



ENGAGE
FOR
SUCCESS



EMPLOYEE ENGAGEMENT
SURVEY & INDEX 2025

BACKGROUND

Engage for Success annual engagement survey of the **UK working population** has been conducted since **2022**

Data provides **actionable insights** to enable **evidence-based recommendations** for the government's Get Britain Working white paper and **Keep Britain Working** initiative

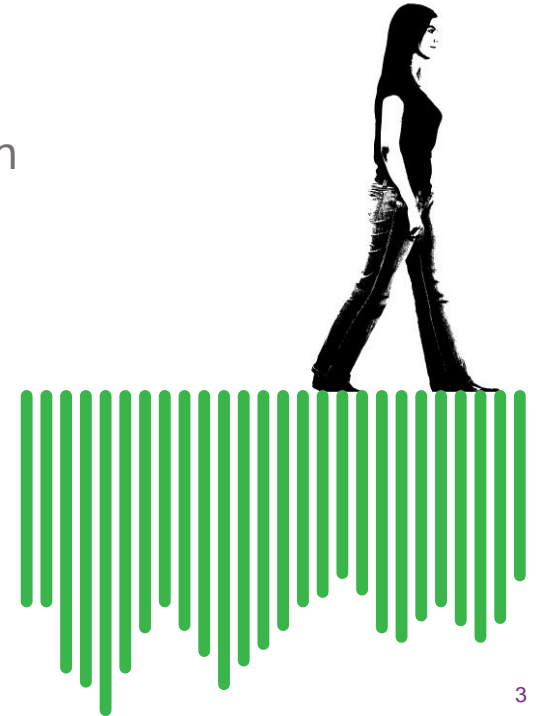


KEY FINDINGS FROM THE EFS ANNUAL SURVEY

UK EMPLOYEE ENGAGEMENT: Stagnant engagement levels are starting to improve, but are still significantly below pre-pandemic levels

ORGANISATIONAL VARIATIONS: Engagement levels are significantly affected by an organisation's actions – or inaction

INDIVIDUAL ENGAGEMENT: There are significant variations in engagement, particularly among individuals with long-term health conditions, neurodivergence and protected characteristics



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Overall Satisfaction

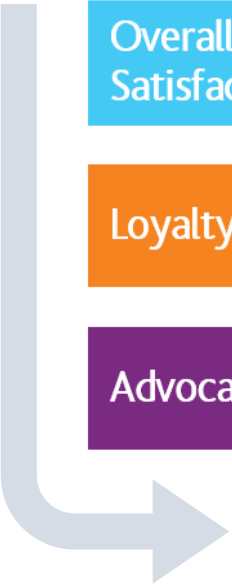
Overall, how satisfied are you with your organisation as a place to work?
5-point scale from Very Dissatisfied (1) to Very Satisfied (5)

Loyalty

I plan to be working for my organisation three years from now
5-point scale from Strongly Disagree (1) to Strongly Agree (5)

