

# Studies for The Wellbeing of staff in Hospitality Sector

Understanding the significance of mental and physical health, we conducted (in 4Q2023) a broad survey+study to look into the underpinning issues linked to how **staff in the hospitality sector ought to be the single most valuable investment of any business.** 

The results shed light on the importance of prioritizing employee welfare and offer valuable insights into the industry's needs.

Everyone tends to focus on competing using the quality of the Front-of-House...

Hospitality and Hotel owners and operators need to come to terms with how significant their staff can impact their financial business success.

We talk about customer experience, brand value, service quality and efficiency... all of these are so inextricably connected to the staff being at their best.

#### TEAM =

Together Everyone Achieves More

#### All this sounds relevant?

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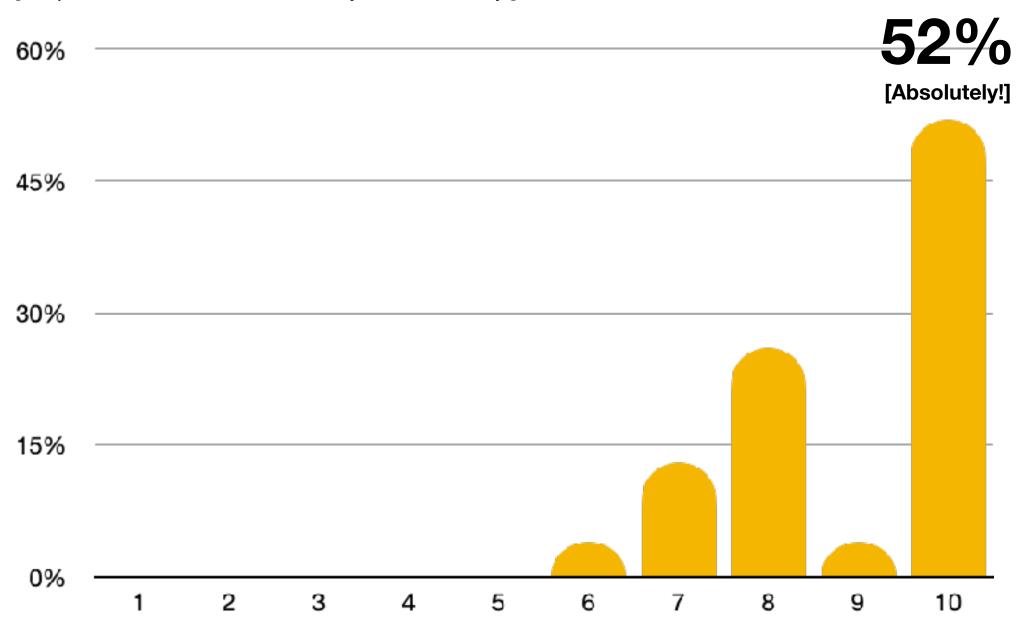




Do you believe the vo

Do you believe the your work environment (the space itself) has an impact on your work performance?

[Response matrix: 0: No, 5: Possibly, 10: Absolutely]





# The Hidden Influence of Work Environments: Its Impact on Work Performance

In today's fast-paced world, businesses are increasingly recognizing the importance of creating conducive work environments to foster employee productivity and satisfaction. However, the question remains: does the physical space itself truly have an impact on work performance? Here, we delve into the intriguing data from a recent business quiz to uncover valuable insights.

#### **Unveiling the Statistics:**

The results from the study "Spaces for SUCCESS" indicate that a majority of participants, 52%, strongly believe that their work environment has an absolute impact on their work performance. This suggests that these individuals recognize the vital connection between their surroundings and their ability to excel in their professional roles. On the other hand, only a small percentage, 4%, were unsure, acknowledging the possibility of a potential influence.

Interestingly, the remaining 44% of participants fell within the range of 6-9 on the scale, indicating a varying degree of belief in the impact of work environments. This distribution highlights the complexity of the topic, demonstrating that while some individuals may be aware of the influence, others may still be exploring the connection or perhaps underestimating its significance.

#### The Power of the Work Environment:

Creating an optimal work environment can yield numerous benefits for both employees and businesses alike. A carefully designed space can enhance focus, creativity, collaboration, and overall well-being. Here are a few key factors that contribute to the impact of work environments on performance:

#### 1. Physical Comfort:

Ergonomic furniture, proper lighting, and temperature control play crucial roles in ensuring employees' physical comfort, reducing distractions, and enhancing productivity.

#### 2. Psychological Factors:

Colors, decor, and overall aesthetics can influence mood and motivation levels. A visually pleasing and inspiring environment can boost creativity and innovation.

#### 3. Noise Levels:

An appropriate balance of sound can facilitate concentration. Providing quiet areas for focused work and designated spaces for collaboration can cater to different work styles and preferences.

#### 4. Organization and Layout:

Efficient organization and thoughtful layout can optimize workflow, minimize clutter, and promote efficiency. A visually cluttered space can hamper cognitive processes and hinder task completion.

The findings shed light on the importance of work environments in influencing work performance. The majority of participants recognize the direct correlation between their surroundings and their ability to thrive professionally. By acknowledging the significance of physical spaces and implementing thoughtful design, businesses can empower their employees to reach new heights of productivity and satisfaction.

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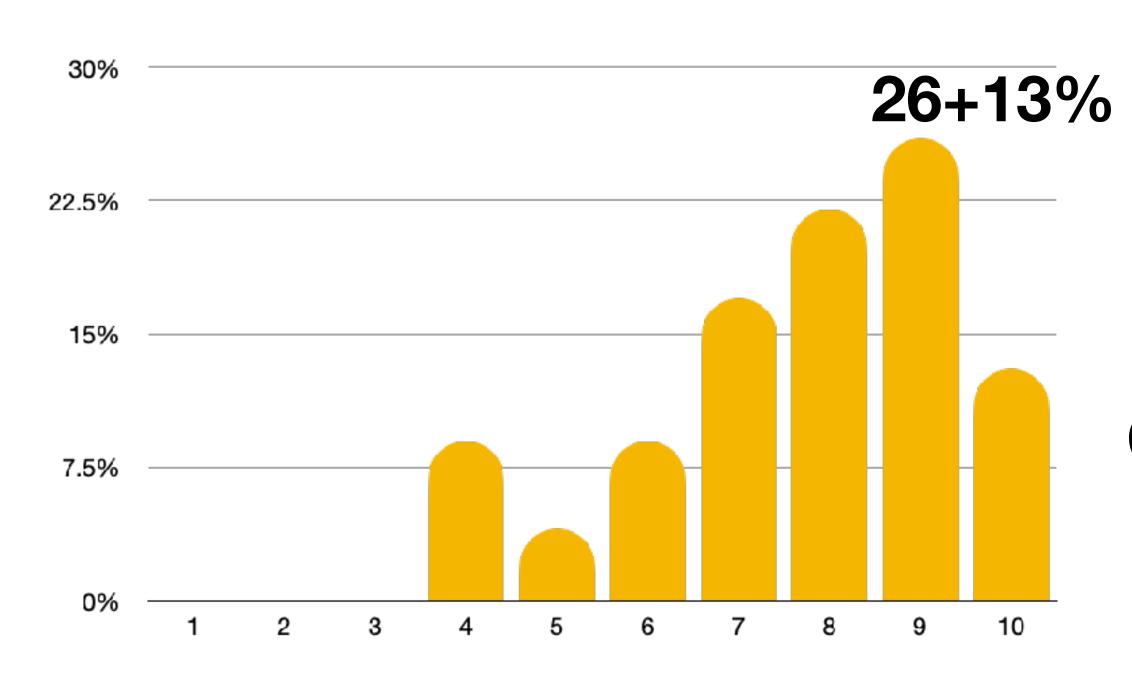


