

WorkL

Employee Experience Report 2022-23



Utilising the world's largest employee experience database to inform positive organisational transformation.

Foreword



Baroness Martha Lane Fox
 Entrepreneur & Founder of [doteveryone](#), a think tank championing responsible tech for a fairer future

Find the link to the full lecture at business.workl.co.

This year Baroness Martha Lane Fox delivered WorkL's Autumn Lecture. Here she outlines why the tech industry needs to be more inclusive and how taking lessons from history could help us create a fairer future in our digital space.

- Martha admits to being a "dot com dinosaur", with technology underpinning her entire working life
- Reflecting on the last three years, Martha says the pandemic has undoubtedly shifted our relationship to technology to work and the kind of intersection between them. "There's no surprise that as soon as the pandemic happened, those of us that were able to work remotely were enabled to by the incredible power of the technologies that we all live with."
- Martha recognises her "metropolitan bubble", and that not "everyone could switch online, turn on their computer and carry on as normal even though it was hectic and stressful. It is also important to remember that only 50% of jobs could be done online, and a huge percentage of the people that weren't able to work online."

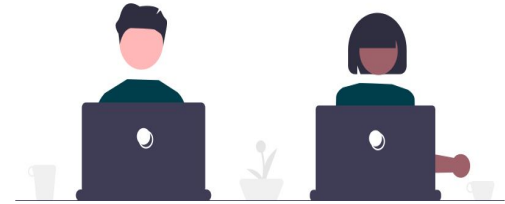


Look back to think forwards



- "Half the world is still not using the internet, can you imagine what that felt like during this pandemic?"
- "We still have a huge job to do to include everybody in these enormous changes that have dominated so much of the working landscape over the last three years, but before that as well."
- Martha says, today, deep tech areas of technology do not have a gender balance that was seen back in the 1960's and 70's with women engaged in complex tech jobs, such as programming the Concorde.
- Martha cites Dame Stephanie Shirley as a trailblazer in the technology sector and questions why, today, we are not using the insights and learning from the 60's and 70's, in order to build a more inclusive and sustainable technology space for the future.
- Some of the inertia that we felt perhaps before the pandemic has been broken through and organisations have re-thought how they use technology. Martha praises how the House of Lords quickly digitised at the start of the pandemic.
- The Tech sector must make sure that we are thinking about where we get skills from and helping people from all kinds of communities to be part of that future that we are building.

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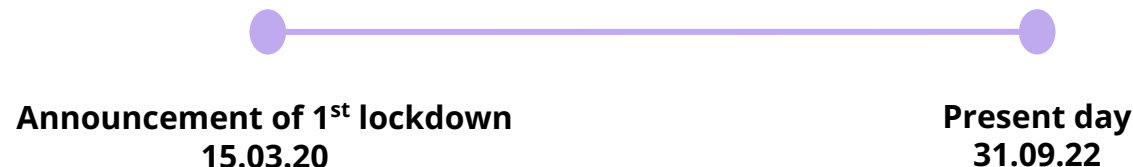
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Methodology

The data used in this report is from WorkL's Workplace Happiness Test which includes crowdsourced employee experience data on over **300,000 individuals**. This test gives participants a score based on six key principles, crucial engagement indicators as well as qualitative results. In this analysis, 'post-covid' is simply all the results collected after the 15th of March 2020, when UK legislation and restriction were fully implemented and had a significant impact on the workplace.

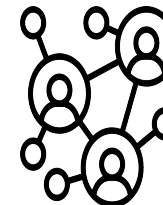
Data submissions from:



Six Steps to employee experience



Reward & Recognition



Information Sharing



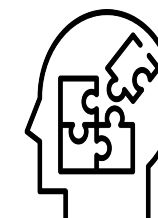
Empowerment



Instilling Pride



Job Satisfaction



Wellbeing

26

Different industries within the sample

300,000+

Annual survey completions

105

Different countries within sample over the last year

27,000+

Data on over 27,000 organisations

Methodology

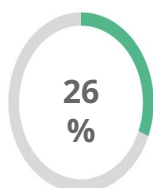
Employee experience indicators:

D&I indicator minority groups demographic markers:



- Female
- Disabled
- BAME
- LGBTQ+

Flight Risk



31% of employees have a high chance of leaving in the next 9 months

32% Industry 27% Global

Retail

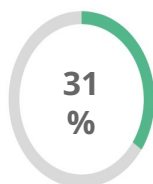
FIND OUT MORE

Flight Risk: The % of employees who are likely to want to leave their organisation in the next 9 months

Question Set:

- I am fairly paid
- I have a good relationship with my manager
- I enjoy my job
- I am being developed

Wellbeing Risk



35% of employees have a high risk of poor wellbeing

36% Industry 32% Global

Retail

FIND OUT MORE

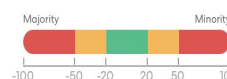
Wellbeing Risk: The % of employees who are likely to be at risk of poor Wellbeing

Question Set:

- My employer cares for my Wellbeing
- I rarely feel anxious or depressed about work
- I am happy (and feel safe) in my working environment
- I feel happy at work

Diversity and Inclusion

0.23



Percentage point difference in average score between majority and minority groups

Excellent!

-0.1% Industry 0.0% Global

Retail

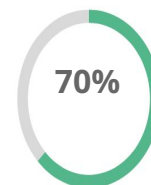
FIND OUT MORE

D&I indicator: The score of D&I at an organisation; a positive score means the minority groups have scored more highly, a negative score means the majority groups have scored more highly

Question Set:

- Information is freely and regularly shared with me
- My views are heard at work
- My employer cares for my Wellbeing
- I am treated with respect

Confidence In Management



63% confidence score in management

65% Industry 70% Global

Retail

FIND OUT MORE

Confidence in Management: The % calculated by analysing questions on confidence in management

Question Set:

- I have a good relationship with my manager
- I feel proud to work for my organisations
- I work in a well run organisation
- I understand the organisation's plan

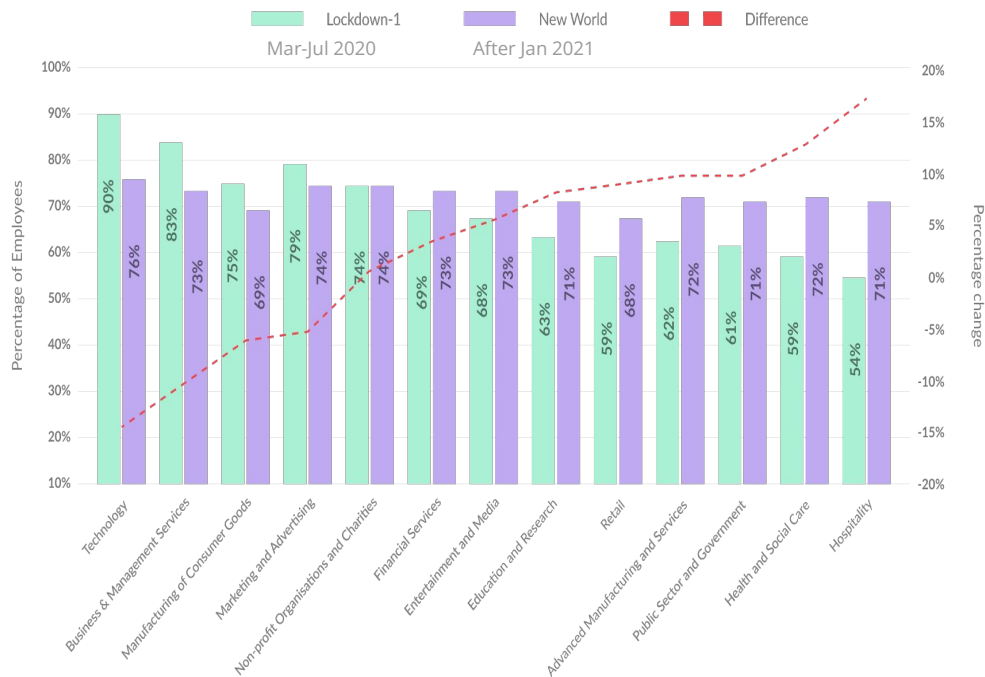
Industry comparisons:

