



ALL THINGS CUSTOMER

EMMA-LOUISE VEITCH

CUSTOMER EXPERIENCE EXPERT





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SERVICES

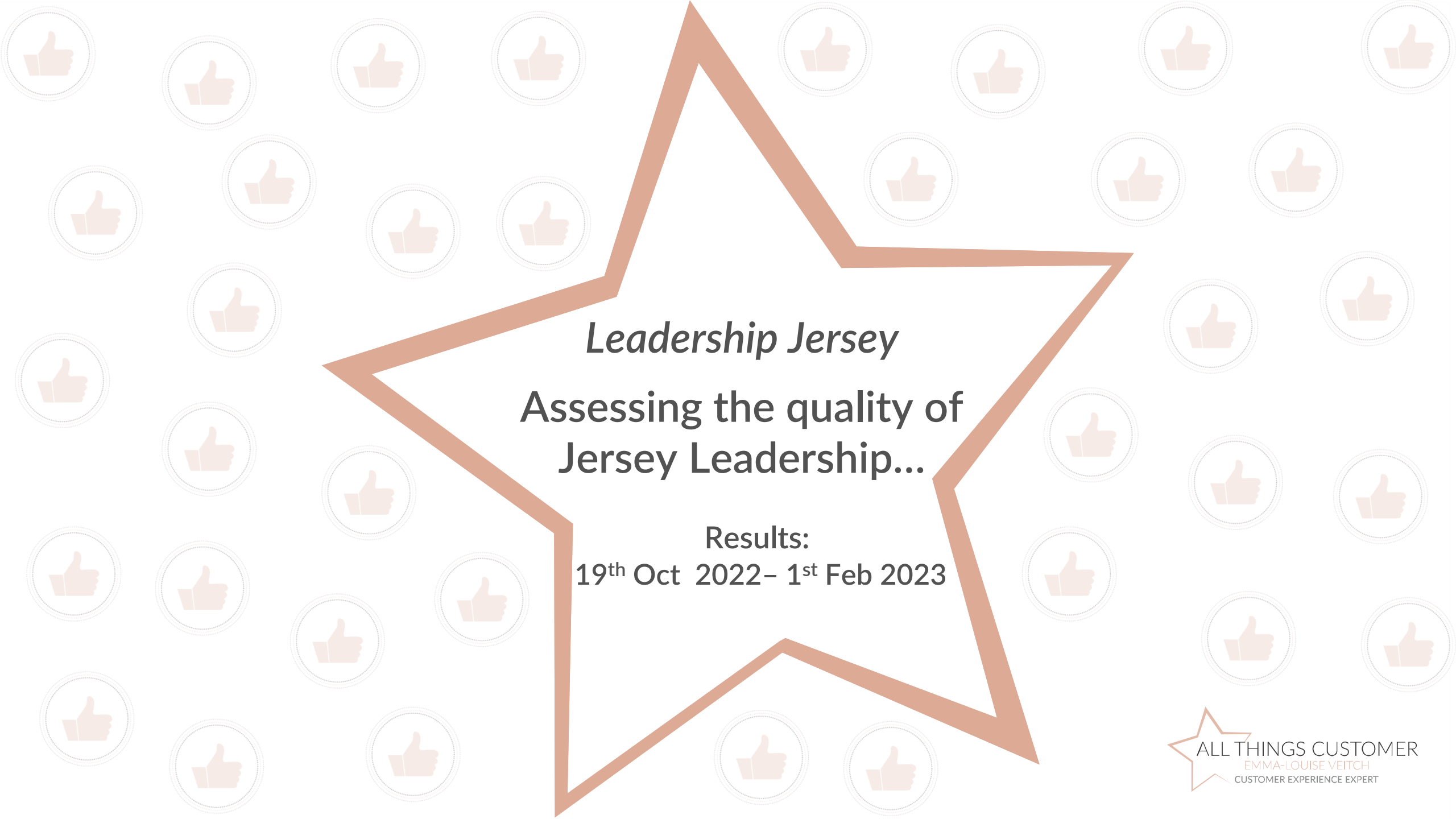
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INSIGHT

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Leadership Jersey
Assessing the quality of
Jersey Leadership...

Results:
19th Oct 2022– 1st Feb 2023

SUMMARY – KEY CHANGES YOY



➤ Overall results...

- There are slight improvements in every area this year
- Male and female respondents both rated more positively than last year
- One of the bigger changes is a +0.4 YOY increase when rating the diversity of the Senior Management Team. However, this still only rates 5.2. The lowest rating question for the last 3 years
- Another increase is that 67% have received a performance appraisal in the last 12 months, +10 YOY
- Those at board level continue to rate the most highly, and those at middle level the most negatively

➤ With regards to the 8 overall leadership attribute questions...

- Overall, those who report to a female boss rate slightly higher 6.4 +0.3 YOY, than those who report to a male boss 6.2 +0.2 YOY
- The best gender mix is potentially a female reporting to a female 6.5 +0.5 YOY. This is a change, as for the last 2 years, males reporting to a female have been rated the highest. In 2020, females reporting to females rated least favourable. Therefore, it's a big shift for this mix to move from the lowest to the highest rated over the last 3 years, and you can see the increase is considerable in certain areas
- Females reporting to males was once again rated least favourable

➤ With regards to rating bosses as leaders...

- Overall, those who report to a male boss rated the lowest, 38% 'leaders', and those who report to a female boss rated the highest, 49% 'leaders'. Last year, overall, male and female bosses were both rated 42% 'leaders'
- Females reporting to females rate the highest 'leaders' 51%, and females reporting to males rate the lowest 38%. Last year, males reporting to females, and females reporting to males, both rated highest, rating 50% 'leaders'. Males reporting to males rated the lowest, rating 37% 'leaders'
- Additionally, when asking if your CEO is more of a manager, or a leader, a big change from last year is that female respondents with a female boss rated their CEO's leadership the highest, with 67% believing their CEO were leaders +19% YOY. Whereas, last year, female respondents with a female boss rated the lowest, believing their CEO's were only 48% leaders

SUMMARY - RESPONDENTS

19th October 2022 – 1st February 2023

638 respondents

3rd survey – 2020, 2021 & 2022

✓ Results have been rounded to 1 decimal place.

✓ 'Overall' results include 'prefer not to say' and 'non-binary'.

- We received 638 responses, and of these, 76% told us they 'reported to someone' -0.2 YOY. Those who didn't report to anyone were just asked to rate themselves as a leader
- There continues to be an extremely even split of respondents in relation to gender, female 48%, and, male 48%. The remaining respondents preferring not to say, or are non-binary. Overall, this has changed very little since 2020
- The majority of respondents were once again 40-55 years old, 53%. Overall, this has changed very little since 2020
- The top 5 sectors that completed the survey were... 'Other Business Activities' 25%, 'Public Administration' 18%, 'Third Sector/Charity' 7%, 'Digital' 6%, and 'Wholesale & Retail' 6%. This is fairly similar to last year, +6% 'Public Administration' being the biggest change
- With regards to seniority levels within an organisation, the majority of respondents were at a senior level 40%, followed by board level 28%, middle level 26%, then junior level 6%, minimal changes YOY
- There was a fairly even split between organisations with 501+ people 26%, organisations with less than 25 people 25%, and organisations with between 26-100 people 24%. There were slightly less respondents from organisations with 101-250 people 13%, and, organisations with 251-500 people 12%. These are very minimal changes YOY

SUMMARY – MY ORGANISATION



Rate the overall quality of leadership within your organisation

- Overall, respondents rated an average of 6, static YOY. Female and male respondents both rated an average of 6.1, which is +0.1 YOY. It's positive that male respondents ratings haven't continued to decrease after they dropped -0.6 between 2020 and 2021
- Male respondents rated 6.1 regardless of if they reported to a male or female boss. This is a +0.1 increase for male respondents reporting to a male boss and a -0.1 decrease for male respondents reporting to a female boss YOY
- Female respondents reporting to a female boss rated the highest with 6.3 +0.2 YOY, and females reporting to a male boss the lowest 5.9, +0.1 YOY
- When comparing seniority level, respondents at board level rated the highest 6.5, -0.4 YOY, and those at a middle level rated the lowest with 5.7, static YOY

Rate the overall culture within your organisation

- Overall, respondents rated an average of 6.2, +0.1 YOY
- Male respondents rated an average of 6.2, +0.1 YOY, and female respondents 6.3, +0.2 YOY. Again, it's positive to see a slight ratings increase for male respondents after they also dropped -0.6 in culture between 2020 and 2021
- When looking at the boss and respondent gender detail, all gender breakdowns remained static or increased slightly YOY- rating an average of 6.2, except for females reporting to a female who rate slightly higher at 6.3, +0.2 YOY
- When comparing seniority level, respondents at board level rated the highest 6.8, static YOY. Positively those at junior level rated 6.4 +0.4, senior level 6.2 +0.2. However, middle level 5.9 -0.1, which continues to decrease YOY

SUMMARY – MY ORGANISATION



Rate the diversity within your organisations Senior Management Team

- This was one of the biggest changes, with an overall positive +0.4 YOY movement in the right direction
- However, overall, for the 3rd year running, this is the lowest score for organisations, an average of 5.2. The +0.4 YOY increase helps towards the -0.3 drop between 2020 and 2021, however, this is still a completely neutral view. Leaving plenty of room for improvement within this area
- Male respondents ratings increased +0.7 to 5.5. Much improved from their -0.7 drop last year, and overall, one of the most positive increases we've seen this year
- Female respondents increased +0.1 to 4.9, again a bit more positive than the -0.3 drop we saw last year
- When reviewing gender further, like last year, overall, those with a female boss rated more positively. Males reporting to females 6.4 +0.8 YOY, and females reporting to females 5.2 +0.1 YOY
- Females reporting to males rated the lowest 4.6 +0.1 YOY, and males reporting to males 5.2 +0.6 YOY
- When comparing seniority level, those working at a senior level rated the lowest 5.0 +0.3 YOY, and those at a board level the highest 5.8 +0.3 YOY. This is the same as last year, and its positive to see a ratings increase in terms of diversity for every seniority level

Would you prefer to work for a manager, or a leader?

- Overall, 92% told us they would prefer to work for a leader, rather than a manager, static YOY

SUMMARY – MY ORGANISATION



Would you describe the CEO within your organisation as more of a manager, or a leader?

- Another positive improvement YOY is when asked to describe the CEO. Respondents felt that 55% were 'leaders' rather than 'managers', +5% YOY
- This continues to highlight that CEO's are generally considered more 'leaders' than the person respondents report to, as 58% felt that the person they report to is more of a 'manager' than a 'leader' (42% leader) static YOY
- Female respondents rated their CEO's leadership more highly 62% +11% YOY, than male respondents who rated 51% leader +1% YOY
- When reviewing gender further, a big change from last year is that female respondents with a female boss rated their CEO's leadership the highest, with 67% believing their CEO were leaders +19% YOY. Whereas, last year, female respondents with a female boss rated the lowest, believing their CEO's were only 48% leaders. Last year female respondents with male bosses rated their CEO's leadership the highest 54%
- Male respondents with a male boss rated the lowest, believing their CEO's are 50% leaders -0.2 YOY
- When comparing seniority level, those at board level once again rated the highest, believing that their CEO's were 65% leaders +6% YOY. Those at a junior level rated the lowest, 44% leaders, static YOY. Last year, those at a middle level rated the lowest, however, we've seen a +11% YOY to 53% leaders which is positive

Would you describe the person you report to as more of a manager, or a leader?

- Overall, respondents rated that the person they report to is more of a 'manager' 58%, rather than a 'leader' 42%, static YOY
- Last year, overall, male and female bosses were both rated 42% 'leaders'. However, this year, those who report to a male boss rated the lowest, 38% leader -4% YOY, and those who report to a female rated the highest, 49% leader +7% YOY
- This year, females reporting to females rate the highest 'leaders' 51% +11% YOY, and females reporting to males rate the lowest 38% -12% YOY
- Last year, males reporting to females, and females reporting to males, both rated highest, rating 50% 'leader'. Males reporting to males rated the lowest, rating 37% leader. These results have changed every year, except in 2020 when females reporting to females rated the highest in terms of 'leaders'

SUMMARY – JOB SATISFACTION

Which of the below options would give you greatest job satisfaction?

The options we provided;

- An organisation with values that align with my own
 - Leadership that inspires me
 - Salary & Benefits
 - Company culture
 - Job security
 - Work life balance & Flexible working
 - Development & Progression
- The overall top 3 were once again... 'Work life balance & Flexible working' 66%, 'Leadership that inspires me' 51%, and, 'Salary & Benefits' 49%. However, interestingly, 'Company Culture' increased by +9%, 'Job Security' decreased by -6% and 'Leadership that inspires me' decreased by -5%
- When comparing responses by gender, female respondents results show the biggest movement. With 'Job Security' decreasing by -15% and 'Company Culture' increasing by +14%. Females appreciate 'Work life balance & Flexible working' and 'Company Culture' higher than male respondents
- Male respondents saw some smaller movements, +6% in 'Job Security' and -7% in 'Leadership that inspires me'. Also noticeable is that male respondents appreciate 'Job Security' higher than female respondents

SUMMARY – WHO I REPORT TO – BY GENDER

When asking respondents about the person they report to...