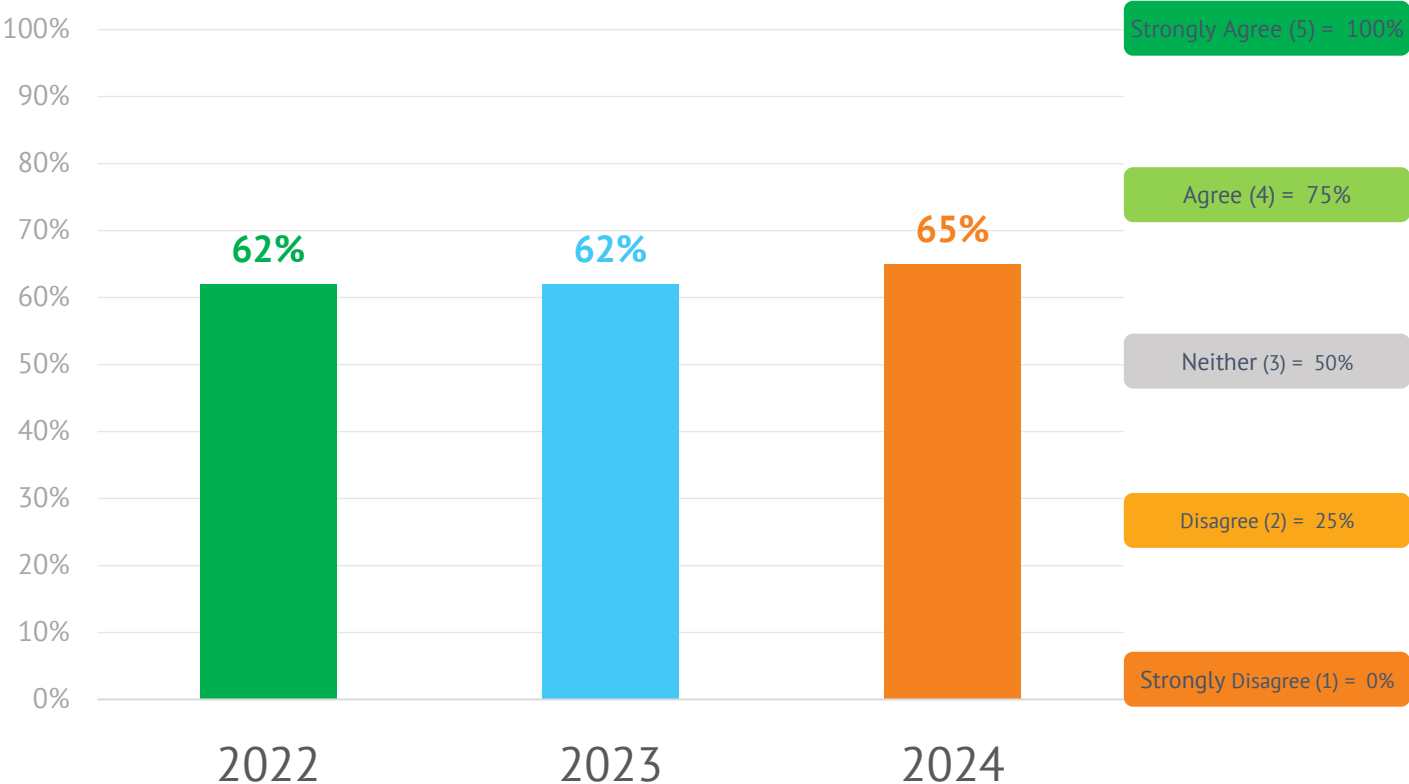
Advocacy

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 % to make it more intuitive
Used as a benchmark**

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ENGAGED EMPLOYEES

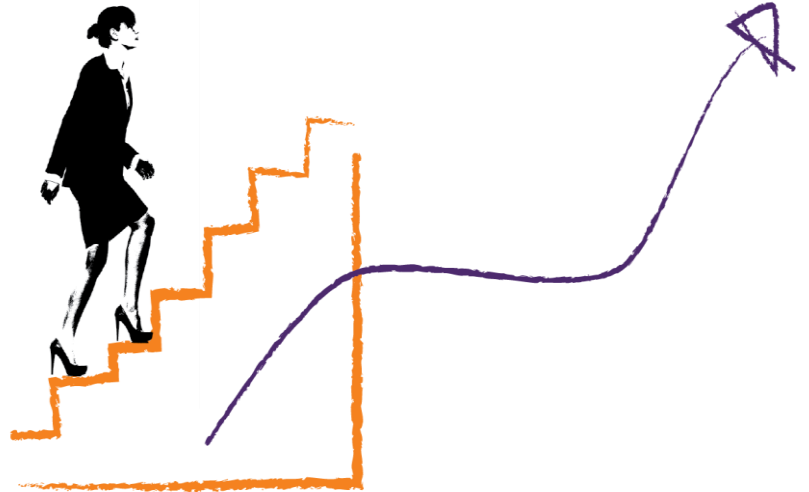
Employees with higher engagement levels...

