

SUBMISSION

31 March 2016

To the Hon Natalie Hutchins MP
Minister for Industrial Relations
Level 35
121 Exhibition Street
Melbourne, VIC, 3000
Per Email: lsl.yoursay@ecodev.vic.gov.au

Review of Victoria's Long Service Leave Laws

On behalf of the Australian Human Resources Institute (AHRI), the national representative body for Australia's Human Resources (HR) practitioners, I am pleased to make a submission to the Victorian Government's 2016 Review of Long Service Leave arrangements.

I commend the Government for undertaking this review, and applaud your initiative as the responsible Minister.

In order to give this submission the authority of the AHRI member base of around 20,000 HR professionals, we surveyed our members on the issue of LSL during March 2016. Relevant findings accompany this submission as an Appendix and I will refer to them in the course of the submission.

The survey questions centre on those contained in the Victorian Government Discussion Paper.

Though the survey respondents were a national sample of 1728 AHRI members, 31 per cent of that sample were Victorian members, as indicated in Figure 1 of the Appendix. Victorian equivalent responses of each graphic under the Detailed Findings heading are marked with the first character of the alphabet (e.g. 1A, 2A etc.).

Respondents were not required to answer all the survey questions, and the numbers who did answer are set out prominently at the top of each graph.

I would add that I am pleased to make myself available to meet with yourself or your departmental representatives to elaborate further on the findings and my recommendations arising from them.

Should you wish to do so, please email me directly at peter.wilson@ahri.com.au or phone 03 9918 9221, or in the first instance email AHRI's Government Relations Manager, Paul Begley, at paul.begley@ahri.com.au or phone 0402 897 884.

ORIGINAL TRAVEL RATIONALE FOR LSL

As the Government's Discussion Paper states, the original rationale of LSL was to provide a reward for longstanding service exceeding ten years with a single employer and to provide an opportunity for workers to visit relatives by cruise ship to the 'home' country of Great Britain. These reasons have no substantive contemporary relevance in their present form for the vast majority of Australian workers, including those from Victoria.

Australia now has a multicultural workforce with the growth of population and employment since World War II emanating from a wide range of countries, especially those in our Asia Pacific region. To the extent that travel to the UK has any relevance, economy flights cost approximately the same nominal amount as they did in the early 1970s, and flights from Tullamarine to Heathrow can be undertaken in one day rather than the one month it used to take to arrive in Southampton by boat from Station Pier in Port Melbourne.

TURNOVER AND TENURE

Figure 4 of the Appendix shows that approximately 62 per cent of survey respondents report an average tenure of the workforce in their organisation of less than eight years, with only 21 per cent overall reporting an average tenure of 10 years or more.

The equivalent 10 year-plus tenure figure reported by public sector respondents, and shown in Table 1, is 42 per cent, but with a mere 15 per cent in the private sector, and fewer in the not-for-profits.

The staff turnover figures reported in the survey are higher than those quoted in the Discussion Paper, perhaps because nearly two-thirds of the survey respondents (63 per cent as shown in Figure 3) are from larger organisations with 200 or more employees. The rate of business restructures in many of those organisations is an indication that the duration of a career with one employer is often beyond the control of the employee and does not often last as long as eight years.

REWARD VERSUS ENTITLEMENT

What is within the control of employees is the extent to which they choose to change employers to secure better pay and conditions, or to broaden their experience and value within an increasingly global workforce in which competition for talent is vigorous and relentless.

The survey looked at whether employees were aware of their LSL entitlement, whether they valued it, and whether they expect to be in the organisation long enough to receive it (see Figure 7). The respondents believe that the great majority of employees were aware of LSL (83 per cent), two-thirds highly valued it (66 per cent), but only 45 per cent expect ever to qualify for it. That expectation looks optimistic compared with the majority of respondents (78 per cent) who report in Figure 5 that fewer than 20 per cent of employees in their organisation actually took LSL over the previous five years.

The survey respondents were asked two questions on rewards: (1) how important it is to reward employees for 10 years' service, and (2) the degree of importance employees put on being rewarded. While Figure 8 shows that more than seven out of 10 respondents believed rewarding longevity was very or moderately important to both employers and employees, in commenting on their answers many suggested that there was a difference between employees being rewarded, and employees expecting an entitlement which is how LSL has increasingly come to be viewed. Many respondents also made the point in commentary that rewarding long service might be of some importance, but rewarding high performance is significantly more important.

FLEXIBILITY AND THE FAIR WORK ACT

The survey asked two questions on flexibility. The first, as displayed in Figure 6, asked about flexible options available to employees in respondent organisations. The strongest responses were to hours of work (83 per cent), extended parental leave (59 per cent), flexibility of work locations (58 per cent) and opportunities to purchase annual leave (46 per cent). Only 29 per cent reported flexible options around sabbaticals or career breaks.

When asked specifically (see Figure 9) about whether the Fair Work Act provided enough options for taking a career break, the respondents were divided into three roughly equal groups: those who agreed it did (34 per cent), those who disagreed that it did (30 per cent) and the biggest group, those who were undecided (36 per cent).

One thing that came out in the comments to the answers on this question was that many respondents did not want career breaks legislated.

CONCLUSION AND RECOMMENDATION

Most survey respondents showed no appetite for the idea of completely abandoning LSL, with only 10 per cent wanting to see it scrapped and replaced with nothing (see Figure 10).

However, there was a strong response to the various options proposed in the survey to substitute it with some other model. Nearly a third (30 per cent) would like it replaced with an equivalent value paid through a combination of take home pay and superannuation, one in five (19 per cent) an equivalent directed to superannuation, and 17 per cent an equivalent paid each year in take home pay.

A similar set of options set out in Table 2 indicated that respondents believe that employees like the idea of various cashing out and leave availability options on a pro rata basis.

Recommendation

My recommendation arising from these findings is that the Long Service Leave Act be abandoned in its current form, but that the financial benefit not be taken from workers as a result.

Instead, I propose that its equivalent value be made continuously available to all workers in each year that they undertake paid work. There would be no net cost to employers from that proposal because most employers make financial provision for LSL annually within their Profit & Loss accounts.

Accordingly I propose that the current LSL system be replaced by a scheme to be known as the annual Working Service Premium (WSP), which would equate to the annual LSL cost.

In short, the LSL benefit of 8.6 weeks leave on full pay after the tenth year of 'same employer' service, or about of 17% of pay due in the eleventh year of service be replaced by a system which vests the equivalent annual value of the current LSL benefit in each and every year of employment during the first ten years, and subsequently. An actuary could calculate more exactly what this translates to as a percentage of a person's basic pay in any year. For sake of argument let us assume it's a 1.7% premium to the basic annual rate of pay in each and every year of employment. Once this sum is known, Victorian workers could, for example, elect annually whether to take this value in their take home pay, or to direct it into their superannuation, or some combination of those two elements.

In summary, my recommendation is that workers be allowed to make an annual election to direct the Workers Service Premium to any or all of the following:

- Take home pay
- Superannuation
- Increased recreational leave credit that can be deferred to an end-of-service date with that employer (i.e. not be subject to an employer requirement to take leave)
- A combination of the above three options.

