



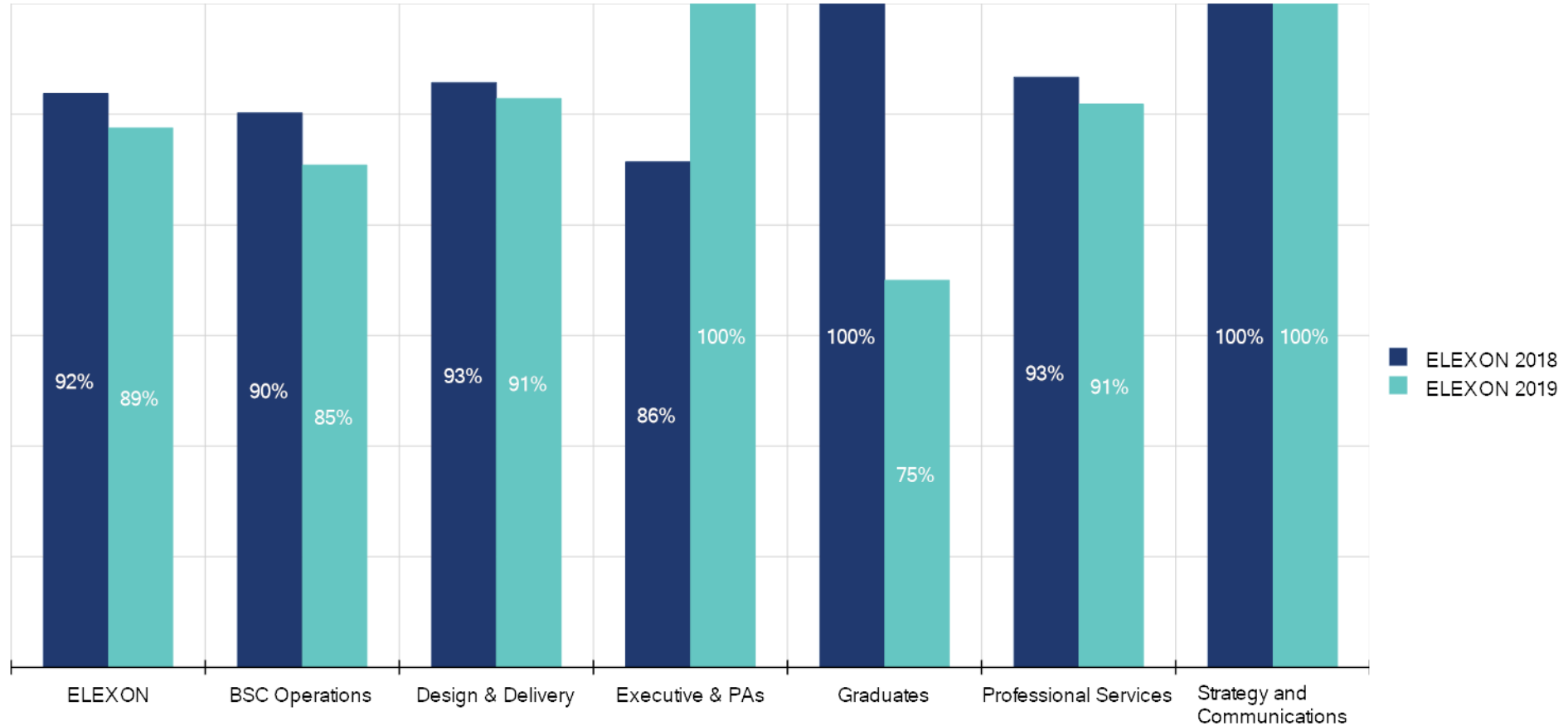
Employee Survey 2019 All Staff Briefing Summary of Findings

Introduction

- This presentation summarises the main findings from the 2019 employee survey
- It's structured in the same way as previous presentations
 - Response rates
 - Overview of the changes vs norm and 2018
 - Employee engagement index scores
 - Highs and lows relative to last year and the external benchmark
- As in 2018, scores are compared to the *upper quartile* benchmark where one is available
- Upper quartile scores are from organisations whose survey results are in the top 25% of Employee Feedback's norm database
- New team this year – Strategy and Communications
- 2018 data re-structured with Professional Services respondents moving to Strategy and Communications where appropriate

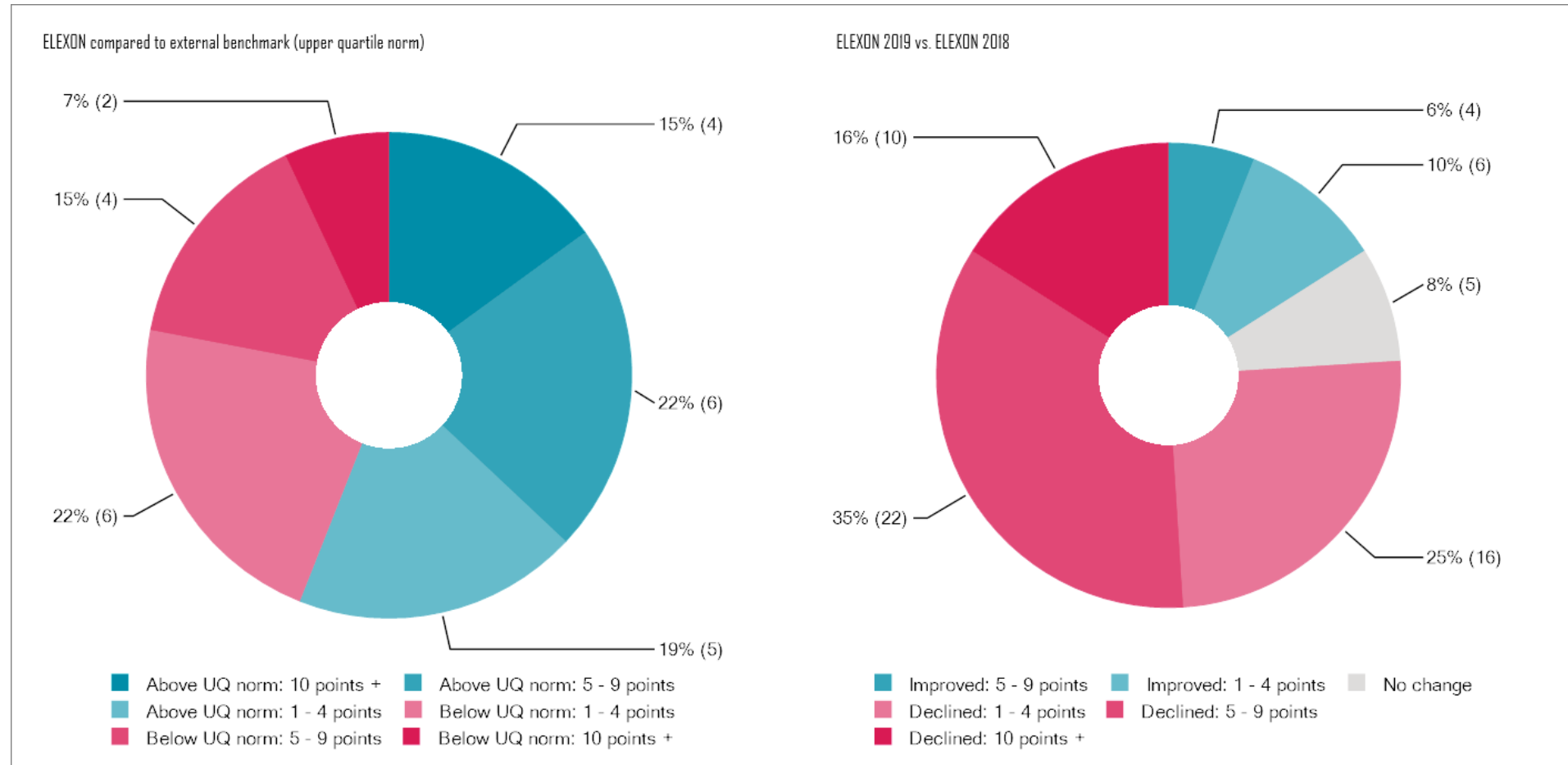
Access to the questions If you are interested in the Headline report with all of the questions and scores, please contact hr@elexon.co.uk

Overall response rate = 89%



Overview of variations from norm and changes vs. 2018

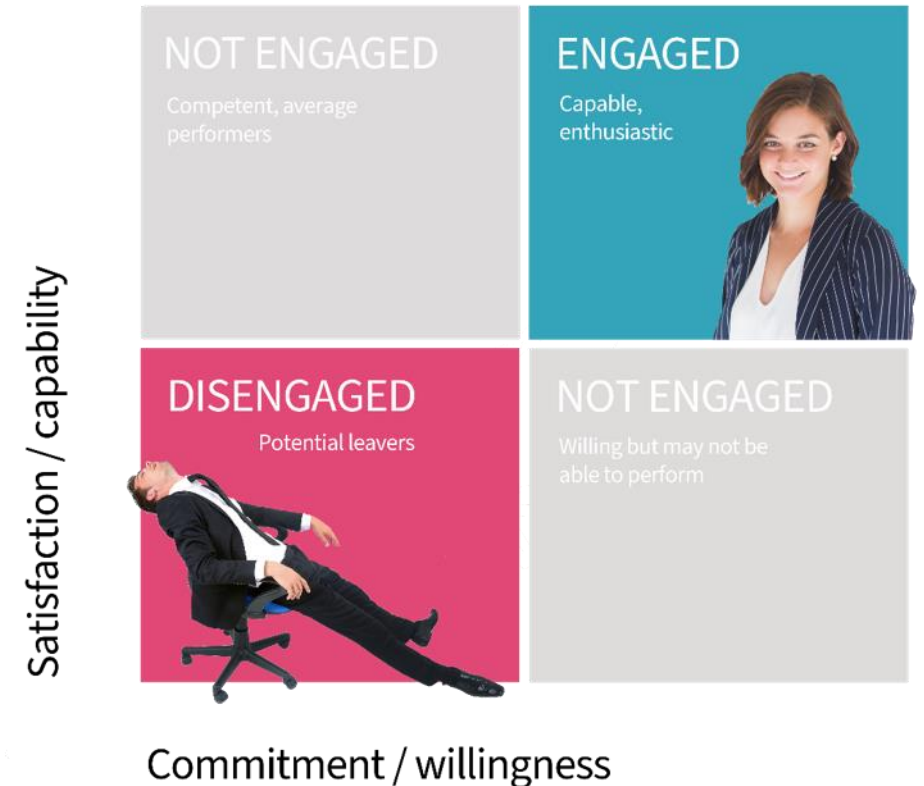
- Majority of question scores are above the upper quartile norm – 15 / 27
- And 24 / 27 are above the standard norm
- But many scores have gone down compared to the very high scores achieved in 2018



