

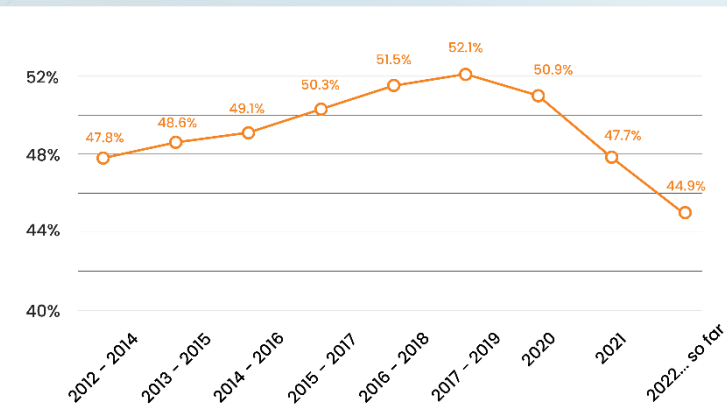
In the 'Pre-COVID' years, BPA observed a consistent year-on-year increase in employee engagement that peaked between 2017 and 2019.

This remained steady in the early months of COVID.

Over the past 2 years alone, employee engagement scores have fallen steeply to below where they first began almost 10 years ago.

While COVID is the obvious trigger for this turning point, organisations now need to focus on managing the ongoing decline by understanding the drivers of employee engagement and turnover in their workplaces.

## Employee Engagement over the previous 10 years



\*Percentages are of solid engagement (excluding 'swinging voters' and 'disengaged employees').