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How Transparency can reap Talent Rewards

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Introduction

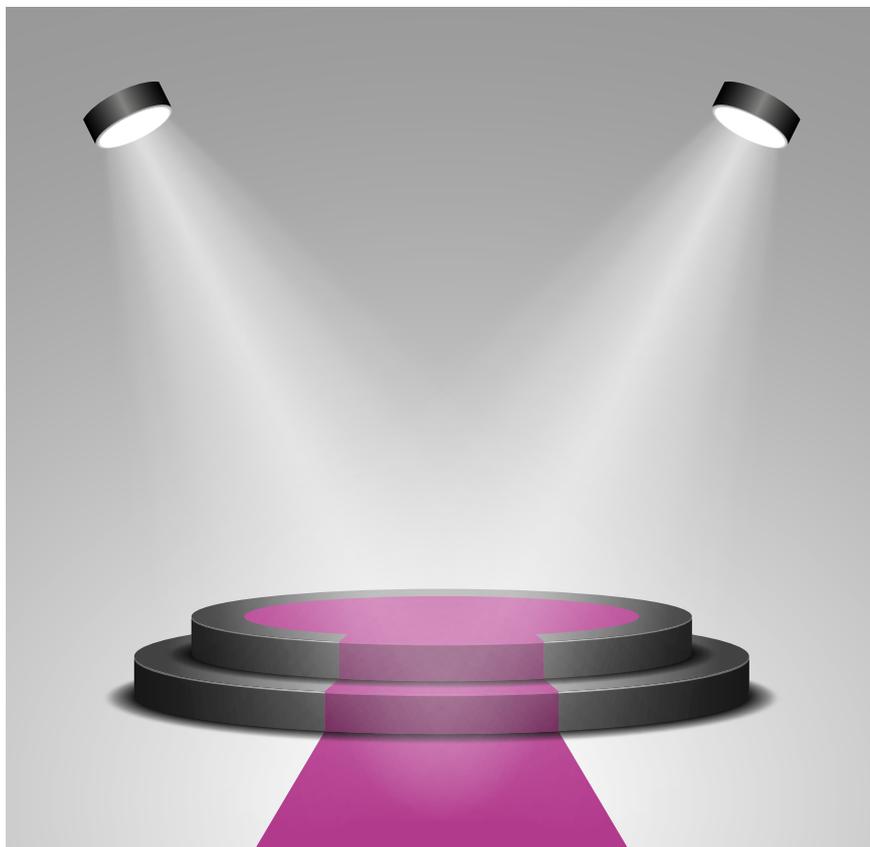
Transparency is a key theme in today's workplace. Transparency is the new norm, and in a world where technology and social media provide greater visibility than ever before, there is no hiding place for organisations.

If you're planning next summer's holiday and are thinking of staying in a hotel or a resort that you've never visited before, what's the first thing you do? Yes, absolutely, you check out TripAdvisor.

It's exactly the same for employees and job hunters. In today's transparent world there is a rich vein of information that employees and potential employees can find; from your company website and careers website to your LinkedIn page, from what others say about you on Glassdoor to Financial and Independent Analyst Reports.

Are you ready to have a brighter spotlight shone on your Employer Brands? Or will Transparency cast a dark shadow?

There are two key areas where transparency will really impact on your talent strategy. The first is to look at the impact that Transparency will have on your Employer Brand and how you can manage the right messaging. The second is, given enhanced visibility around how you reward women in your organisation and enable their careers, what can you do to attract and nurture Top Female Talent?



The Impact of Transparency on your Employer Brand

In today's market, where job seekers have unprecedented access to insight about your organisation, it's critical that you are effectively **influencing** the messaging around your Employer Brand. Notice we say "influencing". Never think that you can "control" the messaging about your brand.

Here are four key steps that you can take:

1. Partner with your Marketing Colleagues:

We recommend working with your Marketing and Strategy colleagues to take a holistic approach to building and managing your organisation's **reputation**: for customers, consumers, stakeholders, employees and potential employees alike.

HR can learn a lot from Marketing, especially as job hunters behave increasingly like consumers when it comes to selecting an organisation to work for and a new role. However, employees (especially Millennials) are also looking for **ethics**, **authenticity** and **honesty**. Not every job is 'fantastic' 'exciting' 'an exceptional opportunity' and candidates are increasingly intolerant of blatant promotional messaging.



2. Leverage the Voices of your Employees:

Your goal is to build **advocacy** with candidates and potential employees, and your own employees are one of the best ways of doing this. Listening to and **leveraging the voices of your employees and using employee-generated content** is extremely powerful. **Videos** are a tool for fresh and interesting communication - whether it's YouTube or videos on your website and careers portal. Use your own staff as **ambassadors**, and get them to be honest about what it is like to work for your business. Their messages will be shared and listened to, particularly through networking sites such as LinkedIn. Research shows that people are **90%** more likely to trust their network, rather than brand advertising.



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3. Embrace Social Media:

Today's candidates can learn so much about you via a couple of clicks of a mouse - it's vital that you take as much control as possible of communicating your Employer Brand.

