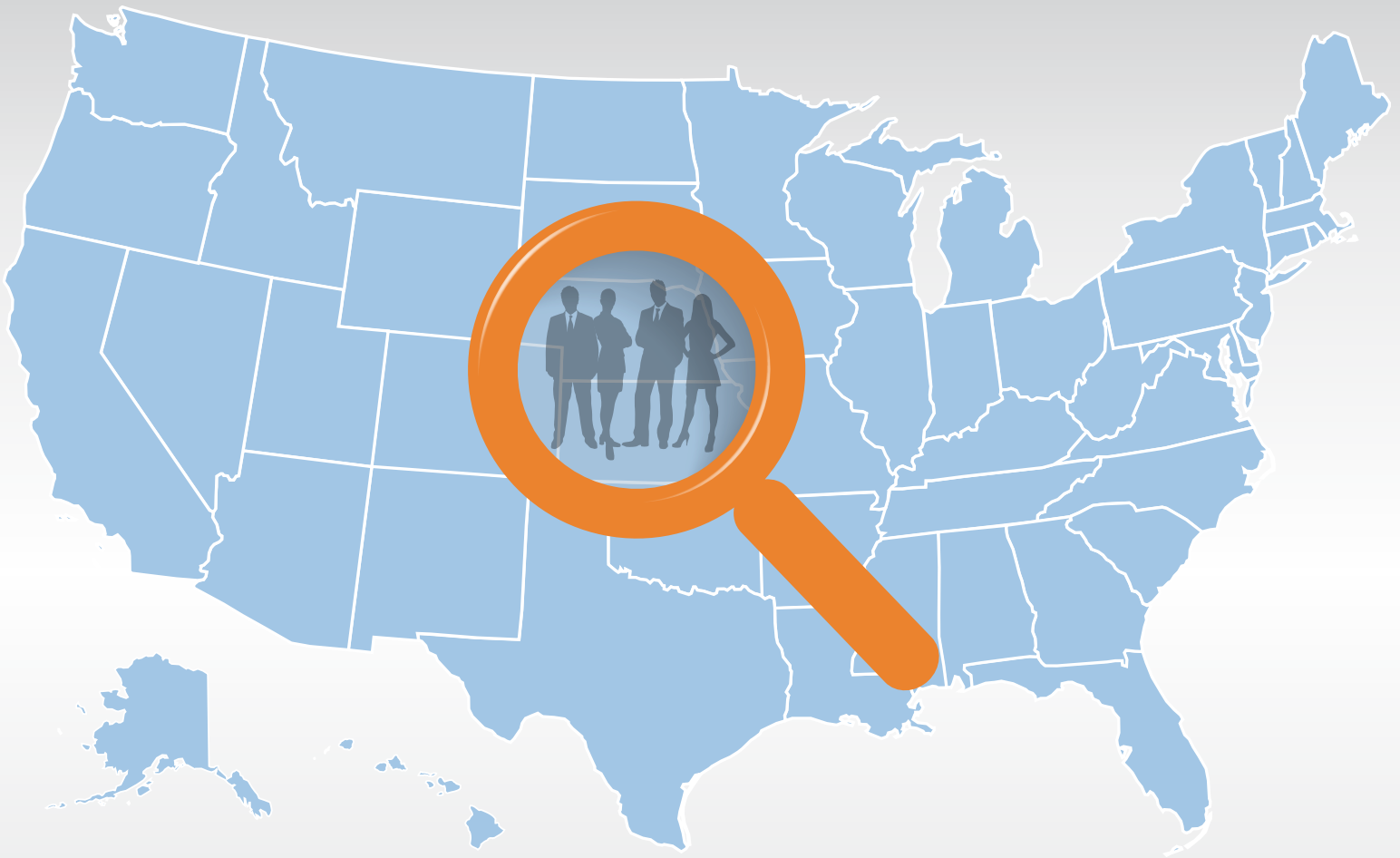


# WHAT DIVERSE CANDIDATES WANT



This is a supplement to a series of reports by ManpowerGroup Solutions analyzing the results of a proprietary Global Candidate Preferences Survey.



