

2018 FORTUNE 500

TOP 100 EMPLOYMENT BRANDS REPORT



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2018 FORTUNE 500 EMPLOYMENT BRANDS REPORT

Employment Branding in 2018 – It's a Career, Not a Job

WilsonHCG's fourth annual Fortune 500 Top 100 Employment Brands report features 16,000+ data points, months of research performed by a team of 60 WilsonHCG leaders across North America and Europe, and has come to serve as the definitive Fortune 500 employment brand ranking as a result of our wholly objective reporting and grading criteria.

In carefully evaluating each Fortune 500 company's employment brand, examining trends and speaking with industry leaders, we've found that today's employees – of all generations – are seeking **careers, not jobs**. In order to transform brand strategy from corporate insincere speak to organic actuality – that is, building an organization top talent not only wants to join but remain – leading companies are offering and adeptly marketing "careers" that matter; careers that are rewarding, flexible, full of long-term growth and opportunity.

In large part, because the candidate market is narrowing. Today's talent has full transparency into what they're worth (and what competitors are offering), and they are refusing to join and/or leaving quickly if their career expectations aren't met. Beyond that, **66 percent** of candidates are sharing their negative experiences across the wealth of platforms available (Talent Board). Ultimately, today's leaders recognize that people – your talent – steer the ship. In turn, employment branding has never been more integral to the health of your business.

In all industries and geographies, leaders are seeking to equip their people for immediate and long-term success. In our 2018 report, we delve into the factors that make up today's most successful, engaging and innovative Fortune 500 (and Fortune Global 500) employment brands; the objective criteria with which we evaluated each Fortune 500 company (out of 100 possible points); 2018 in comparison to 2017; and how the world of work is changing – including technological advances, several generations within the workforce, dissolving global boundaries and evolving career aspirations.

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CAREERS,
NOT JOBS



66%

**SHARE NEGATIVE
EXPERINCES**



**ABOUT
THE PEOPLE**



4.
CURRENT STATE

THE CURRENT STATE AND LANDSCAPE OF EMPLOYMENT BRANDING



Nearly 90% of professionals say a positive interview experience can change their mind about a role or company (*LinkedIn*)



Less than 50% of new hires say they understand what's expected of them at work (*Gallup*)



92% of employed professionals would consider leaving their current place of employment if a company with an excellent corporate reputation offered them a role (*CR Magazine*)



Six of 10 job seekers have quit an application due to its length and/or complexity (*CareerBuilder*)

Among 18-35 year olds, the
“ABILITY TO LEARN AND PROGRESS” IS NOW THE PRINCIPAL DRIVER
of a company’s employment brand. Yet, 42% of this population says they are likely to
leave their current role because they are not learning fast enough.

-Glassdoor



Each piece of research on the previous page impacts what makes you an “employer of choice” for today’s top professionals. They are all, though only a sampling, components of your employment brand – which is a very real, vital extension of your talent acquisition and talent management strategy. As leaders strive to attract, land and fearlessly retain professionals who will drive the business toward greater results (the ultimate goal), employment branding’s importance continues to crescendo.

In fact, according to Deloitte’s 2017 study of more than 10,000 HR and business leaders, executives’ top three challenges are all “talent” and employment brand related:

- 1 Building the organization/workforces of the future**
- 2 Careers and learning**
- 3 Talent acquisition**

Leading organizations are going beyond “selling” an employment experience to candidates and current employees by way of “glass house” transparency; they’re carefully crafting what the company represents, the makeup of their culture and what they have to offer, then leveraging the platforms and people available to organically tell the story. It’s the Fortune 500 companies who understand how to unite their employment brand strategy in a way that carefully showcases to candidates what their future (i.e., career) with the company will look like that have risen to the top of WilsonHCG’s 2018 Top 100 Fortune 500 Employment Brands report.

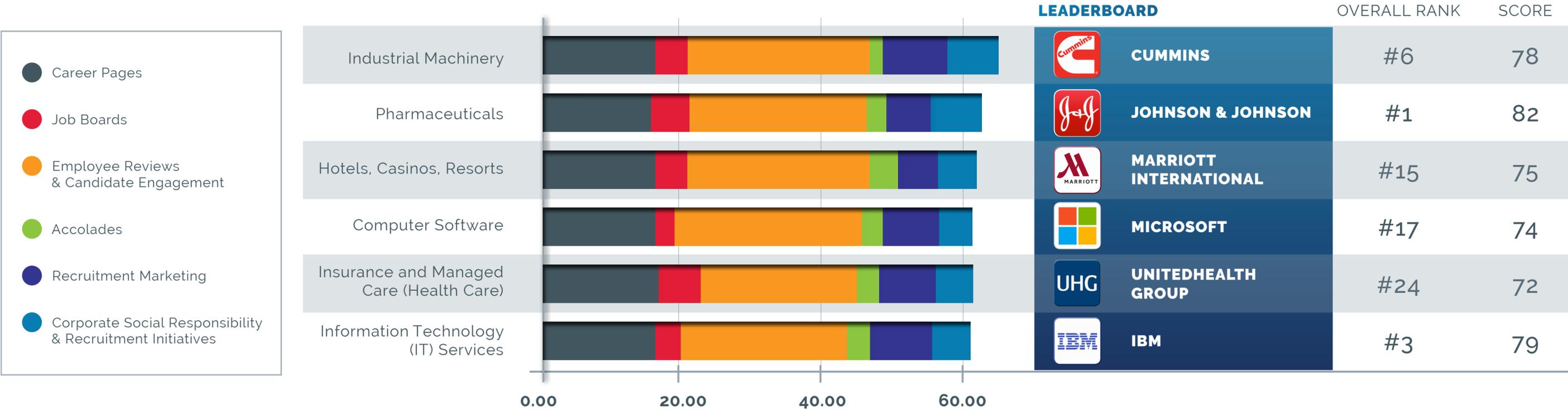
INDUSTRY INSIGHTS: KEY FINDINGS

Specific to industry analysis, for the 2018 Fortune 500 Top 100 Employment Brands report we chose to emphasize and highlight the six industries that hold the most Fortune 500 organizations: Industrial Machinery; Pharmaceuticals; Hotels, Casinos, and Resorts; Computer Software; Health Care: Insurance and Managed Care; and Information Technology (IT) Services.

The chart below provides an overview of the performance of each industry – that is, the combined scores of each Fortune 500 company within the above sectors to create averages. We follow these six industries throughout the report, seeking to provide insight into the nuances of each industry, where they're leading or have room for improvement. The visual also highlights the top-performing Fortune 500s within each industry, including overall ranking and point total.

As can be seen in the chart, the six industries are performing similarly across all categories – indicating that the need for top tech/IT, engineering and other vital talent continues to transcend industry verticals, leading to greater talent acquisition and employment branding competition throughout each industry.

Within each of the following category-specific sections, we break down the highest performing companies, trends and insights pulled from the research. We also illustrate the performance of these six specific industries in comparison to their peers and competition.



7.
EMPLOYMENT BRANDING

TOP RANKING COMPANIES ACROSS THE U.S.

RANK	COMPANY	SCORE	INDUSTRY AVERAGE
#1	JOHNSON & JOHNSON	82	64
#2	INTEL	81	62
#3	IBM	79	62
	LOCKHEED MARTIN	79	61
	PROCTER & GAMBLE	79	55
#6	GENERAL MOTORS	78	56
	J.P. MORGAN CHASE	78	62
	DOW CHEMICAL	78	58
	CUMMINS	78	64
	ADP	78	63



Johnson & Johnson is the only company to have made the top three, three years running. Procter & Gamble and General Motors have made the top 10 for two consecutive years.

RANKINGS

RANK	BRAND	INDUSTRY	POINTS
1		Pharmaceuticals	82
2		Semiconductors & Electronic Components	81
3		Information Technology Services	79
		Aerospace and Defense	79
		Household & Personal Products	79
6		Motor Vehicles and Parts	78
		Commercial Banks	78
		Chemicals	78
		Diversified Outsourcing Services	78
		Industrial Machinery	78
11	 GE imagination at work	Industrial Machinery	77
		Commercial Banks	77
		General Merchandisers	77
14		Internet Services & Retailing	76
15		Hotels, Casinos, Resorts	75
		Hotels, Casinos, Resorts	75
17		Petroleum Refining	74
		Securities	74
		Aerospace and Defense	74
		Computer Software	74
21		Food Consumer Products	73
		Network & Communications Equipment	73
		Commercial Banks	73
24		Health Care: Insurance & Managed Care	72
		Specialty Retailers: Other	72

RANK	BRAND	INDUSTRY	POINTS
		Health Care: Insurance & Managed Care	72
		Telecommunications	72
		Aerospace and Defense	72
29		Telecommunications	71
		Mail, Package, & Freight Delivery	71
		Entertainment	71
		Transportation & Logistics	71
		Medical Products & Equipment	71
		Miscellaneous	71
35		Wholesalers: Health Care	70
		Insurance: Property & Casualty (Mutual)	70
		Automotive Retailing, Services	70
		Computers, Office Equipment	70
		Commercial Banks	70
40		Health Care: Insurance & Managed Care	69
		Telecommunications	69
		Insurance: Property & Casualty (Stock)	69
		Food Consumer Products	69
		Tobacco	69
		Food Consumer Products	69
		Building Materials, Glass	69
		Tobacco	69
		Semiconductors & Electronic Components	69
		Entertainment	69
		Computer Software	69

