



The age of **TALENT**

2020

F O R T U N E 5 0 0
Employment Branding Report



WilsonHCG

CONTENTS

Introduction	pg 3
Top 10 Spotlight	pg 6
Recruitment Marketing	pg 9
Career Advertising	pg 13
Career Pages	pg 15
Employee Reviews and Candidate Experience	pg 17
Accolades	pg 20
Corporate Social Responsibility	pg 22
Is Your Employment Brand Effective?	pg 25
Top 100 Employment Brand Rankings	pg 26
Highest Ranking Industries	pg 29
Conclusion	pg 30
References	pg 31

FORTUNE is a registered trademark of Time Inc. WilsonHCG makes no claim to this mark. FORTUNE and Time Inc. are not affiliated with and did not endorse this report or any of its contents. *Data used in this report was collected from July 2019 to October 2019.*

A note from **WilsonHCG's CEO**

Welcome to WilsonHCG's 2020 Fortune 500 Employment Brand Report, a comprehensive evaluation of the employment brand efforts of the Fortune 500.

WilsonHCG started analyzing the Fortune 500 companies in 2014 to benchmark the employment brands of the world's leading companies. It was our way of helping organizations identify tangible ways to improve their own employee value propositions. Over the years, the results have uncovered interesting themes, including witnessing a major shift in candidate mindset and employment brand going from a nice-to-have to a strategic imperative.

For the sixth consecutive year, we've identified the latest employment branding trends while examining the efforts of Fortune 500 companies. We studied the channels the companies use to communicate a transparent view of their organizations with candidates, reflecting their authenticity and diversity. Our team of researchers analyzed the four key stages of employment brand: awareness and attraction, recruitment, candidate experience, and employee experience.

With more than 18,000 data points evaluated, the report shows how some of the world's biggest companies are placing more emphasis on transparency and corporate social responsibility (CSR) in a bid to attract top talent.

It's no surprise that CSR is taking a lead role in employment branding. We've seen it rising through the ranks the last couple of years as a result of the shift in candidate mindset. With more open positions than people to fill them and unemployment rates remaining at a record low, today's job seekers don't have to settle for a job - they want flexible, meaningful careers, and the opportunity to make an impact.

Attracting top talent requires robust and relevant employment branding strategies. Further, it must remain an organizational priority.

We hope you'll find this report insightful and will use it as a handbook for building a successful employment brand strategy to communicate effectively with career seekers in what is probably the most challenging employment market for employers to date.

-John Wilson



INTRODUCTION

FOR the past six years, WilsonHCG has conducted employment brand research on the Fortune 500, reporting on how the relationship between candidate and employer has changed, and we've witnessed a shift every year. Candidates are essentially consumers "shopping" for careers and it requires minimal effort on their part thanks to the digital age we live in. Organizations, as a result, must position themselves as employers of choice - but do it authentically - to "sell" their companies to new hires.

Further, the global skills shortage, rise of the gig economy, and presence of multigenerational workforces mean organizations have never had to be more strategic in their employment brand efforts. Companies need to adapt to three core shifts:



CANDIDATE CONSUMER

Like consumers, candidates have an abundance of information - and choice - at their fingertips. This is because they have access to information through technology 24/7 and, coupled with the ability to contribute to publicly available information, job seekers are empowered.



MULTIGENERATIONAL WORKFORCES

There are five generations working alongside each other today: traditionalists, baby boomers, gen X, millennials and gen Z. Employers need to understand the expectations of every generation with a brand that speaks to the individuality of each group.



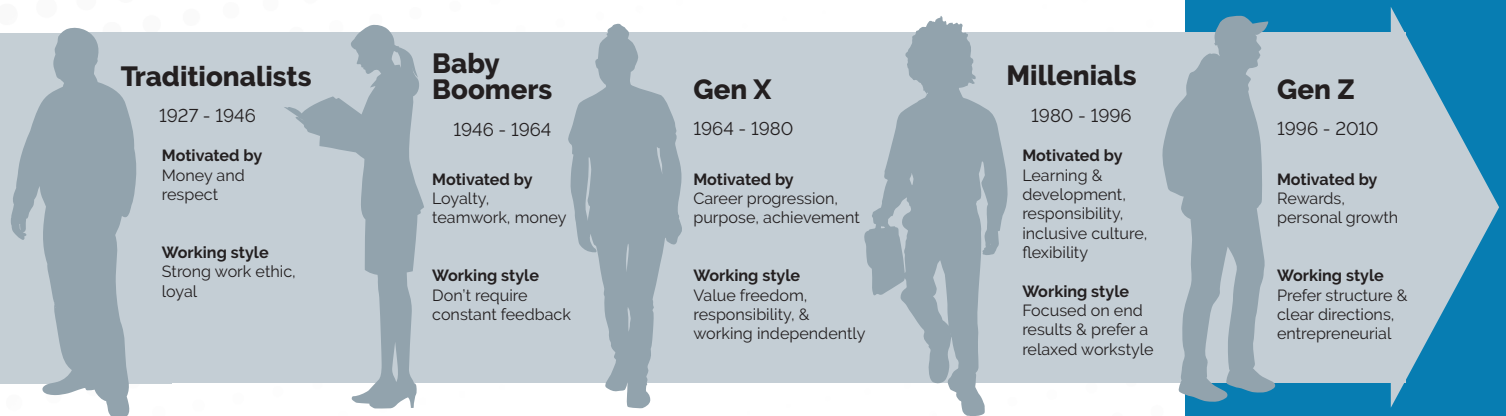
EMPLOYEE VOICE

People engage with people. It's human nature. They want to hear about and see real people, not filtered versions of brands.

The new candidate mindset

One thing that's clear from our research is the shift in the candidate mindset. Today's career seekers want more out of work - they want flexibility, meaningful careers, and the opportunity to make an impact.

Compensation and benefits are still an important driver, but there's been an increased emphasis on corporate social responsibility (CSR), particularly from millennials and gen Z. This brings us to changing demographics and multigenerational workforces. You only have to walk into a workplace today to witness several different generations working alongside each other.



Treating talent as one

Let's look at the gig economy in more detail. Non-permanent employees make up more than 36%¹ of today's labor force, so it's vital that employment brands cater to this group of workers and not just permanent staff. Millennials, in particular, have said they wouldn't hesitate to do freelance or contract work. In fact, the gig economy "appeals" to the majority of millennials and gen Zs² (four in five,) so the days of siloing talent - and treating permanent and contingent separately - are long gone. At the end of the day, it's all simply talent. Both candidate and employee experience need to be seamless for every segment of talent. Think about it: Contingent workers write reviews on career sites like Glassdoor in the same way as permanent employees.

Data analysis

We analyzed the employment brand of every company in the Fortune 500, with a focus on six key categories, each weighted based on their relevance to topic, and the tools and resources available to objectively score them.

