPT" isn't the answer

When AI tools first appeared, many thought they might finally fix this. The promise was seductive: type a few prompts, let the system write the job ad, and watch applications roll in. It sounded ideal, but it didn't work like that. General-purpose AI tools such as GPTs can write coherent text, but they don't integrate with job boards, understand quality scoring systems, or adjust budgets dynamically. Many early experiments failed for exactly that reason.

One early prototype even fell victim to a common AI issue known as alignment bias, when the model tries too hard to please the user rather than being accurate. It oversold a pharmaceutical truck driver job as "contributing to the global fight against disease." It was creative, but not what the client needed. Highlighting the model of truck turned out to be a far better hook.

At Talent Nexus, we learned quickly that good AI isn't a single product. It's a process made up of automations, integrations, data analysis, and human oversight. Used properly, AI doesn't replace recruiters. It strengthens the systems around them, making everything more intelligent, reliable, and consistent.

What we built and what we learned

We built our own AI-powered service to optimise both job advert performance and campaign spend on Indeed. Since launching, it has processed tens of thousands of roles across multiple sectors, giving us a clear view of what actually drives success.

The first lesson was obvious: data quality is everything. Many ATS and multi-poster integrations only provide partial information, which means the system has to work harder to fill the gaps. We also found that generic optimisation tools don't always align with Indeed's visibility signals. They might create content that reads well but fails to meet the technical or structural criteria that determine where an advert appears. >

And even when the technology performs perfectly, human oversight remains essential. Every business has its own tone of voice, internal processes, compliance needs, and expectations. Without the right guardrails, automation can easily drift off course.

That's why customisation matters. Not in the glamorous, machine-learning sense, but in the practical, build-your-own-service sense. Every client can turn modules on or off depending on their appetite for automation. Some prefer to be alerted of issues rather than have them corrected automatically. Others want a fully hands-off approach. The flexibility keeps control where it belongs, with the recruiter.

From optimising job ads to rethinking them

Once we had a system that could reliably optimise adverts, we started asking a bigger question: what does a high-performing job ad actually look like?

By analysing data across industries, we identified clear patterns. That led to the creation of structured templates that adapt to each role and sector. Better detail, clearer formatting, higher readability. We also started enriching adverts automatically with recruiter introductions, FAQs, and company insights. These small additions often help candidates make faster, more confident decisions.

Some long-held industry beliefs didn't survive scrutiny. The idea that a job ad should be around 400 words, for example, isn't based on evidence. It's just an average. What really matters is relevance and structure. When an advert is well organised, more detail can actually improve performance.

The commercial impact

The results have been significant. We typically see performance increase by around 30 per cent within the first few months. That might sound dramatic, but once you cap over-performing roles and boost underperforming ones, the improvement becomes almost inevitable.

Automating advert optimisation and spend management reduces repetitive work while improving consistency. Recruiters can spend more time with candidates instead of constantly adjusting campaigns. Agencies can manage more accounts with the same headcount. It's a more efficient model that still leaves space for creativity and human judgement.

As The Recruitment Network has observed, AI in recruitment is most effective when it enhances human capability rather than replacing it. That matches our experience. The technology works best when it complements skilled people who understand how to use it and where its limits are. >

Where the technology is going

This is the point where the conversation tends to split. Should recruiters jump on board early or hang back and wait for the tools to mature?

There's a fine balance between being at the cutting edge and jumping the gun. The market is already crowded with AI suppliers making big claims about data access and capability, and some of those claims don't stand up to scrutiny. I've lost count of the companies that say they have access to more candidate data than LinkedIn, without explaining how that's possible under current compliance laws.

The sensible path is to start small. Adopt the principles of AI and find practical use cases that improve efficiency without disrupting what already works. Tools will change and become outdated, but the fundamentals of automation, data feedback, and continuous optimisation are here to stay.

At Talent Nexus, we've accepted that almost everything we build will need to evolve within months. The pace of change is relentless, so adaptability has become a design principle in itself. Recruiters who build that mindset into their business will be in a stronger position as the technology continues to mature.

And while "adapt or die" might sound dramatic, "adapt or fall behind your competitors" is already true. We're seeing businesses thrive after implementing AI processes that save hours of admin and let consultants spend more time doing what they do best: building relationships and understanding client needs.

The opportunity ahead

Recruiters have long wanted job boards to "just work" to deliver consistent visibility, fair costs, and predictable results without constant tweaking. That goal is now within reach. With the right mix of automation, AI, and human oversight, recruitment advertising can finally operate with the precision it always promised. This isn't about replacing people; it's about freeing them to do better work.