RANK	BRAND	INDUSTRY	POINTS
51	 Ford	Motor Vehicles and Parts	68
	 amazon	Internet Services & Retailing	68
	 BOEING	Aerospace and Defense	68
	 Exelon	Utilities: Gas and Electric	68
	 STARBUCKS	Food Services	68
	 Bristol-Myers Squibb	Pharmaceuticals	68
	 MONSANTO	Chemicals	68
	 TRAVELERS	Insurance: Property & Casualty (Stock)	68
	 QUALCOMM	Semiconductors & Electronic Components	68
	 Adobe	Computer Software	68
61	 ups	Mail, Package, & Freight Delivery	67
	 NEW YORK LIFE	Insurance: Life, Health (Mutual)	67
	 JOHN DEERE	Construction and Farm Machinery	67
	 abbvie	Pharmaceuticals	67
	 stryker	Medical Products & Equipment	67
	 THE CLOROX COMPANY	Household and Personal Products	67
	Booz Allen Hamilton	Information Technology Services	67
	 JLL	Real Estate	67
	 facebook	Internet Services and Retailing	67
	 TEXAS INSTRUMENTS	Semiconductors & Electronic Components	67
	 United Rentals	Miscellaneous	67
72	 Walmart	General Merchandisers	66
	 Raytheon	Aerospace and Defense	66
	 Northwestern Mutual	Insurance: Life, Health (Mutual)	66
	 BNY MELLON	Commercial Banks	66
	 Entergy	Utilities: Gas and Electric	66
	 VOYA	Diversified Financials	66
	 MetLife	Insurance: Life, Health (Stock)	66
	 FLUOR	Engineering, Construction	66
	 CDW	Information Technology Services	66

RANK	BRAND	INDUSTRY	POINTS
	 Celgene	Pharmaceuticals	66
	 expedia inc.	Internet Services and Retailing	66
	 Erie Insurance	Insurance: Property & Casualty (Mutual)	66
84	 Coca-Cola	Beverages	65
	 WHOLE FOODS	Food and Drug Services	65
	 aetna	Health Care: Insurance and Managed Care	65
	 Cigna	Health Care: Insurance and Managed Care	65
	 PNC	Commercial Banks	65
	 NEXTera ENERGY	Utilities: Gas and Electric	65
	 WM	Waste Services	65
	 WELLS FARGO	Commercial Banks	65
	 BLACKROCK	Securities	65
	 jetBlue	Airlines	65
	 ST. JUDE MEDICAL	Medical Products and Equipment	65
95	 citigroup	Commercial Banks	64
	 Prudential	Insurance: Life, Health (Stock)	64
	 Allstate	Insurance: Property and Casualty (Stock)	64
	 TEXTRON	Aerospace and Defense	64
	 MARTIN MARIETTA	Petroleum Refining	64
	 Publix	Food and Drug Stores	64
	 DUPONT	Chemicals	64
	 synchrony BANK	Diversified Financials	64
	 Kellogg's	Food Consumer Products	64
	 EASTMAN	Chemicals	64
	 AMERICAN FAMILY INSURANCE	Insurance: Property and Casualty (Stock)	64
	 J.B. HUNT	Trucking, Truck Leasing	64
	 UNION PACIFIC	Railroads	64
	 Kimberly-Clark	Household and Personal Products	64
	 AEP AMERICAN ELECTRIC POWER	Utilities: Gas and Electric	64
	 RAI	Tobacco	64
	ONEOK	Pipelines	64

10. CAREER PAGES

CAREER PAGES

Ninety-three percent of business executives plan to make a design change in their company within the next two years (Mercer). As companies transform structures and positions in their desire for increased efficiency, agility and customer intimacy, career websites are playing an integral role.

Career pages provide a critical entry point for candidates; they are a platform to share direct, honest insight into your company culture, role responsibilities, career path and growth opportunities, as well as benefits. They also serve as a means of illuminating your technological savviness, including the way you engage visitors and leverage mobile integration/usage.

This year's top Career Website category performers enhance the candidate experience by authentically conveying culture, inclusivity and what it's like to work for said company – using multimedia content, genuine employee testimonials, Q&As, AI-driven chat functions, personas and microsites.

**23
POINTS
TOTAL**

Career Website

- 0 None
- 1 Career website, easily accessible from main website
- 2 Career website, easily accessible from main website and easily searchable

Information on Benefits, Company Perks, and Culture on Career Website

- 0 None
- 1 Has 1 of 3 components
- 2 Has 2 of 3 components
- 3 Has 3 of 3 components

Multimedia Content Demonstrating Diversity on Career Website

- 0 None
- 1 1 photo or video
- 2 2 photos or videos
- 3 3 photos or videos
- 4 4+ photos or videos

Informative Job Descriptions

- 0 No job postings
- 1 Has 1 out of 4 components
- 2 Has 2 out of 4 components
- 3 Has 3 out of 4 components
- 4 Has 4 out of 4 components

Mobile-enabled Career Website

- 0 Cannot apply via mobile device
- 3 Can apply via mobile device

Interview Process and Hiring Criteria on Career Website

- 0 No info on interview process nor hiring criteria
- 1 Has 1 of 2 components
- 2 Has 2 of 2 components

Company Career Website Showcases Employee Testimonies Via Video

- 0 No employee testimony videos
- 1 1 employee testimony
- 2 2 employee testimony
- 3 3 employee testimony
- 4 4 employee testimony
- 5 5+ employee testimony

The best career pages create an authentic, personalized experience for candidates via engaging messaging and personal employee testimonials. However, the most successful career pages incite the candidate to act.

Leading Fortune 500s aren't just offering shiny career pages with the latest technological "bells and whistles"; they're diving deeply into what makes the company unique and relevant to each individual then communicating to the candidate population why (or why not) they're the right fit. These companies are "career pathing" – that is, illustrating through multiple means what a candidate's path could be long-term within the organization.

In addition, the top Fortune 500 companies are providing AI chatbots immediately available to candidates should "which role is best for me?" or "what is the next step in the process?" type questions arise.



The top career websites in WilsonHCG's Fortune 500 Top 100 Employment Brands report include:

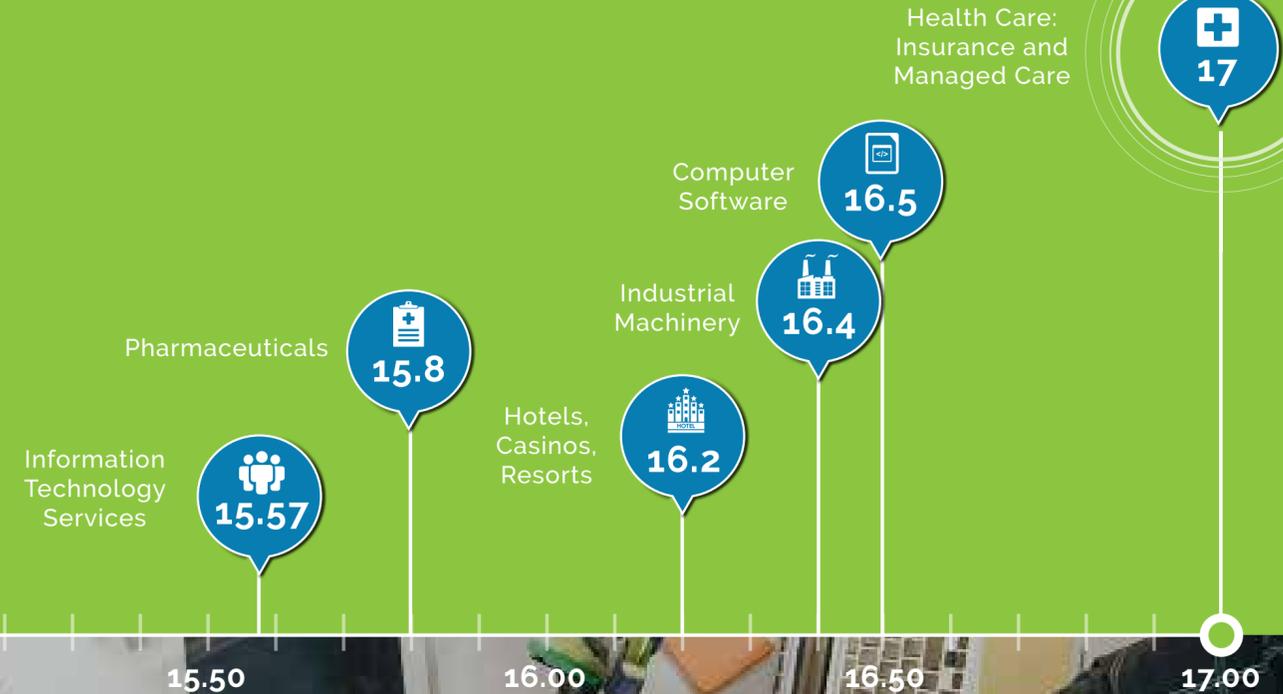
The death of hyperbole and insincerity. Today, fluff is sniffed out. Stock imagery, canned, outdated testimonials and lack of personalization will leave candidates with a poor impression. Companies that offer legitimate insight into the workplace – including open roles and employees' lives – have workforces who are, in turn, genuinely sharing their experiences in a way that resonates with candidates.

Multimedia, videos showcasing inclusivity and the employee lifestyle. People trust their peers more than they trust marketing or advertising campaigns. In fact, **76 percent** of professionals rank employee referrals as being of "extremely high" importance. Factoring in the research and importance of trust in today's too often un-trusting environment, authentic multimedia testimonials, videos and the like build and/or restore trust – in many ways serving as a referral system to candidates.

Mobile optimization; informative descriptions. Today's professionals are efficient; in return, they demand efficiency. In fact, more than **75 percent** of talent born 1965-present day regularly use mobile applications to search for career opportunities (Indeed). However, **70 percent** candidates say job descriptions are unclear. Job descriptions, visually and grammatically, need to be clear, concise, mobile friendly to ensure you're meeting candidates where they are, and above all – honest.

Define the Career. Top Fortune 500s are defining and illustrating ideal candidate personas. These organizations are also painting the career path picture – beginning with the hiring process and continuing through the first six months, year one and so on. By providing transparency into career progression, companies not only attract better candidates but enhance engagement from the very first touch.

TOP RANKING INDUSTRIES



WINNER'S CIRCLE



DID YOU KNOW?

60% of candidates will bypass applying for a role if they notice errors in the job advertisement.
-LinkedIn

12. JOB BOARDS

JOB BOARDS

Approximately **52 percent** of candidates still come from job boards (Jobvite), indicating that, while other modes of attracting talent are making an impact, candidates still heavily rely on job boards for insight into open roles, growth opportunities and your mission/vision. In fact, Indeed and Glassdoor, the world's largest and second largest job boards respectively, garner nearly **250 million** collective visitors each month (50 percent of which are via mobile devices).

