

	OVERALL		LENGTH OF SERVICE					AGE					GENDER		ETHNIC BACKGROUND					STATUS		JOB ROLE					DEPARTMENT																		
	% Agreement	% Disagreement	less than 1 year	1 to less than 2 years	2 to less than 5 years	5 to less than 10 years	10 or more years	Younger than 21	21 - 25	26 - 35	36 - 45	46 - 55	56 - 65	Above 65	Female	Male	White (British, Irish, Other)	Black/Black British (Caribbean, African, Other)	Asian/Asian British (Indian, Pakistani, Bangladeshi, Other (SAS))	Chinese/Chinese British (Chinese - any Other)	Mixed (White & Black Caribbean, White & Black African, White & Asian)	Any other Mixed	Full-Time	Part-Time	Owner/manager	Senior Manager (CEO/CFO/MD/Board level Director)	Department head	Account executive	Claims handler	Administration	Underwriter	Schemes Manager	Claims	Compliance	Customer Service	E-trading	Finance	HR	IT	Management	Marketing	Operations	Product development	Sales	Schemes
Total number of responses: 106																																													
LEADERSHIP AND PLANNING																																													
I understand the long-term strategy of this organisation	95	1	97	89	97	100	91	x	84	100	100	92	100	0	96	94	x	100	100	88	0	x	95	100	93	100	98	82	96	100	100	100	90	0	92	x	100	x	100	x	57	x	x	100	100
I have confidence in the leadership of this organisation	97	0	97	94	100	100	91	x	95	100	100	85	100	0	98	96	x	100	99	100	0	x	97	100	93	100	100	91	100	91	91	91	90	0	100	x	100	x	100	x	86	x	x	97	97
The leaders of this organisation care about employees' well being	95	1	97	89	100	92	91	x	95	95	100	85	100	0	96	94	x	100	97	94	0	x	95	100	86	100	98	91	100	91	91	91	80	0	100	x	100	x	94	x	86	x	x	97	97
Senior leaders live the core values of the organisation	92	1	97	78	94	100	91	x	89	95	95	85	100	0	93	92	x	100	95	94	0	x	92	100	93	83	98	70	100	82	82	82	90	0	92	x	100	x	88	x	71	x	x	95	95
There is adequate planning of departmental objectives	89	5	86	83	97	73	91	x	95	86	91	77	100	0	89	88	x	100	87	100	0	x	88	100	86	83	95	73	87	91	91	91	70	0	92	x	83	x	88	x	86	x	x	95	95
There is adequate follow-through of departmental objectives	87	5	90	72	94	73	91	x	84	86	91	77	100	0	91	82	x	100	87	100	0	x	86	100	86	83	95	55	91	82	82	82	60	0	92	x	92	x	81	x	86	x	x	95	95
The leaders of this organisation are open to input from employees	93	1	97	89	100	75	91	x	95	93	100	77	100	0	94	92	x	100	95	94	0	x	93	100	86	100	98	82	96	91	91	91	70	0	100	x	100	x	94	x	86	x	x	97	97
Leadership and Planning - AVERAGE																																													
	93	2	94	85	98	87	91	x	91	94	97	82	100	0	94	91	0	100	94	96	0	0	92	100	89	93	97	78	96	90	90	90	79	0	95	0	96	0	92	0	80	0	0	97	97
CORPORATE CULTURE AND COMMUNICATIONS																																													
This organisation's corporate communications are frequent enough	92	3	93	83	100	83	91	x	95	95	100	77	100	0	93	92	x	100	95	88	0	x	93	80	86	100	98	82	96	82	82	82	70	0	100	x	100	x	94	x	71	x	x	95	95
This organisation's corporate communications are detailed enough	93	1	93	83	100	92	91	x	84	98	100	77	100	0	94	92	x	100	95	100	0	x	94	80	79	100	98	91	96	91	91	91	60	0	100	x	100	x	94	x	86	x	x	97	97
I have a good understanding of how this organisation is doing financially	94	0	97	83	97	100	91	x	84	100	100	85	100	0	93	96	x	100	97	88	0	x	95	80	86	100	95	91	100	91	91	91	90	0	100	x	100	x	94	x	57	x	x	97	97
I can trust what this organisation tells me	96	0	97	94	97	100	91	x	95	98	100	85	100	0	96	96	x	100	97	100	0	x	96	100	93	100	98	91	100	91	91	91	90	0	100	x	100	x	94	x	86	x	x	97	97
This organisation treats me like a person, not a number	95	1	97	100	97	92	82	x	89	100	100	85	83	0	96	94	x	100	97	94	0	x	95	100	93	100	95	91	96	100	100	100	80	0	100	x	100	x	100	x	71	x	x	100	100
This organisation gives enough recognition for work that is well done	87	4	97	72	92	83	73	x	84	91	91	69	83	0	89	85	x	100	88	88	0	x	86	100	79	83	90	73	91	91	91	91	70	0	83	x	100	x	100	x	71	x	x	89	89
Staffing levels are adequate to provide quality products/services	83	9	90	78	89	67	73	x	68	88	91	69	100	0	85	81	x	100	84	88	0	x	84	60	86	83	83	73	91	73	73	73	80	0	83	x	100	x	76	x	71	x	x	84	84
