

Business Mauritius National Employee Engagement Survey 2023

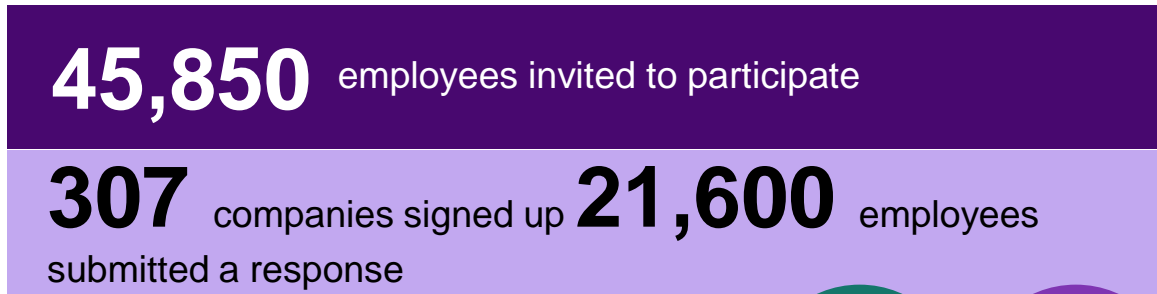
2023 National survey results

October 2023

Agenda

- 01** Background to survey
- 02** High Performance Employee Experience (HPEX) model and results in a global context
- 03** High level results, compared to a Global Average – themes and top bottom questions
- 04** Key drivers of Engagement – what motivates people at work
- 05** Key drivers of Retention – how do you keep your people
- 06** Demographics
- 07** High level results Industry compared to Global Industry – themes and top bottom questions

About the Business Mauritius National Engagement survey



Online Survey Administration



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

Number of Themes:

17

Number of Opinion Questions:

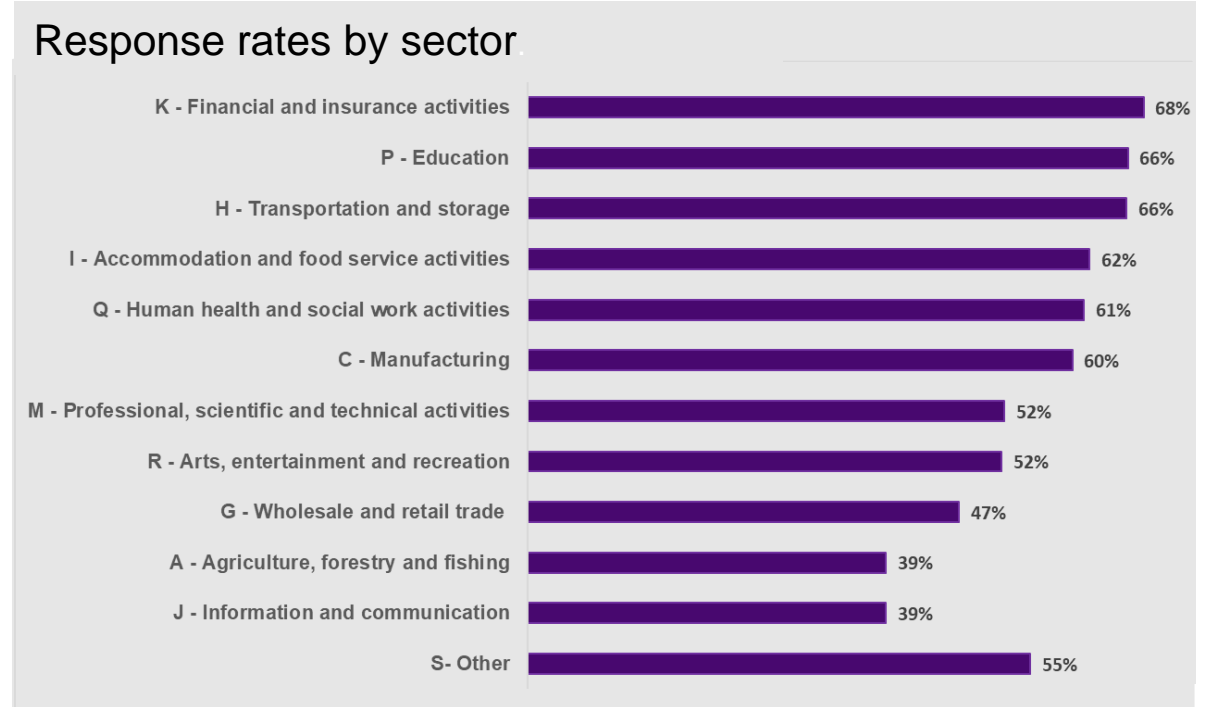
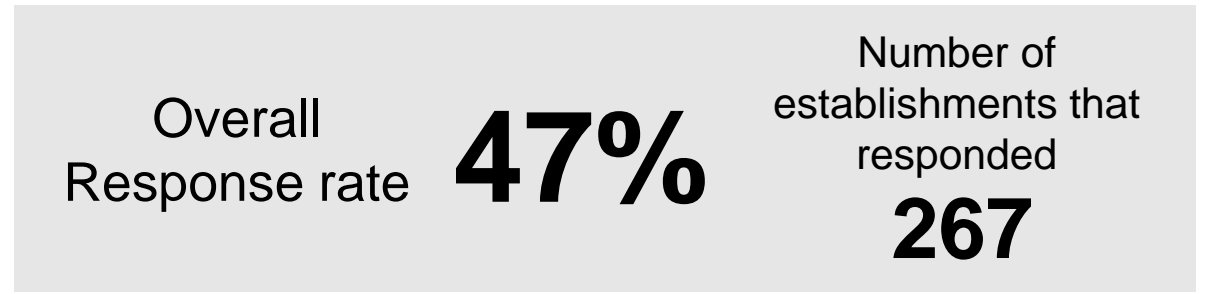
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Demographic Variables

