



EMPLOYER  
BRAND  
MANAGEMENT

2017





## Employer Brand Management Awards Europe 2018

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The Employer Brand Management Awards continues its pledge to recognise the best in internal communications, corporate leadership, recruitment and HR best practice. With a wide selection of categories, a meticulous judging process and a diverse medley of world-beating entries, the awards set the stage for excellence in all areas of employer branding.

### Categories include:

- Best short-term or one-off employer brand campaign
- Best communication of the employer brand
- Best alumni programme
- Best diversity brand
- Best ongoing commitment to employer brand management

**Final deadline is 12 January 2018**

[www.employerbrandmanagementawards.com](http://www.employerbrandmanagementawards.com)

For more information call the events team on +44 20 7498 7008





## Welcome

Employees are the heart of any business. To maintain a positive working culture, a good external reputation and clear lines of communications throughout the business requires a collaborative effort between leadership, communicators, brand managers, HR people and others.

Effectively outlining a strategy for a company's employer brand will help these stakeholders achieve their goals for employees, potential employees and corporate alumni. It is this approach to employer brand management that we will explore throughout this year's conference.

We will hear from organisations as diverse as the British Army and fitness brand GLL. We'll hear from heritage brands like Fullers and GE and newcomers like FarFetch and RunMyProcess. The day should prove an enlightening exploration of employer brand as a means of improving the organisation's reputation, business and culture.

### **Brittany Golob**

Editor, Transform magazine

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## Programme

### 08:30 Registration and breakfast

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#### 09:15 Welcome and opening address

Andrew Thomas, publishing editor, Transform magazine

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#### 09:20 Employer brand journey

The Employer Brand Management conference will be punctuated by a series of short sessions in which delegates will be taken on a brand's journey. We will hear from Fujitsu RunMyProcess' chief strategy officer Ian Thomas. Created in 2007, RunMyProcess uses its innovative technology platform to help its customers digitally transform the way they work. Following its acquisition by Fujitsu, the team at RunMyProcess undertook a complete rebrand, transforming staff into brand ambassadors by focusing on their role as 'digital problem solvers.' As a gold winner at the Employer Brand Management Awards 2017 for 'Best use of the employer brand in customer marketing,' the RunMyProcess team will share its award-winning journey.

- Ian Thomas, chief strategy officer, Fujitsu RunMyProcess
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#### 09:40 Searching for the silver quota

The session will focus on managing and attracting multiple generations within the workforce, specifically the over 50s. Speakers will discuss the importance of capitalising on the older worker to fill the growing gap in the skills market. In 2016, the government created the 'Business in the Community Age,' providing an opportunity to support employers adaptation to the needs of an ageing population through better retention, retraining and recruitment of older workers. Many businesses, including Aviva, Barclays, Boots and the Co-op, have set the target of increasing the number of workers aged 50-69 in the UK by 12% by 2022.

*This will be a panel session with audience Q&A.*

- Rekha Elasarapu, consultant & lecturer, Age Action Alliance, Kings College London
  - Melanie Silverman, employer brand manager, GLL
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### 10:25 Tea and coffee break

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#### 10:45 Employer brand journey

For today's second brand journey, Penny Illston and Mike Wilson-MacCormack will speak about the company's strategy. Founded in 1947 and now boasting 11 studios with a global reach of over 80 countries, independent firm Benoy specialises in architecture, master planning, interior and graphic design. Producing award-winning work, Benoy operates in a competitive marketplace. Recognising the need to build its future from the inside out, Benoy developed a new internal brand position that resonated with Benoy colleagues across the global business.

- Penny Illston, HR director, Benoy
  - Mike Wilson-MacCormack, director, head of Newark studio, Benoy
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#### 11:05 Gen Z versus Millennials

Realistic versus optimistic. Independent versus collaborative. Digital natives versus digital pioneers. Role-hopping versus job-hopping. These are some of the stereotypes and differences between Gen Z and Millennials, the demographics that by 2020 will make up 40% of the global workforce. How can companies best target their specific characteristics? Attracting Gen Z – many of whom see becoming an online influencer as a career choice on par with graduating with a relevant degree – to a workforce requires companies to adopt new talent attraction strategies. In this session, two experts discuss how to win the generational battle.

