



holistic

MEASURE • ANALYZE • IMPROVE • GROW

REPORT

Acme

BBQ

OVERVIEW

Holistic worked with Acme BBQ to generate a comprehensive report on Acme BBQ's current employee experience over the course of two months. This process included data collection, surveying, and an analysis of the company DNA. The results, as well as key areas of focus, are listed below.

BASIC INFORMATION AND KEY STATISTICS

ANALYSIS DATES: 4/28/2018-7/10/2018

TOTAL # OF EMPLOYEES: 45

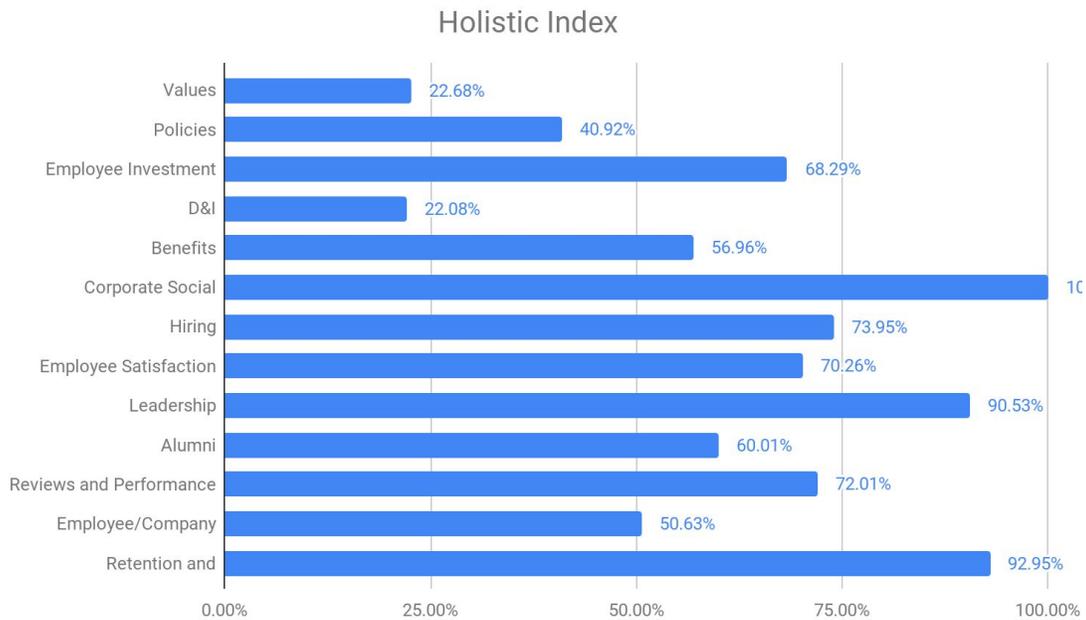
HOLISTIC INCLUSION INDEX SCORE: 828/1000

