

# INVESTORS IN PEOPLE®

We invest in people



## Feedback

### Evora Edge

Project number: Cen-23-00550

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# You did it! Congratulations!

## INVESTORS IN PEOPLE™

### We invest in people Gold

You're at the Gold level of our We invest in people accreditation. My thanks go to everyone who took part in the assessment activities for openly sharing their insights and experiences of what it is like for them to work for the Company.

Special thanks go to Sadie Hopkins for making all the necessary arrangements needed to ensure that the assessment activities went to plan.

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## Key dates

Accreditation date	Touchpoint	24-month meeting	Accreditation expiry
06/12/2023	25/11/2024	25/11/2025	25/11/2026

# To keep your accreditation, you need to:

- Keep meeting (or exceed!) the **requirements** of your award level.
- Meet us at the **Touchpoint** and **24-month review meetings**. We won't be assessing you again, but it'll give us the chance to **chat through your progress**.
- Be **reassessed** no later than 25/11/2026.

# What to be proud of

- People say that the Company is great to work for and that they are proud to work for such an ethical and fair business. The survey data demonstrates this, and the interviews consistently confirmed it. Much of this is because of the high levels of empowerment afforded to people, positive working relationships, flexible working and the conducive culture.
- Relationships between leaders, managers and staff are perceived to be especially positive. This comes as a result of the very open, transparent and supportive culture, effective role modelling by leaders and managers and the fact that staff are treated fairly and equitably as individuals, both in respect of work-related and personal matters.
- Values are at the very heart of the business and are being 'lived and breathed' every day in the work that people undertake for clients. Staff have a strong personal affinity to your values and fully appreciate and understand their relevance to their roles.
- There are high levels of energy, enthusiasm and motivation across the whole of the team. People strive to deliver great results and have the interests of the business in mind at all times.
- The investment in people's training and learning needs is impressive and shows leadership and commitment to aligning people and business needs to support the Company's business ambitions. Linking reward and recognition to learning and development adds further incentive for staff.
- The Company has developed a clear ambition for the future, which is well-known by staff, who are just as passionate about delivering this ambition as are the Company's leaders and owners.
- Your investment in people is delivering added-value and tangible business results and benefits which are measurable, for example, in terms of growth, the value of project won, net profitability and shareholder equity.
- Employee sentiment is very positive and as a result, the Company has an excellent foundation from which to progress towards its ambition of achieving Platinum accreditation.

# What to work on

The recommendations below mainly relate to those aspects of the We invest in people framework which were not met during this assessment but which, if met in the future, will support the Company to realise its ambition of becoming a Platinum accredited employer.

It is realistic that this could be achieved at the point when the Company comes forward for its next assessment in 3 years' time, if the same level of progression, improvement and high levels of positive employee sentiment are maintained.

- Develop the PDM matrix further by clearly specifying the behaviours which will support the range of activities and responsibilities associated with each job role. During PDP meetings, this will enable the behaviours which help to underpin and support the Company's values to be discussed and referenced more specifically, including by giving examples to demonstrate they are being 'lived' by people.
- Find ways to involve people to a greater degree in the design and development of the Company's approaches to recognition and reward. Complement this by broadening the degree to which recognition and reward is tailored to individual motivations.
- Make coaching an everyday part of the 'toolkit' used by leaders and managers to support people in their roles. This is distinct from using mentoring and there is value in undertaking some development activities for anyone with line management responsibilities for other people, to help them to become proficient. Line manager competencies can be further complemented through behavioural profiling and strengths-based testing.
- Encourage people to establish a broader range of ways of networking and collaborating both formally and informally to support teamwork, collaboration and the strengthening of colleague relationships.
- As the Company continues to grow, review the methodology for reviewing and improving policies and procedures, perhaps by developing a governance audit schedule, whereby these are reviewed in line with pre-defined frequencies and by associated levels of associated importance and risk, such as by using a RAG rating coding system.
- Continue to focus on capturing people's suggestions and ideas to support continuous improvement across all the teams in the business. Encourage people to lead on this and champion continuous improvement and innovation so that positive and quantifiable business outcomes are realised.
- Review the different facets of the ESG strategy which focus on CSR-related matters such as volunteering to ensure that they remain appealing enough for people to invest their time in undertaking such activities. These approaches should continue to be advocated and time afforded to them but of course, at an individual level, people must be sufficiently motivated and committed to finding ways to make them happen.
- Performance data and behavioural evidence can be better captured and used to help improve the performance of people and the business. Consideration should be given to the development of a 'dashboard' which is used to regularly report on the key people indicators which best align with and support business performance and results.

