




Una Collective

CULTURE PULSE

PAKT Assessement
Employee Experience
May 2022



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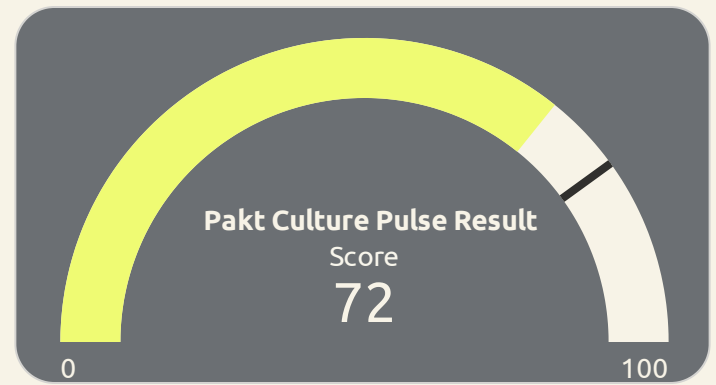
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Appendix Overview

The Key Summary

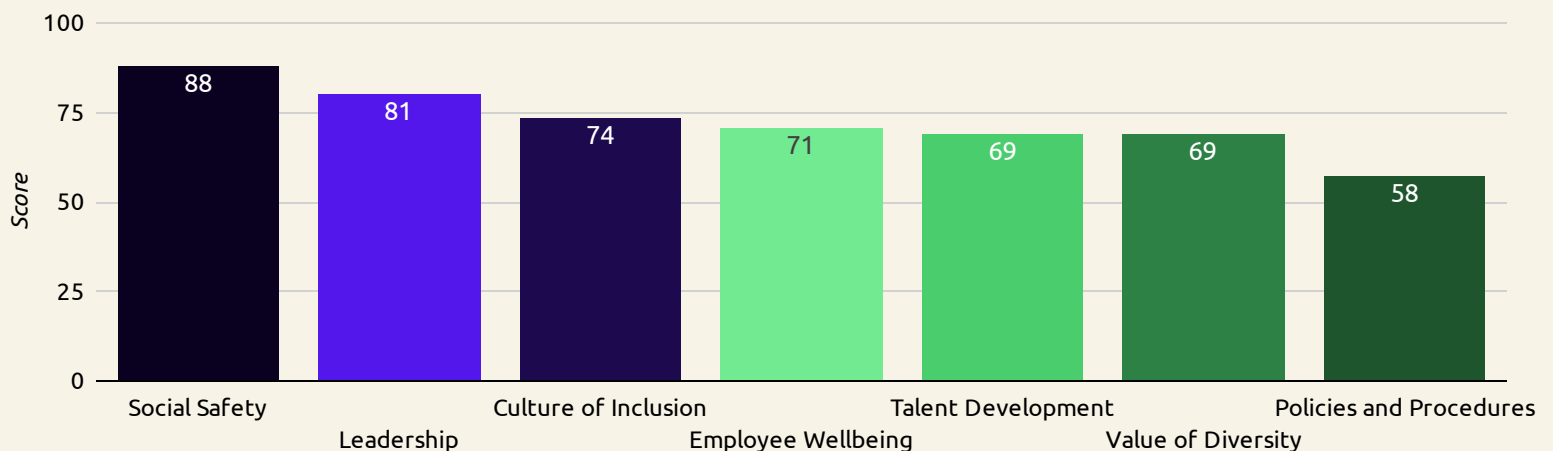
Una Collective assessed 7 DEI categories and 34 corresponding traits uncovering how employees' perceive DEI within Pakt, and employees' own personal beliefs around DEI. The empirical data helps Pakt realise immediate areas within its culture and operation to change or maintain. Una Collective's score provides Pakt with a baseline for each organisational trait to help optimise your employee atmosphere.

Ideally, a total score above 80 is the goal. However, here are some traits with a zero-tolerance policy, such as those in the category of social safety, where a score of 100 is the goal. Additionally, Pakt's *Culture of Inclusion* is an office dynamic measured with four possible outcomes, and only one that is ideal: Inclusion. We explain these results in the following pages and recommend which traits to maintain and which need attention for improvement.



The total score is only a light performance indicator. The individual traits need a thorough review.

Employee Perceptions: DEI Traits



Key Assessment

It's time for Pakt to turn great DEI intentions and beliefs into great DEI action. Ultimately, you want employee behaviours rooted in an authentic desire to uphold inclusion and equity amongst each other and in the work you produce. What we see is that only half of your Pakt employees value diversity in the workplace. There is also **a positive culture of inclusion with room for growth when it comes to helping employees feel valued for their unique identities. Employees in the minority group have a slightly lower perception of inclusion culture.** Talent development is also an area for growth.

The first step is to ensure your value for DEI is visibly included in organisational values, and also tied to your employees' key results. Next, formalise your strong beliefs into policies and procedures, then put in place accountability measures as well as better learning/development tools that are vital for evolving your people, culture, and growing innovation for everyone. Read on for more insights and tips.

Research Glossary

Social Safety

An atmosphere that feels safe, both physically and emotionally for all employees to be themselves. This also includes a workspace free of harassment, unwelcome conduct, discrimination, micro-aggressions.

Culture of Inclusion

Inspired by Shore et al (2011), culture of inclusion is defined by an employee experiencing two critical workplace traits simultaneously. This includes being able to retain one's own unique identity at work, while also feeling positively treated as an insider among the larger group, or belonging. Based on which of these two traits an employee feels, the culture is experienced either as inclusive, exclusive, assimilative, or differentiative.

Employee Wellbeing

This category measures very general sentiment for employee contentment in the organisation and/or team. It is crucial in the DEI field as they are interrelated.

Leadership

Leaders both create the systems of inclusion and equity, as well as model how to act and enact DEI values in the workplace. This category helps us understand how employees perceive their leaders contributing to wellbeing and DEI.

Seven culture categories are composed of 34 DEI traits in total. Each one is evaluated to create an overall category score out of 100. Una Collective's Culture Categories and Traits are designed to uncover how your employees' experience and perceive DEI within Pakt. They also uncover employees' own personal beliefs, as in how and why they value DEI. This depth of data helps Pakt realise which organisational traits can improve to impact an optimal employee atmosphere.

Policies & Procedures

Policies are not action, but they do play a critical role in instituting the organisations' values. Therefore they are symbols of what is important as well as the guide posts for how to achieve the DEI atmosphere.

Talent Development

An innovative talent development program is critical to employee wellbeing, to achieving optimal DEI, and it also sets organisation's apart from the pack. This includes the approach to hiring, promoting, and growing employees.

Valuing Diversity

To value diversity is to enmesh it into the everyday practices and experiences of the organisation and its members. This is observed not only in quotas or numbers but also in actions and shared beliefs.

A Profile of Pakt Employees

Out of 80 employees that submitted a survey, 50% identified with a minority group. Meaning they ticked one of the diversity trait boxes in the "About you" section of the Pulse.

Gender diversity is the largest group of employees that identify as part of an underrepresented social group. 39% of all submissions identify as women. There is very little representation among other categories of historically underrepresented groups, such as LGBTQ, Ethnic or Racial minorities, Age minorities, and so on.

Half of Pakt submissions find it important to work in a diverse organisation, the rest felt it was moderately or less important.

Minority group members make up a large portion of those who greatly value diversity.

Almost **a third of the submissions** are from Bsmart.

EMPLOYEE PROFILE



Chart 1: For which Pakt location do you work?

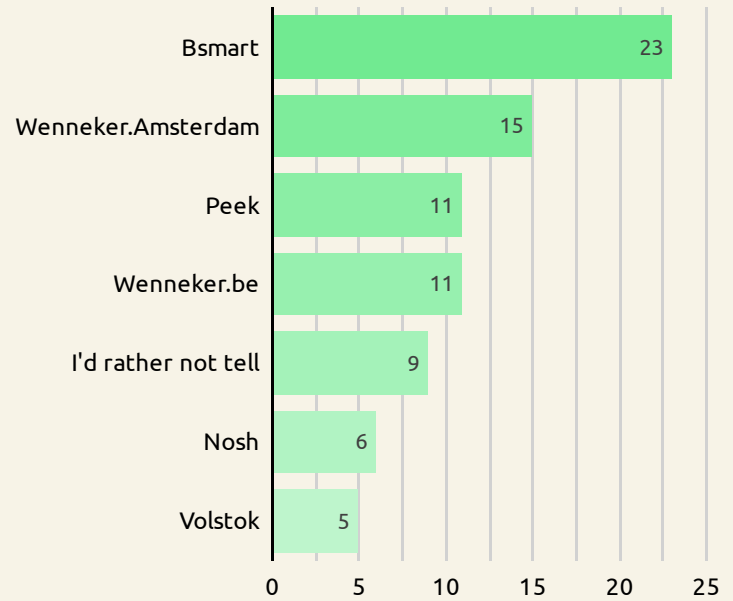


Chart 2: Do you identify with a Minority Group?

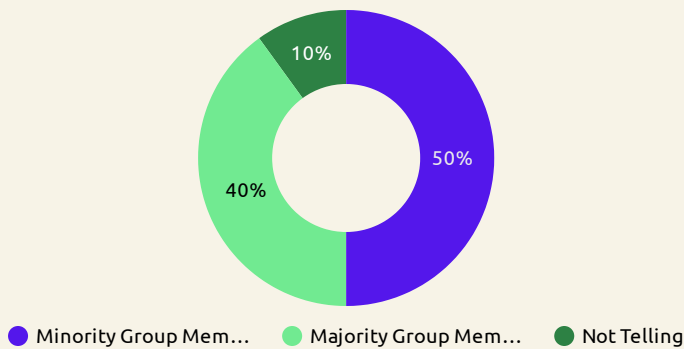


Chart 3: How do you identify with a Minority Group?

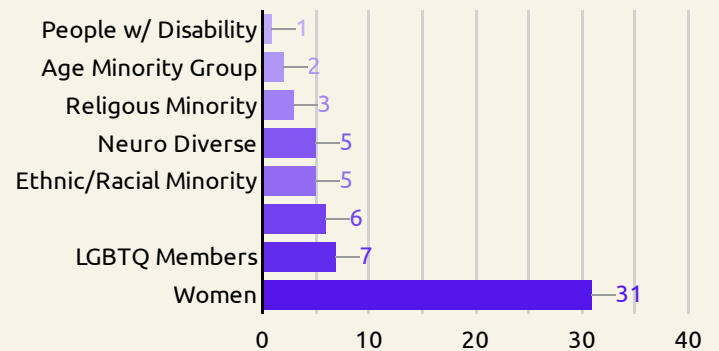
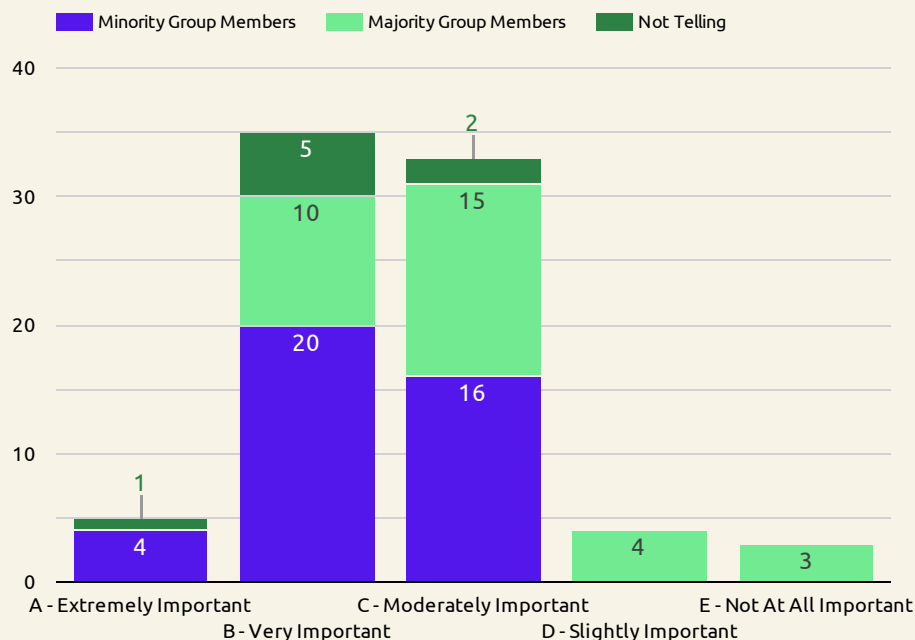


Chart 4: How important is it to work in a diverse organisation?



WHAT YOUR PEOPLE SAY



"Off-colour jokes/remarks seem to have stopped only after having 'come out'. Although I did experience the former as slightly uncomfortable at the time, it is par for the course. However, there very much still is a 'boy's club' mentality present, especially seeing as the majority of my department is cis-hetero male. Unless it is cracked down on by the company, behaviour like this will generally always take place, and is, in most cases, harmless."

Employee Perceptions: Is DEI important to your clients and the industry?

