

Sonder Insights

Winning the war for talent



Why employee health, safety and wellbeing is an essential part of your Employee Value Proposition (EVP)

Nearly three-quarters of employees believe now is a good time to look for a new role. And according to Sonder's latest survey*, more than half (54%) of Australian and New Zealand employees say access to wellbeing programs is a key factor when deciding where to work next.

But while employees see wellbeing as a high priority, many businesses are failing to meet the expectations of top talent. Our survey data* reveals that only half of employees are satisfied with the wellbeing support offered by their current employer, and many aren't even aware of what support is available.

With challenge comes opportunity. By doubling down on your wellbeing strategy, your company has huge potential to differentiate its Employee Value Proposition (EVP) and position itself as an employer of choice.

With new data from Sonder* and Culture Amp†, plus insights from People and Culture and Employer Branding Leaders, this guide shares how building wellbeing into your EVP can help your organisation succeed in the war for talent. Discover practical strategies for evolving your EVP and tips on how to bring employee health, wellbeing and safety into the spotlight.

*Sonder data: September 2023, McGregor Tan survey of employees in Australia and New Zealand who were working a minimum of 30 hours per week.

† Culture Amp data: Collected from over 1,700 companies in 2023, representing up to 57,000 employees globally spanning industry and company size. In order to calculate company-wide favourability, some minimum thresholds were set. Companies with less than 10 employees, less than 10 employee responses on the wellbeing survey, and data from questions with less than 20 companies asking the respective question were excluded. Because companies ask employees about different things in surveys, the number of responses we analysed varies per question. However, all meet the thresholds for inclusion mentioned above.

With special thanks to our contributors



Agata Furman

Talent Acquisition Engagement & Marketing Manager, Bupa

Agata has more than 10 years' experience in blending the lines between Talent Acquisition and Marketing. At companies like Australia Post, Deloitte and now Bupa, Agata has found creative ways to bring the best talent into organisations.



Mark Puncher

CEO, Employer Branding Australia

Using his experience from a career in employer branding and marcomms operations across the UK and Australia, Mark founded Employer Branding Australia in early 2018, determined to bring a fresh approach to employer branding.



Heather Walker

Senior Data Journalist, Culture Amp

Heather translates disparate insights from Culture Amp's data lake of over 1.3 billion data points into stories that matter to HR professionals. With a background in wellbeing and culture, Heather takes a systemic approach to wellbeing at work.



Hannah Pearsall

Head Of Wellbeing & DEI Advocate, Hays UK&I

Through her 23 year career at recruitment company Hays, Hannah has formed a deep understanding of the priorities of both businesses and job seekers. Hannah now leads the design and delivery of a holistic wellbeing strategy for Hays UK&I.



Steve Grace

CEO & Founder, The Nudge Group

Steve founded The Nudge Group to better serve the needs of startup and scale-up founders and help them build talented teams. Over the past five years they've placed more than 500 candidates and supported over 400 startups.



Kate Ludwig

Head of People & Culture, Story House Early Learning

An experienced leader with a deep understanding of talent acquisition and employer brand, Kate provides strategic guidance and leadership in all people and culture matters at Story House Early Learning.



Ben Cividin

People Manager, Charter Hall

An innovative HR leader, Ben has diverse experience in recruitment, remuneration and benefits across both start-up and established businesses. He is currently People Manager at property investment management company Charter Hall.

Contents

The growing war for talent 4

Our research* reveals that 47% of Australian and New Zealand employees aren't satisfied with the wellbeing support offered by their current employer, and many aren't afraid to look for better support elsewhere.

The business case for prioritising your EVP 11

According to [Gartner](#), organisations that effectively deliver on their EVP can decrease annual employee turnover by 69%.

Strategies to strengthen your EVP 17

Why listening to your employees, empowering your leaders and making wellbeing a key priority will strengthen your EVP.

How Sonder can help 26

Discover how Sonder's preventative care platform is enabling Australia and New Zealand's biggest brands to become employers of choice.

Section 1

The growing war for talent

What is the war for talent?

While McKinsey first coined the phrase back in 1997, the war for talent is more relevant today than ever.

The war for talent captures the challenges faced by businesses in attracting and retaining employees in a highly competitive job market. With high job vacancies and low numbers of skilled applicants, it's harder than ever to fill vacant roles and keep your best talent from looking for work elsewhere.

Over

79%

of global CEOs are 'extremely' or 'somewhat' concerned about hiring candidates with the right skills. Source: PwC Talent Trends Report.