Key categories and their weight out of 100 points

Recruitment Marketing
20 points



Career Advertising
7 points



Career Pages
24 points



Employee Reviews & Candidate Experience
36 points



Accolades
7 points



Corporate Social Responsibility
6 points



There have been some notable trends this year. Our research shows that an increasing number of organizations are building CSR into their employment brands as a focal point to show candidates they care about giving back. And the Fortune 500 got the memo when it comes to accolades. We've seen a steady increase in the number of organizations promoting the awards they've won via their career pages to differentiate themselves from their competitors.

Candidates now seek innovative companies, and there's been a rise in the number of organizations incorporating innovation in their employment brands as a result. In fact, we adjusted the criteria in the accolades category this year to reflect this. We reduced the number of points available in the miscellaneous accolades section from 5 to 2 points and added another benchmark relating to *BGC's Most Innovative Company* list. As a result, companies that were featured on the list were awarded 3 points.

The results suggest that employment branding is a priority for many of the Fortune 500, but there's still room for improvement. Read on to learn more about the trends we're seeing and discover the real-world examples of effective employment branding. We've also included some checklists so you can see how you compare.

TOP 10 SPOTLIGHT

In this year's top 10, there was a new No. 1, two new entries, and three companies that rose through the ranks from outside the top 10. Marriott International took the top spot for the first time with a record 90 points, while Johnson & Johnson, which secured the No. 1 spot last year, claimed second place with 89 points. They were followed by Hilton Worldwide Holdings in third with 84 points. Three companies entered the top 10 for the first time this year; Hilton Worldwide Holdings jumped 24 places to land in third, HP leapt 39 places, going from 44 last year to fifth, and CDW also reached fifth after coming in at 17th the previous year.

CONSISTENT LEADERS

Johnson & Johnson (No. 2) has been named in the top 10 for six years in a row

Marriott International (No. 1), ADP (No. 5), and JPMorgan Chase (No. 5) have featured in the top 10 for two consecutive years

NEW ENTRIES

Hilton Worldwide Holdings made it into the top 10 this year, jumping 24 places from No. 27 to No. 3

HP leapt 40 places going from No. 44 last year to No. 5

NEW TO THE FORTUNE 500 (with the highest points)

Wayfair ranked No. 35 with 72 points after making its debut in the Fortune 500 in 2019

1

Marriott
INTERNATIONAL

SCORE: 90

The hotel, restaurants, and leisure group moved up three places from 4th last year to 1st, after gaining an extra 9 points. It did drop 5 points in recruitment marketing, but made up for this shortfall by gaining 4 points in the accolades category, 2 points in career pages, and 1 point in CSR.

STRENGTHS: CAREER ADVERTISING, ACCOLADES, CSR

Johnson & Johnson, the only company from the healthcare sector in the top 10, took the No. 2 spot with 89 points, dropping one place from last year when it took the No. 1 spot. It lost a point in the career advertising category, but gained points in the accolades category.

STRENGTHS: RECRUITMENT MARKETING, ACCOLADES, CSR

Johnson & Johnson

SCORE: 89

2

3**SCORE: 84**

The hotel group made the top 10, moving up 24 places from 27 the previous year to No. 3. The company gained points in most categories but retained the same number of points in career pages and CSR.

STRENGTHS: RECRUITMENT MARKETING, CAREER PAGES, ACCOLADES

The industrial manufacturer gained one place, going from 5th last year to 4th. It added a point in the career advertising, career pages, and employee reviews categories.

STRENGTHS: RECRUITMENT MARKETING, CAREER PAGES, CSR

**SCORE: 83****4****5****SCORE: 82**

The manufacturing company moved up two places to take the No. 5 spot. It gained 2 points in the recruitment marketing and career pages categories and 1 point in CSR.

STRENGTHS: EMPLOYEE REVIEWS AND CANDIDATE EXPERIENCE, ACCOLADES, CSR

ADP, the only company in the business services sector to make the top 10, moved up the rankings to take 5th. It dropped points in recruitment marketing and career advertising but gained points in the employee reviews, accolades, and CSR categories.

STRENGTHS: CAREER ADVERTISING, ACCOLADES, CSR

**SCORE: 82****5**

5**SCORE: 82**

CDW, one of only two companies in the technology sector, entered the top 10 this year with a score of 82 points. It was placed in joint 5th, moving up from No. 17 the previous year.

STRENGTHS: CAREER PAGES, ACCOLADES, CSR

HP was the biggest leaper in the top 10 this year, going from 44th to 5th. The global technology company went from 15 to 20 points in the recruitment marketing category. It gained 2 points in the career advertising section, 3 in career pages, and 4 in accolades.

STRENGTHS: RECRUITMENT MARKETING, CAREER PAGES, EMPLOYEE REVIEWS AND CANDIDATE EXPERIENCE**SCORE: 82****5****5****SCORE: 82**

The financial services company fell down the ranking, going from 3rd the previous year to 5th. It did maintain the same overall score, but fell down the rankings due to other companies that increased their points.

STRENGTHS: CAREER PAGES, ACCOLADES, CSR

The bank increased its ranking from 7th to 5th. It scored full marks in the CSR category. It gained 3 points in recruitment marketing and career pages. It lost points in career advertising and accolades though.

STRENGTHS: RECRUITMENT MARKETING, CAREER PAGES, CSR**SCORE: 82****5**

RECRUITMENT Marketing

Top 100 scored 405% better than the bottom 100 in this category

JUST four companies got full marks in this category: Johnson & Johnson (No. 2), HP (No. 5), AT&T (No. 12), and Wayfair (No. 35), the last of which is a new addition to the Fortune 500. Other companies that ranked highly include Marriott International (No. 1), General Electric (No. 4), Wells Fargo (No. 5), and IBM (No. 12) - all scored 19 points. The average score, however, was relatively low at 8.1 points, and 22 companies failed to score any points at all.

TOP Honors

20 out of 20 Points Awarded

Johnson & Johnson



wayfair

HONORABLE Mentions

19 out of 20 Points Awarded

Marriott
INTERNATIONAL



WELLS
FARGO

IBM

With less than 1% gaining full marks and only 38% receiving at least half of the points offered, the data suggests recruitment marketing continues to be one of the most overlooked elements in employment branding. It was a similar story last year. This is the main channel to communicate your brand. Brands that fail to leverage this element are at risk of miscommunicating or not communicating at all with their target talent groups.

A surprise finding from the data was the lack of talent communities among the Fortune 500. Only one-third had a talent community at the time we conducted our research, and although this is a steady increase (13 percentage points) on the 20% reported last year, it's still inadequate given today's tight talent market. Talent communities educate candidates and help to keep them engaged. Further, some 49% of millennials (which make up 75% of the workforce) would, if they had a choice, quit their current careers in the next two years, according to a survey by Deloitte.³ Therefore, keeping candidates "warm" is imperative. Today's workers are seemingly always considering their next move. Organizations that share compelling content via their talent communities and show they are employers of choice have the power to influence applicants.

