



2017 FORTUNE 500 TOP 100 EMPLOYMENT BRANDS REPORT

EMPLOYMENT BRANDING REPORT

The Top 100 Fortune 500 Brands From 2016*

With advancing technologies and evolving corporate trends, your business is a glass house. Potential employees can peer inside, and what they see reflects the reality of your corporate culture.

Knowing that transparency is the new norm, employee voice becomes essential to your employment brand. Using multiple channels to bring the employee voice to life and contribute to transparency elevates your employment brand. From video testimonials and career sites to blogging and social media practices, you have multiple opportunities to establish your authentic brand.

It's important to remember that customers often become candidates – and vice versa. Here is where commercial branding and employment branding intersect: The two elements must feel congruent on all levels, and neither deserves less attention than the other. In a glass house, you can't build a wall between your corporate identity and your employment brand.

In our third annual report, we discuss the criteria by which we've measured employment branding success among Fortune 500 companies. We still grade career pages, job boards, candidate experience, accolades, recruitment marketing, and corporate social responsibility (CSR). However, 2016 introduced new aspects of employment branding practices, evolving employment value proposition (EVP) trends, and feedback from Fortune 500 companies. As a result, we've modified our grading criteria to reflect the evolving candidate journey. We'll reveal the top companies in each criterion and discuss ways in which companies can improve their employment branding.

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current state of EMPLOYMENT BRANDING

Now more than ever, employment branding directly influences the health and well-being of companies. A poor employment brand not only puts your ability to attract top talent at stake, but will also affect your bottom line.

Think of an investment in your employment brand as protection for your organizational growth and ongoing success. This approach contributes to a cycle of positive outcomes because a strong employment brand attracts high-performing employees, who contribute to your company's innovation, high customer satisfaction, and increased productivity.

Companies can improve their hiring processes by paying attention to the most critical facets of employment branding and incorporating these best practices:

- **Video:** Interview existing employees about their experiences at the company or take candidates on a virtual tour of the "office" — whether a corporate high-rise building or a client's property.
- **Social media:** Respond to current and potential employees' comments and concerns, as a company would respond to customers.
- **Intake:** Review resumes with a branding perspective and look for candidates who fit with the corporate culture.
- **Interviewing:** Present a strong, inclusive front when meeting with candidates.



- **Selection:** Maintain a selection process that ties back to employment branding as well as the culture presented to candidates.
- **Websites:** Create a dedicated career page on the company website and populate it with interesting, engaging, and informative content.
- **Job boards:** Interact with candidates through job boards and create attractive profiles on each board.
- **Technology:** Allow candidates to efficiently apply for jobs in more ways, such as through mobile devices.
- **Job descriptions:** Create dynamic, engaging job descriptions that go beyond lists of requirements and responsibilities.

Participation and transparency have become mandatory in today's employment branding market. Hiring managers, talent acquisition specialists, and other members of the corporate team do not simply choose worthwhile candidates for interviews based only on the resumes submitted. They respond to reviews on Glassdoor, interact with candidates outside the office, and share their opinions about a given position.

Additionally, the EVP cannot stand on its own. The EVP must clearly define why a candidate should choose one company over other possibilities and it must be backed up. Candidates look for benefits and cultural aspects that appeal to them, so companies need to know the types of people that best fit their environment. And actions speak louder than words: Candidates want to see current employees as living proof of the EVP.

The most effective EVPs and employment brands operationalize their efforts throughout the recruiting process. From interviewers to human resources managers, everyone involved should deliver a congruent message that matches website copy, job advertisements, and other communications. When an organization wholeheartedly articulates its employment brand and EVP, identifying the right fit candidate becomes more apparent.

80%

Over 80% of leaders acknowledge that employer branding has a significant impact on their ability to hire talent.
– 2017 LinkedIn Global Trends Report



COMMERCIAL BANKS:

Financial services, such as commercial banks, performed generally well in certain categories such as job boards and accolades, but are still behind in candidate and employee engagement.



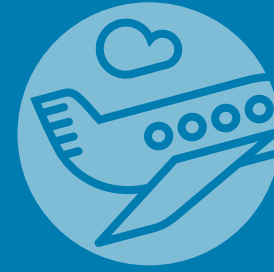
COMPUTER SOFTWARE:

The computer software industry serves as an excellent example of employment branding done correctly. Companies in this particular sphere promote positive candidate engagement and excel at recruitment marketing. They also focus heavily on CSR.



PHARMACEUTICALS:

As we reported last year, the pharma industry demonstrates outstanding employment branding efforts, particularly within the categories of recruitment marketing and candidate and employee engagement.



AIRLINES:

Of the industries that received high scores, the airlines industry was one of the leaders in the employee reviews and candidate engagement category.



INSURANCE: PROPERTY AND CASUALTY (MUTUAL):

The property and casualty insurance industry shines in the career pages and recruitment marketing aspects of employment branding.



RAILROADS:

Although the railroad industry is inclusive of three companies on the Fortune 500 list, it keeps pace with those outlined above. The industry is a leader in career pages and CSR categories.

industry INSIGHTS

Just as your company is a glass house, so are the other businesses in your industry. Due to the transparency candidates demand

and technology enables, competitors can easily be compared and analyzed. Examining employment branding at a micro-level (company) and macro-level (industry) are equally powerful and insightful. Low scores in an industry do not necessarily mean that every company in that industry

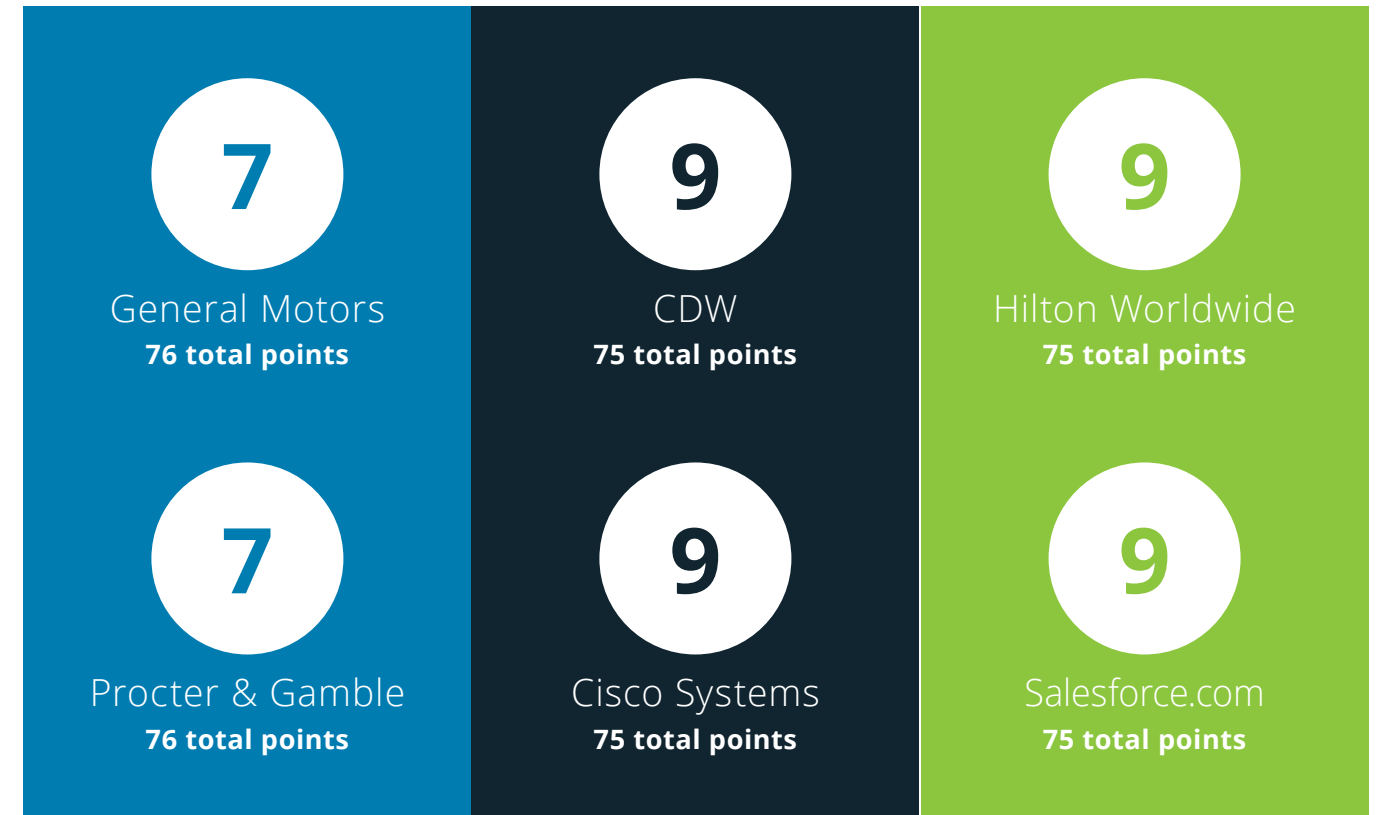
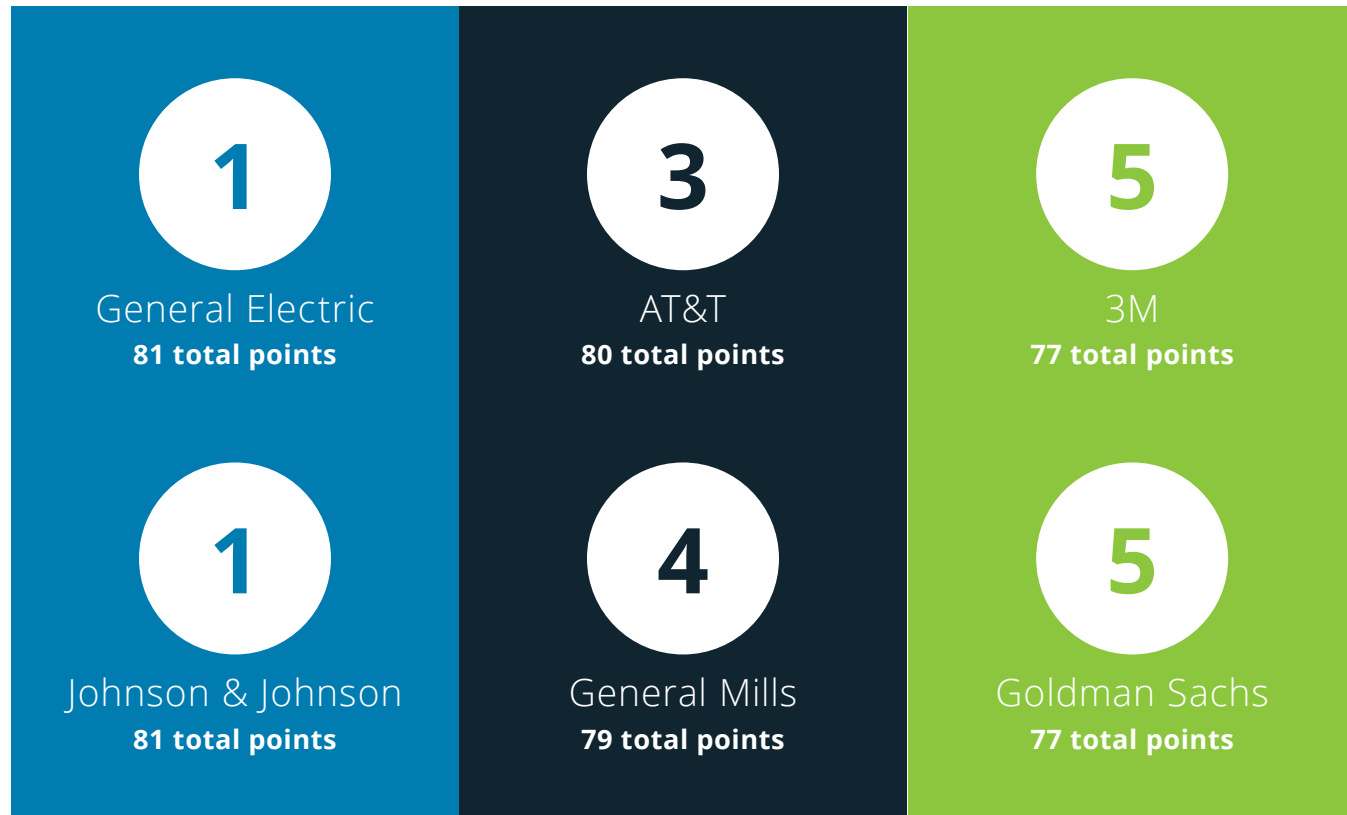
falls below expectations. However, these scores can help companies understand trends in the industry and what to do to get ahead of the competition for top talent. High scores in an industry can indicate employment branding maturity, even if some companies lag their competition.

