



WORLD EMPLOYER BRANDING DAY

27-28 April 2017 | Budapest

2020

**Voices of
INDUSTRY**

Expert insights for 2020 from
leading employer branding
vendors from around the world

www.worldemployerbrandingday.community



To ensure your organisation is 'fit for 2020,' it's time to have the right discussions at the executive level.

The #1 trend I see impacting on employer brands in 2020 is the personalisation of the online experience by leveraging technological advances.

Improvements in how we use technology are advancing fast and new ways to engage with and deliver better experiences for consumers, candidates and employees are available right now.

There is too much noise around us, especially in the online space. People want to interact with brands as a consumer or potential employer if the content is relevant, fulfills a need and is easy to use. The challenge for many organisations is the capability gap in how to fully leverage the new technology to build competitive advantage; many companies are still in the transitional phase.

People are becoming increasingly time poor and this is at odds with how they want to live their life. This constant push-pull is having an impact at the individual, company and society level. Technology can assist to 'give back time' to people to allow them more time to do things they enjoy most and spend time with their loved ones.

This is why people are more engaged and productive if you empower them to manage their own time rather than micro managing them.

The benefits are endless and your survival into the following decade may actually depend on how well you navigate the changing technological landscape.



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Competition is the #1 trend that will impact employer brands towards 2020.

There is increasing competition in the labour markets across the globe. This can be attributed to an ever changing market environment including the speed of digitalization, demographic changes, the globalization of the talent pool and the challenges of an education system to produce graduates with the range of skills sought by employers.

We are all experiencing a decreasing talent supply at the same time there is an increasing demand on managers to drive business growth and performance. In parallel, human resources is expected to deliver measurable results: ensure faster, cheaper and more efficient recruitment and develop new, effective tools to reduce turnover and retain talent. Meanwhile organizations are still lagging behind in adapting new ideas to develop an outstanding candidate and employee experience.

Developing an integrated employer branding strategy is THE opportunity for companies to gain competitive advantage by adapting to these market changes.

Employer branding is no longer solely a human resource issue. It has become a key concern of CEO's and leaders to drive business results. Employer branding leaders and agencies are expected to catalyse a global mind-set change and lead organizations to stay competitive by strengthening their employer brands.

There are great examples of employer branding across the globe from which we all can learn and be inspired. The perfect place to do this is at World Employer Branding Day 2017 in Budapest. The team at Brandfizz are extremely proud to host the world's greatest employer branding event and welcome the most inspiring community to our beautiful city of Budapest. See you 27-28 from April 2017.



Developing an integrated employer branding strategy is THE opportunity for companies to gain competitive advantage by adapting to these market changes.



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How To Add Sparkle To Your Employer Brand?

The Employee Lifecycle

It becomes increasingly important that we think carefully about the employee experience in the entire employee lifecycle and we **integrate the employer branding tools & channels** on each **experience point** aiming to influence what existing and perspective talents think, feel & share about the company as a place to work.



And how about the **business impact as a key issue** nowadays? Find the way to develop your employer brand through making relevant stakeholders accountable for the experience they provide to the employees. That's the way how you add sparkle to your employer brand.



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As the budgets spent on employer branding are expected to increase, a conscious and measurable spending is to gain even greater weight.

HVG HR Center's main focus is on recruitment. We believe in the power of creative solutions, and this is what we would like to concentrate on in the future. While following the trends in both the Hungarian and international labor markets, here in Hungary we see the international trends in recruitment and we struggle with similar problems, still, the depth and consciousness of execution is different. There are plenty of international best practices in terms of creative recruitment, which we follow and actually like, though this 'genre' is still in its infancy in Hungary. Creative recruitment cannot be imagined without conscious planning and a well-structured employer brand strategy. This is how the results of creativity will be measurable. Today's general uncertainty will be reduced, with the role of employer

branding as well as its place within the organizations becoming clearer. As the budgets spent on employer branding are expected to increase, a conscious and measurable spending is to gain even greater weight.

