



Dream Employers Uncovered

2010 Report

BROUGHT TO YOU BY:

insyncsurveys



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1. Introduction

For many years Australia and New Zealand have lacked an employer of the year award that can be won by any organisation. Accolades are reserved for organisations that self nominate, respond to a defined criteria and invest time and effort in creating polished submissions.

Insync Surveys and RedBalloon have solved this problem with the Dream Employers Survey. We asked the public; "who is your Dream Employer?" With no strings attached, they dreamed for a few minutes about what could be.

The findings are revealed in this report. In addition to listing Australia and New Zealand's Dream Employers the public's motivators are also explored. Read on to find out more.

Key findings

- 1 Aussies and Kiwis dream of mixing work with play – 80% of the Dream Employers promote a fun working environment
- 2 A company's reputation/brand is the number one attribute that drives interest from job seekers
- 3 Putting people first is a winning strategy according to 39% of voters
- 4 73% of people are not working for their Dream Employer
- 5 For every self-employed person there's another seven who wish they were
- 6 Negative work culture is voted mostly likely to tarnish an employer brand

2. And the winners are...

Rank	Dream Employer
1	Google
2	Virgin Group/Richard Branson
3	Self
4	Apple
5	Qantas
6	The Walt Disney Company
7	OMD
8	Sydney Water
9	Getaway
10	Coca Cola
11	Microsoft
12	Vodafone
13	eBay
14	Commonwealth Bank
15	The United Nations
16	Salmat
17	Lonely Planet
18	Air New Zealand
19	ABC
20	BHP Billiton

Congratulations to Google, voted the 2010 Dream Employer by the Australia and New Zealand public. Google is known worldwide for its culture and office fit outs. "Talented people are attracted to Google because we empower them to change the world," according to the Google founders in a letter in 2004. "This is still a core principle at Google and a foundation of our company," explains Joe Krayer, HR Director, Google Australia.

Our research found key attributes attract potential employees regardless of industry. The report uncovered image and reputation drive attraction just as Xiang, Chen & Ye (2005) would predict using the signalling theory.

Ranked second, the various Virgin companies have a CEO that sends strong signals about the brand. Richard Branson provides a halo effect for the entire Virgin Group. He boosts attraction and job application numbers by sending signals about what it is like to work at Virgin.

At a recent Business Chicks Breakfast in Sydney, Branson promoted Virgin's culture when he said, "Our people need to be 100% proud of where they work and believe in what they do every day." Branson is often shown partying with staff which conveys the image that combining work and play is the norm at Virgin.

A standout finding from the survey was the desire for people to work for themselves. Being your own boss and having control over your working life is very appealing to the Australian and New Zealand public. However, not everyone who is currently self-employed voted themselves as working for their Dream Employer. This is explored in more detail in section five.

Other top 20 highlights include Getaway and the United Nations. "Australians are the world's greatest travellers and we allow people to dream for an hour a week of being somewhere else," says John Walsh, executive producer at Getaway. The idea of getting paid to travel around the world is a key attraction. The United Nations on the other hand has only a small pool of direct employees in Australia, yet the work they do clearly resonates with many.

"Many people might not know what Google employees actually do all day, but they still want to do it."

James GARRIOCK, CEO, Insync Surveys

Lastly, employee advocacy played a large part in the appearance of OMD, Sydney Water and Salmat on the final list, given that they're not widely known consumer brands. Staff loyalty is often a measure of a successful attraction strategy (Corporate Leadership Council, 1999).

"One of our values is 'fun really matters'."

Carolyn Maloney,
Director People Management, OMD

Most of the Dream Employers are high profile consumer brands. Many of them also offer the chance for employees to mix work with play. Disney is a great example: "It sounds simple, but what we do for a living makes people happy and you can't underestimate how much that means to our employees," says Carly Peter, Human Resources Director for The Walt Disney Company Australia and New Zealand.