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Solutions

# [ Introduction ]

More employers recognize the value of an inclusive and diverse work environment — and the most forward-looking organizations view it as key to their ongoing success. A diverse workplace helps companies understand and meet the needs of an increasingly diverse customer base and develop new markets. Diversity of thought is a key driver for improved decision making, problem solving and innovation. A 2015 McKinsey study found that companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians. The study also found that for every 10 percent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes rise 0.8 percent!<sup>1</sup>

A growing body of evidence indicates that corporate diversity and performance are more than merely correlated — they are causal and directly impact the bottom line. As reported in the *Financial Times*, a 2012 research report from Deloitte identified an 80 percent improvement in business performance when levels of diversity and inclusion were high.<sup>2</sup> An American Sociological Association study found that for every 1 percent rise in the rate of gender and ethnic diversity in a workforce, there is a 3 and 9 percent rise in sales revenue, respectively.<sup>3</sup>

To understand how employers can leverage candidate preferences, ManpowerGroup Solutions — the world's largest Recruitment Process Outsourcing (RPO) provider — surveyed 1,279 job seekers in the United States in October 2015. Part of the Global Candidate Preference Survey, the questions ranged from job search practices and preferences to motivators for change. Respondents also self-identified on several diversity factors, including ethnicity, sexual preference and the presence of physical or mental disabilities. A number of important trends emerged suggesting how employers can effectively recruit and retain a diverse workforce.

The research is loud and clear: Diverse candidates are listening for different messages from employers than the overall candidate pool. And they are listening in different places. So if companies really want to cultivate diversity in the workplace, they cannot just “post and pray” and hope to reach their diversity goals. Human resources executives need to be purposeful about their messaging and target their outreach through the channels diverse candidates trust most. Moreover, employers must deliver on their promises if they expect to retain those candidates.

This paper explores the preferences of diverse candidates, offers insights and provides a selection of practical recommendations that will yield results.

<sup>1</sup> McKinsey & Company, “Diversity Matters,” February 2015, 3.

<sup>2</sup> Deloitte Australia, “Waiter, Is That Inclusion in My Soup? A New Recipe to Improved Business Performance,” 2012.

<sup>3</sup> Tim Smedley, “The Evidence Is Growing — There Really is a Business Case for Diversity,” *Financial Times*, May 15, 2014.

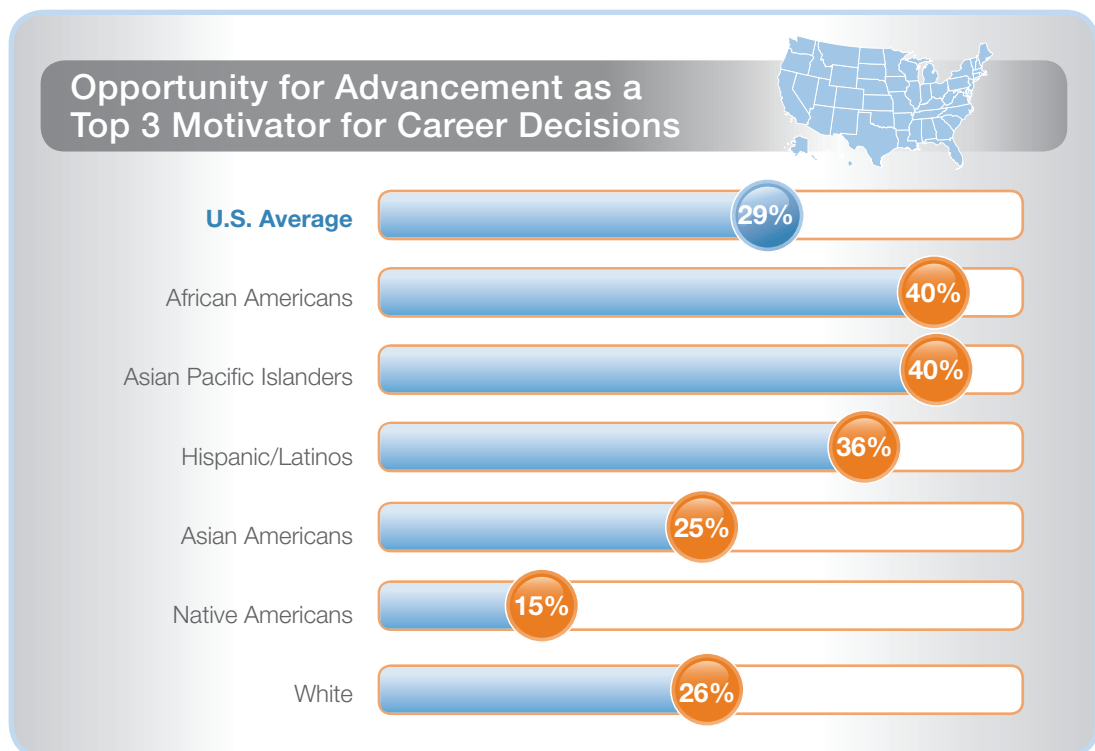
“Many businesses struggle to attract and retain diverse talent. The problem will not correct itself and a one-size-fits-all approach will not cut it. There is no quick fix, but there are practical steps businesses can take to build a diverse and inclusive workforce. These start with abandoning the ‘post-and-pray’ hiring approach and instead developing purposeful, tailored messaging delivered through carefully chosen channels.”