The battle for top spot

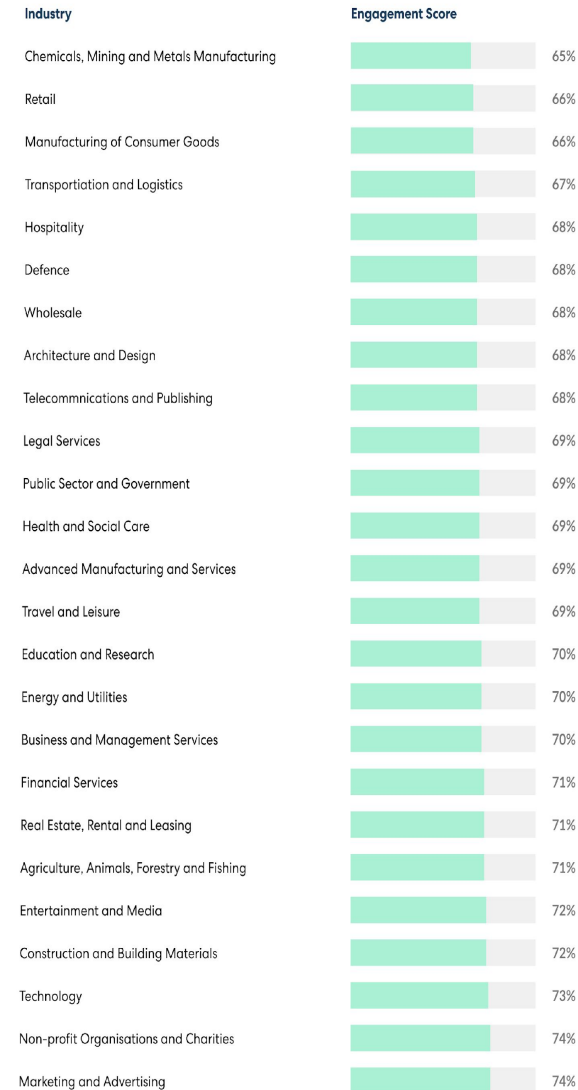
In 2020, the **Technology** industry led in employee experience with employee engagement going from **73%** to **87%**, jumping up 5 places since 2018. Pre-pandemic to Lockdown-1 scores jumped **7%** (from **73%** to **90%** - a score no other industry has ever hit).

In 2018 our data showed that in Technology men felt more empowered and trusted in their jobs than female employees (**60%** in men vs **54%** in women). In 2022, this gap stabilises as both men and women score **74%**. Women in tech feel more empowered today than 5 years ago.

Engagement Scores: Lockdown 1 to New World



Industry Engagement



This year the same 3 industries score best in their engagement scores, flight risk and wellbeing risk scores.

Industry comparisons:

Room for improvement

Retail has fallen to the bottom of the table this year having shown poor results even since before the pandemic. Back in 2018 employees in the retail industry felt they were underdeveloped, unhappy in their jobs and their Wellbeing was being cared for less than other sectors.

When asked:

Do you feel Happy at work?

Just **58%** said yes in Retail

Compared to **64%** on average



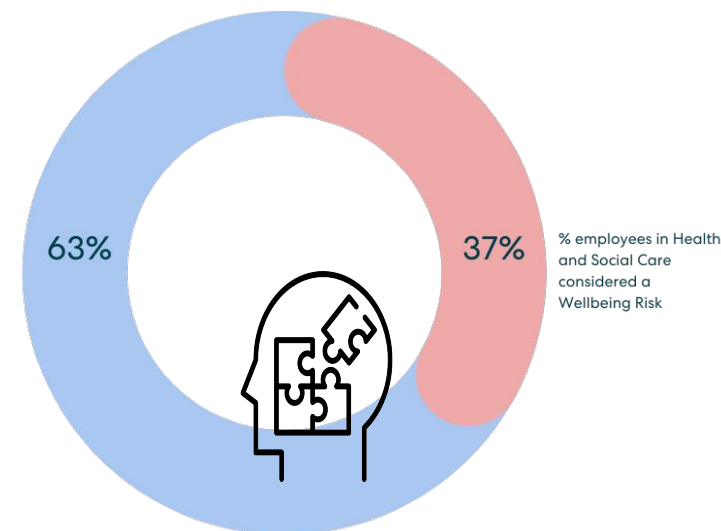
Concerns around the cost-of-living crisis, rising levels of customer abuse and deteriorating mental health coming out of the pandemic are having a real impact on the wellbeing of people working in the retail industry, as WorkL's research shows. More than eight out of ten retail workers we spoke to for [The Retail Trust's health of retail report](#) in May told us they have experienced a decline in their mental health in the last year and over half of line-managers said their teams have reported mental health issues they felt ill-equipped to deal with. Retailers of all shapes and sizes are already working with the Retail Trust to address these issues and provide the tools their people need to take control of their wellbeing but we would still urge many more to join us in creating a much happier, healthier and thriving retail workforce.*

* www.retailtrust.org.uk/helping-your-business/customer-resources/health-of-retail-report-2022

Chris Brook-Carter, CEO The Retail Trust



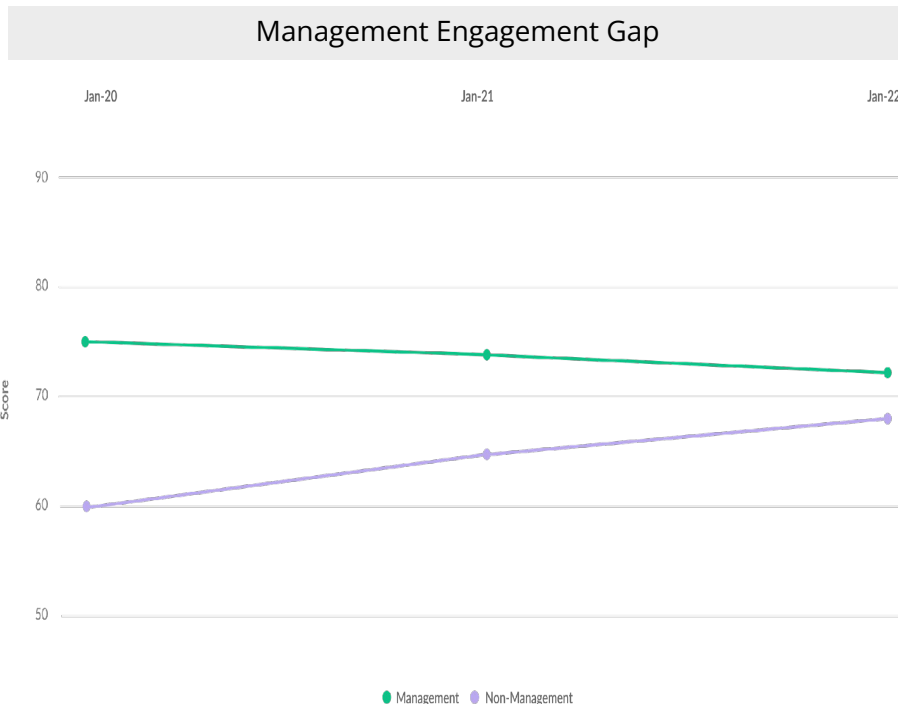
Undoubtedly the sector that was most impacted by the pandemic is **Health and Social Care**. Back in 2019 employees working in healthcare in the UK rated their wellbeing at work as poor, scoring an average of **45%** when asked if they rarely feel depressed or anxious at work; **29%** lower than employees in the Legal Services industry. Factor in the pandemic and today employees in this sector score highest when evaluating their Wellbeing Risk with a score of **37%**; meaning that over a third of employees are at risk of poor Wellbeing.