- 61% of bosses were male -1% YOY, 36% female +1% YOY, the rest preferred not to say, or are non-binary
- As you can see below, for the third year running, the smallest segment is male respondents with female bosses

	Male Respondent Male Boss 2022	Male Respondent Female Boss 2022	Female Respondent Female Boss 2022	Female Respondent Male Boss 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Percentage gender breakdown	34%	12%	25%	28%

- As you can see on slide 11, when analysing the overall scores of the 8 various leadership attribute questions by boss gender, those who report to a female boss rate slightly higher 6.4 +0.3 YOY, than those who report to a male boss 6.2 +0.2 YOY
- Overall, male and female bosses have improved in almost every area. However, the most noticeable improvements are for female bosses, especially the questions...
 - The person I report to is supportive and cares about me as a person, 7.0 +0.5 YOY
 - How would you rate your relationship with the person you report to, 7.2 +0.4 YOY
 - The person I report to inspires me, 6.1 +0.4 YOY
 - The person I report to communicates clearly and regularly, 6.4 +0.4 YOY

SUMMARY – WHO I REPORT TO – BY GENDER

	Those who report to a Male Boss 2021	Those who report to a Male Boss 2022	Change YOY	Overall 2022	Those who report to a Female Boss 2021	Those who report to a Female Boss 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 58% Leader - 42%	Manager - 62% Leader - 38%	-4% Leader	Manager - 58% Leader - 42%	Manager - 58% Leader - 42%	Manager - 51% Leader - 49%	+7% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 8% Leader - 92%	Manager - 8% Leader - 92%	0% Leader	Manager - 8% Leader - 92%	Manager - 8% Leader - 92%	Manager - 7% Leader - 93%	+1% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.1	7.3	0.2	7.2	6.8	7.2	0.4	7.2
The person I report to is a great leader...	5.7	5.8	0.1	5.9	5.8	6.0	0.2	5.9
The person I report to inspires me...	5.6	5.6	0	5.8	5.7	6.1	0.4	5.8
The person I report to is authentic, they actually do what they ask of others...	6.4	6.6	0.2	6.6	6.3	6.6	0.3	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.7	5.8	0.1	5.8	5.8	5.9	0.1	5.8
The person I report to is supportive, and cares about me as a person...	6.6	6.7	0.1	6.8	6.5	7.0	0.5	6.8
The person I report to communicates clearly and regularly...	5.9	6.0	0.1	6.1	6.0	6.4	0.4	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.3	5.5	0.2	5.6	5.7	5.8	0.1	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.0	6.2	0.2	6.2	6.1	6.4	0.3	6.2

SUMMARY – WHO I REPORT TO – *BY GENDER*



The 3 slides that follow (slides 13, 14 & 15) show the 8 leadership attribute questions broken down even further, by respondent and boss gender

Slide 13 - Shows 2022's summary by respondent and boss gender...

- Here you can see that the best gender mix is potentially a female reporting to a female 6.5 +0.5 YOY
- This is a change, as for the last 2 years, males reporting to a females have been rated the highest
- With regards to least favourable, females reporting to males rated least favourable at 6.1 +0.2 YOY, this is the same as last year
- In 2020, females reporting to females rated least favourable. Therefore, it's a big shift for this mix to move from the lowest to the highest rating over the last 3 years

Slide 14 & 15 - Shows the 2021 and 2022 YOY comparisons for...

- Slide 14 - Male respondents, broken down by male and female boss
- Slide 15 - Female respondents, broken down by male and female boss

Most noticeable within these slides are....

- The strong improvement ratings for female respondents with a female boss
- The decline in ratings for male respondents with a female boss

SUMMARY – WHO I REPORT TO BY GENDER

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2022	Male Respondent Female Boss 2022	Female Respondent Female Boss 2022	Female Respondent Male Boss 2022	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...					
Would you describe the person you report to as more of a manager, or a leader?	Manager - 59% Leader - 41%	Manager - 56% Leader - 44%	Manager - 49% Leader - 51%	Manager - 62% Leader - 38%	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 8% Leader - 92%	Manager - 4% Leader - 96%	Manager - 9% Leader - 91%	Manager - 8% Leader - 92%	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.4	7.3	7.2	7.2	7.2
The person I report to is a great leader...	5.9	5.8	6.1	5.8	5.9
The person I report to inspires me...	5.8	5.4	6.3	5.6	5.8
The person I report to is authentic, they actually do what they ask of others...	6.8	6.5	6.7	6.4	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.0	5.4	6.1	5.7	5.8
The person I report to is supportive, and cares about me as a person...	6.9	6.9	7.1	6.7	6.8
The person I report to communicates clearly and regularly...	6.2	6.5	6.4	5.8	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.7	5.7	5.8	5.3	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.3	6.2	6.5	6.1	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 70% No - 30%	Yes - 73% No - 27%	Yes - 70% No - 30%	Yes - 58% No - 42%	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 22% No - 78%	Yes - 24% No - 76%	Yes - 17% No - 83%	Yes - 13% No - 87%	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 29% No - 71%	Yes - 35% No - 65%	Yes - 42% No - 58%	Yes - 38% No - 62%	Yes - 36% No - 64%

MALE RESPONDENTS

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2021	Male Respondent Male Boss 2022	Change YOY	Overall 2022	Male Respondent Female Boss 2021	Male Respondent Female Boss 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 63% Leader - 37%	Manager - 59% Leader - 41%	+4% Leader	Manager - 58% Leader - 42%	Manager - 50% Leader - 50%	Manager - 56% Leader - 44%	-6% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 91%	Manager - 8% Leader - 92%	+1% Leader	Manager - 8% Leader - 92%	Manager - 6% Leader - 94%	Manager - 4% Leader - 96%	+2% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.2	7.4	0.2	7.2	7.1	7.3	0.2	7.2
The person I report to is a great leader...	5.7	5.9	0.2	5.9	6.4	5.8	-0.6	5.9
The person I report to inspires me...	5.6	5.8	0.2	5.8	5.9	5.4	-0.5	5.8
The person I report to is authentic, they actually do what they ask of others...	6.6	6.8	0.2	6.6	6.6	6.5	-0.1	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.8	6.0	0.2	5.8	6.0	5.4	-0.6	5.8
The person I report to is supportive, and cares about me as a person...	6.7	6.9	0.2	6.8	7.1	6.9	-0.2	6.8
The person I report to communicates clearly and regularly...	6.0	6.2	0.2	6.1	6.2	6.5	0.3	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.4	5.7	0.3	5.6	6.0	5.7	-0.3	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.1	6.3	0.2	6.2	6.4	6.2	-0.2	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 61% No - 39%	Yes - 70% No - 30%	+9% Yes	Yes - 67% No - 33%	Yes - 56% No - 44%	Yes - 73% No - 27%	+17% Yes	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 19% No - 81%	Yes - 22% No - 78%	+3% Yes	Yes - 19% No - 81%	Yes - 16% No - 84%	Yes - 24% No - 76%	+8% Yes	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 29% No - 71%	-8% Yes	Yes - 36% No - 64%	Yes - 31% No - 69%	Yes - 35% No - 65%	+4% Yes	Yes - 36% No - 64%

FEMALE RESPONDENTS

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Female Respondent Female Boss 2021	Female Respondent Female Boss 2022	Change YOY	Overall 2022	Female Respondent Male Boss 2021	Female Respondent Male Boss 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 60% Leader - 40%	Manager - 49% Leader - 51%	+11% Leader	Manager - 58% Leader - 42%	Manager - 50% Leader - 50%	Manager - 62% Leader - 38%	-12% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 91%	Manager - 9% Leader - 91%	0% Leader	Manager - 8% Leader - 92%	Manager - 5% Leader - 95%	Manager - 8% Leader - 92%	-3% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	6.8	7.2	0.4	7.2	6.9	7.2	0.3	7.2
The person I report to is a great leader...	5.7	6.1	0.4	5.9	5.6	5.8	0.2	5.9
The person I report to inspires me...	5.7	6.3	0.6	5.8	5.6	5.6	0	5.8
The person I report to is authentic, they actually do what they ask of others...	6.3	6.7	0.4	6.6	6.1	6.4	0.3	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.8	6.1	0.3	5.8	5.5	5.7	0.2	5.8
The person I report to is supportive, and cares about me as a person...	6.4	7.1	0.7	6.8	6.5	6.7	0.2	6.8
The person I report to communicates clearly and regularly...	6.0	6.4	0.4	6.1	5.8	5.8	0	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.6	5.8	0.2	5.6	5.2	5.3	0.1	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.0	6.5	0.5	6.2	5.9	6.1	0.2	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 56% No - 44%	Yes - 70% No - 30%	+14% Yes	Yes - 67% No - 33%	Yes - 54% No - 46%	Yes - 58% No - 42%	+4% Yes	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 17% No - 83%	Yes - 17% No - 83%	0% Yes	Yes - 19% No - 81%	Yes - 17% No - 83%	Yes - 13% No - 87%	-4% Yes	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 44% No - 56%	Yes - 42% No - 58%	-2% Yes	Yes - 36% No - 64%	Yes - 38% No - 62%	Yes - 38% No - 62%	0% Yes	Yes - 36% No - 64%

SUMMARY – WHO I REPORT TO – BY GENDER

In the last 12 months, have you had a performance appraisal?

- This was one of the bigger changes YOY. Overall, 67% have had a performance appraisal in the last 12 months +10% YOY. This is the highest this has been, however, with still 33% not receiving an appraisal, more can be done here. Its great to see males reporting to females up +17% YOY and females reporting to females up +14% YOY though

In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?

- It would also be wonderful if performance feedback was a 2-way street, as 81% still have not had the opportunity to appraise the performance of the person they report to within the last 12 months, +1% YOY

In the last 12 months, have you considered leaving your job because of the person you report to?

- Overall, 64% haven't considered leaving their job because of the person they report to, although, 36% (-3% YOY) is still a high number to have considered it. Interestingly, females reporting to females are most likely to have considered leaving 42% said yes, and males reported to males are least likely to consider leaving, 29% said yes

	Male Respondent Male Boss 2021	Male Respondent Male Boss 2022	Change YOY	Female Respondent Female Boss 2021	Female Respondent Female Boss 2022	Change YOY
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
In the last 12 months, have you had a performance appraisal?	Yes - 61% No - 39%	Yes - 70% No - 30%	+9% Yes	Yes - 56% No - 44%	Yes - 73% No - 27%	+17% Yes
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 19% No - 81%	Yes - 22% No - 78%	+3% Yes	Yes - 16% No - 84%	Yes - 24% No - 76%	+8% Yes
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 29% No - 71%	-8% Yes	Yes - 31% No - 69%	Yes - 35% No - 65%	+4% Yes

	Female Respondent Female Boss 2021	Female Respondent Female Boss 2022	Change YOY	Male Respondent Male Boss 2021	Male Respondent Male Boss 2022	Change YOY
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
In the last 12 months, have you had a performance appraisal?	Yes - 56% No - 44%	Yes - 70% No - 30%	+14% Yes	Yes - 54% No - 46%	Yes - 58% No - 42%	+4% Yes
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 17% No - 83%	Yes - 17% No - 83%	0% Yes	Yes - 17% No - 83%	Yes - 13% No - 87%	-4% Yes
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 44% No - 56%	Yes - 42% No - 58%	-2% Yes	Yes - 38% No - 62%	Yes - 38% No - 62%	0% Yes

SUMMARY – MY LEADERSHIP & CLIMATE CHANGE VIEWS

Rate yourself as a leader

- Overall, when respondents rated themselves as a leader, the average was 7.1, +0.1 YOY (*has been 7.0 the last 2 years*)
- Male respondents once again rated themselves more highly, at 7.1, static YOY, whilst females rated themselves 6.8 +0.1 YOY
- Once again, those at board level rate themselves the highest, 7.5, followed by senior level 7.2, middle level 6.5, then junior level 5.8. All fairly similar ratings to last year, the biggest change being a continued decrease for junior level respondents -0.2 YOY, meaning they have dropped -0.5 since 2020
- Those who don't report to anyone rated themselves a 7.5, +0.1 YOY

Do you believe the leadership of your organisation are taking the challenges of climate change seriously enough?

- Overall, 53% of respondents said that they did not think their organisation was taking the challenges of climate change seriously enough
- Female respondents rated the most negatively, 56% did not think their organisation was taking the challenges of climate change seriously enough, compared to 47% of male respondents
- Additionally, different seniority levels varied slightly when thinking climate change was not taken seriously; middle level 57%, junior level 53%, senior level 51%, board level 47%



	Overall 2020	Overall 2021	Overall 2022	Change YOY 2021-2022
	Average Score	Average Score	Average Score	Average Score
Do you report to someone?	Yes - 81% No - 19%	Yes - 78% No - 22%	Yes - 76% No - 24%	-2% Yes
The person I report to is...	Male - 64% Female - 33% Prefer not to say - 3% Non-Binary - 0%	Male - 62% Female - 35% Prefer not to say - 3% Non-Binary - 0%	Male - 61% Female - 36% Prefer not to say - 3% Non-Binary - 0%	Male - -1% Female - +1% Prefer not to say - 0% Non-Binary - 0%

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

Overall 2020	Overall 2021	Overall 2022	Change YOY 2021-2022
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	Average Score	Average Score	Average Score	Average Score
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My Organisation...				
How would you rate the overall quality of leadership within your organisation?	6.1	6.0	6.0	0
How would you rate the overall culture within your organisation?	6.3	6.1	6.2	0.1
How diverse are the Senior Management Team within your organisation?	5.1	4.8	5.2	0.4
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 49% Leader - 51%	Manager - 50% Leader - 50%	Manager - 45% Leader - 55%	+5% Leader

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

Overall 2020	Overall 2021	Overall 2022	Change YOY 2021-2022
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	Average Score	Average Score	Average Score	Average Score
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Who I Report To...				
Would you describe the person you report to as more of a manager, or a leader?	Manager - 60% Leader - 40%	Manager - 59% Leader - 42%	Manager - 58% Leader - 42%	0% Leader
Would you prefer to work for a manager, or a leader?	Manager - 10% Leader - 91%	Manager - 8% Leader - 92%	Manager - 8% Leader - 92%	0% Leader
How would you rate your relationship with the person you report to?	7.0	7.0	7.2	0.2
The person I report to is a great leader...	5.8	5.7	5.9	0.2
The person I report to inspires me...	5.6	5.6	5.8	0.2
The person I report to is authentic, they actually do what they ask of others...	6.3	6.4	6.6	0.2
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.7	5.7	5.8	0.1
The person I report to is supportive, and cares about me as a person...	6.6	6.6	6.8	0.2
The person I report to communicates clearly and regularly...	6.0	6.0	6.1	0.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.5	5.5	5.6	0.1
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.1	6.1	6.2	0.1
In the last 12 months, have you had a performance appraisal?	Yes - 60% No - 41%	Yes - 57% No - 43%	Yes - 67% No - 33%	+10% Yes
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 25% No - 75%	Yes - 18% No - 82%	Yes - 19% No - 81%	+1% Yes
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 39% No - 61%	Yes - 36% No - 64%	-3% Yes

Job Satisfaction & My Leadership & Climate Change Views...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

Overall 2020	Overall 2021	Overall 2022	Change YOY 2021-2022
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Average Score	Average Score	Average Score	Average Score
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Job Satisfaction, My Leadership & Climate Change...

