

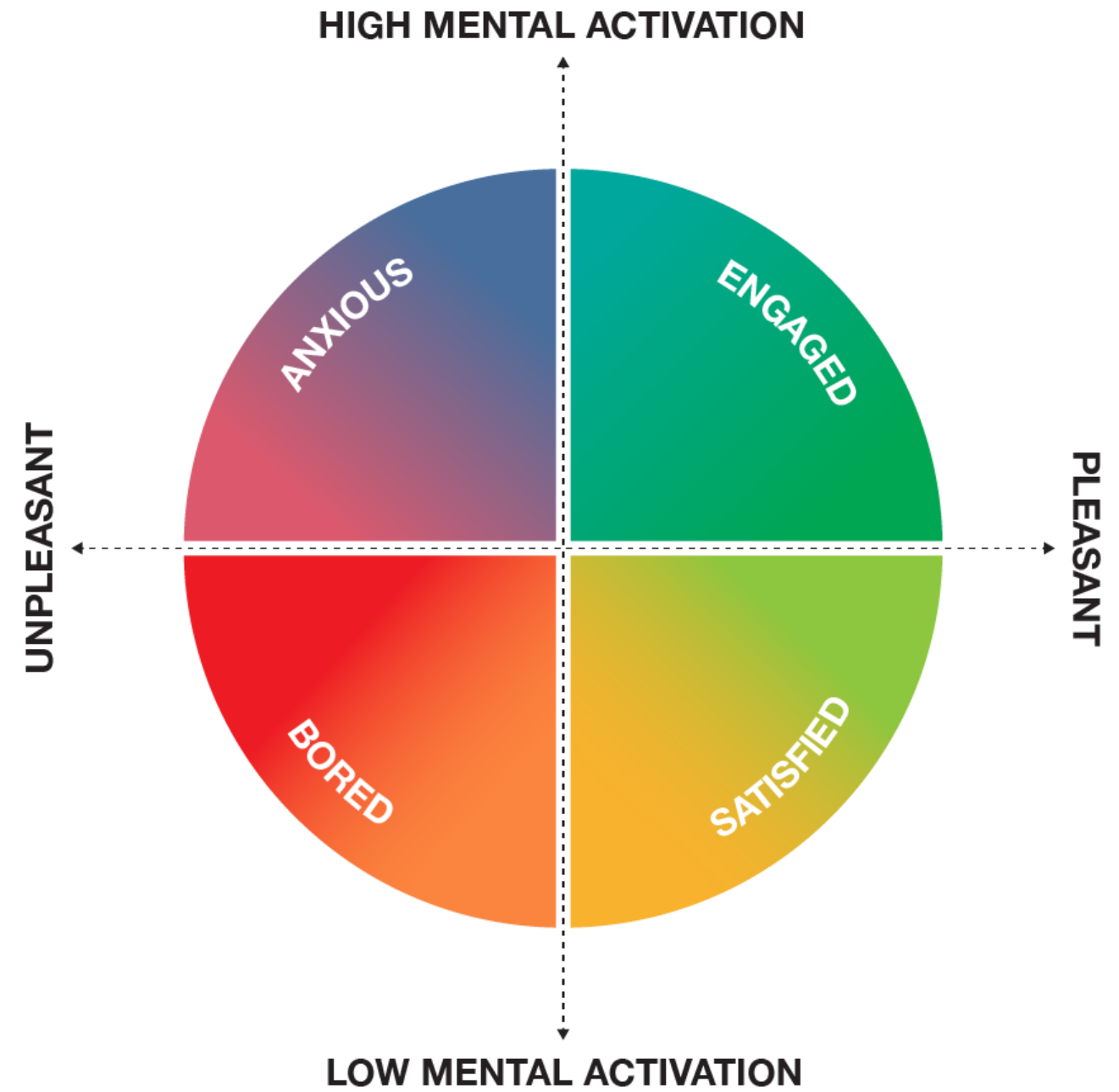


Executive pack

Employee survey

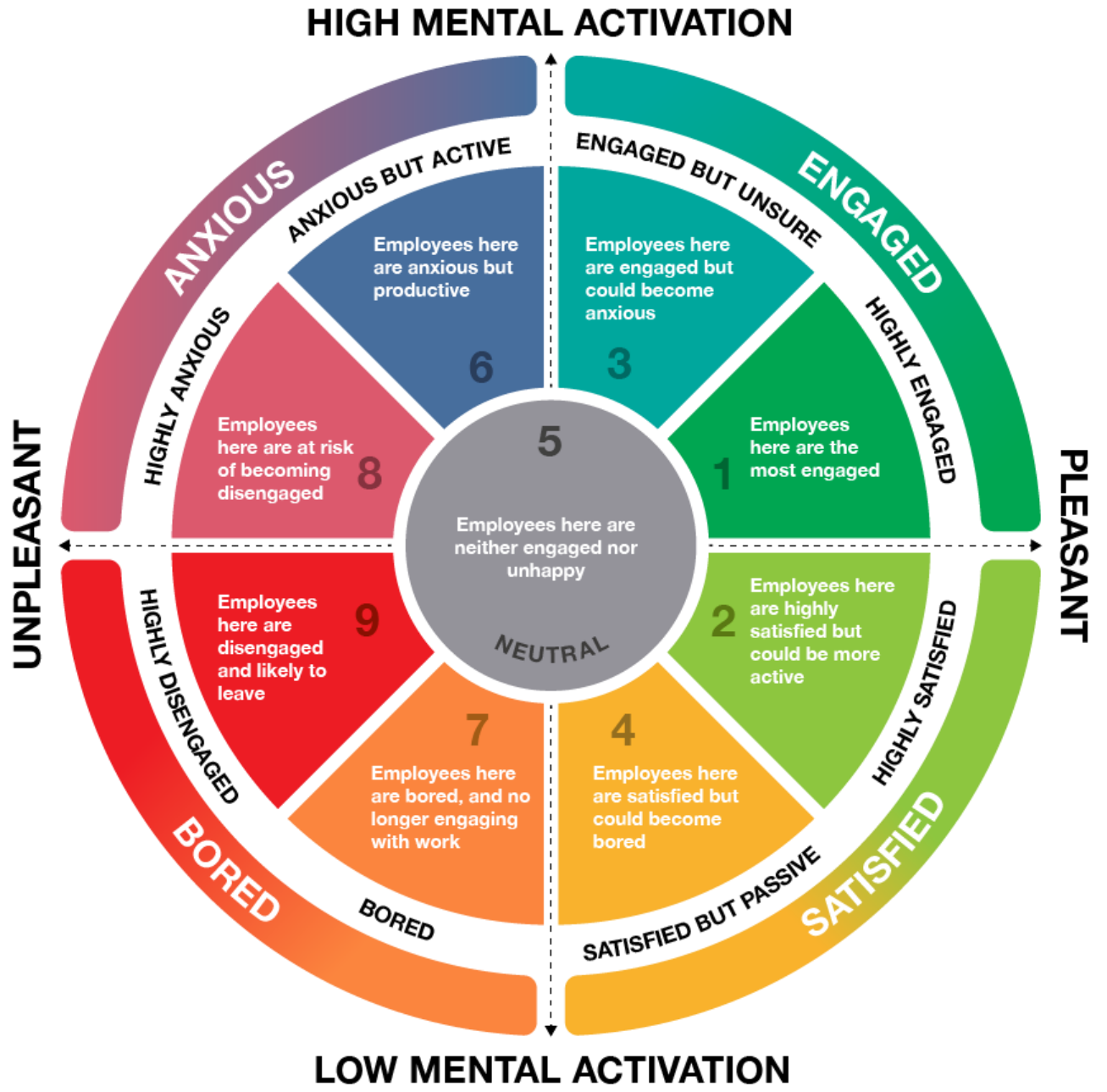
Survey distributed 6th March 2025 until 7th April 2025

Engagement vs Satisfaction



Russell's Circumplex Theory of Affect (1980)

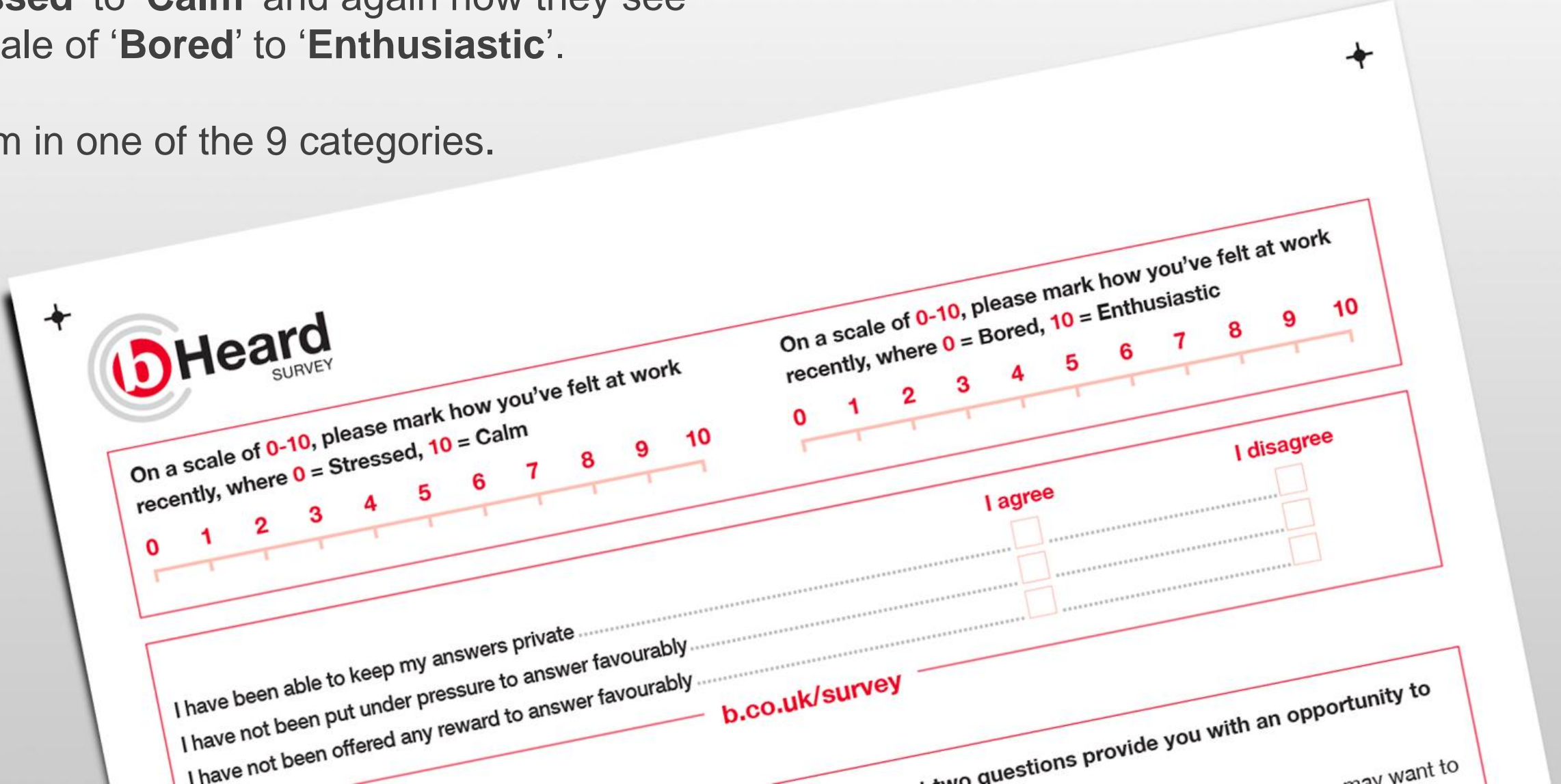
Our Circumplex Model



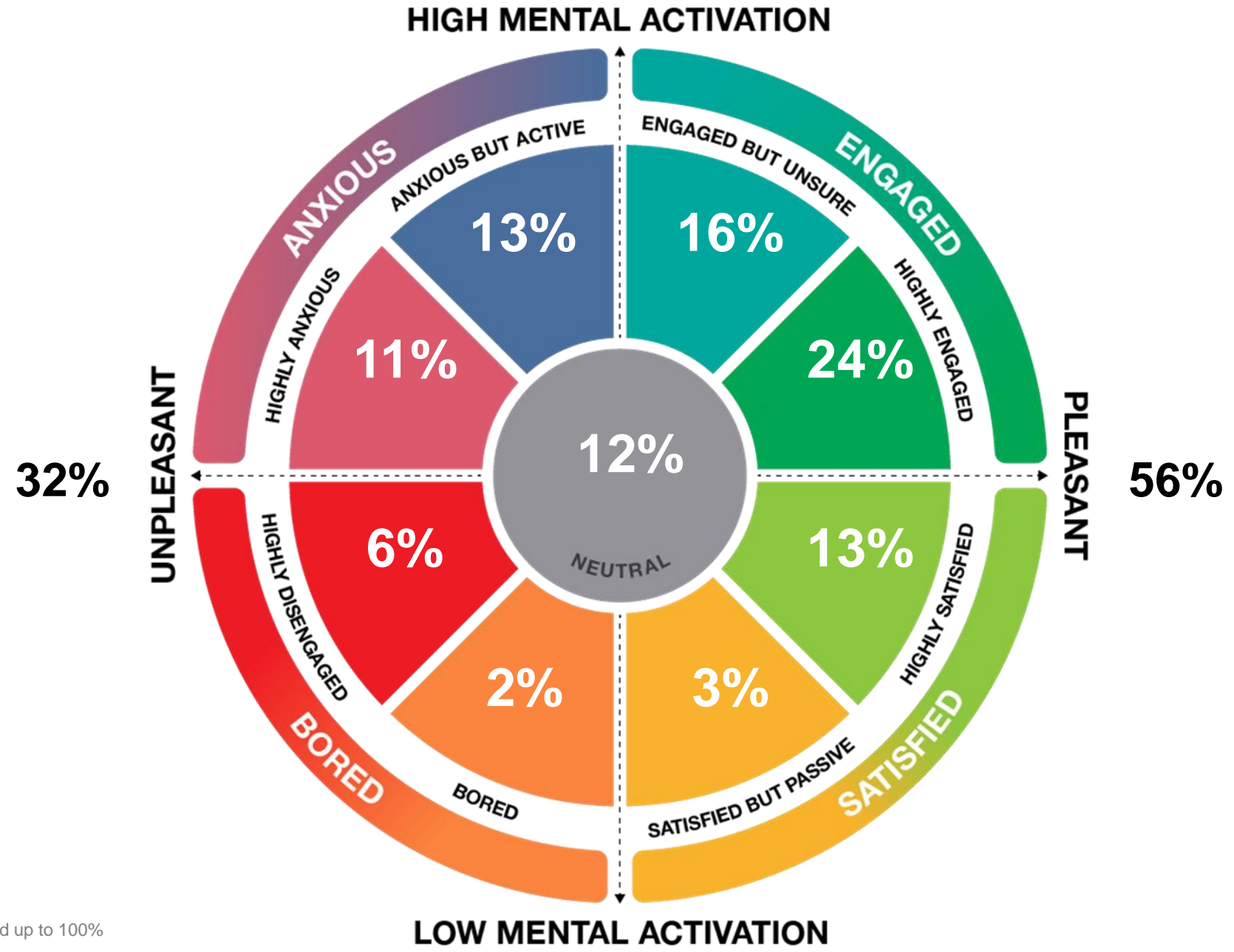
How is this measured?

