



*Ensemble, bougeons les lignes du monde professionnel.*

## The National Report

# Business Mauritius National Employee Engagement Survey 2023

2023 National survey results

October 2023

# Agenda

**01**

**Background to survey**

**02**

**High Performance Employee Experience (HPEX) model and results in a global context**

**03**

**High level results, compared to a Global Average – themes and top bottom questions**

**04**

**Key drivers of Engagement – what motivates people at work**

**05**

**Key drivers of Retention – how do you keep your people**

**06**

**Demographics**

**07**

**High level results Industry compared to Global Industry – themes and top bottom questions**

# About the Business Mauritius National Engagement survey



## Online Survey Administration



14 March to 31 August 2023 with emails, follow up phone calls over 5 months

Number of Themes:

17

Number of Opinion Questions:

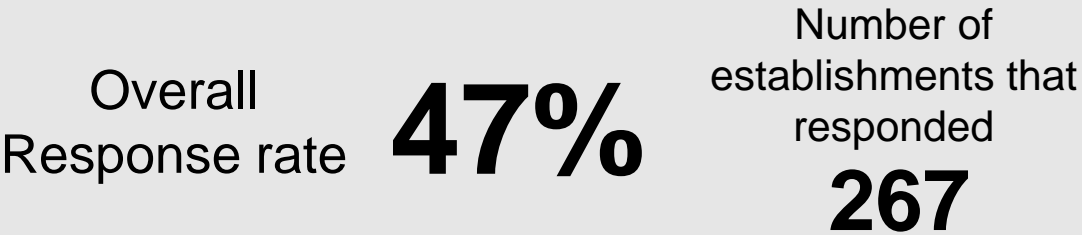
21

Demographic Variables

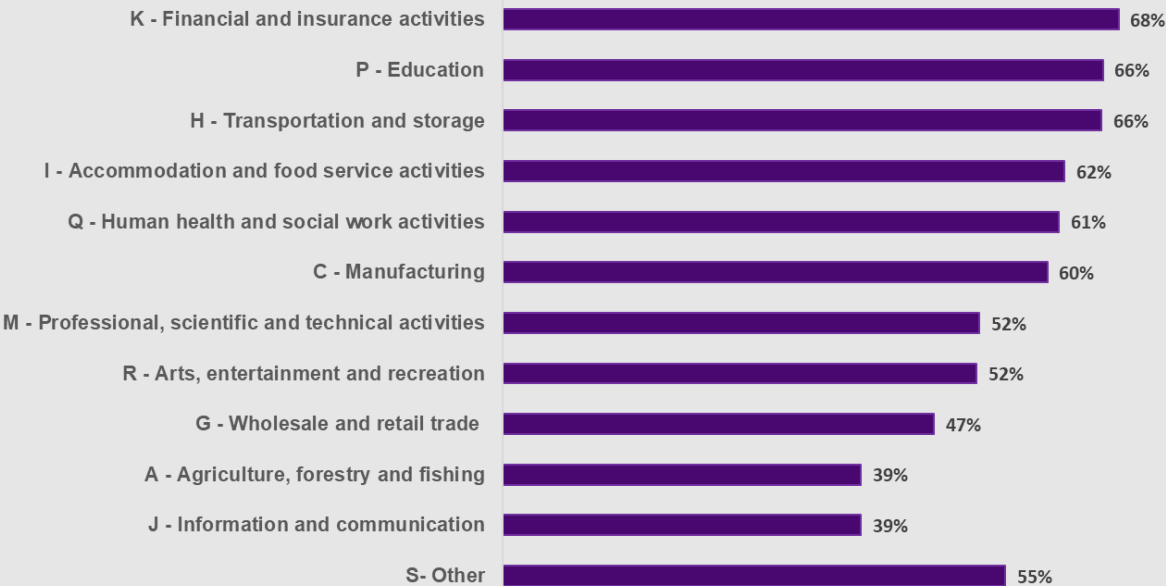
7

Open ended Free text question

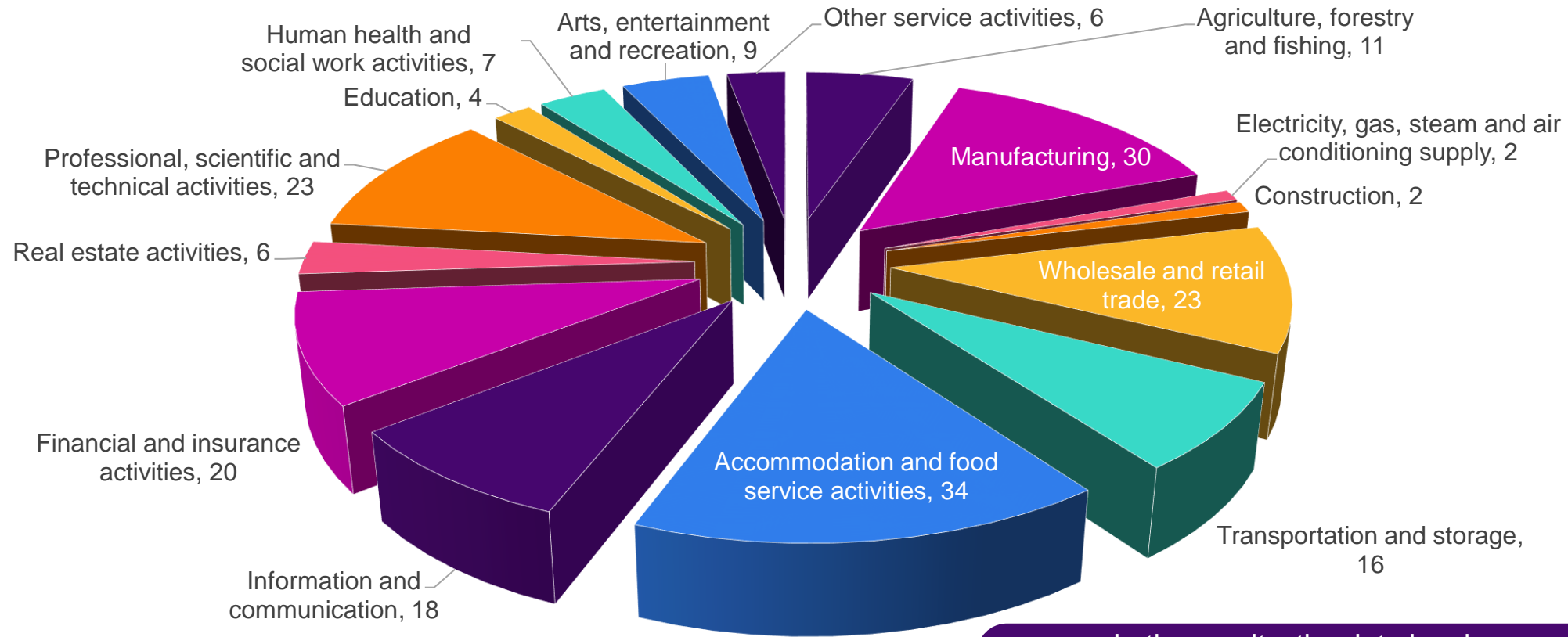
Net Promoter Score Question



## Response rates by sector



# 267 Companies took part, showing number of companies by sector



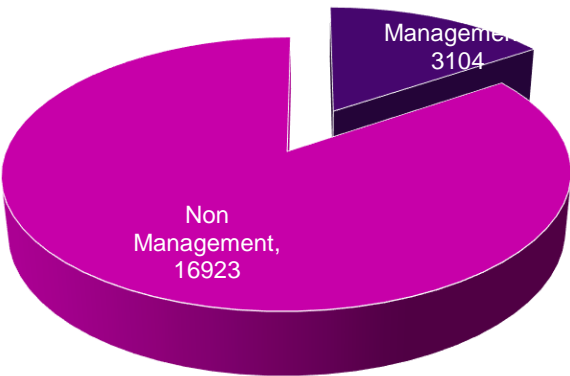
In the results, the data has been re-weighted proportionately to the working population.

Construction, Real Estate combined due to low response rate.

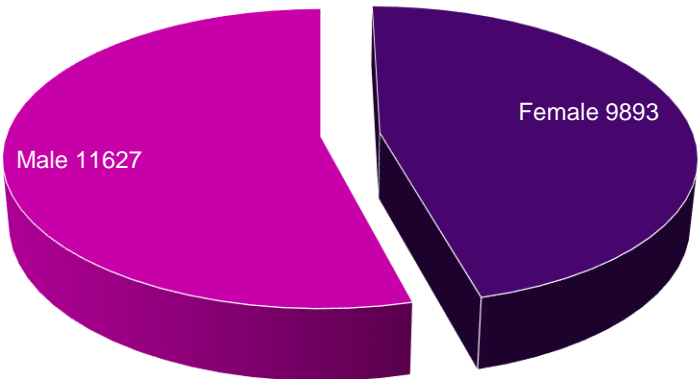
*Including splits for 10+ people companies*

# Other Key Demographics of population surveyed:

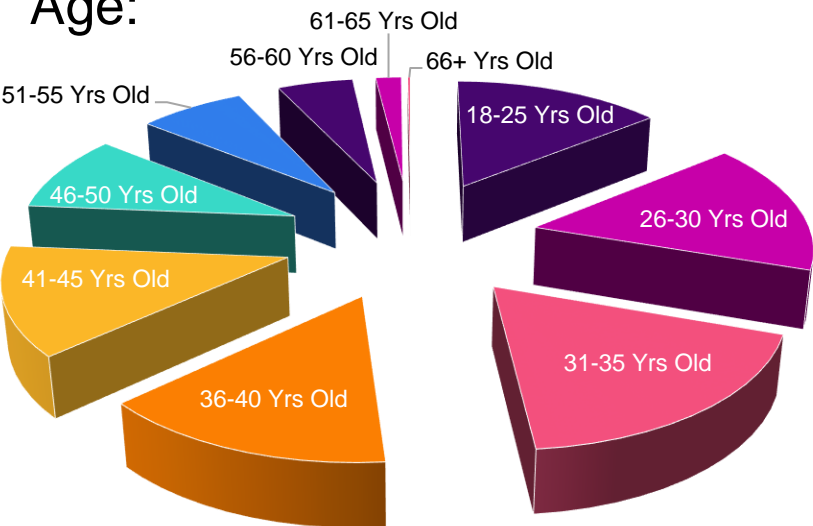
Job Category:



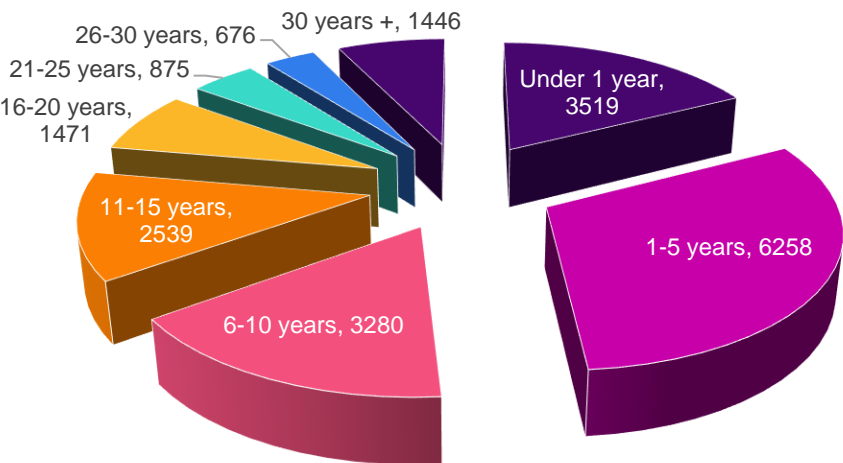
Gender:



Age:



Length of Service:



# What did we measure?

Employee experience based on Purpose, How Work Gets Done, Total Rewards, People



# High Level Results show some clear trends impacting employees across Mauritius

## Positive elements of culture:

People feel **engaged, committed** and have a strong sense of meaning and **purpose** through their work.

**Clarity** on the goals and objectives of their company, and critically they have real clarity on how their work contributes to the achievement of these.

They feel they can be **efficient** and **effective**, making greater use of technology.

## Challenges facing employees:

There are significant negative perceptions around the **fairness** of **rewards** and opportunities to develop. They don't always get regular constructive **feedback**

They struggle to get their **voice heard** and their **views considered** in decision making.

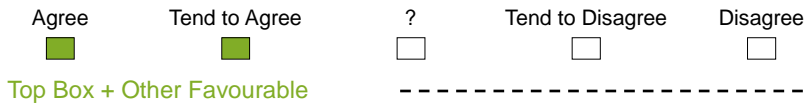
The distance to leadership can seem far and people often do not feel **inspired** by their vision for the future.



# How to understand the results:

## Scores

Scores shown are the total Percent Favourable (typically the top two options), or the Top Box. For example:



## Differences and Colours

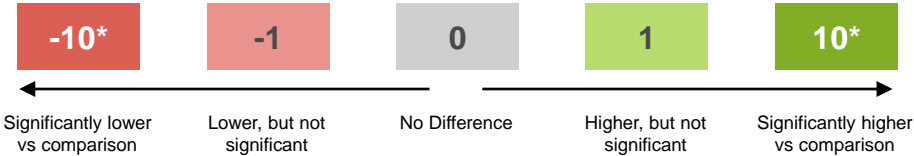
Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

For example:		Total Favourable Score	Global Benchmark	Regional Norm	Overall Group	Industry Norm
Employee Engagement		76	-8*	3*	3*	-10*
3	I have a good understanding of our goals. ©	74	n/a	1	-9*	2*
12	I have a good understanding of how my job contributes to achieving our goals. ★	78	1	4*	-1	0

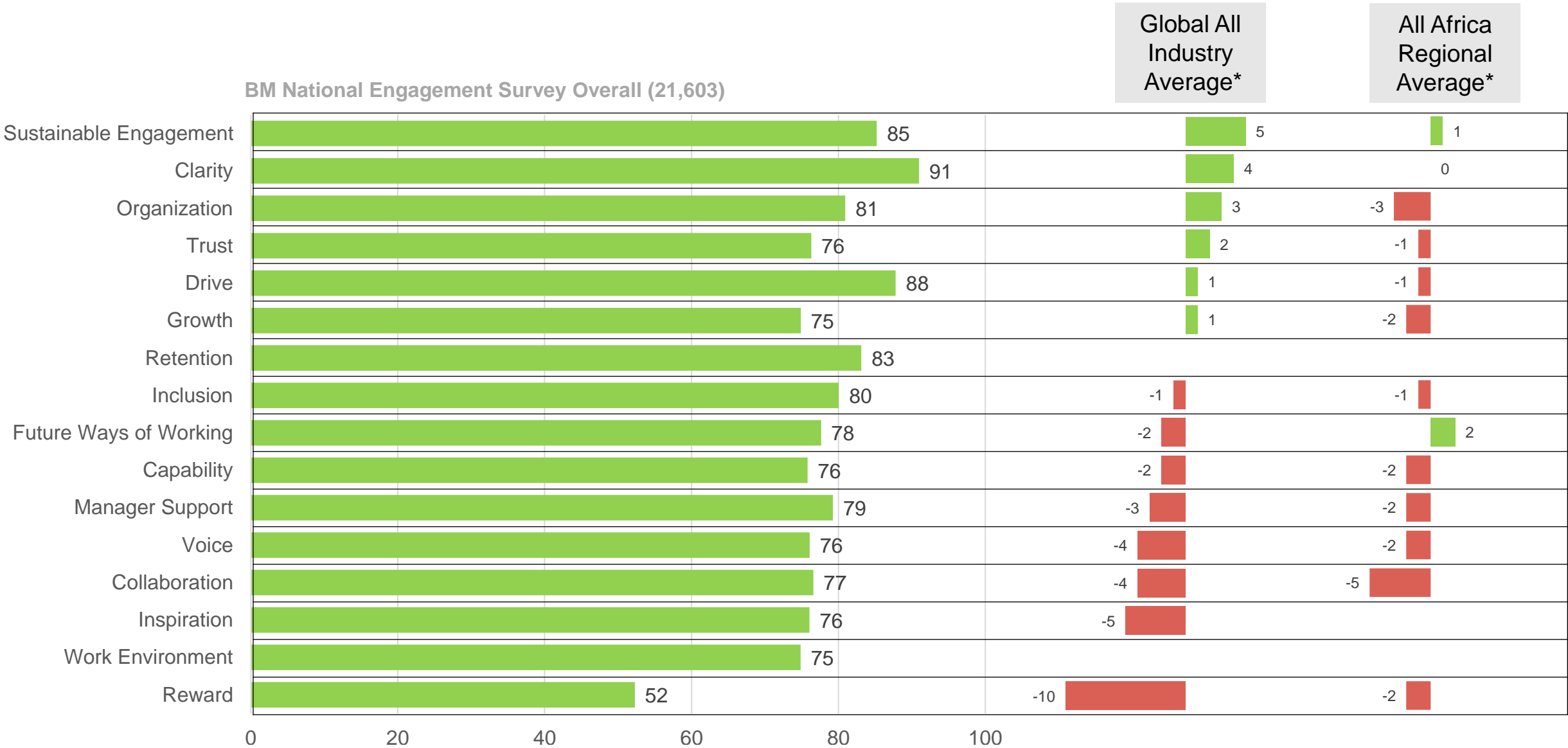
## Icons

- ★ Key driver question.
- Score not available
- n/a

\* **Statistically significant** differences are indicated with asterisks and darker colours. They are meaningful differences, where we are 95% confident it did not occur by chance. The cut-off for significance varies according to the size of the groups being compared. Small groups require a bigger difference for it to be significant.



# How does this compare to a Global Average of all companies?

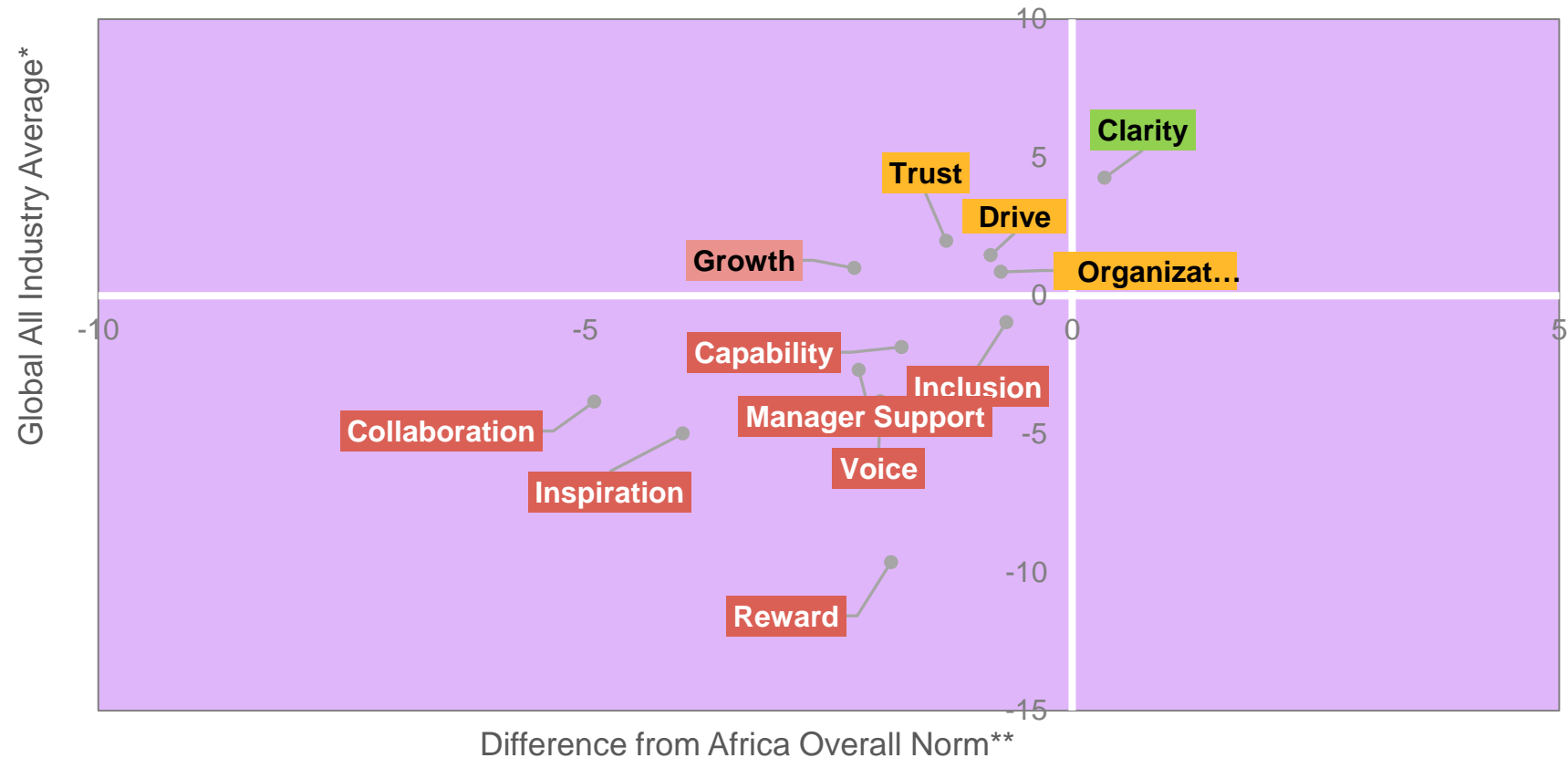


\*Global All Industry Average – 546 clients and 3.9 million respondents, all regions, all sectors as weighted average

\*\*All Africa Regional Average – 125 companies with 115,000 respondents as weighted average

# Business Mauritius National Engagement Scores

**Visual** Comparison to Global All Industry Average and to Regional Africa Norm



\*Global All Industry Average – 546 clients and 3.9 million respondents, all regions, all sectors as weighted average

\*\*All Africa Regional Average – 125 companies with 115,000 respondents as weighted average

# What is great about the Employee Experience in Mauritius?

BM National Engagement Survey Overall (21,603)	% Fully Agree	% Total Fav (Fully Agree/Tend to Agree)
Top 5 Questions		
Clarity: I understand how my work contributes to the goals and objectives of this organisation.	77	94
Clarity: I have a clear understanding of the goals and objectives of our organization.	68	88
Sustainable Engagement: I am inspired to work beyond what is required to help us succeed.	66	88
Sustainable Engagement: My work provides me with a sense of purpose.	66	88
Drive: My organisation constantly looks for better ways to serve its customers.	65	88

Source: 2023 Dynamics of Work Survey. Note: Percentages indicate those that selected “2 – Medium” or “3 – High” on a three-point scale.

# What is least positive about the Employee Experience in Mauritius?

BM National Engagement Survey Overall (21,603)

		% Fully Agree	% Total Fav (Fully Agree/Tend to Agree)
Bottom 5 Questions			
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	28		52
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	47		73
<b>Growth:</b> I have the opportunity for personal development and growth in this company.	50		75
<b>Trust:</b> I have confidence in the decisions of our senior leadership.	50		76
<b>Voice:</b> I can openly and honestly communicate my views.	51		76

Source: 2023 Dynamics of Work Survey. Note: Percentages indicate those that selected “2 – Medium” or “3 – High” on a three-point scale.

# Compare this to a Global All Industry Average

BM National Engagement Survey Overall (21,603)

% Total Fav (Fully  
Agree/Tend to Agree)

Vs.  
Global All  
Industry  
Average

## Top 5 Questions

**Sustainable Engagement:** There are no substantial obstacles at work to doing my job well.

80

7\*

**Sustainable Engagement:** My work provides me with a sense of purpose.

88

6\*

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation. ★

94

4\*

**Clarity:** I have a clear understanding of the goals and objectives of our organization. ★

88

4\*

**Organization:** In my organisation we make good use of technology to improve our operating efficiency.

81

3\*

★ Donates it's a key driver of Sustainable Engagement

# Compare this to a Global All Industry Average

BM National Engagement Survey Overall (21,603)

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

% Total Fav (Fully Agree/Tend to Agree)

Vs.  
Global All Industry Average

52

-10\*

**Inspiration:** Senior Leadership provides a clear and inspiring vision for the future.

76

-5\*

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

77

-4\*

**Voice:** I can openly and honestly communicate my views.

76

-4\*

**Capability:** I receive regular feedback that helps me improve at work.

79

-3\*

# Compare this to all Africa Regional Average

BM National Engagement Survey Overall (21,603)

## Top 5 Questions

**Sustainable Engagement:** There are no substantial obstacles at work to doing my job well.

80

Vs. All Africa  
Regional  
Average

6\*

**Future Ways of Working:** I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities. ★

78

2\*

**Clarity:** I have a clear understanding of the goals and objectives of our organization. ★

88

2\*

**Sustainable Engagement:** My work provides me with a sense of purpose.

88

1\*

**Drive:** My organisation constantly looks for better ways to serve its customers.

88

-1\*

★ Donates it's a key driver of Sustainable Engagement

# Compare this to all Africa Regional Average

BM National Engagement Survey Overall (21,603)

## Bottom 5 Questions

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

% Total Fav (Fully  
Agree/Tend to Agree)

Vs. All Africa  
Regional  
Average

77

-5\*

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

88

-5\*

**Organization:** In my organisation we make good use of technology to improve our operating efficiency.

81

-3\*

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

52

-2\*

**Growth:** I have the opportunity for personal development and growth in this company. ★

75

-2\*













★ Donates it's a key driver of Sustainable Engagement

# Showing each Mauritian Sector vs National Average

	BM National Engagem nt Survey Overall (21,603)	Agriculture, forestry and fishing (1,155)	Manufact. (1,920)	Wholesale and retail trade (3,860)	Transporta tion and storage (930)	Accommo dation and food service activities (4,849)	Informatio n and communic ation (2,618)	Financial and insurance activities (3,865)	Profession al, scientific and technical activities (867)	Education (310)	Human health and social work activities (185)	Arts, entertainm ent and recreation (381)	Other service activities (277)	Property and utilities (386)
Capability	76	81*	77	75	78	84*	72*	67*	77	74	75	74	72	70*
Clarity	91	91	92	91	89	92*	88*	89*	93	88	92	89	92	92
Collaboration	77	79*	79*	75*	78	85*	68*	68*	80*	74	81	73	68*	74
Drive	88	93*	89	88	88	93*	83*	84*	91*	81*	82*	85	88	86
Future Ways	78	83*	80	81*	82*	85*	72*	69*	82*	58*	87*	78	81	76
Growth	75	79*	78*	75	73	83*	63*	60*	75	72	74	73	70	76
Inclusion	80	85*	78*	78*	81	86*	76*	75*	83*	80	85	85*	79	83
Manager Support	79	83*	80	78*	79	85*	77*	74*	83*	76	76	79	78	78
Organization	81	80	81	81	84	87*	83*	75*	87*	82	71*	78	82	78
Reward	52	53	48*	58*	46*	65*	50*	41*	59*	46*	40*	55	57	60*
Sust. Engagement	85	89*	87*	84	85	90*	80*	79*	88*	80*	88	86	84	84
Trust	76	81*	76	76	78	85*	70*	68*	82*	63*	77	77	76	82*
Voice	76	79*	80*	76	79*	83*	67*	65*	80*	63*	77	75	73	77

# Differences for each Mauritian Sector vs the **Global** Sector average

Significant variation by sector, which may also reflect expectations for those employees.

	 Agriculture, forestry, fishing	 Manufact.	 Wholesale & Retail Trade	 Transport. & Storage	 Accomod. and Food Service Activities	 Information and Comms.	 Financial Services and Ins Activities	 Profssnl/ Scntfc./ Tech Activities	 Education	 Human Health and Social Work Activities	 Arts, entertainm ent and recreation	 Property & Utilities	Other
Capability	-6*	0	-7*	-1	-1	-7*	-13*	-7*	1	-3	0	-7*	-6*
Clarity	0	5*	1	1	2*	-1*	0	3*	0	4	3	7*	5*
Collaboration	-2	-1	-6*	-4*	2*	-16*	-14*	-2	-2	-1	-9*	-11*	-13*
Drive	0	5*	-3*	1	-1	-6*	-5*	1	-5*	-3	-4*	-4*	2
Future Ways of Working	-5*	-1	2*	2	2*	-13*	-11*	-2	-26*	3	-2	-4	2
Growth	-4*	4*	-4*	-4*	2*	-14*	-16*	-5*	-3	2	0	5*	-4
Inclusion	-1	-1	-8*	0	n/a	-9*	-10*	-2	0	4	15*	-1	-2
Inspiration	n/a	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	-9*
Manager Support	-4*	0	-10*	-3*	2*	-7*	-10*	1	1	-6*	3	-5*	-4
Organization	n/a	3*	-2*	4*	-1	-3*	-6*	n/a	0	-7*	7*	-11*	5
Retention	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Reward	-16*	-16*	-9*	-18*	-12*	-15*	-20*	-9*	-15*	-24*	-8*	1	-5
Sustainable Engagement	4*	6*	-1	3*	2*	-3*	-3*	5*	-1	5	8*	-1	4
Trust	8*	1	-2*	0	3*	-6*	-10*	-3*	-10*	0	14*	-1	2
Voice	4*	-2*	-6*	-3*	0	-14*	-15*	-3*	-8*	-4	-6*	-8*	-7*

# Engagement & Retention

## EX Value Driver Analysis



# How Engaged our employees in Mauritius?

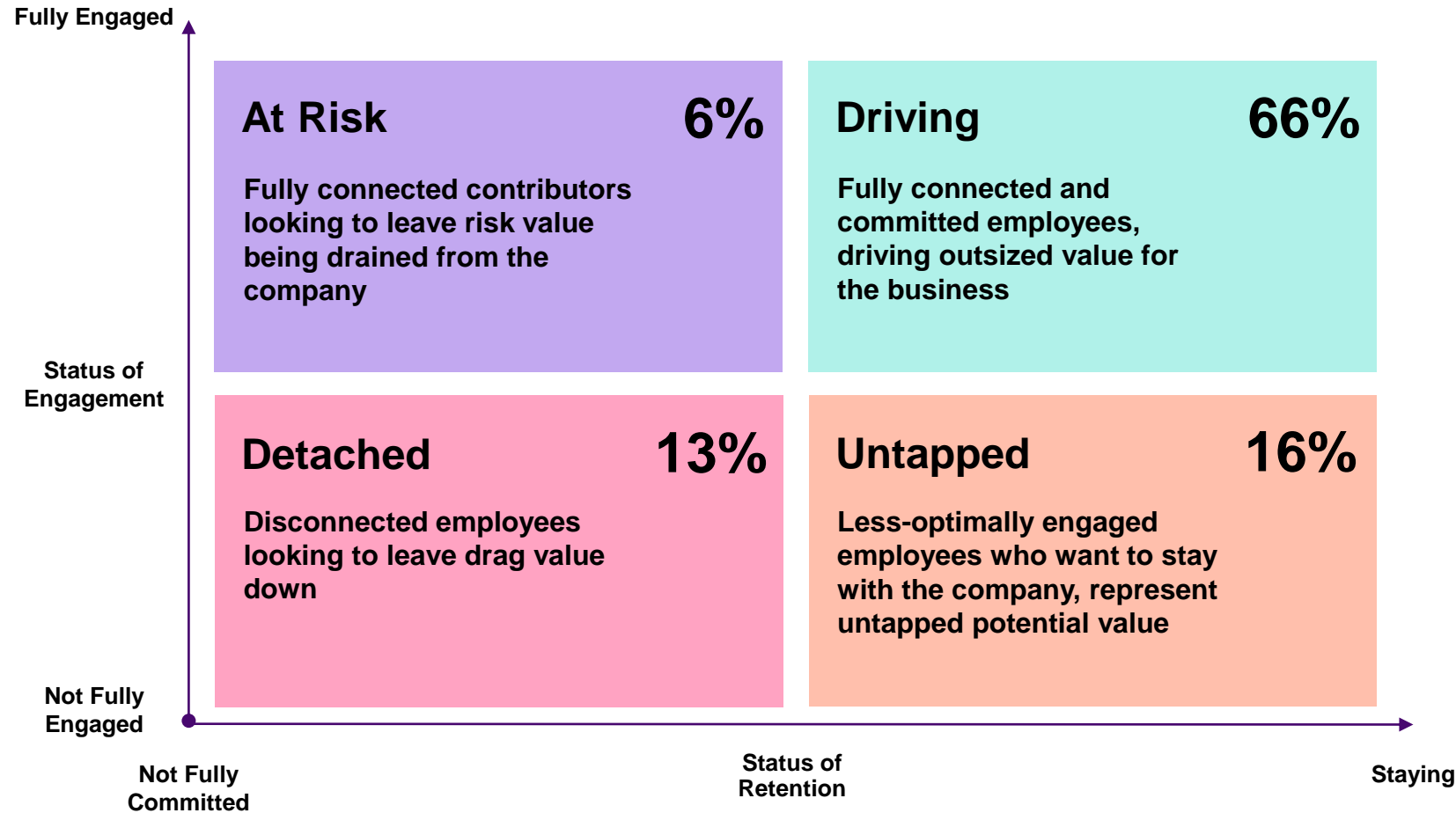
Overall strong motivation, sense of purpose and enablement. Majority intend to stay.