A closer cooperation between HR and marketing departments is important in order to maximize the utilization of all experiences already gathered.

More and more complex campaigns will be executed online, in print, and in outdoor campaigns, with the role of social media becoming stronger within the media mix. Mobile candidate experience is becoming of key importance for the success of the campaigns. It should provide a seamless and inspiring experience through the application process.

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Gen Y are more engaged by video compared to text, so we should consider how we use video in communications.

In my opinion, the most influential trends in employer branding are demographic and social factors more so than political or economic trends.

The first reason is supported by generational trends. Gen X, Y and Z all have different needs in how they receive communication, their motivations for work and their values. So even if companies have different target audiences or just one, it will impact their employer brand strategy (e.g. EVP, communication channels etc.). As an example, Gen Y are more engaged by video compared to text, so we should consider how we use video in communications.

The second reason is migration trends.

There are a large number of migrants entering foreign countries creating new sources of labor for industries such as the hotel, restaurant and café industry and we should think about the best way to advertise jobs to this audience.

The third reason is the popular trend towards increasing the numbers of women in the workforce as we are currently seeing in the IT, production and construction industries and other traditionally male oriented professions.

Other social examples include companies targeting their employer branding communications at school aged children, people with disabilities and workers aged over 50.



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I believe the increasing fragmentation of the workforce represents the biggest issue looming on our collective horizon. Attitudes that employees have towards work, specifically around when, where and for how long they wish to do it, have already had substantial impacts on the brand, attraction and retention strategies of many organisations. This pace will only quicken.

Delivering a consistent vision of the organisation as a place to work, which carries nuanced messaging for the freelancer, the contractor, the part-timer, the returner and more, as well as the permanent member of staff is a huge undertaking which will be vital to get right to continue bringing the right people into your business.

At Randstad Sourceright we see integrated talent management as the future – A future which does not operate in the siloes of perm versus contingent versus freelance.

Rather it scans every available talent source to find the best way to get the job done. It offers great rewards and returns, but introduces great complexity.

As categories for 'type' of worker begin to fragment, joining generational, demographic, geographic and many many other micro-segments of the target employee, the task facing the employer brand to remain meaningful, present and relevant will become ever more demanding and business critical towards 2020.

(For the record I also think it will be incredibly exciting to be part of, and will elevate employer brand management to the Board level where it belongs.)



At Randstad Sourceright we see integrated talent management as the future – A future which does not operate in the siloes of perm versus contingent versus freelance.



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Showcasing the culture of companies will be an inevitable part of their employer brand strategy.

Culture is the number one trend in employer branding. The Deloitte Human Capital Trends research, among others, shows that 86 per cent of business leaders rate culture as one of the more urgent talent issues. Millennials are increasingly the dominant demographic in the workforce and many studies show that culture and purpose is their main reason to choose or leave a company.

In fact, we know from our research that more than half of UK professionals wouldn't consider a role with a company whose values they didn't know or understand.

Showcasing the culture of companies will be an inevitable part of their employer brand strategy, not only for the HR and Marketing department, but by current, past and future employees through social sharing of the candidate and employee experience.



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The best way to promote employee benefits as a key factor in a positive employer brand is to visualize the entire package and compare its value over salary.

Nowadays and more so in the future, employee benefits will take centre stage as the key 'internal' ingredient that can positively impact a company's employer brand. Employee benefits include group insurances (e.g. life and disability); commuting perks; health and wellness programs; legal helplines; paid time off; salary exchanges to pension; onsite dining discounts and much more. In the past, companies promoted their corporate social responsibility as proof that they were worthy of positive consideration by their employees and by the public.

This shift in focusing on employee benefits is due to several reasons.

Firstly, employee benefits are an indicator of how concerned a company is about employees' work life balance. Secondly, employee benefits are proof that the company truly values creating a work environment in which employees can thrive. Thirdly, employee benefits are a talent attraction and retention tool and can even engage employees so that they become brand ambassadors for your company.

