Universum COVID-19 EB Pulse Sentiment Survey
Results from March-April 2020
‘I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.’

Maya Angelou
This is the EB feeling we’re trying to avoid

Do you have any questions for us?

How did your company respond to the coronavirus and what measures were taken to ensure the health, safety and security of your employees?
Universum COVID-19 EB Pulse Sentiment Survey Results
About the study

Methodology:
Quantitative online pulse survey

Sample:
120 Employer Branding Leaders and Talent Acquisition Directors across various industries

Timeline:
Survey collected Between March 25\textsuperscript{th} and April 8\textsuperscript{th}

Today’s Focus:
Results from US, Canada and Latin America
My organization has considered Employer Branding as a key part of the marketing and communications response to Coronavirus (COVID-19).

- Yes, we are focused on maintaining an engaged, remote workforce: 54%
- Unsure at this time: 22%
- No, but it is a serious consideration: 13%
- No, it is not a consideration at the moment: 11%
Due to Coronavirus, my Employer Branding budget has been...

63% Remained the same
17% On hold
8% Reduced
6.5% Re-allocated

“We will maintain our budget but much of it will be reallocated to different media - from event marketing at national diversity events to marketing on virtual tools such as Brazen and social media.”
How will Coronavirus impact any hiring/recruitment needs?

- There are far fewer hiring needs as a result of Coronavirus: 48%
- Our typical or seasonal hiring needs will be made difficult: 24%
- We have significant hiring/staffing needs that will be difficult to fulfill during this time: 17%
- We have significant hiring/staffing needs that are a result of Coronavirus: 11%
What lasting impact do you anticipate Coronavirus will have on the talent needs at your company and in your industry?

“I think COVID will actually help us hire more diverse talent once everything is said and done. We’ve been so used to having people report into one specific office but having the ability to work remotely changes everything.”

“It will not impact us dramatically at this time. We will evaluate after we know more about the situation and how it is affecting our people and customers.”

“The type of skills and ways we work have changed.”

“Reduced top employer standing and difficulty attracting and retaining talent in the future.”

“Having to put on hold all recruitment processes. Create employer branding external actions 100% remotely.”
When it comes to internships programs, we are taking the following actions:

Many are **deferring start dates** and keeping in-person events for now and will decide if they need to go virtual.
When it comes to internships programs, we are taking the following actions:

Conducting Virtual Internships

- United States: 32% Yes, 68% No
- Canada: 50% Yes, 50% No
- Latin America: 50% Yes, 50% No
Are you using any of the below virtual recruiting tools?

“Other” mentioned:
- Brazen chats
- LinkedIn Live
- Facebook Live
- Instagram
- Internal platforms
We have updated candidate communications to address any changes to our current hiring.
My organization has added a COVID-19 statement to our careers site

- **Yes**: 52% United States, 40% Canada, 33% Latin America
- **We do not intend to**: 38% United States, 30% Canada, 53% Latin America
- **We plan to in the near future**: 10% United States, 30% Canada, 13% Latin America
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Sharing tips and advice</td>
<td>85%</td>
</tr>
<tr>
<td>Virtual team activities</td>
<td>74%</td>
</tr>
<tr>
<td>Internal campaigns and communication initiatives with employees</td>
<td>70%</td>
</tr>
<tr>
<td>Offering more flexible hours and ways of working</td>
<td>65%</td>
</tr>
<tr>
<td>Offering mental health support</td>
<td>65%</td>
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<tr>
<td>Site for COVID-19 messaging</td>
<td>57%</td>
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<tr>
<td>Daily team meetings</td>
<td>54%</td>
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<tr>
<td>Sharing pictures</td>
<td>52%</td>
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<tr>
<td>Sharing personal stories</td>
<td>48%</td>
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<tr>
<td>Implementing new collaboration tools</td>
<td>39%</td>
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<tr>
<td>Townhalls</td>
<td>35%</td>
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<tr>
<td>Internal sentiment surveys</td>
<td>33%</td>
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What are the primary communication channels between colleagues at your company while working remotely amid Coronavirus?

