

Our Culture and Engagement

At the Guardians, we regularly seek feedback from our people to understand what's working well, where we can improve, and how we're living our values. Listening to employee feedback helps us strengthen our culture, improve the employee experience, and create an environment where everyone can do their best work.

Engagement Surveys

Twice a year, in March and September, everyone at the Guardians is invited to participate in an engagement survey through Peakon, our employee listening platform.

The survey takes less than 10 minutes to complete and asks about topics that matter to our organisation, including engagement, leadership, learning and development, fairness, strategy, diversity, equity and inclusion, health and wellbeing, risk, and change.

Your feedback provides valuable insight into how people are experiencing work at the Guardians and helps identify opportunities to strengthen our culture, support our people, and improve the way we work together.

Pulse Surveys

Between each engagement survey, we run shorter pulse surveys to check how we are tracking and gather feedback on emerging themes.

These surveys help us understand what's having the greatest impact on people's experience, where additional support may be needed, and what we should continue doing to help our people thrive.

Confidentiality

Your survey responses are confidential and cannot be traced back to you individually.

Results are available to people leaders only when there are responses from four or more employees within their reporting line (including indirect reports). Results are also available at an enterprise level to the Leadership Team.

Turning Feedback into Action

Collecting feedback is only the first step. What matters most is what we do with it. Following each engagement survey, leaders share results with their teams, create space for open discussion, and work together to identify meaningful actions that will have the greatest impact. Progress is then reviewed throughout the next survey cycle.

We are committed to listening carefully, acting on feedback, and continuously improving the experience of working at the Guardians.

View Results

You can view the organisations results through the platform

[Peakon survey results dashboard ↗](#)

Old version

Our culture and engagement

We measure our engagement to ensure we are headed in the right direction.

Peakon survey

Every four weeks we email all Guardians staff a link to Peakon. This will lead you to an anonymous online survey on topics including your engagement as an employee, how we are delivering on our values, your health and wellbeing, diversity equity and inclusion, risk matters, and transformation and change. The survey takes a few minutes to fill in, and your participation helps us identify anything we can do to improve our culture and employee experience.

Survey results cannot be tracked to you individually. Results are available to people leaders where responses are given by 4 or more people who report to them (including indirect reports), and are also available at the enterprise level to the Leadership Team. People leaders and the Leadership Team members are able to respond to your comments anonymously and ask any further clarifying questions.

You can see how your engagement against your team, and the organisation. Action plans will also be available to you.

[Peakon survey results dashboard ↗](#)



Control Articulation: Human Synergistics OCI/OEI Culture survey is completed biennially with subsequent action planning / action implementation

Date: June 2023

Control Handshake

Not required.

Risk	Strategic Risk #6: Staff Capability and Capacity Shortfall Risk78: Poor organisational culture
Control name	Human Synergistics OCI/OEI Culture survey is completed biennially with subsequent action planning / action implementation
Control description (Why)	To prevent poor organisational culture by ensuring the Guardians' culture is well articulated, understood, embedded and practiced, Human Synergistics is engaged biennially to run OCI/OEI culture survey. The Culture Survey measures our culture at a single point in time. The development of our culture comes from the work that directly follows the survey, and the continuous work done by enterprise leaders and employees, to shape our desired culture.
How is the Control performed (What)	Biennially the People and Culture team connects with Human Synergistics to plan and coordinate the two key surveys 1) the Organisational Culture Index (OCI) and 2) the Organisational Effectiveness Index (OEI). These are collectively referred to as the Culture Survey. Individual links to the OCI/OEI culture survey are sent from Human Synergistics to each employee of the Guardians. All employees are expected to participate and are given a window of time to complete the survey before the link expires. Responses are reported by business unit, or by team if the team is greater than 7. All organisation results are shared to the full Guardians' team. Individual business unit or team results are shared to that group through debrief sessions. In the debrief sessions, teams are shown their results, and work through different activities (led by Heads) to ensure they understand what the results mean. Additionally, teams create action plans which aim to continue to develop the constructive areas of culture, and reduce the passive/defensive (green) & aggressive/defensive (red) areas of their culture. The Guardians' culture results and culture action plan is reported to the Board biennially following the survey results.
How is the control evidenced (Where)	All results are saved in eDocs (with restricted access) Culture action plans Papers to the Leadership Team, People and Culture Committee (P&CC), and Board
How is the control monitored (Who)	Through the survey results, and through culture action plans which are tracked and progress reported to the Leadership Team and P&CC.
Frequency	Biennially

C2 - Internal Use Only

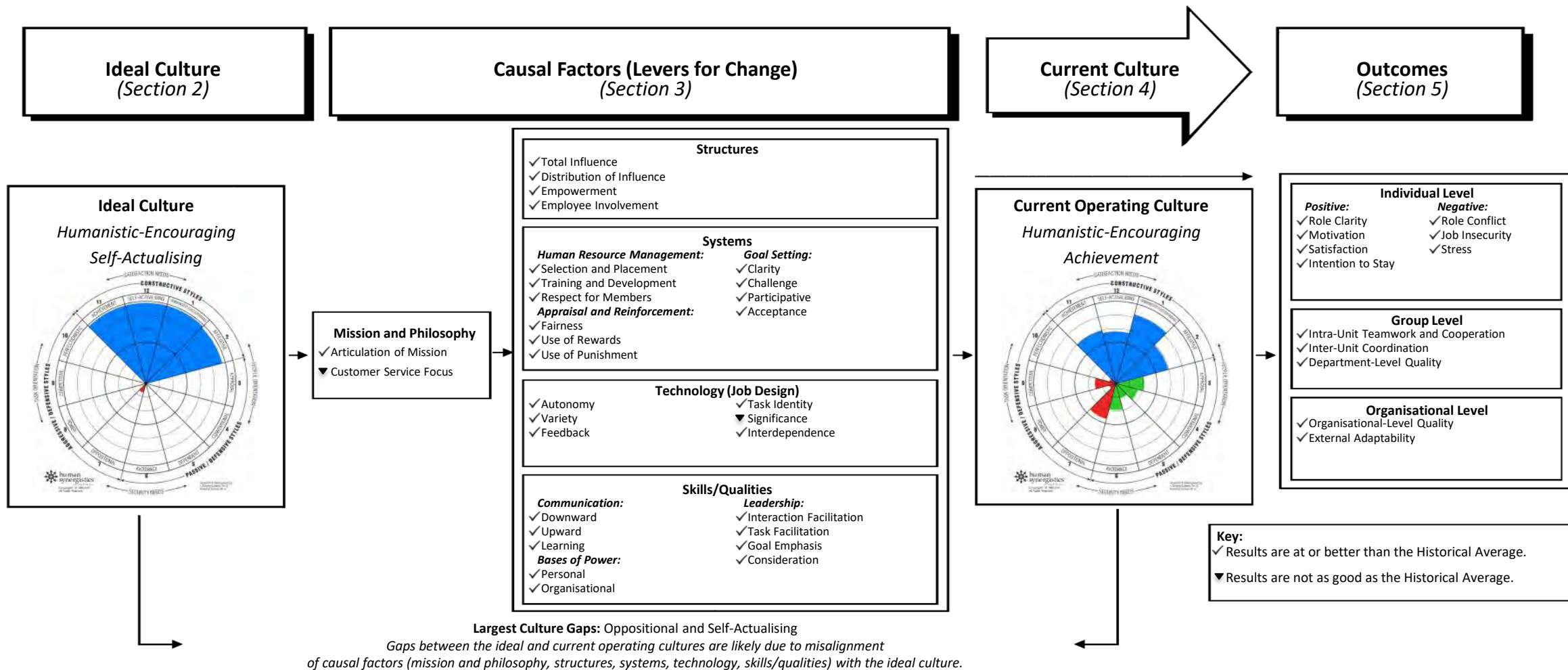
Key Control (Yes/No)	Yes
Nature: Preventative/ Detective/Corrective	Preventative
Control Type: Automated/Manual/ Manual with technology dependency	Manual
Control Performer	Head of Culture and Insights
Control Owner	Head of Culture and Insights
Risk Owner	GM P&C
Effectiveness	Design: Effective The culture survey is anonymous, result debrief sessions and action plans are led at the appropriate level (HO) to ensure the team understand the culture results accurately and continue to develop the constructive areas of culture with action plans in place to mitigate the risk of poor organisation culture. It is appropriate that survey result, action plans and progress are reported to the LT and the Board by the HR team. Reporting to the LT and board are evidenced. Operation: Effective Control is operating effectively. Culture survey was conducted in 2020, 2022 and 2024. The importance of the Survey and timeline was communicated to all staff and all staff are encouraged to participate. Anonymity is controlled externally. Results were shared at Guardians level also debriefed by HO/GM at team level and action plans are developed. ER has sighted evidence that 2022 culture survey result was on 18/7 Board meeting agenda for discussion. Culture survey action plan was on the LT Nov monthly meeting agenda for discussion / oversight.
Reliance on another BU for BCP?	No

Organisational Culture Inventory® Organisational Effectiveness Inventory®

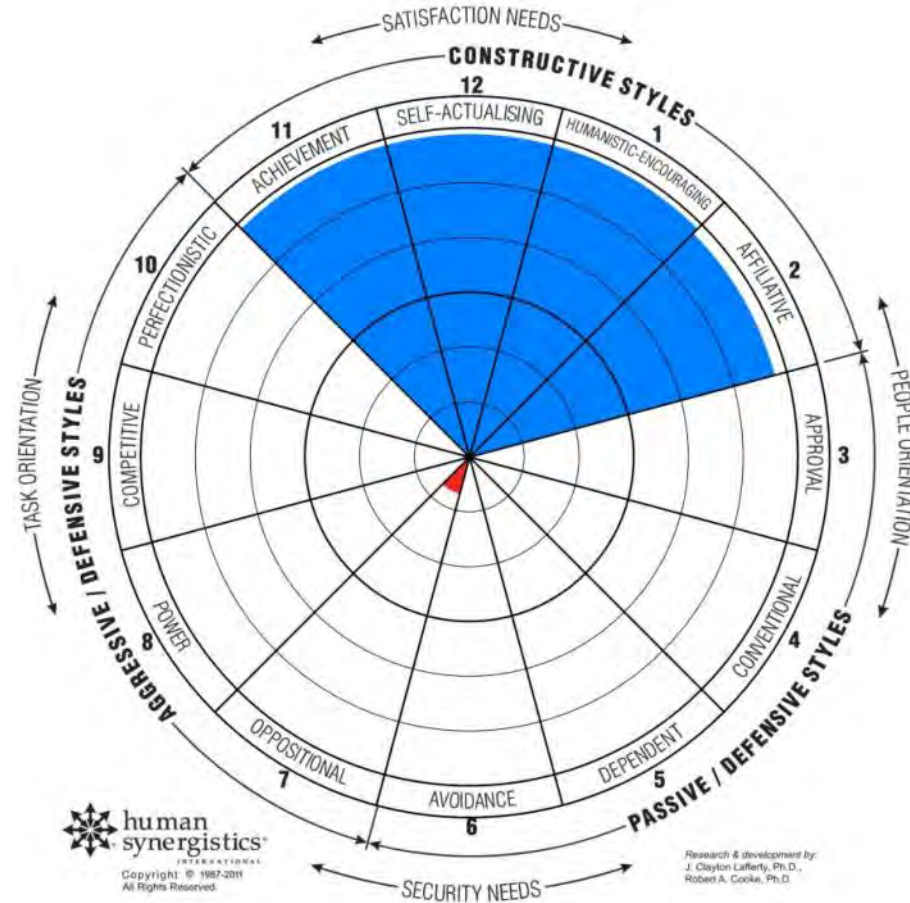
*New Zealand Superannuation Fund
August 2024*



Summary of Your Organisation's OCI/OEI Results (August 2024)



N=34



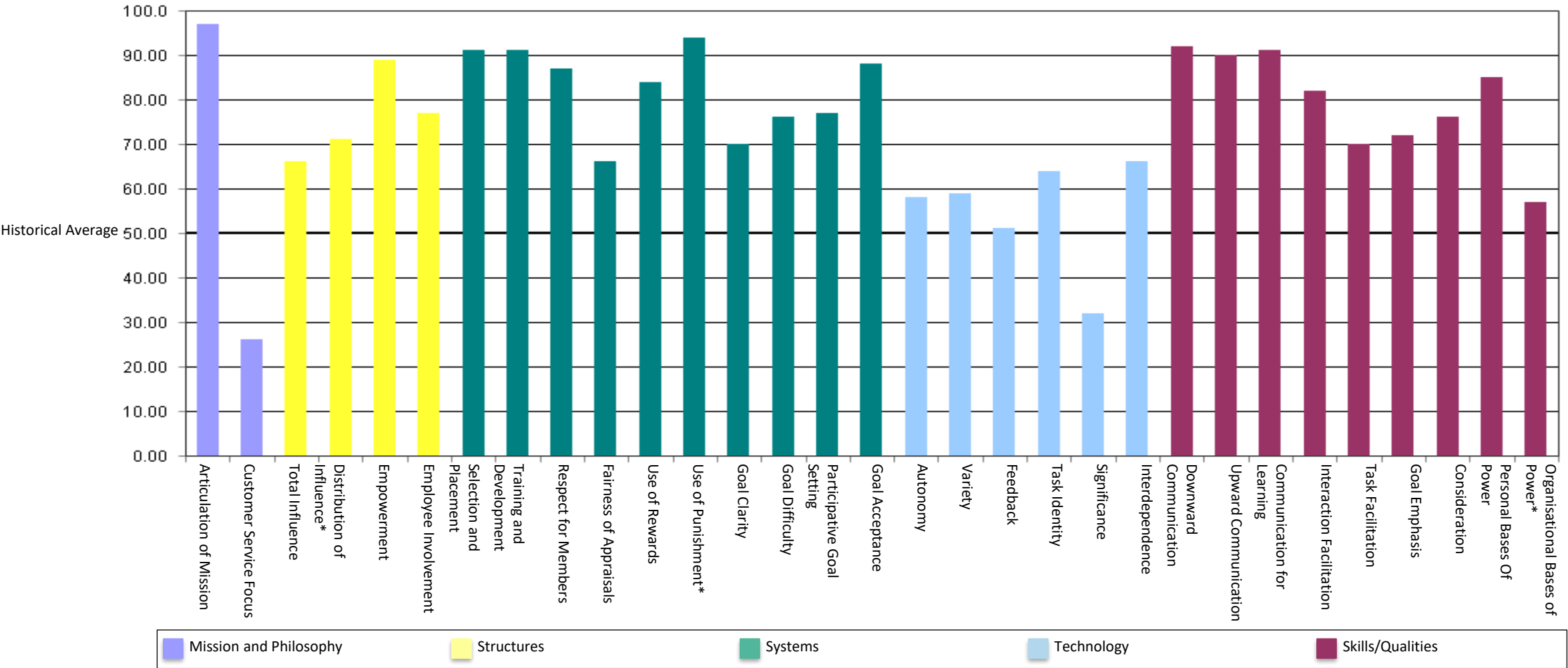
Ideal Culture

All Respondents

N=34

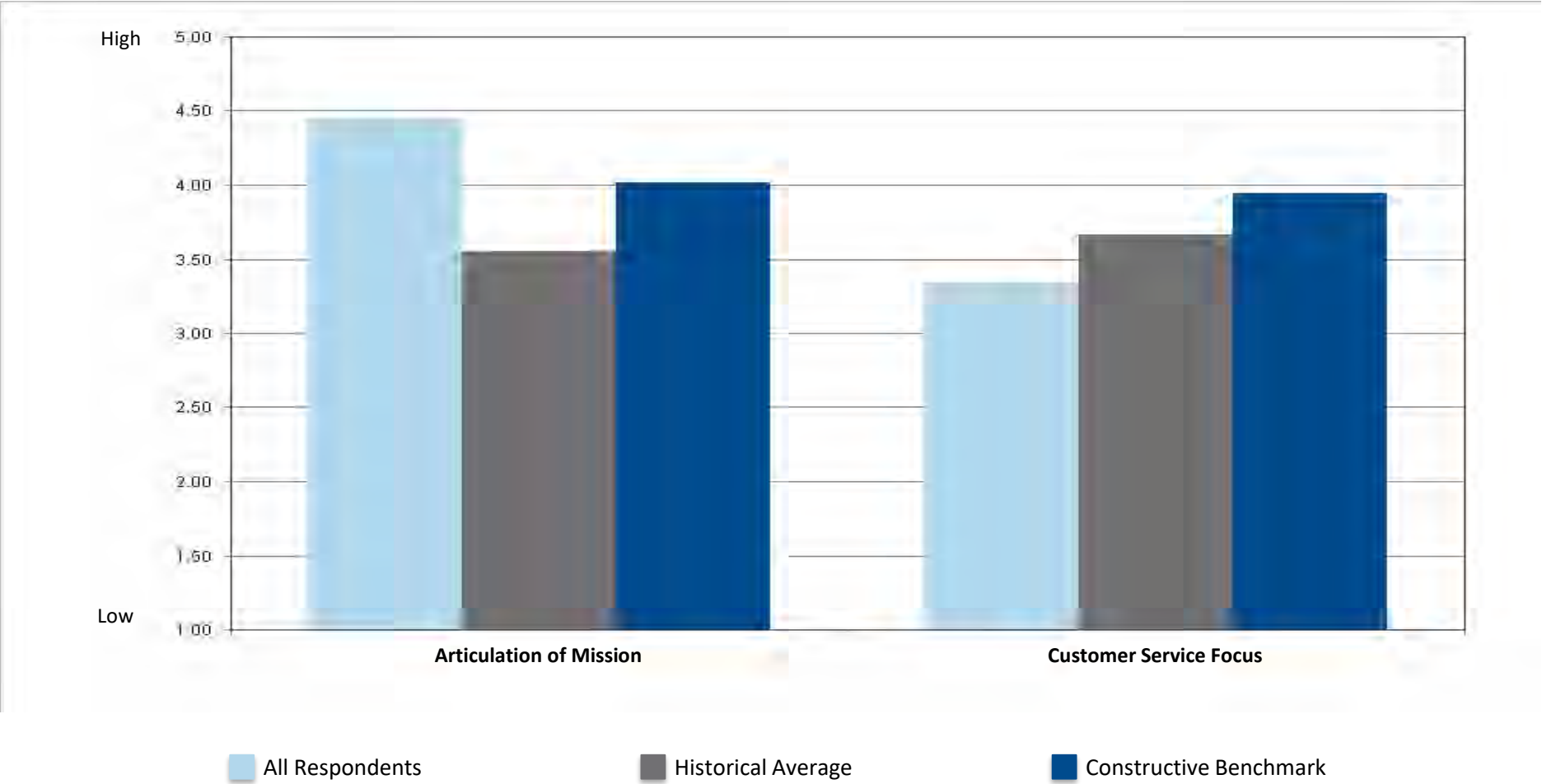
Constructive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	98.00%	47.44	2.25	Very High
Affiliative	97.00%	45.59	3.13	Very High
Achievement	98.00%	44.26	3.26	Very High
Self-Actualising	98.00%	42.24	3.01	Very High
Passive/Defensive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	1.00%	17.74	4.36	High
Conventional	1.00%	16.65	3.72	Very High
Dependent	1.00%	19.44	4.33	High
Avoidance	1.00%	12.03	1.87	Very High
Aggressive/Defensive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	7.00%	17.74	3.83	High
Power	1.00%	12.59	3.41	Very High
Competitive	1.00%	13.09	2.87	Very High
Perfectionistic	1.00%	18.11	4.05	High

Summary Barchart of Causal Factors (Percentile Scores)



* In the barchart shown above, the scores for distribution of influence, use of punishment, and organisational bases of power were reversed so that higher percentile scores signify more desirable results.

Mission and Philosophy



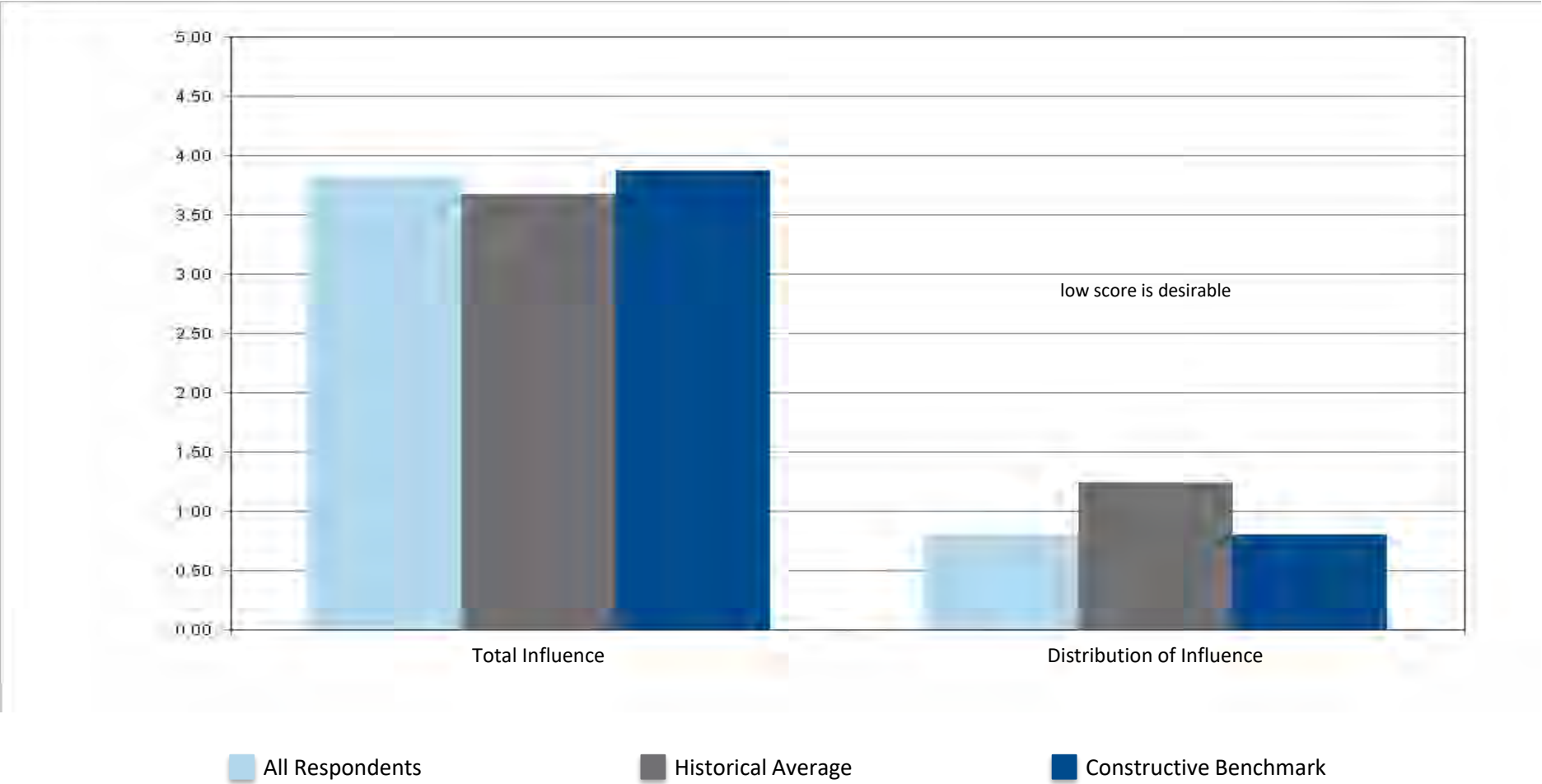
Mission and Philosophy

Scale scores are in boldface and are shaded.

For Articulation of Mission, item and scale scores can range from 1 ("disagree") to 5 ("agree"). For Customer Service Focus, item and scale scores can range from 1 ("not at all") to 5 ("to a very great extent").

	All Respondents	Historical Average	Constructive Benchmark
Articulation of Mission	4.45	3.55	4.01
Widely-shared philosophy provides employees an understanding	4.36	3.41	3.92
Objectives and priorities are clear and understood by members	4.45	3.80	4.33
Members' actions illustrate the organisation's philosophy and priorities	4.43	3.80	4.10
People have a clear understanding of the organisation's mission	4.72	3.67	4.09
Ceremonies are held to celebrate outstanding work	4.31	3.25	3.76
Customer Service Focus	3.34	3.67	3.94
You are encouraged to emphasise the perspective and needs of customers	3.84	4.13	4.39
The organisation responds effectively to changing needs of clients	3.65	3.53	3.80
You are relied on to provide information about customers' needs	3.27	3.20	3.45
Your organisation relies on you to help win customers and generate sales	2.26	3.05	3.27
Your department is responsible for client satisfaction	3.69	4.40	4.52

Structures: Influence



Structures: Influence

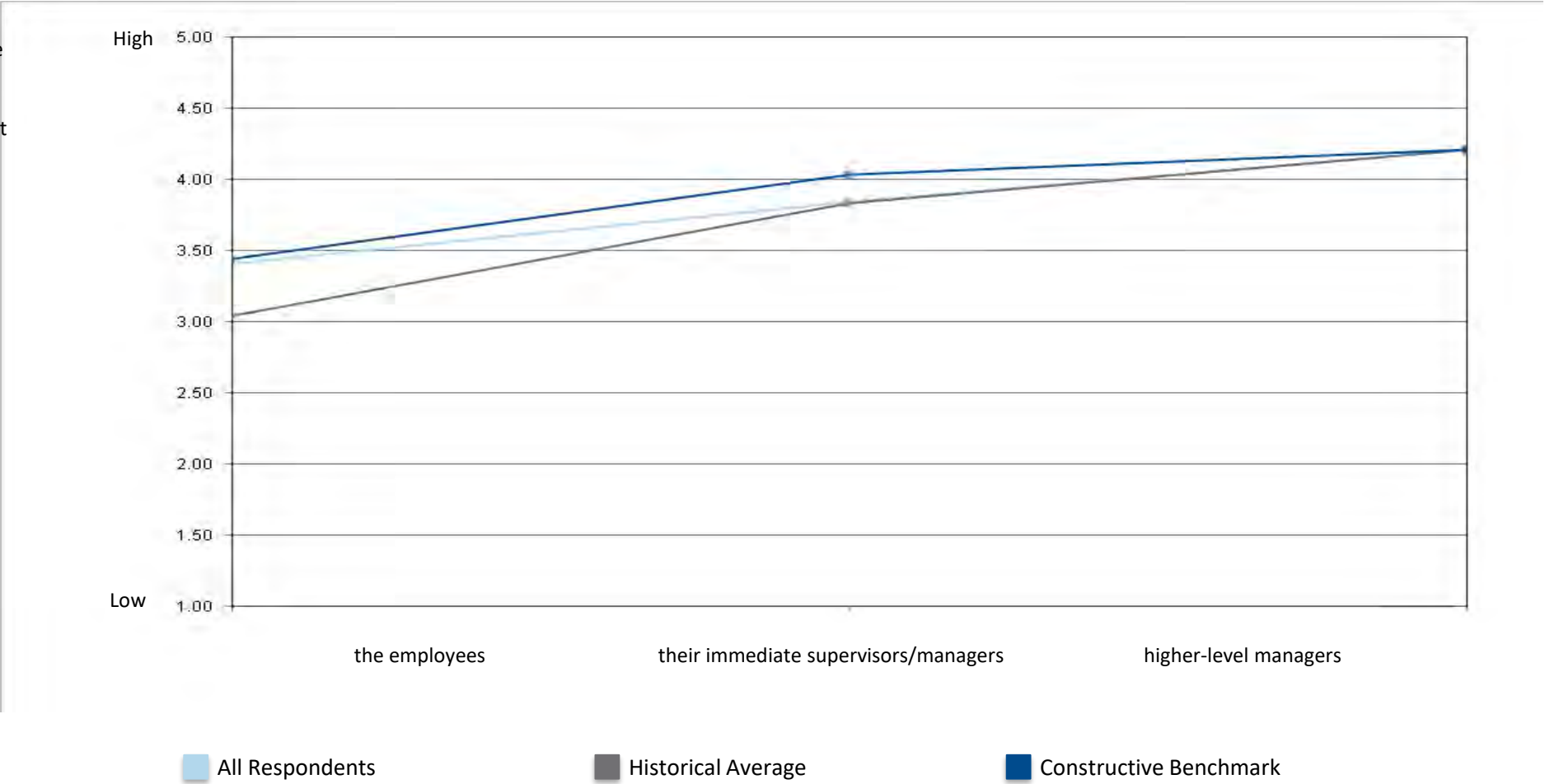
Scale scores are in boldface and are shaded.

Item scores are listed below scale scores. Scores reflecting the influence of members at different organisational levels are listed below the scale scores. For the Total Influence scale and the items, scores can range from 1 (“no influence at all”) to 5 (“very great influence”). For the Distribution of Influence scale, scores are based on the difference between the influence of *higher-level managers* versus the *employees* (i.e., the influence of higher-level managers minus the influence of employees).

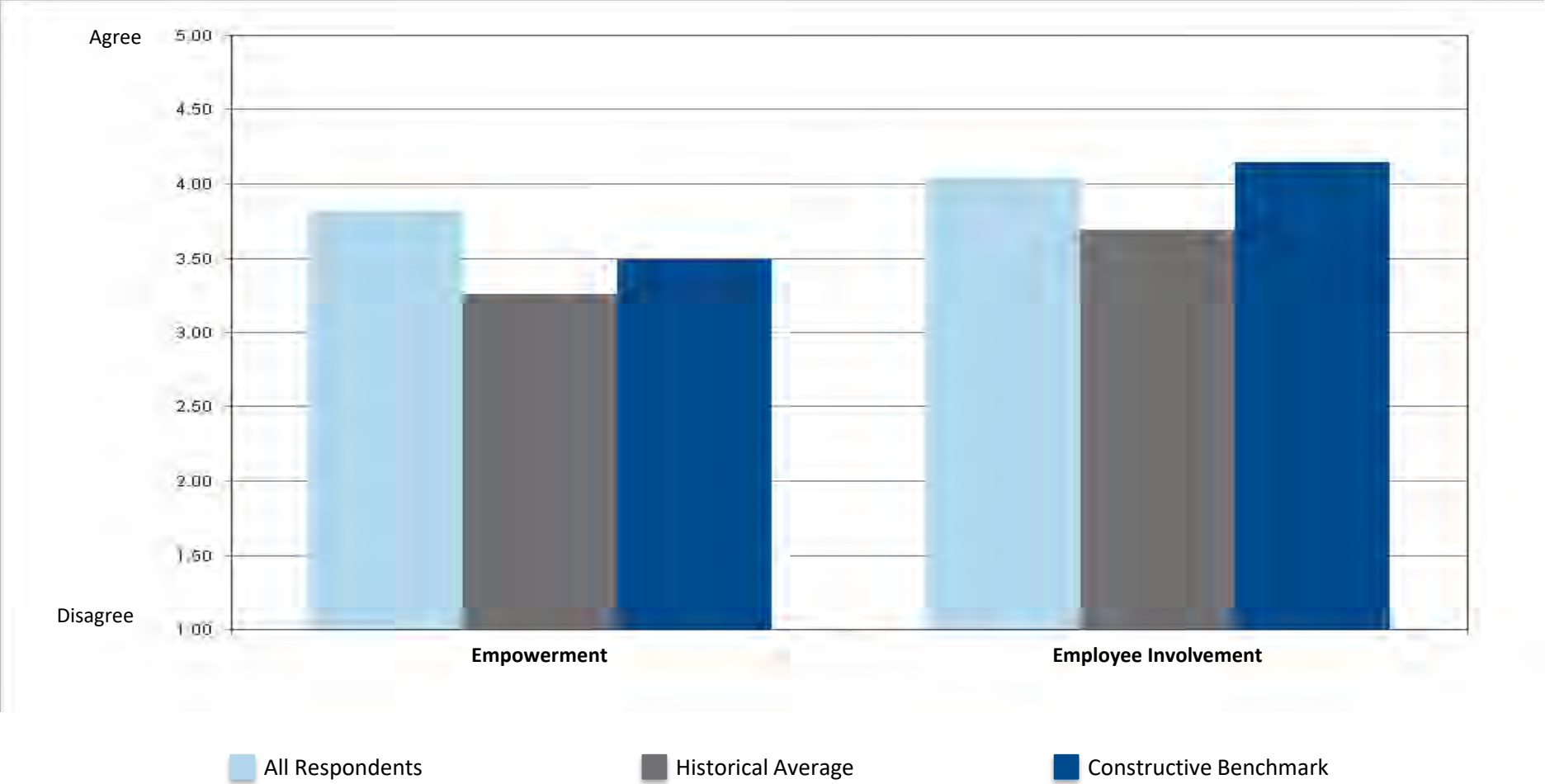
	All Respondents	Historical Average	Constructive Benchmark
Total Influence	3.82	3.67	3.87
Distribution of Influence	0.80	1.24	0.80
the employees	3.41	3.04	3.45
their immediate supervisors/managers	3.84	3.83	4.04
higher-level managers	4.21	4.21	4.21

Structures: Control Graph (Distribution of Influence)

Note. The control graph shows the mean influence scores for "employees" (non-managers), "their immediate supervisors/managers" (first-line managers), and "higher-level managers" (people at the top) as compared to our Historical Averages and Constructive benchmarks. The steeper the slope of the line between employees and higher-level managers, the more hierarchical and centralised the distribution of influence. Conversely, the flatter the slope of the line between employees and higher-level managers, the less hierarchical and more decentralised the organisation in terms of influence.



Structures: Empowerment and Employee Involvement



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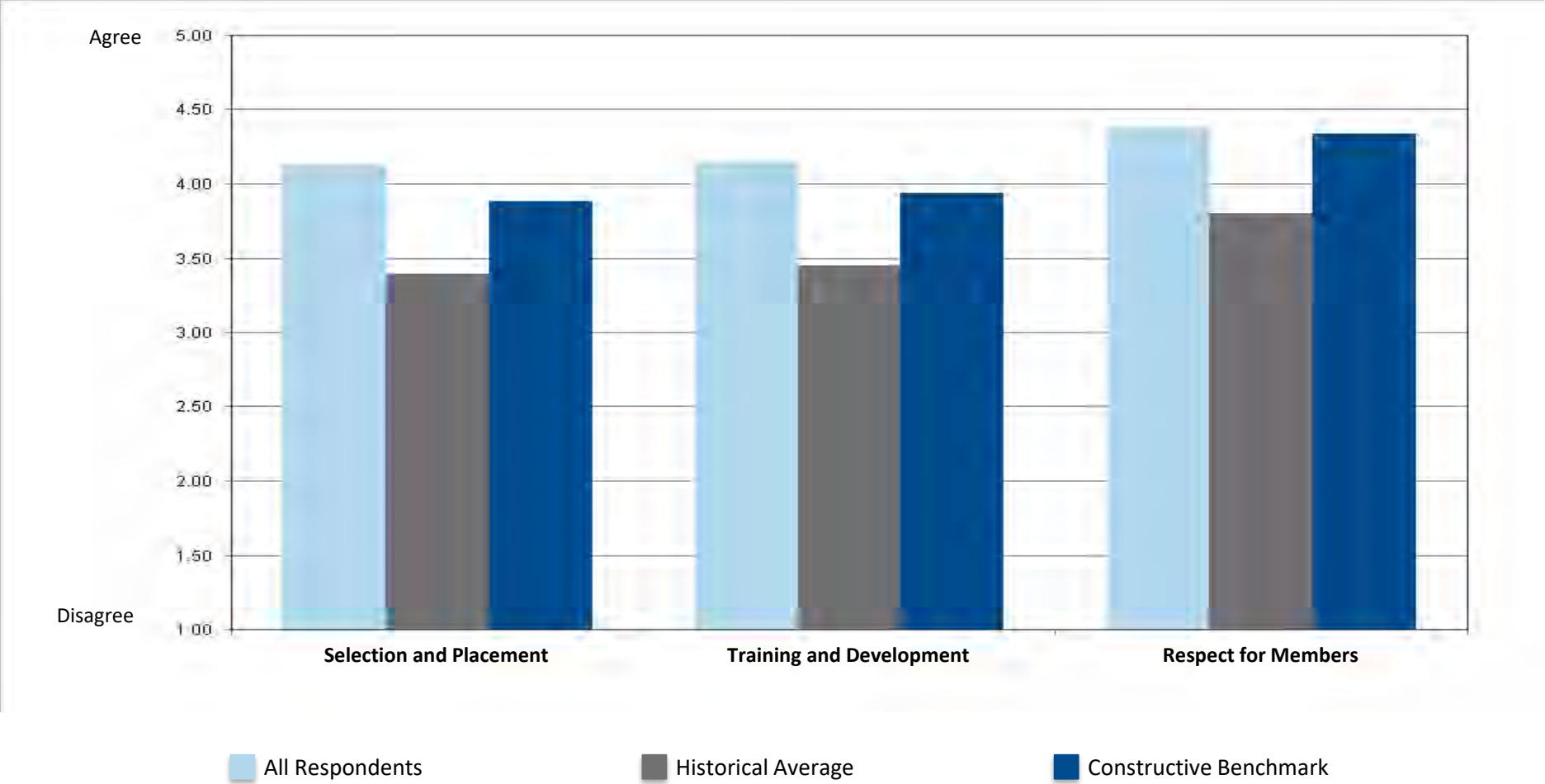
Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("disagree") to 5 ("agree").

*Scores for these items are presented here in raw form (but were reversed when calculating the scale scores).

	All Respondents	Historical Average	Constructive Benchmark
Empowerment	3.82	3.26	3.49
I have the authority and influence needed to carry out my responsibilities	4.21	4.02	4.24
*I am expected to do things without the necessary resources	2.03	2.78	2.40
When asked to do something new, I am provided with time to practice	4.02	3.04	3.35
I am asked to perform only those tasks for which I am qualified	3.07	2.78	2.90
Employee Involvement	4.04	3.69	4.15
*There's little chance of getting anything done about one's ideas	2.27	2.44	1.93
Management is interested in employees' suggestions	4.17	3.71	4.20
Employees are actively involved in improving the organisation	4.22	3.70	4.21

Systems: Human Resource Management



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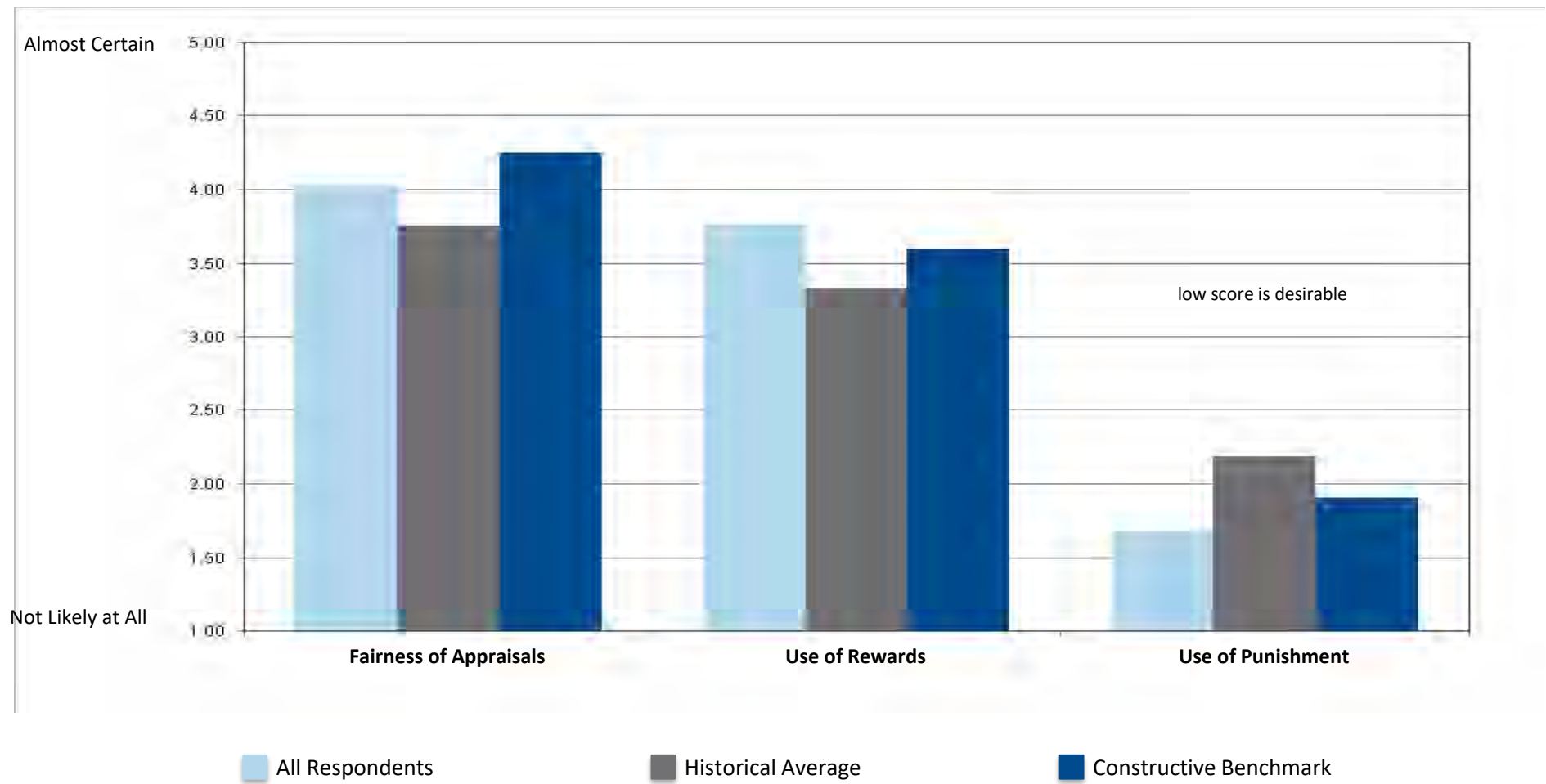
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Item scores are listed below scale scores.
Item and scale scores can range from 1 ("disagree") to 5 ("agree").

*Scores for these items are presented here in raw form (but were reversed when calculating the scale scores).

	All Respondents	Historical Average	Constructive Benchmark
Selection and Placement	4.13	3.39	3.88
When a position needs to be filled, the best person gets it	3.74	3.11	3.60
Careful to hire people who will be comfortable with the job	4.45	3.59	4.03
There is a good match between job requirements and people's skills	4.20	3.55	4.00
Training and Development	4.14	3.45	3.93
*Organisation shows little interest in growth of its people	1.48	2.21	1.68
Opportunities for training are fair and equitable	4.20	3.50	4.01
When people do not perform well, action is taken to help them	3.63	3.18	3.63
People receive the orientation and training they need	4.21	3.25	3.74
Respect for Members	4.37	3.80	4.33
Members are treated with respect and dignity	4.45	3.68	4.34
Decisions are made in a way that respects members' rights	4.08	3.52	4.00
People are treated well – regardless of ethnicity, sex, or age	4.59	4.11	4.63

Systems: Appraisal and Reinforcement



Systems: Appraisal and Reinforcement

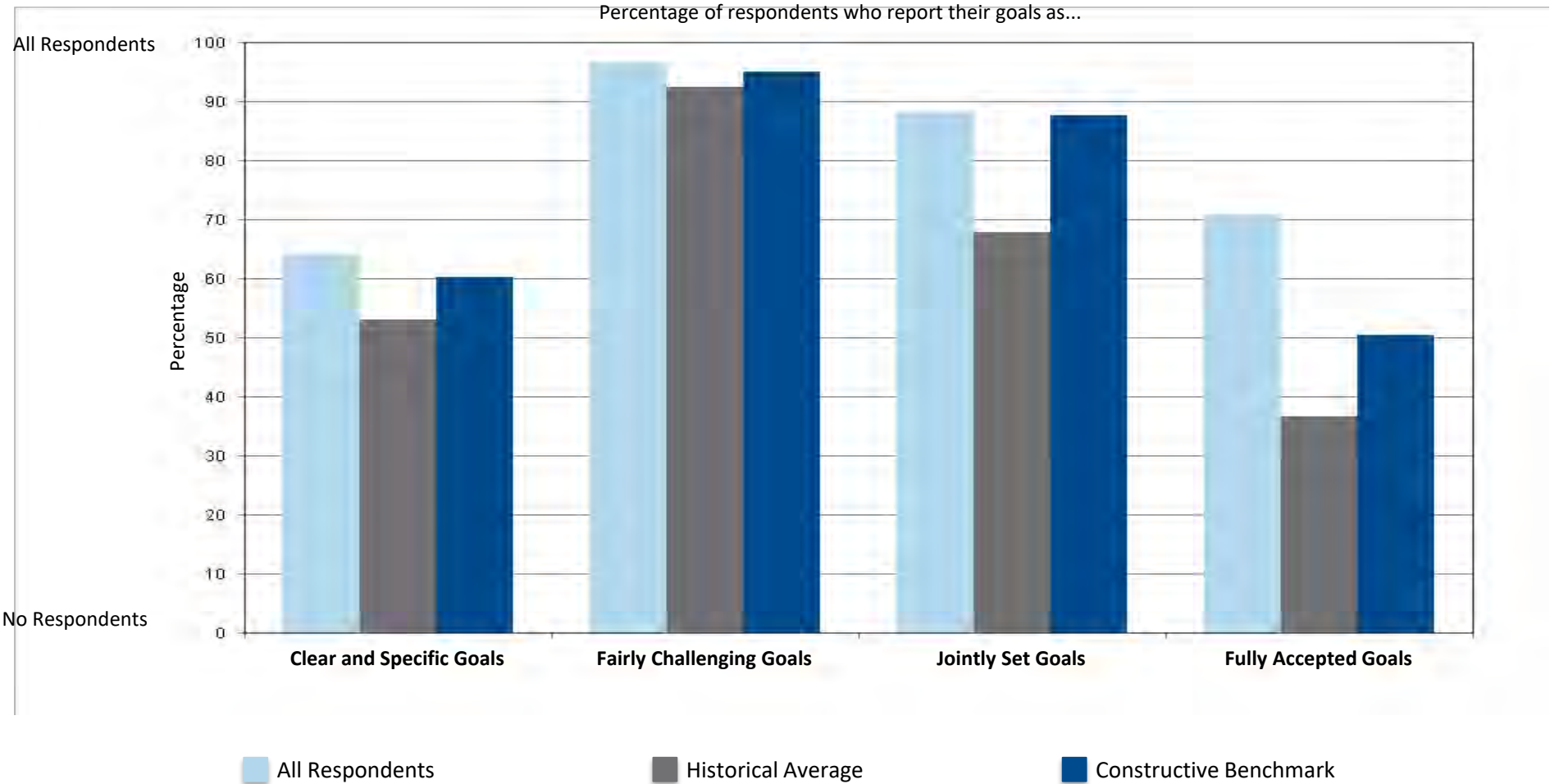
Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("not likely at all") to 5 ("almost certain").

*Scores for these items are presented here in raw form (but were reversed when calculating the scale scores).

