



Randstad
Award



STANDING OUT

insights from celebrated employer brands




randstad



standing out: insights from celebrated employer brands

The annual Randstad Award survey is the largest independent employer branding study globally. Over 200,000 people from around the world are asked what makes an organization attractive to work for, what are the most attractive sectors and whom they would most like to work for.

This publication marks the announcement of the 2014 Randstad Award winners and the first ever Global Award winner. Featuring interviews with HR executives from six organizations that have consistently scored highly in the Randstad Award, we explore what makes an employer appealing to prospective and existing staff. The organizations were selected to cover a range of different sectors, public and privately-owned.

Among the areas under the spotlight are how to shape a compelling employer brand and how organizations are seeking to extend their brand to new markets in an increasingly globalized economy. Further discussions ranged from how to keep the brand credible in the age of social media to the changing expectations of the new generations coming into the workforce. The publication also looks at the results of this year's Randstad Award survey and Randstad's own perspectives on what makes an organization attractive to work for.

We would like to thank the executives from MTR, the Australian Broadcasting Corporation, Ferrero, IBM Canada, Jan De Nul and the Netherlands Ministry of Interior and Kingdom Relations for kindly sharing their insights.

We hope that you find the publication interesting and useful for your organization. ■



Randstad:
attracting ambitious people,
the
value
of **employer**
branding

Every organization has an employer brand, whether consciously established, diligently nurtured or the product of benign neglect. We asked **Mariëlle de Macker, Managing Director Group HR at Randstad**, to explain what employer brand means to her as an HR professional, its value to her group and how Randstad is supporting other organizations in the development of a winning employer brand. ►

The employer brand has been described as the 'billboard' for the organization, portraying its image among current and prospective employees, along with a wider set of stakeholders that include people who might work for it in the future or people that influence them such as their family, friends or social networks. A compelling employer brand can thus boost the organization's ability to attract, engage and retain a high-performance workforce.

'The kind of ambitious people we're looking to attract will have a short list of companies they want to work for that will include the likes of Google, IBM or BMW. For Randstad, employer branding is about getting onto that short list so we can compete for the people who can take the business forward,' says Ms de Macker.

'When I was applying to join Randstad, I had a strong sense of the attributes I associated with the brand, including professional, fast-moving and strongly managed. Having been brought up in the Netherlands, where there is a Randstad branch on almost every high street, I also saw the company as well-known. But in other markets we might not have the same profile and I think this is where it's especially important that we project a clear and distinctive image.'

'a compelling employer brand can boost the organization's ability to attract, engage and retain a high-performance workforce'

'Our employer brand is also defined by the value of what we do. Work is crucial to people's lives. By helping people to find the right employers for them and vice-versa, we therefore have a very relevant role in society. Supporting this brings a lot of meaning to our work,' says Ms de Macker. 'We're mindful that our sector doesn't have a positive image in some markets. But by operating in a professional and honest way we believe that our organization can overcome this and win people's trust.'

nowhere to hide

Admittedly, some companies don't see the importance of actively managing their employer brand. But Randstad's longstanding research into the area demonstrates that like it or not, every organization has an employer brand, even if they do nothing to promote it. So it's better to seek to shape and actively manage the brand than simply leaving it to chance.

Another key challenge is that the employer brand is not just what the organization says about itself, but what everyone says about it, the opportunities for which have been greatly increased by social media. Ms de Macker believes that a combination of changing attitudes and more open communication have

made company values and the transparency that surrounds them more important than ever in attracting the right people. 'There is a lot of distrust and disillusionment about corporations within society. Companies that act positively and make a difference therefore have an opportunity to not only rebuild trust, but also attract bright and ambitious people,' she says. 'The other big change is the advent of social media and rolling news. If the employer brand doesn't reflect what's actually going on in the organization, this will very quickly be exposed.'

So can the value of the employer brand be measured? Ms de Macker cites lower recruitment costs as a direct measurable benefit. It can thus be valuable in securing investment to support the employer brand. But she sees the biggest benefits as the harder to measure, but hugely crucial contribution to the bottom line. 'The ability to bring in and inspire good people is at the heart of innovation, profitability and growth in any successful organization,' she says.

employee value proposition

The employer brand and employer value proposition (EVP) are often mentioned in the same breath. But they actually serve different roles. 'If the employer brand is the image the organization projects, then the EVP is the promise it makes to its staff,' says Ms de Macker. 'Randstad's EVP is built around the simple and direct statement: 'Great people. Great opportunities'. Rather than bringing in specialist consultants, we developed our EVP in-house, which has helped to make it more real,' she continues. 'Like any organization, we face a challenge in ensuring that the opportunities we offer live up to people's expectations. In particular, not everyone can expect to move up the ladder. As much as we want to give everyone the opportunity, careers these days do not just develop upwards. There can be

'employer branding is a constantly evolving field and we're excited about helping to take it forward'

equally rewarding lateral opportunities, for example in business development or moving to new markets. These opportunities are going to be more important than ever as organizations become flatter and less hierarchical.'

Randstad Award

Now in its 14th year, the Randstad Award and the global survey that supports it seek to give employers an insight into what makes their organization attractive to work for and how this can be improved. This is supported by regular papers exploring the development of best practice in employer branding and the wider world of work. 'As one of the world's leading employment services companies, people expect us to be thought leaders. More than this, we're constantly curious about what would work better for everyone,' says Ms de Macker. 'Developments in this year's Randstad Award include exploring the 'personality traits' different people look for in an employer. Within our organization, we're looking at ways to align the Randstad Award survey findings with internal employee surveys to create a more informed benchmark for how we're performing. Employer branding is a constantly evolving field and we're excited about helping to take it forward.' ■

Mariëlle de Macker, Managing Director Group HR at Randstad.

MTR is ranked as the second most attractive company to work for in Hong Kong. Sixty percent of respondents who say they know MTR would like to work for the company. It is also the second best-known company in Hong Kong.

high rankings

MTR is among the top three in Hong Kong for career progression, long-term job security, providing a good work-life balance and good training opportunities.

top factors

In Hong Kong, the top three factors for choosing to work for a company are a competitive salary and benefits package, strong management and long-term job security.

MTR: moving forward together

For MTR, the Hong Kong-based rail and property group, the commercial and employer brands are synonymous. The better the business cares for its staff, the better they will care for their passengers and the more their customers will want to make a career with MTR. We asked **Human Resources Director, Morris Cheung** to explain how MTR maintains the positive sentiment that is critical to its success.

A lot of companies talk about their employees being the 'ambassadors for their brand'. But for a company that transports over five million passengers every weekday, every interaction between staff and customers is critical.

'Every time we sell a ticket, every time a passenger asks one of our staff a question is a 'moment that matters', shaping how MTR is seen by the travelling public – one bad experience and all the other hard work is lost. And of course it's not just the station staff that make a difference, but all the drivers, engineers and maintenance supporting teams,' says Mr Cheung. 'If we want staff to smile and go

the extra mile for our customers, we need to inspire, engage and develop our employees. Our people also need to feel that senior management is providing them with the right support and that they are able to share in the success of the business.'

MTR employs some 16,000 people in Hong Kong and a further 15,000 in operations that stretch from China and Australia to Sweden and the UK. In addition to transport, the group has sizable interests in construction and property management.

