

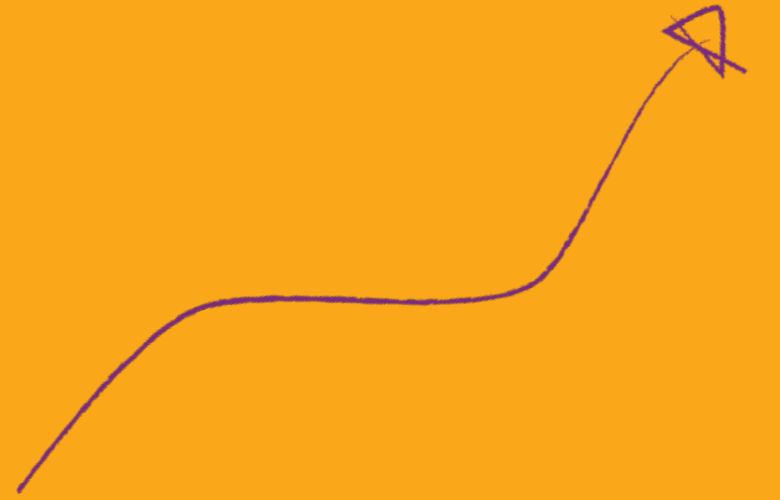


# THE CURRENT STATE OF EMPLOYEE ENGAGEMENT IN THE UK

Findings from the 2023 UK Engagement Survey

Sarah Pass and James Court-Smith





BACKGROUND



ENGAGE FOR SUCCESS

JANUARY 2023

UK EMPLOYEE ENGAGEMENT SURVEY 2022

EXPLORING THE IMPACT OF COVID-19 ON EMPLOYEE ENGAGEMENT IN THE UK

Prepared in collaboration with:

Nottingham Business School Nottingham Trent University

stillae Putting data to use

ENGAGE FOR SUCCESS

JANUARY 2023

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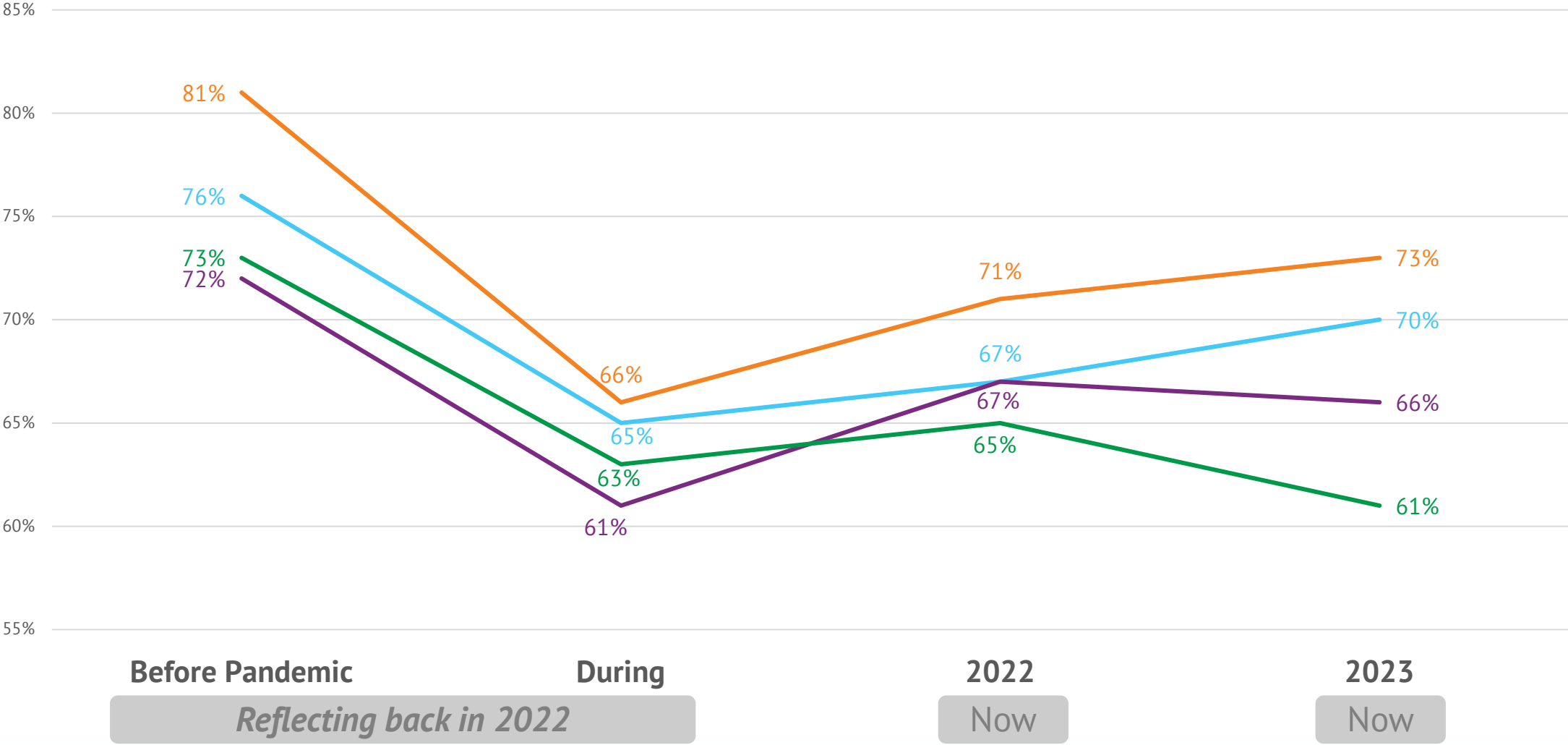


NATIONAL LEVEL

# Self-Ratings of Engagement



- I feel engaged in my job
- I feel engaged with my Team/Colleagues
- I feel engaged with my Line Manager
- I feel engaged with my Organisation



# EFS Employee Engagement Index

## Overall Satisfaction

**Overall, how satisfied are you with your organisation as a place to work?**  
*5-point scale from Very Dissatisfied (1) to Very Satisfied (5)*

## Loyalty

**I plan to be working for my organisation three years from now**  
*5-point scale from Strongly Disagree (1) to Strongly Agree (5)*

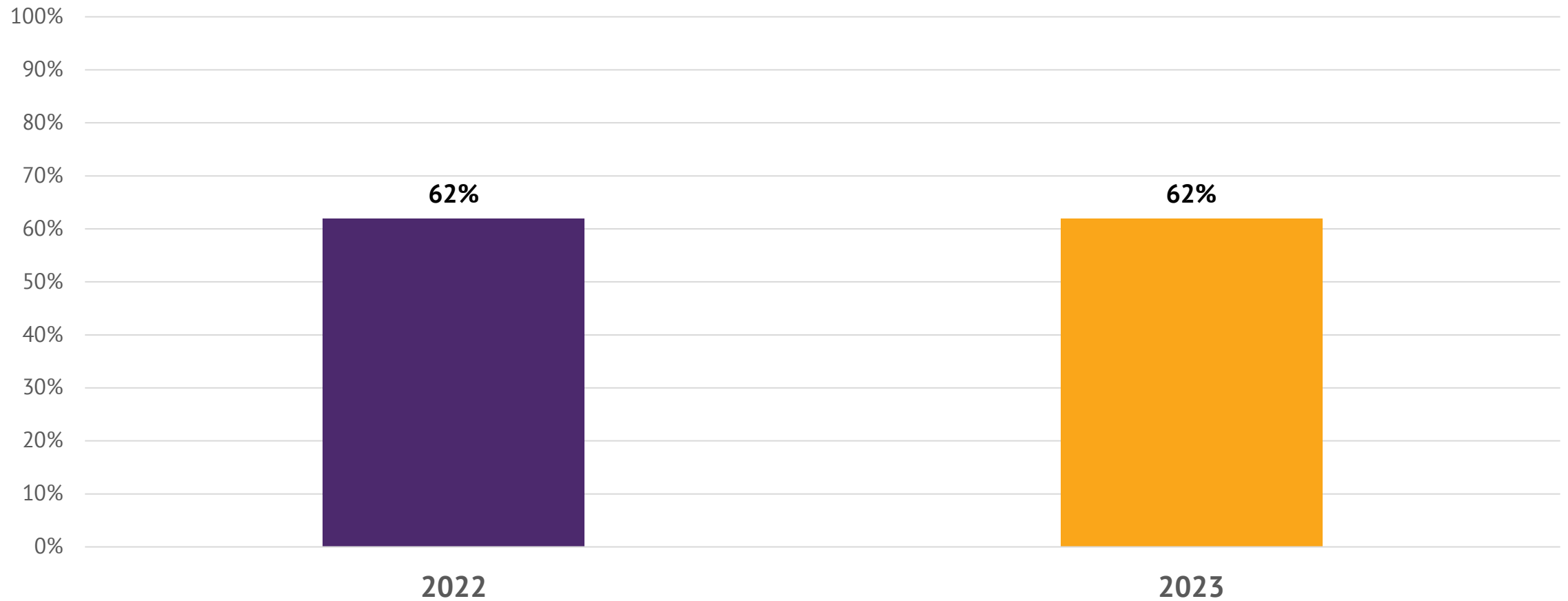
## Advocacy

**I would recommend my organisation as a great place to work**  
*5-point scale from Strongly Disagree (1) to Strongly Agree (5)*

