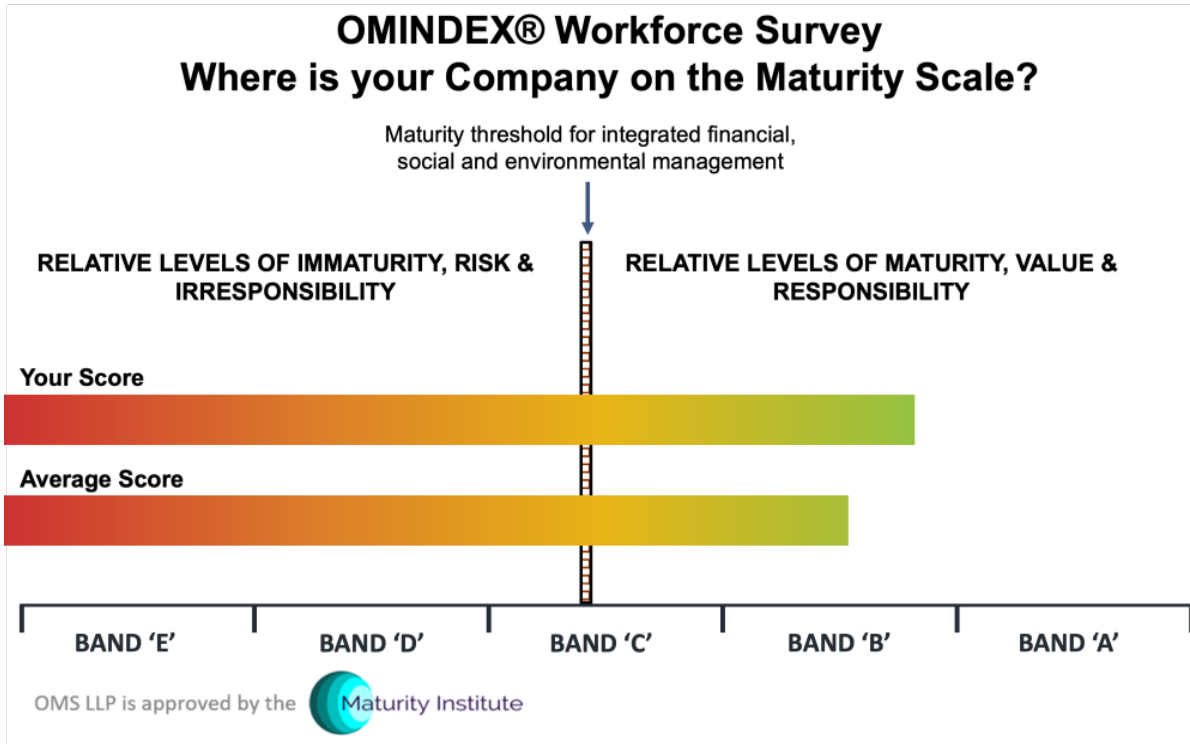


OMINDEX[®] **Workforce**

Helping companies
become healthier
organisations



Summary Results



Based on survey participation, this report should be regarded as providing **indicative results and insights** only. We have assigned an OMINDEX® Workforce “B” rating based on current scores.

In order for this to be validated, a sample size of at least 40% of the workforce would be required, together with a representative sample of **executive and leaders** and workers with **less than 3 years tenure**.

