



THE CURRENT STATE OF EMPLOYEE ENGAGEMENT IN THE UK

Findings from the 2023 UK Engagement Survey

Sarah Pass and James Court-Smith





BACKGROUND





NATIONAL LEVEL

Self-Ratings of Engagement

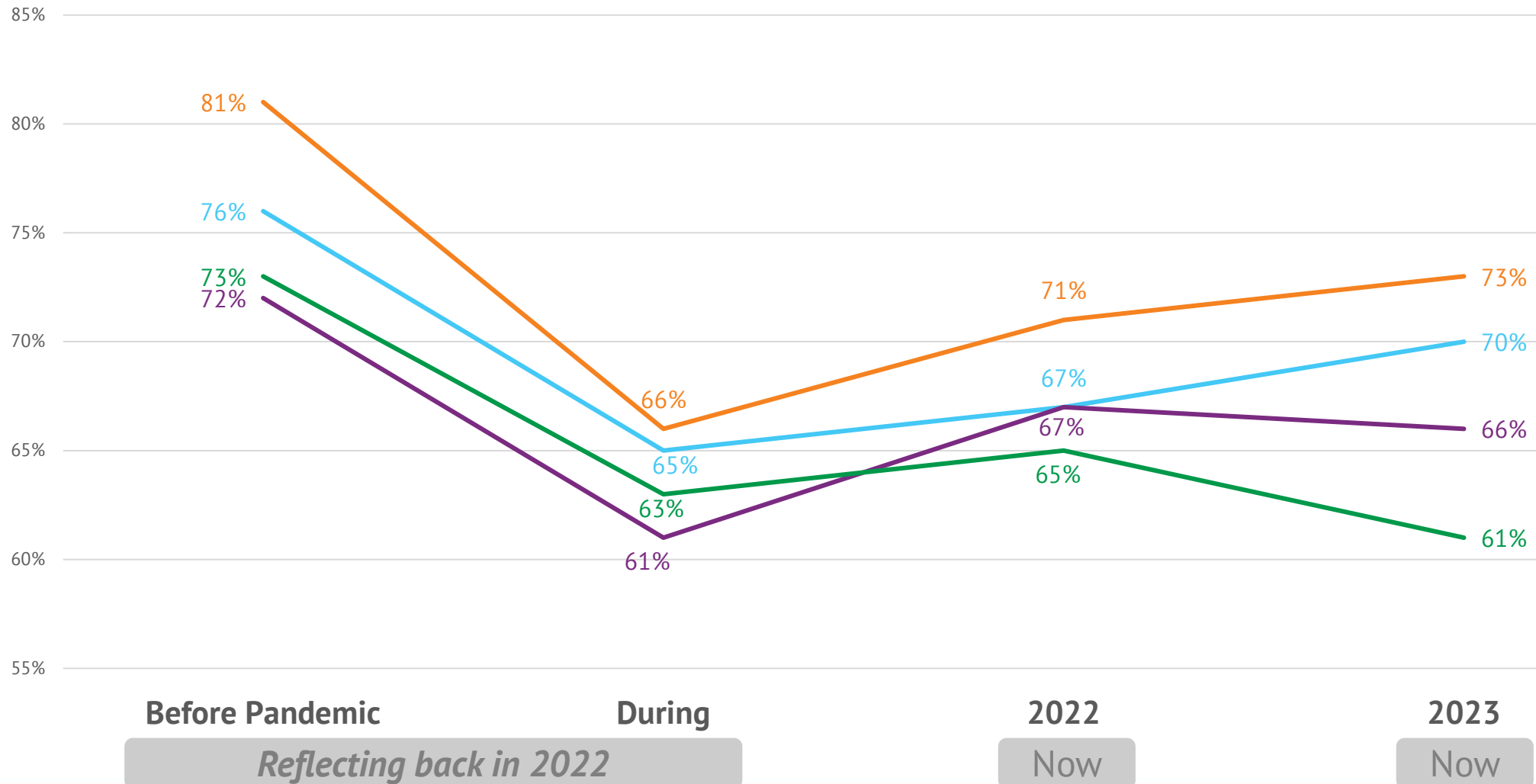


— I feel engaged in my job

— I feel engaged with my Line Manager

— I feel engaged with my Team/Colleagues

— 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)

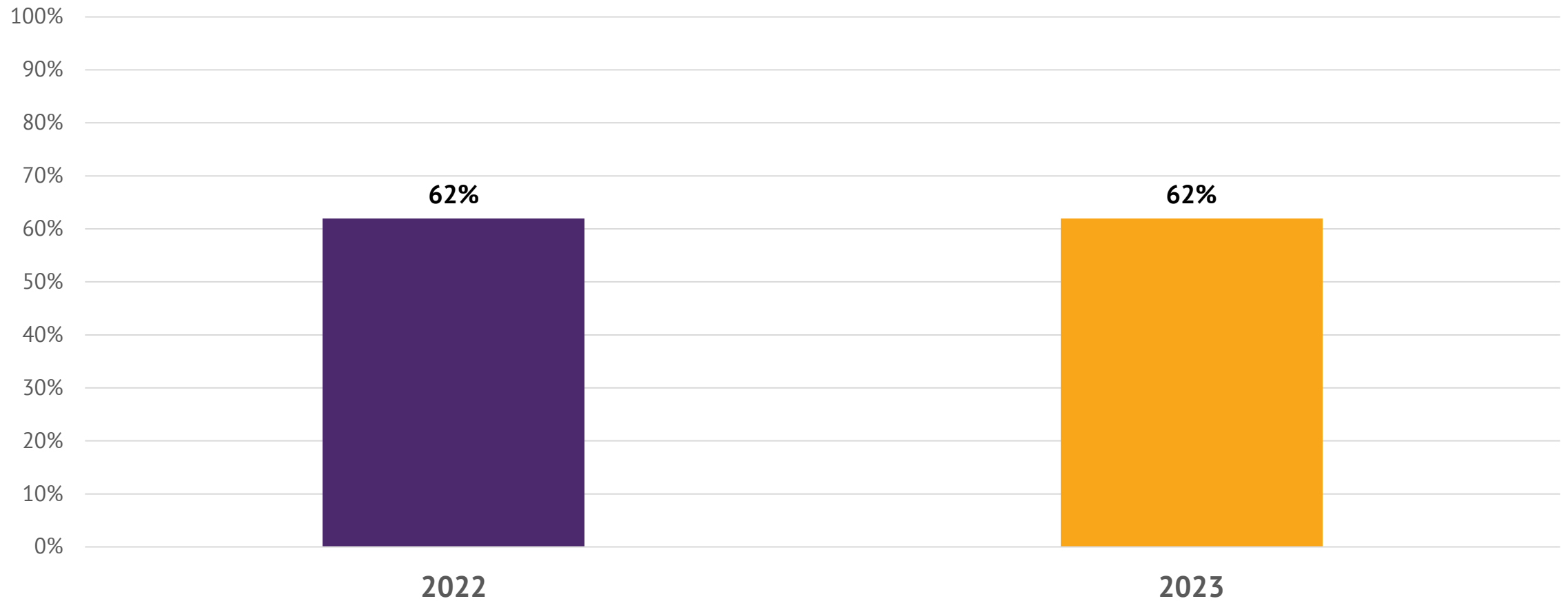
Advocacy

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



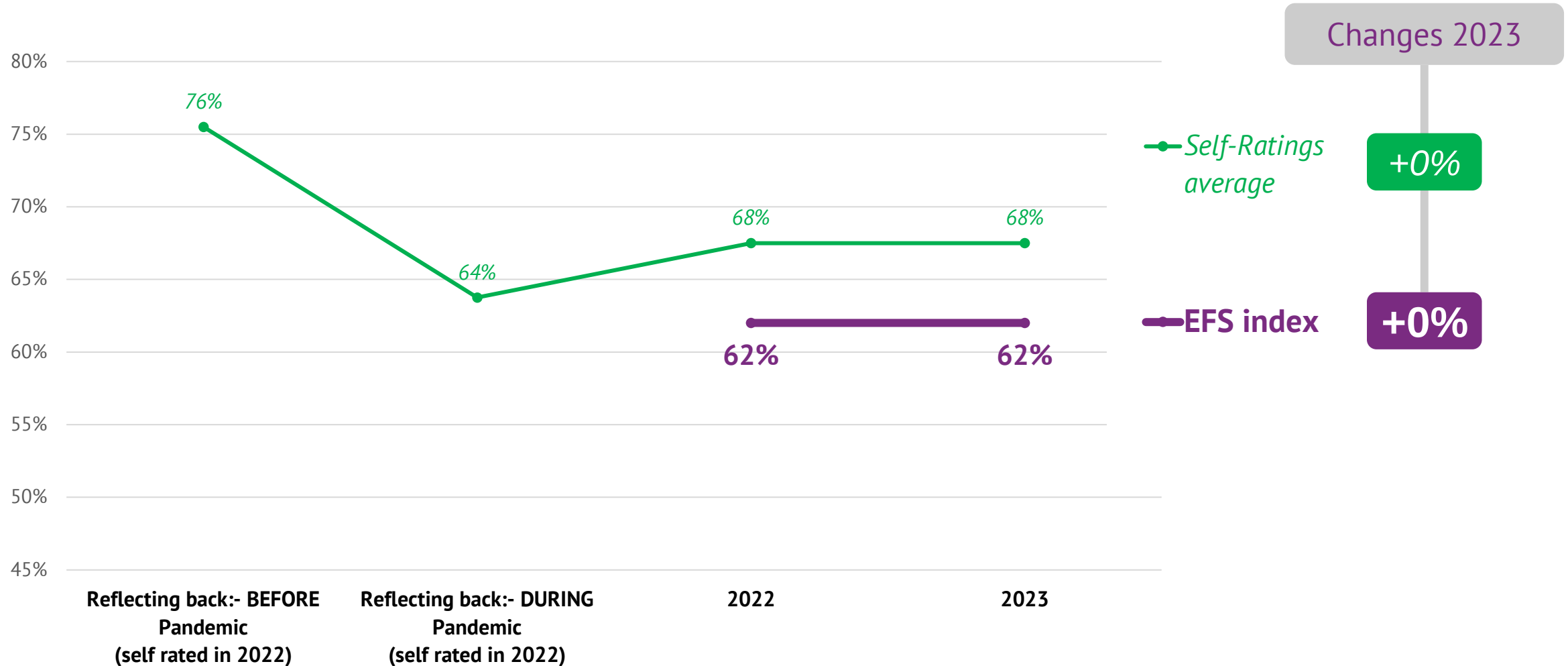
EFS Employee Engagement Index



Mean converted to a %



Comparison of Engagement Levels





EFS ENGAGEMENT INDEX



Engagement Indices are highly correlated

EFS	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
Civil Service	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
NHS	I look forward to going to work
	I am enthusiastic about my job
	Time passes quickly when I am working
UWES-3	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