	Work life balance & flexible working - 63%	Work life balance & flexible working - 66%	Work life balance & flexible working - 66%	Work life balance & flexible working - 0%
	Leadership that inspires me - 55%	Leadership that inspires me - 56%	Leadership that inspires me - 51%	Leadership that inspires me - -5%
	An organisation with values that align with my own - 49%	An organisation with values that align with my own - 44%	An organisation with values that align with my own - 45%	An organisation with values that align with my own - +1%
	Salary & Benefits - 49%	Salary & Benefits - 49%	Salary & Benefits - 49%	Salary & Benefits - 0%
	Company Culture - 36%	Company Culture - 36%	Company Culture - 45%	Company Culture - +9%
	Development & Progression - 31%	Development & Progression - 30%	Development & Progression - 31%	Development & Progression - +1%
	Job Security - 18%	Job Security - 20%	Job Security - 14%	Job Security - -6%
Of the options below, which 3 would give you the greatest job satisfaction?				
Overall, how would you rate yourself as a leader? (also includes those who don't report to anyone)	7.0	7.0	7.1	0.1
Do you believe the leadership of your organisation are taking the challenges of climate change seriously enough?	n/a	n/a	Yes - 47% No - 53%	n/a

Demographic...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

Overall 2020	Overall 2021	Overall 2022	Change YOY 2021-2022
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	Average Score	Average Score	Average Score	Average Score
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Demographic...				
Within your organisation, are you...	Board Level - 24% Senior Level - 30% Middle Level - 34% Junior Level - 11%	Board Level - 25% Senior Level - 34% Middle Level - 32% Junior Level - 9%	Board Level - 28% Senior Level - 40% Middle Level - 26% Junior Level - 6%	Board Level - +3% Senior Level - +6% Middle Level - -6% Junior Level - -3%
What size is your organisation?	501+ - 20% 251-500 - 11% 101-250 - 16% 26-100 - 27% 25 or less - 27%	501+ - 20% 251-500 - 10% 101-250 - 15% 26-100 - 27% 25 or less - 28%	501+ - 26% 251-500 - 12% 101-250 - 13% 26-100 - 24% 25 or less - 25%	501+ - +6% 251-500 - +2% 101-250 - -2% 26-100 - -3% 25 or less - -3%
Are you...	Male - 47% Female - 48% Prefer not to say - 4% Non-Binary - 1%	Male - 47% Female - 48% Prefer not to say - 5% Non-Binary - 0%	Male - 48% Female - 48% Prefer not to say - 3% Non-Binary - 0%	Male - +1% Female - 0% Prefer not to say - -2% Non-Binary - 0%
Which of the following age brackets do you fall into?	16-23 - 3% 24-39 - 24% 40-55 - 48% 56-74 - 22% 75+ - 0% Prefer not to say - 4%	16-23 - 2% 24-39 - 20% 40-55 - 47% 56-74 - 25% 75+ - 1% Prefer not to say - 5%	16-23 - 1% 24-39 - 19% 40-55 - 53% 56-74 - 24% 75+ - 0% Prefer not to say - 3%	16-23 - -1% 24-39 - -1% 40-55 - +6% 56-74 - -1% 75+ - -1% Prefer not to say - -2%



Respondent Gender

	Male Respondents 2021	Male Respondents 2022	Change YOY	Overall 2022	Female Respondents 2021	Female Respondents 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Are you...	47%	48%	+1%	Male - 48% Female - 48% Prefer not to say - 3% Non-Binary - 0%	48%	48%	0%	Male - 48% Female - 48% Prefer not to say - 3% Non-Binary - 0%

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondents 2021	Male Respondents 2022	Change YOY	Overall 2022	Female Respondents 2021	Female Respondents 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
My Organisation...								
How would you rate the overall quality of leadership within your organisation?	6.0	6.1	0.1	6.0	6.0	6.1	0.1	6.0
How would you rate the overall culture within your organisation?	6.1	6.2	0.1	6.2	6.1	6.3	0.2	6.2
How diverse are the Senior Management Team within your organisation?	4.8	5.5	0.7	5.2	4.8	4.9	0.1	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 50% Leader - 50%	Manager - 49% Leader - 51%	+1% Leader	Manager - 45% Leader - 55%	Manager - 49% Leader - 51%	Manager - 38% Leader - 62%	+11% Leader	Manager - 45% Leader - 55%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondents 2021	Male Respondents 2022	Change YOY	Overall 2022	Female Respondents 2021	Female Respondents 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 61% Leader - 39%	Manager - 58% Leader - 42%	+3% Leader	Manager - 58% Leader - 42%	Manager - 55% Leader - 45%	Manager - 56% Leader - 44%	-1% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 8% Leader - 92%	Manager - 7% Leader - 93%	+1% Leader	Manager - 8% Leader - 92%	Manager - 7% Leader - 93%	Manager - 8% Leader - 92%	-1% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.2	7.4	0.2	7.2	6.8	7.2	0.4	7.2
The person I report to is a great leader...	5.8	5.9	0.1	5.9	5.6	6.0	0.4	5.9
The person I report to inspires me...	5.6	5.7	0.1	5.8	5.7	6.0	0.3	5.8
The person I report to is authentic, they actually do what they ask of others...	6.5	6.7	0.2	6.6	6.2	6.6	0.4	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.8	5.8	0	5.8	5.7	5.9	0.2	5.8
The person I report to is supportive, and cares about me as a person...	6.8	6.9	0.1	6.8	6.5	6.9	0.4	6.8
The person I report to communicates clearly and regularly...	6.1	6.3	0.2	6.1	5.9	6.1	0.2	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.5	5.7	0.2	5.6	5.4	5.6	0.2	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.2	6.3	0.1	6.2	6.0	6.3	0.3	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 60% No - 40%	Yes - 70% No - 30%	+10% Yes	Yes - 67% No - 33%	Yes - 54% No - 46%	Yes - 64% No - 36%	+10% Yes	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 19% No - 81%	Yes - 23% No - 77%	+4% Yes	Yes - 19% No - 81%	Yes - 17% No - 83%	Yes - 16% No - 84%	-1% Yes	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 36% No - 64%	Yes - 30% No - 70%	-6% Yes	Yes - 36% No - 64%	Yes - 41% No - 59%	Yes - 40% No - 60%	-1% Yes	Yes - 36% No - 64%

Job Satisfaction & My Leadership & Climate Change Views...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondents 2021	Male Respondents 2022	Change YOY	Overall 2022	Female Respondents 2021	Female Respondents 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Job Satisfaction, My Leadership & Climate Change...								
	Work life balance & flexible working - 60%	Work life balance & flexible working - 59%	Work life balance & flexible working - 1%	Work life balance & flexible working - 66%	Work life balance & flexible working - 70%	Work life balance & flexible working - 71%	Work life balance & flexible working - +1%	Work life balance & flexible working - 66%
	Leadership that inspires me - 58%	Leadership that inspires me - 51%	Leadership that inspires me - -7%	Leadership that inspires me - 51%	Leadership that inspires me - 55%	Leadership that inspires me - 52%	Leadership that inspires me - -3%	Leadership that inspires me - 51%
	An organisation with values that align with my own - 44%	An organisation with values that align with my own - 44%	An organisation with values that align with my own - 0%	An organisation with values that align with my own - 45%	An organisation with values that align with my own - 44%	An organisation with values that align with my own - 47%	An organisation with values that align with my own - +3%	An organisation with values that align with my own - 45%
	Salary & Benefits - 52%	Salary & Benefits - 51%	Salary & Benefits - -1%	Salary & Benefits - 49%	Salary & Benefits - 47%	Salary & Benefits - 45%	Salary & Benefits - -2%	Salary & Benefits - 49%
	Company Culture - 38%	Company Culture - 40%	Company Culture - +2%	Company Culture - 45%	Company Culture - 35%	Company Culture - 49%	Company Culture - +14%	Company Culture - 45%
	Development & Progression - 31%	Development & Progression - 32%	Development & Progression - +1%	Development & Progression - 31%	Development & Progression - 28%	Development & Progression - 30%	Development & Progression - +2%	Development & Progression - 31%
Of the options below, which 3 would give you the greatest job satisfaction?	Job Security - 17%	Job Security - 23%	Job Security - +6%	Job Security - 14%	Job Security - 21%	Job Security - 6%	Job Security - -15%	Job Security - 14%
Overall, how would you rate yourself as a leader?	7.1	7.1	0	7.1	6.7	6.8	0.1	7.1
Do you believe the leadership of your organisation are taking the challenges of climate change seriously enough?	n/a	Yes - 53% No - 47%	n/a	Yes - 47% No - 53%	n/a	Yes - 44% No - 56%	n/a	Yes - 47% No - 53%



Boss Gender

	Those who report to a Male Boss 2021	Those who report to a Male Boss 2022	Change YOY	Overall 2022	Those who report to a Female Boss 2021	Those who report to a Female Boss 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Percentage gender breakdown	62%	61%	-1%	n/a	35%	36%	+1%	n/a

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Those who report to a Male Boss 2021	Those who report to a Male Boss 2022	Change YOY	Overall 2022	Those who report to a Female Boss 2021	Those who report to a Female Boss 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Organisation...								
How would you rate the overall quality of leadership within your organisation?	5.9	6.0	0.1	6.0	6.0	6.2	0.2	6.0
How would you rate the overall culture within your organisation?	6.1	6.2	0.1	6.2	6.1	6.3	0.2	6.2
How diverse are the Senior Management Team within your organisation?	4.6	4.9	0.3	5.2	5.2	5.5	0.3	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 48% Leader - 52%	Manager - 49% Leader - 51%	-1% Leader	Manager - 45% Leader - 55%	Manager - 53% Leader - 47%	Manager - 38% Leader - 62%	+15% Leader	Manager - 45% Leader - 55%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Those who report to a Male Boss 2021	Those who report to a Male Boss 2022	Change YOY	Overall 2022	Those who report to a Female Boss 2021	Those who report to a Female Boss 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 58% Leader - 42%	Manager - 62% Leader - 38%	-4% Leader	Manager - 58% Leader - 42%	Manager - 58% Leader - 42%	Manager - 51% Leader - 49%	+7% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 8% Leader - 92%	Manager - 8% Leader - 92%	0% Leader	Manager - 8% Leader - 92%	Manager - 8% Leader - 92%	Manager - 7% Leader - 93%	+1% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.1	7.3	0.2	7.2	6.8	7.2	0.4	7.2
The person I report to is a great leader...	5.7	5.8	0.1	5.9	5.8	6.0	0.2	5.9
The person I report to inspires me...	5.6	5.6	0	5.8	5.7	6.1	0.4	5.8
The person I report to is authentic, they actually do what they ask of others...	6.4	6.6	0.2	6.6	6.3	6.6	0.3	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.7	5.8	0.1	5.8	5.8	5.9	0.1	5.8
The person I report to is supportive, and cares about me as a person...	6.6	6.7	0.1	6.8	6.5	7.0	0.5	6.8
The person I report to communicates clearly and regularly...	5.9	6.0	0.1	6.1	6.0	6.4	0.4	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.3	5.5	0.2	5.6	5.7	5.8	0.1	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.0	6.2	0.2	6.2	6.1	6.4	0.3	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 59% No - 41%	Yes - 65% No - 35%	+6% Yes	Yes - 67% No - 33%	Yes - 55% No - 45%	Yes - 71% No - 29%	+16% Yes	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 18% No - 82%	Yes - 18% No - 82%	0% Yes	Yes - 19% No - 81%	Yes - 17% No - 83%	Yes - 19% No - 81%	+2% Yes	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 38% No - 63%	Yes - 34% No - 66%	-4% Yes	Yes - 36% No - 64%	Yes - 42% No - 58%	Yes - 39% No - 61%	-3% Yes	Yes - 36% No - 64%

My Leadership...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

Those who report to a Male Boss 2021	Those who report to a Male Boss 2022	Change YOY	Overall 2022	Those who report to a Female Boss 2021	Those who report to a Female Boss 2022	Change YOY	Overall 2022
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Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
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My Leadership...								
Overall, how would you rate yourself as a leader?	7.0	7.0	0	7.1	6.7	6.8	0.1	7.1



**2022
Respondent
&
Boss
Breakdown**

	Male Respondent Male Boss 2022	Male Respondent Female Boss 2022	Female Respondent Female Boss 2022	Female Respondent Male Boss 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Percentage gender breakdown	34%	12%	25%	28%

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2022	Male Respondent Female Boss 2022	Female Respondent Female Boss 2022	Female Respondent Male Boss 2022	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Organisation...					
How would you rate the overall quality of leadership within your organisation?	6.1	6.1	6.3	5.9	6.0
How would you rate the overall culture within your organisation?	6.2	6.2	6.3	6.2	6.2
How diverse are the Senior Management Team within your organisation?	5.2	6.4	5.2	4.6	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 50% Leader - 50%	Manager - 45% Leader - 55%	Manager - 33% Leader - 67%	Manager - 44% Leader - 56%	Manager - 45% Leader - 55%

Who I Report To...

