



Understanding Your Data Pack

How to use this guide

This guide will equip you with everything you need to know about data packs.

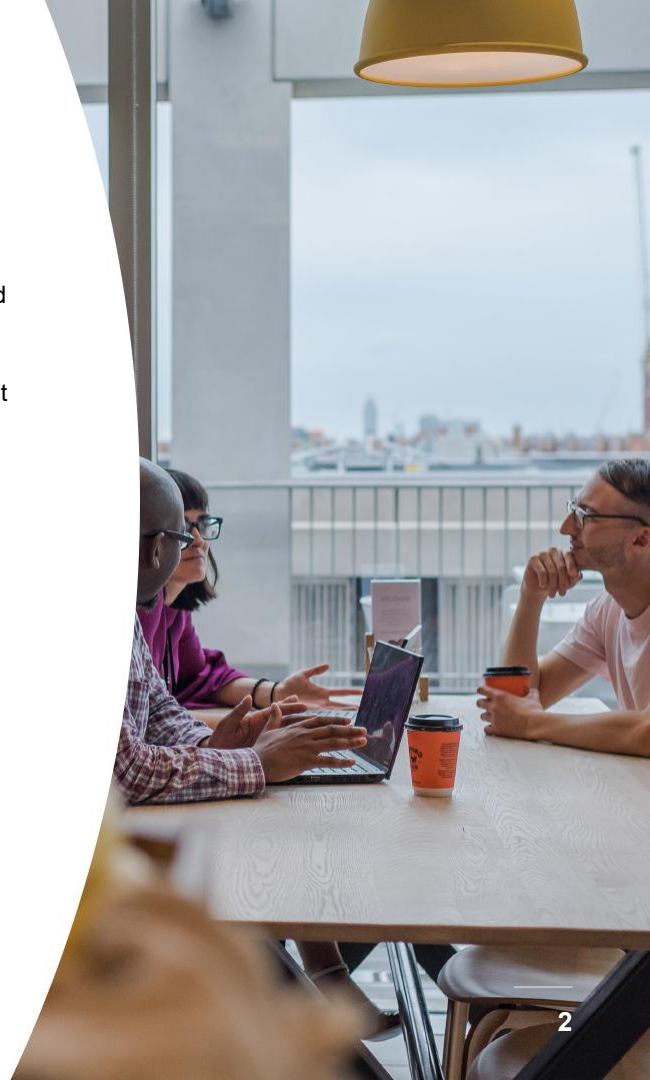
You'll see charts and tables that look a lot like those in your data packs, except we've used dummy data from a hypothetical organisation. Using this guide as a reference, you'll be able to understand what each table, chart and graph means.

Represented by graphical examples for each chart, you'll see the methodology behind any models we use here at best companies along with reasons that make them so valuable as an insight.

Insights include:

- 9 Zone Model of Emotion
- Best Companies 8 Factor of Methodology
- BCI Scoring / Accreditation
- 1+3 Method
- Heatmaps / Statements
- Job Grade / Employment Group Results

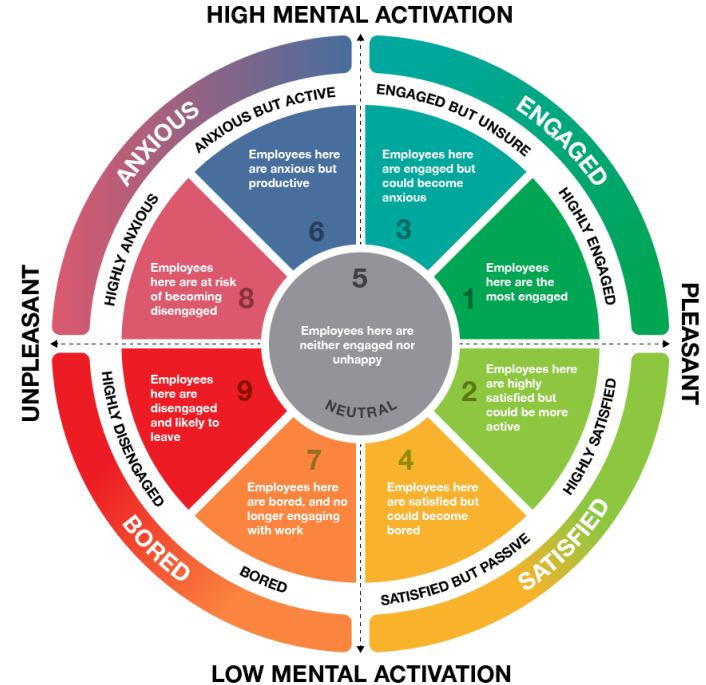
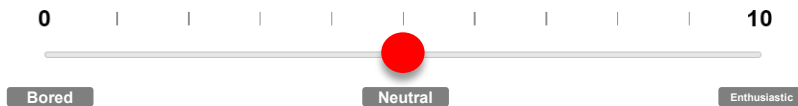
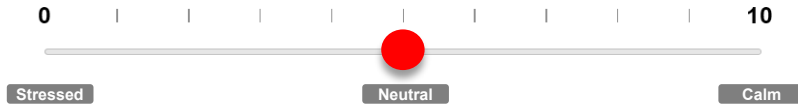
You'll be able to draw insights from your survey data that you can use to improve engagement in your organisation.



