TALENT FORUM

south asia's HR marketplace

# Employee Engagement Survey:

# Financial Institution Industry Outlook

Date: 22 June 2025

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## EXECUTIVE SUMMARY

Talent Forum thrives to develop a knowledge-based economy by encouraging groundbreaking research that unleashes talent across industry, generation, and region. And building a community of professionals unified by a notion that full utilization of the critical talent pool is at the heart of business success.

To uphold the ideology and be the reasons for our core success, we conduct surveys and groundbreaking research on a continuous basis, unleash new ideas/innovations to the talent community to which we belong.

After the global success of the "Next Talent Outlook" survey, we recently carried out a "Global Employee Engagement Survey". Senior professionals from 46 countries including those in North America, Europe, Asia-Pacific, the Gulf, South Asia, and Bangladesh participated in this survey.

The objective of this "Global Employee Engagement Survey" is to unleash the following new notion from industries standpoint.

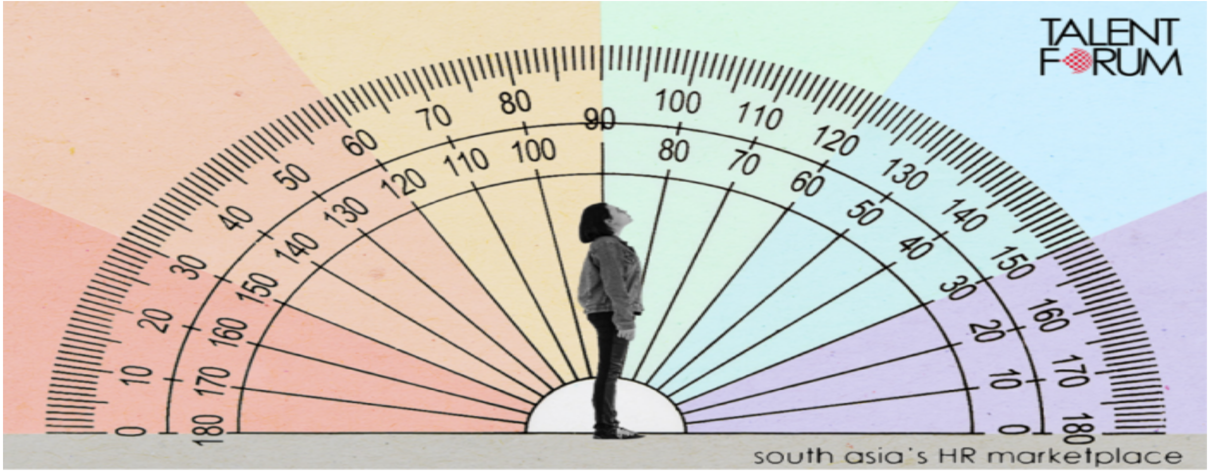
- Workplace Culture
- Diversity & Inclusion
- Employee Satisfaction
- Employee Engagement

*659 senior professionals from 481 companies of which 205 global & regional MNCs contributed to the worldwide survey's impact. The contribution of senior professionals from 276 Bangladeshi companies was equally paramount for an impact.*

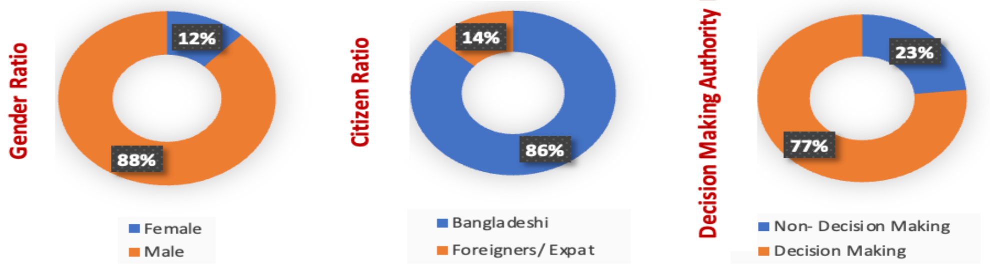
The contribution from 6 regions and 40 industries of the world have increased the bandwidth of this survey and have contributed to the success. Talent Forum will also progressively release the results of this industry-specific surveys, with an emphasis on Bangladesh to expand the workplace culture bandwidth in the business.

This is the first survey in this category that is truly global for Bangladesh, exclusive in South Asia.

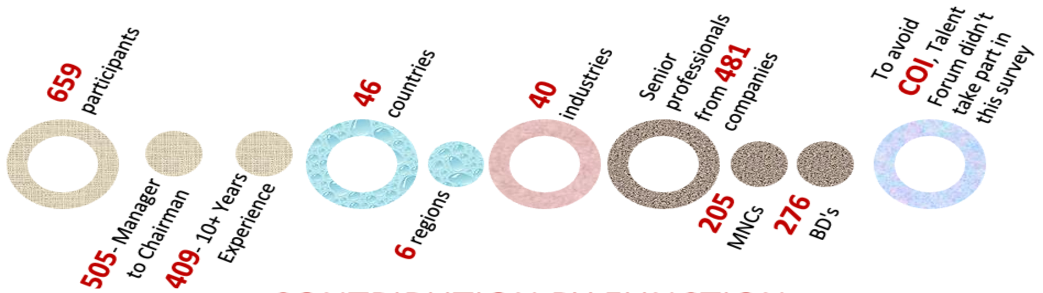
Talent Forum warmly thanks all of the participants and other stakeholders, especially Formstack, a reputed software and survey company in the United States, without whose unstinted cooperation and spontaneous participation, we would not have been able to rollout this survey on a global scale.



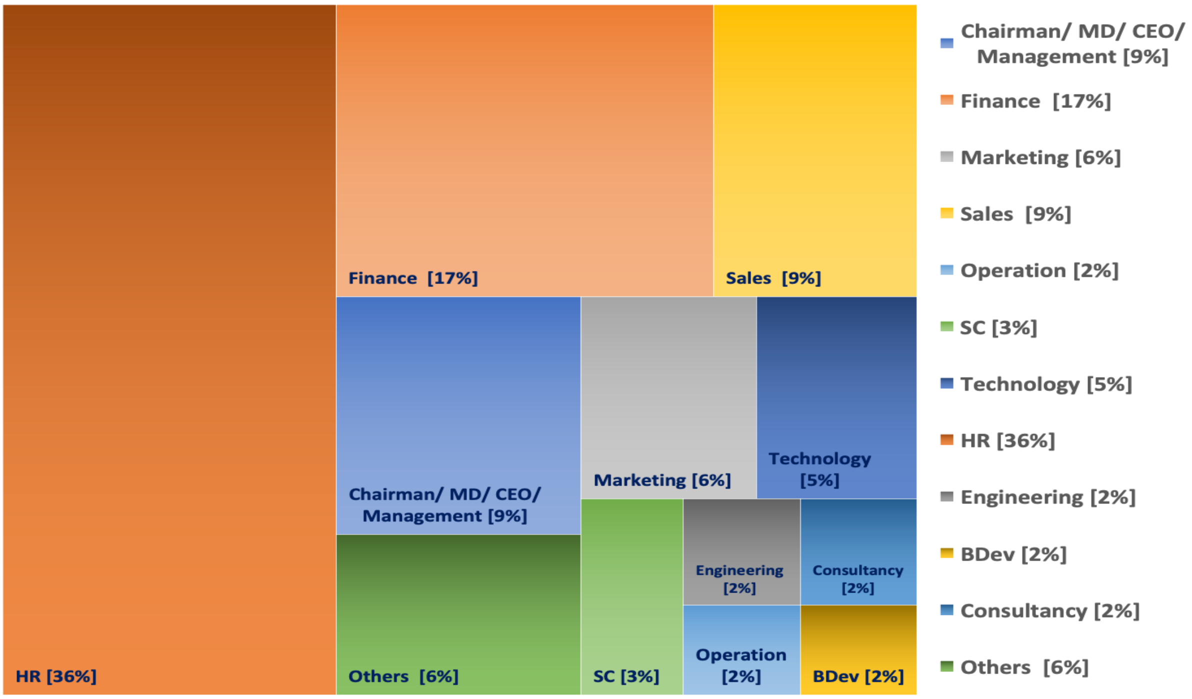

## SURVEY DASHBOARD




SURVEY QUALITY SCORE: 4.37/5




## CONTRIBUTION BY FUNCTION



Professionals from 46 countries have participated in our Global Employee Engagement Survey. The countries are:

## APAC

- Australia
- Cambodia
- Indonesia
- Japan
- Malaysia
- New Zealand
- Philippines
- Singapore
- Thailand

& Other countries

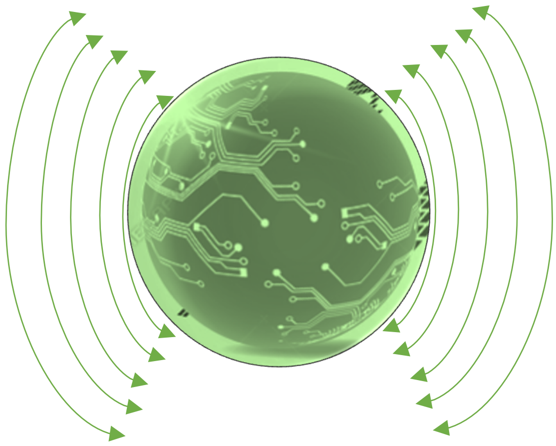
## Bangladesh

- Bangladesh

## South Asia

- India
- Sri Lanka

& Other countries



## Europe

- Belgium
- Colombia
- France
- Germany
- Greece
- Hungary
- Ireland
- Italy
- Netherlands
- Norway
- Paraguay
- Poland
- Romania
- Spain
- Sweden
- Switzerland
- United Kingdom

& Other countries

## Gulf

- Jordan
- Oman
- UAE

& Other countries

## North America

- Canada
- Mexico
- United States

& Other countries

**& Other geo-regions**

Senior professionals from 205 Fortune 500 Companies, large MNCs & regional MNCs have participated in our Global Employee Engagement Survey. The MNCs are:

**FMCG, Tobacco & Beverage**
- Bangladesh Edible Oil Limited
- British American Tobacco
- Coca-Cola
- Colgate Palmolive
- Japan Tobacco International
- Marico
- Mondelēz International
- Nestlé
- Perfetti Van Melle
- Philip Morris International
- Reckitt Benckiser
- Unilever
- Unilever Consumer Care

**Bank, Insurance, NBFI, MFS & Fintech**
- Canadian Imperial Bank of Commerce
- Commercial Bank of Ceylon PLC
- Citibank N. A.
- HSBC
- MetLife
- Morgan Stanley
- StanChart
- Visa

**Apparel**
- AMANN Group
- American & Efird
- Avery Dennison
- Checkpoint Systems Inc (CCL)
- Coats
- H&M
- Next Sourcing
- Walmart

**Pharmaceuticals & Medical**
- Augmedix
- Medical College of Wisconsin
- Medtronic
- Novartis
- Novo Nordisk
- Sandoz
- SEQENS Pharmaceutical Solutions
- Siemens Healthcare

**Consultancy**
- Accenture
- Bureau Veritas
- EY
- GFA Consulting Group
- KPMG LLP
- Mercer
- PwC
- SMEC

**Technology**
- Alphabet/ Google
- Cisco
- Meta/ Facebook
- Microsoft
- Oracle
- Proofpoint
- Samsung R&D
- SEBPO
- Voodoo.io

**Telecom**
- Banglalink
- Bell
- Ericsson
- GP
- Robi Axiata
- Samsung
- Vodafone
- ZTE Corporation

**United Nations & NGO**
- ASA International
- BRAC
- BRAC International
- ICRC
- IFRC
- Save the Children International
- Swisscontact
- UNDP
- UNIDIR
- WaterAid
- WFP

**Energy & Engineering**
- Bureau Veritas Marine and Offshore
- Chevron
- E.ON
- Gulf Oil
- Hyundai Engineering
- KrisEnergy Limited
- Linde
- MAN Energy Solutions
- Moody International
- Robert Bosch
- ROMS, Inc.
- SMEC
- TotalEnergies

**Electronics Appliances**
- Apple
- Haier
- Samsung
- Singer
- Whirlpool

**Agriculture**
- Bayer CropScience Ltd.
- Elanco
- Syngenta

**Government**
- Pacific Northwest National Laboratory
- National Health Service

**Marketing Agency**
- Nielsen

**Building Materials**
- Asian Paints
- Berger
- IKEA
- Kansai Nerolac Paints
- PPG Coatings
- Signify

**Logistics/ Transportation/Shipping**
- DHL
- Expeditors
- ISS Global Forwarding
- Maersk

**e-commerce**
- Alibaba Group
- Amazon

**Academia**
- British Council
- Oxford Brookes Business School

**Automobile**
- Honda

**Aviation, Hotel & Tourism**
- Cathay Pacific Airways
- InterContinental
- Marriott International
- VFS

**& Other MNCs**

Senior professionals from 276 Bangladeshi originated companies have participated in our Global Employee Engagement Survey. The Local Companies are:

**Conglomerate**

- Abul Khair Group
- ACI Ltd.
- Akij Group
- AkijBashir Group
- Aman Group Ltd.
- Anwar Group of Industries
- Bashundhara Group
- Bengal Group of Industries
- Beximco Holdings Ltd.
- City Group
- DBL Group
- Edison Industries Ltd.
- Expo Group
- Fair Group
- GPH Group
- Meghna Group of Industries
- MGH Group
- Partex Star Group
- PRAN RFL GROUP
- Rahimafrooz
- RANCON
- RFL Group
- S Alam Group
- Super Star Group
- Transcom Group
- United Group

**FMCG & Beverage**

- Abdul Monem Ltd. (Coca-Cola)
- ACI Ltd.
- City Group
- DBL Group
- Dekko Legacy Group
- Finlay Tea
- Golden Harvest Group
- Meghna Group of Industries
- New Zealand Dairy
- Shopup
- Transcom Beverages Ltd. (PepsiCo)
- Transcom Consumer Product Ltd.
- Transcom Distribution Company Ltd.