Chris Rowland, Global Diversity Officer  
ManpowerGroup

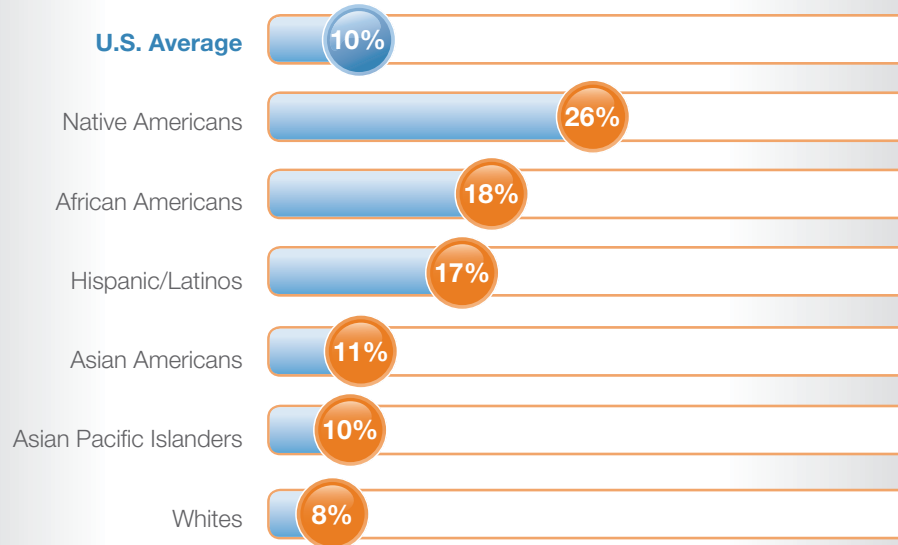
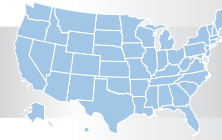
## OPPORTUNITY FOR ADVANCEMENT AS KEY MOTIVATOR

Among U.S. candidates generally, type of work and compensation are the top two motivators when making career decisions. This ranking tends to hold true for diverse candidates as well. What happens beyond those two factors, however, is quite revealing. “Opportunity for advancement” is a stronger a motivator for African Americans (40 percent) and Hispanic/Latinos (36 percent) than their white counterparts (26 percent).

It is even more powerful when it comes to immediate job change. Opportunity for advancement is twice the motivator for pursuing new job opportunities among African American and Hispanic/Latino candidates as their white counterparts. It is three times the motivator for Native American versus white candidates.