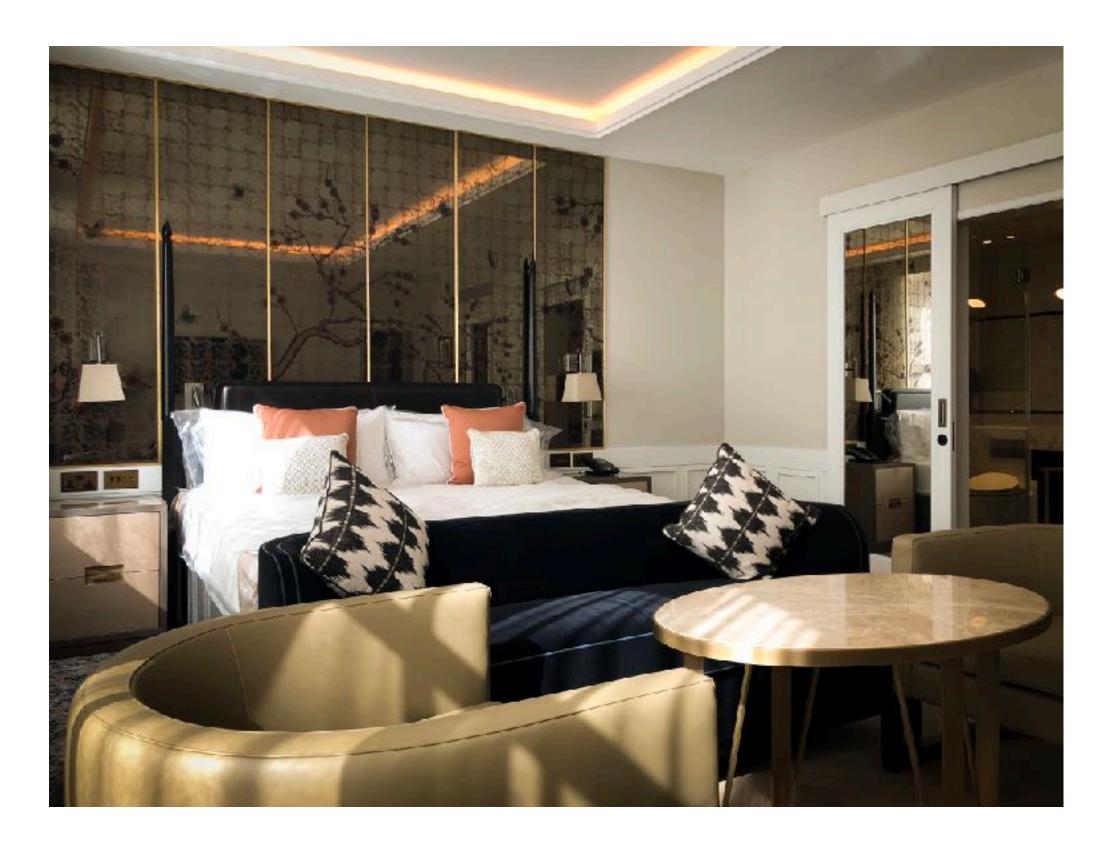


**Q2** 

How important would you personally associate the back-ofhouse and staff areas to your level of energy levels (including enthusiasm and positivity) at work?

[Response matrix: 0: Not related, 10: V closely related]





# The Hidden Connection between Back-of-House and Energy Levels

In the fast-paced world of hospitality, energy levels and positivity are vital for success. But have you ever considered the impact that the back-of-house and staff areas can have on these crucial aspects? In a recent business quiz, we asked participants to rate the importance they personally associate with these areas in terms of their energy levels at work. The results unveiled some intriguing insights that shed light on the often overlooked connection between the behind-the-scenes spaces and overall workplace enthusiasm. Let's dive deeper into the data and unravel the significance it holds.

#### **Our findings:**

The majority (26%) strongly believed that the back-of-house and staff areas were closely related to their energy levels, giving them a rating of 9. This suggests that these individuals recognize the impact that their work environment has on their overall demeanor and motivation. Additionally, 22% of participants rated this connection an 8, further emphasizing the importance of these areas.

Interestingly, a significant portion of respondents (17%) gave a rating of 7, indicating a moderate level of correlation. This suggests that while they acknowledge the influence of the back-of-house and staff areas, they may not fully appreciate the extent to which it affects their energy levels. On the other hand, a small percentage (4% and 6%) considered the connection to be less important but not entirely unrelated.

#### **Opinion and Insight:**

While it might be tempting to dismiss the significance of the back-of-house and staff areas, their impact on energy levels should not be underestimated. These spaces serve as the backbone of any hospitality establishment, shaping the overall work environment and directly influencing employee well-being.

The back-of-house areas, such as the kitchen and storage rooms, can greatly impact staff morale and productivity. A cramped and disorganized workspace can quickly drain energy levels, leading to decreased enthusiasm and potential burnout. On the contrary, a well-designed and efficient back-of-house area can foster a sense of pride, unity, and motivation among employees.

Similarly, staff areas, such as break rooms or resting spaces, play a crucial role in providing a respite from the demands of the job. These spaces should be comfortable, inviting, and conducive to relaxation. When employees feel valued and supported during their breaks, they are more likely to return to their tasks with renewed energy and positivity.

