

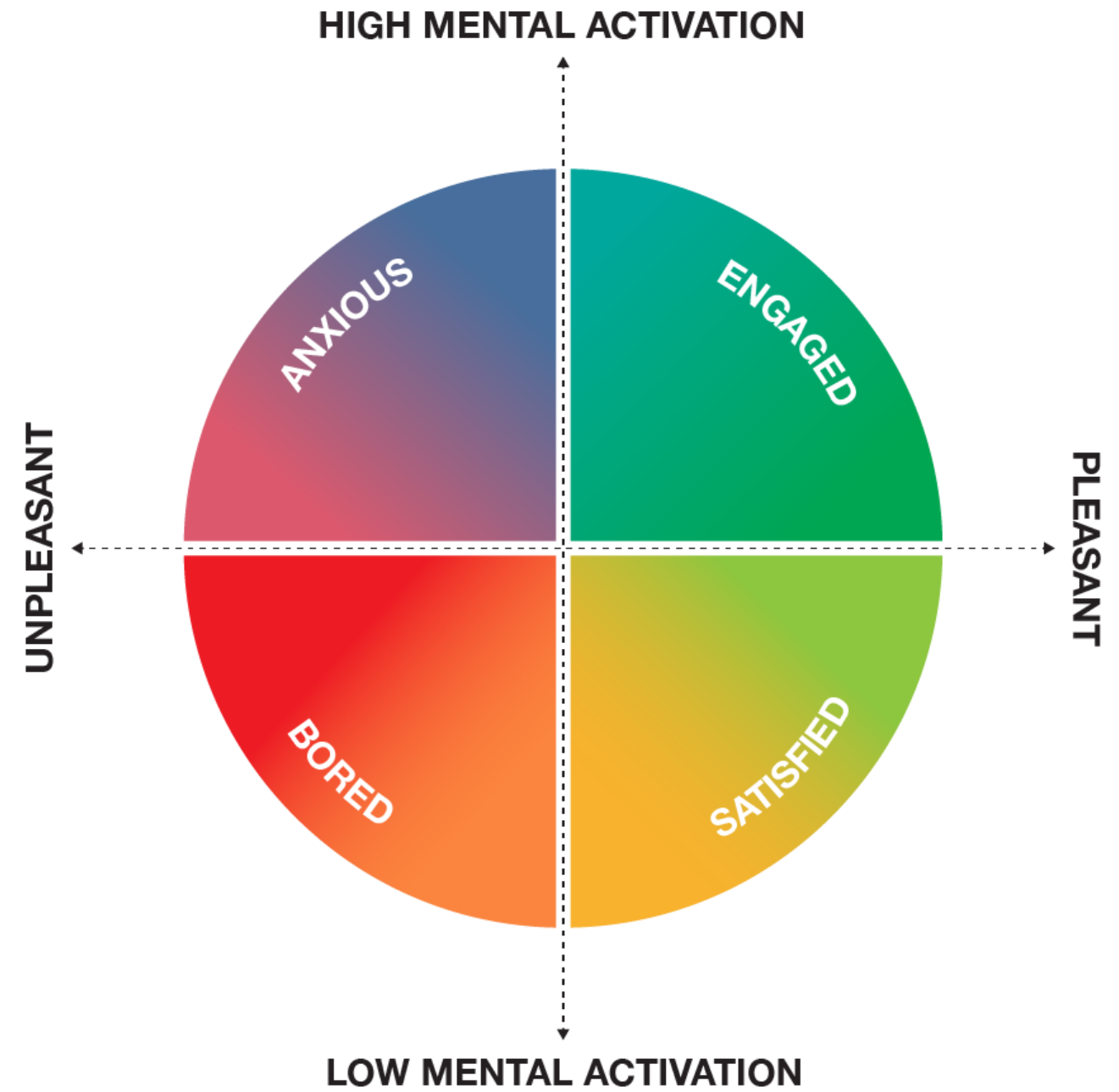


Executive pack

Employee survey

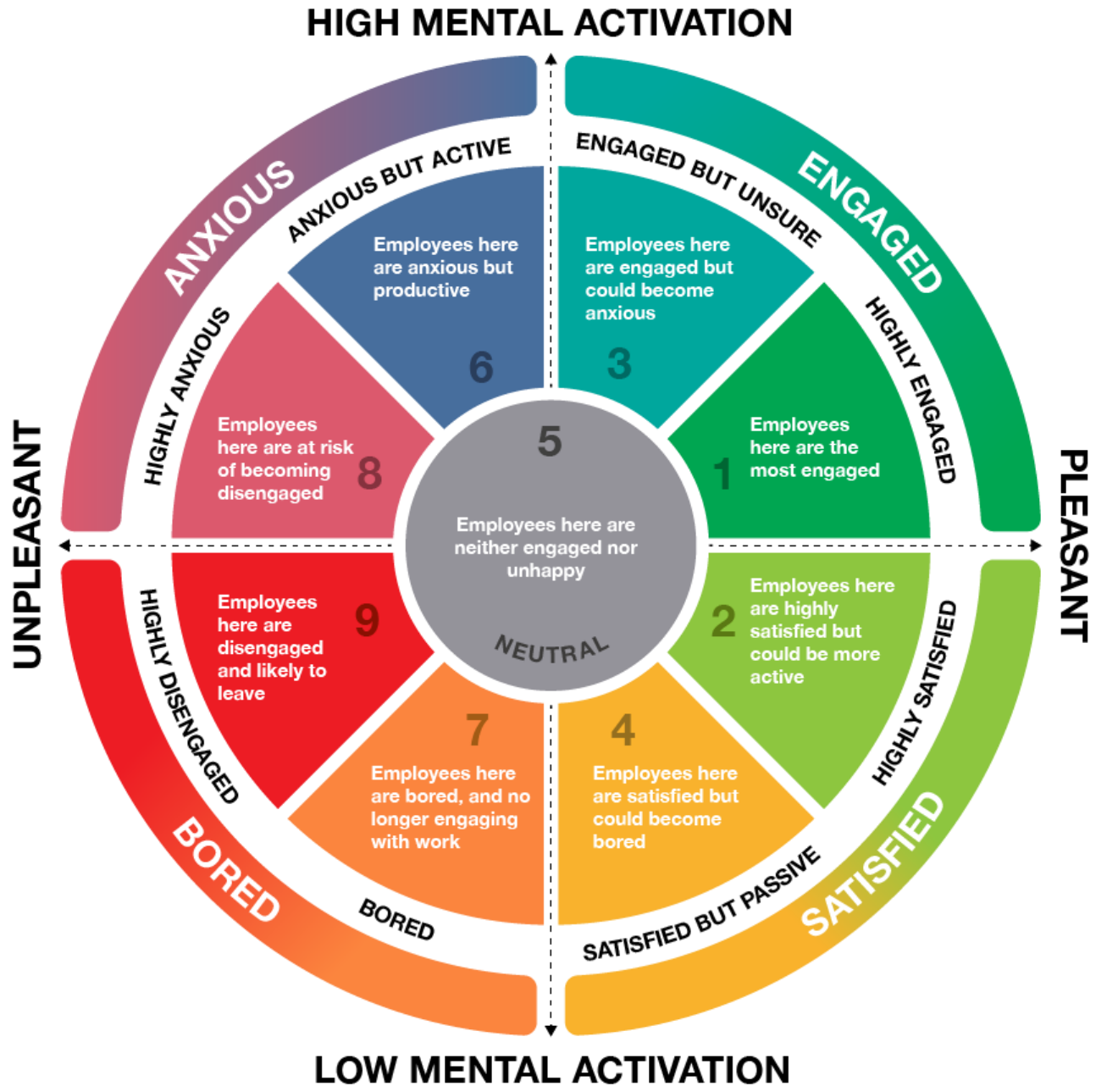
Survey distributed 6th March 2025 until 7th April 2025

Engagement vs Satisfaction



Russell's Circumplex Theory of Affect (1980)

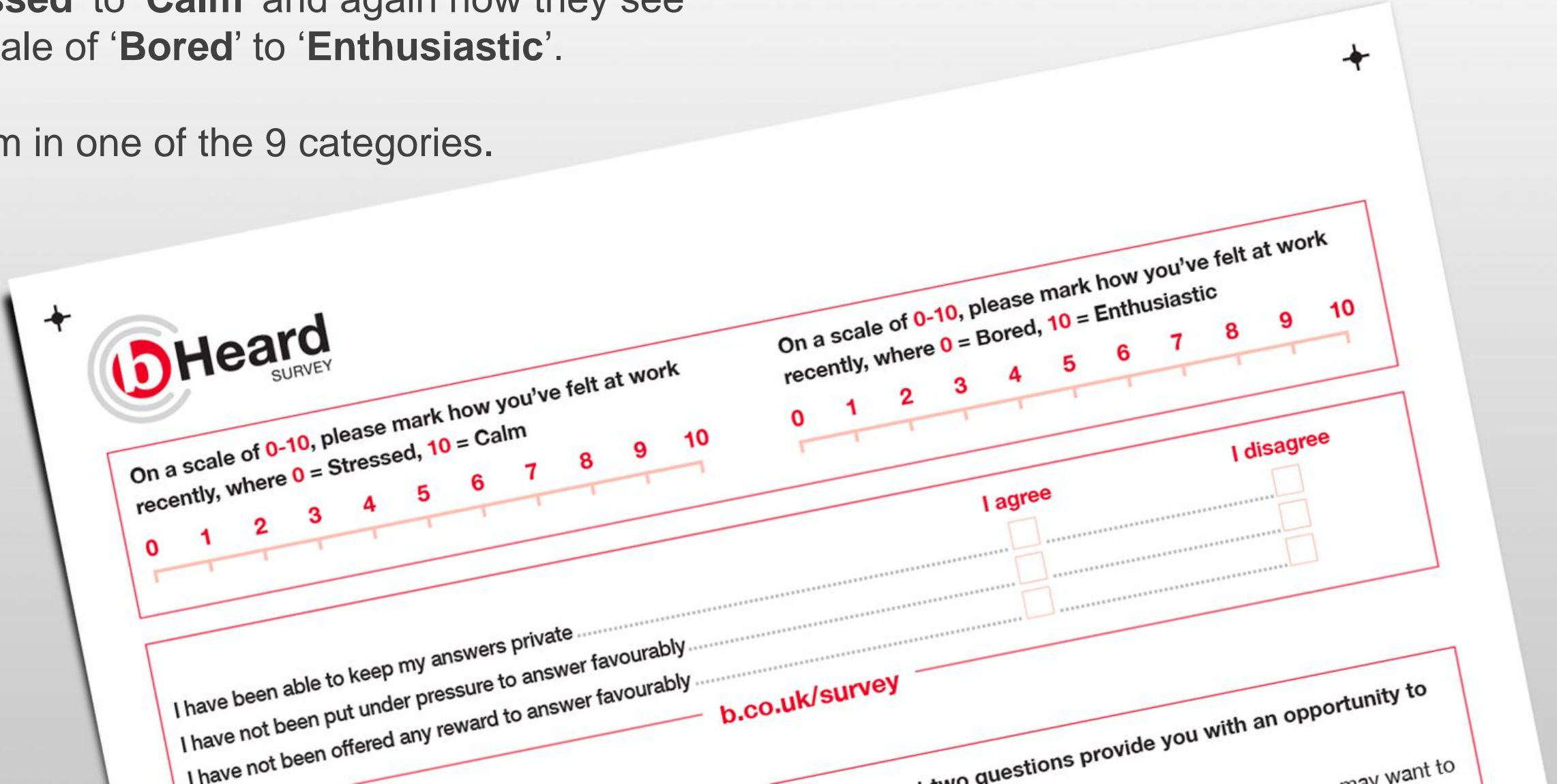
Our Circumplex Model



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

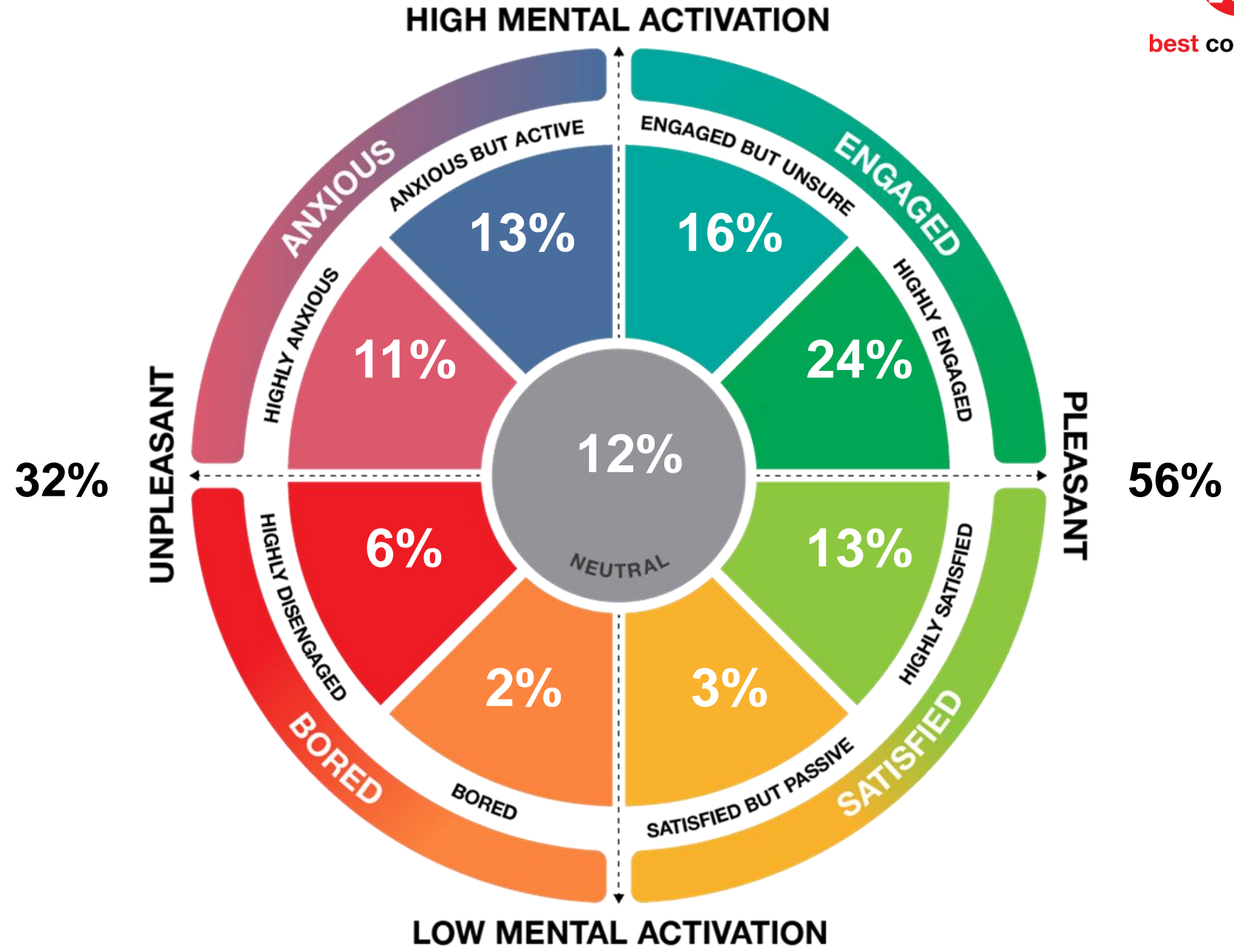


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Response Rate
71.80% (3503/4879)

Employee Responses
Percentages/Numbers Guide

2%	71
3%	105
6%	210
11%	385
12%	420
13%	455
16%	560
24%	840
32%	1120
56%	1961



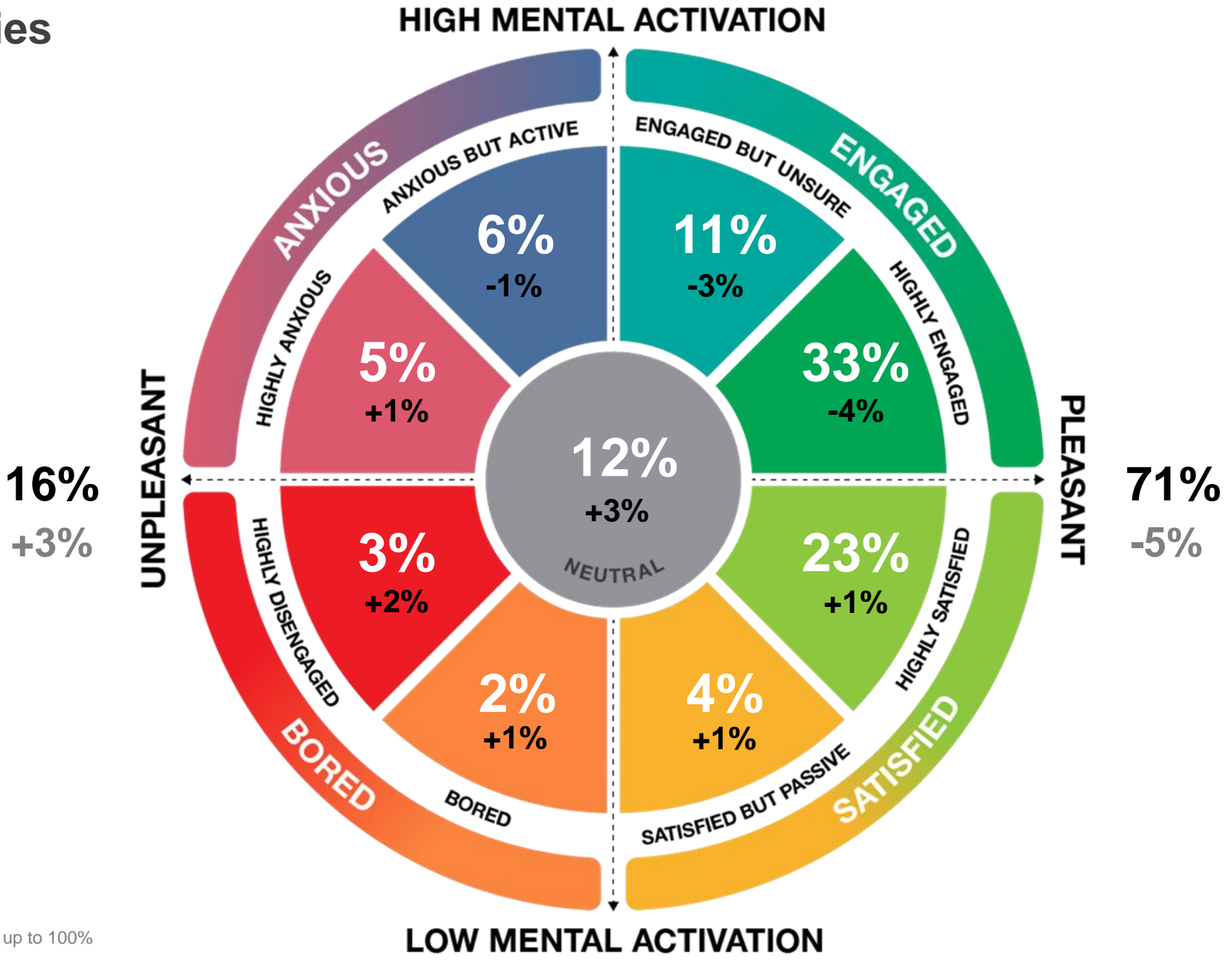
Due to rounding, percentages may not add up to 100%

Congratulations...



