
The State of Employee Engagement 2022

Building a sustainable organisation through engaged employees



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Work Buzz

October 2022

Foreword

As we enter a post-pandemic world, with labour shortages and a cost-of-living crisis, organisations are facing brand new challenges. Around many board tables, attracting and retaining talent is the defining priority. At this moment, there is much we can learn from the pandemic. Organisations that focused on their people, led with authenticity, and took a long-term perspective, were able to bounce back faster.

As a result of the transformation we witnessed during the pandemic, many employees now have a choice about where and how they work. Most organisations have listened, and have embraced hybrid working, but this creates new challenges such as keeping employees feeling emotionally connected to their colleagues and the company. Plus, although as yet uncertain, a recession would further impact the shape and sentiment of the workforce in 2022 and 2023. Financial instability may drive employees back into the office environment, sparking an increase in presenteeism, as people start to feel more vulnerable about their jobs.

Top performing organisations are adapting to these new challenges quickly. They are finding new ways to create a sense of belonging, they are listening more regularly to their people, and designing their employee experience from onboarding through to exit.

A coherent employee experience creates lasting moments that matter, where people feel truly valued and have compelling reasons to stay. In a candidate driven market with 500,000 fewer workers than before the pandemic, the only sustainable way to win the war for talent is by creating a great employee experience.

This research report, the fifth edition of The State of Employee Engagement, draws on insights from our 400+ clients at WorkBuzz and research conducted with 300 people and business leaders. It outlines their top priorities, shares best practices, and provides perspectives to help you navigate an ever-changing world of work.

Steven Frost

Founder & Chief Executive Officer at WorkBuzz



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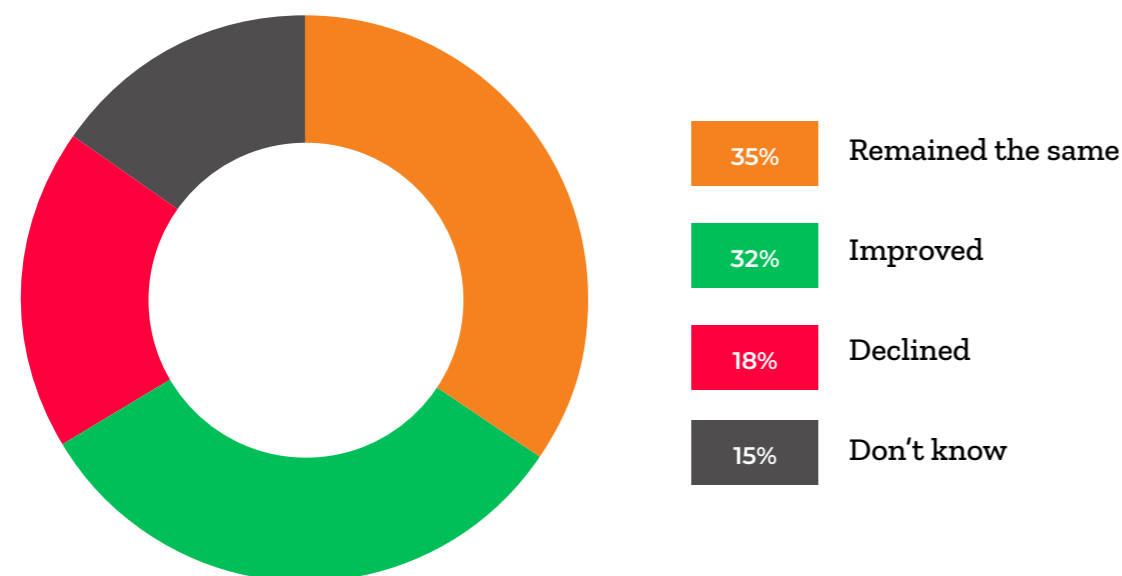
Introduction

People have had time to reflect on life over the past three years and have changed their views about work. Whether that be early retirement, a change in role and employer, a change in the way they work or simply redefining how they spend their time.

For many office-based roles, flexibility around how, where, and when employees work is no longer a differentiator; it is an expected given. Working patterns and new employee expectations are having an effect on a wide range of measures across the organisation and making it more difficult to attract and retain employees.

These factors play out in our 2022 research which indicates that for over a third (35%) of employees, engagement levels have remained consistent with last year. Looking deeper into the data, there is a decline in the satisfaction with leadership, whilst scores around recognition, communication and empowerment have increased. The sum of these differences accounts for the fragmented picture in engagement across the board (32% say engagement has increased, 18% say it has decreased).

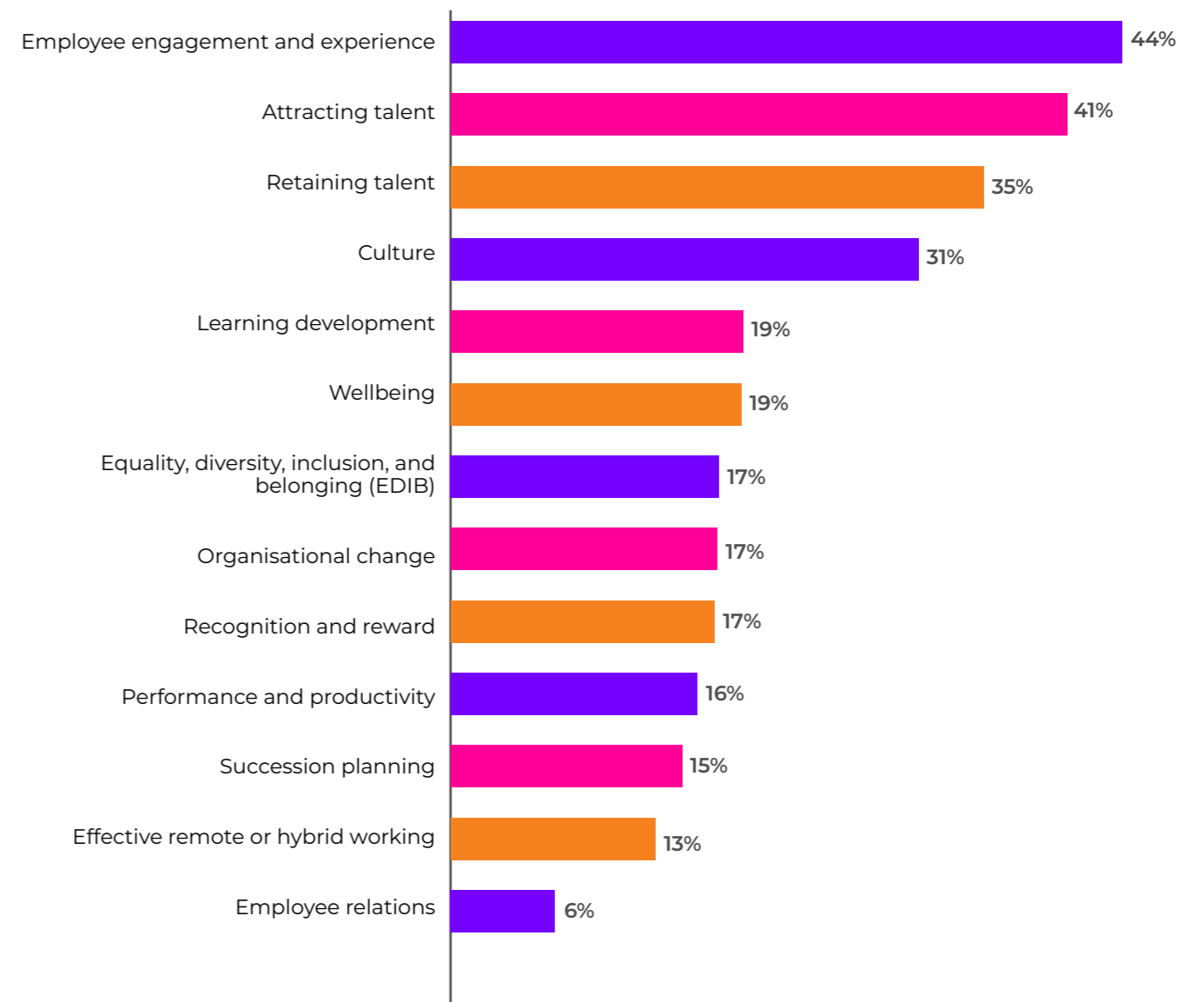
During the last 12 months, at your organisation, has employee engagement:



Key trends

Our 2022 research identifies that the current top three priorities for HR are: improving employee engagement and experience (44%); attracting talent (41%); and retaining talent (35%). These are closely followed by culture, learning and development, and employee wellbeing.