The main factors driving the war for talent include:

- **Talent shortage:** A lack of skilled candidates applying for open roles, or employers struggling to get applicants to apply at all.
- **Increased competition:** With the rise of remote work arrangements and the gig economy, employees are more selective and have more choice than ever before.
- **Retention challenges:** Employees know they have the upper hand and are more discerning when it comes to salary packages to employee benefits and wellbeing support.

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In 2024, for junior roles, we're seeing very few candidates. 5-25 people applying. This is driven by a belief in startups, side hustles, content creation culture and working multiple part time roles that fit into their life.



Steve Grace

CEO & Founder, The Nudge Group

There are quite a few challenges we all face these days, including limited budgets, increased demands, and the need to keep doing more with less. Everybody is hiring and there's constant pressure on TA teams to deliver results and find quality candidates.



Agata Furman

Talent Acquisition Engagement & Marketing Manager, Bupa

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The state of play for attracting and retaining the **best talent**

In Australia, the war for talent is on. According to the latest insights from Jobs and Skills Australia,

56% of employers say they've encountered difficulty hiring staff, with

47% struggling to fill roles after recruiting for at least one month.

The same research found that the biggest reason for rehiring continues to be staff turnover, with 61% of recruiting employers trying to hire after failing to retain an existing team member.

PwC's Future of Work Report surveyed over 1,800 Australian workers. This research found that 38% of workers plan to leave their current employer in the next 12 months. However, nearly half (48%) of business leaders have no plans to redesign their employee value proposition.

So, what do employees want?

Work-life balance and wellbeing are emerging as the biggest workplace trends.

Insights from Gartner's 2024 Future of Work Report reveal that 63% of candidates rate a 'four-day work week' as the top factor that would attract them to a new job.

It's all part of a broader shift to reimagining the employee experience and centring it around health, safety and wellbeing. Think flexible work arrangements, on-demand health and safety support, and tools to empower managers to lead thriving engaged teams.

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What really changed the game was COVID. This was transformational for employee wellbeing. Employers stepped up to take care of their employees in a way they never had done before, and lockdown forced all organisations to WFH. This created a boundaryless world, we couldn't unsee what we saw – as people juggled work and life simultaneously. Employees now had an expectation that employers cared and that there is no such thing as work/life balance – just life!

We've now moved to an era of workplace wellbeing as an imperative ingredient to enable individuals and organisations to achieve and sustain high performance. Not only should work do no harm to an employee's health and wellbeing but if organisations get it right it could actually nurture it!



Hannah Pearsall

Head of Wellbeing, DEI Advocate,
Hays UK&I

What is causing **employee turnover**?

Staff retention is a major challenge for employers in the war for talent.

If employees don't feel valued, supported, or challenged in their current role, many will have no problem re-entering the job market and looking for employment elsewhere.

As a people leader, the first step to addressing employee turnover is understanding what causes poor employee retention rates.



Cause 1: Not satisfied with the current wellbeing support on offer

Our research* reveals

47%

of Australian and New Zealand employees aren't satisfied with the wellbeing support offered by their current employer.

This trend is even more pronounced for shift workers who are the least likely to be satisfied with their employer's wellbeing support program (**42%**).

Concerningly, one-third of employees aren't aware of what wellbeing support is offered in their workplace. Even employees who are aware of what support is available to them face challenges, with just **20%** reporting to truly understand the support on offer and how to access it.

“

Despite employers' best efforts, employees don't know what's available or how to access it, workloads are higher than ever, and employees often miss emails or communications which might launch a new form of wellbeing support.



Hannah Pearsall

Head of Wellbeing, DEI Advocate, Hays UK&I

This lack of support (or even a perceived lack of support) poses a turnover risk to employers. The less satisfied staff feel with the support they receive, the more likely they'll be to look for an employer who prioritises their health and wellbeing.

Increasingly, talent will move on from organisations if they don't feel like the whole of the offering is aligned to what they want. We've got a reasonably young workforce. Our emerging workforce is that 35 and under cohort, and increasingly that cohort really wants to understand: 'Does the organisation I'm joining have my best interests at heart? Not only are they going to give me the creative stuff, but are they actually going to create an environment where I can thrive and do my best work?'