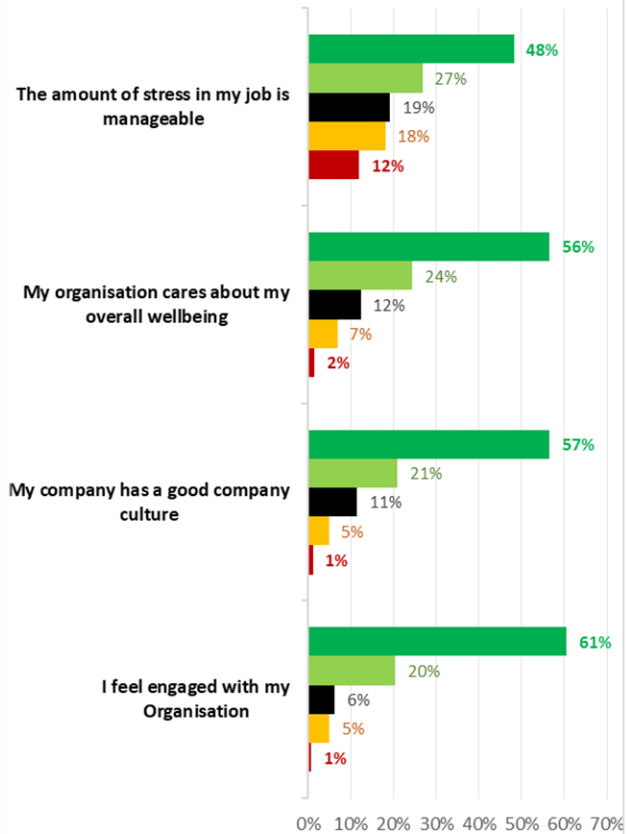
	Civil Service	NHS	UWES
EFS	0.8	0.7	0.6
Civil Service	na	0.7	0.7
NHS		na	0.9
UWES			na

Engagement Indices are highly correlated



EFS index

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

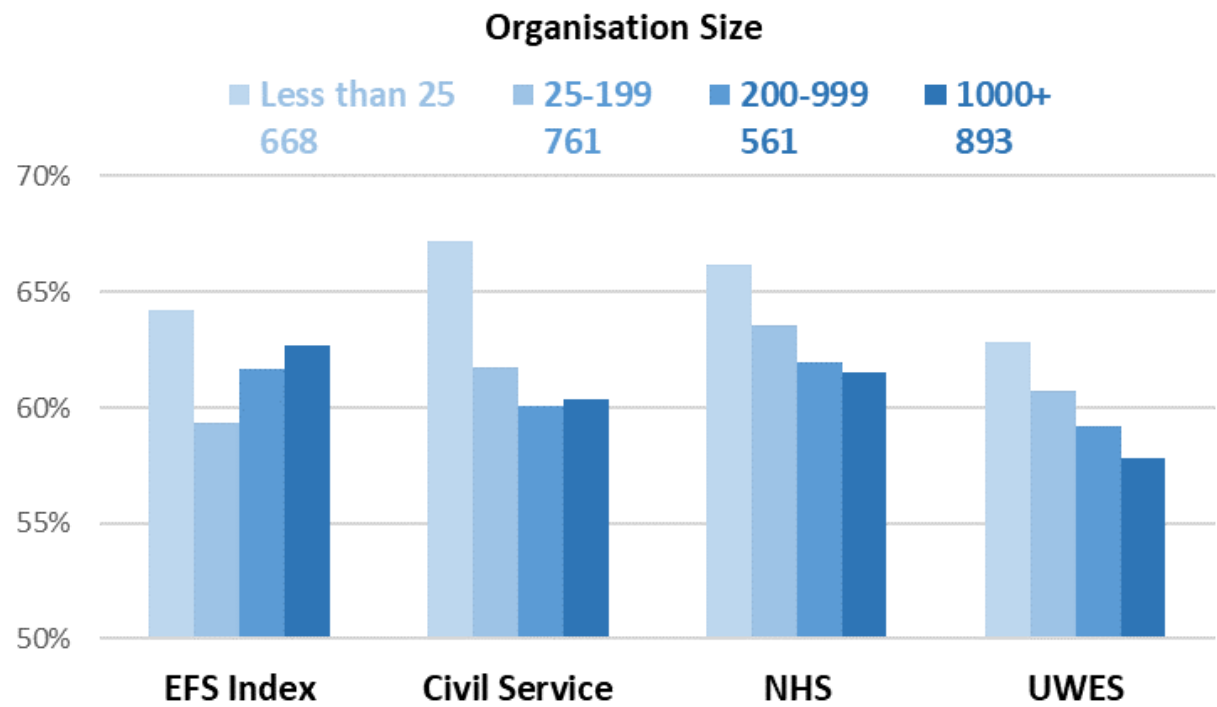
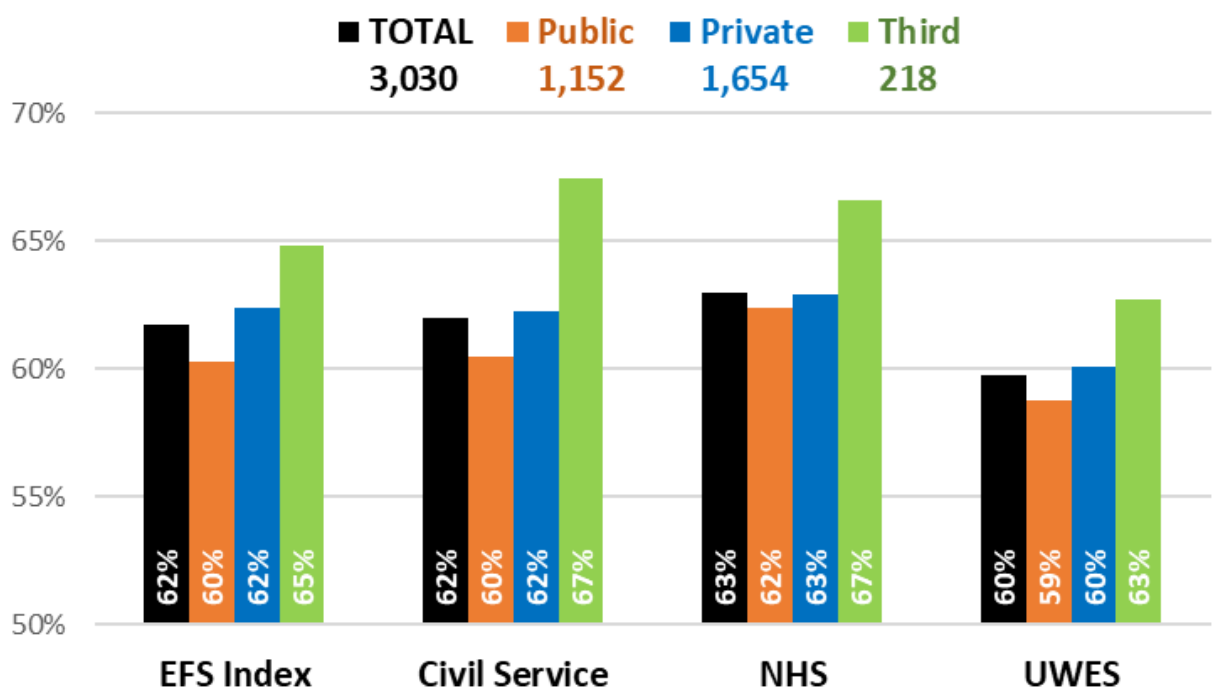