## Opportunity for Advancement as a Top 3 Motivator for Job Switching

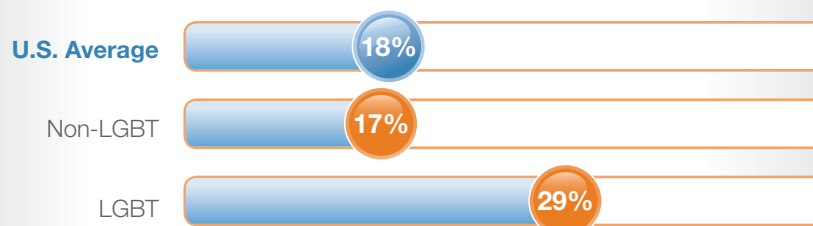
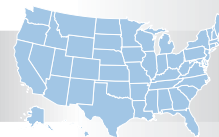


Members of historically underserved and disenfranchised communities place great value on the ability to excel and rise within an organization. Companies who clearly communicate this as a core value will attract the best and brightest diversity candidates. However, the failure to provide real opportunities for growth will be a breach of trust for these candidates — and potentially impact retention rates. Eight out of 10 U.S. candidates believe employer-employee trust is the most important aspect of an employer's brand. That finding holds true among diverse populations as well. Therefore, employers need to do more than just talk the talk when it comes to opportunity for advancement.

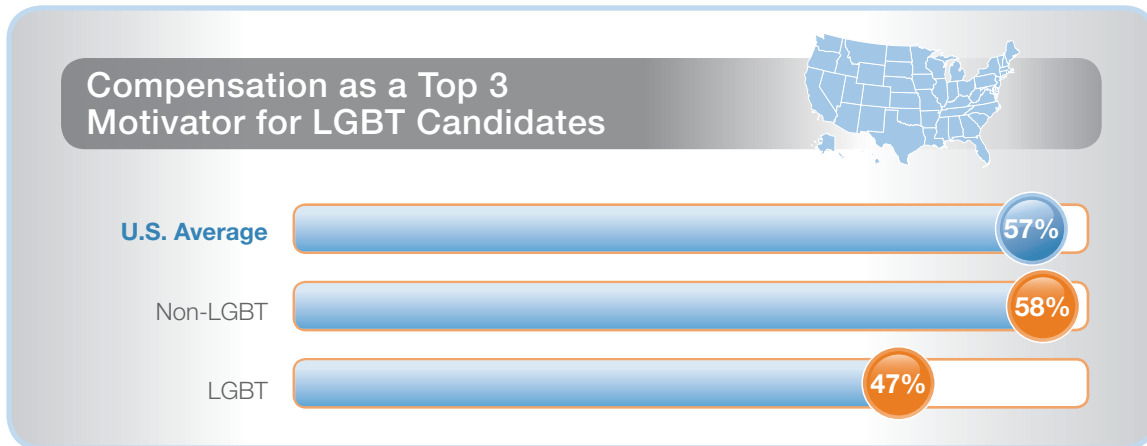
## LGBT CANDIDATES ARE BRAND-DRIVEN CANDIDATES

Like all U.S. candidates, compensation and type of work are the most important motivators for career decisions. However, LGBT candidates are more likely to be brand-driven candidates than their non-LGBT

## Brand as a Top 3 Motivator for LGBT Candidates



counterparts. That is, LGBT candidates are more likely to consider the brand/reputation of a company as a top three factor when making career decisions. Overall, compensation is less of a motivator for this group of candidates vs. their non-LGBT counterparts – both as a factor in making career decisions generally and in job-switching activity.



The importance of brand within the LGBT community is substantiated by other research findings. In a poll conducted by Harris Interactive in 2011<sup>4</sup>, nearly nine out of 10 (87 percent) of LGBT adults said they are likely to consider a brand providing equal workplace benefits. The same study found that 23 percent of LGBT adults have switched products or services because a company was supportive of the LGBT community – trading off lower convenience and higher cost for a connection on values.

Workplace policies supportive of the LGBT community include an equal employment opportunity policy for sexual orientation or gender identity and equivalent partner/spouse benefits (including transgender-inclusive health insurance coverage). Today's companies, however, must authentically live those policies by creating workplaces where members of the LGBT community are accepted, welcomed and celebrated for their contributions.