	All Respondents	Historical Average	Constructive Benchmark
Fairness of Appraisals	4.02	3.75	4.25
...will be based on performance rather than on favouritism	3.97	3.62	4.20
...will be evaluated fairly (without regard to race, sex, or age.)	4.17	4.08	4.50
...will be based on real measures of performance	3.92	3.67	4.10
Use of Rewards	3.76	3.33	3.59
...your supervisor(s) will notice your good work	4.09	3.64	4.01
*...nothing will happen	1.99	2.57	2.20
...you will be praised	3.90	3.21	3.61
...you will get a bigger raise or bonus	3.05	2.20	2.60
Use of Punishment	1.67	2.19	1.91
...you will be punished in some other way	1.52	1.89	1.62
*...your supervisor(s) will help you to correct the problem	4.07	3.63	4.00
... you will be given less desirable tasks to do	1.61	2.01	1.73
... your supervisor(s) will openly criticise you	1.63	2.67	2.41

Systems: Goal Setting

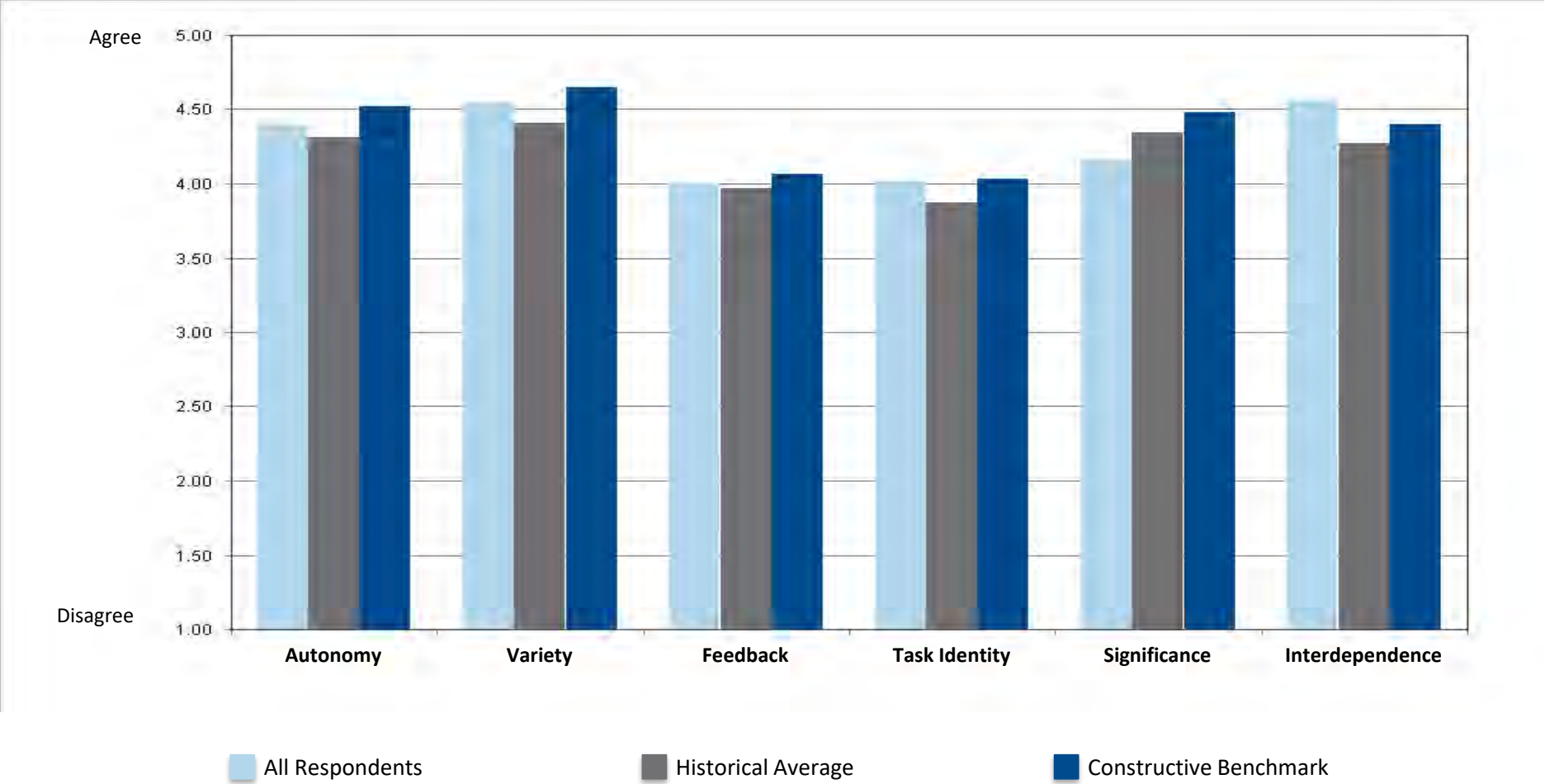


Systems: Goal Setting

Numbers in *italics* refer to the percentage of respondents who endorsed the desired response options.

	All Respondents	Historical Average	Constructive Benchmark
Goal Clarity	64.19	53.03	60.15
<i>Clear Goals</i>	<i>64.19</i>	<i>53.03</i>	<i>60.15</i>
Moderately Clear Goals	34.93	41.53	40.13
Unclear Goals	0.87	5.50	3.46
Goal Difficulty	96.51	92.44	94.93
Difficult Goals	1.31	0.21	3.67
<i>Fairly Challenging Goals</i>	<i>96.51</i>	<i>92.44</i>	<i>94.93</i>
Easy Goals	2.18	5.05	4.31
Participative Goal Setting	88.21	67.87	87.50
Set by Supervisor	9.61	22.22	6.66
<i>Set Jointly</i>	<i>88.21</i>	<i>67.87</i>	<i>87.50</i>
Set by You	2.18	6.00	5.44
Goal Acceptance	70.74	36.67	50.47
<i>Fully Accepted</i>	<i>70.74</i>	<i>36.67</i>	<i>50.47</i>
Generally Accepted	28.38	60.00	50.31
Marginally Accepted	0.87	5.15	2.75

Technology (Job Design)



Technology (Job Design)

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("disagree") to 5 ("agree").

*Scores for these items are presented here in raw form (but were reversed when calculating the scale scores).

	All Respondents	Historical Average	Constructive Benchmark
Autonomy	4.40	4.31	4.52
I am allowed to plan how my work is carried out	4.52	4.21	4.51
It is my responsibility to decide how my job gets done	4.29	4.41	4.60
Variety	4.54	4.41	4.65
I get to do a lot of different things on my job	4.45	4.40	4.70
My job requires that I use a variety of different skills	4.63	4.52	4.78
Feedback	4.00	3.97	4.07
*The design of my job makes it difficult to monitor my performance	2.01	2.11	1.88
Just doing the work required by my job provides feedback	4.13	3.86	4.04
I can see how well I'm doing even if no one tells me	3.88	4.33	4.31

Technology (Job Design)

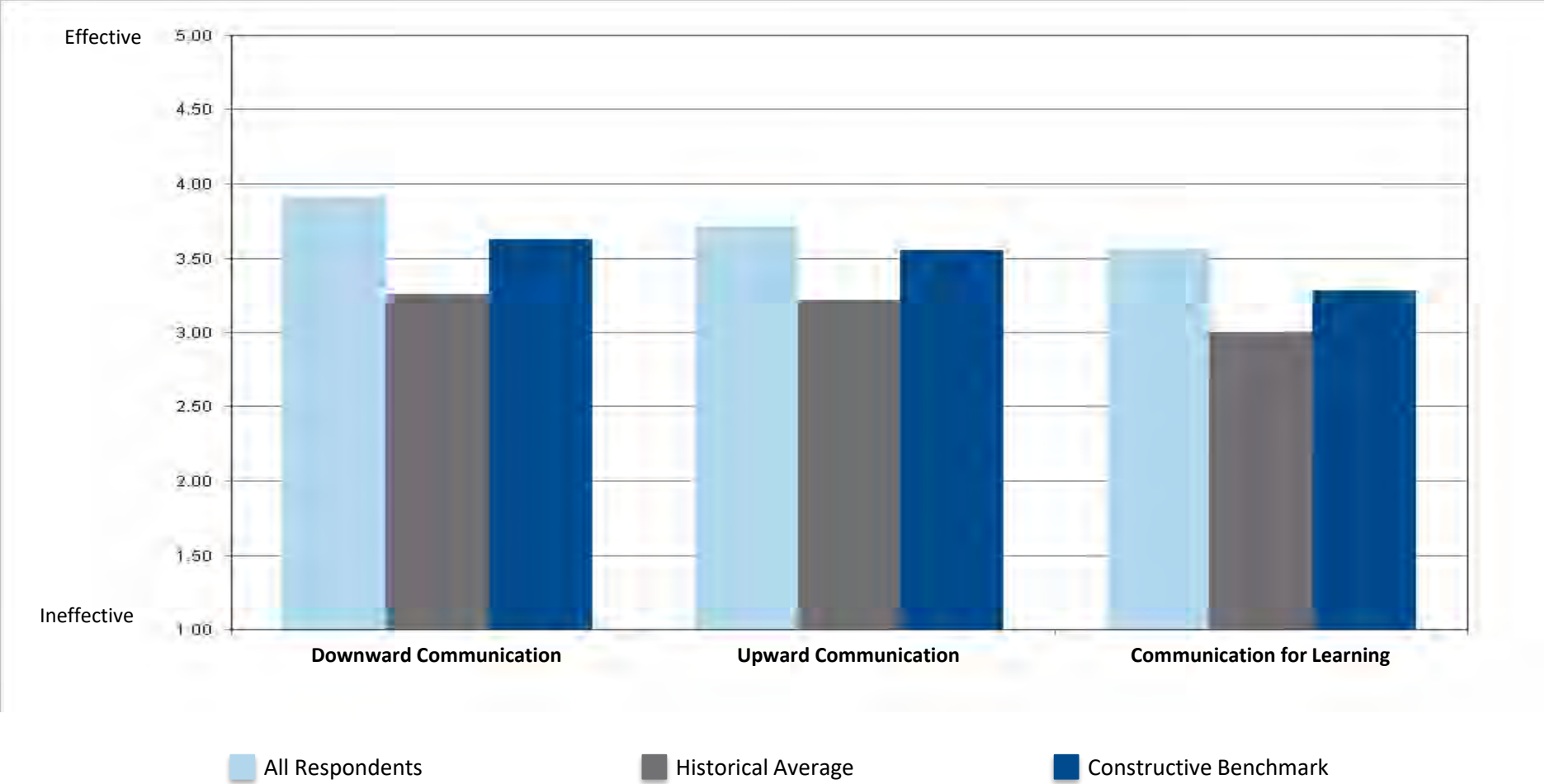
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Item scores are listed below scale scores.
Item and scale scores can range from 1 ("disagree") to 5 ("agree").

*Scores for these items are presented here in raw form (but were reversed when calculating the scale scores).

	All Respondents	Historical Average	Constructive Benchmark
Task Identity	4.02	3.87	4.03
*My job limits me to only a small fragment of some larger task	1.81	2.20	1.96
My job involves performing a complete service	3.81	4.00	4.06
My job allows me to do a "whole piece" of work	4.05	3.83	4.01
Significance	4.16	4.34	4.48
*Poor performance on my part would have little or no impact on others	1.57	1.42	1.25
A lot of people can be affected by how well I do my work	4.21	4.50	4.60
My job has a significant impact on the work/lives of others	3.84	4.00	4.26
Interdependence	4.56	4.27	4.40
*My job is basically a "one person show"	1.44	1.73	1.60

Skills/Qualities: Communication



Skills/Qualities: Communication

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1
("ineffective communication") to 5
("effective communication").

	All Respondents	Historical Average	Constructive Benchmark
Downward Communication	3.91	3.25	3.63
Credible (not Questionable)	4.38	3.75	4.22
Complete (not Sketchy)	4.08	3.39	3.81
Consistent and confirmatory (not Changing and confusing)	4.01	3.10	3.59
In-Depth (not Superficial)	3.79	3.21	3.55
Anticipated and understood (not Unexpected and surprising)	3.90	3.12	3.46
Straight from the source (not Through too many channels)	3.69	3.06	3.60
Timely (not Delayed)	4.00	3.42	3.80
Through formal channels (not Through the "grapevine")	4.02	3.24	3.63
Easily processed (not Information overload)	3.35	3.11	3.25

Skills/Qualities: Communication

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1
("ineffective communication") to 5
("effective communication").

	All Respondents	Historical Average	Constructive Benchmark
Upward Communication	3.71	3.22	3.55
Accepted (not Rejected)	3.80	3.29	3.65
Understood (not Misinterpreted)	3.96	3.35	3.73
Honest and complete (not Filtered and distorted)	3.83	3.34	3.67
Acted On (not Ignored)	3.64	3.17	3.50
Whatever needs to be said (not Only what they want to hear)	3.69	3.20	3.50
Provided voluntarily (not Provided only when demanded)	3.69	3.27	3.60
Forthright (not Censored)	3.44	3.12	3.50
Positive—suggestions (not Negative—complains)	3.59	3.06	3.34
How we can make things work (not "Why things won't work")	3.75	3.10	3.50

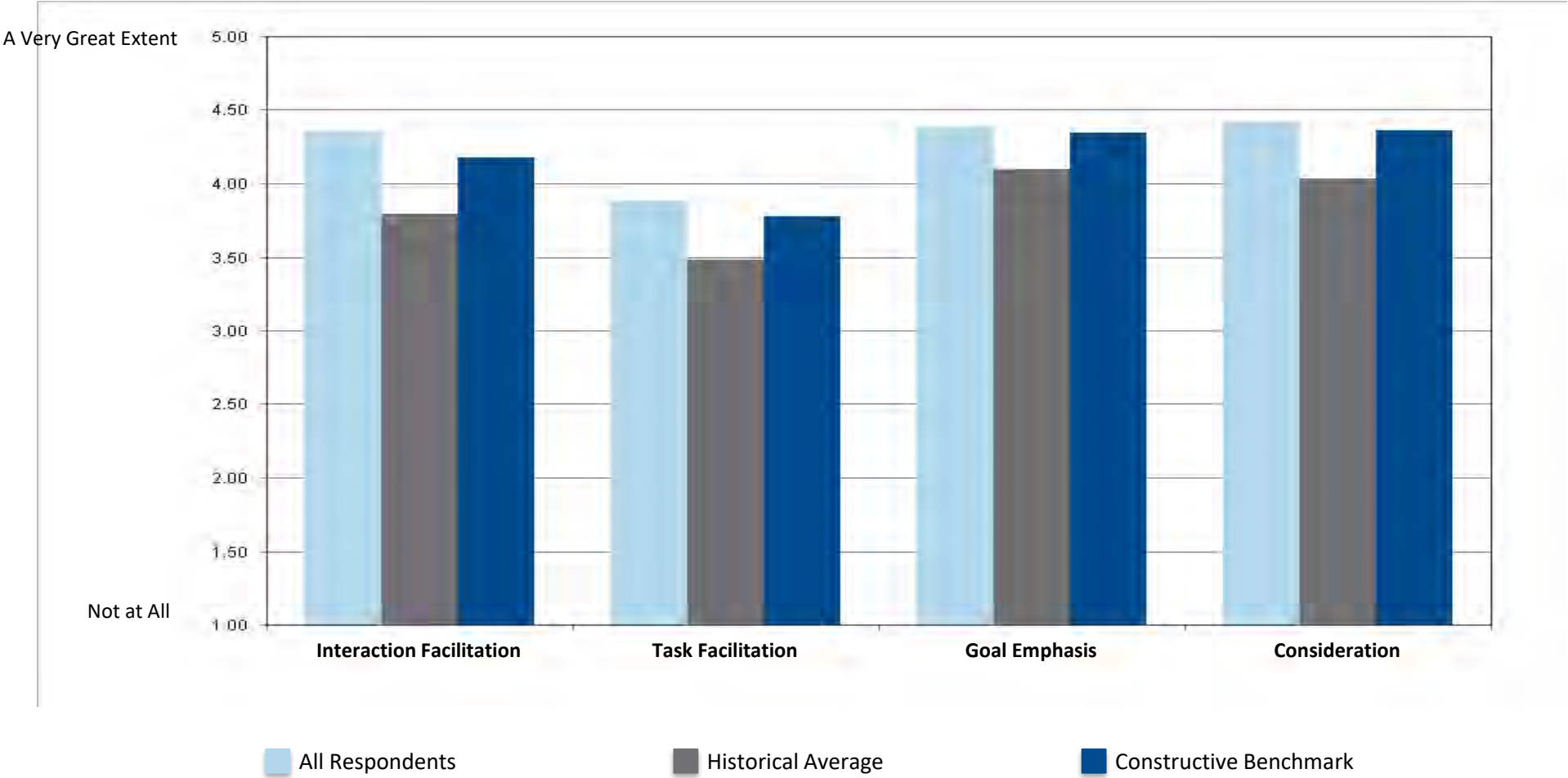
Skills/Qualities: Communication

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1
("ineffective communication") to 5
("effective communication").

	All Respondents	Historical Average	Constructive Benchmark
Communication for Learning	3.56	3.00	3.28
How do we learn from mistakes (not Who do we blame for mistakes)	4.48	3.38	3.95
Reflects a team perspective (not Reflects individual viewpoints)	3.54	3.11	3.41
Emphasises the big picture (not Emphasises micro-management)	4.17	3.47	3.76
Concerned with interdependencies (not Concerned with isolated jobs/tasks)	3.44	2.92	3.05
To promote discussion (not To communicate decisions)	2.52	2.50	2.71
Focused on the organisation (not On units/departments)	3.19	2.70	2.88

Skills/Qualities: Supervisory/Managerial Leadership



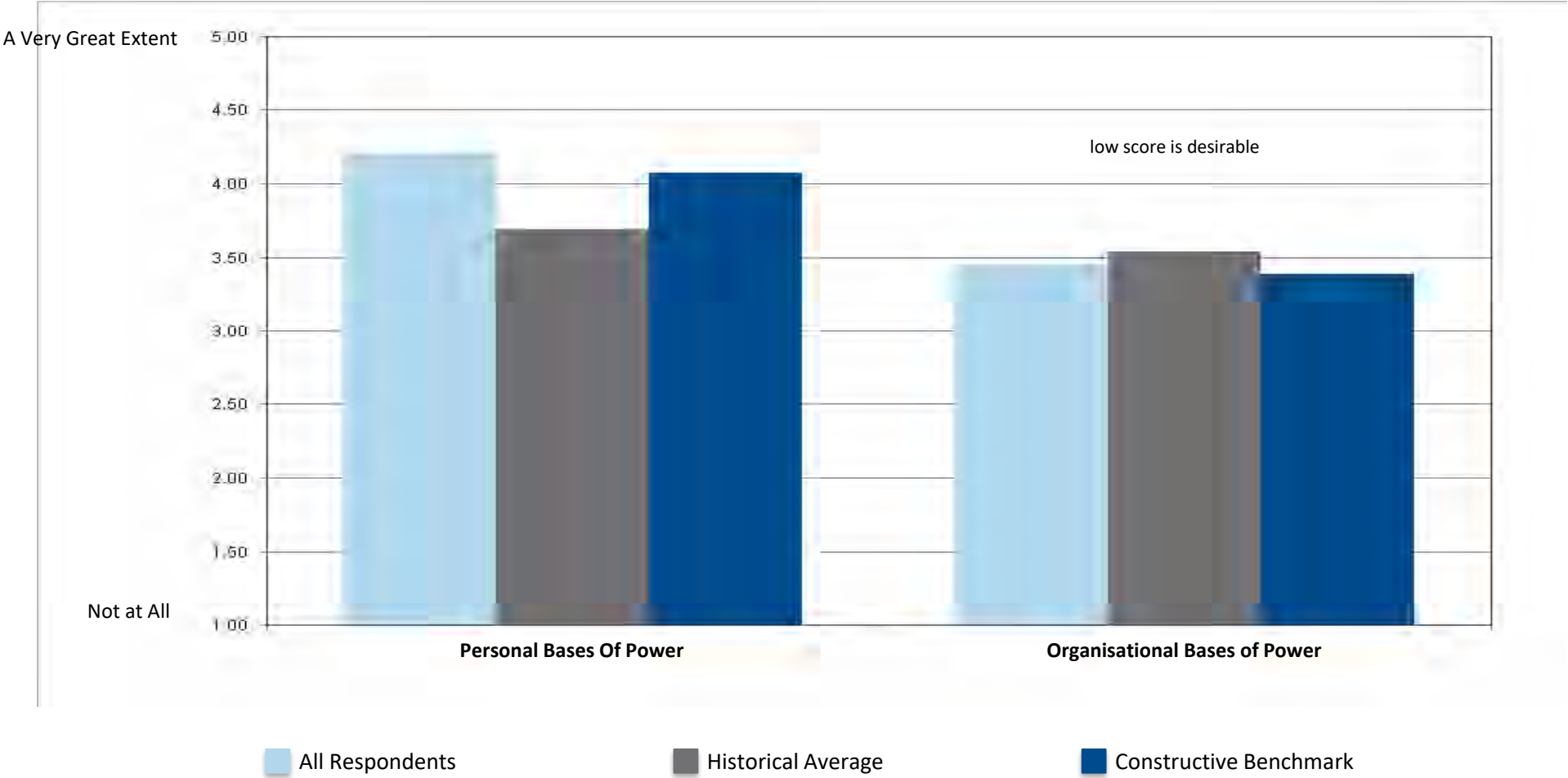
Skills/Qualities: Supervisory/Managerial Leadership

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("not at all") to 5 ("a very great extent").

	All Respondents	Historical Average	Constructive Benchmark
Interaction Facilitation	4.35	3.79	4.17
...encourages members of your workgroup to exchange ideas.	4.37	3.80	4.23
...encourages people to work as a team.	4.36	4.10	4.38
...holds group meetings with you and your co-workers	4.32	3.50	4.00
Task Facilitation	3.88	3.48	3.77
...offers ideas to help you solve work-related problems.	4.18	4.03	4.21
...shows you how to improve your work.	3.84	3.52	3.81
...helps you plan your work.	3.61	3.05	3.25
Goal Emphasis	4.39	4.10	4.34
...sets an example by working hard.	4.37	4.03	4.35
...maintains high standards of performance.	4.38	4.10	4.39
...encourages people to give their best effort.	4.41	4.17	4.44
Consideration	4.43	4.03	4.36
...pays attention to your opinions.	4.30	3.89	4.23
...willingly listens to your problems.	4.43	4.06	4.41
...is friendly and easy to approach.	4.54	4.22	4.51

Skills/Qualities: Supervisory/Managerial Sources of Power



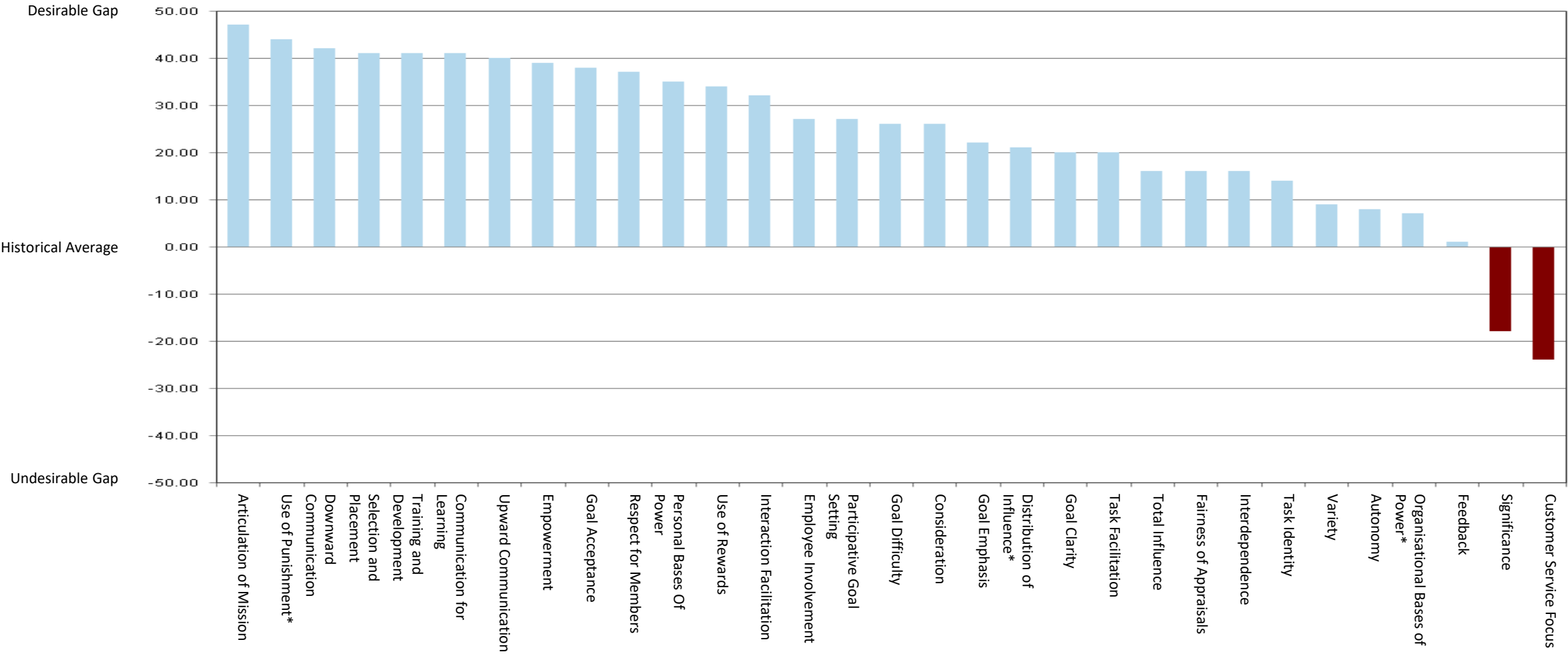
Skills/Qualities: Supervisory/Managerial Sources of Power

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("not at all") to 5 ("a very great extent").

	All Respondents	Historical Average	Constructive Benchmark
Personal Bases Of Power	4.21	3.69	4.08
...takes into consideration my own requests/suggestions	4.18	3.64	4.00
...is the kind of person whose approval I value.	4.18	3.63	4.00
...knows what has to be done to reach our objectives.	4.25	3.80	4.09
Organisational Bases of Power	3.45	3.53	3.38
...could make things difficult for me if he/she wanted to	2.88	3.33	3.01
...can influence how much money I make	3.43	3.40	3.25
...has the formal authority to make decisions	4.04	3.90	3.88

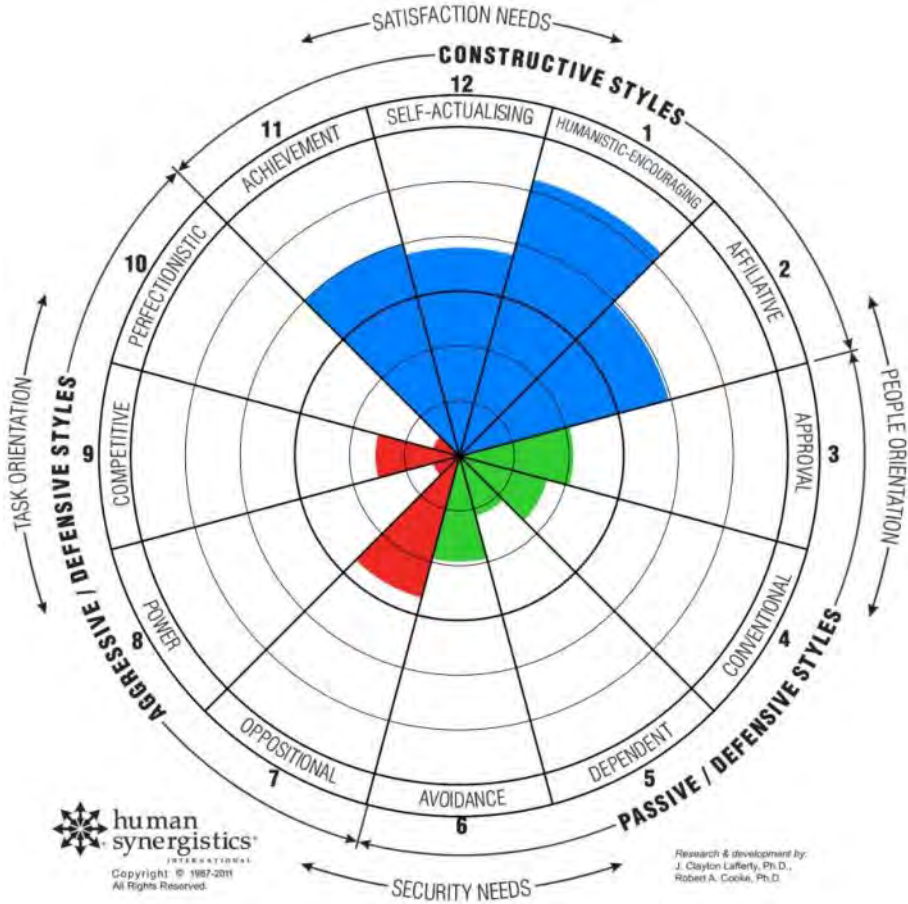
Gap Barchart of Causal Factors



*The gap scores for distribution of influence, use of punishment, and organisational bases of power are reversed so that, for all causal factors, positive differences indicate desirable gaps and negative differences indicate undesirable gaps.

Current Culture

All Respondents
N=229



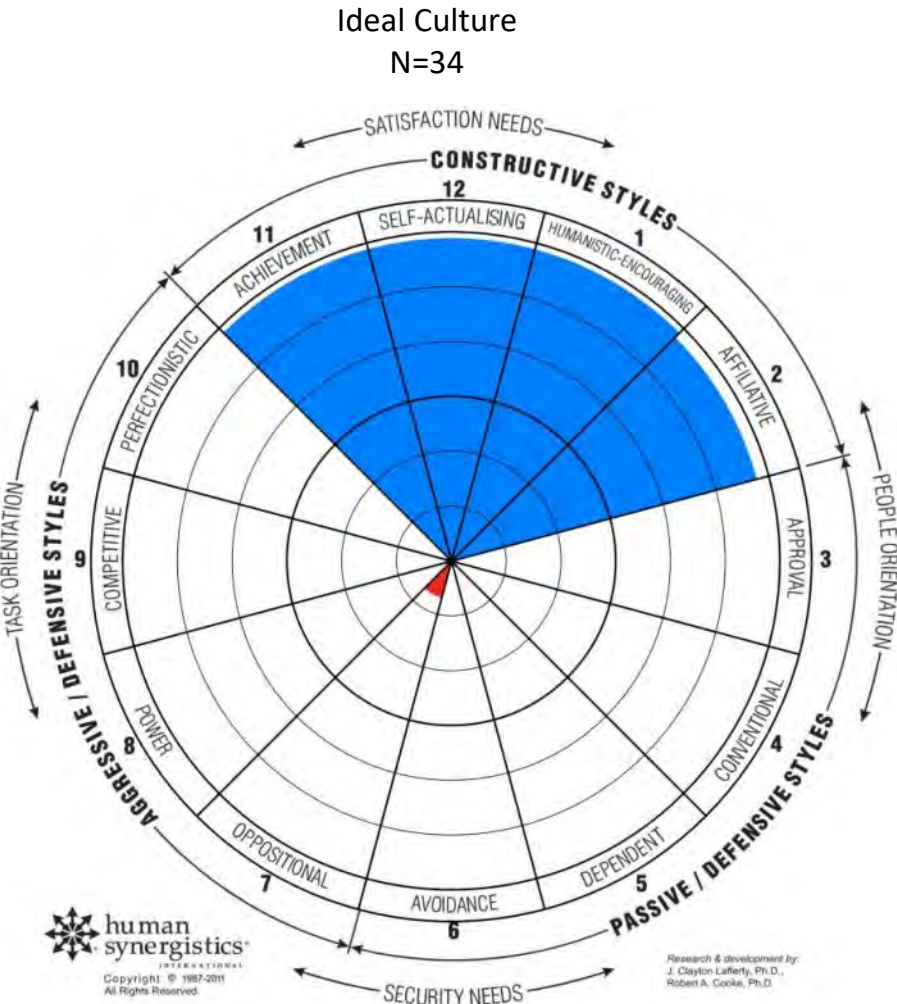
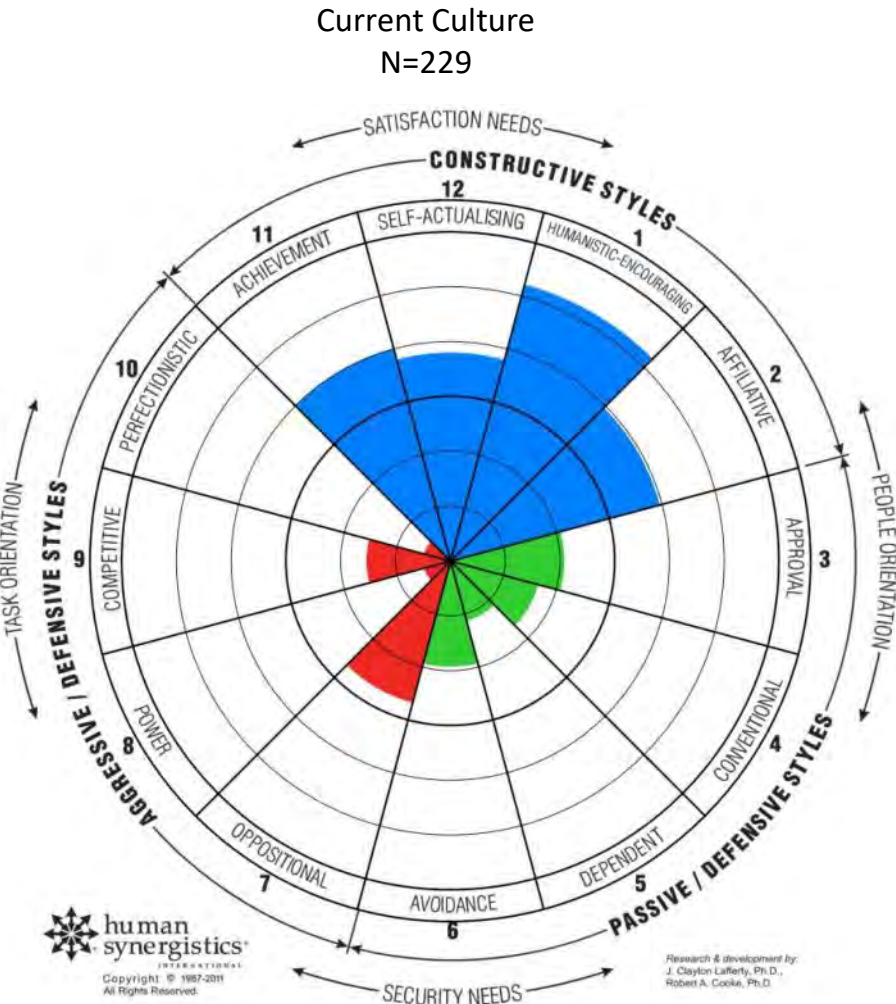
Current Culture

All Respondents

N=229

Constructive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Humanistic-Encouraging	92.00%	41.31	6.63	Moderate
Affiliative	74.00%	40.57	6.15	Moderate
Achievement	75.00%	38.90	6.07	Moderate
Self-Actualising	70.00%	35.42	6.12	Moderate
Passive/Defensive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Approval	27.00%	24.95	8.66	Very Low
Conventional	20.00%	24.48	8.30	Low
Dependent	12.00%	26.05	7.61	Very Low
Avoidance	24.00%	17.80	7.48	Low
Aggressive/Defensive Styles	Percentile Score	Raw Score	Standard Deviation	Intensity (Based on SD)
Oppositional	42.00%	21.26	5.92	Low
Power	5.00%	17.78	7.52	Low
Competitive	18.00%	18.37	7.28	Moderate
Perfectionistic	5.00%	23.04	6.78	Low

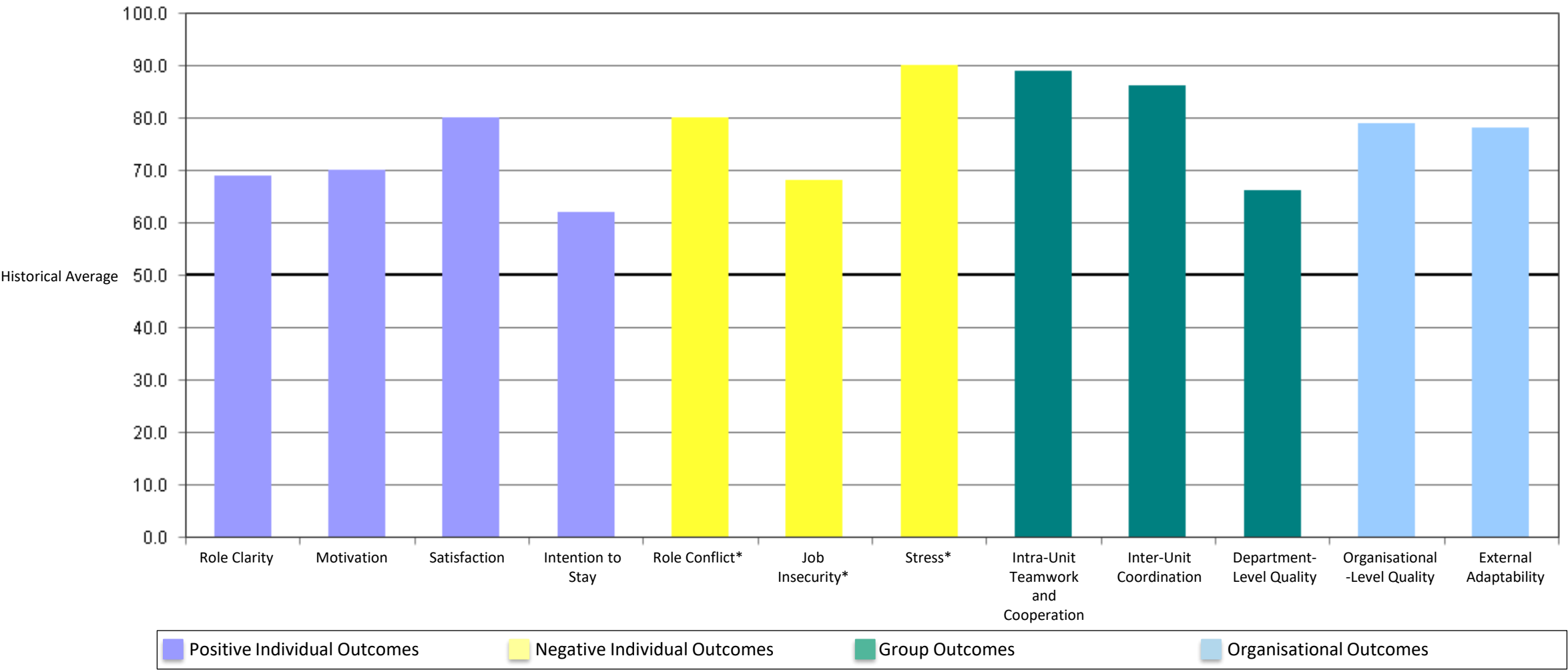
Current Culture versus Ideal Culture



Current Culture versus Ideal Culture

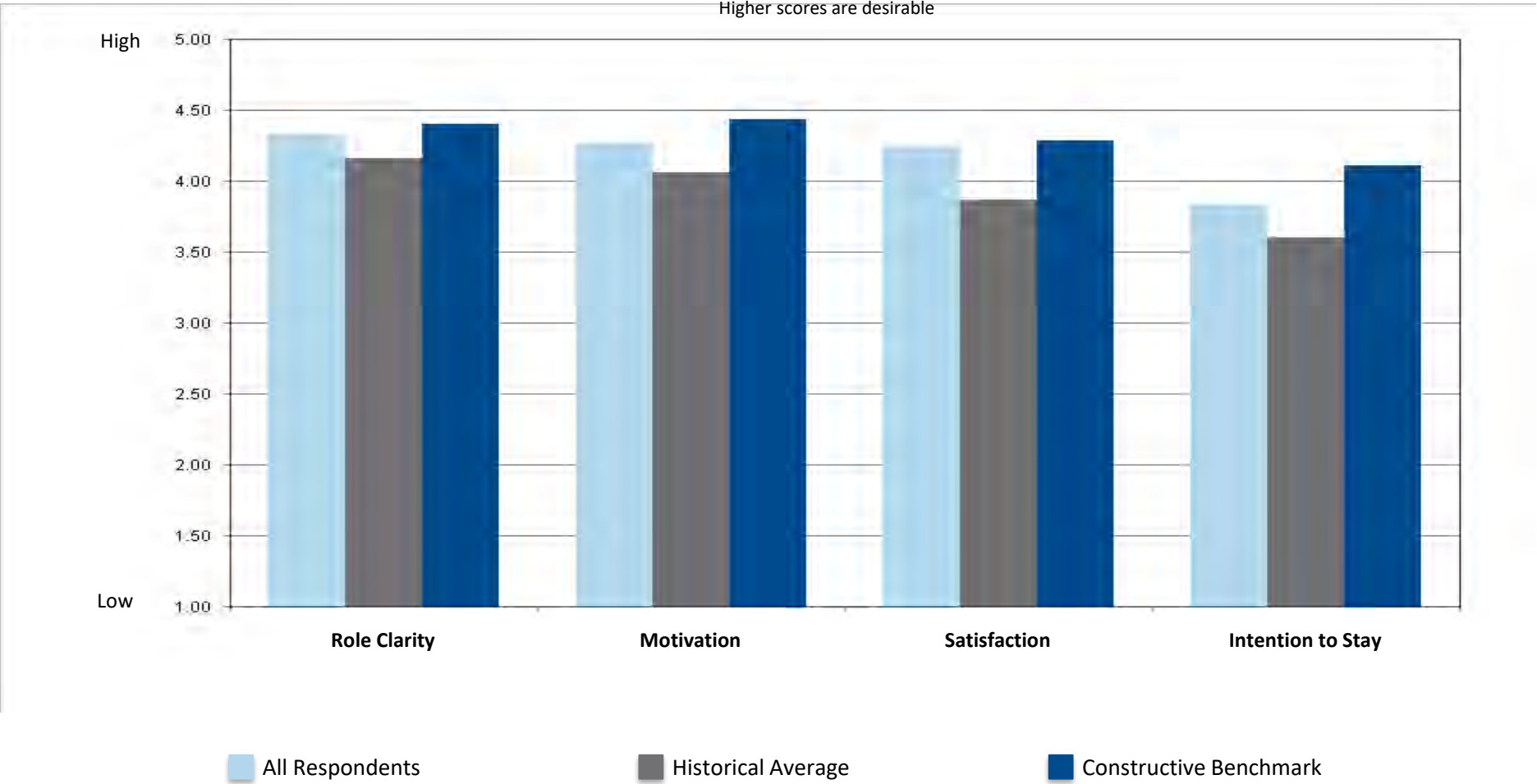
Constructive Styles	Current Percentile	Ideal Percentile	Percentile Gap
Humanistic-Encouraging	92.00%	98.00%	-6.00%
Affiliative	74.00%	97.00%	-23.00%
Achievement	75.00%	98.00%	-23.00%
Self-Actualising	70.00%	98.00%	-28.00%
Passive/Defensive Styles	Current Percentile	Ideal Percentile	Percentile Gap
Approval	27.00%	1.00%	26.00%
Conventional	20.00%	1.00%	19.00%
Dependent	12.00%	1.00%	11.00%
Avoidance	24.00%	1.00%	23.00%
Aggressive/Defensive Styles	Current Percentile	Ideal Percentile	Percentile Gap
Oppositional	42.00%	7.00%	35.00%
Power	5.00%	1.00%	4.00%
Competitive	18.00%	1.00%	17.00%
Perfectionistic	5.00%	1.00%	4.00%

Summary Barchart of Outcomes (Percentile Scores)



* In the Summary Barchart shown above, the scores for negative individual outcomes were reversed so that higher percentile scores signify more desirable results.

Positive Individual Outcomes



Positive Individual Outcomes

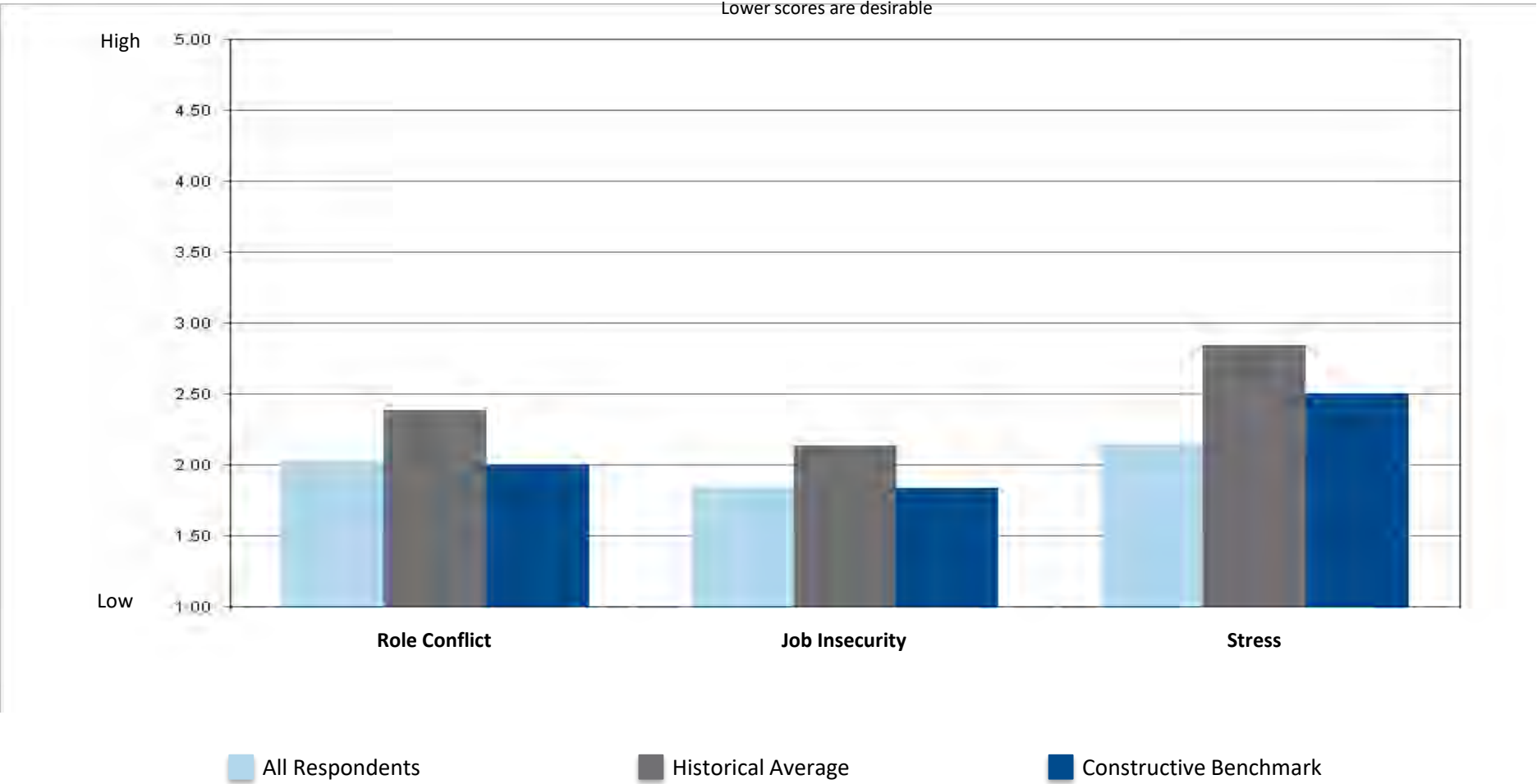
Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("disagree/not at all") to 5 ("agree/to a very great extent").

*Scores for these items are presented here in raw form (but were reversed when calculating the scale scores).

