

2024

Be Heard Survey Results



• **Why create this report?**

With a focus on being a High Performance Media Agency, we know just how important engagement among our Brainlabbers is for creating and developing high performing teams. All of the questions that we ask in our Be Heard surveys, and share in this report, are about us understanding what drives Brainlabber's engagement or lack thereof, and what we can do to improve it.

By transparently reporting on the survey results and our planned actions off the back of them, and publishing these on our website, we hold ourselves accountable to taking those actions.

• **How Brainlabbers feel**

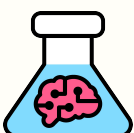
79%

Engagement score
in our Dec'24
survey

73%

Engagement score
in our May'23
survey

We include one eNPS question in all of our surveys to help us get an overall metric on the level of engagement of the company as a whole. As you'll see to the left, we saw a positive step up in the responses to this question across our last two surveys. Although we expect this to fluctuate as we continue to adapt and shift our focus as a company, we are excited to see that we have hit the industry benchmark (provided by Culture Amp) for companies in the Marketing & Advertising space who held surveys in 2024.



• **Survey response rates**

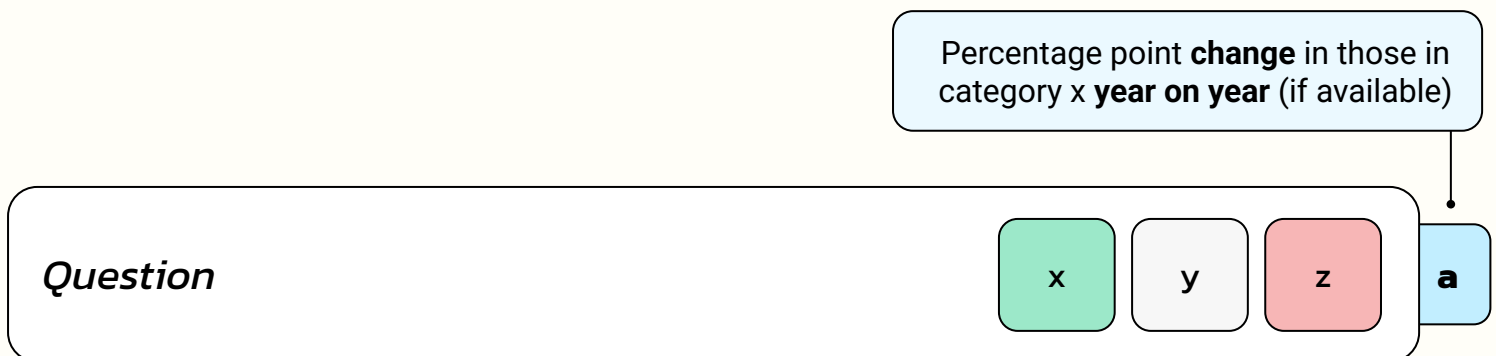
All Brainlabbers are invited to complete our anonymous Be Heard Survey twice per year. We target a minimum of 70% participation rate for each of our surveys so that the results are representative of the wider Brainlabs population and have met this target so far, but are hoping to push it even further in our next survey!

This survey	Dec 2024	74% participation
Pulse Survey	Nov 2023	77% participation
Full Survey	May 2023	70% participation

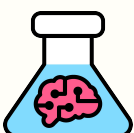
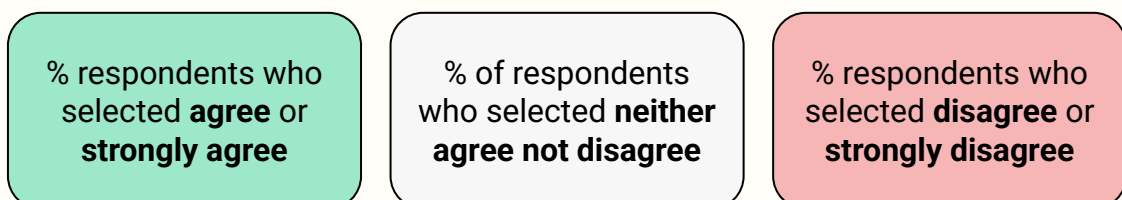
• **Understanding this report**

Below we are sharing the global results across every question asked. We also do much more in-depth analysis internally. We've included a summary of our resultant action plan, the status of each of the projects and commentary on each section from Dan Gilbert (Global CEO) and Claire Lawrence (Global Chief People Officer).

For each question, we have included the following data:



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• Culture & Connection

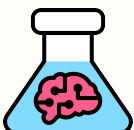
I understand our culture and how to succeed in it	76	16	8	
Perspectives like mine are valued and acted on	74	20	6	+6
I feel comfortable to express my thoughts and feelings with my team, even if they are contrary to the opinions of others, without fear of consequences	79	15	6	
We are held accountable for our behaviour at work	83	13	6	+4
I feel part of my team	84	10	6	
I spend enough quality time interacting with colleagues	72	15	13	+10
I feel a real connection with the people at Brainlabs	71	20	9	+13
I feel able to be myself at work	85	10	5	
I believe that Brainlabs is committed to developing people from a diverse range of backgrounds	74	18	8	
My personal values are reflected by the company culture	75	19	6	+8



“A positive direction of travel here, especially when it comes to Brainlabbers’ sense of team and connection. This year we want build more opportunities for Brainlabbers to have more quality, in-person time together. **-Dan Gilbert**, Global CEO

Culture & Connection Action Plan

-  Review and build on our employee listening offering, so that every Brainlabber has a voice in how we shape our culture
-  Invest in Brainlabbers spending quality time with each other in person
-  Double-down on our Brainlabs Academy and Horizons360 programmes to build out the global community based in our Buenos Aires campus.



