



This report is for illustration only. Key details have been changed to protect client's intellectual property. All data should be taken as **for placement only.**

Talent Identity Report

Digital & Tech Talent

Created for: COMPANY

Created by: Drift Employer Brand

2022
JUNE



REPORT OUTLINE

**Brand Reputation &
Sentiment Analysis**
COMPETITORS

**EVP Themes & Employer
Brand Impact**
COMPETITORS

Case Study
INDUSTRY LEADER

Labour Market Insights
INDUSTRY TRENDS

Talent Insights
LEARNINGS & SOLUTIONS

Employee Insights
FOCUS GROUP DATA

Findings
TALENT IDENTITY MAP

APPENDIX
SOURCES & ADDITIONAL MATERIAL

SECTION 1: BRAND REPUTATION & SENTIMENT ANALYSIS

COMPETITORS

Findings below are based on analysis from multiple online sources (including social platforms, ranking sites & employee-generated content). See Appendix A for research methodology.

Summary of Key Findings In general, Tech industry-specific employee rankings are lower than the overall company rankings. However, COMPANY Tech talent seem more satisfied than other employees according to key platforms. A deep dive into Tech industry employee reviews show that most of your competitors provide a generally safe, enjoyable work environment but there are many industry practices that employees feel are unfair and misaligned with the company values.

EMPLOYER BRAND REPUTATION & SENTIMENT

Data pulled from sources incl. Glassdoor, Indeed & Comparably. COMPANY data is specific to CANADA.

COMPETITOR	OVERALL REPUTATION	ENPS	WORK-LIFE BALANCE	CAREER OPPORTUNITIES	INCLUSION/ED&I	COMP. & BENEFITS	CULTURE	EMPLOYER BRAND FOOTPRINT
CLIENT	3.4	67	3.3	3.3	4.0	3.2	3.3	STRONG
COMPETITOR 41K reviews	4.2	65	3.8	3.4	4.2	4.4	3.8	STRONG
COMPETITOR 500 reviews	3.8	62	3.4	3.3	4.1	3.1	3.8	MEDIUM
COMPETITOR 9200 reviews	3.8	67	3.5	3.1	3.6	3.0	3.0	STRONG
COMPETITOR 450 reviews	3.6	74	3.5	3.1	4.1	3.3	3.3	MEDIUM

DEEP DIVE ON TECH INDUSTRY EMPLOYEES

Findings below are a product of analysis of reviews from searches incl. "Software Engineer", "Tech Industry Employee", "Operations", "Logistics", etc.

Feedback Themes					
	COMPANY	Competitor	Competitor	Competitor	Competitor
Strengths	Flexibility	Benefits	Wellbeing	Belonging	No data on positives from Tech industry employees.
	Security	Diversity	Innovation	Environment	
Threats	Long Hours	Stress	"Burnout"	Management	Compensation
	Training	Communication	Change Resistance	Post-COVID Workload Increase (No Comp.)	Advancement

Trends were identified if the sentiment appeared in multiple reviews. Strengths were based on positive reviews, Threats on negative. Reviews were selected by tone and detail.

Potential COMPANY Canada Differentiator

CONNECTION TO PURPOSE

DIVERSE NATURE OF THE WORK

Average Competitor Ranking
3.0















COMPANY employees have shared that consistent scheduling & transparent communication make them feel stable & secure at COMPANY.



SECTION 2: EVP THEMES & COMPETITIVE "WHITESPACE"

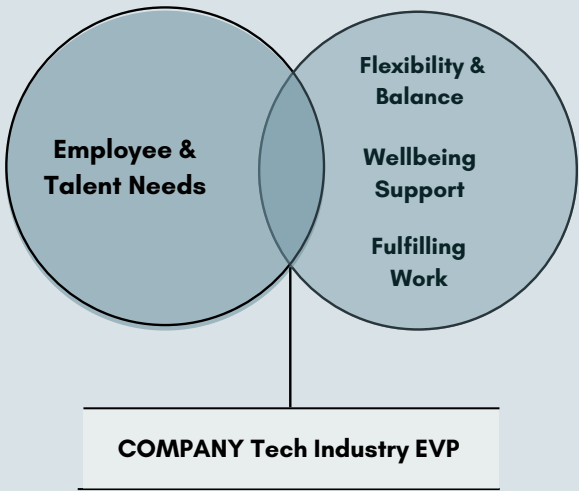
In this section: Exploration of career sites, review platforms (like Glassdoor, Indeed), social platforms, job descriptions and other available platforms and media informed a view to talent competitors' employee value propositions. Findings should inform COMPANY Tech Industry's employer brand positioning.

Summary of Key Findings Analysis of careers presence on external recruitment marketing platforms for talent competitors indicates there is very little differentiation or segmentation in talent-focused messaging. Competitor and Competitor focus on the broad, organizational employer brand, with little detail on the experience of Tech industry employees. Competitor has the strongest presence, with dedicated Tech career content on their career site and social platforms; they are also the only employer of this set that promotes flexibility and fulfilling work in a meaningful.

