

Employer Branding

Using Diversity & Inclusion Strategies
and Branding to Win the Talent War

Why Branding Is So Important

- Demand for skilled workers has outpaced supply
- In the next 3-10 years it is predicted there could be as much as a 29 million shortfall of workers in the US
- Companies need to differentiate themselves - the goal is to stand out, not blend in!

A strong and positive brand can establish a company as an employer of choice

Building a Strong Brand

- Understand who you are communicating your brand to, and what is important to them
- Consider the values and interests of employees, customers, suppliers, and prospective talent
- Be authentic: today companies are held accountable and expected to practice what they preach

A diverse population and global marketplace have made diversity and inclusion (D&I) essential components of employer branding



Corporate Responsibility & Branding

CSR is a major component of [Fortune 100](#) company brands. Investors, customers, employees, and potential talent evaluate CSR around certain core elements:

- Diversity and inclusion
- Gender equality
- Sustainability and green initiatives
- Community outreach and employee volunteer days
- Corporate ethics
- Work-life balance
- Grants, donations, and scholarships, particularly to underrepresented and diverse communities

Importance to Job Seekers

- 50% of candidates won't consider working for a company with a bad employer brand, no matter how high the salary offer
- 80% of talent and HR managers around the world agree that a great brand makes it easier to recruit top talent
- 56% of professionals said a company's reputation was the most important factor to consider when contemplating a job offer
- 94% of people said they would apply for a job if the company actively manages their brand

Room to Grow

- [32%](#) of companies say they don't have a clear employment brand strategy, but are working on it
- [35%](#) of companies have a clear strategy, but believe it needs further development to be truly effective
- [38%](#) of companies plan to increase their investment in this area
- Over [80%](#) of leaders acknowledge that employer branding has a significant impact on their ability to hire talent



Snapshot: Talent Landscape

- [Baby Boomers](#) are aging out of the workforce
- An estimated 10,000 boomers will turn 65 every day for the next 15 years
- By 2025, [75%](#) of the workforce will be millennials
- Approximately 43% of [millennials](#) come from a diverse ethnic background; 38% are bilingual
- By 2050, whites will comprise [47%](#) of the population
- Minority populations will have become the majority population
- Today, minority populations are underrepresented on corporate boards and in leadership and management positions

Snapshot: Talent Landscape

- Women earn more than [half](#) of Bachelor's, Master's and PhDs
- In 40% of US households, women are the primary breadwinner; [66%](#) of millennial women earn the same or more than their partner or spouse
- However, women are underrepresented on boards and in leadership positions
- The LGBTQ community is highly educated and well represented in the workforce
- The LGBTQ community has one of the [highest](#) discretionary income pools of any diverse demographic in the US population

Engaging Millennials

- Experts estimate millennials will spend [\\$200 billion](#) annually by 2017
- Millennials are at the forefront of many social reform movements, including same-sex marriage, LGBT rights, immigration reform, and environmental sustainability
- Millennials demand social activism on the part of employers
- [86%](#) of female and [74%](#) of male millennials consider policies on diversity, equality, and inclusion when deciding which company to work for



**For millennials, values, culture, and
commitment
to D&I are as important as pay and benefits!**

Source: [PWC](#), [Forbes](#)

