# Culture Assessment

Final Report

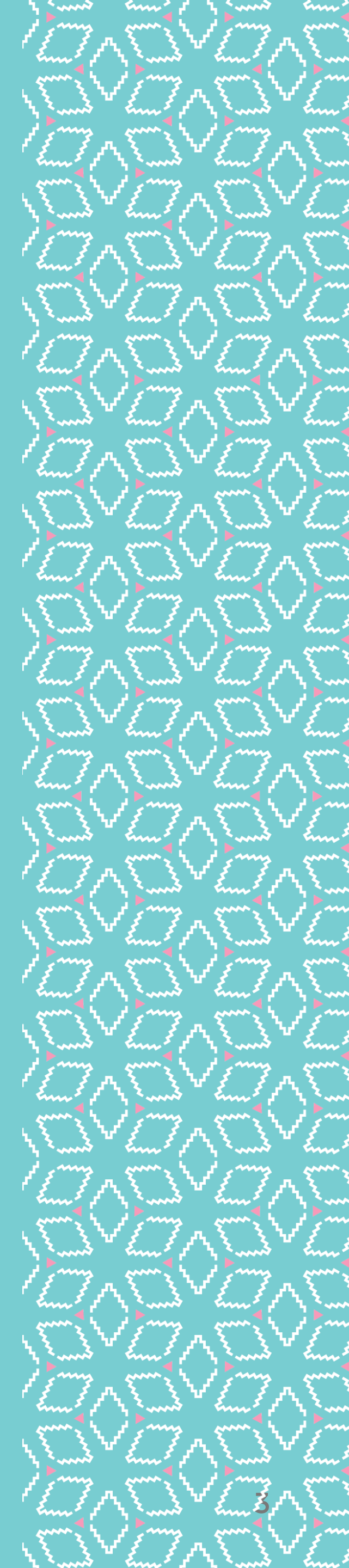BERMUDA | Lost Yet Found

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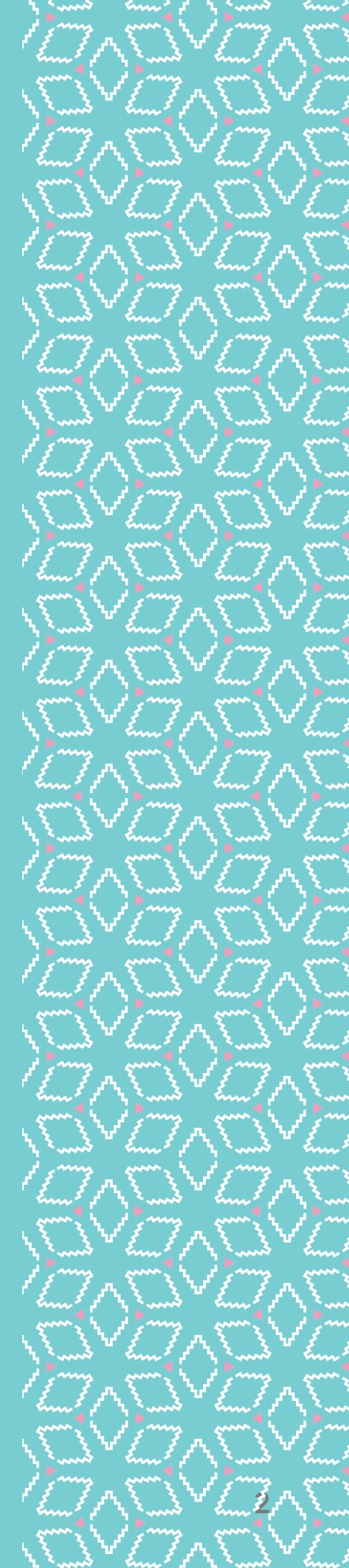
# Executive Summary

# Executive Summary

The BTA identified a need to assess the authority's culture after a high turnover and concerns were expressed related to the overall working environment. The assessment consisted of three primary activities which included;

- Reviewing policies, procedures and supporting documentation related to corporate governance and employee matters,

- Performing a company wide anonymous electronic culture survey based on the Culture Framework Diagnostic (CFD), and

- Conducting confidential interviews with staff and board members.

Assessing the culture at an organization is complex with many factors influencing the achievement and maintenance of a positive culture that is inclusive, professional, productive, balanced, motivating and provides for professional growth and development opportunities.  Fundamental to the culture of any organization is the "Tone from the Top" that helps set and drive core values of the company. Whilst there are several positive elements related to the culture at the BTA including being a results drive and passionate organization that has a good work life balance and a sense of accomplishment, there are opportunities to improve the culture at all levels of the organization. From each activity, key findings and results have been documented, and recommendations have been provided with the aim to improve the overall culture of the BTA.

During the assessment, the BTA team were very cooperative and expressed a unified objective of continuing to improve the BTA culture. More specifically, the Board and Executive Management were very supportive through out the process and indicated their support and commitment to positive  change and growth at the BTA. Over the past 18 months, the board and management have implemented programs to help improve the culture at the organization overall,  however the Culture Health Score from the CFD was 57% against a benchmark of 73% indicating additional focus and improvements are needed. The CFD results also indicated positive scores as it relates to overarching motivation with 60% of the traits respondents used to describe the culture were positive.

The BTA has gone through several transitions in short term, experiencing employee turnover at various levels, including  the Human Resources(HR) department. The key role of  "Human Resources and Administration Manager"  is and has been vacant since September 2024, and while the VP of Operations has oversight of the function a dedicated HR leader with clear ownership and responsibility should be recruited. Consideration should be given to escalating the role to a VP level and hiring a seasoned and experienced professional that can assist with and drive initiatives to aimed improving the BTA culture and provide for centralization.

# Executive Summary

Whilst there is a general understanding and awareness of the values at the BTA, results of the CFD and interviews indicates that values are not embedded within the organization and are not perceived to be demonstrated or lived daily. Mistrust, unprofessional, domineering and siloed were consistently used when interviewees described the current culture at the BTA. Additionally, respondents indicated that there is a lack of accountability within the organization both at a work performance level and from behaviors that were seen as unprofessional and domineering. This was coupled with the sentiment that processes and procedures related to raising issues/concerns lack consistency, integrity, accountability and confidentiality. The results of the survey highlighted that "teaming and leadership" should be areas of focus for better support and alignment to the stated values of the BTA.

The values as outlined by the BTA are strong and need to be reinvigorated in the organization starting with an intentional refocus of the "Tone at the Top" from a board and executive team. This shift will need to be enabled through the proper tools and frameworks to enable the leadership team to be successful and will require training and awareness programs, updates and improvements to policies and procedures, and expansion and consistent implementation of the of feedback, performance and rewards processes including holding all equally accountable for their actions and behaviors.

Many of the recommendations outlined below can be implemented in a reasonably short timeframe but will require the appropriate resources and priorities allocations. The recommendations are corrective actions that if implemented overtime and consistently, will serve to improve the overall culture. A reasonable timeframe for the implementation is between 6-8 months at which point an updated to this assessment should be performed to gauge the progress and success of the recommendations. While the board will need to approve the implementation of the recommendations, the responsibility for the success of them will rest with the executive leadership team and therefore should form part of their goals and objectives.

It should be noted, that while the report findings are focused on the areas for improvement, there are also positive elements of the BTA culture that were highlighted in the CFD and during the interviews and should also be considered and celebrated in the organization alongside the implementation of these recommendations. Once the recommendations are accepted and approved a roadmap that will include the sequencing and timeline of the implementation will be completed.

Note 1: This report and its contents, including the CFD results have not been shared with the BTA staff and employees including the leadership team.

Note 2: Assessments of skills, capabilities and performance of BTA employees were outside the scope of this report.

Note 3: A root cause analysis or review of the historical BTA culture was outside the scope of this review.

# Findings & Recommendations

# Policies and Procedures

Various policy documents related to governance, Human Resources (HR), BTA values and culture were reviewed including the employee handbook, code of conduct, performance and rewards, and whistleblower/grievance process amongst others. Additionally, a sample of grievances and exit interviews were reviewed to facilitate the assessment.

| Key Findings (Continued) | Recommendations (Continued) |
|---|---|
| While there is clear ownership of the HR function, the Human Resources & Administration Manager role continues to be vacant and contributing to several of the findings in this report. | Priority should be given to hiring a strong, experienced, professional head of HR at the VP rank. The VP of HR should have central responsibility for reporting and investigations related to grievances, bullying, sexual harassment, whistleblower and other serious issues. The VP should have a dotted line reporting to the Chair of the HR Committee. |
| Generally, policies and procedures that were requested existed and were clearly documented in the employee handbook. The responsibility and/or ownership of the document is not clear, and the document did not include details related to updates, reviews and (board) approvals which should be done annually. The grouping of the policies in the handbook was not logical in some instances. | Whilst policies and procedures were provided, standard practice is to include the overall ownership of the document, version information and review and approval dates. They key policies and procedures should be reviewed and approved annually. A reorganization and update of the employee handbook should be undertaken with policies related to the expected conduct expanded and aligned with the BTA values. As an example, the Code of Conduct should be significantly expanded to include Standards of Professionalism in the workplace covering interactions and communications. |
| The Employee Handbook addresses key areas related to Anti-Bullying, Harassment and Ant-Sexual Harassment, Investigations, Whistleblower and Grievances. However, while related, they appear in different sections of the document. | Review the handbook and ordering of policies, grouping similar and related policies together, especially those related to employee protections. Additionally consider standardizing the investigations process including more details on the process and protections of the parties involved. It is common practice to centralize the reporting and investigation process with HR to maintain the integrity, confidentiality and consistency of the process. |

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# Policies and Procedures

| Key Findings | Recommendations |
|---|---|
| The Grievance Policy and process is high level and not centralized, potentially decreasing the integrity and confidentiality of the process. The policy should be consistently applied and concluded timely with documented conclusions and action plans, where appropriate, that have defined timelines and are tracked until resolution. | The Grievance policy and relevant procedures should be reviewed and expanded to provide more detail on the process, the level of documentation and details related to confidentiality, integrity and retaliation. Additionally, the process should be centralized with an appropriately trained, experienced and independent role (typically HR) to complete the process timely with integrity and confidentiality. |
| The Employee Handbook details Performance Appraisals and was reviewed with the Performance Management Timelines. The Performance Appraisal process was high level and did not indicate it as being mandatory. The process as laid out did not address formalized on-going feedback and/or feedback from other teams. | Expand the Performance Appraisal section to provide additional detail on the process, requirements and frequency and/or timing. The process should include the ability to solicit and receive formally documented timely feedback related to specific projects, assignments and/or events cross functional teams. Goals and objectives should include or be supportive of the values of the organization. This should be a mandatory process with compliance a factor in the performance appraisal. |

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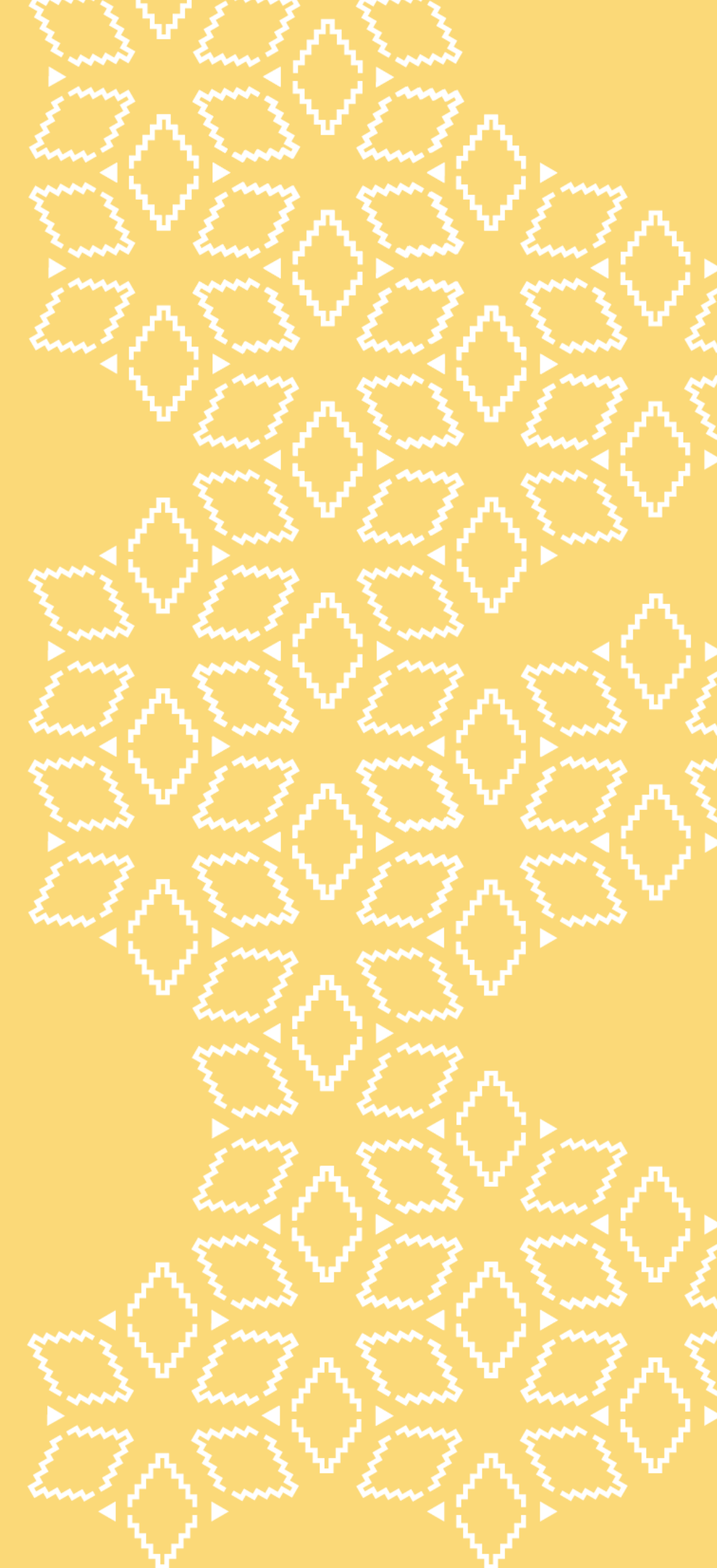
# Culture Fitness Diagnostic

The Culture Fitness Diagnostic Survey was distributed to all 35 employees of the authority. The survey was open for the 3 weeks in November 2024 that resulted in an 80% general response rate. The CFD included various questions aimed at gathering the wider organizations feedback 15 topical areas including workforce motivation, behavioral risk and positivity measurement. The results of the CFD were also used to inform some of the thematic questions for the stakeholder interviews.

| Key Findings | Recommendations |
|---|---|
| Employees identified a greater need for collaboration among teams. This can be shown by participants selecting traits such as 'teaming' and 'leadership' as areas that are least supportive of the BTA's values. | BTA leaders should promote collaboration through daily huddles, town halls, off-site retreats, and cross-functional teams. They should also communicate leadership's vision clearly and develop continuous training programs to enhance skills and align with cultural goals. |
| Employees identified a need for more transparency and accountability from leadership. This was demonstrated by the selection of 'gossip' and 'not taking responsibility' as traits to be stopped and pose the most risk to BTA's workplace culture. | Employees want collaboration, transparency, and accountability at the BTA. Focusing on people, teaming, and inclusive behaviors can help achieve this. Leaders should implement collaborative policies and demonstrate inclusivity daily. In addition to this, leaders should establish clear expectations, measurable goals, and regular feedback loops help foster a supportive environment that encourages collaboration and creates a safe space for employees to admit mistakes and learn from them. |
| Employees noted more behavioural integrity in their teams vs organization, suggesting that teams often operate independently.  This was shown by employees answering more positively for operational behaviours about their team vs the organization. | The BTA leadership should promote greater teaming, collaboration, and transparency between teams and business groups. Develop recognition programs which identify and call out high performing teams and individuals. |
| Employees identified a drive for getting involved with external facing projects such as initiatives with clients and CSR initiatives. This was shown by success of the company and impact on the community as key factors which impact their motivation. | Leadership should strengthen their external facing initiatives such as engaging in corporate social responsibility, and external projects. Leaders should identify cross functional teams to get involved with these projects and communicate results and operational performance to employees regularly. |

