

standing out

employer
brand research
2019.



insights from celebrated employer brands.

 randstad

human forward.

contents.

foreword	3
face to face with francesca campalani, randstad sourceright	4
how philips is rethinking talent engagement	13
less is more: why akzonobel is putting simplicity at the heart of transformation	20
CLP power: creating the utility of the future	28
volvo cars: building an employer brand from the inside and out	37
bringing nestlé to life: if you want to engage people, show them how they can make an impact	46
don't assume you know what employees want – listen to what they have to say	54

foreword.

As business models evolve and competition for key talent intensifies, how can your business increase its appeal to prospective and existing staff? Featuring interviews with executives from five world-renowned businesses that have consistently scored highly in the Randstad Employer Brand Research, this is the fundamental question that 'Standing Out: insights from celebrated employer brands', seeks to address.

A particular focus of this year's interviews is the workforce transformations necessitated by technological and organizational change. What are the keys to reaching out to new types of talent and encouraging the existing workforce to embrace change? Are employee value propositions geared to permanent employment still valid when so many people with prized skills work on a contract or freelance basis?

A related challenge is how to create and sustain a sense of loyalty and belonging when there is so much upheaval within today's organizations.

The interviews highlight the extent to which these disruptive new realities are encouraging many businesses to challenge conventional assumptions about employer branding and talent acquisition. What innovations are we seeing as a result?

We would like to thank the executives from AkzoNobel, CLP Power, Nestlé, Philips and Volvo Cars for kindly sharing their employer branding insights. We hope that you find Randstad's 'Standing Out', interesting and useful for your organization.

why is employer branding so critical?

Your employer brand is the image of your organization among current and prospective employees, along with a wider set of stakeholders that include people who might work for you in the future or people that influence them such as their family, friends or social networks. Your employer brand is not just what you say about yourself, but what everyone says about you, the opportunities for which have been greatly increased by social media and job comparison sites.

about the randstad employer brand research

The annual Randstad Employer Brand Research is the most comprehensive study of its kind. In 2019, we asked more than 200,000 working age adults from 32 countries what are their preferred sectors to work in, what are the best companies to work for, and what makes them attractive. The results can provide valuable insights to help your organization understand and shape your employer brand.

face to face



with francesca
campalani.

if companies are like tribes, and employer branding is the tribe's sense of pride, purpose and belonging, how can this be successfully channeled?

“Employer branding is the essence of why an organization does what it does, and why people would want to belong to the ‘tribe’. I work with companies to help them distil and convey that unifying and inspirational sense of purpose, belonging, and pride,” says Francesca Campalani, Employer Branding, Sourcing and Recruitment Marketing Director at Randstad Sourceright. Francesca brings to employer branding the

behavioral insight of an anthropologist, the keen eye for a story of a novelist, and the strategic sense of what gets results, and why, of a highly experienced marketer. What has Francesca’s academic background and work with companies taught her about the foundations for a compelling employer brand, how to convey it, and what pitfalls to avoid?

Standing Out: What does anthropology tell us about corporate identity, and how do you apply this in your work?

Francesca Campalani: My anthropological studies taught me a great deal about group thinking, memory and behavior that are at the core of an organization's employer brand, whether it has actively shaped it or not. In a relatively young company, the 'tribal' memory and identity are built around the founder, and hence strong and fresh. Facebook is an example. Yet, in an older company, which has come together through multiple mergers and stages of strategic evolution, that common memory and identity can become blurred or even lost altogether. Rebuilding that clear sense of purpose and cohesion is difficult. Yet this is vital in enabling organizations to create a unifying and inspirational mission and vision for the future.

So, when my team and I are working with clients to help them to strengthen their employer branding and recruitment marketing, a critical part of this work is forging a common memory and identity from all the various memories and identities within the different constituent parts

of the organization. To do that, people within the organization need to step back and think about "why do we do what we do?", "what is our guiding mission?", "what do we stand for?" and "how do all the pieces of the jigsaw contribute to the bigger purpose?" The answers to these questions are the foundations for creating a compelling employer brand.

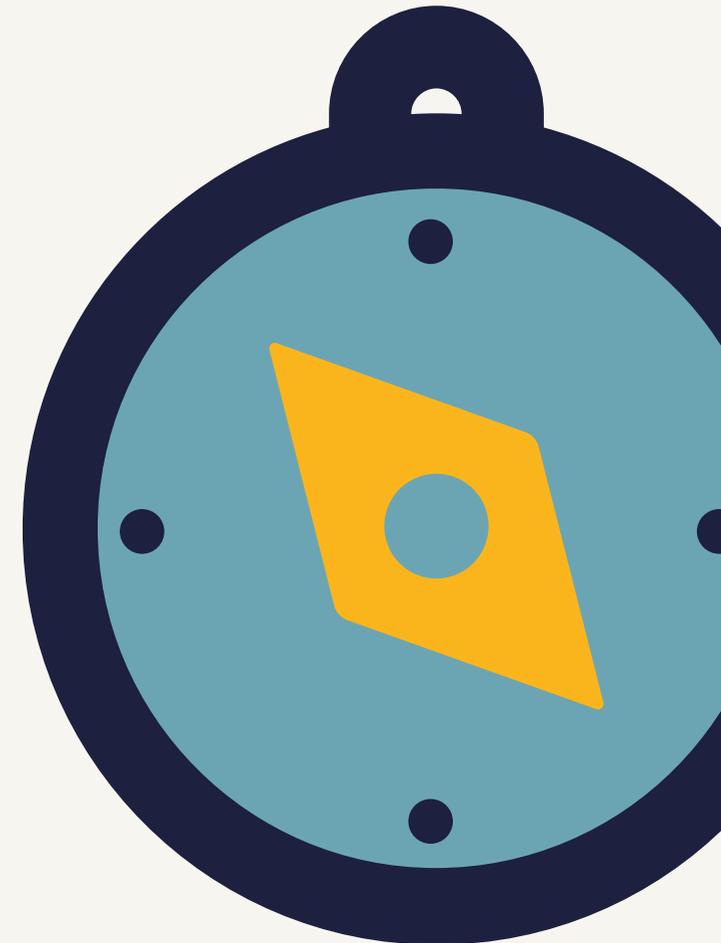
Standing Out: Businesses are constantly evolving. How can the common memory reflect that?

Francesca Campalani: The employer brand should be dynamic and inclusive enough to embrace the evolution of the business and the direction it wants to go – a 'memory for the future'.

The changes that need to be reflected could include a shift in strategy or the maturing of a business that's no longer led by its founder. From an employer branding perspective, the key is creating a vision for the future that people believe in, and see themselves in.

The employer brand should also reflect fresh talent coming into the organization as it moves into new markets and the workforce becomes more diverse. In forging a common sense of purpose,

from an employer branding perspective, the key is creating a vision for the future that people believe in.



organizations
need flexible
talent to
innovate
and grow.



it's therefore important to look beyond HR policies and strategies by focusing on the history, culture and aspirations of different groups, and then harmonize their perspectives so that all these 'stories' complement each other.

The new sources of talent and the stories that go with them include contractors and freelancers. Organizations need flexible talent to innovate and grow. What is the process for engaging with talent that doesn't fit into the standard pattern of recruitment and retention? How is this reflected in the employer brand? The problem is that many large organizations don't always know how to deal with flexible talent or how to build them into their employee value proposition (EVP). The worst signal to send out is a patronizing "you're lucky to be working for us" when in fact they should be recognizing the contribution of such talent.

understand
the human
story before
transforming
it into a set of
strategies.



Standing Out: Can you create a common purpose when two very different or even rival companies are merged together?

Francesca Campalani: It is possible, but you have to find common ground first. The starting point is to identify the cultural traits the two businesses share and build from there. For example, if one prizes experimentation and the other prizes productivity, the common trait could be autonomy – being proactive, bringing ideas to the table. This becomes the story about what makes them similar.

The problem is that most mergers create an artificial story that is laid over the cultures of the different organizations. This doesn't work because hardly anyone believes in it. The other common mistake is to try and impose one memory, and tell the story in a one-sided way – for example, using words and phrases that people immediately associate with one company's culture and past rather than both. People will naturally push back against this or even rebel altogether; that's human nature.

Standing Out: 'Stories' are a recurring theme in your approach to employer branding and recruitment marketing. What is their role and why are they so important?

Francesca Campalani: I came into employer branding and recruitment marketing after studying anthropology and working in consumer brand marketing. This has helped me to understand the human story, before transforming it into a set of strategies and tools for recruitment marketing.

Stories are how tribes communicate their culture, and help build pride in who they are and what they stand for. So, they are very important. But having a good story is not enough in itself. You also need to know how to tell it. I can think of some great companies where the purpose and employer brand are fully integrated and have wonderful stories to demonstrate that. But this isn't coming across to people on the outside.

the most engaging employer branding stories communicate the joy of belonging to an organization you love.

That's why articulating and communicating the stories are so vital. Having written several novels, I have quite a lot of experience of telling stories, which is helpful in my work. However, there is quite a big difference between writing a novel and creating a story that reflects and binds an organization together. Writing a book is quite personal. In employer branding, you're conveying other people's stories and experiences. The most engaging employer branding stories communicate the joy of belonging to an organization you love.

Standing Out: From a marketing perspective, how do you activate and communicate this sense of purpose, sense of belonging, and the stories that surround that?

Francesca Campalani: Here at Randstad, our approach to activation is built around three pillars: discover, engage and attract.

We start by creating a clear picture of the client's culture, purpose, what talent they need, and what drives these people. What are the soft skills, hard skills, and behaviors required?

Involving the right people in the discovery phase is critical. Creating a brand story that resonates with the culture and aspirations of the organization demands wide-ranging consultation. Only engaging with HR, marketing, talent acquisition or senior management is unlikely to be enough.

Following the research, you can start activating and engaging. How do we sell the story? How can we translate the story into an 'employee promise', or EVP, that explains in straightforward terms what people will get from the organization and what makes it stand out?

HR has a crucial role to play in translating the EVP promise into recognizable reality by ensuring it's reflected right through the talent journey, from application, recruitment and onboarding, to performance management, learning and development, and promotion. These steps towards fulfilling the promise are echoed in the 'hero's journey' within mythical storytelling and anthropology.

you can't just communicate the employer brand story in the same way as you would market a product.



Standing Out: What are the key pitfalls in employee brand development and activation?

Francesca Campalani: A lot of people know about product marketing, but not as many understand the nuances of recruitment marketing. While there are some overlaps such as ensuring that the right messages are geared to different audiences and channels, recruitment is quite distinct in its focus on culture and memory. You can't just communicate the employer brand story in the same way as you would market a product. Like a pyramid, you have to ensure that the promise at the top is built on firm foundations.

