



Employer Brand Management Awards

WINNERS BOOK





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"Right from the outset, Carta gained coverage in the national news and trade press."

Alastair Pickering, Co-founder and Chief Strategy Officer, alva



"Carta built broader awareness of our video editing platform in the PR industry."

Chris Bo Shields, Co-founder, Binumi Pro



"Carta built awareness via new business meetings, combined with research-led news stories."

George Theohari, Head of Content, Speak Media

WELCOME



Five years ago, Cravenhill Publishing launched the Employer Brand Management Awards to recognise those companies that are communicating most effectively with prospective employees and building a corporate reputation based on being a desirable employer.

In that time, we have seen companies consider the diversity of their workforces, adapt to changing technologies, embrace creativity and put forward excellent strategic work in the field of employer brand management. The winners of the Employer Brand Management Awards set the benchmark for excellence in this field.

It has been a pleasure to see two standout programmes take home the premier awards this year. The Metropolitan Police blazed a trail in diversity recruitment and reputation management with its 'Strong' and 'Do Something Real' campaigns. The AA put new technology and brand ambassadors at the heart of its employer brand management to better engage its existing audience while enticing new groups to its business.

All of the winners here tonight should be proud of their success and continue enhancing their commitment to excellence in employer brand management.

Brittany Golob
Editor in chief
Transform magazine

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JUDGES



Lizzie Barrett, Senior brand and engagement strategist, Symphony Talent

Lizzie has worked in employer reputation and employee engagement for 15 years, both in-house and in agencies. Before joining Symphony Talent in 2016, Lizzie ran the employee engagement practice for Ogilvy in EMEA. Her clients have included Shell, HSBC, Siemens, Merck, Mars, Airbus and Unilever. Her passion is ensuring that the brand is based on intelligent insight and then reflected in employee behaviour, as she believes people will always trust people rather than brands. Symphony Talent took home the best creative execution of the employer brand at last year's awards.



Simon Barrow, Creator of the employer brand concept

Simon created the employer brand approach to management, now a subject which gets over one million results on Google. Simon was founder and chairman of the employer brand consultancy People in Business which he sold to US private equity group TMP Worldwide in August 2007.



Rebecca Causey, Head of employer brand and attraction (EMEA), IBM

Rebecca leads employer brand at IBM. Overseeing a team of 11 brand managers across 100 countries, Rebecca is responsible for the creation and execution of the employer brand and recruitment marketing strategy across Europe, the Middle East and Africa. Rebecca has over 10 years of experience in the employer brand and talent acquisition space, working for brands such as RBS, BP, Dixons Carphone and Sainsbury's.



Neil Daly, Global employer brand lead, Baker Hughes

Neil is an award-winning employer brand manager responsible for defining and promoting the reputation of Baker Hughes as one of the world's leading energy technology companies. His role is to communicate the employee value proposition through recruitment marketing campaigns in more than 100 countries globally to attract, develop and retain target audiences.



Jennifer Doyle, Head of talent, Financial Conduct Authority

Jennifer is head of talent at the Financial Conduct Authority (FCA), responsible for early careers talent acquisition and recruitment brand management, alongside internal talent identification and development. Jennifer oversees all accelerated leadership development programmes up to executive level. She joined the FCA in 2009 and has worked in various roles across resourcing and talent.



Helen Durkin, Employer brand programme manager (EMEA), Indeed.com

Helen is employer brand programme manager at Indeed, responsible for building its employer brand reputation and owning the content and advertising strategy across EMEA. With over 10 years of experience working for brands such as Indeed, Sage and Dixons Carphone, Helen has experienced most of the challenges within the employer brand space.



Jona Gjini, Global employer brand lead, Vodafone

Jona leads the global employer brand agenda at Vodafone by driving the people strategy for 26 markets. She has been with Vodafone for more than five years and has a background in brand and marketing communications.



Catherine Hearn, Director, resourcing & talent, BBC

Catherine joined the BBC in 2015 initially as director of talent for the television division before taking on a pan-BBC remit leading the resourcing and talent team, establishing a single point of accountability to drive a co-ordinated workforce strategy and new approach to the BBC's diverse hiring requirements. She was previously head of talent and attraction at the Walt Disney Company working globally. Her early career was spent in executive search working in the media and consumer sectors.



Alison Heron, Head of global employer brand, GSK

Alison has almost 20 years of experience in branding and marketing, and has worked both supplier- and employer-side. Working with a design and communications agency for almost 10 years, she directed a number of campaigns for graduate employers. In 2005, she joined KPMG to lead the recruitment marketing team, responsible for both graduate and experienced hire marketing, and in 2011, she was appointed head of UK student recruitment. In 2014, Alison moved to GSK to look after early talent branding and she is now responsible for its global employer brand.



Nicky Ivory-Chapman, Head of talent acquisition, Channel 4

Nicky is a chartered fellow of the CIPD with over 15 years HR experience and is currently the head of talent Acquisition at Channel 4. She has responsibility for recruitment in the creative, commercial and operational areas from entry to executive level. In addition to recruitment, she has worked in the areas of employer brand, employee engagement and as a generalist and spent three years on the board of the Institute of Student Employers.



Graeme Johnson, Director of resourcing, GVC Group

Graeme leads employer brand and recruiting globally for GVC Group, which owns the largest portfolio of brands in the gaming and betting industry, including Bwin, PartyPoker, Foxy, Ladbrokes, Coral and Gala. Graeme has spent the last 10 years in senior leadership roles in Virgin Media, and BT with accountability for employer brand.



Rob Lewis, Employer branding assistant manager, L'Oreal

Rob is an experienced employer brand professional with a passion for digital marketing, social media and creative storytelling. He's worked for a number of global, multi-brand companies, specialising in talent acquisition strategies and employer brand creative design. With a background in FMCG and regional and global roles at Kellogg's and Mondelēz International, Rob now works for L'Oréal in the UK and Ireland, leading its employer brand strategy.



Dominique Mallion, Global content marketing strategist, Philips

Dominique is the global content marketing strategist at Philips, a heritage technology company committed to delivering innovation that helps people be healthy, live well and enjoy life. As part of an award-winning, in-house employer branding team, she is responsible for defining how to bring the Philips talent brand to life within the labor market segments most critical to executing the company's health technology strategy. Her efforts focus on engaging with the people Philips needs to drive its company transformation and success in the future.



Euan McNair, Talent acquisition and employer brand consultant, Royal London

Euan is a talent acquisition and employer brand leader with experience in agencies, in-house and recruitment process outsourcing. His career has seen him operate across multiple sectors ranging from large-scale sporting and cultural events like Glasgow 2014 to global financial institutions like Standard Life Aberdeen. Euan currently leads talent attraction, talent sourcing and employer brand for the Royal London Group on behalf of Alexander Mann Solutions and is focussed on strategically positioning its brand to engage diverse talent.

THE FUTURE.
YOURS TO MAKE.



“I want to be able
to look back

And say I played
my part”

Ryan
Engineer at Shell

Read my letter to the future at shell.com/letters

Market leading pension
administration, world class
customer service, delivered
by great people.



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Penny Newman, Chief people officer, Lewis Silkin

Penny is chief people officer at Lewis Silkin. She joined Lewis Silkin in 2007 and has been involved in a variety of employee engagement, CSR and diversity initiatives. She also has a keen interest in HR information systems and business process efficiency. Penny works closely with Lewis Silkin's employment law team to ensure that the firm is at the forefront of employment practices. Before joining Lewis Silkin, Penny qualified as a chartered accountant at Deloitte and worked for two other top 100 UK law firms.



Tim Small, Managing director, SmallPlus

Tim founded and runs his own specialist culture and employer brand consultancy. He has senior leadership experience in employer brand, HR, communications and operations in three global FTSE 100 companies and working with clients in multiple sectors. This gives him a unique perspective on what it takes to lead, develop and deliver award-winning people and culture programmes, especially in multi-site operations.



Chris Stewart, Resourcing delivery manager, McKesson

Chris is an award-winning resourcing manager and employer brand specialist. His 15 years of experience has seen him working in the banking, energy and healthcare markets. Chris understands how to bring company culture to life by leveraging a wide range of social and digital media platforms.



Jorgen Sundberg, CEO, Link Humans

Jorgen is an employer brand strategist working on global EVP, measurement and activation projects. He is the host of the weekly 'Employer Branding Podcast,' which has over 200 episodes.



Chloe Sweden, Head of Mumsnet talent, Mumsnet

As head of Mumsnet talent, Chloe champions flexible working and the rights of parents in the workplace. Mumsnet exists to make parents lives easier and nowhere is more broken than in the world of work. As a head of talent, Chloe understands the need for a strong employer brand. With her previous experience as a partner at a headhunting firm, Chloe also understands the importance of a positive candidate journey.



Amy Turner, Employer brand manager, Bumble

Amy is responsible for leading and executing the employer brand strategy at Bumble. She has previously worked at the MagicLab group, a global technology company that builds social networking apps such as Badoo, Bumble, Lumen and Chappy. With a background in social media, content marketing and employee engagement, Amy uses content to bring EVPs to life. Amy has also managed the employer brand at Camelot, where she helped increase engagement with social campaigns both internally and externally.