If you're exploring how AI can be used to improve recruitment advertising performance, or you simply want to share what's working in your world, I'd be glad to continue the conversation. ■

CUTTING THROUGH THE NOISE

SourceFlow's Will Astbury explores how recruitment firms can win business through ChatGPT.
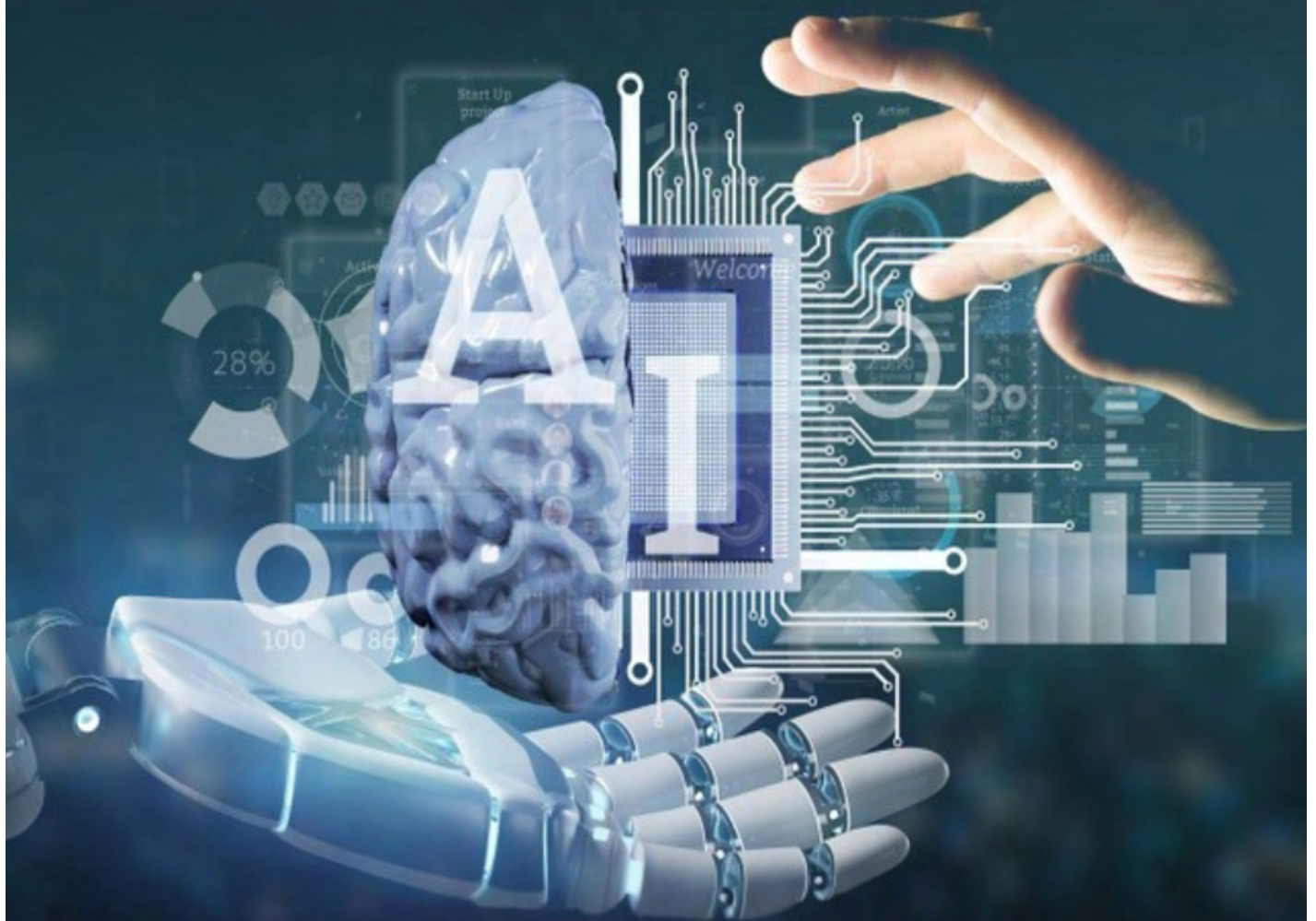
AI is transforming business development and candidate attraction online.

Search behaviour, technology, and audience expectations have all changed, with most clients and candidates now turning to AI tools for direct answers. According to OpenAI's own data, almost half of ChatGPT interactions are now 'asking' questions rather than completing tasks. >

That shift shows how people now treat AI as an advisor, a place to get recommendations, explanations, and reassurance. For recruitment, that means your first impression may no longer come from LinkedIn, a website visit or a cold outreach message, but from how clearly your brand is represented when someone asks ChatGPT, Gemini, Perplexity, and Copilot for help.

What is SEO and GEO?

To stay visible, recruiters need to understand two key concepts: SEO and GEO.

In simple terms: SEO helps you get found; GEO helps you get quoted.

SEO (Search Engine Optimisation) builds the foundation that makes GEO possible. It's structuring your website and content so search engines like Google can understand and rank it accurately.

GEO (Generative Engine Optimisation) protects the value of that foundation as search behaviour evolves. It ensures AI tools can read, summarise, and cite your content with confidence.

Together, they ensure your business is visible, whether someone is searching, scrolling, or asking an AI assistant a question.

