



Love Recruitment

# Pulse Survey 2023



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# About Love Recruitment

Lawrence Everest and Abhishek Lakhina started *Love Recruitment* in 2015. We specialise purely in recruitment across the Fitness and Leisure industry.

Our name, "Love", was inspired by the love and passion people in our sector show on a daily basis. People choose to work in fitness and leisure because they simply "Love" it.

Our team Love what they do, and hopefully, our process will make you fall in Love with Recruitment.

Our business is based on our two core values: Service and Delivery.



# A Message From Abhishek Lakhina

Welcome to the Pulse Survey 2023, the definite guide to the 'Pulse' of the fitness and leisure industry



**Abhishek Lakhina**  
Managing Director  
Love Recruitment

Welcome to the Pulse Survey 2023, the definite guide to the 'Pulse' of the fitness and leisure industry.

We started the Pulse survey in 2022, and this is our 2nd year of researching and publishing the data. The purpose of this survey is to help operators and organisations working in the fitness and leisure industry understand the workforce and help shape strategies for talent acquisition and retention.

The survey covers various topics, including the industry's pulse (the desire for candidates to move jobs) and benefits preference, as well as the employer NPS, preferences in working patterns, recruitment preferences, candidate motivations and research. As this is our 2nd year of research, we have also compared the data to 2022 where relevant.

I believe any organisation's ability to grow directly correlates to its ability to attract and retain the right people. Simply put, people are any organisation's biggest asset.

Over the past two years, candidates have given very clear indications of what they want from an employer and the recruitment process, and we are hoping to provide deeper insights every year we do this.

I hope this provides some food for thought for founders, leaders and managers in the fitness and leisure industry. This report provides a snapshot of what the leisure and fitness industry workforce thinks, with several areas to explore further.

I hope you enjoy reading the survey, and if you have any further questions, please reach out.

A handwritten signature in red ink, appearing to read 'Abhishek Lakhina'. The signature is fluid and cursive, written on a white background.

# About The Data

We set out with a goal of 500 respondents for this report and are delighted to share that we surpassed it, reaching a total of 540 respondents. To capture a genuine 'Pulse' of the industry, our outreach strategy spanned the entire fitness and leisure landscape. We engaged candidates through diverse platforms such as LinkedIn direct messages, the Love Recruitment database, and social media promotions, ensuring a comprehensive mix of opinions and thoughts. Expanding our reach, we also leveraged our key partnerships, sharing the survey extensively through our partner networks.

Ease and efficiency were integral to our approach. The survey, designed to be user-friendly and time-conscious, averaged just over 3 minutes for completion. Over 70% of respondents who began the survey saw it through to completion. The ensuing pages hold a treasure trove of data, offering a valuable snapshot of the industry that, in our view, warrants deeper consideration and additional research.

**540**

NUMBER OF RESPONDENTS

**3 MINS**

AVG. TIME TO COMPLETE SURVEY

**28,000**

TOTAL PEOPLE APPROACHED

# Industry Pulse

It is important for us as an Industry to understand the 'Pulse' of our workforce. How content are they? What's the likelihood of them making a career move in the next six months? These questions are key to shaping comprehensive people strategies that can ultimately enhance staff retention. In this report, we've probed into these vital aspects, shedding light on the likelihood of professionals seeking new opportunities below. And later in the report, we unveil an Employer NPS, offering a holistic view of our industry's workforce landscape.