Because of how the business landscape has shifted, many industries are competing over the same talent. All companies need technology talent, for example, so candidates are comparing firms across a range of different industries. This points to the importance of a strong employment

brand despite the industry. It used to be that technology companies, for example, were held to a higher standard in terms of employee engagement, CSR and perks and benefits, but that's no longer the case. It's now an expectation among candidates to work for a company that values their

employees and proves that through their employment branding efforts.

employment branding:
TOP RANKING COMPANIES



ranking	brand	industry	total points
1	GE Imagination at work	Industrial Machinery	81
	Johnson & Johnson	Pharmaceuticals	81
3	at&t	Telecommunications	80
4	General Mills	Food Consumer Products	79
5	3M	Miscellaneous	77
	Goldman Sachs	Commercial Banks	77
7	General Motors	Motor Vehicles and Parts	76
	P&G	Household and Personal Products	76
9	CDW	Information Technology Services	75
	Cisco	Network and Other Communications Equipment	75
	Hilton	Hotels, Casinos, Resorts	75
	salesforce.com	Computer Software	75
13	Dow	Chemicals	74
	Monsanto	Chemicals	74
	Stryker	Building Materials, Glass	74
	TIAA	Medical Products and Equipment	74
	Charles Schwab	Insurance: Life, Health (Mutual)	74
18	Ford	Securities	73
	Humana	Motor Vehicles and Parts	73
21	Altria	Health Care: Insurance and Managed Care	73
	Bank of America	Tobacco	72
	Eastman	Commercial Banks	72
	JPMorgan Chase & Co.	Chemicals	72
	Kellogg's	Commercial Banks	72
	Target	Food Consumer Products	72
	Wells Fargo	General Merchandisers	72
28	Allstate	Commercial Banks	72
	Bristol-Myers Squibb	Insurance: Property and Casualty (Stock)	71
		Pharmaceuticals	71

ranking	brand	industry	total points
	The Clorox Company	Household and Personal Products	71
	Walt Disney	Entertainment	71
	Hormel	Food Consumer Products	71
	Intel	Semiconductors and Other Electronic Components	71
	Microsoft	Computer Software	71
	PNC	Commercial Banks	71
	Southwest	Commercial Banks	71
	Starbucks	Airlines	71
	ThermoFisher Scientific	Food Services	71
	Capital One	Scientific, Photographic and Control Equipment	71
39	Dominion Energy	Commercial Banks	70
	Entergy	Utilities: Gas and Electric	70
	Publix	Utilities: Gas and Electric	70
	Texas Instruments	Food and Drug Stores	70
	UnitedHealthcare	Semiconductors and Other Electronic Components	70
45	AbbVie	Health Care: Insurance and Managed Care	70
	American Express	Pharmaceuticals	69
	CarMax	Diversified Financials	69
	Carnegie Mellon University	Automotive Retailing, Services	69
	Carnegie Mellon University	Construction and Farm Machinery	69
	Carnegie Mellon University	Health Care: Medical Facilities	69
	The Home Depot	Specialty Retailers: Other	69
	Mars	Petroleum Refining	69
	PepsiCo	Food Consumer Products	69
	USAA	Insurance: Property and Casualty (Stock)	69
54	Boeing	Aerospace and Defense	68
	Comcast	Telecommunications	68
	Lilly	Pharmaceuticals	68
	Exelon	Utilities: Gas and Electric	68
	Facebook	Internet Services and Retailing	68

ranking	brand	industry	total points
	Marriott	Hotels, Casinos, Resorts	68
	McKesson Empowering Healthcare	Wholesalers: Health Care	68
	MERCK	Pharmaceuticals	68
	Exxon	Petroleum Refining	68
	Tyson	Food Production	68
	Walmart	General Merchandisers	68
65	Abbott Laboratories	Medical Products and Equipment	67
	ADP	Diversified Outsourcing Services	67
	AMGEN	Pharmaceuticals	67
	CBRE	Real estate	67
	ConocoPhillips	Mining, Crude-Oil Production	67
	DELTA	Airlines	67
	ECOLAB	Chemicals	67
	Freddie Mac	Diversified Financials	67
	HERSHEY'S	Food Consumer Products	67
	Johnson Controls	Motor Vehicles and Parts	67
	Kimberly-Clark	Household and Personal Product	67
	Liberty Mutual	Insurance: Property and Casualty (Stock)	67
	NORDSTROM	General Merchandisers	67
	QUALCOMM	Network and Other Communications Equipment	67
	S&P Global	Financial Data Services	67
	Union Pacific	Railroads	67
	UPS	Mail, Package, and Freight Delivery	67
	WM WASTE MANAGEMENT	Waste services	67
	WYNDHAM WORLDWIDE	Hotels, Casinos, Resorts	67
84	Alaska Air Group	Airlines	66
	Anadarko Petroleum Corporation	Mining, Crude-Oil Production	66
	Cardinal Health	Wholesalers: Health Care	66
	Coca-Cola	Food, Beverages and Tobacco	66

ranking	brand	industry	total points
	DISCOVER FINANCIAL SERVICES	Commercial Banks	66
	DTE Energy Know Your Own Power	Utilities: Gas and Electric	66
	expedia inc	Internet Services and Retailing	66
	HESS	Petroleum Refining	66
	hp	Computers, Office Equipment	66
	mastercard	Financial Data Services	66
	MOHAWK	Home Equipment, Furnishings	66
	ORACLE	Computer Software	66
	State Farm	Insurance: Property and Casualty (Mutual)	66
	verizon	Telecommunications	66
	VISA	Financial Data Services	66
99	AECOM	Engineering, Construction	65
	ally	Diversified Financials	65
	avis budget group	Automotive Retailing, Services	65
	CenturyLink	Telecommunications	65
	Chevron	Petroleum Refining	65
	Cigna	Health Care: Insurance and Managed Care	65
	devon EDISON INTERNATIONAL	Mining, Crude-Oil Production	65
	EDISON INTERNATIONAL	Utilities: Gas and Electric	65
	FIFTH THIRD BANK	Commercial Banks	65
	IBM	Information Technology Services	65
	Lincoln Financial Group	Insurance: Life, Health (stock)	65
	MassMutual FINANCIAL GROUP	Insurance: Life, Health (Mutual)	65
	METLIFE	Insurance: Life, Health (Mutual)	65
	NIKE	Apparel	65
	SUNTRUST	Commercial Banks	65
	TRAVELERS	Insurance: Property and Casualty (Stock)	65
	WHOLE FOODS MARKET	Food and Drug Stores	65
	Williams	Energy	65

CAREER PAGES

When job seekers find an ad on an employment website or hear about a company that might have open positions, they visit the company's website first.