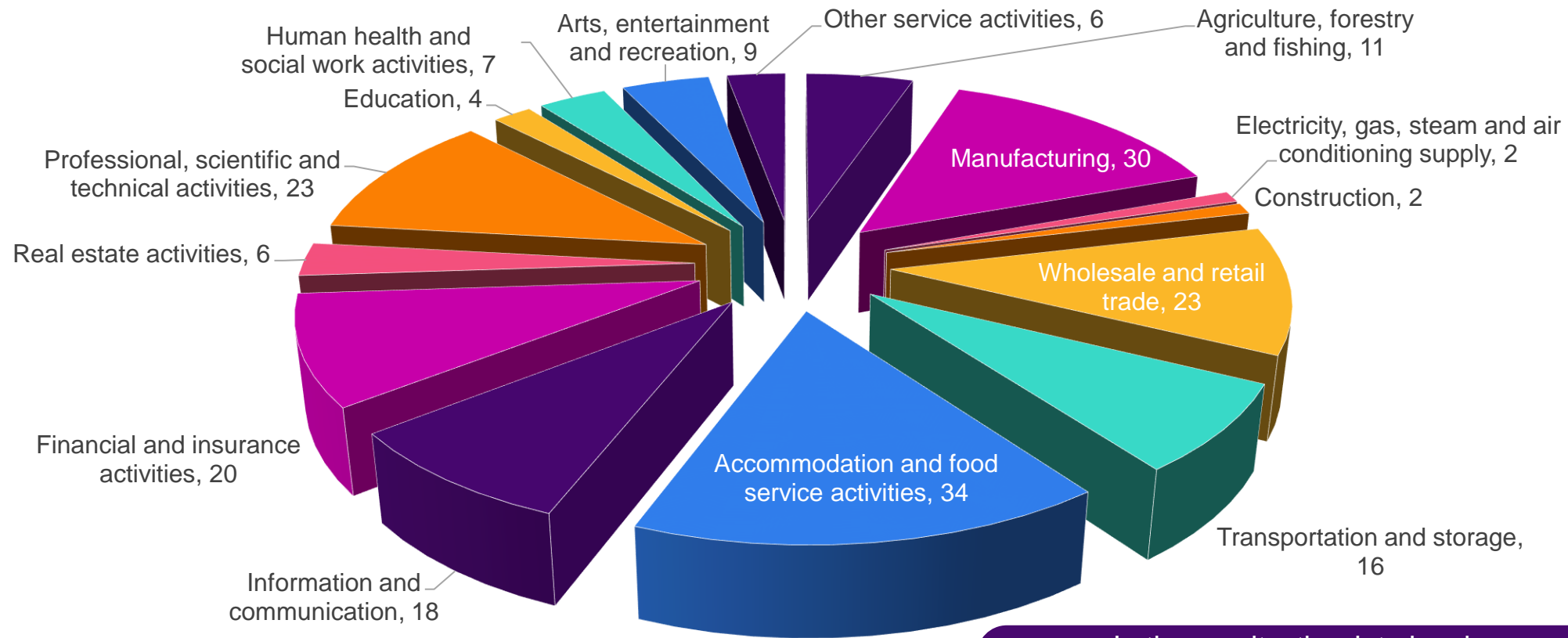
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Open ended Free text question

Net Promoter Score Question



267 Companies took part, showing number of companies by sector



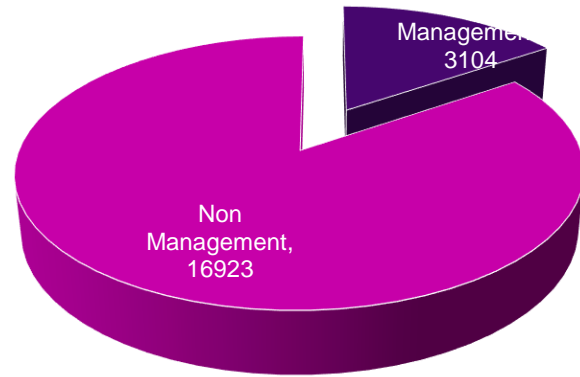
In the results, the data has been re-weighted proportionately to the working population.

Construction, Real Estate combined due to low response rate.

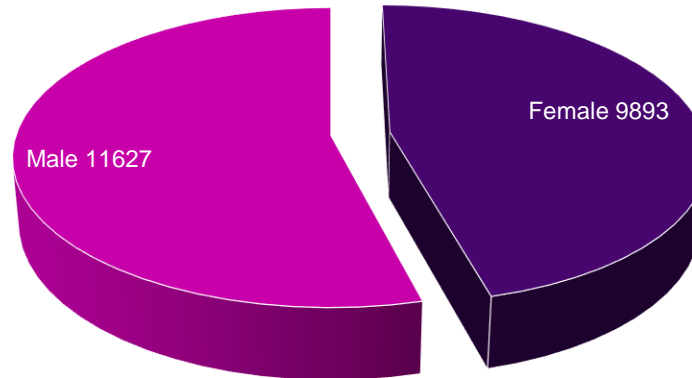
Including splits for 10+ people companies

Other Key Demographics of population surveyed:

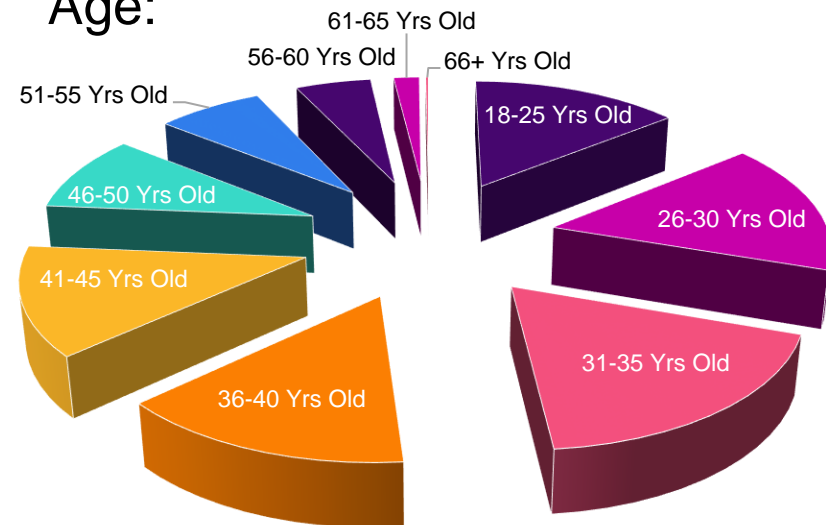
Job Category:



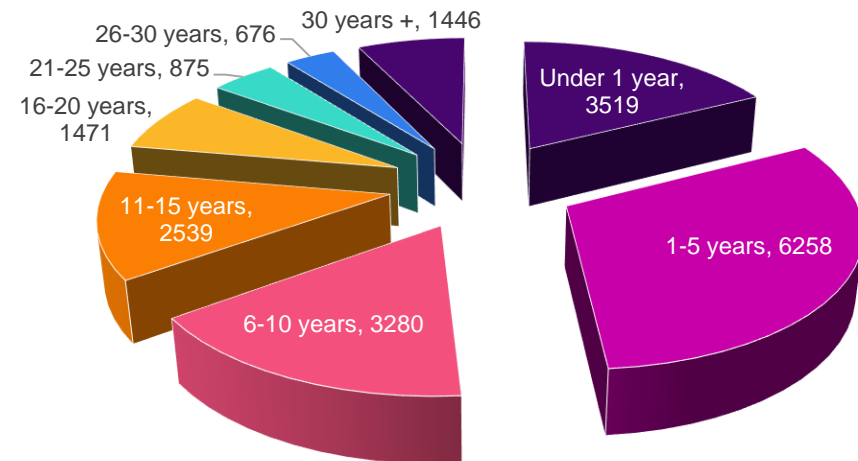
Gender:



Age:



Length of Service:



What did we measure?

