



PRODUCTIVITY STARTS WITH PEOPLE

Key findings from the 2026 Engage for Success
Annual Survey



CURRENT PICTURE

Engagement has stabilised but not transformed

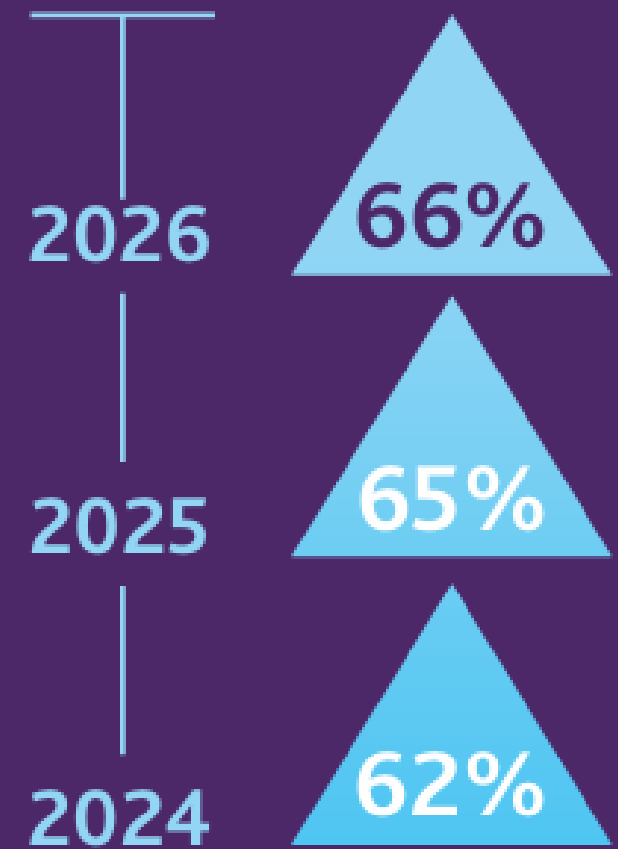
Engagement is closely linked to productivity and performance

Engagement varies sharply depending on how organisations operate

Management style is a critical lever

Employee voice needs to be meaningful and embedded

AI adoption is uneven



Engagement is no longer in decline, but organisations have yet to rebuild it to pre-pandemic strength.

CENTRAL ARGUMENT

When both leaders and managers prioritise people issues, engagement is 79%

...When they don't, engagement is 50%

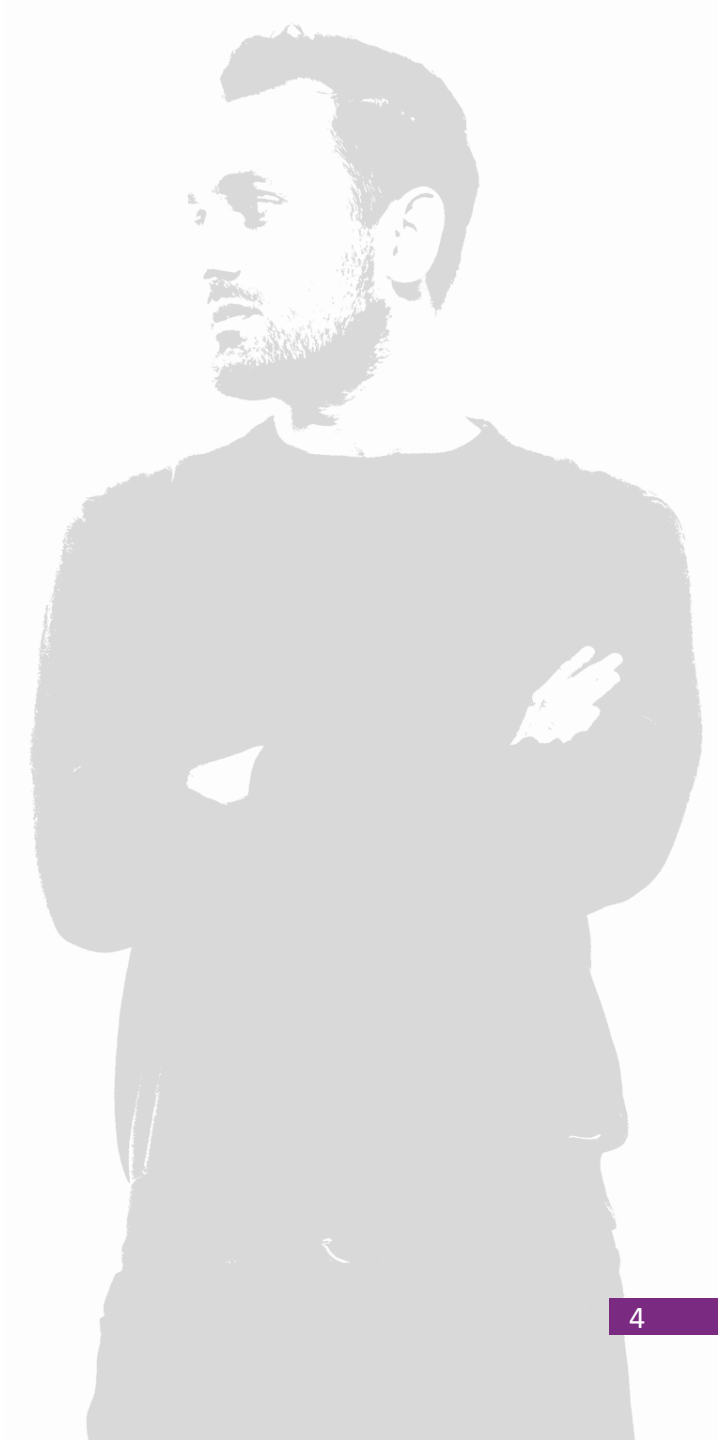
36% of employees do not feel people issues are prioritized

46% of employees work in an organisation where they feel they are prioritised



WHY DOES IT MATTER?

- Higher stress and poorer wellbeing
- More presenteeism and lost productivity
- Greater employee silence and missed learning
- Higher risk of people withdrawing from work altogether





REFRAMING THE PRODUCTIVITY DEBATE



8 PRODUCTIVITY DRIVERS



Tools and Technology - reliable tools, digital systems, and tech to do good work



Process Efficiency – processes that help workflow smoothly, not delays or duplication



Collaboration and Knowledge – info, support and cooperation they need



Skills and Development – skills and experience being used and developed



Improvement and Innovation – time, encouragement, follow-through to improve



Goal Clarity and Focus – know what matters most and where to focus



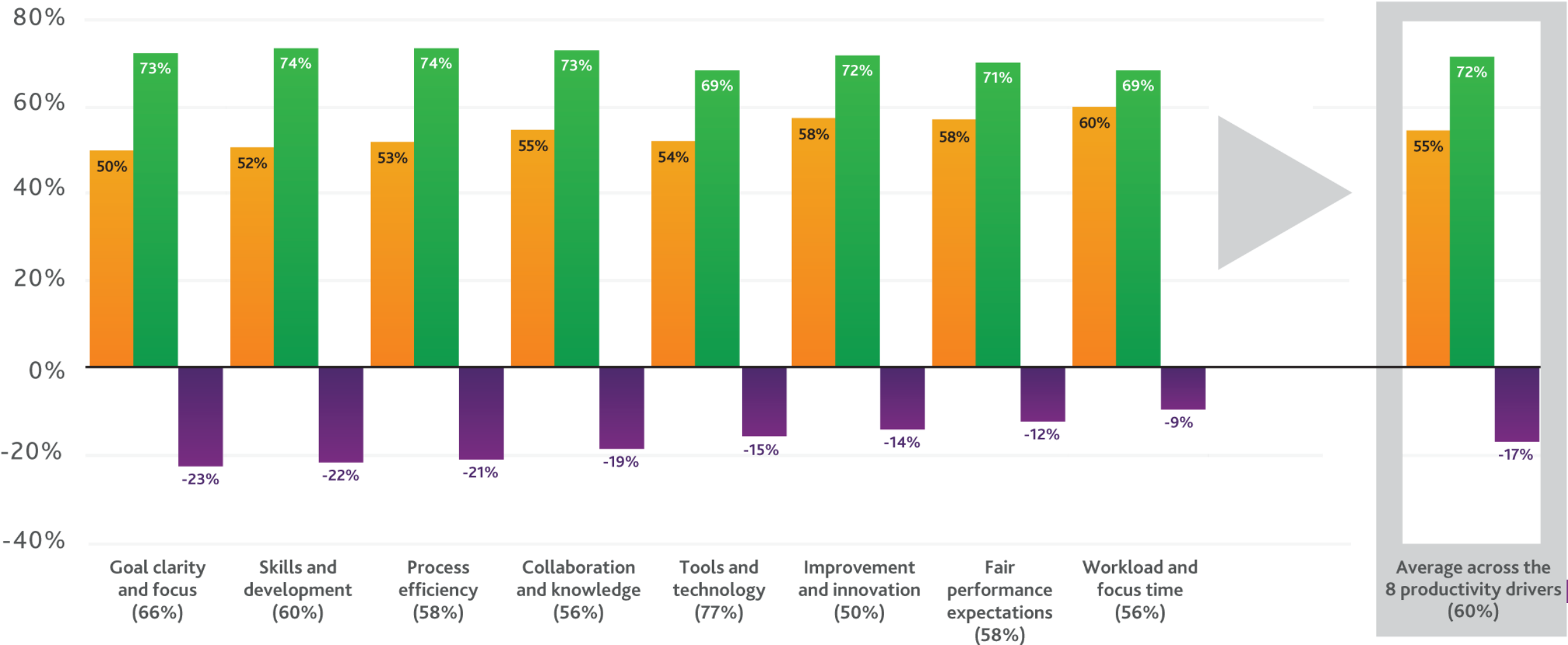
Workload and Focus Time – manageable demands and uninterrupted time