All graphs show %
Strongly Agreeing



ORGANISATIONAL DIFFERENCES

Engagement Indices by Sector and Size



PEOPLE ISSUES

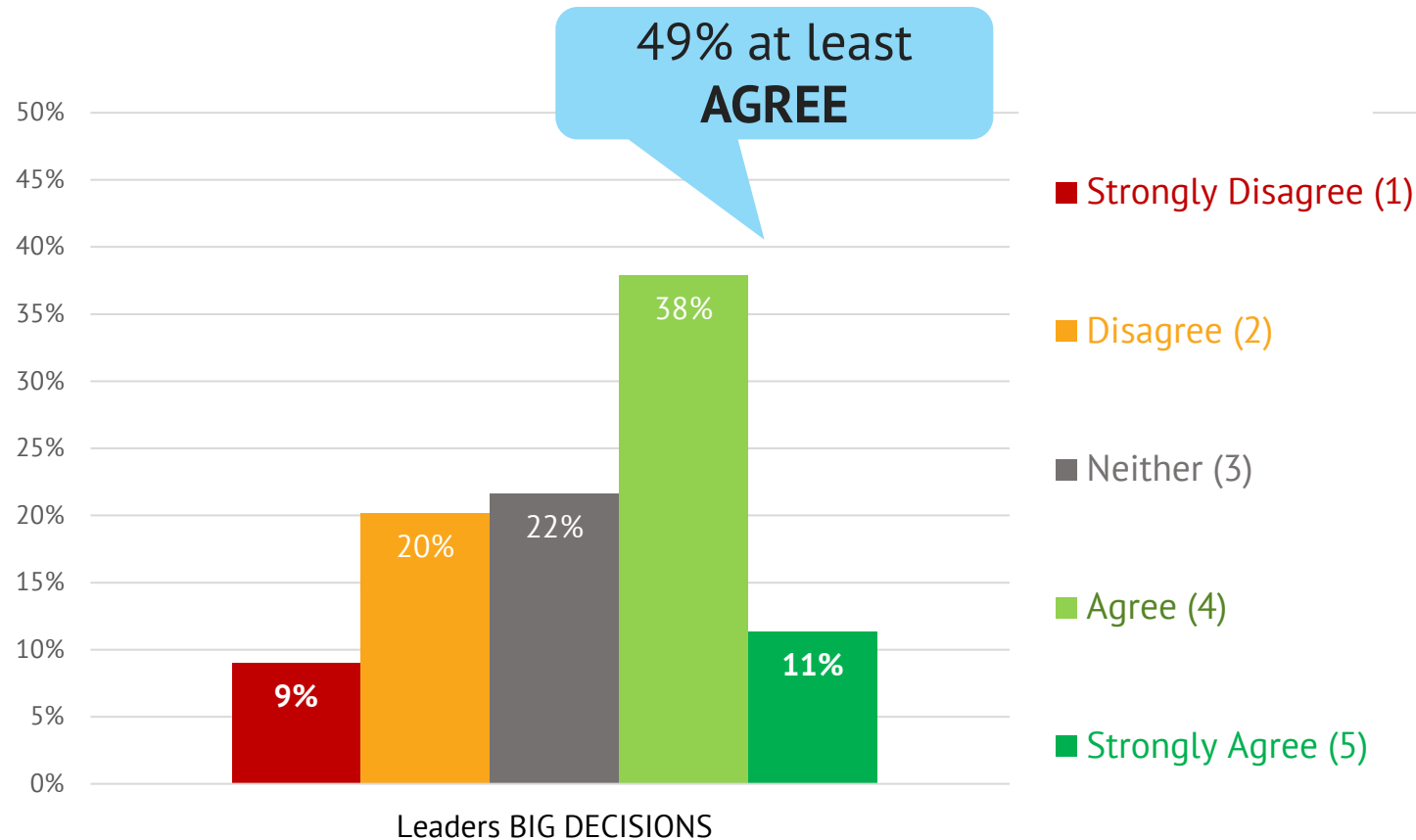


People Issues in Strategic & Day-to-day decisions



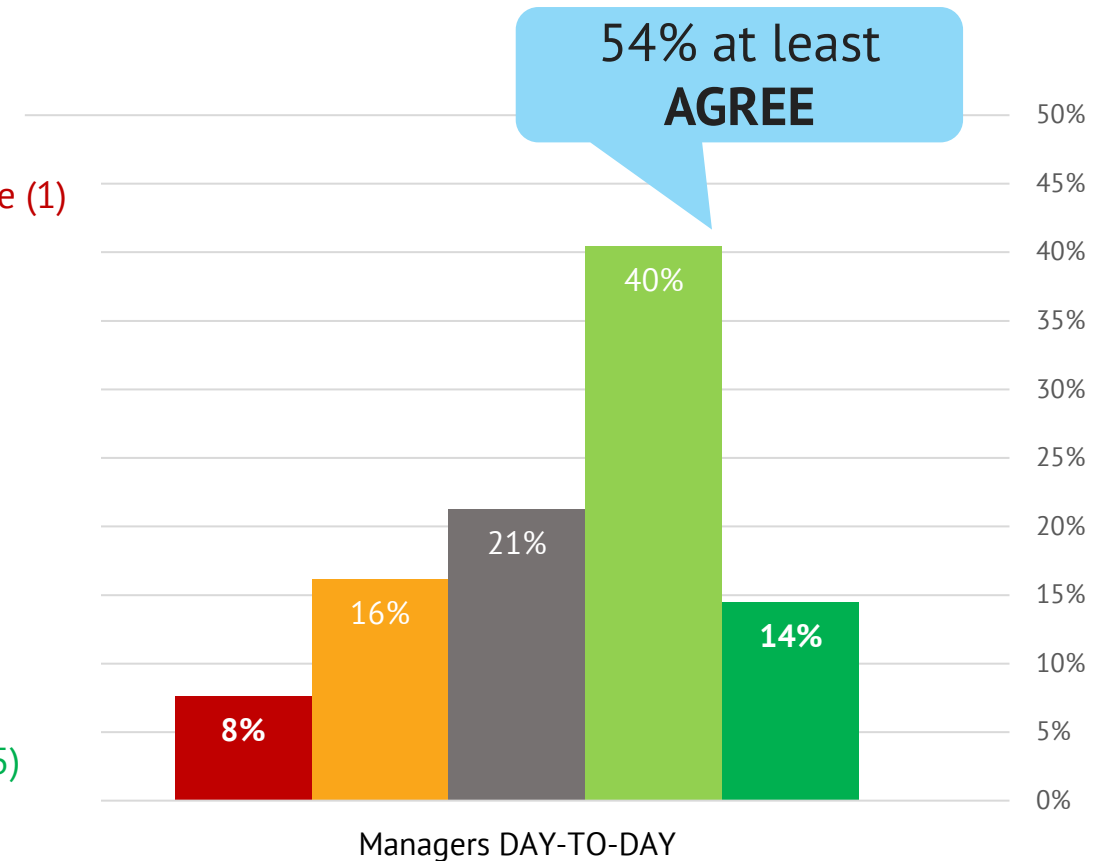
Leaders Big Decisions

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

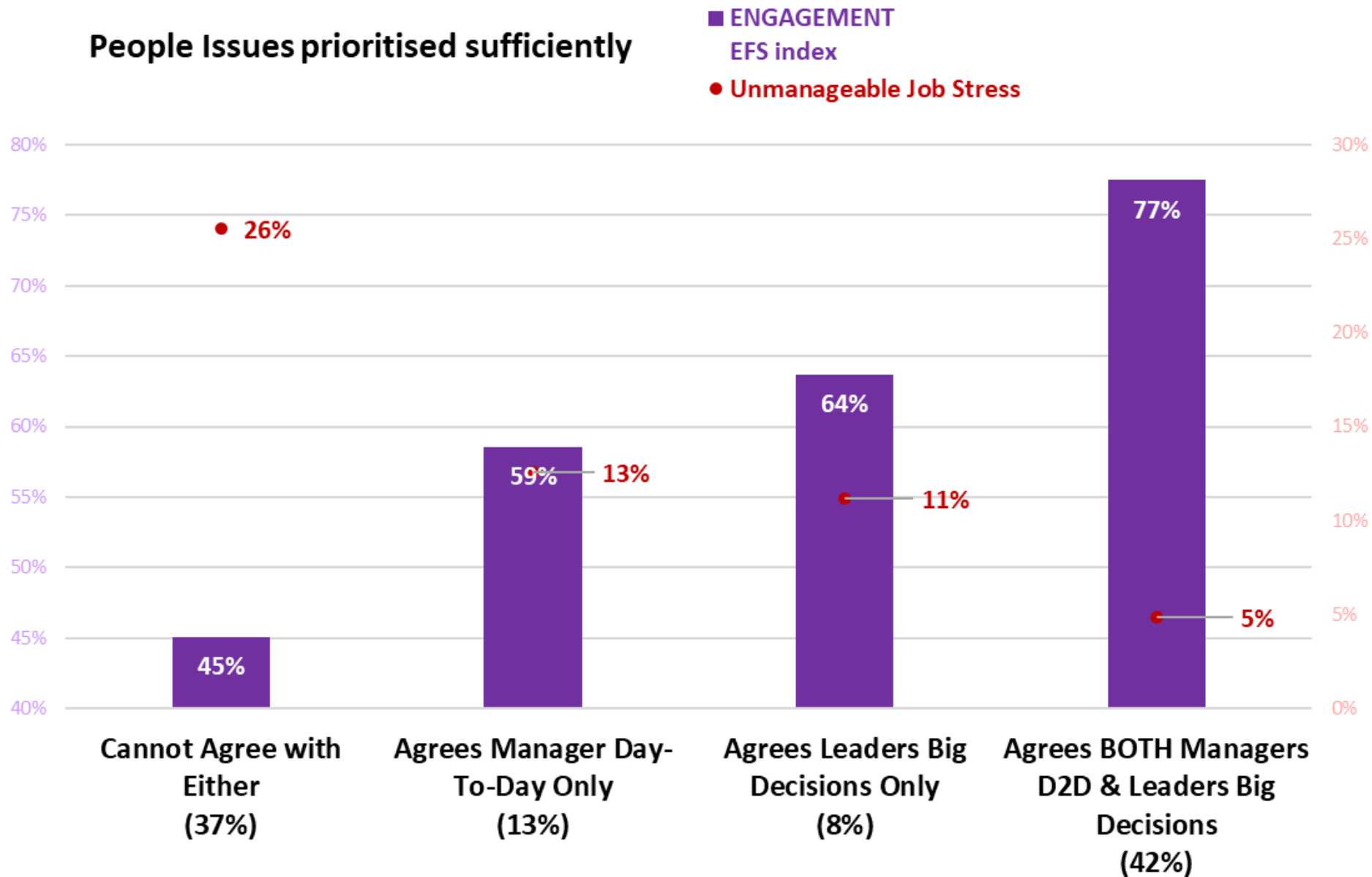


Manager Day-To-Day