# UK Engagement Levels



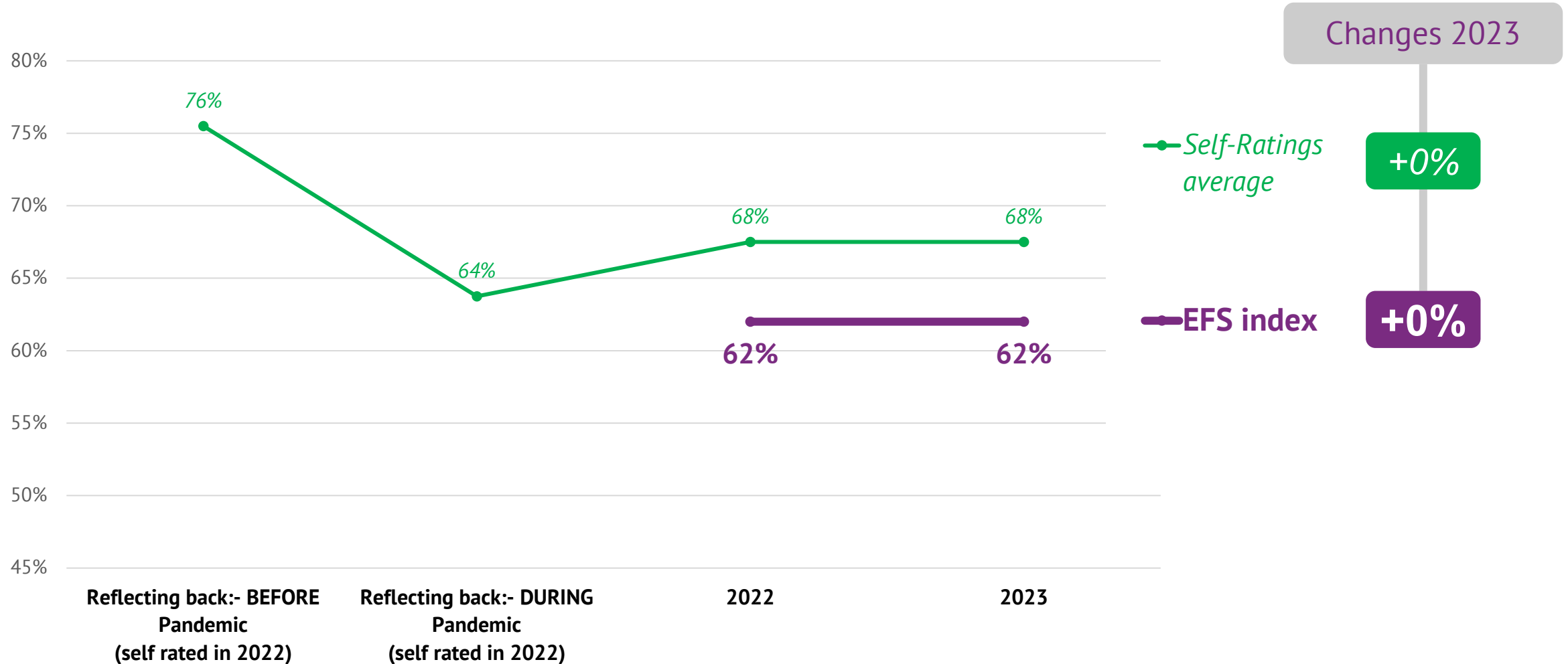
EFS Employee Engagement Index



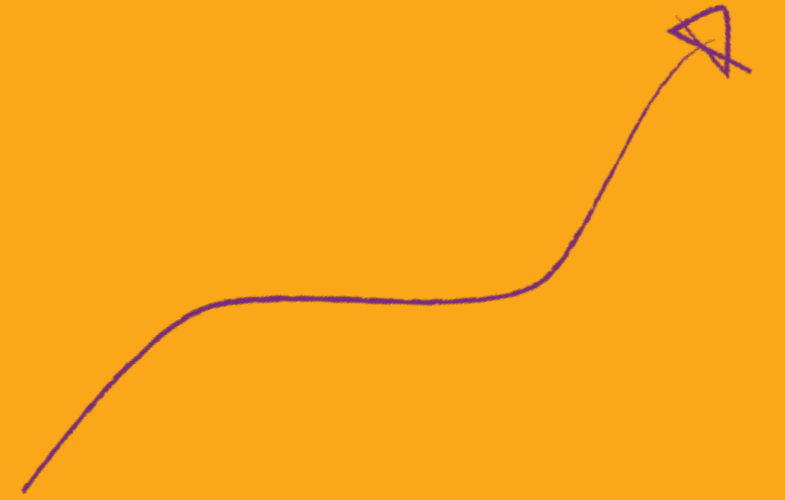
Mean converted to a %



# Comparison of Engagement Levels







# EFS ENGAGEMENT INDEX



# Engagement Indices are highly correlated

|                      |                                                                           |
|----------------------|---------------------------------------------------------------------------|
| <b>EFS</b>           | Overall, how satisfied are you with your organisation as a place to work? |
|                      | I plan to be working for my organisation three years from now             |
|                      | I would recommend my organisation as a great place to work                |
| <b>Civil Service</b> | I am proud when I tell others I am part of my organisation                |
|                      | I would recommend my organisation as a great place to work                |
|                      | I feel a strong personal attachment to my organisation                    |
|                      | My organisation inspires me to do the best in my job                      |
|                      | My organisation motivates me to help it achieve its objectives            |
| <b>NHS</b>           | I look forward to going to work                                           |
|                      | I am enthusiastic about my job                                            |
|                      | Time passes quickly when I am working                                     |
| <b>UWES-3</b>        | At my work, I feel bursting with energy                                   |
|                      | I am enthusiastic about my job                                            |
|                      | I am immersed in my work                                                  |

Correlation Coefficients  
*Spearman's rho*

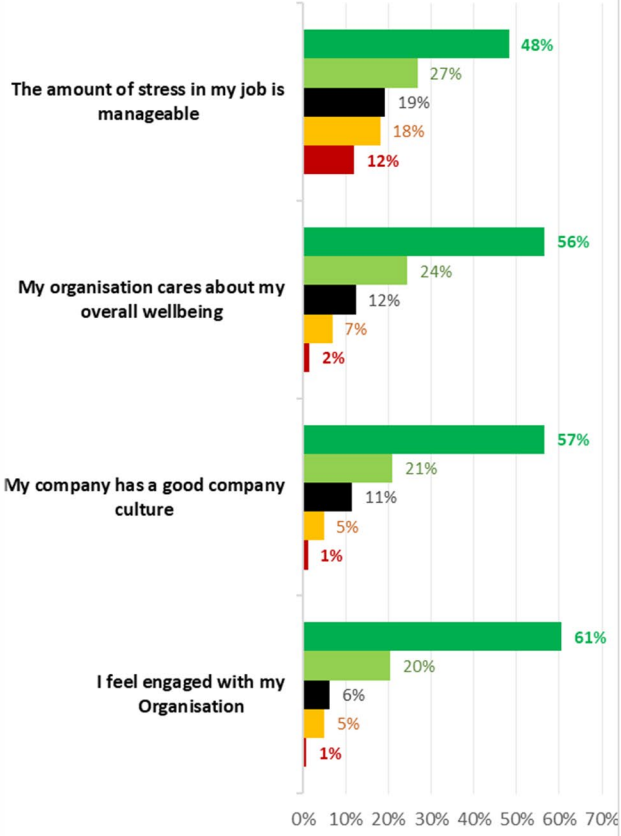
|               | Civil Service | NHS | UWES |
|---------------|---------------|-----|------|
| EFS           | 0.8           | 0.7 | 0.6  |
| Civil Service | na            | 0.7 | 0.7  |
| NHS           |               | na  | 0.9  |
| UWES          |               |     | na   |

# Engagement Indices are highly correlated



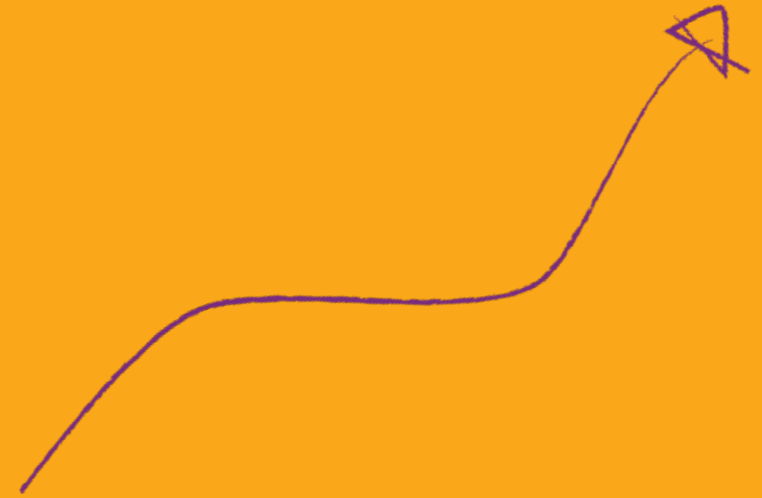
## EFS index

■ Top 20% ■ Mid-High ■ TYPICAL 20% ■ Mid-Low ■ Bottom 20%

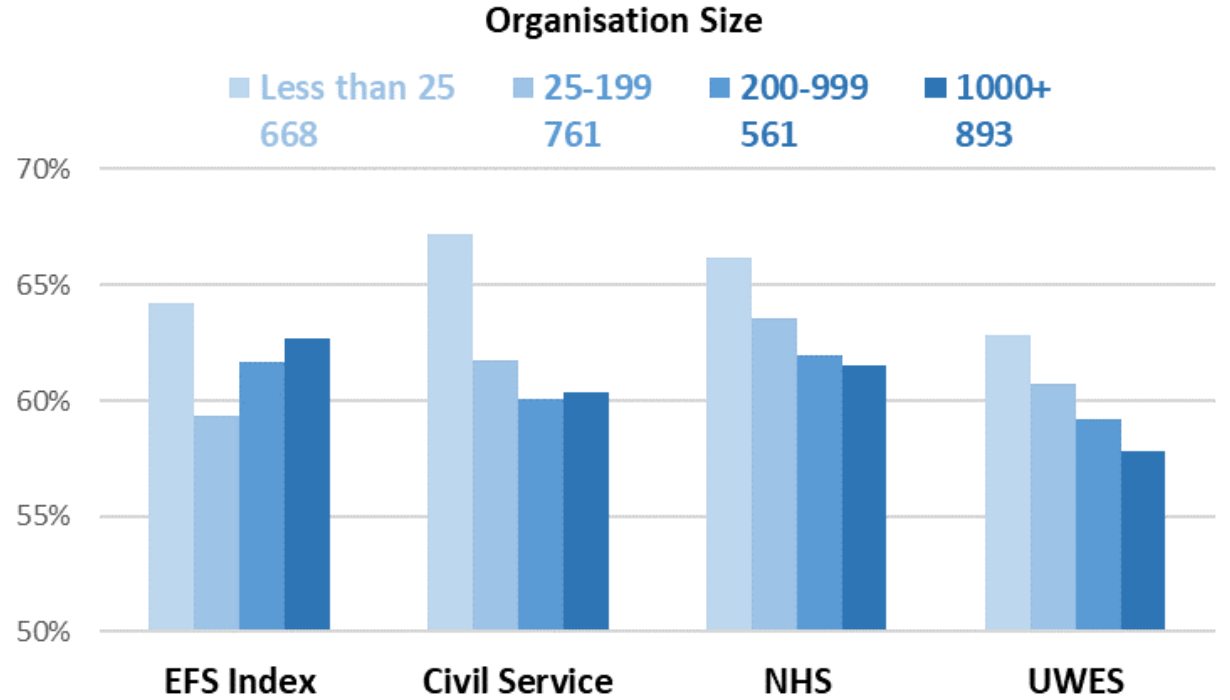
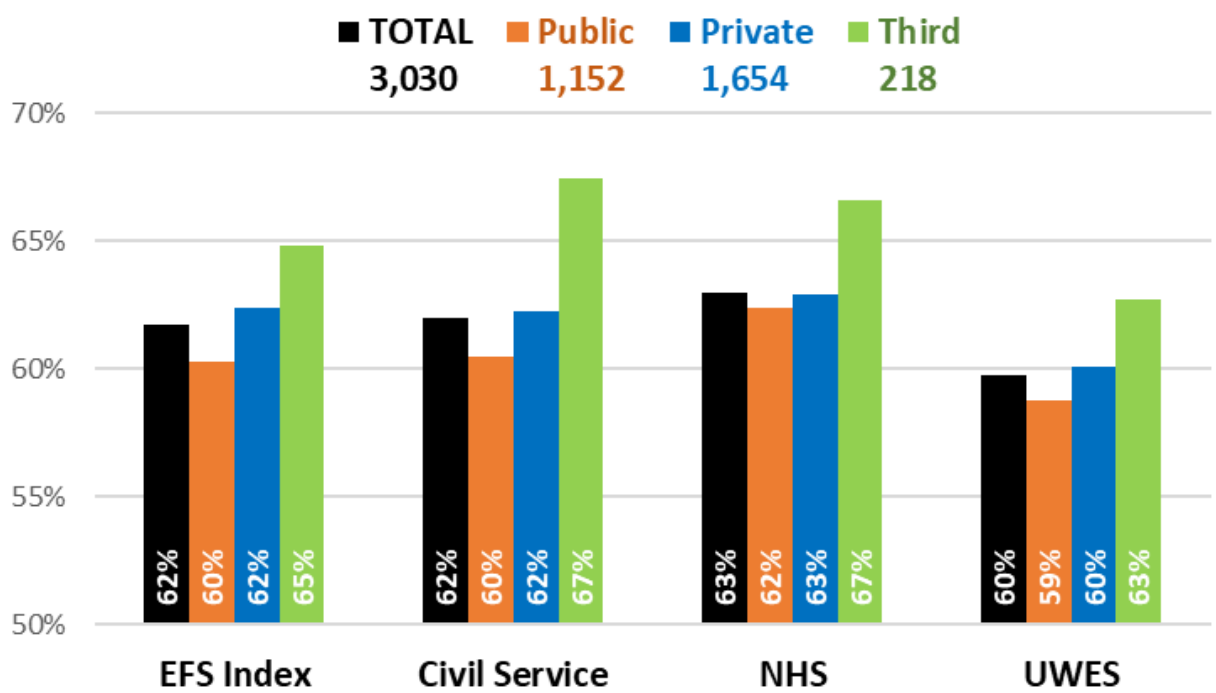