Fair Performance Expectations – expectations clear, fair and applied consistently

PRODUCTIVITY DRIVERS AND ENGAGEMENT

▲ Engagement WITHOUT ▲ Engagement WITH ▲ Engagement difference (points)





FOUR ENABLERS OF ENGAGEMENT AND PRODUCTIVITY



FOUR ENABLERS OF ENGAGEMENT

4 Enablers - Strategic Narrative, Engaging Managers, Voice and Integrity

Enablers strongly correlate to EFS Engagement Index, individually and collectively

Higher levels of engagement

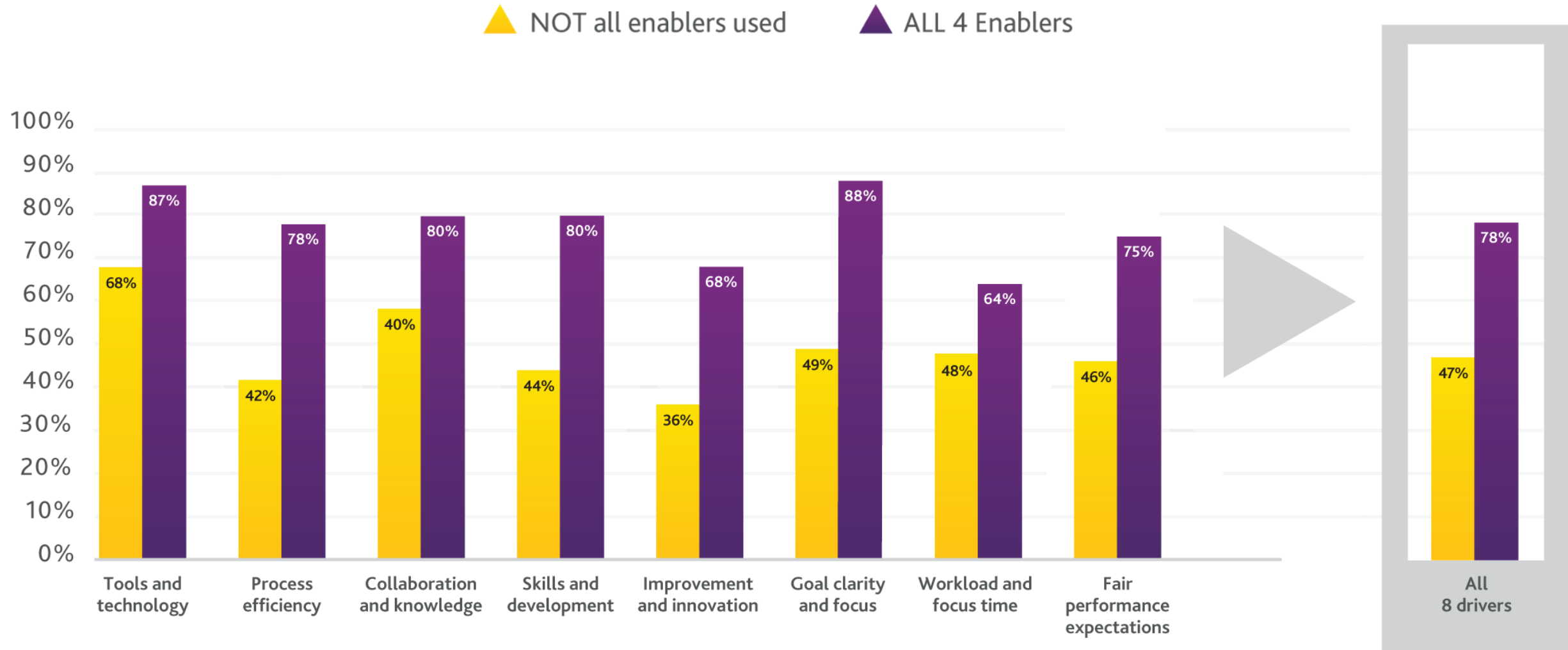
Higher levels of self-reported individual performance

More likely to highly rate levels of innovation, quality, customer satisfaction, talent attraction and retention, leadership effectiveness and employee relations

Stronger perceptions of innovation, quality, customer satisfaction and talent retention



