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Generic Company
Employee Engagement Survey

Presentation of Results

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Contents

- Introduction and methodology
- Overall results
- Overall significance testing
- Conclusions
- Recommendations

- Appendix: Sample breakdown

Introduction & methodology

- Survey objectives
- Methodology
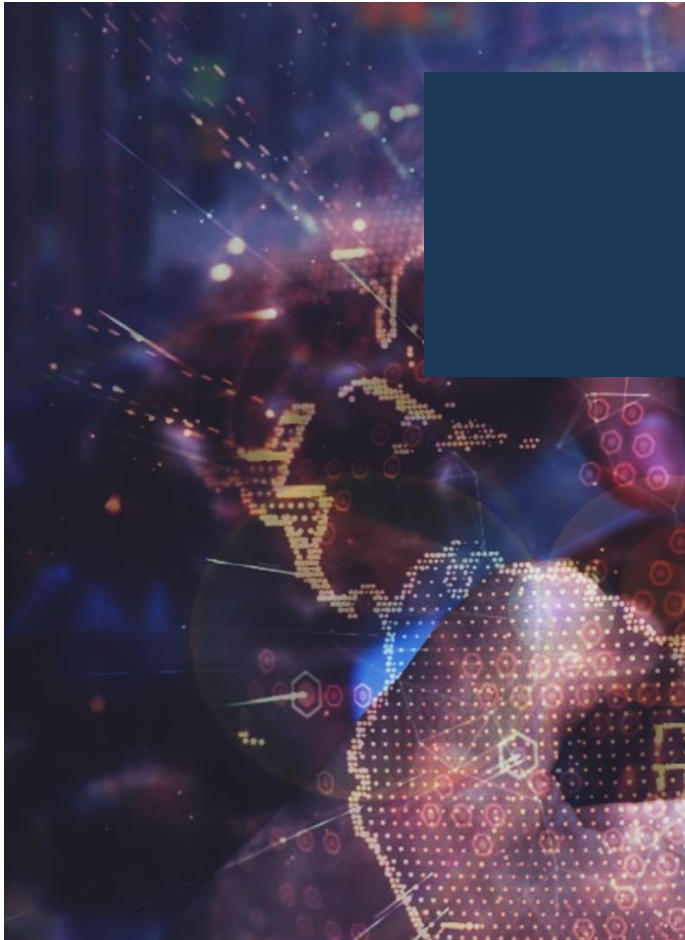- Questionnaire structure and scoring

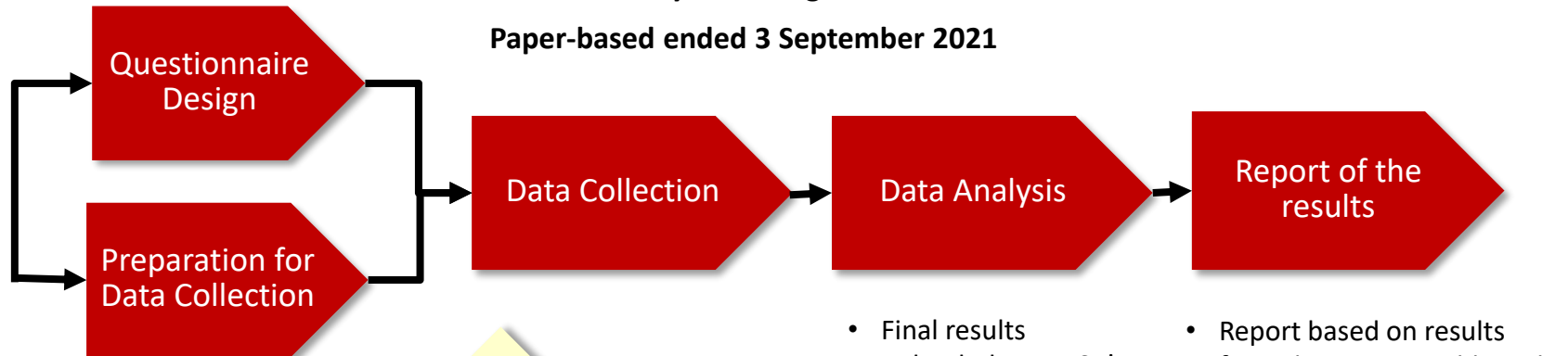# Generic Company Employee Engagement Survey 2021

Survey objectives

- To identify organisational strengths and challenges, to help create a great employee experience and help to achieve Generic Company organisational performance goals

- To identify focus areas when improvement is required

- To give recommendations on the way forward

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Overview of the DMSA Survey Process

Online: 15 July to 20 August 2021

Paper-based ended 3 September 2021

Questionnaire Design

Preparation for Data Collection

Data Collection

Data Analysis

Report of the results

- Final results uploaded to DMSA's Dashboard System

- Report based on results from the DMSA Dashboards

- Generic Company provided email addresses for the **online survey**.

- **Paper-based** questionnaires were printed for those without online access.

- Completed questionnaires were scanned and emailed or couriered to DMSA

Total headcount as at 30 June 2021	1798	
	Online	Paper-based
	781 links sent	1017
Completed	584	773
Response rate	74.8%	76.0%
Overall response rate	**75.4%**	

2019 Response rate **71%**

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Survey Questionnaire: Structure and scoring

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	THEMES
1	My Organisation
2	Job Satisfaction
3	Brand Connection
4	Executive Leadership (EXCO)
5	My Manager
6	Communication
7	Performance and Recognition
8	Development
9	Working Smart / Flexible Working
10	Decision-making
11	Safety and Wellness
12	Feedback Culture
13	Diversity and Inclusion
14	Collaboration and Teamwork
15	COVID-19 Impact

- The questionnaire consisted of a number of themes (dimensions), where each was made up of statements (items).

- Respondents were asked the extent to which they agreed or disagreed with each statement, using a five-point scale (see below).

- Statement scores were converted into a number out of 100 which can be interpreted as a percentage. A higher % means a more positive result for Generic Company

- A dimension's overall score is the average of the statement scores out of 100 expressed as a %.

- The overall score is given by averaging the scores across all the items (expressed as a %).