New Zealand companies play the Kiwi card

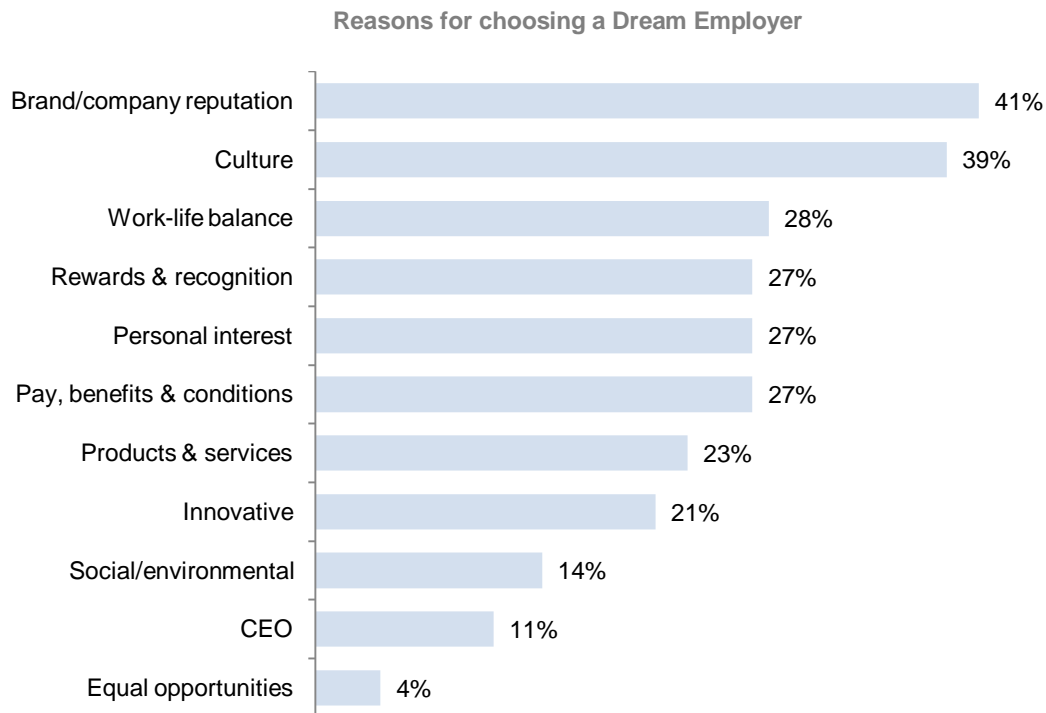
Half of New Zealand's Dream Employers are local companies that aren't ashamed to play the patriotism card. Kiwibank CEO Paul Brock sums it up by saying, "Everyone owns the culture; the culture in our bank is about being Kiwi." This is also true at Air New Zealand, who "encourage people to be themselves and to share the Kiwi spirit," according to Group GM Technical Operations and People, Vanessa Stoddart.

When asked what is the best thing about working at ASB Bank, John Barclay, Chief Human Resources Officer responded, "Over 3700 of our colleagues have stated they value our company reputation, the fact that we're a successful business and we provide the opportunity to work with great people." The New Zealanders clearly have passion for their national brands and their people.

Rank	NZ Dream Employer
1	Google
2	Air New Zealand
3	Self
4	Virgin Group/Richard Branson
5	Vodafone
6	Kiwibank
7	ASB Bank
8	Fonterra

3. What makes a DREAM Employer?

What is so appealing about the 20 Dream Employers and what are they doing right? Respondents were asked to nominate why they had chosen a particular company as their Dream Employer from a choice of 12 options including "other". Up to three responses could be chosen.



The top drivers are brand/company reputation and culture. The importance of developing a healthy brand and creating a people-centric organisation is key to gaining a competitive advantage in the employment market, a notion supported by Pfeffer (1998) and reinforced by the voters' voice.

Ultimately, brand image is built through a solid reputation for consistently delivering on an employment value proposition. An employer that fails to deliver value to the employee will have a disgruntled workforce and a blemished reputation.

Google is consistently selling their employer value proposition through the media, across the web and by promoting employer excellence awards. "At Google we believe that a strong culture and an atmosphere of fun, integrity, and creativity contribute to the productivity of our employees. Googlers believe in the company they work for and truly enjoy coming to work each day," says Joe Kraye, HR Director, Google Australia.

"The Australian public has a strong affinity with the Disney brand. For more than 80 years, The Walt Disney Company has created magical, compelling entertainment experiences that delight audiences and engage families through the generations," says Carly Peter, Human Resources Director for The Walt Disney Company Australia and New Zealand. Both existing and potential employees get a "feel good" sense (Greening & Turban, 2000) when viewing the company as an employer and these positive messages of brand and culture are reinforced in the market.

Word of mouth is an extremely powerful tool to promote positive messages to the market (Reichheld, 2003). Coca Cola Amatil have a very effective employee referral program which helps spread the word about the company culture to future candidates. Grant Kerswell, Director Human Resources, Coca Cola Amatil also highlights, "There is so much passion in our business because our people are passionate about the brands and our company." Many people learn about a company's culture through word of mouth.

Work/life balance is also a priority for voters. With "play" being a common theme across a majority of the top 20 brands this is not a surprising result. However, being able to find the right balance between professional and home life is taken very seriously by many companies, including Lonely Planet. "We have high expectations, and in return we offer considerable flexibility and a fun working environment. It's also much easier to get the work/life balance right when you are passionate about what you do," comments CEO Matt Goldberg.

Recognition just as important as pay

Generous pay and trendy products or services are not enough anymore to make an employer stand out as the most desirable place to work. The results show rewards & recognition are just as highly sought after as pay, benefits & conditions and personal interest, with all three sets of factors receiving the same number of nominations among respondents. Employees want to be acknowledged, thanked and recognised for their contribution and this is a key factor in their decision to stay with their employer. A recent RedBalloon survey of 3,000 employees found that 52% of employees said they would leave their company if they did not receive recognition.

Whichever way you look at it, becoming a Dream Employer is not easy. There are many factors that contribute to a successful employer brand. It's about delivering on promises and ensuring they are aligned with the company's reality. "Brands are delivered by people not products. How people talk about an organisation is the most powerful way to build a brand. A recognition program recognises employees' positive behaviours you want to reward, such as living a brand's values, which in turn contributes to its culture," says Naomi Simson, CEO and Founder, RedBalloon.

"Your value proposition has to be reflected across your business, starting with the recruitment process – branding as you go to press, tone and words used in the screening process, interaction when hiring, the company induction and your overall orientation to the organisation."