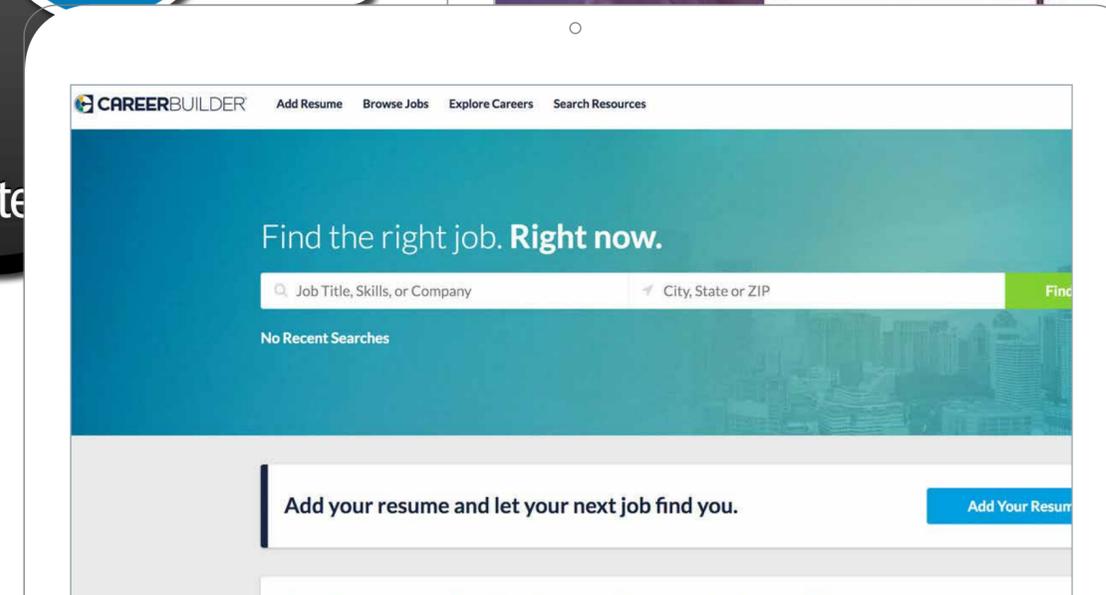
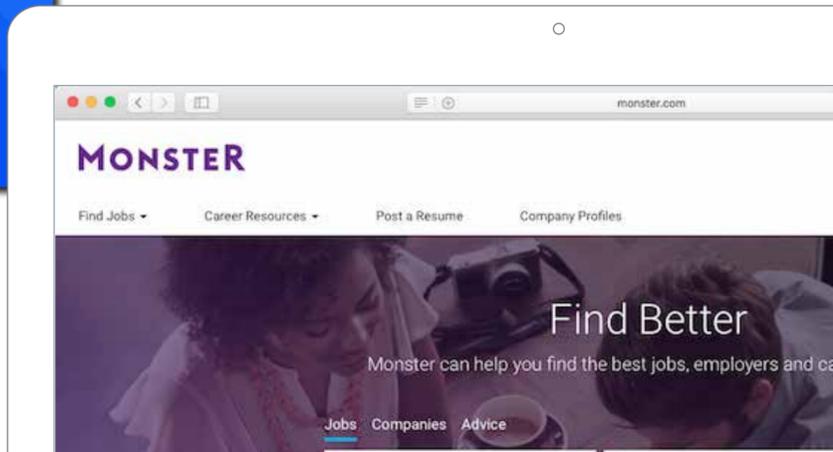
Hundreds of job boards exist, offering repositories of job advertisements. These ads often create a job seeker's first impression of a company. The most innovative use of job boards in 2017 by Fortune 500s transformed the idea of "job" hunting into career prospecting.

Companies that have scored highly in the job boards section cast broadly, posting to many job boards with consistent messages. By incorporating visual identity, such as logos and color schemes, as well as featured links to career pages, multimedia content and images of their people, the candidate gains a real understanding of a day in the life at any given company.

7 POINTS TOTAL

On Designated Mainstream Job Boards

- 0 No job postings
- 1 Job posting on 1
- 2 Job posting on 2
- 3 Job posting on 3
- 4 Job posting on 4
- 5 Job posting on 5
- 6 Job posting on 6
- 7 Job posting on 7



To rank the 2018 Fortune 500 leaders, we looked at how often companies posted careers/jobs on mainstream job boards. The wider and more consistent the net, the higher each company ranked this year.

Of note, 66 Fortune 500 companies achieved perfect scores in this area (7/7 points); interestingly, 34 companies with perfect 7/7 scores specific to the Job Boards category are in the WilsonHCG top 100 – indicating that, while not exactly considered “innovative”, strategic job board usage still plays an important role in collective employment branding.

The continued rise of advanced technologies – such as programmatic recruitment advertising – is assisting companies as they strive for greater efficiency, smarter posting and bottom-line ROI. The use of such technologies will remain a critical element in operationalizing 2018 talent acquisition and employment brand strategy.

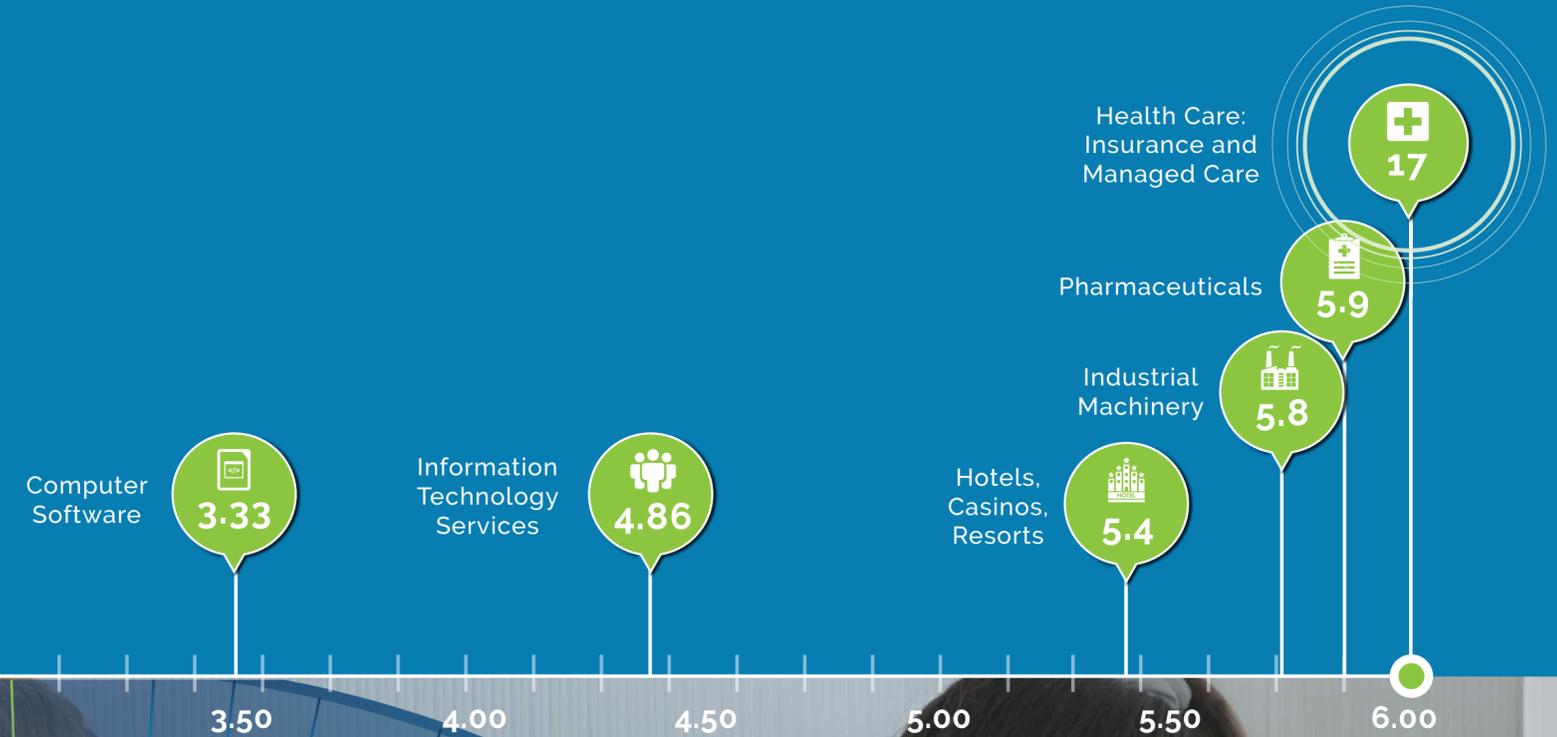


DID YOU KNOW?