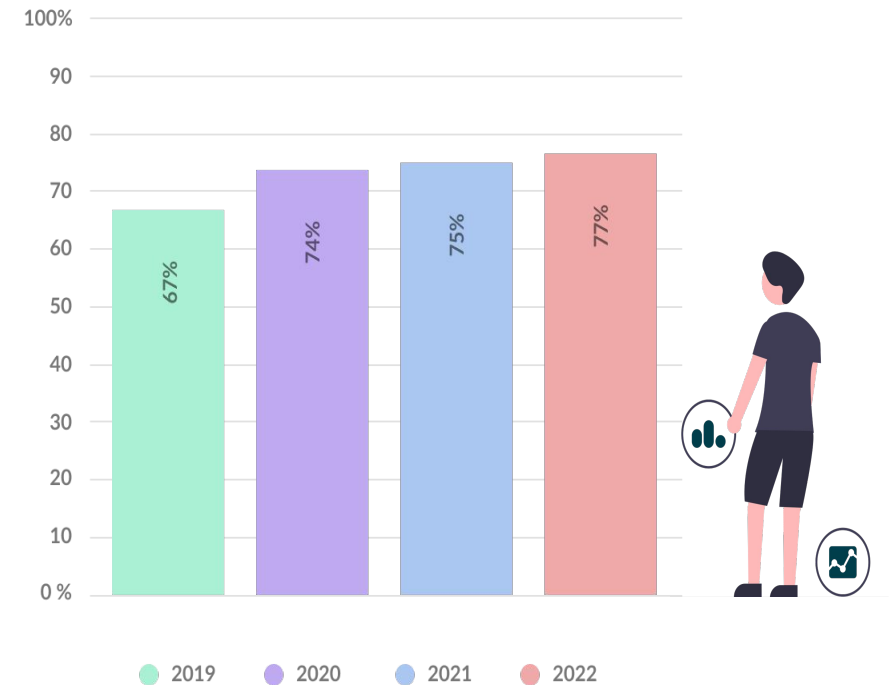
Management

Management engagement scores dropped **10%** in the immediate aftermath of the lockdown announcement (from **75%** in March 2020 - **65%** in April 2020).

The 'engagement gap' between employees and managers has significantly decreased from its greatest March 2020 (**15%**) to **<3%** in 2022. Managers are also clearly offering effective support to their teams as non-management flight has decreased by **18%**, whereas potential strain or lack of support in management has led to Flight Risk rising **1%**. Similarly, non management Wellbeing Risk has decreased by **17%** and management Wellbeing risk has increased by **5%**.



Management Engagement Scores



Despite management engagement scores dropping significantly at the beginning of the pandemic, Management engagement has risen **10%** in the last 4 years.

Organisations will benefit from focussing on retaining the narrow 'engagement gap', while this seems like management engagement decreasing, what it really demonstrates is a more symbiotic and sustainable relationship between employer and employee. Survey responses to the question 'I have a good relationship with my manager' have been on the increase for the past four years; improving **10%** from 2019-2022.

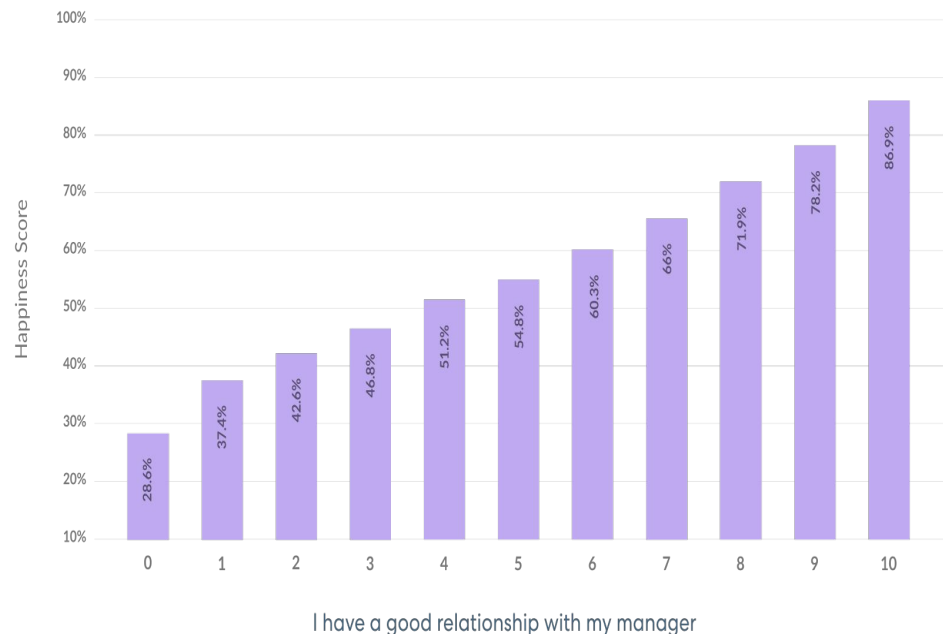
Management: the key to employee engagement

WorkL has identified a **0.99%** correlation between relationship with management and engagement score:

I am often asked if there is a silver bullet when it comes to improving employee engagement, and in truth, I think the single most important thing is an individual's relationship with their manager. I can estimate, with confidence, an individual's employee engagement score by just asking the question: 'Do you have a good relationship with your manager', this is a great starting point when measuring and improving an employee's experience.'

Lord Mark Price, Founder, WorkL

Engagement and Relationship with Manager Correlation



Management Engagement Scores (2022)



Non-management flight risk (+6%) and Wellbeing risk (+5%) is higher than management, as well as non-management feeling **4%** less happy with their pay.

However, with management Wellbeing Risk on the rise since Nov 2021, it is clear is that while management is resilient and adaptable, they must be provided with sufficient support and development to continue to do their job well. Whilst the narrowing of the 'happiness gap' is beneficial to the organisation as a whole, the data demonstrates that this is a crucial time to rebuild and sustain management engagement.

