

ELEXON employee survey 2017

Each year we run an anonymous staff survey so that we can find out how our staff feel about working at ELEXON and whether there are any improvements we can introduce to ELEXON. The current contract for our staff survey is with EmployeeFeedback who collate the results and remove any information that can identify individual members of staff.

A total of 82 questions were asked. If you are interested in the headline report with all the question scores, this is available on request from hr@elexon.co.uk

INTRODUCTION

- The survey was open to all staff between 25 September and 20 October 2017
- The report is organised as follows:
 - Engagement index scores
 - Questions linked to calculating the engagement score
 - How ELEXON stands against the external norm (this year we use the upper quartile benchmark as apposed the average (mean) norm which we've used in the past)
 - Relative levels of engagement among different groups of employees
 - Ten year trends for engagement questions

Introduction

The results of the survey are presented to our Executive team who are taken through the data and discuss the conclusions and any potential actions.

ELEXON staff were able to attend a presentation of the employee survey results on 23 November 2017 so that they could see the survey outcomes and discuss these with the representative from EmployeeFeedback. Staff were also able to ask question of the CEO and Directors.

This approach ensures that the process is open and transparent and that the Executive take actions for meeting any feedback that has raised issues or suggested improvements.

SUMMARY AND CONCLUSIONS

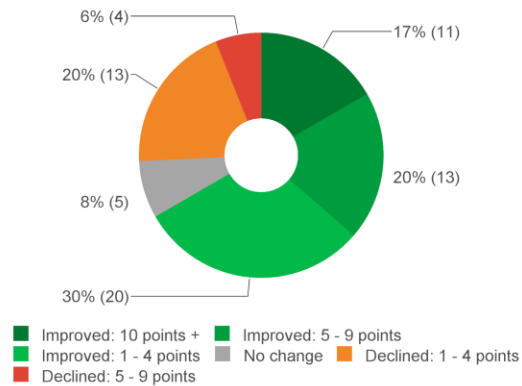
- The 2017 employee survey achieved an 87% response rate vs 88% in 2016
- 67% of question-scores have improved since 2017
- *Overall engagement is up 4 points to 79%*
- Notable improvements in *commitment and loyalty to ELEXON* as an employer
- Impressive increase in satisfaction with *various aspects of Company Leadership*
- Views on various aspects of line management remain positive
- *Only 2 scores have declined by more than 5 points* (none by more than 10 points)
- *Majority of questions (65%) score above the upper quartile norm* (35% by 5 points or more)
- *Only four score below the upper quartile norm* by more than 5 points
- *Personal engagement (mainly job enthusiasm) is down slightly* – but the decline is relatively small

Summary and conclusions

This slide brings together the key findings from the survey. We have achieved another high response rate which helps us obtain a greater insight into the opinions and expectations of our staff which in turn help us to review and enhance our working procedures and environment.

OVERVIEW OF IMPROVEMENTS

- 44 scores have improved - 67% of questions with a matching question in 2016
- Of these, 11 have improved by 10 points or more
- The main improvements relate to -
 - Department heads
 - Comms and collaboration between departments
 - Physical working conditions
 - PDPs
 - Preference for ELEXON over other employers
 - The Executive

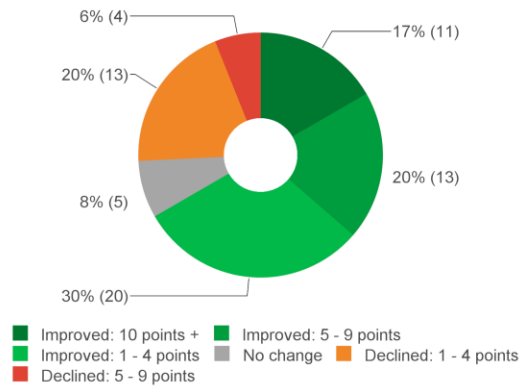


Overview of Improvements

This slide highlights the improvements ELEXON has made compared to the 2016 survey and summarises the main areas where the scores have improved by 10 or more points.

OVERVIEW OF LOWER SCORES

- 17 scores have declined - 26% of questions with a matching question in 2016
- Of these, only 4 have declined by between 5 and 9 points
- None declined by 10 points or more
- The main declines relate to -
 - Changes made as a result of the previous survey
 - Understanding of contribution to ELEXON's strategic priorities
 - Relation of pay to performance



Overview of Lower Scores

This slide offers a focus on the scores that have declined since the 2016 survey and summarises the main areas that declined by 10 or more points.

EMPLOYEE ENGAGEMENT

What is it?

