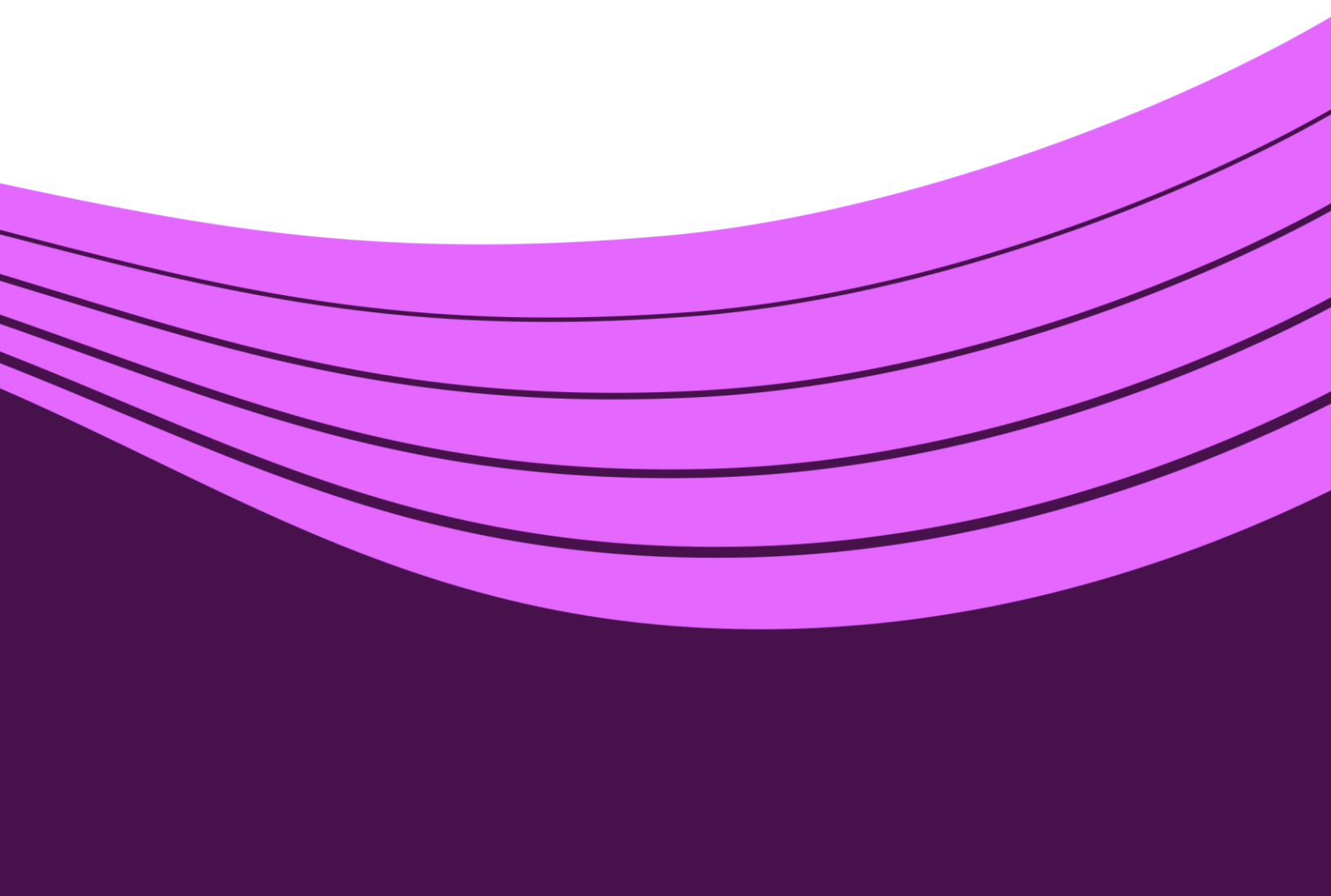


Checklist

Employer Branding and Value Proposition

How Inclusion Can Strengthen Your Employer Brand and Talent Pipeline



Employer Branding and Value Proposition for Inclusion

An employer brand is the [public's perception of a company](#), while employer branding refers to the actions an employer takes to shape the perception of their company. An employer value proposition is a part of the employer brand and defines how companies would like to be perceived.

Employer branding and value proposition should address [four components](#):

1. Material offerings: Compensation, physical office space, location, commuting subsidies, computer equipment, flexibility, schedules, and perks
2. Growth and development: The ways an organization helps employees acquire new skills such as assigning them new roles, putting them through job rotations, offering them training, or promoting them
3. Connection and community: Being appreciated and valued for who you are, a sense of mutual accountability, and social relationships
4. Meaning and purpose: Aspirational reasons for existing and how it aligns with employees' desire to improve local and global society

Today, the expectations of job seekers and employees are changing, and Talent teams and HR leaders are at the forefront of navigating these shifts. Research shows that [78 percent of employees](#) consider it "extremely" or "very" important for their company to be inclusive, and candidates increasingly expect companies to publicly address social issues like DEI. For example, the top concerns job seekers want companies to address are [DEI \(37 percent\)](#), [followed by racism \(35 percent\)](#) and [sexism \(30 percent\)](#).