Ben Cividin

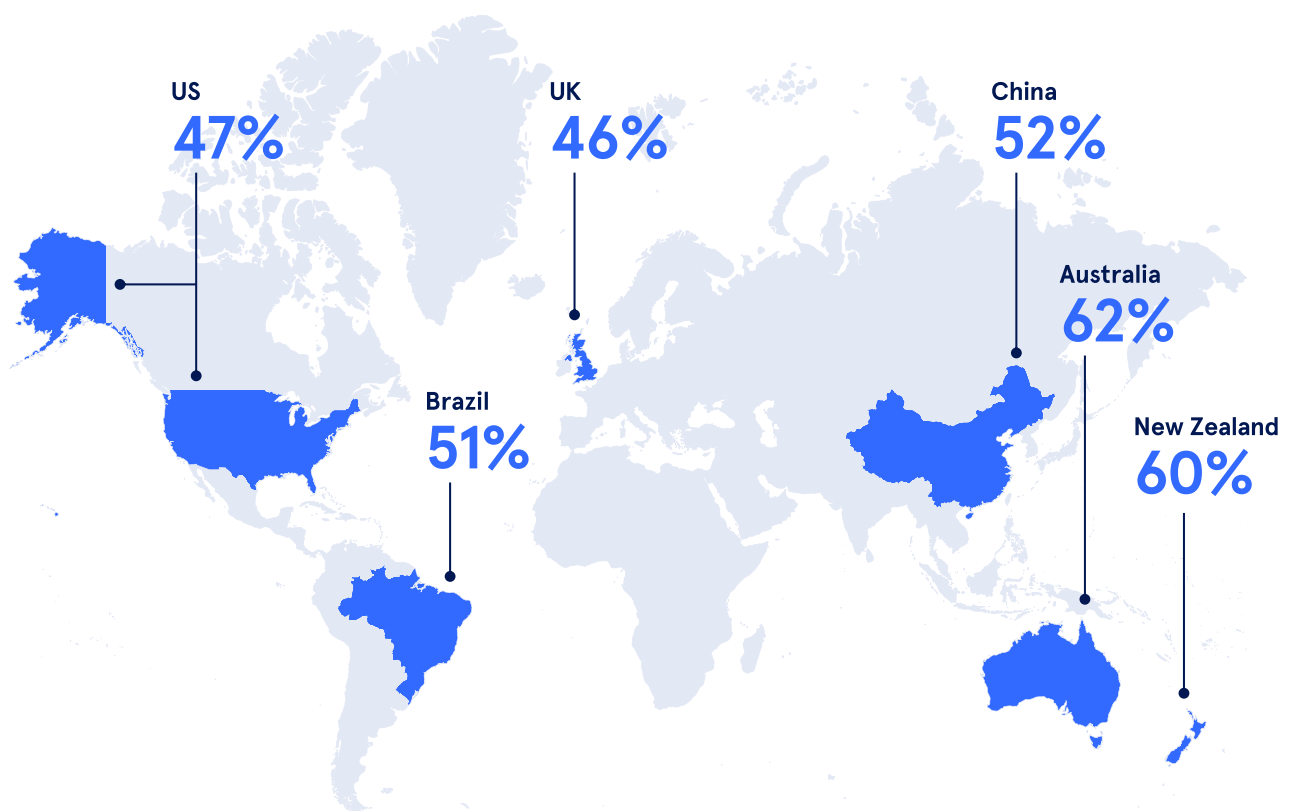
People Manager, Charter Hall

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Cause 2: Exhaustion and burnout are left unaddressed at work

Employees in Australia and New Zealand are among the most burnt out staff globally, according to the [Microsoft Work Trend Index](#).

% of employees that report they are feeling burnt out:



Source: Microsoft Work Trend Report

Our own research backs this up, finding that almost half (49%) of the 2,000+ employees we surveyed reported 'often or always' having feelings of exhaustion and burnout in the past 12 months.

Without the right preventative care measures in place, employees fail to thrive. Burnout can go unaddressed among your team and lead to presenteeism, absenteeism, a drop in productivity, and, ultimately, employee turnover.



Cause 3: Better job options and support elsewhere

With a workforce crying out for an investment in employee wellbeing, the businesses that come out on top are those that put the needs of staff first.

For skilled, experienced employees, there's more choice in the job market than ever before. Gone are the days when staff would accept poor working conditions, unmanageable workloads, and lack of support.

As of June 2024

74%

of Australian workers are reporting now is a good time to look for a new position.

The most attractive employers to job seekers are those prioritising wellbeing programs as part of their broader employee value proposition (EVP), responding to the needs of modern workers.



Section 2

The business case for prioritising your EVP

What is an Employee Value Proposition (EVP)?

Think about all the perks and benefits your company offers to employees. Perhaps you run a weekly yoga class, allow your employees flexible work arrangements and provide a free healthy brekkie every week. These rewards and benefits form part of your company's Employee Value Proposition.

