



# The KPMG Employee Engagement Plus Index

People & Change Advisory  
KPMG Malta

—  
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# Why is data-driven people analytics important?

Whilst it has historically been associated with the reporting of attrition rates, data-driven people analytics are increasingly used to provide robust insights about the **employee experience** and **organisational culture**.



## A growing priority among our clients

Thriving culture and positive employee experience is linked to\*:



\*Sources: OC Tanner, 2020, Global Culture Report, Harvard Business Review, 2017

# The KPMG Employee Engagement Plus Index Tool (1/3)

The People Analytics Team within KPMG in Malta work together with our clients to cover the complete employee life cycle, synthesising qualitative and quantitative data and information to bring predictive insight and decision-making support to the management of people in organisations. **The employee engagement survey evaluates key drivers of engagement within an organisation's workforce, in addition to NET Promoter Scores.**

## KEY DIFFERENTIATORS

1

### Tools ownership and analysis of data at any point

KPMG developed and owns the tools and all the raw data, allowing further analysis at any point at the request of the client.

4

### Survey Customisation based on the Client needs

KPMG can add additional and specific questions to the survey should there be a particular area of focus for the client.



2

### Security of your Data

The KPMG survey tool sits within a privately managed KPMG network, ensuring enhanced safety for client data.

3

### Advanced Statistical Data Analysis

KPMG can examine critical demographic groups within an organisation or identify factors which significantly contribute to people metrics.

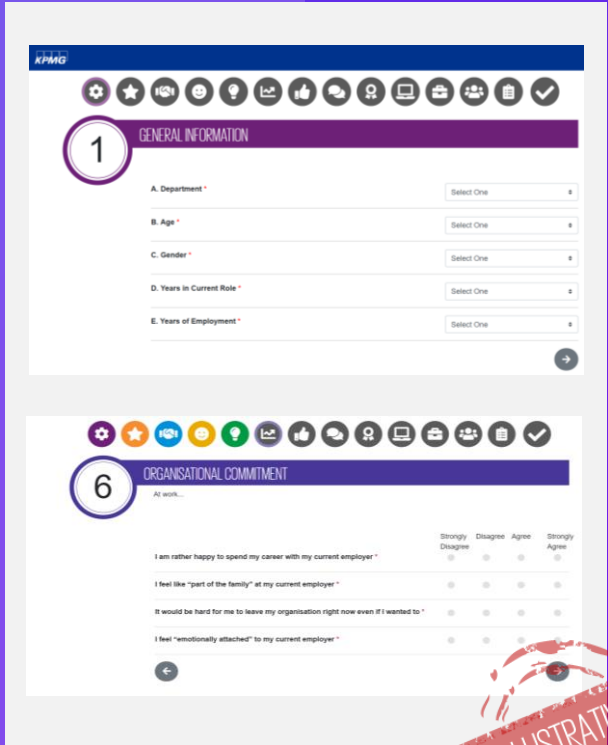
# The KPMG Employee Engagement Plus Index Tool (2/3)

This assessment is carried out via a short, online, anonymous survey.

**11** Main engagement drivers measured



## SAMPLE QUESTIONS





# The KPMG Employee Engagement Plus Index Tool (3/3)

## NET Promoter Score

The Employee Engagement Plus Index also includes an analysis of your organisation's NET Promoter score, explaining how likely your employees are to **recommend working at your organisation**. The NET Promoter score categorises respondents into 3 groups:



## SAMPLE RESULTS



ILLUSTRATIVE

# Our Approach

## INPUT



### Data Request

Information is requested from the client in order to contextualise and further understand the 'As-Is' state. E.g. organigrams, performance management data, policies and procedures etc.



