

EVP Research and Analysis Report



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EVP Overview & Summary



June – Aug 2022



Research Summary

DETAILS OF EVP STUDY



Participant Make Up

- 56 Female/42 Male from a range of diverse backgrounds, generations and views.
- The participants ranged from Level 3 to Level 10 employees in Junior, Mid, Management Roles.
- Across all business areas covering CoS, CI, CS, CP
- Tenures from 6 months to 15 years
- Total Participants: 98
- Time Period: Over 8 weeks

Interview Information

- **Interview Format:** 1-2-1 video interviews over 45min-1 hour
- **Interview Style:** Confidential, Informal
- **Data:** 85% Qualitative 15% Quantitative
- **Aim:** EVP Research – to define the essence of South Pole and the central reasons that motivate people to work here. To uncover transparent, honest, relevant and compelling information.



Countries:

United Kingdom
Colombia
France
Netherlands
Sweden
Germany
Brussels
Switzerland
India

Singapore
Indonesia
Australia
United States
Mexico
Spain

Key Topics Covered:

- Search and Attraction
- Touchpoints & Communications
- Hiring Process
- Onboarding
- Values and Culture
- Benefits and Compensation
- Career Progression
- Environment
- Diversity, Equity, Inclusion, Belonging

Executive Summary

A top-level overview of the EVP research findings

Executive summary

KEY FINDINGS FROM RESEARCH

SOUTHPOLES USP

WHAT MAKES YOU STAY AT SP?

- **PEOPLE** (95%),
- **PURPOSE** (79%)
- **FLEXIBILITY** (85%)

PURPOSE | MISSION →

We know that our vision to help create a greener world is both bold and challenging. To achieve it, we settle for nothing less than the absolute best. We form a Community that is stronger than the sum of its parts.

All for one, and one for all! Above all other things, what truly drives our dedication and commitment to our purpose is our colleagues. We learn from each other and grow together. Because that is who Penguins are.

PEOPLE | FLEXIBILITY →

We actively promote an innovative mindset at all levels of the organisation, where each and every employee is encouraged to challenge the status quo and empowered to make decisions.

WHAT MAKE SP UNIQUE?

- ← **PEOPLE** (91%)
- ← **PURPOSE** (84%)
- ← **MISSION** (65%)

← **PEOPLE | PURPOSE**

VALUE FACTORS

WHAT DO PEOPLE VALUE MOST ABOUT WORKING HERE?

- **IMPACT** (65%)
- **FLEXIBILITY** (94%)
- **WORKLIFE BALANCE** (97%)

WHAT VALUES ARE IMPORTANT TO YOU PERSONALLY?

- ← **INTEGRITY** (64%)
- ← **FAIRNESS** (72%)
- ← **HONESTY** (82%)

CAN YOU NAME OUR VALUES?

NO (100%)

→ **IMPACT**
SIMPLICITY
INNOVATION
INTEGRITY
RESPECT

GOOD NEWS: WHILE PEOPLE MAY NOT BE ABLE TO NAME OUR VALUES
– WE ARE ATTRACTING/RECRUITING/EMBEDDING VALUES THAT ALIGN
EMPLOYEE > COMPANY

CONGRATULATIONS: THE CANDIDATE AND EMPLOYEE MESSAGE ARE
ALIGNED IN THESE AREAS – WHAT PEOPLE READ EXTERNALLY ON THE
SITE UNDER USP, MATCHES ELEMENTS OF THE INTERNAL EXPERIENCE

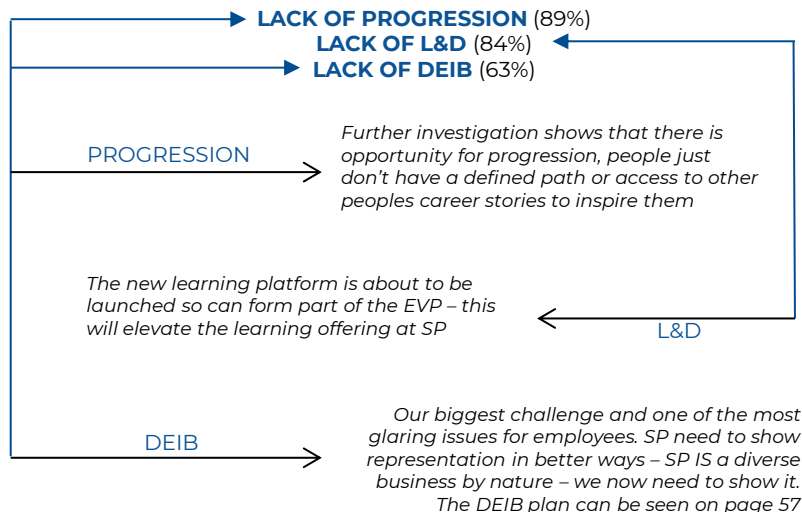
VALUES NOTE: ITS IMPORTANT TO DELIVER ON VALUES SO AVOID THE USE OF WORDS THAT CAN COME BACK AT YOU SUCH AS TRANSPARENCY, HONESTY AND TRUST – OTHER WORDS SUCH AS CONFIDENCE, ETHICAL OR CLARITY COULD BE USED WITHIN MESSAGING TO REFER TO THESE KINDS OF VALUES – DON'T USE FOR HEADLINES.

Executive summary

AREAS FOR IMPROVEMENT

LEVERS FOR LEAVING

I WOULD LEAVE TOMORROW BECAUSE..



GOOD NEWS: THE BUSINESS IS MOVING IN THE RIGHT DIRECTION WITH NEW INITIATIVES IN KEY AREAS BUT WE NEED TO IMPROVE THE WAY WE COMMUNICATE TO EMPLOYEES AND POTENTIAL TALENT.

REWARD AND RECOGNITION

HOW IMPORTANT IS IT TO YOU THAT YOUR SUCCESSES ARE RECOGNISED AND REWARDED?

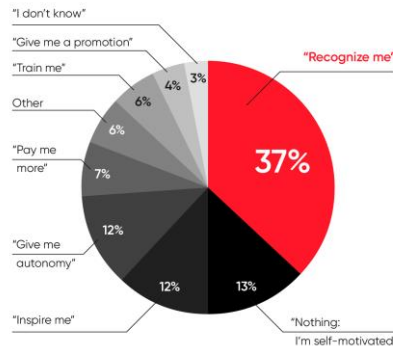
EXTREMELY (91%)

DO YOU FEEL THAT YOUR SUCCESSES ARE RECOGNISED AND REWARDED?

NO (31%)

GOOD NEWS: WHILE BENEFITS ARE A KEY ISSUE AT SOUTHPOLE – INCREASING INITIATIVES AROUND FEELING RECOGNISED/REWARDED – AN AREA THAT HAS BEEN HIGHLIGHTED HERE – CAN BE A WAY OF ENHANCING THAT OFFER WITHOUT HUGE INVESTMENT.

Most important drivers of great work



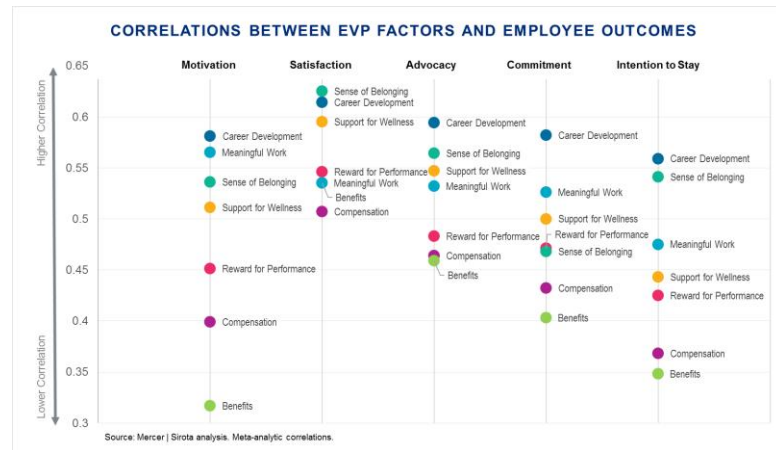
Source: O.C. Tanner

Recognition helps employees see that their company values them and their contributions to the success of their team and the company overall. This is particularly key when organizations grow or change. It helps employees build a sense of security in their value to the company, motivating them to continue great work

Executive summary

GLOBAL EVP DATA

A recent similar study in which Mercer analysed data from over five million employees working in 149 organizations and 172 countries. Meta-analytic correlations (see table on right) reveal 3 main findings. Like our findings, career development yielded the strongest correlations with most outcome measures. They also revealed (just like our study) results that suggest employees are more likely to be motivated to go above and beyond when they feel they are doing work that is personally meaningful – in the same way Penguins do. And finally, both a strong sense of belonging and support for wellness are highly correlated with employee commitment and intention to stay. All key factors that have been incorporated through the EVP pillars and messaging.



The pillars and approach are also built around the concept of 'humanizing the employee experience' – thriving employees are more likely to work for a company that understands their unique skills and interests. According to a recent Mercer study that focuses on HR in 2025, 56% of employees want curated learning to help evolve their skills (in line with this study) and 54% of employees said managing their work/life balance (in line with what Penguins also told us) is one of the top 5 things their company can do to help them thrive at work.

The great news is South Pole can offer all of these right now as a central part of their EVP offering without making any drastic changes – meaning we can position ourselves well and potentially hit the talent market running with the right Employer Brand message and communications.

Executive summary

A MULTI-GENERATIONAL EVP

APPEALING TO 5 GENERATIONS IN THE WORKPLACE

We know that South Pole now spans at least 4 of the 5 generations in the workplace and building this into the EVP is essential as we want to cater for the ever expanding age diverse workforce but also to ensure we are able to attract the experienced talent as South Pole grows further.

South Pole still has an average age of 33 which is lower than the global average of a company of its age and size at 38. However, it's vital that the messaging is multi generational as well as appealing to other diverse groups.

When devising these messages through the research we have had to consider 5 key questions:

- Connection and inclusion:** How do you keep everyone connected and ensure they feel included?
- Certainty and clarity:** What does the deal mean for the people involved?
- Sense of purpose:** How can you help the acquired population of employees see there's a place for them?
- Meaningful work and professional growth:** What new opportunities will your people get as a result of the deal?
- Care and trust:** How can you show your people that you care for their welfare and trust them?