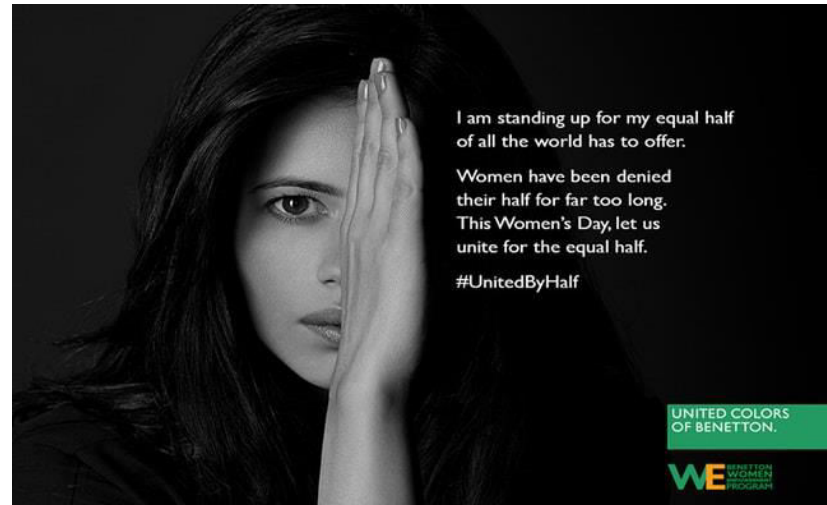
Brand Messaging

- The brand must be relevant, accessible, and engaging to multiple diverse audiences
- Companies need to shift their focus from traditional media to online networking and leveraging social media
- Messaging should showcase the kind of people who work for the company and what they say about it

Promote how great the company is by promoting how great employees are!

Face of the Brand

- Employees are the face of the brand
- Involve employees to tell the company story and to showcase workplace culture and diversity
- Engage them as advocates and ambassadors
- Encourage them to share their stories and spread the word about the company on social media
- Train employees to recruit new talent and reward them when they bring that talent in the door



Be Informed

- Use benchmarking, surveys, ERGs, focus groups, interviews, and social media to get input from stakeholders
- Survey diverse employees to understand what's important to them and what drew them to the company
- Use ERGs to poll employees and get their input on company values, culture, and D&I
- Charge ERGs with test marketing the brand: Do target communities see themselves reflected?
- Monitor websites like Glassdoor to learn what people are saying and how the company is perceived

Unleash Social Media

- Social media is a powerful platform for brand promotion and community outreach
- These platforms are today's virtual water coolers where employees hang out and swap stories and information
- Social media allows a constant flow of communication and outreach to target audiences
- Employees, ERGs, and even company leaders can participate in threads and discussions, and post news, articles, and blogs
- Brand managers and D&I officers can collaborate to create content that highlights values, culture, and diversity

**Research by Employer Brand International found
58% of companies report social media is the most
effective way to communicate brand**

Association Partnerships

- Associations have national reach and influence
- They offer insight and access to diverse communities
- Partnering is not a one-size-fits-all
- Considerations include how an association's mission aligns with company goals, values, and D&I commitments, and whether its membership offers the right source of new talent

Through association partnerships, companies target their outreach, expand their pipeline, and promote their brand – all on a national stage

Case Study: Procter & Gamble

- The #WeSeeEqual digital campaign was launched internationally to unite all P&G brands under a single message designed to convey the company's commitment to D&I and its commitment to equality and acceptance
- The company is recognized as a brand leader, uses its voice to express a view about gender equality
- The multi-year campaign is run through paid and organic social media sharing on YouTube, Facebook, Instagram and elsewhere

"P&G aspires to build a better world for all of us – a world free from gender bias, and a world with equal representation and an equal voice for men and women. A world where everyone sees equal."



Case Study: Procter & Gamble

- After selling 100 of its weaker brands, P&G refocused on its top-performing product lines – all aligned under the gender equality message
- As part of the new focus, the company retooled its marketing practices to focus on brand management
- Hundreds of P&G marketing directors and associate directors were repositioned as brand managers
- The brand management organization oversees: brand management, consumer marketing and knowledge, communications, and design
- The organization has single-point responsibility for the strategies, plans and results for all P&G brands
- The move from marketing to branding puts P&G at the forefront: a search on LinkedIn turned up nearly 73,000 marketing directors and associate marketing directors, but only 1,350 brand directors or associate brand directors

Case Study: Sodexo

- Sodexo built its brand as a Good Place to Work; a Good Place to Give
- Brand messaging focuses on employees telling their stories
- The company has invested heavily in establishing a social presence
- It's Career Page and Blog are directly integrated on Facebook and gather people who worked, are working, or will work for Sodexo
- The blog provides advice on job hunting, HR, and recruitment
- A very active [YouTube](#) channel highlights employee, corporate responsibility, and diversity and equality in the workplace
- Its' Career Twitter account shares information and drives traffic to the website
- The company's LinkedIn page has about 170,000 followers



Source: Sodexo

Case Study: Sodexo

- The company has built a strong community of and following through its social media presence
- Individuals following the company on social platforms already know the brand, its values, and its employees
- The company reports that more than 45% of Sodexo candidates have used one or more of Sodexo's social platforms in their job searches
- Recruitment advertising costs have decreased \$300,000 annually
- Traffic to Sodexo Careers web page increased by 182% since the launch of the social presence