Heather Walker, Global employer brand campaign manager, SAP

Heather is a global employer brand expert with a wealth of knowledge and experience. She began her career at creative agencies in the UK specialising in recruitment and employment communications. In 2017, Heather returned to the UK from the Middle East to take on a global role at SAP. SAP has rapid growth with almost 100,000 employees in over 180 countries. Heather plays a critical role in supporting, developing, and activating strategic for employer brand and recruitment marketing campaigns.

WINNERS

Best alignment of the employer value proposition with corporate brand values

Gold - Hearst and Chatter Communications

Gold - Mars and Symphony Talent

Silver - Vodafone and Creed Communications

Bronze - SAP

Highly commended - Rolls-Royce and Blackbridge Communications Ltd

Best communication of the employer brand to the external audience

Gold - Shell

Silver - Toolstation supported by That Little Agency

Bronze - GVC and Ph.Creative

Bronze - Nexans and Symphony Talent

Highly commended - Dixons Carphone and Tonic

Best communication of the employer brand to the internal audience

Gold - GVC and Ph.Creative

Gold - MyCSP

Silver - Mars and Symphony Talent

Bronze - MyCSP on behalf of Civil Service Pensions

Highly commended - Hammerson and Synergy Creative

Best short-term or one-off employer brand campaign

Gold - Metropolitan Police and Tonic

Silver - Rolls-Royce and Blackbridge Communications Ltd

Silver - The AA in partnership with PeopleScout and TMP

Bronze - Nexans and Symphony Talent

Highly commended - G4S and Creed Communications

Highly commended - The National Trust and ThirtyThree

Best diversity brand

Gold - Metropolitan Police and Tonic

Silver - Sussex Police and Tonic

Bronze - AXA UK and ThirtyThree

Bronze - Transport for London and TMP

Best digital communication of the employer brand

Gold - The AA in partnership with PeopleScout and TMP

Silver - GVC and Ph.Creative

Silver - Nexans and Symphony Talent

Bronze - Selfridges

Highly commended - Dixons Carphone and Tonic

Highly commended - RBS and Ph.Creative

Best use of social media in the management or promotion of the employer brand

Gold - Metropolitan Police and Tonic

Gold - The AA in partnership with PeopleScout and TMP

Silver - Rolls-Royce and Blackbridge Communications Ltd

Bronze - GVC and Ph.Creative

Highly commended - AXA UK and ThirtyThree

Highly commended - O2 and Chatter Communications

Best use of employer brand in customer marketing

Gold - SAP

Best employer brand management programme following changed mission, positioning or management

Gold - Mars and Symphony Talent

Silver - Dixons Carphone and Tonic

Best employer brand management programme following a merger or acquisition

Gold - GVC and Ph.Creative

Silver - TPx Communications and Cielo

Best brand ambassador programme

Gold - Wisser

Silver - Elsevier

Bronze - The AA in partnership with PeopleScout and TMP

Best employee experience

Silver - Avgust and makelove

Best localisation of a global employer brand management programme

Gold - SAP

Best employer brand management event

Gold - GVC and Ph.Creative

Silver - MTS and makelove

Bronze - RBS and Tonic

Bronze - Sainsbury's and TMP

Highly commended - SAP

Best employer brand innovation

Gold - The AA in partnership with PeopleScout and TMP

Silver - Creed Communications

Bronze - SAP

Highly commended - DataArt

Best ongoing commitment to employer brand management

Silver - SAP
Bronze - MyCSP on behalf of Civil Service Pensions

Best employer brand management from the energy and utilities sector

Gold - Shell

Best employer brand management from the engineering and manufacturing sector

Gold - Balfour Beatty and SMRS

Silver - Jaguar Land Rover and Creed Communications
Highly commended - Nissan and makelove

Best employer brand management from the financial services sector

Gold - RBS and Ph.Creative

Silver - Assurant and Creed Communications
Bronze - MyCSP on behalf of Civil Service Pensions
Highly commended - Home Credit Bank and makelove

Best employer brand management from the FMCG sector

Gold - Mars and Symphony Talent

Best employer brand management from the food and beverage sector

Gold - McDonald's and MJCC

Best employer brand management from the healthcare and pharmaceuticals sector

Gold - mydentist and SMRS

Silver - WellStar Health Systems and Cielo
Bronze - Elsevier

Best employer brand management from the professional services sector

Gold - Dentons and Tonic

Best employer brand management from the property, construction and facilities management sector

Gold - Places for People and Creed Communications

Best employer brand management from the public sector

Gold - Metropolitan Police and Tonic

Silver - Transport for London and TMP

Best employer brand management from the retail sector

Gold - Toolstation supported by That Little Agency

Silver - Dixons Carphone and Tonic
Silver - Sainsbury's and TMP
Bronze - Iceland and Creed Communications

Best employer brand management from the technology, media and telecommunications sector

Gold - Sky and Symphony Talent

Silver - TPx Communications and Cielo
Bronze - Hearst and Chatter Communications
Highly commended - SAP

Best employer brand management from the transport and logistics sector

Gold - Hermes and Creed Communications

Silver - The AA in partnership with PeopleScout and TMP

Best employer brand management from the travel, leisure and tourism sector

Gold - GVC and Ph.Creative

Silver - The National Trust and ThirtyThree

Best creative execution of the employer brand

Winner - The AA in partnership with PeopleScout and TMP

Grand prix

Winner - Metropolitan Police and Tonic

BACKED A WINNER?

AT THIS LATE STAGE IT'S GREAT TO HAVE A HORSE STILL IN THE RACE.

WELL DONE TO ALL THOSE WHO MADE THE SHORT LIST AND
A MASSIVE CONGRATULATIONS TO ALL THE WINNERS.

GVC

FOR THE GOOD OF
ENTERTAINMENT



BEST ALIGNMENT OF THE EMPLOYER VALUE PROPOSITION WITH CORPORATE BRAND VALUES

Gold - Hearst and Chatter Communications

Media giant Hearst appointed Chatter Communications to help it develop and align its EVP to its values, develop its employer brand, and make sure the values were embedded across the business. Using 'More to the story' as its creative hook, Chatter teased out the employer brand at Hearst's summer event, through a series of fun activities designed to encourage employees to live the values. It followed with a full rebrand of all people comms to reinforce the 'More to the Story' messaging, from attraction and onboarding through to career development, the company benefits portal and alumni.

All aspects of the project drew a positive and supportive response across the business. The summer event especially drove a significant amount of engagement and helped embed Hearst's values and employer brand in the minds of everyone who works there. One judge said there was a "very clear definition and alignment to the corporate values and articulation of the culture."



Gold - Mars and Symphony Talent

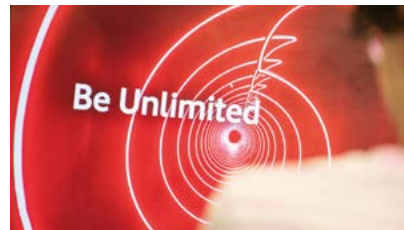
At the beginning of 2018, the Mars EVP and creative platform were independent of the corporate brand. Symphony Talent was appointed to rearticulate the EVP positioning and messaging to align with Mars' new corporate brand positioning and visual identity, as well as launch a new careers website. Symphony needed to define a creative platform for the Mars employer reputation that was connected to, but distinct from, the new corporate identity.

A key, but missing, element was a provision in the corporate brand for Mars' consumer brands. Research showed Mars is a key employer, but it was essential to maintain awareness. Mars Associates also had to play a prominent role in the employer identity of the business. Since the launch of the new employer brand, its reach on social media has increased by 18%, while the new careers website has seen a 104% increase in visits. Judges were impressed by the extent to which Mars managed to align its employer brand with its corporate brand without ignoring the character of its consumer brand portfolio.



Silver - Vodafone and Creed Communications

Vodafone worked with Creed to develop a new EVP for its customer service and operations sector. Based on the message, 'Connecting on a whole new level,' it highlights the different ways of working, with the emphasis on the connection that Vodafone's people have with the business and its customers. Judges noted that the video helped to bring the corporate values to life.



Bronze - SAP

B2B software company SAP communicated its EVP and tagline, 'Bring Everything You Are. Become Everything You Want,' through people stories. Following an internal campaign, more than 300 employees worldwide shared their stories, highlighting diversity and inclusion, overcoming adversity, business and career achievement. Judges lauded the way a tech company demonstrated its ability to address societal challenges through its employer brand.



Highly commended - Rolls-Royce and Blackbridge Communications Ltd

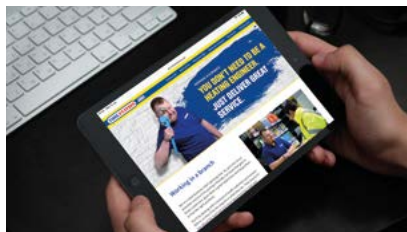
BEST COMMUNICATION OF THE EMPLOYER BRAND TO THE EXTERNAL AUDIENCE



Gold - Shell

Shell's employer brand was under pressure in an increasingly competitive talent attraction environment. As part of its new employer brand campaign, 'The Future. Yours To Make,' Shell invited its employees from around the world to write their own 'letter to the future.' The brief was to look back at their own journey and what they have achieved, in order to describe how the world might have changed in that time, what impact they personally had, and consider what they would like to hand over to the next generation.