Your employees perceive that that **the industry highly values DEI**. It seems like it's important to some of your client's culture and brand identity. Yet clients mostly don't ask your production houses to consider DEI in the work you produce. This is an interesting outcome, one that brings up a couple opportunities:

1. If it's important to the industry, then Pakt can express and enact its value for DEI more **loudly and proudly**.
2. If it's important for most clients, but the majority are not asking for it, then Pakt could **proactively incorporate DEI** in its work, and distinguish yourself in that way. Be the change you want to see.

DEI IN THE INDUSTRY



Chart 1: Diversity, inclusion, equity (DEI) practices are important to my industry as a whole, and to the work we produce

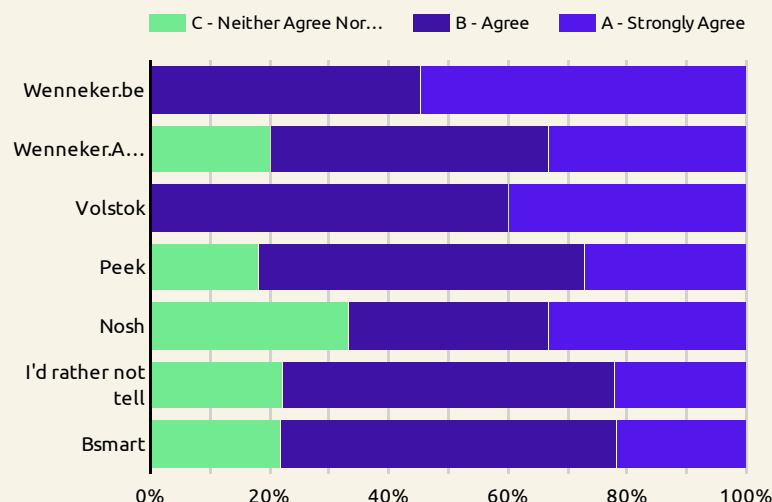


Chart 2: How often do clients ask you to consider DEI practices in the work you produce for them?

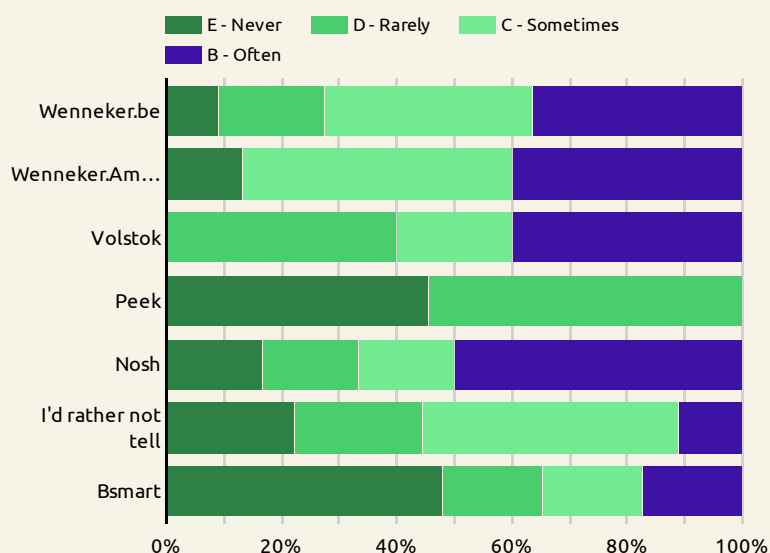
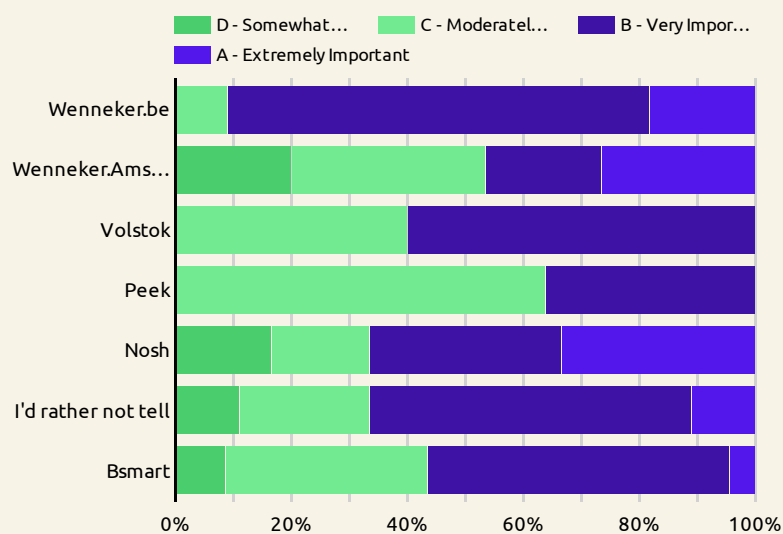


Chart 3: How important is DEI to your clients' culture and brand identity?



Industry Reflection

In 2022 the World Federation of Advertisers published their first [Global DEI Census Report](#). The top 5 learnings, relevant for Pakt, from the report are:

1. Women and ethnic minorities report a lower sense of belonging and being unfairly spoken over more than their colleagues.
2. There is a gender pay gap.
3. People with disabilities are underrepresented in the industry (7%) comparing to society (15%).
4. The most commonly reported forms of discrimination are age and family status.
5. People from the LGBTQIA+ community reported a higher presence of negative behaviour and feeling more anxious at their job.

PAKT STRENGTHS

Pakt's best performing DEI traits over 80 out of 100 points

1. [Very limited experiences of discrimination](#), as well as a strong perception that the organisation takes action to combat it if such events arise.
2. [Unbiased hiring experiences](#).
3. Positive employee perception for how [leadership values DEI](#) as well as incorporates feedback in decision making.
4. Overall [satisfaction for working at a Pakt](#) office and on their teams.
5. Employees feel [a strong sense of belonging](#) to the larger culture. This trait needs to be evaluated in correlation with how they also feel valued for being unique. As its these 2 traits combined that create inclusion. When combined we can say [74% of employees feel a sense of inclusion](#).

* Social safety traits need to reach 100, as they have a zero-tolerance policy.

Traits under 90 are grey below and not considered best performing traits.

WHAT YOUR PEOPLE SAY

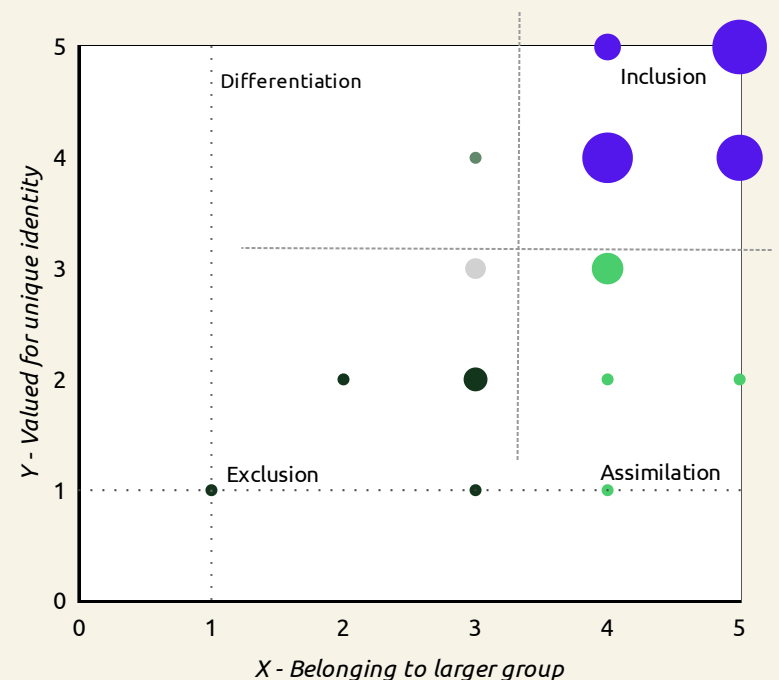


"My agency takes in and welcomes workers who show passion for the work, regardless of looks, cultural background, age and other identity factors. They respect everyone's contribution and make sure to keep a good mood amongst the workers."

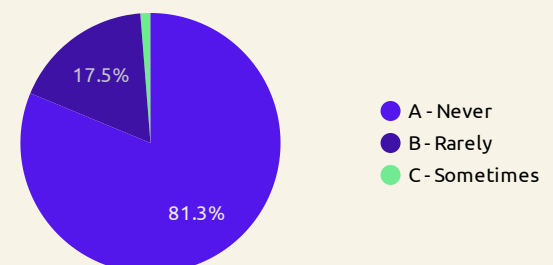
Traits to Maintain

DEI Traits	DEI Category ②	Score ①
1. Workspace free of discrimination for surveyed employee.	Social Safety	96
2. Workspace free from coworkers' receiving discrimination.	Social Safety	96
3. Unbiased recruitment and hiring is experienced.	Talent Development	88
4. Employees feel respected at work.	Social Safety	87
5. Workspace free from coworkers experiencing offensive conduct.	Social Safety	87
6. Workspace free of unwelcome, offensive conduct for surveyed employee.	Social Safety	85
7. Feel safe sharing their identity and differences with coworkers.	Social Safety	83
8. Employees perceive managers leverage their feedback.	Leadership	82
9. Employees perceive managers value DEI.	Leadership	80
10. Comfortable sharing contrary opinions with leaders.	Leadership	80
11. Take action to combat discrimination or unwelcomed conduct	Policies and Procedures	79
12. Employees perceive organisation places diversity as a core value.	Value of Diversity	79
13. Satisfied with working for the team.	Employee Wellbeing	79
14. Satisfied with working for the organisation.	Employee Wellbeing	79
15. Unbiased promotion is present.	Talent Development	78

Pakt's inclusion score



Social Safety: At work, do you experience discrimination?



PAKT AREAS TO GROW

Areas that Pakt can immediately work to improve on:

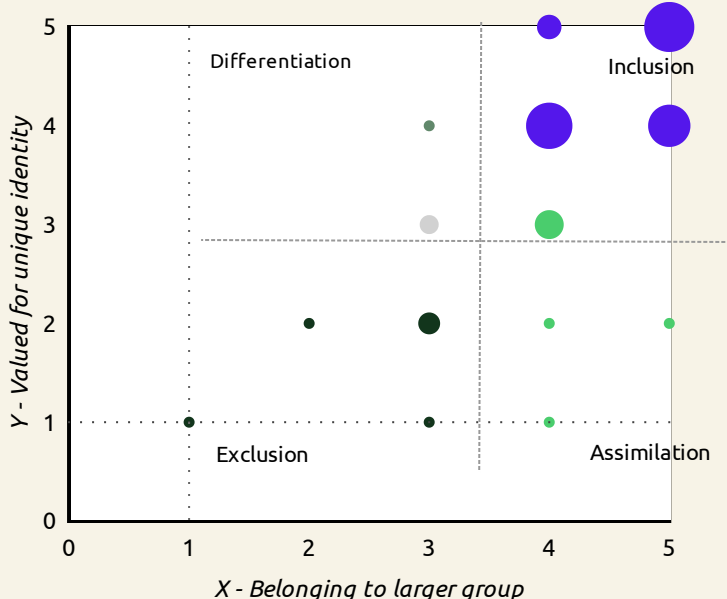
1. Your industry and leaders value DEI greatly, yet less than half of Pakt's employees claim to do the same. Approximately 40% moderately do. The low value appears to come from employees who identify as part of majority groups, only 25% of them value a diverse workforce. Valuing diversity is the foundation for all traits to succeed so should be prioritised - meaning if employees do not value DEI, and if the composition of staff and leadership is not diverse, then workplace behaviours will continue to [reinforce the status quo](#).
2. 74% of employees claim to feel an inclusive culture. However, 13% feel an [assimilation culture](#) and 9% feel a [culture of exclusion](#). Pakt needs to actively convey employees are valued for individual, unique differences as much as for their similarities.
3. Social safety was high for many employees, most feel respected (87%) and do not experience discrimination (79 of 80). Yet [unwelcome conduct](#) was perceived among 17% of your workforce, with minority groups leading this result. With a zero tolerance policy, Pakt needs to more deeply evaluate what is causing this and how to address it.
4. Policies and procedures is the area with the largest opportunity for growth! [Specific policies and procedures](#) include: pay transparency, employee learning and formal procedures for discrimination, formal policies for DEI overall, and a review of your language policy in international offices.
5. Talent development and learning need investment. Invest in employee [learning tools](#) to help offset skill deficits among your hiring/promoting pool, and to ensure employees have DEI qualifications.



WHAT YOUR PEOPLE SAY

"I think it would be good to have official company values that include DEI, and to talk more about this out loud. To inform and educate people in all segments in the workplace about things like DEI, privilege and interpretation. I don't think that the occasional sexist or racist joke around here comes from a bad place, I just think it comes from ignorance, and the leadership is unsure of where to draw the line and/or unaware themselves. So, I think education and formal workplace-standards are key."

