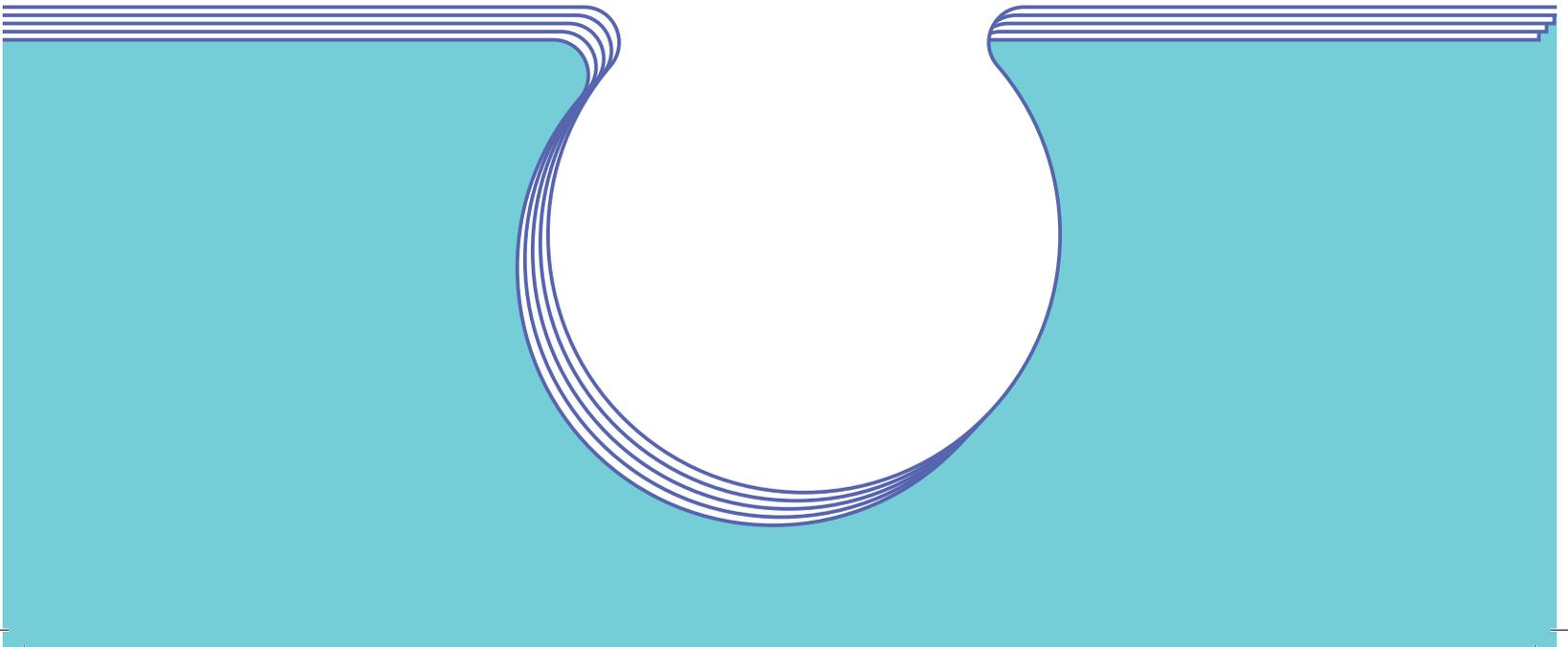




EBMA 2019

Employer Brand Management Awards





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WELCOME



For those in internal communications, human resources, brand management or employer brand management, the Employer Brand Management Awards is a celebration of your work. It recognises the companies who make commitments to achieving the best for their employees and prospective employees.

This year, entries ranged from those with long term, in-house employer brand management programmes to companies just beginning the journey toward a more successful corporate culture. And the results have been awe-inspiring. Judges were impressed by the creativity and strategic insights of the award-winning work this year. But it was innovation that really caught their eyes.

This year's two big winners, SAP and Lazard with Hodes (part of Symphony Talent) took risks in crafting exciting, unusual and engaging employer brand programmes. The former has developed its employer brand over many years and is now able to mix a bit of fun into the technology sector. The latter proved that diversity can be a game changer for a corporate culture.

All the award-winning work is detailed in this book. Congratulations to all of the winners of the 2019 Employer Brand Management Awards!

Brittany Golob
Publishing editor,
Transform magazine

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JUDGES



Sarah Cleary, director of resourcing and employer brand, Selfridges

Having spent much of her earlier career in executive search, Sarah joined Selfridges Group as Head of Group Talent in the summer of 2012. She initially joined to lead the talent function supporting the Group's businesses in the UK, Ireland, the Netherlands and Canada, but took on responsibility for all UK resourcing in 2017, and more recently, has added Employer Brand to her remit.



Jona Gjini, global employer brand lead, Vodafone

Jona leads the global employer brand agenda for Vodafone by driving the people strategy for 26 markets. She has been with Vodafone for more than five years and has a background in brand and marketing communications. A passionate traveller with a love for Asia, she speaks Mandarin, among four other languages, and has a food blog inspired by Asian cuisine.



Sarah Griffiths, head of employer brand, Nationwide Building Society

Sarah is currently the joint head of employer brand at Nationwide Building Society and has previously worked both agency- and client-side, within complex and global environments such as HSBC, Deutsche Bank and Transport for London. Sarah has over 20 years of marketing, communications and brand experience and has extensive knowledge of developing and communicating employer brands through digital, social and traditional channels. Much of Sarah's work has contributed to industry awards for effectiveness and creativity.



Catherine Hearn, director, resourcing & talent, BBC

Catherine joined the BBC in 2015 initially as director of talent for the television division before taking on a pan-BBC remit leading the resourcing and talent team, establishing a single point of accountability to drive a coordinated workforce strategy and new approach to the BBC's diverse hiring requirements. She was previously head of talent and attraction at Walt Disney working across EMEA and internationally. Her early career was spent in executive search working in media and consumer sectors.



Alison Heron, head of global employer brand, GSK

Alison has almost 20 years of experience in branding and marketing, and has worked both supplier- and employer-side. Working with a design and communications agency for almost 10 years, she directed a huge number of campaigns for graduate employers. In 2005, she joined KPMG to lead the recruitment marketing team, responsible for both graduate and experienced hire marketing, and in 2011 she was appointed head of UK student recruitment. In July 2014, Alison moved to GSK to look after early talent branding and she is now responsible for its global employer brand.



Nicky Ivory-Chapman, head of talent acquisition, Channel 4

Nicky is a chartered fellow of the CIPD with 15 years of HR experience and is currently the head of talent acquisition at Channel 4. She has responsibility for recruitment in the creative, commercial and operational areas from entry to executive level. In addition to recruitment, she has worked in the areas of employer brand, employee engagement and as a generalist, and spent three years on the board of the Institute of Student Employers (formally the AGR).



Graeme Johnson, director of resourcing, GVC Group

Graeme is director of resourcing for GVC Group, which own the largest portfolio of brands in the gaming and betting industry, including Bwin, PartyPoker, Foxy, Ladbrokes, Coral and Gala. Graeme has spent the last 10 years in senior leadership roles in Virgin Media, and BT with accountability for employer brand.



Sue Macmillan, chief operating officer, Mumsnet

Sue is chief operating officer at Mumsnet, the UK's biggest website for parents with over 14m unique visitors per month. She is responsible for a wide range of functions within Mumsnet, including its talent proposition and employer branding, working with companies on their diversity and inclusion agendas and helping them to close their gender pay gaps.



Emma Maher, account manager, Tonic Agency

From charities, to pharmaceuticals, Emma has a diverse background working with a range of interesting clients on a broad and varied range of projects, which have helped her to develop a passion for things that are innovative, digital and technology driven. Since joining Tonic in June 2016, Emma has developed strong relationships with clients such as Bourne Leisure, Dixons Carphone, E.ON, RBS and TUI. Emma is a true people person, who enjoys developing great working and personal relationships with those around her.



Dominique Mallion, recruitment marketing manager, Europe, Middle East and Africa, Philips

Dominique is a recruitment marketing manager at Philips, a global technology company committed to delivering innovation that helps people be healthy, live well and enjoy life. As part of an in-house employer branding team, Dominique is responsible for integrated employer brand and recruitment marketing strategies for Europe, the Middle East and Africa. Her efforts focus on winning the hearts and minds of the people Philips needs to drive its company transformation and success in its next century and beyond.