Peter George, Organisational Psychologist, Talent2

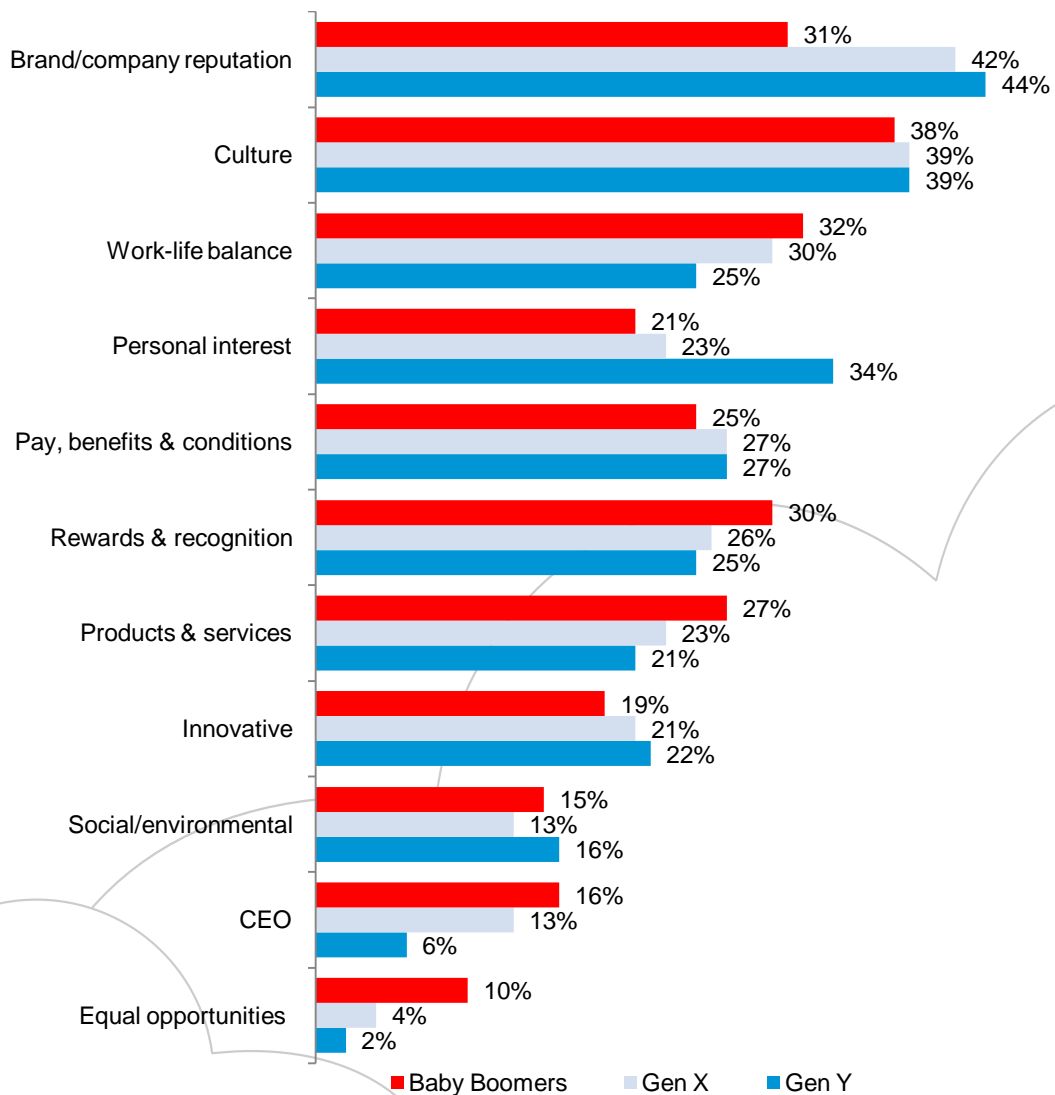
What's important in a Dream Employer for the different generations?

- Company/brand reputation is most important for Gen X and Y men
- Culture is equally a driver for all generations
- Work/life balance is rated second in importance for Baby Boomers and not a high priority for Gen Y, which could be reflective of life stages
- Personal interest ranked fourth for Gen Y, who are keen to pursue their passions

“Gone are the days when managers only gave their staff a pat on the back and a couple of movie tickets for a job well done. The importance of reward and recognition programs are an imperative driver for business success.”

Naomi Simson, CEO and Founder, RedBalloon

Reasons for choosing a Dream Employer by generation



The top five uncovered

Why are people attracted to the top five companies and what are they doing right?