Minority groups

The Chartered Management Institute's (CMI) [Workplace Inclusivity Illusion Report](https://www.managers.org.uk/wp-content/uploads/2022/06/The-Workplace-Inclusivity-Illusion-Report-CMI.pdf),* which was published earlier this year to mark 75 years since being founded, showed over half of employees (**52%**) - or an estimated **10.6 million** people in the UK - felt they had been overlooked for opportunities in the workplace because of their identity over the course of their career.

*<https://www.managers.org.uk/wp-content/uploads/2022/06/The-Workplace-Inclusivity-Illusion-Report-CMI.pdf>

Disabled employee experience

Today people who are disabled are facing serious challenges in their employee experience. The flight risk for people with a disability is **34%** compared to **26%** for those who are non-disabled. The Wellbeing risk is significantly high at **40%** compared to **32%**. Disabled people score **5%** points lower when asked if they feel fairly paid than non-disabled people.



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It's 2022 and I started in my career over 20 years ago with the desire to bring about change that led to society embracing the idea that all of us have something valuable to bring. Disability is not about them and us, it is about all of us. Our workplaces benefit when we look through the lens of intersectionality and value the lived experience we bring. It's right for business, it's right for the country, it's right for all of us.



Kamran Mallick, CEO Disability Rights UK

Registered Disabled Engagement Scores



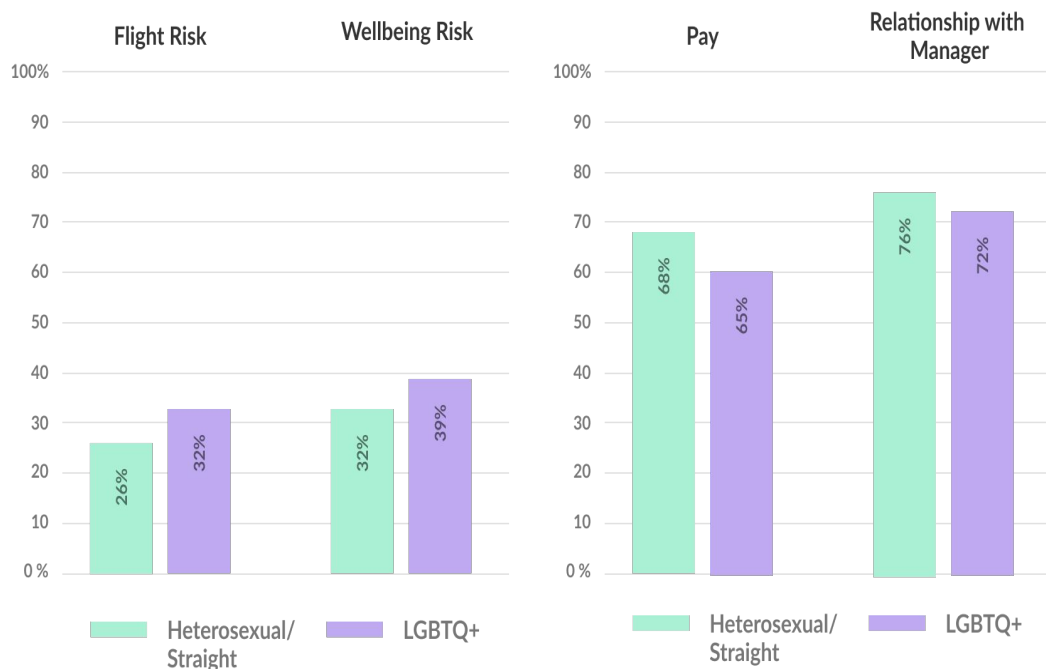
Employee experience in the LGBTQ+ community

We see the same pattern when looking at the employee engagement score of those in the LGBTQ+ community. Their flight risk is **6%** higher than heterosexuals (**32%** compared to **26%**), their Wellbeing risk scores were higher (39%/32%) and they are 3 points behind on pay.

The CMI's inclusivity [report](https://www.managers.org.uk/wp-content/uploads/2022/06/The-Workplace-Inclusivity-Illusion-Report-CMI.pdf)* supports WorkL's finding. Their data showed **65%** of those who identify as LGBTQ+ reported feeling overlooked for opportunities due to their identity.

* <https://www.managers.org.uk/wp-content/uploads/2022/06/The-Workplace-Inclusivity-Illusion-Report-CMI.pdf>

Employee Experience: Sexual Orientation



While Diversity & Inclusion has been a focus for a number of years, companies are now placing a large amount of effort on the inclusion aspect of it. When we work to make sure our diverse employees feel included, their productivity increases.

WorkL's Employee Experience report highlights the need for organisations to focus on increasing feelings of 'inclusion' as they make their teams more diverse, rather than just trying to increase organisational diversity.



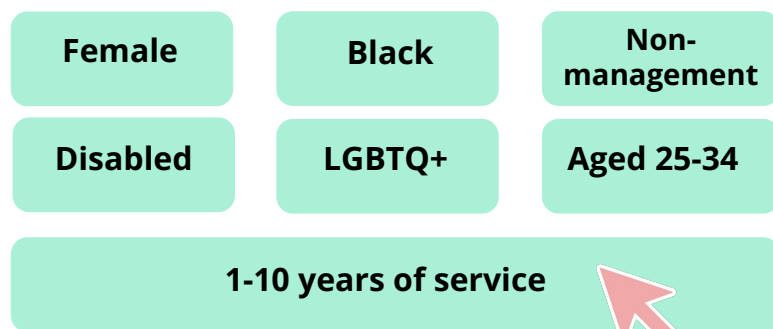
Belton Flournoy, a founding member of the Protiviti UK LGBTQ+ network who founded Pride in the City for Pride in London



Reward and Recognition: The solution to The Great Resignation?

Reward and Recognition scores peaked in July 2021 at **71%**. Once we were out of lockdown and businesses were free to trade again, employers dug deep into their pockets. Fast forward a year and data from WorkL shows responses to 'I am fairly paid' have dropped **3%** over the past year.

The demographic profile of individuals who are most likely to feel unfairly paid is:



This largely mirrors the profile of demographic markers demonstrating the highest Wellbeing Risk: Female, Non-management, Mixed-race, Disabled, LGBTQ+, people aged 19-34 and 5+ years of service.

Disabled employees in particular have had a **7%** decrease YOY in feeling they are recognised for the work that they do and **8%** decrease in feeling fairly paid.

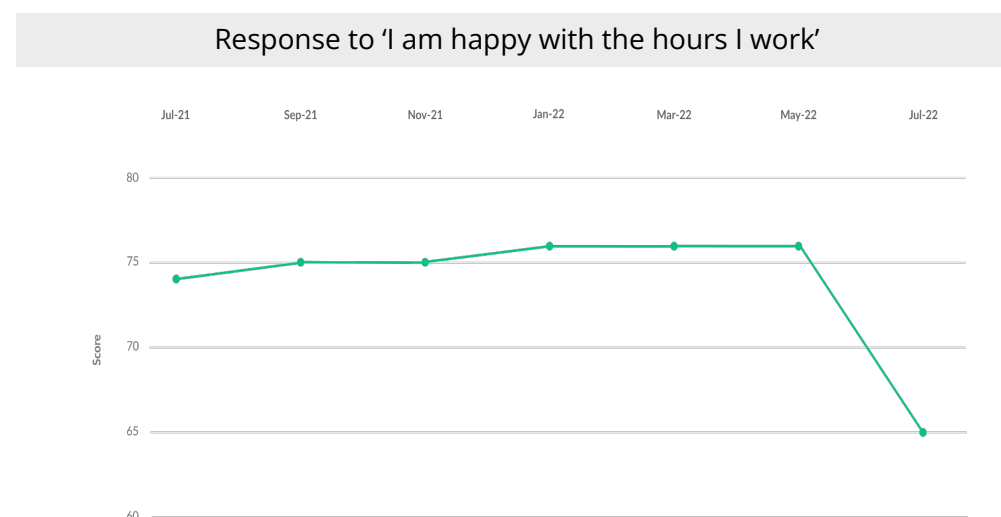
Fair pay is key indicator of Wellbeing Risk, so for businesses to invest in appropriate Reward and Recognition strategies not only contributes to boosting employee retention, but also in the Wellbeing of their employees.