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



Impact of People Issues on Wellbeing



ORGANISATIONAL PRACTICE

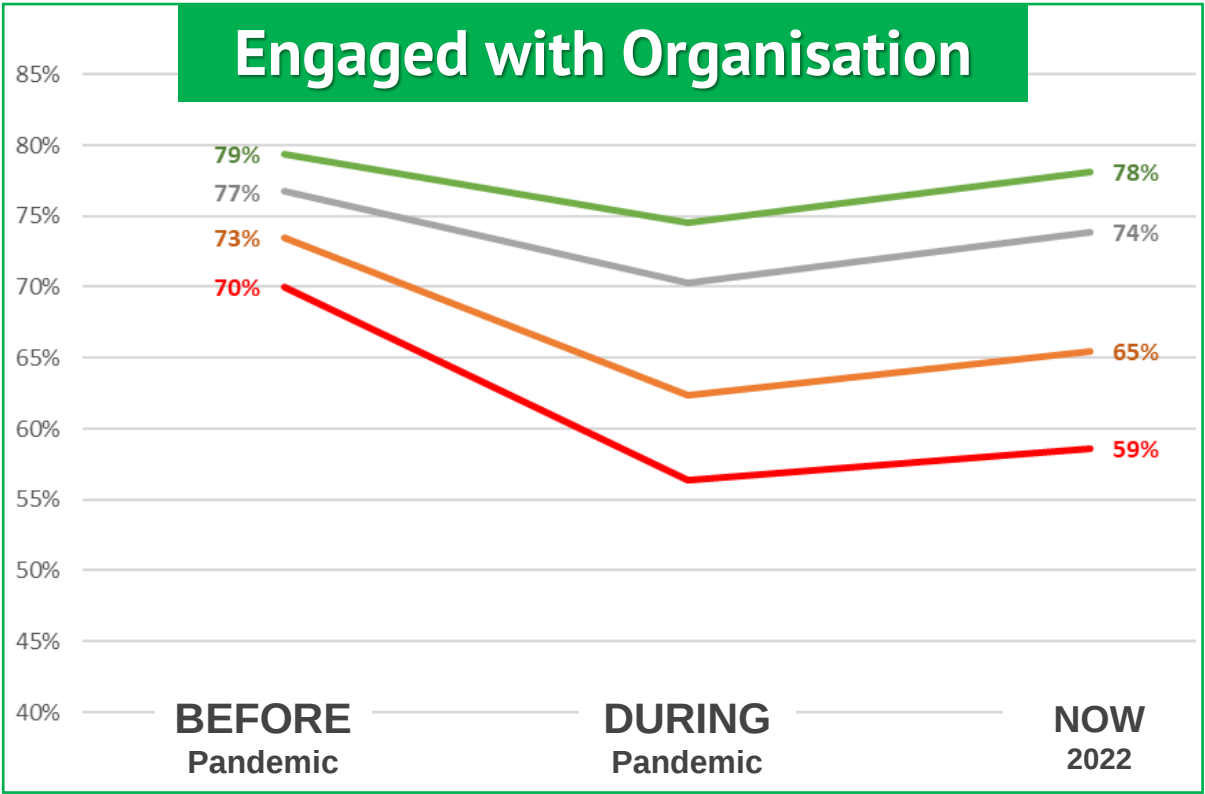


2022 EFS Survey Key Finding: Organisational Response



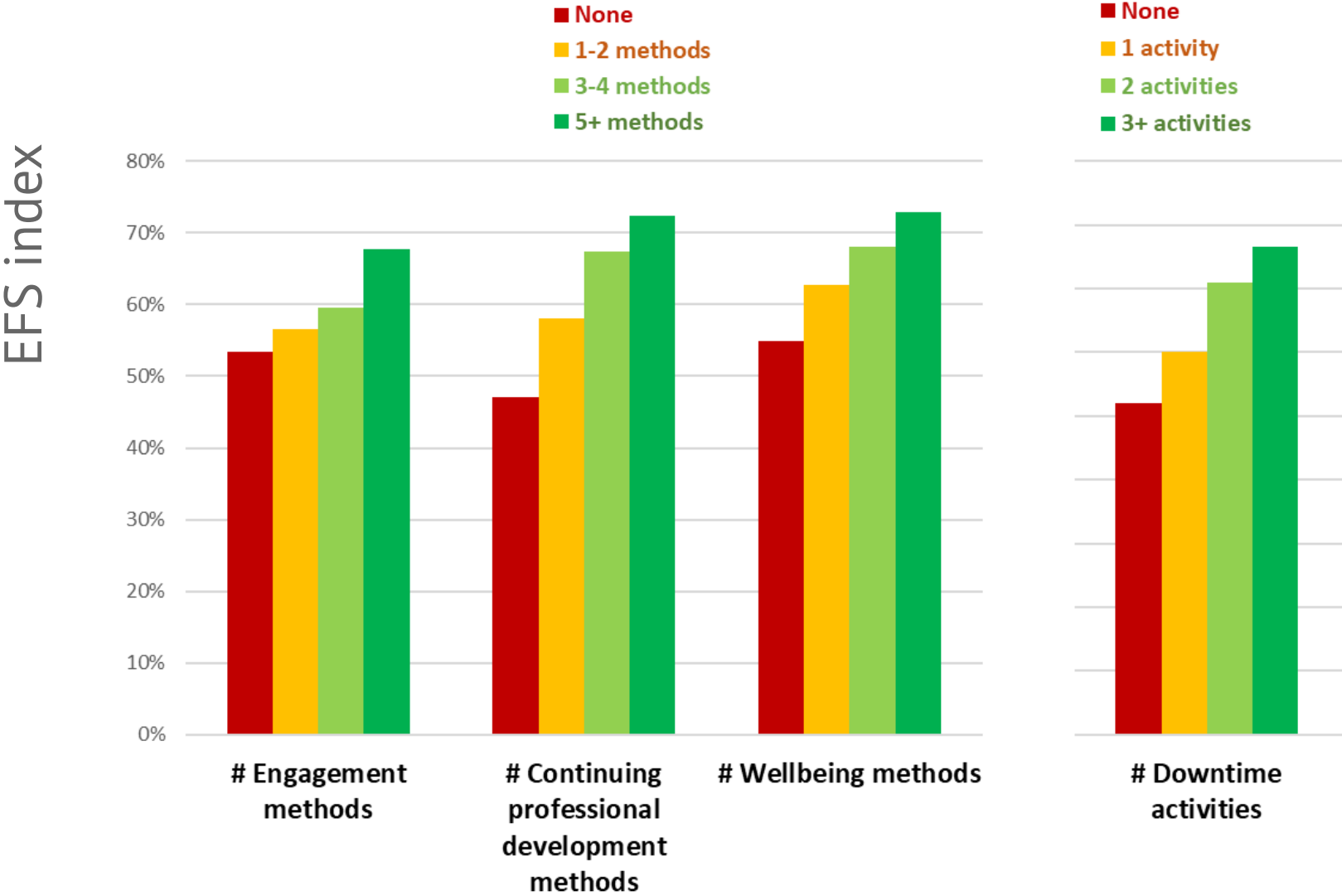
	High Group
Meeting methods	3+ methods
Comms methods	3+ methods
Training methods	2+ methods
Online wellbeing offerings	4-5 methods