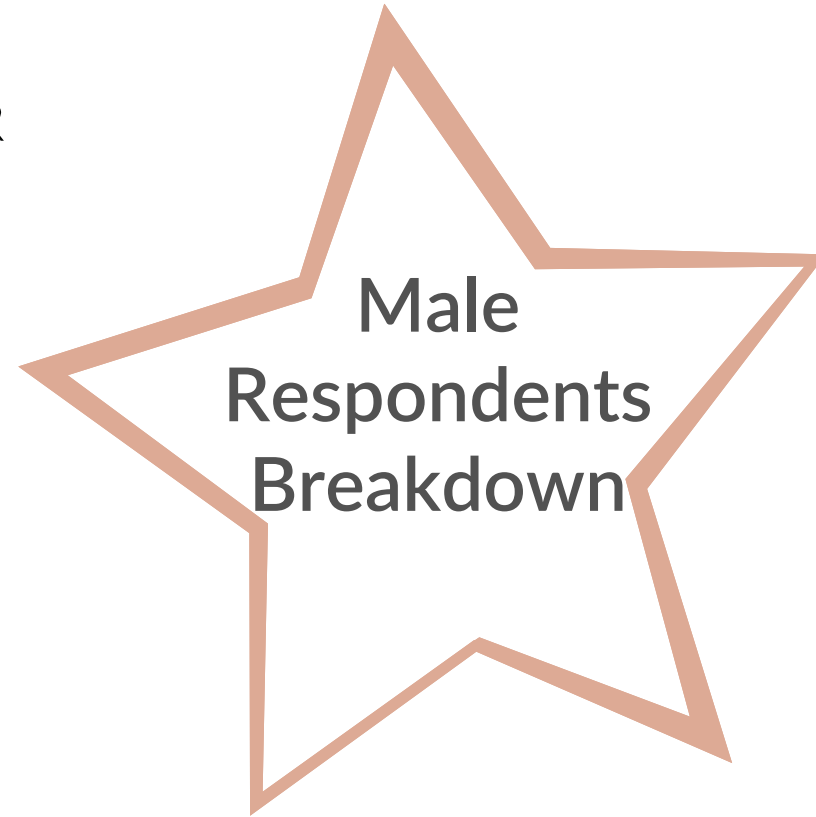
Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2022	Male Respondent Female Boss 2022	Female Respondent Female Boss 2022	Female Respondent Male Boss 2022	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...					
Would you describe the person you report to as more of a manager, or a leader?	Manager - 59% Leader - 41%	Manager - 56% Leader - 44%	Manager - 49% Leader - 51%	Manager - 62% Leader - 38%	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 8% Leader - 92%	Manager - 4% Leader - 96%	Manager - 9% Leader - 91%	Manager - 8% Leader - 92%	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.4	7.3	7.2	7.2	7.2
The person I report to is a great leader...	5.9	5.8	6.1	5.8	5.9
The person I report to inspires me...	5.8	5.4	6.3	5.6	5.8
The person I report to is authentic, they actually do what they ask of others...	6.8	6.5	6.7	6.4	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.0	5.4	6.1	5.7	5.8
The person I report to is supportive, and cares about me as a person...	6.9	6.9	7.1	6.7	6.8
The person I report to communicates clearly and regularly...	6.2	6.5	6.4	5.8	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.7	5.7	5.8	5.3	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.3	6.2	6.5	6.1	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 70% No - 30%	Yes - 73% No - 27%	Yes - 70% No - 30%	Yes - 58% No - 42%	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 22% No - 78%	Yes - 24% No - 76%	Yes - 17% No - 83%	Yes - 13% No - 87%	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 29% No - 71%	Yes - 35% No - 65%	Yes - 42% No - 58%	Yes - 38% No - 62%	Yes - 36% No - 64%

My Leadership...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2022	Male Respondent Female Boss 2022	Female Respondent Female Boss 2022	Female Respondent Male Boss 2022	Overall 2022
<i>Average Score</i>					
My Leadership...					
Overall, how would you rate yourself as a leader?	7.1	6.9	6.8	6.9	7.1



Male Respondents Breakdown

	Male Respondent Male Boss 2021	Male Respondent Male Boss 2022	Change YOY	Overall 2022		Male Respondent Female Boss 2021	Male Respondent Female Boss 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score		Average Score	Average Score	Average Score	Average Score
Percentage gender breakdown	38%	34%	-4%	n/a		7%	12%	+5%	n/a

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2021	Male Respondent Male Boss 2022	Change YOY	Overall 2022		Male Respondent Female Boss 2021	Male Respondent Female Boss 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score		Average Score	Average Score	Average Score	Average Score
My Organisation...									
How would you rate the overall quality of leadership within your organisation?	6.0	6.1	0.1	6.0		6.2	6.1	-0.1	6.0
How would you rate the overall culture within your organisation?	6.2	6.2	0	6.2		6.1	6.2	0.1	6.2
How diverse are the Senior Management Team within your organisation?	4.6	5.2	0.6	5.2		5.6	6.4	0.8	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 48% Leader - 52%	Manager - 50% Leader - 50%	-2% Leader	Manager - 45% Leader - 55%		Manager - 50% Leader - 50%	Manager - 45% Leader - 55%	+5% Leader	Manager - 45% Leader - 55%

Who I Report To...

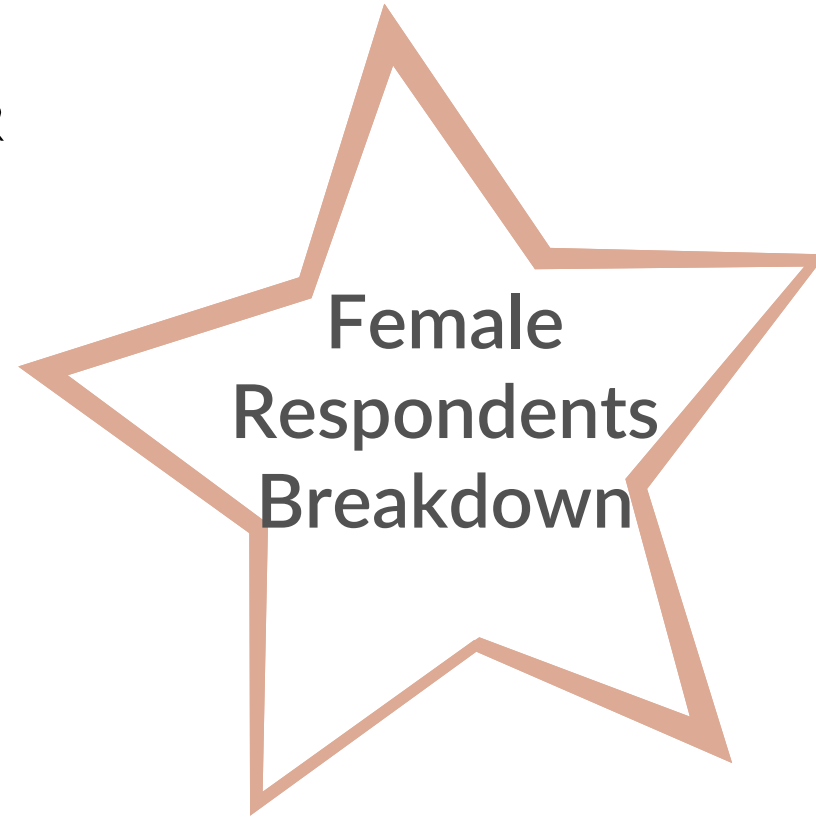
Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2021	Male Respondent Male Boss 2022	Change YOY	Overall 2022	Male Respondent Female Boss 2021	Male Respondent Female Boss 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 63% Leader - 37%	Manager - 59% Leader - 41%	+4% Leader	Manager - 58% Leader - 42%	Manager - 50% Leader - 50%	Manager - 56% Leader - 44%	-6% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 91%	Manager - 8% Leader - 92%	+1% Leader	Manager - 8% Leader - 92%	Manager - 6% Leader - 94%	Manager - 4% Leader - 96%	+2% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.2	7.4	0.2	7.2	7.1	7.3	0.2	7.2
The person I report to is a great leader...	5.7	5.9	0.2	5.9	6.4	5.8	-0.6	5.9
The person I report to inspires me...	5.6	5.8	0.2	5.8	5.9	5.4	-0.5	5.8
The person I report to is authentic, they actually do what they ask of others...	6.6	6.8	0.2	6.6	6.6	6.5	-0.1	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.8	6.0	0.2	5.8	6.0	5.4	-0.6	5.8
The person I report to is supportive, and cares about me as a person...	6.7	6.9	0.2	6.8	7.1	6.9	-0.2	6.8
The person I report to communicates clearly and regularly...	6.0	6.2	0.2	6.1	6.2	6.5	0.3	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.4	5.7	0.3	5.6	6.0	5.7	-0.3	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.1	6.3	0.2	6.2	6.4	6.2	-0.2	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 61% No - 39%	Yes - 70% No - 30%	+9% Yes	Yes - 67% No - 33%	Yes - 56% No - 44%	Yes - 73% No - 27%	+17% Yes	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 19% No - 81%	Yes - 22% No - 78%	+3% Yes	Yes - 19% No - 81%	Yes - 16% No - 84%	Yes - 24% No - 76%	+8% Yes	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 29% No - 71%	-8% Yes	Yes - 36% No - 64%	Yes - 31% No - 69%	Yes - 35% No - 65%	+4% Yes	Yes - 36% No - 64%

My Leadership...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2021	Male Respondent Male Boss 2022	Change YOY	Overall 2022		Male Respondent Female Boss 2021	Male Respondent Female Boss 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>		<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership...									
Overall, how would you rate yourself as a leader?	7.2	7.1	-0.1	7.1		6.8	6.9	0.1	7.1



Female Respondents Breakdown

	Female Respondent Female Boss 2021	Female Respondent Female Boss 2022	Change YOY	Overall 2022		Female Respondent Male Boss 2021	Female Respondent Male Boss 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	Average Score		<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	Average Score
Percentage gender breakdown	29%	25%	-4%	n/a		26%	28%	+2%	n/a

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Female Respondent Female Boss 2021	Female Respondent Female Boss 2022	Change YOY	Overall 2022	Female Respondent Male Boss 2021	Female Respondent Male Boss 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
My Organisation...								
How would you rate the overall quality of leadership within your organisation?	6.1	6.3	0.2	6.0	5.8	5.9	0.1	6.0
How would you rate the overall culture within your organisation?	6.1	6.3	0.2	6.2	6.1	6.2	0.1	6.2
How diverse are the Senior Management Team within your organisation?	5.1	5.2	0.1	5.2	4.5	4.6	0.1	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 52% Leader - 48%	Manager - 33% Leader - 67%	+19% Leader	Manager - 45% Leader - 55%	Manager - 46% Leader - 54%	Manager - 44% Leader - 56%	+2% Leader	Manager - 45% Leader - 55%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Female Respondent Female Boss 2021	Female Respondent Female Boss 2022	Change YOY	Overall 2022	Female Respondent Male Boss 2021	Female Respondent Male Boss 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 60% Leader - 40%	Manager - 49% Leader - 51%	+11% Leader	Manager - 58% Leader - 42%	Manager - 50% Leader - 50%	Manager - 62% Leader - 38%	-12% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 91%	Manager - 9% Leader - 91%	0% Leader	Manager - 8% Leader - 92%	Manager - 5% Leader - 95%	Manager - 8% Leader - 92%	-3% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	6.8	7.2	0.4	7.2	6.9	7.2	0.3	7.2
The person I report to is a great leader...	5.7	6.1	0.4	5.9	5.6	5.8	0.2	5.9
The person I report to inspires me...	5.7	6.3	0.6	5.8	5.6	5.6	0	5.8
The person I report to is authentic, they actually do what they ask of others...	6.3	6.7	0.4	6.6	6.1	6.4	0.3	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.8	6.1	0.3	5.8	5.5	5.7	0.2	5.8
The person I report to is supportive, and cares about me as a person...	6.4	7.1	0.7	6.8	6.5	6.7	0.2	6.8
The person I report to communicates clearly and regularly...	6.0	6.4	0.4	6.1	5.8	5.8	0	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.6	5.8	0.2	5.6	5.2	5.3	0.1	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.0	6.5	0.5	6.2	5.9	6.1	0.2	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 56% No - 44%	Yes - 70% No - 30%	+14% Yes	Yes - 67% No - 33%	Yes - 54% No - 46%	Yes - 58% No - 42%	+4% Yes	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 17% No - 83%	Yes - 17% No - 83%	0% Yes	Yes - 19% No - 81%	Yes - 17% No - 83%	Yes - 13% No - 87%	-4% Yes	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 44% No - 56%	Yes - 42% No - 58%	-2% Yes	Yes - 36% No - 64%	Yes - 38% No - 62%	Yes - 38% No - 62%	0% Yes	Yes - 36% No - 64%

My Leadership...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Female Respondent Female Boss 2021	Female Respondent Female Boss 2022	Change YOY	Overall 2022	Female Respondent Male Boss 2021	Female Respondent Male Boss 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership...								
Overall, how would you rate yourself as a leader?	6.6	6.8	0.2	7.1	6.8	6.9	0.1	7.1



**Seniority
Level:
*Board***

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Board Level 2021	Board Level 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Organisation...				
How would you rate the overall quality of leadership within your organisation?	6.9	6.5	-0.4	6.0
How would you rate the overall culture within your organisation?	6.8	6.8	0	6.2
How diverse are the Senior Management Team within your organisation?	5.5	5.8	0.3	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 41% Leader - 59%	Manager - 35% Leader - 65%	+6% Leader	Manager - 45% Leader - 55%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Board Level 2021	Board Level 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score
Who I Report To...				
Would you describe the person you report to as more of a manager, or a leader?	Manager - 38% Leader - 63%	Manager - 40% Leader - 60%	-3% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 5% Leader - 95%	Manager - 4% Leader - 96%	+1% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.7	7.7	0	7.2
The person I report to is a great leader...	6.5	6.7	0.2	5.9
The person I report to inspires me...	6.4	6.6	0.2	5.8
The person I report to is authentic, they actually do what they ask of others...	7.1	7.4	0.3	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.7	6.6	-0.1	5.8
The person I report to is supportive, and cares about me as a person...	7.3	7.2	-0.1	6.8
The person I report to communicates clearly and regularly...	6.5	6.7	0.2	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.6	6.1	0.5	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.7	6.9	0.2	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 54% No - 46%	Yes - 65% No - 35%	+11% Yes	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 23% No - 77%	Yes - 26% No - 74%	+3% Yes	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 29% No - 71%	Yes - 37% No - 63%	+8% Yes	Yes - 36% No - 64%