Five-point scale and interpretation of scores

0%	= strongly disagree	(very poor)
25%	= disagree	(poor)
50%	= neither agree nor disagree	(neither good nor bad)
75%	= agree	(good)
100%	= strongly agree	(excellent)

The survey measures PERCEPTIONS and turn these into percentages

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Organisations require more granularity than the Likert Scale to make the results directly actionable

Likert scale	
Strongly disagree	0%
Disagree	25%
Neither disagree nor agree	50%
Agree	75%
Excellent	100%

Organisational perspective		
0-24%	Very poor	*Requires immediate attention!*
25-49%	Poor	
50-59%	Neither bad nor good	*Requires attention* Possible causes: • Neutrality or Indifference (issue is not or does not appear to be important) • Distribution of scoring: high scores offset low scores
60-65%	On the right track	*Action required to improve* • The scores are moving in the right direction i.e. becoming more positive than negative • Unlikely that improvement will occur without focused intervention
66-69%	Reasonable	*Room for improvement* • Look for opportunities for improvement – to take performance "up to the next level"
70-74%	Good	*Maintain, aim for the "next level"* • Actively maintain this achievement • Look for opportunities for improvement (particularly for a high performance organisation) • Aim for the "next level"
75-79%	Very good	*Works well* • Actively maintain this level of performance • Celebrate success
80-100%	Excellent	

Overall results

- Graph of overall scores
- Dimension scores sorted from highest to lowest
- Summary of results
- Highest and lowest scoring items
- Overall significance testing
- Results by Combined Business Unit
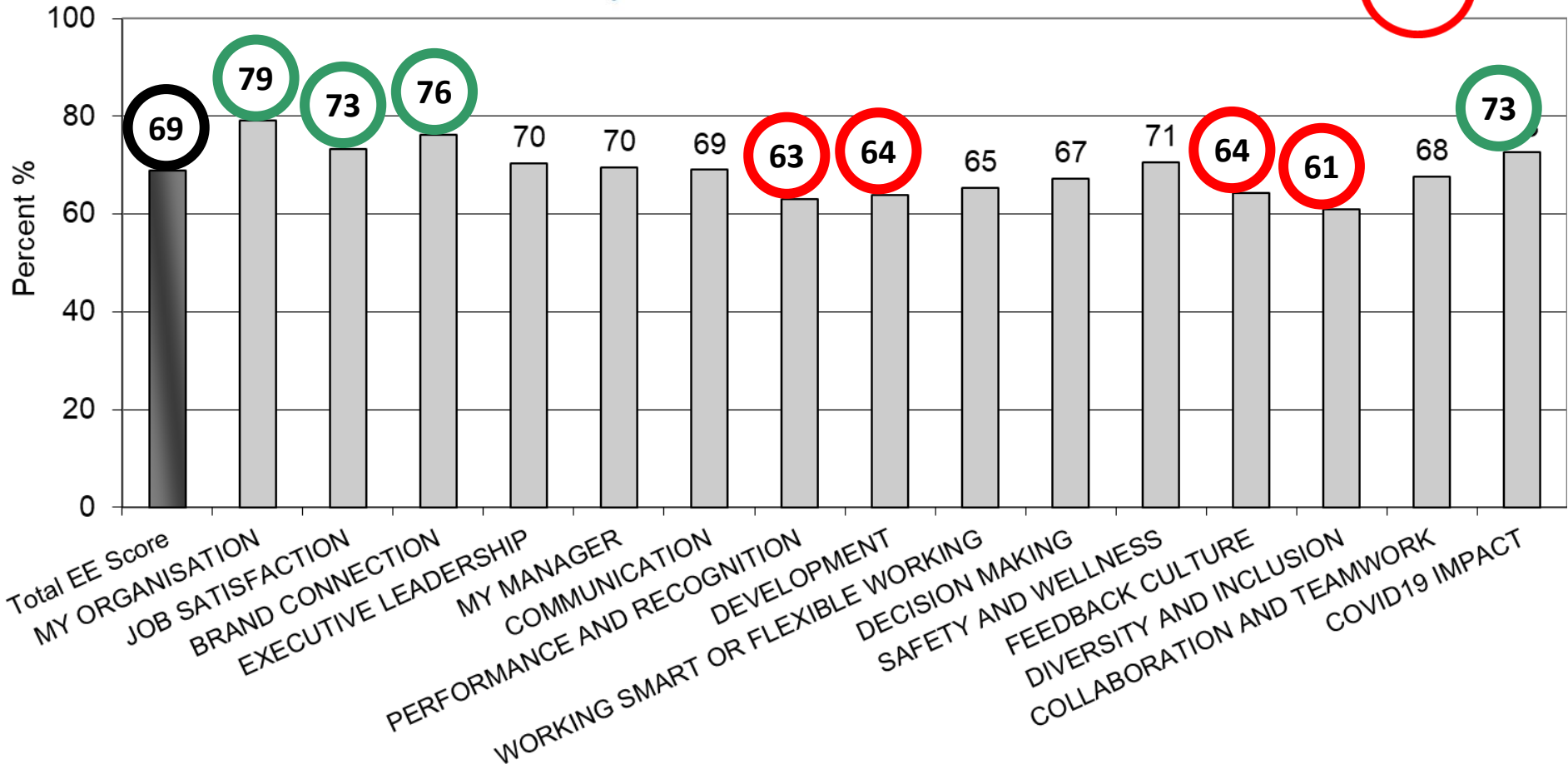- Results by Business Unit

The overall score of 69% shows that Generic Company has a reasonably high level of employee engagement. It is likely that a few focused interventions will take the overall score above 70%.

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Overall score

Highest scores

Lowest scores

Category	Percent %
Total EE Score	69
MY ORGANISATION	79
JOB SATISFACTION	73
BRAND CONNECTION	76
EXECUTIVE LEADERSHIP	70
MY MANAGER	70
COMMUNICATION	69
PERFORMANCE AND RECOGNITION	63
DEVELOPMENT	64
WORKING SMART OR FLEXIBLE WORKING	65
DECISION MAKING	67
SAFETY AND WELLNESS	71
FEEDBACK CULTURE	64
DIVERSITY AND INCLUSION	61
COLLABORATION AND TEAMWORK	68
COVID19 IMPACT	73

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Dimension scores sorted from highest to lowest

MY ORGANISATION	79	**Very good scores** • Actively maintain this level of performance • Celebrate success
BRAND CONNECTION	76	
JOB SATISFACTION	73	**Good scores** • Maintain, aim for the "next level" • Look for opportunities for improvement (particularly for a high performance organisation)
COVID19 IMPACT	73	
SAFETY AND WELLNESS	71	
EXECUTIVE LEADERSHIP	70	
MY MANAGER	70	
COMMUNICATION	69	**Reasonable scores** • Room for improvement • Look for opportunities for improvement – to take performance "up to the next level"
COLLABORATION AND TEAMWORK	68	
DECISION MAKING	67	
WORKING SMART OR FLEXIBLE WORKING	65	
FEEDBACK CULTURE	64	**On the right track** • The scores are moving in the right direction i.e. becoming more positive than negative • Unlikely that improvement will occur without focused intervention
DEVELOPMENT	64	
PERFORMANCE AND RECOGNITION	63	
DIVERSITY AND INCLUSION	61	

Executive summary (1 of 4)