Quality is a top priority with this organisation	95	1	100	94	94	83	100	x	95	95	100	85	100	0	93	98	x	100	95	94	0	x	95	100	100	100	95	91	96	91	91	91	90	0	100	x	100	x	94	x	86	x	x	97	97
Safety is a top priority with this organisation	93	0	97	89	97	82	91	x	89	98	95	77	100	0	94	92	x	100	93	94	0	x	94	80	86	83	98	91	96	91	91	91	90	0	92	x	100	x	94	x	71	x	x	97	97
I believe there is a spirit of cooperation at this organisation	94	2	100	83	100	83	91	x	95	98	100	77	100	0	96	92	x	100	97	88	0	x	94	100	93	100	98	82	96	91	91	91	90	0	100	x	100	x	88	x	71	x	x	97	97
My employer enables a culture of diversity	98	1	100	94	100	92	100	x	95	100	100	92	100	0	100	96	x	100	99	100	0	x	98	100	100	100	100	91	96	100	100	100	90	0	100	x	100	x	94	x	100	x	100	100	
I like the people I work with at this organisation	98	1	100	94	100	92	100	x	95	100	100	92	100	0	100	96	x	100	99	100	0	x	98	100	100	100	100	91	96	100	100	100	90	0	100	x	100	x	94	x	100	x	100	100	
At this organisation, employees have fun at work	95	2	98	96	98	85	91	x	94	98	95	86	100	0	85	96	x	100	97	88	0	x	96	100	86	100	95	91	100	91	91	91	80	0	100	x	100	x	94	x	71	x	x	89	89
I feel I can express my honest opinions without fear of negative consequences	95	2	98	96	98	85	91	x	94	98	95	86	100	0	85	96	x	100	97	88	0	x	96	100	86	100	95	91	100	91	91	91	80	0	100	x	100	x	94	x	71	x	x	89	89
Changes that may affect me are communicated to me prior to implementation	95	2	98	96	98	85	91	x	94	98	95	86	100	0	85	96	x	100	97	88	0	x	96	100	86	100	95	91	100	91	91	91	80	0	100	x	100	x	94	x	71	x	x	89	89
Corporate Culture and Communications - AVERAGE																																													
	94	2	97	89	97	87	90	x	90	97	97	82	98	0	92	93	x	100	95	92	0	x	94	92	89	97	95	87	97	91	91	91	82	0	97	x	100	x	93	x	77	x	x	89	89
ROLE SATISFACTION																																													
I like the type of work that I do	92	5	90	83	97	92	100	x	84	93	100	92	100	0	93	92	x	100	92	100	0	x	94	80	86	100	100	64	100	82	82	82	80	0	100	x	100	x	88	x	100	x	x	95	95
I am given enough authority to make decisions I need to make	94	3	93	94	97	92	91	x	89	95	100	85	100	0	96	92	x	100	95	100	0	x	95	80	86	100	98	91	96	91	91	91	90	0	100	x	100	x	88	x	86	x	x	97	97
I believe my job is secure	91	2	93	78	94	100	82	x	79	95	100	85	67	0	91	90	x	100	93	94	0	x	91	80	71	83	95	91	96	91	91	60	0	92	x	100	x	94	x	86	x	x	95	95	
Deadlines at this organisation are realistic	88	4	100	67	86	83	100	x	84	84	95	95	100	0	87	88	x	100	88	88	0	x	87	100	93	83	85	91	87	91	91	90	0	92	x	83	x	82	x	86	x	x	87	87	
I feel I am valued at this organisation	92	1	93	94	97	75	82	x	89	93	100	85	83	0	89	94	x	100	92	94	0	x	92	80	86	100	95	82	91	91	91	91	70	0	100	x	100	x	71	x	x	97	97		
I feel part of a team working toward a shared goal	92	1	93	83	97	92	91	x	84	98	95	77	100	0	93	92	x	100	95	94	0	x	92	100	86	100	95	91	91	91	91	60	0	100	x	100	x	100	x	71	x	x	95	95	
I am able to maintain a reasonable balance between work and my personal life	92	5	90	83	97	92	100	x	84	93	100	92	100	0	93	92	x	100	92	100	0	x	94	60	86	100	100	64	100	82	82	82	80	0	100	x	100	x	88	x	100	x	x	95	95
My job makes good use of my skills and abilities	92	1	93	94	97	75	82	x	8																																				

017 XYZ

Underwriting		Other	
C		C	
100	100		
97	97		
97	97		
95	95		
95	95		
95	95		
97	97		
97	97		
95	95		
97	97		
97	97		
97	97		
100	100		
89	89		
84	84		
97	97		
97	97		
97	97		
100	100		
100	100		
89	89		
89	89		
89	89		
95	95		
95	95		
97	97		
95	95		
87	87		
97	97		
95	95		
95	95		
97	97		
97	97		
87	87		
87	87		
94	94		
97	97		
85	85		
97	97		
94	94		
94	94		
93	93		
95	95		
95	95		
92	92		
89	89		
92	92		
95	95		
95	95		
89	89		
92	92		
93	93		

017 XYZ

Underwriting		Other	
B	C	B	C
76	76		
79	79		
95	95		
76	76		
76	76		
76	76		
76	76		
76	76		
76	76		
76	76		
95	95		
87	87		
81	81		
87	87		
97	97		
97	97		
94	94		
76	76		
87	87		
91	91		
79	79		
87	87		
89	89		
92	92		
89	89		
95	95		
92	92		
95	95		
92	92		
92	92		
92	92		
95	95		
94	94		
97	97		
105	105		
93	93		