# Stakeholder Interviews

12 Interviews were conducted with a random selection of key stakeholders involved with the BTA, including board members, senior leaders, and staff. The interviews conducted ranged from 30 to 90 mins in length. All interviews were conducted in a one-on-one setting with the aim of understanding the culture of the BTA. Standard interview questions were leveraged, to keep interviews consistent, however the process allowed for flexibility to discuss any topical area with the interviewee. All interviews are completely confidential, only key themes that emerged were documented and reviewed against the results of the CFD. The themes that emerged in the interviews were consistent with the results of the CFD and are outlined below.

| Key Findings (Continued) | Recommendations (Continued) |
|---|---|
| While the organization has clearly defined its core values, employees perceive a noticeable gap in their consistent implementation across the organization and that the "Tone at the Top" should be more aligned with the values. | A program to re-establish the core values of the BTA should be developed and implemented as a matter of priority. The program should include regular training on values, code of conduct, softs skills training on situational awareness and unconscious bias, and conflict resolution. The training could be instructor led training in the first instance, however electronic annual refreshers. The training should be mandatory.<br><br>Similarly, include a similar training as part of the boards training program. This should be done every year or two and be provided to any new board members on joining.<br><br>A communication and awareness campaign should be implemented to raise the awareness at all levels of the organization. The leadership teams goals, objectives and awards should be reviewed and updated to include key performance indicators aligned with the values of the organization.<br><br>The implementation of a coaching program for the executive leadership and line managers, focused on inclusion and teaming soft skills, people management and conflict resolution.<br><br>Performance measures to evaluate adherence to the key values of the organizations should be implemented in performance evaluations across the organization. |

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# Stakeholder Interviews

| Key Findings (Continued) | Recommendations (Continued) |
|---|---|
| There is a general mistrust within the organization broadly. Interviewees described the environment and/or interactions as routinely unprofessional and domineering.  Examples of situations, behaviors and/or communications were provided and while consistent across some of the interviews were not verified,  however the perception exists. | The code of conduct section of the employee handbook should be reviewed and expanded as noted in the recommendations for policies and procedures.<br><br>Training related to the expanded code of conduct has been recommended above. The training should be annual and include testing and confirmation from every employee of completion and awareness.<br><br>Any suspected, observed or reported instances of violations of the code of conduct or values should be documented and investigated confidentially. Where violations have occurred, the violation should be formally documented in the HR system including the action plan and timeline for the staff member who violated the policy. Where there are repeat offenders, the HR processes should be followed related to misconduct and should result in timely action up to and including termination. |
| There is a low level of confidence in the processes and procedures to provide feedback or raise concerns in a confidential and independent manner with respondents sharing concerns in these areas and fear of retribution. | Many of the recommendations outlined in this report will be fundamental to making improvements related to this finding. Updating and implementing the policies and procedures recommendations and centralizing the process is central to addressing this finding. |

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# Stakeholder Interviews

| Key Findings (Continued) | Recommendations (Continued) |
|---|---|
| Interviewees indicated that there is a  lack of accountability and inconsistent implementation of the Performance Management process. A process to provide more regular timely formal feedback for projects/events or assignments does not appear to be in place. More regular feedback and recognition is an essential component of a positive organizational culture and should be emphasized through an expanded performance management process. | Performance Management should be expanded to include more regular feedback on projects, tasks and/or assignments and allow for cross functional feedback to be documented in the system (Continuous Feedback). Completion of Performance Management should be made mandatory  and must be completed with goals and measures included related to compliance. For employees that are not meeting the expectations or not achieving their stated objectives a robust performance improvement process should be implemented which documents any performance issues completely and timely as well as actions needed and taken as part of corrective measures which will instill a higher degree of accountability within the organization. For consistently poor performers that are not meeting expectations and/or who have not successfully completed Performance Improvement Plan consideration will need to be given to a change in role or termination from the organization. |

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# Stakeholder Interviews

| Key Findings | Recommendations |
|---|---|
| Communication and collaboration between teams is low with high friction silos in place. Interviewees generally did not feel well informed related to the activities of other teams and  more generally felt communications  at the organizational level were not transparent.  A full review was not performed related to the performance of work in and across teams however during interviews it was noted that a process related to the planning and execution of  projects exists however is not consistently used. | While management has implemented various initiatives to improve the morale of the organization, team building events that are aimed at building trust and encouraging collaboration between teams should be implemented.<br><br>The leadership team should develop a regular communication strategy that is aligned with its values and provides clear and transparent information related to the organization as a whole and cross functional teams. This may include  things like regular newsletters, town halls and team meetings.<br><br>Review of Cross functional team information flow and collaboration structure should be reviewed, redeveloped and implemented as needed. Care needs to be given to the structure and approach to encourage collaboration whilst being efficient and not creating bureaucracies and/or meetings that lack purpose or value. |

# Culture Fitness Diagnostic
# Key Survey Results

# Culture Fitness Diagnostic Survey

The Culture Fitness Diagnostic survey was distributed to all 35 staff including executive leadership, directors, assistant directors, managers, supervisors and other staff using the approach outlined on the next slide. Staff were given 3 weeks to respond to the questions which included topics such as workforce motivation, behavioral risk and positivity measurement.

## CFD key focus areas:

### Cultural Experience
Participants identified a mix of positive and negative traits to describe their perception of the BTA's culture.

### Cultural Perception
Participants identified 5 primary culture DNA strands and leaders and employees identified how it's aligned to culture.

### Desired Traits
Participants have selected key traits their interested in seeing from leadership to drive the organizational culture.

### Motivators
Participants have selected their top two influences that impacts their motivation in the workplace.

### Behavioral Consistency
Compares how participants across different hierarchical levels have experienced certain behaviors.

### Cultural Integrity
Participants responded to a series of behaviors that examined how they'd compare team vs organizational performance.

### Cultural Values
Participants scored how well certain traits match the BTA's stated values.

### Cultural Risk
Areas of cultural risk have been derived from participants top selected traits to emphasize/deemphasize in the organization.

### Priority Areas
Participants have identified the top priorities that management can focus on to evolve the culture.

## Initial observations:

| | |
|---|---|
| 1 | **Cultural Values:** Areas that are least supportive of the BTA's values include Teaming and Leadership. |
| 2 | **Cultural Traits:** Employees view not taking responsibility and gossip as the negative traits that should be stopped and pose the most risk to BTA's workplace culture. |
| 3 | **Cultural Motivators:** Employees identified a drive for getting involved with external facing projects such as initiatives with clients and CSR initiatives. |
| 4 | **Cultural Integrity:** Employees perceive their immediate teams behave with integrity more consistently than the overall organization. |

# CFD Summary

## Overview

The Culture Fitness Diagnostic (CFD) is a survey that provides insights into current and future state culture. A CFD survey was issued to BTA employees in 2024 to gain insight into the BTA culture.

Our 2024 CFD launched on Thursday, November 7th to the entire BTA organization and closed on Monday, November 25th.

## Scope

This survey targets the following focus areas:

- Current culture enablers and challenges

- Behaviors to keep, stop and start

- Priority traits and areas of opportunities

The November 2024 survey closed with an **80% response rate** – which equates to 28 participants out of the 35 recipients.

## What We Learned

Through the CFD, we were able to identify key enablers that we will build upon to support and sustain our culture. In addition, we identified challenges that we need to face head on and align solutions to better motivate and empower our team members.

To address these enablers and challenges, we have outlined a path forward that includes desired traits our team members shared that they want to keep, stop and start.

## Key takeaways:

**1** BTA has work to do with their cultural health, as employees view gossip and lack of accountability as being key contributors to lack of motivation and lower positivity.

**2** Employees want a more collaborative and transparent workplace and believe a greater emphasis on teaming and leadership will drive a shift towards this.

**3** Employees are looking for leaders to be more present, show empathy, and build relationships across BTA.

# Cultural Health Score

Cultural Health is an overall indicator of the health of BTA's culture — it addresses three questions in one reportable metric: (1) Are people motivated to deliver? (2) How much behavioral risk exists (that is, negative attributes)? (3) Is the cultural experience more positive than negative? BTA's workforce is somewhat motivated, though undesirable negative attributes/behavioral risk exist and there is room to grow in terms of positive cultural experiences.



57%

73%

0%

● Your organization
● Benchmark
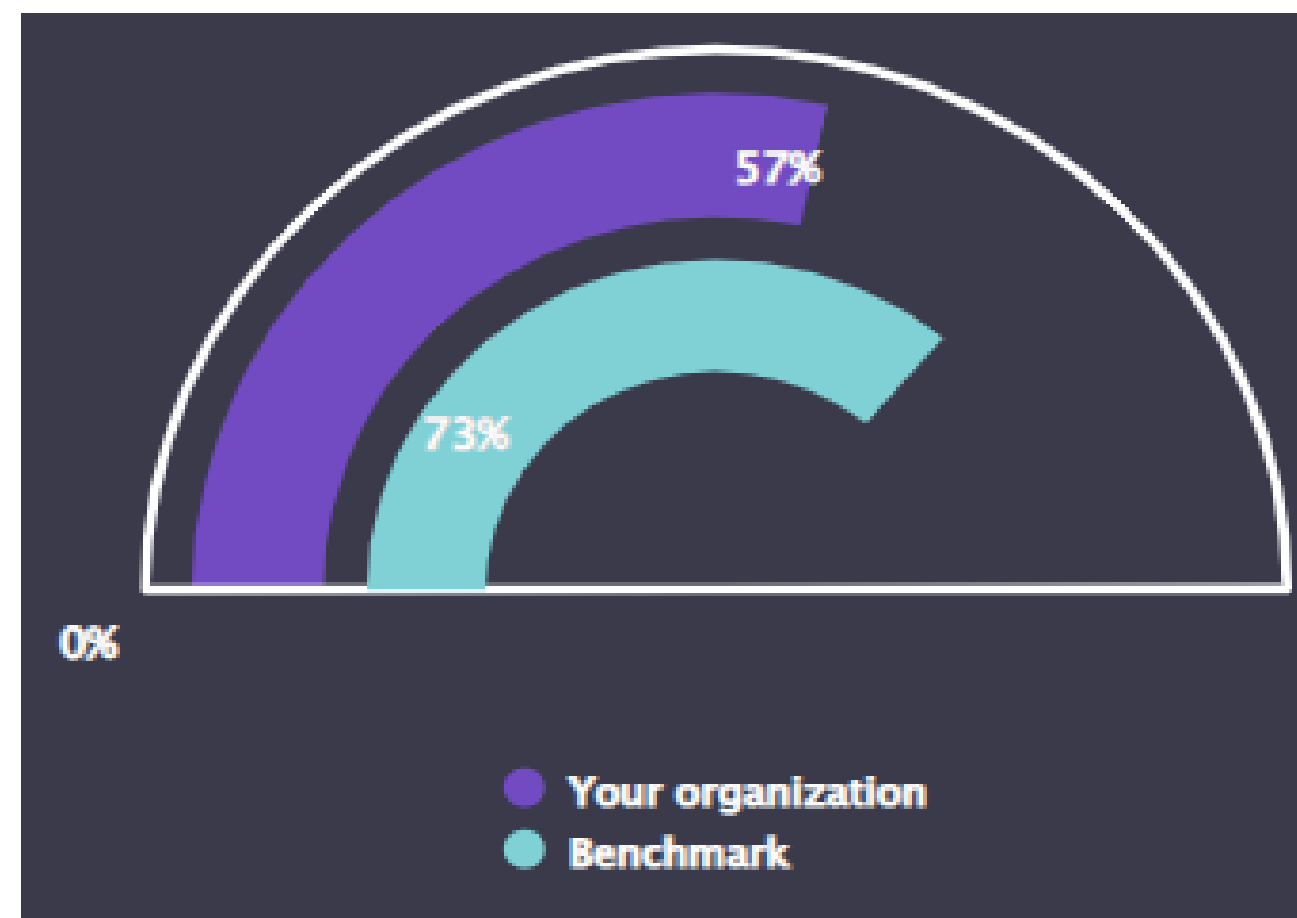
*Benchmark data is collected from over 300,000 respondents globally, gathered through the CFD and a global online market research firm. The data is not specific to any industry or area.*

## Cultural Health Score
### 57%
Benchmark: 73%

**① Workforce Motivation**

*Are people motivated to deliver?*

**6.9 / 10**

Benchmark: 7.6

**② Behavioral Risk**

*What is the risk associated with the negative traits that describe your culture?*

**37**

Benchmark: 29

**③ Positivity**

*Out of 10 traits chosen to describe your current culture, how many are positive?*

**60%**

Benchmark: 70%
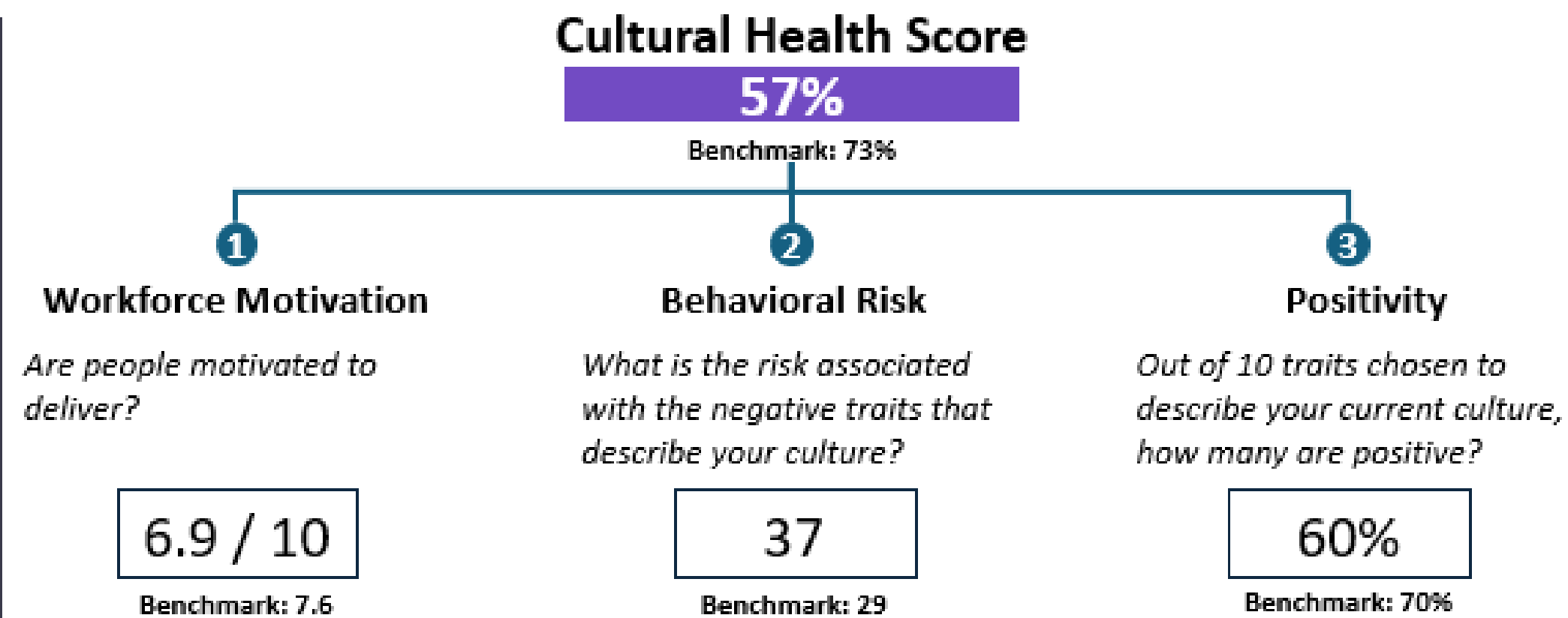
## Key Insights

Respondents are reasonably motivated at work but have room to grow.