What are your top 3 HR priorities right now (select up to 3)?



The employee engagement challenges identified through our survey and interviews can be summarised as:

Hybrid working is diminishing the human connection

Hybrid working offers many benefits for both employees and employers. However, the human ties that bound people to their roles and organisations pre-pandemic are now weaker. Those social and emotional connections may not be as strong due to flexible/remote working, and it is therefore easier for employees to break that bond and leave for a different role. A lack of connections and relationships with colleagues can mean less collaboration, less effective teamwork and lower engagement. Keeping people emotionally connected to colleagues and purpose is key.

Presenteeism can be compounded by remote working

The pressure on remote workers to still be 'present' such as being logged on at all hours; always being available for calls or replying to emails; and no distinction between working hours and non-working hours adds pressure and stress at work. Whilst employees benefit from a perceived improved work-life balance, there are drawbacks for some in terms of personal wellbeing. Organisations need to strike a balance between enabling connections and an 'always on' culture.

There is a learning deficit

The opportunity for 'on the job' learning has decreased due to remote and hybrid working. The damage is more acute for junior hires and early career recruits who do a lot of their learning by simply listening or watching more experienced colleagues in the role. Regardless of the operating model, it is essential that businesses have a robust plan in place for training and inducting new starters, and for developing junior team members.

Beware of the two-tier culture

For those in an office environment, organisations need to be mindful of the development of a two-tier culture in which remote and office-based employees have

different experiences. To combat proximity bias and ensure equity between remote and in-office employees, leaders need to intentionally align on principles and guardrails that outline how hybrid work will work at their organisation.

Time will tell whether these flexible and hybrid working trends will be long-lasting as the pandemic hopefully fades into the past. In the short term, these factors are prompting employees to think about what they want from their organisation and their own employee experience. Employees will continue to redefine and reprioritise their relationship with work.

Methodology

The State of Employee Engagement 2022 draws on insights derived from research and consultation with WorkBuzz clients and over 300 people leaders mainly from the UK, who participated in our research study. During June and July 2022, participants completed an online survey about their current people-related challenges, priorities and employee experience strategies.



Key findings

Based on this year's WorkBuzz survey, we've identified five key trends in the data.

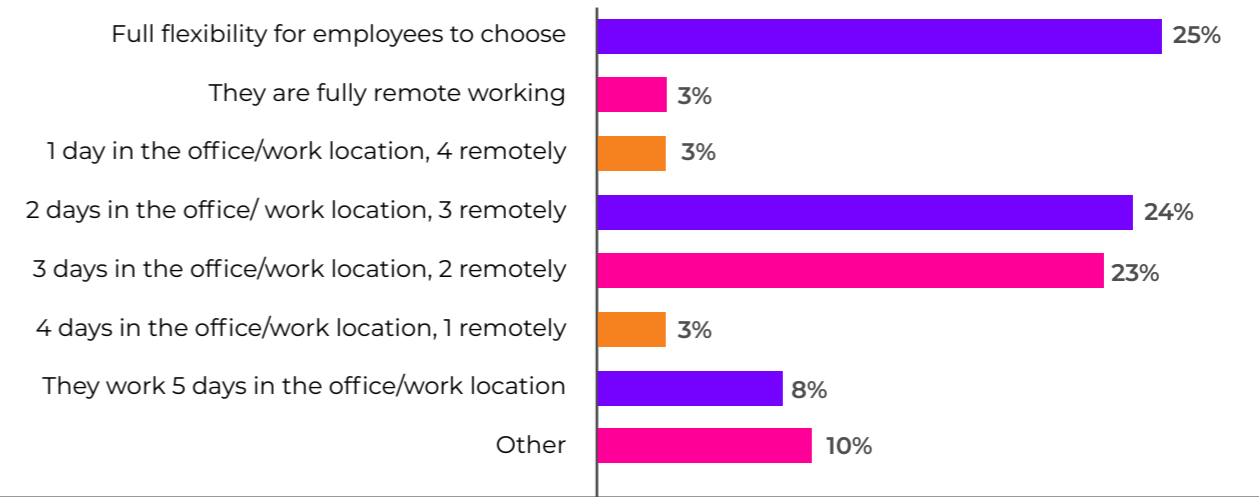
1 Hybrid working is a double-edged sword

The pandemic forced remote working on the world and accelerated change that could have otherwise taken a generation to happen. As we adapt to post-pandemic working, we see many organisations struggling with attrition and retention which has led to organisations moving towards flexible hybrid working.

The benefits of flexible hybrid working have been widely covered and include: a better work-life balance and the ability to juggle home life more effectively; greater scope to concentrate on key tasks; the financial and personal benefits of saving on transport costs and stress; and more scope for diversity in hiring.

However, now that hybrid working has become embedded, what is also becoming evident is that hybrid comes with new challenges. A lack of human connection, fewer learning opportunities, the expectation to be 'always' on, and the risks of a two-tier culture, that needs to be balanced with the benefits of hybrid.

For your office-based employees, where do they typically do their work?

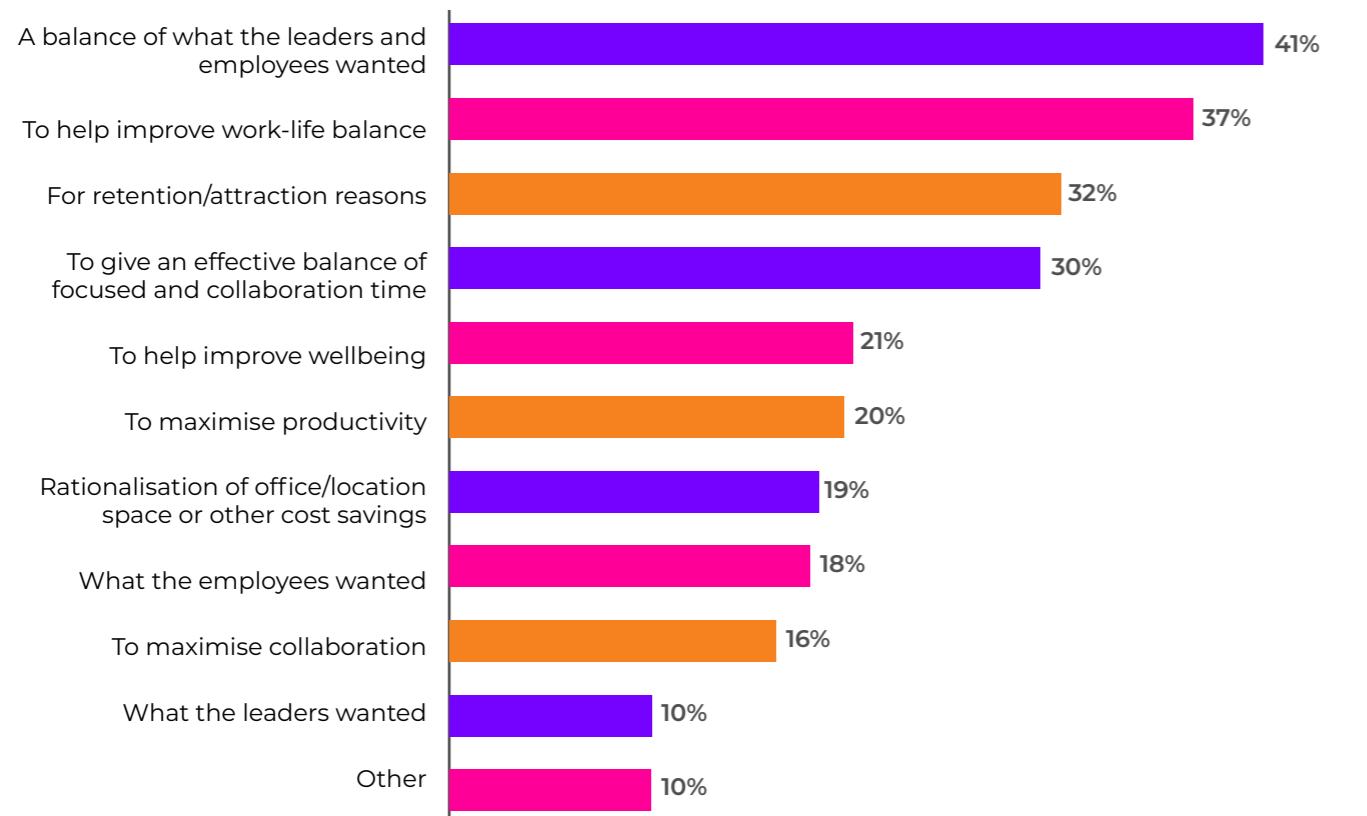


Our 2022 survey shows that majority of office-based employees spend two to three days a week in the office and just 3% of organisations have gone fully remote. What many organisations are finding, is that the choice of location for current and future work is being driven by the task in hand.