Overall score 69%

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- The summarised results per dimension are presented from highest to lowest scores

Dimension	Score	Commentary
MY ORGANISATION	79%	Very good score • Employees feel that Generic Company provides products of superior quality and places the customer first. • They believe that every effort is made to work sustainably to protect the environment and that Generic Company takes corporate responsibility seriously. • Employees support the strategic direction that the organisation is taking.
BRAND CONNECTION	76%	Very good score • Employees are proud to work for Generic Company and would recommend the organisation as a good place to work for their friends and family.
JOB SATISFACTION	73%	Very good score • Employees feel that their work contributes to Generic Company's objectives. • They enjoy working at Generic Company and feel that they make good use of their skills and abilities. • Employees believe that they have a fulfilling future at Generic Company. • They are reasonably satisfied that their jobs are challenging and rewarding.
COVID19 IMPACT	73%	Good score • Employees believes that Generic Company continues to provide COVID-19 guidance and support and feel that Generic Company has adapted effectively to the challenges that have emerged as a result of the COVID-19 pandemic. • They believe that Generic Company is actively seeking ways to understand the challenges that employees are facing. • Despite the challenges, employees feel able to balance their work and personal life, and believe that their jobs are secure.

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Executive summary (2 of 4)

Overall score 69%

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Dimension	Score	Commentary
SAFETY AND WELLNESS	**71%**	<u>Good score</u> • Employees feel physically safe at work and believe that at Generic Company, health and safety is more important than production quotas. • They are reasonably satisfied if they report an incident that something will be done about and feel that Generic Company shows how much they care about employees through their Wellness Programmes.
EXECUTIVE LEADERSHIP	**70%**	<u>Good score</u> • Employees feel that Generic Company has a clear vision and strategic direction and understand how they contribute towards the achievement of Generic Company's goals. • They indicate that they have trust and confidence in the executive leadership. • They are reasonably satisfied that executive leadership care about their employees and role model the values.
MY MANAGER	**70%**	<u>Good score</u> • Employees trust and respect their managers and don't feel micro-managed. • They are reasonably satisfied that managers value and respect their opinions. • They are also reasonably satisfied that managers know how to set clear goals and help employees to achieve them know how to handle sensitive situations. • Many believe that their managers provide opportunities for growth and improvement, but a substantial group do not.
COMMUNICATION	**69%**	<u>Reasonable score</u> • Employees feel that communication of important matters is clear and easy to understand. • They trust the information given to them by their managers. • They are reasonably satisfied that Generic Company proactively keeps employees informed about anticipated changes and communicates important issues as soon as they occur. • They are reasonably satisfied that they receive enough communication (not too much, not too little).

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Executive summary (3 of 4)

Overall score 69%

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Dimension	Score	Commentary
COLLABORATION AND TEAMWORK	**68%**	<u>Reasonable score</u> • Employees feel that people are willing to share knowledge and expertise across functions. • They are reasonably satisfied with that their teams are not afraid to deal with conflict and that people in their team hold each other accountable for delivering results and their actions and behaviours. • They are also reasonably satisfied that their teams look for solutions to problems and don't look for someone to blame. • They are less satisfied that people trust one another in their teams and that cross-functional teams work well in Generic Company.
DECISION MAKING	**67**	<u>Reasonable score</u> • Employees are reasonably satisfied that the focus is on achieving results and not on how many hours worked. • They are also reasonably satisfied that at Generic Company decisions are made based on facts and evidence and that decisive action is taken after planning first. • They are less satisfied with their involvement in decisions that affect their work.
WORKING SMART OR FLEXIBLE WORKING	**65**	<u>On the right track</u> • Employees are reasonably satisfied that Generic Company adapts quickly when changes are required. • They are less satisfied with flexible working arrangement regarding where and when they work. • Many feel that they are not actively encouraged to come up with new ideas and new ways of working.
FEEDBACK CULTURE	**64**	<u>On the right track</u> • Employees are reasonably satisfied that their managers are open to receive positive and negative feedback, and feel free to express their opinion without fear. • They are uncomfortable to give others negative feedback.

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Executive summary (4 of 4)

Overall score 69%

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Dimension	Score	Commentary
DEVELOPMENT	**64%**	<u>On the right track</u> • Employees are reasonably satisfied with the usefulness of the training they have received. • Many feel that there are opportunities to learn new skills and knowledge and that Generic Company is committed to developing its people, but a substantial group do not. • Similarly many indicate they have a development plan, but a substantial group do not. • Many employees do not discuss their career goals with their managers.
PERFORMANCE AND RECOGNITION	**63%**	<u>On the right track</u> • Employees are reasonably satisfied that their last performance review was fair and that managers give regular constructive feedback on their work and performance. • Many employees believe that poor performers are held accountable and managed, but a substantial number do not. • Employees are not satisfied that high performers are recognised and appreciated.
DIVERSITY AND INCLUSION	**61%**	<u>On the right track</u> • Employees are reasonably satisfied that can "be themselves" at Generic Company. • Many believe that all employees/people are respected (different ages, cultures, religions, sexual orientation, languages, nationalities), but a substantial group do not. • Employees indicate that do not feel treated equally and given opportunities for growth regardless of their race or gender. • Perceptions of racial discrimination are supported by significance testing of the Race demographic, i.e. differences in scores between different race groups were statistically significant. For the Gender demographic, there were no significant differences in scores between males and females, however females only made up 21% of the sample.

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Highest and lowest scoring items

Category	Top items	Score
Generic Company Goals and Values	Generic Company provides products of superior quality	82
Generic Company Goals and Values	At Generic Company, we place the customer first	82
Commitment	I am proud to work for Generic Company	80
Generic Company Goals and Values	I feel that my work contributes to the objectives of Generic Company	79
Corporate Responsibility	Generic Company takes corporate responsibility seriously	78

Category	Bottom items	Score
Diversity and Inclusion	All employees/people are treated equally and given opportunities for growth regardless of their race	55
Performance & Development	I discuss my career goals with my manager	57
Diversity and Inclusion	All employees/people are treated equally and given opportunities for growth regardless of their gender	58
Performance & Development	At Generic Company, high performers are recognised and appreciated	59
Courageous Conversations	I am comfortable to give others negative feedback	60

Overall significance testing (1 of 4)

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- Significance testing compares scores within a category (e.g. Age or Gender) to determine whether any difference in scores is statistically significant (or not).

- This analysis gives further insight into the results.