We are seeing the 'cost of living' squeeze incomes with workers seeing a pay cut, in real terms, as inflation bites. account, according to the [Office for National Statistics*](https://www.ons.gov.uk/economy/grossdomesticproductgdp/timeseries/rpru/ukea) (ONS). Regular wages, excluding bonuses, dropped an average of **4.1%** on the year in the three months to June when inflation is taken into account.

So with a pay slump expected, how can employers look beyond pay and reward their employees in a different way? Rewards can come in many different forms and employers need to think creatively to make employees feel happy in their jobs.

Employees respond positively to increased flexibility and hybrid working patterns, shown by a **2%** YOY increase in the question 'I am happy with my working hours', however this has dropped **11%** from May 2022 – Jul 2022 which should prompt leadership teams to assess flexible working measures.

*<https://www.ons.gov.uk/economy/grossdomesticproductgdp/timeseries/rpru/ukea>

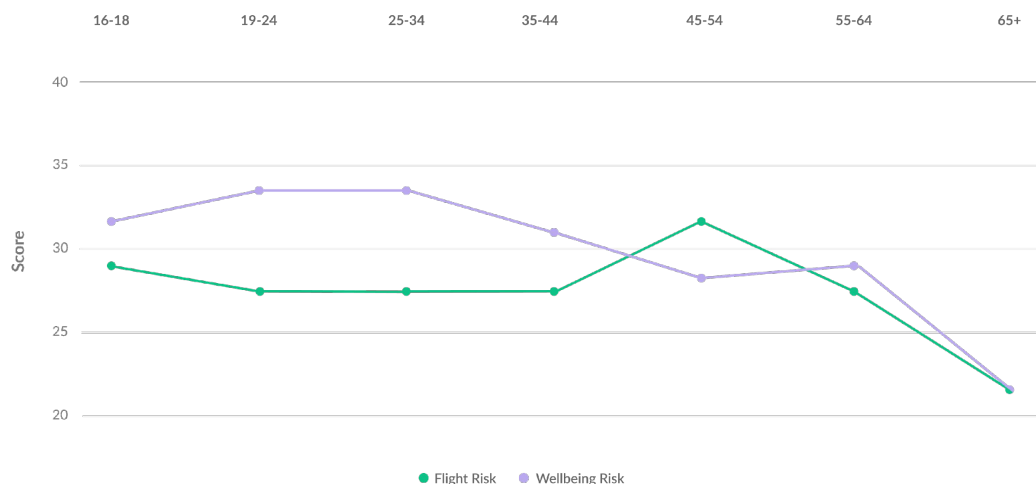


Finding Purpose: an ageless pursuit

Today older workers are overall happiest compared to other generations, across the board, from Flight Risk, Wellbeing Risk, to the relationship with their line managers.

When comparing 2021 to 2022, younger employees are becoming less engaged whilst older employees are more engaged: those aged 16-34 average **2%** less engaged now compared to 2021 and those aged 35-65+ are on average **2%** more engaged.

Flight Risk and Wellbeing Risk by Age Group



Exodus of older workers

However today there's growing data which shows older workers are not returning to the workforce. Data from the [ONS](https://www.ons.gov.uk/economy/grossdomesticproductgdp/timeseries/rpru/ukea)* show the number of people aged 50-64 who are economically inactive in the UK has shot up to 3.6 million. It represents a rise of almost **10%** since before the pandemic.

For many, the pandemic acted as a work-life wake up call as the distinction between work and home became difficult to navigate. The pandemic and furlough seemed to bring about an exodus of older people who don't want to return to work. Employees questioned their purpose of their work and in older age demographics we can see that only those who are engaged with their work are remaining in the workforce.

* <https://www.ons.gov.uk/economy/grossdomesticproductgdp/timeseries/rpru/ukea>

Quiet quitting

With Gen Z (the generation that was born between 1997-2012, following millennials) today the unhappiest generation at work, we've seen in 2022 a growing trend of 'quiet quitting'. "Quiet quitting" doesn't actually mean leaving a job. Instead, the term describes a variety of ways in which workers reduce the time and energy they commit to their jobs.

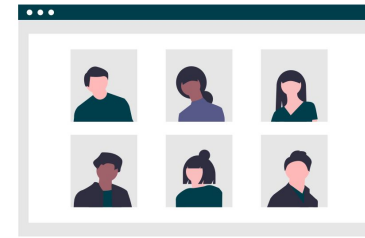
WorkL data evidences that younger generations are not as engaged and dissatisfied in their jobs which materialises in quiet quitting. They seem to be defying the so-called 'hustle-culture' of previous generations and fighting the norm of going above and beyond. This could be due to the pandemic work-life wake up call effect, increased flexibility and social trends prioritising work-life balance.

What do employees really want?

Over the past 5 years we have analysed just under one million qualitative comments from employees outlining answers to 'What 3 changes would improve your workplace engagement?'. As such, we can effectively track the employee experience zeitgeist by time period.

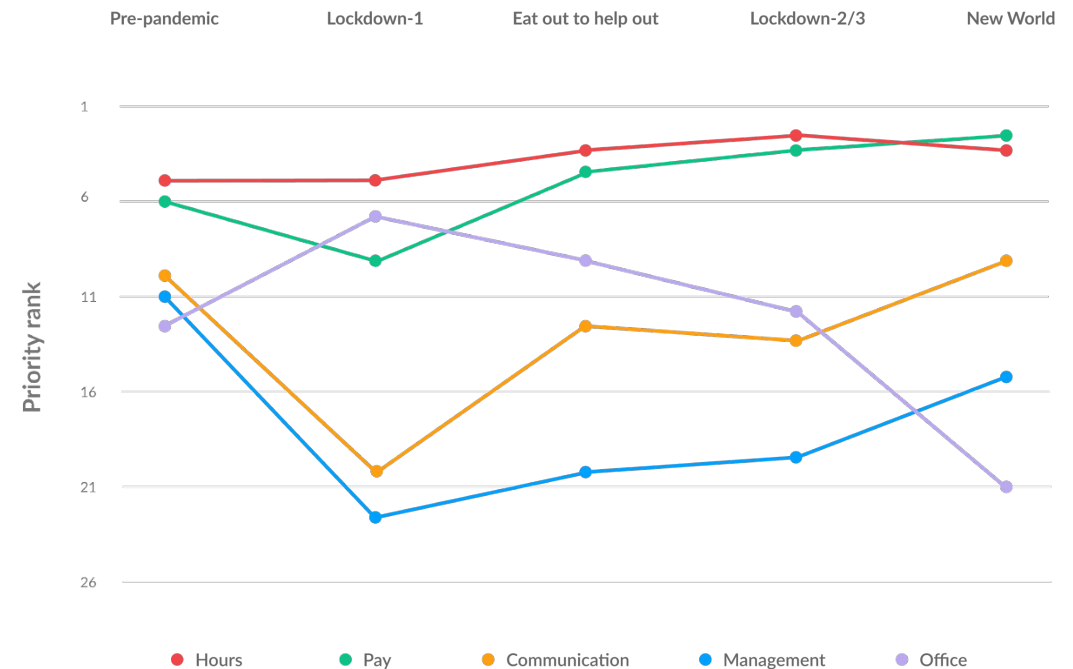
Nothing has had such a profound impact on the working world as the Coronavirus pandemic, do employees value workplace improvements the same now as before the pandemic?