JUDGES



Euan McNair, talent attraction and employer brand consultant, Standard Life Aberdeen

Euan leads talent attraction and employer brand for Standard Life Aberdeen, which manages £610bn worth of assets and has over 6,000 people across 46 locations. Euan has worked in a number of sectors, from healthcare to oil and gas and from major events to financial services. Regardless of the sector he has always had a focus on attraction, branding and engagement.



Penny Newman, chief people officer, Lewis Silkin

Penny is chief people officer at Lewis Silkin. She joined Lewis Silkin in 2007 and has been involved in a variety of employee engagement, CSR and diversity initiatives. She also has a keen interest in HR information systems and business process efficiency. She works closely with Lewis Silkin's leading employment law team to ensure the firm is at the forefront of employment practices. Before joining Lewis Silkin, Penny qualified as a chartered accountant at Deloitte and worked for two other top 100 UK law firms.



Christopher Parkinson, head of learning, development and engagement, TSB

Chris has been working in the people and organisational development area for over 20 years. He has worked at a range of blue chip organisations including Barclays, Deloitte and American Express. He is currently head of learning, development & engagement TSB. Chris has also been heavily involved in the delivery of two major sporting events, the 2006 Melbourne Commonwealth Games, and the 2012 London Olympic and Paralympic Games. Chris has an MBA from Cranfield School of Management, is an associate at Ashridge Business School and sits on the board of the Association of MBAs.



Becky Pulley, recruitment marketing & candidate experience lead, BT

Becky is an employer brand and recruitment marketing specialist with 11 years of experience. She has covered everything from the volume world of hospitality and retail to targeted recruitment in financial services and private healthcare. With a real passion to drive authenticity in employer brand, she has a strong focus on social media and encouraging employees to tell their own stories in their own words. Currently at BT, Becky and her team have responsibility for all things employer brand, recruitment marketing and candidate experience across BT, EE and Openreach.



Tim Small, Small Plus

Tim runs his own specialist employer brand, experience and engagement consultancy. His senior leadership experience in employer brand, HR, internal communications and operations, give him a unique perspective on developing a brand strategy to meet business objectives and bringing it to life at a business unit level, especially in global, multi-site operations. In his most recent corporate role, he led on employer brand and engagement at InterContinental Hotels Group.



Andrew Soane, associate director, recruitment marketing, Accenture

A veteran of the recruitment marketing industry, Andrew has spent most of his career working with some of the world's biggest and best known employers helping them to develop and implement their employer branding, attraction and digital recruitment strategies. After 25 years spent working for a variety of traditional recruitment marketing agencies, including Barkers, Bernard Hodes, Penna and TMP, he joined digital agency 4MAT. In January 2016 he joined Accenture, where he is responsible for recruitment marketing strategy for the consulting businesses – Accenture Strategy and Accenture Consulting – across campus, MBA, experienced hire and leadership.



Chris Stewart, resourcing delivery manager, McKesson

Chris Stewart is an award-winning resourcing manager and employer brand specialist. His 15 years of experience has seen him working in the banking, energy and healthcare markets. Chris understands how to bring company culture to life by leveraging a wide range of social and digital media platforms.



Amy Turner, recruitment marketing lead, GVC Group

Until recently, Amy was responsible for employer branding at Camelot. As the operator of the National Lottery, Camelot has so far raised over £38bn for good causes and created more than 5,000 millionaires. With a team of only 850 people, Camelot continues to deliver on average £30m each week for good causes. Attracting top talent is key to this ongoing success story. Amy played a pivotal role in this area and has a background in social media, content marketing and employee engagement. Now, she is recruitment marketing lead at GVC Group.



Becky Williams, creative director, Hodes UK

Becky is creative director at Hodes – the creative agency for employers. Joining the agency in early 2015 with experience at global product agencies, she has helped Hodes scoop numerous creative awards. Whether it's developing brands from scratch, launching new products, refreshing old ones, building employer brands, creating integrated campaigns or directing a multidisciplinary creative team, she relishes getting stuck in to any challenge. Her work includes integrated campaigns for products such as Sensodyne, Panadol, Tena Lady, Rescue Remedy and Aquafresh and employer brand programmes for McDonald's, Sky, Mars, Unilever and Charlotte Tilbury.



WINNERS

Best alignment of the employer value proposition with corporate brand values

Gold – SAP

Gold – Sky Betting & Gaming and Chatter Communications

Silver – AXA and Tonic Agency
Bronze – Serco and Industry
Highly commended – Amplifon and Hodes (part of Symphony Talent)

Best communication of the employer brand to the external audience

Gold – Antoni van Leeuwenhoek (AVL) and PROOF

Gold – Vodafone and Creed Communications

Silver – RPC and Tonic Agency
Bronze – Bupa Dental Care and Blackbridge Communications
Highly commended – AXA and Tonic Agency
Highly commended – AXA UK and ThirtyThree
Highly commended – Eurostar International Ltd

Best communication of the employer brand to the internal audience

Gold – VGZ and PROOF

Silver – Arval UK and Synergy Creative
Bronze – Amplifon and Hodes (part of Symphony Talent)

Best short-term or one-off employer brand campaign

Gold – Lazard and Hodes (part of Symphony Talent)

Gold – Sodexo and Creed Communications

Silver – Five Guys and Chatter Communications
Bronze – Philips and IMA – Influencer Marketing Agency
Bronze – Sky and Hodes (part of Symphony Talent)
Highly commended – BT plc
Highly commended – CPM and Blackbridge Communications

Best diversity brand

Gold – Police Now and Tonic Agency

Silver – Sky and Hodes (part of Symphony Talent)
Bronze – Vodafone Germany

Best digital communication of the employer brand

Gold – Airbus and Hodes (part of Symphony Talent)

Silver – Royal Bank of Scotland and Tonic Agency
Bronze – AXA UK and ThirtyThree
Bronze – YouGov and Wisser
Highly commended – dnata and Creed Communications
Highly commended – SAP



Best use of social media in the management or promotion of the employer brand

Gold – SAP

Silver – Mars and Hodes (part of Symphony Talent)
Bronze – Thomson Reuters
Bronze – Unilever and Hodes (part of Symphony Talent)

Best employer brand management programme following changed mission, positioning or management

Gold – Dura Vermeer and PROOF

Silver – AXA and Tonic Agency
Bronze – Serco and Industry

Best employer brand management programme following a merger or acquisition

Gold – ODEON Cinemas Group

Best employee experience

Gold – VGZ and PROOF

Silver – Arval UK and Synergy Creative
Bronze – Univé and PROOF

Best localisation of a global employer brand management programme

Gold – SAP

Silver – AXA and Tonic Agency

Best employer brand management event

Gold – Royal Bank of Scotland and Tonic Agency

Silver – SAP
Bronze – PwC

Best employer brand innovation

Gold – SAP

Silver – Vodafone and Creed Communications
Bronze – Shop Direct and Chatter Communications

Best ongoing commitment to employer brand management

Gold – ODEON Cinemas Group

Silver – SAP
Bronze – Babcock International Group and Blackbridge Communications
Highly commended – intu properties plc
Highly commended – Serco and Industry

Best employer brand management from the financial services sector

Winner – Arval UK and Synergy Creative

Best employer brand management from the healthcare and pharmaceuticals sector

Winner – Bupa Dental Care and Blackbridge Communications

Best employer brand management from the mining and extractives sector

Winner – The Weir Group and Emperor

Best employer brand management from the property, construction and facilities management sector

Winner – intu properties plc

Best employer brand management from the public sector

Winner – Serco and Industry

Best employer brand management from the retail sector

Winner – intu properties plc

Best employer brand management from the technology, media and telecommunications sector

Winner – SAP

Best employer brand management from the transport and logistics sector

Winner – Arval UK and Synergy Creative

Best creative execution of the employer brand

Winner – Lazard and Hodes (part of Symphony Talent)

Grand prix of employer brand management

Winner – SAP





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BEST ALIGNMENT OF THE EMPLOYER VALUE PROPOSITION WITH CORPORATE BRAND VALUES



Gold – SAP

Leading global software company, SAP's 'How We Run' initiative mobilised 95,000 people and transformed SAP's corporate culture in support of its shift to a cloud-based business strategy. The company invited employees to define the values and behaviours needed to bring the organisation's business strategy to life by asking employees, 'What is SAP on its best day?' The responses were used to develop the creative approach and the guiding message of the campaign, 'Bring Everything You Are. Become Everything You Want'.