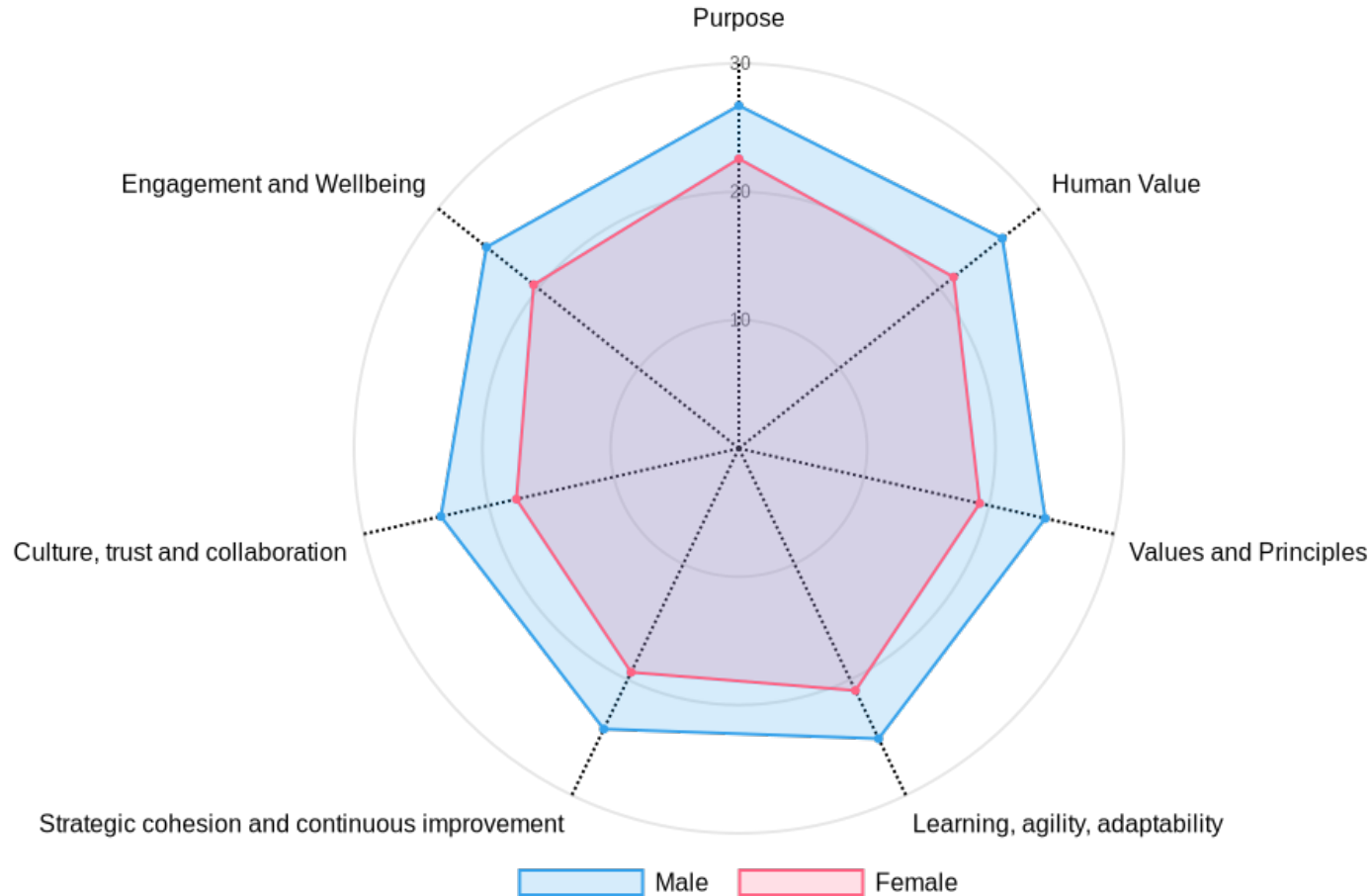


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Company Purpose	●	Clear Vision	●
Work	●	Job Satisfaction	●
Environmental and Social Impact	●	Strategy	●
Stakeholders	●	Accountability	●
Value	●	Culture	●
Adaptability	●	Business Planning and Performance	●
Trust	●	Systems Effectiveness	●
Values and Principles	●	Career	●
Human Value	●	Business Risks	●

Does ... have a Gender Gap?



Why do women score lower than men?

Data suggest job role and tenure impacts: female staff, accentuated for those >3 years tenure

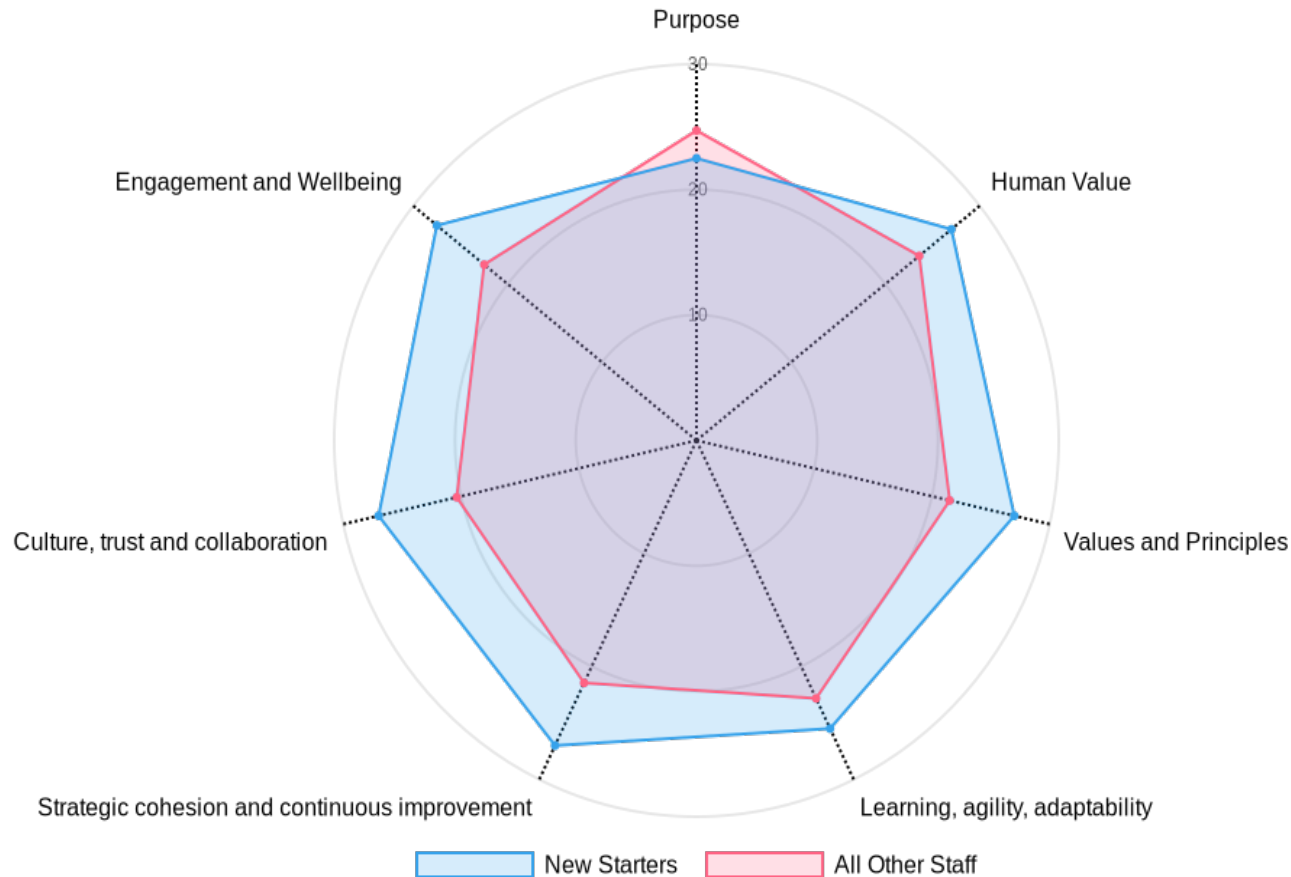
Is this also location or functionally specific?

