

bluivy

INDUSTRY
EMPLOYER BRANDING
INSIGHT SERIES

Financial Services





6.3 million

Financial service jobs in the US

800,000+

Financial service jobs in Canada

Introduction

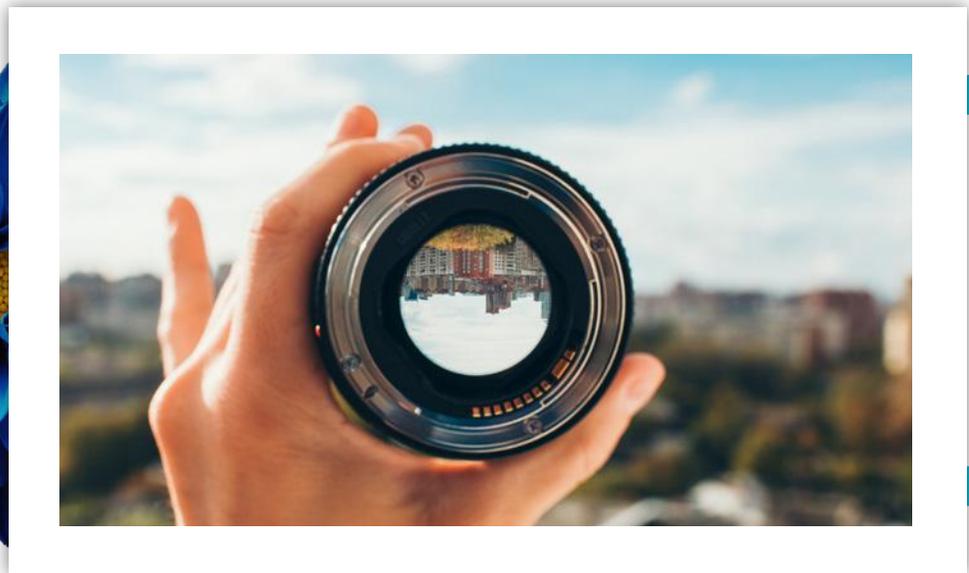
A global leader in earnings, innovation and employment

The financial service industry makes up almost one-third of the U.S. economy,¹ employing 6.3 million people, and in Canada accounts for over 800,000 jobs or 4.5% of the country's total workforce². In recent years, it has transformed cities into dynamic financial centers, expanded employment opportunities, increased government revenues and facilitated business growth through access to capital. Few industries have influenced the global marketplace as dramatically.

As the industry continues to expand, so does its reliance on innovative strategies. Traditional players are capitalizing on investments in digital platforms and broadening their focus to include new markets, while innovative technology companies promote a wide range of new platforms and business models. But competition is also expanding, especially when it comes to attracting and retaining talent. And this is putting established players at risk of losing their hard-won, competitive edge while exerting pressure on virtually every organization in the industry to enhance its talent strategy.

¹ See www.kornferry.com

² Conference board of Canada, 2017



The financial services industry faces unprecedented competition for skilled talent

The competition for talent is heating up. Organizations around the world face what some analysts are calling a “major crisis” that could lead to a global skills shortage costing trillions of dollars in unrealized revenues over the next few decades.³ Knowledge-intensive industries, including financial services, are especially vulnerable to these developments, given their focus on disruptive technologies and the need to replace older cohorts, such as baby boomers, who are exiting the workforce.⁴ As a result, within the next two years, “the talent deficit for the financial services industry alone is projected to reach almost three million workers globally.”⁵

Many organizations are adapting to changes in the talent market

Innovative leaders have always made talent a strategic priority and over the past few years many have improved their capabilities with new approaches that rely on enhanced recruitment channels and partners, in-depth assessment tools, predictive performance capabilities, and collaborative management systems. But the talent ecosystem is evolving. Younger workers have become highly selective about their career choices and prefer to work for organizations that, above all, share their values. This requires organizations throughout the world to look for new ways to position themselves as welcoming, innovative and fulfilling places to work.