- **Please note: if a group scores less positively than others - this does not necessarily mean that the group's scores are low. Significance testing shows the TREND of scoring relative to 'peers'.**

Demographic variable	Significance testing	What this means for Generic Company
Age	• Those aged between 41 – 60 years scored significantly higher than those aged 31 – 40 years.	• The older generation scored more positively than the younger generation.
Gender	• No statically significant differences in scores for these variables.	• This variable was not significant.
Employee Type	• Indirect employees scored significantly higher than Direct employees.	• Indirect employees scored the most positively, possible due to differences in work environments.
Job Level	• Non-management employees scored significantly lower than all others. • Exco scored significantly higher than Junior Managers/ Team Leaders/ Supervisors.	• It is a common trend that those lowest in the organisational hierarchy have less positive experiences than those higher up (who have more access to power, higher salaries etc.)

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Overall significance testing (2 of 3)

	Significance testing	What this means for Generic Company

Length of Service	• Those with less than 1 year of service scored significantly higher than all other groups.
	• Those with between 1-3 and more than 10 years of service scored significantly higher than those with between 6-10 years.
		• The scoring follows a common trend:
		  • Newer entrants are in the "honeymoon" period and tend to score more positively
		  • Longest serving employees also tend to score more positively as the reach the latter stage of their careers (or "have nowhere else to go")
		  • The employees in the "middle" of these groups tend to score less positively as "Reality sets in".

Race	**Overall** • Africans employees scored significantly lower than White and Indian employees. • Indians scored significantly higher than Coloured employees. **Diversity dimensions (see scores alongside)** • Indians scored significantly higher than all other groups. • Whites scored significantly higher than Africans	• Different races have different organisational experiences.

	Mean	African	Coloured	Indian	White
DIVERSITY AND INCLUSION	61	58	62	77	67
1. All employees/people are treated equally and given opportunities for growth regardless of their race	55	52	57	71	60
2. All employees/people are treated equally and given opportunities for growth regardless of their gender	58	55	60	73	65
3. All employees/people are respected (different ages, cultures, religions, sexual orientation, languages, nationalities)	64	61	65	81	71
4. I feel that I can be myself at Generic Company	67	65	68	80	71

Overall significance testing (3 of 3)

Demographic variable	Significance testing	What this means for Generic Company
Combined Business Unit	• Operations scored significantly lower than all other Business Units. • Commercial Sales scored significantly higher than Retail. • Consumer Sales scored significantly higher than Retail and Shared Services.	• Commercial and Consumer Sales scored the most positively • Operations scored the least positively. • Retail and Shared Services also scored less positively.

Segment	• Retail Franchise and Commercial Sales scored the most positively, scoring significantly higher than at least 7 other segments
	• Retail A and Retail B scored the least positively, scoring significantly lower than at least 16 other segments.
	• Operations Manufacturing and Shared Services Finances also scored less positively, scoring significantly lower than 13 and 7 other segments respectively.
		• Different perceptions across segments could be due to:
		  • Differences in management styles
		  • Local events e.g. installation of new IT system or a labour dispute
		  • Nature of the work
		  • Access to resources.

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Comparison of overall and dimension scores by COMBINED BUSINESS UNIT

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	All Groups		Operations	Commercial Sales	Consumer Sales	Retail	Shared Services
Total EE Score	69		65	75	78	70	71
MY ORGANISATION	79		76	85	85	80	80
JOB SATISFACTION	73		71	79	80	74	72
BRAND CONNECTION	76		73	82	86	76	74
EXECUTIVE LEADERSHIP	70		65	79	81	71	74
MY MANAGER	70		65	77	81	70	75
COMMUNICATION	69		65	75	78	70	75
PERFORMANCE AND RECOGNITION	63		59	69	73	63	65
DEVELOPMENT	64		59	72	76	64	70
WORKING SMART OR FLEXIBLE WORKING	65		61	71	76	66	72
DECISION MAKING	67		64	74	76	68	68
SAFETY AND WELLNESS	71		66	78	81	71	74
FEEDBACK CULTURE	64		61	71	74	65	64
DIVERSITY AND INCLUSION	61		56	68	72	63	61
COLLABORATION AND TEAMWORK	68		64	73	77	68	68
COVID19 IMPACT	73		70	78	79	72	71

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Comparison of overall and dimension scores by SEGMENT (1 of 2)

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Please note: as there are 20 Business Units, the results are presented over 2 pages

	All Groups	Operations - Manufacturing	Operations - Rethread	Operations - LSCM	Commercial Sales - OTR	Commercial Sales - TBR	Commercial Sales - Solutions	Commercial Sales - BMS Stores	Consumer Sales - PSRG	Consumer Sales - Marketing	Consumer Sales - OE
Total EE Score	69	64	69	73	77	74	75	74	81	76	78
MY ORGANISATION	79	75	79	85	86	84	88	79	86	81	81
JOB SATISFACTION	73	70	71	76	81	77	78	78	85	74	75
BRAND CONNECTION	76	73	74	76	82	83	85	80	91	82	83
EXECUTIVE LEADERSHIP	70	64	68	74	79	79	79	76	85	76	83
MY MANAGER	70	64	66	74	79	76	77	76	83	85	83
COMMUNICATION	69	64	67	74	77	74	75	74	79	79	82
PERFORMANCE AND RECOGNITION	63	59	63	63	70	67	66	71	77	70	79
DEVELOPMENT	64	59	58	70	72	72	69	68	80	71	75
WORKING SMART OR FLEXIBLE WORKING	65	60	62	74	75	67	77	71	77	75	71
DECISION MAKING	67	62	69	72	78	71	72	73	77	70	78
SAFETY AND WELLNESS	71	65	72	75	80	77	78	78	83	79	70
FEEDBACK CULTURE	64	59	69	68	73	69	73	69	79	68	78
DIVERSITY AND INCLUSION	61	54	66	65	73	65	57	71	76	71	79
COLLABORATION AND TEAMWORK	68	63	74	69	73	74	71	72	79	74	76
COVID19 IMPACT	73	69	79	74	79	77	78	77	82	74	75

Comparison of overall and dimension scores by SEGMENT (2 of 2)