*This will be a panel session with audience Q&A.*

- Robert Powell, head of pro bono & CSR, Weil, Gotshal & Manges LLP
  - Steve Keith, marketing and communications lead – apprenticeships, EY
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#### 11:45 Brand alignment

Employer brand management is about developing a company's reputation as an employer, with employees often described as an organisation's most valuable asset. Potential recruits are, by extension, the intangible assets of the future, so there should be a clear line of value in the investment an organisation makes in its employer brand. How much emphasis do organisations put into aligning their employer brand with their consumer brand? This session explores questions on how to attract, retain and engage the best talent using strategies that treat employees as customers, and how to ensure consistency in that brand message.

*This will be a panel session with Q&A from the audience.*

- David Boardman, director of customer excellence, MyCSP
- Ailsa Firth, director of human resources, Arval UK – BNP Parabis
- Sian Keane, executive vice president, people, Farfetch

*Moderated by Nicky Clark, strategy director, Synergy Creative*

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### 12:30 Networking lunch

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### 13:10 Future Makers

VR head sets and popcorn will be provided for the delegates as they sit back and enjoy this session, delivered in surround vision. Since the global activation of Siemens Future Makers campaign, Siemens has been using its 360 degree app to allow prospective employees to step inside employee's stories to experience their lives and the work they do. In this session, speakers from Siemens will explore the internal and external, global and local alignment processes required for the development of stories at the core of Future Makers.

- **Chris Knorn, global director of employer branding, Siemens**
- **Rachel Wilson, head of talent acquisition, Siemens**

### 13:40 Narrative and storytelling

Companies are turning to storytelling to communicate their employer brands. An increase in narrative-based imagery shows multiple brands attempting to establish a story to attract potential employees and build their employer brand. In a saturated market, how can companies subvert the traditional model of storytelling to rise above their competitors and attract the best talent? This session provides delegates with compelling examples of employer brand storytelling that cuts through the masses. Delegates will hear ideas about rewriting existing narratives, handing the storytelling over to the employee and the use of VR to place prospective employees directly inside the narrative.

*This will be a panel session with audience Q&A.*

- **Peter Graves, digital projects manager, Fuller, Smith & Turner**
- **Alex Singleton, head of communications and marketing, Circle Health**
- **Nick Terry, marketing director, Capita and British Army**

### 14:20 GE and the brand ambassador story

Introduced four years ago to combat the crisis of what candidates were seeing online before coming in for an interview, GE's brand ambassador programme has grown to a 13,000-strong body. Katie Pawlik, employment brand leader for Europe, shares GE's journey.

- **Katie Pawlik, employment brand leader, GE**

### 14:45 Tea and coffee break

### 15:00 Corporate culture and the fight for gender equality

Given recent headlines uncovering widescale abuse of power, most companies will need to show that diversity and inclusion run through their employer brand. But words are not enough. Companies can fight gender oppression by adopting a culture that drives a genuinely diverse talent attraction and retention atmosphere.

*This will be a panel session with audience Q&A.*

- **Elisabeth Günther, research fellow, Cranfield University**
- **Andrew Soane, associate director – recruitment marketing, Accenture**

*Moderated by Phill Lane, head of brand & insight, ThirtyThree*

### 15:40 The Brexit session

A Google search on the word 'Brexit' leads to 130m pages and articles. Not since the Y2K bug has a subject been as discussed and debated prior to its effect being known. Over a year after the referendum results, companies are still learning how to deal with its impact. With free movement of labour under threat, it would be impossible to avoid holding a session discussing the impact of Brexit on talent acquisition and retention of employees, and strategies to combat this.

*This will be a panel session with audience Q&A.*

- **Tom Greatrex, CEO, Nuclear Industry Association**
- **Caroline Waterfield, assistant director, NHS Employers**

### 16:20 Sheila Parry and the PRIDE Model

When you look at league tables of the world's most attractive employers, you can see a direct correlation with market value, consumer brand awareness and spend on recruitment. Inevitably, when it comes to creating a successful employer brand, a company with a great reputation has a massive advantage. Yet, of the 31 million people working in the UK, only half of them work for organisations that anyone has heard of. How can you build pride in your brand when you simply do not have the reputation of a FTSE 100? In this quick-fire session, Sheila Parry, will present a snapshot of the PRIDE Model, a new approach to employee engagement and performance, that identifies five key factors that will build successful organisations, and turns the spotlight onto the importance the individual in the workplace.