³ See www.kornferry.com

⁴ Samantha McLaren, Linked In Talent Blog, July 24, 2018

⁵ Samantha McLaren, Linked In Talent Blog, July 24, 2018

Employer branding can help

Employer branding is a strategy that enables organizations to create a favorable perception in the minds of current and potential employees. It is successful when it persuades top performers to stay engaged while inspiring new, skilled workers to join them. It can also mitigate the risk associated with public relations disasters, which have become so prominent across social media platforms in recent years.

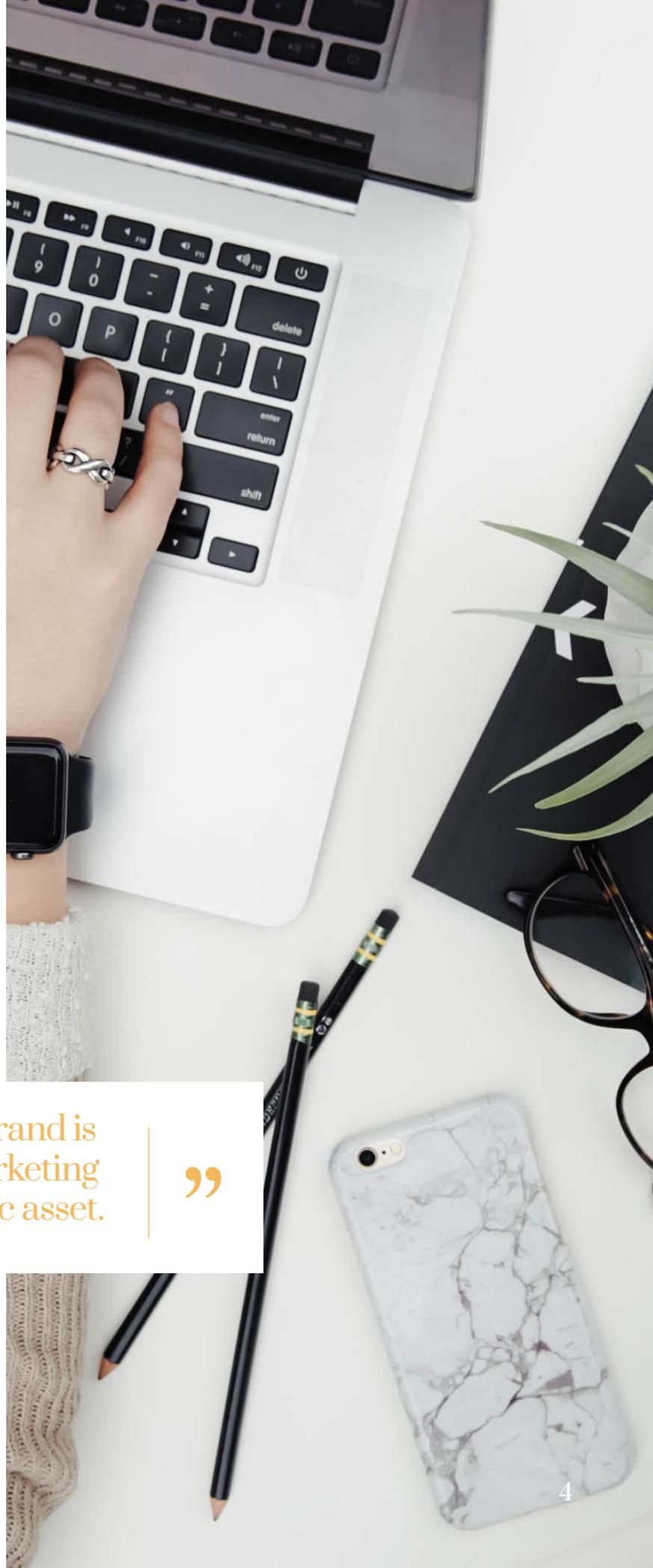
What is an employer brand?