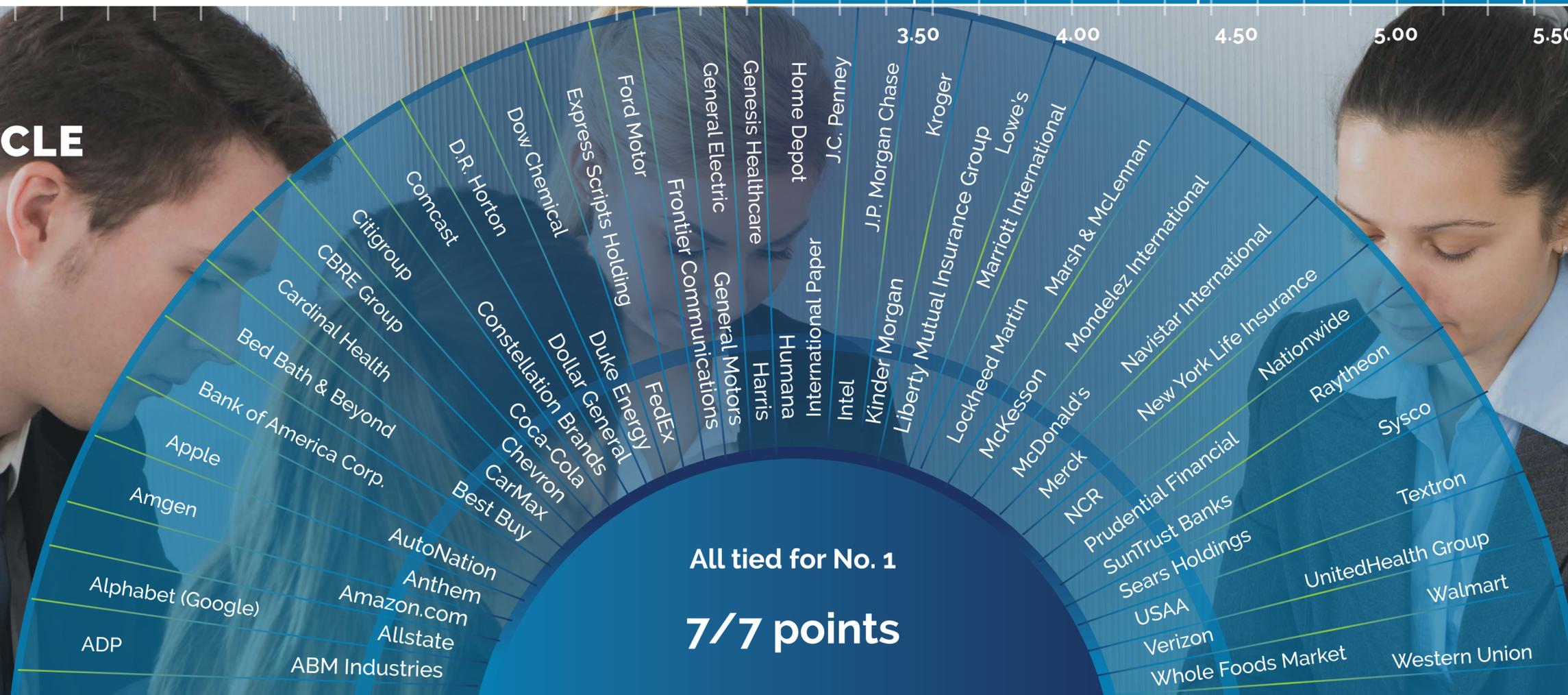
Candidates share positive recruitment experiences with their inner circles more than 81% of the time; their negative experiences 66% of the time.

-Talent Board

TOP RANKING INDUSTRIES



WINNER'S CIRCLE



EMPLOYEE REVIEWS & ENGAGEMENT

14. EMPLOYEE REVIEWS & ENGAGEMENT

Synergy throughout your employment branding efforts hinges on not only providing an engaging employment journey but inciting your workforce to share positive and constructive reviews. And yet, **87 percent** of organizations cite culture and engagement as one of their top organizational challenges. Further, while nearly **80 percent** of executives rate employee experience as "very important" or "important", only **22 percent** say their companies are excellent at building a differentiated employee experience (Deloitte).

Today's professionals are empowered, highlighting the ever-growing importance of company review platforms. Leading Fortune 500s are striving to overcome shrinking tenure and demands for immediacy through more timely responses to feedback – for continuous improvement, both critical/constructive and positive.

The workforce of today and the future is demanding leadership accessibility; departmental hierarchies have become flat and, though seemingly a simple technique, listening then acting in a timely manner fosters improved candidate/employee experiences.

% of Employees That Would Recommend the Company to a Friend

- 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

- 0 Rating of 0.4 or less
- 1 0.5 - 1.4 star rating
- 2 1.5 - 2.4 star rating
- 3 2.5 - 3.4 star rating
- 4 3.5 - 4.4 star rating
- 5 4.5 - 5 star rating

Glassdoor Work/Life Balance Rating

- 0 Rating of 0.4 or less
- 1 0.5 - 1.4 star rating
- 2 1.5 - 2.4 star rating
- 3 2.5 - 3.4 star rating
- 4 3.5 - 4.4 star rating
- 5 4.5 - 5 star rating

Glassdoor Compensation & Benefits Rating

- 0 Rating of 0.4 or less
- 1 0.5 - 1.4 star rating
- 2 1.5 - 2.4 star rating
- 3 2.5 - 3.4 star rating
- 4 3.5 - 4.4 star rating
- 5 4.5 - 5 star rating

Glassdoor Career Opportunities

- 0 Rating of 0.4 or less
- 1 0.5 - 1.4 star rating
- 2 1.5 - 2.4 star rating
- 3 2.5 - 3.4 star rating
- 4 3.5 - 4.4 star rating
- 5 4.5 - 5 star rating

Company Rating on Indeed

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

35
POINTS
TOTAL



Glassdoor has approximately 35 million reviews and insights for approximately 700,000 companies across 200 countries. Glassdoor continues to grow globally (in Europe especially); in fact, the platform garners more than 48 million unique users to its mobile applications and website on a monthly basis (i.e., 1.6 million users per day). Indeed? Globally, approximately 200 million unique monthly visitors.

While such transparency may incite fear for some companies, platforms like Glassdoor and Indeed serve as an incredible opportunity to listen, respond and improve. The top Fortune 500 employment brands are harnessing the opportunity rather than being crippled by fear:

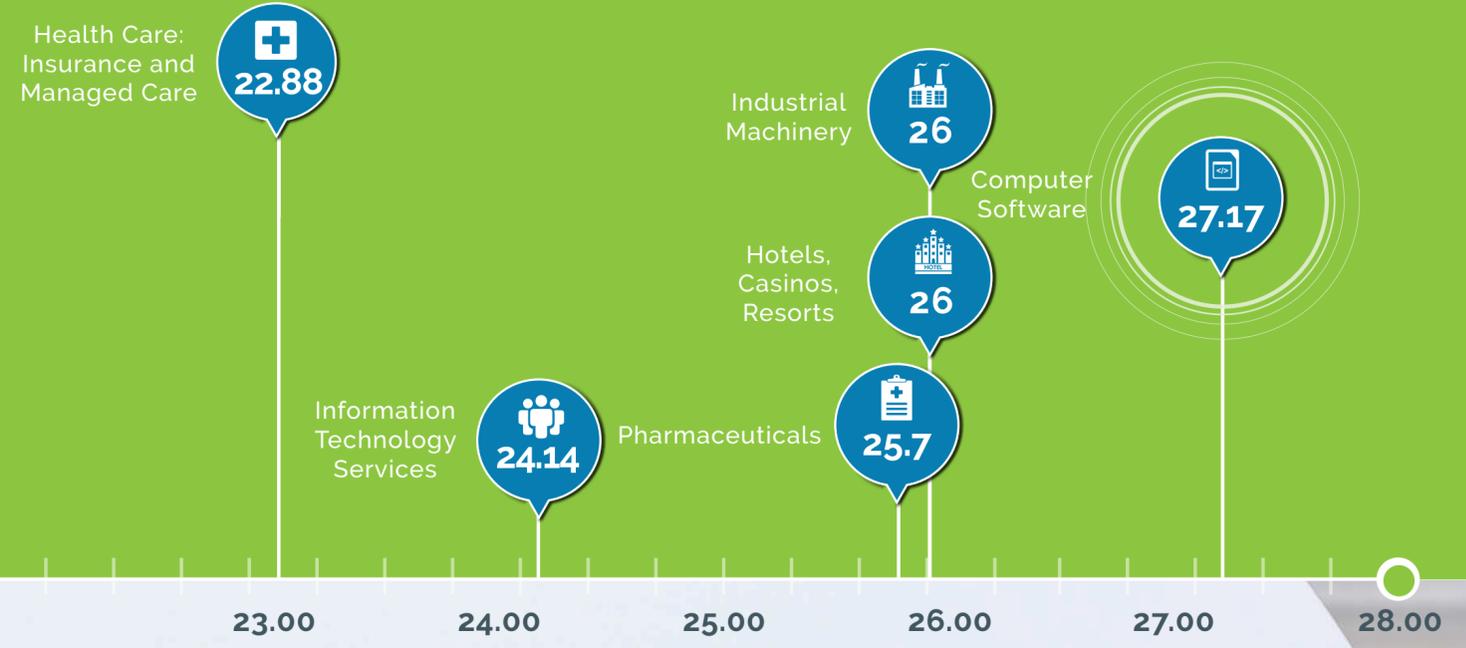
Top performing Fortune 500 brands reply within 24 hours to Glassdoor and other rating site reviews;

not merely acknowledging the review but offering genuine feedback and opportunity to connect directly with credible representatives.

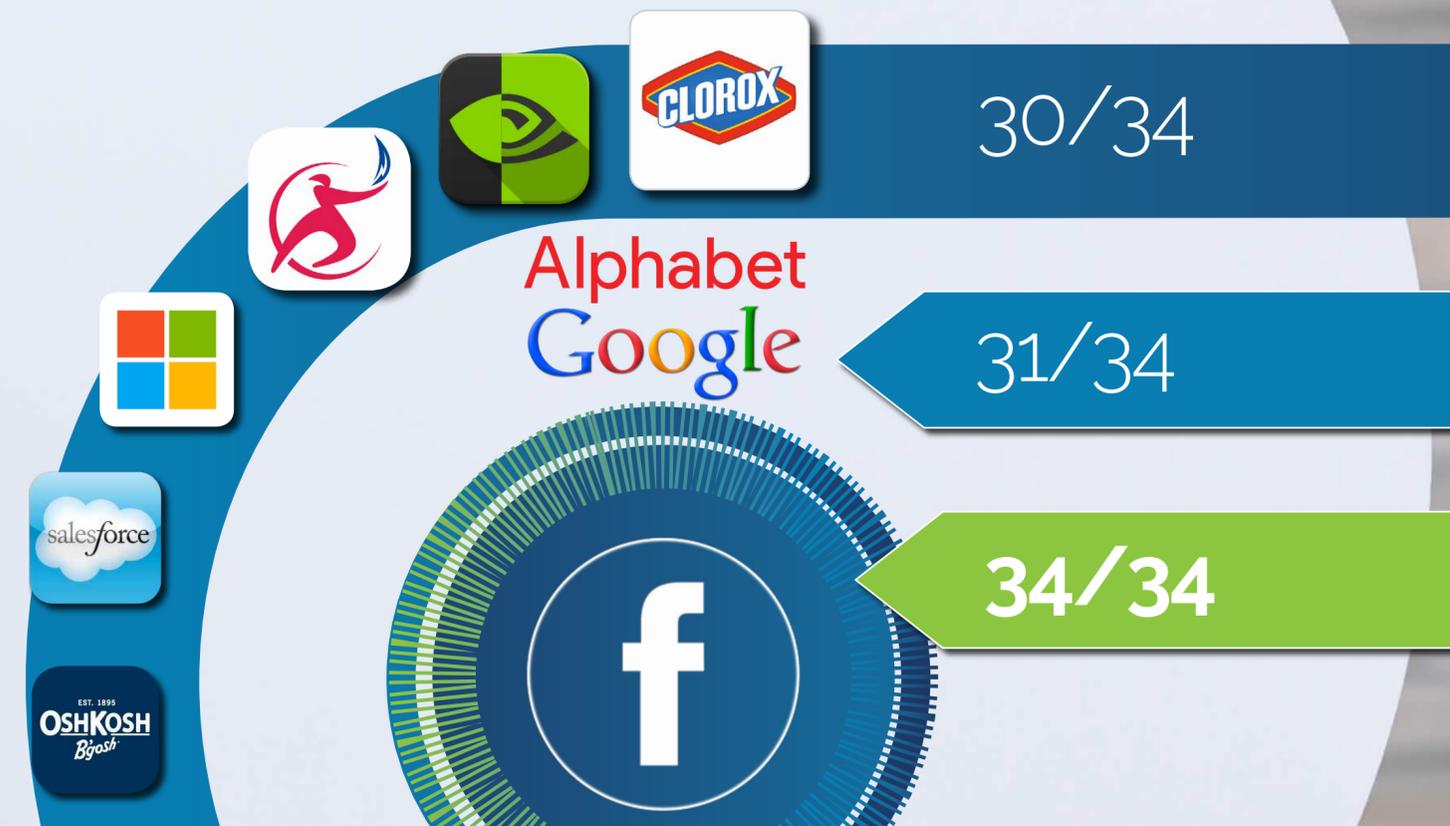
On Glassdoor, leading Fortune 500s are sharing unique employee experiences through images and video, internal and external content, and monitoring trends for insight into growth areas. Glassdoor is a network of incredibly informed candidates and employees, not merely a platform for transaction.