For example, if you need solitude to do analysis or write a report, the optimal work location might be at home. If you need to collaborate with others, the work location will be the work environment in order to tap into the interaction and innovative creative spark that we only get when we're with others.

Our research also shows that the current working model is a balance of what leaders and employees want. It is driven by improving work-life balance, the attraction and retention of talent and creation of time for collaboration and focused work.

What was your decision on working arrangements based on?



For many office-based roles, flexibility around how, where and when employees work is no longer a differentiator; it is an expected given. But is hybrid really as simple as the ability to either work from home, your employer's workplace, or wherever you want? What is the lasting change your organisation wants to create?

Many employees have looked, or are looking, to restructure how they spend their time with the goal of creating a work life balance that resonates with their new personal priorities. In addition, there are signs that more organisations are considering adopting the four-day working week to attract and retain talent.



Apart from the 'great resignation' blip when employees who'd postponed jobhunting during lockdown started looking again, our turnover has been stable. However, we're concerned that we're not doing enough to integrate our new starters to the organisation, particularly those in junior roles, who may struggle more to get up to speed without the informal support and coaching that comes with being office based. We're reviewing our on-boarding processes to address this.

We also know that a small proportion of our employees are less comfortable with hybrid working and miss the 'old days'. We're trying to meet everyone's needs by offering in person events with a mixture of work and fun. We've also reconfigured our office space with a range of desks, confidential pods, teamworking and informal breakout areas, free fruit and improved tea and coffee facilities so that the office is a welcoming place when people do come in.

Emer Bellis, People Business Partner at the Royal Pharmaceutical Society



Top tips for managing hybrid working:



Clarity is key. A workplace functions best when everyone knows what's expected. You need to be explicit with expectations rather than leaving things entirely to discretion.



Don't confuse hybrid working with flexibility. One concerns how and where work is done, the other concerns when you work. Employees will more easily embrace hybrid working if it supports flexibility too. Your policy needs to cover both.



If your team is coming into a physical workspace regularly, focus on creating a comfortable and productive space for them to use. This covers everything from ergonomic furniture to temperature regulated interiors. You need to define the purpose of this physical workspace and design it around the work you want done there.



If your employees are working remotely consider providing them with money to spend on home office equipment, as well as a workplace self-assessment on ergonomic safety. They will be more connected to you and more productive if you consider their wellbeing alongside their working patterns.

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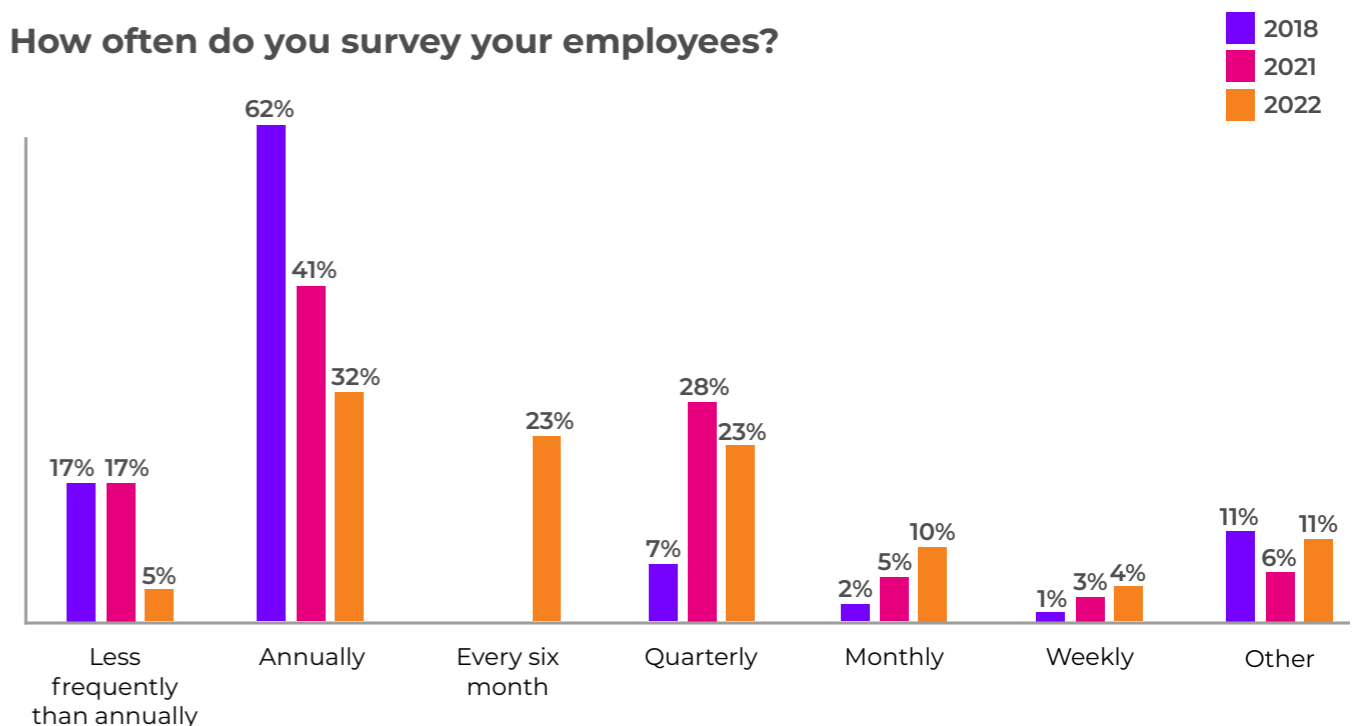
Employee listening is becoming a constant conversation

For decades, most organisations have used employee surveys to understand how people are feeling, covering topics like the relationship with their manager, personal development and their day-to-day job. Whilst confidential employee surveys can provide insights which other communication channels cannot, some businesses have been radically changing how they listen to their people.

This year's WorkBuzz survey shows that 37% of organisations are now asking employees about their feelings and needs quarterly, or more regularly than that. Indeed, some 4% of organisations survey employees weekly and 10% survey monthly.

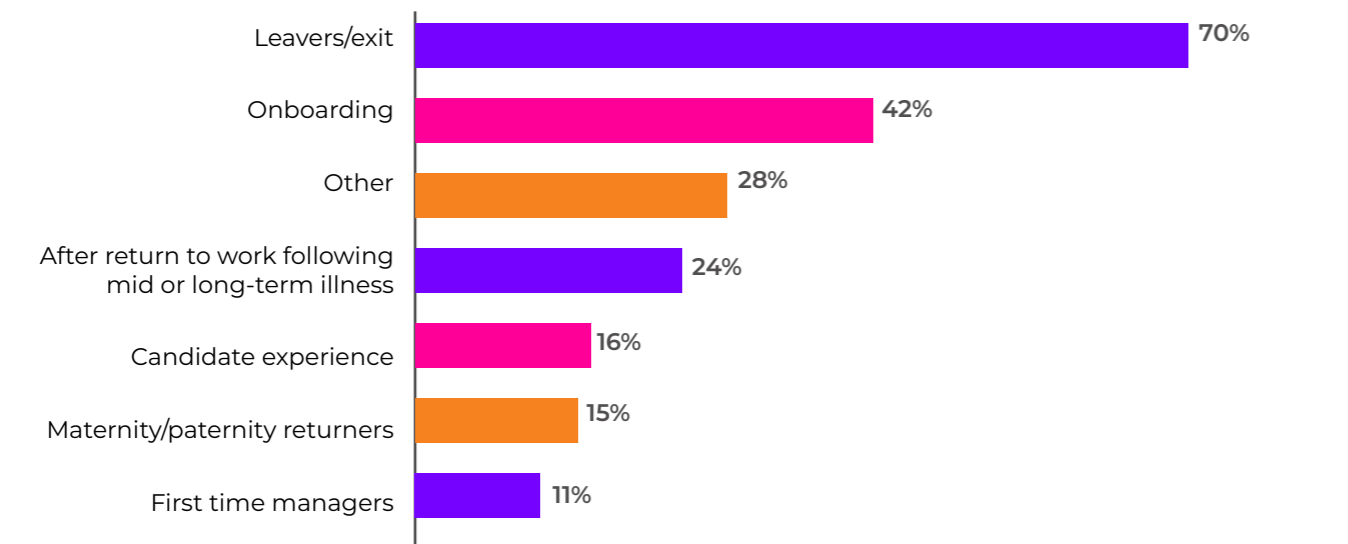
This contrasts with our survey data from just four years ago when, in 2018, 79% of organisations running employee surveys conducted these annually or even less frequently. This declined to 58% in 2021 and again to just 37% in 2022. The pandemic, hybrid working, and an increasing pace of change, have accelerated the switch to using pulse surveys to get more regular feedback from employees.