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A clear Employee Value Proposition is vital – giving applicants an insight into what it's like to work for your organisation and the unique experience that you offer to staff. It's not dissimilar to a shop window in that you want to attract potential talent to buy into your organisation and what they could achieve there.

Your EVP should reflect your company's culture and values and be showcased at all the touchpoints an applicant has with your organisation during the hiring process, such as your website, job adverts and social media.



Hannah Pearsall

Head of Wellbeing, DEI Advocate, Hays UK&I

Employee Value Proposition (EVP) – What's in it for me?



Compensation

- Salary satisfaction
- Compensation system satisfaction
- Raises and promotions
- Timeliness
- Fairness
- Evaluation system



Benefits

- Time off
- Holidays
- Insurance
- Retirement
- Education
- Flexibility
- Family



Career

- Ability and chance to progress & develop
- Stability
- Training & education at work
- Career development
- Consultation
- Evaluation & feedback



Work Environment

- Recognition
- Autonomy
- Personal achievements
- Work-life balance
- Challenges
- Understanding of one's role & responsibility



Culture

- Understanding of firm's goals & plans
- Colleagues
- Leaders & managers
- Support
- Collaboration & team spirit
- Social responsibility
- Trust

The benefits of a strong EVP

A clear, compelling EVP demonstrates that your company cares deeply about your employee experience and has tangible programs in place to help your team thrive at work.

Studies from researchers at [Johns Hopkins University](#) found that building a “culture of health” in companies has a range of positive effects, both on individual employee health and on overall business performance.

“

We know that candidates often look beyond salary and benefits, and it is a real opportunity. They look for ways in which their next career move and next employer align with their values, career goals, and personal interests. EVP is an extremely useful tool (or even a tactic) that doesn't have to cost a lot and can have significant impacts on the business when it comes to attracting and retaining talent.



Agata Furman

Talent Acquisition Engagement
& Marketing Manager, Bupa

A strong EVP is super important, particularly for the younger demographic and especially since COVID. It not only influences their decision to work for someone, but their attitude to even entertain, or apply for, a role.



Steve Grace

CEO & Founder, The Nudge Group

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The best EVPs go beyond industry norms and box-ticking benefits. Instead, strong EVPs are deeply ingrained in your company culture and cover all aspects of the employee experience.

When implemented effectively, companies stand to gain a range of benefits from a strong EVP, including:

- **Lower turnover:** According to [Gartner](#), organisations that effectively deliver on their EVP can decrease annual employee turnover by 69%.
- **Improved ROI:** We know that for every dollar a business spends on mental health programs, businesses expect anywhere from \$1 and \$4 in return, according to the [Australian Government's Productivity Commission](#).
- **Streamlined recruitment:** A strong EVP is your ticket to becoming an employer of choice, backed by a compelling value proposition that helps you attract and secure the best candidates.

“

A really great EVP, when done properly, and communicated well internally, will help reinforce to the people that work for you why they should stick around. If you're reminding people why it is worth their commitment, it'll help with retention and keep people engaged and performing.



Mark Puncher

CEO, Employer Branding Australia

The risks of not investing in your EVP

In a competitive job market, relying on competitive salary packages alone is rarely sustainable and falls short of meeting the expectations of today's top talent.

Without a strong EVP, organisations risk being left behind and face significant challenges when it comes to attracting and retaining employees, too.



Risk 1: High employee turnover and low retention rates

Research tells us that employees are on the move in 2024, with nearly three-quarters of Aussie workers reporting now is a good time to look for a new role.

But, a paradox exists when it comes to investing in EVPs. While 70% of Australian employers are more concerned about employee turnover, nearly half (43%) admit they're not able to address their worker's key concerns to entice them to stay.

Many employers mistakenly believe that rolling out a successful EVP requires a significant investment of time, energy and money.

In reality, prioritising what employees want doesn't have to be costly or complicated. Instead, it's about offering resources, tools and benefits that employees can access 24/7 to prevent health and wellbeing challenges before they arise.

By actively preventing things like burnout, sleep problems and unmanageable stress levels, employees will feel supported and empowered to deliver their best work and stick around for the long term, too.

When employees are less stressed and feel more positive toward their work, they're more likely to stay at the company, recommend others should work there and be more motivated in their own work. So there's a big opportunity to retain that talent and build higher-performing teams, too.



Heather Walker

Senior Data Journalist, Culture Amp

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Risk 2: Increased recruitment cost

Employee turnover is costly—and these costs are on the rise.

Current estimates show that the average cost to recruit an employee in Australia has grown to an average of \$23,000 per candidate—an increase of \$10,000 from the previous year.