Managing the employer brand is a hugely important priority for the group. ►



‘We operate in highly competitive labor markets, especially in Hong Kong where there is close to no unemployment and therefore people have a lot of choice over who they work for. Just as our people are the personality of our commercial brand, they also project our employer brand – if they are seen to care for our customers, we as an employer are seen to care for our employees,’ says Mr Cheung.

real people

In keeping with this ethos, MTR uses real employees to convey its attractions as an employer. For example, the public face of the company’s award winning apprenticeship scheme is Sze Hua-fai, who was featured in a popular TV advertising campaign in Hong Kong. Sze was considering becoming a nurse, but chose to train as a technician with MTR instead. ‘What we wanted to show in the commercial were the career paths we offer and the diversity within our workforce,’ says Mr Cheung. Other key aspects of the business showcased in the commercials include safety, in which one of the MTR’s ‘rail doctors’ is seen inspecting the tracks at night. ‘Featuring our people in this way gives viewers a real sense of

what it is like to be part of the company and the pride and professionalism our people bring to their work.’

Yet while the service MTR offers to commuters and communities is an asset for its employer brand, it can also create risks. A business like MTR is especially vulnerable to negative stories in the media. For example, during the 2012 typhoon in Hong Kong, MTR was criticized in some parts of the press for the resulting disruption to services, though at the same time there were positive stories showing staff out repairing lines and looking after stranded passengers.

conveying the culture

So what is the essence of effective employer brand management in a business where its reputation is literally on the line every day? Mr Cheung stresses the importance of culture and ensuring that this is reflected in the employer brand.

‘I think what defines our culture is a ‘can do’ attitude, a commitment to safety and a striving to always do better. We’ve set a clear vision for the company and what this means for our staff.

We encourage our people to come up with ideas for improvement, which they can then implement and share around the group. We’re also keen to foster communication within our workforce through our intranet, shopfloor meetings and other opportunities to create a constructive dialogue between management and staff,’ he says. ‘Our culture manifests itself in how we behave, the levels of engagement within our workforce and how we’re judged by customers and potential employees – a company can’t hide its culture and that’s why culture and employer brand are essentially two sides of the same coin.’ ■



Morris Cheung
Human Resources Director, MTR

- Mr Cheung joined MTR in 1983, beginning his career as an engineer.
- Over the years, he has progressed to executive positions in the company. Building on his professional and management knowledge and experience, he has been active in supporting the company’s business development and strategy formulation.
- His career with the company has included being Managing Director of Ngong Ping 360, a subsidiary of MTR, and then Chief of Operating and subsequently Chief of Operations Engineering for MTR.
- He was appointed Human Resources Director in 2012.

Australian Broadcasting Corporation:

not as
easy as
ABC

Representing what for many is the pinnacle of their careers, the Australian Broadcasting Corporation (ABC) has traditionally had little difficulty in attracting the talent it needs. The harder challenge is how to live up to the high expectations of the Australian people and the standards set in the broadcaster’s charter. We asked **Samantha Liston, Director of ABC People**, to explain how the Corporation’s employment practices seek to uphold these values, their importance in sustaining ABC’s employer brand and how talent management is evolving to meet the requirements of accelerating change within the media. ►

ABC is seen as the most attractive employer in Australia. More than 50% of respondents who say they know ABC would like to work for the company.

high rankings

The company scores highest among the top 20 Australian organizations for its social and environmental awareness. ABC is also in the top three for pleasant working atmosphere and good work-life balance.

top factors

In Australia, the leading factors for choosing to work for a company are a competitive salary and benefits package, long-term job security, pleasant working atmosphere, interesting job content and a good work-life balance.



Samantha Liston
Director of ABC People, Australian Broadcasting Corporation

- Ms Liston joined the ABC as Director of ABC People in March 2013.
- She has extensive experience in human resources and employee relations roles in the media sector.
- Prior to joining the ABC she was Group General Manager of Human Resources at Seven West Media and has also worked in human resources and employee relations roles at Fairfax and News Limited.

‘our commitment to independence and integrity is also a powerful draw’

ABC’s 5,000 staff bring together a huge array of different talents. There are the presenters, camera operators and other production teams that create the content; the technicians that bring it all on air and the innovation teams that are spearheading the digitization of the Corporation. The workforce also includes the HR, finance and other support staff that keep ABC running and the commercial teams who market the DVDs, books and other spin-offs.

ABC makes programs both in-house and as co-productions with independent companies. Its production facilities span Australia’s major cities. It also operates an extensive local radio network and broadcasts across the Asia-Pacific region through the Australia Network and Radio Australia.

Like any media company, ABC is in the business of making sharp and appealing content. But as a publicly-funded broadcaster the remit and expectations go much further than its commercial counterparts. As part of its statutory charter, ABC has a responsibility to provide independent national broadcasting services. The result is a zeal for probing and challenging that doesn’t always make it popular with politicians and other powerful interests, though that tension demonstrates that ABC is living up to its charter.

ABC also needs to be ‘comprehensive’, both geographically and in seeking to reach out to Australia’s multicultural population. The outcry over the shutting down of TV production in Tasmania highlights the fine line the Corporation has to strike between inclusiveness and cost control.

attracted by values

‘We’re not the highest payers in the market, but I believe we are an attractive company to work for,’ says Samantha Liston. ‘For a journalist, for example, moving from a newspaper to work for ABC News puts you at the top of your profession and many will be prepared to take a pay cut to get there. Our commitment to independence and integrity is also a powerful draw as it gives journalists a freedom and mandate that they might not always enjoy elsewhere. Clearly, journalists with that readiness to challenge aren’t always the easiest to manage, but that’s the nature of our job here in the people team!’

‘The attractions of our brand also extend to our support and commercial teams,’ continues Ms Liston. ‘We have a relatively low staff turnover rate, which suggests that people want to be part of our organization and align with our values.’

reflecting national identity

The training and opportunities that might be difficult to find elsewhere are also an important part of ABC’s employer brand. Its journalism and technical skills ‘cadetship’ programs draw a flood of applicants every year, for example. ABC’s latest intake of journalist cadets specifically targeted applicants from indigenous and ethnically diverse backgrounds and those with digital skills. The opportunities offered by ABC are also an important element of its commitment through its Reconciliation



Action Plan. Key priorities include providing career development and employment opportunities for indigenous Australians and contributing to the growth of opportunities in the wider media industry. While this may not be a priority for commercial parts of the media sector, as a public broadcaster, the ABC has a unique responsibility to ensure that opportunities are provided to Aboriginal and Torres Strait Islander persons in the industry. ABC has also set up a dedicated indigenous drama unit. The result has been what *The Australian* newspaper has described as ‘an explosion of indigenous production’ both from within ABC and from independent production companies such as Blackfella Films, which includes a number of people who began their careers at ABC.

When the uncompromising prime time series *Redfern Now* was launched in 2012, the *Sydney Morning Herald* said: ‘For the people behind *Redfern Now*, the success of the six-part ABC drama series won’t be measured in rating numbers so much as in the simple fact that it got into prime time at all – and in the fact it has unearthed a new generation of indigenous storytellers along the way.’ In fact the program has proved to be a rating success and a second series has been produced.