FOUR ENABLERS OF ENGAGEMENT AND PRODUCTIVITY

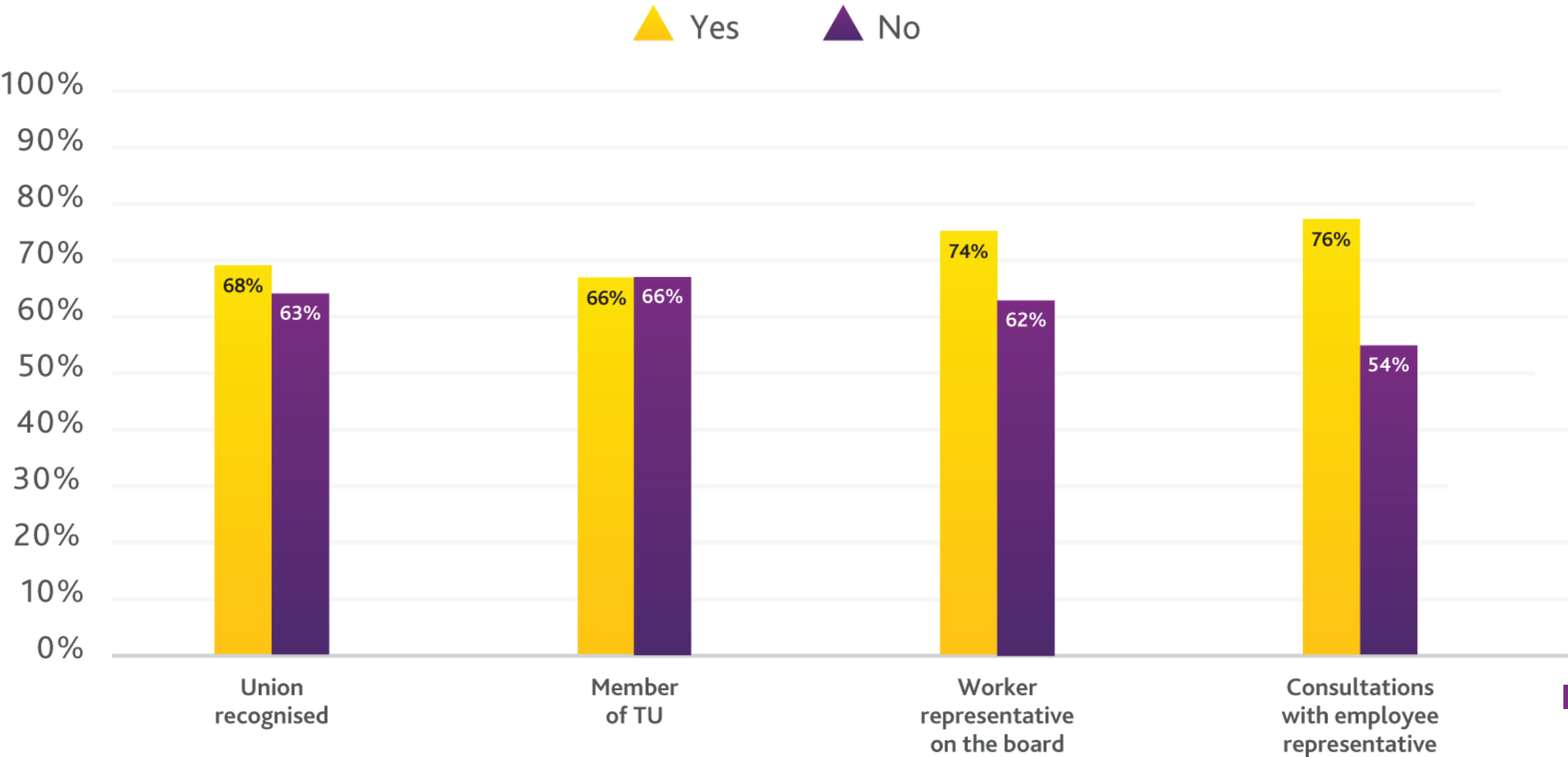




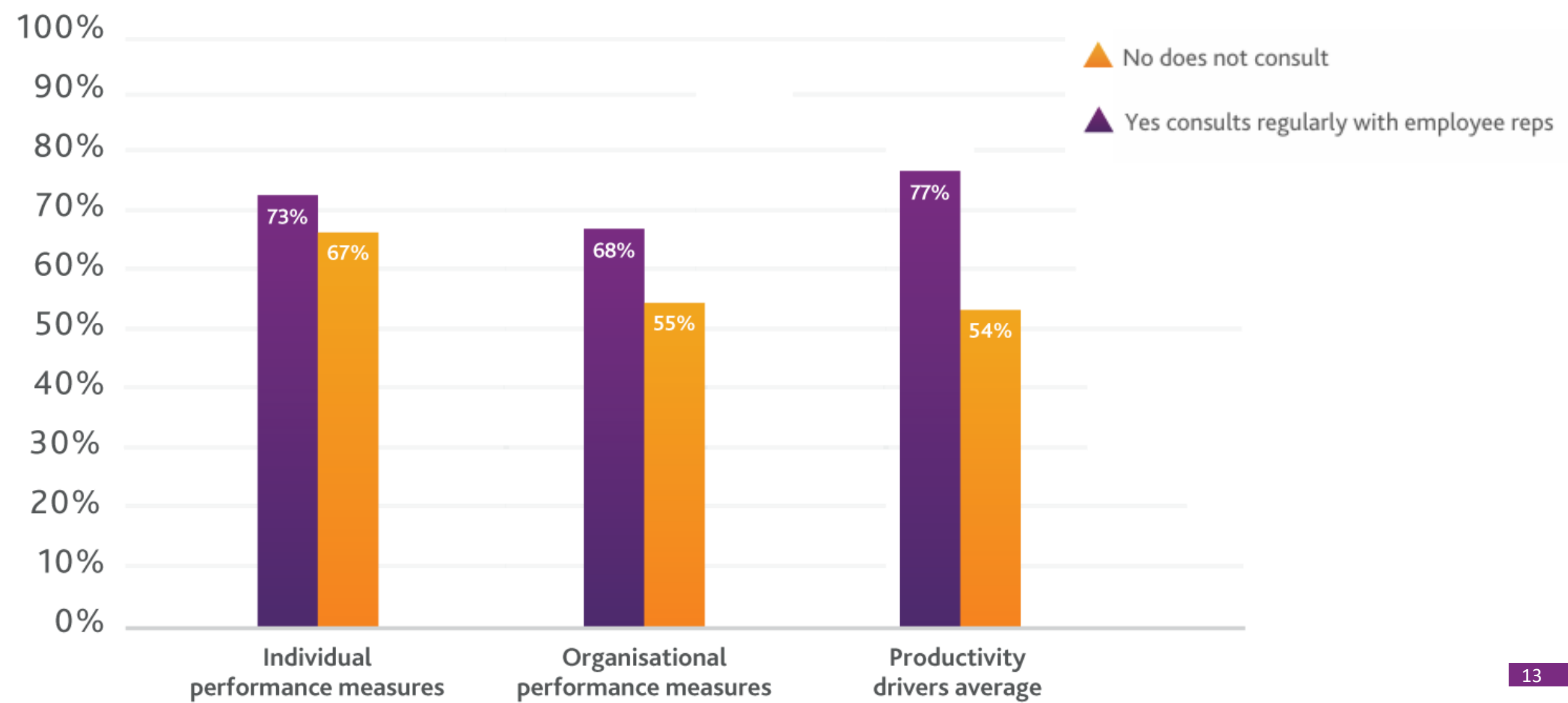
VOICE, CONSULTATION AND REPRESENTATION



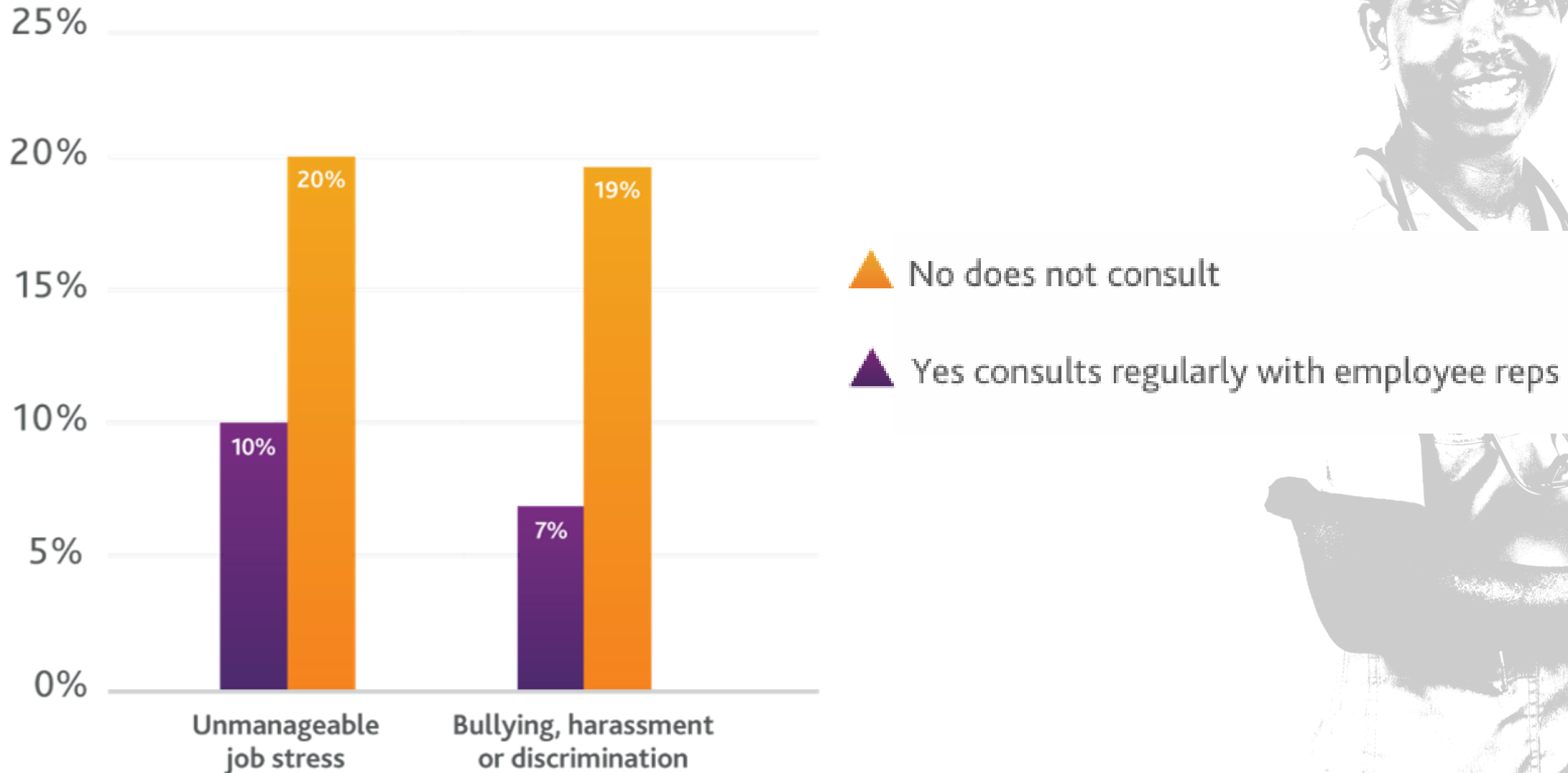
ENGAGEMENT AND VOICE MECHANISMS