Other research shows that the cost of replacing an employee is 1.5x their annual salary.

Without a strong EVP, the chance of employee turnover increases, and the likelihood of securing new high-quality candidates decreases. It's a double-edged sword: bringing in new employees is more expensive than retaining existing staff and becomes more difficult without a compelling EVP, too.



Risk 3: Low morale and drop in productivity

A strong EVP makes employees excited to come to work each day. However, not investing in an EVP can lead to a work environment that's tedious, uninspiring and unengaging.

The less engaged employees are, the more likely they are to cause a dip in productivity levels. Research shows that disengaged employees are more likely to display absenteeism and presenteeism and even foster a negative work environment that can impact your wider team.

If your organisation fails to develop a strong EVP, this has flow-on effects beyond the health and happiness of individual team members. In fact, it can have a meaningful impact on your bottom line.

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As the cost of living rises, younger employees are seeking better benefits. Nearly 70% of people aged 18 to 34 would change companies for better benefits.... Offering comprehensive healthcare and wellness benefits can elevate EVP. In turn, that boosts your company in the eyes of both your current staff and prospective talent.



The HR Director

Section 3

Strategies to strengthen your EVP

The consensus is clear: companies that prioritise their EVP are best placed to reduce staff turnover, lower recruitment costs, and increase organisational productivity.

Here are **four practical strategies** you can use to stay one step ahead of the competition.



Listen to the **needs** of your people

Your employees are more likely to engage with your company's benefits if they've had a voice in deciding what your program looks like.

Whether you're building your EVP from scratch or iterating on your existing offering, gaining feedback from your team helps to build buy-in to your EVP and boost the chance of uptake.

Action plan

- ☐ **Run anonymous surveys to gain feedback**
Seek honest feedback on what is and isn't working in your current EVP, and what employees want to see from your company moving forward.
- ☐ **Consider what other organisations are doing**
Take a look outside of your business to see what other companies are offering to attract and retain employees.
- ☐ **Bring your team on the journey**
Use team-wide polls, focus groups and collaborative brainstorming sessions to give your employees a meaningful voice in the perks, benefits and offerings you develop.

02

Empower leaders to support thriving teams

Culture Amp

Data from Culture Amp suggests that good leadership plays a key role in helping employees feel less stressed.

Companies scoring in the top

25%

for 'I rarely feel overstressed by my work' have leaders rated 14% higher for keeping employees informed[†].

But here's the catch, only:

50%

of managers* agree their employer has provided sufficient support and training to effectively support their team's wellbeing. When developing your EVP, ensure that you consider how to better support your leaders and managers to foster engaged teams.

Action plan

☐ Ensure managers' own health and wellbeing needs are met

Support your leaders with on-demand resources, time-sensitive support and proactively wellbeing tools.

☐ Arm managers with the right resources for their team

Managers shouldn't be forced to play the role of a psychologist for your team. Instead, they should be able to refer their direct reports to tailored resources and support services from trained professionals.

☐ Offer tailored training and professional development resources

Ongoing training can help managers to develop their leadership skills as well as softer skills, such as how to navigate conflict and effectively communicate.

 **Keep Reading:** [Discover how managers are coping with employee burnout and what you can do to better support your people leaders.](#)



Make wellbeing a **key focus area**

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Today's work environment is not only fast-paced but also highly competitive, and sadly the stress-inducing pressures also extend to non-work related aspects of life (cost-of-living crisis, high mortgage rates). Job-seekers often face the challenge of managing work-life balance and are interested in knowing what their future employer offers in that aspect



Agata Furman

Talent Acquisition Engagement & Marketing Manager, Bupa

More than half of us are stressed at work, and it's not a situation that's improving.