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



High Level Results show some clear trends impacting employees across Mauritius

Positive elements of culture:

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

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

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

Challenges facing employees:

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

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

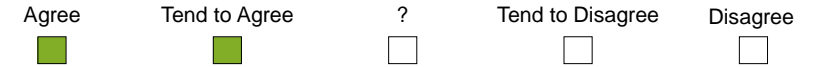
The distance to leadership can seem far and people often do not feel **inspired** by their vision for the future.



How to understand the results:

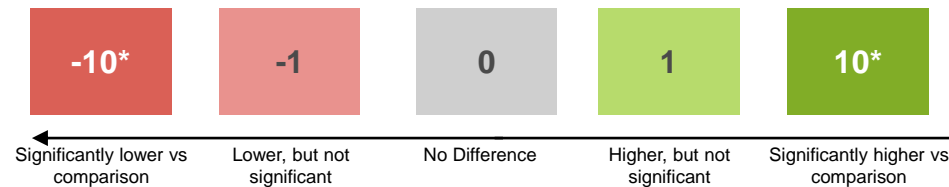
For example:

		Total Favourable Score
Employee Engagement		76
3	I have a good understanding of our goals. ☺	74
12	I have a good understanding of how my job contributes to achieving our goals. ★	78

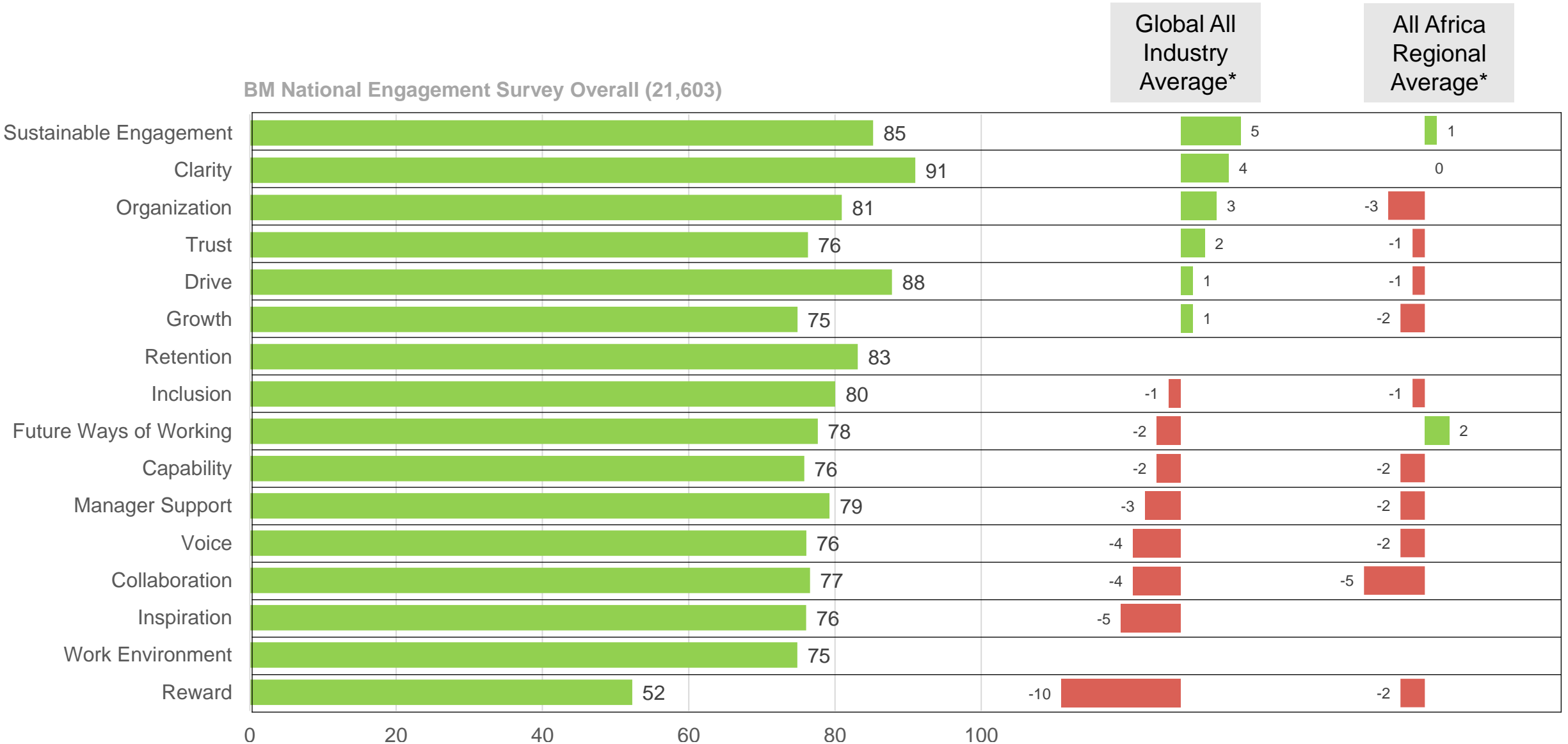


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Differences and Colours



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



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

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

What is great about the Employee Experience in Mauritius?

BM National Engagement Survey Overall (21,603)

Top 5 Questions

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

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

What is least positive about the Employee Experience in Mauritius?

