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EMPLOYER BRANDING

Your Customers Know Your Brand & Values...Do Your Employees?



Over recent years, large portions of marketing budgets have been spent on researching and molding the perceptions of a brand or organization in the eyes of the consumer, in order

to win their spend and their loyalty.

However, while establishing a positive brand connection with the consumer undoubtedly creates bottom-line success, a 2007 Emory University report stated that "It's a lesser known fact that companies with a high rating from both the consumers and their employees double that return. It's extraordinary. If you can get the employees on board, what amazing business results you can have." ¹

What is Employer Branding?

Organizations such as the Reputation Institute measure "overall respect, esteem admiration, and good feelings

that consumers hold" with regard to a company, its values and its brands. Their research model suggests that reputation is built on 7 pillars: Products/Services, Innovation, Workplace, Citizenship, Governance, Leadership, and Performance

...all of these intrinsically involve people - your employees. So surely it follows that your employees

need to be as knowledgeable and supportive of the corporate brand values and reputational values as your advertising agencies? That is your Employer Brand.

For the purpose of this edition of Insights, we agree with the statement by Rajendra Srivastava (Chair of Marketing at Emory's Goizueta Business School & Executive Director of The Institute for Brand Science)

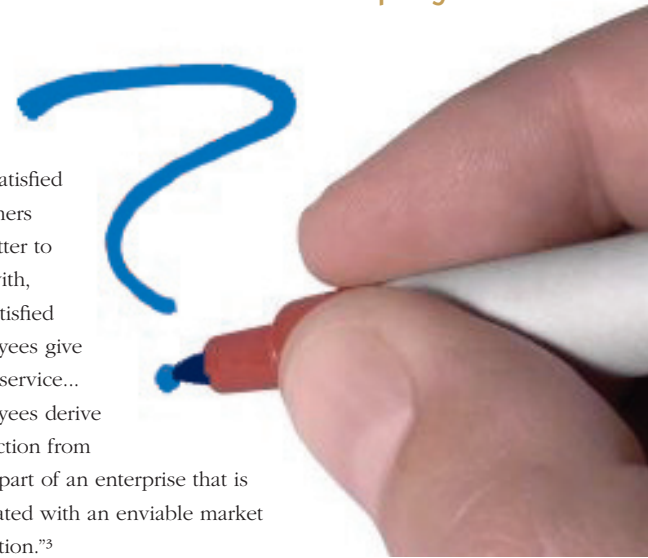
that "Satisfied customers are better to deal with, and satisfied employees give better service... employees derive satisfaction from being part of an enterprise that is associated with an enviable market reputation."³

Ensuring a positive reputation and employer brand can be a way of creating a unique and attractive identity with which current or potential employees can identify. Therefore the employer brand becomes a significant aid in the battle to win and retain talent (for the sake of balance, we acknowledge that there are a few who would argue that the dollars are better spent elsewhere).

It is no passing trend. Certainly the spotlight on employer branding has increased over the past few years, coinciding with the fact that corporate scandals have led to a general decline of trust in business. However, organizations now have a higher level of accountability when it comes to long-term corporate social responsibility metrics, and a keystone of this is corporate reputation.

As with many other corporate initiatives, such as diversity and CSR, the longevity and success of employer branding initiatives depends on their being fully supportive of, and integrated into, the broader business strategy and actions.

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Whose responsibility is the Employer Brand?

In the past, anything associated with branding fell under a communications/marketing remit and the employer brand may not have been distinguished from the consumer brands – companies who had strong product or service brands (thanks to the marketing/advertising department) would, de facto, be attractive to potential employees. And to some extent this was true.

“However, more and more candidates dissociate the employer brand from the brand name... Building an employer brand means developing talent management strategies and communicating them inside and outside the organisation. Companies will then be able to leverage both the brand name and their employer brand”⁵

Cultural initiatives and employee attraction/retention should be the concern of every member of an organization, from the top down. Increasingly, corporate reputation – socially responsible investment, its brand as a good employer etc - is driven from Board level. It should fall to every employee to promote and perpetuate this reputation and a coherent employer brand...but it is crucial that the human resources team present their organizations as a reputable place to work – both internally and externally, to both current and future employees.