Case Study: Sodexo

- Sodexo employees are engaged in the company's campaign to end hunger
- In 1996, 2,000 employees participated in the [Sodexo Stop Hunger Foundation](#); in 2016, the number of employees involved increased to 58,000
- The Stop Hunger Foundation has granted over \$29 million to combat hunger
- In 2016 alone, Stop Hunger distributed more than 4.7 million meals and granted over \$2.2 million to alleviate hunger in the US

Case Study: General Electric

- GE overhauled its brand from household appliance to building aviation, energy and other industrial equipment
- The business shift requires a different workforce, and GE competes with companies like Google and Facebook to attract tech talent
- GE established a dedicated department and employer brand team with full-time employees focused on branding
- The team regularly develops and disseminates information promoting brand and GE as employer of choice
- The team uses tools including LinkedIn, Elevate, and Hootsuite to manage social media outreach



Source: [Talent Economy Report](#)

Case Study: General Electric

- 10,000 employees are trained as GE brand ambassadors; 5,000 were trained in 2015 alone
- Brand ambassadors talk up GE on social media, share posts, and promote job openings
- Ambassadors provide ongoing input on brand development and relevance
- LinkedIn training is available to all employees and they are encouraged to build LinkedIn profiles that include why they like working at GE
- 78% of GE employees are on LinkedIn

Case Study: General Electric

- A GE 35 member employer brand council represents every business unit and geographic region where the company operates
- Council members work on branding at least 25% of time
- They hold monthly conference calls with the team and brand ambassadors
- Local council members determine the best strategies for promoting brand based on their specific geographic locale

Case Study: HP

- HP creates technology that makes life better for everyone, everywhere.
- HP innovation springs from a team of individuals, each collaborating and contributing their own perspectives, knowledge, and experience to advance the way the world works and lives
- HP implemented a new board of directors regarded as the most diverse board directors of any US tech company
- HP is dedicated to becoming the employer of choice for underrepresented groups seeking careers in the tech industry

Case Study: HP

- The global chief marketing and communication officer last summer took a stand on diversity when he asked HP's agencies to make strong pledges to include more women and minorities in their management positions
- HP also donated \$100,000 to [Free the Bid](#), an initiative to increase the number of female directors in advertising

Case Study: HP Initiatives

- Business Impact Network
 - Their employee groups span the globe and represent nine constituencies: Black/African-American, Disability, Generations, Hispanic/Latino, LGBTQA, Multicultural, Pan-Asian, Veterans, and Women.
- Global Diversity Advisory Board
 - The board consists of HP executives and diversity thought leaders from around the world who are guiding strategy and driving action to deliver on our commitment to diversity.
- Hiring and Advancement
 - HP hiring and executive succession planning incorporates best practices to ensure diversity in candidate pools for more inclusive hiring and advancement.

