



ENGAGE
FOR
SUCCESS

2025 UK EMPLOYEE ENGAGEMENT SURVEY

IPA Hub Event

DR SARAH PASS AND JAMES COURT-SMITH



BACKGROUND

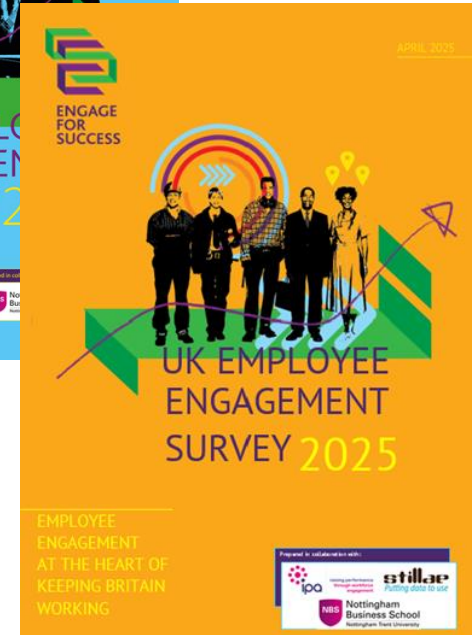
Annual **engagement survey**

UK working population

Conducted since 2022

Examine experiences of work, attitudes and behaviours

Aim to provide **actionable insights** to enable **evidence-based recommendations**



ENGAGED EMPLOYEES

Employees with **higher engagement levels**...

...less likely to view work as purely financial and more likely to **enjoy** it

...more likely offer **discretionary effort** and **support** to others during busy times

