

Engagement Survey Results — Meridian Group

Source: Current Annual Engagement Pulse Survey Administered by: People & Culture team via internal survey platform Survey period: Current survey window Report generated: Current survey reporting cycle Downstream use: This data feeds into HR17 — Engagement Survey Insights & Actions

Survey Overview

- **Eligible employees:** 621 (excludes employees on extended leave or within first 30 days)
- **Total responses:** 441
- **Overall response rate:** 71%
- **Overall engagement favourability:** 67% (target: 78%)
- **Survey dimensions:** 7
- **Teams covered:** 9 (6 client service practices + 3 shared-service groups)

Note from the HRIS Administrator: The Digital & Technology practice was mid-restructure during the survey window. Their response rate is 38% and results should be interpreted with caution. Two teams (Corporate Services, Strategy & Operations) had partial non-responses on selected dimensions due to a platform routing error that skipped those sections for employees who joined after the Meridian acquisition.

Response Rates by Team

Team	Headcount	Responses	Response Rate	Notes
Operations	112	87	78%	
Risk & Compliance Advisory	80	52	65%	Below target; several staff on client site during survey window
Management Consulting	93	75	81%	
Financial Advisory	76	56	74%	
Digital & Technology	78	30	38%	Mid-restructure; results flagged as unreliable
Strategy & Operations	57	41	72%	6 responses missing Workload & Learning dimensions
People & Culture	62	55	89%	Includes Talent Acquisition, People Ops, People Development sub-teams
HR Systems	23	21	91%	
Corporate Services	40	24	60%	Career Development and Learning dimensions not reported (n < 20 after routing error)

Dimension Scores — Firm-Wide

#	Dimension	Favourability	Prior Year	Change	Benchmark Note
1	Career Development	55%	61%	-6 pts	Below external benchmark
2	Management Effectiveness	72%	70%	+2 pts	Near benchmark
3	Compensation & Benefits	58%	62%	-4 pts	Below external benchmark
4	Culture & Belonging	69%	67%	+2 pts	Near benchmark
5	Workload & Resources	64%	68%	-4 pts	Below benchmark
6	Communication	75%	73%	+2 pts	Above external benchmark

#	Dimension	Favourability	Prior Year	Change	Benchmark Note
7	Learning & Growth	59%	63%	-4 pts	Below external benchmark

Dimension Scores by Team

Career Development (Firm-wide: 55%)

Team	Score	vs Firm Avg	Signal
Operations	51%	-4	Weak
Risk & Compliance Advisory	48%	-7	Weak
Management Consulting	62%	+7	Moderate
Financial Advisory	59%	+4	Moderate
Digital & Technology	47%	-8	Weak (low n)
Strategy & Operations	58%	+3	Moderate
People & Culture	67%	+12	Strong
HR Systems	42%	-13	Weak
Corporate Services	N/R	—	Not reported (n < 20)

Management Effectiveness (Firm-wide: 72%)

Team	Score	vs Firm Avg	Signal
Operations	82%	+10	Strong
Risk & Compliance Advisory	58%	-14	Weak
Management Consulting	78%	+6	Strong
Financial Advisory	74%	+2	Moderate
Digital & Technology	64%	-8	Moderate (low n)
Strategy & Operations	75%	+3	Moderate
People & Culture	79%	+7	Strong
HR Systems	71%	-1	Moderate
Corporate Services	70%	-2	Moderate

Compensation & Benefits (Firm-wide: 58%)

Team	Score	vs Firm Avg	Signal
Operations	49%	-9	Weak
Risk & Compliance Advisory	62%	+4	Moderate
Management Consulting	55%	-3	Moderate
Financial Advisory	61%	+3	Moderate

Team	Score	vs Firm Avg	Signal
Digital & Technology	54%	-4	Weak (low n)
Strategy & Operations	63%	+5	Moderate
People & Culture	64%	+6	Moderate
HR Systems	56%	-2	Moderate
Corporate Services	60%	+2	Moderate

Culture & Belonging (Firm-wide: 69%)

Team	Score	vs Firm Avg	Signal
Operations	65%	-4	Moderate
Risk & Compliance Advisory	56%	-13	Weak
Management Consulting	73%	+4	Strong
Financial Advisory	72%	+3	Strong
Digital & Technology	62%	-7	Moderate (low n)
Strategy & Operations	74%	+5	Strong
People & Culture	81%	+12	Strong
HR Systems	76%	+7	Strong
Corporate Services	68%	-1	Moderate

Workload & Resources (Firm-wide: 64%)

Team	Score	vs Firm Avg	Signal
Operations	61%	-3	Moderate
Risk & Compliance Advisory	53%	-11	Weak
Management Consulting	67%	+3	Moderate
Financial Advisory	66%	+2	Moderate
Digital & Technology	51%	-13	Weak (low n)
Strategy & Operations	71%	+7	Strong
People & Culture	72%	+8	Strong
HR Systems	44%	-20	Weak
Corporate Services	N/R	—	Not reported (n < 20)

Communication (Firm-wide: 75%)