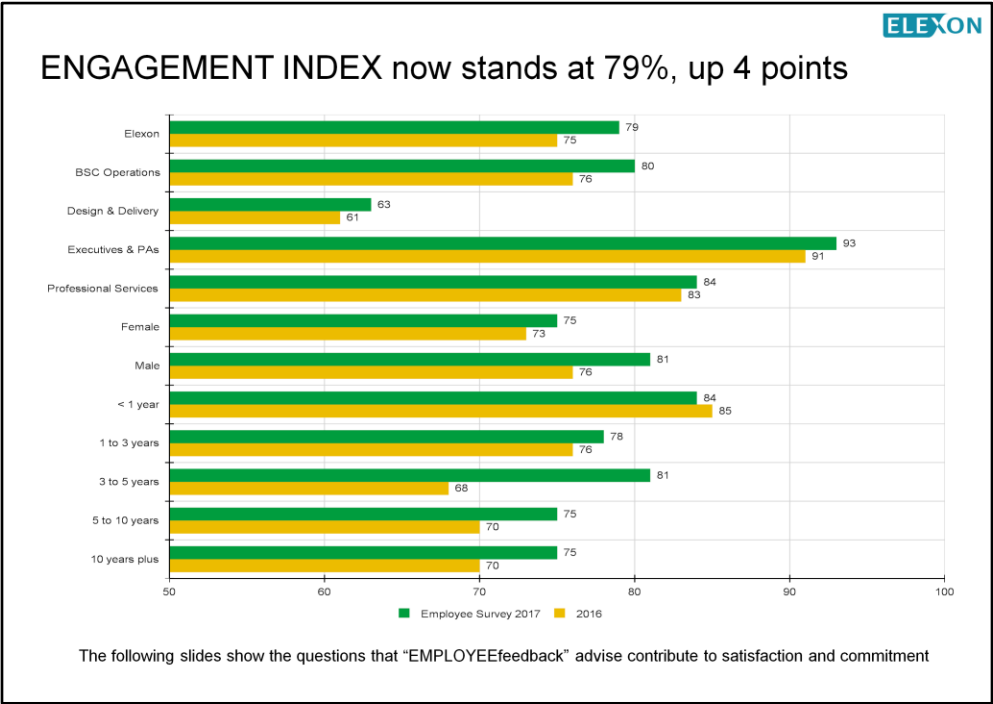
- Engaged employees have two characteristics: they are:
 - **Capable** of high levels of performance
 - **Committed / willing** and keen to deliver
- Capability depends on good job design, working conditions, communication and resources: to assess it we measure **satisfaction** with these elements
- 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

How it affects performance



Employee engagement

The representative from EmployeeFeedback explained what employee engagement meant as this gave some additional context to a number of questions within the survey. It was also set the scene for staff who may not have worked at ELEXON until recently and may not have attended the 2016 survey presentation.



Engagement Index

This graph outlines the average percentage scores for 2017 (shown on top in dark green) for satisfaction and commitment compared to the same scores in the employee survey run in 2016 (shown underneath in yellow). The overall score is up 4 points, from last year, to 79%.

COMMITMENT QUESTIONS



Commitment questions

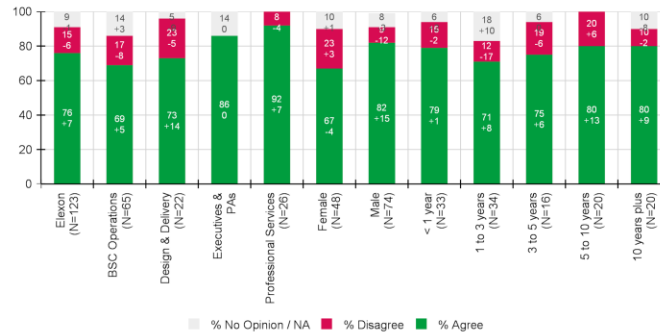
The following section of the presentation covers:

- Loyalty to department
- Inspirational leadership
- Pride in working for ELEXON
- Loyalty to ELEXON
- Preference for ELEXON over similar employers
- Recommending ELEXON

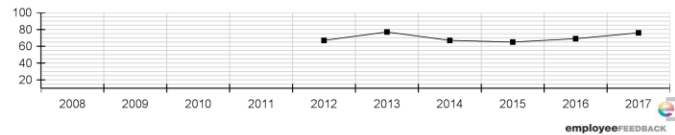
Loyalty to department as strong as ever

- Now stands at 76% positive; up from 69% in 2016
- At same level as peak in 2013
- Professional Services score highest
- Amongst departments, Design & Delivery's score has improved the most

7. I feel a strong sense of loyalty to my department



Trend data Elexon overall % positive

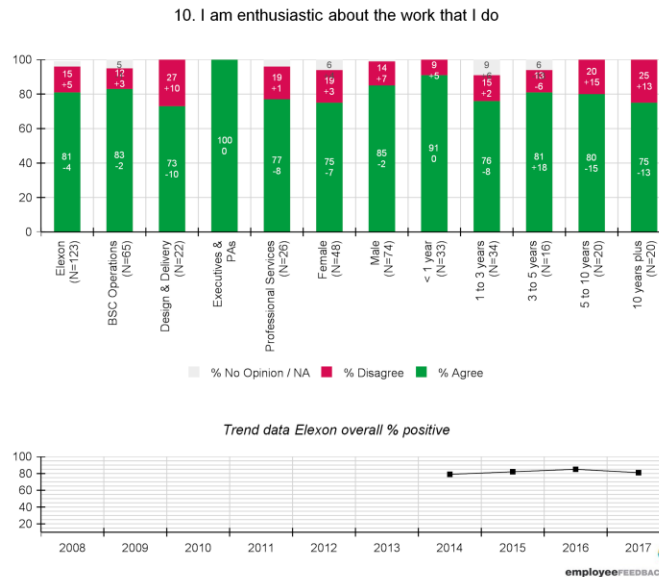


Loyalty to department

Question 7, “I feel a strong sense of loyalty to my department” increased by 7 percentage points compared to 2016 and also produced a strong result in the Design and Delivery team where we have experienced a range of lower scores.