They're looking for information about the organization's mission, goals, culture, and employment opportunities. If a company lacks accessible and effective career pages, how can that company expect to attract top talent?

In an ideal situation, a company creates a separate site or separate section for careers. Career pages are a company's main messaging system to conveniently share potential opportunities and benefits. Leading companies clearly convey their culture and what it's like to work there with multimedia content, employee testimonials, and microsites.

This category took corporate culture into high consideration, looking at culture information, videos and pictures, hiring practices, and employee testimonials.

CAREER PAGE (2 POINTS)

- 0 No career site
- 1 Has site, easily accessible from main website
- 2 Has site, easily accessible from main website and easily searchable

MOBILE-ENABLED CAREER WEBSITE (1 POINT)

- 0 Not able to apply to job via mobile device
- 1 Ability to get to careers website and apply via mobile device

LINKS/INFORMATION ON BENEFITS, COMPANY PERKS, CULTURE/DNA (3 POINTS)

- 0 No info on benefits, company perks, culture/DNA
- 1 Has 1 of 3 pieces
- 2 Has 2 of 3 pieces
- 3 Has 3 of 3 pieces

PICTURES OR CORPORATE VIDEOS ON CAREER PAGE DEMONSTRATING DIVERSITY (4 POINTS)

- 0 No multimedia content demonstrating diversity
- 1 1 photo or video demonstrating diversity
- 2 2 photos or videos demonstrating diversity
- 3 3 photos or videos demonstrating diversity
- 4 4+ photos or videos demonstrating diversity

ENGAGING JOB DESCRIPTIONS* (5 POINTS)

- 0 Company does not have job postings
- 1 Job descriptions have 1 out of 5 parts
- 2 Job descriptions have 2 out of 5 parts
- 3 Job descriptions have 3 out of 5 parts
- 4 Job descriptions have 4 out of 5 parts
- 5 Job descriptions have 5 out of 5 parts

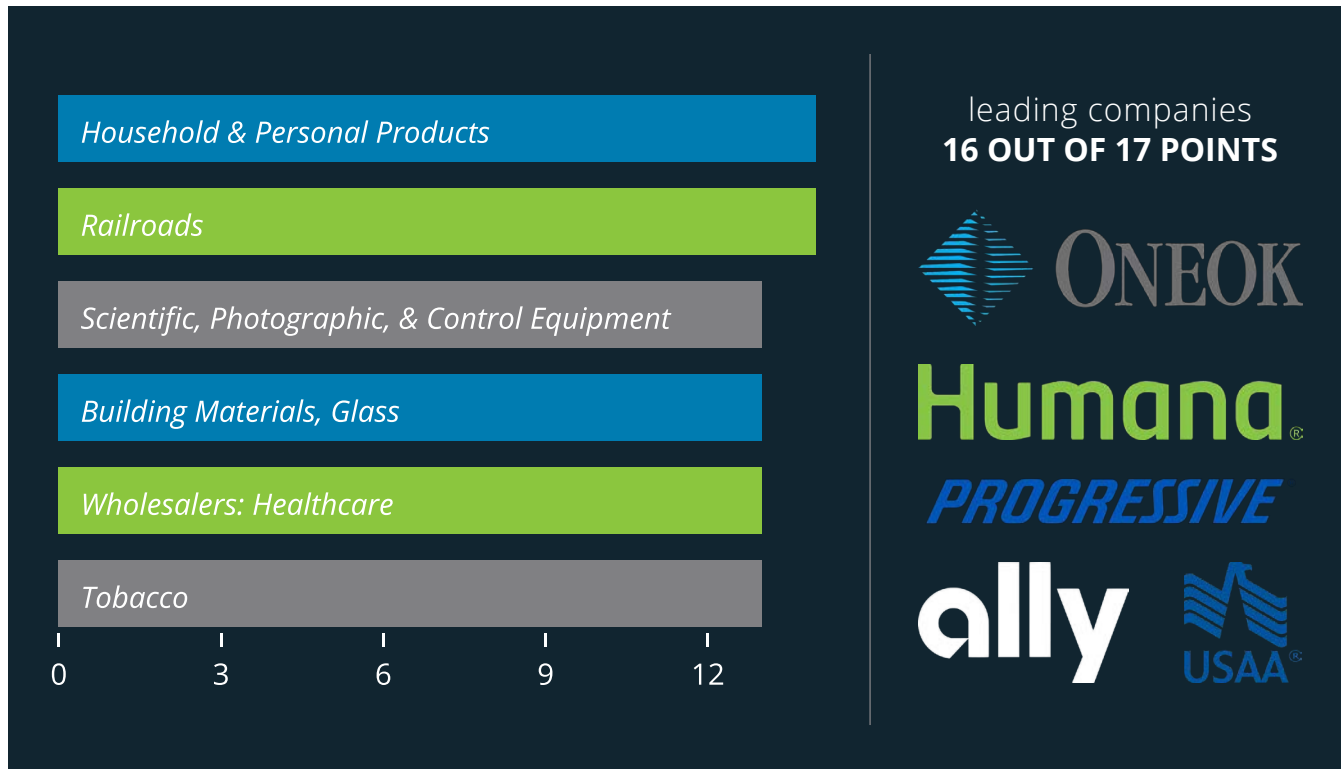
INTERVIEW PROCESS ON CAREER PAGE (2 POINTS)

- 0 No info on overview of interview process or hiring criteria
- 1 Has 1 of 2 pieces
- 2 Has 2 of 2 pieces

17
points total

* Engaging job description is one that has five parts: an overview of the company, a list of job responsibilities, a list of qualifications, specific compensation details, and linking to information on why one would want to work for the organization.

career pages:
TOP RANKING INDUSTRIES



We know that the best career pages create an authentic, transparent experience for candidates via engaging messaging and employee voices.

Visibility to growth and career path expectations further entice the best talent to engage either by applying or becoming a member of the company's talent community.

Personalizing your career page or site using personas adds to the candidate's level of engagement. In these cases, the best-performing career pages create a holistic strategy from career site to talent community engagement.

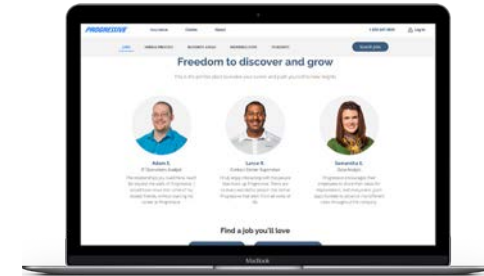
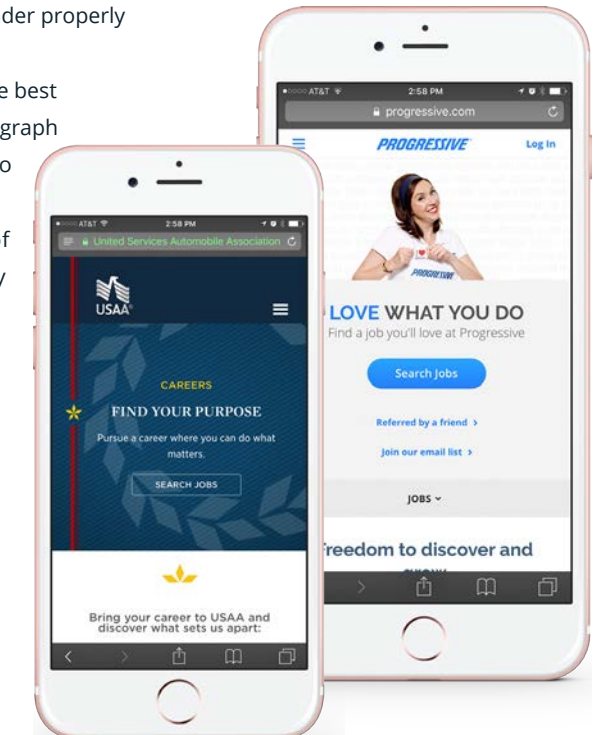
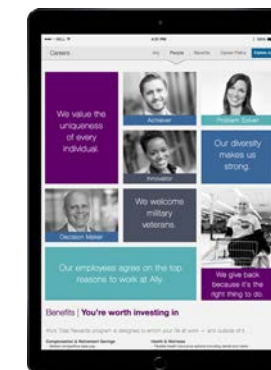
Several factors can influence the effectiveness of career pages, including:

- **Images and videos:** Prospective candidates stay longer on a page that includes visually appealing and relatable graphics. They also lend insight into your diverse workforce.
- **Additional information:** Top-ranking companies separated their career pages into different sections where candidates

customize their experience by clicking on culture and/or company values, benefits, and other sub-sections based on interests or personas.