The negative traits used to describe your culture carry low-medium severities of risk.

More than half of the character traits used to describe your culture are positive traits.

# Current Culture Experience

Your culture is made up of a mix of positive and negative traits. These were the top 10 traits selected to describe your current culture, signified by the percent of respondents that selected these traits.

## BTA's Current Culture
### Overall Culture Positivity = 60% (out of 100%)

Results–driven — 46%

Passionate — 43%

Challenging — 32%

Fun — 32%

Fun — 29%

Innovative — 29%

Gossip — 54%

Disconnected — 46%

Not taking responsibility — 36%

Passive aggressive — 36%
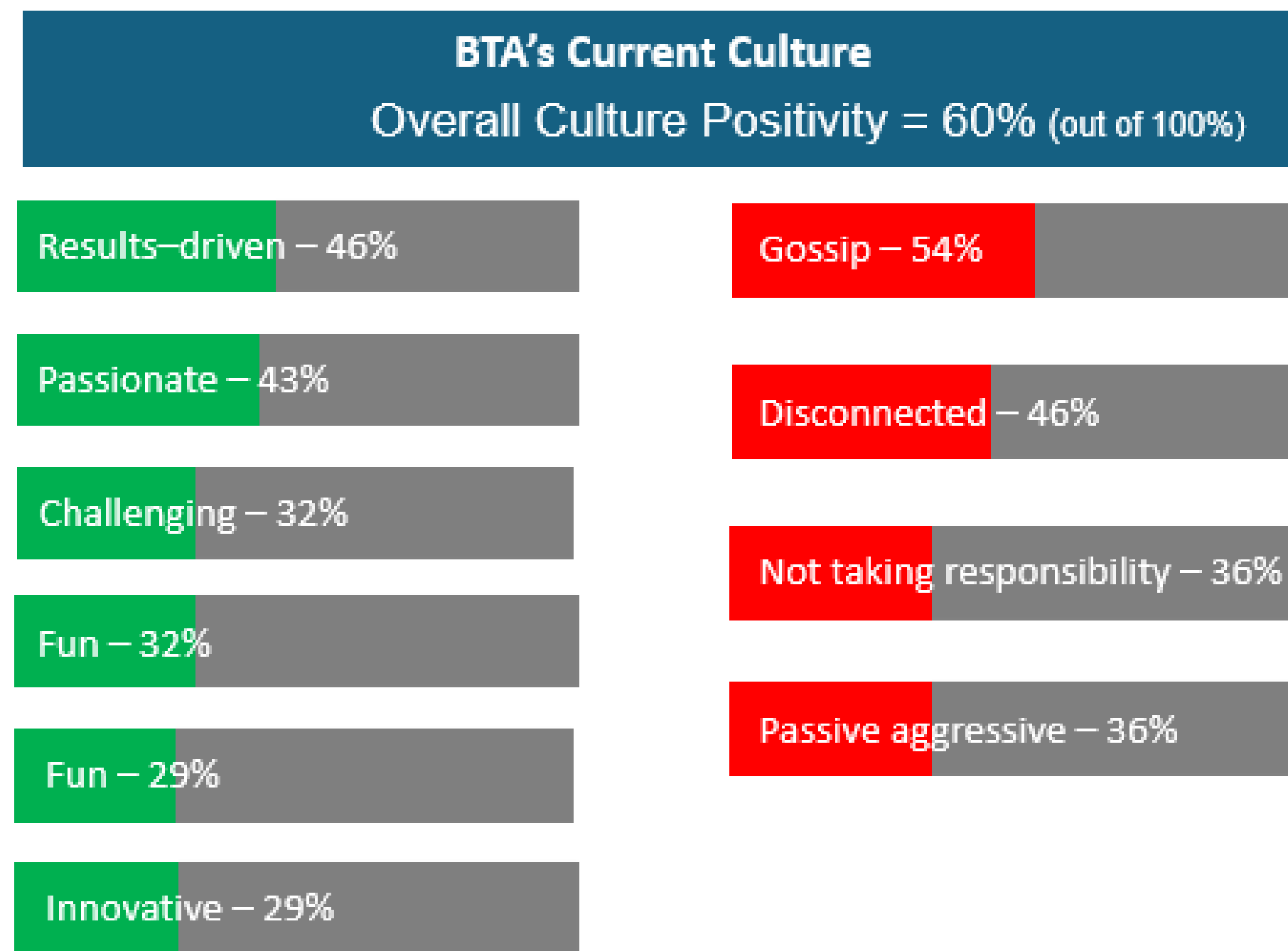
## Key Insights

BTA's overall culture positivity is on the plus side, meaning more than half of the character traits used to describe your culture are positive traits.

However, **gossip** was the top trait chosen to describe BTA's culture with 54% of respondents selecting it and is the area least supportive of your values.

**Disconnected** was chosen 46% of the time and describes employees feel they are out of touch with organizational strategy communicated by management. Additionally , **Not taking responsibility** trait measures employees perception of leaderships accountability.

BTA has a **results-driven** culture with **passionate** employees, and tactics to enhance teamwork and transparency, driven by leadership, would help mitigate the negative traits perceived currently.

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# Traits Supporting Your Values

BTA have stated values, but does the way work gets done at BTA support or act against those values? Below shows which aspects of your operating environment were selected to most and least support your values. In the survey, participants were asked to pick two areas of work and asked if those areas either support or act against BTA's values. The percentage below indicates how often the area of work was identified as supportive/not, and the selected times indicates how many respondents identified that area of work over others.

| Traits Least Supportive of your Values | |
|---|---|
| Teaming | 79% selected as least supportive |
| Leadership | 100% selected as least supportive |
| Rewards & Recognition | 71% selected as least supportive |

| Traits Most Supportive of your Values | |
|---|---|
| Technology | 100% selected as most supportive |
| Talent acquisition & development | 86% selected as most supportive |
| Business Processes | 67% selected as most supportive |

## Key Insights

Teaming and Leadership are the areas least supportive of your values. BTA leaders have an opportunity to drive a culture shift towards a more collaborative workplace by leading team building tactics. Examples include daily or weekly team huddles, town halls, and off-site retreats.

Technology and Talent Acquisition & Development are the areas most supportive of your values. Your employees understand the value of your investments in BTA's technology infrastructure and employees feel the right people are in place within BTA and that they are being developed appropriately.

# How Staff and leaders See Our Culture

There are 5 primary culture DNA strands that exist within any organization. The results below indicate how your leaders and employees see the DNA of your organization today and what it needs to be to achieve your strategy.

| | We innovate | We build and protect our brand | We make it all about the customer | We are efficient | We focus on quality first |
|---|---|---|---|---|---|

Rows (vertical axis):
1 — Most descriptive of our culture
Somewhat descriptive of our culture
Least descriptive of our culture
5

KEY:
● Employees current state perception
● Leaderships current state perception
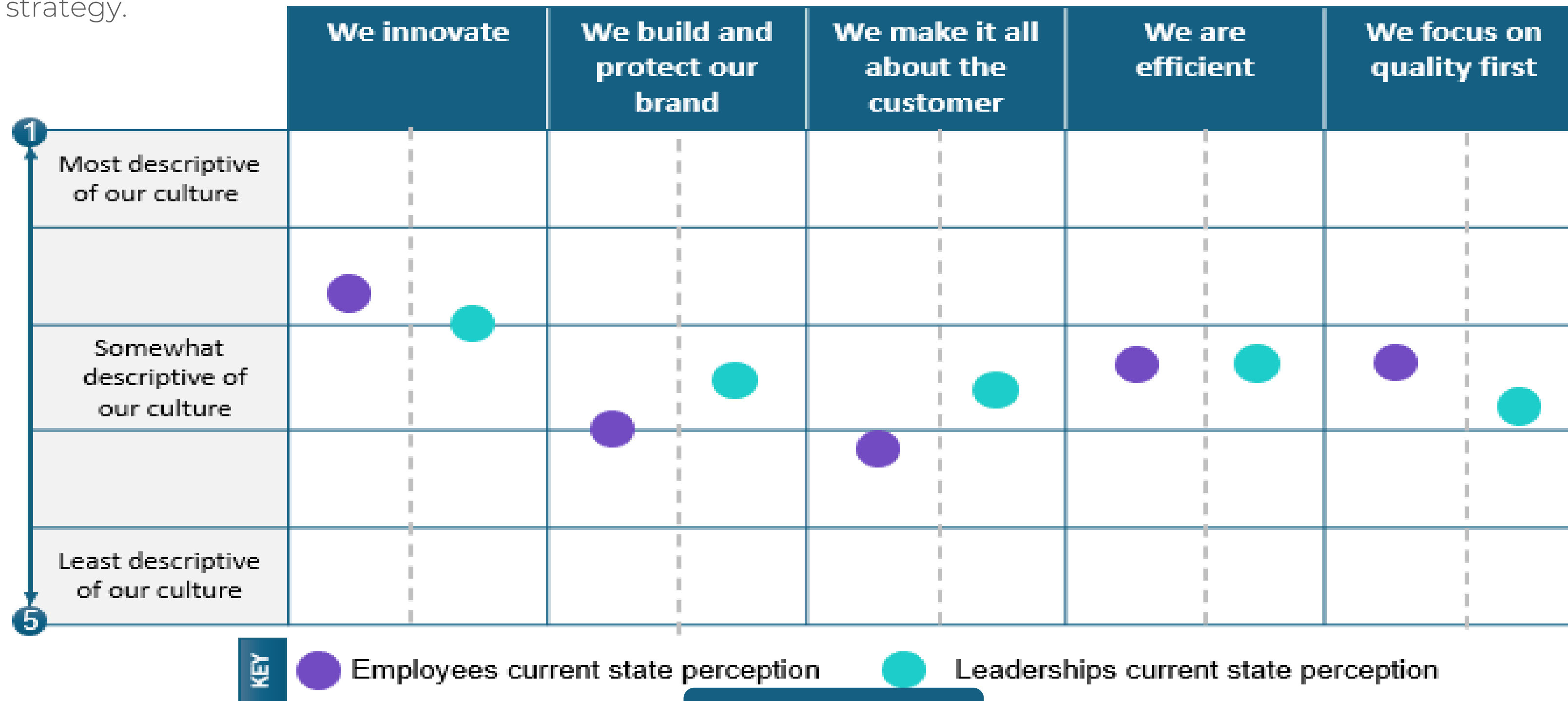
## Key Insights

Overall, there appears to be reasonable alignment between employee and leadership perception of culture. Both employees and leaders selected **We innovate** as most descriptive of BTA's culture today and believe the culture is where it needs to be from an innovative standpoint.

It's important for BTA's leaders to be on the same page in terms of where the current culture is and what the desired future culture looks like in order to effectively lead a culture shift.

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# Culture Traits to Keep, Stop, and Start

These are the top three traits your people selected to keep, stop and start when describing your current and desired culture. Survey respondents selected from a list of 30 positive traits to keep and start, and a list of 30 negative traits to stop. The percentages below indicate the number of participants from the total population that selected each trait.

| KEEP | |
|------|------|
| Passionate | 39% |
| Results-driven | 39% |
| Process-oriented | 29% |

| STOP | |
|------|------|
| Gossip | 50% |
| Not taking responsibility | 43% |
| Undervalue people | 29% |

| START | |
|------|------|
| Collaborative | 61% |
| Transparent | 46% |
| Accountable | 39% |

## Key Insights

**Passionate and Results-driven** are the cultural traits that respondents want to keep the most from your current culture. You have talent that is highly ambitious and results-driven.

**Gossip** was identified as the primary trait to stop from your current culture. BTA may want to focus on what may flatten the hierarchy and increase transparency.

**Collaborative** is the top desired trait for the future of BTA as selected by 61% of respondents. Focusing on people, teaming, transparency, and inclusive behaviors may help achieve the desired culture. Leaders have an important role to play by both implementing policies and practices that encourage teaming and collaboration and by demonstrating inclusive behaviors in everyday interactions.

# Culture Risk

The chart below identifies how much and where culture risk may exist based on respondents' selections of traits to stop or de-emphasize in the organization. The Risk Score is comprised of the severity of the trait (ranging from low (1) to high (3)), the frequency the trait was selected, and the level to which it exists in the organization (ranging from 1 to 10). The traits below are the top focus areas which management needs to consider to reduce the cultural risk.

| Trait | Risk Score | Severity* |
|---|---|---|
| Not Taking Responsibility | 50 | 3 |
| Gossip | 43 | 2 |
| Place Blame | 33 | 2 |
| Playing Favorites | 31 | 2 |
| Dishonesty | 30 | 3 |
| Manipulation | 22 | 1 |

## Key Insights

Employees view **not taking responsibility** and **gossip** as the negative traits that should be stopped and pose the most risk to BTA's workplace culture. Additionally, the traits including place blame, playing favorites and undervaluing people suggest a lack of professionalism with project management.

Establishing clear expectations, measurable goals, and regular feedback loops help foster a supportive environment that encourages collaboration and creates a safe space for employees to admit mistakes and learn from them.

# Impact of Making a Shift

In this result, we understand how motivated your people are today and how motivated they could be should you shift your culture.

Not at all motivated                                                                    Extremely motivated

| 6.9 | 9.1 |

0                                                                                              10

■ Current Level    ■ After Culture shift

## Key Insights

Employees said that while their current level of motivation is 6.9, shifting the culture at BTA would increase their motivation to 9.1

Motivated employees are more likely to be engaged, productive, efficient, and bring forth new innovations, and less likely to call in sick or even resign. Staff who are motivated to do their jobs well are also more likely to provide clients with outstanding service which may result in greater customer satisfaction and brand loyalty.*

*Johnson & Wales University (https://online.jwu.edu/blog/why-is-employee-motivation-important-in-the-workplace/)

# High Priority Areas to Drive a Cultural Shift

There are many things you could do to begin evolving your culture. Below are the top three aspects of the operating model that respondents felt were the top priorities to focus on to evolve the culture. The percentages reflect the number of respondents that selected each trait.