The best way to promote employee benefits as a key factor in a positive employer brand is to visualize the entire package and compare its value over salary. Benify's Total Reward Statement within its compensation and benefits SaaS platform has been designed to deliver this.



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Companies that have their EVP strongly linked to business strategy and clearly communicate what candidates profiles they are looking for will be the winners in the employment market.

There are several important trends that I believe will play an important role in the CEE region in influencing the employer brands by 2020 and beyond.

Firstly, the current economic conjuncture has a major effect on why employer branding is such a hot topic today. The unemployment levels in CEE are at historical lows and companies are fiercely competing for human resources in the labor market.

However, I often feel that the means they use to compete for the available labor are short term oriented, such as benefits packages and promoting elements of work life balance, to name a few examples. The economic boom of today is in my view temporary and once it returns to 'normal' levels of economic growth (the question here is when, not if) companies that have their EVP strongly

linked to business strategy and clearly communicate what candidates profiles they are looking for will be the winners in the employment market. They will have sustainable EVPs instead of ones resembling the 'flavor of the day'. Of course, this is also conditioned to knowing, from the company's view, what desirable candidate profiles want in return for bringing their skills and experiences to your company.

The aging population will also impact employers brands towards 2020 so it will be important for companies to understand how to reach this audience with their employer branding messages and how to re-think their operating model since the aging workforce will be older and have different needs and expectations from their jobs.



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People, people and people. It starts and end with your people!

The increasing need and desire among people to work with projects means that you need to consider project-based employment. This is a result of the rising Gig economy. Modern society demands a more diverse workforce; more consultants, project-based employment workers and those working from home. This will result in a greater mobility in the labor market, fewer unemployed, but more part-time employees.

The urge to set up one's own business is rising. Organizations should consider how to work more with entrepreneurship in a way that makes it more attractive for entrepreneurs to work with them instead of starting up on their own.

This will in turn require more freedom and flexible working hours from you. When are people most effective? When does it suit them to work, and when does it suit us? As a result, it has become increasingly important for employee's to care about their personal brand.

If and when the employees improve their personal brand they are likely to care more about the organization they work for and this translates into how they 'live the brand'.

Today, people rely on the recommendations from others about their experiences, rather than the information which can be found at career networks and in job advertisements. It is crucial what your candidates, employees and alumni think of you.

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Think about the future that is already here. We use products that make our life more comfortable and our interactions much faster.

According to the Global Web Index, digital consumers own 3.64 connected devices per person. This will significantly increase by 2020 with products we can't even imagine yet. It is clear that people in their everyday life are surrounded by products and brands that are highly innovative, thus the same people as employees will increasingly tend to choose companies where this kind of innovation takes place as well.

It is already true today, but in the coming years it will be increasingly important to have innovative practices and an innovative corporate culture integrated into your employer brand. Think about the future that is already here. We use products that make our life more comfortable and our interactions much faster.

NOW think again. Do you believe that today's tech dependent population will choose companies where innovation is not strongly incorporated into your employer branding or where it's not communicated in every possible way? It is highly likely candidates who own all kinds of tech gadgets, will expect modern and innovative technology from the company they plan to work for.

This will present a huge challenge when attracting future employees mostly for traditional companies who have to re-think their strategy in employer branding, but also in sectors where innovation simply isn't considered to be necessary.

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The need for individual service, bespoke content, real conversation, better experiences and personal contact.

The rise of the humans

It would be easy to predict the future by using the buzz-words of today. Clearly, social will continue to be critical. Mobile will too. But, in truth, no-one can tell you which tools or tactics will be knocking it out of the park in three years' time. But the future is there in the trends that are clear for us all to see.

The current recruitment vogue is for automation and de-personalisation. ATS's that (mis) handle candidates. One-sided video interviews, chatbots and automated screening are all very efficient, but awful at delivering a great candidate experience.