The 9 Zone Model

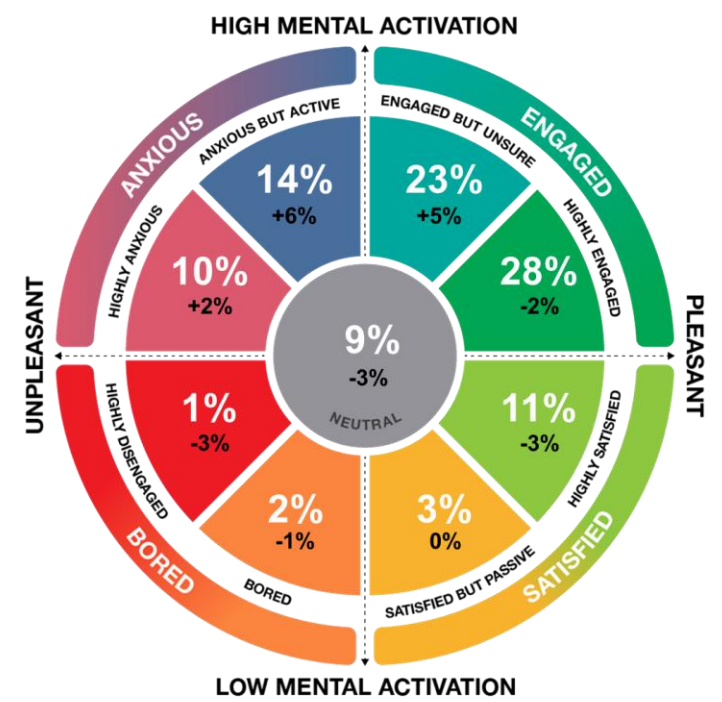
- Provides an **emotional read out** of engagement based on how bored or enthusiastic an employee has recently felt, and how stressed or calm they've been. Scored on a **0-10 scale**, we convert this data into percentages by placing each employee across 9 zones (shown numbered on the right) for any organisation or employment group with 30+ responses

