

Attachment 1: Profile of male target group, Focus Group

Hung N. (Faculty of Business Administration, VŠE)

Hung is a master student of International Management. It is his second year of CEMS programme therefore, he is expected to graduate this November. Moreover, he works as an intern for Deloitte where he is a part of a strategy team.

Martin M. (Faculty of International Business, VŠE)

Martin is a bachelor's degree student with a focus on international trade. He is a student of sixth semester out of which one he has spent abroad on Tsinghua University in Beijing. Also, he is currently employed as a Deployment trainee at ExxonMobil.

Robert P. (Faculty of Business Administration, VŠE)

Robert is on his last semester of his master studies, majoring in International Management. During his studies, he took a role as Student Board Representative of Czech students within the international programme he is a part of. This March he has decided to join CA Technologies where he works as an Operations Analyst.

Dominik T. (Faculty of Accounting and Finance, VŠE)

Dominik has graduated this January from Faculty of Accounting and Finance. After over one and half year as a Business assistant in Bayer, with the graduation, Dominik has changed the role within a company and now holds CRM & Digital Expert position.

Petr B. (Faculty of Business Administration, VŠE)

Petr is a master student of International management and also the President of the CEMS Club Prague. Besides his studies and extra-curriculum activities, he works part-time as Product Marketing Intern at Hilti.

Kristián P. (Faculty of International Business, VŠE)

Kristián is on his last semester of his master studies, majoring in International Business. He is expected to graduate this June when he would like to start working for multinational corporation.

Martin P. (Faculty of Management, VŠE)

Martin is a fresh graduate from the University of Economics in Jindřichův Hradec where he graduated this January. He currently holds an entry position as a Quality Data Analyst at Mondi Group where he is responsible for the quality, effectivity and scheduling checking.

Tomáš K. (Faculty of Business Administration, VŠE)

Tomáš is a CEMS student on his final semester. He has been always keen on online marketing and in this field, he is also pursuing his career as an Online Marketing Specialist at EDUA Group. On top of everything, he is a freelancer and help within CEMS Club Prague with alumni matters.

David D. (Faculty of Business Administration, VŠE)

David is currently finishing his master studies in International Management, after graduating he was offered a contract with Google in Dublin.

Vašek R. (Faculty of International Business, VŠE)

Vašek is a master student of International Business. Moreover, he is a founder of a project prostepim.cz where he sells antique Prim watch. After his studies he is determined to continue with his entrepreneurship activities.

Attachment 2: Profile of L'Oréal's male employees of L'Oréal

Roman P. (E-Trade Marketing Manager)

Roman has joined L'Oréal in September 2017 and ever since he has been responsible for e-commerce trade with L'Oréal's partner Notino. Roman has graduated from his undergraduate degree in 2016 at Ostravská Universita.

Jiří Š. (Key Account Executive)

Jiří is a VŠE graduate. He finished his studies in 2016 and in the same year, in November, he joined L'Oréal as Management Trainee in Sales.

Antonín T. (Retail Design Intern)

Antonín is an intern at Luxe division where he is responsible for Retail Design since July 2017. Regarding his studies, Antonín is pursuing his master's degree in International politics and diplomacy with minor in Commercial Communication.

Jakub H. (Master Data Specialist)

Jakub has been with L'Oréal for over two years as a Data Quality Manager. Jakub has graduated from his undergraduate degree in 2013 from Technická Universita Liberec.

Martin B. (Junior Financial Controller)

Martin has graduated from the University of Economics and currently works

Vít Bartoš (Consumer Marketing Intelligence Specialist)

Vít has graduated from VŠE in 2016 and this year, he left his position in British American Tobacco for joining L'Oréal. In L'Oréal, Vít works as Consumer Marketing Intelligence Specialist.

Jan Herodek (Product, Trade and Digital Manager)

Jan has started his career in L'Oréal in January 2018. Beyond his is most important responsibilities belong launching new cosmetics brand on the Czech market. Jan is a proud graduate from Imperial Business College in London where he successfully completed his studies in 2017.

Jan Pištěk (Marketing Intern)

Jan joined the six-month internship programme at L'Oréal in March 2018. He occupies marketing position. Among that, he is on his second year of master's degree in VŠE in faculty of Business Administration.

Václav Bolech (Trade Marketing Manager)

Václav graduated from Jihočeská universita v Českých Budějovicích from Economics faculty. After graduation he joined Plzeňský Prazdroj and MONETA Money Bank. Since 2017 he is employed at L'Oréal where he works as a Trade Marketing Manager.

Attachment 3: Interview questionnaire: Interview with of HR Manager and Talent Acquisition Manager Romana Martincová

1. L'Oréal's employer branding

- a. What is the positioning of L'Oréal's employer branding?
- b. What are the objectives of employer branding?
- c. What are the activities of employer branding?
- d. Does L'Oréal's have strategical attitude towards employer branding or is employer branding more of different step thing?
- e. When does L'Oréal started to pay attention to employer branding?
- f. What are the future focuses of employer branding?

2. L'Oréal's recruitment process

- a. What does the recruiting process look like for students and fresh graduates?
 - ii. The process for internships
 - iii. The process for new entry positions?

3. The male target group

- a. What is the profile of the ideal male candidate for internships and entry positions? What is L'Oréal's male target group?
- b. What are the positions that are easy to recruit by males and what positions are not so favourite for male target group?

2. Expectations from the cooperation on the thesis

- a. What is the expectation of L'Oréal from the project?

Attachment 4: Interview questionnaire: Interview with L'Oréal's male junior managers and male interns

1. The employment search process

- a. Have you considered L'Oréal as your employer while on your studies? Why yes, why not?
- b. How have you learnt about the position you are now holding?
- c. What was the most convincing aspect that made you apply to the job position?