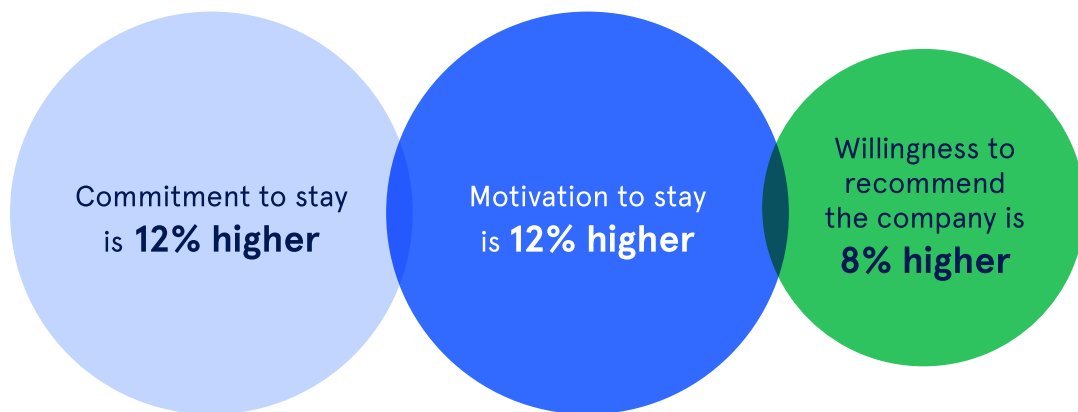
In 2023, only 47% of employees globally agreed that they rarely feel overstressed at work, according to research from Culture Amp[†]. Stress levels among employees in APAC have stayed steady at 47% from 2023 to 2024.

Despite this prevalent stress, employees don't believe that support from their employer is increasing. In fact, fewer employees think it's a priority for their business and manager. The same research from Culture Amp found a global 3% drop in employees agreeing with the statement, "I believe employee wellbeing is a priority at my company" (76% to 73% from Jan 2023 to Jan2024)[†].



This Culture Amp data suggests that the less stressed employees are, the happier and more productive they are at work – and the more likely they’ll be to stay in their role and even recommend their employer to others.

At companies who score in the top 25% for ‘I rarely feel overstressed by my work’:



We don’t see people wanting a wellbeing program that is defined by someone else that could never meet everyone’s needs. They want the freedom to be able to create their own wellbeing program that changes constantly as their life does.

I see people being fed up being told what to do by their employer. Employees want to have more control over themselves. These programs need to be about empowerment, less about a bunch of discounted offers and services.



Steve Grace

CEO & Founder, The Nudge Group

Employees need to feel supported across the board. Particularly when it comes to receiving timely access to healthcare, medical treatment and even real-time safety support.



A wellbeing investment is an investment in your employee's performance. When you provide great wellbeing support and programmes for your people, they're going to be more likely to be able to perform for you. It's a driver of sustained performance.

But it is also a real manifestation of, 'we are an employer that cares about you'.

Particularly in times like this, with the cost of living so high, many people are struggling. The more employers can do to support their people to help them with their overall balance, wellbeing, mental health and physical health, the more they're able to demonstrate their commitment in helping their employees out.



Mark Puncher

CEO, Employer Branding Australia

Action plan

☐ Focus on prevention, not cure

By offering proactive wellbeing resources to your team, you can help your people build healthy daily habits and make wellbeing a priority to actively mitigate against stress and burnout.

☐ Address employee health, safety and wellbeing holistically

Rather than only offering mental health support, ensure your offering approaches care holistically across the pillars of employee health, safety and wellbeing.

☐ Ensure wellbeing programs are easily accessible

Look for tools that can offer real-time support to your team (even outside of office hours), with the right blend of tech and hands-on human support.

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Organisations increasingly recognise that providing a wellbeing offering is crucial for supporting employees' wellbeing and job satisfaction. Wellbeing offerings promote work-life balance, improve employee satisfaction, and foster a positive work environment because a healthier and happier employee can be their best self at work and at home.

Those programs often extend far beyond mental or physical support (it's not only about fruit in the office or access to EAP). The wellbeing programs are often designed as a holistic solution, and most importantly can be bespoke to an individual. Not everyone may benefit from a stress management seminar, but flexible working arrangements, financial advice, access to subsidised partner offers, and more can make it attractive and, most importantly, very responsive to individual needs.



Agata Furman

Talent Acquisition Engagement & Marketing Manager, Bupa

04

Communicate your offering with employer branding

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There are many organisations that I come across who are investing in wellbeing, but aren't actually marketing internally, so uptake is low.

When you're having a conversation and somebody's struggling, encourage your managers to proactively point that employee in the direction of the wellbeing support.

You have to have a strategy to drive usage, because if the employee doesn't use it, then they won't attribute any benefit and value to it.

Plus, when communicating the message in market, the best advice I could give is don't just tell potential candidates what you offer. With consent, tell the stories of employees who have used and benefited from it.



Mark Puncher

CEO, Employer Branding Australia

If you've designed a strong EVP that puts employee wellbeing, health and safety at the forefront, then you need to let your current and potential employees know. That's where a clear employee branding strategy comes into play.

In a nutshell, employee branding is all about communicating and marketing your winning company culture, benefits and perks. By harnessing the stories of your team, showcasing the real-world impact of your EVP and showing up consistently across your marketing channels, you'll be able to capture attention and drive awareness of your EVP.