As part of the b-Heard survey, we ask all respondents to place themselves on two axis on a scale of 0 to 10. We ask how they are on a scale of 'Stressed' to 'Calm' and again how they see themselves on a scale of 'Bored' to 'Enthusiastic'.

The results put them in one of the 9 categories.



Company Name



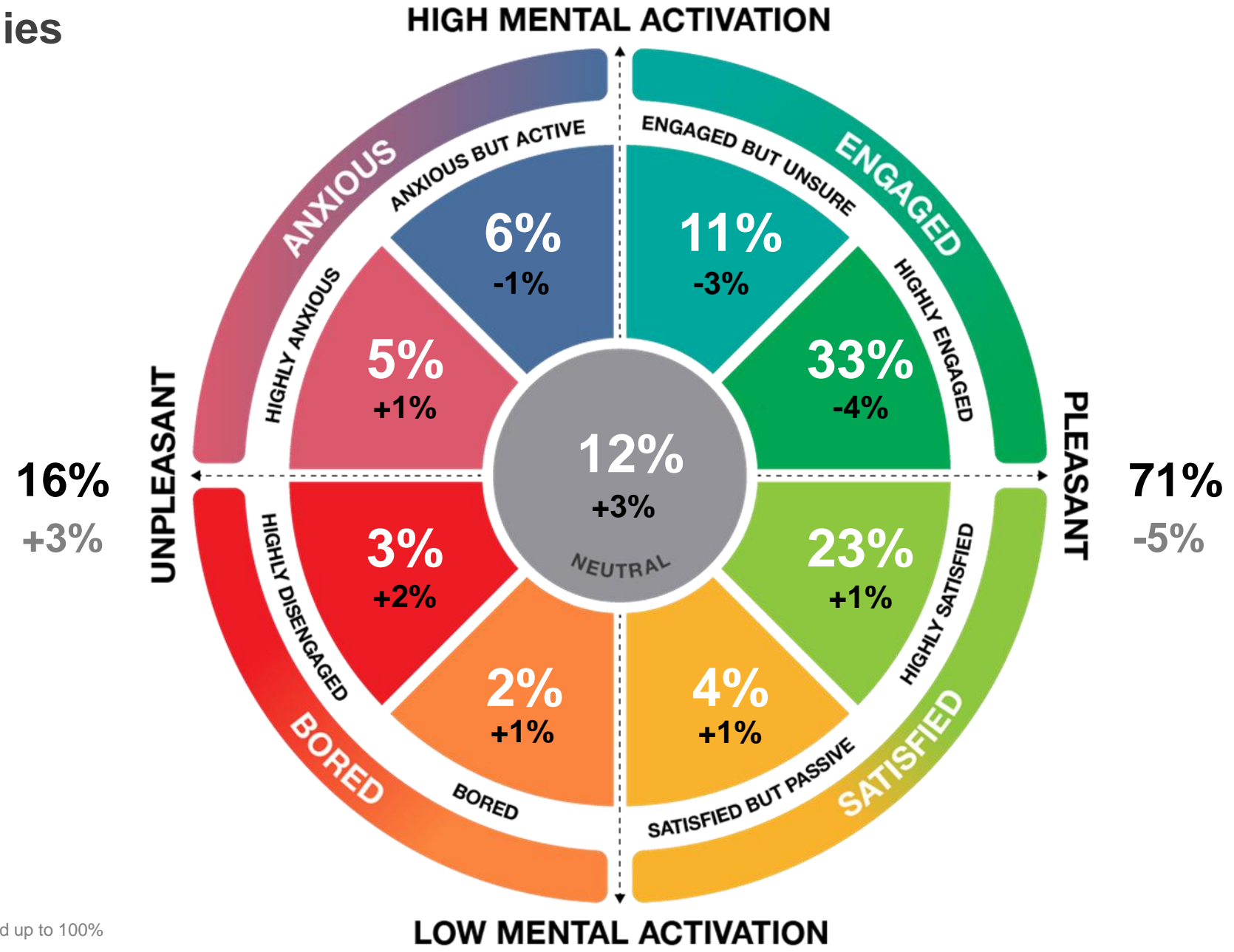
Due to rounding, percentages may not add up to 100%

Congratulations...



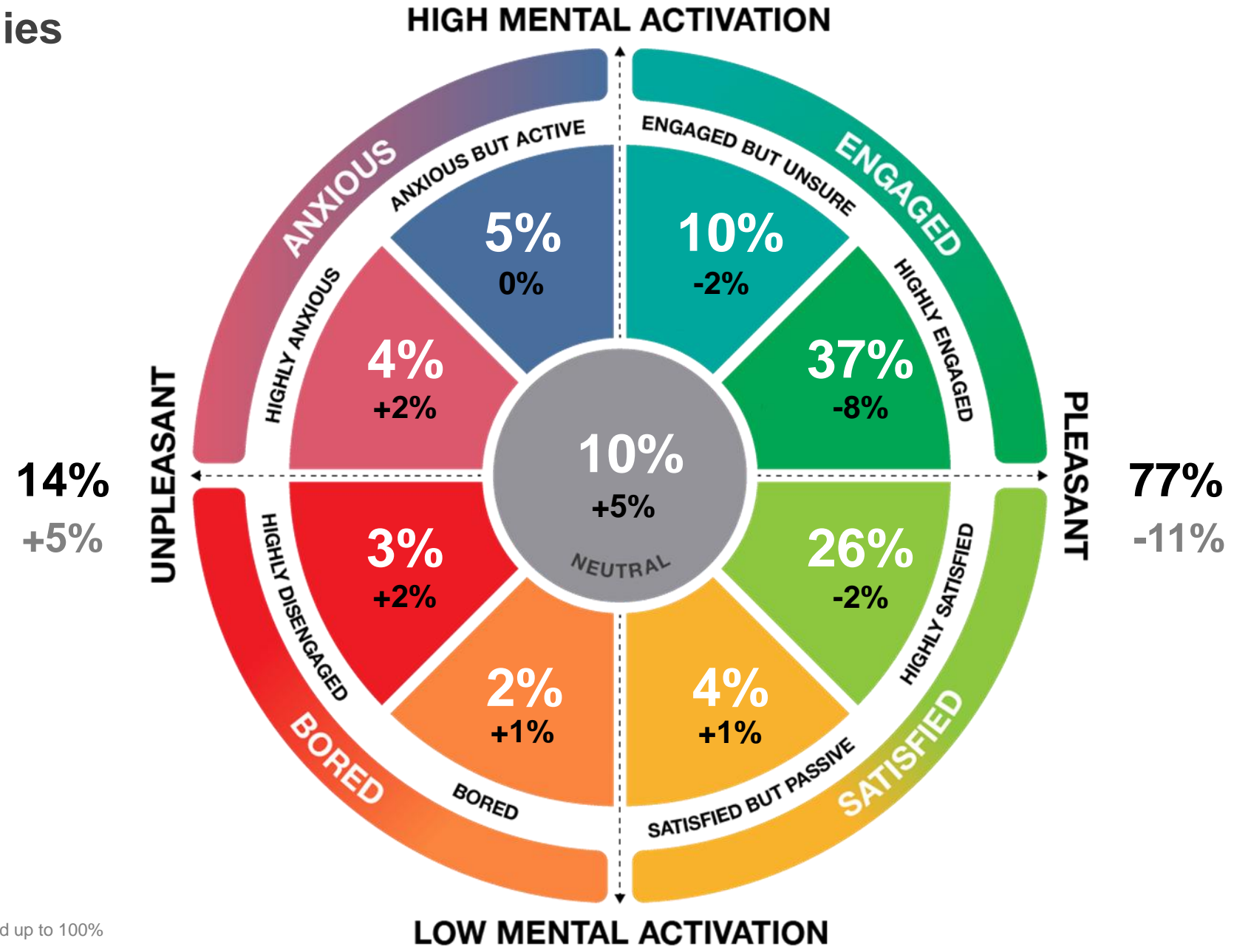
You have achieved our 2 Star status and are officially an Outstanding Company to Work For

Company Name vs 2 Star Companies



Due to rounding, percentages may not add up to 100%

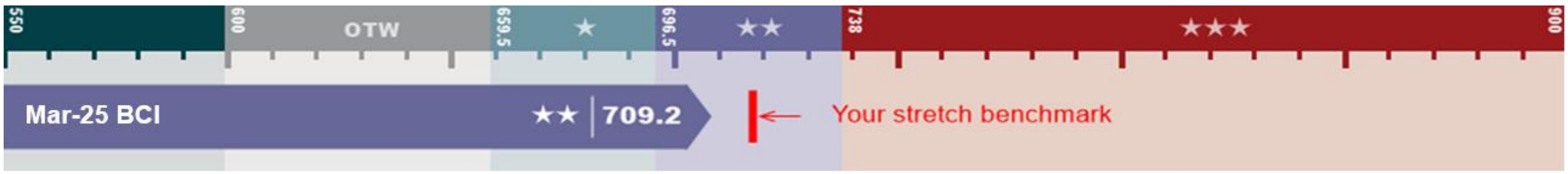
Company Name vs 3 Star Companies



Due to rounding, percentages may not add up to 100%



Engagement Scores & Response Rate Company Name Overall



Survey	No. of Responses
Company Name Mar-25	71.80% (3503/4879)
Big Companies Average, Accreditation 2024	63.83%

Leader & Senior Management Definitions



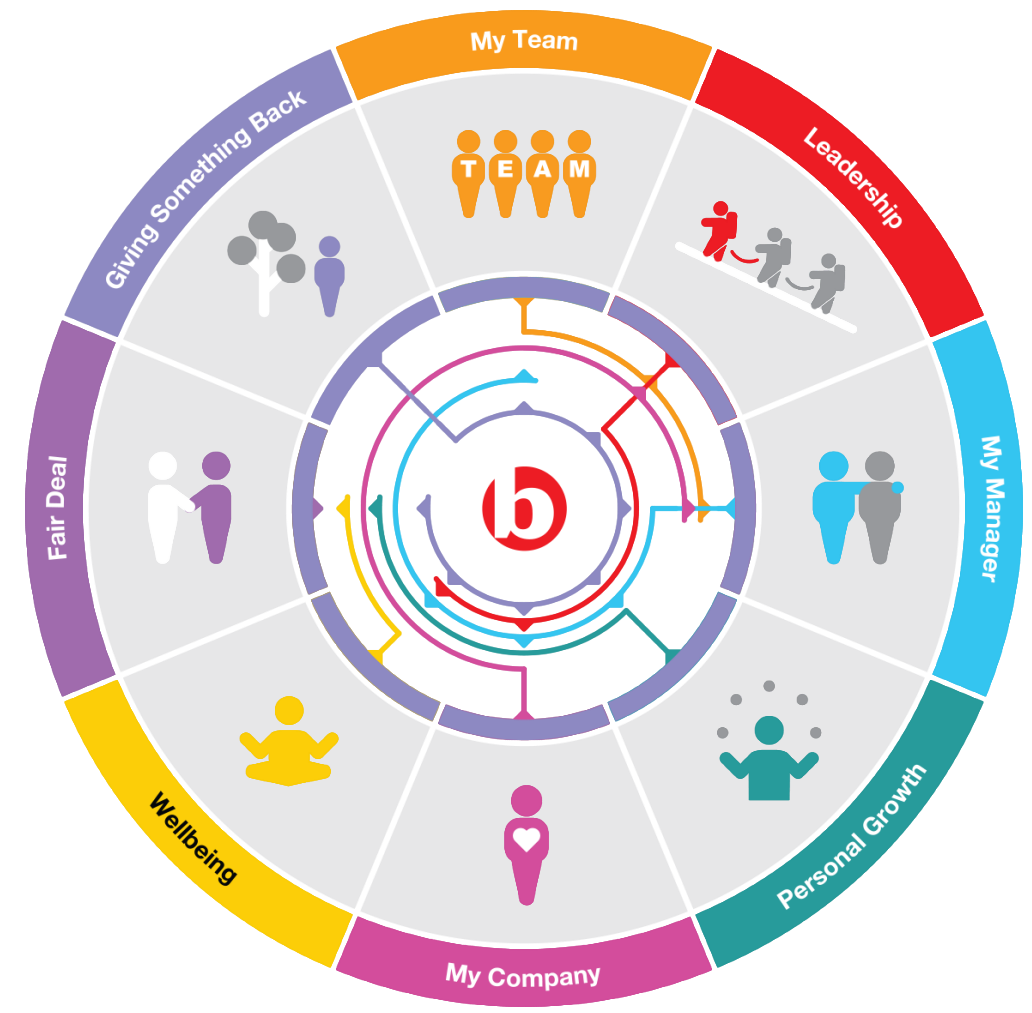
Leadership

How employees feel about the head of the organisation, senior management and the organisation's values and principles.