## BM National Engagement Survey Overall (21,603)

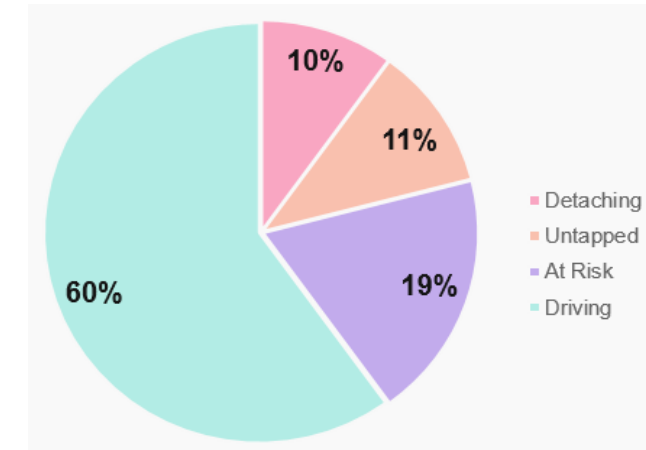
IBM National Engagement Survey Overall (21,603)			Vs/ Global Average	Africa Overall Norm(
Sustainable Engagement		85	5*	1*
1	There are no substantial obstacles at work to doing my job well.	80	7*	6*
2	I am inspired to work beyond what is required to help us succeed.	88	2*	-5*
3	My work provides me with a sense of purpose.	88	6*	1*
Retention				
19	I intend to stay with my current company at the moment.	83		

# Employee Experience Value Segments

What's the distribution of employees in Mauritius?



Global average:

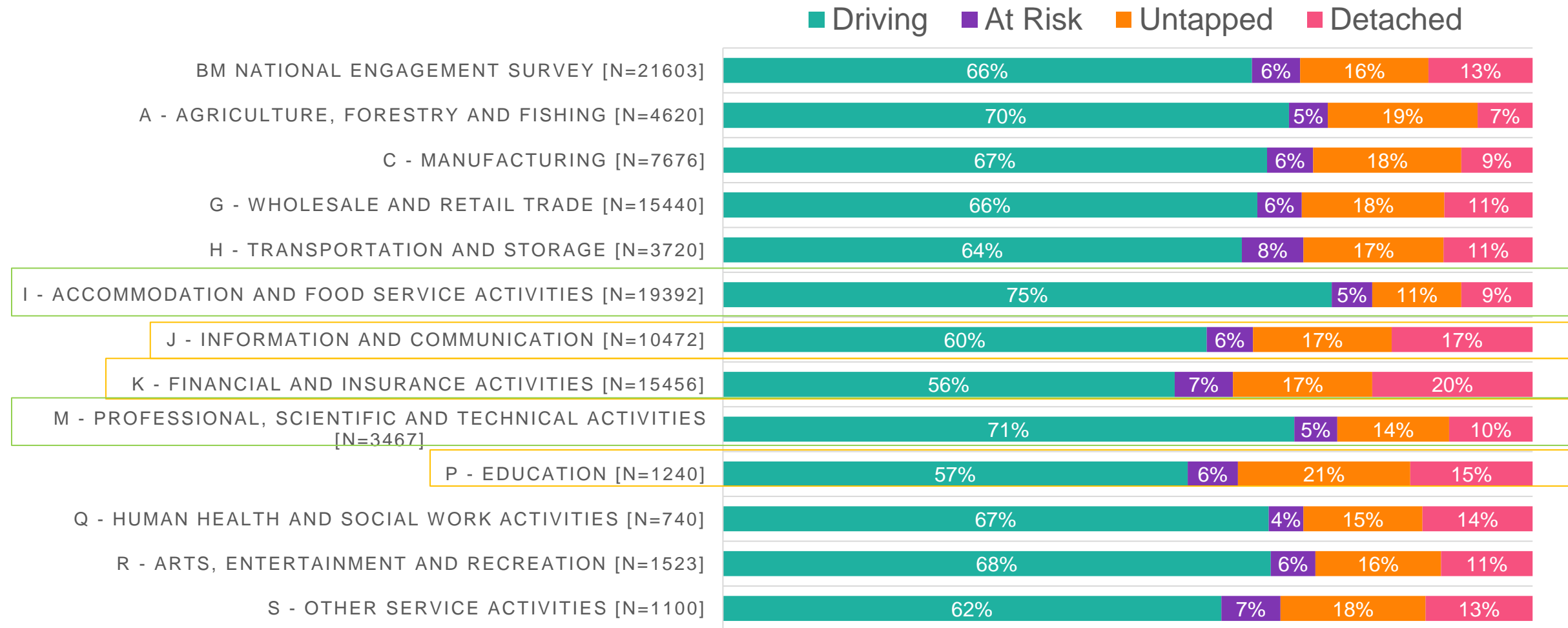


**Notes:**

- Fully Engaged refers to employees who responded favourably on ALL Engagement items
- Staying refers to employees who responded favourably on the Retention items

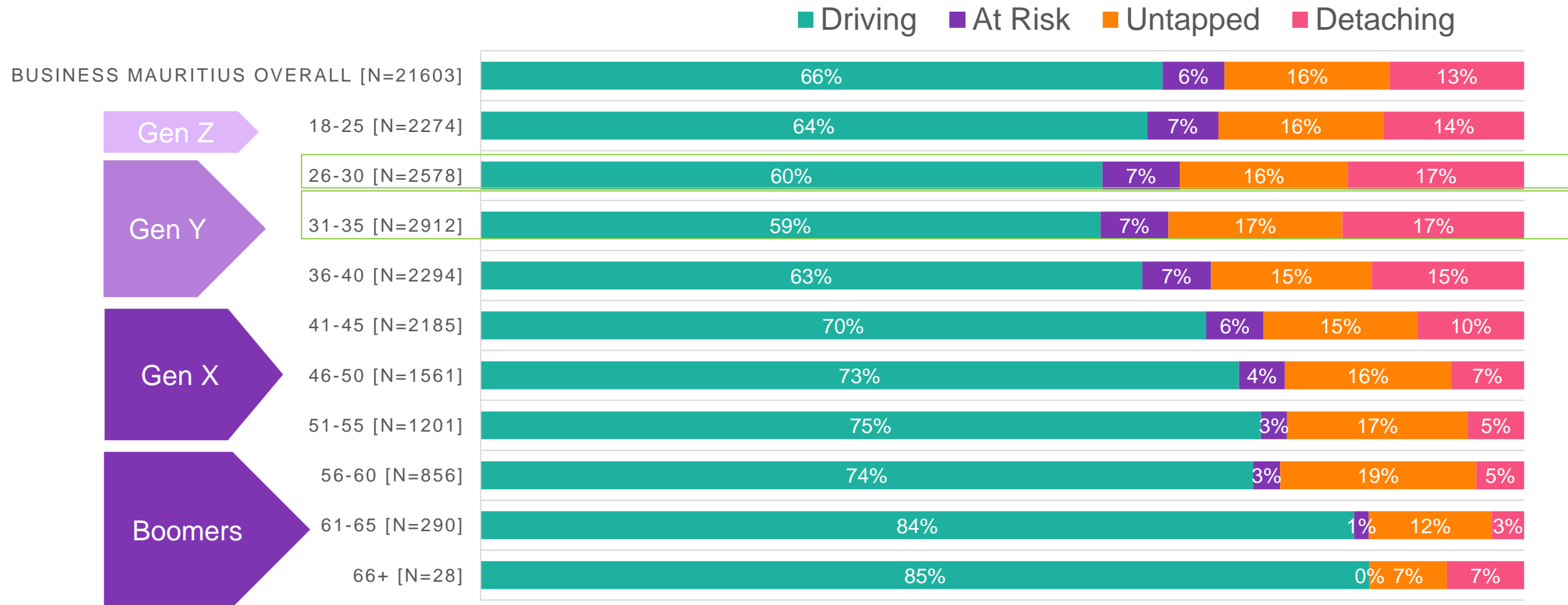
# EX Value Segments across the sectors

What's the distribution of employees in the various sectors



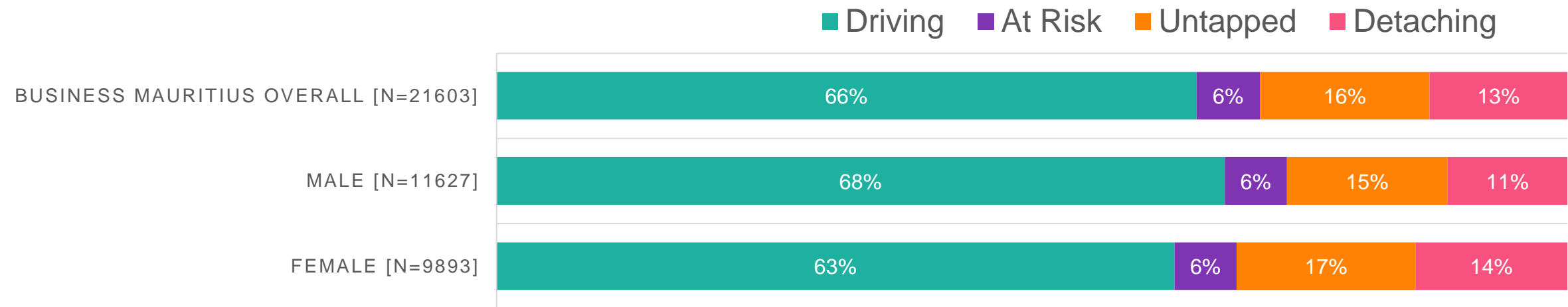
# EX Value Segments across the Age groups

What's the distribution of employees in the various sectors



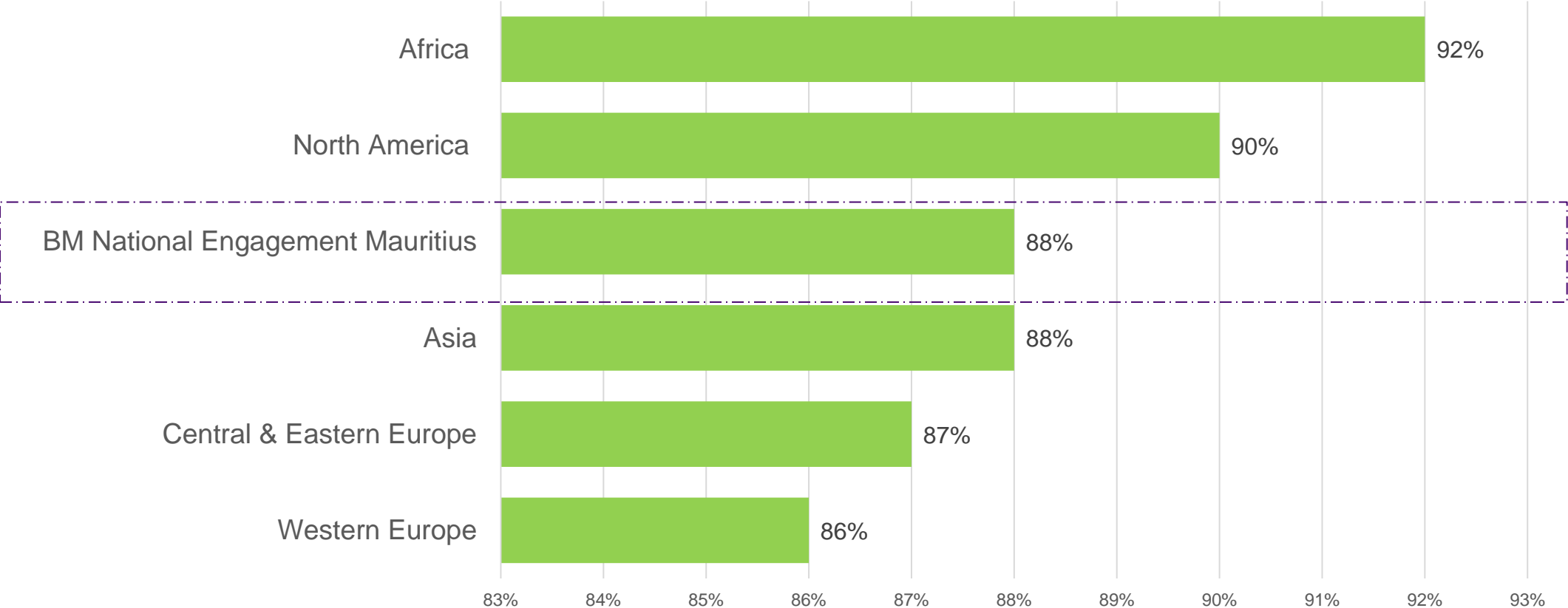
# EX Value Segments across Gender

What's the distribution of employees in the various sectors



# Mauritius compared to Geographical Regions on **Motivation**

I work beyond what is required to help this organization succeed



# What motivates employees in Mauritius?

BM National Engagement Survey Overall (21,603)

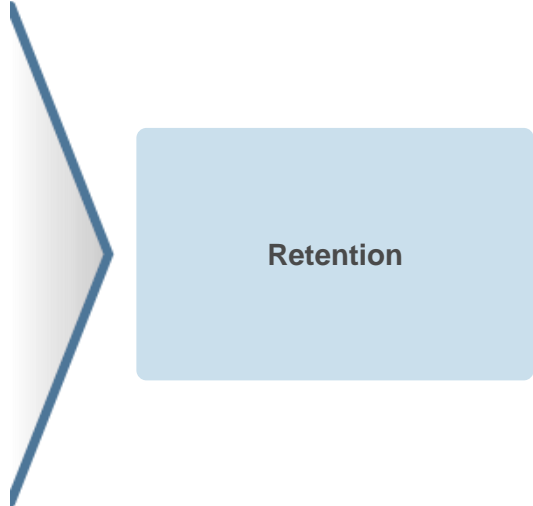
All Africa Regional Norm	Global All Industry Average	Total Favorable Score	
2*	4*	88	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
-1*	4*	94	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
-1*	2*	76	<b>Trust:</b> I have confidence in the decisions of our senior leadership.
-2*	1*	75	<b>Growth:</b> I have the opportunity for personal development and growth in this company.

Sustainable Engagement

# What keeps employees at their company in Mauritius?

## BM National Engagement Survey Overall (21,603)

All Africa Regional Norm	Global All Industry Average	Total Favorable Score	
n/a	-5*	76	<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.
-2*	1*	75	<b>Growth:</b> I have the opportunity for personal development and growth in this company.
2*	-2*	78	<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.



Retention

# Key Personas

# The most Engaged Employee will be found:

- Working in the **Accommodation and Food Service Sector** or **Agriculture, Forestry & Fishing**
- Male
- 50 year plus
- Long length of service **or** will have just started

**90%+ Engaged**



# The least Engaged Employee will be found:

- Working in IT, Finance or Education Sectors
- More likely to be Female (particularly in Education Sector)
- Early to mid-career (6-10 years)
- 26 to 35 years old



**60%+** Engaged

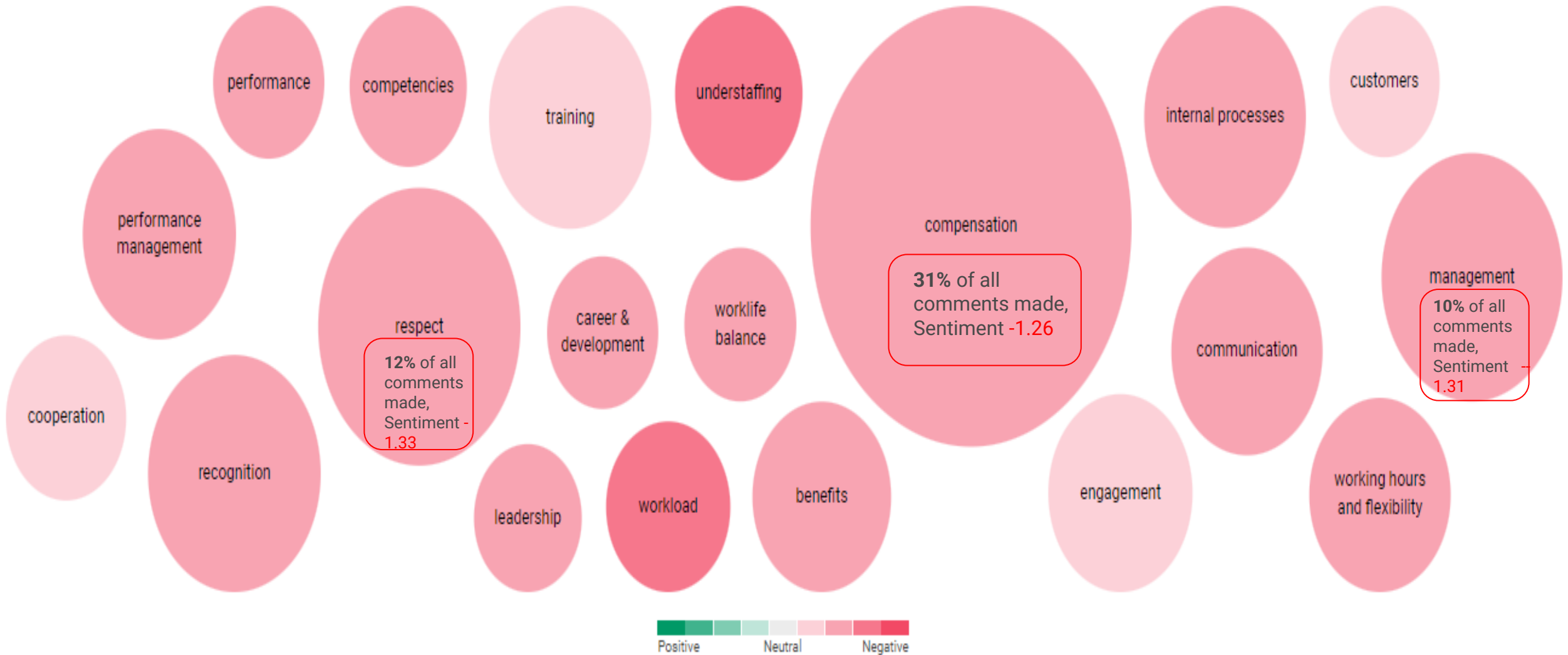
# The Employee most likely to leave is:

- Working in Finance and Insurance activities
- 6 to 10 year service
- More likely to be Female
- 31-35 years old

**4 out of 10** not  
committing to stay



# What are people asking for?



# Number one aspect of work that people wrote comments about:

Compensation: **31%** of all comments

Sentiment **-1.26**

## Key Messages

- Employees believe pay has not been increased sufficiently to match cost of living
- Need better recognition of rewards based on merit, e.g. bonus and incentive based pay
- Salaries need to be reviewed for competitiveness in the market
- Bonuses are either needed or too low to incentivise performance
- Lack of internal equity, favouritism and bias

Salary must be reviewed. Our job profile and task has increased but salary remain the same.

Not enough meritocracy for salary, performance bonus and promotions.

Salary range is very low for some departments, salary is not fair among staff with the same job titles. Proper allowances should be given for those who work hard.

# Number two aspect of work that people wrote comments about:

Respect: **12%** of all comments

Sentiment **-1.33**

## Key Messages

- People don't feel they are always treated fairly, equally
- Management style often hierarchical or excluding
- Need for inclusive behaviours and actions
- Human centric behaviours

Respect from all levels is crucial.. jokes, or any statements concerning the religious beliefs of someone should not be tolerated

Not an HR department but more a personnel dept as the H stand for Human and there is little that is done in for the human

We expect to work in an environment which is not toxic or treated unfairly or that our views are not taken on board or there is always a mindset of pessimism from our seniors.

# Number three thing that people are asking for:

Management: **10%** of all comments

Sentiment **-1.31**

## Key Messages

- Team Management Skills
- Recognition
- Building teamwork
- Inspiration and motivating management style
- Connection to their teams, visibility

Senior Management lack of empathy towards staff. SMT needs to also have training on empathy to better deal with the wellbeing of each and everyone

More interaction with managers and employees.

Management with positive attitudes towards the employees will make the latter feel at ease to work, the employees will be at their best in the working environment..

# Net Promoter Score

# I would recommend this company as a great place to work

BM National Engagement Survey Overall (21,603)

I would recommend this company as a great place to work.

Detractors | Passives | Promoters

BM National Engagement Survey Overall  
(21,603)

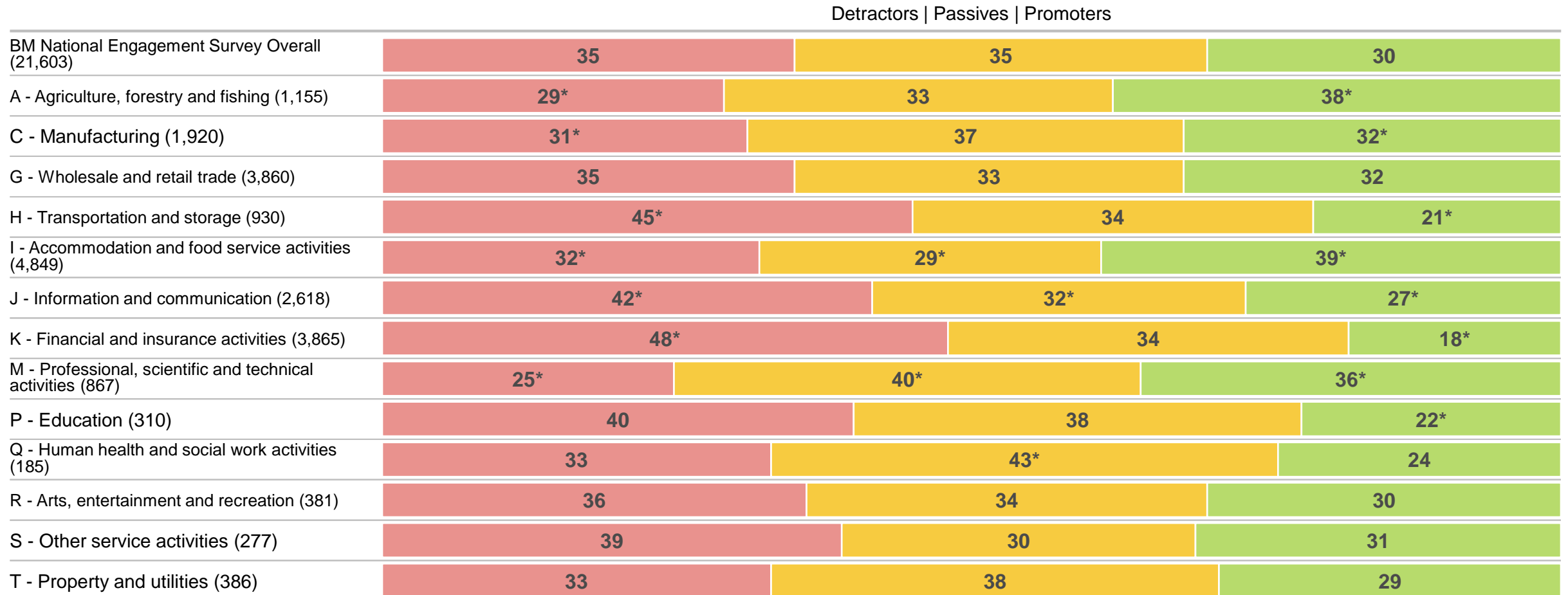


Mauritius  
NPS of -5

Typical Range  
-10 to +20

# I would recommend this company as a great place to work

21 I would recommend this company as a great place to work.



# Demographics

# Differences for length of service versus the average

Scores are Total Favorable	BM National Engagement Survey Overall (21,603)	Length of Service							
		Under 1 year (3,519)	1-5 years (6,258)	6-10 years (3,280)	11-15 years (2,535)	16-20 years (1,449)	21-25 years (806)	26-30 years (588)	30 years + (1,186)
Capability	76	83*	76	73*	73*	73*	77	78	76
Clarity	91	93*	90	89*	90*	91	93	90	92
Collaboration	77	83*	75	73*	73*	74*	76	76	75
Drive	88	91*	86*	87	88	88	92*	89	91*
Future Ways of Working	78	81*	75*	77	78	77	82*	84*	82*
Growth	75	82*	73*	68*	69*	69*	76	76	74
Inclusion	80	86*	80	77*	78*	77*	81	82	80
Inspiration	76	82*	75	73*	73*	74	81*	79	78
Manager Support	79	86*	79	76*	77*	77	83*	82	82*
Organization	81	84*	78*	80	81	83	86*	83	84*
Retention	83	87*	79*	77*	80*	82	89*	90*	90*
Reward	52	64*	53	49*	45*	46*	58*	57*	56*
Sustainable Engagement	85	88*	84*	83*	84	84	88	88*	87
Trust	76	85*	75	73*	74*	75	79	79	80*
Voice	76	83*	74*	73*	72*	73*	77	77	75
Work Environment	75	80*	74	71*	72*	75	78	73	75

# Differences for work category

Scores are Total Favorable

	BM National Engagement Survey Overall (21,603)	Management (3,104)	Non- Management (16,923)	
Capability	76	79*	76	
Clarity	91	94*	90*	
Collaboration	77	85*	74*	←
Drive	88	91*	88	
Future Ways of Working	78	81*	77	
Growth	75	79*	72*	
Inclusion	80	87*	79*	←
Inspiration	76	81*	75*	
Manager Support	79	83*	79	
Organization	81	81	81	
Retention	83	84	81*	
Reward	52	62*	52	←
Sustainable Engagement	85	88*	84*	
Trust	76	83*	76	
Voice	76	83*	74*	
Work Environment	75	77*	74	

# Differences for Age

Scores are Total

Favorable

	BM National Engagement Survey Overall (21,603)	18-25 (2,274)	26-30 (2,578)	31-35 (2,912)	36-40 (2,294)	41-45 (2,185)	46-50 (1,561)	51-55 (1,201)	56-60 (856)	61-65 (290)	66+ (28)
Capability	76	80*	74*	71*	71*	77	78	77	79*	83*	85
Clarity	91	91	90*	89*	91	93*	92	92	94*	95*	85
Collaboration	77	77	73*	70*	72*	77	77	78	78	85*	82
Drive	88	88	85*	86*	87	90*	91*	92*	94*	93*	89
Future Ways of Working	78	76*	73*	72*	74*	81*	81*	83*	86*	90*	86
Growth	75	75	71*	67*	68*	75	76	77	78	87*	81
Inclusion	80	82	77*	77*	78*	81	82	81	84*	88*	85
Inspiration	76	75	72*	71*	73*	80*	80*	79*	82*	84*	79
Manager Support	79	82*	77*	76*	76*	80	82*	83*	84*	90*	85
Organization	81	83*	79*	78*	79*	83*	83	83	85*	85	94
Retention	83	80*	76*	76*	79*	84	89*	92*	93*	95*	93
Reward	52	56*	49*	48*	48*	54	60*	58*	59*	65*	75*
Sustainable Engagement	85	85	82*	81*	84	87*	88*	88*	89*	92*	89
Trust	76	77	72*	71*	73*	80*	81*	80*	83*	88*	93*
Voice	76	76	72*	69*	72*	78	78*	77	79*	83*	89
Work Environment	75	77*	72*	71*	72*	77	77	76	79*	82*	86

# Differences for Gender

Scores are Total Favorable

	BM National Engagement Survey Overall (21,603)	Male (11,627)	Female (9,893)	
Capability	76	77*	75*	
Clarity	91	91	90*	
Collaboration	77	78*	73*	
Drive	88	89*	88	
Future Ways of Working	78	81*	75*	6% gaps:
Growth	75	76*	70*	
Inclusion	80	81*	78*	
Inspiration	76	78*	73*	
Manager Support	79	81*	78*	
Organization	81	81	81	
Retention	83	83	80*	
Reward	52	55*	52	
Sustainable Engagement	85	86*	83*	
Trust	76	78*	75*	
Voice	76	78*	72*	
Work Environment	75	78*	71*	

# Financial and Insurance Activities

## High Level Findings

# Categories vs. Benchmarks

K - Financial and insurance activities (3,865)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Financial Services Insurance Norm
Capability	67	-8*	-15*
Clarity	89	-2*	4*
Collaboration	68	-9*	-13*
Drive	84	-4*	-6*
Future Ways of Working	69	-9*	-12*
Growth	60	-15*	-15*
Inclusion	75	-5*	-11*
Inspiration	68	-8*	n/a
Manager Support	74	-5*	-8*
Organization	75	-6*	-9*
Retention	73	-10*	n/a
Reward	41	-11*	-20*
Sustainable Engagement	79	-6*	-3*
Trust	68	-8*	-6*
Voice	65	-11*	-19*
Work Environment	65	-10*	n/a

# Top/Bottom Questions

K - Financial and insurance activities (3,865)

## Top 5 Questions

	Total Favorable
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	92
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	86
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	84
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	82
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	81

## Bottom 5 Questions

<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	41
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	60
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	63
<b>Voice:</b> I can openly and honestly communicate my views.	65
<b>Work Environment:</b> We have effective processes in place to address employee grievances including bullying or harassment at work.	65

# Top/Bottom Questions

K - Financial and insurance activities (3,865)

	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Top 5 Questions</b>		
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	92	-1*
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	86	-2*
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	84	-4*
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	75	-5*
<b>Manager Support:</b> My direct supervisor/manager does a good job of building teamwork.	74	-5*
<b>Bottom 5 Questions</b>		
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	60	-15*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	41	-11*
<b>Voice:</b> I can openly and honestly communicate my views.	65	-11*
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	63	-10*
<b>Retention:</b> I intend to stay with my current company at the moment.	73	-10*

# Top/Bottom Questions vs Global Sector Benchmark

K - Financial and insurance activities (3,865)

	Total Favorable	WTW Financial Services Insurance Norm
<b>Top 5 Questions</b>		
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.	86	7*
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.	92	0
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	74	0
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	81	-2*
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	84	-6*
<b>Bottom 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	41	-20*
<b>Voice:</b> I can openly and honestly communicate my views.	65	-19*
<b>Capability:</b> I receive regular feedback that helps me improve at work.	72	-17*
<b>Growth:</b> I have the opportunity for personal development and growth in this company.	60	-15*
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	68	-13*

# K - Financial and insurance activities

## High Performance Employee Experience Scorecard

The Scorecard Key:

Strongest Results

Strong Results.

Good results.  
Closer to  
greatness than  
most.

Fair results.  
Closer to ordinary  
than greatness.