### Surveys

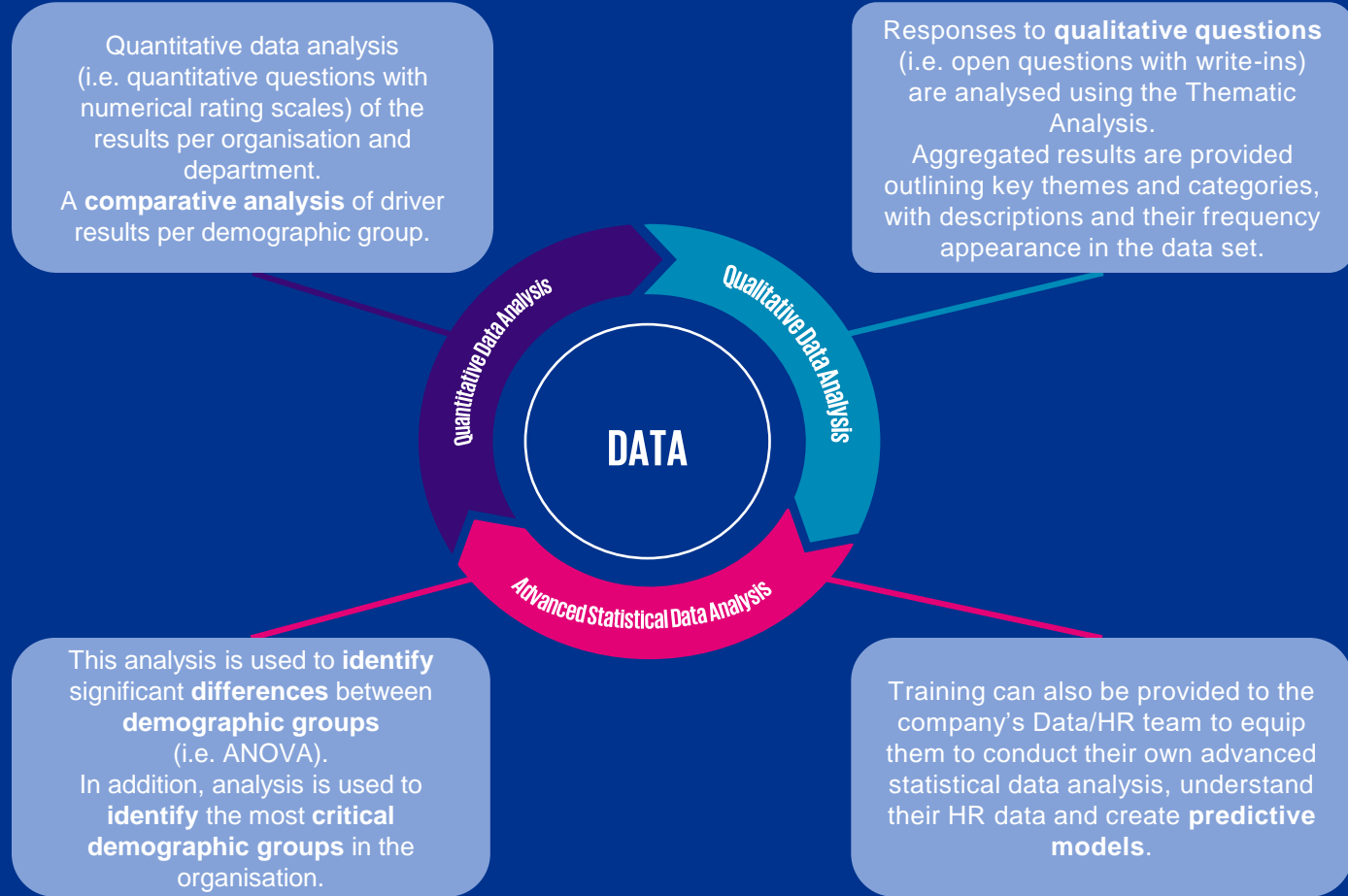
People Analytics surveys such as the KPMG Employee Engagement Plus Index Survey, KPMG Culture Assessment and KPMG Skills Assessment to collect data from the workforce.



### Validation of Survey Results

Interviews, workshops and/or focus groups with stakeholders and workforce in order to continue to gather and validate key observations.