- Pay initially became less of a priority with the first lockdown, but since then has continually increased in importance
- The frequency with which “communication” and “management” have been used has followed a similar pattern: less of a priority during COVID but now back to pre-pandemic levels
- The importance of the office (in terms of how often the word is used) followed a reverse pattern, becoming more of a priority as employees initially got used to working at home, but has now fallen to a lower level of importance than pre-pandemic.
- It is noticeable that ‘hours’ has remained consistently in the top 6 throughout.

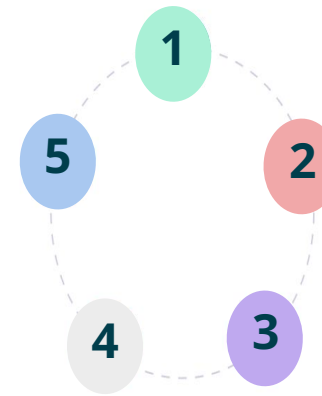


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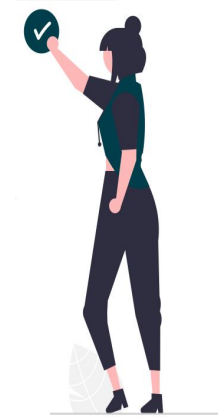
Trends in key improvements wanted



5 Employee Experience Reflections:



WorkL



1. Hybrid working

Flexible working is now not a 'nice to have' but a necessity for organisations looking to recruit top talent.

2. Reward and Recognition

Financial reward is more important than ever given the current cost of living crisis. Employees score lower on Reward & Recognition than they did this time last year. Disabled employees in particular have had a **7%** decrease YOY in feeling they are recognised for the work that they do and **8%** decrease in feeling fairly paid.

3. The Great Resignation

This has been a widespread problem for employers looking to retain employees. Flight Risk peaked in November 2021 at **29%** and has now dropped to **25%**. Organisations must prioritise improving employee experience.

4. Purpose-led careers

Employees working in Charities and Non-profit Organisations are currently the most engaged according to our best places to work list, with an engagement score of 77%, **8%** above the global average. This is up by **4%** compared to earlier in the year and indicates that employees working in purpose-led careers are more engaged in their job roles compared to employees in other industries. Employees value 'communication' as a high priority when asked how to improve their workplace engagement, demonstrating the requirement to communicate organisational purpose and nurture a sustainable workplace culture.

5. Management engagement

For the first time we are seeing the gap between management and non-management engagement drop from **9%** in March 2020 to just **3%** in January 2022. The Confidence in Management Indicator demonstrates how crucial a good employee-management relationship is to overall performance by measuring questions on confidence in managerial relationships, plans and execution. The report demonstrates that confidence in management has dropped by **3%** from 2020-22.

5 Employee Experience Projections:

1. Creating a work culture

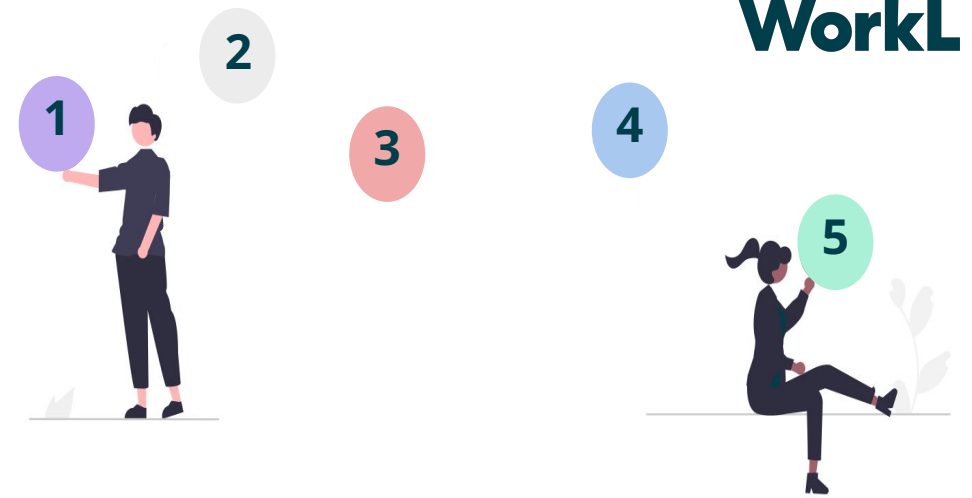
Nurturing a positive and sustainable workplace culture will be a top priority for employers over the next 12 months as the three-day week continues for many employees. The culture of a workplace has to be redefined and reignited.

2. Employers will address the cost of living crisis.

Whilst not all businesses will be able to increase pay during the next year there are other ways in which employers will support their workforce. Businesses will explore non-monetary interventions, such as supporting employees with home insulation, providing financial Wellbeing programmes and employee hardship funds.

3. Managers will benefit from increased certainty.

The trend over the last year for low engagement levels for Management will stop as the Great Resignation slows in pace. More face-to-face interaction between Management and Non-Management will also benefit employee engagement levels for this demographic.



4. Career development

As remote working continues and as Management teams are streamlined, more needs to be done to help the career development of individuals. WorkL's 'Instant Action Software'™ instantly analyses large complex data sets to pinpoint development areas, which are then followed with personalised action plans with uniquely tailored resources for Managers at all levels as well as team members, if required, to improve performance and development.