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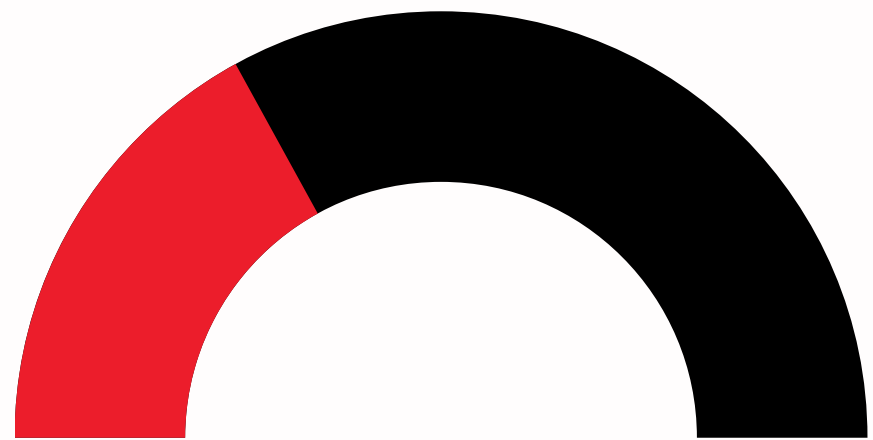
**68% of respondents** said that they **would likely or extremely likely** be looking for a new role in the next six months. This is a very similar number to 2022, when it was 70%

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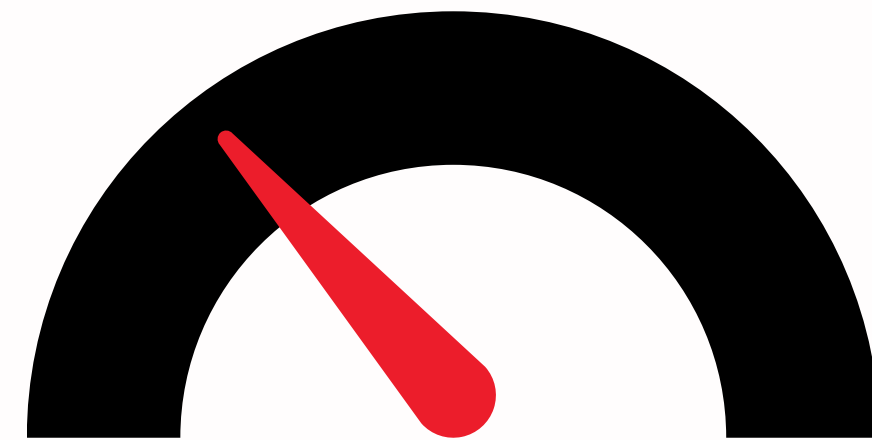
**18% of respondents** said they **would not likely** look for a new role in the next six months, while the remaining 14% were undecided.

# Biggest Candidate Motivations

What prompts employees to seek new roles? While the assumption might be a desire for a higher salary, our 2023 Pulse Survey reveals a significant shift. Clear progression opportunities emerge as the top motivation for candidates, with over a third of respondents selecting it as their primary reason. The data underlines the critical role of progression plans in enhancing staff retention, challenging conventional notions about salary being the sole driver for job changes.



34% of candidates responded that their biggest motivation for looking for a new role was **Clear progression opportunities**



29% of those who responded listed a **Higher Salary** as their biggest motivation

# Recruitment Quick Wins

In our second year of surveying candidates about deterrents to applying for new roles, the data remains consistent. The top three reasons are no salary information in the advert, poorly written and generic adverts, and lengthy application forms. Here are some quick wins to enhance your candidate attraction strategy:

1. Always include the salary in the advert – transparency is key.
2. Avoid generic adverts – give candidates a taste of your culture.
3. Say no to lengthy application forms. Keep it concise and straightforward.

**50% of respondents listed No Salary on the advert as the biggest reason for them being put off applying for a role**

**Poorly written or generic adverts is the 2nd biggest reason for not applying for a role**



# Research

After applying for a job, candidates actively research prospective employers, often engaging in multiple job applications simultaneously. Just as employers conduct due diligence, candidates do the exact same thing. With social media and the digital age, there is a lot of information available to candidates, and it's important for employers to understand where candidates look first and ensure you are presenting yourself in the best light. The data is very similar to the 2022 results, with the Company Website and LinkedIn being the two most popular places where candidates conduct their research.