“HR’s participation in the establishment of strategic organizational goals, the workplace culture, corporate core values, management style and community outreach strongly

influences the employer brand...In fact, a key HR role is to raise awareness of the employer brand...from the company reputation to the routine experience in the workplace”⁶

FOOT NOTES:

¹ Carol Parish, Managing Director US for Enterprise IG (“Employee Brand Engagement: It’s Not a Myth”, April 11 2007, Knowledge@Emory)

² SHRM – “The Employer Brand: A Strategic Tool to Attract, Recruit and Retain Talent” – April/June 2008

³ “Employee Brand Engagement: It’s Not a Myth”, April 11 2007, Knowledge@Emory

⁴ SHRM – “The Employer Brand: A Strategic Tool to Attract, Recruit and Retain Talent” – April/June 2008

⁵ TerraConnecta, “Do Famous Brand Names Equal Famous Employer Brands?” – February 2008

⁶ - SHRM – “The Employer Brand: A strategic tool to attract, recruit and retain talent” – April/June 2008

q&a

THE TRAVELERS COMPANIES, INC.

Heather Bacigalupo

Senior Manager, HR Communications

TRAVELERS

When you consider an organization’s employer brand, what factors do you take into account?

At one time, brand building was left to the communications or marketing department to worry about, then came supply and demand issues in recruitment and now anyone who’s in HR or recruitment today is talking about employment branding. When evaluating brands, I consider a great employer brand to be one in which a company has made a strategic decision to create, and one that has gone on to become organic. While presented in question form, within these sentiments are the factors that I think are critical to building a successful employment brand: Definition, Execution, Engagement and Achievement.

1. Have you defined “Employer Brand?” – To be successful with the remaining elements, a company must first understand what “employer brand” means and how far or close they are to creating the one that they hope they have. For example, do you know what it is to be an employer of choice? Has your company turned the mirror on itself – performing an employment SWOT analysis of sorts? If your company has never taken the time to do this, it can be very affirming and enlightening. Different advertising, research and consulting firms will have different approaches, but all should yield a comprehensive analysis of your company’s culture, programs, practices, etc. To be effective, you should re-examine this periodically to see how you’re doing against your goals. The same research firm that helped you define, should also be able to help you create your brand tracker.

2. Do you live it? – It’s not by chance that some companies have great brands. As they well know, once you’ve defined what your current and aspirational brand is, it takes getting executive buy-in, developing a plan, securing resources and working the plan. Do you have a plan and are you executing it? Or, is your company’s recent hiring achievement and/or positive morale merely an afterthought or by-product of success achieved from having a great year, well-received product launch or creative marketing campaign? Bottom line, brands are built.

3. Do your employees believe it? – The best test of whether your company is really living it is whether your brand is resonating among your current employees. When asked, would they report you as a great place to work, are they recruiting employees for you

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FINDINGS OF SHRM’S SURVEY ON EMPLOYER BRANDING SHOW THAT:

- 61% of companies now have an employer brand and 25% either recently developed their employer brand or are planning to do so in the next month
- 81% of HR professionals said their organizations have either a formal or informal HR strategy to use their employer brand to attract talent and 69% use this strategy to retain talent.
- 97% of HR professionals said their employer brand is aligned with eth company’s mission and vision, and 95% also align it with the company’s business strategy.⁴

without consistent nudging and can they point to the attributes that make you an employer of choice? Better yet, do they describe the attributes you'd like them to?

4. Is it paying off? While your company might have different goals, good benchmarks include: getting the right type and amount of new employees at the right time entering your organization – especially through referrals, increased employee engagement, decreased turnover, improved productivity and ultimately – positive impact to the company's ROI. Finally, does the public at large feel your efforts? If you've set up your brand tracker, you'll be able to draw on this information to gauge this.

How do you feel that an organization's corporate reputation affects human resources initiatives?