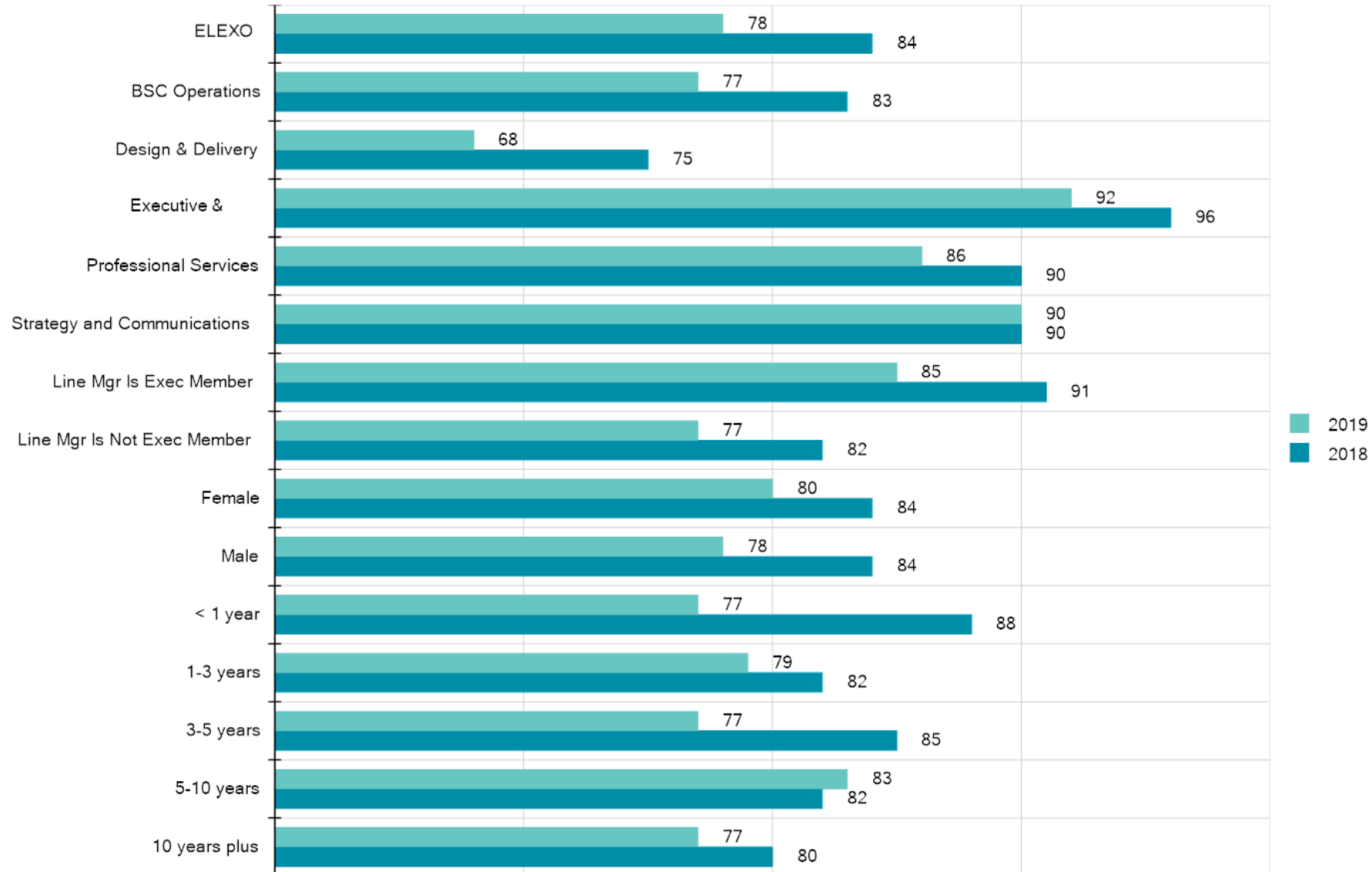
Employee engagement

What is it?

- Engaged employees have two characteristics: they are:
 - Satisfied / Capable of top performance
 - Committed / willing and keen to deliver
- *Capability* depends on good job design, working conditions, communication and resources: to assess it we measure **satisfaction** with these elements
- *Willingness to perform* reflects motivation and enthusiasm: to assess it we measure aspects of individuals' personal **commitment**
- Average scores for each factor are calculated and mapped across a matrix



Engagement index



Engagement index questions vs. 2018



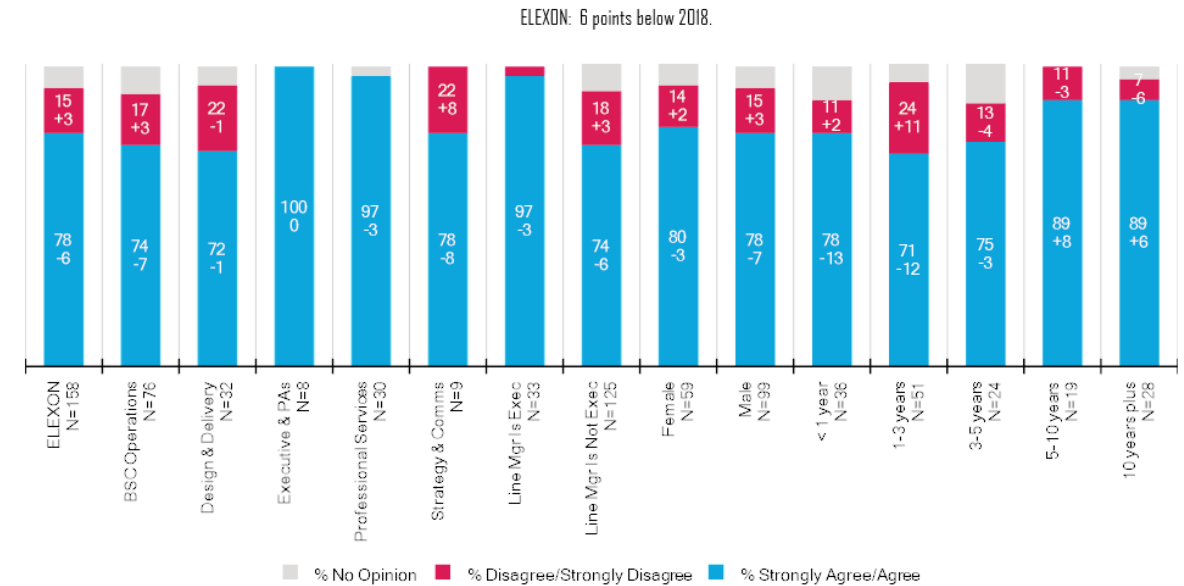
Commitment questions

- This group of questions relate to the first dimension of engagement, i.e.
- Individual employees' personal commitment to work and the organisation
- These scores are included in the engagement index
- We'll look at the results as well as the trends over the last few years

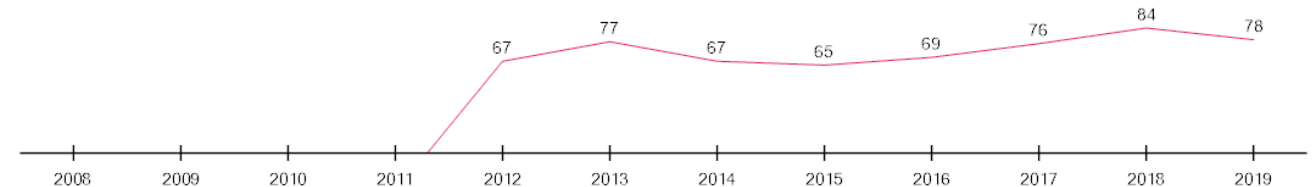
Slight decline for department connection

6. I feel a strong connection to my department

- 78% feel a strong connection to their department; down from 84% last year
- Little change in high scores for Executive & PAs and Professional Services
- High score for respondents whose line manager is an Exec member
- BSc Operations down 7 points after a 12-point improvement last time



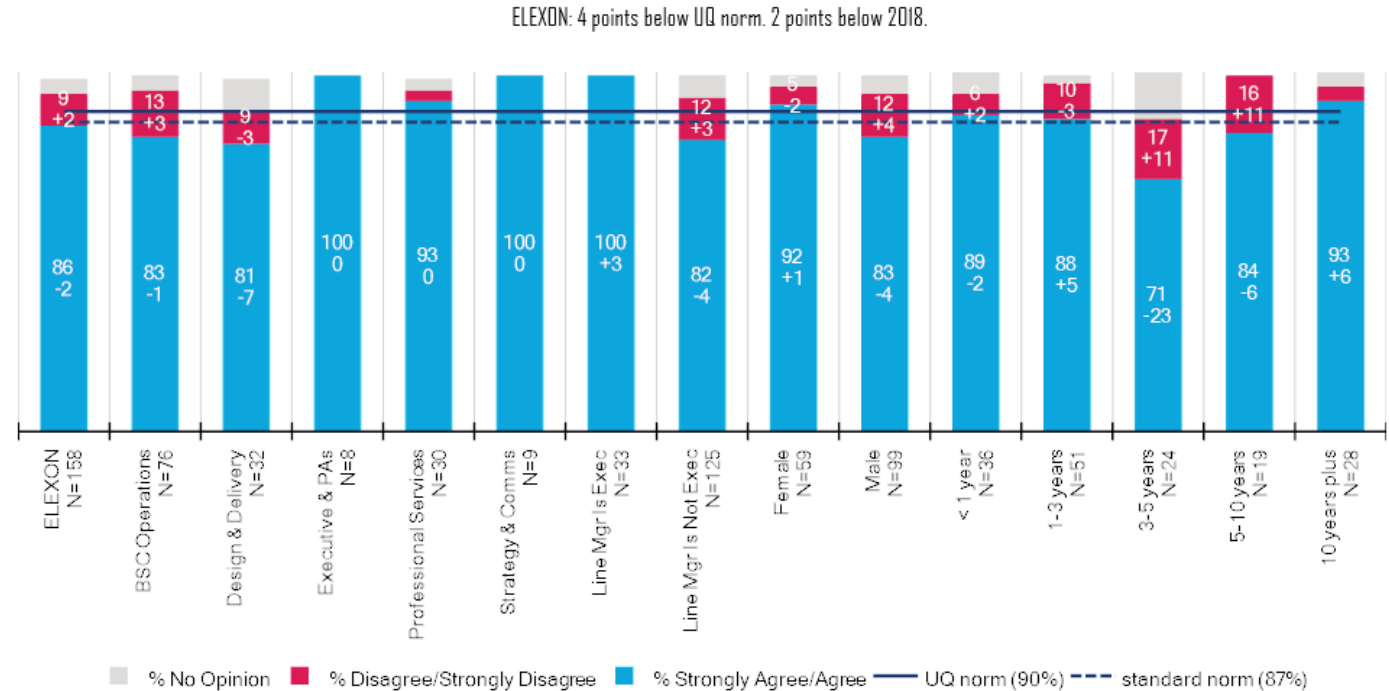
Trend data: Elexon overall % strongly agree / agree



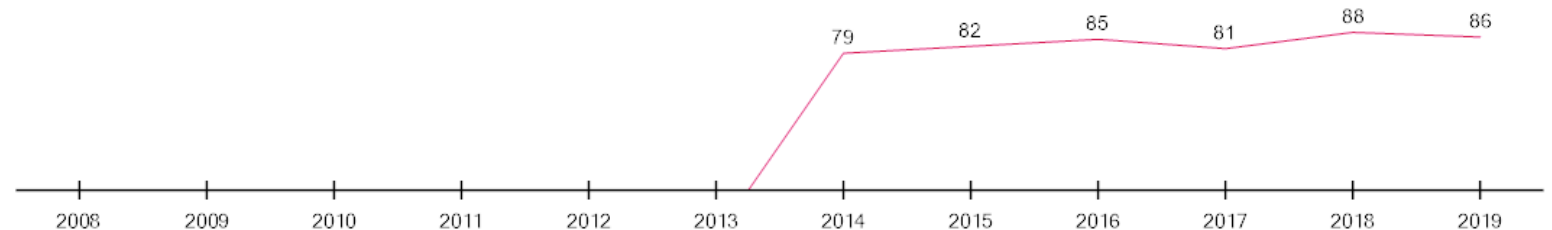
Enthusiasm remains high

9. I am enthusiastic about the work that I do

- Little change on last year's results
- 86% are enthusiastic about the work they do
- Most groups score close to or above the upper quartile norm
- Lower score for respondents who've been with ELEXON between 3 and 5 years – 71%; down from 94% last time