Poor Results

Levels

**Excellence**

Mindset  
needed to  
succeed

**Emphasis**

How to create  
personal  
agency

**Essentials**

Basic  
facilitation of  
work efforts

**Inspiration**

*"I'm totally inspired by  
our vision, we're a  
responsible company"*

**Inclusion**

*"We support diversity,  
inclusion and equal  
opportunity"*

**Understanding**

*"I get what we do, and  
how I fit in"*

**Drive**

*"We're agile, totally focused  
on our customers, with  
market leading products &  
services"*

**Voice**

*"I have a say in what  
we do"*

**Organization**

*"We're efficient,  
flexible, and continually  
improving"*

**Growth**

*"I'm excelling in my  
career and achieving  
my potential"*

**Capability**

*"I'm developing skills to  
progress my career"*

**Security**

*"My pay & benefits are  
fair and offer stability"*

**Trust**

*"I'm confident in  
leadership, they treat us  
with dignity & respect"*

**Collaboration**

*"We help each other, &  
work across  
boundaries"*

**Support**

*"My supervisor  
supports us and builds  
the team"*

Purpose

Work

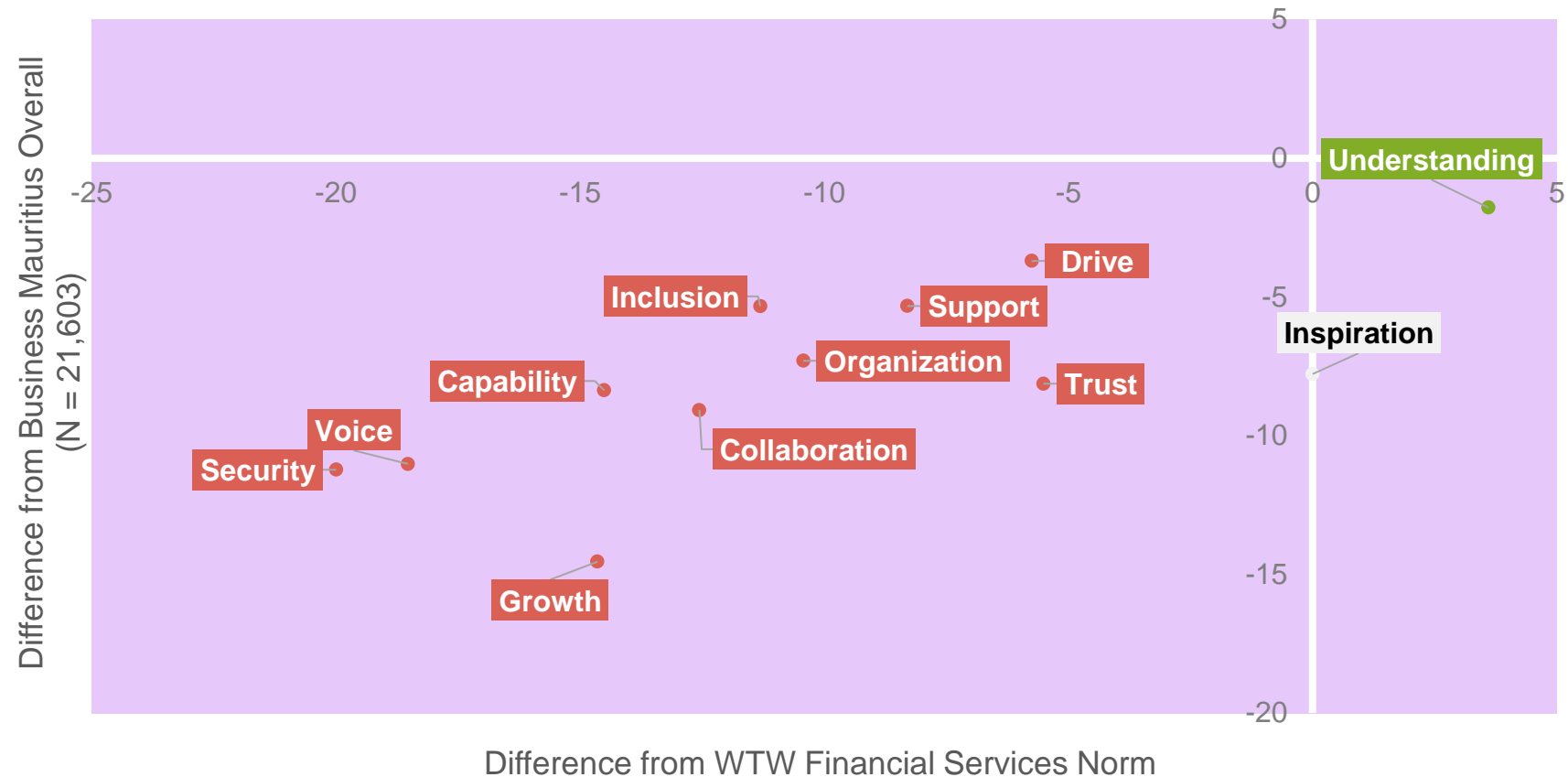
Total Rewards

People

Dimensions

# K - Financial and insurance activities

EX progress on the road to high performance excellence



# Category Breakdown by Lookdown

Scores are Total Favorable

	K - Financial and insurance activities (3,865)	Banking (1,983)	Global Business (270)	Insurance (1,312)	Other Financial Services (300)
Capability	67	66	80*	64*	80*
Clarity	89	88	93	90	94*
Collaboration	68	63*	79*	70	80*
Drive	84	84	86	82	89*
Future Ways of Working	69	65*	81*	70	78*
Growth	60	55*	77*	62	72*
Inclusion	75	72*	86*	73	88*
Inspiration	68	67	78*	66	77*
Manager Support	74	71*	85*	74	82*
Organization	75	77	80	71*	83*
Retention	73	70*	77	75	78
Reward	41	37*	52*	42	53*
Sustainable Engagement	79	76*	85*	80	87*
Trust	68	64*	83*	68	84*
Voice	65	63	78*	63	79*
Work Environment	65	66	76*	60*	76*

# Category Breakdown by Length of Service

Scores are Total Favorable

	K - Financial and insurance activities (3,865)	Under 1 year (536)	1-5 years (1,164)	6-10 years (536)	11-15 years (507)	16-20 years (438)	21-25 years (145)	26-30 years (97)	30 years + (281)
Capability	67	79*	68	62*	62*	64	69	64	71
Clarity	89	94*	90	86*	86*	87	90	87	91
Collaboration	68	84*	69	63	59*	60*	67	69	68
Drive	84	90*	83	81	83	83	86	85	88
Future Ways of Working	69	78*	69	65*	68	65	69	78*	70
Growth	60	79*	61	56*	53*	51*	59	58	62
Inclusion	75	88*	78*	71	67*	66*	73	70	74
Inspiration	68	83*	69	65	63*	63*	68	65	68
Manager Support	74	88*	74	70*	69*	69*	73	76	77
Organization	75	79	72	72	76	76	78	78	81*
Retention	73	87*	71	64*	68*	70	75	88*	84*
Reward	41	60*	40	37*	34*	31*	43	45	47*
Sustainable Engagement	79	87*	79	77	75*	76	77	80	83
Trust	68	87*	68	62*	60*	63*	59*	75	72
Voice	65	80*	67	61	58*	62	58	69	63
Work Environment	65	76*	67	59*	61	64	66	62	63

# Category Breakdown by Age Group

Scores are Total Favorable

	K - Financial and insurance activities (3,865)	18-25 (357)	26-30 (546)	31-35 (659)	36-40 (587)	41-45 (447)	46-50 (278)	51-55 (220)	56-60 (146)	61-65 (25)
Capability	67	73*	65	61*	62*	66	65	72	77*	88*
Clarity	89	90	88	86*	87	91	90	91	97*	92
Collaboration	68	72	67	62*	62*	65	67	72	75	79
Drive	84	87	82	80*	83	84	85	89*	94*	92
Future Ways of Working	69	68	63*	66	63*	70	73	72	82*	92*
Growth	60	67*	58	54*	54*	57	58	65	70*	88*
Inclusion	75	81*	73	70*	71*	72	74	72	80	92*
Inspiration	68	70	66	64	63*	69	67	69	77*	80
Manager Support	74	77	72	70*	68*	71	77	78	79	96*
Organization	75	79	73	70*	74	77	76	80	87*	88
Retention	73	75	67*	65*	70	74	79*	84*	95*	92*
Reward	41	43	35*	36*	36*	39	43	50*	60*	80*
Sustainable Engagement	79	80	75	73*	77	81	81	82	91*	97*
Trust	68	72	63*	62*	61*	68	67	73	79*	88*
Voice	65	67	63	59*	61*	64	65	66	79*	80
Work Environment	65	70	64	59*	62	66	64	66	73	80

# Category Breakdown by Gender

Scores are Total Favorable

	K - Financial and insurance activities (3,865)	Male (1,538)	Female (2,279)
Capability	67	68	67
Clarity	89	89	89
Collaboration	68	71*	65*
Drive	84	85	84
Future Ways of Working	69	73*	66*
Growth	60	64*	58
Inclusion	75	78*	73
Inspiration	68	71*	66
Manager Support	74	77*	72*
Organization	75	75	75
Retention	73	74	72
Reward	41	43	40
Sustainable Engagement	79	81	78
Trust	68	70	67
Voice	65	69*	62*
Work Environment	65	69*	63*

# Key Driver Questions - Sustainable Engagement

BM Financial and insurance activities Benchmark (3,865)


BM National Engagement Survey Overall (21,603)	WTW Financial Services Norm	Total Favorable Score	
-8*	-10*	68	<b>Trust:</b> I have confidence in the decisions of our senior leadership.
-2*	0	86	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
-1*	1*	92	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
-15*	-16*	60	<b>Growth:</b> I have the opportunity for personal development and growth in this company.

Sustainable Engagement

# Key Driver Questions - Retention

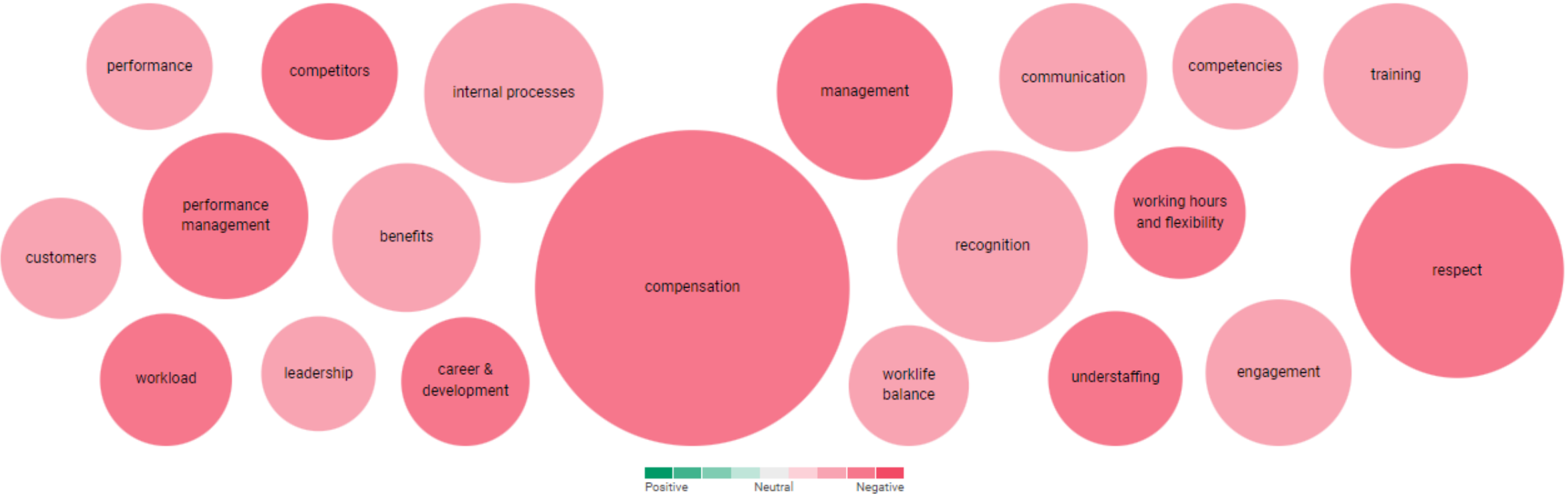
BM Financial and insurance activities Benchmark (3,865)

BM National Engagement Survey Overall (21,603)	WTW Financial Services Norm	Total Favorable Score	
-15*	-16*	60	<b>Growth:</b> I have the opportunity for personal development and growth in this company.
-8*	-10*	68	<b>Trust:</b> I have confidence in the decisions of our senior leadership.
-9*	-11*	69	<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.



Retention

# What are people asking for in Financial and Insurance activities?



# Financial and Insurance Activities: top focus areas

## Sustainable Engagement



BM National Engagement  
Survey Overall



WTW Financial  
Services Norm



### Lowest questions versus WTW Sector Average

Total Favorable

WTW Financial  
Services Insurance  
Norm

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).



**Voice:** I can openly and honestly communicate my views.



**Capability:** I receive regular feedback that helps me improve at work.



**Growth:** I have the opportunity for personal development and growth in this company.



**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.



- Focus on Total Reward, implementation and communication
- Continuous Professional Development, and progression
- Delivery Flexibility in how work gets done
- Develop Leadership ability to inspire confidence and Managers to give people psychological safety

# Accommodation

## High Level Findings

# Categories vs. Benchmarks

I - Accommodation and food service activities (4,849)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Restaurant/Food & Beverage Norm
Capability	84	8*	-1
Clarity	92	1*	2*
Collaboration	85	8*	2*
Drive	93	5*	-1
Future Ways of Working	85	7*	2*
Growth	83	8*	2*
Inclusion	86	6*	n/a
Inspiration	85	8*	n/a
Manager Support	85	6*	2*
Organization	87	6*	-1
Retention	86	3*	n/a
Reward	65	12*	-12*
Sustainable Engagement	90	5*	2*
Trust	85	9*	3*
Voice	83	7*	0
Work Environment	83	8*	n/a

# Top/Bottom Questions

I - Accommodation and food service activities (4,849)

## Top 5 Questions

	Total Favorable
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	94
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	93
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	91
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	91
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	91

## Bottom 5 Questions

<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	65
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills. ★	82
<b>Voice:</b> I can openly and honestly communicate my views.	83
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	83
<b>Work Environment:</b> We have effective processes in place to address employee grievances including bullying or harassment at work.	83

# Top/Bottom Questions

I - Accommodation and food service activities (4,849)

Top 5 Questions	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	65	12*
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills. ★	82	9*
<b>Trust:</b> I have confidence in the decisions of our senior leadership. ★	85	9*
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	85	8*
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	83	8*
<b>Bottom 5 Questions</b>		
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	94	1
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	91	2*
<b>Retention:</b> I intend to stay with my current company at the moment.	86	3*
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	91	3*
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	91	4*

# Top/Bottom Questions

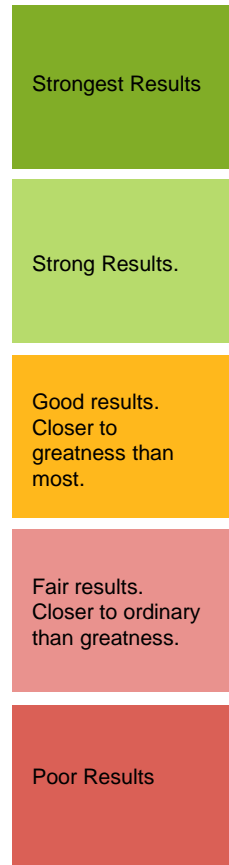
## I - Accommodation and food service activities (4,849)

Top 5 Questions	Total Favorable	WTW Restaurant/Food & Beverage Norm
<b>Capability:</b> I receive regular feedback that helps me improve at work. ★	87	4*
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	87	4*
<b>Trust:</b> I have confidence in the decisions of our senior leadership. ★	85	3*
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	91	3*
<b>Manager Support:</b> My direct supervisor/manager does a good job of building teamwork.	85	2*
<b>Bottom 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	65	-12*
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills. ★	82	-6*
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	93	-1
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	87	-1
<b>Voice:</b> I can openly and honestly communicate my views.	83	0

# I - Accommodation and food service activities

## High Performance Employee Experience Scorecard

The Scorecard Key:



Levels



**Excellence**

Mindset needed to succeed

**Emphasis**

How to create personal agency

**Essentials**

Basic facilitation of work efforts

**Inspiration**

*"I'm totally inspired by our vision, we're a responsible company"*

**Inclusion**

*"We support diversity, inclusion and equal opportunity"*

**Understanding**

*"I get what we do, and how I fit in"*

**Drive**

*"We're agile, totally focused on our customers, with market leading products & services"*

**Voice**

*"I have a say in what we do"*

**Organization**

*"We're efficient, flexible, and continually improving"*

**Growth**

*"I'm excelling in my career and achieving my potential"*

**Capability**

*"I'm developing skills to progress my career"*

**Security**

*"My pay & benefits are fair and offer stability"*

**Trust**

*"I'm confident in leadership, they treat us with dignity & respect"*

**Collaboration**

*"We help each other, & work across boundaries"*

**Support**

*"My supervisor supports us and builds the team"*

Purpose

Work

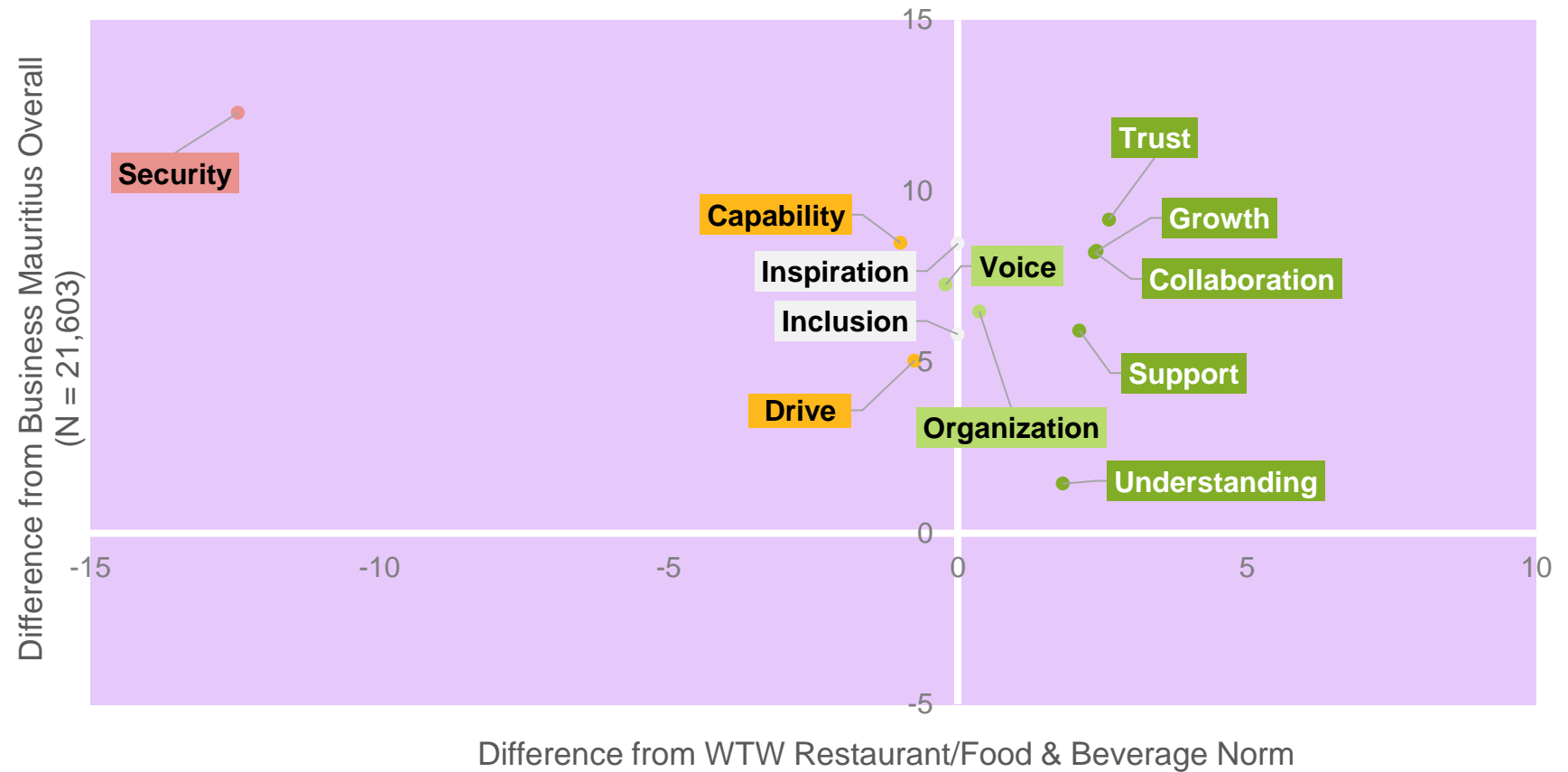
Total Rewards

People

Dimensions

# I - Accommodation and food service activities

EX progress on the road to high performance excellence



# Category Breakdown by Lookdown

Scores are Total Favorable

	BM Accommodation and food service activities Benchmark (4,849)	BM Food/Catering Services (1,013)	BM Hospitality & Leisure (3,836)
Capability	84	88*	83
Clarity	92	93	92
Collaboration	85	87	84
Drive	93	94	92
Future Ways of Working	85	87	84
Growth	83	86*	82
Inclusion	86	87	86
Inspiration	85	88*	84
Manager Support	85	87	85
Organization	87	95*	84*
Retention	86	87	86
Reward	65	73*	62*
Sustainable Engagement	90	91	90
Trust	85	87	85
Voice	83	86	83
Work Environment	83	87*	82

# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Accommodati on and food service activities Benchmark (4,849)	Under 1 year (1,153)	1-5 years (1,494)	6-10 years (793)	11-15 years (520)	16-20 years (334)	21-25 years (177)	26-30 years (100)	30 years + (159)
Capability	84	86	83	83	83	85	88	87	88
Clarity	92	94	92	91	93	91	96	94	95
Collaboration	85	86	84	84	85	85	87	88	88
Drive	93	94	93	92	94	92	95	92	94
Future Ways of Working	85	85	84	84	86	87	92*	87	89
Growth	83	87*	82	80*	82	84	84	88	83
Inclusion	86	88	86	83	85	88	84	88	86
Inspiration	85	85	84	82	85	86	87	87	86
Manager Support	85	86	84	82	86	87	90	89	91*
Organization	87	84	86	89	88	93*	88	82	87
Retention	86	88	85	82*	85	89	94*	91	94*
Reward	65	70*	67	62	57*	62	59	56	62
Sustainable Engagement	90	91	90	88	90	90	93	95	93
Trust	85	88	84	84	86	86	90	86	89
Voice	83	86	81*	83	83	86	85	84	89
Work Environment	83	84	82	80*	80	86	88	85	85

# Category Breakdown by Age Group

Scores are Total Favorable

	BM Accommoda tion and food service activities Benchmark (4,849)	18-25 (552)	26-30 (392)	31-35 (411)	36-40 (361)	41-45 (439)	46-50 (315)	51-55 (206)	56-60 (113)	61-65 (34)
Capability	84	85	82	79*	86	88*	89*	87	87	96
Clarity	92	94	92	93	95	96*	96*	96	95	93
Collaboration	85	82	79*	82	87	90*	90*	89	86	97*
Drive	93	93	92	93	96*	96*	96	95	100*	94
Future Ways of Working	85	82	82	80*	86	88*	89*	92*	88	97*
Growth	83	84	81	81	86	89*	89*	85	85	97*
Inclusion	86	87	81*	83	87	91*	89	87	88	94
Inspiration	85	84	82	83	86	91*	89	89	88	100*
Manager Support	85	85	80*	80*	88	89*	89*	93*	86	97
Organization	87	86	83	86	88	89	88	87	86	96
Retention	86	84	80*	82*	87	91*	93*	96*	91	100*
Reward	65	71*	67	62	65	69	69	61	59	65
Sustainable Engagement	90	92	88	88	92	93*	94*	96*	93	95
Trust	85	84	82*	84	85	91*	90*	89	86	97
Voice	83	83	79*	79*	83	88*	89*	89*	89	97*
Work Environment	83	85	82	82	84	87*	87	86	87	97*

# Category Breakdown by Gender

Scores are Total Favorable

	BM Accommodation and food service activities Benchmark (4,849)	Male (2,669)	Female (2,171)
Capability	84	86	82*
Clarity	92	93	92
Collaboration	85	87*	82*
Drive	93	93	93
Future Ways of Working	85	86	83*
Growth	83	85*	81*
Inclusion	86	87	85
Inspiration	85	86	83
Manager Support	85	87	83
Organization	87	87	86
Retention	86	87	86
Reward	65	64	65
Sustainable Engagement	90	91	89
Trust	85	87*	83*
Voice	83	85*	81*
Work Environment	83	85*	80*

# Category Breakdown by Employee Category

Scores are Total Favorable

	BM Accommodation and food service activities Benchmark (4,849)	Management (798)	Non- Management (4,044)
Capability	84	85	84
Clarity	92	95*	92
Collaboration	85	91*	84
Drive	93	94	93
Future Ways of Working	85	83	85
Growth	83	83	83
Inclusion	86	90*	85
Inspiration	85	87	84
Manager Support	85	88	85
Organization	87	84	87
Retention	86	86	86
Reward	65	66	64
Sustainable Engagement	90	90	90
Trust	85	88*	85
Voice	83	87*	83
Work Environment	83	83	83

# Key Driver Questions - Sustainable Engagement

I - Accommodation and food service activities (4,849)


BM National Engagement Survey Overall (21,603)	WTW Restaurant/Food & Beverage Norm	Total Favorable Score	
1	n/a	94	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
2*	2*	91	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
9*	3*	85	<b>Trust:</b> I have confidence in the decisions of our senior leadership.
8*	2*	83	<b>Growth:</b> I have the opportunity for personal development and growth in this company.

Sustainable Engagement

# Key Driver Questions - Retention

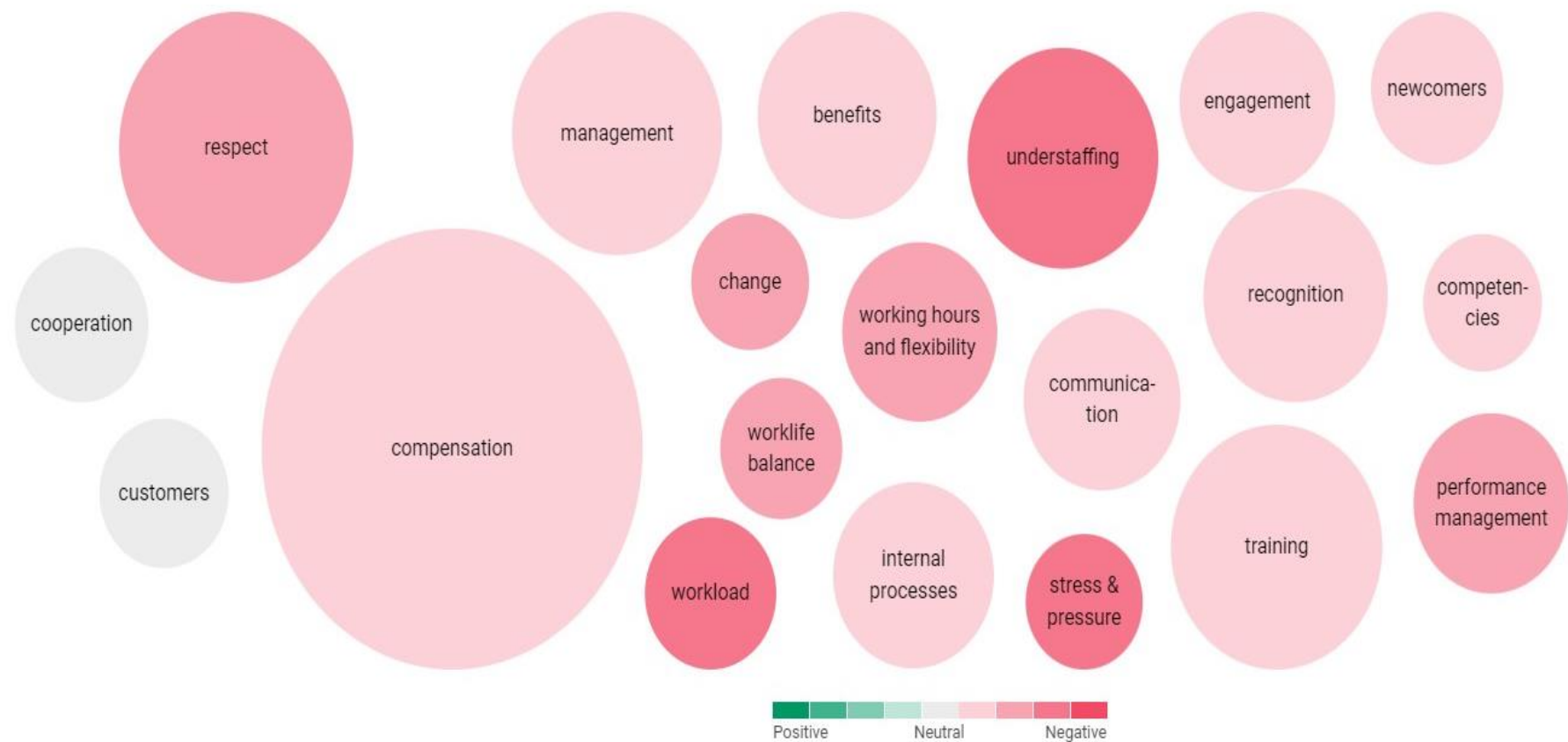
I - Accommodation and food service activities (4,849)

BM National Engagement Survey Overall (21,603)	WTW Restaurant/Food & Beverage Norm	Total Favorable Score	
8*	n/a	85	<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.
8*	4*	87	<b>Capability:</b> I receive regular feedback that helps me improve at work.
9*	-6*	82	<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.
8*	2*	83	<b>Growth:</b> I have the opportunity for personal development and growth in this company.



Retention

# What are people asking for in Accommodation and Food Service Sector?



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# Accommodation and Food Service Activities: top focus areas

## Sustainable Engagement



## Lowest questions versus WTW Sector Average

		WTW Restaurant/Food & Beverage Norm
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	65	-12*
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills. ★	82	-6*
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	93	-1
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	87	-1
<b>Voice:</b> I can openly and honestly communicate my views.	83	0



- Focus on **Retention** and continuous listening on reasons for staying
- Focus on Total Rewards including Training
- Focus on **technology** and future ways of working

# Wholesale and Retail Trade

## High Level Findings

# Categories vs. Benchmarks

G - Wholesale and retail trade (3,860)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Retail Norm
Capability	75	-1	-7*
Clarity	91	0	1
Collaboration	75	-1*	-6*
Drive	88	1	-3*
Future Ways of Working	81	3*	2*
Growth	75	1	-4*
Inclusion	78	-2*	-8*
Inspiration	78	2*	n/a
Manager Support	78	-2*	-10*
Organization	81	0	-2*
Retention	84	0	n/a
Reward	58	6*	-9*
Sustainable Engagement	84	-1	-1
Trust	76	0	-2*
Voice	76	0	-6*
Work Environment	76	1	n/a

# Top/Bottom Questions

G - Wholesale and retail trade (3,860)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation. ★

93

**Clarity:** I have a clear understanding of the goals and objectives of our organization. ★

89

**Drive:** My organisation constantly looks for better ways to serve its customers.

88

**Sustainable Engagement:** My work provides me with a sense of purpose.

87

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

86

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

58

**Capability:** There are sufficient training opportunities for me to improve my skills.

72

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

75

**Growth:** I have the opportunity for personal development and growth in this company. ★

75

**Voice:** I can openly and honestly communicate my views.

76

# Top/Bottom Questions

G - Wholesale and retail trade (3,860)

	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Top 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	58	6*
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.	81	3*
<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future. ★	78	2*
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	89	1*
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	88	1
<b>Bottom 5 Questions</b>		
<b>Manager Support:</b> My direct supervisor/manager does a good job of building teamwork.	78	-2*
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	78	-2*
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	75	-1*
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	86	-1*
<b>Capability:</b> I receive regular feedback that helps me improve at work.	78	-1

# Top/Bottom Questions

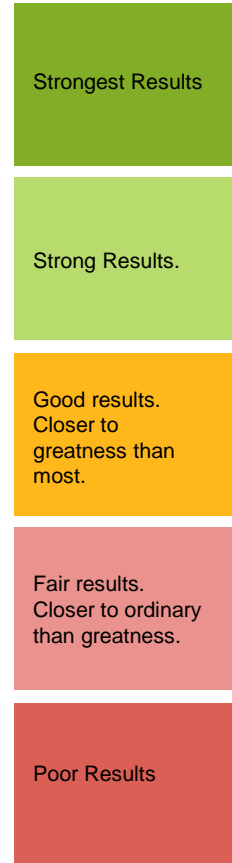
G - Wholesale and retail trade (3,860)

	Total Favorable	WTW Retail Norm
<b>Top 5 Questions</b>		
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	87	3*
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	89	3*
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.	81	2*
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	79	0
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	93	-1*
<b>Bottom 5 Questions</b>		
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	72	-11*
<b>Manager Support:</b> My direct supervisor/manager does a good job of building teamwork.	78	-10*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	58	-9*
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	78	-8*
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	75	-6*

# G - Wholesale and retail trade

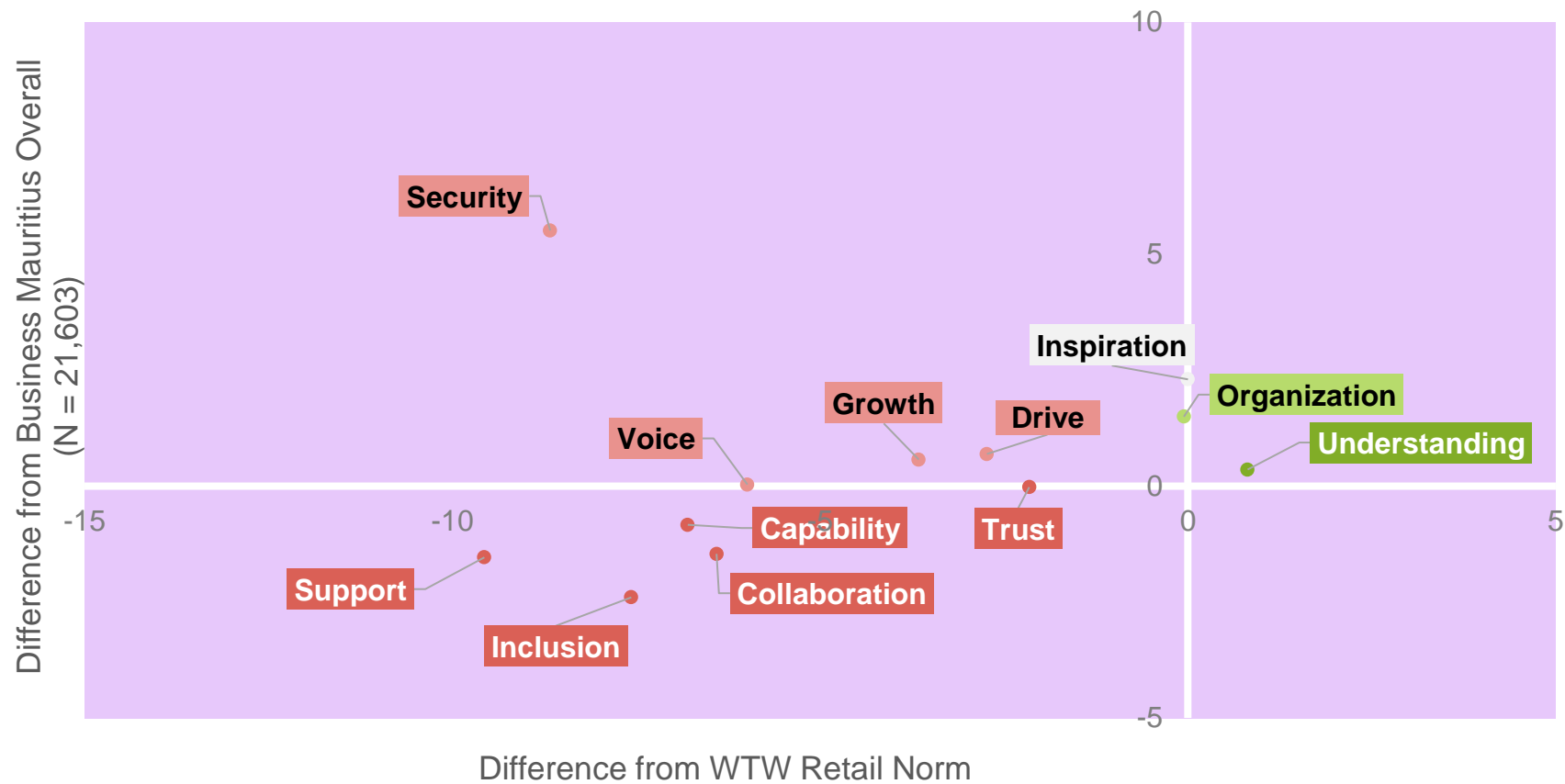
## High Performance Employee Experience Scorecard

The Scorecard Key:



# G - Wholesale and retail trade

EX progress on the road to high performance excellence



# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Wholesale and retail trade Benchmark (3,860)	Under 1 year (501)	1-5 years (917)	6-10 years (443)	11-15 years (343)	16-20 years (157)	21-25 years (81)	26-30 years (54)	30 years + (145)
Capability	75	83*	77	72	72	71	75	71	74
Clarity	91	93	91	89	90	92	90	81*	91
Collaboration	75	83*	73	74	74	73	75	61*	74
Drive	88	89	88	86	87	90	93	79*	92
Future Ways of Working	81	80	76*	77	81	78	85	74	84
Growth	75	83*	77	68*	76	72	80	60*	73
Inclusion	78	83*	80	76	80	76	81	70	79
Inspiration	78	82	80	76	76	75	81	74	77
Manager Support	78	85*	78	75	77	75	83	70	81
Organization	81	86*	79	78	77	81	86	67*	84
Retention	84	87*	81	80*	84	83	90	83	94*
Reward	58	67*	59	53*	51*	53	58	52	59
Sustainable Engagement	84	88*	85	82	84	83	85	82	86
Trust	76	84*	78	73	75	75	81	70	78
Voice	76	85*	75	73	72	68*	83	72	77
Work Environment	76	83*	75	71*	78	73	80	67	78

# Category Breakdown by Age Group

Differences based on Total Favorable

	BM Wholesale and retail trade Benchmark (3,860)	18-25 (435)	26-30 (419)	31-35 (441)	36-40 (336)	41-45 (356)	46-50 (223)	51-55 (172)	56-60 (124)	61-65 (49)
Capability	75	81*	78	74	68*	78	77	72	77	73
Clarity	91	91	91	91	89	92	91	88	91	93
Collaboration	75	80*	76	72	71	76	79	73	77	73
Drive	88	89	88	86	87	89	88	87	89	92
Future Ways of Working	81	77	79	76*	74*	83	80	79	84	92*
Growth	75	79	80*	72	71	80	76	71	80	76
Inclusion	78	81	81	80	77	77	78	81	81	79
Inspiration	78	79	81	76	74	82	78	78	77	82
Manager Support	78	80	82*	77	78	78	79	77	84	83
Organization	81	83	79	80	80	82	79	74*	80	82
Retention	84	82	80	80	82	85	91*	90*	94*	90
Reward	58	63*	56	57	57	58	64	53	64	56
Sustainable Engagement	84	85	85	85	84	86	87	83	84	87
Trust	76	79	80	76	73	79	80	75	81	86
Voice	76	79	76	73	73	78	79	76	73	76
Work Environment	76	76	77	77	74	78	77	72	76	78

# Category Breakdown by Gender

Scores are Total Favorable

	BM Wholesale and retail trade Benchmark (3,860)	Male (2,312)	Female (1,542)
Capability	75	76	74
Clarity	91	91	91
Collaboration	75	75	75
Drive	88	89	88
Future Ways of Working	81	83	78*
Growth	75	77	73*
Inclusion	78	78	77
Inspiration	78	79	78
Manager Support	78	78	78
Organization	81	79*	84*
Retention	84	84	83
Reward	58	57	59
Sustainable Engagement	84	85	83
Trust	76	75	78
Voice	76	77	75
Work Environment	76	78	73

# Category Breakdown by Employee Category

Scores are Total Favorable

	BM Wholesale and retail trade Benchmark (3,860)	Management (289)	Non- Management (2,354)
Capability	75	76	76
Clarity	91	94	90
Collaboration	75	79	75
Drive	88	90	88
Future Ways of Working	81	73*	79
Growth	75	74	76
Inclusion	78	84*	79
Inspiration	78	80	78
Manager Support	78	81	79
Organization	81	79	81
Retention	84	86	83
Reward	58	65*	58
Sustainable Engagement	84	86	85
Trust	76	81	78
Voice	76	80	76
Work Environment	76	73	76

# Key Driver Questions - Sustainable Engagement

G - Wholesale and retail trade (3,860)


BM National Engagement Survey Overall (21,603)	WTW Retail Norm	Total Favorable Score	
0	-2*	76	<b>Trust:</b> I have confidence in the decisions of our senior leadership.
1*	3*	89	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
-1	-1*	93	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
1	-4*	75	<b>Growth:</b> I have the opportunity for personal development and growth in this company.