- **Responsive design:** Research shows that nearly 30 percent of job seekers have used their smartphones in their efforts to find employment. Responsive design enables a career page to render properly on mobile device screens.

- **Employee testimonials:** The best testimonials feature a photograph or video of the employee so it becomes more personal. Candidates get a glimpse of the people with whom they might work.



JOB BOARDS

Dozens of job boards exist, offering repositories of job advertisements that candidates can search at their leisure. These ads often create a job seeker's first impression of a company.

Companies that have scored highly in the job boards section cast broadly, posting to many job boards with consistent messages. These companies thoughtfully craft compelling postings and engaging job descriptions, sharing their company's culture. By incorporating visual identity, such as logos and color schemes,

as well as featured links to career pages, multimedia content, and social media, the candidate gains a real understanding of a day in the life at that company.

To rank highly in this category, we looked at how often companies posted jobs on both mainstream and niche job boards. The wider the net, the higher the ranking.

indeed®

monster

careerbuilder®

simply|hired®

ZipRecruiter®

LinkedIn

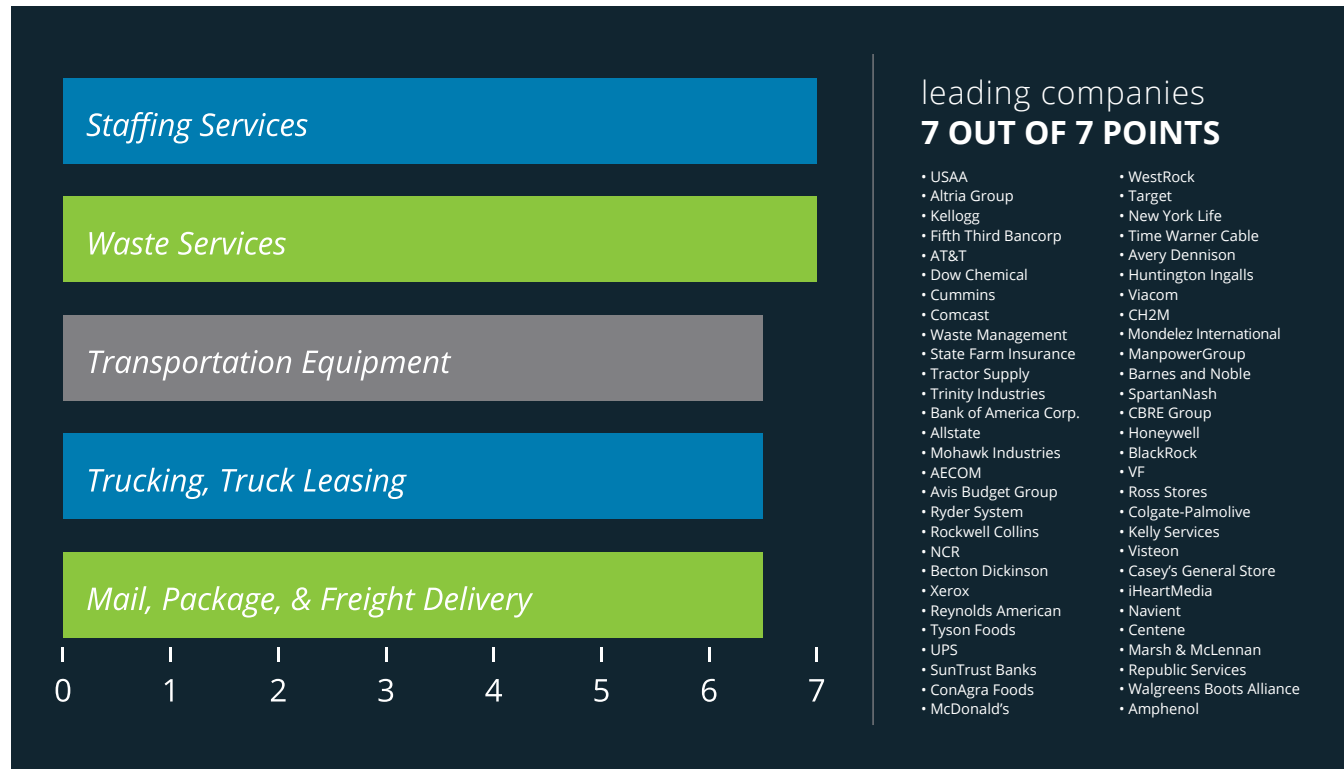
BEYOND®

ON DESIGNATED JOB BOARDS (7 POINTS)

- 0 No job postings on designated job boards
- 1 Job postings on 1 designated job board
- 2 Job postings on 2 designated job boards
- 3 Job postings on 3 designated job boards
- 4 Job postings on 4 designated job boards
- 5 Job postings on 5 designated job boards
- 6 Job postings on 6 designated job boards
- 7 Job postings on 7 designated job boards

7
points total

job boards: TOP RANKING INDUSTRIES



While companies have been using job boards for more than 20 years, they have evolved their strategy to capitalize on the benefits.

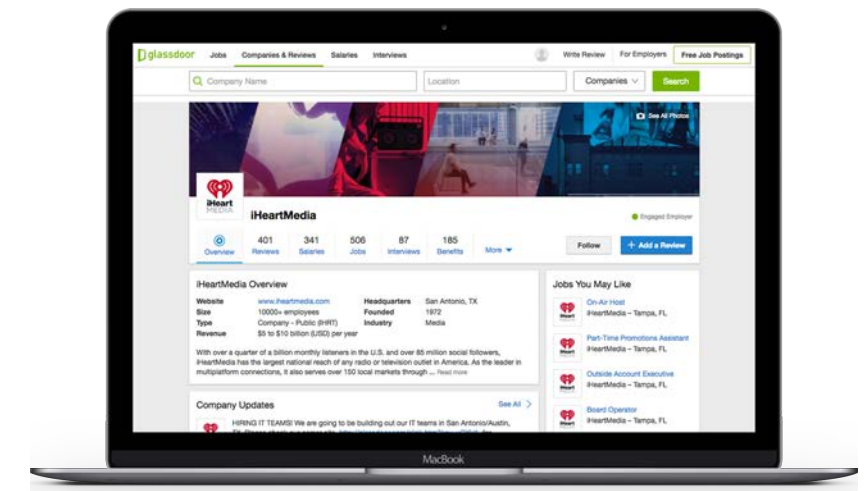
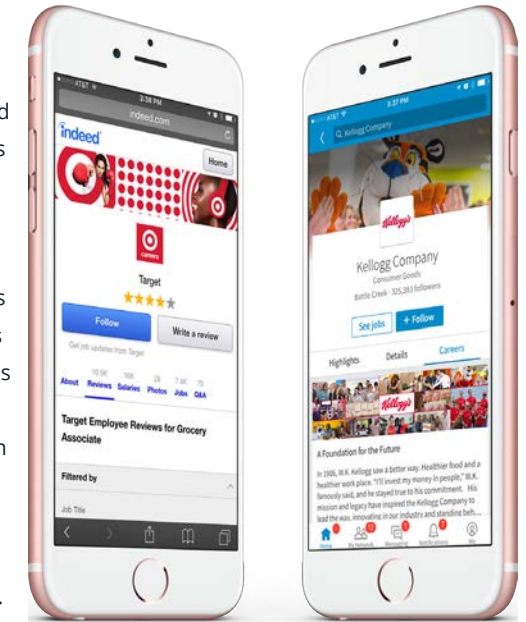
Just posting is no longer enough. It's about engaging job descriptions that keep candidates' attention and are available on a range of job boards to maximize the ability to find a culturally aligned employee.

You'll notice that many of the top contenders on our industry list are from the logistics/ transportation sector. Companies in this sector need reliable, long-term employees who align culturally with the organization and who have transferrable specialty skills and training. Consequently, these companies seek the best talent available by using as many channels as possible to find potential candidates.

This list further illustrates the idea that industry trends do not always suggest universal truths. Although an entire industry might lag others, companies can stand out in their industry by building a viable employment branding strategy and

successfully operationalizing that strategy. Consistency and transparency help businesses stand out among their peers.

As part of our analysis of job boards, we awarded companies points for branded job postings on each job board; companies that cast wide nets can enjoy better brand awareness. Each company could earn seven total points — one point for each mainstream job board on which their ads were found.



EMPLOYEE REVIEWS & CANDIDATE ENGAGEMENT

Because of its significance, this category was allocated 35 percent weight in our employment branding evaluation. Authenticity matters more than any other quality for word-of-mouth because experiences are posted publicly for all to read.

Candidates actively research the culture of companies to understand if they'll fit. If candidates see positive employee and candidate experiences on review sites, they feel more confident submitting their resume and making a career move.

Although a company can't control what is shared about their hiring process or employees' work experiences, organizations impact and influence those responses by following through on their promises, practicing transparency, and delivering consistent messaging. Factors such as poor management and lack of benefits or career advancement dictate how employees rate their employers.