**Government**

- Bangladesh Army
- Sadharan Bima Corporation

**Apparel**

- Asrotex Group
- Babylon Group
- Cotton Group
- DBL Group
- Dekko Isho Group
- Desh Group
- Epic Group
- Epyllion Group
- Group Reedisha
- Ha-meem Group
- Mondol Group
- Monno Fabrics Ltd.
- Nassa Group
- Prime Textile Spinning Mills Ltd.
- S. F. Denim
- Scandex BD Ltd.
- Simtex Industries Ltd.
- SQ Group
- Standard Group
- Sterling Group
- Urmi Group

**Bank, Insurance, NBFI, MFS & Fintech**

- AB Bank PLC
- bKash
- BRAC Bank PLC
- Dhaka Bank PLC
- Green Delta Insurance Company
- Guardian Life Insurance
- IDLC Finance Ltd.
- IFIC Bank PLC
- IPDC Finance
- Nagad Ltd.
- Upay

**Print Media**

- bdnews24.com
- East West Media Group
- Prothom Alo
- The Daily Star

**Consultancy**

- Monower Associates
- ZUNOKS Consulting

**Automobile**
- IFAD Autos Ltd.
- Nitol Motors Ltd.
- RANCON
- Rangs Group
- Runner Automobiles PLC

**Pharmaceuticals & Medical**
- ACI Ltd.
- ACME Laboratories Ltd.
- Beacon Pharmaceuticals PLC
- DBL Pharmaceuticals Ltd.
- General Pharmaceuticals
- GME Group
- Navana Pharmaceuticals Ltd.
- Radiant Pharmaceuticals Ltd.
- Renata Ltd.
- SMC
- Square Pharmaceuticals
- Synovia Pharma PLC
- United Hospital Ltd.

**Building Materials**
- Abul Khair Ceramics
- Anwar Group of Industries
- GPH Ispat Ltd.
- Star Ceramics Ltd.
- Ujala Paint Industry

**e-commerce**
- Bikroy.com
- Chaldal Limited
- E-valy.com Ltd.
- Pathao
- Sheba Platform Ltd.

**IT, Application & Technology**
- BRACNet Limited
- Eitekh ERP Ltd.
- Link3 Technologies Ltd.
- REVE Group
- Shopup

**Electronics Appliances**
- Jamuna Electronics & Automobiles
- Rangs Electronics
- Rangs Industries Ltd.
- Transcom Electronics Ltd.
- Walton

**Energy & Engineering**
- ACI Ltd.
- Bangla Trac Limited - BanglaCAT
- Energypac Power Generation
- Meghna Group of Industries
- Omera Fuels Ltd.
- Omera Petroleum Ltd.
- Petromax LPG
- Rahimafrooz Batteries
- Saif Powertec Ltd.

**Real Estate**
- Amin Mohammad Foundation
- Asset Developments & Holdings
- bti
- SHANTA

**Retail**
- Aarong
- Shwapno
- DBL Lifestyles Ltd.
- Transcom Foods Ltd.

**Academia**
- BIM
- BUP
- BRAC University
- Daffodil Institute of IT
- Dhaka University

**DTH & Telecom Network**
- Beximco Communications Ltd.
- Summit Communications Ltd.

**& Other Large Locals**

Senior professionals from the following companies of Financial Institution Industry have participated in our Global Employee Engagement Survey. The companies are:

- Visa
- Morgan Stanley
- Citibank N. A.
- HSBC
- Standard Chartered
- Canadian Imperial Bank of Commerce
- Bank Muscat
- Commercial Bank of Ceylon
- BRAC Bank
- bKash
- Nagad Ltd.
- MetLife
- Guardian Life Insurance
- AB Bank
- Dhaka Bank
- IFIC Bank
- IDLC Finance
- IPDC Finance
- Upay
- Green Delta Insurance Company
- Sadharan Bima Corporation
- Capital Market Stabilization Fund (CMSF)
- Monstarlab Enterprise Solutions
- SSLCOMMERZ
- Xpert Fintech

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# SURVEY FINDINGS AND ANALYSIS

## SECTION A: THE ORGANIZATION

1. **My organization has a vision, mission, and values, as well as the means to convey it all employees.**

**Total responses: 654**

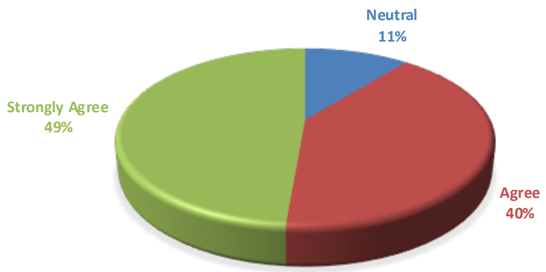



Figure: Financial Institution Industry

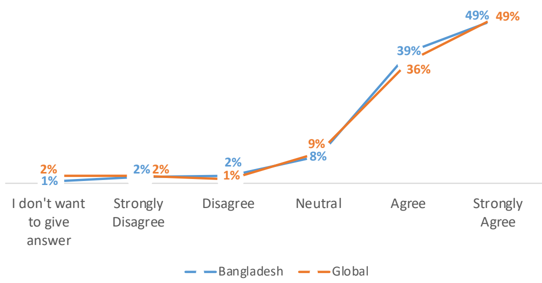



Figure: Bangladesh vs Global

Of all Financial Institution industry, 89% professionals believed their respective organizations have a vision, mission, and values, as well as the means to convey it to all employees.

The Financial Institution industry is well-positioned in aligning employees with vision, mission, and core values, while global Financial Institution companies have room to boost employee communication mechanisms on KPIs/KRAs/MBOs/OKRs across all sites, branch, and country office employees. e.g., Bangladesh.

**Subjective comments (non-edited):**

- We have all of these, but communication with the employees is not perfect.
- Our organization has a mission and vision, but no way to communicate them to employees.
- The mission & vision are clearly spelled out and well communicated.
- Our organization doesn't have a defined mission or vision. But we have values.

2. **I think that the organogram should have a matrix, lean, and flat reporting relationship.**

**Total responses: 652**

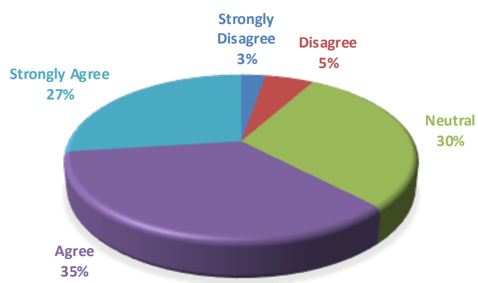



Figure: Financial Institution Industry

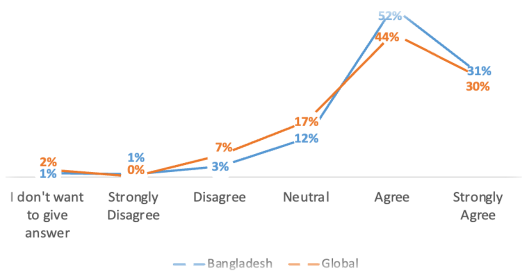



Figure: Bangladesh vs Global

Of all Financial Institution industry, 38% professionals are not in favor of the aforesaid statement.
The complexity of managing matrix reporting relationships increases as we move from large local to Financial Institution industry. Here, the indicative value is 21%.

Subjective comments (non-edited):

- I think it should be tailored to every organization.
- It should vary depending on the size and nature of the organization.
- It depends on the size of the company and the nature of the operations.

3. **I'm proud to be a part of my company and will encourage externals to join us.**

Total responses: 655

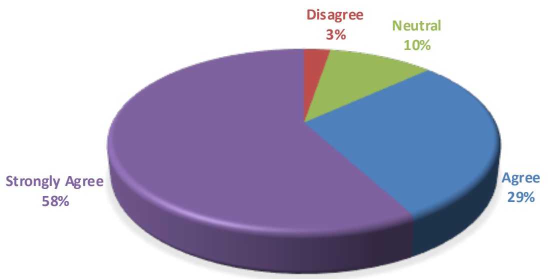



Figure: Financial Institution Industry

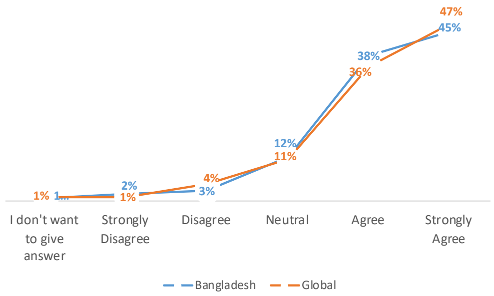



Figure: Bangladesh vs Global

Of all Financial Institution industry, 87% of professionals are acting as company ambassadors to the external community.

Financial Institution industry has the opportunity to leverage internal talent as brand ambassadors for talent attraction from competition.

Subjective comments (non-edited):

- I am content with my role at my company and can only encourage externals for the departments I am engaged with.
- On an ad hoc basis, upon necessity.
- Needs improvement in strategic planning and style of management.
- Always prefer a reference or close relation group.

4. **My company has the capacity to maintain above average market share in terms of talent, revenue (value), and goods/ services (volume).**

Total responses: 655

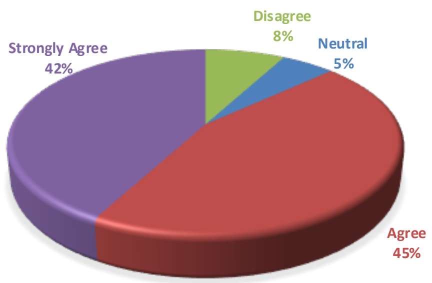



Figure: Financial Institution Industry

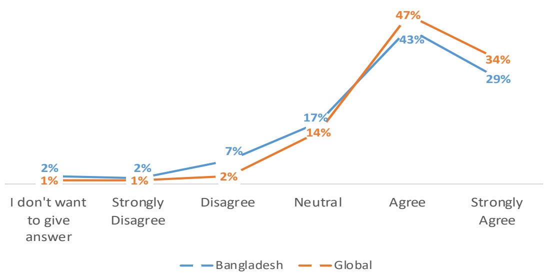



Figure: Bangladesh vs Global

Of all Financial Institution industry, 87% professionals are confident on their respective companies' capability to maintain above average market share in terms of talent, revenue (value), and goods/ services (volume).

Financial Institution industry has competitiveness for its organic growth and experiences a steep curve for its incremental demand.

**Subjective comments (non-edited):**

- Although in overall business we are segment leaders, in Bangladesh we aspire and are prepared to gain major shares in the coming years.
- Somewhat in terms of revenue and goods or services, but talent has a big question.

5. **I am aware of and comprehend the yearly business plan for my organization.**

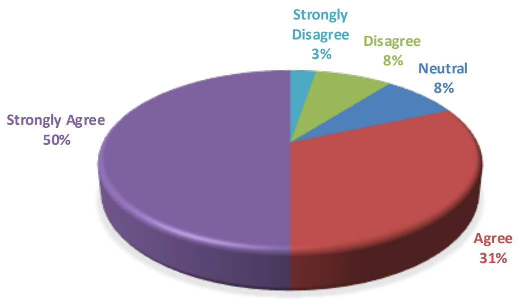



Figure: Financial Institution Industry

Total responses: 657

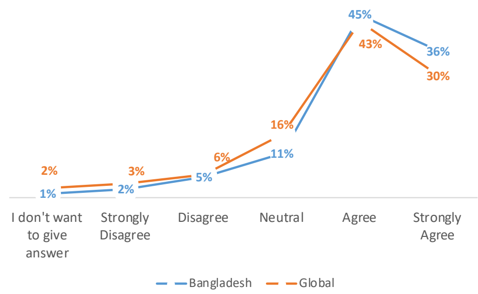



Figure: Bangladesh vs Global

Of all Financial Institution industry, 81% professionals are aware of and comprehend the yearly business plan for their organization.