- 1** **Google** is a clear winner for its culture and work/life balance. "Perhaps what best demonstrates Googlers' belief that their work is not just a job is the culture of honesty and kindness that permeates the company," reports Joe Krayner, HR Director, Google Australia.
- 2** Richard Branson and the **Virgin** Group are seen as one and the same, and appeal is very high. Respondents indicated the CEO is equally important as brand/company reputation. The local brand Virgin Blue achieved success, being voted the "best low cost airline" four times running. Australian CEO John Borghetti says, "The award is testimony to the great product, brand and people that make Virgin Blue what it is today."
- 3** With one in ten people currently **working for themselves** in Australia (ABS, 2009) it is of no surprise that the majority of respondents are looking for work/life balance and to pursue a personal interest. None of the top companies come close to what people think they can offer themselves on these two factors.
- 4** **Apple's** biggest attraction driver is its brand/company reputation and perhaps not surprisingly, products and services are also a key factor in why people voted for Apple. The worldwide popularity of Apple's products, such as the iPhone which was ranked nine in BrandAsset Consulting's 2010 Australian leading brands, has translated into an employee attraction factor.
- 5** The Spirit of Australia brand, **Qantas**, is led by the driver of brand/company reputation. It's also in front for pay, rewards and recognition and benefits and conditions.

"Marketing investment designed to attract new customers also has a spill over effect in attracting new employees."

James GARRIock, CEO, Insync Surveys

New Zealand DREAM Employer drivers

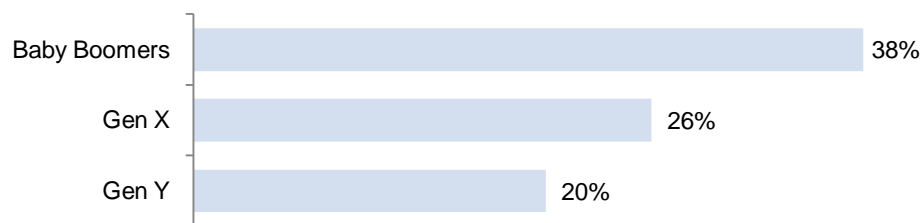
- 1.** Air New Zealand are driven by brand/company reputation
- 2.** Kiwibank's key attribute is culture
- 3.** ASB Bank is voted for rewards & recognition and products & services

4. Only 3/10 people are working for their Dream Employer

Employed respondents were asked the question "Are you currently working for your Dream Employer?"

Only one in five Gen Y respondents is working for their Dream Employer. Even more disturbing is that as they near the end of their careers, only 38% of Baby Boomers have found their Dream Employer.

Working for your Dream Employer by generation



Creating a "people centred" company rather than chasing and acquiring top talent is a very effective management strategy according to Pfeffer and O'Reilly (2000). This was reinforced by Richard Branson when he spoke at the recent Ultimate Success Summit in Sydney, "Lavish praise on people to get the best from them. Look for the best in people. If those people are happy in their workplace and enjoy the work they're doing, then your customers will be happy."

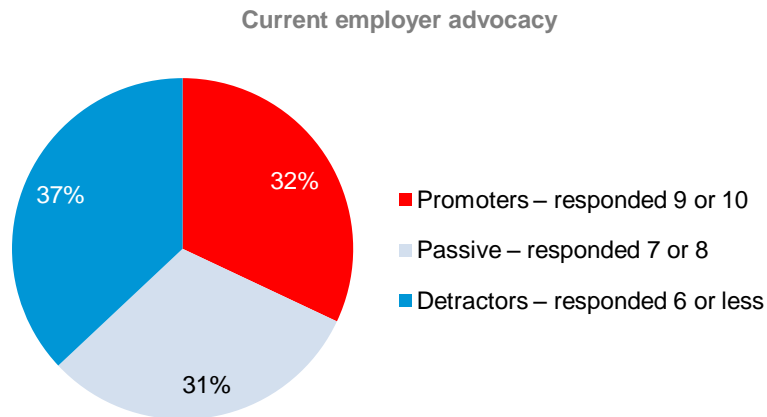
The key to building a viable employment brand is delivering on your value proposition. Peter George, organisational psychologist at Talent2, says, "Once an employee starts, inconsistencies in the advertised employer value proposition and day to day practices will no longer be tolerated by individuals who now, more than any other time in history, look at core values and how their leaders bring out those core values."

"Over 90% of staff who respond to our employee satisfaction survey say they are proud to work at Microsoft and would recommend Microsoft as a great place to work."

Nicole Blunck, Organisational Development Manager, Microsoft

Would you recommend your current employer?

To gauge employee loyalty, employed respondents were asked how likely they would be to recommend working at their organisation to family and friends. A scale of 0–10, where 0 equals not at all likely and 10 equals extremely likely, was used.



The overall Net Promoter Score (NPS)* for current employers is negative five (-5). Insync Surveys' proprietary research shows that only one quarter of Australian organisations have a net positive word-of-mouth from employees.

Top listed company Air New Zealand understands the importance of employee loyalty and their efforts seem to be paying off. "At exit interviews 99% of staff say they would return to Air New Zealand if the opportunity arose," says Vanessa Stoddart, Group GM Technical Operations and People, Air New Zealand.

Who's recommending whom?

People from the IT, media and finance sectors are most likely to recommend their current employer. However, employees in the agricultural, forestry and fishing sector are least likely to be advocates. Current employees are the most commonly used and most credible source of information about an organisation for prospective employees so the advocacy test is a key forward indicator of attractiveness.

Who's missing from the list?