How often do you survey your employees?



This year's survey also shows that employers are surveying employees across the employee lifecycle from onboarding (42%) to leavers (70%). Gathering data and analysing by lifecycle stage provides insights into recruitment, development, and employer branding opportunities.

At what stages of the employee lifecycle, if any, do you survey employees?



The frequency with which surveys are conducted very much depends on the ability of an organisation to react to survey results and create initiatives around the data in a timely fashion. Crowdsourcing is becoming the norm, as organisations have become more 'human' post pandemic and employee listening has taken on even greater importance.

Employee listening is starting to become a constant conversation. Active employee listening helps leaders to identify what is or isn't working, to respond to sources of disengagement and to nurture a healthy culture. Giving employees a channel through which they can express their ideas, concerns and perspectives, without fear of consequences, results in employees feeling valued, builds trust with management, and ownership of culture.

Top tips for employee listening:



You must activate leadership to respond to what your employees are telling you – this involves taking proactive action based on survey findings. Don't seek feedback if you're not willing to respond to it.



This matters even more when times are uncertain and fast change is required. Successful change management prioritises people. Leaders make change easier to deal with, and successful outcomes more likely, when they engage their people in the change. Use surveys, focus groups as well as informal feedback collection if you want any changes to stick.



You always need a compelling or exciting story if you want to engage your people in change. Make sure you frame what you're saying about the future in language they will understand (which is not necessarily the same as what is heard in the boardroom). Frame the change through the lenses of the questions your people will have for you: What does this mean for me? How does this impact my work?



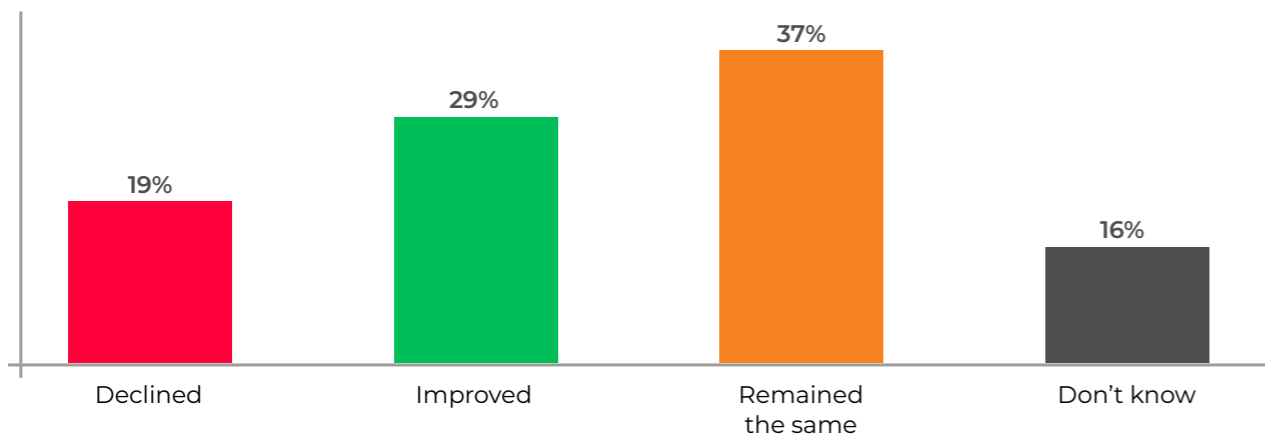
31% of new hires quit their role within the first six months (Source: [BambooHR](#)) so think specifically about obtaining leading data from onboarding and exit surveys.

3 Employee wellbeing is still high on the agenda

Over the last three years, there has been an increased focus by employers on employee health and wellbeing. Wellbeing initiatives have been adopted in some form, in most organisations since the start of the pandemic.

Our WorkBuzz surveys show that around a third of organisations (37%) feel that employee wellbeing has remained consistent with last year, while 19% feel it has declined and 29% feel it has improved. The mixed picture is reflected in comments from contributors, many relating wellbeing gains or losses due to the pandemic and to remote working, as well as an increased awareness and interest in self-care.

Over the past 12 months, has the wellbeing of your employees improved, declined, or remained the same?



Those that report poorer levels of wellbeing this year cite the post-COVID effect, a decrease in face-to-face interaction and the demands of 'always on' digital working. Others cite the cost of living including the stress of managing fuel, heating, and food costs and an overall increase in bills.

For those reporting an improvement, respondents cite better and broader wellbeing interventions and a return to the physical workplace as the primary drivers. The most prevalent initiatives companies are putting in place include the training of mental health first aiders, training managers about wellbeing, encouraging employees to seek support and establishing wellbeing groups and communities. Flexible working and the removal of pressure to constantly work 9 to 5 are also reasons given for an improvement in wellbeing.



We have more people taking mental health days, however, we believe that is due to greater emphasis on the importance of mental health and taking care of ourselves. Overall, sick rates have declined but this might be because people are working remotely.

Comments from a survey respondent



Given the cost-of-living crisis and a potential recession, it's important that employers keep wellbeing at the top of the agenda. There is a risk that financial pressures will impact the mental and financial wellbeing of employees, compromising productivity and contributing to employee churn as people leave for higher salaries elsewhere.

This creates an opportunity for forward-thinking organisations to learn from their response during the pandemic. Companies that were proactive in supporting employees to adjust to remote working, prioritised their wellbeing and demonstrated authentic leadership, gave their employees meaningful reasons to stay and enhanced their employer brands. In doing so, they insulated themselves against talent shortages in the wider labour market.

What are employers doing about wellbeing?

"We have introduced wellbeing workshops, an annual wellbeing allowance, mental health first aiders, and guidance on out of hours working."

"We have introduced an employee assistance programme which we have been reminding people about as a mechanism to support them. We have also been upskilling our managers on mental health and supporting colleagues' wellbeing. We have recently launched a mental health first aid programme with the first volunteers going through their training very soon."

"We have a strong focus on wellbeing activities and a calendar of events from nutrition (providing health food options and education), led yoga and meditation sessions, a strong focus on physical activity and downtime along with wellbeing being a core part of our strategy and external purpose."

"We have set up meaningful return to work meetings, introduced welfare meetings for those where absence has crept up and introduced the use of wellness action plans. We have encouraged and supported managers to talk to their team about the challenges faced, encouraged colleague-led discussions and encouraged check in time during catchups."

Top tips for employee wellbeing:



Being aware of what wellbeing support is available and promoting these services to your teams in conversations or in team catch-ups is how managers can and should be actively promoting wellbeing. Managers who use these services and not being afraid to vocalise this is also how they can set a good example.



Bringing together people and teams from across an organisation to share their experiences and understanding of wellbeing is the best way of developing the support employees may need. Don't make assumptions.



Telling employees about the wellbeing support that's available and allowing them to access it in more than one way, as well as online, will allow those who need it to be able to use wellbeing resources as they see fit, and around their own circumstances. Make sure your wellbeing services and their availability is aligned to your approach to hybrid and flexible working.



Managers have a critical role to play in promoting the identity and values of the organisation and employee wellbeing should be a key part of this. Isn't health & safety and wellbeing always a core value?