Slight dip in enthusiasm

- Score had been climbing steadily since 2014
- But now 81% say they're enthusiastic about the work that they do; down 4 points
- Respondents with 3 to 5 years tenure buck the trend with an improvement of 18 points



Slight dip in enthusiasm

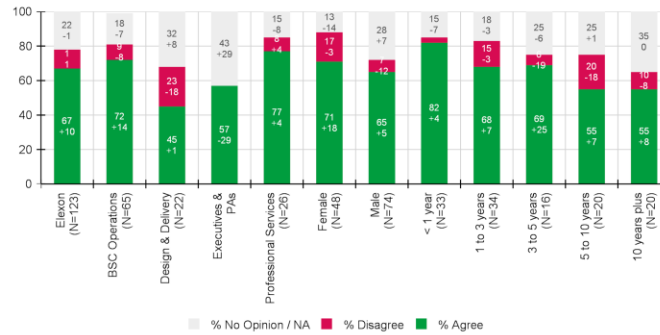
Question 10; “I am enthusiastic about the work I do”, has despite dipping slightly this year remained steady since 2014.

81% of people still say they are enthusiastic about the work they do.

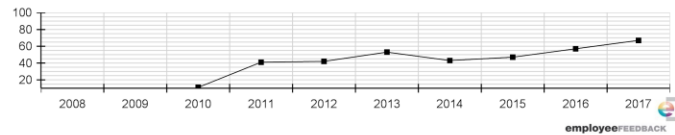
Inspirational leadership

- There is a clear upward trend for the score on this question
- 67% now say the Executive inspires them to do a good job for ELEXON
- This is up 10 points on last year's score and is the highest it's been since 2010