The result was a campaign which beautifully captures the multidimensional life of SAP's employees, shown through a mosaic of images of real employees from different aspects of their life rolled out via a revolutionised candidate experience as well as a quirky and humorous internal campaign. The judges were struck by how the campaign took a simple idea to new heights by blending creativity, interactivity and fun.



Gold – Sky Betting & Gaming and Chatter Communications

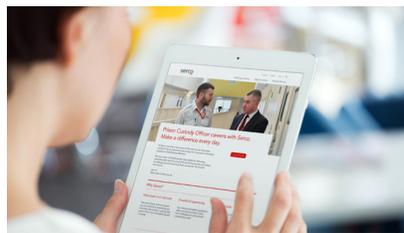
Sky Betting & Gaming, one of the UK's largest mobile betting and gaming operators, worked with Chatter Communications to help articulate its strategy and vision for the future, and what it means to be part of the Sky Betting & Gaming story. Centred around 13 key behaviours, the 'Our Way' campaign brought to life the values by which the company has always operated.

The campaign was launched internally and rolled out to the business at its first annual conference, the Gathering. Externally, 'Our Way' was used to refresh the careers site and develop campaigns to attract more women to join Sky Betting & Gaming. As one judge said, "The creative matched the employer value proposition really well. You could see what the organisation was looking to achieve, and the results were strong." The company was nominated by Glassdoor as a top 20 'Best Place to Work' in 2018.



Silver – AXA and Tonic Agency

AXA worked with Tonic to develop a new employer brand narrative and creative concept. Positioning AXA as a partner in people's daily lives, the new brand promise – 'Empower people to live a better life' – is supported by four values: customer first, integrity, courage and one AXA.



Bronze – Serco and Industry

Global outsourcing business, Serco, engaged Industry to build a unifying employer brand to support global recruitment and employee engagement. The purpose-led proposition was validated by extensive research and designed to resonate across Serco's operations.

Highly commended – Amplifon and Hodes (part of Symphony Talent)

BEST COMMUNICATION OF THE EMPLOYER BRAND TO THE EXTERNAL AUDIENCE

Gold – Antoni van Leeuwenhoek (AVL) and PROOF

A top cancer centre in Europe, Antoni van Leeuwenhoek (AVL) has a reputation that prospective employees can find intimidating. In the face of a skills shortage, AVL engaged Proof to highlight the critical role of oncology nurses in enabling its important work. The result was the #notwithoutyou campaign that maintains AVL's leading status while also positioning it as open and accessible. Through engaging and shareable content that drives traffic to a landing site, the campaign features interviews and profiles of specialists and oncology nurses to bring to life the human side of AVL.

Upon launch, the campaign immediately received positive attention within the sector, and between March and July, 101 applications were received by AVL and 23 people hired. As one of our judges noted, "The insight and strategy behind this work is testament to its success. They understood why nurses don't apply and what would encourage them."



Gold – Vodafone and Creed Communications

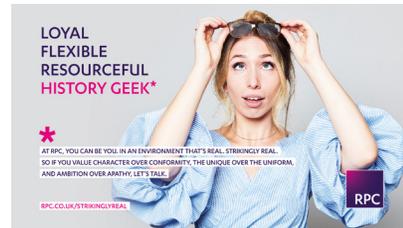
When Vodafone decided to bring its customer service function back to the UK, it asked Creed Communications to deliver a creative media campaign to attract the right candidates. Using a multichannel approach, Creed brought to life Vodafone's strong employer proposition – brilliant benefits, career opportunities and a vibrant, friendly team.

The initial concept evolved over the course of the recruitment drive into creative executions based on the personas that were performing well in the teams. The persona-based ads were launched on Sky AdSmart, bringing the campaign propositions to life by capturing the atmosphere, camaraderie and togetherness of the team in a way that isn't possible with standard online campaigns. Due to its continued success, the number of people needed steadily increased, with 666 people eventually hired. Our judges liked the innovative use of Sky AdSmart and remarked on the impressive reach and results of the campaign.



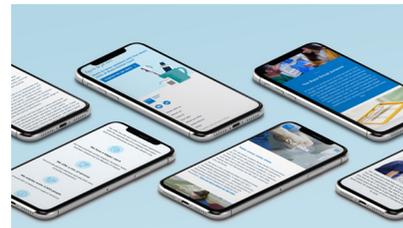
Silver – RPC and Tonic Agency

A law firm with a difference, RPC commissioned Tonic Agency to create a recruitment brand that better reflected the unique personality of the firm. The 'Strikingly Real' campaign featured the firm's employees' fun, quirky and distinct personalities, showing prospective employees that they can bring their full selves to work at RPC.



Bronze – Bupa Dental Care and Blackbridge Communications

In order to raise Bupa Dental Care's profile as an employer, Blackbridge Communications created a unified employer brand to showcase the company's care-centric culture and tackle negative perceptions of corporate dentistry. The resulting brand concept 'Love your everyday,' focused on emphasising how much people enjoy being part of the organisation.



Highly commended – AXA and Tonic Agency

Highly commended – AXA UK and ThirtyThree

Highly commended – Eurostar International Ltd

BEST COMMUNICATION OF THE EMPLOYER BRAND TO THE INTERNAL AUDIENCE



Gold – VGZ and PROOF

The Netherlands' second largest health insurance company, VGZ, asked Proof to help launch its new campaign, 'Heart for sensible healthcare' to its employees. Proof developed 'Our Heartbeat,' a rap performed by four rappers at different VGZ locations. The lyrics were based on stories of 'sensible care' collected from employees over the course of a year. After the rap was performed at an internal launch event, employees were invited to send in their own sounds to create VGZ's new heartbeat. The sounds were incorporated into the rap and distributed to employees during a silent disco at the office, and a ringtone was made available for everyone to download.

Our judges appreciated the innovative distribution of the rap, with one commenting that it was "bold, creative and dared to be different." The launch was attended by 70% of employees, and the results of the campaign spoke for themselves, with eNPS rising by 28 points to +27.



Silver – Arval UK and Synergy Creative

UK-based vehicle leasing firm Arval asked Synergy Creative to help it define and launch a new employer brand. The multifaceted 'Journey Makers' campaign was extremely successful. Just one year since the launch, the cost of hiring fell to just £117 and employees rate the new brand as nine out of 10.



Bronze – Amplifon and Hodes (part of Symphony Talent)

A global leader in hearing healthcare, Amplifon redefined its mission, purpose and brand values. It asked Hodes to roll the new approach out to a global internal audience of 14,000. The 'Listen Up' campaign was distributed via a dedicated microsite and launch videos, which achieved 2,691,619 impressions and reached 8,433 users.

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Living the dream: Helping your organisation find its true purpose

Over three-quarters of the 200 richest economic entities on the planet are corporations, not governments, according to Global Justice Now. Add to that low levels of trust in official institutions, and you can see why there is growing pressure on companies to serve a purpose beyond the pursuit of profit; to take responsibility for tackling important social, economic and environmental issues – from gender equality to job creation to climate change.

Higher expectations are also being set by new generations. According to PwC, by 2020 Millennials will represent 50% of the global workforce. They are the world's most powerful consumer group and on the receiving end of the largest wealth transfer in history: \$30tn over the next 30 years. What Millennials are looking for today foreshadows what others will demand tomorrow – and they are demanding more from the companies they work for, buy from and invest in. In a recent survey of Millennial workers by Deloitte, 63% more favoured 'improving society' as the primary purpose of business, then pointed to 'generating profit.'

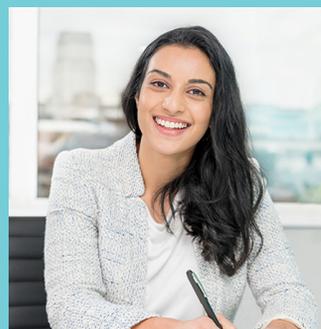
When Larry Fink, chairman and CEO of Blackrock, the world's largest asset manager, sent a letter to CEOs of public companies in 2018, telling them that his firm would consider social responsibility when making investments, it was hailed a watershed moment. But the idea of broader corporate purpose is now very much mainstream: the size of the impact investing market is estimated at \$228bn and leading corporations are changing the way they do business in light of wider environmental, social and governance (ESG) issues. Fink's latest letter, published in January 2019, again urges CEOs to take leadership on issues "central to the world's prosperity," including doing more to ensure their workers have a good standard of living in retirement.