Pakt's inclusion score



Traits to Improve

	DEI Traits	DEI Category	Score ^
1.	Salary transparency is present.	Policies and Procedures	31
2.	Workplace discrimination learning is available.	Policies and Procedures	41
3.	Formal procedures for workplace discrimination are in place.	Policies and Procedures	51
4.	Formal policy for diversity is in place.	Policies and Procedures	55
5.	Diverse bodies and perspectives are present.	Value of Diversity	55
6.	Managing stress at work.	Employee Wellbeing	56
7.	Quality of learning & development tools.	Talent Development	57
8.	Formal policy for inclusion is in place.	Policies and Procedures	61
9.	Formal policy for equity for equity is in place.	Policies and Procedures	62
10.	Hiring diverse teams is a priority.	Talent Development	62

Valuing Diversity

To value diversity is to enmesh it into the everyday practices and experiences of the organisation and its members. This is observed not only in quotas or numbers but also in actions and shared beliefs.

What the research says

Despite all the rhetoric about the value of diversity, white women and people of color remain seriously underrepresented in many industries and in most companies' senior ranks. That lack of progress suggests that top executives don't actually find the business case terribly compelling.

On that point, we have to agree: The simplistic business case isn't persuasive. A credible and powerful case can be made, however, with three critical modifications. First, platitudes must give way to sound, empirically based conclusions. Second, business leaders must reject the notion that maximising shareholder returns is paramount; instead they must embrace a broader vision of success that encompasses learning, innovation, creativity, flexibility, equity, and human dignity. Finally, leaders must acknowledge that increasing demographic diversity does not, by itself, increase effectiveness; what matters is how an organisation harnesses diversity, and whether it's willing to reshape its power structure.*

*hrb.org

VALUING DIVERSITY

Traits to Measure

Una Collective assessed four diversity values traits.

Trait 1: Value of diverse organisation

Q: How important is it to employees to work in a diverse organisation?

Trait 2: Value of diverse organisation

Q: My organisation values diversity.

Trait 3: Value by management

Q: My organisation values diversity.

Trait 4: Value by agencies

Q: How diverse are the production houses?

Trait 4: Value by agencies

Q: How diverse are the production houses?

"Inclusivity means not 'just we're allowed to be there,' but we are valued. I've always said: smart teams will do amazing things, but truly diverse teams will do impossible things."

- Claudia Brind-Woody

Vice President and Managing Director of intellectual property at IBM



Key Insight



1. **Pakt employees value diversity at a low rate (45%) and significantly less than they believe their overall organisation values it, 78% believe the organisation greatly values diversity.** This misaligned belief system could attribute to employees taking less responsibility toward change, for example: "someone else cares, so I don't have to."

2. **Employees who identify as members of minority groups are the largest portion of employees to greatly value diversity.** Most majority group members believe it's moderately important, and 1 says it's not at all important. Some studies claim that diversity in decision-making is vital for this reason.

3. **Employees perceive the production houses are not diverse.** Yet two out of every three employees believe management supports diversity through action. This is a paradox to evaluate.

Areas for Growth

Your culture is **homogenous**. Pakt must work to diversify its workforce if it truly values DEI and wants to grow from differing perspectives. In doing so, Pakt will find its employee base also values diversity more greatly. Privilege is the silent killer of DEI efforts.

55% while **45%**
believes their agency is diverse values diversity

VALUING DIVERSITY

Una Collective Tip

1. Ally- and or Sponsorship Program

Start an active Ally- and/or Sponsorship program. Let people in leadership positions and/or the cis-hetero white men play an active role in your company's DEI practices.

2. The Privilege Line Exercise

Let everyone stand in a horizontal line and close their eyes. The moderator will ask a series of questions, rooted in privilege, and for every "yes" people take a step forward.

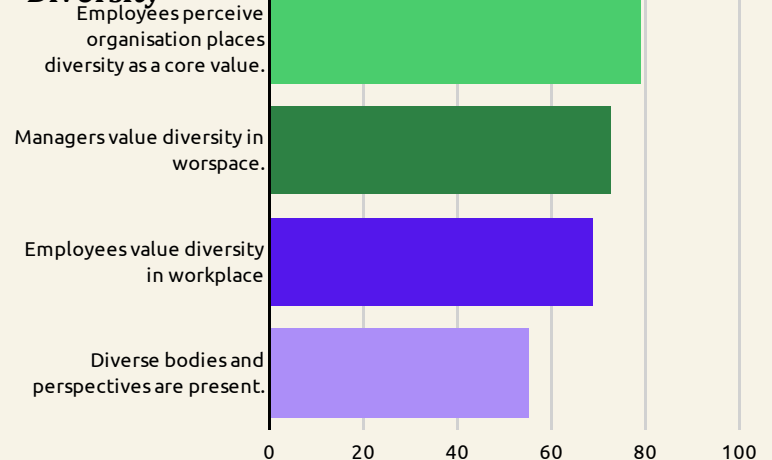
For instance: "If you have ever been called names regarding your race, socioeconomic class, gender, sexual orientation, or physical/learning disability and felt uncomfortable, take one step back."

Discuss results at the end in a facilitated conversation.

Overview Pakt Score - Valuing



Diversity



WHAT YOUR PEOPLE SAY



"We can talk about it transparently with each other, but we don't have a very diverse team."

"I believe that they employ people purely on their ability to perform their tasks and without any other criteria. From that point of view they are colour and gender blind."

"Wenneker Amsterdam is 95% white, but that also has greatly to do with the fact that this industry is predominantly white. During my creative studies there were almost no other ethnicities than white. It's a matter of cultural preference."

Definition

Inspired by Shore et al (2011), culture of inclusion is defined by an employee experiencing two critical workplace traits simultaneously. This includes being able to retain one's own unique identity at work, while also feeling positively treated as an insider among the larger group, or belonging. Based on which of these two traits an employee feels, the culture is experienced either as inclusive, exclusive, assimilative, or differentiative.

"D&I needs to be something that every single employee at the company has a stake in."

- Bo Young Lee

Uber Chief Diversity and Inclusion Officer



Culture of Inclusion

Traits to Measure

Una Collective assessed two culture of inclusion traits.

Trait 1: Value

Q: Do you feel valued at work for your unique identity and differences?

Trait 2: Belonging

Q: Do you feel like you belong among your team?

What the research says

Acts of inclusion create trust and organisational citizenship, as well as increased employee well-being. And evidence suggests that inclusion is related to both job satisfaction and turnover intentions, as well as job performance*. However, inclusion as a diversity practice is complex and layered. Inclusion does not come in a "one size fits all" handbook. Additionally, inclusion can fail if we equally focus on a wide range of differences, and consequently "trivialise the more serious consequences of historical disadvantage"

Inclusive leadership is important for creating a psychologically safe environment where employees can open up about their individual differences. Leaders also create the procedures and practices that integrate an employee's unique perspective into the workplace and ensure they feel valued, whether that be financially or creatively.

*Shore, et al 2011, Prasad 2001



Key Insights

86% of employees feel they strongly belong, while 75% feel they are valued for one's own unique identity at work. Based on our Inclusion Culture framework, this means that **3 out of 4 employees feel a culture of inclusion. This number decreases slightly, to 67%, for the 29 employees that identify as on of these minority groups: ethnic/racial minority group, age minority, LGBTQI+ member, religious minority, person with an (in)visible disability, or a non-native speaker.**

Areas for Growth

Even though Pakt scores high, 74%, on people feeling included, there's still **26% that do not feel a culture of inclusion.** This has to do with these employees not feeling valued for their unique identity and differences.

CULTURE OF INCLUSION

Una Collective Tip

Inclusion is defined by feeling both valued for your unique identity while also belonging to the greater group. Differences matter. Much research proves only emphasising similarities greatly undermines the advancement of employee's feeling inclusion and equity in an organisation and instead reinforces bias. So actively seek out your employee's differences. How?

The Power of Storytelling

Acknowledge and experience the world through the lived experiences of another person. The goal is not to always agree, but to understand each other. Creating a safe space for dialogue that innovates. Find ways to ask your employees to share their lived experiences through storytelling. Storytelling can humanise us to one another even when we disagree or have vastly different beliefs and perspectives. We are so hard-wired to engage in "us vs. them" when we disagree, we increasingly judge those who have different beliefs as not only wrong but "closed-minded," "unintelligent," and even "immoral." By sharing stories that explain our beliefs and behaviours, we give the another insight into our values.



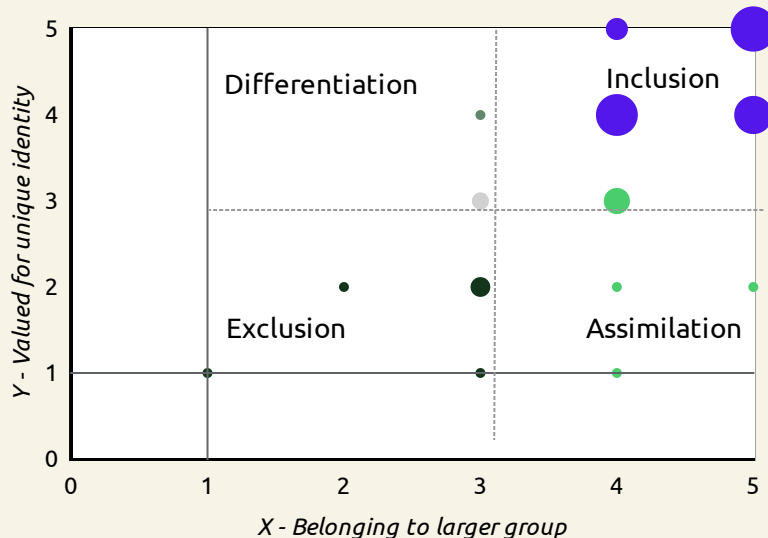
WHAT YOUR PEOPLE SAY

"We have a gay guy, a black woman, an older woman, a male and female management, a guy who's stuttering and one with a bit of autism, so we are open for all kind of people."

"When you actually start naming the differences, I don't think that at all helpful. And I actually think that I don't want that at all. Because in my eyes I see few differences."

"In attracting employees, only the cv and skills are important. We try to speak English as much as possible to not exclude anyone. We are aware of our shortcomings...As soon as there is room for growth, having some more racial diverse people on board would be great."

Pakt Culture of Inclusion Score*



Culture	Pakt Submissions	Culture	Minority, W/O Women
Inclusion	74%	Inclusion	67%
Assimilation	13%	Assimilation	14%
Exclusion	9%	Exclusion	10%
Inconclusive	4%	Inconclusive	5%
Differentiation	1%	Differentiation	5%

*Una Collective's Culture of Inclusion Score is inspired by academic literature. Inquire with us for more details.

Social Safety

An atmosphere that feels safe, both physically and emotionally for all employees to be themselves. This also includes a workspace free of harassment, unwelcome conduct, discrimination, and micro-aggressions.

What the research says

Inclusive environments that are safe spaces "are sites for negotiating difference and challenging oppressions.".* Yet "difficult dialogues heighten an awareness of personal vulnerability".** Therefore social safety works to create both a safe and brave space for employees to share and grow. Consider how to create a space that is "safe to" engage around difficult dialogue rather than "safe from" difficult dialogue.***

A safe-to-speak-out work culture refers to having a protected psychological space for employees to voice any workplace concerns, challenges or conflicts. As well as actively encouraging them to offer opportunities for innovation. It is about giving employees a voice within a safe space that is heard and acted upon.

* The Roestone Collective, 2014

** Young, 2004

*** J. Harless, 2018

"Diversity is a fact, but inclusion is a choice we make everyday. As leaders, we have to put out the message that we embrace, and not just tolerate, diversity."

- Nellie Borrero

Managing Director, Senior Global I&D Lead Accenture

SOCIAL SAFETY

Traits to Measure

Una Collective assessed seven social safety traits.

Trait 1: Respect

Q: Do you feel respected at work?

Trait 2: Identity safety

Q: I feel safe to openly share my personal identity and cultural differences at work.

Trait 3: Unwelcome experiences

Q: At work, do you experience unwelcome conduct that is offensive, embarrassing, or hurtful?

Trait 4: Discrimination

Q: At work, do you experience discrimination?

Trait 5: Unwelcome experience co-workers

Q: At work, do other co-workers experience unwelcome conduct that is offensive, embarrassing, or hurtful?

Trait 6: Discrimination of others

Q: At work, do you see or hear other employees endure discrimination?

Trait 7: Welcome atmosphere

Q: I believe the company is welcoming for people who identify as non-white, and/or identify as part of an ethnic minority group in my country.





Key Insights & Areas for Growth

1. Social Safety is an organisational dynamic where you want to achieve the highest score at all times. An area that scored high is employees not receiving discrimination. **This is good news.**

However, we need to dive into the results a bit more.

2. 17% of all employees responded that they "**rarely**" feel discrimination, and 40% "**rarely**" feel unwelcome conduct. While these are typically positive metrics, Pakt should strive for this to be 0 or "never" at all times. Therefore both areas need to be addressed upon evolving your DEI policy.

3. 23% of Pakt's minority group members **experience offensive or hurtful conduct** at work, compared to 9% of majority group members. One employee claimed to experience **workplace discrimination**.

WHAT YOUR PEOPLE SAY



"I think the company has an open view of people and does not let anyone be judged by staff and customers. Very rarely do you hear someone speak ill of someone else."

