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FIVE

Fairness · Inclusion · Voice · Enablement

The conditions for sustained high performance



Our Belief

The best organisations do not choose between people and performance. They build leadership, cultures and systems that enable all people to contribute at their best – and build enduring performance as a result.

FIVE is Symmetra's framework for Unlocking human potential and organisational performance – targeting universal goals that lift the experience of all diverse people across the organisation.

FIVE at a glance

F

Fairness

Opportunities, resources and decisions are shared in ways that build trust and help everyone excel.

I

Inclusion

Everyone feels respected, valued and part of the team, whatever their differences.

V

Voice

Different perspectives add value, and everyone has real influence over decisions that affect them.

E

Enablement

Everyone has the tools, resources and support to learn, grow and succeed.

Leaders create the conditions in daily practice → Systems sustain them through decisions, processes and incentives → **Optimises motivation, engagement and sustains performance**

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FIVE delivers results

F · Fairness

Teams operating in a ‘high fairness’ environment perform at a level **26% higher** and are **27% less likely** to leave.

Garter ReimagineHR (2021)

I · Inclusion

Inclusive teams were **8.5x** times more likely to work together effectively and **9.5x** times more likely to be innovative.

Diversity Council Australia, Inclusion@Work Index 2025–26

V · Voice

High Voice environments can raise productivity by **10%,** decrease turnover by **22%** and reduce safety incidents up to **33%**

Gallup Q12 meta-analysis (2024)

E · Enablement

20–40% of economic growth over 50 years came from removing obstacles to opportunity for talented people; similar effects occur when removing organisational obstacles.

Hsieh et al. (2019), Haegele (2025)

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F Fairness

Opportunities, resources, rewards and decisions are shared in ways that build trust and support everyone to excel.

WHAT PEOPLE EXPERIENCE

- Trust the rules, decisions and leadership
- Can see how decisions about them are made
- Believe effort and capability will be recognised

WHAT LEADERS DO

- Decide on clear, consistent criteria
- Share stretch work and sponsorship deliberately
- Judge merit on past performance and future potential

WHAT SYSTEMS PROVIDE

- Transparent criteria for hiring, promotion and pay
- Outcome data across the whole talent lifecycle
- Fair allocation of high-profile and less visible work



I Inclusion

A culture and workplace where everybody, whatever their differences, feels respected, valued and able to contribute at their very best .

WHAT PEOPLE EXPERIENCE

- Feel valued as individuals and as part of the team
- Do not need to hide who they are to fit in
- Are treated with respect in everyday interactions

WHAT LEADERS DO

- Get to know each person as an individual
- Value what each person adds, not how well they fit
- Address behaviour that excludes or disrespects

WHAT SYSTEMS PROVIDE

- Respect built into values and performance expectations
- Inclusion measured team by team, as people experience it
- Meetings, feedback and reviews designed for full participation by all

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Voice

Different perspectives add value, and everyone in the team has meaningful influence over the decisions that affect them.

WHAT PEOPLE EXPERIENCE

- Feel safe to raise ideas, concerns and dissenting views
- Are encouraged to challenge, not only permitted
- See that their input can change outcomes

WHAT LEADERS DO

- Make challenge legitimate before decisions are made
- Invite quieter voices in and use structured thinking processes
- Show where input shaped the final decision

WHAT SYSTEMS PROVIDE

- Formal channels for ideas and concerns
- Consultation on changes that affect people's work
- Incentives for speaking up and protection for people who challenge



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E Enablement

Everyone has the opportunities, tools, resources and support to learn, grow and succeed, and the barriers in their way are removed.

WHAT PEOPLE EXPERIENCE

- Feel supported to succeed
- Have the agency to act on their work
- See no structural barriers in their way

WHAT LEADERS DO

- Ask each person what they need to do their best work
- Set clear roles and expectations
- Coach and develop without waiting to be asked

WHAT SYSTEMS PROVIDE

- Data on who gets development, stretch roles and exposure
- Several routes to support, including automatic opt-in
- Equal access to new tools, including AI



Implementation principles

Effective application of FIVE ensures these standards are met:

01	**Outcomes based**	Every action has a clear outcome beyond the activity itself, and a clear account of how the activity will produce it.
02	**Data and evidence driven**	Outcomes are measurable, even if indirectly, and actions are chosen because evidence shows they work, not because others use them.
03	**Whole-systems approach**	Change addresses policy, process, technology, incentives and behaviour together, so one part of the system does not undo another.
04	**Coalition building**	Change starts from goals people already share, such as rewarding merit and performance, and builds solutions most people can support.
05	**Universal impact**	Outcomes benefit everyone. Where some people face barriers that others do not, removing them is part of improving the whole system.



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Thank You

To discuss how FIVE could support your leaders and teams, contact us.

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