Ultimately, employee reviews and engagement initiatives contribute to an organization's ability to hire and retain top talent. Companies that authentically listen and respond to their workforces organically foster employees' sharing insight into their employment brand – rising above as an employer of choice.

TOP RANKING INDUSTRIES



WINNER'S CIRCLE



ACCOLADES

16. ACCOLADES

Nearly **15 percent** of candidates say that company values most influence their decision to apply for a role – above awards such as Best Place to Work lists (**13 percent**) or corporate social responsibility (**14 percent**) (Talent Board). However, this research may be a bit misunderstood. How companies state their mission, vision and values, why careers at *Company X* matter, and what character traits comprise the workforce – each of these components lay the blueprint for what you stand for and demand significant effort from an employment branding perspective.

Prestigious awards illustrate your values, reputation as an employer of choice, and commitment to corporate social responsibility. For example, when candidates seek out an open role, they often notice “Most Admired”, “Top Place to Work”, “Empowering Women Leaders” and “Best Workplace Culture” award badges.

Ultimately, company values have to resonate, and accolades such as these play an important role in showing candidates that your strategic initiatives align with their best interests.

**8 POINTS
TOTAL**



Most Admired List

- 0 Not on list
- 1 On list
- 2 On list; #1 - #50

Miscellaneous Accolades on Company Website

- 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

- 0 Not consecutively recognized
- 1 Consecutively recognized

Today's professionals want to fully understand what their career with a given company would look like; awards and accolades provide a unique and insightful perspective for candidates. For the 2018 Accolades category, we reduced the overall weight. Make no mistake, this category holds importance – however, awards and accolades are often more of a recruitment marketing resource that supplements other aspects of employment branding and catches candidate eyes than a deciding factor.

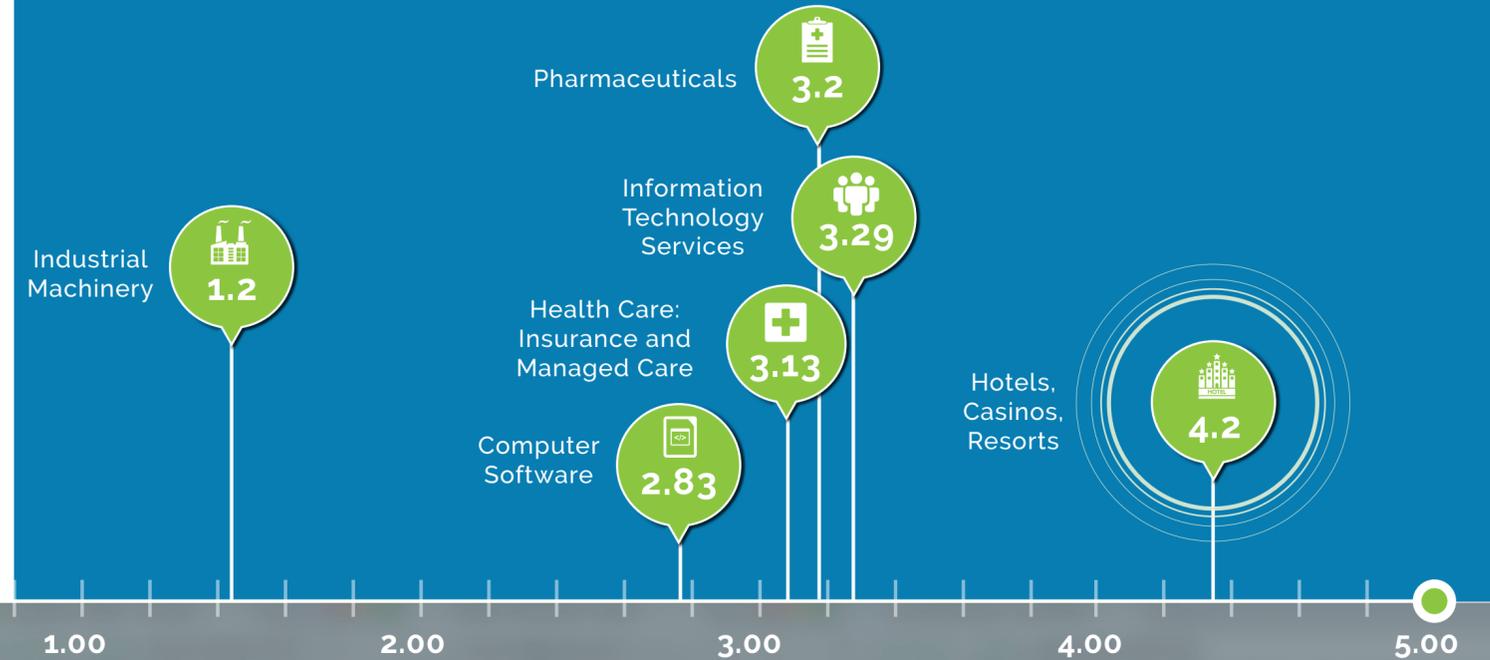
There were no perfect scores for this year's report. Only 59 of 500 companies scored at least 6/8 with the mean score being 1.9 points. The top 100 scored **805 percent** better than the bottom 100 in the Accolades category. This could indicate multiple conclusions:

The competition for awards and accolades grew in 2017, therefore spreading out the number of prestigious awards earned in 2017 as opposed to previous years.