A selection of letters were turned into films, and the employees and their stories were showcased across all aspects of the campaign, which along with refreshed branding, was shared internally, across social media, on Shell's careers page and job boards, and at campus events in the form of flyers, brochures and posters. After the launch, there was an increase in awareness and engagement, with 193,000 people clicking on the videos, and 150,000 visiting the landing site to learn more about the employees. Judges said it was an inventive and emotive entry that remained connected to a key corporate message.



Silver - Toolstation supported by That Little Agency

Toolstation worked with That Little Agency to create a new employer proposition that identified four core audiences: retail, distribution, contact centre and professional services. With the tagline of 'Together, we'll get the job done,' it used visuals of Toolstation employees interacting with core products, alongside key messages. Since launch, it has seen a 29% rise in job applications. Judges said it was a really strong and clear campaign with impressive results.



Bronze - GVC and Ph.Creative

Sports betting and gaming group GVC had 23 distinct brands but from an external candidate's perspective, it had little recognition or brand equity as a corporate employer. It enlisted Ph.Creative to help build a global employer brand framework, 'For the Good of Entertainment,' that would align the internal workforce, raise awareness around GVC yet allow the local culture and brands to retain their individual identities. Judges praised its clear narrative for a complex message.



Bronze - Nexans and Symphony Talent

Cabling specialist Nexans wanted to challenge the perception that its sector is dull, while building its profile as an employer. It tasked Symphony Talent with creating a campaign that would stand out among conventional communication in the industry. It built an interactive experience where users can take a 360 degree tour of Nexans, including cables along the bottom of the Atlantic Ocean, with social and digital content achieving more than 5,000,000 impressions.

Highly commended - Dixons Carphone and Tonic

BEST COMMUNICATION OF THE EMPLOYER BRAND TO THE INTERNAL AUDIENCE

Gold - GVC and Ph.Creative

Sports betting and gaming group GVC had 23 distinct brands, all with their own cultures and ways of working, with little to no recognition of the GVC parent brand. It worked with Ph.Creative to create a new employer brand, 'For the good of entertainment,' that would bring the whole company together as one team. It was vital to get the buy-in of employees, so they saw it as a positive move and not a corporate initiative that was trying to overwrite their brand's identity.

With an experience at its core, the GVC One event for all employees, Ph.Creative developed a marketing approach that combined a teaser campaign, emotive launch videos, an insight into the making of the brand, employee-generated video content, a global competition and branded merchandise. At the event, GVC handed out printed copies of its new culture book, detailing the history of the business, the brand and the opportunity it creates for all its people, and the clear vision for the future. One judge said this was a "clearly thought out strategy to embed the employer brand," that had, "great visual design."



Gold - MyCSP

Established in 2012, pension administrator MyCSP was the first mutual to spin out of central government, inheriting the former civil service communication tools. It needed to renew and streamline its company vision to engage all colleagues in the direction of travel for the business. The existing vision was viewed as wordy narrative that no-one could recall, and didn't have resonance with employees. MyCSP's new vision - 'Market leading pension administration, world class customer service, delivered by great people' - reinforces the narrative through colourful visuals, with employees taking centre stage.

It launched a comms campaign to implement the new vision using communication channels including face to face briefings, regular emails, updates across the intranet, employee partnership council monthly updates, an internal magazine, billboard campaign and information at staff gatherings. Judges noted its effective use of multiple channels and employee touchpoints coupled with the creation of new initiatives to improve employee engagement. One said MyCSP was a clear winner, adding that it was a "significant challenge to overcome legacy systems, ways of working and mindset."



Silver - Mars and Symphony Talent

The employees responsible for the rollout of the Mars employer brand are located around the world. To bring them together, Symphony created an internal comms campaign using existing technology platforms such as Yammer, as well as print collateral and a dedicated portal. Based on the idea of postcards, the campaign encouraged a sense of community and collaboration. One judge said, "This entry was a creative and standout example of building employer brand ambassadors across regions."



Bronze - MyCSP on behalf of Civil Service Pensions

The Cabinet Office and MyCSP, which administers the Civil Service pension scheme, launched regional employer forums to engage senior representatives from the employer organisations. The purpose and strapline of the events is to 'Meet, Network, Learn, and Share.' Since the first in 2016, the number of attendees has grown from 80 to 275. Each forum is designed to present information in a fun and engaging style, including game show spoofs, workshops, Q&A sessions and debates.



Highly commended - Hammerson and Synergy Creative

BEST SHORT-TERM OR ONE-OFF EMPLOYER BRAND CAMPAIGN



Gold - Metropolitan Police and Tonic

Half of Britain's ethnic minority police officers work at London's Metropolitan Police and just under 30% of its officers are female. However, to mark the 100-year anniversary of the first female police officers to serve in the Met, it set long-term targets to recruit 50% female and 40% BAME serving officers. Tonic created a campaign – 'Strong' – debunking the myths that keep women from applying, by showing the importance of mental and emotional strength.

The campaign showcased inspirational female officers past and present, with the stories told in greater detail on the force's website. A 30-second cinema spot was targeted to feature with the film Captain Marvel, mirroring its core theme of female heroism, with supporting posts on Facebook and Instagram, and a series of tube car panels exploring the varied qualities of 'Strong' that are needed in a police officer. Following the campaign, the Met saw a 206.31% year-on-year increase in female applications. Judges were impressed by every aspect of this project. One said, "Wow. Just wow. Highly emotive and memorable, yet grounded in reality. Incredibly well-integrated campaign with stellar results!"



Silver - Rolls-Royce and Blackbridge Communications Ltd

Rolls-Royce wanted to drive more recruitment to apprenticeship roles, increase the diversity of candidates and encourage more women to apply. Blackbridge created a campaign featuring film of current Rolls-Royce apprentices busting myths about apprenticeships. It used paid social promotion, like-for-like audience identification and targeting, and proactive targeting across key social channels, resulting in a 46% increase in Facebook shares. Judges said the strategy was well aligned to meet the needs of its target audience.



Silver - The AA in partnership with PeopleScout and TMP

For its 'Ready for Anything' campaign, the AA wanted to reach audiences that might never have seen it as a natural career destination, and drive engagement and applications. Working with PeopleScout and TMP, it created a 24-hour endurance challenge, with a celebrity host, Ant Middleton, and with AA staff as contestants. It was streamed live so the audience could interact, selecting tasks, while watching the challenge.



Bronze - Nexans and Symphony Talent

Despite being a leader in its field, cabling specialist Nexans found that its employees weren't speaking about their work or industry. Symphony Talent created a CGI-enabled interactive campaign that sends users on a journey around the world and of Nexans projects. The social and digital content achieved more than five million impressions. Judges praised its creative excellence in a challenging setting.

Highly commended - G4S and Creed Communications

Highly commended - The National Trust and ThirtyThree

BEST DIVERSITY BRAND

Gold - Metropolitan Police and Tonic

With nearly 42,000 officers and staff, the Metropolitan Police is the UK's largest police service and is currently the most diverse police service in the UK. But it wanted to become more representative of London by increasing female and BAME officers. It tasked Tonic with creating a campaign that would encourage more women to apply by debunking myths around physical strength, and highlighting the need for mental and emotional toughness. The resulting campaign was a content-based tour de force as it capitalised on historical stories and images designed to tell the story of past women and BAME officers from the Met's past and present.

The 'Strong' campaign redefined the notion of strength and ran internally, externally, online, in print and out-of-home. It supported a volume recruitment campaign and helped to drive a significant year-on-year uplift in registrations and applications. Judges were bowled over with this campaign's creativity, impact and results. "A brilliantly emotive campaign that had a big job to do," one said. "The use of 'Strong' was a great way to highlight both the barrier to entry and the call to arms."



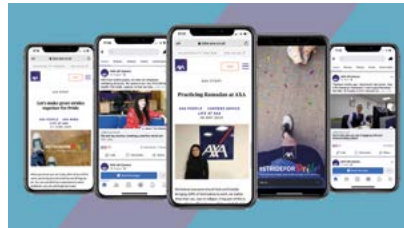
Silver - Sussex Police and Tonic

Sussex Police worked with Tonic to create an overarching brand for its recruitment activity, with the emphasis on increasing diversity within the workforce. The 'What have you done today?' campaign used real officers from different genders and ethnic backgrounds, resulting in a 113.8% increase in female applications, a 117.9% increase in BAME applications, and 10% of applicants identifying as LGBT+. Judges said this was a strong entry featuring distinctive creative that built an emotional connection with the viewer.



Bronze - AXA UK and ThirtyThree

AXA had four employee resource groups - AXA Able, AXA Gender Equality, AXA Pride and AXA Working Families - to help it embed diversity and inclusion in all that it does, and recently added a fifth group, AXA BAME. ThirtyThree launched a company-wide platform, 'Bring 100% of you to work,' which celebrates diversity and helps to build a culture where everyone feels valued as individuals. Using real stories from people across AXA, the content was shared across social media, internal channels and on the careers sites.