A company's corporate reputation directly affects HR initiatives. In fact, potential candidates and existing employees – particularly among the Gen Y/Millennial segment - are more concerned than ever about whether they work for a "good" company – one that is positively reported in the media, gives back in a big way to the community and does the right thing environmentally and socially. Up until several years ago, our company's community involvement and "green" initiatives were largely considered human-interest stories internally and externally. Today, corporate reputation is one of the top questions on the minds of candidates and employees – so much so, that we have added this information to our company's intranet and Careers Web site, collateral materials and recruitment presentations.

Has your organization undertaken initiatives that specifically assess/analyze your employer brand or corporate reputation. If so, how did you go about this?

In 2007, our company's Human Resources and Communications groups teamed up to tackle a multi-phase, formal research initiative aimed at determining why our top performers came to work at Travelers and why they remained, with the mission of defining and developing the company's first-ever employment brand proposition. Through primarily qualitative activities, the research team interfaced with current employees, potential employees, external HR/recruiting experts and internal HR/recruiting experts. Through this process we were able to better define the make-up of our best performers, determine how our company was perceived internally and externally, discover attributes of our company's culture and employee programs that were the biggest draws, test potential messaging and confirm several ideas that we already had.

What was our catalyst for taking this on? In late 2006, our company introduced a new corporate brand position – Insurance. In-synch – along with an increased commitment to advertising. At the same time, our company's hunger for talent was at an all-time high. Rather than creating and retooling our recruitment materials based on a hunch or a perceived creative theme, we wanted to do it right. We wanted to step back and really determine what strategy and messaging would really resonate with the potential employees we were trying to drive into Monday morning's orientation class. Further, we wanted to develop a brand that our existing employees would believe to be

true and one that just might inspire them to work harder and remain with our company for a longer period.

Turns out, Travelers is in-synch with the needs of our employees as well as our customers' ever-changing ones. Travelers is a company that is in-synch with our employees' passion to "make a mark." As defined by our own employees, we're a company this is defined by our people, one that really supports big ideas, provides endless opportunities and has a solid reputation.

How do you communicate your organization's employer brand, both internally and externally?

We made a conscious decision to evaluate our current employer brand, redefine our message and shape our plan. After doing so, we're beginning to execute through implementation of a new Careers Web site, release of general recruitment advertising, formation of organization partnerships, hosting internal employee engagement activities, training recruiters/HR generalists, posting articles on our company's intranet site with employment brand messaging within, responding to "best company" surveys, etc. Expected to be released in late summer, is a new recruitment microsite that features articles, photos and videos submitted by our own employees. Intended to increase the number of candidates, this site is already deemed a powerful engagement tool for our existing employees as well.

How do you successfully engage senior management in employer branding initiatives?

At this time, we've engaged senior management for their support of our overall corporate reputation and talent management initiatives – of which developing an employer brand supports both. In addition, when we recently updated our company's Careers Web site, company's intranet and launched a monthly series of employee engagement activities, senior management was involved and present.

There are several initiatives that rank companies under a variety of measures related to reputation and employment practices - do you participate in any of these?

Yes. Within the last 18-24 months, we've identified several lists that our company would like to be included on and have been actively submitting as resources allow. To date, we are on numerous lists including BusinessWeek's Best Places to Launch a Career and Best Internships, G.I. Jobs' Top Military-Friendly, Fortune's Most Admired and more. When determining what lists our company will submit for, we consider whether placement on that list will aid us in achieving our employment branding, talent acquisition, diversity and corporate reputation goals.

Heather Bacigalupo joined Travelers in 2006 to support the needs of the company's Human Resources department. Originally hired to support the Compensation, Benefits and Operations areas, she has grown her HR Communications team in order to meet the increasing demands of the Talent Acquisition, Learning and Development and Diversity areas and is the company's employment brand ambassador. Bacigalupo has almost 10 years of experience in communications and marketing within the financial services sector. She began her career as a high school educator and holds a bachelor's degree in marketing education from the University of Wisconsin-Stout

MACY'S INC

Diversity Management & Strategies Team



How do you feel that an organization's corporate reputation affects human resources initiatives?