The proposed WSP scheme would direct the value of LSL into where it's most needed by workers today – their take home pay to meet current cost of living, or into their superannuation funds to better provide for their retirement.

I would be pleased to elaborate on these recommendations.

Yours sincerely



Peter S Wilson AM
National President

APPENDIX

DEMOGRAPHICS

FIGURE 1: WORKPLACE LOCATION

1728 RESPONDENTS

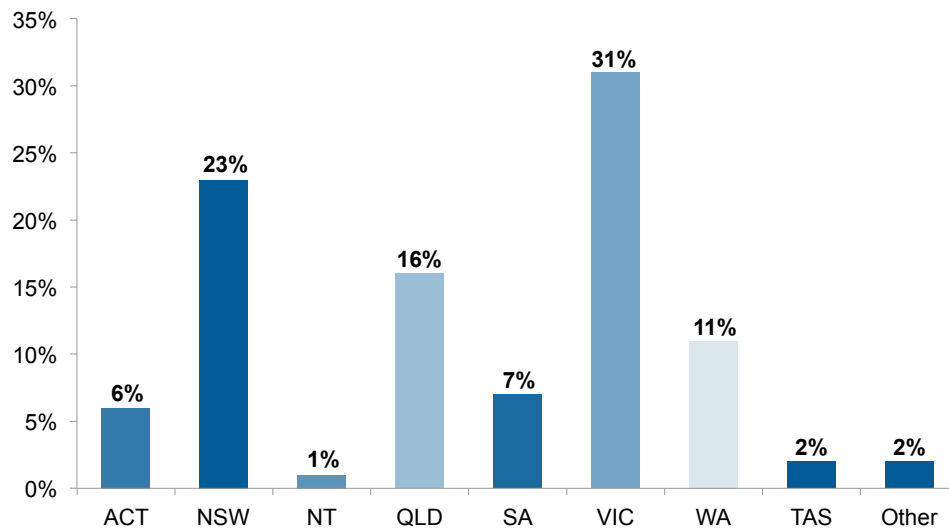


Figure 1 indicates that almost a third (31%) of respondents are located in Victoria, just under a quarter (23%) are in New South Wales, and around a sixth (16%) are in Queensland.

FIGURE 2: ORGANISATION SECTOR

1707 RESPONDENTS (ALL STATES)

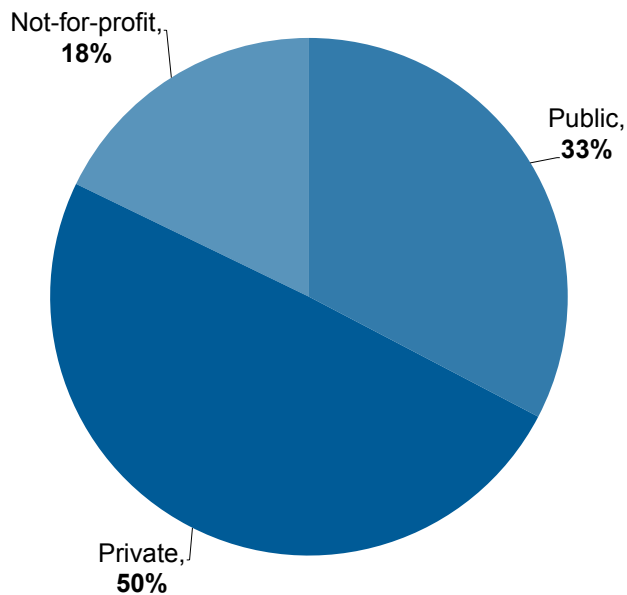
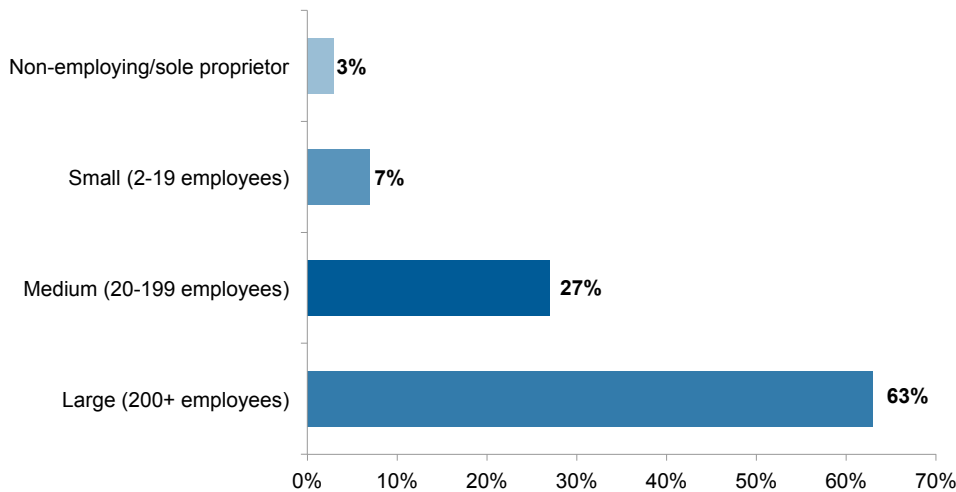


Figure 2 shows that half of respondents are from the private sector, a third from the public sector, and the remainder from the not-for-profit sector.

FIGURE 3: ORGANISATION SIZE
1727 RESPONDENTS (ALL STATES)



Almost two-thirds (63%) of respondents are from large organisations of 200 or more employees. The remaining respondents are from medium-sized (27%), small (7%) or non-employing (3%) organisations.

FIGURE 4: AVERAGE TENURE OF EMPLOYEES
1181 RESPONDENTS (ALL STATES)

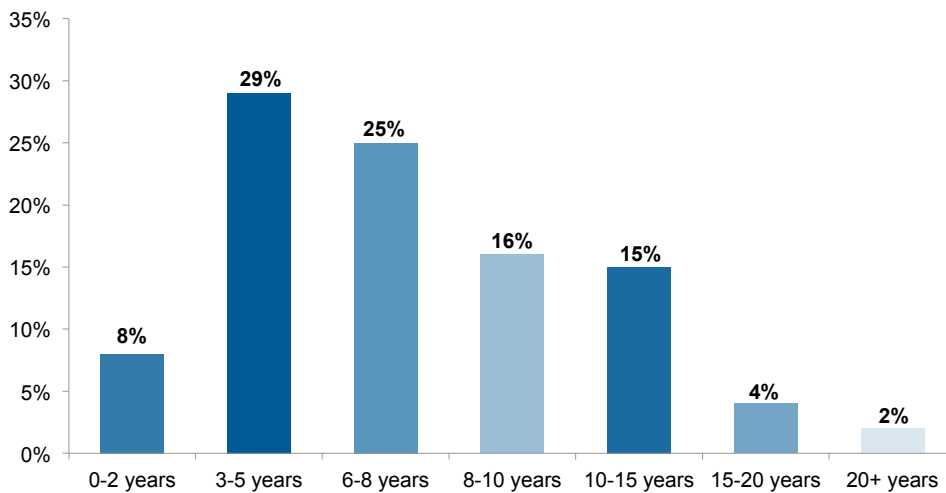


Figure 4 shows the majority of respondents (62%) report an average tenure of less than 8 years in their organisation, with 3-5 years being the most commonly reported duration (29%). The remaining 37% of respondents report an average tenure of 8 years or more.