Employee advocacy is so powerful because the message has the most credibility when it's not coming from the brand but from someone who can talk about their own experience.... When we hear about someone being supported and happy at work, we can't help but wonder - can I have it too?



Agata Furman

Talent Acquisition Engagement
& Marketing Manager, Bupa



Bringing wellbeing support to life by showcasing real-life examples of how and when employees have accessed support is the best way to communicate this. Storytelling is powerful and messaging needs to be continuous and consistent.



Hannah Pearsall

Head Of Wellbeing & DEI Advocate, Hays UK&I

Action plan

☐ Develop consistent communications

Establish a consistent message that captures the impact and benefits of your EVP and leveraging this across all of your marketing channels.

☐ Harness employee advocacy

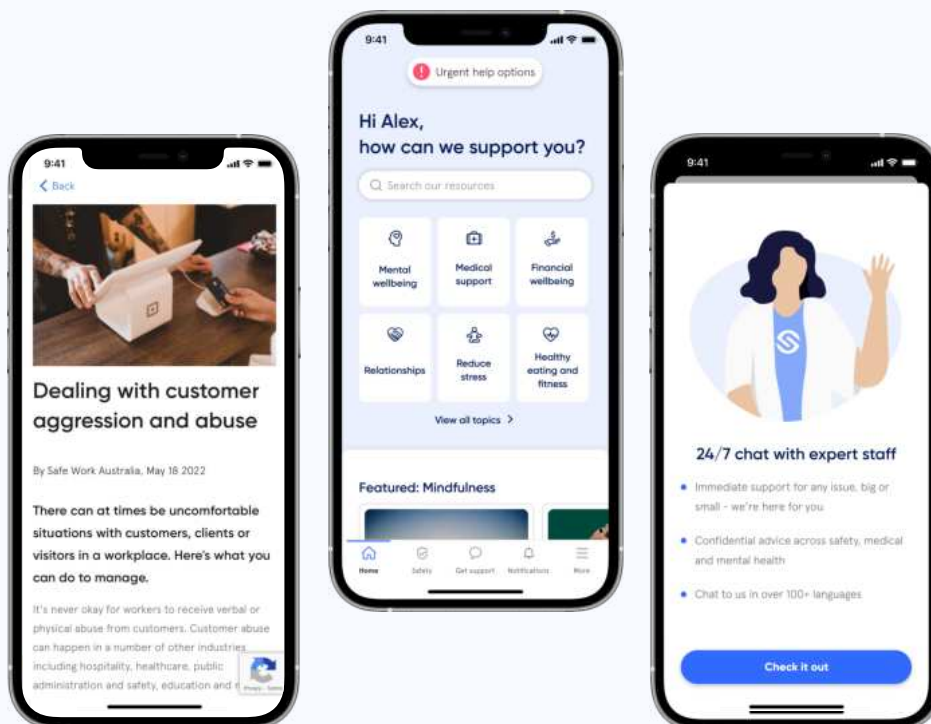
Encourage your team to become brand advocates and share their personal experiences with your company culture with their professional networks and connections on LinkedIn to boost the reach and credibility of your EVP.

☐ Tell a compelling story

Bring your EVP to life with storytelling techniques that harness authentic, real-world examples and testimonials coupled with engaging video content from your team.

Section 4

How Sonder can help



Sonder's complete employee care platform can help your business attract and retain talent:

- **Tailored self-serve wellbeing resources:** From guided meditations to tackle insomnia to courses to support strong time management skills, members can go from assessing their needs to proactively coaching themselves to better health in minutes.
- **Expert support 24/7:** If employees want to chat through their concerns, Sonder connects them with an expert in seconds via a chat or phone call with a team of responders on-hand for immediate in-person support as needed, too.

With Sonder's preventative care platform, businesses have been able to increase employee engagement and boost retention by empowering their people to actively take control of their wellbeing.

“

I have only just started to explore it and love everything I'm seeing. I love the preventative nature of the content rather than the offer to help after damage has been done, which is what we have been offered from previous support mechanisms.

Sonder member

Attraction

The biggest brands in Australia are even naming Sonder as a key pillar of their EVP.

Big W, Woolworths, oOh! Media, Aurecon, Penten, Serco, Story House Early Learning, Australian Mining and Boral all use Sonder's early intervention platform to win over candidates on job listings and their careers page.



In our more than 95% female workforce, our commitment to holistic wellbeing and safety is paramount, and Sonder plays a crucial role in this. In the competitive early learning sector, attracting and retaining talent is challenging and costly.

