

Wellbeing and Retention Patterns at GlobalWorks

Exploratory analysis of divisional wellbeing and avoidable turnover



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Problem Statement

GlobalWorks' most recent HR and engagement data reveal a wide gap in wellbeing, with average engagement ranging from about 2.1 to 4.0 and work-life balance from roughly 2.5 to 3.4 on the 1–5 scale, while exit rates range from around 41% to nearly 100%, and remains high even after excluding retirements. The organisation seeks to link these disparities to employee exits to identify which divisions are at heightened risk of avoidable turnover.

About the Data

- **Employee Data:** Core HR records including division, role, start date, and exit status
- **Employee Engagement Survey Data:** Survey responses measuring engagement, satisfaction, and work–life balance (1–5 scale)
- **Training and Development Data:** Information on training participation, duration, cost, and outcomes
- **Recruitment Data:** Applicant and hiring information used for contextual understanding

Datasets Overview: Key Metrics

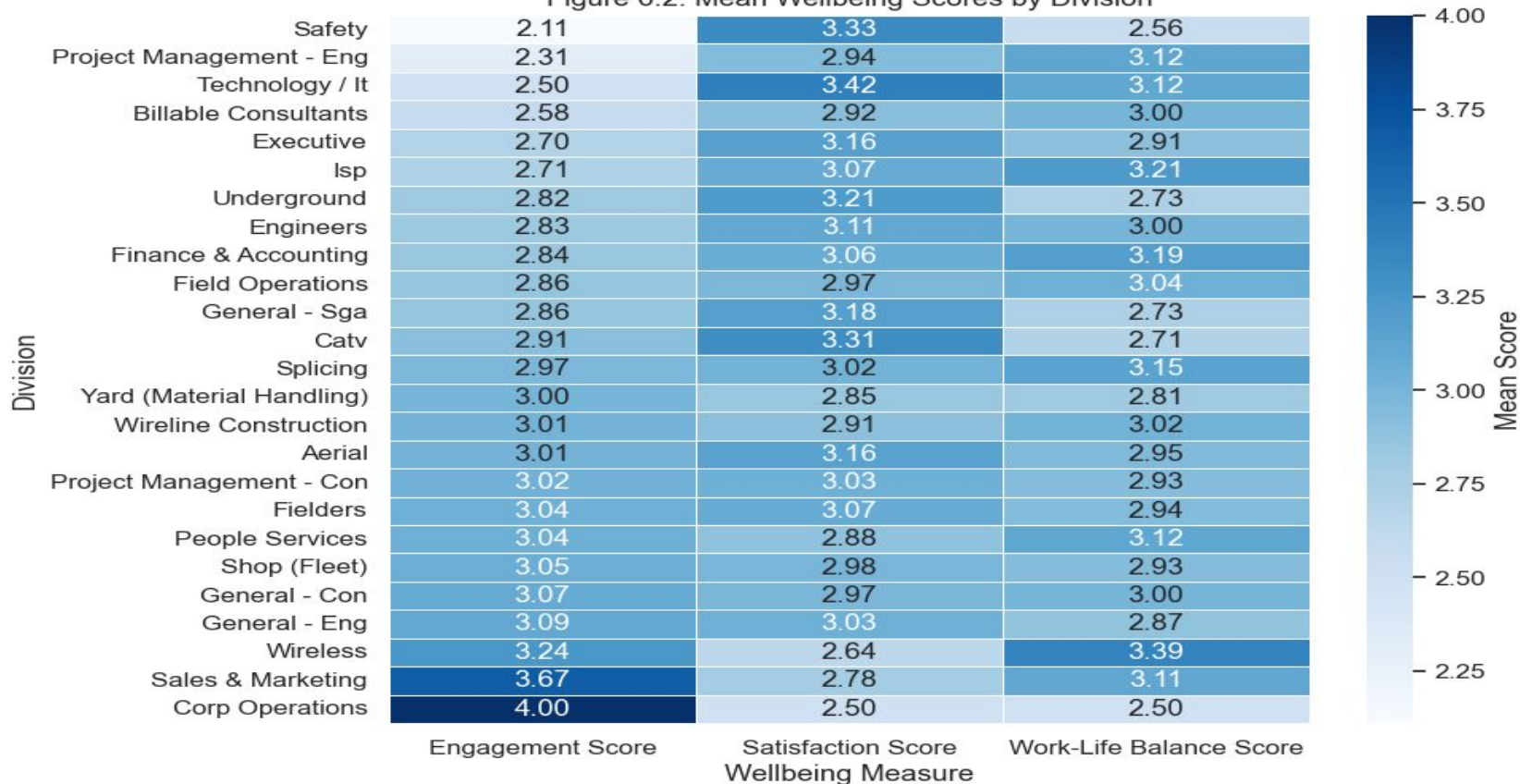
- Employee-level data covering the full workforce
- Multiple business divisions represented
- Wellbeing measured using three survey indicators (1–5 scale)
- Exit data includes both avoidable and non-avoidable exits