	All Respondents	Historical Average	Constructive Benchmark
Role Clarity	4.33	4.16	4.40
*You are uncertain about how you're supposed to "act" on your job	1.62	1.77	1.40
You clearly know what is expected of you	4.10	3.91	4.21
You clearly know what's required of you to "fit in" with your department	4.42	4.38	4.60
You know exactly what is expected of you	4.41	4.31	4.41
Motivation	4.26	4.06	4.43
Your department inspires the very best in you	4.14	3.61	4.20
*It seems pointless to work hard given the way your department is run	1.64	2.00	1.45
Your department motivates you to do the highest quality work possible	4.45	3.80	4.28
You would go out of your way to make sure a customer feels good about your service	4.10	4.26	4.40
Satisfaction	4.24	3.86	4.28
You would recommend this organisation as a good place to work	4.31	3.62	4.21
You are satisfied being a member of this organisation	4.17	3.71	4.17
In general, you like working here	4.58	4.41	4.75
You are satisfied with your present situation in your department	3.89	3.42	3.86
Intention to Stay	3.83	3.60	4.10
*You will probably look for a new job in the next year	2.09	2.40	1.81
You expect to be with this organisation two years from now	3.75	3.56	4.02

Negative Individual Outcomes



Negative Individual Outcomes

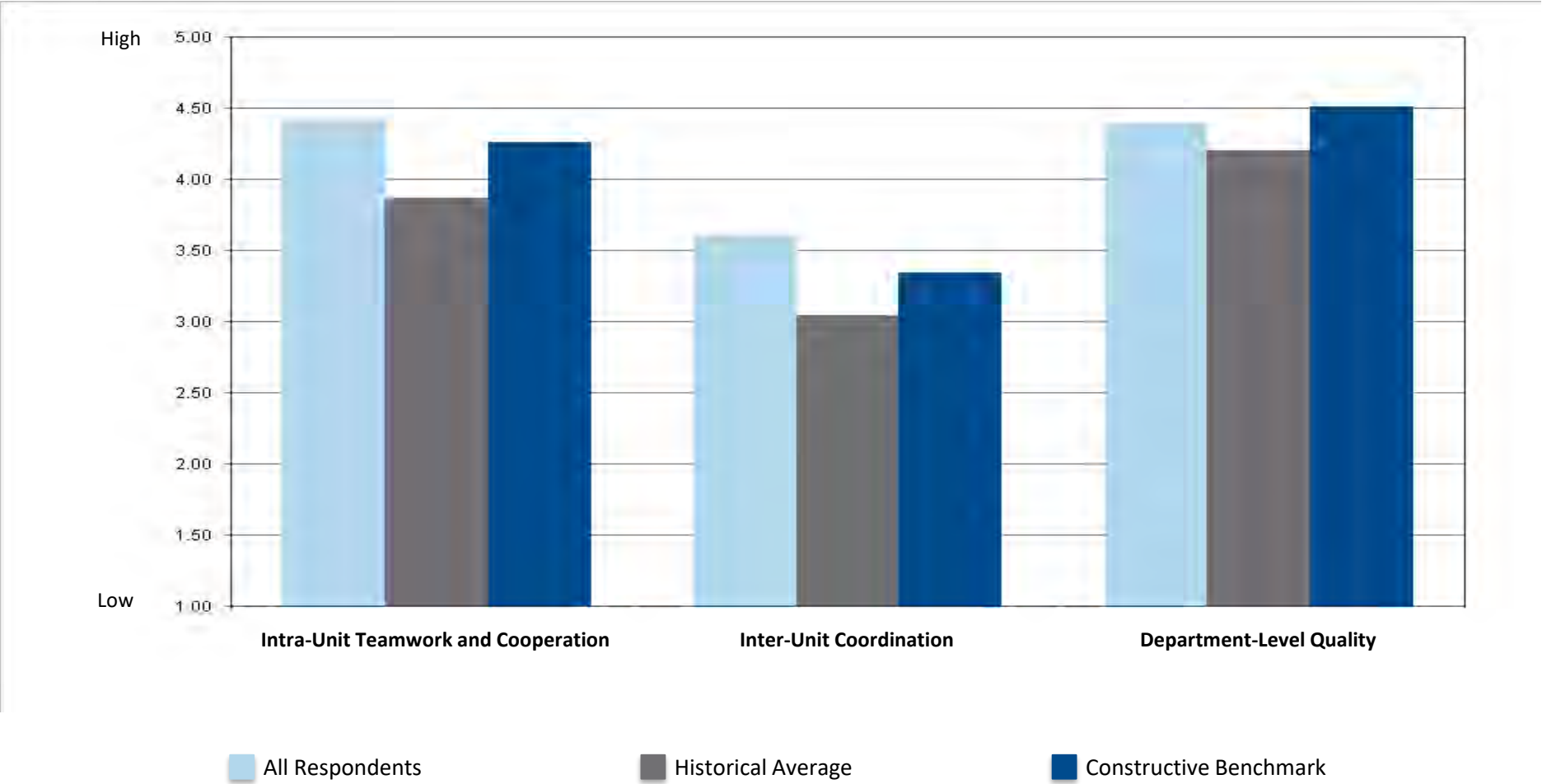
Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("disagree/not at all") to 5 ("agree/to a very great extent").

*Scores for these items are presented here in raw form (but were reversed when calculating the scale scores).

	All Respondents	Historical Average	Constructive Benchmark
Role Conflict	2.03	2.38	2.00
*You feel you comfortably fit in as a member of this organisation	3.93	3.69	4.03
Different people send you "different messages" about expectations	1.85	2.42	1.89
You receive inconsistent messages regarding what is expected	1.90	2.36	2.02
You have to change the way you think and behave when you arrive at work	2.17	2.51	2.06
Your job requires you to think and behave differently than would otherwise be the case	2.05	2.20	1.95
You receive incompatible requests from two or more people	2.14	2.80	2.47
Job Insecurity	1.84	2.14	1.83
*Your job is secure	4.08	3.63	3.95
You worry about being laid off and having to find a new job	1.76	1.92	1.55
Stress	2.14	2.84	2.50
*You feel good when you're on the job	4.23	3.83	4.25
Your job situation tends to be frustrating	2.14	3.25	2.76
*You feel relaxed (not tense and under pressure) at work	3.97	3.29	3.57
You find your job stressful	2.62	3.30	3.15

Group Outcomes



Group Outcomes

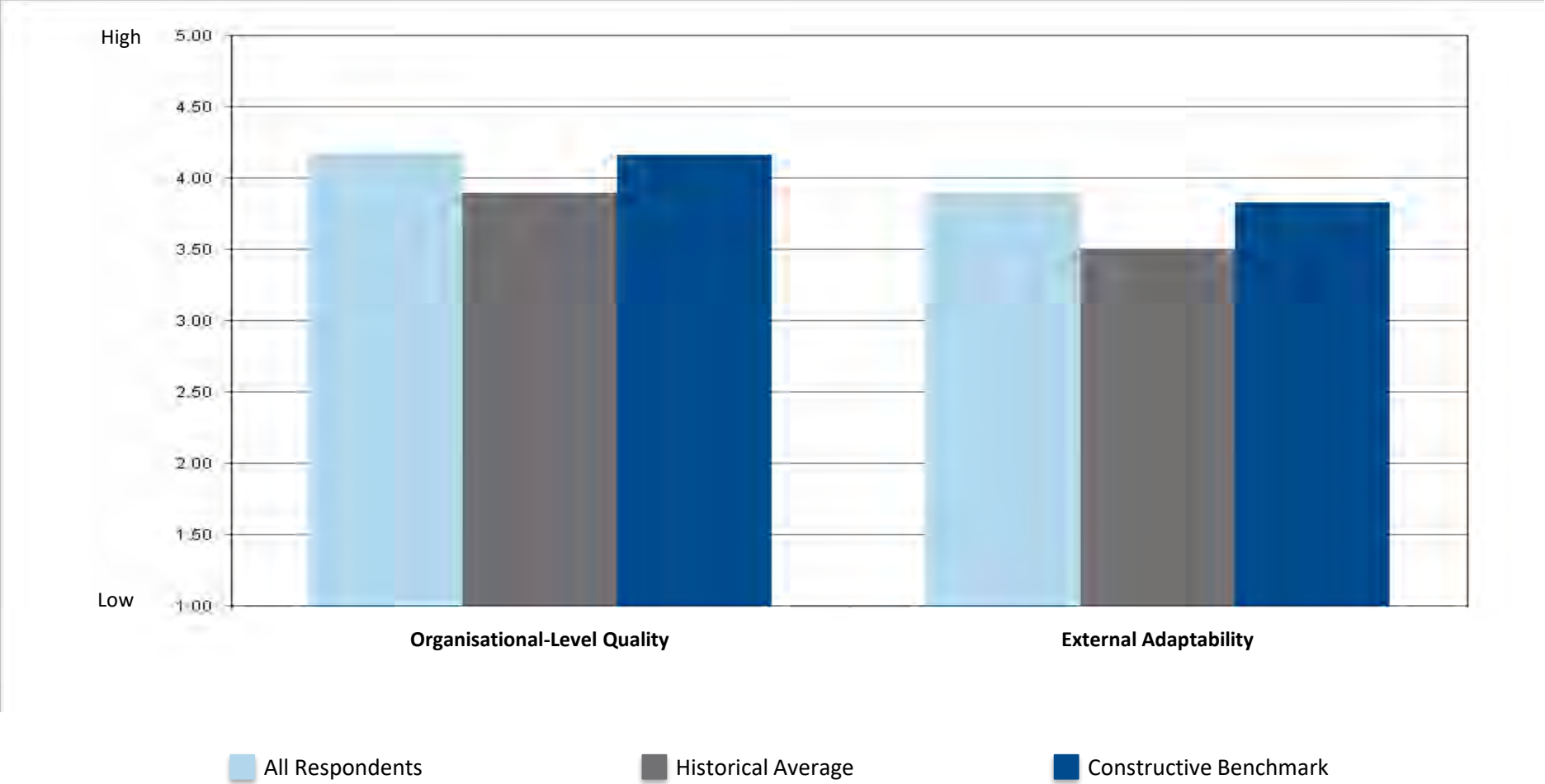
Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("disagree") to 5 ("agree").

*Scores for these items are presented here in raw form (but were reversed when calculating the scale scores).

	All Respondents	Historical Average	Constructive Benchmark
Intra-Unit Teamwork and Cooperation	4.42	3.87	4.26
*The people you work with compete (rather than cooperate)	1.76	2.38	1.85
You can count on your co-workers when teamwork is needed	4.48	4.13	4.48
The people you work with are helpful to you	4.52	4.13	4.38
Inter-Unit Coordination	3.61	3.05	3.35
Cooperation between interdependent workgroups is excellent	3.68	3.21	3.50
Services provided by other departments to yours are of high quality	4.00	3.39	3.65
Your workgroup can rely on other departments	3.91	3.21	3.41
*Practices of some units cause problems for others	3.15	3.52	3.30
Department-Level Quality	4.39	4.20	4.51
You can take pride in the quality of your department's work	4.51	4.32	4.64
Services provided by your department are of the highest quality	4.34	4.02	4.35
Customers would choose to do business with your department again	4.32	4.18	4.51

Organisational Outcomes



Organisational Outcomes

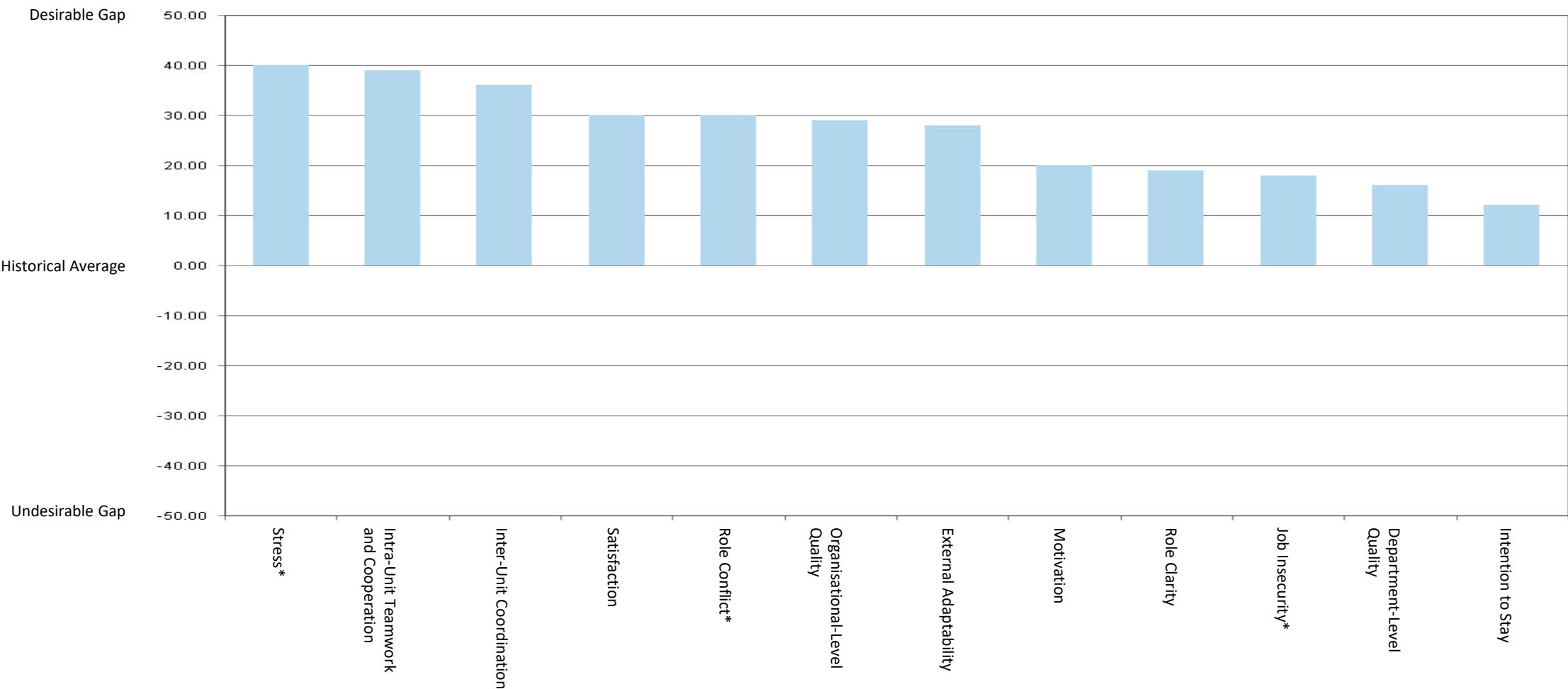
Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("disagree/not at all") to 5 ("agree/to a very great extent").

*Scores for these items are presented here in raw form (but were reversed when calculating the scale scores).

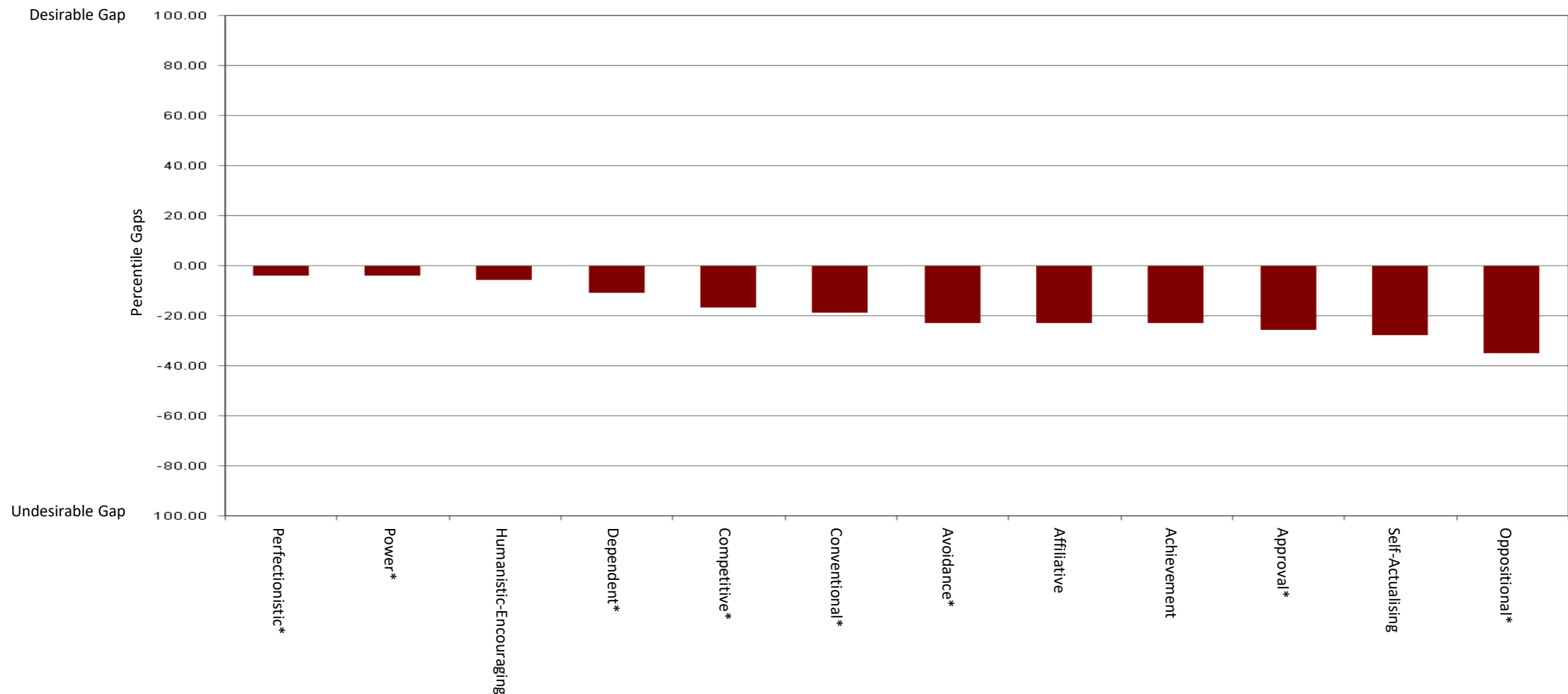
	All Respondents	Historical Average	Constructive Benchmark
Organisational-Level Quality	4.17	3.90	4.16
You would choose to do business with your organisation (if you were in the market)	4.28	3.89	4.32
You would recommend this organisation to potential customers	4.36	4.07	4.43
Your organisation will get repeat business from its present customers	4.23	4.09	4.40
Your organisation has a reputation for superior customer service	4.22	3.76	4.08
*The quality of products/services is inconsistent – subject to variability	2.15	2.62	2.27
The quality of your organisation's products/services meets customer expectations	4.10	3.89	4.14
External Adaptability	3.89	3.50	3.83
This organisation proactively identifies and adjusts to change	4.00	3.63	4.10
New programs are quickly and efficiently implemented	3.48	3.22	3.71
This organisation responds effectively to external opportunities and threats	4.19	3.60	3.92

Gap Barchart of Outcomes



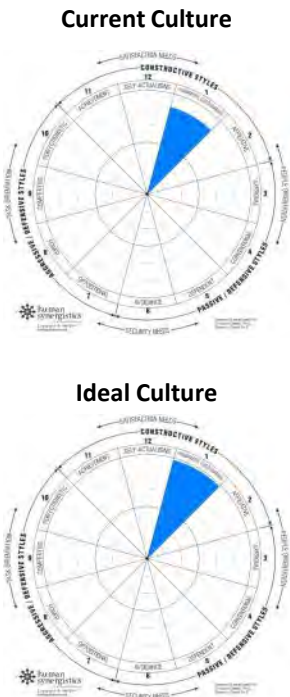
*The gap scores for the negative individual outcomes (i.e., role conflict, stress, and job insecurity) are reversed so that, for all outcomes, positive differences indicate desirable gaps and negative differences indicate undesirable gaps.

Percentile Gaps between Current and Ideal Cultures



*The results for the Defensive styles are reversed so that, for all styles, positive differences indicate desirable gaps and negative differences indicate undesirable gaps.

Style 1: Humanistic-Encouraging



All Respondents	Current Mean	Ideal Mean	Gap Mean
help others think for themselves	3.71	4.56	-0.85
be a good listener	4.14	4.91	-0.78
resolve conflicts constructively	4.31	5.00	-0.69
help others to grow and develop	4.27	4.94	-0.67
give positive rewards to others	3.62	4.26	-0.64
encourage others	4.34	4.97	-0.63
take time with people	4.07	4.65	-0.57
involve others in decisions affecting them	4.08	4.62	-0.53
be supportive of others	4.51	4.97	-0.46
show concern for the needs of others	4.26	4.56	-0.30

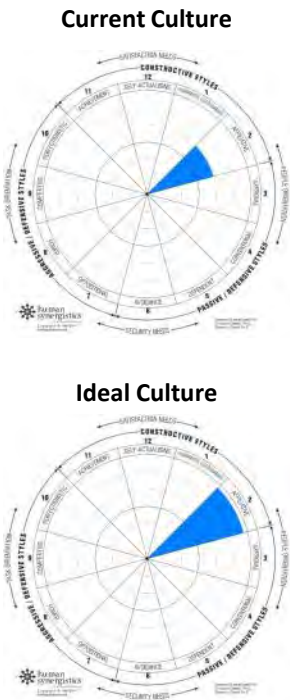
1 = Not at all; 5 = To a very great extent

$Gap = (Current - Ideal)$

A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.

Style 2: Affiliative



All Respondents	Current Mean	Ideal Mean	Gap Mean
share feelings and thoughts	3.63	4.59	-0.96
treat people as more important than things	4.13	4.85	-0.73
be open, warm	4.09	4.76	-0.68
use good human relations skills	4.25	4.88	-0.63
cooperate with others	4.41	4.85	-0.45
show concern for people	4.30	4.74	-0.43
motivate others with friendliness	3.65	4.06	-0.41
deal with others in a friendly, pleasant way	4.46	4.85	-0.39
be tactful	3.87	4.12	-0.25
think in terms of the group's satisfaction	3.79	3.88	-0.09

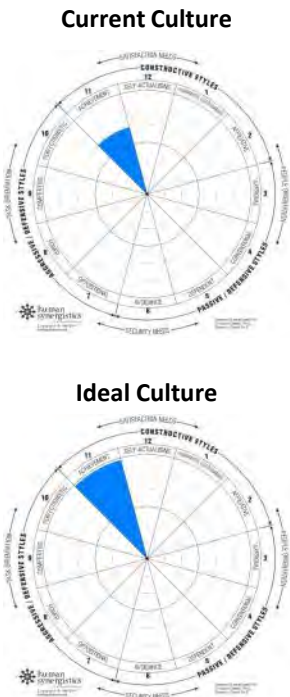
1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.

Style 11: Achievement



All Respondents	Current Mean	Ideal Mean	Gap Mean
take moderate risks	3.47	4.38	-0.92
openly show enthusiasm	3.79	4.53	-0.74
think ahead and plan	4.22	4.88	-0.66
work for the sense of accomplishment	4.02	4.59	-0.57
work to achieve self-set goals	3.83	4.38	-0.55
take on challenging tasks	3.89	4.41	-0.52
know the business	4.16	4.65	-0.49
pursue a standard of excellence	4.20	4.62	-0.42
set moderately difficult goals	3.45	3.71	-0.26
explore alternatives before acting	3.88	4.12	-0.24

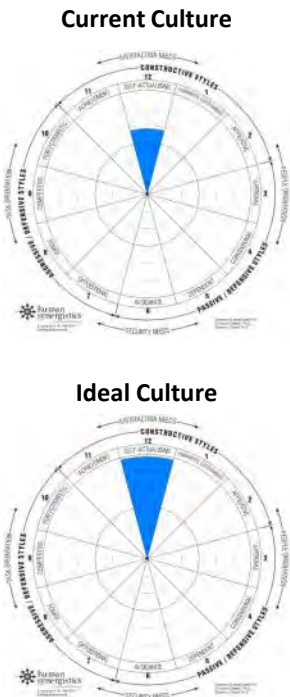
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Gap = (Current - Ideal)

A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.

Style 12: Self-Actualising



All Respondents	Current Mean	Ideal Mean	Gap Mean
think in unique and independent ways	3.74	4.76	-1.02
enjoy their work	3.94	4.85	-0.91
be open about self	3.47	4.26	-0.80
communicate ideas	4.14	4.91	-0.77
be spontaneous	2.34	3.09	-0.75
emphasise quality over quantity	3.52	4.26	-0.74
be concerned about their own growth	3.61	4.09	-0.48
resist conformity	2.27	2.74	-0.47
maintain their personal integrity	4.41	4.85	-0.44
do even simple tasks well	3.97	4.41	-0.44

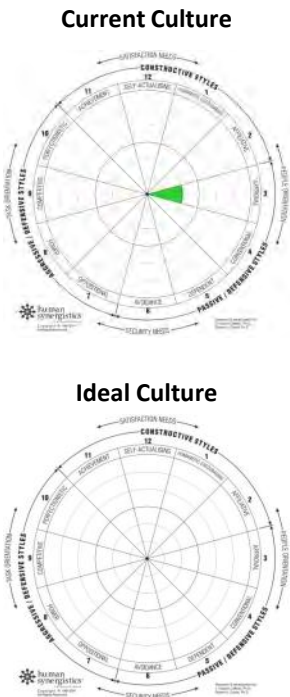
1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.

Style 3: Approval



All Respondents	Current Mean	Ideal Mean	Gap Mean
switch priorities to please others	2.32	1.24	1.08
back up those with the most authority	2.52	1.47	1.05
do things for the approval of others	2.42	1.53	0.89
"go along" with others	2.56	1.71	0.86
stay on people's good side	3.25	2.44	0.81
be a "nice guy"	3.03	2.26	0.76
agree with everyone	2.06	1.41	0.65
make sure they are accepted by others	2.63	2.00	0.63
be liked by everyone	2.46	2.09	0.37
stay conscious of fashion	1.70	1.59	0.11

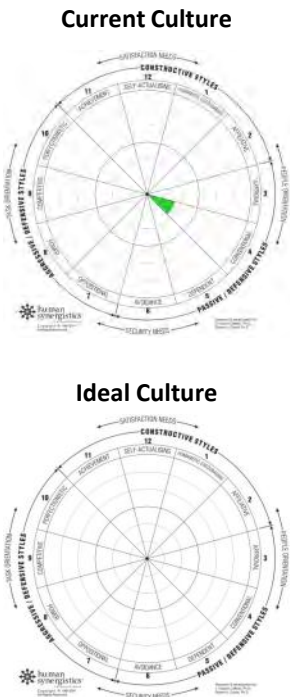
1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

Style 4: Conventional



All Respondents	Current Mean	Ideal Mean	Gap Mean
cast aside solutions that seem different or risky	2.28	1.24	1.05
avoid confrontations	2.30	1.38	0.92
conform	2.43	1.62	0.82
treat rules as more important than ideas	2.16	1.35	0.80
make a "good impression"	3.02	2.24	0.79
fit into the "mould"	2.41	1.65	0.76
accept the status quo	2.04	1.32	0.72
always follow policies and practices	3.91	3.21	0.71
not "rock the boat"	2.28	1.62	0.66
tell people different things to avoid conflict	1.64	1.03	0.61

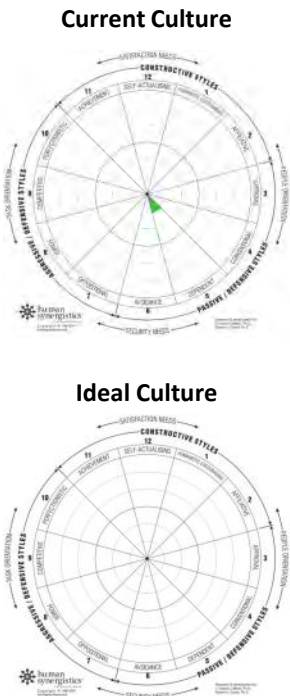
1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

Style 5: Dependent



All Respondents	Current Mean	Ideal Mean	Gap Mean
please those in positions of authority	2.66	1.71	0.95
ask everybody what they think before acting	3.09	2.21	0.89
be a good follower	2.69	1.82	0.86
accept goals without questioning them	2.10	1.35	0.75
follow orders...even when they're wrong	1.76	1.03	0.73
never challenge superiors	2.03	1.32	0.71
do what is expected	3.35	2.74	0.62
check decisions with superiors	3.01	2.50	0.51
willingly obey orders	2.59	2.18	0.42
be predictable	2.76	2.59	0.18

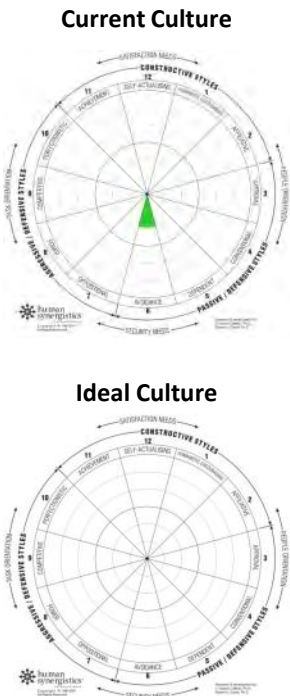
1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

Style 6: Avoidance



All Respondents	Current Mean	Ideal Mean	Gap Mean
take few chances	2.16	1.24	0.92
make "popular" rather than necessary decisions	1.86	1.00	0.86
put things off	1.70	1.06	0.64
push decisions upward	2.37	1.74	0.63
wait for others to act first	1.69	1.15	0.54
be non-committal	1.62	1.12	0.50
not get involved	1.55	1.06	0.49
"lay low" when things get tough	1.53	1.12	0.41
shift responsibilities to others	1.71	1.32	0.39
never be the one blamed for problems	1.62	1.24	0.38

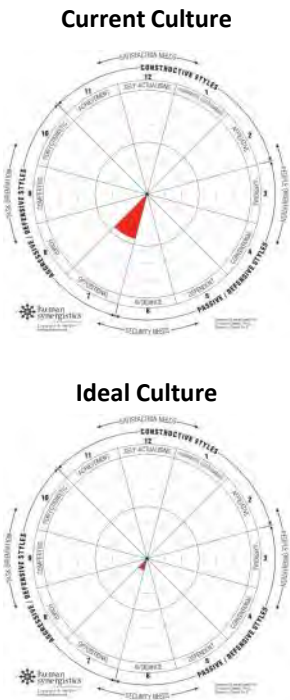
1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

Style 7: Oppositional



All Respondents	Current Mean	Ideal Mean	Gap Mean
oppose things indirectly	1.91	1.15	0.76
point out flaws	2.77	2.09	0.68
remain aloof from the situation	1.66	1.18	0.48
refuse to accept criticism	1.38	1.00	0.38
look for mistakes	2.36	2.06	0.30
oppose new ideas	1.82	1.53	0.29
be hard to impress	1.70	1.41	0.29
question decisions made by others	2.66	2.44	0.22
stay detached and perfectly objective	2.86	2.68	0.18
play the role of the "loyal opposition"	2.13	2.18	-0.05

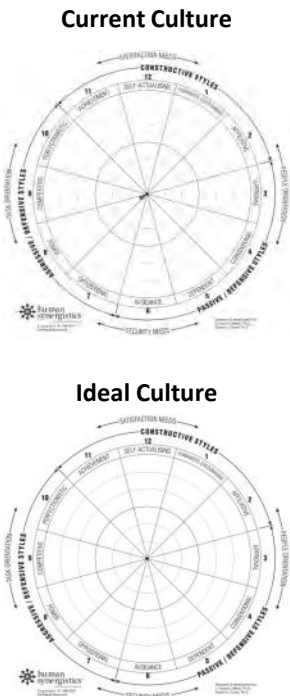
1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

Style 8: Power



All Respondents	Current Mean	Ideal Mean	Gap Mean
play "politics" to gain influence	1.94	1.03	0.91
use the authority of their position	2.10	1.44	0.65
demand loyalty	1.94	1.29	0.65
personally run everything	1.70	1.06	0.64
maintain unquestioned authority	1.57	1.00	0.57
build up their power base	1.85	1.32	0.52
never relinquish control	1.80	1.38	0.42
act forceful	1.61	1.24	0.38
be hard, tough	1.65	1.29	0.35
stay on the offensive	1.62	1.53	0.09

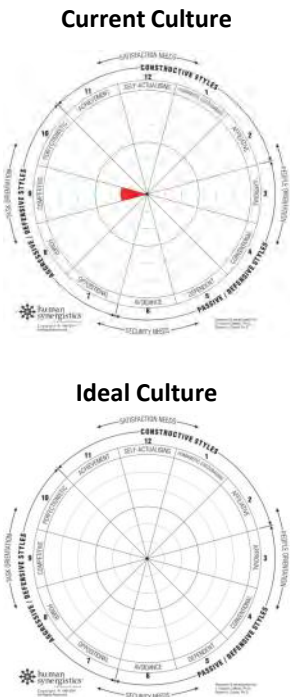
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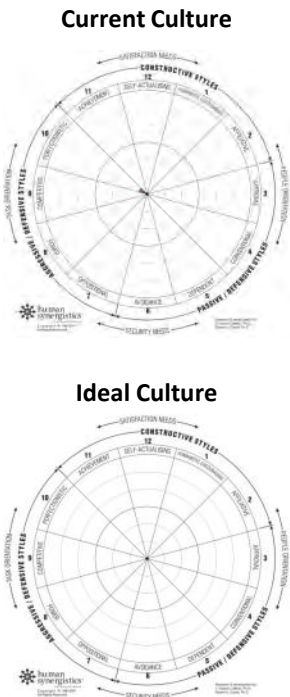
Style 9: Competitive



All Respondents	Current Mean	Ideal Mean	Gap Mean
be seen and noticed	2.77	1.85	0.92
always try to be right	2.13	1.35	0.78
maintain an image of superiority	1.69	1.06	0.64
never appear to lose	1.61	1.00	0.61
be a "winner"	2.02	1.50	0.52
turn the job into a contest	1.45	1.03	0.42
compete rather than cooperate	1.51	1.12	0.39
be the center of attention	1.53	1.15	0.38
win against others	1.58	1.21	0.37
out-perform their peers	2.08	1.82	0.26

1 = Not at all; 5 = To a very great extent
Gap = (Current - Ideal)
A positive gap indicates that the current mean for a particular item needs to be decreased.
A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

Style 10: Perfectionistic



All Respondents	Current Mean	Ideal Mean	Gap Mean
keep on top of everything	3.03	2.12	0.92
work long, hard hours	1.96	1.26	0.70
personally take care of every detail	2.10	1.41	0.69
view work as more important than anything else	1.60	1.09	0.51
never make a mistake	1.64	1.15	0.49
be precise... even when it's unnecessary	2.24	1.76	0.48
appear competent and independent	3.33	2.85	0.47
do things perfectly	2.38	1.91	0.46
set unrealistically high goals	1.58	1.15	0.43
persist, endure	3.17	3.41	-0.24

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

Organisational Readiness for Change

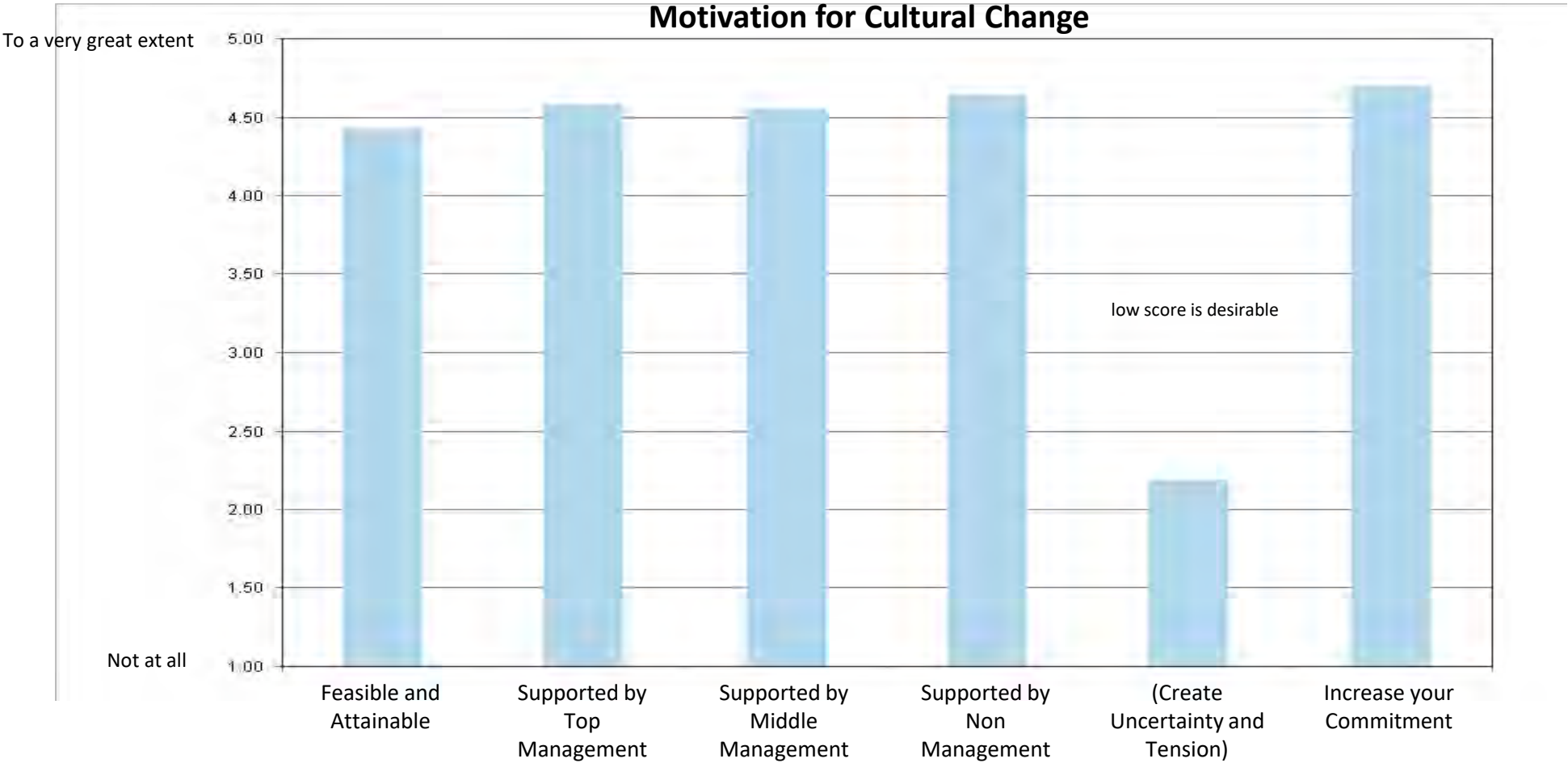


Organisational Readiness for Change

Member Assessments of the Ideal Culture

To what extent...	Mean	Standard Deviation
... would this type of culture enable you to develop your capabilities and maximise your contributions to the organisation?	4.76	0.44
... would this type of culture enhance the quality of products/services offered by your organisation?	4.79	0.42
... would this type of culture require people like yourself to work more efficiently and effectively?	4.34	0.94
... would this type of culture require members to develop better teamwork, communication and interpersonal skills?	4.75	0.62
... would this type of culture be consistent with the mission, philosophy and/or values of the organisation (as you understand them)?	4.69	0.64
... would this type of culture be practical and realistic for an organisation in the same industry (and operating in the same environment) as yours?	4.41	0.67

Organisational Readiness for Change



(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Organisational Readiness for Change

Motivation for Cultural Change

To what extent...	Mean	Standard Deviation
... would movement toward this type of culture be feasible and attainable in <i>your</i> organisation?	4.42	0.56
... would movement toward this type of culture be supported by top-level management?	4.58	0.56
... would movement toward this type of culture be supported by middle management?	4.55	0.62
... would movement toward this type of culture be supported by non-managerial personnel?	4.64	0.49
(... would movement toward this type of culture create uncertainty and tension for members?)	2.18	1.21
... would movement toward this type of culture increase your commitment to the organisation?	4.70	0.59

(Items in parentheses) are negatively worded; therefore, high scores along these items are undesirable.

Correlations between Culture and Causal Factors

Constructive Cultural Norms

Causal Factors	Humanistic-Encouraging	Affiliative	Achievement	Self-Actualising
Mission and Philosophy				
Articulation of Mission	++	++	++	++
Customer Service Focus	++	++	++	++
Structures				
Total Influence	++	++	++	++
Distribution of Influence*	--	--	0	--
Empowerment	++	++	++	++
Employee Involvement	++	++	++	++
Systems				
Selection and Placement	++	++	++	++
Training and Development	++	++	++	++
Respect for Members	++	++	++	++
Fairness of Appraisals	++	++	++	++
Use of Rewards	++	++	++	++
Use of Punishment*	--	--	--	--
Goal Clarity	++	++	++	++
Goal Difficulty	0	0	0	+
Participative Goal Setting	++	+	+	+
Goal Acceptance	++	++	++	++

+ Significant Positive Correlation (at the .05 level)

++ Significant Positive Correlation (at the .01 level)

- Significant Negative Correlation (at the .05 level)

-- Significant Negative Correlation (at the .01 level)

0 No Significant Correlation

*Low scores are desirable for these factors and therefore affect the direction of correlations.

Correlations between Culture and Causal Factors

Constructive Cultural Norms

Causal Factors	Humanistic-Encouraging	Affiliative	Achievement	Self-Actualising
Technology				
Autonomy	++	++	++	++
Variety	++	++	++	++
Feedback	++	++	++	++
Task Identity	++	++	++	++
Significance	++	++	++	++
Interdependence	++	++	++	++
Skills/Qualities				
Downward Communication	++	++	++	++
Upward Communication	++	++	++	++
Communication for Learning	++	++	++	++
Interaction Facilitation	++	++	++	++
Task Facilitation	++	++	++	++
Goal Emphasis	++	++	++	++
Consideration	++	++	++	++
Personal Bases Of Power	++	++	++	++
Organisational Bases of Power*	0	0	0	0

- + Significant Positive Correlation (at the .05 level)
- ++ Significant Positive Correlation (at the .01 level)
- Significant Negative Correlation (at the .05 level)
- Significant Negative Correlation (at the .01 level)
- 0 No Significant Correlation
- *Low scores are desirable for these factors and therefore affect the direction of correlations.

Correlations between Culture and Causal Factors

Passive/Defensive Cultural Norms

Causal Factors	Approval	Conventional	Dependent	Avoidance
Mission and Philosophy				
Articulation of Mission	--	--	--	--
Customer Service Focus	--	--	--	--
Structures				
Total Influence	--	--	--	--
Distribution of Influence*	++	++	++	++
Empowerment	--	--	--	--
Employee Involvement	--	--	--	--
Systems				
Selection and Placement	--	--	--	--
Training and Development	--	--	--	--
Respect for Members	--	--	--	--
Fairness of Appraisals	--	--	--	--
Use of Rewards	--	--	--	--
Use of Punishment*	++	++	++	++
Goal Clarity	--	--	--	--
Goal Difficulty	-	--	--	--
Participative Goal Setting	--	--	--	--
Goal Acceptance	--	--	--	--

+ Significant Positive Correlation (at the .05 level)

++ Significant Positive Correlation (at the .01 level)

- Significant Negative Correlation (at the .05 level)

-- Significant Negative Correlation (at the .01 level)

0 No Significant Correlation

*Low scores are desirable for these factors and therefore affect the direction of correlations.

Correlations between Culture and Causal Factors

Passive/Defensive Cultural Norms

Causal Factors	Approval	Conventional	Dependent	Avoidance
Technology				
Autonomy	--	--	--	--
Variety	--	--	--	--
Feedback	--	--	--	--
Task Identity	--	--	--	--
Significance	--	--	--	--
Interdependence	--	--	--	--
Skills/Qualities				
Downward Communication	--	--	--	--
Upward Communication	--	--	--	--
Communication for Learning	--	--	--	--
Interaction Facilitation	--	--	--	--
Task Facilitation	--	--	--	--
Goal Emphasis	--	--	--	--
Consideration	--	--	--	--
Personal Bases Of Power	--	--	--	--
Organisational Bases of Power*	++	++	++	+

+ Significant Positive Correlation (at the .05 level)

++ Significant Positive Correlation (at the .01 level)

- Significant Negative Correlation (at the .05 level)

-- Significant Negative Correlation (at the .01 level)

0 No Significant Correlation

*Low scores are desirable for these factors and therefore affect the direction of correlations.

Correlations between Culture and Causal Factors

Aggressive/Defensive Cultural Norms

Causal Factors	Oppositional	Power	Competitive	Perfectionistic
Mission and Philosophy				
Articulation of Mission	--	--	--	--
Customer Service Focus	-	--	--	0
Structures				
Total Influence	--	--	--	--
Distribution of Influence*	+	++	++	++
Empowerment	--	--	--	--
Employee Involvement	--	--	--	--
Systems				
Selection and Placement	--	--	--	--
Training and Development	--	--	--	--
Respect for Members	--	--	--	--
Fairness of Appraisals	--	--	--	--
Use of Rewards	--	--	--	--
Use of Punishment*	++	++	++	++
Goal Clarity	--	--	--	-
Goal Difficulty	-	0	-	-
Participative Goal Setting	0	--	--	--
Goal Acceptance	--	--	--	--

+ Significant Positive Correlation (at the .05 level)

++ Significant Positive Correlation (at the .01 level)

- Significant Negative Correlation (at the .05 level)

-- Significant Negative Correlation (at the .01 level)

0 No Significant Correlation

*Low scores are desirable for these factors and therefore affect the direction of correlations.

Correlations between Culture and Causal Factors

Aggressive/Defensive Cultural Norms

Causal Factors	Oppositional	Power	Competitive	Perfectionistic
Technology				
Autonomy	--	--	--	--
Variety	--	--	--	--
Feedback	--	--	--	--
Task Identity	--	--	--	-
Significance	--	--	--	-
Interdependence	--	--	--	--
Skills/Qualities				
Downward Communication	--	--	--	--
Upward Communication	--	--	--	--
Communication for Learning	--	--	--	--
Interaction Facilitation	--	--	--	--
Task Facilitation	0	--	--	--
Goal Emphasis	--	--	--	--
Consideration	--	--	--	--
Personal Bases Of Power	--	--	--	--
Organisational Bases of Power*	0	+	+	++

+ Significant Positive Correlation (at the .05 level)

++ Significant Positive Correlation (at the .01 level)

- Significant Negative Correlation (at the .05 level)

-- Significant Negative Correlation (at the .01 level)

0 No Significant Correlation

*Low scores are desirable for these factors and therefore affect the direction of correlations.

Correlations between Culture and Outcomes

Constructive Cultural Norms

Outcomes	Humanistic-Encouraging	Affiliative	Achievement	Self-Actualising
Positive Individual Outcomes				
Role Clarity	++	++	++	++
Motivation	++	++	++	++
Satisfaction	++	++	++	++
Intention to Stay	++	++	++	++
Negative Individual Outcomes				
Role Conflict*	--	--	--	--
Job Insecurity*	--	-	--	--
Stress*	--	--	--	--
Group Outcomes				
Intra-Unit Teamwork and Cooperation	++	++	++	++
Inter-Unit Coordination	++	++	++	++
Department-Level Quality	++	++	++	++
Organisational Outcomes				
Organisational-Level Quality	++	++	++	++
External Adaptability	++	++	++	++

+ Significant Positive Correlation (at the .05 level)

++ Significant Positive Correlation (at the .01 level)

- Significant Negative Correlation (at the .05 level)

-- Significant Negative Correlation (at the .01 level)

0 No Significant Correlation

*Low scores are desirable for these outcomes and therefore affect the direction of correlations.

Correlations between Culture and Outcomes

Passive/Defensive Cultural Norms

Outcomes	Approval	Conventional	Dependent	Avoidance
Positive Individual Outcomes				
Role Clarity	--	--	--	--
Motivation	--	--	--	--
Satisfaction	--	--	--	--
Intention to Stay	--	--	--	--
Negative Individual Outcomes				
Role Conflict*	++	++	++	++
Job Insecurity*	++	++	++	++
Stress*	++	++	++	++
Group Outcomes				
Intra-Unit Teamwork and Cooperation	--	--	--	--
Inter-Unit Coordination	--	--	--	--
Department-Level Quality	--	--	--	--
Organisational Outcomes				
Organisational-Level Quality	--	--	--	--
External Adaptability	--	--	--	--

+ Significant Positive Correlation (at the .05 level)

++ Significant Positive Correlation (at the .01 level)

- Significant Negative Correlation (at the .05 level)

-- Significant Negative Correlation (at the .01 level)

0 No Significant Correlation

*Low scores are desirable for these outcomes and therefore affect the direction of correlations.

Correlations between Culture and Outcomes

Aggressive/Defensive Cultural Norms

Outcomes	Oppositional	Power	Competitive	Perfectionistic
Positive Individual Outcomes				
Role Clarity	--	--	--	--
Motivation	--	--	--	--
Satisfaction	--	--	--	--
Intention to Stay	--	--	--	--
Negative Individual Outcomes				
Role Conflict*	++	++	++	++
Job Insecurity*	++	++	++	++
Stress*	++	++	++	++
Group Outcomes				
Intra-Unit Teamwork and Cooperation	--	--	--	--
Inter-Unit Coordination	--	--	--	--
Department-Level Quality	--	--	--	--
Organisational Outcomes				
Organisational-Level Quality	--	--	--	--
External Adaptability	--	--	--	--

+ Significant Positive Correlation (at the .05 level)

++ Significant Positive Correlation (at the .01 level)

- Significant Negative Correlation (at the .05 level)

-- Significant Negative Correlation (at the .01 level)

0 No Significant Correlation

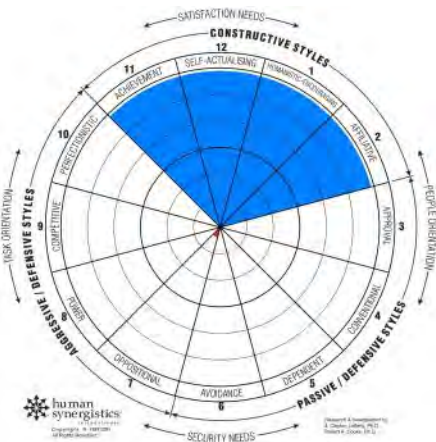
*Low scores are desirable for these outcomes and therefore affect the direction of correlations.

Satisfaction and OCI Styles

Respondents who view the current culture as...