BM National Engagement Survey Overall (21,603)

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

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

Compare this to a Global All Industry Average

BM National Engagement Survey Overall (21,603)

Top 5 Questions

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

% Total Fav (Fully Agree/Tend to Agree)

Vs. Global All Industry Average

80

7*

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

88

6*

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

94

4*

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

88

4*

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

81

3*

* Donates it's a key driver of Sustainable Engagement

Compare this to a Global All Industry Average

BM National Engagement Survey Overall (21,603)

Bottom 5 Questions

	% Total Fav (Fully Agree/Tend to Agree)	Vs. Global All Industry Average
Reward: I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	52	-10*
Inspiration: Senior Leadership provides a clear and inspiring vision for the future.	76	-5*
Collaboration: Different opinions are openly discussed when decisions are made in my department/team.	77	-4*
Voice: I can openly and honestly communicate my views.	76	-4*
Capability: I receive regular feedback that helps me improve at work.	79	-3*

Compare this to all Africa Regional Average

BM National Engagement Survey Overall (21,603)	% Total Fav (Fully Agree/Tend to Agree)	Vs. All Africa Regional Average
Top 5 Questions		
Sustainable Engagement: There are no substantial obstacles at work to doing my job well.	80	6*
Future Ways of Working: I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities. *	78	2*
Clarity: I have a clear understanding of the goals and objectives of our organization. *	88	2*
Sustainable Engagement: My work provides me with a sense of purpose.	88	1*
Drive: My organisation constantly looks for better ways to serve its customers.	88	-1*

* Donates it's a key driver of Sustainable Engagement

Compare this to all Africa Regional Average

BM National Engagement Survey Overall (21,603)

Bottom 5 Questions

	% Total Fav (Fully Agree/Tend to Agree)	Vs. All Africa Regional Average
Collaboration: Different opinions are openly discussed when decisions are made in my department/team.	77	-5*
Sustainable Engagement: I am inspired to work beyond what is required to help us succeed.	88	-5*
Organization: In my organisation we make good use of technology to improve our operating efficiency.	81	-3*
Reward: I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	52	-2*
Growth: I have the opportunity for personal development and growth in this company. ★	75	-2*













★ Donates it's a key driver of Sustainable Engagement

Showing each Mauritian Sector vs National Average

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

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

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

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

Financial and Insurance Activities: top focus areas

Sustainable Engagement



BM National Engagement Survey Overall



WTW Financial Services Norm



Lowest questions versus WTW Sector Average

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

Total Favorable



Voice: I can openly and honestly communicate my views.



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



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



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



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

Accommodation and Food Service Activities: top focus areas

Sustainable Engagement



BM National
Engagement
Survey Overall



WTW
Restaurant/Food &
Beverage Norm



Lowest questions versus WTW Sector Average

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

65

WTW
Restaurant/Food &
Beverage Norm

-12*

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

82

-6*

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

93

-1

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

87

-1

Voice: I can openly and honestly communicate my views.

83

0



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

Wholesale and Retail Trade: top focus areas

Sustainable Engagement



BM National
Engagement Survey
Overall



WTW Retail Norm



Lowest questions versus WTW Sector Average

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

72

WTW Retail
Norm

-11*

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

78

-10*

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

58

-9*

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

78

-8*

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

75

-6*



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

Focus areas for Information and Communication Sector

Sustainable Engagement



BM National Engagement Survey Overall



WTW Information Technology Functions Norm



Lowest questions versus WTW Sector Average

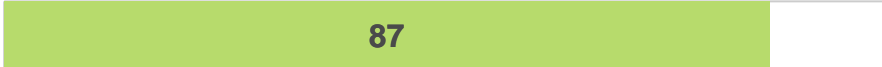
		WTW Information Technology Functions Norm
Collaboration: Different opinions are openly discussed when decisions are made in my department/team.	68	-16*
Reward: I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	50	-15*
Growth: I have the opportunity for personal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



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

Focus areas for Manufacturing Sector

Sustainable Engagement



BM National
Engagement
Survey Overall



WTW
Manufacturing
Norm



Lowest questions versus WTW Sector Average

		WTW Manufacturing Norm
Reward: I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	48	-16*
Voice: I can openly and honestly communicate my views.	80	-2*
Capability: I receive regular feedback that helps me improve at work.	79	-1
Collaboration: Different opinions are openly discussed when decisions are made in my department/team.	79	-1
Inclusion: Senior leadership supports diversity and inclusion here (every person's right to be treated with dignity, respect, and equality regardless of gender, sexual orientation or other differences).	78	-1



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

Focus areas for Education sector

Sustainable Engagement



BM National
Engagement
Survey Overall



WTW Education
Norm



Lowest questions versus WTW Sector Average

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



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

Focus areas for Agriculture, forestry and fishing sector

Sustainable Engagement



BM National Engagement Survey Overall



WTW Agriculture & Crop Science Norm



Lowest questions versus WTW Sector Average

WTW Agriculture & Crop Science Norm

Reward: I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	53	-16*
Capability: There are sufficient training opportunities for me to improve my skills.	79	-7*
Future Ways of Working: I have the flexibility I need (when, where, how I work) to balance my work and personal responsibilities. ★	83	-5*
Growth: I have the opportunity for personal development and growth in this company. ★	79	-4*
Capability: I receive regular feedback that helps me improve at work.	82	-4*



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

Focus areas for Transportation and Storage sector

Sustainable Engagement



BM National Engagement Survey Overall



WTW Logistics Norm



Lowest questions versus WTW Sector Average

		WTW Logistics Norm
Reward: I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	46	-18*
Collaboration: Different opinions are openly discussed when decisions are made in my department/team. ★	78	-4*
Growth: I have the opportunity for personal development and growth in this company. ★	73	-4*
Voice: I can openly and honestly communicate my views.	79	-3*
Manager Support: My direct supervisor/manager does a good job of building teamwork.	79	-3*



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

Focus areas for Professional, scientific and technical activities sector

Sustainable Engagement



BM National
Engagement
Survey Overall



WTW Professional
Services Norm



Lowest questions versus WTW Sector Average

WTW Professional
Services Norm

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

71

-13*

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

59

-9*

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

75

-5*

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

82

-3*

Voice: I can openly and honestly communicate my views.

80

-3*



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

Focus areas for Human health and social work activities sector

Sustainable Engagement



BM National
Engagement
Survey Overall



WTW Safety, Health,
Wellness, and
Environment
Functions Norm



WTW Safety, Health,
Wellness, and
Environment
Functions Norm

Lowest questions versus WTW Sector Average

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



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

Focus areas for Arts, entertainment and recreation sector

Sustainable Engagement



BM National
Engagement
Survey Overall



WTW Media &
Entertainment
Norm



Lowest questions versus WTW Sector Average

		WTW Media & Entertainment Norm
Collaboration: Different opinions are openly discussed when decisions are made in my department/team.	73	-9*
Reward: I am fairly paid for the work I do (total remuneration - fixed pay, bonus/incentive, benefits).	55	-8*
Voice: I can openly and honestly communicate my views. ★	75	-6*
Drive: My organisation constantly looks for better ways to serve its customers.	85	-4*
Capability: I receive regular feedback that helps me improve at work.	75	-4*



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

Focus areas for Property and utilities

Sustainable Engagement



BM National Engagement Survey Overall



WTW Property & Asset Management Norm



Lowest questions versus WTW Sector Average

WTW Property & Asset Management Norm

Organization: In my organisation we make good use of technology to improve our operating efficiency.	78	-11*
Collaboration: Different opinions are openly discussed when decisions are made in my department/team.	74	-11*
Capability: There are sufficient training opportunities for me to improve my skills.	64	-9*
Voice: I can openly and honestly communicate my views.	77	-8*
Sustainable Engagement: I am inspired to work beyond what is required to help us succeed.	88	-6*



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

Focus areas for Other service activities Sector

Sustainable Engagement



BM National
Engagement
Survey Overall



WTW Global All
Industry Average



Lowest questions versus WTW Sector Average

WTW Global All
Industry Average

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

68

-13*

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

73

-9*

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

73

-7*

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

76

-6*

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

68

-5*



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



Engagement & Retention

EX Value Driver Analysis

How Engaged our employees in Mauritius?