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**36%** of respondents said that they would visit the **company website** as their first point of research.

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**28%** of respondents said that **LinkedIn** is their primary source of research. This was followed by **Google Reviews**.

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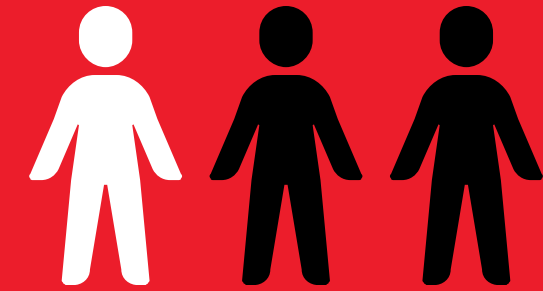
**Despite popular belief, respondents voted **Glassdoor** as the least likely place to visit to research a company.**

# Benefits

In recent years, candidates have increasingly sought comprehensive benefits alongside their basic salary.

Employers should strategically consider offerings while being mindful of limited resources. Conducting regular surveys with teams to gauge their priorities is a recommended approach.

Data from the past two years consistently highlights flexible working arrangements, pension, and annual leave allowance as the top three priorities.



**1/3 of all respondents listed Flexible working arrangements as their number 1 benefit**



**Work socials have also been listed as the least popular benefit for the 2nd year in a row.**

# My top 3 benefits tips...

Thoughts by Maddie Cummings



**Maddie Cummings**  
**Recruitment Director**  
**Love Recruitment**

## 1. Complete a benefits audit:

A lot of benefits cost money so it's really worth taking the time to ensure they are actually *beneficial* to your employees! Speak to your team and find out what would drive them the most. You could also complete a competitor benchmarking exercise to see how competitive your benefits really are/ what other benefits it might be worth looking into to attract and retain the best talent.

## 2. Consider how you can include flexible working for your team (where possible):

The number one benefit candidates are looking for is flexible working - so where possible it's definitely worth offering. If working from home isn't operationally viable in your business - could you be more flexible with shift lengths/ patterns? We are seeing other industries like hospitality offer this.

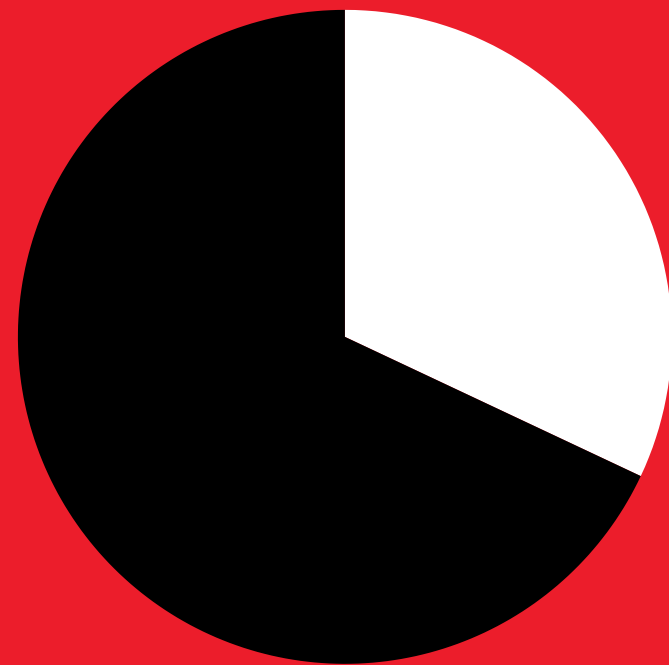
## 3. Shout about your benefits!

I recommend communicating a well-defined benefits strategy throughout your recruitment process - from adverts, in interviews and in offer letters.