Bronze - Transport for London and TMP

Transport for London (TfL) transformed the way it recruited to ensure talented people from all circumstances and walks of life got the chance they deserved. It worked with TMP to overhaul its youth brand, replacing 'trains and tracks' imagery with diverse people photography and films featuring real TfL apprentices and graduates, completely altering the audience's perceptions of TfL. The apprenticeship site is now the second most visited TfL site, receiving 8,000 unique visits per month.



BEST DIGITAL COMMUNICATION OF THE EMPLOYER BRAND



Gold - The AA in partnership with PeopleScout and TMP

With its 'Ready for Anything?' employer brand, the AA wanted to draw on its long-standing association with the armed forces to show its support for those leaving and entering civilian life, while reaching out to audiences that might not have considered it as a career destination. Working with PeopleScout and TMP, it created a 24-hour live-streamed event featuring an endurance challenge to test contenders – in the form of AA employees – and see if they were 'Ready for Anything?'

It kickstarted the launch of the employer brand and at the same time gave the AA's careers site an overhaul. As well as showcasing the 'Almost every role you can imagine' employer brand hero film, the site engaged and informed visitors with people stories and realistic job profiles. After the launch, site traffic increased 320% and applications increased 266% over an 18-month period. The hero film was shared over 21,000 times across social media and increased site visits by 16%. Judges praised the innovation in digital communications. One said it delivered a consistent message and was implemented successfully across all target platforms.



Silver - GVC and Ph.Creative

Although GVC's brands, such as Ladbrokes and Coral, are well known, GVC was viewed as a corporate entity with no story or recognition behind it. Ph.Creative built a cohesive employer brand, 'For the Good of Entertainment,' which was shared across digital channels, featuring bespoke photography showcasing GVC's diverse team and the character at the heart of the business. Judges praised the bold, clear creative.



Silver - Nexans and Symphony Talent

Cable supplier Nexans wanted to challenge the perception that its work is dull, while building its reputation among both potential and existing employees. Symphony created a microsite that hosted an interactive journey, where users are taken on a 360 degree tour of Nexans projects, including cabling along the Amazon river. One judge said it was a tough challenge handled adeptly.



Bronze - Selfridges

Selfridges' careers website had remained unchanged for 10 years and was no longer reflective of the employee experience, so it transformed its employer brand identity and redesigned the website. The new site includes Selfridges' employer promise film, which shows the diversity of experiences available as an employee, and enabled Selfridges to directly appoint five IT roles in one week. Judges said the entry had real heart, and told the truth about making the case for working in retail.

Highly commended - Dixons Carphone and Tonic

Highly commended - RBS and Ph.Creative



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BEST USE OF SOCIAL MEDIA IN THE MANAGEMENT OR PROMOTION OF THE EMPLOYER BRAND



Gold - Metropolitan Police and Tonic

The Met is the UK's largest police service, with people from many different backgrounds. However, it needed to recruit an additional 2,000 officers over a period of 12 months, while improving the diversity of its staff. Tonic was tasked with creating a campaign aimed at increasing applications. 'Do Something Real' became the overarching messaging for a campaign that showed the reality of policing, featuring serving officers as they did their job.

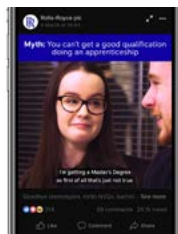
The two lines of activation delivered across social promoted the unique content designed to change perceptions of the Met as an employer of women and BAME officers. In terms of the overall campaign impact, 45% claimed their perception of working for the Met had become more positive after seeing the adverts and 22% of those who initially said they would never consider a police officer role at the Met claimed that they would strongly consider it after seeing the campaign. Judges thought this was a strategic, creative approach with clear objectives. "Exceptionally well executed based on a foundation of solid research and insights," said one judge.



Gold - The AA in partnership with PeopleScout and TMP

The AA had clear objectives for its new employer brand, 'Ready for Anything?' – to weave it into its connection with the military, reach new audiences, and drive engagement and applications across the board. As part of the launch, working with PeopleScout and TMP, it embarked on an interactive 24-hour live-streamed endurance event, hosted by TV star and ex-special forces Ant Middleton.

Taking place across a range of Lake District locations, six AA staff were put through a series of gruelling tasks, to find out who was truly 'Ready for Anything?' The event content was integrated into the social media campaign, designed to foster interactive engagement across both audiences. The microsite saw 230,000 visits in one day with an average dwell time of 6.5 minutes that resulted in a 2.8% click-through rate to the careers site. One judge said, "Knocked it out of the park! Excellent use of social media in a different way to engage audience. Standout in terms of innovation."



Silver - Rolls-Royce and Blackbridge Communications Ltd

Rolls-Royce wanted to convince an audience of primarily 16 to 18 year-olds to see apprenticeships in a new light. With the help of Blackbridge, it created a social media campaign, featuring film of current employees tackling the many misconceptions around apprenticeships – in particular the idea that they are 'second best.' Judges said it made good use of social, authentic content that gets the message across with clarity.



Bronze - GVC and Ph.Creative

GVC enlisted Ph.Creative to build a social plan to activate its new employer brand, For the Good of Entertainment, within the external marketplace. Ph.Creative put together an employer brand toolkit including job ads, pillar messaging, cinemagraphs and videos, with bespoke photography showcasing GVC's diverse team and character. Location-based content drew attention to global opportunities, and animated films threw a spotlight on GVC's culture and benefits.

Highly commended - AXA UK and ThirtyThree

Highly commended - O2 and Chatter Communications



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BEST USE OF EMPLOYER BRAND IN CUSTOMER MARKETING



Gold - SAP

German B2B software company SAP serves some 437,000 customers in more than 180 countries. As it is a diverse global operation, it doesn't have a 'SAP persona' and so its new EVP was built around people stories; about an individual's purpose to establish SAP as a great place to work, and about how SAP technology is helping the world to run better. With the strapline 'Bring Everything You Are, Become Everything You Want,' the EVP was communicated to external audiences through people stories housed on the careers website and posted via social media.

In addition to sharing people stories, SAP's global employer brand team has also helped launch new technologies to customers. In 2019 it held an employer branding event in Canada under the banner #WomenWhoRock. Among the audience were student attendees that had been invited using the new SAP SuccessFactors CRM technology. Following the event, the employer brand team worked with the SAP SuccessFactors product team to put together a case study to show to customers who may be interested in using the technology themselves.

BEST EMPLOYER BRAND MANAGEMENT PROGRAMME FOLLOWING CHANGED MISSION, POSITIONING OR MANAGEMENT



Gold - Mars and Symphony Talent

The new Mars corporate positioning and brand identity meant big changes for the Mars employer reputation, and so it worked with Symphony Talent to align the two. The journey involved navigating regional employer reputation teams emotionally and financially invested in the previous EVP and creative platform, working with the corporate brand purpose and identity agencies, and producing a creative platform, employer reputation guidelines and global careers website that was fully validated globally.

The planning and collaboration needed to achieve alignment to the new corporate brand positioning was significant. To aid the local markets in the roll-out of the new employer reputation identity, a toolkit of basic assets was provided via the customisation tool Paperfly. Before the external launch, a number of key activities and events took place to make sure the EVP was embedded internally, including training sessions, webinars and a global summit. Judges were impressed with the authenticity of this strategy as well as the efficacy of the content.



Silver - Dixons Carphone and Tonic

Although Dixons Carphone's brands are widely known, it needed to increase awareness of its scale and position as a specialist electrical and telecoms retailer and services company. It appointed Tonic to help it develop a new EVP, 'Tech lovers unite,' and reimaged employer brand campaign. It created new visuals that make employees the heroes, capturing authentic expressions of emotion and using a refreshed tone of voice. In the months since launch, it saw a year-on-year increase in applications of more than 16,000, with a conversion rate of 63.4%.

BEST EMPLOYER BRAND MANAGEMENT PROGRAMME FOLLOWING A MERGER OR ACQUISITION

Gold - GVC and Ph.Creative

GVC has grown through multiple mergers and acquisitions, completing its merger of Ladbrokes and Coral in 2018 and an acquisition of MGM in 2019. From an employee perspective, this had left a legacy of fractured systems, cultures and siloed working. Ph.Creative was tasked with building a global employer brand framework that aligned the internal workforce and raised awareness around GVC, yet allowed the local culture and brands to retain their individual identities.

Following extensive research, Ph.Creative distilled the data, looking for common themes and threads of evidence that applied to all GVC employees, regardless of role, location, brand affiliation or seniority. The result was a creative platform and brand narrative, 'For the Good of Entertainment'. Ph.Creative developed internal and external brand narratives, full persona maps, a new tone of voice and a messaging framework, to ensure that GVC was playing to its strengths. One judge said this had a "very well thought through strategy and creative direction," adding that it was a "great example of a total employer brand programme. I would like to have done this!"