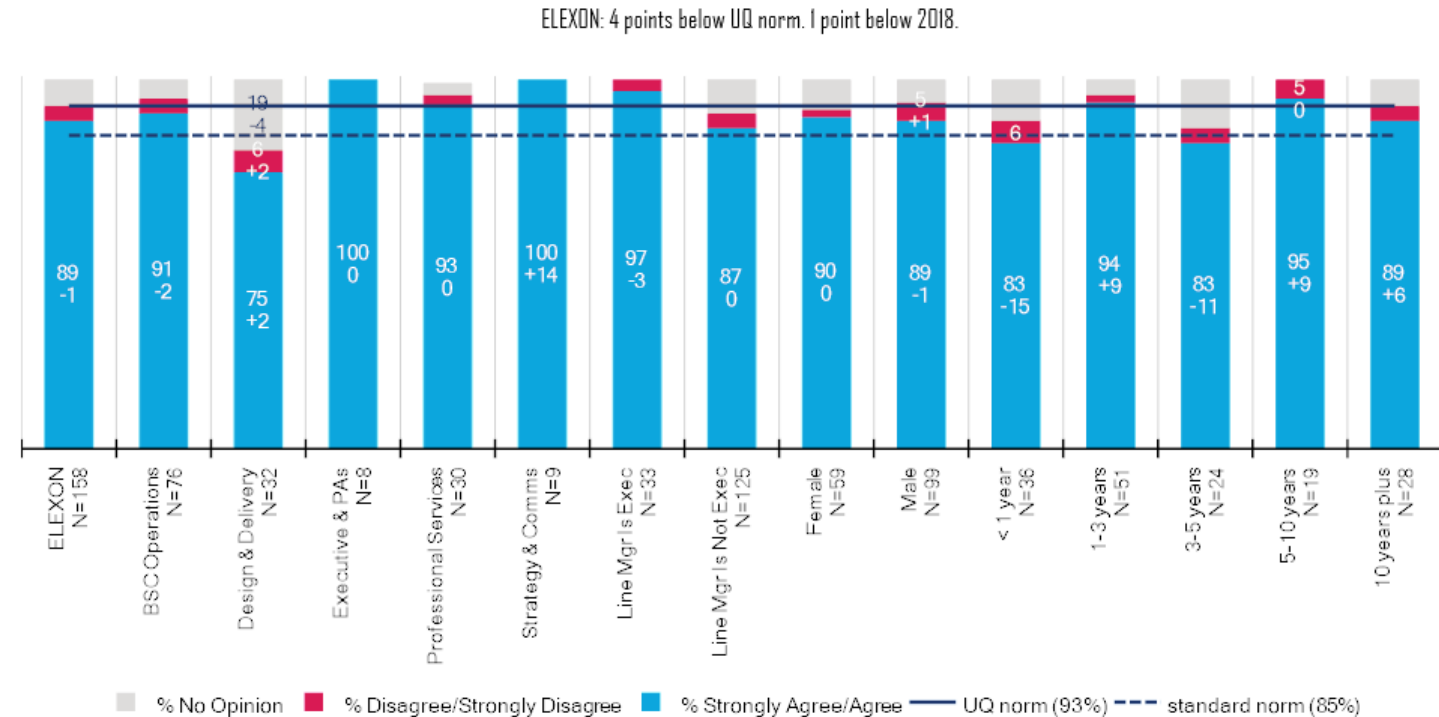
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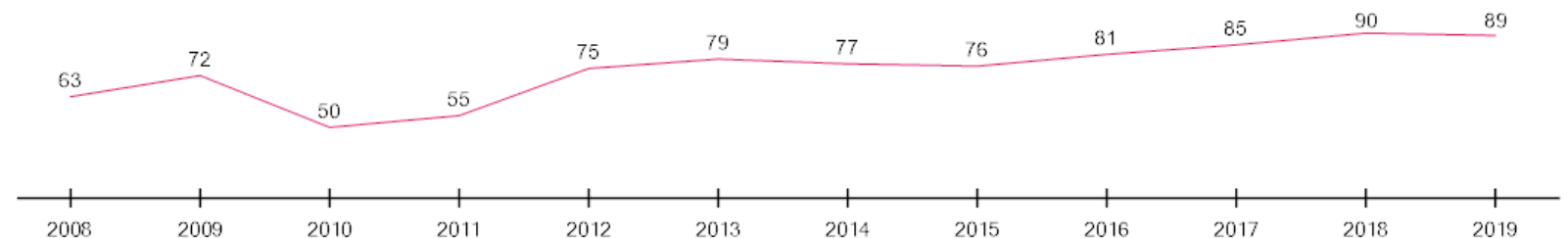
High level of pride working for ELEXON

54. I am proud to work for ELEXON

- Little change on last year's score with 89% saying they are proud to work for ELEXON



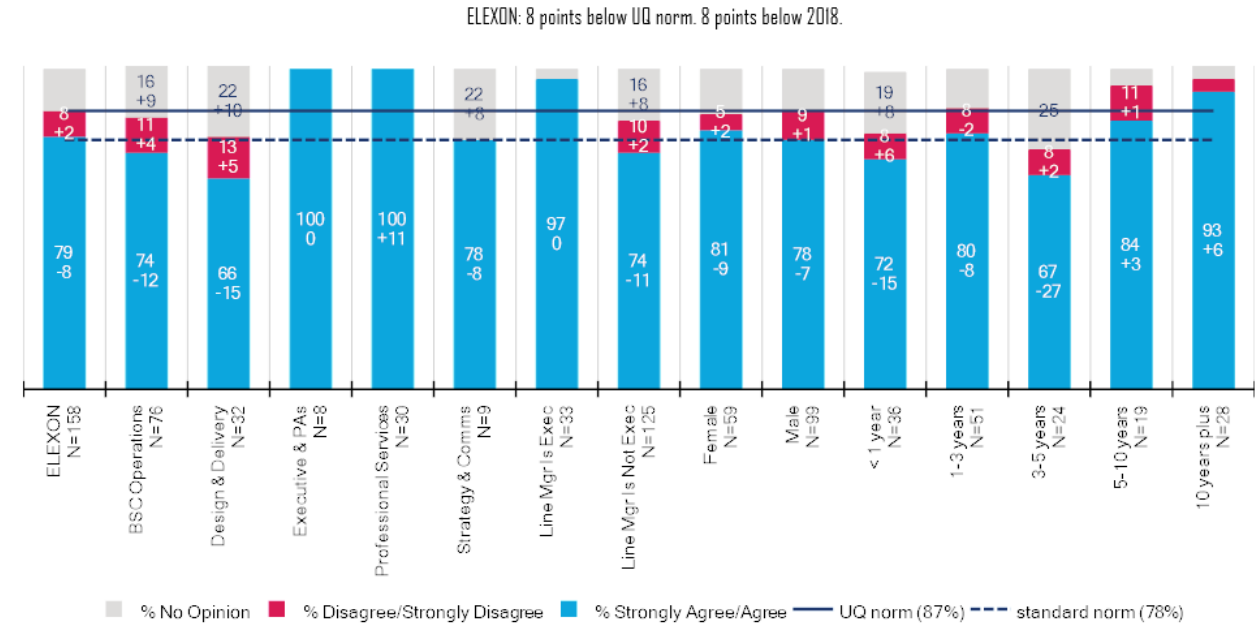
Trend data: Elexon overall % strongly agree / agree



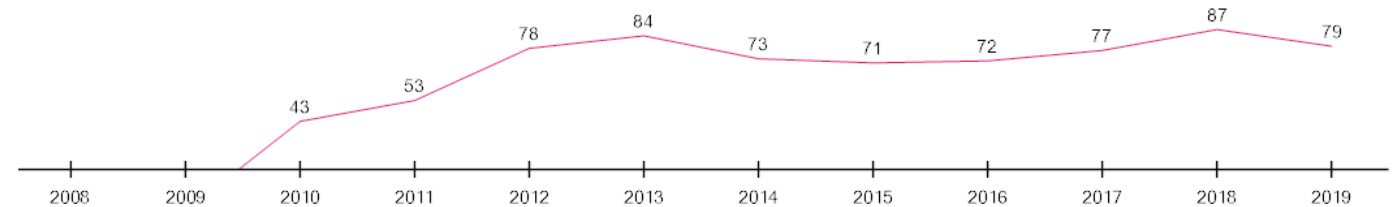
Loyalty returns to 2017 level

55. I feel a sense of loyalty to ELEXON

- Overall the score for this question has gone down 8 points and is now 8 points below the upper quartile norm
- Falls in BSC Operations and Design & Delivery are the main drivers of decline



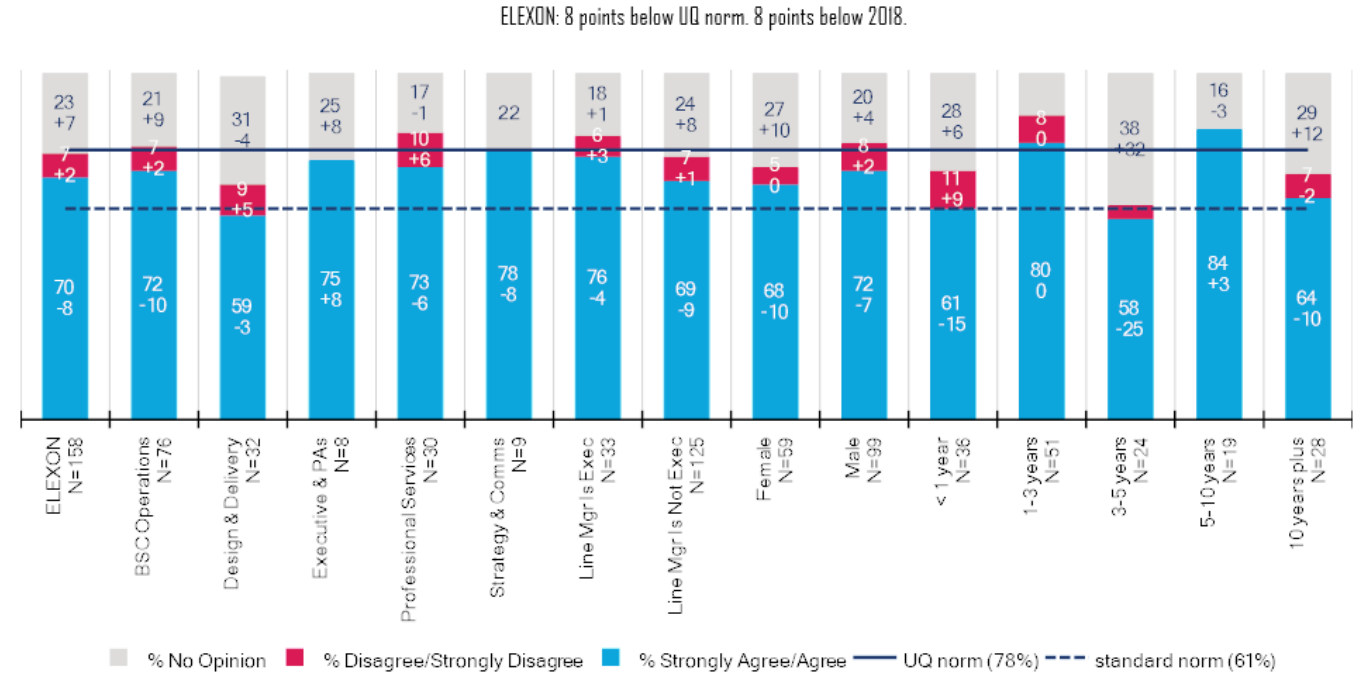
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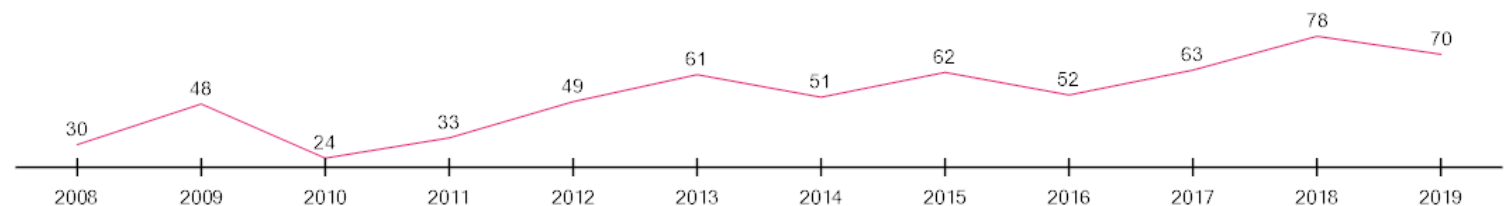
Preference for ELEXON as an employer