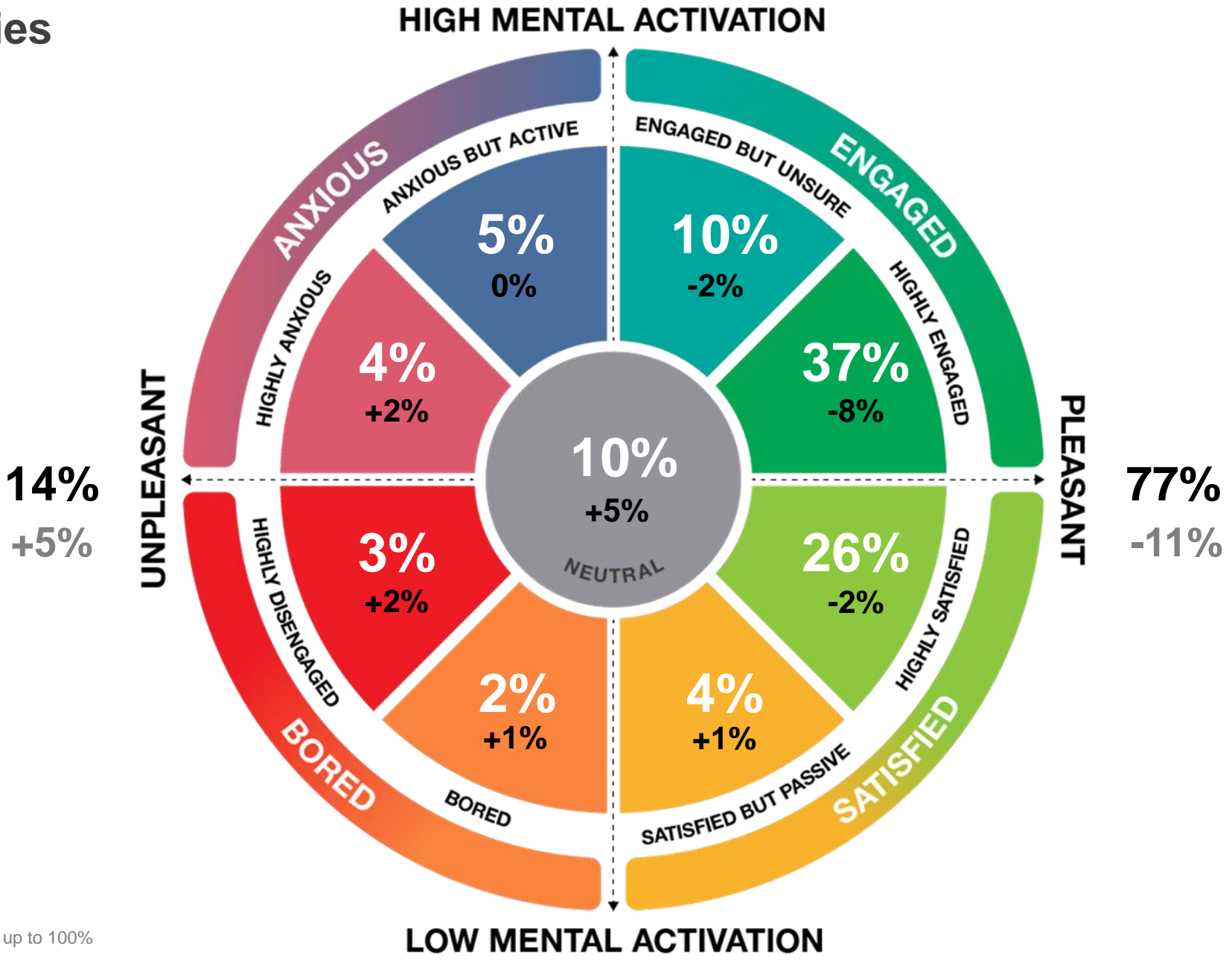
You have achieved our 2 Star status and are officially an Outstanding Company to Work For