Your **social and digital recruitment and employer brand strategy** needs to be high quality, have a powerful content strategy, be user-oriented, reflect your culture, promote your employer brand, and embrace the latest developments in technology. In an era of Digital Natives, we know that social media and job hunting are inextricably linked. Almost half of job seekers check out potential employers on Glassdoor. Whilst you can't control what's written about you there, you can lift the veil a little to help people get a holistic view of your organisation and culture via social media.



4. Focus on Messaging:

We've already said that today's candidates don't like to be overtly sold to, but **openness** and **transparency** are admired. So let potential employees have as much insight into life in your organisation as possible. Where you don't have positive news to give, then tell people what you are doing about it.

For example, Deloitte realised it was under-represented by women in senior posts. Its gender pay reporting would only serve to highlight this fact. In 2014, Deloitte shared its ambition of having 25% of its Partner population made up of women by 2020, and 30% by 2030, together with an action plan for achieving this. A brave move, but one that takes a proactive stance on Transparency, communicates its intentions to both candidates and employees, and also ensures that the focus will remain on delivering these objectives.

Opaque is no longer an option, secretive cultures are mistrusted. Candidates are doing their due diligence with more rigour than ever before, because it is so easy to access information. If you **embrace transparency** around your employer brand, you'll be on the front foot and more attractive to female talent and millennial candidates.

Deloitte.

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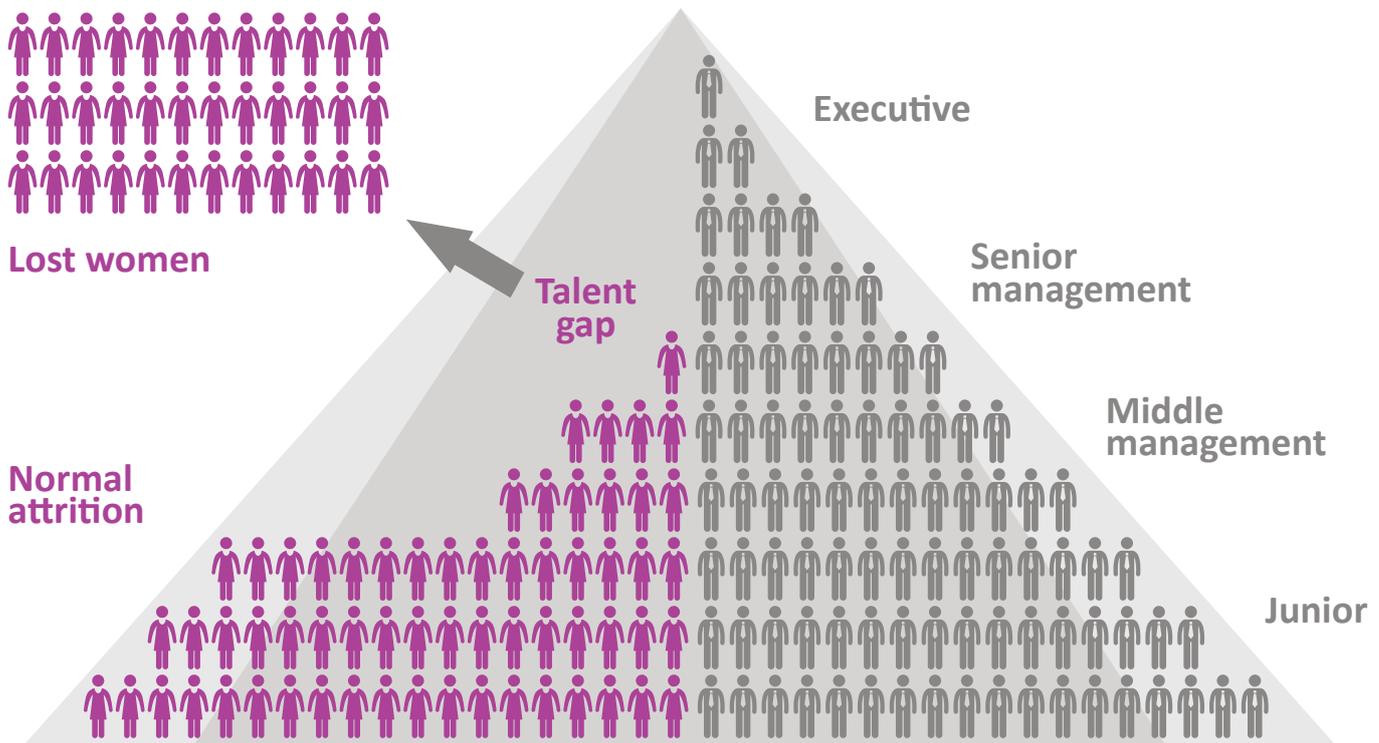
**Embrace transparency
around your employer brand**

Attracting Female Talent in a Transparent World

Gender pay reporting, the 'Women in Finance Charter' and Lord Davies' 'Women on Boards Report' are all throwing a stark spotlight on the underperformance of UK organisations in nurturing and developing female talent. This is against a backdrop of absolute transparency when it comes to the benefits of diversity on organisational performance - impacting positively on customer orientation, employee satisfaction and decision making (McKinsey & Co - 'Women Matter').