56. I would rather work for ELEXON than most other similar employers

- Decline here is largely a result in the increase in no opinions



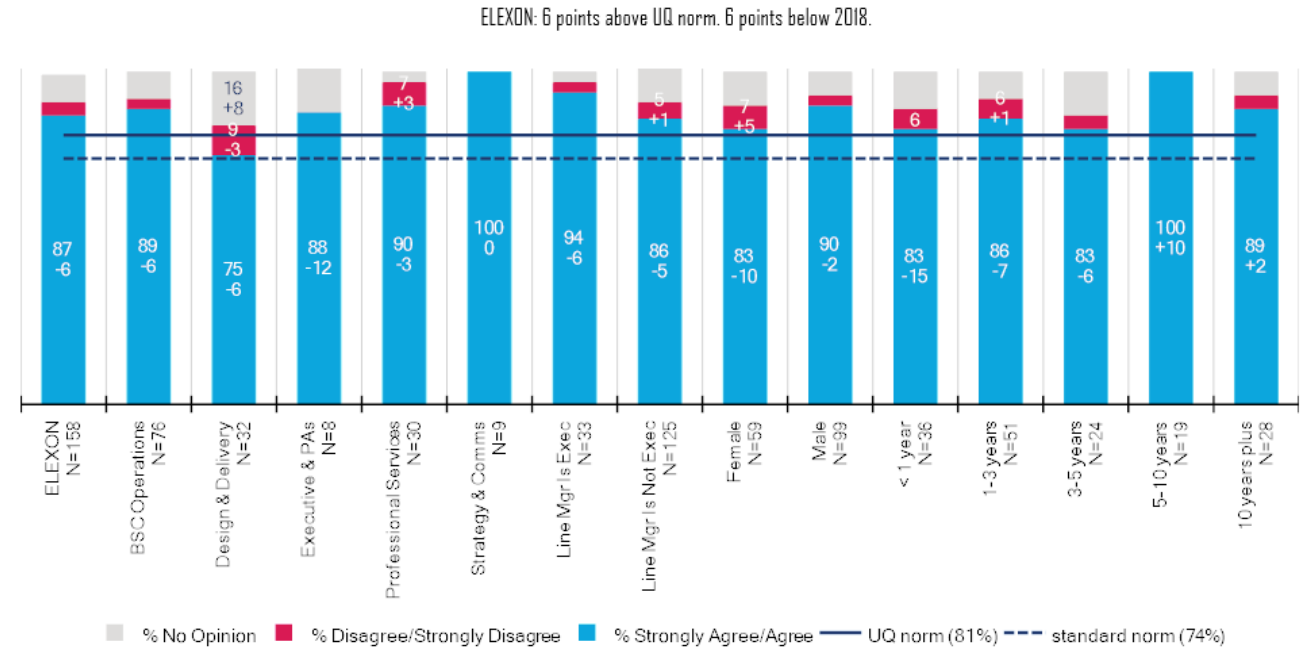
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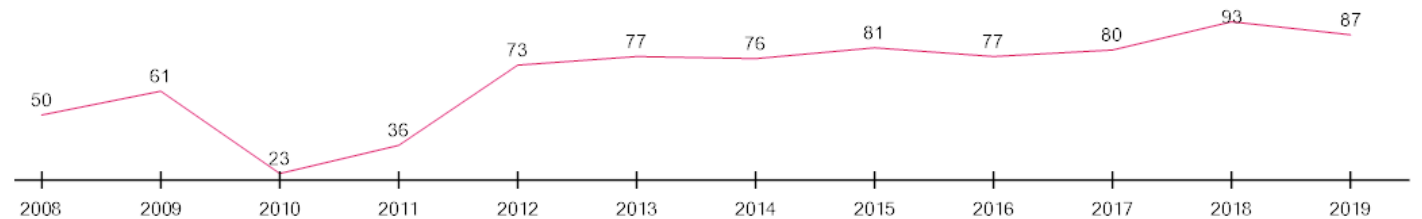
Most would recommend ELEXON

57. I would recommend ELEXON as a good place to work

- A strong score here despite a fall of 6 points
- Remains 6 points above the upper quartile norm
- Nearly all groups are above this benchmark



Trend data: Elexon overall % strongly agree / agree



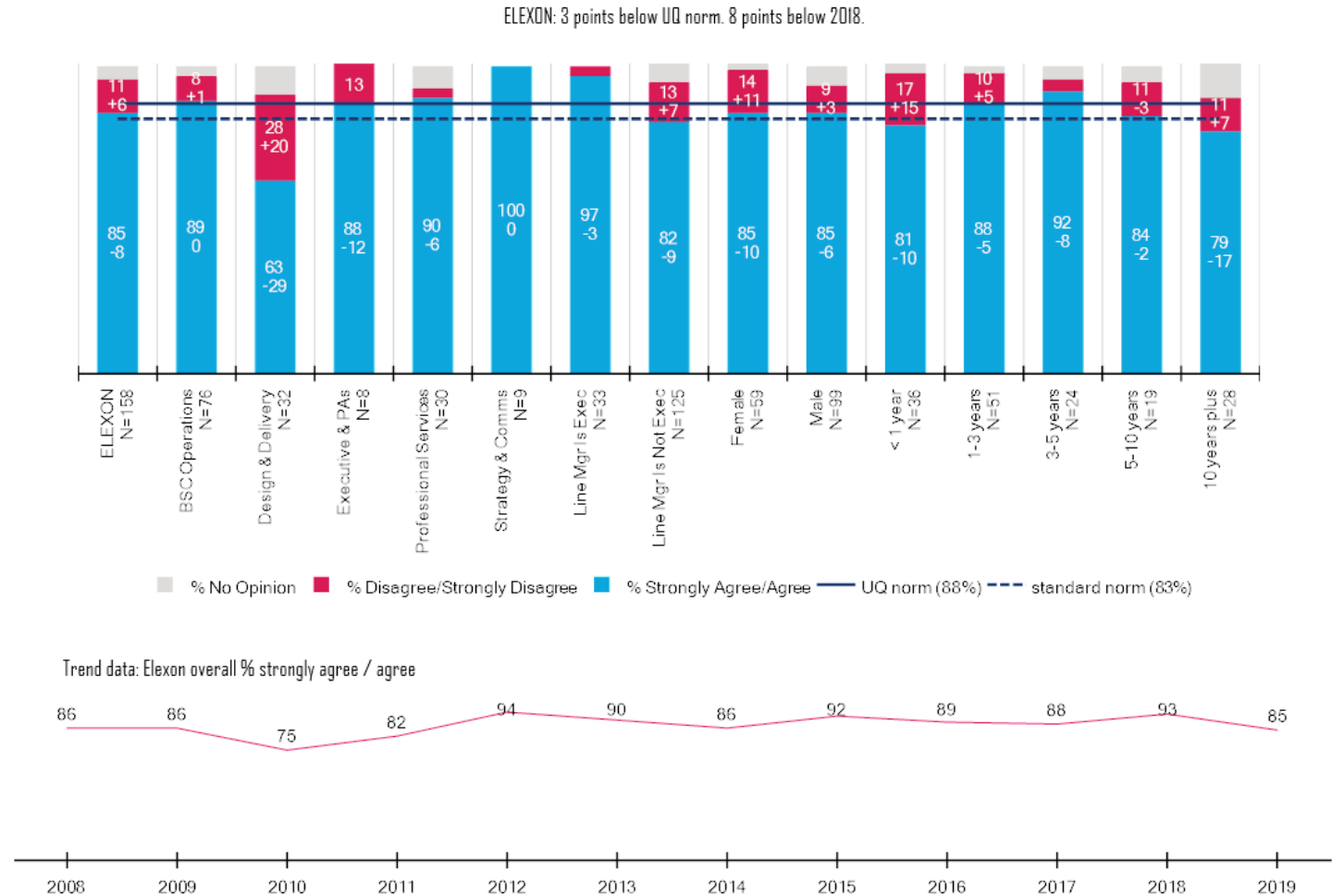
Satisfaction questions

- This group of questions relate to the second dimension of engagement, i.e.
- Satisfaction with aspects of the organisation / work environment which affect ability to perform
- These scores are also included in the engagement index
- Again, we'll look at the results and the trends

Mutual support remains strong despite decline

4. The people I work with go out of their way to help each other

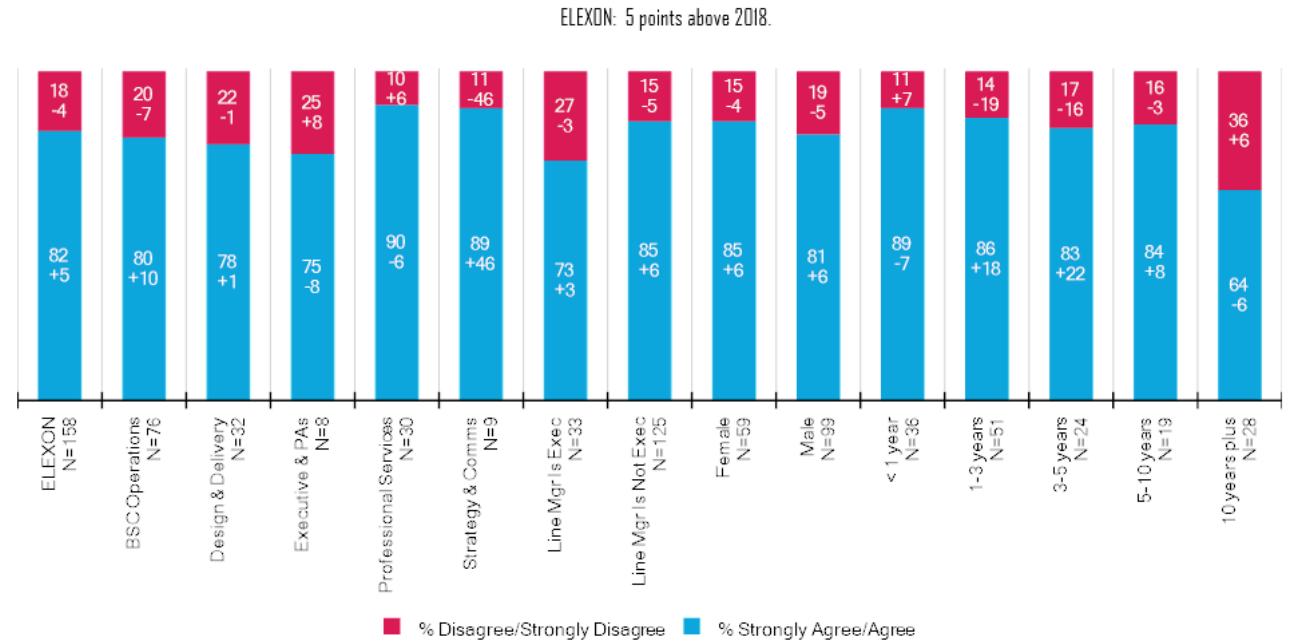
- 85% say the people they work with go out of their way to help each other
- Down 8 points overall but still close to the upper quartile norm
- Big fall for Design & Delivery – down 29 points



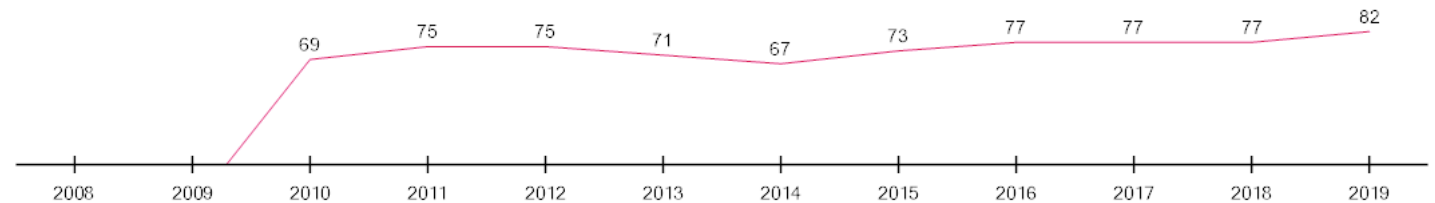
More able to achieve targets within core hours