- **Sheila Parry, founder and consultant, theblueballroom**

### 16:35 Employee experience

Onboarding is a company's opportunity to deliver a great first impression. Integrating new employees into the culture of a company is vital to ensure it is strengthened, rather than diluted, with the introduction of new people. Companies like Facebook and Google have perfected the onboarding process, with Facebook holding a six-week engineering boot camp for new recruits prior to even entering the office. Other companies are following in their footsteps, establishing their brand through onboarding, using established and innovative strategies to create a unique company culture for their employees.

- **Irene Duyn, head of brand engagement, ING**
- **Charu Malhotra, global employer branding and talent attraction lead, Ferrero SA**

### 17:15 Conference summary

Andrew Thomas, publishing editor, Transform magazine

## Speakers



### **David Boardman, director of customer excellence, MyCSP**

David is a corporate communications specialist with extensive experience within a variety of industries and sectors including FMCG, financial services, online retail, housing and in the public and private sectors. David is director of customer excellence for MyCSP, a pensions company that looks after the retirement benefits of 1.5m people. Prior to MyCSP, David worked for Circle, the Hyde Group, Shop Direct Group and the Co-op.



### **Nicky Clark, strategy director, Synergy Creative**

With 20 years of brand and comms experience, Nicky co-founded employer brand specialist firm Synergy Creative, which works with brands to define who they are as employers, and helps them deliver on that promise at every stage of the employee journey. From creating a culture that's all about the customer and rallying employees around a common purpose, to crafting an employer brand and developing top talent, delivering strategically led creative solutions for the likes of RBS, ODEON Cinemas Group, Lidl, Vodafone and Argos.



### **Irene Duyn, head of brand engagement, ING**

Irene is head of brand engagement at ING. She holds master degrees in international business and in cultural sciences. She joined ING in 2004 and is responsible for the company's employer brand, internal branding and brand engagement. Following the restructuring of ING, which concluded in 2013, Irene has been involved in redefining ING's corporate brand purpose, culture, employer brand and more.



### **Rekha Elaswarapu, consultant & lecturer, Age Action Alliance, Kings College London**

Rekha is passionate about quality improvement and better outcomes for people using and providing services in health and social care. She is a senior policy advisor and researcher specialising in older people, nutrition, dignity and privacy, long term conditions, user voice and age discrimination with significant experience of government liaison. Rekha has over 20 years of experience in health and social care, both in policy and regulation and staff and patient experience measurement.



### **Ailsa Firth, director of human resources, Arval UK – BNP Paribas**

Ailsa is the UK HR director for Arval, a global leader in full service vehicle leasing and part of the BNP Paribas Group. Arval is a company with an ambitious growth strategy that has recently acquired GE Fleet, becoming the number one leasing operator in Europe. Ailsa started her career in sales before stepping into HR. She has a passion for developing and implementing aligned people and business strategies and enhancing the employee experience to enable improved organisational performance.



### **Peter Graves, digital project manager, Fuller, Smith & Turner**

Superbike racing may be an unlikely start for a digital marketer, but Peter raised funds to compete world-wide working as an IT consultant, while creating sponsorship packages for the likes of Cadbury's, BT and Yamaha. Having survived that career, he founded the agency Channel Digital, delivering e-commerce, web development and digital marketing. Returning to London in 2017, he works for Fuller's, the family brewer, pub and restaurant group. He is involved in digital transformation projects and developing the employer brand.



### **Tom Greatrex, CEO, Nuclear Industry Association**

Tom became chief executive of the Nuclear Industry Association on 1 February 2016. Formerly MP for Rutherglen and Hamilton West, Tom was shadow energy minister from 2011-2015 and the opposition's lead spokesman on nuclear energy, electricity market reform, smart grid and metering, carbon capture and storage, interconnection and both onshore and offshore oil and gas. He also served as a member of the Energy Select Committee from 2010 and from 2007-2010 was a policy adviser in the Scotland Office, including on energy.