...more likely to propose **innovations** that enhance team performance

...more likely to see their work as **meaningful**



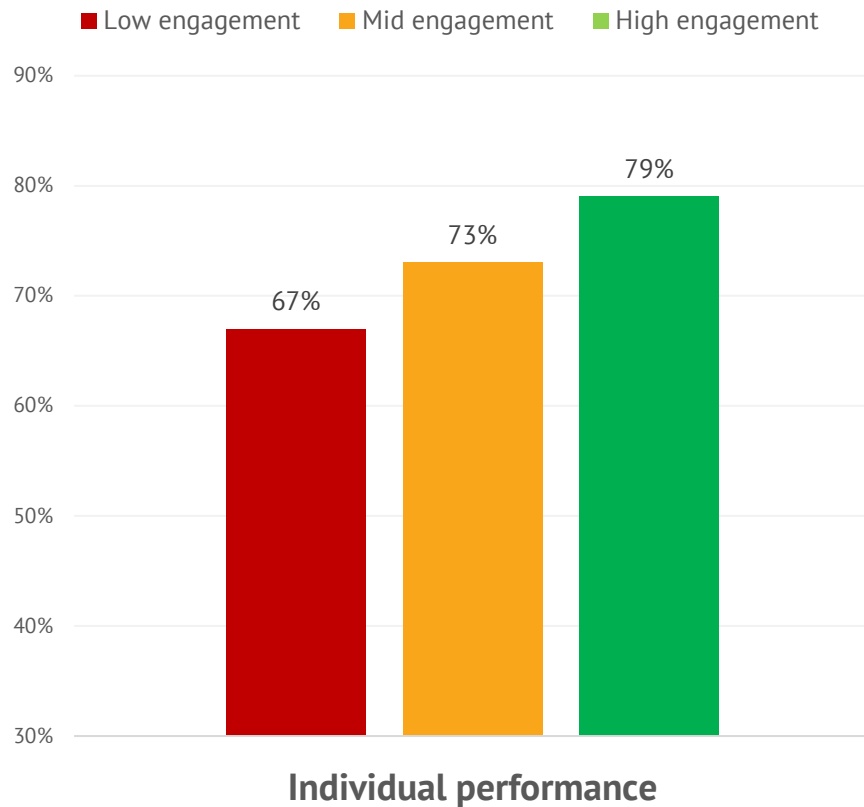
INDIVIDUAL PERFORMANCE

Highly engaged employees have higher self-ratings of **individual performance**

...how well they carried out core parts of their job

...ability to adapt to changes in core tasks

...initiating better ways of doing core tasks



ORGANISATIONAL PERFORMANCE

Engaged employees view their organisation as **outperforming competitors...**

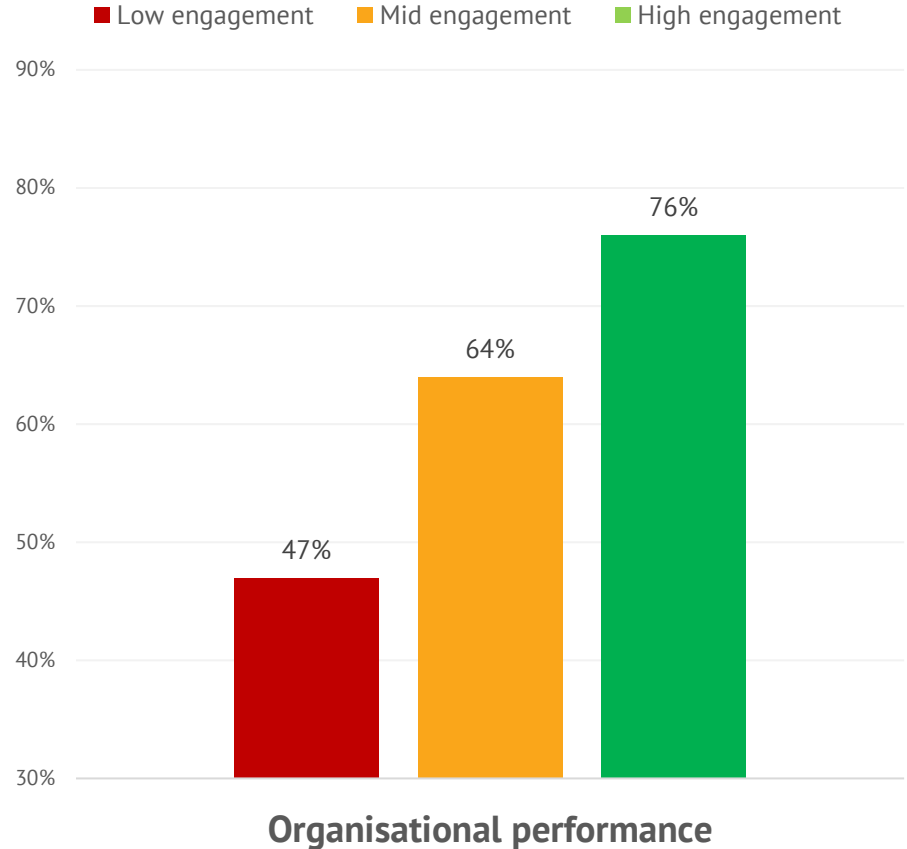
...superior product quality compared to competitors

...greater innovation in the market

...stronger retention of essential employees

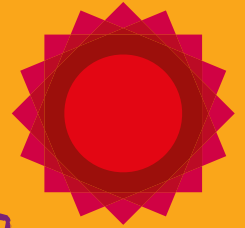
...higher customer satisfaction

...better relationships between management and employees



THE ENGAGEMENT DIVIDE

WHY THE PEOPLE ISSUES MATTER



PRIORITISING THE PEOPLE ISSUES

There is a clear divide across employee experiences of work...

“The **people issues** are **sufficiently prioritised ...**”

1) in Leaders' Big Decisions

‘The **people issues** are sufficiently **prioritised** when my **organisations leaders** make the big decisions, like engagement, culture and well-being.’

2) in Managers' Day to Day

‘The **people issues** are sufficiently **prioritised** in the day-to-day decisions taken by **my manager**.’