Macy's image and reputation is based on its iconic history, philosophy, values and strategic business initiatives, in addition to a longstanding tradition of Corporate Social Responsibility, for example:

- Macy's Partners in Time program generated 143,000 employee volunteer hours valued at \$2.7M in 2007, an increase of 3.8% in value of time over the previous year
- Macy's company wide United Way Campaign generated \$14.4M in 2007, an increase of 3.6% over 2006
- Foundation giving totaled \$26.1M in 2007, overall giving, including employee and customer contributions totaled \$81.1M, and increase of 2.5% over the previous year
- Macy's Diversity Holistic Plan aligns diversity with the company's brand values and key business strategies

Macy's reputation for Corporate Social Responsibility highlights Macy's as a contributor to society, committed to economic reciprocity and community reinvestment, while validating the company's core values and ethics. This provides an emotional connection and a point of pride for employees; while also providing a reputation shield that protects and combats negative external PR.

Macy's image as a company with Corporate Social Responsibility provides the following benefits:

1) Personal and Professional Development

- Employees appreciate working for socially responsible companies because it gives them an outlet for personal and professional growth
- When employees volunteer as part of Macy's Partners in Time Program, or lead a United Way or Fine Arts Fund campaign, they learn skills that may help advance their careers, such as leadership, organizational or marketing skills

2) Connection and Identification with Macy's, leads to greater loyalty, commitment, engagement and productivity.

When employees feel they are effectively balancing the needs of work and family, they feel less stressed. This feeling is enhanced when they view Macy's socially responsible behavior as an indication that the company places the same importance on personal values that they do.

Employees working in remote locations often feel isolated. CSR initiatives provide an opportunity to connect with others and provide a bond regardless of location.

Employees who feel that personal needs are fulfilled at work are more likely to identify with Macy's, feeling that their sense of self aligns with their sense of the company.

Employees identify strongly with the company due to its social responsibility, and view its successes as their own.

This identification creates positive outcomes that are valuable retention and recruitment tools:

- Internal outcomes include a greater level of commitment, higher morale, a dedication to excellence in work tasks, a feeling of job satisfaction, a sense of pride and of well being toward the company.
- These internal outcomes lead to behavioral outcomes, such as interest in achievement of the company's goals, reduced absenteeism, and higher retention. Macy's commitment to socially responsible behavior inspires employees to work harder, be more productive and focus more on quality.

How do you communicate your organization's employer brand, both internally and externally?

Consistently relating Macy's 'brand' both internally and externally creates a company culture and brand image that integrates diversity and corporate social responsibility at every level, which in turn makes Macy's an employer of choice, and creates positive word of mouth buzz among employees, customers, vendors, shareholders, and potential job candidates.

External marketing about the company's Corporate Social Responsibility/diversity strategies creates a link with Macy's brand and creates word of mouth buzz.

- National and regional cause marketing campaigns linked to key communities and customer segments, promoted through inclusion in marketing, press releases
- National and regional sponsorships create relevance with key multicultural customer segments

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Multicultural Marketing and Event Marketing

- Marketing in Black, Hispanic and Asian media including Black Enterprise, Latina Style, Hispanic Business, Latina Magazine
- Brand Promotion through Event Marketing promotes the Macy's brand through sponsorships of national organizations and events, representing our key customer segments to create good will among these customer segments; drives sales and traffic to the stores, and raises Macy's and Bloomingdale's brand visibility with customers. Partnerships with divisions now include in store shopping events, cosmetic makeovers, promotional coupons, and product tie ins. Key sponsorships include:
 - Black Enterprise Women of Power Summit – Palm Desert
 - Latina Style Business Series – for Latina professionals and entrepreneurs - in 6 cities across the country, Anaheim, New York, Atlanta, San Francisco, Houston, Miami
 - National Urban League Women of Power Luncheon
 - Pride Parades and events in key cities
 - AKA national conference

Visible CEO/Leadership Engagement

- Terry Lundgren's sponsorship of Wall Street Project for two years running
- Terry Lundgren accepting 2 year term as Board Chair of the NMSDC (National Minority Supplier Development Council)
- Diversity included on the agenda of Principals' meetings (past speakers include Bill Hawthorne, Weldon Latham, John Pepper)
- Diversity included in monthly CEO webcasts to company's top 2000 leadership executives

Internal and external communications

- Elevate employee awareness of the company's CSR/diversity strategies (WOM marketing and pride in company will result in increased engagement of existing employees as they talk to their customers, family, and friends about the company and its values).