Sustainable Engagement

# Key Driver Questions - Retention

G - Wholesale and retail trade (3,860)

BM National Engagement Survey Overall (21,603)	WTW Retail Norm	Total Favorable Score	
2*	n/a	78	<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.
1	n/a	76	<b>Work Environment:</b> We have effective processes in place to address employee grievances including bullying or harassment at work.
1	-4*	75	<b>Growth:</b> I have the opportunity for personal development and growth in this company.



Retention

# What are people asking for in Wholesale and Retail Trade?



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# Wholesale and Retail Trade: top focus areas

## Sustainable Engagement



BM National  
Engagement Survey  
Overall



WTW Retail Norm



## Lowest questions versus WTW Sector Average

**Capability:** There are sufficient training opportunities for me to improve my skills.

72

-11\*

**Manager Support:** My direct supervisor/manager does a good job of building teamwork.

78

-10\*

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

58

-9\*

**Inclusion:** Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).

78

-8\*

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

75

-6\*



- Focus on building Manager Capability particularly **teamwork**
- Focus on Total Reward including Training and Continuous Development
- Focus on manager skills to create psychological safety and visible **Senior Leader support for diversity and inclusion**

# Information and Communication

## High Level Findings

# Categories vs. Benchmarks

J - Information and communication (2,618)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Information Technology Functions Norm
Capability	72	-4*	-7*
Clarity	88	-3*	-1*
Collaboration	68	-8*	-16*
Drive	83	-5*	-6*
Future Ways of Working	72	-6*	-13*
Growth	63	-12*	-14*
Inclusion	76	-4*	-9*
Inspiration	66	-10*	n/a
Manager Support	77	-2*	-7*
Organization	83	2*	-3*
Retention	77	-6*	n/a
Reward	50	-2*	-15*
Sustainable Engagement	80	-5*	-3*
Trust	70	-7*	-6*
Voice	67	-9*	-14*
Work Environment	69	-6*	n/a

# Top/Bottom Questions

J - Information and communication (2,618)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation. ★

91

**Clarity:** I have a clear understanding of the goals and objectives of our organization. ★

85

**Drive:** My organisation constantly looks for better ways to serve its customers.

83

**Organization:** In my organisation we make good use of technology to improve our operating efficiency.

83

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

81

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

50

**Growth:** I have the opportunity for personal development and growth in this company. ★

63

**Inspiration:** Senior Leadership provides a clear and inspiring vision for the future. ★

66

**Voice:** I can openly and honestly communicate my views.

67

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

68

# Top/Bottom Questions

J - Information and communication (2,618)

Top 5 Questions	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	83	2*
<b>Manager Support:</b> My direct supervisor/manager does a good job of building teamwork.	77	-2*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	50	-2*
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	77	-3*
<b>Capability:</b> I receive regular feedback that helps me improve at work.	76	-3*
<b>Bottom 5 Questions</b>		
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	63	-12*
<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future. ★	66	-10*
<b>Voice:</b> I can openly and honestly communicate my views.	67	-9*
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	68	-8*
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	81	-7*

# Top/Bottom Questions

J - Information and communication (2,618)

Top 5 Questions	Total Favorable	WTW Information Technology Functions Norm
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	77	1
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	91	-1
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	81	-2*
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	85	-2*
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	83	-3*
<b>Bottom 5 Questions</b>		
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	68	-16*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	50	-15*
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	63	-14*
<b>Voice:</b> I can openly and honestly communicate my views.	67	-14*
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities. ★	72	-13*

# J - Information and communication

## High Performance Employee Experience Scorecard

The Scorecard Key:

Strongest Results

Strong Results.

Good results.  
Closer to  
greatness than  
most.

Fair results.  
Closer to ordinary  
than greatness.

Poor Results

Levels



**Excellence**

Mindset  
needed to  
succeed

**Emphasis**

How to create  
personal  
agency

**Essentials**

Basic  
facilitation of  
work efforts

**Inspiration**

*"I'm totally inspired by  
our vision, we're a  
responsible company"*

**Drive**

*"We're agile, totally focused  
on our customers, with  
market leading products &  
services"*

**Growth**

*"I'm excelling in my  
career and achieving  
my potential"*

**Trust**

*"I'm confident in  
leadership, they treat us  
with dignity & respect"*

**Inclusion**

*"We support diversity,  
inclusion and equal  
opportunity"*

**Voice**

*"I have a say in what  
we do"*

**Capability**

*"I'm developing skills to  
progress my career"*

**Collaboration**

*"We help each other, &  
work across  
boundaries"*

**Understanding**

*"I get what we do, and  
how I fit in"*

**Organization**

*"We're efficient,  
flexible, and continually  
improving"*

**Security**

*"My pay & benefits are  
fair and offer stability"*

**Support**

*"My supervisor  
supports us and builds  
the team"*

Purpose

Work

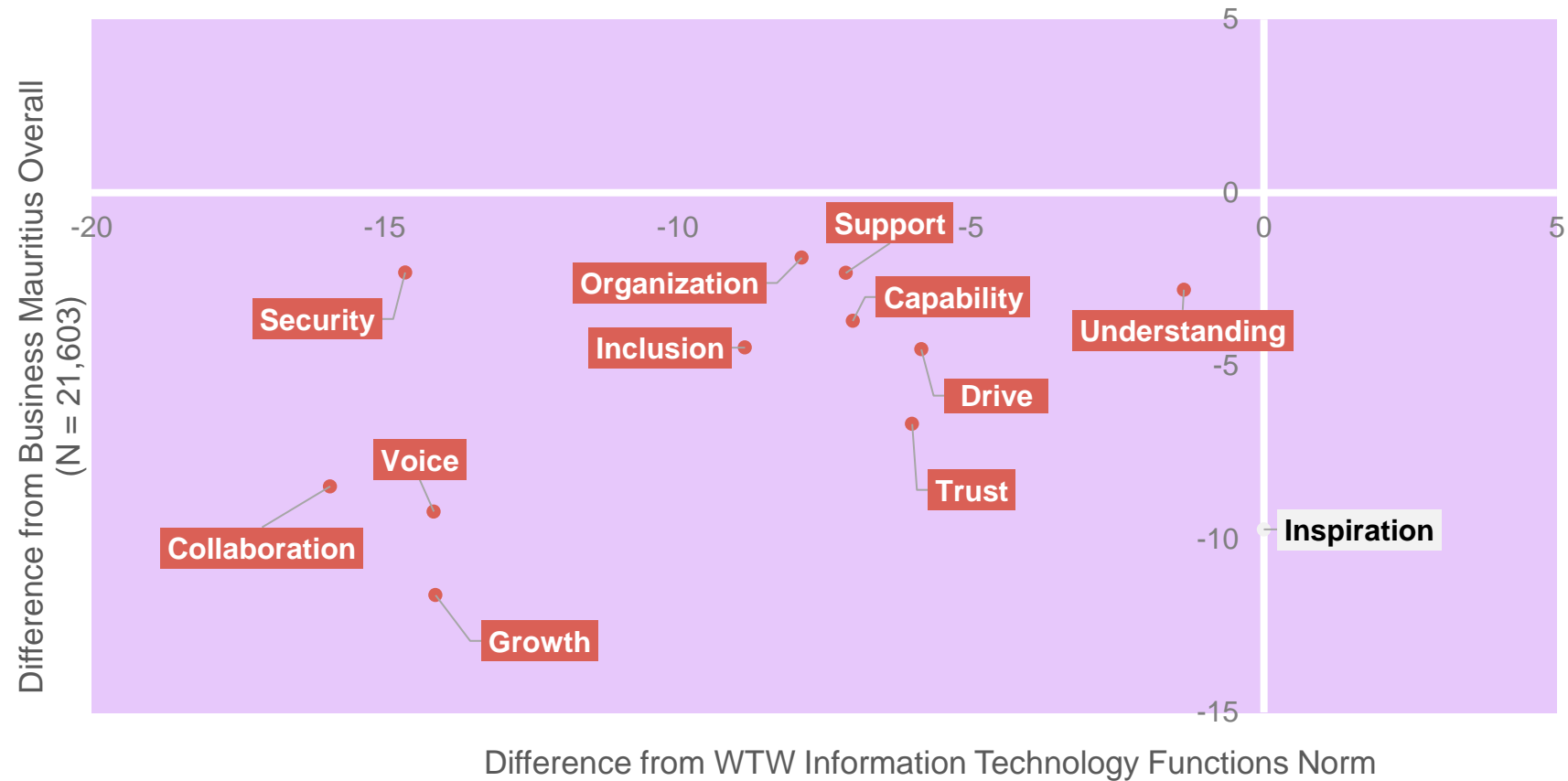
Total Rewards

People

Dimensions

# J - Information and communication

EX progress on the road to high performance excellence



# Category Breakdown by Lookdown

Scores are Total Favorable

	BM Information and communication Benchmark (2,618)	BM ICT/BPO Services (1,557)	BM Media & Telecommunications (1,061)
Capability	72	73	71
Clarity	88	86*	92*
Collaboration	68	68	69
Drive	83	78*	91*
Future Ways of Working	72	69	76*
Growth	63	60	68*
Inclusion	76	73*	80*
Inspiration	66	60*	75*
Manager Support	77	76	78
Organization	83	79*	88*
Retention	77	71*	85*
Reward	50	44*	58*
Sustainable Engagement	80	77*	84*
Trust	70	66*	75*
Voice	67	64	71*
Work Environment	69	67	70

# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Information and communicati on Benchmark (2,618)	Under 1 year (370)	1-5 years (641)	6-10 years (435)	11-15 years (408)	16-20 years (111)	21-25 years (162)	26-30 years (122)	30 years + (175)
Capability	72	80*	70	67*	68	72	76	81*	76
Clarity	88	87	83*	89	89	95*	96*	95*	91
Collaboration	68	72	64*	63*	64	73	73	79*	73
Drive	83	81	75*	84	86	90	94*	96*	92*
Future Ways of Working	72	71	63*	69	75	81*	82*	85*	81*
Growth	63	69*	57*	51*	60	72	73*	84*	79*
Inclusion	76	78	73	70*	75	85*	84*	88*	76
Inspiration	66	67	56*	61*	67	79*	82*	84*	79*
Manager Support	77	82*	78	69*	72*	80	84*	87*	84*
Organization	83	84	76*	79*	84	87	95*	93*	91*
Retention	77	77	67*	71*	77	86*	96*	98*	93*
Reward	50	55	42*	39*	39*	54	76*	87*	73*
Sustainable Engagement	80	79	73*	77	81	86	91*	92*	87*
Trust	70	71	61*	65*	68	78	83*	88*	81*
Voice	67	70	63	61*	63	74	77*	79*	76*
Work Environment	69	70	67	65	66	77	77*	70	75

# Category Breakdown by Age Group

Scores are Total Favorable

	BM Information and communicati on Benchmark (2,618)	18-25 (362)	26-30 (446)	31-35 (478)	36-40 (290)	41-45 (255)	46-50 (180)	51-55 (141)	56-60 (75)	61-65 (39)
Capability	72	76	69	69	69	73	75	75	81	87*
Clarity	88	85	84*	85*	92	91	92	91	96*	99*
Collaboration	68	69	63	60*	66	71	68	70	78	87*
Drive	83	77*	76*	82	83	88*	89*	95*	100*	95
Future Ways of Working	72	65*	68	65*	74	79*	82*	77	88*	87*
Growth	63	61	55*	56*	58	68	70	79*	80*	95*
Inclusion	76	71	71*	72	80	79	81	76	81	87
Inspiration	66	59*	57*	60*	68	73*	79*	77*	86*	85*
Manager Support	77	80	74	74	71*	79	81	80	88*	97*
Organization	83	83	78*	79	78*	87	90*	91*	95*	97*
Retention	77	70*	70*	72*	74	83*	94*	96*	96*	100*
Reward	50	46	42*	41*	45	56	68*	78*	79*	85*
Sustainable Engagement	80	74*	73*	76	82	84	89*	89*	91*	96*
Trust	70	63*	62*	62*	71	75	82*	78*	89*	92*
Voice	67	61*	64	61*	67	72	75*	70	78*	87*
Work Environment	69	70	65	65	68	69	75	69	80*	77

# Category Breakdown by Gender

Scores are Total Favorable

	BM Information and communication Benchmark (2,618)	Male (1,293)	Female (1,313)
Capability	72	70	74
Clarity	88	89	88
Collaboration	68	70	67
Drive	83	83	83
Future Ways of Working	72	73	70
Growth	63	65	61
Inclusion	76	78	74
Inspiration	66	68	65
Manager Support	77	77	77
Organization	83	84	82
Retention	77	78	76
Reward	50	52	48
Sustainable Engagement	80	82	78
Trust	70	71	68
Voice	67	69	64
Work Environment	69	71	66

# Category Breakdown by Employee Category

Scores are Total Favorable

	BM Information and communication Benchmark (2,618)	Management (372)	Non- Management (2,123)
Capability	72	75	71
Clarity	88	95*	87
Collaboration	68	79*	65*
Drive	83	88*	82
Future Ways of Working	72	82*	70
Growth	63	77*	60*
Inclusion	76	87*	73
Inspiration	66	75*	65
Manager Support	77	81	76
Organization	83	85	82
Retention	77	84*	76
Reward	50	62*	48
Sustainable Engagement	80	88*	78
Trust	70	80*	68
Voice	67	79*	65
Work Environment	69	79*	67

# Key Driver Questions - Sustainable Engagement

BM Information and communication Benchmark (2,618)


BM National Engagement Survey Overall (21,603)	WTW Information Technology Functions Norm	Total Favorable Score	
-7*	-6*	70	<b>Trust:</b> I have confidence in the decisions of our senior leadership.
-3*	-2*	85	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
-3*	-1	91	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
-12*	-14*	63	<b>Growth:</b> I have the opportunity for personal development and growth in this company.

Sustainable Engagement

# Key Driver Questions - Retention

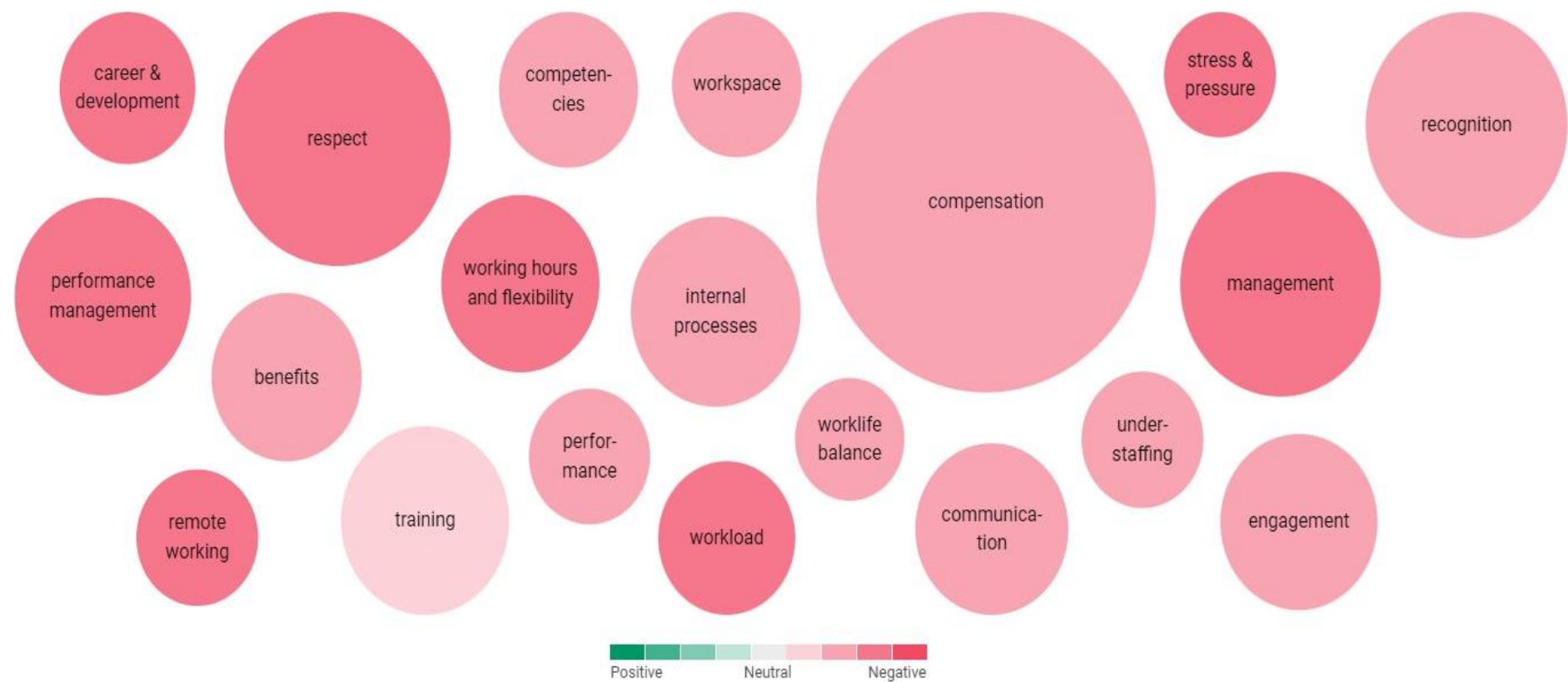
BM Information and communication Benchmark (2,618)

BM National Engagement Survey Overall (21,603)	WTW Information Technology Functions Norm	Total Favorable Score	
-10*	n/a	66	<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.
-6*	-13*	72	<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.
-3*	-1	91	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
-3*	-2*	85	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.



Retention

# What are people asking for in the Information and Communication Sector?



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# Focus areas for Information and Communication Sector

## Sustainable Engagement



BM National Engagement  
Survey Overall



WTW Information  
Technology Functions Norm



## Lowest questions versus WTW Sector Average

		WTW Information Technology Functions Norm
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	68	-16*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	50	-15*
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	63	-14*
<b>Voice:</b> I can openly and honestly communicate my views.	67	-14*
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities. ★	72	-13*



- Focus on Total Reward including **Flexibility** and Growth
- Focus on Manager capability around psychological safety
- Focus on Senior Leadership skills around delivering a compelling and **inspiring vision**

# Manufacturing

## High Level Findings

# Categories vs. Benchmarks

C - Manufacturing (1,920)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Manufacturing Norm
Capability	77	1	0
Clarity	92	1	5*
Collaboration	79	3*	-1
Drive	89	1	5*
Future Ways of Working	80	2	-1
Growth	78	3*	4*
Inclusion	78	-2*	-1
Inspiration	76	0	1
Manager Support	80	1	0
Organization	81	0	3*
Retention	86	2*	n/a
Reward	48	-4*	-16*
Sustainable Engagement	87	2*	6*
Trust	76	0	1
Voice	80	4*	-2*
Work Environment	77	2	n/a

# Top/Bottom Questions

C - Manufacturing (1,920)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation. ★

95

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

90

**Drive:** My organisation constantly looks for better ways to serve its customers.

89

**Clarity:** I have a clear understanding of the goals and objectives of our organization. ★

89

**Sustainable Engagement:** My work provides me with a sense of purpose.

88

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

48

**Capability:** There are sufficient training opportunities for me to improve my skills.

75

**Trust:** I have confidence in the decisions of our senior leadership. ★

76

**Inspiration:** Senior Leadership provides a clear and inspiring vision for the future.

76

**Work Environment:** We have effective processes in place to address employee grievances including bullying or harassment at work. ★

77

# Top/Bottom Questions

C - Manufacturing (1,920)

Top 5 Questions	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Voice:</b> I can openly and honestly communicate my views.	80	4*
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	83	3*
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	79	3*
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	78	3*
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	75	3*
<b>Bottom 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	48	-4*
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	78	-2*
<b>Trust:</b> I have confidence in the decisions of our senior leadership. ★	76	0
<b>Capability:</b> I receive regular feedback that helps me improve at work.	79	0
<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.	76	0

# Top/Bottom Questions

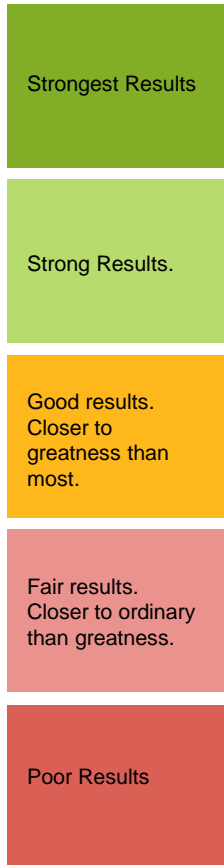
C - Manufacturing (1,920)

	Total Favorable	WTW Manufacturing Norm
<b>Top 5 Questions</b>		
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	83	7*
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	95	7*
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	88	7*
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	89	5*
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	90	4*
<b>Bottom 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	48	-16*
<b>Voice:</b> I can openly and honestly communicate my views.	80	-2*
<b>Capability:</b> I receive regular feedback that helps me improve at work.	79	-1
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	79	-1
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	78	-1

# C - Manufacturing

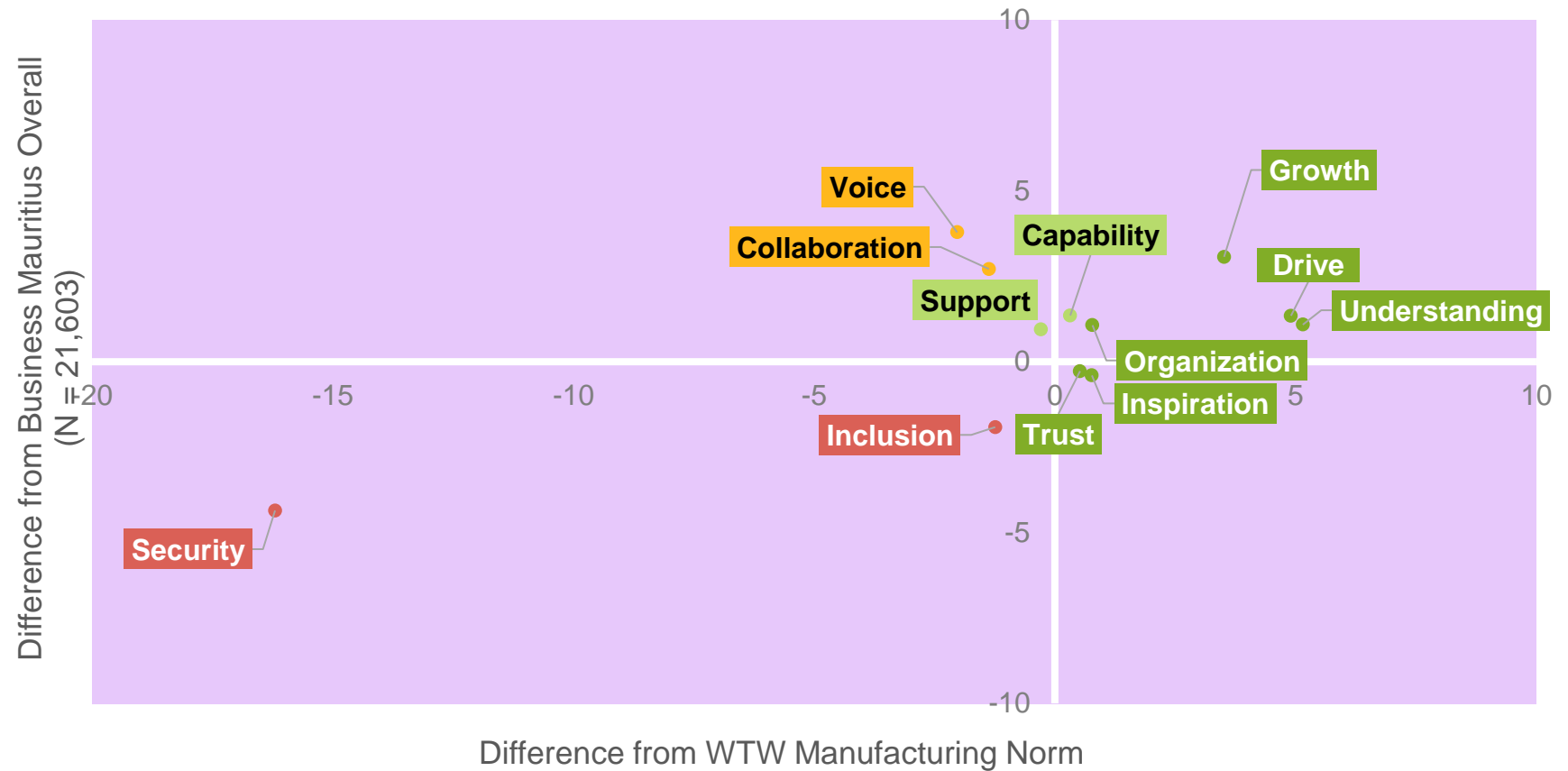
## High Performance Employee Experience Scorecard

The Scorecard Key:



# C - Manufacturing

EX progress on the road to high performance excellence



# Category Breakdown by Lookdown

Scores are Total Favorable

	BM Manufacturing Benchmark (1,920)	BM Manufacturing/Pr oduction: Food Products (1,213)	BM Manufacturing/Pr oduction: Non- Food Products (584)	BM Manufacturing/Pr oduction: Textiles (123)
Capability	77	77	76	79
Clarity	92	93	91	91
Collaboration	79	79	78	84
Drive	89	90	89	83*
Future Ways of Working	80	77	85*	76
Growth	78	77	81	73
Inclusion	78	75	84*	80
Inspiration	76	76	74	76
Manager Support	80	80	80	80
Organization	81	81	82	82
Retention	86	86	86	81
Reward	48	42*	58*	61*
Sustainable Engagement	87	87	88	83
Trust	76	75	78	76
Voice	80	80	80	75
Work Environment	77	76	81*	67*

# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Manufacturin g Benchmark (1,920)	Under 1 year (249)	1-5 years (669)	6-10 years (312)	11-15 years (257)	16-20 years (135)	21-25 years (57)	26-30 years (52)	30 years + (136)
Capability	77	87*	75	78	77	72	65*	83	76
Clarity	92	97*	91	93	88*	92	93	93	92
Collaboration	79	87*	80	75	79	82	71	82	72*
Drive	89	96*	86*	90	86	91	93	88	93
Future Ways of Working	80	83	78	81	78	79	71	90	85
Growth	78	88*	76	79	72*	77	80	86	73
Inclusion	78	86*	76	79	75	72	80	88	79
Inspiration	76	81	75	76	66*	75	84	81	80
Manager Support	80	91*	79	78	78	76	79	86	79
Organization	81	86	79	81	79	82	75	96*	82
Retention	86	91*	81*	84	86	89	89	92	90
Reward	48	62*	50	47	39*	42	40	43	42
Sustainable Engagement	87	92*	87	86	87	86	84	92	87
Trust	76	86*	75	73	71	75	79	77	78
Voice	80	88*	79	77	79	80	77	81	77
Work Environment	77	84*	76	77	71	79	77	82	69

# Category Breakdown by Age Group

Scores are Total Favorable

	BM Manufacturing Benchmark (1,920)	18-25 (202)	26-30 (290)	31-35 (354)	36-40 (236)	41-45 (226)	46-50 (157)	51-55 (148)	56-60 (145)	61-65 (41)
Capability	77	84*	77	75	75	77	80	76	78	80
Clarity	92	93	91	90	94	94	93	94	94	97
Collaboration	79	81	79	77	77	80	81	81	78	88
Drive	89	92	87	87	88	92	95*	93	93	97
Future Ways of Working	80	80	78	76	79	79	79	88*	87*	85
Growth	78	83	79	75	76	80	83	77	81	90
Inclusion	78	78	74	75	76	79	85	78	82	93*
Inspiration	76	77	73	71	77	80	81	79	85*	92*
Manager Support	80	85	77	80	77	82	80	83	85	83
Organization	81	86	82	77	80	81	86	79	83	80
Retention	86	84	81*	82	84	87	90	93*	92*	98*
Reward	48	52	46	45	46	49	54	49	44	73*
Sustainable Engagement	87	89	88	85	87	89	90	86	88	92
Trust	76	77	75	70*	79	82	82	79	81	85
Voice	80	81	82	75*	78	84	83	84	79	97*
Work Environment	77	78	72	73	78	76	78	79	80	83

# Category Breakdown by Gender

Scores are Total Favorable

	BM Manufacturing Benchmark (1,920)	Male (1,384)	Female (535)
Capability	77	78	75
Clarity	92	92	92
Collaboration	79	81	75*
Drive	89	90	88
Future Ways of Working	80	81	77
Growth	78	79	75
Inclusion	78	78	79
Inspiration	76	78	71*
Manager Support	80	81	78
Organization	81	82	78
Retention	86	86	85
Reward	48	47	51
Sustainable Engagement	87	88	85
Trust	76	77	75
Voice	80	81	76
Work Environment	77	78	74

# Category Breakdown by Employee Category

Scores are Total Favorable

	BM Manufacturing Benchmark (1,920)	Management (210)	Non- Management (1,678)
Capability	77	79	77
Clarity	92	96*	92
Collaboration	79	88*	78
Drive	89	95*	89
Future Ways of Working	80	74	81
Growth	78	82	78
Inclusion	78	86*	77
Inspiration	76	80	75
Manager Support	80	80	80
Organization	81	78	82
Retention	86	84	86
Reward	48	62*	46
Sustainable Engagement	87	92	87
Trust	76	83*	75
Voice	80	87*	79
Work Environment	77	81	76

# Key Driver Questions - Sustainable Engagement

C - Manufacturing (1,920)

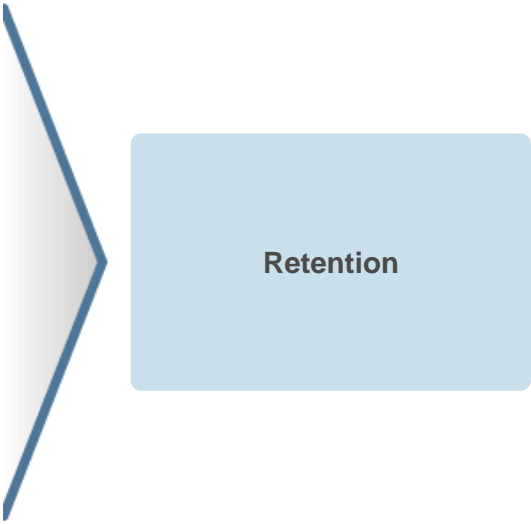
BM National Engagement Survey Overall (21,603)	WTW Manufacturing Norm	Total Favorable Score	
1*	7*	95	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
1	4*	89	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
3*	4*	78	<b>Growth:</b> I have the opportunity for personal development and growth in this company.
0	1	76	<b>Trust:</b> I have confidence in the decisions of our senior leadership.