CONSULTATION, PERFORMANCE AND PRODUCTIVITY



CONSULTATION AND EMPLOYEE EXPERIENCE

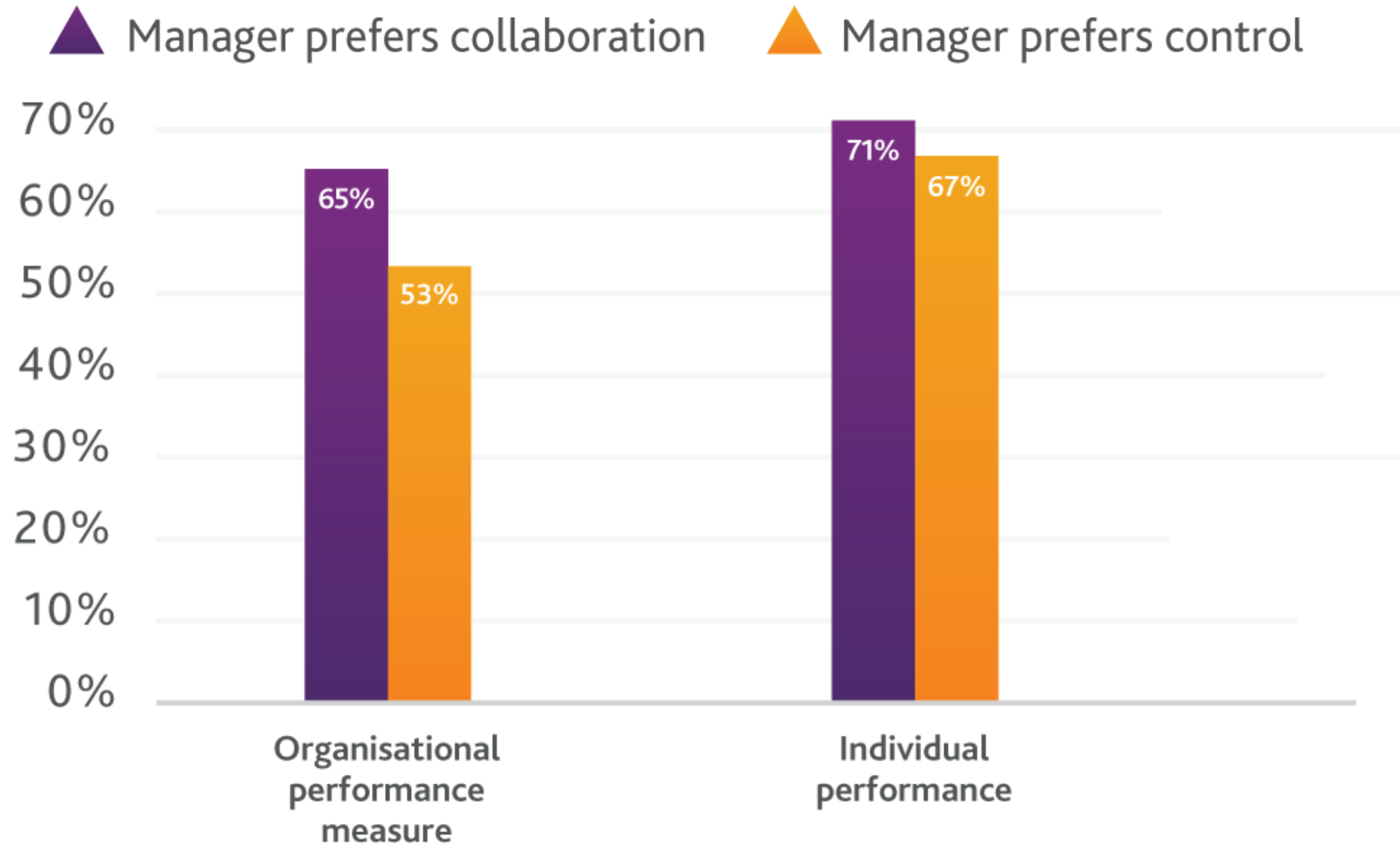




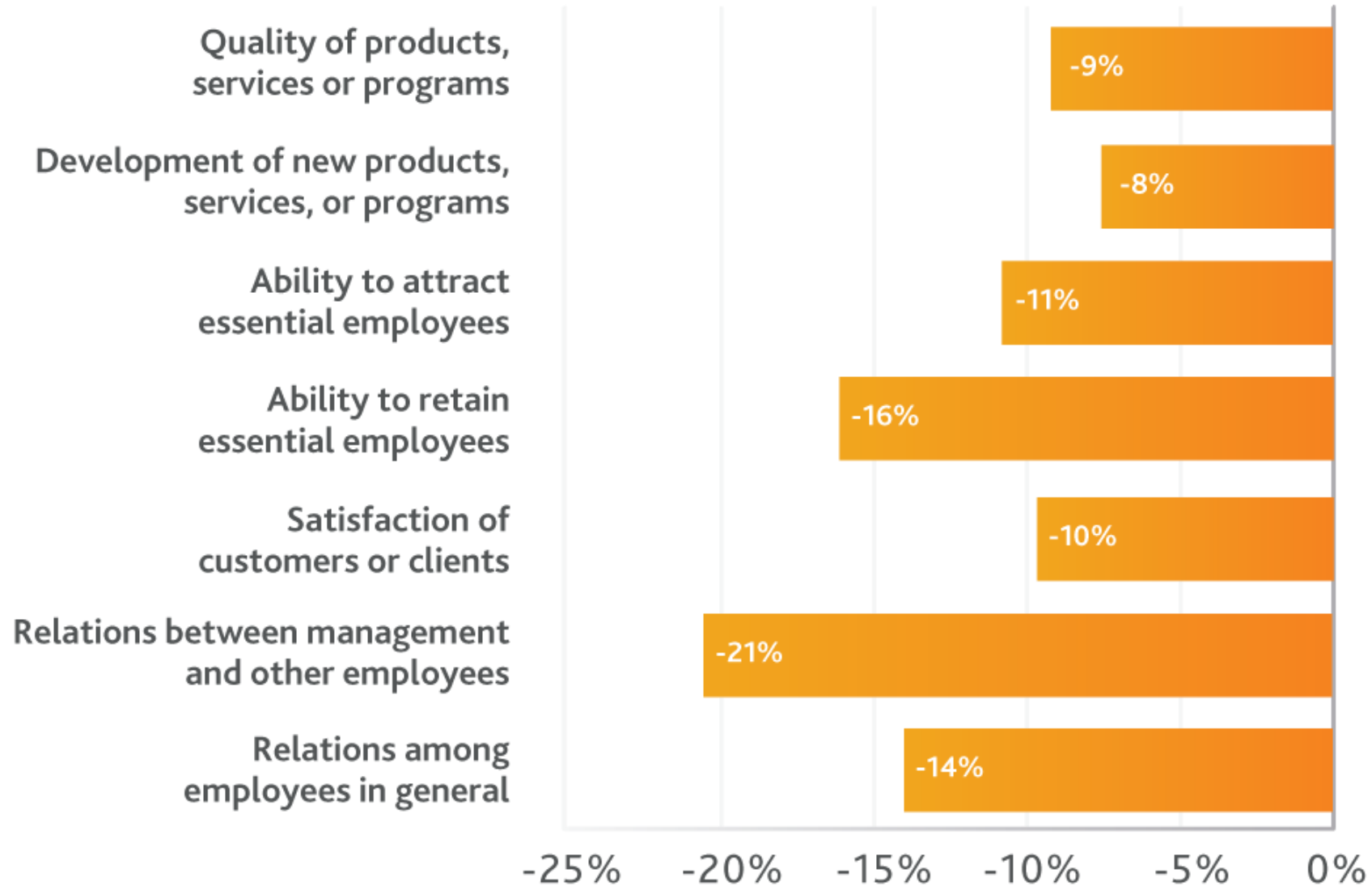
ENGAGEMENT AND THE COST OF CONTROL MANAGEMENT



