



Island Inc.

2026 Employee Engagement Survey Results

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Executive Summary

Executive Summary

- Of the 350 individuals invited, 300 completed the survey—an impressive 86% response rate, marking a 10% increase from 2025.
- Response rates varied significantly between groups, with full details in the section “*Survey Design and Methodology*”.
- Net Promoter Score (NPS)
 - Island Inc.’s NPS improved from +37 in 2025 to +45 in 2026, marking an 8-point increase and the highest score in the past five years. This rebound reflects growing employee advocacy driven by a positive work environment, supportive leadership, and strong cultural values.
- Engagement Score
 - Engagement rose to 55% in 2026 (+2 points vs 2025), reflecting steady improvement. Employees consistently expressed pride in working at Island Inc. and appreciation for supportive colleagues, reinforcing the positive trajectory.

Executive Summary

- Workplace Experience (Q1–Q5)
 - Foundational aspects of the work environment improved, particularly in tools/resources and communication, which employees highlighted as strengths. However, workload balance remains a challenge, with frequent mentions of staffing pressures and stress in comments, signaling the need for continued focus on operational efficiency and employee well-being.
- Growth and Development (Q6–Q9)
 - Scores for training and growth opportunities improved, showing progress in development efforts. Yet, career advancement clarity remains the lowest overall score and the most frequently cited area for improvement in feedback. Employees are looking for clearer pathways and stronger long-term growth prospects.

Executive Summary

- Team and Leadership (Q10–Q13)
 - Teamwork and supervisor respect are the strongest drivers of engagement, with both scoring above 60% strongly agree/agree. Comments reinforce this strength, praising collaboration, supportive supervisors, and open dialogue. These relational dynamics are central to Island Inc.'s engagement success.
- Recognition and Culture (Q14–Q15)
 - Inclusive workplace culture improved to 58% strongly agree/agree, with employees recognizing the company's values and inclusivity as key positives. At the same time, many suggested enhancing recognition programs and competitive pay, indicating that while culture is strong, tangible appreciation and rewards remain critical opportunities.

Executive Summary

- Regression and Correlation Analyses
 - Both analyses highlight Teamwork (Q10) and Supervisor respect (Q11) as the strongest drivers of engagement, with additional influence from growth opportunities (Q6), inclusive culture (Q15), and having the right tools (Q3). In contrast, workload balance (Q5) and career advancement clarity (Q9) show weaker relationships, suggesting that relational and cultural factors are more critical to driving engagement than structural concerns.



Survey Design and Methodology

Survey Design and Methodology

- **Respondents:** Island Inc. provided Verita the email addresses of the employees.
- **Survey Administration:** Employees were invited via unique survey links distributed by Verita through email, ensuring secure and targeted participation. The survey remains fully anonymous—Island Inc. has no access to individual responses or the survey database.
- **Field Period:** Initial email invitations were distributed from May 4 to 15, with reminder emails sent by Verita on May 7, 12 and 14. Undeliverable email addresses were handled as they came back to Verita, usually with a correction or replacement.

Survey Design and Methodology

- Response Summary:**

Group		N	Responded	%	2025
Length of Service					
1	Less than 3 years	105	90	86%	76%
2	3 to 5 years	95	80	84%	74%
3	6 to 10 years	80	70	88%	78%
4	More than 10 years	70	60	86%	76%
Job Classification					
1	Senior Leadership	30	25	83%	73%
2	Manager	85	75	88%	78%
3	Staff (incl. Sup.)	235	200	85%	75%
Department					
1	Kitchen Operations	70	60	86%	76%
2	Service Team	85	75	88%	78%
3	Human Resources	30	25	83%	73%
4	Finance & Administration	45	40	89%	79%
5	Marketing & Customer Experience	120	100	83%	73%
All Island Inc.		350	300	86%	76%

Survey Design and Methodology

- **Questionnaire:** The 2026 questionnaire mirrored the 2025 version. While no questions were mandatory, respondents were notified of any missed items upon submission and invited to return to complete them.
- **Reporting:**
 - Results are reported first at the overall level, followed by each group.
 - Any discrepancies in the number of overall responses to various questions within a group (ex. n=46 on one question vs n=47 on the next) are due to respondents not completing all questions.



Net Promoter Score (NPS)

Calculating Net Promoter Score (NPS)

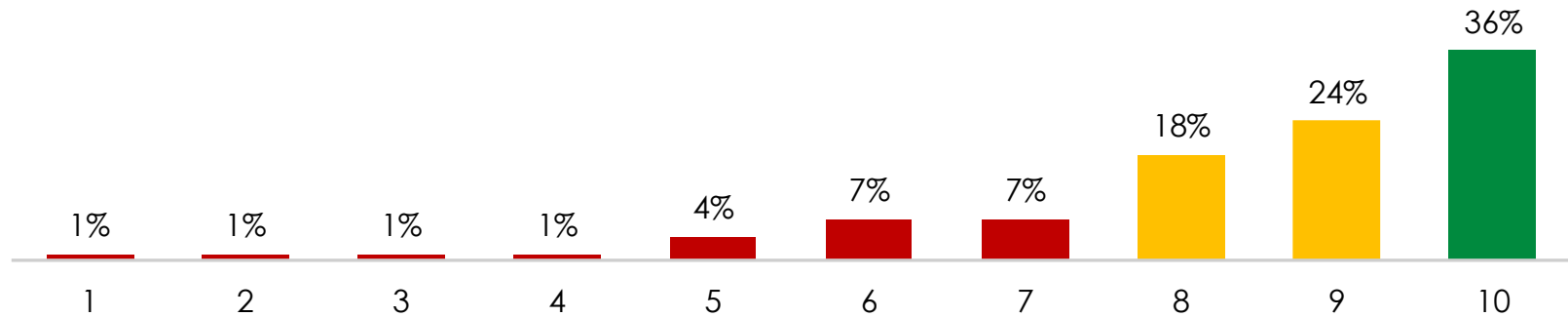
- The Net Promoter Score (NPS) is based on the question *“On a scale of 1 to 10, where 1 means not at all likely and 10 means extremely likely, how likely are you to recommend Island Inc. as a great place to work to a friend or colleague?”*, where:
 - 9 to 10 is considered a **Promoter**
 - 7 to 8 is considered a **Passive**
 - 1 to 6 is considered a **Detractor**
- The score itself is calculated by subtracting the percentage of Detractors from Promoters to arrive at a score from -100 to +100.
- Note that these allocations to Promoter (9-10) and Detractor (1-6) are rather strict, but are typical.

NPS

Q16. On a scale of 1 to 10, where 1 means not at all likely and 10 means extremely likely, how likely are you to recommend Island Inc. as a great place to work to a friend or colleague?

😊 Promoters: 60%
😐 Passives: 25%
😞 Detractors: 15%

NPS: +45
n=300



NPS Reason

Q17. What is the primary reason for the score you gave?

Detractors 🙄

Overall Themes (comments=45)

1. Pay Not Competitive or Aligned with Workload (30 instances)
2. Lack of Leadership Support or Guidance (15 instances)
3. Conflicting or Unclear Priorities (10 instances)
4. Insufficient Staffing and Resources to Meet Demands (5 instances)

Passives 😐

Overall Themes (comments=75)

1. Great Company and Positive Work Environment (50 instances)
2. Good Opportunities for Growth and Development (20 instances)
3. Pay Not Competitive or Aligned with Workload (20 instances)
4. Good Training and Learning Opportunities (10 instances)

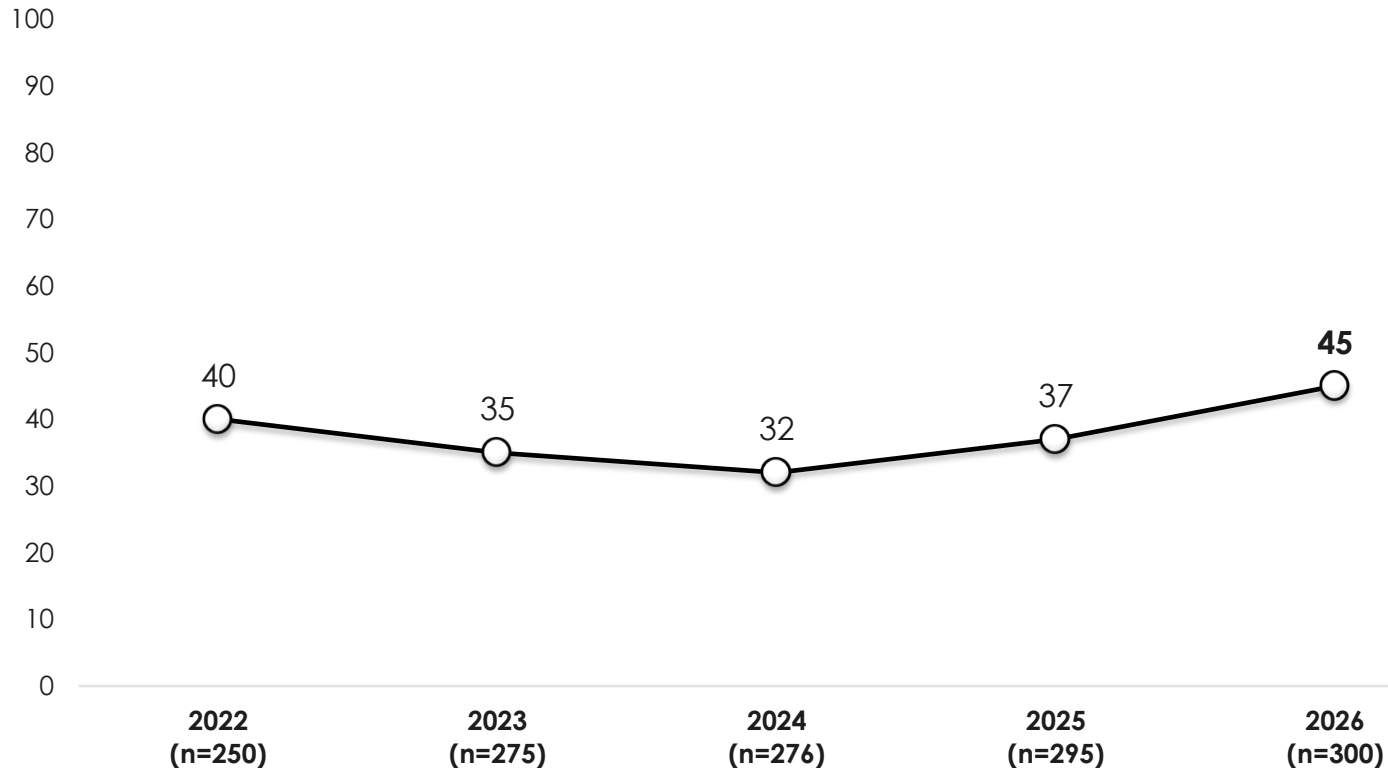
Promoters 😄

Overall Themes (comments=180)

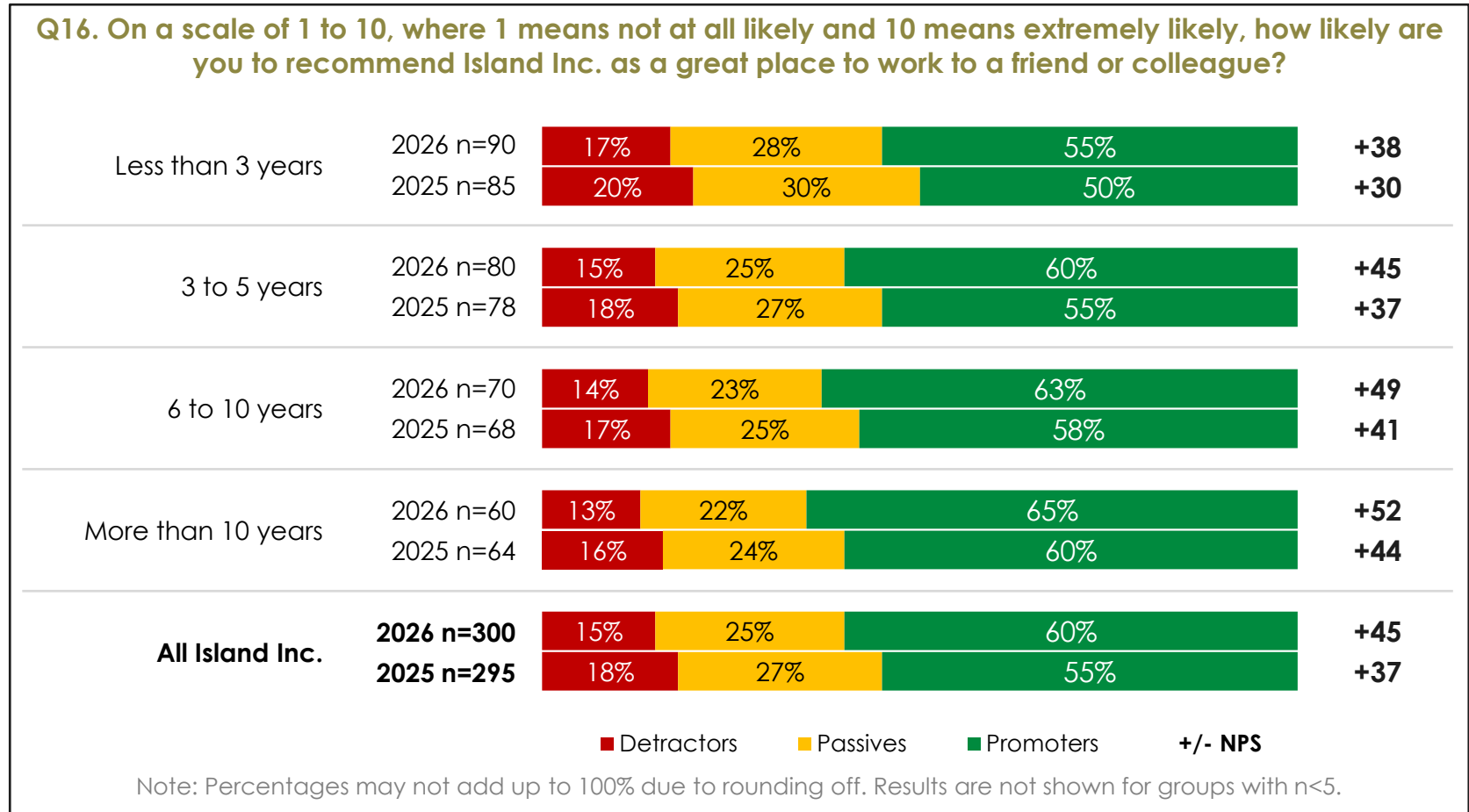
1. Great Company and Positive Work Environment (50 instances)
2. Supportive Leadership and Home Office (30 instances)
3. Good Opportunities for Growth and Development (30 instances)
4. Good Training and Learning Opportunities (30 instances)
5. Strong Company Values and Stability (20 instances)
6. Flexible Scheduling and Work-Life Balance (20 instances)

NPS Year-on-Year Comparison

Q16. On a scale of 1 to 10, where 1 means not at all likely and 10 means extremely likely, how likely are you to recommend Island Inc. as a great place to work to a friend or colleague?

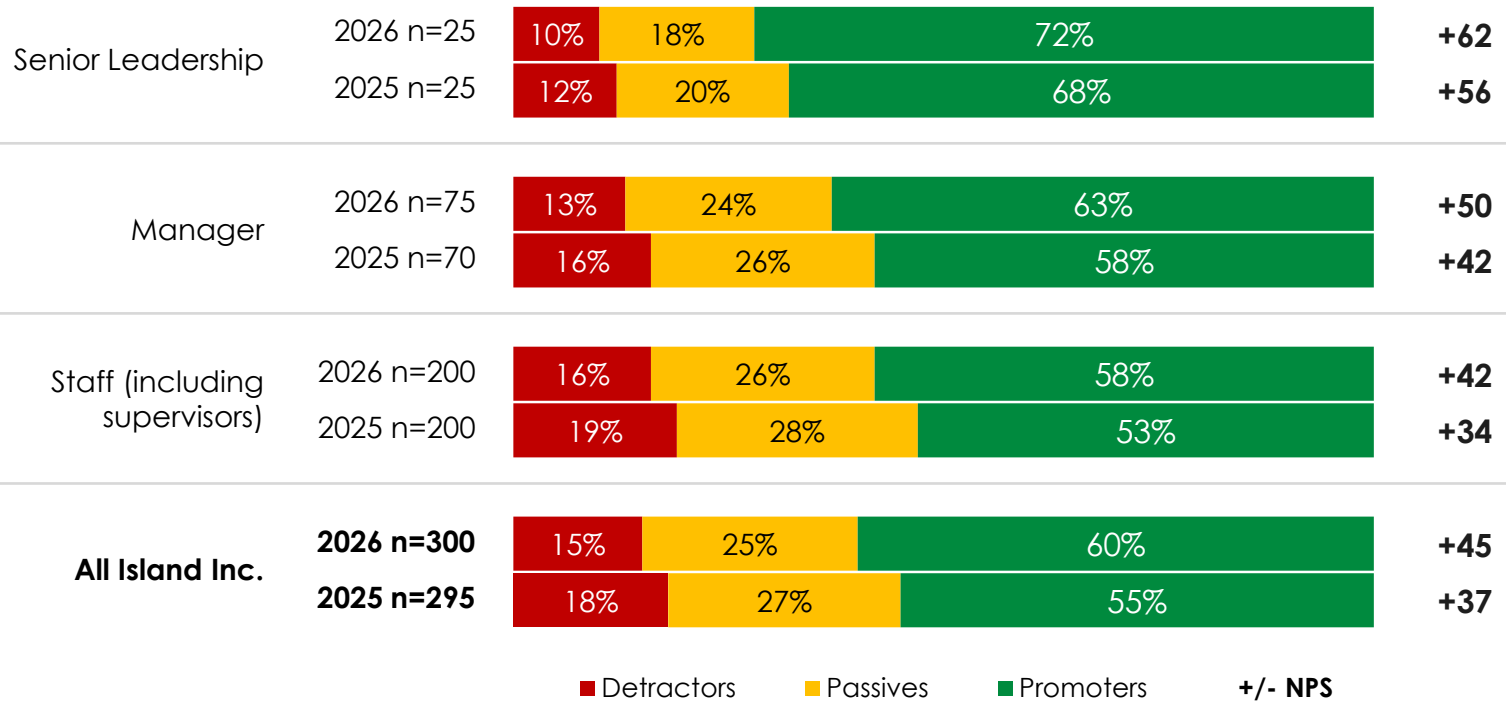


NPS by Length of Service



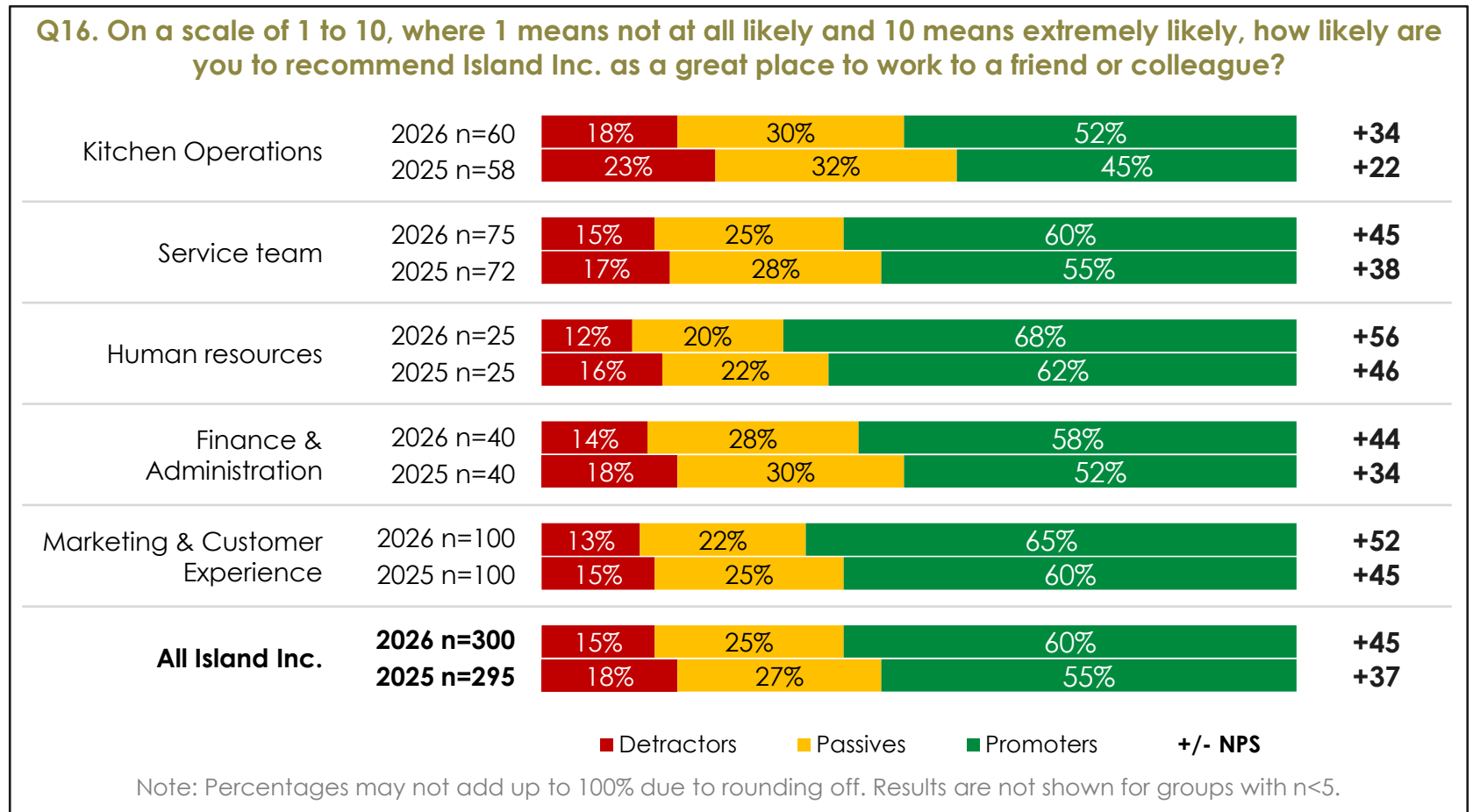
NPS by Job Classification

Q16. On a scale of 1 to 10, where 1 means not at all likely and 10 means extremely likely, how likely are you to recommend Island Inc. as a great place to work to a friend or colleague?



Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.

NPS by Department





Employee Engagement

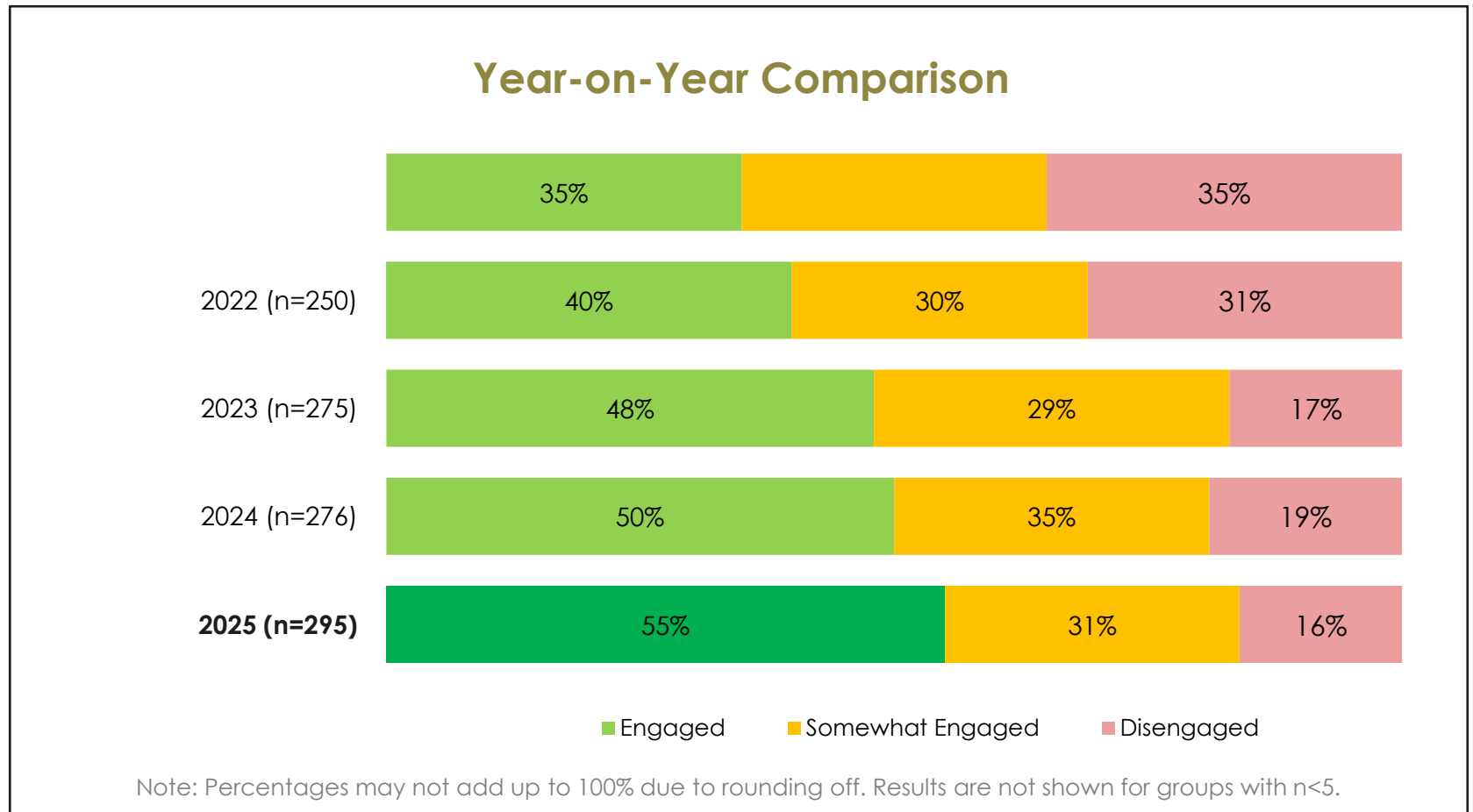
Measuring Employee Engagement

- Engagement is a measure of how well an organization has captured hearts, hands & minds of employees
- Data supports that high employee engagement correlates with:
 - Higher customer satisfaction
 - Lower turnover
 - Lower absenteeism
 - Higher performance/profitability
- Engaged employees say positive things about their employer, intend to stay with the employer and are inspired and motivated to go 'above and beyond'

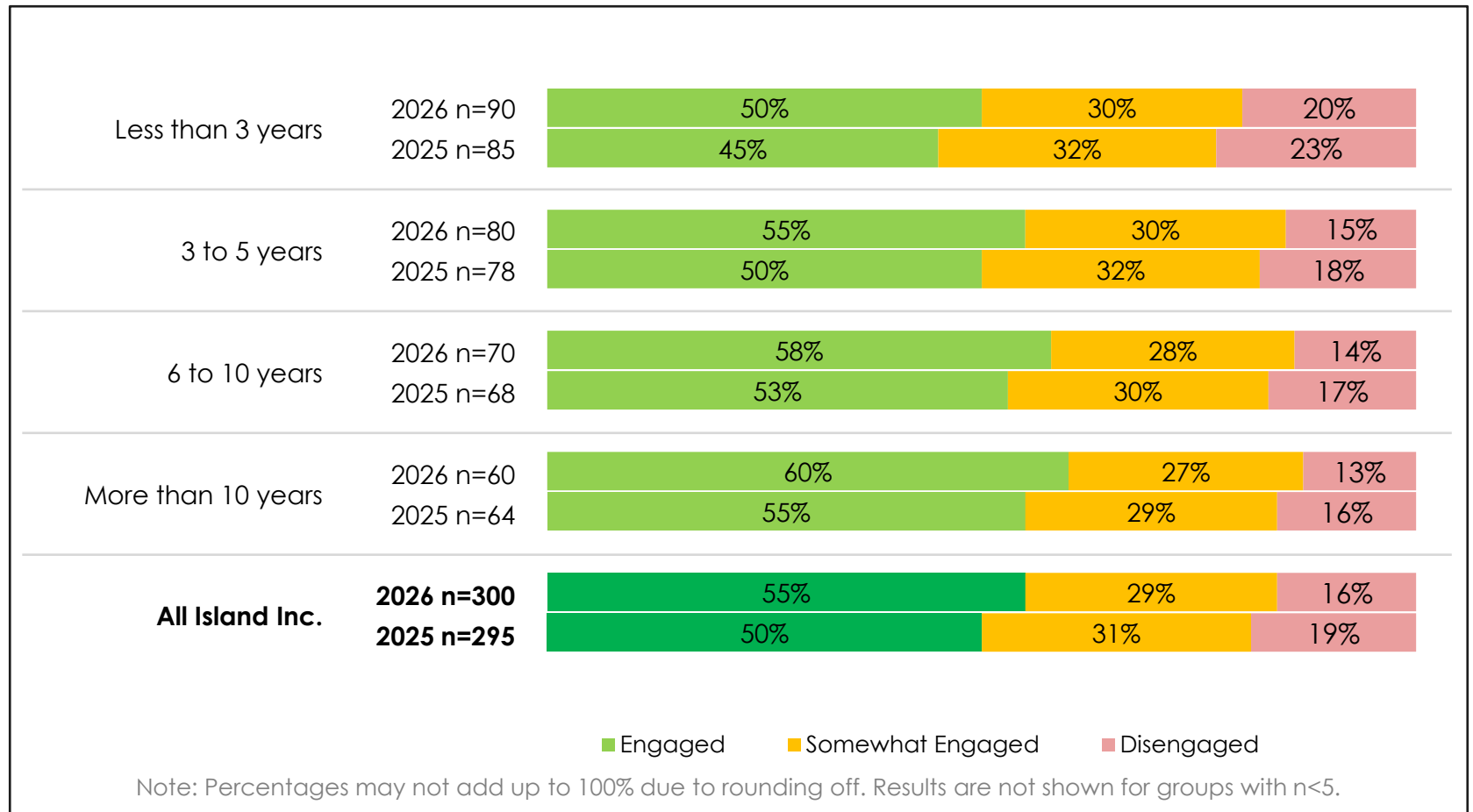
Calculating Engagement Scores

- The Engagement Score represents the percentage of employees who could be considered Engaged, Somewhat Engaged or Disengaged.
- The Score is based on the average of the engagement questions for a given respondent.
- Engagement Score (on a scale of 6):
 - Average is 4.5 or greater = **Engaged** (employee answered essentially Agree or Strongly agree to all questions)
 - Average is 2.5 or greater = **Somewhat engaged** (employee answered essentially Slightly disagree or Slightly agree to all questions)
 - Average is Less than 2.5 = **Disengaged** (employee answered essentially Disagree or Strongly disagree to all questions)

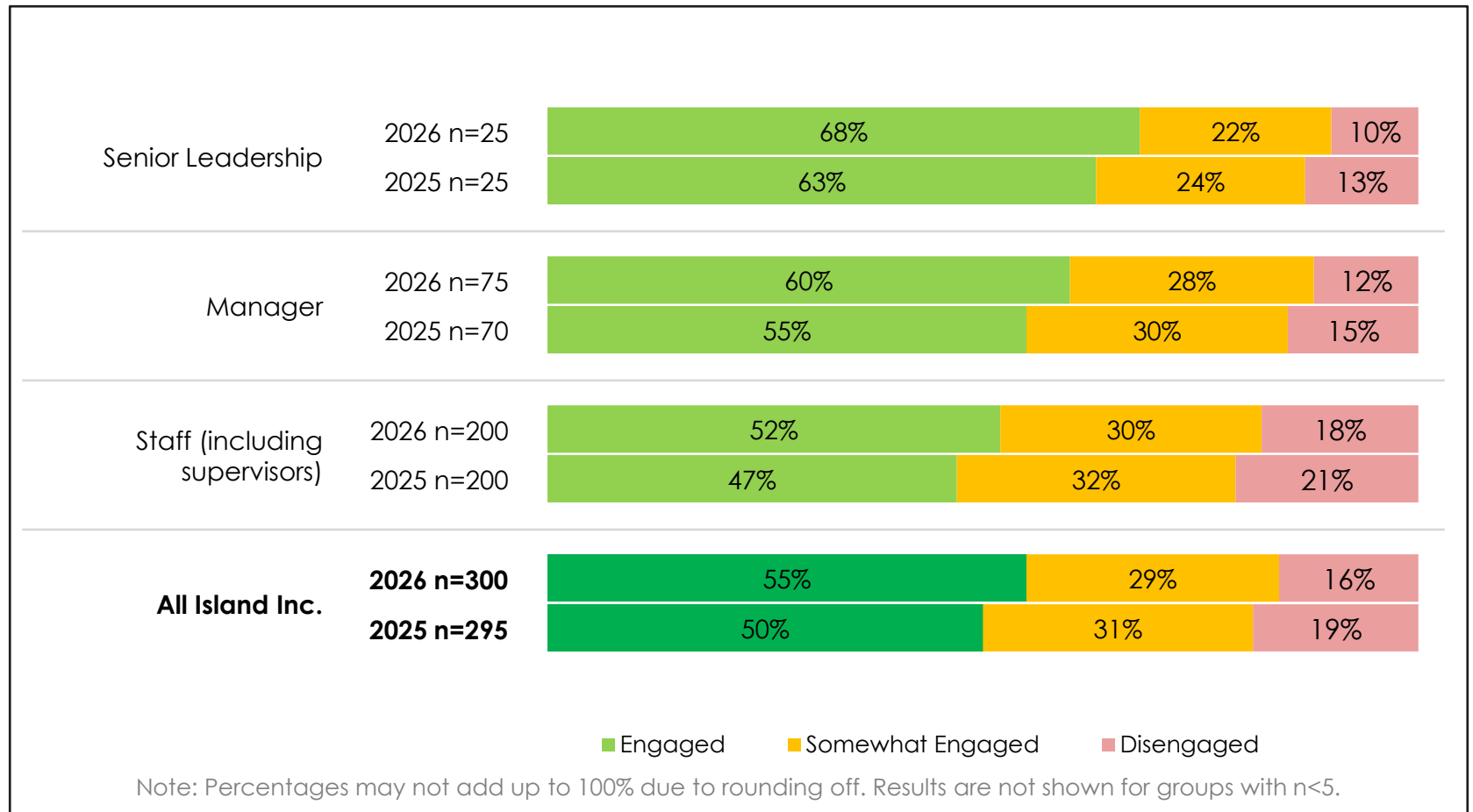
Overall Engagement



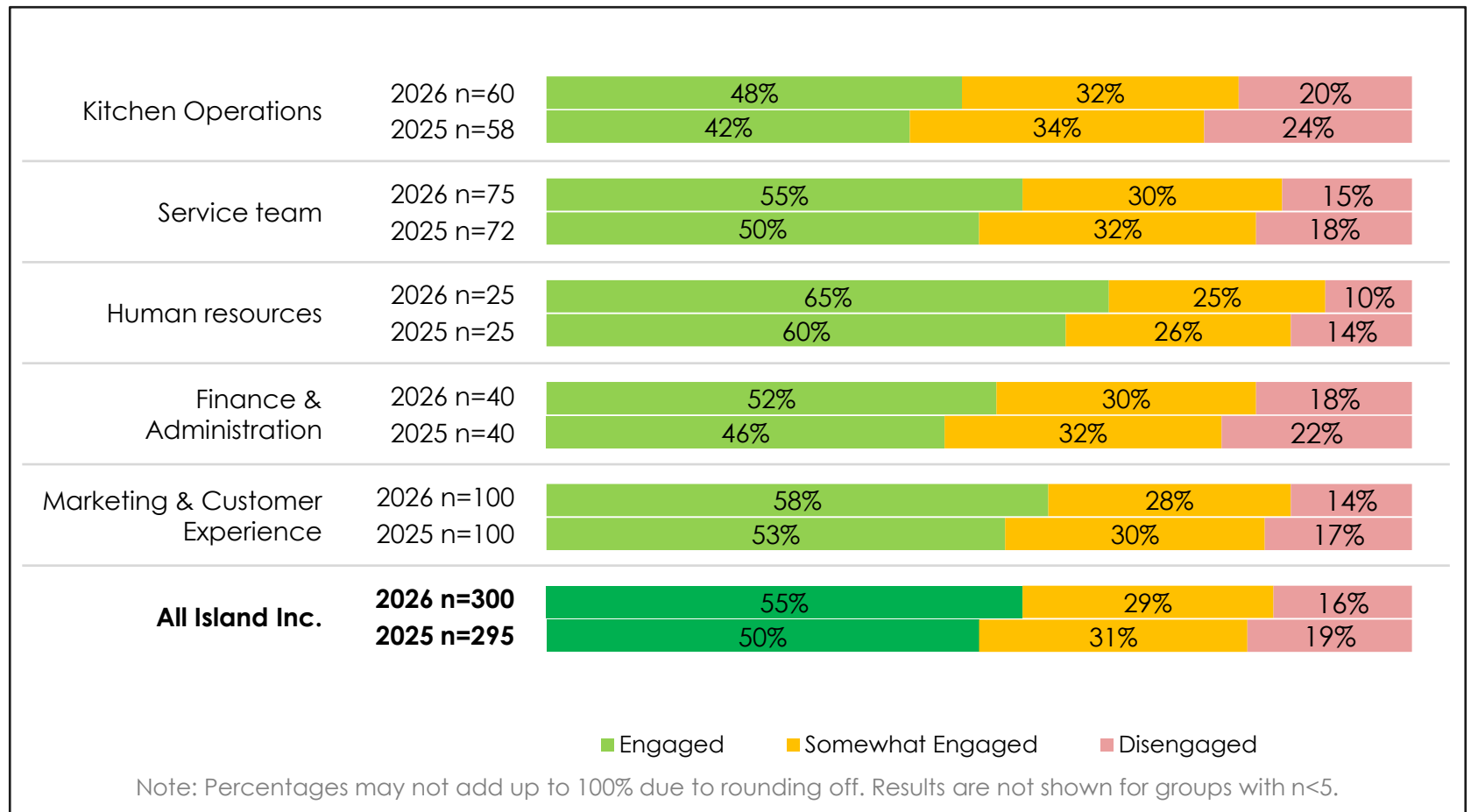
Overall Engagement by Length of Service



Overall Engagement by Job Classification



Overall Engagement by Department



Responses to Individual Engagement Questions

- The six response categories are grouped as follows:

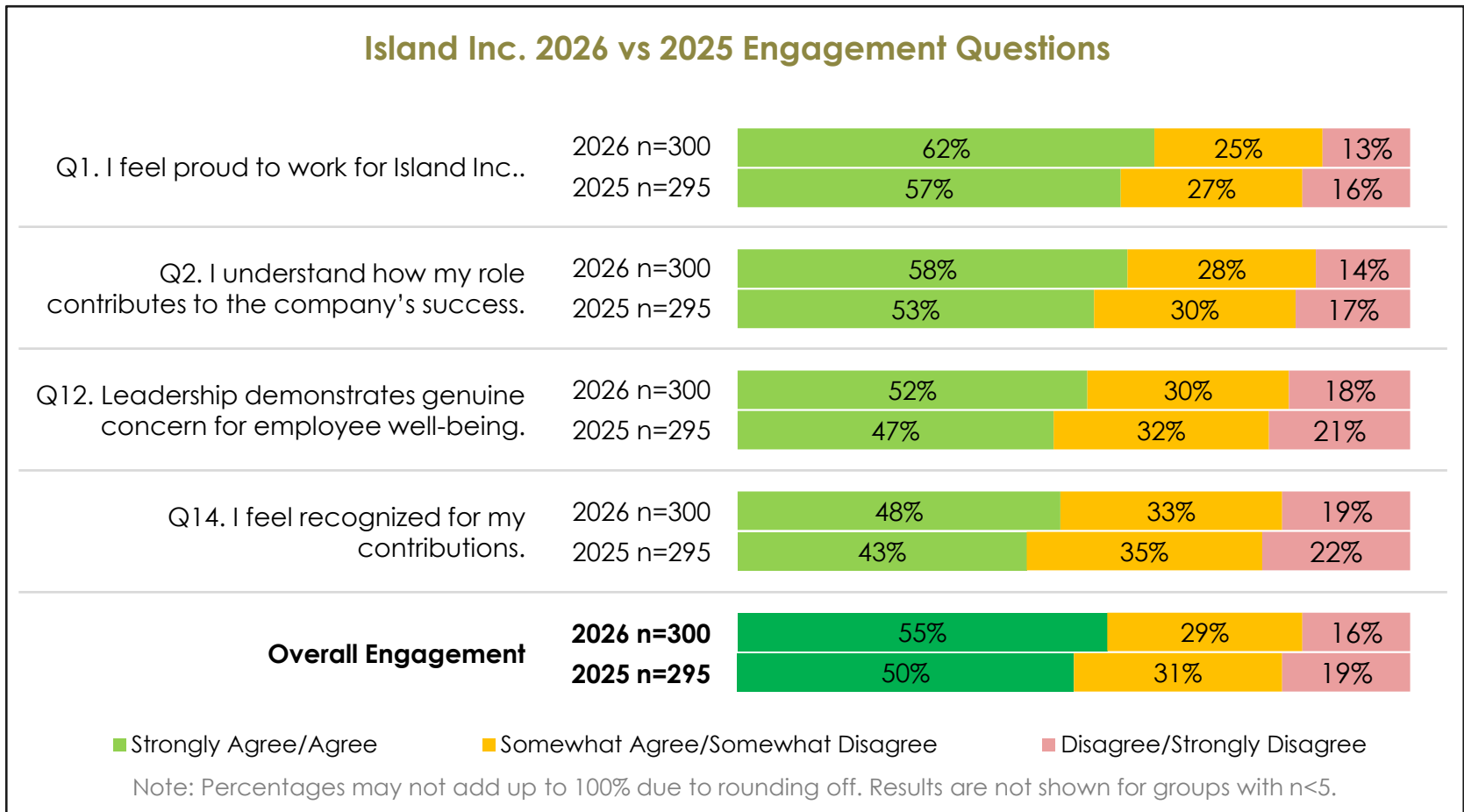
Strongly Agree - Agree

Somewhat Agree - Somewhat Disagree

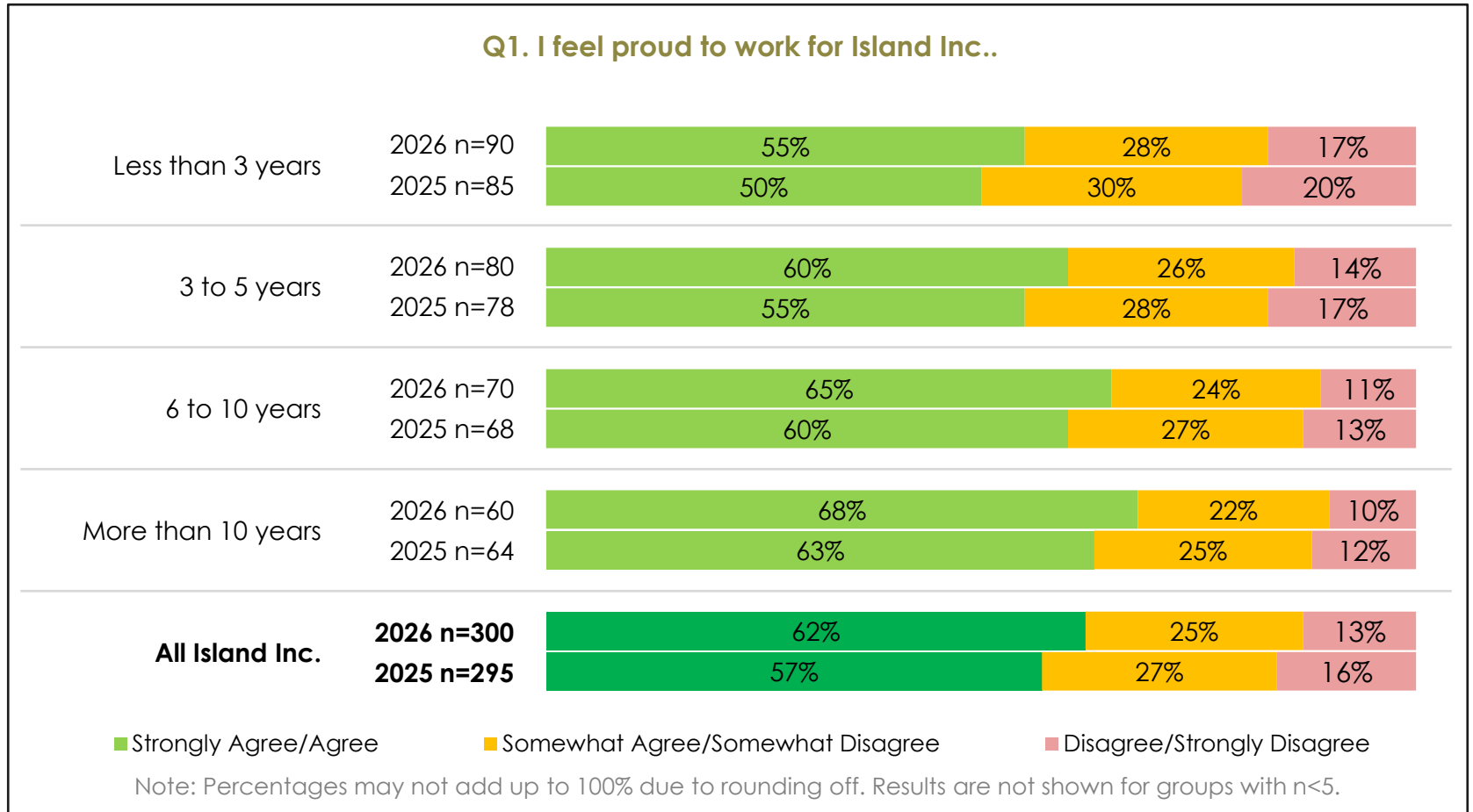
Disagree - Strongly Disagree

Individual Engagement Questions

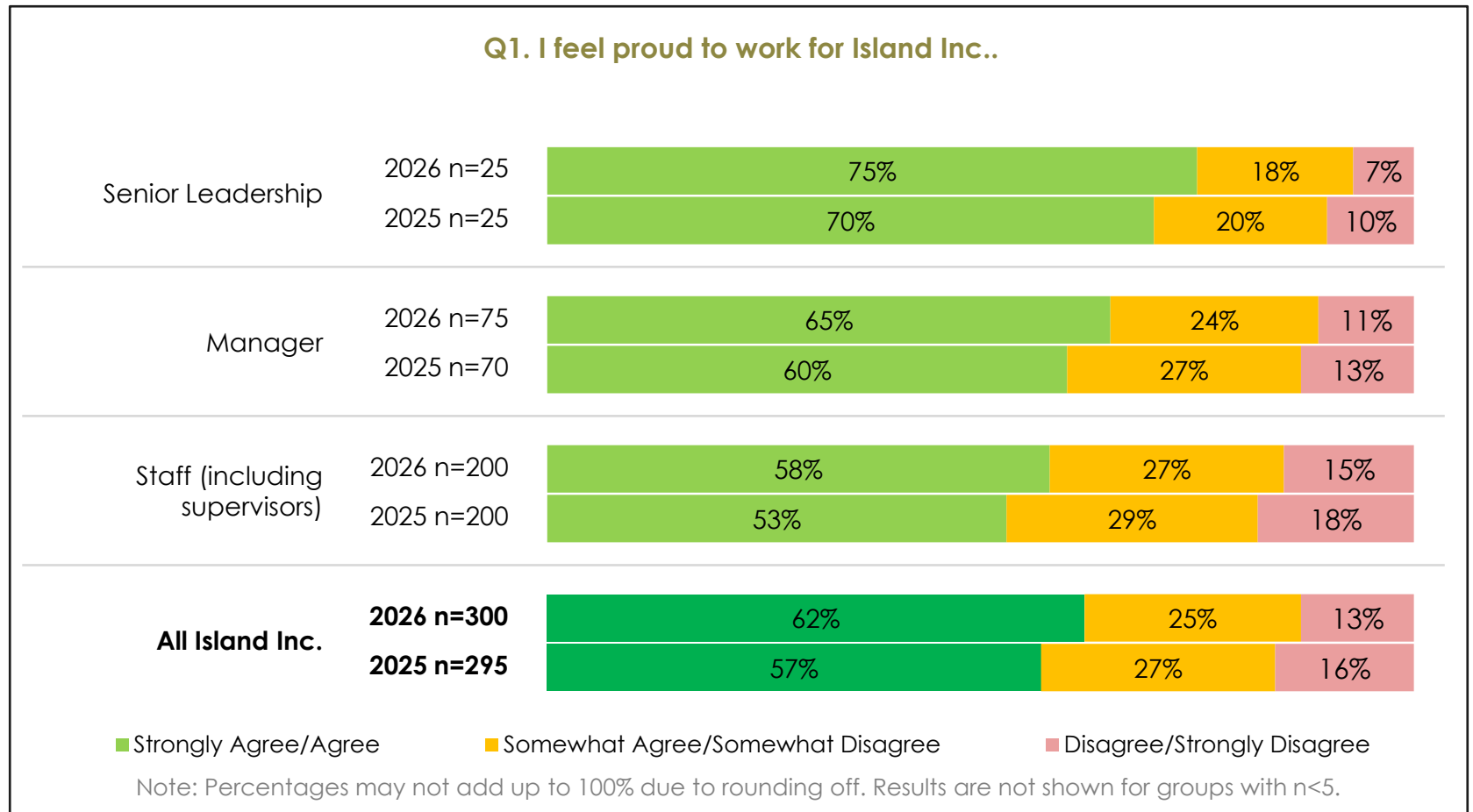
Island Inc. 2026 vs 2025 Engagement Questions



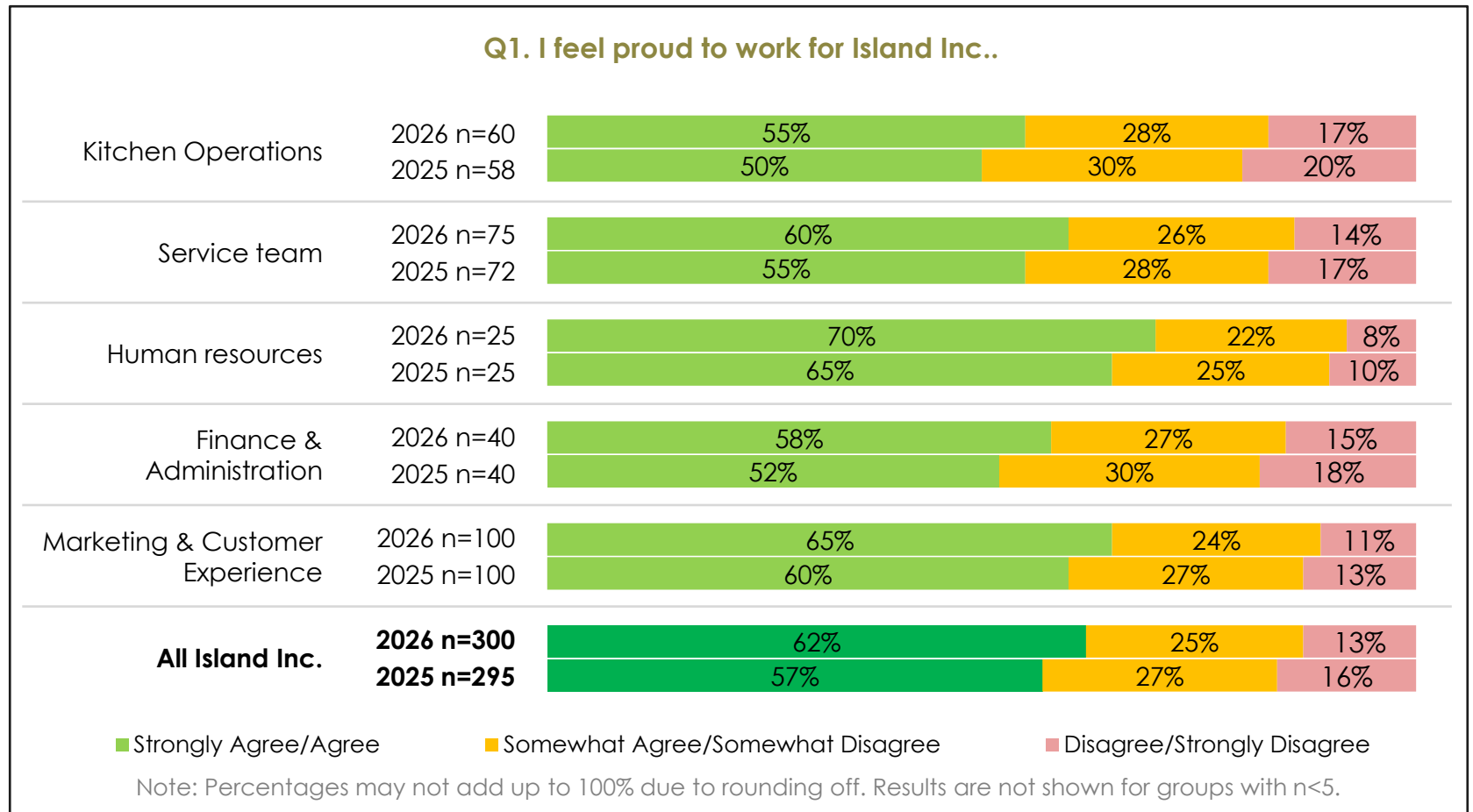
Individual Engagement Questions by Length of Service



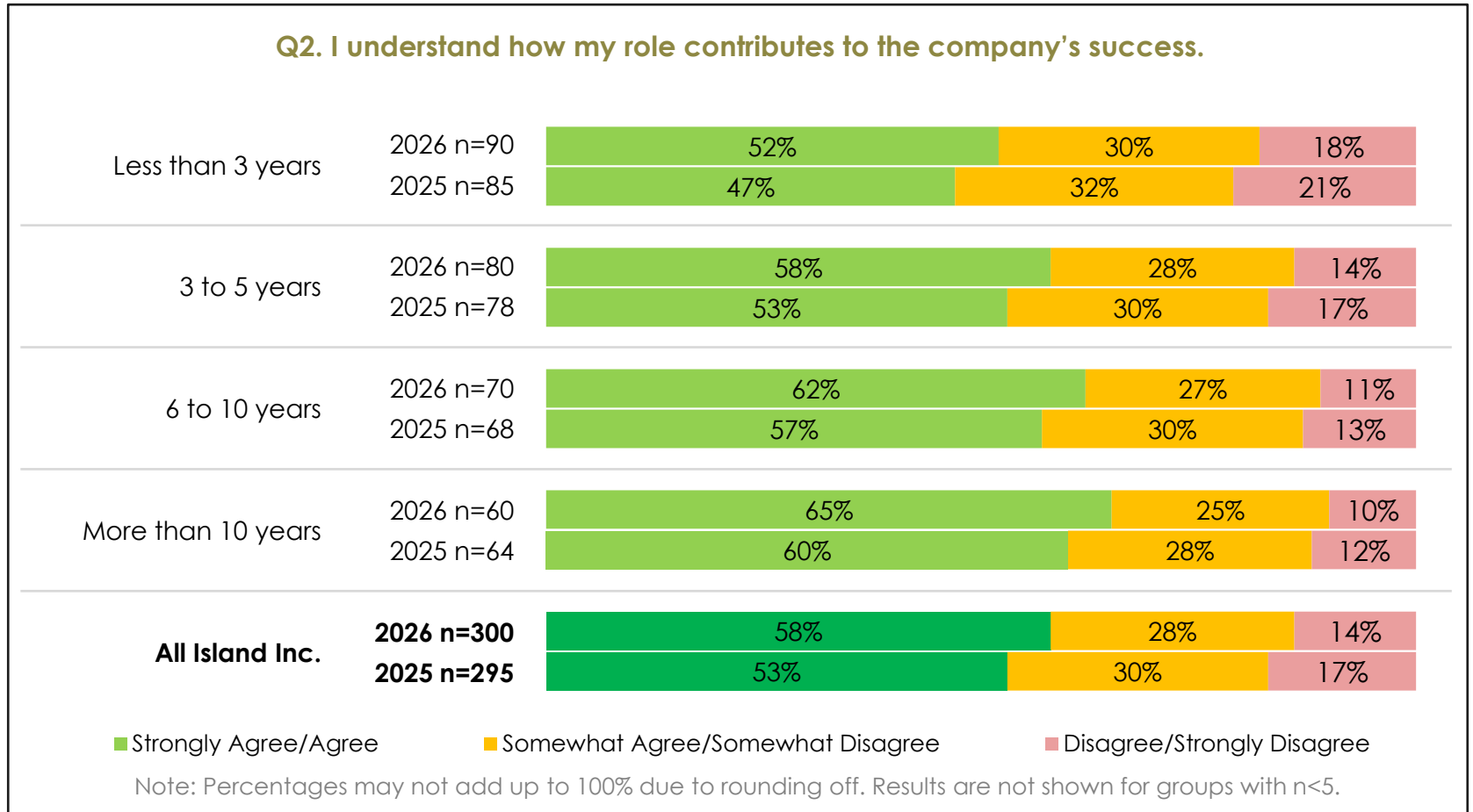
Individual Engagement Questions by Job Classification



Individual Engagement Questions by Department

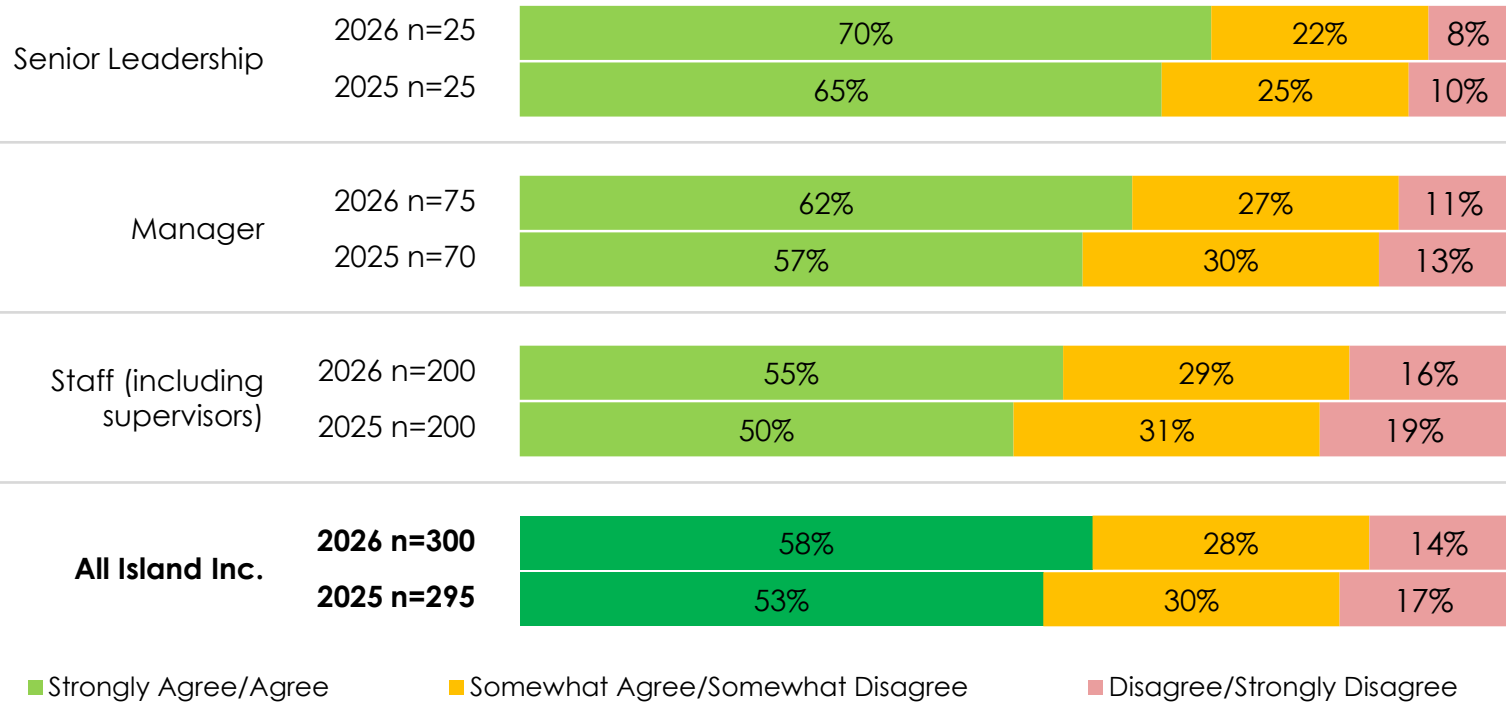


Individual Engagement Questions by Length of Service



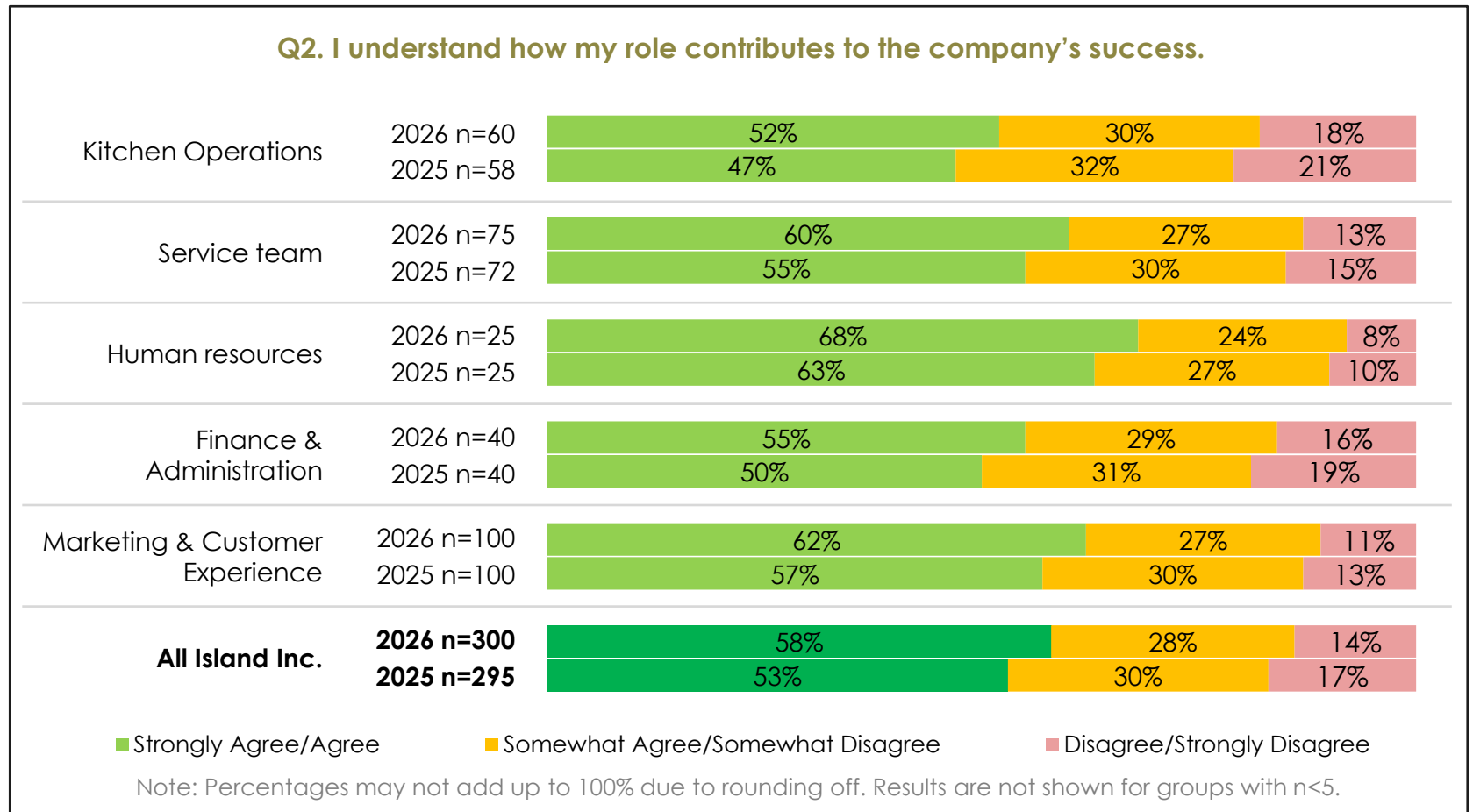
Individual Engagement Questions by Job Classification

Q2. I understand how my role contributes to the company's success.

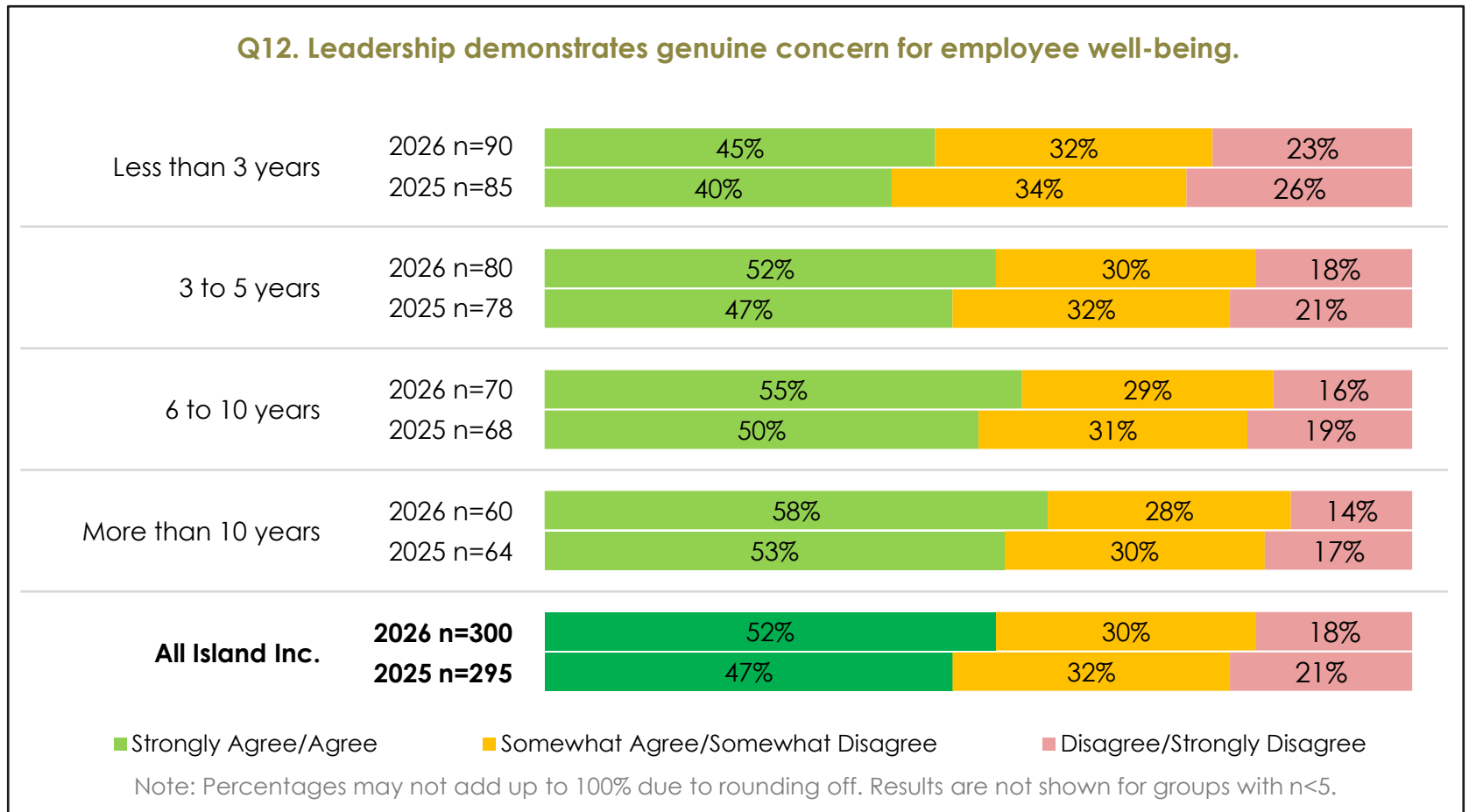


Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.