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	All Groups		Consumer Sales - Managed fleet	Retail - Retail Equity Stores	Retail Cross-border - Botswana	Retail Cross-border - Eswatini	Retail Cross-border - Namibia	Retail Cross-border - Zambia	Retail Franchise Supa Quick	Shared Services - Finance	Shared Services - People	Shared Services - Legal
Total EE Score	69		73	69	60	75	73	53	85	64	77	81
MY ORGANISATION	79		87	82	70	86	81	68	89	76	84	92
JOB SATISFACTION	73		72	76	65	73	75	56	84	66	76	85
BRAND CONNECTION	76		78	77	68	91	80	47	88	64	81	93
EXECUTIVE LEADERSHIP	70		74	71	57	86	75	54	88	69	79	82
MY MANAGER	70		72	68	62	75	75	52	87	68	82	85
COMMUNICATION	69		72	68	62	78	74	60	84	67	80	84
PERFORMANCE AND RECOGNITION	63		62	61	54	72	70	40	83	56	74	81
DEVELOPMENT	64		68	63	52	79	70	48	82	65	75	76
WORKING SMART OR FLEXIBLE WORKING	65		77	66	57	71	70	44	85	69	76	83
DECISION MAKING	67		76	69	60	76	71	40	82	58	76	80
SAFETY AND WELLNESS	71		80	73	60	79	74	50	81	72	75	83
FEEDBACK CULTURE	64		66	64	61	61	69	45	82	56	70	65
DIVERSITY AND INCLUSION	61		54	62	57	67	67	43	87	50	70	73
COLLABORATION AND TEAMWORK	68		76	69	58	62	71	57	86	59	73	84
COVID19 IMPACT	73		78	74	67	77	73	49	84	67	75	67

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Conclusions

- Organisational strengths
- Organisational challenges

Organisational strengths (1 of 2)

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Buy-in to Strategy and Senior Leadership

- Support Generic Company's strategic direction.
- Understand contribution to organisational goals
- Trust and confidence in leadership.

Customer Focus

- Generic Company offers products of superior quality
- Put the customer first.

Commitment to organisation and brand

- Proud to be part of Generic Company
- Would recommend the organisation as a place of work.
- Enjoy their work and feel that they use their skills and abilities.

Healthy employee-manager relationships

- Employees trust and respect their managers.
- Don't feel micro-managed
- Trust information given to them by their managers
- Critical to have trusted employee –manager relationships (improve performance, manage change).

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Organisational strengths (2 of 2)

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Safety

- Feel physically safe at work
- Appreciate the focus on health and safety (particularly health and safety over production quotas).

Response to COVID-19

- Appreciate the organisation's ongoing guidance and support
- Effective response to COVID-19
- Made an effort to appreciate challenges that employees face
- Feel jobs are secure, despite the challenges
- Able o balance work and personal life.

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Retention: Strength or Challenge?

- **41% of respondents** indicated that they are looking for other opportunities at other companies

- Despite this high percentage, the survey results showed **high scores for retention-related items** as shown below:

Yes (N=479); 41,50%

No (N=674); 58,50%
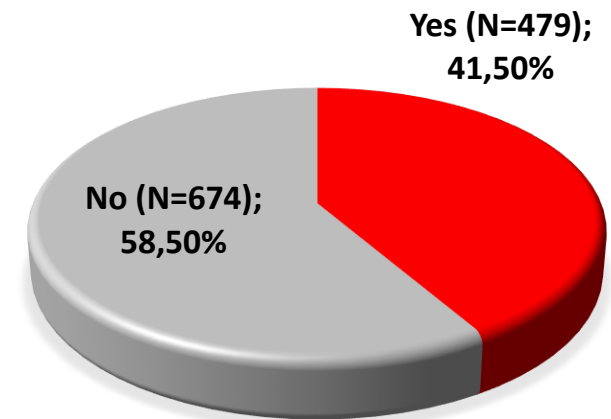
JOB SATISFACTION	I believe that I have a fulfilling future at Generic Company	70
	I enjoy working at Generic Company	76
BRAND CONNECTION	I am proud to work for Generic Company	80
	I would recommend Generic Company as a good place to work to my friends and family	73

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Organisational challenges (1 of 2)

| **Opportunities for Development** | • Do not have development plans
• Insufficient career goal discussions with managers
• To develop potential, managers need confidence and skill. |

| **Diversity and Inclusion** | • Perceptions of discrimination particularly based on race and gender
• Culture of mutual respect exists but could be improved
• World-wide a culture of inclusivity does not just "happen"
• Requires focused interventions. |

| **Courageous Conversations** | • Not comfortable giving negative feedback to others
• Critical competency to support a feedback culture
• Inter-function conflict could be the root-cause of relatively lower trust in cross-functional teams. |

| **High-Performance culture** | • High performance is not recognised and rewarded
• Poor performers not held accountable nor managed effectively
• Some of the performance management process works well:
    • Perceptions of fair performance review ratings
    • Receiving regular and constructive feedback from managers. |

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Organisational challenges (2 of 2)

Ways of working:
- Flexible Working
- Innovation

Flexible working
- Not satisfied with the flexibility of working time and place
- Hybrid office model is being tested and debated world-wide.
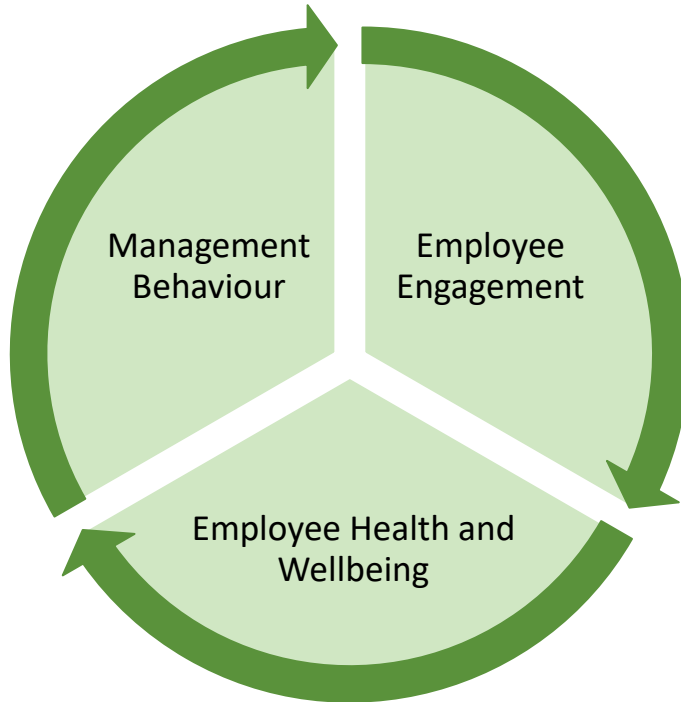- Getting it "right" is challenging.

Innovation
- Not encouraged to come up with new ways of working
- Not satisfied with their involvement in decisions that affect their work
- Innovation needs to be supported through employee empowerment,
- Requires a culture that tolerates mistakes
- Appropriate reward and recognition
- For example: reward the implementation of a new or improved idea/ way of working.

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Recommendations

- Medium to long-term
- Short-term

Medium to long-term recommendations (1 of 3)

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Opportunity for improvement: Deepen People Management skills

Management Behaviour

Employee Engagement

Employee Health and Wellbeing

There is a correlation between management behaviour, employee engagement and employee well-being

- The way that employees are managed is a critical factor in their level of engagement, health and well-being

- Therefore it is critical that organisations **enable and support managers**

The line manager role has expanded

- In addition to business management responsibilities, managers also have people management responsibilities:
  - → Performance management (set/agree performance objectives and conduct performance reviews)
  - → Coaching, providing advice and guidance
  - → Provide leadership (motivate, inspire, develop potential etc.)