This direction runs towards bean-counting, but against our human nature. It is in absolute contrast to our individual needs, desires and preferences for individual service, bespoke content, real conversation,

better experiences and personal contact. There is also a need for a greater candidate experience.

The brands that will win in 2020 aren't thinking this way. They're thinking of people first, the human that is the candidate. Why will they win? Because great candidate experiences mean better hires. Better employees. Better retention. Better advocacy. Better business performance. Better business and a better reputation. Better brand.

At Tonic we talk about this a lot. How we can work with our clients to bring the humanity back. How we can deliver experiences that count. Contact points that change intentions and build interest. Opportunities to talk. Think about how you could bring the focus back to people and you'll win in 2020.



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Employer brands became important in the late 20th century because 'people' issues had not been given the same priority as 'business' issues. Employer branding helped overcome this by linking the idea of employee acquisition and retention to accepted brand and marketing concepts, notably that of the customer value proposition.

Today, to a large extent, the business case for a strong employee proposition has been achieved. When helping organisations develop their EVPs and employer brands, we now expect the work to be taken seriously across the organisation, including at the C-suite. This is because it is now widely accepted that organisations that communicate a strong employee proposition can expect to see greater shareholder returns. Our own research indicates that western companies with active employer brands perform up to 50% better than those who do not.

Driven by the trends of transparency and connectivity, by 2020 we do not expect to see employer branding as a standalone HR activity.

Instead, it will be integrated more closely with an organisation's broader brand and communication strategies, both internally and externally. A strong employee proposition will be a business fundamental embedded within the DNA of leading companies, with the employee experience central to the organisation's story.



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To ensure that the human minds they employ can deliver top performance, companies need to focus on individuals as a whole and on work-life integration.

Negative stress is spreading in the industrialised world, and mental health-related sick leaves are becoming alarmingly common among knowledge workers.

Successful employer brands will capitalise on this as an opportunity and support their people in navigating the new reality, and in this way, develop both the employee experience and the employer image.

For a sound employee experience, it is essential to work towards a sustainable working culture by supporting both leadership and self-leadership in addition to optimal work processes. Recovery is the new black. However, in a digital world of constant connectivity where running fast is essential for success, recovery is an active choice.

To ensure that the human minds they employ can deliver top performance, companies need to focus on individuals as a whole and on work-life integration.

Jobs already encroach on our private lives and our minds need some down time.

The winners will be those organisations who can get this most important asset of a knowledge company – the complicated construction of human beings, encompassing both the career self and the private self – to prosper.

When combined with acts for improving the de facto employee experience, communications measures around the topic of well-being can boost employer image. Taking this topic to a strategic level is a thought leadership opportunity for forerunners. It's an open playing field for those who are willing to take it.

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As a transformational technology company, it is no surprise we believe technology will be the #1 trend we see impacting on employer brands by 2020.

The world of work is continually changing. Technological advances are transforming everything, from the way candidates research, source and apply for positions to the way employees operate, interact and collaborate within organisations. Add to this the ever changing landscape of social media and the 'review' culture, in particular the increasing number of employer review sites and it's clear we are at the start of a revolution that as yet, has no clear end point.

Consequently, employers need to move beyond the tried and tested, the status quo, solutions that have always worked and they need to embrace change initiatives focused around technology. An employer brand is an organisation's promise to its candidates and employees;

"This is who we are, what we stand for and what we offer". Central to developing an effective employer brand is researching and understanding your target audience, the talent best poised to enable your organisation to evolve and grow.

By researching motivations and behaviours of preferred candidates, talent acquisition managers have the necessary information to transform their hiring approach.

For example, much is currently written about authenticity and employee led content. Therefore, it is essential employer brand managers harness technology that makes it easy to share employee content as widely as possible, in an agile and speedy way.