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

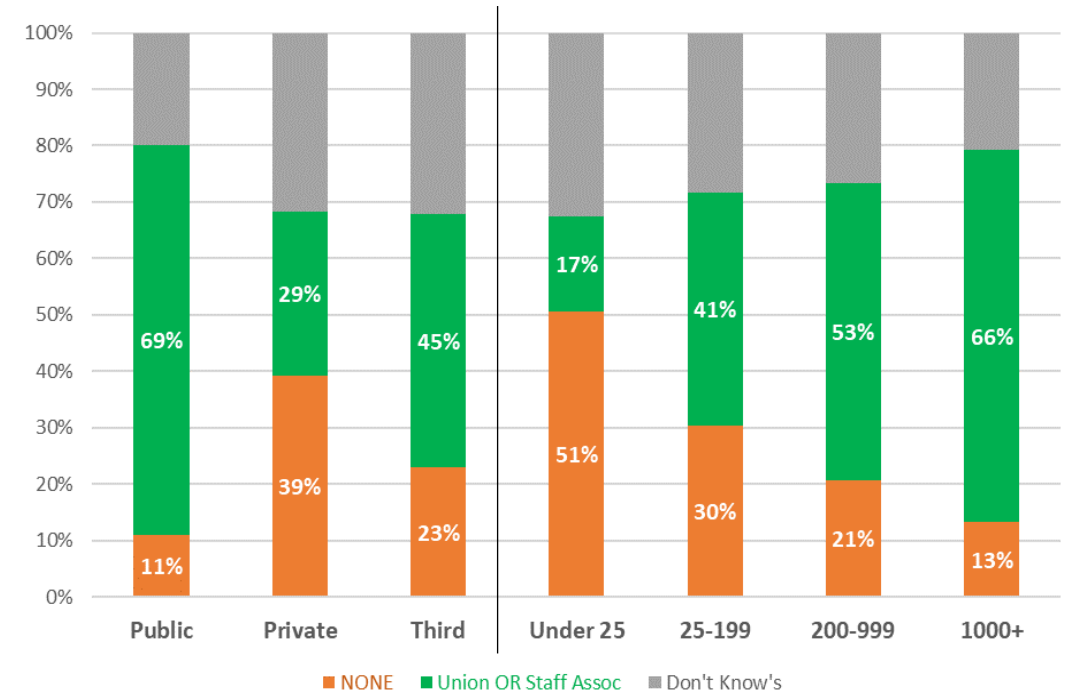
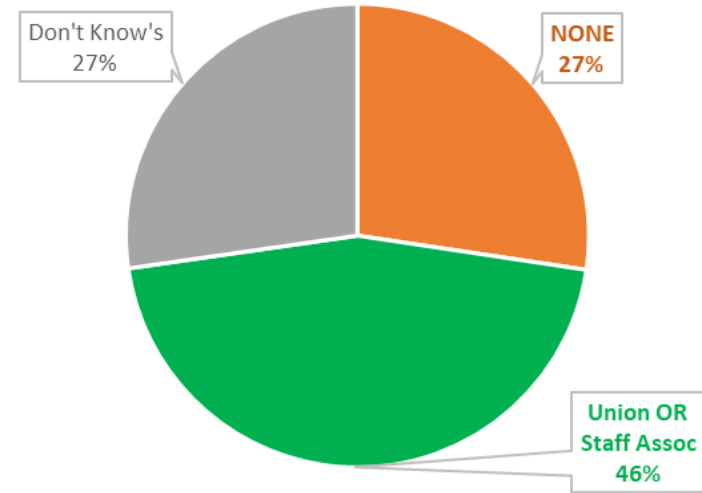
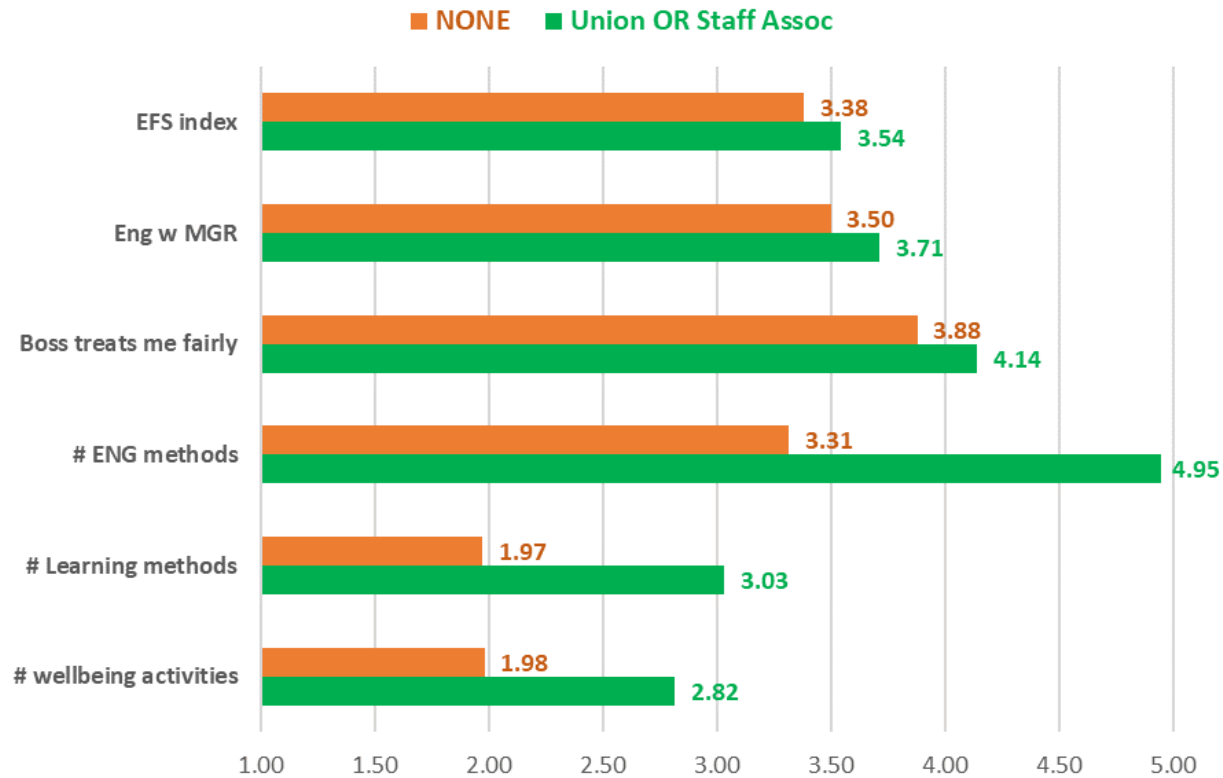


Now vs Before		Through Pandemic
	3+	-1%
	2	-3%
	1	-8%
	None	-11%

2023 EFS Survey: similar patterns emerging...



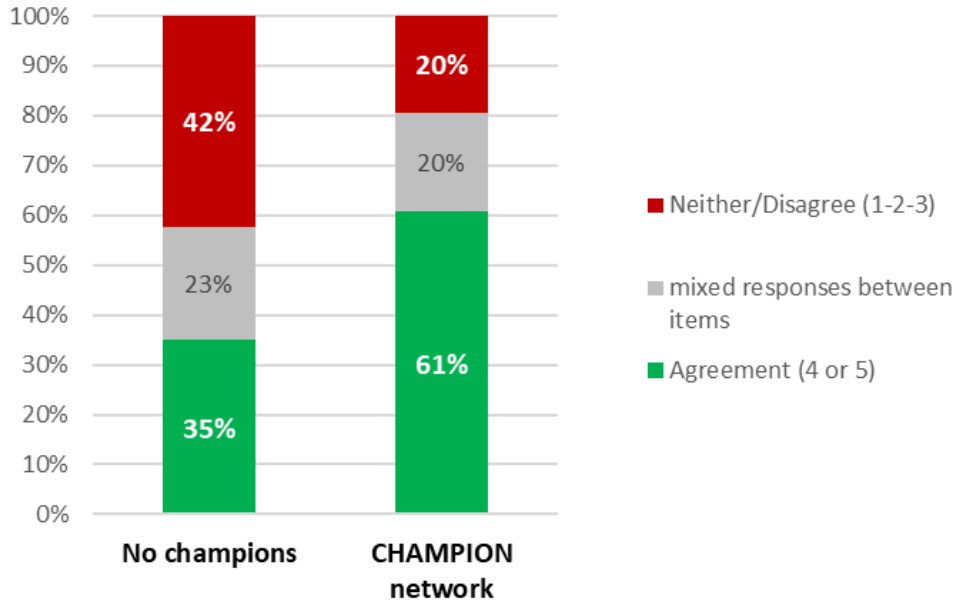
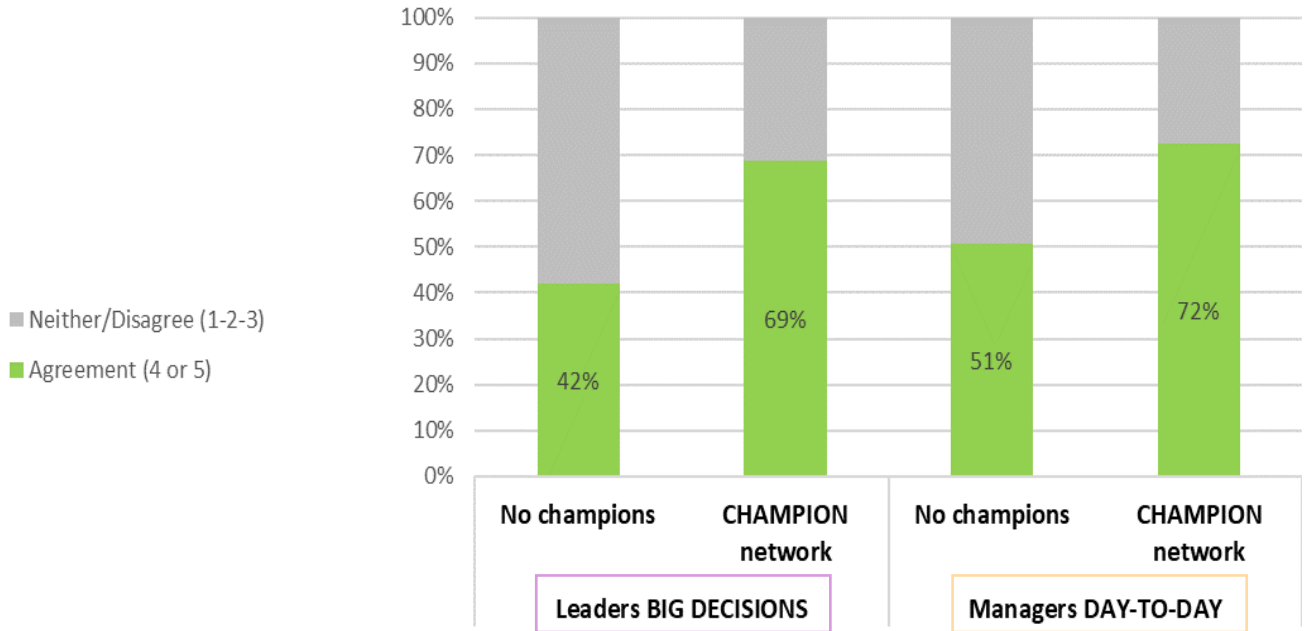
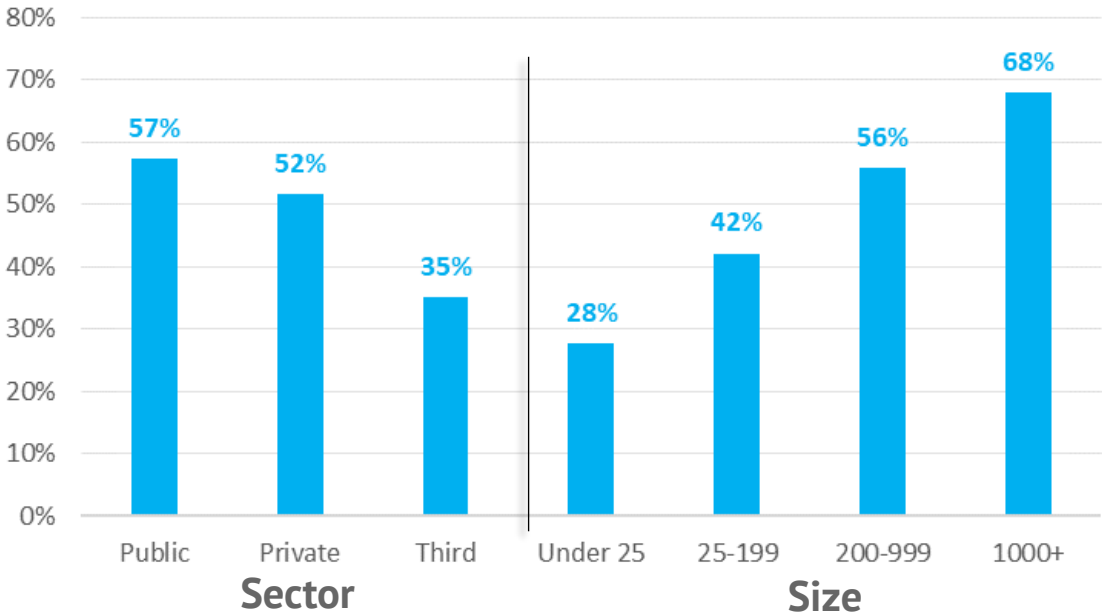
Unions and Staff Associations