TABLE 1: SECTOR OVERVIEW (ALL STATES)

A closer examination of the data reveals that respondents from the public sector report a much longer average tenure than both private and not-for-profit respondents. Almost a third (30%) of public sector respondents report the average tenure is 10-15 years, compared with only 10% in private and not-for-profits. Overall 63% of public sector respondents report an average tenure of 8 years or more, compared with 30% of private and 26% of not-for-profit respondents.

	0-2 years	3-5 years	6-8 years	8-10 years	10-15 years	15-20 years	20+ years
Public	3%	13%	21%	21%	30%	9%	3%
Private	11%	34%	25%	15%	10%	3%	2%
Not-for-profit	5%	39%	30%	13%	10%	1%	2%

DETAILED FINDINGS

FIGURE 5: PROPORTION OF WORKFORCE THAT HAVE TAKEN LSL IN THE PAST 5 YEARS

1181 RESPONDENTS (ALL STATES)

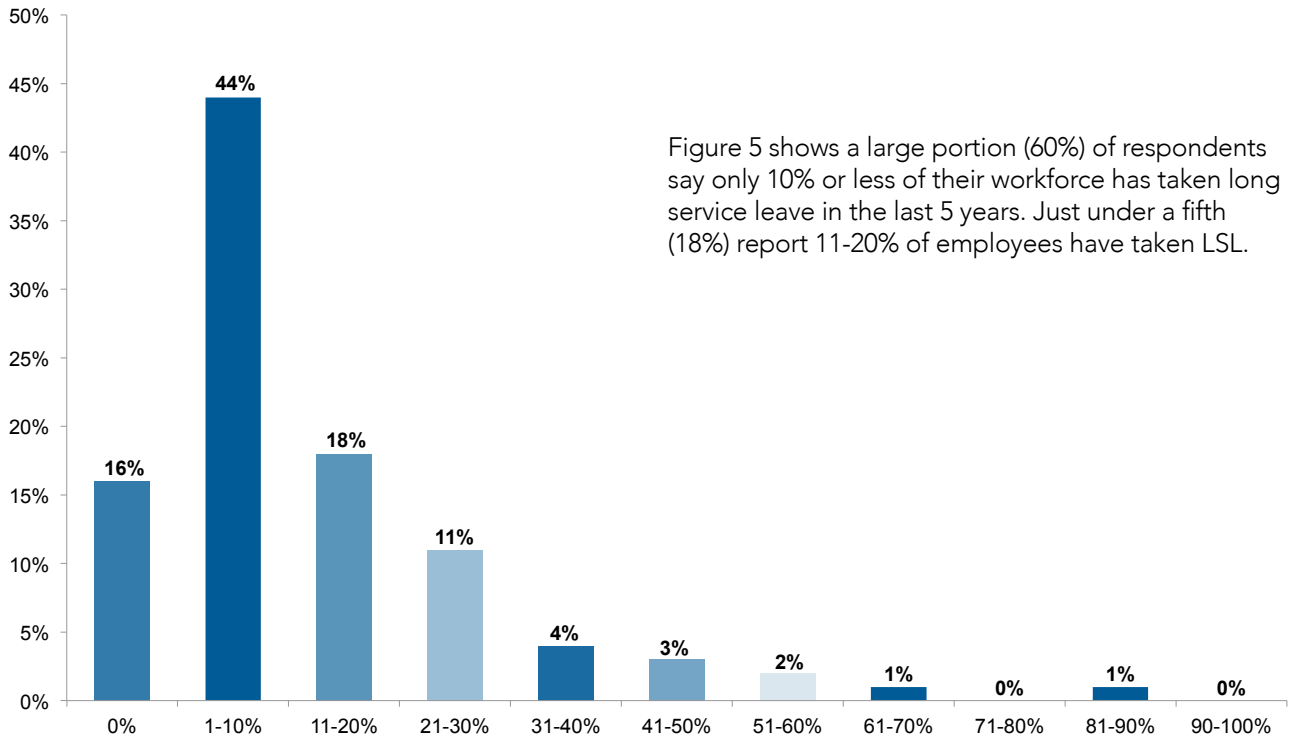


FIGURE 5A: PROPORTION OF WORKFORCE THAT HAVE TAKEN LSL IN THE PAST 5 YEARS

375 RESPONDENTS (VICTORIA)

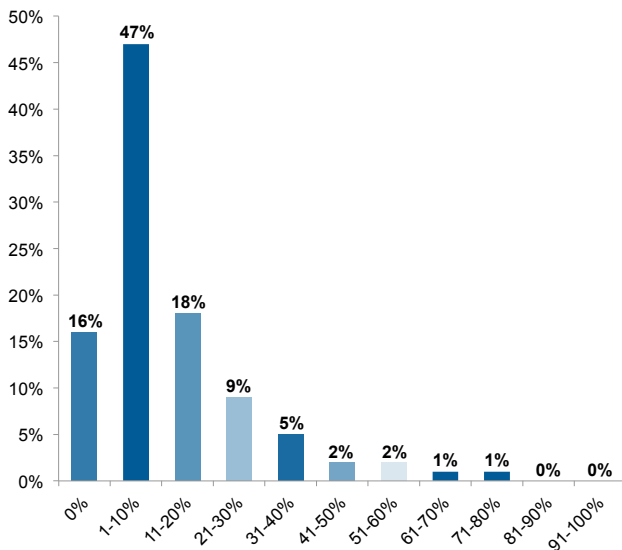