Average by Demographic Role Gender Tenure Project

Role	Gender	Tenure	Number of Responses	Total Score	Purpose	Human Value	Values and Principles	Learning, agility, adaptability	Culture, trust, and collaboration	Strategic cohesion and continuous improvement
Manager or supervisor	Female	More than 3 years	8	135.38	23.88	23.88	22.88	22.63	20.75	20.88
Manager or supervisor	Male	More than 3 years	10	144.8	25.6	25	23.4	23.9	22.4	22.8
Staff Person	Female	2-3 years	2	142	24	24	24	23	23.5	24
Staff Person	Female	More than 3 years	7	93.86	20.71	16.29	11.57	17.14	10.14	14.14
Staff Person	Female	Less than a year	2	156.5	22.5	27	27	25.5	27	27



Is ...'s Brand Creating Unrealised Expectations?



Why do new hires score their firm higher than others?

Is the employer brand inauthentic or misaligned from reality?

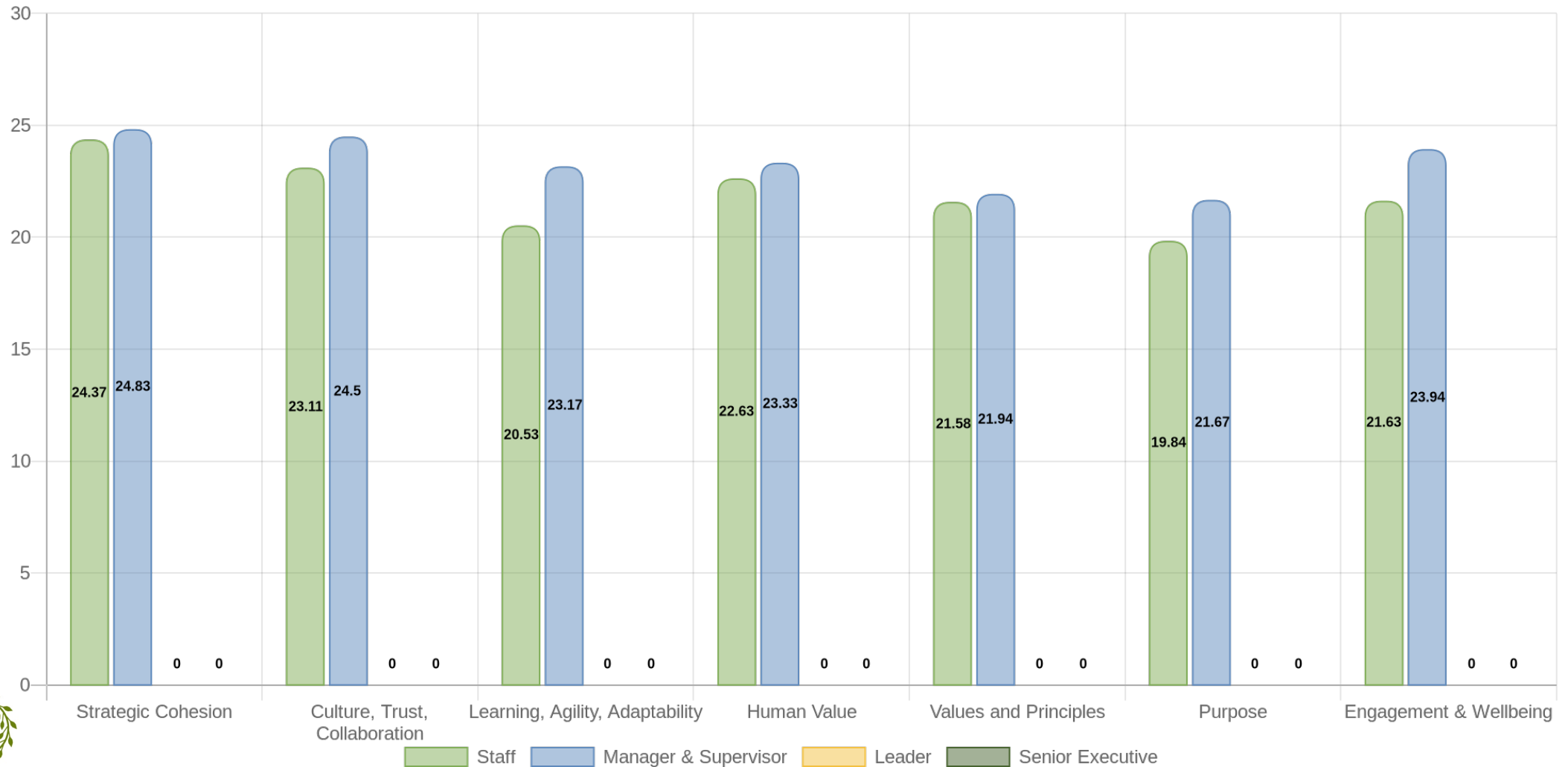
Do new hire expectations create business risks e.g. dis-engagement and staff turnover?*

