

EVP MARKET MESSAGES

SECTOR ANALYSIS

WHAT'S HOT, WHAT'S NOT
...& WHAT STANDS OUT
IN EVP MESSAGING

2023

PEAK CORPORATE
SOLUTIONS

TABLE OF CONTENTS

- 1 Introduction
- 2 Our Theory
- 3 2023 Themes
- 4 Sector Summary
- 5 Market Context
- 6 Recommendations

INTRODUCTION

EVP. Employee value proposition. It's not just a buzz term - it's critical to your organisation. If you believe your business is only as good as your people, then stick around...

What is an EVP? Well our take on EVP is simple, it's the pithy response to "*Why should I work with this organisation?*"

A strong, rounded response will include distinct messaging, a sense of interactions with the business leaders and substantiations of your value proposition through employee testimonials and data. It should all be animated with relevant and vivid visuals showing the people side of your business...that's right, leave Getty Images alone.

All too often we see the wrong assumptions made by business leaders as to *why* people join their companies. They bring their biases - conscious or unconscious - which don't always reflect the real reasons people join their organisations.

When we undertake an EVP project, we do a deep dive to understand what conclusions candidates draw from an organisation's EVP. It's their first impression from an external perspective after all.

Market perception analysis will highlight any disparity between a company's reputation as an employer, and what the leaders and stakeholders want it to be known for.

Our research has been designed to challenge organisations to re-think their market messaging. It's geared to test assumptions about what leaders believe their organisation stands out for in their sector.

EVERY ORGANISATION HAS AN EVP

...some just chose to proactively manage theirs.

OUR THEORY

ALL ORGANISATIONS LIKE TO THINK THEY'RE UNIQUE. BUT IS IT TRUE?

Through our consultancy work we encounter many organisations that assume their offer to employees is unique and enticing - when it's rather more humdrum. We see a lot of like-for-like promises around employee experiences, but very few competitors are willing or able to put their business head above the EVP parapet.

We attribute this to EVP projects run by marketing departments giving them an advertising flavour, or by HR building a platform with their eye on achieving a heady Employer of Choice status.

EVP are rarely undertaken by cross-functional teams which would yield a much stronger result.

69%
OF COMPANIES ACROSS
ALL SECTORS
THOUGHT THEIR DIFFERENTIATOR
WAS 'IMPACT'

BIG 2023 THEMES

As employers, successful organisations acknowledge the common qualities they share in their sector. They know how to leverage these by highlighting employment offerings that are unique to them. They can further define themselves by responding to external influences to ensure these differentiators are relevant and current.

They understand what motivates candidates in a fast-changing climate and how this flux affects the talent market in their sector.

1

69% of reviewed organisations believe their employees can make a difference or impact

The notion of *purpose* is a particularly strong motivator for emerging generations. Organisations are making bold assumptions about the impact their employees will be able to make through their roles (although *what* impact is opaque).

The challenge for organisations lies in how they can prove these opportunities to make positive impact exist to a market sceptical of corporate claims that aren't clearly substantiated.

2

66% of organisations state they offer career development opportunities but only 14% highlight they will provide the tools, pathways and training to achieve it

Offering career development is easily said, but less easily done.

Organisations need to commit to deliver on career development promises by publishing the frameworks, tools and pathways employees have successfully used and pursued.

3

69% of organisations talk about offering flexibility, but only 1% discuss frameworks to manage performance expectations

In the post-COVID world, flexibility is a given. However organisations are not clearly communicating the performance expectations of employees who work flexibly.

4

Only 1% of organisations discuss investing in skills of the future

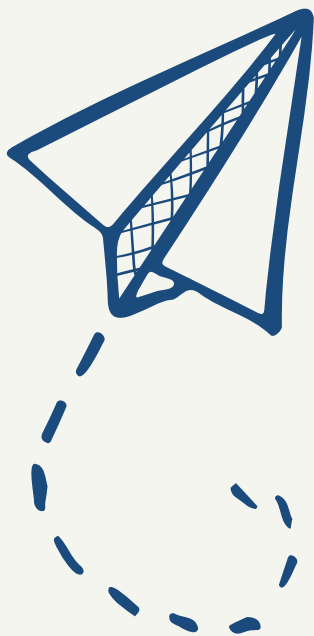
If your organisation is looking to adopt AI capabilities, how are you managing the change? How are you going to augment the skills and capabilities of your people with rapid technology developments?