It's more than just sharing compelling content though. Content needs to be personalized so it appeals to all types of talent. For example, despite contingent workers making up more than a third of modern workforces,

many organizations still tend to neglect this segment of employees. This is detrimental to businesses when you consider the flexibility this style of working brings, and it's a key driver for many when looking for a new role, particularly the younger generations. Contingent workers are more than twice as likely as non-contingent workers to be under 25 years old (28% versus 12%).⁴ In terms of content, something else to consider is that what appeals to one generation doesn't to another, so the key differences need to be catered to.

Improving your recruitment marketing

Recruitment marketing requires a collaborative effort from HR, talent acquisition, and both marketing and branding teams in order for it to be effective. It's often the first time a candidate comes into contact with an organization so its importance shouldn't be underestimated. Campaigns must include compelling content (e.g., employee stories, details of career paths, blog posts, day in the life features, award wins, stance on CSR) in a variety of formats featuring all employees (contingent and permanent) and it must speak to all generations.

"When [contingent workers were] asked what benefits or work arrangements help them most or would help most personally, about as many cite being able to choose when they work their hours (28%) as cite having paid family or medical leave (27%); about one-in-five (22%) say having flexibility to work from home would help them the most."

- Pew Research Center

Share, share and share again

Sharing compelling content multiple times via multiple formats will help to ensure a brand gets in front of even the most passive of candidates. Don't just take our word for it, though. Have you ever heard of the "rule of 7"? It suggests people need to come across an offer at least seven times before they will really pay attention. So, once a candidate has interacted with a brand, it's important to maintain engagement. And that's where talent communities come in. They provide the perfect vehicle to put content in front of candidates multiple times.

Social media and company culture

Social media is a valuable tool when it comes to showcasing employment brand. Our research shows the companies that do it well have one thing in common - they distinguish their consumer-focused content from their employment brand content. Both are of equal importance and deserve just as much exposure, but when we analyzed the career-specific social media pages (on company websites), corporate social media pages, and whether companies showcased culture and testimonials through external sources, we found there was a lot of overlap. We noticed a huge increase in the use of visuals and videos on social media too.

Each generation has different needs and desires. For example, one big difference is the number of times the generations change careers. Research shows that millennials are more interested in trying different types of careers and in turn career-hop more than previous generations.⁵ So, being as visible as possible, particularly on social media (where millennials and gen Z spend a large portion of their time with 2 hours 38 minutes per day for the former and 2 hours 55 minutes for the latter),⁶ is vital to catch their eye when they're pondering their next move.

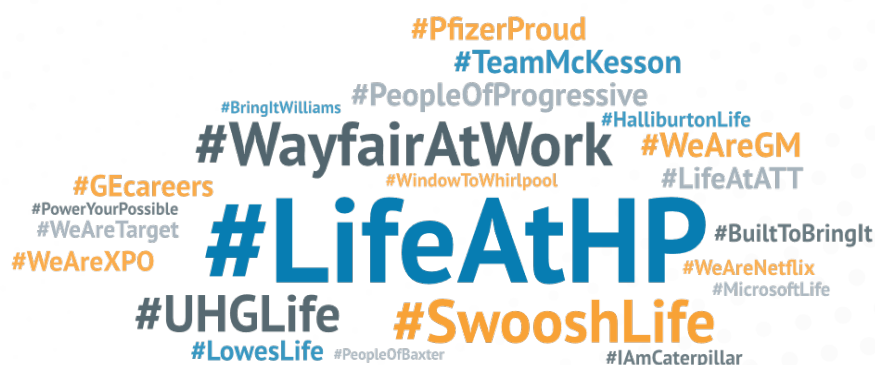
Showcasing culture and testimonials through external sources

Candidates trust employees (i.e., people) three times more than a company to provide credible information on what it's like to work there,⁷ so sharing employee testimonials throughout your career site and external sources is the new normal.

Hashtags are also a great way to promote culture, so much so that we examined the use of indexing hashtags as part of our research.

The data revealed that 33% of Fortune 500 companies leverage hashtags to represent

company culture, a small increase from 29% last year, so it seems more companies are recognizing how useful it can be. The benefit of using a hashtag to promote your company culture is that it inspires employees to post their own experiences and become brand ambassadors for your company.



Dedicated veteran recruitment pages

There are around 20 million veterans in the US⁸ and many have sought-after skills, so it was surprising to see that only 42% of the Fortune 500 had a designated landing page on their websites about veteran recruitment.

Phillips 66 (No. 50) does veteran recruitment well: it incorporates a designated hashtag,



#p66hiresvets, to engage and interact with former military personnel. Elsewhere, Walt Disney (No. 50) has a company-wide initiative to hire, train, and support returning veterans known as Heroes Work Here⁹ (left). Disney also has a number of tools to help veterans prepare for the transition from the military into the civilian workforce, showing it's an inclusive workplace that cares.

Authenticity is key

HP (No. 5) has a selection of videos on its career pages (*right*) featuring employees telling stories in their own words - no corporate jargon - alongside the phrase: "No Photoshop, no green screen. As seen by our own employees... Enjoy!"¹⁰ It's clear the videos haven't been heavily edited. This is the type of content applicants are starting to expect to see.



It's much more trustworthy too, as it shows the "human" side of a company so to speak. Videos also have the added benefit of increasing the number of brand advocates as research has revealed that some 92% of mobile video consumers share videos with others¹¹ so the audience will grow with minimal effort. What's not to like?

RECRUITMENT Marketing *checklist*

• **Do you have a talent community?**

If you don't have a talent community, you need to get one pronto. You should promote your talent community throughout your career site and via social media. And you need to keep members engaged by sending regular updates. Build the community with the intention to educate, engage, and encourage interaction. And treat talent as talent regardless of whether it is permanent or temporary.

YES

NO

• **Do you offer support to graduates with a university recruitment initiative?**

Today's graduates are tomorrow's leaders and many have skills that are in short supply so you need to entice them while providing support and advice on job applications and potential career paths.

YES

NO

• **Do you reference career-specific content on social media?**

You should distinguish between consumer- and career-focused content and publish visually appealing content. Remember to think about the audiences of each social platform - Instagram appeals to younger generations while the more established social channels are associated with older workers.

YES

NO

• **Do you have a veteran recruitment program?**

Veteran recruitment is more than a statement. You need to show candidates, not just former military personnel, that you care. And of course veterans have many skills so promoting open roles can help you land quality talent.

YES

NO

• **Is diversity and inclusion a key focus on your career site?**

Candidates want to feel valued for who they are. Two-thirds of career seekers say diversity is an important factor when considering companies and job offers.¹² If you're a diverse and inclusive company, shout it from the rooftops.