My Leadership & Climate Change Views...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Board Level 2021	Board Level 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership...				
Overall, how would you rate yourself as a leader?	7.6	7.5	-0.1	7.1
Challenges of Climate Change...				
Do you believe the leadership of your organisation are taking the challenges of climate change seriously enough?	n/a	Yes - 53% No - 47%	n/a	Yes - 47% No - 53%



**Seniority
Level:
*Senior***

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Senior Level 2021	Senior Level 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Organisation...				
How would you rate the overall quality of leadership within your organisation?	6.0	6.1	0.1	6.0
How would you rate the overall culture within your organisation?	6.0	6.2	0.2	6.2
How diverse are the Senior Management Team within your organisation?	4.7	5.0	0.3	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 42% Leader - 58%	Manager - 44% Leader - 56%	-2% Leader	Manager - 45% Leader - 55%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Senior Level 2021	Senior Level 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score
Who I Report To...				
Would you describe the person you report to as more of a manager, or a leader?	Manager - 58% Leader - 42%	Manager - 54% Leader - 46%	+4% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 6% Leader - 94%	Manager - 5% Leader - 95%	+1% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	6.9	7.3	0.4	7.2
The person I report to is a great leader...	5.7	6.0	0.3	5.9
The person I report to inspires me...	5.6	5.9	0.3	5.8
The person I report to is authentic, they actually do what they ask of others...	6.5	6.6	0.1	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.8	6.0	0.2	5.8
The person I report to is supportive, and cares about me as a person...	6.6	7.0	0.4	6.8
The person I report to communicates clearly and regularly...	6.0	6.2	0.2	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.4	5.6	0.2	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.1	6.3	0.2	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 56% No - 44%	Yes - 67% No - 33%	+11% Yes	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 18% No - 82%	Yes - 23% No - 77%	+5% Yes	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 42% No - 58%	Yes - 36% No - 64%	-6% Yes	Yes - 36% No - 64%

My Leadership & Climate Change Views...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Senior Level 2021	Senior Level 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership...				
Overall, how would you rate yourself as a leader?	7.2	7.2	0	7.1
Challenges of Climate Change...				
Do you believe the leadership of your organisation are taking the challenges of climate change seriously enough?	n/a	Yes - 49% No - 51%	n/a	Yes - 47% No - 53%



Seniority
Level:
Middle

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Middle Level 2021	Middle Level 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score
My Organisation...				
How would you rate the overall quality of leadership within your organisation?	5.7	5.7	0	6.0
How would you rate the overall culture within your organisation?	6.0	5.9	-0.1	6.2
How diverse are the Senior Management Team within your organisation?	4.8	5.1	0.3	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 58% Leader - 42%	Manager - 47% Leader - 53%	+11% Leader	Manager - 45% Leader - 55%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Middle Level 2021	Middle Level 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score
Who I Report To...				
Would you describe the person you report to as more of a manager, or a leader?	Manager - 66% Leader - 34%	Manager - 70% Leader - 30%	-4% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 91%	Manager - 12% Leader - 88%	-3% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	6.7	6.9	0.2	7.2
The person I report to is a great leader...	5.4	5.3	-0.1	5.9
The person I report to inspires me...	5.3	5.2	-0.1	5.8
The person I report to is authentic, they actually do what they ask of others...	6.0	6.2	0.2	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.4	5.3	-0.1	5.8
The person I report to is supportive, and cares about me as a person...	6.2	6.5	0.3	6.8
The person I report to communicates clearly and regularly...	5.7	5.7	0	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	5.3	5.2	-0.1	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	5.8	5.8	0	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 56% No - 44%	Yes - 66% No - 34%	+10% Yes	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 16% No - 84%	Yes - 12% No - 88%	-4% Yes	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 44% No - 56%	Yes - 37% No - 63%	-7% Yes	Yes - 36% No - 64%

My Leadership & Climate Change Views...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Middle Level 2021	Middle Level 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership...				
Overall, how would you rate yourself as a leader?	6.6	6.5	-0.1	7.1
Challenges of Climate Change...				
Do you believe the leadership of your organisation are taking the challenges of climate change seriously enough?	n/a	Yes - 43% No - 57%	n/a	Yes - 47% No - 53%



**Seniority
Level:
*Junior***

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Junior Level 2021	Junior Level 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Organisation...				
How would you rate the overall quality of leadership within your organisation?	6.2	6.1	-0.1	6.0
How would you rate the overall culture within your organisation?	6.0	6.4	0.4	6.2
How diverse are the Senior Management Team within your organisation?	5.0	5.4	0.4	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 56% Leader - 44%	Manager - 56% Leader - 44%	0% Leader	Manager - 45% Leader - 55%

Who I Report To...


Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Junior Level 2021	Junior Level 2022	Change YOY	Overall 2022
	Average Score	Average Score	Average Score	Average Score
Who I Report To...				
Would you describe the person you report to as more of a manager, or a leader?	Manager - 56% Leader - 44%	Manager - 59% Leader - 41%	-3% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 15% Leader - 85%	Manager - 15% Leader - 85%	0% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.5	7.6	0.1	7.2
The person I report to is a great leader...	6.3	6.4	0.1	5.9
The person I report to inspires me...	6.4	6.1	-0.3	5.8
The person I report to is authentic, they actually do what they ask of others...	6.8	7.1	0.3	6.6
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.0	6.1	0.1	5.8
The person I report to is supportive, and cares about me as a person...	7.3	7.0	-0.3	6.8
The person I report to communicates clearly and regularly...	6.6	6.8	0.2	6.1
The person I report to gives me regular feedback on my performance, and helps me improve...	6.3	6.1	-0.2	5.6
Average of the 8 questions above (9 questions in 2020 & 2021 - Covid specific question was removed in 2022)	6.7	6.7	0	6.2
In the last 12 months, have you had a performance appraisal?	Yes - 67% No - 33%	Yes - 71% No - 29%	+4% Yes	Yes - 67% No - 33%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 19% No - 81%	Yes - 9% No - 91%	-10% Yes	Yes - 19% No - 81%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 19% No - 81%	Yes - 26% No - 74%	+7% Yes	Yes - 36% No - 64%

My Leadership & Climate Change Views...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Junior Level 2021	Junior Level 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership...				
Overall, how would you rate yourself as a leader?	6.0	5.8	-0.2	7.1
Challenges of Climate Change...				
Do you believe the leadership of your organisation are taking the challenges of climate change seriously enough?	n/a	Yes - 47% No - 53%	n/a	Yes - 47% No - 53%



Those who
don't report
to anyone

Those Who Don't Report To Anyone...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Those who don't report to anyone 2021	Those who don't report to anyone 2022	Change YOY	Overall 2022
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Do you report to someone?	Yes - 78% No - 22%	Yes - 76% No - 24%	-2% Reporting to someone	Yes - 76% No - 24%
	My Leadership...			
Overall, how would you rate yourself as a leader?	7.4	7.5	0.1	7.1



LEADERSHIP
JERSEY



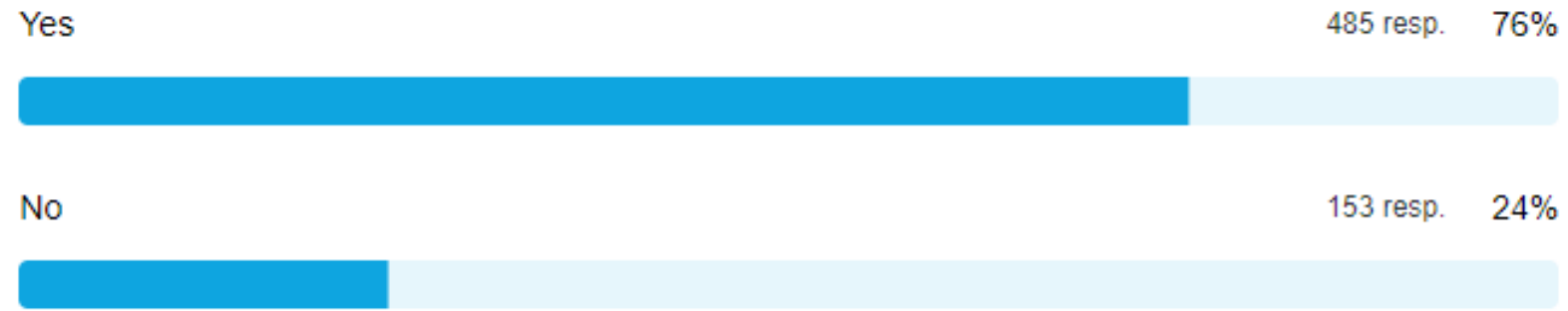
Law At Work
The right advice



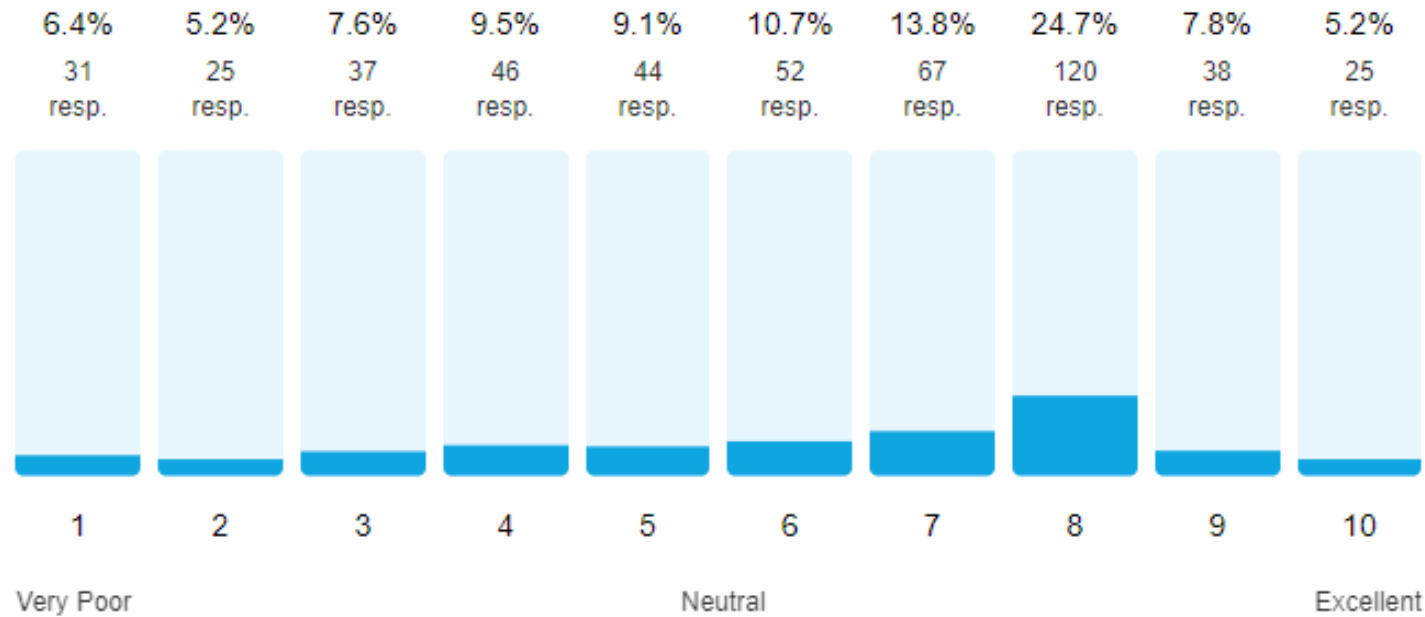
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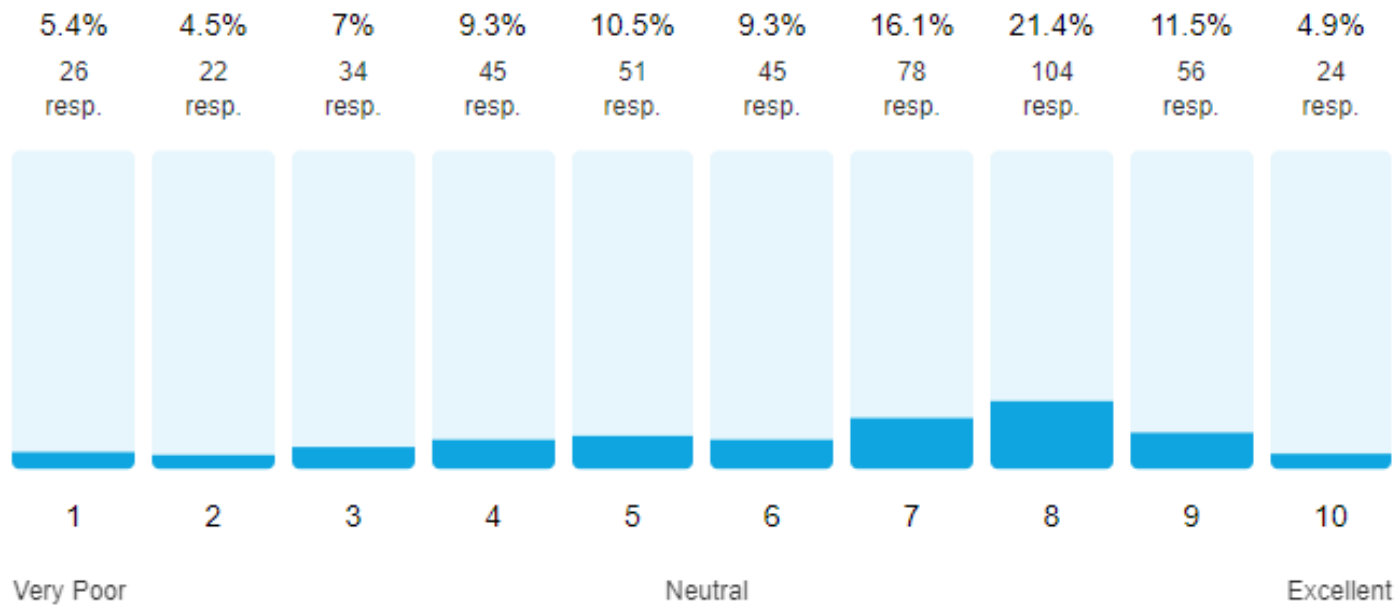
Do you report to someone?