‘Reflecting Australia in all its myriad diversity is something that we at ABC are proud of and our recruitment, training and career development policies are an important driver of this,’ says Ms Liston. ‘We want our audience to see the faces and hear the voices of all

sections of the population. We are committed to making sure that traditionally male and white-dominated areas, be they newsrooms or executive boardrooms, are much more diverse. There is always more that we can do, but the fact that more than half of our executive team are women is a good sign of progress.’

an industry in transformation

This is an industry that is experiencing rapid and often disruptive change as a result of channel and wider digital proliferation. But Ms Liston believes these developments have opened up opportunities for ABC. This includes the launch of ABC2 and ABC3 services, which provide a diverse range of content for pre-schoolers, children and young adults. There continues to be an increasing demand for online content, with the ABC’s i-view player having a monthly average of 4.5 million program plays with two-thirds of these on iOS devices. Social media is also a key part of its evolving training programs with the ABC’s Digital Skills Training Manager delivering more than 130 digital skills sessions across the ABC last year. The ABC has over 150 content related Facebook pages and more than 200 official Twitter accounts.

‘We need to adapt to developments and be as efficient as possible in the way we generate content. For example, journalists are expected to provide stories across our digital, television and radio channels, rather than operating as distinct teams,’ says Ms Liston. ‘At the same time, we need to be true to our values. I think we are getting the balance right – a large majority of Australians (85%) believe that we provide a valuable service. How we sustain this trust through the relentless change we’re seeing in our industry and wider society is a challenge we can never take our eye off.’ ■



the perceptions that shape your employer brand



The gathering global economic recovery is increasing the competition for talent and making employer brand more important than ever. Are people still content with a steady job with a good salary or is their renewed confidence making them readier to seek out fresh challenges and more adventure? How important are the softer 'personality traits' of an employer in encouraging people to work for them? Who are the employers who are best placed to attract the people they need to succeed? ►

Randstad Award 2014:



‘for the first time, the 2014 study also asked people to rate the ‘personality traits’ of an attractive employer’

The annual Randstad Award survey is the largest independent employer branding study globally. Over 200,000 working age respondents in 23 countries (covering some 75% of the global economy) were interviewed for the latest study about what makes an organization attractive to work for and what are the most attractive sectors.

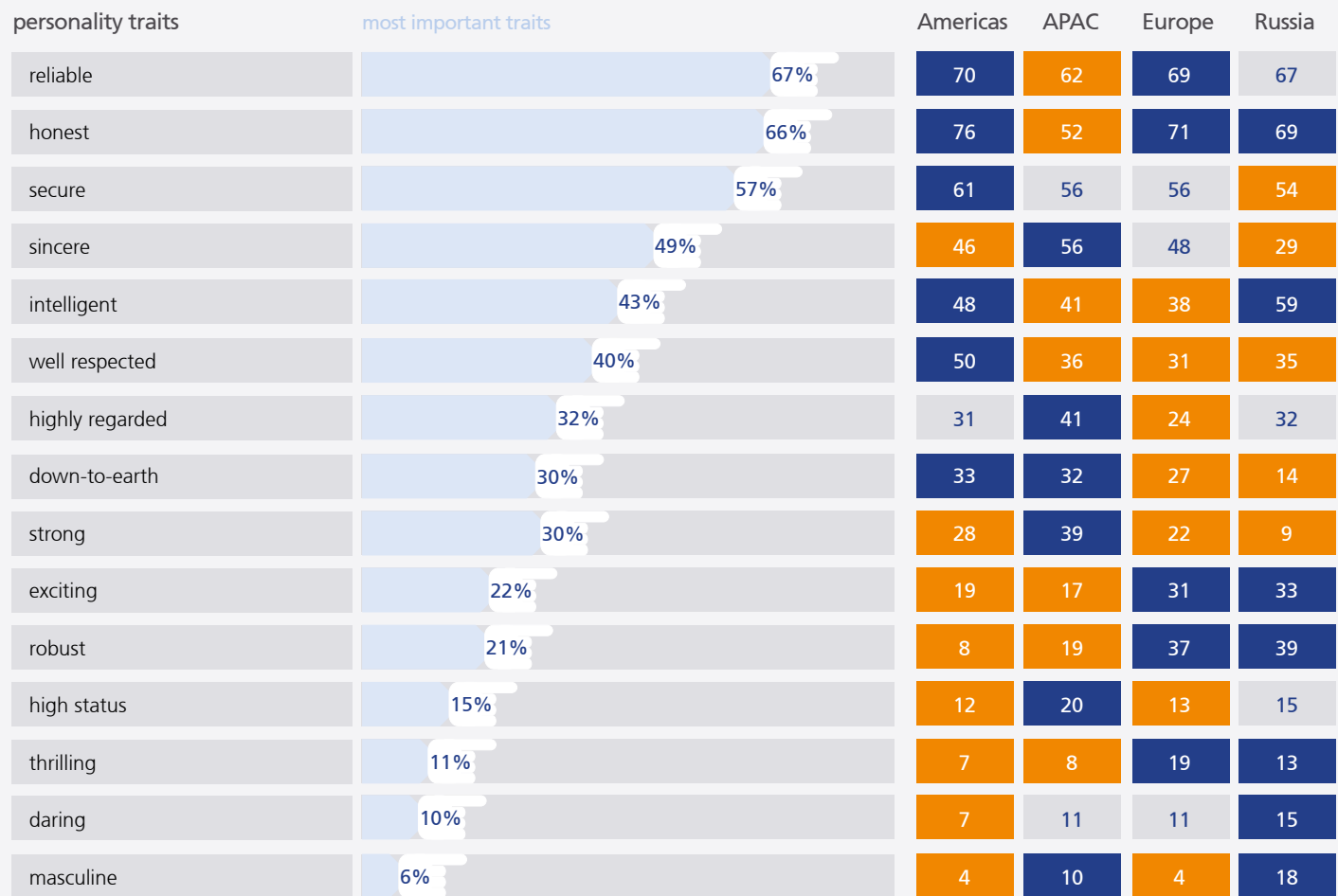
Respondents are first asked to pick the organizations they know from a random list of 30 of the 150 largest companies in their country. Next, they indicate whether they would like to work for these organizations. Finally, they evaluate each selected organization on factors ranging from pay, training opportunities and career progression to the strength of its values, management and financial health. For the first time, the 2014 study also asked people to rate the ‘personality traits’ of an attractive employer in areas ranging from honesty and reliability to strength, daring and thrilling. ▶

what are your 5 most important criteria when choosing an employer?

functional attributes	global score	Americas	APAC	Europe	Russia
salary & employee benefits	67%	70	66	63	74
long-term job security	54%	55	50	58	44
pleasant working atmosphere	50%	49	48	55	36
good work-life balance	42%	43	40	45	35
career progression opportunities	38%	39	38	39	37
financially healthy	38%	38	36	37	49
interesting job content	37%	30	38	42	45
conveniently located	32%	35	30	31	34
flexible working	29%	29	25	33	32
good training	24%	26	25	21	17
strong management	18%	18	23	13	19
strong image/strong values	16%	17	19	11	18
quality products/services	15%	16	16	14	13
diversity management	11%	11	11	10	16
international/global career opportunities	11%	8	13	11	15
environment and society (CSR)	11%	9	12	11	7
latest technologies	10%	9	12	9	9

■ = at least 2% above global score
■ = at least 2% below global score

what 'personality traits' do you look for in an employer?