Champion Networks



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

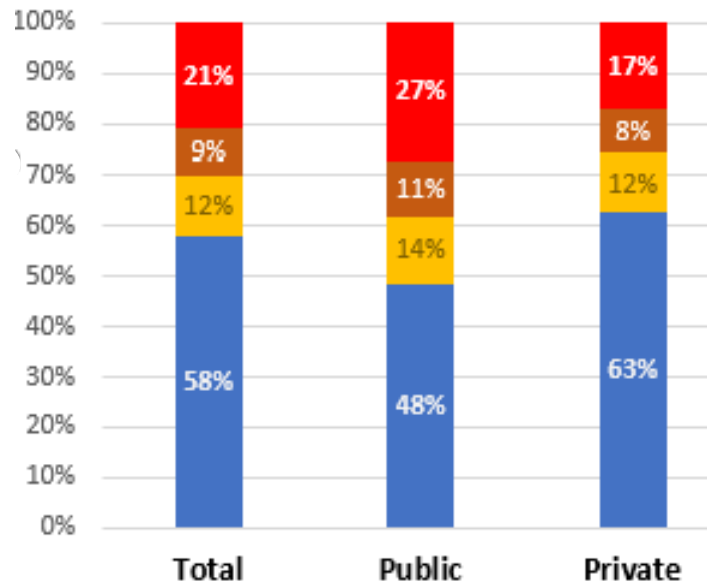


Hybrid working



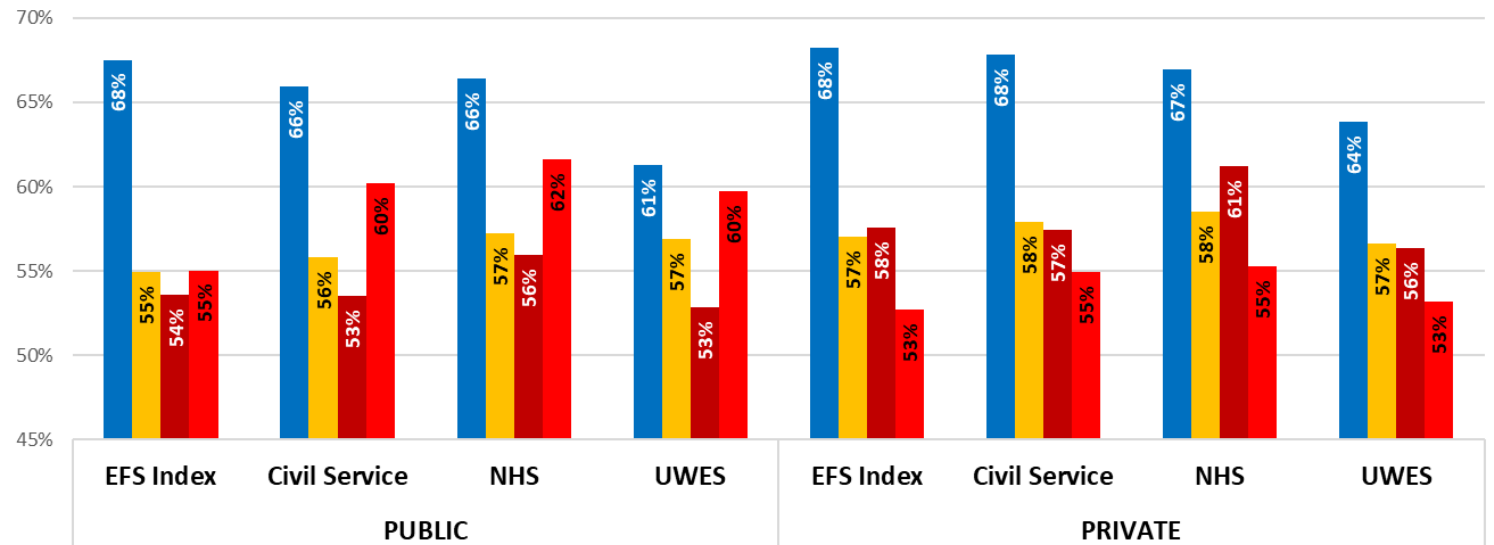
My organisation...

- 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

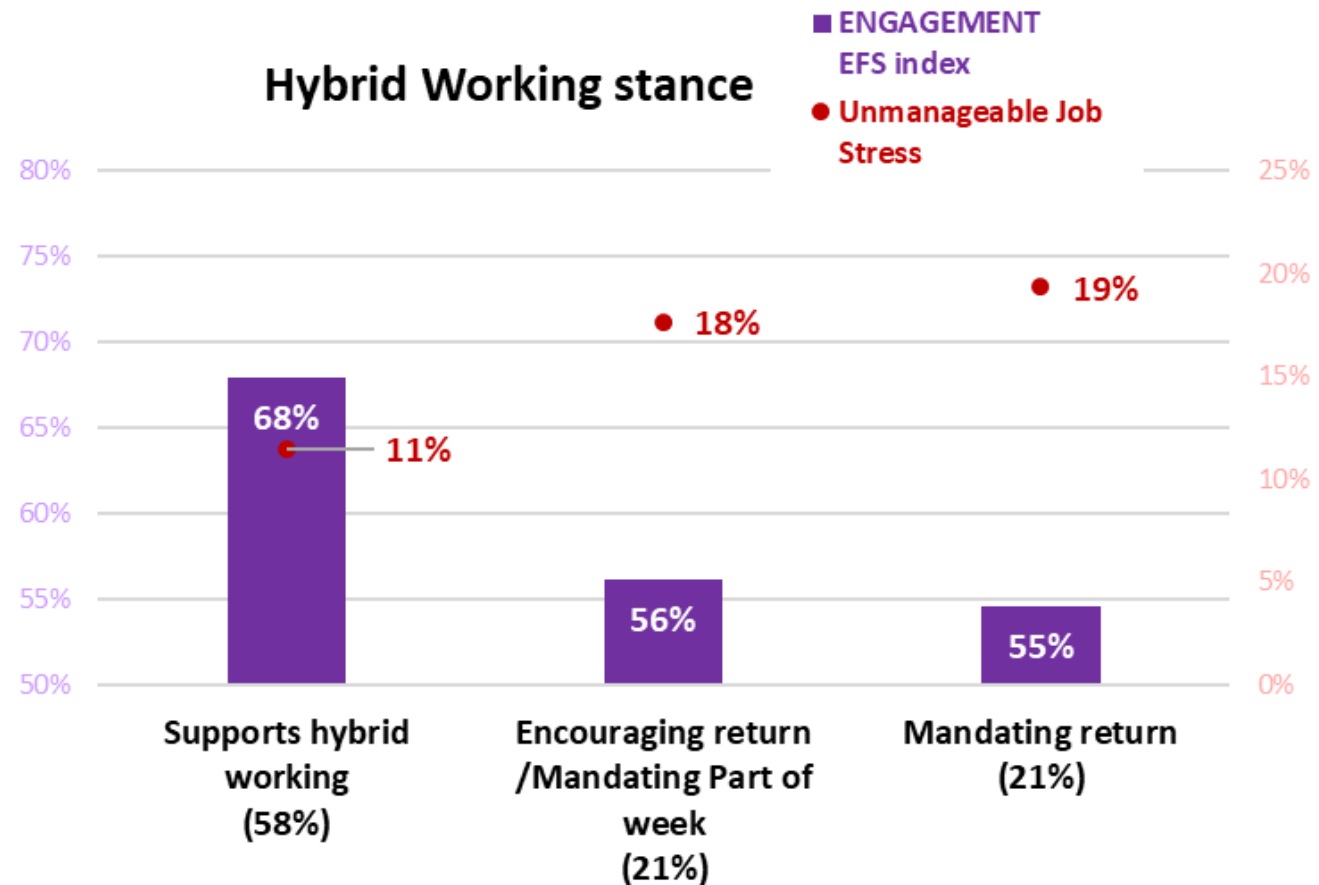
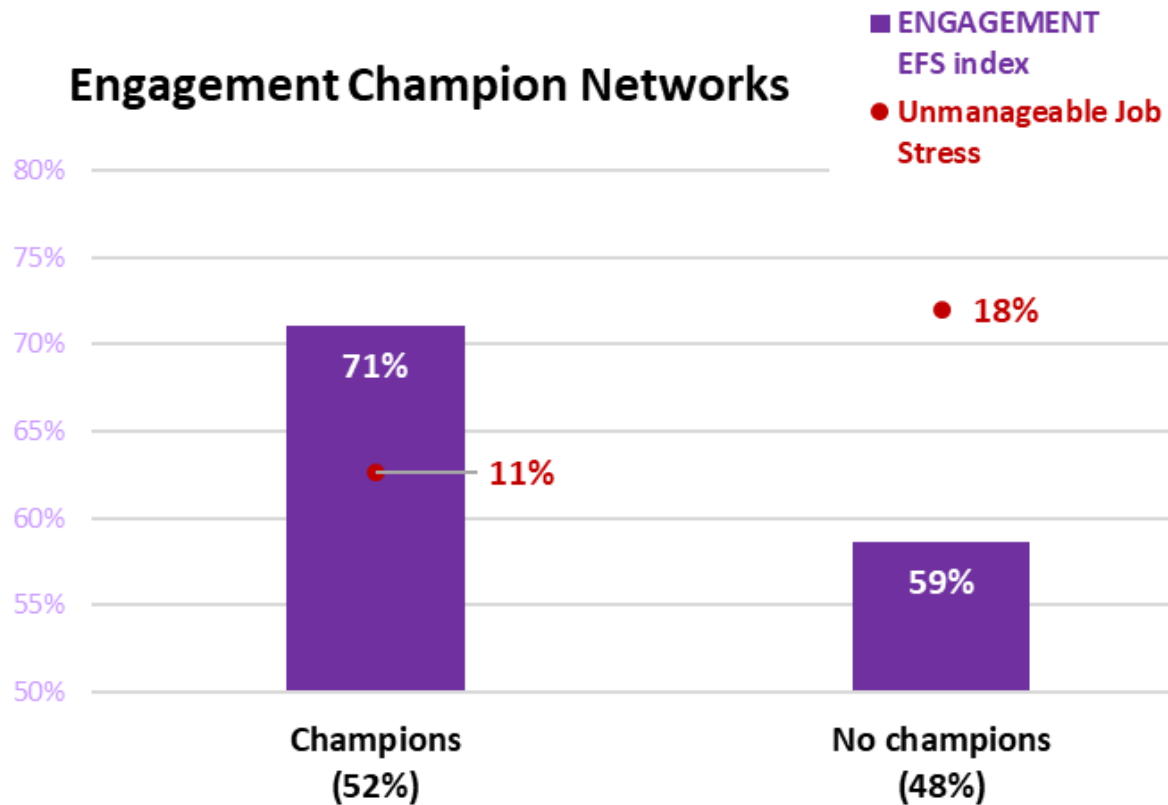