Internal and external marketing about Macy's CSR/diversity strategies is integrated in all company materials:

- Company Annual Report and Fact Book
- Executive and college recruiting brochures, websites, home pages; one click away on Macys.com and - Bloomingdales.com
- Diversity articles in company newsletters, division intranet sites, and monthly rally scripts for store managers
- Diversity strategy video and brochure
- Advertising, marketing, press releases
- New hire materials, associate handbooks
- All training materials at all levels of the company
- Internal corporate and divisions' newsletter articles

- Screen savers
- Macy's monthly rallies held in all store and office locations that include talking points with accompanying materials
- Internal signage

Strategic Community Partnerships

- Volunteerism: In 2007, Macy's Partners in Time program generated 143,000 employee volunteer hours valued at \$2.7M in 2007, an increase of 3.8% in value of time over the previous year, benefiting diverse beneficiaries
- Philanthropy: In 2007, Foundation and non-Foundation giving to diverse populations totaled nearly \$2.4M.
- High visibility marketing campaigns aligned with a celebrity or national cause are promoted on Macy's website and carried all throughout all Macy's media, press releases, ads, macys.com, such as the Rwandan Path to Peace Baskets, Reading is Fundamental Multicultural Literacy Campaign, Go Red for Women Multicultural Heart Health campaign in partnership with the American Heart Association, Thanks for Sharing campaign, etc.
- Macy's has formed relationships with the UNCF (United Negro College Fund), HSF (Hispanic Scholarship Fund), and APIASF (Asian and Pacific Islander American Scholarship Fund), with donations over the past several years totaling over \$500,000 to support scholarships and fund raising events in key markets.
- Sponsorships: In 2007, Corporate and Division diversity related sponsorships totaled nearly \$3.5M.

Engagement and accountability is created for all Macy's management through the Diversity Holistic plan and scorecard, which aligns diversity performance with their role and position in 5 key business areas. Workforce, Marketing, Communications, Supplier Diversity and Strategic Community Partnerships. Communications, one of the 5 of the key business areas of focus, includes leadership engagement and communication of diversity and employer brand initiatives, and effectively utilizes associates as internal and external brand ambassadors through groups such as Diversity Councils, Employee Resource Groups, Partners in Time coordinators and teams.

There are several initiatives that rank companies under a variety of measures related to reputation and employment practices - do you participate in any of these?

Macy's has been named by Latina Style Magazine as a Top 50 Company for Latinas to Work For, by Essence Magazine as one of 25 Great Places to Work for African American Women, on the list of Top 30 Companies by the National Association for Female Executives, and one of the Top 50 Places to Launch a Career by Business Week. Macy's has also been named on either the DiversityInc Top 50 Companies for Diversity list (3 times) or its 25 Noteworthy Companies for Diversity (twice) since 2003.

EMPLOYER BRANDING SURVEYS

Which one is most valuable to you?

Almost every month there seems to be a new survey extolling the “Top Companies for...” or “Best Companies to...”

Their very existence and increasing prevalence highlights the increasing importance of the employer brand for companies around the world but these surveys vary in prestige and credibility and, as highlighted here, the

survey methodology can lead to an inconsistency of results, usually dependent on the particular focus of the surveying organization.

We have highlighted four of the more recent surveys – our selection is arbitrary, but is loosely based on a majority US-focus and the high level of media coverage for each survey.

We have included an abridged version of the methodology used for each survey and, as a point of direct comparison, have used charts to highlight the industry sector that the top 25 companies on each list fall into. Full details of the surveys and lists can be found on the various websites listed alongside each chart.

As noted earlier, these are just a few examples of employer branding surveys, the key is to find the one that best matches your broad employer branding strategy.

SOME SURVEY HIGHLIGHTS - HARRIS INTERACTIVE SURVEY 2007:

The reputation of 7 out of 11 industries declined from the previous year.

Certain industry sector reputations - including airlines, consumer products, insurance/financial services, pharmaceutical and retail - have decreased since 2006.