Sustainable Engagement

# Key Driver Questions - Retention

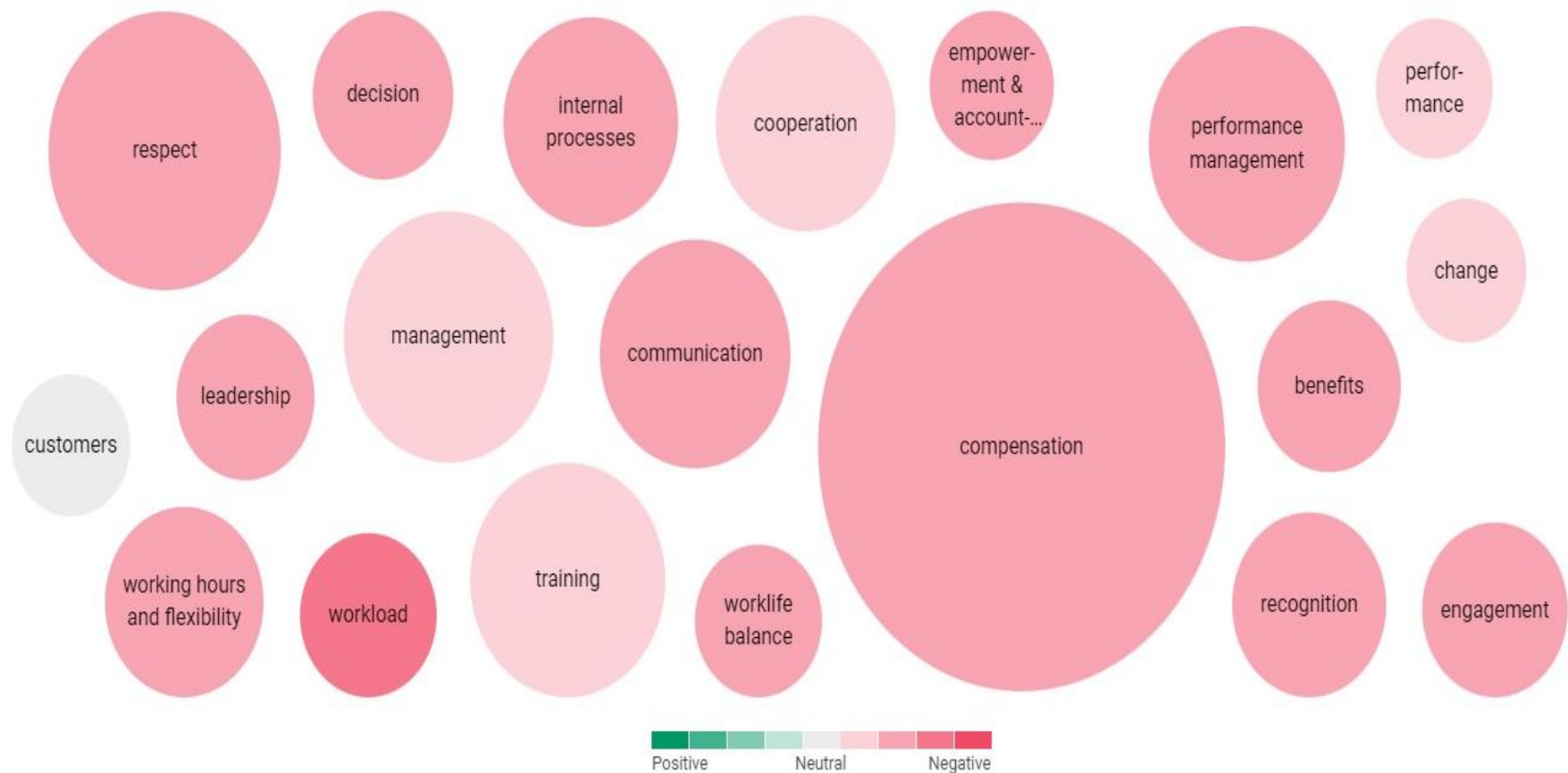
C - Manufacturing (1,920)

BM National Engagement Survey Overall (21,603)	WTW Manufacturing Norm	Total Favorable Score	
3*	4*	78	<b>Growth:</b> I have the opportunity for personal development and growth in this company.
0	1	76	<b>Trust:</b> I have confidence in the decisions of our senior leadership.
2	n/a	77	<b>Work Environment:</b> We have effective processes in place to address employee grievances including bullying or harassment at work.



Retention

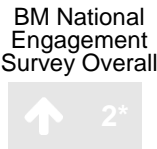
# What are people asking for in the Manufacturing Sector?



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# Focus areas for Manufacturing Sector

## Sustainable Engagement



## Lowest questions versus WTW Sector Average

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

48

WTW  
Manufacturing  
Norm

-16\*

**Voice:** I can openly and honestly communicate my views.

80

-2\*

**Capability:** I receive regular feedback that helps me improve at work.

79

-1

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

79

-1

**Inclusion:** Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).

78

-1



- Focus on Total Reward and **continuous feedback culture**
- Focus on Manager capability around voice and psychological safety
- Focus on Senior Leadership skills around creating a Diverse and Inclusive workforce

# Education Sector

## High Level Findings

# Categories vs. Benchmarks

BM Education Benchmark (310)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Education Norm (36,526)
Capability	74	-1	1
Clarity	88	-3	0
Collaboration	74	-2	-2
Drive	81	-6*	-5*
Future Ways of Working	58	-20*	-26*
Growth	72	-3	-3
Inclusion	80	0	0
Inspiration	67	-9*	n/a
Manager Support	76	-3	1
Organization	82	1	0
Retention	79	-4*	n/a
Reward	46	-6*	-15*
Sustainable Engagement	80	-5*	-1
Trust	63	-13*	-10*
Voice	63	-13*	-8*
Work Environment	64	-11*	n/a

# Top/Bottom Questions

BM Education Benchmark (310)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation. ★

93

**Sustainable Engagement:** My work provides me with a sense of purpose.

88

**Clarity:** I have a clear understanding of the goals and objectives of our organization. ★

84

**Organization:** In my organisation we make good use of technology to improve our operating efficiency.

82

**Drive:** My organisation constantly looks for better ways to serve its customers.

81

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

46

**Future Ways of Working:** I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.

58

**Voice:** I can openly and honestly communicate my views. ★

63

**Trust:** I have confidence in the decisions of our senior leadership. ★

63

**Work Environment:** We have effective processes in place to address employee grievances including bullying or harassment at work.

64

# Top/Bottom Questions

BM Education Benchmark (310)

	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Top 5 Questions</b>		
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	88	1
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	82	1
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	80	0
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	93	-1
<b>Capability:</b> I receive regular feedback that helps me improve at work.	77	-1
<b>Bottom 5 Questions</b>		
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.	58	-20*
<b>Voice:</b> I can openly and honestly communicate my views. ★	63	-13*
<b>Trust:</b> I have confidence in the decisions of our senior leadership. ★	63	-13*
<b>Work Environment:</b> We have effective processes in place to address employee grievances including bullying or harassment at work.	64	-11*
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	71	-9*

# Top/Bottom Questions

BM Education Benchmark (310)

	Total Favorable	WTW Education Norm (36,526)
<b>Top 5 Questions</b>		
<b>Capability:</b> I receive regular feedback that helps me improve at work.	77	6*
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	88	3
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	71	3
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	93	2
<b>Manager Support:</b> My direct supervisor/manager does a good job of building teamwork.	76	1
<b>Bottom 5 Questions</b>		
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.	58	-26*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	46	-15*
<b>Trust:</b> I have confidence in the decisions of our senior leadership. ★	63	-10*
<b>Voice:</b> I can openly and honestly communicate my views. ★	63	-8*
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	81	-7*

# P - Education

## High Performance Employee Experience Scorecard

The Scorecard Key:

Strongest Results

Strong Results.

Good results.  
Closer to greatness than most.

Fair results.  
Closer to ordinary than greatness.

Poor Results

Levels



**Excellence**

Mindset needed to succeed

**Emphasis**

How to create personal agency

**Essentials**

Basic facilitation of work efforts

**Inspiration**

*"I'm totally inspired by our vision, we're a responsible company"*

**Inclusion**

*"We support diversity, inclusion and equal opportunity"*

**Understanding**

*"I get what we do, and how I fit in"*

**Drive**

*"We're agile, totally focused on our customers, with market leading products & services"*

**Voice**

*"I have a say in what we do"*

**Organization**

*"We're efficient, flexible, and continually improving"*

**Growth**

*"I'm excelling in my career and achieving my potential"*

**Capability**

*"I'm developing skills to progress my career"*

**Security**

*"My pay & benefits are fair and offer stability"*

**Trust**

*"I'm confident in leadership, they treat us with dignity & respect"*

**Collaboration**

*"We help each other, & work across boundaries"*

**Support**

*"My supervisor supports us and builds the team"*

Purpose

Work

Total Rewards

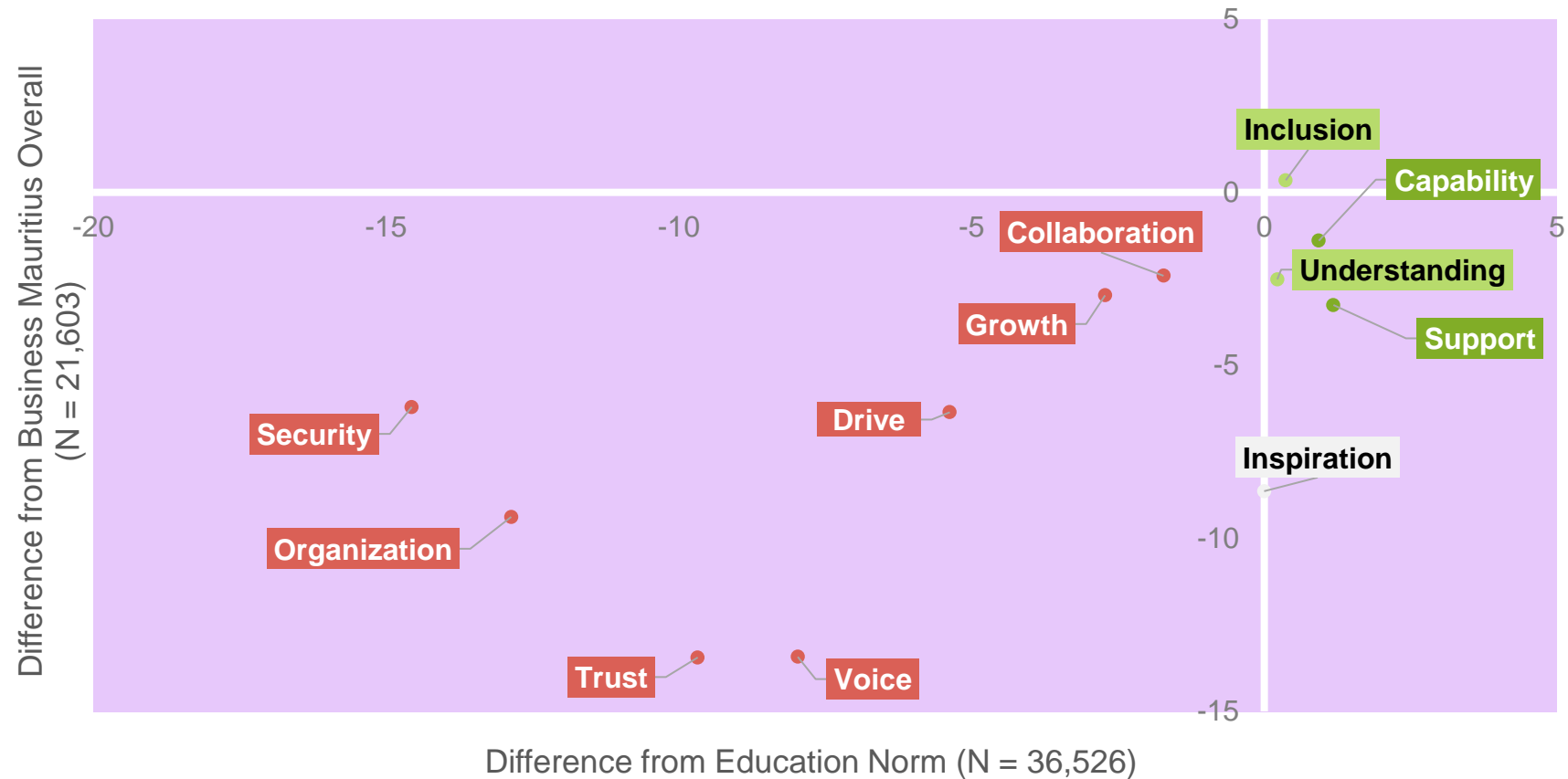
People

Dimensions



# P - Education

EX progress on the road to high performance excellence



# Category Breakdown by Lookdown

Scores are Total Favorable

	BM Education Benchmark (310)	BM Education (296)	BM Training Centre (14)
Capability	74	75	71
Clarity	88	88	96
Collaboration	74	74	86
Drive	81	81	93
Future Ways of Working	58	58	64
Growth	72	71	86
Inclusion	80	80	93
Inspiration	67	67	86
Manager Support	76	76	86
Organization	82	81	93
Retention	79	78	93
Reward	46	47	36
Sustainable Engagement	80	79	90
Trust	63	62	79
Voice	63	62	86
Work Environment	64	63	79

# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Education Benchmark (310)	Under 1 year (69)	1-5 years (132)	6-10 years (43)	11-15 years (38)	16-20 years (15)	21-25 years (9)
Capability	74	90*	69	74	72	53	88
Clarity	88	95	85	87	92	73	100
Collaboration	74	87*	67	65	79	79	100
Drive	81	87	79	84	82	79	89
Future Ways of Working	58	72*	45*	67	63	67	75
Growth	72	88*	66	62	74	69	89
Inclusion	80	91*	80	70	78	67	100
Inspiration	67	81*	63	63	68	43	89
Manager Support	76	85	73	73	76	62	88
Organization	82	82	79	84	84	93	100
Retention	79	87	73	71	84	92	89
Reward	46	69*	41	35	41	33	50
Sustainable Engagement	80	87	77	76	83	68	93
Trust	63	78*	57	58	65	47	89
Voice	63	86*	54	49	66	64	89
Work Environment	64	79*	60	51	61	67	88

# Category Breakdown by Age Group

Scores are Total Favorable

	BM Education Benchmark (310)	18-25 (19)	26-30 (51)	31-35 (60)	36-40 (40)	41-45 (43)	46-50 (48)	51-55 (19)	56-60 (20)	61-65 (5)
Capability	74	84	72	81	69	73	72	78	74	70
Clarity	88	95	87	90	72*	94	92	97	84	100
Collaboration	74	79	71	72	60	84	77	84	89	80
Drive	81	84	80	83	67*	86	85	84	80	100
Future Ways of Working	58	53	61	55	50	70	55	63	53	60
Growth	72	74	73	77	63	74	65	89	74	60
Inclusion	80	89	86	85	67*	74	79	89	89	60
Inspiration	67	74	67	70	53	74	69	78	68	40
Manager Support	76	68	80	81	67	75	68	100*	68	80
Organization	82	84	84	85	79	74	74	84	100*	80
Retention	79	68	78	80	62*	86	81	89	84	100
Reward	46	47	45	42	38	49	43	63	63	40
Sustainable Engagement	80	84	79	78	69	86	78	96	81	87
Trust	63	74	56	65	51	67	65	74	65	60
Voice	63	74	65	57	53	72	63	68	74	40
Work Environment	64	79	65	67	55	71	57	63	63	40

# Category Breakdown by Gender

Scores are Total Favorable

	BM Education Benchmark (310)	Male (74)	Female (235)
Capability	74	78	73
Clarity	88	89	88
Collaboration	74	79	73
Drive	81	84	81
Future Ways of Working	58	67	55
Growth	72	81	69
Inclusion	80	85	79
Inspiration	67	74	65
Manager Support	76	78	75
Organization	82	86	80
Retention	79	80	78
Reward	46	56	43
Sustainable Engagement	80	84	79
Trust	63	72	60
Voice	63	72	60
Work Environment	64	71	62

# Category Breakdown by Employee Category

Scores are Total Favorable

	BM Education Benchmark (310)	Management (54)	Non-Management (256)
Capability	74	76	74
Clarity	88	89	88
Collaboration	74	87*	72
Drive	81	85	81
Future Ways of Working	58	57	58
Growth	72	81	70
Inclusion	80	85	79
Inspiration	67	77	65
Manager Support	76	77	76
Organization	82	72	84
Retention	79	83	78
Reward	46	60	43
Sustainable Engagement	80	84	79
Trust	63	72	61
Voice	63	75	60
Work Environment	64	60	65

# Key Driver Questions - Sustainable Engagement

BM Education Benchmark (310)


BM National Engagement Survey Overall (21,603)	WTW Education Norm (36,526)	Total Favorable Score	
-13*	-8*	63	<b>Voice:</b> I can openly and honestly communicate my views.
-4*	-1	84	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
-1	2	93	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
-3	-3	72	<b>Growth:</b> I have the opportunity for personal development and growth in this company.

Sustainable Engagement

# Key Driver Questions - Retention

BM Education Benchmark (310)

BM National Engagement Survey Overall (21,603)	WTW Education Norm (36,526)	Total Favorable Score	
-13*	-8*	63	<b>Voice:</b> I can openly and honestly communicate my views.
-4*	-1	84	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
-1	2	93	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
-13*	-10*	63	<b>Trust:</b> I have confidence in the decisions of our senior leadership.

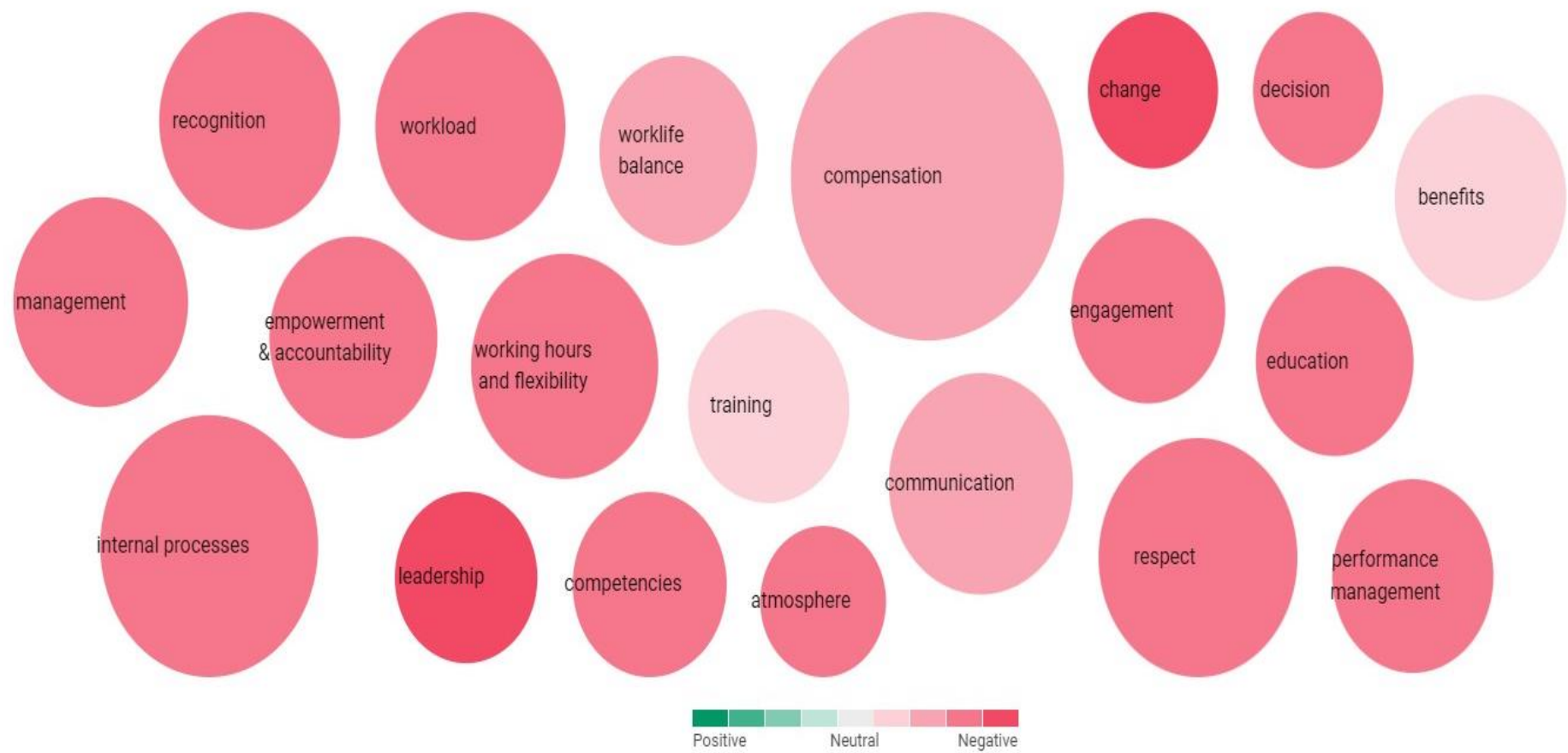


Retention

# What are people asking for in the Education Sector?

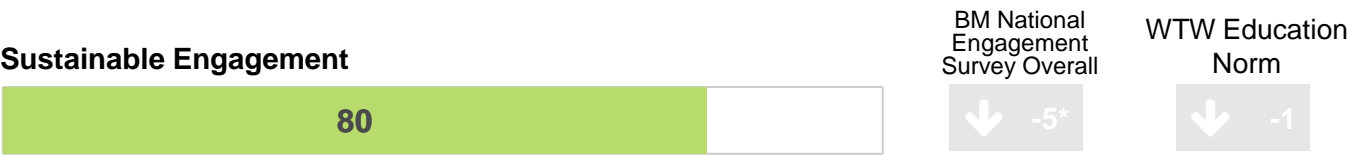
## Comments

Question: What one thing do you suggest that could make this company a better place to work?



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# Focus areas for Education sector



## Lowest questions versus WTW Sector Average

		WTW Education Norm
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.	58	-26*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	46	-15*
<b>Trust:</b> I have confidence in the decisions of our senior leadership. ★	63	-10*
<b>Voice:</b> I can openly and honestly communicate my views. ★	63	-8*
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	81	-7*



- Focus on Total Reward including Pay, Benefits and Flexibility
- Focus on Manager capability around empowerment, voice
- Focus on Senior Leadership skills around inspiration and **building confidence in rationale for decisions**

# Agriculture, Forestry and Fishing Sector

## High Level Findings

# Categories vs. Benchmarks

BM Agriculture, forestry and fishing Benchmark (1,155)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Agriculture & Crop Science Norm (104,531)
Capability	81	5*	-6*
Clarity	91	0	0
Collaboration	79	3*	-2
Drive	93	6*	0
Future Ways of Working	83	5*	-5*
Growth	79	4*	-4*
Inclusion	85	5*	-1
Inspiration	82	6*	n/a
Manager Support	83	4*	-4*
Organization	80	-1	n/a
Retention	88	5*	n/a
Reward	53	1	-16*
Sustainable Engagement	89	4*	4*
Trust	81	5*	8*
Voice	79	3*	4*
Work Environment	81	6*	n/a

# Top/Bottom Questions

BM Agriculture, forestry and fishing Benchmark (1,155)

Top 5 Questions	Total Favorable	WTW Agriculture & Crop Science Norm (104,531)
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	85	10*
<b>Trust:</b> I have confidence in the decisions of our senior leadership. ★	81	8*
<b>Voice:</b> I can openly and honestly communicate my views.	79	4*
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	89	3*
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers. ★	93	0
<b>Bottom 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	53	-16*
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	79	-7*
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities. ★	83	-5*
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	79	-4*
<b>Capability:</b> I receive regular feedback that helps me improve at work.	82	-4*

# Top/Bottom Questions

BM Agriculture, forestry and fishing Benchmark (1,155)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation.

94

**Drive:** My organisation constantly looks for better ways to serve its customers. ★

93

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

92

**Sustainable Engagement:** My work provides me with a sense of purpose.

89

**Retention:** I intend to stay with my current company at the moment.

88

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

53

**Capability:** There are sufficient training opportunities for me to improve my skills.

79

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

79

**Voice:** I can openly and honestly communicate my views.

79

**Growth:** I have the opportunity for personal development and growth in this company. ★

79

# Top/Bottom Questions

BM Agriculture, forestry and fishing Benchmark (1,155)

Top 5 Questions	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	79	6*
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers. ★	93	6*
<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.	82	6*
<b>Work Environment:</b> We have effective processes in place to address employee grievances including bullying or harassment at work.	81	6*
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	85	5*
<b>Bottom 5 Questions</b>		
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	80	-1
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.	88	0
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	53	1
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	89	1
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.	94	1

# A - Agriculture, forestry and fishing

## High Performance Employee Experience Scorecard

The Scorecard Key:

Strongest Results

Strong Results.

Good results.  
Closer to greatness than most.

Fair results.  
Closer to ordinary than greatness.

Poor Results

Levels

**Excellence**

Mindset needed to succeed

**Emphasis**

How to create personal agency

**Essentials**

Basic facilitation of work efforts

**Inspiration**

*"I'm totally inspired by our vision, we're a responsible company"*

**Inclusion**

*"We support diversity, inclusion and equal opportunity"*

**Understanding**

*"I get what we do, and how I fit in"*

**Drive**

*"We're agile, totally focused on our customers, with market leading products & services"*

**Voice**

*"I have a say in what we do"*

**Organization**

*"We're efficient, flexible, and continually improving"*

**Growth**

*"I'm excelling in my career and achieving my potential"*

**Capability**

*"I'm developing skills to progress my career"*

**Security**

*"My pay & benefits are fair and offer stability"*

**Trust**

*"I'm confident in leadership, they treat us with dignity & respect"*

**Collaboration**

*"We help each other, & work across boundaries"*

**Support**

*"My supervisor supports us and builds the team"*

Purpose

Work

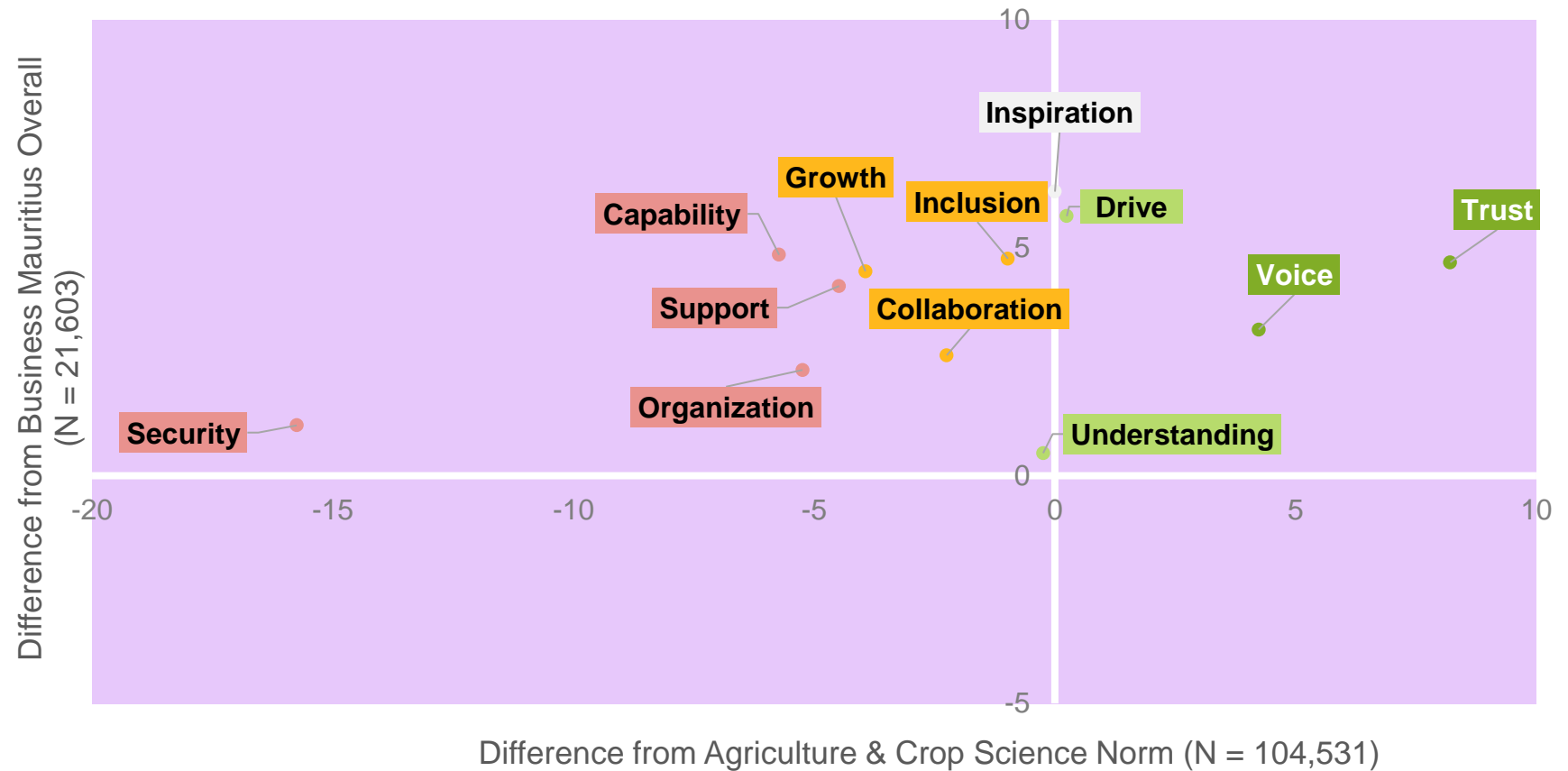
Total Rewards

People

Dimensions

# A - Agriculture, forestry and fishing

EX progress on the road to high performance excellence



# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Agriculture, forestry and fishing Benchmark (1,155)	Under 1 year (143)	1-5 years (372)	6-10 years (170)	11-15 years (144)	16-20 years (54)	21-25 years (31)	26-30 years (65)	30 years + (129)
Capability	81	86	82	76	83	81	74	79	74
Clarity	91	94	92	88	90	96	95	90	92
Collaboration	79	78	85*	76	81	78	70	69	75
Drive	93	94	94	92	92	91	100	91	95
Future Ways of Working	83	89	81	82	84	80	71	88	84
Growth	79	84	81	74	78	80	81	71	79
Inclusion	85	86	86	82	85	87	84	80	87
Inspiration	82	85	83	80	81	76	94	85	81
Manager Support	83	85	84	83	85	81	70	80	84
Organization	80	84	79	79	79	85	77	77	79
Retention	88	89	86	86	89	93	90	89	95*
Reward	53	63*	52	47	53	51	42	48	55
Sustainable Engagement	89	92	88	86	90	88	84	90	89
Trust	81	83	83	77	86	81	68	80	80
Voice	79	83	81	80	78	78	77	74	76
Work Environment	81	83	80	80	85	74	74	71	84

# Category Breakdown by Age Group

Scores are Total Favorable

	BM Agriculture, forestry and fishing Benchmark (1,155)	18-25 (86)	26-30 (90)	31-35 (128)	36-40 (126)	41-45 (161)	46-50 (149)	51-55 (148)	56-60 (132)	61-65 (47)	66+ (8)
Capability	81	81	81	82	79	82	81	81	78	85	100
Clarity	91	92	95	91	92	93	89	90	90	98	93
Collaboration	79	76	82	83	79	83	74	80	72	85	100
Drive	93	93	95	95	90	96	95	94	92	98	88
Future Ways of Working	83	80	78	80	83	84	85	82	86	87	88
Growth	79	74	82	78	77	82	79	84	72*	91*	100
Inclusion	85	85	87	83	82	89	84	82	87	91	100
Inspiration	82	78	84	81	79	88	89	81	83	85	88
Manager Support	83	80	88	82	84	84	82	84	84	91	88
Organization	80	81	72	85	75	81	83	82	75	78	100
Retention	88	77*	82	87	87	91	91	96*	88	96	100
Reward	53	44	54	53	48	52	56	54	54	62	88
Sustainable Engagement	89	86	87	90	89	90	88	90	88	93	100
Trust	81	80	80	78	81	84	85	82	80	89	88
Voice	79	80	75	80	83	83	81	78	74	77	100
Work Environment	81	81	72	84	76	86	82	82	76	96*	100

# Category Breakdown by Gender

Scores are Total Favorable

	BM Agriculture, forestry and fishing Benchmark (1,155)	Male (757)	Female (398)
Capability	81	80	81
Clarity	91	92	90
Collaboration	79	80	78
Drive	93	93	95
Future Ways of Working	83	83	83
Growth	79	80	77
Inclusion	85	86	83
Inspiration	82	85	77*
Manager Support	83	82	85
Organization	80	81	79
Retention	88	89	87
Reward	53	53	54
Sustainable Engagement	89	89	89
Trust	81	82	79
Voice	79	79	79
Work Environment	81	81	80