#### All this sounds relevant?

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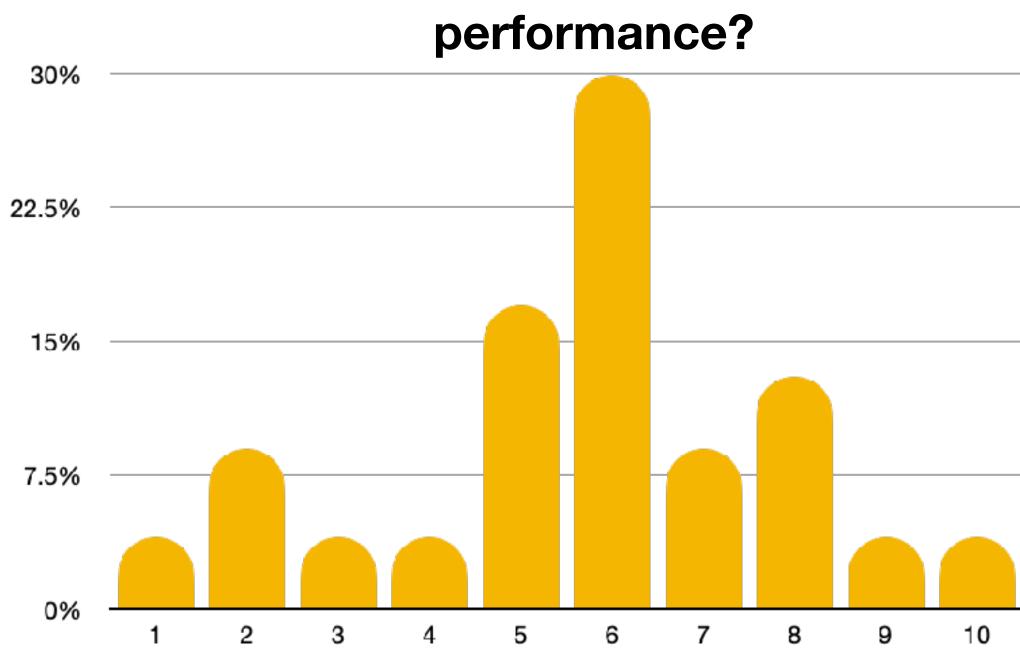
Q3

How would you rate the staff work/relax/dining areas at your current workplace?

[Response matrix: 0: poor, 5: adequate 10: outstanding]

#### Side query:

would you be impressed with "ADEQUATE" performance?





# The Impact of Workspaces: Unveiling the Hidden Truth

The quality of workspaces can significantly impact employee morale, productivity, and overall satisfaction. In the study, participants were asked to rate the staff work, relax, and dining areas at their current workplace. The results shed light on an important aspect of the working environment that often goes unnoticed.

Here, we delve into the data and uncover the insights it holds.

#### **Data Analysis:**

The majority rated their workspaces between 5 and 8, indicating varying degrees of satisfaction. Surprisingly, only 4% considered their current environment outstanding, while 9% rated it as poor. These figures suggest that there is ample room for improvement in most workplaces when it comes to providing exceptional spaces for employees to work, relax, and dine.

#### **Insights and Implications:**

1. A Call for Enhancements:

The data suggests that many employees are dissatisfied with their current workspaces. This highlights the need for organizations to prioritize the improvement of their physical environments. By investing in comfortable and well-designed areas, employers can create a positive work atmosphere that enhances employee well-being and fosters a sense of belonging.

#### 2. Impact on Productivity:

The scores provided in the quiz reflect the potential impact of workspaces on employee productivity. It is crucial for employers to understand that an uninspiring or inadequate environment can hinder motivation and hinder overall performance. By creating inviting spaces that cater to the diverse needs of employees, organizations can boost productivity levels and foster a more engaged workforce.

#### 3. Employee Satisfaction and Retention:

The results of the quiz indicate that a significant portion of employees are only finding their workspaces to be adequate or below average. This can be a cause for concern as happier employees are more likely to stay with the company long-term. By prioritizing and investing in the improvement of workspaces, employers can increase employee satisfaction and reduce turnover rates.

The results highlight the need for organizations to focus on creating exceptional work, relax, and dining areas.

By investing in employee-centric environments, employers can enhance productivity, boost employee satisfaction, and ultimately create a more successful and inclusive workplace.

#### All this sounds relevant?

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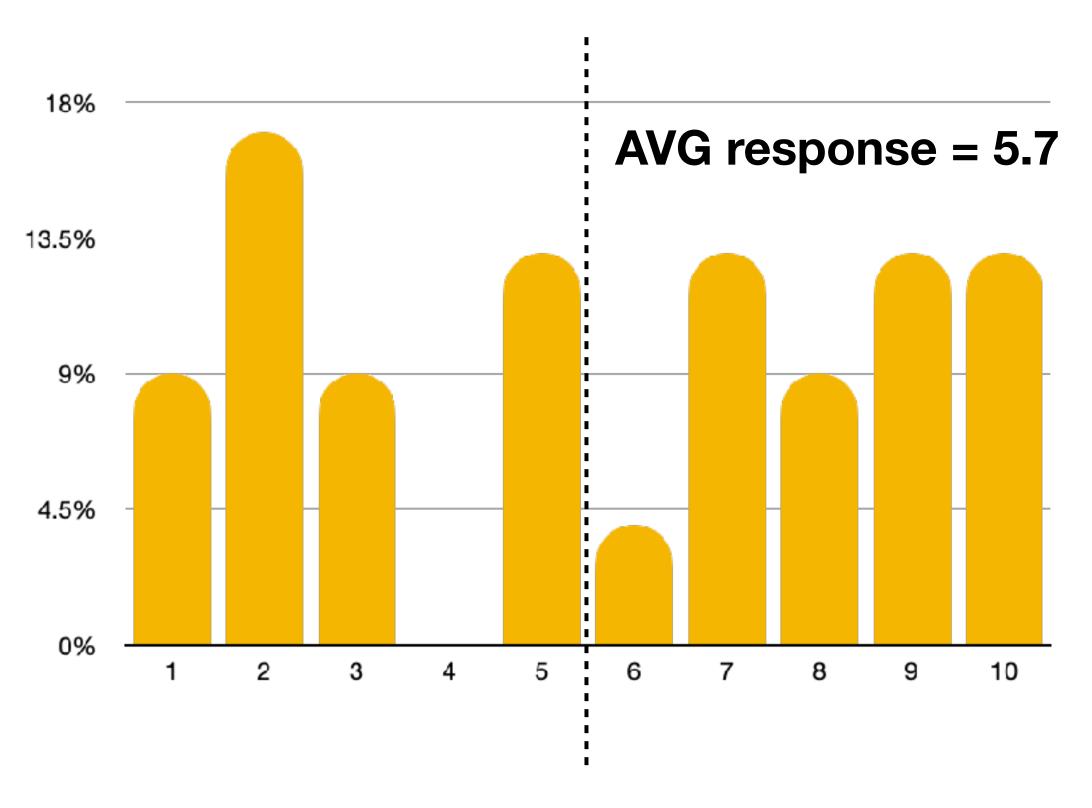




Q4

To what degree do you feel your wellbeing is set as a priority item to the organisation/bosses your work for?

[Response matrix: 0: v low, 5: moderate, 10: v high]





#### The Conundrum:

# Do You FEEL Your Organization Prioritizing Your Wellbeing?

In today's fast-paced and demanding work environment, employee wellbeing has gained significant attention. Organizations that prioritize the health and happiness of their staff tend to foster a more positive and productive work culture. However, the results from a recent business quiz on employee wellbeing reveal a mixed bag of perceptions. Let's delve into the insights and discuss the implications for both employers and employees.