“Leader of this organisation” - CEO Name

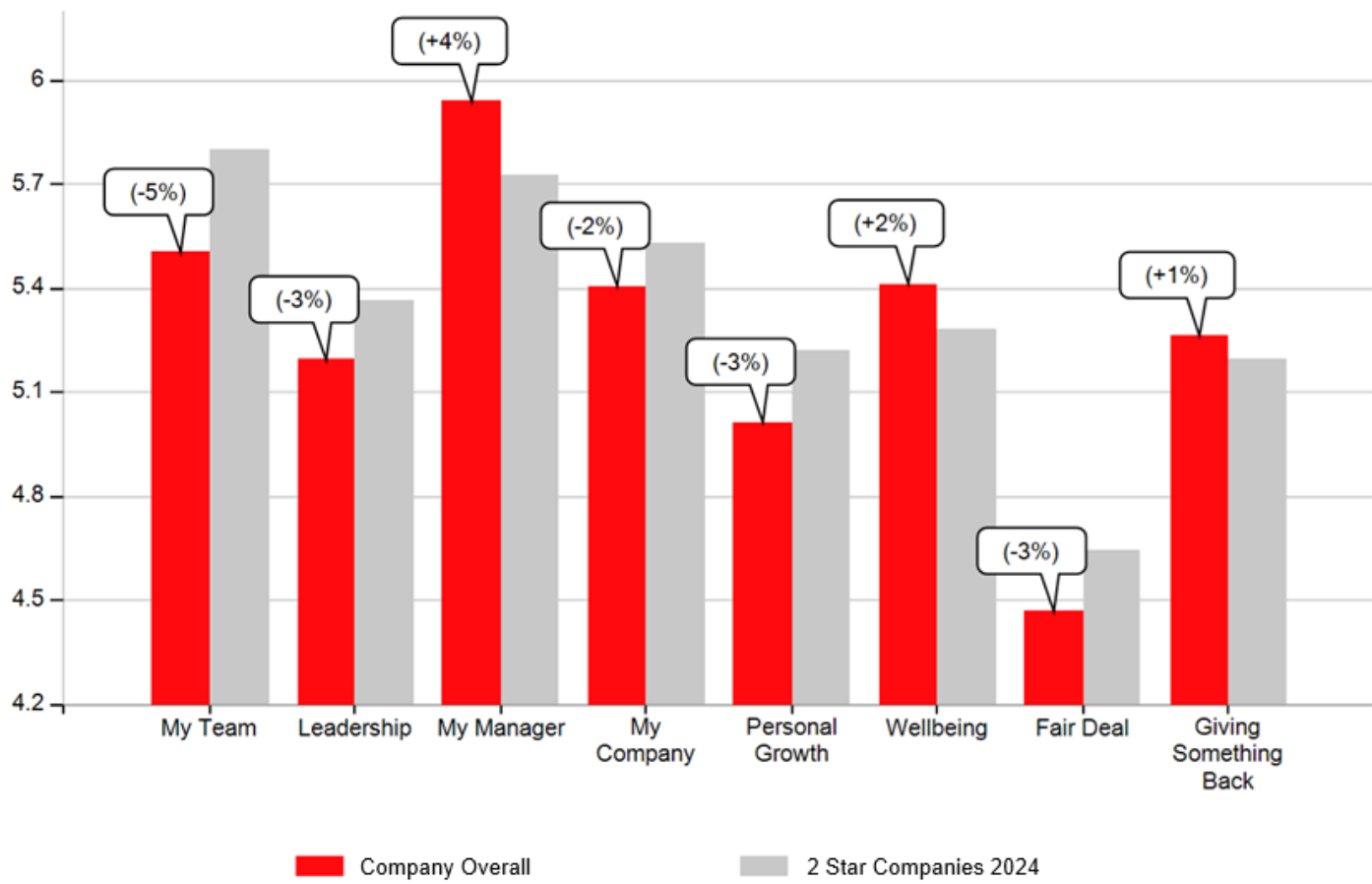
“Senior Management” - Director(s) Name

The 8 Factors and the Impact on Organisational Health





Company Name vs. 2 Star Companies 2024

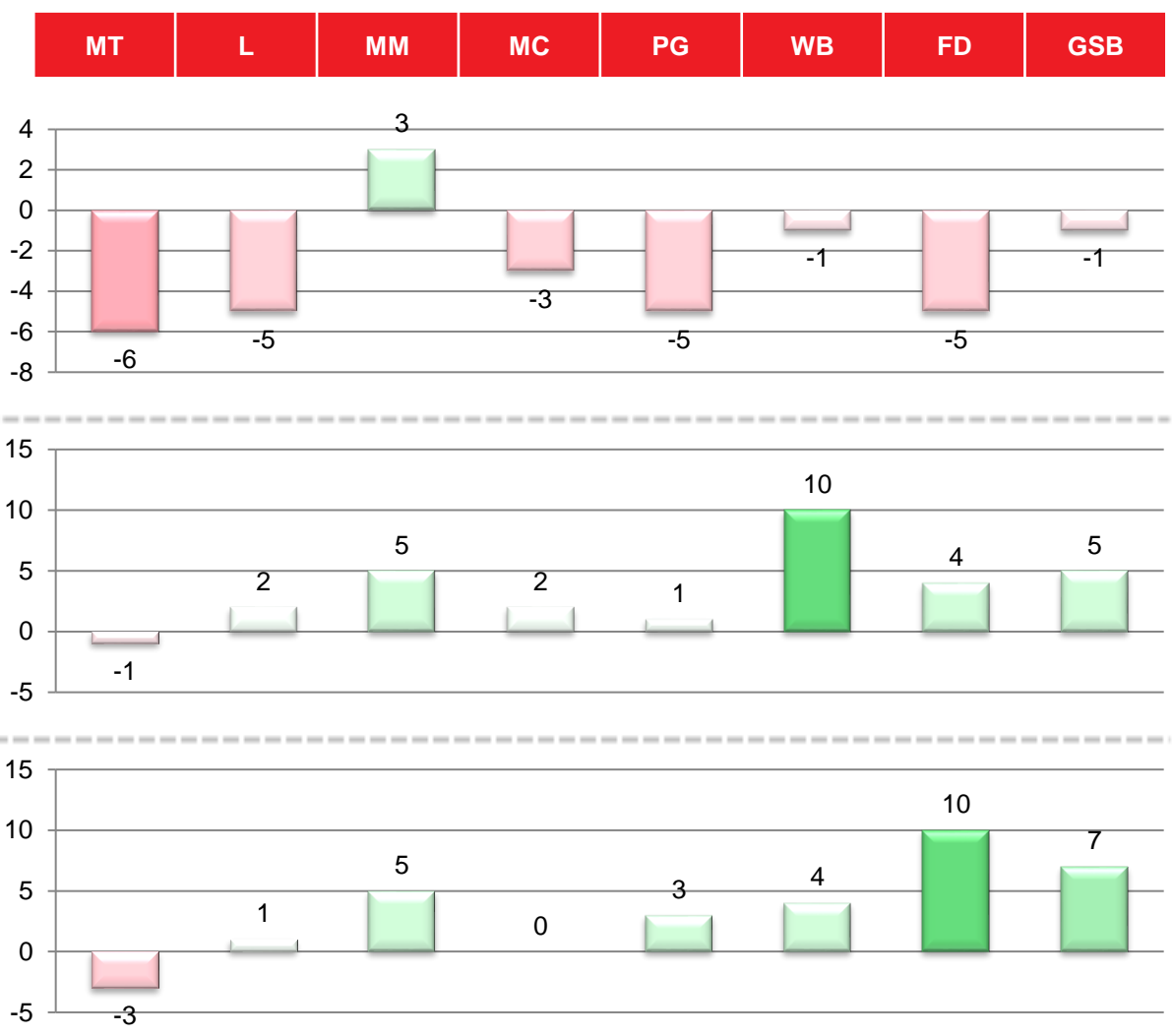
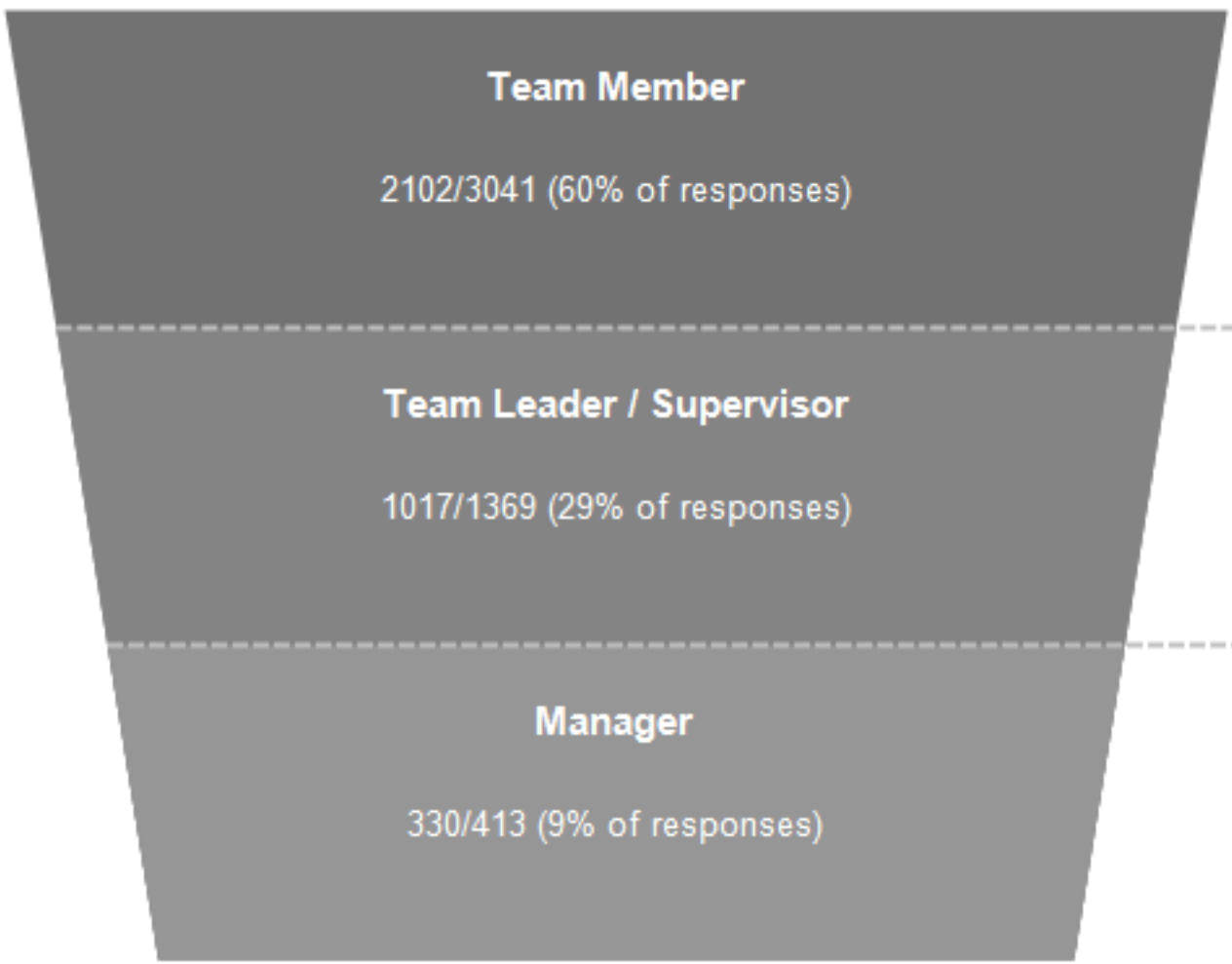


Job Grades

Job Grade	Number of Responses	Percentage of Responses
Team Member	2102/3041	69%
Team Leader/Supervisor	1017/1369	74%
Manager	330/413	80%
Senior Manager	47/49	96%
Director	7/7	100%