<table>
<thead>
<tr>
<th>Channel</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Traditional Email</td>
<td>74%</td>
</tr>
<tr>
<td>Microsoft Teams</td>
<td>59%</td>
</tr>
<tr>
<td>Telephone</td>
<td>50%</td>
</tr>
<tr>
<td>Zoom</td>
<td>46%</td>
</tr>
<tr>
<td>Skype/Skype for Business</td>
<td>43%</td>
</tr>
<tr>
<td>WhatsApp</td>
<td>33%</td>
</tr>
<tr>
<td>Slack</td>
<td>24%</td>
</tr>
<tr>
<td>WebEx</td>
<td>17%</td>
</tr>
<tr>
<td>Workplace</td>
<td>4%</td>
</tr>
<tr>
<td>GoToMeeting</td>
<td>4%</td>
</tr>
<tr>
<td>Blue Jeans</td>
<td>2%</td>
</tr>
</tbody>
</table>
What are the primary communication channels between colleagues at your company while working remotely amid Coronavirus?
What 3 things would you like your employees to say about how your company has handled this situation and your culture during this pandemic?

“Our company cares about the health and well-being of our employees.”

“We’ve taken a human centered approach.”

“That communications from leaders was frequent and helpful.”

“They have the resources they need to succeed.”
Main areas of concern/focus

➢ Summer Internships
➢ Graduate Programs
➢ On-boarding
➢ Career Fairs
➢ How to maintain a strong Employer Brand
➢ Social media content
Best Practices and Guiding Principles
Insights from Universum’s APAC team: A 12-week arc

Content flow in China in 3 key phases:

**Outbreak: 12 weeks ago**
Content focused on corporate messaging, donations to the government, society and frontline employees.

**Peak: 4-5 weeks ago**
Companies showcased support for their employees, customers and communities while they worked at home.

**Aftermath: Now**
The content is now focused upon employee welfare; showing the working environments along with the masks, sanitary stations, and safety measures that companies are providing.
A spectrum for messaging

- How is your company supporting its employees?
- How are your employees supporting your customers?
- How are your employees staying connected during COVID-19?
- What fun or silly experiences are employees having while working from home?
The COVID-19 pandemic presents a positive brand messaging opportunity

**Independence Blue Cross**
“We’re in this together” TV Spot

**Guinness**
“We’ll march again” TV Spot

**Las Vegas**
“The only thing that matters to us is...You”

**Hyundai - USA**
“Job loss Assurance Program”
Some brands have even found a way to be appropriately playful
Those positive feelings can also extend into Employer Branding.
The feelings you inspire today may last with talent for years.
Brand specific examples within a portfolio

Anheuser-Bush
Hand Sanitizer

Anheuser-Bush
COVID-19 Official site

We can’t solve this problem on our own, but we can play an important role. Our focus is taking care of our people, serving our communities in need and providing joy, comfort, and normalcy to everyone through our beloved brands. We will do these three things regardless of what tomorrow brings. Because we always have.

Our employees are our number one priority.

Budlight
“Open for takeout”

Budweiser
“One team”
Challenges, CTA's and initiatives

Lowe's
#BuildThanks

Unilever
"United for America"

Unilever ‘United for America’ initiative helps protect lives and livelihoods from the COVID-19 pandemic

P&G
#DistanceDance Challenge

Intuit QuickBooks
Small Business Relief Initiative
These same feelings apply when engaging current talent.
Delivering difficult news with grace

A message to Marriott International associates from President and CEO Arne Sorenson.

A Message from Arne Sorenson
A message to Marriott International associates from President and CEO Arne Sorenson.

10:00 AM · Mar 19, 2020 · Twitter Media Studio

4.1K Retweets   15.6K Likes
Employer Brand COVID-19 Messaging Best Practices:

- **Set a Goal:**
  - How do you want current employees and talent to feel about your brand during the pandemic?

- **Map to your EVP:**
  - Determine what EB attributes are Sustainable, True, Attractive, Credible and Distinct for your company.
  - Focus those attributes toward your desired EB feeling.

- **Activate:**
  - Keep it simple and actionable.
  - Do you have stock imagery or file videos to leverage for content?
  - Can you mobilize your workforce to create user-generated videos and photos?
  - Is there a mechanism for receiving, editing, approving, voting upon and posting content?
  - Set a weekly posting schedule and internal communications plan.

- **Measure:**
  - Assess your content and the overall pandemic outlook. Alter your message as needed.
Guiding Principles

Silence creates conjecture and fear.

Acknowledge reality. Be pragmatic, calm and honest.

Exercise a humble, clear, confident tone.

Keep it simple.

Positivity breeds positivity.

Leverage employees and customers for stories.

Stay closely connected to your Communications, PR and Brand teams. We’re in a shifting business landscape with an uncertain timeline.
Adversity truly introduces us to ourselves.

~ anonymous
Join our next webinar on April 14th
Thank you