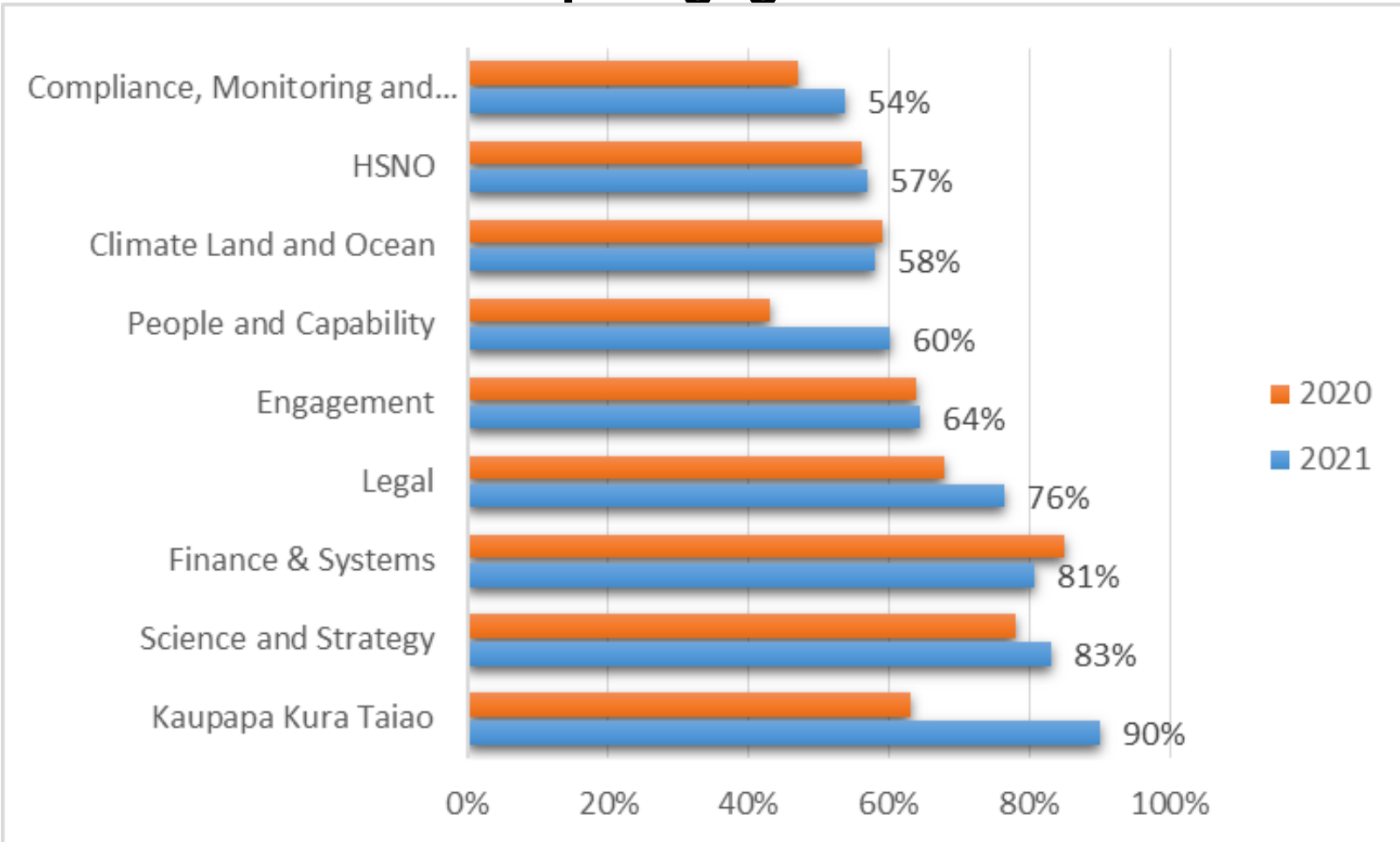


2021 Engagement Survey High Level Results

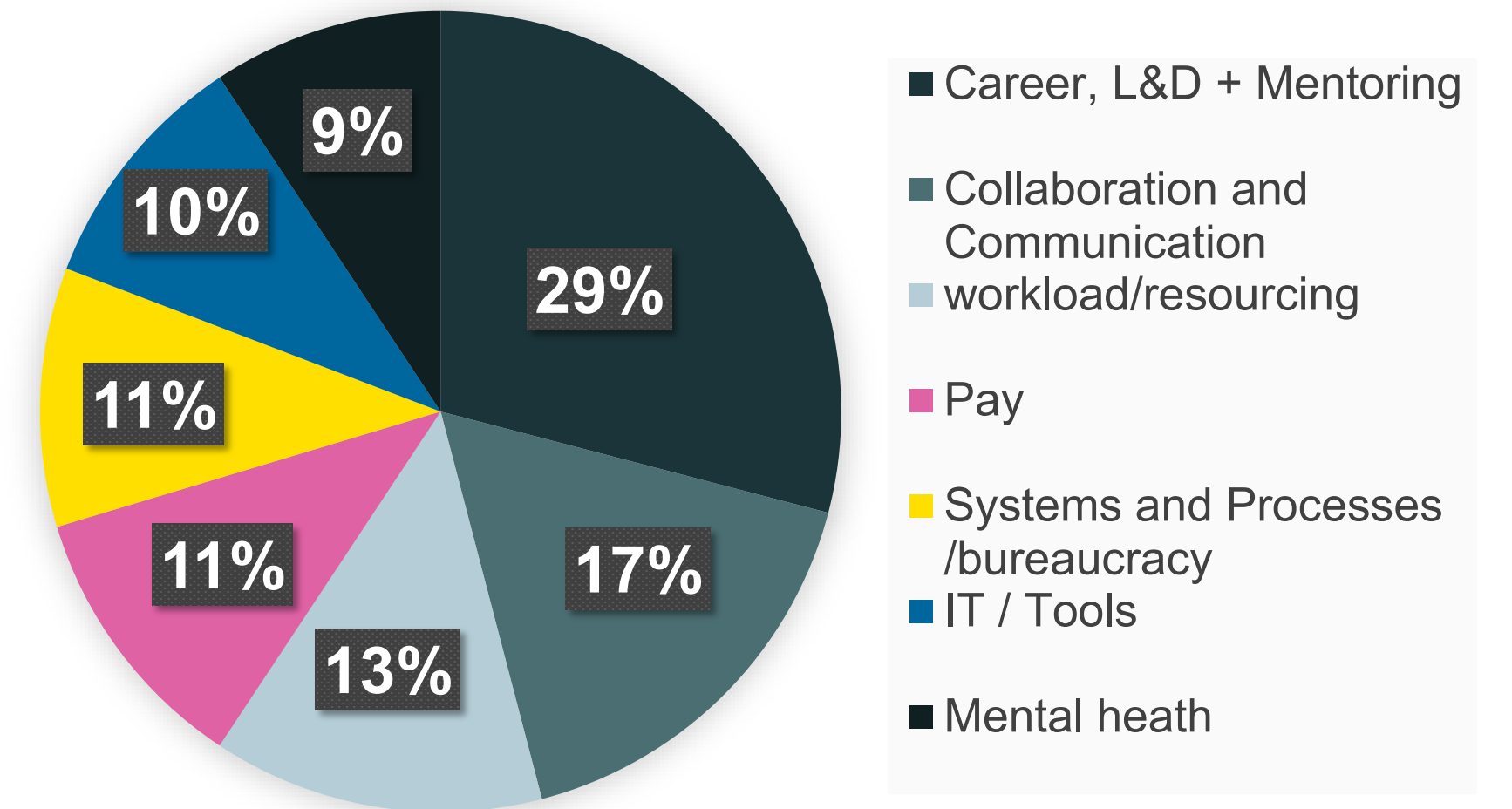
Business Group Engagement Scores



Overall Score
65%

2020 = 63%
Global Ave = 72%

Top 7 verbatim themes - distribution



Flexible working

4th "talking positively" theme
Now talking hours and styles

ELT

greatest increased score
Improvement in all areas
Still opportunity for improvement

Leadership

small drop in scores
84% trust in manager
drop in collaboration and communication

L&D

top 3 "talking negative" training, growth, career
biggest area for improvement

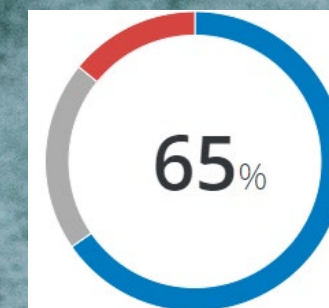
Remuneration

No real change from last year
Main concern is market relativity

2021 verbatim opportunity themes

Career, L&D, workload/resourcing* collaboration, pay, mental health*, IT &Tools*, process and bureaucracy*

*new for 2021



Positive move in all categories
Favourable 63% -65%
Neutral 23% to 20%
Unfavourable – 15% to 14%