#### **Understanding the Data:**

The results ranged from a low of 1 to a high of 10, with the majority falling between 2 and 7. However, what is key is the **shockingly low average response of 5.7, quite a way from the ideal 7 to 8.** 

While it is encouraging to see that 13% of participants rated their organization's prioritization of their wellbeing as a perfect 10, it is concerning that 17% felt it was as low as a 2. These results highlight the need for organizations to assess how effectively they prioritize employee wellbeing.

#### The Importance of Prioritizing Employee Wellbeing:

Employee wellbeing goes beyond just physical health; it encompasses mental, emotional, and social aspects as well. When an organization genuinely focuses on employee wellbeing, it can lead to numerous benefits, such as increased job satisfaction, reduced stress levels, improved productivity, and decreased absenteeism.

#### **Insights for Employers:**

#### 1. Open Communication Channels:

Employers should encourage transparent and open communication channels to allow employees to express their concerns and needs regarding their wellbeing.

#### 2. Supportive Work Environment:

Employers can create a positive work environment by promoting work-life balance, offering wellness programs, and providing resources for mental health support.

#### 3. Lead by Example:

When leaders prioritise their own wellbeing, it sets a precedent for employees to do the same. Encouraging self-care practices and work-life balance can help create a culture that values employee wellbeing.

#### **Insights for Employees:**

#### 1. Self-Advocacy:

Employees should feel empowered to communicate their needs and concerns to their superiors and HR departments. By actively participating in discussions and initiatives related to wellbeing, they can contribute to positive change.

#### 2. Seek Support:

If an individual feels their wellbeing is not being adequately prioritized, they should seek support from colleagues, mentors, or external resources. Engaging in self-care activities and practicing stress management techniques can also help mitigate the impact.

Our findings reveal a diverse range of perceptions regarding the prioritization of employee wellbeing. It is crucial for organizations to understand and address these perceptions to create a supportive work environment that values the overall health of their employees.

By fostering an environment that prioritizes wellbeing, and communicating this effectively. organizations can unlock the potential for enhanced productivity, job satisfaction, and overall business success.

#### All this sounds relevant?

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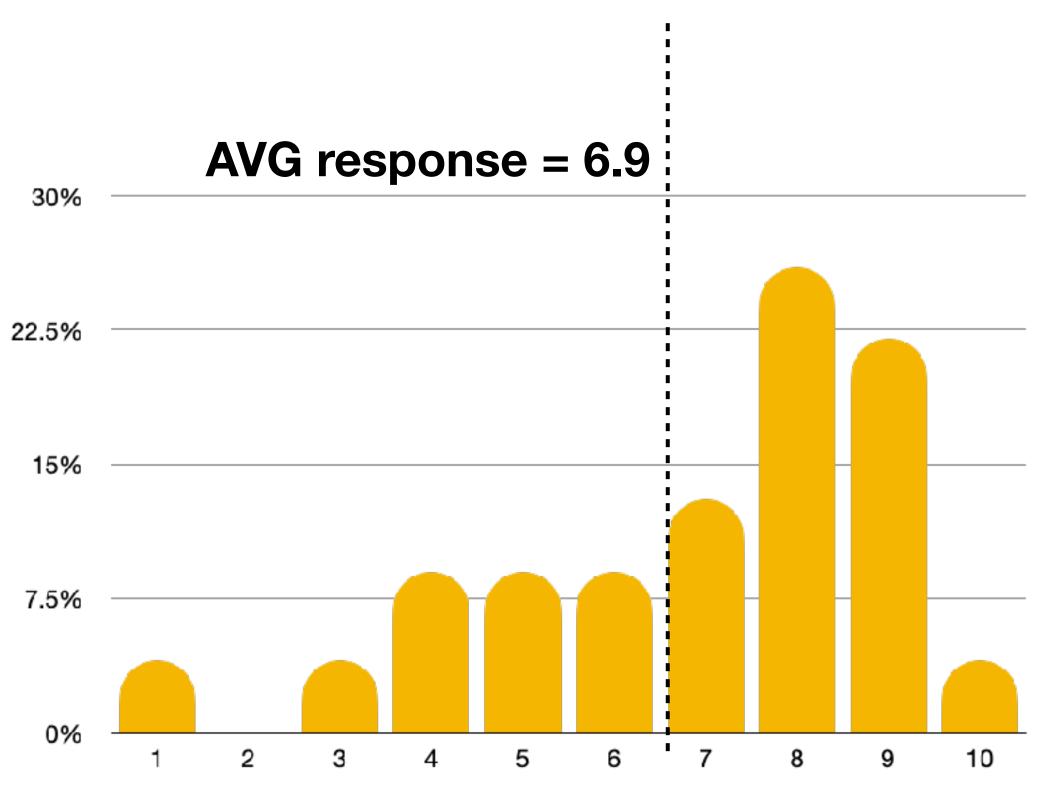




Q5

## On any typical day, what would you rate your energy level when you get to work?

[Response matrix: 0: v low, 10: v high]



By fostering a culture that promotes physical well-being, nurtures a positive work environment, and offers growth opportunities, organisations can unlock the potential of their staff and elevate the overall guest experience.

This is the secret key to business success!



# Uncovering the Energy Levels of Hospitality Staff:

### A Journey to Success

In the fast-paced world of hospitality, energy and enthusiasm play a pivotal role in delivering exceptional service. The ability to consistently maintain high energy levels not only benefits employees but also enhances the overall customer experience. To gain valuable insights into the energy levels of hospitality staff, we conducted a recent business quiz called "Quiz for Hospitality Staff (Spaces for SUCCESS)." Today, we delve into the intriguing data collected from 23 participants, offering thought-provoking insights into their energy levels and what it means for success in the industry.

#### Findings:

The energy levels reported by the participants in our quiz varied across the spectrum, with no single rating dominating. It is fascinating to note that ratings of 8 and 9, representing high energy levels, accounted for almost half of the responses, suggesting a generally positive outlook and enthusiasm among hospitality staff.

#### The Importance of High Energy Levels:

#### 1. Enhancing customer experiences:

In the hospitality industry, a high-energy workforce can create a positive and engaging environment for guests. Energized staff members are more likely to provide exceptional service, anticipate customer needs, and leave a lasting impression.

#### 2. Boosting productivity and efficiency:

High energy levels are closely linked to increased productivity and efficiency. When employees are motivated and energized, they are more likely to tackle tasks with enthusiasm, complete them efficiently, and maintain a positive attitude throughout the day.

#### 3. Promoting teamwork and collaboration:

A high-energy workplace fosters a sense of camaraderie and teamwork. When employees feel energized, they are more likely to engage with their colleagues, share ideas, and work collaboratively to overcome challenges. This, in turn, creates a harmonious work environment and improves overall job satisfaction.