Of all, 81% Bangladeshi professionals are aware of and comprehend the yearly business plan for their organization.

Whereas, this index is 73% for global companies.

The aforesaid 8% differences result from global companies failing to communicate all site, branch, and country office employees on aforesaid statement.

Global Financial Institution companies have room to boost employee communication mechanisms on KPIs/KRAs/MBOs/OKRs across all sites, branch, and country office employees.

**Subjective comments (non-edited):**

- Non-cooperative management people.

6. **I have all resources in practice to implement my KPIs- which are connected to the annual business plan.**

Total responses: 657

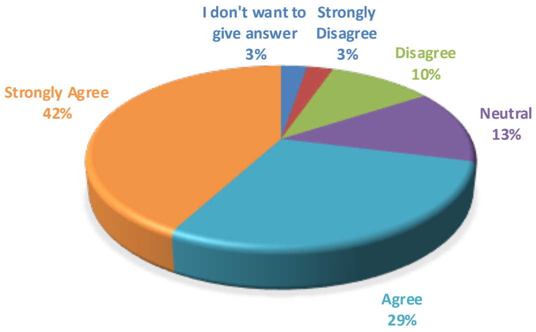



Figure: Financial Institution Industry

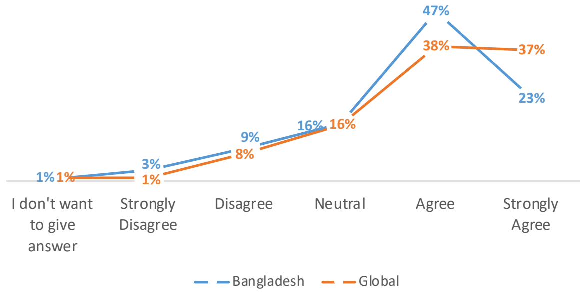



Figure: Bangladesh vs Global

Of all Financial Institution industry, 29% professionals aren't confident that they have all resources in practice to implement their respective KPIs connected to ABP.

This index is 25% for global and 30% for local companies.

Global companies have room to boost employee communication mechanisms on KPIs/KRAs/MBOs/OKRs across all sites, branch, and country office employees. e.g., Bangladesh.

**Subjective comments (non-edited):**

- Non-cooperative management and employees. Under development.
- We already have some of the resources, but we need more.

7. **I have faith in the members of my leadership team/executive committee/management committee to guide the company towards success in the future.**

Total responses: 657

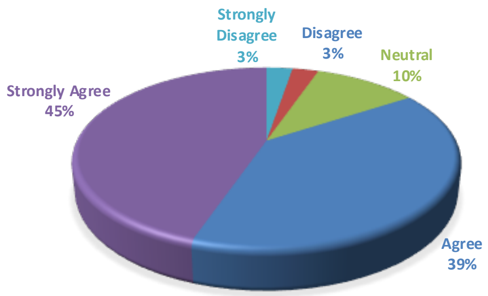



Figure: Financial Institution Industry

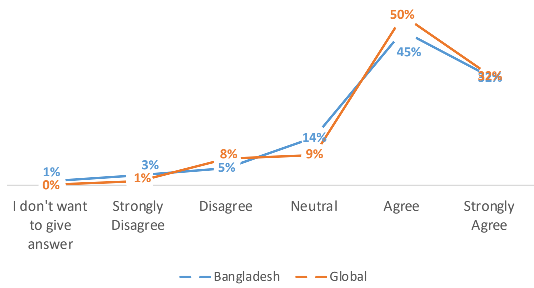



Figure: Bangladesh vs Global

Of all Financial Institution industry, 84% professionals have confidence in the members of the leadership team/executive committee/management committee to guide the company towards success in the future.

This industry has competitiveness for its organic growth and experiences a steep curve for its incremental demand, which results in a low attrition rate as compared to other industries. That's why employee engagement over employee satisfaction is high among the top levels.

Subjective comments (non-edited):

- To enhance their skill sets and align them with their current capabilities, leaders require to think about acquiring market knowledge inside their respective fields.

8. **If there is a 15% increase in salary, I will move to a different company whose culture is substandard.**

Total responses: 650

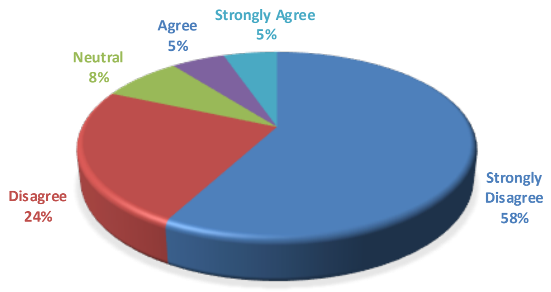



Figure: Financial Institution Industry

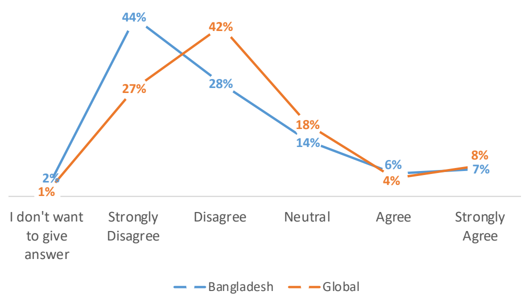



Figure: Bangladesh vs Global

Of all Financial Institution industry, 82% professionals value organizational culture.

Of all Financial Institution industry, 18% professionals value compensation package.

VS Whereas, this index is 31% for global companies and 28% for large locals.

The long-term financial benefits, employee engagement & employee satisfaction at the Financial Institution play a pivotal role, which results in high employee retention.

Subjective comments (non-edited):

- It depends on the organization's practices and cultures being followed compared to the existing ones.

9. **I think my employment is safe for the next five years in my current organization.**

Total responses: 655

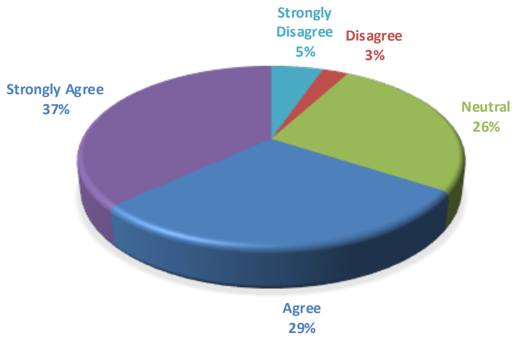



Figure: Financial Institution Industry

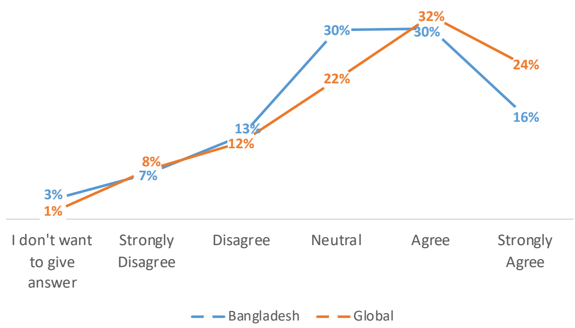



Figure: Bangladesh vs Global

Of all, Financial Institution industry, 34% professionals are not sufficiently optimistic about their career prospects over the next five years within their current company.

Whereas, this index is 44% for global companies and 54% for large local companies.

The long-term financial benefits, employee engagement & employee satisfaction at the Financial Institution play a pivotal role, which results in high employee retention.

**Subjective comments (non-edited):**

- The question is not clear; what do you mean by safe for the next 5 years? Is it the existence of a company?
- It depends on the contributing factors of the status.
- Employment absolutely depends on PMS and a pure sense of integrity.

### 10. Gender equity and equal growth opportunities are present in my organization.

Total responses: 658

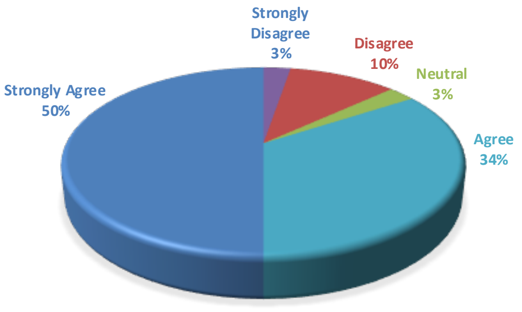



Figure: Financial Institution Industry

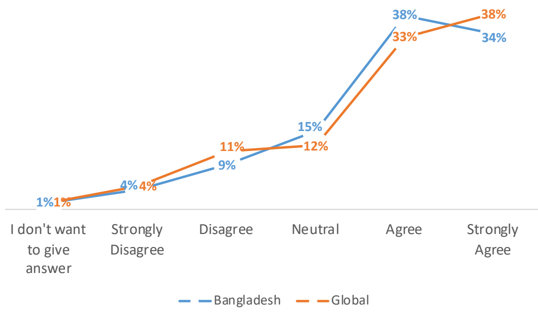



Figure: Bangladesh vs Global

Of all, 84% Financial Institution industry professionals confident on presence or practice of gender equity and equal growth in their respective organizations.

Financial Institution industry is well-positioned in terms of proper gender equality, which creates a diverse talent pool and strengthen the ability to build a diverse leadership pipeline

**Subjective comments (non-edited):**

- There is a higher focus on female recruitment and progression. Resulting in an advantage for male employees.

11. **My company does not have appropriate, updated, market-oriented, or legally compliant policies or procedures in place.**

Total responses: 656

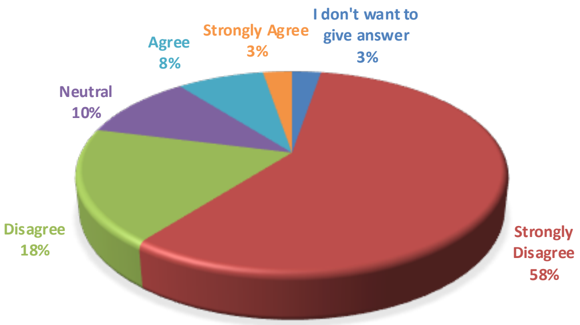



Figure: Financial Institution Industry

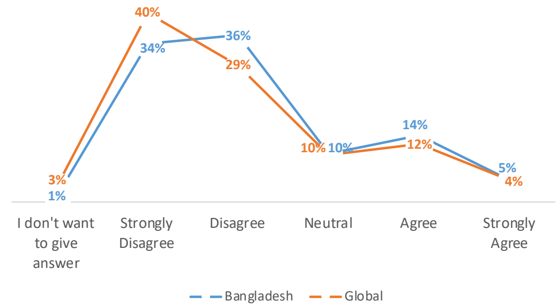



Figure: Bangladesh vs Global

Of all, 76% Financial Institution industry professionals are confident on the company policies.

Due to the strong regulation in Financial Institution industry, there are existence of compliant policies as well as governance and legal and compliance risks are comparatively lower than any other industries. But there are lot scopes for improvement to gain the competitive advantage among other financial organizations.

**Subjective comments (non-edited):**

- The HR Manual doesn't necessarily consider local policies.

12. **My organization has ethics & professional etiquette guideline which derive my desired behavior.**

Total responses: 659

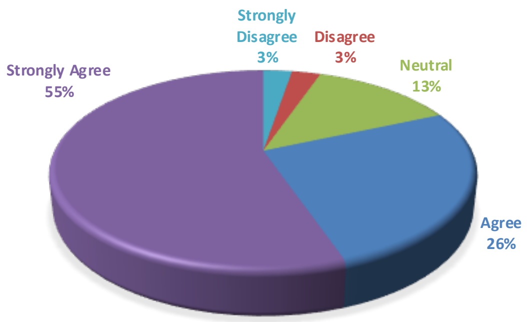



Figure: Financial Institution Industry

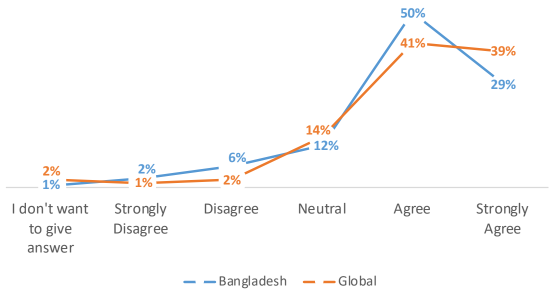



Figure: Bangladesh vs Global

Of all Financial Institution industry, 81% professionals are confident on the company ethics guidelines.

Financial Institution industry is well-positioned with strong professional etiquette guidelines but there are scopes can be taken to mitigate the existing flaws to gain the competitive advantage.

**Subjective comments (non-edited):**

- No comments.