% OF REVIEWERS WHO RECOMMEND THE COMPANY TO A FRIEND (10 POINTS)

0	0%
1	1% - 10%
2	11% - 20%
3	21% - 30%
4	31% - 40%
5	41% - 50%
6	51% - 60%
7	61% - 70%
8	71% - 80%
9	81% - 90%
10	91% - 100%

GLASSDOOR CULTURE & VALUES RATING (5 POINTS)

0	Rating of 0.4 or less
1	0.5 - 1.5 rating
2	1.6 - 2.4 rating
3	2.5 - 3.4 rating
4	3.5 - 4.4 rating
5	4.5 - 5 rating

GLASSDOOR WORK-LIFE BALANCE RATING (5 POINTS)

0	Rating of 0.4 or less
1	0.5 - 1.5 rating
2	1.6 - 2.4 rating
3	2.5 - 3.4 rating
4	3.5 - 4.4 rating
5	4.5 - 5 rating

GLASSDOOR COMPENSATION & BENEFITS RATING (5 POINTS)

0	Rating of 0.4 or less
1	0.5 - 1.5 rating
2	1.6 - 2.4 rating
3	2.5 - 3.4 rating
4	3.5 - 4.4 rating
5	4.5 - 5 rating

GLASSDOOR CAREER OPPORTUNITIES (5 POINTS)

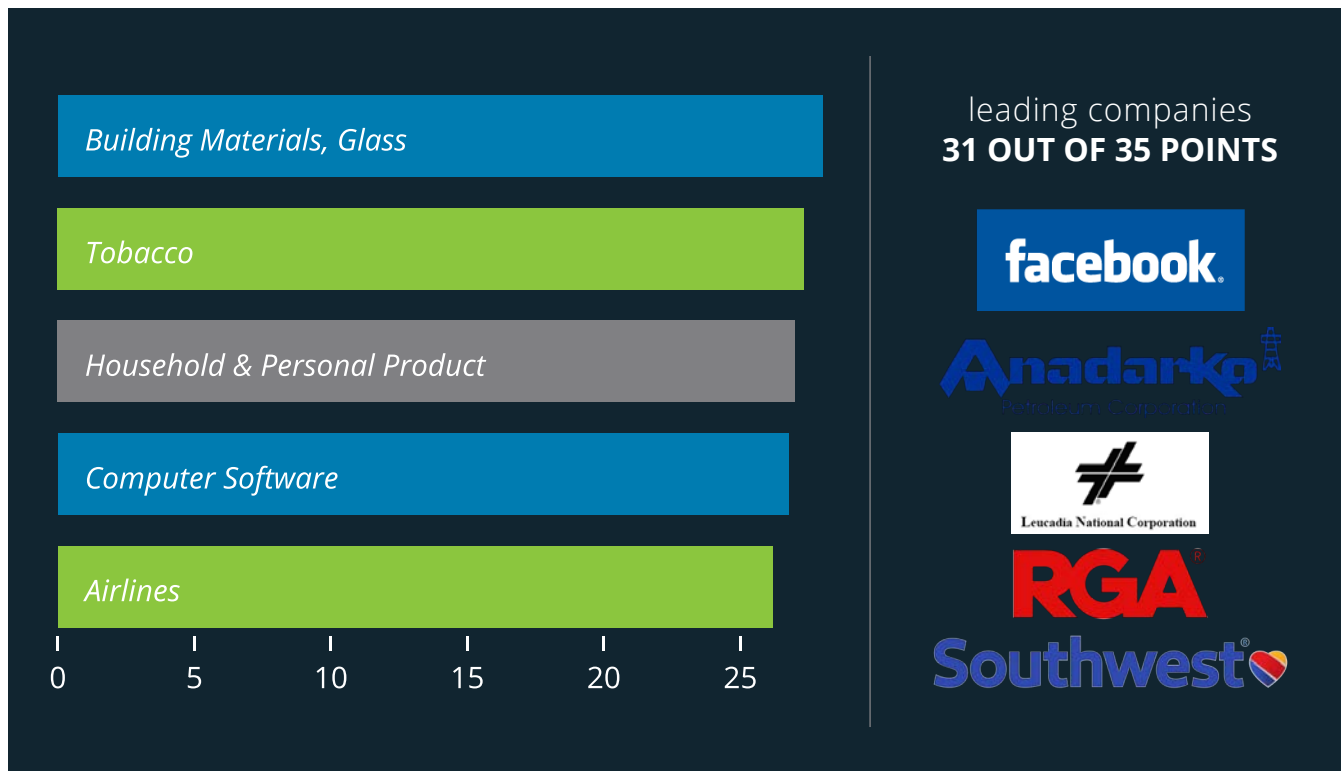
0	Rating of 0.4 or less
1	0.5 - 1.5 rating
2	1.6 - 2.4 rating
3	2.5 - 3.4 rating
4	3.5 - 4.4 rating
5	4.5 - 5 rating

REVIEWS & RATINGS ON INDEED (5 POINTS)

0	0 stars
1	1 star
2	2 stars
3	3 stars
4	4 stars
5	5 stars

35
points total

employee reviews & candidate engagement: TOP RANKING INDUSTRIES



When it comes to employee and candidate engagement, companies should seek ongoing improvements to remain ahead of the competition.

This is critical considering one in four millennials would quit their current role for something new, according to Deloitte. Using surveys, social media, and review sites provides valuable insights into company climate. By taking a proactive approach to identifying experiences, you can apply your findings toward bolstering your employment brand.

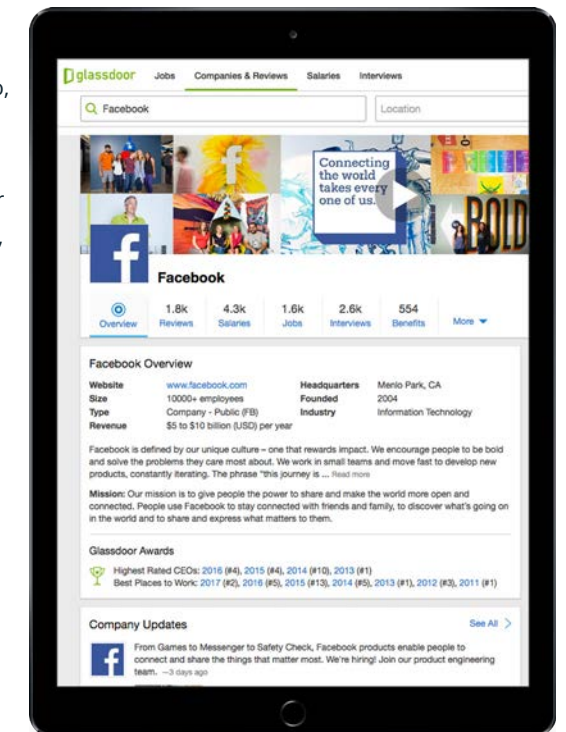
You can't control what candidates, employees, or past employees say to friends and family

or what they write on social media, but consistent, transparent employment branding will have an influence on their opinions.

Additionally, organizations can invite their employees to share their experiences. Other efforts can include the following strategies:

- Personalizing pages on review websites with the company logo, images, and videos
- Building rapport on a personal level and quickly respond to their reviews or complaints in a polite, respectful way

- Conducting thorough exit interviews to discuss employee concerns and end the interviews positively
- Improving areas that matter most, such as work-life balance, advancement opportunities, and corporate culture



ACCOLADES

Corporate awards and accolades lend credence to a company's ability to deliver on its promises and support its integrity. Fortune 500 companies often get noticed for efforts and accomplishments in sustainability, work-life balance, operational efficiency, and diversity and inclusion, for example.

While some industries have more awards than others, organizations can continually look for new awards or broader awards for which they might rank as contenders. National awards might seem more prestigious, but you should not ignore state, regional, and local awards. Position your brand as a pillar in your community.

Awards help to differentiate. In your glass house, you want your awards to be as visible as possible. Otherwise, candidates and consumers might never know about them.