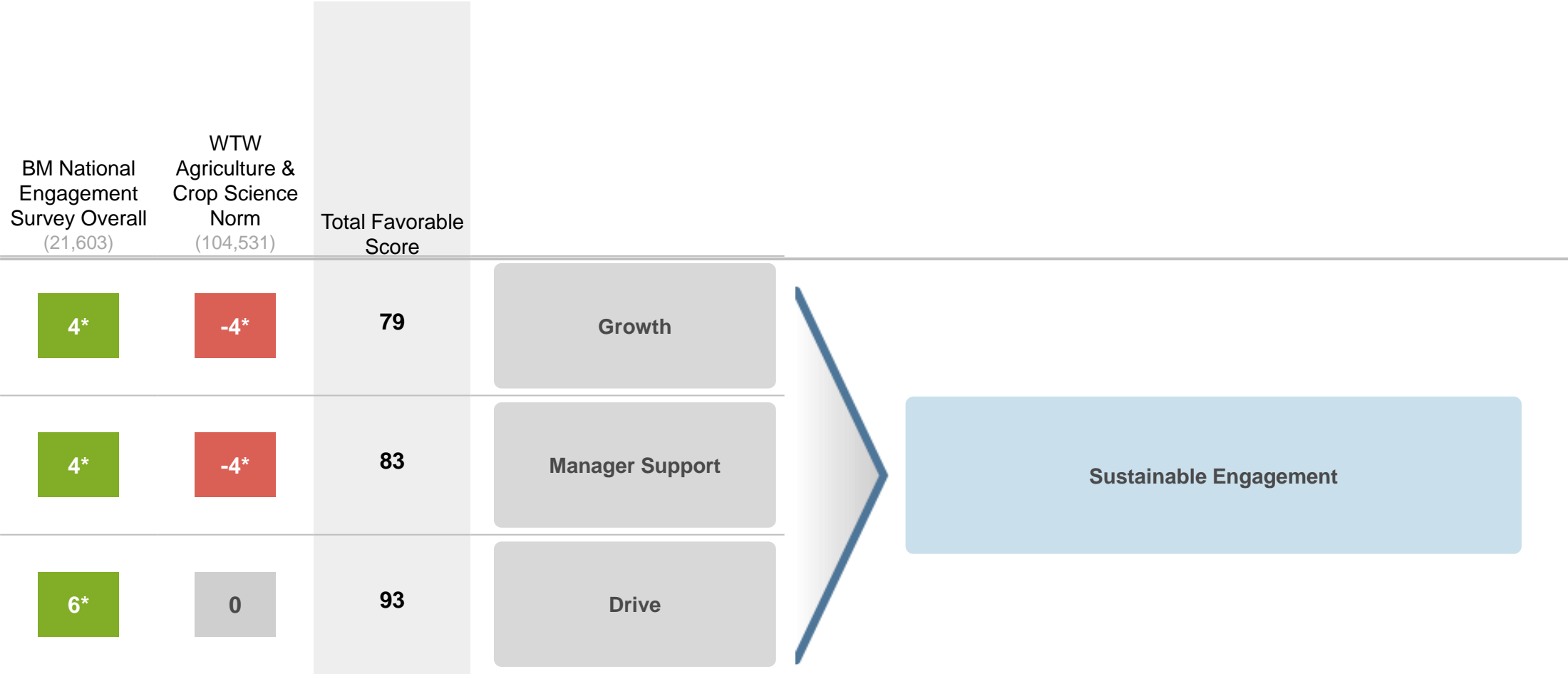
# Category Breakdown by Employee Category

Scores are Total Favorable

	BM Agriculture, forestry and fishing Benchmark (1,155)	Management (105)	Non- Management (1,007)
Capability	81	75	81
Clarity	91	95	91
Collaboration	79	90*	78
Drive	93	89	94
Future Ways of Working	83	78	83
Growth	79	81	79
Inclusion	85	85	85
Inspiration	82	85	82
Manager Support	83	83	84
Organization	80	74	80
Retention	88	86	89
Reward	53	57	52
Sustainable Engagement	89	85	89
Trust	81	90*	80
Voice	79	88*	78
Work Environment	81	82	81

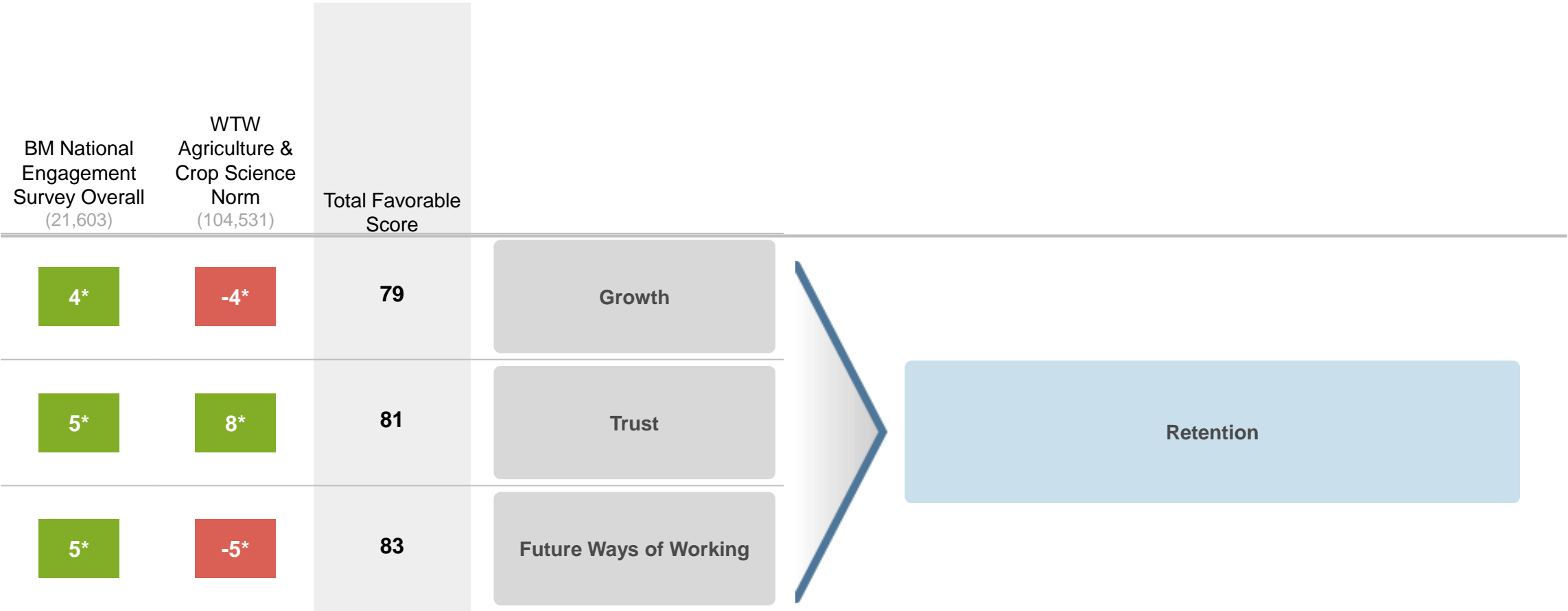
# Key Drivers - Sustainable Engagement

BM Agriculture, forestry and fishing Benchmark (1,155)



# Key Drivers - Retention

BM Agriculture, forestry and fishing Benchmark (1,155)



# Focus areas for Agriculture, forestry and fishing sector

## Sustainable Engagement



BM National  
Engagement  
Survey Overall



WTW Agriculture &  
Crop Science Norm



## Lowest questions versus WTW Sector Average

WTW Agriculture &  
Crop Science Norm

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

53

-16\*

**Capability:** There are sufficient training opportunities for me to improve my skills.

79

-7\*

**Future Ways of Working:** I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities. ★

83

-5\*

**Growth:** I have the opportunity for personal development and growth in this company. ★

79

-4\*

**Capability:** I receive regular feedback that helps me improve at work.

82

-4\*

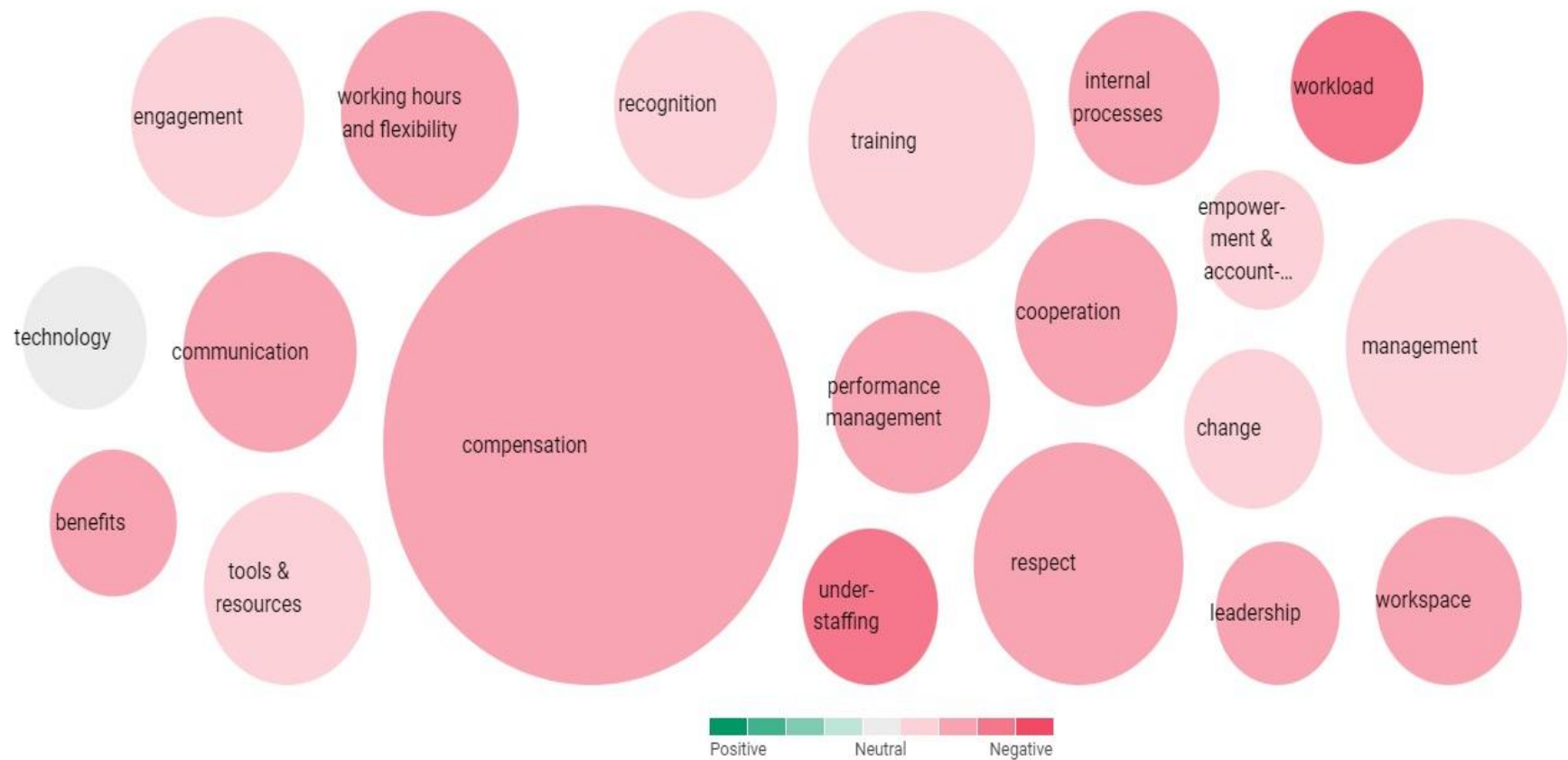


- Focus on Total Reward including flexibility
- Focus on **continuous learning**, and growth and development
- Focus on creating feedback culture

# What are people asking for in the Agriculture, forestry and fishing Sector?

## Comments

Question: What one thing do you suggest that could make this company a better place to work?



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# Transportation and Storage Sector

## High Level Findings

# Categories vs. Benchmarks

BM Transportation and storage Benchmark (930)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Logistics Norm (146,502)
Capability	78	2	-1
Clarity	89	-2	1
Collaboration	78	2	-4*
Drive	88	0	1
Future Ways of Working	82	4*	2
Growth	73	-2	-4*
Inclusion	81	1	0
Inspiration	75	-1	n/a
Manager Support	79	0	-3*
Organization	84	3	4*
Retention	81	-2	n/a
Reward	46	-6*	-18*
Sustainable Engagement	85	0	3*
Trust	78	2	0
Voice	79	3*	-3*
Work Environment	76	1	n/a

# Top/Bottom Questions

BM Transportation and storage Benchmark (930)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation. ★

91

**Drive:** My organisation constantly looks for better ways to serve its customers.

88

**Sustainable Engagement:** My work provides me with a sense of purpose.

88

**Clarity:** I have a clear understanding of the goals and objectives of our organization. ★

87

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

86

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

46

**Growth:** I have the opportunity for personal development and growth in this company. ★

73

**Capability:** There are sufficient training opportunities for me to improve my skills.

75

**Inspiration:** Senior Leadership provides a clear and inspiring vision for the future. ★

75

**Work Environment:** We have effective processes in place to address employee grievances including bullying or harassment at work.

76

# Top/Bottom Questions

BM Transportation and storage Benchmark (930)

	Total Favorable	WTW Logistics Norm (146,502)
<b>Top 5 Questions</b>		
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	83	6*
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	84	4*
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	88	4*
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.	82	2
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	91	2
<b>Bottom 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	46	-18*
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team. ★	78	-4*
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	73	-4*
<b>Voice:</b> I can openly and honestly communicate my views.	79	-3*
<b>Manager Support:</b> My direct supervisor/manager does a good job of building teamwork.	79	-3*

# Top/Bottom Questions

BM Transportation and storage Benchmark (930)

	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Top 5 Questions</b>		
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.	82	4*
<b>Voice:</b> I can openly and honestly communicate my views.	79	3*
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	84	3
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	75	3
<b>Capability:</b> I receive regular feedback that helps me improve at work.	81	2
<b>Bottom 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	46	-6*
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	91	-2*
<b>Retention:</b> I intend to stay with my current company at the moment.	81	-2
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	86	-2
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	73	-2

# H - Transportation and storage

## High Performance Employee Experience Scorecard

The Scorecard Key:

Strongest Results

Strong Results.

Good results.  
Closer to greatness than most.

Fair results.  
Closer to ordinary than greatness.

Poor Results

Levels



**Excellence**

Mindset needed to succeed

**Emphasis**

How to create personal agency

**Essentials**

Basic facilitation of work efforts

**Inspiration**

*"I'm totally inspired by our vision, we're a responsible company"*

**Inclusion**

*"We support diversity, inclusion and equal opportunity"*

**Understanding**

*"I get what we do, and how I fit in"*

**Drive**

*"We're agile, totally focused on our customers, with market leading products & services"*

**Voice**

*"I have a say in what we do"*

**Organization**

*"We're efficient, flexible, and continually improving"*

**Growth**

*"I'm excelling in my career and achieving my potential"*

**Capability**

*"I'm developing skills to progress my career"*

**Security**

*"My pay & benefits are fair and offer stability"*

**Trust**

*"I'm confident in leadership, they treat us with dignity & respect"*

**Collaboration**

*"We help each other, & work across boundaries"*

**Support**

*"My supervisor supports us and builds the team"*

Purpose

Work

Total Rewards

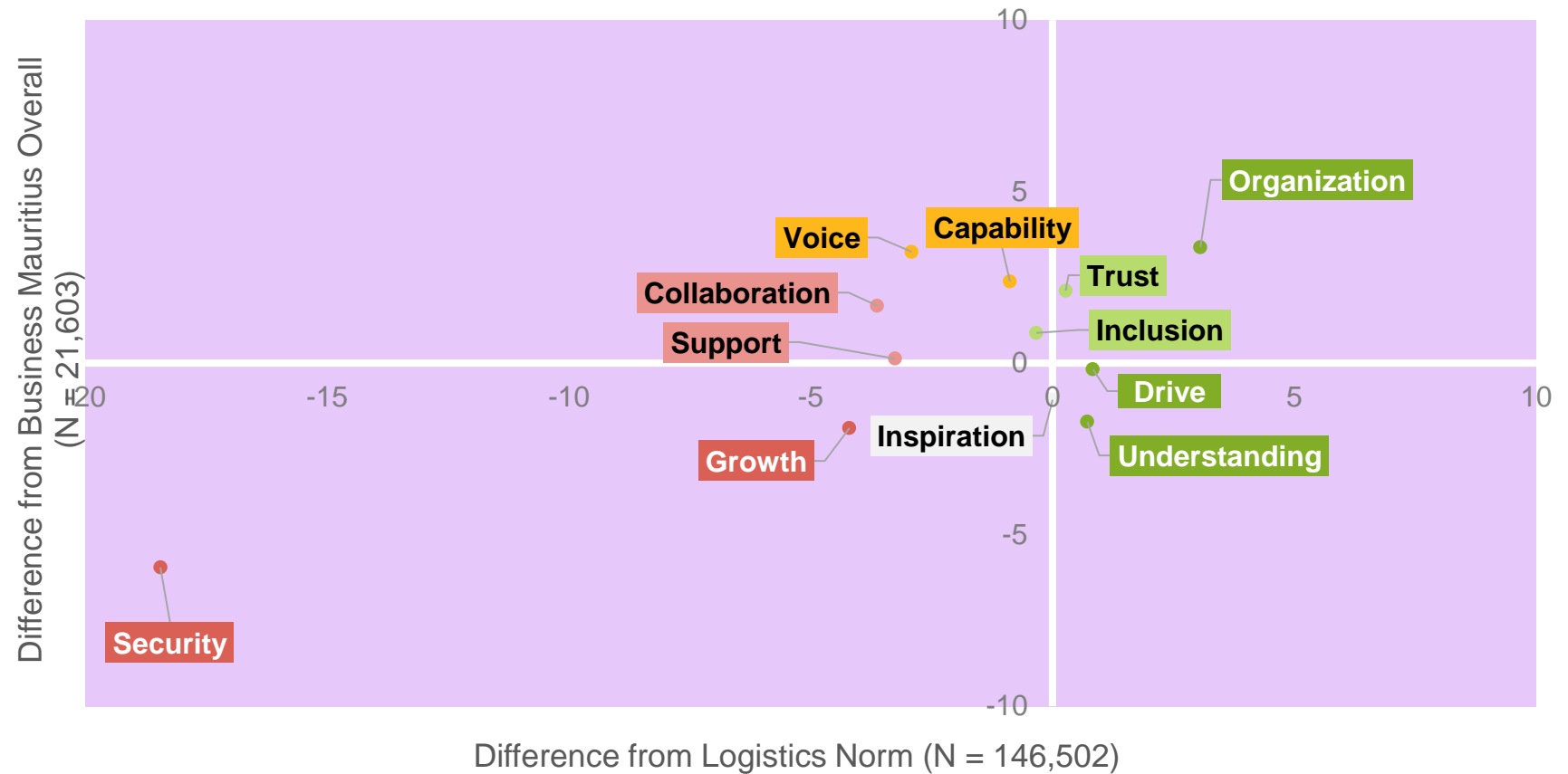
People

Dimensions



# H - Transportation and storage

EX progress on the road to high performance excellence



# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Transportati on and storage Benchmark (930)	Under 1 year (102)	1-5 years (262)	6-10 years (192)	11-15 years (131)	16-20 years (75)	21-25 years (51)	26-30 years (42)	30 years + (67)
Capability	78	83	79	75	77	81	74	86	74
Clarity	89	92	91	86	88	91	85	92	87
Collaboration	78	83	79	73	79	81	82	76	77
Drive	88	87	88	89	89	89	84	88	82
Future Ways of Working	82	82	82	78	78	79	90	90	88
Growth	73	76	79*	67	66	71	73	81	72
Inclusion	81	87	83	73*	80	77	84	83	88
Inspiration	75	77	77	70	67*	75	86	80	83
Manager Support	79	82	81	79	77	76	78	81	77
Organization	84	85	80	88	82	84	96	83	67
Retention	81	84	82	77	77	83	86	90	86
Reward	46	55	47	39	39	37	57	68*	53
Sustainable Engagement	85	87	87	83	85	86	84	86	84
Trust	78	85	80	73	77	76	76	80	84
Voice	79	76	81	79	79	78	88	83	74
Work Environment	76	83	78	76	73	75	75	74	72

# Category Breakdown by Gender

Scores are Total Favorable

	BM Transportation and storage Benchmark (930)	Male (587)	Female (342)
Capability	78	80	74
Clarity	89	89	89
Collaboration	78	81	73
Drive	88	87	89
Future Ways of Working	82	83	79
Growth	73	76	68
Inclusion	81	84	76*
Inspiration	75	77	72
Manager Support	79	81	77
Organization	84	82	85
Retention	81	82	80
Reward	46	50	41
Sustainable Engagement	85	87	83
Trust	78	80	76
Voice	79	84*	72*
Work Environment	76	80	70*

# Category Breakdown by Employee Category

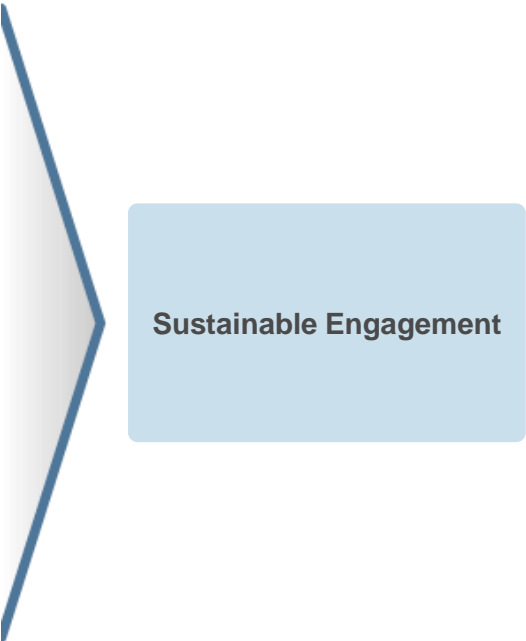
Scores are Total Favorable

	BM Transportation and storage Benchmark (930)	Management (114)	Non- Management (814)
Capability	78	87*	77
Clarity	89	96*	88
Collaboration	78	93*	76
Drive	88	93	87
Future Ways of Working	82	91*	80
Growth	73	81	72
Inclusion	81	93*	79
Inspiration	75	91*	73
Manager Support	79	85	79
Organization	84	92	82
Retention	81	94*	80
Reward	46	62*	44
Sustainable Engagement	85	94*	84
Trust	78	91*	77
Voice	79	88*	78
Work Environment	76	81	76

# Key Driver Questions - Sustainable Engagement

BM Transportation and storage Benchmark (930)


BM National Engagement Survey Overall (21,603)	WTW Logistics Norm (146,502)	Total Favorable Score	
-1	0	87	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
-2*	2	91	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
2	0	78	<b>Trust:</b> I have confidence in the decisions of our senior leadership.
2	-4*	78	<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.



# Key Driver Questions - Retention

BM Transportation and storage Benchmark (930)

BM National Engagement Survey Overall (21,603)	WTW Logistics Norm (146,502)	Total Favorable Score	
-1	n/a	75	<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.
-2	-4*	73	<b>Growth:</b> I have the opportunity for personal development and growth in this company.
-1	0	87	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
-2*	2	91	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.

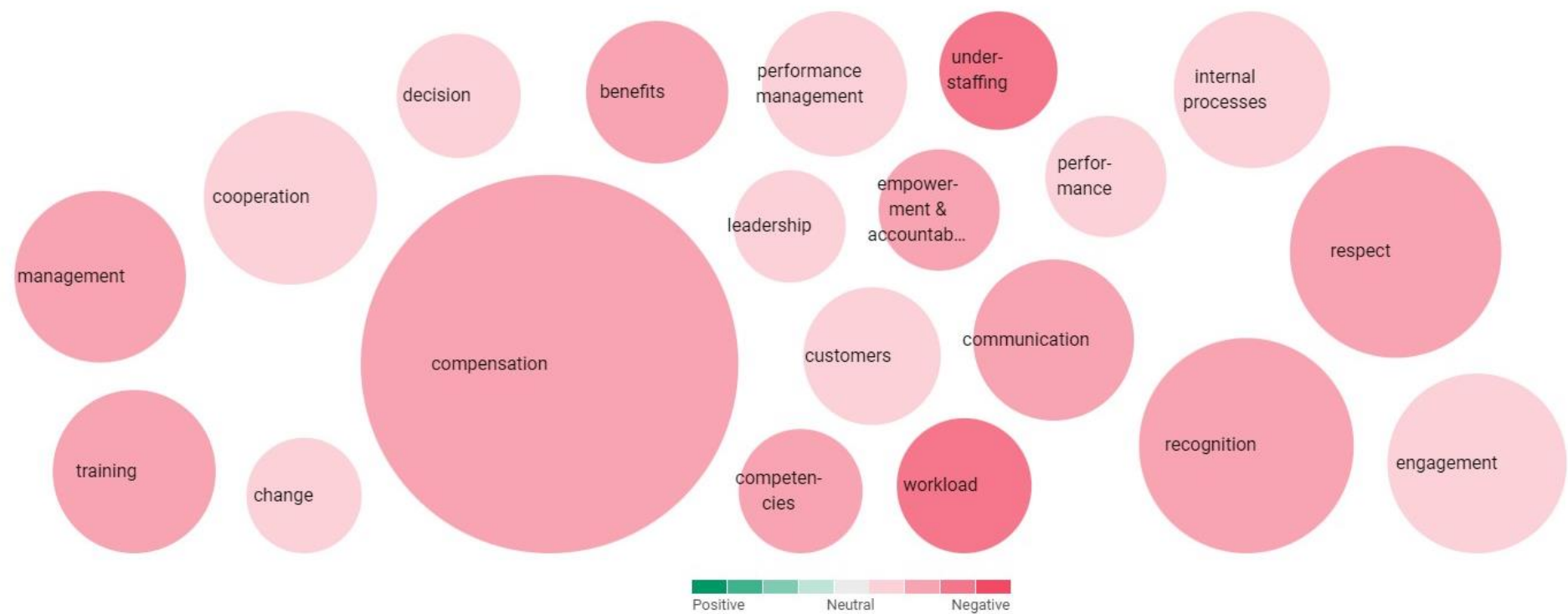


Retention

# What are people asking for in the Transportation and Storage Sector?

## Comments

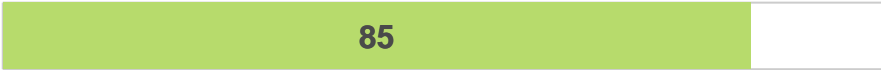
Question: What one thing do you suggest that could make this company a better place to work?



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# Focus areas for Transportation and Storage sector

## Sustainable Engagement



BM National  
Engagement  
Survey Overall



WTW Logistics  
Norm



## Lowest questions versus WTW Sector Average

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

46

WTW Logistics  
Norm

-18\*

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team. ★

78

-4\*

**Growth:** I have the opportunity for personal development and growth in this company. ★

73

-4\*

**Voice:** I can openly and honestly communicate my views.

79

-3\*

**Manager Support:** My direct supervisor/manager does a good job of building teamwork.

79

-3\*



- Focus on Total Reward
- Focus on growth and continuous personal development
- Focus on manager skills for creating **psychological safety**, voice and building teamwork

# Professional, scientific and technical activities Sector

## High Level Findings

# Categories vs. Benchmarks

BM Professional, scientific and technical activities Benchmark (867)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Professional Services Norm (99,199)
Capability	77	1	-7*
Clarity	93	2	3*
Collaboration	80	3*	-2
Drive	91	4*	1
Future Ways of Working	82	5*	-2
Growth	75	0	-5*
Inclusion	83	3*	-2
Inspiration	81	5*	n/a
Manager Support	83	4*	1
Organization	87	6*	n/a
Retention	84	1	n/a
Reward	59	6*	-9*
Sustainable Engagement	88	3*	5*
Trust	82	6*	-3*
Voice	80	4*	-3*
Work Environment	74	0	n/a

# Top/Bottom Questions

BM Professional, scientific and technical activities Benchmark (867)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation. ★

95

**Drive:** My organisation constantly looks for better ways to serve its customers.

91

**Clarity:** I have a clear understanding of the goals and objectives of our organization. ★

91

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

91

**Sustainable Engagement:** My work provides me with a sense of purpose.

90

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

59

**Capability:** There are sufficient training opportunities for me to improve my skills.

71

**Work Environment:** We have effective processes in place to address employee grievances including bullying or harassment at work.

74

**Growth:** I have the opportunity for personal development and growth in this company. ★

75

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

80

# Top/Bottom Questions

BM Professional, scientific and technical activities Benchmark (867)

Top 5 Questions	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	59	6*
<b>Trust:</b> I have confidence in the decisions of our senior leadership. ★	82	6*
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	87	6*
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities. ★	82	5*
<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.	81	5*
<b>Bottom 5 Questions</b>		
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	71	-1
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	75	0
<b>Work Environment:</b> We have effective processes in place to address employee grievances including bullying or harassment at work.	74	0
<b>Retention:</b> I intend to stay with my current company at the moment.	84	1
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	95	1

# Top/Bottom Questions

BM Professional, scientific and technical activities Benchmark (867)

Top 5 Questions	Total Favorable	WTW Professional Services Norm (99,199)
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	90	6*
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	83	6*
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	91	4*
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	91	4*
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	95	2
<b>Bottom 5 Questions</b>		
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	71	-13*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	59	-9*
<b>Growth:</b> I have the opportunity for personal development and growth in this company. ★	75	-5*
<b>Trust:</b> I have confidence in the decisions of our senior leadership. ★	82	-3*
<b>Voice:</b> I can openly and honestly communicate my views.	80	-3*

# M - Professional, scientific and technical activities

## High Performance Employee Experience Scorecard

The Scorecard Key:

Strongest Results

Strong Results.

Good results.  
Closer to greatness than most.

Fair results.  
Closer to ordinary than greatness.