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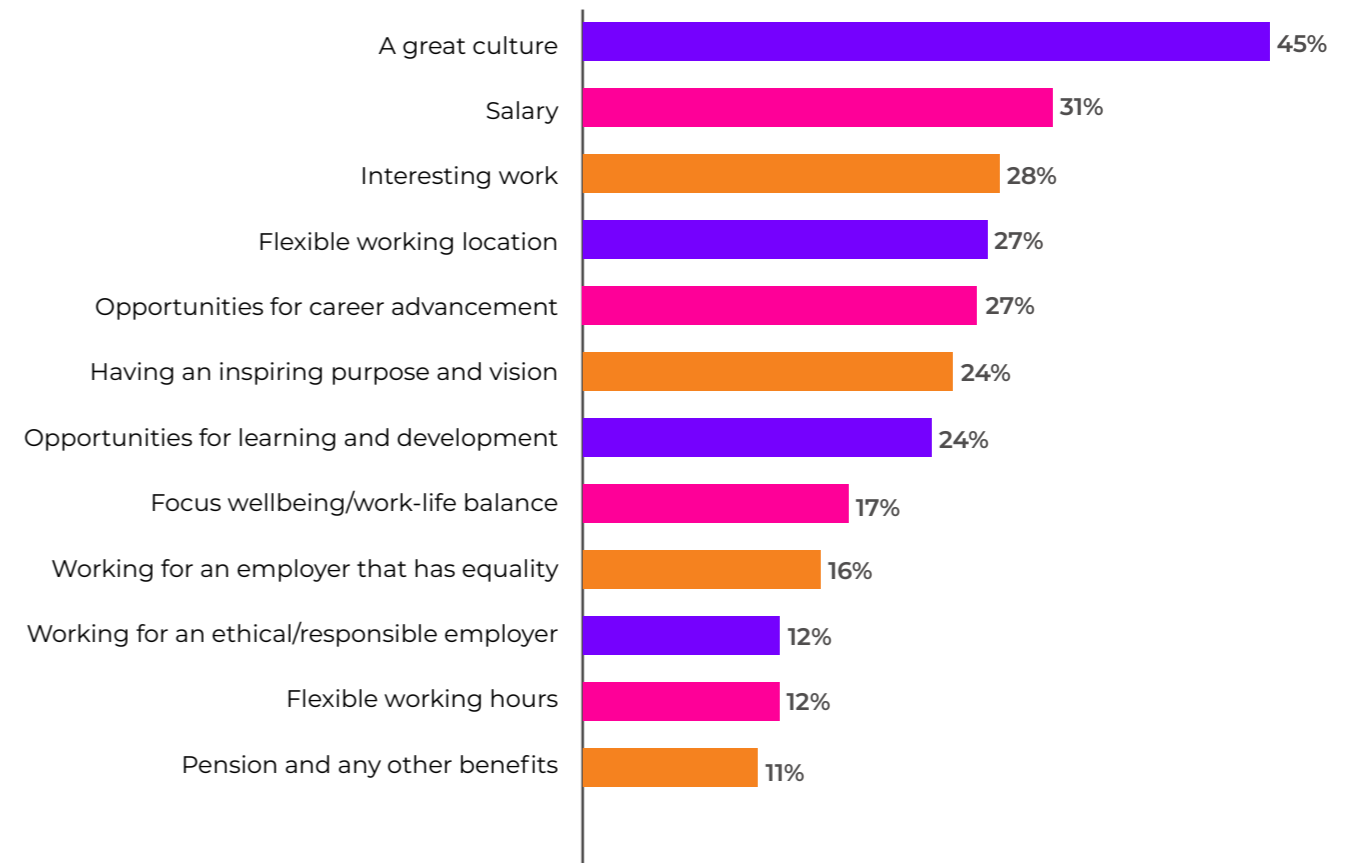
Culture is your secret weapon

Last Christmas, Amazon stole the headlines when it doubled the signing on bonus for new starters at some depots to £3,000. Even in a strong economy, most organisations can't win a salary race. Plus, this approach risks attracting the types of employees who will jump ship whenever another opportunity comes along that offers marginally better pay.

The only sustainable way to win the war for talent, is by creating a strong culture powered by a great employee experience. In our survey, culture was ranked as the most effective lever to attract talent – more so than offering higher salaries and opportunities for career advancement.



In your organisation, which of the following factors are the most important in the attraction of talent?



“

Culture is your best retention tool, especially as we face an inevitable change around the way we work that feels generational.

Neil Hayward, former FTSE 100 HR Director, Executive Director and Board Advisor



”



How are companies evolving and promoting their culture?

“We’re creating and maintaining a positive social media presence and content that reflects our great culture.”

“We’re actively promoting our culture to help us attract from more diverse pools.”

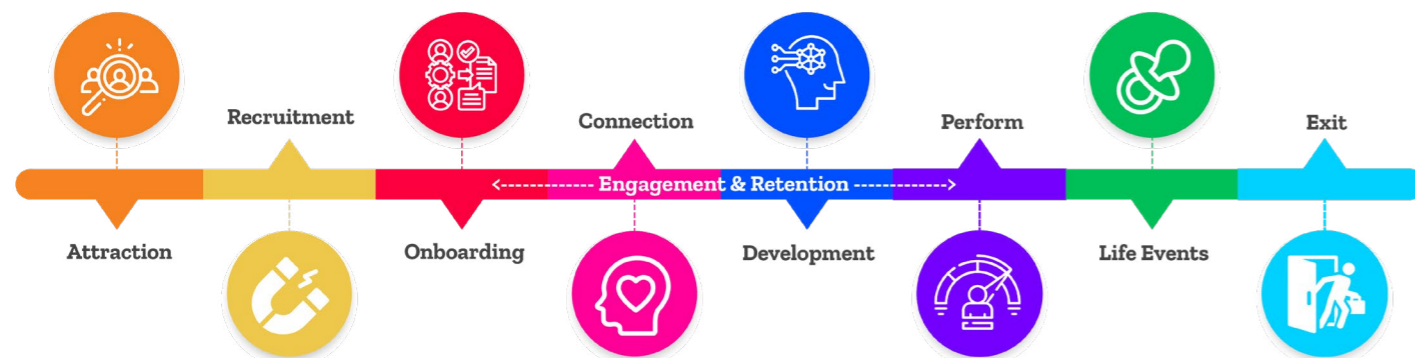
“We are showcasing our friendly culture and good work/life balance alongside making our recruitment process more inclusive.”

“We’re refreshing our employee value proposition to focus on early talent attraction and demographics.”

“We’re going through an employer branding exercise.”

“We are increasing diversity and inclusion involvement in our recruitment processes.”

The WorkBuzz Employee Lifecycle Model:



There are opportunities to power your culture through employee experience at every stage of the employee lifecycle. As a start, ask the following questions of your organisation which can form the basis for planning and designing your desired employee experience:



Attraction – Are you highlighting the best of the company and its culture in order to attract the best candidates? Do you have a strong, intentional employer brand and employee value proposition (EVP)?



Recruitment – What is the current candidate experience and is it fair and transparent? Does the recruitment process produce the best employees for the roles advertised?



Onboarding – How do you enable and empower new starters to deliver and are you providing them with the tools and skills to be able to do the job with clear expectations? How do you affirm the individual’s decision to join the organisation?



Connection – Organisations can’t drive engagement, it is a choice, so how can organisations create an environment where people feel that they belong, understand how they contribute to the end goals and feel part of something where they are willing to contribute more than is asked of them?



Development – Does the organisation offer development opportunities, career paths and personal growth?



Perform – Do leaders ensure that all employees are supported and are able to perform at their best?



Life Events – How do you manage and support employees through life events, from personal events that may impact their mental health, to internal, corporate events such as promotion or greater people management responsibilities?



Exit - Why do employees leave? Does the offboarding process create a positive experience so that the organisation creates alumni who could return at a later date?



Moments that matter are important moments in the employee journey. These moments impact individual experiences and affect how employees engage in the workplace. And paying close attention to these moments allows organisations to become familiar with, and understand, what's important to their people. Examples of moments that matter can include onboarding, recognition in the team meeting, furlough, parental leave, a colleague leaving, development, and 1:1s.

Dawn Smedley, Head of Culture at WorkBuzz



Top tips for building culture:



Provide an inspiring vision and purpose to the employees you've already got, and those candidates you want to hire. More than ever people want to work for companies that clearly articulate their reason for being. Doing this well is how you stand out in a crowded market place.



Social media marketing is your friend if you want to attract people into your organisation, so embrace it. Use your current employees to convince potential employees about what it's like to work for you. Their stories will resonate and prevent what you're saying being seen as 'fake news'.



Any promise you make to new hires about what the experience of working for you will be like has to be fulfilled. Age-old answers like continuous feedback, check-ins, recognition and opportunities to learn and grow all help to shape a positive work culture. Technology makes it possible to do all these things whether your employees are in an office, working remotely, or hybrid working.