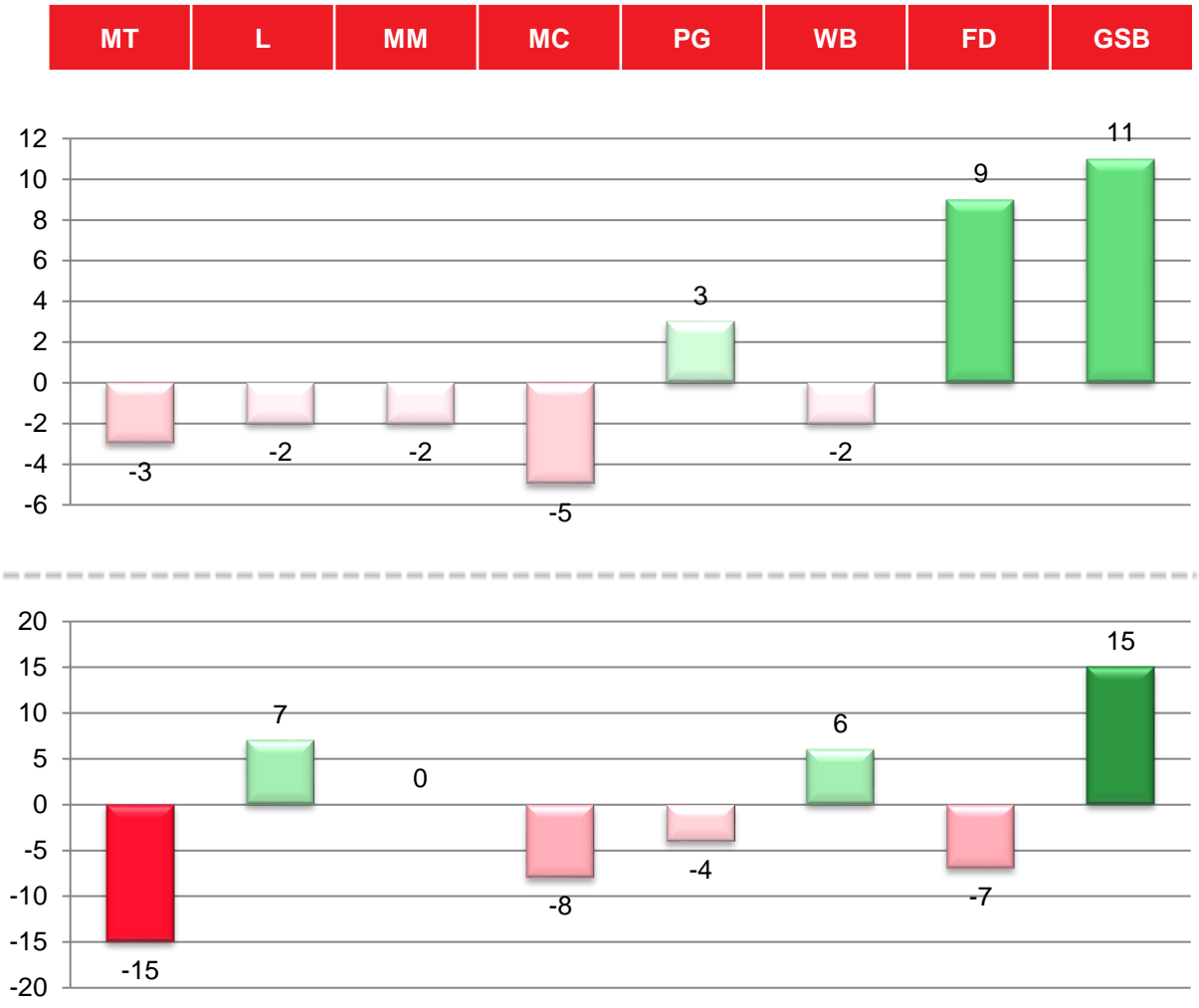
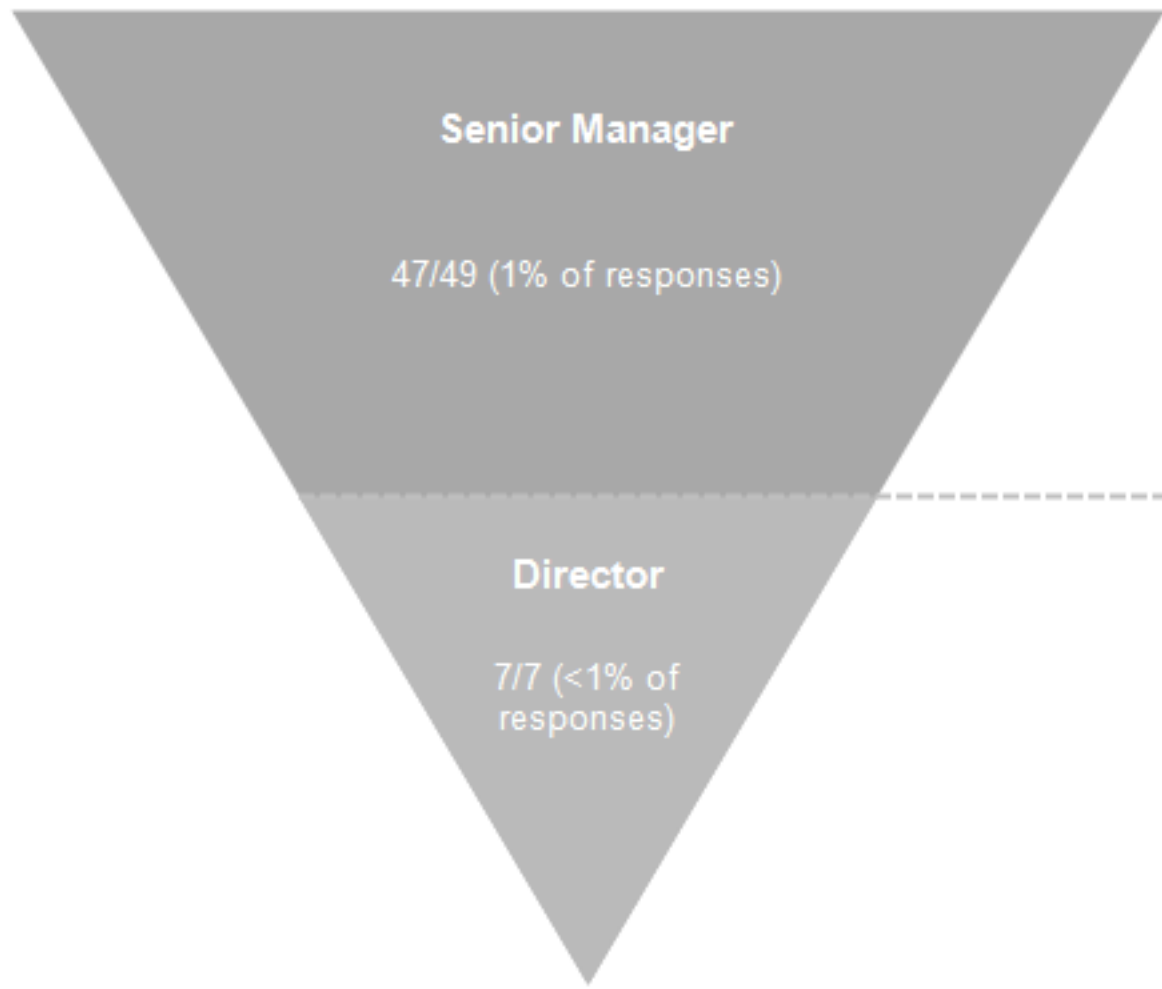


Job Grade breakdown vs. 2 Star Companies 2024





Job Grade breakdown vs. 2 Star Companies 2024



How do the different areas of your organisation
feel?



Employment Groups vs. 2 Star Companies 2024

Employment Group Name	No. of Responses	Mar-25 BCI Score	Factors							
			MT	L	MM	MC	PG	WB	FD	GSB
Exec Team	100% (7/7)	835.7 (3*)	27	28	26	22	11	19	41	14
HR Services	100% (30/30)	735.7 (2*)	14	15	6	12	4	23	9	4
Legal Department	93.33% (14/15)	678.8 (1*)	17	9	11	-3	-5	0	7	1
Collections Department	87.08% (809/929)	677.8 (1*)	7	7	8	6	2	3	1	-3
IT Department	93.10% (54/58)	636.5 (OTW)	1	-8	6	-6	4	-7	13	-8
Commercial Department	85.24% (52/61)	632.7 (OTW)	-1	5	-6	-1	3	-3	1	-8
Finance Division	81.48% (66/81)	631.4 (OTW)	4	-3	4	-8	1	1	-5	-8
Warehouse	66.90% (2471/3698)	571.9	-5	-11	-5	-10	-7	-12	-8	-10



Appendix



**Top 15 most highly
correlated questions
2025**



Top 15 most highly correlated questions Mar-25

Most highly correlated questions	Pearson Correlation
I love working for this organisation	0.779
This job is good for my own personal growth	0.735
I would leave tomorrow if I had another job	0.722
I have confidence in the leadership skills of the senior management team	0.717
This organisation does not care about my mental wellbeing	0.717
I am excited about where this organisation is going	0.701
I feel proud to work for this organisation	0.698
Senior managers of this organisation do a lot of telling but not much listening	0.697
This organisation is run on strong values / principles	0.696
My manager cares about how satisfied I am in my job	0.691
My health is suffering because of my work	0.686
My manager helps me to fulfil my potential	0.675
The leader has a plan that I believe in	0.669
My team is fun to work with	0.660
Senior managers truly live the values of this organisation	0.659

Key
Managerial Engagement
Organisational Clarity
Wellbeing, Personal Growth & My Company Questions



Managerial Engagement Questions vs Benchmarks

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
My manager cares about how satisfied I am in my job	2	5	6	-3	-1
My manager helps me to fulfil my potential	2	2	3	-1	1
My team is fun to work with	-7	-5	-6	-4	-12



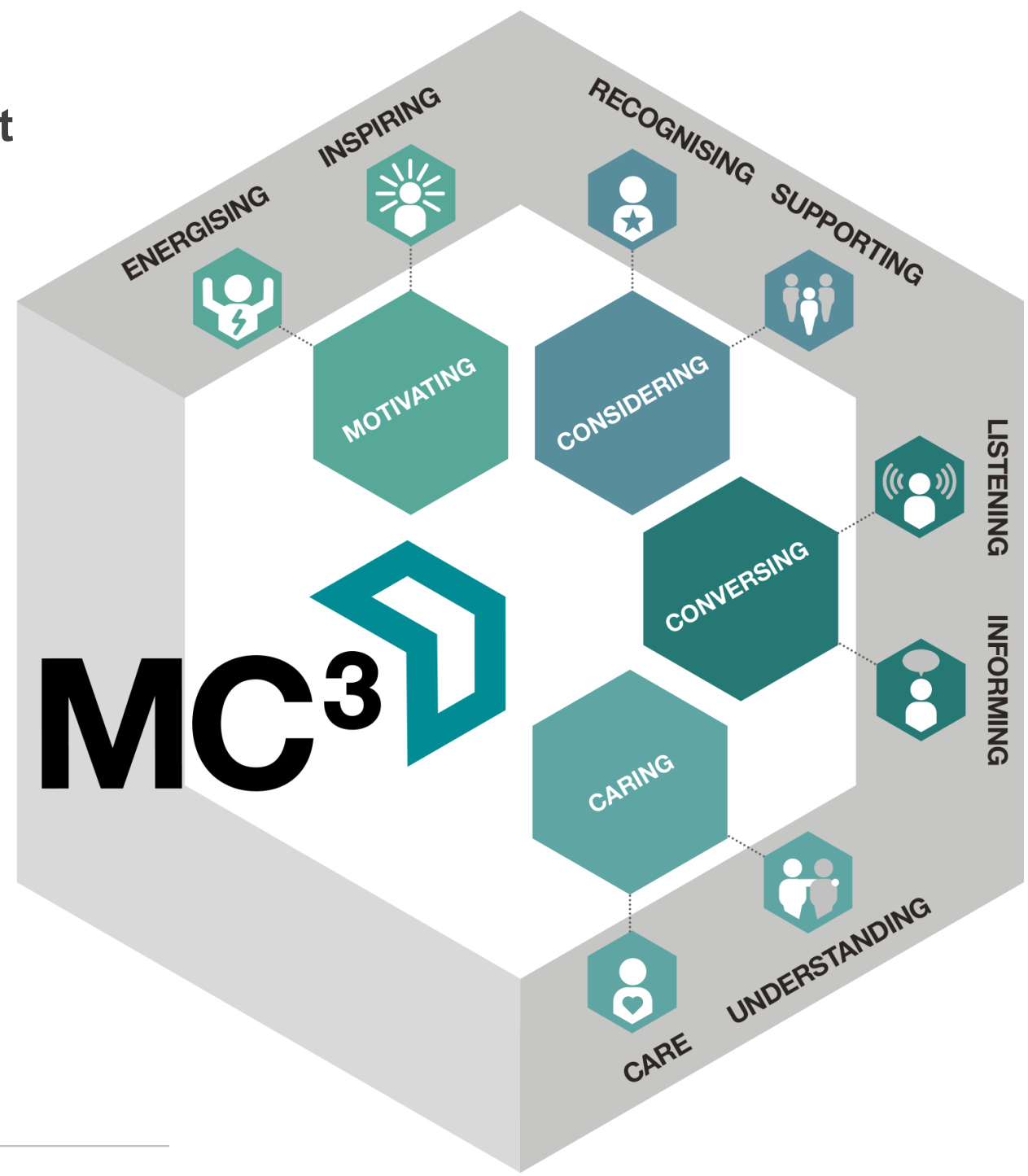
Organisational Clarity Questions vs Benchmarks

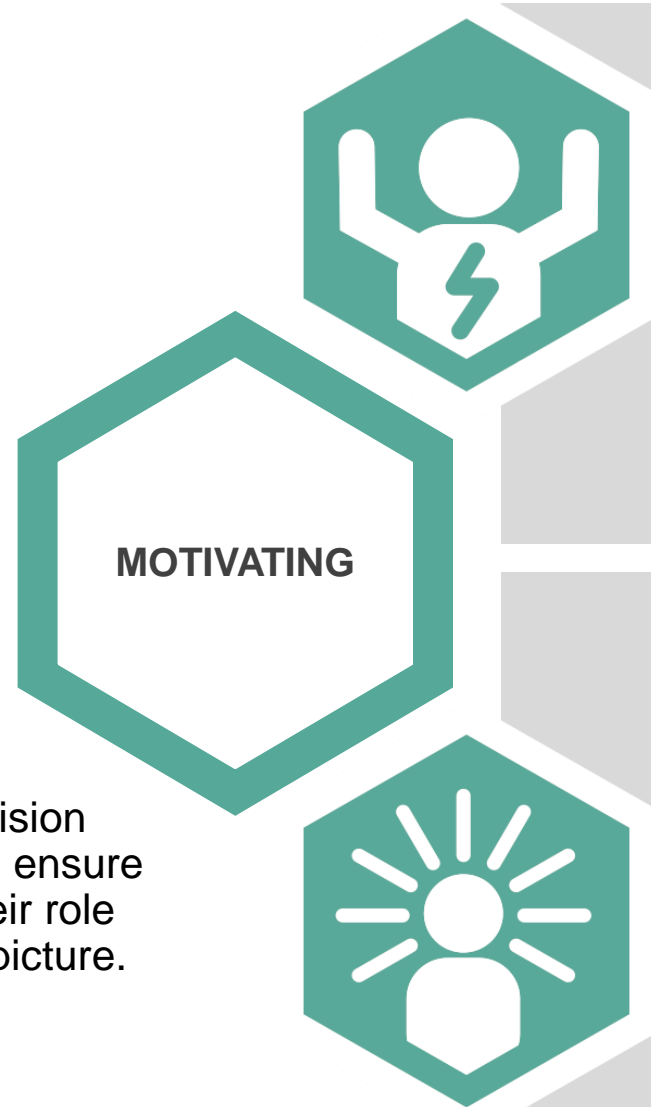
Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
I have confidence in the leadership skills of the senior management team	-5	-1	-4	-12	9
I am excited about where this organisation is going	-8	-1	-2	1	4
Senior managers of this organisation do a lot of telling but not much listening	-2	5	1	-5	5
This organisation is run on strong values / principles	-1	4	1	3	4
The leader has a plan that I believe in	-5	1	-1	1	10
Senior managers truly live the values of this organisation	-3	-1	-6	-10	-3



Managerial Engagement

Managerial Engagement





1. Motivating

Sell the direction and vision of the organisation and ensure others can see how their role impacts on the bigger picture.

