USERS

Inclusion Survey

2023 USER SUMMARY REVIEW

PARTICIPATION

USERS

17%

115/678

- Participated
- Declined

83%
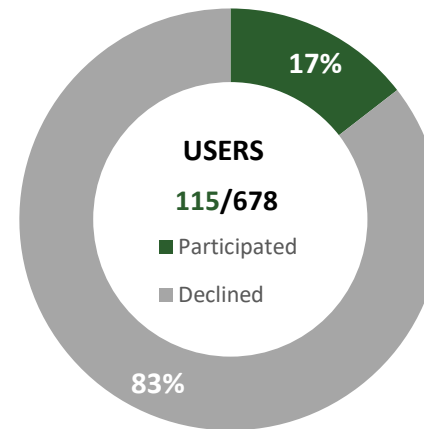
Note: 17% is a small sample and may not reflect the views of the larger group

RACE

15%

- Minority
- Not Specified
- Non-Minority

13%

72%

GENDER

8%

22%

- Male
- Female
- Not Specified

70%
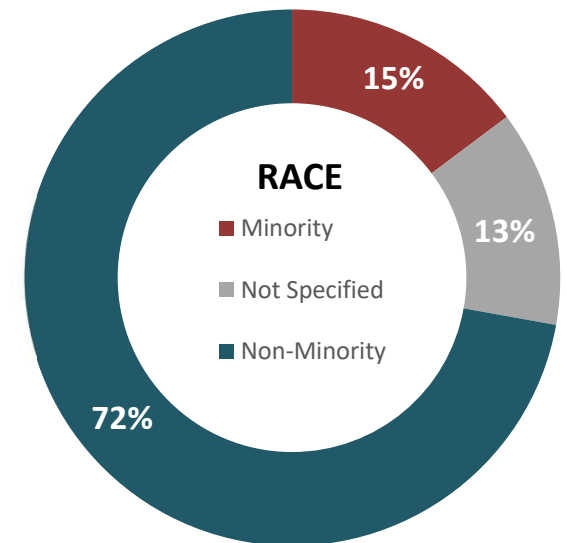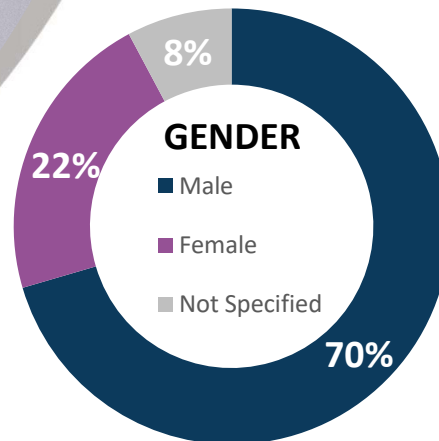
LOTS OF CHANGE

Since 2020 Survey...

- **~300 Hires**
- **~200 Exits**

- **Pandemic**
- **Remote Work**
- **George Floyd**
- **January 6th**
- **DEIA Awareness**

Jefferson Lab

Inclusion Survey Summary 2023

Category Definitions

- **Belonging:** The extent to which Employees and Users feel accepted, connected, supported and included in the workplace.
- **Decision Making:** Deliberate, thoughtful and timely consideration when making judgments or determinations.
- **Diversity:** The organization's belief and commitment to diversity, resulting in Employees and Users feeling safe to share their own unique background.
- **Engagement:** The level of enthusiasm and dedication Employees and Users bring to the workplace.
- **Equity:** The extent to which Employees and Users experience impartiality, just treatment, and/or favoritism in the workplace.
- **Growth:** The organization's openness and dedication to development and career opportunities.
- **Inclusion:** The Employees and Users ability to safely be their whole self and be valued for it
- **Opportunities & Resources:** The Employees and Users awareness of channels and ease of access to support professional growth.
- **Remote Work:** Collaboration and effectiveness.
- **Voice:** The opportunity for Employees and Users to express their opinions, ideas, concerns, and/or suggestions about our workplace and culture.