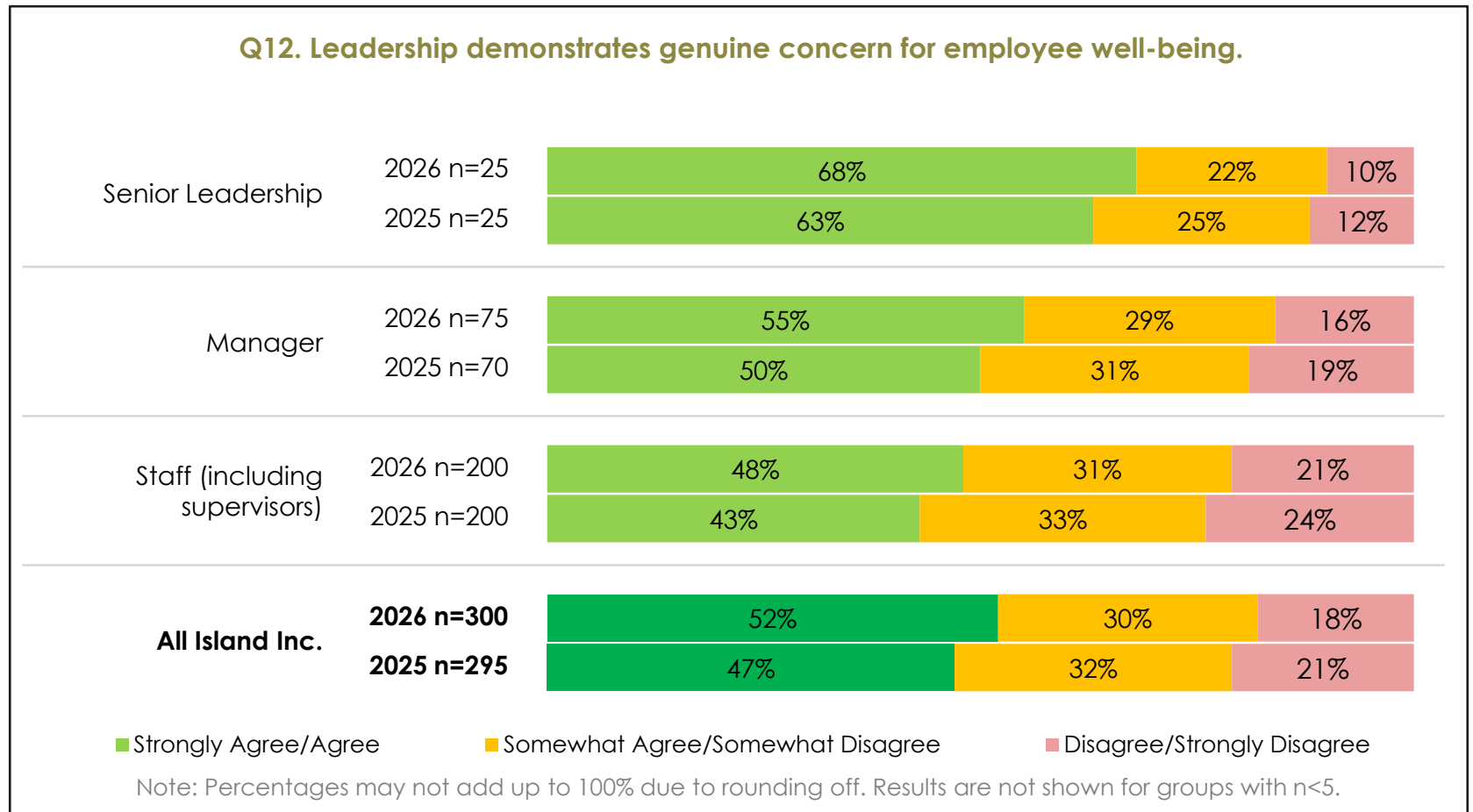
Individual Engagement Questions by Department



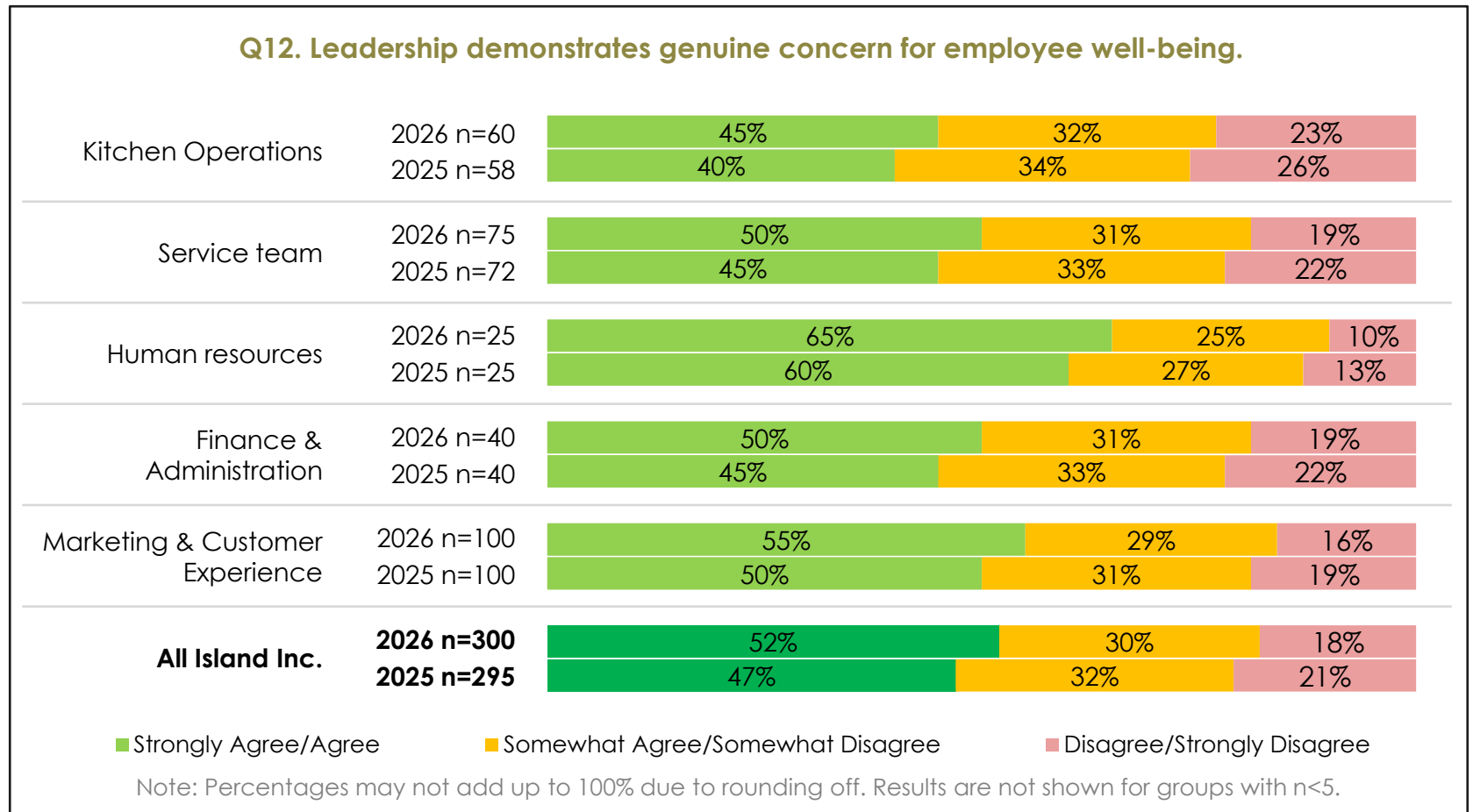
Individual Engagement Questions by Length of Service



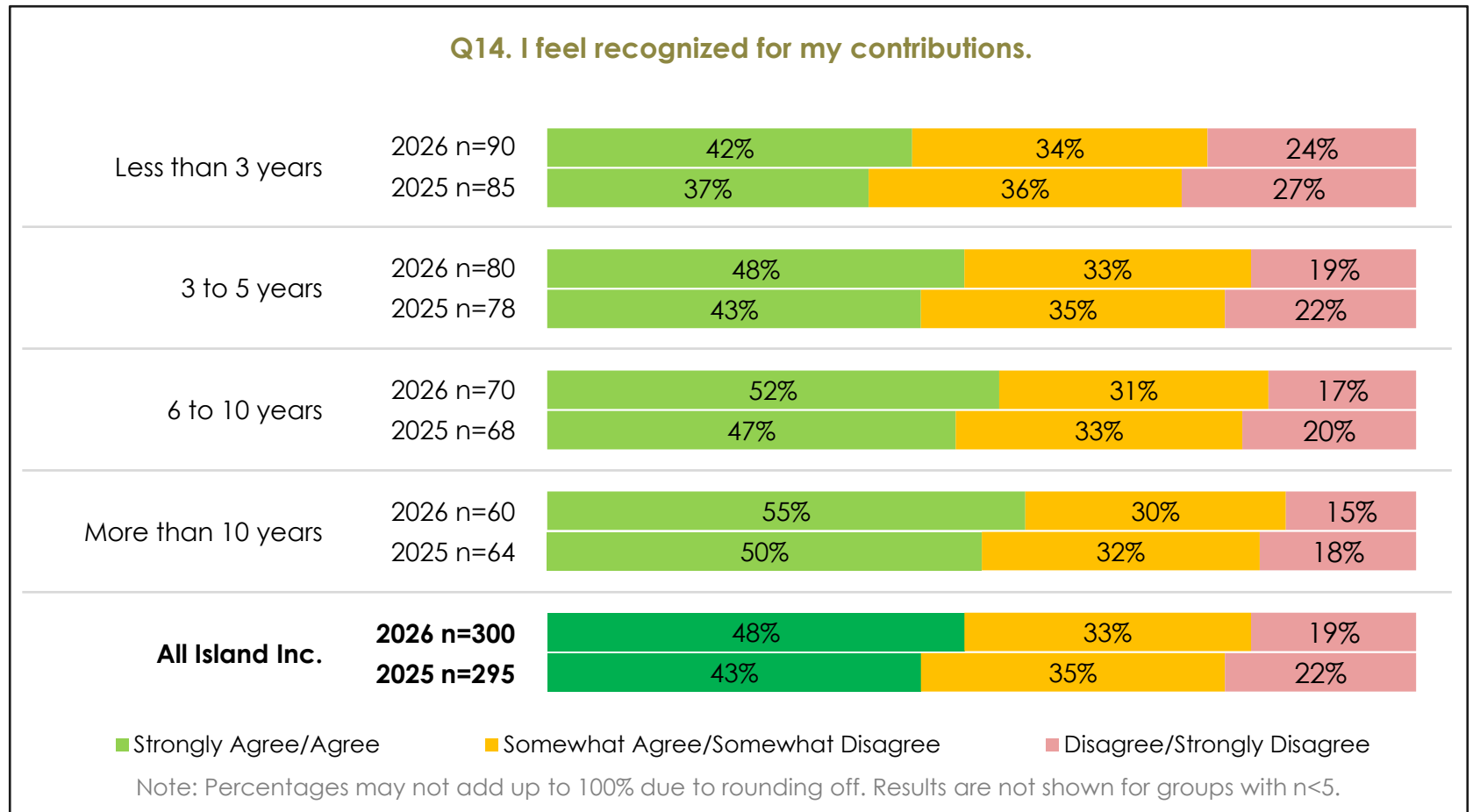
Individual Engagement Questions by Job Classification



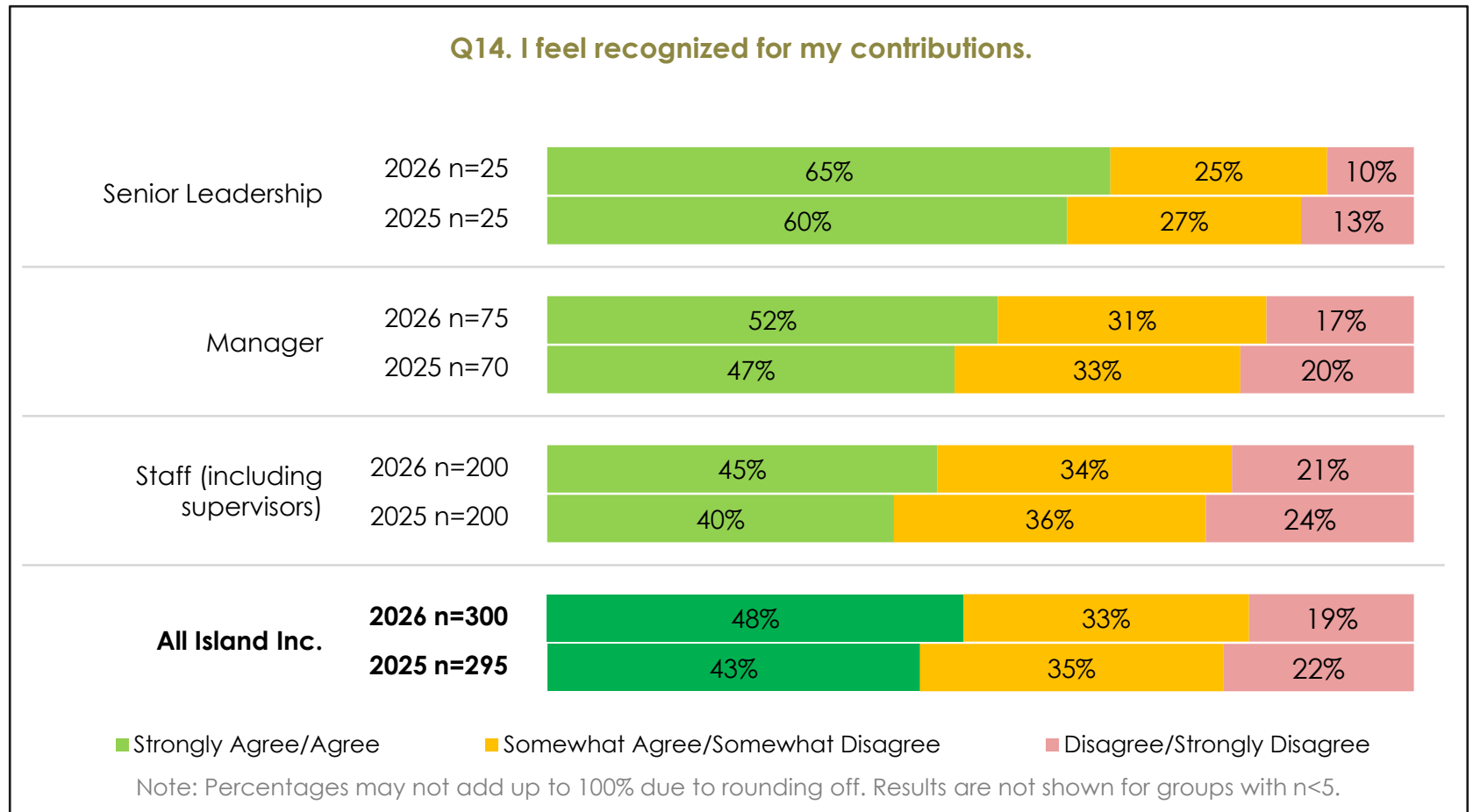
Individual Engagement Questions by Department



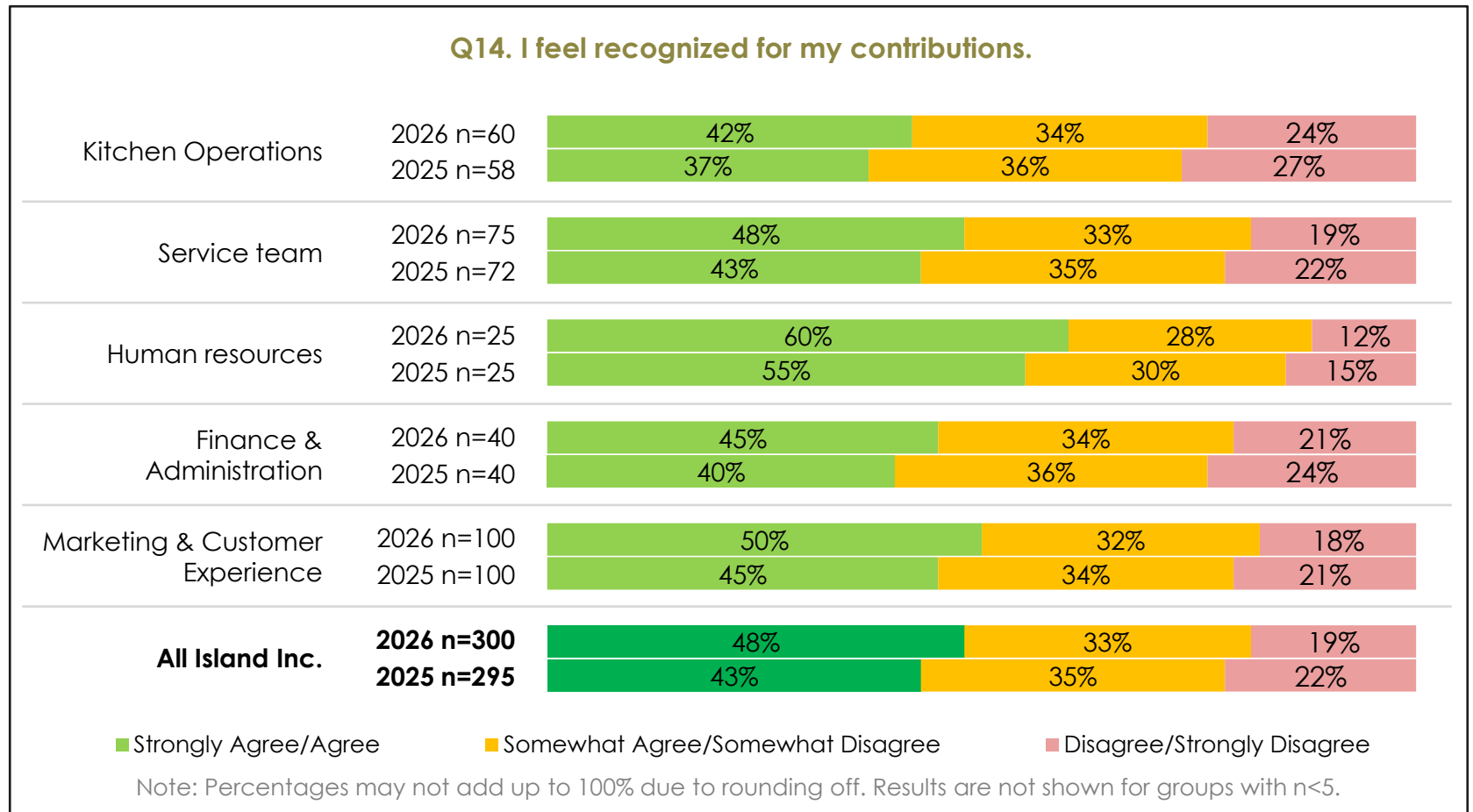
Individual Engagement Questions by Length of Service



Individual Engagement Questions by Job Classification



Individual Engagement Questions by Department





Overall Results by Driver Group

Responses to Questions

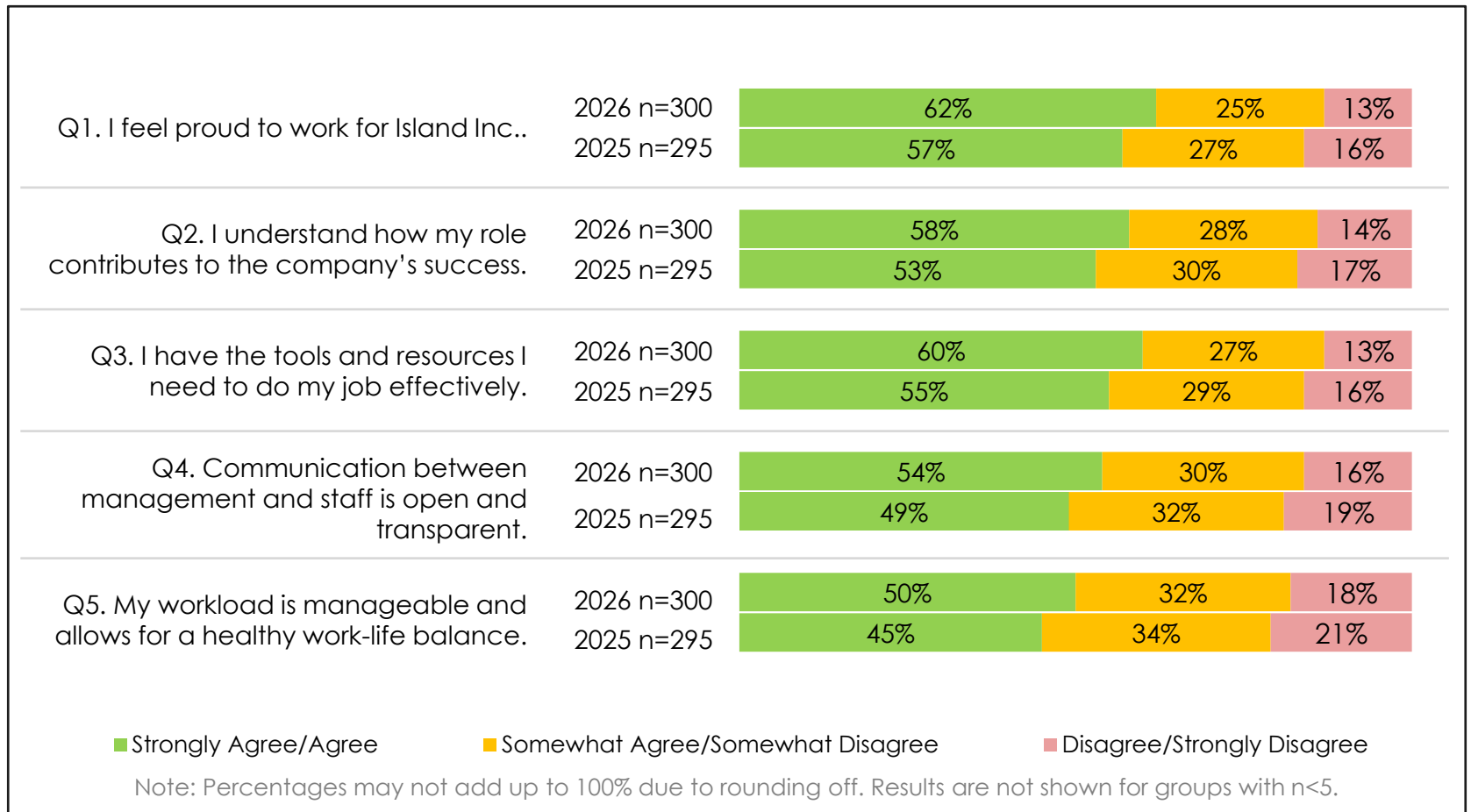
- The six response categories are grouped as follows:

Strongly Agree - Agree

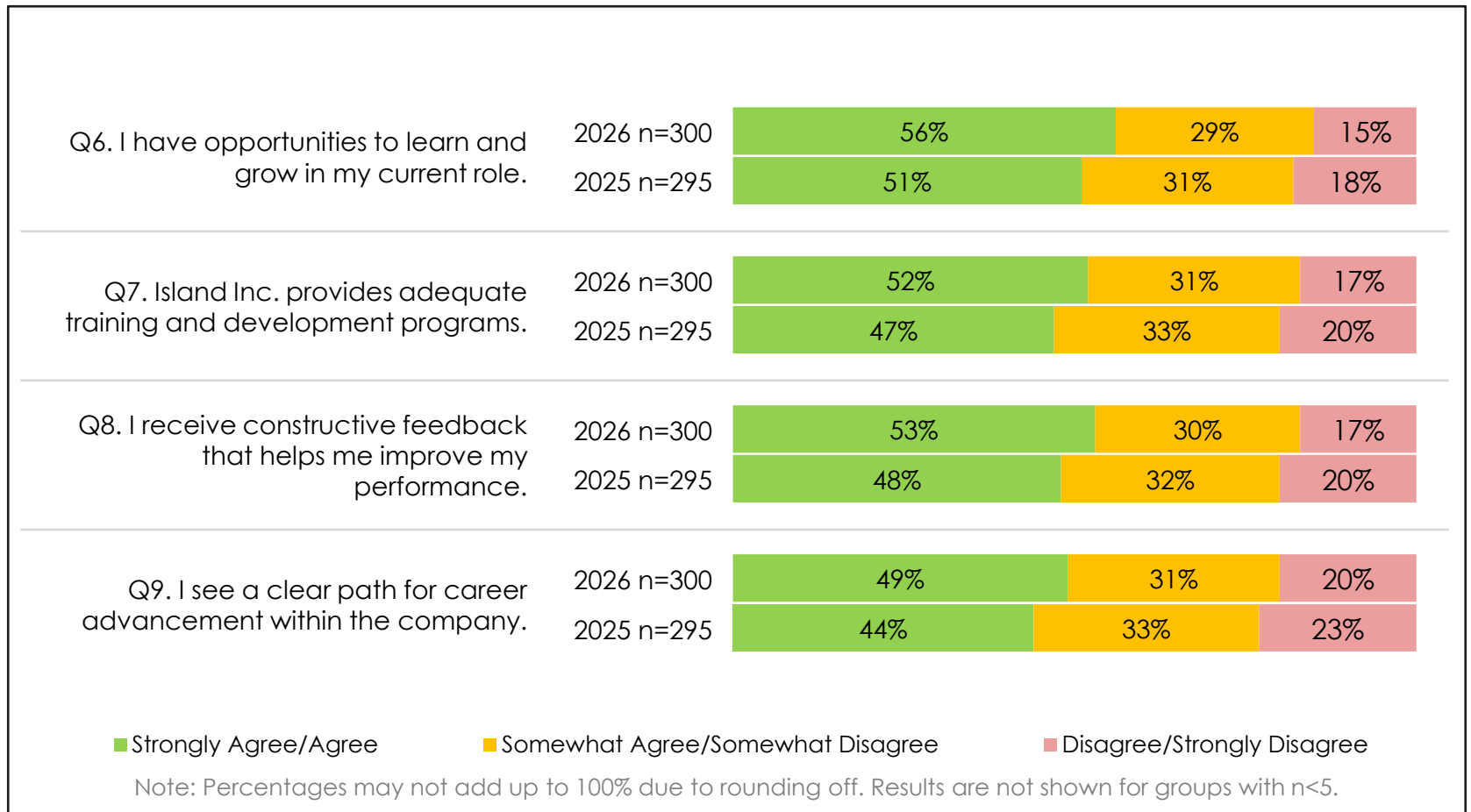
Somewhat Agree - Somewhat Disagree

Disagree - Strongly Disagree

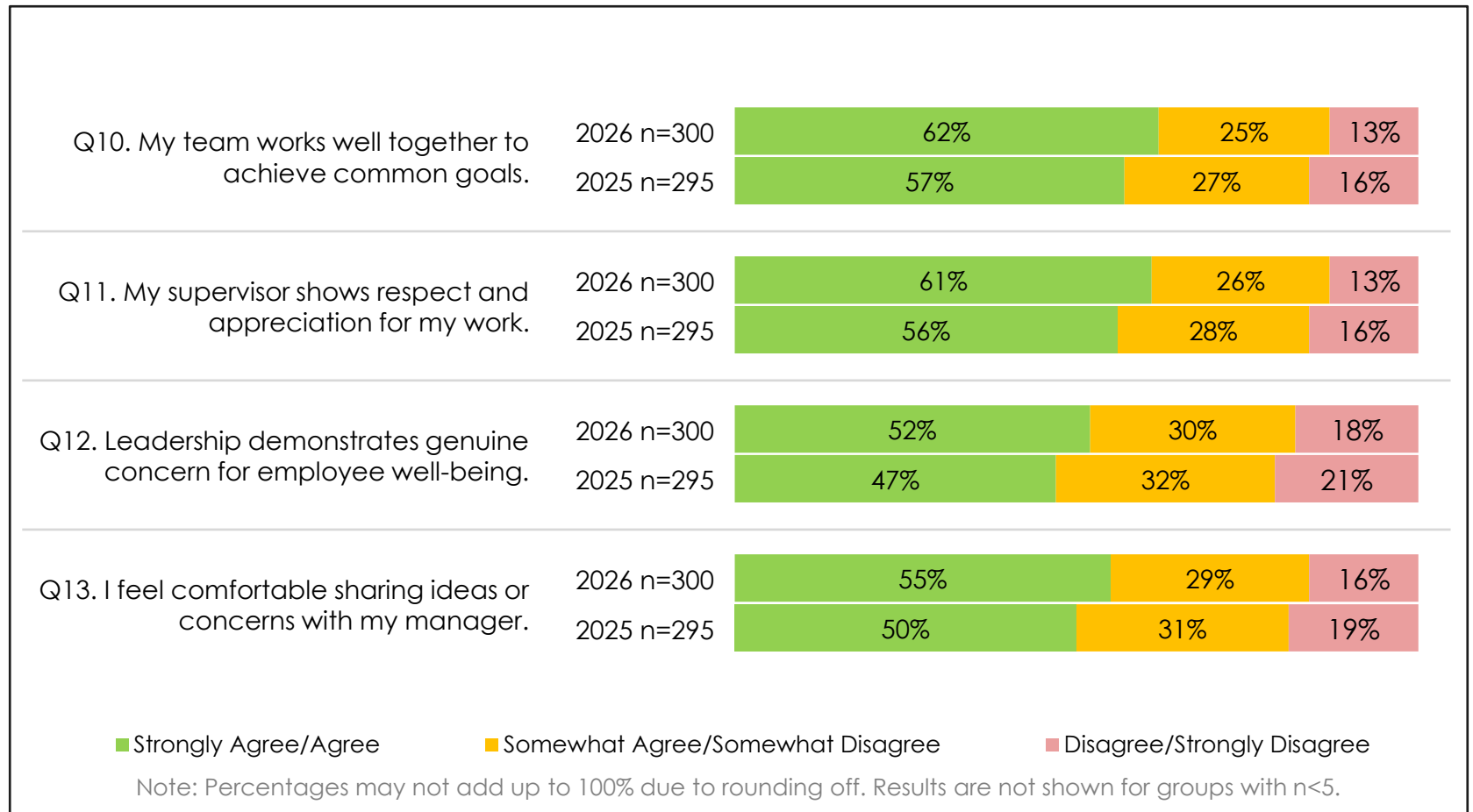
A. Workplace Experience



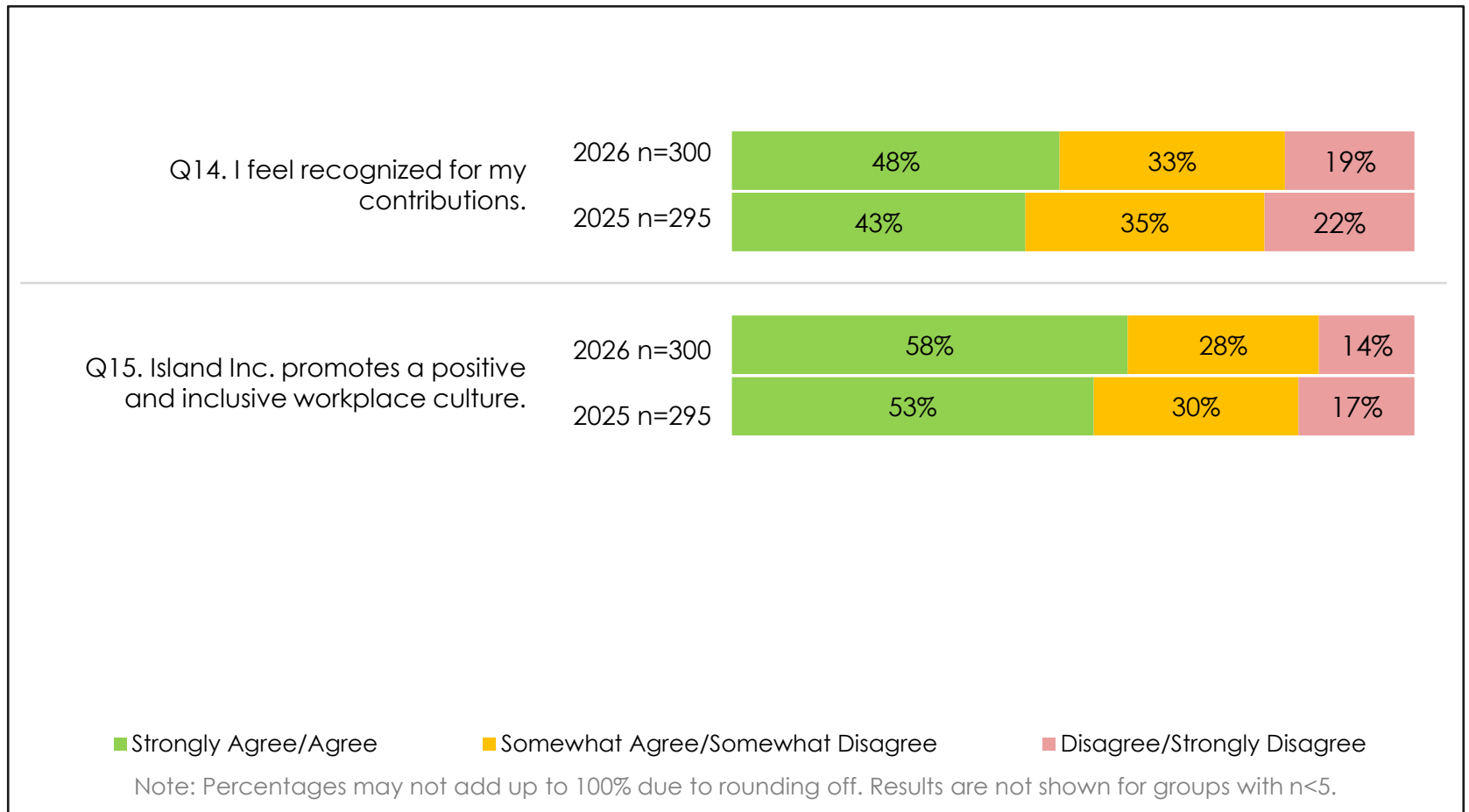
B. Growth and Development



C. Team and Leadership



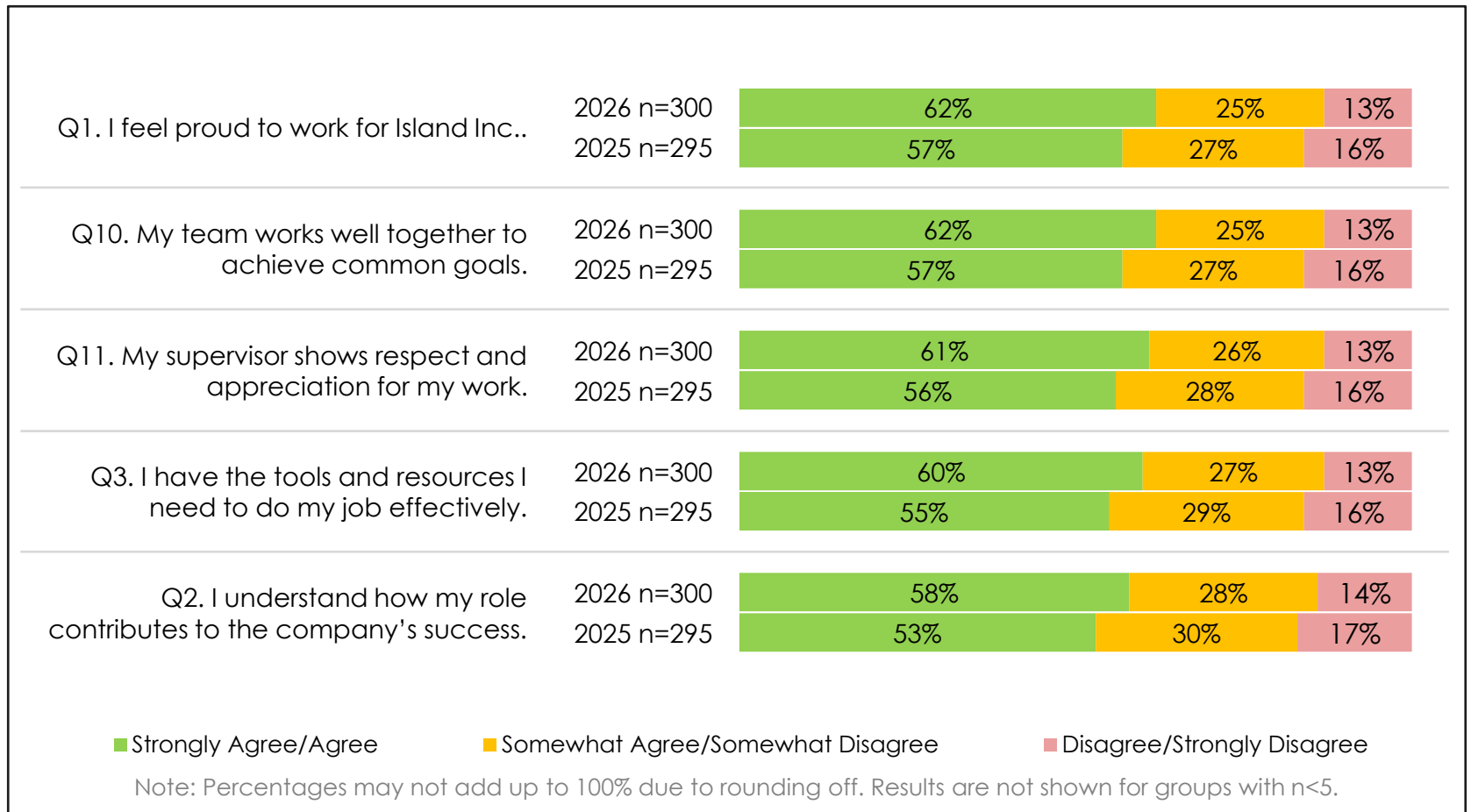
D. Recognition and Culture





Areas of Strength
(Areas with the highest Strongly Agree/Agree rating)

