

Beyond Engagement Surveys:

Rethinking how organisations
measure, understand and act
on culture

Key insights from the Business
Culture Connected webinar

Date
4th June 2026

Speakers

Nicola Robinson, RS Group PLC
Andrea Kilgour, Domestic & General
Peter Tully, First Bus
Phil Spratt, Deltabase

Hosted by

Katie Jacobs
Business Journalist & Editor



What the audience told us

We opened the session with a poll to understand how organisations currently view their culture data.

The results highlight both progress - and significant gaps.



45%

Have clear visibility of main culture issues and priorities



42%

Say engagement survey results lead to visible change



29%

Feel they have visibility of key cultural risks



19%

Feel they have visibility of culture strengths and weaknesses versus peers



25%

Say none of these statements are true



Key insight

Most organisations are gaining some internal visibility - but external content and risk visibility remain major gaps.



“

This framed the central question for the session:

If we are measuring culture more than ever, why do so many organisations still lack confidence in what the data is telling them and what to do next?

Three challenges holding organisations back

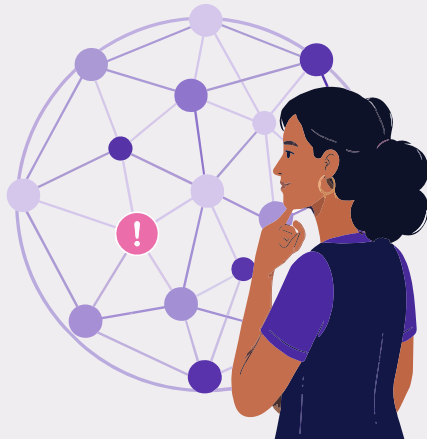
Insights from the discussions pointed to three common gaps that limit culture understanding and impact.



1

Engagement does not equal Culture

Engagement captures sentiment. Culture explains behaviour. Engagement data alone does not reveal the underlying drivers that shape how work gets done.



2

Hidden Risks

Survey results often reflect the past, not the future. Risks are frequently invisible until they have already emerged.



3

Missing Context

Most organisations lack visibility into how their culture compares externally. Without context, it's hard to prioritise the right issues or invest with confidence.



To lead culture with confidence, organisations need deeper insight, earlier signals and external perspective.

The webinar insight map

Culture can only be understood by looking at the whole picture. The discussion reinforced the importance of combing multiple signals and connecting them to outcomes.



1 Internal Data

Engagement scores, operational metrics
HR data and participation.

2 External Data

Benchmarks, labour market insights and external feedback.

3 Qualitative

Conversations, observation, feedback themes and direct employee input.

4 Business Outcomes

Performance, customer outcomes, retention, attraction and financial impact.

6 Future Strategy

Aligning people and culture insight to strategic priorities.

6 Risk Signals

Emerging issues, leading indicators and patterns of concern.



Triangulating these insights helps leaders make better decisions and drive meaningful change.

Voices from the panel

Our expert panelists shared powerful insights and practical perspectives on acting on culture with confidence.



“*Culture isn't something we measure in isolation. It shows up in the patterns – who's leaving, who's joining, who's engaging beyond their day job, what employees, customers, and suppliers are saying about the organisation. When you connect those signals, you get a much clearer picture of what's really going on*”

Nicola Robinson
Vice President People, EMEA, RS Group PLC



“*There's no single way to measure culture. You have to combine what the data is telling you with what you see and hear on the ground. When you connect those perspectives, you get a far more honest view of how people are really experiencing the organisation.*”

Peter Tully
Head of Colleague Engagement and Experience, First Bus



“*Culture shows up in the outcomes. You see it in retention, absence, operational pressure and how the business performs. The challenge is that the data that matters most often isn't labelled as 'culture' at all.*”

Andrea Kilgour
People Director, UK Operations, Domestic & General



Human insight, curiosity and courage are essential to unlocking culture intelligence.



The Culture Intelligence Framework



The webinar highlighted that culture is best understood by combining multiple sources of insight and connecting them to business impact and future strategy.

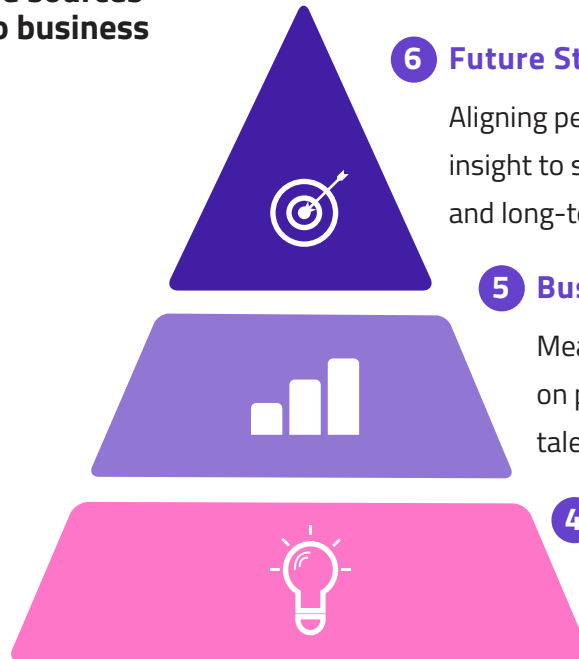


Why this matters

Looking at one source of data in isolation increases the risk of misinterpretation.



Triangulating data provides a clearer, earlier and more accurate picture of your overall culture.



6 Future Strategy

Aligning people and culture insight to strategic priorities and long-term goals.

5 Business Outcomes

Measuring the impact of culture on performance, customers, talent and financial results.

4 Culture Intelligence

Making sense of multiple signals to understanding what is happening and why.



1 Quantitative Data

Engagement scores, attrition, absence, performance and participation data.



2 Qualitative Insight

Conversation, observation, feedback themes, employee groups and other human insight.



3 External Signals

Benchmarks, market insights, industry data and external employee feedback.



Key takeaway

Culture intelligence is not one metric - it is the connection of many. The more connected your insight, the better your decisions will be.



Five actions to take now

Practical steps to strengthen how your organisation understands and acts on culture.



1

Focus on insight, not just data

Focus on extracting the most important insight to your business from the right data regularly.



2

Triangulate your data

Combine quantitative, qualitative and external insight for a complete picture.



3

Benchmark externally

Understand how your culture compares when faced with sector and industry challenges.



4

Listen directly to employees

Data is great but get out of the building, observe and build better human understanding.



5

Start with the business question

Link culture insights to strategic priorities and business outcomes.

Looking ahead

The future of Culture Intelligence



Further reading

From Insight to Impact Whitepaper

Explore the full research from Business Culture Connected

[Link >>>](#)

Previous webinar

Watch summaries and insights from the previous webinars in this series.

[Link >>>](#)

Deltabase Culture Intelligence

Discover how Deltabase helps organisations turn culture insight into action.

[Link >>>](#)