Critical management Skills

44	Building and sustaining trust relationships
●	Developing potential of employees
●	Enabling employee career progression and development
4	Setting goals and helping employees to achieve them
●	Giving and receiving constructive feedback
4	Managing with integrity

4 Competent
● Opportunity for improvement

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Medium to long-term recommendations (2 of 3)

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Differentiation of high and poor performers

- **The case for differentiation of high and low performance***
  - → Differentiation between high and low performers can **lead to higher future performance** (there is a lag effect)
  - → Research shows that overall differentiation has a substantial and **highly significant positive effect on individual performance**
  - → There is evidence that **hierarchical levels and functional areas** can influence the level of positiveness:
    - Strong positive effects of differentiation at the highest and intermediate levels
    - Strongly reduced or even reversed effect of differentiation at the lowest hierarchical levels.

- **Incentivising performance is complex, there are several factors including:**
  - → **Method**
    - Performance incentives can be done in numerous ways, for example: percentage increases on base-pay and/or performance bonuses, access to personal development opportunities etc.
  - → **Teams vs individuals**
    - Research indicates that moving to a team-based rewards can significantly improve performance, as work today is done by at least partially cross-functional teams**
    - Incentivise teams or individuals or both?
  - → **Incentives must encourage appropriate behaviours**
    - There can unexpected consequences of performance incentives: for example: just incentivising targets could lead to a drop in quality and/or employee burn-out (workload).

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Medium to long-term recommendations (3 of 3)

Diversity vs. Inclusion

- McKinsey & Company produced a report on Diversity[1] based on research from 1039 companies across 15 countries globally (including South Africa)
- The research showed particularly high levels of negative sentiment around equality and fairness of opportunity

The report identifies 5 focus areas:

→ **Increase diverse representation**, particularly in leadership and critical roles

→ **Strengthen leadership and accountability for Inclusion & Diversity** (I&D) goals– this is not just for the People function

→ **Enable opportunity through fairness and transparency**
- Particularly in promotion, pay and recruitment
- Equal access to sponsorship opportunities
- Level playing field across critical talent processes

→ **Promote openness, tackling bias and discrimination**
- Culture where people treat one another with mutual respect, with a zero-tolerance policy for bias, bulling and discrimination
- Create an environment that is conducive to feedback and discussion, particularly for senior leaders

→ **Foster sense of belonging** through support for multivariate diversity.

Successful strategies include:

→ **Focus on fairness for these People processes:**
- → Recruitment
- → Development and retention
- → Promotion

→ **Use of Affinity Groups:**
- → For example groups of women or different race groups
- → These groups enable people to talk openly about their experiences in a safe environment (for example regarding gender inequality and not feeling safe to speak out)

→ **A radical emphasis on courageous conversations and active listening**

[1] Dixon-Fyle A, Hunt V, Dolan K, Prince S, *Diversity wins: How inclusion matters*, McKinsey & Company, May 2020

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Short-term recommendations

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Authentic feedback from the survey
will actively demonstrate that Generic Company   "cares" about employees

Use the Survey results to start a dialogue

- **In small focus groups:**
    - Discuss opportunities for improvement (within the group's control)
    - The focus is on how we can work better
- This will **encourage employees to take ownership** for improving their own organisational experiences within their sphere of influence.

- This is an excellent set of results and should be acknowledged. Too often we emphasise only the negative and don't take time out to celebrate the positives.

Celebrate!

DMSA
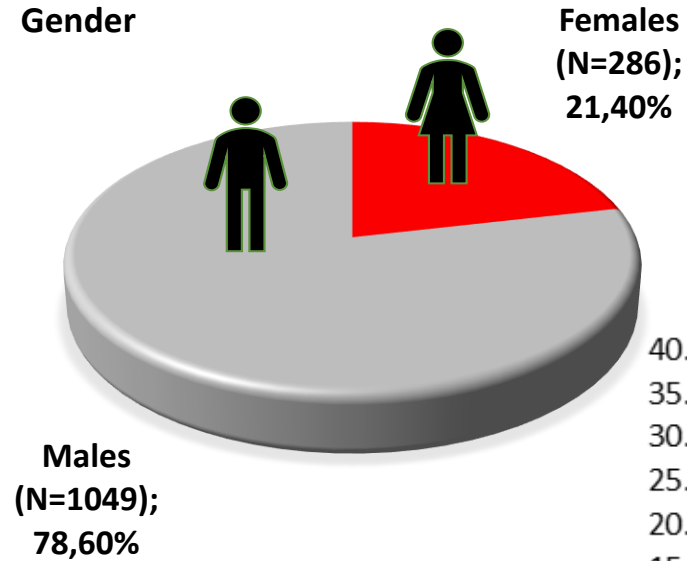Data Management & Statistical Analysis