FIGURE 6: OPTIONS AVAILABLE IN THE ORGANISATION

1210 RESPONDENTS (ALL STATES)

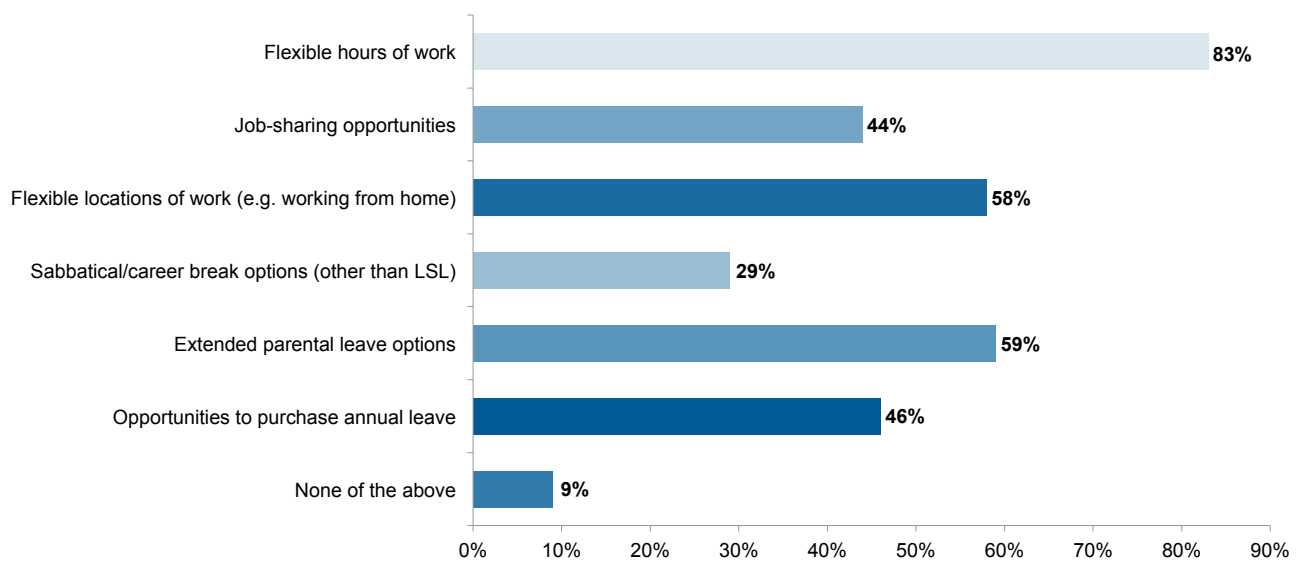


Figure 6 shows that the majority of respondent organisations offer flexible hours of work (83%), flexible locations of work (58%) and extended parental leave options (59%).

Almost half (46%) of respondent organisations offer employees the opportunity to purchase annual leave, while 29% offer sabbaticals or career breaks.

FIGURE 6A: OPTIONS AVAILABLE IN THE ORGANISATION

375 RESPONDENTS (VICTORIA)

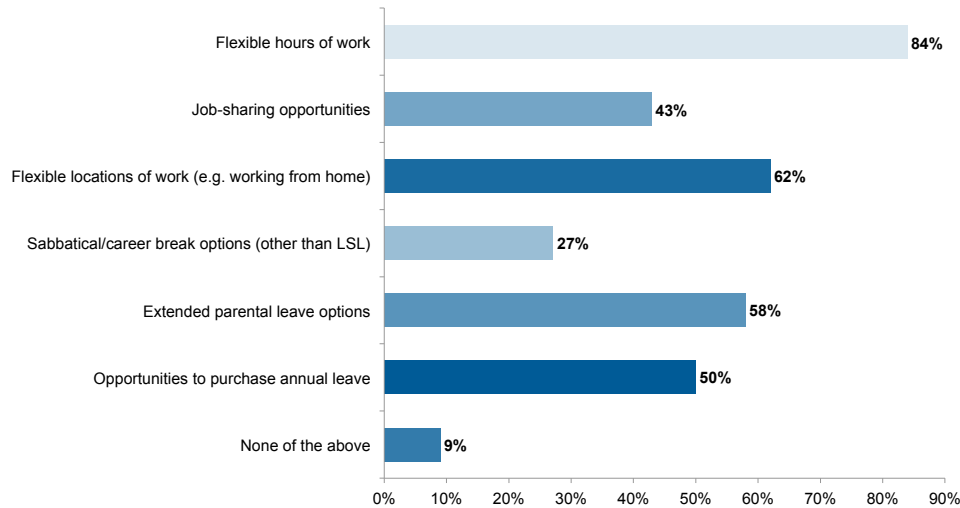


FIGURE 7: HOW LONG SERVICE LEAVE IS VIEWED BY EMPLOYEES

1198 RESPONDENTS (ALL STATES)

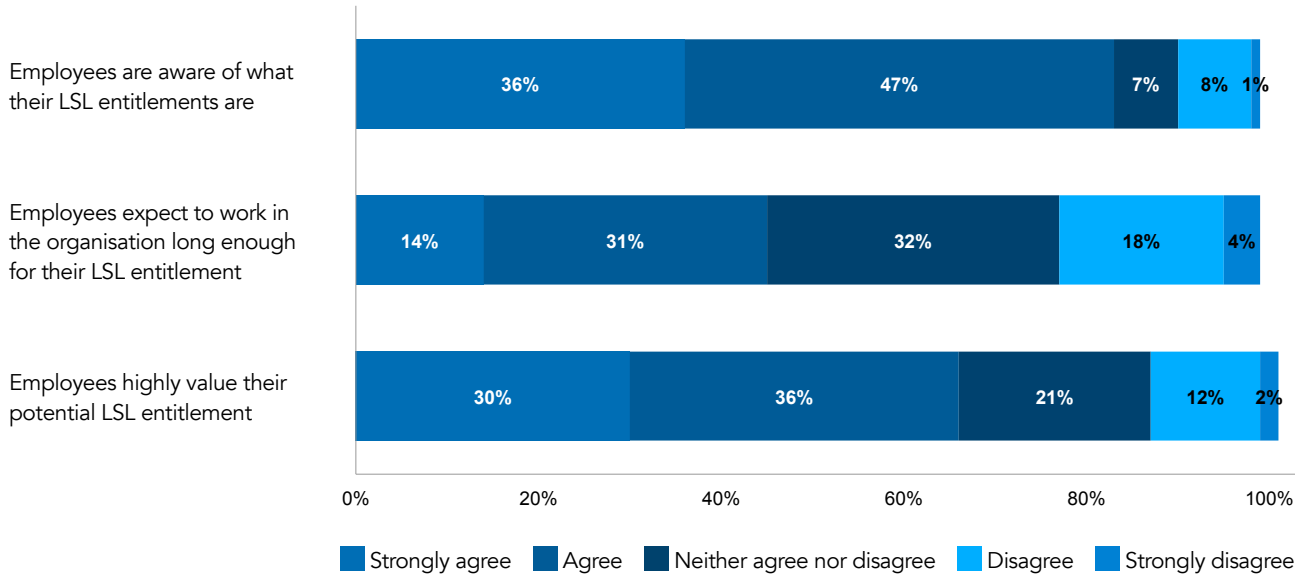


Figure 7 shows that the majority of respondents (83%) believe employees in their workplace are aware of their LSL entitlement, two-thirds (66%) believe employees highly value them, and 45% believe employees expect to be in the organisation long enough to receive the LSL entitlement.