Purpose and profit are not mutually exclusive – in fact, purpose might be a source of competitive advantage in the long run. Research from the Harvard Business Review (HBR) and EY Beacon

Institute, as well as BrightHouse and Boston Consulting Group, suggests that companies with a shared understanding of purpose significantly outperform their peers, thanks to a greater ability to attract and energise the best talent, unify management, employees and communities, inspire customer loyalty and streamline decision making. Speaking to the HBR, Hewlett-Packard chief marketing officer Antonio Lucio (now CMO for Facebook) said, "Purpose becomes the compass against which you're making decisions."

Elsewhere on the corporate spectrum, multinational beauty chain Sephora has identified its purpose as 'inspiring fearlessness.' Speaking to the same publication, the company's head of marketing Deborah Yeh said she had been "blown away with how profound it was to get at a deeper meaning with employees. Every day they choose to put on their uniform and spend time in our stores because they believe their work is meaningful. They will leap over mountains for each other, our brand and our client."

There is one big caveat to the positive relationship between purpose and long-term performance: it only exists when purpose is deeply entrenched. Many companies have invested time, money and effort into establishing their purpose, only to find the words never find life off the page. What's your purpose? And how are you making it stick?



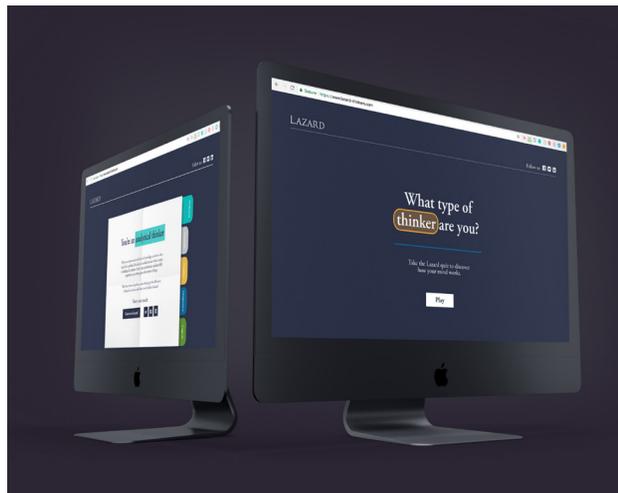
Shreena Patel, consultant, Bladonmore

BEST SHORT-TERM OR ONE-OFF EMPLOYER BRAND CAMPAIGN

Gold – Lazard and Hodes (part of Symphony Talent)

As a global financial advisory and asset management firm, Lazard is always looking for the best and brightest graduates from around the globe. The firm wanted to create a graduate programme that would attract people who wouldn't normally consider working in finance, particularly women and those from a humanities background. The challenge was in shifting the perception of the away from simply the mathematically minded, highlighting the need for strategy, relationship building and creativity.

This multidisciplinary approach was achieved through the use of famous quotes and diagrams from visionaries across the academic spectrum. The accompanying media activation strategy featured an online quiz that showed students what kind of thinkers they are and how that could lead to a long and fruitful career in finance. Analyst applications soon started flooding in, up 84% from 2016/17 with a 103% increase from women. The firm awarded 36% of available positions to those with non-finance degrees.



Gold – Sodexo and Creed Communications

Recruiting prison custody officers can be a tough task, due to demanding working environment and a negative perception among the public. Sodexo Justice Services and Creed Communications joined forces to help HMP Addiewell fill 23 vacant positions. And they only had two weeks and limited budget to do it. This meant getting the message out to those who would be the most receptive as quickly as possible.

After creating a detailed breakdown of the kind of people who typically become custody officers and applying this to the Addiewell area, the team came up with a simple yet effective creative solution. Using a range of active and passive media channels, programmatic ads and mobile targeting allowed the team to hone in quickly on those applying for the vacancies as well as spreading awareness through the community. This care and attention to optimisation was a success, with all 23 vacancies filled in time at a cost of £307 per hire.





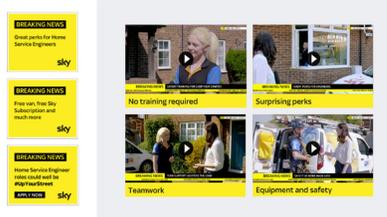
Silver – Five Guys and Chatter Communications

Five Guys' ability to stand out in a crowded market is largely down to the people that work for the company. By attaching GoPros to employees, the company dropped potential candidates into the midst of a busy kitchen. This helped recruit the right talent and increase long-term retention.



Bronze – Philips and IMA – Influencer Marketing Agency

One of the world's leading health technology companies, Philips has set its sights on attracting the best of Generation Z. The company opted to use peer-to-peer influencers to help create an authentic connection with this digitally native generation. The campaign beat its impressions target by 46% and achieved a rare 100% positive sentiment.



Bronze – Sky and Hodes (part of Symphony Talent)

Sky is one of the most recognisable brands across the UK and Europe, but only 2% of its engineering employees were women. The #UpYourStreet campaign dispelled misconceptions about Home Service and promoted inclusivity through 'breaking news' style videos. The approach really worked – the company had a 76% increase in female engineers as a result.

Highly commended – BT plc
Highly commended – CPM
and Blackbridge Communications

BEST DIVERSITY BRAND

Gold – Police Now and Tonic Agency

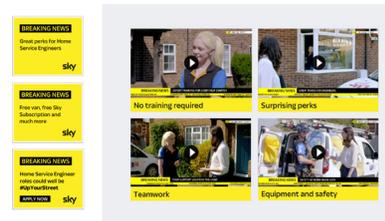
Police Now is an independent social enterprise which recruits and develops a talented and diverse group of individuals to be leaders in society as well as police officers. Unfortunately, under-represented students often have negative perceptions about policing. To address that, Police Now partnered with Tonic to develop a compelling employer brand. Harnessing real-life stories to engage and inspire, and supported by a state-of-the-art website and emotive photography, the campaign used strategies to appeal directly to its target audience.

Analysis of young people's opinions of the police revealed a 17% increase in confidence within communities that have a Police Now representative compared to similar communities without one. One of our judges said, "The campaign has a clear strategy, great use of storytelling and highlights diversity without exclusively focusing on it."



Silver – Sky and Hodes (part of Symphony Talent)

Sky worked with Hodes to create a campaign attracting female talent to its engineering workforce. The #UpYourStreet campaign tackled women's assumption that the job was not for them by realistically portraying engineering roles. The approach proved staggeringly effective, with a 76% increase in female engineers.



Bronze – Vodafone Germany

As an early signatory of the 'Diversity Charter,' Vodafone Germany promotes a working environment that allows every employee to be at their best without fear of discrimination. With a number of special initiatives to promote LGBT inclusiveness, the company has seen the number of openly LGBT employees rise steadily.



BEST DIGITAL COMMUNICATION OF THE EMPLOYER BRAND



Gold – Airbus and Hodes (part of Symphony Talent)

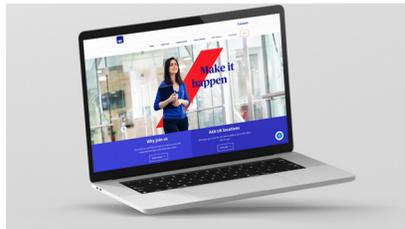
Airbus is the worldwide leader in aeronautics, space and related services. To meet its demand for skilled and qualified technical specialists in the UK, Airbus asked Hodes to create a relevant and appealing employer brand campaign to position Airbus as an exciting employer of choice for young talent. The 'Apprentices Fly at Airbus' campaign featured intriguing videos and was kicked off on social media. To ensure it was engaging with individuals who matched the target audience, Hodes created a number of Ad Sets with differing demographics.

The approach had amazing results. The campaign achieved 4,427 clicks and had a total reach of 143,095. The follow up campaign did just as well with 1,855 total clicks and 22,722 total reach. Our judges agreed the execution of the campaign was impressive and particularly liked the clever creative concept and stunning visuals.



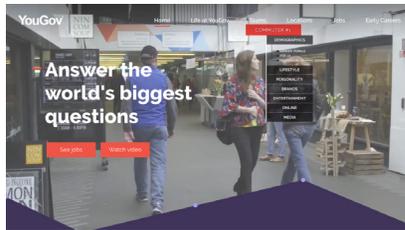
Silver – Royal Bank of Scotland and Tonic Agency

As one of the largest technology employers in Scotland, RBS asked Tonic Agency to promote its graduate and internship pathways in an innovative way. Tonic's solution was a bespoke interactive digital table that offered a fun way for students to learn about RBS and visualise a potential career path at the firm.



Bronze – AXA UK and ThirtyThree

Global insurance company AXA worked with ThirtyThree to redesign its UK careers site and integrate its new employer brand messaging throughout AXA's communications. The new site prioritised user experience, with every design decision aiming to create a seamless job search.