Objectives

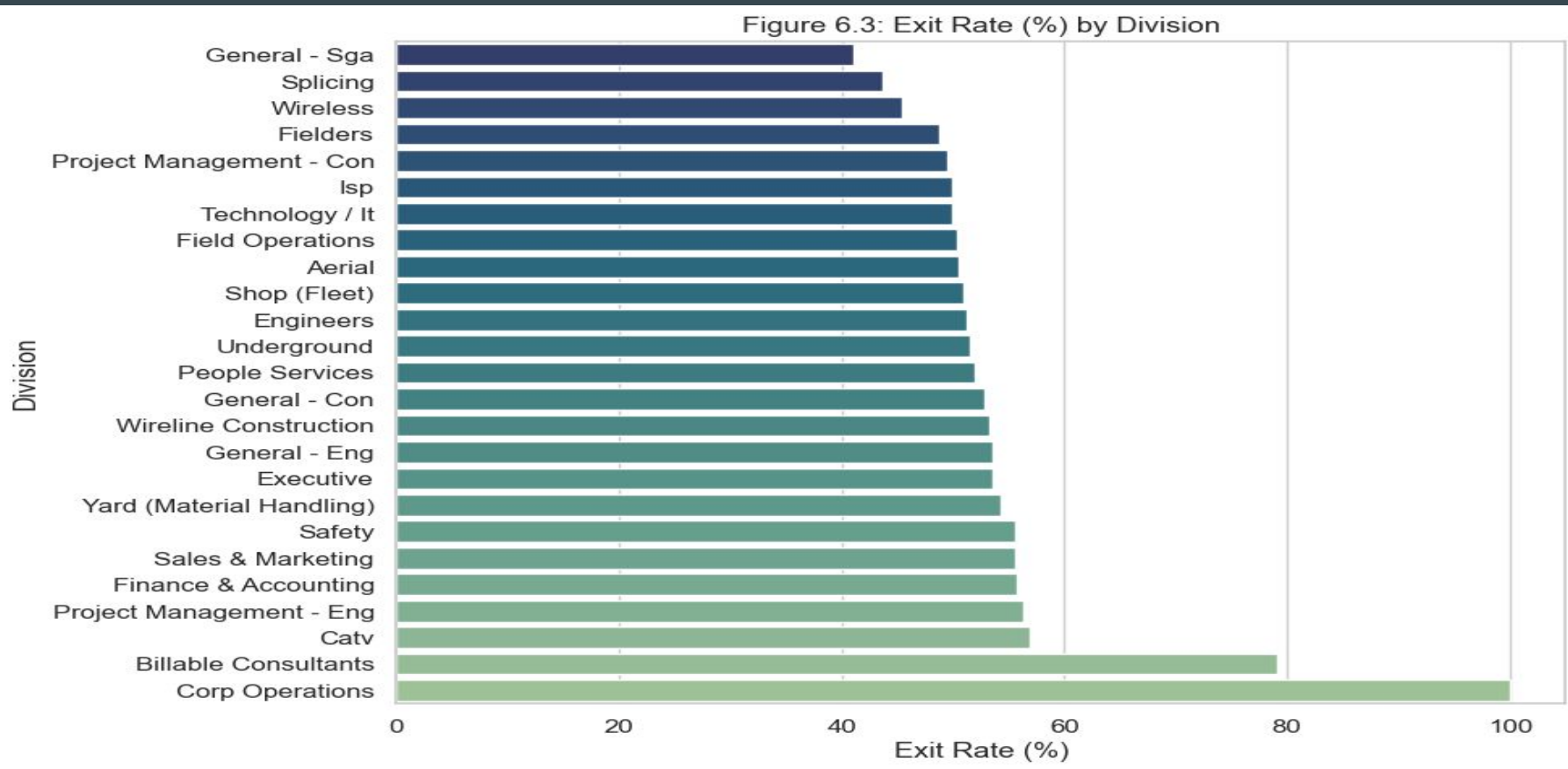
1. Summarise overall engagement, satisfaction, and work–life balance across the workforce.
2. Compare division-level wellbeing to identify divisions with significantly lower sentiment.
3. Examine how divisional wellbeing patterns differ between areas with higher and lower exit rates.
4. Distinguish avoidable vs non-avoidable exits and assess how each relates to wellbeing by division.
5. Identify divisions that show weaker wellbeing and higher (avoidable) exit rates to prioritise retention support.