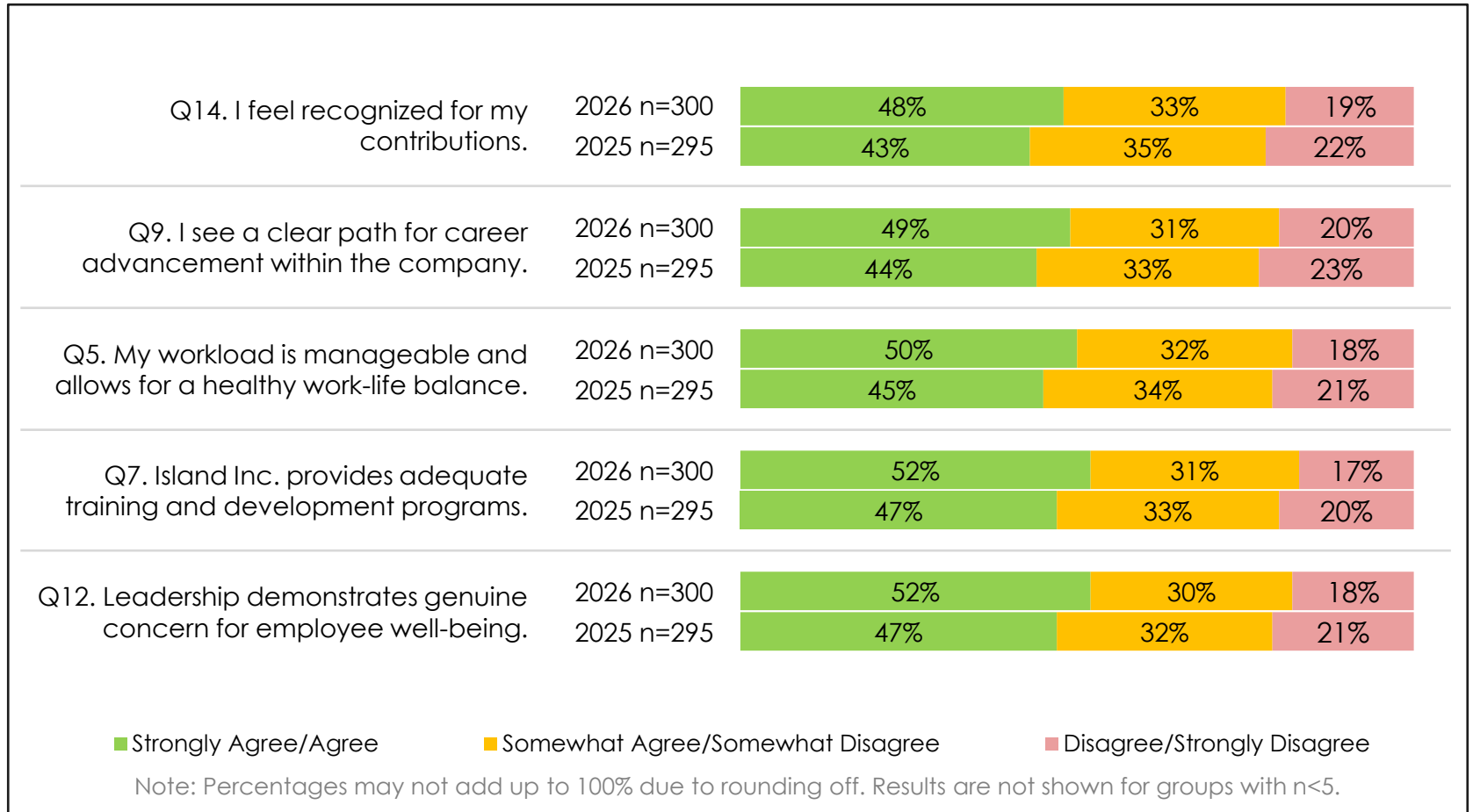
Top Areas





Areas of Improvement
*(Areas with the lowest Strongly
Agree/Agree rating)*

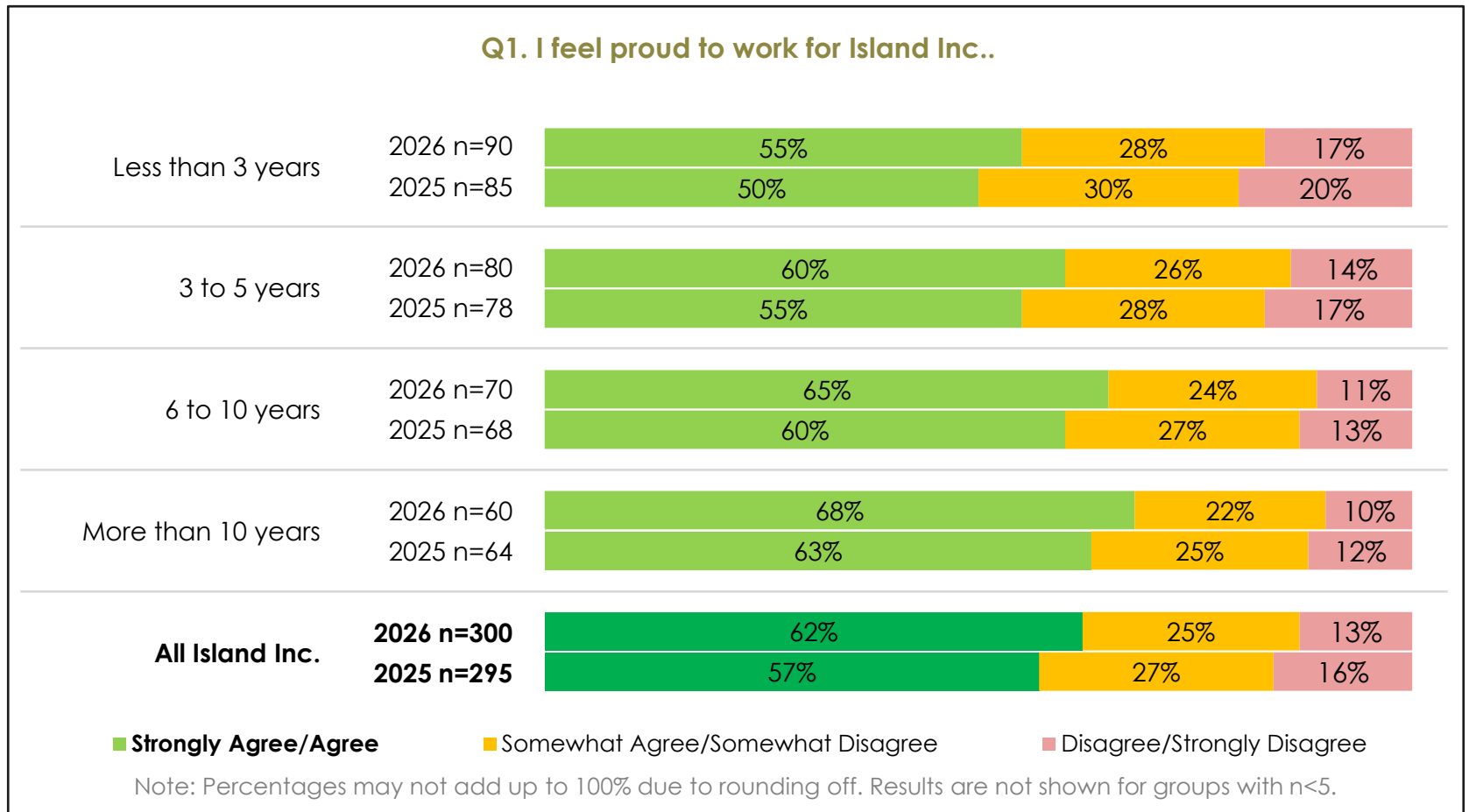
Areas of Improvement



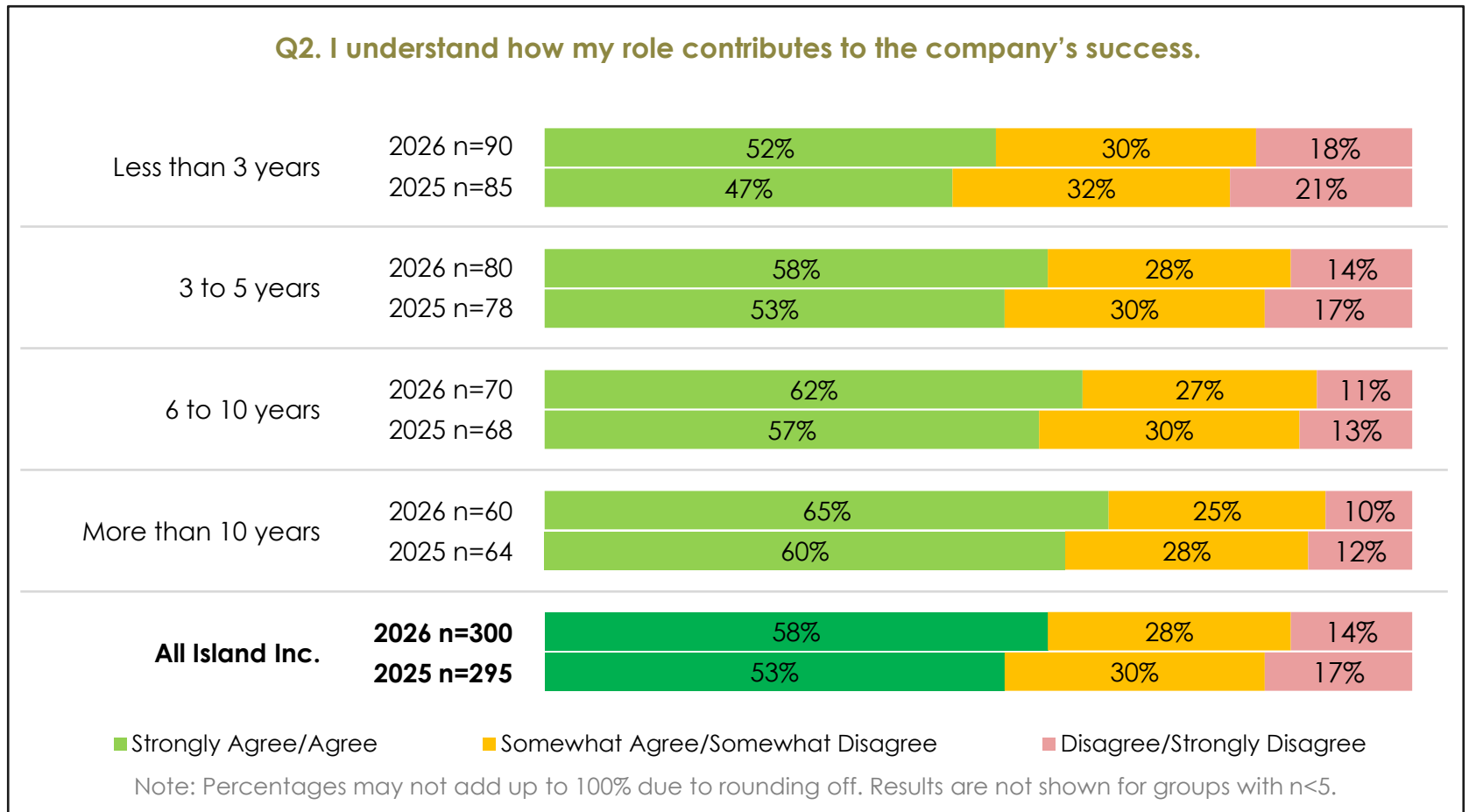


Appendix A: Questions by Length of Service

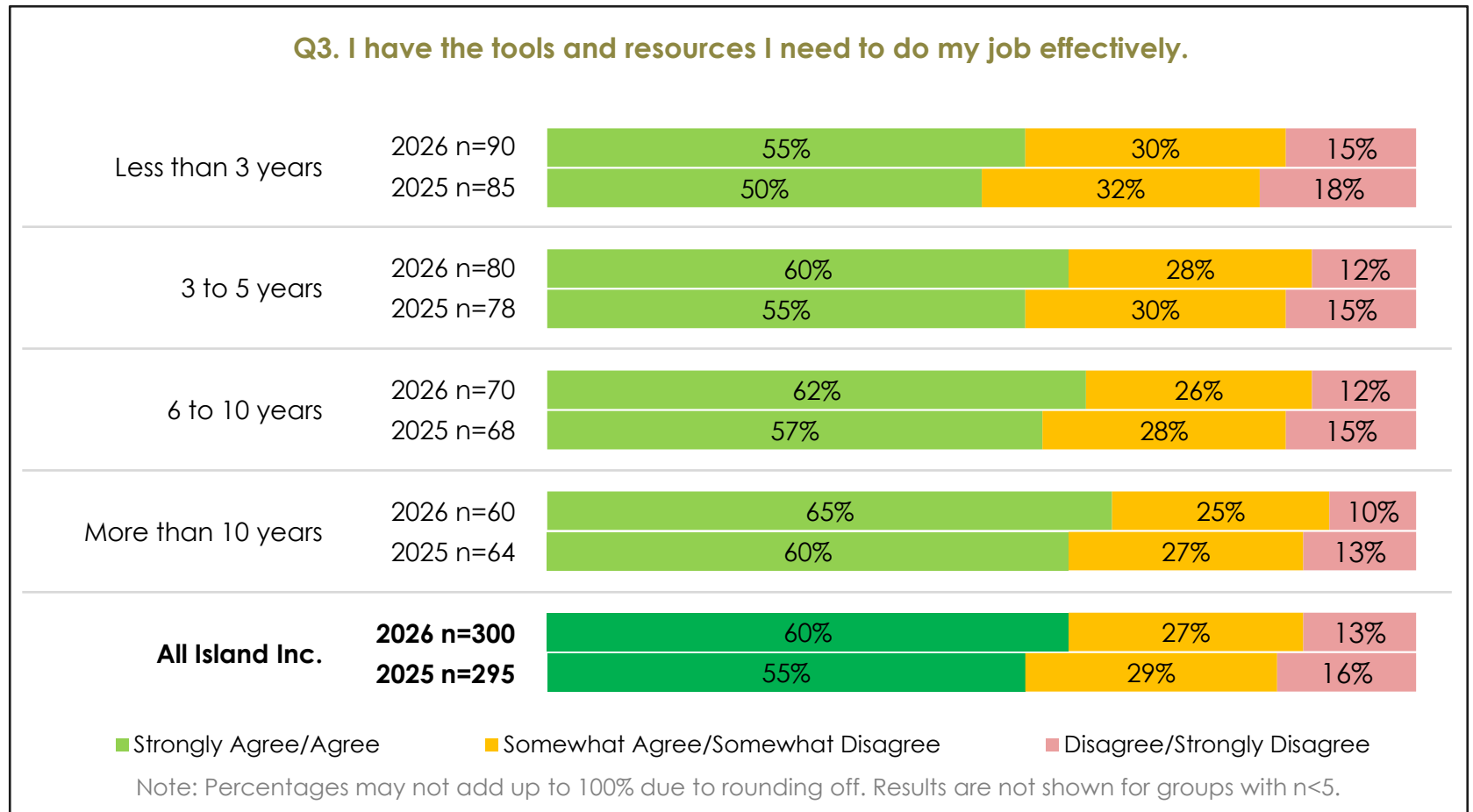
Workplace Experience Questions by Length of Service



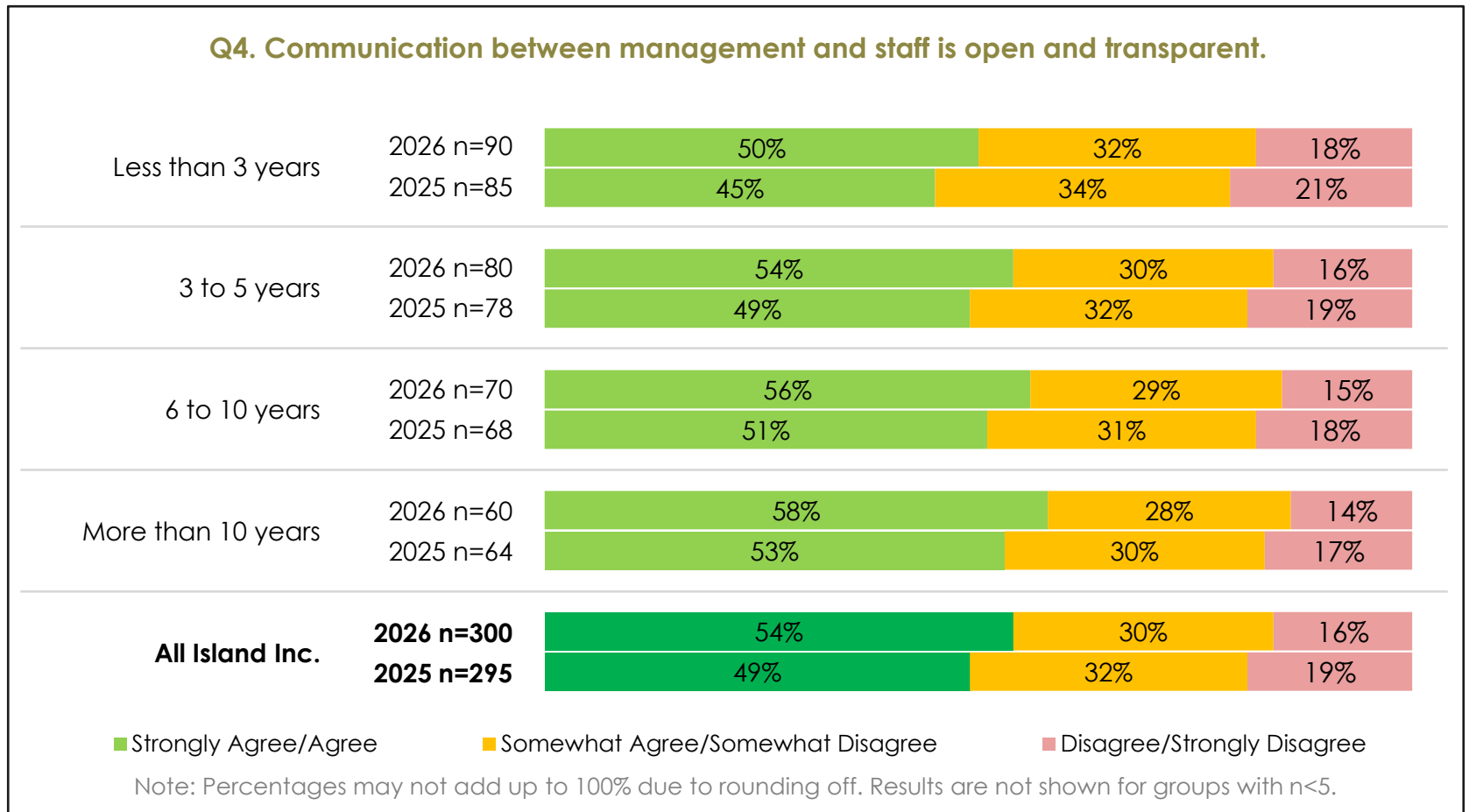
Workplace Experience Questions by Length of Service



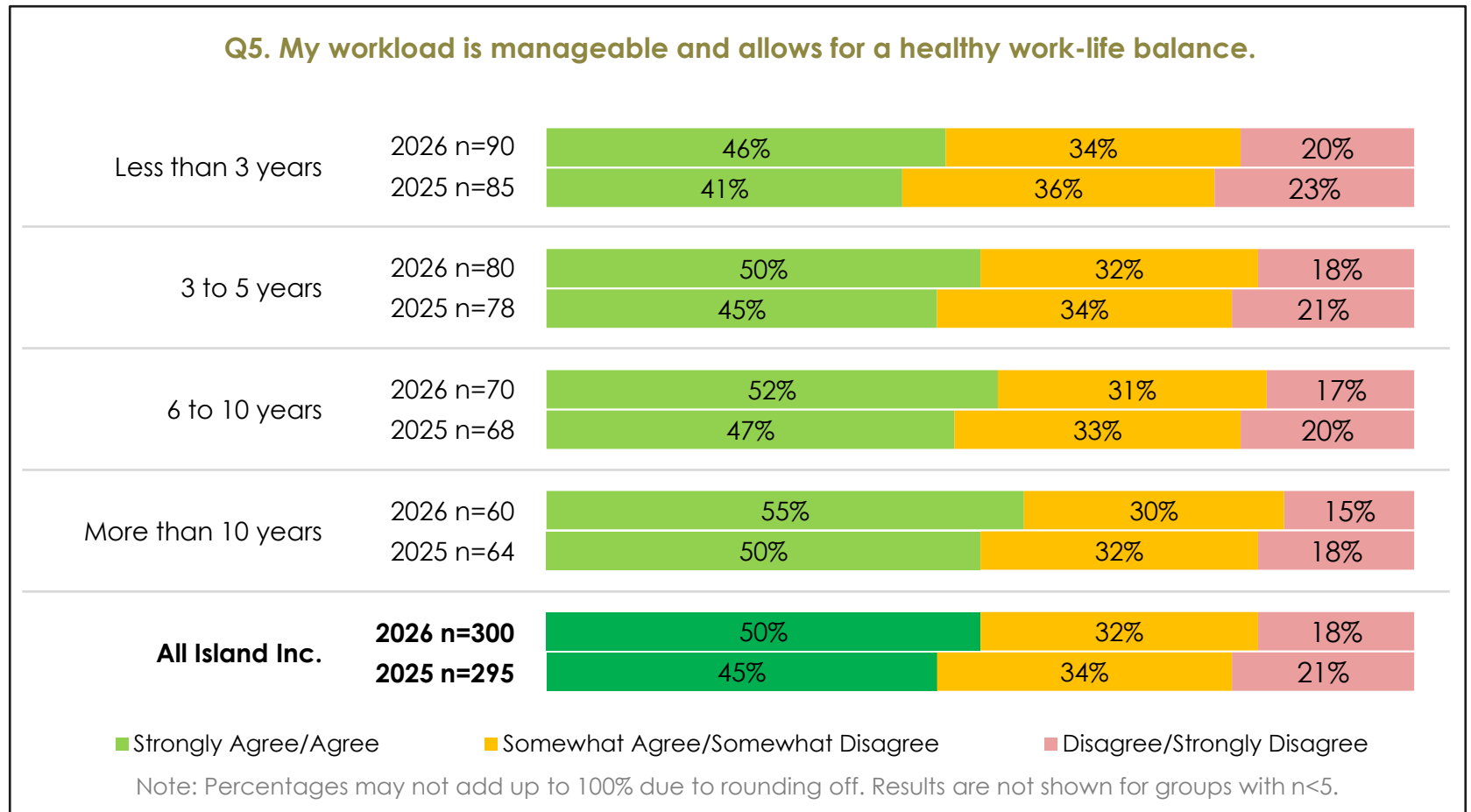
Workplace Experience Questions by Length of Service



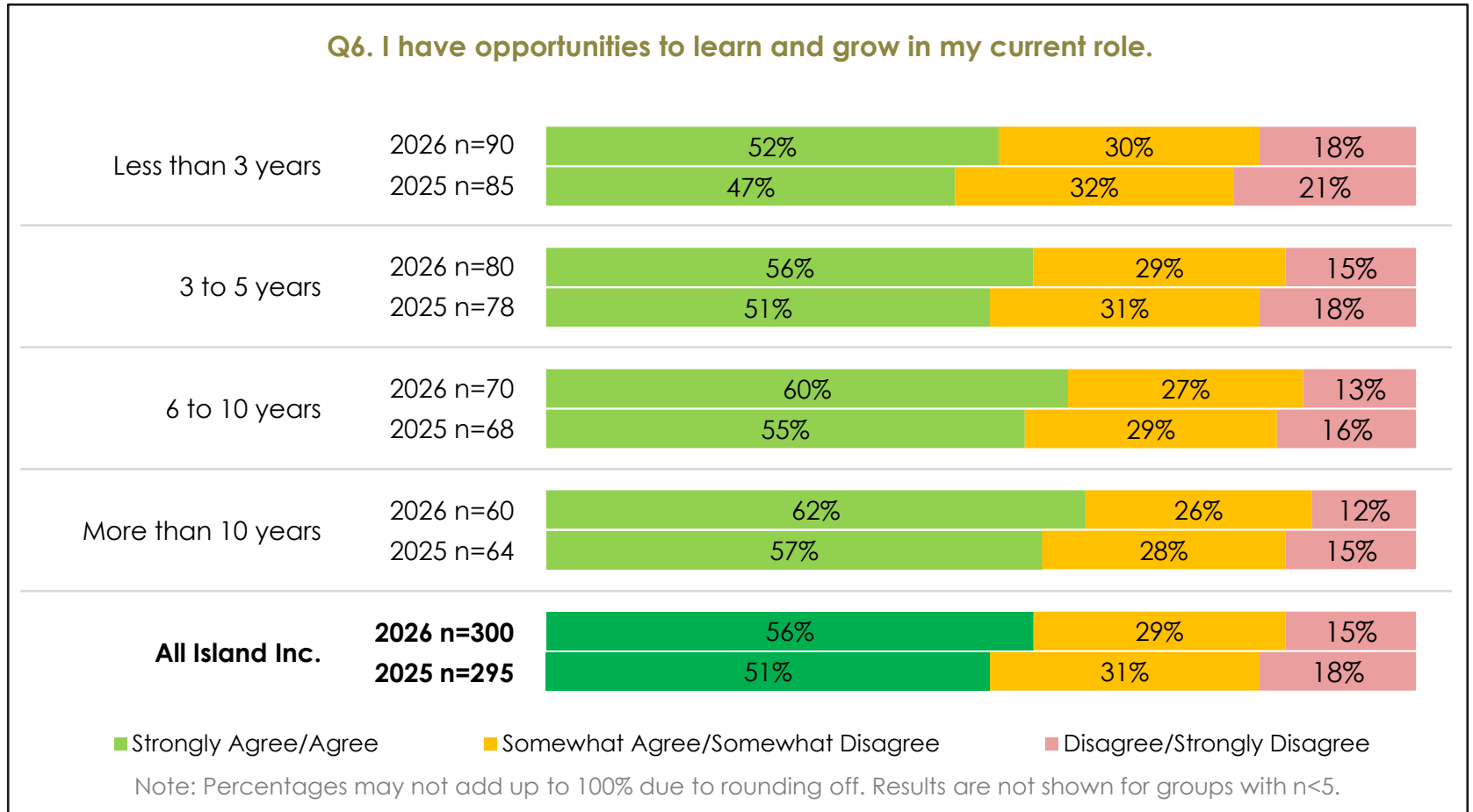
Workplace Experience Questions by Length of Service



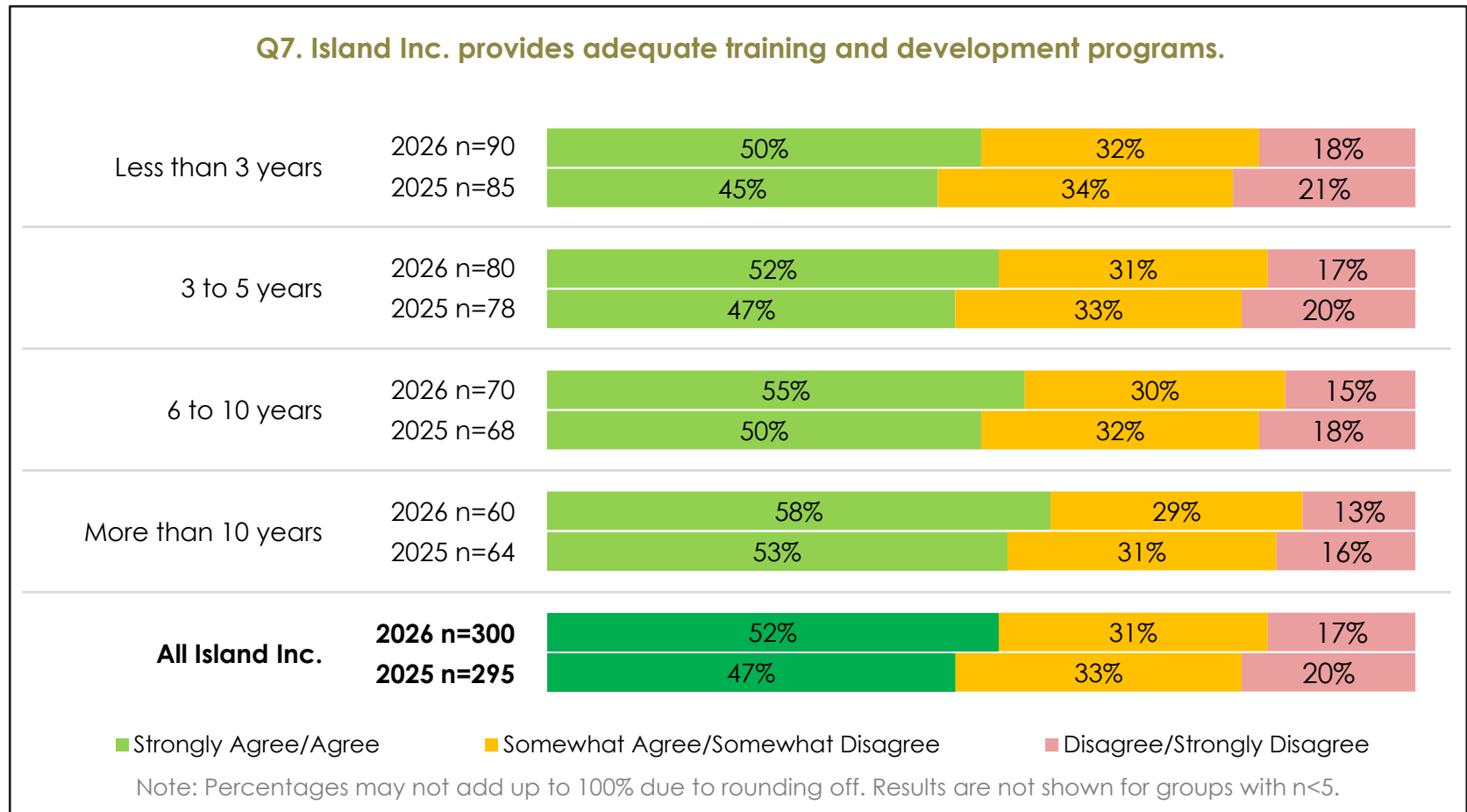
Workplace Experience Questions by Length of Service



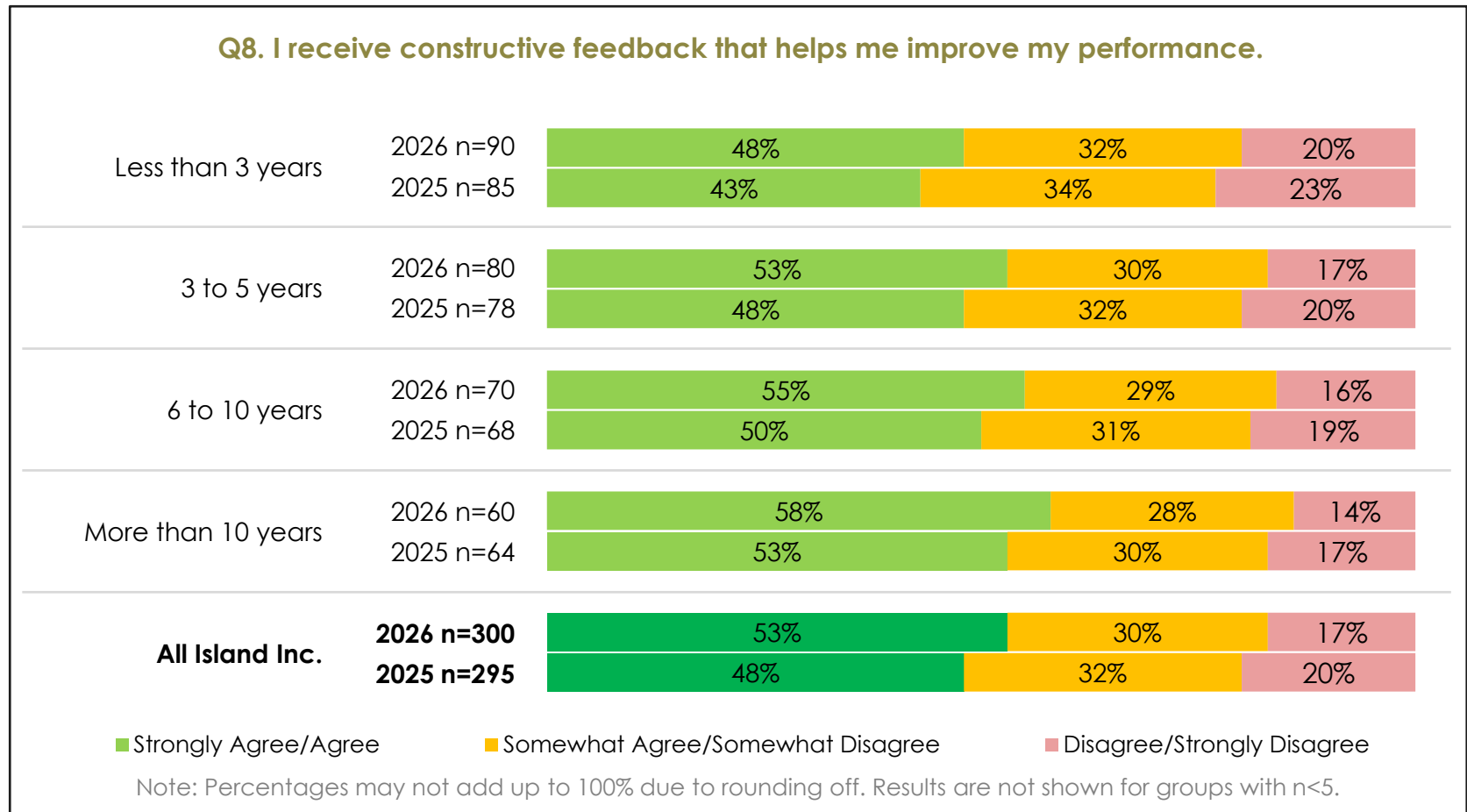
Growth and Development Questions by Length of Service



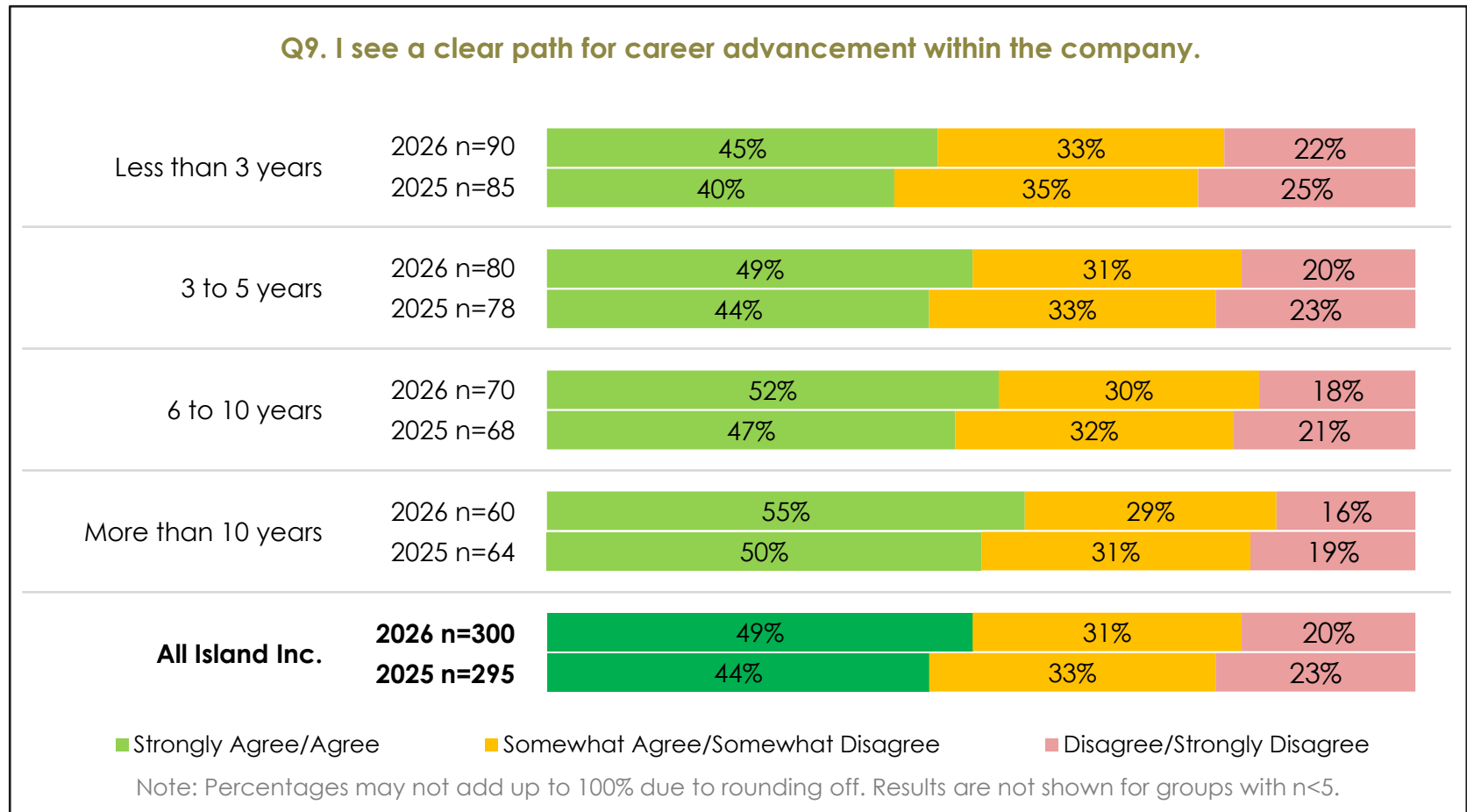
Growth and Development Questions by Length of Service