2. The recruitment process and job selection

- a. How was the recruitment process structured? Did you enjoy it? Would you prefer different recruitment style?
- b. What caught your attention during the recruiting process and made you want the job?
- c. What made you chose L'Oréal over the other job opportunities?
- d. Was there something that was holding you back from accepting the position for L'Oréal? Why? Is it still a problem for you?

3. L'Oréal as an employer of choice

- a. What do you enjoy the most about working for L'Oréal? What motives you working for the company?
- b. What are L'Oréal's most important values for you? Can you identify yourself with any of the values?
- c. Are you proud of being part of L'Oréal? What makes you proud? What doesn't?
- d. Is there something what would you improve on L'Oréal that could help attract more males to the company?

Is there anything that was not discussed and you would like to add?

Attachment 5: Interview questionnaire: Interview with male target group

1. The employment search process

- a. How do you approach the employment search process? Are you rather passive - finding the job and applying? Or are you rather active – seeking additional information, asking your around for the job position, checking up on websites, talking to the recruiters on career fairs?
- b. Where do you usually start with your job search?
- c. What communication technique or channels do you use while searching for a job?
- d. What aspects play a role before applying to the vacancy?
- e. Does the recruitment process have influence on your decision to consider a potential employer?
- f. Describe the most pleasant and unpleasant recruitment process according to you, could you give any example you have experienced yourself?

2. Influencers defining target group's employer choice

- a. What motivates you while working?
- b. What employees' benefits do you demand from your employer?
- c. What values shall the company possess?
- d. What element/s shall the company possess so you would be proud working for it?
- e. Imagine the ideal employer – how would the company look like? No names, just description
- f. Now list of the names. Why did you pick these?
- g. What are your preferred industries to work in? Would you consider working in a different industry? What would influence the change of your mind?

3. L'Oréal as an employer of choice and its employer branding perception

- a. Do you know L'Oréal? What comes to your mind when speaking about L'Oréal?
- b. How do you perceive L'Oréal as an employer?
- c. What opportunities the internship and entry level position in L'Oréal could, in your opinion, provide you with?
- d. How would you feel working for such company as a male?
- e. Do you think you could be proud to work for the company?
- f. What position do you think could be the most fitted to you within the company?
- g. Have you ever considered working for L'Oréal? Why yes, why not?
- h. If not, what would change your preferences?

Attachment 6: L'Oréal's employer branding activities

1. L'Oréal Citizen Day

Citizen Day is a volunteering event that has been taking place since 2010. One day in a year L'Oréal's employees dedicate the office day to a higher cause and offer their energy and enthusiasm to hundreds of non-profit organizations all over the globe. *"In 2016, L'Oréal Citizen Day supported 515 non-profits in 70 countries, with some 28,000 participants volunteering."* (L'ORÉAL CITIZEN DAY, n.d.) The volunteering activities can have various focus, be it social, cultural or environmental. The aim of Citizen Day is to show that everyone has a role to play. In case of L'Oréal Czech Republic, home for the elderly in Prague was chosen to be supported. In 2017, over 150 volunteers have spent a day in the retirement home helping with the gardening, building library, keeping the company to the elderly, creating decorations for the house etc. (L'ORÉAL CITIZEN DAY, n.d.)

2. L'Oréal BRANDSTORM

L'Oréal BRANDSTORM is a business competition for any undergraduate or graduate student who study in one of the 60 participating countries. Since 1992, when the first competition was hold, each year teams accounting of 3 students can tackle a real business case and bring innovative ideas and concepts. L'Oréal Brandstorm's objective is to combine the academic and professional experience with the opportunity to become a brand leader for one of the L'Oréal brand. The global competition is based on four pillars: Experiment – Learn – Connect – Enjoy. Brandstorm encourages the students to choose any direction and experiment along the way as much as possible. Also, the competition aims to teach the participants along facing up the challenges. The academic mentor and L'Oréal coach are two personas to lead the teams along their journey and help to transform the ideas to feasible projects. On top of that the students obtain an access to L'Oréal's company market data and bank of e-learning tool. Brandstorm is also about connecting the people, be it new friends within other students or L'Oréal experts and executives. The most talented groups can make it to Paris for the World Finals where they can visit L'Oréal's headquarters, join prepared events and compete for the final monetary price. (L'Oréal, 2018) , (All you need to know about BRANDSTORM 2018, 2017)

3. L'Oréal-UNESCO Awards for Women in Science

L'Oréal CZ aims to improve the position of young talented females in a science by holding annual awards for them. The programme was introduced in the Czech Republic in 2006 and ever since 30 female scientists were awarded. Every year, the participants are divided to two groups according to their age (to 35 years and 36 – 45 years). From each group one skilful female scientist is able to win 250 000CZK. L'Oréal's objective is to encourage female scientists to join careers in science and show the public the importance of their jobs in the Czech Republic. (L'Oréal, 2017)

4. Ethics Day

Ethics day takes place in October and almost 70 countries take part in it. The event aims to raise awareness in terms of ethics within the company and leads a discussion on topics such integrity, respect, courage or transparency. The main event of the fay is a webchat with L'Oréal's CEO who answers questions and discusses issues regarding ethics live. The employees can send their

questions either to him or the to the Managing Director of each country as each hub also holds a local conversation on ethics. Not only issues are addressed but also employees' ideas and suggestions on how to work more effectively in regards of ethics. As for 2016, L'Oréal employees shared over 1000 recommendations on how to better work together. (L'Oréal, L'Oréal, 2016)