Energising

- My Manager treats everyone fairly
- What is expected of me in my work is made completely clear to me
- My team is fun to work with

Inspiring

- My manager motivates me to give my best every day
- I have confidence in the leadership skills of my manager
- My manager is an excellent role model for me



CONSIDERING

2. Considering

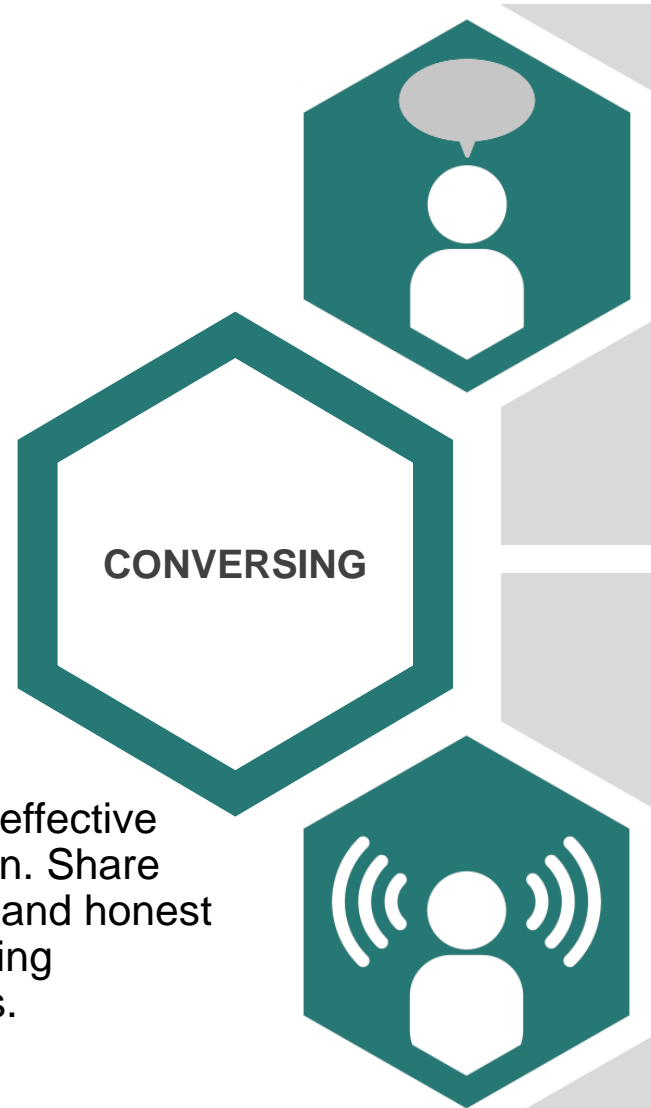
Recognise what you are asking from people and ensure this is realistic and achievable. Support people in achieving their tasks. Recognise and reward a job well done.

Supporting

- My manager ensures that I have the resources I need to do my job
- My manager helps me to fulfil my potential
- I feel that I lack support from my manager

Recognising

- My manager regularly expresses their appreciation when I do a good job
- Sometimes I feel that my manager takes advantage of me



3. Conversing

Open the channels for effective two-way communication. Share information in an open and honest way. Be open to receiving information from others.

Informing

- I feel that my manager talks openly and honestly with me
- My manager shares important knowledge and information with me

Listening

- My manager does a lot of telling but not much listening
- I feel I can tell my manager when work is going badly



4. Caring

Recognise people have a life outside of work, respect their time for family, friends and outside interests/hobbies.

Show an interest in them as individuals and demonstrate care for their needs.

Care

- My manager cares about me as an individual
- My manager cares about how satisfied I am in my job

Understanding

- My manager takes an active interest in my wellbeing
- My manager would be quick to respond if I showed signs of being under too much pressure



MC³ by Manager Ratings



	MC3 Overall	Motivates	Inspiring	Energising	Considers	Recognising	Supporting	Converses	Listening	Informing	Cares	Understanding	Caring
3* Manager	82.58 -7	81.28 -8	82.22 -10	81.16 -7	83.33 -7	85.42 -7	83.33 -10	85.42 -6	84.79 -6	87.50 -8	84.00 -9	83.33 -9	84.72 -9
2* Manager	76.71 -1	74.99 -2	74.79 -2	75.02 -1	77.33 -1	79.17 -1	76.98 -3	80.00 -1	79.17 -1	81.67 -2	77.78 -2	77.38 -3	78.13 -2
Company Overall	75.90	73.06	72.29	73.83	75.87	77.93	73.80	79.27	78.56	79.97	75.41	74.69	76.13
1* Manager	71.46 4	69.67 3	68.52 4	70.04 4	72.04 4	72.73 5	72.07 2	74.96 4	73.33 5	76.34 4	71.89 4	71.67 3	72.62 4
Ones to Watch Manager	65.34 11	62.59 10	59.33 13	67.88 6	66.88 9	63.19 15	62.80 11	67.06 12	63.28 15	65.40 15	64.09 11	66.28 8	67.02 9

Key: ■ 3* Manager ■ 2* Manager ■ 1* Manager ■ One to Watch Manager

8 Factors by Question Response

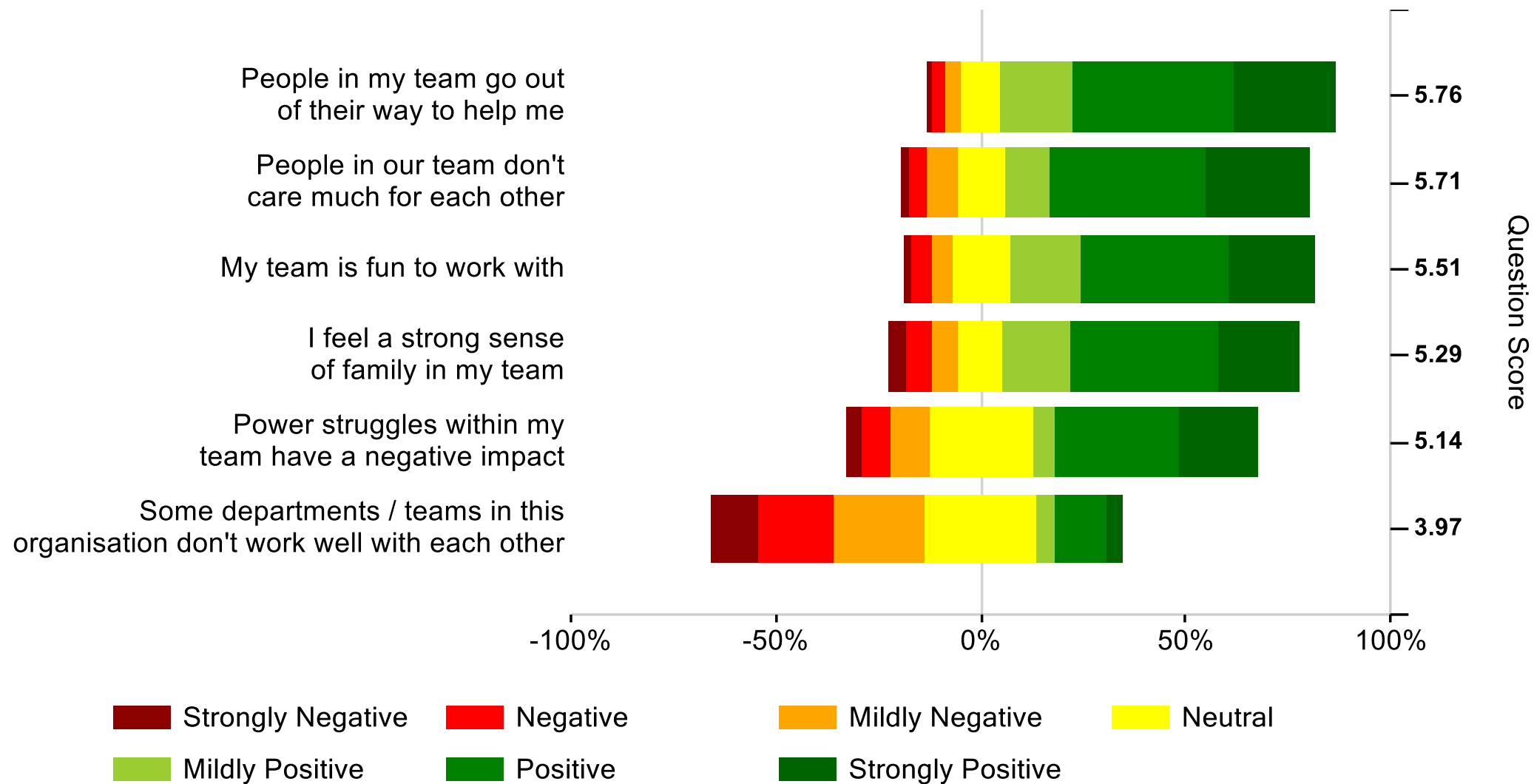


My Team vs Benchmarks

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
People in my team go out of their way to help me	0	5	1	-5	-8
I feel a strong sense of family in my team	-7	-2	-5	-5	-16
My team is fun to work with	-7	-5	-6	-4	-12
People in our team don't care much for each other	-5	2	0	0	-16
Some departments / teams in this organisation don't work well with each other	5	-7	-13	-4	17
Power struggles within my team have a negative impact	1	0	-2	-2	-22



My Team Heatmap



* Responses available on heatmap are from all job grades combined

Leadership vs Benchmarks (1 of 2)

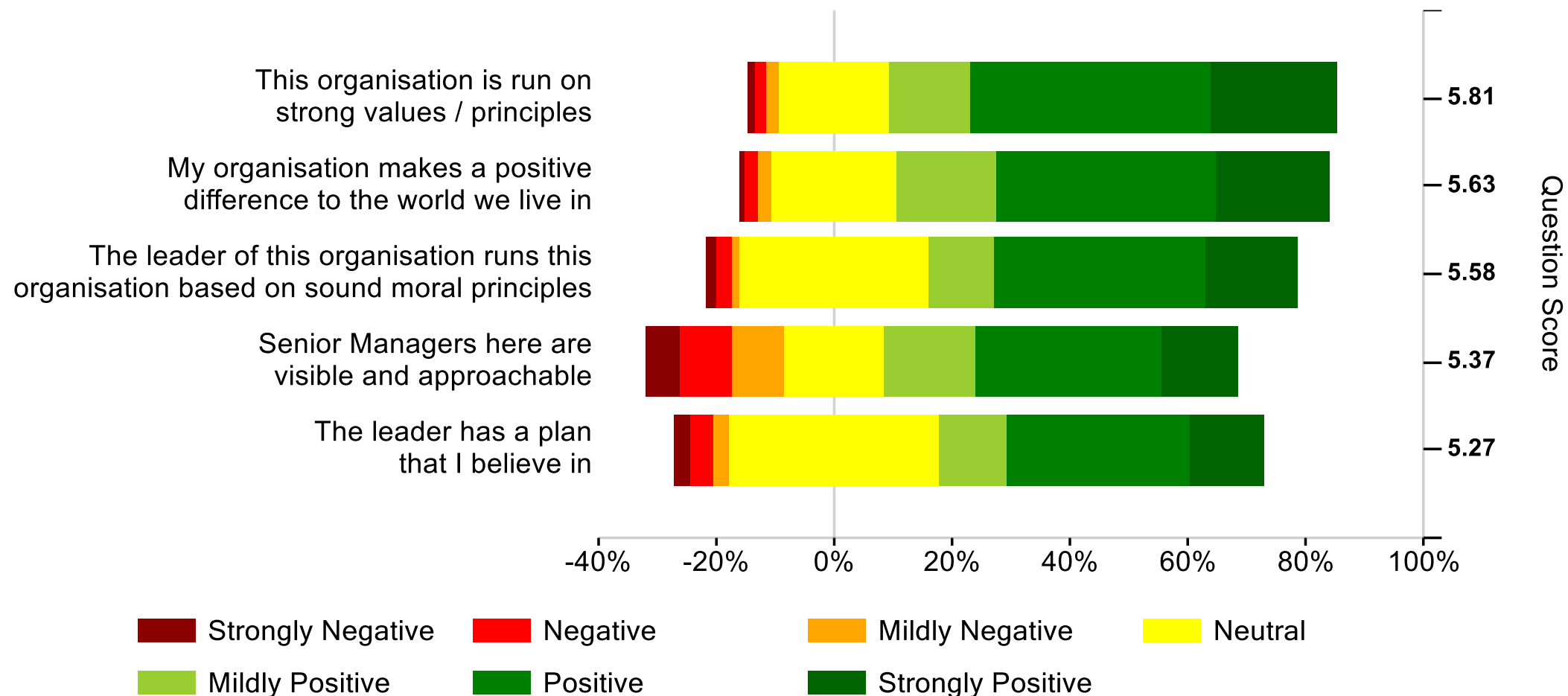
Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
Senior managers truly live the values of this organisation	-3	-1	-6	-10	-3
I am inspired by the person leading this organisation	-9	1	3	4	9
I have confidence in the leadership skills of the senior management team	-5	-1	-4	-12	9
My organisation makes a positive difference to the world we live in	-1	9	7	5	8
The leader of this organisation runs this organisation based on sound moral principles	-5	5	5	5	8

Leadership vs Benchmarks (2 of 2)

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
This organisation is run on strong values / principles	-1	4	1	3	4
Senior managers of this organisation do a lot of telling but not much listening	-2	5	1	-5	5
The leader has a plan that I believe in	-5	1	-1	1	10
Senior Managers here are visible and approachable	-4	-1	-1	6	6



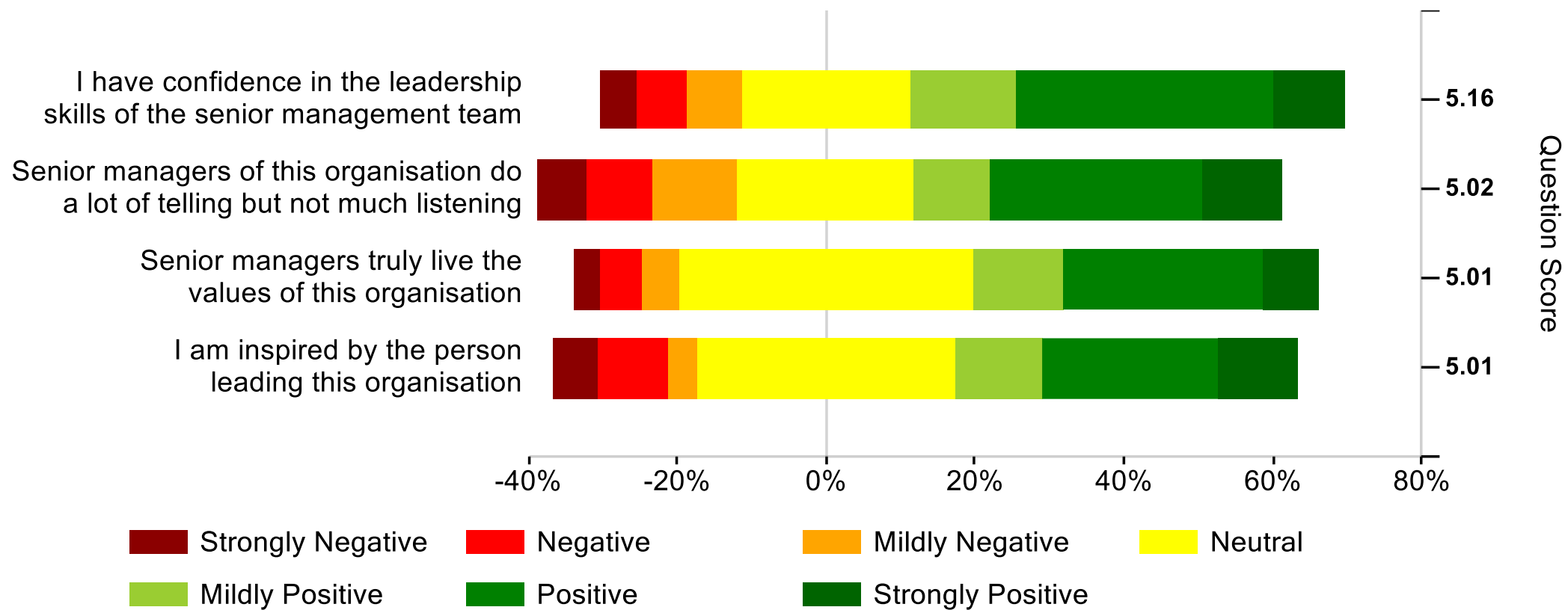
Leadership Heatmap (1 of 2)