Authenticity is critical. A key part of this is creating an image that not only appeals to the outside, but also reflects the realities within the organization. The worst mistake is to create a beautifully attractive, but cosmetic employer brand that nobody within the organization recognizes or believes represents them.

Similarly, if the organization wants to be seen as modern and innovative, and has created a glitzy recruitment campaign to support this, it could be easily undermined if clunky systems don't allow people to apply from their mobiles, for example. What does that say about what the business is really like on the inside?

The leaders of the tribe, the board and senior executives, have a crucial role in ensuring the organization lives up to its promises. If a leader says that the business prizes diversity, for example, they should ensure that opportunities for career development are genuinely open, rather than restricted to a favored few. If the chief betrays the tribe, there'll be conflict. This might begin with passive non-cooperation, but eventually end up with people actively undermining the strategy or leaving to join a competitor.

Standing Out: How do you adapt the story for social media?

Francesca Campalani: Social media is a key part of the company story and how it is told. From Twitter and Instagram to LinkedIn and Glassdoor, it's important to recognize each social media channel is its own universe, with a distinct target audience, and its own voice, customs and rules of engagement. Communications and interactions should reflect these distinctive characteristics, while ensuring that stories between the channels and the company's own channels are consistent. The big mistake is treating each channel as the same and posting the same content across all. That won't work, and could even be counterproductive. Twitter is especially challenging for many companies and few get it right. Generally, it's better not to do social media than to do it badly.

Standing Out: What do you find most personally rewarding about your work?

Francesca Campalani: If you can create an inspiring and authentic employer brand story, this will be the tribe that everyone wants to belong to. And if the company becomes a magnet for talent, it will grow and employ more people. People in employer branding should thus feel privileged to be part of this.

Ironically, the best outcome is if you become redundant, even forgotten, because people within the organization have enough faith and pride in the story you've helped them develop that they fully embrace it as their own. This is the finest compliment!

the big mistake is treating each channel as the same and posting the same content across all.



employer branding...
is the perfect combination
between hearts and minds.

francesca campalani

employer branding, sourcing and recruitment marketing
director at randstad sourceright

Francesca Campalani was born in southern Italy, the daughter of a cardiac surgeon and a psychologist, a combination that immediately marked out her destiny: half science and half human emotions.

Francesca studied anthropology, specializing in emerging systems and, in particular, identity in organisms, humans, groups and social structures. At the same time, she started working as a graphic designer and a copywriter in a marketing agency. Again, science and rigor combined with art and beauty.

Francesca now works with companies to help them develop and implement their employer branding strategies. "I adore employer branding as it is, once again,

the perfect combination between hearts and minds, science and art, logic and beauty," she says.

Before joining Randstad, Francesca worked for Deloitte. Prior to that, she was engaged in developing end-to-end talent strategies and employer branding for financial services, technology and professional services organizations. Earlier in her career, she worked for 15 years in consumer branding, which included university lecturing, before joining Goldman Sachs, during which time she designed and implemented shared services, business process outsourcing (BPO) and offshoring.

knowledge base

- Companies are tribes with common memories that bind and inspire them. The starting point for the employer brand is this memory and the pride in the tribe that comes from it.
- Even the most diverse organization has a common set of memories to be discovered and shared.
- Watch out for artificial stories that employees don't recognize and naturally resist.
- Make sure the memories are sufficiently inclusive to embrace the diversity and evolution of the workforce.
- In a merger, look for the shared cultural traits that can provide the foundation for coming together and creating common memories.



rethinking

talent

engagement.

Flexible and permanent talent may have very different expectations. This is why Philips has developed a dedicated assignment value proposition for freelancers as part of its global talent attraction strategy.

In businesses that rely on multiple sets of specialist talent, the right person may be an employee, a contractor or a contingent worker, and could come from anywhere in the world. That's why Philips, the leading health technology company, is rethinking the way it engages with different types of talent. "One size just can't fit all. So, we've developed an assignment value proposition for freelancers that's in line with our employer value proposition, yet quite distinct and specific," says Martina De Marinis, Global Campaign Manager, Recruitment Marketing and Employer Branding. "As we tap into the gig economy, the HR focus is shifting from managing people to leading work – we need to find the most effective way to engage with the right people and get the work done," says Maarten Hansson, Head of Workforce Strategy. How does this agile talent acquisition and management strategy work in practice? How are these evolving demands shaping Philips' employer branding strategy?

Standing Out: Philips has evolved from a consumer electronics business to the leading health technology company. What impact has this had on talent demands?

Martina De Marinis: The change has been massive. As a business providing digital healthcare solutions we have an increasing demand for technical specialists in areas such as software development, data science and systems architecture. We need people with the understanding and engagement skills to work with customers, hospitals, clinicians and patients to develop the right solutions, many of which are customized. And as we now operate within a highly regulated healthcare sector, we need people who understand the compliance demands, and can meet the quality standards 100%.

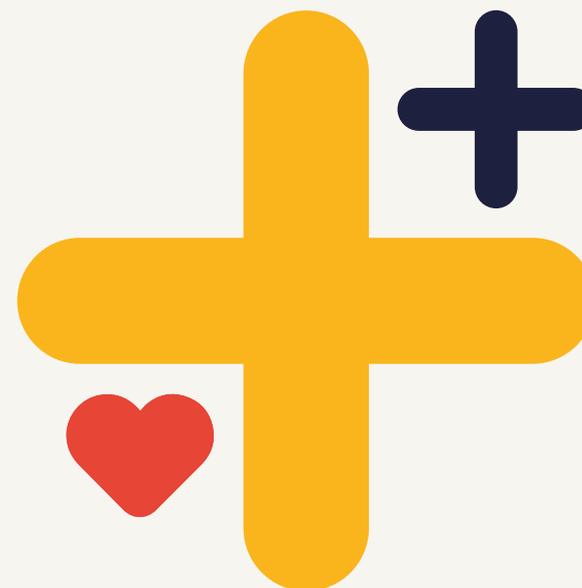
From an employer branding perspective, one of the big challenges is attracting high-end technical talent who might not have considered working for Philips before, especially if they still see it as a consumer business. That's why in 2016 we launched our 'Code to Care' global campaign, targeted at software engineers worldwide, which shows how software

specialists can put their skills to work in improving people's lives and make a positive impact in areas such as helping doctors to diagnose cancer early.

The chance to push back the frontiers of health technology and work at the forefront of digital innovation is hugely rewarding professionally. We come across inspiring stories of employees who worked on the solution that helped their own relatives or people around them. Our people are very much the advocates and ambassadors for Philips' mission to improve the lives of three billion people annually by 2030. We encourage them to share their personal experience. The stories they come back with are touching, and show how much their work means to them. And that's the essence of our employer brand really: the authentic stories of our own people.

A further challenge is the need to compete with tech start-ups, which on the surface, especially for young talent, appear more exciting. Our message is that we can offer the best of both worlds – the vibrancy and entrepreneurial environment of a start-up, but also the opportunity to apply solutions on a large scale. There are many cutting-edge projects in which interns or new graduates are playing a prominent role: their ideas and energies are highly valued.

that's the essence of our employer brand: the authentic stories of our own people.



we want to connect people with the business and vice-versa in the most seamless and mutually beneficial way.

Standing Out: What part do contract and contingent workers play in meeting these evolving talent demands?

Maarten Hansson: The challenge we face isn't a shortage of talent, but rather the right people may not be where we need them. That's why the ability to engage with multiple sources of talent, like freelancers, and making full use of opportunities for virtual working from anywhere in the world, are so important.

We also recognize that many people now prefer to work flexibly, and therefore this is a fast-growing part of our available talent pool. This is certainly the case for the newest generations coming into the workforce. Many expect greater autonomy over how, where and when they work. They also want to engage with different companies on multiple challenges. And it isn't just a younger flexible workforce we're targeting. We also know that there are a lot of people in their fifties and sixties who want to work on selected assignments.

Together with the transformation into a health technology company, this was the trigger to broaden our existing recruitment channels for employees and procurement channels for outsourced work. There are a lot of engagement points between these two, so HR and procurement work closely as part of a holistic 'total talent' approach.

Our job is to advise on how and where the work is done, in-house, freelance and/or outsourced. We want to connect people with the business and vice-versa in the most seamless and mutually beneficial way. Whether people prefer to be at home or in an office environment, we aim to make this possible.

To help meet these evolving demands, we've developed an assignment value proposition – a version of our employee value proposition targeted at the distinct expectations of freelancers. We want to make it possible for them to work in the way that best suits them to deliver on our goals in a way that enriches their career.

what's clear is that freelancers are constantly building up their skills and their marketability as highly skilled specialists.



Standing Out: What marks out your assignment value proposition from your employee value proposition for permanent staff, and how is this reflected in your employer brand?

Martina De Marinis: The overall employer value proposition of improving people's lives through meaningful innovation applies to all talent. However, we realized that the 'candidate personas' we've been targeting in our marketing efforts for permanent employees don't necessarily resonate 100% with freelancers. They're far less interested in factors such as career paths, for example.

So, we've been conducting surveys and hosting focus groups to find out what motivates freelancers, how we can shape our talent acquisition to reflect

this, and also checked the sentiment of freelancers that work or have worked for Philips. What's clear is that freelancers are constantly building up their skills and their marketability as highly skilled specialists. So, every new assignment needs to bring something valuable for their learning and development. A key part of this is being able to work with leading experts within Philips, and some of the iconic organizations we serve.

The employer brand messaging for freelancers and underlying assignment value proposition are built around the opportunity to work flexibly and creatively on challenging projects that allow freelancers to develop their skills and make an impact. A key part of this is showing that working with us isn't just another assignment, but a project that can inspire and help them to progress their freelance career. Examples of the messages include "don't just accept a new project, accept a challenge" and "surprise yourself with an assignment at Philips".

Standing Out: How is your employer brand reflected in the candidate experience?

Maarten Hansson: We're conscious that even if a candidate isn't selected this time around, they may fit in the future. That's why we want to bring them into our talent community, which includes both people registered on our freelance platform, and prospective candidates for permanent positions.

The candidate experience is evolving as we look to make it more engaging, transparent and personalized.

Standing Out: How are you looking to strengthen diversity?

Martina De Marinis: Diversity and inclusion is an absolute priority in Philips' people strategy. We want to build an inclusive and diverse workforce, which reflects the societies we operate in, our customers and the markets that we serve. We believe a more diverse and inclusive workplace makes good business sense – it makes us more competitive and more innovative, and is a key driver for making Philips a great place to work for people who share our passion.