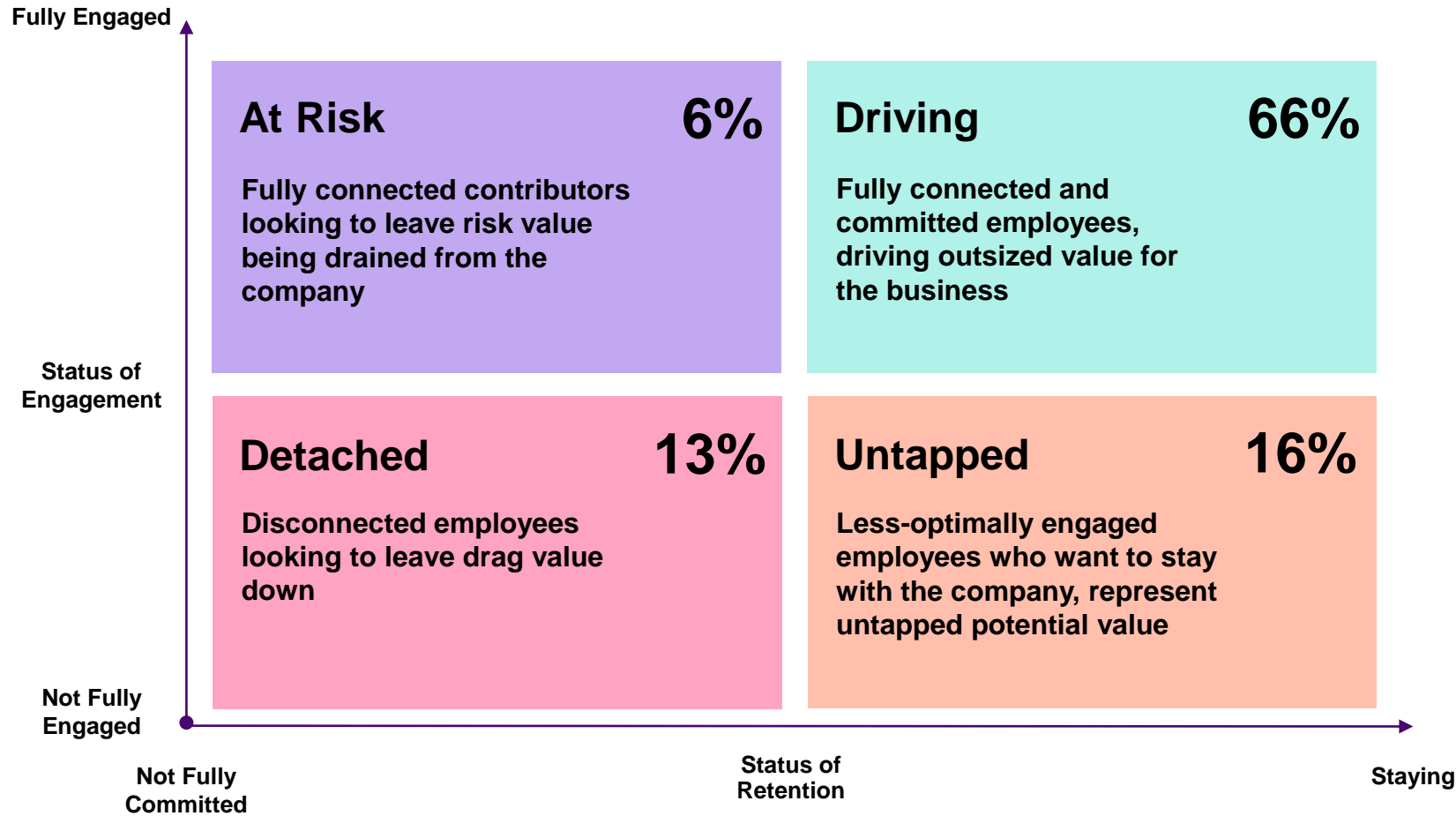
Overall strong motivation, sense of purpose and enablement. Majority intend to stay.

BM National Engagement Survey Overall (21,603)

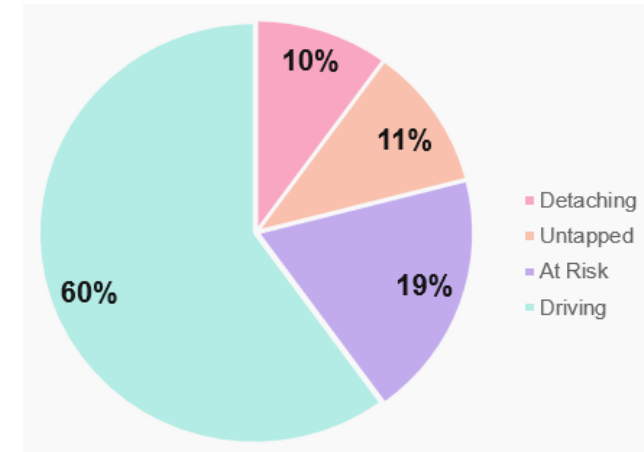
		Vs/ Global Average	Africa Overall Norm(
Sustainable Engagement		85	5*
1	There are no substantial obstacles at work to doing my job well.	80	7*
2	I am inspired to work beyond what is required to help us succeed.	88	-5*
3	My work provides me with a sense of purpose.	88	1*
Retention			
19	I intend to stay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

Employee Experience Value Segments

What's the distribution of employees in Mauritius?