COMPETITOR	BENEFITS & EMPLOYEE SUPPORT	FLEXIBILITY	CAREER GROWTH	"THE WORK" / FULFILLMENT	INCLUSIVE CULTURE	EQUIPMENT/FACILITIES	EXAMPLE OF EMPLOYEE VALUE PROPOSITION
COMPANY CANADA							Our distribution and Tech industry teams are our heroes behind the scenes
COMPETITOR							Rewarding careers are built at Company.
COMPETITOR							This is where career goals and flexibility meet.
COMPETITOR							Choose a career that will keep you on the move.
COMPETITOR							Join our family.

COMPETITIVE "WHITESPACE" FOR COMPANY

Competitive Whitespace reveals strategic employer brand verticals where competitors are notably absent. The most impactful competitive whitespace is at the intersection of what talent wants and what your talent competitors **are not** talking about.



Flexibility & Balance - Tech talent want to understand how they will be enabled to gain autonomy and control over their scheduling. Few of your talent competitors are discussing it in a meaningful way.

Wellbeing Support - a new generation of Tech talent want to be recognized as skilled professionals with a wide range of passions and interests - including health and fitness. This is a major area of opportunity in employer brand messaging.

Fulfilling Work - driving is a profession well-suited to professionals who enjoy being on the move, travelling, forming relationships and facing new challenges. This is rarely promoted as a selling point in the work that employees do.

SECTION 4: LABOUR MARKET INSIGHTS

NATIONAL TRENDS & INSIGHTS

In this section: Data and research that highlight critical labour challenges across the industry. Perspectives from Tech industry employers indicate that the labour shortage has worsened since the onset of the pandemic, but resistance to changing employment process and policies poses a significant barrier to positive momentum.

Summary of Key Findings According to labour force reports, the pandemic has accelerated an already-critical labour shortage. Attracting and training new Tech talent remains the key challenge for Canadian Tech employers, across the country. Tech Industry and logistics companies are struggling to solve for a set of challenges including:

Vacancies

Long Recruitment Processes

Costly Training

High Turnover

EXAMINING THE LABOUR SHORTAGE

Research conducted in 2021 highlights the continuing critical need for Tech and logistics companies to recruit, train and retain Tech talents along with other key occupations.

7.4%

Projected 2023 Tech talent vacancy rate, the highest of any occupation in this sector.

75%

Employers say that labour shortages are their top concern.

33%

Employers report their retirement rates have increased since the onset of the pandemic.

40%

Employers anticipate recruitment will remain very challenging over the next two years.

INDUSTRY-WIDE CHALLENGES

Source: Tech HR Canada



Work-life balance is a critical driver of employer choice. This includes: predictable schedule and working conditions.



During the pandemic, employers favoured tenure over training, creating a gap in young people entering the industry.



Misleading, hurtful stereotypes contribute to a perception that Tech is short-term work, not a long-term career plan.

Provincial Differentiators

Ontario has the highest average base compensation at \$80,000. New Brunswick is reported as having the lowest Compensation. Saskatchewan reports the highest demand for Tech talents - they responded with a temporary foreign worker program to recruit long-haul Tech talents. Eleven provinces/territories have a nominee program for skilled workers in Tech industry. Atlantic Canada has an International Graduate Program, a High-Skilled Program and an Intermediate-Skilled Program to bring foreign workers into Canada who are seeking permanent residence.

SECTION 5: TALENT INSIGHTS

In this section: A perspective on how Tech talent is feeling, across the industry. The compilation below is designed to highlight key employees of choice for Tech talent, and present potential solutions to address concerns and challenges that are acting as barriers to solving the labour shortage.

Summary of Key Findings Insights collected from leading research, the government of Canada and Tech industry employee-generated content on review platforms indicates some clearly expressed expectations and gaps that are hindering the hiring, retention and engagement of Tech employees. The themes detailed below align to the perception that there is a stigma or stereotype attached to a career as a member of the gig economy. Employers (like COMPANY) can help bridge these gaps by investing in employee support around training, psychological Belonging and welcoming young people into the Tech workforce.

Learning & Growth

Tech talent is as invested in their career growth as any other talent segment. Training and opportunities for progression are critical for retention and attraction.

Government programs to help subsidize training for Tech talent can help attract new workers to the industry. Additionally, companies that offer ease-of-access to valuable training programs will be best positioned to up-skill and right-skill their current workforce, leading to long-term cost-savings on recruitment and trainings. Employers believe that standardizing training practices and intensifying the combination of in-depth training and hands-on experience lead to safer, happier employees.

Belonging

It's important to share experiences and stories from inside your organization that demonstrate a climate of physical as well as psychological Belonging.

In Tech and logistics, women are severely underrepresented; they account for only 3.7% of Tech talent employment. This is largely due to the belief that Tech is not a welcoming or safe environment. However, organizations that have succeeded in creating an environment of acceptance for employees of all backgrounds, experiences and genders are actively solving the labour shortage issue by creating new talent pools inside and outside the organization.

