

# Employee Engagement

September 2022

# Introduction

A key part of our HR strategy is understanding what matters to our employees and how Human Resources can improve the way we do business.

It is important to us that all employees can give their best each day, are motivated to contribute to the growth of the business and their individual ambition and feel empowered to make a difference.

To do this we sent out an engagement survey, to collect views on certain aspects of working at Phaidon International. Taking on board what is important to you, we identified four key areas to explore:



Culture



Career



Global Mobility



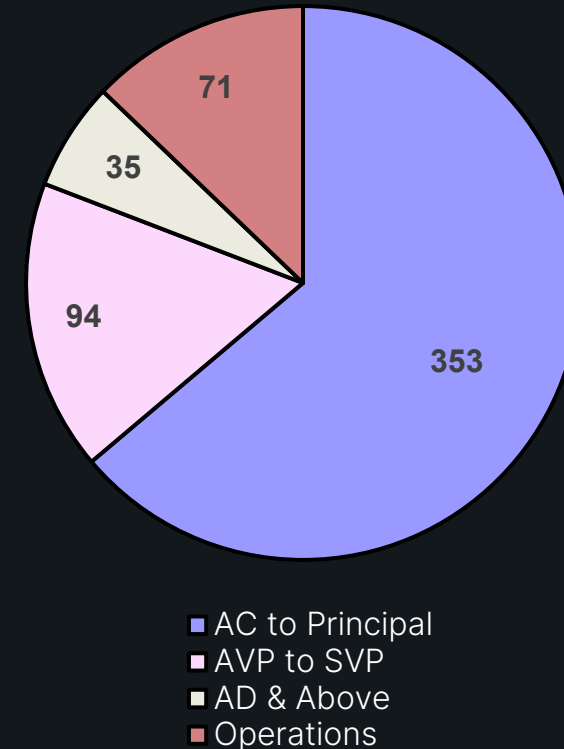
Reward

# Engagement/ participation

Across the world, 45% of our employees completed the survey. 98% of APAC employees, 43% US employees, 98% of Europe and 31% of UK employees. This is our first global survey of this kind and while participation has been below expected, we still managed to gain beneficial insights into our culture and Employee Value Proposition.

It is important that we continue to foster a positive workplace culture by utilizing opportunities to share our views, so as a business we continue to evolve and develop. We do encourage more employees to participate going forward so it can give us a true reflection of our business. The following pages will take you through our findings, where we currently have initiatives in place and how we intend to move forward. They are broken down into the key areas previously described; Culture, Career, Global Mobility, and Reward.

**BREAKDOWN BY ROLE**



# Culture



# Culture overview

Our company culture is comprised of multiple facets: employee sentiment on feeling part of a team, feeling valued, included and treated fairly. It reflects how we would best describe ourselves, our opinions of being valued along with our ED&I initiatives and exploring whether people are aware of campaigns.

Respondents rated the support received from managers highly. 95% of respondents feel valued by their manager along with feeling like they matter, which is one of our core key values.

Whilst scoring high for our commitments to ED&I, some respondents questioned why this was led by employees rather than directed by HR or senior management. While our ED&I strategy is set by HR and supported by senior management, a conscious decision was made to have employee-led groups operating regionally, to drive key initiatives that are important to local teams as opposed to being dictated to, bearing in mind social, legal and cultural nuances. We have seen success with this approach in identifying regional opportunities to make a difference internally and within local communities.

95%

feel valued by  
our managers

92%

can see our commitment  
to ED&I

95%

agree our office culture is  
one where everyone matters

# Culture overview

Overwhelmingly and perhaps not surprising the most popular word to describe our culture was High Performance, followed by Recognition. This has been key to our success and something we don't shy away from. People would like to see more Flexibility, Transparency and Innovation.

As we scale in size and geography, the way we operate has significantly changed and continues to evolve. We continue to invest in technology and specialist skills to support our growth through better data insights and innovation. We recognize that as we grow and mature as an organization, our employees have evolving priorities too. Our policies and Employee Value Proposition are therefore regularly reviewed to ensure they fit current and incoming employees.

How would you describe our culture:

- High performance
- Recognition
- Competition

What you want to see more of:

- Flexibility
- Transparency
- Innovation

# Career



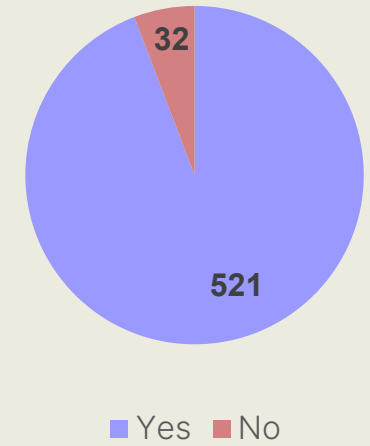
# Career overview

With Infectious Energy being one of our values, 92% of respondents feel encouraged and motivated by managers and directors, and whilst we can see 94% are clear on potential career paths, we would like to improve this.