### **Elisabeth Günther, research fellow, Cranfield University**

Elisabeth is a research fellow at Cranfield School of Management. Her research addresses gender, diversity and intersectionality in organisations within the areas of science, technology, engineering and math. She examines aspects of organisational culture that enable learning and innovative practices. Elisabeth currently codevelops ways to measure the effects of gender diversity on research performance within the Horizon 2020 GEDII-project.



### **Penny Illston, HR director, Benoy**

Penny works with organisations as an HR leader, director and talent coach, to help them develop their organisation and deliver better business results. She has a strong track record as a board HR director with global and UK businesses and currently works in the global architecture and design firm, Benoy. Penny joined Benoy as global director of talent in 2015. As the instigator of the employer brand overhaul for Benoy, Illston worked with the strategic brand agency, 164th and then Hodes to lead the brand steering group.



### **Sian Keane, executive vice president of people, Farfetch**

Sian sets the strategy for Farfetch's global people function. As part of the executive board she works closely with senior management and local people teams in Farfetch's 11 international offices. Since joining Farfetch in 2012, Sian has guided the company's global people strategy through a time of fast-paced growth from 100 to over 1,900 people. With over 15 years of experience, Sian previously worked as an in-house director, developing recruitment outsource projects in financial services and technology.



### **Steve Keith, marketing and communications lead – apprenticeships, EY**

Steve joined EY in 2010 and currently leads on all marketing and communications concerning EY's apprenticeship programmes. During the last 7 years he has built up a wealth of knowledge about Generation Z both from his time at EY, and in his previous career as a secondary school teacher in London on the Teach First programme. He is a passionate champion of apprenticeships, and an advocate for informed career choices for today's young people.



### **Christoph Knorn, global director employer branding, Siemens**

Christoph is passionate about transformations. In his current position he is transforming the global employer brand of Siemens to stay relevant in the digital age. He started as a management consultant, helped a mobile startup business before working as head of digital marketing for Siemens' answers campaign. Christoph was the VP for strategy & consulting at Conrad Caine (now Possible). He holds a diploma in cognitive psychology.





**Charu Malhotra, global employer branding & talent attraction leader, Ferrero SA**

With over 13 years in-house experience in global talent acquisition strategy & employer branding leadership roles at Unilever, BP plc, and Primark, Charu is currently at Ferrero SA. Her expertise and interests lie in global resourcing transformation, employer brand building, digital social media and external communication. She has led global EVP programs, devised employer brand campaigns, and created social channels for over 40 different countries.



**Phill Lane, head of brand & insight, ThirtyThree**

With more than 17 years of experience in employer branding, Phill runs the brand & insight team at ThirtyThree, researching, defining and building the world's leading employer brands. Phill holds an MA in classics from Cambridge, and an MA in creative writing from Kingston University. He is a co-author of the 'Handbook of HR Management.' He has lived and worked in China, and has deep experience of the brand and employee engagement challenges within a great number of international organisations across the globe.



**Sheila Parry, founder and consultant, theblueballroom**

Sheila has spent her career in communications and is passionate about people and organisations. She set up independent consultancy, theblueballroom, in 2001 and has worked tirelessly to position employee communications, engagement and branding as an integral part of the strategic agenda. She has recently written a book called, 'Take Pride: How to build organisational success through people,' which will be published in September 2018 by Unbound.



**Katie Pawlik, employment brand leader, GE**

Katie is one of three global employment brand leaders who creates and executes GE's global employment brand strategy. Katie also leads seven employment brand council members across 20 EU countries to deliver best practice in branding and social media. Katie has been with GE for over six years in various talent acquisition and HR roles and is passionate about employee advocacy, social media and giving candidates the best possible experience.



**Robert Powell, head of pro bono & CSR, Weil, Gotshal & Manges LLP**

Robert is head of corporate responsibility & inclusion (CR&I). He manages the full breadth of activities in the London office's award-winning CR&I programme which focuses on four priority areas: pro bono, inclusion, community & environment and wellness. During his time at Weil, Robert has increased employee engagement significantly resulting in the average Weil London lawyer spending 65 hours per year on pro bono legal work and more than 75% of employees taking part in some form of volunteering activity.