...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**



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

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

...superior product quality compared to competitors

...greater innovation in the market

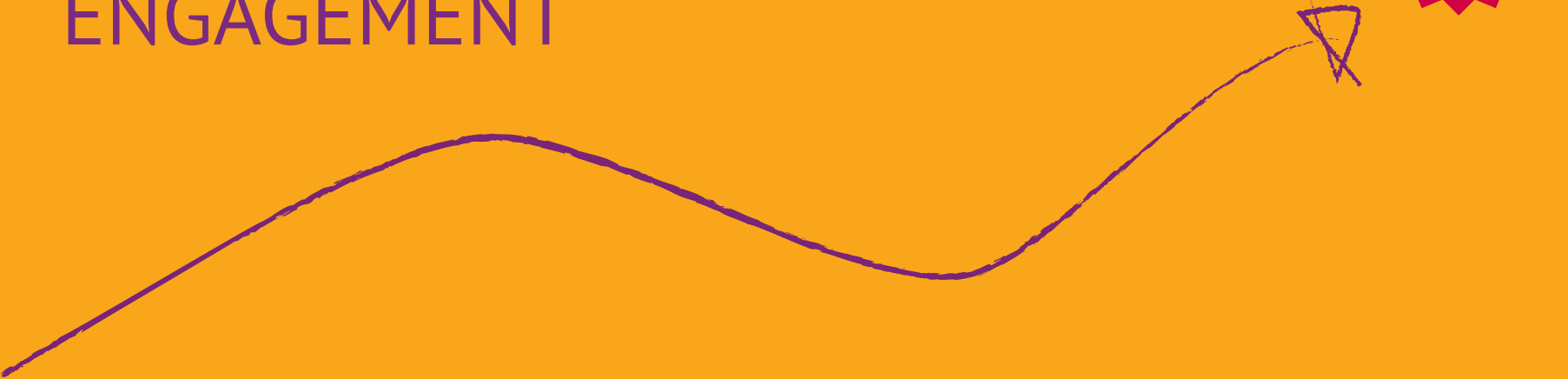
...stronger retention of essential employees