## SECTION C: SUPERVISOR- SUPERVISEE RELATIONSHIP

### 13. My line manager values my input and perspective in decision-making.

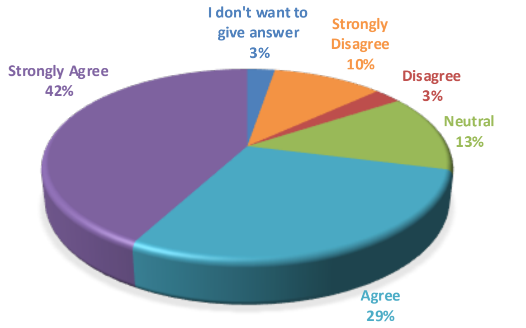



Figure: Financial Institution Industry

Total responses: 653

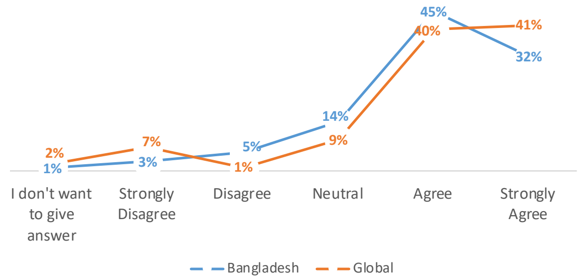



Figure: Bangladesh vs Global

Of all Financial Institution industry, 29% professionals aren't confident about their line managers decision making capability.

Whereas, this index is 19% for global companies.

Financial Institution industry needs to improve in levers of control in the form of inclusive decision-making.

**Subjective comments (non-edited):**

- Nonetheless, I try to enforce my choice given the circumstances.
- I am the MD.

### 14. I feel comfortable with my manager.

Total responses: 655

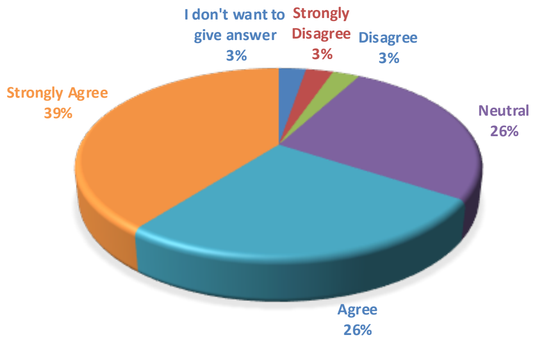



Figure: Financial Institution Industry

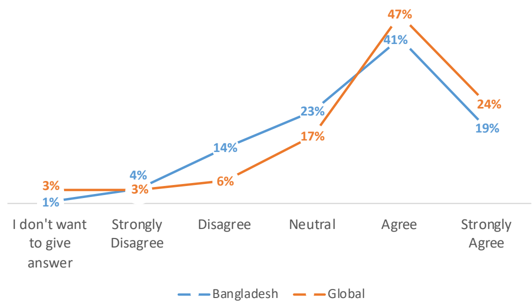



Figure: Bangladesh vs Global

Of all Financial Institution industry, 35% professionals aren't comfortable with line manager.

Whereas, this index is 29% for global companies and 41% for local companies.

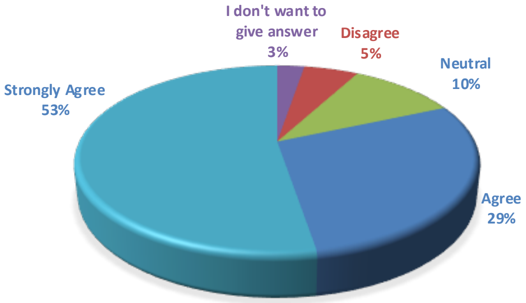
Employee relation and Industrial relation programs needs to increase at Financial Institution industry.

**Subjective comments (non-edited):**

- There is no line manager between me and the management part.

15. I get support from my line manager when I face conflicts of interest.

Total responses: 656



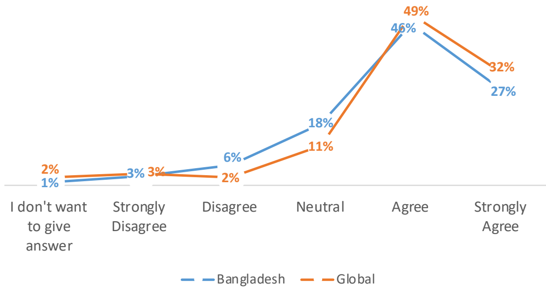




Figure: Financial Institution Industry

Figure: Bangladesh vs Global

Of all Financial Institution industry, 18% professionals aren't confident on getting support from line managers while facing conflicts of interest (COI).

Whereas, this index is 27% for local companies.

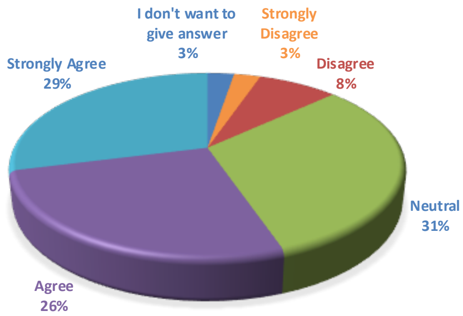
Though Financial Institution are well-positioned but there are scopes to take on more employee relations and industrial relations programs on conflict of interest (COI).

Subjective comments (non-edited):

- I most often have the support from my MD.
- There is no Line manager between me and the Management.

16. The performance coaching that I receive from my line manager is effective and scientific.

Total responses: 654



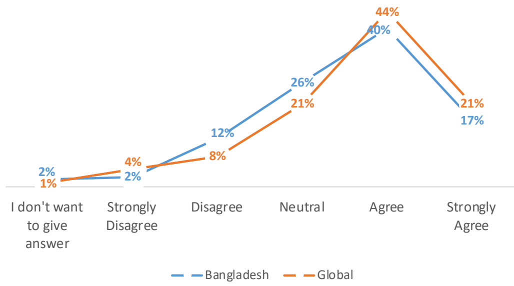




Figure: Financial Institution Industry

Figure: Bangladesh vs Global

Of all Financial Institution industry, 45% professionals aren't confident on effectiveness of the performance coaching they receive from line managers.

This index is 34% for global companies.

Performance coaching by a line manager in day-to-day activities should be SMART by reducing behavioral errors. Line managers should learn the predictive behavioral indicator (BI).

Subjective comments (non-edited):

- Did not receive any coaching from my current employer.

17. My e-Learning program has helped me to gain knowledge about the organization.

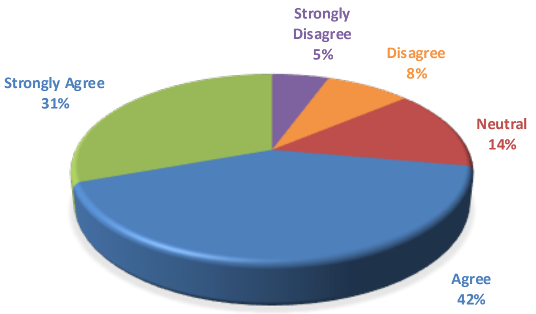



Figure: Financial Institution Industry

Total responses: 648

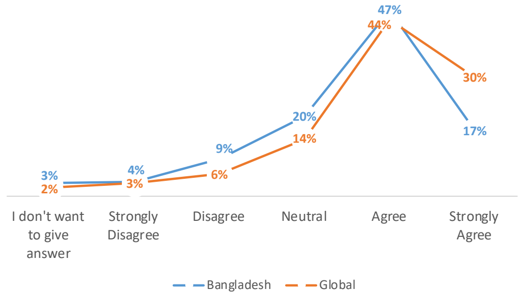



Figure: Bangladesh vs Global

Of all Financial Institution industry, 27% professionals aren't confident on the e-Learning program's effectiveness to gain knowledge about their organizations.

VS Whereas, this index is 36% for local companies.

Companies need to transform from traditional training systems to e-learning and capability development frameworks.

Subjective comments (non-edited):

- There is no e-learning program in my organization, but I have my own e-learning system, which helps me gain different knowledge.
- Currently, we do not have an e-learning platform. We are working towards it.
- We have such a program; however, we are working on improving it.

18. My annual training man hours is 40 or 5 days.

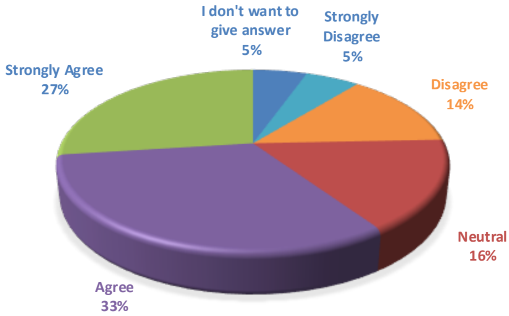



Figure: Financial Institution Industry

Total responses: 643

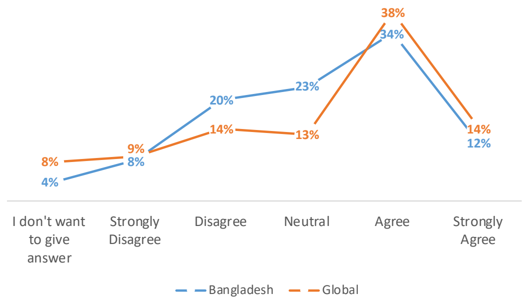



Figure: Bangladesh vs Global

Of all Financial Institution industry, 40% professionals disagreed with the aforesaid statement and remain indifferent.

VS Whereas, the index is 54% for local companies and 48% for global companies.

Training/capability is found inadequate in this Financial Institutions Industry.

Subjective comments (non-edited):

- There are no specific training hours. It is all arranged randomly.
- My company has a 52-hour training requirement to assess employees' personal and professional growth. However, we are working to assign the appropriate training to cover that 52-hour training.

19. My company has a succession management for its future, and I'm aware of its pathway.

Total responses: 658

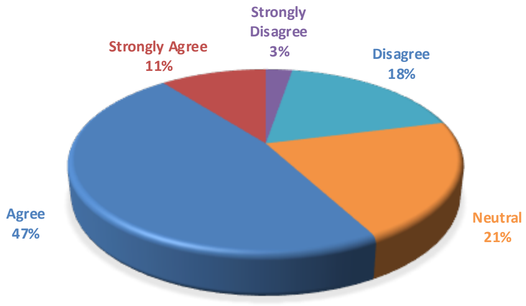



Figure: Financial Institution Industry

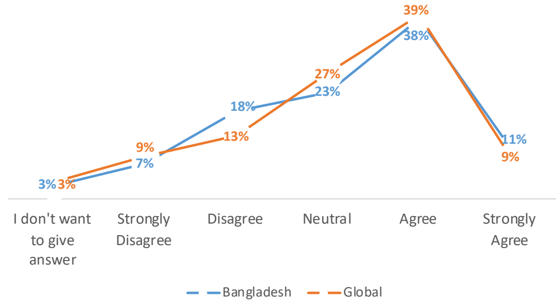



Figure: Bangladesh vs Global

Of all Financial Institution industry, 42% professionals aren't aware of succession management implementation at their organizations.

VS Whereas, this index is 51% for local companies and index is 52% for global companies.

High performance- potential based talent pipelines are less practiced in the Financial Institution industry.

Subjective comments (non-edited):

- Non-cooperative management people, communication gap, underdevelopment.

## SECTION E: EMPLOYEE COMMUNICATION

20. My organization has well-established mechanism to make communications to all employees at a time.

Total responses: 657

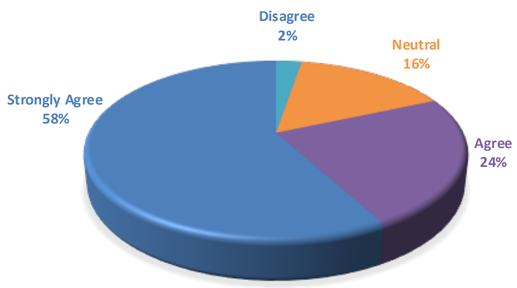



Figure: Financial Institution Industry

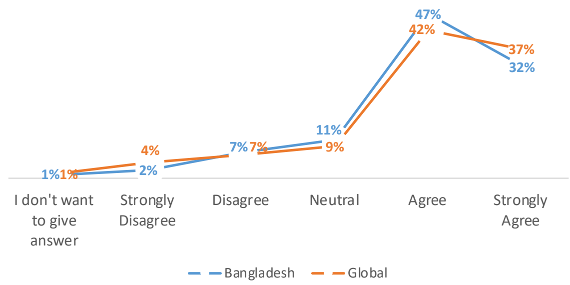



Figure: Bangladesh vs Global

Of all Financial Institution industry, 82% professionals experience the well-established employee communication channels.

Companies should take on more employee relations and industrial relations programs through employee communication channels.