**Melanie Silverman, employer brand manager, GLL**

With over 20 years of experience in employment communications, marketing and advertising, Melanie has worked across a number of different sectors. She has delivered campaigns for clients such as the NSPCC, KPMG, Accenture, Britvic and HSBC and has delivered everything from employer brand identity work to websites and employee referral programmes. Melanie is currently the employer brand manager for GLL, a charitable social enterprise and the UK's largest operator of public leisure, health and cultural services and facilities.



**Alex Singleton, head of communications and marketing, Circle Health**

Alex is not only a corporate communicator at Circle Health, but also the author of Britain's best-selling book on media relations, 'The PR Masterclass.' A fellow of the Public Relations and Communications Association and a visiting lecturer in public relations and advertising at the University of Westminster, Alex also has a postgraduate diploma in crisis communication from the Chartered Institute of Public Relations.



**Andrew Soane, associate director – recruitment marketing, Accenture**

Andrew has spent most of his career working major organisations such as BP, BT, EY, Phillip Morris International and Tesco, helping them to develop and implement their employer branding, attraction and digital recruitment strategies. After 25 years in traditional recruitment marketing agencies, including Barkers, Bernard Hodes, Penna and TMP, in 2016, he joined Accenture, where he is responsible for recruitment marketing strategy for the consulting businesses across campus, MBA, experienced hire and leadership.



**Nick Terry, marketing director, Capita & British Army**

Nick is a driven marketing and communications director with over 15 years of experience working for startups through to FTSE 100 organisations, across a broad range of market sectors, including commercial, energy, defence, health and government. Nick is experienced at integrating digital, social and offline marketing to engage customer, corporate and employee audiences, and specialises in achieving greater efficiency and performance amongst marketing functions.



**Ian Thomas, chief strategy officer, Fujitsu RunMyProcess**

Ian is a technology strategist and thought leader currently serving as chief strategy officer of RunMyProcess, a French technology startup acquired by the global Fujitsu ICT group in 2013. In his role as CSO, Ian works as an integral part of the management team on a range of vision, strategy, marketing and technology topics. In 2016, Ian led the rebrand of the organisation to reflect its updated mission as an innovation subsidiary of the Fujitsu group. He holds a PhD from Cardiff University.



**Caroline Waterfield, assistant director, NHS Employers**

As assistant director at NHS Employers, Caroline leads the policy and employment practice on workforce supply. She leads a team which focuses on delivering programmes of work designed to support employers in the NHS in England to recruit and retain staff through evidence-based people performance management and employment practices. Caroline works closely with NHS leaders, government officials and national bodies to help inform policy and practice in this area.



**Rachel Wilson, head of talent acquisition, Siemens**

Rachel leads talent acquisition and employer branding at Siemens in the UK, Ireland and Nordic countries. She's part of a global talent acquisition team, which is reshaping how Siemens delivers talent acquisition services to the business. Rachel has 20 years of HR experience in transformation programmes in the IT, rail and manufacturing sectors, working at Land Rover, BMW, Atos and Siemens. She is a chartered member of the Institute of Personnel and Development.



**Mike Wilson-MacCormack, director, head of Newark studio, Benoy**

Mike is a director and studio leader for Benoy, a global family of design specialists with a strong reputation as commercial problem solvers. Mike is foremost a designer and takes the creative lead on a number of projects both within the UK and internationally. Mike worked closely with Benoy's director of talent to form a brand steering group, which engaged employees in a programme of initiatives to redefine Benoy's working culture and ultimately, the success of its projects.





## Is employer brand the catalyst for organisational change?

Organisational change, business transformation, change planning; chances are one or more of these terms is being floated about in your business. Changes in regulation, new technology, industry disruptors, political uncertainty and sometimes just plain old 'keeping up with the competition' means that, for most businesses, change is the new business as usual. As a result, organisations have to make changes in a bid to continue to grow or even stay relevant. It's a strategic and operational headache that's undoubtedly causing business leaders to wake up in a cold sweat.

It's keeping internal comms and HR pros awake too. Change can cause fear, uncertainty and panic in the workplace. Microsoft recently found that 61% of businesses said their change programmes caused anxiety among employees. And in a recent survey of members of the Institute of Internal Communication, the two biggest IC challenges highlighted were the need to keep employees engaged during periods of organisational change, and the challenge of sustaining and developing an employer brand.