"The male macho culture is a bit much from time to time. Industry wide there is a culture that is built around ego and authority. I'd love to see a more horizontal way of creating between multiple disciplines, without having to think of what someone else thinks of you or your skills."

"I don't think that the occasional sexist or racist joke around here comes from a bad place, I just think it comes from ignorance, and the leadership is unsure of where to draw the line and/or unaware themselves. So, I think education and formal workplace standards is key."

"My agency has respect for all employees with all their own differences, very open minded."

"I just want people to be educated enough so that everyone knows where the boundaries are at this workplace."

SOCIAL SAFETY

Una Collective Tip

People are afraid of saying the wrong things, as discussing DEI topics can become personal and tension-filled when people's personal experiences are brought up. Psychological safety is very important here (Kim, 2021).

1. Bystander Training

Teach employees how to acknowledge and appropriately respond to unwelcome behaviour when it occurs to themselves but also to those around them.

2. Creating Brave Spaces

Tension often occurs when different perspectives are at play. However, tension is the prelude to innovation. So this shouldn't stop us from creating a safe space that is also brave enough to share perspectives. Communication trainings, and improv trainings are good tools.

Overview Pakt Score - Social Safety



Definition

Leaders both create the systems of inclusion and equity, as well as model how to act and enact DEI values in the workplace. This category helps us understand how employees perceive their leaders contributing to wellbeing and DEI.

“Many conversations about diversity and inclusion do not happen in the boardroom because people are embarrassed at using unfamiliar words or afraid of saying the wrong thing — yet this is the very place we need to be talking about it. The business case speaks for itself — diverse teams are more innovative and successful in going after new markets.”

- Inga Beale, British Businesswoman
former CEO of Lloyd's London



LEADERSHIP

Traits to Measure

Una Collective assessed three leadership DEI traits.

Trait 1: DEI satisfaction

Q: I am satisfied with how my manager supportsAre you satisfied with the company's parental leave policies?

Trait 2: Safety actions

Q: The company takes actions to support reported incidents of discrimination, harassment, aggression, or other forms of offensive behaviour.

Trait 3: Formal diversity policies

Q: Does the company implement formal policies that enhance diversity?

What the research says

To become more inclusive, leaders should first reflect on their behaviours. Their strengths (high ability) should be augmented, and opportunity gaps (low ability) should be narrowed. Leaders with low ability to be inclusive should reflect on how their behaviours could negatively impact BIPOC employees, then work to upskill. Leaders with average ability to be inclusive should strive to achieve a higher level of competence, as some of their behaviours will inevitably have a negative impact on employees. And leaders with high ability to be inclusive must accept that diversity, equity, and inclusion work is never-ending and requires continued growth and efforts — and be encouraged to keep at it.*



Key Insights

Leadership scores high in the Pulse, showing that **employees perceive leadership positively in how it handle DEI**. In most cases, 4 out of 5 employees asked positively perceive leadership to support DEI, as well as provide a supportive role to that individual. It's more likely that a an employee who identifies as part of the majority group will perceive leadership positively.

Areas for Growth

For those who do not have a positive perception, or 20% of employee respondents, they replied with a **neutral response** to the questions, and were more likely to identify with a minority group or as someone who did not want to share their identity at all.

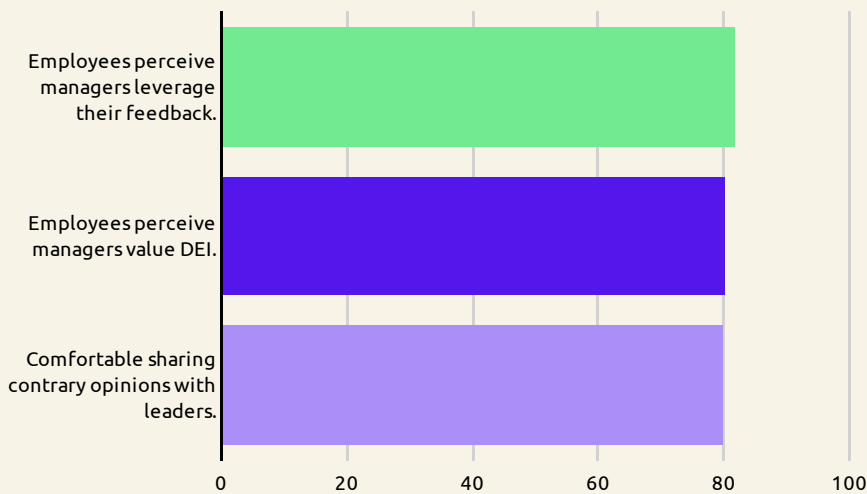
LEADERSHIP

Una Collective Tip

Make your DEI leadership known with a regular cadence of conversations and employee goals related to the topic.

Having company managers and leaders that not only "buy into" DE&I initiatives, but who are also intentional about the actions they take to support such initiatives, is critical. Employees are watching to see how their leaders will respond to the need for change. Change doesn't have to start at the top, but when it does, it can create a mighty ripple effect that symbolises organisational commitment to change efforts such as DE&I.

Overview Pakt Score - Leadership



Pakt Stats

of Pakt employees perceive managers value DEI.

of Pakt employees feel comfortable sharing contrary opinions to their leaders.

80%

82%

of Pakt employees perceive managers leverage their feedback.

WHAT YOUR PEOPLE SAY



"One of the management members should think first before getting angry and start yelling."

"I feel management is focusing on a male/female balance. But, the way they communicate it, honestly it feels more like forcefully checking the dots, than a rational culturally diverse debate and engagement."

"Really putting women in leading roles in the company."

Definition

An innovative talent development program is critical to employee wellbeing, to achieving optimal DEI, and it also sets organisation's apart from the pack. This includes the approach to hiring, promoting, and growing employees.

What the research says

The five key principles for talent development. Industrial and commercial training.

1. A crystal clear talent policy requires careful deliberation on the scope of talent development. Research shows that clearly targeted TD approaches (on high potentials or out-performers) work best for the short term (2-5 years).
2. The strongest talent development programs are the result of a coherent organisational talent management effort: from strategic resource planning, to recruitment and assessment, pipelining, career planning, career development, engagement, mentoring and coaching and (last but not least) learning and development.
3. The range of corporate challenges that could potentially underpin talent development may be highly diverse. Strong TD efforts build their TD programs around them: if only because talents demand this foresight.
4. Mentoring is one way for talent to develop. The ultimate goal being to enhance the talent's organisational "know-how" and business insight.*
5. Talents often feel under-utilised in their tasks and assignments. Talents may offer their companies a huge and largely untapped cognitive surplus** that could aid organisational development.

* Pruis, 2011

**Shirky, 2010

TALENT DEVELOPMENT

Traits to Measure

Una Collective assessed five talent development DEI traits.

Trait 1: Unbiased hiring

Q: The organisation I work for truly invests time and energy into hiring diverse teams

Trait 2: Unbiased promotion

Q: Opportunities for promotion are unbiased, and are easily accessible for me despite my social differences and/or identity

Trait 3: L&D Tools

Q: I have access to learning-and-development tools that help me do my job well?

Trait 4: Quality L&D tools

Q: How do you rate the quality of the available learning-and-development tools?

Trait 5: Salary satisfaction

Q: How satisfied are you with how much you are paid for the work you do?

"If you hire only those people you understand, the company will never get people better than you are. Always remember that you often find outstanding people among those you don't particularly like."

— Soichiro Honda
Japanese Engineer





Key Insights

70% of employees perceive **promotion to be unbiased**, which is good baseline to start from. However, there is lots of room for growth and investment still here.

Areas for Growth

Employees have low perceptions for how the organisation spends its time and energy to **hire diverse teams** - however we know that the majority of employees do not value diversity, so this might not be something they are bothered by. They also have **very low perception for the quality of learning and development tools**.

One employee shared that they were leaving Pakt because of the poor company culture.

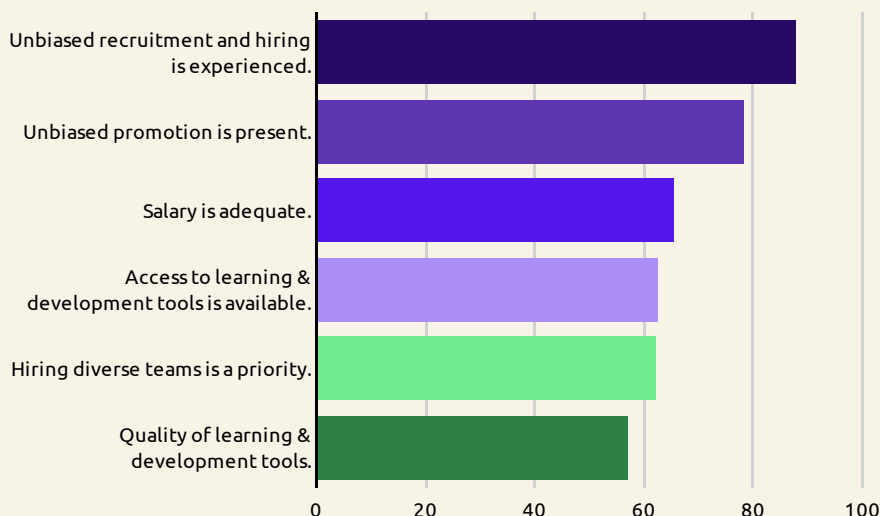
Less than half of your employees are **satisfied with their salary**.

18 of 80 submissions

requested more HR support for DEI through employee workshops, upskilling resources, active DEI recruiting, and greater development policies.



Overview Pakt Score - Talent Development



TALENT DEVELOPMENT

Una Collective Tip

Learning & Development Tools

Next to traditional development methods such as DEI modules, l&d can include culture building strategies and events that challenge employees to grow individual cultural competence. Such as learning about each other's backgrounds, as well as efforts that involve community outreach and support for underrepresented groups.

Salary Transparency

Salary gaps are notoriously high in your industry. Research shows that salary transparency improves motivation and collaboration. Pay transparency can concern wages, but also job classifications. Here's how they do it in other countries:

France: Businesses of 50+ fte must produce an action plan on gender equality and face sanctions if they fail to do so.

Iceland: Companies with more than 25 fte need to obtain a certification proving equal pay for work of equal value regardless of the gender.

Portugal: The Gender Equality Agency in Employment spots collective agreements with clauses causing pay discrimination.

WHAT YOUR PEOPLE SAY



"Hiring culturally diverse. It feels like a conservative white and what feels like white culture company. Being 'different' then what's homogeneous, is not so ok."

"Being open and honest about all employees' salaries would be nice."

"More workshops, more outings together with the employees for learning purposes or teambuilding, more skill-learning."

"Some areas at my workplace is somewhat split into genders..for example producers are mostly women. Actively trying to bring women into [different roles] might be beneficial."

"I really want people to be hired based on skill, but in the pool of people applying for jobs, trying to make sure each department has some kind of diversity - at least in some way; gender or race or something. Also, being open and honest about all employees salary would be nice."

Definition

Policies are not action, but they do play a critical role in instituting the organisations' values. Therefore they are symbols of what is important as well as the guide posts for how to achieve the DEI atmosphere.

What the research says

Developing a DEI initiative involves four main phases:

1. Data collection and analysis to determine the need for change. **[COMPLETED BY PAKT]**
2. Strategy design to match business objectives.
3. Implementation of the initiative.
4. Evaluation and continuing audit of the plan.

shrm.org

"We need to resist the tyranny of low expectations. We need to open our eyes to the inequality that remains. We won't unlock the full potential of the workplace until we see how far from equality we really are."

- Sheryl Sandberg
COO Facebook



POLICIES & PROCEDURES

Traits to Measure

Una Collective assessed nine policy & procedure DEI traits.

Trait 1: Language proficiency

Q: Does language proficiency impact equal access to work opportunities?

Trait 2: Salary Transparency

Q: The company transparently shares employee salary ranges for all positions.

Trait 3: Discrimination resources

Q: Are you familiar with company resources created to teach employees about workplace discrimination?

Trait 4: Formal procedures

Q: Are you familiar with the company's formal procedure for reporting work place discrimination, harassment, or other offensive behaviour?

Trait 5: Parental policies

Q: Are you satisfied with the company's parental leave policies?

Trait 6: Safety actions

Q: The company takes actions to support reported incidents of discrimination, harassment, aggression, or other forms of offensive behaviour.

Trait 7: Formal diversity policies

Q: Does the company implement formal policies that enhance diversity?

Trait 8: Formal inclusion policies

Q: Does the company implement formal policies that enhance inclusion?

Trait 9: Formal equity policies

Q: Does the company implement formal policies that enhance equity?