How would you rate the overall quality of leadership within your organisation?



How would you rate the overall culture within your organisation?

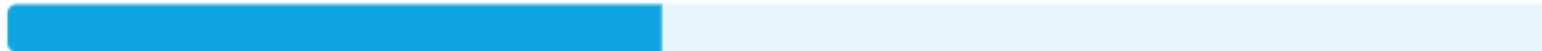


Would you describe the person you report to as more of a manager, or a leader?

A Manager; focuses on plans and budgets, organises and allocates resources, directs, administers and controls, problem solves, focuses on things 280 resp. 57.7%



A Leader; articulates a compelling vision, establishes direction, aligns and influences, coaches, motivates and inspires, focuses on people 205 resp. 42.3%

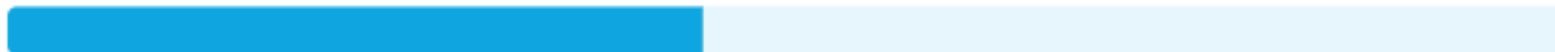


Would you describe the CEO within your organisation as more of a manager, or a leader?

A Leader; articulates a compelling vision, establishes direction, aligns and influences, coaches, motivates and inspires, focuses on people 269 resp. 55.5%



A Manager; focuses on plans and budgets, organises and allocates resources, directs, administers and controls, problem solves, focuses on things 216 resp. 44.5%



Would you prefer to work for a manager, or a leader?

A Leader; articulates a compelling vision, establishes direction, aligns and influences, coaches, motivates and inspires, focuses on people

447 resp. 92.2%

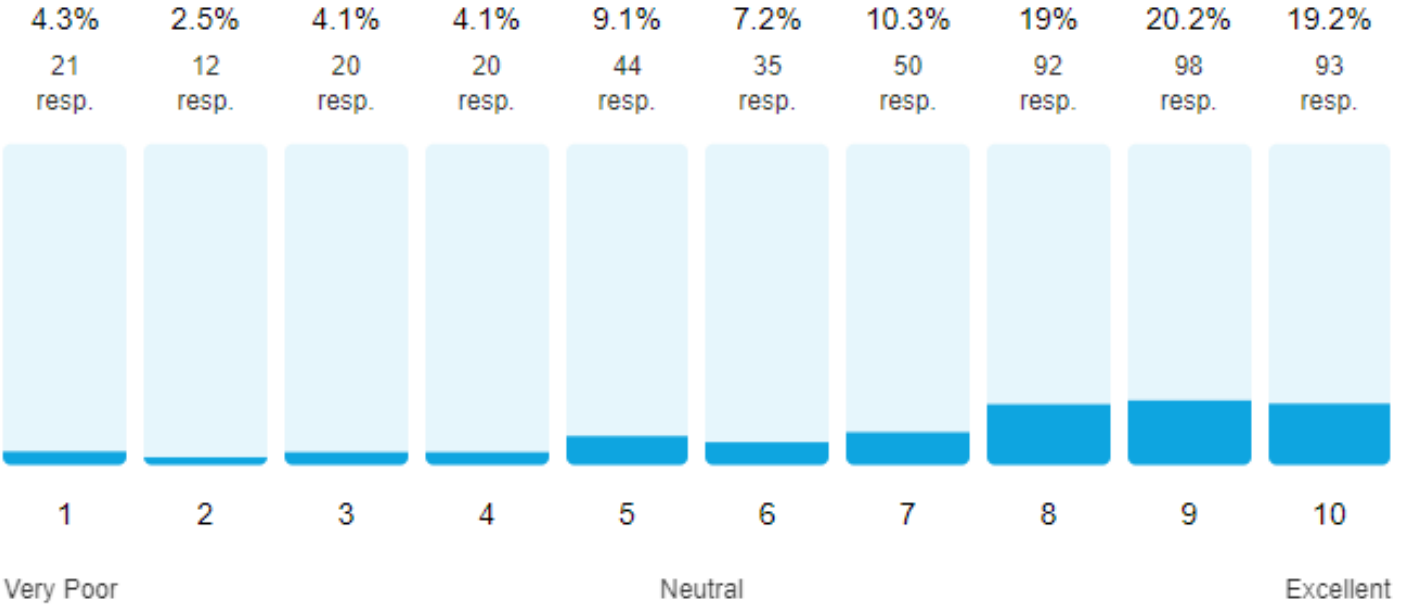


A Manager; focuses on plans and budgets, organises and allocates resources, directs, administers and controls, problem solves, focuses on things

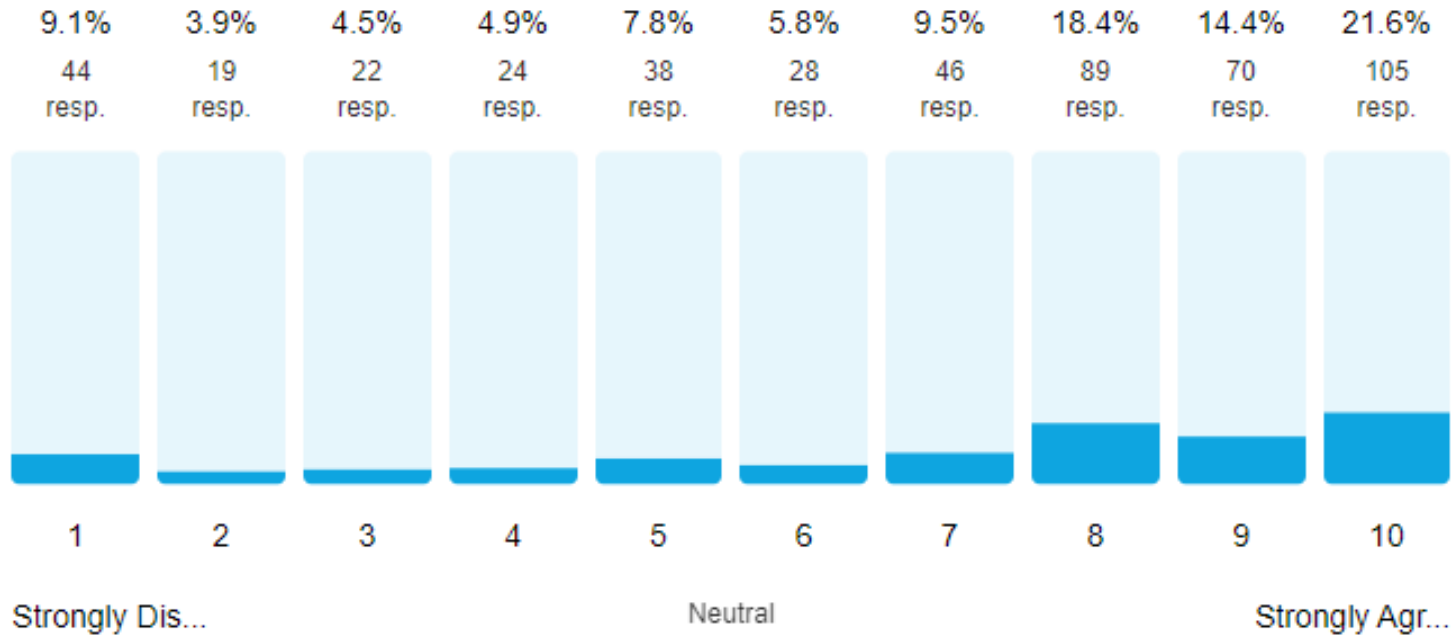
38 resp. 7.8%



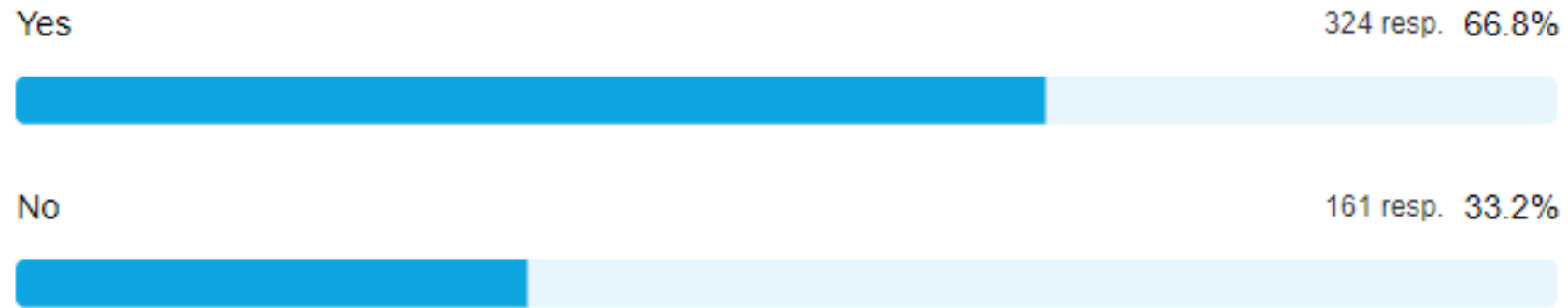
How would you rate your relationship with the person you report to?



The person I report to is supportive, and cares about me as a person...



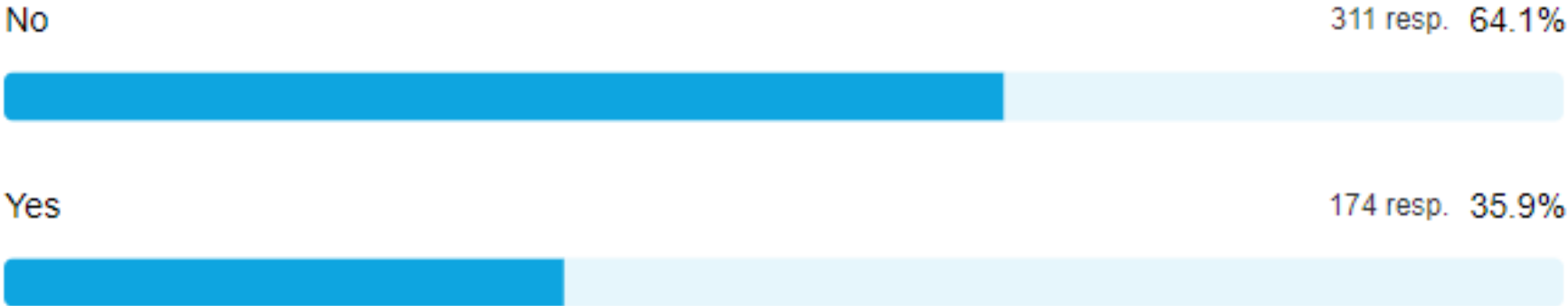
In the last 12 months, have you had a performance appraisal?



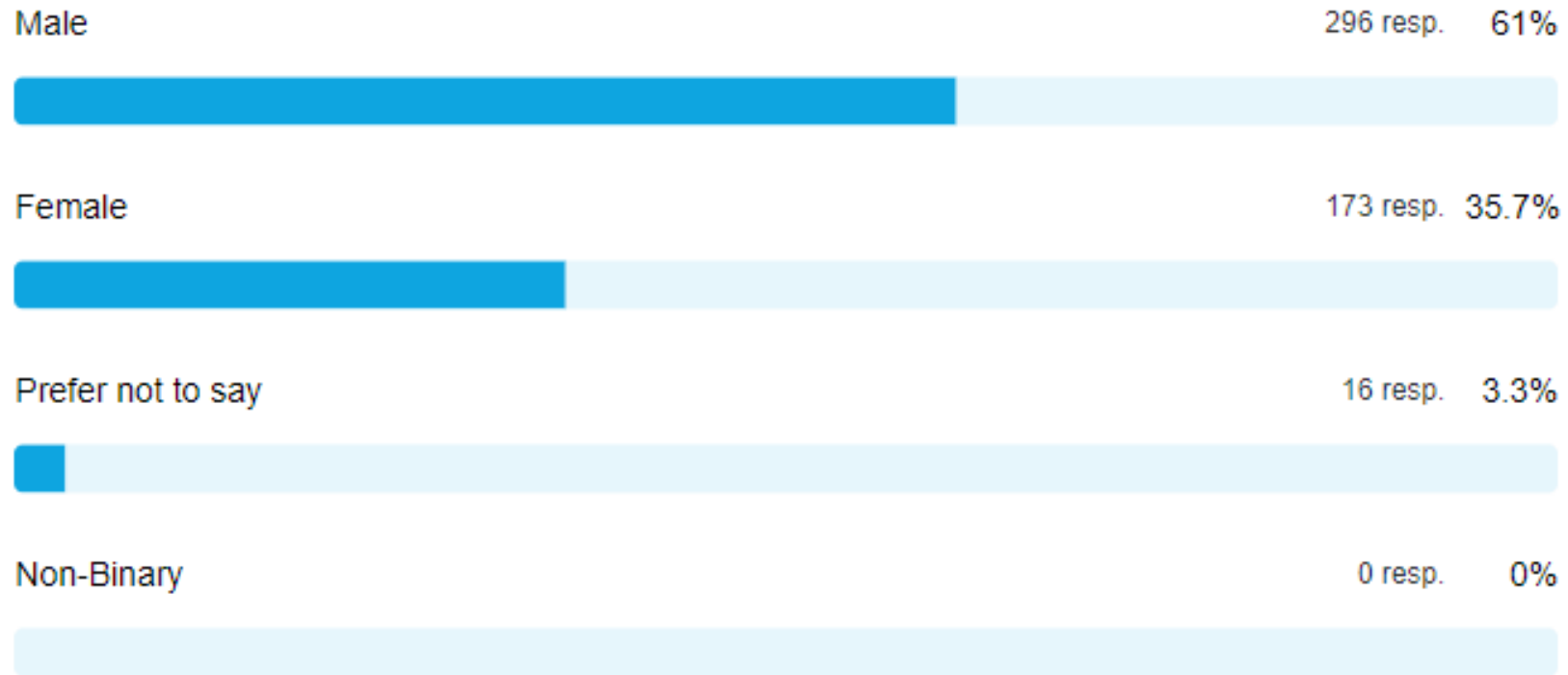
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?