# Assessment results summary

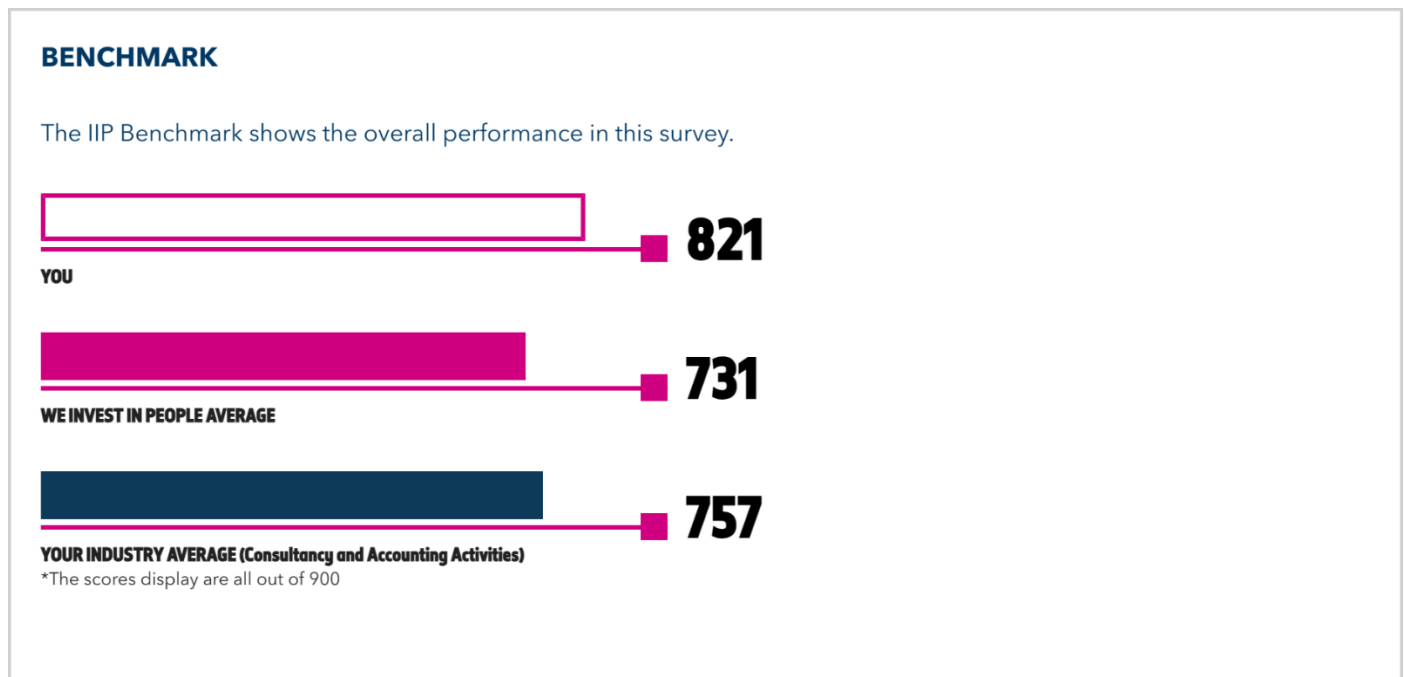
PRINCIPLE	INDICATOR	THEME	DEVELOPED	ESTABLISHED	ADVANCED	HIGH PERFORMING
LEADING	LEADING AND INSPIRING PEOPLE	Creating transparency and trust	✓	✓	✓	✓
		Motivating people to deliver the organisations objectives	✓	✓	✓	✓
		Developing leadership capability	✓	✓	✓	✓
	LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values	✓	✓	✓	
		Adopting the values	✓	✓	✓	
		Living the values	✓	✓	✓	
	EMPOWERING AND INVOLVING PEOPLE	Empowering people	✓	✓	✓	✓
		Participating and collaborating	✓	✓	✓	✓
		Making decisions	✓	✓	✓	✓
SUPPORTING	MANAGING PERFORMANCE	Setting objectives	✓	✓	✓	✓
		Encouraging high performance	✓	✓	✓	✓
		Measuring and assessing performance	✓	✓		
	RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward	✓	✓		
		Adopting a culture of recognition	✓	✓	✓	✓
		Recognising and rewarding people	✓	✓	✓	
	STRUCTURING WORK	Designing roles	✓	✓	✓	✓
		Creating autonomy in roles	✓	✓	✓	✓
		Enabling collaborative working	✓	✓	✓	
IMPROVING	BUILDING CAPABILITY	Understanding people's potential	✓	✓	✓	✓
		Supporting learning and development	✓	✓	✓	✓
		Deploying the right people at the right time	✓	✓	✓	✓
	DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources	✓	✓	✓	
		Creating a culture of continuous improvement	✓	✓	✓	
		Encouraging innovation	✓	✓	✓	
	CREATING SUSTAINABLE SUCCESS	Focusing on the future	✓	✓	✓	✓
		Embracing change	✓	✓	✓	✓
		Understanding the external context	✓	✓	✓	✓

# Survey response rate

The survey results were very positive overall, with a 94.0% completion rate, i.e., 16 out of a possible 17 responses, as shown in the table below.