All graphs show % Strongly Agreeing

# ORGANISATIONAL DIFFERENCES



# Engagement Indices by Sector and Size



# PEOPLE ISSUES

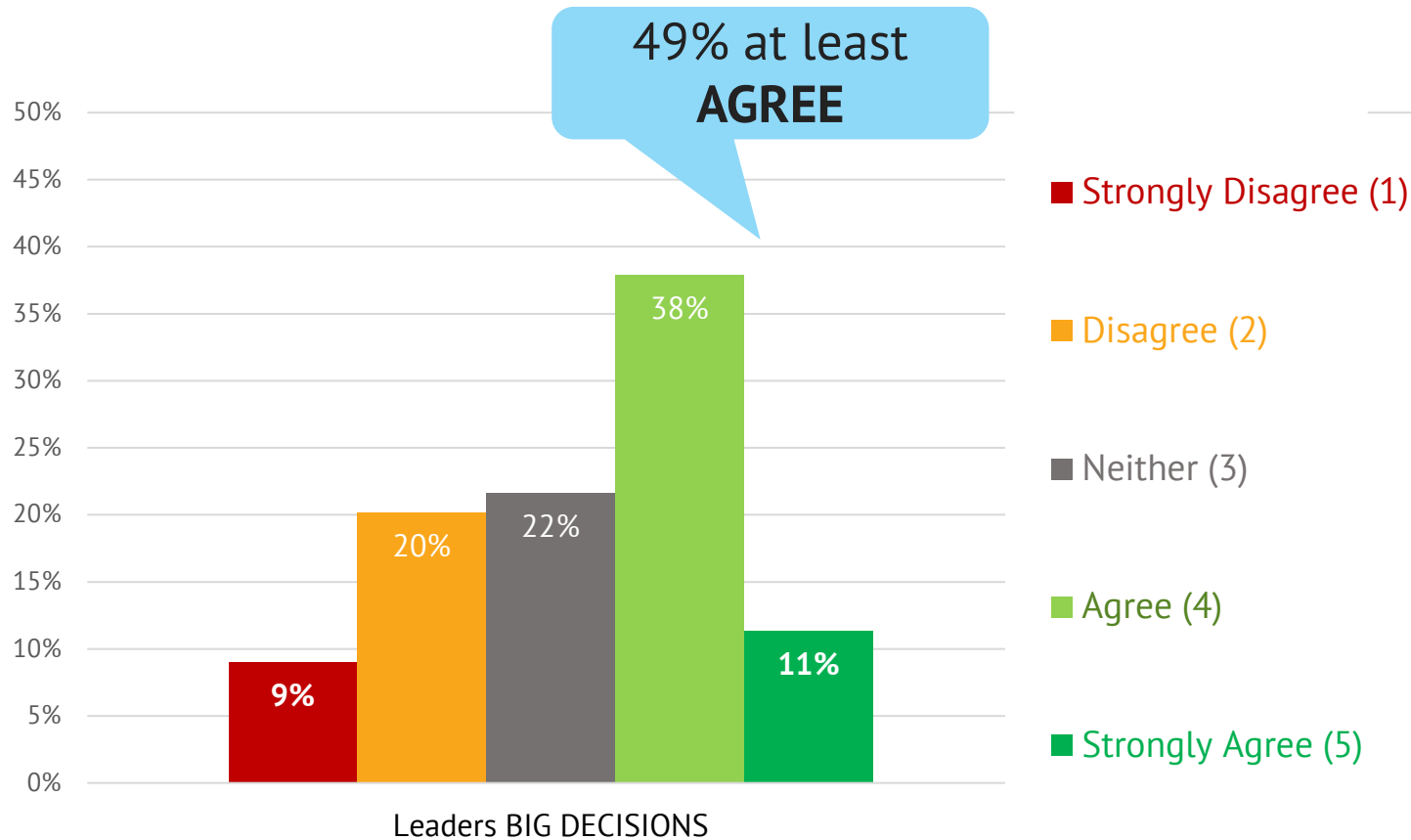


# People Issues in Strategic & Day-to-day decisions



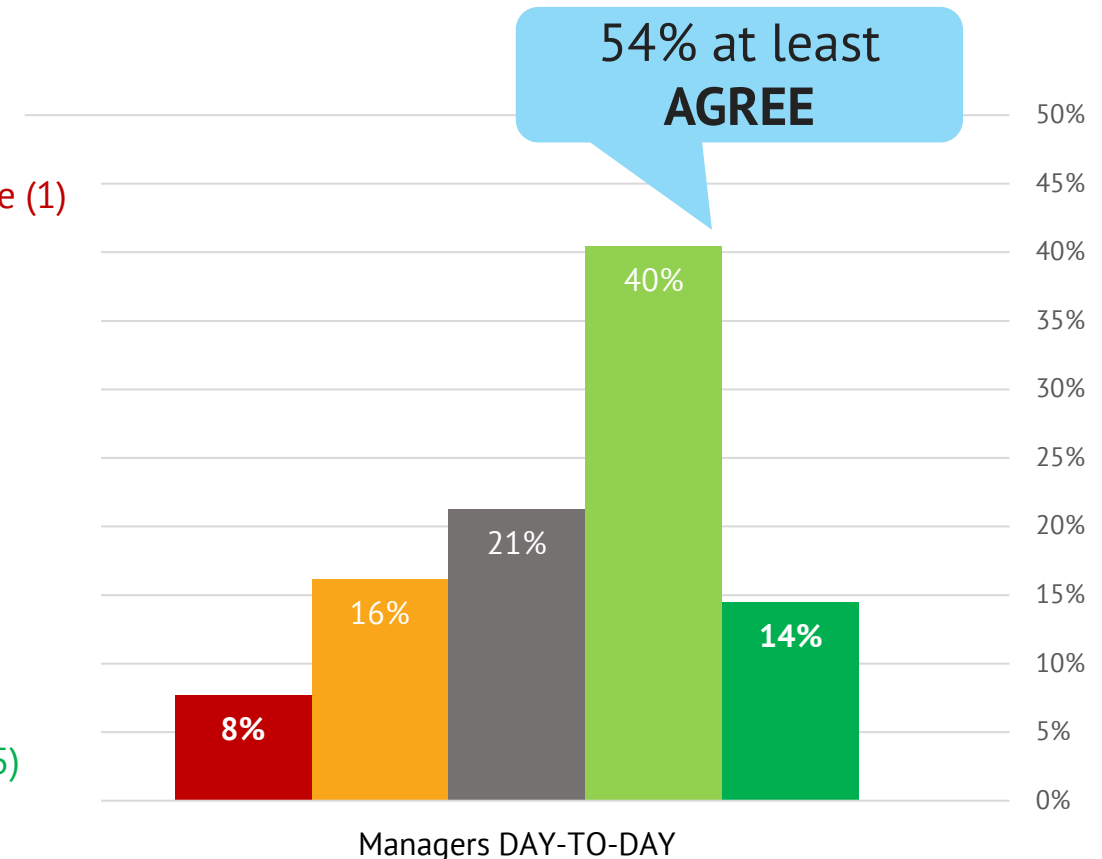
## Leaders Big Decisions

The people issues (like engagement, culture, and well-being) are sufficiently prioritised **when my organisation's leaders make the big decisions**



## Manager Day-To-Day

The people issues (like engagement, culture, and well-being) are sufficiently prioritised **in the day-to-day decisions taken by my manager**