Young People

Young people are unaware of the breadth of experience and opportunities available through a career in Tech. A key part of your talent attraction strategy should be focused on compelling young people to explore jobs in Tech. A linchpin in solving the labour shortage and re-invigorating the Tech workforce is engaging the younger generation. Promoting the range of opportunities available in Tech industry (and how your company supports growth) provides valuable context on career paths. Creating a narrative around the nature of the work – the freedom, travel, relationships and diverse experiences – is a powerful way to attract young people.



AIMEE

Demographic: 25-55
Between 10-15 years of driving experience

This demographic represents most of COMPANY's Tech workforce. Candidates in this segment are looking for an organization that affords autonomy in key aspects of the employee experience, and a place where they feel seen and heard as a person and a professional – this means, transparent communication and clarity on key decisions. They are seeking an organization that has a strong reputation in their niche, and is known for belonging and fairness.

TOP CAREER PRIORITIES	SIGNIFICANT CAREER CHALLENGES
<p>Being fairly compensated for the work I do.</p> <p>The ability to own my schedule and balance my time.</p> <p>A clear path to accomplish my goals.</p> <p>Support from my leader to be my best.</p>	<p>Lack of control over scheduling.</p> <p>Overwhelming regulations (ie. speed, Belonging) that conflict with delivery schedules.</p> <p>Support for career advancement</p>
EMPLOYER BRAND IMPACT	EMPLOYEE PROGRAMS
<p>Focus employer brand content and creative on the nature of the work and being enabled to do your best. Landing pages on career site and branded profiles should feature stories of employees at a range of tenures who have built great careers at COMPANY. Focus on tangible employee experience strengths – like leader support, time off, balance and wellbeing. Ensure that all the messaging is consistent and readily available through multiple platforms.</p>	<p>Synchronize scheduling practices – facilitate best-practice sharing between yards to streamline a consistent approach to scheduling and time-off requests.</p> <p>One-on-One Leader Time – launch a program that provides every driver with 30 minutes of time with a senior leader. These can be skip-level discussions. Facilitates inter-level dialogue.</p>
TALENT ATTRACTION	
<p>Niche Job Boards & Google Jobs Try launching a presence on some of the more niche driver job boards as well as larger boards in Atlantic Canada. Pilot Google Jobs.</p> <p>TikTok Content Reach this demographic through short driver stories, career advice or day in the life videos that can be re-purposed.</p> <p>Enhanced Job Descriptions & Career Site content Provide more insight about the nature of the role, the company culture, etc.</p> <p>Realistic Job Previews</p>	

INSIGHTS FROM DELOITTE, TECH INDUSTRY

Cathy Gutierrez, Workforce Transformation Leader and Frances Symes, WorkforceTransformation Leader, Deloitte.

Industries that rely on hourly labor, including Tech, Digital & Data, soon realized that their old tactics for finding, recruiting, and hiring workers were falling short. It is clear that to win in today's talent ecosystem and attract crucial tech talent, hospitality and Tech industry companies must take a fresh approach to recruiting and hiring, with tactics like these:

Automation

Consider automating application submission and review, interview scheduling, and candidate follow-up, offers, and hiring. Fewer manual tasks mean faster overall time to offer, and more likelihood of hiring a great applicant before someone else does. What's your goal—hire in a day, an hour, a minute? Find out what will attract candidates, then identify the automation that can get your there.

Employer Brand

Another way to attract tech talent in a highly competitive job market is to make your organization their employer of choice. And to differentiate your company from the competition and attract interest from the best possible candidates, you need to put yourself in their shoes. Why should a candidate join your organization and not others? What inspires workers here to do well in their jobs? What makes your company unique? Spend time clearly defining the benefits of joining your organization—aka your employee value proposition (EVP).

Text-to-Apply

Place your keywords and phone numbers in job ads, then invite candidates to apply via the go-to communication platform of SMS. Quick, automated responses can kick off a streamlined, friendly experience for candidates while reducing time to hire.

Skills-Based Hiring

Skills-based hiring, by contrast, focuses on posting jobs to fill evolving skills gaps, and evaluating talent based on human-centered skills and behaviors. So what does a skills-based approach look like in practice? First, you must identify and be able to evaluate the skills required in each role. Then, introduce programs to bridge skills gaps. For instance, subsidies for licensing and accreditations for high-potential candidates.

16-1BE5-4A96-BB05-9D9CD112D52B",

",

0,0,0,0.000796,-1,0,0,1,0.000796,0,0,-0.5,0,1],

0D9EC5-D722-4812-8226-5F355EAC9B96",

9449D2-62D8-4884-AB8D-6F3F9D46DE1A"

This report was produced for COMPANY Tech Industry in 2022.

The strategic application of this report will be further explored in the next stages of this project: developing a recruitment marketing roadmap and a toolkit of employer brand resources to support ongoing talent attraction.