With mergers, bankruptcies, and media attention around canceled flights frustrating consumers, the airline industry had the largest drop in rankings from 2006: Only 26 percent of Americans give positive RQ scores to airlines.

In contrast, the technology sector fared much better, with Google, Intel, and Microsoft in the top 10. Among companies, Hewlett-Packard/Compaq was the biggest gainer; Intel, Apple and Google also showed significant positive rating changes from 2006 to 2007.

Despite a drop in the consumer-products sector overall, many consumer packaged goods companies scored well, with General Mills, Kraft Foods and Coca-Cola ranking in the Top 10. Males tend to give higher scores to technology companies; women give top marks to consumer packaged goods companies.

EMPLOYER OF CHOICE

www.employerofchoice.com

“Definition...An employer of any size in the public, private, or not-for-profit sector that has met the high standards established by Employer of Choice, Inc., earning the coveted certification mark. Employers that have successfully completed the rigorous evaluation process are recognized for their leadership, culture, and best practices that attract, optimize, and hold top talent, achieving corporate objectives.

‘Employer of Choice®’ means that workers - employees and contractors - choose to work for that employer, when presented with other choices of employment. This choice is a conscious decision...made when joining an organization and when deciding to stay with that organization. The deliberate choice even influences productivity, as employees choose to do what it takes to make their employer successful.”

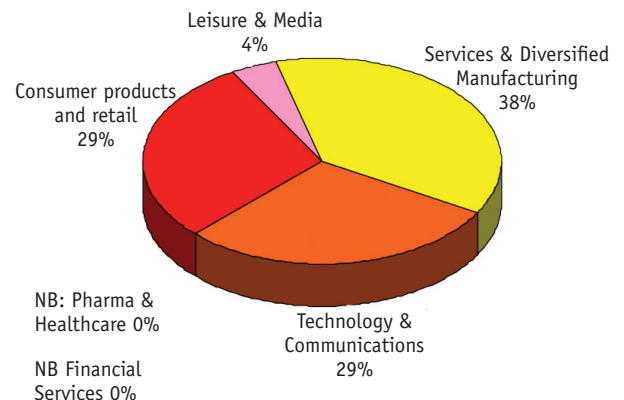
Methodology: Reputation Institute conducts an annual online survey of the general public in which we measure the corporate reputations of 600 of the world’s largest companies in 27 countries. The topline results of this study are published annually in Forbes as a ranking of ‘The World’s Most Respected Companies.’

Companies were rated by consumers in their home country. The Global Pulse is a measure of corporate reputation calculated by averaging perceptions of trust, esteem, admiration, and good feeling obtained from a representative sample of 100 local respondents who were familiar with the company

Data collection was conducted between February and March, 2008.

Source: Reputation Industry website – www.reputationinstitute.com

“THE WORLD’S TOP 25 MOST RESPECTED COMPANIES” (Reputation Institute Global Pulse 2008 Report)



Methodology: To pick the Best Companies to Work for, Fortune partners with Great Place to Work Institute® to conduct the most extensive employee survey in corporate America.

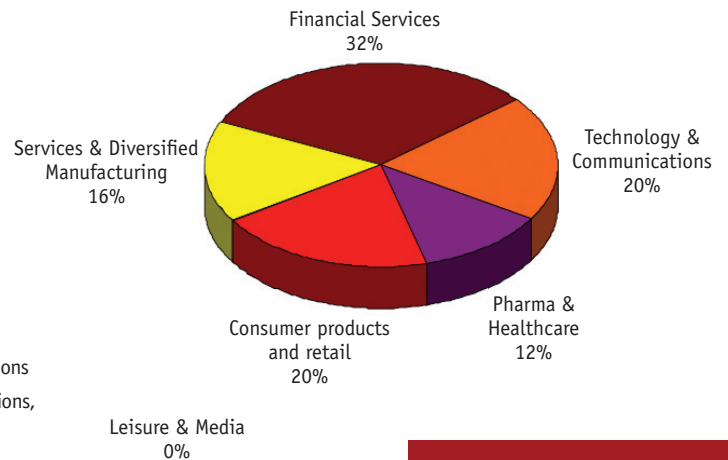
1,500 firms were contacted, 407 companies participated the 2008 survey. Nearly 100,000 employees at those companies responded to a 57-question survey created by the Great Place to Work Institute®.