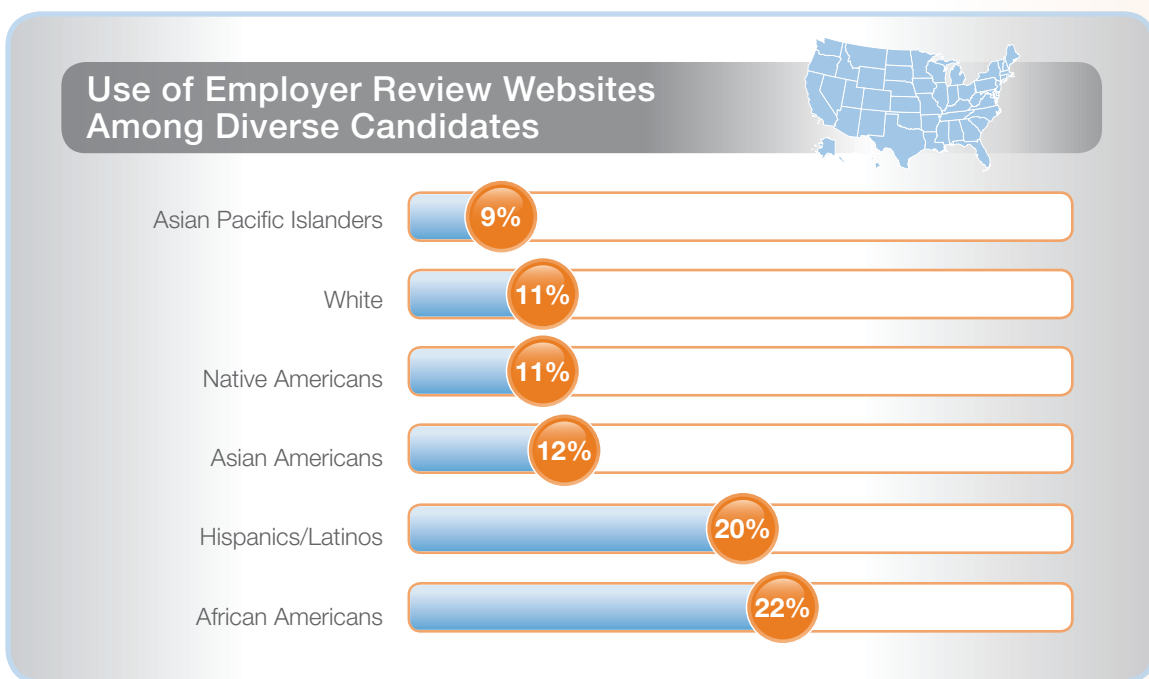
“ Diversity is not just about doing what's right; it's about doing what's good for business. It is a win-win. Countless studies have shown that companies with diverse employees – particularly in positions of leadership – outperform companies that are homogenous. Diverse employees bring different experiences and perspectives that often lead to innovative ideas. That innovation impacts positively to a company's bottom line. ”

Star Jones, President  
Professional Diversity Network

<sup>4</sup> “America's LGBT Market Today: The Business Case for Marketers,” 2011.

## EMPLOYER REVIEW SITES ARE MORE EFFECTIVE WITH DIVERSE CANDIDATES

Diversity candidates rely on the same sources as all U.S. candidates do when researching job opportunities. Company websites are consistently the No. 1 source of information across all ethnic groups, followed by search engine results. However, when asked about credible and reliable sources of information about a company's brand, substantial differences emerge. Although candidates generally believe current employees are the No. 1 source for this information, African American and Hispanic/Latino candidates also place great faith in employer review websites. Twenty-two percent of African American candidates and 20 percent of Hispanic/Latino candidates trust Glassdoor, Career Bliss and other employer review websites for information — approximately double the number of white candidates (11 percent).



It can be hypothesized that diverse candidates may substitute employer review websites for experiences with current employees because they may have less access to informal professional networks. Such findings have implications for the potential power of employee ambassador programs as well as the increasing influence of sites such as Glassdoor on diversity initiatives.

## OUT ... AND ONLINE

Depending upon the site, LGBT candidates are one- to two-times more likely to use career sites than their non-LGBT counterparts. Career Builder and Monster are used by 39 percent and 36 percent of LGBT candidates, respectively, which makes them equivalent in importance with LinkedIn and Jobs.com. While the research shows that LGBT candidates are more likely to be Gen X (ages 18 to 34) than Gen Y (ages 35 to 50), LGBT career site usage patterns are not merely correlated with age.