60. The Executive inspires me to do a good job for ELEXON

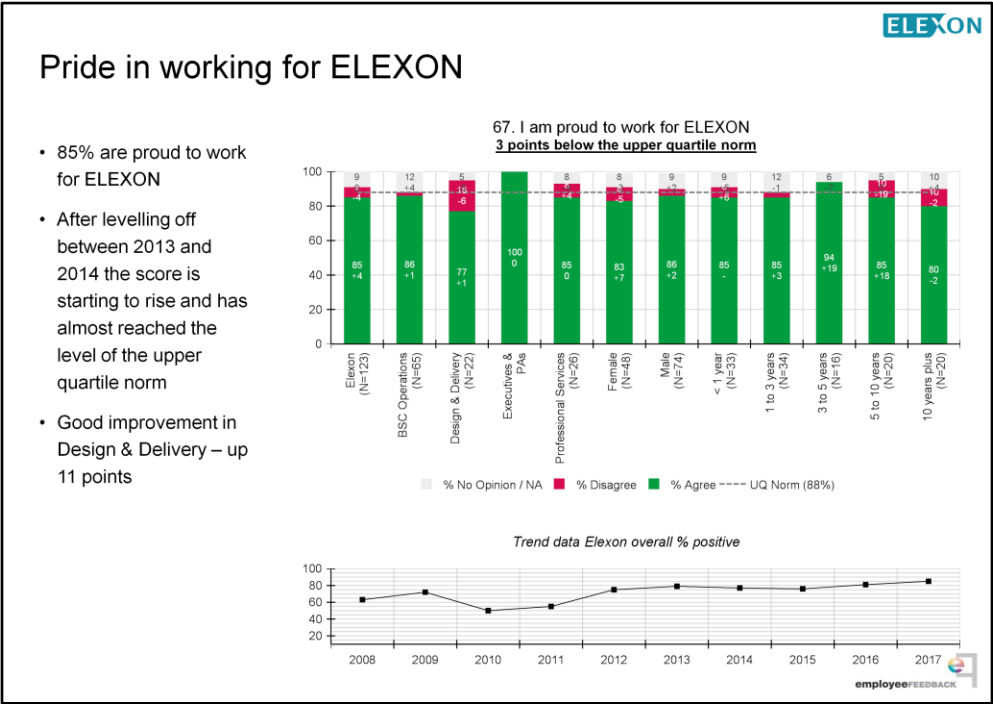


Trend data Elexon overall % positive



Inspirational leadership

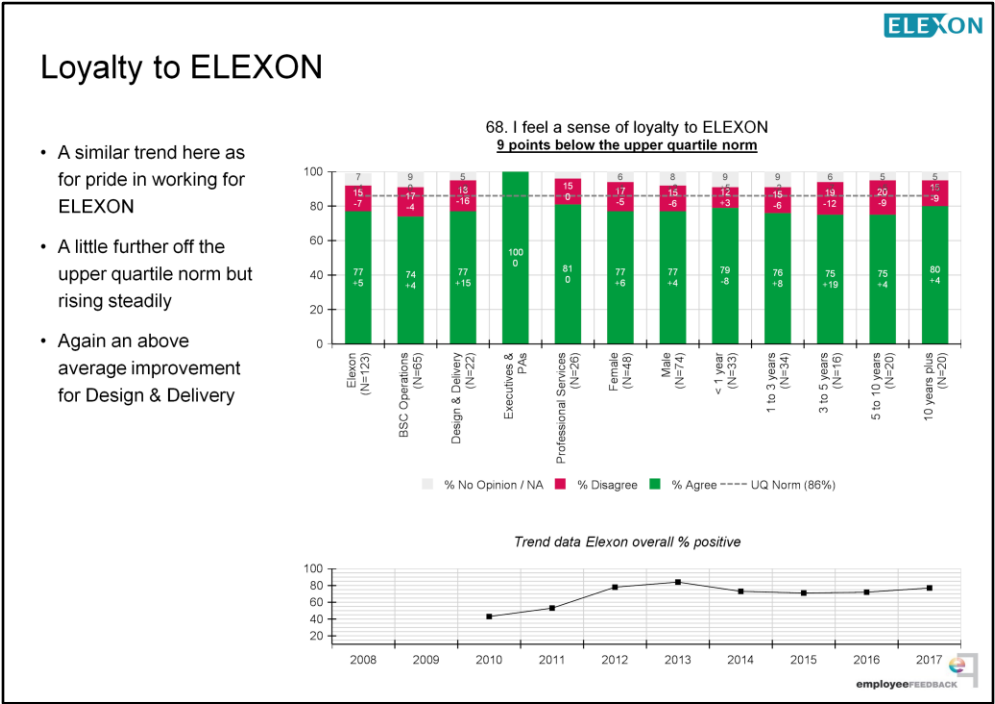
The question that “the Executive inspire me to do a good job for ELEXON” receive +10 point improvement in the 2017 survey and has been improving since 2014.



Pride in working for ELEXON

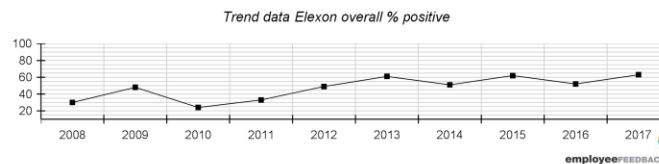
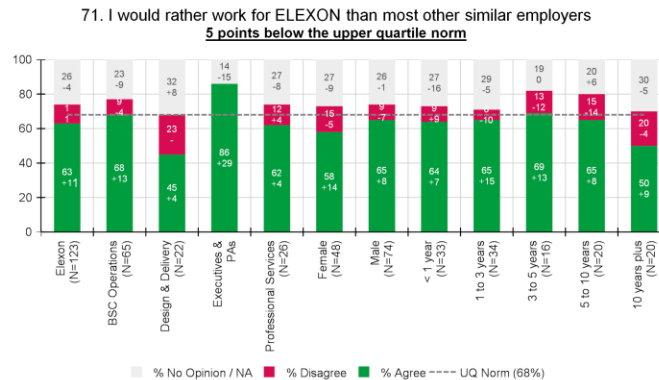
Question 67 asked whether “I am proud to work for ELEXON”.

85% of staff stated that they are proud to work for ELEXON. This compares to previous employee surveys which saw a levelling off between 2013 and 2014. The score in 2017 is starting to rise and has almost reached the level of the upper quartile norm. There was also good improvement in Design & Delivery team which went up by 11 points.



Preference for ELEXON over other employers

- More now say they would rather work for ELEXON than most other similar employers
- The score has gone up 11 points since last time and is now the highest it's been since 2008
- Executives & PAs are very clear on their preference for ELEXON

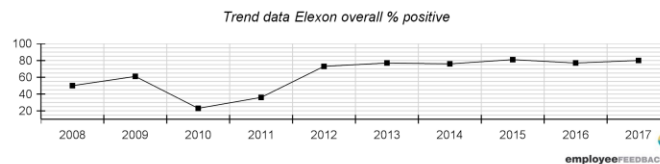
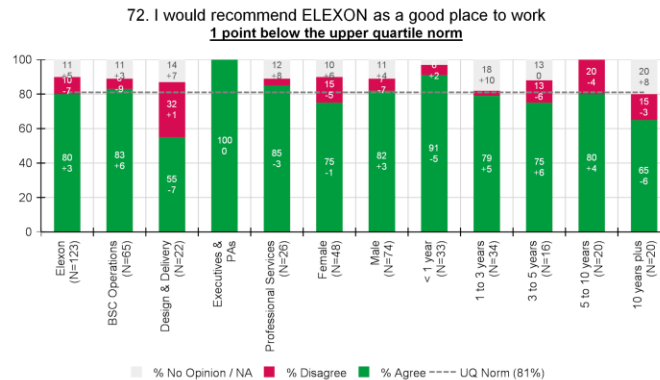


Preference for ELEXON over similar employers

Question 71 indicates that preference for ELEXON over other similar employers has gone up by 11 points, as now most colleagues say that they would rather work for ELEXON than other similar employers. This is very encouraging from a staff retention perspective.