Wellbeing Varies by Division

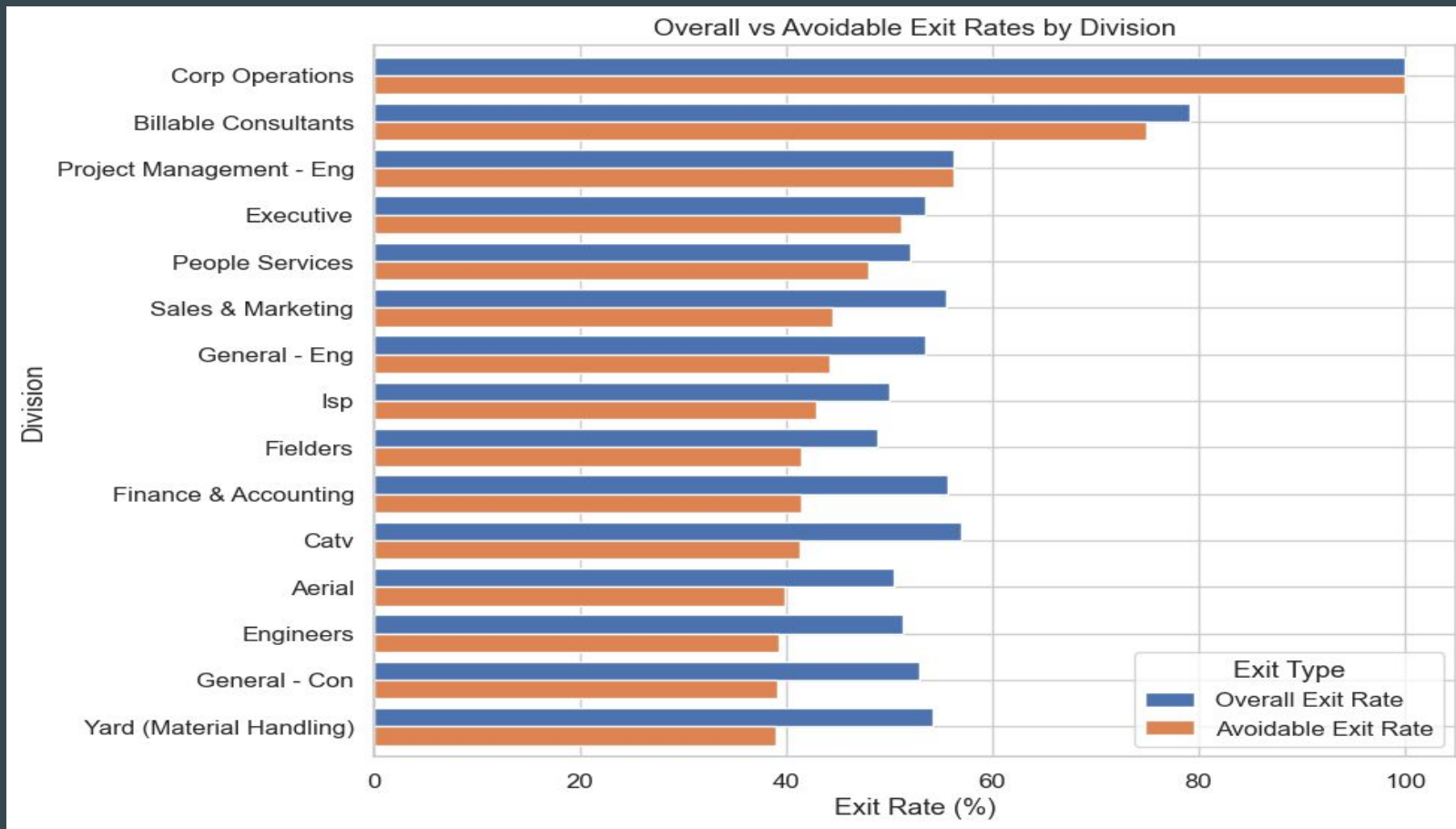
Figure 6.2: Mean Wellbeing Scores by Division