■ = at least 2% above global score
■ = at least 2% below global score

'hard' functional factors that make an employer attractive

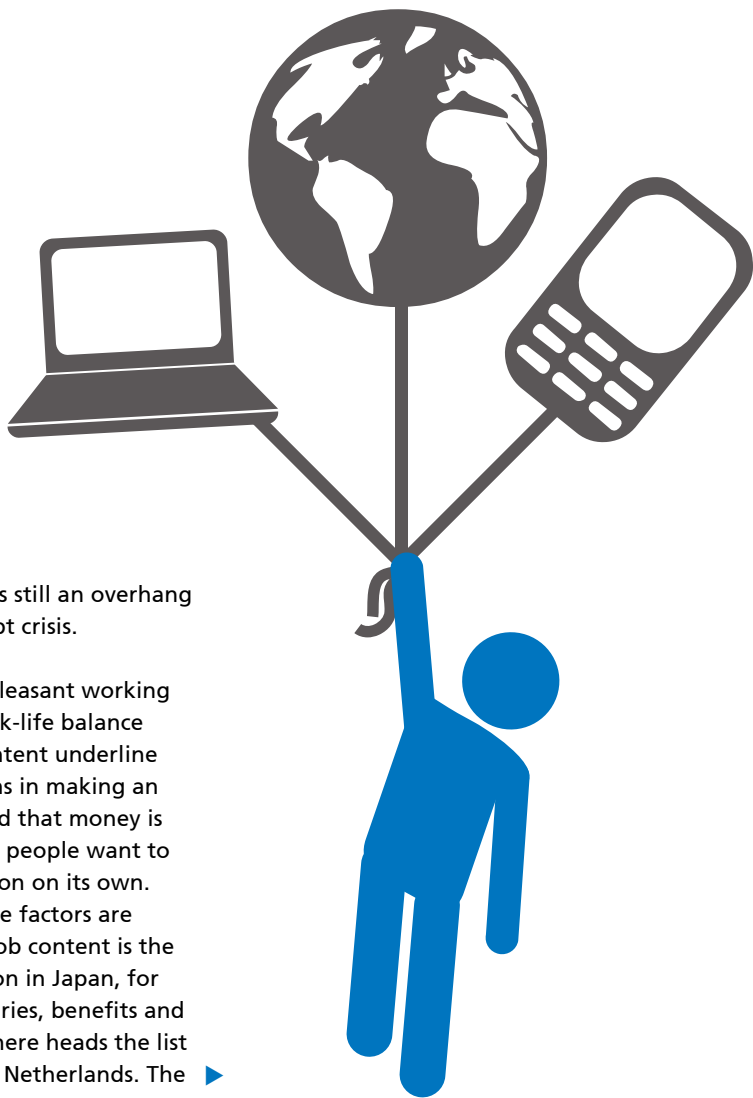
The attractiveness of employers overall has increased, with China, the US and some parts of Europe showing especially strong gains. This suggests that confidence in peoples' own prospects and the wider economic outlook is increasing.

Long-term job security has been the most important criterion for choosing an employer in recent years, reflecting the prevailing uncertainty and caution during the global downturn. But salary and benefits are now back at the top of the list, underlining people's increasing optimism. It's not just the ranking but how far salaries and benefits have pulled ahead of job security – a gap of 13%. Following the acceptance of low pay rises during the downturn, this suggests that a lot of pent-up pressure is going to be released as the economy starts to pick up. The best workers will switch if they don't get the rewards they expect, which is going to lead to greater competition and mobility within labor markets worldwide.

There are regional variations, however. Notably, job security is seen as much more important in Europe than other regions,

suggesting that there is still an overhang from the sovereign debt crisis.

The strong scores for pleasant working atmosphere, good work-life balance and interesting job content underline the multiple dimensions in making an employer attractive and that money is rarely enough to make people want to work for an organization on its own. In some countries, these factors are especially important. Job content is the most important criterion in Japan, for example, ahead of salaries, benefits and security. Work atmosphere heads the list in Switzerland and the Netherlands. The ▶



'salary and benefits are now back at the top of the list'



‘smarter organizations will be able to promote themselves and their values, rather than just relying on financial reward’

importance of an organization’s values and contribution to the communities in which it operates have also continued to grow in recent years and these are now decisive factors for a significant proportion of people. What this all amounts to is that while some employers will try to target talent by offering above market packages, smarter organizations will be able to promote themselves and their values, rather than just relying on financial reward.

If we look at how men and women compare, men are more attracted by career prospects, strong management and financial health, while women see atmosphere, work-life balance, accessibility and flexibility as more important. Salary, job security and financial health gain importance as people get older; while training and career development prospects are typically sought out by younger people. The higher the level

of education, the greater the importance of career development and job content; job security, atmosphere, accessibility and flexibility are more important to people with less education.

most attractive sectors

Globally, the most attractive sector to work in is IT, with Life Sciences, Consulting, Automotive and Technology also in the top five. At the other end of the spectrum, sectors with low attractiveness and recognition scores will need to work hard to enhance their appeal to candidates with the right skills and qualifications as that gives them greater choice over where they choose to work.

‘soft’ symbolic factors that make an employer attractive

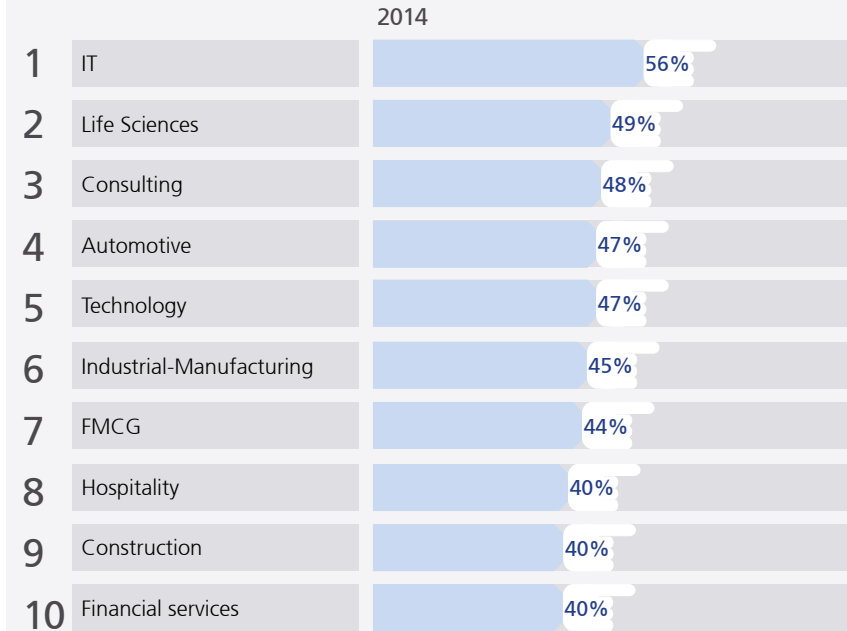
When asked about the ‘personality traits’ respondents want from employers, most opted for the solid qualities of honesty, reliability and security. Characteristics such as high status, thrilling and exciting are seen as less important.