* Responses available on heatmap are from all job grades combined



Leadership Heatmap (2 of 2)



* Responses available on heatmap are from all job grades combined



My Manager vs Benchmarks (1 of 3)

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
My manager regularly expresses their appreciation when I do a good job	4	5	4	-3	3
I feel that my manager talks openly and honestly with me	4	3	3	-1	-5
My manager cares about me as an individual	2	4	4	0	0
My manager cares about how satisfied I am in my job	2	5	6	-3	-1
I feel that I lack support from my manager	5	6	4	0	1
My manager helps me to fulfil my potential	2	2	3	-1	1
My manager is an excellent role model for me	1	0	2	-2	12



My Manager vs Benchmarks (2 of 3)

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
My manager shares important knowledge and information with me	5	5	3	3	-1
I have confidence in the leadership skills of my manager	0	0	2	-6	3
My manager does a lot of telling but not much listening	3	4	4	-2	9
My manager motivates me to give my best every day	2	3	1	-2	4
What is expected of me in my work is made completely clear to me	3	-2	-5	-8	2
Managers in my organisation would rather avoid conflict than deal with issues	-5	-7	-14	-15	-16
My manager takes an active interest in my wellbeing	3	6	4	2	-5

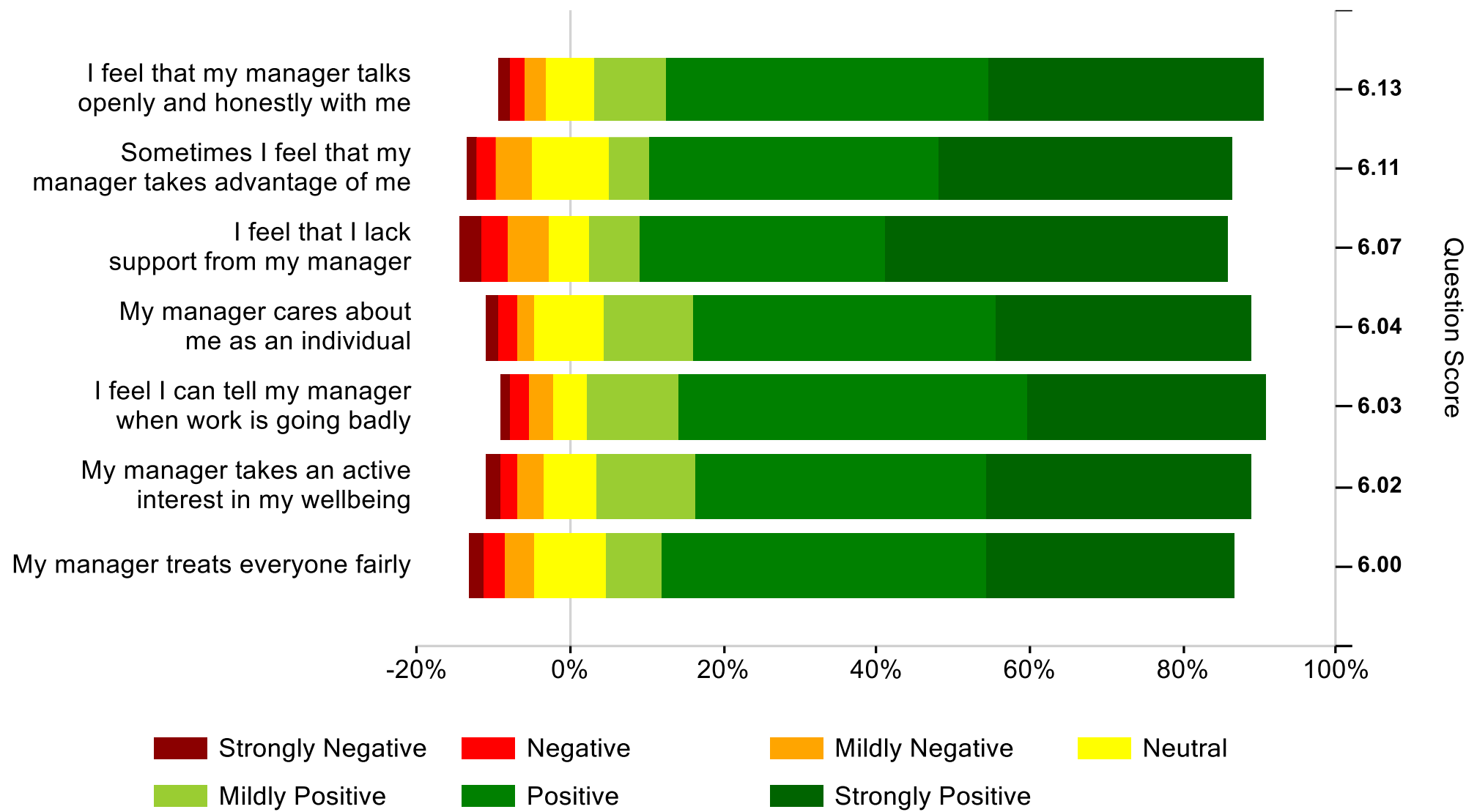


My Manager vs Benchmarks (3 of 3)

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
My manager would be quick to respond if I showed signs of being under too much pressure	2	8	5	-2	6
My manager ensures that I have the resources I need to do my job	4	3	1	-6	-4
Sometimes I feel that my manager takes advantage of me	7	7	5	-2	-9
I feel I can tell my manager when work is going badly	2	3	3	2	6
My manager treats everyone fairly	3	4	4	-4	-4



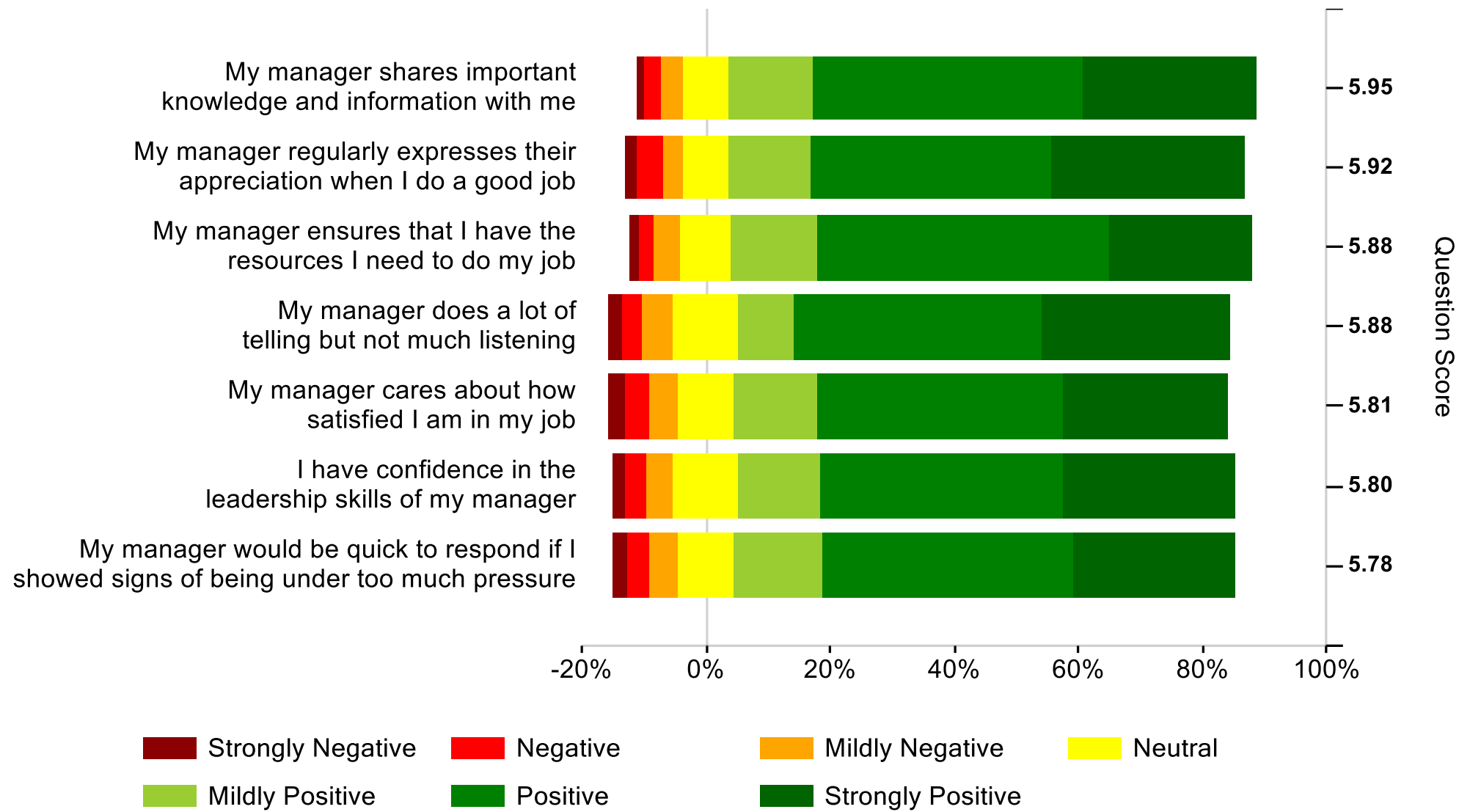
My Manager Heatmap (1 of 3)



* Responses available on heatmap are from all job grades combined



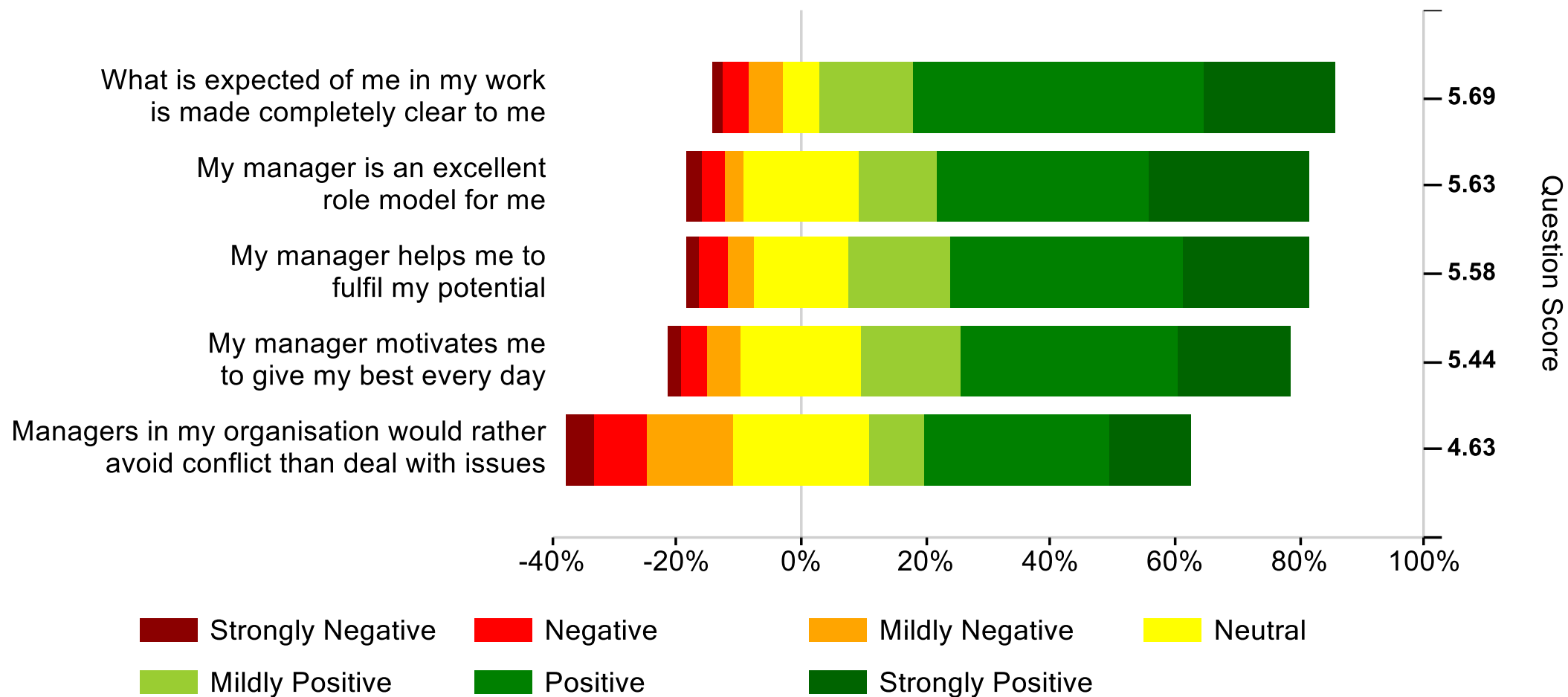
My Manager Heatmap (2 of 3)



* Responses available on heatmap are from all job grades combined



My Manager Heatmap (3 of 3)



* Responses available on heatmap are from all job grades combined



My Company vs Benchmarks (1 of 2)

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
I am excited about where this organisation is going	-8	-1	-2	1	4
I feel my job is secure	-4	4	-3	2	-11
I believe I can make a valuable contribution to the success of this organisation	-2	2	2	0	4
I would leave tomorrow if I had another job	-4	0	-1	-9	-9
I love working for this organisation	-2	5	1	-1	-7
Profit / budget concerns are the only things driving this organisation	1	12	13	16	14
Some people here use intimidation to get what they want	0	-5	-8	-5	4