7. The core hours are sufficient for me to achieve my targets

- 82% say their core hours are sufficient to achieve their targets; up 5 points
- The pressure on those who've been here 3-5 years has eased
- Now it's those who've worked here for more than 10 years who struggle most



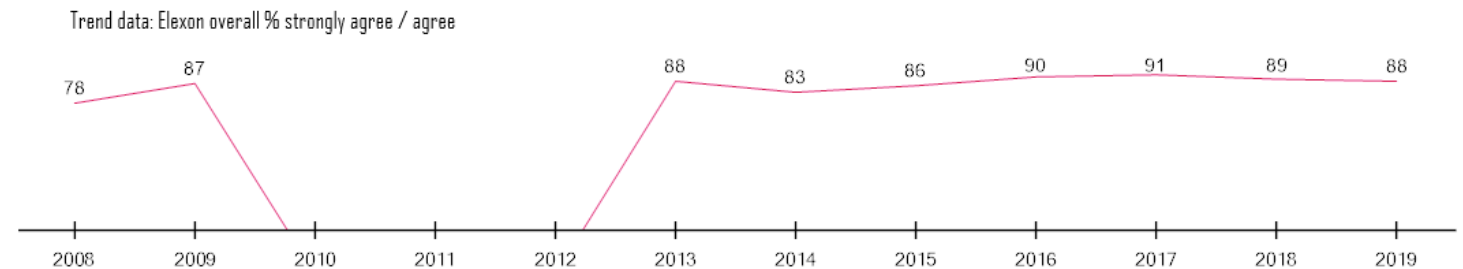
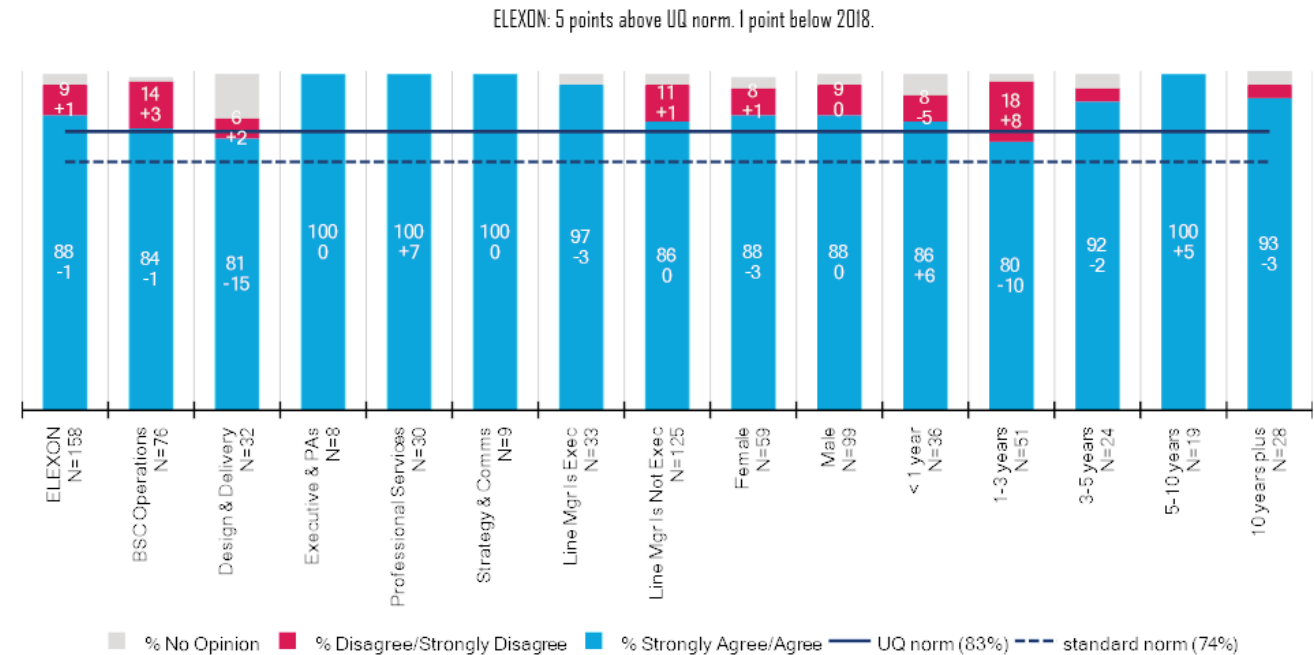
Trend data: Elexon overall % strongly agree / agree



No deviation for quality of training

19. I have sufficient training and knowledge to perform in my current role

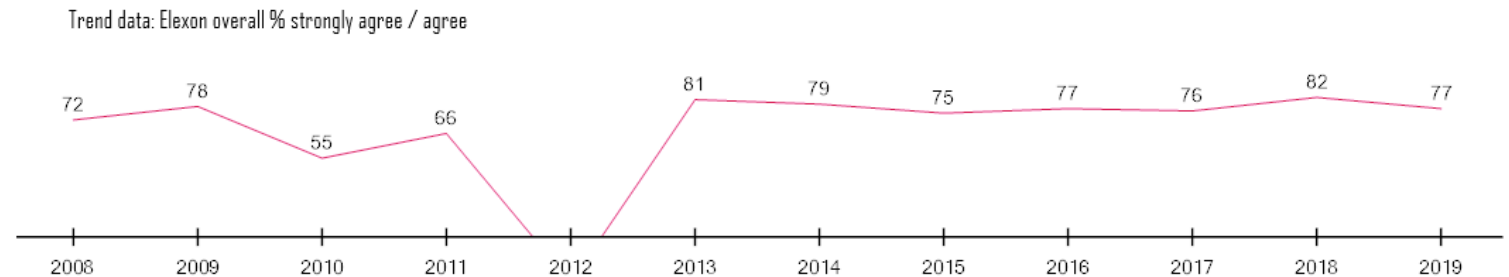
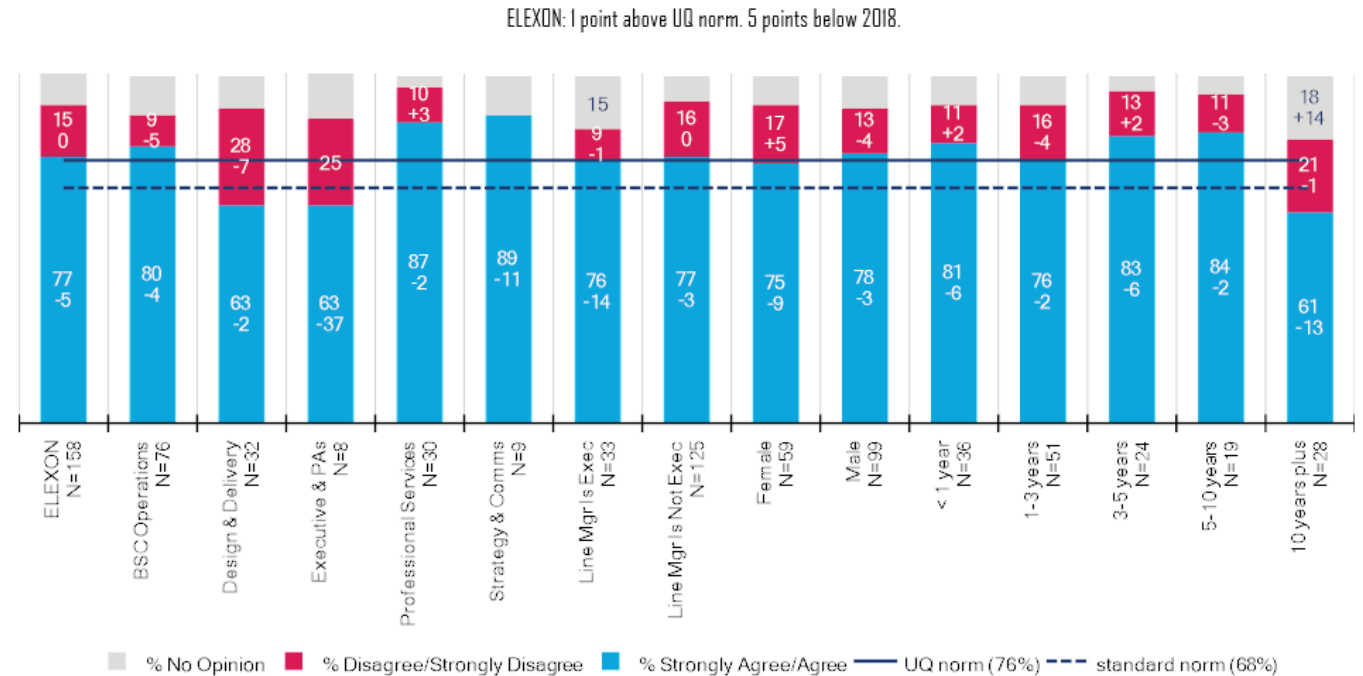
- The scores for this question have been consistently high since 2013



Performance feedback from managers

21. My line manager gives me useful feedback on my performance on a regular basis

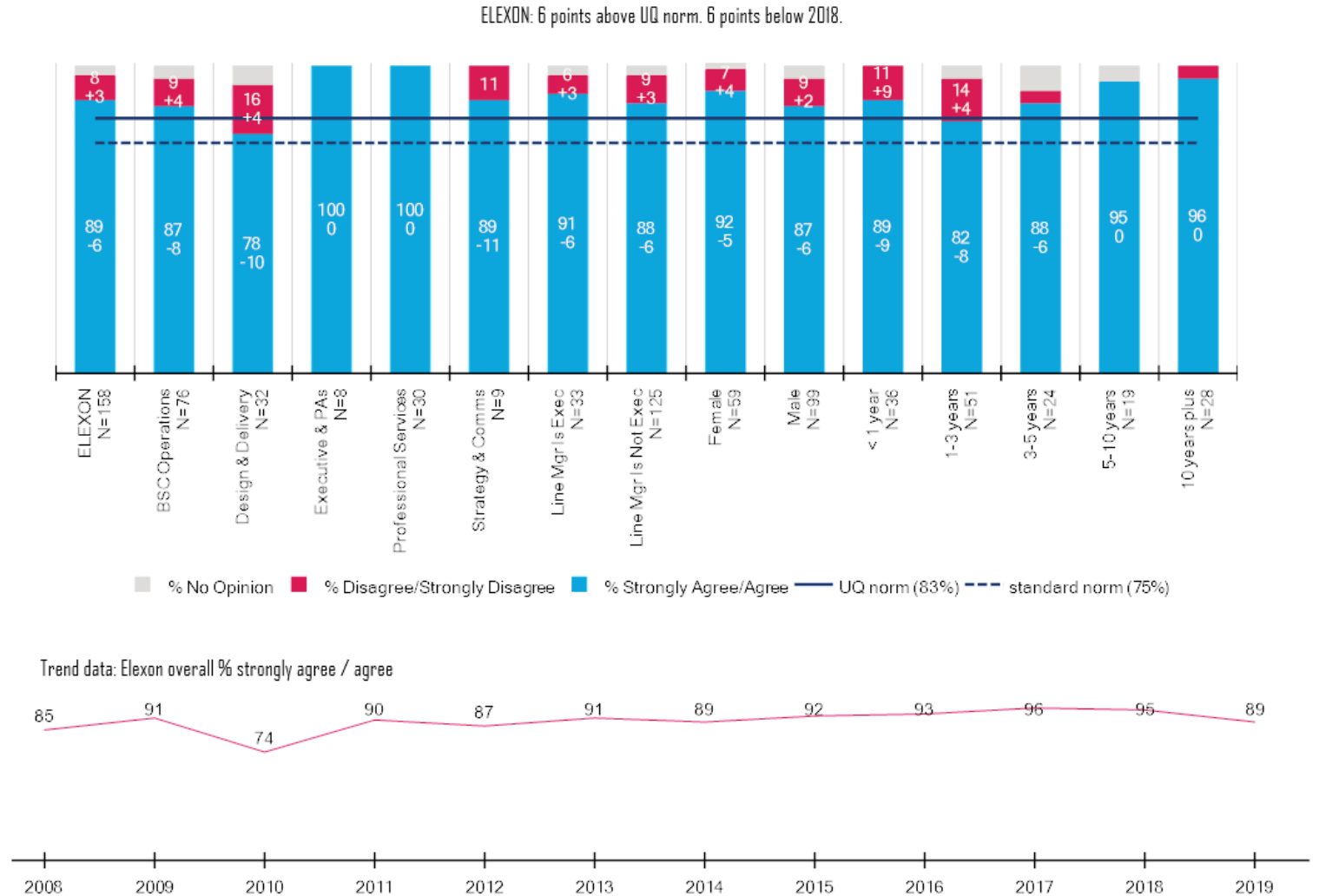
- A slight fall this year but overall score remains in line with the upper quartile norm
- Much larger decline for Executive & PAs – down 37 points
- Those reporting to an Exec member and those with 10 years plus tenure also down; 14 and 13 points respectively