HOLISTIC INCLUSION INDEX PERCENTILE RANK: TBD

RELATIVE IMPORTANCE OF EACH CATEGORY TOWARDS THE WHOLE HOLISTIC INDEX



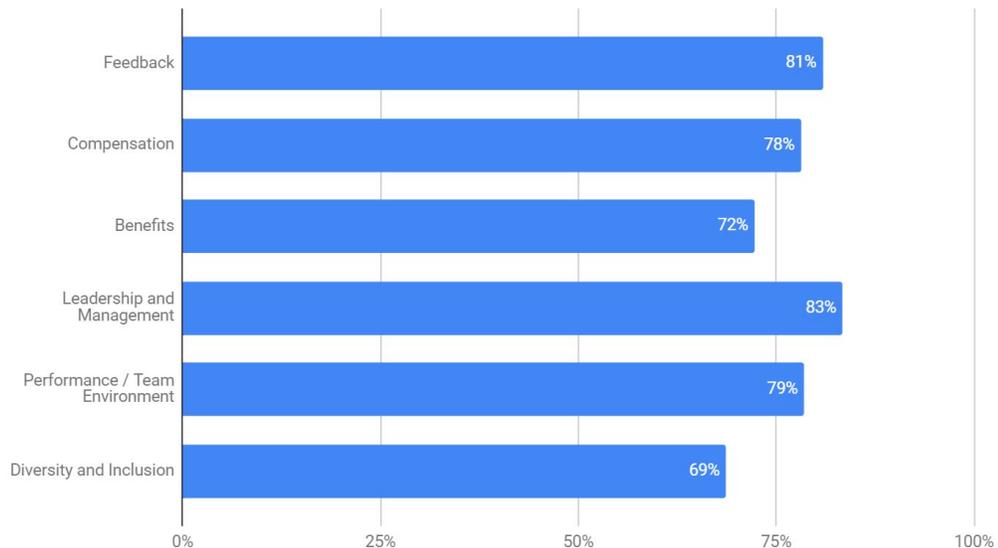
ILLUSTRATION OF THE PERCENTAGE OF ALL POSSIBLE POINTS ACHIEVED IN EACH CATEGORY



OVERALL EMPLOYEE ENGAGEMENT SCORE: 7.7/10

The employee engagement score reflects employee sentiment related to several aspects of the working environment at Acme BBQ. The following chart details individual areas of the overall employee engagement score:

Employee Experience Scores



EMPLOYEE ENGAGEMENT SCORE PERCENTILE RANK: TBD

EMPLOYEE ENGAGEMENT SCORE PERCENTILE RANK: TBD

AVERAGE TENURE: 3.74 years

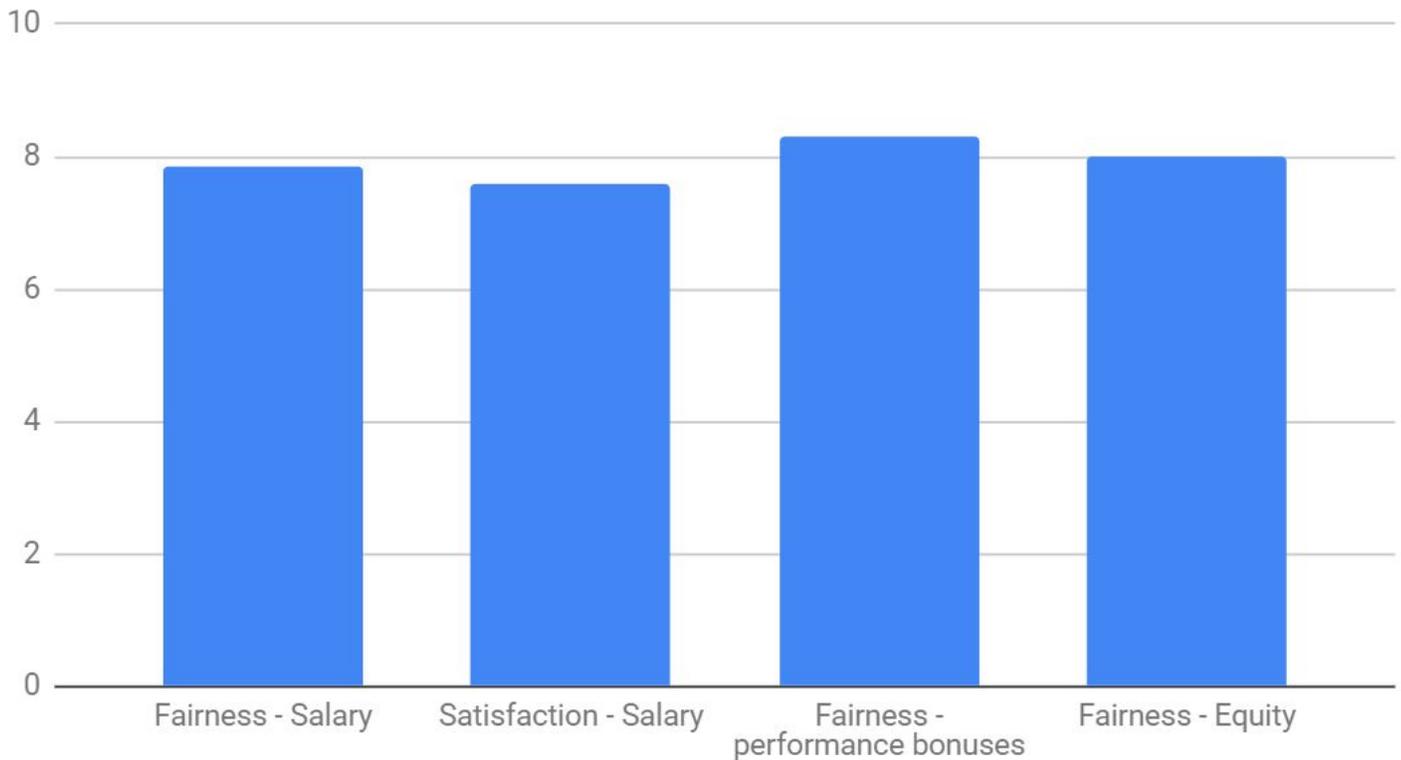
AVERAGE TENURE (LEADERSHIP): 8.75 years

COMPENSATION COMPARISON

	Average annual comp	Average annual comp - men	Average annual comp - Women	Wage gap (base salary)
Level 4	\$253,635.37	\$253,635.37	N/A	N/A
Level 3	\$167,602.13	\$165,148.17	\$174,964.00	90.00%
Level 2	\$82,627.33	\$86,797.25	\$74,982.49	96.56%
Level 1	\$42,914.68	\$45,027.44	\$42,210.42	98.98%

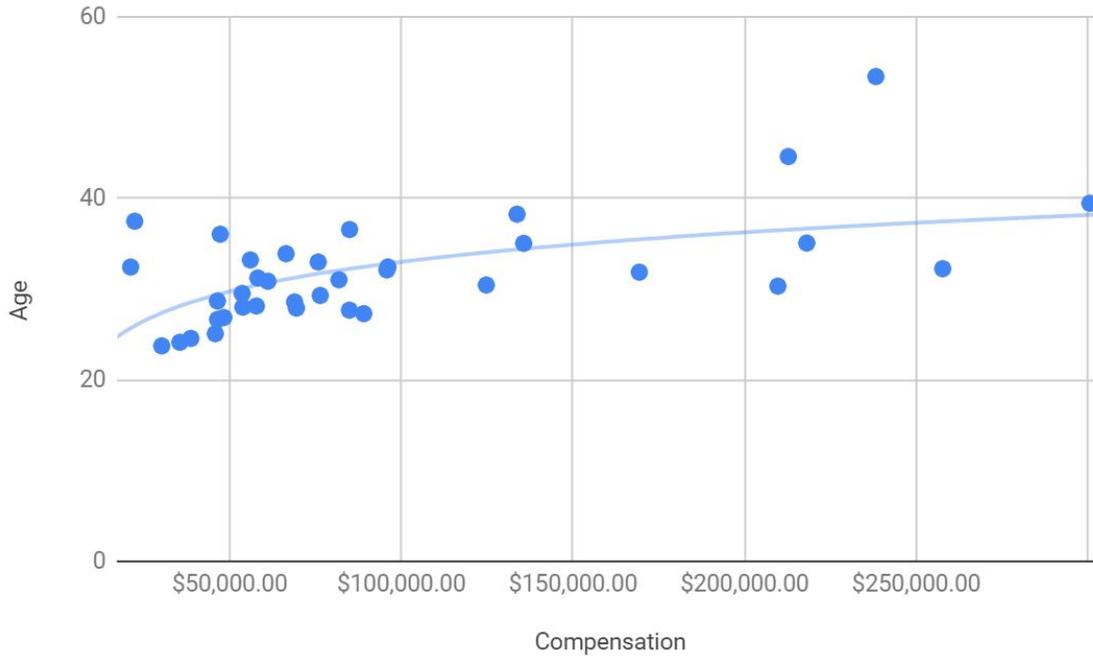
The following chart details employee perceptions of different aspects of Acme BBQ's compensation packages. Scores are out of 10. Overall, Acme BBQ employees are happy with base compensation and practices around bonuses.

Employee Sentiment - Salary

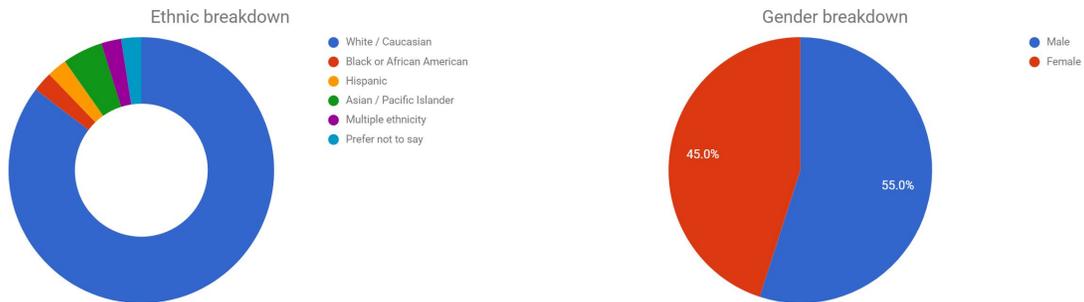


OTHER COMPENSATION INFORMATION:

- Adjusting for employee hiring dates, the average compensation paid to Acme BBQ employees is \$97,642 per year.
- Bonuses and other variable compensation accounts for approximately 33% of pay for Acme BBQ employees.
- While a comparison of age to compensation shows a positive relationship, it can only explain less than 30% of employee salaries. This indicates pay at Acme BBQ is more likely to be explained by productivity or experience rather than age. The following graph illustrates the relationship.



DEMOGRAPHIC INFORMATION:



- Less than 10 percent meet an ethnic inclusion standard; the leadership of the company has approximately 10 percent ethnic inclusion as well.
- Approximately half the staff meets a gender inclusion standard. In the leadership of the company, 11 percent meet a gender inclusion standard.
- 100% of Acme BBQ's leadership has been promoted from within the organization.

BENEFITS OVERVIEW

OVERALL EMPLOYEE BENEFITS RATING: 7.2/10

The benefits rating represents employee satisfaction with Acme BBQ's benefits offerings.

Acme BBQ offers a competitive benefits package for the industry, with a focus traditional offerings over more creative options. The following chart illustrates employee sentiment regarding existing benefits in the organization:

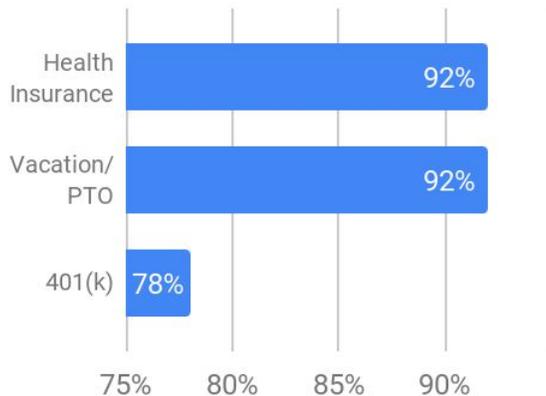
BENEFIT	OVERVIEW	ADOPTION	COST	RATING
RETIREMENT PLAN	<ul style="list-style-type: none"> 401(k) program 3 percent direct contribution (irrespective of whether the employee contributes) Participation begins at one year 	23 employees or roughly 62% of current staff	Total: \$96,995 Per EE: 4,217	AVERAGE In line with industry standards
HEALTH INSURANCE	<ul style="list-style-type: none"> PPO, HMO, HSA plans Dental, vision, life insurance options. Immediate enrollment. Acme BBQ covers 60 percent on average 	76% of employees	Per EE: ~\$536.96	GOOD Plan is competitive with the industry standard
LEAVE	<ul style="list-style-type: none"> 15 days PTO Employee determines differentiation between sick and vacation time Unlimited carryover 	Average employee uses XX days.	Total: \$84,498 Per EE: \$1,878	AVERAGE In line with industry standards
PARENTAL LEAVE	<ul style="list-style-type: none"> Up to three months paid maternity leave, depending on experience. Two weeks of paternity leave. 	Rare -- only a few instances	Total: Per EE:	GOOD Plan is competitive with the industry standard

COMPLETE LIST OF EMPLOYEE BENEFITS AVAILABLE AT Acme BBQ:

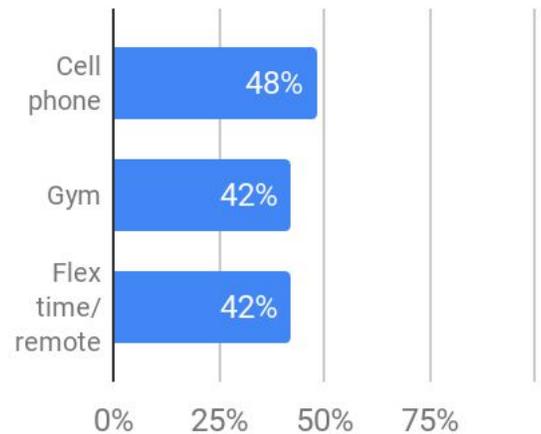
- 401(k) with employer contribution
- Health care
- Dental insurance
- Vision insurance
- Life insurance
- Parental leave
- PTO

BENEFITS OVERVIEW (CONT'D)

Most Valued Employee Benefits



Most Desired Employee Benefits



Recommendations:

- Introduce policy allowing one day per week work-from-home flexibility.
- Explore adding giving benefit, such as Percent Pledge.