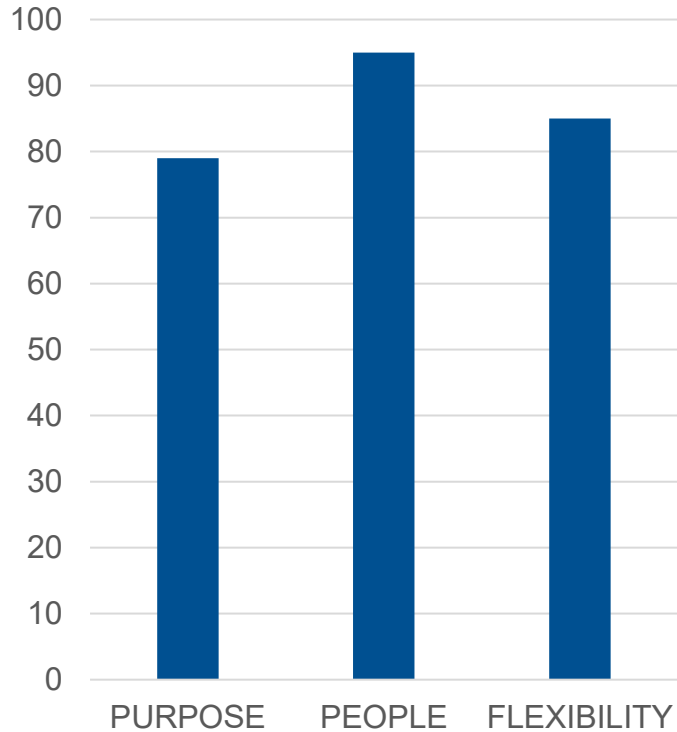


A lot of this comes down to how we communicate and engage our employees and we present our employer brand. Understanding the generational differences will help us improve employee engagement. But, also when people are going through the change that comes with a South Pole merger or acquisition, it's key we make communications as widely accessible as possible so that everyone is included and on the same page. The propositions pulled through as a result of the EVP pillars should help appeal to these cohorts (p43 – 53).

In Depth Research Findings

Key Motivators and Considerations for South Pole Employees

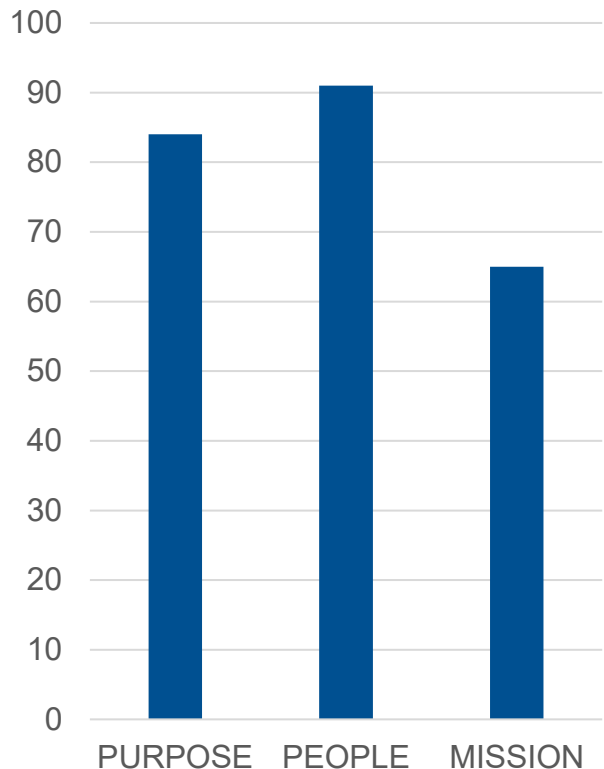
Key Motivators and considerations for employees



WHAT MAKES YOU STAY AT SOUTHPOLE –
WHY DO YOU LOVE IT?

- **Purpose:** 79% of all employees stated that purpose was one of the main reasons they love and therefore stay with South Pole. Employees feel personally connected to improving the world and being part of South Pole allows them to impact positive change in some small way – even if that is just by being part of the organisation. They truly believe South Pole is a force for good in the world.
- **People:** A resounding 95% stated that the people they work with play a major factor in why they stay at and love South Pole. The connection with people and the mission is strong, it ties into the purpose piece. Many feel they have formed strong bonds with the people they work with and love how they learn from them every day. They also feel hugely connected to their direct managers. These managers contribute hugely to the 'success glue' that keeps South Pole's Penguins motivated.
- **Flexibility:** 85% of employees used the word 'Flexibility' as a reason for staying at South Pole. They enjoy the trust and autonomy they get from their managers and they feel this gives them the 'space to succeed'. They also believe South Pole offer them strong work-life balance and the ability to work from home is a key motivator and driver for them. They do however also like the ability to work from the office when they want and to meet with their teams.

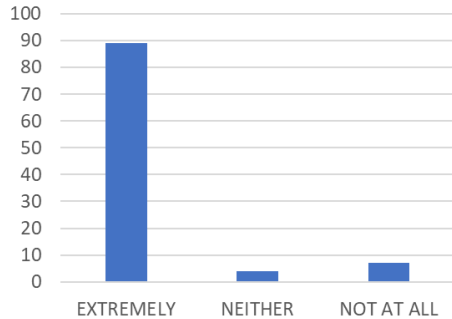
Key Motivators and considerations for employees



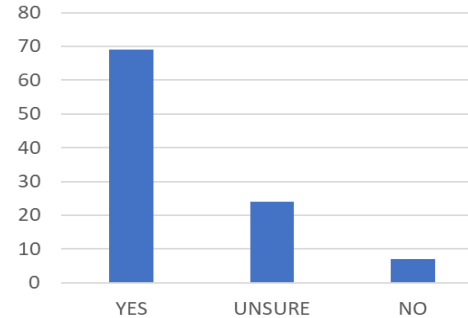
WHAT MAKES SOUTHPOLE UNIQUE OR
DIFFERENT TO OTHER COMPANIES YOU HAVE
WORKED FOR?

- **Purpose:** Once again 84% of people used the word 'purpose' when trying to describe or define the difference in South Pole. People feel the difference the organisation can potentially make aligns with their own values and they join and stay because they genuinely feel they can make an impact and create change.
- **People:** Again 91% stated 'People' as a factor that makes South Pole so unique. They believe the people are passionate about climate impact and change. But also they form bonds and friendships – they connect at South Pole through their joint sense of purpose. They also feel they can learn from people around them – learning and development was seen as a main contributing factor as to why people might leave South Pole so knowledge sharing will play a key part of the EVP.
- **Mission:** 65% of employees used the word 'Mission' when talking to me about what makes South Pole so unique. They resonate with the mission on a global level and feel that on a local level they can support in delivering that mission to a smarter society.

Key Motivators and considerations for employees



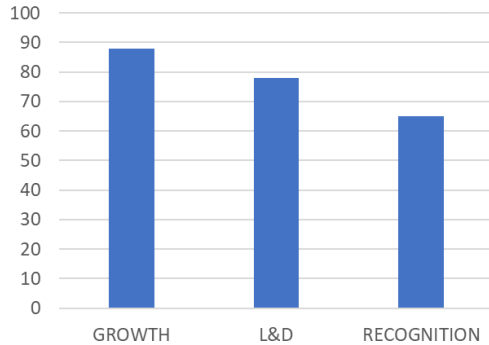
HOW IMPORTANT IS CAREER PROGRESSION TO YOU?



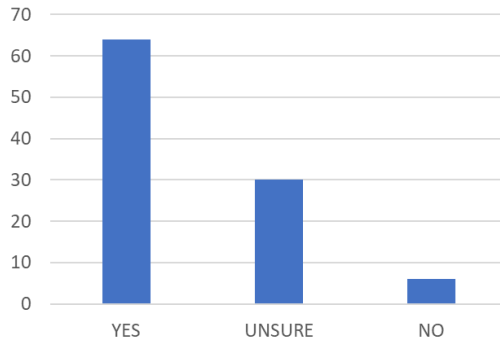
DO YOU FEEL SOUTHPOLE OFFER YOU THE OPPORTUNITY TO PROGRESS YOUR CAREER?

- **Career:** 89% of all participants stated that career progression was 'extremely important' to them. Across all groups the response was emphatic. This aligns when employees were asked the question 'What would make you leave tomorrow?', with the top response being lack of career progression.
- However, when asked if they felt South Pole could offer them the opportunity to progress, a lower majority responded Yes (69%) with 31% either feeling unsure as to whether the company could or feeling as though they couldn't offer this. The most common reasons when asked Why?, were given as '*a lack of representation in senior roles*', '*no clear career pathways*' and '*lack of ability to move across departments*'. Some also fear that progression might compromise work-life balance.

Key Motivators and considerations for employees



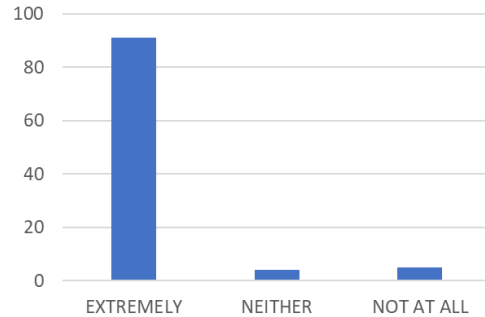
WHAT IS IMPORTANT TO YOU WHEN IT COMES TO YOUR CAREER CURRENTLY?



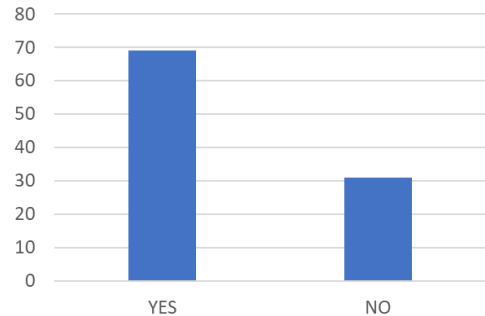
DO YOU THINK THIS IS SOMETHING SOUTHPOLE CAN OFFER?

- **Career Drivers:** Growth, Learning and Recognition were the top 3 key elements when it came to career drivers amongst employees at South Pole. Others that rated highly were Trust (44%) and Respect (39%).
- However, based on their personal career drivers, while the majority of people felt that South Pole could offer these drivers, 36% of people said unsure or no. Some respondents couldn't see a clear progression path for them and they felt the company lacked L&D modules to guide and support that career path.
- This raised a new driver – *Recognition*. Equitable recognition was something they felt South Pole lacked. Recognition was tangible to some in the form of stock, to others in the form of bonus and in the form of promotion. However, some felt they had never experienced recognition from a company wide perspective and they felt this was always aimed at the same groups.

Key Motivators and considerations for employees



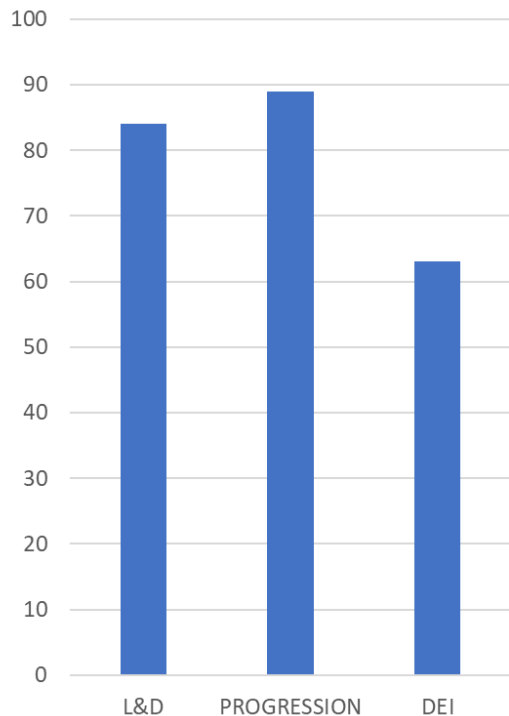
HOW IMPORTANT IS IT THAT YOU FEEL REWARDED AND RECOGNISED FOR YOUR SUCCESS?