#### **Creating a Culture of High Energy:**

#### 1. Encouraging physical well-being:

Encouraging regular exercise, providing healthy snacks, and implementing wellness programs can significantly contribute to maintaining high energy levels among staff members. Physical well-being has a direct impact on energy levels and overall job performance.

#### 2. Nurturing a positive work environment:

Recognising and appreciating employees' efforts, fostering open communication, and promoting a positive work-life balance can go a long way in creating an environment where energy levels thrive. When staff members feel valued and supported, their enthusiasm and energy naturally follow suit.

#### 3. Offering growth opportunities:

Providing opportunities for personal and professional growth not only keeps employees engaged but also ignites their passion and drive. Continuous learning and development initiatives empower staff members, fueling their energy levels and commitment to achieving success.

The energy levels of hospitality staff are crucial to the success of any establishment. While our quiz results indicate a generally positive outlook among participants, it's essential for employers to recognize the significance of maintaining high energy levels in the workplace.

#### All this sounds relevant?

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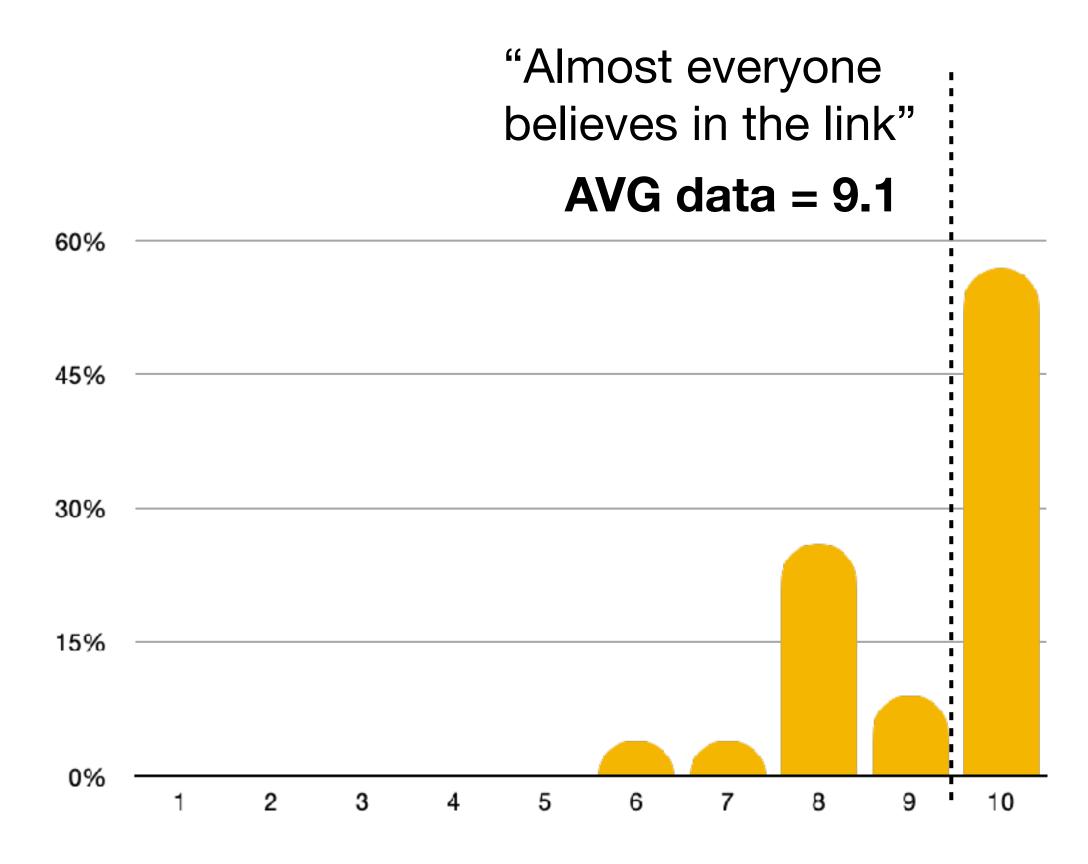




Q6

Do you believe there is a direct link between your mental state to your work output?

[Response matrix: 0: not related, 10: extremely connected]





# The Empowering Connection Between Mental State and Work Output

In today's fast-paced and competitive world, it is becoming increasingly important to understand the factors that influence our work output. One such factor that often goes unnoticed is our mental state. The question of whether there is a direct link between our mental state and work output garnered interesting responses from participants in our recent Quiz for Hospitality Staff. Let's delve into the results and explore the profound impact our mental well-being can have on our productivity and success.

#### The Results:

Looking at our study findings, the majority (57%) strongly believed in the existence of a direct link between their mental state and work output, rating it a perfect 10. This response highlights the recognition that our mental well-being plays a pivotal role in shaping our performance at work.

Moreover, 26% of the respondents acknowledged a strong connection, rating it between 8 and 9. These individuals understand that while there might be other contributing factors, our mental state undoubtedly influences our ability to deliver high-quality work consistently.

The remaining 17% expressed moderate or minimal belief in the connection, rating it between 6 and 7. While these respondents may not entirely dismiss the correlation, they may have experienced limited personal instances where their mental state significantly impacted their work output.

#### The Empowering Connection:

The results of this quiz support the growing body of research that highlights the undeniable connection between mental well-being and work output. When we are in a positive and healthy mental state, we tend to be more motivated, focused, and creative, enabling us to perform at our best. Conversely, when we are battling stress, anxiety, or other mental health challenges, our productivity can suffer.

Mental well-being is not just about happiness; it encompasses a range of factors such as emotional resilience, stress management, and work-life balance. Recognizing and prioritizing our mental health is essential for both personal and professional success.

Understanding the profound impact of our mental state on work output is the first step towards unlocking our full potential. If you haven't already, take the Quiz for Hospitality Staff (Spaces for SUCCESS) to gain valuable insights into your own beliefs and experiences regarding this crucial connection.

By reflecting on your own mental well-being and its influence on your work, you can embark on a journey of self-improvement and growth.

Remember, investing in your mental health not only benefits you but also enhances your overall performance and success in the workplace.

What's more, there is a collective and compounding effective that is even more powerful when everyone is on the same boat of positivity.