**Subjective comments (non-edited):**

- Other than email there is no mechanism.

## 21. We have employee townhall/quarterly site communication system.

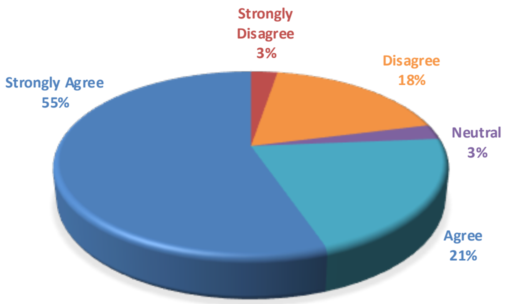



Figure: Financial Institution Industry

Total responses: 656

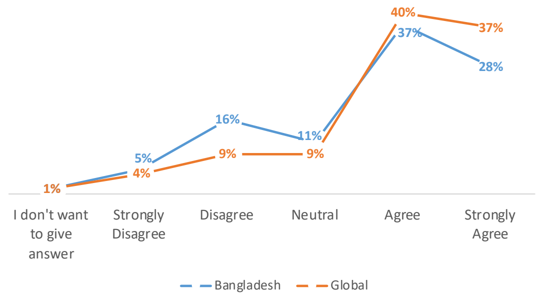



Figure: Bangladesh vs Global

Of all Financial Institution industry, 24% professionals disagreed and remain indifferent of having townhall / quarterly site communication system at their organizations.

VS Whereas, the index is 35% & 23% for local & global companies respectively.

Quarterly site communication/ employee town hall isn't properly conducted in the Financial Institution industry.

**Subjective comments (non-edited):**

- We do have, but it's not maintained all the time.

## 22. When we face inter- and intra-departmental conflict, there is a dedicated team to give attention on this.

Total responses: 647

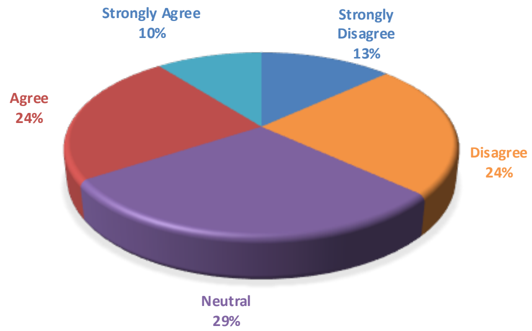



Figure: Financial Institution Industry

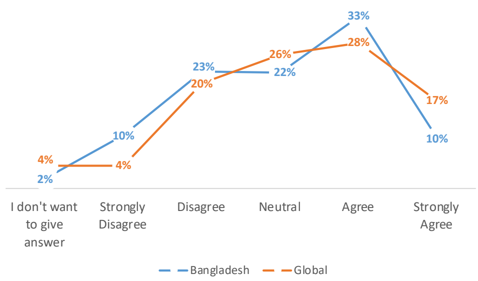



Figure: Bangladesh vs Global

Of all Financial Institution industry, 66% professionals aren't facilitated by a dedicated team to give attention to inter- and intra-departmental conflicts.
This gap is also found for other Bangladeshi industries (57%) & global companies (55%).

Financial Institution industry lacks the result/solution/scientific-oriented conflict resolution frameworks.

**Subjective comments (non-edited):**

- There's no dedicated team, but the top management (MD) addresses the point and gives solutions among the team to dissolve the conflict.
- The division or department head has the capacity to resolve that.

## SECTION F: EMPLOYEE ENGAGEMENT & WORKPLACE CULTURE

**23. My organization has employee engagement programs that equate to 2.5 hours per month.**

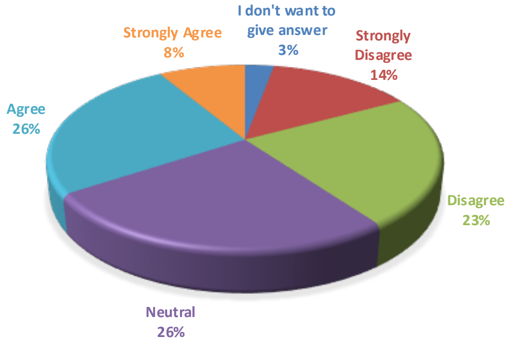



Figure: Financial Institution Industry

Total responses: 655

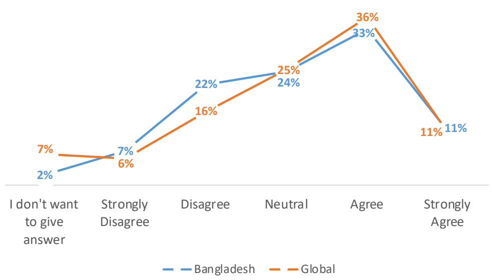



Figure: Bangladesh vs Global

Of all Financial Institution industry, 66% professionals disagreed with the aforesaid statement to some extent and remain indifferent.

Whereas, the index is 56% for local companies and 53% for global companies.

Employee engagement programs/ Workplace cultural programs are not practiced properly in the Financial Institution industry.

**Subjective comments (non-edited):**

- It is there but not that specific.

## 24. At mid- and senior-level, workplace culture is more important than dollars.

Total responses: 655

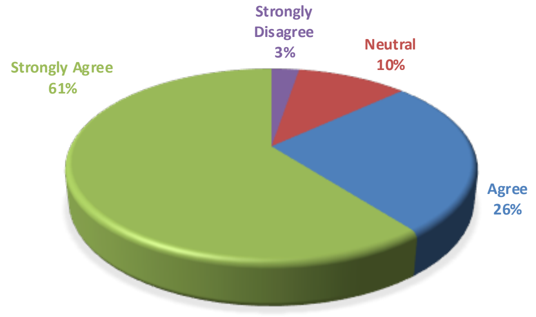



Figure: Financial Institution Industry

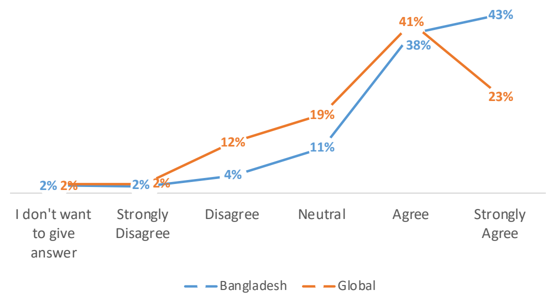



Figure: Bangladesh vs Global

Of all Financial Institution industry, 87% professionals are in favor of the aforesaid statement.

VS Whereas, this index is 64% for global companies.

23% more professionals from global companies prefer financial package over workplace culture.

Leadership positions of Financial Institution industry professionals value workplace culture more than employee CTC.

**Subjective comments (non-edited):**

- For all levels of work, culture is important. It depends on personal objective.

## 25. I am able to maintain a balance between work and personal life.

Total responses: 659

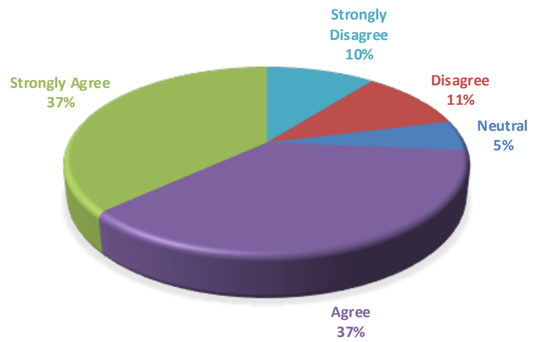



Figure: Financial Institution Industry

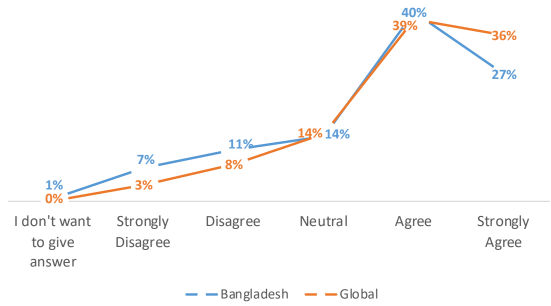



Figure: Bangladesh vs Global

Of all Financial Institution industry, 26% professionals aren't able to maintain work-life balance.

This gap is also found for other local (33%) & global companies (25%).

For professionals in the Financial Institution based Industry, striking a work-life balance remains a major difficulty.

**Subjective comments (non-edited):**

- No comments.

## 26. My mental health at my current workplace is harmonious.

Total responses: 658

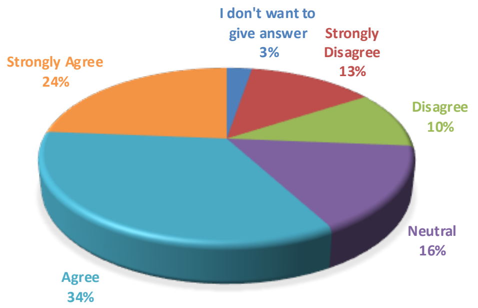



Figure: Financial Institution Industry

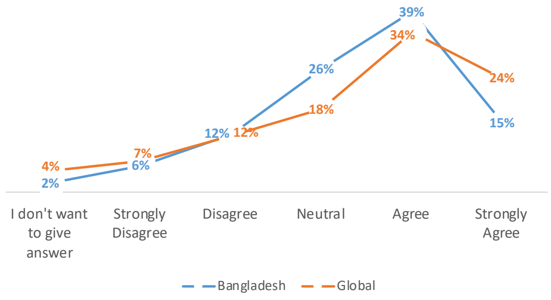



Figure: Bangladesh vs Global

Of all Financial Institution industry, 42% professionals disagreed and remain indifferent about their harmonious mental health at their current workplace.

This gap is also found for other Bangladeshi industries (46%) & global companies (42%).

For professionals in the Financial Institution industry, mental health remains a major difficulty.

**Subjective comments (non-edited):**

- No comments.

## 27. My mental health is in good shape, when I'm outside of office.

Total responses: 655

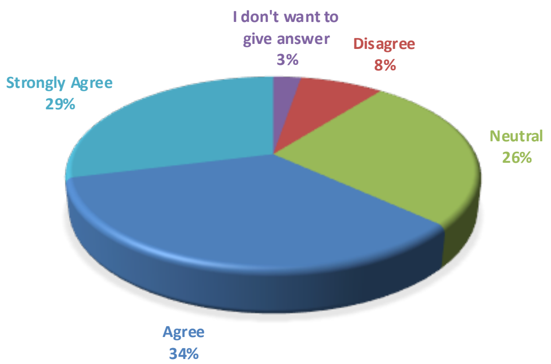



Figure: Financial Institution Industry

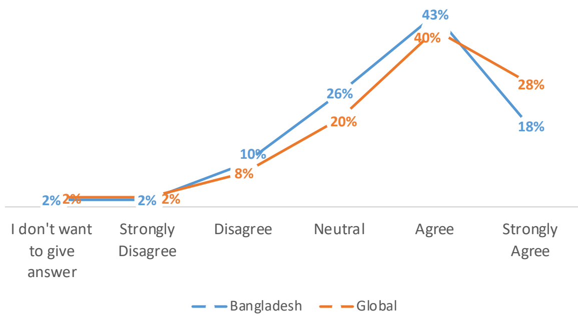



Figure: Bangladesh vs Global

Of all Financial Institution industry, 37% professionals feel good mental health when they are at the office.

This gap is also found for other local (39%) & global companies (32%).

For professionals in the Financial Institution industry, mental health remains a major difficulty.

**Subjective comments (non-edited):**

- In and outside of the office, everywhere, my mental health is good.
- It depends on contributory factors.

28. Upon waking up after my morning sleep, I am hesitant to go to work.

Total responses: 657

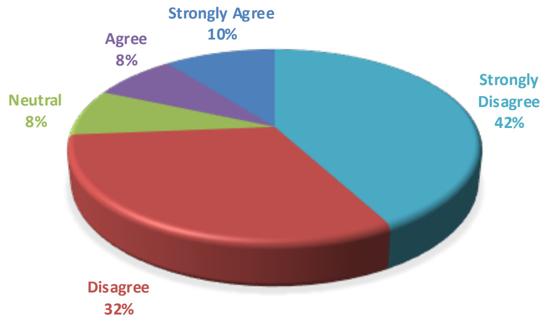



Figure: Financial Institution Industry

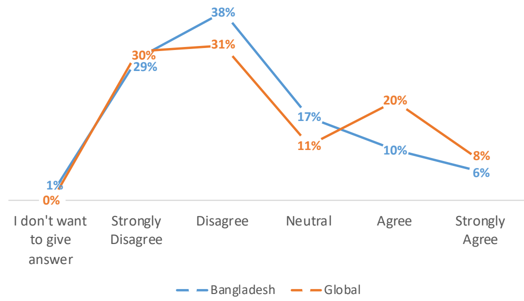



Figure: Bangladesh vs Global

Of all Financial Institution industry, 26% professionals feel hesitant and they remain indifferent in going to work at morning.