Users compared to Employees

	Overall Jefferson Lab	Employee	User
No. of responses	674	559	115
Decision Making	46%	0	+1
Opportunities & Resources	67%	0	-1
Engagement	77%	+1	-6
Voice	58%	0	+4
Belonging	67%	-1	+6
Growth	64%	-2	+6
Diversity	73%	0	-1
Remote Work	62%	0	-1
Inclusion	67%	-1	+8
Equity	53%	-1	+4

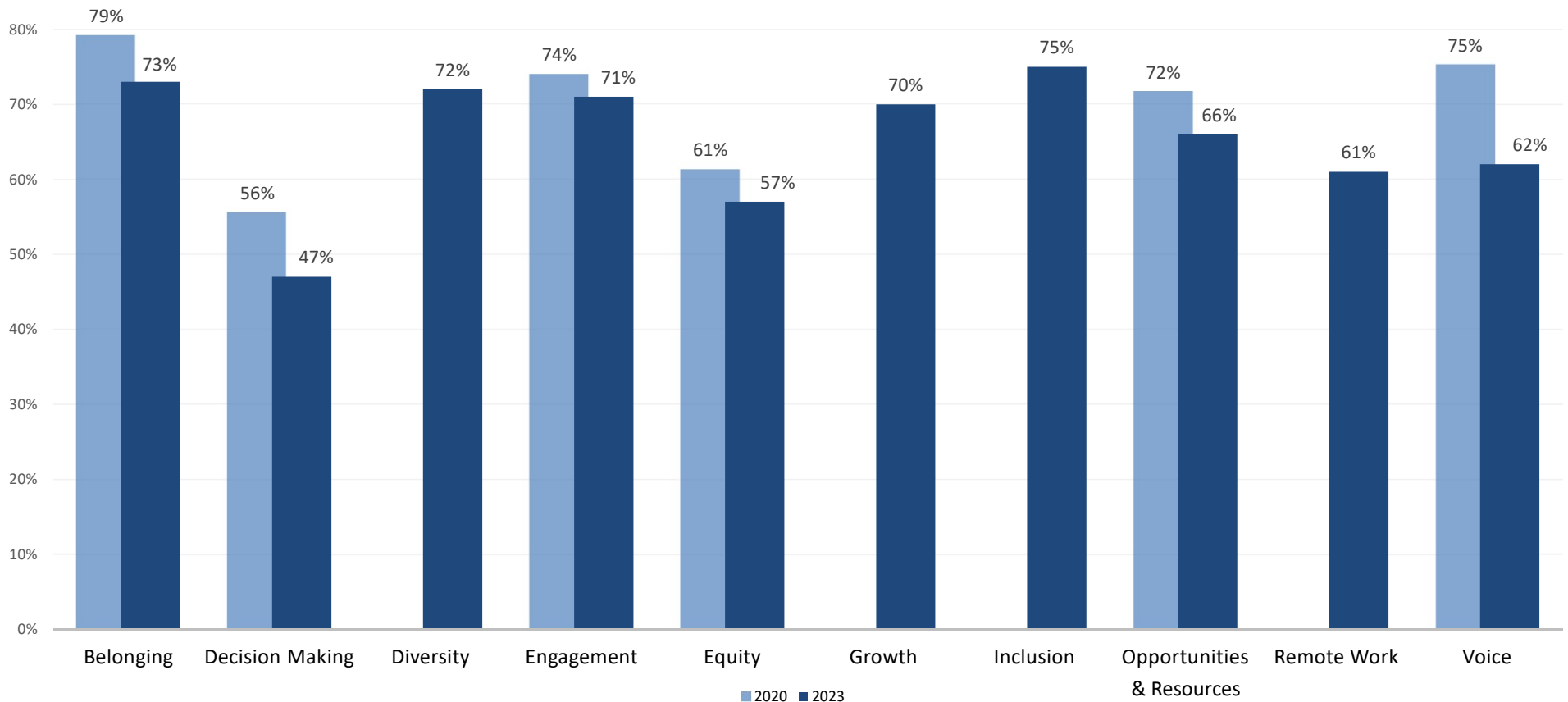This Heatmap represents +/- from the overall favorability %

JLAB USER HIGHLIGHTS

Inclusion Survey Summary 2023

(Users Only)

**_Please note_: While six factors remained consistent with the 2020 survey, four new factors were evaluated in 2023, so there is no comparison available (Diversity, Growth, Remote Work and Inclusion).

Jefferson Lab

User
Summary of Categories

Scores that are positive (+) shows where division is doing better than or improved.
Scores that are negative (-) shows where there is opportunity to improve or fall below benchmarks.

Category	User 2023 Score	User 2020 Score	JLAB 2023 Score
Belonging	73	-6	+6
Diversity	72	N/A	-1
Equity	57	N/A	+4
Inclusion	75	N/A	+8
Remote Work	61	N/A	-1

Category	User 2023 Score	User 2020 Score	JLAB 2023 Score
Decision Making	47	-9	+1
Engagement	71	-3	-6
Growth	70	N/A	+6
Opportunities & Resources	66	-6	-1
Voice	62	-13	+4

INCLUSION

Jefferson Lab

How included do your Employees and Users feel and what does that mean?

Inclusion represents an Employee/User's ability to safely be their whole self and be valued for it. The inclusion factor is comprised of an average across 5 outcome index questions (shown below).