#### All this sounds relevant?

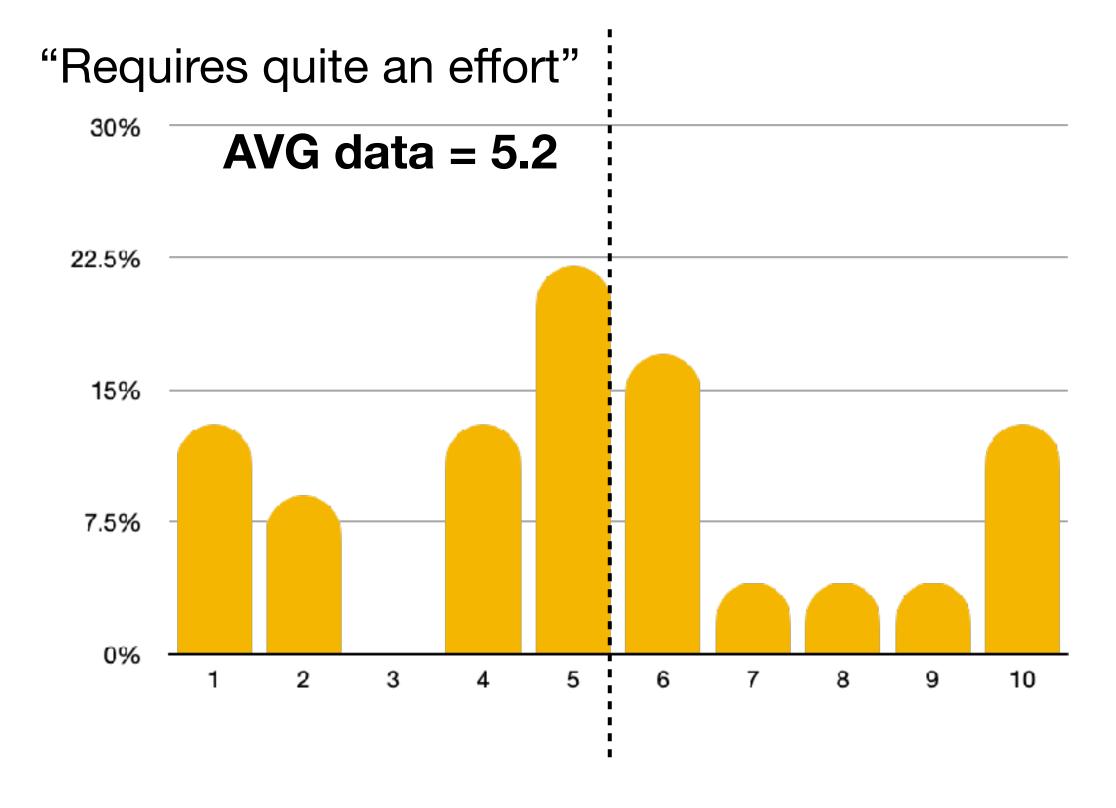
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Do you find you have to make big effort to put on a smile when you are at work (i.e. serving customers)?

[Response matrix: 0: not the case, 10: requires plenty of effort]



The world of hospitality relies heavily on the smiles of its staff, but our study results reveal that not all smiles are created equal. Understanding the effort required to put on a smile can foster empathy and encourage positive change within the industry.



The authentic smile that does not need to be switched on artificially is the hospitality magic formula.

## **Unveiling the Hidden Smiles:** The Struggle of Hospitality Staff

In the bustling world of hospitality, where customer satisfaction is paramount, the question arises: how genuine are the smiles worn by the staff serving us? With the aim of shedding light on this intriguing matter, we conducted a quiz for hospitality staff, asking them about the effort required to put on a smile while serving customers. The results, derived from the responses of 23 individuals, offer an interesting insight into the emotional labor faced by these professionals. Join us as we delve into the data and explore the implications.

#### **Our findings:**

Looking at the data, we notice that there is a significant divide in experiences among hospitality staff members. While 13% of respondents indicated that putting on a smile at work is effortless, an equal percentage reflected the opposite sentiment, stating that it requires considerable effort. This finding highlights the contrasting emotional experiences encountered by individuals in the industry.

The distribution of responses across the middle range (2-8) suggests that a substantial portion of hospitality staff find themselves in a state of ambivalence. This group, comprising 61% of the respondents, faces a daily battle to maintain a pleasant demeanor while serving customers. The fact that this range has the highest representation suggests that the effort required to put on a smile is not negligible for the majority of staff.

Furthermore, the presence of responses at both extremes (1 and 10) indicates that there are individuals who genuinely enjoy their work and naturally exude positivity, as well as those who struggle to maintain a cheerful facade.

#### **Insights and Implications:**

Our data prompts us to consider the factors that contribute to the varied experiences of hospitality staff. It is crucial to acknowledge that the effort required to put on a smile can be influenced by several factors, such as personal disposition, work environment, customer behavior, and job satisfaction.

While some individuals may find it effortless to wear a smile, others may face challenges due to factors beyond their control. Long hours, demanding customers, and highpressure situations can all impact the emotional well-being of staff members, making it more difficult for them to maintain a cheerful disposition.

It is imperative for employers and customers alike to recognize the emotional labor that hospitality staff endure. By fostering a supportive work environment, providing training on emotional well-being, and showing appreciation for their efforts, we can empower these individuals and positively impact their daily experiences.

#### All this sounds relevant?

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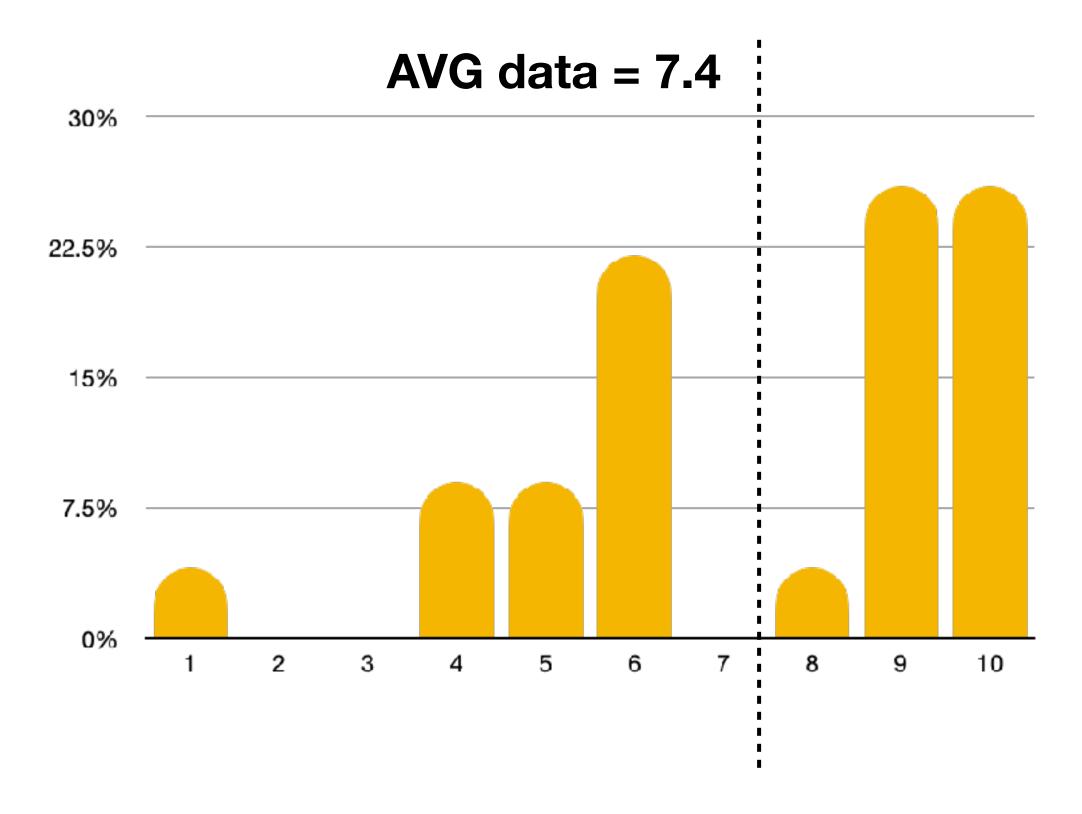


**Q8** 

How enthusiastic are you, if you are given the chance to be involved in the updating/enhancement of the staff back-of-house areas?