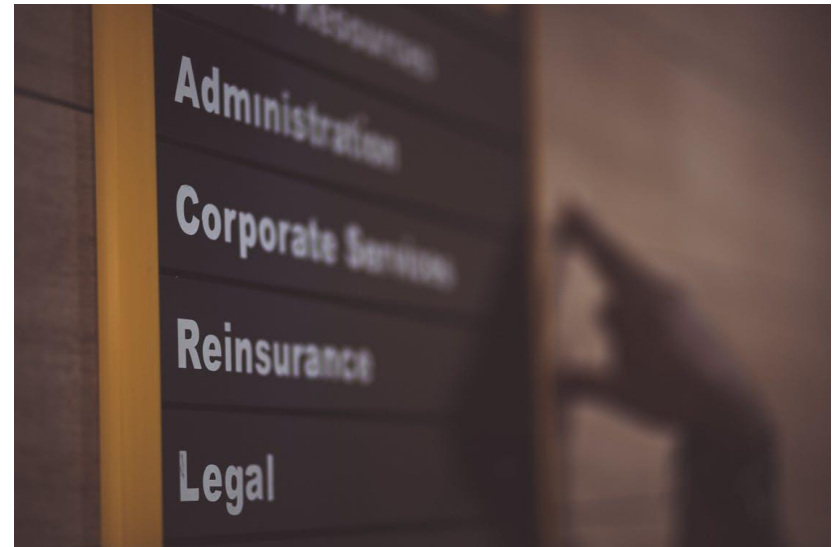
Case Study: HP Initiatives

- Growth Mindset
 - Our leaders, managers, and employees are advancing skills to uncover and address unconscious bias while driving a growth mindset.
- STEM in Our Communities
 - From scholarship endowments to employee volunteer efforts in the Hour of Code, HP is investing in growing our future talent pipeline in STEM.
- Valuing Veterans
 - Our long-standing support of veterans has grown through our pledge to be a part of Joining Forces and our support of Breakline.org, which helps prepare veterans for careers at top companies.

Summary

Risk of Poor Branding

- Weak employer brands can result in high employee turnover and unimpressive corporate reputation
- Brands that don't incorporate elements of CSR and D&I risk alienating diverse communities and millennials who value these components
- Customers who don't see a strong commitment to social causes and D&I will take their business elsewhere



Employer Value Proposition

- EVP refers to the value an employer offers to potential job seekers
- The concept goes beyond pay and benefits, and addresses the overall value the candidate will gain by working for the company in exchange for their skills and qualifications
- Aspects of brand, CRS, values, and D&I have become essential elements of the EVP

Dig Deep

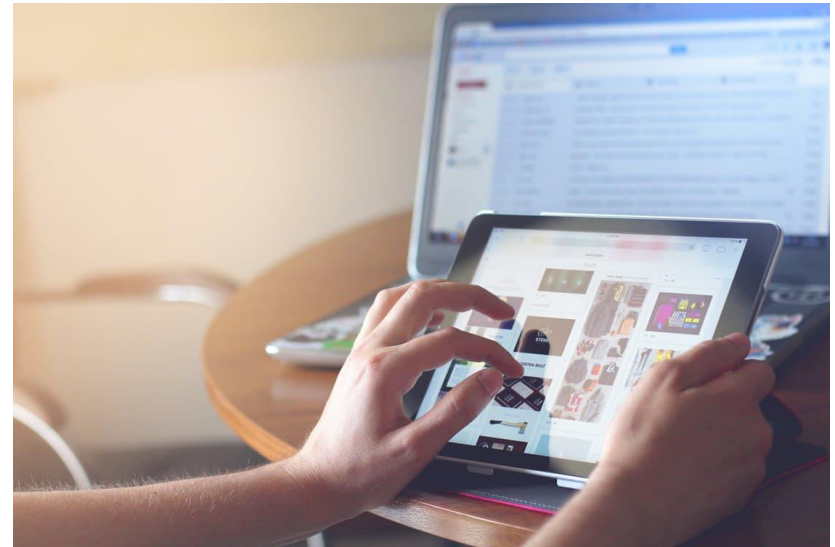
- What are our values and beliefs?
- What is our competitive edge?
- Where do we excel?
- What makes us the best place to work?
- What do we value most in our employees?

**These answers should form
the bedrock
of your brand**



Go Digital

- Move away from traditional media to online advertising and an active social media presence
- Establish interactive ways for customers and prospective talent to interact with your brand
- Consider creating a unique hashtag that employees can use to post information about the company and their jobs
- Tap into diverse communication mediums and alternative formats, for example Hispanic radio and Spanish formats



Engage Employees!

Employees are 3Xs more trusted than the CEO when it comes to showcasing what the company is like to work at

The average employee has a network of followers 10Xs larger than the company they work for

**The more people they're connected to,
the larger their reach!**

Show, Don't Tell

Saying the company is socially responsible and committed to D&I isn't enough

Companies need to back up what they claim by being transparent

Videos, blogs, photos, and employee testimonials provide insight into company culture and communicate what the company values and what it's like to work there

It's better to be truthful and authentic than slick!



Don't Forget Metrics!

- Sustaining a strong brand means regularly measuring success and making mid-course adjustments when needed
- Transparency in metrics and authenticity of culture add to credibility and reputation.
- Link the brand to high level metrics that measure improvements in recruitment, candidate conversion rates, retention, profits, and market share
- Track traffic and brand influence through social media campaigns and targeted social advertising
- Regularly check in with employees and customers

www.diversitybestpractices.com
www.workingmother.com