## ANALYSIS



## OUTCOMES



Key Observations

Observed Gaps

Recommendations

Prioritisation of Next Steps

Implementation Plan

# Output of the KPMG Employee Engagement Plus Index

## Quantitative Results

Quantitative results focus on numerical data and the 'WHAT';

The quantitative part of the report includes the overall organisational survey results per culture driver, results per department and per question.

Only aggregated results are reported to preserve the anonymity of the respondents.

Identification of organisational strengths, areas for improvement and areas of critical concern

Results per driver and any demographic factor (e.g. age/gender etc.)

Comparison Analysis (i.e. between departments/tenure groups etc.)

### SAMPLE RESULTS

Question: Please rate each statement positively and describe if you see how far the company has moved	2023	2022	2020	
Overall - All categories	2.80	3.01	3.24	Improved since 2022
Engagement of my team	3.56	3.99	2.50	Declined since 2022
I am proud of how far we've moved	2.67	3.33	3.56	
When I get up in the morning, I think I'm going to work	3.23	2.88	2.32	
My job inspires me	3.21	2.98	2.88	
I get excited about my work	2.15	2.32	2.20	
I am enthusiastic about my job	3.33	3.00	2.99	
At work, I have the chance to learn and grow	2.54	3.00	3.20	
At my work, I have learning and growth opportunities	2.66	2.88	3.23	



## Qualitative Results

Qualitative data focus on semantic data and the 'WHY'.

These results allow organisations to make targeted people decisions that will directly impact areas the workforce has highlighted as needing improvement.

Thematic analysis on write-in answers (i.e. identifying main themes and categories)

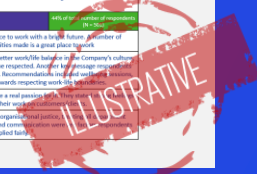
Theme and category descriptions based on an assimilation of data received

Percentage appearance of each theme highlighting which themes appear most

### SAMPLE RESULTS



Category	% appearance of category relative to theme	Comments	% of total responses (N=250)
<b>Theme: Leadership</b>			
Improved Top Down Communication	40%	Respondents commented positively on the communication style of company senior leadership, particularly that of the CEO and CFO. The increased involvement of senior leadership sharing the company's future vision and growth strategy was well received by employees. A number of Respondents noted their desire for these strategies to be included in performance appraisal conversations, so they could establish their part in the Company's journey.	
Approach of Leadership Team	20%	Respondents noted an increased willingness by leaders to gather the ideas and opinions of employees and have this feed into the Company's growth pathway. Senior Leadership specifically, was noted as being more open to new ideas and perspectives which employees appreciated.	
Need for more Coaching & Empowerment of Staff	30%	Respondents noted an ongoing need for leaders to improve coaching, mentoring and their style of employee empowerment. A key recommendation from Respondents was the need for increased recognition and praise from leadership.	
<b>Theme: Organizational Culture</b>			
Great Place to Work	50%	Respondents commented on the fact that the Company is a great place to work with a bright future. A number of respondents noted the numerous developmental opportunities made in a great place to work.	
Better Work/Life Balance and Well-being	30%	In general, a majority of respondents recommended the promotion of a better work/life balance in the Company's culture with the addition that boundaries between work and downtime should be respected. Another key message mentioned related was the need for increased mental health and wellbeing resources. Recommendations included well-being, stress-busting activities and the aforementioned culture shift towards respecting working hours.	
Love of Work	20%	Respondents noted they are very committed to the work they do and have a real passion for it. They noted that a sense of satisfaction and fulfillment from seeing the impact of their work on the world is a key driver for their engagement.	
Increase Fairness	30%	A number of Respondents noted the importance of fair treatment and organizational justice, which should be applied equally, regardless of their rank. Recognition, remuneration, appraisal and career progression should be distributed and applied fairly.	



# Our Credentials – Select Experiences

1

## **KPMG Credential: A recurring mapping of the employee engagement for a Monetary Authority (Europe)**

### **Client Challenge:**

- The client organisation is a critical financial regulator supervising the activities of financial service providers across multiple financial sectors and has a large multifaceted organisational structure with 22 independent functions.
- The client engaged KPMG to run the KPMG Employee Engagement Plus Index in order to assess engagement level across the entire organisation.