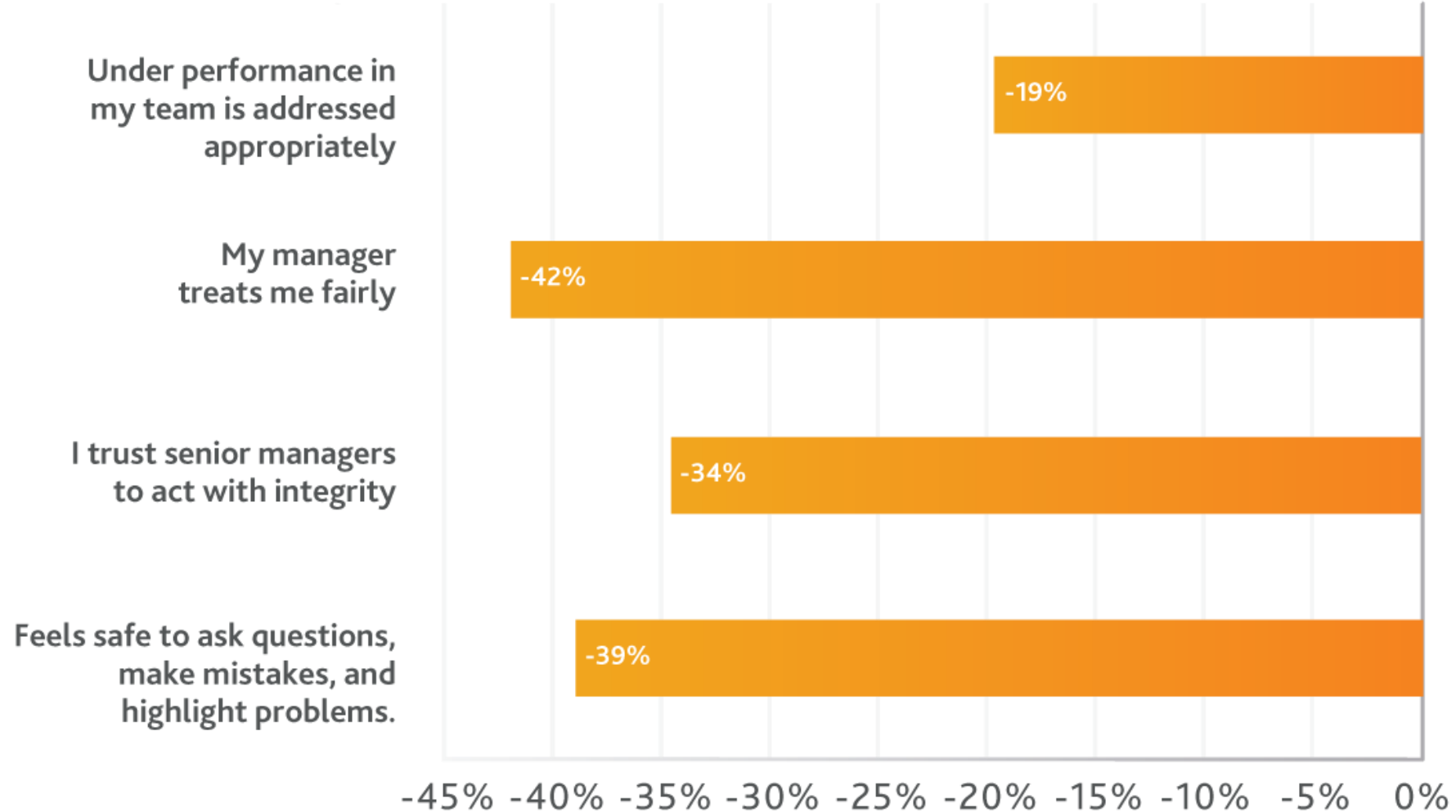
ORGANISATIONAL PERFORMANCE AND MANAGEMENT STYLE



ORGANISATIONAL PERFORMANCE AND CONTROL ORIENTED MANAGEMENT



ORGANISATIONAL PERFORMANCE AND CONTROL ORIENTED MANAGEMENT



MANAGEMENT STYLE AND PRODUCTIVITY

Stringency

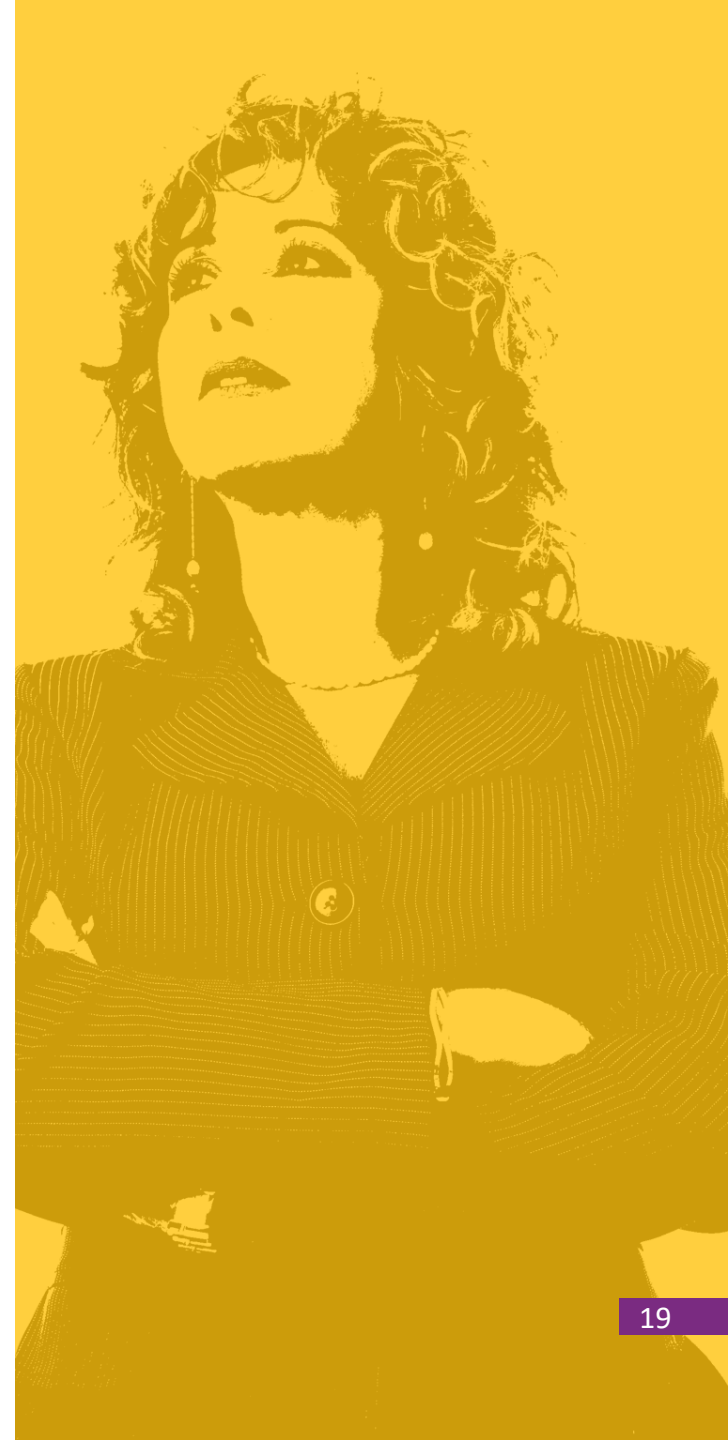
My manager enforces rules very strictly, with little room for flexibility