Team	Score	vs Firm Avg	Signal
Operations	74%	-1	Moderate

Team	Score	vs Firm Avg	Signal
Risk & Compliance Advisory	79%	+4	Strong
Management Consulting	76%	+1	Moderate
Financial Advisory	73%	-2	Moderate
Digital & Technology	68%	-7	Moderate (low n)
Strategy & Operations	78%	+3	Strong
People & Culture	82%	+7	Strong
HR Systems	69%	-6	Moderate
Corporate Services	71%	-4	Moderate

Learning & Growth (Firm-wide: 59%)

Team	Score	vs Firm Avg	Signal
Operations	57%	-2	Moderate
Risk & Compliance Advisory	51%	-8	Weak
Management Consulting	64%	+5	Moderate
Financial Advisory	62%	+3	Moderate
Digital & Technology	55%	-4	Weak (low n)
Strategy & Operations	65%	+6	Moderate
People & Culture	69%	+10	Strong
HR Systems	45%	-14	Weak
Corporate Services	N/R	—	Not reported (n < 20)

Free-Text Comments (Representative Sample)

The following comments were selected from 187 free-text responses across all dimensions. Comments are attributed by team only to preserve anonymity.

Career Development

"There is no published career progression framework. I have asked three times what the promotion criteria are for moving from Consultant to Senior Consultant and got a different answer each time." — Operations respondent

"Career development here means waiting for someone above you to leave. There is no structure, no timeline, no transparency." — Risk & Compliance Advisory respondent

"I was told during hiring that there would be a clear internal mobility pathway. Eighteen months in, the move was never formalised and nobody owns the process." — HR Systems respondent

"The People & Culture team runs a decent L&D calendar but the practice-level career conversations are non-existent. My manager has never brought up development planning." — Financial Advisory respondent

Compensation & Benefits

"My total compensation has barely moved in three years. The annual increase last cycle was 3%, which does not keep pace with the market for this skillset. Colleagues who joined from Meridian are on different legacy scales and we still have not been harmonised." — Operations respondent

"I think compensation here is reasonable for the sector. It is not going to be the highest-paying firm in the market and that is fine." — Management Consulting respondent

"Benefits are adequate but the compensation review process is opaque. I have no visibility into how adjustments are decided." — Strategy & Operations respondent

Culture & Belonging

"Since the acquisitions everything feels fragmented. We have Meridian people doing things one way and legacy Meridian another way and it creates friction on cross-practice projects." — Operations respondent

"There is no sense of team in this practice. Everyone is on their own client. I go weeks without speaking to a colleague in my own practice." — Risk & Compliance Advisory respondent

"The HR Systems team is great — very collaborative, supportive environment. But we are isolated from the rest of the firm." — HR Systems respondent

"I genuinely enjoy working here. The culture within my team is strong even if the broader firm feels a bit disconnected right now." — Management Consulting respondent

Management Effectiveness

"My Practice Head is excellent — technically sharp, supportive, and accessible. One of the main reasons I stay." — Operations respondent

"Manager availability is a real issue. Check-ins are cancelled more often than they happen and I have gone months without a substantive one-on-one." — Risk & Compliance Advisory respondent

"Management in this practice is effective at client delivery but poor at people management. We need dedicated people management time, not just project oversight." — Digital & Technology respondent

Workload & Resources

"We have been running at two analysts for a three-analyst workload since the managed-services contract started. The HRIS migration backlog keeps growing. Something has to give." — HR Systems respondent

"Workload is unpredictable. I was pulled onto a compliance audit with no briefing and expected to contribute immediately. Resourcing feels reactive." — Risk & Compliance Advisory respondent

"Workload is manageable in my practice. The issue is more about the tools and systems — too much manual reconciliation between platforms." — Operations respondent

Communication

"Firm-wide communication has actually improved since the Town Halls started. I feel more informed about the strategic direction than I did a year ago." — Financial Advisory respondent

"Communication within the practice is fine but cross-practice communication is poor. I only find out about relevant projects through informal channels." — Risk & Compliance Advisory respondent

"The communication score probably looks good because the Town Halls are popular, but day-to-day operational communication — who is doing what, project staffing, process changes — is chaotic." — Risk & Compliance Advisory respondent

Data Quality Notes

- Digital & Technology response rate (38%):** Results are based on 30 of 78 eligible employees. The team was mid-restructure during the survey window. Scores may not represent the full team and should be flagged for re-survey in the next survey wave.
- Corporate Services dimension gaps:** A platform routing error caused employees who joined after the Meridian acquisition to skip the Career Development, Workload & Resources, and Learning & Growth dimension sections. This affects approximately 11 of 24 respondents. Affected dimensions are reported as N/R.
- Prior-year comparability:** The prior-year survey used a 5-point agreement scale. The current survey switched to a 6-point scale with no neutral midpoint. Favourability percentages are calculated as the proportion of top-2 responses in both years, but direct year-on-year comparisons should be treated as indicative rather than precise.
- Meridian legacy respondents:** Employees who joined through the recent Meridian acquisition are included in team-level scores. No separate acquisition cohort analysis was run for this survey cycle.