We are taking steps to foster a more inclusive workplace, including a new global gender diversity goal to grow the percentage of our women in senior leadership to 25% by 2020. And following our CEO, Frans van Houten's pledge to the Catalyst CEO Champions for Change movement, we're determined to exceed this threshold in the future.

Standing Out: How do you deal with feedback on social media and job rating sites such as Glassdoor?

Martina De Marinis: Coming from traditional product consumer marketing, I recognize how invaluable this kind of feedback can be to improve your products and services, to respond to unmet needs, and gather new insights. It works exactly the same way in talent acquisition.

We take reviews very seriously and we value all feedback. We check and take account of all reviews and comments on social media. And this goes for people across our organization, including our leadership team, that regularly log in to engage digitally with their network.



maarten hansson
head of workforce
strategy, philips

Maarten Hansson started at Philips in 2015 as the Global category lead for Contingent Labor within Procurement, before moving to his current post. Before that he worked at Dutch telecom giant KPN and also managed their IT offshore program from India.

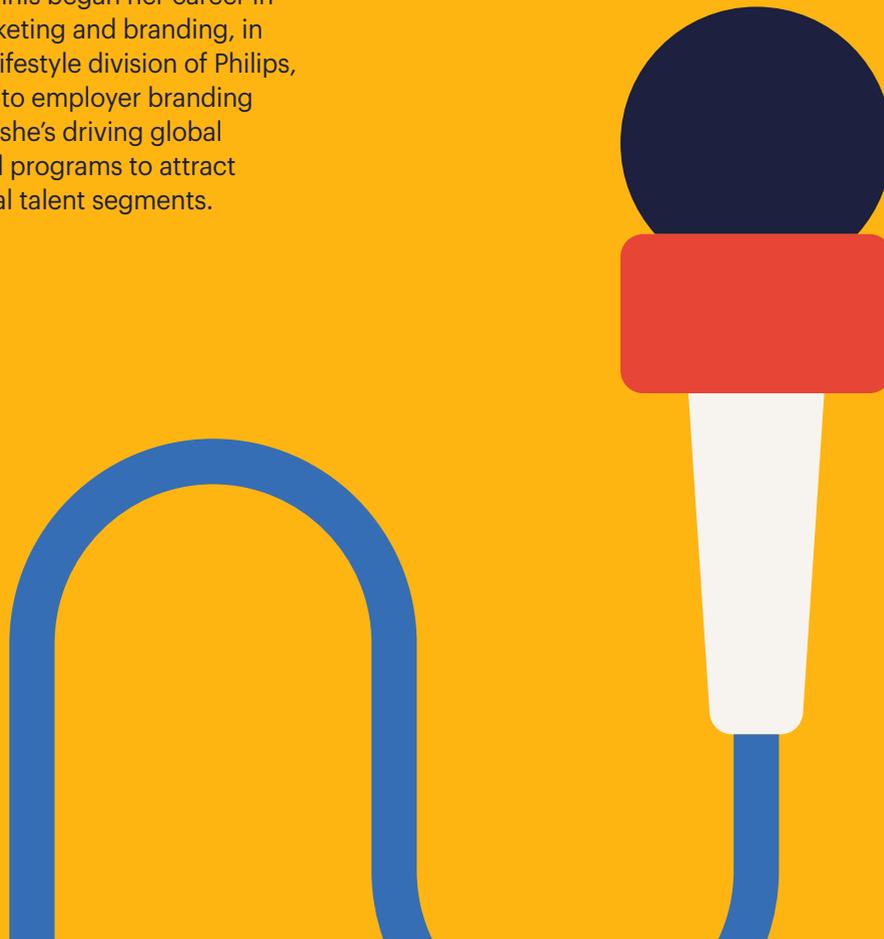


martina de marinis
global campaign manager,
recruitment marketing and
employer branding, philips

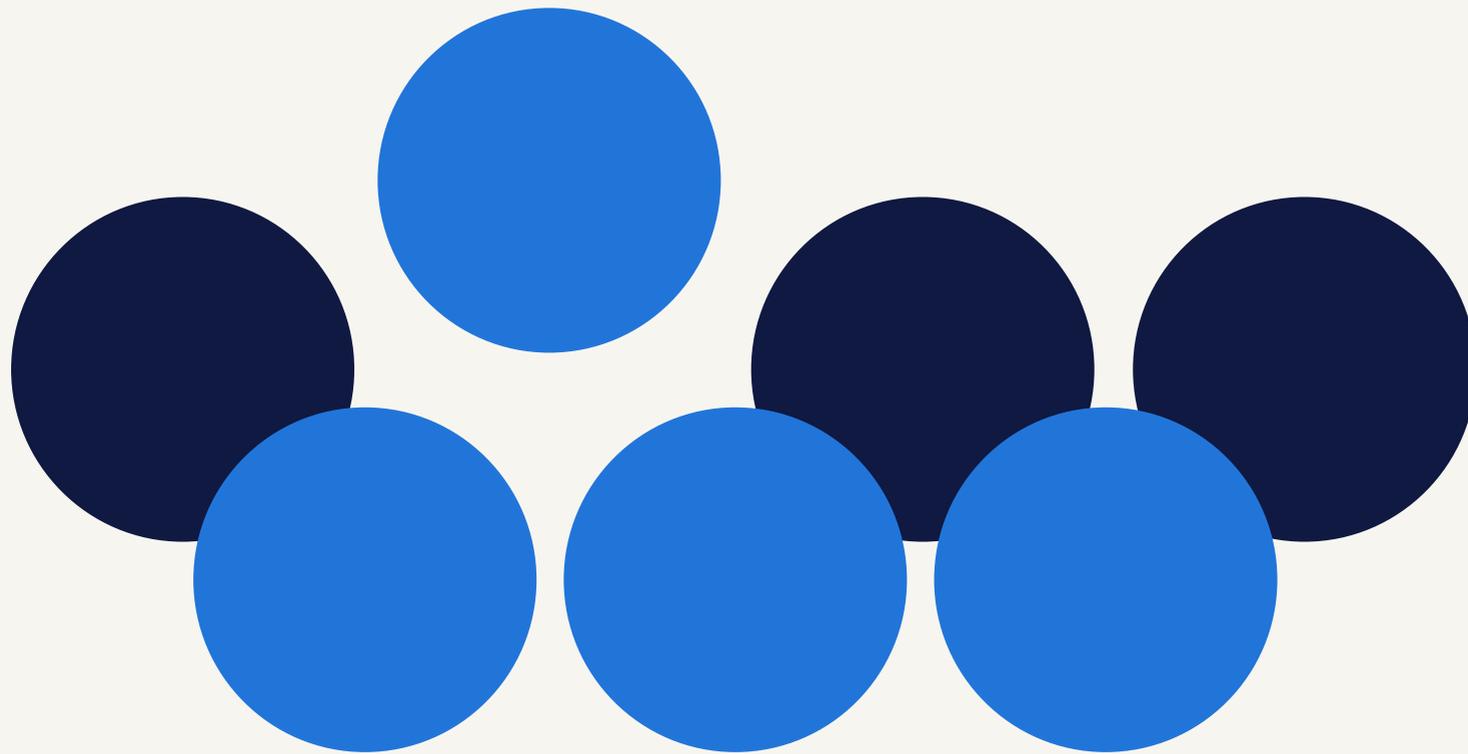
Martina De Marinis began her career in consumer marketing and branding, in the consumer lifestyle division of Philips, before moving to employer branding in 2016, where she's driving global campaigns and programs to attract the most critical talent segments.

knowledge base
what we can learn from
employer branding at philips

- Philips wants to work with talent on the terms (contract type) that fit both parties.
- People with specialist skills are highly sought after. The chance for them to improve people's lives is the big differentiator and draw, both personally and professionally.
- Freelancers and permanent employees have different expectations about what they want from a company. The value proposition and employer brand need to reflect this.
- Diversity and inclusion aren't just about equality within recruitment and promotion, as important as this is. The way companies go to market, and the products and services they offer should also be inclusive.
- Job rating platforms are for talent acquisition what customer satisfaction and brand promoter scores are for product marketing. They offer invaluable information to help strengthen talent recruitment and retention, but only if they're acted on.



less



is

more.

AkzoNobel believes that concentrating on the moments that matter is the key to a great employee experience. How does the paints and coatings group make this work?

“We’ve set bold ambitions for our organizational transformation – a 15% return on sales by 2020. To get there, we want to cut through to what really counts, from the passion for paint that defines and binds our organization to the moments that really matter in the employee journey,” says Marcin Skarbon, Global Head of Talent and Development at the paints and coatings group, AkzoNobel. As AkzoNobel continues a major overhaul of its HR practices, which includes the roll-out of a refreshed employer branding strategy, we asked Marcin about the thinking behind the revamp, his approach to driving successful transformation, and how the company is seeking to overcome the dangers of change fatigue.

Standing Out: What brings together a company with operations in 80 countries?

Marcin Skarbon: Paint is our common passion. We're proud to bring color to people's lives. And we touch them in many other ways as well, from coatings that protect against germs and pollution to preventing the build-up of ice on plant and equipment operating in freezing conditions. Behind that is a huge amount of innovation and precision engineering. This passion for paint coupled with our core principles – Safety, Sustainability and Integrity – and company values are the defining features of our culture and employer brand.

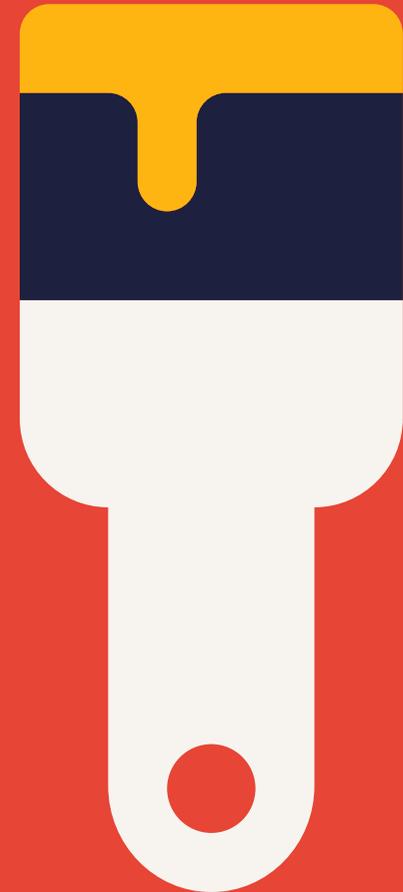
Over past few years, we've gone through the divestment of our chemical division and the rapid transformation into a focused paints and coatings company. The pressure from all this did affect morale at the time. But as our financial performance highlights, we've come through stronger and more united. From an employer brand perspective, the turbulence has actually raised our profile in the market, shown the strength of our company values, and demonstrated the cohesion and resilience of our employees and the organization as a whole.