Silver - TPx Communications and Cielo

TPx was the result of a merger between TelePacific Communications and DSCI, transforming it from a business telecoms specialist to a managed services provider. However, employees were constantly being trained on new processes and systems, leading to inefficiencies. Cielo created a series of employer brand solutions powered by a unified EVP that would allow TPx to position itself as an employer of choice, while setting realistic expectations for potential candidates.



BEST BRAND AMBASSADOR PROGRAMME



Gold - Wiser

Creative and recruitment company Wiser was set up by four graduates who had found themselves in graduate roles that they were neither suited to nor well prepared for. They established Wiser to combat this problem and change the way people think about work. The Wiser Academy is a team of 200 student ambassadors who represent its biggest clients across more than 60 universities in the UK.

The academy students use their personal network to promote Wiser's early careers clients on campus through social media, out of home advertising and word of mouth. They also give non-biased opinions on a variety of topics to aid Wiser's consultancy, research, and headhunt talented students and introduce them to the opportunities offered by Wiser's clients. The 2018-2019 academy made 962 referrals for clients' early careers programmes and roles at Wiser, up from 86 the previous year, and off the back of this success, Wiser has brought on six new clients for the academy to represent in 2019-2020. One judge said there was a "clear objective and focus. Ambassadors are what Wiser is about." Another added that it featured a "clever combination of using the programme for both Wiser and its clients."



Silver - Elsevier

Global information analytics business Elsevier wanted to dial up its EVP messaging, raise awareness of its brand and highlight the drivers that inspire its employees. It established a brand ambassador programme that trained and empowered staff from different levels and locations to share authentic stories about Elsevier with their networks online and offline. This amplified Elsevier's work culture, helped it to showcase its capabilities and generate a buzz online, especially on LinkedIn.



Bronze - The AA in partnership with PeopleScout and TMP

The AA has a longstanding association with the armed forces and enlisted ex-special forces and TV star Ant Middleton to act as an external brand ambassador. It built a campaign around him to take the AA's employer brand spirit to a new and wider audience, with a live, interactive 24-hour endurance challenge at the heart of it. Judges praised this programme for its exceptionally creative approach.

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BEST EMPLOYEE EXPERIENCE

Silver - Avgust and makelove

When Avgust moved to a new data storage and processing platform, SAP Hana, it was unfamiliar for employees. It enlisted branding agency makelove to facilitate the implementation of the new platform. It created a cartoon character named Sap, which explained the functions of the platform, compiled instructions for colleagues and operated like a live software consultant. Employees tamed Sap, helped him get comfortable and learned how to interact with him. Sap grows and evolves, showing how employee relations with the SAP platform are developing.



BEST LOCALISATION OF A GLOBAL EMPLOYER BRAND MANAGEMENT PROGRAMME

Gold - SAP

SAP is a German B2B software company with a large presence in Europe and North America. There is no single SAP persona as the company recognises that each employee brings a unique set of traits and skills and their life experiences matter. It communicates its EVP via the campaign 'Bring everything you are. Become everything you want,' through online and offline media, including its LifeatSAP social media channels and a branded presence on Facebook, Instagram, Twitter and YouTube.

For the last few years SAP's biggest growth market has been in Greater China. With western social channels blocked in China, distinct cultural differences and language barriers it had a challenge to localise the EVP campaign while keeping its global brand consistency. It created messaging and content for Chinese language social media accounts to communicate what makes SAP a great place to work, and built a collection of employee stories from greater China and the Asia-Pacific region.



BEST EMPLOYER BRAND MANAGEMENT EVENT



Gold - GVC and Ph.Creative

Sports betting and gaming organisation GVC has some 26,000 employees across five continents. To bring the whole company together as one team it launched its new employer brand in August 2019, 'For the good of entertainment,' with Ph.Creative. To consolidate the new brand, it threw a party for its staff. One thousand attended in person, while all global locations tuned in via a live webcast, bringing the entire company together for the first time.

Presented in the style of a TV show, and hosted by sports presenter Lynsey Hipgrave, there were talks from CEO Kenny Alexander and directors who had played key roles in the making of the employer brand. Throughout the day there was an exhibition with interactive stands and sports games offering information on the key areas that formed the employer brand. In a feedback survey, 67.2% of those who attended marked the event eight and above. One judge said they "loved the set up and creativity of the event." Another added, "I love that they made sure global teams could still be involved by live streaming the event."



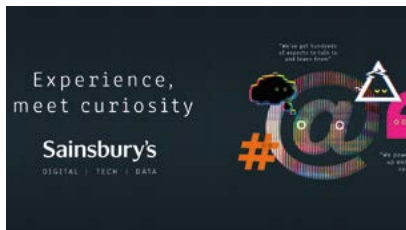
Silver - MTS and makelove

MTS wanted to attract IT talent to the Krasnodar region and raise its profile. With makelove, it created the MTS fountain challenge; the first IT competition in Russia with programmable fountains. It invited students to hack a fountain by writing code, choosing a piece of music and testing the result in a demo at a public show. The campaign had a reach of more than three million, 2,000 visitors turned up to the show, and MTS collated a database of Krasnodar IT specialists in the process.



Bronze - RBS and Tonic

RBS combined technical innovation and gamification to transform student engagement. Together with Tonic, it created 'Crack the Combination,' a game that was played on an interactive table at events on key university campuses. The game pit players against the clock and each other in a race to answer questions, unlocking prizes. The game offered an introduction to RBS, while also providing an assessment of potential recruits. Judges said it was excellent use of gamification to draw in the target audience.



Bronze - Sainsbury's and TMP

Sainsbury's Digital, Tech and Data partnered Women in Data (WiD) as a platinum sponsor at its annual conference. Working with TMP, it delivered a presentation and hosted an all-day lounge, creating multiple touchpoints for attendees to engage with the brand. With strong attendance numbers and an uplift in careers engagement, Sainsbury's Digital, Tech and Data is now set to host the 2020 Girls in Data event with WiD. Judges praised this strong concept and creative.

Highly commended - SAP

BEST EMPLOYER BRAND INNOVATION

Gold - The AA in partnership with PeopleScout and TMP

After launching its new employer brand, 'Ready for Anything?,' the AA looked at ways of bringing it to life. Working with PeopleScout and TMP, it took its existing 2D chatbot and created a 3D animated version using augmented reality, and a related app, AABot Drop. The AA used AABot Drop to raise awareness of its employer brand, with the aim of engaging a wider, passive audience and increasing its potential talent pool.

It held two experiential events at shopping centres, which it publicised through its AA careers social channels and paid social media. It also devised the #wheresbotbeen competition, whereby attendees at the events could interact with Bot in predetermined scenarios but also take Bot away on their phones and place him in unusual situations, sharing the pictures on social media, with the chance of winning a prize. Over the 10 days covering both events, there was an average of 45,000 page views on the AA careers site compared with a normal daily average of 1,300. Judges said AABot Drop was an interesting innovation that will definitely have an impact on the employer brand.



Silver - Creed Communications

Creed saw that for too long talent professionals had been forced to rely on traditional output-based measurements relating to employer brands, such as cost per hire, quality of hire, engagement or productivity. It created the world's first free online employer brand audit tool that calculates the exact power, performance and potential of a brand. One judge said this was a bold statement and an impressive concept that was well-crafted.



Bronze - SAP

B2B software specialist SAP has made a commitment to have at least 30% of leadership roles filled by women by 2022. This was the driving force behind its #WomenWhoRock campaign, which included events featuring live music, networking, celebrity participation and live-streamed content. The objective was to gather together female audiences from the software and IT industries under the #WomenWhoRock banner, and to build relationships with them with a view to recruitment at SAP.



Highly commended - DataArt

BEST ONGOING COMMITMENT TO EMPLOYER BRAND MANAGEMENT



Silver - SAP

SAP is a German B2B software brand that is often misperceived as dull and uncreative, which makes competing for talent against consumer brands challenging. To challenge this misconception and to showcase the women working at SAP, it created the #WomenWhoRock social campaign, with a view to increasing its female workforce.



Bronze - MyCSP on behalf of Civil Service Pensions

MyCSP administers the Civil Service Pension Schemes, providing services to over 1.5 million active, deferred and retired members. It launched regional employer forums to actively engage the 353 employer organisations who represent 500,000 civil servants, and to showcase the way in which it has transformed the management and administration of the pension scheme. The long-term success of these events has contributed to an employer satisfaction that currently stands at 97%.

BEST EMPLOYER BRAND MANAGEMENT FROM THE ENERGY AND UTILITIES SECTOR

Gold - Shell

When Shell created its new employer brand, it wanted to improve brand preference among top candidates in the energy industry by humanising Shell as an employer through the authentic voices of its own employees. Its campaign, 'The Future. Yours To Make,' showcases real stories from Shell employees as written in their own 'letters to the future.' In doing so, employees were able to share information about their current work in renewables, fuel alternatives and technology initiatives that shifted the perception of Shell's operations to the recruitment audience.

Judges thought this was a fantastic entry in terms of its inventiveness and emotional resonance combined with a clarity of messaging. One said, "The video makes this entry stand out," calling it a "clever way to create very engaging content." The campaign also opened the door for Shell employees to serve as employer brand ambassadors moving forward.



