



## CISL DRIVES ENGAGEMENT

What's good for employees is good for business. For companies looking to attract the best talent, reduce staff turnover, improve productivity and retain customers, building a fully engaged workforce is a must. Engaged employees deliver more, and they are healthier and happier at both work and home.

CISL programmes create a strong bond between employees and the company – and between participants of programmes. The quality of employees' work relationships are shown to be important to overall quality of life and builds employee engagement.

The Study shows that when employees participate in a CISL experience, they feel connected with strong loyalty and pride in the company, they build stronger relationships with colleagues, to better understand the corporate Purpose and stay with the company longer.



# 99%

of participants have recommended CISL programmes

# 81%

inspired to contribute more to their role

# 89%

increased pride in their organisation

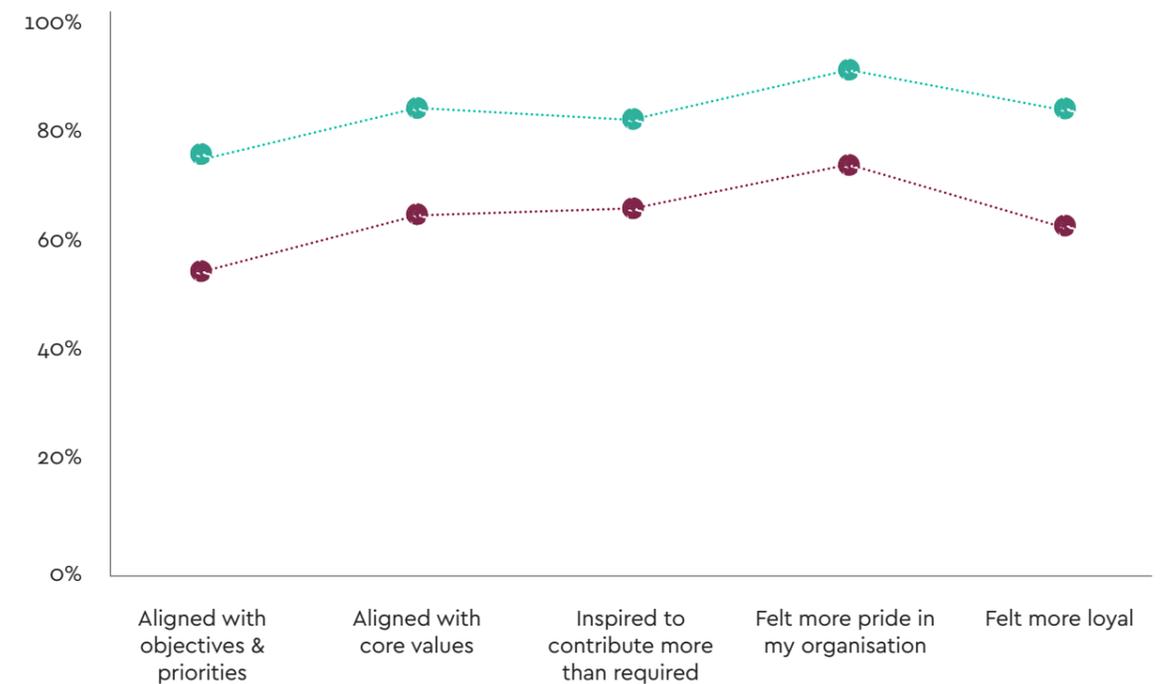
# 81%

increased loyalty to their organisation

**DATA INSIGHTS:** Senior Leadership Championing is key to driving employee engagement outcomes in CISL Programmes.

When Senior Leaders champion these types of programmes, it impacts a number of reported participant outcomes, with the highest significance seen across the employee engagement measures. The 2019 data shows that when senior leaders champion a CISL programme, it greatly impacts all engagement measures.

### IMPACT OF A SENIOR LEADERSHIP CHAMPION ON EMPLOYEE ENGAGEMENT



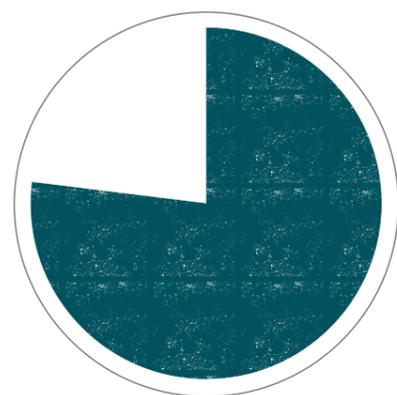
- Championed by Senior Leader (% of participants agreed and strongly agreed)
- Not championed by Senior Leader (% of participants agreed and strongly agreed)

# EMERGING WORLD

To learn more about these results contact [research@emergingworld.com](mailto:research@emergingworld.com) or visit [www.emergingworld.com](http://www.emergingworld.com)

Retaining employees allows companies to build on an individual's existing knowledge and networks, and maximises their transferable skills. The Study shows how CISL programmes build the skills and competencies needed for career mobility which impacts employee retention.

**DATA INSIGHTS:** Data in the 2019 CISL Impact Benchmark Study strongly supports the premise that immersive learning programmes create a positive impact on employee engagement and retention for programme participants, which has a significant effect on associated resourcing costs.

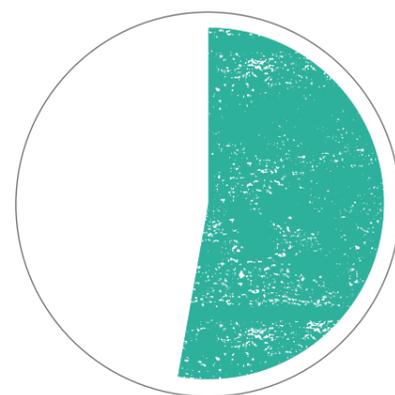


## ROLE

77% changed their role within the company

# 70%

identified their experience as contributing to remaining with the company



## IMPACT

53% of those in new roles identified the experience as a contributing factor in moving roles.

**42%**  
moved to a different area of the business

**50%**  
with increased seniority

**68%**  
with increased scope or responsibility

**IMPACT STORY:** The Mars Ambassador Program (MAP) enables eligible Associates to develop their skills and capabilities while building great partnerships worldwide.

MAP offers Associates a chance to lend their expertise to organisations and communities across the MARS value chain. Participating in MAP is designed to be a life-changing experience that connects Associates with communities and enables them to learn about the issues MARS faces as a business as they develop leadership competencies in real-life situations.

In 2017, Andrea Bradley, Mars Petfoods Division, travelled from Australia to the USA to work with an animal welfare NGO's programme supporting stray and feral cats as part of the Mars Ambassador Program. As part of the experience, she was part of a team that worked in an animal shelter building housing and feeding stations that were designed to protect feral cat colonies through the winter months. At the end of the build, they distributed the shelters to cat caretakers around the community and heard first-hand the value of their work.



**"It was an incredible opportunity to meet Associates from around the world and learn a completely different way to make a better world for pets. This initiative makes Mars a truly unique and incredible employer."**

ANDREA BRADLEY