MOST ADMIRED LIST (5 POINTS)

- 0 Not on list

- 1 Ranked #41 - #50

- 2 Ranked #31 - #40

- 3 Ranked #21 - #30

- 4 Ranked #11 - #20

- 5 Ranked #1 - #10

MISCELLANEOUS ACCOLADES ON COMPANY WEBSITE (5 POINTS)

- 0 No accolades mentioned on website

- 1 1 accolade on website

- 2 2 accolades on website

- 3 3 accolades on website

- 4 4 accolades on website

- 5 5+ accolades on website

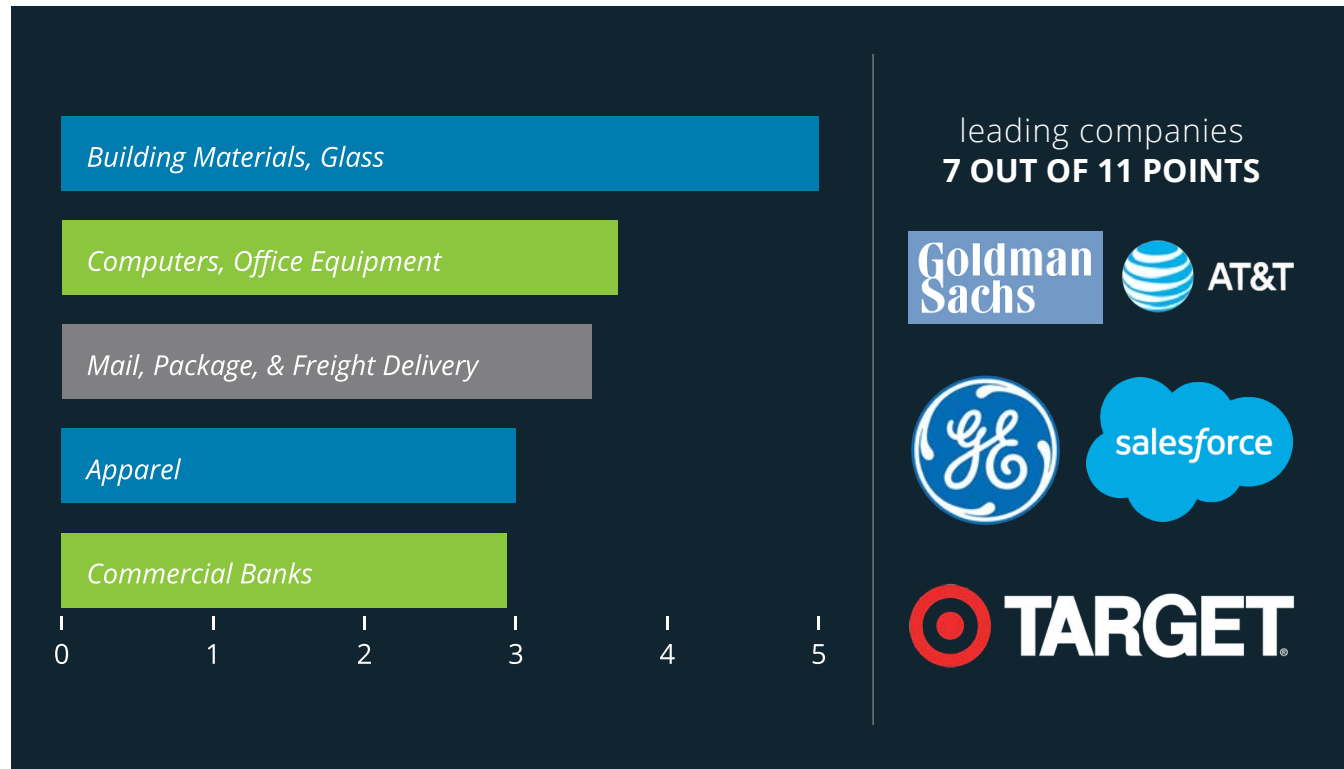
CONSECUTIVELY RECOGNIZED BY CANDE AWARDS (1 POINT)

- 0 Not on list

- 1 On the list

11
points total

accolades:
TOP RANKING INDUSTRIES



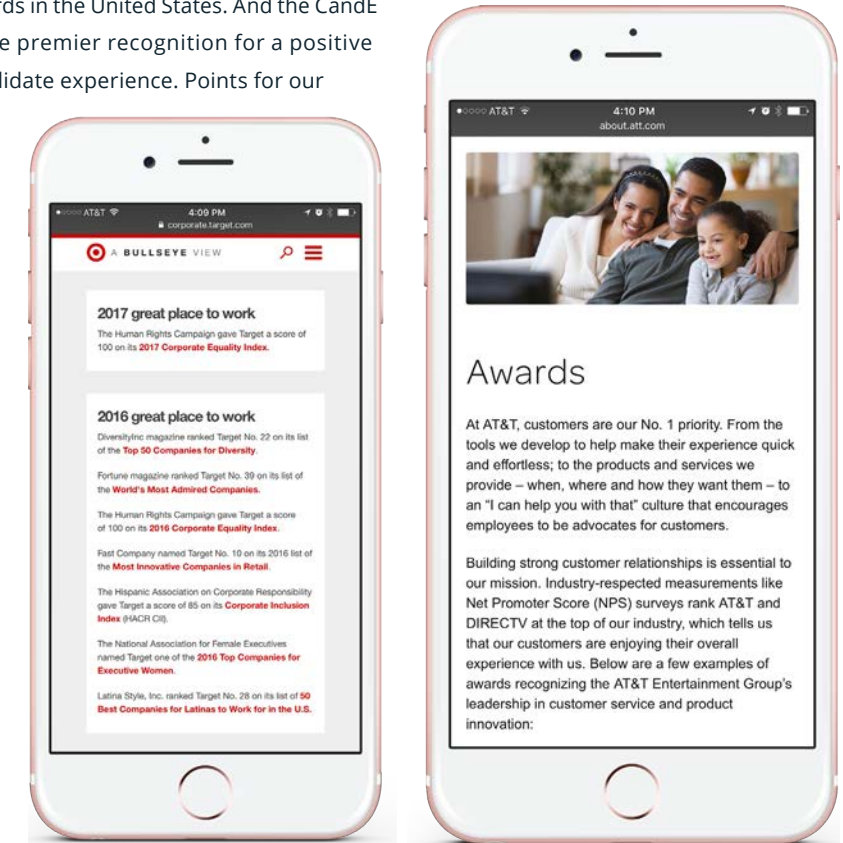
The most effective companies publish their accolades so candidates know about them, which reinforces the employment brand.

Telling prospective employees that a company provides a great place to work doesn't offer as much credence as an independent third-party providing that support. In addition to mentioning the award, identify where your organization ranked in the list. For example, if your company ranks higher for a particular award year over year, you can share your improvements to potential hires and show pride in your organization's achievements.

In 2016, we altered our scoring methodology to acknowledge the depth and breadth of awards that companies mention on their websites. Many organizations and authorities give out awards, and the reasons have become specific. For example, instead of presenting an award for social responsibility, an organization might define the designation as "Excellence in Waste services" or "Better Use of Technology."

However, we also considered Fortune's Most Admired Companies list and the Talent Board's CandE Awards. The Fortune award has been given annually since 1997, making it one of the longest-standing corporate awards in the United States. And the CandE is the premier recognition for a positive candidate experience. Points for our

employment brand ranking were awarded to the top 50 companies on the Most Admired Companies list and companies that were listed as a CandE winner for the past two consecutive years.



RECRUITMENT MARKETING

Recruitment marketing deserves no less attention than consumer marketing.

You want potential customers to buy your products or call upon you for services; likewise, you want the top talent in your industry to notice your organization and develop positive feelings toward it – especially when this talent searches for new job opportunities.

Cohesion matters the most in recruitment marketing. From your career-specific social media accounts and your employee

testimonial videos to your dedicated talent community and job descriptions, your company's EVP should be apparent throughout. Your EVP should become part of your corporate identity and commercial brand.

COMPANY BLOG ON WEBSITE (2 POINTS)

- 0 No blog
- 1 Has an active blog on website
- 2 Has an active blog on website with posts written by employees of the company

CAREER-SPECIFIC SOCIAL MEDIA ACCOUNTS (4 POINTS)

- 0 No career-specific social media accounts
- 1 1 career-specific social media account
- 2 2 career-specific social media accounts
- 3 3 career-specific social media accounts
- 4 4+ career-specific social media accounts

CORPORATE SOCIAL MEDIA PAGES ON COMPANY WEBSITE (5 POINTS)

- 0 No social media sites listed on website
- 1 Company is engaged on 1 site
- 2 Company is engaged on 2 sites
- 3 Company is engaged on 3 sites
- 4 Company is engaged on 4 sites
- 5 Company is engaged on 5+ sites

TALENT COMMUNITY (5 POINTS)