Two-thirds of the company's score is based on the results of the survey, which is sent to a minimum of 400 randomly selected employees from each company. The survey asks questions related to their attitudes about the management's credibility, job satisfaction and camaraderie.

The other third of the scoring is based on the company's responses to the Institute's Culture Audit, which includes detailed questions about demographic makeup, and pay and benefit programs, as well as a series of open-ended questions about the company's management philosophy, methods of internal communications, opportunities, compensation practices, and diversity efforts, etc.

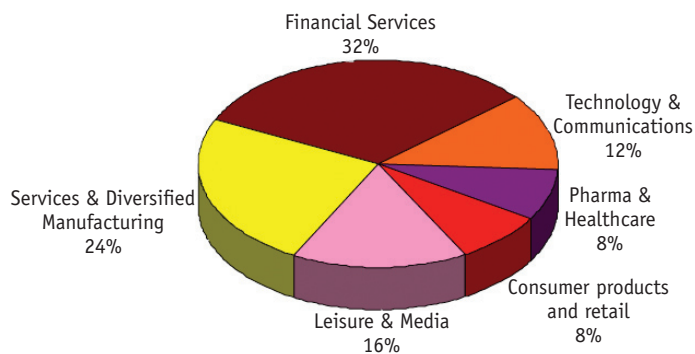
Source: CNN/Fortune website – <http://money.cnn.com/magazines/fortune>

"TOP 25 BEST COMPANIES TO WORK FOR 2008" (FORTUNE Magazine)



"When determining what lists our company will submit for, we consider whether placement on that list will aid us in achieving our employment branding, talent acquisition, diversity and corporate reputation goals" – Heather Bacigalupo, Senior Manager HR Communications, Travelers

"TOP 25 COMPANIES FOR DIVERSITY 2008" (DiversityInc Magazine)



Methodology: A total of 352 companies participated in The 2008 DiversityInc Top 50 Companies for Diversity® ranking, up 10 percent from last year and up 100 percent since 2003. Thirteen companies appeared on the list for the first time; 15 companies went up in ranking from last year.

Companies that earn spots on The DiversityInc Top 50 Companies for Diversity list demonstrate consistent strength in the four areas the survey measures: CEO Commitment, Human Capital, Corporate and Organizational Communications, and Supplier Diversity. Companies are assessed within the context of their industries, geography and employee skill sets. Any company that does not offer domestic-partner health benefits is automatically excluded from the Top 50.

Source: Diversity Inc website – <http://www.diversityinc.com>

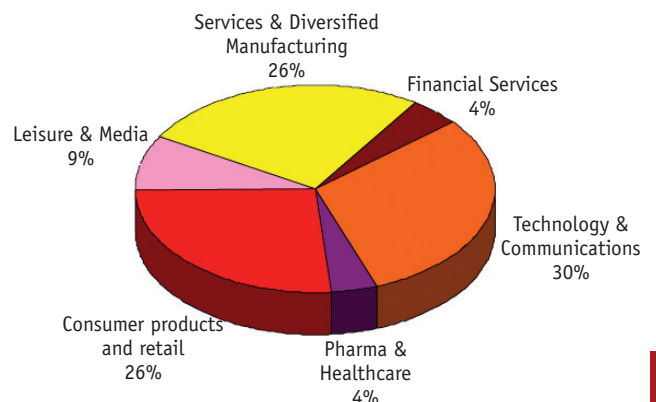
Methodology: Phase 1: Nominations –Identifying the "Most Visible" Companies. All respondents are asked to name companies that stand out as having the best and worst reputations

Phase 2: In-depth assessment of the reputation of the most visible companies in the U.S. The foundation of the assessment is the 20-item Reputation Quotient sm (RQ) battery, which rates a company's reputation attributes that fall into six key dimensions: Emotional Appeal, Products & Services, Social Responsibility, Vision & Leadership, Workplace Environment, and Financial Performance.