On a scale of 0 - 10, please mark how you've felt about work recently,



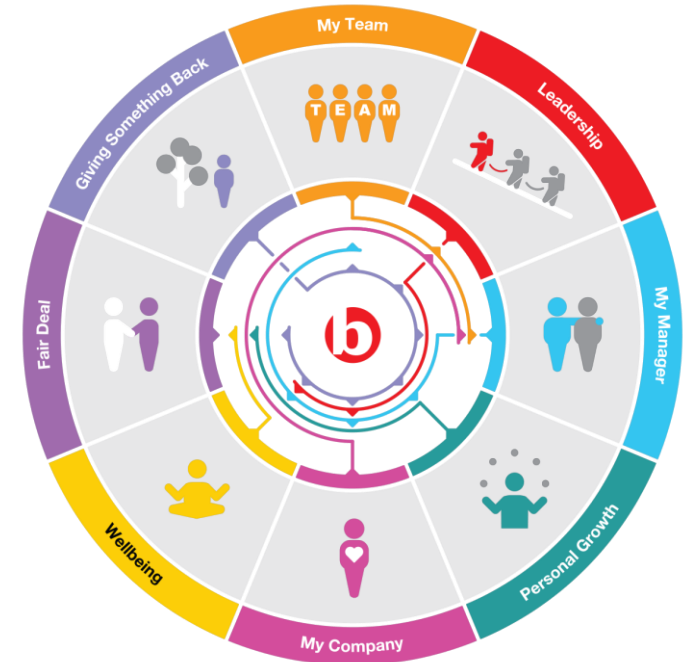
The 9 Zone Model - Benchmarks

- When viewing your scores compared to your **previous survey results**, the percentages in white display the proportion of your employees that sit in each of the zones, with the percentages in black showing the difference compared to the previous survey
- When viewing your scores compared to the **Accreditation benchmarks**, the percentages in white display the proportion of employees in each zone for the benchmark, with the percentages in black showing how far you are away from achieving the same percentage as the benchmark
- Organisations ideally want high levels of **highly engaged**, with employees giving high levels of mental activation and having pleasant experiences helping to move them from a more satisfied mindset of lower mental activation. Managers play a key role here
- A lack of information and clarity around the future can lead to heightened levels of **anxiousness** for employees, with communication from Leadership teams being pivotal in reducing



The 8 Factors of Organisational Health

- The b-Heard survey is based on the **8 factors of workplace engagement** identified by Best Companies that are vital for employees to feel motivated and bonded to an organisation's goals and purpose. Whilst measuring engagement, our 8 factors help to form the basis of an organisation's health – our we connecting at an organisational level whilst enabling performance at an individual level?
- Our 8 factors of organisational health fall into two distinct groups. The **four 'pillars'** are what the organisation must deliver. The **four 'enablers'** are what employees need to give their very best. When the pillars are strong the organisation achieves its goals. When the enablers are in place, employees feel proud, engaged, and motivated to succeed
- A description of each of the factors and how each links to organisation health can be seen on the following slides



Pillars of Organisational Health



Pillar 1

Build and Maintain
Cohesive Teams that
Collaborate

- **My Team** benefits from a high scoring My Manager factor, as the manager is key to creating and sustaining a productive and positive work environment. An employees perceived team will be those they work with on a daily basis



Pillar 2

Reinforce
Organisational Clarity

- **Leadership** has the biggest influence on the My Company factor. The leadership culture sets the tone for either good or poor levels of wellbeing. Leadership needs to drive forward change whilst creating a balance between work & personal life



Pillar 3

Over Communicate Clarity
via **Managers**

- **My Manager** a great manager will sell the direction and vision of the organisation and so directly impacts the My Company factor. A great manager will also take an interest in the personal growth of their people and ensure that wellbeing kept to healthy levels to drive growth. Great managers will build effective teams and help to break down any silo cultures between them



Pillar 4

Manage and Measure
Performance around
Clarity

- **My Company** is created by output statements such as 'I love working for this organisation' and is made up of an aggregate of all the other factors. If the other seven factors, especially Leadership, are scoring well, you will see a higher My Company score. The only exception to this rule is where the organisation has a strong well-known brand; this can enable the My Company factor to score highly without a high leadership score

Enablers of Organisational Health



Enabler 1

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

- **Personal Growth** is strongly correlated to Fair Deal, as if we are developing our people they are more likely to be happy about their pay and benefits. A stronger learning and development culture within the organisation can aid higher scores in Personal Growth



Enabler 2

while maintaining high levels of **Wellbeing**

- **Wellbeing** is a product of leadership and management culture, linked strongly to fair deal and a balance between the two is key to success in both areas. For example if you are paid a fixed salary and asked to work longer hours this will have a different negative impact than if you were paid a wage per hour



Enabler 3

ensuring that Colleagues feel well **Rewarded**

- **Fair Deal** is a hygiene factor and whilst it is important in engagement, it is more of a disengager than an engager, and therefore must be set at the right level. You could pay people twice as much money, however they would still have the same views on Leadership and Management culture and certainly wouldn't be twice as engaged. Fair deal is not as highly correlated to engagement compared to the other seven factors