Recommending ELEXON

- The score for this question has remained at a high level since 2012
- Currently 80% would recommend ELEXON as a good place to work which is very close to the upper quartile norm
- Lower score in Design & Delivery – just over half agree



Recommending ELEXON

The score on recommending ELEXON as a good place to work is slightly up from last year. The trend since 2012 has remained consistently high since. The Design and Delivery team has bucked the trend slightly. However, more than half from this team still say that they would recommend ELEXON as a good place to work.

SATISFACTION QUESTIONS



Satisfaction questions

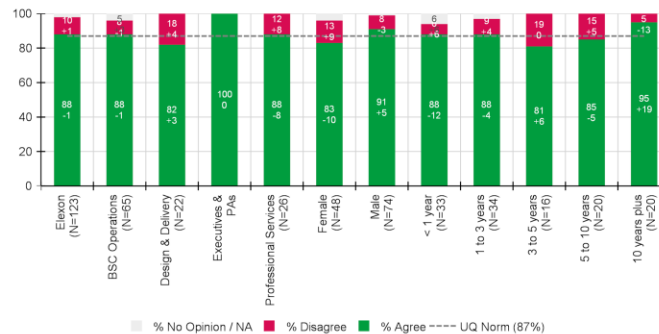
The following section of the presentation covers:

- Mutual support from colleagues
- Core Hours
- Training
- Performance Feedback
- Access to information
- Inter-department communication
- Understanding ELEXON Vision & Mission
- Manager support
- Feeling Valued
- Executive keep in touch with staff
- Confidence in the Leadership
- Clarity of Procedures and Practises

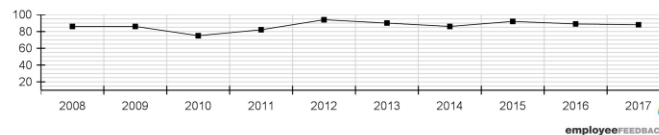
Mutual support from colleagues

- Historically this has been a very high-scoring question
- No different this time – 88% agree that the people they work with go out of their way to help each other
- Just above the upper quartile norm and high scores across the board

4. The people I work with go out of their way to help each other
1 point above the upper quartile norm



Trend data Elexon overall % positive



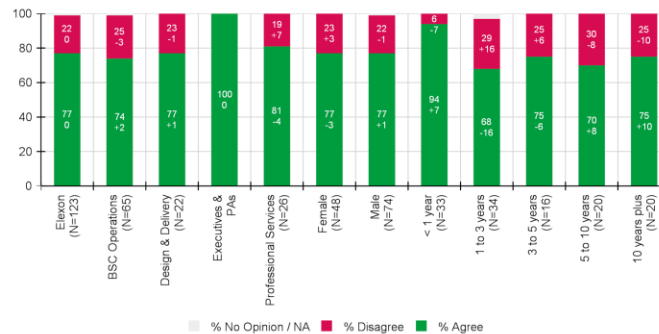
Mutual support from colleagues

Mutual support provided by colleagues remains high, 1 point above the upper quartile norm, with 88% saying that people they work with go out of their way to help each other.

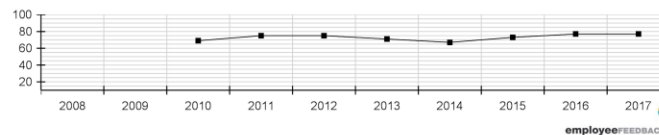
Core hours

- Most say their core hours are sufficient for them to achieve their targets
- No change since last time
- Respondents who have been with ELEXON between 1 and 3 years are finding it harder this year

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



Trend data Elexon overall % positive

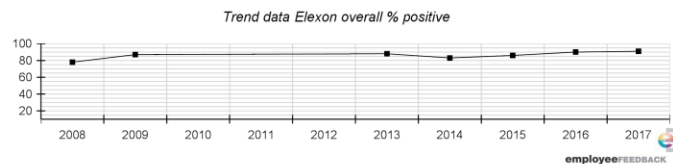
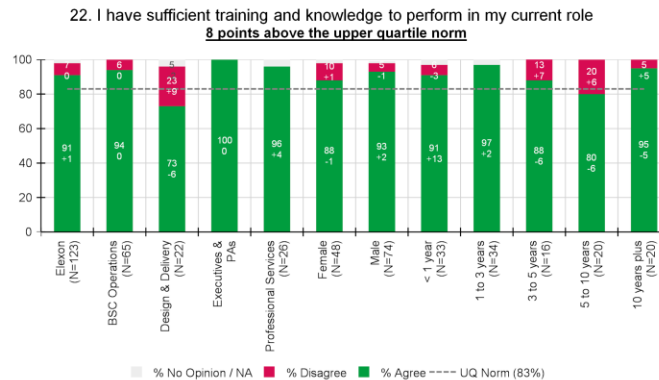


Core Hours

Feedback indicates that most staff feel that the core hours are sufficient for them to achieve their targets. The trend over recent years has been consistently high and synchronises with the effort made by ELEXON to create a good work-life balance.