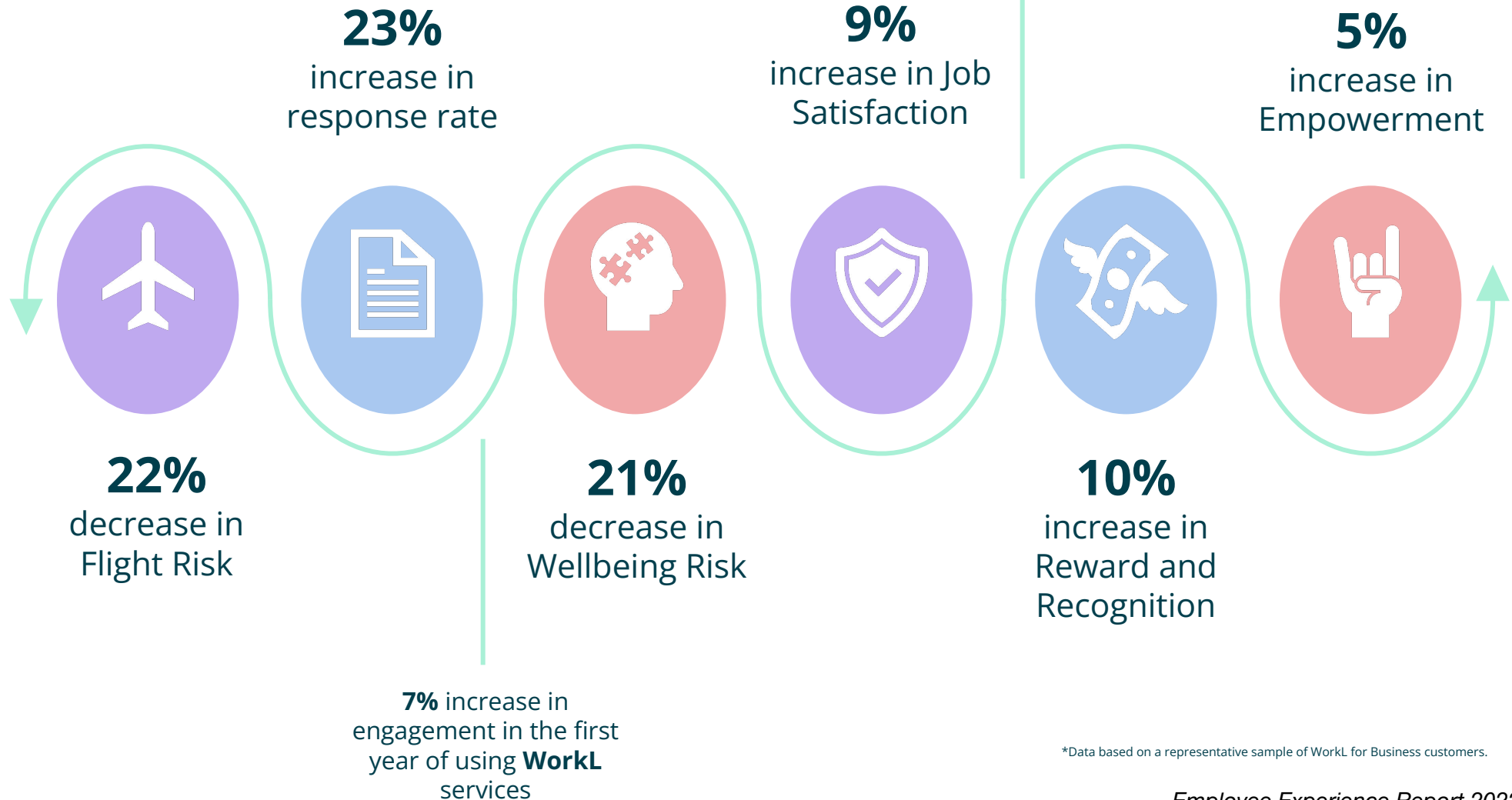
5. Wellbeing at work will grow

Over the last 12 months there has been an increase in Wellbeing scores across the board. Employers will focus on continuing to balance office working and home working to help keep Wellbeing scores high.

WorkL for Business: In action

WorkL

WorkL customers have a
95% NPS score and a
96% renewal rate



*Data based on a representative sample of WorkL for Business customers.

WorkL for Business:

In action

With an outstanding overall happiness score of 77% and an impressive 66% response rate for employee experience surveys, FatFace's Head of People, Joanne Wilson reveals how important it is to measure and track employee experience to improve performance and culture.

Since partnering with WorkL at the beginning of this year, we have seen an improved sense of ownership of the culture of FatFace from all of our employees. This is as a result of our recent employee engagement survey, as well as new starter and exit surveys. Through empowering our teams, we are developing cultures throughout the business which ultimately improve our employee's experience working at FatFace.

In my experience, employee surveys fail to feedback directly to employees, in turn the result and impact is diluted. **In contrast, WorkL's Instant Action Software enables our surveys to give our employees feedback within seconds of finishing the survey, meaning that every employee can be empowered and take ownership of their experience working at FatFace.** At the same time, we're able to take on board how our employees feel and take necessary actions.

Thanks to WorkL's Bespoke Survey service, we can personalise our pulse surveys based on varying departments. For example, being able to ask our retail crew for feedback about their working environment, which is important as we all know how environment can impact mood. The feedback was that the music didn't fit the tone and energy of the brand, so we updated our playlist and in turn have improved the mood of our employees when they are on the shop floor. This shows how such a small change can make such a big impact.

WorkL
FATFACE



Joanne Wilson,
Head of People

This example also highlighted that the culture of FatFace is not solely owned by The People Team, it's people owned, and our managers have permission to create their own culture which is of course overarched by the wider business culture. This was a moment of clarity for our managers, especially after COVID and the sense of powerlessness that was often felt across aspects of our lives. Empowering our teams to determine their own culture has created true accountability, which is really important to us. Every employee matters and every employee can have an impact on the culture at FatFace.

Being able to have good people conversations which are driven by data enables us to ultimately take action where it is needed. Our exit surveys are now providing us with more accurate feedback and more importantly, tangible feedback. There has been a real shift in the tone, which is more positive. The dashboard and the comments that are given, allow us to pick up any issues immediately and take any required actions.

We have nothing but positive things to say about our partnership with WorkL. The personal service that we receive is so important. Speaking to our Account Manager, Doreen Ann, regularly has no doubt made the execution of our surveys seamless and we've now built up a fantastic working relationship. WorkL is growing massively yet we have seen no impact on the level and quality of service that we receive from the team day in day out.

What's next for WorkL:

Enter The Sunday Times Best Places to Work, powered by WorkL

- Proven to attract, recruit and retain employees
- Benefit from a 12 month overall digital subscription of The Times
- Insight data covering: flight risk, Wellbeing risk, confidence in management, D&I
- The survey set up and completion takes no more than 10 minutes - minimising participant fatigue