A well-executed employer brand is not a slogan or a one-off marketing campaign, but a key strategic asset. It forms the basis of a company's reputation in the marketplace and sends a message to customers, employees and other stakeholders that it values its people and is committed to providing them with the expected experiences and opportunities desired in a supportive work environment.

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A strong employer brand includes an Employer Value Proposition (EVP), which defines corporate attributes that are attractive, emotionally compelling and distinctive.



Employer branding, like any discipline, is only as strong as its methodology

From initial research and employee engagement to talent attraction and communication strategies, there is no such thing as a one-size-fits-all approach to employer branding. When carried out effectively, employer branding starts with a holistic assessment of business goals, target markets, business strengths, and recruitment challenges. It also establishes a communication channel that allows business leaders to understand what employees value most. This work can translate into a clearly articulated EVP, and branded employee experience. A comprehensive strategy will also align with objectives and metrics that track performance in an ongoing two-way conversation with target audiences.

Employer branding is a long-term commitment

A strong employer brand does not happen overnight. Nor is it a one-off initiative. Instead, it forms part of an ongoing process that empowers employees and evolves continually in response to changes in the talent market. When business leaders embrace employer branding, they empower employees to feel rooted, fulfilled and primed to succeed.

Blu Ivy's Employer Branding Insight Series

As a leading North American provider of employer branding services, the Blu Ivy Group partners with executives to build award winning people practices, inspire extraordinary employee engagement and cultivate workplaces that stand out in today's global marketplace.

Over the past five years, we have worked with financial services firms across North America, consistently monitoring industry trends and providing analysis. This report, the latest in a series focused on recruitment and retention issues in key industries, provides selected results from a survey conducted in 2017. More than 6,000 people provided feedback to questions, such as:

What characteristics do workers value most in today's employers?

How can employers become more appealing to job seekers?

How does talent look for work in today's economy?

Who are the most successful employers and what can we learn from them?

Why do some top performers stay in the financial services industry, while others leave?

If your job includes the recruitment and retention of talent for a financial services firm, we invite you to review these insights and consider how they might be used to enrich your talent strategy. fulfilled and primed to succeed.



Key Insights

What talent wants

Today, financial services firms are competing for talent against some of the most innovative and well-branded companies in the world. Google has built an unrivaled reputation as a top employer, offering an innovative work environment full of learning opportunities and a supportive management team. Apple is routinely recognized for its successful business practices and promises employees access to new technology and effective leadership in an environment where “the learning never stops”. Both organizations embody attractive attributes that employees and job seekers expect in today’s leading employers.

According to Blu Ivy’s research, today’s workers want to be part of organizations that cultivate a positive reputation in the marketplace. They want professional development, together with a collaborative, yet agile culture. And they want to feel that the work they do is making a positive contribution to the larger community. Salaries still matter,

The learning never stops. | ”

but organizations in search of genuine employee engagement and recruitment success need to focus on much broader issues in line with the values of their target audience.

What keeps talent in the financial services industry?

Eighty percent of survey respondents cited “interesting, challenging work” and the “opportunity to learn” when asked why they prefer to work in the financial services industry. This is a positive feedback for an industry that invests heavily in a wide variety of transformative business projects across diverse functions and lines of business. But other factors are also important. For example, respondents noted that they perceive financial institutions as places that promote collaborative cultures offering “transparency” and “openness” and they appreciate the “flexible approach” to how their work is completed, especially when this encourages “work-from-home” initiatives and other options that allow them to balance personal commitments and work

requirements. Compensation remains a compelling motivator, cited by 60% of respondents, and reflects a long-standing industry reputation for paying at or above market rates and providing competitive benefit plans.

What pushes talent away from the financial services industry?

While much has been done to expand the popularity of the financial services industry among employees and job seekers in recent years, old perceptions die hard. Many established players are still seen as slow and unresponsive, while others are struggling to promote a message that consistently attracts and retains the best talent. Blu Ivy’s survey uncovered five reasons why many of today’s workers prefer to avoid the financial services industry.