*Value impact of staff disengagement and turnover can be equivalent to several multiples of base salary per employee. See for example Cascio analysis of Walmart and Costco (<https://www.ou.edu/russell/UGcomp/Cascio.pdf>)

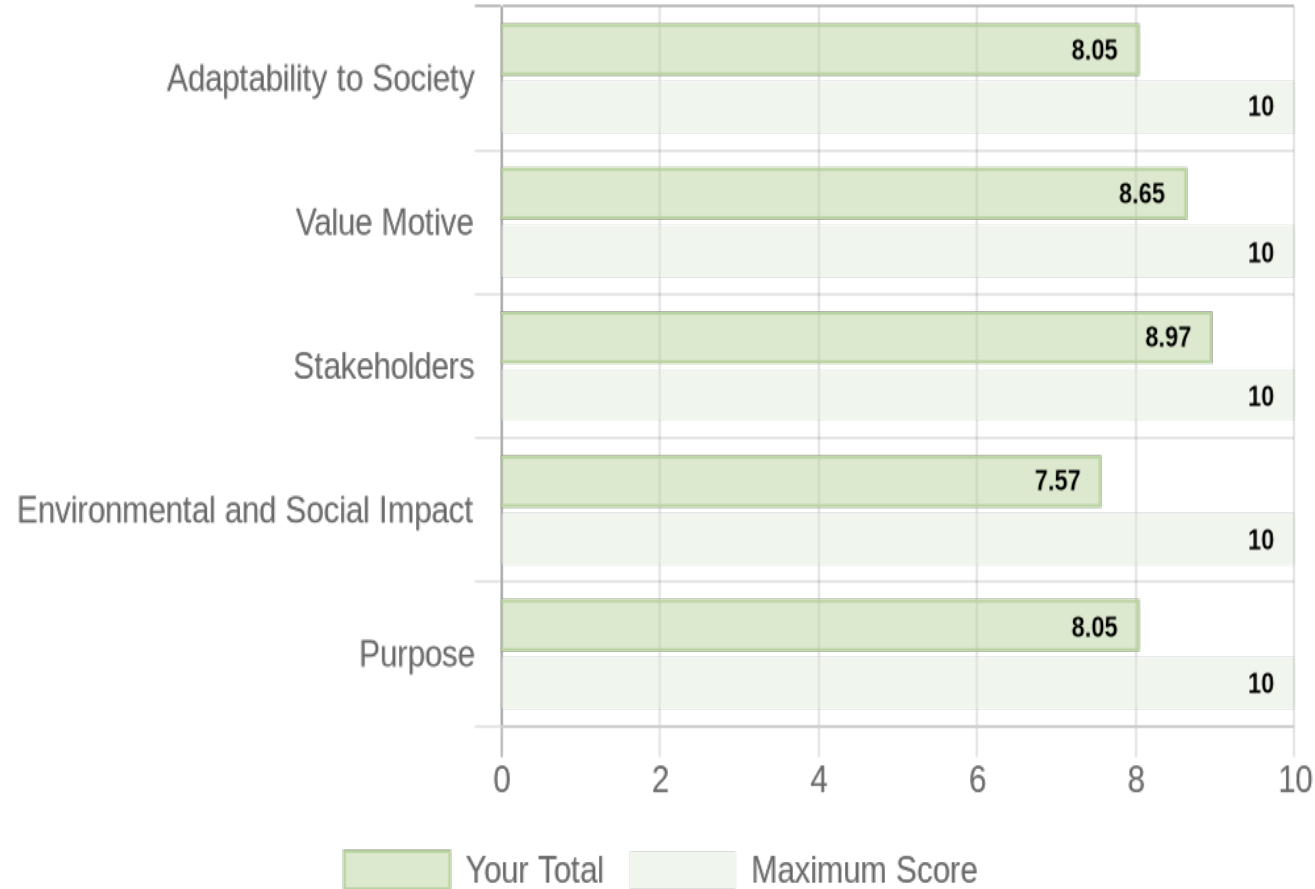


Is There a Value Deficit with Front Line Staff ?