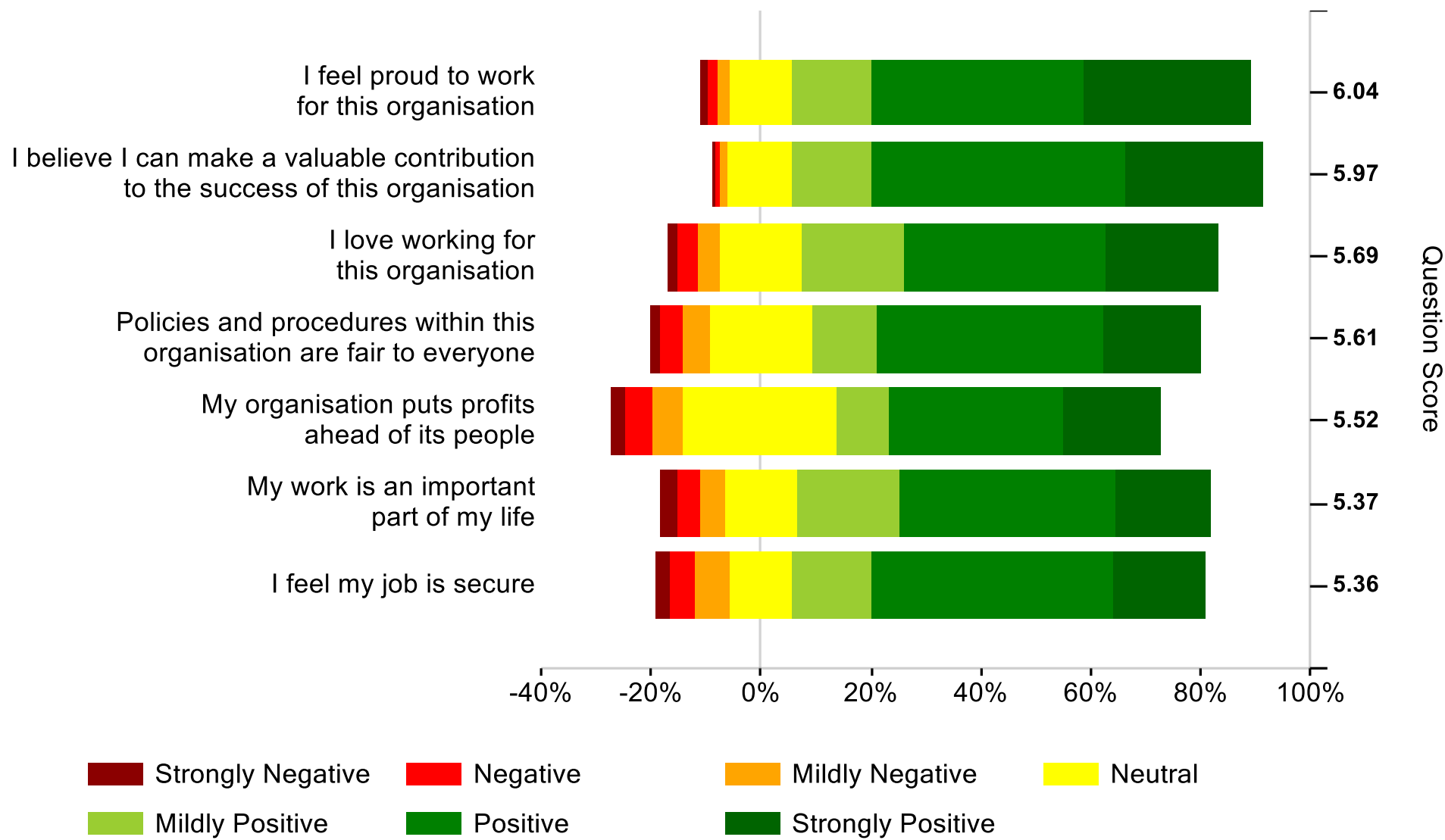


My Company vs Benchmarks (2 of 2)

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
I feel proud to work for this organisation	0	6	2	1	6
My work is an important part of my life	-10	-3	2	4	9
The economic climate makes me worried about my organisation's future	-2	1	0	-4	-3
This organisation feels more reactive than proactive	-2	-5	-10	-7	10
Policies and procedures within this organisation are fair to everyone	2	6	3	0	8
My organisation puts profits ahead of its people	3	16	14	16	15



My Company Heatmap (1 of 2)

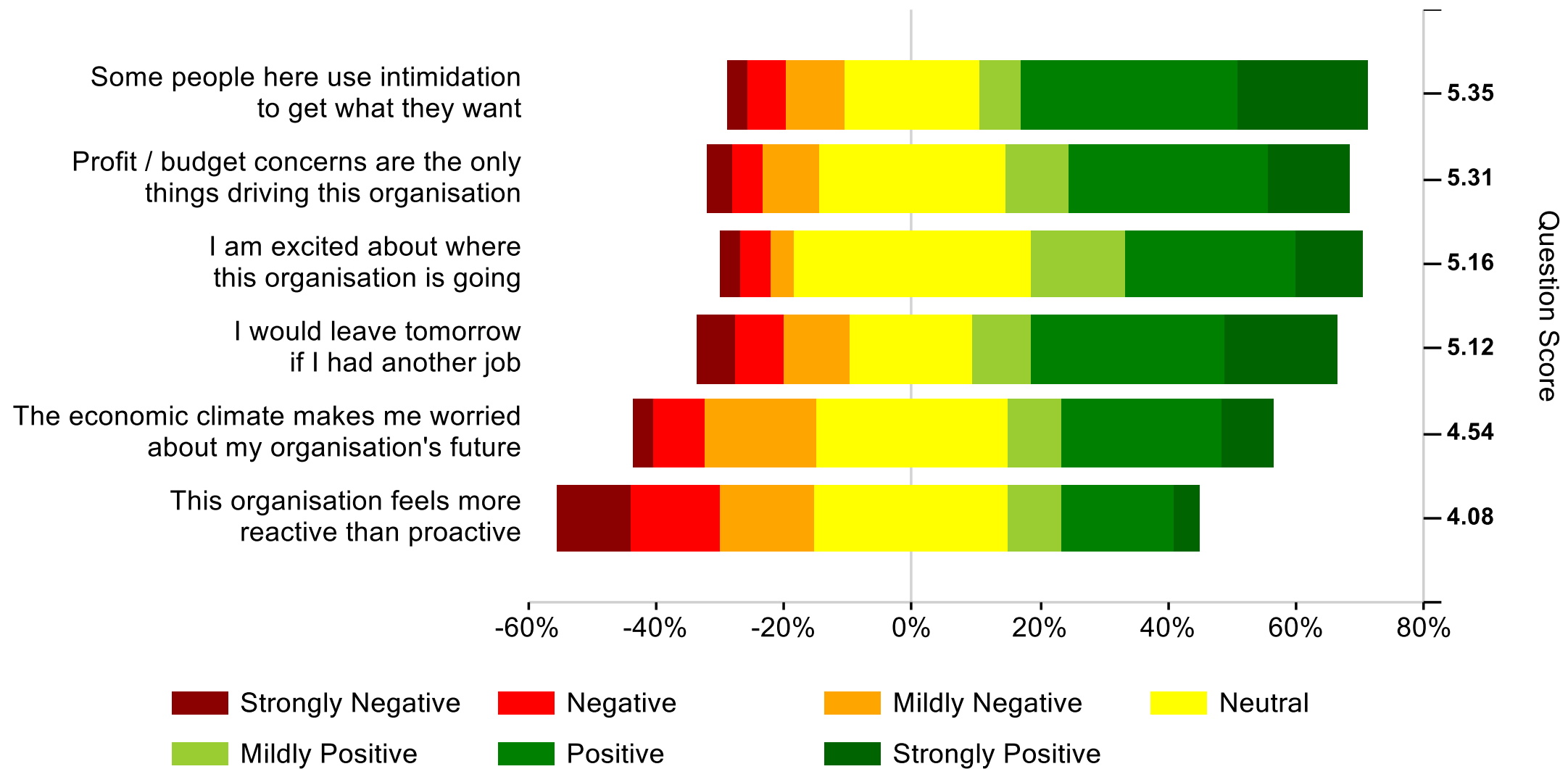


* Responses available on heatmap are from all job grades combined



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My Company Heatmap (2 of 2)



* Responses available on heatmap are from all job grades combined

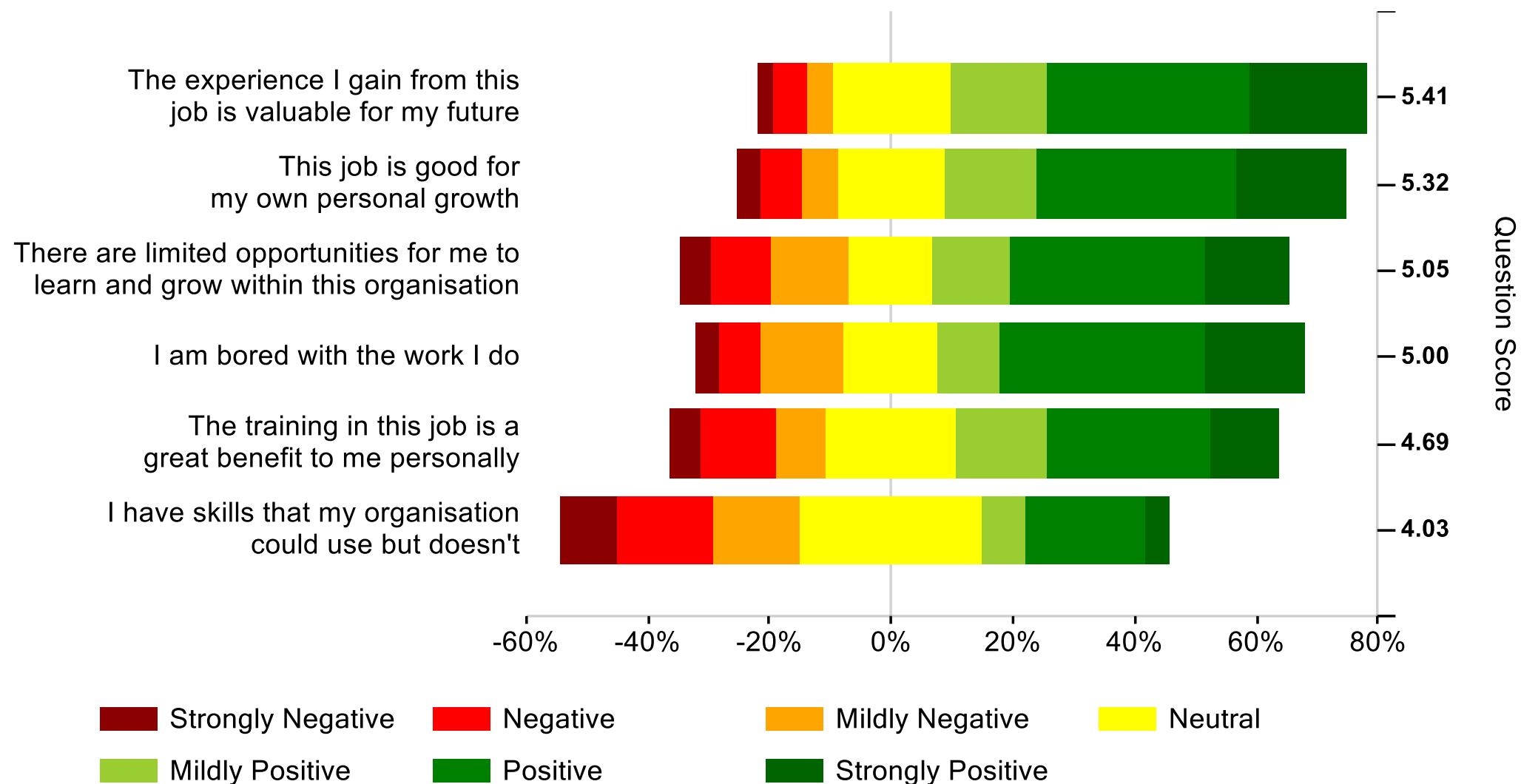
Personal Growth vs Benchmarks

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
This job is good for my own personal growth	-6	1	3	3	-3
There are limited opportunities for me to learn and grow within this organisation	2	8	5	6	2
I am bored with the work I do	-12	0	2	2	-1
The training in this job is a great benefit to me personally	-5	-6	0	0	-13
The experience I gain from this job is valuable for my future	-9	-1	-1	0	2
I have skills that my organisation could use but doesn't	-3	1	-4	12	21



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Personal Growth Heatmap



* Responses available on heatmap are from all job grades combined



Wellbeing vs Benchmarks (1 of 2)

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
Most days I feel exhausted when I finish work	4	14	4	-5	15
I am under too much pressure at work to perform well	-6	7	3	0	12
I am happy with the balance between my work and home life	5	15	6	-3	2
My work interferes with my responsibilities at home	4	14	5	0	11
My health is suffering because of my work	-2	9	4	-3	3
My work deadlines are unrealistic	-1	4	-3	-8	14

