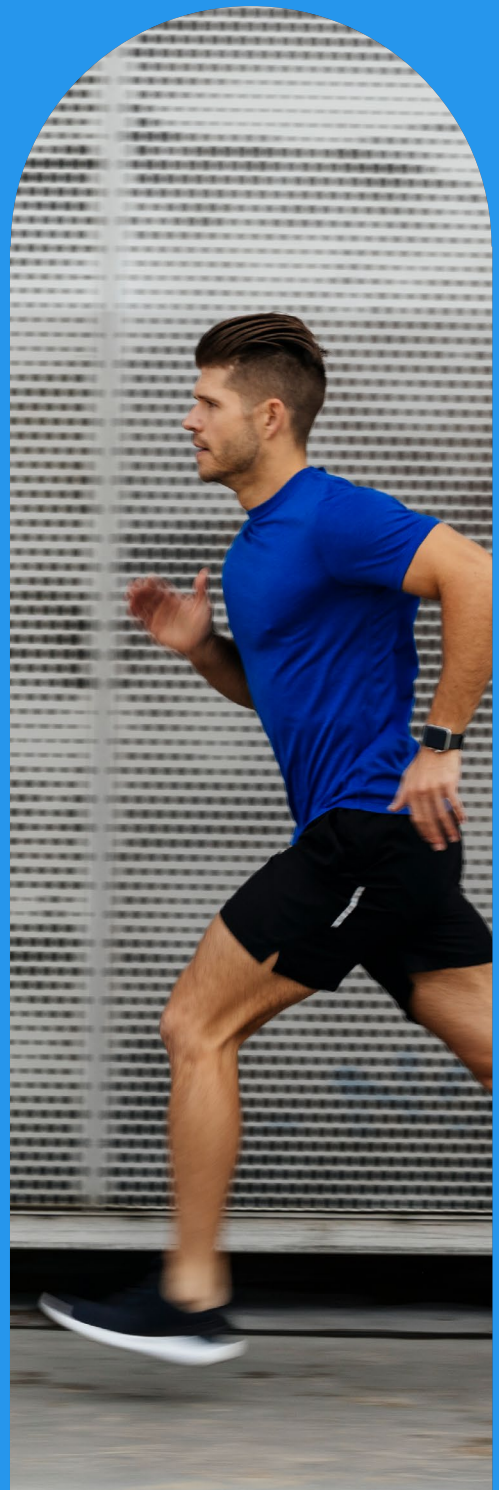




Win the race for talent:

How to revolutionise your
employee value proposition



Contents

04 Introduction

The time to act is now

06 Why EVPs are important:

The script's been flipped

09 Build your solution:

How to compete on pay and perks

17 Tailor your solution:

How to personalise your EVP

21 Case study:

How Healius boosted retention

24 How to get started:

Attract and retain top talent with a revolutionised EVP



INTRODUCTION

The time to act is now

The labour market has changed dramatically in a few short years. Now, employees are enjoying more control over the way they work, and are expecting more than a paycheck and intranet page.

The pandemic has prompted many workers to reevaluate their priorities, with some choosing to leave traditional employment altogether and pursue side businesses as a full-time venture.

Among those who stayed, many are pushing for higher pay and improved working conditions. In fact, 55 per cent of workers report that COVID-19 lockdowns changed what they expect from an employer.

They are demanding a new employee value proposition (EVP) – one that offers a compelling reason to join or stay.

Employers that don't prioritise their EVPs run the risk of losing top performers and their relevance to potential new hires.

With competition for talent fierce, there's never been a better time to make your company stand out from the crowd.

In this ebook, we will examine why employees' expectations have changed and how a revolutionised EVP can help your company win the race for talent.

Our practical advice will help you to compete on pay and perks so you can attract and retain the best talent.



55% of workers say lockdowns changed what they expect from an employer

Source: EY & Flare: 'Pay in the New Economy'

WHY EVPs ARE IMPORTANT

The script's been flipped

Just a few years ago, many employers had the upper hand – with more jobseekers than jobs, it was often enough to pay a competitive salary and maintain a good reputation to attract the talent they needed. But now the balance of power has swung, and an EVP that's limited to standard features isn't going to cut it anymore.