Bronze – YouGov and Wiser

Global public opinion and data company, YouGov, commissioned Wiser to help define and develop its employer brand and encourage its global workforce to feel more connected. Wiser designed and built an interactive global careers website to bring YouGov's purpose to life and show prospective applicants what makes the YouGov team so special.

Highly commended – dnata and Creed Communications

Highly commended – SAP

BEST USE OF SOCIAL MEDIA IN THE MANAGEMENT OR PROMOTION OF THE EMPLOYER BRAND

Gold – SAP

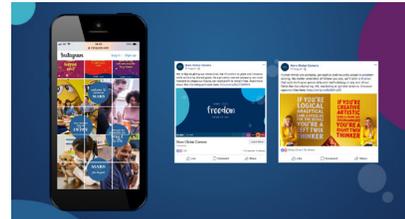
Leading global software provider SAP competes for talent with brands like Google and Facebook, so it needed to find a way to stand out as an employer. The solution was a branded presence for its employer brand 'Life at SAP' on Facebook, Instagram, Twitter, WeChat, Weibo, LinkedIn and YouTube. SAP's in-house employer brand team produces authentic, creative, innovative and disruptive content to attract talent in a fun way. The social channels are used to tell the 'Life at SAP' story by highlighting employees, news and events.

The team goes to great efforts to post content that is tailored to its various audiences, so they post in local languages and time zones, and make sure the content creative and messaging is relevant. Our judges liked that the campaign had a clear and defined purpose for social media, and noted its strong results, interesting content and well-considered strategy.



Silver – Mars and Hodes (part of Symphony Talent)

Mars is a truly global company, with over 100,000 employees worldwide. It asked Hodes to help promote it as an employer of choice and identified social media as a key activation area. By creating internal guidelines to empower the local regions and two global campaigns, there was an increase in followers, engagement and visits to the careers website.



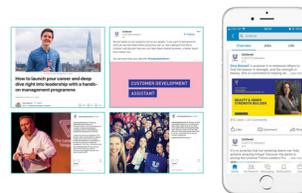
Bronze – Thomson Reuters

Thomson Reuters' employer brand team created the #workingatTR and #featuredfriday campaigns to engage with employees and encourage them to showcase the firm's true, local culture. There are now over 11,000 posts with #workingatTR on Instagram, and #featuredfriday is its top performing post each week.



Bronze – Unilever and Hodes (part of Symphony Talent)

With 400 brands across 190 countries, Unilever is an incredibly diverse organisation. Its employer brand is managed across social channels by one central team, pushing out high-quality, engaging and authentic content. Working with Hodes, Unilever was able to become the first FMCG company to hit 3m followers on LinkedIn.



BEST EMPLOYER BRAND MANAGEMENT PROGRAMME FOLLOWING CHANGED MISSION, POSITIONING OR MANAGEMENT



Gold – Dura Vermeer and PROOF

Dura Vermeer is one of the Netherlands' largest construction companies. With over 160 years of history and bold ambitions for its future, it appointed Proof to help develop a high impact employer brand campaign. Named 'But what can you do?' the campaign uses an attention-grabbing question to appeal to the type of ambitious candidates that Dura Vermeer is targeting. To reach and engage with the target groups, it was rolled out online and offline. The campaign used online banners, social media content and YouTube videos as well as offline posters and other collateral for job fairs, events and company recruitment days.

All online collateral drove traffic to a new careers hub where potential candidates could discover what it's like to work at Dura Vermeer. Our judges liked the campaign's clear connection to the business ambition, strong research base among target profiles and the powerful impact of challenging the curiosity and ambition of candidates.



Silver – AXA and Tonic Agency

After setting out a new business strategy, purpose, culture and values, AXA approached Tonic Agency to bring its new internal narrative to life. Working with AXA teams around the world, Tonic created a global toolkit and suite of assets to clearly communicate how working at AXA can lead to a better life.



Bronze – Serco and Industry

Global outsourcing firm Serco employs 50,000 people working across 500 contracts worldwide. To make a compelling case for potential candidates, Serco worked with Industry to build a purpose-led brand proposition, 'Serco and Proud – Make a difference every day,' highlights Serco's important work.



THINK YOU'VE ALREADY MET YOUR IDEAL PARTNER WHEN IT COMES TO BUILDING YOUR EMPLOYER BRAND? THINK AGAIN. WE'RE AN AWARD WINNING AGENCY WITH A PROVEN TRACK RECORD IN HELPING BUSINESSES TO IMPROVE HOW THEY ATTRACT, RECRUIT & ENGAGE WITH THEIR TALENT.

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thinking people



Uniting the corporate values and the EVP – vital for keeping the lights on!

It might seem obvious, but an employer value proposition cannot sit separate to the corporate brand values. People teams can't work without talking to the market function. The EVP and the broader employer brand have to serve a business purpose. They have to be the driving force toward the business vision and mission. They have to mean something in the day-to-day work and treatment of colleagues. Because achieving the commercial goals is what keeps the lights on!

The EVP is made up of all the benefits and values that help attract, motivate and retain the best employees. That includes rational elements like salary and benefits, but it's also the emotional contract that a company makes with its people. It also includes how people take pride in what the company does, how its leaders operate and the vision and purpose of the organisation. A well-defined and well-articulated EVP helps set out the deal between employer and employee; what a company offers and what it expects in return.

A company that really nailed this link is Sky Betting & Gaming (SBG). The corporate vision is simple: 'To be the UK's best digital business.' It's a big aspiration, but everything the company has done from the start has been geared towards that goal, both from a business strategy perspective and in how it treat its people. That was made clear in one of our earliest meetings, at which the COO said, "I want people to walk away from here saying it's the best place they've ever worked."

In an incredibly competitive recruitment market already being squeezed by skills shortages, SBG knew that to become the best digital business, it needed to recruit and retain the best digital talent. The EVP strategy (the collaborative, and people-focused 'Our Way') served a clear business purpose. It aimed to preserve and amplify the company's culture – especially given that it had grown from a five-person startup to a 1,500 employee, four location, international business at which 50% of employees have been with the business for less than 18 months.

The new strategy also aimed to provide guidance and set expectations, and help everyone understand what's needed of them to deliver the best experience for their customers. It sought to deliver a programme of communications – and tell the SBG story in new and innovative ways, depending on the audience and the medium.

'Our Way' brought to life the behaviours by which SBG has always operated. Use cases were reinforced internally and externally through videos, events, the SBG management academy and a careers site refresh.

SBG is currently home to the UK's largest active online player base with over 80% of revenues generated from mobile devices. It has developed some of online gaming's most well-known brands such as Sky Bet, Sky Vegas and Sky Casino. This year SBG has risen to sixth on Glassdoor's 'Best Places to Work' list.

And Stars Group, the company behind the brand PokerStars, agreed in late 2018 to acquire Sky Betting & Gaming in a cash and stock transaction valued at \$4.7bn, creating the world's largest publicly listed online gaming company. Not bad for a little startup from Yorkshire.



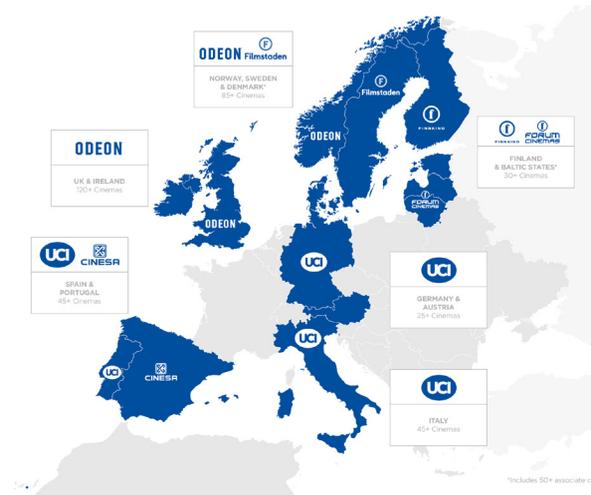
*Tom Pollard, planning and insight,
Chatter Communications*

BEST EMPLOYER BRAND MANAGEMENT PROGRAMME FOLLOWING A MERGER OR ACQUISITION

Gold – ODEON Cinemas Group

After AMC Theatres bought Odeon Cinemas Group and Nordic Cinemas, the group underwent a three-way, 15-country, integration programme led by the pan-European HR team. Under the banner ‘Better Together,’ the HR team communicated an ambitious plan to integrate operations, processes and systems while aligning as one team behind the company’s new growth strategy. Striving to create a consistent experience for all colleagues and support the business through major change, the HR team was determined to keep people firmly at the heart of evolving and developing new culture.