Exit Rates Vary Across Divisions

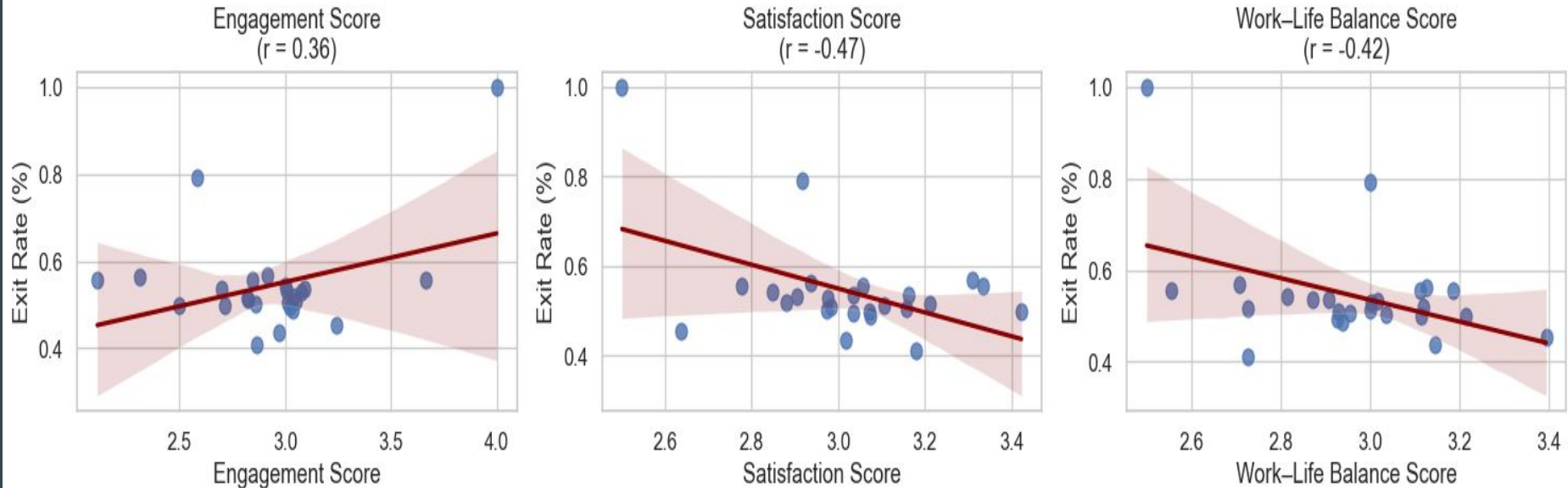


Most Turnover Remains After Excluding Retirement

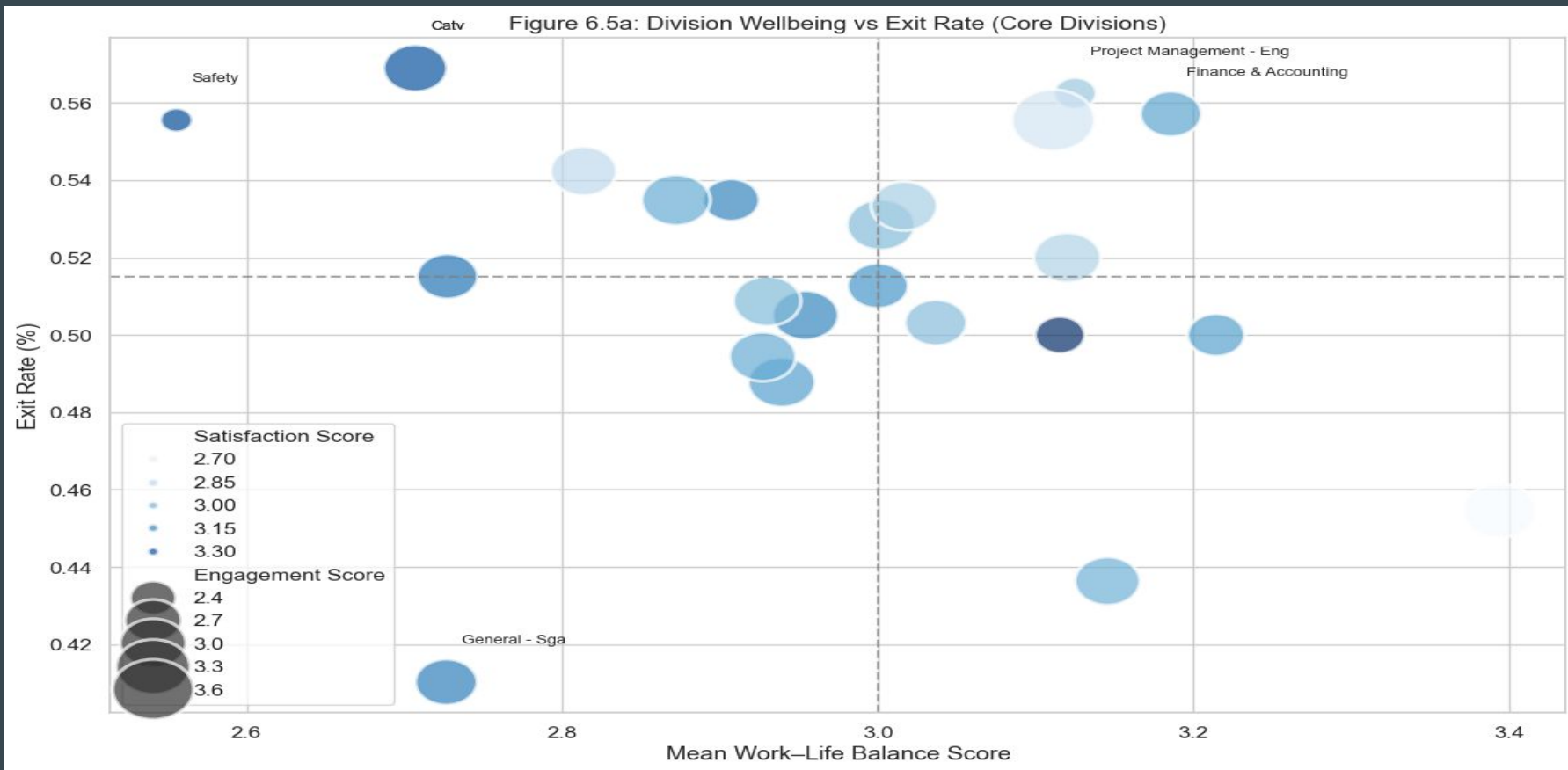


Which Wellbeing Measures Are Linked to Exits?

Figure 6.4: Divisional Wellbeing Measures vs Exit Rate



Where Retention Risk is Concentrated



Priority Divisions for Intervention

High-risk (weaker wellbeing + higher avoidable exit rates):

- Safety
- Project Management – Engineering
- Finance and Accounting

Moderate-risk (mixed signals, monitor closely):

- Technology / IT
- Field Operations
- People Services
- Aerial
- Engineers

Lower-risk (stronger wellbeing and/or lower exits):

- General – SGA
- General – ENG
- Sales and Marketing
- Splicing
- Wireless

Recommendations

1. **Prioritise high-risk divisions**
2. **Address work-life balance pressures**
3. **Improve Satisfaction through local actions**
4. **Use division-specific strategies rather than organisation-wide fixes**



Thank you!