My organisation...

- 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



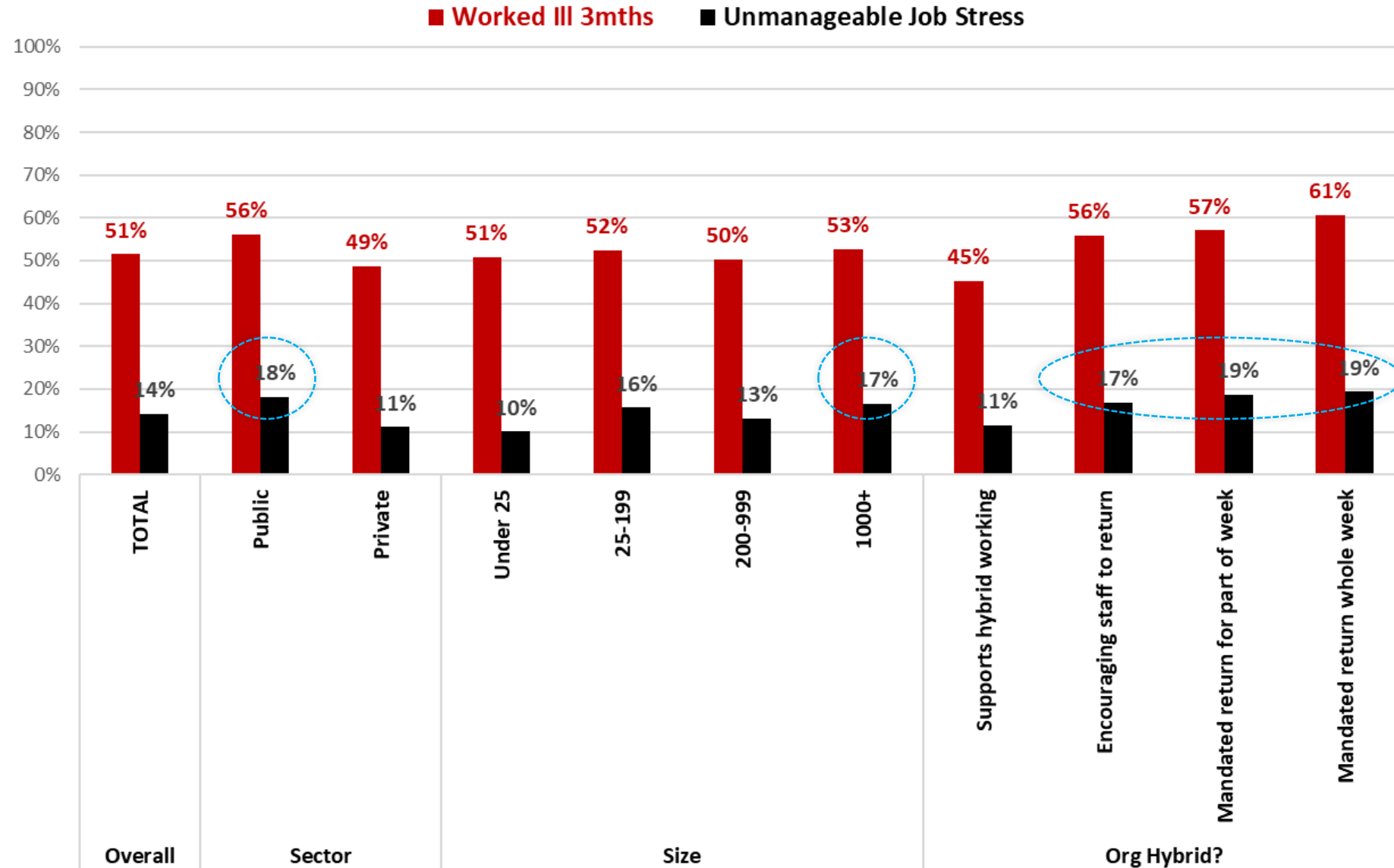
Impact of Champion Networks and Hybrid Working



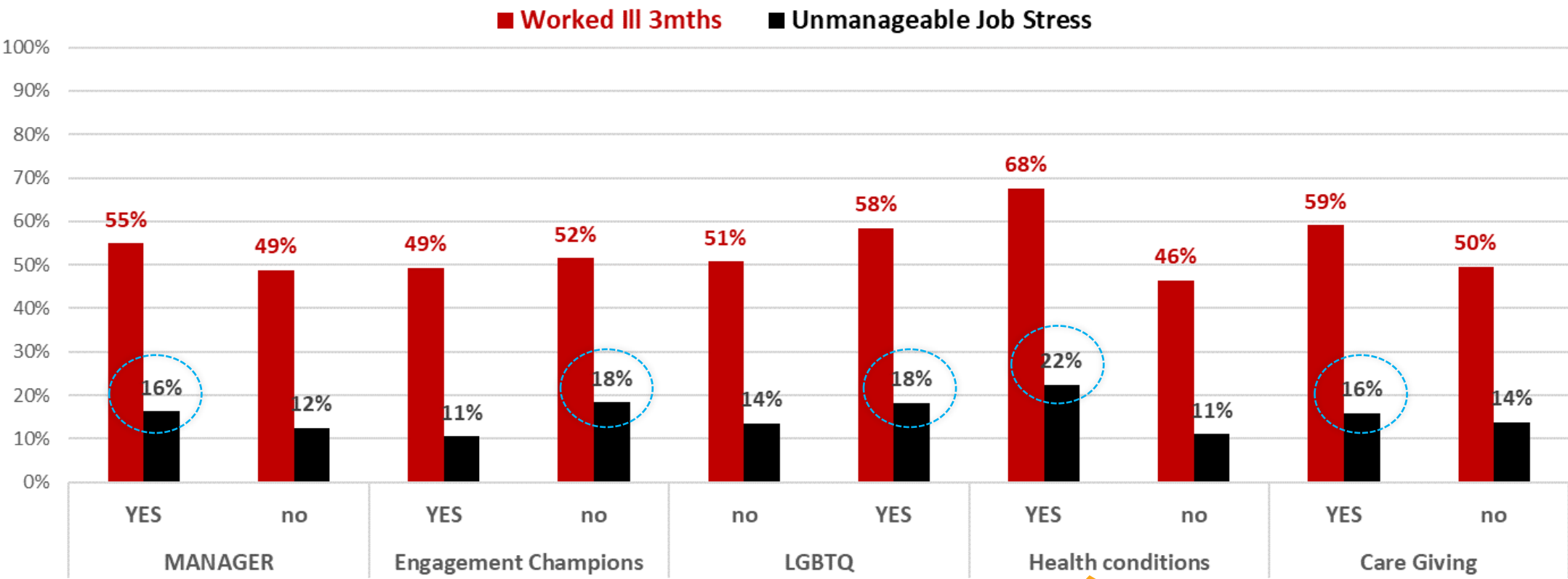


EMPLOYEE LEVEL

Presenteeism and Job Stress



Presenteeism and Job Stress

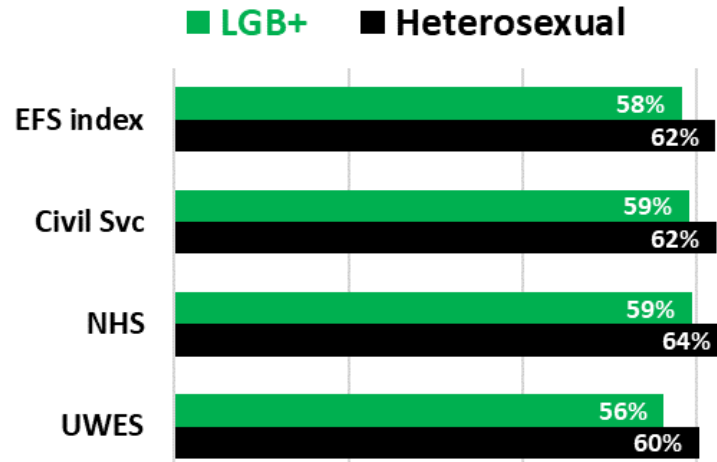


23% report physical or mental health conditions or illness lasting or expected to last for 12 months or more