Russians are notable in finding the more adventurous traits more attractive than most other parts of the world. By contrast, Western Europeans are more likely to favor reliability and honesty than other regions. Strong and daring employers are more valued by men; while reliability, honesty and security are more favored by women. Reliability, honesty and security gain importance with age; intelligent, exciting and daring tend to have the greatest attraction at a younger age.

What these differences underline is that there is no single set of characteristics

top 10 most attractive global sectors worldwide (*)

attractiveness: amongst respondents who know one or more companies operating in a particular sector, percentage who would like to work for the companies within the sectors



* global sectors including approx. 5,000 companies surveyed worldwide

that will attract everyone. Employer brand is highly nuanced, individual and multi-dimensional and creating a compelling brand is therefore more of an art than a science. Countries, companies and even people within them all want something slightly different and the employer brand should therefore seek to articulate and convey the rich and varied traits that make the organization unique. ■

Ferrero is seen as the second most attractive company to work for in Italy. More than 70% of respondents who say they know Ferrero would like to work for the company.

high rankings

Ferrero ranks highest place among the top 20 companies in Italy for pleasant working atmosphere, long-term job security, a good work-life balance and strong management.

top factors

In Italy, the top three factors for choosing to work for a company are long-term job security, a competitive salary and benefits package and interesting job content.



Ferrero: balancing family values with global ambitions

Ferrero has built its employer brand around a combination of its strong family values and the warmth generated by iconic trademarks such as Nutella, Kinder and Tic Tac. But as Ferrero's move into fast growth emerging markets gathers pace, it faces the challenge of how to attract and retain key people in countries where the company is less well known. We asked **Fabio Dioguardi, Global Employer Branding & Talent Acquisition Director**, to explain how Ferrero is seeking to recreate the 'emotional connection' within its core markets among employees in its new and expanding markets.

Ferrero is a business that is anything but ordinary,' says Mr Dioguardi. This is a company with an € 8 billion a year turnover, which is owned and run by its founder's grandson. This company has grown into the world's fourth largest chocolate confectioner without acquisition or outside finance.

'While we can offer the opportunities of a dynamic international business, being a family company gives us a human scale,' says Mr Dioguardi. 'Our own employee surveys

highlight our people's pride in our products. In turn these products help us to create a connection with new employees.'

Being a family company also allows Ferrero to plan for the long-term rather than being bound by short-term earnings targets and this is reflected in how it seeks to nurture its people – 'Ferrerians' as they call themselves. 'We want recruits to embrace our values – to become part of the family if you like. This includes sending new managers on the 'Understanding Ferrero' courses at our Ferrero University,' says ►

Mr Dioguardi. 'Similarly, in their first year, new managers are encouraged to connect with our products, values and business model so they can create the awareness that will be crucial to their future success in the company. We believe this connection and awareness is just as important as how they perform.'

rapid expansion

This commitment to the long-term in both corporate strategy and career development is reflected in high Randstad Award ratings for quality of management, financial strength and job security.

But now Ferrero faces a fresh set of recruitment and retention challenges as it seeks to extend its operations into India, China, Mexico and other emerging markets as part of its plans to accelerate growth over the next five years. Creating the employer brand values Ferrero enjoys in Italy, Germany, France and other parts of Europe is going to be difficult in markets where people haven't grown up eating its products and there isn't the same knowledge of what the company stands for. The challenge is heightened by the need to hire large numbers of people in a relatively short period of time.

Ferrero is therefore developing a new global employee value proposition (EVP), which builds on its heritage and values, while looking to the future. The public face of the project will be a new global website and communication strategy being rolled out from September 2014.

'We want to find people with the right skills and cultural fit, but recognize that our new operations need to be up and running quickly. So we've been looking at how to encapsulate what makes us distinctive and then how to articulate this in crisp and compelling ways in our target markets,' says Mr Dioguardi. The communications strategy is built around giving what he describes as a 'taste' of Ferrero, conveying both the opportunities the company

offers and what it expects in return. 'We're building a new brand and therefore don't just need to engage candidates, but also reach out to their families and friends, along with people who may not have considered working in the food sector before,' he says.

building bridges

Mr Dioguardi recognizes the need to make the EVP and communication strategy that surrounds it relevant across different countries and cultures – 'building bridges in new markets'. But he is keen to stress the importance of a single consistent message. 'Global organizations cannot communicate something different in each locality. At a time when the internet and social media have made everything transparent, varying the message simply confuses the people we want to reach,' he says.

He also recognizes that pay is going to be important in helping to secure the people Ferrero needs in the short-term, but in the long-term they want to be competing on more than just salaries alone. 'Retention is an issue when skilled people are in short supply and competition for them is increasing all the time. So if we want people to stay, we need to be offering the best of our values and the distinctiveness that could make them willing to develop careers with us,' he says. 'Ultimately, an emotional connection has always been the essence of our employee brand and we need to be able to implant this in the countries that are crucial to our future growth.' ■



Fabio Dioguardi
Global Employer Branding &
Talent Acquisition Director, Ferrero

- Mr Dioguardi has been a proud 'Ferrerian' for what he describes as '25 amazing years'. His expertise as an HR Executive and employer branding strategy professional has been built up through 20 years of executive responsibilities across all areas of HR, performance and change management and a range of international assignments that have taken him across Europe, Asia and Latin America.
- Mr Dioguardi describes himself as digitally passionate, an adept bridge player, a European commuter and dad in love with his two daughters.

'we want recruits to embrace our values to become part of the family if you like'

Ministry of Interior and Kingdom Relations: forging a dynamic workforce

The Ministry of Interior and Kingdom Relations (BZK) in the Netherlands is looking to create a more dynamic and adaptable workforce as the demands it faces become more complex on the one side and funding comes under increasing pressure on the other. **Director of Personnel and Organization, Wendy Sutherland** discusses how the Ministry's employer brand is now going to be more important as the make-up of and expectations placed on the workforce change. ►

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BZK

BZK is seen as the fifth most attractive non-profit organization to work for in the Netherlands. Of the respondents who know the Ministry, 42% say they would like to work for the organization.

high rankings

BZK is among the top ten non-profit organizations for competitive salary and benefits package, its financial health and long-term job security.

top factors

In the Netherlands, the most important factors for choosing an employer are pleasant working atmosphere, a competitive salary and benefits package, long-term job security and interesting job content.



Wendy Sutherland
Director of Personnel and Organization, Ministry BZK

- Mrs Sutherland has been Director of Personnel and Organization at BZK since 2007, having worked as Head of Personnel and Organization at Delft University of Technology.
- Mrs Sutherland has considerable experience of leading and implementing large and complex change programs, as well as organizational, management and staff development. In 2008 she led a project at BZK aimed at creating greater flexibility in the organization's structure, staffing and functions.

BZK is responsible for home affairs, the civil service and intelligence in the Netherlands, along with relations with the country's overseas territories.

The Ministry is seen as an attractive employer to work for – number one ranking in the not-for-profit category in the Dutch Randstad Award 2013, with job security and good pay being among the key perceived strengths.