YES

NO

CAREER Advertising

Top 100 scored 250% better than the bottom 100 in this category



TO achieve the maximum number of points in this category, organizations had to have career postings on at least six designated career boards and had to promote roles on five social media sites. Five companies in this category scored no points at all. Unexpected, but five is an improvement on last year when double the number of companies failed to earn a point! Ten companies did achieve full marks though, including No. 1 ranked Marriott International, Stryker (No. 11), Exxon Mobil (No. 35), Eversource Energy (No. 35), Leidos Holdings (No. 50), Kellogg (No. 62), Comcast (No. 98), Honeywell International (No. 98), Anixter International (No. 192), and DCP Midstream (No. 262). The average score was 4 out of 7 points.

TOP Honors

7 out of 7 Points Awarded

Marriott
INTERNATIONAL

stryker[®]

ExxonMobil

EVERSOURCE

leidos

Kellogg's

COMCAST

Honeywell

ANIXTER

dcp
Midstream.

Improving your career advertising

When it comes to career ads, it's important they are transparent. Only 47% of workers¹³ believe job descriptions reflect actual career responsibilities. This is troubling.

Some 79% of job applicants say they find out about career opportunities on social media,¹⁴ so advertising roles on these platforms can certainly gain attention, especially with the younger generations.

Here are some other ways to make career ads more engaging and, therefore, more effective.

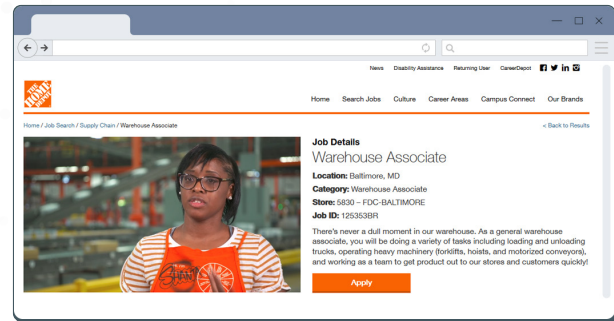
Talk the talk, and walk the walk

To create a seamless candidate experience, you need to test the process regularly. View the job descriptions on multiple devices, paying particular attention to how they look on mobile devices and how easy it is to apply for the advertised roles. Check for pain points that you can rectify to reduce abandonment rates. And lastly, make sure there is consistency in branding across all platforms.

Video career descriptions

Our research revealed an increase in the number of organizations using video job ads to better showcase

company culture, introduce potential team members, and show the office environment. Instead of listing day-to-day duties like in a traditional job ad, candidates are able to see what the role entails and be talked through the accomplishments by someone in a similar role. Home Depot (No. 42) uses video career ads¹⁵ (right) effectively by sharing a day in the life compilation of real employees.



Digital expertise required

Talent acquisition and HR teams should work with their digitally savvy colleagues to ensure they get the most ROI from their ads. Marketing teams can advise on SEO best practices, while ensuring career ads are clear and easy to read. They can also lend insight into which social platforms are most effective for the company by leveraging analytics.

CAREER Advertising *checklist*

- **Do you regularly assess new career boards to see if they would be suitable to post career ads?**

New job boards launch often so it's worth checking what's out there as you could reach a wider audience with your ads.

YES	NO
-----	----

- **Do you ask for feedback on your career ads from candidates?**

Regular feedback will give you the option to tweak your career ads to improve them. In order to assess their effectiveness, you should ask all candidates for their opinion. You could ask them to rate the ads on a scale of one to 10.

YES	NO
-----	----

- **Do you advertise in specialist forums?**

For really niche roles, advertising in member forums can help you reach that hard-to-find talent. Like earlier, it's always worth asking candidates where they first came across your ad so you can determine the effectiveness. And ask them where they'd like to see ads as well. It's all about looking ahead.

YES	NO
-----	----

- **Are your career ads attention-grabbing?**

Make your ads stand out from the crowd by writing them with care. The more thoughtful you are, the more likely you'll be to attract high-caliber candidates.

YES	NO
-----	----

CAREER Pages

Top 100 scored 168% better than the bottom 100 in this category



TOP Honors

24 out of 24 Points Awarded



HONORABLE Mention

23 out of 24 Points Awarded



ARGUABLY the most important factor in attracting talent, career websites host a raft of employment-related information and act as a one-stop shop for people pondering their next career move. Candidates gain insight into company values and culture, details about benefits, and information regarding career progression opportunities.

Marriott International (No. 1) and Procter & Gamble (No. 17) were the only companies to score 24 out of 24 in this category, closely followed by Conagra Brands (No. 131), which scored 23. Nineteen other companies scored 22 points. The average score was 16, while 91% scored more than half of the points up for grabs (12 points or more.) A total of seven companies failed to score any points.

Improving your career site

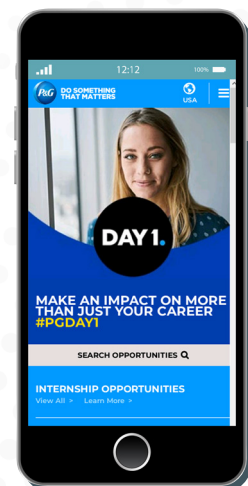
Career sites need to be attention-grabbing; they need to draw applicants in with compelling and personalized content. They need to keep candidates engaged while encouraging them to take the next step: completing an application.

Go mobile, or go home

One thing that is abundantly clear from our research is that mobile-friendly career pages are expected. A reported 97% of the Fortune 500 have mobile-optimized career sites, an increase of five percentage points from last year. And promoting careers in a mobile-friendly manner can increase the number of job applicants by 11.6% at the expense of jobs from other organizations that don't have mobile-friendly application options, according to Glassdoor.¹⁶

Keep SEO in mind

Career pages should adhere to SEO best practices. Organizations need to customize metadata and avoid overusing words for risk of



EMPLOYEE Reviews

and candidate experience

Top 100 scored 132% better than the bottom 100 in this category

HONORABLE Mentions

30 out of 36 Points Awarded

Johnson & Johnson

facebook

Southwest

NVIDIA

Anadarko

synchrony
BANK

NOT one company managed to score 36 out of 36 in this category, but Johnson & Johnson (No. 2), Facebook (No. 19), Southwest Airlines (No. 35), Nvidia (No. 50), Anadarko Petroleum (No. 78), and Synchrony Financial (No. 98) scored 30 points. Some 96% scored 18 or more points, up one percentage point compared to the data from the previous year, while the average score was 23.9.