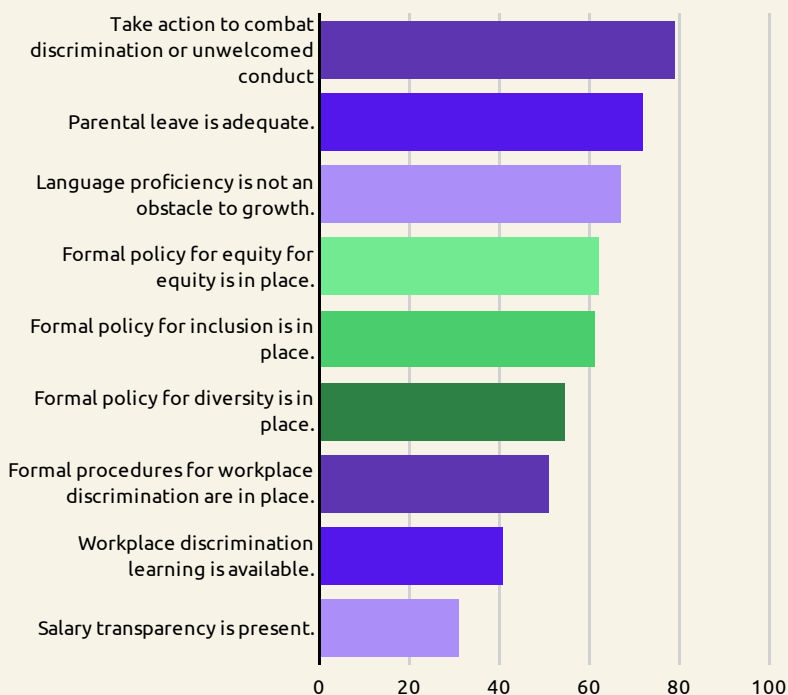
Key Insights

Three main areas of concern among employees were language policies, salary transparency, and formal policies around social safety.

1. **Language policies** need extra attention with over 50% of employees fee like proficiency holds them back. Nosh, Peek, and Wenneker.Belguim have the highest volume of employees that experience this.
2. **Salary transparency** is negatively perceived as not existing for almost all employees.
3. Only 9 employees are **familiar with discrimination learning** tools.
4. 1 of 4 employees are **positively familiar with formal procedures for discrimination, harassment.**

Areas for Growth

Pakt's overall Culture Pulse score of 76 is an accumulation of higher and lower ranking themes. Policies & Procedures is the **lowest ranking** theme, and therefore the area with the most room for growth. A challenge Pakt can handle, because a lot of the base work is there, it's just not in writing. Start with formalisations and change will follow.



POLICIES & PROCEDURES

Una Collective Tip

Formalise your DEI efforts

1. Creating DEI friendly hiring policies
2. Reassessing equitable employee benefits
3. Formalising harassment & discrimination procedures
4. Establishing mentorships
5. Holding employees accountable to meeting DEI goals
6. Creating a diversity counsel
7. Creating an equality manual addressing issues currently highlighted in this report.



WHAT YOUR PEOPLE SAY

"There's no policy should there be any harassment within the office or with clients. That's something that I don't think anyone has thought about."

"To start this project means a lot to me. There is a lot to do, but the fact that they've decided to work on this, I like a lot."

"I have previously heard basically "hah, that's cute" from the man who handles our economy in a salary negotiation, despite me knowing I was well worth what I asked for. I don't think I would have gotten that response if I wasn't a young woman. That's really not ok."

"More POC in the organisation, more policies on how we deal with inequality and white privilege."

Pakt's Lowest Scores

1%

Believe Pakt transparently shares employee salary ranges

11%

Familiar with company resources to teach employees about workplace discrimination

22%

Believe policies support diversity and inclusion in the workplace.

Definition

This category measures very general sentiment for employee contentment in the organisation and/or team.

Traits to Measure

Una Collective assessed three employee wellbeing traits.

Trait 1: Stress level

Q: In a typical week, how often do you feel stressed at work?

Trait 2: Work satisfaction

Q: How satisfied are you working for this production house?

Trait 3: Team satisfaction

Q: How satisfied are you working for your team/department?

EMPLOYEE WELLBEING

What the research says

Many leaders are treating DEI and wellbeing as two distinct initiatives, despite the fact that they are fundamentally connected. You can't improve either in isolation, and leaders who attempt to do so are probably getting both wrong.

Organisations need wellbeing strategies that are equitable and inclusive of diverse employees, as well as comprehensive DEI initiatives that deliver a consistent employee experience for everyone. At the same time, leaders need to recognise that diverse employees' experiences and needs related to wellbeing can differ dramatically. No employee can do their best work if they are struggling in their health and wellbeing -- and their needs vary.

To fully meet the needs of every employee, leaders need to synchronise their DEI and wellbeing efforts. *

**Gallup.com*



“Diversity really means becoming complete as human beings – all of us. We learn from each other. If you’re missing on that stage, we learn less. We all need to be on that stage.”

- Juan Felipe Herrera
Poet



Key Insights

This category measures general wellbeing sentiment. Inclusion and equity is linked to wellbeing and it's good to keep tracking wellbeing as you continue to implement new DEI strategies.

One effects the other.

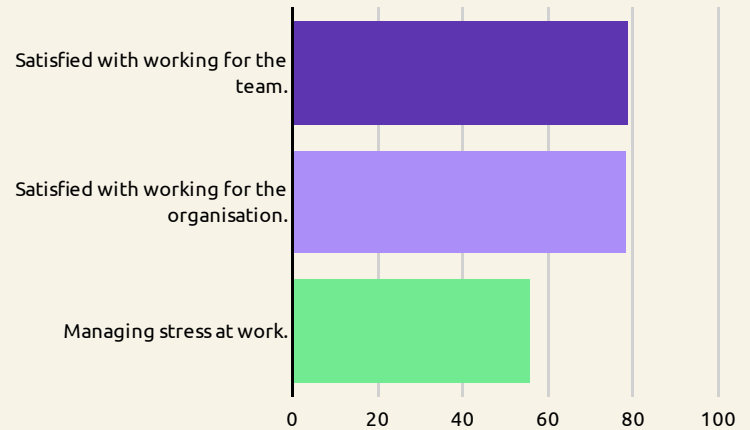
Areas for Growth

Your industry is a **high-pressure industry**. And the family atmosphere that many employees reference also increases their devotion to delivering work that their colleagues are proud of, as research proves. 1 of 3 employees **stress levels** are extremely high, with only 8 employees (10%) out of 80 submission who never or rarely feel stressed. More than 50% of **Wenneker Belgium's** respondents feel often or always stressed, the highest amount of all the production houses.

EMPLOYEE WELLBEING



Overview Pakt Score - Employee Wellbeing



Una Collective Tip

Stress Management

Stress management to prevent burnout is critical. Workplaces can proactively support an employee's individual preferences to reduce stress and increase productivity.

One way to do that: Ask every employee to create a personal work manual to share with their team. This manual outlines how the employee likes to work best and creates a clear set of guidelines and personal boundaries that the team can uphold. Not all employees are able to convey needs assertively while beginning a new job. This encourages them to do just that while creating an environment that works best for them.

WHAT YOUR PEOPLE SAY



"Communicate company culture more, both internal and external. Have more formal procedures in place. Update employment conditions to attract a more diverse workforce. Dress up the offices with diverse work (work created by the Group, but also other art / photography / etc)."

"The informal work practices cause people to interact in a joyful way with each other. If you have any personal topics you want to discuss, you can always talk to one of the managers and you can be sure they'll listen and act accordingly. There is a culture amongst colleagues to help each other and just to be kind to each other."

"I'm satisfied, the company does a very good job and creates a very good workplace for everyone."

"We're a company with a lot of strong women that have a lot to say which is rare in our field of work."

"We have a lot of informal talks about this, we always eat lunch together and all topics are encouraged to talk about in a free way, without judgements."

31%

of Pakt Employee feel **often or always stressed** during the week



of Pakt Employee are very or completely satisfied working for their agency

76%

58% are sometimes stressed

3.8% is not at all satisfied

FOUR ASSESSED DIVERSITY VALUE DEI TRAITS

Trait 1: Value of diverse organisation

Q: How important is it to employees to work in a diverse organisation?

Trait 2: Value of diverse organisation

Q: My organisation values diversity.

Trait 3: Value by management

Q: Management takes action to support diversity.

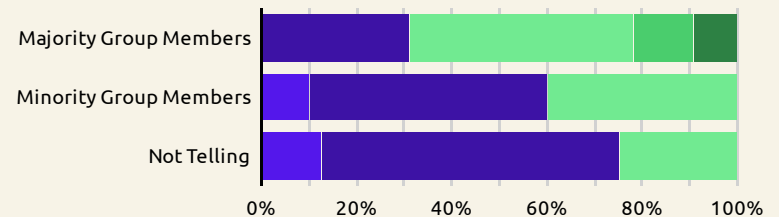
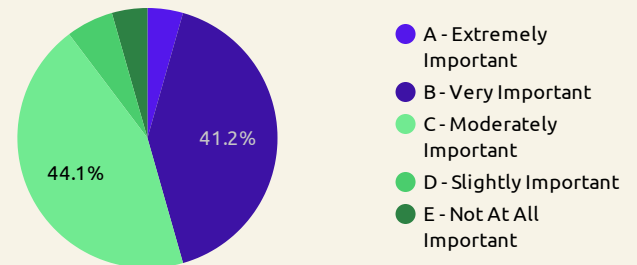
Trait 4: Value by agencies

Q: How diverse are the production houses?

DIVERSITY VALUE

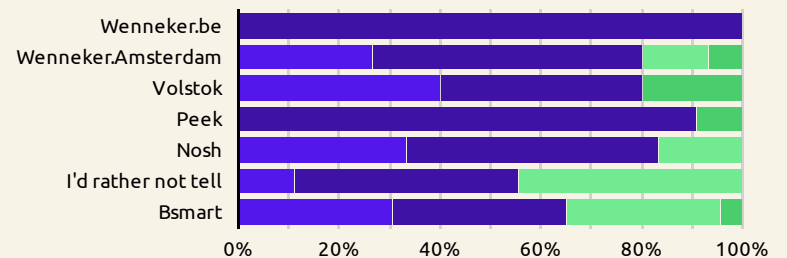
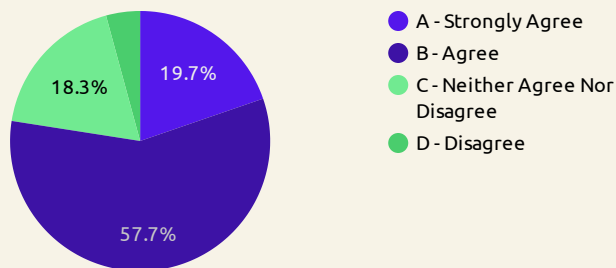
1. VALUE OF DIVERSE ORGANISATION

How important is it to employees to work in a diverse organisation?



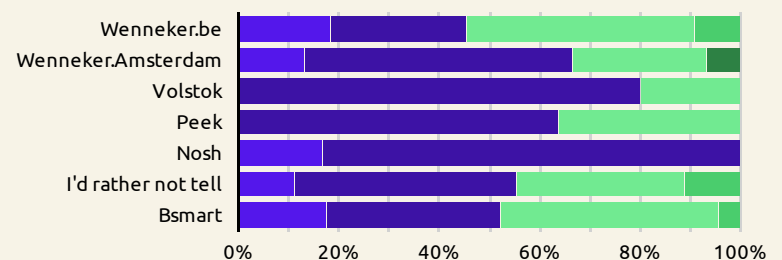
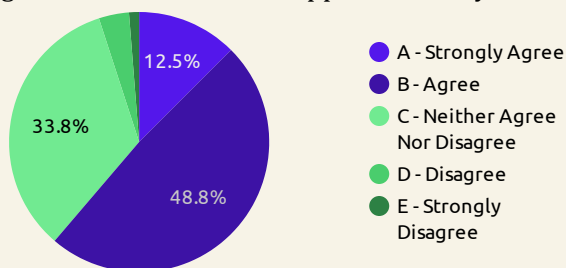
2. VALUE OF DIVERSE ORGANISATION

My organisation values diversity.



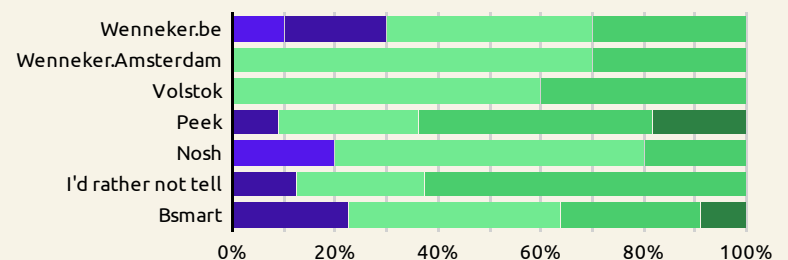
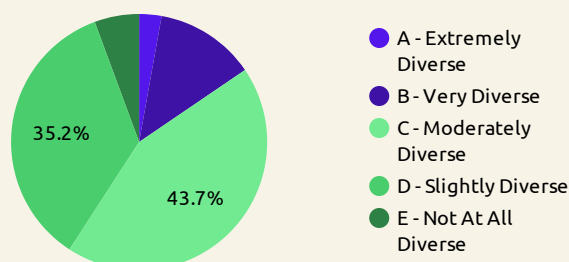
3. VALUE BY MANAGEMENT

Management takes action to support diversity.



4. VALUE BY AGENCIES

How diverse are the production houses?