2/5 of employees answer **NO** to both questions

2/5 of employees answer **YES** to both questions

THE ENGAGEMENT DIVIDE

People Issues NOT Prioritised
2 in 5 UK employees

25% Unmanageable job stress
48% Engagement level

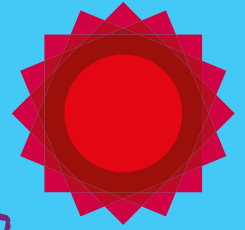
People Issues Prioritised
2 in 5 UK employees

4% Unmanageable job stress
79% Engagement level

25% Unmanageable job stress
48% Engagement level

4% Unmanageable job stress
79% Engagement level

EMPLOYEES AT RISK OF LEAVING THE LABOUR MARKET

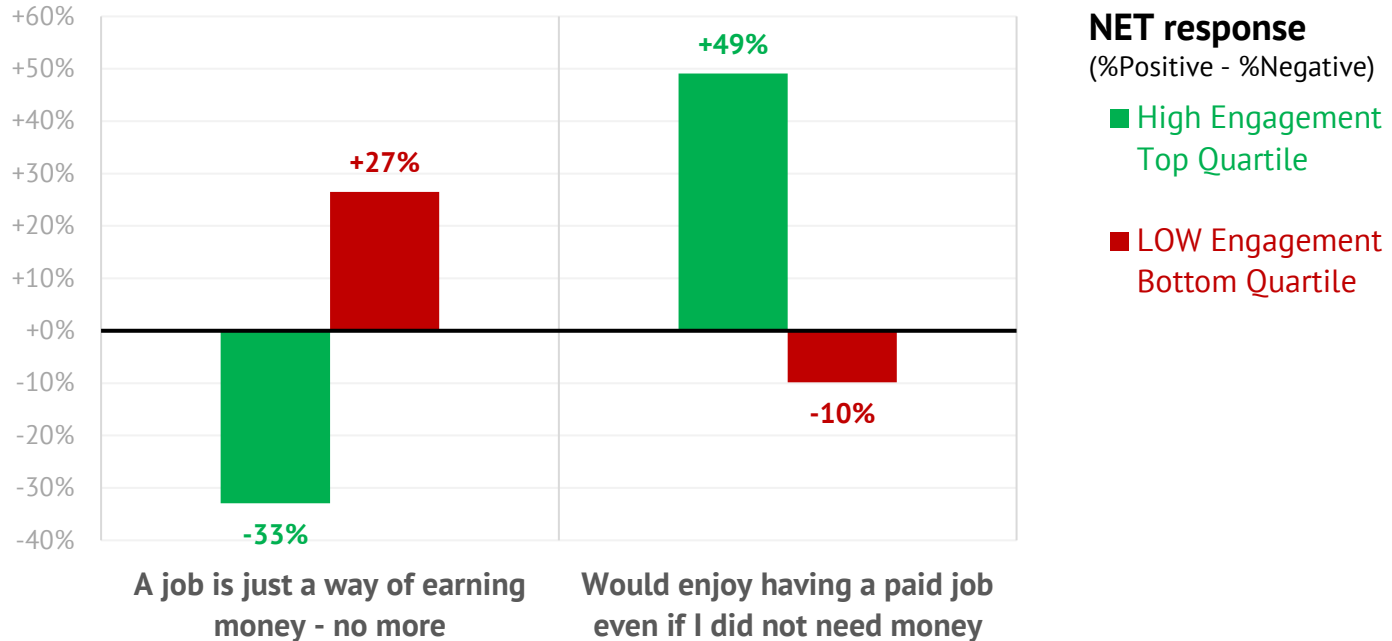


ENGAGEMENT AND ATTITUDES TO WORK

Engagement levels impact attitudes to work...