# PEOPLE ISSUES AND OUTCOMES

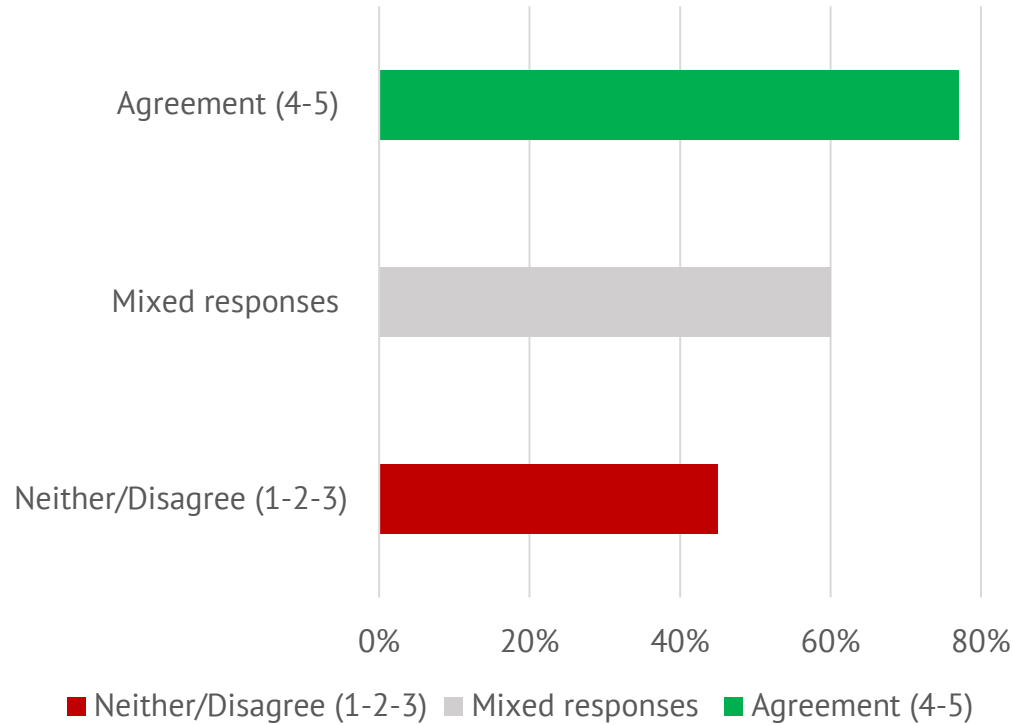
Both  
People Issue  
Questions

37%  
Agree

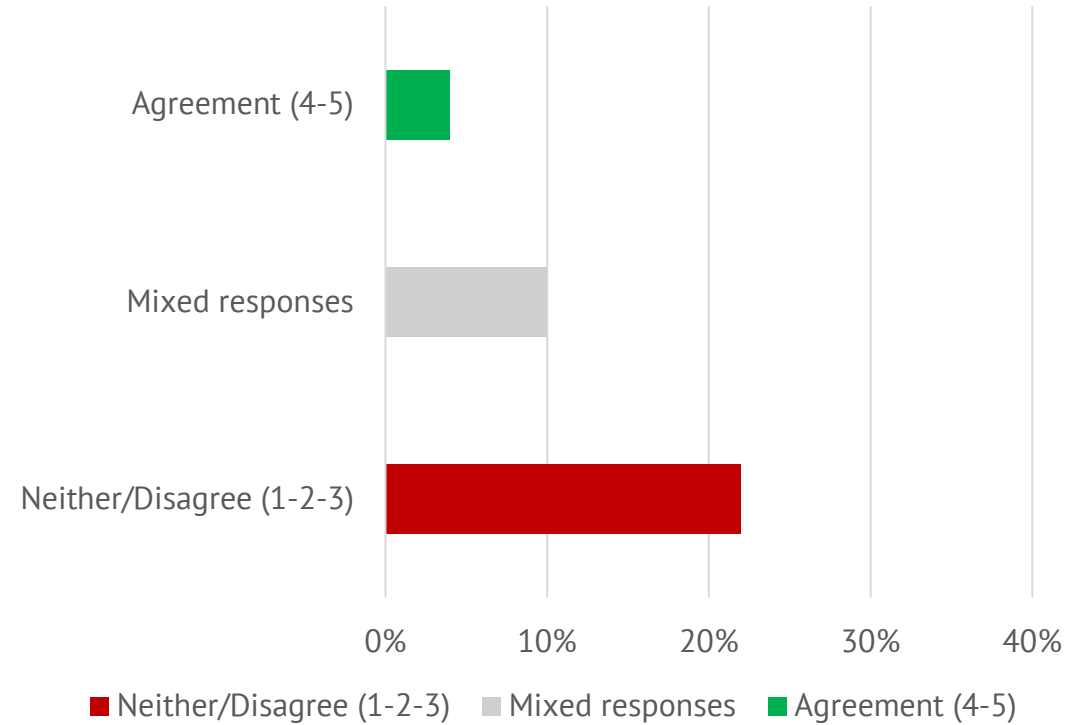
21%  
Mixed

42%  
Neither/  
Disagree

### EFS Index

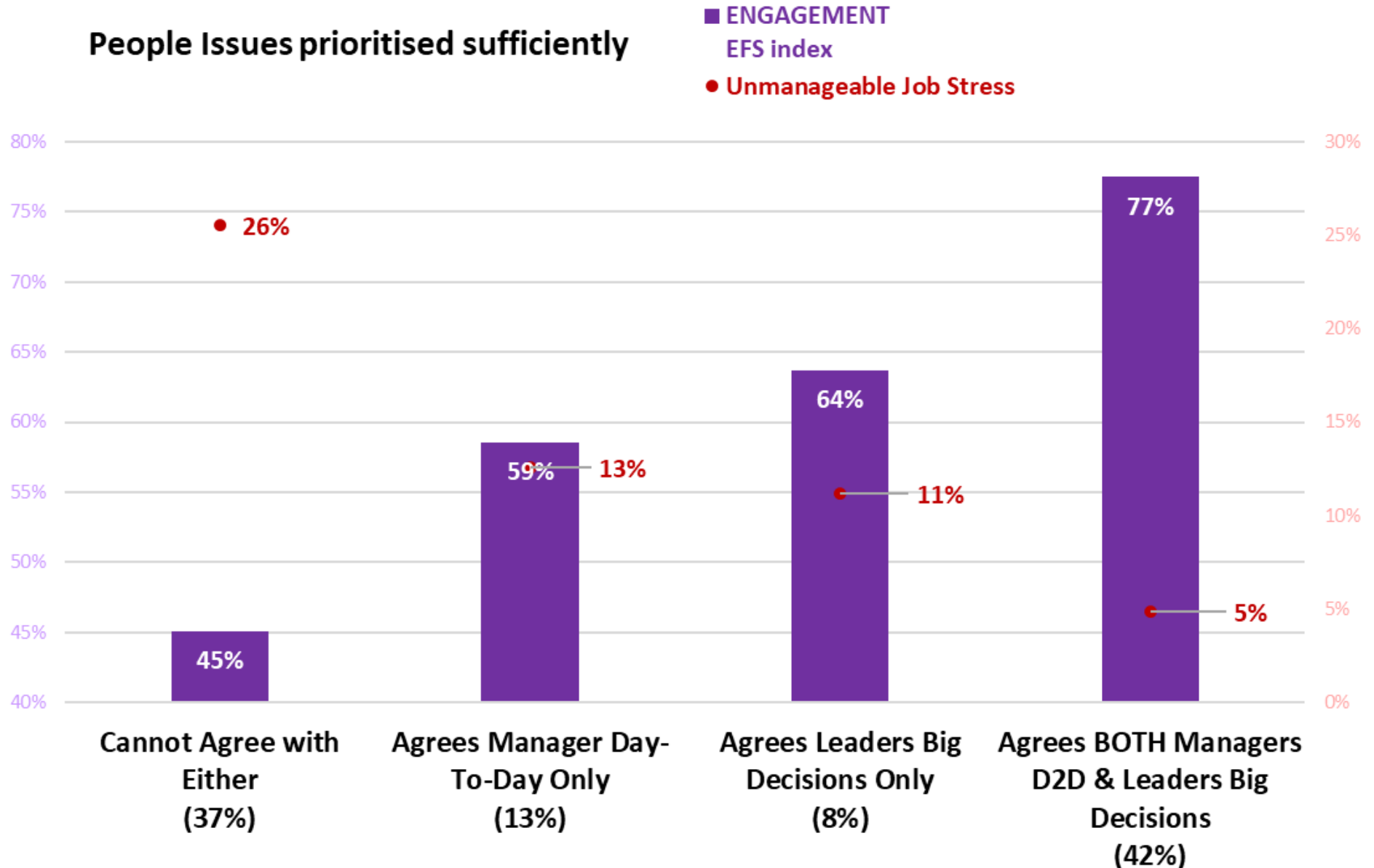


### Worked when ill due to pressure from Manager





# Impact of People Issues on Wellbeing



# ORGANISATIONAL PRACTICE

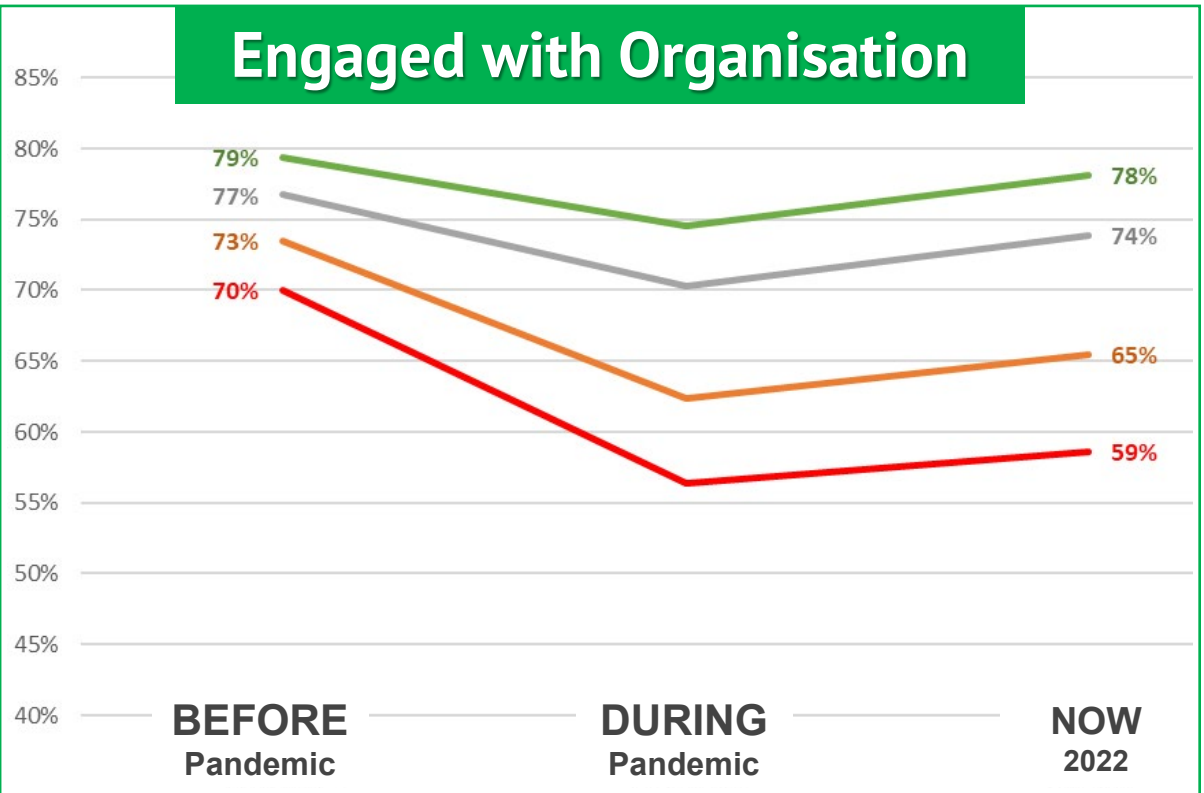
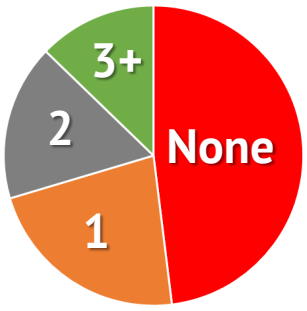