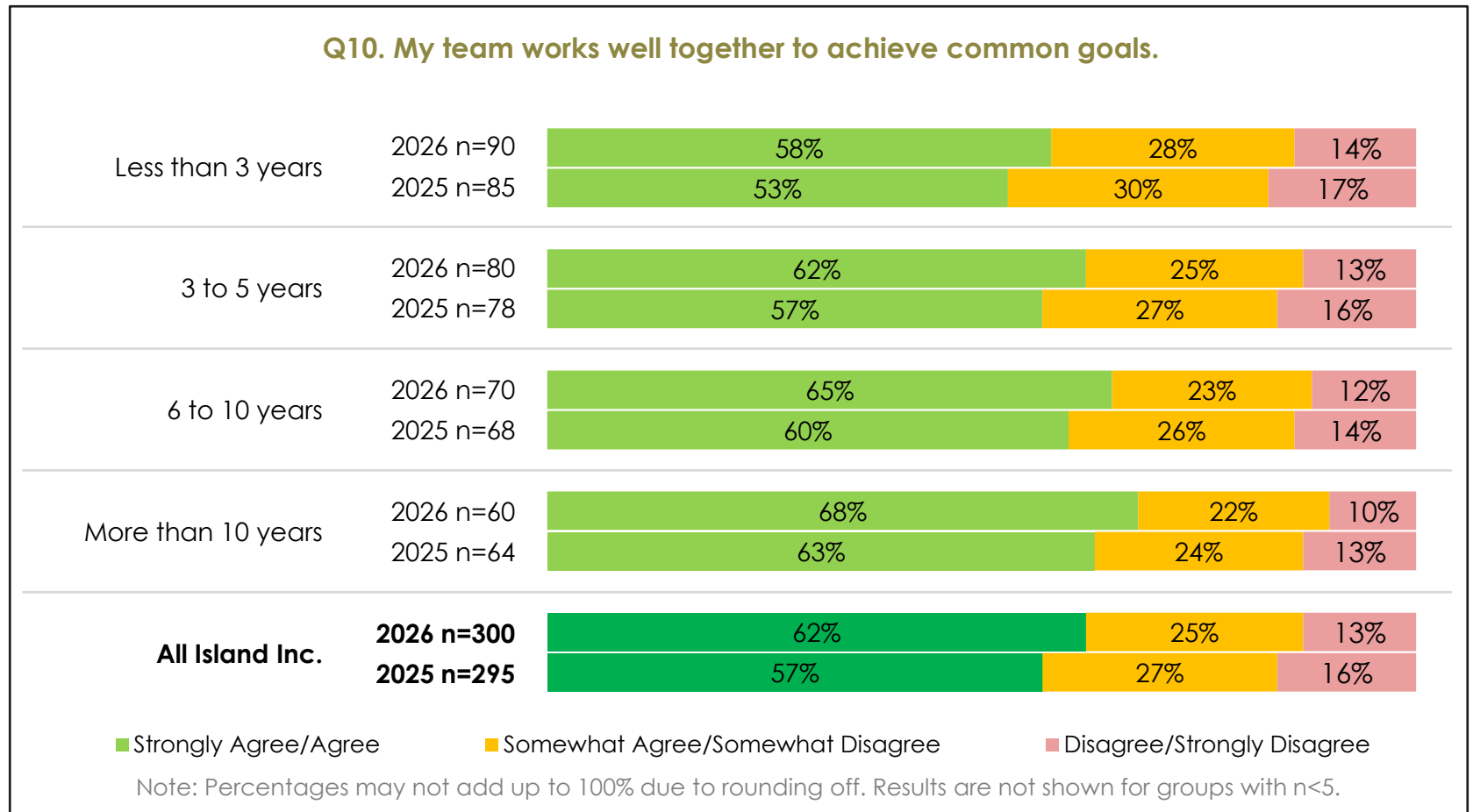
Growth and Development Questions by Length of Service



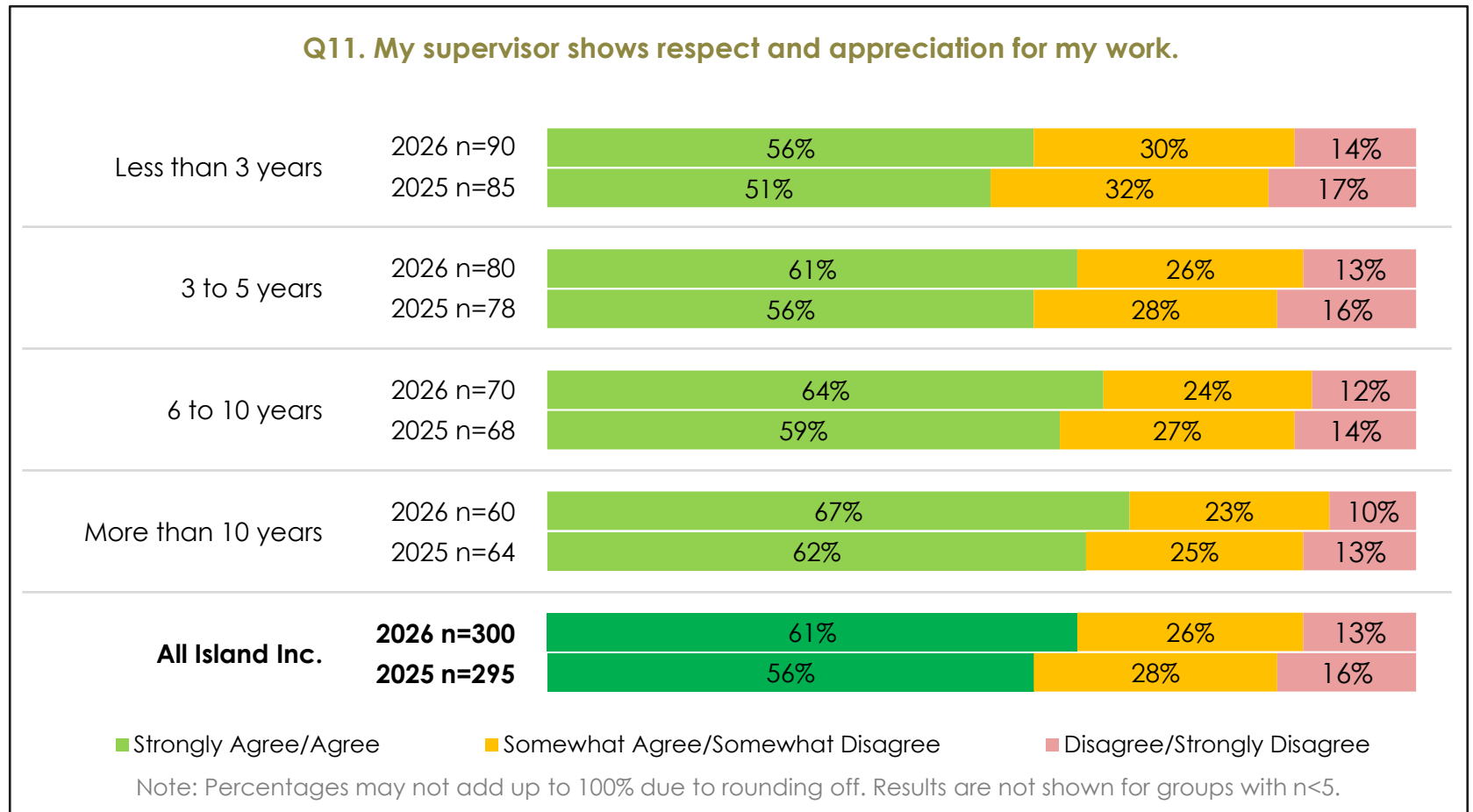
Growth and Development Questions by Length of Service



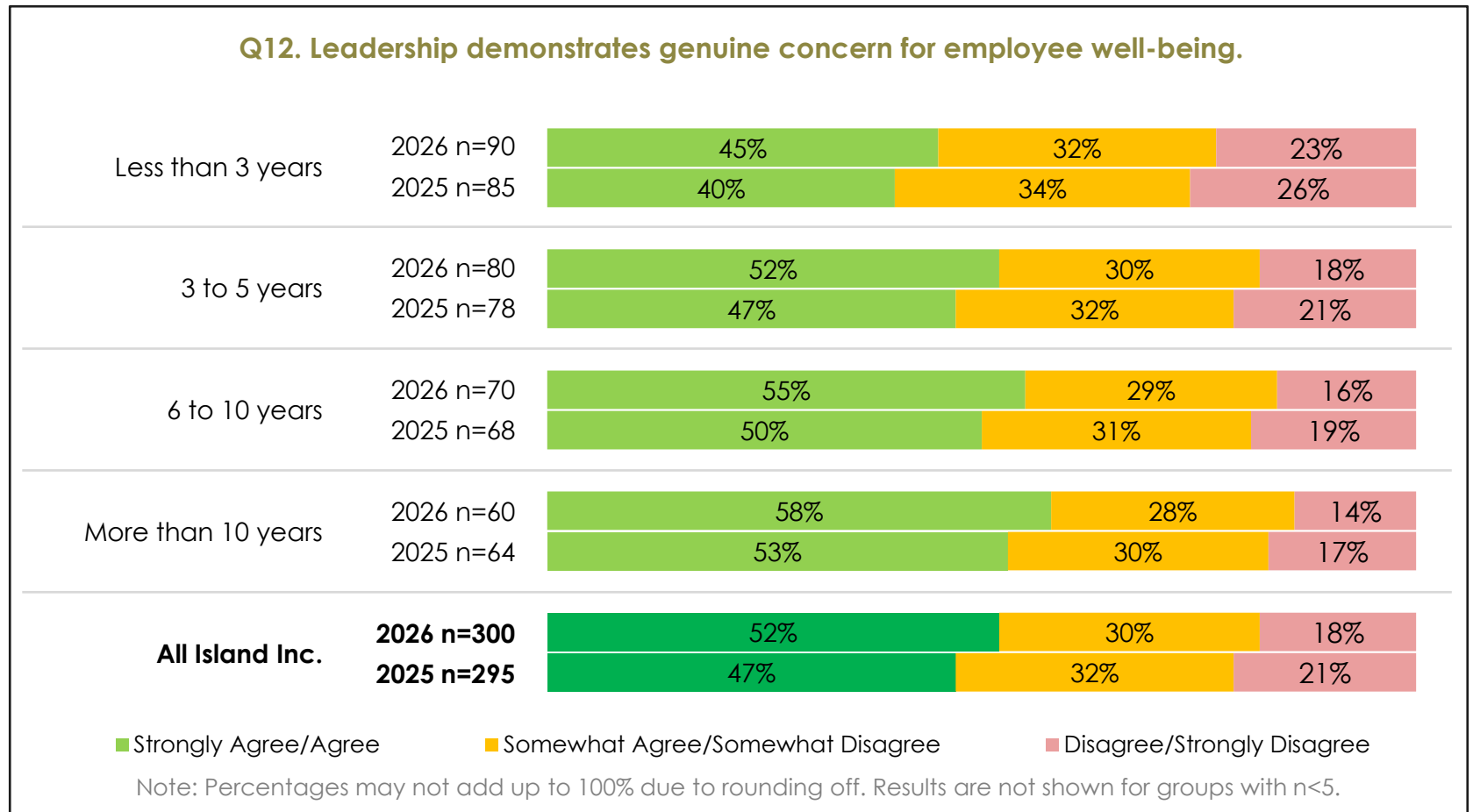
Team and Leadership Questions by Length of Service



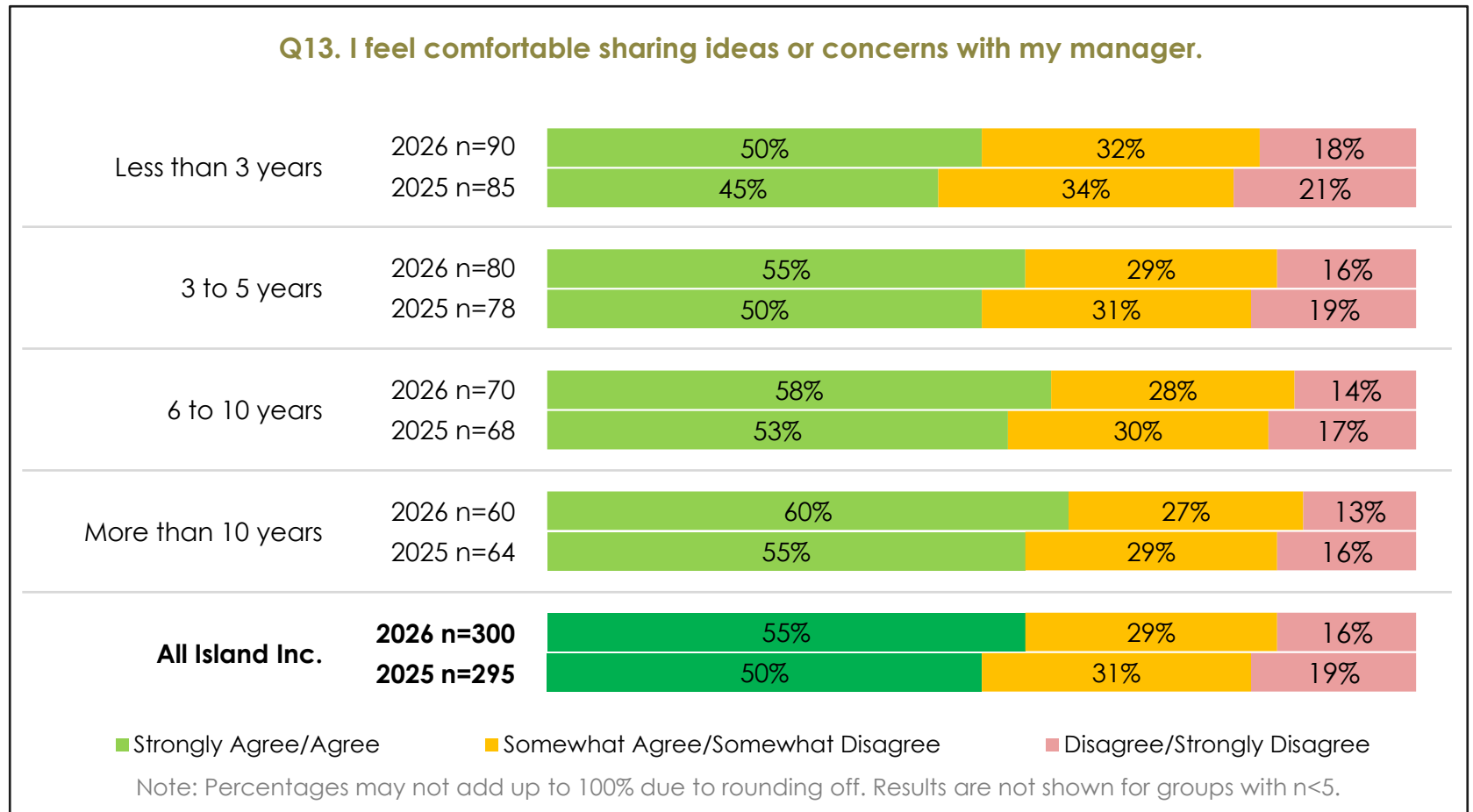
Team and Leadership Questions by Length of Service



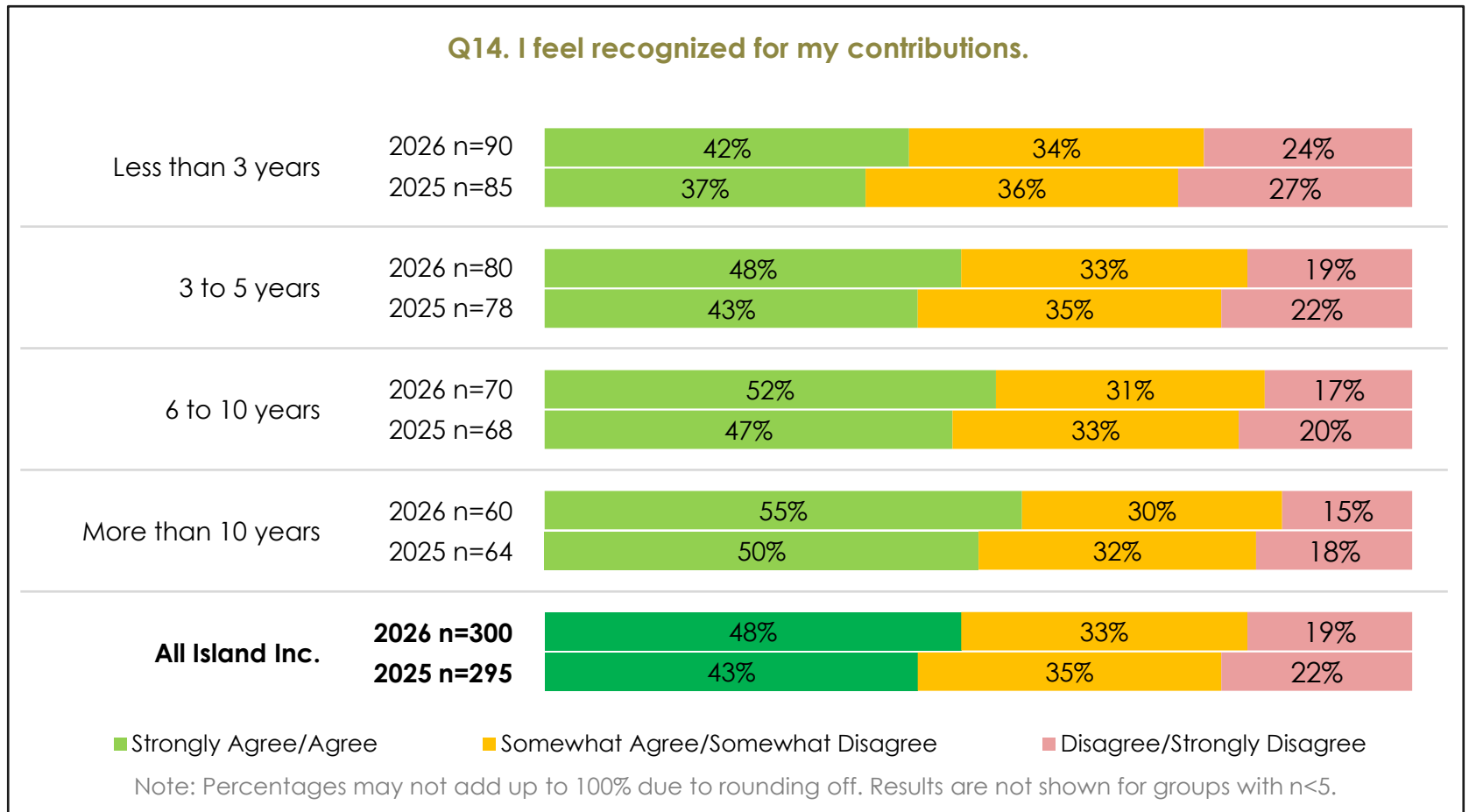
Team and Leadership Questions by Length of Service



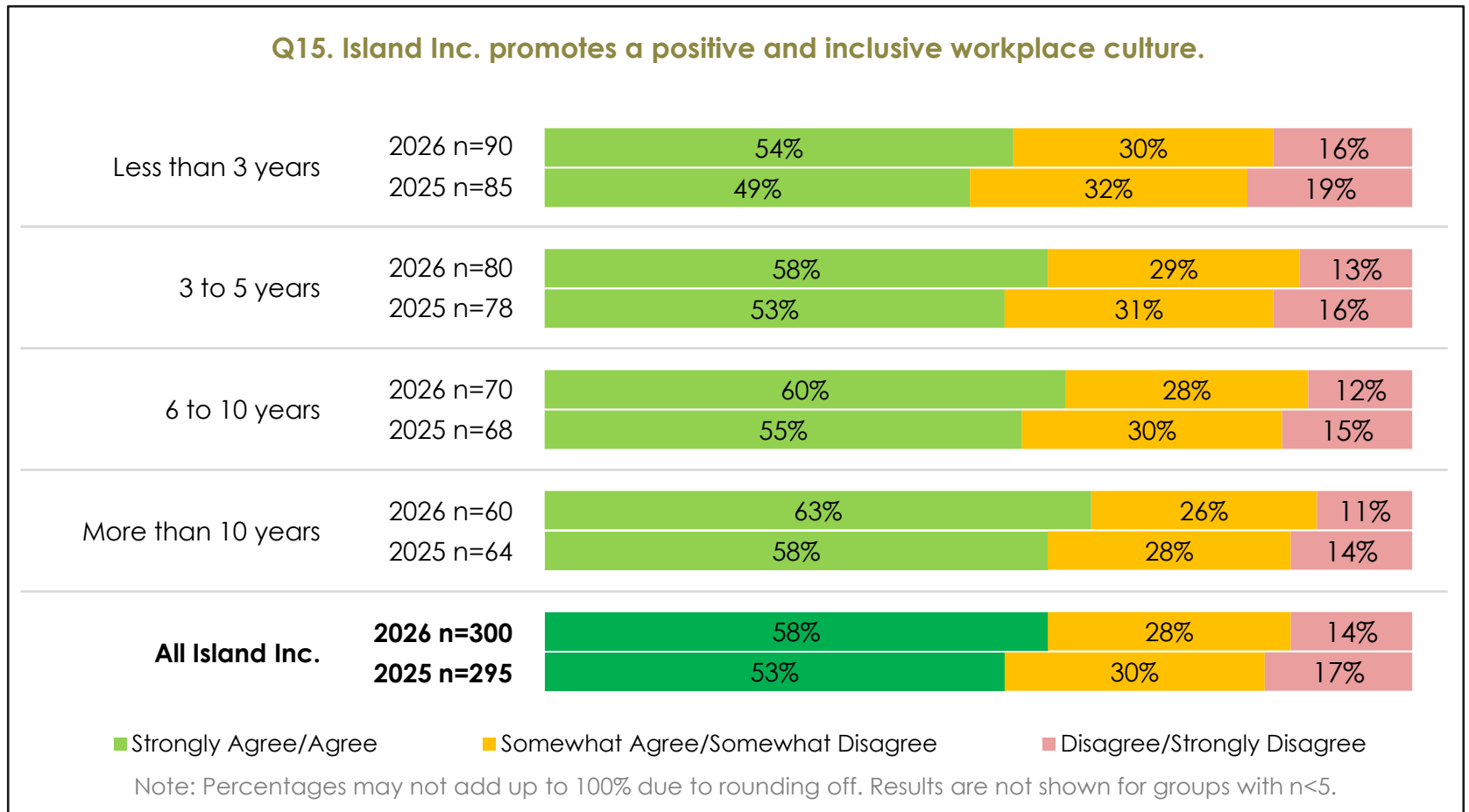
Team and Leadership Questions by Length of Service



Recognition and Culture Questions by Length of Service



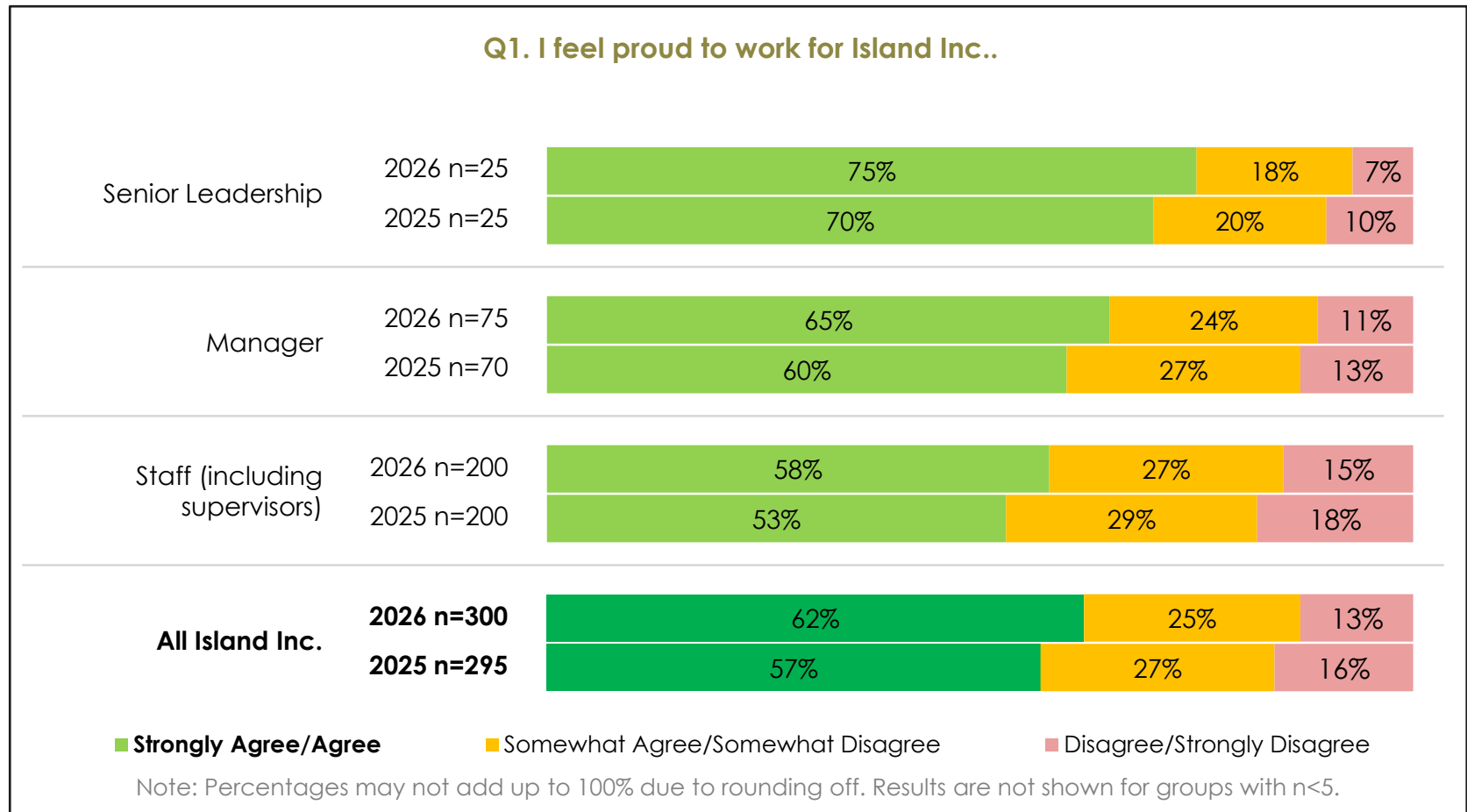
Recognition and Culture Questions by Length of Service





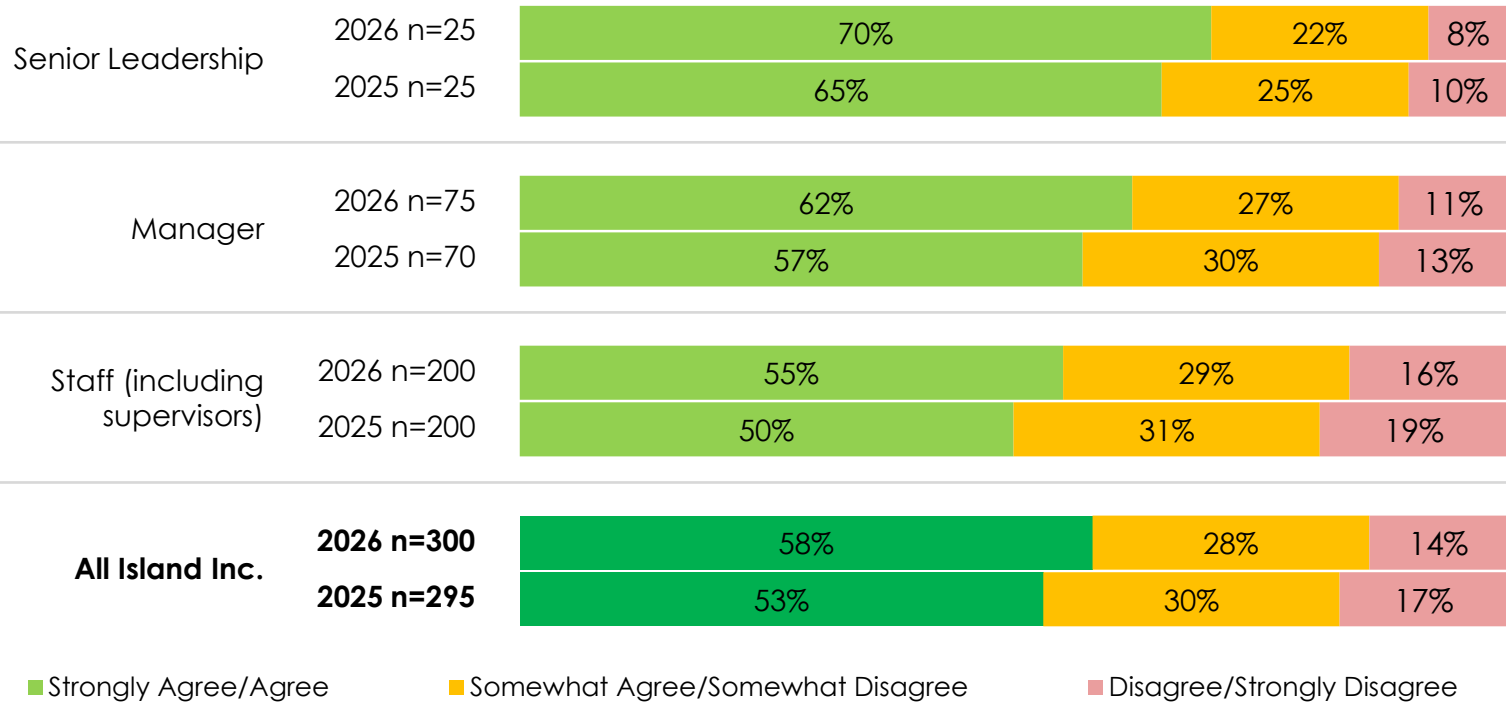
Appendix B: Questions by Job Classification

Workplace Experience Questions by Job Classification



Workplace Experience Questions by Job Classification

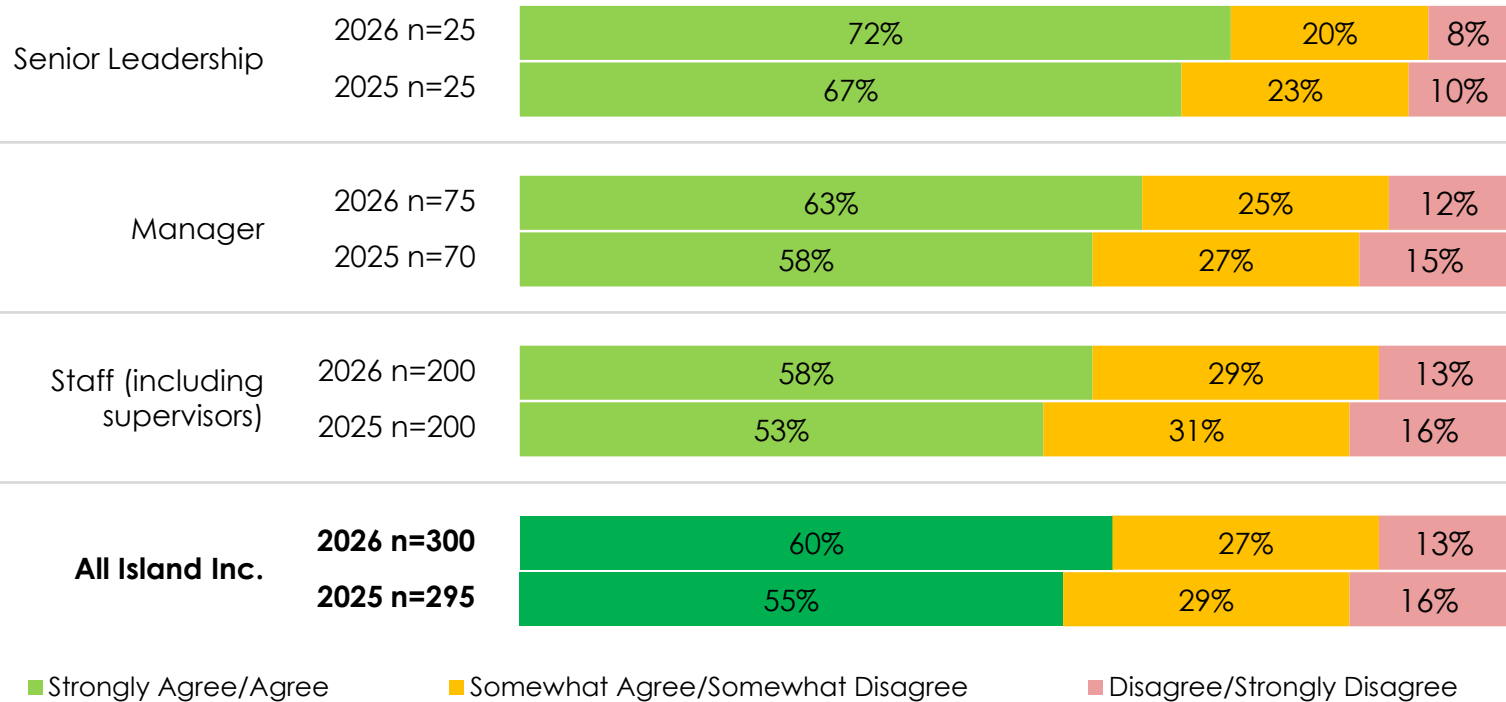
Q2. I understand how my role contributes to the company's success.



Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.

Workplace Experience Questions by Job Classification

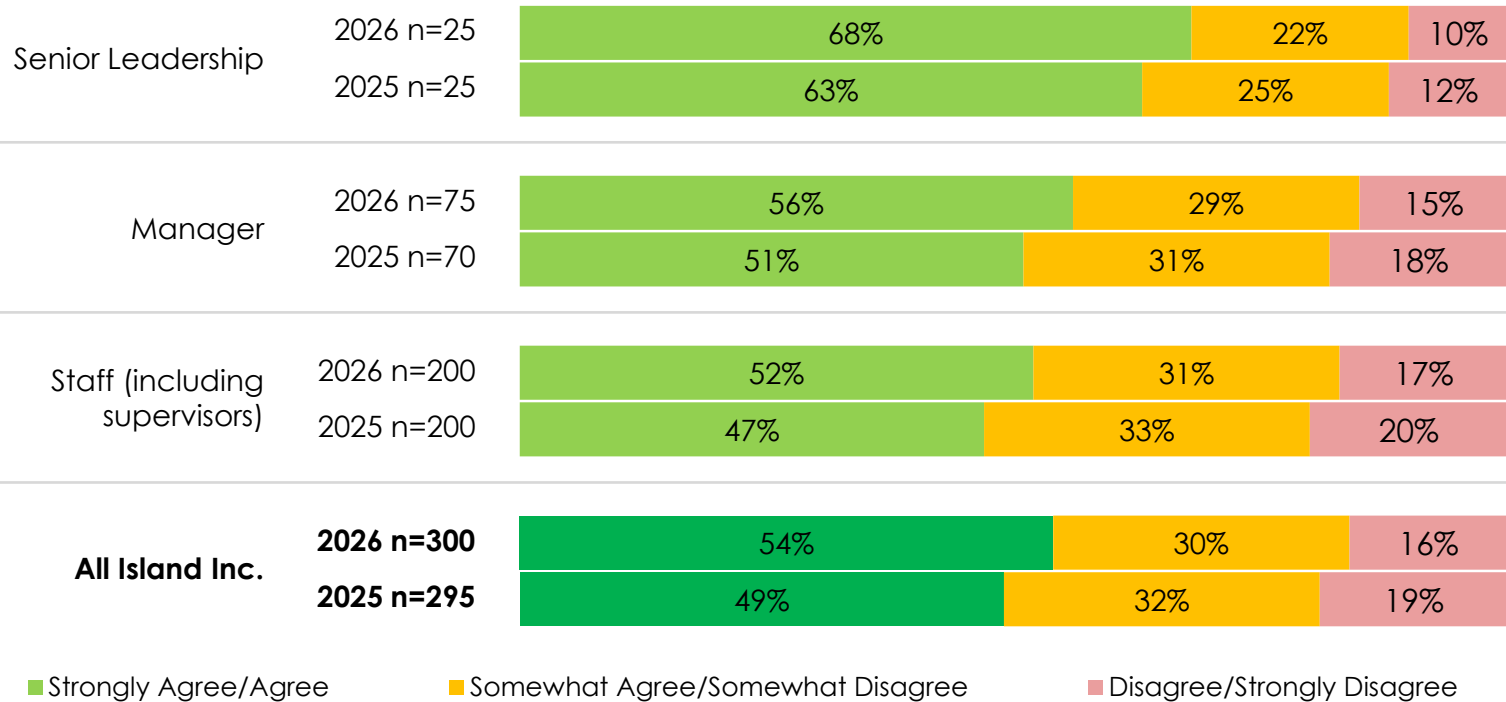
Q3. I have the tools and resources I need to do my job effectively.



Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.

Workplace Experience Questions by Job Classification

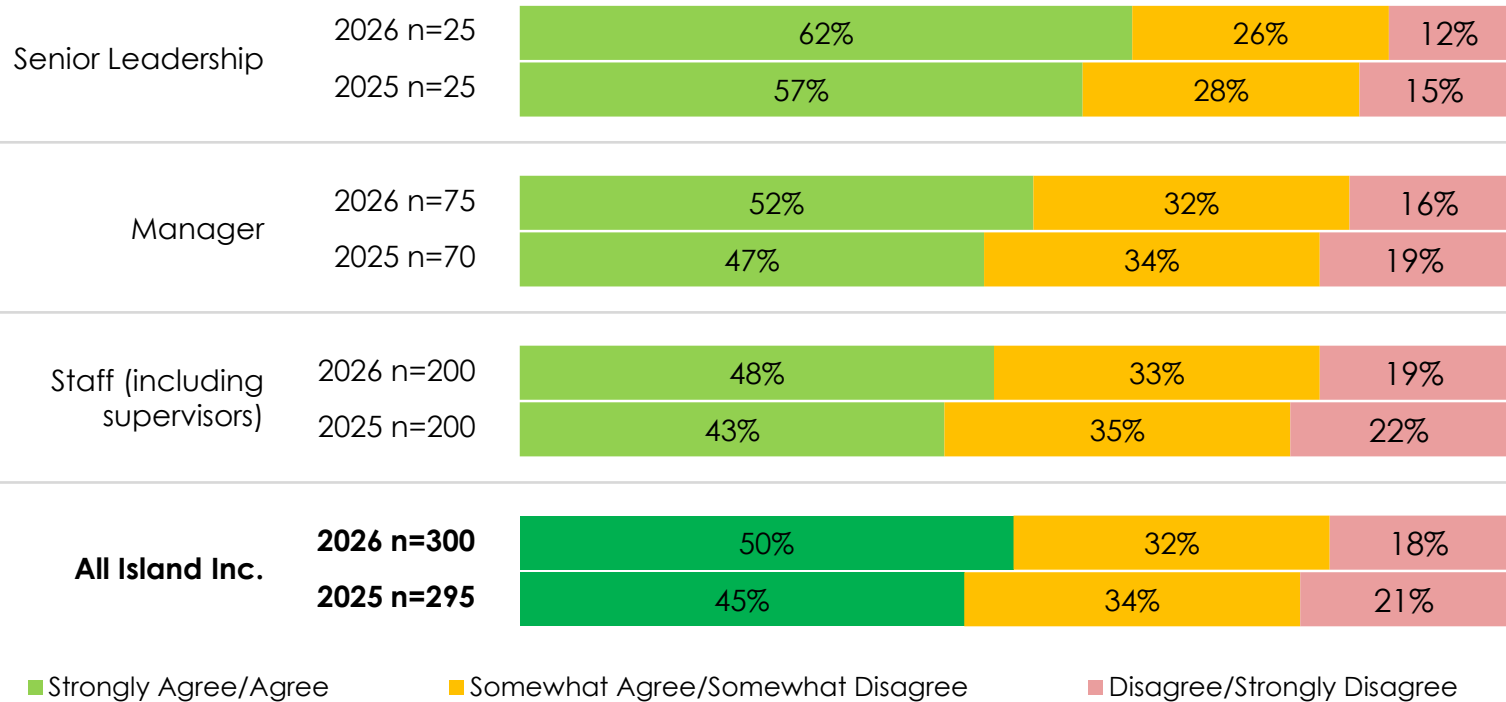
Q4. Communication between management and staff is open and transparent.



Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.

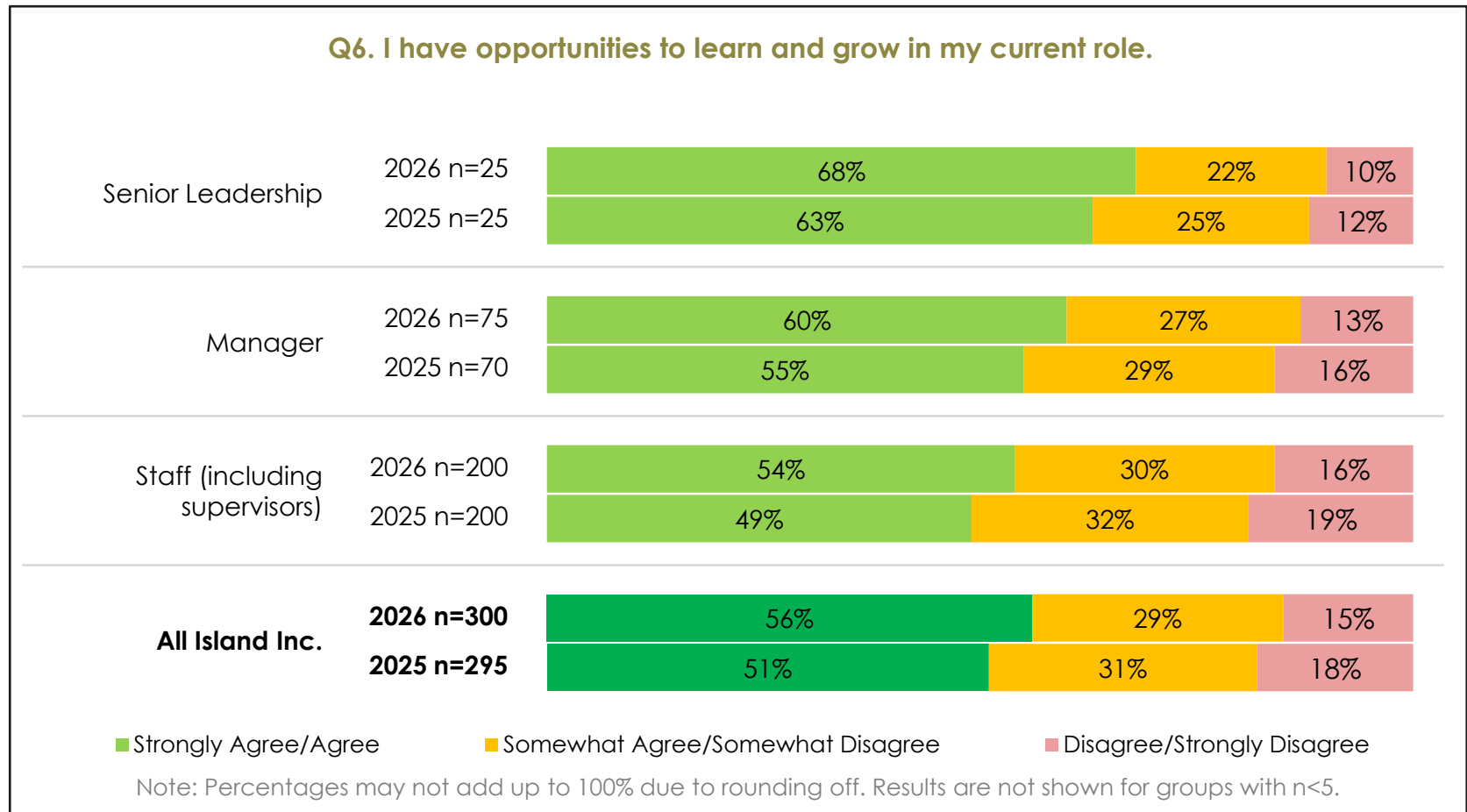
Workplace Experience Questions by Job Classification

Q5. My workload is manageable and allows for a healthy work-life balance.



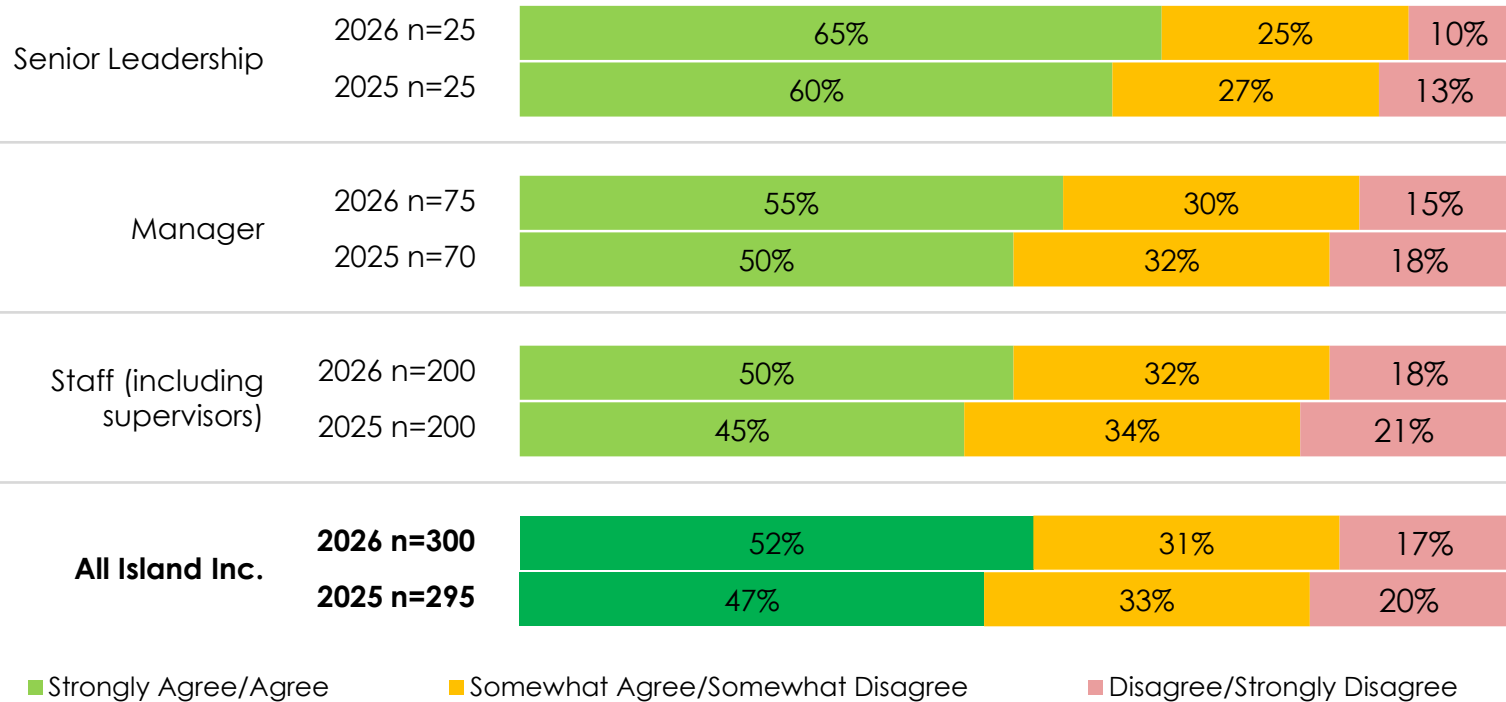
Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.

Growth and Development Questions by Job Classification



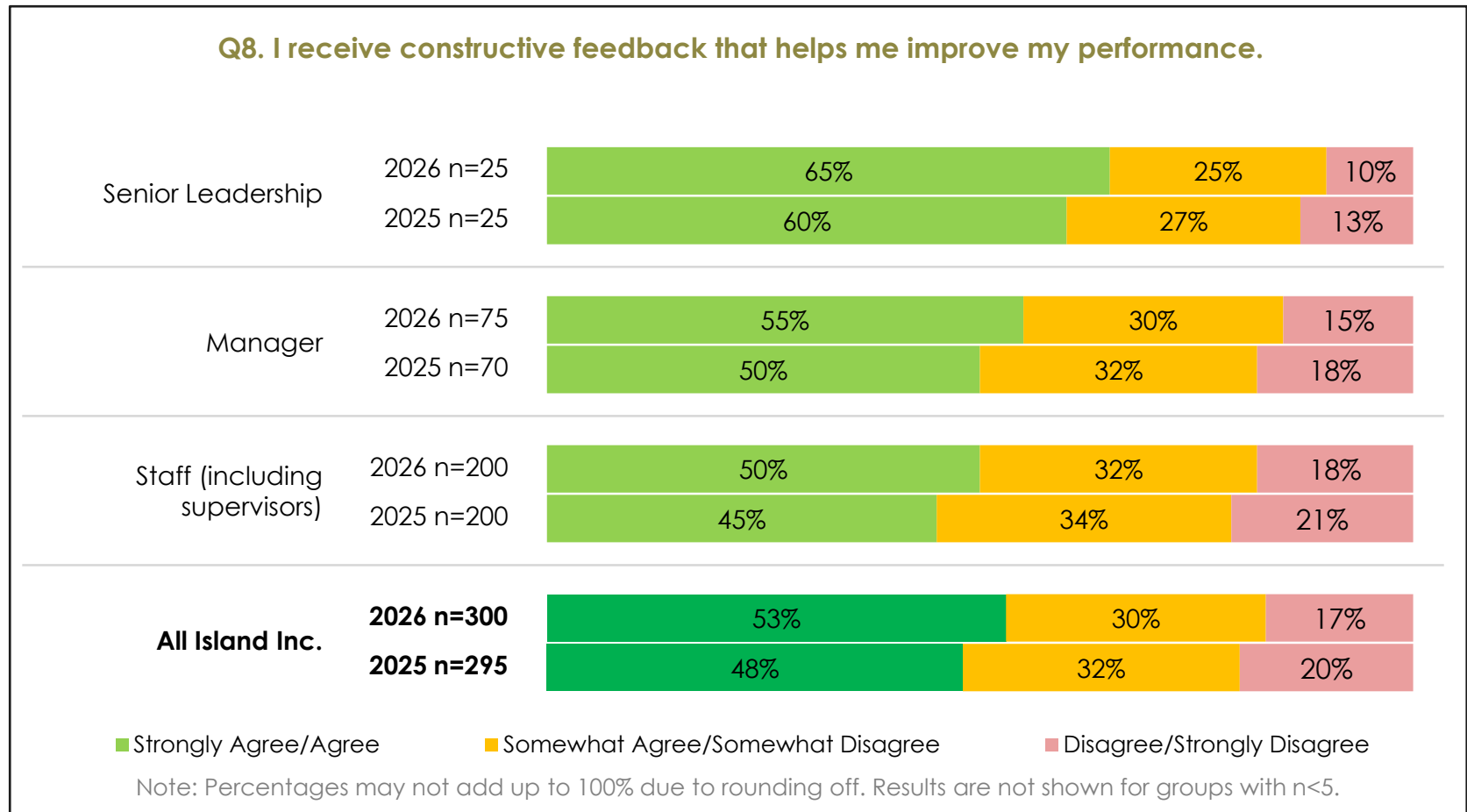
Growth and Development Questions by Job Classification

Q7. Island Inc. provides adequate training and development programs.



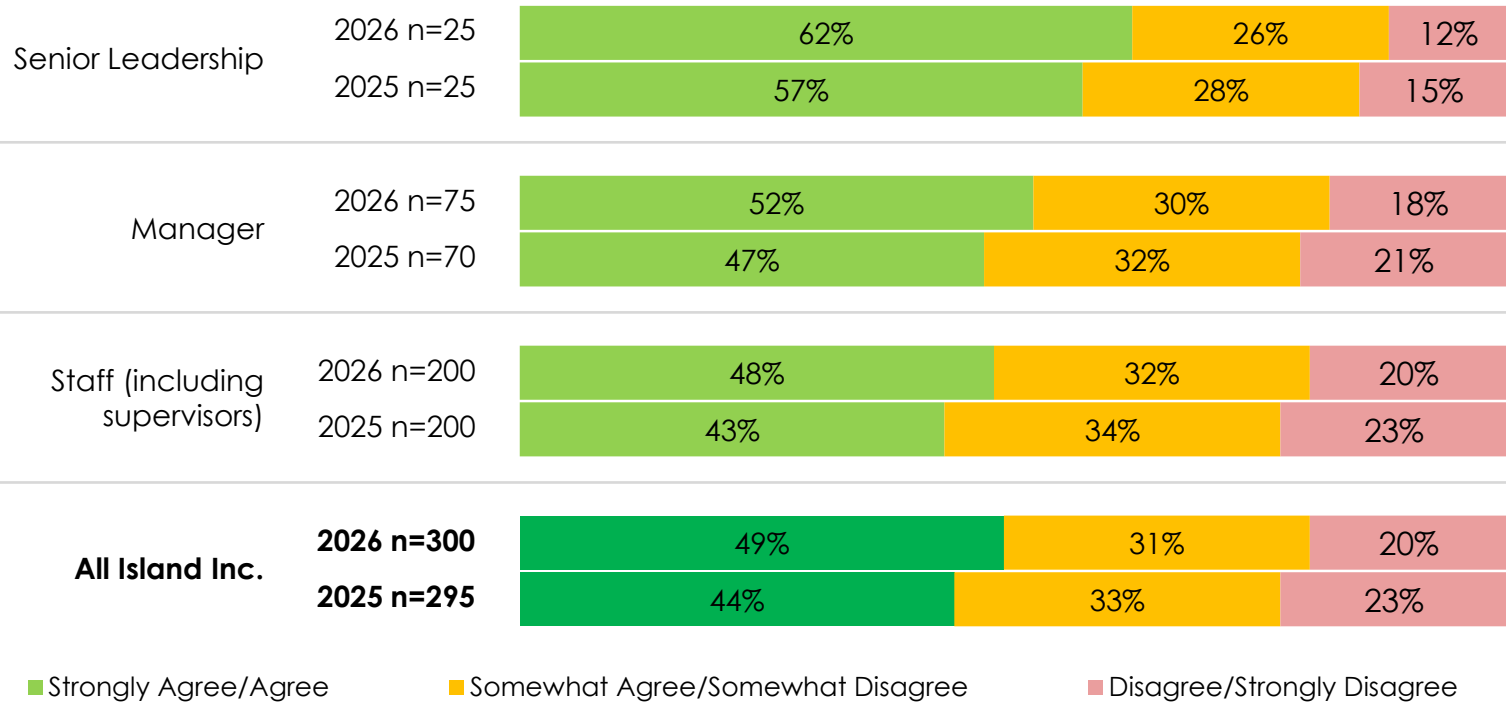
Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.

Growth and Development Questions by Job Classification



Growth and Development Questions by Job Classification

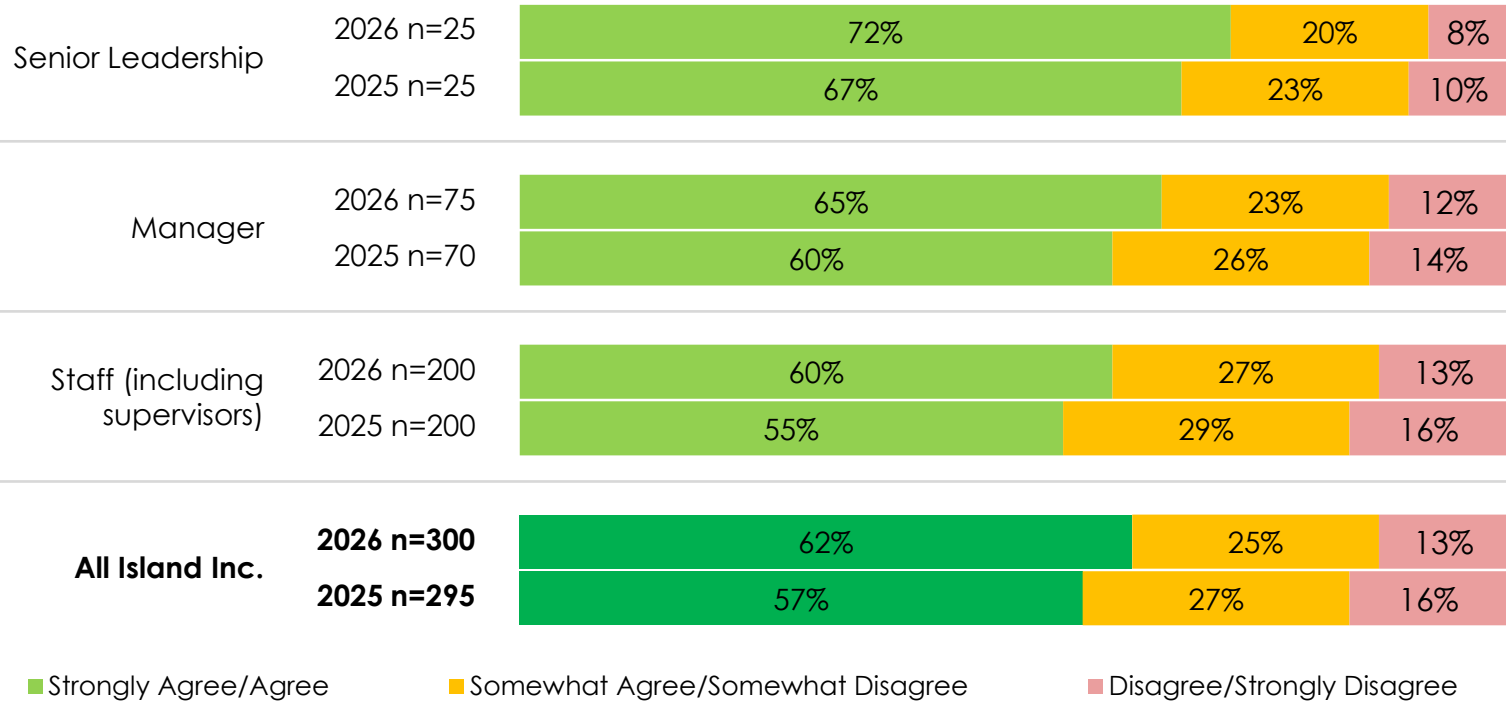
Q9. I see a clear path for career advancement within the company.



Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.

Team and Leadership Questions by Job Classification

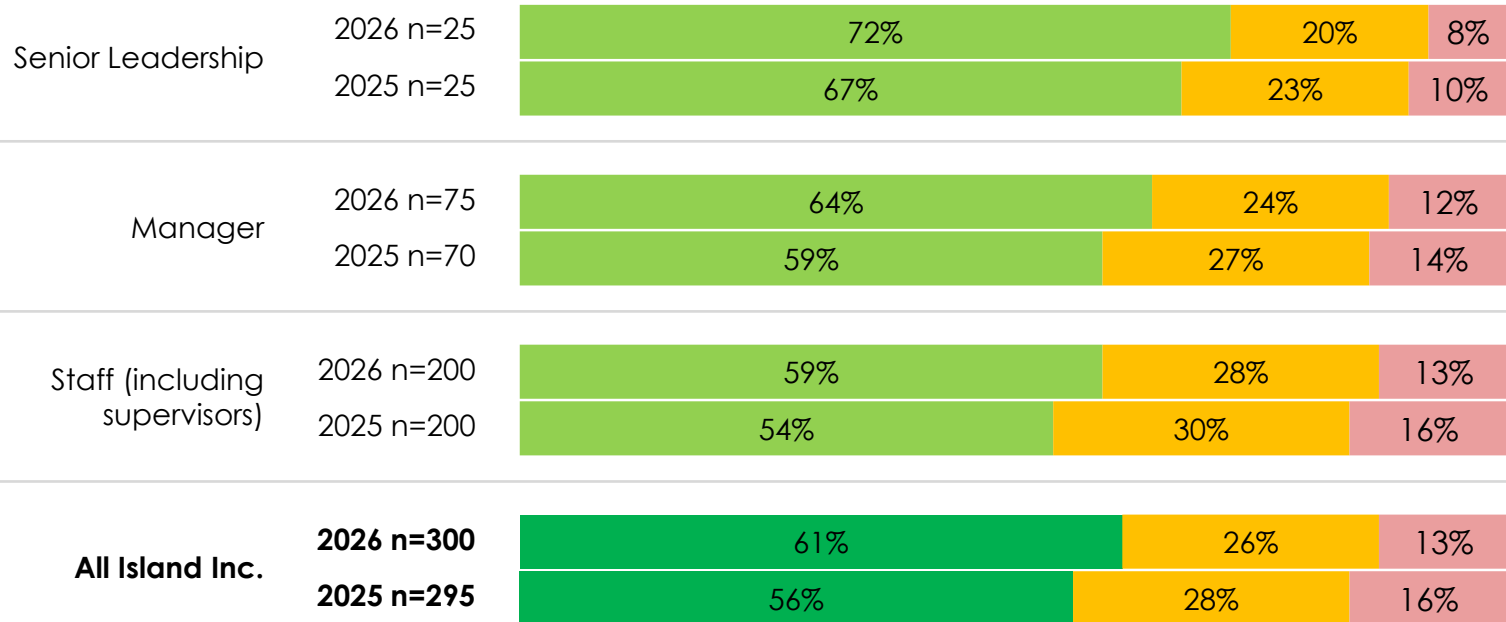
Q10. My team works well together to achieve common goals.



Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.

Team and Leadership Questions by Job Classification

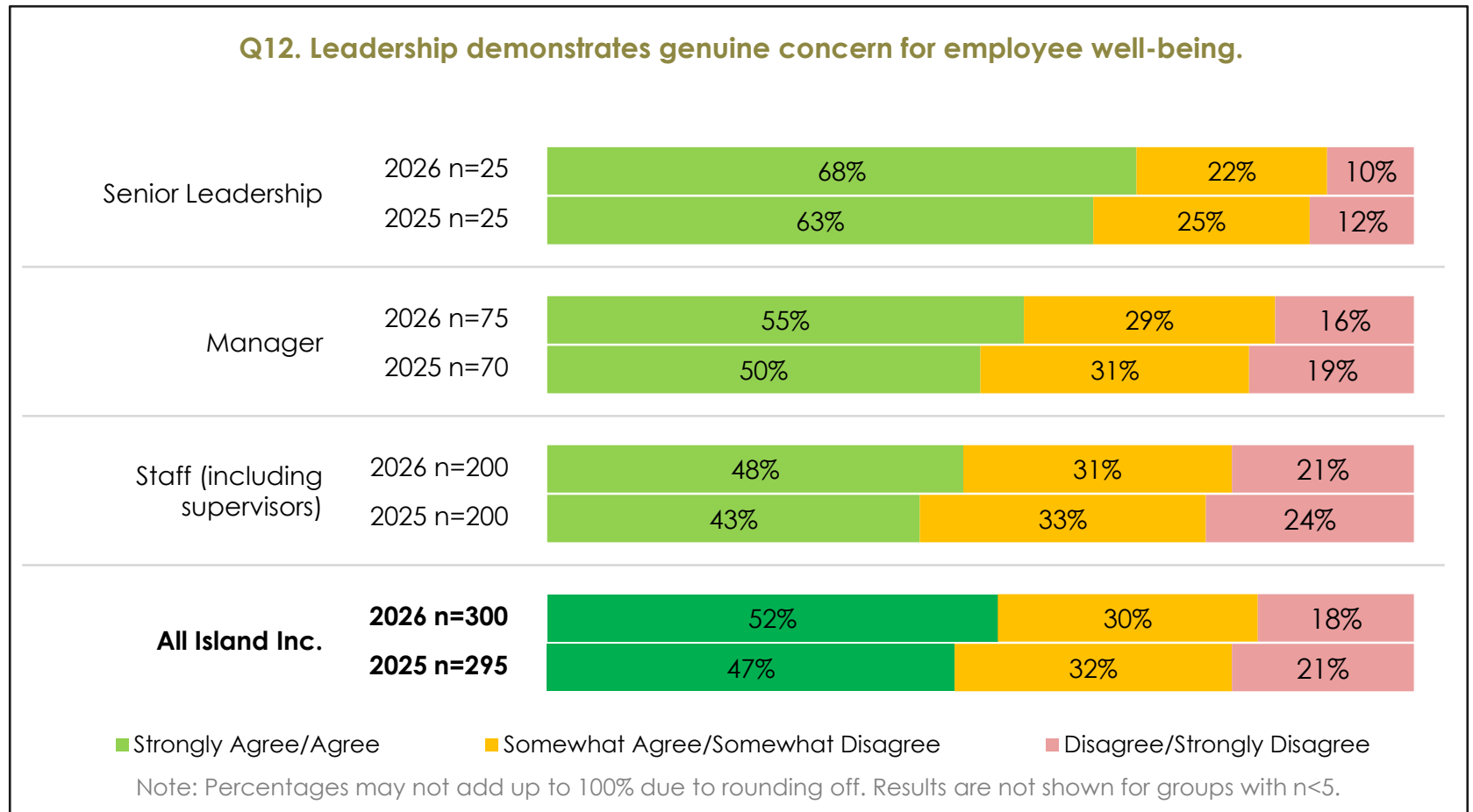
Q11. My supervisor shows respect and appreciation for my work.



■ Strongly Agree/Agree
 ■ Somewhat Agree/Somewhat Disagree
 ■ Disagree/Strongly Disagree

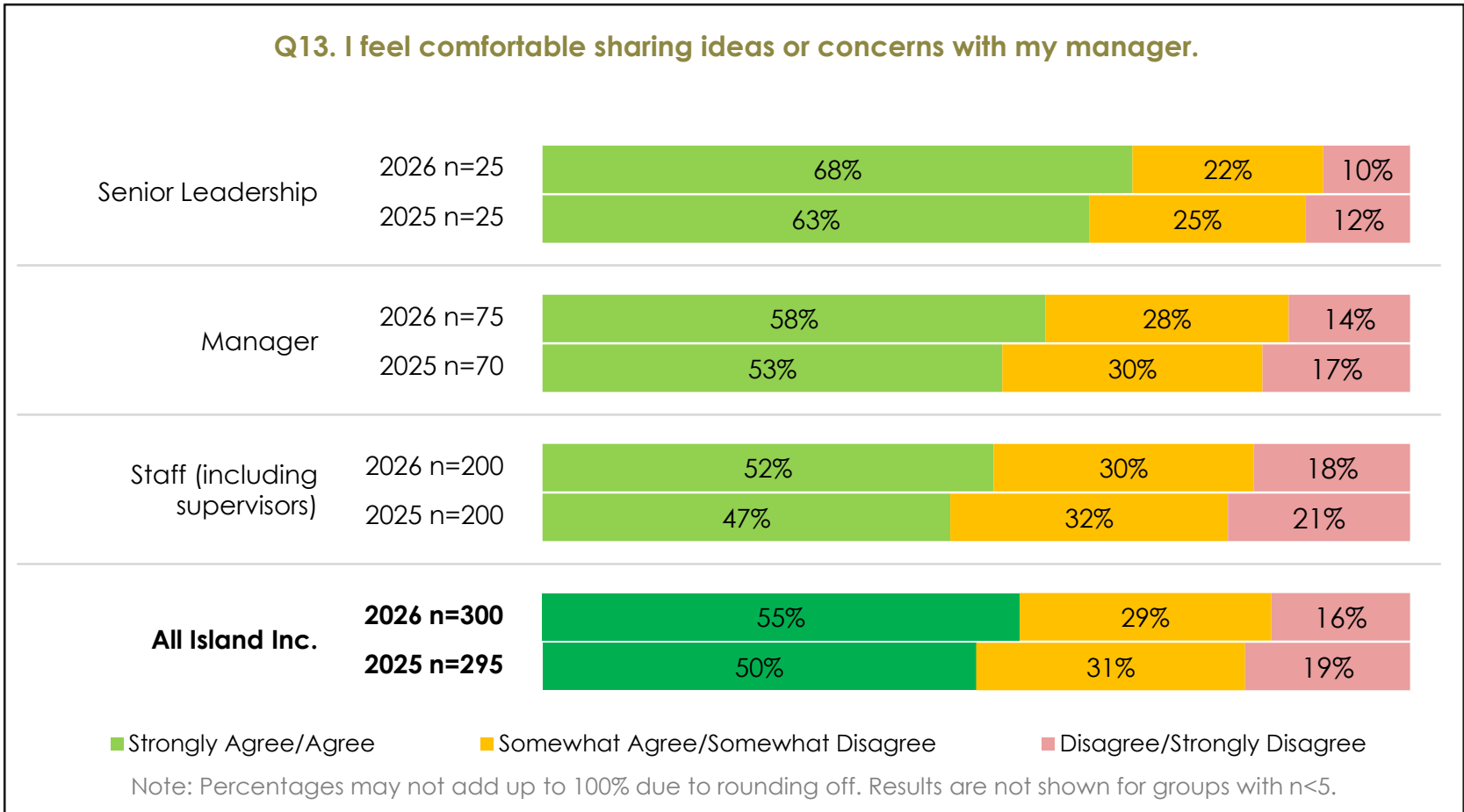
Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.

Team and Leadership Questions by Job Classification

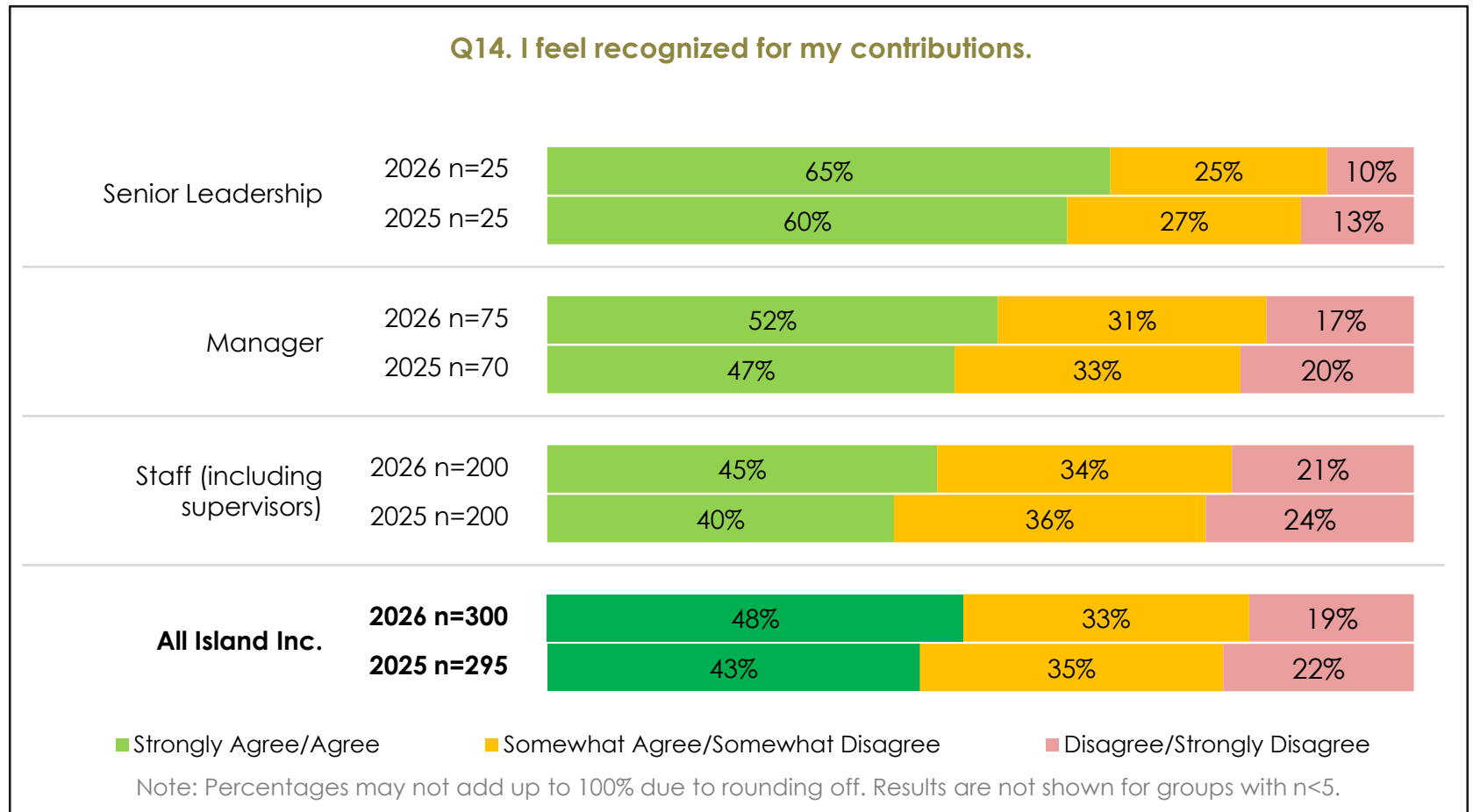


Team and Leadership Questions by Job Classification

Q13. I feel comfortable sharing ideas or concerns with my manager.