Standing Out: HR transformation is a key element of your organizational transformation. What is the thinking behind this?

Marcin Skarbon: Our headline goal is what we call 'Winning together – 15 by 20' – increasing return on sales from a starting point of around 10% in 2017 to reach 15% by 2020. This is a bold and pressing objective, which requires a laser-sharp focus, speed of execution, operational efficiency, effective cost measures and continuous growth.

Enabling our people to make more of their potential is critical in achieving this ambition – at AkzoNobel, we believe that you can only grow your business as fast as you grow your people. We want to help make our employees more capable and ready to take up opportunities across the group. We also want to ensure AkzoNobel is a great place to work.

To find out where and how we needed to change and then track progress against objectives, we've been using an Insight survey covering areas ranging from leadership and direction to motivation, innovation and learning.



The initial results showed a high level of ambition within the workforce, but also gaps that were impeding their ability to reach these goals in areas such as learning, performance management and career progression. With our people telling us we could do better, we recognized that our HR practices needed transformation. The result is our 'Growing with AkzoNobel' program.

Standing Out: What specific changes to HR practices are you making as part of the 'Growing with AkzoNobel' program and what do you hope to achieve?

Marcin Skarbon: We're determined to transform the entire employment journey from recruitment and onboarding through to learning, career development and performance appraisal.

At the same time, we're determined not to over-engineer our HR practices and make sure the employee experience at AkzoNobel is simple, reliable, engaging and empowering.

In practice, this means keeping employees at the center of all HR offerings by focusing on the moments that matter during the 'hire to retire' employee journey. On your first day, for example, we want to make sure

everything you need is there and ready for you to use, so you can hit the ground running rather than waiting around. This is about creating the right conditions for success and a unique employee experience.

Our focus on a simple, reliable, engaging and empowering employee experience can also be seen in our new performance management framework. We're moving away from extensive goals setting and mid-year review towards a system of continuous feedback called check-ins. To keep it simple, we want our employees to focus on no more than three key goals at a time. We also want to create more touch points for employees to interact with managers, and encourage our people to take the initiative by actively seeking out feedback that can help them to progress. Changing performance management like this is a cultural leap – as an organization, we haven't always been good at giving feedback or even just a simple thumbs-up. So, we've started an education program aimed at encouraging employees to give as well as receive regular feedback, and help managers deal with it in the best way.

we're moving away from extensive goals setting and mid-year review towards a system of continuous feedback.

Similarly, learning and development is now more interactive and responsive as we move away from classroom-only training towards digital delivery and curated content. The accent is on more frequent updates, and faster access to relevant training.

Standing Out: How is your employer branding strategy changing as part of your company transformation?

Marcin Skarbon: Focusing on our passion for paint and the moments that matter within the employee experience is at the forefront of our employer branding strategy. We want our employees to be ambassadors for the experience – if we get it right for them, they can help us to attract great talent.

We also want to communicate the value we create for consumers and society in an engaging and tangible way. An example is showing how our coatings help make a baseball bat swing through the air quicker and hit harder.

We understand that in the global environment in which we operate, a one-size-fits-all approach won't work and so we've created a basic employer branding approach and then provided tools for every region to customize within a provided framework.





we've launched a global 'paint the future' competition, which encourages some of the world's smartest innovators to create ingenious new solutions.

Standing Out: How do you keep your employer brand fresh and exciting?

Marcin Skarbon: Paint gives us a wonderful opportunity to project ourselves and support communities in an artistic and life affirming way. We repainted the entire town of Kuşadası in Turkey in a range of vivid colors as part of our 'Let's Colour' campaign, for example. So far, 12,000 volunteers have helped to complete more than 2,300 Let's Colour projects, benefitting more than 80 million people worldwide.

We also want to project our brand and promote innovation through collaboration with start-ups, scale-ups and early stage tech companies around the world. For example, we've launched a global

'Paint the Future' competition, which encourages some of the world's smartest innovators to create ingenious new solutions. This year's challenges range from cutting down on waste and improving sustainability to infusing life science technologies and bio-active ingredients to enhance the performance of our products. The winners can then get access to expert advice, resources and connections to help accelerate, test, launch and scale-up their ideas. From an employer branding perspective, such campaigns not only help to position us as an exciting and forward-looking business, but also an outward looking company that wants to support innovative thinking, create a thriving talent ecosystem, and contribute to the world around us.

reaching our goals and ambitions and delivering high performance can only be done when everybody can bring their best self into an inclusive and diverse place of work.

Standing Out: How do you engage with social media and job rating sites?

Marcin Skarbon: These platforms are a great opportunity to project our employer brand at a time of transformation and reinvention. We plan to proactively share our stories through first hand testimonials from different stakeholder groups so they can directly speak to a potential applicant in a more relatable way. We also want to ensure that we respond constructively to all feedback to communicate our brand.

Standing Out: With so much turbulence, how do you deal with the risk of change fatigue?

Marcin Skarbon: With all the pressure on the business as a result of the takeover attempt, our employees need special attention. That's why we want our people to be open and vocal about how they feel. This is one of the reasons why we're introducing continuous feedback and increasing the touch points between employees and their managers. We want to respond quickly and decisively. And as our financial and organizational health continues to improve, we can begin to look forward, not backwards. Reaching our goals and ambitions and delivering high performance can only be done when everybody can bring their best self into an inclusive and diverse place of work. For AkzoNobel, this means creating an organization where people feel respected, included, engaged and rewarded. We will achieve it by fostering an inclusive culture, building and facilitating internal inclusion and diversity networks, and strengthening our leadership diversity.



marcin skarbon
global head of talent and
development, akzonobel

Marcin Skarbon joined AkzoNobel in 2016. Based in Amsterdam, The Netherlands, he is responsible for talent acquisition, talent management, learning and development, performance management and inclusion and diversity. Before joining AkzoNobel, he spent nine years with DSM in the Netherlands and the US, leading their learning and development and talent management function. Prior to this, Marcin worked for a number of French multinational corporations in Paris: Alstom, Areva and Faurecia.



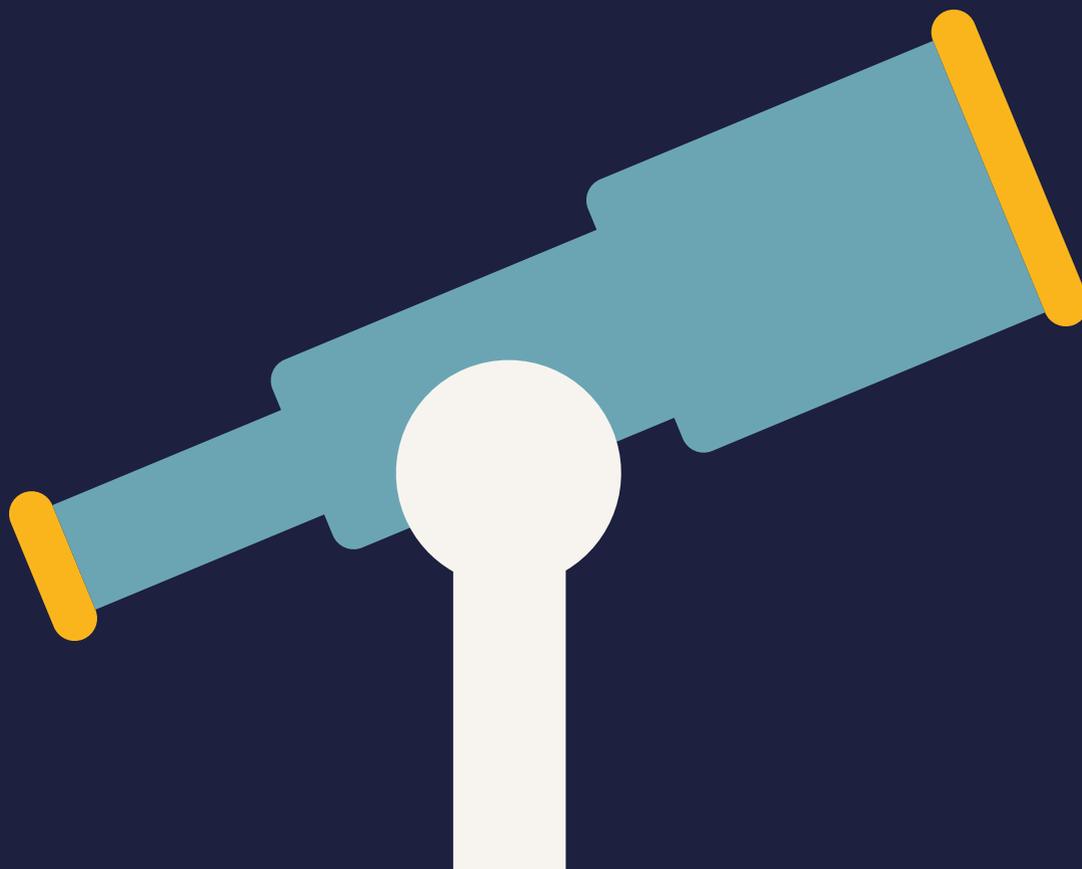
help your people
to grow as you
grow.

knowledge base
what we can learn from
employer branding at
akzonobel

- Don't over-engineer change. Less is more.
- Listen to your people – they will tell you what you can do better.
- Acknowledge hard work and encourage open discussions and feedback.
- Help your people to grow as you grow, and focus on the moments that really matter to them.
- Take care of your employees by fostering an inclusive culture.
- Let your employees' passion for what they do be the foundation for how you project your employer brand.

creating
the utility

of the
future.



As digitization and demands for greater sustainability gather pace, people are at the forefront of creating the utility of the future. How is CLP Power driving this transformation?

“By striving to be at the forefront of new technology and the transition towards decarbonization, we can help fight climate change and make life brighter for the customers, communities and shareholders we serve today, and the generations to come. Driving sustainability and innovation can also help us to attract and retain talent that wants to make a difference,” says T K Chiang, Managing Director of CLP Power Hong Kong. How is CLP Power transitioning its skills, workforce experience and employer brand for the rapid disruption in its industry, and the changing expectations of its stakeholders?

Standing Out: CLP wants to be the ‘utility of the future’. How is this transformation changing your talent demands?

T K Chiang: Our mission is to make lives brighter. Alongside reliable energy supply and innovative services for our customers, we want to power sustainable development in Hong Kong and other communities we serve. We are also energetically supporting Hong Kong’s ‘smart city’ vision – healthy, economically vibrant and with a high quality of life.