# 2022 EFS Survey Key Finding: Organisational Response



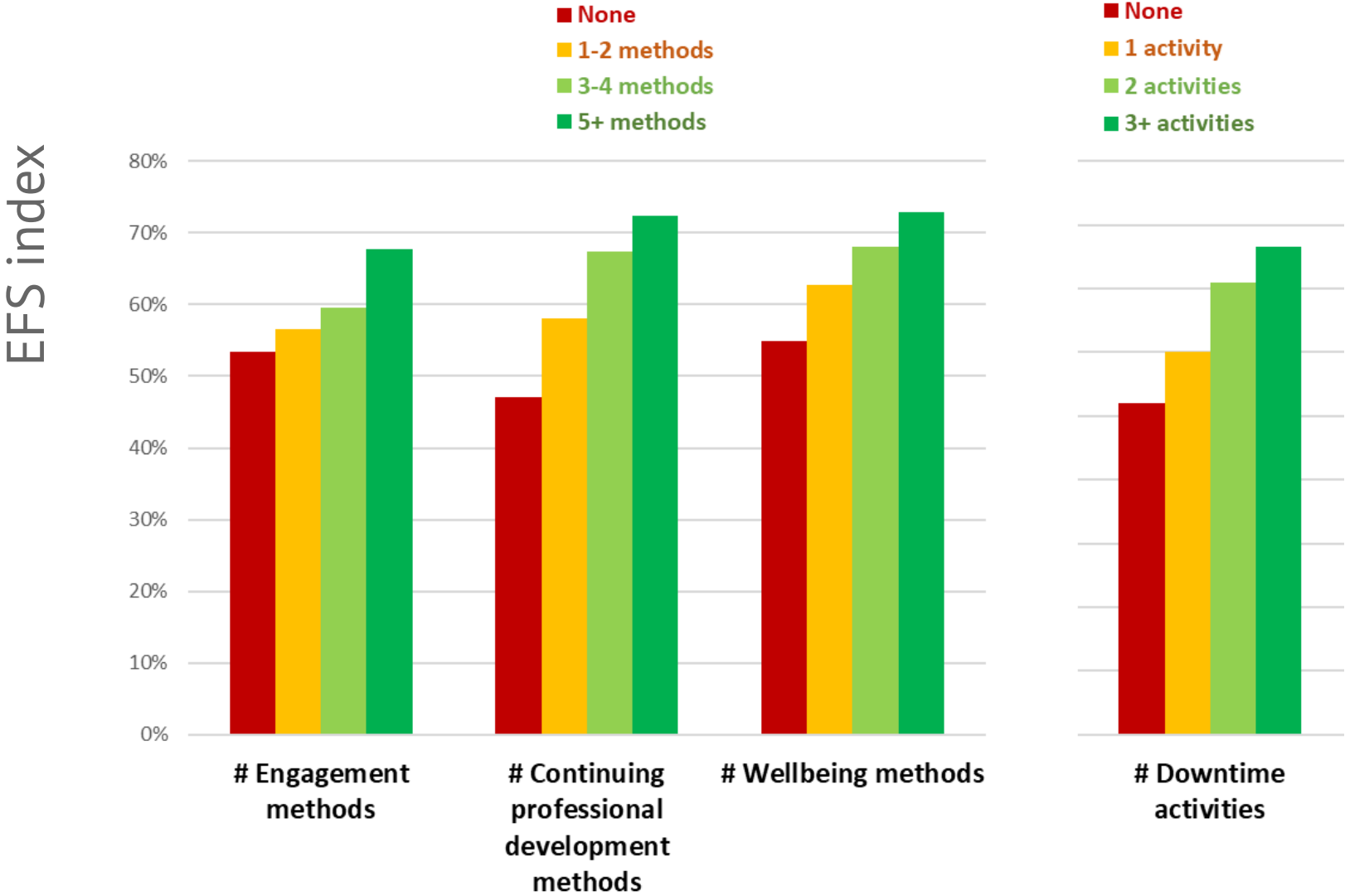
|                            | High Group  |
|----------------------------|-------------|
| Meeting methods            | 3+ methods  |
| Comms methods              | 3+ methods  |
| Training methods           | 2+ methods  |
| Online wellbeing offerings | 4-5 methods |

| High Groups | None               | None |
|-------------|--------------------|------|
| 1           | + Meeting methods  |      |
| 2           | + Training methods |      |
| 3+          | + Comms methods    |      |

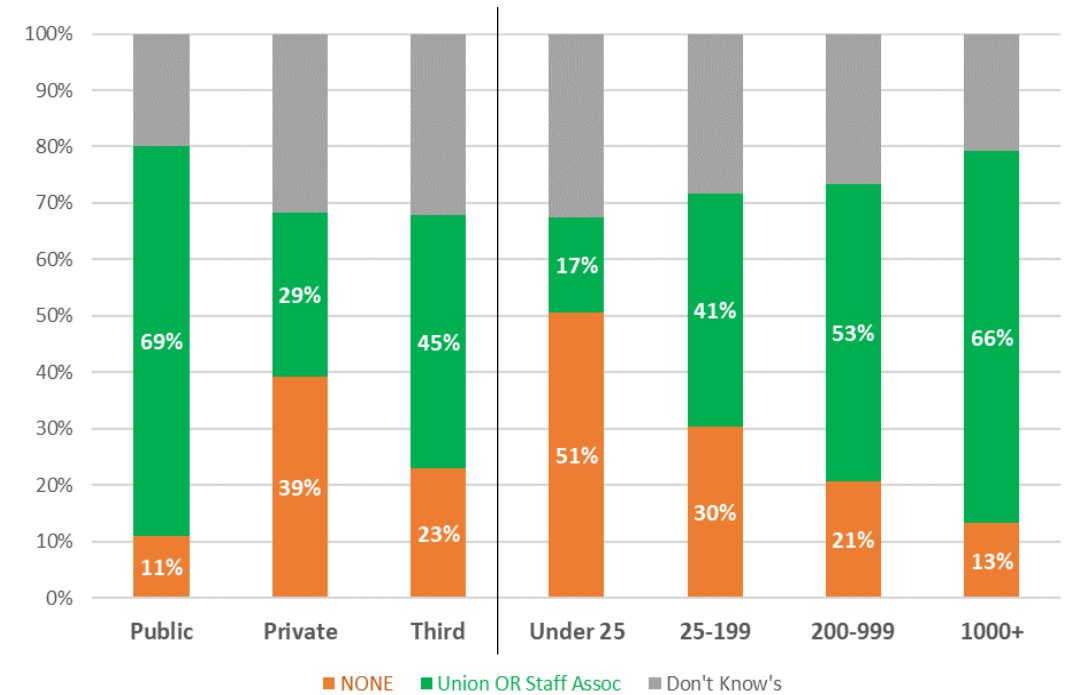
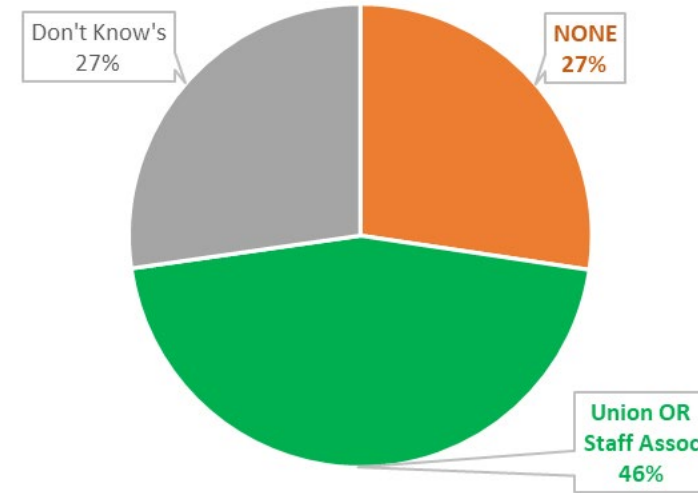
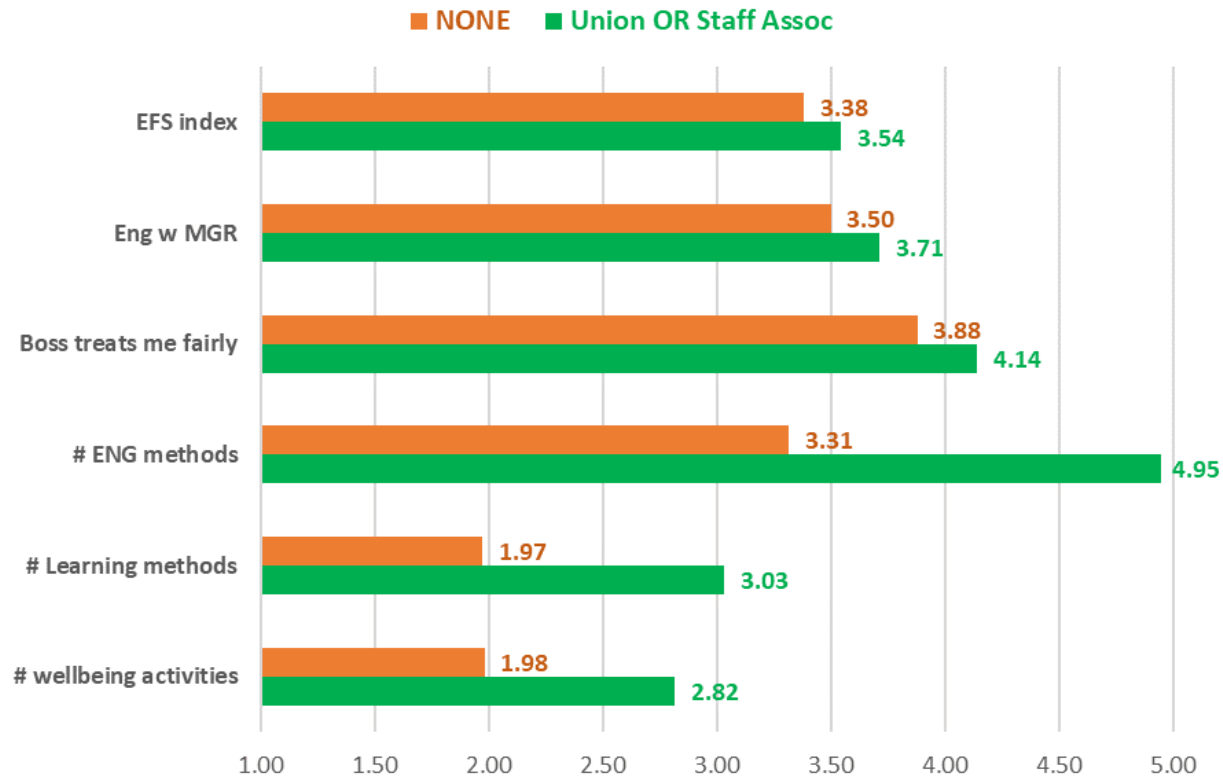


|      | Through Pandemic | Through Pandemic |
|------|------------------|------------------|
| 3+   | -1%              |                  |
| 2    | -3%              |                  |
| 1    | -8%              |                  |
| None | -11%             |                  |