FIGURE 7A: HOW LONG SERVICE LEAVE IS VIEWED BY EMPLOYEES

372 RESPONDENTS (VICTORIA)

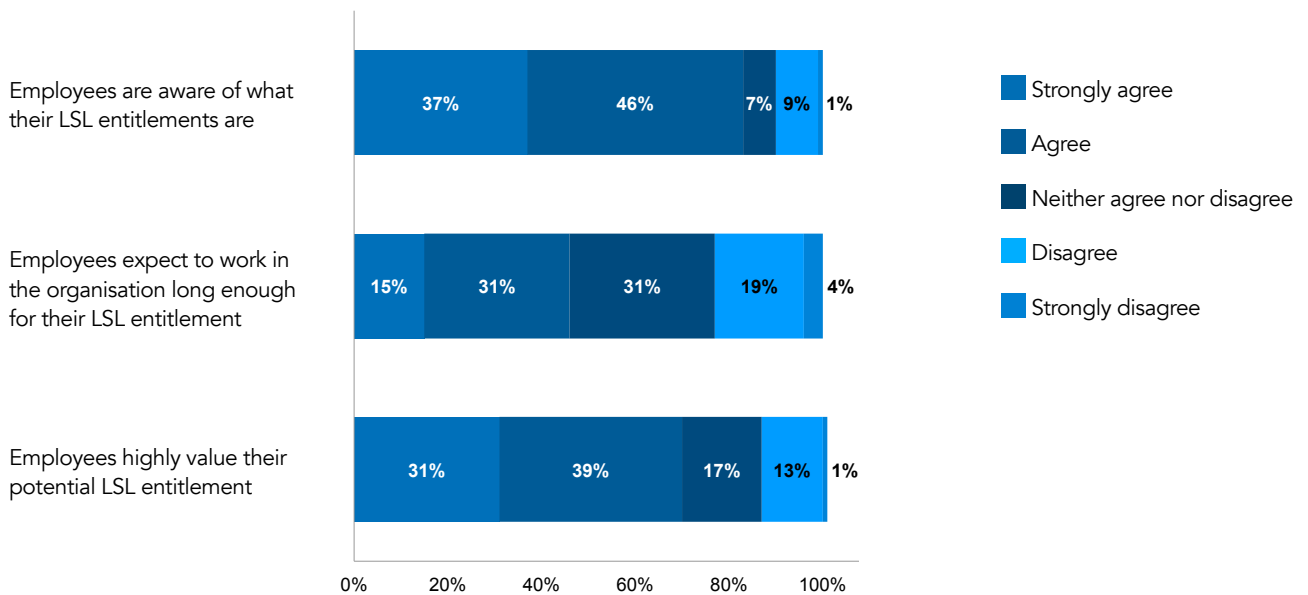
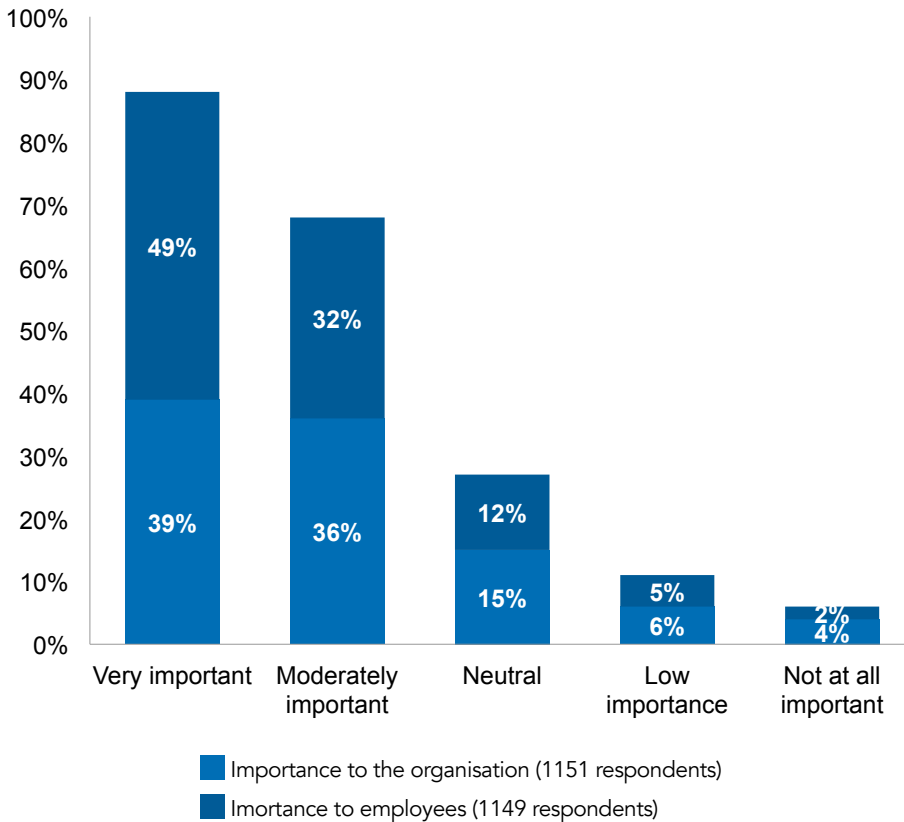
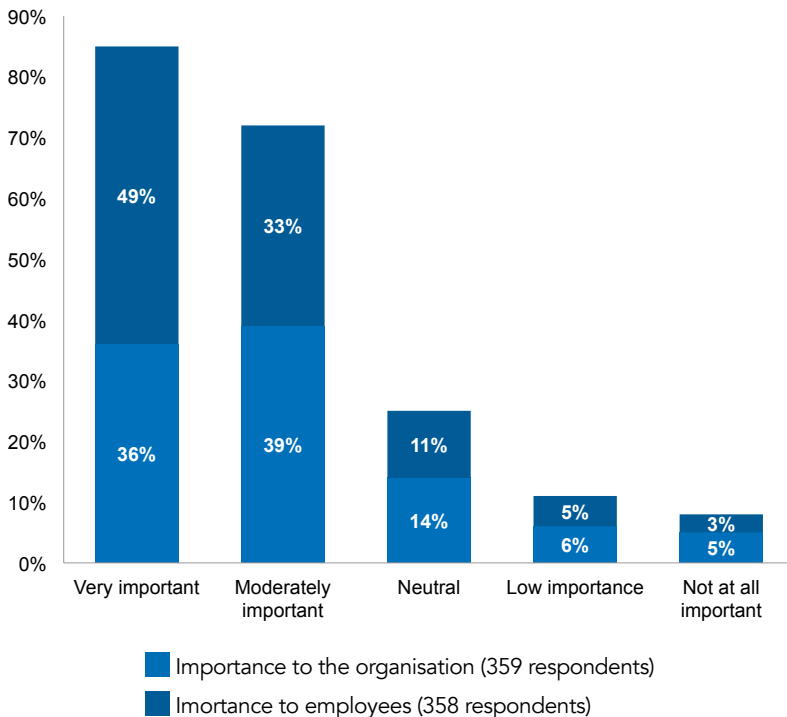


FIGURE 8: IMPORTANCE OF REWARDING EMPLOYEES FOR 10 YEARS' SERVICE (ALL STATES)



Respondents were asked a) how important it is to their organisation to reward employees for 10 years' service, and b) how important it is to employees to be rewarded. The results displayed in figure 8 shows that 75% of respondents say it is either very important or moderately important to their organisation, while only 10% say it of low or no importance. A slightly higher proportion (81%) report it is moderately important or very important to employees, while just 7% say it is of low or no importance at all to employees.

