Environment is a factor

- 71% of units with the highest engagement scores are from FCO (49%) and DFID (22%).
- FCO and DFID account for only 9.3% of the 4,430 total of main department units (6.9% and 2.4% respectively).
- 56% of the highest-engaged units are based overseas or engaged in overseas work. This figure falls to 0% in the lowest-engaged 100.

(Note: not all FCO and DFID units are overseas or directly engaged in overseas work)
Environment is a factor

- 64% of units with the lowest engagement scores are in HMRC.
- HMRC accounts for 18.7% of the 4,430 total of main department units.
- 48% of the lowest-engaged units are customer facing/frontline compared with just 16% in the highest.
- 22% of lowest-engaged units are ‘other’ (e.g. redeployment pool) compared with just 1% of the highest.