Company Name vs 2 Star Companies



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

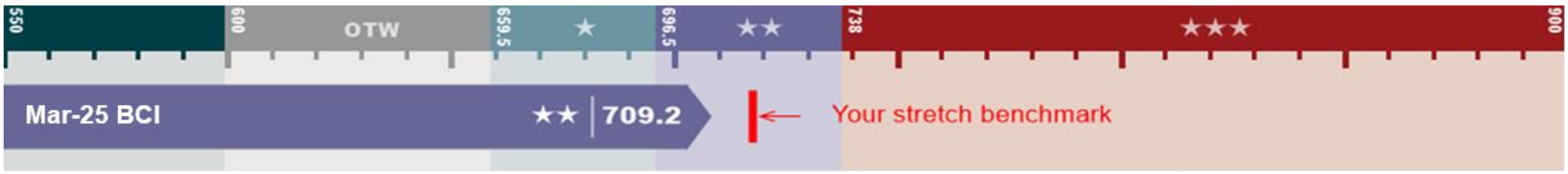
Company Name vs 3 Star Companies



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



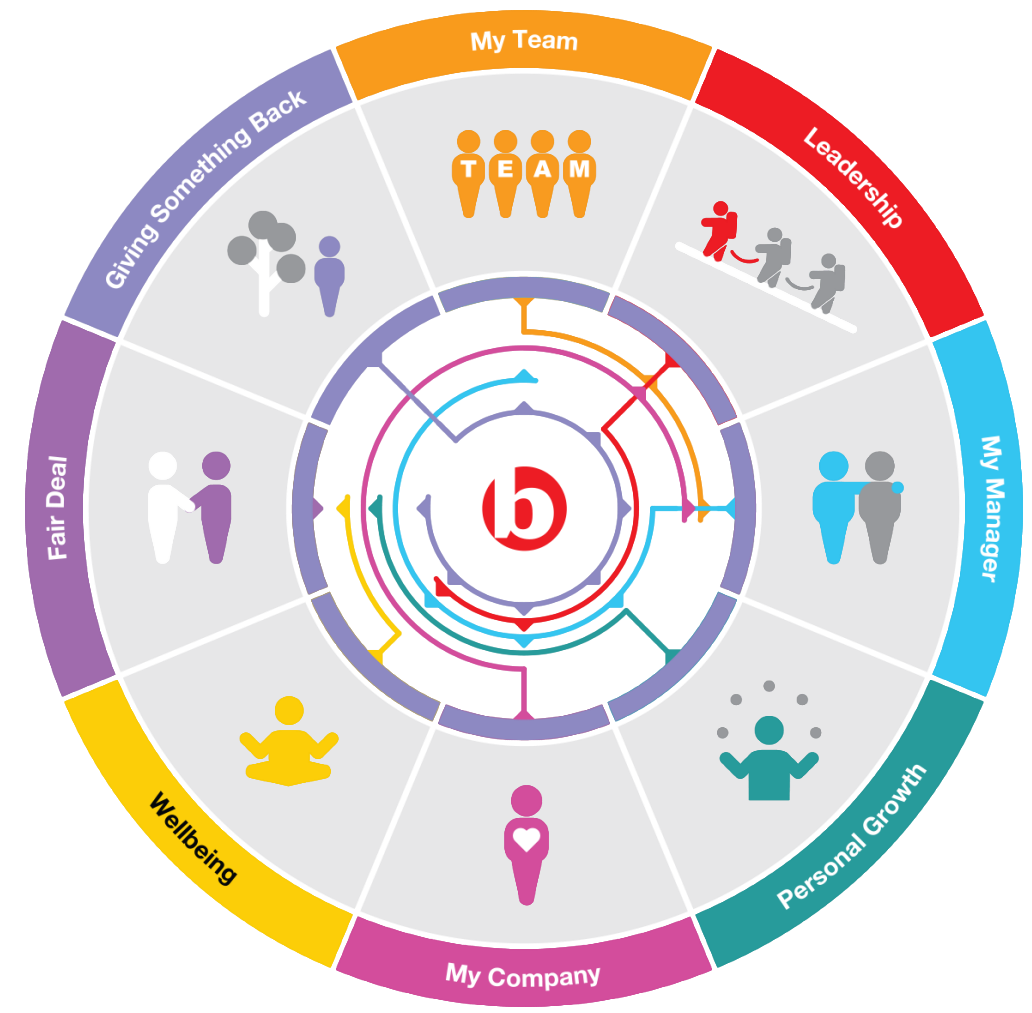
Leadership

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

“Leader of this organisation” - CEO Name

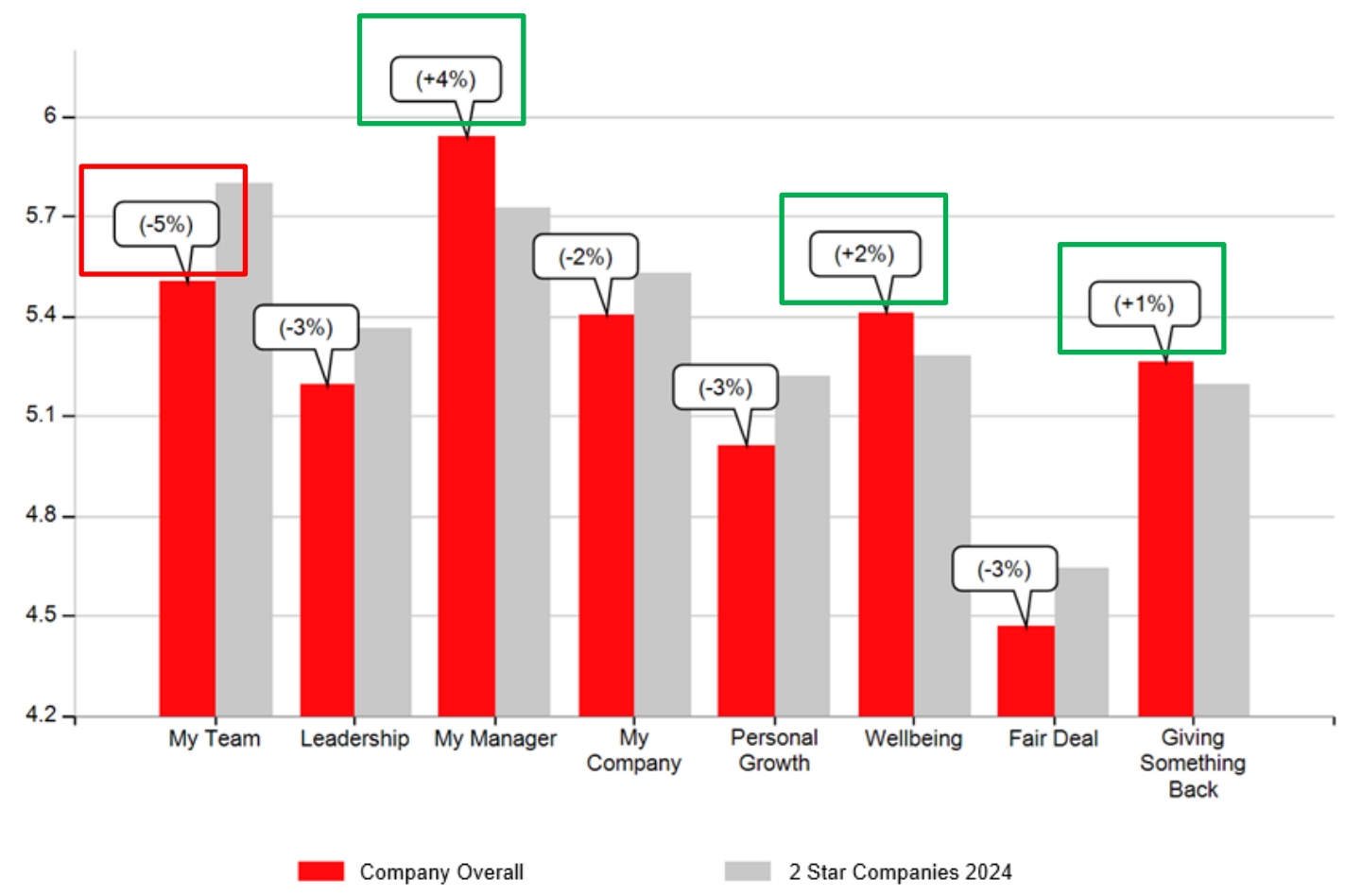
“Senior Management” - Director(s) Name

The 8 Factors and the Impact on Organisational Health





Company Name vs. 2 Star Companies 2024

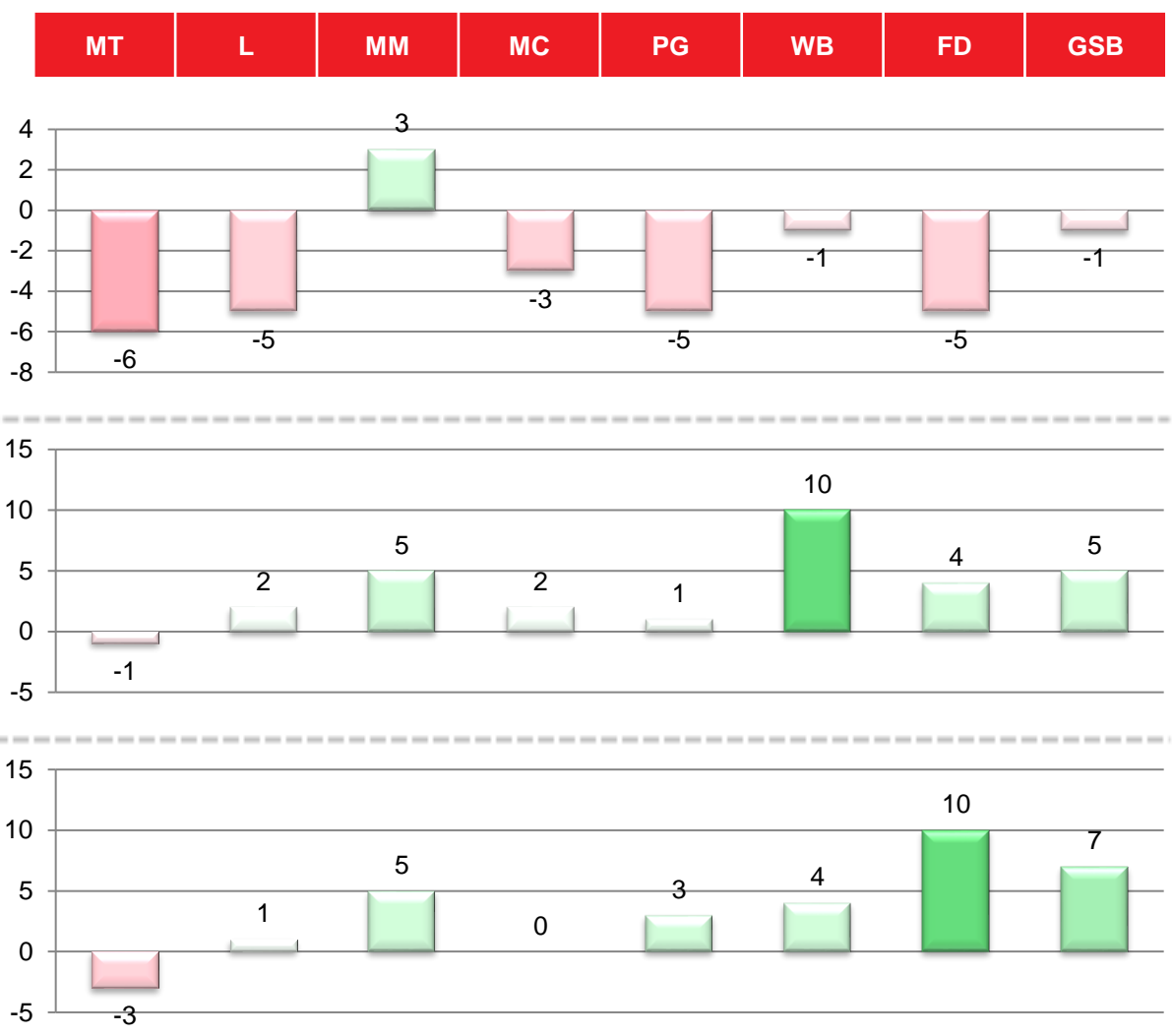
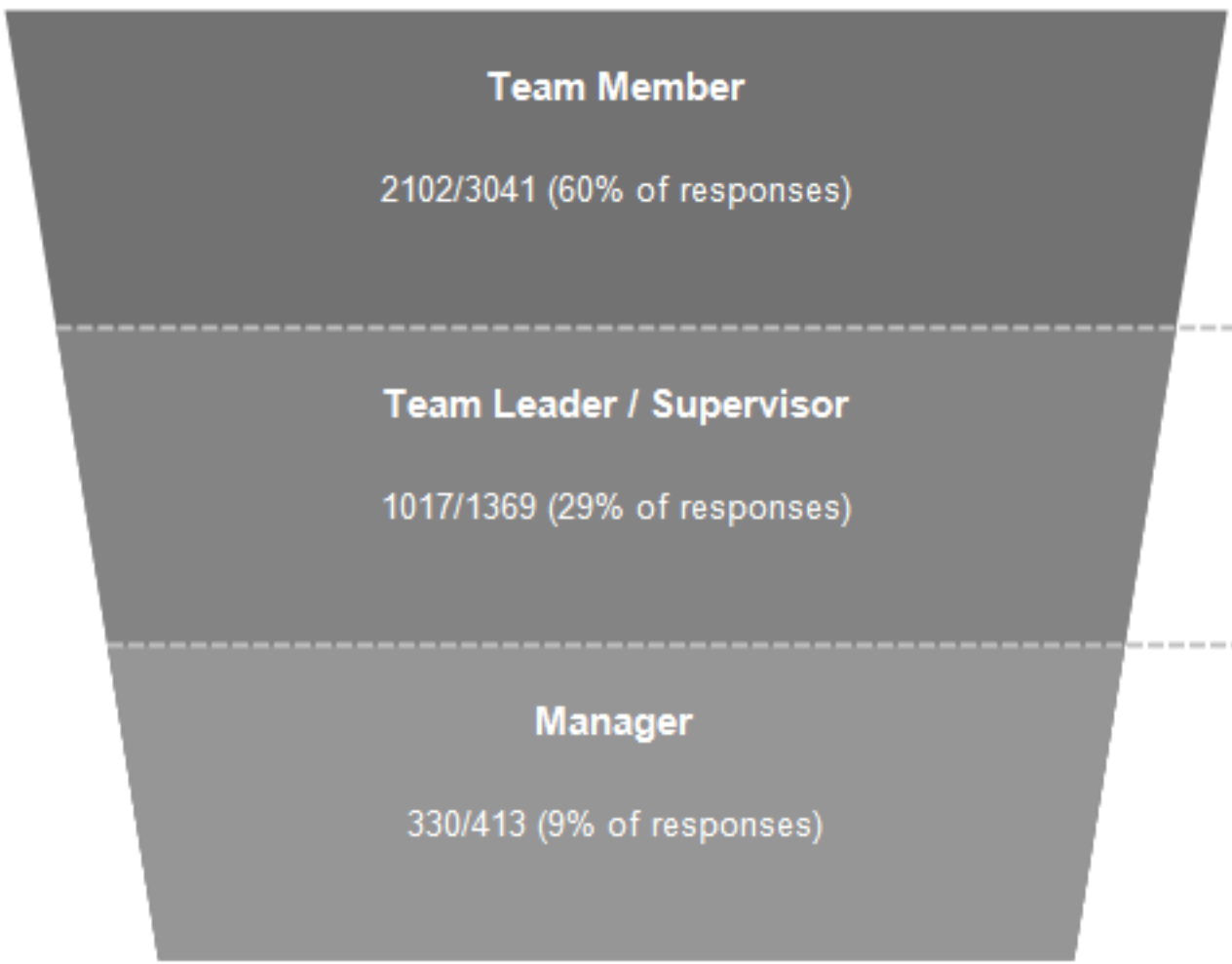


Job Grades

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%

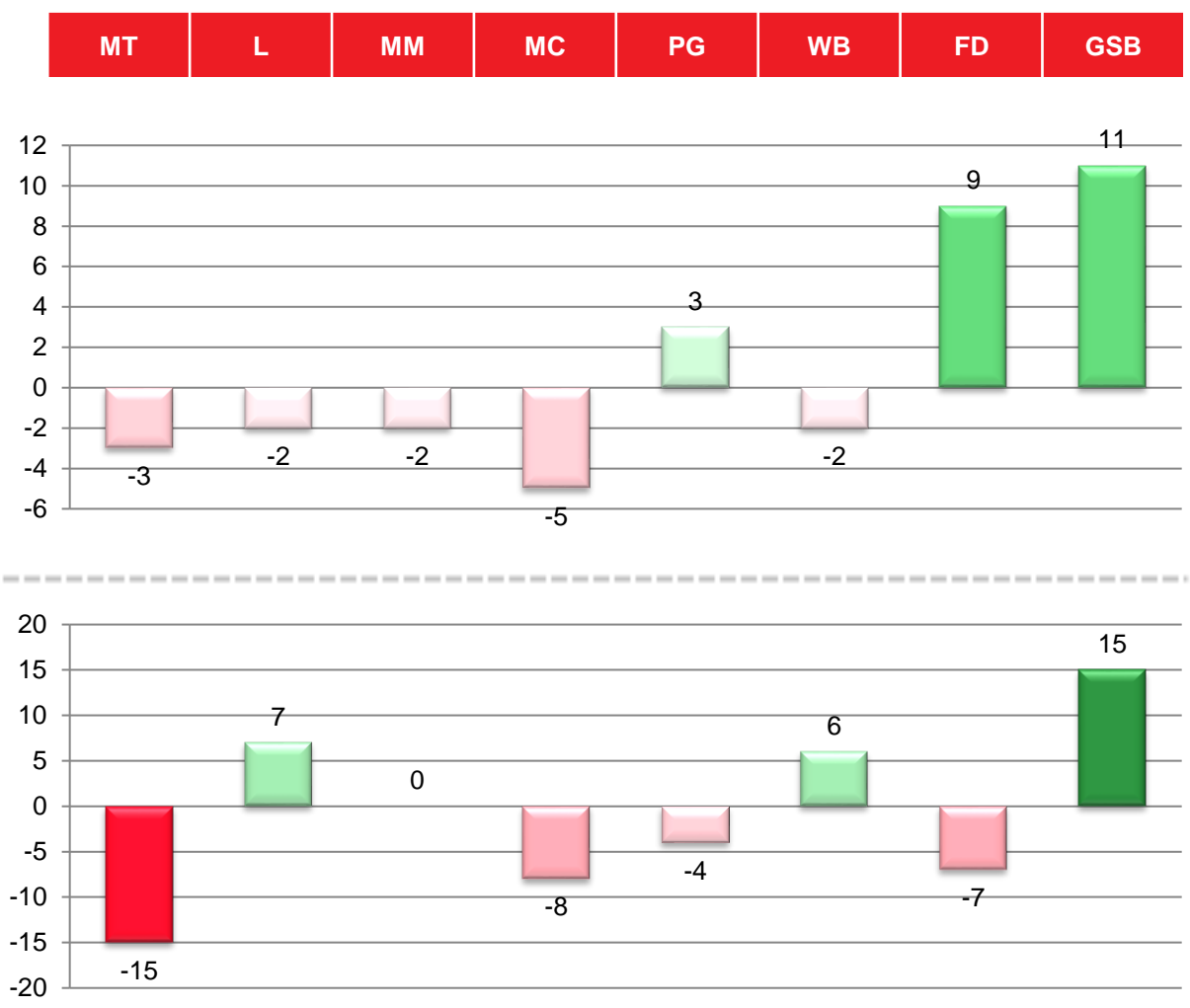
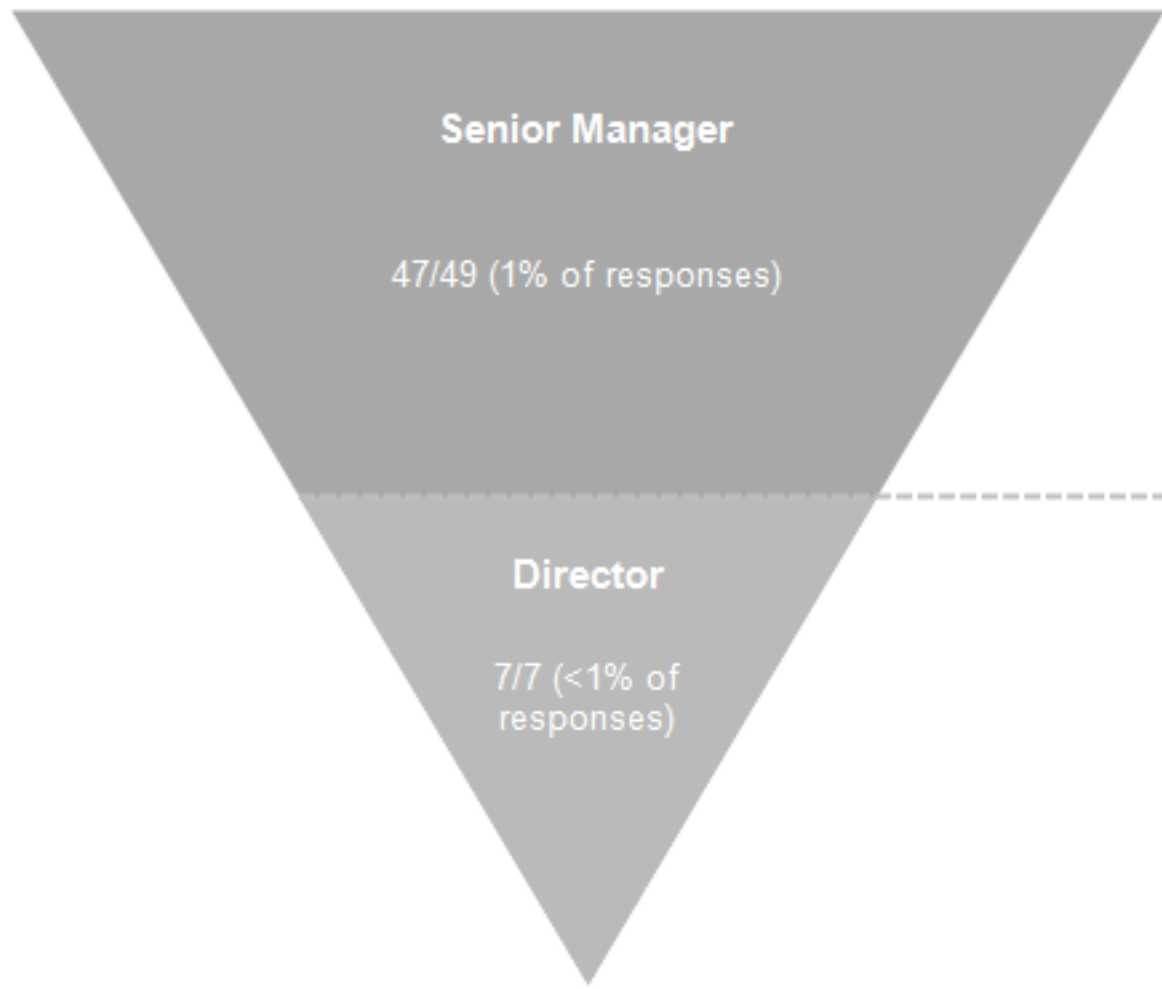


Job Grade breakdown vs. 2 Star Companies 2024





Job Grade breakdown vs. 2 Star Companies 2024



**What makes this a great
place to work?**

What makes this a great place to work?

There are employees who believe the organisation is responding well to the challenges of the pandemic and is supportive. They feel that top level leadership has been inspiring and are interested in the organisation's vision for the future.

Working in this sector is felt to be very rewarding, as employees believe their roles have meaning and purpose. This job satisfaction gives them the motivation to succeed, and they are appreciative of the trust that the organisation gives them to work independently, allowing them to communicate with customers in a timely manner.

There are employees who feel "extremely supported" by their manager and team members. They feel that the high level of engagement from the management teams "trickles down" to field and office staff members. They are praised for their hard work by managers and believe their teams share a common goal. There are members of the management team who also encourage the continuous development of their team members, providing them with the training they need, listening to personal interests and recognising skills.

Many believe there is a great working atmosphere here, where colleagues are committed to going above and beyond. During the pandemic teams have worked incredibly hard and pulled together looking for solutions and being passionate about the roles they perform. Through these times of hardship, there has been excellent professionalism displayed, with the enthusiasm of individuals being infectious, using their experience to support others.

What would make this a better place to work?

What could make this a better place to work?

It is thought that communication between the SLT and the workforce could be improved upon. There are employees who feel that Senior managers could do more to engage with the workforce, as decisions appear to be being made in silo by higher management leading to frustrations in other areas. It is thought that if employees were more involved before changes were made and their opinions were listened to, then the implementation of such changes would run more smoothly.

Some managers can also appear to be dismissive when issues are raised. Issues that are discussed within teams do not appear to be proactively solved by management. It is also thought that managers do not always fully understand the practicalities of workloads or help with the prioritisation of work or setting of objectives, causing unrealistic and unclear expectations. However, there are managers who are struggling to manage their direct reports, as they feel they have “a lot to juggle” and believe if they had less direct reports, they’d have more time to “give individual care to staff”.

A lack of communication between departments and teams is thought to be preventing effective collaboration. It is thought that not only does there need to be more clarity around roles and responsibilities, but less siloed working would also mean that departments could more fully understand the impact they have on other teams. This could encourage a greater sense of responsibility and accountability of different teams, helping to create a stronger support network.

There are thought to have been many “teething problems” with the implementation of the new system, which is impacting employees’ ability to carry out their work efficiently.

**What can your
organisation do
to support you
at this time?**

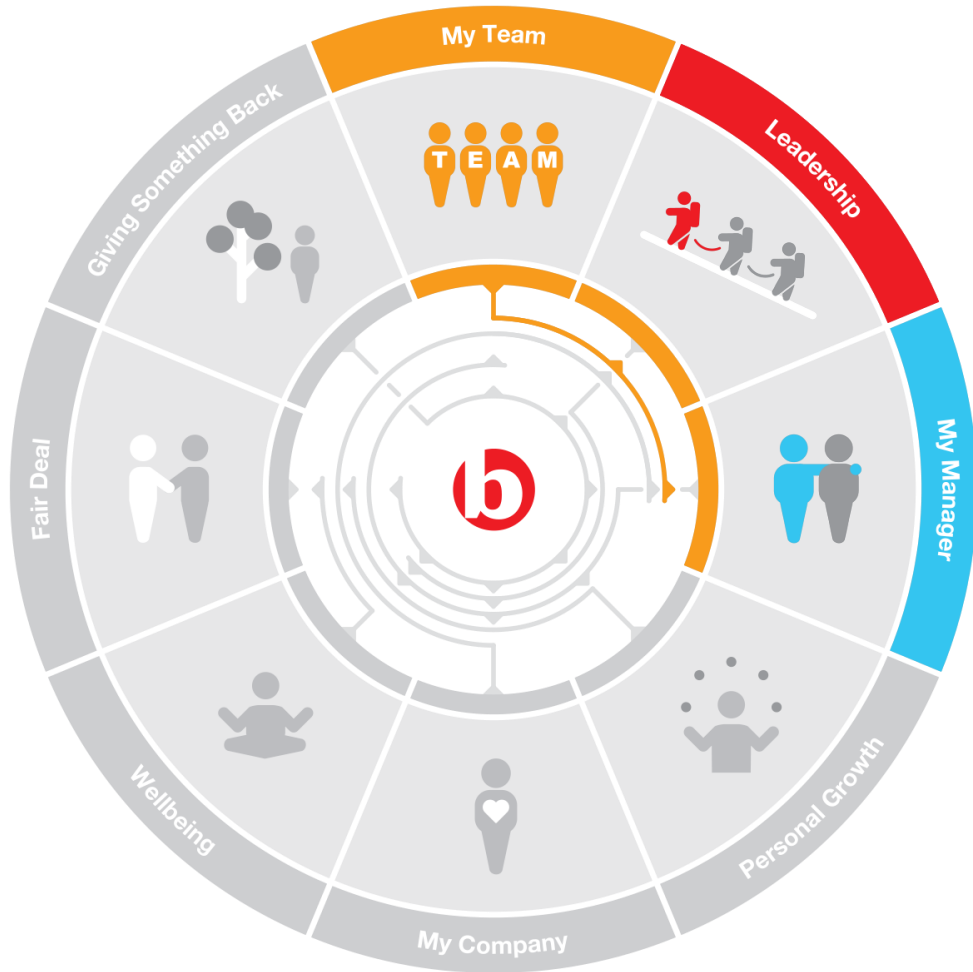
What can your organisation do to support you at this time?