By transforming itself and its usual approach, employer branding and HR in general, has an opportunity to transform the organisation overall.

By researching motivations and behaviours of preferred candidates, talent acquisition managers have the necessary information to transform their hiring approach.

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Employer branding is an increasingly sophisticated art due to the accelerating range of digital channels and technology, and a workforce growing in diversity. The #1 trend impacting employer brands by 2020 will be the confluence of this contemporary workforce combined with 'The Rise of the Machine'.

Defining the contemporary workforce: Today's workforce is agile, aware and self-determining. Global mobility has created a multi-cultural pool of talent that moves roles more frequently, with three years often cited as the optimum tenure. In addition to less employer-loyalty, there's a growing demand for 'intelligent working' policies that facilitate part-time, flexible or home working, with optional sabbaticals. Then there are those that shun employment in favour of the 'gig economy', providing services on their terms, whether on a contract or consulting basis.

The implication for employers is a more complex resource-matrix, with each segment requiring individual consideration and a carefully tailored brand offering.

The Rise of the Machine: Unlike the Terminator (I couldn't resist!), technology in the employer branding sphere has risen to enable and support our efforts. As the complexity of our workforce and digital channels has increased, technology platforms have emerged that offer simplification, automation and personalisation of candidate/employee-to-employer interactions, providing easier segmentation and consumer-grade experiences. These platforms interpret data for us to help us form more meaningful relationships with our talent audiences.

To embrace and benefit from diversity, we must also master technology and provide meaningful individualised experiences. It's not easy but those who master it will win the best talent.



The implication for employers is a more complex resource-matrix, with each segment requiring individual consideration and a carefully tailored brand offering



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Leaders must bring together the right skills, not only during the design phase, but also during deployment and ongoing management of the employer brand.

Social media is here to stay: In 2020 candidate experience meets employee experience

So, WHERE is your talent? How do you reach and engage them in the conversation? The answer has a lot to do with the digital 'experience'. Just like the customer experience is at the core of many consumer-based businesses, the candidate digital experience has become critical for talent attraction. Social media and career sites are not only the recruiting arena, but also the link between the candidate and the employee experience.

Most candidates' first contact with your organization happens through your corporate 'jobs' or career site. As there is only one chance to make a good first impression, this digital experience must be positive and differentiated. Enticing a candidate into your site is difficult enough, you cannot afford to lose their interest once the process has begun.

From the first click on your career site or visit to your social pages, the visuals they see, the messages they receive and the personality they feel, will influence their decision. Both successful and unsuccessful candidates will become opinion makers which will impact your employer brand, good or bad.

Once the decision is made, living up to expectations is also a challenge. The on-boarding experience is a great opportunity to reassure the new employee they have made the right decision and your company is the right place for them to be.

Consistency and continuity will keep the feeling alive and help them transition into their new role as an employee.

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Your brand must be as relevant to future audiences as it is to current audiences.

The primary trend we see emerging across our markets is the blending of both Work Life and Social Life – and an employer branding strategy that recognizes and embraces this will clearly have greater impact across an organisation.

Initially a trend in the Asia market, and increasingly shown through generational shifts across all markets and all industries, an individual will view their work achievements, the business they commit to and their career aspirations simply as part of their life – so the work-life balance equation will be blurred. Their work relationships become social relationships, their family life merges into their professional outlook and the personal values they live by are echoed in their work ethics.

So how does that all translate into an employer branding trend?

The businesses now and in the future, that recognize this shift will attract the right employees, strive to engage the workforce in ways that resonate with them, and ultimately retain them.

We are seeing emerging technology platforms to facilitate this (e.g. social platforms specifically built for internal communications and sharing of both work and social updates), and as an 'Attract Agency,' we are promoting this approach across our clients. By 2020 however, we believe this multi-platform approach could be redundant; an employee's social media activity will be on one platform that will span their work, their family and social interactions.