# Survey benchmark score





# Survey results by Indicator (overview)

At Indicator level, your survey results are very positive with most responses received being ‘Strongly Agree’ and ‘Agree’ as can be seen in the table below. Almost no disagreement was expressed by survey respondents. The only Indicator to receive disagreement was Indicator 3, which received 1.60% in the rating category ‘Somewhat Disagree’.

In all 9 Indicators, your Average Score (out of 7.0), has outperformed that of the IIP Average, in some instances by a considerable margin. This can be seen particularly in respect of Indicators 1, 5, 7 and 9.

The data is in line with the 2020 survey results with marginal 0.1 to 0.3 +/- changes in respect of Indicators 1, 4, 5 and 9. The greatest improvement, 0.3, was in respect of Indicator 5. Indicators 1 and 9 were 0.2 lower than in 2020, with Indicator 4, 0.1 higher.

## Indicator summary

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE	DIFFERENCE FROM IIP AVERAGE
Indicator 1 Leading and inspiring people	43.8%	<b>51.6%</b>	4.7%	0%	0%	0%	0%	<b>6.4</b>	<b>+0.8</b>
Indicator 2 Living the organisation's values and behaviours	41.3%	<b>48.8%</b>	7.5%	2.5%	0%	0%	0%	<b>6.3</b>	<b>+0.4</b>
Indicator 3 Empowering and involving people	<b>53.1%</b>	35.9%	9.4%	0%	1.6%	0%	0%	<b>6.4</b>	<b>+0.6</b>
Indicator 4 Managing performance	<b>50%</b>	40.6%	7.8%	1.6%	0%	0%	0%	<b>6.4</b>	<b>+0.6</b>
Indicator 5 Recognising and rewarding high performance	39.1%	<b>54.7%</b>	4.7%	1.6%	0%	0%	0%	<b>6.3</b>	<b>+1.1</b>
Indicator 6 Structuring work	<b>51.6%</b>	37.5%	6.3%	4.7%	0%	0%	0%	<b>6.4</b>	<b>+0.4</b>
Indicator 7 Building capability	<b>56.3%</b>	33.8%	8.8%	1.3%	0%	0%	0%	<b>6.5</b>	<b>+0.9</b>
Indicator 8 Delivering continuous improvement	<b>50%</b>	34.4%	9.4%	6.3%	0%	0%	0%	<b>6.3</b>	<b>+0.6</b>
Indicator 9 Creating sustainable success	<b>60.9%</b>	35.9%	3.1%	0%	0%	0%	0%	<b>6.6</b>	<b>+0.8</b>

# Survey results by Theme (overview of top & bottom 5)

At Theme level, your results highlight the range of strength of opinion expressed about your people practices. Even your lowest 5 Themes outperform the IIP Average, most notably in the case of the Theme ‘Recognising and rewarding people’ which achieved an average score 1.1 above that of the IIP Average.

## Themes (Highs and Lows)

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE	DIFFERENCE FROM IIP AVERAGE
<b>Your highest themes</b>									
Supporting learning and development INDICATOR 7: Building capability	<b>71.9%</b>	28.1%	0%	0%	0%	0%	0%	<b>6.7</b>	<b>+1.1</b>
Focusing on the future INDICATOR 9: Creating sustainable success	<b>65.6%</b>	34.4%	0%	0%	0%	0%	0%	<b>6.7</b>	<b>+0.8</b>
Creating autonomy in roles INDICATOR 6: Structuring work	<b>62.5%</b>	37.5%	0%	0%	0%	0%	0%	<b>6.6</b>	<b>+0.7</b>
Making decisions INDICATOR 3: Empowering and involving people	<b>62.5%</b>	31.3%	6.3%	0%	0%	0%	0%	<b>6.6</b>	<b>+0.6</b>
Encouraging high performance INDICATOR 4: Managing performance	<b>50%</b>	<b>50%</b>	0%	0%	0%	0%	0%	<b>6.5</b>	<b>+0.7</b>
<b>Your lowest themes</b>									
Measuring and assessing performance INDICATOR 4: Managing performance	<b>43.8%</b>	31.3%	25%	0%	0%	0%	0%	<b>6.2</b>	<b>+0.5</b>
Recognising and rewarding people INDICATOR 5: Recognising and rewarding high performance	31.3%	<b>59.4%</b>	6.3%	3.1%	0%	0%	0%	<b>6.2</b>	<b>+1.1</b>
Living the values INDICATOR 2: Living the organisation's values and behaviours	<b>40.6%</b>	37.5%	15.6%	6.3%	0%	0%	0%	<b>6.1</b>	<b>+0.3</b>
Enabling collaborative working INDICATOR 6: Structuring work	<b>43.8%</b>	37.5%	6.3%	12.5%	0%	0%	0%	<b>6.1</b>	<b>+0.1</b>
Improving through internal and external sources INDICATOR 8: Delivering continuous improvement	<b>43.8%</b>	31.3%	12.5%	12.5%	0%	0%	0%	<b>6.1</b>	<b>+0.1</b>

# Principle 1: Leading

The Indicators in this Principle explore the clarity of vision and purpose and the extent to which leaders inspire confidence in and empower employees to perform in line with Company values and behaviours.