“ Recruiting a diverse workforce is not a one-size-fits-all proposition. Companies need to apply the same thoughtful marketing strategies they would for consumers to customized messaging and media for diverse candidates.

Jim McCoy, Vice President and Global Practice Leader, Recruitment Process Outsourcing  
ManpowerGroup Solutions”

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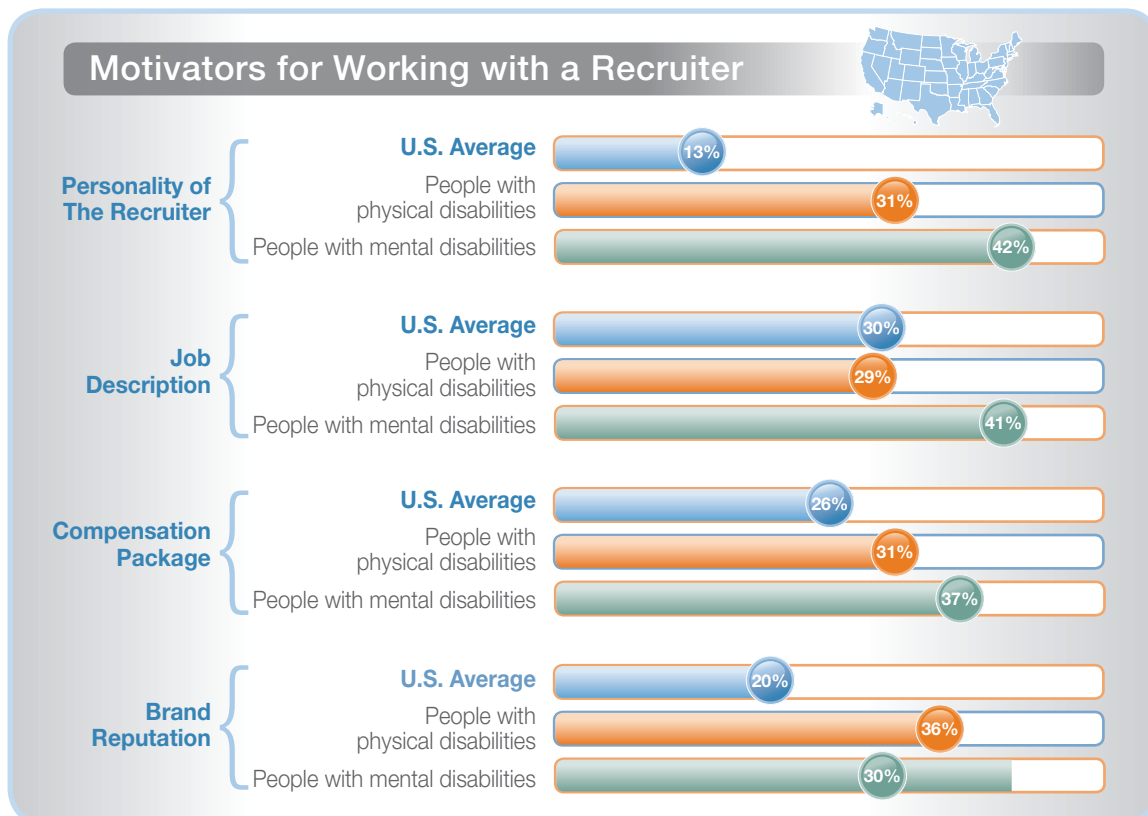
Twitter and Instagram usage among the LGBT community is significantly higher than for the non-LGBT community and younger candidates. For example, Google+ and Snapchat are used by LGBT candidates almost twice as often as their non-LGBT counterparts. The research also reveals the relative popularity of picture-based social media platforms including Snapchat, Flickr and Tumblr.

Using social media channels to appeal to these brand-driven candidates puts a distinctly 21st century spin on more traditional diversity initiatives. Savvy HR professionals can cultivate important employer-employee trust with candidates by authentically reflecting an open and inclusive workplace culture on social media.