Job information

22. I can access the information I need to do my job effectively

- Another question-score that has varied little over many years
- And despite a slight dip this year it remains a strength relative to the upper quartile norm

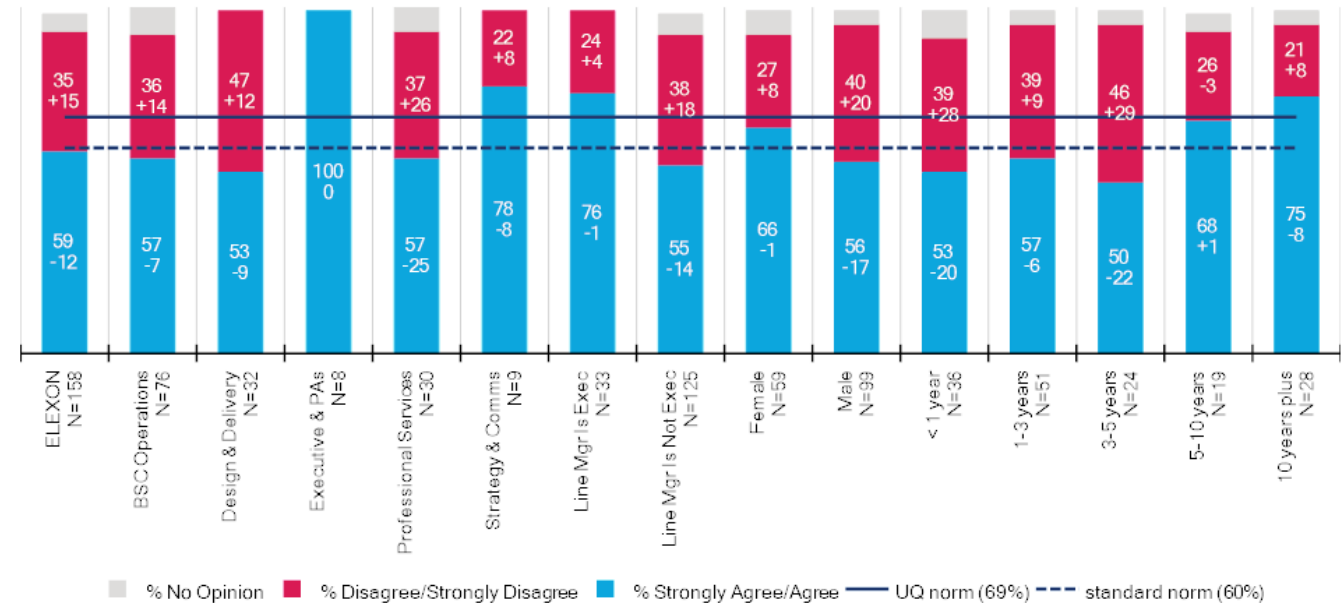


Inter-department communication

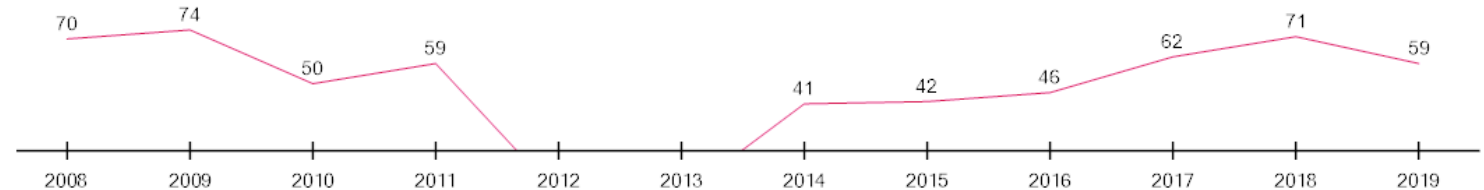
24. I think that communication between departments is good

- Communication between departments seems to have suffered in the past year
- Whilst all in Exec & PAs are positive, elsewhere scores are down and below the standard benchmark
- Most marked decline in Professional Services – down 25 points
- New starters and 3-5 year tenure group also down significantly

ELEXON: 10 points below UQ norm. 12 points below 2018.



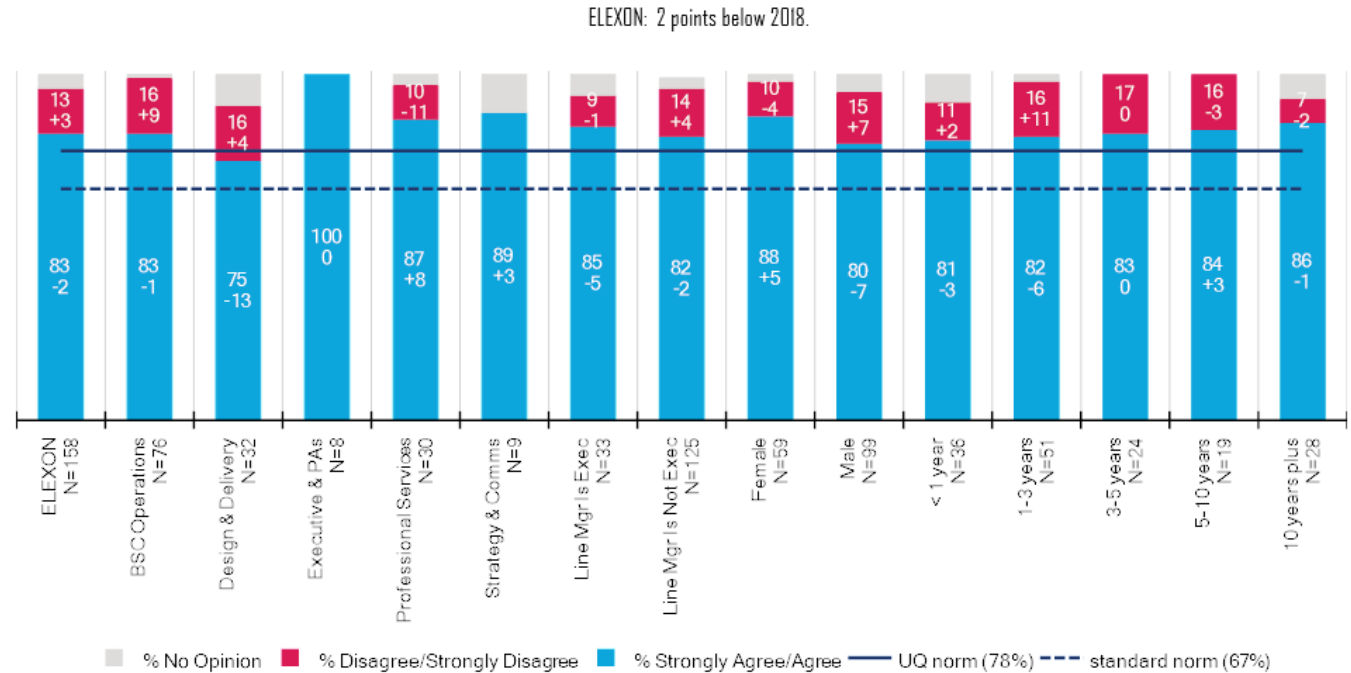
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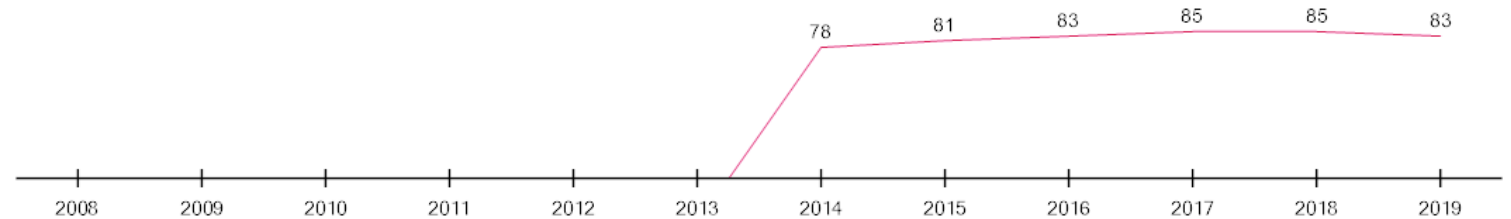
Good understanding of ELEXON's strategy

28. I understand ELEXON's strategy

- Another question with a score that has deviated little from a high level in the past 5 years
- Although Design & Delivery's score is down 13 points



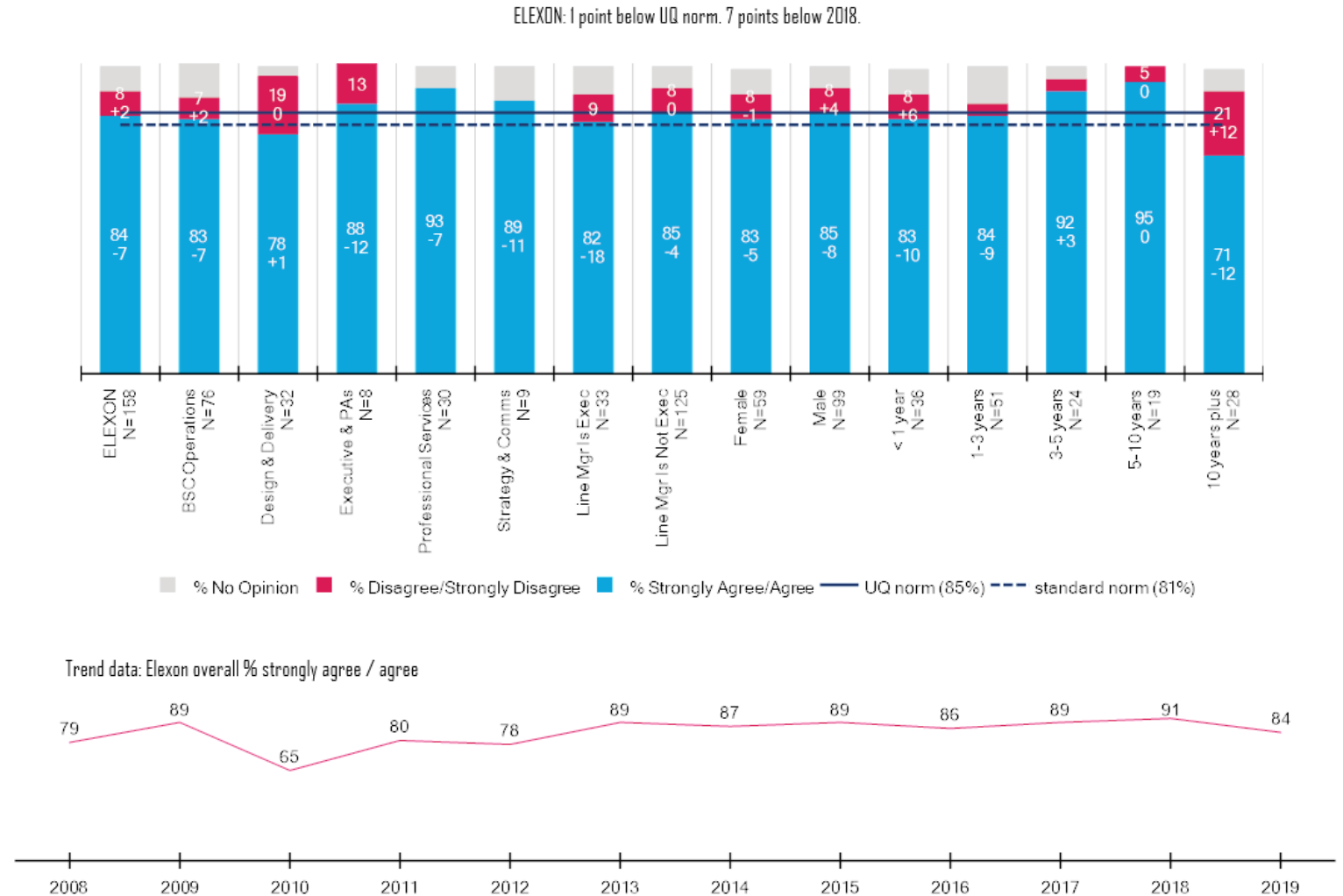
Trend data: Elexon overall % strongly agree / agree