The survey scores for the 3 Indicators of this Principle were extremely positive. Only 1 statement (see Indicator 3) received 6.30% ‘Somewhat Disagree’ sentiment relating to having a say in decisions that affect the individual’s role, this equates to 1 response from the 16 received.

‘Neither Agree Nor Disagree’ sentiment was expressed for 1 of the survey statements. This relates to whether behaviours which are not in line with Company values are likely to be challenged and came from 2 of the 16 survey responses received. This was not evidenced during interviews, with people indicating they were able to and encouraged by managers to speak up if they didn’t agree with anything.

Two optional questions were added into the survey. These related to leadership capabilities and management support. Both received high levels of positive response in the ‘Strongly Agree’ and ‘Agree’ response options.

Interview feedback was very positive overall, as can be seen from the range of anonymous quotes captured.

Indicator 1: Leading and inspiring people							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	43.8%	<b>51.6%</b>	4.7%	0%	0%	0%	0%
I trust the leaders of my organisation	<b>50%</b>	43.8%	6.3%	0%	0%	0%	0%
Management communicates the organisation's ambition	<b>50%</b>	<b>50%</b>	0%	0%	0%	0%	0%
My manager motivates me to achieve my best	43.8%	<b>56.3%</b>	0%	0%	0%	0%	0%
My organisation develops great leaders	31.3%	<b>56.3%</b>	12.5%	0%	0%	0%	0%
OPTIONAL QUESTIONS							
I am confident that my organisation has capable leaders	43.8%	<b>56.3%</b>	0%	0%	0%	0%	0%

“Neil is a great role models for the business. He’s very calm and very personable and as a result, we’re a very close-knit team.”

“Neil is honest, open and non-judgemental. He sees people as individuals and his approach is non-generic, you gravitate towards him and feel you can easily talk to him.”

“I haven’t come across any other manager like Neil who affords such high levels of trust to you.”

“I’d rate levels of trust very high at 100%. It’s a very open and transparent Company and we’re always sharing information about what’s happening across the business.”

“Bosses here are really good. If you have personal or family-related challenges they work with you to be as accommodating as possible. I can’t fault the Company in this respect.”

“The Company is very ambitious, and this is a part of the culture here. We’re encouraged to achieve great results in our roles.”

“There’s always an element of stretch and working to deadlines on projects.”

Indicator 2: Living the organisation's values and behaviours							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	41.3%	<b>48.8%</b>	7.5%	2.5%	0%	0%	0%
The values at my organisation guide the way we work	37.5%	<b>62.5%</b>	0%	0%	0%	0%	0%
I share my organisation's values	<b>56.3%</b>	43.8%	0%	0%	0%	0%	0%
My organisation has clear values	31.3%	<b>62.5%</b>	6.3%	0%	0%	0%	0%
My behaviour reflects the organisation's values	<b>50%</b>	<b>50%</b>	0%	0%	0%	0%	0%
I challenge behaviours which don't match the organisation's values	<b>31.3%</b>	25%	<b>31.3%</b>	12.5%	0%	0%	0%

“The Company values are aligned to what we do as a business. They play a part in everything we do for clients.”

“We’re encouraged to play an active part in our regular meetings and to speak out if we don’t agree with what’s being said or agreed to.”

“I can really relate to the values in my role. For example, being committed. This is just as relevant in my role as it is for someone who is client facing.”

“Our core values are aligned with our CIBSE membership.”

“We have an ESG policy in place and we actively live by our sustainability values.”

Indicator 3: Empowering and involving people							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	<b>53.1%</b>	35.9%	9.4%	0%	1.6%	0%	0%
I am encouraged to use initiative in my role	<b>68.8%</b>	18.8%	12.5%	0%	0%	0%	0%
I have all the information I need to do my job well	37.5%	<b>43.8%</b>	18.8%	0%	0%	0%	0%
I have a say in decisions that affect my role	43.8%	<b>50%</b>	0%	0%	6.3%	0%	0%
I am trusted to make decisions in my role	<b>62.5%</b>	31.3%	6.3%	0%	0%	0%	0%
OPTIONAL QUESTIONS							
I feel supported by my manager	<b>75%</b>	25%	0%	0%	0%	0%	0%

“I feel very empowered within my role.”

“I’m empowered to help develop the business and to develop its processes as well.”