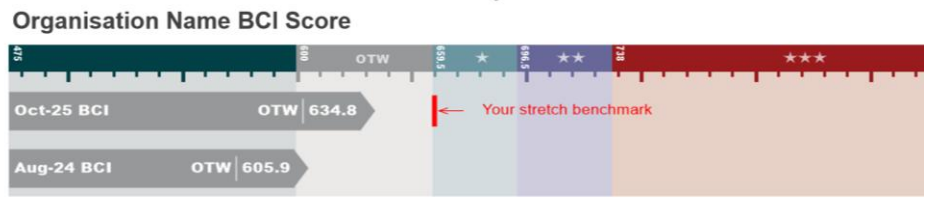
Enabler 4

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

- **Giving Something Back** to the local and wider community involves how we think about the environment and whether profit & budget concerns are the only thing driving the organisation

BCI Score

- BCI stands for **Best Companies Index** score and is the recognised standard for employee engagement. It is calculated by combining the responses to our 8 factors
- The BCI score runs on a scale of 0-1000, with most companies falling between 475 and 850. Our **engagement bandings** (below) start from a score of 600
- The **stretch benchmark** (the target for your next survey) that your data is compared to throughout your data pack is shown in red. You will also see **response rates** from this survey and any previous surveys below your score



Survey	No. of Responses
Organisation Name Oct-25	66.67% (40/60)
Organisation Name Aug-24	85.71% (66/77)

'One to Watch'
 represents a **good** level of engagement, having achieved a minimum score of 600



'One Star'
 represents a **very good** level of engagement, having achieved a minimum score of 659.5



'Two Stars'
 represents an **outstanding** level of engagement, having achieved a minimum score of 696.5



'Three Stars'
 represents a **world class** level of engagement, having achieved a minimum score of 738



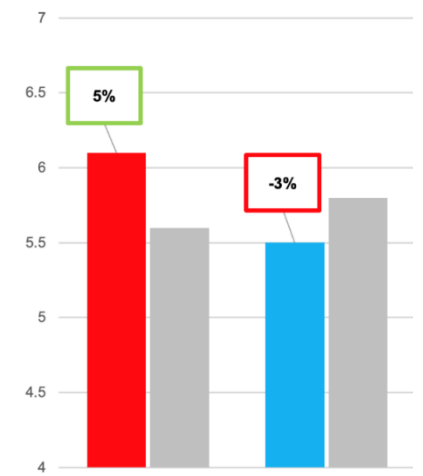
Understanding your data pack

- All statements and factors are scored on a **7 Point Scale**:

- 7 – Strong Agreement
- 6 – Agreement
- 5 – Slight Agreement
- 4 – Neither Agree or Disagree
- 3 – Slight Disagreement
- 2 – Disagreement
- 1 – Strong Disagreement

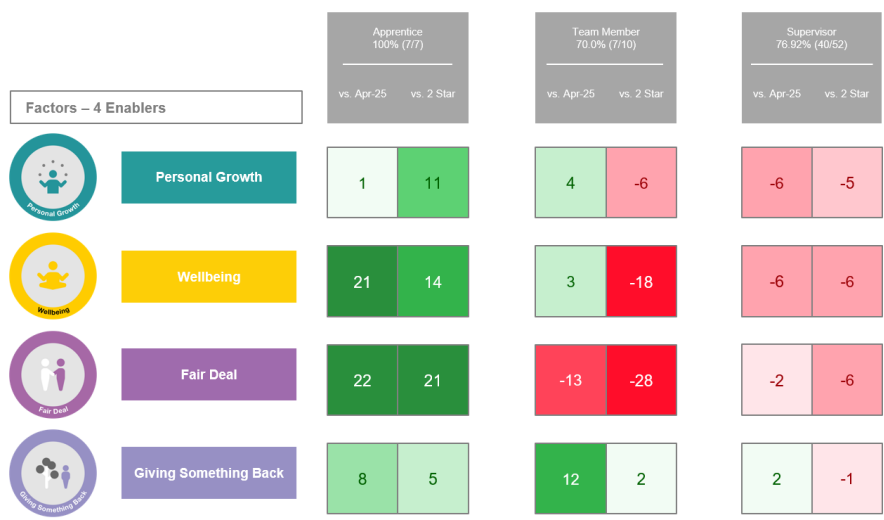
- Factor Scoring** all scores are calculated as a mean score and then compared to a benchmark. Then shown as either the percentage above or percentage below either the mean score of the factor or statement

- All statements and factors are displayed using **conditional formatting**. The deeper the green the better the score the deeper the red the less good the score. The numbers in the red and green boxes are simply percentage variance compared to last year, or your company etc. Use this formatting to identify areas that present as opportunities to increase engagement (darker reds) and areas to celebrate (deeper greens).