CULTURE OF INCLUSION

TWO ASSESSED DEI INCLUSION TRAITS

Trait 1: Value

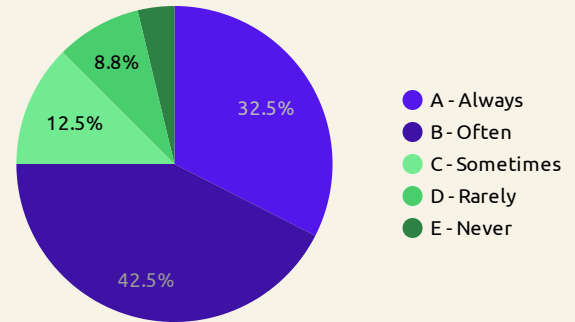
Q: Do you feel valued at work for your unique identity and differences?

Trait 2: Belonging

Q: Do you feel like you belong among your team?

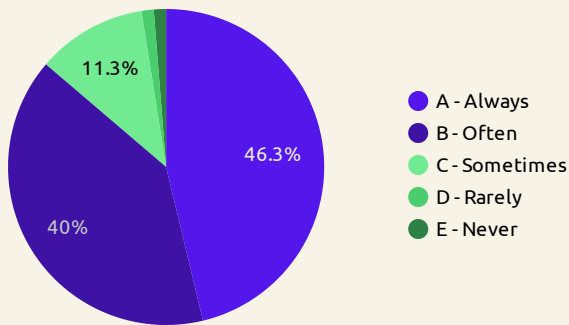
1. VALUE

Y - Do you feel valued at work for your unique identity and differences?

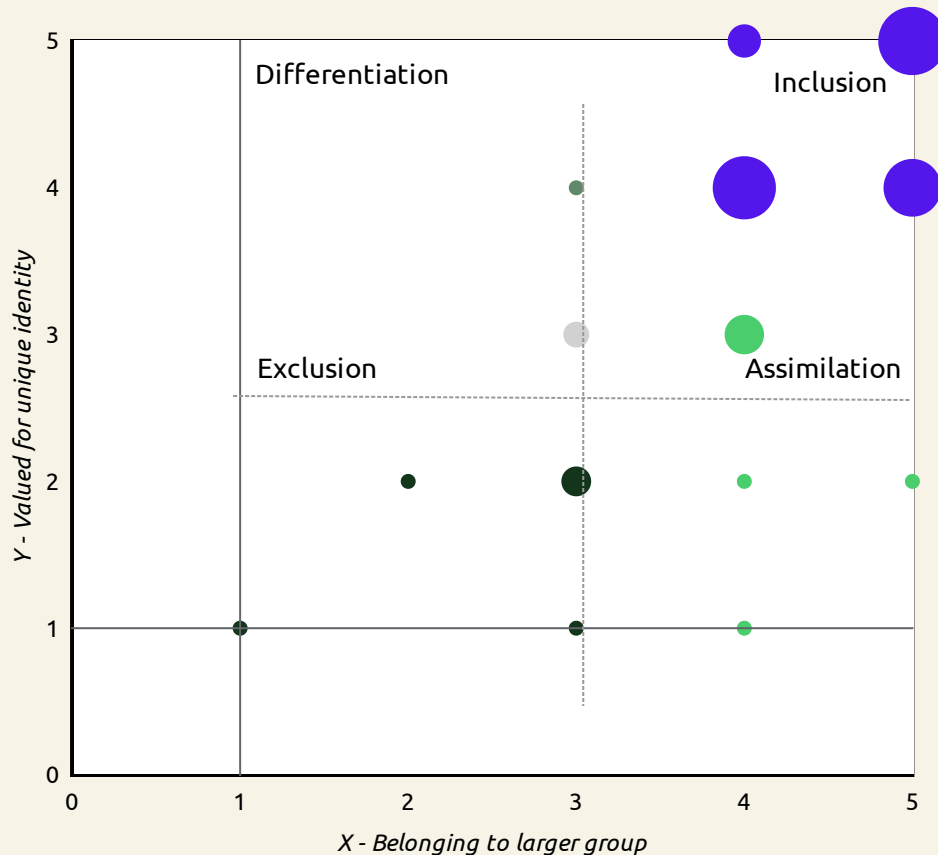


2. BELONGING

X - Do you feel like you belong among your team?



Pakt Culture of Inclusion Score*



Culture	Pakt Submissions ▼
Inclusion	74%
Assimilation	13%
Exclusion	9%
Inconclusive	4%
Differentiation	1%

Culture	Minority, W/O Women ▼
Inclusion	67%
Assimilation	14%
Exclusion	10%
Inconclusive	5%
Differentiation	5%

Culture	Minority Only Submission ▼
Inclusion	76%
Assimilation	9%
Exclusion	9%
Inconclusive	4%
Differentiation	2%

SOCIAL SAFETY

FOUR ASSESSED DEI SOCIAL SAFETY TRAITS

Trait 1: Respect

Q: Do you feel respected at work?

Trait 2: Identity safety

Q: I feel safe to openly share my personal identity and cultural differences at work.

Trait 3: Unwelcome experiences

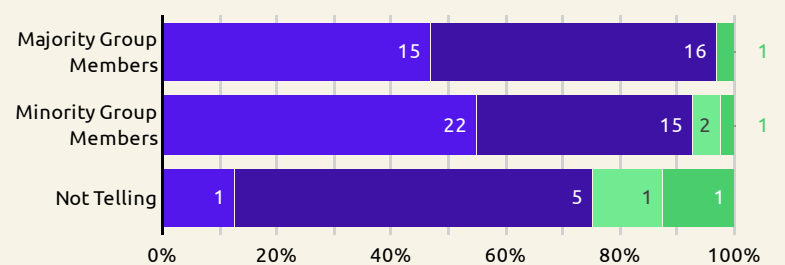
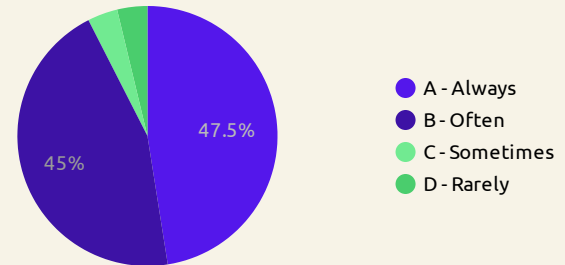
Q: At work, do you experience unwelcome conduct that is offensive, embarrassing, or hurtful?

Trait 4: Discrimination

Q: At work, do you experience discrimination?

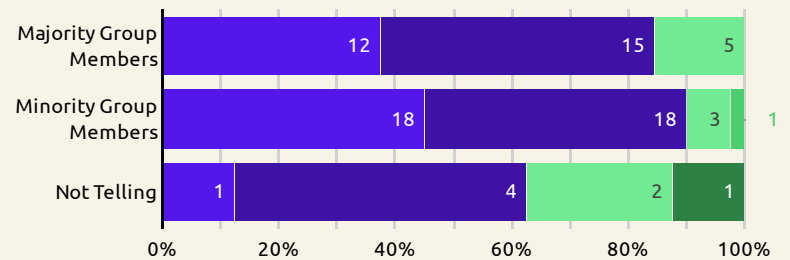
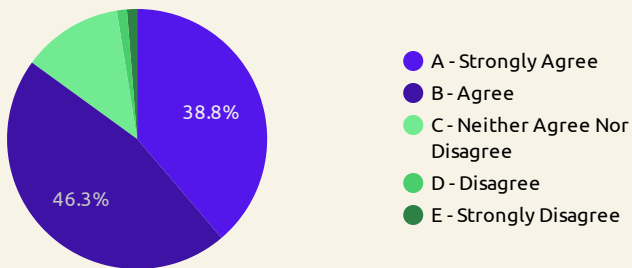
1. RESPECT

Do you feel respected at work?



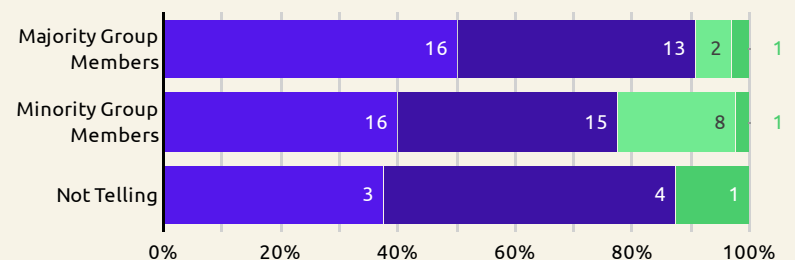
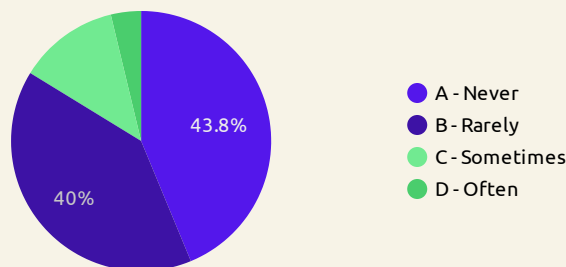
2. IDENTITY SAFETY

I feel safe to openly share my personal identity and cultural differences at work.



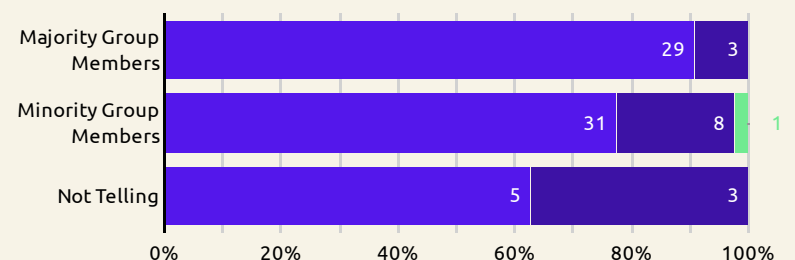
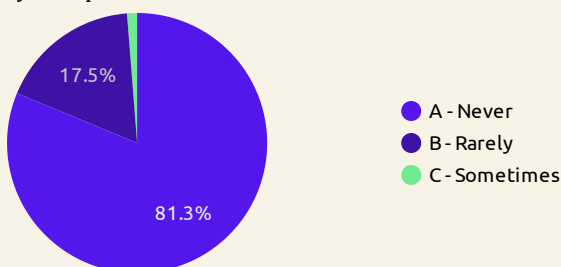
3. UNWELCOME EXPERIENCES

At work, do you experience unwelcome conduct that is offensive, embarrassing, or hurtful?



4. DISCRIMINATION

At work, do you experience discrimination?



Trait 5: Unwelcome experience co-workers

Q: At work, do other co-workers experience unwelcome conduct that is offensive, embarrassing, or hurtful?

Trait 6: Discrimination of others

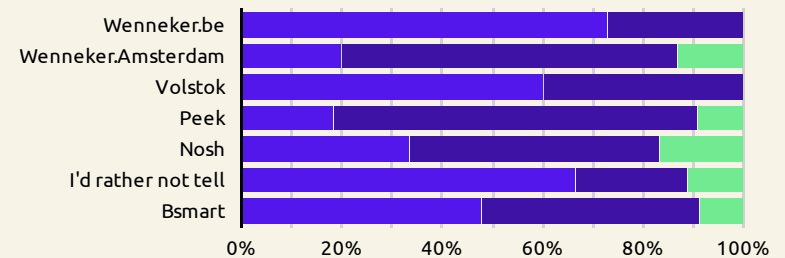
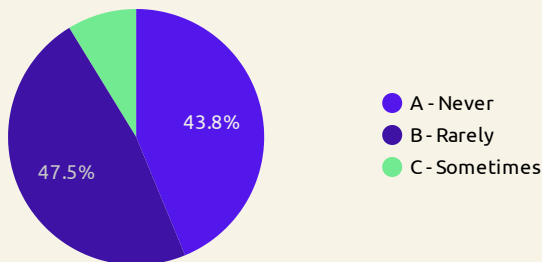
Q: At work, do you see or hear other employees endure discrimination?

Trait 7: Welcome atmosphere

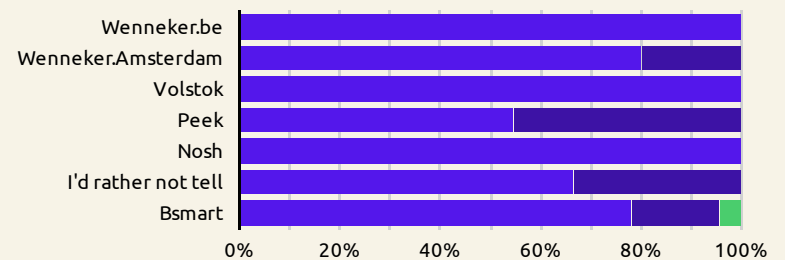
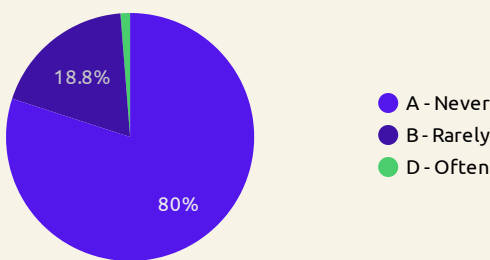
Q: I believe the company is welcoming for people who identify as non-white, and/or identify as art of an ethnic minority group in my country.