# OUTSIDE RECRUITER KEY TO CANDIDATES WITH PHYSICAL OR MENTAL DISABILITIES

For employers who wish to reach out to candidates with disabilities, it is important to understand the pathways for reaching them. While the motivational factors driving their career decisions are not substantially different from all candidates (they value type of work and compensation), compensation is relatively less important to candidates with physical or mental disabilities than those without.



Candidates with physical or mental disabilities are, however, twice as likely as the average U.S. candidates to use an outside recruiter as part of their job search process. They also place more importance on the personality of the recruiter and the values of the company as place with a strong reputation for taking care of their employees. Although job description and compensation retain their importance, these candidates are looking for the human touch in their job search experience. Outside recruiters can be nonprofit organizations or state or federal agencies that specialize in the training and placement of people with disabilities. Examples include employment networks authorized by the Social Security Administration’s Ticket to Work Program, the Vocational Rehabilitation and Employment program administered by the Department of Veterans Affairs and many Centers for Independent Living that offer employment networks and pre-employment services to people with disabilities.

Not surprisingly, candidates with physical or mental disabilities are more likely than average to obtain information about a company from these outside recruiters. Social media, however, is an even a more frequently used resource for obtaining insights about a company. Four in 10 candidates with physical or mental disabilities turn to social media for this type of information.



# 6 Tips For Recruiting and Retaining a Diverse Workforce

## Articulate clear pathways for advancement

Because the opportunity for advancement is so important to diversity candidates, make it a key message point from the very beginning of recruitment efforts and reinforce it throughout the candidate experience. A clear pathway for advancement should be articulated in job descriptions, interviews, the onboarding process and annual employee reviews and feedback sessions.

## Take the direct route

Augment current recruitment efforts by leveraging websites such as the Professional Diversity Network, Black Career Network, iHispano, Out Pro Network, Military 2 Career and the Asian Career Network. Use the numerous federal, state and local resources that serve candidates with physical or mental disabilities and be sure that those resources know how to articulate the company's employer value proposition to candidates.

## A picture is worth a thousand hits

Leverage social media by posting photos and videos of the workplace that depict diversity in action. Stock photos of diversity in the workplace will only go so far in today's media-savvy culture. Post pictures of employees with who target candidates can identify. Just as many companies have embraced diversity in their television commercials, HR departments can dial up the effort in their outreach efforts. For example, celebrating LGBT community milestones — such as local and national pride events — with images on social media reflects positively on employer brand.