[Response matrix: 0: not interested, 10: super keen]

## "7 out of every 10 staff would be keen to be involved!"





Our findings serve as a wake-up call for the hospitality industry. The untapped enthusiasm and passion among employees for updating and enhancing staff back-of-house areas present a unique opportunity for businesses to foster a sense of purpose, collaboration, and pride.

# Uncovering the Hidden Passion: Exploring Staff Back-of-House Enhancements

In the fast-paced world of hospitality, it's easy to overlook the importance of staff back-of-house areas. These spaces may not be as glamorous as the front-of-house, but they play a crucial role in ensuring smooth operations and employee satisfaction. Recently, we conducted a business quiz to gauge the level of enthusiasm among hospitality professionals when given the opportunity to update or enhance these often-neglected areas. The results were both surprising and thought-provoking, shedding light on the untapped potential within the industry.

#### **Understanding the Results:**

The data revealed a diverse range of opinions. While 4% expressed minimal interest (i.e.1 on the scale), a significant 26% were incredibly enthusiastic (10 on the scale) at the prospect of being involved in back-of-house enhancements. Interestingly, 22% were moderately enthusiastic (6 on the scale) and 26% were highly enthusiastic (9 on the scale). Together, these figures indicate that a majority of respondents possessed a genuine interest in improving these vital spaces.

#### **Insights:**

The findings highlight the potential for harnessing the untapped passion and creativity within the hospitality workforce. By involving staff in the updating and enhancement of back-of-house areas, businesses can tap into a valuable resource of innovative ideas and perspectives. Empowering employees to contribute to their work environment not only boosts morale and job satisfaction but also fosters a sense of ownership and pride in their workplace.

Moreover, the data suggests that there is a significant opportunity for collaboration and teamwork within the industry. By actively engaging staff in the process, employers can create a sense of unity and shared purpose, ultimately enhancing overall productivity and efficiency. The enthusiasm expressed by a significant portion of respondents demonstrates the potential for collective efforts to create exceptional staff back-of-house areas that benefit everyone involved.

By involving staff in this process, organizations can create exceptional work environments that not only boost morale but also improve overall productivity and efficiency.

#### All this sounds relevant?

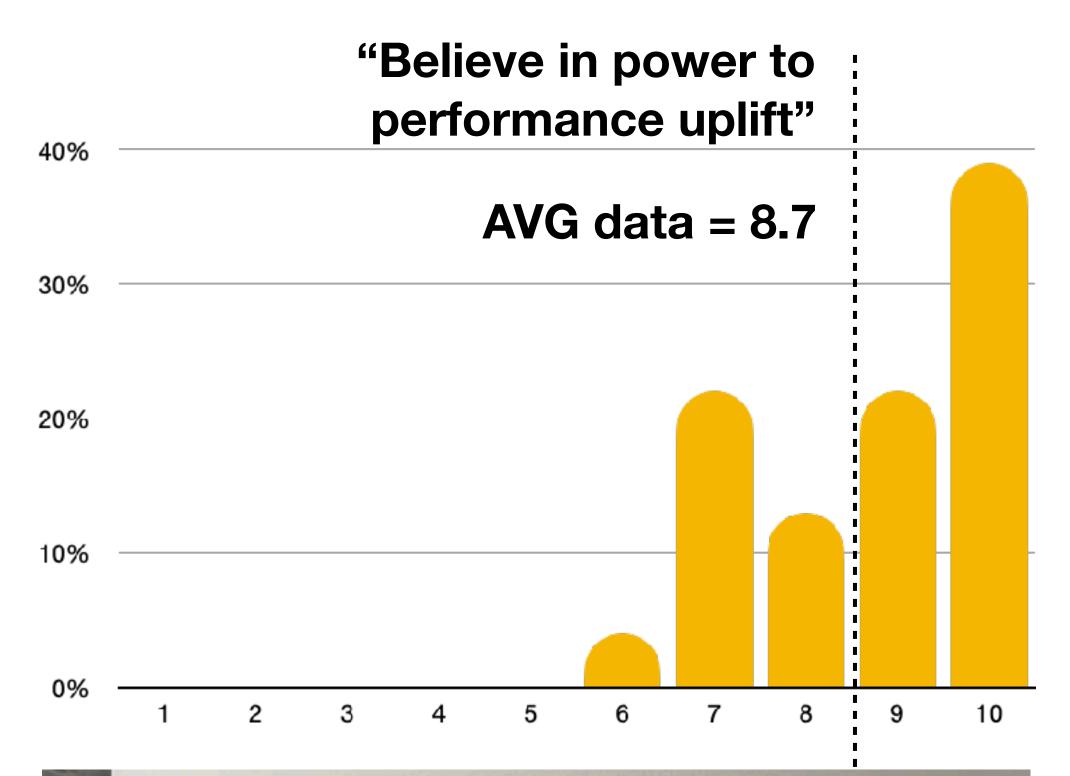
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Do you feel that the overall performance of the crew (that you are in) has the potential to exceed current norms if given the right support, encouragement and leadership?

[Response matrix: 0: no, 10: huge potential possible]





#### **Unleashing the Untapped Potential of Hospitality Crews:**

### A Glimpse into "Punching Higher"

In the fast-paced and customer-centric world of hospitality, the performance of a crew can make or break the success of an establishment. As leaders, it is crucial to recognize the potential of our teams and provide them with the necessary support, encouragement, and leadership to exceed current norms. A recent business quiz aimed at hospitality staff sheds light on their perceived potential for growth and success. Let's delve into the fascinating results and explore the implications and possibilities they hold.

#### **Analysis of the Results:**

A significant 39% responded with a resounding 10, indicating an overwhelming belief in their crew's enormous potential. This demonstrates an inspiring level of confidence and optimism that should not be overlooked. It suggests that these individuals strongly believe that, given the right guidance and support, their team can surpass current industry standards and achieve remarkable success.

Interestingly, only 4% of participants answered with a 6, indicating a lower level of confidence in their crew's potential. This minority opinion highlights the need for deeper exploration into the factors that may be hindering their belief in the team's capabilities. Understanding their concerns is vital in order to address any underlying issues and unlock their team's hidden potential.