By celebrating our Story House-ers access to Sonder, we significantly strengthen our employee value proposition, confirming our commitment to safety and wellbeing goes beyond words or policies. Offering such valuable and practical support helps us attract and retain talent, ensuring our children have the best Educators in the sector to care for and educate them.



Kate Ludwig

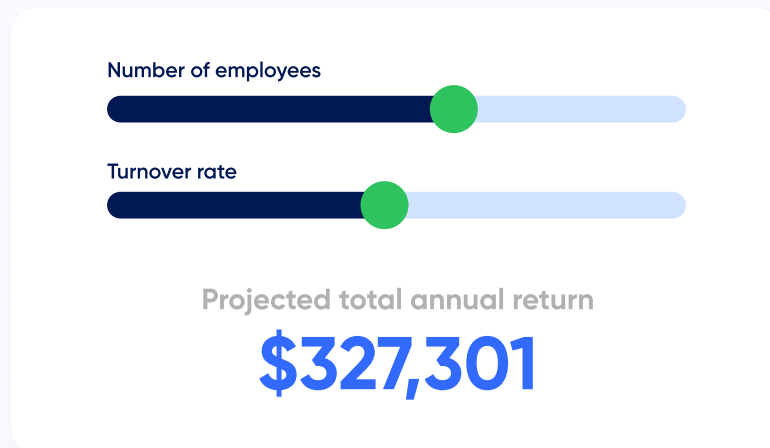
Head of People & Culture, Story House Early Learning



Retention

Across all industries, Sonder customers have seen a positive impact on employee retention. Among the employees that use Sonder:

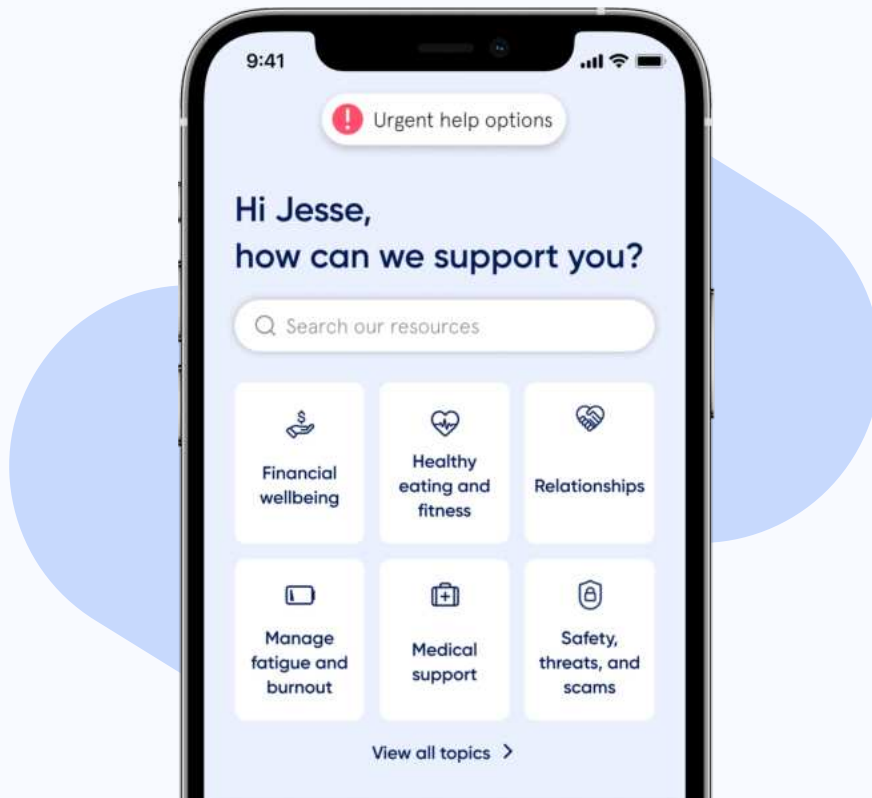




Discover what your business could save in reduced attrition costs with Sonder's ROI calculator. It estimates your business' potential return on investment, based on your company size and other details.

It can also help you gauge a projected boost in productivity based on reducing absenteeism, helping you make the business case for a complete care platform that intervenes earlier.

[Calculate your return](#)



Book a demo to see Sonder's features in action

Discover how Sonder's proactive digital services and responsive human support reduces harm, drives early intervention and restores the health and safety of employees.

[Book a demo](#)

Trusted by



Accreditations



Australia



Australia



New Zealand



New Zealand



United Kingdom