While employers once defined the terms of engagement, employees now exert more choice over where, when and how they work.

Workers are demanding more autonomy, flexible working, better work-life balance and greater control over their pay and benefits.



But that doesn't mean everything is rosy for employees. Data from Flare and EY Australia's survey of 7,000 employees in Australia between January and March 2022 found that two in five Australian workers left their last job because they weren't paid enough.

Some of the financial stress factors contributing to this turnover include

- Seven in 10 Australians are living paycheck-to-paycheck, with less than \$5,000 in savings, and feeling unable to meet their financial needs in an emergency.
- Seven in 10 workers would never ask for a pay advance, choosing instead to take on debt.

The research also shows that Australian employees' expectations are rarely being met.

In fact, only one-third of employers have what employees are looking for, so the majority will miss out on top talent if they don't adapt fast.

Three in four employees would like to take up financial benefits such as salary packaging, but just one-third have access to a benefits program. This is despite the fact that those who do have such benefits say that it improves their pay package and financial wellbeing, making them less likely to leave their jobs.

It's clear that to attract, engage and retain top talent, organisations need to prioritise the financial wellbeing of their people. Revitalising your EVP is a powerful lever to pull.



BUILD YOUR SOLUTION

How to compete on pay and perks

A compelling EVP should clearly and consistently show current and potential employees the unique mix of benefits that working for you delivers. This means tangible factors – like financial perks and retail discounts – to more intangible advantages, such as opportunities for professional development and team bonding days.

Dr Liz Crawford, Chief Product and Technology Officer, Flare, says in industries where attracting talent is challenging, employers must differentiate themselves by offering perks on top of good pay.

“Nowadays, most employers struggle to find talent with the unique skills that you’re looking for. Everyone is competing for those same people. You have to lean into your EVP and the perks that distinguish you,” she says.

“For example, employees in the technology sector are typically well-paid. So it’s not just about the dollars. What else can you offer to draw them to your workforce?”

For an EVP to be successful, its features must match the needs of your people.

“

There is a latent level of pressure and anxiety that is hanging out there in the market. So you have to think about: how can my company well and truly move beyond what would've been sufficient a year or two ago?

James Windon, Co-Founder and Managing Director, Flare



While there's no magic formula to achieving this, a research-based and employee-oriented approach will help tailor a proposition that resonates with your current and potential workforce.

To find out what features will best meet the needs of your people, consider:

- surveying current staff to gauge their preferences
- exploring current benefit uptake
- reviewing the offerings of competitors
- examining patterns in stay and exit interviews, and
- asking candidates what's important to them.

Although the mix of benefits in a given organisation's EVP can vary dramatically, there are themes that consistently emerge, as reinforced in PwC's recent research report, [What workers want: winning the war for talent.](#)¹

These levers, which employees ranked in order of priority from most to least important, can form the basis of questions to include in an employee sentiment survey.

The top three areas are:



1. Remuneration and reward

While COVID-19 shifted employees' priorities, some needs have stayed constant, like remuneration.

Financial offerings span from salary packages including superannuation to financial incentives such as bonuses, profit-sharing schemes and pensions, and salary packaging Novated Leases.

Improving remuneration and rewards for your people doesn't just mean handing out pay rises. It's possible to ease employees' financial stress without impacting a company's bottom line, with steps such as:

- Allowing staff to access their pay on-demand
- Offering superannuation choice and education
- Giving access to salary packaging
- Introducing an employee discounts scheme
- Providing financial literacy and wellbeing education
- Offering free 1-1 financial planning sessions



2. Wellbeing

COVID-19 has taken a huge toll on employees, many of whom are looking for mental health support. To find out what wellbeing initiatives would offer the most benefit to employees, consider sending out an anonymous survey that asks whether employees have used the Employee Assistance Program – and, if so, whether they had a positive experience and would use the program again.

