

Best Practices for measuring and improving Employee Engagement in a multi-cultural organization

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Crown Fast Facts:



Crown Diversity Landscape



Crown & Employee Engagement

We believe that the success of the Crown Worldwide Group is a direct result of the effort and talent of our employees. The employee survey is the tool we use to assess our progress in making the Crown Worldwide Group, *'a great place to work'*


Crown management wanted to know:

- How our employees feel about Crown
- What our employees think we do well
- What our employees want us to improve on
- The level of employee engagement across the Group

Employee engagement has an impact on:

- Employee well-being
- Employee Absence
- Employee turnover & retention levels
- Health & Safety
- Customer satisfaction
- Productivity
- Profit
- Innovation
- Greater Inclusion

Our drivers

- Having the chance to make a difference
 - Being appropriately rewarded & recognised
 - Seeing opportunities to grow and develop
 - Being part of One team
 - Inspirational leadership
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Key Indicators of Engagement

- People who are committed to being with the organisation in the future
- People who would publicly recommend the organisation
- People who contribute “above and beyond” to the organisation



Our Engagement Journey

- Started with “satisfaction”
- Measured locally - or at best regionally
- Complex and complicated survey questionnaire leading to “data paralysis”
- Limited follow-up/impact
- Disillusioned management

2015: A new era...

Who was asked to participate ?

All employees globally were invited to participate. (includes operations and non operations staff):

Total number of complete responses – 2910
Number of employees – 4453

65% response rate

Business units included:

▪Relocations, Records Management, World Mobility, Fine Art, Wine Cellar and Functions.

▪Target v. Actual

Non-Ops responses – 60% v 66%*
Ops Response – 40% v 65%*

When did the survey go 'live' ?

Internally developed:

▪Lead by the Talent Acquisition and Employee Engagement Director

▪Supported by Global HR and Branding Teams

▪Secure online survey across the regions for two weeks, May 27 to June 10, 2015.

- Crown results were measured internally only
- Benchmark employee participation rate in surveys was 60%.
- Crown achieved a rate of **65%**.
- Crown response is equal to 2 out of 3 employees participating in the survey.
- Group Engagement Score: **79%**

Survey structure

Total of 39 Core Statements:

- 7 demographic identifiers
- 28 questions categorized by 5 drivers
- 2 “key” engagement questions
- 2 open-ended questions

Most questions were answered on the scale:

- Strongly Disagree
- Disagree
- Not Sure
- Agree
- Strongly Agree

The Crown Engagement Score:

Crown is a Great Place to Work
I intend to be working for Crown in 2 years
“Making a Difference” (driver average)
Survey response rate

Categories are divided in the following 5 Drivers

- Making a Difference
- Investment in Me
- Reward & Recognition
- Teamwork & Relationships
- Inspirational Leadership

“Your opinions make us wiser”



2015 Crown Employee Survey

Your opinions make us wiser

- Get involved
- Make your voice heard
- Make a difference

What's it like to work for Crown? What's good and what could we do better? We want to know what you think in our first global employee survey.

All survey responses are anonymous and confidential. The survey can be completed online, between 27 May and 10 June 2015.

Computers will be available in all offices and warehouses, along with translations of the survey questions.

www.surveymonkey.com/s/2015CrownEmployeeSurvey

Questions? Please speak with your manager or with your local HR contact.



2015 Crown 僱員問卷

你的意見讓我們作出更明智的決策

- 融入其中
- 讓我們聽到你的聲音
- 締造不同

你覺得在Crown工作是怎樣一回事? 有何優點和不足之處? 通過這份首次推出的全球僱員問卷, 我們希望了解你的想法。

此問卷之所有回應皆會匿名和保密。你可以在2015年5月27日至6月10日期間, 在網上完成此問卷。

辦公室和倉庫均會設有電腦, 以及問卷問題之譯文。

www.surveymonkey.com/s/2015CrownEmployeeSurvey

有任何問題? 請聯絡你的經理或當地人力資源部人員。



Challenges in a global context

- Getting Management buy-in
- Reticence in some cultures
- Pitching the questions at the right level and diverse population
- Benchmarking



Going global

- Enable survey participation by ALL
- Involve global HR team
- Incentivise Business Managers
- Educate and communicate
- Ensure inclusion
- Consolidate and monitor progress



Going forward

- Giving ownership to the business
- Less is more – prioritize
- It's all about “what happens next”



Continuous improvement and achieving our goals



Putting our brand and core values at the heart of everything we do at Crown

- Management leading by example.
- Being open-minded and innovative in our approach to growing the Crown business.
- Being solution orientated in our approach to achieving our core goals and personal objectives.

Increase employee participation across Crown

- Increase global participation from 65% (2015) to 70% (2016).
- Recognising our brightest and best employees through our Crown Worldwide Employee Awards Programme.
- Increase employees awareness of the positive benefits of working for the Crown, including developing a career path.

Improving the opportunities for Communication & Involvement

1. Increased 2-way meaningful dialogue between all Crown management and staff.
2. Work in partnership with employees to increase employee participation in Crown activities / surveys.
3. Deliver consistent messages across the business with equal access for all employees.

Keeping the integrity of our Values & Ethics

- Ensure our employee processes are fair, transparent, relevant & are examples of best practice. (e.g. Recruitment, Promotions, Appraisals) .
- Encourage accountability in our performance and recognition in our contribution to Crown.
- Increasing the personal value of Crown offerings to employees.

Reward

- Review our existing Crown benefits and work with employees to provide additional added value options for employees.

Moment of Wisdom

- It's a journey
- Don't bite off more than you can chew!
- Engagement and business performance ARE linked ... it's not a “nice to have” but an imperative



Another 50 years ahead...