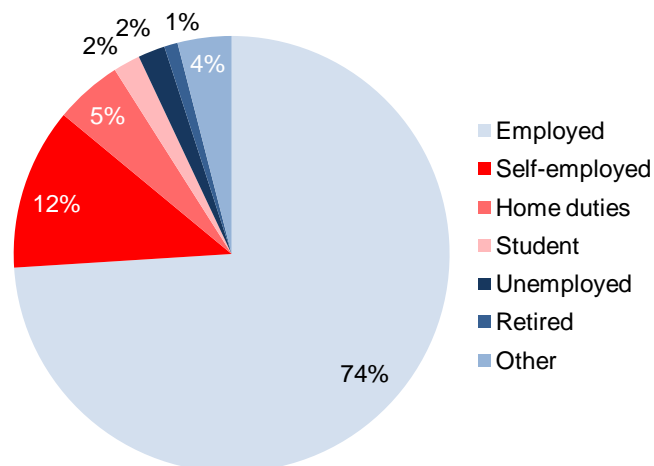
Notorious for its status as a "millionaires' factory", Macquarie Bank is a notable absentee from the post GFC Dream Employers list. However, when asked the question "Who do you think is the Dream Employer in the industry that you work in?" the holy dollar company remains the most popular choice for the 226 respondents currently employed in the financial sector. Second place for this group was Commonwealth Bank, which was a more popular choice than any of the other retail or merchant banks, super funds and insurance companies.

*Net Promoter is a registered trademark of Satmetrix Systems, Inc., Bain & Company and Fred Reichheld

5. Being your own boss is on the wish list

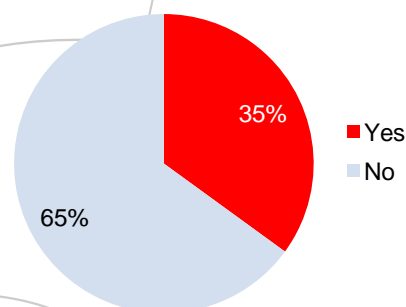
Of those who want to be their own boss, only one in eight (12%) are currently self-employed. It seems the grass is greener theory applies here. "When you're employed, you don't know what you don't know. It's easy to look at self-employment with rose-tinted glasses," says Robert Gerrish, Founder of Flying Solo. When people work for themselves they don't appear to be much happier than others. The results show 35% of currently self-employed people work for their Dream Employer. When compared to the overall response of 27%, the results are similar. However, the concept of freedom is very inviting. In a recent survey by Flying Solo, respondents said the biggest appeal of self-employment was general flexibility, followed closely by being in control.

Employment status for those who want to work for themselves

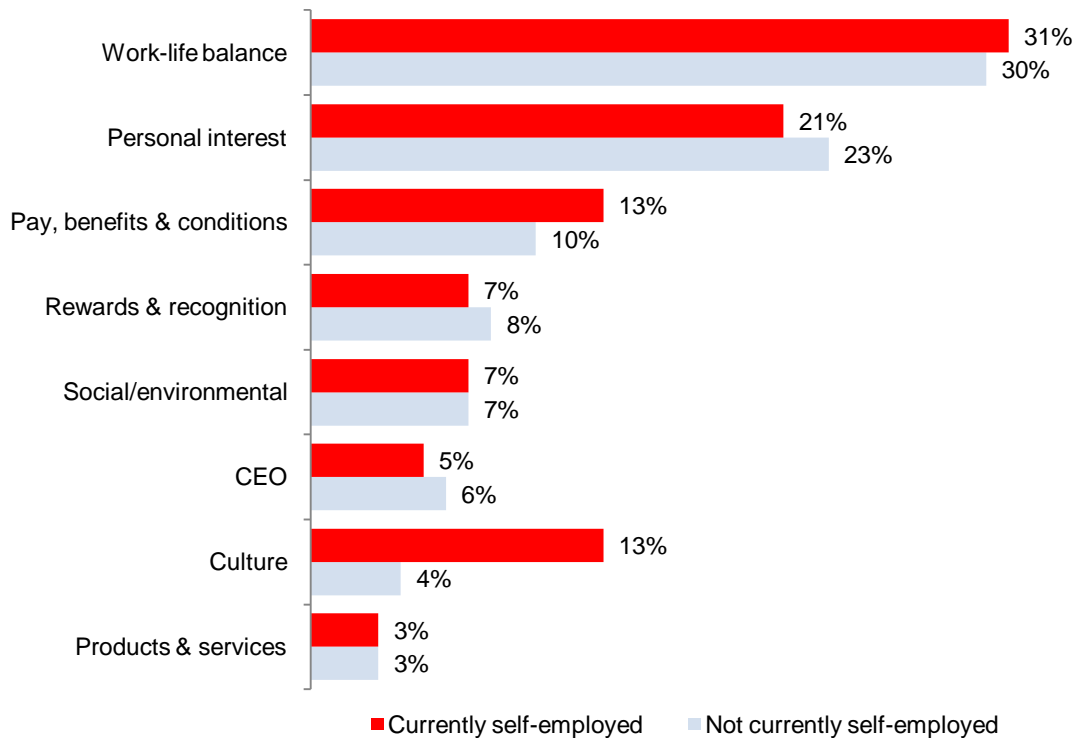


The main drivers for wanting to be self-employed are work/life balance and personal interest. Research from Flying Solo also supports this, but suggests that the balance is "within" rather than "between" life and work. "Many self-employed people work long hours, but they do so when they want to and because they want to. It's less because 'they have to'," explains Gerrish.