Global average:

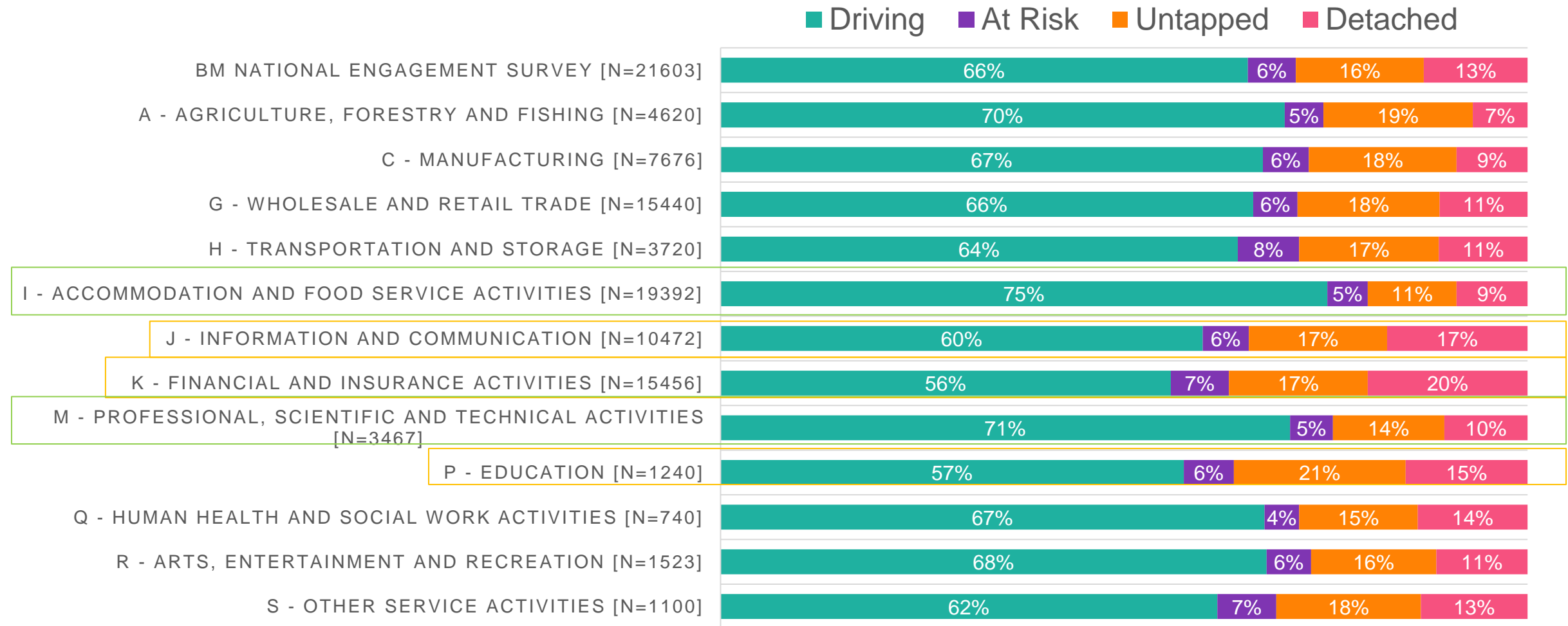


Notes:

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

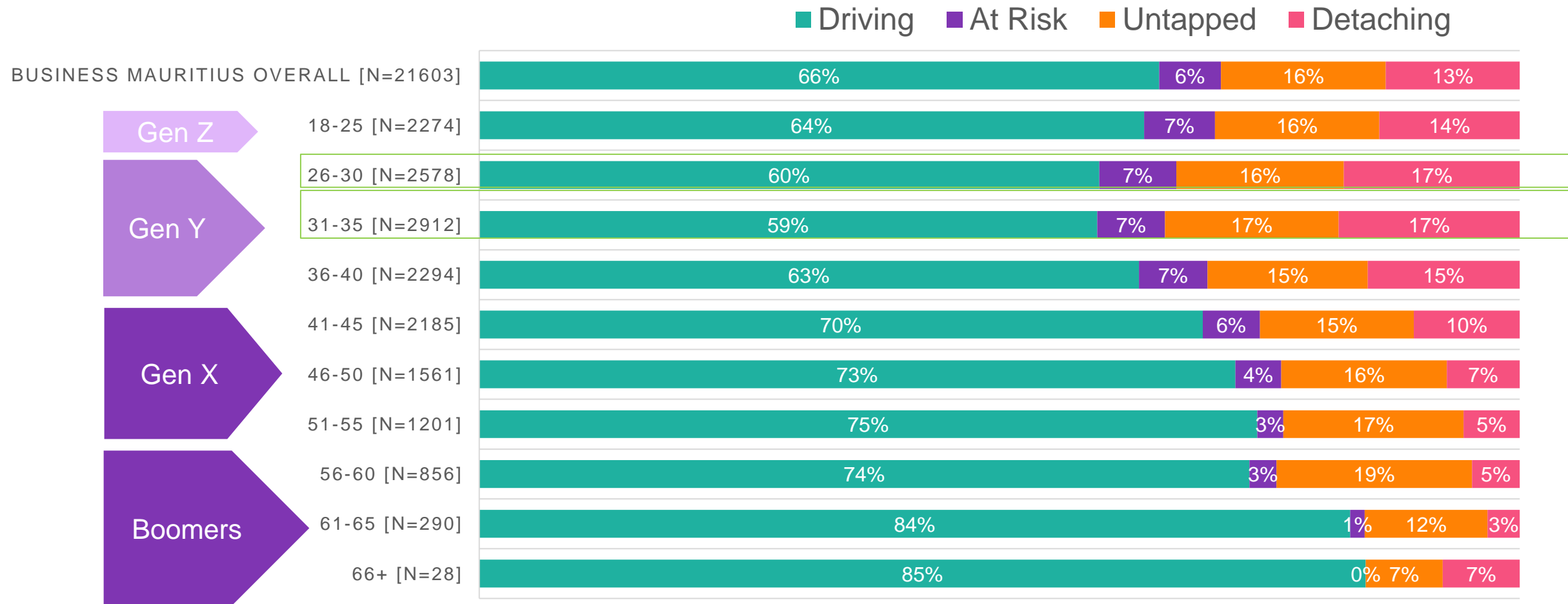
EX Value Segments across the sectors

What's the distribution of employees in the various sectors



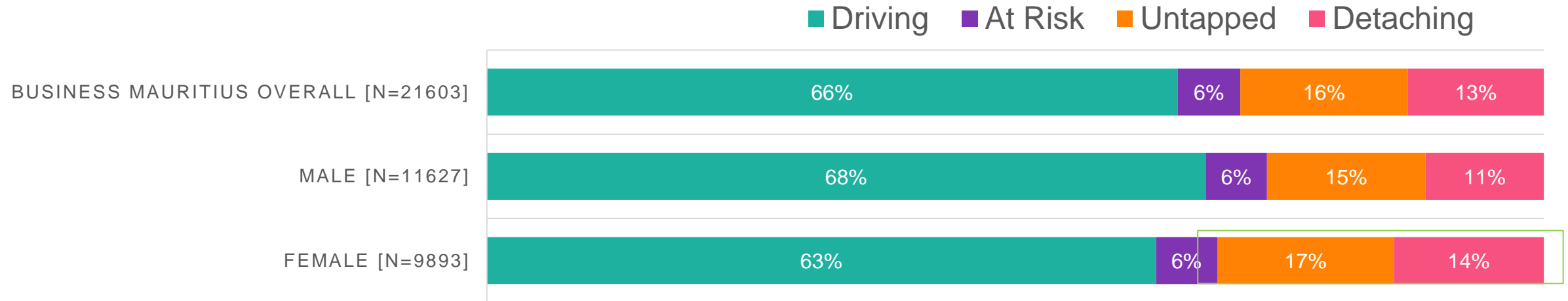
EX Value Segments across the Age groups

What's the distribution of employees in the various sectors



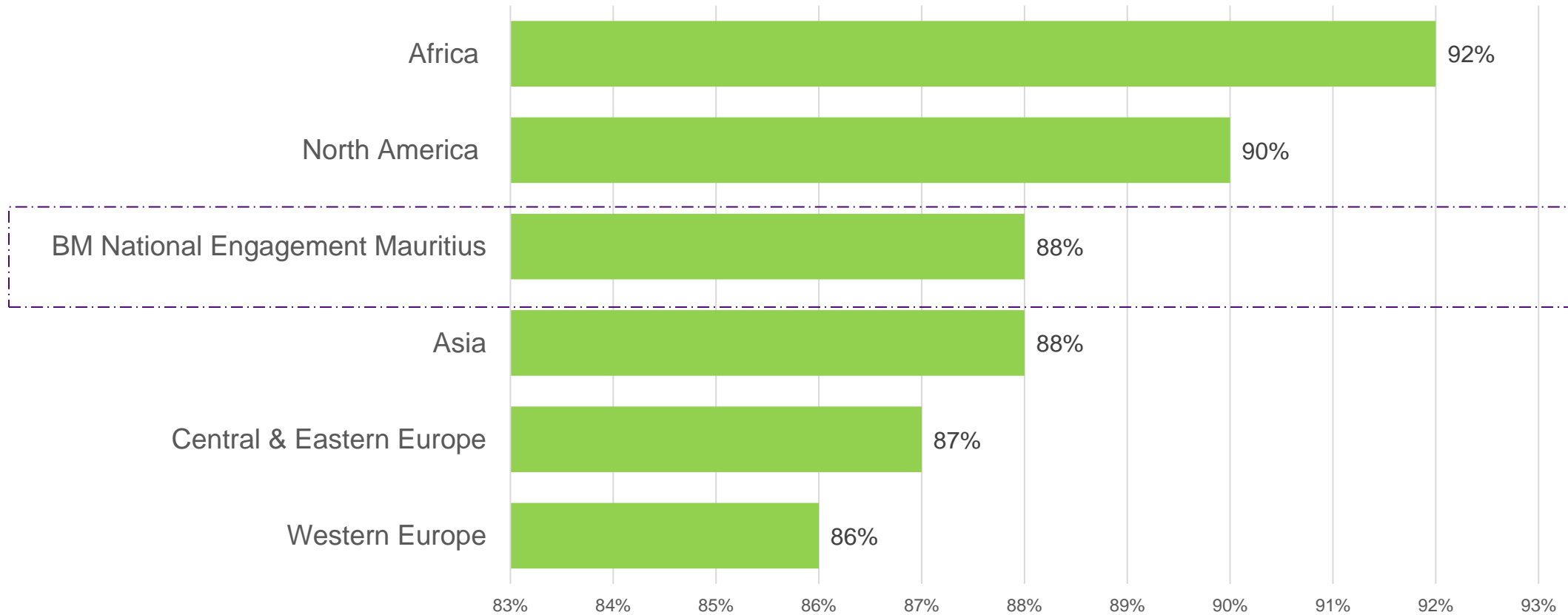
EX Value Segments across Gender

What's the distribution of employees in the various sectors



Mauritius compared to Geographical Regions on Motivation

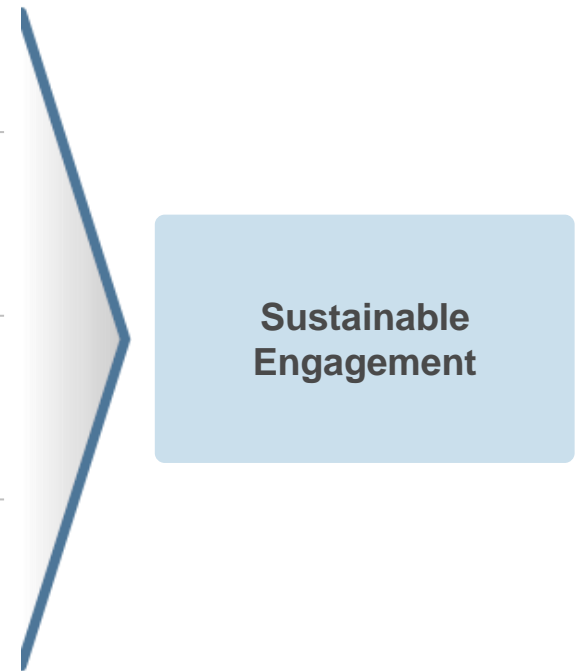
I work beyond what is required to help this organization succeed



What motivates employees in Mauritius?

BM National Engagement Survey Overall (21,603)

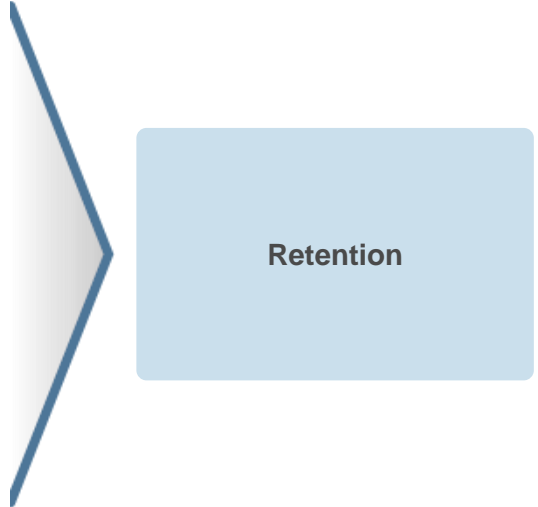
All Africa Regional Norm	Global All Industry Average	Total Favorable Score	
2*	4*	88	Clarity: I have a clear understanding of the goals and objectives of our organization.
-1*	4*	94	Clarity: I understand how my work contributes to the goals and objectives of this organisation.
-1*	2*	76	Trust: I have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



What keeps employees at their company in Mauritius?

