



CHECKLIST

# Employer Branding and Value Proposition for HR

How DEI Can Strengthen Your Employer Brand and Talent Pipeline

# Employer Branding and Value Proposition for DEI

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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. For HR professionals, employer branding is a powerful tool for attracting, engaging, and retaining top talent. A clear and compelling employer value proposition—a subset of employer branding—outlines what sets your company apart and defines the experience you aim to offer employees.

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 HR teams 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 \(30 percent\)](#).

These expectations must shape how HR leaders design and communicate their employer brand. HR leaders who incorporate DEI into their employer branding strategy not only build stronger, more authentic value propositions but also position their organizations as employers of choice in an increasingly competitive talent market.

To communicate [specific DEI brand values](#), your company should consider how the organization would like to communicate your commitment to DEI, 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 DEI touchpoints to attract Black employees, Hispanic/Latine employees, Asian-American employees, women employees, employees with disabilities, veteran employees, and LGBTQ+ employees.

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

# Workplace Values That Attract Underrepresented Groups

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



## **Communicate the company's diversity, equity, and inclusion (DEI) policies and initiatives in promotional materials to exhibit the values underrepresented talent seek from employers.**

Commitments to DEI 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 DEI-related policies and resources with positive impacts](#) on employees. Seventy-eight percent of Black workers, 65 percent of Hispanic/Latine workers, and 72 percent of Asian workers [believe increasing DEI in the workplace is a good thing](#) compared to 47 percent of White workers.

DEI commitments that employees seek can include a range of areas, such as initiatives to advance talent from under-represented groups and transparency around communicating company demographic 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 of color to demonstrate the company's ability to advance professionals of color.**

Professionals of color 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](#).

Increasing the visibility of leaders of color 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 professionals of color.

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## **Increase visibility of women leaders in marketing visuals to demonstrate the company's ability to advance women.**

The Women in the Workplace 2023 report found that [women represent 1 in 4 C-suite leaders](#), while women of color represent 1 in 16. [Women are often promoted less](#) 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 manager, 87 women were promoted. The numbers are more dire for women of color, with 73 women of color being promoted for every 100 men.

Research from the Rockefeller Foundation found 65 percent of US workers believe it's highly important for younger women to [see women in leadership positions](#) as role models.

Increasing the visibility of women leaders within your company marketing materials shows potential job candidates that the organization makes efforts to create and implement practices that allow women to advance.

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## **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.

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## **Develop an LGBTQ+ benefits guide to show LGBTQ+ employees the company offers inclusive and comprehensive benefits.**

Employee [benefits that LGBTQ+ employees may want](#) to be aware of can include:

- Same-sex and domestic-partner benefits (such as healthcare eligibility, FMLA leave policies, and bereavement leave policies)
- Coverage information for common transgender and intersex surgeries.
- Pharmaceutical benefits for hormone replacement therapy and puberty blockers.
- Fertility and adoption benefits (including information on egg freezing, sperm banking, IVF, IUI, surrogacy and bereavement leave policies).

For other recommendations on employer value proposition to LGBTQ+ employees, see these [recommendations](#) from Out & Equal.

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**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.

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 with disabilities are not detoured 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.

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](#).

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## **Underscore accessibility accommodations in job postings or company comms 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.

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## **Celebrate the achievements of ERGs 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 also the recruitment of underrepresented talent, educating employees about issues underrepresented talent faces, and advancement of underrepresented talent as top benefits.

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.

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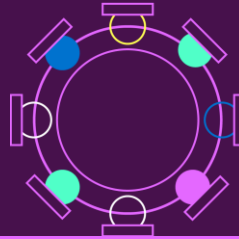
## **Call attention to transition programs, reskilling/upskilling opportunities, or professional development to attract veterans who are transitioning back into civilian life.**

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.

Also, consider emphasizing upskill, reskilling, or development opportunities that are available to employees. Veterans tend to have specialized skills and may not feel equipped to enter an office setting.





## Insight-Powered Solutions Trusted by Talent and HR Leaders

### TALENT SOURCING

**Identify, Engage,  
and Hire Top  
Early Career  
Talent**

Branding and recruiting platform that surfaces engaged, prepared candidates more efficiently, effectively, and at scale

### ASSESSMENT AND STRATEGY

**Uncover the Real  
Levers to Unlock  
Enduring Employee  
Engagement**

Actionable intelligence into the employee experience powered by innovative technology and over 40 years of workforce data and insights

### RESEARCH AND ADVISORY SERVICES

**Set Strong DEI  
Foundations and  
Build Adaptable  
Roadmaps**

Expert guidance rooted in research and experience to support and advance your strategic talent and DEI priorities in every environment

### LEARNING AND DEVELOPMENT

**Create a  
More Resilient,  
Connected  
Workforce**

Impactful content designed and delivered to deflect productivity and positive behavior change at every level

We partner with **600+** corporations,  
government entities,  
and nonprofits **globally**.

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