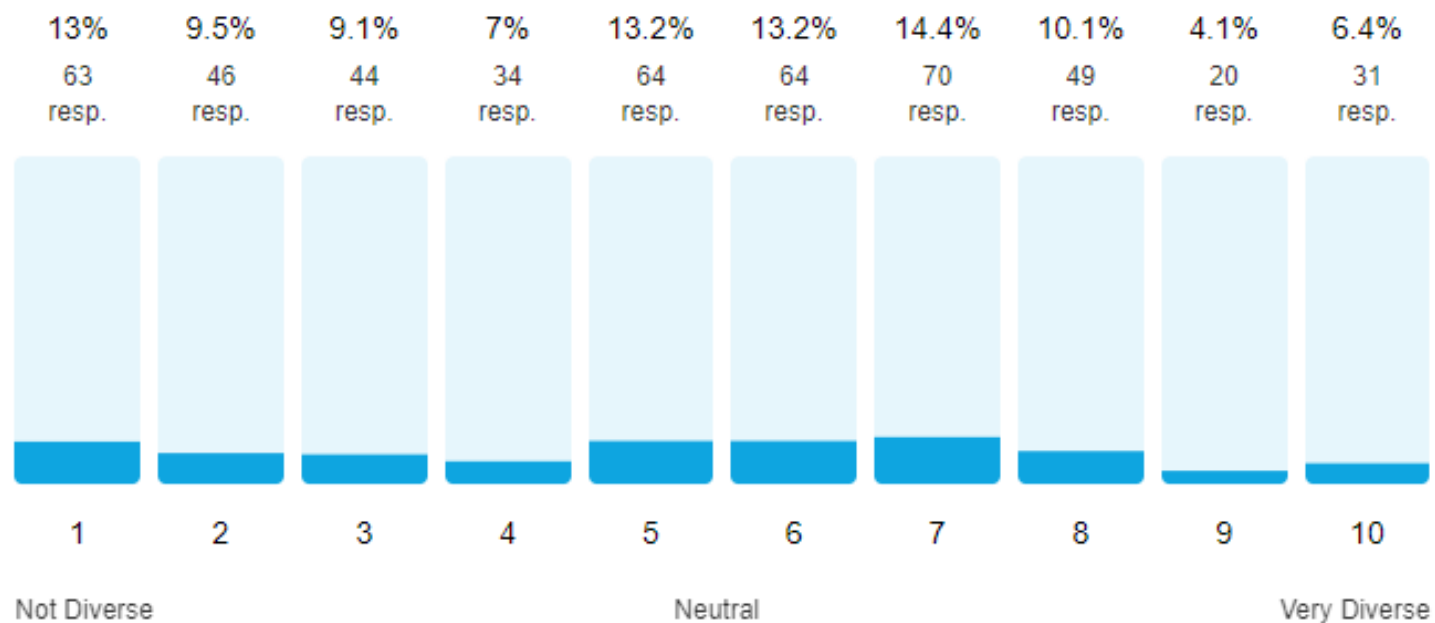
In the last 12 months, have you considered leaving your job because of the person you report to?



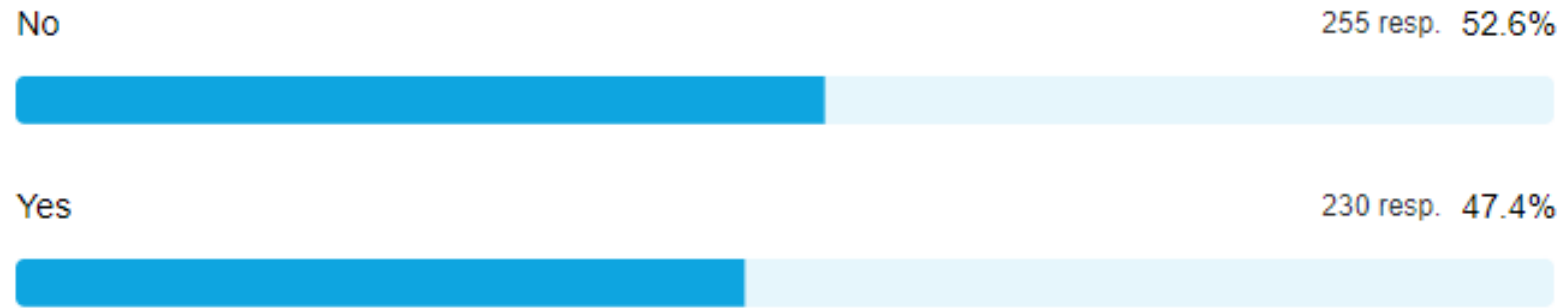
The person I report to is...



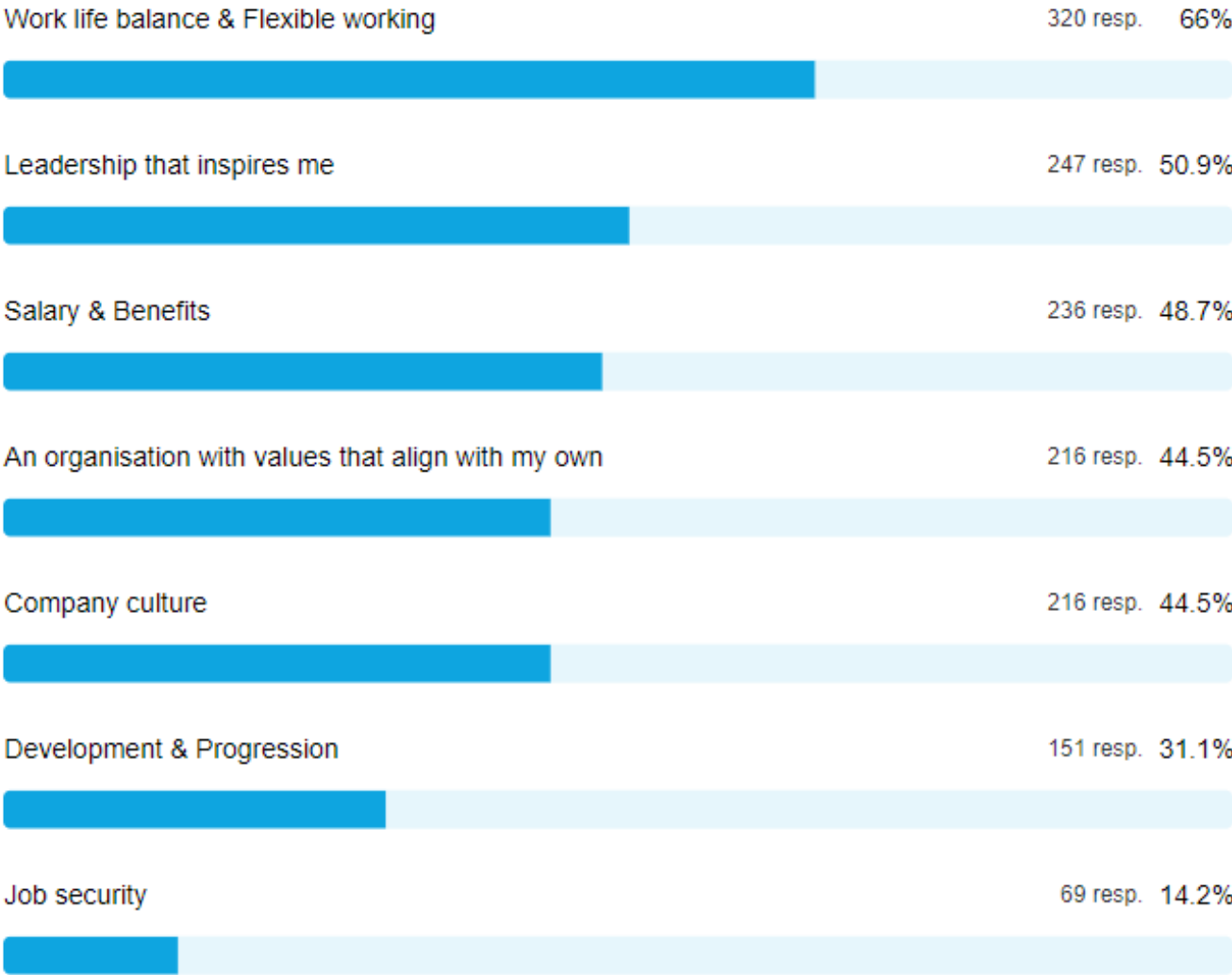
How diverse are the Senior Management Team within your organisation?



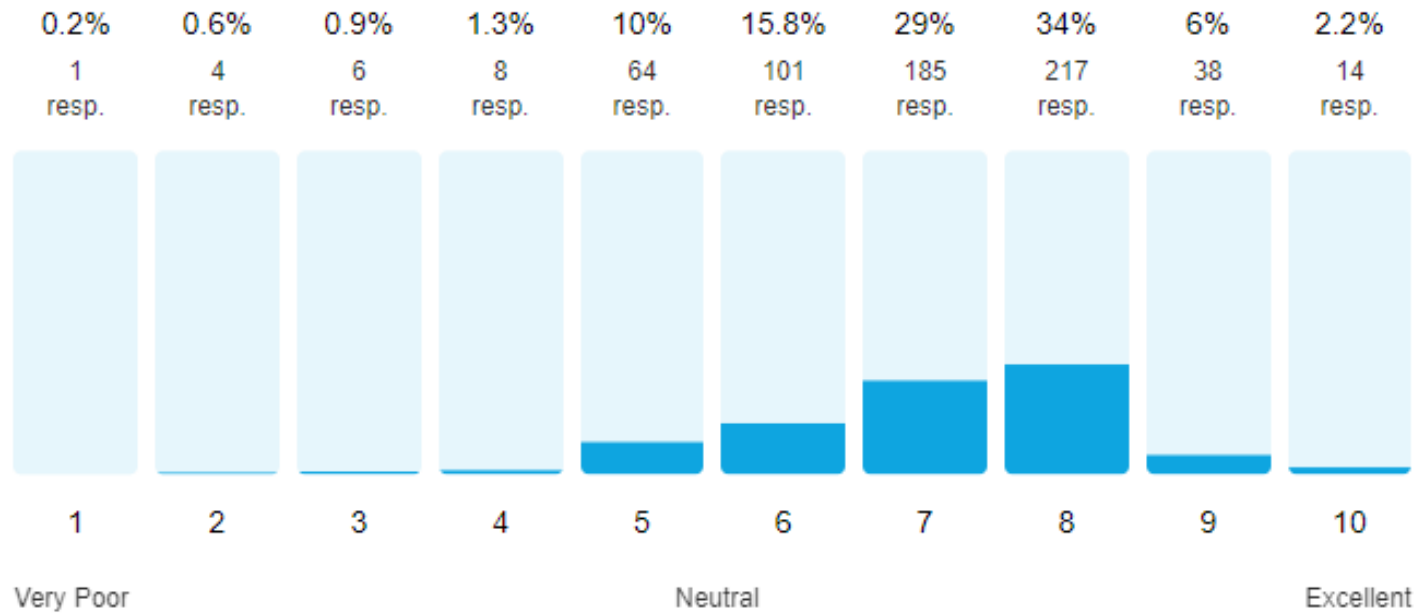
Do you believe the leadership of your organisation are taking the challenges of climate change seriously enough?



Of the options below, which 3 would give you the greatest job satisfaction?



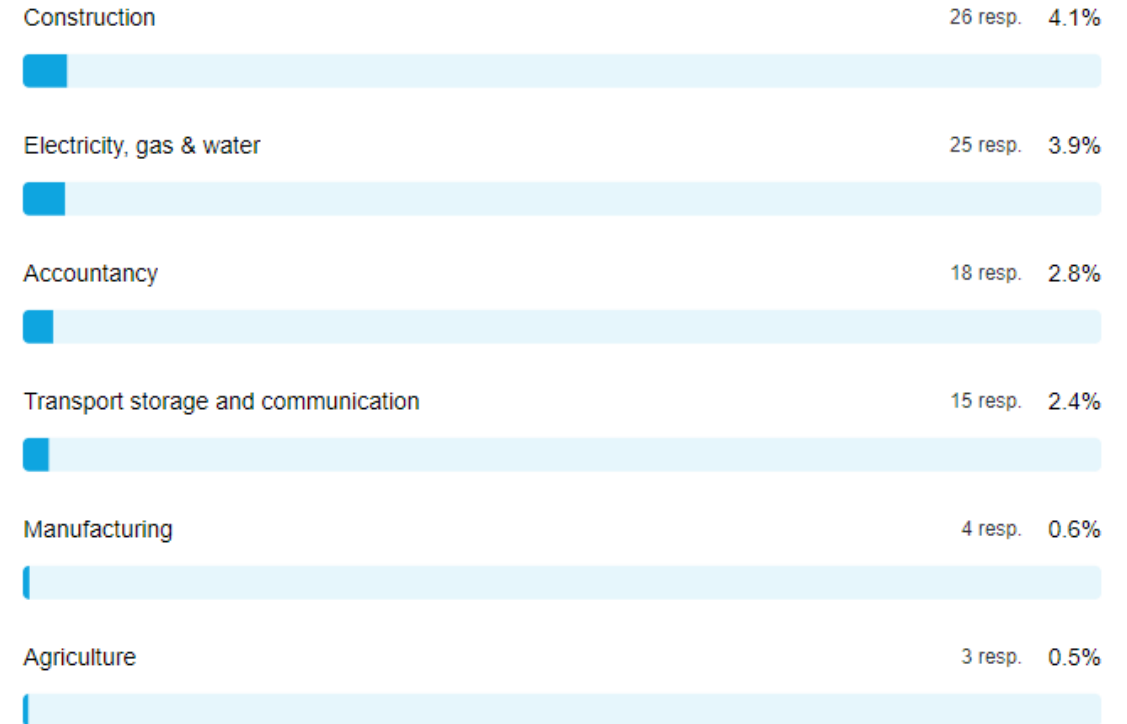
Overall, how would you rate yourself as a leader?