...low engagement, work no more than a financial need

...high engagement, more likely to work even if did not need the money

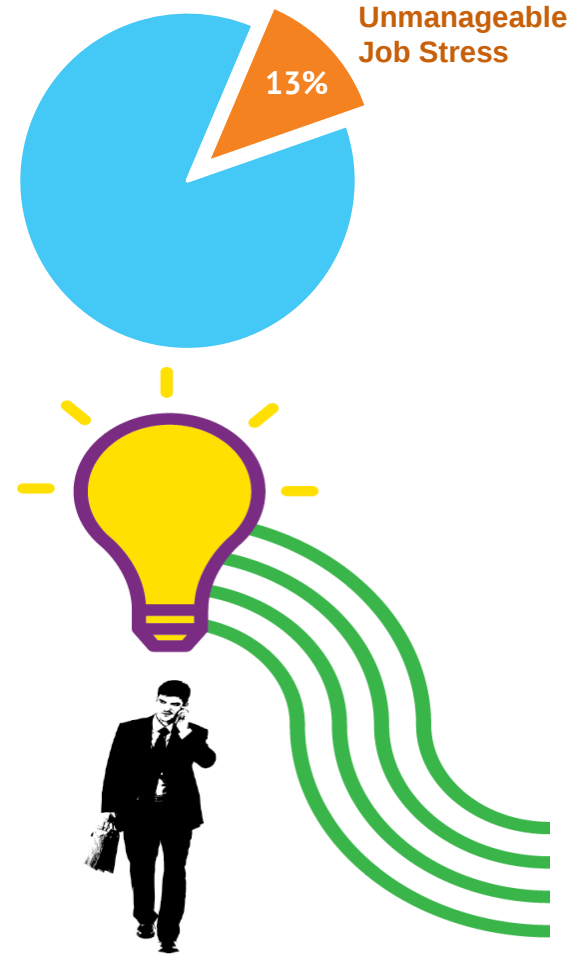


UNMANAGEABLE JOB STRESS...

...more likely to view their job as 'just for the money'
...less likely to find enjoyment in work, beyond pay

...frequently think about leaving the organisation
...plan to go within 3 years
...reduced willingness to 'go the extra mile'
...reduced willingness to support others
...more likely to work while ill