Other wellbeing initiatives to focus on in your EVP include:

- Access to digital wellbeing programs that offer health support
- Access to wellbeing discounts and rewards with health brands
- Providing healthy food options in the workplace
- Physical wellness benefits such as online fitness class access

**Example: Unilever's health focus**

Mental and physical health is front and centre of Unilever's EVP. Employees have access to a range of workshops on mindfulness and finding your purpose, and manager training on mental health issues in the workplace. Through a comprehensive app, employees have access to urgent assistance and a range of wellbeing resources. Designated mental health champions look out for signs that someone may be struggling.

Unilever also runs the award-winning Lamplighter program, providing preventative mental and physical health screening to all employees. This covers screening for diabetes, coronary heart disease and tobacco-related illnesses, among other issues. Depending on the results, a personal work plan will be developed to support the employee with any lifestyle changes.



3. Experience

How an individual feels about their role and day-to-day tasks, their coworkers and company, as well as their organisation's stance on diversity, inclusion and equity, all shape an employee's experience.

To create the most meaningful and fulfilling experience for your employees, start with an open and honest dialogue.

While there will, of course, be set deliverables for each employee, there should always be an opportunity for an individual to set goals, challenge themselves and experience new opportunities. Ask an employee: what brings you the most joy at work? What areas would you like to upskill in? What type of culture do you want to work in?

You could also look to:

- Provide a standardised onboarding experience
- Provide candidates with the opportunity to meet their potential team during recruitment
- Outline how an employee's day-to-day tasks contribute to the broader organisational goals
- Host regular social events
- Co-create a career progression plan so that employees are working towards specific goals

Building bonds

While standard team-building activities like a trivia night have their place, for team bonding to be most effective, it should prompt employees to build personal connections.

In a recent Australian [study](#), structured questions were used to encourage participants to share personal information.²

The exercise built closeness and boosted comfort in raising difficult topics – both important in healthy workplaces.

The questions included asking what people valued most in friendships, or about a time they felt embarrassed.

¹ PWC, What workers want: winning the war for talent:

<https://www.pwc.com.au/important-problems/future-of-work/what-workers-want-report.pdf>

² Pollack, Julien and Petr Matous. 'Team-building exercises can be a waste of time. You achieve more by getting personal'.

The Conversation, 17 July 2019: <https://theconversation.com/team-building-exercises-can-be-a-waste-of-time-you-achieve-more-by-getting-personal-119601>



TAILOR YOUR SOLUTION

How to personalise your EVP

If your company is like most, you have a wide mix of ages, genders and backgrounds. Employees might also have vastly different roles – for example, if you're an HR leader in a construction or healthcare company, you're having to meet the needs of both frontline and office-based workers.

This means the benefits that appeal to one person might not be a priority – or even a possibility – for the next, so your EVP must be wide-ranging, with features for specific segments of your workforce or potential new employees.

Examples include:

- **Younger employees** value opportunities for career progression, mentoring and coaching. Working at a company that takes diversity, inclusion and equity issues seriously has also become increasingly important to younger talent.

To better meet the needs of younger workers, consider establishing a growth and advancement plan with these employees, and provide them with guidance and support to progress into leadership roles.

You could also introduce volunteering time off, establishing an Environmental, Social and Governance (ESG) agenda with clear diversity

goals to work towards or matching donations of employees who give to charitable causes. HR can lean into younger employees' preference for digital engagement by offering these through app-based engagement.

- While working from home is a great perk for **white-collar workers**, it's not an option for everyone. But that doesn't mean you can't extend flexible working to **blue-collar employees**.

You could:

- Ask for workers' input when establishing rosters, rather than management determining the schedule
- Allow employees to trade shifts without a manager's approval
- Offering flexible hours (one nine-hour shift could be followed by a five-hour shift the next day)
- Progressive parental leave policies make personal and professional life easier for **working parents**. Inspired by the recent #ShowUsYourLeave movement, hundreds of companies shared their offerings on LinkedIn, and encouraged others to follow suit. As a result of the movement, offerings such as giving equal amounts of leave to primary and secondary caregivers or providing IVF leave have gained momentum. Being 'loud and proud' about aspects of your EVP signals to

candidates what progressive leave options they could access.