Support from line managers

30. I can rely on my line manager to give me the support I need to do a good job

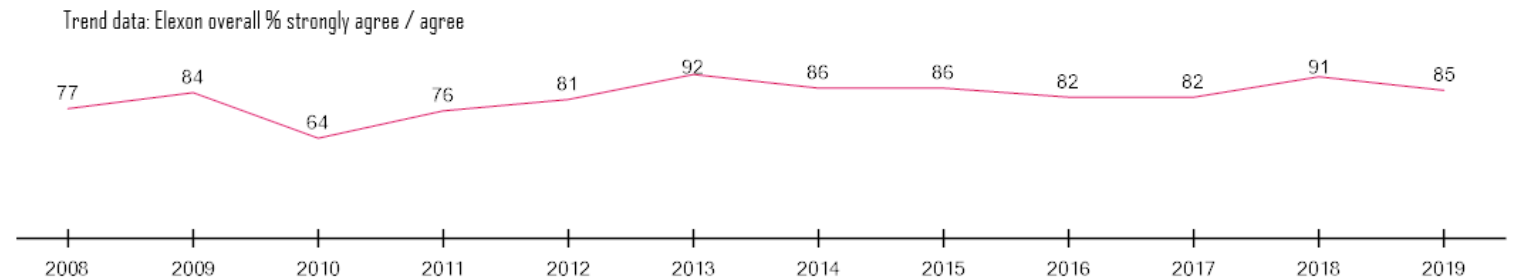
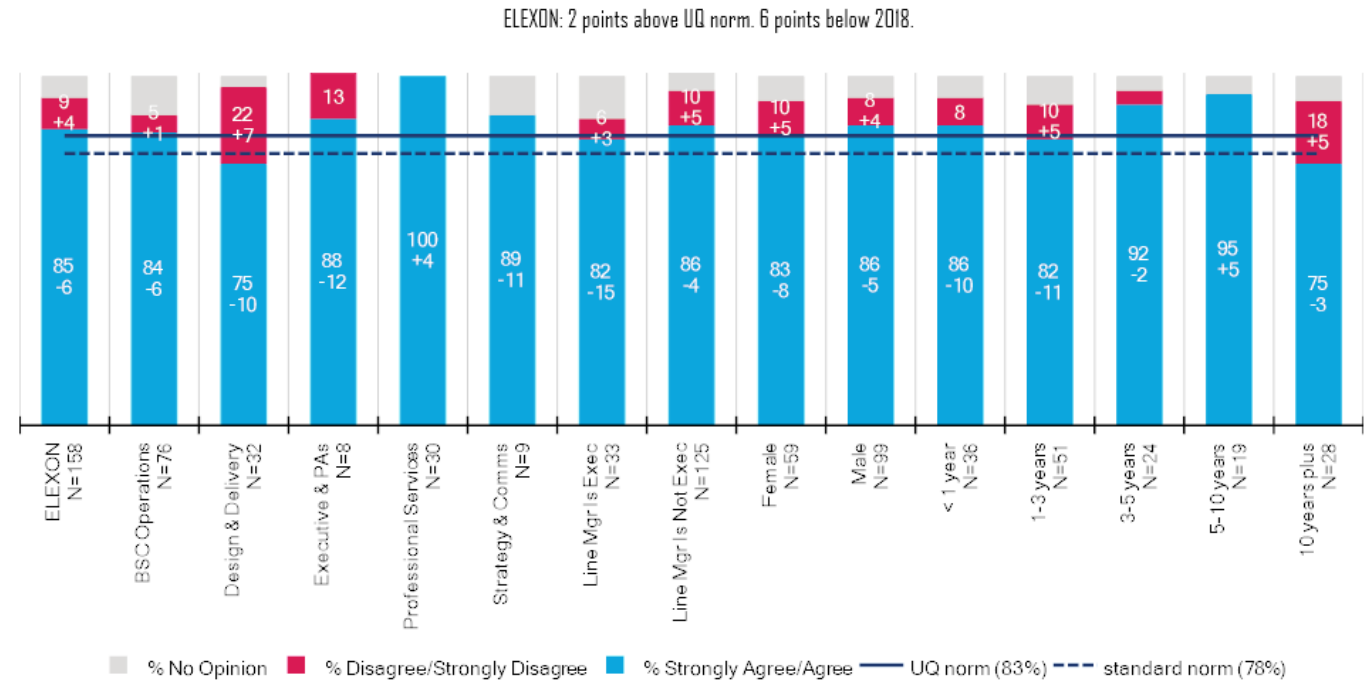
- 84% say they can rely on their line manager to give them the support they need to do a good job
- Down 7 points overall but still in line with the upper quartile norm
- The score for respondents whose line manager is an Exec member is down 18 points
- There's also been a decline for 10 years plus respondents



Contributions valued and recognised by most managers

32. I feel my contribution is valued and recognised by my line manager

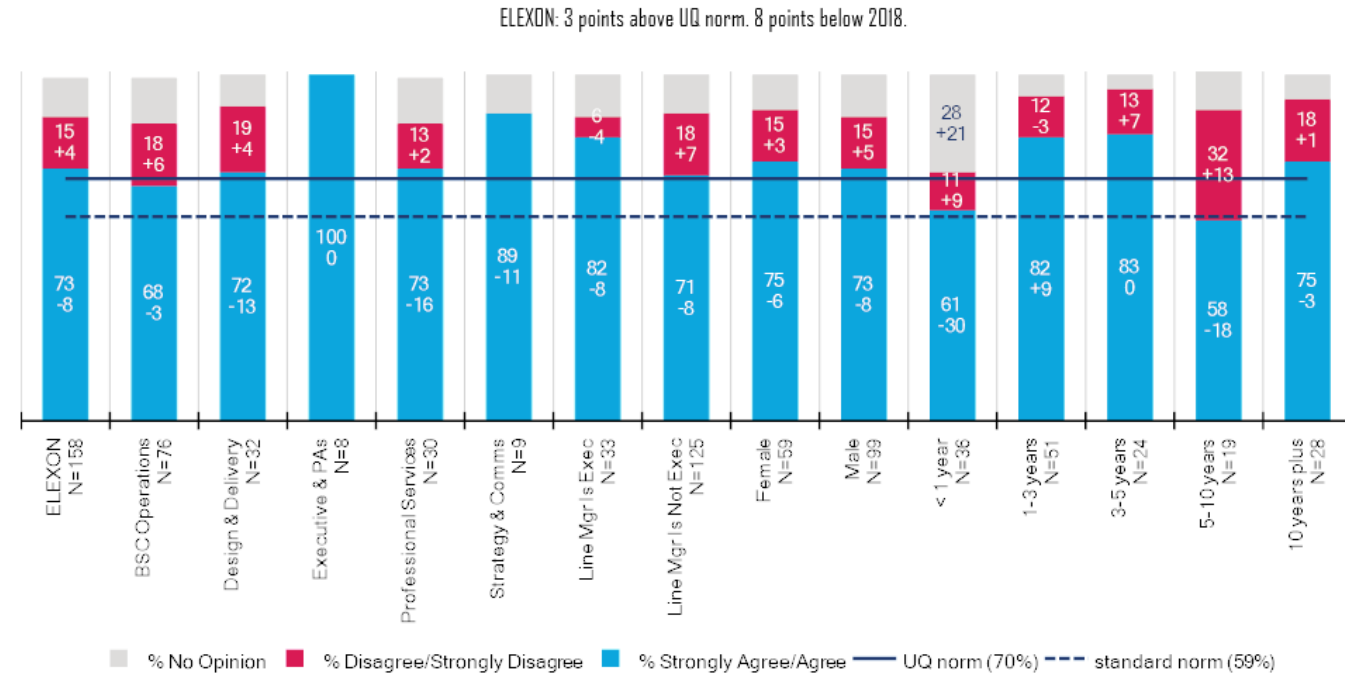
- A slight dip here but still just above the upper quartile norm
- Very good result for Professional Services – 100% are positive
- After a strong improvement last year, Design and Delivery's score has slipped slightly
- Also down is the score for respondents whose line manager is an Exec member



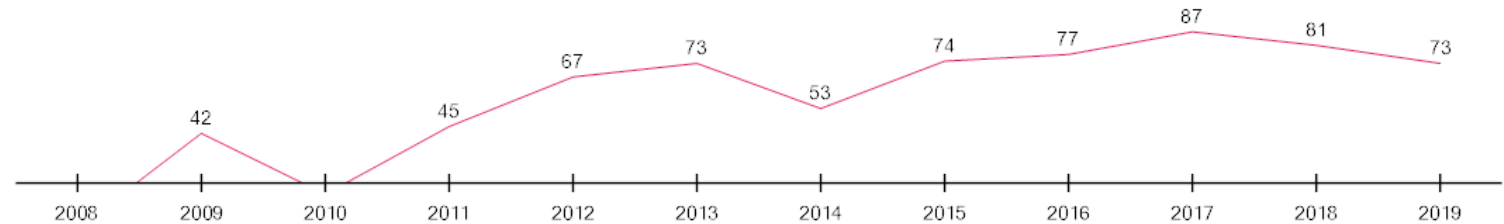
Exec's connection with staff

44. The Executive Team generally keeps in touch with staff

- The score here is at its lowest level since 2015 but nevertheless it's still above the upper quartile norm