## High Priority Areas – Top 4 Operating Model Levers to adjust to support the culture evolution across BTA

| 1 | 2 | 3 | 4 |
|---|---|---|---|
| **68%** | **36%** | **25%** | **21%** |
| Teaming | Leadership | Talent Acquisition & Development | Balance and Wellness |
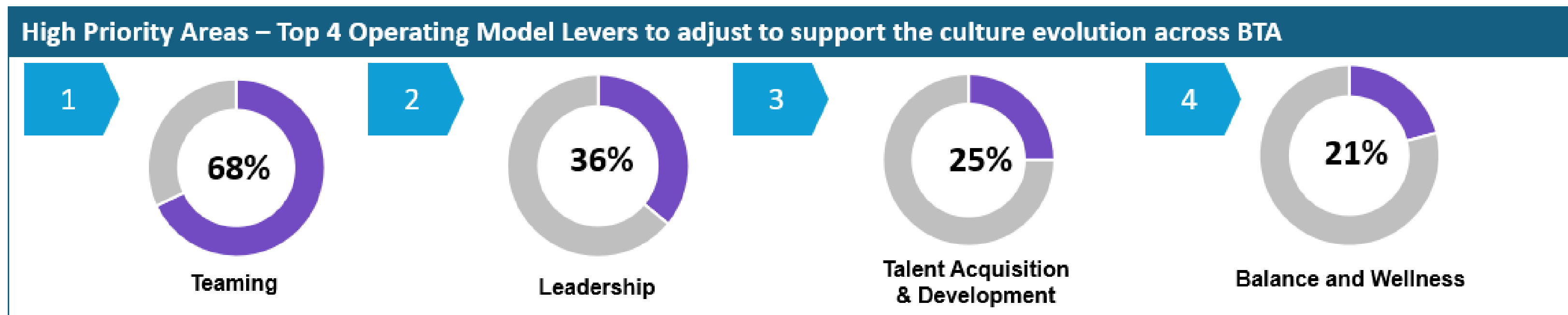
## Key Insights

Respondents ranked Teaming, Leadership, Talent Acquisition & Development and Balance and wellness as the top priorities to focus on to evolve the culture. Although Talent Acquisition & Development is previously seen as supportive, employees see a need for continuous improvement. The current practices may be sound, but there is room to better drive cultural transformation and align with our goals.

Some examples of changes in these areas could be creating cross-functional teams, defining the "tone at the top" that leaders are communicating, and developing a training program to continuously upskill talent.

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# Medium Priority Areas to Drive a Cultural Shift

Below are the medium priority aspects of the operating model that respondents felt the organization needs to focus on to evolve the culture. The percentages reflect the number of respondents that selected each trait.

**Medium Priority Areas - Operating Model Levers to adjust to support the culture evolution across BTA**

| 5 | 6 | 7 | 8 |
|---|---|---|---|
| **14%** | **11%** | **11%** | **7%** |
| Goal Setting and Performance Measures | Organizational Design | Governance | Business Processes |
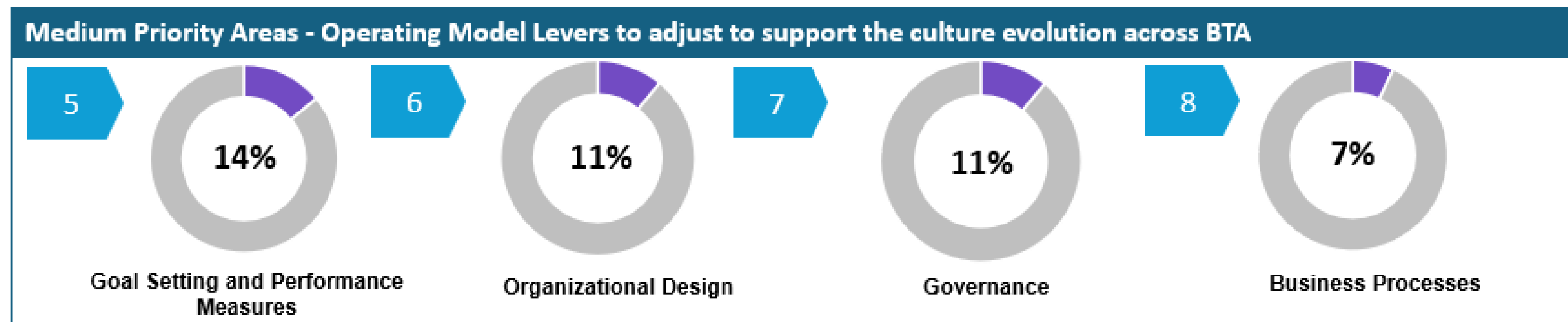
## Key Insights

Respondents Goal Setting and Performance Measures, Organizational Design, Governance, and Business Processes as medium priorities to focus on to evolve the culture. This appears to be driven by a limited feedback mechanism at the BTA.

Some examples of changes in these areas could be having a proper performance evaluation process, developing mechanisms for leaders to share feedback with employees more openly.

# Motivators for Culture Shift

Motivating people to change the way they work is at the core of evolving culture. Culture adoption activities should be informed by what your people hope to gain by making the shift. The personal motivators below are listed in order of selection rate from most often selected to least, shown in the center of each circle.

## Top Motivators

| 1 | 2 | 3 | 4 |
|---|---|---|---|
| **43%** | **29%** | **21%** | **21%** |
| Impact on the success of the company | Impact on the community | Financial rewards (e.g., pay check) | Career advancement |

| 5 | 6 | 7 | 8 |
|---|---|---|---|
| **18%** | **18%** | **14%** | **11%** |
| Enjoyment in my job | Opportunities to help others be successful | Price in the company, products or services | Connections with my fellow employees |

| 9 | 10 | 11 |
|---|---|---|
| **11%** | **7%** | **7%** |
| Consistency to keep doing the work I am doing | Growth of my skills and capabilities | Balance between work and personal responsibilities |
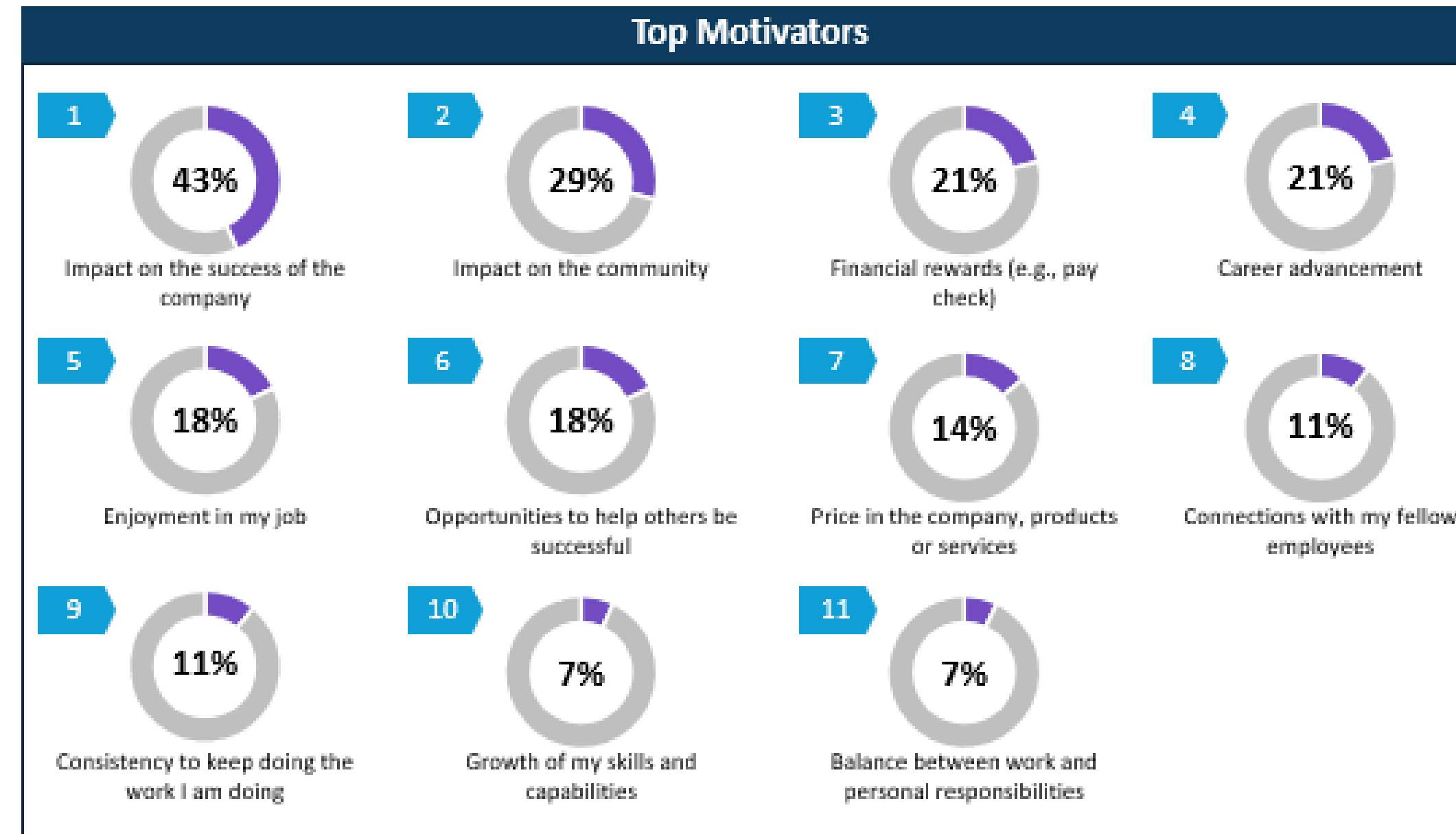
## Key Insights

**Impact on the success of the company** rated as the highest motivator among respondents, followed by **Impact on the community.**

The top two results indicate that the highest motivators are employees desire to belong to something bigger than themselves. There's an opportunity to tie your culture shift with its potential effect on the organization and the wider community you serve.

**Financial rewards** (#3) and **career advancement** (#4) are also top motivators, indicating that it's important that employees know what's in it for them.

# Desired Traits from Leaders

What leadership behaviors would help drive a shift in culture? Below are the top three behaviors selected by your employees.

## Top 3 Desired Leadership Traits

| Trait | Description |
|---|---|
| **Mind Clarity** 43% | *Be fully present and lead with an open mind* |
| **Empathy** 32% | *Truly understand the perspective of others* |
| **Super Connector** 32% | *Build relationships and connect the right people across the organization* |

## Key Insights

Employees are looking for leaders to drive a shift in culture, as evidenced by respondents ranking **leadership** as one of the top priorities to focus on to evolve the culture.

Leaders have an opportunity to lead a culture evolution by focusing on being **fully present** in interactions, **understanding the perspective of others**, and **building relationships**.

Building on the desired leadership traits, **including mind clarity, empathy, and super connector**, is crucial for fostering effective collaboration and communication. Clarity enables leaders to convey clear messages, reducing misunderstandings. Empathy helps leaders address team needs and concerns, building trust. Being a Super connector bridges gaps between teams, enhancing collaboration.

# Culture of Integrity Behavioral Consistency

This chart identifies how consistently your people described experiencing various behaviors displaying integrity at work. The scores are averages of how behaviors are experienced at an organizational level.

| Top 5 Behaviors With Highest Reported Discrepancy Between Organizational Level | | | | | |
|---|---|---|---|---|---|
| Culture of Integrity Behaviors | Overall | Executive Leadership | Assistant/ Directors | Managers/ Supervisors | Staff |
| Provide adequate resources (i.e., onboarding, training) to ensure work can be completed within policy and procedure guidelines | 21% | 30% | 50% | 5% | 19% |
| Respond to mistakes as learning, and not punitively | 38% | 40% | 40% | 25% | 50% |
| Take ownership for what we say and do | 41% | 40% | 60% | 30% | 44% |
| Protect each other from harm | 41% | 40% | 50% | 45% | 31% |
| Prevent retaliation against someone who speaks up, either directly or through confidential reporting lines | 46% | 70% | 60% | 30% | 44% |

## Key Insights

Providing adequate resources and responding to mistakes appropriately were 2 of the most significant areas that employees feel are not currently prioritized enough.

Overall, Leadership experienced the listed integrity behaviors much more consistently than employees (See Appendix for full list of Culture of Integrity Behaviors).

Employees experienced certain behaviors considerably less consistently specifically the behaviors listed in the table.

This outlines that there is disparity between how leadership and employees perceive and experience integrity behaviours within the organization.

# Culture of Integrity

Employees were given a list of behaviors related to integrity and asked how consistently their team and BTA overall show the behavior. Respondents could respond in three ways: "Inconsistent," "Somewhat Consistent," and "Consistent."  The consistency gap  seeks to compare integrity in team's vs as an organization. 'My Team + Org. Avg' result can be used as a benchmark to show that teams integrity scores are above average, while company scores are below average. Two behavior results are shown below as an example. For all results, see the Appendix.

## 43% - Make decisions clearly based on our values

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 11% | 64% | 25% |
| My Team | 4% | 36% | 61% |
| Team + Org. Avg | 7% | 50% | 43% |

**Consistency Gap: 36**

## 57% - When there is a tradeoff decision about making money (financial gains) and doing what is right (our values), we do what is right.

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 7% | 46% | 46% |
| My Team | 7% | 25% | 68% |
| Team + Org. Avg | 7% | 36% | 57% |

**Consistency Gap: 21**

## Key Insights

Overall, employees perceive their immediate teams behave with integrity more consistently than the overall organization. (as shown by the Consistency Gap scores)

Greater teaming, collaboration, and transparency between teams/business groups could have positive impacts on perception of integrity in the organization overall, as rapport and trust develops between different individuals and groups that may not have interacted regularly before.

# Roadmap

BERMUDA | Lost Yet Found

# Cultural Health Score

The actions outlined in the below roadmap aim to transform the BTA's culture in 6 – 8 months.



| | 2 Months | 4 Months | 6 Months | 8 Months |
|---|---|---|---|---|
| HR Leader Recruitment and Onboarding | | | | |
| Employee Handbook reorganization & development | Roll out and Confirmation | | | |
| | Performance Management Process development | | | |
| | Recognition & rewards development | | | |
| Development of Management Training & Team Building Plan | Management training | | Team building activity implementation | |
| Establish & implement a communication plan inclusive of BTA values | | | | |
| | Cross-functional collaboration analysis (Optional) | Investigation process development (Optional) | | Culture re-evaluation & report update |

BERMUDA | Lost Yet Found

# Appendix: Survey Interpretation Results

# Benchmark Data

## Where is the benchmark data from?

A portion of the CFD benchmark data was initially obtained by a global online market research firm that specializes in measuring consumer and business behaviors, preferences and trends. While it forms a basis for the CFD benchmarks, the tool is updated regularly, aggregating data from each client who uses the tool so the benchmark scope and size continues to expand.

## What is the scope of the benchmark data received by the global online market research firm?

2,100 respondents across the Americas, EMEIA and Asia Pacific with country-specific data for US, UK and Australia (due to sample sizes being large enough in those countries)

## What is the scope of the benchmark data since added in the course of completing CFDs?

There have been approximately 127,000 additional data points incorporated into the benchmarks in addition to the original 2,100.

## Sectors captured in benchmark data:

1. Automotive & Transportation
2. Consumer Products & Retail
3. Financial Services: Banking & Capital Markets
4. Financial Services: Insurance
5. Financial Services: Wealth & Asset Management
6. Government & Public Sector
7. Healthcare & Life Sciences
8. Energy (Utilities, Oil, Gas & Mining)
9. Professional Services
10. Real Estate & Hospitality
11. Technology & Data
12. Media, Entertainment & Communications
13. Manufacturing & Construction
14. Other

# Your Culture Fitness Dashboard

This is the overall Health score for your culture.