DO YOU FEEL THAT YOUR SUCCESSES ARE REWARDED AND RECOGNISED IN THE BUSINESS?

- **Reward and Recognition:** It is very clear that reward and recognition are a key driver for employees at South Pole. 91% of the people I spoke with saw this as very important. Some viewed financial reward as important, while others felt that some form of recognition program or nomination process would be beneficial.
- While many people do feel rewarded and recognised, this tends to be as a result of their managers on a local level and the processes they put in place in order to ensure their teams feel recognised for their successes. When asked if they feel as though success is recognised as a company, then this does not rate as highly.

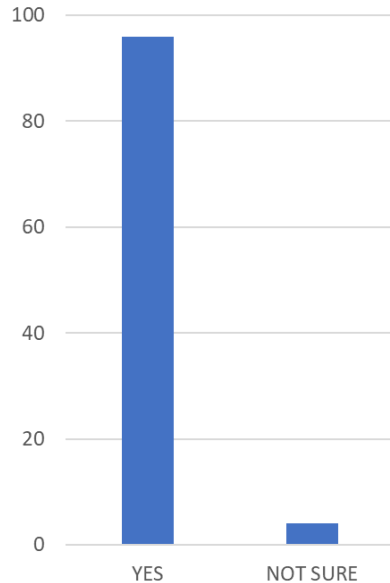
Key 'Levers for Leaving'



WHAT WOULD MAKE YOU LEAVE TOMORROW?

- **Learning and Development:** 84% of all employees stated that they would leave tomorrow if they felt that the company were unable to offer them the L&D needs in order to drive their progression and career in the right direction.
- **Progression:** 89% talked about lack of progression being a reason they would leave the organisation. They would start to look at other companies and opportunities if they thought South Pole was preventing their career progression.
- **DEI:** 63% of employees spoke about lack of diversity or representation being a reason as to why they would leave.
- *Note: The correlation between these results and the recent results from the HR Attrition findings clearly align and support each other.*

Key Motivators and considerations for employees



WOULD YOU RECOMMEND SOUTH
POLE TO OTHERS AS A PLACE TO
WORK?

- **Yes:** 96% of all participants responses Yes. The main reasons were for this were built around their personal experience and that great people and a sense of true purpose drove them to believe that South pole would be a great place for others to work in also.
- **No:** While only 4% said they were unsure or would not recommend the business to others, it's important not to discount this element. The main reasons in this area were given as 'lack of diversity as senior level', 'poor benefits' and 'low pay'
- Meaning we have great ambassadors that can be used to promote an external employer brand across their platforms, if they were given the tools to do so in the form of content, referral programs etc.

What we know so far

Update: The EVP Elements

So far we know, based on the key trends as a direct result of the employee conversations and data, that our EVP pillars should consist of or somehow incorporate the following. These are the motivators of our team and reflect what they seek to accomplish:

Pillars

- A true sense of shared purpose
- Aspiration to grow and progress
- Opportunity to grow
- Living the mission
- Great People and Team

Complimentary Factors

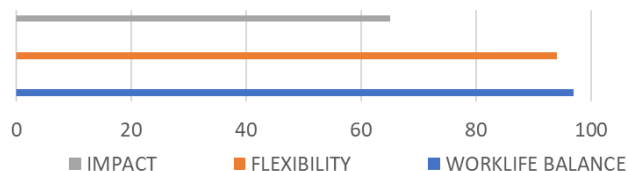
These are tangible factors and offers that should help support the pillars

- Flexibility

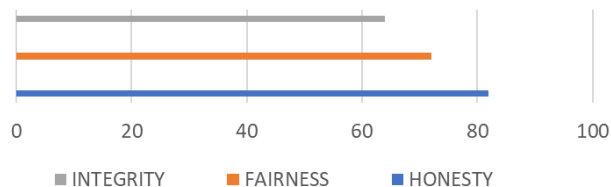
Statement Elements

- We connect people with our mission
- We learn from everyone every day
- We trust you and give you the space to succeed
- Passionate and committed to change in society

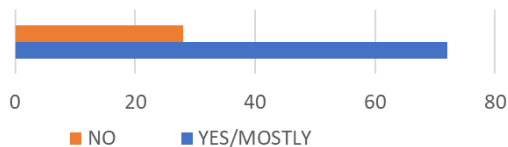
Personal and Professional Values



WHAT DO YOU VALUE MOST ABOUT WORKING HERE?



WHAT VALUES ARE IMPORTANT TO YOU AS A PERSON?

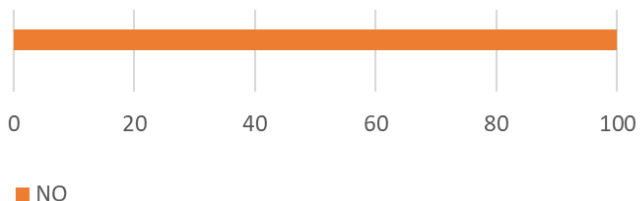


DO YOU EXPERIENCE THOSE VALUES AT SOUTHPOLE?

- The key drivers for employees around what they value most about working at South Pole saw Work-life Balance (97%), Flexibility (94%) and Impact (65%) come out on top. These are aligned with previous responses which means they form a key part of our EVP or USP as an employer. Its positive to see that Work-life balance, Impact and Flexibility are all part of the messaging we see in our careers pages and in some communications. This means that we are living up to our promise.
- Personal Values – While 100% of people were unable to relay our company values, it was promising to see that some of those aligned well with penguins personal values. Integrity was something that was mentioned across 64% of employees interviewed as a key value to them personally and is stated as 1 of the 5 values on the site.
- Unsurprisingly most people felt as though they experienced one or more of those values that were important to them personally at South Pole. However, 28% felt as though their personal values weren't experienced by them at South Pole.

Company Values

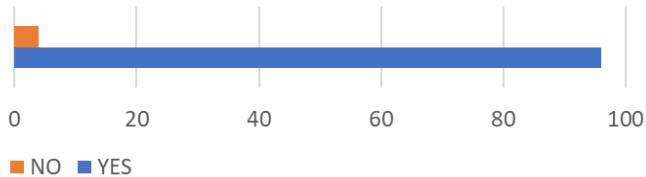
**IF I ASKED YOU TO NAME OUR COMPANY VALUES
– COULD YOU?**



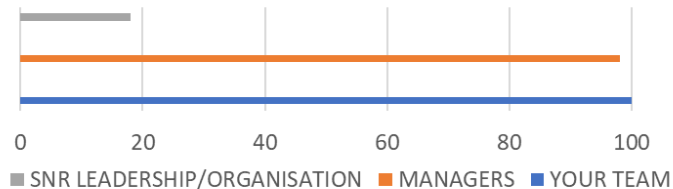
- Unfortunately out of all the people I spoke with, no one could recite our values, meaning that currently in the organisation they are not living as they should be.
- However, more positively, we found that employees with personal values aligned with some of those stated as company values in the career site. This could be put down to positive coincidence or that we have a strong recruitment team with the ability to match candidates with our values.
- However, it is important that values do align with employees and they are not created by someone for people just because they believe in them. It's clear the in the cases of Impact and Integrity, these are two values that our employees live and breathe.

Culture and Values

IS THERE A CULTURE OF TEAMWORK AT SOUTHPOLE?



DO YOU FEEL RESPECTED BY:



- 96% of employees were clear that they felt there was a culture of teamwork at South Pole.
- It is really apparent through these conversations that the business works in silos – across teams or location and driving these cultures are the managers – this is positive news in one respect. But as the business has grown it appears to have become more siloed and separated so a global or over arching culture is not in existence. If you work in one team, what you experience from a culture perspective is very different to one you might experience in another. Making cross communications and potential external marketing more complex.
- When you drill down the connectors further, where once people felt a connection to senior leadership, this has now changed and teams feel more connected to their managers.
- Again, this is great on a regional level but subcultures are now in place diverting penguins to connect with the bigger, global picture, meaning they feel connected locally but not globally. This has been confirmed by employees through the interview stages and a key contributing factor as to why people are less connected with the company values.

What we know so far

Update: The EVP Elements

We can now add further elements as a result of understanding values and culture

Pillars

- A true sense of shared purpose
- Aspiration to grow and progress
- Opportunity to grow
- Living the mission
- Great People and Team
- Teamwork and Individuality
- Making an Impact

Complimentary Factors

These are tangible factors and offers that should help support the pillars

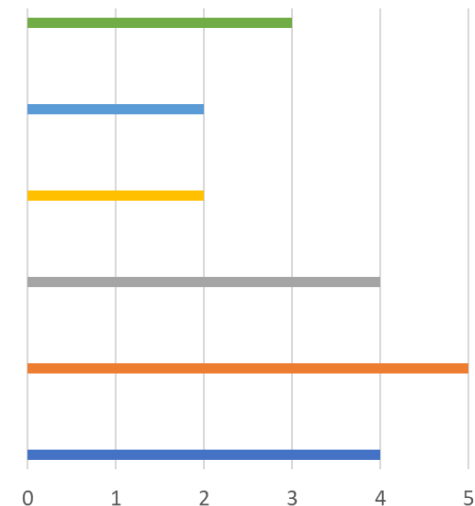
- Flexibility
- Work Life Balance
- Space to connect and succeed globally – our offices and flexible working approach

Statement Elements

- We connect people with our mission
- We learn from everyone every day
- We trust you and give you the space to succeed
- Passionate and committed to change in society
- We build teams that offer the best expertise from around the world, combined with deep, local knowledge

Benefits

Participants rated each option out of a possible score of 0-5 (0 = lowest | 5 = highest). Below are the averages:



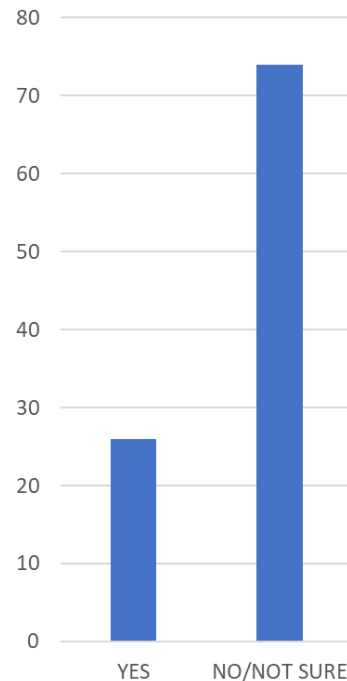
- LEARNING ALLOWANCE
- MENTAL HEALTH AND WELLBEING
- PENSION
- PAID TIME OFF
- FLEXIBLE WORKING
- ANNUAL/SICK LEAVE

Flexible working came out on top with every participant rating it a 5, this was followed by the Annual/Sick leave and any paid time off.

Pension and mental health did not score very well. However if you look at the results to the question on the right, you'll see that the data is skewed significantly due to a lack of awareness or knowledge in this area, meaning that a stronger internal communications strategy would help drive better understanding around benefits etc.