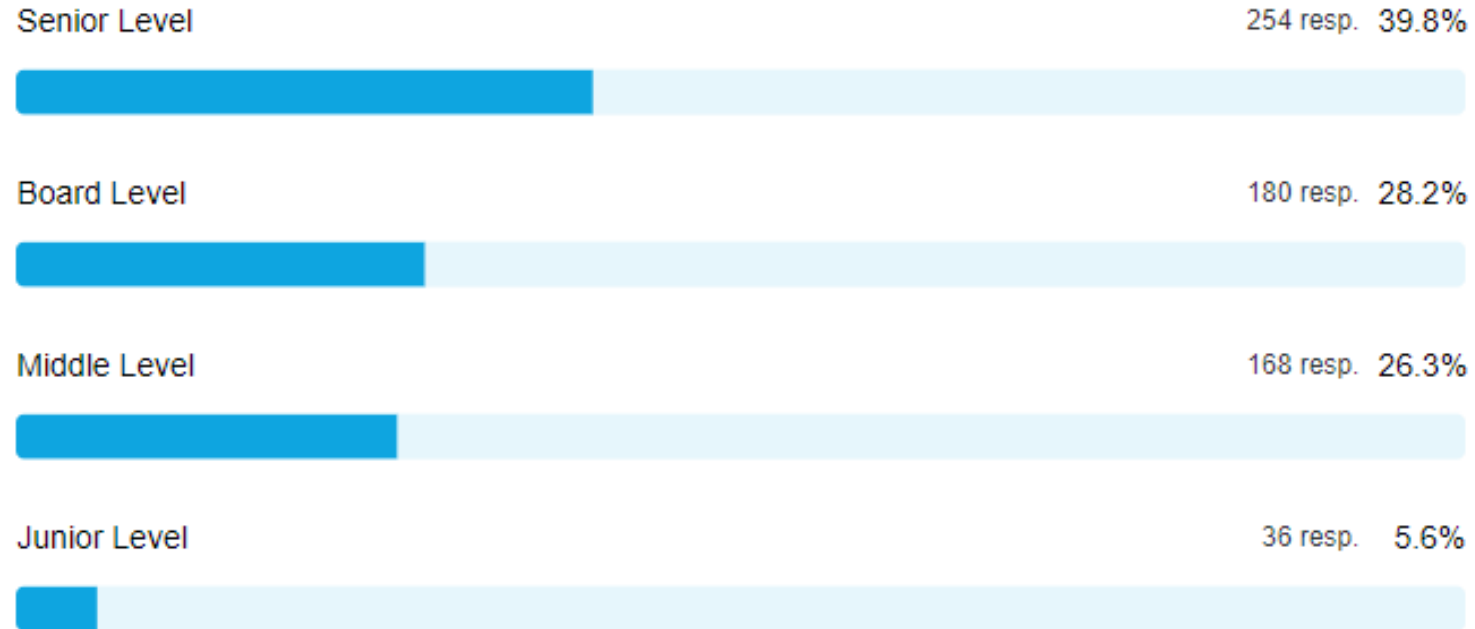
What Sector do you work in? (Slide 1 of 2)



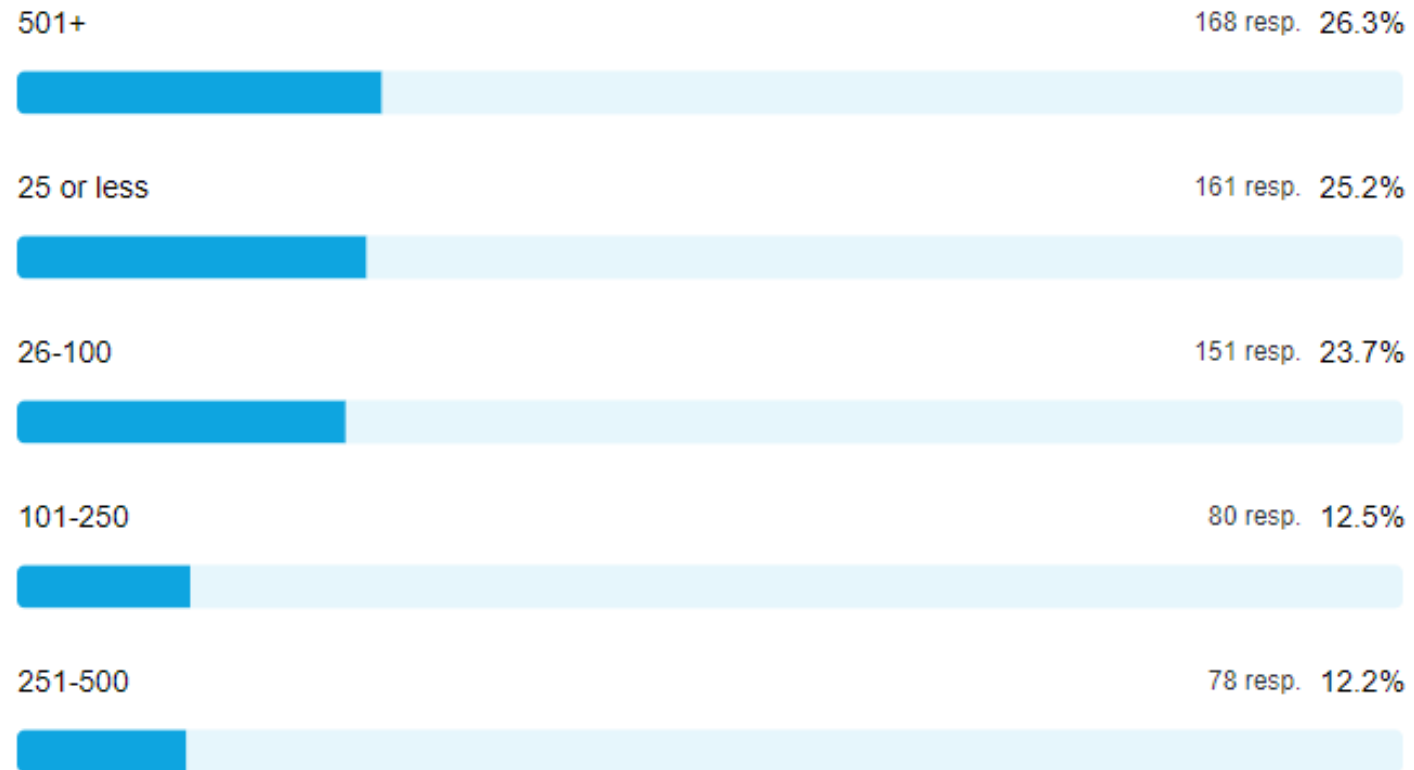
What Sector do you work in? (Slide 2 of 2)



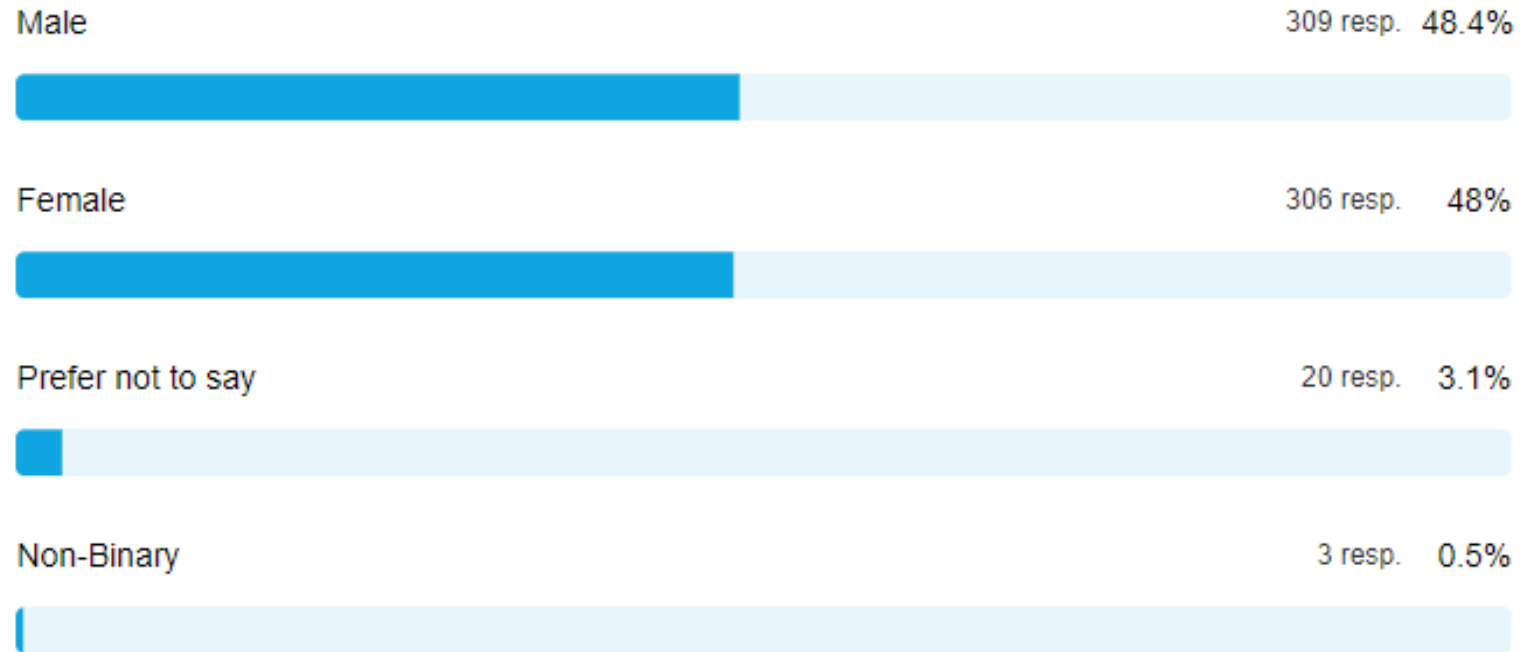
Within your organisation, are you...



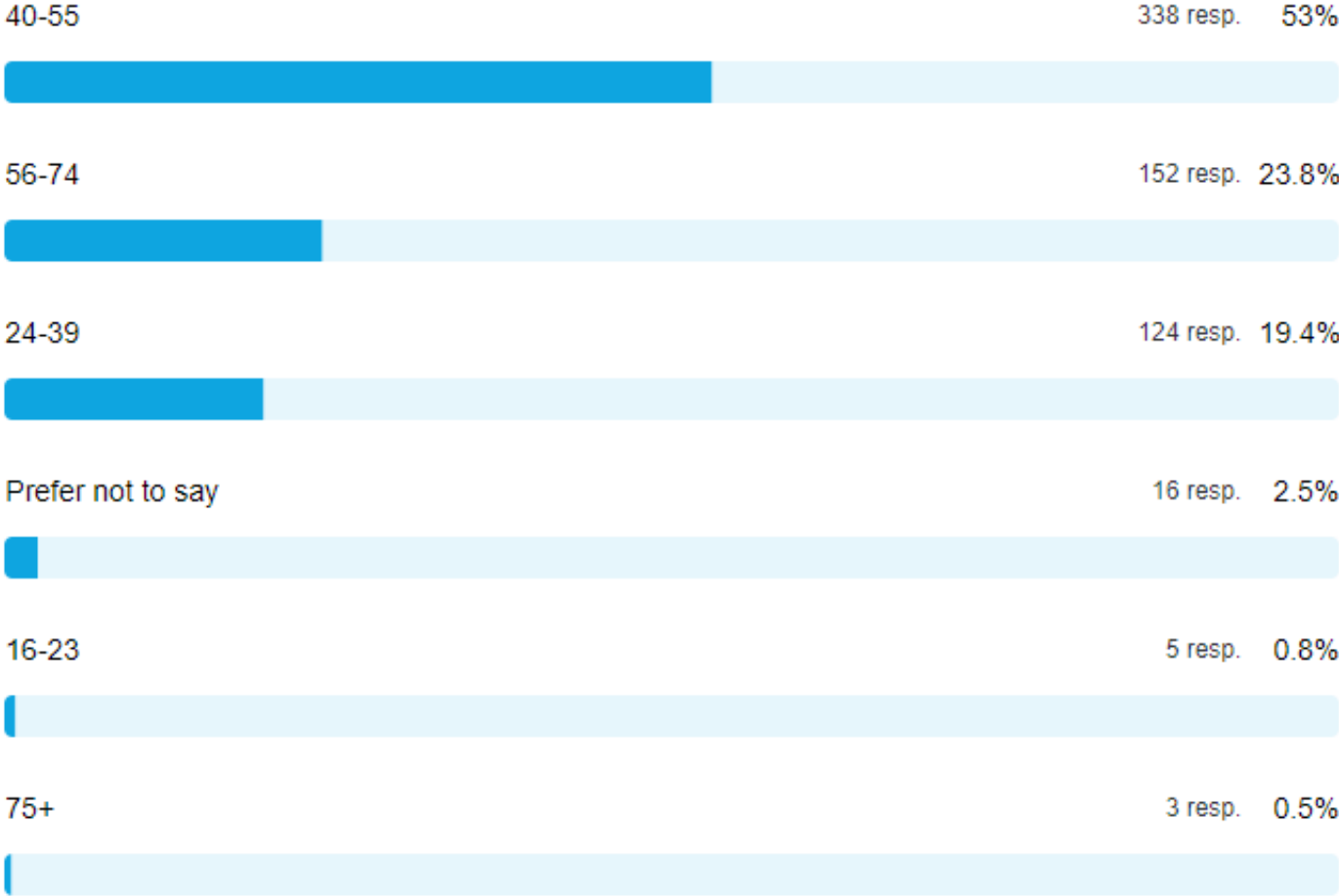
What size is your organisation?



Are you...



Which of the following age brackets do you fall into?



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