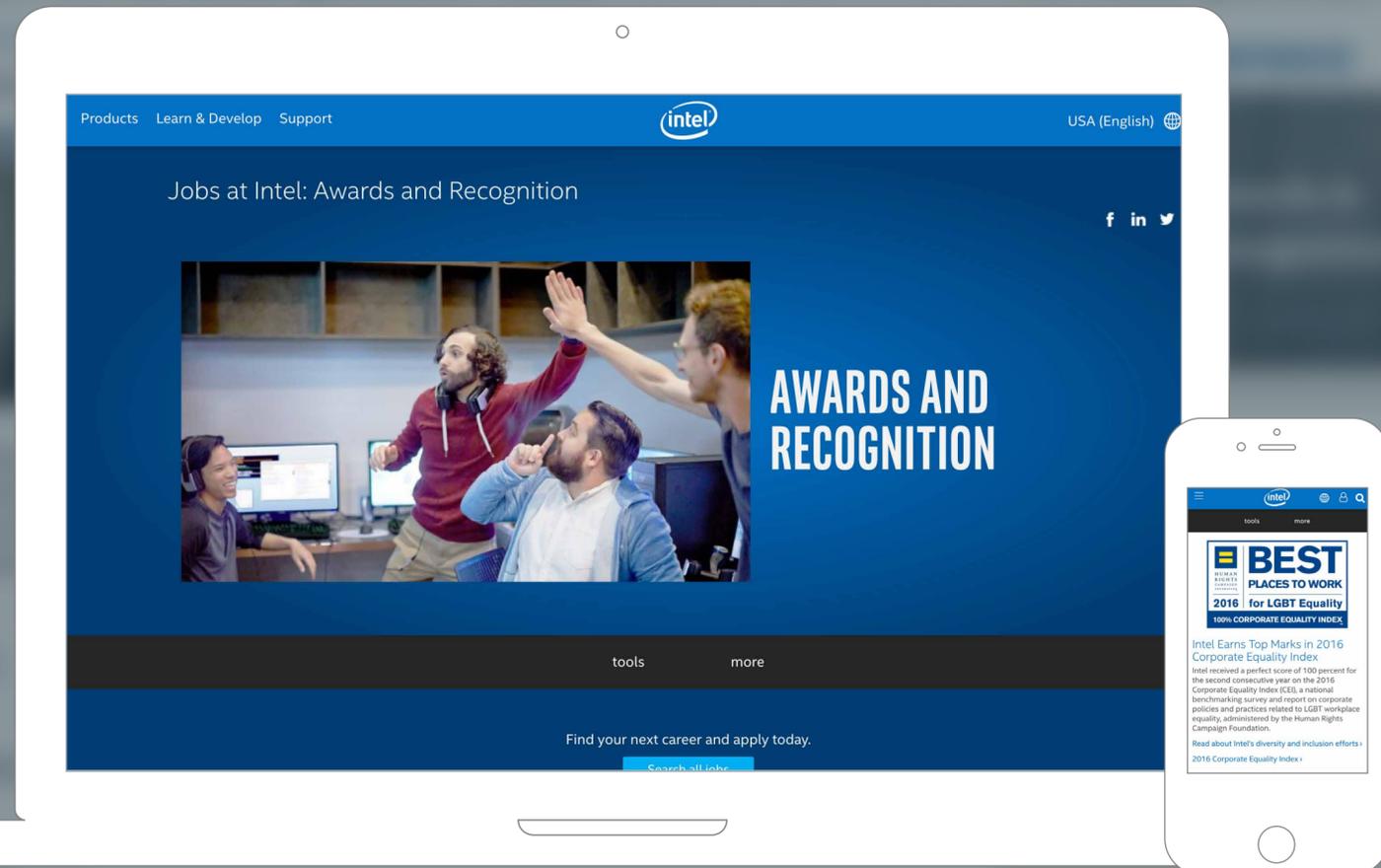
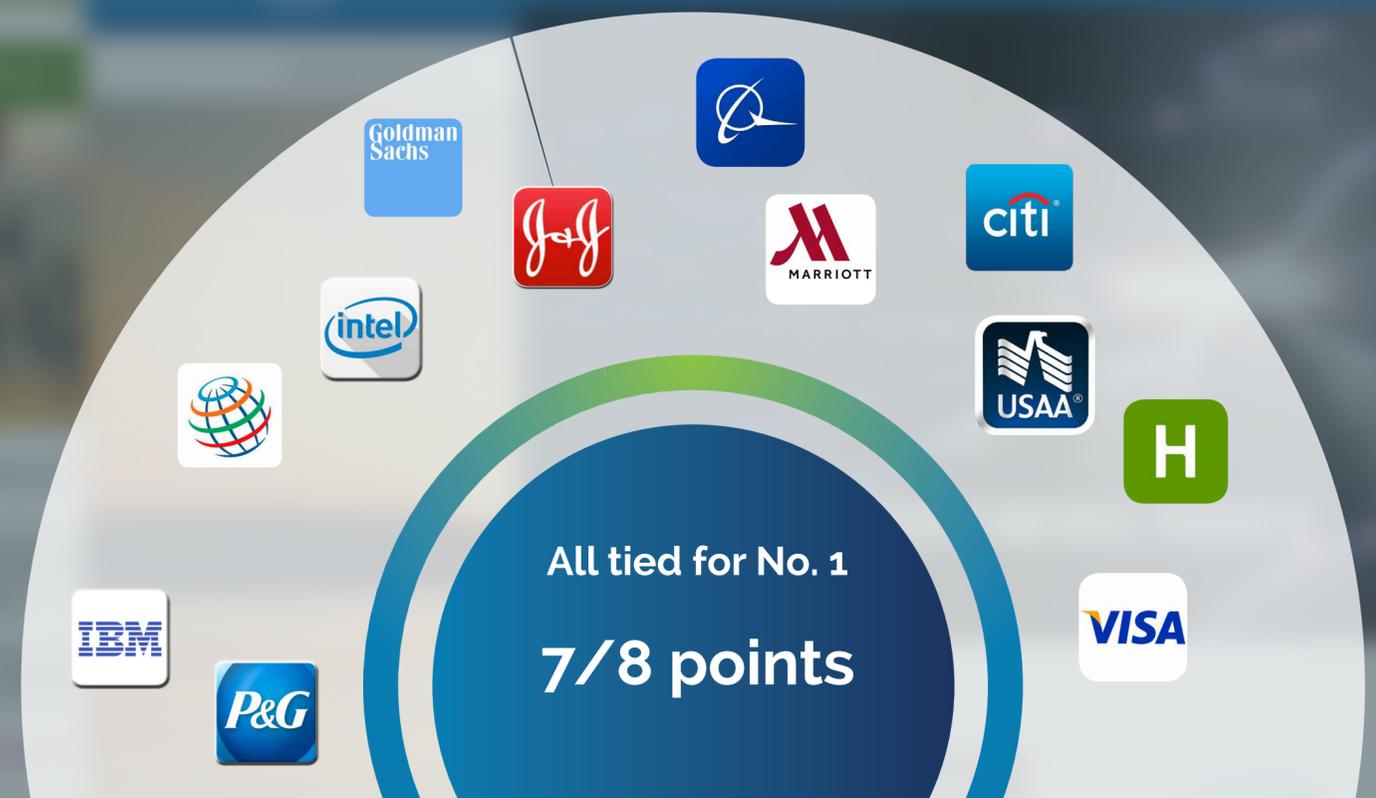
Companies are placing less importance on awards and accolades, leading to lower scores overall in this category and minimal budget – which hinders the number of submissions overall.

The 805 percent of Fortune 500s who scored near the top are aligned with marketing, making certain awards won are appropriately broadcasted on company pages and never lost in the shuffle.

TOP RANKING INDUSTRIES



WINNER'S CIRCLE



18. RECRUITMENT MARKETING

RECRUITMENT MARKETING

Recruitment marketing today must capture people's emotions, be sincere and original. In order to achieve this, companies need their people to share the organization's employee value proposition, career opportunities and transparent experiences. Personalization is critical and, with advancements in technology, candidates have come to expect the content they desire at their fingertips, at all times.

Leading Fortune 500 companies are providing content that is relevant, meaningful and valued by targeted candidates; they're talking less about themselves. Companies paving the way in this category are also adopting strategies and technologies from functions such as marketing, including reach and brand messaging alignment, content, efficient yet personalized lead generation, nurture campaigns and talent communities. But, as noted above, they're doing so in a way that refuses hyperbole and falsity.



Talent Community

- 0 No talent community
- 5 Company has a talent community

Blog

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

Career-specific Social Media Pages (On Company Website)

- 0 None
- 1 1 account
- 2 2 accounts
- 3 3 accounts
- 4 4+ accounts

Corporate Social Media Pages (On Company Website)

- 0 No social media sites listed
- 1 Engaged on 1 site
- 2 Engaged through 2 sites
- 3 Engaged through 3 sites
- 4 Engaged through 4 sites
- 5 Engaged through 5+ sites

Indexing Hashtag (Representing Company Culture)

- 0 None
- 1 Indexing hashtag representing company culture

Showcasing the Culture and Testimonials Through External Source

- 0 None
- 1 Has a company profile on The Muse



Data-driven brands constantly iterate by capturing employee insights to create meaningful connections between employers, prospects and employees – because they dare to get at what's authentic and what resonates with different audiences. There is no 'one size fits all' when it comes to employer brand, arguably the trickiest part of recruitment marketing. If done right, the more specific, the better!

–Lisa Cervenka, Employer Brand Evangelist, The Muse

Success in this category hinges on getting candidates to connect, refer others and ultimately apply; failure is defined by candidates scrolling but not acting. According to Shaunda Zillich, General Electric (GE) Global Employment Brand Leader (No. 11 in the WilsonHCG Top 100 and No. 1 overall in the Recruitment Marketing category):



"You have to ask yourself the tree falling in a forest question. If we create a campaign or ad and nobody experiences it – is there any sound? Is there any impact? The talent acquisition and marketing lines are continuing to blur."

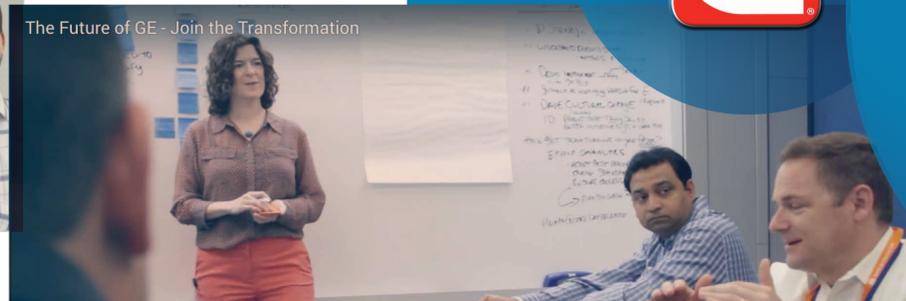
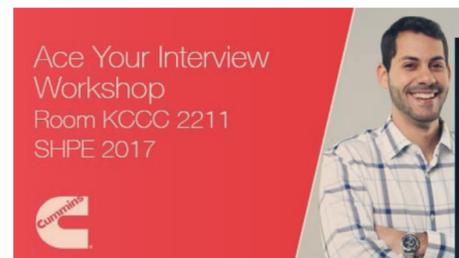
The opportunity for improvement relies on the "marketing" component. As noted earlier in our report, among 18-35 year olds, the "ability to learn and progress" is now the principal driver of a company's employment brand. Today's professionals care about the opportunities presented to them; they're seeking careers, not jobs. People of all generations also desire meaningful work that goes beyond the day-to-day; that is, philanthropy, personal well being and health, as well as diversity and inclusion initiatives.