However, through other questions we were able to ascertain that our current benefits packages does not stand up well against competitors and that many employees see the current benefits packages in a negative light – this is more apparent in the EU and Mexico however than in other regions such as US and Indonesia – who enjoy the generous annual leave policy which is inline with the EU, who overall find the package more generous than what is offered in their regions.

Health and Medical Insurance (72%) and Gym Memberships (81%) came out on top as benefits they feel they would find most beneficial.



ARE YOU AWARE OF YOUR BENEFITS OFFERING AT SOUTHPOLE?

Flexible Working

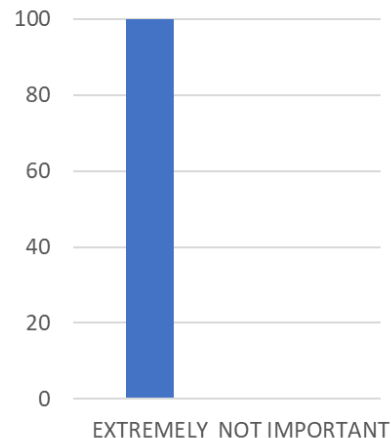
Flexible working is viewed as a top benefit for employees for South Pole. They feel it contributes to their ability to manage their stress levels better. Hybrid/Flexible/Work from home ranks 100% as extremely important when participants were asked the question, *'How important is flexible/hybrid/work from home options to you?'*

When asked if they feel as though they have a good work-life balance, the reaction was more mixed. While 63% responded Yes, 37% responded somewhat or no. They were also asked if they felt their managers understood the importance of work-life balance and this came back as a resounding Yes.

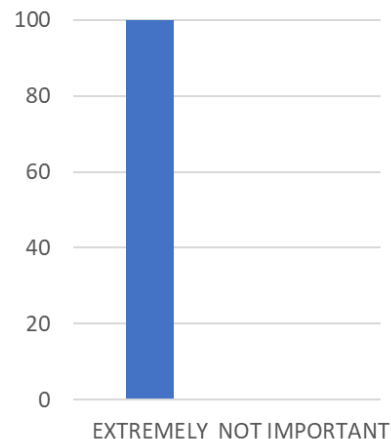
When we drill down further and ask the 37% why they didn't feel as though they had a good work life balance despite their managers promoting it, the respondents were overall united that the workload was so heavy that lack of people and time played a key factor in this.

However, when also asked if the level of stress in their role is manageable, 100% of people responded Yes. This would suggest that South Pole has a culture of commitment, but burn out is something that could drive people away despite the love for the cause.

Investment and promotion in wellbeing at work would show care for employees and a proactive commitment to managing workloads effectively.



How important is flexible/hybrid/work from home options to you?



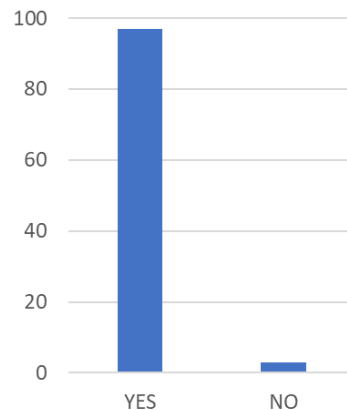
DEIB at South Pole

DEIB at South Pole – Local Level

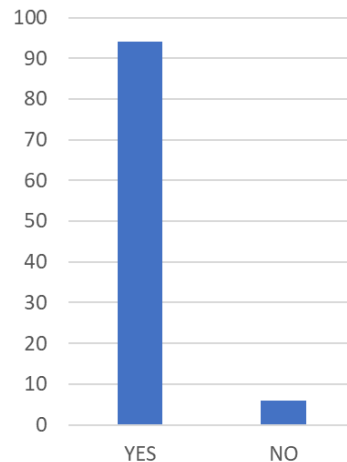
This is an area that did not score well at South Pole. While people felt a sense of representation generally on a local level (except UK), this differed when asked the question on a global and more senior level.

The good news is that overall on a local level, when asked the question if they recognised others like themselves in the workplace 97% responded Yes. Then when asked if they felt as though they worked in a safe environment where they were able to bring their whole selves to work, again a high level at 94% said Yes. When I asked the 6% Why they didn't feel as though they couldn't bring their whole selves to work, it was mainly because they were quite new and nothing had been communicated in this area, suggesting they needed more support on a local level to promote DEIB to new starters.

The picture changes when we start to ask global questions.



Do you recognise others like you in the workplace?



Do you feel like you work in a safe environment where you are able to bring your whole self to work?

DEIB at South Pole

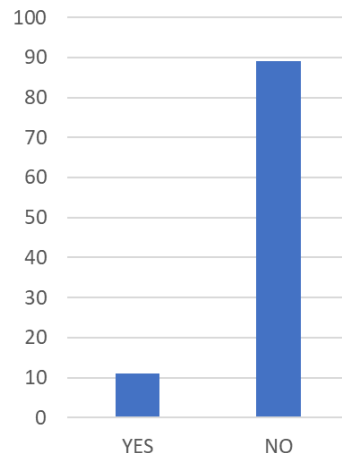
DEIB at South Pole – Global/Head Office Level

When asked if they felt Senior Leaders were prepared and ready to manage diverse work groups, 89% responded No, the 11% who responded Yes were more senior or had lengthy tenure at South Pole.

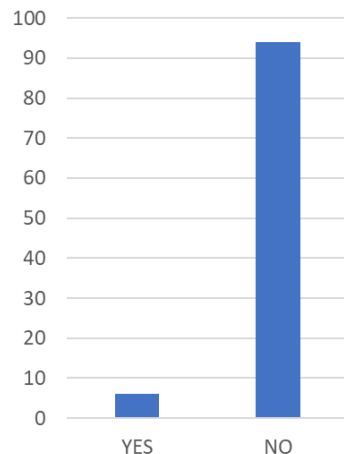
When I asked Why do you think this is? General responses included that they could see no evidence and that they had witnessed people from under represented backgrounds leaving for this reason. When asked if they felt if this organisation demonstrated a strong commitment of meeting the needs with employees with disabilities, 98% responded NO. A further 72% said NO when faced with the statement; *At this organisation, there are career development opportunities for everyone regardless of differences.*

When asked the question: *I can see and feel representation at a Senior Level and therefore feel I can succeed at South Pole*, the majority response came through as No, again when asked Why? They view South Pole as EU centric, in particular as 'Swiss white male dominated'.

When we drill down further and I asked about the recent statement of new female board members, the majority of people see this as a good thing but some perceived it as a 'box ticking exercise'. When I asked some how we could improve further, responses included needing to see under represented groups growing through the business as emerging leaders so they could emulate and follow their stories.



I believe Senior Leadership are well prepared and ready to manage a diverse workforce



I can see and feel representation at a Senior Level and therefore feel I can succeed at South Pole

DEIB at South Pole

OVERVIEW

I asked all members of the DEIB teams across the globe to complete a simple spreadsheet covering current activity and answer 3 simple questions:

1. Do you have any risks or concerns that you feel may prevent you from achieving any plan that is implemented?
2. Are there any topics of concern or particular urgency you feel need to be addressed quickly in your region?
3. What is this based on?

FEEDBACK

Themes and responses from QUESTION 1:

- Your lack of time
- A lack of resources
- No allocated budget
- No clear strategy
- Apathy from senior and key stakeholders

Themes and responses from QUESTION 2:

- Racial Bias –lack of focus in this area vs gender.
- Representation at every level
- Not opening our doors actively to different educational levels. People with disabilities.
- Financial Health.
- Dedicated HR in every region.

Themes and responses from QUESTION 3:

- Employees who feel disappointed and dismayed at the lack of progress and action within DEIB
- Ex Employees experiences – witnessing people leave based on lack of action
- Surveys and data performed by South Pole

What we know so far

Update: The EVP Elements

We can now add further elements as a result of understanding values and culture

Pillars

- A true sense of shared purpose
- Aspiration to grow and progress
- Opportunity to grow
- Living the mission
- Great People and Team
- Teamwork and Individuality
- Making an Impact

Complimentary Factors

These are tangible factors and offers that should help support the pillars

- Flexibility
- Work Life Balance
- Space to connect and succeed globally – our offices and flexible working approach
- Work from Anywhere

Statement Elements

- We connect people with our mission
- We learn from everyone every day
- We trust you and give you the space to succeed
- Passionate and committed to change in society
- We build teams that offer the best expertise from around the world, combined with deep, local knowledge
- Difference is powerful, Be yourself. We like it that way.

What we know:

Purpose, mission and Impact are all things that motivate employees at South Pole and what aligns them to the organisation.

There is a real sense of comradery amongst our people – it is an environment of true grit and determination, our employees truly love each other and feed off each others knowledge and experience.

Flexibility and Autonomy are real motivators and drivers as to why our people stay at the organisation versus another.

Our benefits are not world class and do not define us as being an employer with unique financial selling points in this area, but we can dial up certain areas to use to our advantage.

We are not there with DEIB yet, but we are striving to get there. We need to be truthful and transparent to our employees as they know and live the truth around this. Use this to our advantage and promote the journey we are on and the commitment we put behind succeeding in this journey.

Our career progression and paths need to be simpler and clearer for employees to follow and succeed, they should not differ depending on level, location or manager. But promoting the opportunity to grow is great and people can recognise these opportunities at South Pole.

Evaluation and Recommendations

Next Steps and Timelines

The 'Penguin' ideology is Central to the Employee Experience

- The team and their managers are the day-to-day influence that affects our penguins experience, potential growth and job satisfaction – these are seen as some of main reasons employees remain loyal and passionate to their role at South Pole.
- Being a 'Penguin' is the global connector that links South Pole employees – this is central to the global experience.
- Mid level managers are creating 'sub cultures' on regional levels to ensure their teams experience a 'Localised South Pole' – this is a great thing – without these sub cultures we may lose more people. BUT this is adding additional pressure and time to the managers AND adversely affecting the global employee experience and employer brand and therefore eliminating that sense of connected belonging.
- People feel connected to their team and office but now feel disconnected to overarching South Poles values, culture and systems. No-one can name the values as they don't experience them all – this is due to the subcultures being created.
- Many people don't experience a global team feel and when they do explore away from their own team and region it starts to open up inequalities and a feeling of lack of inclusion and belonging.
- South Pole needs to act in a franchise way of working. What I experience in Zurich should be the same as what I experience in Jakarta or India – right now this is not the case.
- Having better equipment or resources in one location as oppose to another only adds to the feeling of inequity.
- Penguins in some regions experience inequity through centralised business choices. Employees in some regions being told they should do certain projects as its 'cheaper to do it there' – this only adds to the disconnect of values and global experience. It also devalues their feeling as an employee – less about merit – more about finance.