Candidate experience and employee reviews go hand in hand. If candidate experience is top-notch, reviews should reflect this. Almost half (45%) of candidates say online company reviews by current and former employees are one of the most important factors when they make their decisions¹⁹. Further, candidates who have had a bad experience will likely write about it, which is certain to put quite a few applicants off. In a recent survey, 32% of candidates said they somewhat distrust or strongly distrust a company with a negative online reputation - so negative reviews really do have an impact. It's not all bad though: At least candidates get to

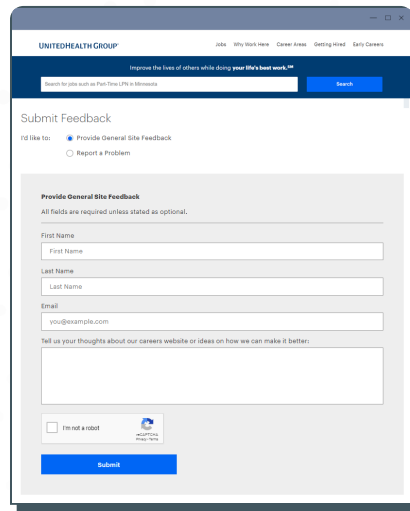
see a candid view. And organizations can turn negative reviews into a positive by responding. Some 62% of Glassdoor²⁰ users agree their perception of a company improves after seeing an employer respond to a review, so make sure your organization replies. Responses need to be authentic though, so take the time to think carefully before hitting "publish." The majority of job seekers read at least six reviews before forming an opinion of a company, so having consistently good reviews should be the aim.²¹

Bristol-Myers Squibb (No. 78), Merck (No. 15), and Kimberly Clark (No. 109) have embedded links to their Glassdoor feeds on their careers site. Not only is this transparent, but it also speeds up the candidate process. Because applicants tend to look at several independent review sites before making their decisions, this saves them some time. It also shows how confident a company is and that it has nothing to hide!

Millennials at organizations that have won a "Best Workplaces" award are 149 times more likely to strongly recommend their company as a great place to work to friends and family.²²

Improving your candidate experience

Providing a good candidate experience seems like such an obvious statement, but the only way to truly determine if you're doing just that is to conduct regular feedback. Ask applicants and employees to rate their experiences and then analyze the results so you can make improvements if required.

A screenshot of a web browser showing the UnitedHealth Group career site. The page is titled 'Submit Feedback' and has a navigation bar at the top with links for 'Jobs', 'Why Work Here', 'Career Areas', 'Getting Hired', and 'Early Careers'. Below the navigation bar is a search bar with the placeholder text 'Search by role such as Post Doctoral Fellowships'. The main content area is titled 'Submit Feedback' and has two radio buttons: 'Provide General Site Feedback' (selected) and 'Report a Problem'. Below this is a section titled 'Provide General Site Feedback' with a note 'All fields are required unless stated as optional.' There are input fields for 'First Name', 'Last Name', and 'Email' (with the placeholder 'you@example.com'). Below these is a text area with the placeholder 'Tell us your thoughts about our careers website or ideas on how we can make it better:'. At the bottom of the form is a checkbox labeled 'I'm not a robot' and a blue 'Submit' button.

The value of feedback

UnitedHealth Group (No. 50) has a feedback form located prominently on its career site (*left*). This shows it cares and job seekers will appreciate its willingness to continuously improve. Cisco Systems (No. 78) and Salesforce (No. 24) also help to make the candidate experience as smooth as possible with a section dedicated to frequently asked questions. Applicants can

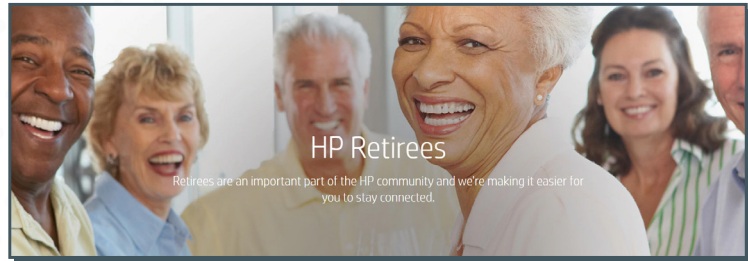
learn about the whole process, from application to interview, and there are even questions dedicated to specific employee groups, such as those looking to complete an internships.

Diversity network groups

Although we've talked a lot about the younger generations (millennials and gen Z) - it's important to not forget the older generations. A large number of baby boomers, for example, are due to exit the workforce over the coming decade, which will have a huge impact on the current skills shortages. You need to not only attract older workers but also provide excellent employee experiences to retain them. Diversity network groups can help to keep older workers engaged. They help to ensure employees have a meaningful voice. In addition,

Female job seekers/workers are 35% more likely than male job seekers/workers to cite reading negative employee reviews as a deterring factor (43% vs. 28%).²³

providing retirement transition preparation is also a great attraction and retention tool. Employers that offer phased retirement programs will improve their chances of holding on to experienced workers for longer. HP (No. 5) has its own dedicated program known as HP Retirees.²⁴ (right) Not only does it offer advice and support to those due to retire, it also helps to keep those who have retired connected.



CANDIDATE Experience *checklist*

- **Are there extreme positives and/or extreme negatives in your reviews?**

If yes, explore why and see if you can find a pattern. You'll be able to alter the candidate experience to improve it. Continuous improvement is key.

☐ YES

☐ NO

- **Have you checked to see what people are saying about your competitors?**

Use reviews to benchmark yourself against your competitors. See how you compare and make changes if you need to.

☐ YES

☐ NO

- **Do you regularly look for trends with employees? For example, is there a trend in which your employees go to other organizations? Or do they come from another company?**

If you find any patterns, try and work out why. You'll be able to make tweaks to either stop staff from leaving or attract those who end up going to other companies.

☐ YES

☐ NO

- **Do you focus reviews on where your audience is?**

Ask candidates what review sites they've viewed prior to an interview and work out which are the most popular. Those are the ones you should pay most attention to in your candidate experience efforts.

☐ YES

☐ NO

- **Have you checked whether there are any new review sites that are proving popular?**

If you find some new sites, make sure you set the task of building a profile to raise awareness of your brand.

☐ YES

☐ NO

- **What about non-traditional review sites? Have you checked whether candidates are talking about your company outside of traditional review sites?**

Specialist websites that cater to specific skill sets often have forums, so spend some time to see if people are talking about your company. Then, listen to what they're saying about the industry in general.

☐ YES

☐ NO

ACCOLADES

Top 100 scored 505% better than the bottom 100 in this category

MARRIOTT International (No. 1), Johnson & Johnson (No. 2), 3M (No. 5), JPMorgan Chase (No. 5), and Amazon.com (No. 12) all scored full marks in this category. Hilton Worldwide Holdings (No. 3), Stryker (No. 11), AT&T (No. 12), and General Motors (No. 17) weren't far behind with 6 out of 7 points, while ADP (No. 5), CDW (No. 5), IBM (No. 12), Alphabet (Google) (No. 15), Procter & Gamble (No. 17), Amgen (No. 19), CVS Health (No. 19), Salesforce.com (No. 24), and BlackRock (No. 26) all managed to secure 5 points. Almost a quarter (24%) of the companies failed to score any points.