Lack of Consistent Leadership Practices

Almost half (48%) of all survey respondents cited “ineffective” or “indifferent” management as a leading reason for their lack of enthusiasm. This will come as a surprise to many in the industry who have invested heavily over the years in leadership development and cultural transformation. And no doubt, many senior executives and managers provide exemplary leadership. However, there is a significant lack of consistency across business units, as well as between different sectors, that has left an unfavorable impression in the minds of many job seekers and industry talent.

Lack of Innovation And Collaboration

In spite of a growing emphasis on leading edge, customer-facing technology over recent years, the financial services industry is still viewed by many as relying on out-dated, internal systems. In addition, almost half of all survey respondents (43%) told Blu Ivy that financial institutions are process-heavy and risk-averse. They see these institutions as siloed, with little communication between corporate functions and business units. There is a perception that the focus is on business results and sales rather than people.

Limited Opportunity to Try New Things

Survey respondents also noted a weakness in terms of internal communications on future career opportunities and current job openings. Often times, despite the vast number of opportunities within each of these institutions, there is a feeling that internal job opportunities are presented in a very soloed manner, that the internal hiring process is too long, and that talent are often not supported in getting the training, and mentorship required to move into a new role in other departments or that require emerging skills.

Lack of Transparency And Trust

Unsurprisingly, since the financial crash and subsequent scandals, the financial services industry has been the target of the debilitating press and social media coverage. Survey respondents have also been affected, and in line with their expressed desire to work for organizations that offer a positive brand and reputation in the marketplace, they chose to cite “trust and societal impact” as key reasons they prefer not to work in the industry.

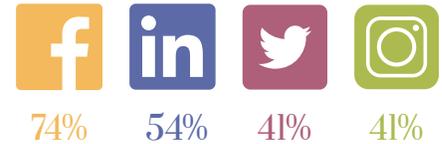


The financial services industry plays a strong social media game

With its focus on digital transformation, financial services companies are stepping up their game in terms of employer branding on social media using the following platforms:

 **75%**

of job seekers make use of a variety of personal & professional networks



These and other sites are now used not only to post job opportunities but increasingly to deploy employer branded content that includes employee storytelling, video, career blogs, branded content as well as active employee run brand advocacy programs.

How top talent looks for work

Over 75% of job seekers make use of a variety of personal and professional networks when looking for employment in the financial services industry. These networks facilitate internal referrals, which still account for the largest number of successful hires across the industry. Networking is seen as not only the most trusted, but most effective way of landing a new position at an employer.

Other channels include: LinkedIn (70%), job boards (62%), recruitment firms (50%) and Facebook (27%) were the most commonly sited platforms that active job seekers visit when looking for work.

How financial services companies are changing perceptions?

Telling a powerful story is what it takes to stand out from competitors in today's financial services space. Some organizations are ahead of the curve, tracking perceptions and proactively working to build up their reputation among consumers and job seekers. Successful firms often use social media as a starting point, especially when the goal is to change long-held perceptions and establish a fresh, new vision that appeals to target groups in the marketplace.

Top 3 facts to take away from our insights



Your employer brand is critical to the success of your corporate brand transformation

The reality is that the industry is undergoing a massive transformation. Hiring managers and leaders are now battling with a broader and new set of talent competitors. The skills that the industry seeks today are in high demand, not just amongst the financial services space, but also in tech, consulting, digital marketing and communications industries. Bluivy Group has talked with thousands of financial services employees and target talent pools globally and there are consistent issues that the industry faces in terms of employer brand awareness and differentiation.

To address these challenges, ensure that your organization is conducting regular external market research with the demographics you are seeking to attract. In other words, know your consumer at all times! If you have not yet

launched an EVP, work with an external research partner to learn what matters most to each demographic, their perceptions of you and competitors, and how their job search behaviors are evolving. Much like internal employee research, this should be done annually to understand how likely it is that your target demographic would consider working for you, but how your employer branding is impacting preference.