To communicate [specific inclusion brand values](#), your company should consider how the organization would like to communicate your commitment to inclusion, what material offerings meet the expectations of different demographics, and if your internal hiring and promotion processes support individuals from a variety of backgrounds.

However, it is also important to ensure employer branding activities are cognizant of the specific desires of the talent pool your company is recruiting. Different groups of workers may seek different workplace characteristics in terms of experiences, benefits, or office environments when considering job offers. When creating marketing materials, employers should focus on various Inclusive touchpoints to attract qualified employees with diverse backgrounds.

Below find out more about what desired workplace characteristics these groups may look for when reviewing employer branding and value proposition materials.

Inclusive Workplace Values That Attract Talent

Please note that many touchpoints listed below tend to attract more than one type of employee and are often favorable among all employees. Therefore, each topic may relate to more than one group.



Communicate the company's Inclusion policies and initiatives in promotional materials to exhibit the values that talent seeks from employers.

Commitments to Inclusion are very important to employees from various demographics when considering which companies to apply to and when assessing job satisfaction, which leads to retention and engagement.

A large share of workers [associate Inclusion-related policies and resources with positive impacts](#) on employees. A wide range of employees [believe increasing Inclusion in the workplace is a good thing](#).

Inclusion commitments that employees seek can include a range of areas, such as initiatives to advance talent from all groups and transparency around communicating company data.

For instance, Seramount research found employees, clients, consumers, and suppliers [increasingly assess businesses on their purpose or mission](#), and in turn, corporate social responsibility (CSR) and environmental, social, and governance (ESG) plans have grown. CSR and ESG reporting play a role in determining which companies will be successful in the current war for talent. Companies with higher [employee satisfaction and attractiveness in recruitment](#) consistently have better ESG practices than their peers.

The desire for mission-driven and community-focused organizations is particularly important to younger employees. The Cone Communications Millennial Employee Study found that 64 percent of Millennials [won't take a job if their employer doesn't have a strong ESG policy](#). Gen Z, in particular, is becoming recognized as the first generation for whom purpose matters more than salary. An estimated 49 percent of Gen Zers are willing to take a 20 percent [pay cut in order to work for a purpose-driven company](#).



Ensure marketing materials include visual elements of leaders to demonstrate the company's ability to advance professionals of all demographics.

Professionals of diverse backgrounds are underrepresented in leadership roles. Black professionals hold [3.2 percent of all senior leadership roles](#) and less than 1 percent of all Fortune 500 CEO positions. The Society for Human Resources reports Hispanic/Latine professionals accounted for [only four percent of the US companies most senior roles in 2021](#). White men and women are [154 percent more likely than Asians to hold an executive role](#).

The Women in the Workplace 2023 report found that suite leaders women represent 1 in 4 C, while women of color represent 1 in 16. less Women are often promoted than men to manager positions, which puts the demographic behind in terms of advancement to more senior roles. In 2023, for every 100 men promoted from entry level to manger, 87 women were promoted. The numbers are more dire for women of color, with 73 women of color being promoted for every 100 men.

Inclusive Workplace Values That Attract Talent

Increasing the visibility of leaders of all demographics in marketing materials shows job seekers that the company makes efforts to create an inclusive and fair environment that is conducive to the advancement for their employees.



Emphasize flexible work arrangements to demonstrate the company's commitment to work life balance for employees.

While everyone seems to view flexibility at work with a high level of importance, flexible work arrangements may attract women with childcare responsibilities even more. Flexibility refers to remote or hybrid work, as well as flexible work options such as [the ability to set your own hours](#).

The Women in the Workplace 2023 report found 78 percent of women employees say opportunities to work remotely is important to them compared to 60 percent of men employees. The report also found 68 percent of women employees say control over when they work is important compared to 54 percent of men employees. In addition, a Gallup survey found the most important factor women employees consider when deciding on a new job is greater work-life balance and better well-being (66 percent).

Consider including information about the flexible work options at your company in recruiting materials to show women employees their job would support their need for flexibility.

Flexible work arrangements may also capture the attention of employees who are caregivers as well as men who are parents/caregivers.



Highlight parent and caregiver benefits or policies to show how the company can help relieve the burden of parental and caregiving responsibilities that typically fall on people of color and women.