Self-employed working for their Dream Employer



Reasons for wanting to be self-employed



Who wants to be their own boss?

The Baby Boomer male is more likely to take the risk of being their own boss, according to the results. This finding is also supported by Gerrish. "Increasingly they are looking for lifestyle over income, by the Baby Boomer age they are typically well-established financially, and like the idea of being masters of their own destiny."

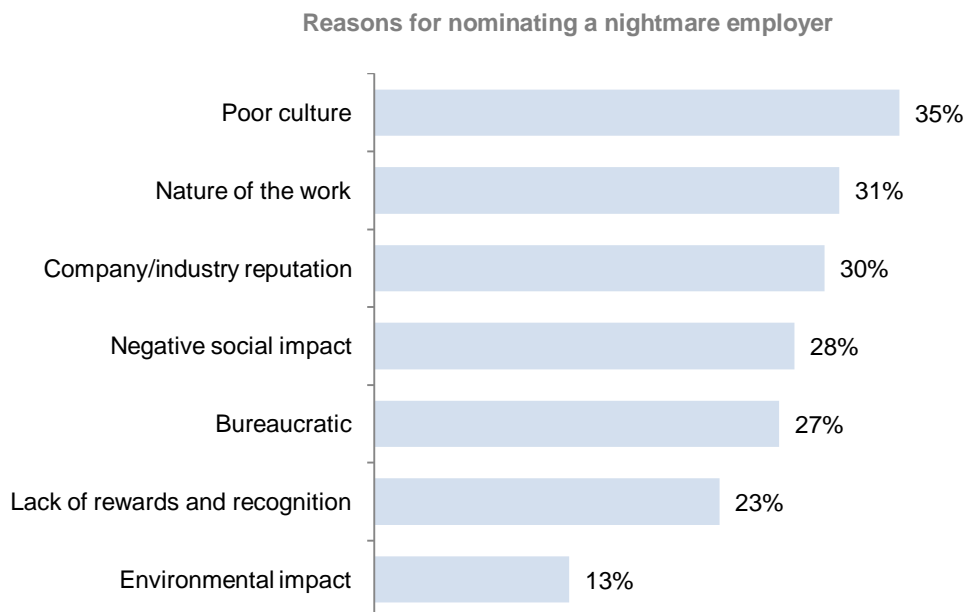
Is the grass greener on the self-employed side?

"There are definitely downsides to being self-employed. Isolation can be a problem. The self-employed have to work hard at staying connected, getting out and networking, not only to grow business but for human connection."

Robert Gerrish, Founder of Flying Solo

b. The nightmare employer

The survey also asked the question “What makes a nightmare employer?” Eight options were offered, including “other” with respondents able to choose up to three.



Negative workplace culture is the key factor in tarnishing an organisation as an ideal employer. People are drawn to a company's culture and the strength of its brand, and survey respondents clearly do not want to be associated with a company that has a bad reputation. The findings are in line with the notion that people are happiest and productive when they are working in a healthy organisational culture and the reverse is true, in that culture plays a huge part in high performing organisations (De Waal, 2007).

Nature of work was ranked second in identifying a nightmare employer. People want to be passionate about their job and understand this is a key driver to being happy in the workplace. Linn Taylor, Production Manager, at Getaway, sums it up by saying, “We have a core group of people that have been with the show for ten years plus. We all have a passion for travel.”

Bureaucratic and negative social impact also ranked high on the list of turn offs. People want a fun work environment without the red tape. People's self image is boosted when they are work for a socially responsible organisation.

Interestingly, lack of rewards and recognition didn't appear on the top of the list, perhaps indicating an employer's value is based on multiple job offer components rather than just compensation.

7. The winners under the microscope

In this section we take a closer look at the Dream Employers and dig deeper to uncover some of the trends that have emerged within industries, generational differences and preferences according to gender.

Dream Employers by industry

So who are the industry winners? Not surprisingly 11 of the industry winners also appear on the overall Dream Employers list. However, the additional four companies who have come up favourites have a high profile and continually send positive employer brand messages; which appears to give these companies a competitive advantage in the labour market.

Industry	Dream Employer	Main reason why
Advertising	OMD	Culture
Airline	Virgin	The CEO
Alcohol	Lion Nathan	Culture
Automotive	BMW	Brand/company reputation
Communication	Vodafone	Culture
Finance	Commonwealth Bank	Brand/company reputation
Food & drink	Coca-Cola	Brand/company reputation
IT	Google	Culture
Media - film	The Walt Disney Company	Brand/company reputation
Media - print	Vogue	Brand/company reputation
Media - television	Getaway	Personal interest
Not-for-profit	United Nations	Social/environmental
Retail	eBay	Culture
Sport	AFL	Brand/company reputation
Travel	Lonely Planet	Personal interest

Perhaps no surprise is that the iconic Richard Branson is the driver for Virgin being voted a Dream Employer. He lives and breathes the brand, a point he reinforced to an audience at the Business Chicks Breakfast in Sydney. "I hang out with my people when I travel, party with them. Apart from the fact I like it...you have to be available to your people." This is smart and it's working. De Waal (2007) also agrees that leadership is a key characteristic of high performing organisations.