The businesses that champion this openness to an employee's socializing of their entire lives will achieve full engagement of their workforce.

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Even if a company operates in 30 countries, besides the main values, the brand as a local employer has to be very clear because the competition to attract and retain employees is with the local companies and in the local market!

Content to support your employer branding communications should be built upon the reality of the employment experience and the desire to fulfil the promises made in communications.

From the point of view of communication channels, online and video will be the winner! Even if there are countries where presently video messages are not yet so strong, we have to consider the new generation that will choose this quick and creative way of absorbing information about your company. The technology is already here, more and more innovative solutions are giving support to those who want to build a market leading employer brand.

The Global approach will be no longer possible! Even if a company operates in 30 countries, besides their main values, the brand as a local

employer has to be very clear because the competition to attract and retain employees is with the local companies and in the local market!

This is the impact of the exits and ... Brexit's, but also due to the social movements and political trends to underline the national values of the local companies.

So, those who want to be prepared for 2020 should:

1. Look for brand ambassadors inside and outside your company to build a credible employer brand,
2. Keep promises you make,
3. Do not sell what they cannot deliver,
4. Be where the candidates are, and
5. Build an engaging culture by working with managers at all levels!

....and this is only the beginning!



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AI and technology will change the speed and effectiveness of employer branding online.

It is well known that Google is developing a range of artificial intelligence products (AI). But one is most worthy of noting when it comes to employer branding! Its objective is to understand job descriptions, job headlines, and the required skills and experience for any given job.

AI is in its early days, but taking into account Google's expertise and scale, you can imagine, that it will be well within their reach to interconnect this understanding through their data from their current profiling of potential ad consumers. For a second time, Facebook is also starting to develop job posting capability and you can be sure that AI is almost everywhere on Facebook.

So my prediction for 2020 is that you will be targeting candidates with a dedicated EVP campaign, followed by a direct job offer.

This will be interconnected with measuring the candidate's sentiment, providing your company with real-time feedback on their proposition and employer branding Image.

For me it looks like an amazing future and I am looking forward to it.



So my prediction for 2020 is that you will be targeting candidates with a dedicated EVP campaign, followed by a direct job offer.



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Employer brands become more and more important in market circumstances where finding the right talents is becoming increasingly challenging.

Companies with a more unique and credible brand promise will secure the best talent over the long term.

The most important factor in attracting the best candidates, besides market circumstances, is the ability to offer them a promise which resonates with their needs around their employment experience.

You need to understand their motivations and drivers for employment and wanting to work for you. You the need to offer the best possible solution for them and communicate this in an authentic, relevant and credible manner.




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The arrival of employer branding at the executive level is a trend that became apparent in mid-2015 and will continue towards 2020.

Politics and commerce are less stable variables than in the past; technological progress a permanent, continuously evolving variable, that will always have an influence on employer branding. The arrival of employer branding at the executive level is a trend that became apparent in mid-2015 and will continue towards 2020.

We see operational responsibility for employer branding is migrating from the HR departments to Corporate Communications.

Since there should not be a difference between the employer brand and the corporate brand, this is the only correct action to achieve authentic communication.

Therefore the #1 trend we see impacting on employer brands in 2020 is, at least for the German market, a 'One Brand.' approach.



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it will be crucial to connect the customer, candidate, and employee experiences while also creating an environment which encourages candidates and employees acting as brand ambassadors for your company

The #1 trend we see impacting on employer brands is the internal and external reputation of a company. In the past, employer brands primarily focused on their EVP and market reputation. Contrary to this, the digital age had a principal impact on current and future employer brand initiatives. With the rise of social media sites such as LinkedIn and Facebook, and employer review sites, organizations will need to place more attention on this development in order to attract and retain the best talents.

In today's fast-paced environment and the issues facing organizations with the arrival of increasing numbers of millennials, it is becoming more challenging for companies to differentiate their employer brands. It can be argued that their focus will shift from choosing to apply to work for an employer based on their online reputation of an organization to one that pays more credibility to what they learn about the company through word of

mouth communication.