At Synergy, we believe that both of these challenges are intrinsically linked, and while change often conjures up negative connotations first, in reality, it often provides opportunities for employees and subsequently organisations, to benefit.

When we look at organisations that thrive during times of change, contributing success factors include collaboration and co-creation, strong leadership, clear aspirations and engaged employees. And during times of change, their employees seek involvement, take ownership, feel empowered, pursue opportunities and collaborate. The thing that binds the two is culture. Getting employees on-board and excited about change can be achieved by sustaining and developing the employer brand and culture.

Culture matters more than ever. As well as managing talent throughout the employee lifecycle, culture plays a vital role in delivering your strategy and objectives, particularly in times of transformation. What's the cost to not having culture nailed? Gallup's 'State of the Workplace' report estimates the cost to the UK of disengaged employees as is up to £87bn in lost productivity. Gallup attributes much of this to companies' lack of ability to keep employees engaged in the face of an ever-increasing pace of change.

To succeed, you need to bring your people with you; attracting and retaining the best talent to drive your business forward and become the stakeholders of change. For this to happen, the organisation needs an employer brand which is strong enough to cope with change, yet flexible enough to adapt as needed.

It's about defining exactly who you are as an employer and delivering on that promise. It's the set of attributes and qualities that set you apart from others. It's the entire experience an employee has with your company. It's your company DNA. This means creating an EVP for employees and potential recruits to believe in, with a vision and set of values that encapsulate the behaviours required by both the employee and the employer to enable success.

McKinsey's organisational change model outlines how leaders need to develop a change story that helps all employees understand why this change is important to them. This helps remove uncertainty by giving clarity on the role the individual can play in managing the change and a purpose to buy in to. Everything comes back to culture. It's so important to remember that you can have the best change programme mapped out on paper, but without the required behaviours and culture consistently delivered everyone across the organisation, successful change is going to be tough, really tough. After all, as Peter Drucker once said, culture eats strategy for breakfast.

**Nicky Clark is the client director at Synergy**





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ODEON



HITACHI



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## Reputation is just one piece of the employee pride pie

I've always cared what people think. There, I've admitted it. I know I should be more confident, self-assured, I shouldn't be swayed by other people's opinion. But then, I'm an extrovert, a people person, a Pisces, a creative. I like big events, famous names and I love the feeling of sharing in someone else's glory.

But then there's the deeper me. The introvert, the thinker, the person with vision, who wants to bring people with me and do something important.

And that's probably why it's okay that I have only ever worked for one company with more than 100 employees and one company that anyone has heard of. The rest have been startups and creative agencies. And I have loved it. I have been a vital part of a few exciting, bold companies, who have taken risks and broken rules.

It's true that I fell into this challenging, dynamic sector. But the reason I stayed is that I feel, year on year, that the work I do matters, that my role on a team makes a difference and I can make a tangible impact on the world of work.

For the last two years, I have been exploring the theme of pride at work and looking at how so many high performing organisations are held up by thousands of people doing something right every day. I have looked at the world of work through the dual perspective of the employer and the employee and I believe I have come up with an effective business model that has both strategic and personal value.

The PRIDE Model identifies five key factors that are at play: purpose, reputation, integrity, direction and energy.

Purpose is the positive impact that an organisation has on society and the personal motivations that are fulfilled by employees who work there. It is really the beginning, middle and end of the PRIDE model.

Reputation is built from everything an organisation does, everything it says, and everything that is said about it as a brand or entity. Often the first impression of a brand, from the outside, it plays a pivotal role in how employees choose to, and remain engaged.

Integrity is the truth and whole truth of the employee value proposition and the employees' experience at work. It encompasses working practices, processes, behaviours and culture, and needs to deliver the promise of the brand's external reputation.

Direction is a key motivation for people at work and in life. While it is a known leadership responsibility to set a vision for the organisation, more attention needs to be given to understanding where individual employees are on their own personal and professional development curve.

Energy at work is an economic issue, due to the demands of a longer and tougher working life ahead of us. But it's about more than operational health and flexible working. Energy is created through encouraging individual, physical and mental health and by providing meaningful work (back to purpose).