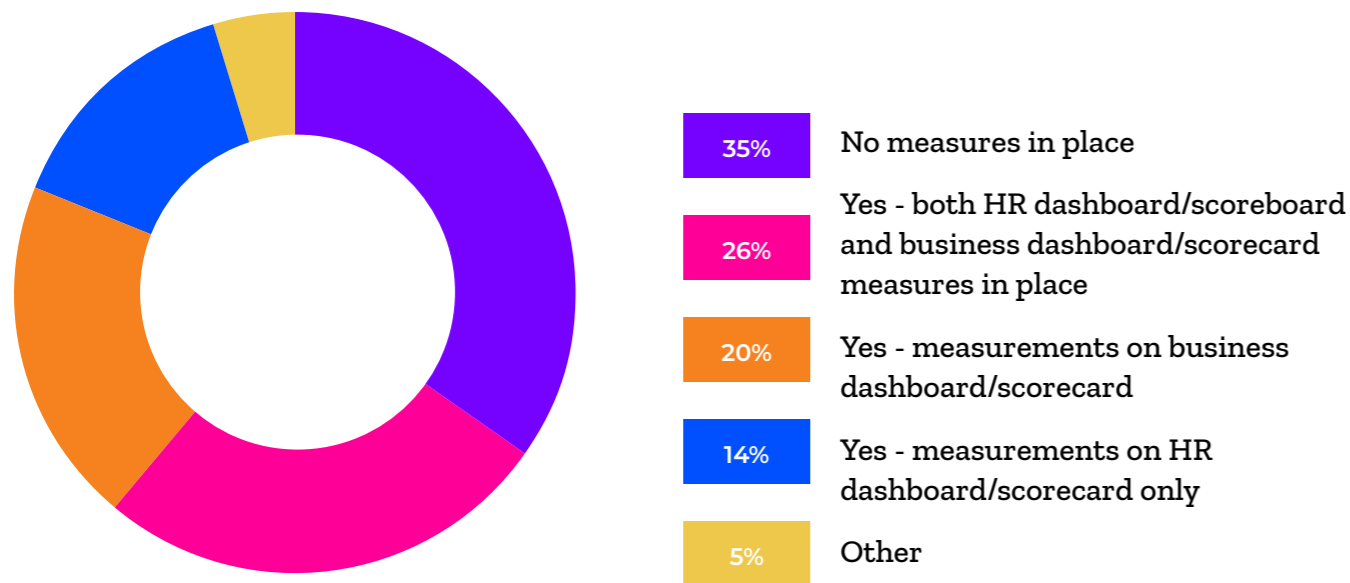


Your values differentiate you only if they are real and embedded. Consider starting every meeting, from the Board level downwards, with a 'moment' relating to your values to reinforce that they really do matter.

5 Setting engagement KPIs helps create moments that matter

The 2022 WorkBuzz survey shows that 60% of organisations have engagement KPIs in place. These are a blend of HR only measures (14%), business measures (20%), and those that measure success both in HR and the wider business (26%). Putting KPIs in place is critical to measuring the pulse of organisational sentiment, and it provides a reliable barometer for elements of culture.

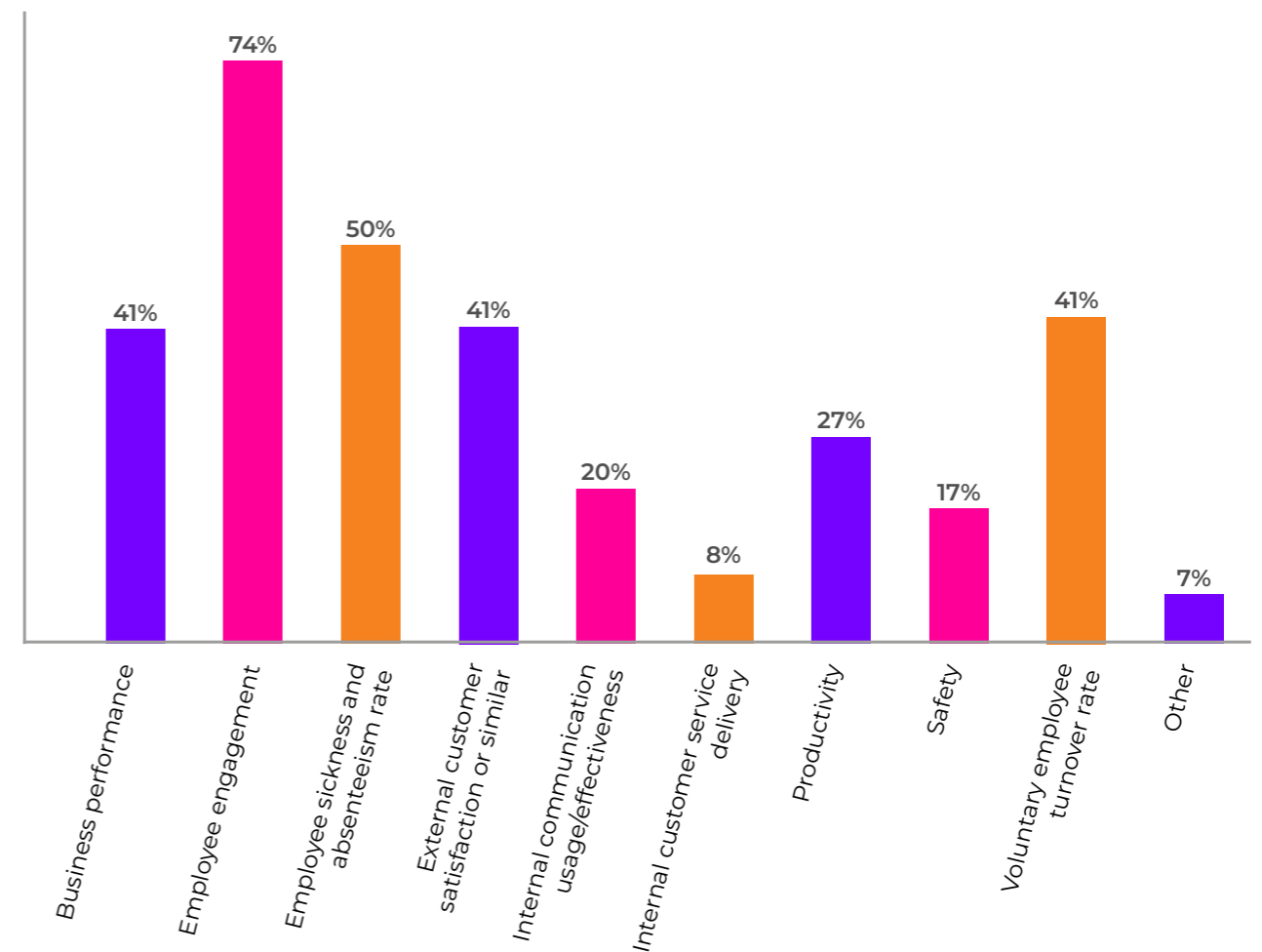
Are KPIs for employee engagement or experience being measured in your organisation over the next 12 months?



In terms of the metrics companies are using, they cover both overall levels of engagement and specific areas of the employee experience. Our 2022 survey shows that the most prevalent measures include overall engagement (74%), sickness and absence (50%), voluntary turnover (41%), and external customer satisfaction (41%).

Viewing engagement through an employee experience lens and measuring this through KPI's, ensures that nothing is missed; that you are evaluating the core experiences that employees have day-to-day. The individual experiences of employees add up to how they feel about the organisation, and it affects an employee's performance, development and likelihood of retention.

What KPIs for employee engagement or experience are being measured?



Employees will encounter many events, emotions and experiences across the entire time they work with you. The employee experience is the sum of all the interactions an employee has with the organisation from the processes leading up to recruitment, major milestones and personal events, the technology, communications and work environment to final exit from the company – the employee lifecycle.

Planning engagement KPIs around the employee experience creates a robust framework to ensure that you have a comprehensive picture of engagement and culture across all stages of the employee lifecycle.

How can you set KPIs around the employee experience?

- **Align** your employee experience with your purpose, values, brand and culture.
- **Map** employee journeys from attraction through to exit to understand where you can plan, monitor or nurture.
- **Design** the optimal experience at each lifecycle stage, then evaluate where you are now to identify gaps and priorities.
- **Prioritise.** Not all moments are created equal so use data to prioritise. If the organisation is experiencing dropouts during the recruitment process, focus on candidate experience first. If high turnover during the first six months, then prioritise the onboarding experience.
- **Act.** Finally, be prepared to leap into action. Employees will experience external events and life events where the organisation will be able to make a huge difference.

