

# Republic Services' SheDrives Campaign Recruits More Female Drivers in the Waste Industry

Republic Services

Best Recruitment Marketing and Employer Branding Program

August 2019



## Company Background



<b>Company-at-a-Glance</b>	Republic Services, Inc. is the second-largest provider of non-hazardous solid waste collection, transfer, disposal, recycling and energy services in the United States, as measured by revenue. Republic Services is also a Fortune 500 company.
<b>Headquarters</b>	Phoenix, AZ
<b>Year Founded</b>	1996
<b>Revenue</b>	\$10.4 billion
<b>Employees</b>	35,000
<b>Global Scale</b>	Republic Services operates in 40 states and Puerto Rico.
<b>Customers/Output, etc. (Key customers and services offered)</b>	Republic Services' operations primarily consist of providing collection, transfer and disposal of non-hazardous solid waste, recovering and recycling of certain materials, and energy services. Specifically, Republic Services manages collection operations, transfer stations, active landfills, recycling centers, treatment, recovery and disposal facilities, saltwater disposal wells, landfill gas and renewable-energy projects, and post-closure responsibility for closed landfills.
<b>Industry</b>	Waste Management
<b>Stock Symbol</b>	NYSE: RSE
<b>Website</b>	<a href="http://www.republicservices.com">www.republicservices.com</a>

## Budget and Timeframe

Overall budget	\$250,000
Number of (HR, Learning, Talent) employees involved with the implementation?	23 HR leaders and 55 talent-acquisition partners
Number of Operations or Subject Matter Expert employees involved with the implementation?	24 operations leaders
Number of contractors involved with implementation	One
Timeframe to implement	Three months
Start date of the program	January 2018

## Business Conditions and Business Needs

The waste industry has historically been a male-dominated industry. In 2015, the executive leadership at Republic Services outlined a “Road Ahead” strategy that was designed to change some of the cultural components that had limited the organization in the past. As part of that initiative, Talent Acquisition determined it was important to challenge the paradigm of male-focused hiring in the hauling operations and worked to increase the diversity of the driving ranks. Since drivers are a core component of the front-line operations of the business, Republic Services realized that having more women in those roles would be a requisite component of the long-term success of the organization. Republic Services wanted to ensure that its fleet of drivers adequately represented the communities that they served.

## Overview

The SheDrives campaign was launched to improve Republic Services’ female driver acquisition metrics. In Q3 2017, there was a soft launch of the program with no external marketing, encouraging an increase in female drivers through internal recruitment processes. The program was launched externally in Q1 2018, including marketing videos, flyers, social-media campaigns, etc. The campaign was designed to increase:

- The number of women interested in Republic Services driver positions
- The number of females applying for driver positions
- The number of interviews with female drivers
- The number of women hired into driver positions

The campaign was successful, in that each of these areas of focus increased significantly.

- The number of women who applied for driver positions increased from 4,057 in 2017 to 5,589 in 2018, a 38% increase year over year.
- Women interviewing for driver positions increased from 723 in 2017 to 1,147 in 2018, a 59% increase year over year.
- In 2018, 287 women were hired into driver positions, versus 171 in 2017, a 69% increase year over year.
- From 2017 to 2018, the number of female drivers at Republic Services increased by 20% from 363 to 434.
- In one market (Baton Rouge, LA), the Business Unit saw an increase in the female driver workforce from zero in 2004 to 65 in 2018.

## Design

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The recruitment marketing and employer-branding strategy involved a partnership between headquarters (which developed the brand images and materials used in the campaign) and the local General Managers (who leveraged relationships with local women's services groups and municipalities to recruit from existing transportation pools where women were a prevalent part of the workforce, i.e., school bus drivers and city transportation crews). Training was made available for those whose transition into the waste workforce meant learning new skills such as operating new machinery, learning new regulatory guidelines and gaining an awareness of other concerns surrounding the waste industry.

The following page contains examples of the social communication banners and one-pagers created through collaboration between the internal marketing and communication teams and the local Business Unit leaders.

Figure 1: Republic Services' Marketing Assets



**Enjoy the Freedom of Your Own Route**

Republic Services is looking for passionate, dedicated and focused CDL Drivers to operate a front-, side-, or rear-loading truck, and providing prompt, courteous and complete waste removal services for customers who reside on a designated route.

- Health care and dependent care spending accounts
- Short- and long-term disability
- Life insurance and accidental death & dismemberment insurance

Have the freedom and flexibility to take control of your work, route and truck, fully supported by a team dedicated to your safety and the safety of your community.

- Receive world class safety training and onboarding
- Drive your truck and your route
- Serve your community and your customers
- Enjoy competitive wages and benefits
- Drive high tech vehicles
- Work on a regular schedule
- Earn recognition for excellence
- Be home, safe, every night
- Follow strong career paths for professional growth

**Current Openings:**

Meaningful, ethical jobs, from one of America's best employers

- Ethisphere World's Most Ethical Company
- Forbes Most Innovative Companies
- HRC Perfect Score Corporate Equality Index
- CDP Global Climate Management
- Dow Jones Sustainability Index

Join us and help make a positive impact on your community, your environment and your world.