This gap is also found for other Bangladeshi industries (34%) & global companies (39%).

For professionals in the Financial Institution industry, mental health remains a major difficulty. However, the index for this industry is slightly better compared to other global companies and industries in Bangladesh.

**Subjective comments (non-edited):**

- Due to the current situation, this is happening now.
- It happens because of the office timing.

## SECTION G: EMPLOYEE COMPENSATION

29. My salary structure is fair and competitive to compensate for my job responsibilities.

Total responses: 657

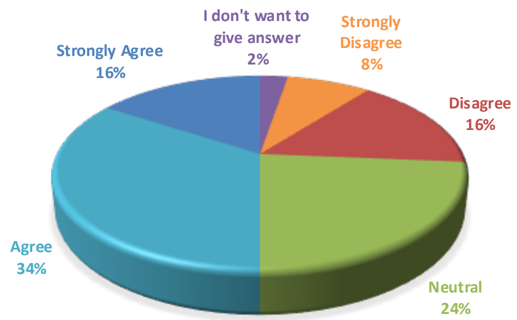



Figure: Financial Institution Industry

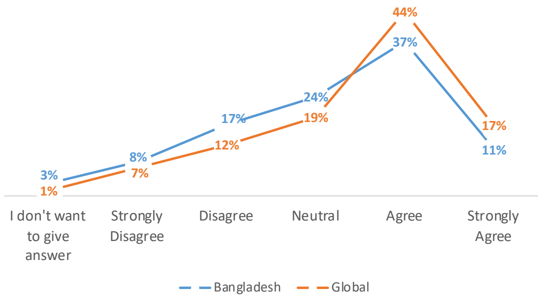



Figure: Bangladesh vs Global

Of all Financial Institution industry, 50% professionals don't believe and remain indifferent that their salary structure is fair and competitive.

VS Whereas, this index is 39% for global companies.

Professionals in the Financial Institution industry find that employee CTC is not fair & competitive. The index for this industry is lower compared to other global companies.

**Subjective comments (non-edited):**

- In Bangladesh, most of the local organization's salary structure is not fair.

## SECTION H: EMPLOYEE REWARD & RECOGNITION

### 30. My organization has well-designed and competitive reward & recognition scheme.

**Total responses: 657**

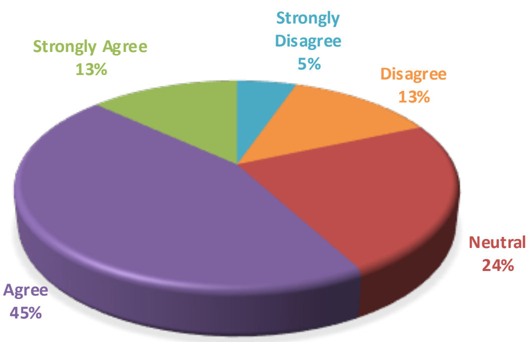



Figure: Financial Institution Industry

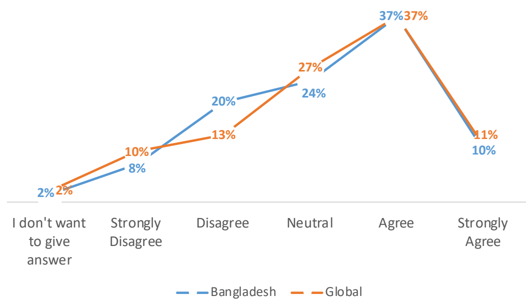



Figure: Bangladesh vs Global

Of all Financial Institution industry, 42% professionals don't believe their respective organizations adopt / practice well-designed and competitive reward & recognition scheme.

Whereas, this index is 53% for other Bangladeshi industries and 52% for global companies.

Financial Institution industry is not able to ensure employee satisfaction with employee reward & recognition. However, the index for this industry is slightly better compared to other global companies and industries in Bangladesh.

**Subjective comments (non-edited):**

- This is a startup, so these structured activities are yet to be developed.

31. My performance-linked pay or on-target performance incentive (OTPI) is fair and well established.

Total responses: 652

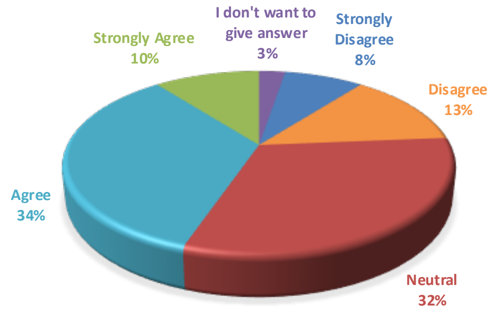


Figure: Financial Institution Industry

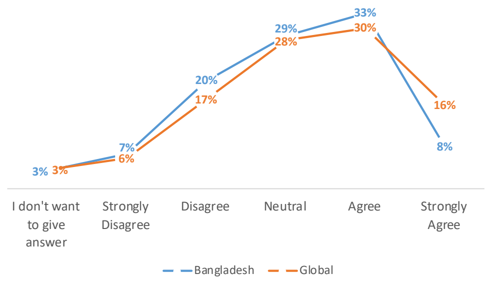


Figure: Bangladesh vs Global

Of all Financial Institution industry, 56% professionals disagreed and remain indifferent with the aforesaid statement.

Whereas, this index is 59% for other Bangladeshi industries and 54% for global companies.

Professionals in the Financial Institution industry find that employee satisfaction with OTPI is non-satisfactory.

Subjective comments (non-edited):

- There is no performance pay.
- Under process of development.
- There isn't such a program.

32. In my organization, non-financial recognition is established.

Total responses: 657

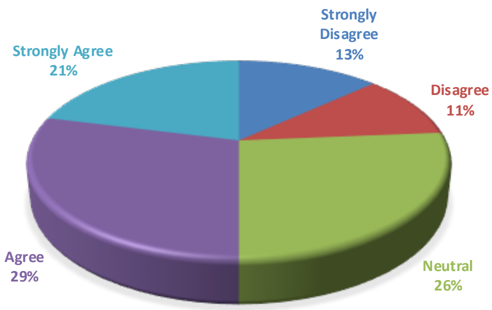


Figure: Financial Institution Industry

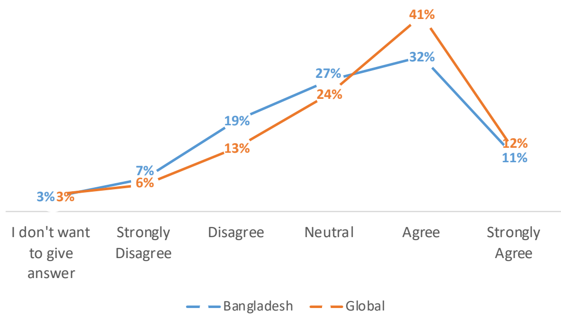


Figure: Bangladesh vs Global

Of all Financial Institution industry, 50% professionals don't believe their respective organizations having well-designed and competitive non-financial recognition.

The index is 57% for other Bangladeshi industries and 47% for global companies.

Professionals in the Financial Institution industry find that employee satisfaction with non-financial recognition is non-satisfactory.

Subjective comments (non-edited):

- Don't have such recognition criteria.

### 33. My employee performance management system (PMS) is fair and comprehensive.

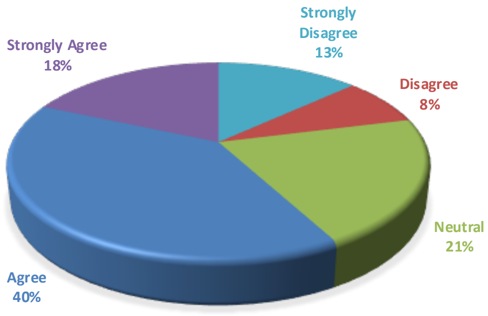



Figure: Financial Institution Industry

Total responses: 655

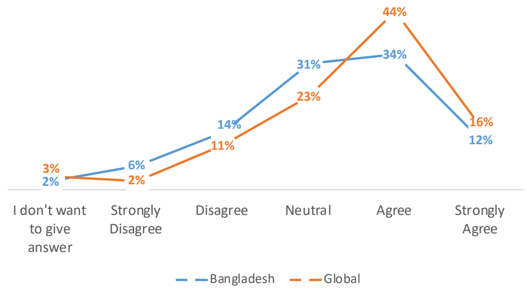



Figure: Bangladesh vs Global

Of all Financial Institution industry, 42% professionals aren't confident on their current PMS system as fair and comprehensive.

Whereas, this index is 54% for other Bangladeshi industries and 40% for global companies.

Financial Institution industry requires establishing performance clarity or reforming the PMS framework to gain employees' confidence.

**Subjective comments (non-edited):**

- Under development
- Yet to be properly developed.

### 34. My job path feels like it is under my control.

Total responses: 657

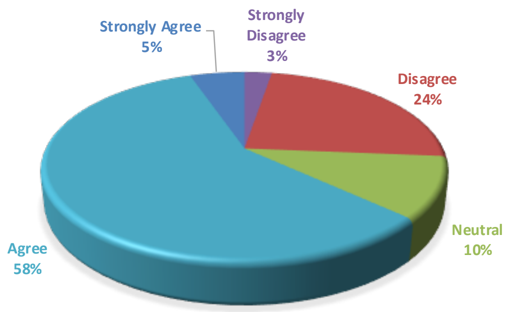



Figure: Financial Institution Industry

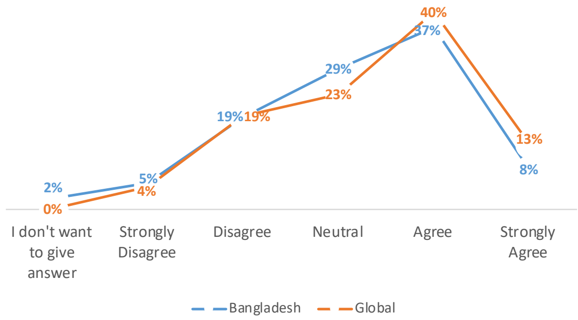



Figure: Bangladesh vs Global

Of all Financial Institution industry professionals, 37% trust their career is not under their control.

Whereas, this index is 55% for other Bangladeshi industries and 47% for global companies.

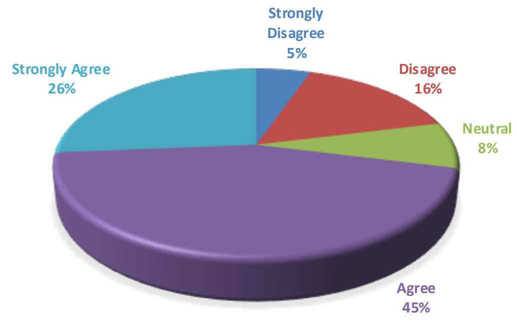
Financial Institution industry requires establishing talent management, career planning and individual development plan (IDP) framework to gain employees' confidence.

Subjective comments (non-edited):

- Influenced by people's politics.

## 35. My KPI has direct link with the economic value of the organization.

Total responses: 656



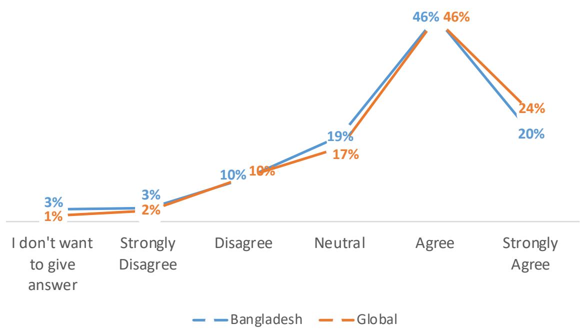




Figure: Financial Institution Industry

Figure: Bangladesh vs Global

Of all Financial Institution industry, 29% aren't aware of their KPIs are linked with economic value of the organization.

This index is 34% for other Bangladeshi industries and 30% for global companies.

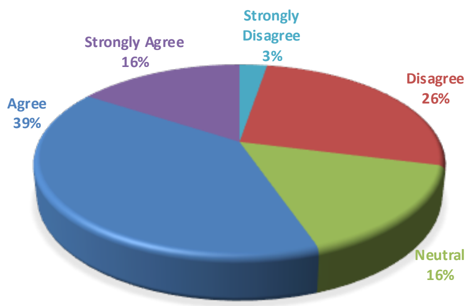
The annual business plan (ABP) captures the total economic value of the company. Financial Institution industry requires establishing KPI-based ABP.

Subjective comments (non-edited):

- No KPI has been established yet.