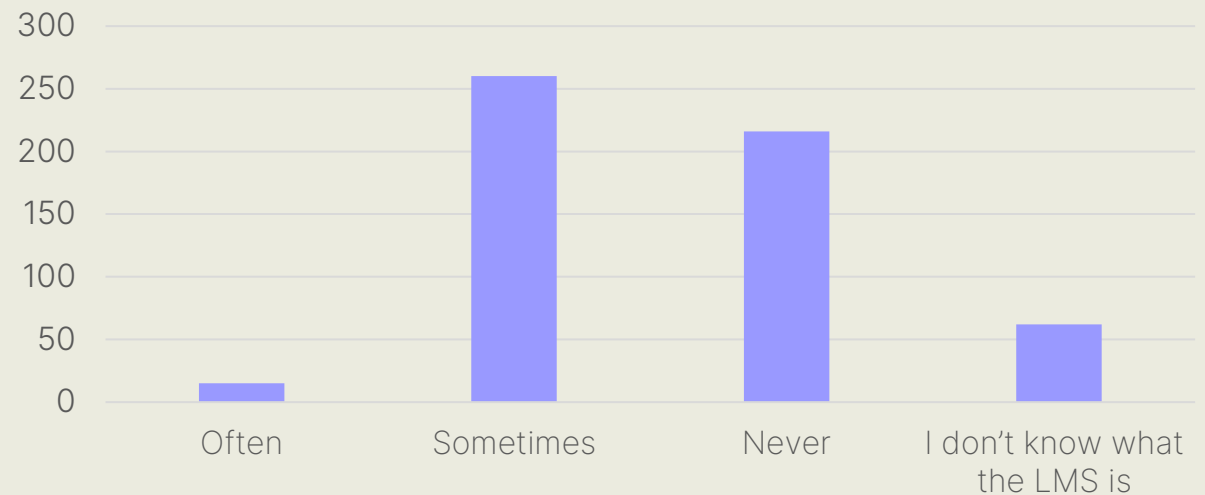
Some respondents requested more promotion of opportunities outside of their current department. We are working on how we communicate more effectively as we build out more internal opportunities across departments, especially as we expand functions separate to sales.

95% expressed the development opportunities received were appropriate, with some detailing more learning and development within operations would be valued. There is clear appetite for more external courses and the need to learn more outside of the role.

Are you aware of career paths available here?



How often do you access LMS?