• Career opportunities




Brainlabs is a great company for me to make a contribution to my development	75	17	8	+8
I believe there are good career opportunities for me at Brainlabs	62	24	14	+9
My manager has shown genuine interest in my career aspirations	79	14	7	+12
Someone senior to me, other than my manager, has shown a genuine interest in my career aspirations	60	20	29	+8
I feel I have autonomy to make the right level of decisions in my role	78	15	7	

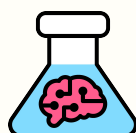


“Last year we redefined our global structure so that there are very clear career and development paths for all Brainlabbers. This year our focus is on absolutely nailing our new ‘internal-first’ approach to talent which starts in April as we launch our revised promotions process. It’s all about creating clear paths to development and prioritising internal talent focus opportunities”.

-**Claire Lawrence**, Global Chief People Officer

Development Action Plan

-  Launch our new globally-consistent, internal-first promotions process
-  Develop and release our High Performance Profile, equipping every Brainlabber with a clear view of their own goal and performance achievement, and clarity about what they need to do to continue to develop
-  Build out the projects and opportunities available on our career development platform, so that Brainlabbers can take the lead on their own development.






Employee Engagement

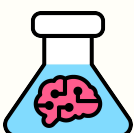
I would recommend Brainlabs as a great place to work	79	17	4	+6
I am proud to work for Brainlabs	78	19	3	+8
I see myself still working at Brainlabs in two years' time	57	27	16	+6
I rarely consider looking for a job at another company	47	29	24	+3
I believe action will take place as a result of this survey	62	24	14	+4

"It's amazing to see that Brainlabbers are proud to work here and would recommend it as a workplace to others. However, it's so important to me that we create a working environment that encourages people to build their long term careers here. We urgently need to do a better job of showing long-term development opportunities. This is a combo of a few things but the key initiatives are better learning paths with accreditations and more visibility into progression paths which comes up again below (what do I need to do to develop?). As for the final point on believing action will take place - all we can do is continue to build trust by sharing results and actions!"

-Dan Gilbert, Global CEO

Employee Engagement Action Plan

-  Continue with the launch of our new accreditations programmes, with a focus on in-person, live training wherever possible
-  Launch our new promotions process and further build on our career paths, so that all Brainlabbers have a clear view of what their next steps at Brainlabs look like and what they need to do to get there
-  Improve our salary transparency documents to include a localised breakdown by function



• **High-Performance**




I receive appropriate recognition for good work at Brainlabs	69	21	10	+11
Generally, my workload feels reasonable for my role	63	19	18	+5
I know what I need to do to be successful in my role	81	13	6	+6
At Brainlabs my performance is managed in a way that motivates me to do excellent work	65	20	15	+12
I have access to the things I need to do my job well	72	21	7	+5
Brainlabs has a shared strategy for how to achieve our goals	64	24	12	
I know how my work contributes to Brainlabs' goals	82	13	5	+10

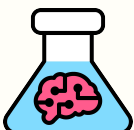


“We seriously need to address point 1 on recognition - high performers need to know they can thrive when they perform. The responses in the other areas were mixed, and we saw huge room for improvement when it comes to performance management. We’ve been working on our goals structure over the last 6 months, and are developing a new, connected approach to role-specific goals that we’ll be releasing in time for the new financial year which I think will have a positive impact - let’s try it and see.

-**Dan Gilbert**, Global CEO

High-Performance Action Plan

-  Begin using our new workforce planning tool to inform resourcing needs in advance
-  Set globally connected goals, that are relevant to each role, that link to our global 1YP as we move into the new financial year
-  Launch our High Performance Profiles and focus the new promotions process on portfolios of great work



Learning




I have access to the learning and development I need to do my job well	70	20	10	+5
I feel that the learning programmes available to me have advanced my knowledge and skills	46	35	19	+4
The online learning courses on EdCast deliver a quality learning experience	40	44	16	
The online learning courses at EdCast are easy to find and use	48	35	17	

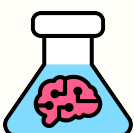


“This is the area where we need to do the most work. Alongside the release of our new accreditations programme, we are committing to shift our focus to live rather than video-based training which I hope will turn the dial here. It is very important to us that Brainlabbers can learn every day and that the Brainlabs Accreditation programme is known by our clients as being the measure of excellence!”

-**Claire Lawrence**, Global Chief People Officer

Learning Action Plan

-  Launch our new accreditation programme, with role-specific applied training modules that directly link to progression
-  Move away from online learning, and refocus those budgets on in-person and live, cohort-focussed learning programmes.
-  Revamp our onboarding programme to ensure it is consistently impactful for all roles and in all markets



• **Management & Leadership**

My manager makes time for one-on-one meetings with me	90	7	3	+5
My manager gives me useful feedback on how well I am performing	82	12	6	+12
If I raise feedback or concerns, I feel that my manager takes appropriate action	81	14	5	+5
My manager is a great role model for Brainlabbers	82	12	6	+7
The leaders at Brainlabs keep people informed about what is happening	67	19	14	+14
The leaders at Brainlabs have communicated a vision that motivates me	64	24	12	+11



“We’ve done tons of work since the last survey for supporting our people leaders but have much still to do! For example, we’ve trained 30% of managers in how to be a coach last year but this year’s target is to train all our people leaders in coaching.”

-**Claire Lawrence**, Global Chief People Officer

Management & Leadership Action Plan



Roll out a coaching skills training programme to all managers.



Release a new manager handbook and adjoining training scheme



Build manager training into all manager-level certifications