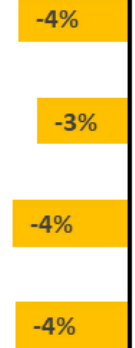
Main outcomes – differences for LGB+



ENGAGEMENT

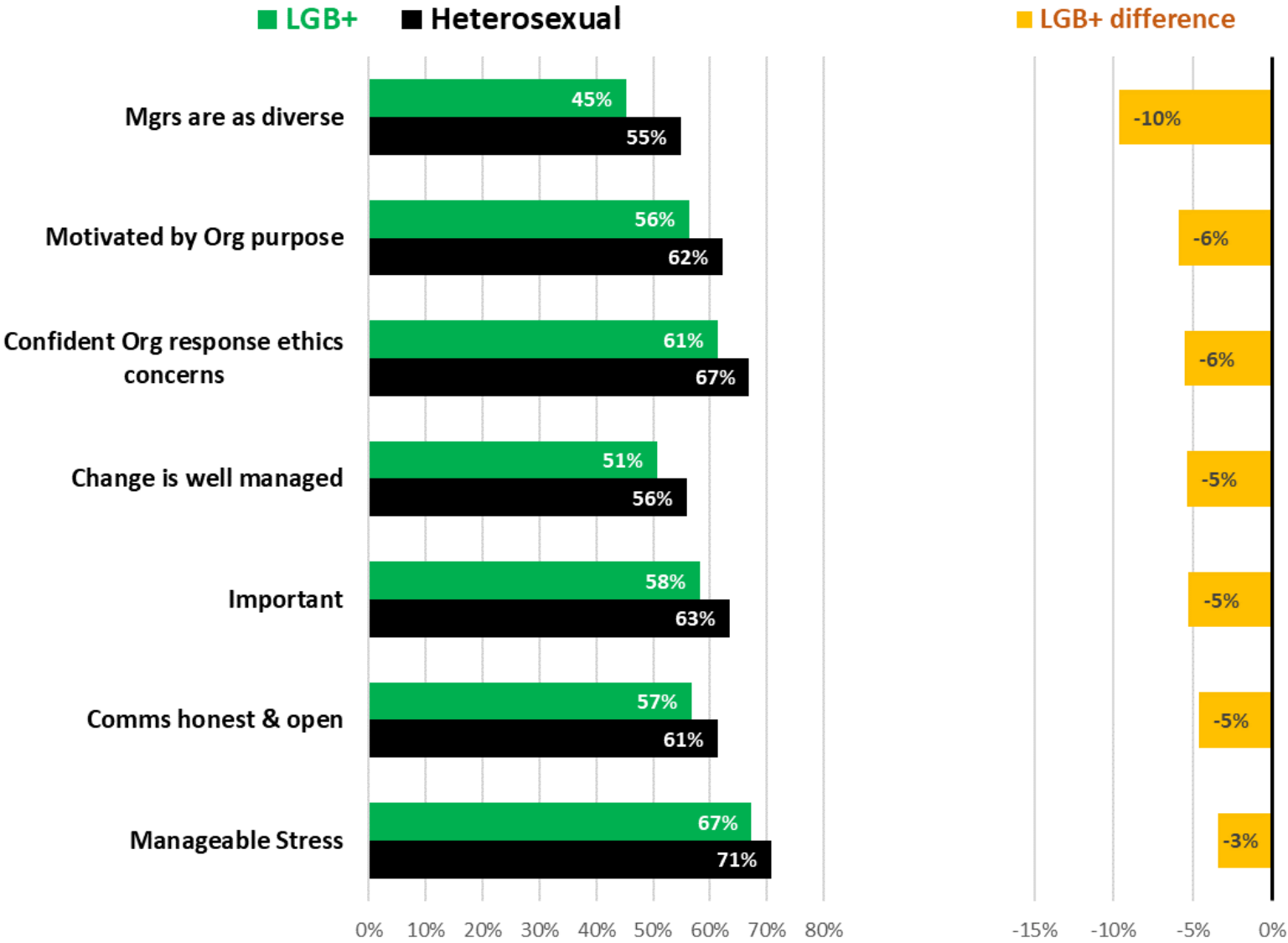


■ LGB+ difference



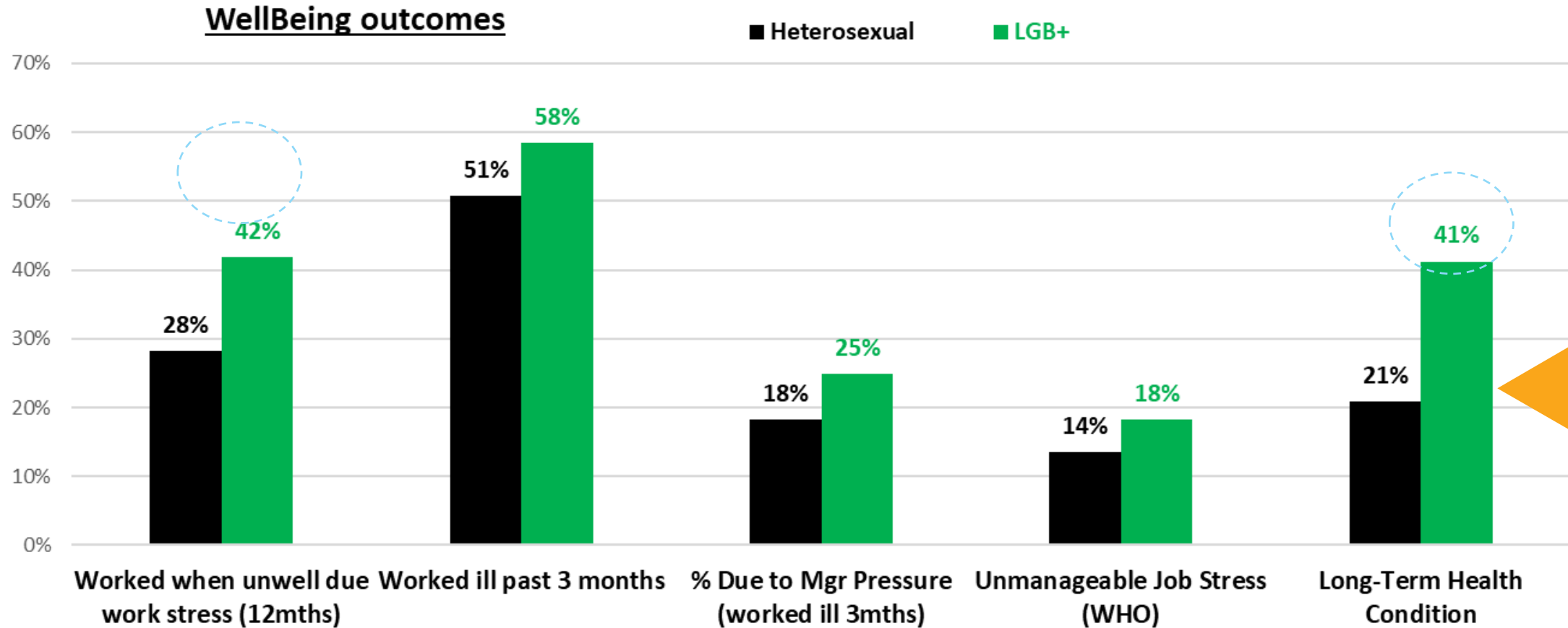
ENGAGEMENT

Main item differences for LGB+



Managers are perceived as LESS DIVERSE

Wellbeing Outcome differences for LGB+

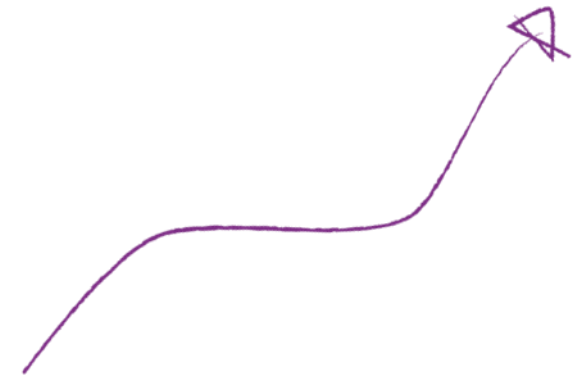


Do you have any physical or mental health conditions or illness lasting or expected to last for 12 months or more?

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 or 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)