Yet as Mrs Sutherland admits, active management of the employer brand has not until recently been a high priority. 'We've been able to rely on a good name for looking after our people and providing rewarding careers,' she says. 'Now, the world is changing and we need different types of people. Like many parts of the civil service, the job security that people once took for granted is now less certain. As ministers look for quicker results and spending pressures require us to deliver more for less, we need people to work in nimbler and more dynamic ways. This includes being able to move quickly from one assignment to another rather than focusing on a narrow area.'

Human resources is at the forefront of this new approach, having been integrated across all government departments in the Netherlands. Administrative tasks are centralized, allowing HR professionals to spend more time providing advice and executing strategies within their ministries.

reshaping the employer brand

Competitive financial rewards and the perception of being able to offer interesting work is going to be an important attraction for the dynamic people BZK wants to bring into the organization. 'The people who work

for us are keen to serve society and make a difference,' says Mrs Sutherland.

But certain aspects of the employer brand will need to be modified. In particular, as the Ministry moves to shorter fixed-term contracts for new permanent employees and takes on more temporary and contract staff, long-term job security is no longer as relevant to the employer brand. 'We can create the welcoming atmosphere and flexible ways of working that will enable people on short-term contracts to integrate easily into the team and make sure we give them the experience and support that will improve their ability to secure the next posting when they leave,' says Mrs Sutherland.

With a clear sense of what the employer offers and what it expects from staff in return now recognized as a crucial element of the employee value proposition, the Ministry has instituted a more systematic review and appraisal process. Staff have an initial discussion at the beginning of the cycle and sign an agreement on what they need to achieve and how they get there. Progress is reviewed half way through the cycle and then at the end, so there are no surprises on either side. 'We want to have an adult relationship with our staff, giving them space, but also providing strong direction, feedback and guidance,' says Mrs Sutherland.

freshening up the organization

So how are recruitment and retention strategies changing within BZK? There can be no sudden change in a workforce that is working longer and therefore fewer vacancies are opening up. At the same time, the Ministry is focusing on how to bring in people with

'the people who work for us are keen to serve society and make a difference'

Photo: Marcel Vogel

broader skills. Rather than hiring a manager for a particular department, for example, new managers are expected to have management as their core skills and be able to oversee a range of different teams and projects.

BZK is also looking to reshape the environment and ways of working. 'People have a lot of autonomy in deciding how and where they work. Technology enables us to be a lot more efficient and flexible in how operate,' says Mrs Sutherland. 'Creating a more adaptable organization clearly benefits us, but it's also good for our staff. They are better equipped to

work in other parts of the public service or seek opportunities in the private sector.'

demonstrating that we care

As a government department, BZK is keen to take the lead in championing diversity and equality. Recent examples include hiring 100 people with disabilities on its apprenticeship scheme. This has required some extra cost to cover adaptations, but this has been offset by more flexible ways of deploying staff.

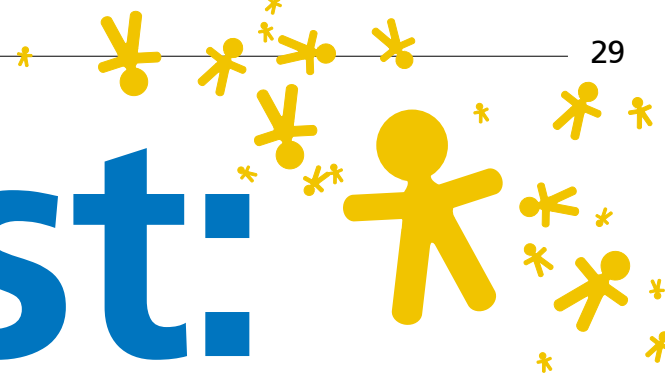
Nonetheless, the cost pressures mean that redundancies within the BZK workforce can't

be ruled out. 'As a caring employer we need to be helping people to develop skills that they can apply elsewhere and giving them as much support and guidance in finding alternative employment.'

changing the civil service image

So what areas of the employer brand need more attention? 'I think the whole image of the civil service needs a makeover. A lot of people still see public servants as less hard working than their private sector counterparts. I think we need to show that we are efficient and motivated and can offer a vibrant working environment for young people coming into the workforce.' ■

the best of the best:



Global Randstad Award winners



BMW is seen as the most attractive employer for salary, pleasant working atmosphere and strong management

most attractive global company worldwide

The Randstad Award is presented each year to the most attractive employer in various countries around the globe. The Award now covers 23 countries. Winners have benefited from the positive impact on the quality and quantity of applicants.

For the first time in the 14-year history of this Award, Randstad has also announced a global winner: the most attractive employer

worldwide. Our congratulations go to BMW for winning the inaugural Global Randstad Award. Congratulations also to runner-up Sony and third prize winner Samsung.

To select the global winner, respondents from 22 countries around the world were given a list of the 50 largest global companies, operating in more than 25 countries, with the same name in each and more than 30% employed outside

the home country. Respondents were then asked which of these companies they would like to work for. 61% said BMW, just ahead of Sony and Samsung in second and third places respectively.

When the leading global companies were rated on a range of strengths and areas for improvement BMW was seen as the most attractive employer for salary, pleasant working atmosphere and strong management. ■

most attractive global companies by attribute			
	1 st position	2 nd position	3 rd position
competitive salary & employee benefits	BMW	GDF Suez	Accenture
career progression opportunities	GDF Suez	IBM	General Electric
pleasant working atmosphere	BMW	Nestlé	Johnson & Johnson
long-term job security	GDF Suez	General Electric	Coca-Cola
good work-life balance	GDF Suez	Johnson & Johnson	Volkswagen
financially healthy	Coca-Cola	BMW	PepsiCo
interesting job content	Sony	IBM	Samsung
good training	IBM	General Electric	BMW
strong management	BMW	Coca-Cola	General Electric
concerned with environment and society	GDF Suez	Johnson & Johnson	General Electric

IBM Canada: creating a vibrant ecosystem

IBM Canada sees its business as part of a closely interconnected ecosystem that brings together their staff, their clients, business partners and the communities they serve. We asked **Geraldine Tenten, Director of Marketing and Communications**, and **Pat Horgan, Vice President, Manufacturing, Development and Operations**, to explain how their employer brand and the values that underpin it fit into this ecosystem.

Wherever you work or want to work, values are a crucial element of the employer brand. They define what the organization stands for and what it expects from its employees on the one side and create a compelling case for why being part of the business is worthwhile on the other.

Despite constant reinvention over its 100+ year history, IBM has always recognized the importance of staying true to its core values – its ‘soul’, as former Chairman and CEO, Sam Palmisano, described them. ‘We’re a values-based business. That’s why trust, personal responsibility and putting clients first are so important to us,’ says Ms Tenten. ‘But we also realize that we have to be at the forefront of innovation and change – IBM wouldn’t have been in business for so long if it didn’t. So a lot of what defines and differentiates our brand, both commercially and as an employer, is how we apply our core values to the

development of new ideas and apply these ideas in ways that can improve the lives and fortunes of the clients and communities we serve.’