As seen in the Get Seen Playbook:
"SEO builds the foundation that makes GEO possible, while GEO protects the value of that foundation as search behaviours evolve. The question isn't whether to prioritise one or the other; it's how to balance both within your marketing mix based on your industry's search behaviour patterns and conversion economics." (Andrew Milne, Search Vision Media)

Modern recruitment marketing is measurable, structured, and built for both people and machines. It rewards accuracy, authority, and consistency, not noise.

If your current platform doesn't support this, it's time to review your setup. >

Why traditional recruitment marketing is losing ground

When Google displays an AI Overview, click-through rates for top results fall by about 34 % (Ahrefs, 2025). One in five searches now triggers an AI-generated summary (Pew Research, 2025).

For recruitment agencies, that means early visibility is shrinking. The awareness stage that once started on Google is now happening inside AI tools.
For years, recruitment marketing relied on scale: thousands of job ads, high-volume traffic, and broad brand campaigns. But visibility without intent is no longer enough. As AI and search engines prioritise relevance, structured data, and authority, generic content is quietly being filtered out.

Job-board traffic still drives volume, but less than 1% of applications from job boards result in an offer (Zety, 2024). Meanwhile, firms publishing salary data, local guides, and FAQ-rich landing pages aren't just being clicked, they're being cited.

Your next client or candidate might already be finding their answers inside ChatGPT before they ever reach your site.

How recruitment agencies can respond

Adapting doesn't mean overhauling everything overnight. It's about focusing on what AI and search systems now value: structure, trust, and clarity.

Build on solid foundations: Start with a website architecture that clearly reflects your sectors, services, and locations. Treat every job ad as a conversion tool, not just a description. Simple titles, transparent salary ranges, and JobPosting schema make your roles easier to find and more credible to candidates. >

Create content that AI can trust: Follow a Bottom Line Up Front (BLUF) approach; give the answer first, then the context. Include FAQs in natural language that mirror client and candidate questions, attribute articles to named authors, and keep them current. Be consistent and intentional: Consistency signals authority to both users and AI engines.

Quarterly: release a flagship data-led report, such as a salary or market trends guide. Monthly: publish thought pieces from your consultants or leadership team. Weekly: refresh live roles, update FAQs, or post short explainers that prove your site is active.

Measure what really matters: Track outcomes that tie to revenue: applications, client enquiries, interviews, and placements. Link your analytics and CRM so you can follow a lead from first visit through to a filled role.

Lessons from the SourceFlow Get Seen Playbook:

- Add JobPosting schema and salary fields to every live role.

- Refresh your service and location pages quarterly with FAQs and real team imagery.

- Track your visibility in AI summaries as well as traditional search results.

- Publish one data-led report per quarter to build authority. ■

A PEOPLE LED BRAND

Remi Marcelin, Marketing lead at people2people, in Sydney, Australia explains the importance of marketing for his business.

Q: How important is brand awareness for recruitment companies?

A: Brand awareness is critical for recruitment companies because it helps us reach new networks in a crowded industry. It is not just about recognition, but also about building credibility, showing that we are a reliable and experienced recruitment partner, while showcasing our points of difference. Strong brand visibility creates more opportunities for consultants to start meaningful conversations. **>**

Q: How have you created the brand for people2people? What was the starting point and how do you build the brand in relation to the business?

A: In recent years, we have focused on starting with the customer. By understanding their pain points and challenges, we can build tools to support them and position ourselves as a trusted advisor who goes above and beyond to assist with recruitment and HR challenges. Over time, the brand has layered multiple initiatives to create an identity that reflects expertise while staying people-focused.

Q: What do you consider to be the most effective channels for getting your brand to the market?

A: I don't think there is one definitive answer because it highly depends on the type of campaign you are running and what you want to achieve. For instance, social media is a great way to reach a wide audience, but it does not always perform as strongly for lead generation depending on the tools you are offering. At the end of the day, the strength lies in using all these touchpoints together rather than relying on a single channel.

Q: What is the balance between brand consistency and the brand evolving to reflect changes in the company and changes in how to communicate the brand? **>**

A: That is an interesting question. As a marketing professional, you always have to keep your company's core values, tone, and visuals in mind. For people2people, we are about people, so our people are at the heart of our visuals and strategy. If the brand has to evolve and those changes might impact one of these pillars, you have to ask yourself: 1) is it who we are and what we stand for? and 2) is it what our customers want? The market and our customers' expectations are constantly changing, so you need to keep up with that pace without losing your identity and what makes your brand different.

Q: How are changes in technology and the use of AI changing marketing techniques?

A: AI is about to shake not just marketing, but work and workplaces in general. From a marketing perspective, it has already been a huge help in speeding up repetitive tasks and optimising campaigns. It is also being used to draft content and provide a starting point, so we do not always have to begin from scratch. Even if the draft is not perfect, it saves time and sparks ideas. What is certain is that AI is still in its early stages, and its role in marketing will only grow, helping us expand our reach and push the boundaries of what we can do. ■