57%

73%

0%

● Your organization
● Benchmark

| Workforce Motivation | Positivity | Behavioral Risk |
|---|---|---|
| 6.9 | 60 % | 37 |
| 7.6 | 70% | 29 |
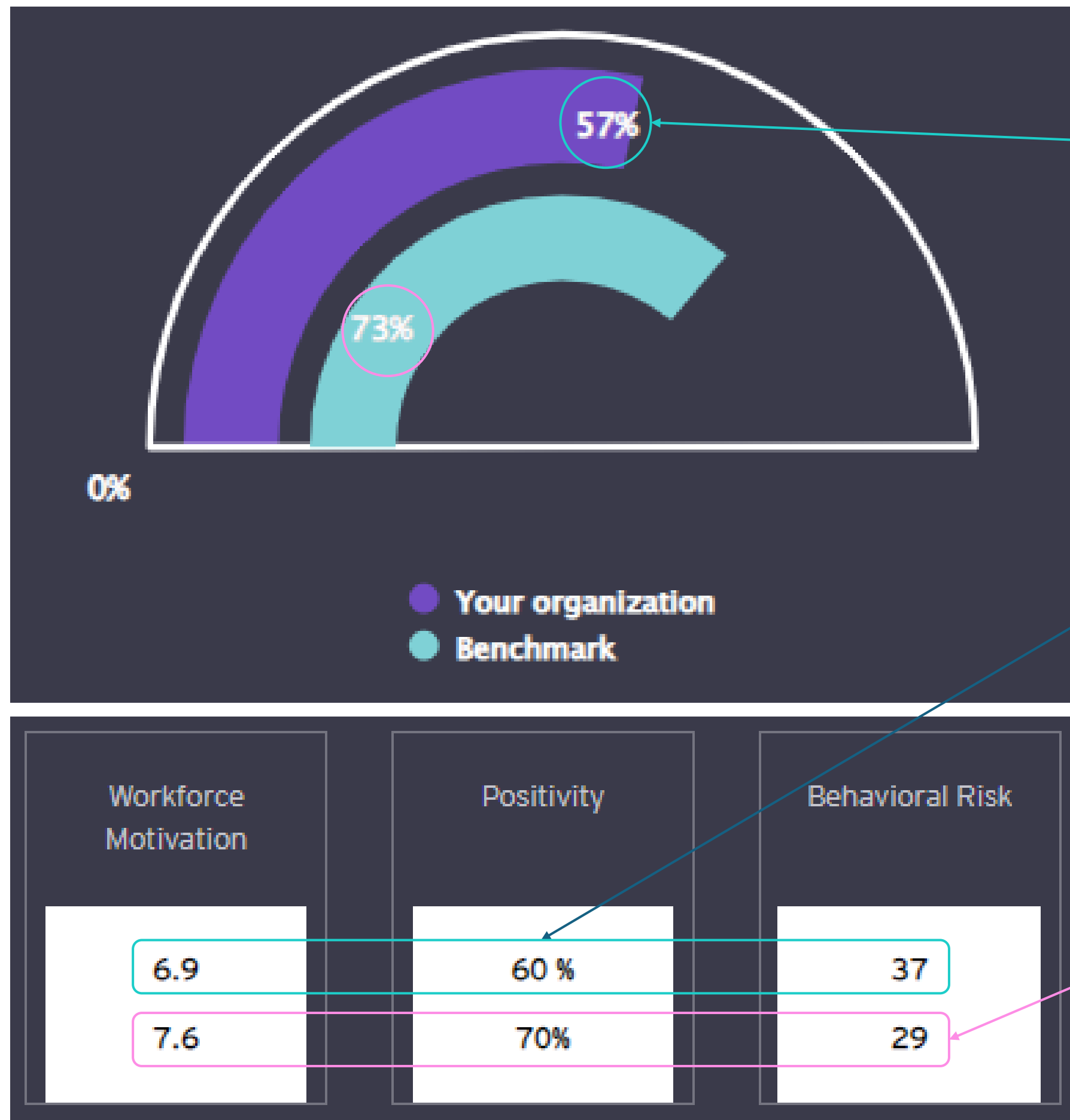
## How do I read this report?

- This is your overall Cultural Health Metric.
- There are 3 data points that combine to give you this overall Cultural Health Metric:

1. **Your Workforce Motivation Today**: How motivated your people say they are today. (Average chosen motivation level out of 10)

2. **How positive your culture is today**: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture. (As respondents choose 10 attributes to describe the company today, how many of those traits are positive (i.e., 6 out of 10 on average))

3. **What we want to let go of**: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits. (The frequency, severity and prevalence of 30 possible negative attributes in the assessment (STOP traits))

## What are the BTA results?

BTA Score: 6.9/10; the respondents are reasonably motivated at work.

BTA Score: 60%; more than half of the character traits used to describe your culture are positive traits.

BTA Score: 37; the negative traits used to describe your culture carry severities of risk.

# What is our current culture?

Your culture holds a mix of experiences. These are the top traits selected to describe your current culture. The traits that appear must have been selected by over 19.9% of the respondents.

**Current positive**

- Results-driven - 46%
- Passionate - 43%
- Challenging - 32%
- Fun - 32%
- Ambitious - 29%
- Innovative - 29%

➕

**Current negative**

- Gossip - 54%
- Disconnected - 46%
- Not taking responsibi... - 36%
- Passive aggressive - 36%

➕
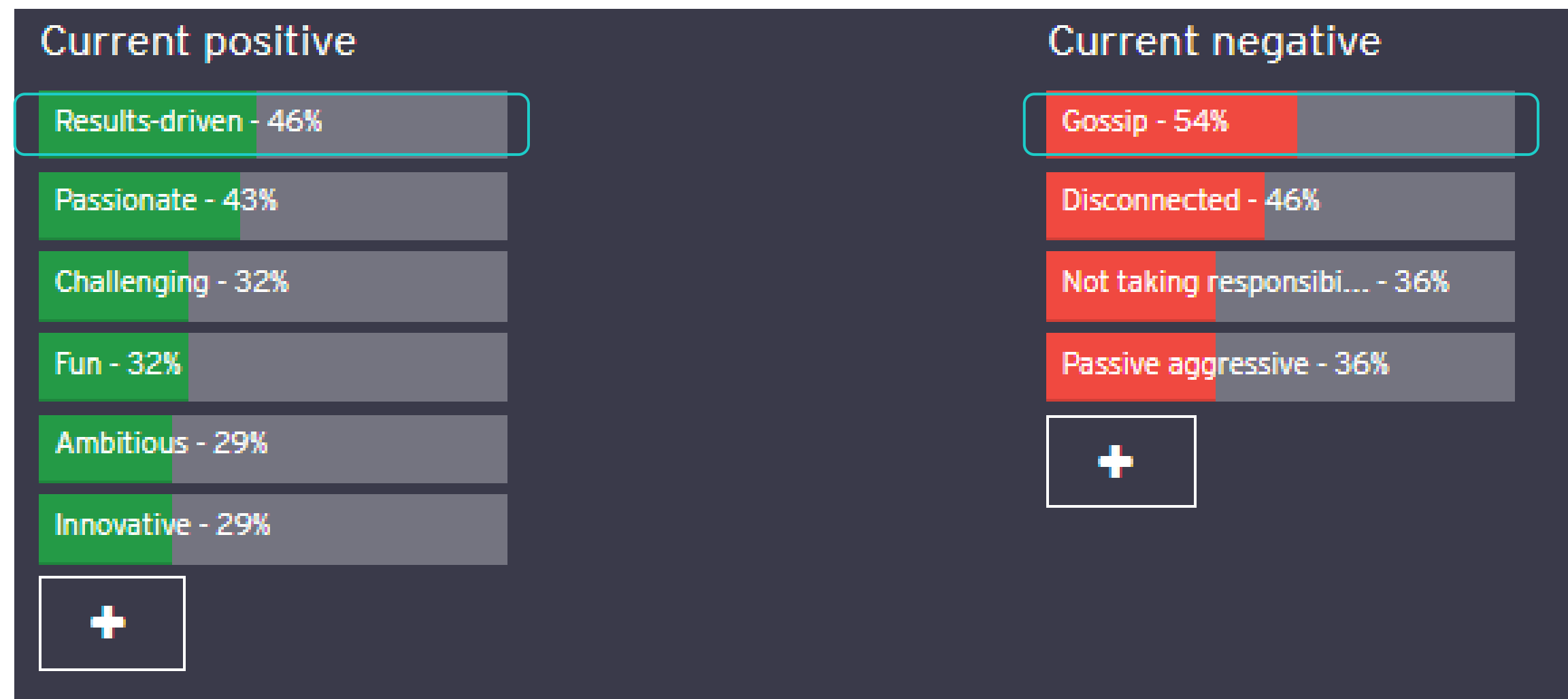
### How do I read this report?

These were the top traits selected to identify your current culture, signified by the percent of respondents that selected these traits.

### What are the BTA results?

- **BTA Score: Gossip** was the top trait chosen to describe BTA's culture with 54% of respondents selecting it and is the area least supportive of your values.

- **BTA Score: Results-driven** is the top trait chosen that supports your values.

# Are our values supported in how we operate?

BTA has stated values, but does the way work gets done in your organization support or act against those values?



Teaming
Selected 14 times — 79% / 21%

Goal setting and performance measures
Selected 11 times — 45% / 55%

Technology
Selected 9 times — 100%

Work/life balance & wellness
Selected 9 times — 56% / 44%

Talent acquisition & development
Selected 7 times — 14% / 86%

Risk appetite
Selected 7 times — 57% / 43%

Rewards & recognition
Selected 7 times — 71% / 29%

Leadership
Selected 7 times — 100%

Business processes
Selected 6 times — 33% / 67%

Organizational design
Selected 6 times — 50% / 50%

Physical environment
Selected 5 times — 60% / 40%

Governance
Selected 3 times — 33% / 67%

## How do I read this report?

The graphic shows which aspects of your operating model/operating environment are most and least supportive of your values. The length of each bar represents how many times a given item was selected, whether "Supportive" or "Not Supportive" of the values.

Green indicates it was selected as supportive of your values.

Red indicates it was selected as acting against your values.

The items outlined in yellow are the most and least supportive.

## What are the BTA results?

- **BTA Score: Technology** is the area most supportive of your values; no one selected it as "Not Supportive." Your employees understand the value of your investments in BTA's technology infrastructure.

- **BTA Score: Teaming** is the area least supportive of your values; it was selected 14 times and 79% of the time as "Not Supportive."

- **BTA Score: Leadership** is an area viewed as "Not Supportive" of your values; no one selected it as "Supportive."

# Do our leaders believe we need a shift in our culture?

There are 5 primary culture DNA strands that exist within any organization. These results indicate how your leaders see the DNA of your organization today and what it needs to be to achieve your strategy (within the next 2-3 years). The results help you understand (a) the degree to which leaders agree on who you are today, and who you will need to be tomorrow, and (b) how much of a shift they feel is needed to achieve your strategy.

| | We innovate | We build and protect our brand | We make it all about the customer | We are efficient | We focus on quality first |
|---|---|---|---|---|---|
| Most descriptive of our culture 1 | | | | | |
| 2 | ⚲ | | | | |
| Somewhat descriptive of our culture 3 | | ⚲△ | ⚲△ | ◈▽⚲ | ◈▽⚲ |
| 4 | | | | | |
| Least descriptive of our culture 5 | | | | | |

Legend:  ◈ Current culture    ⚲ Desired culture

## How do I read this report?

Each column is representative of a different Culture DNA: Innovation, Brand, Customer, Efficiency, Quality. Organizations want to be all of the above, but prioritize these differently to compete.

In each column, the green marker indicates current culture and the yellow marker represents desired culture to achieve strategy.

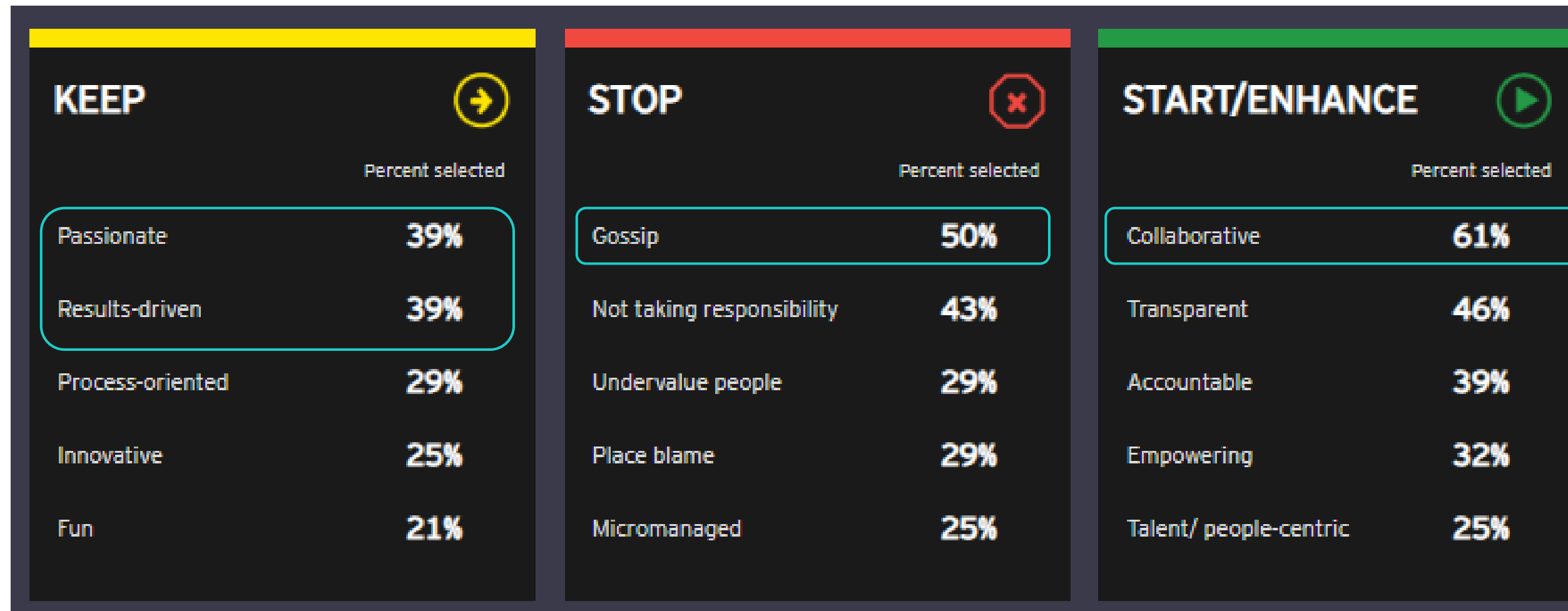Arrows represent the reported degree of shift.

Only leaders in the organization answer the question which feeds this report.

## What are the BTA results?

- Leaders selected **We innovate** as most descriptive of BTA's culture today and who BTA needs to be in the future
- Leaders indicate that minimal culture shift is needed to achieve BTA's strategy

# What do we keep, stop and start?

These are the traits your people selected to keep, stop and start when describing your current and desired culture. The consistency scores for keep, stop and start reflect how consistently your culture is described. Specifically, it is the percent of your respondents who selected one of your top 5 most-selected traits.

| KEEP | Percent selected |
|---|---|
| Passionate | 39% |
| Results-driven | 39% |
| Process-oriented | 29% |
| Innovative | 25% |
| Fun | 21% |

| STOP | Percent selected |
|---|---|
| Gossip | 50% |
| Not taking responsibility | 43% |
| Undervalue people | 29% |
| Place blame | 29% |
| Micromanaged | 25% |

| START/ENHANCE | Percent selected |
|---|---|
| Collaborative | 61% |
| Transparent | 46% |
| Accountable | 39% |
| Empowering | 32% |
| Talent/ people-centric | 25% |

## How do I read this report?

These are the traits your people selected to keep, stop and start when describing your current and desired culture.

Survey respondents selected from a list of 30 positive traits to keep and start, and a list of 30 negative traits to stop.

The top traits, by selection rate, are shown here.

