



Driving performance and retention through non-financial incentives

VAN Radar 2019

Disclaimer



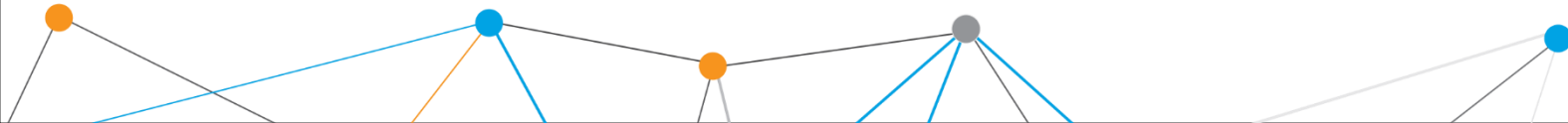
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Peter Kirk is a Relationship Manager and Executive Director at Quill Group. Peter has an MBA, and is a CERTIFIED FINANCIAL PLANNER® with a speciality in SMSF and retirement planning advice.



Key areas for investigation

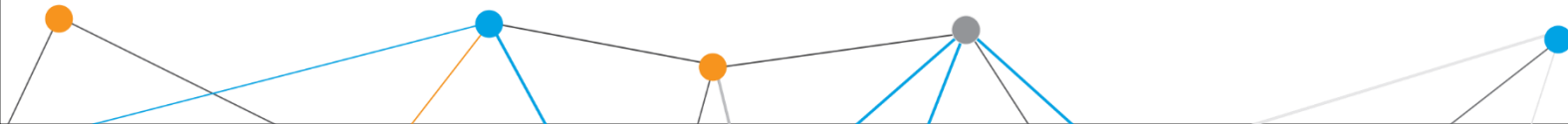


- Attract high performing employees
- Increase employee loyalty and commitment
- Motivate and engage employees
- Enhance employee productivity and performance
- Minimize employee turnover

Discovery phase:

- Were our existing staff happy working at Quill?
- Did they feel valued and appreciated?
- What did they think about our existing package and benefits?
- What did they believe Quill could do to make them feel more appreciated and improve their desire to work for Quill?
- What could we do differently to attract and retain key people?

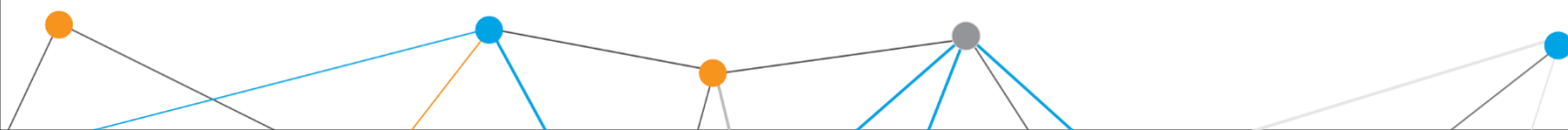
The answers formulated the actions we took and the programs we created.



The findings



- Salary is not the sole driver for attracting new staff – experts refer to as “hygiene factor”
- Benefits and perks are widely used by many organization’s to attract and retain employees
- People seldom leave an organisation because of lack of benefits, but will leave if they don’t feel valued
- As a result, we produced a package of three benefits:
 - ThankQ
 - FlexiQ
 - HealthQ

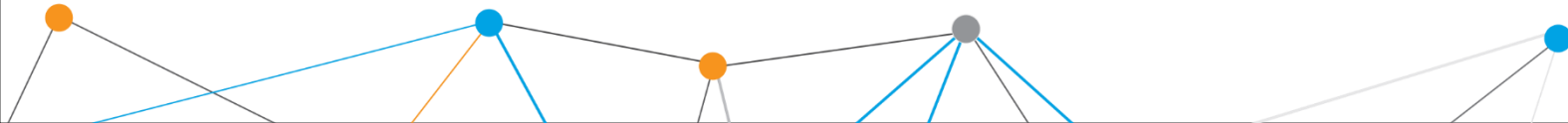


ThankQ



A system to allow recognition and feedback from a peer to peer and management level, as well as access to retail discounts and rewards.