The 'Penguin' ideology is Central to the Employee Experience

- As companies grow at hyper speed such as South Pole, it's natural for employees to feel less connected to Senior Leadership and C Level – but because of the lack of a global employee experience – employees are feeling this much more.
- It's time to be 'careful what we communicate internally'. Again South Pole's hyper growth means that over communicating can be as detrimental as a lack of communication. What was easy to say, do and be open and frank about before at senior level is no longer so easy or acceptable. Communication filtration processes need to be put in place to ensure global comms are DEIB friendly and that it is acceptable across all cultures.
- Part of the EVP will be about reconnecting Senior Leaders with local employees and experiences. Senior leadership must be open to the idea that they can learn from everyone across the organisation – particularly when it comes to opportunity, mobility and inclusion. They should be willing to take part in educational activities that will enhance their understanding of their people better.
- EVP's MUST be transparent and honest. The best way to showcase EVP is through the experience of employees who have achieved the EVP – these people will play a central part in communications.
- South Pole's successful and calculated growth to date, as well as its current size and future growth are a defining and differentiating factor in attracting employees.
- Seen as established enough to have proven itself and its presence in the market, yet still on a growth journey ensures it has both stability and opportunity. Being part of that growth journey was mentioned by many respondents as a key factor in their job choice.
- The benefit is cyclical - being part of a growing company not only improves individual professional expertise but ensures the work they do contributes to market expansion. This includes the 'double bottom line' of helping people across the region build their businesses and empower themselves economically.

The 'Penguin' ideology is Central to the Employee Experience

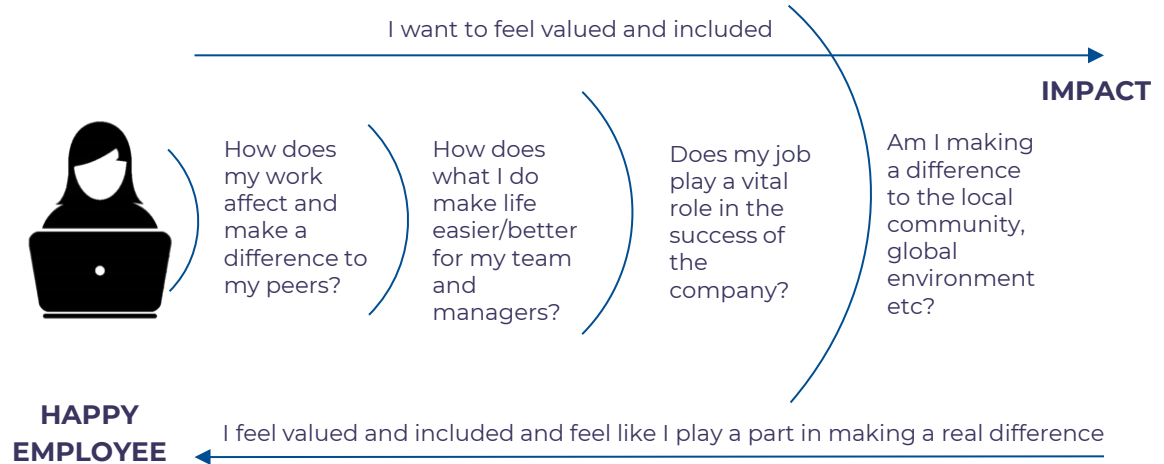
- The lack of representation with the ExCo and Senior level is proving to be a theme throughout many employees experience. However, rushing to assign to tick boxes won't help or solve the problem.
- A key part of the employee experience will be built around Emerging Leaders and tell their career stories and journeys and their struggles. Showing peoples journeys will also allow others to see that it is possible to achieve career success at South Pole. It also validates the EVP message to employees.
- Reconnecting with Senior Leaders through mutual mentoring programs that will allows leaders to 'step into the shoes' of their diverse workforce to give them an understanding as to what its like for a 'young girl in Indonesia' or a 'gay man in Russia' and how by understanding and empathising will give them the opportunity to guide and develop themselves and their people in a more effective way.
- A focus on being better at socio economic attraction. Climate change and impact is an area that is important to all young people regardless of their education and background. Less focus in certain regions on which university people come from as a reason to hire.
- Series focusing on highlighting leaders stories to reconnect them to their employees and by showing their journey will enable others to feel inspired and hopeful.
- More focus on community and social impact as a result of the work at South Pole.
- Content and focus around this will be key to employees understanding the impact their job – no matter how small – is making on the bigger picture – how communities are benefitting as a direct result of their role whether they be an office manager, an L&C assistant or HRBP. This will connect them directly to South Pole.

The equation to success - Value + Inclusion = IMPACT

Some of our people and particularly tech cohorts have a tendency to work on their own for a lot of their day, couple this with remote working and you have a problem of motivating and making people feel included.

Value + Inclusion = IMPACT

If you don't make the employee feel their true value at every level, then you risk losing them. If you don't communicate it during the talent journey then you also risk alienating them. Value and Inclusion are a key part of the EVP offering.



Often companies think that their overarching mission, whether it be environmental, societal or sustainable is enough to attract, and while its hugely important, candidates also want to understand 'WIIFM' (What's In It For Me) and especially tech and digital talent wants to understand how their work creates value and impact.

The impact on an employees sense of belonging and inclusion is huge to an organisation as a result of this approach. Retention, attrition, inclusion, belonging and bottom line/profit are all impacted positively.

The foundations are set – the opportunity is to keep building

- The Penguin is strongly embedded across the organisation and forms a central part for the ways of working, interactions and overall life at South Pole.
- As the workforce has grown, the culture has changed and grown with it. Updating the employee values to ones that align with their way of thinking will make them feel more connected.
- Redefining what it means to be a 'Penguin' will also be key. No matter what team or location you work in, everyone is a Penguin – this works now. But we need to be more clear about the attributes and make up of our penguins so when people read about them – they see a little bit of themselves in it.
- The values need to be updated so employees feel connected as they don't truly resonate and 100% of people I spoke with could not name any. 5 are too many for employees to remember so this should be cut down to 4. Impact was the one factor that aligned with peoples personal values and a key reason why people join South Pole so this would stay as number 1. The other 3 are more truthful, resonant and honest. Stay away from words like TRUST, TRANSPARENCY and HONESTY when building values – they can be broken very easily and are too open for criticism.
- There is a real opportunity to further leverage benefits of working at South Pole and aligning them with every day life including those that employees really feel and appreciate right now and where they cant get so easily elsewhere; work/life balance, care for well being and flexible working etc – these are more than just lip service at South Pole.

Develop the tech and digital offering

- There is an opportunity to leverage South Poles technological capabilities into a wider story around it's growth and development and, crucially, the companies ability to create impact for employees and customers.
- Technology offers employees an opportunity to be creative, to learn and grow as well as create impact in a real human way for customers and partners.
- South Pole's engineering principles need to be developed into a source of pride - there is an opportunity to share and showcase the tech teams standards through blogs, forums, seminars, conferences and being present on global and regional technology stages.
- Real-world South Pole employee and customer stories showcase South Poles technology and digitalisation in a way that displays the solutions the tech team delivers rather than just being another tech for tech's sake offering.
- Building a presence in the industry as thought leaders and influencers, even for non-tech candidates, develops a long-term engagement with talent. This is important for both experienced and graduate hiring.
- Developing new programs and campaigns around Women In Tech will also allow us to tell more stories around inclusion to our employees and attract even more females into our tech teams.

EVP Elements

Proposition, Narrative, Pillars, Theme and Early Stage Concepts
6 Month Activation Plan and Timelines

The EVP Elements

Pillars

- A true sense of shared purpose
- Aspiration to grow and progress
- Opportunity to grow
- Living the mission
- Great People and Team
- Teamwork and Individuality
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Complimentary Factors

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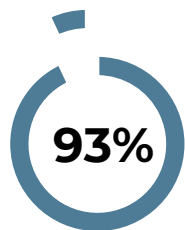
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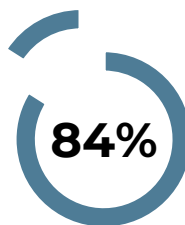
Hiring/Recruitment Experience

Findings and Analysis

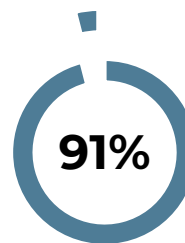
HIRING: SEARCH AND ATTRACTION



Were **ACTIVELY** looking for a new role at the time of their job search*



Were considering **2 or more companies** at the time of their 1st interview



Had **no** knowledge of South Pole prior to applying for a role

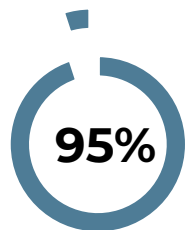
MISSION SALARY STIMULATING
CULTURE BENEFITS PURPOSE
WORK/LIFE BALANCE MENTAL HEALTH
criteria when considering a new role

CONFUSING GOOD BRANDS GLOBAL IMPACT
SUSTAINABILITY **EXCITING VISION**
CULTURE INTERESTING PROJECTS
Perceptions prior to applying to South Pole

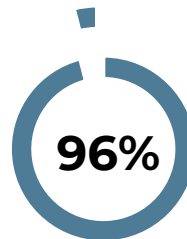
HYPER GROWTH MAKE A DIFFERENCE
EXCITING IMPACT CULTURE
SUSTAINABILITY THE ROLE
what stood out about South Pole

* Remaining stated they were approached by South Pole or had found information that generated interest that led them to apply.

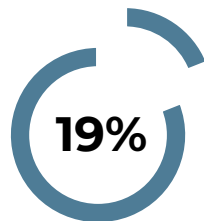
HIRING TOUCHPOINTS



Found their new role via
LinkedIn



chose **Instagram** as the
channel they engage on
via social media



Actively follow or interact
with South Pole on
Instagram

INSTAGRAM **LINKEDIN**
WEBSITE JOB AD
RECRUITER EMPLOYEES REFERRAL

*How did you learn more about South Pole
online?*

CONFUSING REALLY GOOD OUT OF DATE
FUNCTIONAL OK LIST OF JOBS
LACKED INFORMATION DIFFICULT TO NAVIGATE

First impression of Careers Site

BLOG INFOGRAPHICS
VIDEO PODCAST SHORT BURST
ARTICLES CASE STUDIES

content that appeals

HIRING: COMMUNICATIONS AND TOUCHPOINTS

WHAT WERE YOUR FIRST IMPRESSIONS OF THE SOUTHPOLE CAREERS SITE?

While many felt the overall site offered information about the business, the career site was seen as job listings and a way to apply – more of an application vehicle.

It lacked information from an employees point of view about what it's like to work at South Pole.

No information on the benefits at working at South Pole – even basic information around offices, DEI policy, interview tips etc.

Lack of video or immersive content.

HIRING PROCESS

37% said based on their experience, the process took almost 3 months from application to offer

29% said based on their experience, they felt that interviews lacked structure and they were asked to repeat a lot of information at different stages

89% said based on their experience, the offer was dictated and non negotiable

92% said they accepted the role based on their positive experience with the recruitment process

22% said they ignored an initial LinkedIn outreach as it felt generic*

3x was the average number of interviews in the process

* In 3 of the cases, the linkedin out reach failed to use the correct name.