FIGURE 8A: IMPORTANCE OF REWARDING EMPLOYEES FOR 10 YEARS' SERVICE (VICTORIA)



RESPONDENT COMMENTS

Respondents were asked to comment on why they believe rewarding 10 years of service is or is not important to their organisation and employees. Below is a sample of their responses.

WHY IT IS IMPORTANT FOR ORGANISATIONS TO REWARD EMPLOYEES

"We acknowledge the contribution of those who have reached various milestones with the organisation ie 5/10/15 etc. and have a specific policy in this regard. The nature of the business requires long term tenure to build intellectual property to gain the edge within the industry within key positions."

"LSL can act as a great incentive for staff to remain with our organisation, particularly when they have got to 8+ years of service."

"Tenure is low - so those who remain are often very loyal and experienced with expert knowledge"

"As long as they have grown with the company, it's very important given the changing employment arrangements like part time, casual and job movements"

"Long service leave is a fantastic way to recognise the time, effort, knowledge and commitment our employees have given to the organisation"

"10 years of service is a significant milestone in today's mobile workforce."

"It's positive to celebrate loyalty as long as the employee performs to expectations"

"It is important to reward tenure but not as important as rewarding performance"

"Prefer to reward on performance rather than longevity - however longevity and loyalty deserve recognition"

"Length of service 10+ years is becoming less frequent - we like to recognize these employees. Also in the professional services industry there are only so many employees out there - especially at the more senior level and so we need to try and retain these people."

"The costs involved in replacing someone with that many years of service/history is large."

"It is a form of recognition that is well entrenched into the fabric of our organisation."

"The public sector has very limited options to reward employees. LSL is one way we can reward all staff for their service."

"As a small employer, loyalty is crucial"

WHY IT IS IMPORTANT TO EMPLOYEES TO BE REWARDED

"There's not much else available as a reward"

"Long term employees who have no intention of using the leave consider LSL as a "bonus" prior to retirement."

"This is just what people expect now. Everyone has it so why change it?"

"Employees work hard and take great pride in a long term career with our business. It's seen as a reward."

"It's a great feat to stay in one place for that long"

"There is a wealth of experience and expertise that has built up with the employee, and the organisation has invested in their development. LSL would be considered in the raft of benefits and entitlements the employee would receive."

"People are burning out faster in this day and age and it's important to take a lengthier break every now and then."

"Don't think many of our employees expect to stay that long in one position - especially given young age of majority of employee (under 30)."

"People like to be rewarded, and sticking out a job for 10 years requires people to be committed, determined and willing to ride the highs and lows."

"If not LSL then there would need to be an equal option(s) available to reward, recognise and acknowledge length of service."

"It's a good break for people, 10 years is a long time with the one organisation. I think too long in some circumstances."

"Our staffs are highly skilled and therefore highly valued in the market place. If they demonstrate their loyalty the company should value that."

WHY IT ISN'T IMPORTANT FOR ORGANISATIONS TO REWARD EMPLOYEES

"People move around a lot. LSL is a benefit that has outlived its usefulness"

"The organisation would prefer people to work"

"We don't have enough people staying for 10 years, we don't see LSL as a benefit, it is more of a hindrance to the P&L through the amount we have to accrue and then not payout as people leave and the bank starts again. We would like to be able to reallocate these funds to increase people's basic salary, or offer other rewards for long service, through extra annual leave at 5 years and then again at 10 years for example."

"Length of service is not a priority anymore - delivery on objectives is the focus"

"We have very generous LSL provisions which cause issues."

"We do it because we have a legal obligation to. However, we would much prefer to recognise contribution and productivity rather than longevity."

"Some turnover is good for a company. This company has lower than average turnover"

"Loyalty is not a factor - a lot of people who have been there a while are regarded as deadwood"

"The organisation provides LSL because it has to ... it's not seen as a reward, but an entitlement."

"We are wanting a high performance culture therefore would prefer to reward employees who contribute positively when with the organisation regardless of how long they have been employed."

"LSL favours men and in particular time servers. It penalises those who move to advance their career. Nobody takes the leave. They just want the \$."

"This is a hire and fire organisation owned by people whose cultural values do not embrace contemporary HR practices."

"Whilst 'stayers' provide stability and continuity, longevity of tenure is no longer the primary determinant of an employee's contribution and value."

WHY IT ISN'T IMPORTANT TO EMPLOYEES TO BE REWARDED

"Most at present look at the organisation as just a pay check, if they could move they would"

"Our consultants are more interested in shorter-term benefits"

"There is no loyalty by either side"

"Career growth is more important. Gen Y's find it absurd"

"Most can't get their minds around 10 years!!"

"Employees are well paid for time spent at work. Time in the company often bears no relationship to performance or potential - quite the reverse - in the modern workforce long tenure can be unhealthy."

FIGURE 9: THE FAIR WORK ACT PROVIDES EMPLOYEES WITH ENOUGH OPTIONS FOR TAKING A CAREER BREAK
1145 RESPONDENTS (ALL STATES)

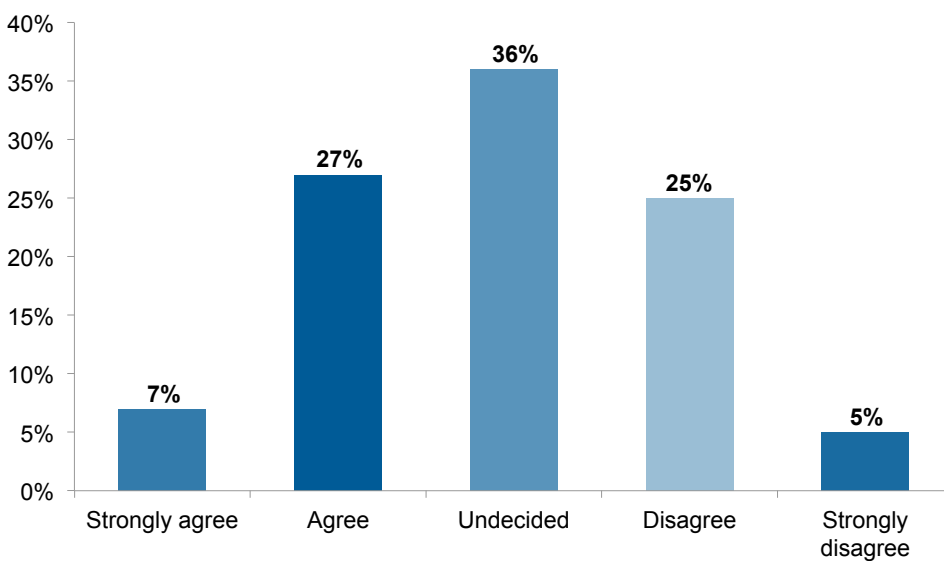
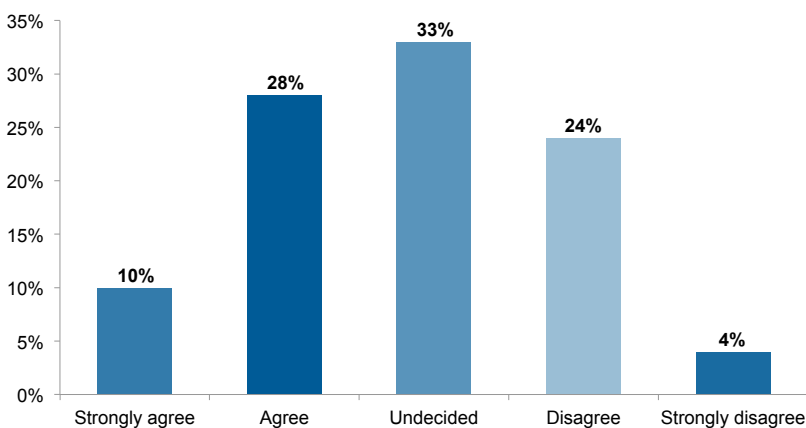