## What are the BTA results?

BTA Score: Passionate and Results-driven are the cultural traits that respondents want to keep the most from your current culture.

You have talent that is highly ambitious and results-driven.

BTA Score: Gossip was identified as the primary trait to stop from your current culture.

BTA may want to focus on what may flatten the hierarchy and increase transparency.

BTA Score: Collaborative is the top desired trait for the future of BTA as selected by over 60% of respondents.

Focusing on people, teaming, transparency, and inclusive behaviors may help achieve the desired culture.

# What is our Culture Risk?

The chart below identifies how much and where culture risk may exist based on respondents' selections of traits to stop or de-emphasize in the organization. The Risk Score is comprised of the severity of the trait (ranging from low (1) to high (3)), the frequency the trait was selected, and the level to which it exists in the organization (ranging from 1 to 10)

| Trait | Risk Score | % Selected | Severity* | Total Respondents |
|-------|-----------|-----------|-----------|-------------------|
| Not Taking Responsibility | 50 | 43% | 3 | 12 |
| Gossip | 43 | 50% | 2 | 14 |
| Place Blame | 33 | 29% | 2 | 8 |
| Playing Favorites | 31 | 25% | 2 | 7 |
| Dishonest | 30 | -- | 3 | -- |

*Severity levels are determined by subject matter experts and organizational psychologists referencing research related to culture traits and potential risk impact.*

*Data for traits with fewer than 5 respondents is represented by "—" and not shown for confidentiality purposes*

## Key Insights

Passionate and Results-driven are the cultural traits that respondents want to keep the most from your current culture. You have talent that is highly ambitious and results-driven.

# What could be the impact of making a shift?

How motivated is your workforce today versus how motivated would they be if you shifted the culture? In this result, we understand how motivated your people are today and how motivated they could be should you shift your culture.
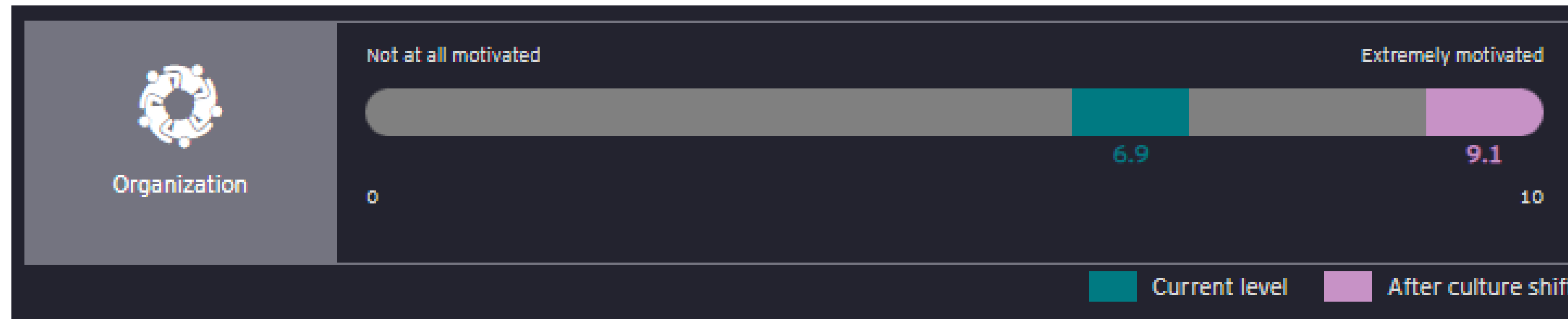


## How do I read this report?

Motivation levels are shown at the organization level with current state in blue and future state after a culture shift in purple.

## What are the BTA results?

- **BTA Score:** Respondents organization-wide rated current motivation at 6.9, but should BTA shift its culture, motivation would rise to 9.1

# What do we focus on first to make a shift?

There are many things you could do to begin evolving your culture, but what aspects of your organization should you focus on to drive a shift?



## How do I read this report?

Aspects of the operating model/operating environment are sorted in high, medium, and low priority areas based on how often respondents selected each area. (shown in the circles).

## What are the BTA results?

- **BTA Score:** Respondents ranked **Teaming, Leadership**, and **Talent Acquisition & Development** as the top priorities to focus on to evolve the culture.

# What will motivate our people?

Motivating people to change the way they work is at the core of evolving culture. Culture adoption activities should be informed by what your people hope to gain by making the shift. The report below shows the most highly motivating items respondents hope to experience through the culture evolution.



1 — 43% — Impact on the success of the company

2 — 29% — Impact on the community

3 — 21% — Financial rewards (e.g., pay check)

4 — 21% — Career advancement

5 — 18% — Enjoyment in my job

6 — 18% — Opportunities to help others be successful

## How do I read this report?

The personal motivators are listed in order of selection rate from most often selected to least, shown in the center of each circle.
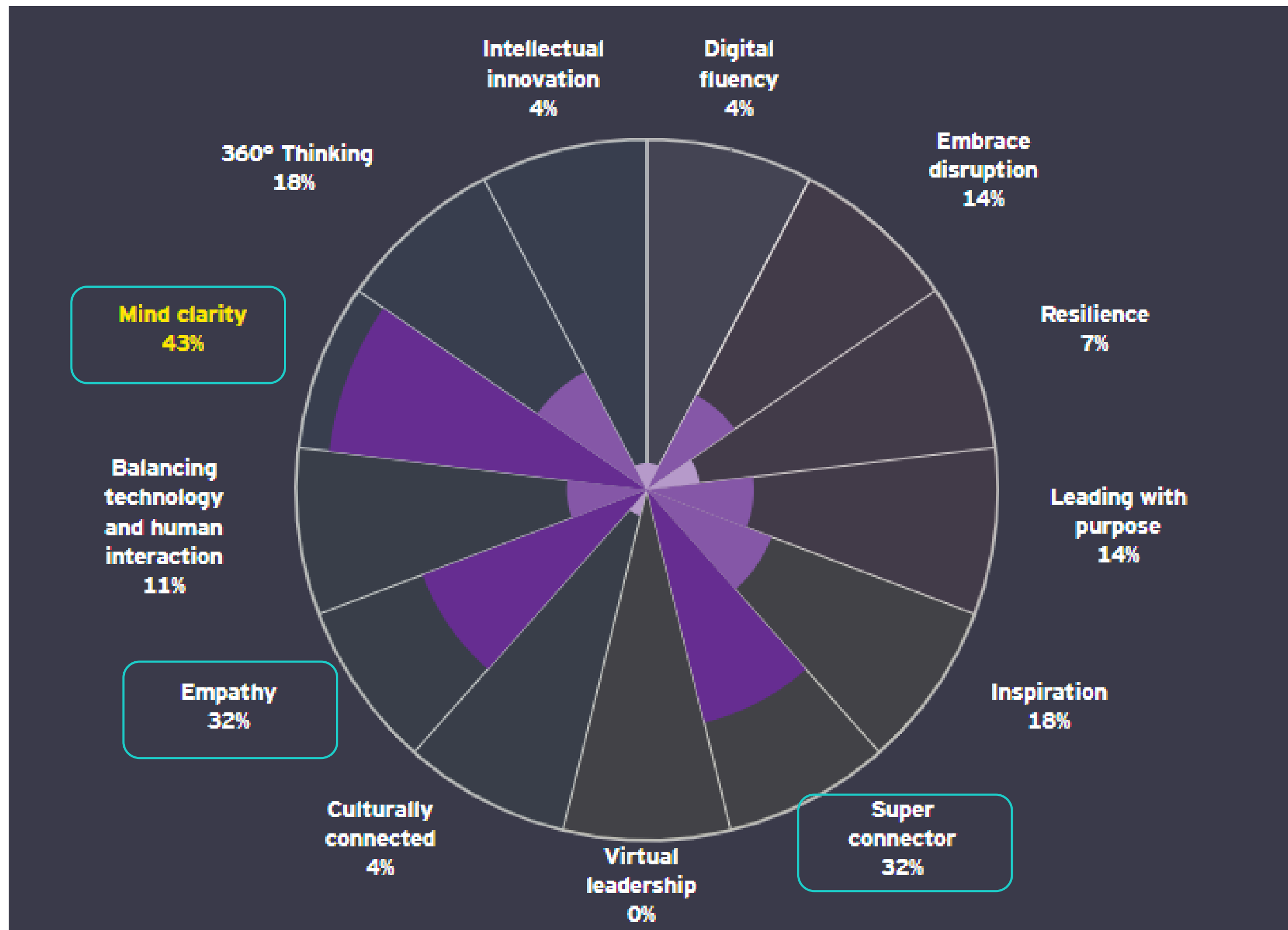
The 200% as users chose their top two. The selection rates will add up to shaded purple area indicates the percentage of employees that hope to experience a specific benefit.

## What are the BTA results?

- **Impact on the success of the company** rated the highest among respondents, followed by **Impact on the community** second

# What do our people want to see from our leaders?

Leaders play a critical role in modeling the desired ways of working for the organization, but what do the leaders of BTA need to demonstrate in order to drive a culture shift? The report below shows the leadership behaviors that respondents view would help create a shift.



Spider chart labels:
- Intellectual innovation 4%
- Digital fluency 4%
- Embrace disruption 14%
- Resilience 7%
- Leading with purpose 14%
- Inspiration 18%
- Super connector 32%
- Virtual leadership 0%
- Culturally connected 4%
- Empathy 32%
- Balancing technology and human interaction 11%
- Mind clarity 43%
- 360° Thinking 18%

## How do I read this report?

This spider chart shows the selection rates of each leadership behavior.

Behaviors selected most often are darker purple and have a larger area filled in on the chart.

## What are the BTA results?

- **Mind clarity**, or "be fully present and lead with an open mind" was chosen most frequently as the leadership behavior that would drive a culture shift at BTA.

- **Empathy**, or "truly understand the perspective of others" and **Super connector**, or "build relationships and connect the right people across the organization" followed as most desired leadership traits.

- Employees indicate a desire for leaders that are relationship builders, fully present and listening to others at BTA.

# Culture of Integrity Results (1 of 9)

Employees were given a list of behaviors related to integrity and asked how consistently their team and BTA overall show the behavior. Respondents could respond in three ways: "Inconsistent," "Somewhat Consistent," and "Consistent." The results for each behavior are shown below.



**How do I read this report?**

Results are broken out for the organization overall, the employee's team, and the employee's team + organization average.

The Consistency Gap is the difference between the team consistency score and the organization consistency score.

**What are the BTA results?**

In general, employees perceive their immediate teams behave with integrity much more consistently than the overall organization, as shown by the Consistency Gap scores.

# Culture of Integrity Results (2 of 9)

Employees were given a list of behaviors related to integrity and asked how consistently their team and BTA overall show the behavior. Respondents could respond in three ways: "Inconsistent," "Somewhat Consistent," and "Consistent." The results for each behavior are shown below.

## ❯ 57% Follow compliance procedures as a part of day-to-day operations

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 21% | 36% | 43% |
| My Team | 7% | 21% | 71% |
| Team + Org.Avg | 14% | 29% | 57% |

**Consistency Gap: 29**

## ❯ 38% Act with integrity - walk the talk

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 43% | 39% | 18% |
| My Team | 4% | 39% | 57% |
| Team + Org.Avg | 23% | 39% | 38% |

**Consistency Gap: 39**

### How do I read this report?

Results are broken out for the organization overall, the employee's team, and the employee's team + organization average.

The Consistency Gap is the difference between the team consistency score and the organization consistency score.

### What are the BTA results?

In general, employees perceive their immediate teams behave with integrity much more consistently than the overall organization.

# Culture of Integrity Results (3 of 9)

Employees were given a list of behaviors related to integrity and asked how consistently their team and BTA overall show the behavior. Respondents could respond in three ways: "Inconsistent," "Somewhat Consistent," and "Consistent." The results for each behavior are shown below.



**41% Take ownership for what we say and do**

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 32% | 46% | 21% |
| My Team | 4% | 36% | 61% |
| Team + Org. Avg | 18% | 41% | 41% |

Consistency Gap: **39**

**38% Communicate honestly and transparently about ethical matters**

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 36% | 43% | 21% |
| My Team | 14% | 32% | 54% |
| Team + Org. Avg | 25% | 38% | 38% |

Consistency Gap: **32**

## How do I read this report?

Results are broken out for the organization overall, the employee's team, and the employee's team + organization average.
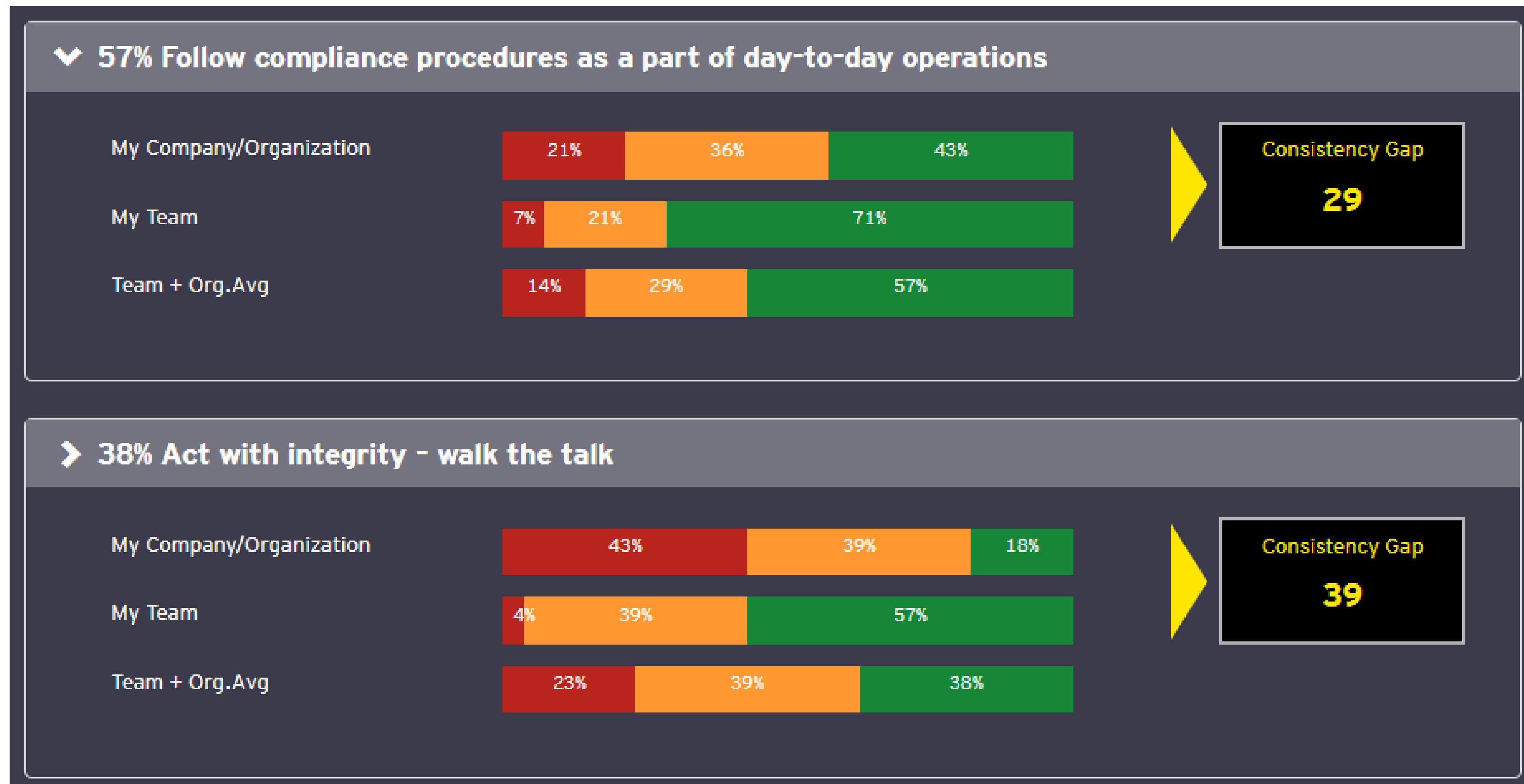
The Consistency Gap is the difference between the team consistency score and the organization consistency score.