The impact of the energy transformation and digital disruption means that we need a more diverse skills base than in the past. This includes renewable energy experts, and also people with digital skills such as data scientists who can support our innovation capability.

This shift creates challenges. Competition for STEM (science, technology engineering and mathematics) talent is becoming ever more intense as economies become increasingly digitized. The challenges are compounded by an

ageing population in Hong Kong, which is reducing the pool of talent coming into the workforce, and making it hard to get new blood when we have mounting retiring employees.

In response, we are stepping up talent acquisition and broadening the base of our recruitment sources and channels. This includes offering scholarships and internships for engineering students, organizing workplace visits and recruitment talks.

Given the traditionally low percentage of women working in utilities, we are also looking to attract more female talent. Key steps include supporting initiatives that encourage women to study engineering in school and university and implementing family-friendly policies. We are also looking to increase the number of women in technical and leadership positions within our business.

In addition to helping us to bring more women into our workforce, promoting diversity can boost our ability to attract and retain talent across the board, especially now young people want to work in a diverse and inclusive workplace.

given the traditionally low percentage of women working in utilities, we are also looking to attract more female talent.



Standing Out: How is CLP driving innovation?

T K Chiang: Increasing our innovation capability can not only enable us to keep pace with the technological challenge in our industry, but also take advantage of the significant opportunities opened up by digitalization to refresh our operations, products and services.

In 2016, we set up a dedicated innovation team, which is tasked with defining and refining how we can make the most of new and emerging technologies. We have also teamed up with new partners including start-ups and universities to speed up the development of smarter and cleaner energy services.

We are keen to foster an innovation culture within our organization. For example, our learning and development program now includes

training staff in the principles of 'design thinking', which helps them to engage in creative, customer-centric problem-solving. We have also launched our 'InnoIdea Fan Zone', an online platform that encourages staff to put forward innovative ideas. Further support comes from our 50 'InnoRangers', employees who act as ambassadors in promoting an innovative culture among colleagues.

We are already seeing the fruits of this drive for innovation. Examples include the development of a new analytics system to detect cable and hardware faults. We are also using drones as 'inspectors' to examine different structures and equipment inside our power stations in Hong Kong, in particular the operational areas where access by our staff is difficult or potentially dangerous.



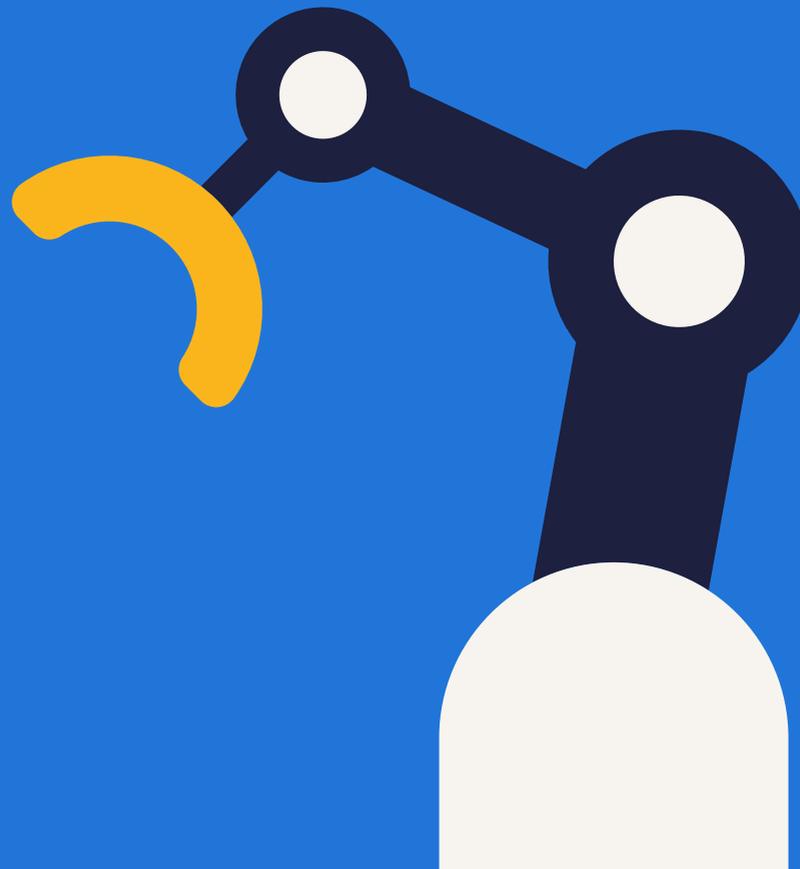
Standing Out: How are you developing the talent within your organization?

T K Chiang: We value the professional development of our employees. A key part of this is preparing them for an increasingly volatile, uncertain, complex and ambiguous business environment.

We are therefore committed to nurturing a learning culture throughout the organization, and providing opportunities at all levels to broaden knowledge, competencies, and career prospects.

To help encourage development and retention, we favor promotion from within. Our management development and succession planning programs help identify and prepare people with potential for key positions in a proactive and well-planned manner. This is supported by job rotation and special assignments. In some cases, it involves international relocation and placements to develop high-potential staff and facilitate the transfer of key skills across the CLP Group.

public utilities are under the spotlight – this is an opportunity as well as a challenge.



classroom tuition is augmented with practical experience and virtual reality and other tech-based training.

Standing Out: Please tell us about the CLP Power Learning Institute and CLP Power Academy, and what you are looking to achieve with them.

T K Chiang: Our in-house training schools have been in operation for more than 50 years, and have supported the technical and professional development of thousands of engineers within our business. These training schools were recently consolidated to form the CLP Power Learning Institute. The curricula include not only conventional power system engineering, but also digital technologies and soft skills such as communication skills, supervisory skills, etc. We have also introduced new technologies to enhance the teaching effectiveness, such as augmented reality and virtual reality training equipment with 360° photography.

Looking outside our organization, we recognized that we needed to do more to develop the skills base within the community as we seek to transform into the 'utility of the future' and help deliver Hong Kong's vision for a sustainable and inclusive future. In 2017, we therefore launched the CLP Power Academy. Attracting more than 840 applications for around 200 available places in 2018, the academy aims to bridge the gap between career training and higher education, and provides young people with alternative pathways to join the power engineering industry. Flexibility and hands-on experience are the watchwords. The academy offers multiple entry points and works in partnership with a variety of tertiary institutions to offer part-time accredited programs, ranging from diploma to master's degrees. Classroom tuition is augmented with practical experience and virtual reality and other tech-based training.



we also believe that balancing work and family life has a significant impact on health and relationships.

Standing Out: Creating a positive employee experience in areas such as work-life balance and family-friendly policy is a big priority for CLP. How do you achieve this in practice?

T K Chiang: We believe a positive and harmonious working environment helps strengthen employees' sense of belonging, enables them to excel in their careers, and contributes to business growth. We also believe that balancing work and family life has a significant impact on health and relationships, which enhances employees' overall wellbeing and productivity at work.

Recent developments include increasing maternity leave from 14 to 16 weeks (statutory leave in Hong Kong is ten weeks) and paternity leave to ten days (statutory leave is three days). We have also introduced marriage and adoption leave, neither of which is statutory.

To promote work-life balance, all permanent employees who are in non-shift positions have flexibility in working hours or may request to work part-time.

Cutting across all these initiatives is our strong belief in creating a sense of belonging and inclusion within our organization. We want to foster the open communication, mutual understanding, trust and respect at all levels needed to promote a cohesive workforce and harmonious employee relations. For me personally, this includes regular tea gatherings with employees to listen to their feedback, and the 'TK+U' video channel that enables me to speak to our people, and keep them up to date on the company's latest developments.

The results are reflected in the engagement and commitment scores in our independently conducted employee opinion survey in Hong Kong, which are significantly above the average for Hong Kong as a whole.

And this sense of belonging and inclusion extends to our contract personnel, which includes being invited to take part in our health, wellbeing, recreation and sports activities.

Standing Out: How are these developments reflected in your employer branding strategy?

T K Chiang: We develop our employer branding strategy through four stages: assess, strategize, communicate and measure.

The starting point is identifying the employer attributes that our employees and target candidates value most. We do this through stakeholder meetings, employee and candidate focus groups, external surveys and benchmarking.

We then identify opportunities for enhancing CLP's employer brand for talent attraction and retention. This includes developing new employee value proposition messages that reflect the key attributes that CLP offers as an employer. We promote our employer brand through consistent communication at different touch points including our careers

website, recruitment advertising and tool kit for search firms, as well as Career Days for graduates and job seekers.

We evaluate the effectiveness through a range of measures such as talent acquisition and retention metrics, employee engagement surveys and market research.

With the generations coming into the workforce increasingly wanting to work for organizations that play a positive role in society, our work in support of sustainability is a critical element of our ability to attract talent. We communicate objectives and progress through a number of channels including our annual sustainability report. Employees and other stakeholders also want us to demonstrate values-based management in dealing with social issues. This includes promoting inclusive growth and equality of income and opportunity. Achievements include being awarded the Fair Wage Certificate by the independent Fair Wage Network for our Hong Kong wage practices and sustainable retirement benefits.

employees want us to demonstrate values-based management in dealing with social issues.



our mission is
to make lives
brighter.



t k chiang
managing director, CLP power
hong kong

Tung Keung 'T K' Chiang holds the overall responsibility for the operations of the Hong Kong business of the CLP Group, which serves six million people in Kowloon, the New Territories and Lantau Island.

T K Chiang holds a Bachelor of Science in Electrical & Electronic Engineering from the University of Hong Kong, a Master of Science in Electrical Engineering from the Hong Kong Polytechnic University and a Master of Business Administration from the Chinese University of Hong Kong.

T K Chiang has over ten years of experience in various senior management positions in CLP Power. He has extensive experience in the electricity supply industry including asset management, corporate planning and regulatory strategy. He was the Chief Operating Officer in CLP Power before taking up his current position in June 2017.

knowledge base

what we can learn from employer branding at CLP power

- In striving to create the utility of the future, CLP Power is determined to turn words into actions on sustainability and social inclusion. Talent is the key enabler.
 - Public utilities are under the spotlight. This is an opportunity as well as a challenge. Promoting sustainability and social inclusion can help win public support and attract talent for the future.
 - With competition for STEM talent increasing, boosting interest on the power and engineering profession is critical in attracting the people needed to take the business forward.
- This includes education programs for students from kindergarten to tertiary institution.
- The pace of digitalization means that industry needs to play a stronger role in talent development rather than solely relying on the education system.
 - In addition to training and education, creating a learning culture is vital in promoting continual upskilling.
 - Two-way dialogue between leaders and employees helps create a sense of purpose and belonging.



volvo cars

building an
employer
brand.