Overall Jefferson Lab

67%

Inclusion	75	16	9

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Favorable ■ Neutral ■ Unfavorable
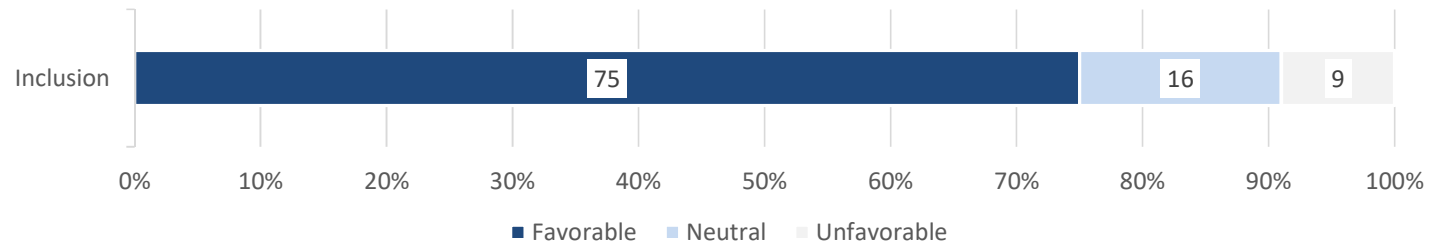
Jefferson Lab Users

75%

Inclusion Index Items	2023	2020
I can be my authentic self at Jefferson Lab	85%	86%
I feel like I belong at Jefferson Lab	71%	82%
I feel respected at Jefferson Lab	84%	N/A
I feel valued for the unique contribution I can make to Jefferson Lab	74%	N/A
I feel safe to take risks at Jefferson Lab	59%	N/A

ENGAGEMENT

Jefferson Lab

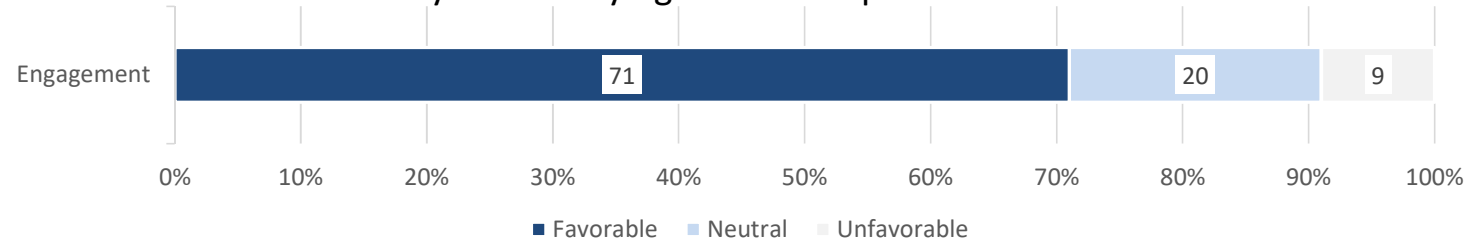**How engaged do your Employees and Users feel and what does that mean?**

Employee engagement represents the levels of enthusiasm and connection Employee/User's have with their organization. It's a measure of how motivated people are to put in extra effort for their organization, and a sign of how committed they are to staying there. Comprised of the 5 items below.

Engagement | 71 | 20 | 9

0%   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ Favorable   ■ Neutral   ■ Unfavorable

Overall Jefferson Lab

77%

Engagement Index Items	2023	2020
I am proud to work at Jefferson Lab	93%	89%
I would recommend Jefferson Lab as a great place to work	75%	84%
I am inspired to do my best work at Jefferson Lab	84%	92%
I still see myself working at Jefferson Lab in two years' time	66%	64%
I rarely think about looking for a job at another company	38%	43%

Jefferson Lab Users

71%

AREAS of PROGRESS...

Improvements from 2020 to 2023

+10%
70% up from 60%

When there are career opportunities at Jefferson Lab, I am aware of them.

+10%
96% from 86%%

I know how my work contributes to the goals of Jefferson Lab.

+8%
56% from 48%

At Jefferson Lab, we address disrespectful behavior.

AREAS of OPPORTUNITY...

Areas decreased from 2020 to 2023

Jefferson Lab

-21%

39% down from 60%

I am included in decisions that affect my work at Jefferson Lab.

-13%

63% down from 76%

I can voice a contrary opinion at Jefferson Lab without fear of negative consequences.

-13%

65% down from 78%

When I share my opinion at Jefferson Lab, it is valued.

Facing Challenges Together

HOW YOU MIGHT UNPACK

Recognition & Reward

- What recognition and reward programs exist?
- How are managers and employees empowered to recognize others?
- How do you ensure rewards distributed fairly?