## What are the BTA results?

In general, employees perceive their immediate teams behave with integrity much more consistently than the overall organization.

# Culture of Integrity Results (4 of 9)

Employees were given a list of behaviors related to integrity and asked how consistently their team and BTA overall show the behavior. Respondents could respond in three ways: "Inconsistent," "Somewhat Consistent," and "Consistent." The results for each behavior are shown below.



**⌄ 41% Protect each other from harm**

| | | | |
|---|---|---|---|
| My Company/Organization | 32% | 50% | 18% |
| My Team | 14% | 21% | 64% |
| Team + Org.Avg | 23% | 36% | 41% |

Consistency Gap
**46**

**⌄ 43% Encourage every person to speak up, welcoming challenge and healthy dissent**

| | | | |
|---|---|---|---|
| My Company/Organization | 29% | 50% | 21% |
| My Team | 7% | 29% | 64% |
| Team + Org.Avg | 18% | 39% | 43% |

Consistency Gap
**43**

### How do I read this report?

Results are broken out for the organization overall, the employee's team, and the employee's team + organization average.
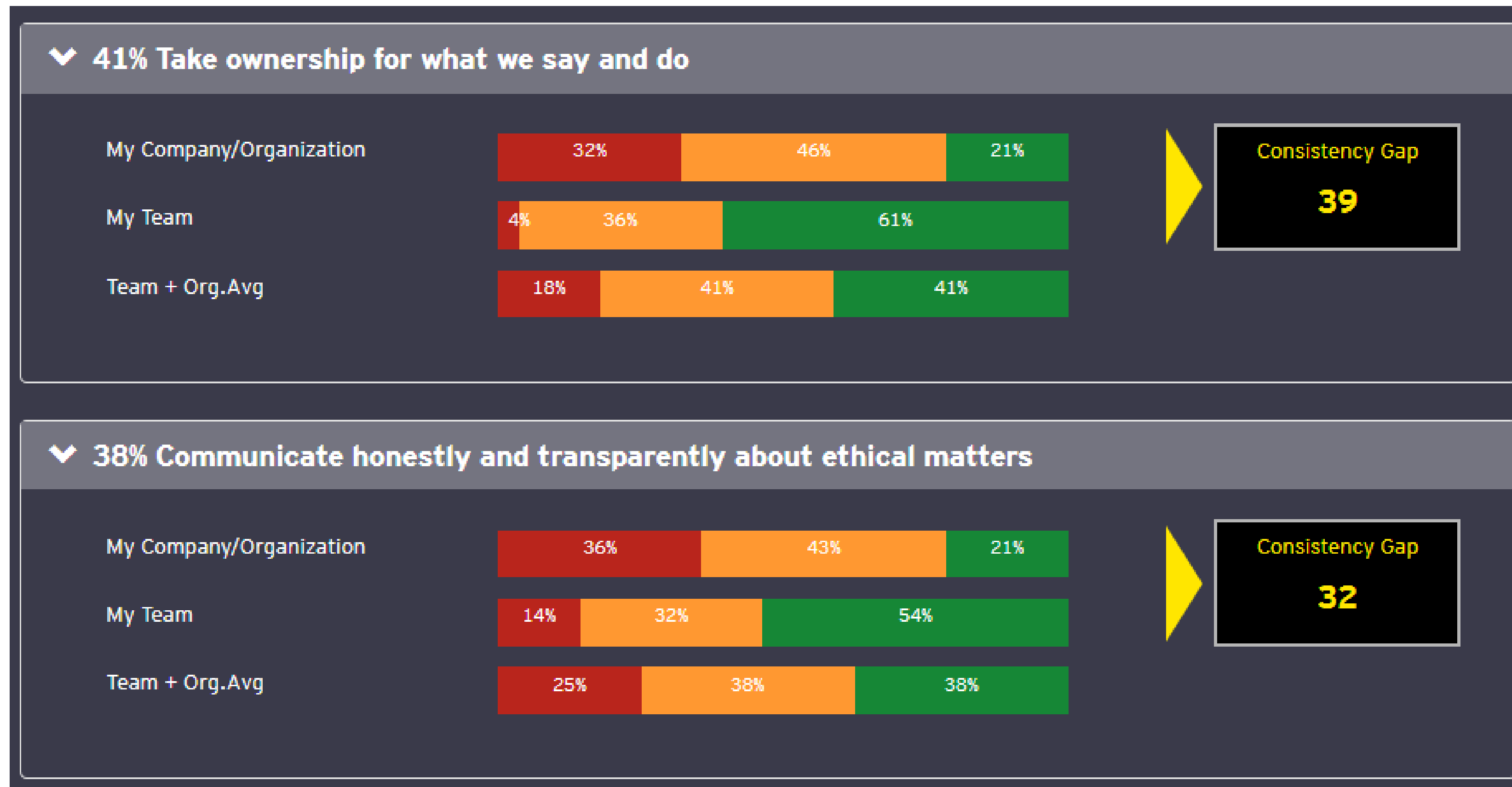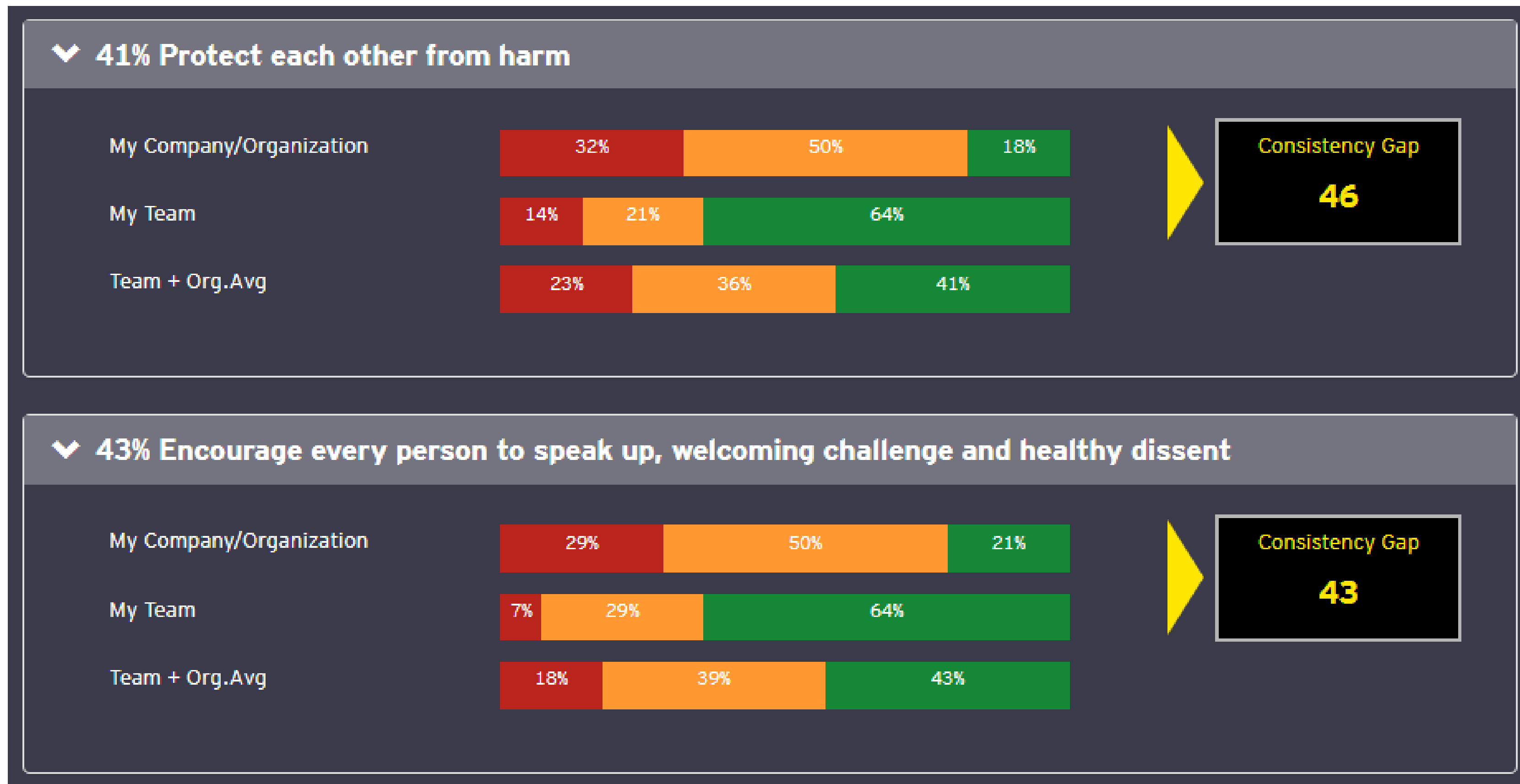
The Consistency Gap is the difference between the team consistency score and the organization consistency score.

### What are the BTA results?

In general, employees perceive their immediate teams behave with integrity much more consistently than the overall organization.

# Culture of Integrity Results (5 of 9)

Employees were given a list of behaviors related to integrity and asked how consistently their team and BTA overall show the behavior. Respondents could respond in three ways: "Inconsistent," "Somewhat Consistent," and "Consistent." The results for each behavior are shown below.



**43% Accept bad news, so as to deal with it**

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 36% | 39% | 25% |
| My Team | 7% | 32% | 61% |
| Team + Org.Avg | 21% | 36% | 43% |

Consistency Gap
**36**

**45% Address mistreatment or abusive behavior effectively**

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 39% | 43% | 18% |
| My Team | 14% | 14% | 71% |
| Team + Org.Avg | 27% | 29% | 45% |

Consistency Gap
**54**

### How do I read this report?

Results are broken out for the organization overall, the employee's team, and the employee's team + organization average.
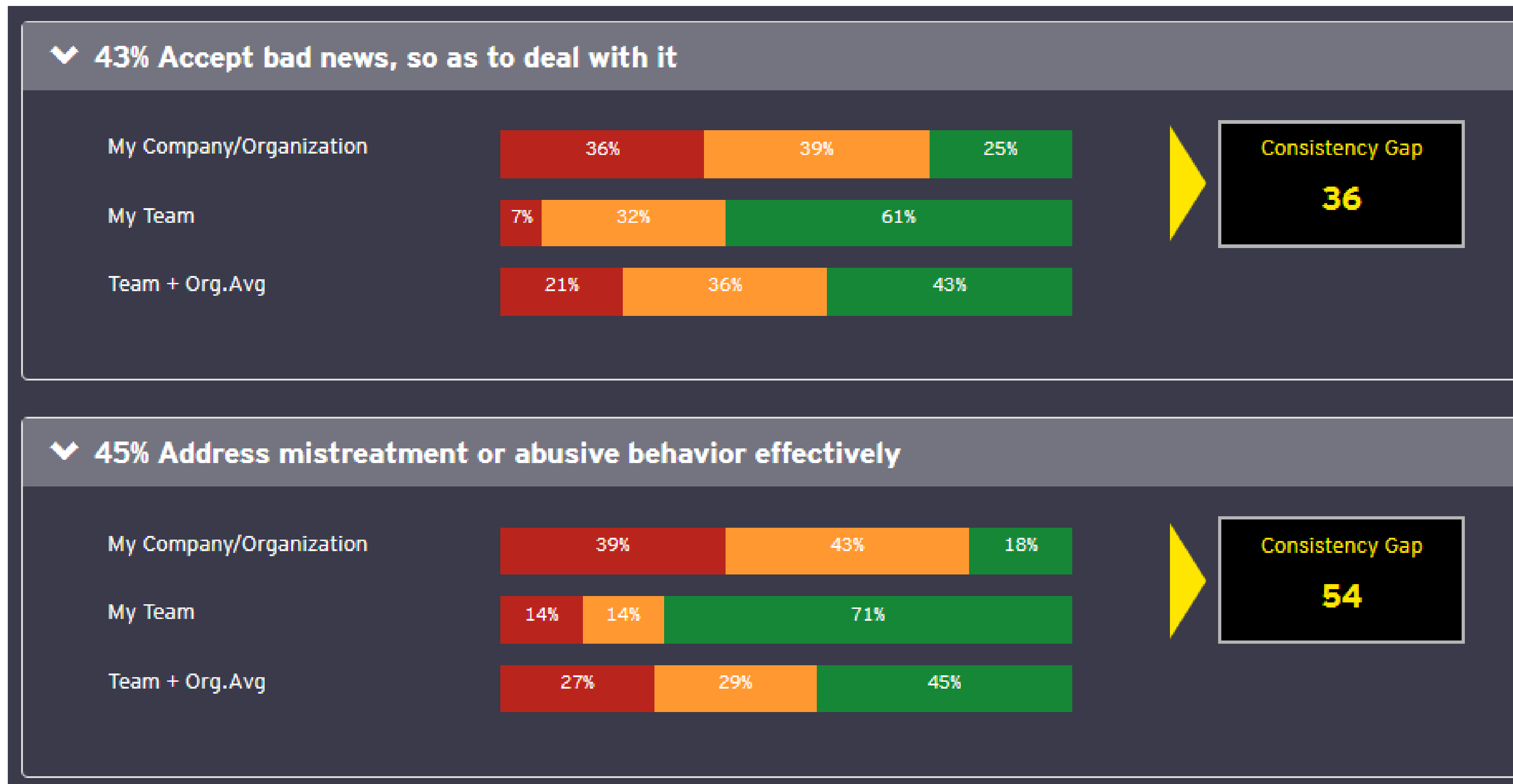
The Consistency Gap is the difference between the team consistency score and the organization consistency score.

### What are the BTA results?

In general, employees perceive their immediate teams behave with integrity much more consistently than the overall organization.

# Culture of Integrity Results (6 of 9)

Employees were given a list of behaviors related to integrity and asked how consistently their team and BTA overall show the behavior. Respondents could respond in three ways: "Inconsistent," "Somewhat Consistent," and "Consistent." The results for each behavior are shown below.