More Constructive and Less Defensive

Top 15%
N=35

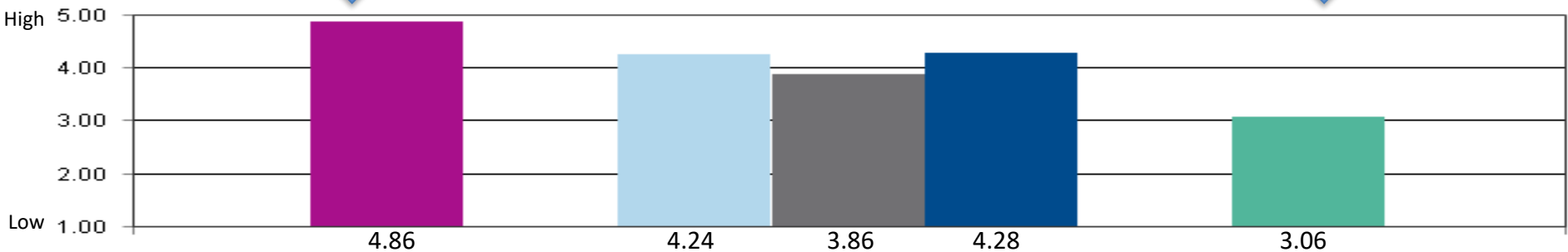


Less Constructive and More Defensive

Bottom 15%
N=35



...view the outcome of Satisfaction as...



More Constructive
Less Defensive
Top 15%

All Respondents
Historical Average
Constructive Benchmark

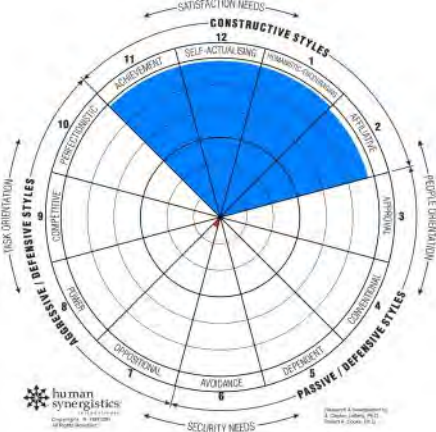
More Defensive
Less Constructive
Bottom 15%

Role Conflict and OCI Styles

Respondents who view the current culture as...

More Constructive and Less Defensive

Top 15%
N=35

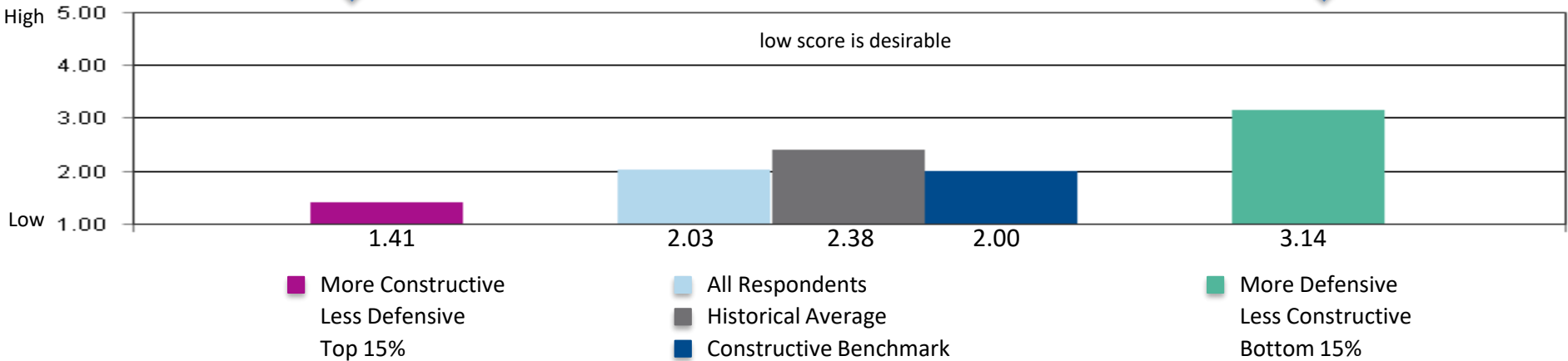


Less Constructive and More Defensive

Bottom 15%
N=35



...view the outcome of Role Conflict as...

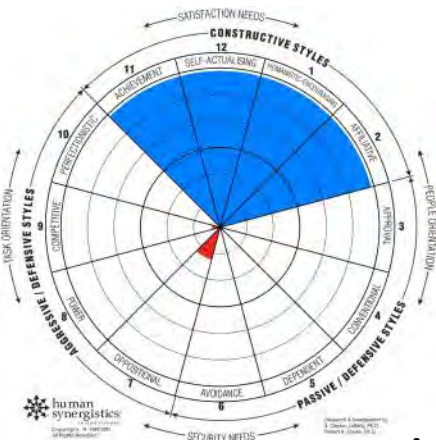


Organisational-Level Quality and OCI Styles

Respondents who view the current culture as...

More Constructive and Less Defensive

Top 15%
N=35

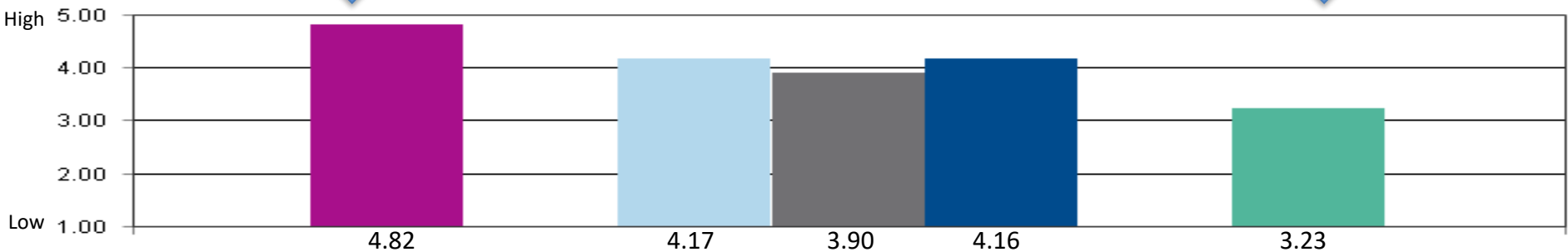


Less Constructive and More Defensive

Bottom 15%
N=35



...view the outcome of Organisational-Level Quality as...



More Constructive
Less Defensive
Top 15%

All Respondents
Historical Average
Constructive Benchmark

More Defensive
Less Constructive
Bottom 15%

Motivation and OCI Styles

Respondents who view the current culture as...

More Constructive and Less Defensive

Top 15%
N=35

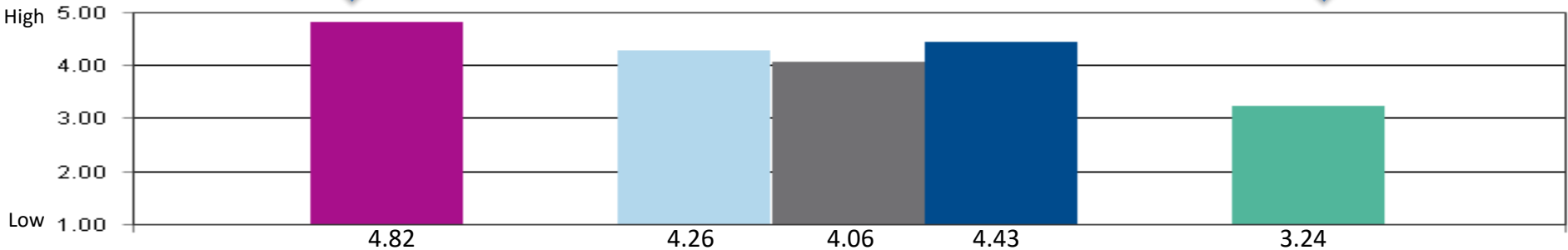


Less Constructive and More Defensive

Bottom 15%
N=35



...view the outcome of Motivation as...

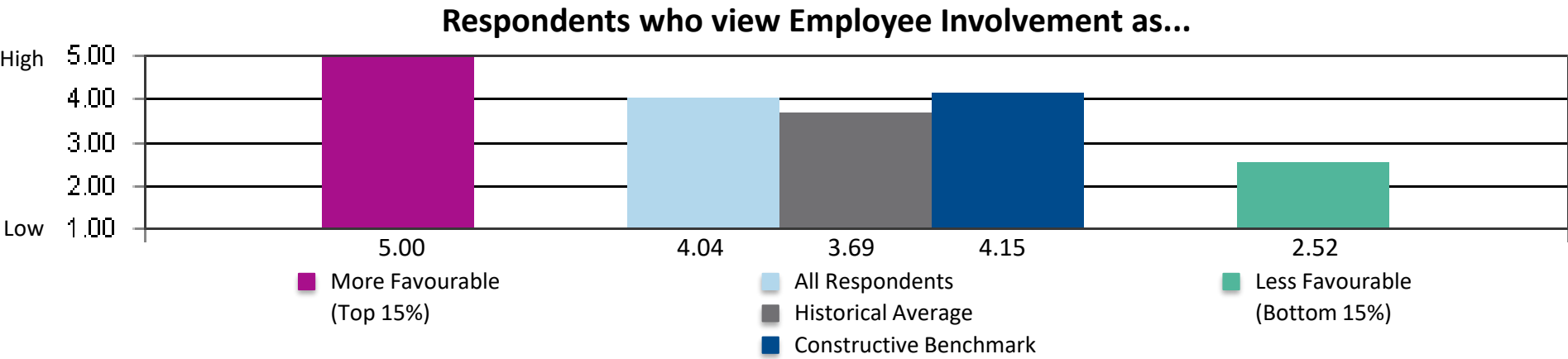


More Constructive
Less Defensive
Top 15%

All Respondents
Historical Average
Constructive Benchmark

More Defensive
Less Constructive
Bottom 15%

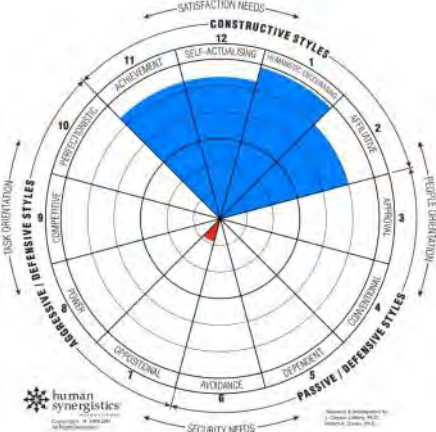
Employee Involvement and OCI Styles



More Constructive and Less Defensive

Top 15%

N=52



...generally view the current culture as...

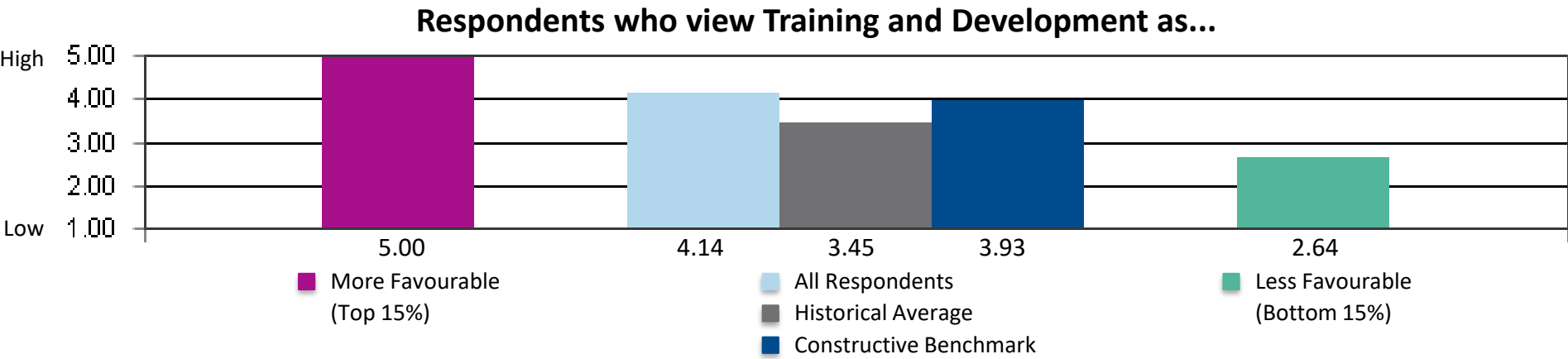
Less Constructive and More Defensive

Bottom 15%

N=37

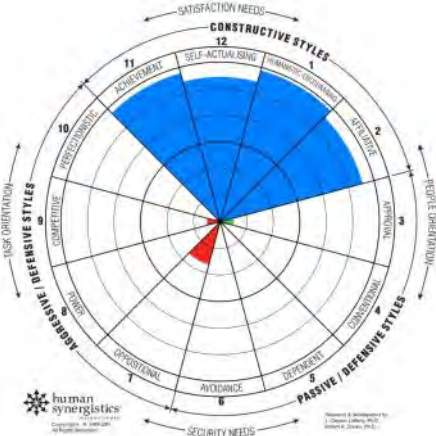


Training and Development and OCI Styles



More Constructive and Less Defensive

Top 15%
N=43



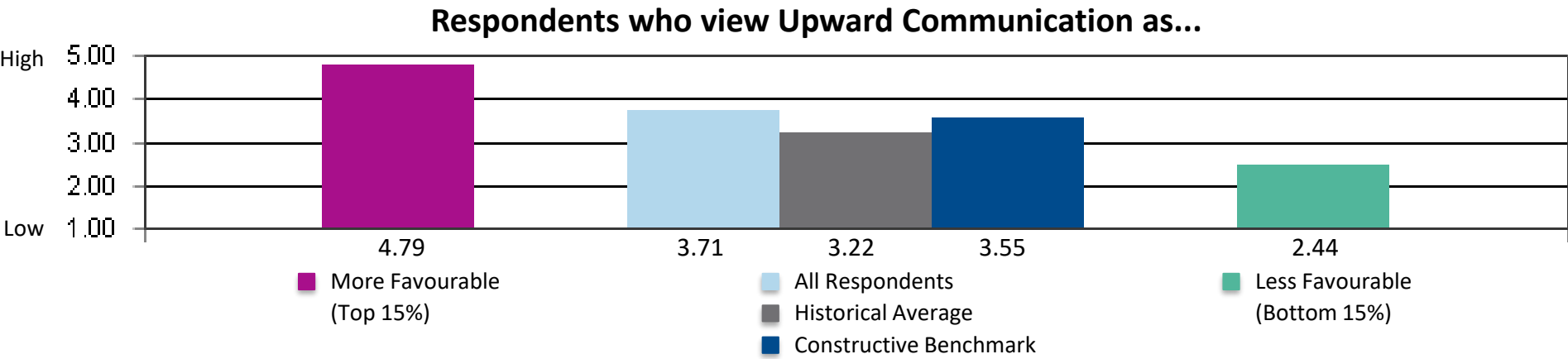
...generally view the current culture as...

Less Constructive and More Defensive

Bottom 15%
N=35



Upward Communication and OCI Styles



More Constructive and Less Defensive

Top 15%

N=38



...generally view the current culture as...

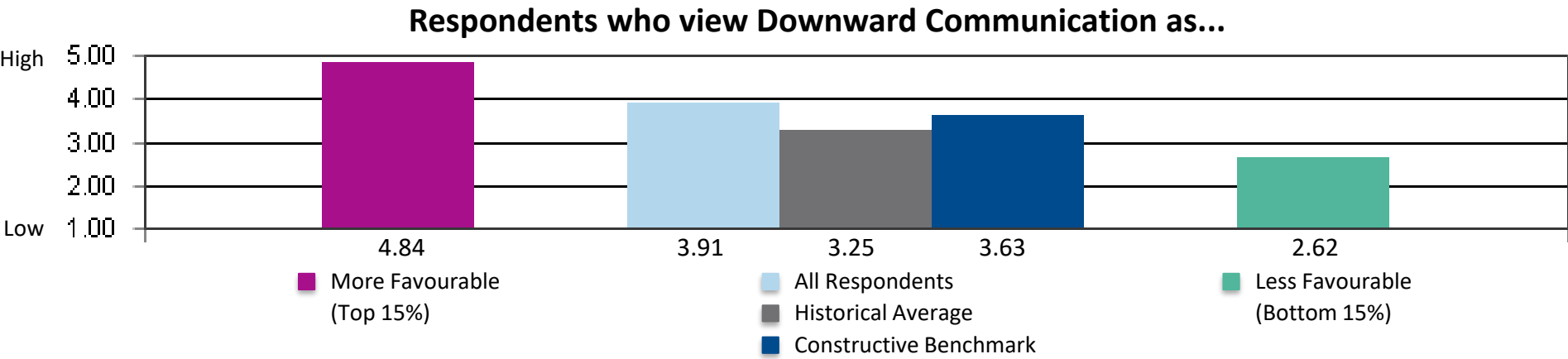
Less Constructive and More Defensive

Bottom 15%

N=42



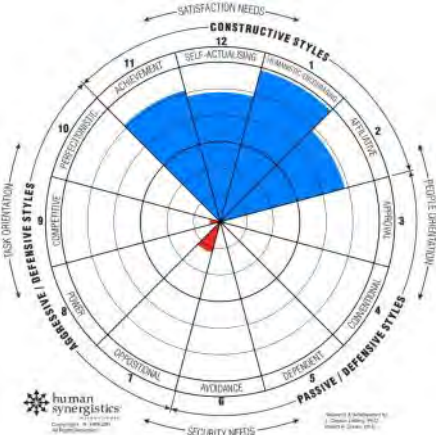
Downward Communication and OCI Styles



More Constructive and Less Defensive

Top 15%

N=40

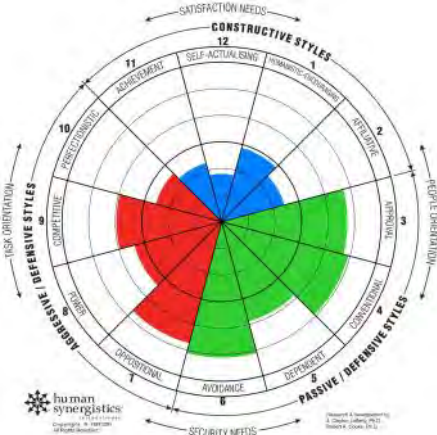


...generally view the current culture as...

Less Constructive and More Defensive

Bottom 15%

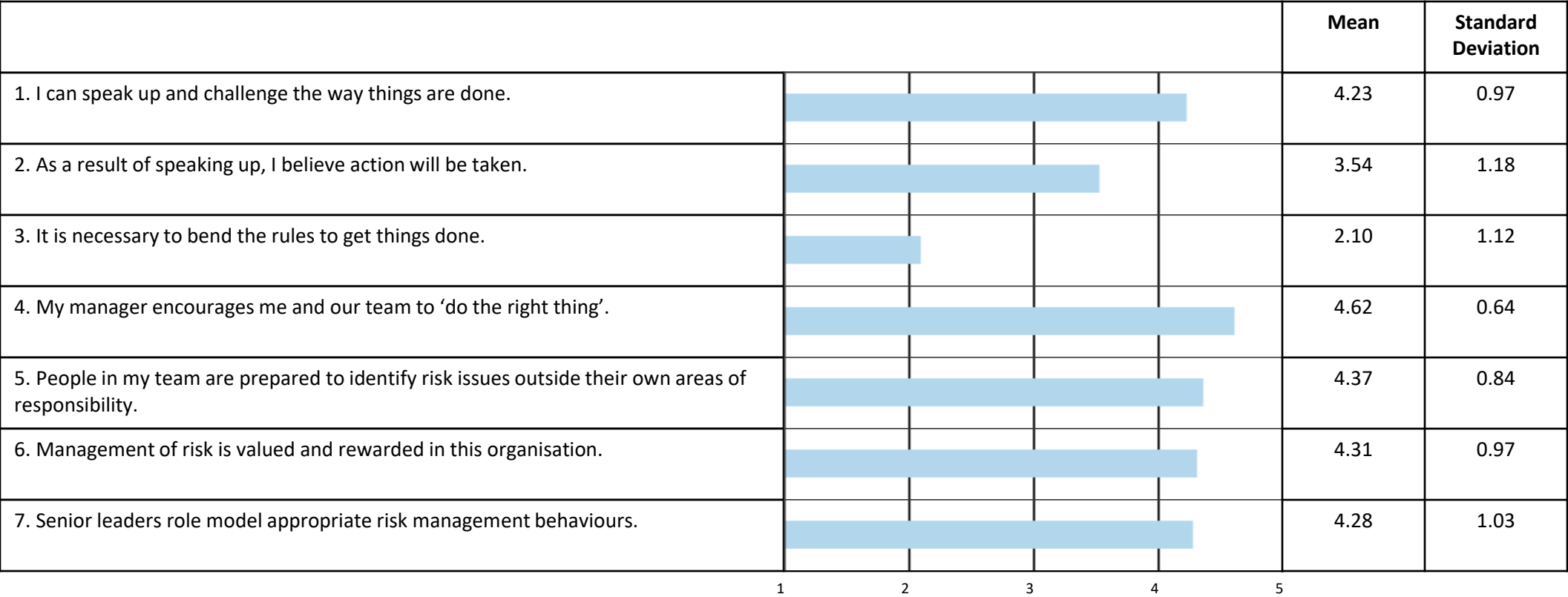
N=38



Supplemental Questions

Risk Matters Survey

All Respondents
N=229

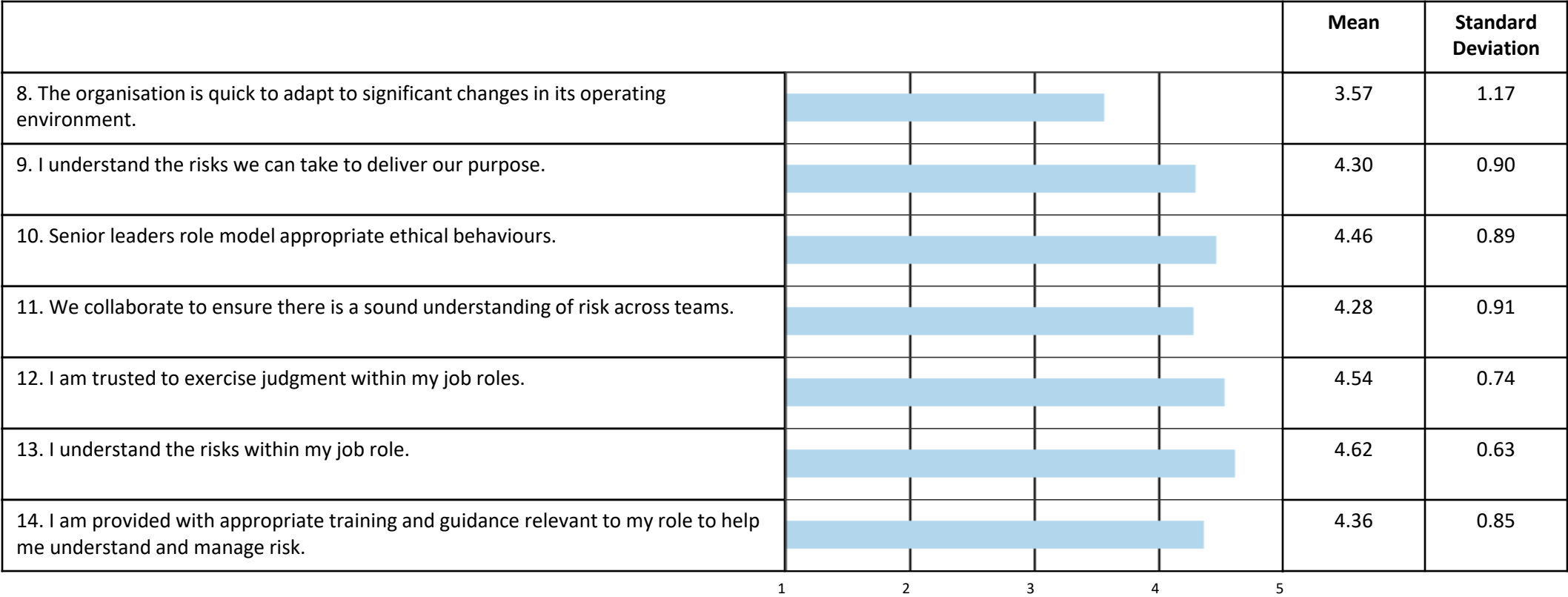


Key: 1. Disagree 2. Slightly disagree 3. Neither agree or disagree 4. Slightly agree 5. Agree

Supplemental Questions

Risk Matters Survey

All Respondents
N=229

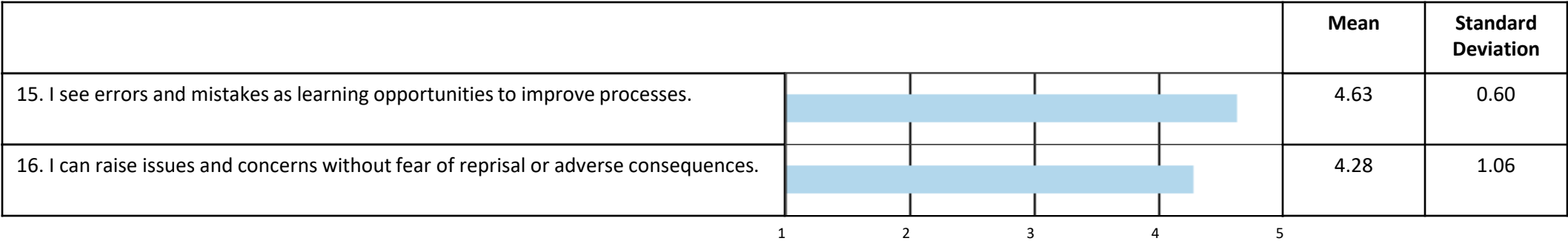


Key: 1. Disagree 2. Slightly disagree 3. Neither agree or disagree 4. Slightly agree 5. Agree

Supplemental Questions

Risk Matters Survey

All Respondents
N=229



Key: 1. Disagree 2. Slightly disagree 3. Neither agree or disagree 4. Slightly agree 5. Agree

Pre-Board Board culture update

Paper type: For noting

Prepared by: Mika Austin (General Manager, People and Culture)

Date: 4 November 2024

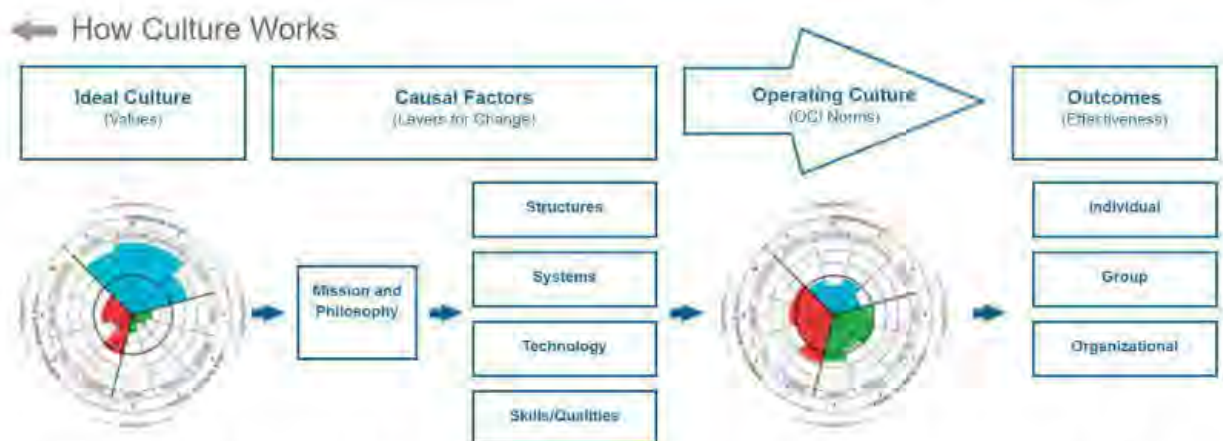
Agreed Out of Scope

1 PURPOSE

- 1.1 This paper is to provide the Board with the Guardians' organisational culture outcomes, following the 2024 Culture Survey.
- 1.2 This paper covers the culture model used by the Guardians, the process undertaken to examine organisational culture, key elements of the 2024 Culture Survey results and next steps.

2 BACKGROUND

- 2.1 Since 2011, the Guardians has engaged Human Synergistics to assess our organisational culture on a biennial basis.
- 2.2 Human Synergistics uses a systems model to measure culture called '[How Culture Works](#)' (together, we call these tools the 'Culture Survey'):



- 2.3 The assessment tools have been an essential instrument for gaining insights into our prevailing culture, and driving data-driven, positive change at the Guardians over the past 13 years.
- 2.4 Maximising our team and culture's potential is a strategic focus area of the new Guardians of the Future strategy, and is further prioritised through each LT member's 20% weighted goal for 2024/25 to 'demonstrate enterprise-wide culture leadership'.
- 2.5 As in 2022, bespoke risk questions were included in this year's Culture Survey. The Chief Risk Officer and Head of Internal Audit will report on these separately as part of the Risk Matters work.

2.6 Additionally, three open-ended questions were asked:

- What do you like most about working at the Guardians?
- What do you like least about working at the Guardians?
- What changes would you like to see?

Culture Programme

2.7 This year we updated our ideal culture, followed by measuring our actual culture in July. 98% of Guardians employees completed the Culture Survey, which of itself is a meaningful achievement. For 38% of staff, this was their first time participating in our culture programme.

2.8 In August, the Culture Survey results were shared with the wider Heads and Leadership Team (HoLT) group. Human Synergistics conducted HoLT training to enhance leaders' understanding of the Culture Survey model, thus enabling them to conduct team debrief sessions, and maximise our team and culture's potential.

2.9 From September to October leaders then held team culture debriefs to:

- a. review, discuss and understand their individual teams' results;
- b. Identify opportunities for change; and
- c. develop specific action plans targeting identified areas for improvement.

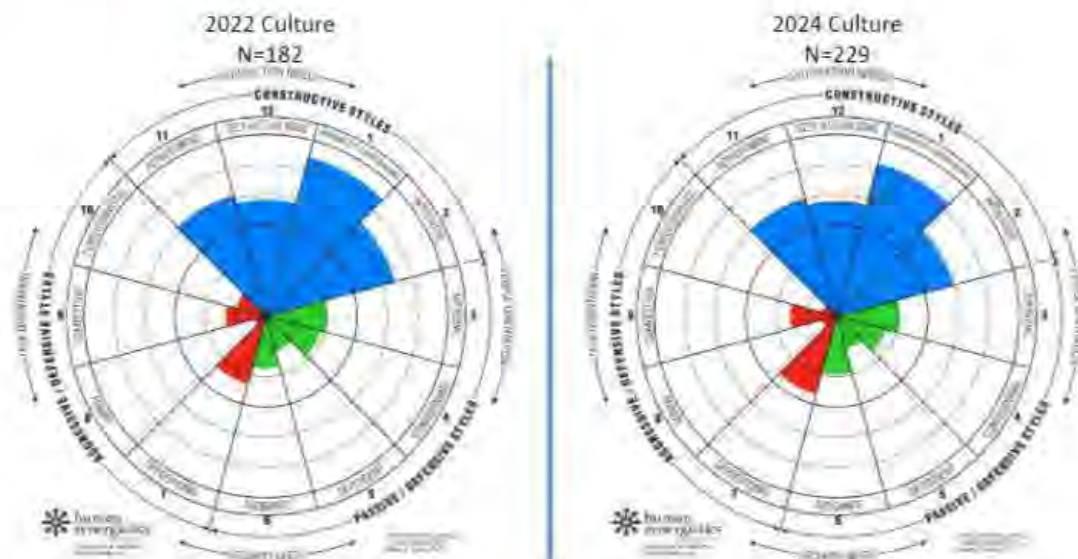
2.10 Fourteen team culture action plans were created through this process (summarised in Appendix A), with guidance and support provided by People and Culture to ensure an appropriate degree of organisational consistency.

2.11 Finally, the Leadership Team supplemented the team action plans with the overall culture results, themes from Peakon, the 5 year WTW independent review, alignment with the Guardians of the Future's strategic intent, and the CEO's operational priorities to form a top-down, enterprise view to prioritise efforts.

3 2024 RESULTS AND COMPARISON

3.1 Agreed Out of Scope from Human Synergistics will lead a Board discussion at the November meeting on the culture model and actual Culture Survey results (refer Appendix B for summary slide deck). Below are some key highlights.

3.2 Overall, the Culture Survey results this year show we have maintained a constructive culture in comparison to industry benchmarks. However, we have had a slight regression in all our constructive styles since 2022



Organisational Culture Inventory (OCI)

3.3 In terms of outcomes, the most notable undesirable changes are:

- a. A -7 percentile drop for the Affiliative constructive style (*Members are expected to be supportive, constructive, and open to influence in dealing with others*).
- b. A +9 percentile increase for the Oppositional aggressive/defensive style (*Members are expected to gain status and influence by being critical and constantly challenging one another*).

3.4 The remaining styles have largely remained static, with a pleasing 5 percentile drop in the Perfectionistic aggressive/defensive style (*Members are expected to avoid making mistakes, work long hours, and keep 'on top' of everything*).

Organisational Effectiveness Inventory (OEI)

3.5 In terms of our organisational effectiveness, the majority of causal factors have also experienced slight decreases since 2022.

3.6 Both Significance (*Your job has an important impact on other people, internally and externally*) and Customer Service Focus (*You are responsible for identifying and satisfying customer needs*) remain below the 50th percentile.

3.7 Positively, increases were seen in:

- a. **Total Influence** (*Average amount of influence across all levels of the organisation*);
- b. **Articulation of Mission** (*The mission as clearly defined, well communicated by management, and understood by the team*); and
- c. **Training and Development** (*You are given orientation and training that promotes your personal development and allows you to contribute value to the organisation*).

3.8 Negatively, decreases were seen in:

- a. **Organisational Bases of Power** (*You are influenced by your manager's control over reward, their formal position, and their ability to punish you if you fail to comply with them*); and

b. Distribution of Influence *(The different amounts of influence exercised at different levels of the organisation).*

- 3.9 There is also an emergent theme on the four causal factors associated with managerial leadership, with most of the larger percentile drops between 2022 to 2024 in this cluster (-4 to -9 percentiles).

4 DEMOGRAPHIC DIFFERENCES

- 4.1 Business units and teams do report differences in operating cultures, particularly in the Technology and Investments Business Units. These differences were not dramatic, but included higher red (aggressive defensive) and green (passive defensive) extensions in their results.
- 4.2 Teams stronger in these styles are more likely to experience higher stress and lower innovation. Aggressive 'red' behaviors (where individuals focus on their own needs at the expense of the group) can create a competitive environment; while the passive 'green' behaviors (which stifle initiative) can hinder proactive problem-solving, effective risk management and creativity. This combination can negatively impact overall team performance and adaptability.
- 4.3 We also examined results by organisational level, tenure, and gender.
- 4.4 While gender differences were marginal, organisational level results revealed a notable split between enterprise leaders (Leadership Team and Heads) and operational contributors (Managers and Team Members). This may be due to the nature of leadership roles, which often provide more autonomy, influence, variety, and recognition, contributing to a more constructive view of culture.
- 4.5 Leaders also play a key role in shaping and promoting organisational culture, potentially leading to a more favourable perception of the culture they help create, whereas individual staff members might experience it differently based on implementation in their level of the organisational hierarchy.



5 VERBATIM COMMENTS

- 5.1 The following themes featured in the verbatim comments:

Most liked:	Opportunities to improve:
-------------	---------------------------

• Focus on people • Organisational purpose • Flexible working • Interesting work	• Autonomy and freedom to act • Cross-team collaboration and silos • Transparent conversations and leadership behaviour • Change management • The Impact of contractors on culture • Career management
--	--

6 ACTION PLANNING 2024

- 6.1 Having reviewed the team action plans and organisational results, the Leadership Team agreed to prioritise two enterprise-wide areas of focus:
- a. Significance (featuring in 12 of 14 team plans, and being one of the lowest results in 2024); and
 - b. the Managerial Leadership cluster (biggest results drop since 2022).
- 6.2 For Significance, the Leadership Team has agreed to maintain ownership of business unit and team action plans to ensure that culture remains an active and ongoing conversation. Given the high level of commonality, future actions regarding significance will be monitored closely by the LT to reduce any duplication of effort across individual teams and additionally, the LT will consider top-down actions that could further promote significance. This approach will ensure that agreed actions intended to address the Significance causal factor are prioritised. A check-in will be conducted every six months to monitor the progress of these team plans.
- 6.3 For the Managerial Leadership cluster, which primarily addresses manager skill in facilitating how work is delivered and improved, the People and Culture team will work with the CEO to prioritise lifting capability in change, coaching and systems thinking, starting with the HoLT group (noting that 56% of employees report to a HoLT member).
- 6.4 Noting the overall negative direction of travel since the last Culture Survey two years ago, care is needed to ensure that, through the next period of significant change, we do not lose sight of the levers for cultural impact in how that change is delivered, namely, by doing so in a way that maximises desired causal factor outcomes.

7 RECOMMENDATION

- 7.1 We recommend that the Board notes this report.

Appendices

A. [Action Plan Focus Areas \(For HoLT\) 2024.XLSX](#)

B. [Culture 2024 results \(Board pack\)](#)

Optional reading

Human Synergistics Culture Handbook - [LINK](#)

Password: nzsuperfundculturehandbook2020

	Count	Corporate Affairs BU	People and Culture BU	Portfolio Completion BU	Risk BU	Technology BU	Investments BU						Strategy and Shared Services BU			
							Asset Allocation	Direct Investments	EIP	Sustainable Investment	Strategic Tilting	Data Analytics	Finance	Investment Ops	Tax T&C	Internal Audit
MISSION AND PHILOSOPHY																
Articulation of Mission	1			yes												
Customer Service Focus	0															
STRUCTURES																
Total Influence	0															
Distribution of Influence	0															
Empowerment	0															
Employee Involvement	1										yes					
SYSTEMS																
Selection and Placement	0															
Training and Development	2	yes - Legal											yes			
Respect for Members	2			yes	yes											
Fairness of Appraisals	1						yes									
Use of Rewards	0															
Use of Punishment	0															
Goal Clarity	3					yes		yes		yes						
Goal Difficulty	0															
Participative Goal Setting	1												yes			
Goal Acceptance	0															
TECHNOLOGY																
Autonomy	4		yes								yes			yes		yes
Variety	3	yes - CA BU			yes							yes				
Feedback (from the job)	2							yes	yes							
Task Identity	1													yes		
Significance	12	yes - CA BU	yes		yes		yes	yes	yes	yes	yes	yes	yes	yes		yes
Interdependence	4			yes	yes	yes					yes					
SKILLS/QUALITIES																
Downward Communication	1	yes - Comms														
Upward Communication	1	yes - Comms														
Communication for Learning	2	yes - Comms			yes											
Interaction Facilitation (people-oriented)	2			yes									yes			
Task Facilitation (task oriented)	0															
Goal Emphasis (task-oriented)	0															
Consideration (people oriented)	1	yes - Legal														
Personal Bases of Power (positive)	1															yes
Organisational Bases of Power (neutral to negative)	1									yes						

Culture survey results are in – Here’s what they tell us

Thank you to everyone who participated in the Culture Survey. We had an excellent response, with 234 team members (98%) providing feedback on our current culture. Additionally, 34 team members completed the ideal culture survey (in workshops in July).

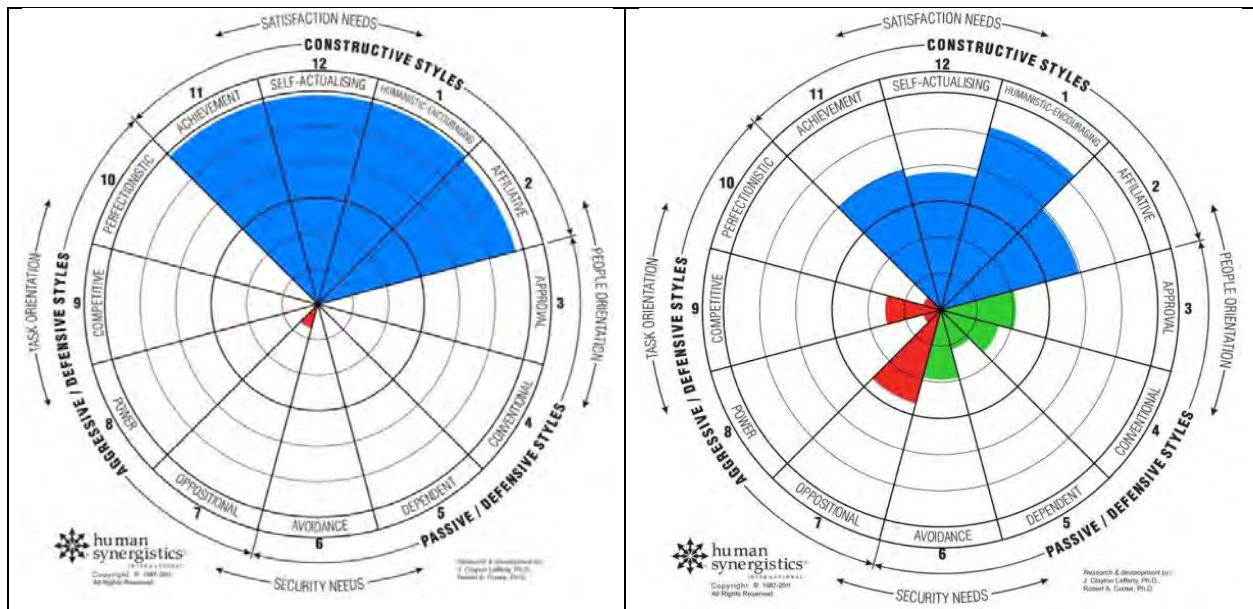
Our ongoing efforts have built a high-performing team and culture at the Guardians. A constructive culture helps us thrive, adapt to external pressures, and align with our strategy. It’s not just about what we do, it’s also about how we do it. You taking the time to provide feedback on how to make the Guardians a better place to work, allows us to take collective steps in the right direction. Ka pai tō mahi!

In the past two weeks, the Leadership Team reviewed the 2024 results, comparing our current culture to our ideal culture. Our leaders also participated in the Leading Culture workshops. Over the course of the 1.5-day workshop, they delved into the intricacies of the Organisational Culture Index (OCI) and Organisational Effectiveness Index (OEI) tools. They learnt how to effectively debrief results and facilitate action planning using the Culture Canvas to drive performance change.

Our ideal culture and how we compare

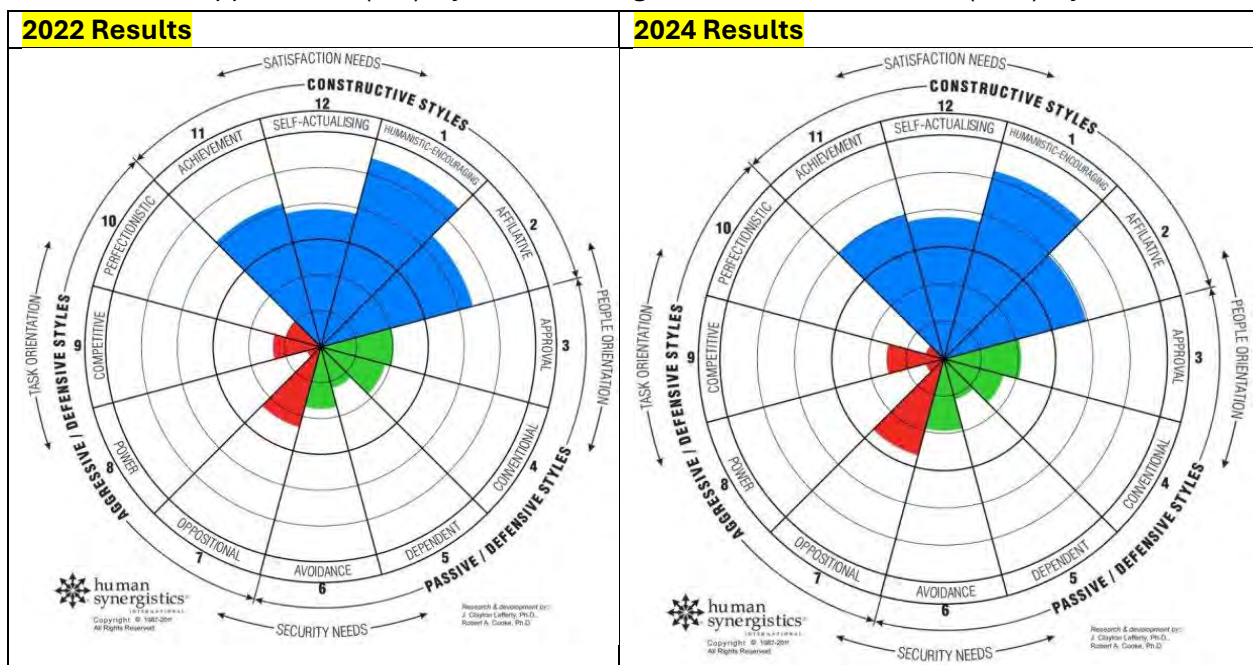
We’ve set the bar very high when it comes to our Ideal Culture and it’s important to keep striving towards a more constructive culture. We’re pleased to report our people are still experiencing a constructive culture at the Guardians with our primary styles being Humanistic Encouraging and Achievement.

Ideal culture	Actual culture
----------------------	-----------------------



How our culture has changed

Results are broadly the same when you compare 2022 with 2024 with primary styles being Humanistic-Encouraging and Achievement. A couple of areas for us to explore further are the increase in the oppositional (red) style, and the slight decreases in affiliative (blue) styles.



What people told us

We asked “What do you like most”, “What do you like least”, and “What would you like to improve” about the Guardians. A summary of those comments can be found below:

Strengths

The comments reflected a strong, supportive working culture where employees feel respected and valued. There is a genuine focus on personal and professional development, with opportunities for training and growth. Flexible working arrangements and a commitment to work-life balance are highly appreciated. The **Guardians'** purpose and **vision** resonate with employees, fostering a sense of pride and motivation. The collaborative and inclusive environment, along with excellent remuneration and benefits, contribute to a positive and engaging workplace. Overall, employees enjoy working with friendly, intelligent colleagues and feel that their contributions are meaningful and impactful.

Opportunities

The comments highlight areas for improvement within the organisation, such as enhancing clarity around role deliverables, streamlining decision-making processes, and updating procedures. Recognition and reward systems could be more consistent and fostering a more inclusive and agile environment would be beneficial. Improving communication and collaboration across teams, along with addressing bureaucratic hurdles, can help create a more positive and efficient workplace. Despite these challenges, there is a strong sense of pride and potential within the **Guardians**.

Next steps

- Leaders will be debriefing results in business unit and/or team groupings (August through October).
- Leaders will **also craft** culture action plans with you to maintain areas of strength, and address areas for improvement.

Organisational Culture Inventory®(OCI®) Organisational Effectiveness Inventory®(OEI): Change Report

New Zealand Superannuation Fund: 2022 versus 2024

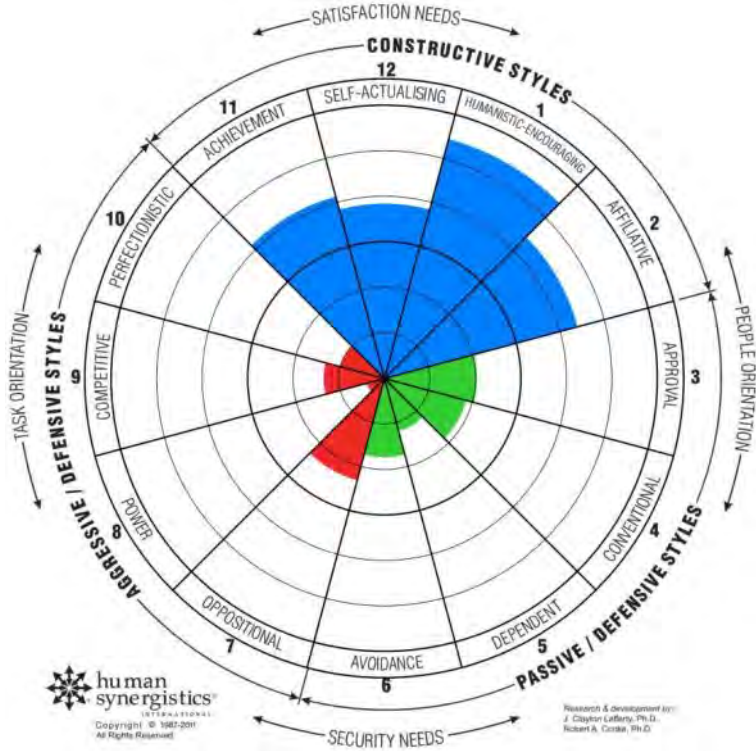


Change in Culture over Time

2022 OCI (Past) results are profiled below along with **Current** OCI (Present) results along with the **Ideal** (Future) for comparison purposes.

