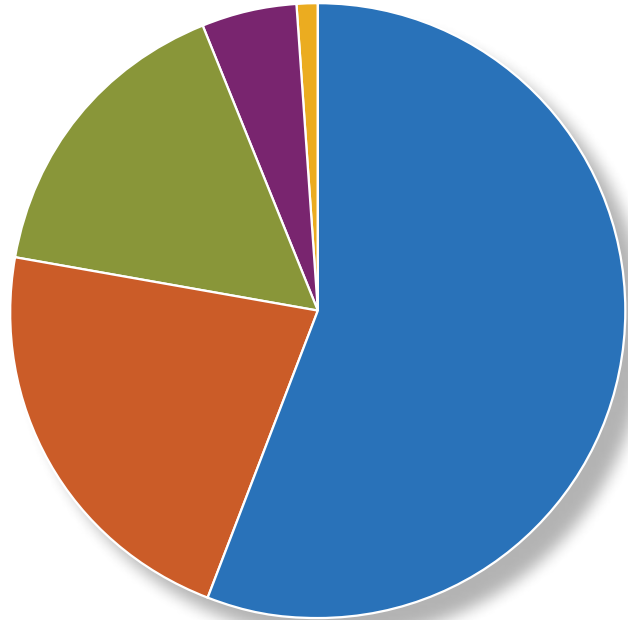


Environment is a factor



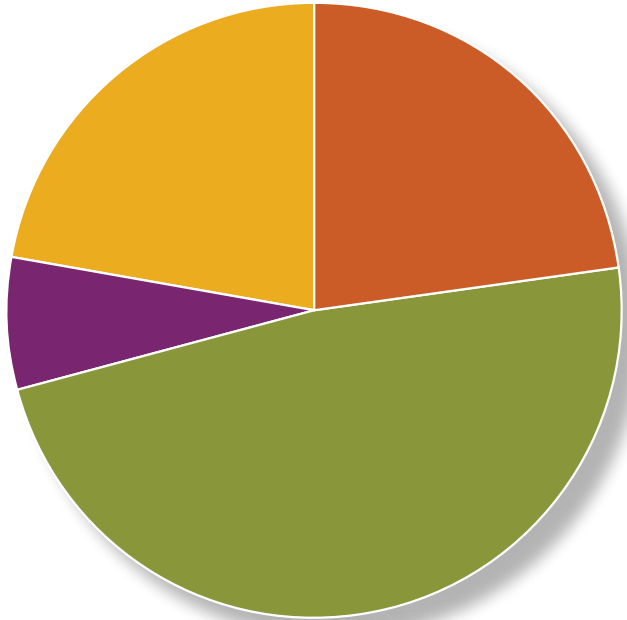
Business area types in top 100 main Department units in engagement index list

Overseas/overseas related	56%
Professions/corporate services/Private Office	22%
Customer-facing/frontline	16%
Policy	5%
Other	1%

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- 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



Business area types in 100 main Department units with lowest engagement indices

Overseas/overseas related	0%
Professions/corporate services/Private Office	23%
Customer-facing/frontline	48%
Policy	7%
Other	22%

-
- 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.