Organisational Health Indicators by Job Role



Your ESG and Sustainability Profile



These scores suggest that the strategic imperative of ESG is understood and that management systems are functioning to foster mutually inclusive value creation for all stakeholders. The structures are in place to ensure that responsibility and business strategy are reconciled; with effective monitoring and management thereon.

"... we practice what we preach from the Directors to the general work force we work as one combined team and this makes it easy to overcome challenges and provide the best service to the communities we serve."



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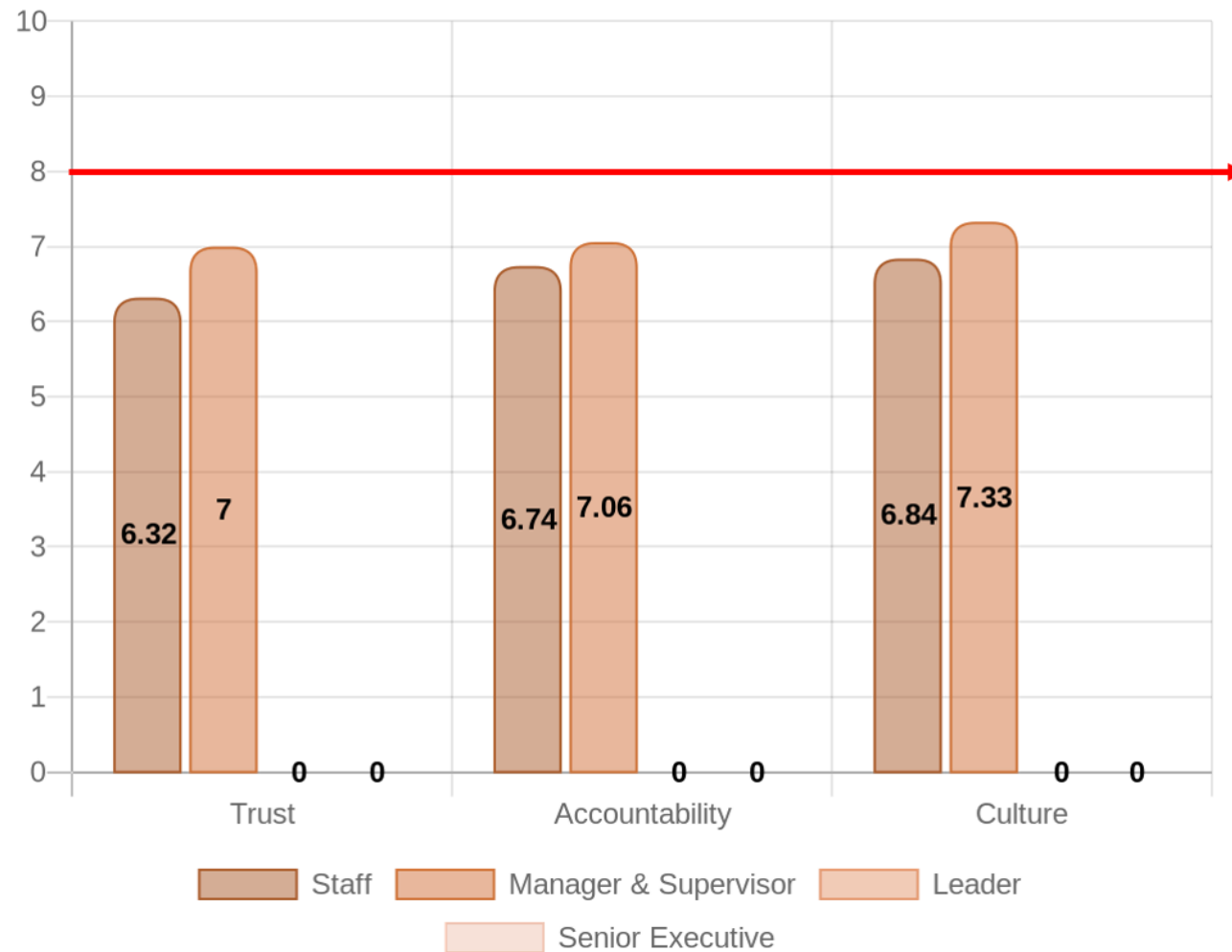
Your Maturity Scores at a Glance: Top 3 Strength Factors

OMINDEX® Workforce Factor	Average Rating	Commentary
Stakeholder benefits		<ul style="list-style-type: none"> The company is serving multiple stakeholders but is likely to be making trade-offs between them. The company is likely to be shifting its approach in managing its responsibilities to stakeholders, from designing business strategy through to corporate reporting. Management systems should be in the process of being re-designed to generate value for different stakeholder groups.
Value		<ul style="list-style-type: none"> Value may be defined as a balanced set or 'system' of managing five variables - Output, Cost, Revenue, Quality, External (OCRQE) impact. However, value may not be fully embedded such that it helps to clarify and inform all job roles. The company may need to review how value is messaged and embedded across key systems, especially workforce reward and performance management.
Company Purpose		<ul style="list-style-type: none"> Purpose may be unclear or be well articulated but has an inconsistent impact on workforce performance. The company will not have embedded its purpose across all company operations (e.g. functions, products, geographies, suppliers etc.). The company is likely to need to review how purpose interacts and informs all relevant company policies, processes (e.g. codes of conduct) and systems.