Training

- Another area where ELEXON has consistently excelled
- 91% say they have sufficient training and knowledge to perform in their current role
- 8 points above the upper quartile norm
- Almost all groups score above the norm

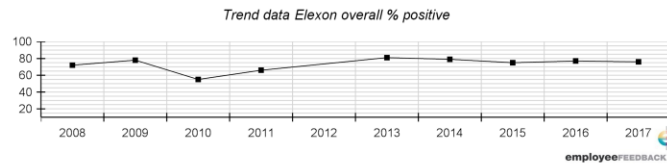
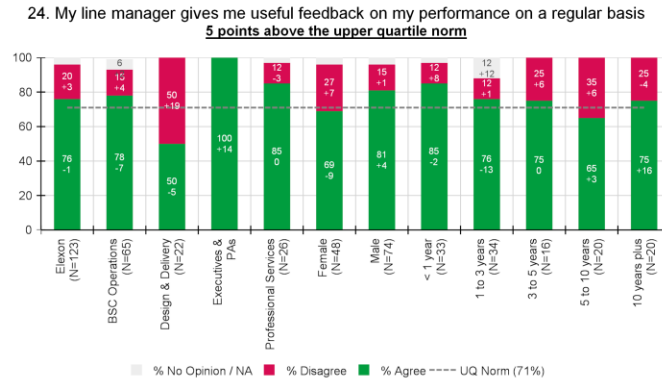


Training

91% of our staff value the effort made by ELEXON to offer sufficient training and knowledge opportunities to successfully undertake and complete their work. This is 8 points above the upper quartile.

Performance feedback

- Just over three quarters say their line manager gives them useful feedback on their performance on a regular basis
- 5 points above the upper quartile norm
- Again Design & Delivery a little less positive than others

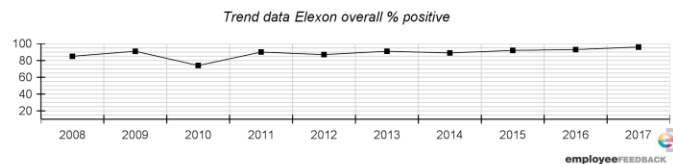
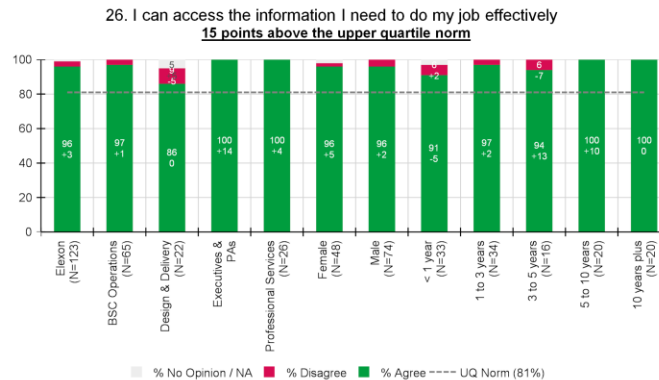


Performance feedback

This is slightly down from last year but remains 5 points above the upper quartile norm. This is obviously an area that we will want to review further as manager feedback is an important way for teams and individuals to improve on their delivery and our corporate goals. It also helps people develop their skills and careers. Again the Design & Delivery team show a little less positive than others with an even split between agree and disagree.

Access to information

- Access to information is rarely a concern for Elexon employees
- Highest score this year with 96% positive; 15 points above the upper quartile norm
- All groups above this level

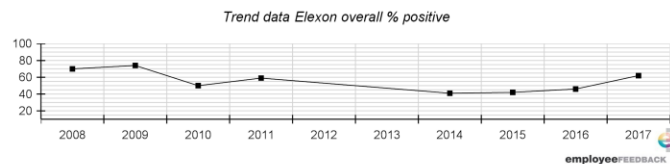
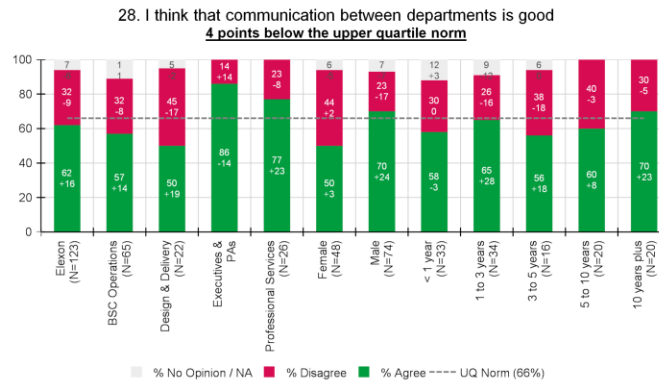


Access to information

We were pleased to see that staff feel that they can access the information they need to do their job effectively.