Figure 9 reveals respondent opinion is divided on whether or not the Fair Work Act provides enough options for a career break, with 34% believing it does, and 30% believing it doesn't. A significant portion (36%) of respondents are undecided.

FIGURE 9A: THE FAIR WORK ACT PROVIDES EMPLOYEES WITH ENOUGH OPTIONS FOR TAKING A CAREER BREAK
355 RESPONDENTS (VICTORIA)



RESPONDENT COMMENTS

Respondents were asked to comment on why they agree or disagree that the Fair Work Act provides employees with enough options for taking a career break. Below is a sample of their responses.

AGREE THAT THE FAIR WORK ACT PROVIDES ENOUGH OPTIONS

"I think the onus is on businesses to understand their workforce and ensure they are meeting the needs of their workforce."

"I agree Fair Work Act provide employees with enough options, however I also believe it is important to take into account that it is not always practical in many small businesses for this to happen."

"Leave and Family provisions are well covered in the Act. An employer, while strongly supporting all leave types and entitlements, cannot also provide for/fund all aspects of the lives of their employees and neither should employees expect them to. This is from an organisation that also strongly supports its staff in many situations it doesn't legally have to."

"Employees get between 4-5 weeks annual leave per year, can request flexible working arrangements, paid and unpaid parental leave, LSL etc. Good employees should be able to negotiate additional leave without pay if they want to take an extended career break or resign and find a new job/career if that is what they want."

"Work-life balance is now well accepted as is workplace flexibility and career breaks. Employers know they have to provide this to keep their best people now - and not wait for an incentive available in ten years' time"

"There are enough options but at the end of the day it is a personal decision for the employee and then a discussion with the employer to see if they can find common ground. This should not be a legislated entitlement."

"Compared to many countries, Australian leave provisions are reasonably generous (annual leave, personal leave, LSL)."

"The FWA provides ample opportunity for flexibility, it is more about the organisation creating practices and policies that explore this flexibility."

"The Fair Work Act strikes a reasonable balance between the needs of the employer and the desires of the employee."

"With a combination of annual and long service leave, employees are given sufficient ability to take time away from work. Existing long service leave provisions are generous in the global market."

DISAGREE THAT THE FAIR WORK PROVIDES ENOUGH OPTIONS

"4 weeks annual leave isn't always a lot of leave for a good break throughout the year if companies have a 2 or 3 week annual shutdown."

"It's tough for employees to take a career break without long service leave and for most people this means they may never have a break."

"Leave without pay is really the only other option available to our employees (in education)."

"It is very organisation dependent. With the pressures in today's working world, we should be encouraging employees to take more breaks to refresh. We are seeing increases in mental illness in the workplace, having more options for employees to relax and have time out would be helpful."

"The Fair Work Act allows for flexibility to take a career break, however it certainly isn't encouraging employees to take a career break or providing an incentive to do so."

"It's harder for smaller businesses to cater for employee extended breaks"

"I don't think that the FWA really provides for career breaks other than for parental leave. It is the organisations themselves that determine how to manage lengthy, unpaid breaks from the workplace to pursue other interests such as study, long holidays etc."

"Parents with young children maintain a continual juggle. Continuing education/professional development pursuits also require career breaks at some stages."

"By enforcing (or at least strongly encouraging) a 'one size fits all' approach, through inflexible statutory provisions or collective agreements, with no genuine scope for individual arrangements, it is nonsense to suggest that the FWA supports options for a career break. "

"Having a baby constitutes in a break of service therefore there is no equality"

UNDECIDED

"The Act is a little difficult to understand with references to other agreements and no defined timeframes for employment or leave entitlements. That being said, the current LSL requirements are viewed favourably by staff and reducing/abolishing LSL would really negatively impact on the morale of staff, trust levels and potentially, the retention of staff."

"I think it sometimes depends on the size of the agency or workplace that you are in. In larger workplaces, it is easier to gain access to these types of options. Smaller agencies can sometimes struggle with providing good access to career breaks given all leave approval is based on operational requirements"

"There are very clear provisions for people to take breaks that arise through parental responsibilities. It's less clear about how people are treated if they 'just want to take a break."

"I feel it depends on the employee and their manager and most importantly the situation resulting in taking such a leave."

"A career break is an employee choice, and as such an employer should have some discretion (versus an obligation) in supporting that"

"Our company is very flexible and employees have the ability to take unpaid leave quite easily, so I am not sure what the Fair Work Act says about a career break"

"It depends purely on the employer whether they are flexible with a career break for their employees."

TABLE 2: EXPECTED POPULARITY OF LSL OPTIONS IF THEY WERE AVAILABLE

1150 RESPONDENTS (ALL STATES)

Respondents were asked to look at the different long service leave options below and rank in order how popular (on a 1-5 scale with 1 being most popular) they believed each option would be with employees.

	1	2	3	4	5
Cash out of LSL entitlement when due	23%	23%	24%	21%	9%
Cash out LSL on pro-rata basis	24%	28%	19%	19%	10%
Take LSL as leave when due	21%	19%	18%	26%	16%
Take LSL as leave on pro-rata basis	27%	22%	22%	21%	8%
Have LSL paid into superannuation fund	7%	9%	17%	13%	54%

Table 2 shows that taking LSL as leave on pro-rata basis was most frequently ranked as the number one option, with 27% of respondents selecting this. This was followed by cashing out LSL on a pro-rata basis (28%), cashing out LSL when due (24%) and having LSL paid into superannuation fund, which a majority of 54% ranked as the least popular option.