“There’s never anyone looking over our shoulders at what we’re doing.”

“I take it personally if the Company has had a difficult trading month. We are all responsible for the Company’s results.”

“I manage my own workload and am responsible for achieving the results expected in my role.”

A good example of 2-way communications relates to the work underway in respect of the re-branding of the business. All staff have been involved in the information sharing activities associated with this and provided with opportunities to ask questions and give feedback about the changes that are about to take place.

Throughout the interviews, levels of enthusiasm and motivation were observed to be very

high. In speaking with staff, they are highly motivated and committed to their roles. When asked about this, much of it relates to the levels of empowerment and autonomy afforded to people in their roles. This was observed during a Team meeting in which all staff were actively participating and providing individual and collective inputs to it.

There is no doubt that staff have been afforded a high level of decision making within their roles and in relation to wider aspects which relate to the business as a whole. The Company uses surveys to gather information and feedback from staff, for example about their understanding of business plans and goals, one of which was shared with the IIP Practitioner.

The conducive nature of the culture, which is one of being very friendly and collaborative, as well as the non-hierarchical approach adopted by management, were regularly quoted as reasons why people love working for the Company. People indicated that the culture was very open and that they were encouraged to challenge and to speak up if they felt Company values were likely to be compromised in any way.

Leaders play an active role in developing themselves and the business through their work with professional associations. They are quoted as being great role models for staff and reportedly play a very active part in supporting and leading on the Company's charitable and CSR activities.

The Company has recently re-structured the business at senior level, creating several Assistant Director roles which will support the growth and development of the business and the impending re-brand. Development plans are in place to support those staff who have stepped into these new roles.

The Company's values were found to be embedded within the day-to-day work carried out by everyone in the business. People were able to talk about specific values and to give examples of how these relate to their roles and also to the behaviours which underpin their roles. For example, when working with clients on projects, which requires high levels of professionalism and integrity at all times.

The corporate re-brand process will see the introduction of a revised and updated set of values, and it is important that staff become familiar with these and work to fully embed them within their roles, as they have done with the current ones. A number of staff were involved in the development of the new values and are already more familiar with them. There is scope for values and associated behaviours to be further integrated and embedded across the Company and aligned and linked to key people management practices.

Throughout the interviews, everyone was noticeably passionate about their work. They also, demonstrated that they perceive themselves to be responsible for supporting and helping to achieve the Company's goals and objectives and taking the lead in doing so.

The high levels of trust which exist between management and staff has undoubtedly helped to achieve the latter. Something which is especially important for client-facing staff who have significant decision-making responsibilities in relation to client projects.

It's also notable that the Company has grown significantly since the last assessment took place, having doubled employee numbers. This is a clear demonstration of the Company's ability to deliver great business results, supported by a highly empowered and committed workforce. Sales revenue, profit, net assets and shareholder equity have all increased in the last 12-month period.

Evora Edge has achieved the following accreditation for the 3 Indicators of this Principle:

**Leading and inspiring people - High performing**

**Living the organisation's values and behaviours - Advanced**

**Empowering and involving people - High performing**

# Principle 2: Supporting

This Principle explores how performance is managed and improved, how people are recognised and rewarded and how roles are designed to support the overall ambitions and goals.

The survey scores for the 3 Indicators of this Principle were extremely positive, with none of the statements receiving disagreement. Minor levels of ‘Neither Agree Nor Disagree’ sentiment was expressed for 4 of the statements. This related to agreeing objectives, being recognised for exceeding expectations, developing skills needed to progress and being enabled to work with others.

Three optional questions were added into the survey. These related to aspects of reward and recognition. All three received high levels of positive response, mostly in the ‘Agree’ and ‘Strongly Agree’ response options. One person chose to ‘Neither Agree Nor Disagree’ about whether they value their benefits package.

Of note, 25.0% of respondents chose to ‘Somewhat Agree’ with whether they have discussed their performance with their manager in the last 6 months. During interviews, no further evidence was found to substantiate the data on this, with all interviewees expressing very positive opinions about having the opportunity to review their performance very regularly. It may be that this relates to newer members of staff.

Interview feedback was very positive overall, as can be seen from the range of anonymous quotes captured.

Indicator 4: Managing performance							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	50%	40.6%	7.8%	1.6%	0%	0%	0%
I have agreed my objectives with my line manager within the last 12 months	56.3%	31.3%	6.3%	6.3%	0%	0%	0%
I feel encouraged to perform to the best of my abilities	62.5%	37.5%	0%	0%	0%	0%	0%
My manager helps me improve my performance	37.5%	62.5%	0%	0%	0%	0%	0%
I have discussed my performance with my manager in the last 6 months	43.8%	31.3%	25%	0%	0%	0%	0%

“At least once every 2 months we have a detailed review for my role which I find beneficial.”

“I have regular interactions with the Directors to discuss my performance.”