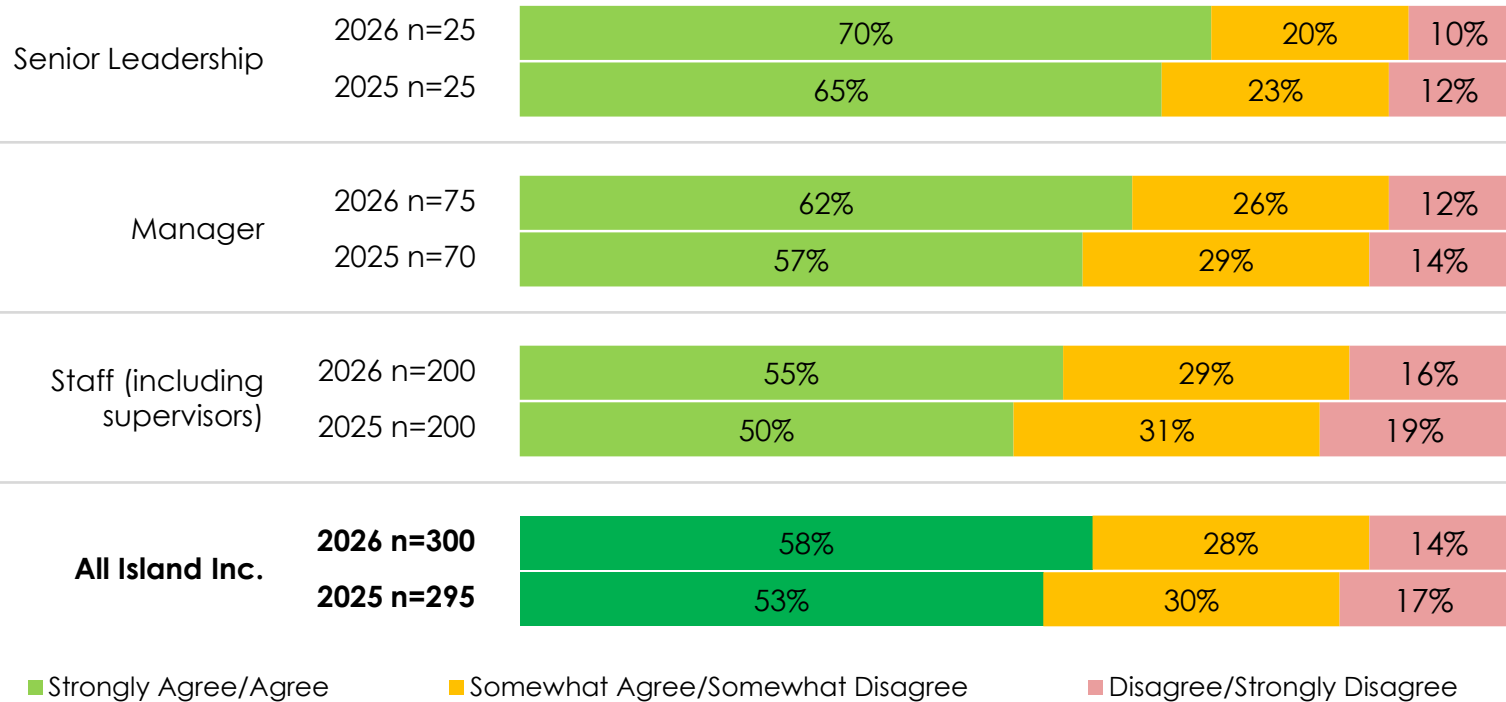


Recognition and Culture Questions by Job Classification



Recognition and Culture Questions by Job Classification

Q15. Island Inc. promotes a positive and inclusive workplace culture.

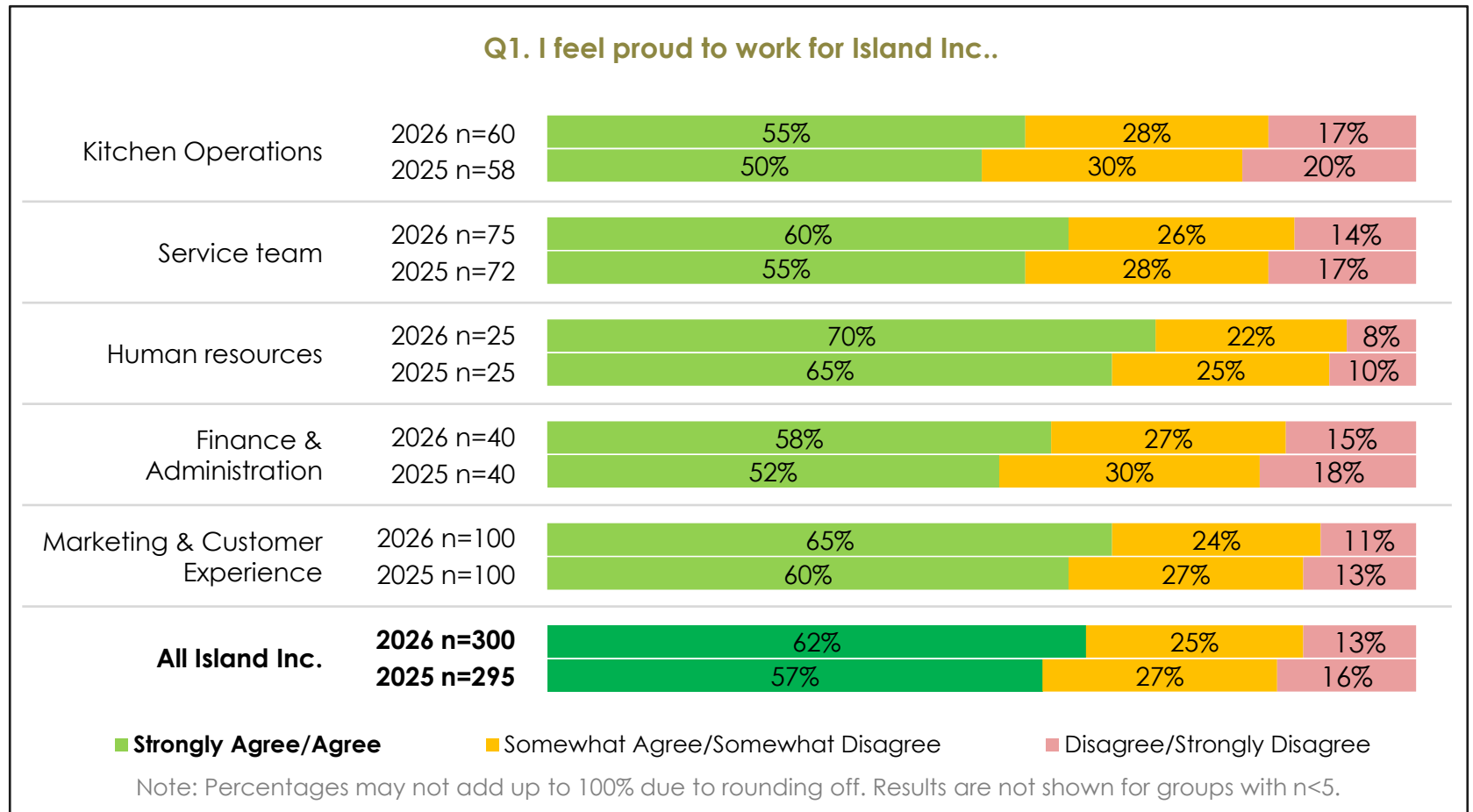


Note: Percentages may not add up to 100% due to rounding off. Results are not shown for groups with n<5.



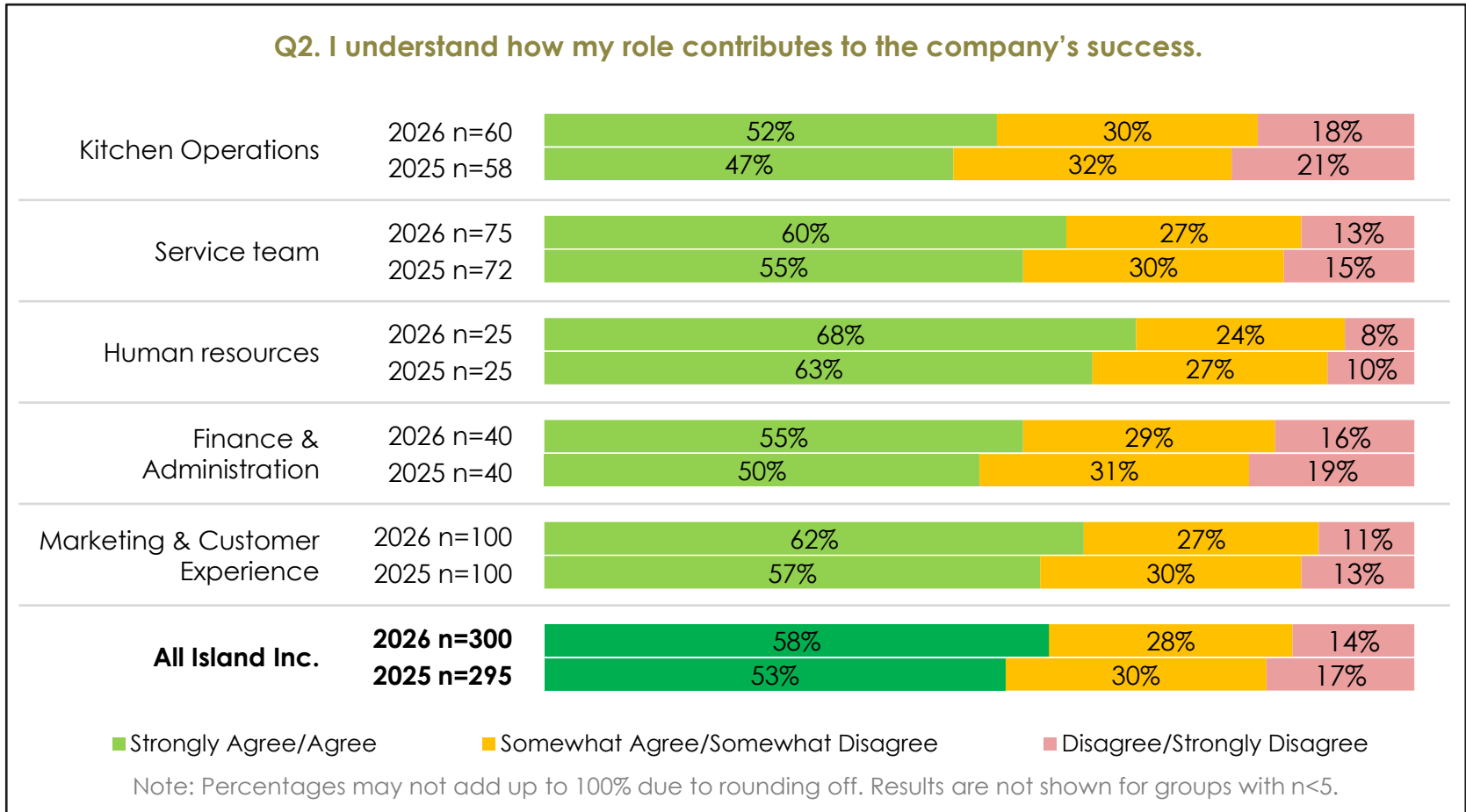
Appendix C: Questions by Department

Workplace Experience Questions by Department

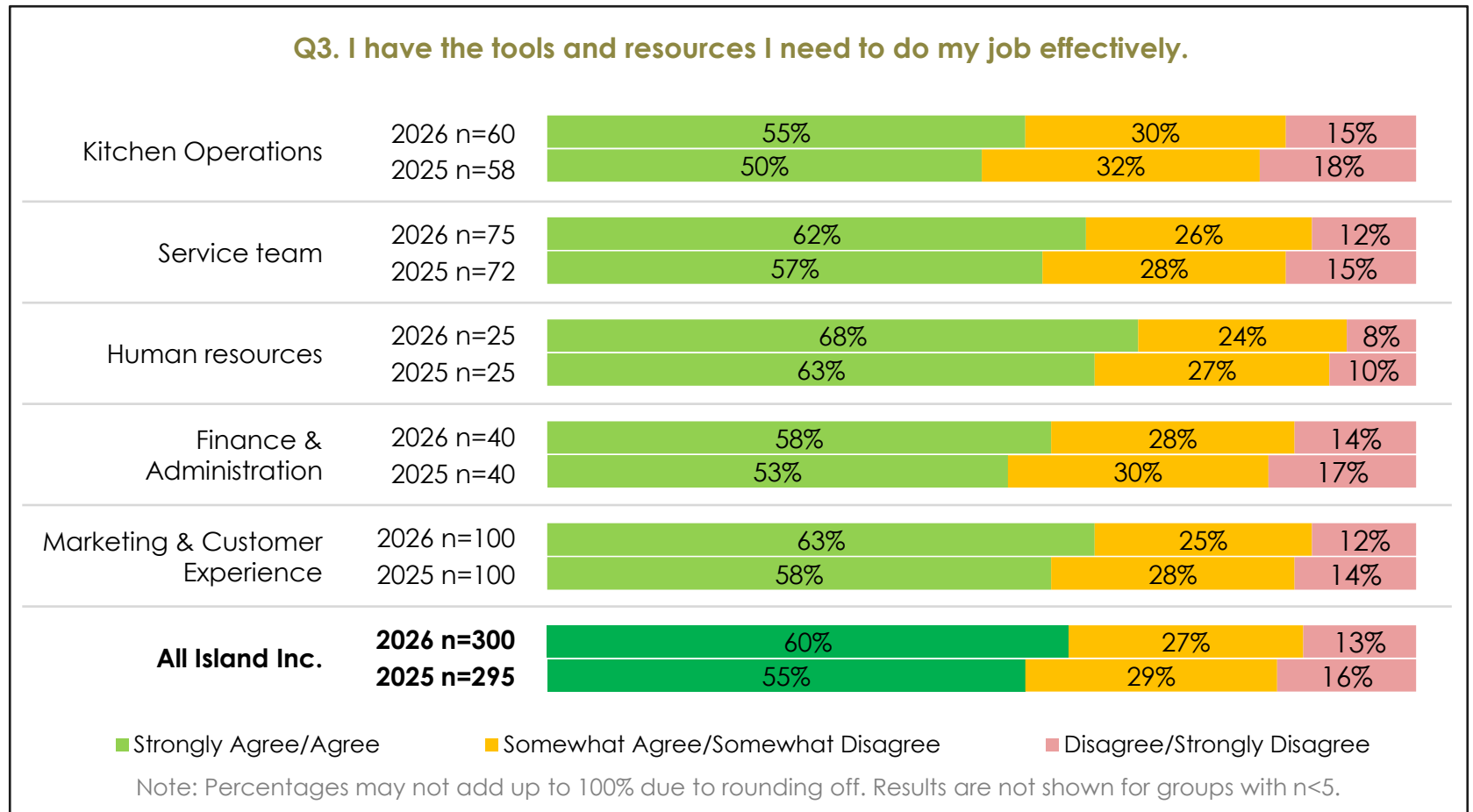


Workplace Experience Questions by Department

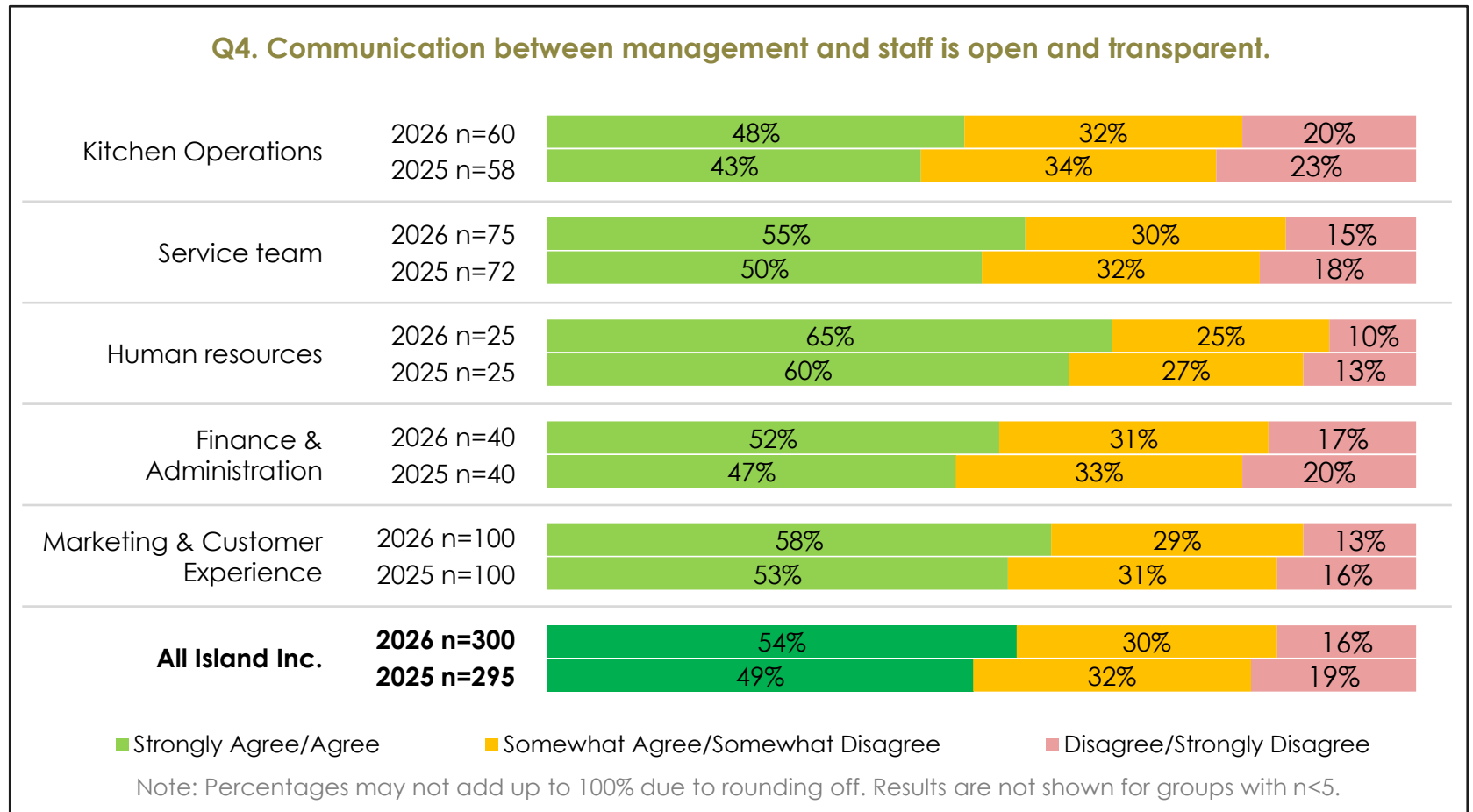
Q2. I understand how my role contributes to the company's success.



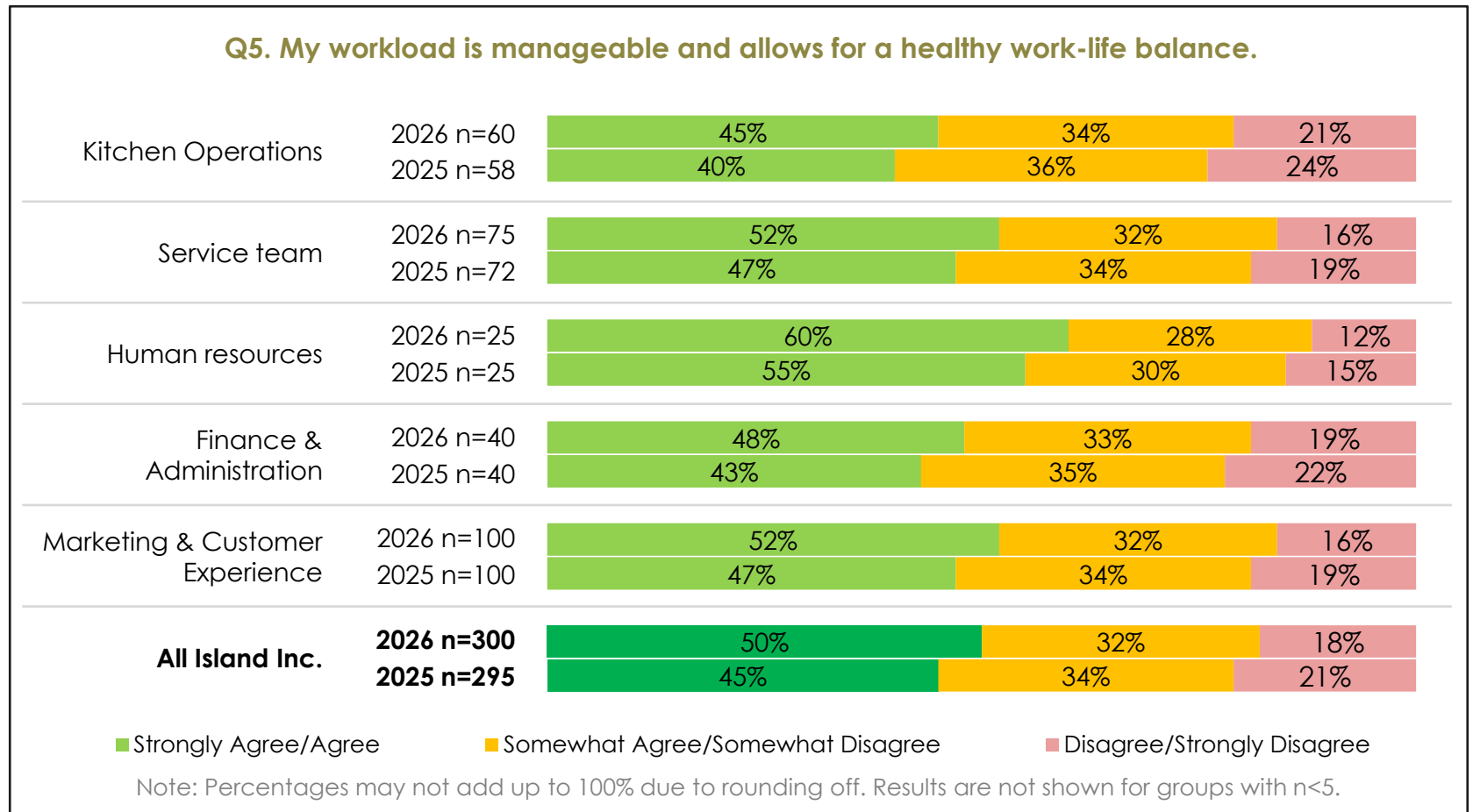
Workplace Experience Questions by Department



Workplace Experience Questions by Department

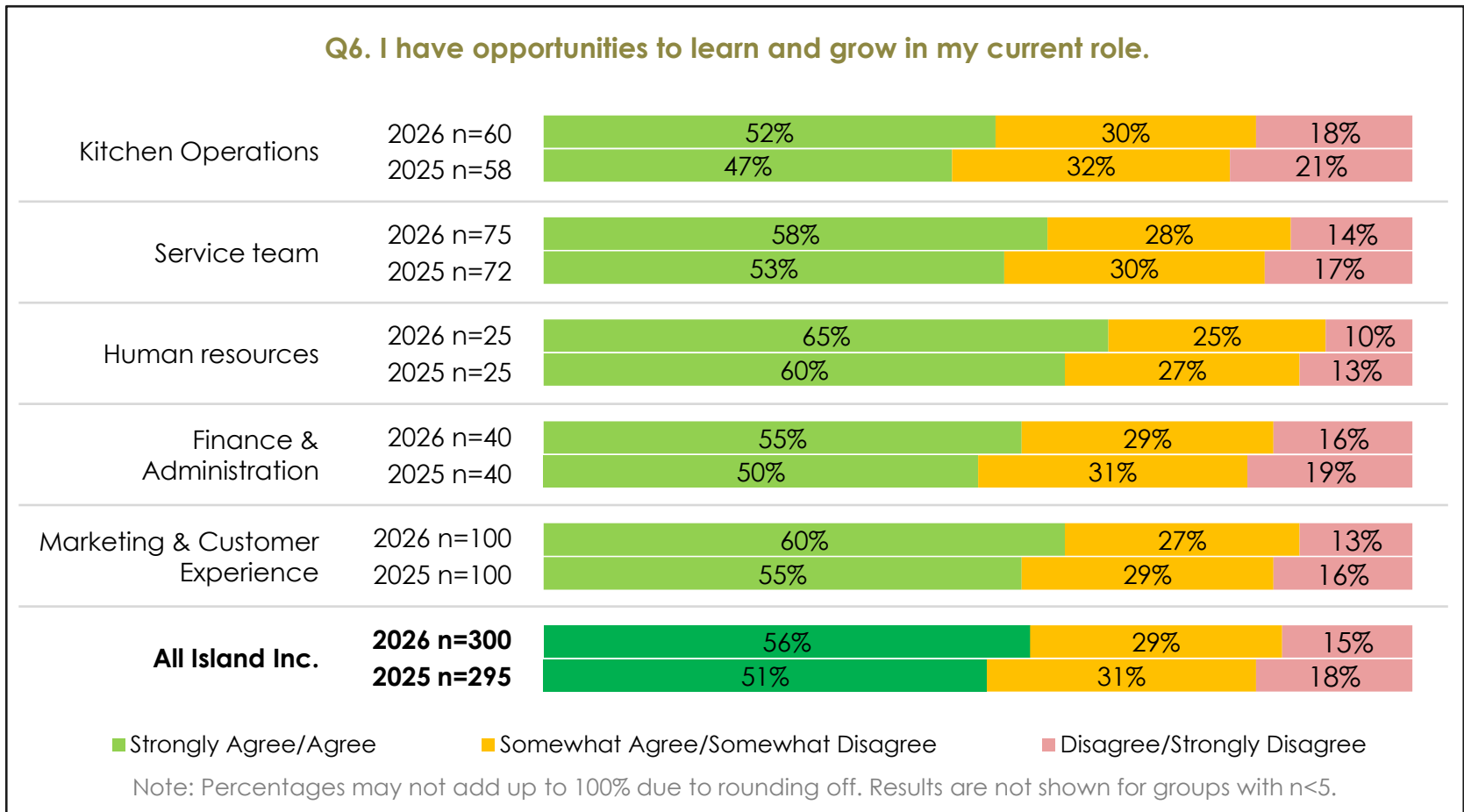


Workplace Experience Questions by Department



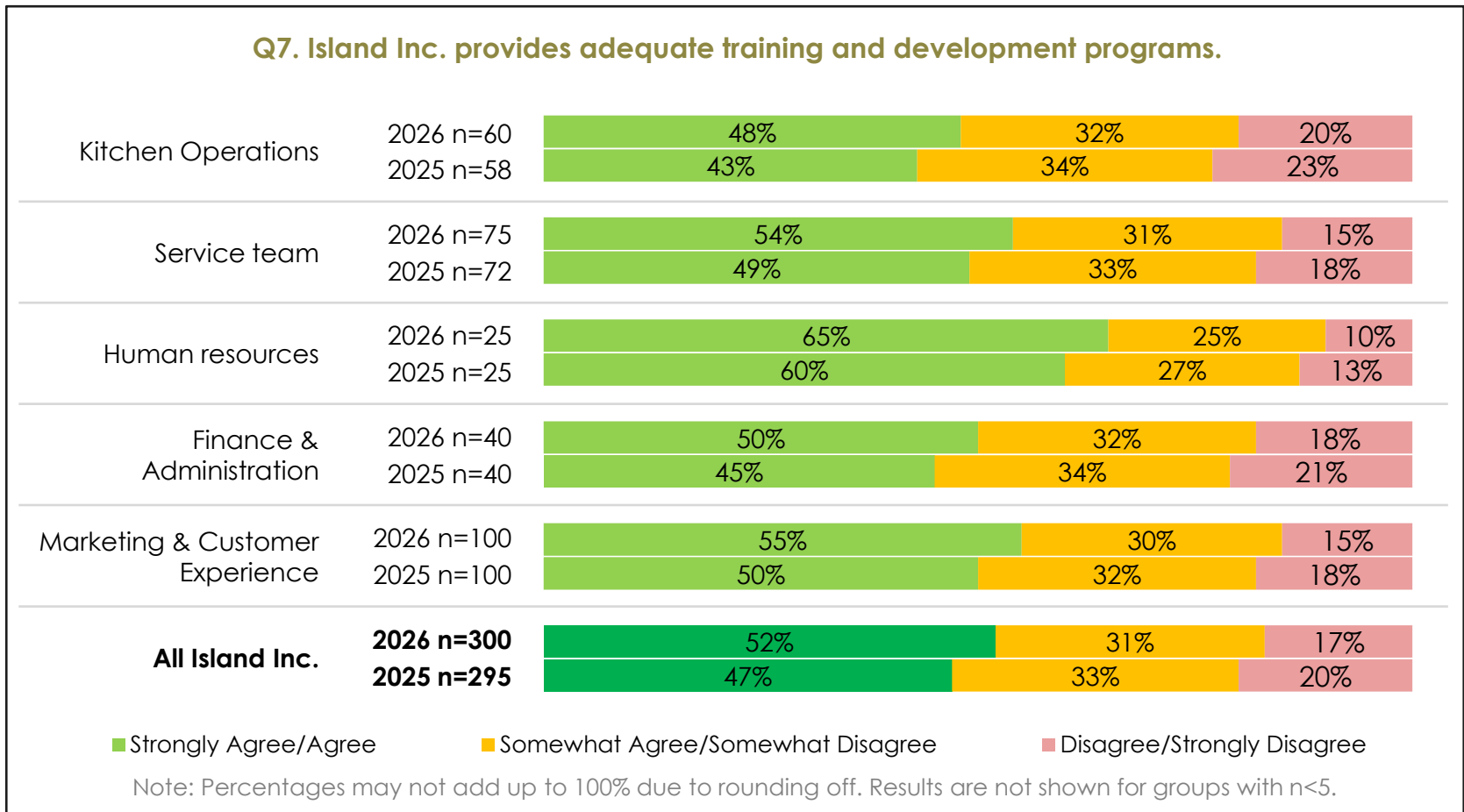
Growth and Development Questions by Department

Q6. I have opportunities to learn and grow in my current role.

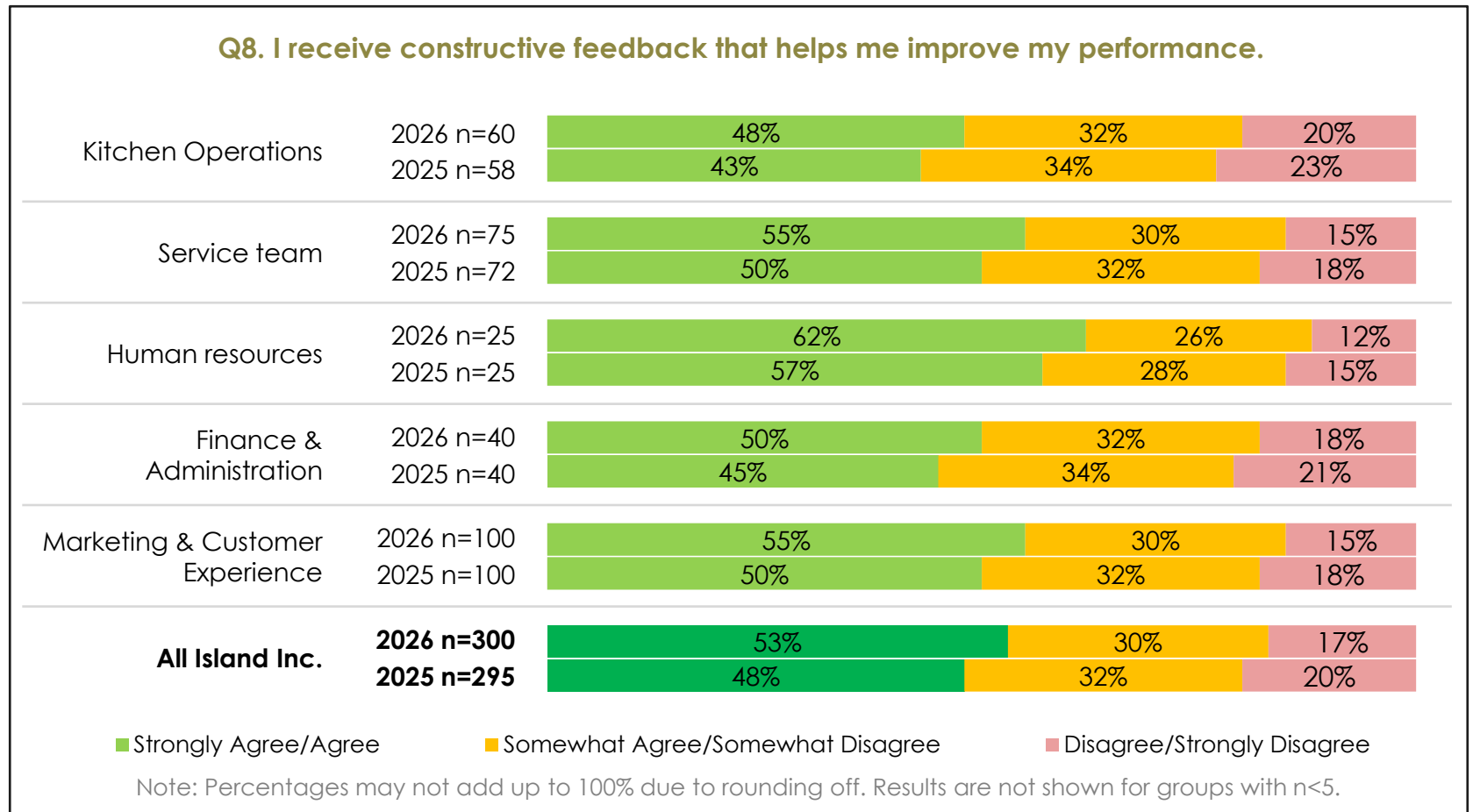


Growth and Development Questions by Department

Q7. Island Inc. provides adequate training and development programs.