Top tips on setting engagement KPIs:



You need some KPIs to measure employee experience particularly if you are looking to justify your investment in this area over others.



No one KPI measurement will provide you with a complete picture. Instead, assemble a list of indicators and mesh them together. These must be the right measures for your organisation, not someone else's.



Once you have your dashboard of KPIs for employee experience you can start tracking how well your employees are doing in real-time and watch how trend lines move into the future. But it's not enough to track them. You must make efforts to improve them over time. Here's where you see if your interventions on culture, wellbeing, employee listening, hybrid working, and flexibility are working or not.



Organisations are more likely to enjoy strong, sustained performance when their employees are motivated, productive, and continually striving to reach new goals. Yet every year a percentage of employees voluntarily leave. Measuring how well you are doing in creating moments that matter for your people will make sure that fewer leave your organisation and help persuade many others to join you because you're different.

Insight

Our collective experience of the pandemic has shaped not just how we live our lives, but our daily working patterns, and how we behave towards one other. It has also allowed for a period of reflection that has empowered current and prospective employees to consider whether employers have values which resonate with their own, and whether the actions they see day-to-day reflect those values.

Below are five recommendations from the WorkBuzz team on how to gain a competitive edge through higher levels of employee engagement.

- 1 Take the pulse of employee needs frequently**
If employees are working remotely and are suffering from a lack of communication, then the annual employee survey is too late. Organisations need to understand employee opinion and needs on a more frequent basis. By establishing a connection and listening to the workforce, leaders can ensure they know about and address problems as they arise, while guaranteeing that employees feel their voice is heard and valued.
- 2 Create meaningful employee experiences and moments that matter**
Which of those employee connection experiences should stay, and which should go, or continue to evolve? For example, could inductions be hosted online rather than face-to-face? There is an opportunity for organisations create consistent positive experiences that meet employee needs whether they are physically in the office or elsewhere.



Employees have been questioning not just whether they want to work for an employer, but the value of the work itself. Organisations who are continually listening to their employees and understanding their experience, are in a much better place to thrive, as they have their 'ear to the ground' in this ever changing work landscape.



Ian Barrow, Employee Experience Consultant at WorkBuzz



- 3 Keep people connected but not always on**
Zoom calls, Teams, or Slack channels do not always adequately replace face-to-face interactions. The range of technologies that have been keeping everyone in contact are also contributing to much higher levels of employee burnout. This means that line managers must be thoughtful about how they use technology and be more intentional about creating opportunities to connect people to purpose, accomplishments and one another, so that they are not 'always on'.
- 4 Bring different parts of the workforce together**
Where workforces are split between those who need to be onsite (for example, manufacturing or customer-facing environments) and those that are able to work remotely, we have seen and anecdotally heard about, resentment that those in an office environment are able to work more flexibly, creating a 'them and us' culture. Of those who reported a decrease (19%) in employee engagement, 20% had a 'mixed workforce', versus only 12% who were 'primarily office-based'. Ensuring visibility when both groups of employees are present in-person is key, such as joint lunch and learn events, or pairing up colleagues from different groups to help them understand each other's experiences and challenges.
- 5 Introduce in-person group interactions wherever possible**
As far as possible, ensure that there are at least one or two days per week when everybody is in the workplace together. Use the occasion for leaders to communicate strategy, direction, and to be seen. Use this time for team meetings and company-wide initiatives to encourage more in-person connection.

The cost-of-living crisis – A new challenge for HR and leadership teams

When the insights survey took place earlier this year, the impact of the impending ‘cost-of-living crisis’ was still unknown. Given how prevalent it’s been over the summer months, it would be remiss for us not to highlight it, given the influence it will be having on employee engagement.

In the following section, Ian Feaver, Managing Director at Terryberry UK - a reward and recognition specialist - looks at how organisations can support their employees during this period.



The cost-of-living crisis is bringing a whole new set of challenges for people across the country, which is having a catastrophic effect on both the financial and personal wellbeing for those affected. The cost of living is spiraling out of control, to such an extent that when winter is upon us, people really will have to choose between heating or eating; which is a devastating thought.

This is also going to have a potentially severe impact on employers, who have already been facing huge challenges in retaining and engaging people. A full workforce of highly engaged people is critical to business success, yet with around 1.3 million job vacancies, many companies are understaffed and morale is low.

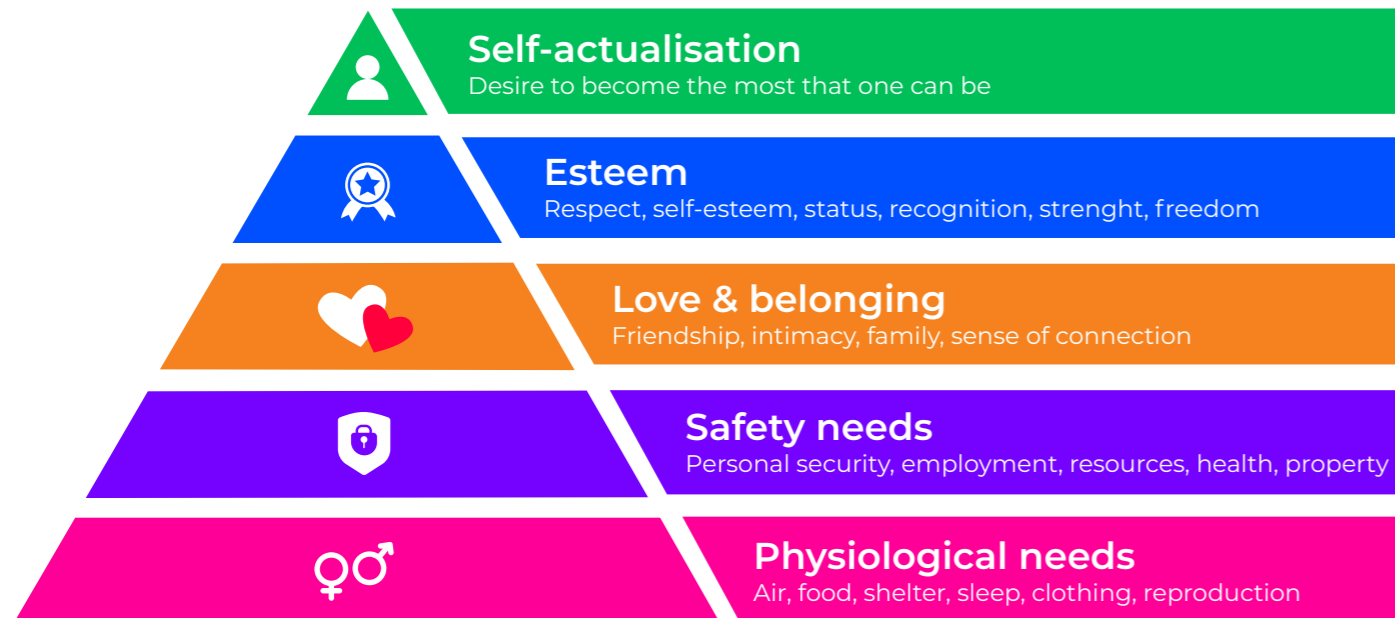
The impact of financial insecurity is creating pressure on employers to match inflation with high pay rises, which isn't sustainable in most cases; so then this leaves companies in a perilous position of risking losing their people or having people in their employment who are completely stressed out.

However, all is not lost, and employers can come through this by being proactive in how they adapt to this situation and support their people. Employers need to express concern and care for their people; concern for their financial security and care for their physical and mental wellbeing.

If your people know you are doing everything within your power to support them and demonstrate you care for them during this difficult time, they will be more likely to stand by you and come through this together with you.

How can employers do this?

If you have seen Maslow's hierarchy of needs, you will see that at the very base of the pyramid are that basic needs are the foundation of the model, and it is these areas that are being threatened by the cost of living challenges.:



Companies now need to adapt and focus their efforts on the two lower parts of the pyramid to help people fulfil their basic needs (physiological and safety needs).

At Terryberry, we have been helping our clients support their people on these two areas of need and made a significant impact for our clients and their people.

One of our clients, Lindsay Southward, Group Director of People and Brand Development at Village Hotels spoke to us about the impact of employee recognition and reward.