Understanding your data pack – Overall Factor by Job Grade

- We then move to showing each job grade in ascending order for both the four factors that make up the ‘pillar’ side of our methodology and then the ‘enabler’ side shown here
- Using our colour formatting we show how each grade feels about that statement using a percentage above or below the given benchmark. If available, the first column will show the change for that **job grade** against a previous survey, with the second (or only column if no previous survey comparison is selected) showing gaps against your next target stretch benchmark
- The chart uses a like for like benchmark to ensure an accurate comparison to the **demographic data** that is displayed. For example, your Senior Manager demographic will be compared to other Senior Managers within the stretch benchmark



1+3 Method

- Our 1 + 3 Method™ is designed to identify **1 Area to Celebrate and 3 Opportunities to Improve** from our 8 Factors. Helping you target in on focus areas, starting with what is working well, the method creates a sense of safety and confidence. By limiting focus to three opportunities to improve, it keeps effort concentrated and manageable. The method deliberately focuses on areas within a team's sphere of influence, ensuring that improvement discussions remain practical, constructive and actionable. Each section will be preceded with an AI generated **current reality** based on data and comments from your survey helping to show you the current 'state of play
- Two versions of the method exist – **people leader and team**. At people leader level the method considers all factors as people leaders in general have the ability to impact areas such as leadership, management and fair deal (pay and reward). At team level we remove these 3 factors and focus on the remaining 5 (team, company, personal growth, wellbeing and giving something back) as these are areas that team member level and above can impact. Don't worry though – all **remaining factors** feature after the 1+3 section

Factor to Celebrate



Opportunity Factor



Opportunity Factor



Opportunity Factor

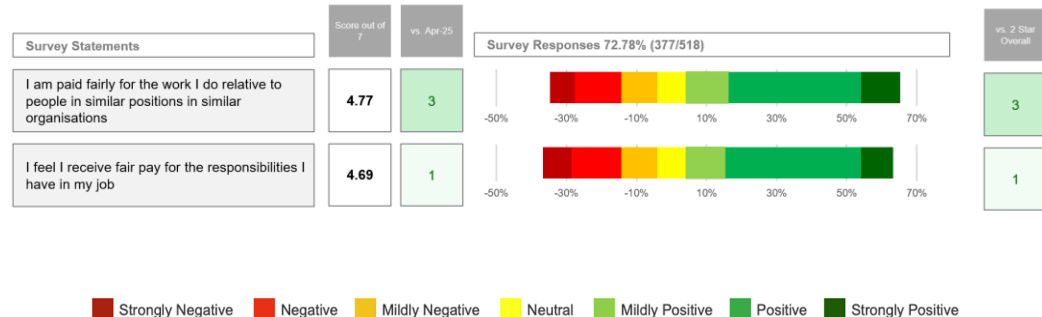


Remaining Factors



Understanding your data pack - Heatmaps

- One of the most useful ways to view your individual results to statements is via a heatmap. This chart is designed to **represent our 1-7 scoring scale in a colour format** – allowing you to quickly see where you have a majority positive response pattern (green, with dark green representing 7/strongly positive) and where potential challenges exist (red. With dark red representing 1/strongly negative)
- We rank all statements here in ascending order apart from your celebrate factor which will descend in score
- High scores for **positively phrased** statements, where we want agreement, are shown in green. High scores for **negatively phrased** statements are flipped so that we can also shown them in green – as we ideally want respondents to disagree here. Regardless of phrasing, green is always the best outcome for you



8 factor statements

- Going more granular now in detail, we explore each factor and the **statements** that you selected to use that fall into this area. We've used Leadership as our example here
- We then move to showing each job grade in ascending order and show how they feel about that statement using a percentage above or below the given benchmark. If available, the first column will show the change for that job grade against a previous survey, with the second (or only column if no previous survey comparison is selected) showing gaps against your next target stretch benchmark
- The chart uses a like for like benchmark to ensure an accurate comparison to the demographic data that is displayed. For example, your Senior Manager demographic will be compared to other Senior Managers with the stretch benchmark