What makes Volvo Cars employer branding stand out? Ask the employees, as they're the ones who tell the real story.

"We believe in building our employer brand from the inside and out," says Malin Perlander Molén, Volvo Cars' Director Global Employer Branding. "It's our people who know what makes Volvo Cars truly unique and an organization worth being part of. That's why our employer branding is built around their ideas, their experiences, and their voices." How then does Volvo Cars convey the authentic stories from within, and how does this enable the company to create a compelling and differentiated approach to talent attraction?

everything we do at volvo cars starts with people, and this guiding principle is more relevant today than ever.



Standing Out: What makes Volvo Cars the company it is?

Malin Perlander Molén: Volvo Cars is a company with a long history, and from the very start our clear focus has been on people. Everything we do at Volvo Cars starts with people, and this guiding principle is more relevant today than ever. We're passionate about helping people to stay safe, and enjoy their journeys with confidence and pride. The desire to make people's lives better and less complicated has spurred many innovations, and technological advances, and we will continue to do so in the future. Our human-centric focus is what makes us different from other car companies, and it is at the heart of everything we create.

Within our organization, the human-centric approach manifests itself in creating an environment where our people are empowered and can make a real difference. At a time when people want employers that are sustainable and future-orientated with a higher purpose, this is a great company to be part of.

Sustainability is a key part of our purpose and critical to our future success. It's good for business and our company value. It drives internal engagement and helps attract and retain the best talent, while enhancing our reputation as a responsible global corporate citizen.

Standing Out: How is your strategy evolving and how is this reflected in your talent strategy?

Malin Perlander Molén: It's not just new vehicle models we're developing as the market evolves, but whole new business models in areas such as the shift from petrol to electric, and from car ownership to mobility as a service, and eventually autonomous vehicles. All these and other developments are changing how we do business, but also present us with a massive opportunity to expand and grow.

Our talent strategy aims to make us the employer of choice for people who want to make a difference to our company's future. Everyone has a role in and responsibility for making this future possible – our focus is very much on the 'we' and this is reflected in our employer brand and employee experience. We believe that strong engagement and performance are achieved by giving

people what they need to be at their best and progress. Securing these foundations is a constant job; it is about ensuring the right leadership, opening up development opportunities and creating a culture that encourages people to speak-up and take the initiative. When these foundations are in place, we can build an environment and a culture where we create, innovate, have fun and grow together, and where people feel involved and are able to make a difference.

We're conscious that some of the human dimension of what makes a business successful can be forgotten when there is so much disruption and change all around us. While we need to keep evolving as a company, we also recognize that the boldest option can often be not changing and staying true to our core values. This is all about balance – we want to challenge people, but also make them feel like part of a close and caring family.

our talent strategy aims to make us the employer of choice for people who want to make a difference to our company's future.

Standing Out: How does your employer branding support your mission as a company?

Malin Perlander Molén: The main goal of our employer branding and people strategy is to make us the first choice for people who can thrive within our culture. We need people who are curious, who create together, and who have the courage to embrace change.

Our employer branding effort supports this by projecting what makes us unique – the few but crucial attributes that differentiate us in the eyes of our target audience. When we talk about ‘inside and out’ we mean knowing what inspires our people – on the inside – and knowing our audience – on the outside. And as Volvo Cars is a business made by people for people, we believe that the most relevant and authentic way to convey who we are and what we stand for is through the words of our employees.

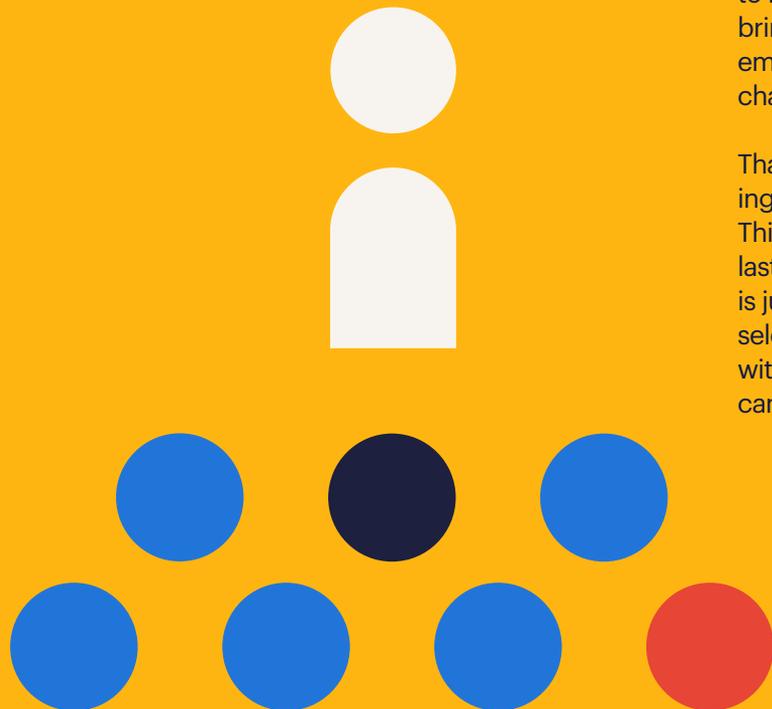
Through initiatives such as #LifeAtVolvoCars, people from across the organization have a chance to share their hopes and dreams, and tell their stories about what it is like to work for Volvo Cars. There is no script – it’s all in their own words. We value the authenticity that comes from ensuring people have a voice.

The way we work is also reflected in our employer branding. A good example was our ‘Made by People’ marketing campaign, which portrays the lives of the designers, production workers and people behind the scenes who create our vehicles. A more recent example is our Global Graduate Program videos, in which people on the program talk about their aspirations and what being part of Volvo Cars means to them. We also highlight everyone’s contribution in a fun way by giving all our staff the chance to test drive new models before they’re launched.

the way we work is also reflected in our employer branding.



if there is a gap between what we promise employees and what they actually experience, it will have a negative effect on engagement.



Standing Out: How do you ensure that the voice is authentic?

Malin Perlander Molén: To convey the genuine perspectives of our people, we need to maximize the opportunities for feedback and dialogue with both employees and potential candidates. If there is a gap between what we've promised and what we're delivering, we need to bridge that gap.

We can always do this better. We know that sometimes people don't feel that their voices are being heard, so we need to look at our organizational structure to bring people closer. We also encourage employees to contribute to plans for change and feel that they are part of it.

That focus on dialogue and understanding is matched in our candidate journey. This is their first touch point, and shapes lasting perceptions of our company. This is just as important for the candidates we select as for the ones we don't proceed with as they may very well be potential candidates in the future.

To improve candidate engagement, we took the decision three years ago to insource recruitment. This has enabled us to develop a better understanding of what people think about us, the experience they've had, and how this can be improved. This feedback and review carries on into onboarding and throughout people's work here.

Standing Out: How do you activate your employer brand strategy?

Malin Perlander Molén: Volvo Cars is a global company with employees in more than 30 countries, and with three home markets, all with different business challenges, cultures and talent landscapes. In a company with such extensive operations, it's important to have a global employer brand DNA at the core to bind us together – the genuine, distinct things that make us unique and differentiate us from other companies. This DNA or 'employee promise' should be relevant and recognizable throughout the company. If there is a gap between what we promise to employees and what they actually experience each day, it will have a negative effect on engagement, and we will not gain the employees' trust.

While the global DNA reflects who we are and what binds us together, activation and initiatives are developed, adapted and driven locally. One size does not fit all and the way Volvo Cars is perceived differs around the globe. In Sweden, almost everyone knows our company, and what we offer as an employer, but in other parts of the world, this isn't always obvious. Therefore, it's important to get to know the target group a specific market is looking for. Does the target group know that the company exists, and what we stand for? Is the target audience actively looking for our company? Are we getting the right applicants? Based on the answers to these questions, we can customize and translate our marketing messages.

For example, the communications for our new plant in Charleston, South Carolina, USA, stress that we're not just building a factory, we are building a team – a diverse one. We spoke to different employees about why they wanted to join, from a young woman who was attracted by the number of female leaders in the company to an ex-service-man enjoying the chance to build on his navy experience by working with new technology, training strong teams and bringing out the best in them.

When we activate our employer brand we use both physical and digital channels to meet our target groups. This involves a range of initiatives. However, in the end, I think that inspiring our employees to tell authentic stories about our company is one of the best ways to project our true employer brand.

Standing Out: How do you deal with feedback on social media and job rating sites such as Glassdoor?

Malin Perlander Molén: Everything that is said, good and bad, is a gold mine for us. It helps us to identify where there are gaps between what we want to be known for and people's perception of us. We can use that information to tackle issues on the ground, enhance our employee experience and strengthen communications.

As for responding to everything that is said, I don't think that is possible or even useful even if we could. We prefer to monitor the feedback and then step back to see what we can do to reinforce the positives and address the underlying reasons for any negative comments.

one size does not fit all and the way volvo cars is perceived differs around the globe.

we want all
volvo cars'
employees to be
ambassadors for
our brand.

Standing Out: What makes a great employer branding team?

Malin Perlander Molén: Working with employer branding isn't a 'one-woman show'. It's a team effort between global and local perspectives, and the perspectives of different professions. I have colleagues that focus on local employer brand challenges, and work closely with our marketing and corporate communications functions.

On one level we are a Global Employer Branding team of three, but on another we are a team of 40,000+ employees.

We want all Volvo Cars' employees to be ambassadors for our brand. Just like designing a great car, successful employer branding demands curiosity, a readiness to listen, and constantly challenge yourself – nothing ever stands still.

If we want to be a team of 40,000+ employees, we need to create a network and dialogue across production teams, design teams, the whole organization. That's the best way to find out what inspires our people, what they like and what they don't like, and ensure that their perspectives are reflected in what we say and do.



find great internal ambassadors, and let them become messengers.



malin perlander molén
director global employer branding, volvo car group

“A career within HR was the obvious choice for me as I’ve always been driven by a great engagement and interest for people and organizational development,” says Malin Perlander Molén.