Many believe that the Leaders of the organisation have done their “utmost to look after us in these uncertain times”. Company wide communications and guidance around working through the pandemic have been effective and employees hope that this continues.

There are employees who believe the organisation could still be more understanding and flexible, recognising the challenges that many are now facing and the increased pressure this is having on workloads. It is felt that “the act of caring cannot be measured” and some need more support to ensure that their patients are receiving the service they expect.

The organisation is thought to be trying to do “too much too fast” with support and communication around the implementation of changes not being given at an early enough stage, meaning that pressures are building up, while solutions to the impact of these changes are being sought.

The 8 Factors and the Impact on Organisational Health



Pillar 1 - Build and Maintain **Cohesive Teams** that **Collaborate**



My Team vs Benchmarks (1 of 2)

Question	Team Member (2102/3041)		Team Leader/ Supervisor (1017/1369)		Manager (330/413)	
	Mar 2025 Score	vs. Ones to Watch Companies TM	Mar 2025 Score	vs. Ones to Watch Companies TL/S	Mar 2025 Score	vs. Ones to Watch Companies Mgr
People in my team go out of their way to help me	5.47	1	5.44	2	5.76	2
I feel a strong sense of family in my team	5.18	0	5.35	-1	6.02	8
My team is fun to work with	5.20	-7	5.17	-8	5.75	0
People in our team don't care much for each other	5.53	0	5.66	1	6.38	8
Power struggles within my team have a negative impact	4.95	4	5.28	8	5.45	5



My Team vs Benchmarks (2 of 2)

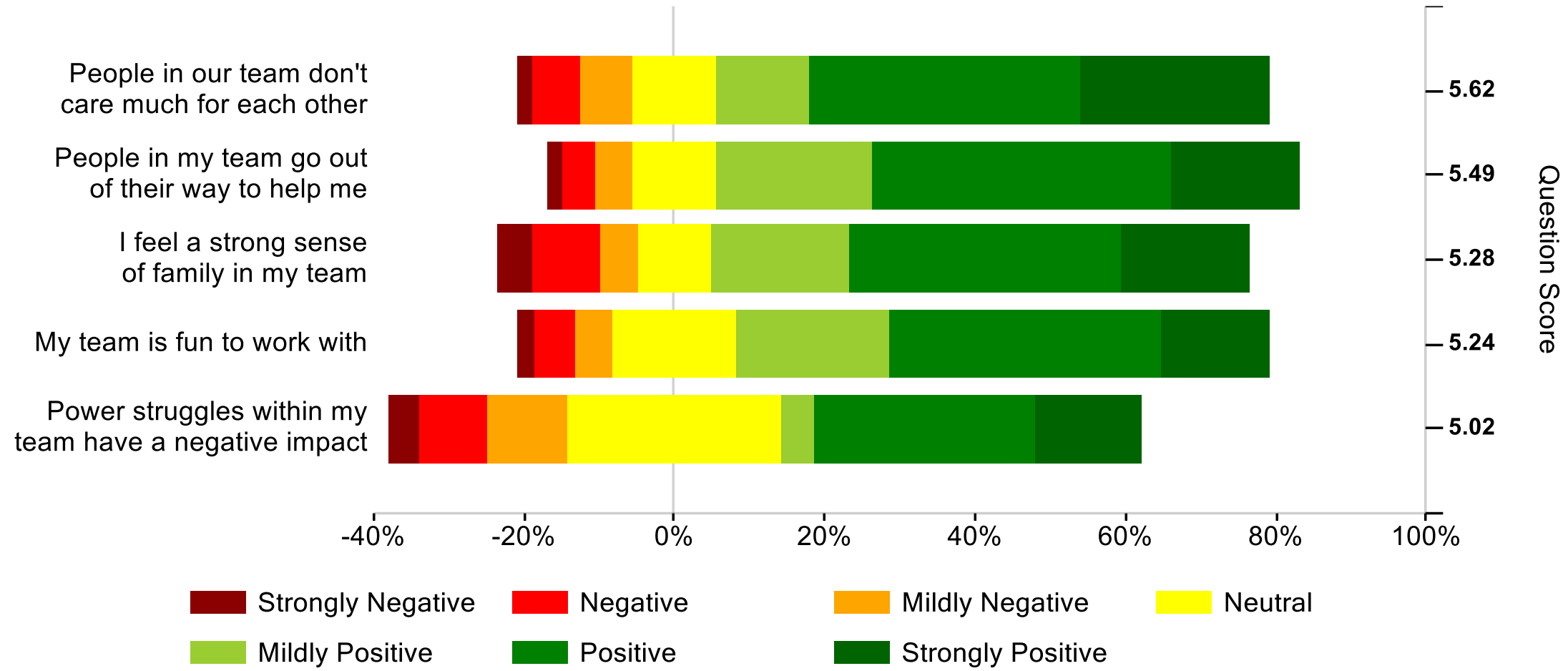
Question
People in my team go out of their way to help me
I feel a strong sense of family in my team
My team is fun to work with
People in our team don't care much for each other
Power struggles within my team have a negative impact

Senior Manager (47/49)	
Mar 2025 Score	vs. Ones to Watch Companies SM
5.45	-7
5.67	-3
5.37	-10
6.04	-2
5.40	-1

Director (7/7)	
Mar 2025 Score	vs. Ones to Watch Companies Dir
6.43	8
6.47	9
6.13	2
5.89	-4
4.74	-11

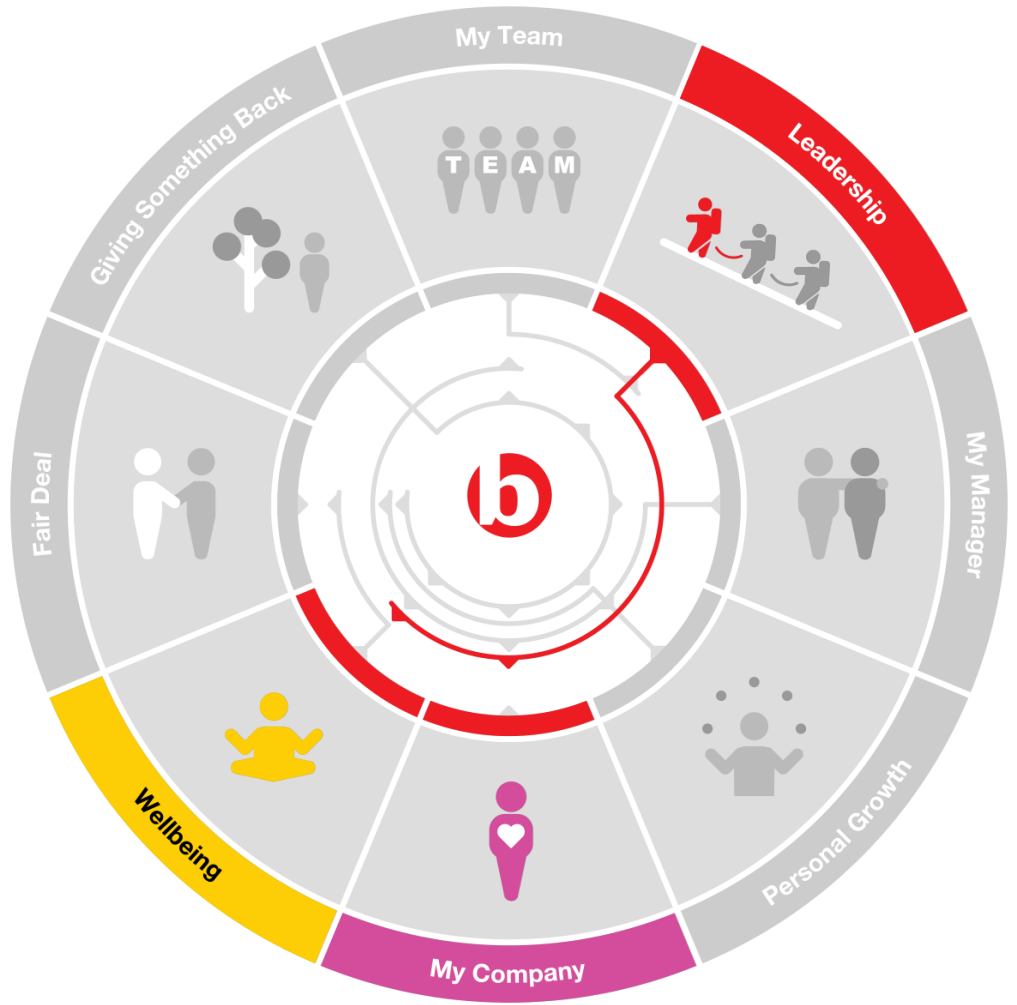


My Team Heatmap



* Responses available on heatmap are from all job grades combined

The 8 Factors and the Impact on Organisational Health



Pillar 2 - Create and Communicate **Organisational Clarity**



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Leadership vs Benchmarks (1 of 2)

Question
I am inspired by the person leading this organisation
I have confidence in the leadership skills of the senior management team
The leader of this organisation runs this organisation based on sound moral principles
Senior managers of this organisation do a lot of telling but not much listening
Senior managers truly live the values of this organisation
This organisation is run on strong values / principles

Team Member (2102/3041)	
Mar 2025 Score	vs. Ones to Watch Companies TM
4.84	4
4.51	-5
4.95	0
4.18	-1
4.36	-3
5.03	-2

Team Leader/ Supervisor (1017/1369)	
Mar 2025 Score	vs. Ones to Watch Companies TL/S
5.41	9
5.02	3
5.36	5
4.57	6
5.02	7
5.67	8

Manager (330/413)	
Mar 2025 Score	vs. Ones to Watch Companies Mgr
5.65	10
5.75	14
5.71	6
5.17	10
5.26	10
5.72	7



Leadership vs Benchmarks (2 of 2)

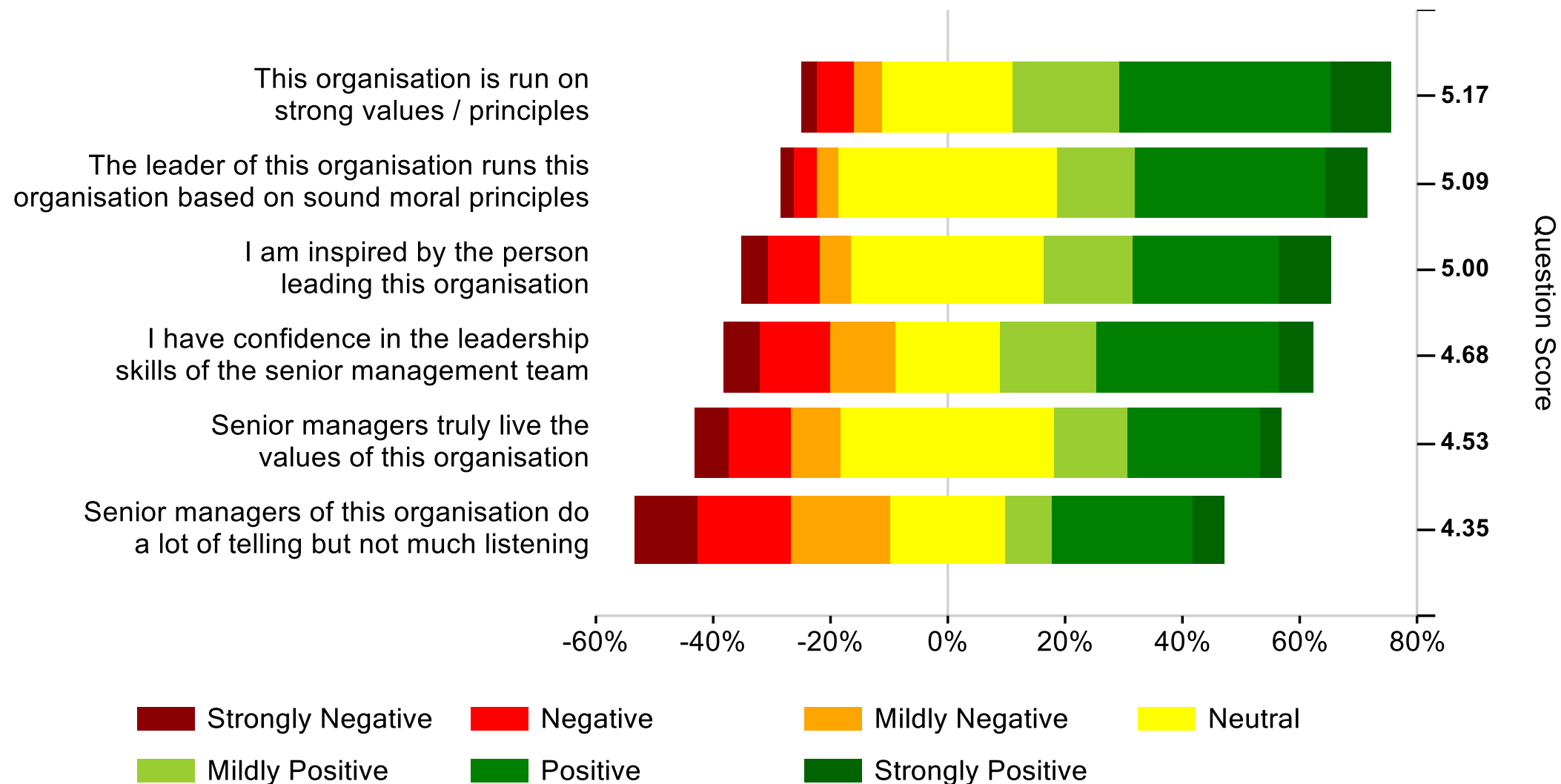
Question
I am inspired by the person leading this organisation
I have confidence in the leadership skills of the senior management team
The leader of this organisation runs this organisation based on sound moral principles
Senior managers of this organisation do a lot of telling but not much listening
Senior managers truly live the values of this organisation
This organisation is run on strong values / principles

Senior Manager (47/49)	
Mar 2025 Score	vs. Ones to Watch Companies SM
6.00	10
5.65	7
6.22	10
5.61	8
5.66	10
5.85	4

Director (7/7)	
Mar 2025 Score	vs. Ones to Watch Companies Dir
6.84	16
5.71	-5
6.82	11
6.13	4
6.19	6
6.71	11

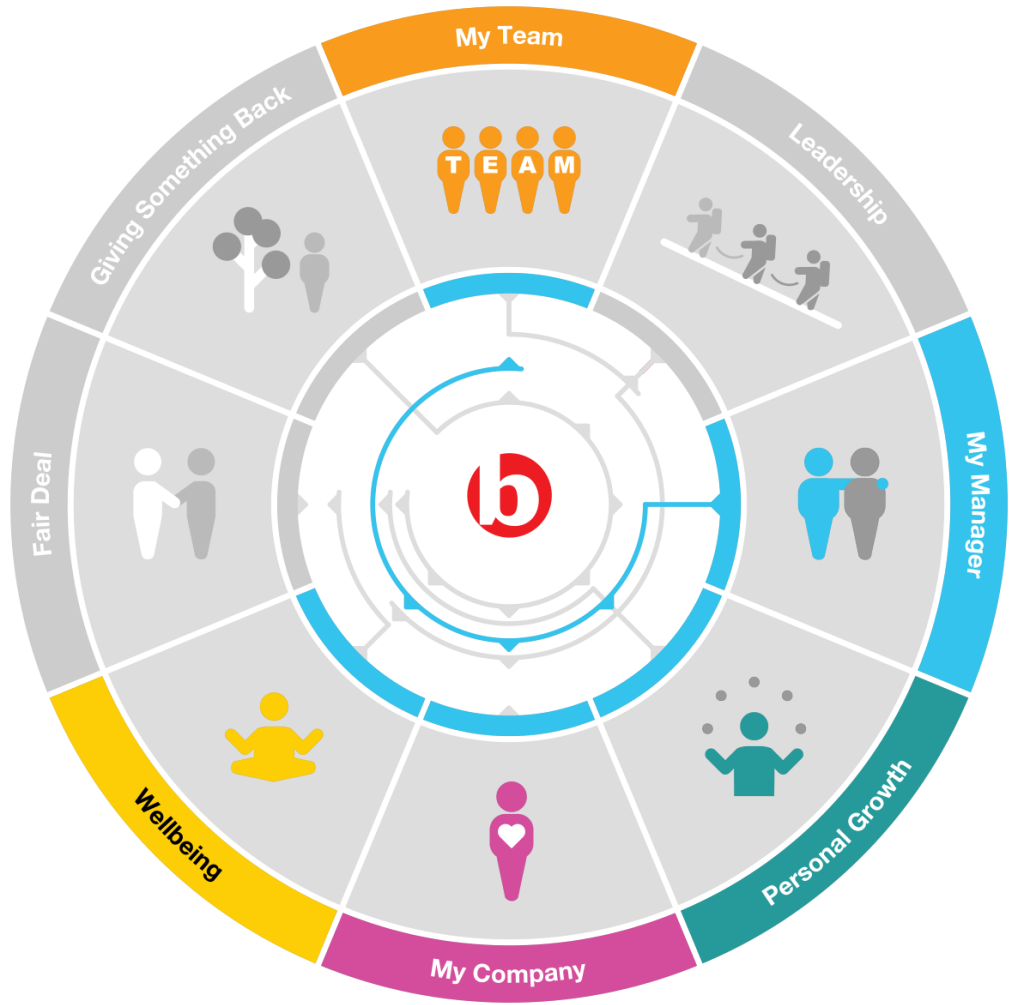


Leadership Heatmap



* Responses available on heatmap are from all job grades combined

The 8 Factors and the Impact on Organisational Health



Pillar 3 - Over Communicate Clarity via **Managers**

My Manager vs Benchmarks (1 of 4)