Inter-department communication

- There has been a significant improvement here
- 62% now think that communication between departments is good; up 16 points
- Professional Services are much more positive this time

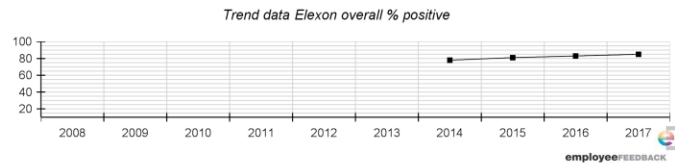
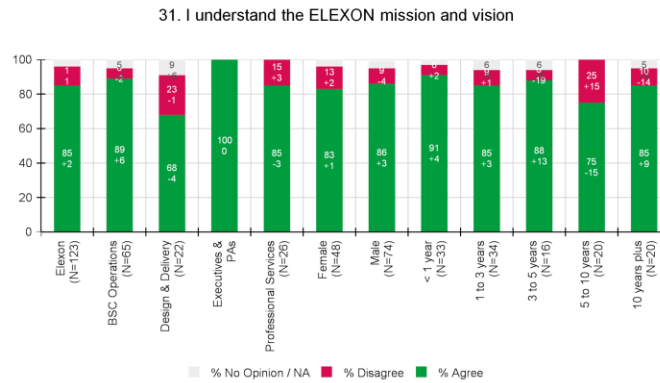


Inter-department communication

Over the last year we have worked hard at improving interdepartmental communication on various levels and made significant improvements in breaking the internal silos. We still have work to do in maintaining the momentum and improvements made in communication between departments.

Understanding of mission and vision

- The score on this question has improved steadily since 2014
- 85% now say they understand the ELEXON mission and vision
- Less clarity for Design & Delivery respondents

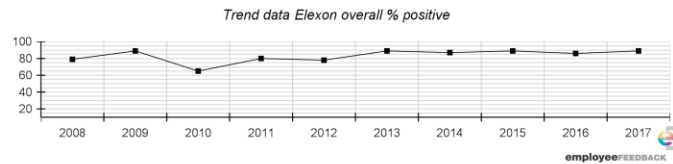
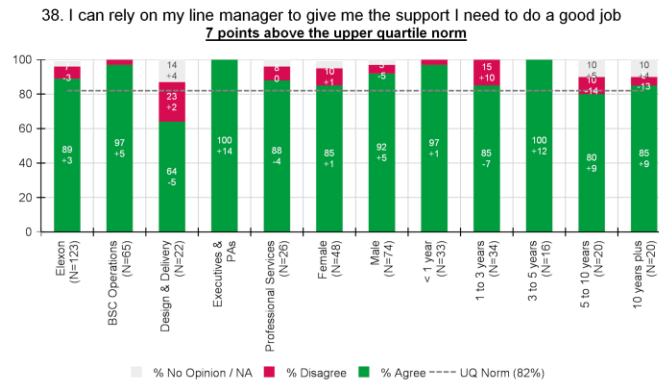


Understanding ELEXON's Vision and Mission

This score has improved steadily since 2014 with 85% saying that they understand ELEXON's vision and mission.

Support from managers remains strong

- 89% say they can rely on their manager to give them the support they need to do a good job



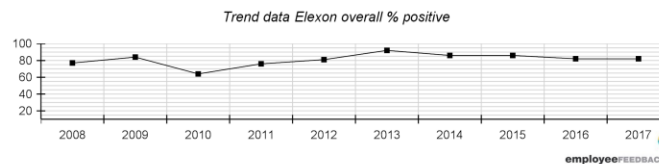
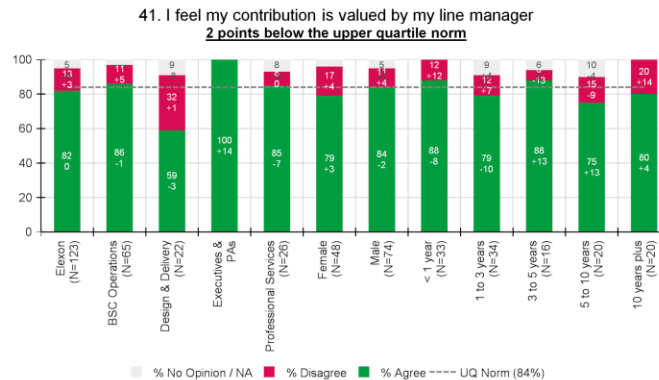
Manager support

89% say that they can rely on their manager to give them the support they need to do a good job.

This score for this question is now 7 points above the upper quartile norm.