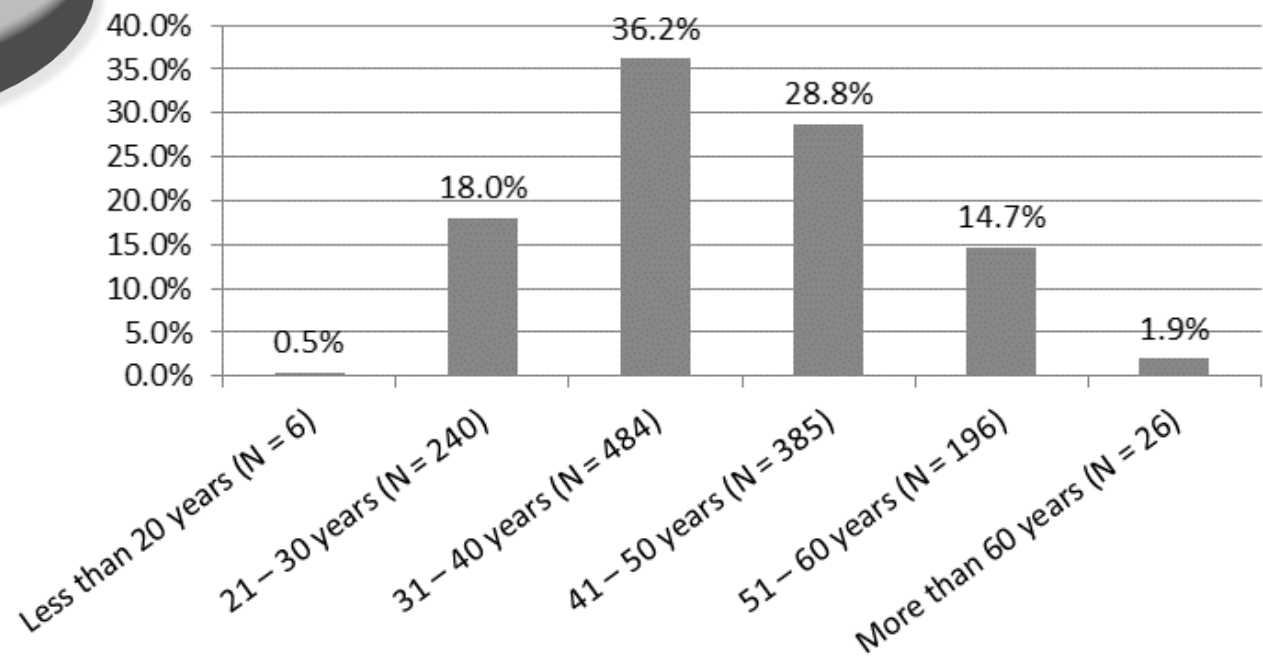# Thank you

Appendix:
Sample breakdown

- Sample breakdowns for all demographic variables

Sample breakdown by Gender and Age

Gender

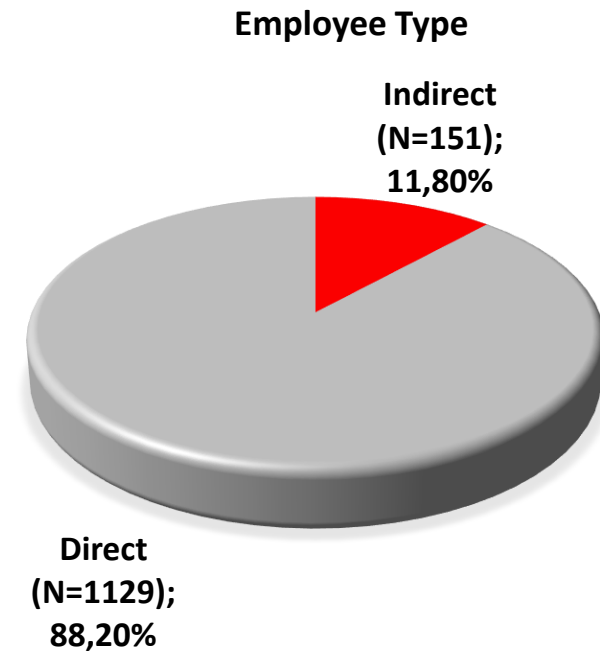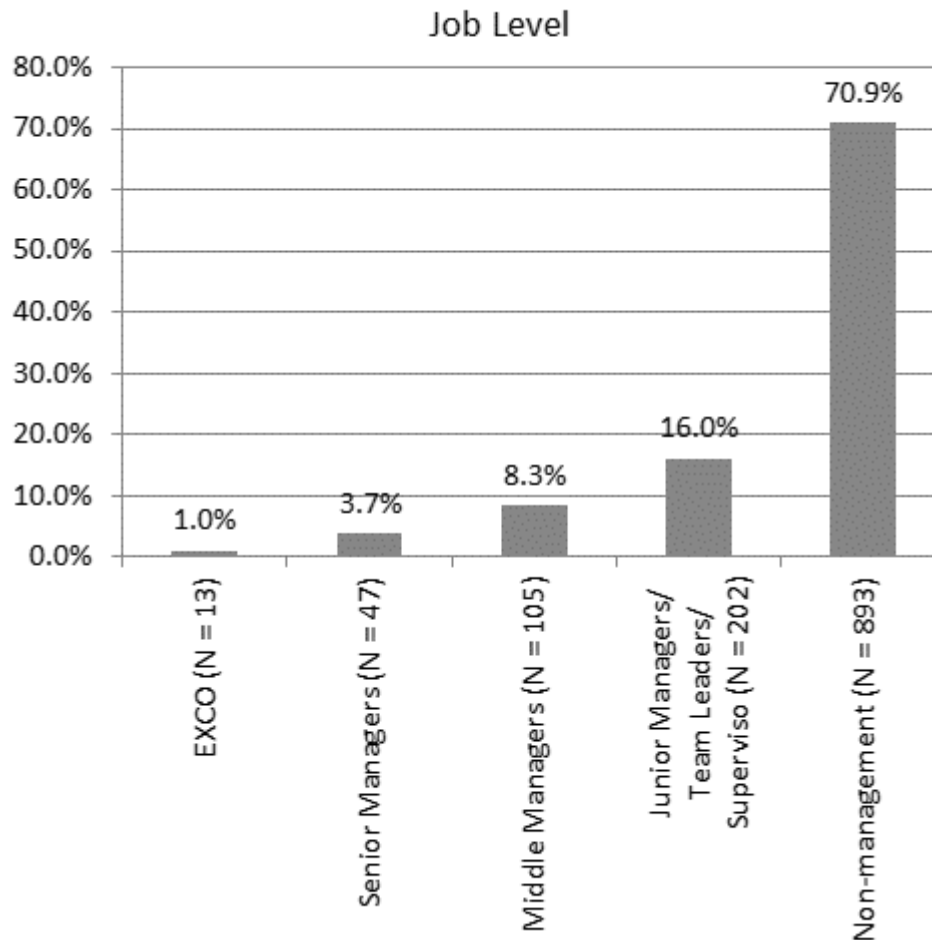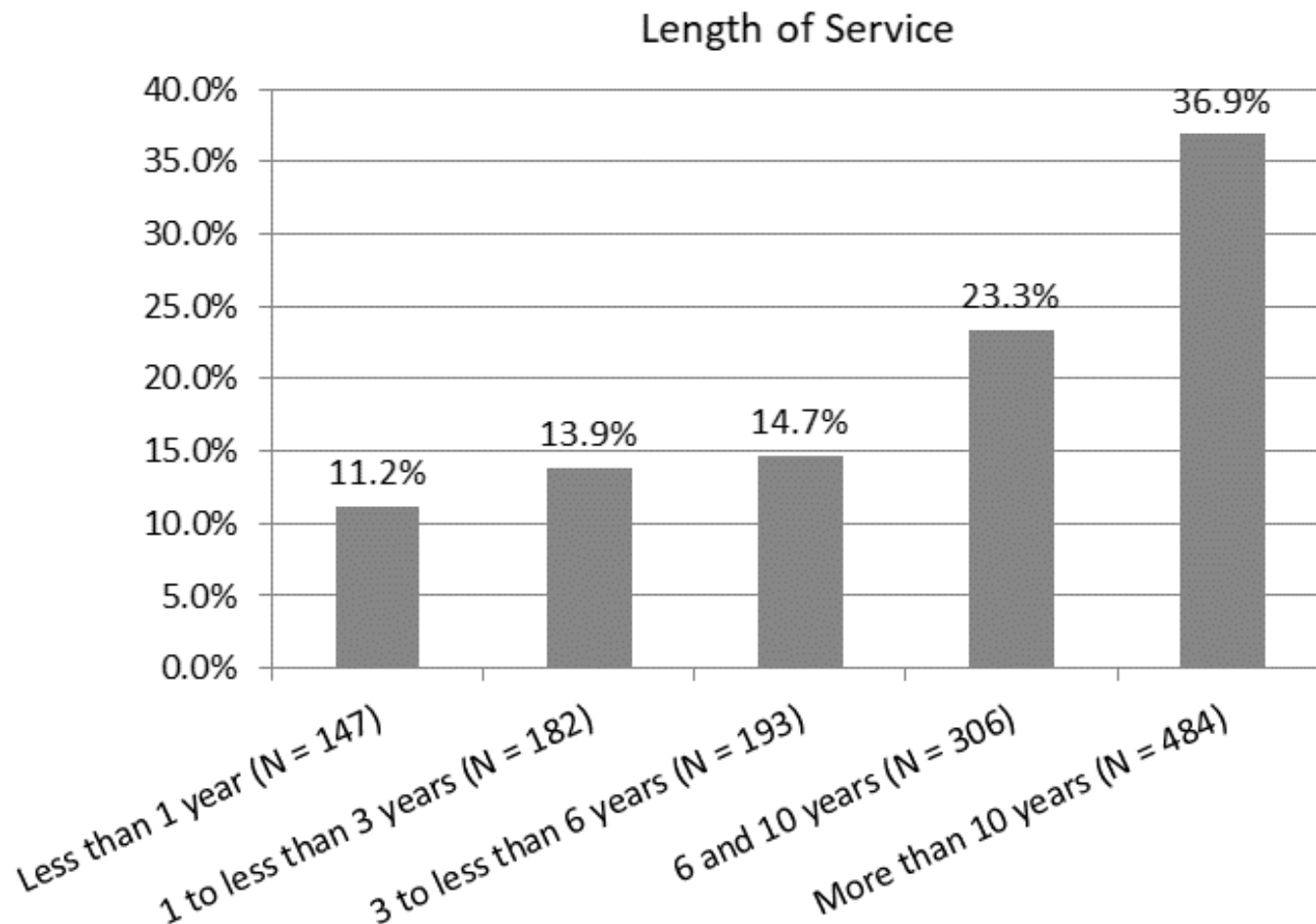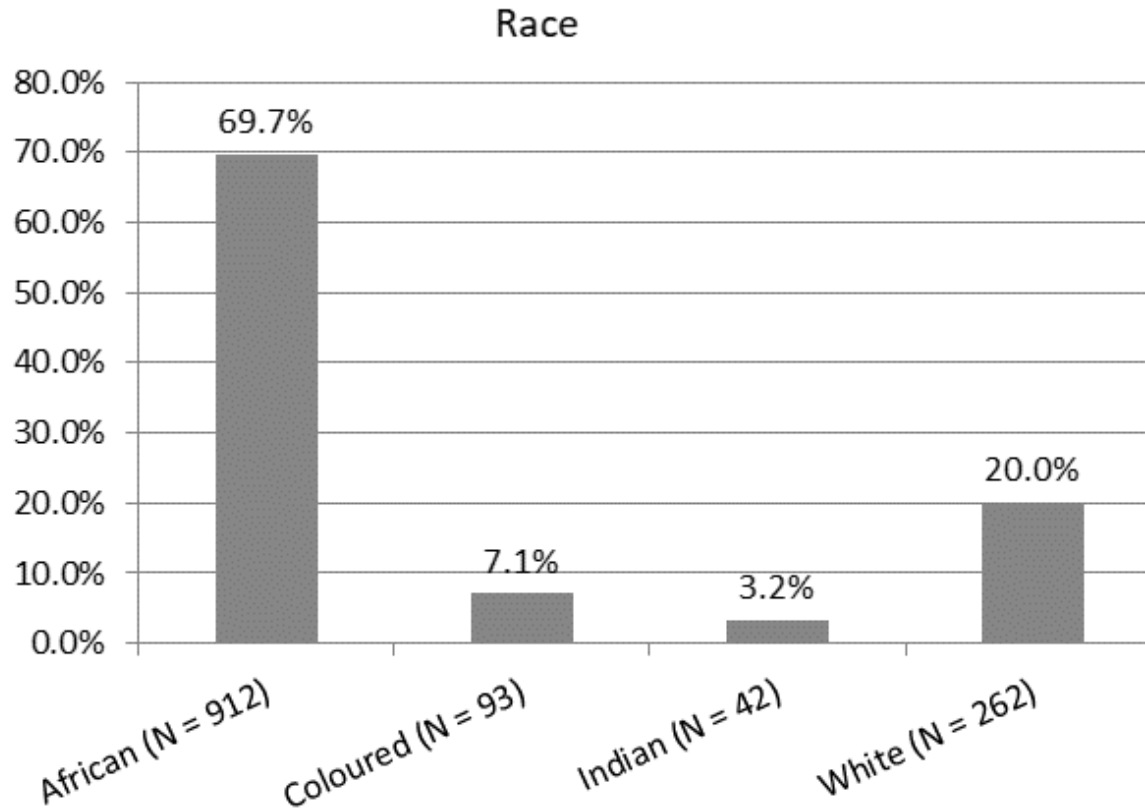**Females (N=286); 21,40%**

Males (N=1049); 78,60%

Age chart:
- Less than 20 years (N = 6): 0.5%
- 21 – 30 years (N = 240): 18.0%
- 31 – 40 years (N = 484): 36.2%
- 41 – 50 years (N = 385): 28.8%
- 51 – 60 years (N = 196): 14.7%
- More than 60 years (N = 26): 1.9%

Sample breakdown by Job Level and Employee Type

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Job Level chart showing: EXCO (N = 13) 1.0%, Senior Managers (N = 47) 3.7%, Middle Managers (N = 105) 8.3%, Junior Managers/Team Leaders/Superviso (N = 202) 16.0%, Non-management (N = 893) 70.9%

Employee Type

Indirect (N=151); 11,80%

Direct (N=1129); 88,20%

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Sample breakdown by Length of Service

Length of Service

- Less than 1 year (N = 147): 11.2%
- 1 to less than 3 years (N = 182): 13.9%
- 3 to less than 6 years (N = 193): 14.7%
- 6 and 10 years (N = 306): 23.3%
- More than 10 years (N = 484): 36.9%

Sample breakdown by Race

Race

Sample breakdown by Combined Business Unit