About [two in five workers are parents with a child under age 18 at home](#) (40 percent), and about one in nine workers are parents with a child under age five at home (11 percent). Many parents, specifically [women who often shoulder the majority of childcare responsibilities](#), encounter bias related to having children which effects the opportunities they receive, their potential earnings, and promotions. Leaders often believe working mothers less capable to take on additional responsibilities at work.

Similarly, as the US population ages, a growing number of people are becoming family caregivers for their elderly relatives. In 2021, AARP estimated that about [38 million people in the US fulfilled duties as family caregivers](#). Many caregivers often have similar responsibilities as parents and their caregiving duties can lead to work disruptions. Organizations without support in place for caregivers risk losing talent, especially from underrepresented groups such as women, people of color, and LGBTQ+ people. Women are [more likely than men to take on caregiving roles](#). [People of color account for almost 40 percent of caregivers](#), while people who identify as LGBTQ+ account for 9 percent of caregivers.

Family-friendly benefits that relieve some of the burden of parental and caregiving duties such as employee assistance programs, resources, on-site support groups, and caregiver leave policies may attract a variety of demographics to your company.

Workplace Values That Attract Underrepresented Groups

Seramount's [100 Best Companies List](#) investigates everything impacting working parents, including parental leave, phasing back, fertility benefits, adoption, caregiver benefits, flexible scheduling, mentoring, and sponsorship and employee-resource groups. Benefits from 2023 winning companies include caregiving leave (85 percent), back-up childcare (94 percent), summer program childcare (67 percent), and emotional support counseling (98 percent)



Market open roles with inclusive language to ensure people from underrepresented groups are not deterred from applying.

Job descriptions are an opportunity for companies to show people with disabilities that their [organization is disability inclusive](#). Potential candidates with disabilities are likely to read job descriptions in search of words or phrases that indicate to them if they can perform the job.

There has been significant research around specific language that tends to be more appealing (subconsciously) to men versus women in job descriptions. Certain words or phrases tend to drive away female job seekers, especially when overused or used repeatedly, as well as in more male-dominated fields. Although "gendered words" take up a very small proportion of the total words in a job description, once a few of them are sprinkled throughout the listing, there is serious potential to turn away qualified job seekers.

Descriptions related to specific job duties, physical requirements, and the work environment should be [clear and inclusive](#). For example, instead of "Must have strong written and oral communications skills" consider "Must be able to communicate with others effectively" or instead of "Must be able to drive between multiple locations for client appointments" consider "Must be able to travel between multiple locations for client appointments."

For more information on inclusive job descriptions, see Seramount's *Creating Inclusive Job Descriptions* guide [here](#). For more information on inclusive language practices, see Seramount's *Inclusion Through Language: A Fluid Guide to Inclusive Language in the Workplace* guide [here](#).



Underscore accessibility accommodations in job postings or company communications to show the importance of disability inclusion at the company.

Many people with disabilities [fear discrimination or isolation at work](#) because of their disability, and may choose not to apply to positions if they feel the company is not inclusive.

While companies are required by law to [provide reasonable accommodations](#) to applicants and employees, your company may showcase disability inclusion by highlighting the accessibility accommodations offered to employees or pointing out any notable features of your company's accessibility policies such as office spaces based on [universal design](#) or company-wide resources that can be accessed without approval.

Workplace Values That Attract Underrepresented Groups



Celebrate the achievements of employee resource groups to show how the company cultivates opportunities for connection and networking for underrepresented groups.

Seramount [research](#) found the following on the importance of affinity-based employee resource groups (ERGs):

- 70 percent of respondents say affinity-based ERGs are necessary
- The most supported function of ERGs, with 72 percent of respondents agreeing, is to retain underrepresented talent in the workplace.
- Affinity-based ERGs are extremely/very important for business reasons for 81 percent of respondents.
- Affinity-based ERGs are extremely/very important for creating an inclusive culture for 98 percent of respondents.

Among the six reasons provided for the continued importance of ERGs, respondents ranked the retention of underrepresented talent at the top, followed by the recruitment of underrepresented talent, educating employees about issues underrepresented talent faces, and advancement of underrepresented talent.

Consider highlighting the available ERGs at your company and their accomplishments to show employees from underrepresented groups that they will be able to find community and connections with people similar to them at the organization.



Call attention to transition programs, reskilling/upskilling opportunities, or professional development to attract veterans who are transitioning back into civilian life.

About 200,000 US service members [leave the military each year](#) and must reenter civilian life. In terms of employment, [many veterans have challenges](#) in the workplace related to understanding corporate culture or adapting their skill set to white collar jobs. [Less than half of veterans stay](#) at their first post-separation job.

If your company partners with organizations that are designed to help veterans transition into employment such as the [DoD SkillBridge program](#), consider highlighting those to express the workplace intentionally recruits veterans.