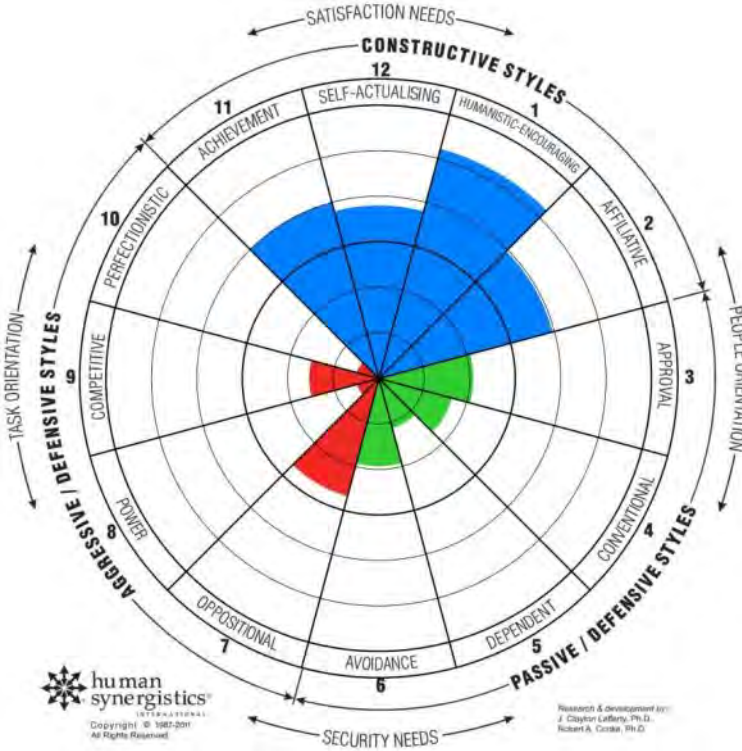
Past

2022 Culture
N=182



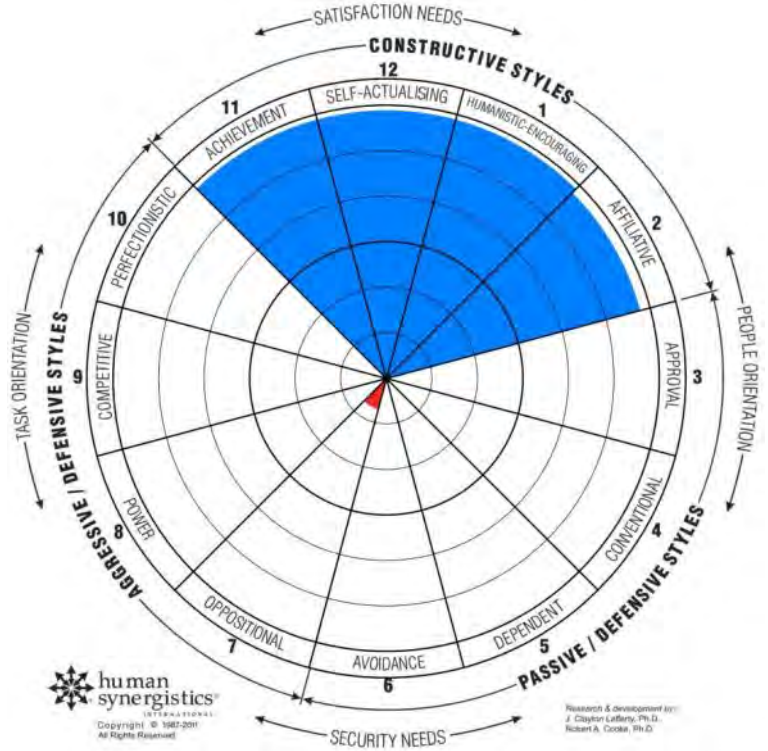
Present

2024 Culture
N=229



Future

Ideal Culture
N=34



Culture Change and Gaps by OCI Style

Listed below are **2022**, **2024**, and **Ideal** percentile scores for the 12 styles measured by the OCI. Positive **Change** and **Gap** scores for the Constructive styles and negative scores for the Defensive styles are desirable. **Change** scores in the desired direction are checked (✓) with significance levels denoted by asterisks.

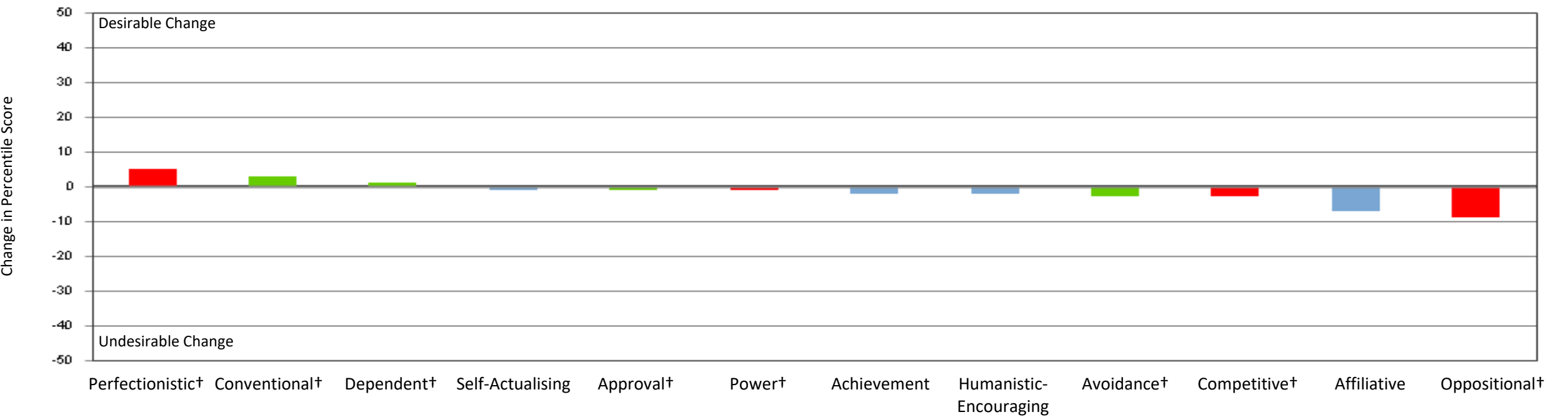
	<i>Past</i> 		<i>Present</i> 		<i>Future</i>
	2022 %ile	Change	2024 %ile	Gap	Ideal %ile
Constructive Styles					
Humanistic-Encouraging	94	-2	92	-6	98
Affiliative	81	-7	74	-23	97
Achievement	77	-2	75	-23	98
Self-Actualising	71	-1	70	-28	98
Passive/Defensive Styles					
Approval	26	1	27	+26	1
Conventional	23	-3✓	20	+19	1
Dependent	13	-1✓	12	+11	1
Avoidance	21	3	24	+23	1
Aggressive/Defensive Styles					
Oppositional	33	9	42	+35	7
Power	4	1	5	+4	1
Competitive	15	3	18	+17	1
Perfectionistic	10	-5*✓	5	+4	1

Note: Percentile scores potentially range from 1 to 99.

*p≤.05; **p ≤.01; ***p ≤.001
(Calculated on raw scores).

Comparative Change across OCI Styles

Changes in percentile scores from **2022** to **2024** on the OCI styles are depicted below. Changes in the desired direction are positive (above the x-axis); undesired changes are negative (below the x-axis).



†The results for the Defensive styles are reversed so that for all styles positive differences indicate desirable change. Scores are from the Change column of the “Culture Change and Gaps by OCI Style” table.

Culture Change by Item: Style 1



Humanistic-Encouraging

Listed below are **2022**, **2024**, and Ideal item-level raw scores.
Positive Change and Gap scores are desirable for the **Constructive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
be supportive of others	4.48	0.03	4.51	-0.46	4.97
resolve conflicts constructively	4.29	0.02	4.31	-0.69	5.00
encourage others	4.37	-0.03	4.34	-0.63	4.97
help others to grow and develop	4.30	-0.04	4.27	-0.67	4.94
help others think for themselves	3.75	-0.04	3.71	-0.85	4.56
show concern for the needs of others	4.32	-0.06	4.26	-0.30	4.56
involve others in decisions affecting them	4.16	-0.08	4.08	-0.53	4.62
take time with people	4.15	-0.08	4.07	-0.57	4.65
be a good listener	4.23	-0.10	4.14	-0.78	4.91
give positive rewards to others	3.78	-0.16	3.62	-0.64	4.26

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 2



Affiliative

Listed below are **2022**, **2024**, and Ideal item-level raw scores.
Positive Change and Gap scores are desirable for the **Constructive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
be tactful	3.86	0.01	3.87	-0.25	4.12
use good human relations skills	4.27	-0.03	4.25	-0.63	4.88
cooperate with others	4.45	-0.04	4.41	-0.45	4.85
deal with others in a friendly, pleasant way	4.53	-0.07	4.46	-0.39	4.85
think in terms of the group's satisfaction	3.90	-0.10	3.79	-0.09	3.88
share feelings and thoughts	3.75	-0.12	3.63	-0.96	4.59
show concern for people	4.42	-0.12	4.30	-0.43	4.74
be open, warm	4.23	-0.14	4.09	-0.68	4.76
motivate others with friendliness	3.88	-0.23	3.65	-0.41	4.06
treat people as more important than things	4.38	-0.25	4.13	-0.73	4.85

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 11



Achievement

Listed below are **2022**, **2024**, and Ideal item-level raw scores.
Positive Change and Gap scores are desirable for the **Constructive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
take moderate risks	3.36	0.11	3.47	-0.92	4.38
think ahead and plan	4.15	0.07	4.22	-0.66	4.88
pursue a standard of excellence	4.18	0.02	4.20	-0.42	4.62
explore alternatives before acting	3.86	0.02	3.88	-0.24	4.12
set moderately difficult goals	3.47	-0.03	3.45	-0.26	3.71
openly show enthusiasm	3.81	-0.03	3.79	-0.74	4.53
work to achieve self-set goals	3.92	-0.08	3.83	-0.55	4.38
work for the sense of accomplishment	4.12	-0.10	4.02	-0.57	4.59
take on challenging tasks	3.99	-0.10	3.89	-0.52	4.41
know the business	4.30	-0.14	4.16	-0.49	4.65

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 12



Self-Actualising

Listed below are **2022**, **2024**, and Ideal item-level raw scores.
Positive Change and Gap scores are desirable for the **Constructive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
resist conformity	2.20	0.07	2.27	-0.47	2.74
maintain their personal integrity	4.38	0.04	4.41	-0.44	4.85
do even simple tasks well	3.95	0.03	3.97	-0.44	4.41
enjoy their work	3.91	0.03	3.94	-0.91	4.85
emphasise quality over quantity	3.50	0.02	3.52	-0.74	4.26
think in unique and independent ways	3.73	0.02	3.74	-1.02	4.76
communicate ideas	4.19	-0.05	4.14	-0.77	4.91
be concerned about their own growth	3.68	-0.06	3.61	-0.48	4.09
be open about self	3.53	-0.07	3.47	-0.80	4.26
be spontaneous	2.54	-0.20	2.34	-0.75	3.09

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 3



Approval

Listed below are **2022, 2024**, and Ideal item-level raw scores.
Negative Change and Gap scores are desirable for the **Defensive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
stay conscious of fashion	1.86	-0.16	1.70	0.11	1.59
be liked by everyone	2.52	-0.06	2.46	0.37	2.09
do things for the approval of others	2.47	-0.05	2.42	0.89	1.53
make sure they are accepted by others	2.65	-0.02	2.63	0.63	2.00
stay on people's good side	3.26	-0.01	3.25	0.81	2.44
be a "nice guy"	3.03	-0.01	3.03	0.76	2.26
agree with everyone	2.03	0.03	2.06	0.65	1.41
switch priorities to please others	2.26	0.06	2.32	1.08	1.24
"go along" with others	2.48	0.08	2.56	0.86	1.71
back up those with the most authority	2.34	0.18	2.52	1.05	1.47

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 4



Conventional

Listed below are **2022, 2024**, and Ideal item-level raw scores.
Negative Change and Gap scores are desirable for the **Defensive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
always follow policies and practices	4.04	-0.13	3.91	0.71	3.21
treat rules as more important than ideas	2.27	-0.12	2.16	0.80	1.35
conform	2.53	-0.09	2.43	0.82	1.62
not "rock the boat"	2.34	-0.06	2.28	0.66	1.62
avoid confrontations	2.34	-0.04	2.30	0.92	1.38
fit into the "mould"	2.43	-0.02	2.41	0.76	1.65
make a "good impression"	3.04	-0.02	3.02	0.79	2.24
accept the status quo	2.05	-0.01	2.04	0.72	1.32
cast aside solutions that seem different or risky	2.23	0.05	2.28	1.05	1.24
tell people different things to avoid conflict	1.55	0.09	1.64	0.61	1.03

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 5



Dependent

Listed below are **2022, 2024**, and Ideal item-level raw scores.
Negative Change and Gap scores are desirable for the **Defensive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
ask everybody what they think before acting	3.25	-0.16	3.09	0.89	2.21
check decisions with superiors	3.14	-0.13	3.01	0.51	2.50
willingly obey orders	2.66	-0.07	2.59	0.42	2.18
be a good follower	2.71	-0.03	2.69	0.86	1.82
please those in positions of authority	2.65	0.01	2.66	0.95	1.71
never challenge superiors	2.03	0.01	2.03	0.71	1.32
follow orders...even when they're wrong	1.74	0.03	1.76	0.73	1.03
accept goals without questioning them	2.07	0.03	2.10	0.75	1.35
be predictable	2.72	0.04	2.76	0.18	2.59
do what is expected	3.28	0.07	3.35	0.62	2.74

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 6



Avoidance

Listed below are **2022, 2024**, and Ideal item-level raw scores.
Negative Change and Gap scores are desirable for the **Defensive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
push decisions upward	2.47	-0.10	2.37	0.63	1.74
take few chances	2.19	-0.04	2.16	0.92	1.24
never be the one blamed for problems	1.63	-0.01	1.62	0.38	1.24
shift responsibilities to others	1.70	0.01	1.71	0.39	1.32
make "popular" rather than necessary decisions	1.82	0.04	1.86	0.86	1.00
"lay low" when things get tough	1.48	0.04	1.53	0.41	1.12
be non-committal	1.53	0.09	1.62	0.50	1.12
put things off	1.61	0.09	1.70	0.64	1.06
wait for others to act first	1.58	0.10	1.69	0.54	1.15
not get involved	1.43	0.12	1.55	0.49	1.06

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 7



Oppositional

Listed below are **2022, 2024**, and Ideal item-level raw scores.
Negative Change and Gap scores are desirable for the **Defensive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
point out flaws	2.77	-0.01	2.77	0.68	2.09
refuse to accept criticism	1.38	0.00	1.38	0.38	1.00
look for mistakes	2.32	0.04	2.36	0.30	2.06
question decisions made by others	2.62	0.04	2.66	0.22	2.44
stay detached and perfectly objective	2.79	0.07	2.86	0.18	2.68
be hard to impress	1.62	0.08	1.70	0.29	1.41
remain aloof from the situation	1.58	0.08	1.66	0.48	1.18
oppose things indirectly	1.78	0.13	1.91	0.76	1.15
play the role of the "loyal opposition"	1.99	0.14	2.13	-0.05	2.18
oppose new ideas	1.66	0.16	1.82	0.29	1.53

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 8



Power

Listed below are **2022, 2024**, and Ideal item-level raw scores.
Negative Change and Gap scores are desirable for the **Defensive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
demand loyalty	2.02	-0.08	1.94	0.65	1.29
act forceful	1.66	-0.05	1.61	0.38	1.24
maintain unquestioned authority	1.59	-0.03	1.57	0.57	1.00
be hard, tough	1.66	-0.02	1.65	0.35	1.29
never relinquish control	1.82	-0.02	1.80	0.42	1.38
personally run everything	1.69	0.01	1.70	0.64	1.06
use the authority of their position	2.08	0.01	2.10	0.65	1.44
build up their power base	1.81	0.04	1.85	0.52	1.32
stay on the offensive	1.55	0.07	1.62	0.09	1.53
play "politics" to gain influence	1.84	0.11	1.94	0.91	1.03

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 9



Competitive

Listed below are **2022**, **2024**, and Ideal item-level raw scores.
Negative Change and Gap scores are desirable for the **Defensive** items.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022 Mean	Change	2024 Mean	Gap	Ideal Mean
win against others	1.63	-0.05	1.58	0.37	1.21
be the center of attention	1.55	-0.03	1.53	0.38	1.15
be a "winner"	2.03	-0.02	2.02	0.52	1.50
always try to be right	2.13	0.00	2.13	0.78	1.35
compete rather than cooperate	1.47	0.04	1.51	0.39	1.12
turn the job into a contest	1.37	0.08	1.45	0.42	1.03
be seen and noticed	2.68	0.09	2.77	0.92	1.85
never appear to lose	1.50	0.11	1.61	0.61	1.00
maintain an image of superiority	1.56	0.13	1.69	0.64	1.06
out-perform their peers	1.91	0.17	2.08	0.26	1.82

1 = Not at all; 5 = To a very great extent

Culture Change by Item: Style 10



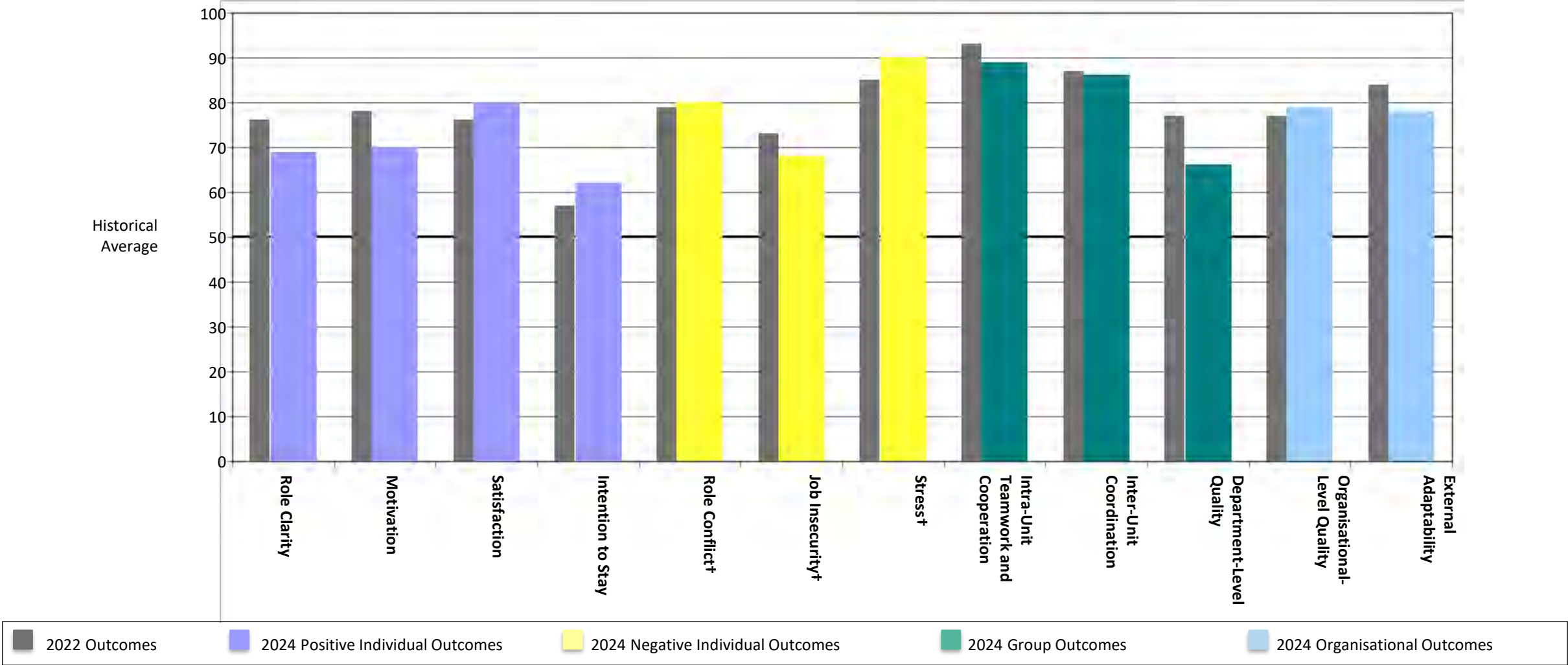
Perfectionistic

Listed below are **2022**, **2024**, and Ideal item-level raw scores.
Negative Change and Gap scores are desirable for the **Defensive** items.

	<i>Past</i>	<i>Change</i>	<i>Present</i>	<i>Gap</i>	<i>Future</i>
	2022 Mean		2024 Mean		Ideal Mean
work long, hard hours	2.34	-0.38	1.96	0.70	1.26
never make a mistake	1.85	-0.20	1.64	0.49	1.15
do things perfectly	2.57	-0.19	2.38	0.46	1.91
view work as more important than anything else	1.74	-0.14	1.60	0.51	1.09
personally take care of every detail	2.20	-0.10	2.10	0.69	1.41
set unrealistically high goals	1.67	-0.09	1.58	0.43	1.15
keep on top of everything	3.12	-0.08	3.03	0.92	2.12
persist, endure	3.24	-0.07	3.17	-0.24	3.41
appear competent and independent	3.33	0.00	3.33	0.47	2.85
be precise... even when it's unnecessary	2.23	0.01	2.24	0.48	1.76

1 = Not at all; 5 = To a very great extent

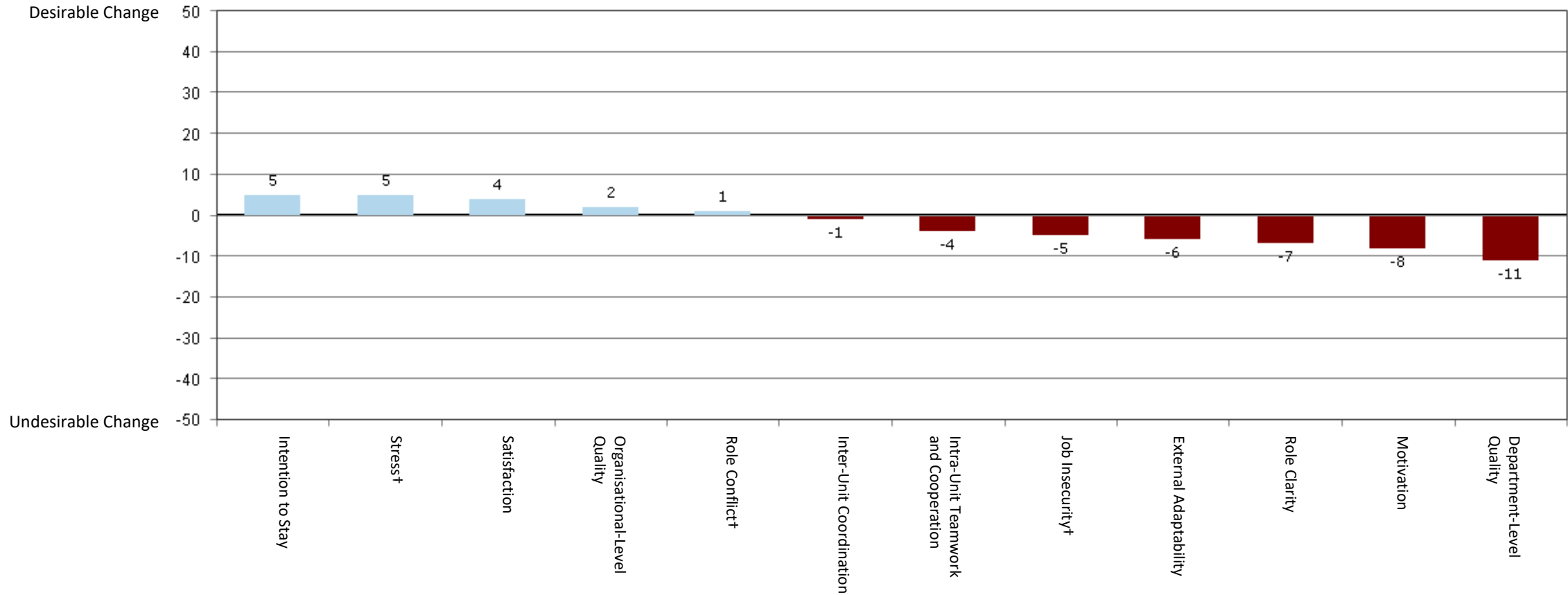
Change in Outcomes over Time



† In the Summary Barchart shown above, the scores for negative individual outcomes were reversed so that higher percentile scores signify more desirable results.

Comparative Change across Outcomes

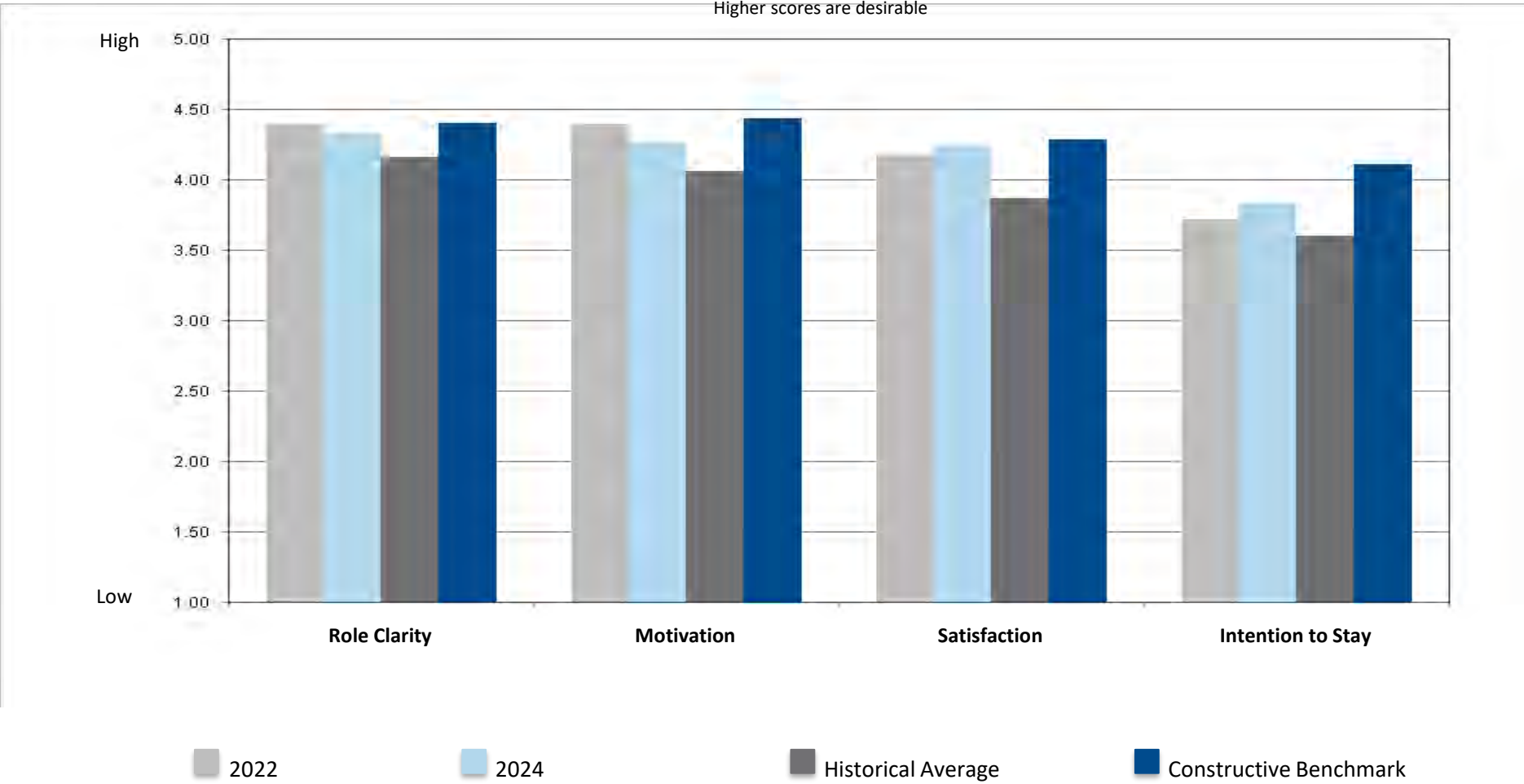
Changes in percentile scores from **2022** to **2024** on the Outcomes are depicted below. Changes in the desired direction are positive (above the x-axis); undesired changes are negative (below the x-axis).



†The change scores for the negative individual outcomes (i.e., role conflict, stress, and job insecurity) are reversed so that, for all outcomes, positive differences indicate desirable gaps and negative differences indicate undesirable gaps.

*p≤.05; **p ≤.01; ***p ≤.001.

Positive Individual Outcomes



Positive Individual Outcomes

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Role Clarity	4.39	-0.06	4.33	-0.07	4.40
†You are uncertain about how you're supposed to "act" on your job	1.60	0.02	1.62	0.22	1.40
You clearly know what is expected of you	4.23	-0.12	4.10	-0.11	4.21
You clearly know what's required of you to "fit in" with your department	4.47	-0.05	4.42	-0.19	4.60
You know exactly what is expected of you	4.46	-0.06	4.41	0.00	4.41
Motivation	4.39	-0.13	4.26	-0.17	4.43
Your department inspires the very best in you	4.31	-0.16	4.14	-0.06	4.20
†It seems pointless to work hard given the way your department is run	1.49	0.15	1.64	0.19	1.45
Your department motivates you to do the highest quality work possible	4.49	-0.04	4.45	0.17	4.28
You would go out of your way to make sure a customer feels good about your service	4.26	-0.16	4.10	-0.30	4.40
Satisfaction	4.18	0.06	4.24	-0.04	4.28
You would recommend this organisation as a good place to work	4.14	0.18	4.31	0.11	4.21
You are satisfied being a member of this organisation	4.07	0.10	4.17	0.00	4.17
In general, you like working here	4.51	0.07	4.58	-0.17	4.75
You are satisfied with your present situation in your department	3.99	-0.10	3.89	0.03	3.86
Intention to Stay	3.72	0.11	3.83	-0.27	4.10
†You will probably look for a new job in the next year	2.18	-0.09	2.09	0.28	1.81
You expect to be with this organisation two years from now	3.62	0.14	3.75	-0.27	4.02

Scale scores are in boldface and are shaded.

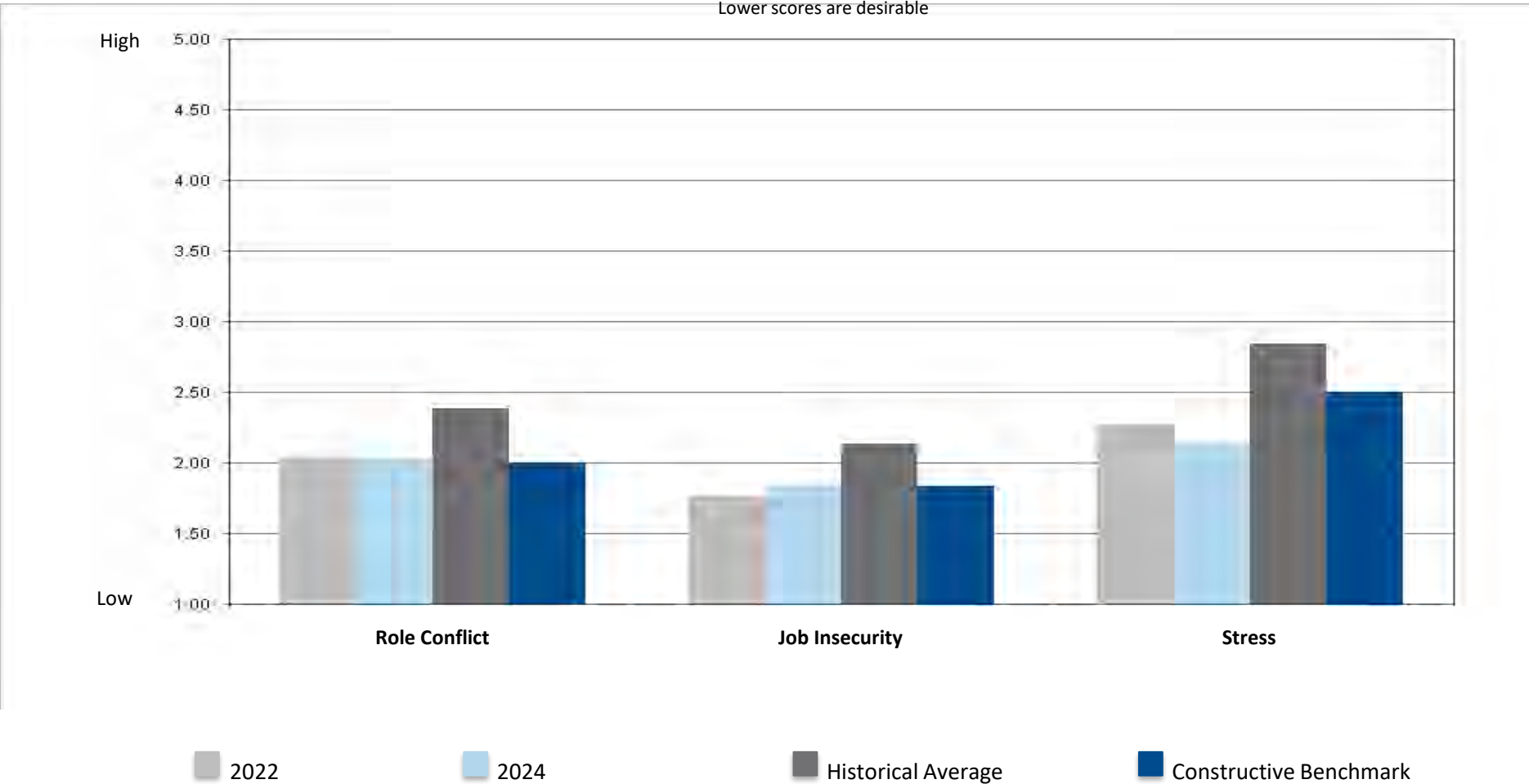
Item scores are listed below scale scores. Item and scale scores can range from 1 ("disagree/not at all") to 5 ("agree/to a very great extent").

†Scores for these items are presented here in raw form (but were reversed when calculating the scale scores). Negative Change and Gap scores are desirable for these items.



Changing the World –
One Organization at a Time™

Negative Individual Outcomes



Negative Individual Outcomes

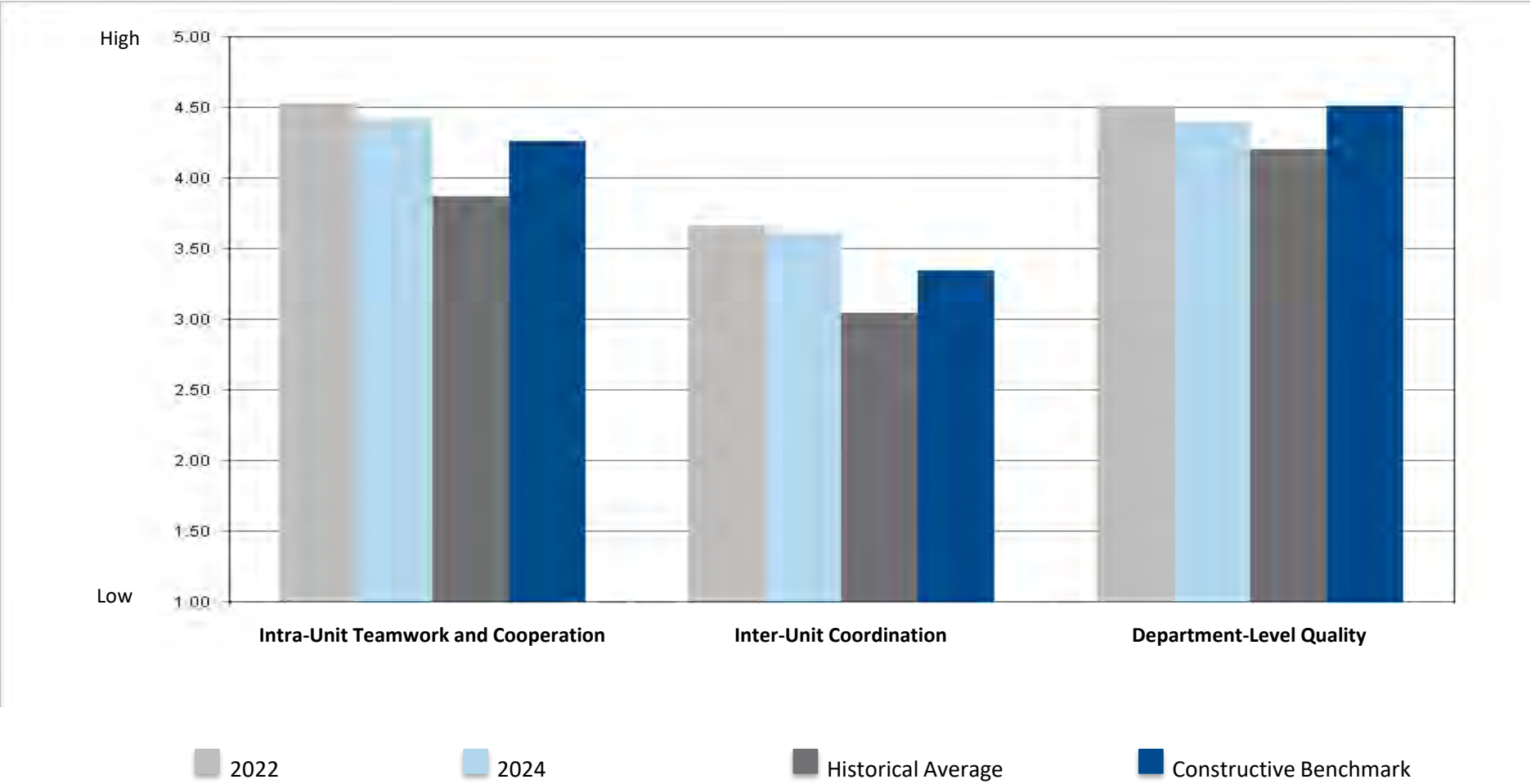
	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Role Conflict	2.04	-0.02	2.03	0.03	2.00
††You feel you comfortably fit in as a member of this organisation	3.84	0.09	3.93	-0.09	4.03
Different people send you "different messages" about expectations	1.84	0.01	1.85	-0.04	1.89
You receive inconsistent messages regarding what is expected	1.88	0.02	1.90	-0.11	2.02
You have to change the way you think and behave when you arrive at work	2.19	-0.02	2.17	0.10	2.06
Your job requires you to think and behave differently than would otherwise be the case	2.05	-0.01	2.05	0.10	1.95
You receive incompatible requests from two or more people	2.14	0.00	2.14	-0.34	2.47
Job Insecurity	1.77	0.07	1.84	0.01	1.83
††Your job is secure	4.14	-0.06	4.08	0.13	3.95
You worry about being laid off and having to find a new job	1.67	0.09	1.76	0.21	1.55
Stress	2.27	-0.13	2.14	-0.36	2.50
††You feel good when you're on the job	4.24	-0.01	4.23	-0.02	4.25
Your job situation tends to be frustrating	2.18	-0.04	2.14	-0.62	2.76
††You feel relaxed (not tense and under pressure) at work	3.70	0.27	3.97	0.40	3.57
You find your job stressful	2.82	-0.21	2.62	-0.53	3.15

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores. Item and scale scores can range from 1 ("disagree/not at all") to 5 ("agree/to a very great extent").

††Scores for these items are presented here in raw form (but were reversed when calculating the scale scores). Positive Change and Gap scores are desirable for these items.

Group Outcomes



Group Outcomes

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Intra-Unit Teamwork and Cooperation	4.52	-0.11	4.42	0.16	4.26
†The people you work with compete (rather than cooperate)	1.58	0.18	1.76	-0.09	1.85
You can count on your co-workers when teamwork is needed	4.58	-0.09	4.48	0.00	4.48
The people you work with are helpful to you	4.57	-0.05	4.52	0.15	4.38
Inter-Unit Coordination	3.66	-0.05	3.61	0.26	3.35
Cooperation between interdependent workgroups is excellent	3.75	-0.07	3.68	0.18	3.50
Services provided by other departments to yours are of high quality	4.05	-0.05	4.00	0.36	3.65
Your workgroup can rely on other departments	3.83	0.08	3.91	0.50	3.41
†Practices of some units cause problems for others	3.01	0.15	3.15	-0.15	3.30
Department-Level Quality	4.51	-0.12	4.39	-0.12	4.51
You can take pride in the quality of your department's work	4.61	-0.10	4.51	-0.14	4.64
Services provided by your department are of the highest quality	4.43	-0.09	4.34	-0.01	4.35
Customers would choose to do business with your department again	4.49	-0.17	4.32	-0.19	4.51

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores. Item and scale scores can range from 1 ("disagree") to 5 ("agree").

†Scores for these items are presented here in raw form (but were reversed when calculating the scale scores). Negative Change and Gap scores are desirable for these items.

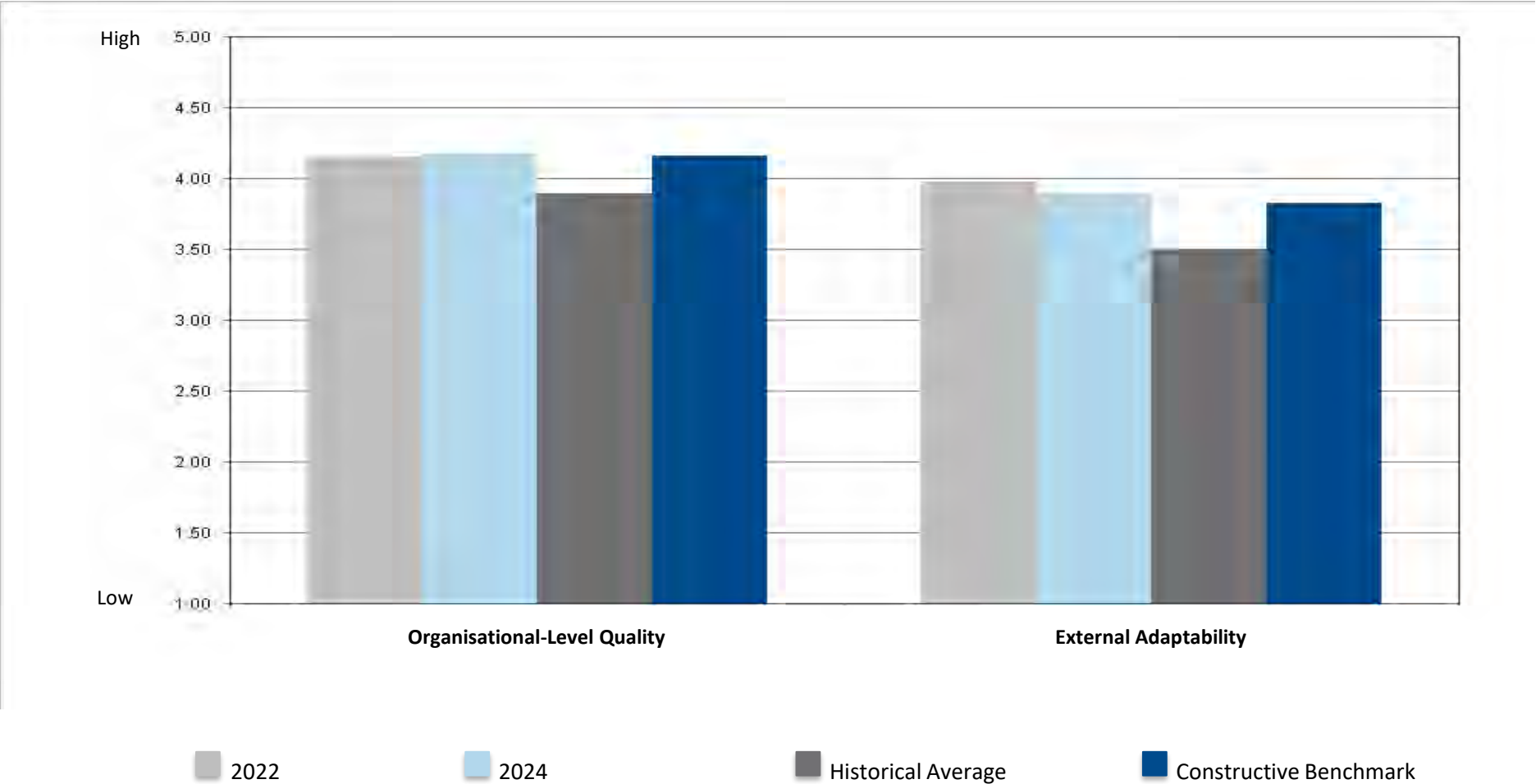


Changing the World –
One Organization at a Time™

Research and Development by: Robert A. Cooke, Ph.D., Janet L. Szumal, Ph.D., and Jessica D. Cooke

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Organisational Outcomes



Organisational Outcomes

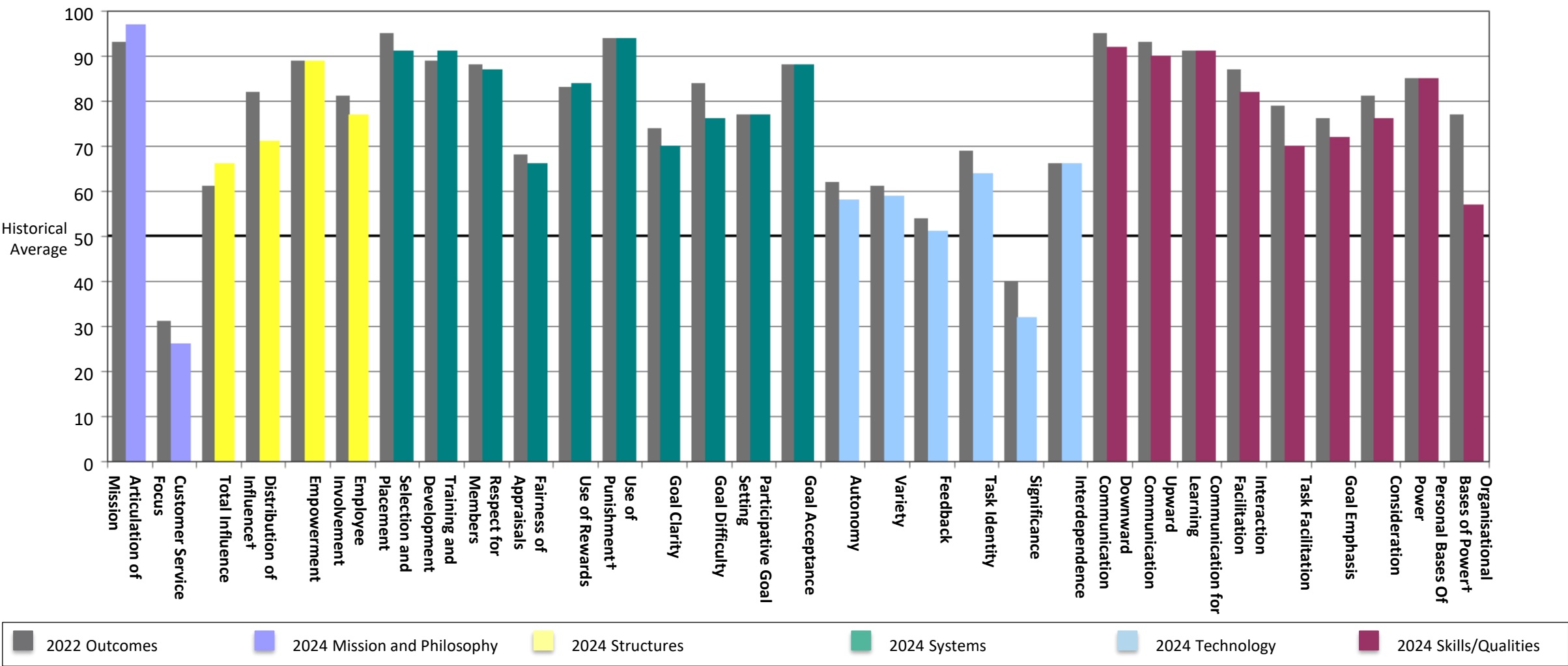
	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Organisational-Level Quality	4.15	0.02	4.17	0.02	4.16
You would choose to do business with your organisation (if you were in the market)	4.23	0.05	4.28	-0.03	4.32
You would recommend this organisation to potential customers	4.26	0.10	4.36	-0.07	4.43
Your organisation will get repeat business from its present customers	4.28	-0.05	4.23	-0.17	4.40
Your organisation has a reputation for superior customer service	4.07	0.15	4.22	0.14	4.08
†The quality of products/services is inconsistent – subject to variability	2.09	0.06	2.15	-0.12	2.27
The quality of your organisation's products/services meets customer expectations	4.17	-0.06	4.10	-0.04	4.14
External Adaptability	3.97	-0.08	3.89	0.06	3.83
This organisation proactively identifies and adjusts to change	4.13	-0.12	4.00	-0.09	4.10
New programs are quickly and efficiently implemented	3.48	0.00	3.48	-0.23	3.71
This organisation responds effectively to external opportunities and threats	4.31	-0.13	4.19	0.27	3.92

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores. Item and scale scores can range from 1 ("disagree/not at all") to 5 ("agree/to a very great extent").