Enter at

<https://business.workl.co/workplace-awards>

1 Select your organisation size



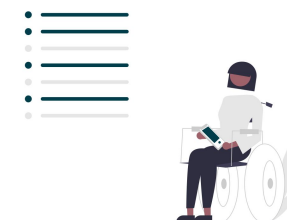
2 Set up your Survey



3 Purchase your Awards entry



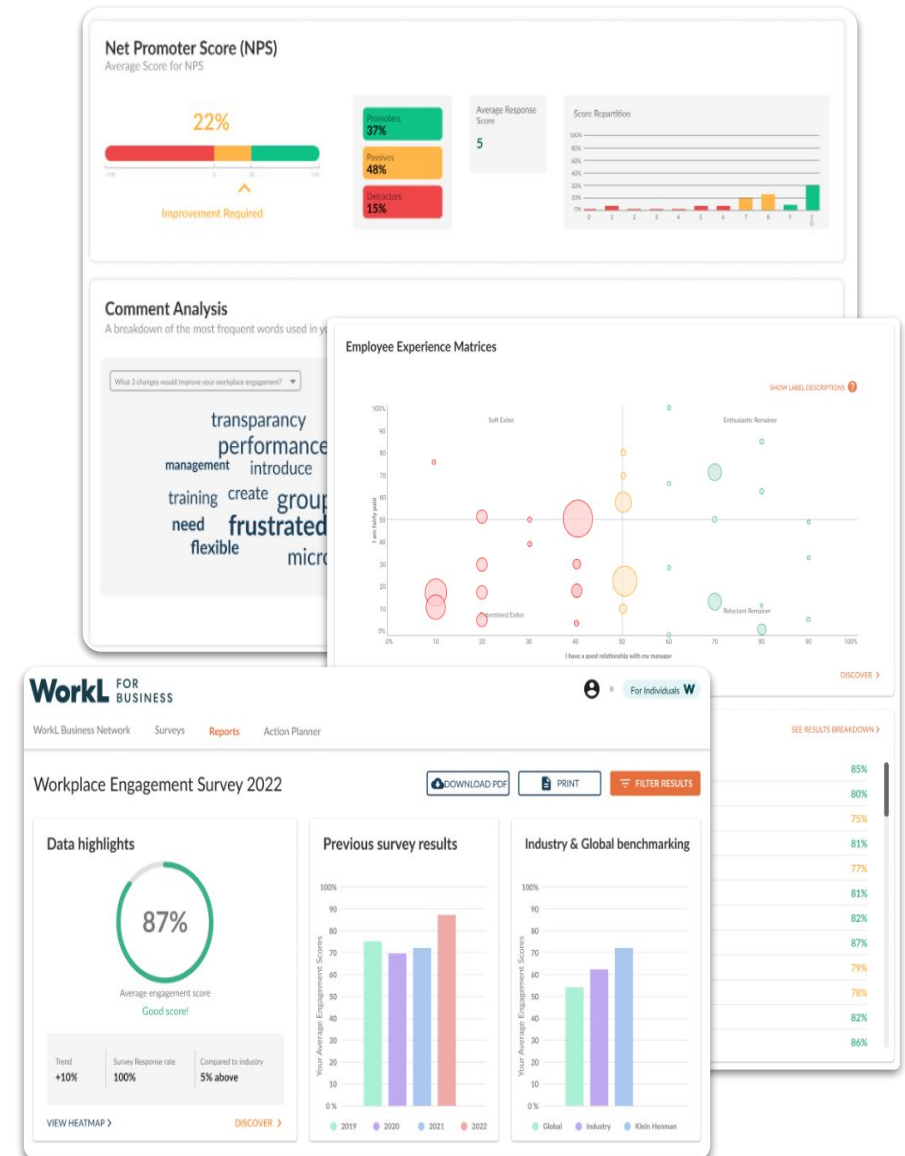
4 You're entered!



What's next for WorkL:

Self service surveys

- Our self serve surveys are ideal for small and medium organisations to measure engagement
- An inexpensive and easy way to run and encourages more business to collect EX data
- Surveys take just 10 mins to set up
- We will be adding adding survey modules to measure
 - Wellbeing
 - D&I
 - New Starter and Exit surveys
 - Change Management



What's next for WorkL:

Enter WorkL's Employee Voice Awards

- 2022 results are now available
- UK's largest employee-led awards, with 26,000 organisations entered in 2022
- Employees enter their organisation by taking the Best Workplace Test - <https://app.workl.co/happiness-survey>
- Is your organisation a winner? Email workplaceawards@workl.co to find out and how you can promote



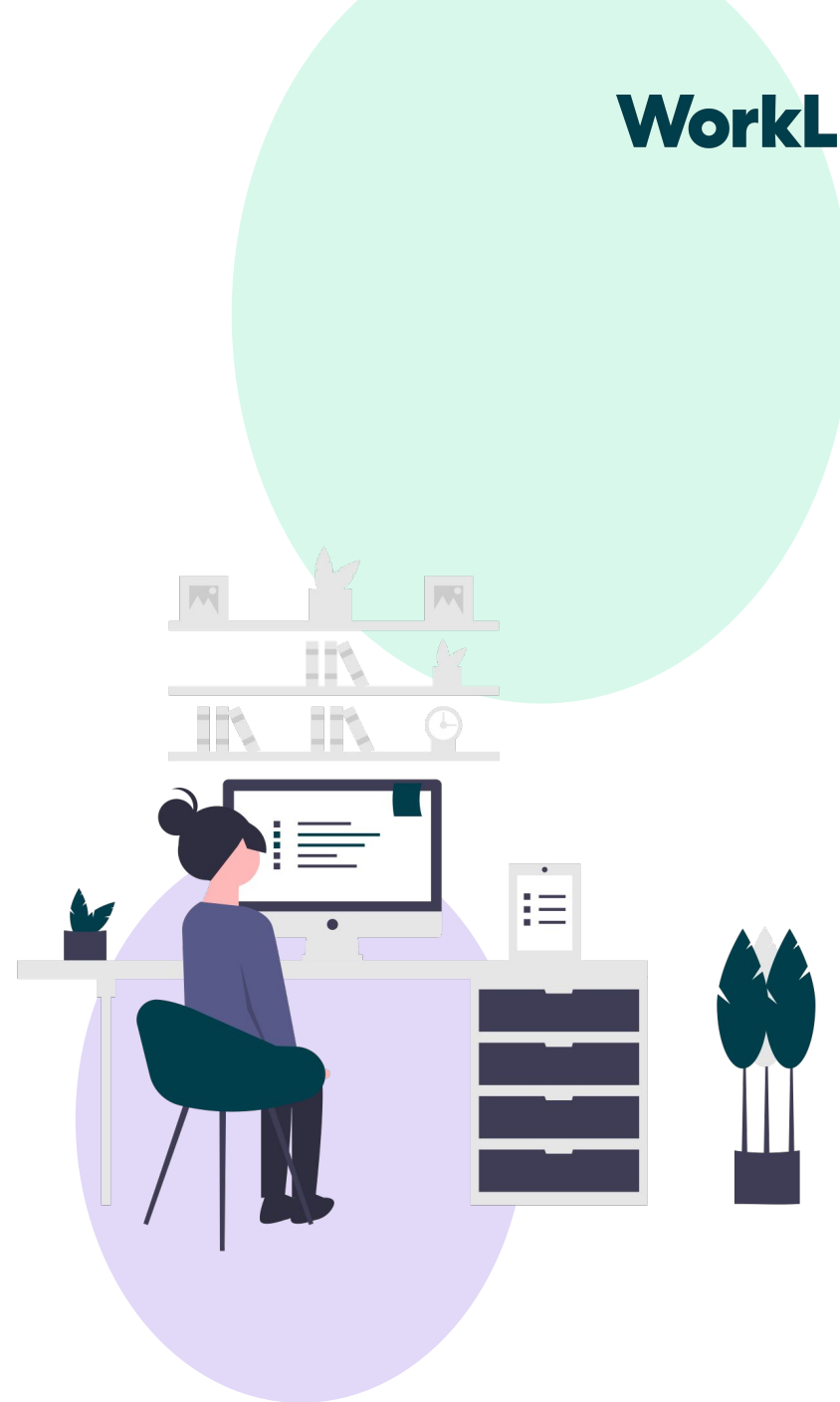
Want to know more?

For more information please email:

businessmail@workl.co

For press enquiries please email:

press@workl.co



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We support you throughout your working life, with personalised advice, find the right job in the best organisation, and build your network and knowledge so that you can have a happy and successful time at work.

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WorkL

Helping organisations to improve employee experience.

We partner with organisations to measure, track and improve engagement across the employee lifecycle with a range of flexible surveys.

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WorkL FOR BUSINESS