The challenge, then, is to create the most compelling content from the mouths and minds of your workforce, then distribute it to the right audience at the right time. Despite the significant room for continued improvement, the top 100 Fortune 500 employment brands are doing precisely this:

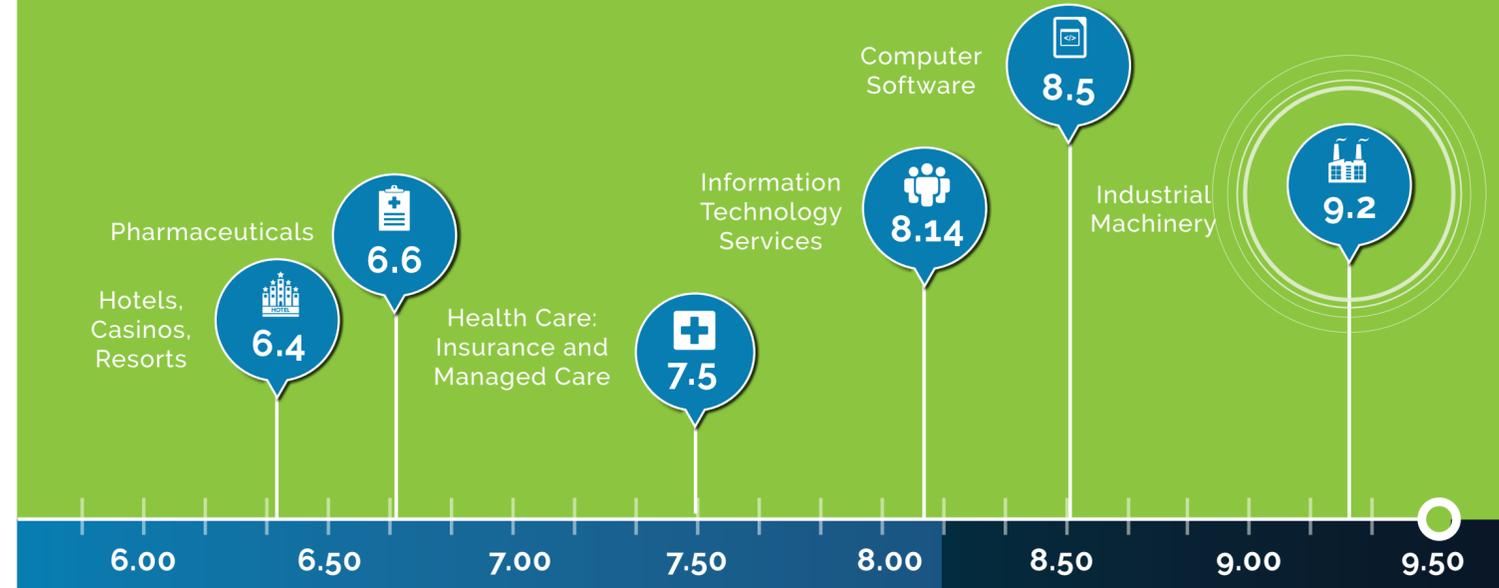
Focus on the Persona You Want. Employment branding thought processes and uses of technology are, too often, based on the open role. Leading Fortune 500s are future-forward in their thinking – developing around the person they seek to hire, not simply the "on paper" tasks.

Creating through the Candidate Lens. The top Fortune 500 companies are developing recruitment marketing plans that keep candidates in a constant state of awareness, brand education and trust. If companies wouldn't click on an ad or email, neither will candidates.

Real People, Real Stories. This fact must drive companies' social media messaging and thought leadership – candidates take notice when companies empower, feature and promote diversity, inclusion, the empowerment of women, veteran or disability recruitment, company values, legitimate growth potential and, ultimately, the people within the roles they're seeking to hire.



TOP RANKING INDUSTRIES



WINNER'S CIRCLE



CORPORATE SOCIAL RESPONSIBILITY & RECRUITMENT INITIATIVES

20. CORPORATE SOCIAL RESPONSIBILITY & RECRUITMENT INITIATIVES

**9
POINTS
TOTAL**

Corporate Social Responsibility (CSR) goes hand-in-hand with innovative employment brand strategy. In fact, **65 percent** of US professionals say that, when a company takes a vocal stand on social and/or environmental issues, they will do research to see if the organization is being authentic – this includes **76 percent** of 18-35 year olds (Cone Communications).

Not only do consumers support (i.e., buy from) companies that seek to better our world, but – in 2018 especially – candidates care about how the companies they work for demonstrate concern for employee welfare, community development, diversity, environmental sustainability, and human rights.

Performance in this category is synonymous with attracting and retaining the best people. In analyzing all Fortune 500 employment brands, we focused our research on nine specific areas. Throughout our analysis, we found the components to the right to be most sought after by candidates and most impactful to the world in which we work.

Has Corporate Social Responsibility & Recruitment Initiatives Grants & Donations

- 0 No
- 1 Yes

Community Outreach

- 0 Does not feature a designated page
- 1 Features a designated page

Sustainability/Environmentally Friendly

- 0 Does not feature a designated page
- 1 Features a designated page

Corporate Ethics

- 0 Does not feature a designated page
- 1 Features a designated page

Gender Equality

- 0 Does not feature a designated page
- 1 Features a designated page

Veteran Recruitment

- 0 Does not feature a designated page
- 1 Features a designated page

University Recruitment

- 0 Does not feature a designated page
- 1 Features a designated page

Inclusion & Diversity Recruitment

- 0 Does not feature a designated page
- 1 Features a designated page

We live in an interconnected world where altruism and good deeds matter deeply to today's employees. People are seeking an alignment between their personal and professional mission in order to feel successful and fulfilled. Recognizing this, the top Fortune 500 employment brands are striving to empower their workforces. Each company's commitment to CSR reflects in how they do business, their clients, and culture.

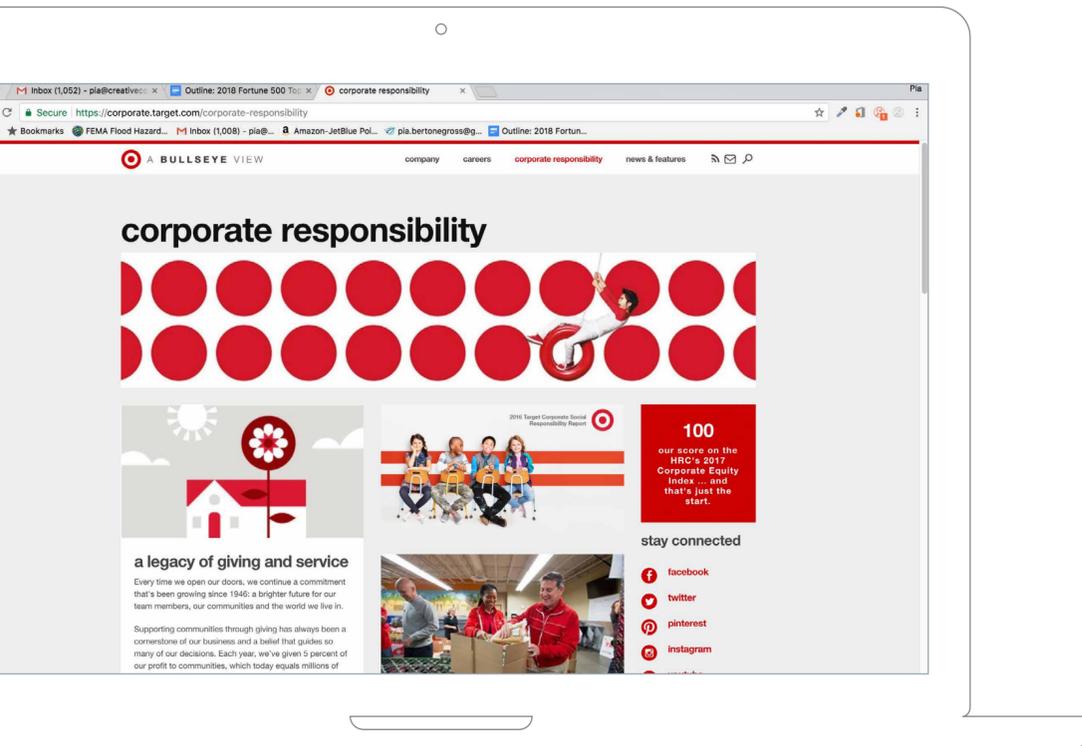
For companies to genuinely invest in such efforts, it's important to align philanthropic efforts with commitments to the communities we live and work in, as well as company DNA. Part or providing a one-of-a-kind employee experience (and brand) is leadership's commitment to CSR. This includes the ways in which organizations communicate and market CSR initiatives. Tying back to the theme of this year's report, they want to build careers with employers that support a greater mission.

In WilsonHCG's analysis, approximately **37 percent** (183) of all Fortune 500s scored 4 points or lower (out of 9 total points). In brief, today's candidates and employees – especially the aforementioned 18-35 year old category – want (and the leading Fortune 500 companies are providing) the following:

Professionals desire employers that are actively invested in the betterment of society; that prioritize "making an impact" on the world around them.

Employees want the opportunity to give back, including the support of their employers to do so – such as paid time off to volunteer or company matching monetary donations.

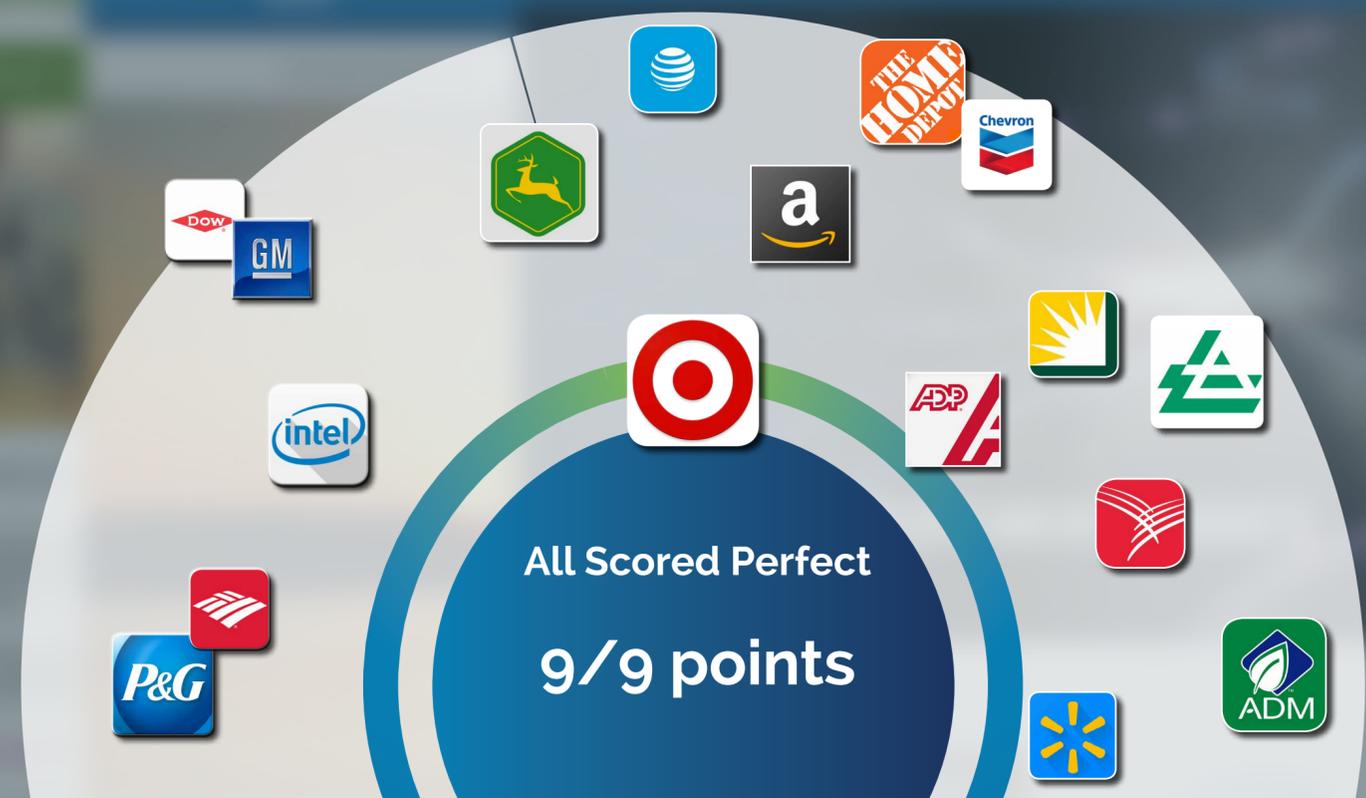
Above all, leading Fortune 500s are transparent in CSR efforts, including company-wide performance on gender equality or diversity recruitment, budgets for community outreach and donations, as well as commitments to employees' health and well being. The talent of today carefully weighs such things when making career decisions.