Organisations need to give employees confidence that they will support them to navigate and potentially assimilate the AI-powered world together.

SECTOR SUMMARY

Our research points to a number of significant and consistent key themes across all sectors:

- 69% of companies across all sectors talk about their employees making an impact.
- 69% of companies talk about offering flexible working options.
- 67% of companies promote career development, but only 56% specifically reference skills and learning development to support this.
- 66% discuss being a diverse and inclusive employer but only 10% refer to specific diversity initiatives.
- 65% of companies highlight their pay and benefits package as an attractor to candidates and employees.



A glaring shortcoming we've observed across all sectors is how organisations are failing to leverage the unique qualities of their employment offering. In place of a robust and dynamic EVP that they *own*, we're seeing rather prosaic statements around more digestible themes including flexibility, D&I and impact.

Advocating these concepts as part of your offering as an employer are important, but expecting these concepts to differentiate you in a tight talent market just won't cut it.

Play to your strengths by trading on your sector's reputation. Leverage it to highlight aspects of your employment offering to set you apart.

SECTOR SUMMARY

The tables below showcase the key themes we have identified as being promoted as part of the EVP within each of the 10 sectors we researched.

The similarity across sectors is stark.

The questions candidates and employees will ask is whether these themes are true or just empty promises?

SECTOR	LEADING THEMES
Fast Moving Consumer Goods (FMCG)	<ul style="list-style-type: none">• Innovation and entrepreneurial spirit• Diversity and inclusion• National presence• Iconic brands
Distribution / Logistics	<ul style="list-style-type: none">• Brand and reputation• Pay and benefits• Values-led• Career development opportunities
Public sector	<ul style="list-style-type: none">• Make an impact• Pay and benefits• Diversity and inclusion• Flexible working
Professional services	<ul style="list-style-type: none">• Make an impact• Teamwork / high calibre of people• Complexity of work / challenging• Flexible working
Information technology	<ul style="list-style-type: none">• Make an impact• Supportive & collaborative• High-performance culture• Innovation

SECTOR SUMMARY

SECTOR	LEADING THEMES
Legal firms	<ul style="list-style-type: none">• Complexity of work• Innovation and expertise• Diversity and inclusion• High performance culture• Career growth
Media	<ul style="list-style-type: none">• Produce engaging content• Fun high-performing culture you can be proud of• Diverse and inclusive• Leadership development
Higher Education	<ul style="list-style-type: none">• Industry collaboration and partnerships• Life benefits (facilities / leave / flexibility)• Diverse and inclusive
Engineering	<ul style="list-style-type: none">• Making an impact• Collaborative environment focused on complex and challenging work• Flexible working and good work/life balance
Financial institutions	<ul style="list-style-type: none">• Perks, pay and benefits• Diverse and inclusive• Client/community purpose• Career development• Flexible working

MARKET CONTEXT

Mid-2022, in the wake of lockdown the overwhelming focus for employer branding messaging radiated around organisational purpose and workplace flexibility. This messaging still rings true for 69% of organisations across all sectors who continue to emphasise flexible working options and the impact employees can make through their roles.

Wind forward to mid-2023 and the 'permacrisis' has shifted focus as we all face the rising cost of living. So, purpose is all good and well when the good times roll, but inflation makes people more financially-driven than purpose-driven. Particularly if they have dependents and bigger financial commitments.

In this climate organisations must find that delicate balance between promoting great pay and benefits - which 65% currently do - whilst shaping and articulating a unique offering to continue to genuinely differentiate themselves.