“We have an annual appraisal when we agree set objectives and agree a personal development plan.”

“Even though we’re a small consultancy, we work on challenging projects and are expected to stretch ourselves to ensure we meet client requirements.”

Indicator 5: Recognising and rewarding high performance							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	39.1%	<b>54.7%</b>	4.7%	1.6%	0%	0%	0%
I am rewarded in ways that match my motivations	43.8%	<b>56.3%</b>	0%	0%	0%	0%	0%
I feel appreciated for the work I do	<b>50%</b>	43.8%	6.3%	0%	0%	0%	0%
I am consistently recognised when I exceed expectations	37.5%	<b>50%</b>	6.3%	6.3%	0%	0%	0%
I get appropriate recognition for the work I do	25%	<b>68.8%</b>	6.3%	0%	0%	0%	0%
OPTIONAL QUESTIONS							
I value my organisation's benefits package	31.3%	<b>56.3%</b>	6.3%	6.3%	0%	0%	0%
I feel my contribution to my organisation is valued	37.5%	<b>56.3%</b>	6.3%	0%	0%	0%	0%
I am happy with the level of recognition I receive	31.3%	<b>68.8%</b>	0%	0%	0%	0%	0%

“We get very competitive increments in our pay.”

“Managers will tell you when you have done a good job.”

“The private health care package is very good, and you can get help with eye care and dental treatments.”

“There are usually end of year bonus payments and regular salary increases.”

“The Company has been investing in me from the offset in respect of my professional development.”

“I think the benefits here are exceptional.”

Indicator 6: Structuring work							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	<b>51.6%</b>	37.5%	6.3%	4.7%	0%	0%	0%
My work is interesting	<b>62.5%</b>	25%	12.5%	0%	0%	0%	0%
I am able to develop the skills I need to progress	37.5%	<b>50%</b>	6.3%	6.3%	0%	0%	0%
I have the right level of responsibility to do my job effectively	<b>62.5%</b>	37.5%	0%	0%	0%	0%	0%
My role enables me to work well with others	<b>43.8%</b>	37.5%	6.3%	12.5%	0%	0%	0%

“Work life balance arrangements are really great here. The Company is very flexible in terms of how we make use of our time.”

“There’s a really great working culture here and we work together as a whole team.”

“The resources we need for our job are always available and if ever I need anything, I just ask, and it’s sorted.”

“We have Facebook and LinkedIn groups where we keep connected and a WhatsApp group set up where we’re regularly staying connected. We keep it fun and light-hearted.”

From the survey data, 3 of the Themes from this Principle of the Standard ranked in the bottom 5 Themes. Whilst still achieving high average scores, sentiment can be seen to be slightly less positive in relative terms in respect of measuring and assessing performance, recognising and rewarding people and enabling collaborative working.

Much of the time, many people are driven by client project timelines and so the culture has developed to revolve around regular reviews of workloads in relation to client projects, on a one-to-one basis, as well as during the regular meetings which take place.

All staff have personal development plans in place as a result of the annual staff appraisals, as well as specific objectives that have been agreed. Many of these are developmental since there is a strong emphasis on personal development, to support the multi-disciplinary nature of the Company's services to clients.

Feedback about line managers supporting performance improvement as well as personal development activities was very positive and consistently so across all the interviews carried out. People said there were frequent interactions with their line manager as well as with Directors and that performance review is very much a part of the Company's culture. There was also a real sense that staff are taking charge of their own levels of performance and encouraged to do so.

Performance data relating to the Company's projects is used to support performance reviews and project reviews during team meetings. Behaviours are discussed during appraisal meetings, with these being captured within appraisal letters that are used to follow up appraisal meetings, although the use of behavioural evidence and insights is an aspect of people practice which could be further developed.

The Company's personal development matrix (PDM), is an excellent tool for supporting staff, providing clear insights about expected role-related activities. The matrix could be enhanced through further clarification of specific role-related behaviours which underpin tasks and responsibilities.

Some examples of informal coaching were identified during the assessment, although there is scope for coaching to become even more embedded in daily practices as the Company grows.

Throughout the interviews, it was clear that people are highly motivated within their roles and enjoy what they are doing. This has been helped by a broad range of approaches to reward and recognition, all of which were commended by interviewees.

As already indicated, the Company supports learning and development, as well as professional development, since these support the Company's economic growth and open up new business opportunities with clients, as well as providing staff with opportunities to develop new skills.

Such approaches have been incentivised so that as staff become more qualified and competent, they receive greater levels of reward and recognition, all of which is supporting Company goals. At this time, staff are not involved in the design of the Company's approaches to reward and recognition, which is an aspect that needs to be considered in the future to support attraction and retention strategies as well as staff engagement levels.