Poor Results

Levels



**Excellence**

Mindset needed to succeed

**Emphasis**

How to create personal agency

**Essentials**

Basic facilitation of work efforts

**Inspiration**

*"I'm totally inspired by our vision, we're a responsible company"*

**Drive**

*"We're agile, totally focused on our customers, with market leading products & services"*

**Growth**

*"I'm excelling in my career and achieving my potential"*

**Trust**

*"I'm confident in leadership, they treat us with dignity & respect"*

**Inclusion**

*"We support diversity, inclusion and equal opportunity"*

**Voice**

*"I have a say in what we do"*

**Capability**

*"I'm developing skills to progress my career"*

**Collaboration**

*"We help each other, & work across boundaries"*

**Understanding**

*"I get what we do, and how I fit in"*

**Organization**

*"We're efficient, flexible, and continually improving"*

**Security**

*"My pay & benefits are fair and offer stability"*

**Support**

*"My supervisor supports us and builds the team"*

Purpose

Work

Total Rewards

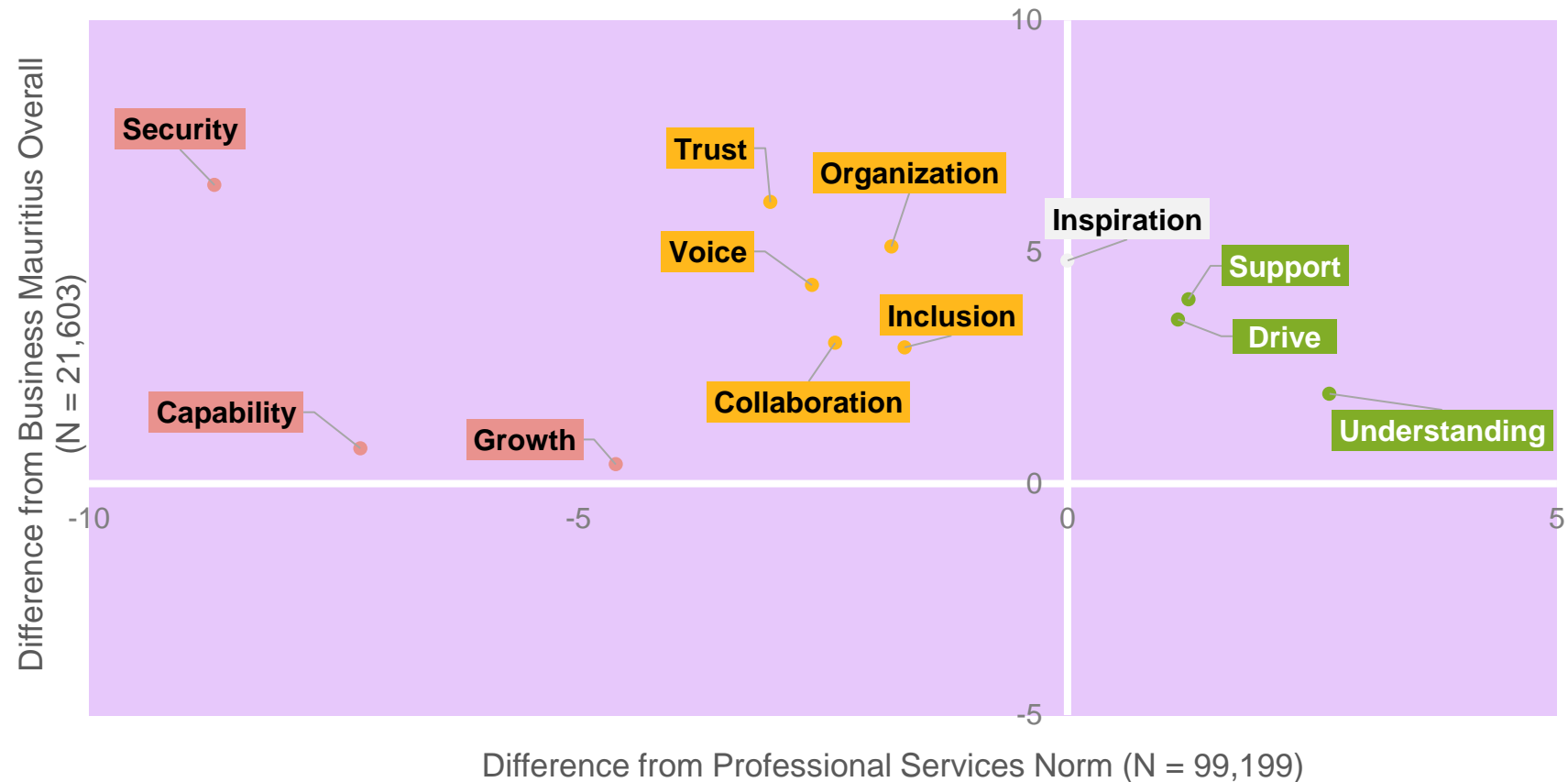
People

Dimensions



# M - Professional, scientific and technical activities

EX progress on the road to high performance excellence



# Category Breakdown by Lookdown

Scores are Total Favorable

	BM Professional, scientific and technical activities Benchmark (867)	BM Consulting Services (32)	BM Marketing and Advertising (139)	BM Professional & Managemen t Services (696)
Capability	77	70	63*	80
Clarity	93	91	93	93
Collaboration	80	66	75	81
Drive	91	94	90	91
Future Ways of Working	82	81	72*	84
Growth	75	72	65*	77
Inclusion	83	81	86	83
Inspiration	81	69	74	83
Manager Support	83	72	78	85
Organization	87	88	80*	88
Retention	84	81	79	86
Reward	59	69	41*	62
Sustainable Engagement	88	93	81*	89
Trust	82	78	73*	84
Voice	80	75	81	81
Work Environment	74	59	75	75

# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Professional, scientific and technical activities Benchmark (867)	Under 1 year (186)	1-5 years (258)	6-10 years (143)	11-15 years (84)	16-20 years (49)	21-25 years (30)	26-30 years (22)	30 years + (44)
Capability	77	80	73	74	71	79	83	95*	79
Clarity	93	92	92	94	92	99	92	93	93
Collaboration	80	81	77	77	80	84	83	86	81
Drive	91	91	89	92	86	96	97	95	100*
Future Ways of Working	82	82	75*	80	92*	88	97*	95	95*
Growth	75	78	74	72	72	73	80	82	77
Inclusion	83	87	83	78	81	84	83	86	84
Inspiration	81	88*	76	80	80	80	77	91	81
Manager Support	83	90*	79	76*	78	84	93	91	91
Organization	87	88	82	83	91	89	96	90	97
Retention	84	88	80	77*	88	90	93	91	93
Reward	59	60	55	57	55	63	66	55	72
Sustainable Engagement	88	89	84	85	90	92	95	94	95
Trust	82	86	77*	80	81	86	87	91	93
Voice	80	86	77	76	79	78	87	82	84
Work Environment	74	77	71	68	76	88*	76	82	72

# Category Breakdown by Age Group

Scores are Total Favorable

	BM Professional, scientific and technical activities Benchmark (867)	18-25 (121)	26-30 (114)	31-35 (150)	36-40 (115)	41-45 (86)	46-50 (73)	51-55 (48)	56-60 (25)	61-65 (10)
Capability	77	83	75	70	73	72	80	80	86	94
Clarity	93	92	94	91	92	89	96	98	96	94
Collaboration	80	87	75	73	75	77	81	87	92	100
Drive	91	93	89	89	90	92	93	100*	100	100
Future Ways of Working	82	81	68*	76	79	93*	89	96*	96	100
Growth	75	79	78	69	72	67	76	75	76	100
Inclusion	83	89	82	81	80	79	81	83	92	100
Inspiration	81	87	75	73*	80	77	86	88	92	89
Manager Support	83	93*	77	75*	81	77	86	87	100*	100
Organization	87	87	88	81	84	84	92	94	100*	88
Retention	84	91	79	79	80	83	88	98*	96	89
Reward	59	57	46*	56	50	59	71*	70	60	78
Sustainable Engagement	88	88	82	85	87	91	92	96	93	100
Trust	82	88	72*	74*	83	80	90	94*	96	100
Voice	80	87	82	76	75	83	81	77	88	89
Work Environment	74	79	73	71	72	78	74	83	76	89

# Category Breakdown by Gender

Scores are Total Favorable

	BM Professional, scientific and technical activities Benchmark (867)	Male (348)	Female (518)
Capability	77	78	76
Clarity	93	95	92
Collaboration	80	86*	76
Drive	91	92	91
Future Ways of Working	82	84	81
Growth	75	78	73
Inclusion	83	87	80
Inspiration	81	86*	78
Manager Support	83	85	82
Organization	87	85	87
Retention	84	84	84
Reward	59	61	57
Sustainable Engagement	88	89	88
Trust	82	82	82
Voice	80	86*	77
Work Environment	74	78	72

# Category Breakdown by Employee Category

Scores are Total Favorable

	BM Professional, scientific and technical activities Benchmark (867)	Management (267)	Non- Management (572)
Capability	77	79	75
Clarity	93	94	92
Collaboration	80	83	78
Drive	91	91	91
Future Ways of Working	82	87	80
Growth	75	79	73
Inclusion	83	85	82
Inspiration	81	83	80
Manager Support	83	82	83
Organization	87	84	87
Retention	84	83	85
Reward	59	69*	54
Sustainable Engagement	88	90	87
Trust	82	83	82
Voice	80	84	78
Work Environment	74	71	76

# Key Driver Questions - Sustainable Engagement

BM Professional, scientific and technical activities Benchmark (867)

BM National Engagement Survey Overall (21,603)	WTW Professional Services Norm (99,199)	Total Favorable Score	
3*	4*	91	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
1	2	95	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
6*	-3*	82	<b>Trust:</b> I have confidence in the decisions of our senior leadership.
0	-5*	75	<b>Growth:</b> I have the opportunity for personal development and growth in this company.




Sustainable Engagement

# Key Driver Questions - Retention

BM Professional, scientific and technical activities Benchmark (867)

BM National Engagement Survey Overall (21,603)	WTW Professional Services Norm (99,199)	Total Favorable Score	
0	-5*	75	<b>Growth:</b> I have the opportunity for personal development and growth in this company.
6*	-3*	82	<b>Trust:</b> I have confidence in the decisions of our senior leadership.
5*	-2	82	<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.



Retention

# What are people asking for in the Professional, scientific and technical Sector

## Comments

Question: What one thing do you suggest that could make this company a better place to work?



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# Focus areas for Professional, scientific and technical activities sector

## Sustainable Engagement



BM National  
Engagement  
Survey Overall



WTW Professional  
Services Norm



## Lowest questions versus WTW Sector Average

WTW Professional  
Services Norm

**Capability:** There are sufficient training opportunities for me to improve my skills.

71

-13\*

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

59

-9\*

**Growth:** I have the opportunity for personal development and growth in this company. ★

75

-5\*

**Trust:** I have confidence in the decisions of our senior leadership. ★

82

-3\*

**Voice:** I can openly and honestly communicate my views.

80

-3\*



- Focus on **continuous learning** and training to build skills and develop
- Focus on Total Reward
- Focus on Leader capability to create confidence in rational for decisions
- Focus on enabling people have a voice

# Human Health and Social Work Activities Sector

High Level Findings

# Categories vs. Benchmarks

BM Human health and social work activities Benchmark (185)

		Total Favorable Score		BM National Engagement Survey Overall (21,603)	WTW Safety, Health, Wellness, and Environment Functions Norm (26,204)
Capability	75			-1	-3
Clarity	92			1	4
Collaboration	81			4	-1
Drive	82			-6*	-3
Future Ways of Working	87			9*	3
Growth	74			0	2
Inclusion	85			5	4
Inspiration	76			0	n/a
Manager Support	76			-3	-6*
Organization	71			-10*	-7*
Retention	82			-1	n/a
Reward	40			-12*	-24*
Sustainable Engagement	88			2	5
Trust	77			1	0
Voice	77			1	-4
Work Environment	71			-4	n/a

# Top/Bottom Questions

BM Human health and social work activities Benchmark (185)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation.

94

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

92

**Clarity:** I have a clear understanding of the goals and objectives of our organization.

90

**Sustainable Engagement:** My work provides me with a sense of purpose.

88

**Future Ways of Working:** I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.

87

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

40

**Organization:** In my organisation we make good use of technology to improve our operating efficiency.

71

**Work Environment:** We have effective processes in place to address employee grievances including bullying or harassment at work.

71

**Capability:** There are sufficient training opportunities for me to improve my skills.

73

**Growth:** I have the opportunity for personal development and growth in this company.

74

# Top/Bottom Questions

BM Human health and social work activities Benchmark (185)

	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Top 5 Questions</b>		
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.	87	9*
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	85	5
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	81	4
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	92	4
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	83	3
<b>Bottom 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	40	-12*
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	71	-10*
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	82	-6*
<b>Work Environment:</b> We have effective processes in place to address employee grievances including bullying or harassment at work.	71	-4
<b>Manager Support:</b> My direct supervisor/manager does a good job of building teamwork.	76	-3

# Top/Bottom Questions

BM Human health and social work activities Benchmark (185)

Top 5 Questions	Total Favorable	WTW Safety, Health, Wellness, and Environment Functions Norm (26,204)
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	83	6
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	88	4
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	92	4
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.	90	4
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	85	4
<b>Bottom 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	40	-24*
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	71	-7*
<b>Manager Support:</b> My direct supervisor/manager does a good job of building teamwork.	76	-6*
<b>Voice:</b> I can openly and honestly communicate my views.	77	-4
<b>Capability:</b> I receive regular feedback that helps me improve at work.	77	-4

# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Human health and social work activities Benchmark (185)	Under 1 year (31)	1-5 years (66)	6-10 years (33)	11-15 years (10)	16-20 years (12)	21-25 years (7)	30 years + (15)
Capability	75	90	67	80	75	65	71	77
Clarity	92	97	86	95	95	95	86	97
Collaboration	81	97*	71	84	100	67	100	80
Drive	82	93	68*	94	100	67	86	93
Future Ways of Working	87	97	79	88	100	82	100	93
Growth	74	90	70	79	60	42*	86	80
Inclusion	85	97	82	91	90	75	57*	87
Inspiration	76	87	69	88	90	50*	57	73
Manager Support	76	87	67	87	90	67	71	80
Organization	71	94*	55*	91*	70	58	71	67
Retention	82	90	71	79	100	75	100	100
Reward	40	61*	35	48	30	17	57	27
Sustainable Engagement	88	93	82	92	96	65*	95	93
Trust	77	97*	65	84	90	64	57	87
Voice	77	90	67	81	100	75	57	87
Work Environment	71	84	65	69	90	42*	57	93

# Category Breakdown by Age Group

Scores are Total Favorable

	BM Human health and social work activities Benchmark (185)	18-25 (13)	26-30 (27)	31-35 (33)	36-40 (33)	41-45 (23)	46-50 (8)	51-55 (14)	56-60 (17)
Capability	75	81	83	68	68	84	88	71	76
Clarity	92	88	96	91	81	100	88	96	94
Collaboration	81	92	78	72	82	87	100	79	82
Drive	82	62	85	82	78	91	88	71	94
Future Ways of Working	87	85	85	88	82	95	88	79	94
Growth	74	77	96*	64	61	65	100	71	75
Inclusion	85	100	89	78	88	87	100	71	76
Inspiration	76	85	89	66	73	78	88	64	75
Manager Support	76	69	85	59*	78	82	88	79	82
Organization	71	77	74	69	70	74	63	71	71
Retention	82	69	85	70	73	96	88	86	94
Reward	40	23	41	50	45	35	57	29	41
Sustainable Engagement	88	79	94	83	83	97	95	81	90
Trust	77	77	85	67	69	91	100	71	75
Voice	77	69	89	70	73	91	71	64	81
Work Environment	71	85	81	53*	70	83	75	43*	88

# Category Breakdown by Gender

Scores are Total Favorable

	BM Human health and social work activities Benchmark (185)	Male (43)	Female (140)
Capability	75	72	76
Clarity	92	87	93
Collaboration	81	79	81
Drive	82	71	85
Future Ways of Working	87	86	88
Growth	74	74	74
Inclusion	85	84	86
Inspiration	76	69	78
Manager Support	76	77	76
Organization	71	67	72
Retention	82	76	84
Reward	40	44	38
Sustainable Engagement	88	87	88
Trust	77	79	77
Voice	77	74	78
Work Environment	71	81	68

# Category Breakdown by Employee Category

Scores are Total Favorable

	BM Human health and social work activities Benchmark (185)	Management (39)	Non-Management (145)
Capability	75	66	77
Clarity	92	93	92
Collaboration	81	85	80
Drive	82	82	82
Future Ways of Working	87	87	87
Growth	74	72	75
Inclusion	85	85	85
Inspiration	76	74	76
Manager Support	76	68	78
Organization	71	69	71
Retention	82	74	84
Reward	40	44	39
Sustainable Engagement	88	86	88
Trust	77	74	78
Voice	77	85	75
Work Environment	71	69	72

# Q - Human health and social work activities

## High Performance Employee Experience Scorecard

The Scorecard Key:

Strongest Results

Strong Results.

Good results.  
Closer to greatness than most.

Fair results.  
Closer to ordinary than greatness.

Poor Results

Levels



**Excellence**

Mindset needed to succeed

**Emphasis**

How to create personal agency

**Essentials**

Basic facilitation of work efforts

**Inspiration**

*"I'm totally inspired by our vision, we're a responsible company"*

**Inclusion**

*"We support diversity, inclusion and equal opportunity"*

**Understanding**

*"I get what we do, and how I fit in"*

**Drive**

*"We're agile, totally focused on our customers, with market leading products & services"*

**Voice**

*"I have a say in what we do"*

**Organization**

*"We're efficient, flexible, and continually improving"*

**Growth**

*"I'm excelling in my career and achieving my potential"*

**Capability**

*"I'm developing skills to progress my career"*

**Security**

*"My pay & benefits are fair and offer stability"*

**Trust**

*"I'm confident in leadership, they treat us with dignity & respect"*

**Collaboration**

*"We help each other, & work across boundaries"*

**Support**

*"My supervisor supports us and builds the team"*

Purpose

Work

Total Rewards

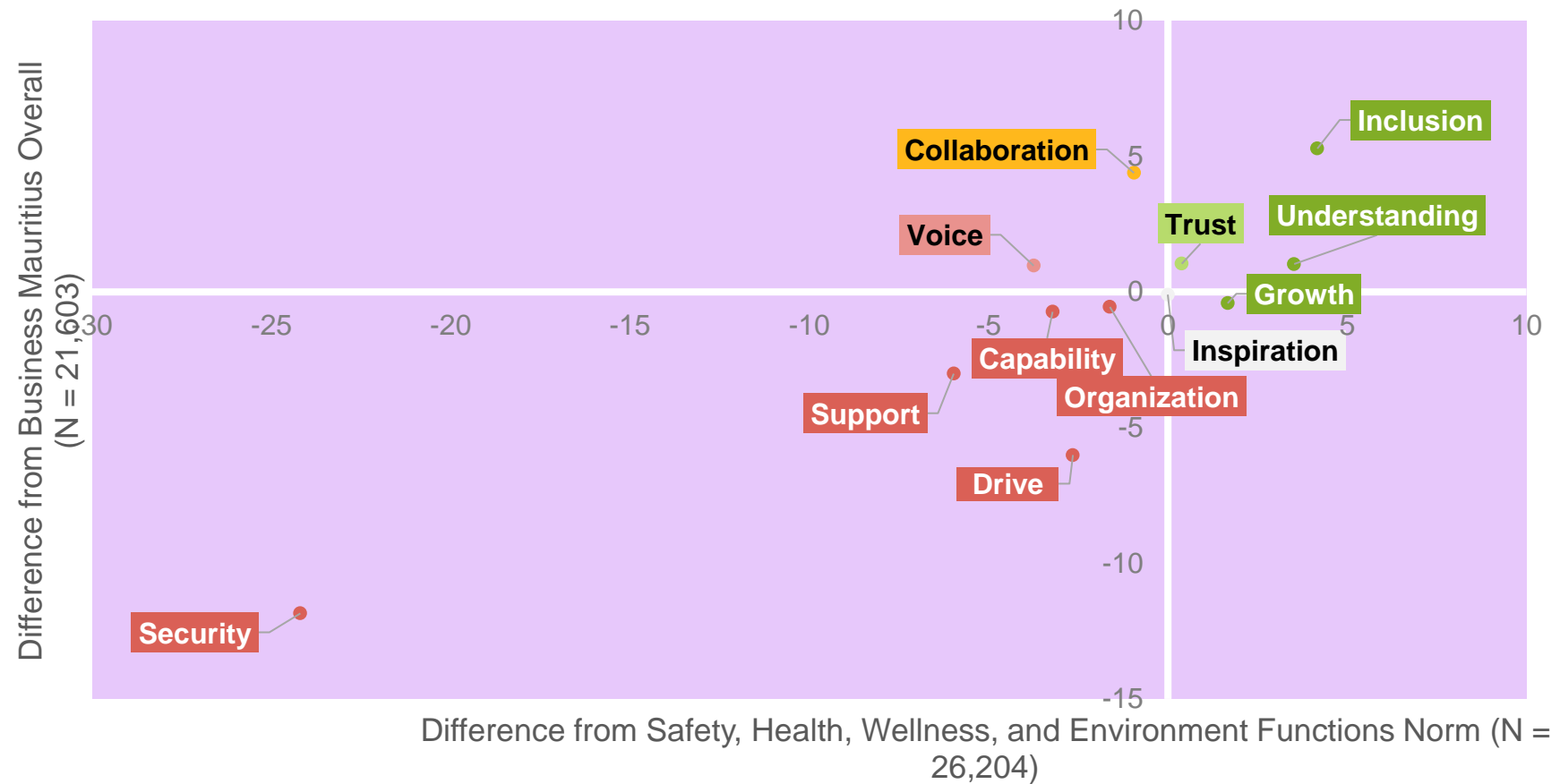
People

Dimensions



# Q - Human health and social work activities

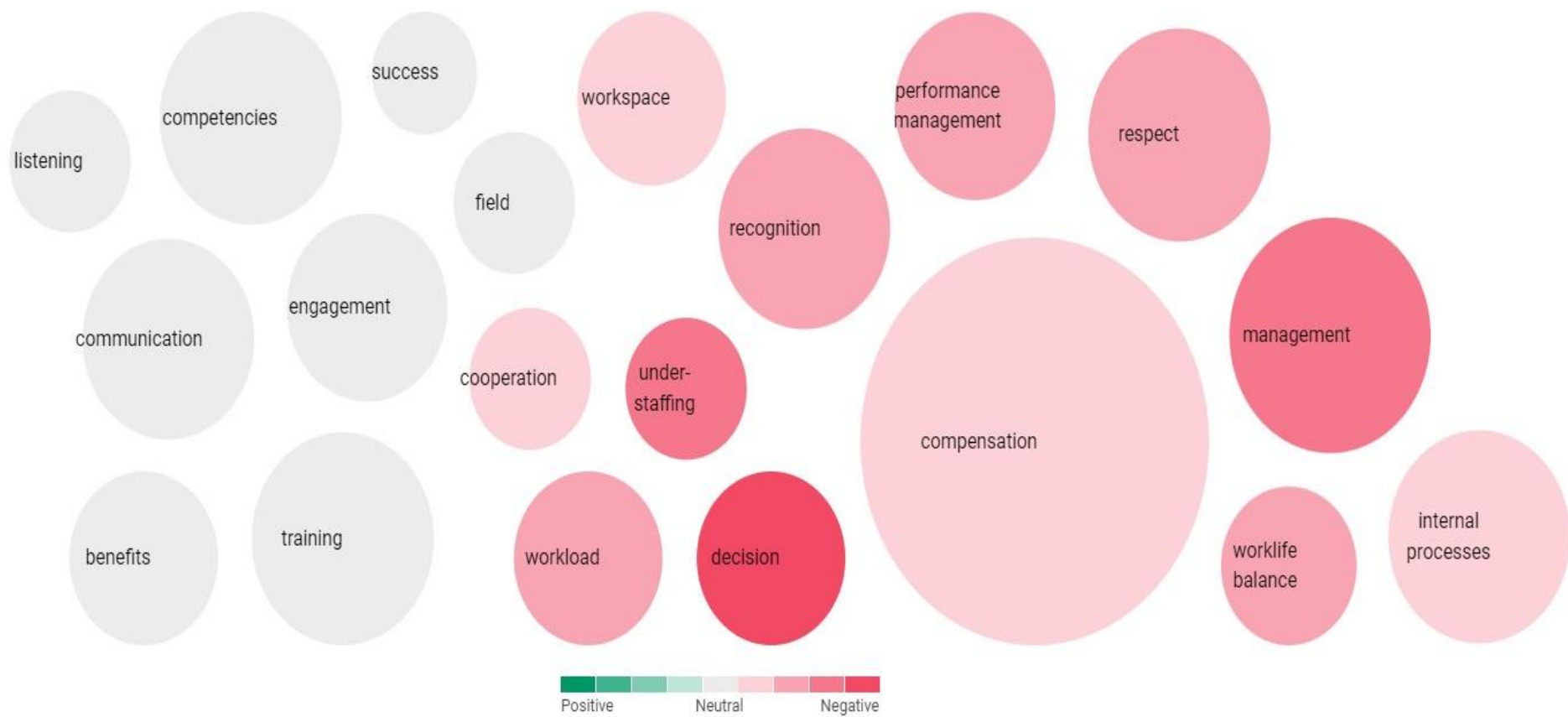
EX progress on the road to high performance excellence



# What are people asking for in Human health and social work activities sector

## Comments

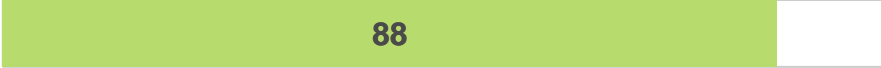
Question: What one thing do you suggest that could make this company a better place to work?



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# Focus areas for Human health and social work activities sector

## Sustainable Engagement



BM National  
Engagement  
Survey Overall



WTW Safety, Health,  
Wellness, and  
Environment  
Functions Norm



WTW Safety, Health,  
Wellness, and  
Environment  
Functions Norm

## Lowest questions versus WTW Sector Average

<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	40	-24*
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	71	-7*
<b>Manager Support:</b> My direct supervisor/manager does a good job of building teamwork.	76	-6*
<b>Voice:</b> I can openly and honestly communicate my views.	77	-4
<b>Capability:</b> I receive regular feedback that helps me improve at work.	77	-4



- Focus on Total Reward,
- Focus on **Technology**
- Focus on Manager skills for giving regular feedback, build teamwork and create freedom to speak up

# Arts, Entertainment and Recreation Sector

## High Level Findings

# Categories vs. Benchmarks

BM Arts, entertainment and recreation Benchmark (381)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Media & Entertainment Norm (26,448)
Capability	74	-2	0
Clarity	89	-2	3
Collaboration	73	-4	-9*
Drive	85	-3	-4*
Future Ways of Working	78	0	-2
Growth	73	-2	0
Inclusion	85	5*	15*
Inspiration	76	0	n/a
Manager Support	79	0	3
Organization	78	-3	7*
Retention	83	0	n/a
Reward	55	3	-8*
Sustainable Engagement	86	1	8*
Trust	77	1	14*
Voice	75	-1	-6*
Work Environment	74	0	n/a

# Top/Bottom Questions

BM Arts, entertainment and recreation Benchmark (381)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation. ★

92

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

89

**Sustainable Engagement:** My work provides me with a sense of purpose.

88

**Clarity:** I have a clear understanding of the goals and objectives of our organization. ★

85

**Drive:** My organisation constantly looks for better ways to serve its customers.

85

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

55

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

73

**Capability:** There are sufficient training opportunities for me to improve my skills.

73

**Growth:** I have the opportunity for personal development and growth in this company. ★

73

**Work Environment:** We have effective processes in place to address employee grievances including bullying or harassment at work.

74

# Top/Bottom Questions

BM Arts, entertainment and recreation Benchmark (381)

Top 5 Questions	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	85	5*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	55	3
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	89	2
<b>Trust:</b> I have confidence in the decisions of our senior leadership.	77	1
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	73	0
<b>Bottom 5 Questions</b>		
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	73	-4
<b>Capability:</b> I receive regular feedback that helps me improve at work.	75	-4
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	78	-3
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	85	-3
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	85	-3

# Top/Bottom Questions

BM Arts, entertainment and recreation Benchmark (381)

	Total Favorable	WTW Media & Entertainment Norm (26,448)
<b>Top 5 Questions</b>		
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	85	15*
<b>Trust:</b> I have confidence in the decisions of our senior leadership.	77	14*
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	80	12*
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	78	7*
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	88	6*
<b>Bottom 5 Questions</b>		
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	73	-9*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	55	-8*
<b>Voice:</b> I can openly and honestly communicate my views. ★	75	-6*
<b>Drive:</b> My organisation constantly looks for better ways to serve its customers.	85	-4*
<b>Capability:</b> I receive regular feedback that helps me improve at work.	75	-4*

# R - Arts, entertainment and recreation

## High Performance Employee Experience Scorecard

The Scorecard Key:

Strongest Results

Strong Results.

Good results.  
Closer to greatness than most.

Fair results.  
Closer to ordinary than greatness.

Poor Results

Levels



**Excellence**

Mindset needed to succeed

**Emphasis**

How to create personal agency

**Essentials**

Basic facilitation of work efforts

**Inspiration**

*"I'm totally inspired by our vision, we're a responsible company"*

**Inclusion**

*"We support diversity, inclusion and equal opportunity"*

**Understanding**

*"I get what we do, and how I fit in"*

**Drive**

*"We're agile, totally focused on our customers, with market leading products & services"*

**Voice**

*"I have a say in what we do"*

**Organization**

*"We're efficient, flexible, and continually improving"*

**Growth**

*"I'm excelling in my career and achieving my potential"*

**Capability**

*"I'm developing skills to progress my career"*

**Security**

*"My pay & benefits are fair and offer stability"*

**Trust**

*"I'm confident in leadership, they treat us with dignity & respect"*

**Collaboration**

*"We help each other, & work across boundaries"*

**Support**

*"My supervisor supports us and builds the team"*

Purpose

Work

Total Rewards

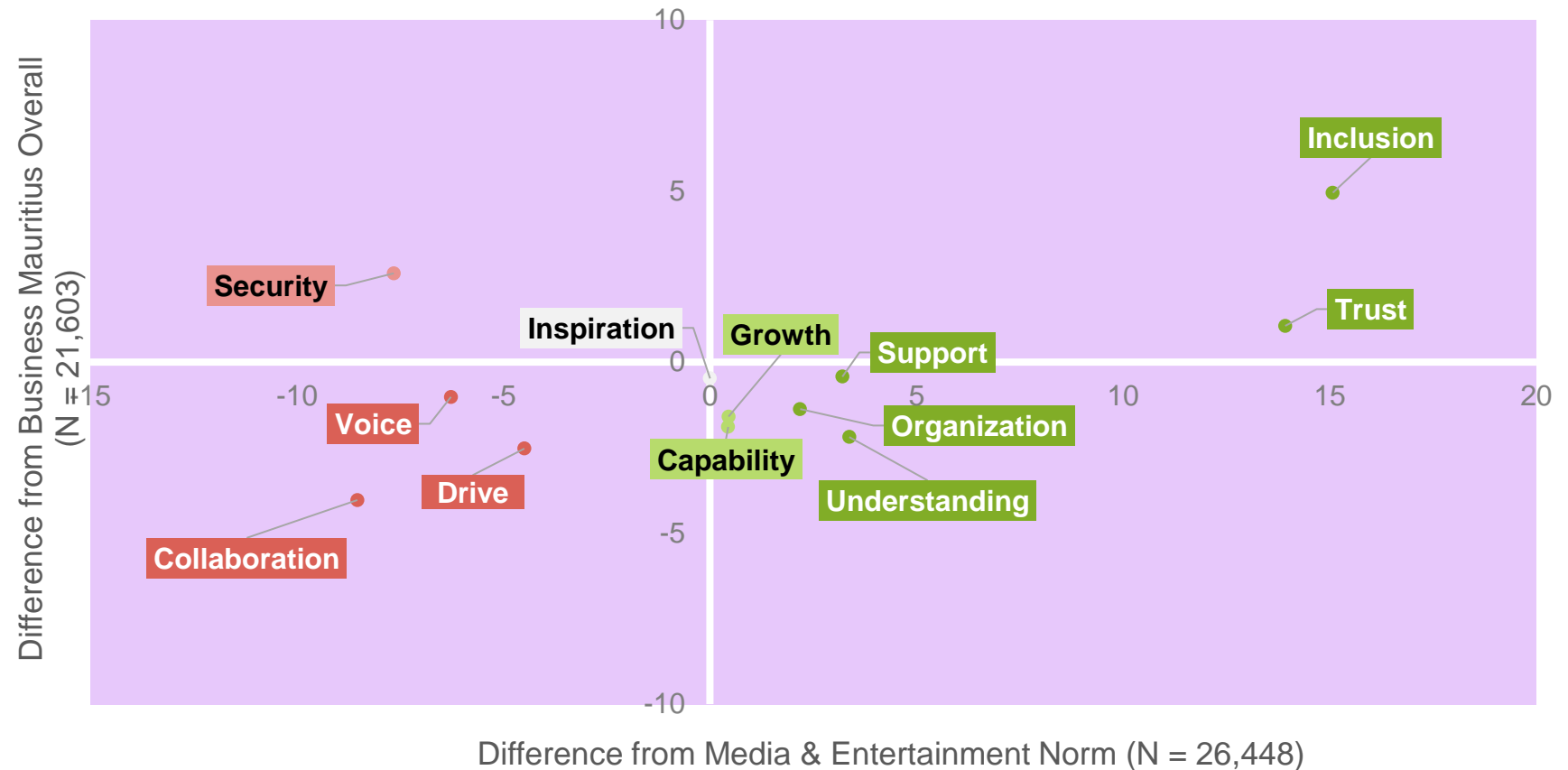
People

Dimensions



# R - Arts, entertainment and recreation

EX progress on the road to high performance excellence



# Category Breakdown by Lookdown

Scores are Total Favorable

	BM Arts, entertainment and recreation Benchmark (381)	BM Sports/Leisure/R ecreation (116)	BM Travel Agent and Tour Operator (265)
Capability	74	62*	79
Clarity	89	82	92
Collaboration	73	67	75
Drive	85	72*	91*
Future Ways of Working	78	70	82
Growth	73	63*	78
Inclusion	85	76*	89
Inspiration	76	60*	82*
Manager Support	79	72	82
Organization	78	68	83
Retention	83	75*	87
Reward	55	47	59
Sustainable Engagement	86	83	87
Trust	77	64*	83
Voice	75	75	75
Work Environment	74	68	77

# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Arts, entertainment and recreation Benchmark (381)	Under 1 year (84)	1-5 years (99)	6-10 years (63)	11-15 years (40)	16-20 years (28)	21-25 years (26)	26-30 years (17)	30 years + (18)
Capability	74	82	65	68	82	80	77	65	81
Clarity	89	96	87	85	90	88	90	76	92
Collaboration	73	77	67	71	72	71	80	65	83
Drive	85	95*	75*	84	82	93	96	71	89
Future Ways of Working	78	74	78	76	85	79	80	71	94
Growth	73	83	72	63	74	71	77	53	83
Inclusion	85	90	80	86	88	79	84	71	100
Inspiration	76	86*	69	68	78	75	85	65	83
Manager Support	79	79	74	75	82	82	100*	76	78
Organization	78	85	70	68	81	89	82	67	100
Retention	83	92*	79	78	85	82	92	65	89
Reward	55	63	52	48	54	57	64	24*	67
Sustainable Engagement	86	88	87	78	87	92	91	73	91
Trust	77	85	77	67	85	82	88	41*	78
Voice	75	77	77	67	75	86	85	59	67
Work Environment	74	77	69	73	75	79	77	71	78

# Category Breakdown by Age Group

Scores are Total Favorable

	BM Arts, entertainment and recreation Benchmark (381)	18-25 (45)	26-30 (47)	31-35 (41)	36-40 (40)	41-45 (24)	46-50 (18)	51-55 (16)	56-60 (8)
Capability	74	77	76	77	67	85	75	75	86
Clarity	89	90	92	93	91	88	94	91	100
Collaboration	73	69	72	78	72	79	67	81	100
Drive	85	82	89	95	77	83	89	94	100
Future Ways of Working	78	82	68	76	77	79	89	81	100
Growth	73	80	72	76	72	78	100*	81	88
Inclusion	85	93	87	93	78	92	83	100	86
Inspiration	76	80	77	76	70	83	89	88	88
Manager Support	79	80	80	83	82	92	89	81	86
Organization	78	71	79	78	77	91	67	81	86
Retention	83	87	87	88	82	83	83	94	88
Reward	55	49	49	68	62	67	67	69	100*
Sustainable Engagement	86	90	89	89	81	90	94	90	96
Trust	77	82	79	83	74	79	94	94	88
Voice	75	76	74	78	73	88	83	88	88
Work Environment	74	73	72	83	78	83	89	88	75

# Category Breakdown by Gender

Scores are Total Favorable

	BM Arts, entertainment and recreation Benchmark (381)	Male (179)	Female (202)
Capability	74	77	71
Clarity	89	89	89
Collaboration	73	76	70
Drive	85	86	85
Future Ways of Working	78	81	75
Growth	73	79	68
Inclusion	85	87	84
Inspiration	76	78	73
Manager Support	79	81	77
Organization	78	82	72
Retention	83	87	80
Reward	55	64*	47
Sustainable Engagement	86	90	82
Trust	77	80	75
Voice	75	83*	68
Work Environment	74	77	72

# Category Breakdown by Employee Category

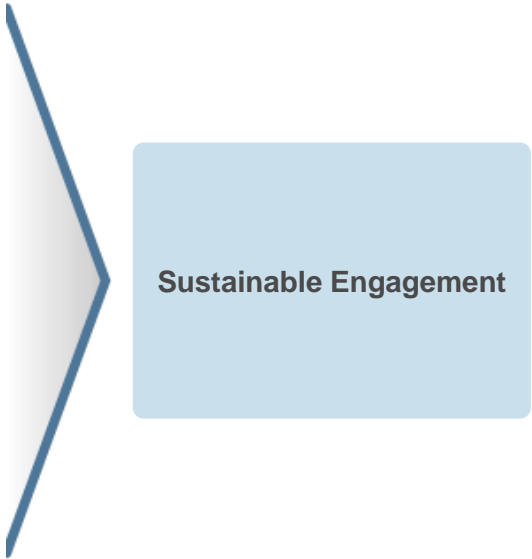
Scores are Total Favorable

	BM Arts, entertainment and recreation Benchmark (381)	Management (49)	Non- Management (332)
Capability	74	80	73
Clarity	89	98*	87
Collaboration	73	86*	71
Drive	85	88	85
Future Ways of Working	78	76	78
Growth	73	80	72
Inclusion	85	86	85
Inspiration	76	84	74
Manager Support	79	90	77
Organization	78	77	78
Retention	83	80	84
Reward	55	59	54
Sustainable Engagement	86	88	85
Trust	77	86	76
Voice	75	80	74
Work Environment	74	86	73

# Key Driver Questions - Sustainable Engagement

BM Arts, entertainment and recreation Benchmark (381)


BM National Engagement Survey Overall (21,603)	WTW Media & Entertainment Norm (26,448)	Total Favorable Score	
0	n/a	76	<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.
-1	-6*	75	<b>Voice:</b> I can openly and honestly communicate my views.
-3	3	85	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.