In the UK, there is a working population of about 31m, a third of whom – like me – work for companies that most people have never heard of. While many of these SMEs are behind the curve in terms of reputation in the global employment market, they offer greater compensation to millions of individuals, in terms of personal achievement, impact and a sense of value.

In today's employment arena, brand reputation – among clients, employees, peers and in the media – matters. Of course it does. But equally important are the live experiences of the workplace and the opportunities employers create for people to take personal pride in what they do.

TAKE PRIDE, the book, will be published in September 2018.

**Sheila Parry is founder and consultant at theblueballroom**

PRIDE

from theBLUEBALLROOM

# A new dimension in employer brand management

The PRIDE Model encourages companies to think differently about building their story in the employment market.

Looking beyond the power of external brand reputation, it considers five key factors that drive organisational success, and puts the spotlight firmly on what it takes to achieve individual performance.



**Our unique approach and diagnostic tool helps you to build employee engagement and high performance in the workplace.**

Find out more at [www.takepride.co](http://www.takepride.co)  
or call theblueballroom on 01252 899 950

PRIDE  
from theBLUEBALLROOM



## Why haven't we achieved gender equality?

Gender equality is not a new topic; nor is bringing it about in the workplace a new challenge. For many years it has been at or near the top of our industry's agenda and for those of us who grapple with ways of redressing the imbalance, it's a challenge that can, at times, feel like an intractable one; a Sisyphean task that confounds us every time we think we are finally making progress.

For many of our clients at ThirtyThree, what has long been a matter of attention has received renewed focus of late. It's a focus on improving the gender balance in technology and banking; a question as to how to make it work for new generations, for apprentices and for leadership roles.

Yet, over the past few years, it also feels as though the issue has been imbued with renewed momentum in the mainstream. From the rise of the Women's Equality Party and gender pay reporting, to bestselling books and calls for a rebalancing of power everywhere from Hollywood to the IMF, gender equality never seems too far from the front pages.

Indeed, as we set out to develop our latest thinking on the subject, the results of which we will be sharing on 12 December, we were excited about the possibilities a first female president in the White House might bring as a symbol of empowerment and of hope. We should have known better.

As we analysed our survey data and began prepping for our summer focus groups, the BBC released its controversial pay data. And, in the week before our initial presentation to a select group of employers in the House of St Barnabas, Gizmodo published James Damore's ill-considered, and scientifically indefensible manifesto to his now ex-colleagues at Google.

The latter was a wake-up call. It pointed to broad issues still prevalent in Silicon Valley, but it also highlighted the ubiquity of an ugly point of view that, in all honesty, should, by now, have been confined to a small fringe, if not consigned entirely to the dustbin of history.

But by drawing attention to the fact that echo chambers exist, it underlined a core focus of this new research – to understand the extent to which a topic that many of us who work in brand, marketing and HR care deeply about is understood by a wider population.

If you are reading this it is likely that you, like us, believe that tackling gender inequality is important – but if ours is the mainstream position, why has more progress not been made? Perhaps we've all been going about it in the wrong way? Perhaps, as some of the data suggests, there are too many people who think we've already solved it?

As other, more damning data will show, we haven't; but is it possible that we have been spending too much time preaching to the converted? And too little time focusing on elephants in the room? Is it possible that, by doing this, we risk becoming an echo chamber of our own?

ThirtyThree's research this year focuses not only on helping employers tackle some real and pressing issues around gender inequality, but also to understand the extent to which the next generation of employees care about it; to show whether it is an issue for them in the same way that it is an issue for us, or whether there is a growing group of people who, like James Damore, think the efforts employers make are misguided or detrimental.

In releasing and discussing these findings, we are at pains to remember that caring about gender equality is part of our remit. We are equally keen to remember that it is always unwise to assume that, just because we hold something important, other people do too. After all, if everybody believed in this as strongly as we do, wouldn't we have solved it by now?

**Phill Lane is head of brand and insight at ThirtyThree**



# Herd, or heard?

If you want the right people to listen, make sure you start the right conversation.

Contact [phillip.lane@thirtythree.co.uk](mailto:phillip.lane@thirtythree.co.uk)

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This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.







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