Several interviewees indicated Directors had encouraged them to achieve Chartership of a relevant professional association and upon achievement, had been remunerated. This supports Company ambitions alongside internal progression and succession and has assisted the Company to establish the recently created Assistant Director roles. This is also supporting growth ambitions and to take advantage of market opportunities and its re-positioning as it enters a new phase in its development as 'resero'.

Throughout the interviews, staff were very positive about the range of rewards and benefits on offer, which as well as monetary, included opportunities to gain further skills as well as experience, a great work-life balance and flexible working. High-quality workspaces and rest facilities have been made available to staff and there is no 'clockwatching' within the culture, with people able to take breaks as required.

Taking account of people's personal circumstances, coupled with the high levels of teamwork, collaboration and role autonomy, serves to provide staff with high levels of job



satisfaction and enjoyment. The result is that people are highly motivated in their roles and enjoy taking responsibility for the results which the Company needs them to achieve.

Policies are continually reviewed to ensure they continue to meet the needs of the business and people's roles. As a result, staff enjoy ownership over the work they carry out and are able to make the decisions needed in their roles. During monthly operations meetings, policies and practices are reviewed, although as the Company grows, this approach to governance may of course need to be reviewed to establish whether it still meets needs.

Internal communications were heralded as being very effective. A small amount of feedback was received to indicate that flexible working arrangements and the creation of 'sub-teams' as a result of the Company's growth, can occasionally pose some communications challenges.

However, there is not an action for the Company here, moreover it is about individual staff members ensuring they stay in the loop of communications. There appears to be robust formal networks in place within the Company with which to maximise collaborative opportunities, although there is further scope to encourage staff to establish more informal networks that will support collaboration overall.

Evora Edge has achieved the following accreditation for the 3 Indicators of this Principle:

**Managing performance - Established**

**Recognising and rewarding high performance - Established**

**Structuring work - Advanced**

# Principle 3: Improving

This Principle focuses on developing capabilities and fostering learning as well as ensuring organisational sustainability through planning, improvement, innovation and creativity and change in line with stakeholder, community and market needs and demands.

The survey scores for the 3 Indicators of this Principle were extremely positive, with none of the statements receiving disagreement. Some ‘Neither Agree Nor Disagree’ sentiment was expressed for 4 the survey statements relating to: making use of learning opportunities, looking for improvement ideas from colleagues, having responsibilities for improvement and being trusted to try new approaches to working.

Of note, 25.0% of respondents chose to ‘Somewhat Agree’ with whether they are able to make use of learning opportunities. During interviews, some evidence was found to indicate that it can be difficult for some people to accommodate learning and development within busy work schedules.

Four optional questions were added into the survey. These focused on ideas, culture, work-life balance and optimism about the future. All four questions received high levels of positive response, mostly in the ‘Strongly Agree’ and ‘Agree’ response options.

Interview feedback was positive overall, as can be seen from the range of anonymous quotes captured.

Indicator 7: Building capability							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	<b>56.3%</b>	33.8%	8.8%	1.3%	0%	0%	0%
I make use of my organisation's learning and development opportunities	<b>43.8%</b>	25%	25%	6.3%	0%	0%	0%
I have opportunities to learn at work	<b>56.3%</b>	37.5%	6.3%	0%	0%	0%	0%
I know how my organisation invests in learning and development	<b>75%</b>	25%	0%	0%	0%	0%	0%
My manager thinks it is important that I develop my skills	<b>68.8%</b>	31.3%	0%	0%	0%	0%	0%
People are selected for roles based on their skills and abilities	37.5%	<b>50%</b>	12.5%	0%	0%	0%	0%

“Every day is a learning day for me. I’m always looking to undertake more courses.”

“I had a good induction to the business, and I know that this has been improved further since I joined the Company.”

“The Company holds CPD sessions every quarter on a range of technical matters and we get suppliers in to deliver these.”

“All teams and staff have development plans in place and some staff also lead responsibilities on projects which will benefit the whole business, for example standards for engineering projects.”

“We have some fantastic talent in the business and we’re able to support people through mentoring.”

Indicator 8: Delivering continuous improvement							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	<b>50%</b>	34.4%	9.4%	6.3%	0%	0%	0%
I look for improvement ideas from my colleagues	<b>43.8%</b>	31.3%	12.5%	12.5%	0%	0%	0%
I am encouraged to improve the way I do things	<b>56.3%</b>	37.5%	6.3%	0%	0%	0%	0%
I am responsible for improving the way we do things	<b>50%</b>	25%	18.8%	6.3%	0%	0%	0%
I am trusted to try new approaches in the way I work	<b>50%</b>	43.8%	0%	6.3%	0%	0%	0%
OPTIONAL QUESTIONS							
My ideas are listened to	<b>43.8%</b>	37.5%	18.8%	0%	0%	0%	0%

“We’re always sharing our ideas and suggestions in team meetings. The Company encourages us to do this.”

“Our technology provision is somewhat unrivalled in the industry.”