Question	Team Member (2102/3041)		Team Leader/ Supervisor (1017/1369)		Manager (330/413)	
	Mar 2025 Score	vs. Ones to Watch Companies TM	Mar 2025 Score	vs. Ones to Watch Companies TL/S	Mar 2025 Score	vs. Ones to Watch Companies Mgr
My manager cares about how satisfied I am in my job	5.03	-2	5.40	2	5.72	6
I feel that I lack support from my manager	5.38	2	5.67	6	6.06	11
My manager regularly expresses their appreciation when I do a good job	5.34	3	5.76	10	5.81	9
I feel that my manager talks openly and honestly with me	5.45	0	6.00	6	6.11	5
My manager cares about me as an individual	5.38	0	5.94	8	5.66	0
My manager helps me to fulfil my potential	5.08	3	5.52	8	5.77	11

My Manager vs Benchmarks (2 of 4)

Question	Senior Manager (47/49)		Director (7/7)	
	Mar 2025 Score	vs. Ones to Watch Companies SM	Mar 2025 Score	vs. Ones to Watch Companies Dir
My manager cares about how satisfied I am in my job	6.01	8	6.71	13
I feel that I lack support from my manager	6.12	9	6.89	14
My manager regularly expresses their appreciation when I do a good job	5.83	6	5.56	-2
I feel that my manager talks openly and honestly with me	6.32	5	6.79	10
My manager cares about me as an individual	6.20	6	5.86	-4
My manager helps me to fulfil my potential	5.31	0	6.37	10

My Manager vs Benchmarks (3 of 4)

Question	Team Member (2102/3041)		Team Leader/ Supervisor (1017/1369)		Manager (330/413)	
	Mar 2025 Score	vs. Ones to Watch Companies TM	Mar 2025 Score	vs. Ones to Watch Companies TL/S	Mar 2025 Score	vs. Ones to Watch Companies Mgr
My manager is an excellent role model for me	5.18	5	5.90	14	5.62	7
My manager shares important knowledge and information with me	5.34	5	5.63	7	6.05	11
I have confidence in the leadership skills of my manager	5.26	0	6.06	11	6.04	9
My manager does a lot of telling but not much listening	5.07	0	5.40	4	5.69	7
My manager motivates me to give my best every day	5.02	5	5.49	11	5.40	9
My manager would be quick to respond if I showed signs of being under too much pressure	5.06	2	5.63	9	5.55	8

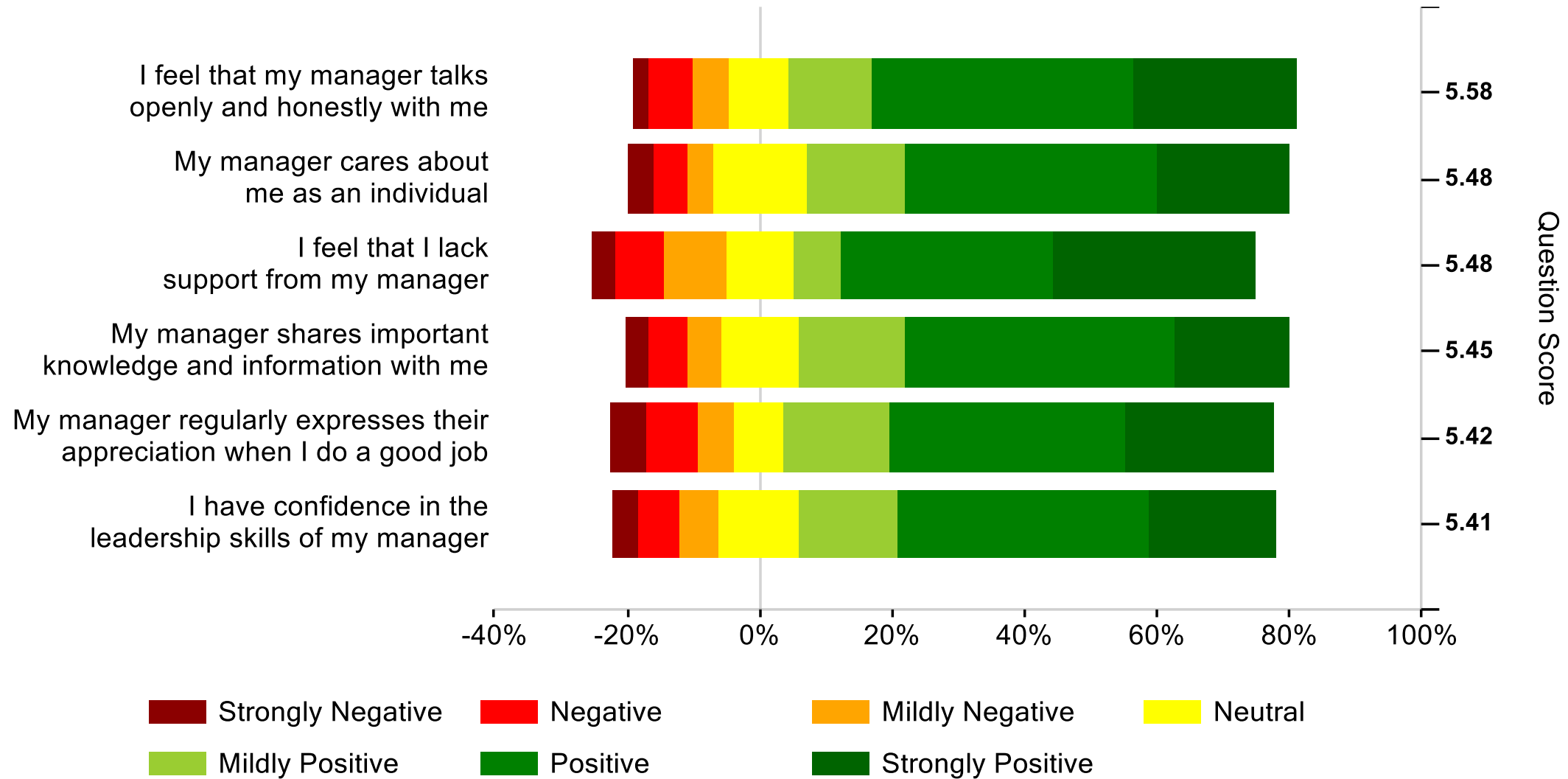
My Manager vs Benchmarks (4 of 4)

Question
My manager is an excellent role model for me
My manager shares important knowledge and information with me
I have confidence in the leadership skills of my manager
My manager does a lot of telling but not much listening
My manager motivates me to give my best every day
My manager would be quick to respond if I showed signs of being under too much pressure

Senior Manager (47/49)	
Mar 2025 Score	vs. Ones to Watch Companies SM
5.86	8
6.19	7
6.03	5
5.42	-1
5.47	5
5.92	12

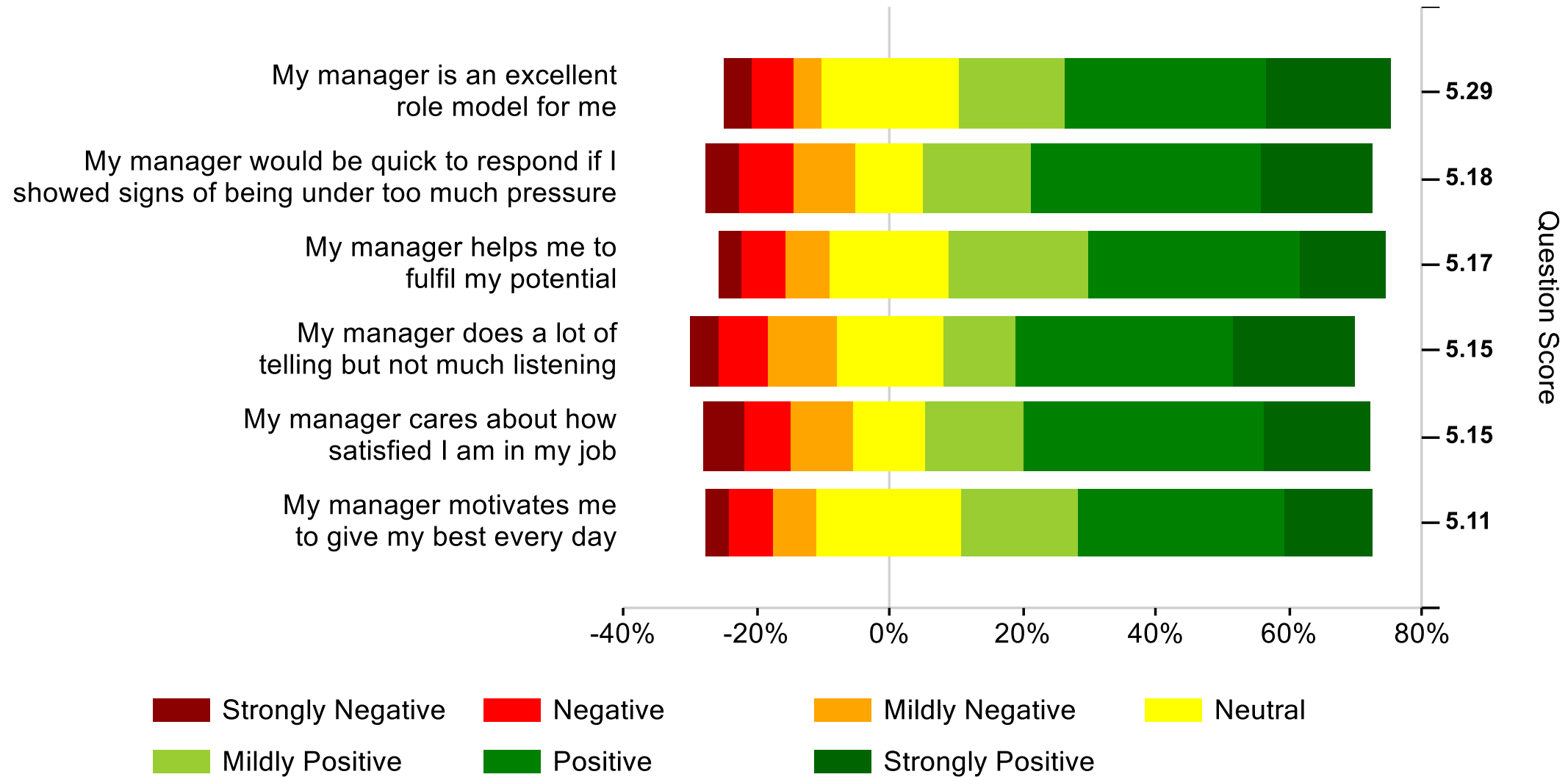
Director (7/7)	
Mar 2025 Score	vs. Ones to Watch Companies Dir
6.49	14
6.70	9
6.70	12
6.07	6
6.60	18
6.07	9

My Manager Heatmap (1 of 2)



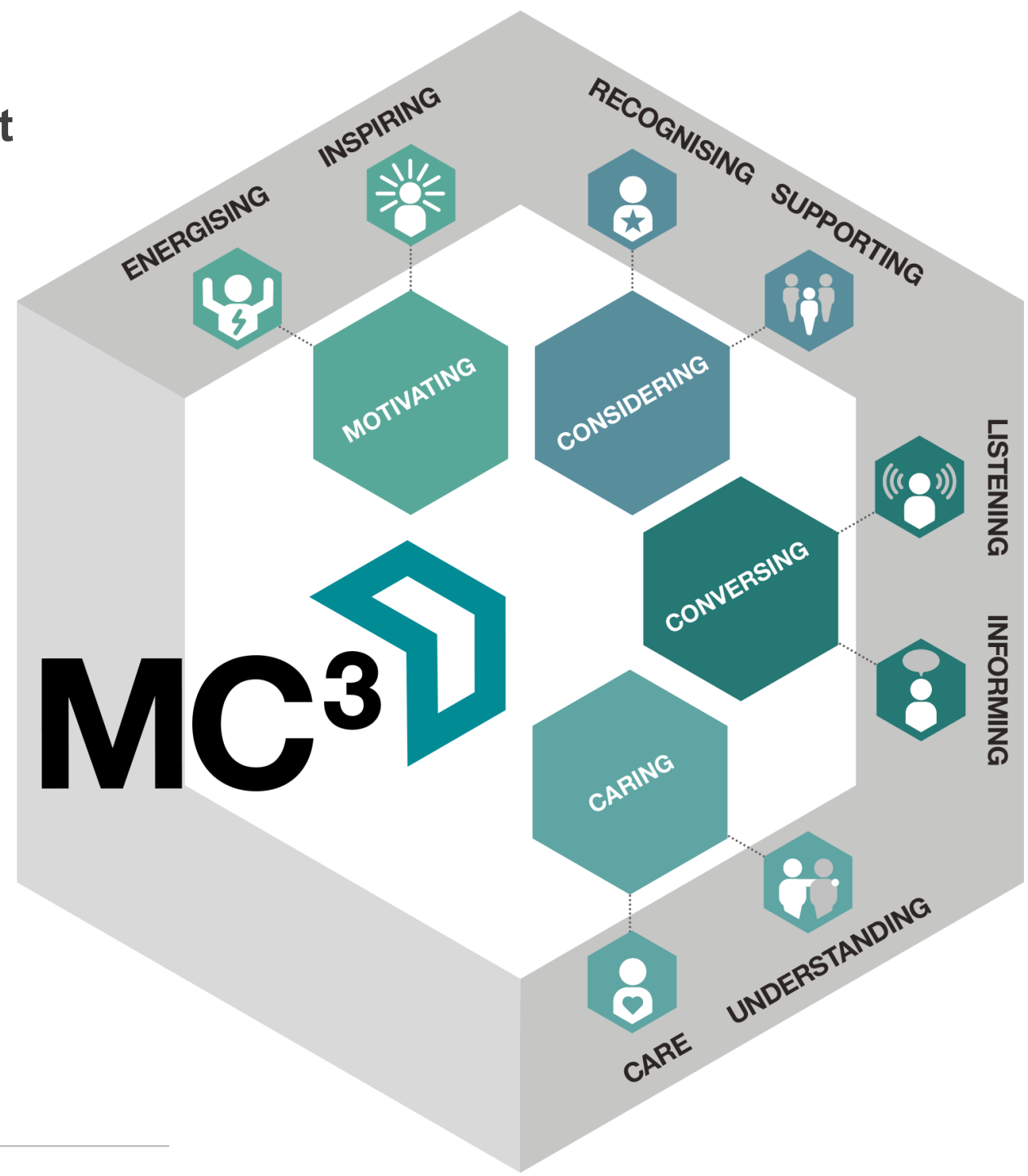
* Responses available on heatmap are from all job grades combined

My Manager Heatmap (2 of 2)



* Responses available on heatmap are from all job grades combined

Managerial Engagement



A central diagram consisting of three teal hexagons arranged in a triangle. The top hexagon contains a white icon of a person with arms raised and a lightning bolt below them. The bottom hexagon contains a white icon of a sun with rays above a person's head. The middle hexagon is empty and contains the word 'MOTIVATING' in bold, black, uppercase letters.

MOTIVATING

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



CONVERSING

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 -10	81.28 -9	82.22 -11	81.16 -8	83.33 -11	85.42 -13	83.33 -11	85.42 -11	84.79 -11	87.50 -12	84.00 -12	83.33 -12	84.72 -12
2* Manager	76.71 -4	74.99 -3	74.79 -4	75.02 -2	77.33 -5	79.17 -7	76.98 -4	80.00 -5	79.17 -5	81.67 -6	77.78 -5	77.38 -6	78.13 -5
Company Name	72.91	72.18	71.23	73.13	72.34	71.96	72.72	74.75	73.94	75.55	72.36	71.64	73.08
1* Manager	71.46 1	69.67 3	68.52 3	70.04 3	72.04 0	72.73 -1	72.07 1	74.96 0	73.33 1	76.34 -1	71.89 0	71.67 0	72.62 0
Ones to Watch Manager	65.34 8	62.59 10	59.33 12	67.88 5	66.88 5	63.19 9	62.80 10	67.06 8	63.28 11	65.40 10	64.09 8	66.28 5	67.02 6

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



How are your job grades responding about their Manager, compared to the company average?