***"Shout about your benefits, it isn't just about salary anymore!"***

# Interviews

Introducing a new survey question: "When actively looking for a new role, how many jobs would you estimate you are interviewing for at the same time?" The aim of this question was to decipher candidate behaviour and equip hiring managers with insights into the competitive landscape for securing talent. We've all heard the claim, "I am only interviewing for this job." Is this true? Below are our findings:



**32% prefer putting all their focus and energy on one job**



**58% of all candidates are interviewing for two-four jobs when they are looking for a new role.**

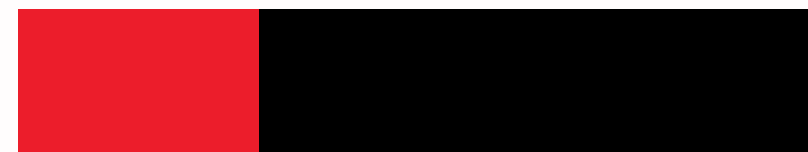


**10% of all respondents are interviewing for more than five jobs at the same time**

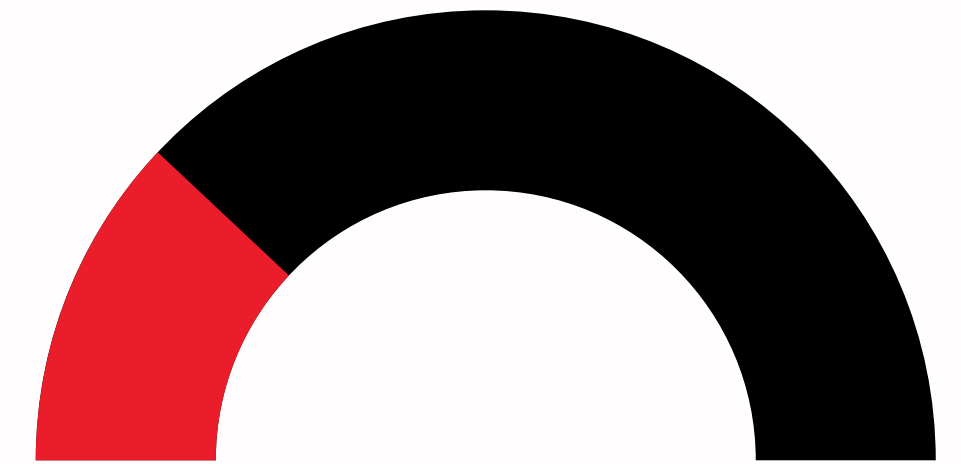
# Ideal Working Arrangement



**46%** of all respondents chose Hybrid working (2/3 days a week in the office) as their ideal working arrangement. This is higher than the data in 2022 (**40%**).



**30%** would prefer working **full-time in the office**. This is very similar to the data in 2022 (**31%**)



**24%** of all respondents would prefer coming to the office 1 day a week or less (**fully remote**). There is a decrease in this from the 2022 data (**28%**)

# Industry NPS

We asked respondents to rate their current employers to help us calculate a Fitness and Leisure industry NPS. The 2023 score, reflecting an overall industry NPS, stands at 69—a notable 7-point increase from 2022. Our recommendation is to view this data as a crucial annual monitoring metric. We also advocate for individual employers to conduct their own annual eNPS (Employee NPS) for a comprehensive understanding of employee satisfaction.



2023 Score: 69



2022 Score: 62

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34% of respondents were **promoters** of their current employer whilst **32%** were **passive**

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**35%** of respondents were **detractors** and would not recommend their current employer.

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The overall NPS score for the industry has gone up to **69**. It was **62** in 2022.