Visit [republicservices.jobs](http://republicservices.jobs) for more information and to apply.

EOE/Minorities/Females/Protected Veterans/Disabled

**A woman's work is never done.**

Own your career as a driver with Republic Services. Competitive pay, comprehensive benefits—and time for family, friends and the things that matter to you.

We're hiring.  
[RepublicServices.jobs](http://RepublicServices.jobs)

**REPUBLIC SERVICES**

EOE Minorities/ Females/ Protected Veterans/ Disabled

Source: Republic Services

## Deployment

The program was initially deployed across 12 locations within the company. Headquarters and local project owners collaborated on monthly best-practice calls across those 12 locations to share best practices and collect early data on what approaches were proving to bear the most fruit. Guest speakers attended those pilot focus calls to add specialized recruitment and inclusion expertise to the deployment efforts.

With the information learned in the pilot locations, Republic Services developed a “SheDrives Toolkit” to enable the rest of the organization to roll out the recruitment of female drivers with a faster ramp-up time. This toolkit included:

- An introduction to the campaign detailing the benefits of hiring female drivers and a summary of the program pilot’s early findings

- Ideas for initiating local outreach with ideal talent pools, including but not limited to women's groups, municipalities, job fairs, trade schools, etc.
- Onboarding strategies for the newly hired female drivers, including extant opportunities for high-quality driver training within the organization
- A work environment checklist to promote inclusion among the existing driver teams, with special considerations for situations where having a female driver join the workforce was a new staffing event for the hiring division
- Retention best practices with realistic job previews, 30-/60-/90-day check-ins and stay interviews

While equipping internal teams to improve the process of attracting and hiring female candidates, the organization also leveraged campaigns in Spring Forward to market available driver positions via email and texts to potential candidates. These campaigns generated 17,750 views, proving the power of the marketing imagery. Of those 17,750 views, 10,250 recipients clicked through to view the opportunity. At the end of the funnel, 797 applicants came through these campaigns. Along with this rich pool of new diverse talent applying for the driver position through the targeted Spring Forward campaigns, job campaigns through non-targeted portals were positively impacted, showing 39,910 clicks for other roles.

These campaigns also directed traffic to the company's YouTube account, landing the candidate on a video featuring existing female drivers who testified to the experience of being a woman working as a driver at Republic Services.

The deployment of this program also depended heavily on a partnership between local leaders and women's groups.

## Measurable Benefits

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From the outset of the SheDrives initiative, Republic Services knew that there would be business benefits to increasing the ranks of female drivers. Women clear background checks at a higher rate than males (with each failed background check representing a loss of approximately \$8,000 per incident). In the field of fleet management and operations, women have a significantly better safety record than men (which, depending on the severity of an incident, can ultimately represent hundreds of thousands of dollars in cost avoidance). Even in terms of labor efficiencies, women show up to work on time and more often than men in the field of operations. With these benefits being a known quantity, the priority was simple — hire more female drivers. In doing so, Republic Services knew it would see immediate and long-term benefits hit the P&L for each female candidate it could attract and secure.

Moving the needle on interest and interviews was the first job. When the program was soft launched in Q3 2017, female interviews had been static at 5%. After the program launched externally, improvements were evident within six months. April 2018 saw interviews up to 8%, and they had doubled by June at 10%. In less than a year, Republic Services increased interviews with female driver candidates by 100%.

Conducting more interviews and completing more hires were the next milestones. In keeping with the increased number of hiring conversations, actual hires increased as well. They spiked from 4% in December 2017 to 10% in May 2018. The female hiring rate at Republic Services has averaged out and held steady at 6%, a 50% year-over-year increase.

When the program was conceived, Republic Services' female driver workforce was less than 6%, the national average for employment of female drivers. Six months after the external launch of the program, Republic Services crossed over the national average. It has continued to hold at 8% and at this time remains above the national average for female drivers.

## Overall

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Through the SheDrives initiative, Republic Services learned that specializing its approach to marketing job opportunities by focusing attention on desirable workgroups accomplishes two things at once: onboarding high quality, profitable talent; and achieving key diversity and inclusion targets. The organization learned that by speaking to what is most important to key demographics, it can capture talent whose needs are being met by the organization out of the gate.

Republic Services' Talent Acquisition team was also impressed by how a minute change to communication mechanisms had a significant impact on the talent flow. Techniques as simple as changing the images that are used in marketing material, developing partnerships with female-specific organizations, and leveraging the expertise and perspective of female leaders from within the organization required minimal effort but bore virtually immediate results.

The company is leveraging what it learned from the SheDrives initiative to not only continue increasing the ranks of female employees at all levels of the business, but also to strengthen its brand image in 2019 through a campaign called "We Work for Earth." This campaign stems directly from the SheDrives campaign, tying the Republic Services brand to notions of future opportunities for other diverse workgroups, the importance of family in the lives of its employees and the role of the organization in achieving sustainability throughout the American waste industry.

## About Brandon Hall Group

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Brandon Hall Group is an HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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## **DEVELOPMENT & INTEGRATION**

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