TOP RANKING INDUSTRIES



WINNER'S CIRCLE



REPORT FINDINGS 2017 VS. 2018

According to more than 4,000 corporate talent leaders across 35 countries, talent is the **No. 1 priority** for 2018 (LinkedIn). This is one statistic among many stating the obvious: talent acquisition and talent management remain critical.

As employment branding continues to evolve with the talent landscape, companies have moved from preaching to operationalizing employment brand strategy in a way that ensures efforts and investments resonate with the bottom line. This is the predominant trend as we compare our 2018 research and results against analysis of WilsonHCG's prior year reports.

This year's leading Fortune 500 (US) and Global 500 (worldwide) companies – including exclusive new research, as explored on the following page – are operationalizing employment branding and empowering their people. They're focusing on the entire employment experience; embracing the many recruitment marketing, automation and talent management technologies available; and leaders are accountable and accessible, and aware of the talent pipeline.

CONSECUTIVE LEADERS



Named to the top 10 three years in a row

Johnson & Johnson



Named to the top 10 two years in a row

Procter & Gamble
General Motors

FIRST TIMER



New to Fortune 500 in 2018

Nvidia (69th overall)

BIGGEST LEAPER



Up 18 points

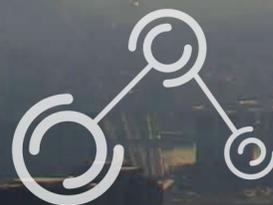
Dover (leaped from No. 472 in 2017 to No. 283 overall in 2018)

2018

THE FORTUNE 2017 GLOBAL 500 – TOP 25 COMPANIES

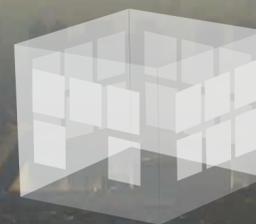
WilsonHCG is excited to share that, for the first time, we conducted employment brand analyses of the top 25 organizations from the 2017 Fortune Global 500 list (worldwide, not limited to the US).

Employment branding is approached uniquely across world. Toward this end, this year we sought to lend insight into other regions of the world by delving deeper than in year's past. For the Global 500, we applied the same grading criteria to come up with a top 25 list of the Global 500 employment brands. Throughout our global analysis, we found:



Connections

Initiatives such as sustainability, corporate ethics and community outreach are highly important and invested in.



Transparency

Globally, platforms such as Glassdoor are gaining prominence. In fact, Glassdoor features reviews for companies in nearly 200 countries, as candidates and employees crave transparency into the interview process, employment experience and career paths.



Personalization

Career pages are often not personalized by region of the world; this may lead to missing out on top talent when candidates can't access content in their native language.



FORTUNE GLOBAL 500 TOP EMPLOYMENT BRAND

Multinational automotive corporation, **Daimler AG**, stood out among the rest – earning the No. 1 ranking for Fortune Global 500 companies. General Motors scored the highest of all Global 500s (78 points); however, as they're headquartered in the US, we've opted to highlight Daimler (Stuttgart, Germany) in this section. The world's biggest manufacturer of commercial vehicles, Daimler's employment brand initiatives include:

Carefully outlines company interview process and hiring criteria.

Career-specific social media pages.

Active Corporate Social Responsibility, scoring 8/9 points in this category. Commitment to diversity and inclusion, university recruitment and gender equality.

Heavy, intentional focus on "career" (uniquely, "CAReer", being an automotive corporation).

Ability to view entirety of "Careers" pages in different languages.

97% of CEO approval rating on Glassdoor.

Daimler scored #1 in overall point value for Fortune Global 500s with headquarters outside of the US.

76 Points

DAIMLER

STEPS TO EMPLOYMENT BRAND AUTHENTICITY

KEY TAKEAWAYS AND CONCLUSIONS

As companies seek to unite their talent ecosystems, the ways in which Fortune 500s and Global Fortune 500s communicate employment brand has evolved. Talent continues to gain (and demand) more transparency as they carefully evaluate how organizations reach and engage with them – leading Fortune 500s are taking note, collaborating across their functions and workforce, and operationalizing employment brand strategy.

To further explore ways in which industry leaders are overcoming employment brand challenges, we've pulled significant takeaways from our 2018 analysis; takeaways companies of all sizes can put into action.



Leadership Sets the Example for the Workforce to Follow

The challenge isn't necessarily achieving buy-in for employment branding efforts, but rather getting each party to "live and breathe" the brand. Candidates, employees and business partners know your brand, and they will likewise recognize disingenuous, fake representation of it by your workforce. Coaching leadership and brand ambassadors in this area, its importance and how to represent your company authentically, is critical.



Define the strategy: Purpose, Goals

Before employment brand efforts can begin, the strategy first needs to be defined. Answer the following questions: what challenges need to be overcome, what goals are we trying to achieve, and who is our targeted audience? In brief, define what will indicate success and failure of your campaign(s) (e.g., more robust talent communities, higher retention or improved external perception, to name a few examples), then begin the effort.



Establish (and Constantly Hone) Your Digital Presence

One-third of the global population (2.35 billion) is active on social media. This number is expected to climb to more than 3 billion people by 2021. With the amount of platforms available today – giving candidates the ability to gain insight into brand, vision, values, business trajectory and leadership tendencies – the prevalence of your digital presence is greater than at any time in history. Ultimately, three out of four 18-35 year olds found their most recent job through social media searches. To make certain these individuals, as well as all generations, gravitate toward your organization, companies need to pay close attention to their strategy and how it's communicated globally.



Fortune 500s are Investing in New Resources and Tools

Leading Fortune 500s aren't just pushing out content; they're thinking strategically about who they're trying to reach and what response/action they're trying to gain. Fortune 500 companies are building timely, relevant campaigns around hot button issues and region-specific trends. They're keeping "warm" active and passive talent through talent communities. If you don't yet have the budget, at least be certain you're investing the time to achieve positive change.



Provide Career Opportunities, Yes, but Also Relevant Content

All people – candidates, employees and business partners – seek credible insight from credible sources. Leading Fortune 500s share exciting events and campaigns taking place throughout the organization, but beyond that, they're sharing interesting content from external sources, thought leaders and industry peers. This creates two-way conversations, establishes your organization as a go-to for important content/research, and shows all audiences that your efforts go well beyond self-serving.



Erasing the Marketing Divide

Companies need to partner with marketing to tell their employment stories, to make certain go-to-market strategies are aligned organization-wide, and to achieve maximum outreach. You may have a remarkable brand and top place to work but, if candidates aren't learning about, it you're not fully operationalizing brand strategy.



"Unlike some other reports, WilsonHCG's Fortune 500 report is not just a list. **It provides the full picture of what we look like as a place of employment to the global audience.** For us at GE, it's always nice to 'make a list' – but it's priceless to truly learn from said list."

–Shaunda Zilich, GE Global Employment Brand Leader



“We leveraged new resources and technologies in 2017 to help push our employment brand to audiences outside our natural competitive set. As we look to 2018, we are excited to continue that journey, engaging potential candidates quickly and globalizing our message of what a great place Stryker is to work!

-Tennille Folk, Director, Talent Branding and Recruitment Marketing, Stryker



**Measure Success,
Demonstrate the ROI**

At one Fortune 500, talent acquisition sees upward of 15 “touches” by a candidate before they apply. Companies need to figure out what 15 touch points make the most difference in a candidate’s decision (e.g., referrals, job boards, benefit exploration, culture, compensation) and what compels them to reach out. Uncover the touch points then measure them to show leadership the business impact of brand efforts, and to show employees the win-win behind becoming a brand ambassador.



Fearlessness

Based upon our research and trend exploration, we believe a primary solution to brand challenges – and what too many companies are not doing, out of fear – is to invest in robust learning and development opportunities; opportunities that not only engage, motivate and equip your workforce for the future of work but likewise inspire your people to share the employment brand gospel with outside talent. Leading Fortune 500s are building an engaged, motivated and empowered workforce as their blueprint for successful long-term talent strategy.



**Patience, Perseverance
Pays Dividends**

When reigniting or beginning anew employment brand efforts, patience perseveres. According to our 2017-2018 research, when candidates (active and passive) see positive employee and candidate experiences on review sites or in communication with peers, they are significantly more confident in making a career move.



“What we’ve realized is that our candidates are our customers, and that we should use the same tools to attract and retain employees that we use to introduce someone to our products,” says Trevor Higgs Director of Candidate Experience, Johnson & Johnson.

-3 Ways Johnson & Johnson Is Taking Talent Acquisition to the Next Level

WilsonHCG is a premium provider and global leader in innovative talent solutions, operating on the principle of providing true partnership to our clients. We bolster organizations' efforts to attract, engage and retain top talent required to win in the rapidly evolving talent marketplace. Through our integrated and highly configurable model, we transform each client's talent function into an employer of choice to drive strategic, business impacting results. While optimizing clients' talent strategies is essential,

WilsonHCG recognizes that relationships we develop lead to results our clients realize.

For more information, please visit wilsonhcg.com.



Better People, Better Business.®