So why do too few women get to the top in organisations? Why are they under-represented in lucrative sectors such as STEM professions? Why do women face a glass pyramid? The answer is there are many factors influencing women's career and earnings progression; from time out of the labour market to start a family, care for others, a lack of well-paid part-time work available, to unsupportive corporate cultures, discrimination and unconscious bias.

However, there are practical examples of innovative actions that some organisations are implementing to attract and nurture female talent, and, in so doing, promoting themselves as attractive employers to women.



BT is taking positive steps to tackle low female representation in STEM parts of its business.

Given the fact that the candidate market for senior technical roles is quite male dominated, BT has launched **#WomeninTechnology** to develop a stronger pipeline of female employees and improve retention. The programme focuses on role modelling and female development; it has high level internal sponsorship and holds events with external speakers. In addition to supporting women within the organisation **#WomeninTechnology** has also raised awareness and driven messaging and discussion across BT around women in senior roles.

#WomeninTechnology



Lloyds Banking Group has embraced Transparency by making bold public commitments around its goal to increase female representation at senior levels.

Lloyds Banking Group was driven to do so because it was concerned, not just about the impact on its corporate reputation, but also the risk of not reflecting its customer base at a senior level within the business. To achieve its goal of 40% of senior posts filled by women, Lloyds has taken many steps including:

- **Targeting external recruitment partners**
- **Launching a 'Returners Programme'**
- **And a 'Women in Leadership Programme'**

As a result, Lloyds Banking Group has been listed in the **Times Top 50 Employers for Women** for the last 4 years - a great endorsement of promoting and communicating with female talent.

**Times Top 50 Employers
for Women**



There are many more examples of where UK organisations have taken positive steps and transparent actions to redress **gender balance issues**:

Ford Motor Company has implemented a **Best in Class Maternity Package**, resulting in around 98% of maternity leavers returning to the organisation.

EasyJet has launched a programme to promote the career of Pilot to women and also works more widely with schools to encourage the take up of STEM subjects by girls. Businesses such as **Carillion, Eversheds, Tesco and Deloitte** are developing meaningful **Agile Working Policies**.

In the spirit of transparency, by making public statements about their goals and strategies, these organisations are willingly being held accountable for the actions they are taking to address Gender Equality and Inclusion.

As BHP Billiton says,

‘Experience shows that those items that get measured and disclosed are better understood and acted upon’.

Indeed, the percentage of female executives in that organisation has risen from 8% to 17% over the last 5 years.



easyJet



TESCO

Deloitte.

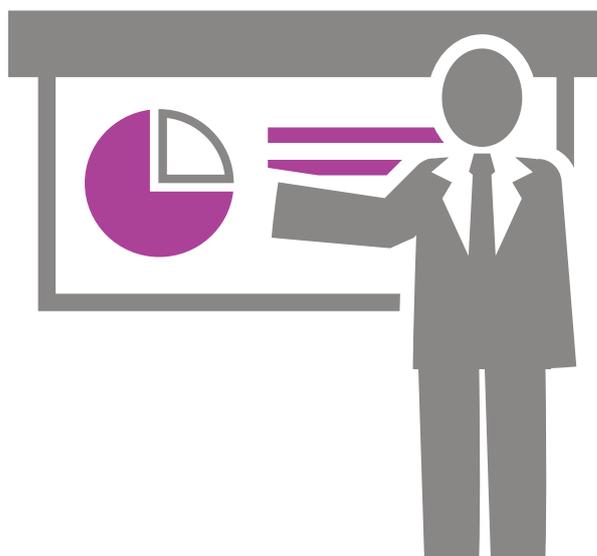
Top Tips for Talent Transparency Success

With the backdrop of severe skill shortages already in the UK market and the vast majority of business failing to maximise female talent, what are the key steps that you can follow to shine the spotlight of Transparency on your organisation in a positive way and address the talent issues that it raises?

1. Measure and Report

“What gets measured gets managed, and what gets published gets managed even better!” Transparency doesn’t need to be a threat to your organisation, it can be a powerful tool to raise awareness, galvanise action, showcase the positive actions you’re taking, and promote your organisation to female candidates and employees.

If you don’t already know the gender and diversity footprint in your organisation, audit it. Then, share your goals as an organisation for changing this landscape.



2. Communicate your Action Plan

Neither candidates nor employees expect you to tackle the thorny issues of gender pay, female representation and diversity overnight. However, making a public commitment, sharing plans and progress will not only position you as a responsible employer, it will help you to attract talent, and also hold you accountable for driving progress.



3. Form a collaboration with Marketing

Take a 'marketing' approach to communicating and engaging with candidates, in the way your organisation does with its customers and consumers. Transparency around corporate reputation means consistent messaging to all stakeholders, especially as candidates approach their job hunting and career decision making in increasingly similar ways to their behaviour as consumers.



Proactivity on Transparency Reaps Talent Rewards

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