Your Maturity Scores at a Glance: Top 3 Factors for Improvement



Maturity exemplars **score 8** or above

What value could be created by improving scores for each factor?

Your Maturity Scores at a Glance: Top 3 Factors for Improvement

OMINDEX® Workforce Factor	Average Rating	Commentary
Trust		<ul style="list-style-type: none"> Trust is likely to be implicit or explicitly espoused within the company's purpose, values and principles. Trust and autonomy may be a source of competitive advantage but it is likely to be unclear whether the company devolves responsibility to all job roles to increase autonomy, efficiency and adaptability. For trust to arise and be maintained it is important that corporate policies and practices are perceived to be fair and equitable. It is unlikely to be clear whether the company ensures that trust arises from all management practices.
Accountability		<ul style="list-style-type: none"> The company will exhibit at least some leadership accountability (or at least responsibility) for value creation; expressed across OCRQE factors. Failure to achieve agreed value outcomes will require some accountability in terms of reward impact, retrogression or ability to continue in-role.
Culture		<ul style="list-style-type: none"> The company is likely to have at least some fundamental understanding that culture represents a highly significant intangible factor that drives value and risk. There should be a number of key, causal cultural factors that are lined to OCRQE value and managed operationally e.g. purpose/values, learning/innovation, decision-making, communication, performance management, and trust/engagement/cooperation.



Sentiment Analysis

Neutral (3.49)



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The ...aim is to provide a good quality product to the retailer and consumer.
I wish that MY COMPANY as ... can train the youth for self development purpose and be a benefit to the COMPANY by doing so. do not have to change their image because they are changing people's life every day.
It's a company of values and it always maintain it's standards.
The following statement kind of like summarizes the culture at ".....our community in any way we can". I am proud of working here and having an input in making this "philosophy" a reality.
The image and the reality of working here go hand in hand, and I am proud to have the privilege of working here
We the staff generally live up to our brand image.
In reference specifically to the community and social responsibilities, represents well in this area.
Some staff don't respect one another and also management
.... IS LIKE A ONE BIG FAMILY
It is a great honour to work for Some people will never get the opportunity to understand how blessed for employees are working for such a family.
This use to be the best company to work for. At present I just come to work do my job and go home. We are not motivated at all and almost 90% of staff are feeling the same way. We speak about being a family but at the end of the day you are just a number.
I'm proud to work for

It states that we are a family when in actual fact you are just a number. Favouritism and the colour of your skin gets you forward and puts you in positions not your loyalty and the amount of work you do. Going the extra mile does not get noticed .
.... values speak to our actions and goals in corporate, retail, public and distribution centres. Family, Entrepreneurship and Passion is shown with all these platforms everyday and all day. I am very proud to be part of, and I am passionate in what I do and the value I contribute to the business, and most of all, I appreciate the people I work with, we are close knit as family.
The public view as forward thinking, the reality is that it lacks innovation, when compared to their competitors.
I think our executives are managing the overall company's vision very well...but in the management structure it doesn't show. I feel really lost by the actions being taken to fullil that big vision. People should be the main focus.
It is exactly what they say in advertisements.
I am very privileged to be a part of the team, this is the kind of company that offers growth to its employee's
.... strives for excellence and producing the best for its customers and employees
Atwe practice what we preach from the Directors to the general work force we work as one combined team and this makes it easy to overcome challenges and provide the best service to the communities we serve.
Opportunity to everyone
People think under pays workers and it's not the case. They also don't know is one of the best companies in
.... is a very good company to work for
My company is a very good company but senior management and team leaders care less about staff opinions and their feelings about most of decision being made by senior management in the name of the business .
The culture within is unique, in that it focuses on people. Empowering leaders and succession plan, will also have a positive impact
The business has grown with systems, processes, working conditions not evolving at the same space. This hinders individual and team performance. Leaders must also becoming intentional in rebuilding relationship with team members especially after COVID, which has placed constraint on reconnecting with staff.
It's a privilege to work for a company with such strong family, passion and entrepreneurship values.
I am proud to be a employee. has great values and is a good company. The image shown outside is what they show inside the company as well. They take good care of their employees by handing out quarterly grocery bags to their employees and have indoor fun days as well. shows humanity and integrity towards it's employees. There is still room for improvement and growth in the organization.
.... has a unique environment focused on people. Opportunity for growth lies in improving system technology which enables enhancement of performance. Focus on developing our leaders to be more dynamic is also an opportunity. Employees at, in general, are committed, loyal and passionate in their job roles and comparative to other companies,....., does initiatives, to create fun in the workplace and general monthly feedback sessions held where all new employees are introduced, long service and promotions are recognised. also encourages supporting our communities in need, this is overall strategy even at retail outlet level.
I feel that implemented the paper bag to do away with the plastic as a save the planet campaign but it is not being pulled through to completion. The stores don't necessary understand the outcome that needs to be achieved. I do not fully trust my leadership as I know that I would have to take responsibility and accountability for incorrect decisions made on their behalf and having to sort the issues out when they arise, which was foreseen before they went ahead with the action.