## Use employee ambassadors

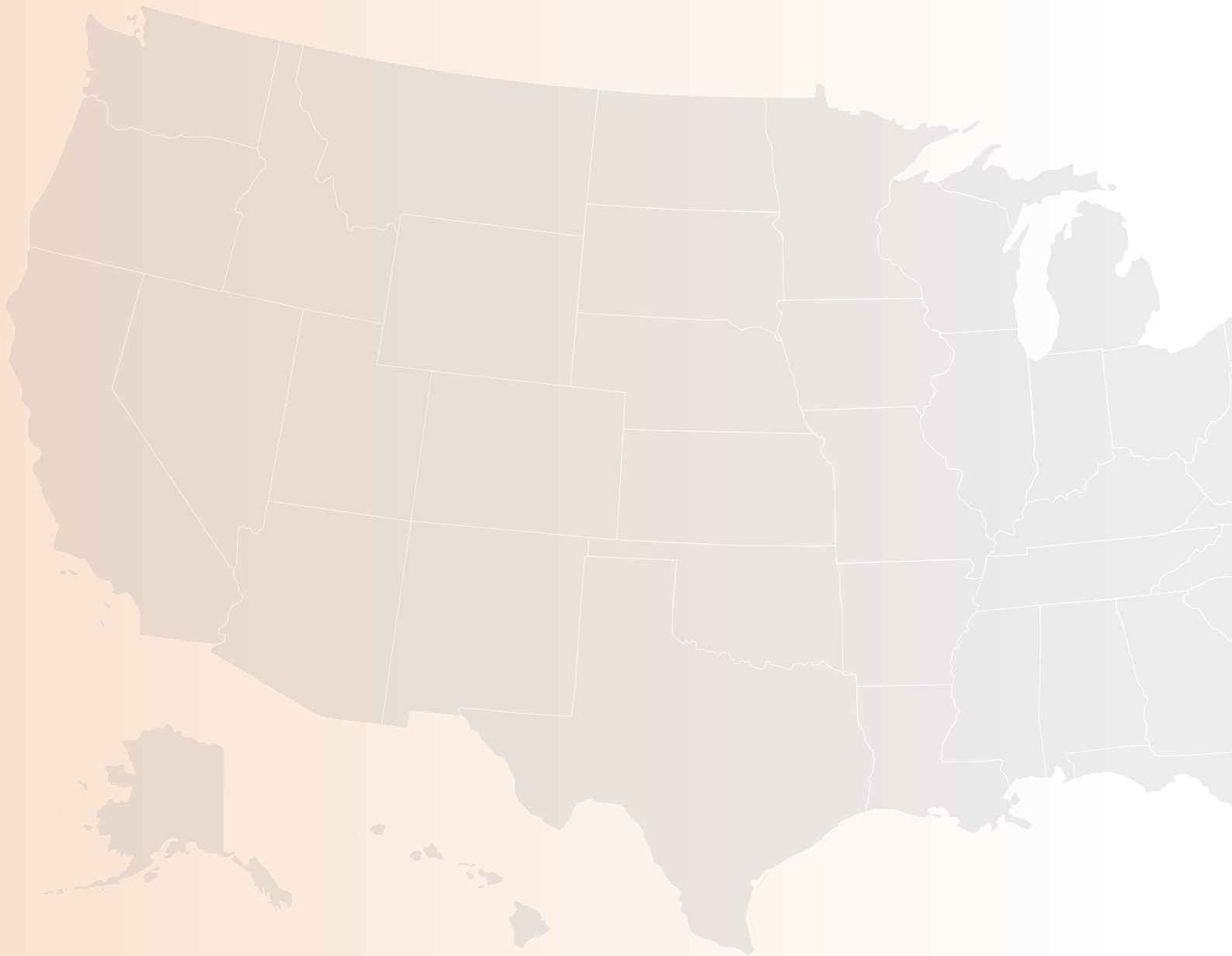
There is no substitute for the authentic voices that employee ambassadors bring to the recruitment of top talent. From their presence at job fairs to posting on career sites and social media, current employees can connect with diversity candidates using the messages that resonate with them. Encourage employees to reach out within their own communities, as appropriate, to raise awareness of employment opportunities.

## Educate staff

There are a number of good resources on how to build a corporate culture that embraces diversity. The U.S. Department of Labor's Office of Disability Employment Policy provides educational material on disability etiquette. Cross-cultural training programs are also available to help ensure that a respectful and productive workplace is maintained where a multiplicity of backgrounds and religions are present.

## Reward, promote and inspire

Employers who tailor their messages and channels of communication for diversity candidates create a unique covenant with these potential hires. Diversity in the workplace is a commitment that extends from the mailroom to the boardroom. Diversity at all levels of the organization is essential to that commitment. To the degree that diverse employees are rewarded and promoted within the organization, it will send a powerful message throughout the organization and engender employer-employee trust.





# [ Conclusion ]

Tailored and meaningful messages, both written and visual, delivered through the channels that diverse candidates trust will help savvy employers recruit a diverse workforce of top talent for the 21st century. Fair and supportive work environments with genuine opportunities for advancement will ensure that these same companies retain those hires.

Companies seeking to meet their diversity goal cannot afford to sit back and wait for top talent to come to them. A purposeful and thoughtful approach will ensure that diversity in the workplace becomes a cornerstone of their competitive advantage.

## About ManpowerGroup Solutions

**ManpowerGroup Solutions** is a global leader in outsourcing services for large-scale recruiting and workforce-intensive initiatives. Our offerings include Recruitment Process Outsourcing, TAPFIN-Managed Service Provider, and Talent Based Outsourcing. Facing increasingly complex challenges, our clients rely upon our innovative workforce models and outsourcing solutions to deliver measurable results and business success.



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