This balance is no picnic to achieve when we're also in the midst of a flexibility battle. Employees, and more so candidates are clinging onto significant flexibility concessions, whilst many organisations are picturing more employees in the office more often. This tension won't slack whilst there's a talent shortage so the negotiating power rests in the hands of job seekers and employees.

7.0

March qtr CPI compared with 1.4 the previous qtr

3.5%

Australian unemployment rate March 2023

438,500

Job vacancies in Australia Feb 2023

Source: Australian Bureau of Statistics

RECOMMENDATIONS

As a minimum, organisations need to offer a market competitive salary as a "price of entry" to attract the best talent out there.

The next layer on the cake is to articulate how challenges, complexity, variety and substance weave together to make work meaningful and impactful.

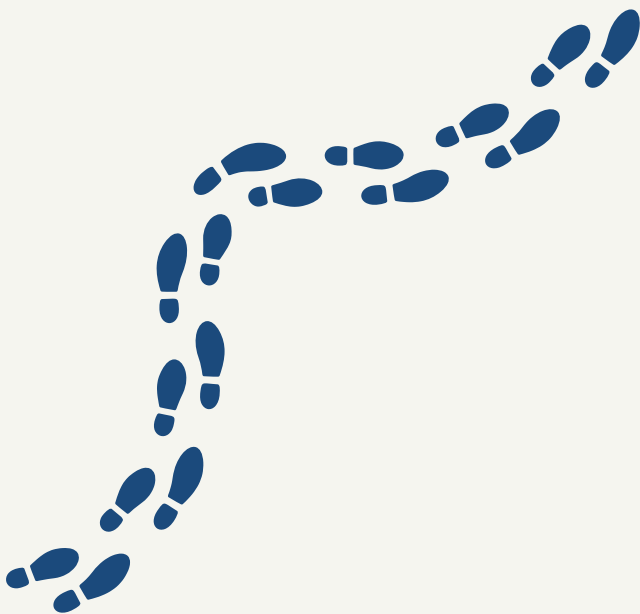
The cherry on the top to truly resonate is to promote a healthy people-first culture and a great working atmosphere.

Only 17% of our researched organisations talk about a positive employee experience as a key offering. This needs to change.



The steps to ensure your EVP stands out are actually very simple to take:

- Understand what your sector is known for and how it's perceived. Reflect these themes and address any preconceptions.
- Do your research to understand why people join, why they stay and why they leave your organisation. Where are they going and why?
- Challenge assumptions you may have previously made about people's movements and ensure these differentiators are clearly communicated through your messaging.
- Evaluate your market messaging against your talent competitors - in and outside of your sector and adjust your messaging to showcase your differentiators.
- Back up any assertions about the experience your employees have. People want to see evidence.
- Reflect the values exchange. Clearly set out your expectations of what you offer and what you want and expect in return.



PEAK CORPORATE SOLUTIONS

MAKING YOUR ORGANISATION THE FIRST CHOICE

We specialise in helping our clients be seen as a first choice employer for the type of people they are looking to recruit and retain.

Our methodology for this research was to take the perspective of a potential candidate or employee, and look at the publicly available information (primarily on a careers page or website) to define what information could be easily, quickly and clearly identified. We do this in every engagement we have when we develop an EVP.

We reviewed 140 organisations across 10 sectors, with a minimum of 4 participants in each sector.

All percentages quoted in this report relate to the average reference to a particular element across all sectors.

Peak Corporate Solutions

Level 23, 520 Oxford Street

Bondi Junction NSW 2022

www.peakcorporatesolutions.com.au

DISCLAIMER

The information contained in this report is for general information purposes only. All information in the report is provided in good faith, however we make no representation or warranty of any kind, express or implied, regarding the accuracy, adequacy, validity, reliability, availability or completeness of any information in this report.

The reviews are meant to be indicative and not definitive, providing readers with an overview of key themes across all and within each reviewed sector. Results are not meant to be definitive, and we are not recommending organisations take actions on the basis of the research highlights in this or other related reports or information provided by Peak Corporate Solutions alone.