- **People from culturally and linguistically diverse backgrounds** could benefit from a floating public leave policy. This enables employees to swap out some days of public holiday leave (such as Easter) for others (such as Ramadan). Developing a diversity and inclusion workforce strategy, with key steps to achieve certain goals, will also indicate your company is serious about improving diversity.



**Example: Pinterest's parental support**

Pinterest joined the #ShowUsYourLeave movement to highlight how they're an employer of choice for working parents. After extensive consultation with its workforce, Pinterest offers its employees:

- A minimum of 20 weeks' parental leave
- 12 weeks' family care leave for parents who have a child in a neonatal intensive care unit
- 20 weeks' leave and up to \$10,000 for adoptive parents
- Four weeks' leave for miscarriage at any point during pregnancy
- IVF and egg freezing for all employees
- Access to personalised parenting support, therapy sessions and caregiving support services

CASE STUDY

How Healius boosted retention

As a healthcare company, Healius bore the brunt of the pandemic. Many employees worked longer hours and experienced high levels of fatigue, stress and burnout.

This put employee retention at risk, but Healius's revolutionised EVP ensured the company not only retained its top performers, but also drew new employees into its ranks.

Providing employees with a suite of financial, physical and mental wellbeing benefits through the Flare app ensured Healius placed its employees' needs first – and this approach has paid the business back in spades.

Healius Manager, People Experience Garth Quinn says novated leasing in particular, which allows employees to purchase a car and pay for its running expenses using their pre-tax income, is a win-win. Paying these expenses in this way could reduce an employee's taxable income, and has brought Healius a major retention boost.

Since 2021, Healius employees have saved approximately a quarter of a million dollars through Flare's novated car leasing benefit.

"If someone has a novated lease with a company, and a competitor doesn't offer this, they might be inclined to stay," Garth says.

“It’s a point of difference in the market and may retain an employee for a couple more years because they want to get through their novated lease cycle.”



The retention rate for Healius employees with a Flare lease.

Offering this employee benefit was one of many actions that Healius took to revolutionise its EVP.

Employees have also accessed discounted healthcare benefits, and saved on purchases by using discounts available at well-known Australian retailers.

“Offering these benefits signals to our people that we are here for them, through thick and thin. It’s one of the key things helping us keep the best talent at Healius,” says Garth.

In the period 16 March – 13 April this year, each Healius employee using Flare benefits saved an average of \$32.

Employees have also enjoyed better engagement with their superannuation on the Flare platform, helping them to ensure they’ve made the right choice of fund for their own financial needs.

Superannuation is one of the largest benefits available to every Australian worker, and engagement is vital to ensuring good outcomes in retirement.

“So many people have said it’s easy to make more informed choices about their superannuation because the platform presents super in a simple and accessible way,” says Garth.

“If we can make it easier for them, and help them to be confident that their choice of super fund is delivering the best results for them, then that’s a great thing.”



“It’s a point of difference in the market and may retain an employee for a couple more years.”

Garth Quinn,
Manager of People
Experience, Healius

HOW TO GET STARTED

Attract and retain top talent with a revolutionised EVP

This is where Flare can lend a helping hand.

Flare is a leading benefits platform and pay technology provider. The Flare App is available for free to businesses of any size, and bring Flare's full suite of benefits into the hands of employees, at the centre of employee engagement:

- The Flare Card, coupled with On-Demand Pay, gives employees the option to access their wages early for free – without incurring any fees, charges or interest.
- Free access to a competitive suite of perks, discounts and wellness resources from leading Australian retailers and service providers.
- Access to valuable salary packaging services to save on tax, including novated car leasing (a tax structure that could give employees a pay boost of nearly \$6,000 per year on average).
- Better engagement with superannuation savings, which is the largest benefit available to most Australians.

Flare serves over a million employees, including a quarter of Australian workers starting jobs each year, and is integrated into the leading HRIS, time-and-attendance and payroll software suites, allowing for seamless one-time activation.

Create an EVP that makes your company the one talent wants to join.



**Find out more about how
Flare could help your
workplace.**

Get a free demo

**Want early access to
the Flare app at your
workplace?**

Join the waitlist



Contact us

flarebenefits.com

1300 352 734

sales@flarehr.com