

Roadshow Survey Feedback

Thank you to everyone who took the time to complete the survey ahead of the ELT Roadshows.

Given the limited time available during each session, we have summarised the key themes raised and outlined how we are addressing them.

There will also be time for questions during the roadshows, so please feel free to raise anything you would like to discuss further.

1. Performance & Feedback

What You Told Us

- Annual reviews feel inconsistent
- Some people feel blindsided by feedback
- Not enough regular check-ins
- Different standards between regions

What We're Doing

- Resetting expectations for regular quarterly check-ins
- Reviewing the appraisal process
- Providing clearer guidance for managers
- Improving documentation and year-to-year continuity

2. Business Communication

What You Told Us

- Updates sometimes need to be chased
- Limited visibility on business performance
- Uncertainty around hiring, growth and Tier 1 ambition
- North Island structure not clearly understood

What We're Doing

- Providing clearer updates on business performance
- Clarifying our Tier 1 ambition — what it is and what it isn't
- Explaining the North Island structure and integration
- Increasing proactive communication across the business

3. Workload & Resourcing

What You Told Us

- Teams feel stretched
- Need more apprentices and capability development
- Capability gaps in some regions
- Questions around plant replacement and hiring

What We're Doing

- Reviewing workforce planning across regions
- Rebuilding apprentice and competency pipelines
- Confirming hiring priorities
- Developing clearer plant replacement planning

4. Leadership & Standards

What You Told Us

- Leadership is approachable
- Consistency varies across regions
- Desire for stronger and fairer standards
- People want to raise concerns safely

What We're Doing

- Reinforcing leadership expectations
- Supporting leadership capability development
- Strengthening psychological safety
- Addressing regional issues where needed

5. Policy & Process Clarity

What You Told Us

- Out of town allowances unclear
- Questions about vehicle allocation
- Onboarding and exit processes inconsistent
- Limited visibility of H&S reps and training pathways

What We're Doing

- Reviewing and clarifying key policies
- Improving onboarding processes
- Increasing visibility of H&S representatives and competency pathways
- Communicating changes more clearly and consistently

6. What's Working Well

What You Told Us

- Strong culture and team environment
- Pride in the Isaac Group brand
- Confidence in where the business is heading

What We're Doing

- Protecting the family feel as we grow
- Keeping culture at the centre of expansion
- Remaining independent, deliberate and values-led

Closing

Your feedback helps us understand where we are doing well and where we need to improve. The roadshows are an opportunity to continue these conversations and ensure we stay connected as one business. We appreciate the honesty in the feedback and encourage everyone to keep speaking up as we continue building a stronger Isaac Group together.