**38% Respond to mistakes as learning, and not punitively**

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 18% | 61% | 21% |
| My Team | 11% | 36% | 54% |
| Team + Org.Avg | 14% | 48% | 38% |

Consistency Gap **32**

**46% Prevent retaliation against someone who speaks up, either directly or through confidential reporting lines**

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 32% | 39% | 29% |
| My Team | 7% | 29% | 64% |
| Team + Org.Avg | 20% | 34% | 46% |

Consistency Gap **36**

## How do I read this report?

Results are broken out for the organization overall, the employee's team, and the employee's team + organization average.
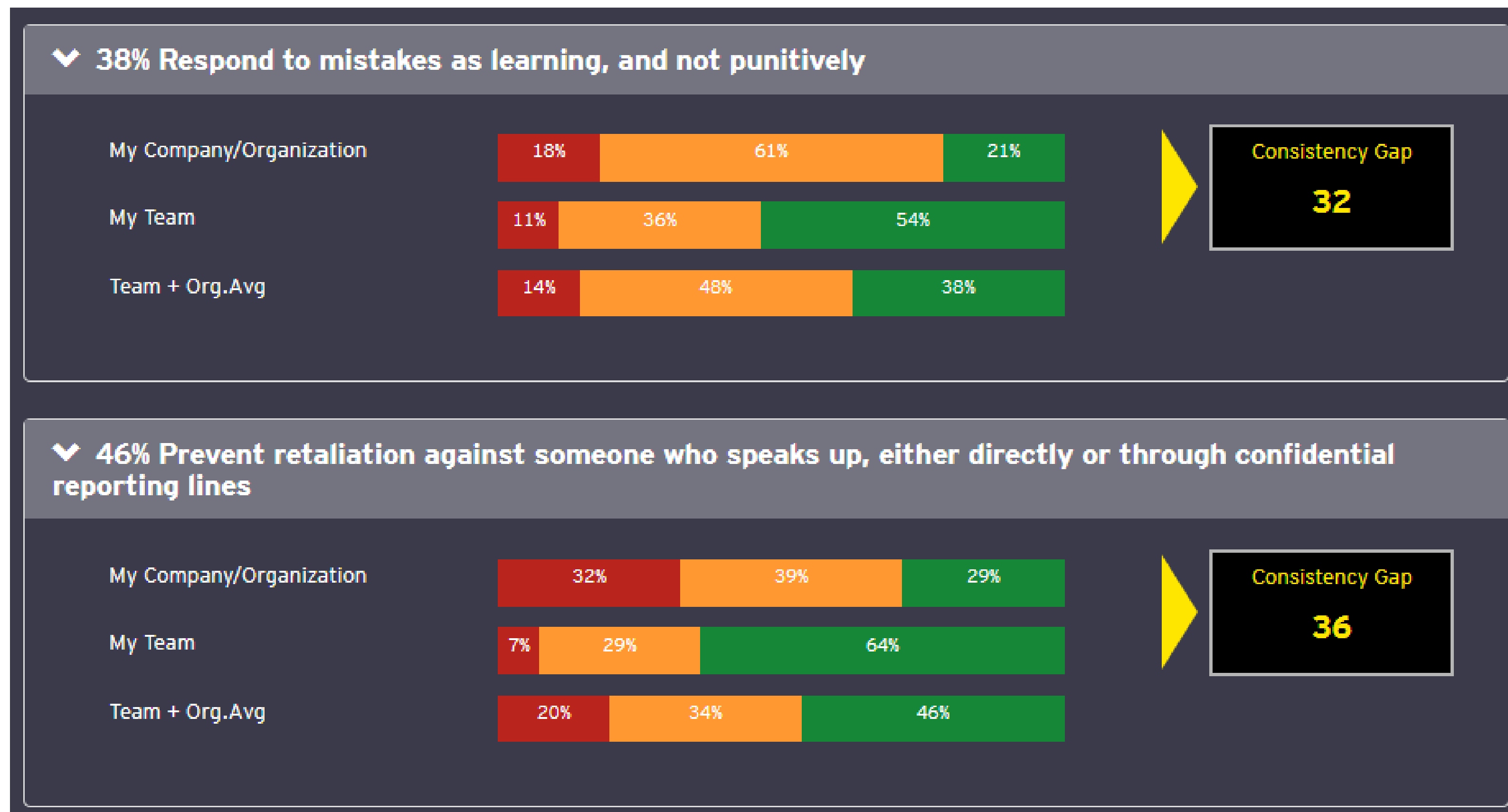
The Consistency Gap is the difference between the team consistency score and the organization consistency score.

## What are the BTA results?

In general, employees perceive their immediate teams behave with integrity much more consistently than the overall organization.

# Culture of Integrity Results (7 of 9)

Employees were given a list of behaviors related to integrity and asked how consistently their team and BTA overall show the behavior. Respondents could respond in three ways: "Inconsistent," "Somewhat Consistent," and "Consistent." The results for each behavior are shown below.

## ❯ 32% Understand factors that influence behavior, including stressors, pressures and norms

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 21% | 57% | 21% |
| My Team | 11% | 46% | 43% |
| Team + Org.Avg | 16% | 52% | 32% |

**Consistency Gap: 21**

## ❯ 25% Use data from past lessons, especially about misconduct, to improve policies and procedures

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 29% | 57% | 14% |
| My Team | 29% | 36% | 36% |
| Team + Org.Avg | 29% | 46% | 25% |

**Consistency Gap: 21**

### How do I read this report?

Results are broken out for the organization overall, the employee's team, and the employee's team + organization average.
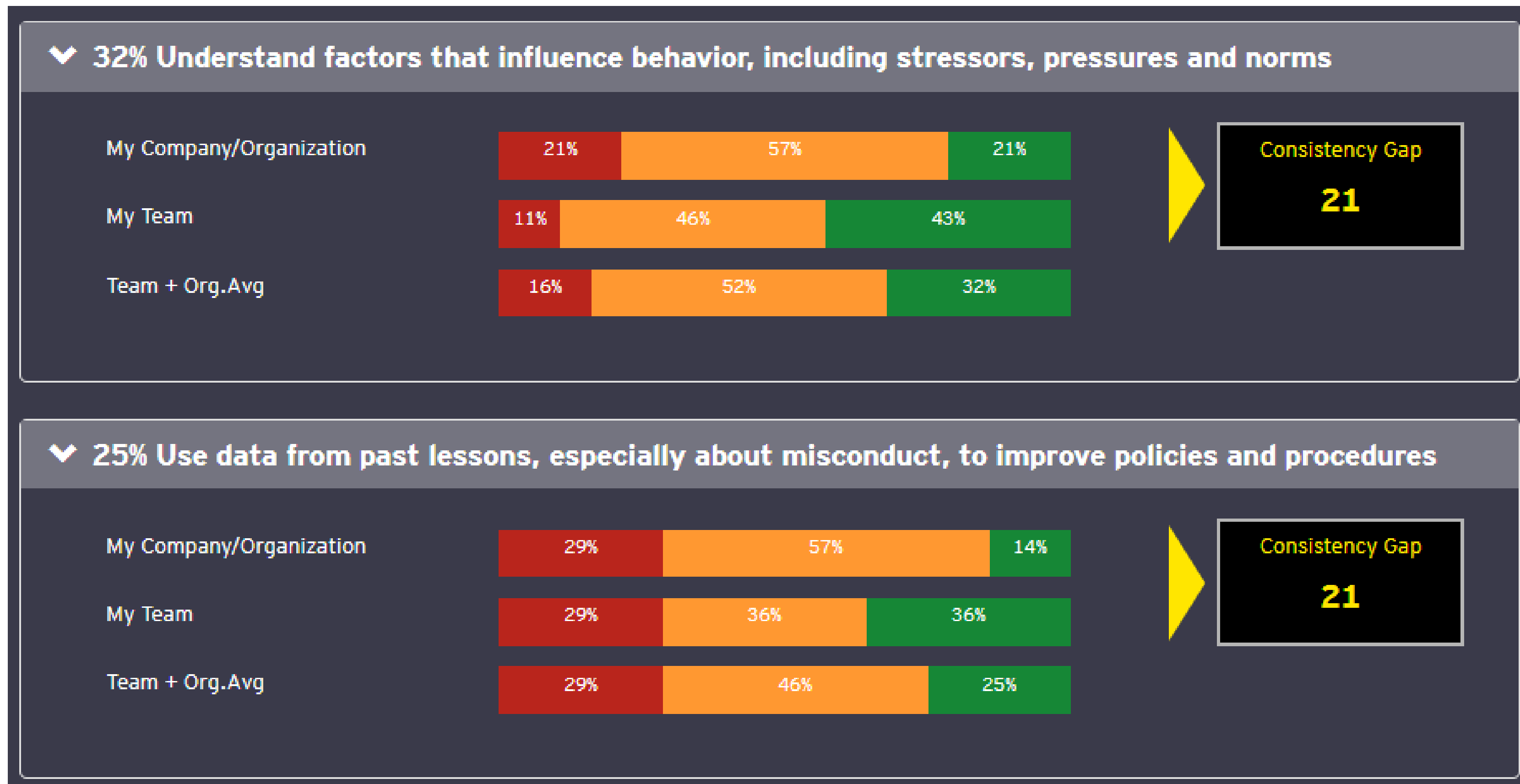
The Consistency Gap is the difference between the team consistency score and the organization consistency score.

### What are the BTA results?

In general, employees perceive their immediate teams behave with integrity much more consistently than the overall organization.

BERMUDA

# Culture of Integrity Results (8 of 9)

Employees were given a list of behaviors related to integrity and asked how consistently their team and BTA overall show the behavior. Respondents could respond in three ways: "Inconsistent," "Somewhat Consistent," and "Consistent." The results for each behavior are shown below.

## 48% Take our accountability for managing threats/risks to our business seriously

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 18% | 43% | 39% |
| My Team | 14% | 29% | 57% |
| Team + Org. Avg | 16% | 36% | 48% |

Consistency Gap
**18**

## 34% Root cause our mistakes in an effort to address business issues accordingly

| | Inconsistent | Somewhat Consistent | Consistent |
|---|---|---|---|
| My Company/Organization | 39% | 39% | 21% |
| My Team | 18% | 36% | 46% |
| Team + Org. Avg | 29% | 38% | 34% |

Consistency Gap
**25**

### How do I read this report?

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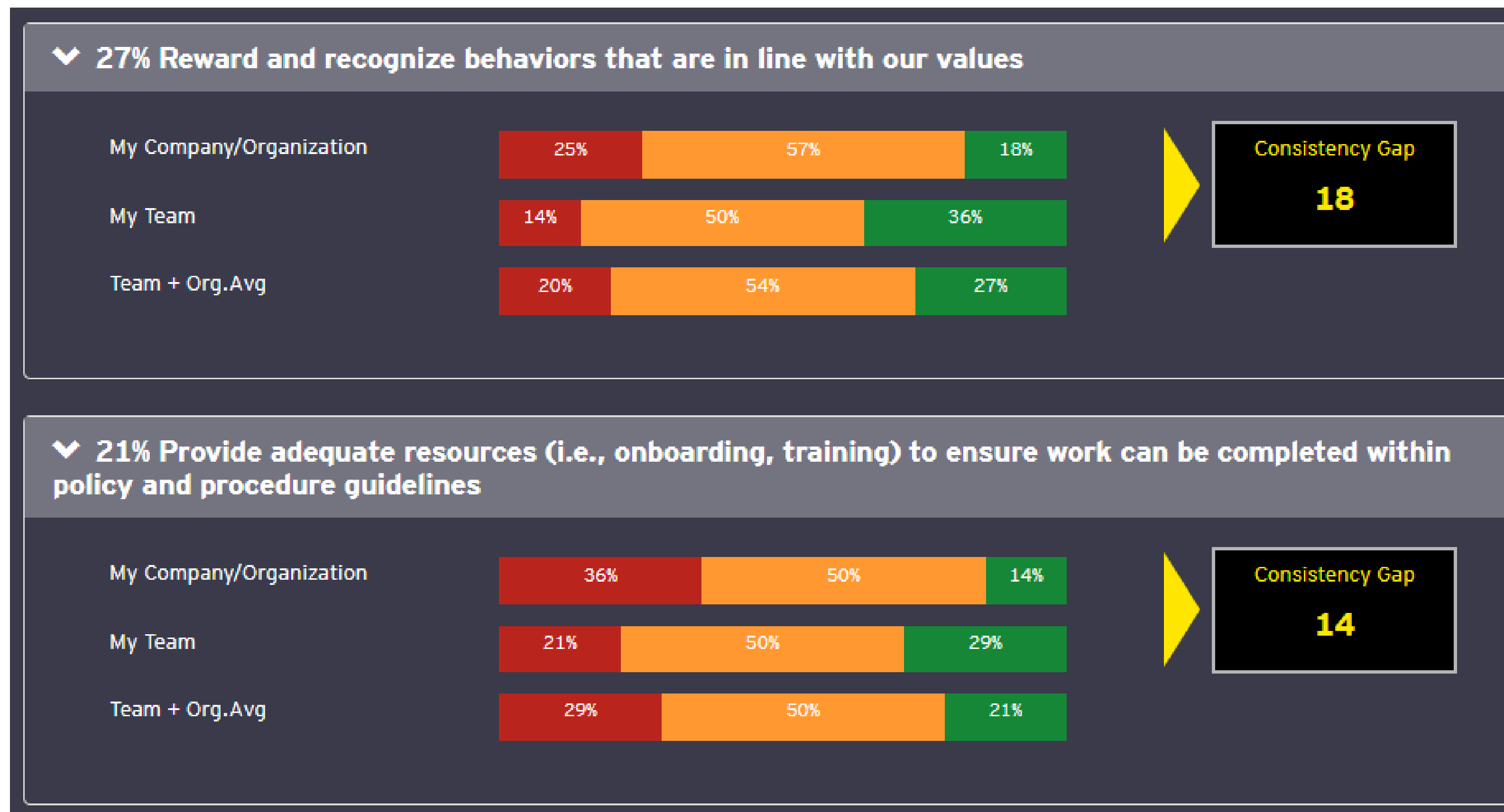
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### What are the BTA results?

In general, employees perceive their immediate teams behave with integrity much more consistently than the overall organization.

# Culture of Integrity Results (9 of 9)

Employees were given a list of behaviors related to integrity and asked how consistently their team and BTA overall show the behavior. Respondents could respond in three ways: "Inconsistent," "Somewhat Consistent," and "Consistent." The results for each behavior are shown below.



## How do I read this report?

Results are broken out for the organization overall, the employee's team, and the employee's team + organization average.

The Consistency Gap is the difference between the team consistency score and the organization consistency score.

## What are the BTA results?

In general, employees perceive their immediate teams behave with integrity much more consistently than the overall organization.

# Behavioral Consistency Heatmap

This chart identifies how consistently ('very consistently' + 'consistently' response options) your people described experiencing various behaviors at work. The scores are averages of how behaviors are experienced at an organizational level.

| | Overall | Male | Female |
|---|---|---|---|
| Make decisions clearly based on our values | 43% | 42% | 43% |
| When there is a trade-off decision about making money and doing what is right, we do what is right | 57% | 67% | 55% |
| Follow compliance procedures as a part of day-to-day operations | 57% | 67% | 55% |
| Act with integrity – walk the talk | 38% | 50% | 34% |
| Take ownership for what we say and do | 41% | 67% | 34% |
| Communicate honestly and transparently about ethical matters | 38% | 42% | 36% |
| Protect each other from harm | 41% | 83% | 30% |
| Encourage every person to speak up, welcome challenge and healthy dissent | 43% | 58% | 39% |
| Accept bad news, so as to deal with it | 43% | 58% | 39% |
| Address mistreatment or abusive behavior effectively | 43% | 58% | 39% |
| Respond to mistakes as learning, and not punitively | 38% | 50% | 34% |
| Prevent retaliation against someone who speaks up, either directly or through confidential reporting lines | 46% | 67% | 41% |
| Understand factors that influence behavior, including stressors, pressures, and norms | 32% | 33% | 23% |
| Use data form past lessons, especially about misconduct, to improve policies and procedures | 25% | 33% | 23% |
| Take our accountability for managing threats/risks to our business seriously | 48% | 58% | 45% |
| Root cause our mistakes in an effort to address business issues accordingly | 34% | 42% | 32% |
| Reward and recognize behaviors that are in line with our values | 27% | 42% | 23% |
| Provide adequate resources (i.e., onboarding, training) to ensure work can be completed within policy and procedure guidelines | 21% | 42% | 16% |

### How do I read this report?

The darker the color, the higher the score indicating the more consistently that behavior is experienced.

### What are the BTA results?

Overall male employees experienced the listed behaviors much more consistently than female employees, with some behaviors much more so (highlighted)

# Questions anyone?