“We help people to understand what effective performance looks like. I’d say we’re in the performing stage of our development as a team.”

“I’m always able to talk through new ideas I have with my line manager.”

Indicator 9: Creating sustainable success							
BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	<b>60.9%</b>	35.9%	3.1%	0%	0%	0%	0%
My organisation has a plan for the future	<b>50%</b>	<b>50%</b>	0%	0%	0%	0%	0%
My organisation is a great place to work	<b>81.3%</b>	18.8%	0%	0%	0%	0%	0%
My organisation embraces change	<b>62.5%</b>	25%	12.5%	0%	0%	0%	0%
My organisation has a positive impact on society	<b>50%</b>	<b>50%</b>	0%	0%	0%	0%	0%
OPTIONAL QUESTIONS							
I feel positive about the future of my organisation	37.5%	<b>62.5%</b>	0%	0%	0%	0%	0%
My organisation has a culture where everyone feels respected	<b>62.5%</b>	37.5%	0%	0%	0%	0%	0%
I feel able to balance my work and personal life	<b>56.3%</b>	18.8%	25%	0%	0%	0%	0%

“This the best Company I have ever worked for. People starting their career here don’t know just how lucky they are.”

“We’ve been kept well-informed about the Company’s re-brand and the changes that will be happening in respect of our relationship with APM.”

“I attended a re-brand workshop, and the next Newsletter will have a focus on this too.”

“The Company is always embracing change and I feel that our suggestions are always received well, and they are having impact - it’s not just nice words we get as feedback, the Company acts on them.”

“All staff are able to undertake volunteering days with charities. Some of us do individual charitable activities and we have whole Company events as well such as canoeing down the

Severn River which we did in the Summer.”

Throughout the interviews, it was clear that the Company makes significant investments in training and learning, which are well received by staff. It was also made clear that staff are never compulsorily required to undertake training. It is evident from the feedback that staff perceive the responsibility for development to be their own and actively seek out opportunities for learning and training when this is needed.

As mentioned earlier, training and learning receives a high level of focus because staff development activities support the Company’s need to be able to offer a broad range of services to clients. A recent innovation is the development of a Company-wide skills matrix to help identify any gaps that may need to be bridged.

People were clear about the Company’s future plans and ambitions as a business because they have been actively engaged in the development of plans and part of the communications activities associated with business planning. The Company is also very open with staff about its tendering activities, with staff interviewed indicating that 2024 looked very positive as a result of the significant number of tenders bid for.

At the individual level, staff take responsibility for planning within their own roles and take the lead on developing them in line with Company goals. A recent Company survey, which gave rise to positive data, and which was shared with the IIP Practitioner, demonstrated that staff believe they have a sound understanding of the Company’s business plans, goals and priorities.

Supporting the Company’s ambitions is its approach to succession planning, with succession plans in place for all roles. The Company favours internal progression as a strategy for supporting business growth, which is proving successful in a sector where it can be difficult to attract technically competent job applicants. Several people interviewed have been beneficiaries of this approach, which is testament to the Company’s success in terms of building capacity.

High levels of positivity about the Company’s future were expressed within the survey data and during interviews. This was evidenced by 100.0% of survey respondents agreeing that the Company is a great place to work, with 81.3% of them strongly agreeing this is the case.

As well as the Company re-brand, another aspect of on-going change is that of the APM software used to support the business. This is constantly evolving and is a response to suggestions and ideas and feedback from staff. Notably in the survey data, 100.0% of staff agreed, to a varying extent, that their ideas are listened to.

The development and deployment of this software is one of the Company’s greatest innovations and is helping it to successfully compete with much larger organisations in the sector, winning projects from prestigious clients.

The Company was found to be very outward looking culturally, with a drive to learn from external sources and people. Staff enjoy high levels of autonomy which enables them to lead on projects and pieces of work for the whole of the business. One example has been with the development of the Company’s CRM system.

Everyone met with had a clear understanding of market and community stakeholders and stakeholder management is very much a shared responsibility carried out by all staff. They were aware that the Company seeks to build a diverse client base to secure its future, using tools such as the CRM to support the development of client and stakeholder relationships.

The Company’s workforce was found to be diverse in nature, with an above average blend of people for a business of this size based in Shrewsbury. This is clearly paying dividends in terms of business success because it has brought together a team of people with a more diverse range of backgrounds, experiences and skillsets than might otherwise be the case.

The Company’s commitment to ESG was found to be high, with all staff afforded significant amounts of time from work to undertake volunteering activities of their choice. When explored however, it became clear that there is scope to review this practise, since not everyone had taken advantage of this.

Evora Edge has achieved the following accreditation for the 3 Indicators of this Principle:

**Building capability - High performing**

**Delivering continuous improvement - Advanced**

**Creating sustainable success - High performing**

Want to get in touch?

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