HIRING: SUMMARY

- Overall the response to the hiring and interview process was a positive one, with many participants stating that their experience was one of the main deciding factors as to making the decision to join.
- Things to note are when sending our LinkedIn messages, make sure they are not over generic and as tailored as they possibly can be This has been highlighted as a potential red flag in this area.
- Some employees experienced long waiting lags between applying and being contacted by a recruiter, in some cases this was up to 3 months. This can obviously affect the employer brand and candidate journey negatively so where possible some improvements on time could be made.
- The career site needs to reflect the organisation and offering better with more video content and access to more resources – there is a lack of ‘employer branding’ content or talent information on the site currently.
- Overall, the recruitment process was seen as massively improved by employees and they felt that, in the majority of cases, their experience with the recruiter and the interview process was a positive one.
- Recruitment fully understand the business and its values and while our employees may not be able to name our values, it’s clear that recruitment are matching candidates personal values and aligning them with the business values – this will support positive retention.

Competitor Analysis

Candidate/Application Journey Analysis

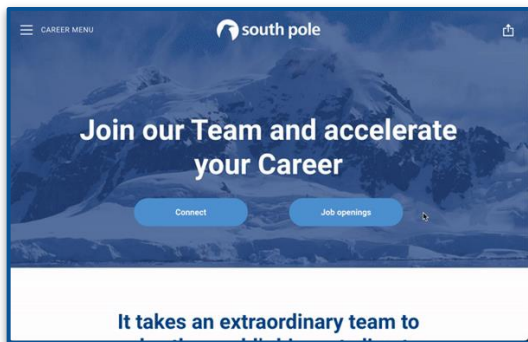
Findings and Analysis

Employer Competitor Candidate and Application Journey Analysis



South Pole

<https://careers.southpole.com/>



MEDIA

ONLINE REVIEWS:

Glassdoor: 4.0 (3 reviews)

Indeed: 4.0 (54 reviews)

SOCIAL MEDIA PLATFORMS

YouTube: webinars / business related (active)

Facebook: articles (active)

Twitter: articles (active)

Instagram: business related (active)

LinkedIn: job postings / articles (active)

APPLICATION JOURNEY

CAREER LANDING PAGE

- ✓ Dedicated career site
- ✓ 50 - 100 live vacancies
- ✗ Primarily stock photos
- ✓ CEO Message video (high quality)
- ✓ Job postings immediately visible

EMPLOYER MESSAGE:

It takes an extraordinary team to solve the world's biggest climate problems. Are you up for the challenge?

EMPLOYEE OFFER

South Pole does not just offer people a job, we offer you a career. By joining our team, you will find a strong purpose and deep meaning in everything you do. You will have the chance to make a real difference for the planet, working alongside a passionate team of like-minded colleagues, while building your knowledge/skills and developing your career in a fun, dynamic, international and fast-growing organisation.

KEYWORDS:

Environment, Impact, Difference, Community

Missing: Diversity, Inclusion

CLEARLY MISSING:

Any mention of benefits

Any mention of DEI initiatives

Any mention of salaries

APPLICATION PROCESS:

Easy, one click to open up application age, no sign up needed

Job description somewhat in line with EVP.

Overall, a very easy and pleasant navigating the career page and application process – the application process and job search function are its key USP.

However, it is a little difficult to get a good feel of what it is like working at South Pole and lacks any focus around Employer Brand and the Employee Journeys (only one video, no employee testimonials, stock images). From a candidate perspective, there are no indications of any salaries / benefits or DEI initiatives. Will benefit from adding more personality and clarity of TOV to the page

APAC Competitors



Environmental Resources Management

Sustainability consultancy

"They offer similar services, they are present in more countries than us in APAC and have been around way longer"



Ernst and Young Global Limited

Professional services consultancy

"Big 4 consulting firm with a strong sustainability arm"

The logo for Energetics features the text 'ENERGET1°C5' in a white, bold, sans-serif font, set against a dark blue rectangular background.

ENERGET1°C5

Energetics

Sustainability consultancy

"Mostly in Australia, similar mid size as us locally."

- Julie Andreolli, Regional Recruitment Specialist - APAC

ERM

(Sustainability consultancy)
<https://www.erm.com/careers/>



MEDIA

ONLINE REVIEWS:

Glassdoor: 3.7 (107 reviews)
Indeed: 3.2 (1200 reviews)

SOCIAL MEDIA PLATFORMS

[LinkedIn](#): articles, job postings (active)
[Facebook](#): articles (inactive)
[Twitter](#): (inactive)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X No dedicated career site
- ✓ 100+ live vacancies
- ✓ Original employee images
- X No Videos
- X Job postings immediately visible

EMPLOYER MESSAGE:

ERM is fundamentally a people-centered business.

EMPLOYEE OFFER

ERM employees have the opportunity to reach their full potential and enjoy a long and rewarding career with the company. We invest in the future of our people through a focus on learning and development. ERM provides opportunities for ongoing learning across a variety of subject areas related to technical, business and personal growth.

KEYWORDS:

Sustainability, Community, Future,
Diversity, Inclusion

DEI INITIATIVES (Overall diversity focus)

- Employee-run DEI strategy group
- Awareness training
- Bias training
- Employee Resource Groups

APPLICATION PROCESS:

- Separate links for target groups: partners, graduates, temporary assignments
- *Slightly difficult*: Redirects you to Workday page (easy to filter through jobs), requires sign in, several clicks

CLEARLY MISSING:

- No mention of benefits / salary
- No videos

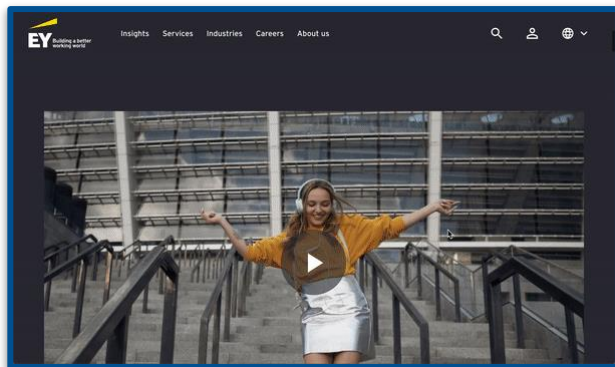
It is easy to gain an understanding of what working at ERM looks like by their career page. They clearly state their employee offer, their values, have a page to read through employee profiles, and have a strong DEI package (compared to several others).

However, there are no mentions of benefits or salaries and their application process is a bit tedious. There could be more variation in media (videos) and more activity on their social media.



Professional services consultancy

https://www.ey.com/en_gl/careers



SOCIAL MEDIA

ONLINE REVIEWS:

Glassdoor: 3.9 (60,000 reviews)

Indeed: 4.0 (8371 reviews)

SOCIAL MEDIA PLATFORMS

YouTube: webinars / business related (active)

Facebook: articles (last post within 3 months)

Twitter: articles (last post within 3 months)

Instagram: business related (active)

LinkedIn: job postings / articles (active)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X No dedicated career site
- ✓ 100+ live vacancies
- ✓ Primarily stock photos(?)
- ✓ Employee culture video
- X Job postings immediately visible

EMPLOYER MESSAGE:

The exceptional EY experience. It's yours to build.

EMPLOYEE OFFER

A better working world starts with the people at EY who are building it every day. Imagine having the freedom to customize the career you envision, in a place where an inclusive, supportive culture opens doors to rich experiences and opportunities.

KEYWORDS:

Impact, inclusion, diversity
Missing: Sustainability, environment, inspiration, difference, future, innovation

BENEFITS:

Life insurance, mental health services, flexiworking, annual paid leave, parental leave, volunteering days, tickets for cultural events

DEI INITIATIVES:

Internal employee groups
Gender/sex, LGBT+ mentioned

APPLICATION PROCESS:

Easy, one click to open up application page, no sign up needed

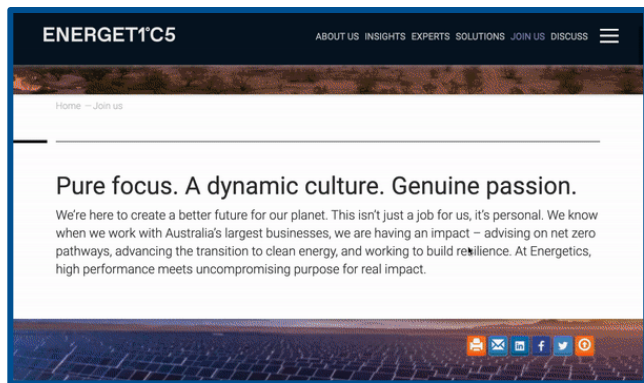
The career page is very rich and full of various resources that help you gain a better image of what working at EY is like. There are also separate links for target groups (experienced professionals, entry level). The application process is clearly spelled out, and you can send in your details to join their career network even if you don't apply for a job.

However, there could still be significant effort put forward to highlight more DEI initiatives and diversity in the organisation.

Energetics

Professional services consultancy

<https://www.energetics.com.au/join-us>



MEDIA

ONLINE REVIEWS:

Glassdoor: 3.7 (1200 reviews)

Indeed: 3.2 (107 reviews)

SOCIAL MEDIA PLATFORMS

[Twitter](#): articles (inactive)

[LinkedIn](#): job postings / articles (active)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X Dedicated career site
- ✓ 100+ live vacancies
- X Primarily stock photos
- X No videos on page
- X Job postings immediately visible

EMPLOYER MESSAGE:

Pure focus. A dynamic culture. Genuine passion.

EMPLOYEE OFFER

Inherent to working at Energetics is the ability to personalise your work arrangements. This means you can work flexible hours, part or full time, in the office some days or remotely. We have always given our people the option to work with their team leader to design the working arrangement that supports their personal commitments, balanced against the need for in person collaboration. If you are passionate about volunteering, we will work with you to make that happen.

KEYWORDS:

Sustainability, environment, community, impact, difference

Missing: Diversity, Inclusion

BENEFITS:

Medical, flexiworking

CLEARLY MISSING:

- DEI policy link not working
- No salaries

APPLICATION PROCESS:

Average difficulty - links to an external website, several clicks, must sign up

Very clear understanding of the organisational culture and the employee offer. However, it feels a bit impersonal - there are no images of employees, and the link to the DEI policy is broken. The application process leads you to an external website, requires you to sign up and is overall a bit tedious.