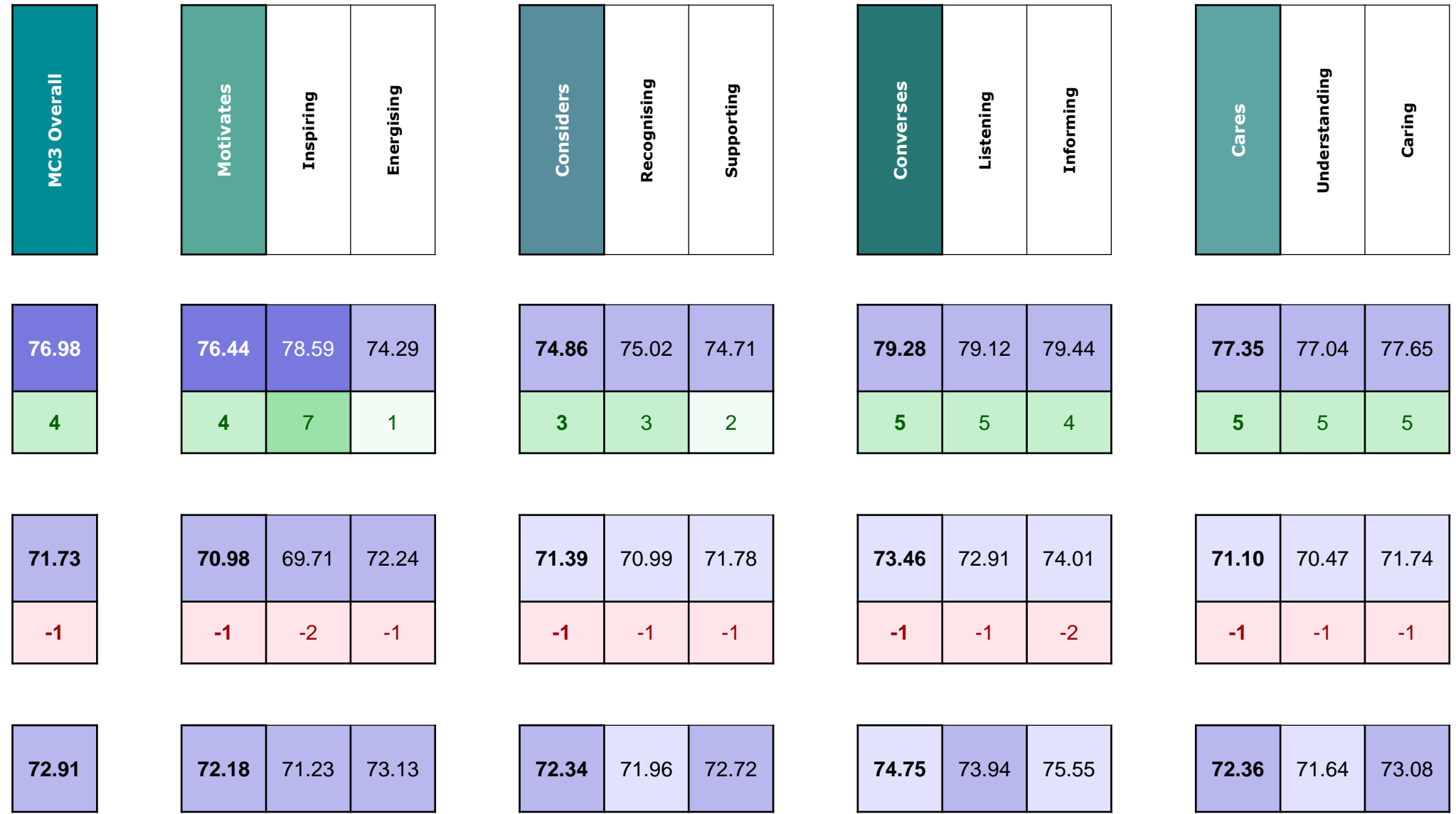


	MC3 Overall	Motivates	Inspiring	Energising	Considers	Recognising	Supporting	Converses	Listening	Informing	Cares	Understanding	Caring
Director Mar-25	87.46 15	90.07 18	90.86 20	89.28 16	85.48 13	82.32 10	88.63 16	89.13 14	84.39 10	93.88 18	85.17 13	83.51 12	86.84 14
Senior Manager Mar-25	79.70 7	77.63 5	78.23 7	77.04 4	77.14 5	77.21 5	77.06 4	82.45 8	79.21 5	85.69 10	81.58 9	79.49 8	83.66 11
Manager Mar-25	78.20 5	77.99 6	76.78 6	79.20 6	77.76 5	77.14 5	78.39 6	80.43 6	77.64 4	83.22 8	76.62 4	75.30 4	77.94 5
Company Name	72.91	72.18	71.23	73.13	72.34	71.96	72.72	74.75	73.94	75.55	72.36	71.64	73.08

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

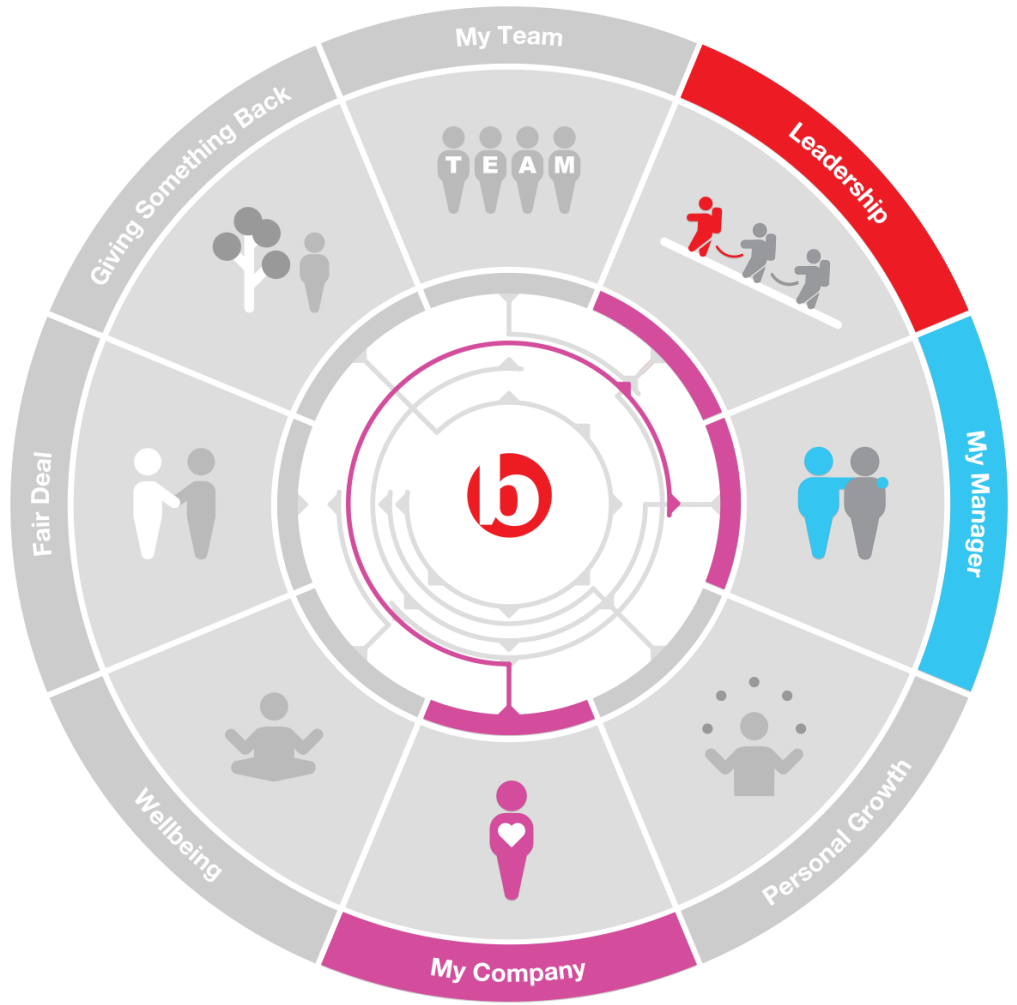


How are your job grades responding about their Manager, compared to the company average?



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

The 8 Factors and the Impact on Organisational Health



Pillar 4 – Managing & Measuring Performance around **Clarity**



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My Company vs Benchmarks (1 of 2)

Question
I believe I can make a valuable contribution to the success of this organisation
I would leave tomorrow if I had another job
I love working for this organisation
I feel proud to work for this organisation
My work is an important part of my life

Team Member (2102/3041)	
Mar 2025 Score	vs. Ones to Watch Companies TM
5.91	3
4.60	-1
4.98	-4
5.43	0
5.63	3

Team Leader/ Supervisor (1017/1369)	
Mar 2025 Score	vs. Ones to Watch Companies TL/S
6.38	5
5.05	0
5.62	2
6.21	9
6.32	8

Manager (330/413)	
Mar 2025 Score	vs. Ones to Watch Companies Mgr
6.44	3
5.59	8
5.80	4
6.31	9
6.26	3



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My Company vs Benchmarks (2 of 2)

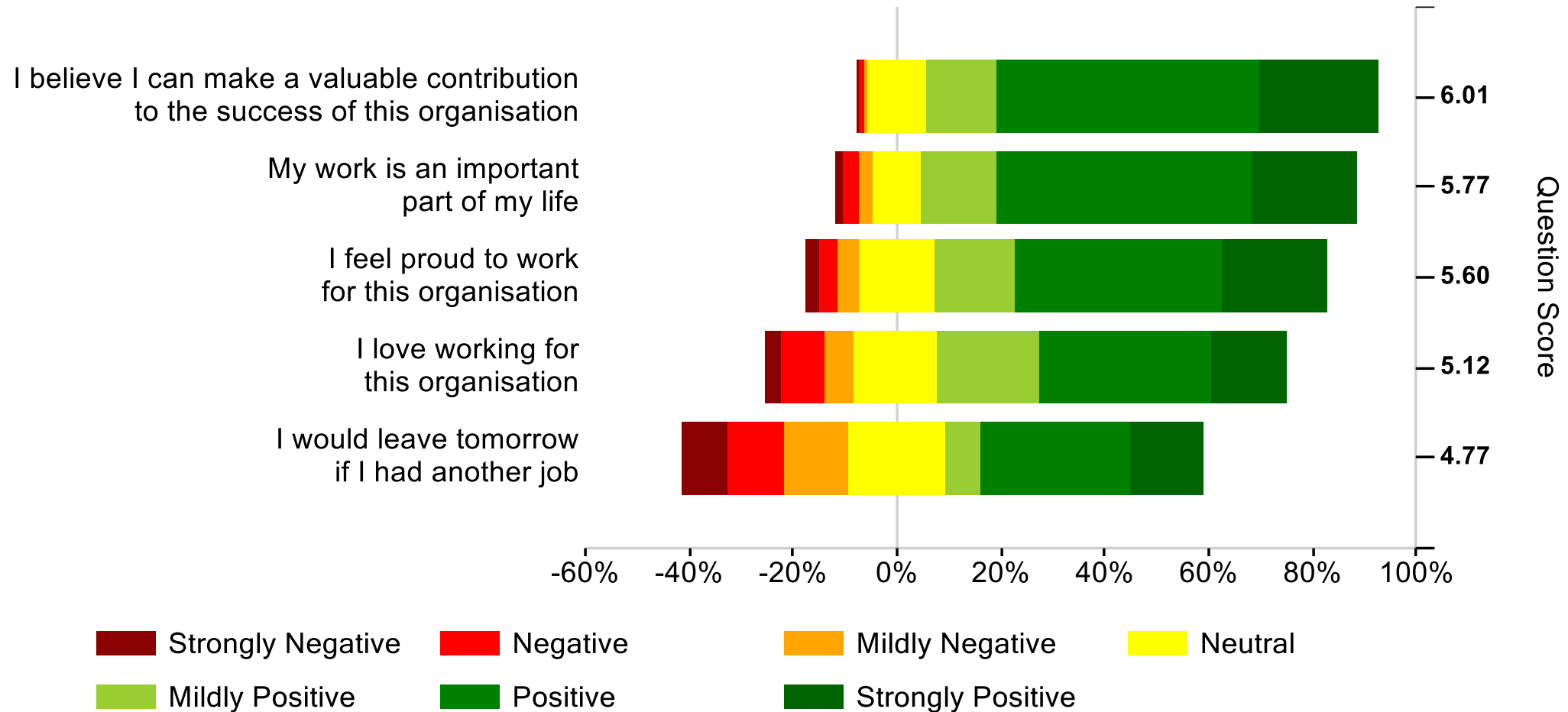
Question	
I believe I can make a valuable contribution to the success of this organisation	
I would leave tomorrow if I had another job	
I love working for this organisation	Companies
I feel proud to work for this organisation	
My work is an important part of my life	

Senior Manager (47/49)	
Mar 2025 Score	vs. Ones to Watch Companies SM
6.62	2
6.03	7
5.87	-1
6.47	5
6.53	3

Director (7/7)	
Mar 2025 Score	vs. Ones to Watch Companies Dir
6.40	-5
6.83	15
6.70	6
6.80	5
6.78	5

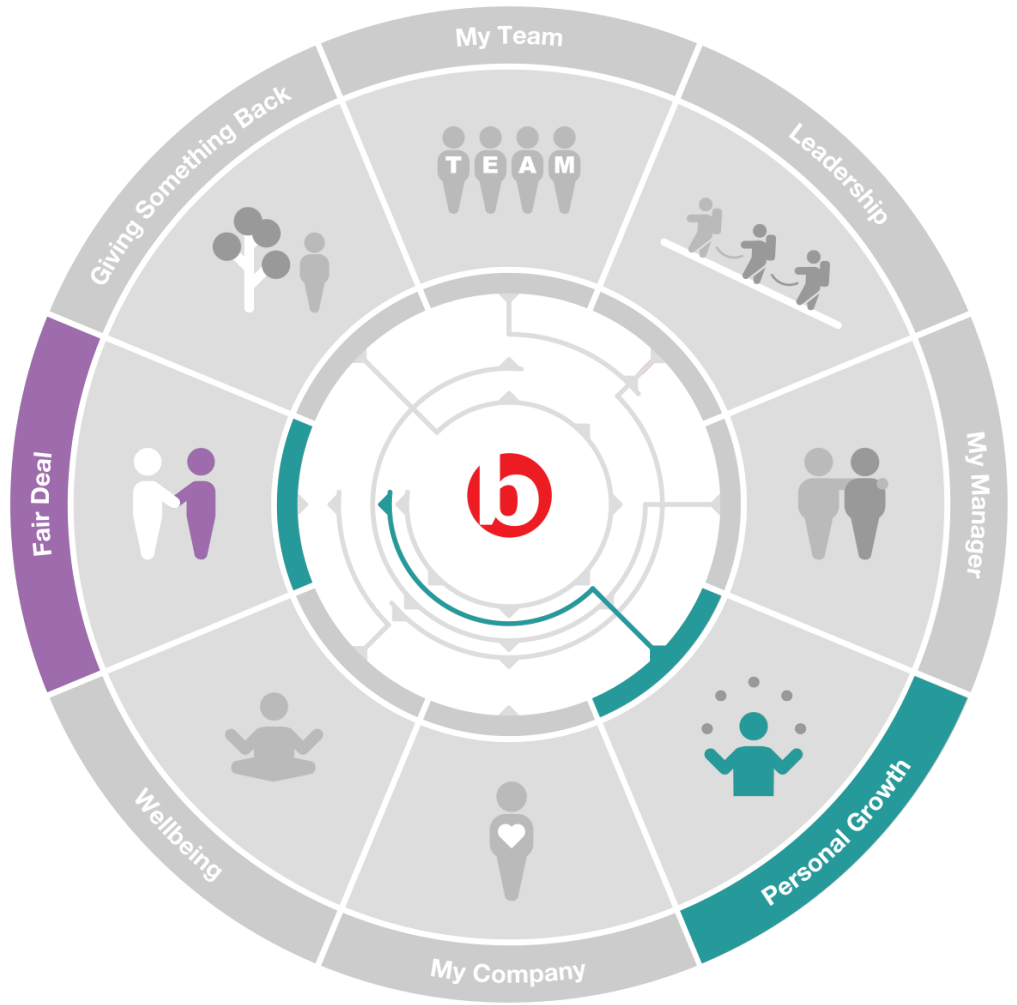


My Company Heatmap



* Responses available on heatmap are from all job grades combined

The 8 Factors and the Impact on Organisational Health



to deliver performance we need to **Grow** our people



Personal Growth vs Benchmarks (1 of 2)

Question
This job is good for my own personal growth
There are limited opportunities for me to learn and grow within this organisation
I am bored with the work I do
The training in this job is a great benefit to me personally
The experience I gain from this job is valuable for my future

Team Member (2102/3041)	
Mar 2025 Score	vs. Ones to Watch Companies TM
4.93	1
3.93	-5
4.96	1
4.14	-8
5.35	1

Team Leader/ Supervisor (1017/1369)	
Mar 2025 Score	vs. Ones to Watch Companies TL/S
5.36	5
4.45	-1
5.41	2
4.06	-10
5.90	5

Manager (330/413)	
Mar 2025 Score	vs. Ones to Watch Companies Mgr
5.91	10
5.02	5
6.10	9
4.35	-5
6.06	6