‘IBM stands for progress. We want to be essential to the clients we serve, and the best way to do that is have our staff – our IBMers – take the lead in bringing our values to life and adapting them to a changing world,’ Ms Tenten continues. ‘A key part of this is our ‘Values Jam’, in which we ask our staff to identify what they do when they are at their best; how they make a difference for clients and how they act in a way that marks out IBM as different. We also ask customers to contribute to the jams. Sharing these ideas and experiences helps guide how we move forward as a business, while still adhering to our ideals.’

In an increasingly interconnected and interdependent world, Mr Horgan sees the way IBM Canada seeks to interact with its ►



IBMers at work: Smarter Cities Challenge - the picture shows an IBM team members meeting with citizens of Syracuse as they toured various neighborhoods at the beginning of their three-week pro bono consulting engagement, so as to get a better feel for the community.

Randstad Award 2014

IBM Canada

IBM is the third most attractive company to work for in Canada and has been in the top five most attractive companies for four years running. More than 50% of respondents who say they know IBM Canada would like to work for the company.

high rankings

IBM Canada ranks highest place among the top 20 Canadian companies for career progression. It is in the top three for good training opportunities.

top factors

In Canada, the leading factors for choosing to work for a company are competitive salary and employee benefits, long-term job security, pleasant working atmosphere and interesting job content.

stakeholders and apply its values as an 'ecosystem' with innovation at its heart. 'The way this ecosystem manifests itself in our employer brand strategy is that rather than competing over talent, we want to contribute to its development,' he says.

This might sound like altruism. But it makes sound business sense for a corporation that recognizes the challenges of ensuring a strong pipeline for the constantly shifting skills it needs and the competition it faces for the best people from both big rivals and small start-ups.

With 'big data' revolutionizing how businesses make decisions and serve their customers, a key focus of IBM's current talent development strategies is the new horizons in analytics. This includes helping colleges to shape their curriculum and helping support start-up businesses that provide seedbeds for innovation and creative talent in this area.

life beyond IBM

This ecosystem is also represented in the huge numbers of IBM alumni who've moved on to work across the sector, in colleges and for clients – the 'Greater IBM Connection' as the company calls it. 'This strong sense of identity is a valuable part of our employer brand, which stays with people wherever they go and allows existing and past staff to generate and share ideas,' says Ms Tenten.

Clearly an important part of the IBM brand and opportunity is the global nature of the business. Both Ms Tenten and Mr Horgan believe that it's important that IBM Canada is as much a local as a global business. 'The surge in connectivity and international trade means that all business is to some extent global these days. A lot of the people who work here come from other parts of the world. In turn the opportunity to seek international experience is a powerful draw for our business here in Canada,' says Mr Horgan. 'But the companies

and communities we primarily serve are Canadian. So we're proud of our commitment to the country, which includes being one of the biggest investors in R&D here in Canada.'

visionary challenges

In keeping with this ecosystem ethic, both Ms Tenten and Mr Horgan believe that the ability to contribute to a better future is an important attraction. Opportunities include the 'Smarter Cities Challenge', in which staff from across IBM complete a three-week, pro-bono consulting assignment, working alongside civic leaders in urban centers to analyze data and formulate solutions in areas such as how to boost employment and create safer neighborhoods. 'Pioneering initiatives like the Smarter Cities Challenge are very important in keeping our employer brand fresh and providing the meaningful challenges smart people are looking for,' says Ms Tenten. 'We know that we're creating things that are original and exciting when we see our ideas and initiatives being re-tweeted by students to their network communities,' says Mr Horgan.

Diversity is the anchor for this ecosystem. 'Our workforce needs to reflect the diversity within the society we serve,' says Ms Tenten. A key focus has been strengthening the technology skills and creating opportunities for communities that are under-represented within the technology sector. Examples include an e-learning program for Canada's indigenous population, which has increased retention and graduation rates within aboriginal communities and hence helped to develop the economic capacity.

'We're proud of being ranked as of one of the most attractive companies to work for in Canada over several years,' says Mr Horgan. 'We're keen to attract people with vision, people who want to make a difference and have shaped our employer brand around giving them the opportunity to do this.' ■



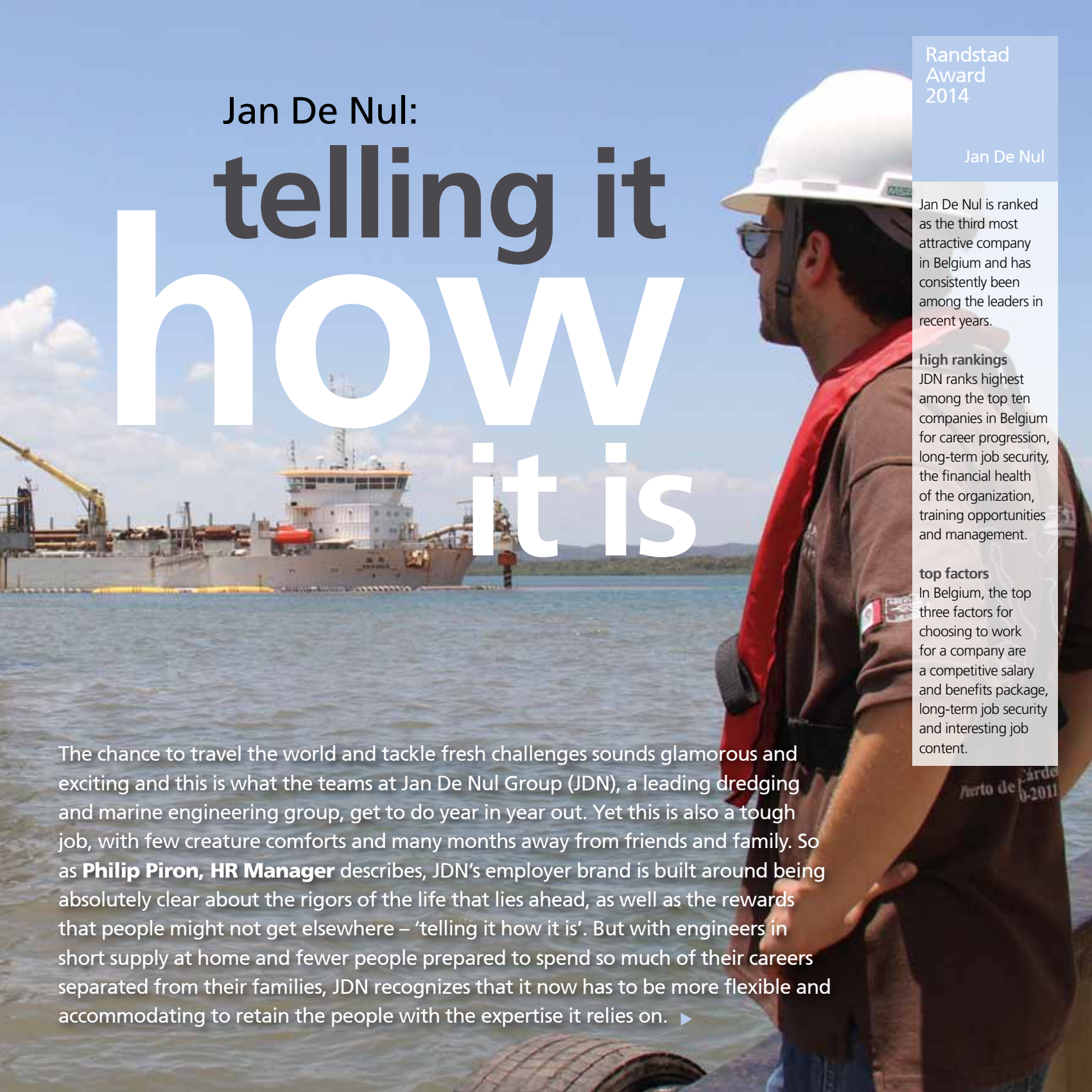
Geraldine Tenten
Director of Marketing and Communications, IBM Canada

- Ms Tenten brings a wealth of international IT experience to her current role, having worked in several countries during the course of her 20-year career with the company.
- Previously, Ms Tenten was the Director of Marketing and Communications Operations for IBM in Europe.