Comparison of career pages

	Employees (LinkedIn)	Career site	Vacancies	Image	Video	Keywords	Application ease	Benefits	DEI Initiatives	Average review
	885	Yes	50-100	Stock	CEO Message	Environment Impact Difference Community	Easy	Unclear	Unclear	4.0 (57)
	7312	No	100+	Original	None	Sustainability Community Future Diversity Inclusion	Difficult	Unclear	Employee-led Internal groups Manager training Employee training	3.45 (1.3k)
	353k	No	100+	Original	Employee testimonials, Culture	Impact Inclusion Diversity	Average	Life insurance, Mental health, Flexiworking, Annual leave, Parental leave Volunteer days	Internal groups	3.95 (68k)
	5822	No	100+	Stock	None	Sustainability Community	Hard	Medical Flexiworking	Unclear	3.45 (1.2k)



Climate Partner

Sustainability consultancy

“Mainly on the Project Development side. They seem to pay more than us in Germany for example”



The Carbon Trust

Sustainability consultancy

“Again mainly Projects and government advisory. This is a global organisation”



EcoAct

Sustainability consultancy and project developer

“Is a Project Developer and Consultancy - similar offering to SP”

- Becky Davidson, South Pole Recruitment Business Partner

Climate Partner

(Sustainability consultancy)

<https://www.climatepartner.com/en/career>



MEDIA

ONLINE REVIEWS:

Glassdoor: 4.5 (8 reviews)

SOCIAL MEDIA PLATFORMS

[LinkedIn](#): articles, job postings (active)

[Instagram](#): articles (active)

[Facebook](#): articles (active)

[Twitter](#): (inactive)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X No dedicated career site
- ✓ 20-50 live vacancies
- ✓ Original and stock images
- X No videos on page
- ✓ Job postings immediately visible

EMPLOYER MESSAGE:

Take bold climate action today with your career.

EMPLOYEE OFFER

You'll receive a permanent position, company pension, and a workspace in a modern and centrally located office with good transport links. There's coffee, tea, and fresh fruit, sports programs at reduced costs, and recurring team events.

KEYWORDS:

Impact, environment, sustainability

Missing: *Diversity, inclusion*

CLEARLY MISSING:

- No mention of DEI initiatives
- No mention of benefits / salary
- No videos

APPLICATION PROCESS:

- Easy, one click, upload immediately onto page

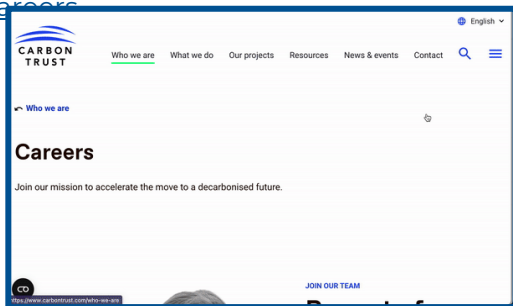
The careers page gives a clear image of the purpose of the company (sustainability) and their employee offering and culture (images and articles of employees). The job vacancies can be found on the same page clearly, making it very smooth to browse and apply.

However, they are lacking mention of any benefits, DEI, or salary. There could be some videos included to give a better feel of the company.

The Carbon Trust

(Sustainability consultancy)

<https://www.carbontrust.com/who-we-are/careers>



SOCIAL MEDIA

ONLINE REVIEWS:

Glassdoor: 4.4 (64 reviews)

Indeed: 4.8 (4 reviews)

SOCIAL MEDIA PLATFORMS

[LinkedIn](#): articles, job postings (active)

[Facebook](#): inaccessible

[Twitter](#): articles (inactive)

[Instagram](#): articles (active)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X No dedicated career site
- ✓ Less than 10 live vacancies
- ✓ Original and stock images
- X No videos on page
- X Job postings immediately visible

EMPLOYER MESSAGE:

Join our mission to accelerate the move to a decarbonised future.

EMPLOYEE OFFER

Joining the Carbon Trust will provide you with the opportunity to work alongside our 300+ experts across the world, collaborating to turn intent into impact.

KEYWORDS:

Innovation, Sustainability, Environment, Impact, Future
Missing: Diversity, Inclusion, Community

BENEFITS:

- Life insurance
- Parental leave
- Annual paid leave
- Flexiworking

APPLICATION PROCESS:

- 2-3 clicks, easy application process, upload directly to page

CLEARLY MISSING

- DEI initiatives
- Salaries

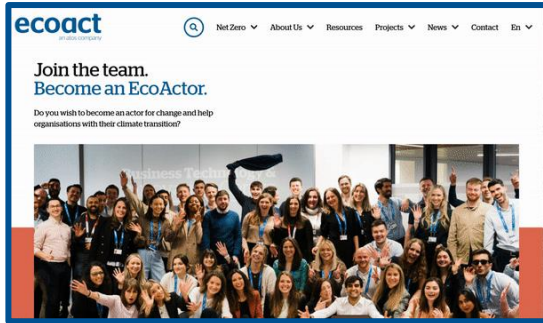
An engaging clean career page with a clear employer message, benefits and link to job openings. There are also some employee testimonials to get an impression of what it is like to work there.

However, the page could be made more engaging by including different media formats such as videos. While they do refer to the fact that they want a diverse workforce, there is no mention of any DEI initiatives.

EcoAct

(Sustainability consultancy)

<https://eco-act.com/careers/>



MEDIA

SOCIAL MEDIA PLATFORMS

[LinkedIn](#): articles, job postings (active)

[Facebook](#): articles, job postings (active)

[Twitter](#): articles, job postings (active)

[Youtube](#): business videos

ONLINE REVIEWS:

Glassdoor: 4.3 (21 reviews)

Indeed: 5.0 (3 reviews)

APPLICATION JOURNEY

CAREER LANDING PAGE

- ✗ No dedicated career site
- ✓ 10-20 live vacancies
- ✓ Original employee images
- ✓ Employee testimonial video on "About Us" page
- ✓ Job postings immediately visible

EMPLOYER MESSAGE:

Make a difference. Become an EcoActor.

EMPLOYEE OFFER

Environmental consultancy jobs at EcoAct connect a network of like-minded, motivated and inspiring individuals working every day for our planet's future.

KEYWORDS:

Environment, Sustainability, Inspiration, Difference, Impact, Future, Community
Missing: Diversity

BENEFITS

- Medical
- Life insurance

APPLICATION PROCESS:

- Easy, application field directly on job posting page.

CLEARLY MISSING:

- No mention of salary
- No mention of DEI
- No videos

EcoAct has a clear and strong employer message. However, the applicant has to further click around the website in order to determine what the company values are - these could be made more present. Similarly, there is no mention of any DEI initiatives.

For an applicant, the job vacancies are easily visible and the process to apply is very easy.

Comparison of career pages

	Employees (LinkedIn)	Career site	Vacancies	Image	Video	Keywords	Application ease	Benefits	DEI Initiatives	Average review
 south pole	885	Yes	50-100	Stock	CEO Message	Environment Impact Difference Community	Easy	Unclear	Unclear	4.0 (57)
 ClimatePartner	501	No	20-50	Original and stock	None	Impact Environment Sustainability	Easy	Unclear	Unclear	4.5 (8)
 CARBON TRUST	430	No	Less than 10	Original and stock	None	Innovation Sustainability Environment Impact Future	Easy	Life insurance Parental leave Annual paid leave Flexiworking	Unclear	4.6 (68)
 ecoact	102	No	10-20	Original	None	Environment Sustainability Inspiration Difference, Impact Future Community	Easy	Medical Life insurance	Unclear	4.65 (24)

North America



Anthesis

Sustainability consultancy

"They offer similar consultancy services (but don't have a project development arm)"



Quantis

Sustainability consultancy

"They offer similar consultancy services (but don't have a project development arm)"



Blue Source

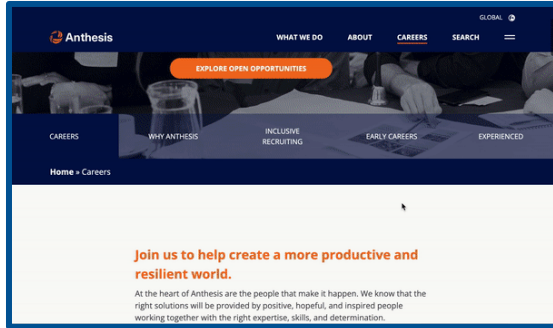
Sustainability consultancy

"Basically hold entire NAM forestry projects; note: Blue Source recently merged with Element Markets to become Anew"

- Melissa Giusti, Senior Recruitment Specialist - Americas

Anthesis

(Sustainability consultancy)
<https://www.erm.com/careers/>



MEDIA

ONLINE REVIEWS:

Glassdoor: 3.5 (11 reviews)
Indeed: 4.7 (59 reviews)

SOCIAL MEDIA PLATFORMS

[LinkedIn](#): articles (active)
[Instagram](#): articles / employee posts (active)
[Twitter](#): business posts (inactive)
[Anthesis podcast](#): business related (inactive)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X No dedicated career site
- ✓ 20-50 live vacancies
- ✓ Original employee images
- ✓ Employee culture video
- X No job postings immediately visible

EMPLOYER MESSAGE:

Join us to help create a more productive and resilient world.

EMPLOYEE OFFER

We have chosen to embrace a non-bureaucratic culture. This means that we see you as talent that needs to be unleashed, not a risk that needs to be controlled. This results in an empowered, agile, community-based culture.

KEYWORDS:

Sustainability, Community, Future, Diversity, Inclusion

BENEFITS (differs per location)

- Parental leave / family benefits
- Life insurance
- Disability insurance

APPLICATION PROCESS:

- Have to click through the career page a few times, open jobs are displayed by location, salary is usually shown on page
- Average difficulty: must sign up

DEI INITIATIVES

- Peer to peer learning community
- Internal employee groups
- Diversity campaigns
- Inclusive hiring (anonymous applications)

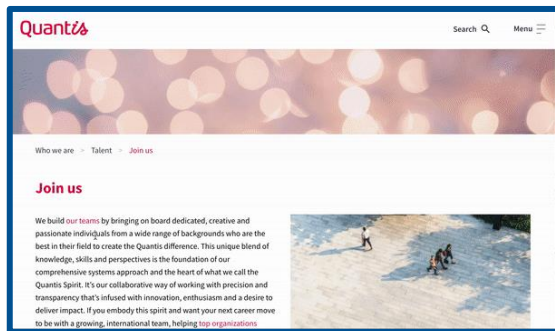
Anthesis is a great example of an attractive career page for applicants. There is a variety of media on the page (stock images / employee images / videos). The company's values are immediately visible, and on further investigation, they appear to have a strong DEI program and initiatives.

The application process is relatively easy, and it brings some confidence to the applicant with the anonymous review of applications. The applicant generally receives full information of the salaries / benefits of the job.

Quantis

(Sustainability consultancy)

<https://quantis.com/who-we-are/talent/jobs/>



SOCIAL MEDIA

ONLINE REVIEWS:

Indeed: 3.6 (17 reviews)

SOCIAL MEDIA PLATFORMS

[LinkedIn](#): articles, job postings (active)

[Quantis](#): business articles (inactive)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X No dedicated career site
- ✓ 10-20 live vacancies
- ✓ Stock images
- X No videos
- ✓ Job postings immediately visible

EMPLOYER MESSAGE:

We are innovative. We are impact-oriented.
We are science-driven. We are Quantis.