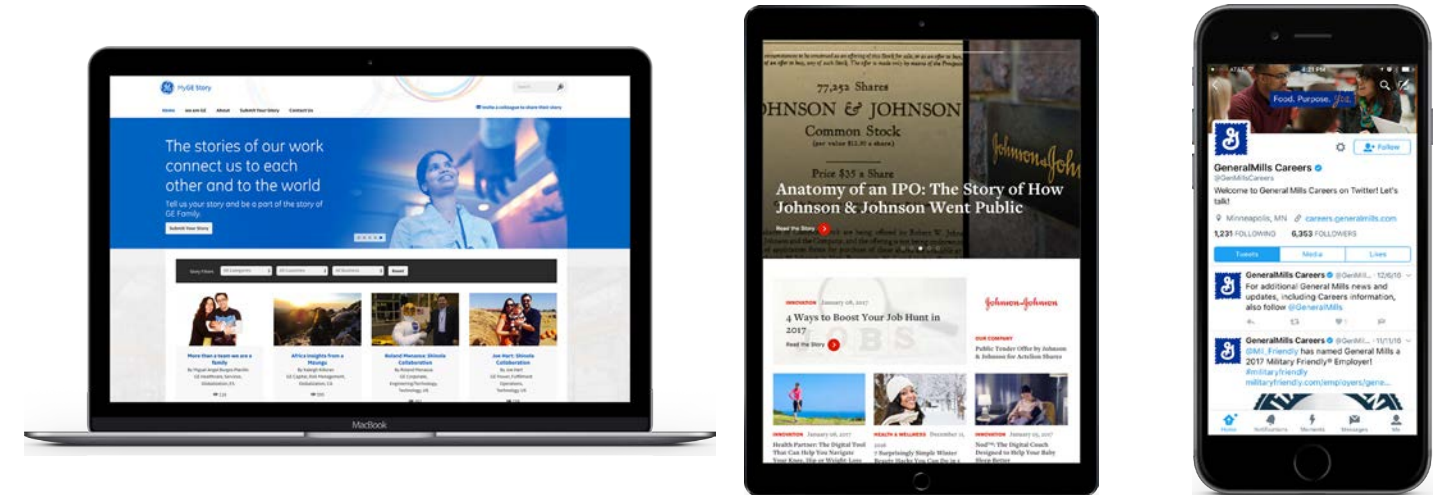
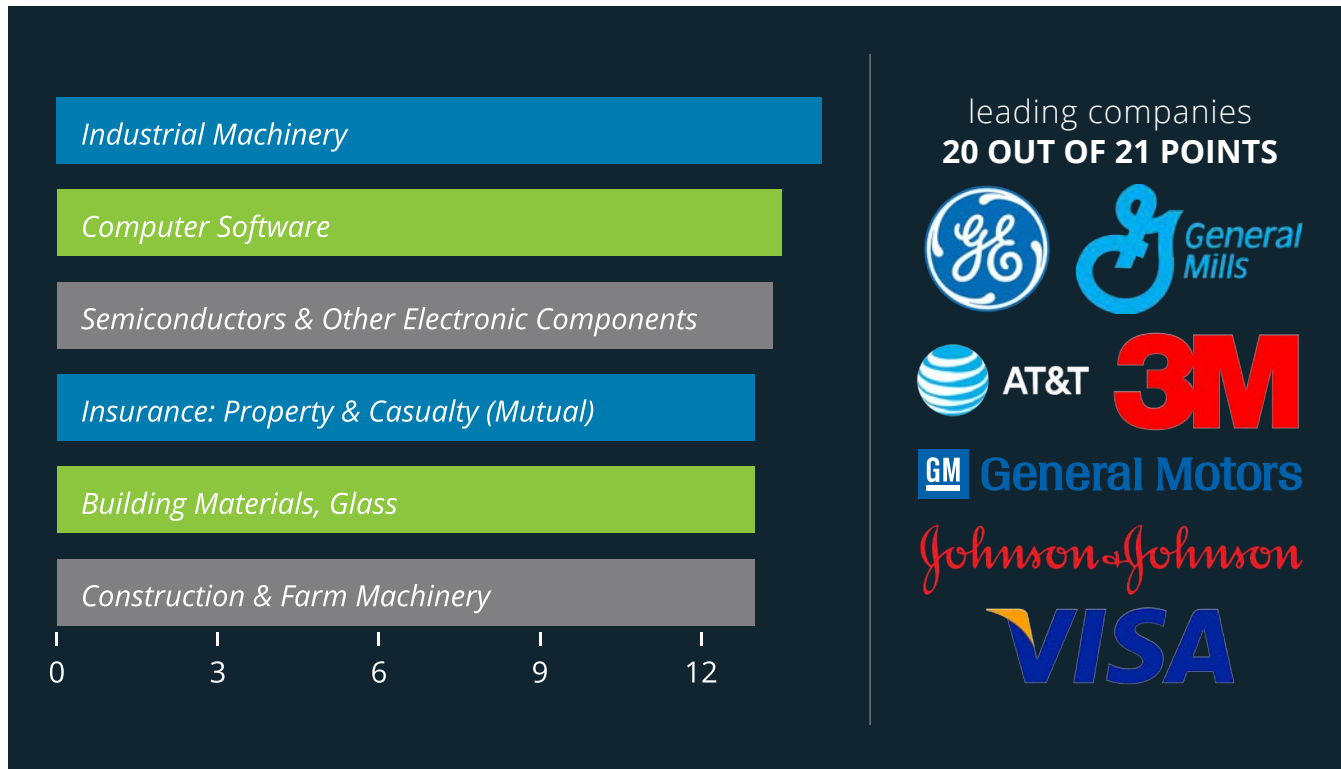
- 0 Company does not have a talent community
- 5 Company has a talent community

MARKETED IMAGES AND VIDEOS ON SOCIAL MEDIA (5 POINTS)

- 0 no videos or pictures
- 1 1 video or picture posted on a social media feed in previous quarter
- 2 2 videos or pictures posted on a social media feed in previous quarter
- 3 3 videos or pictures posted on social media feed in previous quarter
- 4 4 videos or pictures posted on social media feed in previous quarter
- 5 5+ videos or pictures posted on social media feed in previous quarter

21
points total

recruitment marketing: TOP RANKING INDUSTRIES



The top-ranking companies in this category have used traditional marketing techniques to bond with their potential candidates, just as they would to target customers:

- **Blogging:** The most effective recruitment marketing strategies involve a dedicated blog for current and potential employees. Not only does a blog make the company easier to find online, but it also allows organizations to highlight and reward their employees publicly.

- **Social media:** Top employers in this category have several career-specific social media profiles that they advertise on their websites, as well as, career-specific social media presences that they link to from their career pages.

- **Talent community:** Talent communities allow candidates and employees to network, share insights, and learn about upcoming opportunities with a given organization.

- **Style guide:** This will help standardize and operationalize your recruitment processes. If everyone in your company knows your core values, beliefs, and goals,

they can communicate those ideals to potential candidates.

- **Involve everyone:** Your company's EVP must be transparent across the entire company, which will become obvious to candidates who interact with members of your team. The responsibility extends beyond HR. Managers need to know what the HR department communicates so they can deliver accordingly.

SOCIAL RESPONSIBILITY

In 2016, we saw a stronger tie between CSR and employee engagement than in previous years.

An effective CSR strategy binds the organization with the community, lends support to worthy causes, encourages volunteerism among the workforce, and offers matching donations when employees contribute to charities. People want to work for companies that value people over dollars. Firms that take part in fundraisers, get involved in the community, and reward employees for social responsibility can often outshine their

competition for talent attraction. The best brands broadcast their CSR activities and focus heavily on the millennial generation.

We've broadened our view of CSR to include nine categories outlined on the following page. Companies earned points by outlining its views and initiatives on these themes in a publicly accessible place, such as their website.

GRANTS AND DONATIONS (1 POINT)

- 0 Does not address grants and donations on website
- 1 Does address grants and donations on website

COMMUNITY OUTREACH/VOLUNTEER DAYS (1 POINT)

- 0 Does not address community outreach programs or employee volunteer days on website
- 1 Does address community outreach programs or employee volunteer days on website

SUSTAINABILITY AND GREEN INITIATIVES (1 POINT)

- 0 Does not address any company-wide sustainability or green initiatives on website
- 1 Does address any company-wide sustainability or green initiatives on website

CORPORATE ETHICS (1 POINT)

- 0 Does not address company code of conduct on website
- 1 Does address company code of conduct on website

EMPLOYEE WELL-BEING (1 POINT)

- 0 Does not address employee well-being programs beyond basic benefits
- 1 Does address employee well-being programs beyond basic benefits

INCLUSION AND DIVERSITY INITIATIVES (1 POINT)

- 0 Does not address inclusion and diversity recruitment or initiatives on website
- 1 Does address inclusion and diversity recruitment or initiatives on website

GENDER EQUALITY (1 POINT)

- 0 Does not address gender equality recruitment or initiatives on website
- 1 Does address gender equality recruitment or initiatives on website

VETERAN RECRUITMENT INITIATIVES (1 POINT)

- 0 Does not address veteran recruitment or initiatives on website
- 1 Does address veteran recruitment or initiatives on website