Pat Horgan
Vice President, Manufacturing, Development and Operations, IBM Canada

- Mr Horgan leads business operations including information, supply chain, real estate, procurement, corporate citizenship and government programs.
- In addition, Mr Horgan provides leadership to the IBM Software Lab organization and the Microelectronic Manufacturing Plant in Bromont Quebec. Both of these are the largest of their kind in Canada.
- Mr Horgan participates on many boards, including the Canadian Chamber of Commerce, Canadian Council of Aboriginal Business, the Ontario Brain Institute, CivicAction and Research Matters.



Jan De Nul:
**telling it
how
it is**

The chance to travel the world and tackle fresh challenges sounds glamorous and exciting and this is what the teams at Jan De Nul Group (JDN), a leading dredging and marine engineering group, get to do year in year out. Yet this is also a tough job, with few creature comforts and many months away from friends and family. So as **Philip Piron, HR Manager** describes, JDN's employer brand is built around being absolutely clear about the rigors of the life that lies ahead, as well as the rewards that people might not get elsewhere – 'telling it how it is'. But with engineers in short supply at home and fewer people prepared to spend so much of their careers separated from their families, JDN recognizes that it now has to be more flexible and accommodating to retain the people with the expertise it relies on. ►

Jan De Nul is ranked as the third most attractive company in Belgium and has consistently been among the leaders in recent years.

high rankings
JDN ranks highest among the top ten companies in Belgium for career progression, long-term job security, the financial health of the organization, training opportunities and management.

top factors
In Belgium, the top three factors for choosing to work for a company are a competitive salary and benefits package, long-term job security and interesting job content.



Philip Piron
HR Manager, Jan De Nul Group

- A law graduate, Mr Piron began his career at the Belgian Ministry of Justice before joining Jan De Nul Group in 1989.
- Mr Piron was Assistant HR Manager until 1999 when he moved up to his current post.

The struggle to push back the waters and reclaim precious land is in the blood in Belgium and the Netherlands. It's therefore little wonder that so many of the world's leading dredging groups hail from these countries.

With an annual turnover of over €2 billion, JDN is the biggest. Most people won't know the company's name, but they will recognize its pioneering achievements such as the land reclamation and seafront protection of Dubai's iconic Palm Islands. Recent projects have stretched from new locks in the Panama Canal to a new port complex in Western Australia.

JDN employs more than 5,000 people, having doubled its workforce over the past ten years. The engineers, translators, accountants, lawyers, ships' officers and members of its project teams, most of whom are recruited in the Benelux, are constantly on the move. In addition to dredging and related areas, JDN operates a specialist construction division.

self-sufficient

'We've always been a very self-sufficient company,' says Mr Piron. 'We've grown organically without the need for acquisition and this dedication to building from within is reflected in our workforce. We don't want to depend on others. Apart from some junior crew members, all the members of our project teams are directly employed by us – we use very few contract staff. We even design our own ships and equipment. Crucially, we also promote from within. We want the people who lead JDN to know the company, know its mentality and be known by the people here. Even I who work in HR, a profession with a lot of movement from one company to another, have been here for nearly 25 years.'

'we need to be realistic about what recruits can expect'



not for the fainthearted

So what kind of people is JDN looking to attract and what is the role of employer brand in this? 'We're an expanding company that's always looking for more recruits. To reach targets, our recruitment people could be painting a picture of an exotic life that takes people from Australia to Argentina. But that isn't enough anymore. Ten years ago, the opportunity for an engineer to have a global career would have been a key differentiator.

But rapid globalization has turned the world into a village, so the opportunity to travel and experience different cultures is now much more common,' says Mr Piron. 'Moreover, we need to be realistic about what recruits can expect when they join us if we want to attract the right people and retain them for the long-term. They're going to be working in inhospitable conditions; they're going to be on top of each other for months on end and they're unlikely to be home for family events such as their

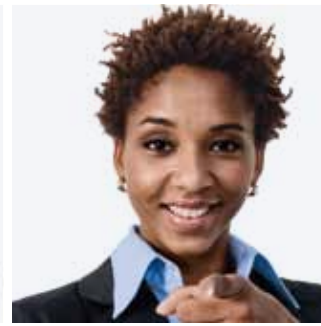
mum and dad's 50th anniversary. So the right personality is as important as a good degree. We want flexible, resilient, no-nonsense people that can thrive in the kind of environments we operate in and relish the challenges. Applicants can have all the right qualifications, but if they don't fit in, we won't hire them'.

JDN's commitment to 'telling it how it is' includes assigning employees to go along with its recruitment teams to talk to students

studying at their old universities about what to expect. The JDN life is also something that is communicated from one generation to the next, with one family in particular having supplied four generations of people to the company. 'Rather than being something we've created as a publicity exercise, our employer brand is the logical consequence of the kind of work we do and the people that are mentally and physically equipped to carry it out,' says Mr Piron. 'The compensations for the rigors of this rugged expatriate life are excellent training, good pay and a company that supports them through their careers. That's why we've consistently performed so well in the Randstad Award surveys over the years.'

adapting to modern realities

Nonetheless, Mr Piron is realistic about the changing expectations of the new generations coming into the workforce. 'People used to work abroad for 15-20 years before coming back for less physically demanding or more family-friendly work in our Benelux offices. Now, people want to settle back in their home countries after as little as five years. With engineers in short supply in Benelux countries they know that they can get a job,' he says. 'We don't want to lose their skills and experience. We want to keep the supply of people coming through the ranks to senior management. So we're prepared to offer them opportunities in areas such as design or business development. We support this by offering broad training that enables people to operate in many different roles. With more and more of our work centering on specialist advice, there are also more opportunities within the home market. So while the world and the people we recruit are changing, that sense of JDN as a family is still as strong as ever.' ■



shaping the world of work



The Randstad Group is one of the leading HR services providers in the world, with 28,000 corporate employees and around 4,600 branches and Inhouse locations in 39 countries around the world. In 2013, Randstad served more than 500,000 employment candidates and generated revenue of €16.6 billion.



Randstad's resourcing capability gives us a unique 360-degree perspective on workforce trends. We share our extensive knowledge of the current labour market through research studies and guidance on emerging best practice, which includes the Randstad Award. By doing so, we hope to provide our clients with the benefit of our professional experience and enable them to stay ahead in an increasingly complex and fast moving employment market.



good
to know
you