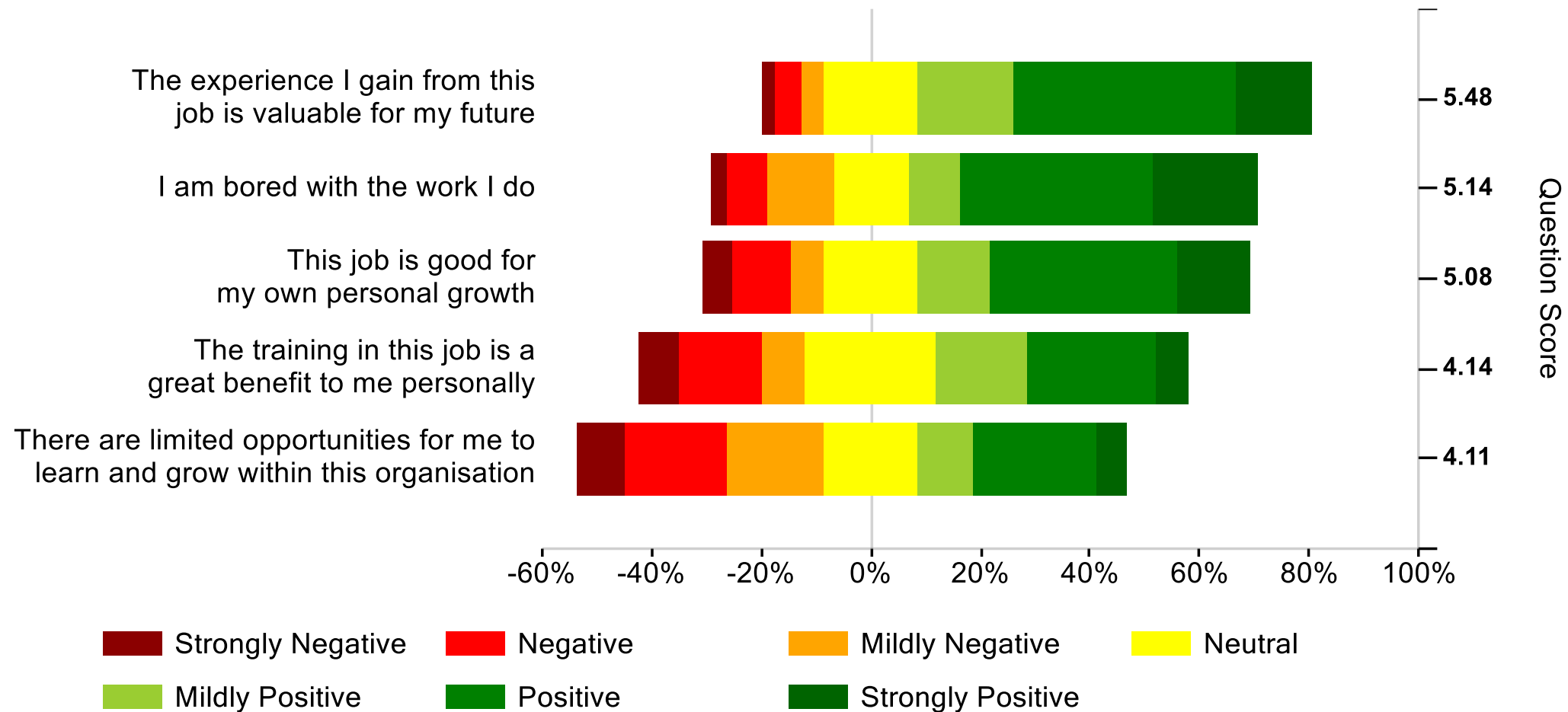
Personal Growth vs Benchmarks (2 of 2)

Question
This job is good for my own personal growth
There are limited opportunities for me to learn and grow within this organisation
I am bored with the work I do
The training in this job is a great benefit to me personally
The experience I gain from this job is valuable for my future

Senior Manager (47/49)	
Mar 2025 Score	vs. Ones to Watch Companies SM
6.10	6
5.34	0
6.19	2
3.78	-16
6.17	3

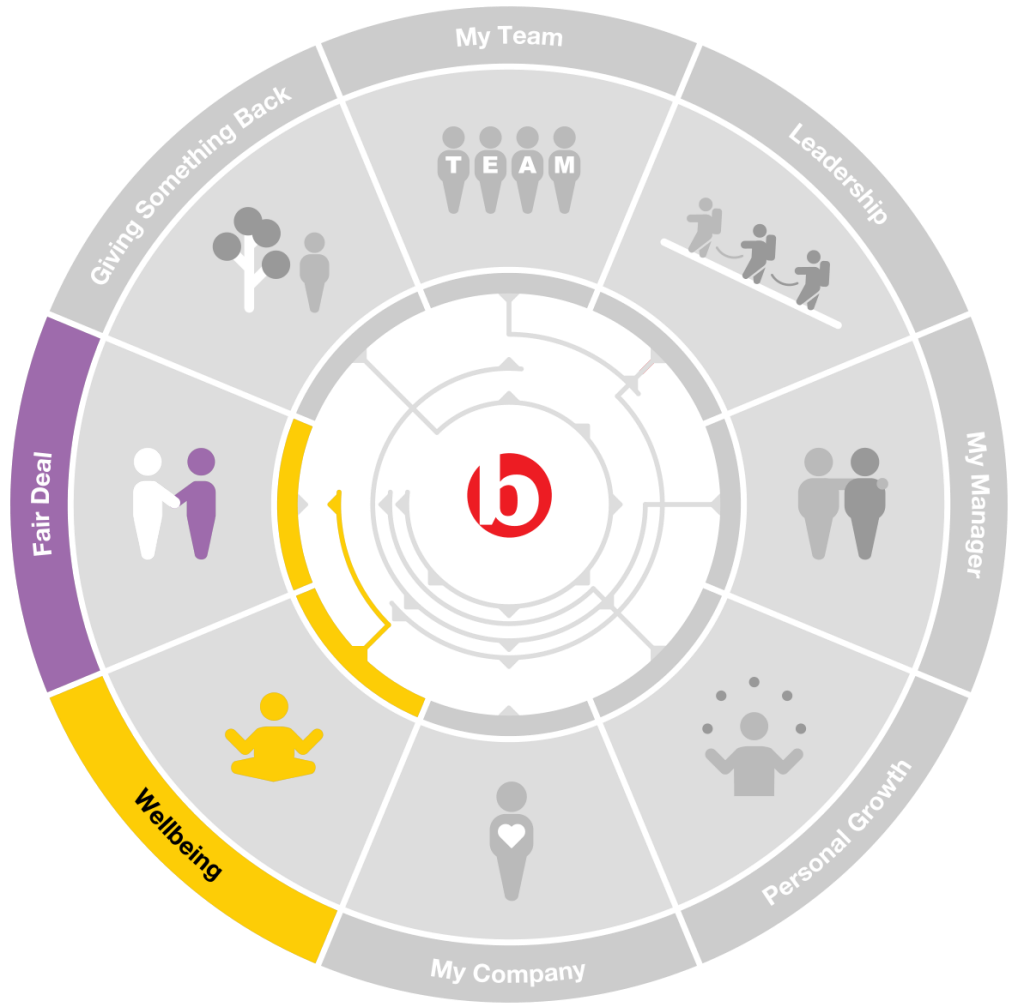
Director (7/7)	
Mar 2025 Score	vs. Ones to Watch Companies Dir
6.52	6
6.32	8
6.89	7
4.66	-9
6.36	0

Personal Growth Heatmap



* Responses available on heatmap are from all job grades combined

The 8 Factors and the Impact on Organisational Health



while maintaining high levels of **Wellbeing**



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Wellbeing vs Benchmarks (1 of 2)

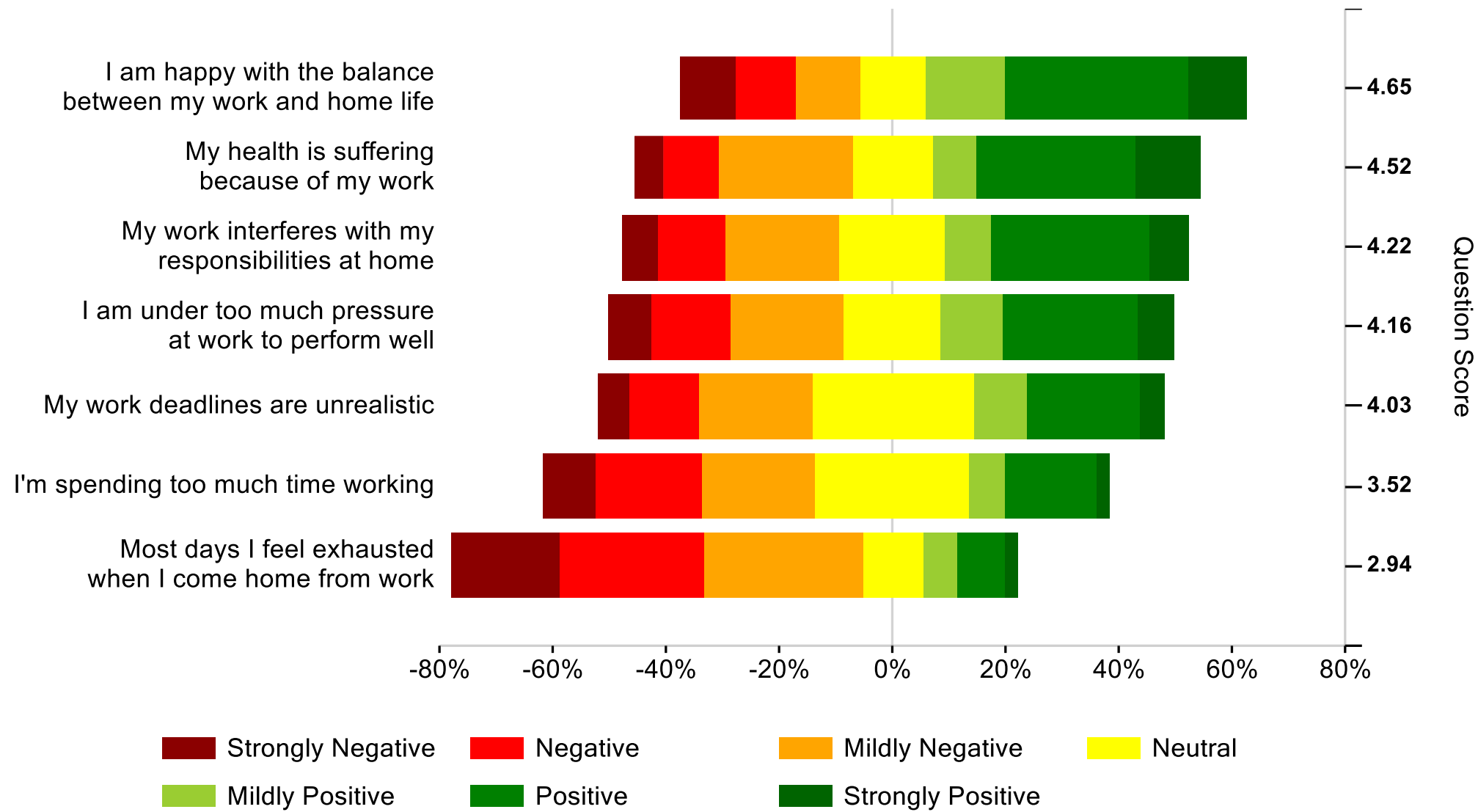
Question	Team Member (2102/3041)		Team Leader/ Supervisor (1017/1369)		Manager (330/413)	
	Mar 2025 Score	vs. Ones to Watch Companies TM	Mar 2025 Score	vs. Ones to Watch Companies TL/S	Mar 2025 Score	vs. Ones to Watch Companies Mgr
I am under too much pressure at work to perform well	4.08	-5	4.05	-2	4.51	4
I am happy with the balance between my work and home life	4.75	1	3.80	-11	4.25	-2
My health is suffering because of my work	4.46	-11	4.44	-10	4.87	-4
Most days I feel exhausted when I come home from work	2.96	-8	2.75	-9	3.00	-6
My work interferes with my responsibilities at home	4.36	-7	3.48	-18	3.61	-12
My work deadlines are unrealistic	4.04	-10	3.83	-11	4.11	-6
I'm spending too much time working	3.67	-9	3.05	-14	2.58	-19



Wellbeing vs Benchmarks (2 of 2)

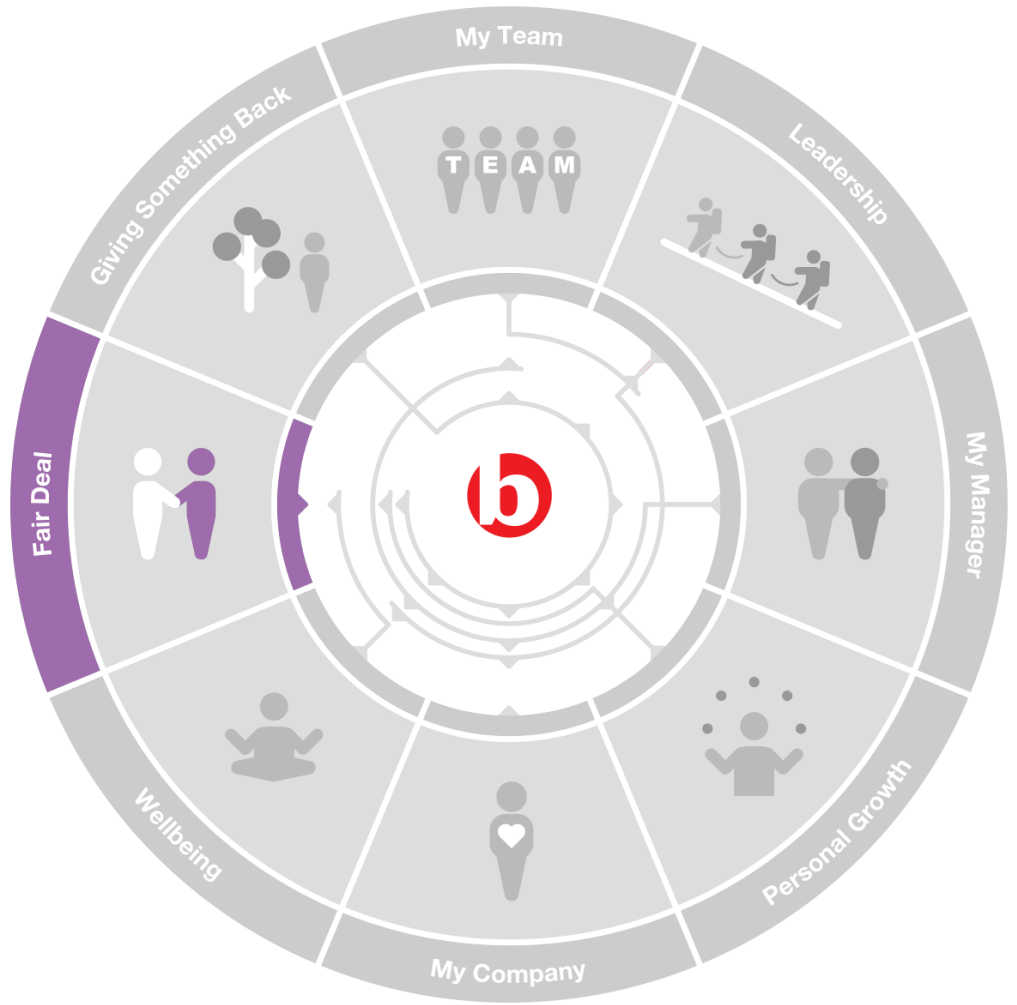
Question	Senior Manager (47/49)		Director (7/7)	
	Mar 2025 Score	vs. Ones to Watch Companies SM	Mar 2025 Score	vs. Ones to Watch Companies Dir
I am under too much pressure at work to perform well	4.94	4	5.99	13
I am happy with the balance between my work and home life	4.29	-6	5.13	5
My health is suffering because of my work	4.97	-8	6.37	8
Most days I feel exhausted when I come home from work	2.63	-17	3.64	-7
My work interferes with my responsibilities at home	3.25	-19	4.72	2
My work deadlines are unrealistic	3.87	-14	5.35	5
I'm spending too much time working	2.40	-23	2.85	-22

Wellbeing Heatmap



* Responses available on heatmap are from all job grades combined

The 8 Factors and the Impact on Organisational Health



ensuring that Colleagues feel well **Rewarded**



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Fair Deal vs Benchmarks (1 of 2)

Question	Team Member (2102/3041)		Team Leader/ Supervisor (1017/1369)		Manager (330/413)	
	Mar 2025 Score	vs. Ones to Watch Companies TM	Mar 2025 Score	vs. Ones to Watch Companies TL/S	Mar 2025 Score	vs. Ones to Watch Companies Mgr
I am happy with the pay and benefits I receive in this job	3.88	-3	4.45	5	4.20	-3
I am paid fairly for the work I do relative to people in similar positions in similar organisations	3.78	-1	3.97	3	4.02	-1
I am paid fairly for the work that I do relative to others within this organisation	3.85	-2	4.14	3	4.37	1
I feel I receive fair pay for the responsibilities I have in my job	3.70	-3	3.65	-6	4.10	-5