†Scores for these items are presented here in raw form (but were reversed when calculating the scale scores). Negative Change and Gap scores are desirable for these items.

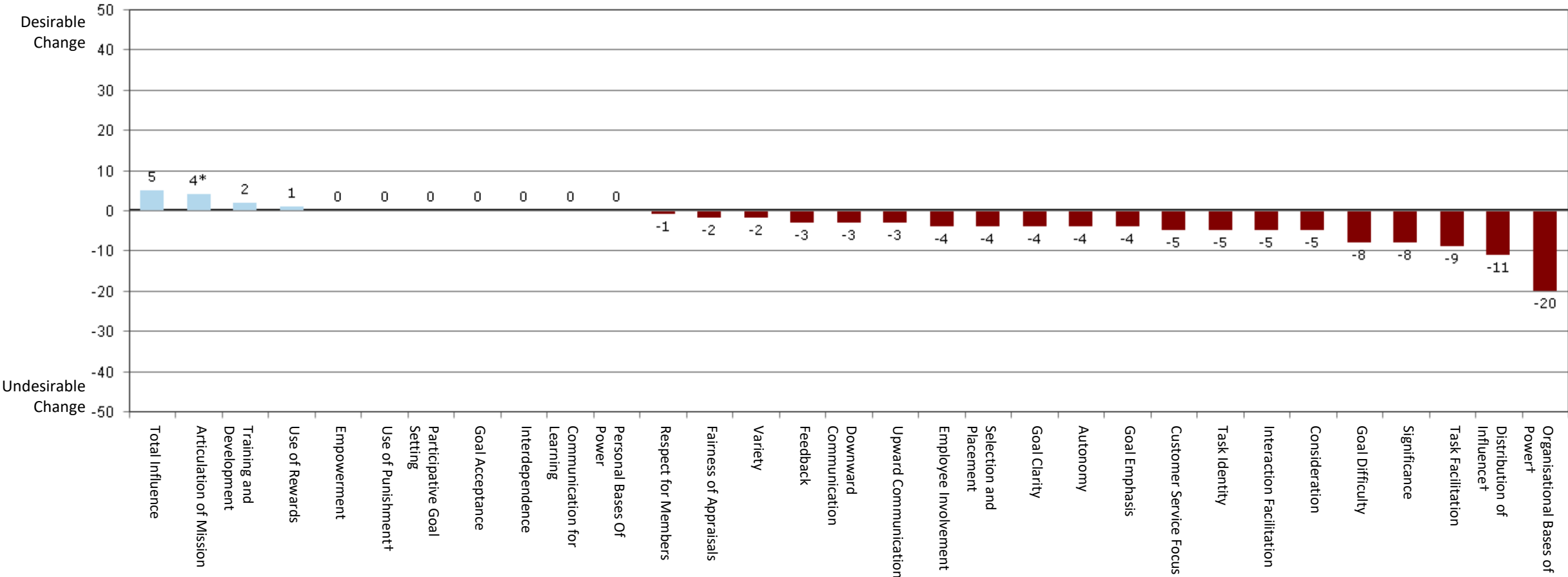
Change in Causal Factors over Time



† In the barchart shown above, the scores for distribution of influence, use of punishment, and organisational bases of power were reversed so that higher percentile scores signify more desirable results.

Comparative Change across Causal Factors

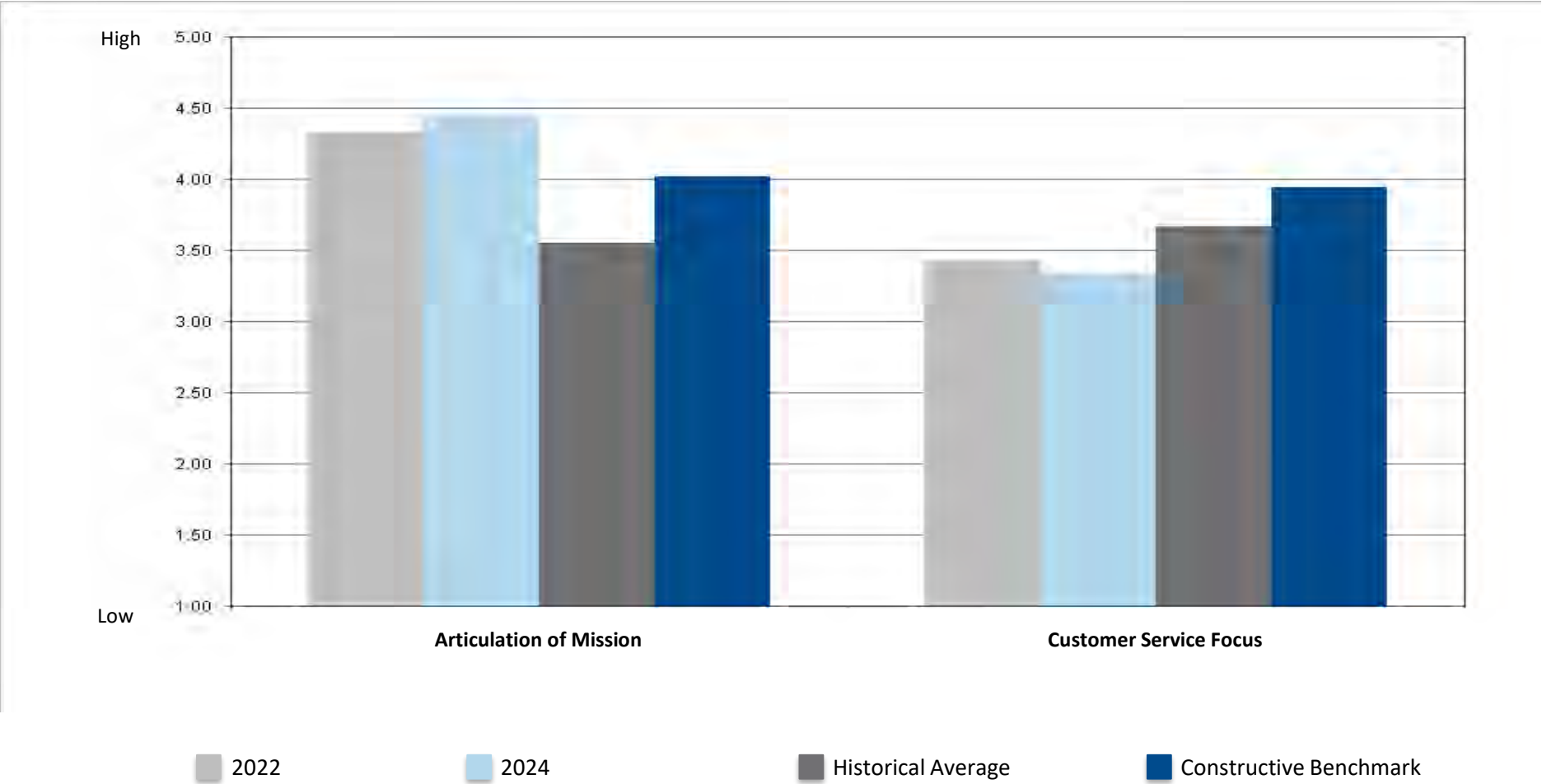
Changes in percentile scores from **2022** to **2024** on the Causal Factors are depicted below. Changes in the desired direction are positive (above the x-axis); undesired changes are negative (below the x-axis).



†The change scores for distribution of influence, use of punishment, and organisational bases of power are reversed so that, for all causal factors, positive differences indicate desirable gaps and negative differences indicate undesirable gaps. Significant difference cannot be calculated for the four Goal Setting Causal Factors.

*p≤.05; **p ≤.01; ***p ≤.001.

Mission and Philosophy



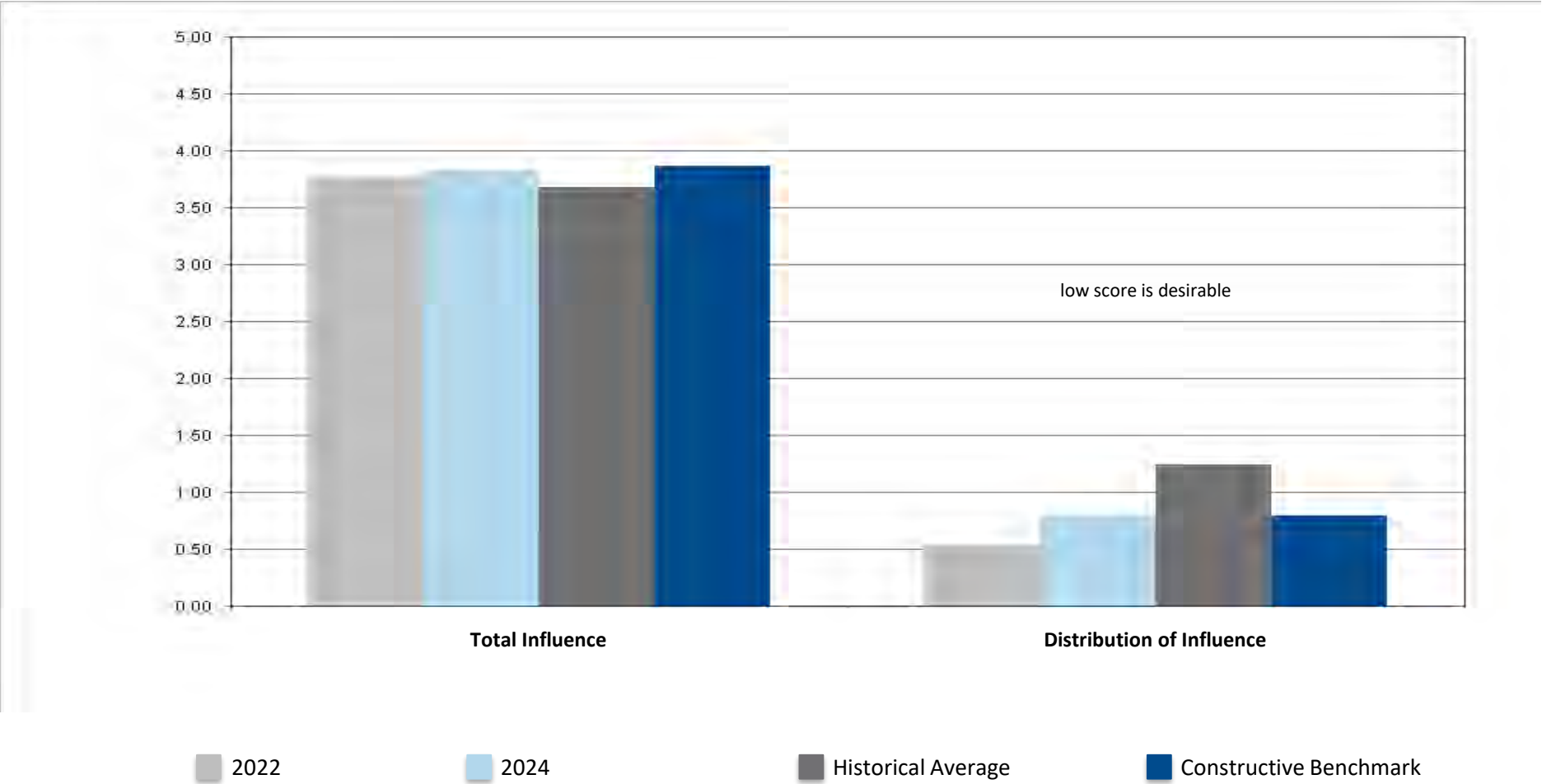
Mission and Philosophy

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Articulation of Mission	4.32	0.13	4.45	0.44	4.01
Widely-shared philosophy provides employees an understanding	4.40	-0.04	4.36	0.45	3.92
Objectives and priorities are clear and understood by members	4.45	0.00	4.45	0.12	4.33
Members' actions illustrate the organisation's philosophy and priorities	4.35	0.08	4.43	0.33	4.10
People have a clear understanding of the organisation's mission	4.70	0.01	4.72	0.63	4.09
Ceremonies are held to celebrate outstanding work	3.71	0.59	4.31	0.54	3.76
Customer Service Focus	3.43	-0.08	3.34	-0.60	3.94
You are encouraged to emphasise the perspective and needs of customers	3.93	-0.09	3.84	-0.55	4.39
The organisation responds effectively to changing needs of clients	3.66	-0.01	3.65	-0.15	3.80
You are relied on to provide information about customers' needs	3.31	-0.04	3.27	-0.18	3.45
Your organisation relies on you to help win customers and generate sales	2.35	-0.10	2.26	-1.01	3.27
Your department is responsible for client satisfaction	3.87	-0.18	3.69	-0.82	4.52

Scale scores are in boldface and are shaded.

For Articulation of Mission, item and scale scores can range from 1 ("disagree") to 5 ("agree"). For Customer Service Focus, item and scale scores can range from 1 ("not at all") to 5 ("to a very great extent").

Structures: Influence



Structures: Influence

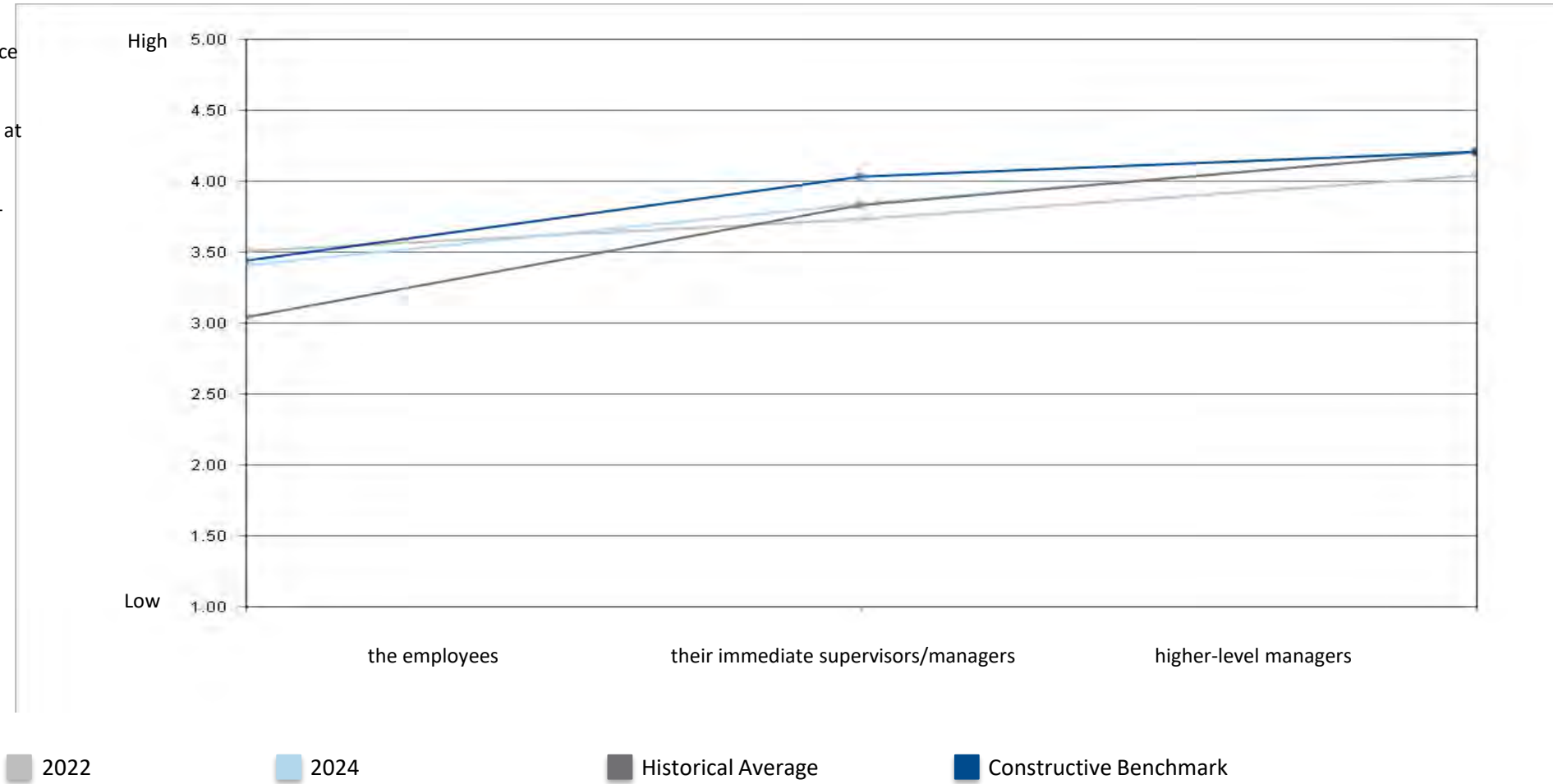
	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Total Influence	3.76	0.06	3.82	-0.05	3.87
Distribution of Influence	0.53	0.27	0.80	0.00	0.80
the employees	3.51	-0.10	3.41	-0.04	3.45
their immediate supervisors/managers	3.74	0.11	3.84	-0.19	4.04
higher-level managers	4.04	0.17	4.21	0.00	4.21

Scale scores are in boldface and are shaded.

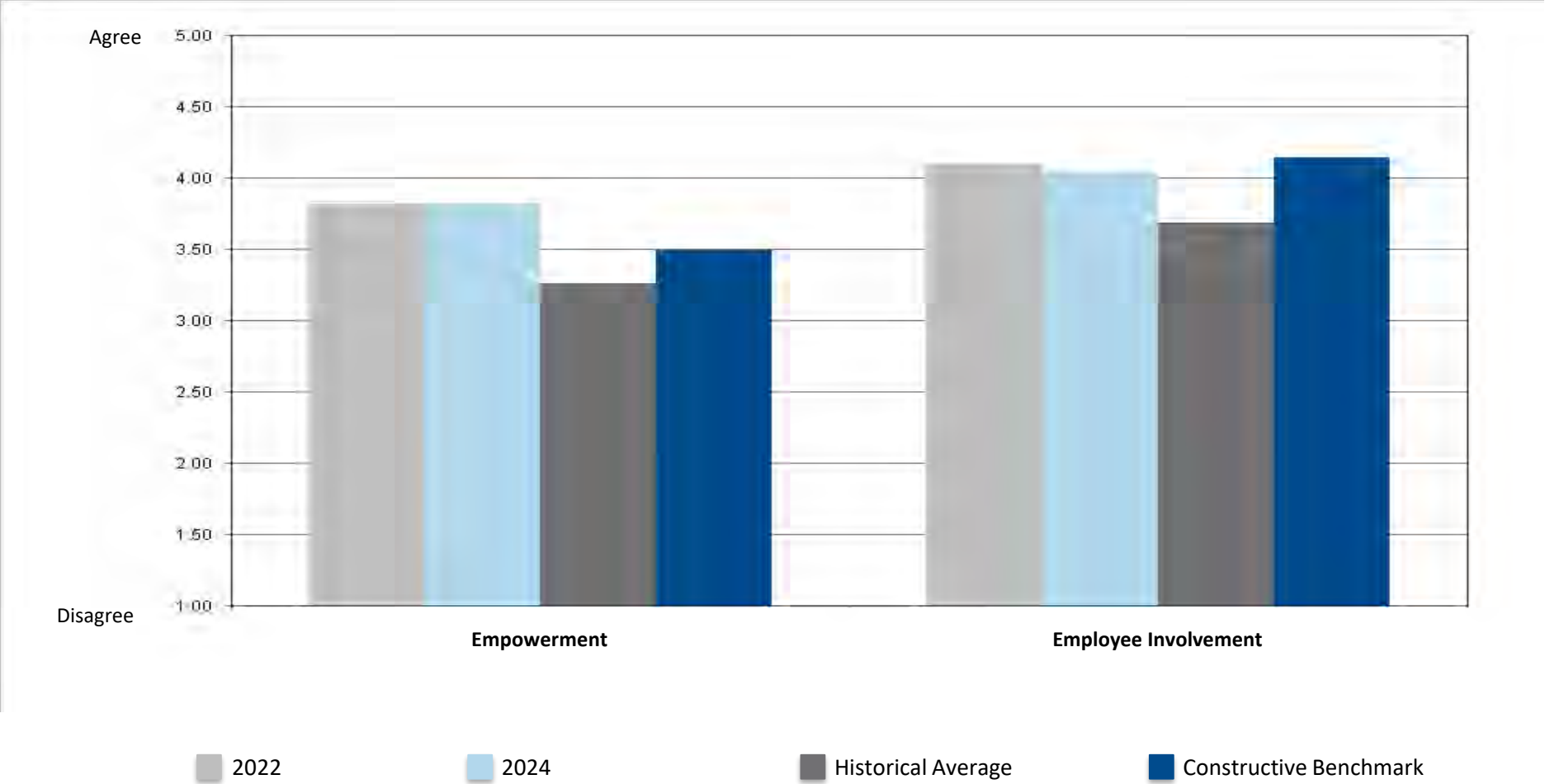
Item scores are listed below scale scores.
Scores reflecting the influence of members at different organisational levels are listed below the scale scores. For the Total Influence scale and the items, scores can range from 1 (“no influence at all”) to 5 (“very great influence”). For the Distribution of Influence scale, scores are based on the difference between the influence of *higher-level managers* versus the *employees* (i.e., the influence of higher-level managers minus the influence of employees).

Structures: Control Graph (Distribution of Influence)

Note. The control graph shows the mean influence scores for "employees" (non-managers), "their immediate supervisors/managers" (first-line managers), and "higher-level managers" (people at the top) as compared to our Historical Averages and Constructive benchmarks. The steeper the slope of the line between employees and higher-level managers, the more hierarchical and centralised the distribution of influence. Conversely, the flatter the slope of the line between employees and higher-level managers, the less hierarchical and more decentralised the organisation in terms of influence.



Structures: Empowerment and Employee Involvement



Structures: Empowerment and Employee Involvement

	Past	→	Present	→	Future
	2022	Change	2024	Gap	Constructive Benchmark
Empowerment	3.81	0.00	3.82	0.33	3.49
I have the authority and influence needed to carry out my responsibilities	4.20	0.01	4.21	-0.03	4.24
†I am expected to do things without the necessary resources	2.02	0.00	2.03	-0.37	2.40
When asked to do something new, I am provided with time to practice	3.93	0.09	4.02	0.66	3.35
I am asked to perform only those tasks for which I am qualified	3.15	-0.09	3.07	0.17	2.90
Employee Involvement	4.10	-0.06	4.04	-0.11	4.15
†There's little chance of getting anything done about one's ideas	2.15	0.11	2.27	0.34	1.93
Management is interested in employees' suggestions	4.18	-0.01	4.17	-0.03	4.20
Employees are actively involved in improving the organisation	4.27	-0.06	4.22	0.01	4.21

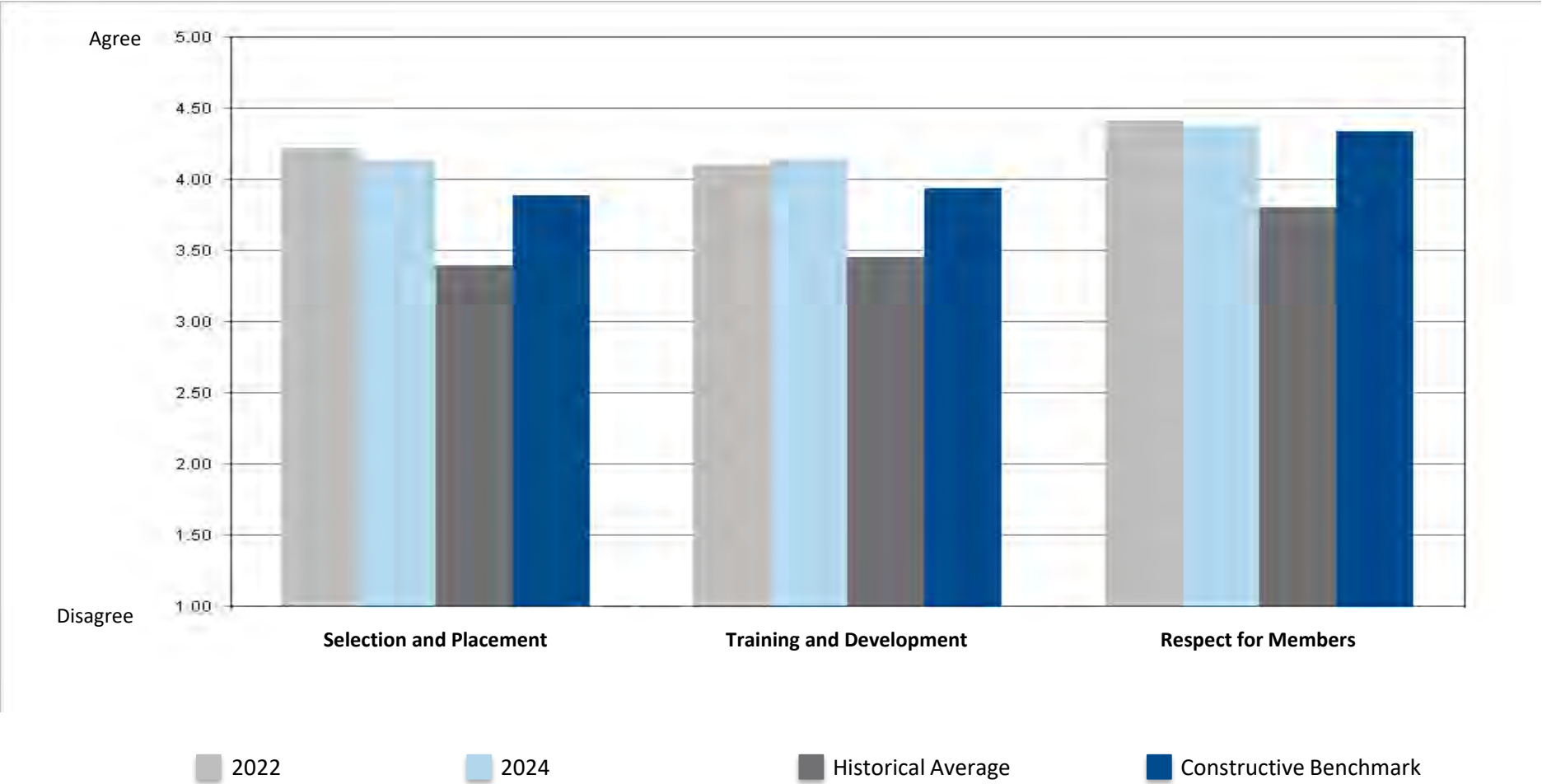
Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.

Item and scale scores can range from 1 ("disagree") to 5 ("agree").

†Scores for these items are presented here in raw form (but were reversed when calculating the scale scores). Negative Change and Gap scores are desirable for these items.

Systems: Human Resource Management



Systems: Human Resource Management

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Selection and Placement	4.21	-0.08	4.13	0.25	3.88
When a position needs to be filled, the best person gets it	3.77	-0.03	3.74	0.14	3.60
Careful to hire people who will be comfortable with the job	4.58	-0.12	4.45	0.42	4.03
There is a good match between job requirements and people's skills	4.29	-0.09	4.20	0.20	4.00
Training and Development	4.10	0.04	4.14	0.21	3.93
†Organisation shows little interest in growth of its people	1.55	-0.08	1.48	-0.20	1.68
Opportunities for training are fair and equitable	3.97	0.23	4.20	0.19	4.01
When people do not perform well, action is taken to help them	3.71	-0.08	3.63	0.01	3.63
People receive the orientation and training they need	4.27	-0.06	4.21	0.48	3.74
Respect for Members	4.40	-0.03	4.37	0.04	4.33
Members are treated with respect and dignity	4.46	0.00	4.45	0.12	4.34
Decisions are made in a way that respects members' rights	4.18	-0.10	4.08	0.08	4.00
People are treated well – regardless of ethnicity, sex, or age	4.58	0.01	4.59	-0.05	4.63

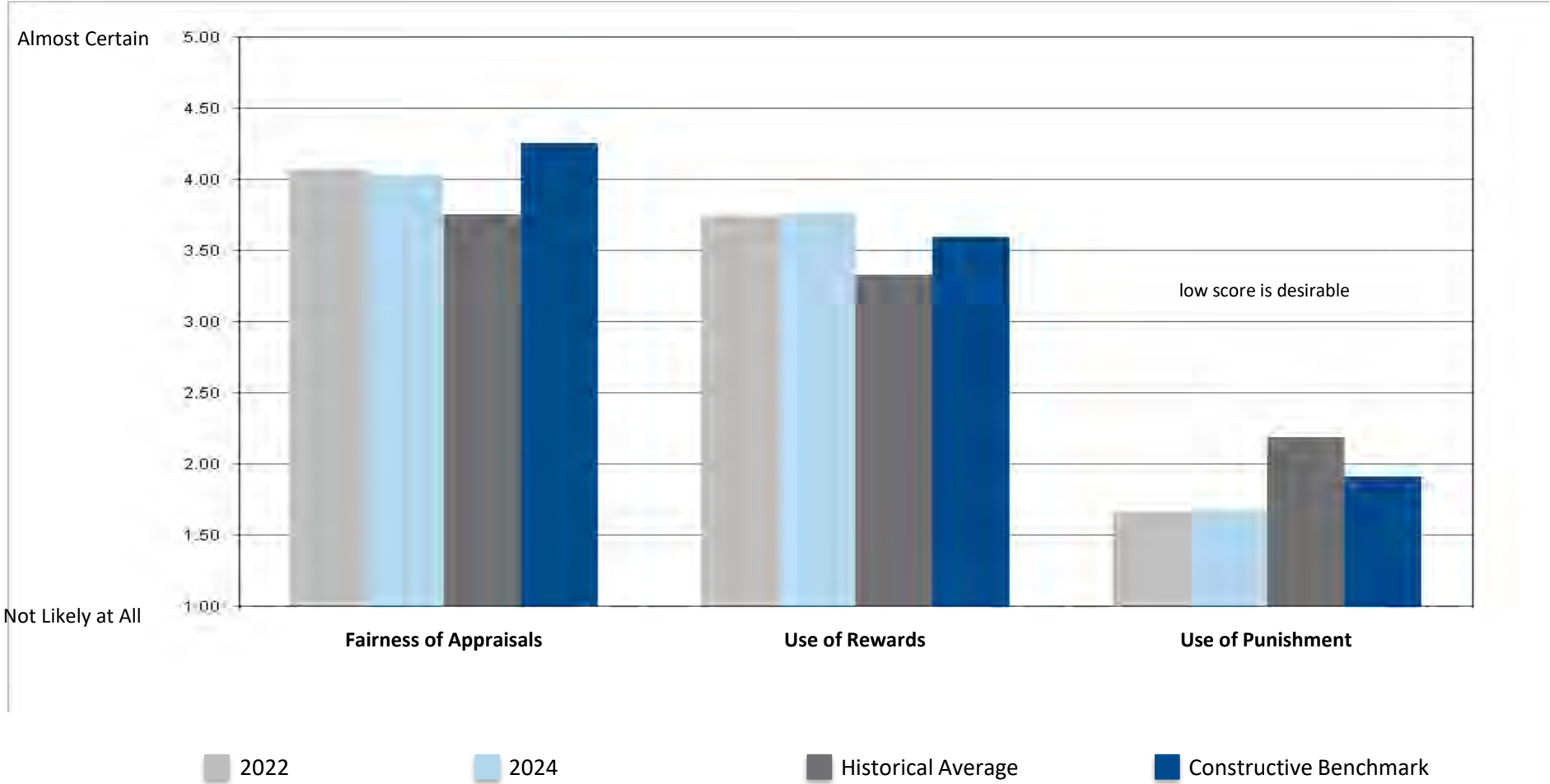
Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.

Item and scale scores can range from 1 ("disagree") to 5 ("agree").

†Scores for these items are presented here in raw form (but were reversed when calculating the scale scores). Negative Change and Gap scores are desirable for these items.

Systems: Appraisal and Reinforcement



Systems: Appraisal and Reinforcement

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Fairness of Appraisals	4.06	-0.04	4.02	-0.23	4.25
...will be based on performance rather than on favouritism	4.01	-0.04	3.97	-0.23	4.20
...will be evaluated fairly (without regard to race, sex, or age.)	4.15	0.03	4.17	-0.33	4.50
...will be based on real measures of performance	4.03	-0.11	3.92	-0.18	4.10
Use of Rewards	3.74	0.02	3.76	0.17	3.59
...your supervisor(s) will notice your good work	4.12	-0.03	4.09	0.08	4.01
†...nothing will happen	2.05	-0.06	1.99	-0.21	2.20
...you will be praised	3.93	-0.03	3.90	0.30	3.61
...you will get a bigger raise or bonus	2.98	0.07	3.05	0.45	2.60
Use of Punishment	1.66	0.02	1.67	-0.23	1.91
...you will be punished in some other way	1.51	0.01	1.52	-0.10	1.62
††...your supervisor(s) will help you to correct the problem	4.11	-0.04	4.07	0.06	4.00
... you will be given less desirable tasks to do	1.56	0.05	1.61	-0.12	1.73
... your supervisor(s) will openly criticise you	1.66	-0.03	1.63	-0.78	2.41

Scale scores are in boldface and are shaded.

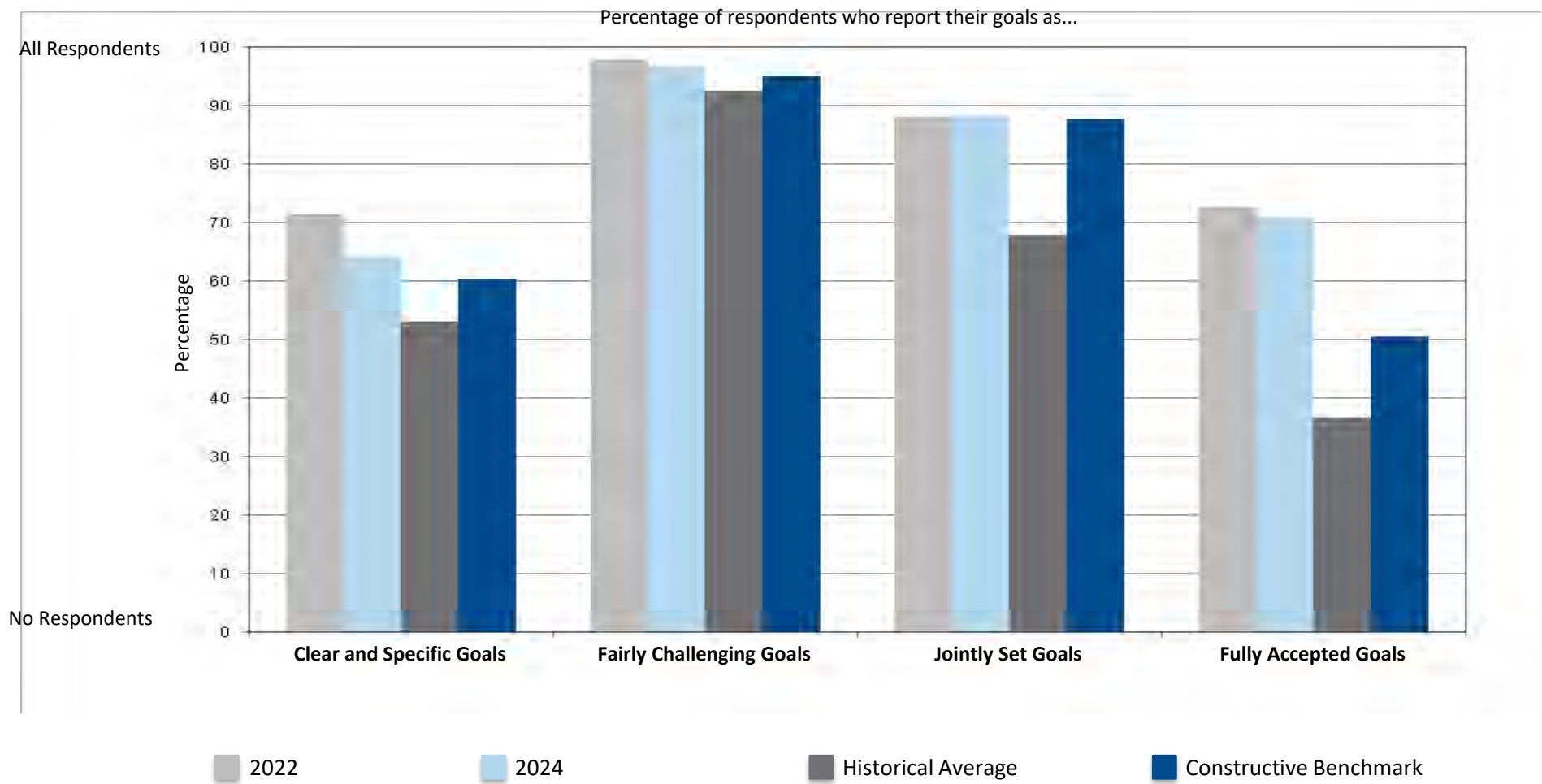
Item scores are listed below scale scores.

Item and scale scores can range from 1 ("not likely at all") to 5 ("almost certain").

†Scores for these items are presented here in raw form (but were reversed when calculating the scale scores). Negative Change and Gap scores are desirable for these items.

††Scores for these items are presented here in raw form (but were reversed when calculating the scale scores). Positive Change and Gap scores are desirable for these items.

Systems: Goal Setting

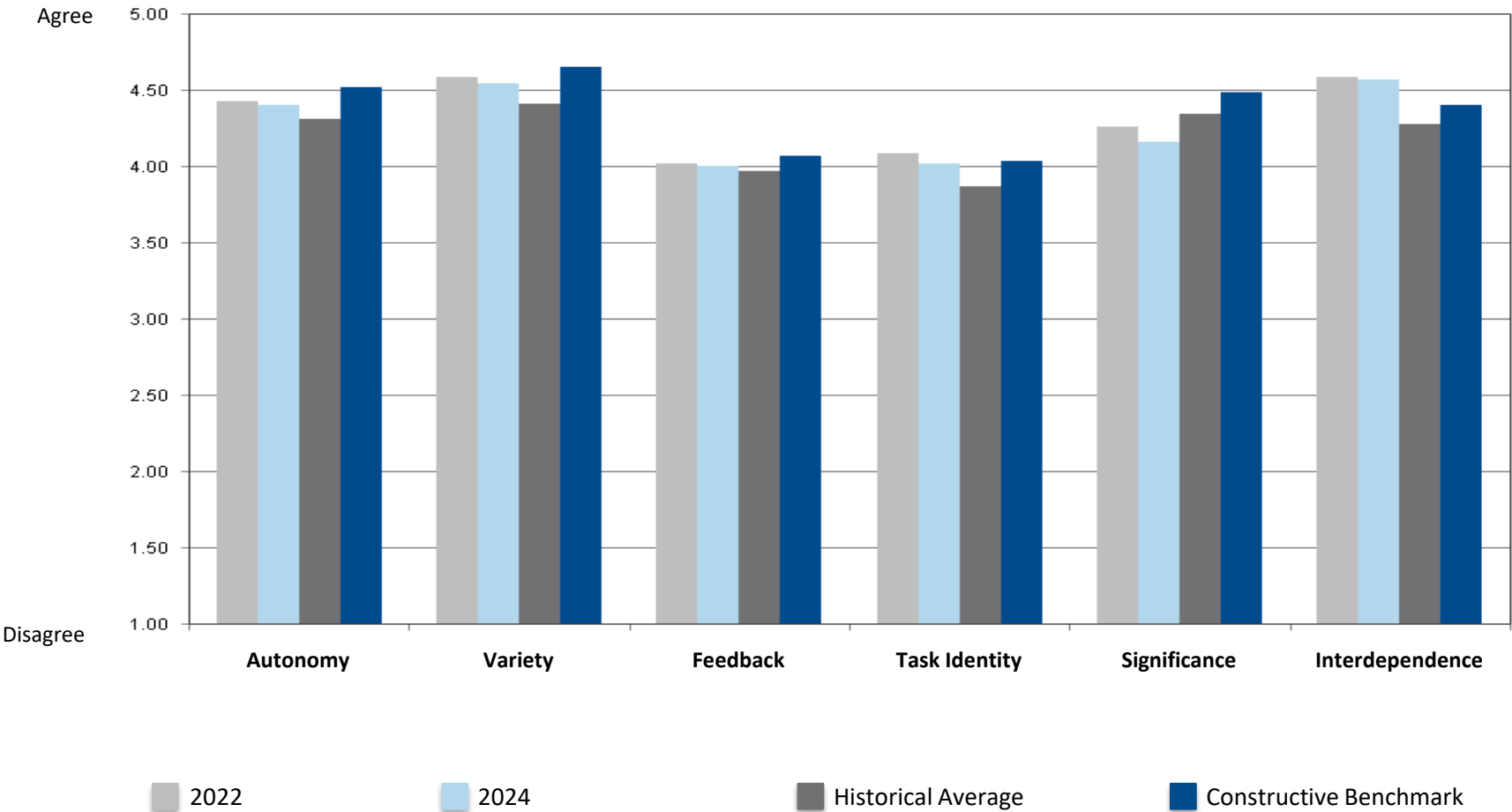


Systems: Goal Setting

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Goal Clarity	71.43	-7.24	64.19	4.04	60.15
<i>Clear Goals</i>	<i>71.43</i>	<i>-7.24</i>	<i>64.19</i>	<i>4.04</i>	<i>60.15</i>
Moderately Clear Goals	26.92	8.01	34.93	-5.20	40.13
Unclear Goals	1.65	-0.77	0.87	-2.59	3.46
Goal Difficulty	97.80	-1.30	96.51	1.58	94.93
Difficult Goals	1.65	-0.34	1.31	-2.36	3.67
<i>Fairly Challenging Goals</i>	<i>97.80</i>	<i>-1.30</i>	<i>96.51</i>	<i>1.58</i>	<i>94.93</i>
Easy Goals	0.55	1.63	2.18	-2.12	4.31
Participative Goal Setting	87.91	0.30	88.21	0.71	87.50
Set by Supervisor	10.44	-0.83	9.61	2.95	6.66
<i>Set Jointly</i>	<i>87.91</i>	<i>0.30</i>	<i>88.21</i>	<i>0.71</i>	<i>87.50</i>
Set by You	1.65	0.54	2.18	-3.26	5.44
Goal Acceptance	72.53	-1.79	70.74	20.27	50.47
<i>Fully Accepted</i>	<i>72.53</i>	<i>-1.79</i>	<i>70.74</i>	<i>20.27</i>	<i>50.47</i>
Generally Accepted	26.92	1.46	28.38	-21.92	50.31
Marginally Accepted	0.55	0.32	0.87	-1.88	2.75

Numbers in *italics* refer to the percentage of respondents who endorsed the desired response options.

Technology (Job Design)



Technology (Job Design)

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Autonomy	4.42	-0.02	4.40	-0.11	4.52
I am allowed to plan how my work is carried out	4.52	0.00	4.52	0.01	4.51
It is my responsibility to decide how my job gets done	4.33	-0.04	4.29	-0.31	4.60
Variety	4.58	-0.04	4.54	-0.11	4.65
I get to do a lot of different things on my job	4.54	-0.09	4.45	-0.25	4.70
My job requires that I use a variety of different skills	4.62	0.01	4.63	-0.14	4.78
Feedback	4.01	-0.02	4.00	-0.07	4.07
†The design of my job makes it difficult to monitor my performance	1.96	0.06	2.01	0.14	1.88
Just doing the work required by my job provides feedback	4.10	0.02	4.13	0.09	4.04
I can see how well I'm doing even if no one tells me	3.89	-0.01	3.88	-0.43	4.31

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.

Item and scale scores can range from 1 ("disagree") to 5 ("agree").

†Scores for these items are presented here in raw form (but were reversed when calculating the scale scores). Negative Change and Gap scores are desirable for these items.

Technology (Job Design)

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Task Identity	4.08	-0.06	4.02	-0.02	4.03
†My job limits me to only a small fragment of some larger task	1.85	-0.04	1.81	-0.15	1.96
My job involves performing a complete service	3.99	-0.18	3.81	-0.25	4.06
My job allows me to do a "whole piece" of work	4.10	-0.05	4.05	0.04	4.01
Significance	4.26	-0.10	4.16	-0.33	4.48
†Poor performance on my part would have little or no impact on others	1.48	0.10	1.57	0.32	1.25
A lot of people can be affected by how well I do my work	4.25	-0.04	4.21	-0.39	4.60
My job has a significant impact on the work/lives of others	4.01	-0.17	3.84	-0.42	4.26
Interdependence	4.58	-0.02	4.56	0.16	4.40
†My job is basically a "one person show"	1.42	0.02	1.44	-0.16	1.60

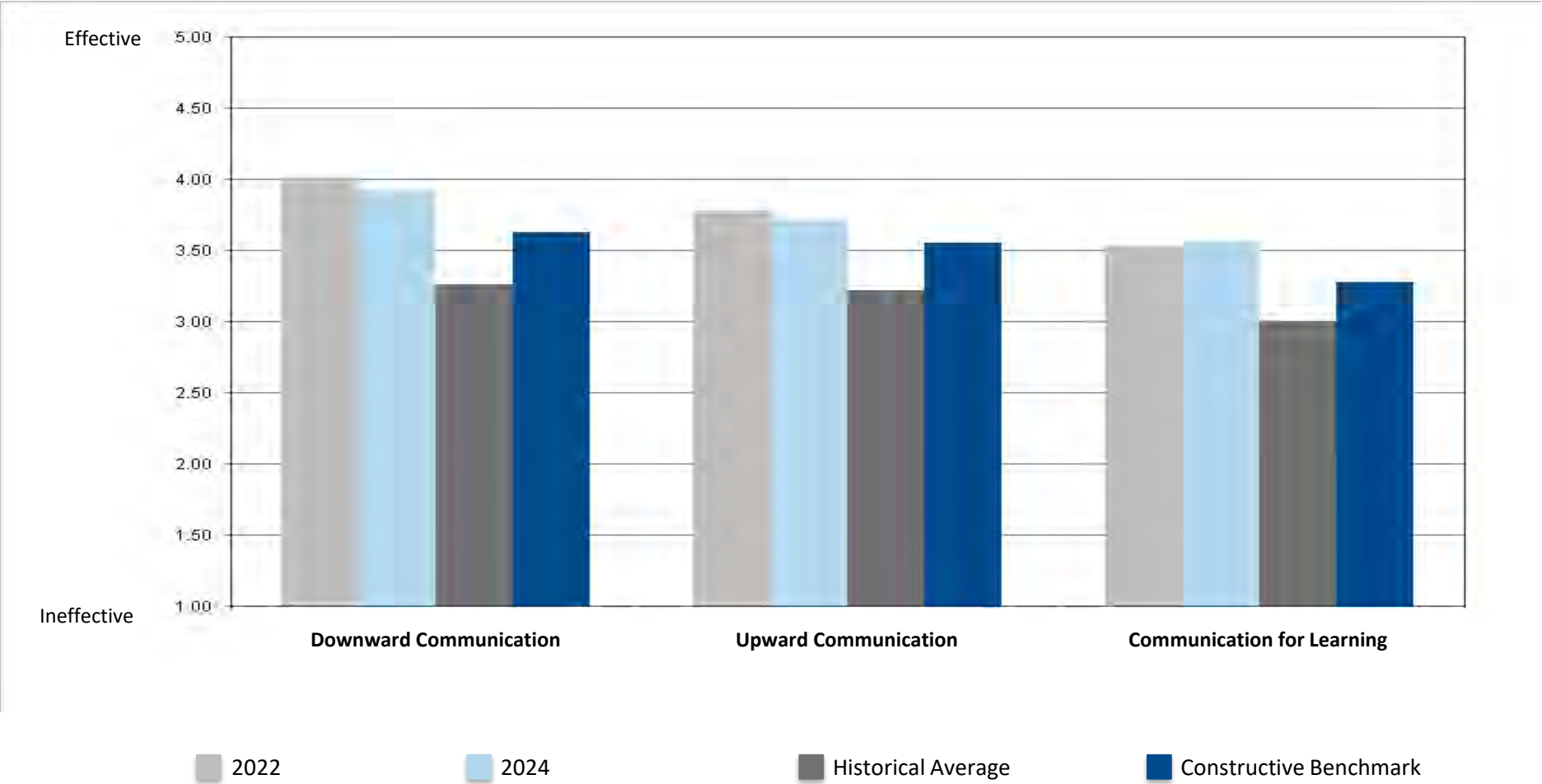
Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.