Only one year after acquisition, the integration programme was retired, having met all objectives and created a more unified business. In 2018, Odeon Cinemas Group was placed 25th in the Sunday Times ‘Best Big Companies to Work For’ and 15th in Ireland’s ‘Great Places to Work’ lists. It also made an impressive improvement in its NPS score, increasing 7% year on year.



BEST EMPLOYEE EXPERIENCE

Gold – VGZ and PROOF

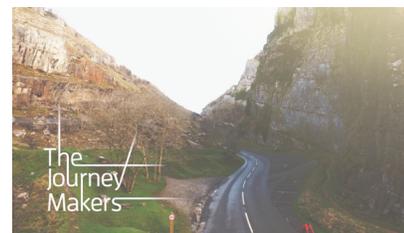
The Netherlands’ second largest health insurance company, VGZ, asked Proof to share its new positioning, ‘Heart for sensible healthcare’ with its employees. Proof developed ‘Our Heartbeat,’ a rap performed by four rappers at different VGZ locations, inviting employees to send in their own sounds after the event to create VGZ’s new heartbeat. The ‘Our heartbeat’ campaign was a unique way to tackle employee engagement that inspired pride and positive sentiment.

The launch was attended by 70% of employees, and the results of the campaign spoke for themselves, with eNPS rising by 28 points to +27. Engagement surveys show that 59% of VGZ employees now feel more proud of VGZ, 74% have a more positive image of VGZ and 97% feel enthusiastic about contributing to VGZ’s success. As one of our judges noted, “It’s great to see this being brought to life and embedded internally before being externalised. The connection to the consumer outcome is compelling.”



Silver – Arval UK and Synergy Creative

Vehicle leasing firm Arval’s employer brand ‘The Journey Makers’ has contributed strongly to its employee experience. Synergy Creative worked closely with the company’s employees to shape and develop the concept. Employees were also treated to VIP treatment at the launch which had a movie premiere feel, adding to the excitement and buzz.



Bronze – Univé and PROOF

Insurance company Univé worked with Proof to bring its sharpened strategy to life for its employees, through the concept of ‘The Power of Univé.’ For the launch event, 1,500 employees spent a morning donating their time to various social initiatives before regrouping for a festival in the evening.



BEST LOCALISATION OF A GLOBAL EMPLOYER BRAND MANAGEMENT PROGRAMME



Gold – SAP

Despite its prominent position in the enterprise software space, SAP found itself with an image problem. Compared to brands like Facebook and Google, the brand was seen as dull and uncreatively technical. This was hampering the company goal of having women comprise 30% of its management by 2022. The company's employee value proposition is built around the idea of helping employees become everything they want to. The company empowered its employees to tell their own stories.

By showing how women from across the world are achieving their goals and creating their ideal lives through their time at SAP, the company helped build external awareness and boost internal engagement. The campaign ran for three months in the summer of 2018 and resulted in over a thousand sign-ups and applications. The company is looking to hone the insight gained to attract the best talent from the pool of 2019 graduates.



Silver – AXA and Tonic Agency

AXA's purpose is to empower people to live a better life. To show how this works for employees all over the world, the insurance company created centrally aligned yet locally distinct videos and visuals to target local audiences and deliver tailored messaging. Globally, the content has reached over 570,000 people.



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BEST EMPLOYER BRAND MANAGEMENT EVENT

Gold – Royal Bank of Scotland and Tonic Agency

RBS is one of the largest tech employers in Scotland and is raising its profile as a leader in the space. RBS worked with Tonic to develop a forward-thinking employer brand to showcase the graduate and internship pathways it offers. The centrepiece of the campaign was a bespoke interactive digital table that triggered a variety of questions and presented personalised career pathways. The table was toured around 10 universities, using a combination of social and targeted emails to publicise each event.

The fun, quick engagement proved to be highly effective at stopping traffic in high footfall areas, getting students to interact with RBS and providing the organisation with a large number of engaged students to continue their conversations with. Up to 1 November 2018, 76 applications had been received, 61% of which applied to the pathway they were matched with. Our judges loved this idea, saying, "It was a fantastic use of technology and it clearly resonated with its target audience."



Silver – SAP

Global software provider SAP constantly seeks ways to innovate and stand out in the race for talent. Its dedicated recruitment event, the Frankfurt Darts Slam, was designed to surprise and delight attendees with the originality and creativity of SAP. Attendee feedback was overwhelmingly positive, with 22 new recruits secured already.

BRING EVERYTHING
YOU ARE.
BECOME EVERYTHING
YOU WANT.



Bronze – PwC

PwC's Lisbon Calling event was designed to promote PwC as a friendly, collaborative and international company with flexible working opportunities. Employees were offered the chance to win a two-week remote working experience in Lisbon, demonstrating the flexibility of the firm and enhancing its employer brand.



BEST EMPLOYER BRAND INNOVATION

BRING EVERYTHING
YOU ARE.
BECOME EVERYTHING
YOU WANT.



Gold – SAP

As a global software company competing for talent with the likes of Google and Facebook, SAP knew it needed to stand out to attract candidates. SAP's solution was to sponsor PDC World Darts Champion Rob Cross as a brand ambassador to support their employer value proposition. In 2016, Cross was an electrician struggling to support his family, and yet through hard work, determination and ambition he became PDC World Darts Champion on his first attempt. His success aligns perfectly with SAP's messages to their candidates: work hard, learn, develop, grow and be the best you can be.

SAP has made good use of the sponsorship, generating exclusive content for their Life at SAP social channels, hosting recruitment and brand-building events and running employee engagement competitions. Our judges were impressed by the success and popularity of the sponsorship and noted it was a "superb example of thinking outside the box."



Silver – Vodafone and Creed Communications

Vodafone worked with Creed Communications to create a comprehensive, multichannel recruitment campaign that appealed to the unconscious motivations of Vodafone's ideal candidates. The campaign pioneered the use of programmatically served TV ads using Sky AdSmart to a carefully selected audience, showcasing Vodafone's culture and working environment.



Bronze – Shop Direct and Chatter Communications

Starting in Liverpool in the 1930s with the Littlewoods catalogue, Shop Direct has grown to become the UK's second largest digital retailer. Working with Chatter Communications, it created a London-centric campaign to recruit data science and software engineering staff. The 'HEY London' campaign challenged preconceptions about what it's really like at Shop Direct.

BEST ONGOING COMMITMENT TO EMPLOYER BRAND MANAGEMENT

Gold – ODEON Cinemas Group

Odeon underwent big changes in 2017. Through acquisitions, the cinema operator found itself composed of three siloed companies. The task of creating a unified, multinational business out of three distinct entities meant creating a shared culture, underpinned by a single vision and set of values. The task of getting everyone on board was dubbed ‘Euromission’ and engaged employees in fun activities that could be completed collaboratively.

These ‘mini-missions’ included capturing magic moments on film, and the company provided props like magnifying glasses and selfie frames to help create dynamic pieces of content. The campaign helped bind the 11,500 team together, with 90% saying they know and understand the company’s vision and values. In 2018, ODEON was placed 25th in the Sunday Times ‘Best big companies to work for’ list, showing that encouraging employees to have a little bit of fun can help create a unique and productive working environment.



Silver – SAP

For a brand that competes with the likes of Google and Apple for talent, SAP needs to continually engage employees and create an attractive culture. By initiating a global in-house team of experts to manage all employee value proposition assets, SAP is consistently innovative in its use of social media, events, learning materials and focus groups.



Bronze – Babcock and Blackbridge Communications

Babcock requires 200 new employees a year to keep up with its ever-evolving industry. The firm wanted to make its key channels more engaging and inclusive, so it enlisted the help of Blackbridge. Through a ‘What Makes You’ campaign, Blackbridge creatively reinvented Babcock’s website, brochures and social campaigns, even creating an online personality game.