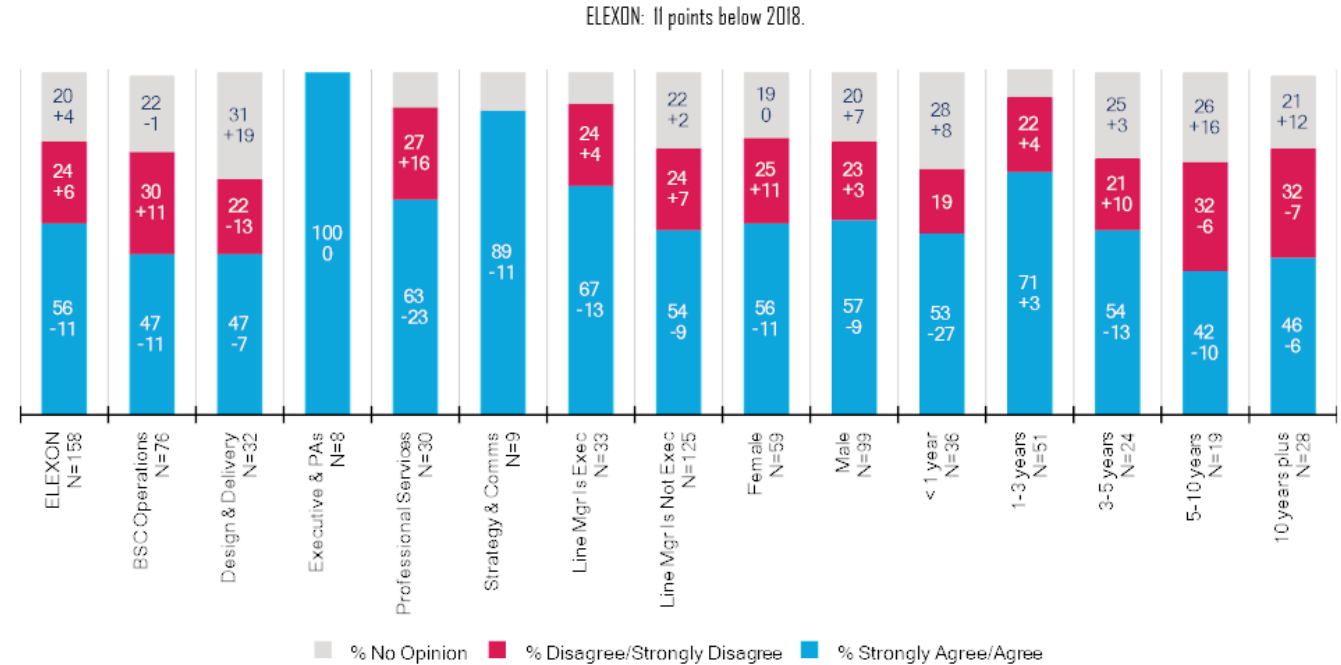
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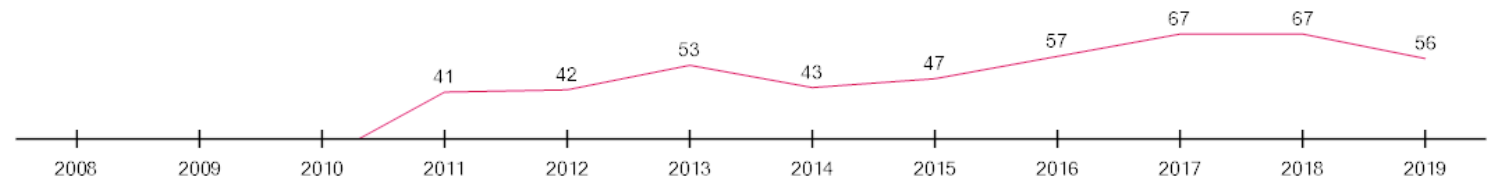
Fewer feel motivated and inspired

45. The Executive Team motivates and inspires me to do a good job for ELEXON

- 56% say the Executive Team motivates and inspires them to do a good job for ELEXON
- Down 11 points but a high proportion sit on the fence; particularly in Design & Delivery



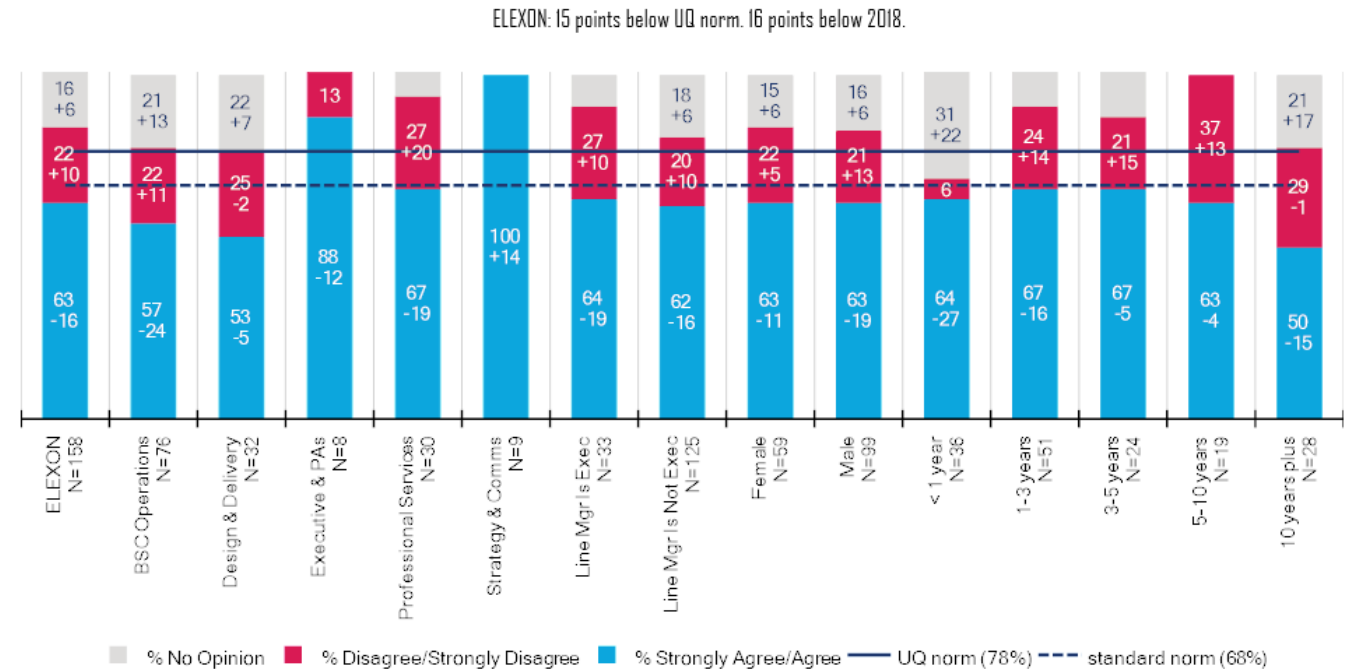
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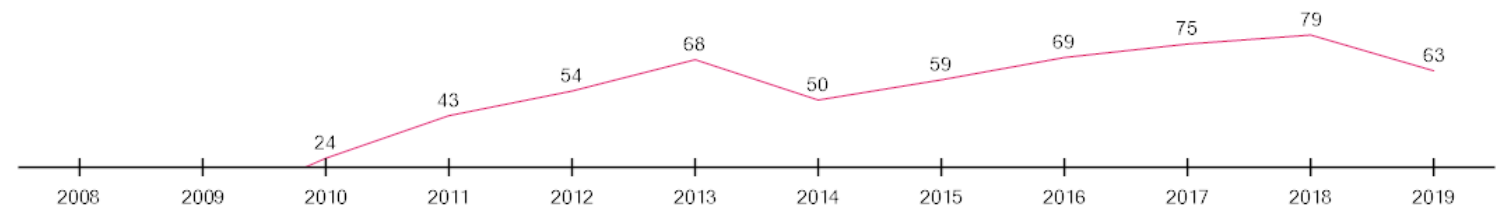
Confidence in leadership down

46. I have confidence in the leadership provided by the Executive Team

- The score here is down 16 points overall
- Strategy and Communications are very positive – up 14 points and now everyone has confidence
- But elsewhere scores are down, most noticeably in BSC Ops and amongst new starters (although here there's little active disagreement)



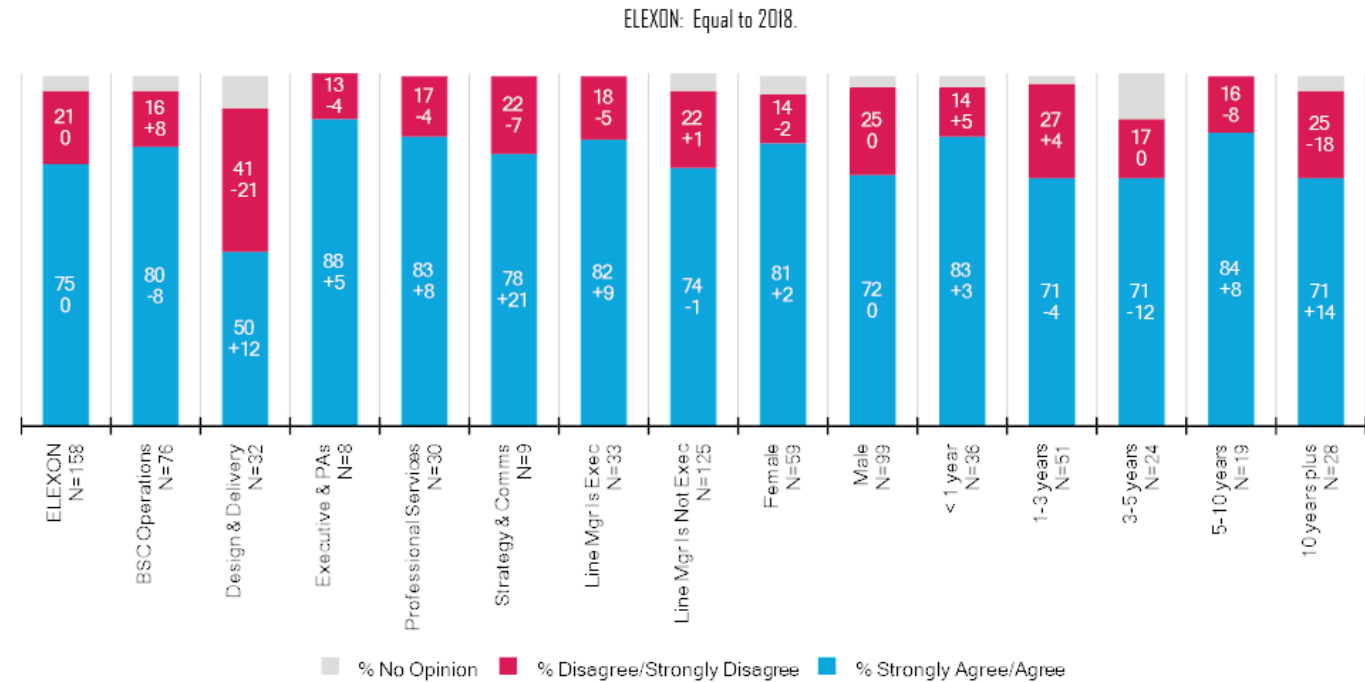
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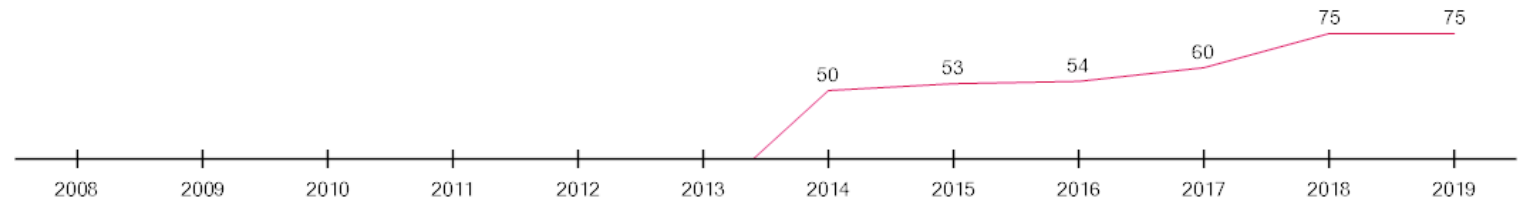
No change in high rating for procedures and practices

50. At ELEXON our procedures and practices are clear and fit for purpose

- Three quarters are happy with ELEXON's procedures and practices
- Design & Delivery post another improvement after a 20 point increase last year



Trend data: Elexon overall % strongly agree / agree



Summary and conclusions

Summary and Conclusions

- There have been declines but the survey results last year were exceptionally positive
- Improving or maintaining these scores was a significant challenge
- Overall, the majority of question-scores remain above the upper quartile norm (15 / 27) and there are many positive results -
 - Recommending ELEXON as a good place to work
 - Access to information
 - Training
 - Understanding ELEXON's strategy
 - Satisfaction with pay and benefits
 - Working conditions

Summary and Conclusions cont.

- Nevertheless there are some big declines and low scores
- Confidence in the leadership provided by the Exec is down to below the standard benchmark
- Other feedback on the Exec is down too – motivating and inspiring, keeping in touch, demonstrating values, providing a robust challenge to each other
- Communication between departments has also dipped to just below the standard benchmark
- People being held accountable is down by the largest margin
- Clearly these perceptions need to be addressed to prevent further falls which may begin to impact the effectiveness of the organization

Access to the questions If you are interested in the Headline report with all of the questions and scores, please contact hr@elexon.co.uk