ENGAGEMENT LEVEL 26% LOWER
than those without



ENGAGEMENT MITIGATES UNMANAGEABLE JOB STRESS

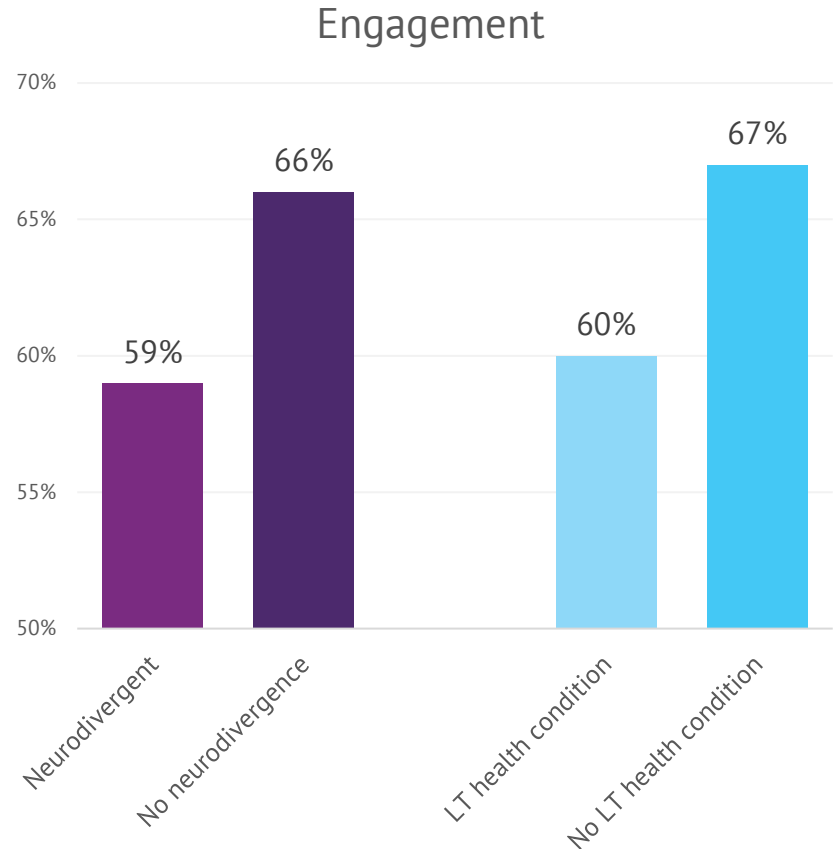


LONG-TERM HEALTH CONDITIONS AND NEURODIVERGENCE

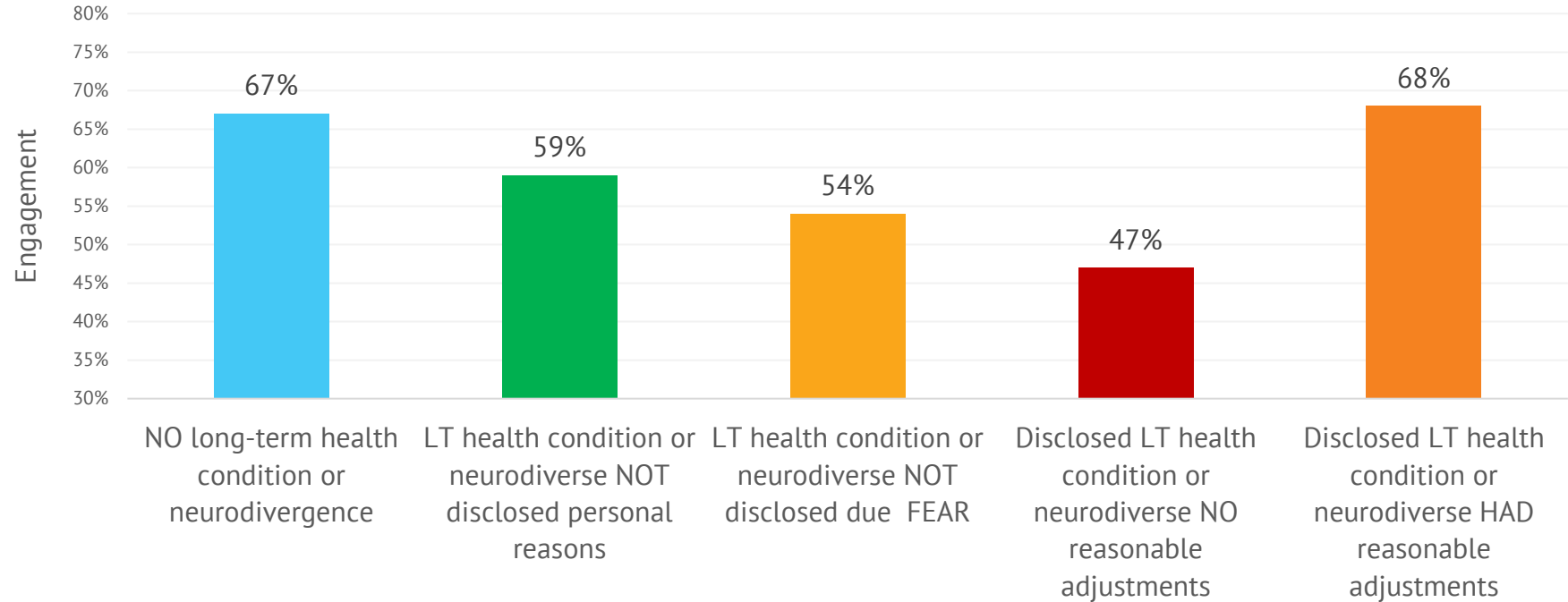
1/3 of employees had either long-term health condition or neurodivergence

