

## CASE STUDY

# CHURCH COMMISSIONERS

Our **10 CEO Commitments on Diversity** have been a flagship Real Estate Balance policy for close to a decade. Setting out 10 inclusive actions that each member CEO agrees to take on equity, diversity and inclusion (EDI), the Commitments are designed to be interpreted and implemented by our member organisations in ways that are appropriate for them.

We know our members are all at different stages in their journeys with the Commitments, so we showcase some of the fantastic work already taking place to inspire and encourage others to find new and creative ways of engaging with them.

Here we look at Commitment 2 and how **The Church Commissioners** has put their own spin on the importance of collecting data as part of a meaningful engagement exercise to develop a more inclusive working environment.



**REAL  
ESTATE  
BALANCE**

## Commitment 2

### Utilising data to progress **EDI**

**10** **CEO**  
Commitments  
on Diversity

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# The importance of listening – turning data into action

Aideen O'Halloran, Head of People, Investments, at the Church Commissioners explains how the team used data gathering to drill down into the employee experience and to ensure that working practices supported their diverse workforce.

What did the Church Commissioners do?

We regularly gather, analyse and act upon our diversity data and report progress in line with our Real Estate Balance CEO Commitments. This has given us insight on areas to target and action. Following our move into newly refurbished offices with a new hybrid working model, we decided to build on this process to conduct targeted

analysis to assess the impact of the new offices and working patterns.

When we moved to the new space, we began by trying the model of working three days in the office (Tuesday – Thursday) with Monday and Friday as remote working days. Our aim was to build greater connectivity across teams by having more time together in the office. We then decided to design a survey to assess how this was working as we wanted to ensure that both our working environment and working patterns supported productivity and took account of team member's work/life balances and family commitments.

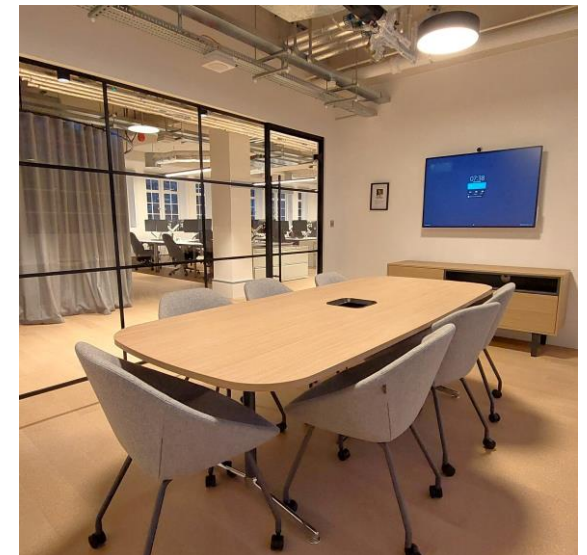
We surveyed the team, focusing on three key areas:

- office layout
- core day working options
- suggestions for improvements to the office environment.

We sought both quantitative and qualitative feedback. We also committed to transparency by sharing the survey results with the whole team and to acting based on the feedback.

*"We needed to demonstrate commitment to action on the survey feedback. If we did not act, we risked losing employee trust,"*

**John Weir, MD, Head of Real Estate.**



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### What was the survey feedback?

We were pleased to see high engagement with the survey with an 85% response rate. We were also pleased to find that 79% of colleagues were positive about the new office layout and opportunities to collaborate it offered. On core days, there was a clear message; 64% indicated a preference for moving to two core office days. There was a majority against any increase in core office days (the survey offered a range of options to team members). The survey comments highlighted the ability to balance family and childcare commitments as significant drivers of the preference for two core office days. Team members also offered ideas for 'quick wins' to improve the office environment.

### What actions did the Church Commissioners take because of the survey?

- We held an in-person town hall with the leadership team and used this to confirm that we would act on the feedback and move to two core working days in the office, with flexibility for some teams who may need to be in the office more frequently.
- We then shared the detail of the survey feedback with the whole team to deliver on our commitment to transparency.
- Finally, we acted on several small but impactful requests for action on improving the office space and connectivity. These actions included setting up a regular monthly coffee/cake catch-up to help everyone connect informally, improving the

desk booking process and providing a range of fruit teas in the kitchen.

### What did the organisation learn?

It is not easy to strike a balance between business and team needs. This experience showed us the importance of ongoing dialogue to keep pace with changing work and organisational needs. And just as importantly, it reinforced for us, as Steve Jobs said, that "details matter."

The small actions you take as a leadership team signal your commitment to deliver just as strongly as anything you might say.

Thank you to Aideen and the Church Commissioners for sharing this case study.