Be bold with your employer brand creative and campaigns. Ensure that when talent inside and outside the company see these campaigns, they can clearly differentiate that they are the audience, and ensure that it is written in a manner that is emotionally compelling to them and their needs. Although it is important to respect the brand guidelines, push the boundaries! Remember, that you are not just competing against other FIs, but many other industries and it is important that your campaigns stand out in their eyes. market rates and providing competitive benefit plans.

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Branding the employee experience should be a top priority for executives.

A consistent Employer Value Proposition (EVP) is a critical success factor in today's highly competitive talent market. Although it is indeed important that aspects of the employee value proposition are aspirational and future focused, it is perhaps more critical that it is experienced by employees within the organization consistently. Often in large institutions, with multiple business lines, we uncover inconsistencies in employee experience due to management styles, and variant policies. Far too

often we have found that the EVP gets launched and owned in the HR division, however, managers and internal employees are unaware of it. Sadly, that means that the employer brand will provide little ROI for the business, engagement or culture. Of equal note is the power that employer ranking sites like Glassdoor, Indeed and other social platforms have on forming perceptions and airing dirty laundry. The cracks in your employee experience will be revealed and job seekers trust what they see. In fact, 80% of job seekers under the age of 36 will go to these sites to review your company before applying. They trust what is said on the ranking sites more than they trust your employer awards.

To address this growing issue, Blu Ivy Group suggests a few things:

- A)** Know your top 5 employer brand threats based on annual research with employees across the organization. If just one part of the business has trust and engagement issues, or a less than desirable employee experience, it can threaten the entire brand across multiple media outlets.
- B)** Ensure your management teams and leaders know the EVP and employer promise. Help them by embedding it into the interview and offer process, as well as making it a regular cadence in communications.
- C)** Begin conducting employee experience and EVP pulse surveys on a quarterly basis. At all times you should know how aware your employees are of the EVP, and how consistently they feel you deliver on that promise. Ultimately the employer brand net promoter score should be a metric that that you are tracking and reporting on every three months. This will allow you to transform the culture at the pace the business demands and to uncover your biggest threats and opportunities regularly, saving millions in negative PR and turnover.

3

Be innovative with your content marketing & social media strategy

Now is the time to elevate your employer brand content marketing and broaden your social media strategy. There has been an explosion in terms of employer branded content. We have seen video storytelling, branded content, blogs, visuawl job postings and animation quadruple in volume in the last 12 months and the financial services space have both been slow and cautious in this space. There really is no more effective means of building employer brand awareness and interest for passive job seekers than an effective social content strategy. Although LinkedIn is an essential platform to be on, our research tells us that the bulk of the talent that the industry is trying to attract spend very little time on the platform. Thus, the importance of multiple platforms and a broad mix of content and themes.

Blu Ivy Group recommends investing in an annual social creative campaigns, inclusive of employee photography and video storytelling. It is so important to keep your feed fresh and appealing so annual campaigns are a great way to do so.

Use humor and heart, and ensure that the creative concept truly differentiates and catches the attention of your target audience. Far too many are copying what their competitors have done with photography, and storytelling. The unfortunate result is that it all starts to look the same. Dare to be different.

Build an employer brand content calendar, that focuses on the EVP, top of mind awareness, thought leadership and getting the innovation work stories out in the public eye. Although your new digital spaces are indeed cool, that simply is not enough. It is the stories of the work that will catch the attention of those you are seeking.

Invest the right budget in the space. If you are committed to having multiple video posts each quarter, weekly posts on multiple channels, employee storytelling and photography and blogs, you need to set aside the right budget to make this work seamlessly and that is of the quality that your corporate brand demands in its guidelines. Video is important, but often surprises HR departments when it comes to costs. Take the time early on in budgeting to ensure you find a solution that can meet your needs and help you stand out in the marketplace.



For additional research insights or inquiries on how to build an award winning employer brand and culture please contact us at:

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