Control

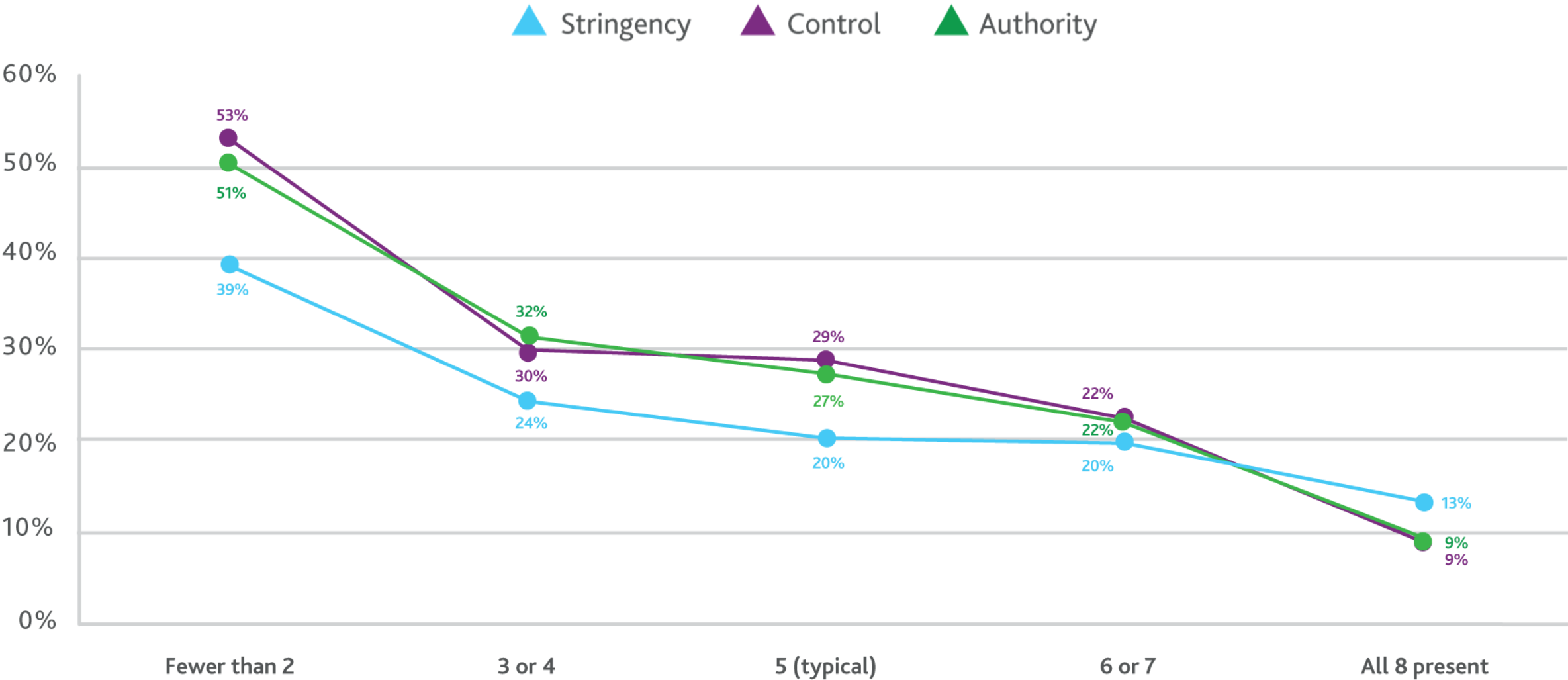
My manager prefers control over collaboration