Lonely Planet knows that a key attribute for them is personal interest. "It's understandable there are people passionate about working for a company that exists purely to help people have amazing travel experiences. Our brand is well known and stands for empowering authentic experiences," comments Lonely Planet CEO Matt Goldberg. Lonely Planet understand travel is loved by many and is often life changing, hence they actively promote this attribute to build their employer brand.

What drives people to work for a NFP?

"People might dream of working for a NFP, but not all of them apply. It's the one slice of the working world that drives itself on its passion, resourcefulness and sheer dedication to get results and make a difference."

Dianne Holbery, Services Manager, Impact Support Services

Conscience versus glamour

Twice as many people want to work for a not-for-profit (NFP) organisation as for a luxury brand.

Despite this, the result is surprising in the light of recent research by Insync Surveys on HR challenges for NFPs which addresses the unique recruitment issues faced by the industry. Limited budget and low salaries are some of the hurdles limiting job applications. However, given the chance to dream, people are more willing to attach to values than work for glamour. Perhaps signalling theory (Greening & Turban, 2000) is at play here again, but this time the social conscience comes from the prospective employee, not the employer.

Dream Employers, male and female choices

The gender results are not as stereotypical as one might expect. Men and women want to work for similar organisations and are attracted to Dream Employers by the same drivers.

Female		Male	
Rank	Dream Employer	Rank	Dream Employer
1	Google	1	Google
2	Virgin Group/Richard Branson	2	Virgin Group/Richard Branson
3	Self	3	Self
4	Qantas	4	Apple
5	Apple	5	Coca-Cola
6	The Walt Disney Company	6	BHP Billiton
7	OMD	7	Qantas
8	Getaway	8	The Walt Disney Company



There are two clear differences between the male and female results. Coca Cola and BHP Billiton are brands that appeal more to men than women, ranking fifth and sixth respectively. These companies' key features appeal to a male audience. The reputation of being a boys' club is certainly evidenced in the results for BHP Billiton's appeal to men.

OMD and Getaway are the female preference. OMD's result can be attributed to high female employee engagement. Getaway's image of freedom, luxury travel and continual new experiences influenced many women. This value proposition far outweighs the downside of travelling for up to 20 weeks of the year.

Industry choices by profile

It's of no surprise men are twice as likely to opt for sport and finance. Conversely, not-for-profit and travel choices are 50% more attractive to women. Insync Surveys' NFP research paper supports the idea that NFPs appeal to women and the Dream Employers results back this up.

Government was ranked third as a Dream Employer industry. A multitude of government organisations were nominated without a standout choice.

Female		Male	
Rank	Industry	Rank	Industry
1	IT	1	IT
2	Airline	2	Airline
3	Government*	3	Government*
4	Retail	4	Retail
5	Self-employed	5	Self-employed
6	Not-for-profit	6	Professional services
7	Travel	7	Sport
	Professional services	8	Finance

Baby Boomers didn't favour a particular industry, however they are half as likely to want to work in IT than other generations. Gen Y and X are more likely to dream of working in the following sectors:

- Food and drink
- IT
- Media – film
- Retail
- Advertising

Airlines was also clear standout for Gen X.

“Understanding your target employee groups and creating messages that resonate with them is the most efficient way of building employer attractiveness.”

James GARRIock, CEO, Insync Surveys

8. Methodology

The survey was designed to identify which organisations Australians and New Zealanders dream of working for; and why.

The survey consisted of 10 mainly pre-coded questions and was completed online during August 2010. The survey was made available to the general public via a dedicated Dream Employers website (www.dreamemployers.com.au), email, online Fairfax websites and Facebook. In addition, business leaders were also able to encourage their networks to participate.

The survey resulted in a high response from a random sample of the online population. Whilst the focus of the research was primarily Australia and New Zealand, given the approach used, there was scope for responses from all over the world. The survey recorded place of residence to facilitate country specific analysis.

Respondents to the survey, excluding ACT residents, were entered into a prize draw to win one of two \$500 RedBalloon gift vouchers.

All respondents were asked to nominate their Dream Employer. Responses to this question were ranked in order of frequency, with the highest ranking organisations identified as the winners.

Academic references are available by emailing: research@insyncsurveys.com.au

“Over the last few years we have achieved significant change in our culture to one where our people are even more committed to our goals and valued for their contributions. Being recognised as a Dream Employer is testament to the importance we place on our people being key to our success.”

BARBARA Chapman, Group Executive Human Resources and Group Services, Commonwealth Bank

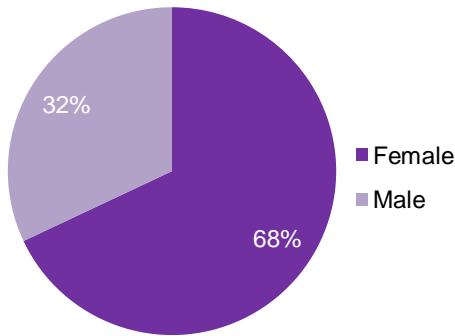
“When you tell people you work for Disney, it always invokes a positive reaction.”