BEST EMPLOYER BRAND MANAGEMENT FROM THE ENGINEERING AND MANUFACTURING SECTOR



Gold - Balfour Beatty and SMRS

Balfour Beatty is one of the most recognised names in infrastructure engineering. It enlisted SMRS to create a new employer brand that would develop an emotional connection with the brand. This was designed to allow Balfour Beatty to compete more effectively for tradesmen with niche skills and move away from project-based hiring. The programme, 'Shape Everything,' created a brand that makes heroes out of Balfour Beatty's people and showcases a strong and positive culture.

To stand out visually in a crowded and uniform market, SMRS ensured that hard hats and hi-vis jackets were out. Instead, it put people first, showing the faces behind the business, bringing diversity to the fore in the process. It created a bespoke style for early talent audiences, telling the 'Shape Everything' story in a different way. Following launch, hires increased, as did reduction in time to hire and a reduction in cost per hire. One judge said this was a "really thorough approach to the whole employer brand strategy and implementation." Others praised the comprehensive strategy and eye-catching creative.



Silver - Jaguar Land Rover and Creed Communications

Jaguar Land Rover wanted to change the way it attracted talent, as it has a clear vision to create a smarter, cleaner, more connected world. Creed built a campaign, 'Changing the way the world moves,' aimed at those who love engineering, those who are passionate about the environment, those who love cars and those who need convincing that building the cars of tomorrow will demand a different mindset to the car-makers of yesterday.

Highly commended - Nissan and makelove

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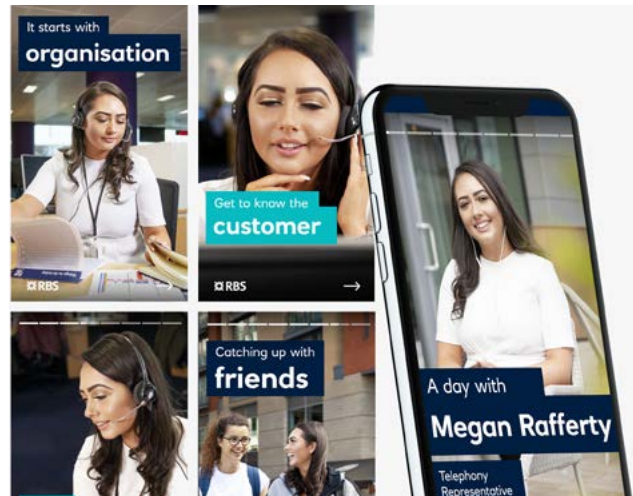


BEST EMPLOYER BRAND MANAGEMENT FROM THE FINANCIAL SERVICES SECTOR

Gold - RBS and Ph.Creative

RBS tasked Ph.Creative with managing the communication of its employer brand across two key personas that are areas of constant demand: digital and customer services. This positively affected RBS' employer brand and communicated its culture and values in engaging and effective ways. Using a strategy entitled 'Greater Good,' Ph.Creative focused on employer brand initiatives across the bank that sat outside specific talent attraction.

Following qualitative research, Ph.Creative and RBS agreed on key themes – including 'Living Our Values' and 'Fresh Start, New Challenge' – that were at the forefront of every piece of content created and adapted to speak to specific personas, balanced between digital, customer service and the 'Greater Good' content. Each theme was deployed against a timeline, with a piece of high production value content to bring it to life. Judges said this was a meticulously planned programme with an excellent creative concept.



Silver - Assurant and Creed Communications

Assurant tasked Creed with communicating its business as surprising and highlighting the lengths it goes to, to look after its 15,000 employees. Using a new EVP, 'What matters to you matters to us,' as a driver, it created a video that captured colleagues being surprised in positive ways, with core messages overlaid. Since launch, applications have risen by 23%.



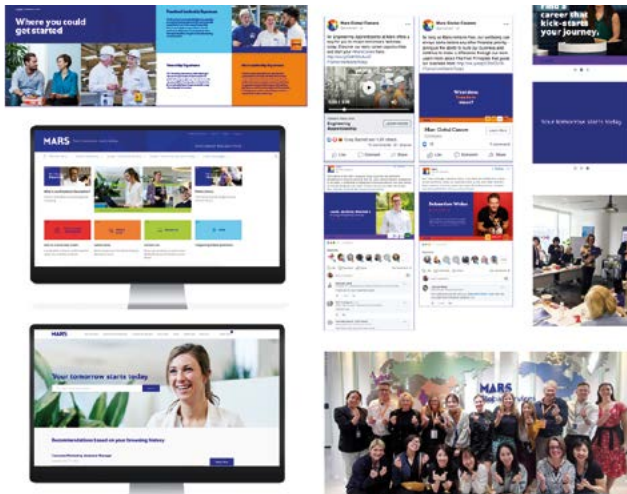
Bronze - MyCSP on behalf of Civil Service Pensions

MyCSP administers the Civil Service pension scheme, working with 353 employers that represent 500,000 civil servants. To engage the employers it launched regional employer forums to engage with employees in a creative setting. Since 2016, the number of attendees has grown from 80 to 275 and have generated an employer satisfaction rating of 97%. Judges said it was an innovative approach to injecting fun and creativity into a dry industry.



Highly commended - Home Credit Bank and makelove

BEST EMPLOYER BRAND MANAGEMENT FROM THE FMCG SECTOR



Gold - Mars and Symphony Talent

FMCG giant Mars has a portfolio of well-known brands spanning confectionery, food and pet care, including Twix, Snickers, Whiskas, Uncle Ben's and Dolmio. For its new corporate brand positioning it was important to highlight the brands as research showed they are a key attractor for new talent. Symphony Talent worked to rearticulate Mars' EVP positioning and messaging to align with its corporate brand positioning and visual identity, as well as launch a new careers website.

The new Mars corporate strapline, 'Tomorrow starts today' is concerned with thinking about how actions taken today affect the business and world tomorrow. This was carried through the new employer reputation framework and the launch of the Mars corporate brand. Both the corporate and careers sites featured messaging and content from this programme, successfully uniting the two for the first time.

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BEST EMPLOYER BRAND MANAGEMENT FROM THE FOOD AND BEVERAGE SECTOR



Gold - McDonald's and MJCC

Despite its strong and recognisable consumer brand, there were many misconceptions about McDonald's as an employer. It was viewed as a place that only offered job opportunities for young people, or for those seeking short term employment. In Poland, the food and beverage sector had a high employee turnover, balanced against a low overall unemployment rate, so McDonald's needed to recruit large numbers of staff.

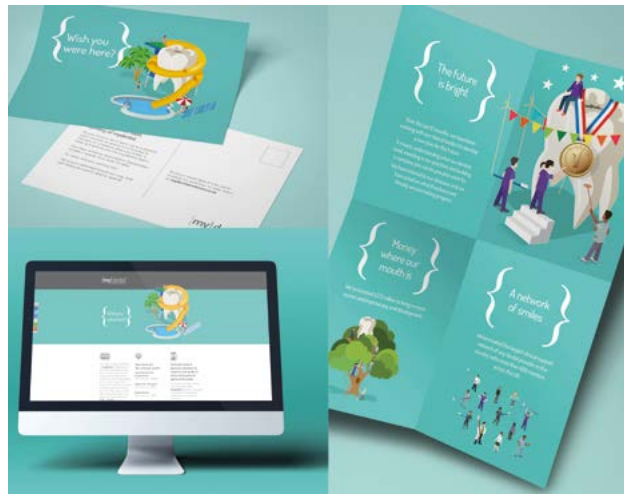
It appointed MJCC to build a campaign that would increase the number of applicants by 50%. It created a combination of TV and radio spots, programmes showing young employees with various passions, press articles focusing on mature people, a new careers website aimed at diversified candidates, and in-store messaging. A year after launch, applications had increased by an impressive 282% and changed the reputation of the brand as an employer in the process.

BEST EMPLOYER BRAND MANAGEMENT FROM THE HEALTHCARE AND PHARMACEUTICALS SECTOR

Gold - mydentist and SMRS

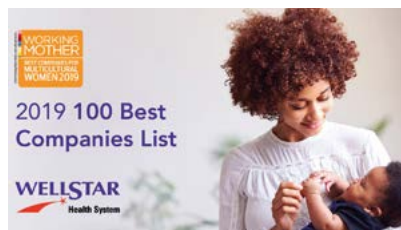
mydentist has over four million NHS and private patients at more than 600 dental practices throughout the UK, works with thousands of dentists, and employs practice support and head office staff. Despite this, it had a perception issue and was viewed by some as a 'faceless corporate giant.' It tasked SMRS with communicating the reality of life at mydentist through a relevant and realistic employer brand.

Based around the core idea of 'A reason to smile,' SMRS used real people and stories to bring the brand to life and challenge the corporate image. It ran a competition, encouraging mydentist employees to explain the strength that resonated with them most, with a chance to be immortalised as an avatar and appear alongside their personal story in the new employer brand. This helped to give the brand strengths real meaning and personality, and added credibility, colour and honesty to the brand assets.