Highly commended – intu properties plc

Highly commended – Serco and Industry

BEST EMPLOYER BRAND MANAGEMENT FROM THE FINANCIAL SERVICES SECTOR

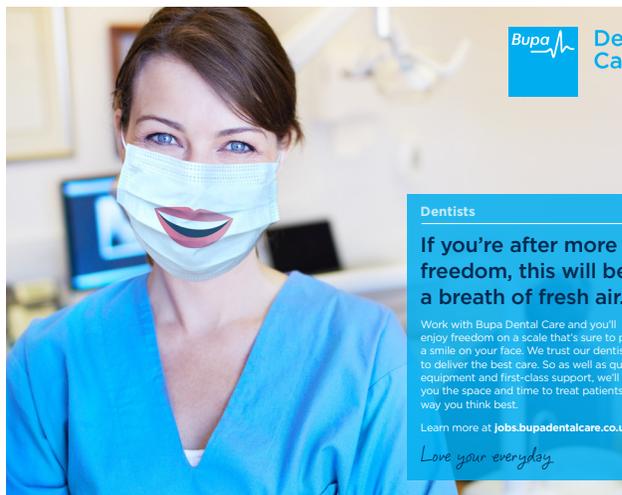


Winner – Arval UK and Synergy Creative

Arval is a full-service vehicle leasing firm with over 700 employees, but didn't have the level of brand awareness among consumers to attract the level of talent it needs to continue to grow. Arval set out on a mission to create a compelling employer brand with the help of Synergy Creative, and to understand what its employees and candidates really thought of the company.

Together, they ran workshops across sites in Manchester, Birmingham and Swindon to get at the heart of its employee experience and culture. Friendship, family, expert, supportive and social were just a few of the commonly used words, phrases and principles that formed an entirely new employee value proposition – 'Arval – The Journey Makers'. Bringing the campaign to life with brand ambassadors, an interactive event and even a film, Arval engaged all 700 employees. As a result, Arval has seen the cost of hire drop from approximately £1,500–£2,000 to just £117.

BEST EMPLOYER BRAND MANAGEMENT FROM THE HEALTHCARE AND PHARMACEUTICALS SECTOR



Winner – Bupa Dental Care and Blackbridge Communications

On a mission to change common negative preconceptions about corporate dentistry, Bupa worked with Blackbridge Communications to demonstrate that it always puts patients over profits. By implementing an EVP that can be easily flexed to accommodate different messages for different audiences (including receptionists, dental nurses and highly-skilled dentists) Bupa attracts and unites a diverse group of people.

The EVP was cleverly centred on an iconic symbol of dentistry – the smile – and was seen on dental masks worn by Bupa staff in a series of images. Its purpose was to reflect the welcoming feel of Bupa's culture and approach to patient care. After building a new career website with the EVP messaging, Bupa has received 13,329 applications and year-on-year there's been a 38% increase in new hires. Recognising the success of the EVP, the model has now been used to guide the employer branding for the broader Bupa business.

BEST EMPLOYER BRAND MANAGEMENT FROM THE MINING AND EXTRACTIVES SECTOR

Winner – The Weir Group and Emperor

Weir supplies the minerals, oil and gas and industrial markets, meaning that safety is paramount. Because employee roles are potentially hazardous, the company aimed to create clear, coherent safety communications that could be applied across multiple sites. Weir needed consistent messaging that made it clear where staff could access the most critical information. To instil safety performance across its diverse operations, Weir worked with Emperor to develop 12 'Life Saving Behaviours' – a suite of clear rules based on the highest-risk activities. The team found out what these activities were by spending whole days at numerous facilities to understand the real working environment. Implementation was also a major challenge – Weir operates in 70 countries – so its messaging needed to be consistent, but some localisation was also required. The answer was an instantly recognisable raft of printed materials in 51 messaging variations, 26 formats and 11 languages, enabling each site to pick and choose the most suitable framework.



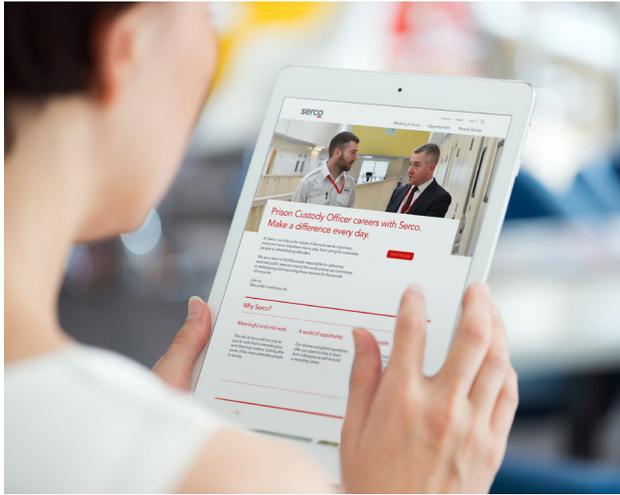
BEST EMPLOYER BRAND MANAGEMENT FROM THE PROPERTY, CONSTRUCTION AND FACILITIES MANAGEMENT SECTOR

Winner – intu properties plc

Intu owns and manages some of the most visited shopping centres in the UK and Spain, with 400 million customers hunting for the best deals. Faced with a challenging retail climate, the company embarked on a transition from a traditional retail business to consumer-focused brand. For this shift to be effective, intu needed to motivate its staff to deliver a new customer experience. Through 200 interactive workshops, the team reinvigorated intu's principle of joy and instilled it across 2,300 members of staff. All attendees also made one pledge to demonstrate how they would commit to this new brand experience every day. The takings from the workshop were supported by a company-wide intranet, intu's fifth birthday celebrations and a joy-based photography competition. Its results showed that 96% of employees attended the workshops, 91% of whom agreed that the programme reminded them of the principles of joy. A further 93% stated that they made changes in the way they do their jobs following the workshop.



BEST EMPLOYER BRAND MANAGEMENT FROM THE PUBLIC SECTOR



Gold – Serco and Industry

'Why work for Serco?' – this was the question the global outsourcing company wanted to answer and, eventually, demonstrate. Following a strategic review, Serco aligned its business around delivering services to public sector organisations. But with a disjointed employer brand, the company culture and employee value proposition failed to reflect the importance and appeal of its public and government work.

Enlisting the help of Industry, Serco drew on a survey of over 500,000 employees and competitor analysis to understand its target ethos. The three most compelling factors for employees were doing meaningful work that makes a difference, personal development and a supportive culture. A new proposition, 'Serco and Proud. Make a difference every day,' highlights the important work all of its employees do and the long-term opportunities at Serco. This narrative taps into the psychological motivation of Serco employees and positions the firm as an employer of choice.

BEST EMPLOYER BRAND MANAGEMENT FROM THE RETAIL SECTOR



Gold – intu properties plc

Intu is no stranger to a successful employer brand management programme. In 2013, it delivered a comprehensive engagement programme to 2,300 staff that aimed to transform its traditional real estate business into a consumer-focused experience brand and deliver joy to customers. Not one to stand still, in 2018, intu embarked on a refreshed engagement programme to reinvigorate its teams and remind them what joy means to the business and its customers.

The company held 200 interactive 'joy' workshops across 14 centres and followed up with post-event activities such as employee joy pledges. Employee engagement was significant; 91% agreed that the programme had reminded them of the principles of joy, and 95% agreed they understood the importance of the brand. Intu is already taking a proactive approach to keep the momentum going in 2019 by introducing brand ambassadors and manager-led engagement programmes.

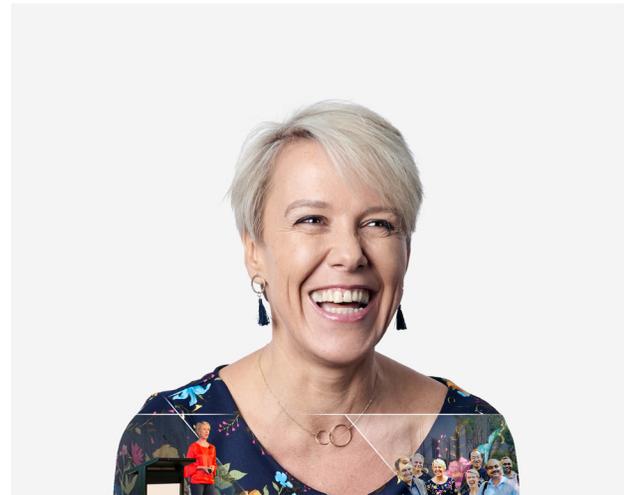


BEST EMPLOYER BRAND MANAGEMENT FROM THE TECHNOLOGY, MEDIA AND TELECOMMUNICATIONS SECTOR

Winner – SAP

When trying to recruit in the IT sector, the SAP brand had a significant challenge; it was often perceived as dull and uncreative, particularly when competing for talent against the likes of Facebook and Google. Determined to buck this perception, SAP's in-house EVP team executed a global campaign that promotes the idea that everyone's success matters at SAP, with the tagline of 'Bring Everything You Are. Become Everything You Want.'