...higher customer satisfaction

...better relationships between management and employees



FOUR ENABLERS OF ENGAGEMENT



4 ENABLERS OF ENGAGEMENT

The **four enablers of engagement** were established in the MacLeod Review



Strategic
Narrative



Engaging
Managers

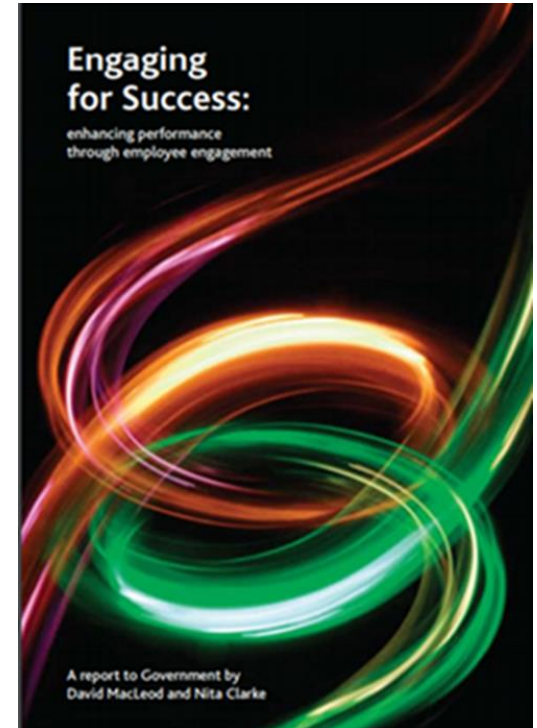


Employee
Voice

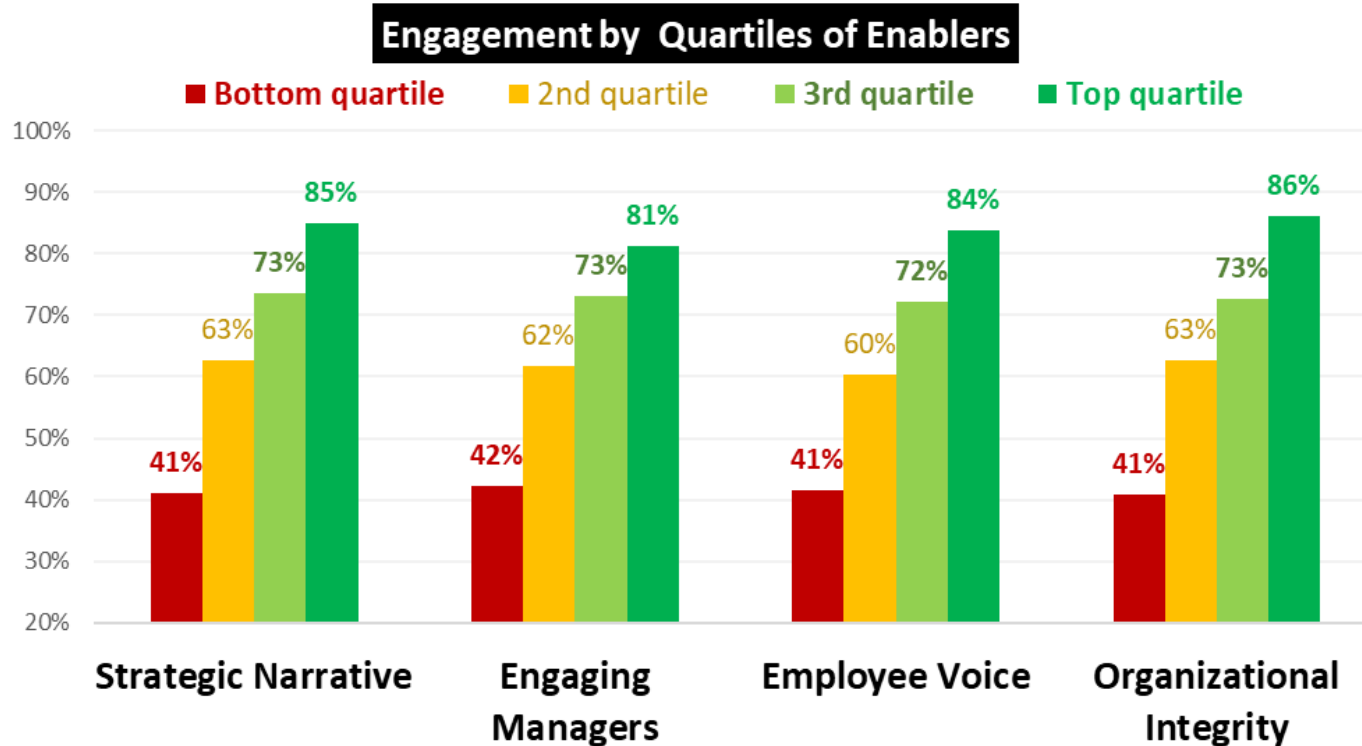


Organisational
Integrity

One question representing **each enabler** was selected based on strength of correlation to engagement measures and useability



4 ENABLERS OF ENGAGEMENT



4 ENABLERS INDICATORS

Strategic Narrative

'Leaders in my organisation provide a coherent, compelling story about its vision, values, and goals'

Engaging Managers

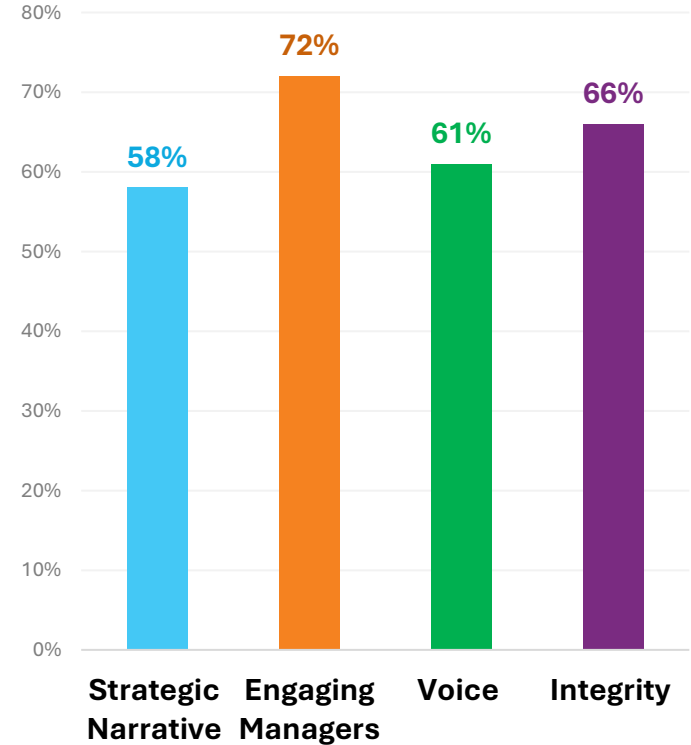
'My manager supports me to perform at my best'