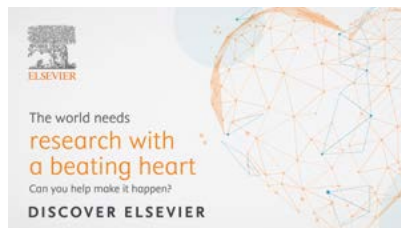
Silver - WellStar Health Systems and Cielo

WellStar Health System, based in Atlanta, Ga., resides in an especially competitive market as it relates to general healthcare recruitment. Cielo created a campaign that refreshed the employer brand, focusing on diverse audiences, and managed a series of premium events with the goal of targeting hard to fill positions including nurses and physicians. It successfully increased market share and employer brand awareness.



Bronze - Elsevier

After the launch of Elsevier's new EVP it established a brand ambassador programme that trained and empowered staff from different roles and locations to share their stories about Elsevier both online and offline. The strategy has since been adopted and used by other areas of Elsevier as well as other businesses under its parent company Relx, to establish champions for various initiatives and products.



BEST EMPLOYER BRAND MANAGEMENT FROM THE PROFESSIONAL SERVICES SECTOR



Gold - Dentons and Tonic

International law firm Dentons wanted a look and feel that would make it stand out in the sector and emphasise the bravery and boldness that it is looking for from its trainees and apprentices. It appointed Tonic, which created a campaign based on the concept of challengers – people who aren't afraid to think differently and who sit outside the mould traditionally set for law graduates.

'Challengers. Accepted.' was a departure from expectations for the field, where law communications are often lengthy. Instead it focused on strong imagery and short, punchy statements. Tonic created a graduate brochure, event collateral, film and a global careers website in the challenger style. The initial 2,500 brochures were on stands at 22 campuses across the country, where they were so well-received that reprints were required for subsequent events.

BEST EMPLOYER BRAND MANAGEMENT FROM THE PROPERTY, CONSTRUCTION AND FACILITIES MANAGEMENT SECTOR

Gold - Places for People and Creed Communications

Places for People is one of the largest property management, development, regeneration and leisure companies in the UK. It has grown organically, through acquisition and mergers, which had led to a degree of cultural confusion for its 12,800 employees. It worked with Creed Communications to create a unified employer brand that would be flexible enough to engage a large range of employees and celebrate the business's ambition and perspective. Following extensive research with colleagues throughout the group, testing creative proposals, Places for People and Creed identified a tone and visual direction that reflected the business and captured the essence of life at work.

'A Workplace Like No Other' proposed the notion that employees can be anything they want to be, from a tree surgeon to a builder to a director.. A new careers site was created, along with an all-encompassing original film shoot. Employees developed the script, with their own stories and experiences, and played a starring role throughout the footage. They felt reassured that their voices had been heard and proud about the one business they worked for.



BEST EMPLOYER BRAND MANAGEMENT FROM THE PUBLIC SECTOR

Gold - Metropolitan Police and Tonic

The Metropolitan Police needed to recruit an additional 2,000 officers over a 12 month period – a substantial goal, especially as research showed that most members of the public have misperceptions about the role of a police officer. The force enlisted Tonic to create an authentic, attention-grabbing campaign.

'Do Something Real' portrayed serving officers as they did their job. This took the form of static and video creative and radio ads. The video was shot documentary-style on patrol with officers and featured on all major news channels. The media strategy targeted messages locally according to audience motivations. Out-of-home was used in January, when many people look for a career change. In terms of impact, 45% claimed their perception of working for the Met had become more positive after seeing the ads and 22% of those who initially said they would never consider a police officer role at the Met claimed they would strongly consider it after seeing the campaign. Judges said it was a sound example of understanding a challenge and exceeding expectations.



Silver - Transport for London and TMP

Transport for London (TfL) wanted to shift perceptions away from the stuffy image associated with public sector organisations. It appointed TMP to overhaul its youth brand, which resulted in a new careers website that was visually different from TfL's other communications. Instead of 'trains and tracks' imagery, it featured TfL staff. The apprenticeship site is now the second most visited TfL site.



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The logo for the Employer Brand Management Awards (EBMA) 2021. The letters 'E', 'B', 'M', and 'A' are rendered in a bold, sans-serif font. The 'E' is green, 'B' is blue, 'M' is orange, and 'A' is yellow. A blue circle containing the year '2021' is positioned to the right of the 'A'. The letters are surrounded by several light blue puzzle pieces of various sizes, some overlapping the letters.

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BEST EMPLOYER BRAND MANAGEMENT FROM THE RETAIL SECTOR

Gold - Toolstation supported by That Little Agency

Toolstation wanted a new employer proposition that would answer the simple question of what makes Toolstation an enviable employer. Working with That Little Agency, it identified four core audiences – retail, distribution, contact centre and professional services. These formed the foundation of both internal and external research, playing a key part in focus groups, online surveys and in-depth interviews.

The findings uncovered five universal truths about the culture within Toolstation which were then articulated in a single statement, 'Together, we'll get the job done.' The messaging has been rolled out both internally and externally, with visuals of Toolstation employees interacting with core products, alongside key messages. Since the employer proposition launched, Toolstation has seen website traffic increase by 88%, and a 29% rise in job applications. Judges found this to be a standout programme. One said, "I loved 'together,' it felt like the Toolstation consumer brand was closely aligned." Another added, "Nice myth busting. It felt very resonant and relevant in today's market."



Silver - Dixons Carphone and Tonic

Dixons Carphone wanted to redefine its employer brand, to align it to its new brand vision in a way that shows its company is not only focused on the consumer audience. It wanted to communicate that Dixons Carphone is one big family, with one big passion for technology. It enlisted Tonic to develop a new EVP, 'Tech lovers unite,' and with it a reimagined employer brand campaign.



Silver - Sainsbury's and TMP

Sainsbury's has been a renowned retailer for 150 years, but it found that technology candidates couldn't see past its shop floor. Working with TMP, it created a sub-brand, Sainsbury's Digital, Tech and Data, which brought all these roles under one umbrella. A new EVP reflected the transformation, and the brand was well received internally and externally, driving engagement and shifting perceptions of Sainsbury's offering. Judges praised its clear framing and strategy, in a tricky target market.



Bronze - Iceland and Creed Communications

The Iceland employer brand was developed with a focus on identifying those people who culturally fit with Iceland's goals and purpose. Past celebrity hiring had gone astray, leading to misconceptions about what it's like to work at Iceland. Creed worked to dispel the myths and create a brand that emphasised how Iceland is different; not a stuffy corporate, but a place where a diverse group of people work together. Judges praised its bold imagery and consolidated, uniform EVP and messaging style.



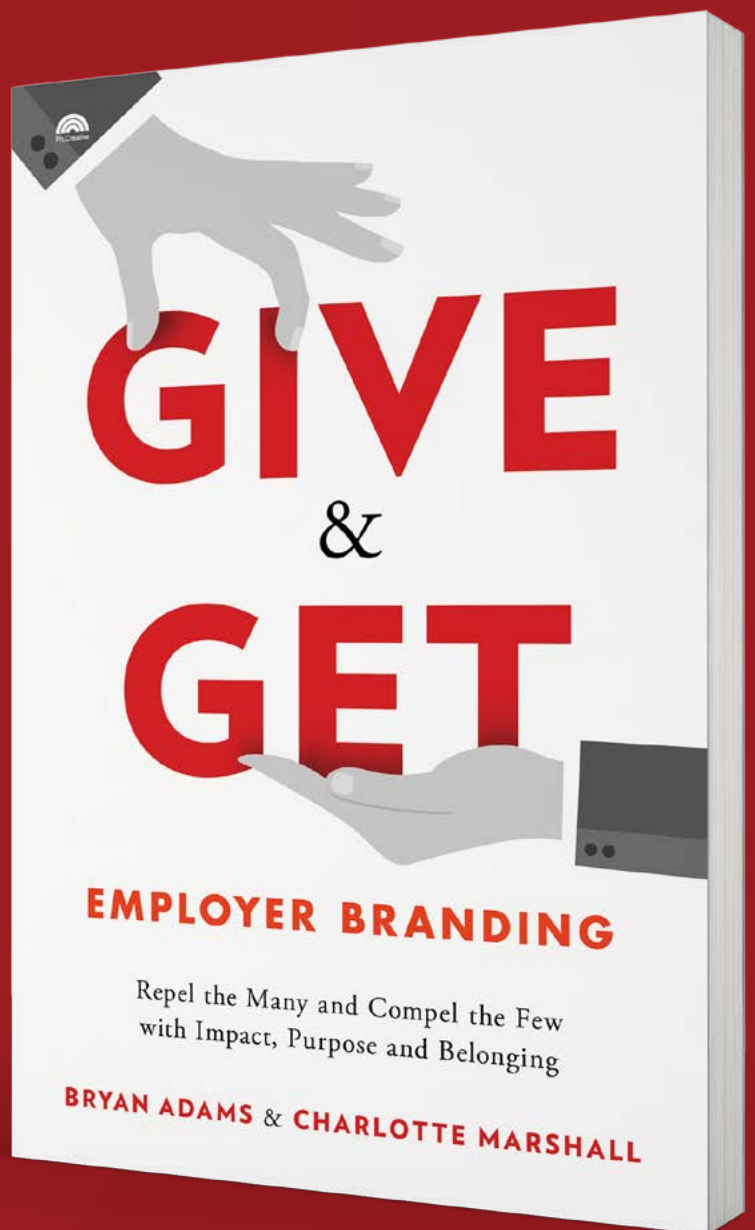
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BEST EMPLOYER BRAND MANAGEMENT FROM THE TECHNOLOGY, MEDIA AND TELECOMMUNICATIONS SECTOR

Gold - Sky and Symphony Talent

Sky provides content, products and services to 23 million customers across the UK and beyond. In developing a group employer brand for the UK, Ireland, Italy and Germany, Symphony needed to find the best way to communicate it to external audiences that could work for all markets, at the same time as bringing Sky's diverse experiences to life. It created an EVP framework that consisted of four drivers, representing the key reasons why Sky is a great place to work: 'We're fans too, Embrace pace, Be brilliant and Together we can.'