Malin has developed her professional experience through a broad range of different positions within HR at Volvo Cars. This includes line HR, central HR,

operational, tactical and strategic HR. Her career has combined leading large projects with promoting continuous improvement and working one-to-one with the people within her organization. “I’m convinced that having a curious mindset is key for HR to understand, challenge, guide and support with solutions contributing to people and organizational development,” she says.

knowledge base
what we can learn
from employer
branding at volvo cars

- The strongest employer brands are built from the inside – knowing what inspires your people – and from the outside – knowing your audiences.
- Focus on the few things that most resonate with your target audiences and make you stand out.
- Find great internal ambassadors, and let them become messengers.
- Find the right channels to reach the right talent needed for the future.
- Create the experience and ensure people have what they need to be their best.
- Build networks across the organization, keep your ear to the ground and respond.
- Employer branding is never finished – there is always room to improve and close the gap between the perception and the expectation.

bringing



nestlé

to life.

how does a company
as large and complex
as nestlé create an
employer branding
and talent acquisition
strategy that combines
humanity, authenticity
and appeal?

“If you want to get people excited, show them what it’s really like to work in the company and what they can do to make a difference,” says Michael Deane, Nestlé’s Corporate Head of Recruitment Marketing, Employer Branding and Talent Vendor Management.

Standing Out: Nestlé can get thousands of applications for every vacancy. What makes the company so appealing?

Michael Deane: We're a truly global company, with more than 300,000 employees worldwide. We are present in 190 countries, operating in 85 countries. The range of career development opportunities and scope for mobility that come with that global scale and reach are clearly attractive.

But what's most appealing is the chance to make a difference for so many people around the world, from the farming communities that supply us with cocoa, coffee beans and other raw materials to the consumers we serve. When you are a business on our scale, you can make a real impact. We bring this contribution, driven by our purpose – enhancing quality of life and contributing to a healthier future – guided by our values and rooted in respect.

For example, Nestlé is determined to help young people develop their skills so that they can find jobs or create their own businesses. Our Nestlé Global Youth Initiative's ambition is to help

10 million young people worldwide access economic opportunities by 2030. We want to help equip the next generation for employment, to become inspiring leaders in our company – successful 'agripreneurs', entrepreneurs and game changers, regardless of their field or level of expertise.

Within our production processes, we're developing ways to minimize waste and reduce plastic and water usage. Our people are also at the forefront of the development of healthier food options – for example, creating the same great taste of people's favorite chocolate bars, but with much less sugar, or developing products that cater for the growing popularity of plant-based vegan diets.

When people think about Nestlé, they probably imagine that most people work in areas such as marketing and manufacturing. But what I and others who join are surprised to see are how many of our people are engaged in scientific research and in applying these developments on the ground – engineers, scientists and technologists account for around 10% of external recruits. Their work is a key source of innovation and pride within our business.

when you are a business on our scale, you can make a real impact.





Standing Out: How do you target the candidates you really need?

Michael Deane: We're fortunate in having no shortage of applicants. We have a strong culture that helps maintain a high level of employee retention and we do encourage and facilitate promotion from within the organization. The main talent acquisition priority within our recruitment and employer branding team is quality and fit rather than quantity by encouraging applicants who can make an impact and thrive here, while sifting out those that won't.

If we want to target the right people, we need to make these careers communications relevant and compelling. So, if we're looking to hire software engineers, for example, we don't want to put out a lot of uninspiring job descriptions that tick all the right boxes for IT candidates, but

actually tell you very little about what the job really involves and could even deter a lot of candidates from applying. Instead, we use testimonials, 'day in the life' videos and other media to create a more meaningful impression of what the job offers and what it feels like to be part of the team. For an IT specialist, for example, we would show how their programming and data skills could make an impact by helping to solve problems in areas such as soil depletion and how they would collaborate with colleagues in other parts of the business to make that happen.

In the long run, I think that putting out detailed job descriptions will fall by the wayside because the people coming into the workforce want communications that grab their attention and bring the job and the company to life; they want to be able to picture themselves within the organization.

at the core of our people promise is the opportunity to make an impact in different roles and in different ways, and being a force for good.

Standing Out: How does a company of your size convey a clear and compelling employer brand?

Michael Deane: The varied nature of our operations means that Nestlé has always been a decentralized organization. And many people may not associate a lot of our operations with the Nestlé brand. For example, Purina is the biggest pet food company in the US.

The challenge is therefore how to create an employer brand and employee value proposition – what we at Nestlé call our ‘people promise’ – that reflects and binds an organization of this size. At the core of our people promise is the opportunity I’ve described to make an impact in different roles and in different ways, and

being a force for good. While we provide strategy, guidance and support as a central team, the management of our employer brand and talent acquisition is largely decentralized, and can overlap with other areas of our profile such as brand, marketing and communications.

While the primarily decentralized approach will continue, we’re now streamlining a lot of our talent acquisition strategy and processes through the development of a revised employee value proposition and transformation of our HR function. This transformation covers all areas of HR, simplifying and enhancing the experience of every user: candidates, employees, managers, leaders and functions. This is already making it easier for candidates to apply from their smart phones, for employees to drive their capability building, for managers to support performance management and learning. One of the key features is the setting up of new regional hubs, that deliver expert services within recruitment marketing and candidate sourcing, as well as providing guidance on best practice for local operations, bringing access to the latest and best in technology.

wherever we identify gaps,
we put all efforts to close it
and improve.



Standing Out: As a large and high-profile group, Nestlé can often find itself attracting negative headlines. How does this affect your employer brand and how do you deal with the impact?

Michael Deane: Nestlé has a large footprint and we cannot contain all press, but what we can master is the ability to do the right thing and talk about it. We ensure wherever we are present, we operate with the highest standards of integrity and responsibility – actions speak louder than words. To be successful in the long-term, we must create

value for both our shareholders and for society. This is our approach to business, we call it Creating Shared Value (CSV) and it is an integral part of our strategy. We are driven by our purpose – enhancing quality of life and contributing to a healthier future – and we focus on making a positive impact on individuals and families, our communities and the planet. We have 36 commitments within these areas, which we are proudly transparent about, ranging from our drive to eliminate single-use plastic to our commitment to help 10 million young people access economic opportunities by 2030 through our Global Youth Initiative. Wherever we identify gaps, we put all efforts to close it and improve.

Trust in a business and the employer brand that reflect this are built from the inside out. Therefore, by being part of a company that sets high expectations of its people and being proud of what we've been able to achieve in areas such as youth employment with our Global Youth Initiative, our workforce can convey what we stand for and help create a strong and compelling brand.

Standing Out: How do you use social media and job rating sites within your talent acquisition and retention strategy?

We are very proud of how we have been able to build up one of the largest followings on LinkedIn of any major company in the world, for example. The key to this is relevant and well-developed content, which is targeted at people in particular regions, countries or specific skill sets, as well as close collaboration between Talent Acquisition, Brand, Marketing and Communications. While corporate teams provide guidance and support for production, we're keen to give people autonomy in devising authentic content, sharing their ideas and giving a real impression of what they do within Nestlé.

We use many, but Instagram is probably now our most important social media channel when it comes to careers communications. Short, sharp and visually appealing content. The big mistake is to upload the same stuff you would have on LinkedIn or the corporate site, as people won't bother to engage. This underlines why we're determined to engage in the ways people want to and answer the questions they want answered.

the big mistake is to upload the same stuff you would have on linkedin or the corporate site, as people won't bother to engage.



knowledge base
what we can learn
from employer
branding at nestlé

- People want to make a difference. Give them the opportunity.
- However large and complex the organization, you can create a common mission that binds and inspires.
- Bring your company to life by enabling people to picture themselves working in your company.
- Building trust and developing a compelling employer brand go hand-in-hand. Raise awareness of your impact and set high expectations. Be honest, authentic and considerate to the impact you have.



be honest, authentic and considerate to the impact you have.



michael deane
corporate head of recruitment
marketing, employer branding
and talent vendor management,
nestlé

Michael is the Corporate Head of Recruitment Marketing and Employer Branding, as well as leading strategic vendor management across the talent function. He joined Nestlé in November 2018 after seven years at the world's pre-eminent provider of outsourced recruitment and talent management services Alexander Mann Solutions, where in a diverse career he managed multiple client engagements and teams, specializing in designing cutting edge technology-driven recruitment solutions.

listen to

what they



have to say.

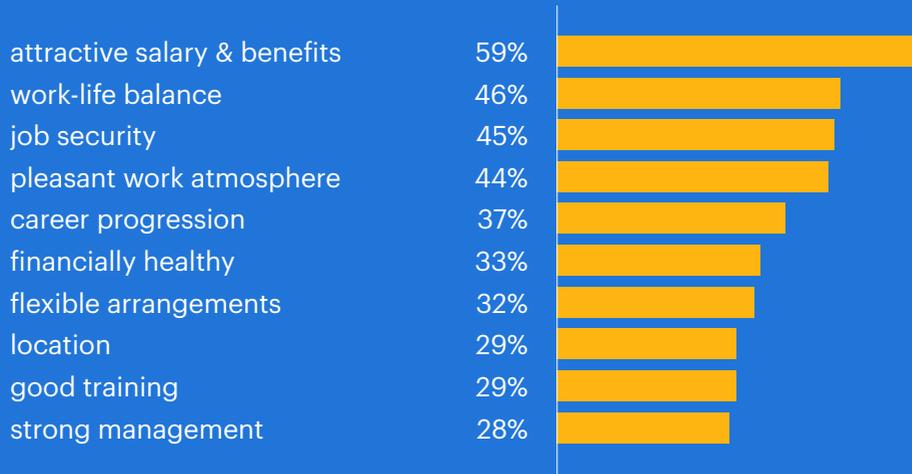
if you want to boost talent attraction and strengthen employee branding, give your employees a voice, listen carefully and make sure you act on what they say.

A fifth of the participants in the 2019 Randstad Employer Brand Research has changed employers in the past year and a third plans to do so in the coming year. Moreover, half of last year's switchers intend to change employers again in the next 12 months. With key skills in short supply, and so many workers eager to switch, how can you retain the talent you want to keep and be first choice for the ones planning to leave one of your competitors?

what is the randstad employer brand research?