## 36. Company has a talent pool for its future, and I'm aware of its pathway.

Total responses: 657



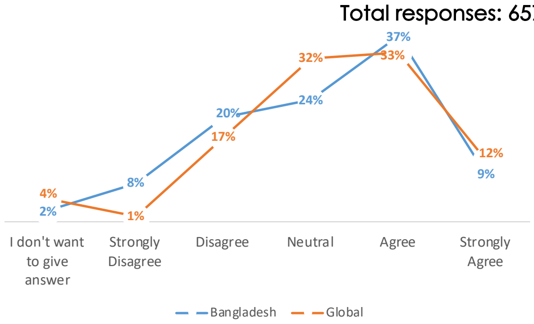




Figure: Financial Institution Industry

Figure: Bangladesh vs Global

Of all Financial Institution industry, the companies of the 45% of professionals don't have a talent pool and employees are not aware its pathway.

VS Whereas, this index is 54% for other Bangladeshi industries and 55% for global companies.

Financial Institution industry requires establishing talent management, career planning and individual development plan (IDP) framework to gain employees' confidence.

Subjective comments (non-edited):

- It is under way of development.

### 37. Perhaps, I am facing career crossroads in my career.

Total responses: 657

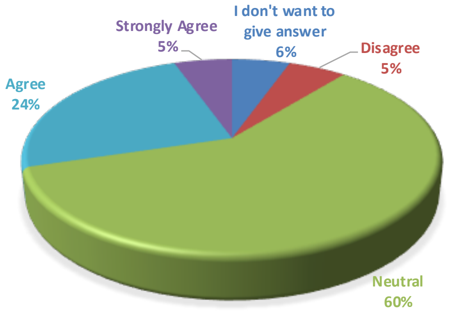



Figure: Financial Institution Industry

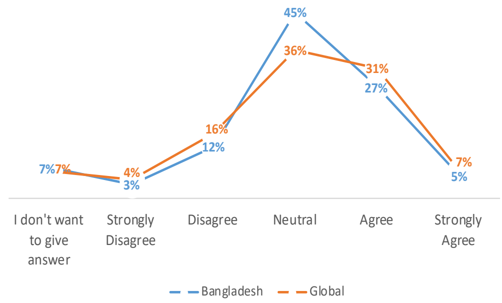



Figure: Bangladesh vs Global

Of all Financial Institution industry, 95% professionals are facing career crossroads or they are indifferent to respond the survey.

Whereas, this index is 85% for other Bangladeshi industries and 80% for global companies.

Financial Institution industry requires establishing talent management, career planning and individual development plan (IDP) framework to gain employees' confidence.

Subjective comments (non-edited):

- No comments

## SECTION J: EMPLOYEE HEALTH & SAFETY

### 38. Employee health and safety is a pre-established calendar in my organization, which incorporates instance responses too.

Total responses: 657

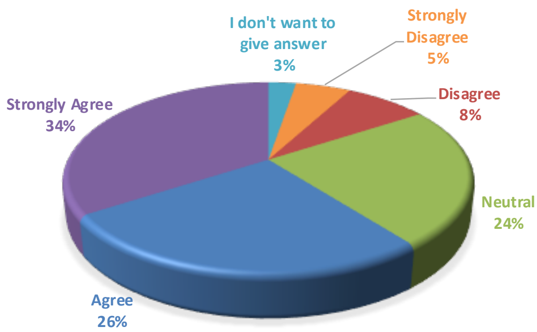



Figure: Financial Institution Industry

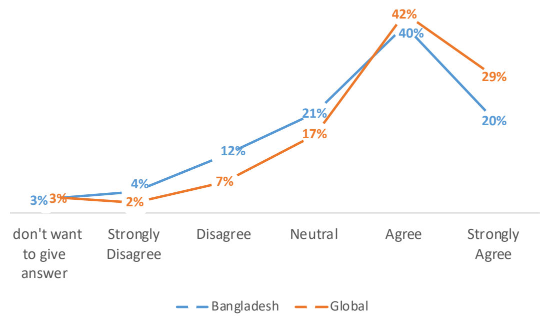



Figure: Bangladesh vs Global

Of all Financial Institution industry, 40% professionals aren't confident on pre-established calendar of employee health and safety at their respective organizations.

Whereas, this index is 29% for global companies.

Financial Institution industry requires establishing a calendar on employee health and safety to meet compliance and safety standards.

### Subjective comments (non-edited):

- There are a lot of policies to show, but none cares about reality.
- The context matters. We demand it whenever we need it.

## SECTION K: EMPLOYEE ONBOARDING & OFFBOARDING

### 39. In my company, I received employee and floor inductions.

**Total responses: 656**

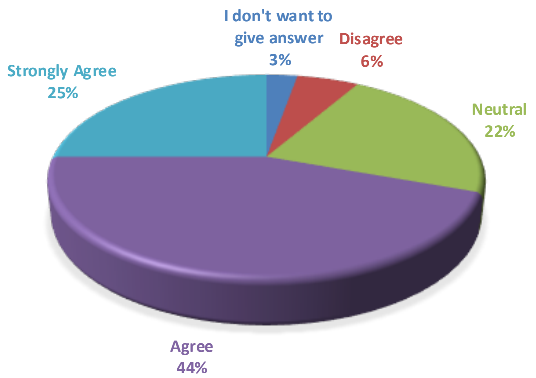



Figure: Financial Institution Industry

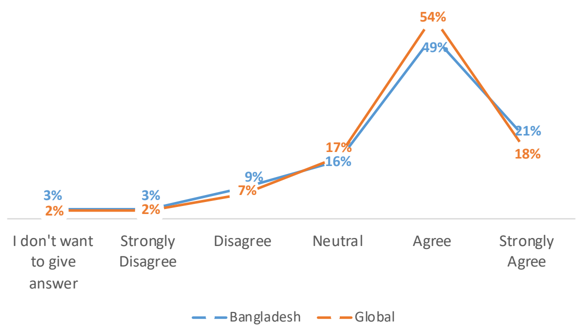



Figure: Bangladesh vs Global

Of all Financial Institution industry, 69% professionals receive employee and floor inductions.

This index is 70% for other Bangladeshi industries and 72% for global companies.

Financial Institution industry requires establishing structural floor and field induction process.

### Subjective comments (non-edited):

- I was onboarded during COVID, so my onboarding was mainly done online.

40. My company keeps good relationships with consultants, training partners, recruitment agencies, and alumni and campus communities.

Total responses: 657

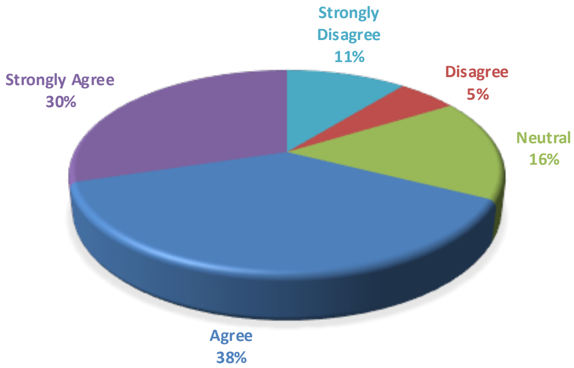



Figure: Financial Institution Industry

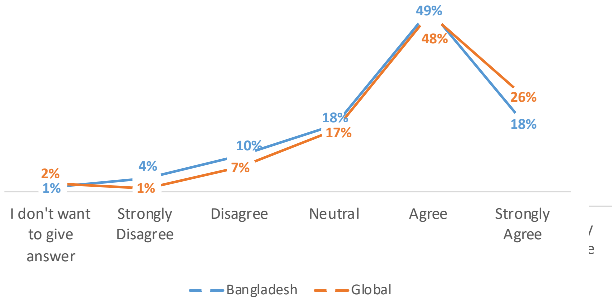



Figure: Bangladesh vs Global

Of all Financial Institution industry, 68% professionals are in favor of the aforesaid statement.

This index is 67% for other Bangladeshi industries and 74% for global companies.

Financial Institution industry should prioritize community engagement for its sustainable growth.

**Subjective comments (non-edited):**

- On an ad hoc basis, upon urgencies.

PARTICIPANTS' OVERALL REMARKS (NON- EDITED)

AND TALENT FORUM'S RESPONSES

## SECTION A: POSITIVE COMMENTS

| COMMENTS | TALENT FORUM'S RESPONSE |
|---|---|
| This survey is important for my personal purposes. It was good. | Thank you for participating. We appreciate your time and input. |
| It was a good initiative to find out the exact scenario of the industry in terms of employee engagement. | Thank you for recognizing our hard work and boosting our enthusiasm. |
| The questionnaire is well organized and thoughtful. Almost covered all areas to access the employee satisfaction level. | Thank you for such great words. |
| Your survey is in the right hands. | Thank you for such kind words. We are glad that you participated. |
| The questions are orderly placed, and the quality of the questions is material to the outcome of the survey. | Thank you for such wonderful observation. We are glad that you participated. |
| The survey is well designed, and all the functions are covered. It is a very good survey to assess the current standards of HR professionals. | Thank you for such wonderful words. We are glad that you liked it. |
| The survey was very intuitive. | Thank you for your feedback. |
| Great initiative. I hope this type of initiative will help a lot. Thanks | Thank you so much for appreciating our effort and boosting our enthusiasm. |
| It covered almost all aspects. Trust that this will have a positive impact and will add value to the community. | Thank you so much for boosting our enthusiasm. |
| Overall, all things were covered. | Thank you so much for taking part in the survey. |
| The questions are simple and clear. | Thank you so much for your appreciation. |
| This is a well-covered survey. It should be conducted on a more regular basis to help improve the work culture of the industry. | Thank you, we will definitely try to conduct such surveys on a regular basis. |
| It was my pleasure to take part in the survey. My answers are indicative, which may help to visualize my thoughts about the survey and my organization. I have signed an NDA with my organization regarding core information. Thank you for including me in the survey. | That you enjoyed the survey makes us happy. We appreciate you taking part. |
| The way I went through it was a very good example of a survey. | We are glad that the survey fulfilled your expectations. |
| I am interested in seeing the survey analysis and how the data is used to make decisions about the challenges faced by leaders. | We are glad that we could grab your attention. We hope the results will amuse you. |
| The survey was good for me. I think my thinking level will grow and help me take decisions and understand clearly what I am getting and what I am losing. Thank you for including me. | We are glad that we could help. Thank you for boosting our enthusiasm. |
| The survey was good. | We are glad that you liked our survey. |

| COMMENTS | TALENT FORUM'S RESPONSE |
| --- | --- |
| So far, it's a decent questionnaire. Thanks for the invitation; I liked to answer it throughout the survey. | We are glad that you liked the survey. |
| Your survey quality and pattern are okay. | We are glad that you liked the survey. |
| A good and qualitative questionnaire that may assist participants in becoming conscious of their career path. | We are glad that you liked the survey. Also, thank you for your participation. |
| It seems like a very effective survey. Please keep it up and send us the final report, if possible. | We are glad that you liked the survey. Thank you for recognizing our hard work. |
| It's a great list of questions. So far, I find the structure of the survey well-articulated. I am happy to participate in this. | We are happy that the survey made you happy. Thank you for increasing our confidence. |
| It was a good initiative to share experience. I hope it can bring good results and that organizations can develop their planning accordingly. | We will definitely work on making that wish of yours to come true. Thank you so much for participating. |