Authority

My manager leads through authority rather than influence

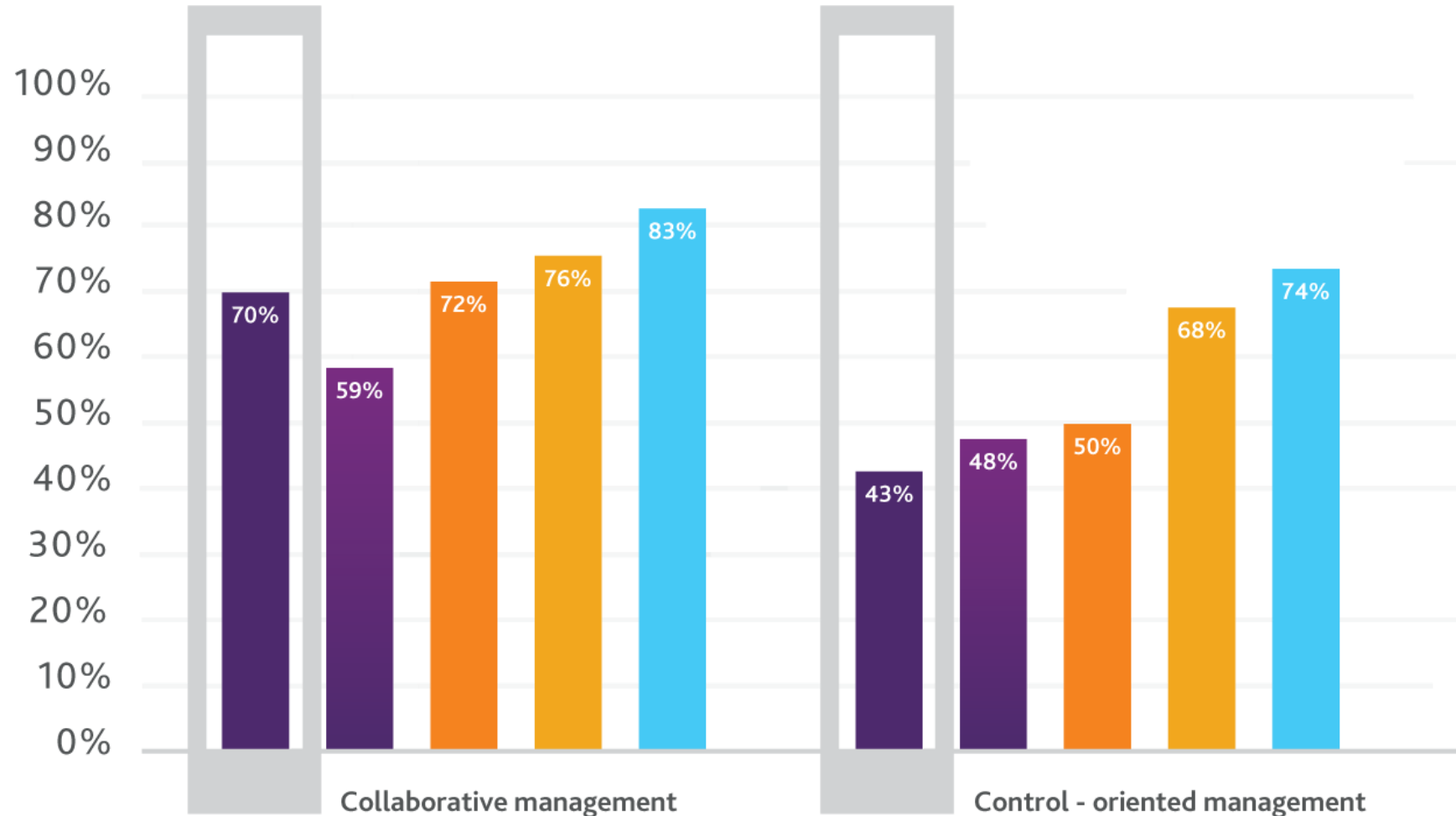


MANAGER STYLE AND PRODUCTIVITY DRIVERS

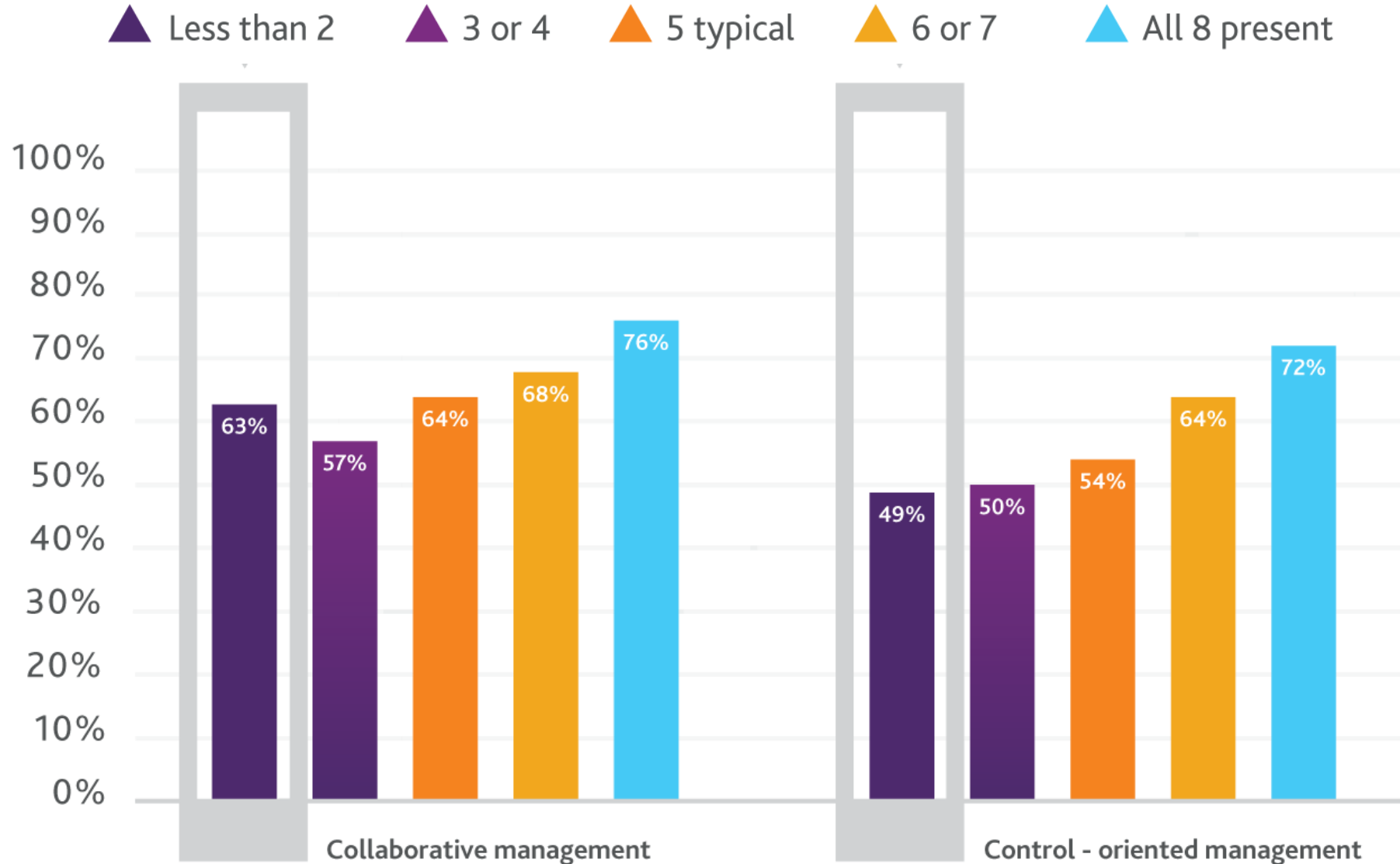


ENGAGEMENT LEVEL, PRODUCTIVITY AND CONTROL

▲ Less than 2 ▲ 3 or 4 ▲ 5 typical ▲ 6 or 7 ▲ All 8 present

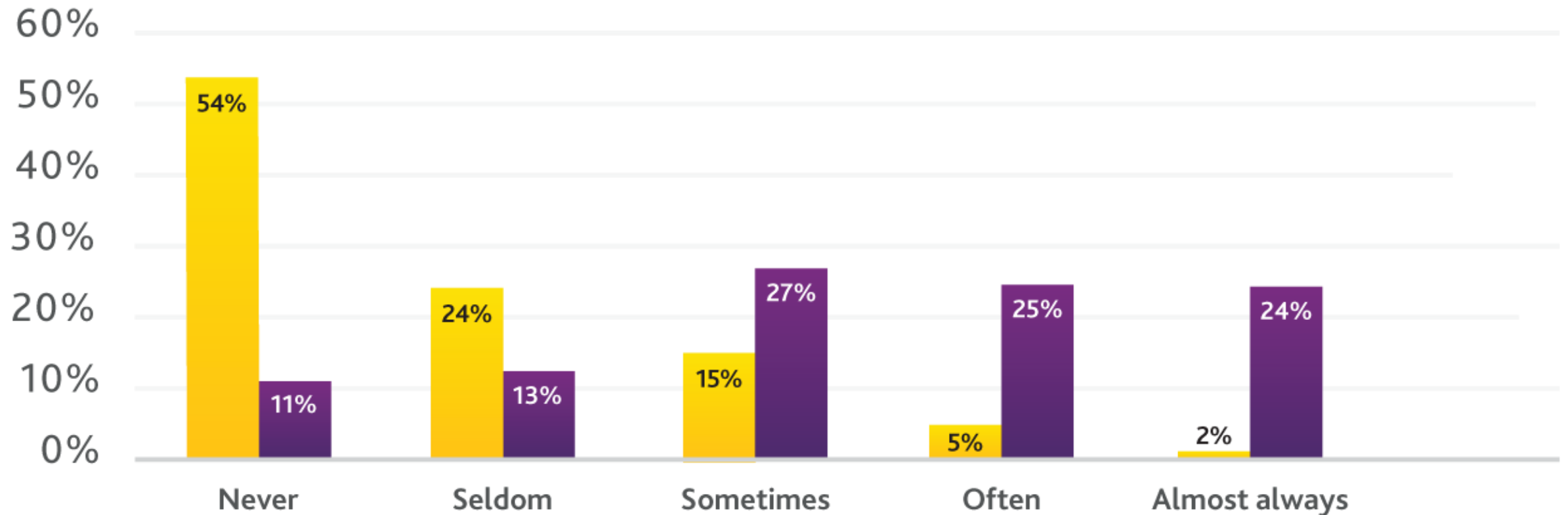


ORGANISATIONAL PERFORMANCE, PRODUCTIVITY AND MANAGEMENT STYLE

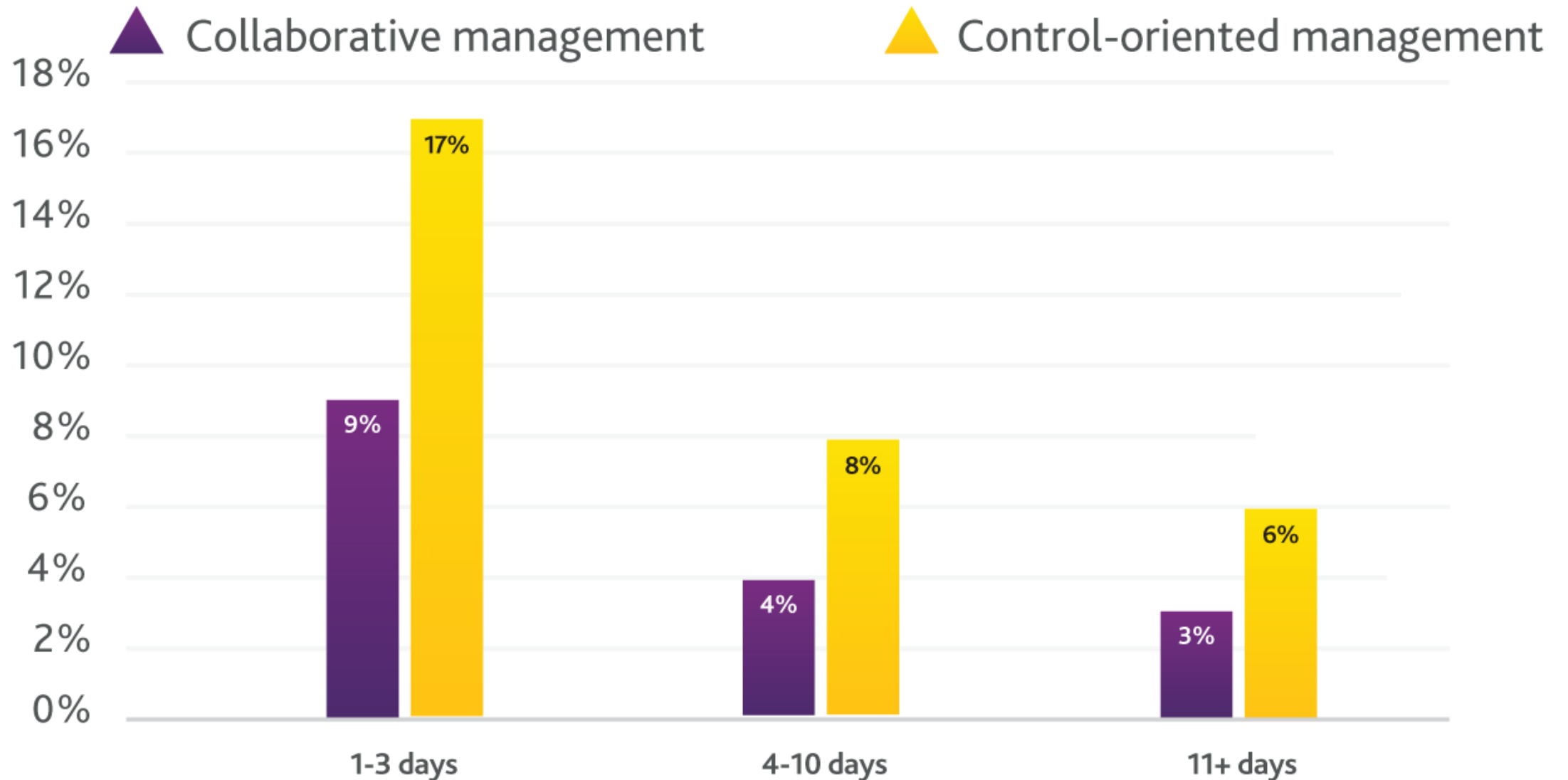


EMPLOYEE SILENCE AND MANAGEMENT STYLE

▲ Collab ▲ Control



NUMBER OF DAYS OFF SICK AND MANAGEMENT STYLE





ENGAGEMENT AND THE ADOPTION OF AI AND USE



AI USE AND ADOPTION

48% use it regularly and feel comfortable with it

45% stated they had **NOT** used AI

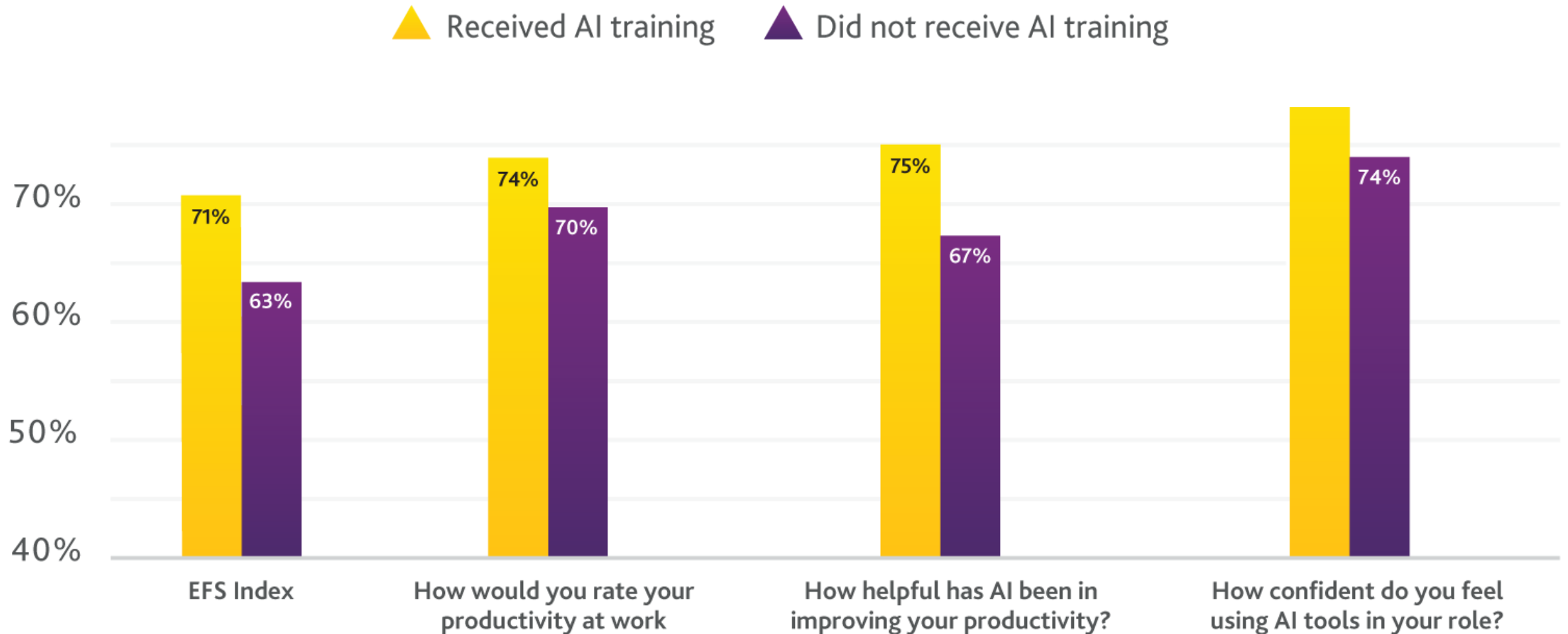
Engagement levels were *higher* for those who used AI for work

Variations in use across gender, age, organisation and profession