Summary

Acme BBQ employees are generally happy with the benefits offered, but the organization can make strides towards offering more flexibility. Other creative benefits such as commuter incentives and cell phone reimbursement are also highly desired. Finally, Acme BBQ should consider writing explicit policies surrounding benefits for increased transparency.

AREAS OF STRENGTH

Acme BBQ collected 80% of the available points or more in five categories: employee investment, employee satisfaction, leadership, corporate social responsibility, and employee retention and advancement (a category in which Acme BBQ exceeded all goals and actually earned “extra credit.”) Initially, given that many of these areas are related, and deal with the experience that employees have while at Acme BBQ, the overarching analysis is that Acme BBQ is very focused on taking care of employees while they are at Acme BBQ and showing them a productive, fair experience.

Employee investment -- Acme BBQ offers competitive, merit-based compensation packages that are competitive in the industry and are clear for employees. Additionally, Acme BBQ offers a number of programs focused on helping employees grow and succeed, and a significant amount of training and investment in younger employees, resulting in a high score in this area.

Employee satisfaction -- Employees expressed a high level of satisfaction with the company, including high marks on fairness and consistency in treatment. Across the board, employee satisfaction scores were high, with most hovering between 7.5 and 8.

“ACME BBQ INVESTED IN ME. THEY GAVE ME THE TOOLS TO SUCCEED, AND THE MENTOR TO LEARN FROM.”

Leadership -- Acme BBQ benefits from a strong leadership team with a long tenure at Acme BBQ -- the average length of tenure of leaders at Acme BBQ is 8.75 years. Additionally, leadership was rated very highly in our survey data, and the leaders themselves had strong and positive feedback for Acme BBQ.

Employee retention and advancement -- The average tenure for an existing employee at Acme BBQ is well over three years, which is notable in the current industry, especially considering Acme BBQ’s recent growth. The fact that the vast majority of leaders at Acme BBQ have been promoted from within Acme BBQ also helps Acme BBQ score well in this particular area.

Corporate Social Responsibility -- Acme BBQ makes significant efforts to give back and engage with the community. Strong partnerships and efforts towards environmental responsibility afford Acme BBQ a high score in this area.

“ACME BBQ OFFERED GREAT LEARNING OPPORTUNITIES AND COMMUNICATION/ORGANIZATION SKILLS FOR LIFE.”

AREAS OF IMPROVEMENT

There are three primary areas that surfaced as areas of potential improvement -- values, diversity and inclusion, and policies.

Diversity and Inclusion -- This is primarily a reflection of three things -- lower ethnic diversity within the company, potential for a focus on advancing women through the ranks of the company, and a general feeling that diversity and inclusion can be a bigger part of the company's day-to-day and ongoing operations. This is an area that will warrant a deeper dive and some specific recommendations.

Values -- The lower scores in values are primarily a reflection of the fact that the values of Acme BBQ are not well defined and/or public. The improvement in this area will come from the leadership clearly articulating the values of Acme BBQ and working with the staff to ensure that there is a deep understanding of the company's values and motivations. We expect that this will result in a more engaged, more productive workforce.

**WITH RESPECT TO ACME'S VALUES:
"I'M NOT REALLY SURE. I KNOW WE
VALUE TAKING INITIATIVE AND BEING
PROACTIVE, BUT I DON'T KNOW THAT
WE EVEN HAVE AN OFFICIAL LIST OF
COMPANY VALUES."**

**"OUR JOB CAN BE DONE FROM ANYWHERE IN THE
WORLD THAT THERE IS A STABLE PHONE AND INTERNET
CONNECTION. I UNDERSTAND THE NEED FOR IN-OFFICE
COLLABORATION, BUT THERE'S NO REASON WE
SHOULDN'T BE ABLE TO WORK FROM HOME ONCE IN
AWHILE."**

Policies -- The loss of points in this particular area comes from the fact that, while many processes are well organized on the part of leadership, they are not reflected in written policies that are accessible to the staff and the public. As such, there is an area of opportunity to clearly define some policies and to ensure they are in line with those that are the industry standard.