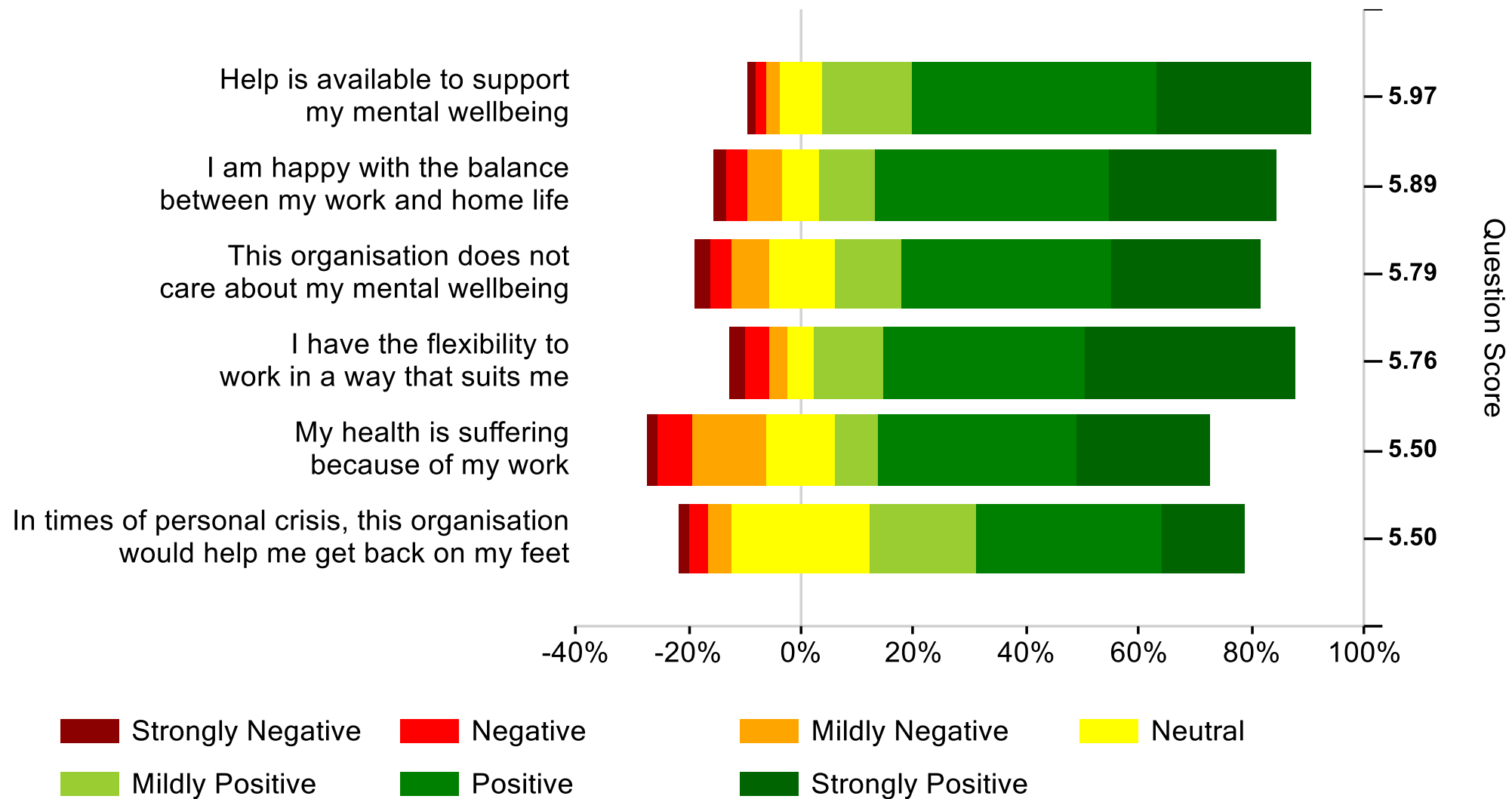
Wellbeing vs Benchmarks (2 of 2)

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
I'm spending too much time working	3	11	-1	-8	11
In times of personal crisis, this organisation would help me get back on my feet	-1	4	1	4	3
This organisation does not care about my mental wellbeing	0	10	3	0	2
Help is available to support my mental wellbeing	1	5	2	0	-12
I have the flexibility to work in a way that suits me	-4	10	6	3	3



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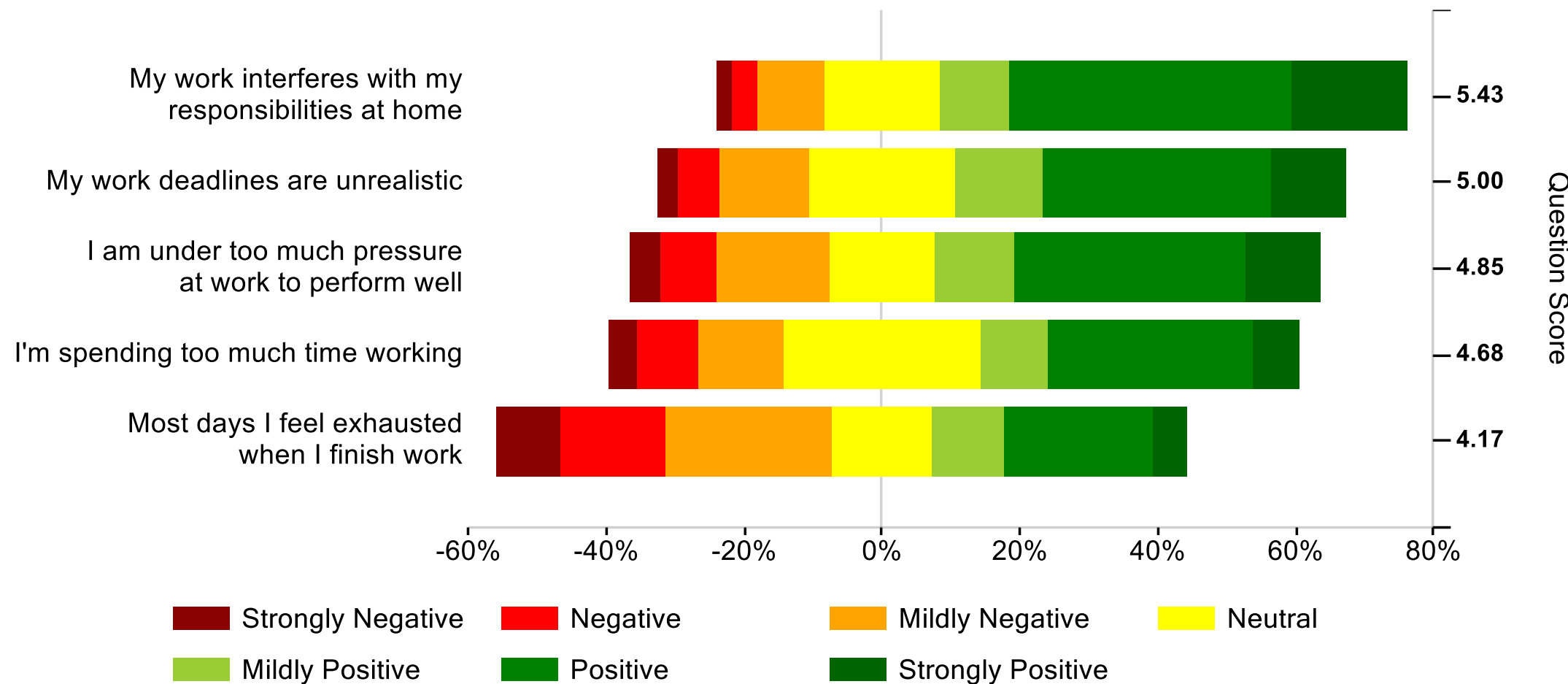
Wellbeing Heatmap (1 of 2)



* Responses available on heatmap are from all job grades combined



Wellbeing Heatmap (2 of 2)

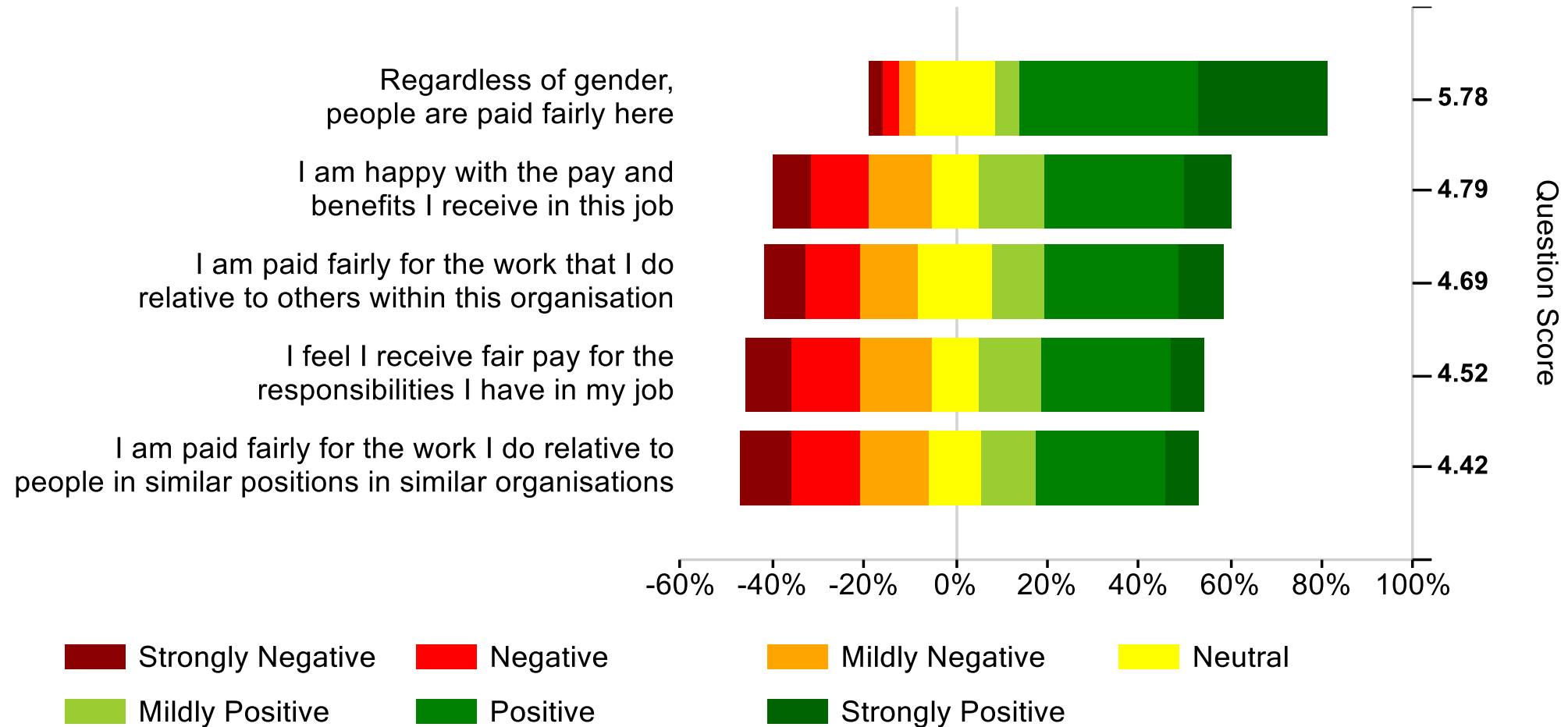


* Responses available on heatmap are from all job grades combined

Fair Deal vs Benchmarks

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
I am happy with the pay and benefits I receive in this job	-2	8	11	12	-16
I am paid fairly for the work I do relative to people in similar positions in similar organisations	-4	2	9	9	-18
I am paid fairly for the work that I do relative to others within this organisation	1	2	11	2	-1
I feel I receive fair pay for the responsibilities I have in my job	-5	7	12	9	3
Regardless of gender, people are paid fairly here	6	12	9	12	9

Fair Deal Heatmap



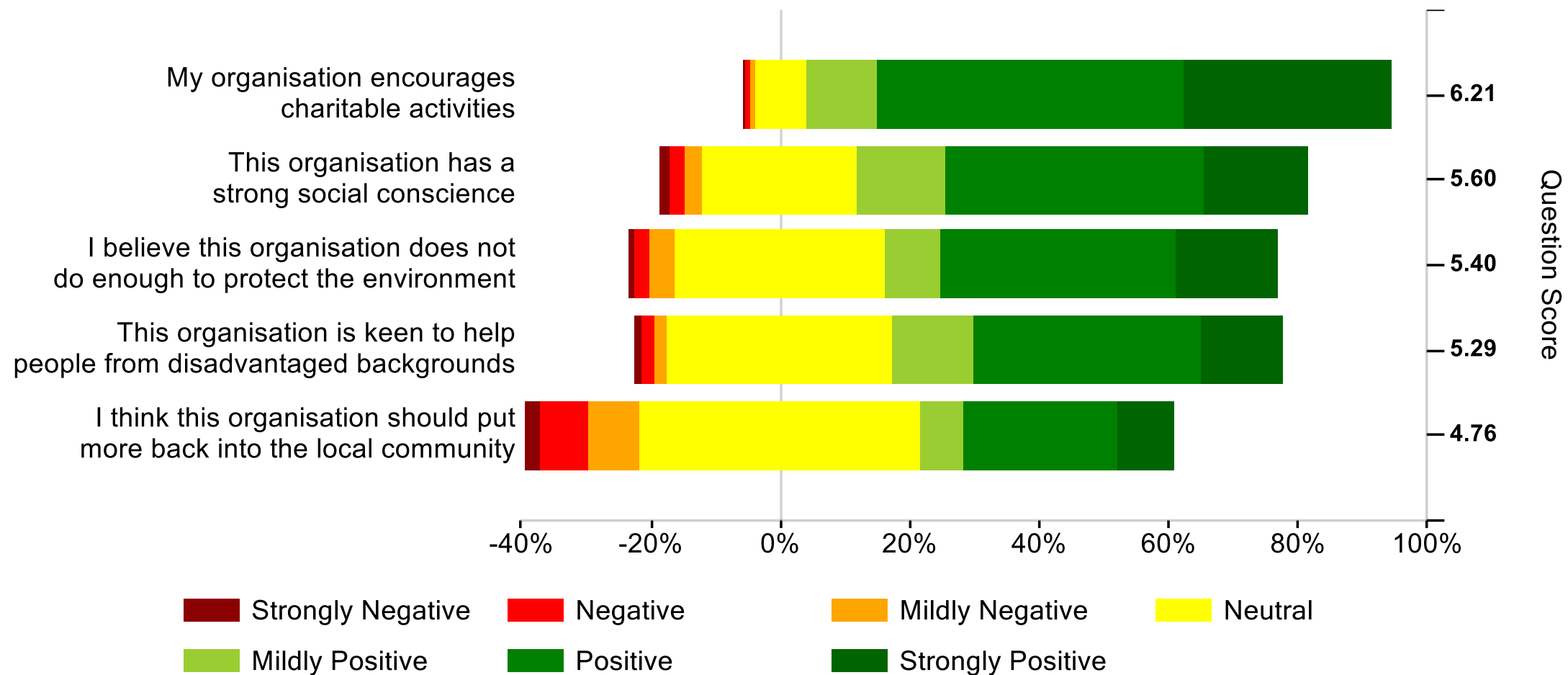
* Responses available on heatmap are from all job grades combined

Giving Something Back vs Benchmarks

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
I think this organisation should put more back into the local community	-1	3	2	8	23
I believe this organisation does not do enough to protect the environment	1	7	9	15	8
My organisation encourages charitable activities	2	5	1	4	8
This organisation has a strong social conscience	-3	5	7	6	9
This organisation is keen to help people from disadvantaged backgrounds	-1	5	9	14	18



Giving Something Back Heatmap



* Responses available on heatmap are from all job grades combined



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