# 2023 EFS Survey: similar patterns emerging...



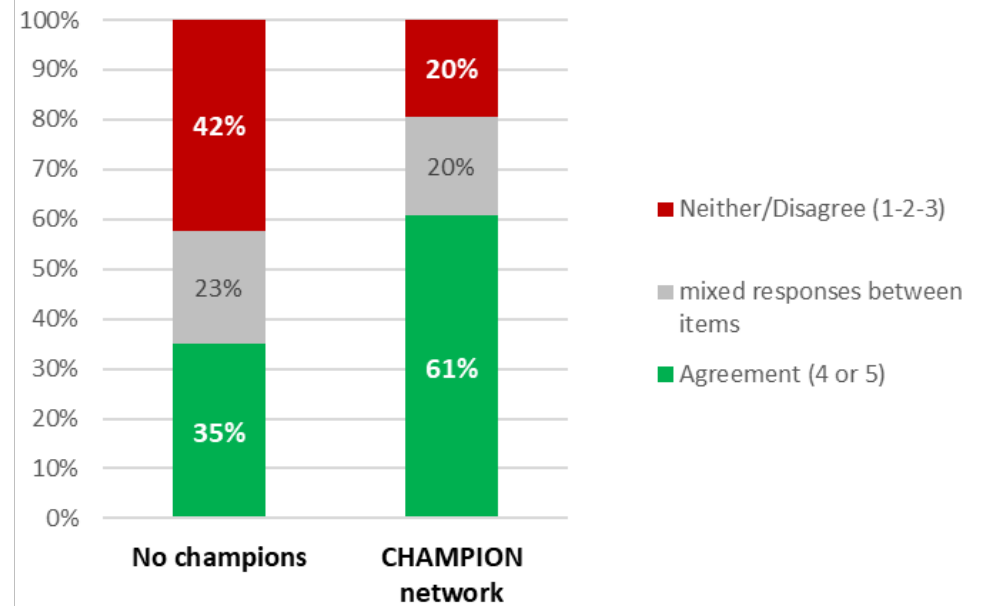
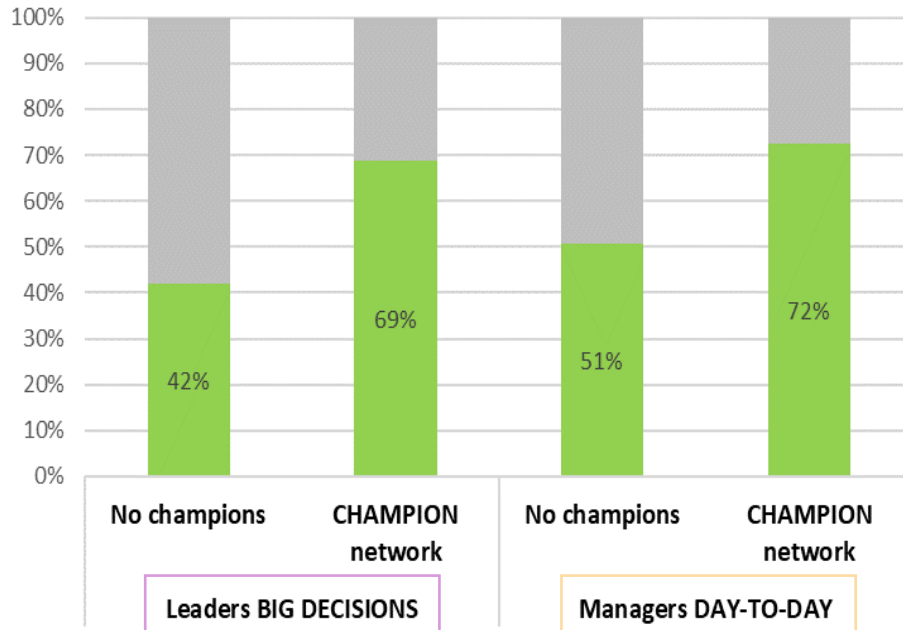
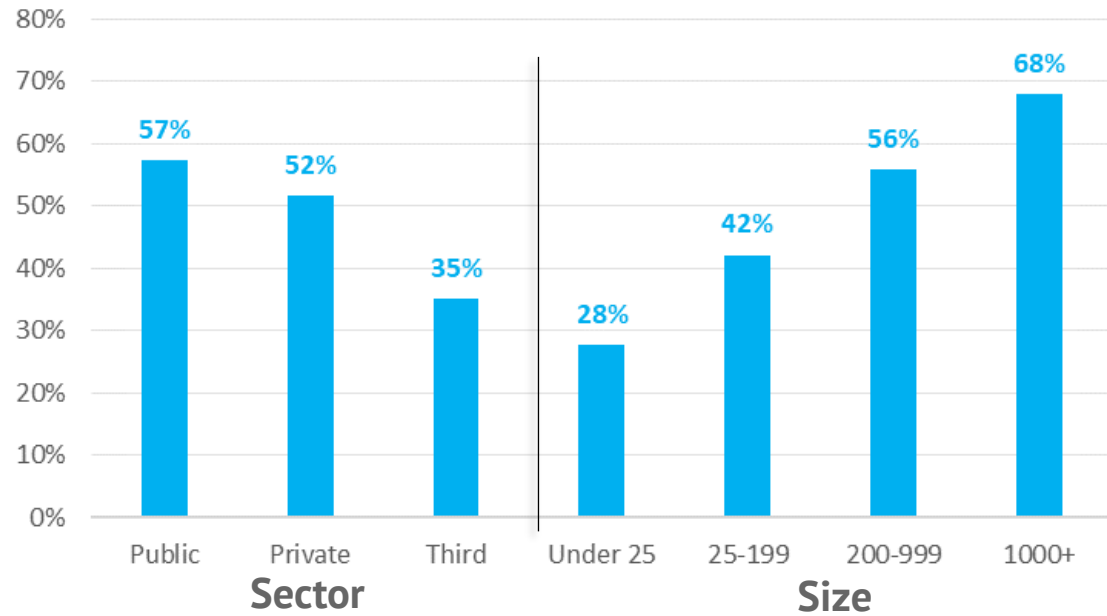
# Unions and Staff Associations



# Champion Networks



**My organisation uses employee engagement champions (i.e. staff network) to promote engagement in the organisation**



■ Neither/Disagree (1-2-3)  
■ Agreement (4 or 5)

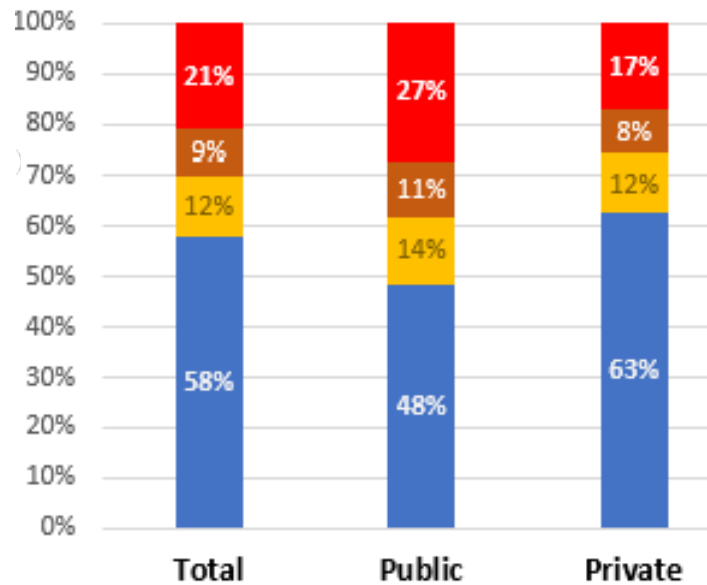
■ Neither/Disagree (1-2-3)  
■ mixed responses between items  
■ Agreement (4 or 5)

# Hybrid working



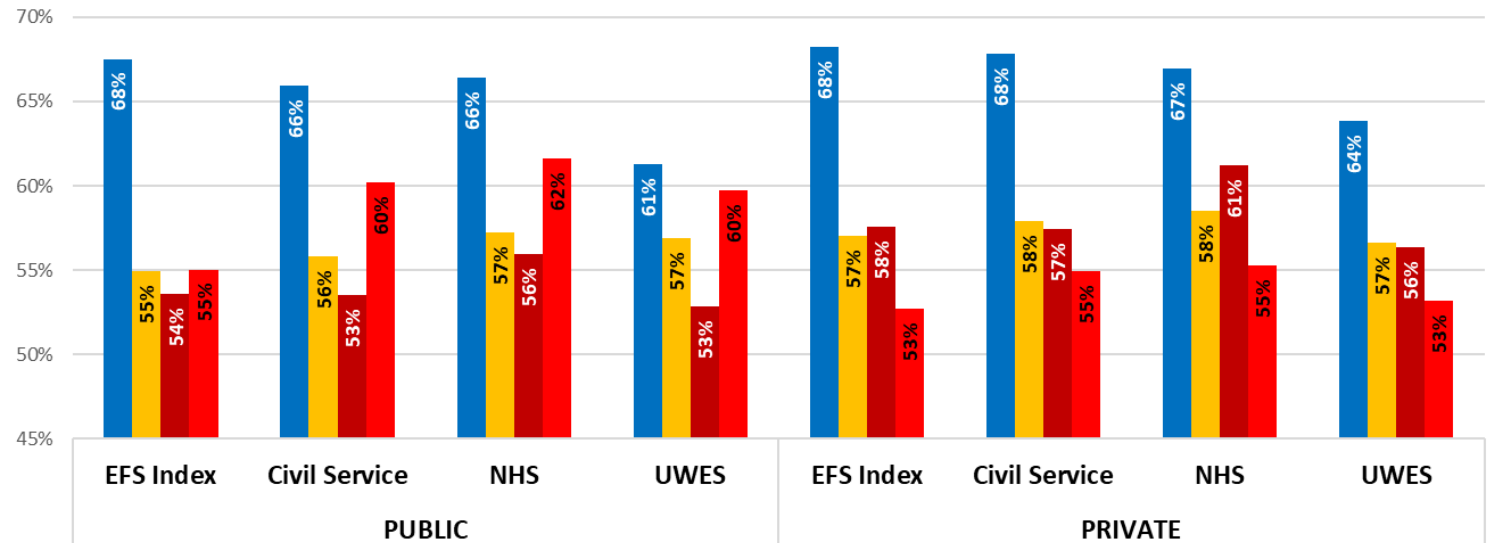
## My organisation...

- Has mandated staff return to the place of work for the whole week
- Has mandated staff return to the place of work for part of the week
- Is encouraging staff to return to the place of work
- Supports hybrid working