Item and scale scores can range from 1 ("disagree") to 5 ("agree").

†Scores for these items are presented here in raw form (but were reversed when calculating the scale scores). Negative Change and Gap scores are desirable for these items.

Skills/Qualities: Communication



Skills/Qualities: Communication

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Downward Communication	4.01	-0.09	3.91	0.29	3.63
Credible (not Questionable)	4.41	-0.03	4.38	0.16	4.22
Complete (not Sketchy)	4.19	-0.11	4.08	0.27	3.81
Consistent and confirmatory (not Changing and confusing)	4.09	-0.08	4.01	0.42	3.59
In-Depth (not Superficial)	3.86	-0.07	3.79	0.24	3.55
Anticipated and understood (not Unexpected and surprising)	3.99	-0.09	3.90	0.44	3.46
Straight from the source (not Through too many channels)	3.88	-0.19	3.69	0.09	3.60
Timely (not Delayed)	4.11	-0.11	4.00	0.20	3.80
Through formal channels (not Through the "grapevine")	4.13	-0.11	4.02	0.38	3.63
Easily processed (not Information overload)	3.41	-0.06	3.35	0.09	3.25

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.

Item and scale scores can range from 1 ("ineffective communication") to 5 ("effective communication").

Skills/Qualities: Communication

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Upward Communication	3.77	-0.06	3.71	0.16	3.55
Accepted (not Rejected)	3.77	0.03	3.80	0.15	3.65
Understood (not Misinterpreted)	4.00	-0.04	3.96	0.22	3.73
Honest and complete (not Filtered and distorted)	3.93	-0.10	3.83	0.17	3.67
Acted On (not Ignored)	3.71	-0.07	3.64	0.14	3.50
Whatever needs to be said (not Only what they want to hear)	3.80	-0.10	3.69	0.19	3.50
Provided voluntarily (not Provided only when demanded)	3.77	-0.08	3.69	0.08	3.60
Forthright (not Censored)	3.58	-0.14	3.44	-0.06	3.50
Positive—suggestions (not Negative—complains)	3.66	-0.07	3.59	0.25	3.34
How we can make things work (not "Why things won't work")	3.74	0.01	3.75	0.25	3.50

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("ineffective communication") to 5 ("effective communication").

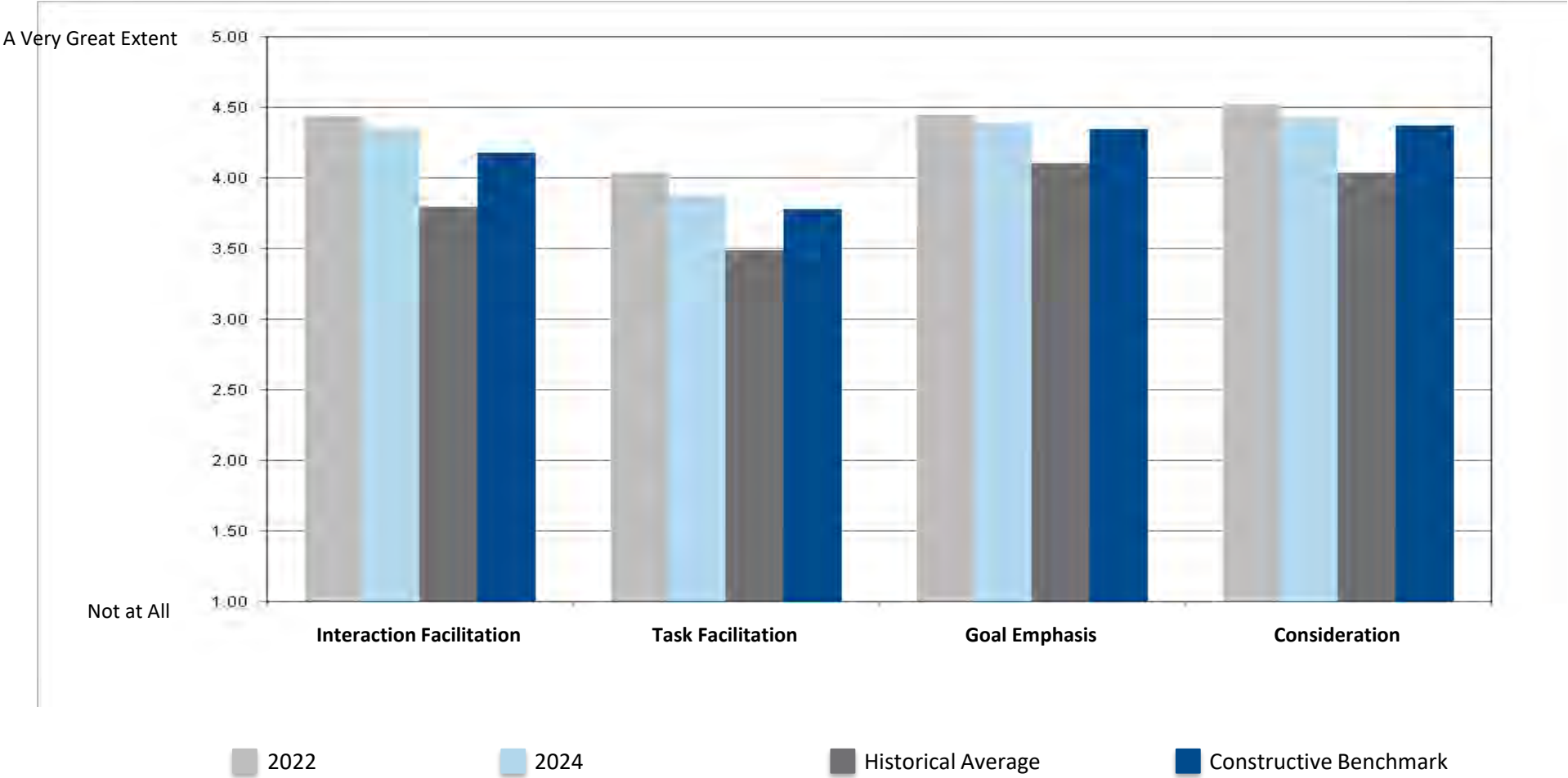
Skills/Qualities: Communication

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Communication for Learning	3.52	0.03	3.56	0.28	3.28
How do we learn from mistakes (not Who do we blame for mistakes)	4.39	0.09	4.48	0.53	3.95
Reflects a team perspective (not Reflects individual viewpoints)	3.63	-0.09	3.54	0.13	3.41
Emphasises the big picture (not Emphasises micro-management)	4.16	0.02	4.17	0.42	3.76
Concerned with interdependencies (not Concerned with isolated jobs/tasks)	3.47	-0.02	3.44	0.40	3.05
To promote discussion (not To communicate decisions)	2.38	0.14	2.52	-0.19	2.71
Focused on the organisation (not On units/departments)	3.12	0.07	3.19	0.32	2.88

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("ineffective communication") to 5 ("effective communication").

Skills/Qualities: Supervisory/Managerial Leadership



Skills/Qualities: Supervisory/Managerial Leadership

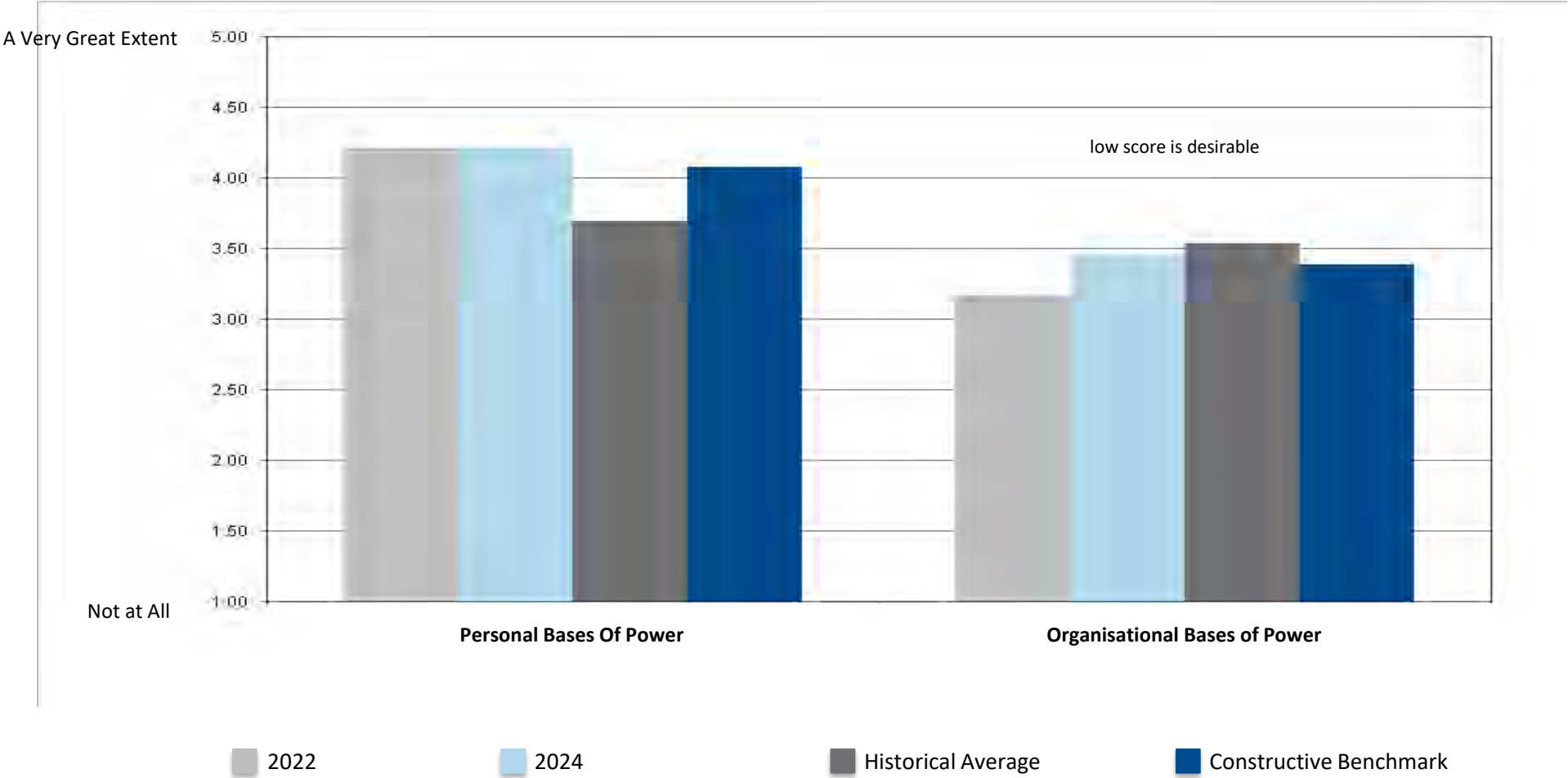
	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Interaction Facilitation	4.43	-0.08	4.35	0.18	4.17
...encourages members of your workgroup to exchange ideas.	4.45	-0.08	4.37	0.15	4.23
...encourages people to work as a team.	4.49	-0.13	4.36	-0.01	4.38
...holds group meetings with you and your co-workers	4.35	-0.03	4.32	0.32	4.00
Task Facilitation	4.03	-0.16	3.88	0.11	3.77
...offers ideas to help you solve work-related problems.	4.37	-0.19	4.18	-0.02	4.21
...shows you how to improve your work.	3.96	-0.12	3.84	0.03	3.81
...helps you plan your work.	3.77	-0.16	3.61	0.36	3.25
Goal Emphasis	4.44	-0.05	4.39	0.04	4.34
...sets an example by working hard.	4.38	-0.01	4.37	0.02	4.35
...maintains high standards of performance.	4.47	-0.09	4.38	-0.01	4.39
...encourages people to give their best effort.	4.47	-0.06	4.41	-0.04	4.44
Consideration	4.52	-0.09	4.43	0.06	4.36
...pays attention to your opinions.	4.42	-0.12	4.30	0.08	4.23
...willingly listens to your problems.	4.47	-0.03	4.43	0.03	4.41
...is friendly and easy to approach.	4.67	-0.13	4.54	0.03	4.51

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.

Item and scale scores can range from 1 ("not at all") to 5 ("a very great extent").

Skills/Qualities: Supervisory/Managerial Sources of Power



Skills/Qualities: Supervisory/Managerial Sources of Power

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2022	Change	2024	Gap	Constructive Benchmark
Personal Bases Of Power	4.21	0.00	4.21	0.13	4.08
...takes into consideration my own requests/suggestions	4.24	-0.06	4.18	0.18	4.00
...is the kind of person whose approval I value.	4.16	0.02	4.18	0.18	4.00
...knows what has to be done to reach our objectives.	4.22	0.03	4.25	0.16	4.09
Organisational Bases of Power	3.17	0.28	3.45	0.06	3.38
...could make things difficult for me if he/she wanted to	2.67	0.21	2.88	-0.13	3.01
...can influence how much money I make	3.12	0.31	3.43	0.18	3.25
...has the formal authority to make decisions	3.72	0.32	4.04	0.16	3.88

Scale scores are in boldface and are shaded.

Item scores are listed below scale scores.
Item and scale scores can range from 1 ("not at all") to 5 ("a very great extent").

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Item	XX	2024 CULTURE survey implementation
Paper type:	For approval	
Presented by:		Agreed Out of Scope
	Mika Austin, GM People and Culture	
Date:	07/05/2024	

1 Purpose and context

- 1.1 For LT to decide on the following recommendation for the implementation of the Culture Survey 2024:
- That the level for reporting the survey results is at the business unit, not the team level, and that the accountability for the development of each business unit’s action plan is the respective leadership team member.

2 Background

- 2.1 The culture survey is undertaken every two years. The Culture Survey 2024 will be the seventh survey undertaken at the Guardians using the Human Synergistics International (HSI) circumplex tool.
- 2.2 The LT have requested that there be an ideal culture/vision sprint workshop led by HSI to set a current benchmark for what our staff consider to be an ‘ideal’ culture and it is then used as a part of a gap analysis for the culture survey. The ideal culture report was last done in late 2019. The 2024 ideal Culture workshops will be 18 – 20 June.
- 2.3 All prior culture surveys have reported the results of the survey to team level (where the threshold of five people is met). The team then develops their own culture action plan based on those results.
- 2.4 Since the first survey in 2011 the organisation has got larger with more teams per business unit. In addition, noting the long tenure, a significant portion of the workforce have been through at least 3 cycles of the surveys. The survey results have reported steady progress on the constructive culture styles since 2011.
- 2.5 The initial time frame for the culture survey 2024 was to be February - April 2024. LT agreed to defer this to ensure the ideal culture could be aligned to guardians of the future. The revised timeframe is now June – August.

3 Discussion and analysis:

- 3.1 Level of de-brief on results – business unit or team level
1. Sustaining the high participation rates (100%) has some challenges for a workforce where many have been through at least 3 surveys cycles. In addition, several teams have been through 5-6 culture action plans since 2012.
2. There is an opportunity to both add some variation for long term staff as well as test whether the results do or do not change if the level of reporting is at business unit

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level as opposed to team level. This is an opportunity to apply our Principle of challenging and evolving our approach to monitoring our culture after 12 years, without deviating from the model itself.

3. It is unclear, so worth testing, if anonymity in a team of five versus a full business unit grouping allows for different results. There have been anecdotal reports that the smaller threshold does lower trust levels on anonymity, makes it harder to speak out on both manager and senior leader behaviours, prior experience of feeling 'punished/seen to have failed' if the report is low in constructive styles and encourages more competitive/ perfectionist/avoidance/defensive styles of behaviour.
4. Changing the reporting level would enhance the focus on our values of *we support each other* and *team not hero* as it challenges the unit to operate together to lift areas for improvement collaboratively and lean into the encouraging and affiliative culture styles. It also offers an opportunity to align with the Principle of 'whole enterprise view' as opposed to the granular approach of a team-by-team measure. It is expected that individual teams will still develop their culture action plans but it is done as a combined unit plan through collaboration, building on inter-dependences, unit level strengths and shared unit wide goals.

4 Recommendations

- 4.1 That the LT **approve the recommendation**
- 4.2 That the level for reporting the survey results and the lead in the development of the culture action plans is at the business unit for 2024.



NZSUPERFUND

*Te Kaitiaki Tahua Penihana
Kaumātua o Aotearoa*

TITLE:

Risk Matters survey with Organisational Levels

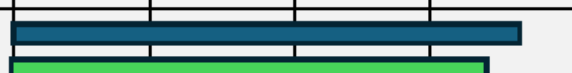
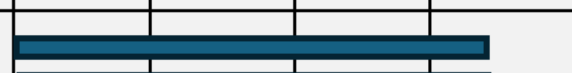
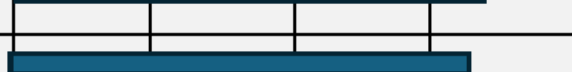
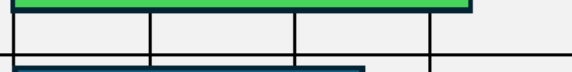
AUTHOR:

Megan Hastings

EVENT | PRESENTATION:

Risk based questions from Culture Survey N=229

2024 
2022 

		Mean	By Level 2024
1. I can speak up and challenge the way things are done.		4.23	LT 4.88 Ho 4.77 Mgr 4.04 TM 4.22
2. As a result of speaking up, I believe action will be taken		3.54	4.13 3.86 3.25 3.58
3. It is necessary to bend the rules to get things done.		2.10	1.75 1.91 2.25 2.12
4. My manager encourages me and our team to 'do the right thing'		4.62	4.75 4.91 4.58 4.62
5. People in my team are prepared to identify risk issues outside their own areas of responsibility.		4.37	4.38 4.86 4.21 4.36
6. Management of risk is valued and rewarded in this organisation.		4.31	4.88 4.55 4.21 4.39
7. Senior leaders role model appropriate risk management behaviours.		4.28	4.63 4.55 4.04 4.38
8. The organisation is quick to adapt to significant changes in its operating environment		3.57	3.5 3.64 3.25 3.65

As at July 2024

Key 1. Disagree 2. Slightly disagree 3. Neither disagree or agree 4. Slightly agree 5. Agree

Risk based questions from Culture Survey N=229

		Mean	
9. I understand the risks we can take to deliver our purpose.		4.30	4.75 4.68 4.13 4.24
10. Senior leaders role model appropriate ethical behaviours.		4.48	4.88 4.73 4.21 4.53
11. We collaborate to ensure there is a sound understanding of risk across teams.		4.28	4.38 4.59 3.88 4.30
12. I am trusted to exercise judgement within my role.		4.54	4.50 4.86 4.50 4.54
13. I understand the risks within my job roles.		4.62	5.00 4.91 4.68 4.67
14. I am provided with appropriate training and guidance relevant to my role to help me understand and manage risk.		4.36	4.50 4.82 4.13 4.36
15. I see errors and mistakes as learning opportunities to improve processes		4.63	4.88 4.95 4.63 4.58
16. I can raise issues and concerns without fear of reprisal or adverse consequences		4.28	4.75 4.73 4.00 4.28

Key 1. Disagree 2. Slightly disagree 3. Neither disagree or agree 4. Slightly agree 5. Agree

As at July 2024

Comments

- Maintained results for 11/16 measures, 3/16 improved, 2/16 declined
 - Improved: Speak up, do the right thing; learn from errors collaborate

Actions focused on in 2024: RAS/RAF embedding; communication and addressing the practicalities of policies; psychological safety workshops and action plans; Risk Matters in induction; Risk Matters stories; Learning Opportunity approach; speaking up in Business Environment Scan workshops

Two-year period of higher turnover and growth in new staff members

Question: did the focus on these activities 2023/24 result in the outcomes being maintained /improved on, (which is a good outcome)? What else could have contributed to this?

How do we maintain the focus? Continuing to include Risk culture questions in Peakon provides an opportunity to monitor the need for ongoing commitment to psychological safety. Is there an opportunity to follow up on the workshops and start to address the belief that speaking up may not result in action?

- Declined: Speaking up results in action; organisation quickly adapts to change

Question: how would we root cause the belief that speaking up may not result in action? Are there any Peakon comments that would help with this?

Question: does the outcome around adapting to change align with the outcomes for the specific change questions in the survey and in Peakon ? Is there an opportunity to root cause, or does the change challenge conversations being had start to address this

- It is necessary to bend the rules is Slightly disagree, higher for managers and team members.
 - Is this acceptable?
 - Those in roles with the most ability to influence the rules scored the best on this measure
 - Is there an opportunity to do messaging to the organisation that we don't work around rules, if a process doesn't work, we use the RAF to revisit and assess whether it needs to change. This is part of the change challenge.
- On all bar one question, Managers' outcomes were the lowest
 - Does the regular Manager Cohort catch up provide an opportunity to support this level of the organisation specifically?
- Were there any verbatim for the Risk Culture questions? (██████████ advised none specifically for Risk Culture)

Agreed Out of Scope

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ITEM CORPORATE AFFAIRS
INTERIM RISK REGISTER REVIEW 2023

Paper type: ***For discussion***

Presented by: ***Cristina Billett, GM Corporate Affairs***

Date: ***30 August 2023***

1. Purpose

- 1.1 To provide the Risk Committee with Corporate Affairs (CA) business unit's Interim Risk Register review. As agreed by the Risk Committee, a full Risk Register Review does not need to be completed by CA team this year.

2. Background

- 2.1 A key focus of the Interim Risk Register Review is the Business Environment Scan (BES), which allows team members to 1) consider the internal and external environment we are likely to be operating in and any emerging risks that may arise from changes in the environment and 2) identify what programmes are in place to support management of these or actions that can be taken to respond.
- 2.2 The BES was conducted through an online survey, followed by a workshop. The survey asked people to describe the emerging risks or issues that were impacting or could impact the CA team in both the short term (12 to 18 months) and the longer term. Survey results were reviewed and presented at the follow up workshop where teams were asked to discuss the key themes that stood out and what programmes or actions were in place to mitigate and monitor these risks. Representatives from EIP, Direct, SI, HR, Risk, Investment Ops and Information Security were invited to participate, to ensure we were not missing anything of concern to other business areas and provide outside perspectives on the identified issues and risks.

3. Analysis

- 3.1 The key issues identified are related to personnel changes, board and management dynamics, capacity constraints and key person risks. The group also discussed the increased debate about ESG, growth in stakeholder activism including legal challenges, the transition risk with Modern Workplace and the scalability of current processes. More details about the issues raised and actions in place discussed are below.

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Theme	Issues	Programmes and actions in place
People	• The impact on culture, relationships and cohesiveness from an increase in staff numbers in both Guardians and the CA team coupled with changed work patterns. • Key person risk. The risk of losing staff within and outside of the CA team with subject matter expertise, e.g., the departure of staff who hold institutional knowledge and relationships on an investment may require greater involvement by Legal and Communications with deal execution and asset management. • New CEO and 3 new Board members introduces challenges to maintain constructive intra Board and Board/CEO dynamics and challenges associated with the loss of institutional knowledge and memory. • CEO change creating a sense of uncertainty and could cause some staff to be unsettled. • Stretched staff capacity leading to burnout and stress. • Risk of not achieving DE&I objectives authentically or going too far • Staff remuneration and competition for talent impacting our recruitment and retention. Balance needs to be achieved with managing Guardians' reputational risk as a Crown entity and ability to compete for talent in a tight market. • No clear path on how Guardians will evolve from current transaction levels to potentially a much greater number in a few years' time. Inconsistency in approach and appetite towards outsourcing.	• Key focus is to retain a strong team culture and continue building strong relationships to ensure early engagement. Guardians' wide programmes to ensure we monitor and maintain our culture, e.g., Peakon Survey; review of health and wellbeing offerings; review of hybrid working model; MWP to help people interact and collaborate in different ways. • Regular team and cross team building events. • Further develop team capability (and that of new joiners) through knowledge sharing: creation of a Legal Team induction guide, investments playbook, shadowing on significant investments, investments maintaining information in CRM, strong support for training. • Board induction programme and internal education sessions • Board Charter is established and reviewed • Co-ordinate actively with HR / DE&I teams • Greater use of collaboration tools (such as Teams) and regular team meetings • Additional resource budgeted for the Legal team, scalability through utilisation of third-party suppliers/secondees and external advisors • Focus on technology efficiencies through Modern Workplace and other solutions. • Continue to strengthen internal relationships and regular meetings with Investment and PC heads to understand pipeline and future focus

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Theme	Issues	Programmes and actions in place
External	• Possible change of Government (alongside new Guardians CEO, new Treasury relationship manager and new Board members) requiring a period of more intensive stakeholder engagement. A different Government may have a different view on the Fund. • Increasing public & media scrutiny of investments relating to ESG issues resulting in increased resource to manage. Also, potential rise in stakeholder litigation or challenge. • Growing pushback on ESG and implications on NZ policies/ approaches. • Greenhushing could be an increasing issue for the entities we invest into (especially in the US) impacting ability to get ESG provisions. • Upcoming elections (NZ & overseas) and political polarisation internationally and geo-political tensions, erosion of trust in empirical based analysis, government policy and decision-making may impact our investment environment. • AI brings risks and opportunities on how we work: increased security risks and disruption on digital communications space, potential for sophisticated cyber-attacks, misinformation and errors along with IP and privacy implications are important considerations. AI and other technology will become increasingly important tools for investment and support functions there is a risk we lack the capability to be able to take up this opportunity or do so swiftly. • Turnover at Treasury and ensuring consistency from our monitoring agency	• Communications Strategy in place. Consistent, transparent engagement and communication to build trust and maintain strong relationships with MOF/Treasury and other external stakeholders • Effective application and adherence to the Communications Policy. • Stakeholder Engagement activities. • Third party stakeholder engagement research. • Independent Review. • Ensure we have appropriate resourcing model/external advisers to provide scalable resource if required to deal with increase in issues/litigation • Communications to support 'no surprises' internally and with external partners • Review of external messaging on website to ensure we are not overpromising or that in simplifying information we are misleading. • Being able to demonstrate improved ESG characteristics of portfolio and no reduction in financial returns as a result • Constant monitoring, speaking with peers and have a watching brief as to the impact on our investment strategy and how we invest. • Cross team AI working group established to look at both risks and opportunities and research as to approach taken by peers and investment managers etc. • Establishing relationships at multiple levels, standardized Guardians induction for new Treasury staff.

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Theme	Issues	Programmes and actions in place
Systems	- Transition risk around MWP, which has big impact on Legal and Comms teams, as heavy users of information, and need to draw on good document management and technology to ensure compliance with legislation (e.g., OIA) and capturing knowledge and key decisions. - Peer feedback is that SharePoint may not be an effective contract management system. - Comms Team feels SharePoint does not have the necessary functionality for digital asset management (images, videos) and a different collaborative solution is required. - Big programmes of work mean smaller works are harder to get prioritised.	- CA team members continue to be actively involved in MWP - Work with Information Leadership on the contract management requirements, noting that our contract management requirements may be less complicated than some of our peers. Assess available modifications and add-ons once core functionality is operational. - Specialist digital asset management solution sought. - Additional training in SharePoint document management for Comms team.
Process	- Lack of scalability in manual admin heavy processes, e.g., the document execution process for an increasing number of contracts is a full-time job. - Our policies and processes are highly prescriptive and need to be continuously reviewed to ensure they are fit for purpose as the Guardians grows and the organisational structure evolves. - Interconnectedness between strategies (e.g., strategy, people strategy, DEI strategy) and governance information. Need to draw different parts as an integral picture and communicate these in a connected, holistic and consistent way.	- MS365 will provide productivity and efficiency gains and opportunities to automate and simplify some processes (e.g., easier filing, integrated signing, automatic update of lists, online portals instead of checklists with drop down elections and synchronising with delegations). - AI and other emerging technologies may provide further opportunities for productivity gains. Maintain involvement with the AI working group. - Review of investment and financial delegations. - Continue to use the RAS/RAF to assess inefficient processes and procedures. - Continue to embed and simplify the risk-based approach to contract review (Type 4 contracts). - Use of online education modules to provide efficient and consistent training on policies and procedures
Regulatory	The removal of the s59 restriction on controlling entities will necessitate a robust governance framework to manage the heightened reputational risk and potential for legal liability for	- Effective application and adherence to SIPSP - SIPSP will contain new governance framework. This will be reviewed by

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Theme	Issues	Programmes and actions in place
	investee company activities involved with controlling entities • Greenwashing is increasingly a focus for global regulators. • Net-zero commitment needs to have a transparent pathway. • Increasing volume and pace of evolution of regulation and best practice in sustainable finance, especially climate change, as New Zealand aims to be at the forefront of reporting rather than a fast follower. • Keeping abreast of increasing domestic and global regulation (e.g., FDI regimes, EU Foreign subsidies regulation, sanctions, modern slavery).	the Risk Committee and approved by the Board and Minister of Finance. • Close engagement with XRB and other bodies involved in reporting requirements. Comms supported by SI team. Ongoing assurance of carbon footprint and continual methodology improvement. • Cross team working group established to work on implementation of new climate reporting directives. Regular reporting into the Audit Committee • Adhering to our legislative compliance framework set out in Schedule 12 of the Risk Management Policy. This is currently being audited under the regular internal audit review programme by PWC
Change	• Big technology projects need to be landed. There is public scrutiny on technology expenditure and reputational risk if not managed appropriately. Evidence of value for money important. • Change is technology focused/led and requires appropriate change management (including properly engaging with and co-designing for the business) and practicality to overlay that. • A number of key strategic programmes happening each with their own change impact across the organisation, which require ongoing context switching and managing demand and load across the teams. This may lead to change fatigue, inability to consume and adopt change fully to optimise benefits.	• Enterprise Portfolio Management – governance, delivery and change management frameworks are being developed. This will help address some of the issues raised. • CA team members continue to be actively engaged with or members of the relevant programmes and initiatives (e.g., IDAM, MWP) to monitor change and impact on the team. • Attendance at information sessions and inviting Project Managers to team meetings to update on programmes of work and their intended benefits • CA team leaders champion change and support their staff in participating in change processes (baked into team leader objectives).

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Definitions of Rating	
	Neutral theme, not of particular concern to the CA team at this stage. Current controls / actions are considered effective in monitoring and/or managing these landscape issues.
	Theme subject to active monitoring and management focus. There are controls / actions in place to monitor and/or manage these landscape issues.
	Heightened theme of particular concern to the CA team at this stage due to its significant impact on us. Not within our control, subject to active monitoring and management focus.

4. Critical processes

- 4.1 The Head of Communications and General Counsel have considered and confirmed that critical processes are covered if the primary person responsible for our critical processes is not available.

Team	Critical Processes	Cover (Yes/No)	Comments
Communications	- Media monitoring, liaison, statements - Government relations (no surprises, PQs) - Issues management - Internal communications - Social media proactive communications	Yes	All team members are trained to undertake all basic tasks (e.g., intranet publishing, social media, media release publication, external website publishing). The HoC and SCS can both support media engagement, no surprises, government relations and issues management with further strategic/senior resources available under a retainer-based contract with an external supplier. Other suppliers are also under contract and available to work on a project-by-project basis.
Legal	- Documentation review / new investments - Litigation / mediation	Yes	We have more than one senior lawyer in the Legal team able to cover each of these critical processes, as well as the use of external counsel (for investments and litigation), and third party secondees if necessary.

5. Plan to keep risk register review discussion alive

- 5.1 Ongoing discussion at individual Legal and Communication team meetings and the combined Corporate Affairs team meetings to:
- Understand the business environment and identify emerging risks

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- share and draw learnings from any learning opportunities or incidents that happened in other teams or organisations
- share insights from peer meetings and forums
- provide opportunity to voice any material matters arising that could impact the team

Where applicable, follow-up action plans will be put in place to address the issues after the discussions.

- 5.2 Perform review throughout the year of key controls that have been identified as due for review or update (These are: Conflicts of Interest – ongoing disclosure (Control ref 2); Risk-based review and execution of legal documents (control ref 1); Policy review process (control ref 584)

6. Statement of Attestation

- 6.1 Based on last year's Corporate Affairs risk register and the assessment of the current internal and external environment completed by the Business Unit this year, together with the current state of the controls, I am comfortable that the risks Corporate Affairs faces are being managed effectively.

Appendix 1: Methodology

- The Business Environment scan was conducted through a survey of 7 open questions. Responders were asked to describe risks or issues that were impacting or could impact the Corporate Affairs team in the next 12 to 18 months. This question was repeated for 6 topics: People, Process, System, External, Regulatory and Change. The 7th question asked responders to describe any items that fall outside the previous 6 questions.
- We collected 17 survey responses from members of the Corporate Affairs team, Risk (Megan Hastings and Jessie Liu), Investment Operations (██████████), HR (Marty Fourie) and Information Security (██████████). Agreed Out of Scope
- Most participants responded on all of the 6 topics and in some instances the external respondents answered from the lens of risks and issues impacting their own teams. We have included those responses to the extent they also have a broader impact on, or be transferable to, the Corporate Affairs team. Full survey results can be found here ([SD#3581168](#)).
- Summary of Survey Results and Key Findings were provided to the Corporate Affairs team. A 60-minute in-person and virtual workshop was then conducted to facilitate discussion with the Corporate Affairs team and 6 external team guests (Michael Mitchell, Rishab Sethi, Greg Munford, Marty Fourie, Megan Hastings, and Jessie Liu).
- Topics discussed during the workshop included key themes that stood out for the team, what the drivers were, controls and action plans we had or should have had to reduce and manage risks identified. External team guests were also invited to share what they saw in terms of risks and opportunities, what worried them, what may impact our team and what support they needed from us.

ITEM XX BUSINESS ENVIRONMENT SCAN SUMMARY

Paper type: For noting

Presented by: Megan Hastings, Manager Enterprise Risk; Jessie Liu, Senior Advisor Enterprise Risk; Norman Chirindo, Senior Advisor Enterprise Risk

Date: 5 March 2026

Purpose

- 1.1 That the Risk Committee **note** the key environmental themes identified in Business Environment Scans across business units.

Background

- 1.2 All business units completed their Business Environment Scans (BES) across November 2025 - February 2026 through a survey and workshop approach.
- 1.3 Corporate Affairs team had piloted a more concise and streamlined set of BES questions in October 2025, with questions focused on surfacing new, heightened, or emerging internal and external factors that may create risks or opportunities for delivering business unit objectives. The question set was subsequently refined (refer to Appendix); it aims to sharpen the focus on what's changed, reduce overlap between themes, and to prompt clearer insights into threats, opportunities, and emerging factors to provide context for business planning and input into risk register reviews.
- 1.4 At the workshops, teams explored key themes for their BU context, focusing on the "so what" and "now what". Some responses align to existing enterprise actions, some may inform BU planning, while others are being or will be managed through BAU with reliance on existing controls.

What we have learnt from this process

- 1.5 The BES provides useful early insight into how teams view their operating environment. For teams that had completed BES earlier in 2025, few BU-specific factors had materially changed. The refined questionnaires reduced duplicated and overlapping feedback previously existed in survey responses due to the six-themes BES survey approach (People, Process, System, External, Regularotry, Change), and supported more focused team discussions. Completing BES concurrently across teams also enabled identification of common themes and early signals reflected in survey sentiment.
- 1.6 As this is the first time the process has been run in this way, we see an opportunity to clarify the end-to-end process and timing, from BES insights through linkage with Strategic Development, BU planning, Risk Committee (RC) visibility of key BU-level BES themes and responses, and BU risk register reviews. A clearer process with specific objectives would support meaningful reporting to the RC at the appropriate stage, by the appropriate accountable teams, while enabling Enterprise Risk to clearly support BUs and align scope and expectations from the outset. There is an opportunity for Strategic Development and Enterprise Risk to work together to more clearly define the process for 2026/27.

Analysis

At enterprise level, several consistent enterprise themes emerged across business units:

- With the development of the Investment Strategy, supporting functions are awaiting clarity to align their priorities to this strategy. There was discussion seeking understanding of how multiple current / emerging strategies fit together.
- AI adoption and capability uplift is a “heightened” theme, with consistent demand across the teams for clear governance, guidance, and capability and capacity to be able to meaningfully uplift productivity and improve processes.
- IDAP transition risks and post-IDAP uncertainties remain prominent for impacted teams, increasingly balanced with the opportunity that IDAP provides in supporting better insights and process simplification.
- Other “persistent” themes also include organisation changes and external factors such as legal & regulatory, geopolitical, social, economic conditions, as relevant for each BU. These insights inform the bi-annual Enterprise Risk Report.

We reviewed all BU BES summaries and collated the BU-level themes requiring additional actions beyond BAU. These are summarised in the table below for noting. Environmental factors that are managed through BAU are not included.

Key BU Level Themes

Key Theme	So what	Now what
Risk and Data Services		
AI Opportunity to build better AI capabilities within RaDS, while team also raised concerns around AI Governance, Data quality, Inconsistent use across team, Hallucinations, Privacy	To improve productivity, enhance analysis and/or improve data quality Risk of governance gaps, inconsistent adoption, and capability strain	Focus on training for co-pilot, talk to peers and experts, look broadly then focus on key projects. Initial ideas: • Make use of copilot capabilities • Coding • AI in software we have licences, e.g. Dasetti • AI agent for business environment scanning • AI agent to automate data checks and fixes (performance data) • Agentic AI, automated information lifecycle management, integrated information governance, upskilling for new technology and working with new regulatory frameworks for AI
IDAP A long programme of work is still required to complete the transition onto Snowflake and realise IDAP benefits, while balancing IDAP fatigue. Transition Risk that process changes could impact controls Opportunity to leverage new datasets for analysis and reporting to provide deeper insights. Complete post-IDAP workstreams including a) non-critical models b) backlog of work c) instrument mastering d) IBOR	Risks delivered into BAU processes without appropriate controls leading to process failures and impact decision-making. Opportunity to realise long-term efficiency and capability uplift; Post IDAP will continue to require resourcing / support.	Engage in process change to ensure appropriate controls are designed and embedded. • Retire unnecessary (non-critical) models • Uplift in python, snowflake, posit, streamlit • Support or lead instrument mastering • Develop initial (basic) IBOR and rebalancing tool, consider how to develop IBOR further

Pearl and Performance Analytics Opportunity to • improve performance attribution in response to stakeholder feedback on issues around data quality and efficiency. • introduce more independence and completeness into performance, risk and compliance, e.g. currently compliance checks for risk and prudential limits is fragmented across portfolio risk, compliance and the investment team, with no independent oversight for all limits, and risk attribution relies on manager or PM rather than an independent risk view.	Risk of inaccurate interim performance reporting (end of year process is robust) Opportunity around investment strategy for more detailed performance attribution	• Peer Investigation into what systems and approaches peers use for performance analytics and whether they also have an independent risk system • Data quality issue - consider whether we need to have a PBOR where the performance team can fix data issues. Identify and log sources of data issues and centralise. Where possible, automate data issue identification and fixes. • Systems uplift - determine whether we are using the right systems for the right analyses, identify opportunities for process simplification and enhance risk management.
Liquidity and LRA	Commercial Activities 9(2)(i)	
Simplification in processes, systems, and responsibilities • Support Investment team process simplification while maintaining suitable controls • Complex Investment Mandate compliance monitoring process (lack of oversight and	Improved processes / data / collaboration and reduced risk of error or duplication of effort	• Simplification can also mean clearer roles and responsibilities • Enterprise risk leading risk register reviews to help balance strong controls with simplification • Ops compliance oversight on all risk limits • Link to performance project above

responsibility split between custodian, investment team and Risk) Where possible, remove manual monitoring and workarounds which introduces operational risk and inefficiency.		
User access management Opportunity to simplify or complete user access management. Currently onboarding and offboarding staff is time intensive. No single system where all access can be granted and revoked and many systems have limited licences so not systematically granted. Risk that licences remain allocated to people who no longer use them - suboptimal use of Guardians resources.	Simplified process, better use of Guardians resources. More effective and targeted control to risk of unauthorised access to key systems.	Priorities for 2026/27 - Define roles in terms of responsibility and systems access - Consider how to simplify onboarding and create a more complete view of systems and licencing - Consider how to grant access in the most efficient way while still retaining a strong controls environment for key systems
Data Tech		
Contractor reliance & capability risk Delivering IDAP at the required speed required onboarding of a higher than usual number of contractors and consultants - bringing in specific knowledge, skills and delivery capacity.	Risks: - Higher delivery risk where contractors have poor Guardians knowledge, misaligned with target architecture or failure to adhere to standards and patterns. - Delivered risk in form of key person risk, loss of subject matter expertise for specific components following the project that impacts maintainability. Opportunities: - Access to required capabilities and experience; - acceleration of delivery when used well.	Actions: - Intentionally mixing delivery squads to ensure a balance between permanent and contractors to support SME retention - Strengthen Definition of Ready with scope, acceptance criteria and solution designs in place. - Strengthen Definition of Done to ensure As-Built documentation, Operations Support Guide and Knowledge Handover are completed - Strengthening Development standards, quality gates and onboarding to support partnering with consultants

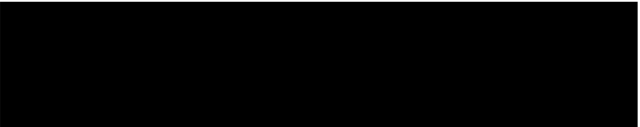
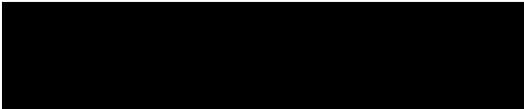
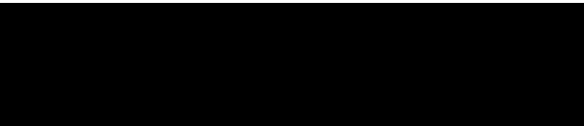
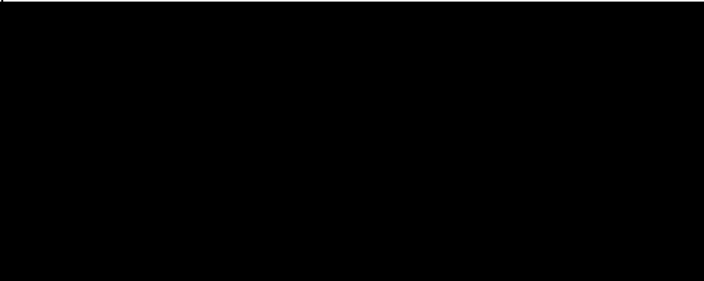
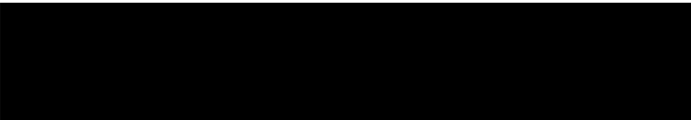
Org restructure uncertainty & clarity of roles Concern around potential for restructure of Data Tech, unclear post-IDAP goals and ways of working	Risks: • Confusion over accountability, • slowed execution, • duplicated or dropped work, • reduced morale/ownership. Opportunities: • Clearer operating model, • better strategic focus if future-state is articulated.	Actions – • Post IDAP roadmap and delivery model (operating view) to be defined and communicated • Communicate this continuously as it evolves over time (e.g. Investment Strategy)
Cross-team / business-unit collaboration & ways of working Cross-team collaboration e.g. with Instrument Mastering was called out as a successful approach and a desire to continue it post IDAP was evident.	Risks: • Without clear collaboration agreements, work can become unbounded (“business problems become data engineering problems”), causing scope creep and platform overload. Opportunities: • Better alignment, • higher platform relevance, • sustained collaboration benefits post-programmes (e.g., IDAP).	Actions (potential – to be explored through IDAP lessons learned) – • Create a lightweight engagement model: intake criteria, prioritisation, roles, and decision rights. • Formalise cross-team collaboration when adopted (RACI/ways-of-working doc). • Establish “what is a DT problem vs business problem” boundaries to manage demand. • Set recurring cross-unit forums for planning/visibility (cadence + owners).
Multiple systems, legacy dependencies & integration risk Concern around supporting two platforms during co-existence mode.	Risks: • Operational complexity supporting “multiple platforms,” • reconciliation overhead, • integration failures, • reduced data trust when “things go wrong,” slower delivery due to dual-support burden. Opportunities: • “Right tools to solve the problem,” enablement of AI,	Actions – • Sufficient resourcing to support co-existence state included in budget request • Roadmap to decommissioning legacy to be included in post-IDAP plan and communicated • Maintain a system map (what runs where, dependencies, owners) to reduce multi-system confusion.

	delivering “more quickly” by using modern tools rather than building from scratch.	
Test automation & regression coverage (DoD) There has been low test automation within IDAP so far (noting we have identified this previously and are now working to improve this).	Risks: - Lower confidence in releases, - slower delivery, - reduced ability to “react or take advantage of opportunities,” - ongoing manual testing burden creates bottlenecks. Opportunities: - Faster cycles + higher confidence if automation is treated as “Definition of Done” and regression is built in.	Actions – - Test Automation included as deliverable within IDAP - Include test automation within Definition of Done and CI/CD checks - Target shifting testing left and T-shaped work – create developer accountability for cases as way of working - Establish regression suite for critical pipelines/products, prioritising highest-impact areas. - Allocate capacity for automation uplift to improve automated test coverage across priority components/data.
Finance, Ops and Tax		
AI Opportunities - AI can automate matching, processing, and workflows, reducing manual work and errors, while increasing awareness of AI related risks e.g. creating knowledge gaps from over-simplification/ reliance on AI.	Improved efficiency and accuracy. Lack of risk awareness could create knowledge gaps with exception handling, resulting in errors and weakened process resilience.	- Build skills and understanding of AI tools within Shared Services to leverage them effectively. - Integrating AI and automation to be owned by individual teams supported by IT to ensure practical application.
Systems / Data Migration Opportunities: Upskilling in new data platforms (Snowflake, SQL and Python)	Strengthened technical capability; Cross team collaboration; Process simplification.	- Prioritise upskilling in Snowflake and Python. - Confirm Daily support channels/coverage for new systems and BCP plan post SuperMart. - Continue regular open communication / feedback to ensure projects (e.g. IDAP) deliver outcomes aligned with Ops and business needs.

- The transition to new tools and systems can enable clearer insights into their application across wider teams' BAU activities. - Potential to develop bespoke tools tailored to needs and leverage integrated datasets (e.g., SLB data) for advanced analytics and reporting Threats: - Multiple systems require validation of discrepancies across Snowflake, SuperMart, and Bloomberg, increasing the number of cross-platform checks needed to confirm data consistency and require IT support in the process.	Better insights to assist decision-making. Complexity in workflow, increased resourcing requirements.	Maintain move toward scalable post-trade and lifecycle processes by eliminating manual workarounds.
CPO - Physical Security Risk The shift to sole occupancy at CPO changes staff visibility levels and introduces additional security considerations, increasing the operational focus on staff awareness and individual responsibility for maintaining secure environment.	Increase physical security risk consideration	Implement education / training on physical security for all staff during transition.
Enterprise Strategy With multiple strategies (Guardians, Investment, Technology, Data, AI) underway or emerging, opportunity to provide clarity as to how various strategies fit together.	Ensure clarity, alignment, engagement and enterprise view / thinking.	- Map and align strategies and plans – ES team to work with comms and HoLT to ensure coherent enterprise view and prioritise workstreams efficiently. - ES Team to work with Leaders to develop their strategic work, ensuring enterprise view / thinking.
Inconsistent Enterprise Strategy team involvement in strategic planning, delivery (including change) work	Missed opportunity to use ES expertise to support alignment, consistent messaging, engagement and coordinated planning and delivery.	Draw on peer practices to improve ES engagement and traction across the organisation.