Of those, **44%** had not told their employer

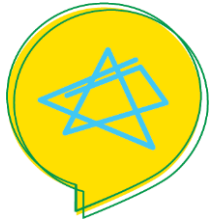
21% had told their employer...**NO reasonable adjustments** had been made



DISCLOSURE AND ENGAGEMENT LEVELS



REASONABLE ADJUSTMENTS IN PLACE



Reasonable adjustments lift engagement levels

...engagement matches those without health conditions or neurodivergence.

Also increases in...

...discretionary effort and helping others during busy times

...suggesting improvements

...feel same level of support from the manager as those without conditions

...believe the organisation would address unethical behaviour

...believe organisation seeks employee views

NO REASONABLE ADJUSTMENTS

...**unmanageable job stress 3x higher** than those with no health conditions or neurodivergence

...more likely to consider leaving the organisation

...less likely to offer discretionary effort

...less willing to offer help to others during busy times

...less willing to make suggestions to improve productivity

Presenteeism remains a challenge even if reasonable adjustments are made



FOUR ENABLERS OF ENGAGEMENT



FOUR ENABLERS OF ENGAGEMENT



Strategic
Narrative



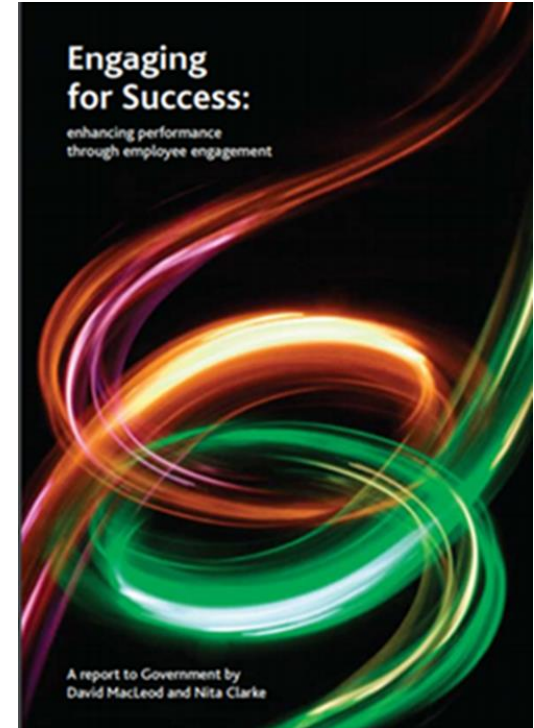
Engaging
Managers



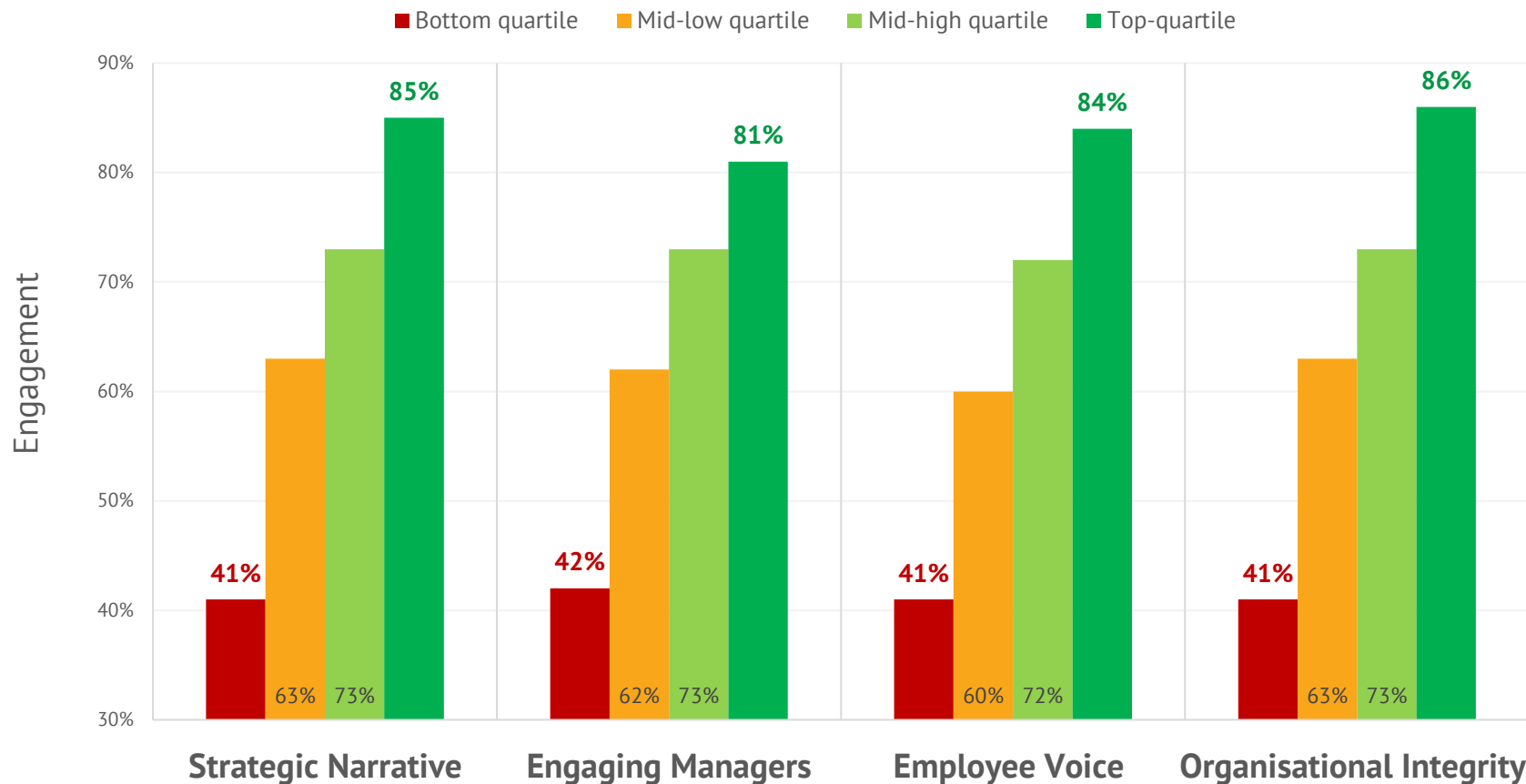
Employee
Voice



Organisational
Integrity

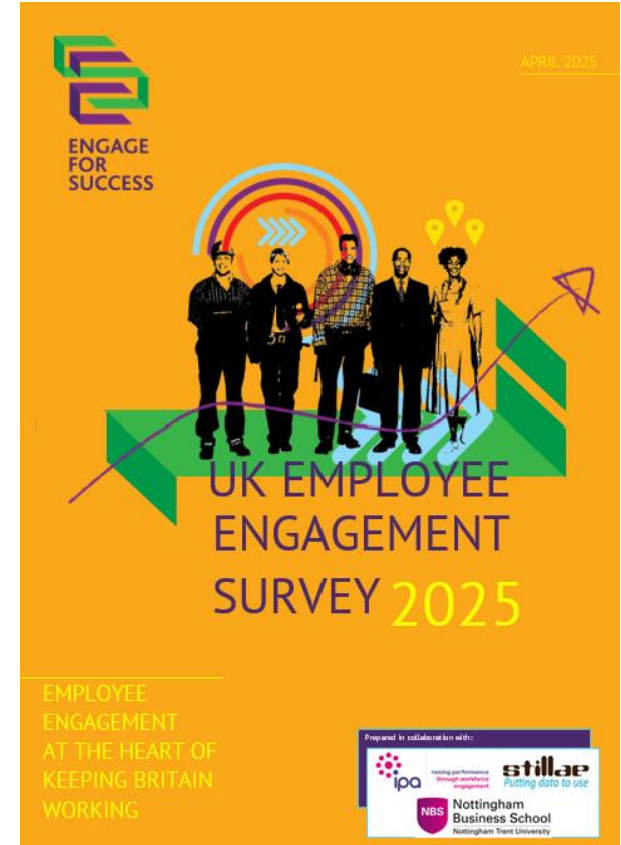


FOUR ENABLERS OF ENGAGEMENT AND ENGAGEMENT LEVELS



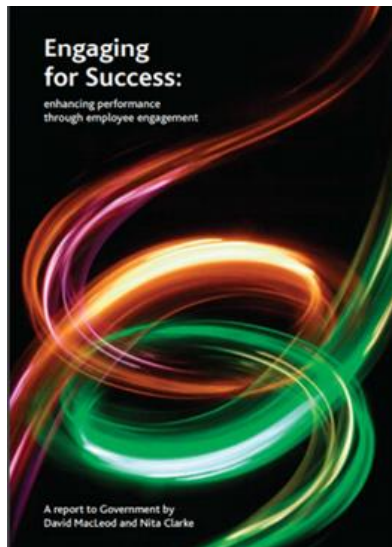
2025 ANNUAL ENGAGEMENT REPORT

- ▶ UK Engagement levels
- ▶ Variations in sector and organisational size
- ▶ Variations in demographics and socio-economic backgrounds