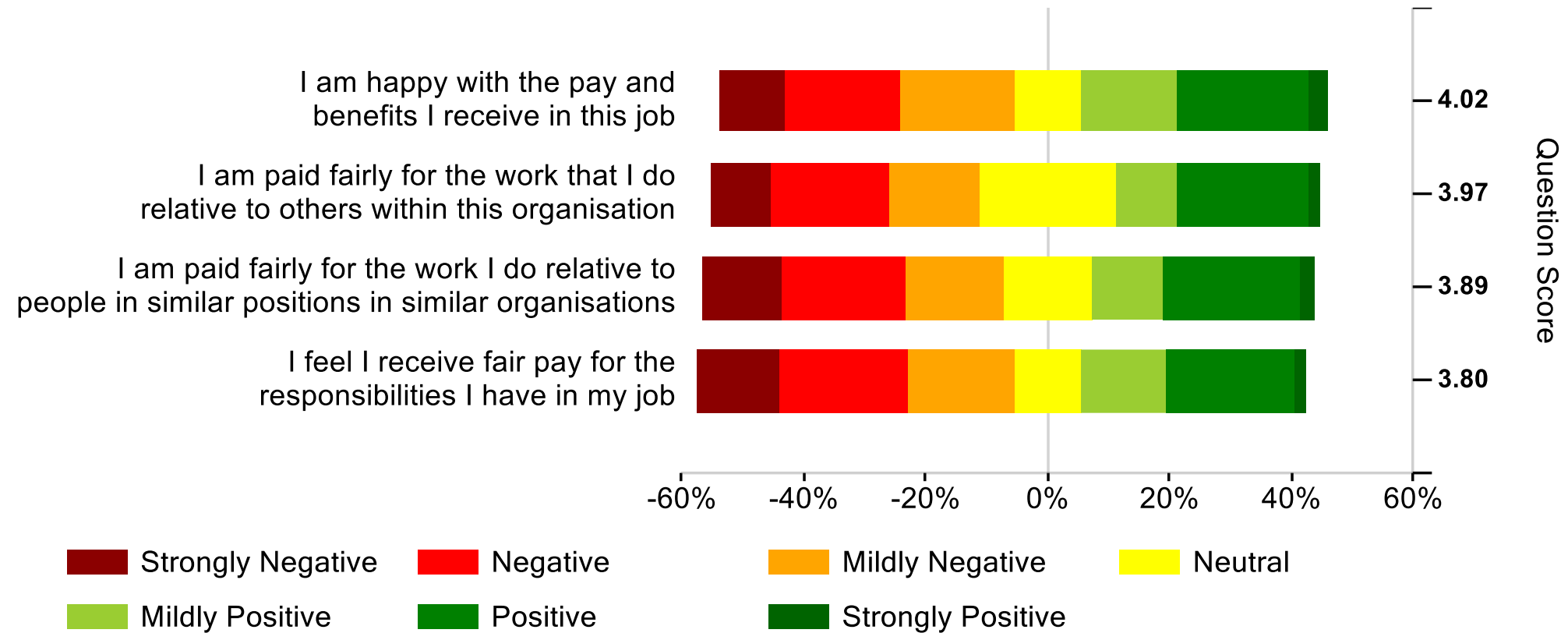
Fair Deal vs Benchmarks (2 of 2)

Question
I am happy with the pay and benefits I receive in this job
I am paid fairly for the work I do relative to people in similar positions in similar organisations
I am paid fairly for the work that I do relative to others within this organisation
I feel I receive fair pay for the responsibilities I have in my job

Senior Manager (47/49)	
Mar 2025 Score	vs. Ones to Watch Companies SM
5.24	4
5.45	14
5.21	4
5.26	3

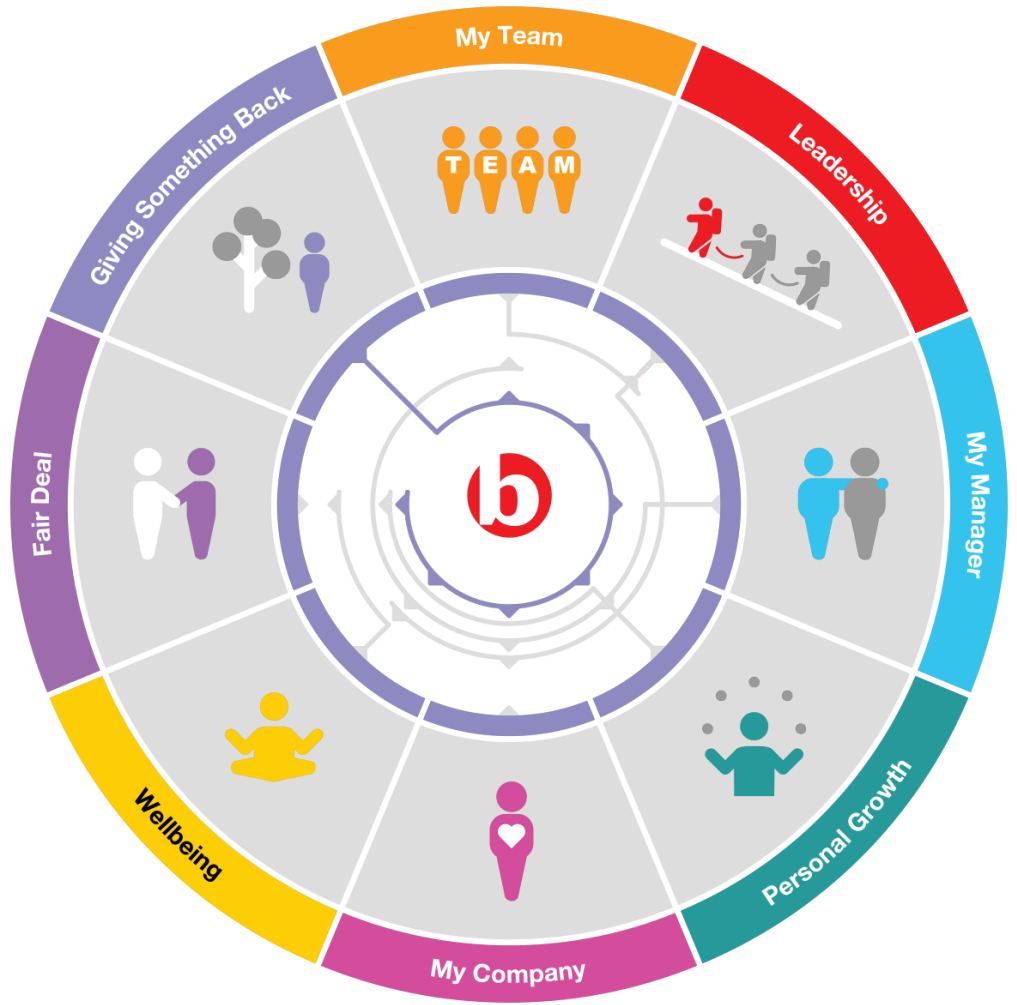
Director (7/7)	
Mar 2025 Score	vs. Ones to Watch Companies Dir
6.45	14
6.45	17
5.80	0
6.45	13

Fair Deal Heatmap



* Responses available on heatmap are from all job grades combined

The 8 Factors And The Impact On Organisational Health



while making sure that we are **Giving Something Back**



Giving Something Back vs Benchmarks (1 of 2)

Question	Team Member (2102/3041)		Team Leader/ Supervisor (1017/1369)		Manager (330/413)	
	Mar 2025 Score	vs. Ones to Watch Companies TM	Mar 2025 Score	vs. Ones to Watch Companies TL/S	Mar 2025 Score	vs. Ones to Watch Companies Mgr
I think this organisation should put more back into the local community	4.23	2	4.43	5	4.90	11
I believe this organisation does not do enough to protect the environment	3.89	-9	4.28	-3	4.29	-3
My organisation encourages charitable activities	5.62	2	5.81	3	6.15	7
This organisation has a strong social conscience	4.38	-13	4.83	-8	4.95	-8
This organisation is keen to help people from disadvantaged backgrounds	4.03	-6	4.30	-4	4.19	-5



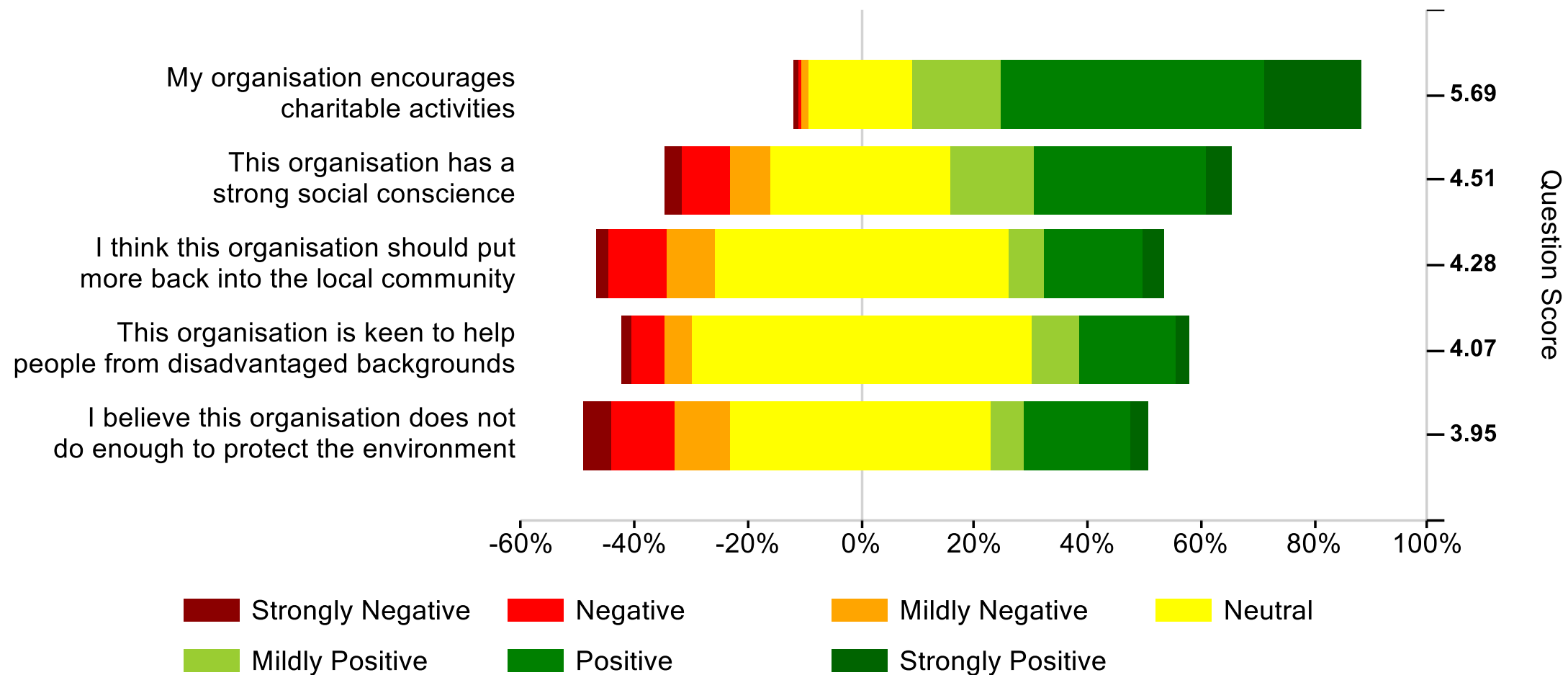
Giving Something Back vs Benchmarks (2 of 2)

Question	Senior Manager (47/49)		Director (7/7)	
	Mar 2025 Score	vs. Ones to Watch Companies SM	Mar 2025 Score	vs. Ones to Watch Companies Dir
I think this organisation should put more back into the local community	3.98	-9	4.06	-13
I believe this organisation does not do enough to protect the environment	3.91	-10	5.26	5
My organisation encourages charitable activities	6.16	6	6.06	0
This organisation has a strong social conscience	5.47	-3	6.58	11
This organisation is keen to help people from disadvantaged backgrounds	4.13	-12	5.68	6



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Giving Something Back Heatmap



* Responses available on heatmap are from all job grades combined

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



Employment Groups of HR Services vs. Ones to Watch Companies

Employment Group Name	No. of Responses	Mar-25 BCI Score	Factors							
			L	MC	MM	PG	MT	WB	FD	GSB
Recruitment & L&D	100% (14/14)	758.7 (3*)	13	13	13	17	16	25	3	2
HR & Payroll	100% (16/16)	710.1 (2*)	16	17	-1	6	-9	22	14	5



Employment Groups of Collections vs. Ones to Watch Companies

Employment Group Name	No. of Responses	Mar-25 BCI Score	Factors							
			L	MC	MM	PG	MT	WB	FD	GSB
Collections	85.00% (17/20)	791.8 (3*)	20	23	24	17	16	14	13	11
Scheduling	83.33% (5/6)	750.6 (3*)	25	24	26	22	15	-13	-1	0
Quality	69.23% (9/13)	738.8 (3*)	16	13	13	15	0	11	15	10
Complaints	60.0% (18/30)	710.3 (2*)	15	7	9	1	17	12	-13	7
Customer Services	66.67% (20/30)	674.7 (1*)	8	8	9	2	-5	8	6	-5
Operations	55.21% (728/913)	663.7 (1*)	4	6	6	6	0	2	0	-5
Storage	70.59% (12/17)	615.1 (OTW)	5	-7	-6	2	0	-5	-7	-8



Employment Groups of IT Department vs. Ones to Watch Companies

Employment Group Name	No. of Responses	Mar-25 BCI Score	Factors							
			L	MC	MM	PG	MT	WB	FD	GSB
IT Leadership	91.67% (11/12)	652.7 (OTW)	13	-1	3	-3	2	-11	12	-3
IT Team	93.48% (43/46)	631.8 (OTW)	-3	-10	6	-6	4	-6	13	-9



Employment Groups of Commercial Department vs. Ones to Watch Companies

Employment Group Name	No. of Responses	Mar-25 BCI Score	Factors							
			L	MC	MM	PG	MT	WB	FD	GSB
Commercial	85.71% (6/7)	691.8 (1*)	0	10	16	-11	5	11	9	2
Marketing	85.71% (6/7)	662.0 (1*)	8	9	8	11	5	-3	-11	-14
Commercial Leadership	71.43% (5/7)	660.2 (1*)	2	4	4	5	1	-8	16	-6
Commercial Private	100% (5/5)	562.9	-8	-14	-28	-11	4	-12	3	-7
Commercial Admin	55.56% (5/9)	544.0	-11	5	-63	1	8	-17	10	-16



Employment Groups of Finance Division vs. Ones to Watch Companies

Employment Group Name	No. of Responses	Mar-25 BCI Score	Factors							
			L	MC	MM	PG	MT	WB	FD	GSB
Finance Leadership	100% (13/13)	682.9 (1*)	8	4	12	0	10	-6	10	-3
Finance Team	69.05% (29/42)	604.8 (OTW)	3	-9	-1	-11	-5	5	-13	-10
Analytics & Strategic Performance	66.67% (4/6)	-	-	-	-	-	-	-	-	-



Employment Groups of Warehouse vs. Ones to Watch Companies

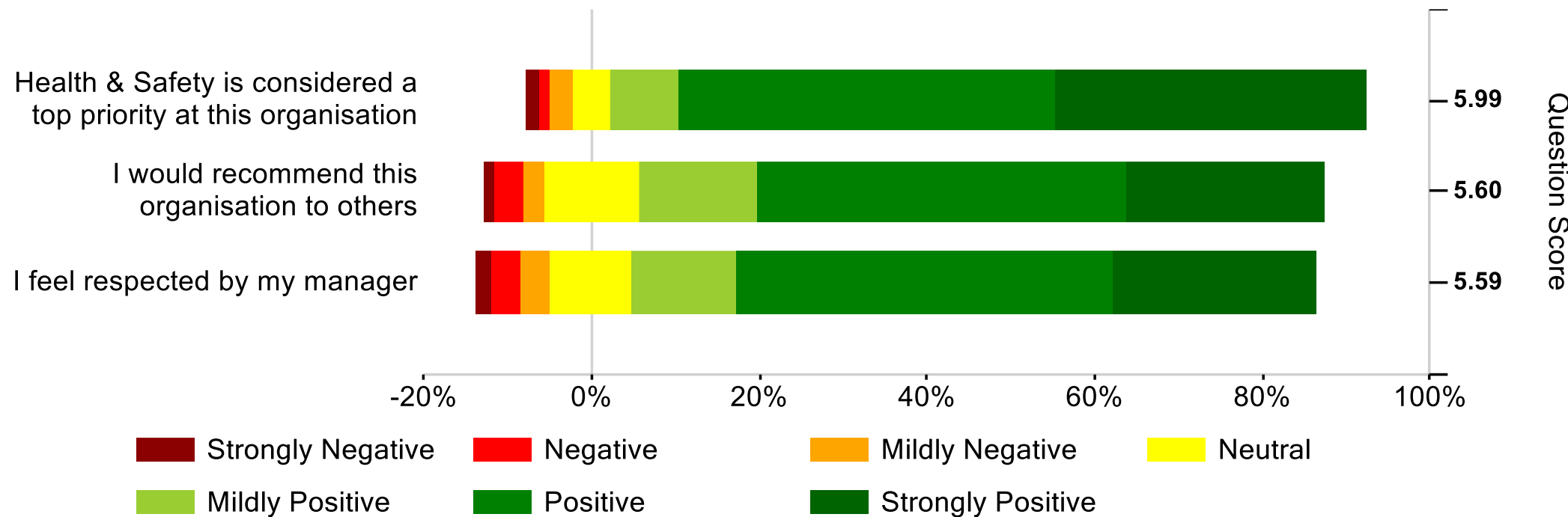
Employment Group Name	No. of Responses	Mar-25 BCI Score	Factors							
			L	MC	MM	PG	MT	WB	FD	GSB
Training	40.0% (8/20)	708.8 (2*)	8	15	5	14	-1	3	16	6
Supply Chain	85.71% (6/7)	693.9 (1*)	7	4	12	8	10	3	-7	4
Group Services	86.67% (13/15)	682.0 (1*)	9	0	21	6	8	5	-19	-3
Warehouse Leadership	77.78% (7/9)	678.1 (1*)	24	17	6	-7	-1	-7	6	1
Planning	75.00% (12/16)	651.2 (OTW)	-6	-2	11	3	3	13	-22	-4
Logistics Support Team	87.50% (7/7)	636.4 (OTW)	14	4	5	-10	-8	-5	-19	13
Logistics Depots	63.16% (84/133)	612.6 (OTW)	1	0	1	-1	-4	-20	0	-3
Customer Services	79.32% (1188/1237)	580.9	-7	-12	-1	-12	-3	-10	-9	-8



Bespoke Questions



Bespoke Questions Heatmap



* Responses available on heatmap are from all job grades combined



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a better workplace”

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