# Insight from Julie Allen

**Business Development Director, Active Insight**



**Julie Allen**

**Business Development Director  
Active Insight**

“Happy staff = happy customers” is a saying that is often heard, and whilst it isn’t untrue, just like a customer journey needs designing and measuring, the same is true for team members. Employee Net Promoter Score (eNPS) and Customer Experience (CX) are both important metrics that organisations use to assess and improve their performance. While they are distinct metrics, there is a strong correlation between employee satisfaction and customer experience. It is fantastic to see an increase in the eNPS score from 62% in 2022 to 69% in 2023, and it demonstrates how organisations are creating cultures which put their team at the heart of everything they do. Regular measurement of your team’s experience via eNPS is essential for three key reasons – firstly, your score will provide a strong indication of how engaged and satisfied your team members are. Generally, engaged team members are more likely to deliver better customer service. When team members feel motivated and appreciated, they are more likely to go the extra mile to ensure positive customer experiences. Secondly, a positive eNPS is often indicative of a healthy organisational culture. A positive culture contributes to a customer-centric approach where team members are aligned with the company’s values and purpose.

Thirdly, focusing on your team’s experience leads to improved customer satisfaction – we see the majority of promoter comments by customers typically are service-related and will mention team members by name - this, in turn, positively impacts team morale and can act as a catalyst of cultural change as recognition and celebration of successes is an important part of the employee experience. Most people work because they want to have an impact; they want to make a difference – organisations that recognise their team members’ voice, purpose and connection within the company typically achieve higher NPS results.

In summary, eNPS and NPS to measure your customer experience (CX) are intrinsically linked to the overall performance of any organisation. By prioritising your team experience, companies can positively impact customer experiences, leading to increased customer loyalty and advocacy. We often talk about customers becoming ‘raving fans’ of an organisation; this mindset is also true for team members. Central to conducting regular eNPS and NPS is gaining regular valuable insight to continue improving the team member and customer experience.

# Link Between NPS & Pulse

Happy employees are more likely to stay compared to unhappy employees. This is a fairly obvious observation. Delving into the data, we find that the likelihood of employees seeking new roles in the next 6 months increases with growing dissatisfaction. What's surprising is that 51% of current employer promoters express intent to seek new roles in the next 6 months, posing a significant risk for employers potentially losing engaged staff. It's a noteworthy statistic with implications for workforce retention strategies.

**51%** of respondents who were **promoters** of their current employer **were likely to be looking for a new role** in the next 6 months.

**63%** of respondents who were **passive** of their currently employer indicated they will be looking for a new role in the next 6 months and this number went up **83%** for **detractors**.

The data above clearly needs to be investigated further. Why are net promoters considering new opportunities? What's lacking in their current employment? Are they satisfied with development opportunities and a clear career path? Answering these questions is essential for crafting precise strategies to mitigate this trend.



# Who We Work With

## PRIVATE

We support some of the biggest private operators across the UK, covering management roles in operations to specialised head office positions.

## BOUTIQUES AND INDEPENDENTS

We recruiting for a range of positions in Pilates, Spin, Yoga, HIIT, and cutting-edge fitness concepts. Our expertise extends to supporting diverse independents across the UK.

## SUPPLIERS

This encompasses fitness equipment suppliers, training providers, fitness tech, and various suppliers to the fitness industry.

## COMMERICAL AND LEISURE

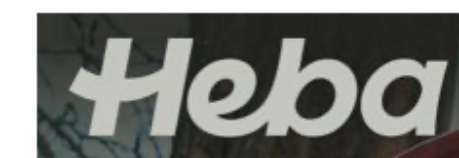
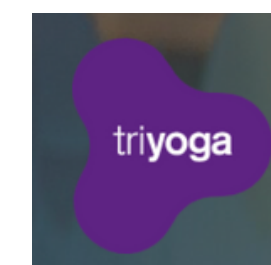
We cover all Commercial and Leisure management roles — from Trampoline Parks and Go-Karting to Competitive socials, Soccer centers, Holiday Parks, and more!

## FRANCHISE

We proudly support franchisees nationwide in one of the fastest-growing sectors in the fitness industry, helping them launch their fitness businesses.

## PUBLIC SECTOR

In the Public Sector, we assist with positions across the spectrum, from junior management to senior strategic roles, in leisure management companies and leisure trusts.