The responses clustered around the middle range, with 22% choosing 7 and 22% selecting 9. These numbers imply that a significant portion of the participants acknowledge the crew's potential but may be unsure of what it would take to fully harness it. This presents an exciting opportunity for leaders to step in and provide the necessary support, encouragement, and leadership to bridge the gap between the crew's existing performance and their untapped potential.

#### **Insights and Implications:**

The study results offer valuable insights into the mindset of hospitality staff when it comes to their potential for excellence. It is clear that there is a general belief that their crew has the capability to surpass the current norms. However, this potential needs to be nurtured and developed through effective leadership and support mechanisms.

To maximize the crew's potential, leaders should focus on creating an environment that fosters growth, encourages innovation, and promotes continuous learning. By providing clear goals, offering constructive feedback, and recognizing individual and team achievements, leaders can empower their crew members to unleash their full potential.



66 Most relevantly... there is a strong sense of optimism for much better performance. It just needs a nudge with the right strategy.

#### All this sounds relevant?

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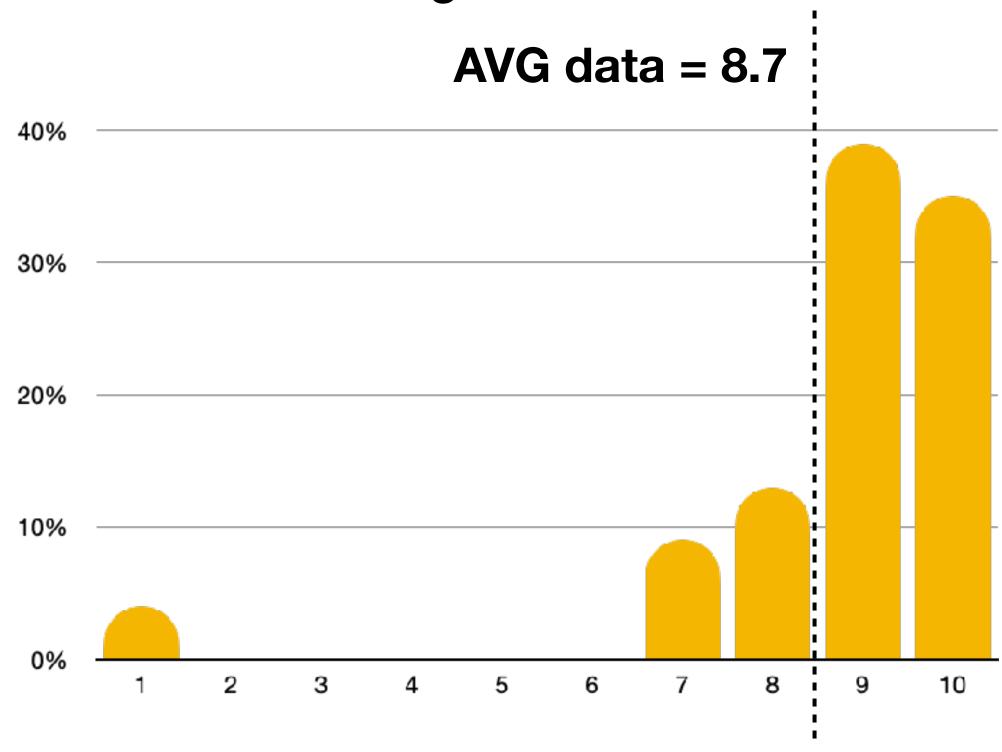




How eager are you to see improvements to management's focus on overall wellbeing (mental+physical) for all staff?

[Response matrix: 0: not a concern, 10: will be very excited about this]

#### "Keen for Management efforts"



66 Our findings clearly demonstrate the significance of management's focus on overall wellbeing in the hospitality industry. Prioritizing employee welfare not only helps combat burnout and stress but also enhances engagement and retention rates.

## The Importance of Prioritizing Employee Wellbeing

In today's fast-paced and demanding work environments, the overall wellbeing of employees is crucial for maintaining a healthy and thriving workforce. The hospitality industry, known for its high-stress and customer-centric nature, often places immense pressure on staff.

#### **Insights from the Data:**

The majority of our respondents expressed a high level of eagerness (scores of 7 to 10) to see improvements in management's focus on overall wellbeing for all staff. Notably, the most common response was a score of 9 (39%), followed closely by a score of 10 (35%). These figures indicate a strong desire for changes that promote the mental and physical health of hospitality employees.

#### 1. Addressing Burnout and Stress:

The high percentage of respondents expressing eagerness for improvements suggests that the hospitality industry may be grappling with issues such as burnout and stress. The intense work environment, long hours, and demanding customer interactions can take a toll on employees' wellbeing. By acknowledging and addressing these concerns, management can create a healthier and more supportive workplace culture.

#### 2. Fostering Engagement and Retention:

Investing in employee wellbeing is not just about mitigating the negative effects of stress; it also has a positive impact on engagement and retention rates. When staff feel cared for and supported, they are more likely to be motivated, productive, and loyal. Prioritizing wellbeing initiatives can help establish a strong employer brand and attract top talent, ultimately benefiting the organization as a whole.

#### 3. Holistic Approaches:

To effectively address the mental and physical health of hospitality staff, management should adopt holistic approaches. This could involve implementing wellness programs, providing access to counseling or support helplines, promoting work-life balance, and encouraging regular exercise and healthy eating habits. By taking a comprehensive approach, organizations can foster a culture that values the wellbeing of their employees.

By adopting holistic approaches, hospitality organizations can create healthier and more supportive work environments that attract and retain top talent.

#### All this sounds relevant?

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# Studies for The Wellbeing of staff in Hospitality Sector

Focus on your staff's wellbeing and also demonstrate that you do.

Use actions as well as words. Walk and also talk. Both.

#### Summarising our findings

Your team believe the right work environment is extremely important, with a clear reckoning that the back-of-house is linked to everyone's energy levels.

But the situation today is: most would rank what is provided for behind the customer's highlights are, at best adequate. And yet bosses will never agree that the performance expected is also just "adequate".

Similarly, a typical hospitality service provider who understands that it is crucial to be with high energy levels during work, rates that there is room for this aspect to become better.

Whether or not the staff wellbeing is considered and emphasis placed, more than half of all responded feel that this is not an item of priority to their organisation.

With almost everyone identifying that the mental state has a direct link to the work output, half of who we approached has to make quite some effort to put on a smile.

If ever there is any decision to improve the back-of-house areas, more than 50% of all we approached are extremely keen to roll up their sleeves and chip in. Correspondingly, all staff are extremely enthusiastic to see management expressing focus and interest towards their overall wellbeing.

Upon given (and feeling) good support, support and leadership, the consensus is that there is an abundance of scope for the overall performance of the entire crew.

#### All this sounds relevant?

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