SPECIFIC RECOMMENDATIONS

There are five areas of specific focus that have come from the Holistic process that we would recommend Acme BBQ focus upon in the coming weeks and months.

Leadership development program and resources for women -- It is recommended that Acme BBQ develop a leadership development program and affiliated resources for women in Acme BBQ, with a particular focus on improving retention and accelerating growth of women in the lower two levels of Acme BBQ and preparing them to advance to the upper levels of Acme BBQ. This program would include: educational classes and resources; supplemental online courses; implementation of an ongoing employee happiness software product to measure success with key demographic groups, including this one; and a focus on the sorts of benefits that will appeal to this population.

"I THINK, ESPECIALLY IN TODAY'S CLIMATE, HAVING BETTER EQUALITY IN LEADERSHIP, IN TERMS OF GENDER/RACE/SEXUAL ORIENTATION, IS EXTREMELY IMPORTANT. Acme BBQ, IN GENERAL, IS NOT DIVERSE, BUT ESPECIALLY NOT IN TERMS OF ITS LEADERSHIP TEAM."

Focus on diversity and inclusion throughout Acme BBQ -- Acme BBQ may conduct a deep dive into the diversity and inclusion throughout Acme BBQ, which will be detailed on a separate report, but will include focus on internal and external D&I efforts, including: unconscious bias training and other trainings for the Acme BBQ team; implementation of D&I focused software products, including Diversely and Noirefy; and the formation of a committee supported by Holistic to evaluate opportunity within Acme BBQ.

Articulation of policies and values with a transparent presentation -- It is recommended that Acme BBQ amend its documentation to include policies and values in a clear fashion. This includes: the construction of an employee handbook; the articulation of clear policies around parental leave, domestic violence, sexual harassment, workplace safety and more; and a review of Acme BBQ's mission statement and other materials to understand whether the values set forth by the leadership are clearly communicated and accessible.

SPECIFIC RECOMMENDATIONS continued

Improvement of benefits program to meet the needs of current staff -- Through the Holistic process, several items arose that speak to the benefits that are being offered by Acme BBQ, and so some specific attention to this is required. This would include: analysis of 401(k) and health care benefits to understand how they compare to others in the industry; launch of a giving benefit (Percent Pledge); launch of at least one other “creative” benefit (e.g. Peanut Butter or Peditasource); reduction of the waiting period to join the 401(k) to one year; further communication with the staff about the nature of the benefits, especially the 401(k) match; and the establishment of a work-from-home or remote work option for one day a week.

Focus on alumni -- Holistic’s research shows that alumni relations are a critical component of the employee experience, as strong alumni relations create business opportunities and have a direct connection to the morale and productivity of the current workforce. There is an opportunity for Acme BBQ to focus on its alumni relations in several areas, including: newsletter or other occasional communication to Acme BBQ alumni in the community; some focus on key policies to ensure smooth transition if/when an employee leaves; and a review of the alumni database to see if there are any employees who Acme BBQ would be interested in rehiring in any fashion or another.

GOALS

BELOW ARE THE SPECIFIC GOALS FOR YOUR COMPANY TO MEET BY THE END OF 2018

- Establish key metrics around diversity and inclusion and demonstrate growth in all areas. These might include: increasing the ethnic diversity within the company to 15 percent; achieving gender balance within the company; improving the average tenure of female employees; and launching an internal leadership training program.
- Establish and publish policies and values statements in the following areas: mission statement; sexual harassment / workplace safety; domestic violence protection; hiring process; and diversity and inclusion.
- Improvement of the benefits programs including: installation of a work-from-home benefit; reduction of the time to join the 401(k) program; introduction of at least one new benefit (giving benefit is a good example).
- Launch of a training program for employees in diversity and inclusion, beginning with unconscious bias training for the staff.
- Creation of infrastructure to measure employee well-being on an ongoing basis.
- Development of resources to support Acme BBQ's alumni community.

PROJECTIONS AND CONCLUSION

Acme BBQ did very well in the Holistic process. We believe that by the end of 2018, by implementing these changes and by monitoring the areas of success within Acme BBQ, Acme BBQ can improve its HII score to over 900. The company stands ready to continue its success in the marketplace and in the community as it grows.