Lindsay highlighted the positive impact and high engagement from our benefits platform that enabled the people at Village Hotels to make considerable savings from every day shopping discounts.

Following on from this, we were then asked to meet with the UK Government to support them with the ['Help for Employees'](#) scheme, set up to help people through this cost of living crisis.

We are now providing companies of all sizes, with the opportunity to support their people with our 'Help for Employees' platform, which enables them to provide financial savings to their people and also wellbeing support.

For just £5 a year, people can save up to £3,000 a year on every day shopping at supermarkets, clothes shops, DIY stores, pet shops, motoring discounts, dining out discounts, family days out, cinemas, leisure and a whole host more of offers.

Our wellness section also allows people to have access to our dietary, fitness and mental wellbeing support and advice, which is so essential at this time.

Employers will find that their people will really appreciate the care and support being provided to them and employees will be able to cope better financially with significant savings and also have access to much needed wellbeing content.

This is a win-win for both employer and employee and we are proud to be able to support the people of UK in collaboration with the government on this great initiative.

Ian Feather, Managing Director at Terryberry UK



Summary

Our 2022 research shows that in order to create sustainable, high-performing organisations, companies need employees who are engaged with their roles and organisational goals. However, companies can't drive that engagement – it's a choice. Since passion and commitment are voluntary, we need to create human workplace cultures that people choose to engage with.



In the new working context, the factors that create this environment have rapidly changed:

- **Organisations are becoming more human.** Leaders and managers are crowdsourcing employee opinion at a greater frequency, putting greater emphasis on the whole employee experience and lifecycle, from onboarding to exit and everything in between.
- **The physical experience of the workplace is changing** as flexible and hybrid working evolves. We need to rethink the role of the workplace in a flexible and hybrid world, and ensure that we retain the strong bonds that people created with their colleagues when all employees were present in the workplace.
- **Attracting and retaining talent has become a critical issue** and identifying and communicating the employer brand is therefore even more crucial. HR needs to address a variety of needs in the organisation's offer to existing and potential employees. Telling the organisation's story and describing the employee experience to candidates in new and engaging ways will help your organisation compete for top talent.
- **Connecting with colleagues.** In-person conversations have become less frequent and the reliance on the impromptu chat has decreased, employee interactions need more effort and planning. Businesses need to create trusted channels for this and to listen to their employees on an ongoing basis.
- **The technological experience needs to have employee connectivity at its heart** and communication channels need to support and improve the flexible/hybrid working experience.
- **Organisational culture needs to enable new ways of working** to ensure business priorities, purpose, vision and individual behaviours align. This frees up employees to use their imagination and skills to create improved collaboration and connection with colleagues and customers.
- **Ensuring a strong employee voice and regular feedback from employees is important.** Organisations must work hard to ensure that there is no inequality between those who choose to work from the office and those who don't. All employees have a part to play in creating roles that satisfy and motivate wherever they work from.

Creating a better employee experience

The WorkBuzz Employee Experience Model is a framework for interventions that will help your organisation to nurture a stronger and more cohesive culture:

Part 1:

Design thinking: proactively map out employee journeys, personal events and milestones to ensure these create meaningful experiences.

Part 2:

Effective listening: seeking and acting on regular feedback from employees through pulse and employee life-cycle surveys to identify any experience gaps.

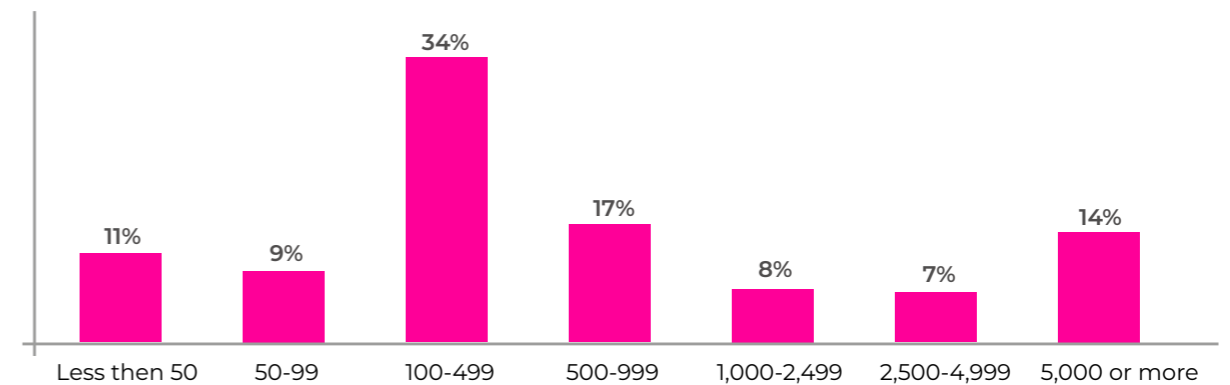
Part 3:

Nurturing your culture: embedding your values so colleagues feel safe to call out and challenge any inconsistent behaviours, speak up and feel like they belong.

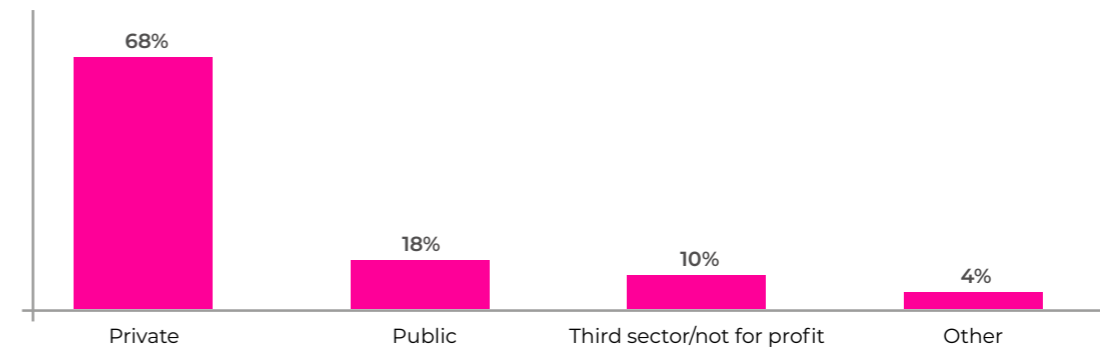


About the survey respondents

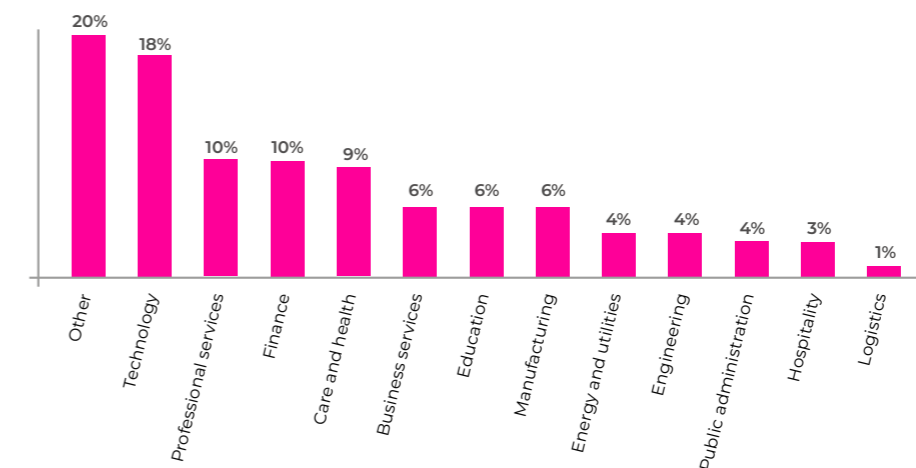
How many employees does your organisation have?



Which of the following best describes the sector of your organisation?



Which of the following best describes the industry your organisation operates in?



About WorkBuzz



At WorkBuzz, our mission is to help organisations create cultures where every voice matters, and every person can be their very best.

Develop engaged and high performing teams

We spend a third of our lives at work, so ensuring this is meaningful, enjoyable, and productive, has always been important. But recent changes, like hybrid and remote working, have created brand new challenges for HR.

WorkBuzz is HR's secret weapon. We help you gather real-time feedback from your people, track employee wellbeing and make more informed data-driven people decisions.

www.workbuzz.com



400+

Organisations trust WorkBuzz

30+

Countries where employees are using WorkBuzz

9.3/10

On average, our clients rate WorkBuzz as 9.3/10





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