**5. UNWELCOME EXPERIENCE CO-WORKERS**

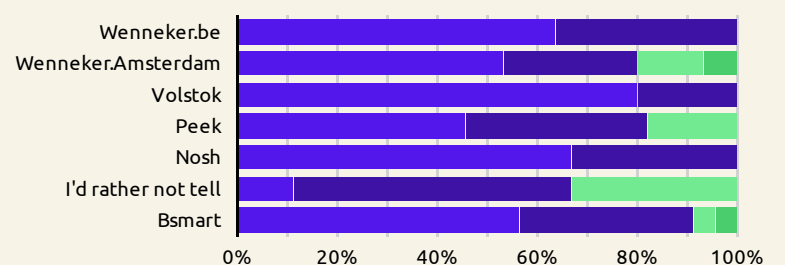
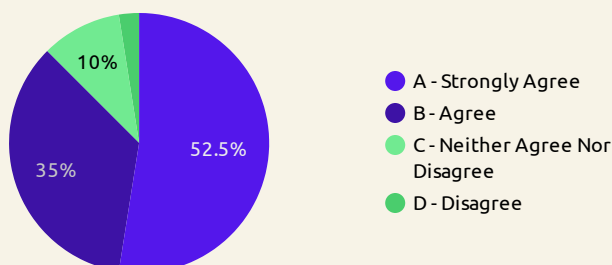
At work, do other co-workers experience unwelcome conduct that is offensive, embarrassing, or hurtful?

**6. DISCRIMINATION OF OTHERS**

At work, do you see or hear other employees endure discrimination?

**7. WELCOME ATMOSPHERE**

I believe the company is welcoming for people who identify as non-white, and/or identify as art of an ethnic minority group in my country.



TALENT DEVELOPMENT

FIVE ASSESSED DEI TALENT DEVELOPMENT TRAITS

Trait 1: Unbiased hiring

Q: The organisation I work for truly invests time and energy into hiring diverse teams

Trait 2: Unbiased promotion

Q: Opportunities for promotion are unbiased, and are easily accessible for me despite my social differences and/or identity

Trait 3: L&D Tools

Q: I have access to learning-and-development tools that help me do my job well?

Trait 4: Quality L&D tools

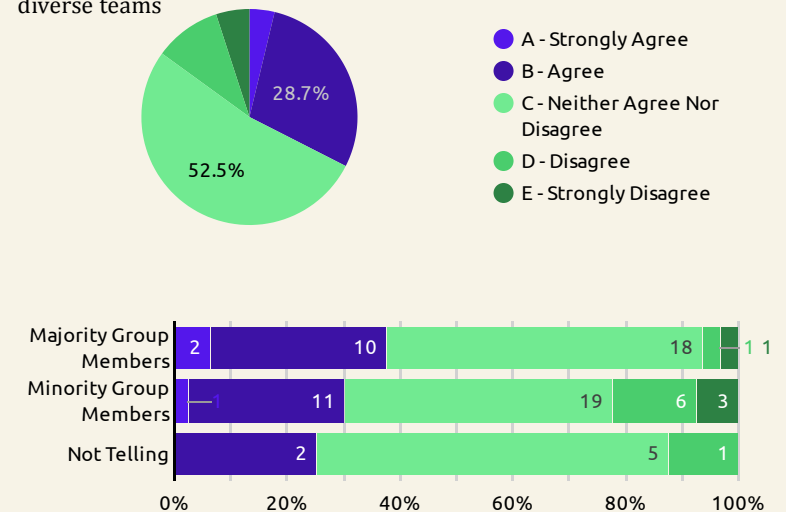
Q: How do you rate the quality of the available learning-and-development tools?

Trait 5: Salary satisfaction

Q: How satisfied are you with how much you are paid for the work you do?

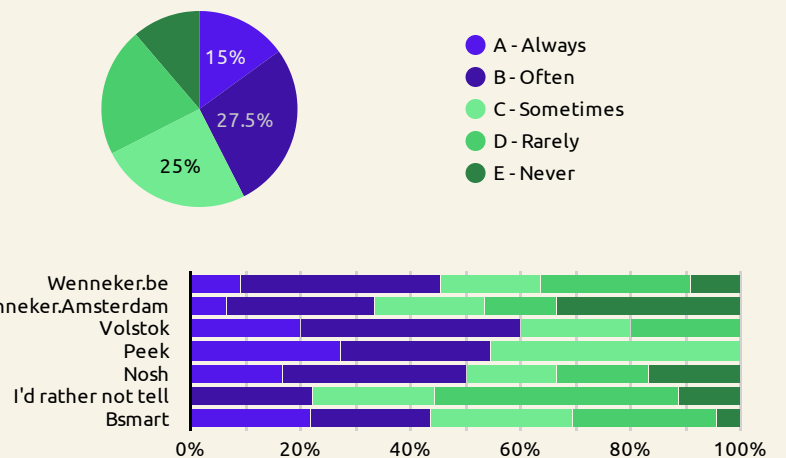
1. UNBIASED HIRING

The organisation I work for truly invests time and energy into hiring diverse teams



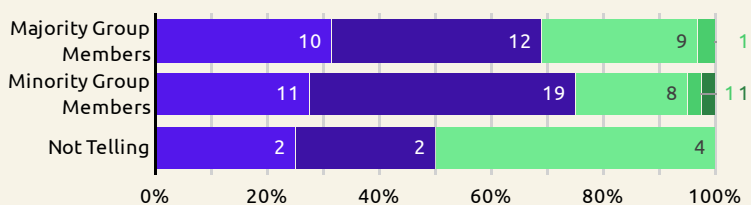
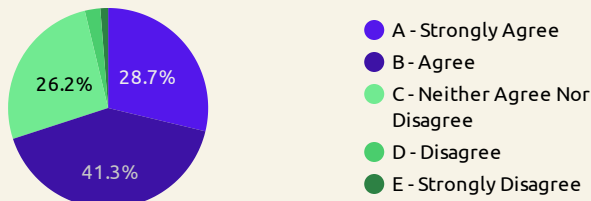
3. L&D TOOLS

I have access to learning-and-development tools that help me do my job well?



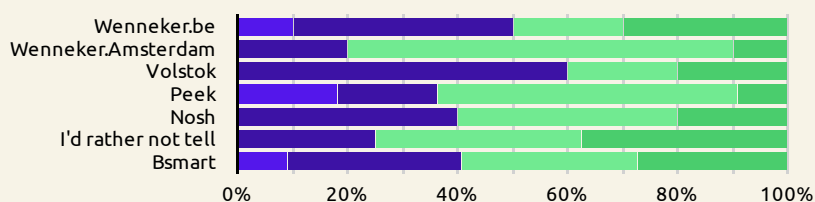
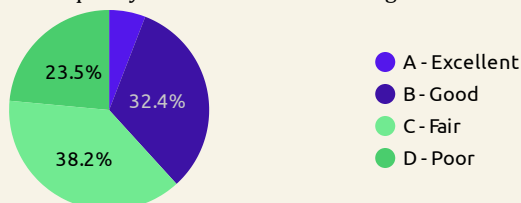
2. UNBIASED PROMOTION

Opportunities for promotion are unbiased, and are easily accessible for me despite my social differences and/or identity



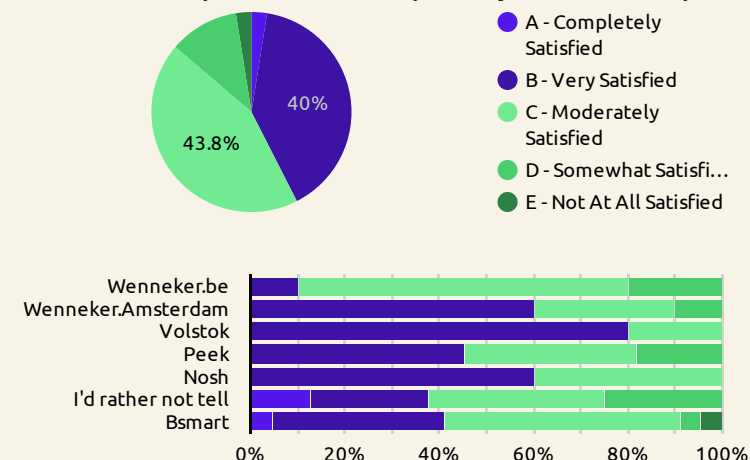
4. QUALITY L&D TOOLS

How do you rate the quality of the available learning-and-development tools?



5. SALARY SATISFACTION

How satisfied are you with how much you are paid for the work you do?



LEADERSHIP

THREE ASSESSED DEI LEADERSHIP TRAITS

Trait 1: DEI satisfaction

Q: I am satisfied with how my manager supportsAre you satisfied with the company's parental leave policies?

Trait 2: Safety actions

Q: The company takes actions to support reported incidents of discrimination, harassment, aggression, or other forms of offensive behaviour.

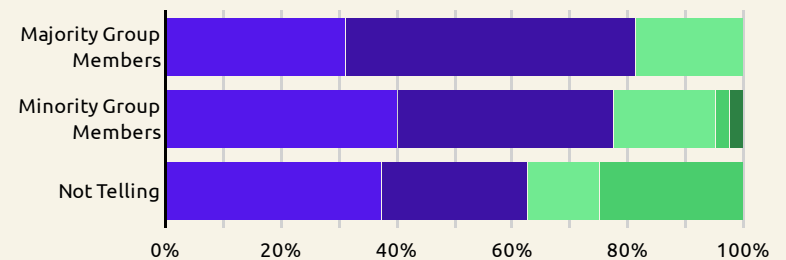
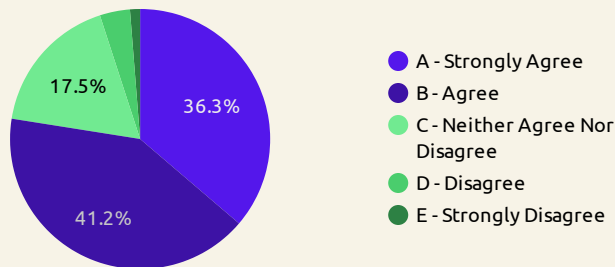
Trait 3: Formal diversity policies

Q: Does the company implement formal policies that enhance diversity?



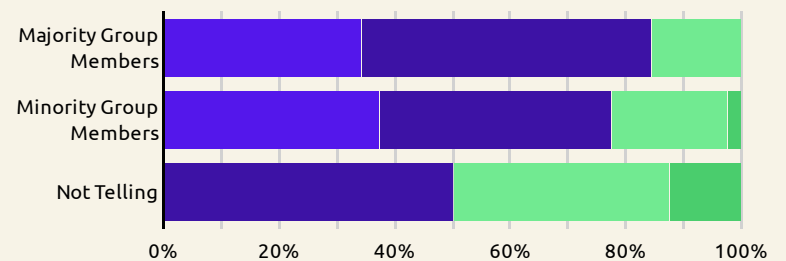
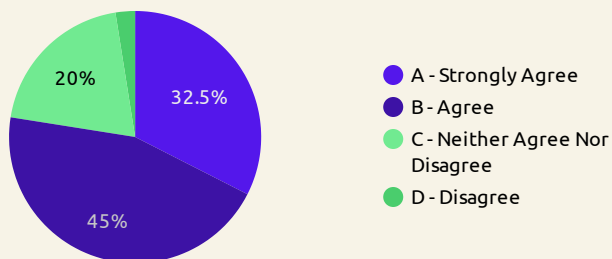
1. DEI SATISFACTION

I am satisfied with how my manger supports diversity, equity and inclusion among our team.



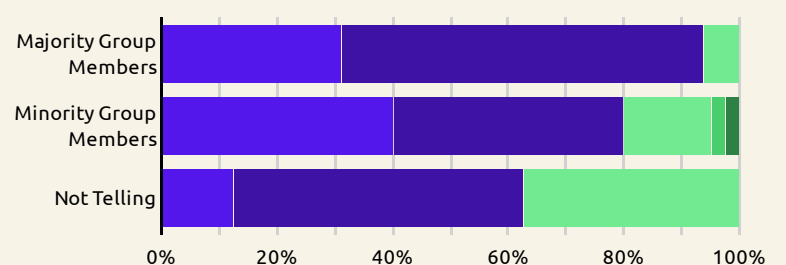
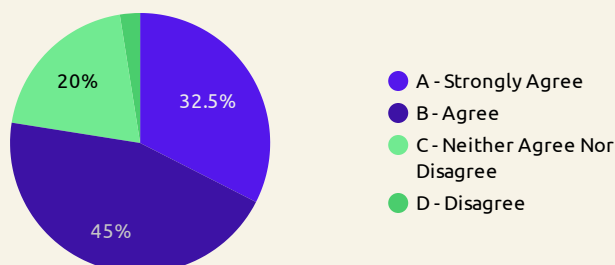
2. CONTRARY OPINION

I can comfortably share a contrary opinion to my manager?



