

TITLE

Date: 10

Number of completed surveys:

A Health Check for your Employee Owned Business

Employee ownership (EO) has the potential to deliver outstanding benefits to individual owners and drive exceptional company performance.

However, research shows, for that to happen, a business must have excellent EO management practices in place.

To help identify EO best practice, we developed the EO Framework. It is built on insights gathered directly from leaders, senior decision-makers and employee owners on how they have successfully implemented impactful EO.

Developed by Great EO's founding partners in collaboration with the Employee Ownership Association, the EO Framework sets out four simple areas of EO management best practice:

- EO Basics: Clearly defined EO roles through which leaders, trustees and employee owners all understand the part they play in making EO successful.
- EO Approach: Strong EO core practices that empower employees to contribute to success.
- EO Actions: Specific areas of EO management practice that can harness the full potential of employee ownership to strengthen strategy, innovation, and brand difference.
- EO Benefits: Structured and consistent ways of measuring EO practice to track and enhance owner benefits and business outcomes.

To bring the EO Framework to life, we have created a simple health check - the ecq™ test. To help you assess the strength of your current EO practice and pinpoint areas for possible improvement, it should take up to 20-30 minutes to complete the questionnaire.

1. EO Roles

It is vital that individual leaders, trustees, employee representatives and all employee owners understand their roles to ensure a successful EO business.

To what extent does everyone fulfil their responsibilities in your business?

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4. Our employee owners understand how their actions help to execute our longer term strategy.

35-9

5. Our employee owners understand how their actions strengthen our organisational culture.

35-10

Q15 Please add any additional comments: Q1D48-TEXT

Q16 Great EO Leaders

1. Our executive leaders (those responsible for leading the business) are committed to realising the full business potential of our employee ownership.

Q14 Great Employee Owners

1. Our employee owners understand how to think and act like an owner.

35-7

2. Our employee owners are committed to making the business stronger.

35-2

3. Our employee owners understand how their actions impact the current year's business results.

35-8

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contributes to a successful business.

40-8

4. Our strategic approach to key markets ensures success by drawing on the experience and insights of our employee owners.

40-9

Q19 Great EO Innovation

1. Our employee owners understand how our business works and delivers results.

41-7

2. Our employee owners are committed to driving continuous improvement and growth.

41-2

3. Our employee owners consistently contribute ideas that improve our business.

41-19

4. We provide clear channels and processes to capture, consider and provide feedback on new ideas and suggestions.

41-20

5. We successfully prioritise and manage these ideas to deliver improvements to our business.

41-21

Q23 Please add any additional comments: Q1D64-TEXT

Great EO Advantage

1. We leverage our EO status to differentiate our customer brand to win against our competitors in the market.

42-7

2. We leverage our EO status to differentiate our employee brand to strengthen our people proposition and attract talent.

42-2

3. We leverage our EO status to differentiate our company brand to develop and retain high-quality relationships with suppliers and delivery partners.

42-8

Q13 Please add any additional comments: Q1D63-TEXT

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Q39 Great EO Impact

1. EO data and insights helps us demonstrate that our EO model encourages collaboration and team working.

46-27

2. EO data and insights help us demonstrate that our EO model promotes engagement and job satisfaction.

46-28

3. EO data and insights help us demonstrate that our EO model improves health and well-being for employee owners.

46-29

4. EO data and insights help us demonstrate that our EO model supports colleagues' skills and capability.

46-30

5. EO data and insights help us demonstrate that our EO model encourages strong ideas from colleagues.

46-31

6. EO data and insights help us demonstrate that our EO model helps us recruit and retain talent.

46-32

7. EO data and insights help us demonstrate that our EO model fosters personal commitment and productivity.

46-33

8. EO data and insights help us demonstrate that our EO model increases profitability.

46-34

9. EO data and insights help us demonstrate that our EO model encourages more contribution to the local community.

46-36

10. EO data and insights help us demonstrate that our EO model encourages a focus on protecting the planet.

46-37

Q40 Please add any additional comments:

Q1D65-TEXT

3. Our executive leaders ensure our people feel connected to our purpose, values, owner mindset and behaviours.

36-8

3. All our governance bodies involve independent members who bring relevant experience, perspectives and insights.

37-8

4. Our executive leaders are role models for our desired owner behaviours and culture.

36-9

37-20

Q17 Please add any additional comments:

Q1D60-TEXT

Q18 Great EO Governance

1. All our governance bodies (boards, trusts and vice groups) are clear on their role in ensuring long term success for the business and its employee owners.

37-7

37-21

2. All our governance bodies work collaboratively and effectively to promote an ownership culture.

37-22

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37-2

33-8

4. Our employee owners understand how their actions help to execute our longer term strategy.

35-9

Q19 Please add any additional comments: Q1D59-TEXT

2. EO Approach

EO core practices build a strong ownership culture which drives engagement levels and encourages owner behaviours, including how to promote and protect the business over the long term.

To what extent are you effectively engaging your people as owners and building an ownership mindset?

Great EO Culture

1. Our behaviours as owners are improving the performance of the business.

2-7

2. Our people processes (recruitment, development, appraisal and reward) encourage and reward our desired owner behaviours.

2-2

3. Our culture creates a safe environment for feedback, learning, growth, health, well-being, inclusion and diversity.

2-8

4. Our culture and support for people develops and retains the right talent.

2-9

Q22 Please add any additional comments:

Q1D47-TEXT

Q23 Great EO Engagement

1. All of our managers (those responsible for managing people and processes) help ensure our people understand how and where decisions are made in the business.

33-7

2. All of our managers help ensure our planning process, goal setting, and feedback channels enable people to influence decision making as owners.

33-2

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contributes to a successful business.

Text

4. EO Results

Well run EO businesses ensure decision making is informed by relevant data and insights from inside the business and by benchmarking themselves against others. This helps set strategic focus, direct operational effort, ensure continuous improvement and drive better business performance.

Do you have the right EO data and insights to make this happen?

Q35 Great EO Measurement

1. We are collecting data within the business that helps us understand how we benefit from our EO model.

44-21

2. We measure and compare our EO performance with other similar EO businesses.

44-7

3. We measure and compare our performance with other businesses in our sector (regardless of their ownership model).

44-2

4. We pay attention to our impacts on more than just EO employee owners (e.g. our customers, community or planet).

44-8

Q36 Please add any additional comments: Q1D50-TEXT

Q37 Great EO Evaluation

1. Our leaders and governance bodies use relevant EO data and insights to increase engagement levels among our people.

45-24

2. Our leaders and governance bodies use relevant EO data and insights to strengthen our ownership culture.

45-25

3. Our leaders and governance bodies use relevant EO data and insights to grow our business.

45-26

4. Our leaders and governance bodies use relevant EO data and insights to meet the aspirations of our current employee owners.

45-29

Q18 Please add any additional comments: Q1D66-TEXT

great Owners
great leaders
great Governance
great Approach
great Culture
great Engagement
great Stewardship

Q1 => Q31 => Q1D68
Q2 => Q32 => Q1D69

Q3 => Q33 => Q1D70

great Measurement
great Evaluation
great Impact
great Innovation
great Advantage