Who Participated?*



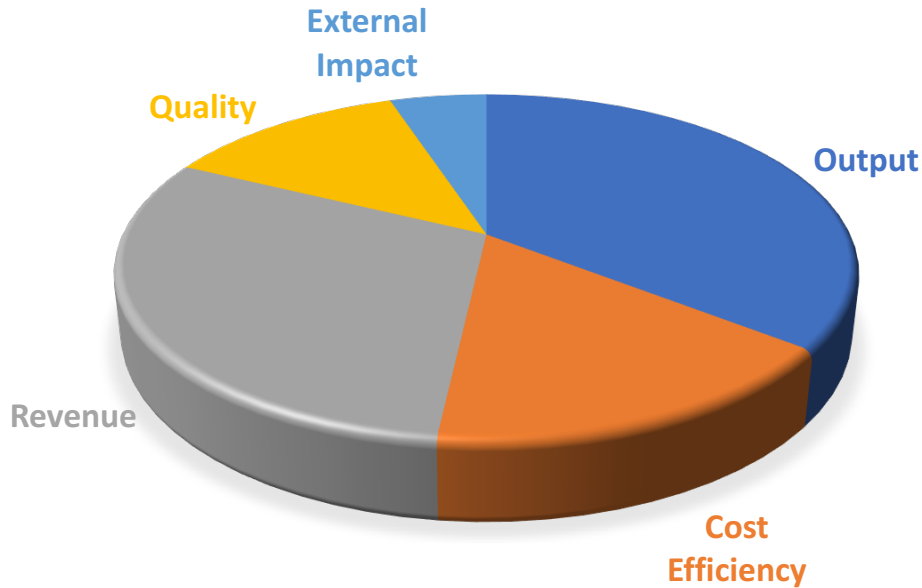
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	0 Executives
	0 Business Leaders
	18 Managers or Supervisors
	19 Staff People

Gender Breakdown		Tenure Breakdown	
Male:	48.65%	Less than a year:	5.41%
Female:	51.35%	1-2 years:	0%
Intersex:	0%	2-3 years:	5.41%
Not Listed:	0%	More than 3 years:	89.19%
Prefer Not to Say:	0%		

Value (OCRQE) Creation through Improving Organizational Maturity

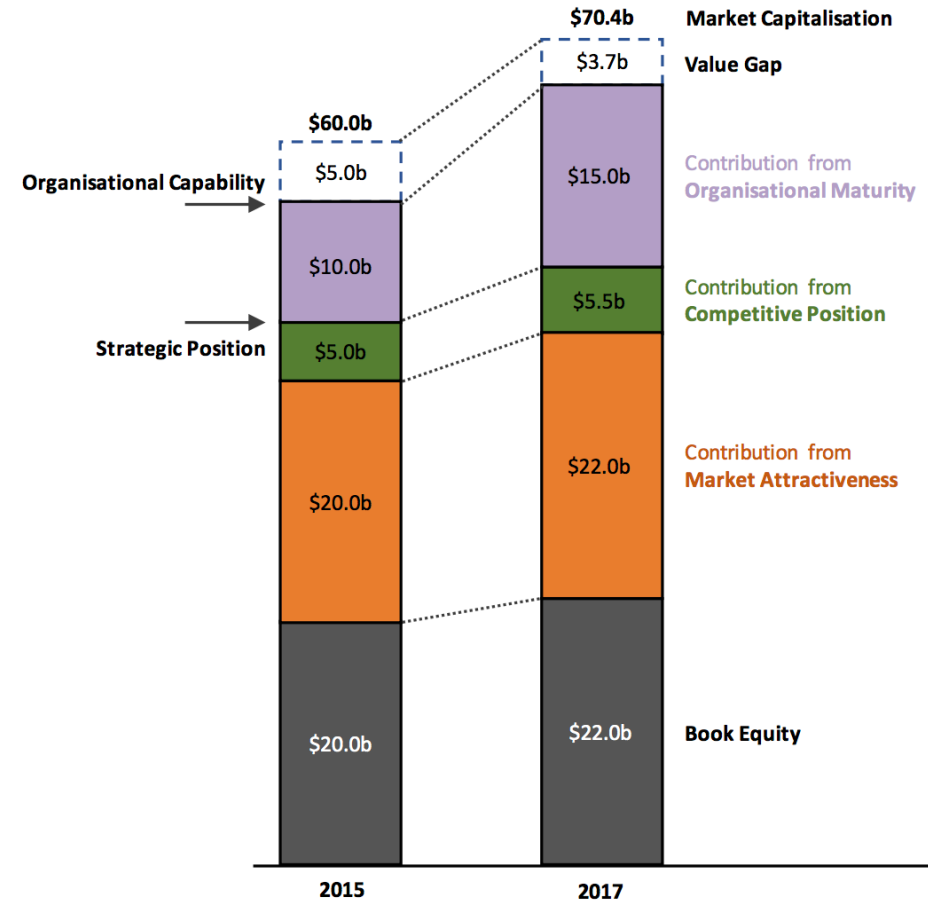


OMINDEX® score improvements e.g. through higher *Trust* :