Voice

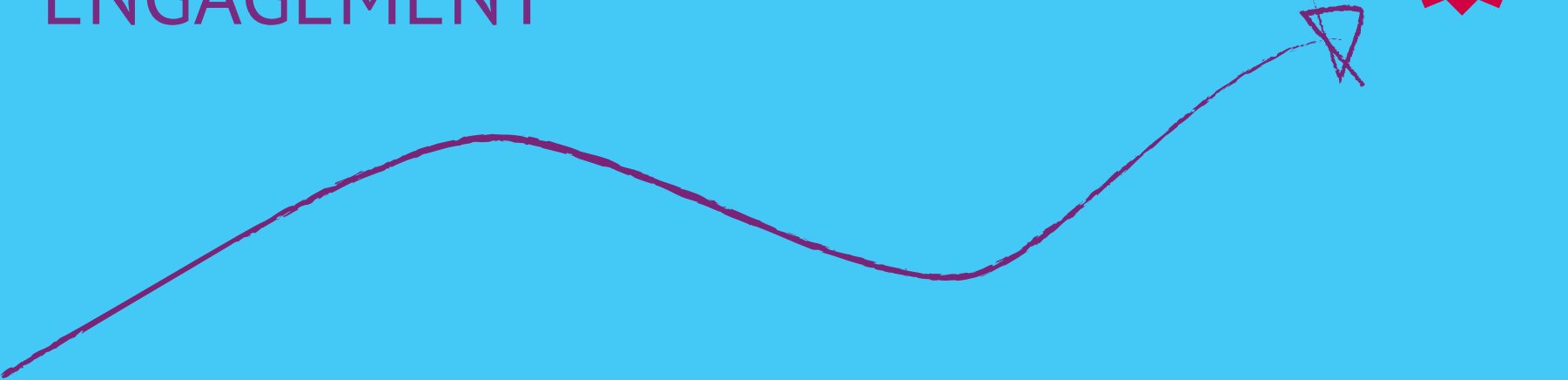
'My organisation actively seeks the views and ideas of employees, whenever possible'

Integrity

'The values of my organisation are reflected in the day-to-day behaviours'



INDIVIDUAL VARIATIONS IN ENGAGEMENT



SUPPORTING EMPLOYEES

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

44% had not told their employer

...8% lower engagement if not disclosed for personal reasons

...13% lower engagement if not disclosed due to fear of discrimination

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

IMPACT..... 20% lower engagement



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



REASONABLE ADJUSTMENTS IN PLACE

Reasonable adjustments lift engagement levels

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

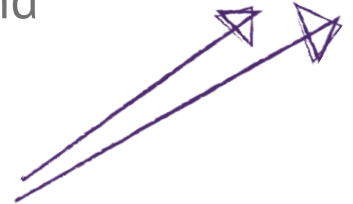
Also leads to increases in...

...willingness to offer discretionary effort and help others during busy times

...willingness to suggest improvements

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

...believe the organisation would address unethical behaviour and organisation seeks employee views



UNMANAGEABLE JOB STRESS

Impact....

...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' or
...reduced willingness support others during busy times
...more likely to work while ill



ENGAGEMENT LEVEL 26% LOWER than those without

ENGAGEMENT MITIGATES JOB STRESS

IF unmanageable job stress **BUT HIGH ENGAGEMENT...**

...feel supported by their managers

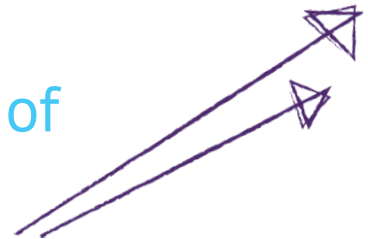
...feel organisation seeks employee views and trust that unethical behaviour will be addressed

...less likely to see their job as 'just for the money' and have enjoyment in their work beyond pay

...more willing to 'go the extra mile' and support others during busy times

...**less likely to work while ill**

Employee engagement helps reduce the impact of unmanageable job stress



LINE MANAGER ACCOUNTABILITY

Line managers have a significant role in engagement but...