Training significantly impacts use, confidence and productivity



IMPACT OF AI TRAINING



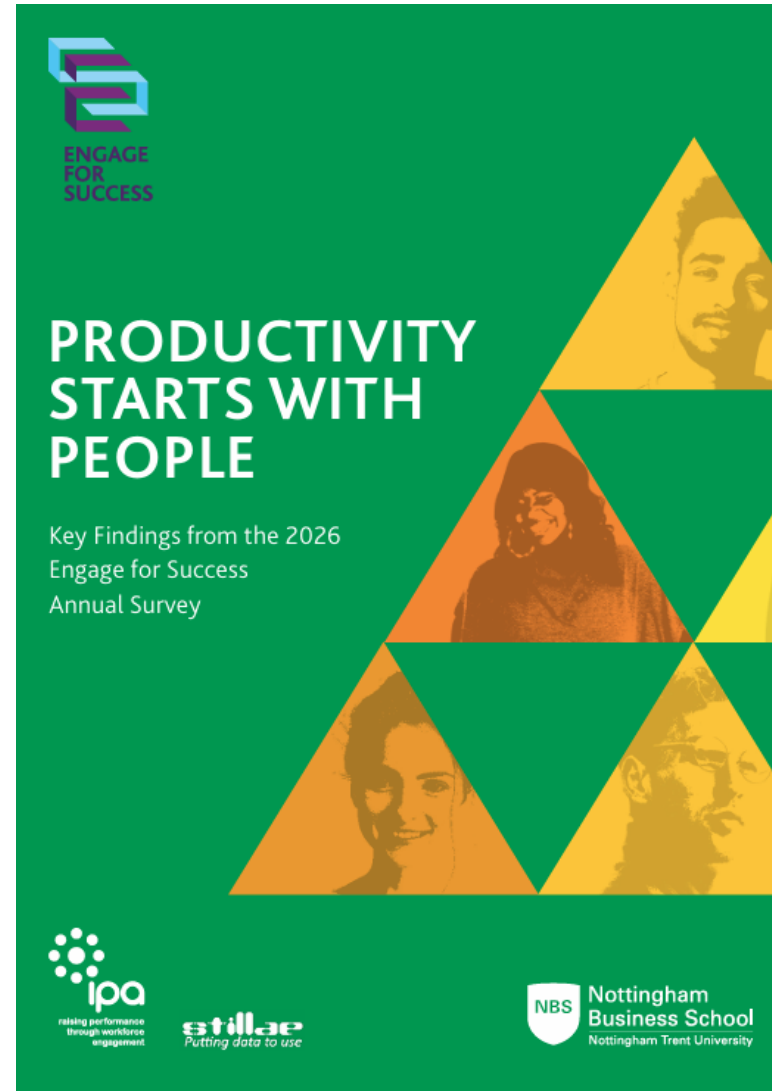
EFS ANNUAL ENGAGEMENT SURVEY

Focus on actionable insights

Engagement benchmark since 2022

Trends in engagement and employee experience

Free to download from Engage for Success





THANK YOU



EFS EMPLOYEE ENGAGEMENT INDEX



OVERALL SATISFACTION

Overall, how satisfied are you with your organisation as a place to work?
5-point scale from very dissatisfied (1) to very satisfied (5)

LOYALTY

I plan to be working for my organisation three years from now
5-point scale from strongly disagree (1) to strongly agree (5)

ADVOCACY

I would recommend my organisation as a great place to work
5-point scale from strongly disagree (1) to strongly agree (5)

- ▷ SIMPLE AVERAGE ACROSS THE 3 QUESTIONS
- ▷ CONVERTED % TO MAKE IT MORE INTUITIVE
- ▷ USED AS A BENCHMARK