- Build Collaboration
- Increase Innovation
- Enhance Empowerment and Efficiency
- Drive Product/Service Quality

A 1% OMINDEX® improvement builds a bigger OCRQE 'pie' and equates to a potential c.\$1bn Value uplift per the illustration shown.

What's Your OCRQE Value and OMINDEX® Baseline?



In this illustration*, the largest component of value uplift is derived from an increase in *Organisational Maturity* - reflected in a 5% improvement in OMINDEX®, indicating a material improvement in the management of firm-wide human capital.

<http://www.hrmaturity.com/maturity-institute-mi-and-kba-consulting-group-announce-a-revolution-in-the-quantification-of-company-intangibles-to-align-business-and-societal-value/>

How We Measure Your Maturity

OMINDEX® Workforce uses Maturity Institute approved technology to measure and analyse your Organisational Maturity. This shows how well your organisation is able to reconcile corporate responsibility with financial performance, and realise full value from your human capital. The data delivers evidence and insight about where your organisation has strengths and areas to improve; where more effective integration of ESG and human capital factors can drive better business strategy and management systems.

The report identifies data for 18 individual factors within the survey but also identifies Organisational Health Indicators (OHI). These are research tested factor clusters and are causally connected to improving value (and mitigating risk):

Purpose - a clearly defined and articulated corporate purpose provides the starting point from which companies can galvanise their human potential. Organisations that can embed a higher purpose that authentically serves society can unleash significant value compared to their peers.

Human Value - the underlying ethos that drives how people are managed across an organisation marks a critical tipping point; where the prevalence of a cost-driven mind-set brings unnecessary risk and potential harm, while a value mind-set can increasingly realise opportunity, growth and development.

Values & Principles - these are critical vessels that bring a corporate purpose to life. Where they are effectively designed-in, and integrated into strategy and operations, they should act as powerful circulatory system which helps to guide, inform and unify the actions and behaviours of a workforce.

Learning, agility, adaptability - how an organisation acquires, shares and utilises knowledge is the life-blood of innovation and improvement. Where everyone is encouraged to play their part, it forms the foundation for long-term differentiation. Where organisations fail to learn, the underlying risks become significant.

Culture, trust, and collaboration - work environments that facilitate high trust and collaboration require less direction and control. They also become more efficient, improve quality, and empower individuals to build excellence in order to succeed.

Strategic cohesion and continuous improvement - a high functioning, organisational whole system, with clear and accountable leadership creates strong, strategic cohesion; where everyone knows the objectives that need to be achieved. Combined with an underlying culture that drives continuous improvement, this provides fundamental fuel to enhance and sustain intrinsic value.

Engagement and wellbeing - the causal connection between engagement with work, and physical and mental wellbeing, to be able to carry it out effectively. True engagement connects people with their job and organisation in a powerful way, while wellbeing is fundamental to both sustaining and maximising people's contribution to organisational value.

Your Average Rating - Band B

Band 'B' is clearly distinguishable from Bands 'E', 'D' because the company is now viewing its business/financial challenges (and measures of performance) through worker perspectives and those of other stakeholders. Band 'C' is the transitional stage where this begins to occur. This is a significant step forward in management maturity, starting to see the longer-term possibilities and necessities in the way the company manages its social responsibilities and its employees. The workforce is now expected, encouraged and enabled to have their voice heard; whether in terms of ideas, concerns and any risks that have been recognised. This is real employee engagement - where everyone is working to a common purpose, using common management methods that produce evidence of results.

Further Information

The discipline and practice of Organisational Maturity focuses on developing the necessary understanding and capability to realise the full potential value of people that comprise an organisation's whole, human system of stakeholders. Leadership and management standards have been developed by The Maturity Institute (MI), who also oversee the training of maturity practitioners and the quality assurance of professional practice thereon (see <http://www.maturityinstitute.com/>).

The MI handbook for business leaders, managers and maturity professionals: The Mature Corporation - a Model of Responsible Capitalism (Cambridge Scholars Publishing, 2019), can be purchased via this link: <https://www.cambridgescholars.com/product/978-1-5275-6350-6/>

The full OMINDEX® diagnostic used by boards, senior executive teams, investment professionals and advisors is explained and available through OMS LLP (<http://www.omservices.org/>). The OMINDEX® methodology is wholly owned by OMS LLP. The IP inherent in the concept, creation and design of the OMINDEX® methodology is the property of [OMS LLP](#). OMS LLP, as an MI-approved provider of OMINDEX®, and operates in accordance with MI's goal of maximising Total Stakeholder Value (TSV).