## My organisation...

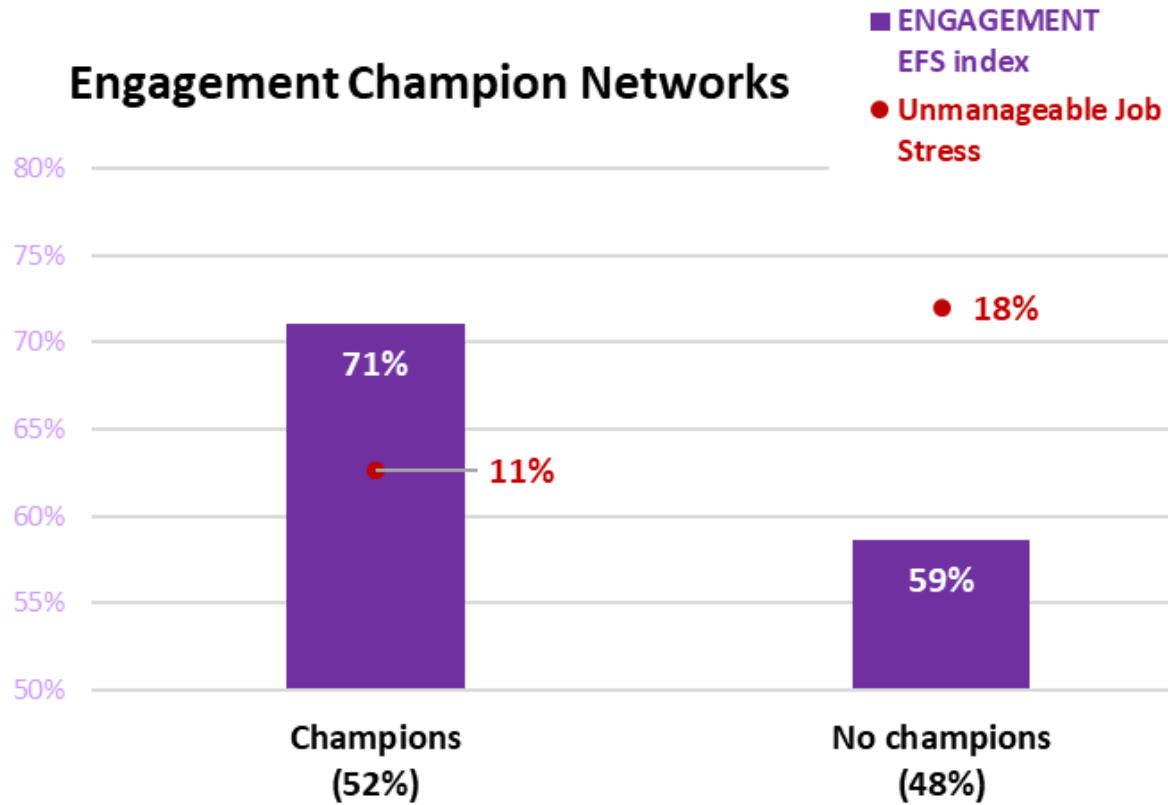
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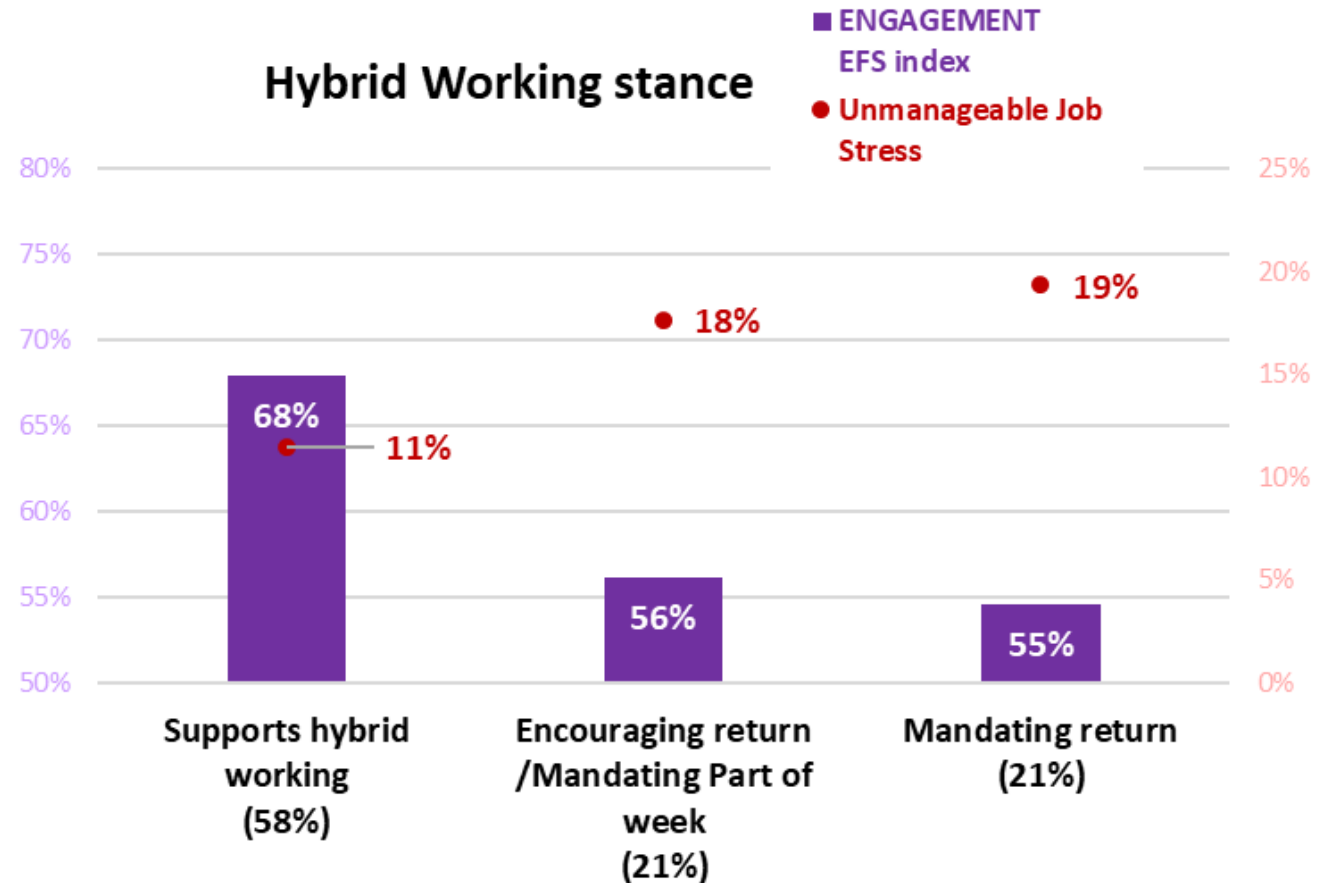
# Impact of Champion Networks and Hybrid Working