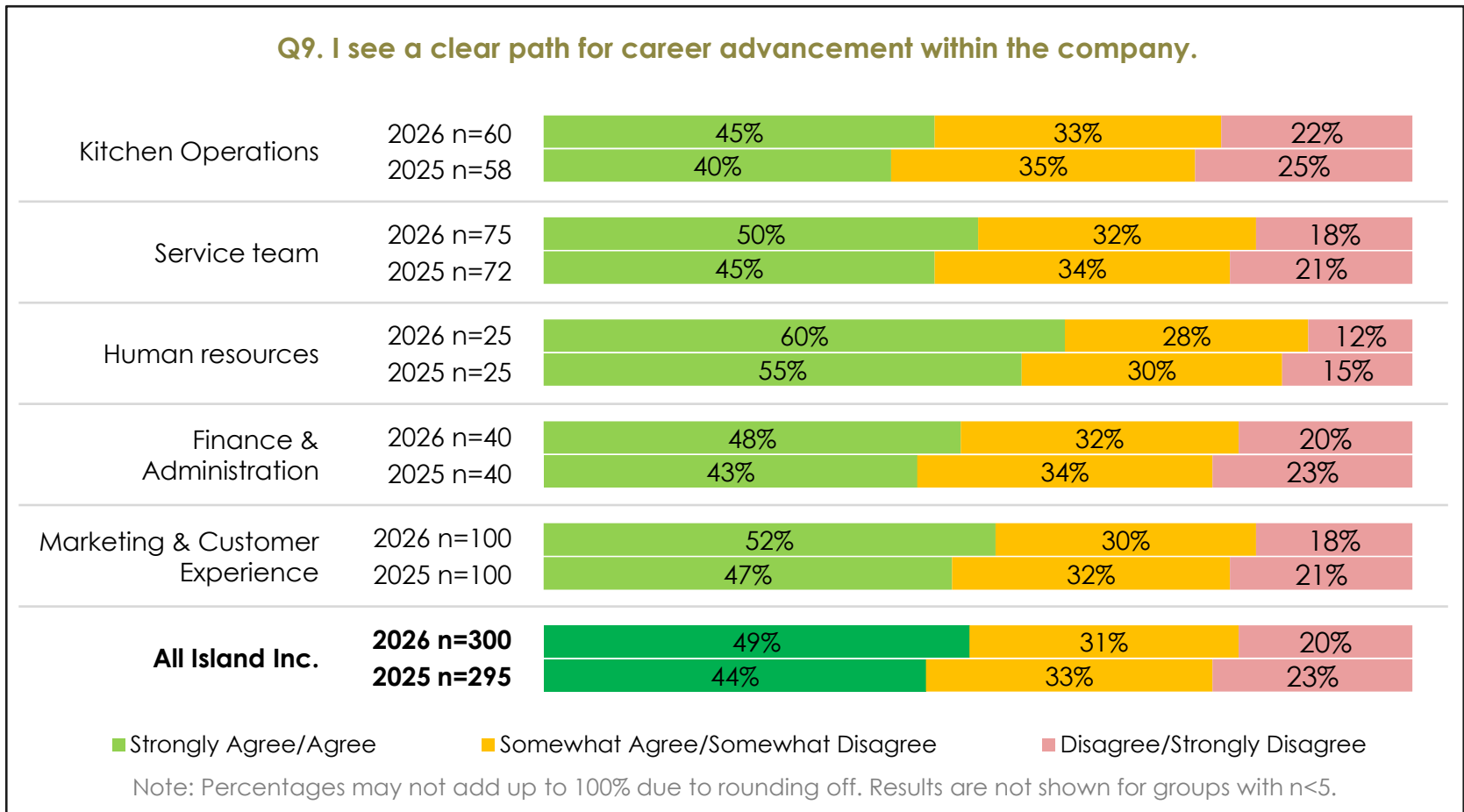


Growth and Development Questions by Department

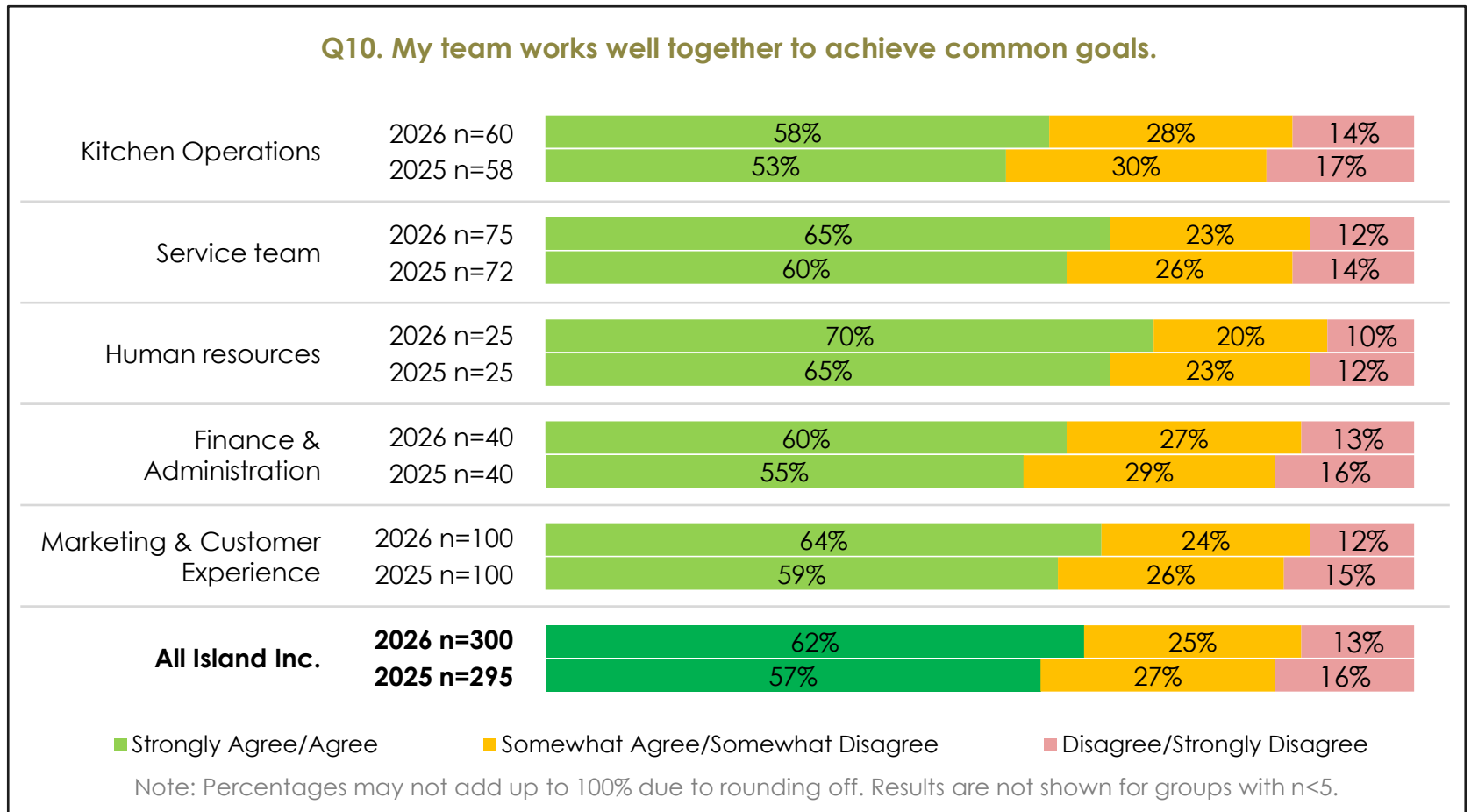


Growth and Development Questions by Department

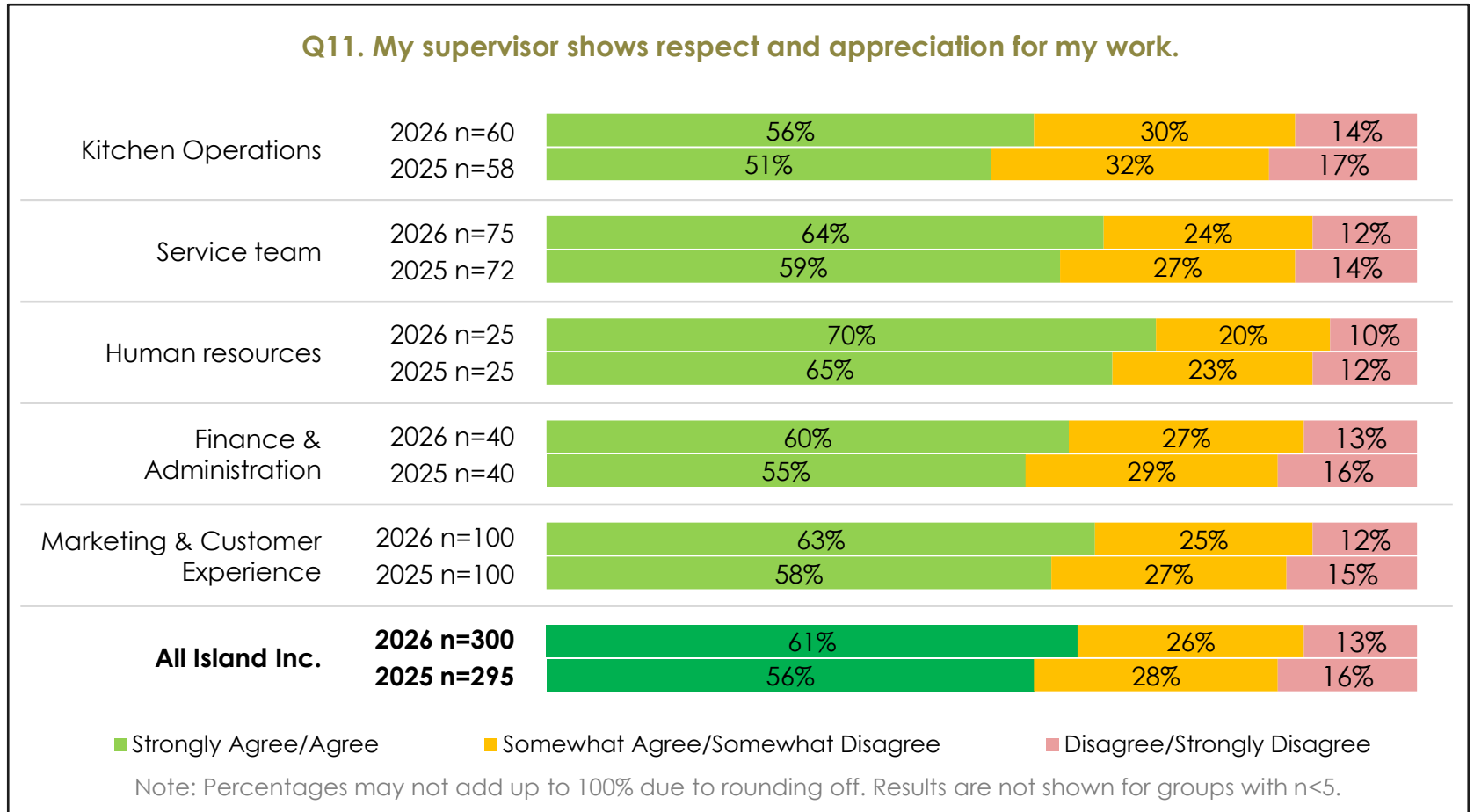
Q9. I see a clear path for career advancement within the company.



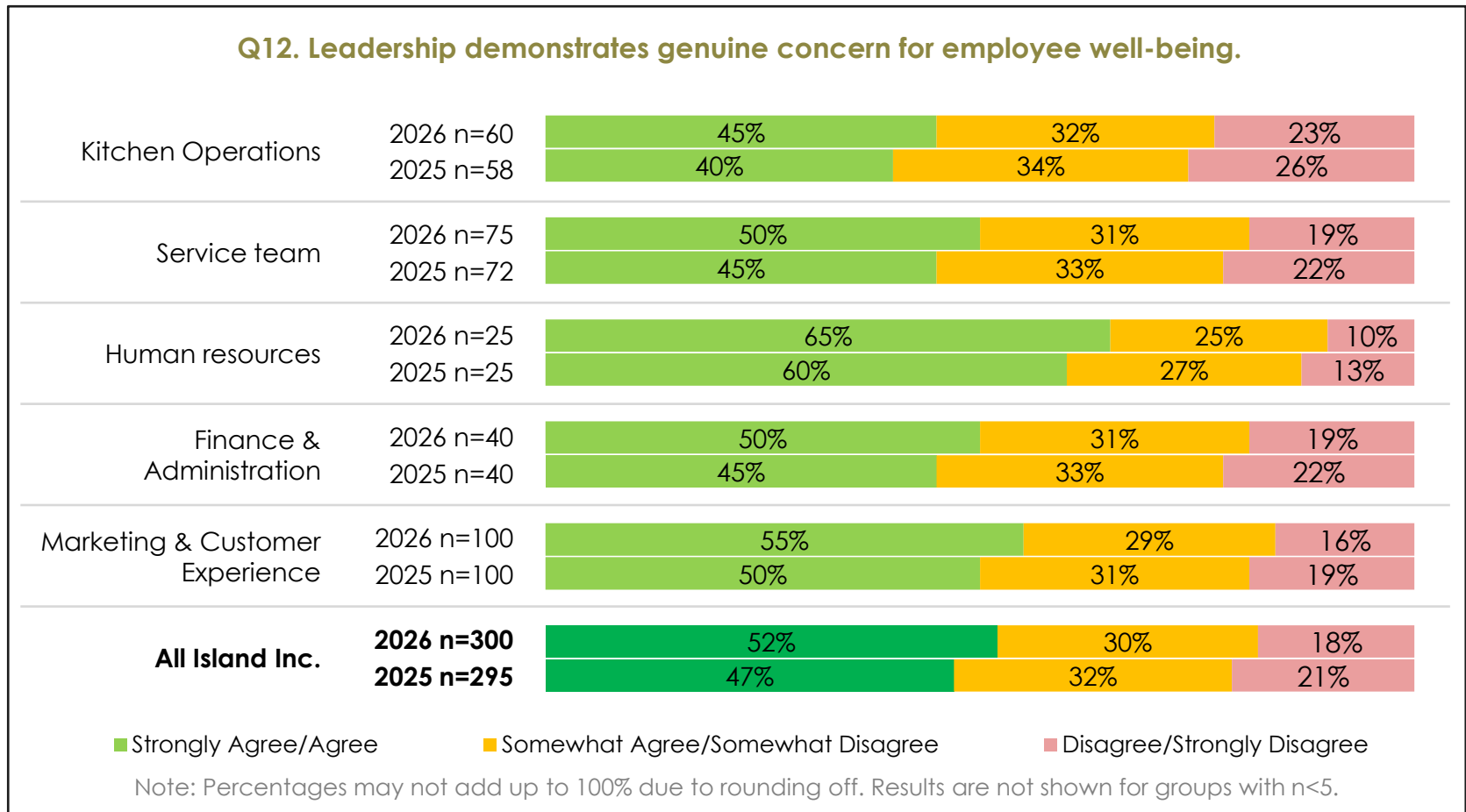
Team and Leadership Questions by Department



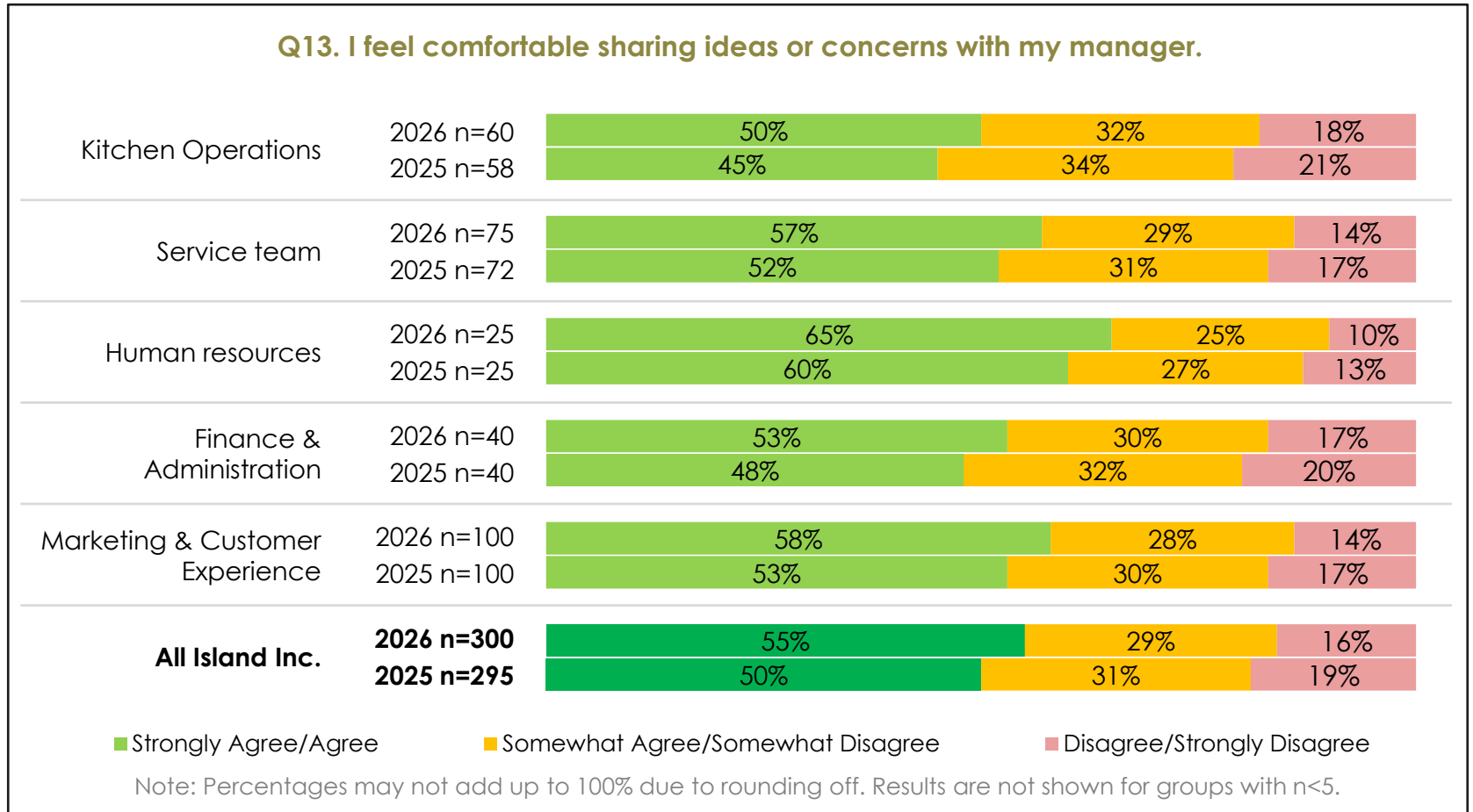
Team and Leadership Questions by Department



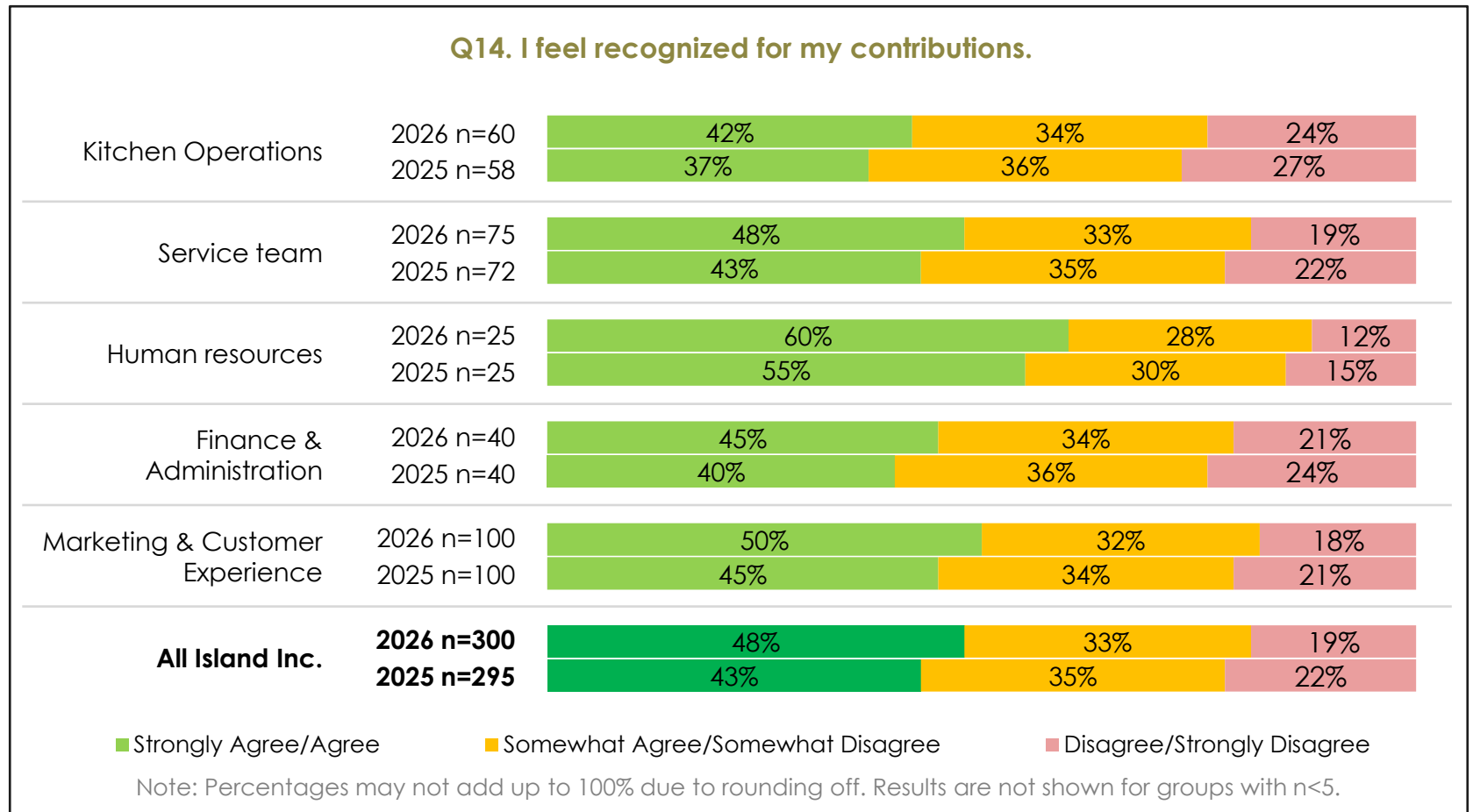
Team and Leadership Questions by Department



Team and Leadership Questions by Department

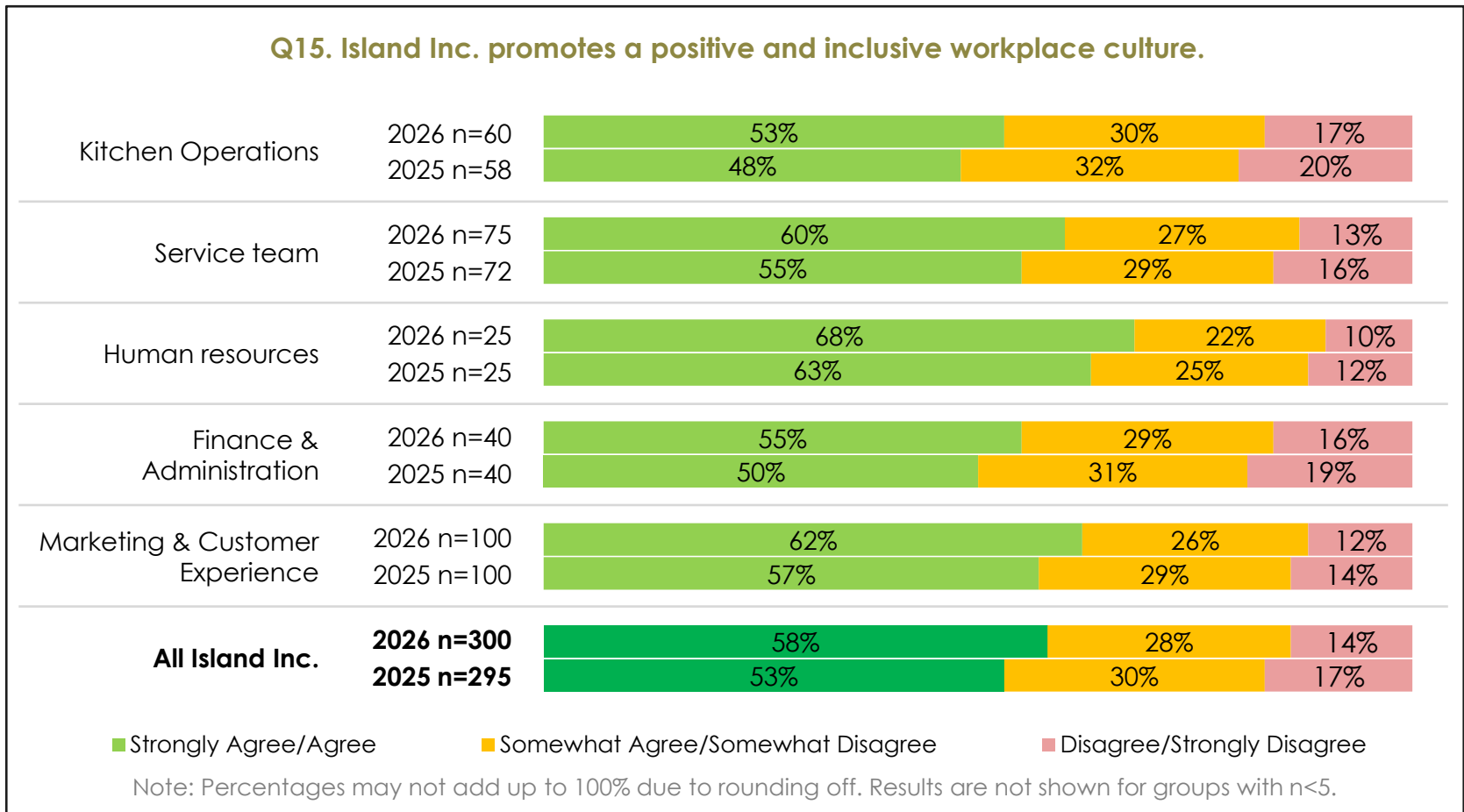


Recognition and Culture Questions by Department



Recognition and Culture Questions by Department

Q15. Island Inc. promotes a positive and inclusive workplace culture.





Appendix D: Correlation and Regression Analyses

(Engagement Score vs Drivers)

Regression Analysis

What is Regression Analysis Used For?

- Unlike correlations, which show how items move together, regressions measure the **strength** of these relationships.
- This analysis, alongside correlations and insights into the work environment, can **help create focused action plans to enhance Engagement.**

Interpretation

- The coefficient indicates how strongly a question affects the Engagement Score.
- Example: If Question X has a coefficient of 0.1, increasing its average score by 1 raises the Engagement Score by 0.1 (2% on a scale of 1 to 6).

Limitations and Considerations in Regression Analysis

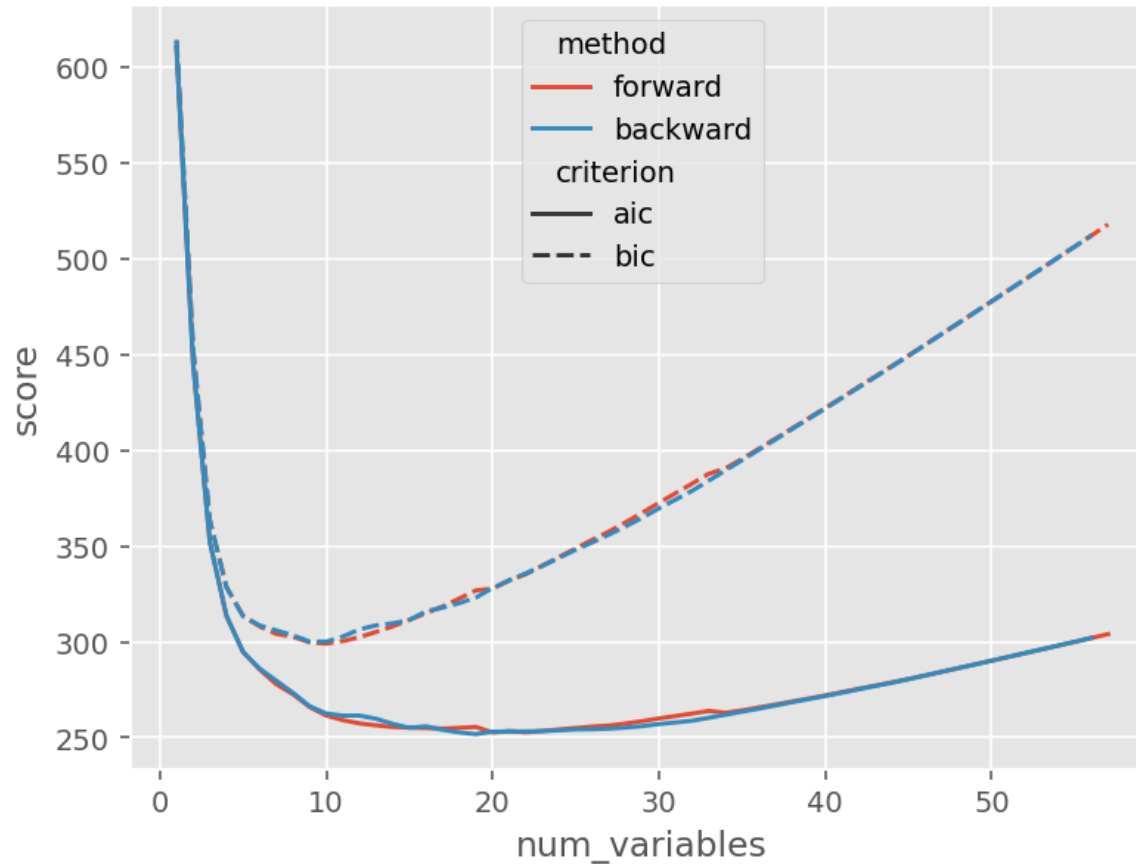
Possible Unobserved Influences

- There may be external factors not captured in this survey that could influence Engagement.

Importance of Reviewing Correlated Drivers (Multicollinearity)

- When drivers are highly correlated, one may appear in the regression while the other does not, potentially overlooking its importance.
- **Example:** If Q1 and Q2 are highly correlated, the model might include only Q1 even if Q2 has a true effect on Engagement. Reviewing correlations ensures we capture all critical drivers.
- Out of all 35 independent variables, **9 or 26% have a correlation of 0.8 or higher** with at least one other independent variable. This may cause the model to be less predicable or accurate at lower coefficients.

Determining the Best Regression Method



There are several ways that a regression can be run, and the chart above indicates that the method “*backward-bic*” is the best fit - and that is the method that will be applied here.

Regression Results: Engagement Score vs Drivers

The regression model achieved an R² of **78.1%**, indicating that it explains a very high proportion of the variance in overall engagement. Among the predictors, **teamwork (Q10)** and **supervisor respect (Q11)** emerged as the strongest drivers, underscoring the importance of collaborative culture and managerial respect in shaping employee engagement.

R-squared: 0.781			
Drivers	Coef.	Std.Err.	P> t
Q3. I have the tools and resources I need to do my job effectively.	0.18	0.06	0.005
Q4. Communication between management and staff is open and transparent.	0.15	0.06	0.018
Q5. My workload is manageable and allows for a healthy work-life balance.	0.12	0.07	0.045
Q6. I have opportunities to learn and grow in my current role.	0.2	0.06	0.002
Q7. Island Inc. provides adequate training and development programs.	0.14	0.06	0.022
Q8. I receive constructive feedback that helps me improve my performance.	0.16	0.06	0.011
Q9. I see a clear path for career advancement within the company.	0.1	0.07	0.072
Q10. My team works well together to achieve common goals.	0.25	0.06	<0.001
Q11. My supervisor shows respect and appreciation for my work.	0.23	0.06	<0.001
Q13. I feel comfortable sharing ideas or concerns with my manager.	0.17	0.06	0.009
Q15. Island Inc. promotes a positive and inclusive workplace culture.	0.19	0.06	0.004

Correlation Analysis

What are they used for?

- Correlations are used to determine whether the responses to a pair of questions, or between a driver and the Engagement score seem to be related, in that they move up and down together.
- If two questions are NOT correlated when it seems that they should be, this indicates an area that might need further examination.

Interpretation

- As an example, a correlation value of **0.89 (78%)**, means that 78% of the time, the answers to these two items move in the same direction.
- Correlation values do not tell you the **degree** to which the items move together – this is where **Regressions** come in.
- Correlation values do not tell you the **cause** of the two items moving together, (*correlation does not infer causation*), and in fact both might be affected by something else.

Correlation Analysis Results

The correlation analysis indicates that overall engagement is most strongly associated with **teamwork (Q10)** and **supervisor respect (Q11)**, showing the closest statistical relationships. This suggests that employees' sense of collaboration within their teams and the respect they receive from supervisors are the most influential factors shaping engagement levels in 2026.

Drivers	Correlation with Overall Engagement
Q3. I have the tools and resources I need to do my job effectively.	0.72
Q4. Communication between management and staff is open and transparent.	0.68
Q5. My workload is manageable and allows for a healthy work-life balance.	0.61
Q6. I have opportunities to learn and grow in my current role.	0.74
Q7. Island Inc. provides adequate training and development programs.	0.65
Q8. I receive constructive feedback that helps me improve my performance.	0.67
Q9. I see a clear path for career advancement within the company.	0.58
Q10. My team works well together to achieve common goals.	0.82
Q11. My supervisor shows respect and appreciation for my work.	0.80
Q13. I feel comfortable sharing ideas or concerns with my manager.	0.70
Q15. Island Inc. promotes a positive and inclusive workplace culture.	0.76

Appendix E: Thematic Analysis

Q18. What is Island Inc. doing well in creating and maintaining a great work environment?

Q19. What could Island Inc. do better in creating and maintaining a great work environment?

Q20. What else would you like to share about working at Island Inc.?

Q18. What is Island Inc. doing well in creating and maintaining a great work environment?

Overall Themes (comments=300)

1. Strong teamwork and collaboration (55 instances)
2. Supportive and respectful supervisors (40 instances)
3. Positive and inclusive workplace culture (35 instances)
4. Good training and development opportunities (30 instances)
5. Clear communication from leadership (30 instances)
6. Recognition of employee contributions (25 instances)
7. Flexible scheduling and work-life balance (25 instances)
8. Access to tools and resources needed (20 instances)
9. Opportunities for growth and career development (20 instances)
10. Strong company values and stability (40 instances)

Q19. What could Island Inc. do better in creating and maintaining a great work environment?

Overall Themes (comments=300)

1. Provide clearer career advancement pathways (50 instances)
2. Improve workload balance and staffing levels (45 instances)
3. Offer more competitive pay and benefits (40 instances)
4. Strengthen communication across departments (30 instances)
5. Expand training and skill development programs (30 instances)
6. Increase recognition and appreciation efforts (25 instances)
7. Enhance diversity and inclusion initiatives (25 instances)
8. Provide more opportunities for employee input (20 instances)
9. Improve physical workspace and facilities (20 instances)
10. Offer greater flexibility in scheduling (40 instances)

Q20. What else would you like to share about working at Island Inc.?

Overall Themes (comments=300)

1. Pride in working for the company (45 instances)
2. Appreciation for supportive colleagues (40 instances)
3. Desire for more transparent leadership (30 instances)
4. Requests for better career growth opportunities (30 instances)
5. Concerns about workload and stress levels (30 instances)
6. Positive feedback on inclusive culture (25 instances)
7. Suggestions for more recognition programs (25 instances)
8. Calls for improved pay and benefits (25 instances)
9. Appreciation for training and learning opportunities (20 instances)
10. General satisfaction but Desire for Continuous Improvement (40 instances)