Communication & Voice

- What information is being shared and what needs to be?
- How timely and transparently do you communicate?
- How are employees invited to share their opinions and how do they know they are heard?

Decision Making

- How are you gaining employee perspectives?
- What insight do employees have into decision making?
- What information is used to make decisions and how is that communicated?

JLAB HIGHLIGHTS

LAB-WIDE COMMITMENTS

Recognition & Reward

- Bolster and reintroduce Employee Recognition & Reward Program

Communication & Voice

- Hold regular All Hands & Division Meetings to deliver more timely communications

Decision Making

- Pilot "Just a Cup" Mentoring Program to promote networking, skills enrichment, professional development, information sharing and decision-making

DEMOGRAPHICS

Overall, demographics that were not specified or answered were generally less favorable across the survey which could indicate opportunities around psychological safety. When looking specifically at the demographics that make up Jefferson Lab's focus groups, here are some generalizations:

AGE

Younger employees are generally having a more favorable experience compared to **mid-to-late aged employees**.

DISABILITY

Employees who do not identify with disability(ies) are generally having a more favorable experience compared to employees who **identify with disability(ies)** except within Growth, Diversity, and Remote Work**.**

GENDER

Employees who identify as male are having a more favorable experience with the exception of within Remote Work, as the only category that is less favorable compared to **employees who identify as female**. For employees who identify as non-binary, the results were suppressed due to confidentiality reporting.

LGBTQ+

Employees who **identify as LGBTQ+** are generally having a more favorable experience than employees who do not identify as LGBTQ+, with the exception of within **Opportunities & Resources and Diversity**.

RACE

Employees who identify as Asian, Hispanic/Latinx, Two or More Races, and White, are generally having a more favorable experience compared to **employees who identify as African-American/Black.**

ROLE

Most roles are having a more favorable experience compared to **Technical, Staff Administrator, and Administrative Support (non exempt) roles,** with the most opportunity in the latter.

TENURE

Newer employees tend to have a more favorable experience that levels out within mid tenures and seems to decrease in **later tenures (10+ years).**

VETERAN

Employees who identify as veterans are having similar experiences to employees who do not identify as veterans. However, **Voice, Growth, Diversity, and Remote Work** are less favorable for **employees who identify as veterans.**

HERE'S WHAT WE KNOW

WHAT IS MOST IMPORTANT

- ✓ People feel safe to be authentic self
- ✓ Safe to speak up and ask questions
- ✓ It's important for feeling valued and ultimately belong

OVERALL NOTES TO CONSIDER:

Users Inclusion Score is above Lab Average

Dips in Voice and Decision Making compared to 2020.

While Females scores remain below Male scores in every category except engagement, the gaps were smaller than in 2020.

Example:
Decision Making Gender Spread in 2023 is 14 (down from 24 in 2020).

Top Themes from User Comments

Positive	Areas of Opportunity
The work we do at JLab is meaningful and beneficial. People take great pride in their work at the Lab.	Survey questions do not apply to or make sense to Users. There should be a separate survey with questions that relate to Users.
The Lab is making progress in the area of DEIA but still has more they can do to improve.	Would like to see more diversity of people in the area of Physics and at JLab.
The Lab is a great place to work and leadership is supportive.	There could be greater respect for people at all levels of the User community (not all feel respected and appreciated).
Have seen improvement in communication.	Would appreciate more people being on-site, it is hard to collaborate and conduct research when people are working remotely.

Inclusion Survey Summary 2023

(Users Only)

Jefferson Lab

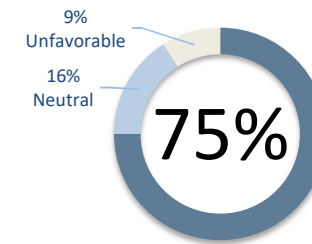### Inclusion Survey 2023 RESULTS ARE IN!

17% Users Participation

How are scores calculated?
The scores shown reflects the percentage of those surveyed who responded favorably to the questions (vs neutral or unfavorably).

Overall Feeling of Inclusion

9% Unfavorable
16% Neutral
75%

What is going well			Areas of opportunity		
I know how my work contributes to the goals of Jefferson Lab.	Opportunities & Resources	96%	When it is clear that someone is not delivering in their role at Jefferson Lab, we do something about it.	Equity	27%
I am proud to work for Jefferson Lab.	Engagement	93%	People at Jefferson Lab maintain a healthy blend between work and personal life.	Opportunities & Resources	39%
I would recommend Jefferson Lab as a great place to work.	Engagement	88%	I am included in decisions that affect my work at Jefferson Lab.	Decision Making	39%

RESULTS To see the full list of questions and scores **click here**