2

## **KPMG Credentials: Mapping employee engagement for the Airport Authority (Caribbean region)**

### **Client Challenge:**

- The client was interested in learning about the engagement levels of its workforce in order to continue bolstering employee engagement and overall performance. The client specifically required a survey that was adaptable and tailorable to the organisations specific needs.

3

## **KPMG Credentials: A recurring mapping of the employee engagement for a Health Care Provider (Europe)**

### **Client Challenge:**

- The client organisation provides award-winning healthcare services, spanning over three locations, as part of a larger international Healthcare provider network. The client was interested in learning about the engagement levels of its sizeable staff in order to bolster its initiatives to increase engagement and overall performance. The organisation engaged KPMG to conduct the assessment over consecutive years (2021, 2022, 2023) to gain a metric of engagement level changes.

### **Our Solution:**

- KPMG conducted Employee Engagement assessments with the client's workforce across a three year period (2019, 2020 & 2021) using the KPMG Employee Engagement Plus Index (EEPI), in order to gather both quantitative and qualitative data on drivers of employee engagement.
- A comparison of EEPI results across demographic groups and across consecutive yearly engagements, providing indications of trends in driver scores and net promotor scores.

### **Our Solution:**

- Use of the KPMG Employee Engagement Plus Index to gather both quantitative and qualitative data on drivers surrounding employee engagement.
- List of recommendations and an action plan based on the results that emerged throughout the initiative in order to improve employee engagement.
- Dashboard analysis was conducted to provide visualisation of driver score variance across the company's departments.

### **Our Solution:**

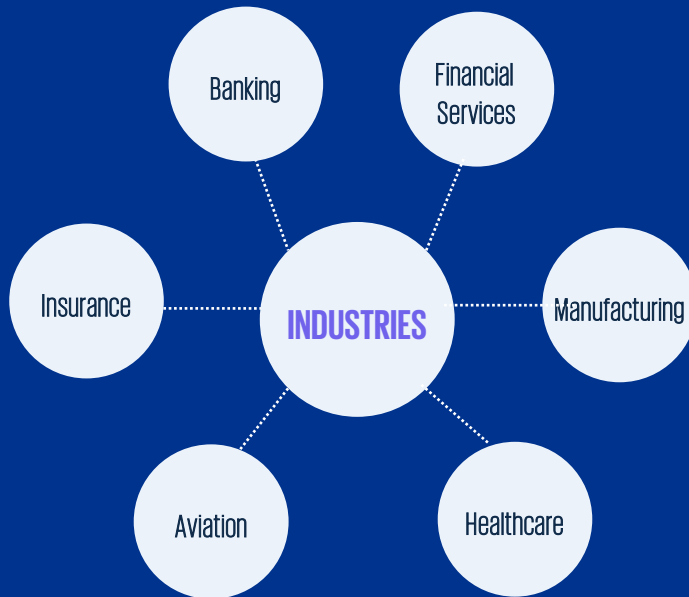
- Launch of the EEPI and conducted focus groups in order to validate results from the survey.
- Comparison of demographic groups in the organisation with reference to their score on employee engagement survey (e.g. Age, Department, Gender, Location, Tenure, etc.)
- Comparison of EEPI data year-on-year for company, department and critical demographic groups.



# Our Credentials – Some Facts

KPMG Employee Engagement Plus Index:

↳ **3200** respondents  
over **5** years



A few specific examples where clients have found significant use of our People Analytics assessment include:

The **cyclical administration** of the EEPI survey for a client organisation across a **three-year** period.

Use of the **EEPI** as a **measure** of an organisation's **people-focused interventions**; interventions of which were devised from the **results** of a previous run of the survey.

The **adaptation of the EEPI survey** to include **additional cultural drivers** stemming from identification of workforce areas of concern during preliminary focus groups.



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