At the heart of the messaging was the positioning line, 'A job you love to talk about.' A new careers website saw a 54.59% page view increase on the previous jobs website, while a selection of talent group specific campaigns resulted in an upward trend in applications since launch. One judge said this "clearly linked to the corporate brand and values. It was executed well. It had impressive deployment externally across all touchpoints and shows success."



Silver - TPx Communications and Cielo

Managed services provider TPx appointed Cielo to create a series of employer brand solutions powered by a unified EVP. It developed EVP messaging including segmented content for target talent groups, and videos of TPx employees talking about their roles gave an authentic perspective. Within six months of launch, LinkedIn engagement rates nearly doubled and time-to-offer accept was 36 days, surpassing the goal of 55 days.



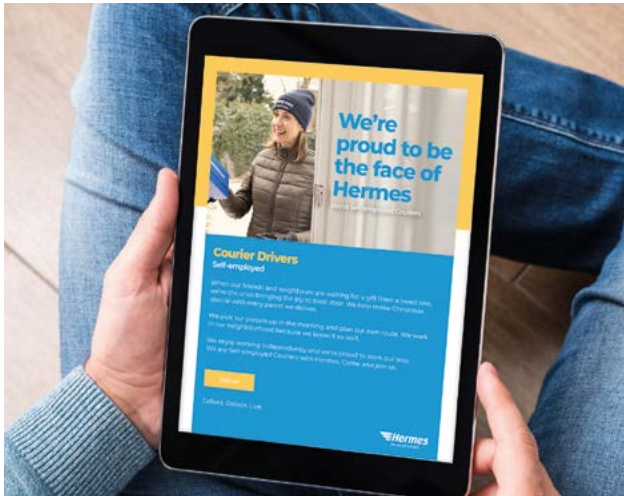
Bronze - Hearst and Chatter Communications

Hearst enlisted Chatter Communications to help it develop and align its EVP to its values, develop its employer brand, and ensure its values were embedded across the business. Chatter used the creative hook of 'More to the story' to rebrand Hearst's people comms. All aspects of the project saw a positive and supportive response across the business, with external results showing that Hearst's attraction messaging has never been stronger in the technology, media and telecoms sector.



Highly commended - SAP

BEST EMPLOYER BRAND MANAGEMENT FROM THE TRANSPORT AND LOGISTICS SECTOR



Gold - Hermes and Creed Communications

For the busy Christmas delivery period, Hermes needed to recruit 8,000 temporary couriers. It appointed Creed Communications to create a campaign that would work quickly and on budget. Following audience research that included discovering the most represented Experian Mosaic profiles among couriers, Creed mapped the audience across the country, identifying where they were most prevalent and where the campaign might struggle.

Tracking data from other successful campaigns enabled Hermes and Creed to tailor an attraction strategy targeting active and passive candidates. It used a blend of channels including a programmatic display campaign, Google Adwords and branded inventory with the best performing job boards. The campaign elevated the role of the courier, tackling misperceptions about work/life balance. The message was communicated consistently across every channel, with the result that the campaign delivered 8,532 people at £8.71 per hire, against a target of £9.38.



Silver - The AA in partnership with PeopleScout and TMP

The AA's sector is highly competitive, populated by big established players through to upcoming challenger brands. With its new employer brand, 'Ready for Anything?', its main objective has been to challenge perceptions and attract diverse talent, which it has done with an innovative campaign that captured the company's spirit.

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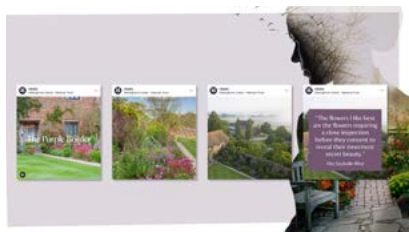
BEST EMPLOYER BRAND MANAGEMENT FROM THE TRAVEL, LEISURE AND TOURISM SECTOR



Gold - GVC and Ph.Creative

GVC has grown through multiple mergers and acquisitions, which from an employee perspective had left a legacy of fractured systems and cultures, creating confusion – with the experience for external candidates being particularly confusing. It appointed Ph.Creative to build a global employer brand framework that aligned the internal workforce, and raised awareness around GVC, yet allowed the local cultures and brands to retain their individual identities.

Ph.Creative undertook research to ensure that all key brands were engaged, and that everyone felt as though they had contributed. It looked for common themes that applied to all GVC employees – regardless of role, location, brand affiliation or seniority – and came up with the creative platform and brand narrative 'For the Good of Entertainment,' that would resonate across the business. Ph.Creative developed a new identity and brand look and feel, with iconography, office environment, merchandise, values, recruitment, engagement and cultural pieces. It also built a new careers site from scratch, ensuring that going forward GVC had only one careers destination.



Silver - The National Trust and ThirtyThree

The National Trust needed to recruit a new head gardener at Sissinghurst, Kent, one of the world's most influential gardens. ThirtyThree created a campaign that included filmed interviews with previous head gardeners and a digital tour of the garden. Targeted posts on social media, using footage from the videos, raised awareness among the target audience and drove traffic to the job role.

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BEST CREATIVE EXECUTION OF THE EMPLOYER BRAND



Winner - The AA in partnership with PeopleScout and TMP

With three Gold awards, two Silver and one Bronze, the AA – with PeopleScout and TMP – has demonstrated creative excellence across a wide range of categories. Its 'Ready for Anything?' employer brand was designed to reach out to audiences that might not have considered the AA as a career destination. It also connected with the AA's long-standing association with the military, which was highlighted by its work with ex-special forces influencer Ant Middleton as a brand ambassador. Its 24-hour endurance campaign with Middleton as host, where employees were put through a series of live-streamed gruelling tasks, engaged the audience, who participated by live voting on challenges.

The programme also displayed an innovative use of social media to get its message across, and had the double effect of reaching a wide but still relevant audience while also creating an engaging experience for its employees. The AA's use of augmented reality for its AABot Drop app and related campaign showed clever use of an interesting innovation that really had an impact on the employer brand, and with its experiential events and related competition, it increased its potential talent pool. Impressive results for its campaigns showed clarity of targeting combined with an exceptionally creative approach.

"Results, results, results; they speak for themselves," said one judge. Another added, "Knocked it out the park! Game changing." The campaign was deemed, "the most innovative social campaign I have seen in a long time," by one judge, who said, "It really gets the audience to engage live with the brand at the moment and get them vested in the event. It uses social differently and an element of social with the live piece that not many brands do." This makes the AA the clear recipient of the 'Best creative execution of the employer brand' award.

GRAND PRIX



Winner - Metropolitan Police and Tonic

By scooping four Gold awards, the Metropolitan Police – working with Tonic – has demonstrated its ability to put together innovative, memorable campaigns using excellent storytelling. Its use of powerful creatives across a range of media delivered its messages with clarity and added a strong emotive element to the work. Creating an impactful and coherent employer brand across such a large organisation – the Met is the UK's largest police service, with nearly 42,000 officers and staff – is no mean feat, and excellent research combined with a clear understanding of audience motivators combined to drive campaigns that delivered excellent results.

The Met portrayed the day-to-day work of its officers in a positive, but 'real' light, adding clarity to the operations that wider society can often take for granted, and bringing the roles to life. Its recruitment campaigns delivered powerful results, increasing the Met's diversity and reaching hard-to-attract demographics. More than simply attracting new people to the force, the Met has promoted its employer brand in an engaging way, with a view to changing perceptions in the long term.

One judge summarised, "A sound example of understanding a challenge and exceeding expectations. Great targeting and results here. More than an attraction campaign, this goes well beyond that and positively portrays the daily work of the police that wider society take for granted. It makes me proud to see this type of impact. Well done, impressive!" This unanimous favourite awed judges in every category. Its success this year makes it the deserving winner of the 2020 Employer Brand Management Awards' 'Grand prix.'

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CHANGE-MANAGING,
TALENT-ATTRACTING,
INSIGHT-GAINING,
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HARD-WORKING,
AWARD-WINNING
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ALWAYS
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