Feeling valued

- Another strength of most ELEXON managers is that they make their reports feel their contributions are valued

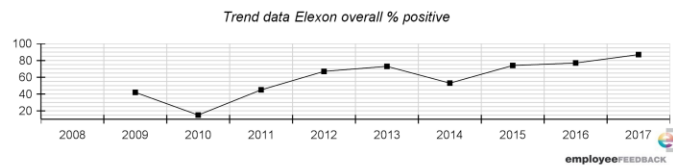
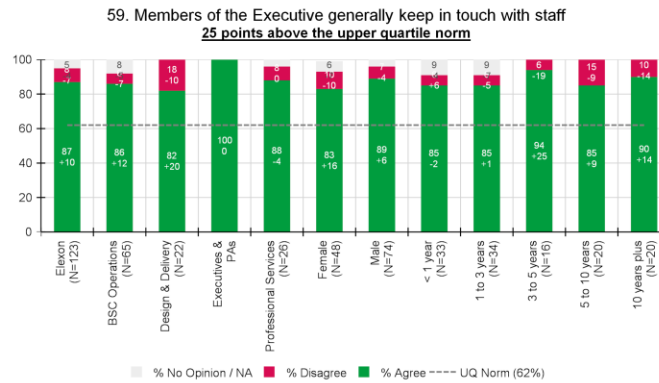


Feeling Valued

82% of ELEXON employees feel that their contribution is valued. This is always an area as it is part of establishing an engaged work force to ensure that all staff feel valued and that their investment in ELEXON is well received and rewarded.

Keeping in touch

- With a few bumps along the way the score for the Executive keeping in touch with staff has been rising steadily since 2009
- And is now an impressive 25 points above the upper quartile norm

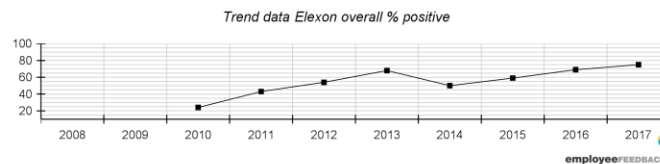
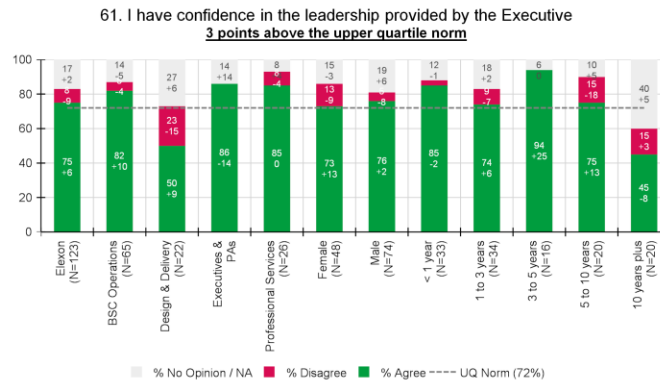


Executive keep in touch with staff

Since 2014 this score has been improving and is now 25 points above the upper quartile norm.

Confidence in leadership

- Confidence in the leadership provided by the Executive has been growing since 2014
- It is now at its highest level and scores 3 points above the upper quartile norm

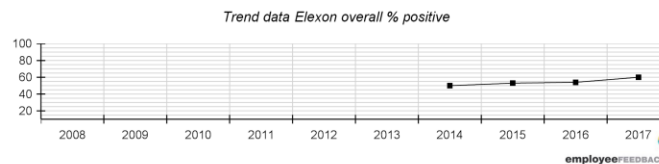
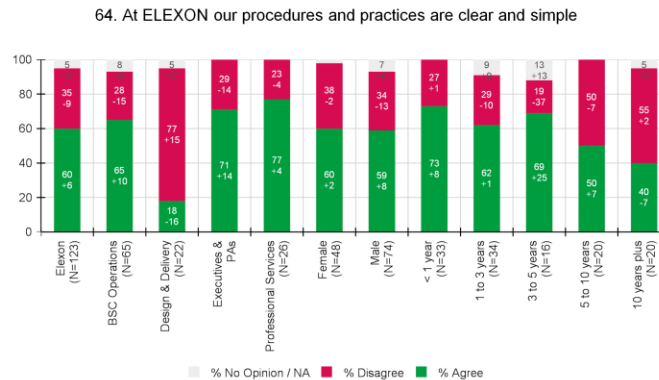


Confidence in the Leadership

This score tends to synchronise with the score given to the question on Executive keeping in touch. Since 2014 there has been a steady improvement in confidence in the leadership.

Clarity of procedures and practices

- 60% think ELEXON's procedures and practices are clear and simple
- Up from 54% in 2016
- Few in Design & Delivery agree



Clarity of procedures and practises

60% now think that ELEXON's procedures and practises are clear and simple. However, this does not appear to be the view in the Design & Delivery team where we will need to work hard to support them in their work.

Access to the questions

A total of 82 questions were asked.

If you are interested in the headline report with all the question scores, this is available on request from hr@elexon.co.uk