EMPLOYEE OFFER

A collaborative way of working with precision and transparency that's infused with innovation, enthusiasm and a desire to deliver impact. If you embody this spirit and want your next career move to be with a growing, international team, helping top organizations make the shift from business as usual to business at its best — let's talk

KEYWORDS:

Sustainability, Environment, Impact, Innovation

CLEARLY MISSING:

- No mention of benefits / DEI / salary

APPLICATION PROCESS:

- Easy: a few clicks, but application is uploaded directly on the page with questions included

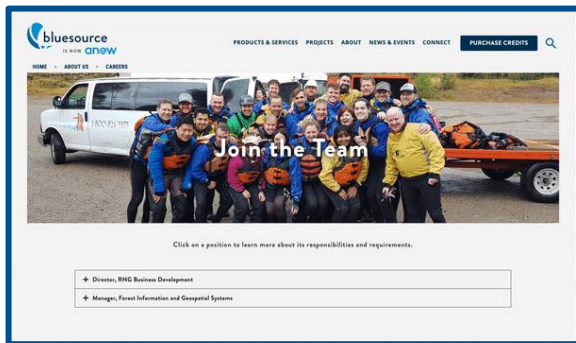
The Quantis career page is a bit dry. While the job vacancies are clearly visible right away, to discover more about the employee culture and values, you have to click through the website several times to other pages.

This page could benefit from compiling the information from their other pages into one direct career page and including some different types of media and videos. Additionally, they should display their offered benefits / DEI / salaries.

Blue Source

(Sustainability consultancy)

<https://www.bluesource.com/about-us/careers/>



SOCIAL MEDIA

SOCIAL MEDIA PLATFORMS

[LinkedIn](#): articles, job postings (active)

[Instagram](#): (inactive)

ONLINE REVIEWS:

Glassdoor: 5 (2 reviews)

Indeed: 4.5 (6 reviews)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X No dedicated career site
- ✓ -10 live vacancies
- ✓ Original employee images
- X No videos
- ✓ Job postings immediately visible

EMPLOYER MESSAGE:

Bluesource is your turnkey partner for environmental action.

EMPLOYEE OFFER

We are a passionate group of people dedicated to delivering real GHG emission reduction and efficiency projects, services and strategies, and we are looking for enthusiastic, personable and like-minded team players to join our team to help us increase our positive impact. We offer flexible working hours, competitive benefits, and an entrepreneurial culture in a positive, supportive, working atmosphere.

KEYWORDS:

Sustainability, Environment, Future, Impact, Innovation

BENEFITS:

Medical, flexiworking, parental leave, volunteer opportunities, wellness program

APPLICATION PROCESS:

- Average difficulty: have to send application via email

CLEARLY MISSING:

- No mention of DEI / salary
- No videos

A very underdeveloped career page with only the job postings. To find more information about the organisational culture and values, you have to click through the website excessively and it is a bit unclear. There are no DEI strategy or salary mentioned.

Comparison of career pages

	Employees (LinkedIn)	Career site	Vacancies	Image	Video	Keywords	Application ease	Benefits	DEI Initiatives	Average review
 south pole	885	Yes	50-100	Stock	CEO Message	Environment Impact Difference Community	Easy	Unclear	Unclear	4.0 (57)
 Anthesis	556	No	20-50	Original	None	Sustainability Community Future Diversity Inclusion	Difficult	Parental leave Life insurance Disability insurance	Learning community Internal groups Diversity campaigns Inclusive hiring	4.1 (70)
 Quantis	278	No	10-20	Stock	None	Sustainability Environment Impact Innovation	Easy	Unclear	Unclear	3.6 (17)
 bluesource	130	No	Less than 10	Original	None	Sustainability Environment Future Impact Innovation	Average	Medical Flexiworking Parental leave Volunteering Wellness program	Unclear	4.7 (8)

Latin America



PwC

Professional services consultancy

"Big 4 consulting firm with a sustainability consulting arm"



KPMG

Professional services consultancy

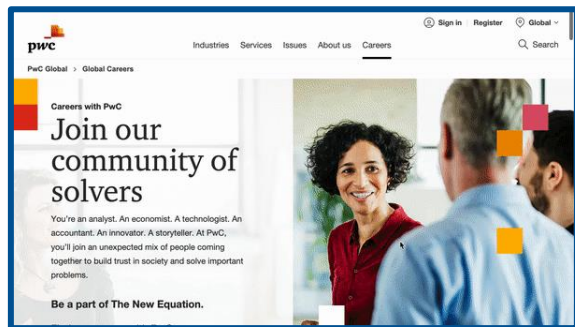
"Big 4 consulting firm with a sustainability consulting arm"



SCSGlobal

Sustainability consultancy

- Melissa Giusti, Senior Recruitment Specialist - Americas



SOCIAL MEDIA

ONLINE REVIEWS:

Glassdoor: 3.7 (60k reviews)

Indeed: 4 (8094 reviews)

SOCIAL MEDIA PLATFORMS

[LinkedIn](#): articles, job postings (active)

[YouTube](#) business related (active)

[Instagram](#): career related (active)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X No dedicated career site
- ✓ 100+ live vacancies
- ✓ Original employee images
- ✓ Video directly on page
- X Job postings immediately visible

EMPLOYER MESSAGE:

Join our community of solvers

EMPLOYEE OFFER

Bring your experiences. Grow your skills. Make your mark. Our community of solvers is ready to apply your expertise in new and unexpected ways. You'll be empowered by a career that's flexible, human-led, tech-powered and purpose-driven

KEYWORDS:

Diversity, community, impact, future, difference

BENEFITS:

- Annual paid leave
- Leased car, phone
- Wellbeing budget

APPLICATION PROCESS:

- Separate links for target groups: early career / experienced
- Difficult: have to click through and filter to find job vacancies, linked to Workday website, have to make account

DEI INITIATIVES

- Diversity council
- Focus on women & LGBT+*

CLEARLY MISSING

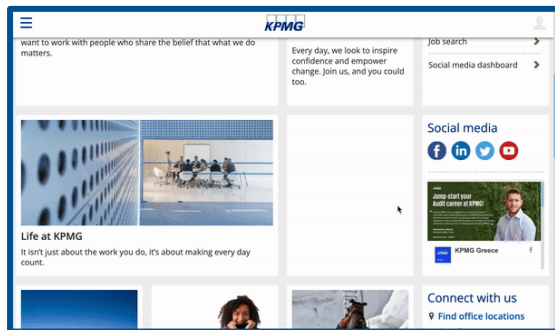
- Salary indications

PwC's career page is very rich - there is a lot of information about not only the organisational culture, but also about the business and recent news. They also have separate career Instagram pages for different locations.

However, the application process is made very difficult as applicants are forced to dig through several pages and filters to find openings (however, it is a very large organisation so there are thousands of vacancies).

(Sustainability consultancy)

<https://home.kpmg/xx/en/home/careers.html>



SOCIAL MEDIA

ONLINE REVIEWS:

Glassdoor: 3.8 (4700 reviews)

Indeed: 3.9 (7400 reviews)

SOCIAL MEDIA PLATFORMS

[LinkedIn](#): articles, job postings (active)

[Facebook](#): articles (inactive)

[Twitter](#): (inactive)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X No dedicated career site
- ✓ 100+ live vacancies
- ✓ Original employee images
- X No videos
- X Job postings immediately visible

EMPLOYER MESSAGE:

Every day, we look to inspire confidence and empower change. Join us, and you could too.

EMPLOYEE OFFER

Our success depends on the quality of our people. That's why we've made it a priority to build a culture that rewards high performance and nurtures talent.

KEYWORDS:

Future, Impact, Difference, Diversity

BENEFITS:

- Flexiworking
- Annual paid leave
- Lease car / phone

APPLICATION PROCESS:

- Separate links for target groups: entry level / experienced
- Average Have to click around a lot to find the vacancy page, but application can be filled out immediately on the page

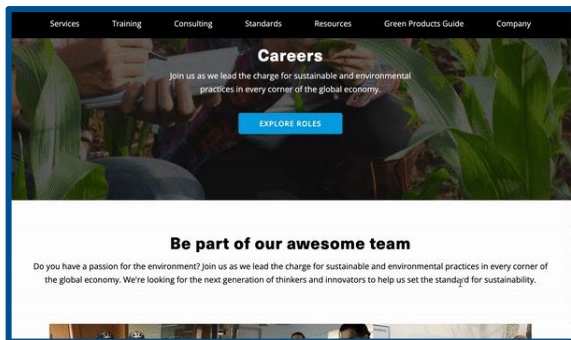
DEI:

- Events (Disability Employment Week, Leading with Pride Program)
- Employee discussions

The KPMG career website thoroughly includes links to information about the company, the culture, current employees, etc. However, it requires a lot of digging to get through to all of this information and to even find the job vacancies.

They are a very large company and so have a clear list of benefits and DEI initiatives, however these could be made more apparent on the career landing page.

(Sustainability consultancy)
<https://www.erm.com/careers/>



MEDIA

ONLINE REVIEWS:

Glassdoor: 4.1 (92 reviews)

Indeed: 3.1 (16 reviews)

SOCIAL MEDIA PLATFORMS

[LinkedIn](#): articles, job openings (active)

[Instagram](#): business related (active)

[YouTube](#): business related (inactive)

[Facebook](#): business / employees (active)

[Twitter](#): business / employees (active)

APPLICATION JOURNEY

CAREER LANDING PAGE

- X No dedicated career site
- ✓ Less than 10 live vacancies
- ✓ Original employee images
- ✓ Culture video
- ✓ Job postings immediately visible

EMPLOYER MESSAGE:

Join us as we lead the charge for sustainable and environmental practices in every corner of the global economy.

EMPLOYEE OFFER

At SCS, we live our passion for sustainability and full season active lifestyles. Our job is inspiring people to adopt sustainable choices, so we make sure to support our employees with the standard benefits package of healthcare, 401k, and paid time off. From a casual, flexible work environment to employee parties and events, we're all about making it easy to stay active and connected to our culture.

KEYWORDS:

Environment, Sustainability, Innovation, Impact, Future

BENEFITS:

Annual paid leave, life insurance, medical, volunteer days, transportation, disability

APPLICATION PROCESS:

Average: few clicks, redirects to external site

CLEARLY MISSING:

- No mention of DE / salary

The SCS career page has a great structure. There is a mix of employee and stock photos, including a video to give an impression of the organisational culture. There are immediate references to their values, and the job vacancies are visible at the bottom of the page. It is also relatively easy to send in an application.

The only aspect that is missing is any mention of DEI initiatives.

Comparison of career pages

	Employees (LinkedIn)	Career site	Vacancies	Image	Video	Keywords	Application ease	Benefits	DEI Initiatives	Average review
	885	Yes	50-100	Stock	CEO Message	Environment Impact Difference Community	Easy	Unclear	Unclear	4.0 (57)
	279k	No	100+	Original and stock	Culture / business related	Diversity Community Impact Future Difference	Difficult	Annual paid leave Leased car/phone Wellbeing budget	Diversity council	4 (68k)
	228k	No	100+	Original	Employee testimonials, Culture	Impact Inclusion Diversity	Average	Life insurance, Mental health, Flexiworking, Annual leave, Parental leave Volunteer days	Internal groups	3.85 (12k)
	5822	No	Less than 10	Original	Culture	Environment, Sustainability , Innovation, Impact, Future	Average	Annual paid leave, life insurance, medical, volunteer days, transportation, disability	Unclear	3.6 (108)

For further Information

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