## SECTION B: SUGGESTIVE COMMENTS

| COMMENTS | TALENT FORUM'S RESPONSE |
| --- | --- |
| Overall, the survey question was relevant to HR operations and cultural improvement; this type of survey requires more for further improvement. | If you stay by our side, we believe that we will be able to provide something great in the future. |
| There might be some benefits-related questions other than salary, like daycare, gym, etc. | In our future surveys, we will try to incorporate these points. |
| I am in academia and a faculty member. Many of the points do not apply to me. While making a survey, try to make it inclusive so that everyone can participate. | In our future surveys, you will definitely see something as per your interests. Thank you for your contribution. |
| So far, it was okay, but it needed to include more questions regarding payroll. | Thank you for liking the survey. We will definitely work on your suggestion. |
| Reduce the number of questions. | Thank you for participating. We will definitely work on your suggestion. |
| Add a field regarding: the designation you report to; visibility of the skip or dotted line manager; grievance management; appraisal method satisfaction; employee satisfaction survey; and benefit satisfaction. | Thank you for participating. We will work on your suggestions and try to incorporate them in our upcoming surveys. |
| This survey is mainly focused on employers. I hope to get the next survey focused on employees. | Thank you for sharing your idea. We will definitely try to design our future surveys as per your recommendation. |
| The anonymous survey may not provide accurate results as it lacks a specific objective. Surveys must be designed with a clear objective to yield meaningful results. If you explain the purpose of the survey, participants may feel more comfortable sharing genuine opinions. | Thank you for sharing your thoughts. Your insights will definitely help us in creating more professional surveys. |
| Face-to-face interviews or communication may be more insightful compared to this type of survey. | Thank you for such a great idea. We will definitely try to present something like that. |

| COMMENTS | TALENT FORUM'S RESPONSE |
|---|---|
| This survey may be applicable to MNCs, yet few local companies follow good practices and assure a good working environment. Two types of surveys may help you get better insights. | Thank you for such a wonderful suggestion. We are happy that you participated. |
| Points related to retirement benefits need to be included. | Thank you for such great insight. |
| The survey should include a section on change management and technology in HR. | Thank you for such great point. We will definitely work on that. |
| The survey is primarily concerned with large organizational structures. I am working at a startup, which I believe is not going to last for long. As the days pass, the management is putting nails on the coffin. I believe you could include these startups in your survey. | Thank you for your contribution and suggestions. We will design our next surveys accordingly. |
| You can ask more questions about company culture and organizational development. | Thank you for your ideas. We will definitely work on company culture and organizational development in our future surveys. |
| It is good to see such a survey. Of course, it would be better if the question were drawn from Bangladesh labor law to specify the more things to take part in local issues to raise globally. | Thank you for your insight. In the future, we will try to customize our surveys accordingly. |
| The anonymous survey may not provide accurate results as it lacks a specific objective. Surveys must be designed with a clear objective to yield meaningful results. If you explain the purpose of the survey, participants may feel more comfortable sharing genuine opinions. | Thank you for your insights. We will focus more on the demonstrative part in the future. |
| May the questionnaire have variations (as appropriate) based on the job role? i.e., the MD, chairman, or owner may have a different question (based on appropriateness) than that of the salaried staff. | Thank you for your suggestion. We will try to customize our surveys accordingly. |
| Only surveys are not enough to develop a good culture in the workplace. You should work for those employees who are good performers but somehow not highlighted enough due to a lack of standard policies for employees. | Thank you for your suggestions. If everything works out, we will definitely try to present something like that. |
| Options could be used differently based on the specific question. The same options for all the questions may not reflect the actual scenario. However, it is good for data analysis. Thank you for including me. It was a good experience overall. | Thank you so much for participating. We will try to customize our future surveys accordingly if seems feasible. |
| Emotional intelligence should have been part of the questions. Moreover, the tax burden on payouts should be questioned as well. | Thank you so much for participation. We will keep your suggestions in mind for our future surveys. |
| I think such a survey would be very useful for an employee of the HR Department. In the future, you are kindly requested to provide some agenda items related to HR. As a result, I will provide the data from my country. At the same time, you can contact us at any time through email or WhatsApp, if required. | Thank you so much for such wonderful words. We will follow your suggestions and design our next survey accordingly. |

| COMMENTS | TALENT FORUM'S RESPONSE |
|---|---|
| Include training facility-related questions for organizational and individual skill development to judge the growth of performance and productivity. | Thank you so much for the suggestion, we will definitely include them in our future surveys. |
| Try to take different opinions from various strata of society. | Thank you so much for the suggestion, we will definitely keep that into account. |
| As it is a comprehensive questionnaire, I think it would be easier if there were an option to save answers and continue later. Maybe that would help respondents attempt more open-ended answers. | Thank you so much for the suggestion, we will work on that. |
| Country context should be incorporated into the survey. | Thank you so much, we will keep your suggestion into consideration in the future. |
| This survey may be applicable to MNCs, yet few local companies follow good practices and assure a good working environment. Two types of surveys may help you get better insights. | Thank you. We will work on customizing our survey industry wise. |
| It was excellent; however, you shall also focus on strategic HR planning and business activities in your future surveys. In addition to this, ask questions about the number of people who work in an organization and what type of policies and structure are in place to get an idea of gaps, etc. | That you for such great ideas. This will definitely help us creating more depth surveys. |
| Could have included stress management as well. | That's such a great point. We will definitely work on that. |
| A bit more objective questioning on career development and succession would have been nice. | This is something that we will definitely work on. Thank you for your participation. |
| More questions on HR and CXO engagement with the employee may give a much clearer understanding. | This is something we will definitely work on our future surveys. Thank you for your contribution. |
| I will suggest that you please add some pointers to the department-wise work details issue. | We sincerely appreciate your suggestion. Without a doubt, we will work on it. |
| Required fewer questions. | We appreciate your contribution. We will consider your suggestion while making future surveys. |
| I think your questions are very simple and could be smarter! | We appreciate your suggestion. Without a doubt, we will work on that. |
| The survey I participated in appears to be quite general. However, for a more accurate portrayal of organizational dynamics, it would be beneficial to conduct a more thorough survey that aligns with the specific nature of the respondents' feedback. Thank you. | We appreciate your time and observation. We hope you will be pleased with our future surveys. |
| I think it would be better if there were some more questions about the working environment and distribution system. | We appreciate your time and suggestions. We will definitely work on your suggestions. |
| The survey looks great and covers most of the major relevant points. But, if I must say, then I'll suggest putting some more emphasis on the Compensation & Benefits (Total Rewards) part, as this is something that probably has the highest contribution to an employee's tangible wellbeing. | We are glad that you liked our survey. Also, we will work on your recommendations. |

| COMMENTS | TALENT FORUM'S RESPONSE |
| --- | --- |
| The survey is well structured. However, it could add more personalized questions to filter out candidates. | We are glad that you liked our survey. We will work on your suggestions in the upcoming surveys. |
| It's a good survey with a lot of information. However, the top management view should bring under the shade of light those who have a deep impact on the overall performance of the organization. Thanks. | We are glad that you liked our survey. We will work on your wonderful suggestion. |
| It's sounding good. It can be more differentiated to learn deep things. | We are glad that you liked the survey, and thank you for your suggestion. |
| I would prefer a shorter version next time. | We hope we will be able to present something like that in the future. |
| It would be better to have included a few descriptive sections to generate deep insights. | We hope you will see these things in our future surveys. Thank you for participating. |
| It would be great if we could include brief explanations or hints along with some survey questions. This would help clarify certain terms or phrases that may not be immediately understandable. | We sincerely appreciate your contribution. We will consider your suggestion for our future surveys. |
| Some employees have multitasking activities; hence, you may add a multi-function option. | We sincerely appreciate your contribution. Without a doubt, we will consider your suggestion. |
| Many questions in a single questionnaire. Please have a look into it. | We sincerely appreciate your contribution. Without a doubt, we will consider your suggestion. |
| The survey format could have been better. | We will definitely work on that in our future surveys. Thank you for your contribution. |
| Put out some cross-questionnaires to identify people who are answering without understanding the questions. | We will definitely work on your recommendation if seems feasible. |
| Keep the questions shorter. | We will keep that in mind while designing our future surveys. |
| Please include the position of company secretary, as it is a senior-level position and a mandatory position for listed companies. | We will keep your recommendation in mind for our future surveys. |
| Should be implemented as an industry-based survey. | We will try our best to create an industry-based survey. |
| TA-DA policy is absent here. | We will try our best to incorporate them in our next survey. |
| Keep sailing on this boat if it is paying your ROI back. Improvements in terms of technology can always be better (for instance, once we click the answer screen, it can take us to the next question without a manual push!). | We will try our level best to create our surveys smoother with better technology. Thank you for your suggestion. |
| Company-related information (e.g., number of employees, year of establishment, listed or non-listed) instead of the company name could be incorporated. | We will try to incorporate them in our future surveys. Thank you for taking part. |
| There might have been more queries to gain more insights. | We will try to work on your suggestion, thank you for your contribution. |

SECTION C: NARRATIVE COMMENTS

| COMMENTS | TALENT FORUM'S RESPONSE |
|---|---|
| Need to learn how to prepare, communicate, and negotiate compensation offers in benefits negotiations with global talent acquisition tips and best practices. | Thank you so much for your time and contribution. |
| It would be nice to know what the goal is here. Will I get a report? Is there an incentive? Sincerely, I only did this because my classmate asked. I would not have done it if I had not been asked personally. | Thank you for listening to your classmate completing the survey. |
| All employees expect a good and friendly work environment, not a high salary. A toxic boss or work culture can destroy an employee's skills, curiosity, and strength. | Thank you for participating and presenting us with such great insights. |
| The above questionnaire seems more oriented toward or appropriate for Asian work culture than western work culture. | Thank you for participating, we will work with broader market the next time |
| No question about the outsourcing practices of the organization is mentioned. The ability to collaborate between industry and academia should be mentioned. It's a good survey. Regards. | Thank you for such great insights. We will work on that in our future surveys. |
| It's very broad and general. Though I appreciate the efforts to start the culture, this will improve in the future and have a better outcome when fully implemented and continued for several years. Then acceptability will also increase. | Thank you for such kind words. We will be successful in the near future if you stay by our side. |
| The survey is appropriate according to its basic aspects. | Thank you for your contribution and time. |
| Though in some contexts I cannot give a good mark, considering the country's status, the job safety is good. | Thank you for your insight. |
| Have required HR transformation through digitalization. | Thank you for your participation. |
| Survey questions were appropriately designed. | Thank you for your participation. |
| In Bangladesh, most businesses are run by families and their heritage. In most cases, they are not focused on sustainable business strategies rather than firefighting. | Thank you for your participation. |
| To ensure the right man is in the right position to establish dynamic changes. | Thank you for your participation. |
| Above all, the questions are related to our industry. | Thank you for your time and contribution. |
| The questions are designed with fixed numbers, which can be exemplary and flexible in quantity. | Thank you for your time and contribution. |

| COMMENTS | TALENT FORUM'S RESPONSE |
|---|---|
| A few questions are not best suited to me as I am directly reporting to the chairman and board, so such options should be reviewed. Some questions reflect the yes/no type, but the actual scenario is different considering the actual state and practices due to business needs, especially HR policy, OD, health, and culture-related matters. | Thank you so much for taking the time and participating in the survey. |
| Great survey. I need to know how you disseminate the findings of the survey. In addition to that, you didn't ask any questions related to gender-based discrimination or a safe workplace. | Thank you so much for your participation and such great inputs. |
| I think it's good to cover all the related topics in the survey. | Thank you so much for your time and contribution. |
| The questions are orderly placed, and the quality of the questions is material to the outcome of the survey. | Thank you so much. |
| Questions can be more intricate, and including the company name in the survey would have been more honest. | Thank you so much. We will sincerely see what we can do about that. |
| Any private organization has its own developed policy, and most employees are habituated to follow the self-made policy of the private company. | We are glad that you participated in the survey. |
| Make a clear, transparent, and fair policy for the organization. Organograms must be well designed and properly managed. KRA and KPI-based PMS and T&D for each level. | We are glad that you participated in the survey. We believe such insights will help many organizations. |
| What I saw is that all the questions are related to the present company where I am working. As I am now working at an average type of company, most of the answers will be negative. Survey questions need to be designed to help people to be placed in good organizations with better roles. | We are glad that you took part in the survey and sharing such wonderful insights with us. |
| I work for a highly professional company with a competitive salary structure and many ways to develop myself in my professional and personal lives. Also, there is a very good working environment. | We are glad that you took your time to participate in the survey. |
| It's nice to participate; the rules are good, but not everyone wants to follow them. To increase work performance, safety, work evaluation, work facilities, and the environment must be maintained properly. | We believe that the organizations will be benefitted by your suggestions. We are glad that you participated. |
| HR only knows hiring and firing, nothing else. There was very little training. Must put emphasis on employee's mental and physical health. | We believe your suggestion will help the organizations in improving their HR department. |
| This survey does not include inter- or intra-departmental discrimination, the salary floor or ceiling of any position, nepotism, work-hour distribution, compensation for holiday work, profit-sharing transparency, etc. | We will definitely work on the mentioned points in our future surveys. Hopefully, you will be glad with our upcoming surveys. |

## SECTION D: CONCERNED COMMENTS

| COMMENTS | TALENT FORUM'S RESPONSE |
|---|---|
| It's big, but it should have been very clear about its objective. My big worry is to understand, "What are the expected insights you want to draw from this survey?" Please be specific with your question and objectives. | Thank you for your observation. Your insights will help us creating flawless survey the next time. |

## SECTION E: NEGATIVE COMMENTS

| COMMENTS | TALENT FORUM'S RESPONSE |
|---|---|
| The alignment of certain sources with the intended objective appears to be somewhat lacking in relevance. | Thank you for participating in the survey. Hopefully our upcoming surveys won't disappoint you. |
| The survey has very generic questions, which may not be helpful to generate good insights. I will recommend reshaping the survey with more pointed situational questions to assess the employee sentiment of the organization for more actionable insights. | Thank you so much for participating. We will definitely work on our surveys, so that it can fulfill your expectations. |
| It's a very concrete survey; all the questions are practically connected to a regular job. Some of the questions were a bit confusing (maybe for me). The rest of the survey was okay. | We apologize for the inconvenience. We will work on the mentioned points and try to present you with something more understandable and amazing. |

*"In an enraged world, we will never lose. We will learn from each other or win."*

For query, contact us at consultancy@talentforum.org

*THANK YOU*