Response Rate

93%

2020 = 95%

2021 Engagement Survey Key Drivers

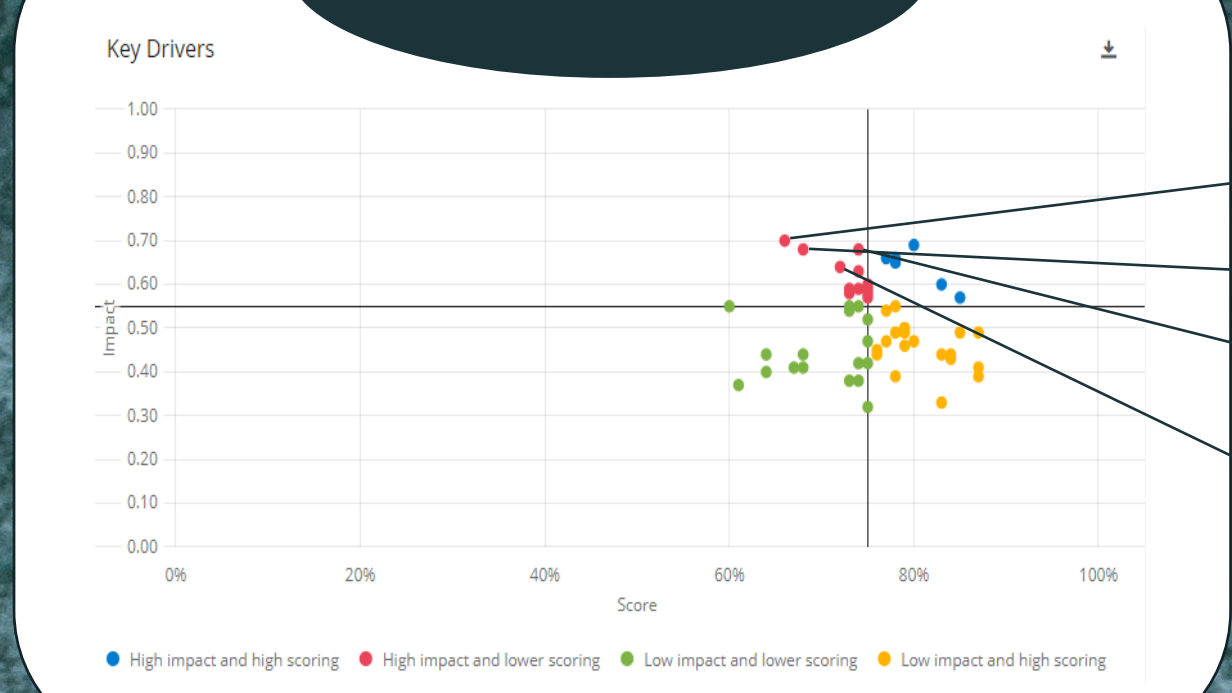
What is most likely to have an impact on engagement?

How enthusiastic and dedicated a person feels to their work and the EPA

Core Questions

Question	Distribution	Global Average	EPA Engagement 2020
I am proud to work with the EPA	85% 11%	80%	79%
My work gives me a feeling of personal accomplishment	73% 19% 8%	78%	70%
I would recommend the EPA to people I know as a great place to work	70% 20% 10%	72%	68%
The culture at the EPA motivates me to contribute more than is normally required to complete my work	53% 34% 13%	70%	49%
I rarely think about looking for a new job with another company	47% 18% 35%	59%	47%

Distribution



High Impact Low scoring

Question	Distribution	Global Average	EPA Engagement 2020
Overall, I feel that my career goals can be met at EPA	22% 61% 17%	65%	43%
I believe that positive change will happen as a result of this survey	39% 50%	56%	46%
Executive leadership (ELT) demonstrates that its people are important to the success of the EPA	50% 44%	68%	61%
There is open and honest communication at the EPA	64% 21% 15%	61%	56%

Number 1 key driver "Proud" now above global average

What is most likely to have an impact on enablement?

Do people have the tools, ability and resources do their job well

2020

Question	Distribution
I have the autonomy and trust I need to do my job	80% 14% 7%
My job is challenging and interesting	79% 16% 5%
My job makes good use of my skills and abilities	74% 15% 12%
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively	72% 8% 19%

2021

Question	Distribution	Global Average	EPA Engagement 2020
I have the autonomy and trust I need to do my job	82% 10% 8%	78%	80%
My job is challenging and interesting	77% 19%	78%	79%
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively	74% 10% 16%	75%	72%
My job makes good use of my skills and abilities	73% 18% 9%	76%	74%

No change in overall score (76%), some movement in enablement factors

2021 Engagement Survey Question Shift

THE TOP 4 greatest increase

- Executive leadership (ELT) gives everyone at the EPA a clear picture of the direction EPA is headed
54% to 73% (19%)
- Senior leadership does a good job of communicating the reasons behind important changes that are made
52% - 68% (16%)
- I have confidence in the executive leadership team (ELT) to make the right decisions for the EPA
55% - 67% (12%)
- I am confident that action will be taken as a result of this survey
52% - 64% (12%)

THE BOTTOM 3 greatest decrease

- I feel the EPA contributes positively to looking after my mental health
75% - 67% (- 8%)
 - Work is well coordinated in my team
75% - 70% (-5%)
 - I have the opportunity to participate in EPA's social responsibility initiatives
68% - 60% (- 8%)
 - My Manager encourages collaboration **88%-84%**
 - My manager keeps me informed **87%-83%**
 - Employee Benefits meet my needs **56%-52%**
 - I am comfortable voicing my ideas and opinions **82%-78%**
- All (- 4)**

HIGHEST SCORING Health and Safety

- The EPA is a safe place to work
94%
- The EPA is committed to people safety
94%
- I feel comfortable reporting any safety, health or wellbeing concern, no matter how small
94%

Note – the outlier in the H&S category is EPA contributes positively to my mental health (75%) and 8% drop from 2020

Cooperation

- The people I work with cooperate to get the job done
89%

LOWEST SCORING Pay, Benefits & Performance

- At the EPA, people are rewarded according to their performance
34%
- My total compensation is fair compared to the market rate
39%
- At the EPA, people are held accountable for their performance
42%
- At the EPA, we do a good job of sharing knowledge across Business Groups
43%

Note – small increases from last year