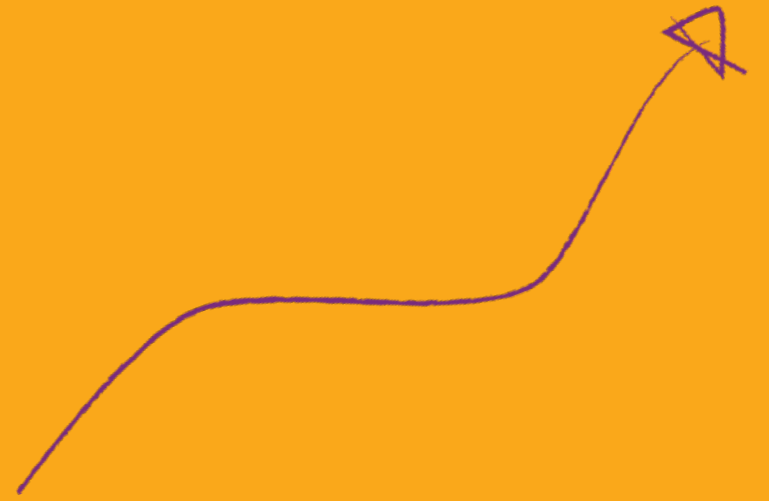
## Engagement Champion Networks



## Hybrid Working stance

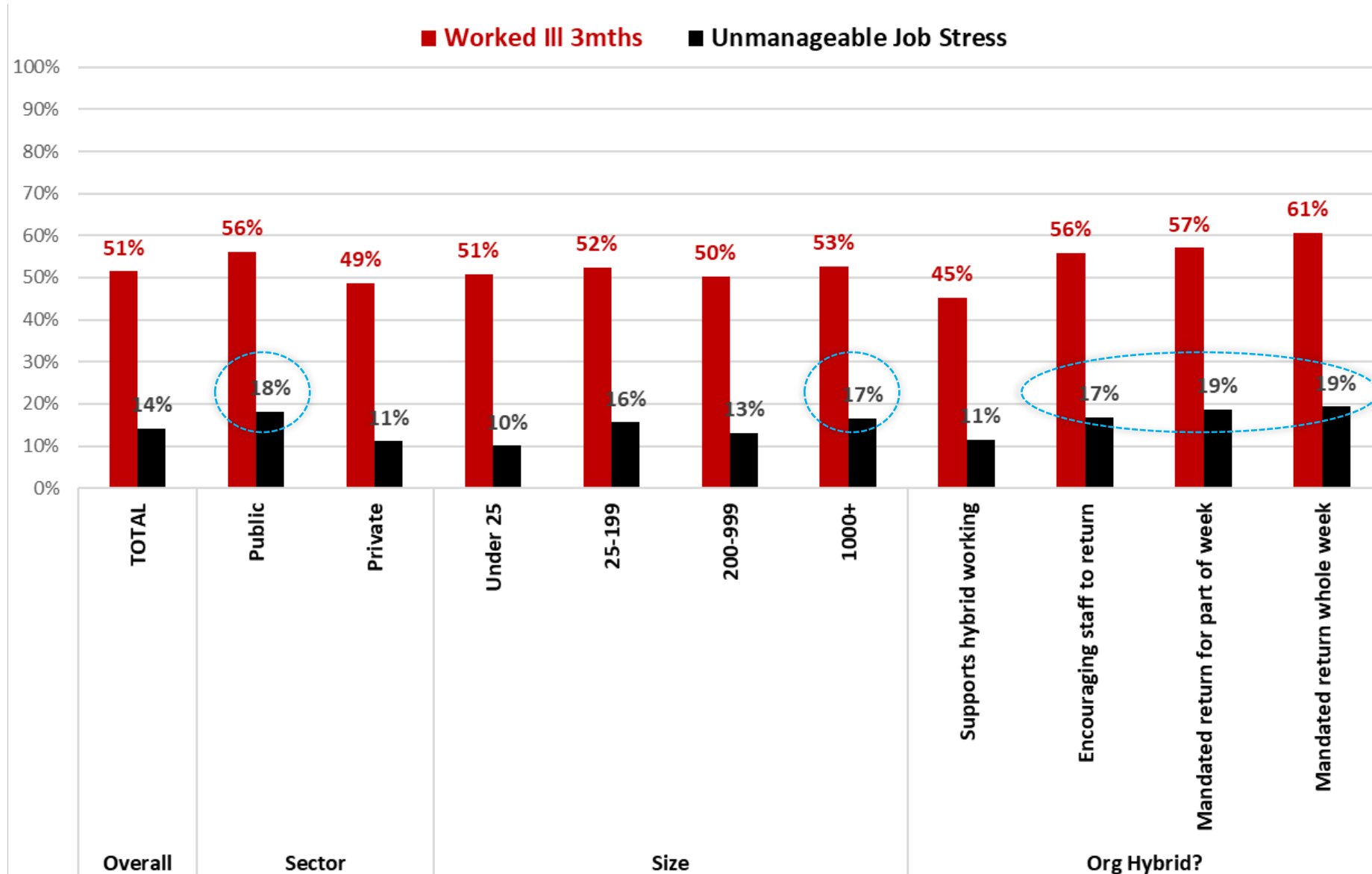




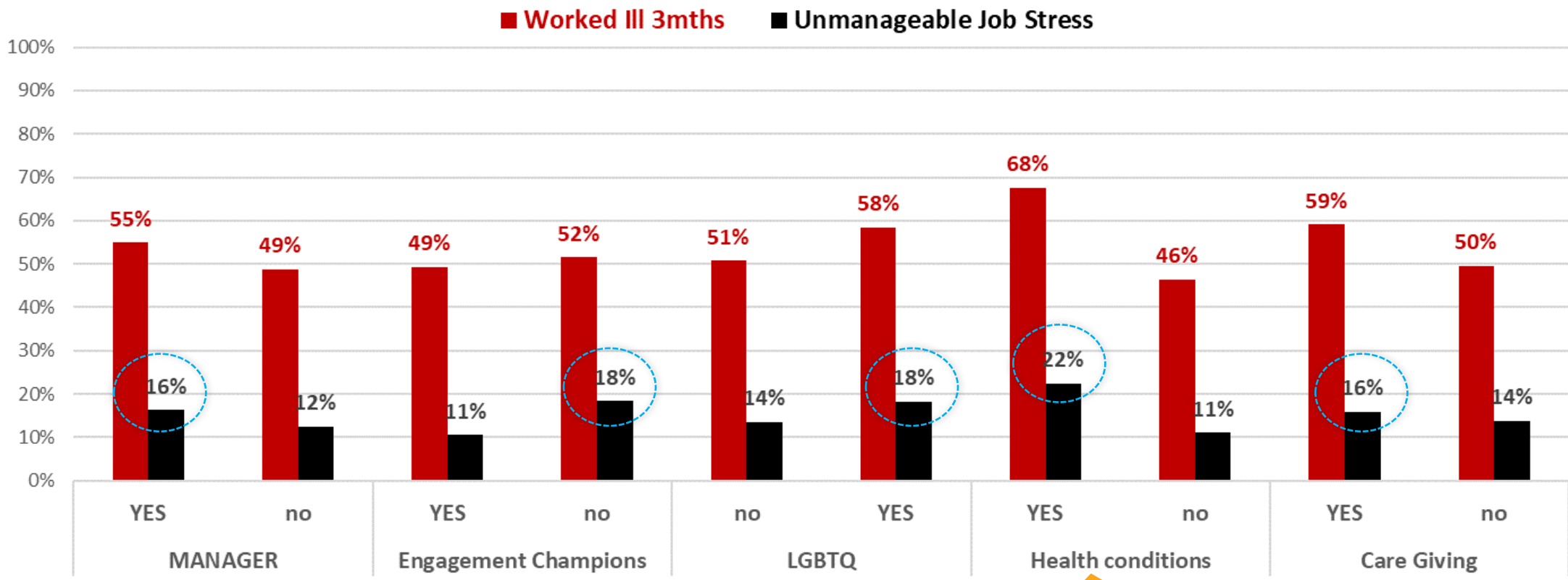


EMPLOYEE LEVEL

# Presenteeism and Job Stress



# Presenteeism and Job Stress

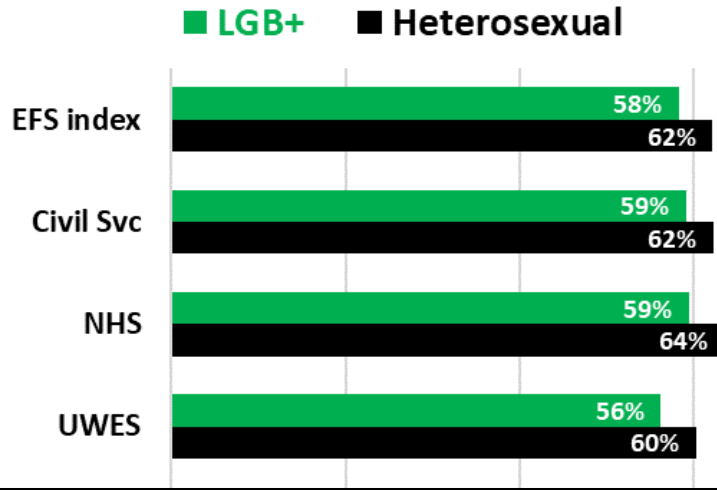


23% report physical or mental health conditions or illness lasting or expected to last for 12 months or more

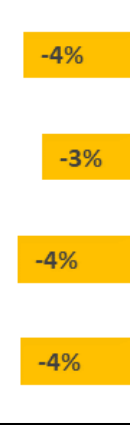
# Main outcomes – differences for LGB+



ENGAGEMENT

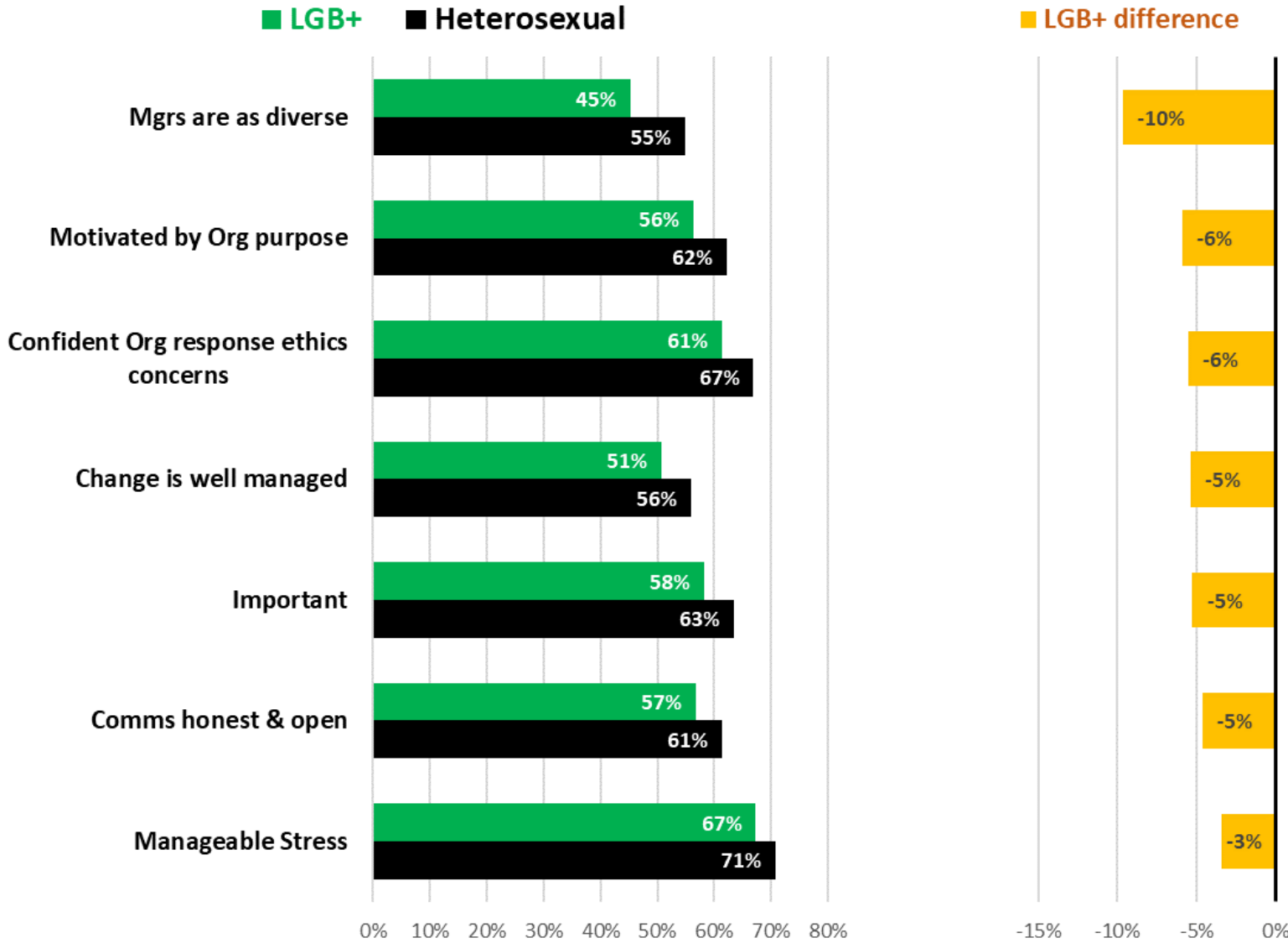


LGB+ difference



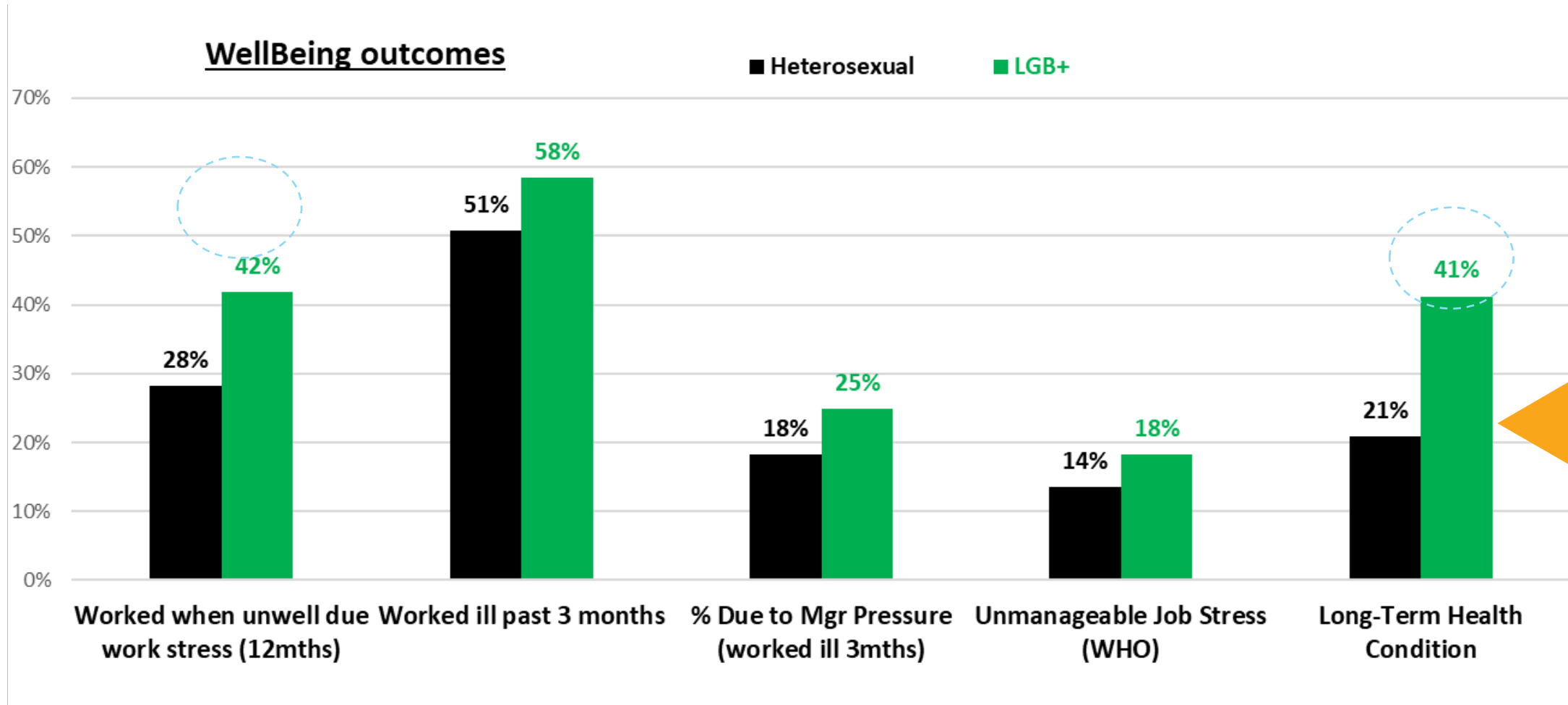
ENGAGEMENT

# Main item differences for LGB+



Managers are perceived as LESS DIVERSE

# Wellbeing Outcome differences for LGB+

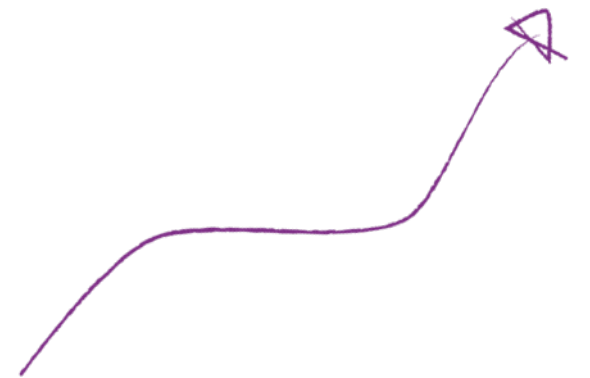


Do you have any physical or mental health conditions or illness lasting or expected to last for 12 months or more?

# Key Findings



- No movement
- Pick a measure that fits your organisation
- Proactive and visible action
- Importance of prioritising the people issues throughout the organisation
- Variations in organisational size and sector
- Variations in employees





# ANY QUESTIONS?

Contact: [sarah.pass@ntu.ac.uk](mailto:sarah.pass@ntu.ac.uk) or [james.court-smith@stillae.com](mailto:james.court-smith@stillae.com)

LinkedIn: [linkedin.com/in/sarahpass](https://www.linkedin.com/in/sarahpass)

Or [linkedin.com/in/jcsbiostillae](https://www.linkedin.com/in/jcsbiostillae)