BM National Engagement Survey Overall (21,603)

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



Key Personas

The most Engaged Employee will be found:

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

90%+ Engaged



The least Engaged Employee will be found:

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



60%+ Engaged

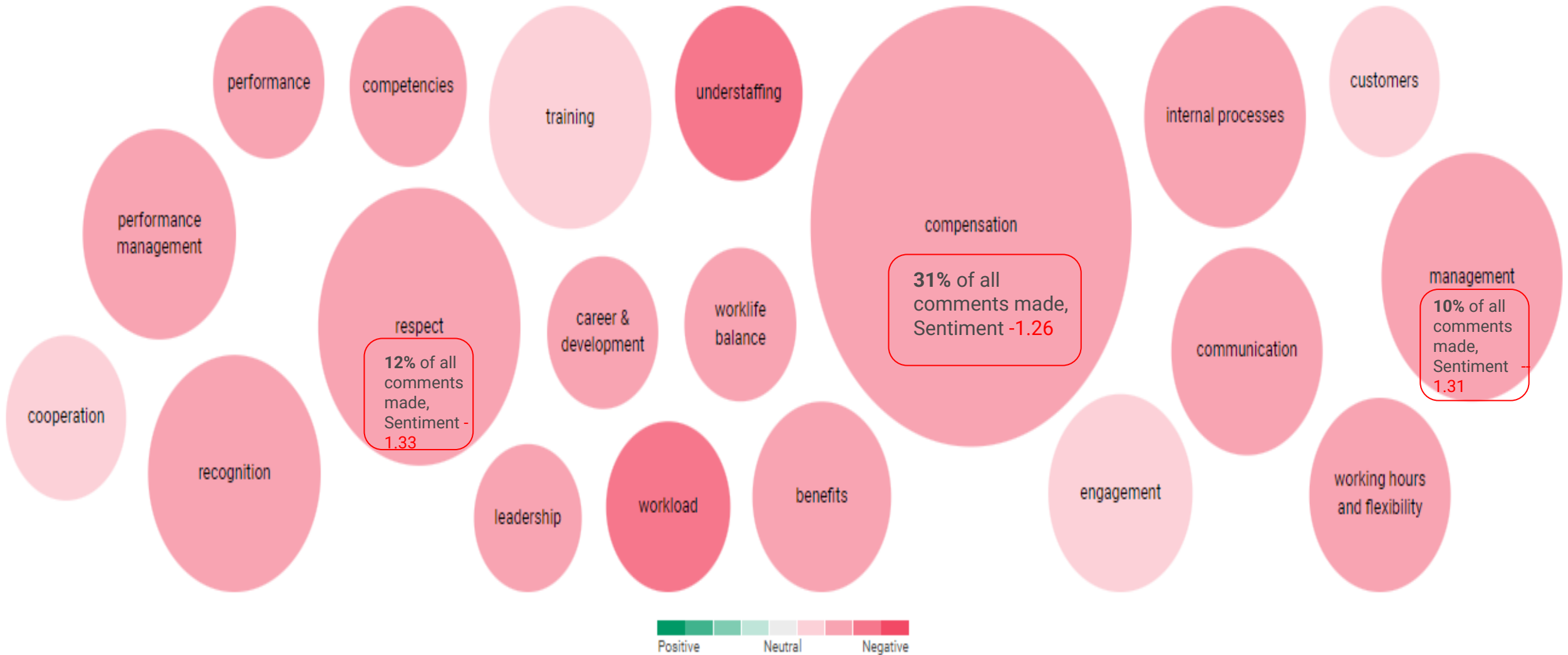
The Employee most likely to leave is:

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

4 out of 10 not
committing to stay



What are people asking for?



Number one aspect of work that people wrote comments about:

Compensation: **31%** of all comments

Sentiment **-1.26**

Key Messages

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

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

Not enough meritocracy for salary, performance bonus and promotions.

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

Number two aspect of work that people wrote comments about:

Respect: **12%** of all comments

Sentiment **-1.33**

Key Messages

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

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

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

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

Number three thing that people are asking for:

Management: **10%** of all comments

Sentiment **-1.31**

Key Messages

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

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

More interaction with managers and employees.

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

Demographics

Differences for length of service versus the average

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

Differences for work category

Scores are Total Favorable

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

Differences for Age

Scores are Total

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

Differences for Gender

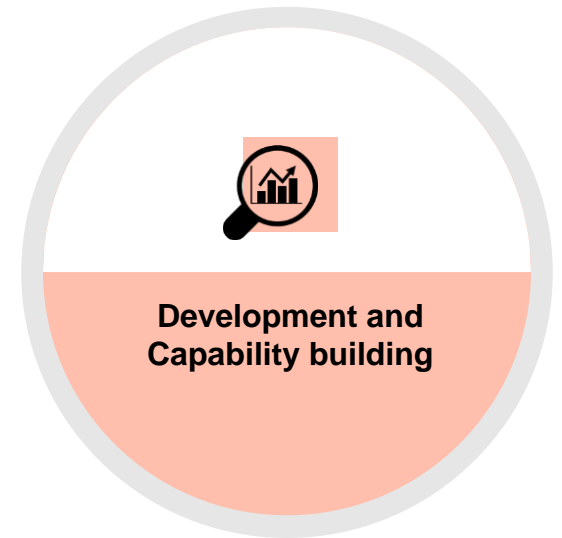
6% gaps:

Scores are Total Favorable

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

Strategic Considerations

Potential paths forward for organisations



Skills audit	Organization & employee insights (e.g., listening)	Benchmarking and market trends	Skills portfolio mindset
Assessments	Employee engagement	Total rewards strategy and principles	EVP clarity
Soft-skills training	Virtual focus groups	Redesign pay and benefit programs	Performance Management skills
Shared Leadership models	Employee experience focus	Career model (re)structure	Non linear career models
Self-knowledge awareness	Organizational transformation	Wellbeing	Future work planning including AI

Next steps

Next steps

- Company-specific reports will be shared by WTW as from next week (64 companies requested same) and Webex scheduled for training
- Detailed reports will be shared by Business Mauritius with partner members
- Industry associations will be given time to analyse the results by sector
- Action planning workshops will be conducted in January 2024 (TBC)