TOP Honors

7 out of 7 Points Awarded

Marriott
INTERNATIONAL

Johnson & Johnson

3M

JPMorganChase

amazon

HONORABLE Mentions

6 out of 7 Points Awarded

HILTON
WORLDWIDE

stryker

at&t

GM

The methodology in the accolades category has been altered to include points for being featured on *BCG's Most Innovative Companies* list. The annual ranking of the most innovative companies is based on a survey of senior executives who represent a wide variety of industries in every region worldwide and on an analysis of select financial metrics.

Innovation has become an important factor for candidates evaluating their next career move. They want to work for organizations that foster an innovative culture. In fact, 78% of millennials were strongly influenced by how innovative a company was when deciding if they wanted to work there, according to a report by Deloitte.²⁵ However, only about half of millennials feel the organizations they work for encourages people to suggest new ways of doing things or rewards them for innovative ideas.²⁶ Additionally, innovative companies should promote their culture as such, especially to millennials and gen Zers, to attract candidates who value innovation too.

Improving accolade attainment and promotion

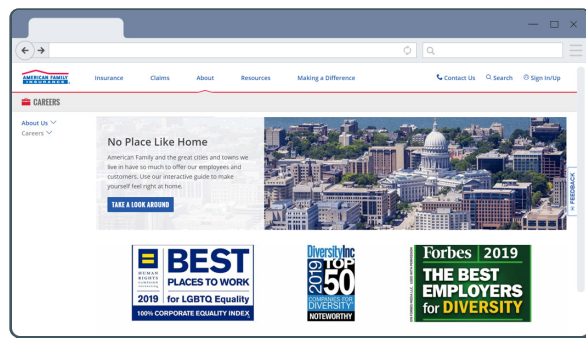
Did you know that 8 in 10 US adults who are open to a new career or who are actively seeking a job say they are at least somewhat more likely to apply to an organization that has recently won a great workplace award?²⁷ That's a pretty compelling statistic and shows the importance of having awards front and center on career sites - it's a differentiator.

Think locally, then expand

Be on the lookout for awards on a local, smaller scale at first. These can help position you as a pillar in the community. By applying for and winning these awards, you'll increase your chances of being recognized for regional, national, and global accolades. You can use your local awards as a foundation and include these recognitions in more prominent award nominations.

Display awards prominently

Raytheon (No. 30) has won a number of "best place to work" awards and displays them centrally on its career pages. American Family Insurance Group (No. 78) is another company that values accolades, having them in a prime position on its careers pages.²⁸ (right) Accolades provide credibility to an organization's achievements while building a sense of trust. They offer third-party endorsement and also help to promote brands externally.



Consider an innovation program

Empowering your employees to bring their own ideas and improvements to the table at your company will benefit everyone involved. Have a specific process by which employees are able to contribute their ideas - whether it's an open-door policy or even an intrapreneur program. This will help it integrate into the culture.

ACCOLADES *checklist*

- **Do you display the awards your organization has won on your career site?**

It's a candidate-driven market, so showing applicants why you're better than your competition is key. It could be the difference between a candidate choosing you as their future employer or not.

YES

NO

- **Do you class yourself as an innovative company?**

If you answered yes to this, let candidates know. Employees want to be empowered and feel valued for their ideas. Enter awards for innovation to get the endorsement from a third party that you walk the walk.

YES

NO

- **Do you use social media to promote award wins?**

Promoting award wins should go beyond a press release. Use social media so the news reaches as many people as possible, especially those already interested and following your company.

YES

NO

CORPORATE Social Responsibility

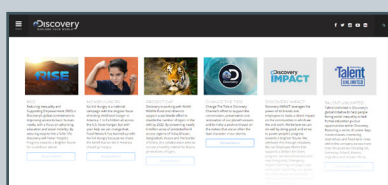
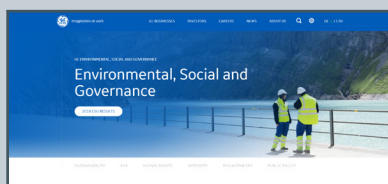
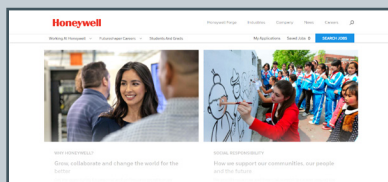
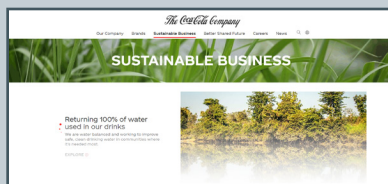
CANDIDATES want to work for organizations that care more about people than profits and this is especially true among the younger generations. Nearly 90% of candidates²⁹ want the company they work for to be a good corporate citizen. If we look at it from a generational point of view, 76% of millennial job seekers consider a company's social and environmental commitments before deciding where to work. Further, 64% suggested they wouldn't take a role if a potential employer didn't have strong corporate responsibility practices.³⁰ This is proof of how important CSR is to today's candidates.

Top 100 scored 159% better than the bottom 100 in this category



So, what do the results show? Organizations do understand the importance of CSR when it comes to attracting and retaining talent. Almost half (42%) of the Fortune 500, equivalent to 210 companies, scored full marks. That's a significant improvement on last year's numbers, when just 33 achieved perfect scores.

Examples of CSR



Improving corporate social responsibility efforts

Coca Cola³¹ (No. 131) is a great example of a company that cares. On its site, it has details of its numerous sustainability initiatives so potential candidates are able to clearly identify what the company stands for. Honeywell International³² (No. 98) is another organization that takes CSR seriously and details the work it does to support local communities and how it feels about diversity and inclusion.

General Electric³³ (No. 4) is also an advocate of CSR and publishes details of its philanthropic organization, the GE Foundation, on its career site. It's easily accessible - and noticeable - in a prominent location. And Discovery³⁴ (No. 325) makes its CSR initiatives a focal point within its careers site. Discovery even features videos that draw people in while conveying the message that it really does care.

Highlight significant initiatives

When it comes to CSR, prospective employees look for the following elements on career websites and published via social media:

Community outreach and employee volunteer days

Prospective employees will want to see how involved an organization is in the local community. They'll also want to know if a business encourages employees to participate in volunteer days for charities and nonprofits. Companies are increasingly giving employees time off at work to volunteer. This is an initiative you should consider (that's easy to implement) if you don't currently have a program in place.

Donations

Candidates like to see the contributions an organization has made to charities, so it's worth including these details on your dedicated CSR page. Highlight current fundraising efforts on social media to share real-time initiatives.

Sustainability and green initiatives

From recycling in your manufacturing plants to the use of hybrid vehicles in your distribution fleets, be sure to share your environmental activity with candidates. Studies have even shown that employees who work at "green" companies are more productive.

Corporate ethics

Every organization has a code of ethics it abides by, and today's candidates want to see if those match their own values. This can be posted as a code of conduct or company DNA. While it can be called many things, the most important thing is to make it easy for candidates to find and self-select based on culture fit.