- ▶ Impact of engagement on wellbeing, presenteeism, and unmanageable job stress
- ▶ Impact of bullying and discrimination
- ▶ Organisational activities, policies, and practices
- ▶ Line managers and employee engagement
- ▶ Four enablers of engagement
- ▶ Action plans



ENGAGE FOR SUCCESS

engageforsuccess.org/



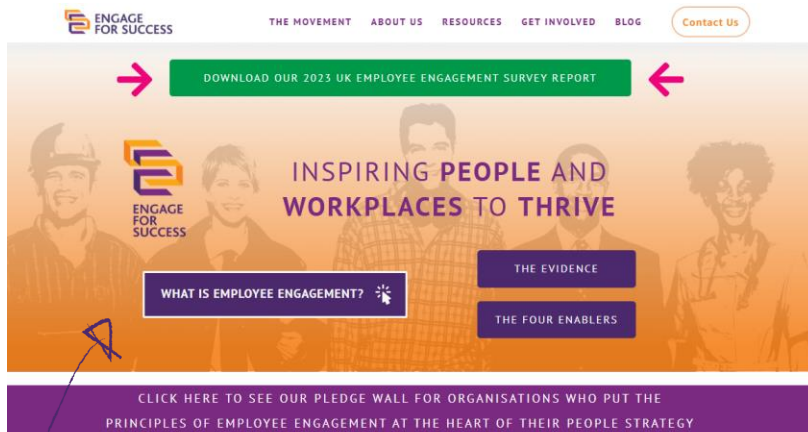
EFS BLOG

RESEARCH & RESOURCES

RADIO PODCAST

LATEST RADIO PODCAST

RADIO SHOW 566: "THE ART OF TALKING TURKEY" BUILDING BRIDGES BETWEEN GENERATIONS



ON THE BLOG

HOW TO ACHIEVE A SMOOTH TRANSITION TO FIVE IN-OFFICE DAYS PER WEEK

RADIO SHOW 566: "THE ART OF TALKING TURKEY" BUILDING BRIDGES BETWEEN GENERATIONS

SIX WAYS LEADERSHIP CAN RETAIN STAFF DURING TIMES OF CHANGE

FOLLOW US



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