Carly Peter, Human Resources Director for The Walt Disney Company Australia and New Zealand

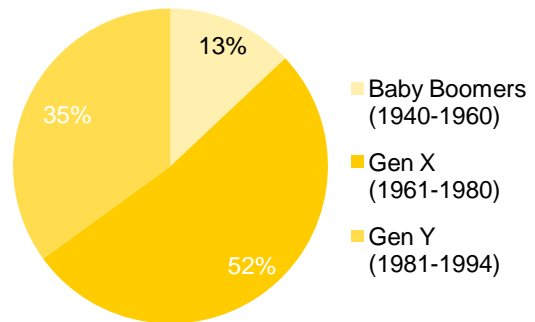
9. Response Rates

The 2010 Dream Employers Survey was completed by **2965 respondents**. A breakdown of responses by demographic is shown below.

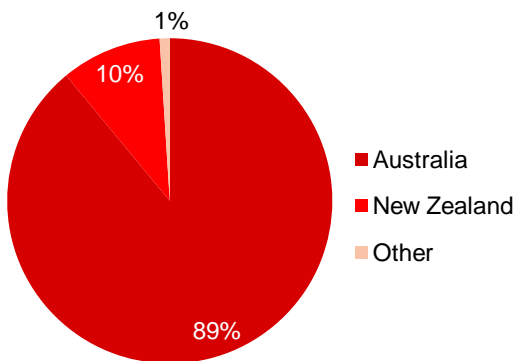
Gender



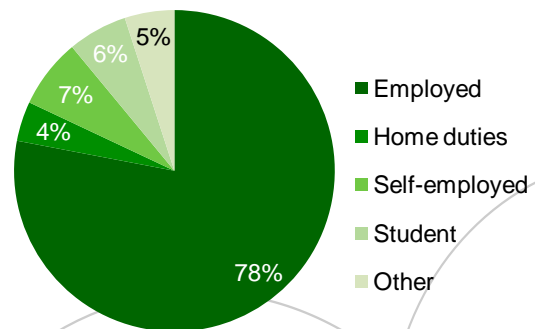
Generation



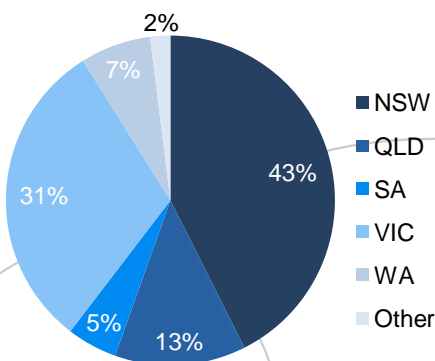
Location



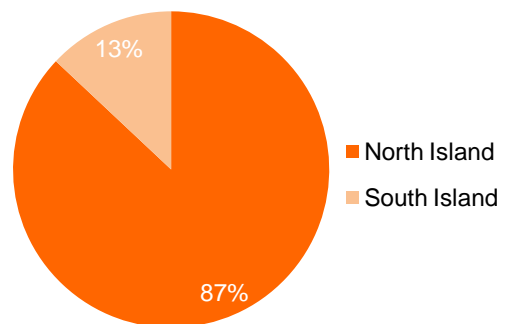
Employment situation



Australia



New Zealand



10. About us

About Insync Surveys

Insync Surveys is a 2009 *BRW* Fast 100 company. With offices in Melbourne and Sydney, we specialise in employee, customer, board and other stakeholder surveys backed by consulting. Our organisational psychologists and research experts help organisations become more effective.

We've worked with some of the largest organisations in Asia Pacific, including: Cathay Pacific, Toll, Medibank Private, WorleyParsons, Fairfax Digital, Mission Australia, the Australian Curriculum, Assessment and Reporting Authority, state government departments, many local councils and most university libraries. This broad experience allows us to benchmark your results.

About RedBalloon

RedBalloon For Corporate provides exciting reward and recognition solutions, corporate gifts and sales incentives to ensure businesses keep their employees and customers motivated, rewarded and engaged. Using RedBalloon's unique resource of over 2,000 amazing experiences in Australia and New Zealand they specialise in creating attachments between employees and their employer. RedBalloon has also been awarded for its innovative employee engagement practices. In 2009 they were named in the top ten Best Places to Work by *BRW* and Hewitt Associates have also awarded RedBalloon with an engagement score of over 90 percent two years in a row. The average engagement score in Australian businesses is 55 percent.

Dream Employers Supporter – Talent2

Talent2 is the leading Human Resources Outsourcing (HRO) and Managed Services provider in the Asia Pacific region, delivering integrated HR solutions, both outsourced and in-sourced, and innovative and effective talent management solutions. The company offers a range of solutions including Recruitment, RPO, HR and Payroll and Learning and Development, which positions the company uniquely to service the rapidly growing business needs for HRO.

Founded in 2003, the company is listed on the Australian Stock Exchange ('TWO'). Talent2 operates through a holistic offering set of 'Acquire, Manage and Optimise,' which makes the company uniquely placed to service growing business needs for HRO.

BROUGHT TO YOU BY:

insync surveys



SUPPORTER:

talent²
it's who you know



Contact us

To discuss any of the research in further detail or review your organisation's retention and employee alignment requirements, please contact:

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