Wellbeing

Wellness programs are no longer a nice-to-have perk. Candidates expect some level of care by their employers to ensure a healthy work-life blend. Ideas include subsidized gym memberships, mental health programs, meditation rooms, healthy snacks and lunches, health monitoring programs, and flexible work scheduling or telecommuting options.

Diversity and inclusion recruitment initiatives

Every employee wants to feel like they belong. A company that goes beyond publishing a diversity and inclusion policy on its career site and works to foster an environment of inclusion and belonging will be noticed by candidates. Empower your employees to tell their stories, in their own diverse words, about how they fit in.

CORPORATE Social Responsibility *checklist*

- **Does your career site include information about your sustainability efforts?**

Sustainability and ethics is no longer a value-add. Some 70% of job seekers cite improving the environment as important when thinking about working for a company.³⁵

☐ YES☐ NO

- **Does your site reference employee safety and wellbeing (beyond basic benefits)?**

Today's employees expect wellbeing programs and such programs will act as an attraction tool. Of course, they do help to boost the wellbeing of employees and a happy workforce is a productive workforce. Be sure to provide the wellness programs your employees are most passionate about using.

☐ YES☐ NO

- **Do you showcase your CSR efforts via multiple avenues?**

Let employees show how they carry out your CSR efforts by designating a hashtag for them to use. And do your own promotion of initiatives via your careers site and social media.

☐ YES☐ NO






















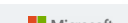














Is your Employment Brand effective?

THE checklists in each of the employment brand categories should serve as a test to determine where you can focus your efforts on improvement. You should prioritize your enhancements based on feedback from candidates and employees - or what will make the biggest impact with the least amount of resources.

Be sure to assess your employment brand prior to making changes and reassess it after each change. There are some markers you can track to determine if your employment brand improvements are actually making an impact on your ability to attract and retain better talent. In the short term, the success of your employment brand can be judged on whether you see:

- noticeable rises in career site traffic
- reduced drop-off rates or page abandonment rates on your career site
- an increase in conversions/submissions
(both with applicants and within your talent community)
- increase in return website visits
- a rise in engagement on social media
- extended reach via improved career advertising, resulting in higher quality applicants
- improvement in Glassdoor reviews and/or overall brand reputation
- marked change in Net Promoter Scores/candidate satisfaction surveys





























TOP 100 Employment Brand Rankings

Rank	Company	Industry	Score
1	 Marriott International	Hotels, Casinos, Resorts	90
2	 Johnson & Johnson	Pharmaceuticals	89
3	 Hilton Worldwide Holdings	Hotels, Casinos, Resorts	84
4	 General Electric	Industrial Machinery	83
5	 3M	Miscellaneous	82
	 ADP	Diversified Outsourcing Services	82
	 CDW	Information Technology Services	82
	 HP	Computers, Office Equipment	82
	 JPMorgan Chase	Commercial Banks	82
	 Wells Fargo	Commercial Banks	82
11	 Stryker	Medical Products and Equipment	81
12	 Amazon.com	Internet Services & Retailing	80
	 AT&T	Telecommunications	80
	 IBM	Information Technology Services	80
15	 Alphabet (Google)	Internet Services & Retailing	79
	 Merck	Pharmaceuticals	79
17	 General Motors	Motor Vehicles & Parts	77
	 Procter & Gamble	Household & Personal Products	77
19	 Amgen	Pharmaceuticals	76
	 CVS Health	Healthcare: Pharmacy & Other Services	76
	 Facebook	Internet Services & Retailing	76
	 Lockheed Martin	Aerospace & Defense	76
	 Microsoft	Computer Software	76
24	 Clorox	Household & Personal Products	75
	 salesforce.com	Computer Software	75
26	 BlackRock	Securities	74
	 Cognizant Technology Solutions	Information Technology Services	74
	 Dell Technologies	Computers, Office Equipment	74
	 Fiserv	Financial Data Services	74
30	 Cummins	Industrial Machinery	73
	 General Mills	Food Consumer Products	73
	 Hershey	Food Consumer Products	73
	 Intel	Semiconductors & Other Electronic Components	73
	 Raytheon	Aerospace & Defense	73
35	 Deere	Construction & Farm Machinery	72
	 Eversource Energy	Utilities: Gas & Electric	72







TOP 100 Employment Brand Rankings

Rank	Company	Industry	Score
35 cnt	 Exxon Mobil	Petroleum Refining	72
	 Kohl's	General Merchandisers	72
	 Southwest	Airlines	72
	 Thermo Fisher Scientific	Scientific, Photographic, & Control Equipment	72
42	 wayfair	Internet Services & Retailing	72
	 charles SCHWAB	Securities	71
	 Goldman Sachs	Commercial Banks	71
	 HCA Healthcare	Healthcare: Medical Facilities	71
	 Home Depot	Specialty Retailers: Other	71
	 ORACLE	Computer Software	71
	 Starbucks	Food Services	71
	 TRAVELERS	Insurance: Property & Casualty (Stock)	71
	 verizon	Telecommunications	71
	 abbvie	Pharmaceuticals	70
50	 Booz Allen Hamilton	Information Technology Services	70
	 devon	Mining, Crude-Oil Production	70
	 FedEx	Mail, Package, & Freight Delivery	70
	 Lam Research	Semiconductors & Other Electronic Components	70
	 leidos	Informational Technology Services	70
	 NORTHROP GRUMMAN	Aerospace & Defense	70
	 NVIDIA	Semiconductors & Other Electronic Components	70
	 Phillips 66	Petroleum Refining	70
	 UNITEDHEALTH GROUP	Healthcare: Insurance & Managed Care	70
	 The Walt Disney Company	Entertainment	70
	 Whirlpool	Electronics, Electrical Equipment	70
62	 BEST BUY	Specialty Retailers: Other	69
	 BOEING	Aerospace & Defense	69
	 Boston Scientific	Medical Products & Equipment	69
	 Capital One	Commercial Banks	69
	 CINTAS	Diversified Outsourcing Services	69
	 Lilly	Pharmaceuticals	69
	 Kellogg's	Food Consumer Products	69
	 LOWE'S	Specialty Retailers: Other	69
	 MCKESSON	Wholesalers: Healthcare	69
	 MetLife	Insurance: Life, Health (Stock)	69
	 MOTOROLA SOLUTIONS	Network and Other Communications Equipment	69