TABLE 2A: EXPECTED POPULARITY OF LSL OPTIONS IF THEY WERE AVAILABLE

355 RESPONDENTS (VICTORIA)

	1	2	3	4	5
Cash out of LSL entitlement when due	25%	24%	20%	19%	11%
Cash out LSL on pro-rata basis	27%	29%	20%	17%	7%
Take LSL as leave when due	15%	19%	19%	31%	16%
Take LSL as leave on pro-rata basis	25%	21%	25%	22%	7%
Have LSL paid into superannuation fund	9%	9%	16%	12%	55%

FIGURE 10: WHAT RESPONDENTS WOULD MOST LIKE TO SEE LSL REPLACED WITH IF IT WERE ABANDONED
1143 RESPONDENTS (ALL STATES)

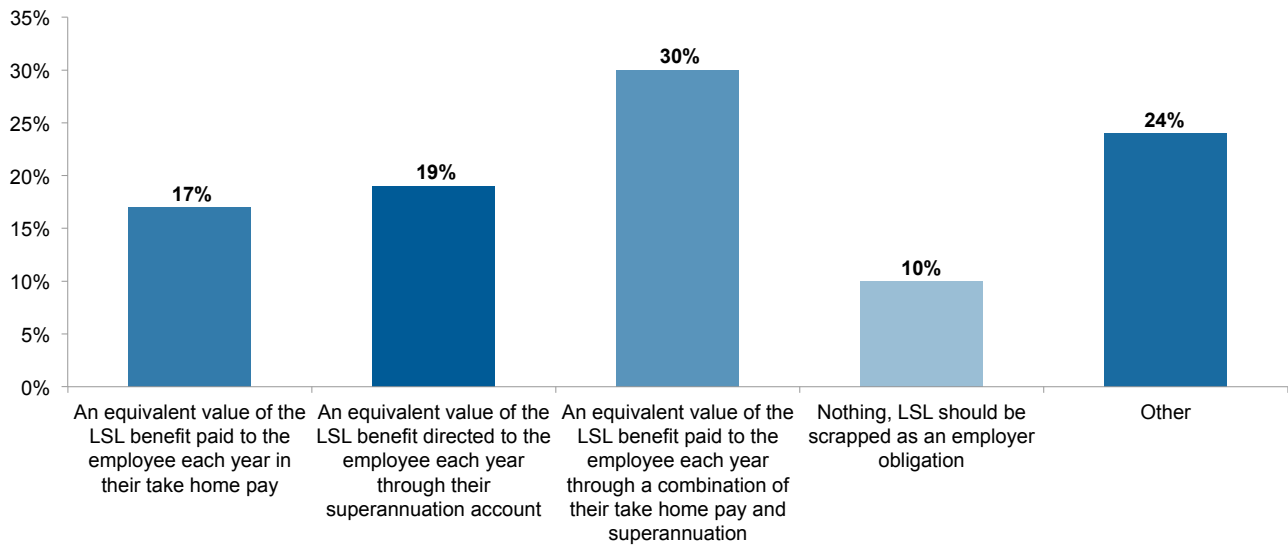
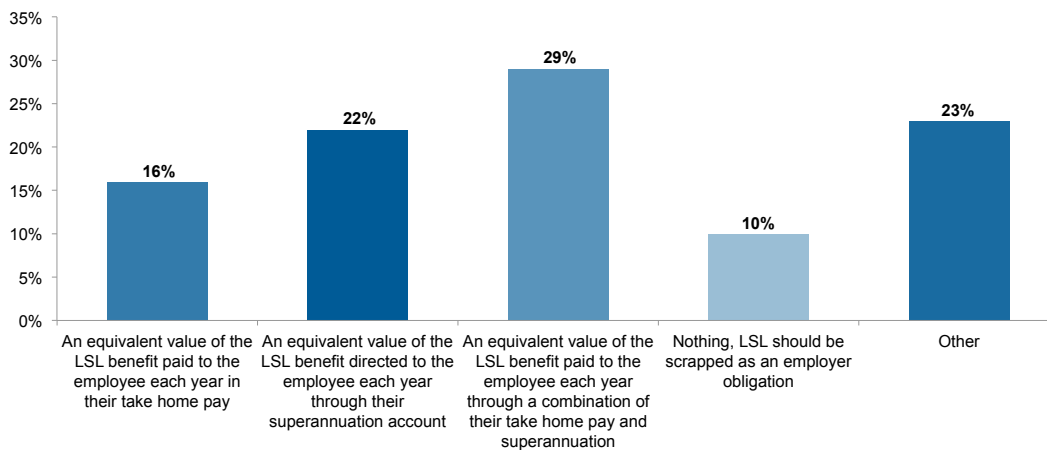


Figure 10 shows that if long service leave were to be abandoned, almost a third (30%) would like to see it replaced with an equivalent value paid through a combination of take home pay and superannuation. Just under a fifth (19%) would like to see the equivalent value directed to superannuation accounts, and 17% would like to see the value directed to employees each year in their take home pay. Almost a quarter (24%) selected the 'other' option. A sample of their suggestions is listed below.

FIGURE 10A: WHAT RESPONDENTS WOULD MOST LIKE TO SEE LSL REPLACED WITH IF IT WERE ABANDONED
357 RESPONDENTS (VICTORIA)



OTHER

"I don't believe it should be abandoned"

"LSL should have an element of longevity to it - so would suggest a minimum of 5 years' service before being eligible and then having this as a benefit paid to the employee annually with a choice of whether this is cash/ take home pay or Super."

"I think organisations should use the money to provide relevant training to individuals"

"Some other form of recognition for consistency in service. What that form takes is difficult to say because motivation is individual."

"The equivalent leave entitlement added to recreation leave balances. It's not so much the availability of the cash that employees are after, but the availability of the paid leave"

"It's not broken. Leave it alone."

"This cost to the business should not be incurred for employees with less than 10 years tenure. It would just create wage creep and not help employee commitment. Perhaps an increase in super at the 10 year mark, but nothing earlier than 10 years."

"I think there is still benefit in LSL, but maybe at five years, rather than 10, to reflect the reality of time employees are engaged in a single organisation."

"Increase the minimum Annual Leave provisions. In an ever increasing competitive environment we need to manage our workforce and allow them to take regular breaks to keep them motivated and able to perform at high levels"

"Most companies don't accrue for it until the employee reaches 5 years of service so adding it to super with current turnover rates would significantly add to costs."

"Professional development leave. In order to help people financially in acquiring relevant skills sets to keep them up to date with the changing workforce."

"Leave it as it is, business should not be saddled with additional cost or administration"

"Provided as leave entitlement each year in addition to annual leave and allow it to be accrued rather than required to use within the next year"

"As much as I think LSL is redundant, employees in particular industries (eg govt) that have a higher likelihood of receiving LSL would not be happy to lose the entitlement. On the flipside, I don't believe a yearly LSL benefit after 1 year of service is practical. Perhaps 4 weeks annual leave after 5 years of service."

"Adopt a similar method to the US whereby long service is rewarded by an extra week of annual leave once certain milestones are reached, with the leave enabled to be cashed out or taken."

"An opportunity for the employee to choose how it's distributed."

"A flexible range of options that include some of the above that could be tailored to the specific industry and/or organisation would be more appropriate. A one size fits all approach will not suit every industry."

AUSTRALIAN HUMAN RESOURCES INSTITUTE LIMITED

Level 13, 565 Bourke Street,
Melbourne, Victoria, Australia

T (+613) 9918 9200

F (+613) 9918 9201

ahri.com.au