Leadership

Organisation Name Oct-25 By Job Grade vs. Benchmarks

Survey Statements	Team Member (25/40)		Team Leader/Supervisor (7/10)		Head of Dept (8/10)	
	vs. Aug-24	vs. 1 Star Entry Level Companies 2025	vs. Aug-24	vs. 1 Star Entry Level Companies 2025	vs. Aug-24	vs. 1 Star Entry Level Companies 2025
My organisation makes a positive difference to the world we live in	4	0	5	-13	-5	-5
Senior managers truly live the values of this organisation	4	6	6	3	-8	-8
The leader of this organisation runs this organisation based on sound moral principles	10	-2	15	-1	8	-12
Senior Managers here are visible and approachable	2	4	20	8	-5	-10

Employment Groups

- This table shows the responses across the 8 factors of workplace engagement for specific employment groups within your organisation
- You can access individual employment group area **response rates** and see how they have performed with levels of engagement in terms of **BCI score**. We start rank them in descending order and colour code increases (if a previous survey comparison is selected) in green, decreased in red
- Using the same formatting as described earlier in this guide, the numbers in the table show the **percentage above or below the given benchmarks**. If applicable these slides will show vs previous survey at response and BCI score level

Employment Group Factor Scores

Oct-25 vs. Aug-24 includes Response Rates and BCI Scores

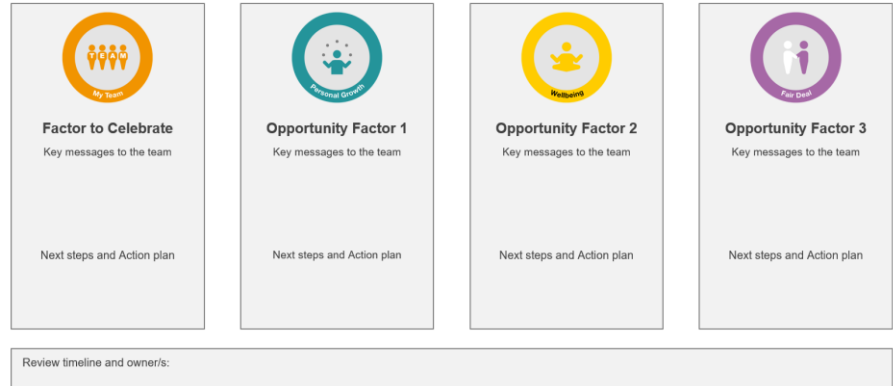


Employment Group Name	Response Rate Percentage (Actual)		BCI Scores (Accreditation Rating)		My Team	Leadership	My Manager	My Company	Personal Growth	Wellbeing	Pay Deal	Overall Scoring Back
	Aug-24	Oct-25	Aug-24	Oct-25								
Human Resources	75% (6/8)	100% (5/5)	714.8 (2*)	721.1 (2*)	5	3	6	-1	-1	-3	-4	2
Finance	75% (6/8)	83.33% (5/6)	685.0 (1*)	678.1 (1*)	-3	-3	-1	-6	-1	2	1	-2
Facilities	80% (8/10)	85.71% (6/7)	647.9 (OTW)	663.4 (1*)	3	4	1	3	3	1	-2	2
Customer Service	88% (22/25)	62% (12/20)	614.6 (OTW)	638.4 (OTW)	4	1	3	1	4	4	13	1
Sales	92.31% (24/26)	54.54% (12/22)	616.4 (OTW)	629.5 (OTW)	-2	9	3	1	-1	2	11	3

Introduction to Action Planning

- Our 1+3 method lends itself seamlessly into **preparing the ground for improvement**. Whilst celebrating what's great – you will also have been given areas of opportunity – and it's these that you will want to work on moving forward. We call this **action planning** and your data pack can help set the scene for this next step
- Included as an optional extra, you can ask your employees to start thinking out why our celebrate factor is performing well and what we want from our opportunities. Essentially how do we move from our **current reality to our desired outcome** of improvement

Feedback and Action Planning with your Team





Thank you

If you have any questions or want any more information, please call us on **01978 856 222** or email support@b.co.uk