- All team members have the opportunity to regularly thank and congratulate others
- ThankQ changed the entire culture within the organization
- Provides employees with after tax fringe benefits of up to \$2,500pa
- Employees access these benefits and rewards and choose at their leisure



Flexible work arrangements available for employees to organize a suitable option to achieve work-life balance.

- This peaked the interest of both male and female employees alike
- Was important to take the time to explore how this would impact the wider team, and address any concerns from a director, manager and operations level
- 12 out of 64 staff now utilize ongoing flexible work arrangements
- The remainder of staff utilize ad-hoc flexible arrangements, handled at a team / operational level



Assess the health and fitness of each employee on a voluntary basis to provide a customized and tailored plan to achieve their fitness goals.

- We partnered with a personal trainer with 15 years experience and expertise in nutrition, fitness coaching, weight management, exercise programming and rehabilitation to design a 10 week program.

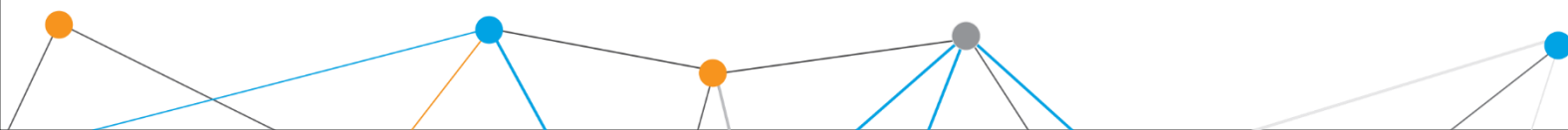
Each employee receives:

- Beginning and end Bioelectrical Impedance Analysis (BIA) scan
- Kick off and wrap up end group seminars (45 minutes)
- 2 x private consultations (15 minutes)
- Unlimited direct contact and accountability with personal trainer via e-mail support
- Healthy recipe eBook and meal guide as well as weekly educational and motivational material
- Access to an online private group where employees can ask questions, share photos and encourage each other

HealthQ 2018 Key Results



- In 2018, 87% of those that responded to the survey participated – *up from 73% in 2017*
- 100% of staff that participated in the program agreed that they benefited
- Out of those that participated, 76% changed their eating habits and a further 15% thought about changing their eating habits
- Out of those that participated, 82% made an effort to be more active throughout the program duration
- 74% felt their energy levels improved throughout the program duration
- Reduction in sick leave of 64.4 hours compared to the same period the previous year
- The program was rated a 4.35/5
- Overall staff lost 395cm² of visceral fat, over 70kgs of fat, and were 25 years younger in fitness age
- Increase in staff Yammer engagement and communication



Business impact



FlexiQ

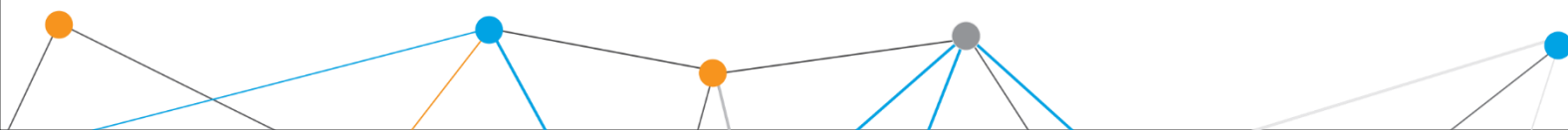
- During this period, the retention of key staff has been excellent
- We have 3 employees now working interstate

ThankQ

- Program embraced by 97% of staff
- In 2018, there were 633 eCards sent within Quill – 2,709 *to date*
- In 2018, the spend was \$174,863, with a saving of \$11,608 – *total savings to date are \$19,864*
- Quill team culture is to thank each other for their work and congratulate on their achievements

HealthQ

- Employees have made life changing decisions
- Increase in energy levels and staff engagement
- Positive outlook in both home and work life



Key learnings



- Staff feel appreciated and listened to in producing an outcome
- It is not about how much money you pay or the bonus, it is a choice to reward people regardless of outcomes – this allows for increased motivation
- None of these value providing programs are costly to implement

Please contact me if you would like to discuss further.

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