- Optimizing 19 years of successful employer branding insights.
- Independent survey with over 200,000 respondents in 32 countries worldwide.
- Reflection of employer attractiveness for each country's 150 largest employers known by at least 10% of the population.
- Valuable insights to help employers shape their employer brand.

top 10 reasons to choose an employer



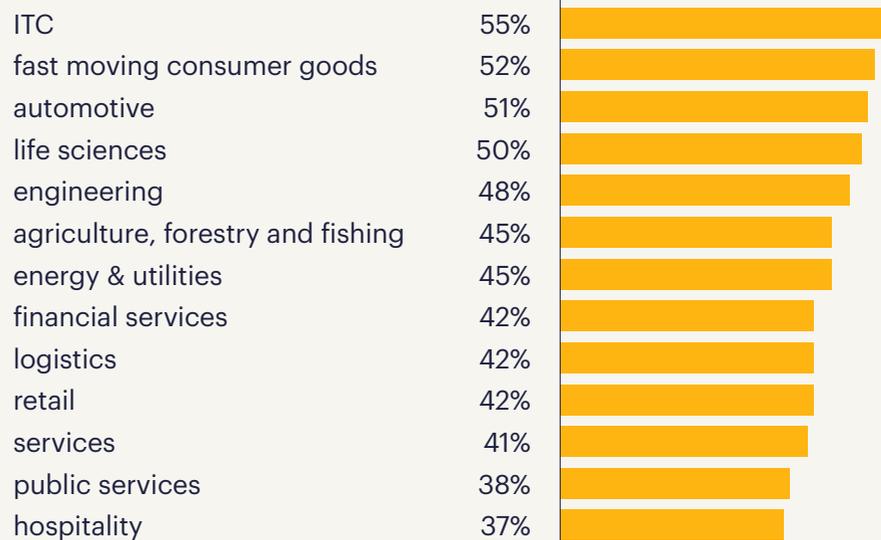
Each year, we survey people from around the world to find out what they want from their jobs and careers. The aim is to help employers understand employee aspirations, gain insights into what makes an organization attractive to work for, and identify the sectors and companies that employees find most appealing.

Once again, attractive salary and benefits is the attribute people across all regions and ages most want from an employer. “That’s that” you might say – all we need to do to attract and retain great talent is pay them more. But hold on. What if you don’t have the funds to offer them more? Even if you have, what if the bigger salary doesn’t make them happier and they leave, most probably to join a competitor? And what if you operate in a sector that has a reputation for paying well, but is at risk of losing out in the competition for talent to an industry with more perceived cachet and opportunities to innovate? This includes IT, technology and communications (ITC), which is the sector survey participants from around the world most want to work in.

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sector attractiveness global



the human dimension of work

Talent attraction and retention are built around a combination of factors, so it's important to play close attention to the attributes just below pay. These include employee experience factors such as work-life balance and pleasant work atmosphere, which a rising proportion of workers now seek out, but are still surprisingly low down the list of what employers are seen to offer.

If you want to know why some of these so-called 'soft' drivers – a better term might be human needs – are so important in developing a compelling employee value proposition (EVP), you only need to think about the place of work in our lives. We all spend a great deal of time at work. How wonderful then to be in a job you love, where you come away at the end of the day feeling like you've made a difference and that your working and personal lives are in harmony. "The most engaging employer branding stories communicate the joy of belonging to an organization you love," says Francesca Campalani, Employer Branding, Sourcing and Recruitment Marketing Director at Randstad Sourceright, in an interview on page 4.

employees seek

- 01 attractive salary & benefits
- 02 work-life balance
- 03 job security
- 04 pleasant work atmosphere
- 05 career progression
- 06 financially healthy
- 07 interesting job content
- 08 very good reputation
- 09 gives back to society
- 10 uses latest technologies

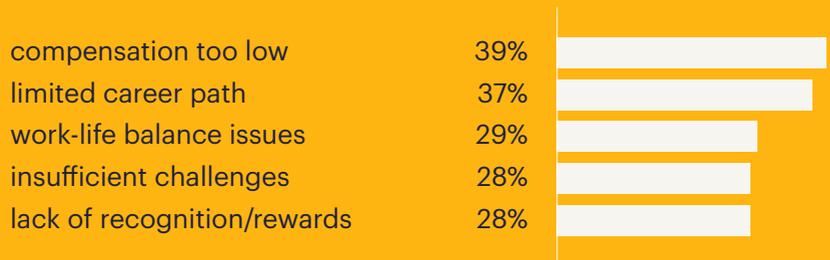
employers offer

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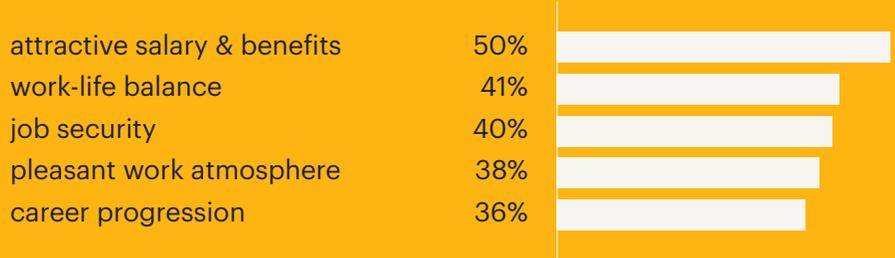
Unfortunately, however, there are many people who don't feel that their career is progressing in their current job or that their employer doesn't appear to care all that much about their welfare or personal needs. Limited career path and work-life balance issues rank alongside salary dissatisfaction as the top three reasons why workers left their jobs over the past year. Both are also high on the list of factors that would convince workers planning to leave to change their minds and stay.

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main reasons to leave



main reasons to stay



giving you the edge

While the chance to give something back to society is lower down the list of what attracts and retains talent overall, it's in companies that have highly specialized skills demands and where candidates can take their pick of employers that this is an especially powerful differentiator. At Nestlé, engineers, scientists and technologists account for around 10% of external recruits. Asked in an interview on page 46 why Nestlé gets thousands of applicants for every post, Michael Deane, Corporate Head of Recruitment Marketing, Employer Branding and Talent Vendor Management highlights "the chance to make a difference for so many people around the world." Examples include partnering with the farming communities that supply the company in developing countries to help them improve productivity, sustainability and community resilience.

inside the mind of your employees

So how do you know what candidates and employees really value? In an interview starting on page 37, Malin Perlander Molén, Volvo Cars' Director Global Employer Branding points to the need to "maximize the opportunities for feedback and dialogue with both employees and potential candidates. If there is a gap between what we've promised and what we're delivering, we need to bridge that gap."

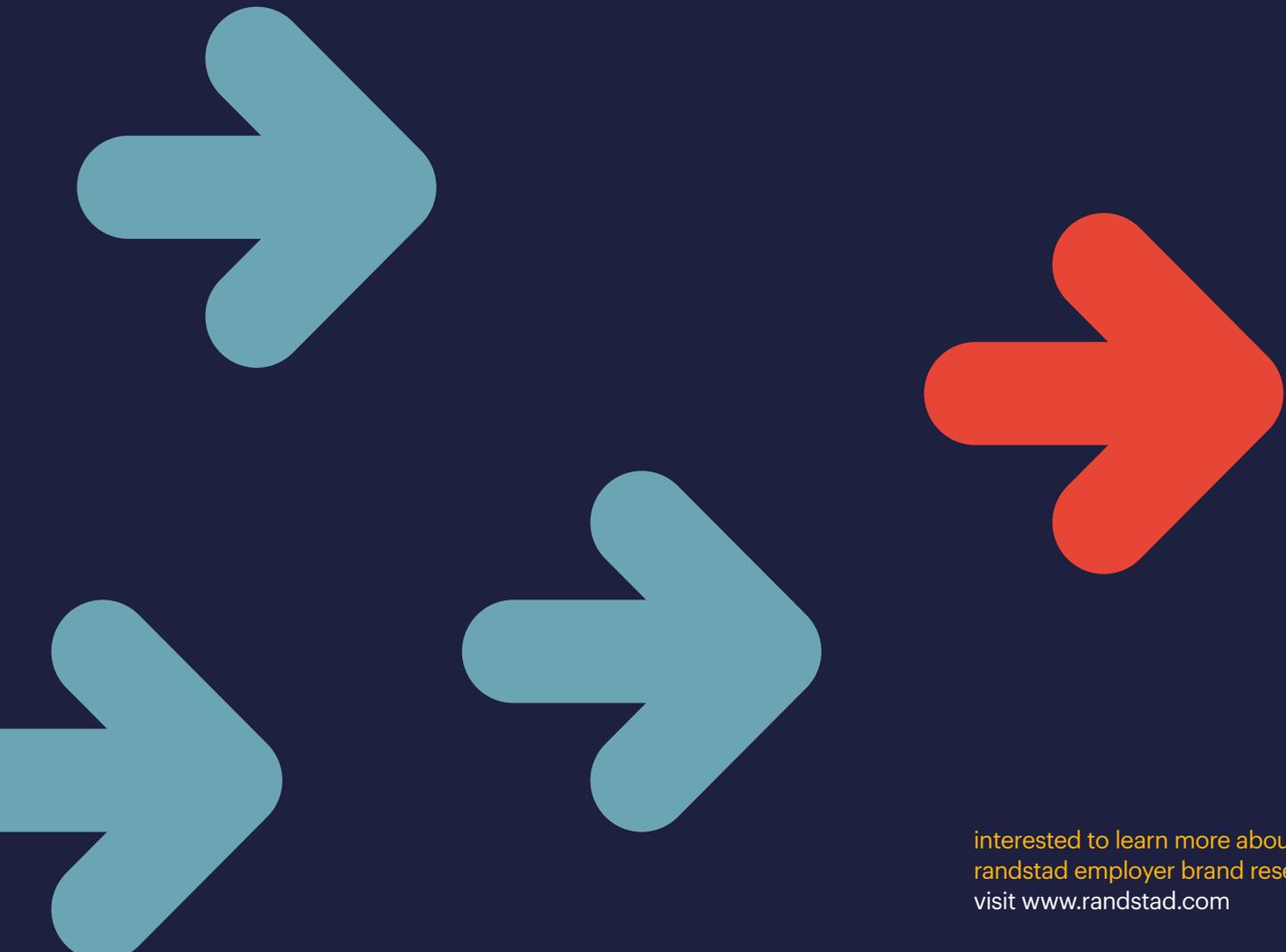
AkzoNobel has formalized this feedback through the use of an organizational health indicator tool covering areas ranging from leadership and direction to motivation, innovation and learning. "The initial results showed a high level of ambition within the workforce, but also gaps that were impeding their ability to reach these goals in areas such as training, performance management and the working environment. With our people telling us we could do better, we recognized that talent management needed transformation," says Marcin Skarbon, Global Head of Talent and Development in an interview on page 20.

In making your business the first choice for talent, the other big challenge is how to communicate your employer brand and underlying EVP to the outside world. "Authenticity is critical," says Francesca Campalani. "A key part of this is creating an image that not only appeals to the outside, but also reflects the realities within the organization. The worst mistake is to create a beautifully attractive, but cosmetic employer brand that nobody within the organization recognizes or believes represents them."

So, to sum up, if you could do three things to make sure you have a compelling EVP and employer brand they would be give your employees a voice, listen carefully, and act on what they say.

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