In the months that followed, SAP created lots of social media content under the hashtag #LifeatSAP to show candidates what it's really like as a workplace. It also sponsored an eSports team to target tech-savvy individuals and World Darts Champion, Rob Cross, who has become a brand ambassador. Shattering previous perceptions, SAP has since gained over 76,000 followers and an increased Glassdoor rating of 4.5, and is one of only two companies that ranked on all five 'Best Company for 2018' lists.



BEST EMPLOYER BRAND MANAGEMENT FROM THE TRANSPORT AND LOGISTICS SECTOR

Winner – Arval UK and Synergy Creative

Working with Synergy Creative, Arval ran three employee workshops with 65 attendees to unpick the Arval employee journey. What emerged was the sense of family felt by employees. Building on this insight, the basis of Arval's employer value proposition was born. Named 'The Journey Makers,' the aspirational and emotive proposition outlines how every employee makes a significant contribution to Arval's success.

Creative visuals were used to bring the proposition to life and brand ambassadors were appointed to become 'The Journey Makers' champions. The cherry on the cake was the movie premiere interactive events that unveiled the proposition, complete with red carpets. Now, with its new employer value proposition in place, Arval is on track to save £650k on recruitment over the next 18 months, and when asking employees to rate its employer brand out of ten, the average score given was nine.



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Employer branding and the competitive advantage

In our work at Tonic, we're often asked to help employers gain competitive advantage in tight employment markets around the world. Making that happen means finding a clear point of difference, being bold and clear about what makes an organisation unique, and finding how that connects best with the people you need to influence.

But, easier said than done, apparently. Looking at large numbers of employer brands, they've missed an opportunity to stand out; to really grab attention in a meaningful way. They seem safe and similar. Which from a prospective employee's perspective must make it difficult to change employer or to remain engaged with their current job.

This is a real problem when the economy is strong, even more so when the fundamentals turn negative and a reluctance to change role becomes more pronounced. Compound that environment with evolving consumer expectation, and you have a recipe for a 'challenging recruitment environment' that talent acquisition teams, and their chief execs, will need to adapt to.

Indeed, when PwC released its annual CEO survey in 2018, the key issues reported by CEOs as troublesome were the availability of key skills, the speed of technological change and changing consumer behaviour.

These factors are of interest to CEOs because they determine how business gets done, rather than why. Which may seem a step away from the need for growing trust, loyalty and reputation that have been 'keeping CEOs awake at night' over the past few years. However, if organisations of all scales are to succeed in attracting, retaining and maximising the productivity of their people in future years, these factors are intrinsically linked.

Employer branding professionals around the world must show we understand the concerns and challenges that CEOs have, communicate the value to be gained by investing in (employer) brand loyalty, reflecting changes in consumer behaviour and expectations to succeed in highly competitive markets for talent. This means planning to a longer term business horizon, using forward-looking or live data to support decision making and having a strong standpoint in communicating the offer. As Kantar recently suggested in the Times, "Brands are waking up to the fact that younger consumers want companies to stand for something and behave responsibly. But the older you are the less likely you are to expect brands to have a point of view."

Listening more closely to the needs of the people we need to influence, reflecting their needs rather than simply marketing at them are necessary. By being bold, brave and interesting rather than safe and similar, we'll engage better, recruit more easily and hold on to the talent our businesses need to succeed and grow. And that's a message that all CEOs will listen to and provide support for, and a brief we'd love to work with.



Tom Chesterton, managing director and founder, Tonic Agency

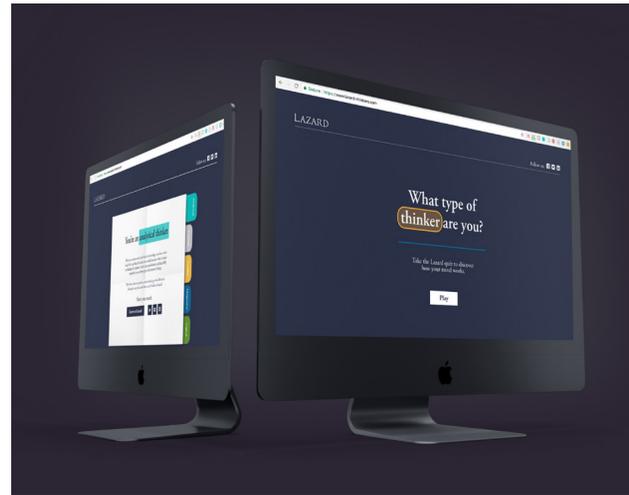
BEST CREATIVE EXECUTION OF THE EMPLOYER BRAND

Winner – Lazard and Hodes (part of Symphony Talent)

Attracting the right kind of talent often requires a company to break out of fixed ways of thinking about established processes. This is exactly what global financial advisory and asset management firm Lazard did to make sure it attracted the best graduates. Seen as operating in an industry for the mathematically qualified only, Lazard realised it might be missing out on recruiting some of the best minds. The company's creative approach to analysis means that its employer brand celebrates the curiosity and interdisciplinary thinking that comes from having a wide variety of expertise and experience on board. The task of attracting more female graduates and those from disciplines like the humanities would require a creative approach to employer brand promotion.

There is more to financial advisory and asset management services than figures and spreadsheets. Lazard has built its distinct brand on strategy, relationship building and innovative thinking, all skills that graduates coming from outside the more technical fields excel at. The company's recruitment programme had ambitious aims: to reach out to those who would not usually consider working in finance and address the common misconceptions about the sector, while highlighting the company's unique employer brand and achieving a 40% intake of women.

Behind the powerful message, 'You already have the skills we're looking for, whether you realise it or not,' the company used examples of the kind of thinking it was looking for across the academic spectrum. Taking in TS Eliot poetry, biomedical diagrams and a meteorological chart, the campaign was targeted directly at students. Soon applications from non-financial graduates were up 36% and those from women up 103%. This campaign demonstrates exactly the kind of creative disruption that the Employer Brand Management Awards was set up to celebrate. Taking an innovative approach to a big problem and getting big results, Lazard is a deserving winner of the 'Best creative execution of the employer brand' award.



GRAND PRIX OF EMPLOYER BRAND MANAGEMENT

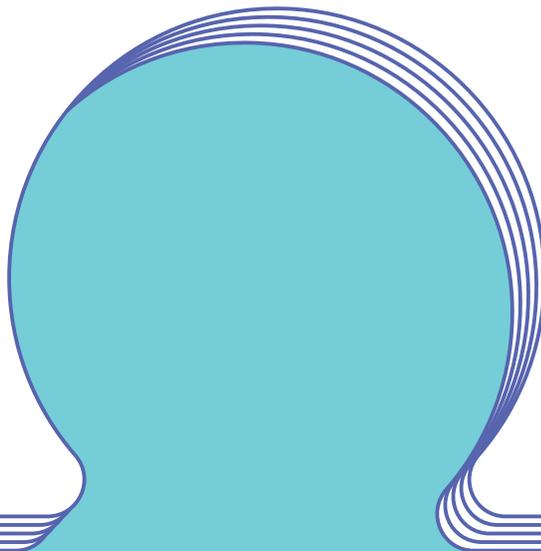


Winner – SAP

Coming out top in five categories and securing silver in two more, SAP has established itself as a leader in the employer brand management field. Across a number of different categories, the software company has demonstrated innovative thinking, clear strategy and measurable results. This is no mean feat for a company with over 96,000 employees from over 140 different countries. Creating and maintaining a coherent creative employer brand across a company so large and international, requires a strong and responsive brand purpose, one that is capable of being distilled and adapted by different teams and locations without losing its meaning. SAP's employer brand is built on the foundation of its employer valuation proposition, 'Bring Everything You Are. Become Everything You Want.'

This EVP is connected to SAP's corporate vision of helping to improve people's lives by making the world run better. This vision can only be achieved if the company's workforce is made up of curious, honest, ambitious and inclusive people who are supported and developed in a way that lets them flourish. SAP's achievement across the board at this year's awards show that the company has had a lot of success in building the kind of working environment that creates the best results for both employees and clients.

The results can be seen across the organisation in a range of different areas. From developing authentic and disruptive social media content that helps employees talk about the work that makes them proud, to implementing unique and memorable recruitment events, the company is always innovative in how it recruits and nurtures talent. Through effective use of its social media and content creation, the company uses its employees to tell its story. No other company this year has personified the spirit of the Employer Brand Management Awards better, and SAP's success across the board is well deserved.



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