As such, online reputation management as well as internal and external enterprise feedback management will be a major (if not the main) part of tomorrow's employer brands.

We argue that companies must focus on changing their strategies towards the trend of experience sharing within the workforce to ensure that for example, the company culture or the average employee experience is displayed properly on any publicly accessible forum within the digital ecosystem.

In this context, it will be crucial to connect the customer, candidate, and employee experiences while also creating an environment which encourages candidates and employees to act as brand ambassadors for your company.

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Where it used to be enough for brands to be seen as decent or good, now consumers want them to actually take a stance.

The connected world is hollowing out the centre ground of opinion. Where it used to be enough for brands to be seen as decent or good, now consumers want them to actually take a stance. We witnessed this earlier in the year when Uber lost 200,000 customers for Travis Kalanick's perceived alignment with Donald Trump. Starbucks responded by saying it was offering 10,000 jobs to immigrants.

This action can be communicated more effectively than ever. Virtual reality and interactive video represent the largest step forward for employer branding since the advent of video. Brands are all looking to give candidates an authentic, 'real' experience of their brand. VR and interactive allow them to do this as never before. These experiences will only improve over the coming years.

As the traditional checks to power - the press - lose ground, citizens will look to leverage market forces against what they see as injustice or prejudice. This in turn will influence the jobs that motivated, discerning Millennials will choose to take on, pushing employers to be more strident in their values and what they 'stand for'. It will also no longer be enough for employers to say they are taking a stance, they will have to actually take action.



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Potentialpark's newly released Online Talent Communication (OTaC) study investigates how well employers meet candidate expectations. The 2017 results show that one of the most important trends for employers when promoting their employer brand should be the increasing demand by candidates for transparent and personal communication.

Applicants today require communications which authentically reflects the company's values and culture as well as the day-to-day work. They would like to get a 'behind the scenes' insight into what it's like to work at your company. But employers make it difficult for them with standardized job ads, generally held application tips and a corporate tone of voice are common.

An example is the career website which is according to 82 percent of the respondents in Europe the most important source of information about an employer.

But after browsing it, not even every second potential candidate knows whether their profile meets the requirements of the company and whether they should apply.

Potentialpark evaluated 461 career websites and the results confirm this lack of transparency: Only 23 percent of the employers from our European study provide information about the career paths within the company and just 15 percent describe or visualize the workday of the employees. Two relatively easy elements to adopt that may determine whether a visitor becomes an applicant or not.

A strong consumer brand doesn't automatically mean a strong employer brand in today's recruiting landscape.

However, if you are a great employer make sure that you communicate it right and you will be seen as one.



Applicants today require communications which authentically reflects the company's values and culture as well as the day-to-day work.



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Diversity not only involves how people perceive themselves, but how they perceive others. Those perceptions affect their interactions.

As workplaces become more multi-cultural in many countries around the world, diversity has become a key focus for organisations.

Diversity encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background and more.

Diversity not only involves how people perceive themselves, but how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively, leaders need to deal effectively with any issues that may arise as a result of the diverse nature of their organisation. There are many benefits of a diverse organisation and leaders must ensure they clearly communicate these to employees and align their people processes, practices and systems to ensure diversity in the workplace functions to build a stronger employer brand, not weaken it.

A diverse collection of skills and experiences (e.g. languages, gender, cultural understanding, etc.) allows a company to effectively provide service to customers across multiple segments and countries whilst at the same time appealing to potential employees.

Companies that encourage diversity in the workplace inspire all of their employees to perform to their highest ability. Company-wide strategies can then be executed; resulting in higher productivity, profit, and return on investment.

Successful organizations recognize the need for immediate action and are ready and willing to spend resources on managing diversity in the workplace now to ensure diversity is understood, accepted and working to enhance the performance of their organization beyond 2020.

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