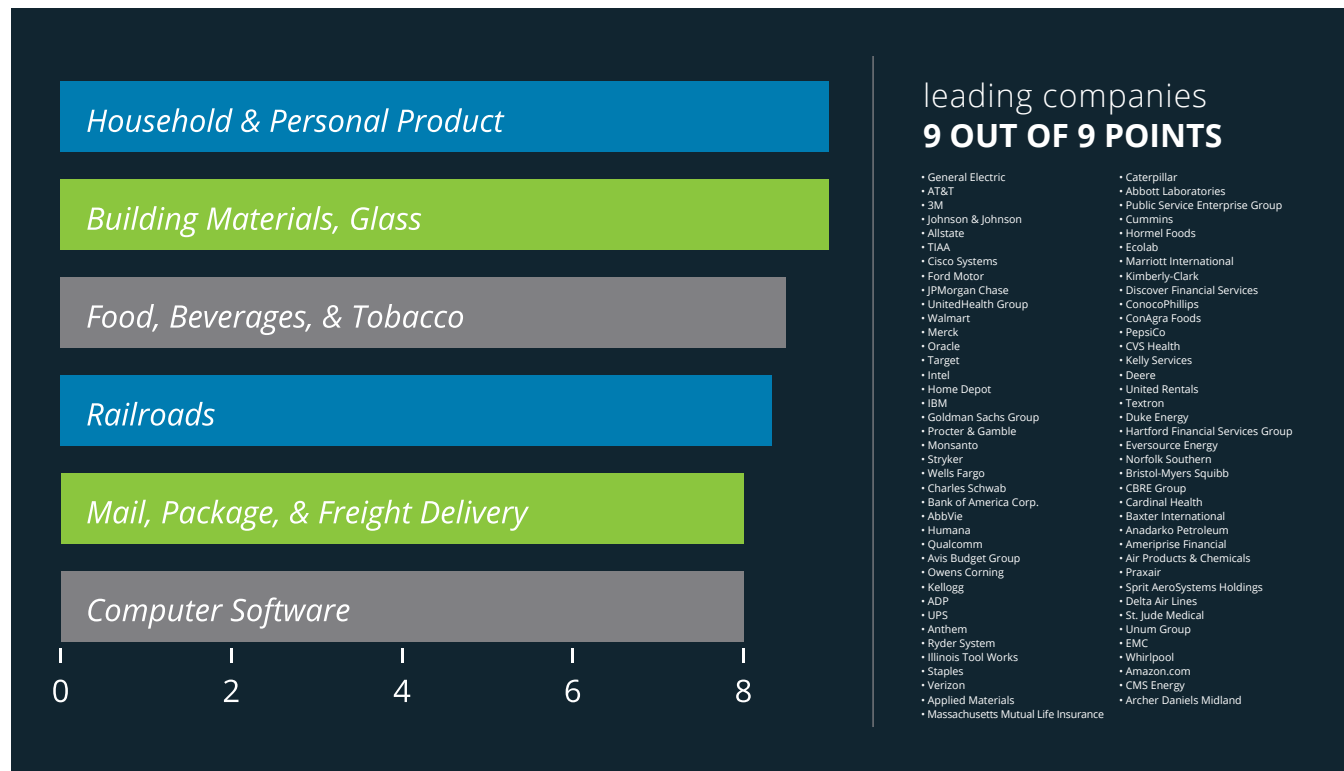
UNIVERSITY RECRUITMENT INITIATIVES (1 POINT)

- 0 Does not address university recruitment or initiatives on website
- 1 Does address university recruitment or initiatives on website

9

points total

corporate social responsibility: TOP RANKING INDUSTRIES



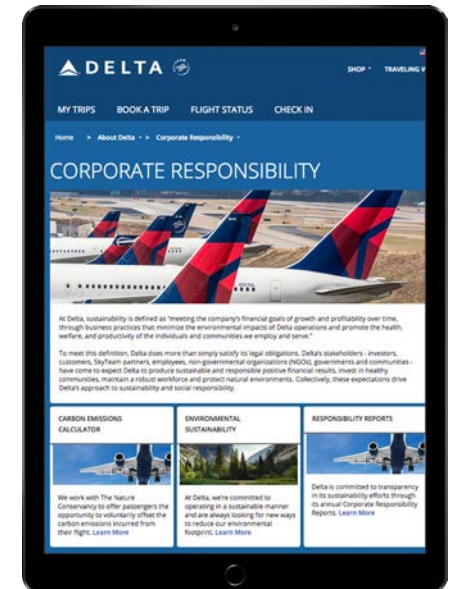
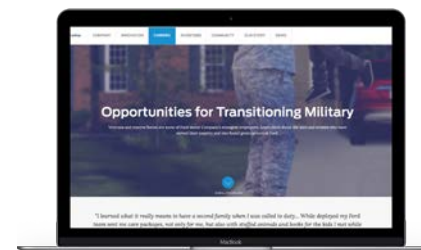
CSR comes in many forms, and the support companies give to certain causes can say a lot about its employees.

But despite the cause, the following elements are what prospective employees are looking for on corporate websites and in social media:

- **Grants and donations:** Does the company list the grants and donations it has offered to nonprofits on its website?
- **Community outreach and employee volunteer days:** How involved is the company in the community, and does it encourage employees to participate in volunteer days for charities and nonprofits?
- **Sustainability and green initiatives:** Does the company mention any efforts that it's making to support sustainability and green initiatives on its website?
- **Corporate ethics:** Has the company publicly stated its organization-wide stance on corporate ethics? It may even list a code of ethics by which it abides.
- **Employee well-being:** Like work-life balance, employee well-being refers to

workers' state of mind and mental and physical health. Does the company mention how it supports these qualities in its workforce?

- **Gender equality:** Does the company mention how it addresses and ensures gender equality in its hiring processes?
- **Veteran recruitment initiatives:** What does the company say about hiring veterans?
- **University recruitment initiatives:** How does the company recruit recent graduates or near-graduates who have started looking for jobs? Does the company offer internships or otherwise engage with college students?
- **Inclusion and diversity recruitment initiatives:** Does the company specify how it fosters an inclusive environment in the workplace and ensures diversity in its recruitment processes?



report findings

2015 VS. 2016 DATA

Just as the candidate journey has evolved and employment branding practices have transformed to match this new path, we've adjusted our ranking criteria to reflect this. This year's changes include:

- Greater emphasis on career pages category to include the interview process and hiring criteria
- Greater emphasis on recruitment marketing category to stress the importance of talent community
- Job boards category now includes broader variety of job boards and aggregators
- Accolades category scores a wider range of awards and recognitions
- CSR category scores a wider range of initiatives

While there were improvements made to the scoring criteria since 2015, six companies that appeared on the 2015 WilsonHCG top 10 list also find themselves on the 2016 list. Additionally, even though there have been evolutions to the scoring criteria each year since the report's inception, three companies have found themselves

on the top 10 list three years in a row. This shows how committed and invested these corporations are to employment branding.

Our data has revealed some interesting statistics about employment branding efforts. The top 100 on our list performed almost two times better than the bottom 100 in our ranking. This is quite polarizing, but the categories that set the two groups apart is even more interesting. The top 100 scored more than 10 times better than the bottom 100 in the accolades category and almost five times better in the recruitment marketing category. The leaders scored 225 percent better in the CSR category, 171 percent better in career pages, 131 percent better in job boards and 129 percent better in employee reviews and candidate experience.

These discrepancies could stem from several factors. For example, companies in the lower 100 rankings might focus their employment branding efforts too narrowly or too widely, depending on the circumstances. Organizations often spread themselves too thin, trying to create a presence in every area, but each effort proves too small to matter. Alternatively, they put all their efforts into one channel – such as blogging, social media, or job boards – and neglect the others.

CONSISTENT LEADERS

Named to the top 10 list two years in a row



BIGGEST LEAPER

Largest point jump (36 points)



OVERACHIEVERS

Named to the top 10 list three years in a row



PARTY CRASHERS

New or returning to the top 10 list with an 18+ increase in points



employment branding **TAKEAWAYS**

While we've used the Fortune 500 list to score and rank for this report, smaller business units can follow in the footsteps of their larger counterparts.

No matter how much revenue you earn per year or how many people you employ, you can benefit from finding and hiring top talent in your industry. In fact, building your workforce might offer the most efficient way to grow your company.

So, employment branding matters regardless of your industry or size. And keeping up with changing technology and trends will ensure your company has access to the top talent in its industry. This report teaches us several of the following important lessons:

UNDERSTAND YOUR AUDIENCE

Just as you get to know your buyers or customers when you build your commercial brand, you must also know your potential employees. What amenities and benefits do they expect for someone with their experience and qualifications? How do they search for jobs? Are there differences in these preferences based on different regions of the world?

STAND OUT FROM THE CROWD

Whether your employees find you on your career pages, on a job board, or somewhere else, you want that first impression to leave a positive impression in the minds of prospects. Transparent branding messages, a consistent voice, and a focus on the candidate instead of the company can all help improve your employment branding efforts.

HAND OVER THE MICROPHONE

When your company speaks for itself, few people listen. However, when other people talk about your organization, the message becomes infinitely more effective. Employee testimonials and reviews, for example, hold more weight than promises made in a job board advertisement.

KEEP UP WITH TECHNOLOGY

From responsive website design to social media platforms, companies must know the latest technology and understand how to use it effectively.

POOR EMPLOYMENT BRANDING HAS TANGIBLE CONSEQUENCES

Poor employment branding leads to high employee turnover and potentially damaged reputations. This can lead to lack of innovation and dwindling revenue.

PEOPLE ARE VALUED OVER PROFITS

Companies that take care of their employees perform better than companies that place a higher value on profits. Although you

want your company to stay in the black, devoted employees will continue to improve your company's profits over many years.

HONESTY MATTERS MORE THAN GRANDIOSITY

If you make promises you can't keep, candidates will learn quickly that they can't trust your company's word. If you're transparent and honest, your company's reputation and brand will benefit with loyal employees.

GLASS HOUSES REVEAL ALL

Transparency weaves itself through every aspect of employment branding, whether you're writing a job description, designing a career page, or engaging in CSR.

Transparency exists regardless of whether you encourage it, so taking a proactive approach allows you to take control of public perception.

Many companies don't have the time or resources to keep up with employment branding's evolving demands. Consider using WilsonHCG for recruitment process outsourcing (RPO) and other talent solution needs. A third-party expert can bring tremendous value to your company and allow you to focus on what you need to do to successfully run your business.

To contact WilsonHCG for more information about employment branding services or the 2017 Fortune 500 Top 100 Employment Brands Report, please email Info@WilsonHCG.com or visit www.WilsonHCG.com.

Join the conversation online by using and following [#EBreport17](https://twitter.com/EBreport17). We'd love to hear from you!