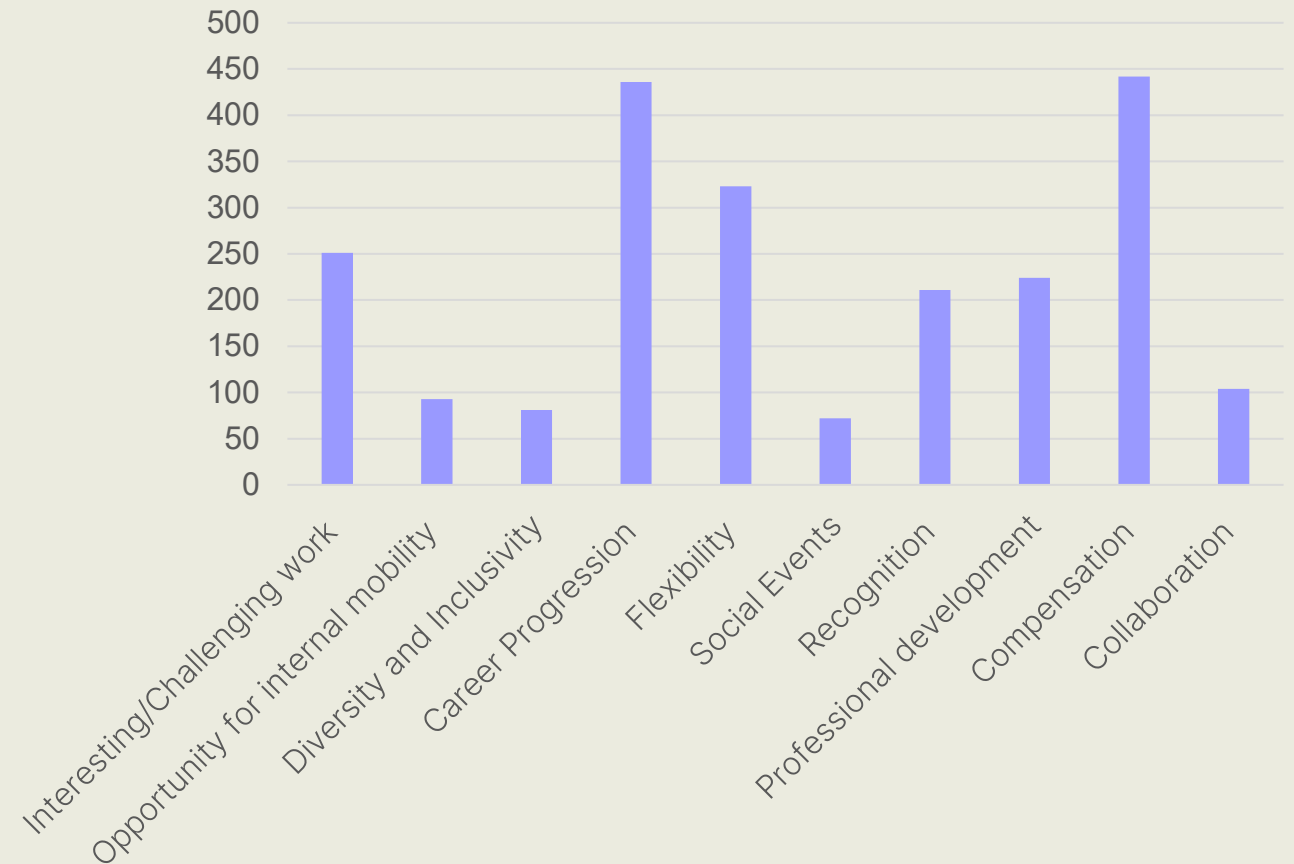


# Career overview

Disappointingly there is a high proportion of our employees who are not aware or do not access the Learning Management System (LMS). We are committed to investing in the development of our employees, we therefore will take this as an action to further educate the benefits of the LMS.

Looking at the top 4 motivators, Career Progression and Compensation came out as the top two motivators within the respondent's career motivators.

## Top 4 motivators in your career



# Reward

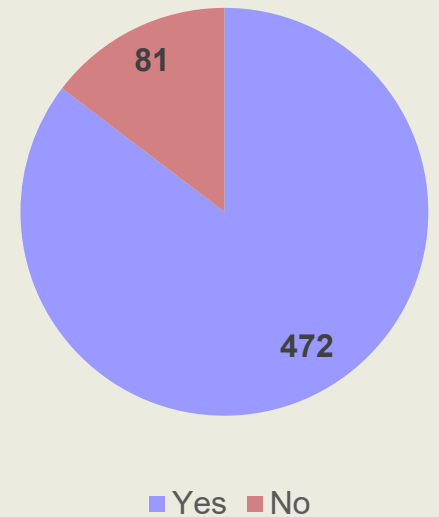


# Reward overview

When asking for feedback around reward, we wanted to explore the benefits and perks alongside recognition. We have extensive and competitive benefits available to employees, we acknowledge however that there may be a lack of awareness of what is available.

We continue to work on improving communication and awareness creation through initiatives such as benefits fairs and webinars.

Are you aware of the benefits and perks offered?



# Global Mobility

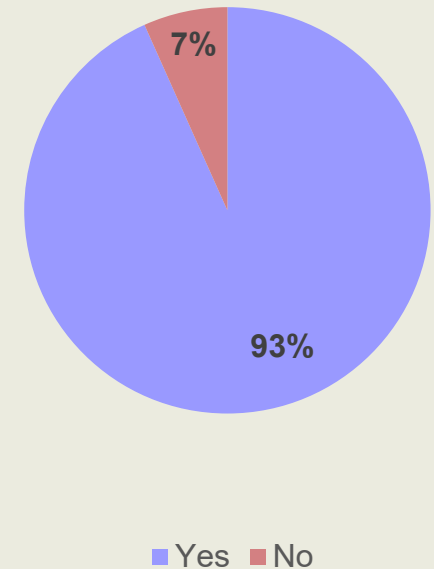


# Global Mobility overview

With over 14 locations globally and an organic model, we encourage all employees to take advantage of our international platform. 7% are not aware of opportunities available, we therefore have some work to do in improving communication about global mobility and opportunities when they become available throughout the employee journey.

The survey also highlighted that employees are not clear on the process and points of contact for global mobility opportunities. Again, highlighting the need for improved communication and support from managers on relocation requests and opportunities.

Are you aware of opportunities to relocate to other geographical locations, functions, brands?



# Close commentary

## **Your opinion matters.**

Hearing from our employees plays a critical role in building our culture and informing how we evolve our people strategy to retain and motivate our people. Many of the changes and initiatives in the company to date have been as result of insights from employee engagement. Our employee survey is one of the mechanisms we have in place to support open and transparent dialogue and we hope that the actions taken from it will be seen as positive change and motivation for everyone to participate in further surveys.

We hope to hear from you next year.