		• Increase opportunities for ES to contribute early in initiatives, building consistent awareness of the team's role and remit. • Ensure LT sponsorship by integrating ES into relevant planning and delivery activity. • Embed change-risk considerations and consistent use of programme governance frameworks across initiatives.
Emergence of AI AI adoption is transforming how work is done, creating new opportunities (e.g. productivity gain) and risks (e.g. ethical concerns, skills gaps and regulatory uncertainty around responsible AI use). For the ES team, AI could influence strategic priorities, workforce planning, and change management approaches.	It may introduce cultural and psychological impacts which has flow on impact on engagement and adaptability during change.	Work with AI Council to support their work / take opportunities when presented Monitor trends and regulations; staying informed on AI developments Be champions and be brilliant at new tools, upskilling process.
Corporate Affairs		
Declining trust in institutions and misinformation Political polarisation, economic inequality, and media fragmentation have contributed to a marked decline in trust in government and public institutions and in mainstream media. In 2025, Facebook, Instagram and YouTube were among New Zealanders' most used news sources (https://www.jmadresearch.com/trust-in-news-in-new-zealand) Increase in misinformation/scams – in part enabled by AI.	These trends could affect how stakeholders perceive the Guardians including our investment policies and processes. Potential impact include: • Reputational damage stemming from misinformation or misalignment with public sentiment; • Increased effort for CA teams managing perception or misinformation-related risks • Disproportionate response to minority views diverts focus and resources from material issues	• Social media plan is being developed to make better use of social media to broaden our reach • Review how we monitor and use alternative channels, especially social media • Consider how we might make better use of social media to broaden our reach • Considering monitoring services (in conjunction with Tech/Cyber and HSSE initiatives) • CA team continue to provide training and support to wider Guardians to ensure consistent messaging.

Opportunities: - Review how we monitor and use alternative channels, especially social media - Consider how we might make better use of social media to broaden our reach	Improved communication and transparency; and reduced risk of problems caused by misinformation	
People and Culture		
P&C Effectively Moving Forward The team has faced prolonged uncertainty, unclear strategic direction, and a holding pattern created by leadership gap and paused workstreams. This has reduced focus on key areas such as leadership development, succession planning, culture, DE&I, and broader capability development.	Impact on team culture and wellbeing as well as the team's ability to plan and deliver on team objectives effectively.	Realign P&C to organisational strategy, reset and restart team priorities, and help the team progress beyond the restructure with purpose and clarity.
Complexity of P&C Systems / Processes System and process complexity creates friction for employees and leaders. Opportunities to: - Simplify and modernise processes aligned with business need - Improve employee experience through streamlined workflows.	- Improved employee experience - Streamlined workflows to improve our ability to respond to org needs - Reduce support burden on P&C teams	Realign P&C to organisational strategy, reset team priorities, Identify and prioritise processes for review.
Capability & AI Adoption AI is reshaping work patterns and capability requirements. P&C must be prepared to support adoption, manage risks, and help guide the organisation through cultural and capability change. Opportunity to support uplift enterprise AI literacy; redesign processes to safely embed AI for better efficiency and insight.	- Improved organisational readiness for AI adoption and emerging capability needs. - Improve efficiency and insight through responsible AI use.	- Realign P&C to organisational strategy, reset team priorities to strengthen workforce planning, identify future skill sets (e.g., adaptability, critical thinking, data/tech skills) and support organisation capability uplift. - Upskilling P&C for AI. - Partner with the AI Council.

Investment Group		Commercial Activities 9(2)(i)
Liquidity - Portfolio Construction & Market Execution 	Risks  Opportunities 	Potential actions – to be decided 
Governance - Delegations & Decision-Making Clarity 	Risks • Poor decision quality arising from unclear delegated authorities, ambiguous accountabilities, and lack of defined ownership of decisions. • Lost opportunities caused by slow decision-making and unclear priorities. Opportunities • Improved consistency from clear delegated authorities, accountabilities, and defined ownership of decisions, assumptions, and models. • Transparent delegations that empower teams while maintaining discipline. • Clarity on desired portfolio shape and direction will help ensure strategy alignment.	Potential actions – to be decided • Simplify and make delegations visible and principles based • Institutionalise cross team collaboration and structured challenge (e.g. forums, working groups) • Strengthen knowledge sharing to improve consistency and decision quality • Embed accountability through clearer ownership and post decision review processes. • Rationalise decision-making structures; recalibrate delegated authorities and role clarity
Data Quality - Systems & Technology Limitations (IDAP, Posit, Snowflake, Desktop Tech) 	Risks • Poor decisions due to inadequate data and system limitations. • Model error due to model fragility and inconsistent assumptions	Potential Actions -to be decided • Improve access to data and analytical tools to strengthen insight and decision quality • Develop sandboxes and experimentation pathways for faster testing and learning • Invest in portfolio analytics, factor lenses and

“Posit is slow due to capacity limits which impacts ability to complete work.”	• Poor decisions resulting from incorrect model use. • Poor decisions due to over-reliance on AI outputs without sufficient validation. Opportunities • Improved decision quality from implementing scalable modelling compute and a faster experimentation environment. • Leverage AI using sandboxes and rapid proof-of-concept pathways. • Close out IDAP and move to BAU • Additional training on models to strengthen understanding and support more effective use.	horizon scanning frameworks • Use improved data and tooling to support faster, higher-quality investment decisions • Re-orient processes toward speed with staged implementation and fast-fail
Sustainability, ESG & SI Complexity “Manual processes and inconsistent ESG data increase risk of errors and weak integration” “Embed SI processes and data into core systems; strengthen training and documentation.”	Risks • Reporting error/Misreporting due to inconsistent ESG data and manual processes. Opportunities • Improved reporting quality due to robust documentation • Enhanced engagement with governance bodies to ensure shared understanding of ESG risks	Potential actions – to be decided • Embed sustainability and systemic risk into core portfolio construction, risk budgeting and horizon scanning • Strengthen resilience analysis across climate, nature and social risks • Align sustainability ambition with investment decision-making and outcomes
Resourcing - Capacity & Capability “Capacity constraints and reduced headcount create risk of poor decision making and missed opportunities.” “Filling vacant leadership roles will strengthen cross team collaboration and decision making.”	Risks • Missed opportunities • Poor decision quality due to delays in filling key vacancies. Opportunities • Cross team collaboration • Career development opportunities for internal staff through promotion	Potential Actions -to be decided • Embed a scalable operating model that supports disciplined, consistent investment decisions • Institutionalise lessons learned to reduce key person risk and improve repeatability • Complete current WIP to fill key vacancies.

	Improved decision quality resulting from filling key vacancies.	
Geopolitical, Macro & Market Uncertainty “Geopolitical instability increases the likelihood of tail scenarios” “Higher volatility could undermine stable portfolio construction”	Risks - Long Tail Risk - Incorrect assumptions Opportunities - Enhanced horizon scanning across economies and policy environments. - Leverage strong liquidity position and robust risk frameworks.	Potential actions – to be decided - Advance total portfolio approaches (TPI, factor lens, horizon scanning) - Use forward looking analysis to identify both risks and long-term opportunities

Information Technology

Delivery & Capacity Risk - High demand and tight timeframes; - limited resourcing relative to volume of work; significant backlog; - additional work directed from other areas; - transition to new ways of working (sprints/squads) creating short-term delivery challenges and uncertainty around sizing, prioritisation and expectations.	Risks: - missed requirements, - reduced quality, - delivery delays, - rework and delivery volatility during periods of change. Opportunities: - faster delivery on high value initiatives and improved predictability if prioritisation and delivery discipline improve.	Potential Actions – to be decided - Implement a formal work intake and prioritisation process with clear criteria. - Establish workload planning aligned to organisational priorities. - Introduce clear definitions of ready/done to protect analysis quality. - Support transition to sprints through shared working agreements and onboarding.
Operational Resilience & Knowledge Continuity Risk - Influx of new personnel increasing onboarding load; insufficient handover of new initiatives; undocumented processes; - reliance on single individuals for key skills; - institutional knowledge gaps following restructure; inconsistent onboarding of contractors and consultants.	Risks: - errors, - duplication, - inconsistent service quality, - reduced incident response effectiveness, single points of failure. Opportunities: - stronger operational resilience, - improved service quality, - reduced dependency on individuals.	Potential Actions – to be decided - Create runbooks for key operational and incident scenarios. - Define and enforce a minimum documentation standard for processes and initiatives. - Introduce a handover checklist for projects and services. - Implement cross skilling plans to reduce

		keyperson dependency.
Process, Control & Automation Effectiveness Risk - Processes not standardised or consistently documented; - high manual effort and TOIL; - complex or overly manual governance and compliance steps; - opportunity to simplify processes and apply automation to routine tasks.	Risks: - inconsistent control execution, - human error, - slow decision making, - hidden operational risk in manual processes. Opportunities: - efficiency gains, - faster resolution times, - improved consistency and reduced operational risk through automation.	Potential Actions – to be decided - Identify key TOIL drivers and maintain a process simplification backlog. - Standardise and streamline governance and compliance workflows while retaining core guardrails. - Implement automation for repetitive tasks with appropriate logging and monitoring controls.
Technology Architecture & Capability Risk - Delays in foundational initiatives such as IDAM; incomplete cloud design and implementation leading to manual deployments; - continued reliance on legacy platforms (e.g. AD based VMs, desktop-based development); - lack of a clear roadmap following suspension of earlier programmes.	Risks: - access management weaknesses, operational fragility, - inconsistent environments, - increased remediation costs, - constrained ability to scale securely. Opportunities: - stronger security foundation, - improved scalability, and enablement of future automation and modern delivery practices.	Potential Actions – to be decided - Prioritise foundational IDAM standards and processes. - Develop a clear technology and architecture roadmap toward the target state. - Reduce manual deployments by completing design and moving to repeatable, standard patterns. - Actively manage and reduce legacy technology dependencies.
Emerging Technology, Cyber & Third-Party Risk - Rapid adoption of AI and GenAI creating data, security and governance risks; - evolving cyber threats (phishing, social engineering, geopolitical activity); - reliance on contractors and third-party vendors including cloud hyperscalers; - emerging considerations such as quantum readiness, ESG expectations, operational	Risks: - data leakage, - cyber incidents, - regulatory noncompliance, - third party concentration risk, - future cryptographic and resilience gaps. Opportunities: - improved efficiency and decision-	Potential Actions – to be decided - Establish an AI governance framework before broader deployment and support safe use awareness. - Maintain regular security awareness training and evolve controls in line with threat trends. - Implement vendor risk tiers and rationalisation to manage concentration and

resilience testing, and cross border data requirements.	making through responsible AI, • stronger security posture, • reduced attack surface through vendor rationalisation, • proactive readiness for future regulatory and technology shifts.	continuity risk. • Begin long horizon planning for quantum readiness, operational resilience and data localisation impacts.
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Recommendation

That the Risk Committee **note** the key themes identified through Business Environment Scans across business units that require actions beyond BAU.

Appendix

Business Environment Scan Survey Questionnaire

(Baseline survey questions, which can be adapted to suit specific business unit need)

1. Threats

Since the last BES, what new or heightened factors could hinder your team's ability to deliver on its objectives or increase risk to the business unit?

2. Opportunities

Since the last BES, What changes or developments could enable your team to deliver more effectively or create greater impact? How might these create opportunities or reduce risk for the business unit?

3. Emerging

Looking ahead, what's changing in the environment in which we operate? What new risks, trends, and opportunities are emerging? How might we respond to them?

4. Any other thoughts?

Is there anything else you'd like to add? E.g. this could include areas where you think our controls, processes or responses may need to evolve, or priorities you believe the business plan should consider.

Theme 1: People

Opportunities

- Look to leverage diverse skills and experiences.
- Optimise HR Analytics for insights for improvements and better decisions making.
- Empower individual contributors with the necessary tools and support.
- Clear, targeted, and well-timed communication within the People & Culture (P&C) team and with the business strengthens collaboration, empowers leaders, and ensures alignment with business objectives.
- The P&C team can proactively support people through change, ensuring feedback is heard and addressed. Building leadership skills, tech capabilities, and people management expertise is critical to driving team performance and achieving strategic goals.

Challenges

- **Capability & Capacity:**
 - o Skills gaps will occur externally if we don't implement tech transformation, there is a risk of losing people to more innovative organisations to maintain skills.
 - o An increasing lack of available leadership development experiences could make it more difficult to effectively plan and support leadership transitions.
 - o Finding efficiency to fulfil tasks and the effective use of resources
 - o Key person risk / bottlenecks
- **Change:**
 - o Perceived reduced focus around people related matters e.g. people strategy, DEI and succession planning etc.
 - o Navigating change and managing the impact from LT turnover
- **Alignment:** Different team members have varying experiences and expectations regarding the new [P&C] operating model, which may result in misalignment.
- **Culture:** a risk that the wider team isn't operating in an open and constructive manner, which can impact how employees feel about their contributions and their ability to challenge and question decisions.
- **Flexibility:** any changes to the current hybrid model may have impact on employee wellbeing, culture, and satisfaction. Flexibility is crucial for attracting and retaining talent.

Theme 2: Process

Opportunities

- Simplify and align P&C processes by taking an “outside-in” approach and applying ESOAR to streamline tasks.
- Use AI and HR Analytics for better decisions, and ensure each process is necessary, effective, and repeatable.
- Opportunity to leverage the Oracle Redwood interface change to review the as built [and now clunky] business processes.

Challenges

- Some processes are not well adapted to the current size of the organisation/volume of transactions, resulting in inefficiency. This distracts from core work.
- Excessive controls and/or approval layers minimises errors but slows down decision-making and reduces flexibility. This in turn can impact morale and shift managers’ focus from strategic priorities to operational tasks.
- Change readiness: There’s a lack of sufficient capacity and alignment within People & Culture (P&C) to identify and address process inefficiencies effectively. A mismatch in skills and resistance to change further hinders progress, especially as technology and AI demand continuous adaptation.
- Inefficient data management and lack of system integrations leads to double work, creating additional burdens to generate insights on performance and decision-making.

Theme 3: Systems

Opportunities

- Building out the Data Analytics function in Oracle will allow P&C teams to access real-time data. Leveraging internal solutions for modern HR Analytics and deploying dashboards for leaders to self-serve will enhance efficiency.
- The Oracle Redwood upgrade is transformational. This provides an opportunity for process improvement, simplifying Oracle functionalities, and enabling employee and manager self-service. Using GenAI tools and the new Oracle LMS can deliver flexible learning programs and improve overall system engagement.

Challenges

- Current Oracle processes and issues take time, and as the organization grows, a unified source of truth and improved system functionality are essential to streamline operations and enhance reporting capabilities.
- Clear ownership, effective communication between teams, and tech architecture support are essential to enhance data flow, reduce manual work, and prepare for future growth.

Theme 4: External

Opportunities

- The Guardians' strong employer brand offers stability, and New Zealand's growing cultural diversity fosters innovation.
- In an employer's market, there's an opportunity to attract external talent and expand talent pools.
- Leveraging external best practices, strengthening partnerships, and using AI tools like Copilot can improve recruitment and efficiency.
- Economic challenges present opportunities for early careers programs and wellbeing initiatives, while building supplier relationships and engaging new Board members can bring fresh perspectives.

Challenges

- Talent availability is challenged by domestic skill shortages and heightened by brain drain
- Economic instability may lead to budget cuts and hiring freezes, adding pressure on staff and affecting workplace culture.
- Political shifts in New Zealand, including reduced support for the Treaty of Waitangi and Māori partnerships, could impact DEI initiatives and employee appeal.
- Rising living costs, slow tech adoption, and evolving social expectations around flexibility and work-life balance complicate talent attraction and retention.

Theme 5: Regulatory

Opportunities

- Labour laws promoting fair treatment, equal pay, and anti-discrimination foster an inclusive workplace.
- Data privacy laws build trust and loyalty.
- Sustainability regulations support CSR initiatives, enhancing the company's brand.
- New contractor legislation could simplify classification, reduce misclassification risks, and may prompt changes to how we manage the contractor worker lifecycle programme.

Challenges

- Frequent regulatory changes, e.g. updates to the Accredited Employer Work Visa scheme are resource-intensive for ensuring compliance. The Guardians need to navigate shortened visa lengths and additional skill checks.
- Data privacy compliance, the cessation of flexible working in the public sector, and potential expansions in psychological harm regulations (as in Australia) add further complexity.
- Expectations around hybrid working, te reo Māori use, and equal pay data publication can strain our capacity.
- The volume and pace of these changes can divert resources from value-adding activities.

Theme 6: Change

Opportunities

- Embrace agile methods, Gen AI, and continuous improvement to boost P&C team responsiveness and collaboration.
- Strengthen change resilience by supporting People Partners in guiding teams through change and identifying influencers.
- Leverage the P&C restructure to enhance efficiency, team value, and delivery across the business.
- Drive change adoption through Change Champs, role modelling, and alignment with the Guardians of the Future strategy.
- Foster open communication, adaptability, and cross-team collaboration, using tools like Planner and Mural to support a culture of change.

Challenges

- Leaders are expected to drive change but lack sufficient support and clarity.
- A leadership program that better equip leaders needs to be implemented urgently.
- Need to ensure the org does not lose sight of people and culture-related priorities (broadly speaking, not P&C team-specific), as other change is given priority. Ensuring that change is done consistently with our cultural aspirations and levers.
- Too much change is leading to resistance and fatigue, making it difficult to keep up with changes alongside BAU workload. Communication gaps about changes could cause misunderstandings and misalignment
- Key challenge is the slow pace of change (not lack of ideas), with multiple discussions and delays affecting implementation.
- Additionally, changes at the leadership level (e.g., CEO, P&C restructure) and cultural shifts within the organization are contributing to uncertainty, impact organisation culture.
- Efforts in DE&I are lacking focus and capacity.
- Any hiring freeze may lead to a higher reliance on contractors, which could have long-term impacts.

PEOPLE	PROCESS	SYSTEM	EXTERNAL	REGULATORY
Hybrid working - effect on culture & connection, effect on collaboration, learning & development	Manual , centralised processes.	Modern Workplace - positives: productivity. Negatives: large files can't cope, too easy to delete things.	Cyber risk - hackers, fraud	Section 59 - both an opportunity and risk
Creation of development opportunities / need to develop staff, leadership opportunities.	Opportunity for more automation .	IDAP - could be game changer, but our needs must be taken into account. Need the right support.	Political risk (within NZ) - less stability and predictability	Climate reporting
Key person risk / Staff leaving and taking valuable knowledge with them	Lack of communication between BU's and teams causes inconsistencies	Limited follow-up support for new systems	Environmental threats , unstable weather - impact on personal lives, asset valuations, supply chain, ability to travel	Keeping up-to-date with accounting & tax regulations/standards
Mental & physical wellbeing / burnout	Too many different frameworks/approaches/strategies currently under review	Simplify systems such as taxi bookings, meeting room technology	Inflation & cost of living	Increased reporting requirements mean increased resources
Culture - impact of hybrid model, spread across floors, senior leadership changes, new CEO	Development of AI will require new skill set. Opportunity to use AI for tasks to free up time for more value-add work.	Reliance on 3rd party systems	Peers and best practice approach	Tax law and tax disclosures constantly changing both in NZ and o/seas.
The time it takes to recruit.	Processes (e.g. payments) being disrupted by external providers.	AI - lack of understanding / there is still the need to review AI output. It could revolutionise how we do things; freeing up time.	Budget announcements	Revenue authorities becoming more aggressive.
Insufficient resources to add more processes.	Concerns about outsourcing - e.g. current in-house payment approval process v manual but also v thorough	Opportunity to simplify and automate manual processes	Our advisors need to be world class from a technical and ethical perspective.	As NZSF was created by statute, the Govt could change our operating model.
Capability/relevant skill set / knowledge gaps (e.g. technology, office security, complex transactions)	Insufficient capacity to deliver on process improvements.	Upskilling on systems that are new to us (payroll, travel)	Sustainability and transparency becoming more important.	
Retaining staff (e.g. due to changes to working arrangements; perception of Govt cost cutting; relocating due to cost of living)	Reliance on external advisors or 3rd party providers , some in different time zones	Complexity of some systems (e.g. Bloomberg)		
Constraints around headcount and budget	Team processes that fit within broader processes - need to ensure broader process is being met.	Sharepoint - collaborating on large files difficult; less secure than eDocs		
Succession planning.	Different processes for perm staff vs contractors (e.g. with IT systems)			

CHANGE
Lack of communication (e.g. IDAP)
Project/programme governance practices are immature
Change processes are immature
Change fatigue - a lot going on. Increased cognitive load.
Office move and change to the ways we work (e.g. neighbourhoods).
Section 59 - how will this change what we invest in and what we need to consider.
Not allowing adequate time to fully embed a change.
Unintended impacts of change

Technology Business Environment Scan (October 2024)

1. People opportunities



Themes

- **Work** - Flexible working/work-life balance
- **Clear** – Goals and vision, Roles and responsibilities
- **Opportunities**- Upskill/build capabilities, Continuous learning/development
- **More collaboration**, working together/teamwork
- **Communication** – Open between teams
- **Great culture**
- **Talent** - ability to attract and retain

2. People threats



Themes

- **Lack** – Clear direction from leadership, Role clarity, Collaboration, Trust in Tech team/individuals
- **Key person risk**
- **Poor communication**
- **Capacity** – spread across too many workstreams
- **Resistance to change**

3. Process opportunities



Themes

- Process simplification / standardisation / continuous improvement / alignment / documentation
- Change and Delivery frameworks
- Clear Goals
- Regular feedback loops

4. Process threats



Themes

Lack of process:

- o Understanding
- o Documentation
- o Standardisation
- o Improvement

5. Change opportunities



Themes

- **New** Technologies / Delivery methods / Ways of working
- **Frameworks** – Change / Delivery
- Continuous improvement focus
- Business partnership

6. Change threats



Themes

- **Lack** change management understanding / change resistance
- Business engagement / alignment / communication

7. System opportunities



Themes

- **Tools** – standardise / use what we have / automation
- **Data** – modern, trusted, scalable data model/stack
- **New** technology experimentation
- **Strong collaboration toolsets**

8. System threats



Themes

- **Business** - architecture view to understand where and how change benefits/impacts
- **Legacy systems**
- Large number of systems for our size
- **Tools** – multiple tools serving similar purposes e.g. work item management (Azure DevOps, Jira) and document management (SharePoint, Confluence)

9. External opportunities



Themes

- **Informed** about emerging technology/trends
- **Strategic** vendor/peer relationships for insights

10.External threats



Themes

- **Risk** – outsourced systems, reliance on vendors/suppliers
- **Cyber security**
- Political factors

11.Regulatory opportunities



12.Regulatory threats



Themes

- **PRA** - new privacy legislation
- **Potential AI standards/regulations** which could limit our use



Control Articulation: Monthly Peakon Employee Survey

Date: June 2023

Control Handshake

Not applicable

Risk	Strategic Risk #6: Employee Capability and Capacity Shortfall
Control name	Monthly Peakon Employee Survey
Control Objective (Why)	The Peakon engagement survey allows employees to provide feedback anonymously through the Peakon platform, which in turn provides insights to identify areas that require management focus and drive positive changes that can help us deliver to our purpose and vision and will support the maintenance of our values. This control helps reduce the likelihood of employee capability and capacity shortfall occurring due to loss of staff, where that loss can be attributed to staff feeling disengaged due to their voice not being heard.
How is the Control performed (What)	The Peakon survey measures engagement, Guardians values, transformation and change, health and wellbeing, diversity and inclusion, and risk matters. People managers receive training to ensure the tool is leader led, the system is leveraged fully with a focus on action planning, and communication back to teams and the organisation as a whole is frequent and meaningful. The survey questions are a combination of standard Peakon questions and Guardians designed questions. Survey questions review and update was last completed by in Jan 25. The next formal review of Peakon scheduled for 2027. The Manager, Culture and Development will also be continuously reviewing the question set, if it is fit for purpose, and responding to any environmental changes and feedback that comes through and making changes if and when required. The survey is set to be released automatically from the Peakon platform to all staff each month via an email into their inbox. There are 35 questions total, with all questions asked over a 12-week (3 survey) cycle. There are four cycles per year. All employees are encouraged to participate and are given a window of time to complete the survey before the survey round closes. Responses are anonymous and reported by sub-team (direct People Leader level), team (Head level), or business unit (GM level) depending on where threshold is met (4 direct reports or more). Threshold managers have access to their team's data in Peakon and are expected to provide high level feedback to their team at the end of each survey round, and more detailed feedback, including action plans at the end of the 12 -week survey cycle. Non-threshold managers and their direct reports will be provided with feedback by the people leader above them in the hierarchy that meets threshold. The result

	debrief sessions and action plans are led at the threshold manager level and visible up the hierarchy to ensure the team understands the survey results accurately and is encouraged to continue to provide feedback. The Leadership Team have access to all data across the organisation for segments that meet threshold. Subject matter experts for diversity and inclusion, transformation and change and risk matters are provided with quarterly reporting manually by the Culture and Insights team to monitor progress and identify any actions required. Additionally, the GM of the subject matter expert is also able to share feedback for that specific area with them, given they have organisation wide access.
How is the control evidenced (Where)	All results are available in the Peakon platform, including action plans documented by managers, Heads and LT.
How is the control monitored (Who)	Through the monthly survey results available to people manager hierarchies (manager, Head, GMs), LT, People Partners, and Culture and Development.
Frequency	Survey is conducted monthly. Feedback to the threshold manager and teams is provided every survey cycle. The next review of Peakon as a continuous listening solution is scheduled in 2027.
Key Control Vs. Supporting Control:	Key Control
Nature: Preventative/ Detective/Corrective	Detective / Corrective
Control Type: Automated/Manual/ Manual with technology dependency	Manual with technology dependency
Control Performers	People Leaders Head of Culture and Insights
Control Owner	Head of Culture and Insights
Risk Owner	GM P&C
Effectiveness (Design/ Operation)	Design: Effective The Peakon survey is anonymous, result debrief sessions and action plans are led at the appropriate level (threshold manager) and visible up the hierarchy to ensure the team understand the survey results accurately and continue to provide feedback in relation to their engagement, health and wellbeing, diversity and inclusion, feelings on transformation and change, Guardians values and risk matters. Action plans

C2 - Internal Use Only

	created by threshold managers, and by those up the hierarchy mitigate the risk of staff becoming disengaged. Operation: Effective Control is operating effectively. The importance of the survey and the feedback received through it is communicated to all staff and all staff are encouraged to participate. Anonymity is controlled via the system settings (threshold set for reporting). Results are available to threshold managers, and to the Leadership Team. Teams are given feedback by their threshold manager and are able to see their own scores compared with their team, and the organisation via their personal dashboard. The last review of Peakon was conducted in January 2025 The next review of Peakon is scheduled for 2027
Reliance on another BU for BCP?	No

ITEM 1(B) PROPOSED PEAKON CONFIDENTIALITY CHANGES

Paper type:

For approval

Presented by:

**Katie Fitzsimons, Organisational Development Lead &
Marty Fourie, Organisational Development Head**

Date:

July 2026

Recommendation

We recommend that the Leadership Team approve the proposed changes to Peakon confidentiality settings.

1 Purpose

- 1.1 This paper seeks Leadership Team approval to strengthen confidentiality settings in Peakon so it can continue to be used as a trusted employee listening tool and support future culture and values measurement. The proposed changes are intended to reduce identifiability risk, increase confidence in the tool, and support more meaningful and appropriate action planning at the right organisational level.

2 Background

- 2.1 Peakon is our primary employee listening tool. Recent verbal staff feedback indicates that some employees have reduced confidence in Peakon because of concerns that comments or responses may be identifiable. The current 4-response threshold and some dashboard filters increase that risk.
- 2.2 Over recent months, improvements have been made to how Peakon insights are reviewed and communicated. This includes more regular Leadership Team visibility of organisation-wide themes, clear communication back to employees on what has been heard and a stronger focus on using Peakon to inform meaningful discussion and action. The proposed confidentiality changes are the next step in strengthening the overall Peakon approach. They will help ensure the tool is trusted, used appropriately, and well positioned to support future engagement, culture and values measurement.

3 Proposed Changes

- 3.1 It is proposed that the Guardians strengthen Peakon confidentiality settings by:
 - a. Increasing the minimum visibility threshold for both results and comments from a segment size of 4 to 7; A threshold of 7 provides a more appropriate minimum group size for reporting in the Guardians' context, where many teams are small. It reduces the likelihood

that individual responses or comments can be inferred, while still preserving access to meaningful business unit and organisation level insights.

- b. Disabling dashboard filters to Leaders that may increase the risk of identifiability; specifically, job level and gender. People and Culture would still have access to the dashboard filters to analyse trends at an organisation level.
- c. Publish an organisation-level dashboard for transparency after each survey.

4 Implications

Benefits

4.1 The proposed changes are expected to provide:

- a. Stronger protection for employee confidentiality and reduced identifiability risk.
- b. Increased employee trust in Peakon as a safe feedback channel.
- c. More reliable, meaningful group-level results for action planning.
- d. Better alignment of Peakon with future culture and values measurement.

Trade offs

The proposed changes will also involve some trade offs:

- a. Some leaders will no longer see team-level dashboards or comments.
- b. Removal of leader ability to slice data by job level and gender.
- c. There will be an increased expectation on senior leaders working closely with their managers to interpret results and guide action planning at a business unit and organisational level.

5 Impact on Leaders

5.1 If the recommendation is approved the impact will be

- a. 16 leaders with teams of 4–6 will no longer meet the visibility threshold and will therefore not receive a team-level dashboard.
- b. 14 leaders have teams of 7 or more and are expected to retain access to a team-level dashboard, subject to sufficient survey participation.
- c. 20 leaders are already below current threshold and are unaffected.

Leaders who no longer receive a team-level dashboard can continue to have access to relevant organisation-level and business unit-level insights, where thresholds are met.

We would encourage the Leadership Team to continue sharing business unit results in a way that is meaningful to them. There is functionality in Peakon to share the business unit results via a shared link – People and Culture can demo how to do this, if required.

6 Proposed engagement sequence

6.1 If approved the engagement sequence would be as follows:

- a. Week 1: Leadership Team approval; brief People & Culture.

- b. Week 2: People and Culture to meet with 16 impacted leaders; targeted comms to leaders retaining dashboards with clear expectations on use, key messages to all managers.
- c. Week 3: Announce changes to all employees via Town Hall (30 July – as part of values / culture update) and Supercharged; publish organisation dashboard at end of next survey round (end of July).

Appendices

- Appendix 1: Proposed changes to Peakon dashboard filters
- Appendix 2: Impact of proposed threshold change on leader dashboard access

Appendix 1

Current filters	Impact of filters
Investment/Corporate office	Keep
Business Unit	Keep
Department	Keep
Manager	Keep
Job Level	Restrict to People & Culture
Gender	Restrict to People & Culture
Start date	Already restricted
Date of birth	Already restricted
Tenure	Already restricted

Appendix 2

Shared Services

Leaders Name	Total reports	Impact of change
		Access retained
		Access retained
		Access retained
		Access retained
		No longer have dashboard access
		No longer have dashboard access
		No longer have dashboard access
		No longer have dashboard access
		No longer have dashboard access
		No longer have dashboard access
		No longer have dashboard access
		No longer have dashboard access
		No Access - No change
		No Access - No change
		No Access - No change
		No Access - No change

Risk

Leaders Name	Total reports	Impact of change
		Access retained
		Access retained
		No longer have dashboard access
		No Access - No change
		No Access - No change
		No Access - No change
		No Access - No change

People and Culture

Leaders Name	Total reports	Impact of change
		Access retained

		No Access - No change
		No Access - No change
		No Access - No change

Investments A

Leaders Name	Total reports	Impact of change
		Access retained
		Access retained
		No longer have dashboard access
		No Access - No change
		No Access - No change
		No Access - No change

Investments 1

Leaders Name	Total reports	Impact of change
		Access retained
		Access retained
		No longer have dashboard access
		No longer have dashboard access
		No longer have dashboard access
		No longer have dashboard access
		No Access - No change
		No Access - No change
		No Access - No change
		No Access - No change

Corporate Affairs

Leaders Name	Total reports	Impact of change
		Access retained
		Access retained
		No longer have dashboard access
		No Access - No change

Improper Gain 9(2)(k)

March Peakon results – an update

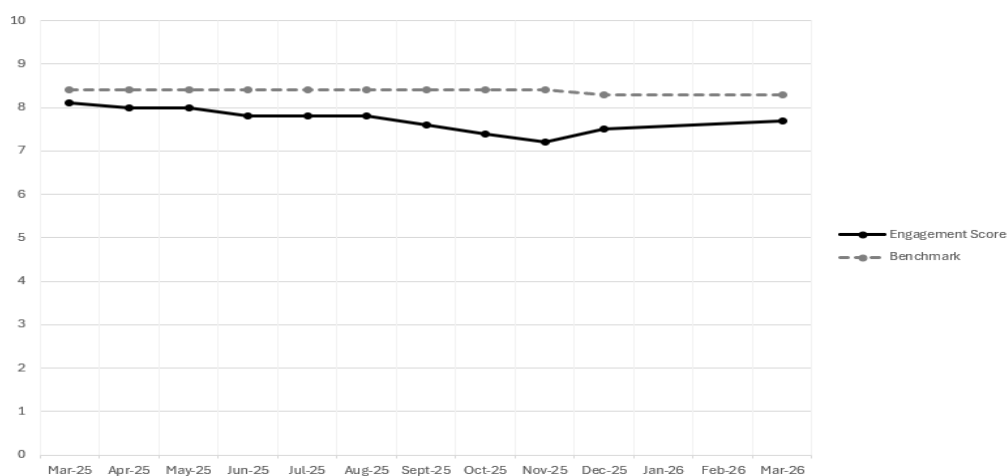
Thank you to everyone who has provided feedback through the most recent Peakon rounds. This update focuses on the key themes and patterns emerging from the feedback we've heard so far this year. It's important that we are open about how our people are experiencing work here, and how we plan to respond to the feedback.

A snapshot of our March results

In March 65% of our people participated in the Peakon survey, which gives us a reliable picture of how people are feeling. As always, the more voices we hear, the richer the insights, and we encourage everyone to share their views.



Our overall engagement score was 7.7 and has lifted slightly by 0.2 since our last survey late last year. Our engagement score is a measure of how committed to and enthusiastic our people are about their work and the organisation. We are ambitious about engagement and benchmark ourselves against the top 25% of the finance sector. That benchmark sits at 8.3, which means we are currently slightly below it and see this as an ongoing area of focus.



Strengths

A clear strength in the results is freedom of opinions. Many of you feel able to speak up

and share your views, particularly within your own teams. This reflects the trust and respect that exists between colleagues, and the importance of creating environments where people feel safe to express different perspectives. In addition, many people feel positively connected to their manager. Many of the comments call out individual leaders who are doing a fantastic job leading their teams – thank you all. There is also a strong connection to the purpose of our work.

Opportunities

The results also highlight areas where we have more work to do, particularly clarity on the direction and future strategy, and addressing a sense of uncertainty for some, driven by organisational change.

What we are hearing

What we're hearing	How we will respond
People value being able to speak up, and freedom of opinions is a clear overall strength in the results. Many people feel confident sharing their views within their own teams. Some of the commentary suggests that confidence is not always as strong across teams.	We will continue to strengthen psychological safety, including across teams. Many people will have recently participated in psychological safety workshops, and these have evolved to have a focus on cross team safety. We also have specific psychological safety questions in Peakon that will measure how we are tracking over time. We will continue to promote psychological safety, including offering ongoing access to our growth mindset and conversational capacity courses, offering tools and resources to build resilience, and holding ourselves accountable for role modelling a safe environment across the Guardians. We also have informal and formal speak-up channels available if there are concerns about behaviour.
There is uncertainty about the organisation's overall strategy and employees have expressed concern regarding organisational change and the impact of valued colleagues leaving.	We shared an update on strategy at the Town Hall and this will be the first of a number of updates and conversations in the coming weeks. The Strategic Plan will be finalised over the next few months and will be visible to everyone.

	We also know that organisational change has been hard on the team. The feedback shared through Peakon commentary, and in workshops run by the Change team have been honest and helpful in identifying learnings including clarity and approaches to support. We also acknowledge the concerns on losing valued colleagues, including specific comments on female leaders leaving us. We appreciate the honesty of this feedback and are actively engaging with leavers via exit interviews to understand any themes or actions we can take.
Employees report mixed experiences with opportunities for growth and development	We encourage everyone to continue to have conversations with your manager about opportunities for development. The biggest opportunities for growth and development come from the work and environment we are exposed to and there also continues to be the opportunity to attend formal learning. All leaders are welcome to discuss the needs of their team with P&C. In addition, after a pause in some P&C activities, we are now reviewing our enterprise approach to learning including our training offerings and programmes.

What happens with your feedback

At an organisation level, the results help us to understand themes and patterns so we can focus leadership attention where it matters most. At a team level, leaders can review their results and talk with their teams about what they're seeing and where to focus. If you're not sure how to approach this, please contact Katie Fitzsimons or Gretchan Evans.

Thank you to everyone who takes the time to complete the surveys. They provide us ongoing insights that are an important contribution to shaping our work. We are committed to continuing to listen, share what we're hearing, and be clear about how feedback is shaping our focus over time. You would have received the link to the next survey on Friday 20 March.

Peakon Results - Between 15 May – 28 May

Engagement Score

7.8

↑ Up by 0.2

Survey round participation

58%

↓ Down by 2%

of comments

79

↑ Up by 33

of comments replied to

20

↑ Up by 16

Business Unit Participation %

Shared Services

62%

Risk

65%

People and Culture

73%

Investments A

44%

Investments 1

54%

Corporate Affairs

67%

What we have identified to focus on:

- Greater clarity on strategy and how to translate it into action remains a consistent theme.
- People capacity and capability—ensuring we have the right people with enough depth to deliver on our strategy. Some underlying commentary on workload

What we should celebrate:

- The move to CPO is having a positive impact on people's experience at work and people are saying it is changing behavior.
- Positive comments on supportive teams and relationships.

Key messages for Supercharged this month:

- Thank you – after a drop in comments last month, we've seen a significant increase this round. We really value this input as it helps shape where we focus and how we improve.
- The move to the new office and CPO is having a genuinely positive impact, with increased collaboration, stronger connections, and a noticeable lift in energy across teams.
- Concerns around turnover, vacancies, and the loss of institutional knowledge are coming through more strongly in the feedback. We are focused on getting the right team in place and acknowledge that this is taking some time. It's positive to see internal appointments succeeding in their new roles, although this does then create flow-on impacts across teams and mean further recruitment. We appreciate the honesty of people who have shared this feedback and the patience needed.
- Training support on AI continues to be a big ask, here is more information on the enablement.

Key themes from the comments

Excitement about new office & environment

- [Redacted]
- [Redacted]

Concerns about turnover, vacancies, and loss of institutional knowledge

- [Redacted]
- [Redacted]

There is strong interest in AI, but mixed confidence

- [Redacted]
- [Redacted]

Psychological safety isn't universal

- [Redacted]
- [Redacted]

Peakon update – 15 May – 28 May results

Thank you to everyone who took the time to share feedback through Peakon. This update focuses on responses to the survey between 15 May – 28 May.

A snapshot of the results

The overall engagement score is at 7.8, a 0.2 increase from last survey and now sitting 0.5 below benchmark. Participation sits at 58%, down 2% from last survey. This month we received 79 comments, up by 33 comments to last round. That lift in comments is valuable as it gives us a richer picture of people's experience and our culture. It also helps us to understand where we need to focus our efforts and how we can improve.

7.8

-0.5 below
True Benchmark®
(8.3)



58%

Survey round
participation



79

Comments in last
round

What's going well

Management support and an open and constructive team environments continue to be a strength, alongside a sense that the work people do here is meaningful and connected to our wider purpose.

There were also many positive comments about the move to the CPO. Initial feedback suggests that the new environment is helping strengthen connection, lift day-to-day energy and create more opportunities for collaboration across team.

What people are asking for more of

This round, two themes came through more strongly in the feedback. The first is concern about turnover, vacancies, and the loss of institutional knowledge. We know that turnover can affect continuity across teams, and we are focused on getting the right team in place, while acknowledging that this is taking some time. It is encouraging to see internal appointments succeeding in their new roles, although that can also create flow-on impacts across teams and lead to further recruitment. We appreciate the honesty of those who have shared this feedback

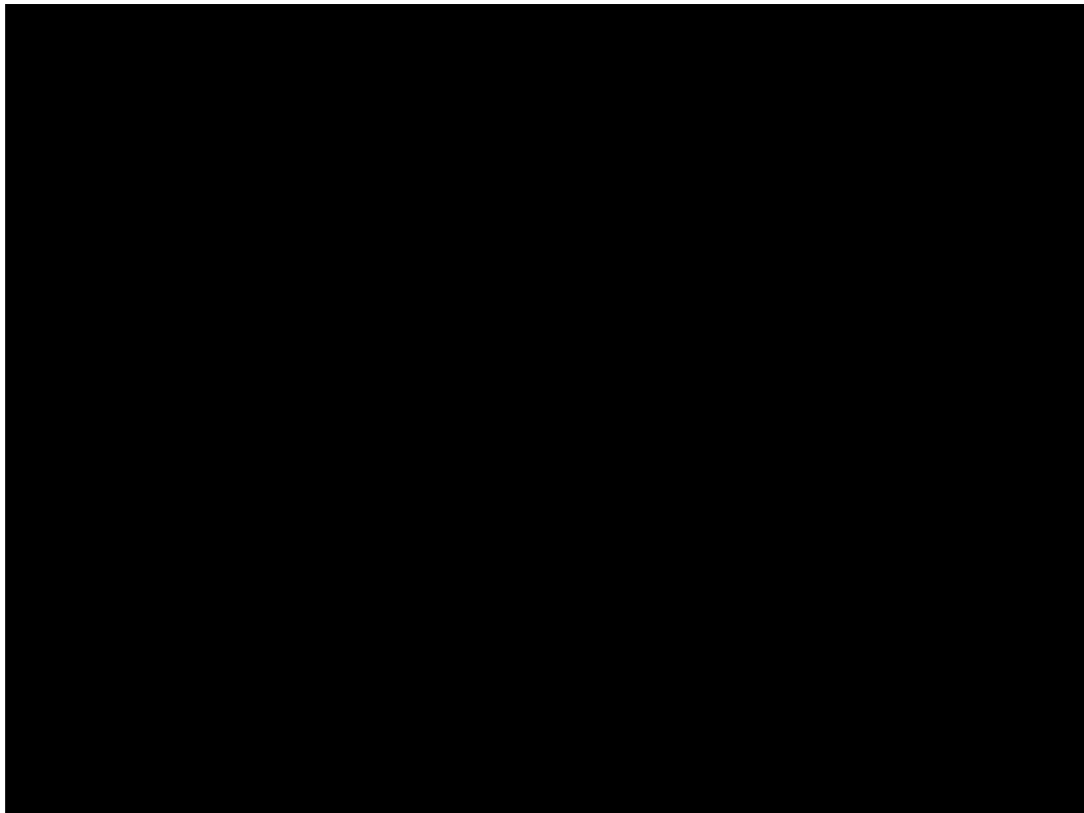
and please do discuss with your manager if your workload is challenging. Where we are seeing a pattern in responses we are following up individually.

The second is AI. Training and enablement support continues to be a strong ask, with people wanting more help to build confidence and capability in this space. We are continuing to focus on AI enablement, including creating opportunities for people to learn, explore and build practical understanding over time.

Earlier this month, an initial pilot group of 48 staff took part in Copilot training hosted by PwC. We've had really positive early feedback from the Copilot training, with people finding it practical, hands-on, and directly relevant to their day-to-day work. Many have said it's helped build their confidence quickly and shown clear ways AI can save time and improve how they work. The feedback gathered from the pilot is helping to shape the wider rollout, with further training sessions planned for teams from mid-June to early July.

The training is an important step in building our organisation-wide AI capability and embedding AI into how we work day-to-day.

Thank you again for all the thoughtful feedback, the next survey is now open.



Privacy 9(2)(a)

Peakon Results - Between 12 June – 25 June 2026

Engagement Score

8.0

↑ Up by 0.2

Survey round participation

62%

↑ Up by 4%

of comments

61

Down by 18

of comments replied to

13

↓ Down by 7

Business Unit Participation %

Shared Services

59%

Risk

74%

People and Culture

82%

Investments A

50%

Investments 1

71%

Corporate Affairs

67%

What we have identified to focus on:

- Development and growth opportunities
- People, roles and resourcing - role clarity, vacancies and workforce planning. People are concerned about prolonged acting arrangements, unclear post-change responsibilities, and reliance on contractors without a clearly communicated strategy.

What we should celebrate:

- People are valuing the autonomy, flexibility and manager support
- All momentum is positive, with interest in tools that improve efficiency

Obligation of Confidence 9(2)(ba)(i)

Key messages for Supercharged this month:

- Engagement has increased for the second survey in a row, now sitting at 8.0 - the highest level in over a year.
- Approach to goal setting and development this year. This is a focus area based on regular Peakon feedback this year. We have taken steps to adjust how we plan development together which will be rolled out in July as part of goal setting. Each year, everyone will set clear development goals as part of goal setting. Development will be supported with a mix of on-the-job learning, coaching, and formal development. More detail will come as goal setting begins in mid-July.
- We are continuing to work on how we support the organization where there are changes - thanks to those who have acknowledged the progress in this area. The feedback we're receiving is about the ongoing importance of transparency, consistency and pace - and we will continue to focus on this.

Key themes from the comments

Appreciation for leadership care and support following [redacted] processing Privacy 9(2)(a)

[redacted]

Development opportunities are not consistently felt across the organisation

[redacted]

Change execution experiences are mixed

[redacted]

Trust, restructuring and contractor strategy

[redacted]

Peakon update: 12 June – 25 June

Thank you to everyone who shared feedback through Peakon. This update reflects what we heard in the latest survey, conducted between 12 June – 25 June.

A snapshot of the results

Our overall engagement score has increased again this month to 8.0, up 0.2 from the previous survey and is now sitting at its highest level in over a year.

Participation has also lifted this month to 62%, up 4%. We received 61 comments, which is slightly down from last round but still provides helpful insights.



What's going well

The comments tell us that there is strong momentum building around AI. Recent Copilot reporting shows a significant increase in usage across the organisation, with overall prompts increasing by over 27% in the past month and adoption now sitting at 70%, well above the industry benchmark of 26%.

83% of the organisation has now completed the PwC training. This is translating into real changes in behaviour, for example, usage among people who were in the lowest group of prompt users prior to training has increased by over 446%. We've also seen more than 300 Copilot agents created. Alongside this, tools such as Prompt Coach, Analyser and Researcher have been rolled out.

What people are asking for more of

One area that continues to come through in the feedback is that people are looking for opportunities to develop and grow at the Guardians. In response, we're evolving how we approach goal setting and development this year, with a stronger and more deliberate focus on development.

From July, everyone will be supported by their people leader to set 1–2 clear and relevant development goals as part of their annual goal. These goals will be refreshed each year to ensure they remain current and connected to what you would like support

developing in. Clear goals will allow your development to be supported in a practical way, through day-to-day work such as stretch opportunities and projects, learning from others through coaching and feedback, and formal training where it adds value. More detail will be shared as goal setting begins in mid-July.

We are also continuing to work on how we support the organisation through change. It's encouraging to see feedback recognising the progress that has been made in how changes are communicated and implemented. At the same time, feedback highlights the ongoing importance of transparency, consistency and pace, particularly in how decisions are shared and followed through. We will continue to focus on strengthening these areas to ensure people feel informed, supported and clear on what change means for them and their teams.

Next survey opens Monday 13 July.

EXECUTIVE OVERVIEW AND LEADERSHIP IMPLICATIONS



Low and Uneven Adoption

60% of staff rarely or never use Dynamics 365, with leadership role-modelling strongly influencing usage behaviours.

Unclear Purpose and Data Quality

Staff lack clarity on CRM usage expectations, leading to inconsistent data entry and reduced trust in information reliability.

Time Cost Barriers

Many users find the system slow and duplicative, perceiving that effort to use outweighs benefits, especially with infrequent external interactions.

Leadership and Simplification Needed

Clear leadership expectations, faster data entry, automation, and a focused CRM scope are essential for better adoption and value.