# Key Driver Questions - Retention

BM Arts, entertainment and recreation Benchmark (381)

BM National Engagement Survey Overall (21,603)	WTW Media & Entertainment Norm (26,448)	Total Favorable Score	
0	n/a	76	<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.
-3	3	85	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
-2	n/a	92	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
-2	0	73	<b>Growth:</b> I have the opportunity for personal development and growth in this company.

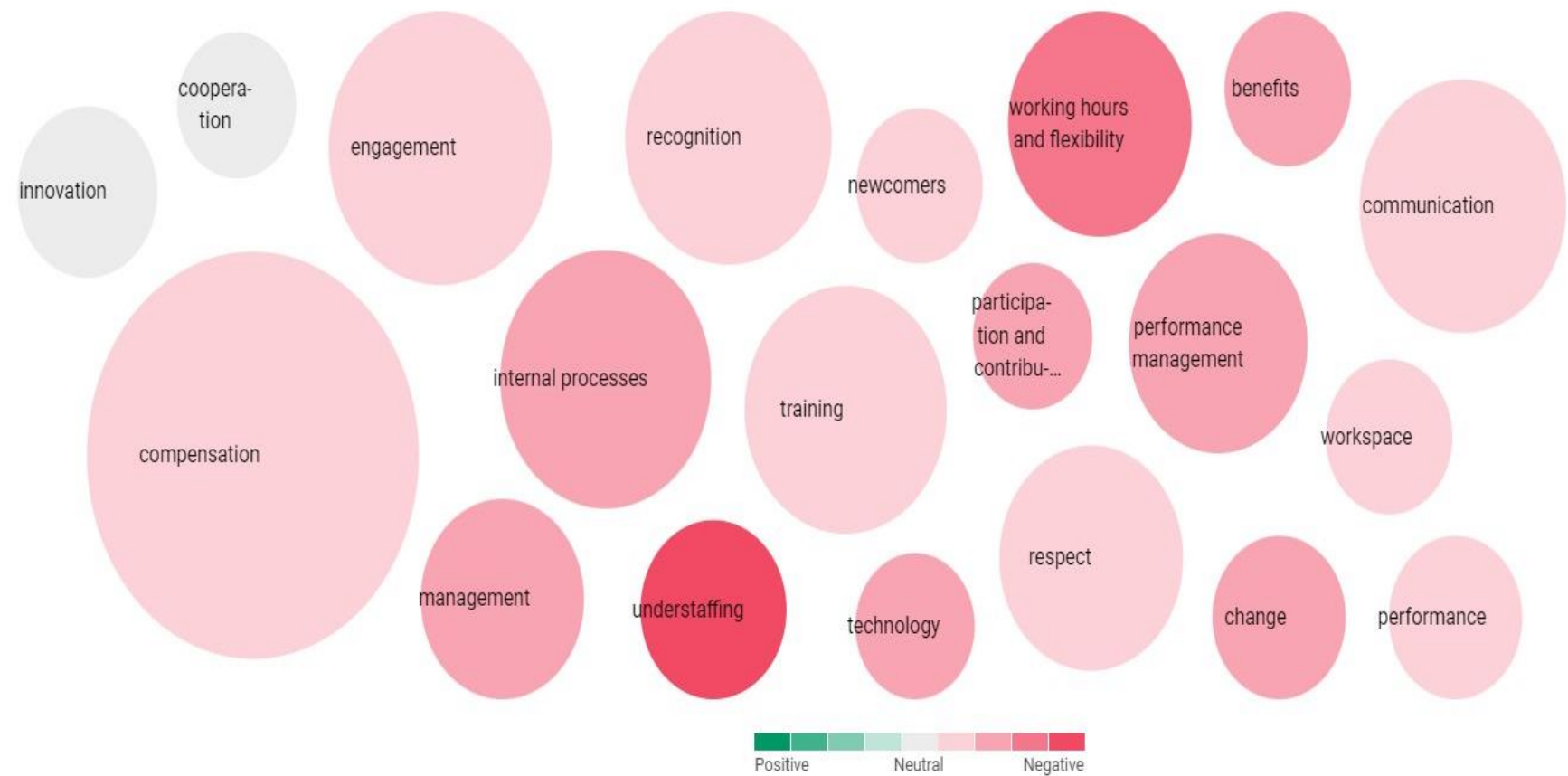


Retention

# What are people asking for in Arts, entertainment and recreation Sector

## Comments

**Question:** What one thing do you suggest that could make this company a better place to work?



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# Focus areas for Arts, entertainment and recreation sector

## Sustainable Engagement



BM National  
Engagement  
Survey Overall



WTW Media &  
Entertainment  
Norm



## Lowest questions versus WTW Sector Average

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

73

WTW Media &  
Entertainment  
Norm

-9\*

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

55

-8\*

**Voice:** I can openly and honestly communicate my views. ★

75

-6\*

**Drive:** My organisation constantly looks for better ways to serve its customers.

85

-4\*

**Capability:** I receive regular feedback that helps me improve at work.

75

-4\*



- Focus on manager skills to create psychological safety
- Focus on Total Reward
- Focus on **customer service**
- Focus on continuous constructive feedback culture

# Properties and Utilities Sector

## High Level Findings

# Categories vs. Benchmarks

T - Property and utilities (386)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Property & Asset Management Norm (35,960)
Capability	70	-6*	-7*
Clarity	92	1	7*
Collaboration	74	-3	-11*
Drive	86	-2	-4*
Future Ways of Working	76	-2	-4
Growth	76	1	5*
Inclusion	83	3	-1
Inspiration	80	4	n/a
Manager Support	78	-1	-5*
Organization	78	-3	-11*
Retention	85	2	n/a
Reward	60	7*	1
Sustainable Engagement	84	-1	-1
Trust	82	5*	-1
Voice	77	1	-8*
Work Environment	78	3	n/a

# Top/Bottom Questions

T - Property and utilities (386)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation.

95

**Sustainable Engagement:** My work provides me with a sense of purpose.

89

**Clarity:** I have a clear understanding of the goals and objectives of our organization.

88

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

88

**Drive:** My organisation constantly looks for better ways to serve its customers.

86

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

60

**Capability:** There are sufficient training opportunities for me to improve my skills.

64

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

74

**Future Ways of Working:** I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.

76

**Growth:** I have the opportunity for personal development and growth in this company.

76

# Top/Bottom Questions

T - Property and utilities (386)

	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Top 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	60	7*
<b>Trust:</b> I have confidence in the decisions of our senior leadership.	82	5*
<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.	80	4
<b>Work Environment:</b> We have effective processes in place to address employee grievances including bullying or harassment at work.	78	3
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	83	3
<b>Bottom 5 Questions</b>		
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	64	-9*
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	77	-4
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	78	-3
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	74	-3
<b>Capability:</b> I receive regular feedback that helps me improve at work.	76	-3

# Top/Bottom Questions

T - Property and utilities (386)

	Total Favorable	WTW Property & Asset Management Norm (35,960)
<b>Top 5 Questions</b>		
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	89	7*
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.	88	7*
<b>Growth:</b> I have the opportunity for personal development and growth in this company.	76	5*
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	60	1
<b>Inclusion:</b> Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	83	-1
<b>Bottom 5 Questions</b>		
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	78	-11*
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	74	-11*
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.	64	-9*
<b>Voice:</b> I can openly and honestly communicate my views.	77	-8*
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	88	-6*

# Category Breakdown by Lookdown

Scores are Total Favorable

	T - Property and utilities (386)	Energy Saving (40)	Construction (217)	Real Estate (129)
Capability	70	51	69	76
Clarity	92	71*	93	95
Collaboration	74	65	71	83*
Drive	86	63*	88	91
Future Ways of Working	76	60*	76	80
Growth	76	40*	80	80
Inclusion	83	58*	85	89
Manager Support	78	48*	80	85
Organization	78	60*	79	81
Reward	60	28*	60	70*
Sustainable Engagement	84	54*	88	87
Trust	82	50*	83	91*
Voice	77	45*	78	83

# Category Breakdown by Length of Service

Scores are Total Favorable

	T - Property and utilities (386)	Under 1 year (59)	1-5 years (100)	6-10 years (36)	11-15 years (22)	16-20 years (24)	21-25 years (22)	26-30 years (8)	30 years + (14)
Capability	70	66	73	72	80	64	73	56	71
Clarity	92	91	94	94	100	93	95	100	100
Collaboration	74	73	77	69	77	58	73	88	64
Drive	86	90	89	86	95	83	86	100	85
Future Ways of Working	76	72	71	83	77	83	91	100	79
Growth	76	80	83	75	77	79	86	100	69
Inclusion	83	91	87	89	82	75	91	88	79
Inspiration	80	78	83	81	91	79	77	75	79
Manager Support	78	81	80	78	86	83	73	88	92
Organization	78	78	82	75	91	75	73	75	79
Retention	85	90	82	81	82	92	95	100	79
Reward	60	61	67	58	50	50	64	63	64
Sustainable Engagement	84	88	87	85	83	88	94	83	83
Trust	82	86	82	83	91	83	82	75	93
Voice	77	81	76	86	86	63	91	100	71
Work Environment	78	81	76	67	82	79	91	100	79

# Category Breakdown by Age Group

Scores are Total Favorable

	T - Property and utilities (386)	18-25 (27)	26-30 (51)	31-35 (57)	36-40 (30)	41-45 (45)	46-50 (35)	51-55 (18)	56-60 (15)
Capability	70	69	68	70	68	76	70	69	80
Clarity	92	91	90	96	97	96	93	100	100
Collaboration	74	67	75	70	63	76	77	89	80
Drive	86	85	88	88	87	91	91	89	87
Future Ways of Working	76	74	70	72	73	76	77	100*	100*
Growth	76	70	84	70	87	87	79	89	93
Inclusion	83	89	84	86	87	84	83	100	87
Inspiration	80	63*	82	81	77	91	77	83	87
Manager Support	78	81	71	86	79	80	82	94	87
Organization	78	81	84	67	80	87	77	78	93
Retention	85	81	78	79	90	93	86	94	100
Reward	60	59	57	61	63	60	69	61	53
Sustainable Engagement	84	87	83	82	89	92	88	93	90
Trust	82	81	76	79	93	89	88	89	93
Voice	77	67	84	79	77	80	69	89	100*
Work Environment	78	78	74	75	77	82	80	89	87

# Category Breakdown by Gender

Scores are Total Favorable

	T - Property and utilities (386)	Male (283)	Female (101)
Capability	70	71	68
Clarity	92	91	94
Collaboration	74	75	72
Drive	86	84	91
Future Ways of Working	76	77	72
Growth	76	77	73
Inclusion	83	83	86
Inspiration	80	82	78
Manager Support	78	78	79
Organization	78	77	79
Retention	85	86	83
Reward	60	60	60
Sustainable Engagement	84	83	88
Trust	82	81	84
Voice	77	77	77
Work Environment	78	81	68

# Category Breakdown by Employee Category

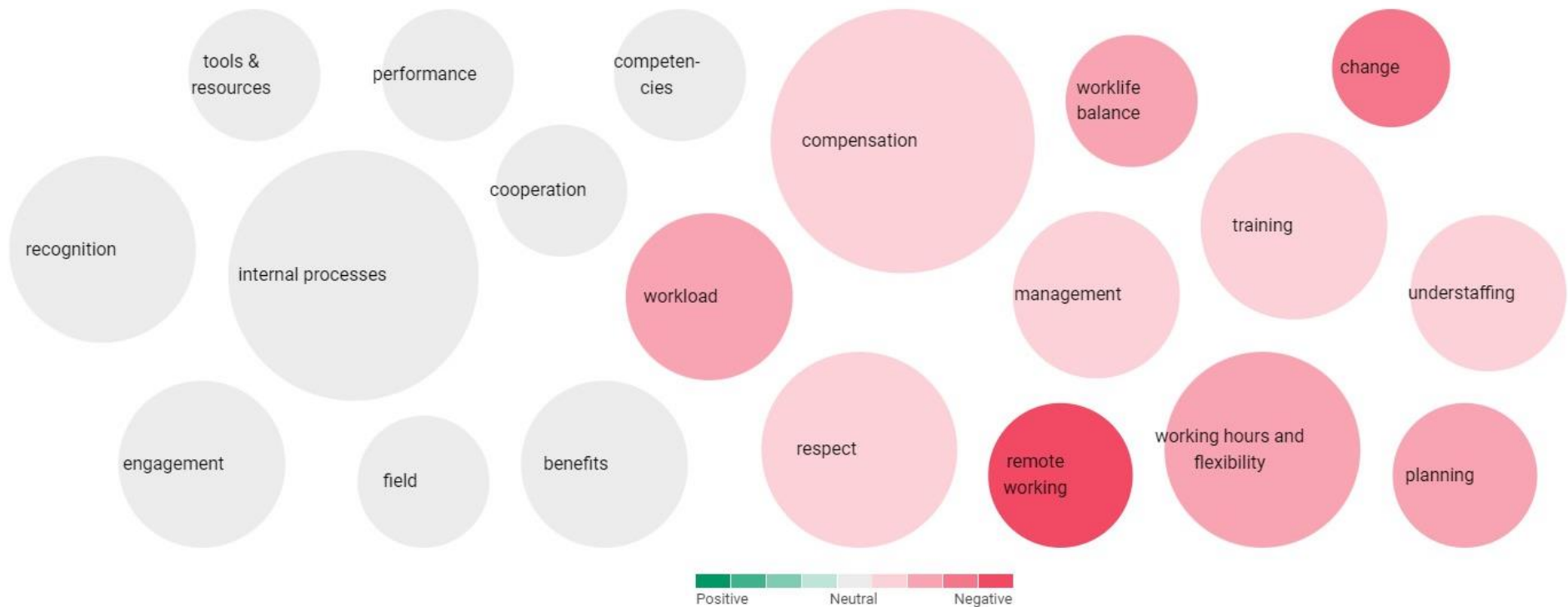
Scores are Total Favorable

	T - Property and utilities (386)	Management (68)	Non- Management (230)
Capability	70	84*	66
Clarity	92	92	95
Collaboration	74	93*	67
Drive	86	96*	86
Future Ways of Working	76	82	75
Growth	76	91*	78
Inclusion	83	94*	83
Inspiration	80	96*	76
Manager Support	78	90*	77
Organization	78	84	78
Retention	85	94*	82
Reward	60	82*	55
Sustainable Engagement	84	92	86
Trust	82	92*	81
Voice	77	91*	76
Work Environment	78	82	77

# What are people asking for in Property and Utilities Sector

## Comments

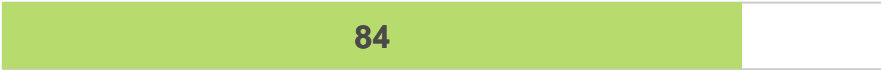
**Question:** What one thing do you suggest that could make this company a better place to work?



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# Focus areas for Property and utilities

## Sustainable Engagement



BM National  
Engagement  
Survey Overall



WTW Property &  
Asset Management  
Norm



## Lowest questions versus WTW Sector Average

WTW Property &  
Asset Management  
Norm

**Organization:** In my organisation we make good use of technology to improve our operating efficiency.

78

-11\*

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

74

-11\*

**Capability:** There are sufficient training opportunities for me to improve my skills.

64

-9\*

**Voice:** I can openly and honestly communicate my views.

77

-8\*

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

88

-6\*



- Focus on **technology** to improve efficiency
- Focus on creating psychological safety
- Focus on training opportunities to build skills
- Focus on inspiring **leader and manager** style

# Other Activities Sector

## High Level Findings

# Categories vs. Benchmarks

BM Other service activities Benchmark (277)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Global All Industry Average (145,952)
Capability	72	-4	-6*
Clarity	92	1	5*
Collaboration	68	-9*	-13*
Drive	88	0	2
Future Ways of Working	81	4	2
Growth	70	-5	-4
Inclusion	79	-1	-2
Inspiration	73	-4	-9*
Manager Support	78	-1	-4
Organization	82	1	5
Retention	79	-4	n/a
Reward	57	4	-5
Sustainable Engagement	84	-1	4
Trust	76	0	2
Voice	73	-3	-7*
Work Environment	69	-6*	n/a

# Top/Bottom Questions

BM Other service activities Benchmark (277)

## Top 5 Questions

Total Favorable

**Clarity:** I understand how my work contributes to the goals and objectives of this organisation. ★

93

**Clarity:** I have a clear understanding of the goals and objectives of our organization. ★

91

**Sustainable Engagement:** I am inspired to work beyond what is required to help us succeed.

89

**Drive:** My organisation constantly looks for better ways to serve its customers.

88

**Sustainable Engagement:** My work provides me with a sense of purpose.

85

## Bottom 5 Questions

**Reward:** I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits). ★

57

**Collaboration:** Different opinions are openly discussed when decisions are made in my department/team.

68

**Capability:** There are sufficient training opportunities for me to improve my skills. ★

68

**Work Environment:** We have effective processes in place to address employee grievances including bullying or harassment at work.

69

**Growth:** I have the opportunity for personal development and growth in this company.

70

# Top/Bottom Questions

BM Other service activities Benchmark (277)

	Total Favorable	BM National Engagement Survey Overall (21,603)
<b>Top 5 Questions</b>		
<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits). ★	57	4
<b>Future Ways of Working:</b> I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities.	81	4
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	91	3
<b>Sustainable Engagement:</b> I am inspired to work beyond what is required to help us succeed.	89	1
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	82	1
<b>Bottom 5 Questions</b>		
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	68	-9*
<b>Work Environment:</b> We have effective processes in place to address employee grievances including bullying or harassment at work.	69	-6*
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills. ★	68	-5
<b>Growth:</b> I have the opportunity for personal development and growth in this company.	70	-5
<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future. ★	73	-4

# Top/Bottom Questions

BM Other service activities Benchmark (277)

Top 5 Questions	Total Favorable	WTW Global All Industry Average (145,952)
<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization. ★	91	7*
<b>Organization:</b> In my organisation we make good use of technology to improve our operating efficiency.	82	5
<b>Sustainable Engagement:</b> There are no substantial obstacles at work to doing my job well.	78	4
<b>Sustainable Engagement:</b> My work provides me with a sense of purpose.	85	3
<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation. ★	93	3
<b>Bottom 5 Questions</b>		
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	68	-13*
<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future. ★	73	-9*
<b>Voice:</b> I can openly and honestly communicate my views. ★	73	-7*
<b>Capability:</b> I receive regular feedback that helps me improve at work. ★	76	-6*
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills. ★	68	-5*

# Categories vs. Benchmarks

BM Other service activities Benchmark (277)

	Total Favorable Score	BM National Engagement Survey Overall (21,603)	WTW Global High Performance Norm (138,996)	WTW Global All Industry Average (145,952)
Capability	72	-4	-12*	-6*
Clarity	92	1	0	5*
Collaboration	68	-9*	-18*	-13*
Drive	88	0	-2	2
Future Ways of Working	81	4	-2	2
Growth	70	-5	-11*	-4
Inclusion	79	-1	-9*	-2
Inspiration	73	-4	n/a	-9*
Manager Support	78	-1	-6*	-4
Organization	82	1	-5*	5
Retention	79	-4	n/a	n/a
Reward	57	4	-10*	-5
Sustainable Engagement	84	-1	-2	4
Trust	76	0	-8*	2
Voice	73	-3	-10*	-7*
Work Environment	69	-6*	n/a	n/a

# Category Breakdown by Lookdown

Scores are Total Favorable

	BM Other service activities Benchmark (277)	BM Cleaning Services (71)	BM Funeral Services (112)	BM Repair of Motor Vehicles and Motorcycle (24)	BM Security Services (66)
Capability	72	70	76	56	73
Clarity	92	91	94	85	91
Collaboration	68	66	68	71	65
Drive	88	82	92	96	85
Future Ways of Working	81	84	81	79	80
Growth	70	68	75	75	61
Inclusion	79	80	78	79	79
Inspiration	73	63	81	75	67
Manager Support	78	76	78	83	80
Retention	79	75	91*	67	70
Reward	57	52	65	21*	61
Sustainable Engagement	84	83	86	76	83
Trust	76	66	83	75	76
Voice	73	72	76	79	65
Work Environment	69	65	65	88	73

# Category Breakdown by Length of Service

Scores are Total Favorable

	BM Other service activities Benchmark (277)	Under 1 year (36)	1-5 years (84)	6-10 years (81)	11-15 years (31)	16-20 years (17)	21-25 years (8)	26-30 years (6)
Capability	72	86	75	66	73	65	75	58
Clarity	92	96	96	85	95	88	100	75
Collaboration	68	78	71	64	61	76	63	17*
Drive	88	89	94	85	84	88	100	67
Future Ways of Working	81	86	85	78	83	76	75	67
Growth	70	81	70	64	71	65	75	83
Inclusion	79	89	83	70	80	71	75	100
Inspiration	73	83	74	70	74	76	88	33*
Manager Support	78	86	79	70	81	88	88	83
Organization	82	86	86	78	78	86	86	60
Retention	79	89	81	73	81	88	88	67
Reward	57	64	58	54	61	41	63	17
Sustainable Engagement	84	91	90	76	86	80	96	56
Trust	76	89	76	78	68	76	75	33*
Voice	73	83	79	65	74	76	63	33*
Work Environment	69	78	69	64	84	65	63	33

# Category Breakdown by Age Group

Scores are Total Favorable

	BM Other service activities Benchmark (277)	18-25 (21)	26-30 (43)	31-35 (41)	36-40 (40)	41-45 (35)	46-50 (26)	51-55 (16)	56-60 (16)
Capability	72	71	77	65	73	77	69	94	72
Clarity	92	98	91	85	96	93	87	100	100
Collaboration	68	76	70	49*	73	74	62	81	63
Drive	88	86	93	78	88	94	73*	100	94
Future Ways of Working	81	90	88	63*	90	83	69	100	81
Growth	70	57	72	54*	70	74	69	88	75
Inclusion	79	76	74	66	82	83	88	94	81
Inspiration	73	76	70	61	75	80	69	88	75
Manager Support	78	71	79	71	78	71	88	94	81
Organization	82	90	84	68*	83	86	73	100	94
Retention	79	81	77	66	80	86	88	88	100*
Reward	57	48	60	54	55	57	69	75	81
Sustainable Engagement	84	87	83	75	91	86	79	98	89
Trust	76	71	77	66	78	86	73	94	81
Voice	73	71	70	63	78	77	73	75	63
Work Environment	69	62	72	59	60	71	69	81	81

# Category Breakdown by Gender

Scores are Total Favorable

	BM Other service activities Benchmark (277)	Male (160)	Female (117)
Capability	72	69	76
Clarity	92	89	96
Collaboration	68	65	71
Drive	88	86	91
Future Ways of Working	81	79	84
Growth	70	65	77
Inclusion	79	80	78
Inspiration	73	69	78
Manager Support	78	76	81
Organization	82	85	79
Retention	79	77	83
Reward	57	46*	71*
Sustainable Engagement	84	82	87
Trust	76	72	82
Voice	73	71	75
Work Environment	69	69	69

# Category Breakdown by Employee Category

Scores are Total Favorable

	BM Other service activities Benchmark (277)	Managemen t (47)	Non- Managemen t (226)
Capability	72	81	70
Clarity	92	96	91
Collaboration	68	89*	62
Drive	88	94	87
Future Ways of Working	81	89	80
Growth	70	81	67
Inclusion	79	89	76
Inspiration	73	87*	69
Manager Support	78	81	78
Organization	82	89	81
Retention	79	89	77
Reward	57	66	55
Sustainable Engagement	84	90	82
Trust	76	85	74
Voice	73	89*	69
Work Environment	69	81	66

# Key Driver Questions - Sustainable Engagement

BM Other service activities Benchmark (277)

BM National Engagement Survey Overall (21,603)	WTW Global High Performance Norm (138,996)	Total Favorable Score	
3	1	91	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
-1	-2	93	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
-3	-10*	73	<b>Voice:</b> I can openly and honestly communicate my views.
-3	-11*	76	<b>Capability:</b> I receive regular feedback that helps me improve at work.
-5	-14*	68	<b>Capability:</b> There are sufficient training opportunities for me to improve my skills.

Sustainable  
Engagement

# Key Driver Questions - Retention

BM Other service activities Benchmark (277)

BM National Engagement Survey Overall (21,603)	WTW Global High Performance Norm (138,996)	Total Favorable Score	
-4	n/a	73	<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future.
-1	-2	93	<b>Clarity:</b> I understand how my work contributes to the goals and objectives of this organisation.
3	1	91	<b>Clarity:</b> I have a clear understanding of the goals and objectives of our organization.
4	-10*	57	<b>Reward:</b> I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).

Retention

# What are people asking for in Other Services Sector

## Comments

**Question:** What one thing do you suggest that could make this company a better place to work?



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# Focus areas for Other service activities Sector

## Sustainable Engagement



BM National  
Engagement  
Survey Overall



WTW Global All  
Industry Average



## Lowest questions versus WTW Sector Average

WTW Global All  
Industry Average

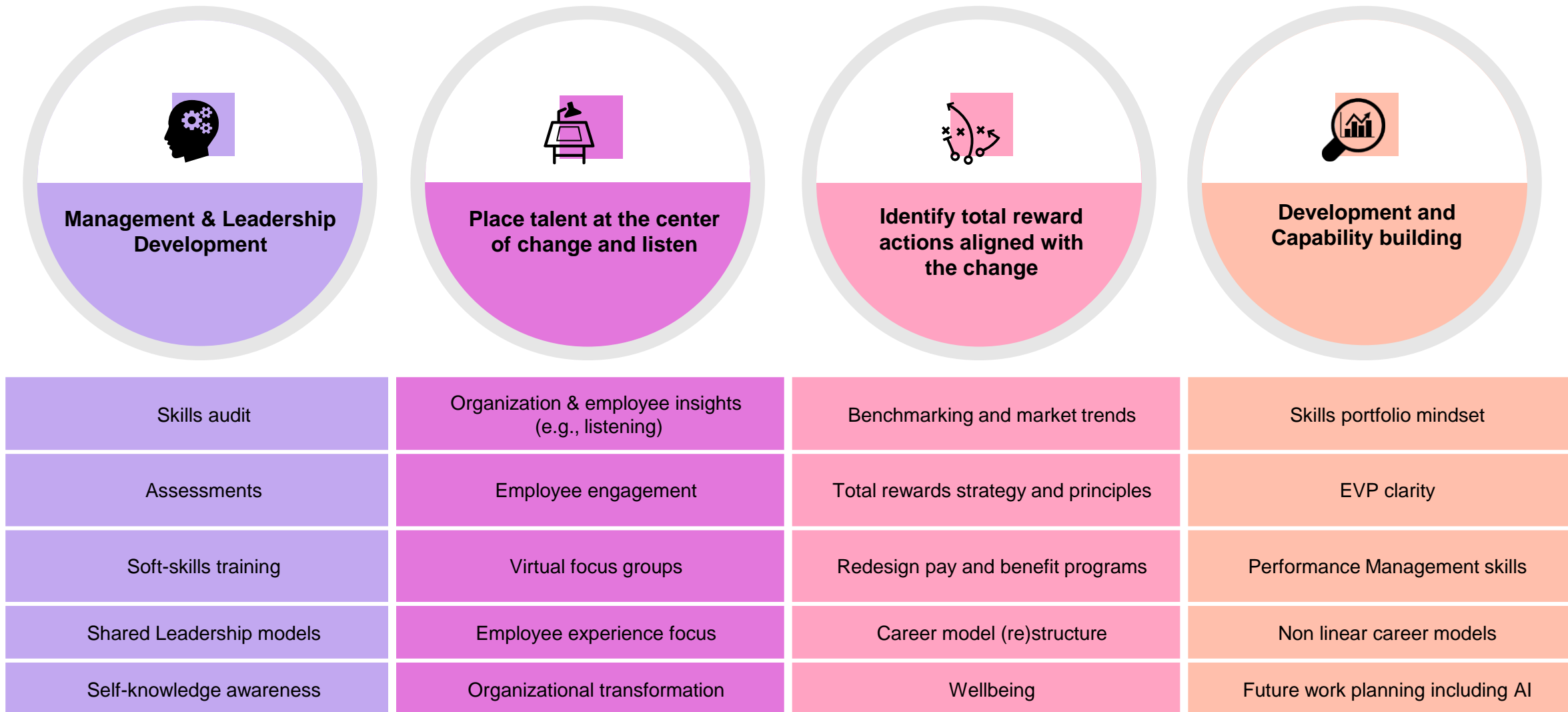
<b>Collaboration:</b> Different opinions are openly discussed when decisions are made in my department/team.	68	-13*
<b>Inspiration:</b> Senior Leadership provides a clear and inspiring vision for the future. ★	73	-9*
<b>Voice:</b> I can openly and honestly communicate my views. ★	73	-7*
<b>Capability:</b> I receive regular feedback that helps me improve at work. ★	76	-6*
<b>Capability:</b> There are sufficient training opportunities for me to improve my skills. ★	68	-5*



- Focus on manager skills to create psychological safety, encourage employee voice
- Focus on Leadership skills around visibly inspiring around vision
- Focus on continuous feedback culture and training opportunities to build skills

# Strategic Path Forward for All

# Potential paths forward for organisations



# Appendix: Gender by Sector

# Differences for Gender by Sector

Sector	Overall	A - Agriculture, forestry and fishing		C - Manufacturing		D - Electricity, gas, steam and air conditioning supply		F - Construction		G - Wholesale and retail trade		H - Transportation and storage		I - Accommodation and food service activities		J - Information and communication		K - Financial and insurance activities		L - Real estate activities		M - Professional, scientific and technical activities		P - Education		Q - Human health and social work activities		R - Arts, entertainment and recreation		S - Other service activities	
Gender		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Capability	76	80*	81*	78	75	49*	67	69*	67	76	74	80*	74	86*	82*	70*	74	68*	67*	80	69	78	76	78	73	72	76	77	71	69*	76
Clarity	91	92	90	92	92	66*	100	94	90	91	91	89	89	93*	92	89*	88*	89	89*	94	97	95*	92	89	88	87	93	89	89	89	96
Collaboration	76	80*	78	81*	75	59*	100	72	68	75	75	81*	73	87*	82*	70*	67*	71*	65*	88*	73	86*	76	79	73	79	81	76	70*	65*	71
Drive	88	93*	95*	90	88	59*	83	87	90	89	88	87	89	93*	93*	83*	83*	85*	84*	89	93	92*	91	84	81*	71*	85	86	85	86	91
Future Ways of Working	78	83*	83*	81*	77	56*	83	79	65*	83*	78	83*	79	86*	83*	73*	70*	73*	66*	81	78	84*	81	67*	55*	86	88*	81	75	79	84
Growth	73	80*	77	79*	75	32*	83	82*	74	77*	73	76	68*	85*	81*	65*	61*	64*	58*	84*	71	78*	73	81	69	74	74	79	68	65*	77
Inclusion	80	86*	83	78*	79	53*	83	85	86	78	77*	84*	76	87*	85*	78*	74*	78	73*	90*	87	87*	80	85	79	84	86	87*	84	80	78
Inspiration	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Manager Support	79	82*	85*	81	78	38*	100	82	76	78*	78	81	77	87*	83*	77*	77*	77*	72*	88	80	85*	82	78	75	77	76	81	77	76	81
NPS Question	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Organization	81	81	79	82	78	56*	83	80	76	79*	84*	82	85	87*	86*	84*	82	75*	75*	81	82	85	87*	86	80	67*	72*	82	72*	85	79
Retention	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Reward	53	53	54	47*	51	21*	67	61	58	57*	59*	50	41*	64*	65*	52	48*	43*	40*	74*	62	61*	57	56	43*	44	38*	64*	47	46	71*
Sustainable Engagement	85	89*	89*	88*	85	46*	100	88	88	85	83	87	83	91*	89*	82*	78*	81*	78*	88	86	89*	88	84	79*	87	88	90	82	82	87
Trust	77	82*	79	77	75	41*	100	85*	76	75	78	80	76	87*	83*	71*	68*	70*	67*	90*	91*	82*	82*	72	60*	79	77	80	75	72	82
Voice	75	79*	79	81*	76	38*	100	79	74	77	75	84*	72	85*	81*	69*	64*	69*	62*	86*	78	86*	77	72	60*	74	78	83*	68*	71	75
Work Environment	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

\*Statistically Significant

Breakdown.BelowOverall Breakdown.AboveOverall