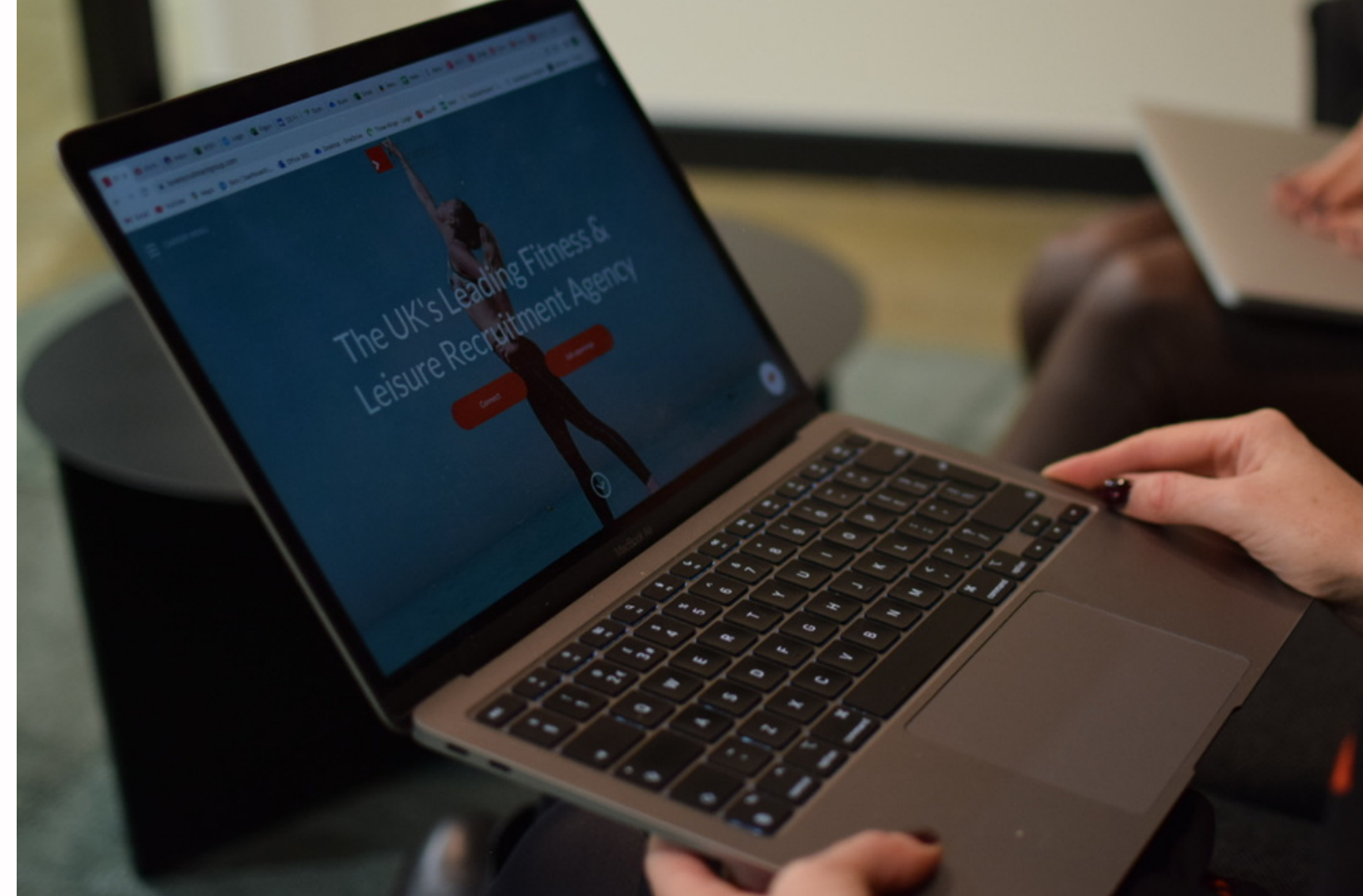
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