3. FEEDBACK DECISION-MAKING

My manager is willing to consider my feedback during decision-making?



POLICIES & PROCEDURES

NINE ASSESSED DEI POLICIES & PROCEDURES TRAITS

Trait 1: Language proficiency

Q: Does language proficiency impact equal access to work opportunities?

Trait 2: Salary Transparency

Q: The company transparently shares employee salary ranges for all positions.

Trait 3: Discrimination resources

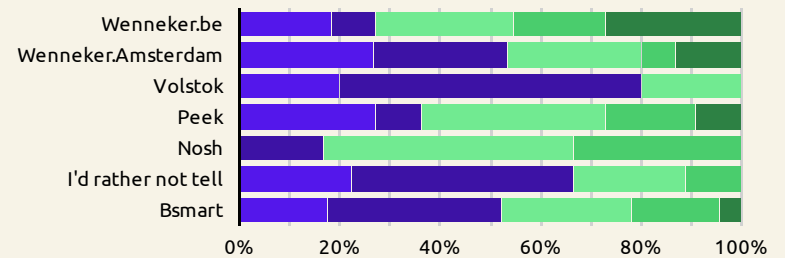
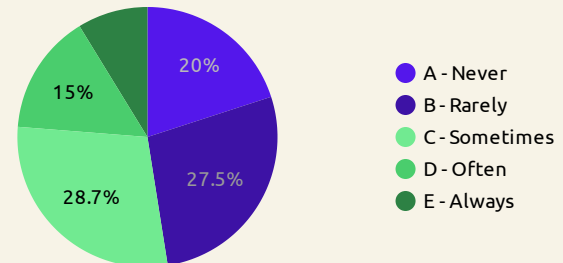
Q: Are you familiar with company resources created to teach employees about workplace discrimination?

Trait 4: Formal procedures

Q: Are you familiar with the company's formal procedure for reporting work place discrimination, harassment, or other offensive behaviour?

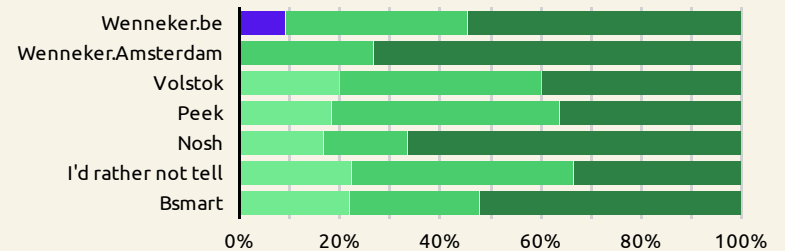
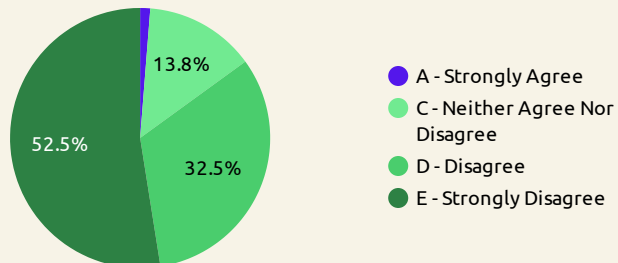
1. LANGUAGE PROFICIENCY

Does language proficiency impact equal access to work opportunities?



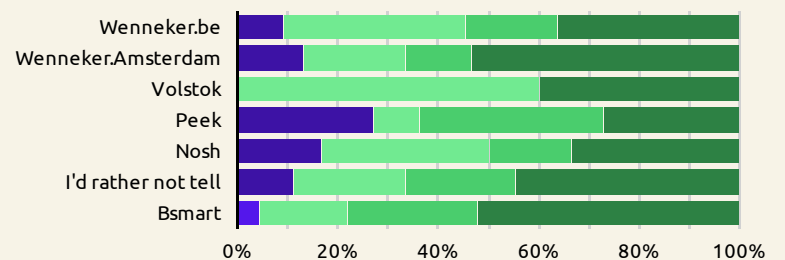
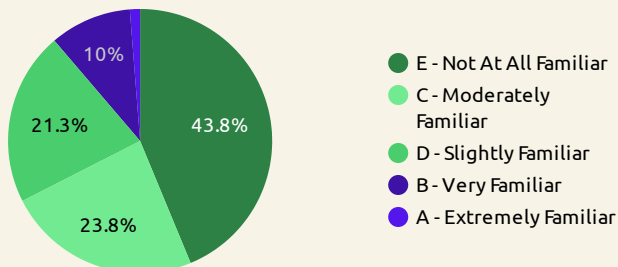
2. SALARY TRANSPARENCY

The company transparently shares employee salary ranges for all positions.



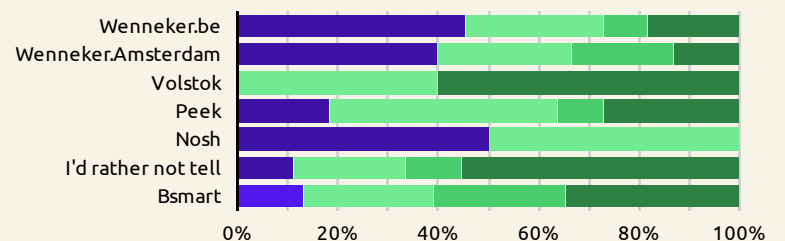
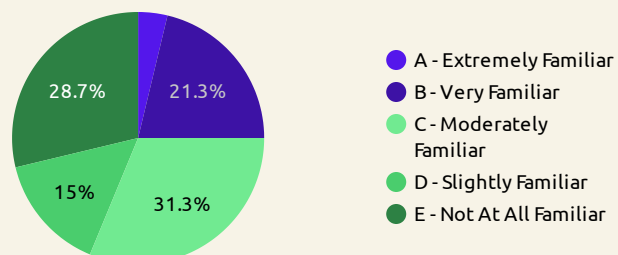
3. DISCRIMINATION RESOURCES

Are you familiar with company resources created to teach employees about workplace discrimination?



4. FORMAL PROCEDURES

Are you familiar with the company's formal procedure for reporting work place discrimination, harassment, or other offensive behaviour?



Trait 5: Parental policies

Q: Are you satisfied with the company's parental leave policies?

Trait 6: Safety actions

Q: The company takes actions to support reported incidents of discrimination, harassment, aggression, or other forms of offensive behaviour.

Trait 7: Formal diversity policies

Q: Does the company implement formal policies that enhance diversity?

Trait 8: Formal inclusion policies

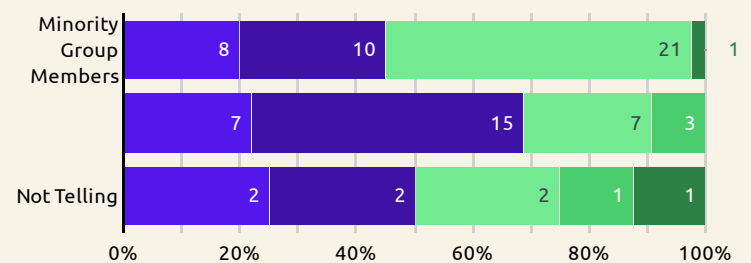
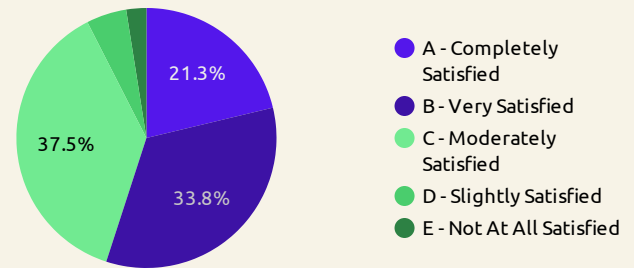
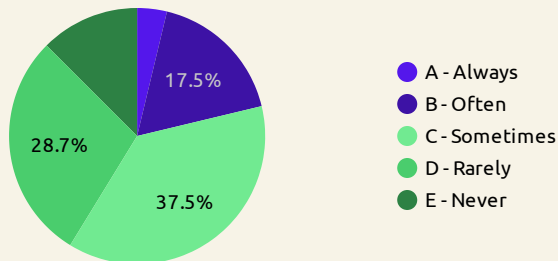
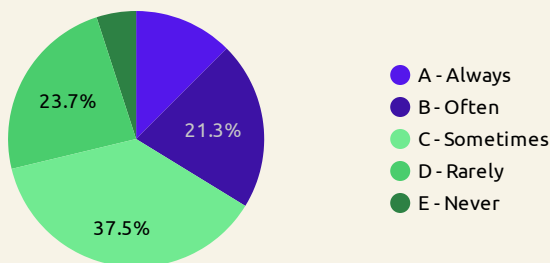
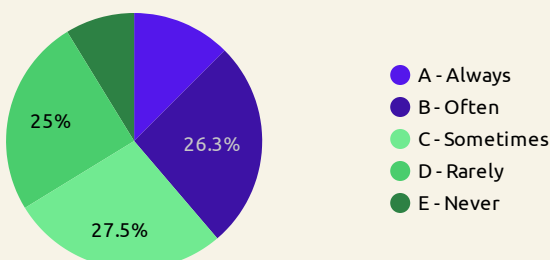
Q: Does the company implement formal policies that enhance inclusion?

Trait 9: Formal equity policies

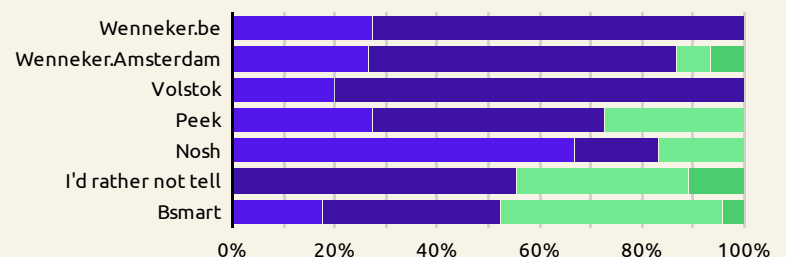
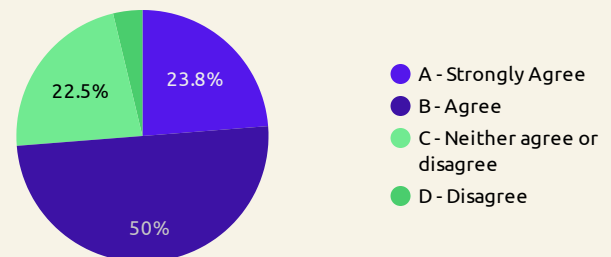
Q: Does the company implement formal policies that enhance equity?

5. PARENTAL POLICIES

Are you satisfied with the company's parental leave policies?

**7. FORMAL DIVERSITY POLICIES****8. FORMAL INCLUSION POLICIES****9. FORMAL EQUITY POLICIES****6. SAFETY ACTIONS**

The company takes actions to support reported incidents of discrimination, harassment, aggression, or other forms of offensive behaviour:



THREE ASSESSED DEI EMPLOYEE WELLBEING TRAITS

Trait 1: Stress level

Q: In a typical week, how often do you feel stressed at work?

Trait 2: Work satisfaction

Q: How satisfied are you working for this production house?

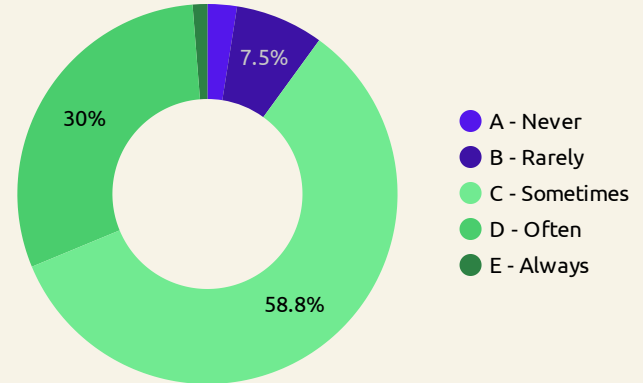
Trait 3: Team satisfaction

Q: How satisfied are you working for your team/department?

EMPLOYEE
WELLBEING

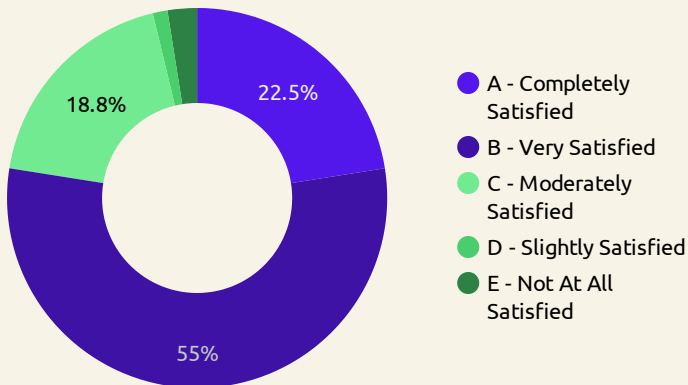
1. STRESS LEVEL

In a typical week, how often do you feel stressed at work?



2. WORK SATISFACTION

How satisfied are you working for this production house?



3. TEAM SATISFACTION

How satisfied are you working for your team/department?