TOP 100 Employment Brand Rankings

Rank	Company	Industry	Score
62 cnt.	 Pfizer	Pharmaceuticals	69
	 PVH	Apparel	69
	 S&P Global	Financial Data Service	69
	 United Parcel Service	Mail, Package, & Freight Delivery	69
78	 USAA	Insurance: Property & Casualty (Stock)	69
	 Abbott Laboratories	Medical Products and Equipment	68
	 Adobe	Computer Software	68
	 Allstate	Insurance: Property & Casualty (Stock)	68
	 American Airlines	Airlines	68
	 American Family Insurance Group	Insurance: Property & Casualty (Stock)	68
	 Ameriprise Financial	Diversified Financials	68
	 Anadarko Petroleum	Mining, Crude-Oil Production	68
	 Bristol-Myers Squibb	Pharmaceuticals	68
	 Cigna	Healthcare: Insurance & Managed Care	68
	 Cisco Systems	Network & Other Communications Equipment	68
	 Eastman Chemical	Chemicals	68
	 Ecolab	Chemicals	68
	 Huntington Ingalls Industries	Aerospace & Defense	68
	 Illinois Tool Works	Industrial Machinery	68
	 Micron Technology	Semiconductors & Other Electronic Components	68
	 Mondelez International	Food Consumer Products	68
	 Nike	Apparel	68
	 Principal Financial	Insurance: Life, Health (Stock)	68
	 Progressive	Insurance: Property & Casualty (Stock)	68
	 Williams	Pipelines	68
98	 American Express	Diversified Financials	67
	 Chevron	Petroleum Refining	67
	 Comcast	Telecommunications	67
	 Erie Insurance Group	Insurance: Property & Casualty (Stock)	67
	 Hess	Mining, Crude-Oil Production	67
	 Honeywell International	Electronics, Electrical Equipment	67
	 JetBlue Airways	Airlines	67
	 NetApp	Computers, Office Equipment	67
	 Synchrony Financial	Diversified Financials	67
	 Walmart	General Merchandisers	67
	 Waste Management	Business Services	67

Highest ranking industries based on average total points

Industry	Average score	Top companies
Scientific, Photographic, and Control Equipment	72	
Information Technology Services	71	  Cognizant
Computer Software	70	  
Mail, Package, and Freight Delivery	70	 
Pharmaceuticals	70	  
Diversified Outsourcing Services	68	  aramark 
Business Services	67	
Industrial Machinery	67	  
Electronics, Electrical Equipment	66	  
Waste Management	66	

Conclusion

We know that building a robust employment brand is essential to attracting, engaging, and retaining top talent. The evolution of the talent landscape and candidate expectations have, however, shifted the way you should approach it.

Authenticity is key. Candidates are like consumers and will seek out any information they need to make educated decisions about potential employers. The expectation of having a work-life blend places a lot of importance on culture fit for candidates. They want to feel a sense of purpose and belonging at work.

Allowing - or empowering - your employees to become influencers is one of the ways you can ensure transparency and honesty in your employment brand. Some elements of an employment brand must be executed by an employer, like designing a company career page, but you can infuse your employees even in these efforts by featuring their video testimonials.

Being conscious of the fact that you have multiple generations and types of talent to engage will broaden your company's appeal. This is of utmost importance for staying relevant in an evolving talent landscape.

While the categories outlined in this report are a guideline for building a comprehensive and successful employment brand, listening to your employees and candidates (successful and not) is the true test. Their feedback about how well your employment brand matches the candidate and employee experience is ultimately what will affect engagement and retention rates.

Join the conversation: #EBReport20

About WilsonHCG

WilsonHCG is an award-winning, global leader in total talent solutions. Operating as a strategic partner, it helps some of the world's most admired brands build comprehensive talent functions.

With a global presence spanning more than 40 countries and six continents, WilsonHCG provides a full suite of configurable talent services including recruitment process outsourcing (RPO), executive search, contingent talent solutions and technology advisory.

TALENT.™ It's not just a solution; it's who we are.

info@wilsonhcg.com | wilsonhcg.com |     /wilsonhcg 

References

1. <https://www.gallup.com/workplace/240929/workplace-leaders-learn-real-gig-economy.aspx/>
2. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf>
3. <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html#info>
4. <https://www.bls.gov/spotlight/2018/contingent-workers/home.htm>
5. <https://blog.linkedin.com/2016/04/12/will-this-year-s-college-grads-job-hop-more-than-previous-grads/>
6. <https://www.weforum.org/agenda/2019/10/social-media-use-by-generation/>
7. https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/c/pdfs/ultimate-list-of-employer-brand-stats.pdf
8. https://www.va.gov/vetdata/docs/Quickfacts/Stats_at_a_glance_6_30_18.pdf
9. <https://jobs.disneycareers.com/heroes-work-here/>
10. <https://youtu.be/NYh6NJYb5Gc>
11. <https://smallbiztrends.com/2016/10/video-marketing-statistics.html>
12. <https://www.glassdoor.com/employers/blog/diversity/>
13. https://www.jobvite.com/wp-content/uploads/2019/04/2019_Job_Seeker_Nation.pdf
14. <https://resources.glassdoor.com/65-hr-recruiting-stats-2018.html>
15. <https://careers.homedepot.com/job/10387787/warehouse-associate-baltimore-md/>
16. <https://www.glassdoor.com/research/studies/mobile-job-search/>
17. <https://www.alexa.com/topsites/>
18. <https://www.emarketer.com/newsroom/index.php/threequarters-video-viewing-mobile/>
19. <http://blog.indeed.com/2018/05/15/jobseeker-transparency-report/>
20. <https://www.glassdoor.com/employers/blog/responding-reviews-delivers/>
21. <https://b2b-assets.glassdoor.com/50-hr-and-recruiting-stats-for-2016.pdf>
22. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf>
23. <http://ir.westcliff.edu/wp-content/uploads/2019/06/50-HR-and-Recruiting-Stats-2019.pdf>
24. <https://www8.hp.com/us/en/jobs/retiree/overview.html>
25. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf>
26. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf>
27. <https://news.gallup.com/opinion/gallup/184907/workplace-awards-help-companies-land-top-talent.aspx>
28. <https://www.amfam.com/about/careers/why-american-family/>
29. <https://www.flexjobs.com/employer-blog/whats-most-important-to-job-seekers-in-2019/>
30. <https://www.conecomm.com/research-blog/2016-millennial-employee-engagement-study/>
31. <https://www.coca-colacompany.com/sustainable-business>
32. <https://careers.honeywell.com/us/en>
33. <https://jobs.gecareers.com/global/en>
34. <https://corporate.discovery.com/careers/>
35. <https://www.flexjobs.com/employer-blog/whats-most-important-to-job-seekers-in-2019/>

These materials have been prepared solely for informational purposes; all information cited in the report is publicly available via the World Wide Web, from sources believed to be reliable. As such, the information is presented "AS-IS" without warranty of any kind. All trademarks, logos, service marks and trade names (collectively the "Trademarks") not owned by WilsonHCG that appear in this report are the property of their respective owners. Nothing contained in this document should be construed as granting, by implication, estoppel, or otherwise, any license or right to use any Trademark displayed in this document without written permission of the respective owner. Your misuse of the Trademarks displayed in this document is strictly prohibited.