In addition to the 20 attributes, the study includes a number of reputation-related questions that help provide a comprehensive understanding of public perceptions. Included among the non-RQ questions are those related to the overall reputation of corporations, as well as the reputations of various industries.

Source: Harris Interactive website – <http://www.harrisinteractive.com>

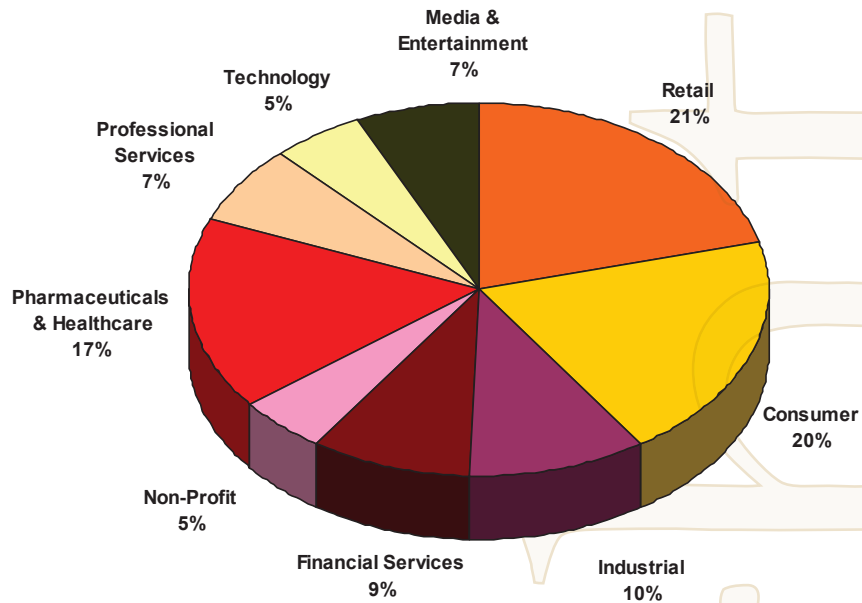
"REPUTATIONS OF THE MOST VISIBLE COMPANIES -- TOP 25 2007" (Harris Interactive)



SELECT CLIENT LIST

American Eagle Outfitters, Inc.
Barnes & Noble, Inc.
Brown Shoe Company, Inc.
Borders Group, Inc.
Campbell Soup Company
Children's Place Retail Stores, Inc.
Choice Hotels
Colgate-Palmolive Company, Inc.
CVS Corporation
Diageo North America
Federal Reserve System
Foot Locker, Inc.
General Electric Company
GNC Corporation
Grant Thornton International
Jackie Robinson Foundation
Jimmy Choo
Karabus Management
Lucent Technologies, Inc.
Macys Inc.
Medco Health Solutions, Inc.
Merrill Lynch & Co., Inc.
Prudential Financial, Inc.
University of Medicine & Dentistry
of New Jersey (UMDNJ)
University of Pittsburgh Medical
Center (UPMC)
USAA
The Walt Disney Company
Wyeth Pharmaceuticals, Inc.

INDUSTRIES WE SERVE



ABOUT BRIDGE PARTNERS LLC

Bridge Partners LLC is a retained executive search firm with an unrivaled ability to successfully and efficiently execute senior search assignments, bringing to each project a focus on ensuring that our clients are presented with a diverse slate of candidates.

Our reputation has been built on consistently achieving superior results in the execution of our assignments. We are dedicated to a client-driven process and believe that process is maximized by partnering with the client organization on a relationship-driven, long-term basis. Bridge Partners LLC maintains the highest level of ethical standards and integrity with both clients and candidates by placing their interests first and ensuring that our methodology and process is transparent during the entire search process.

DIVERSITY-INCLUSION

We know diversity is a business imperative. As a minority-owned business, it is an intrinsic component of what we do. It is a core value of Bridge Partners LLC and is embedded in every aspect of our culture and practice.

We provide a higher level of service and raise the degree of expectation regarding inclusion in our candidate slates. We recognize that ability is the top priority, regardless of race, gender or any other defining characteristics and our track record of successfully attracting and placing senior level diversity candidates proves our ability and commitment to building our clients' management strength and social responsibility.

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