...less than half were accountable for the engagement levels of their team

...only 1/3rd of managers have engagement of their team as part of their appraisal

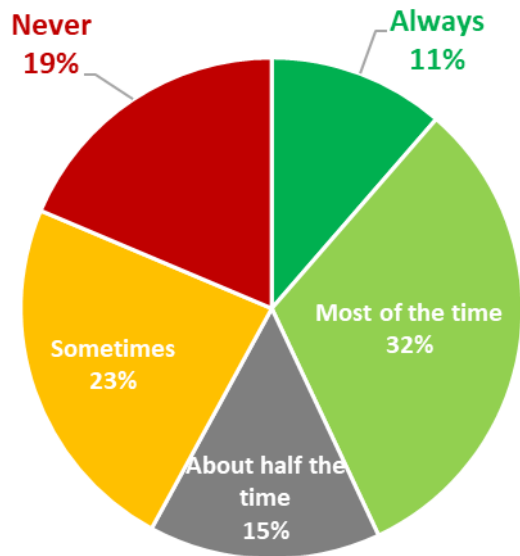
...only 1/3rd develop action plans with their team in response to survey results



Line Managers shape engagement, but accountability is often lacking

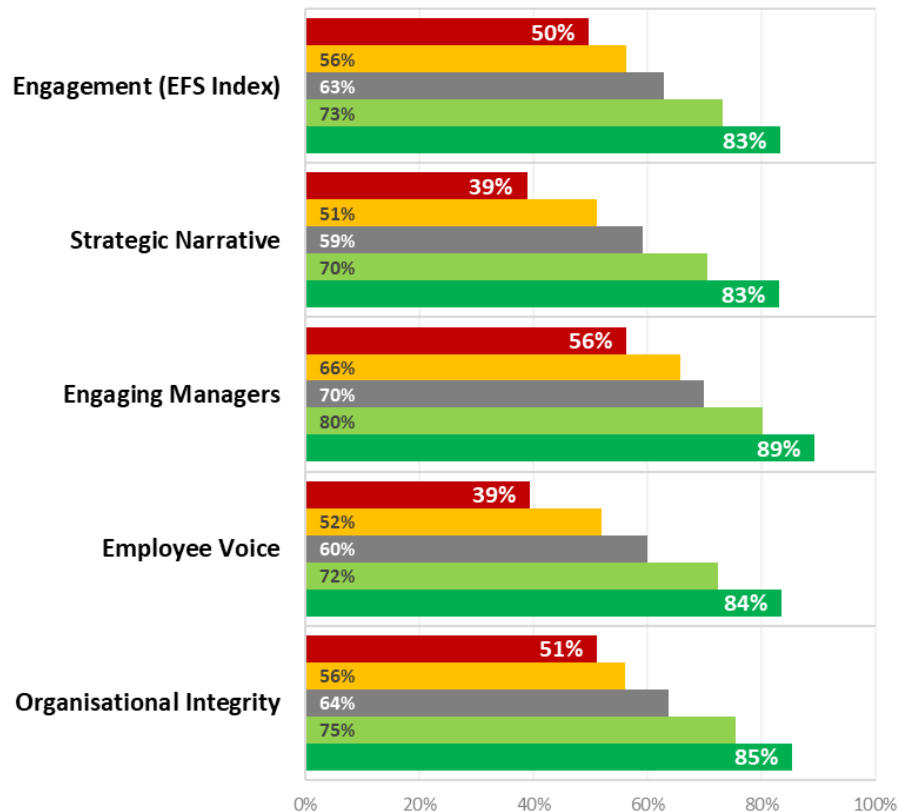
TEAM ACTION PLANNING

Does your team agree an action plan in response to survey results?



Does your team agree an action plan ...?

■ Never ■ Sometimes ■ About half the time ■ Most of the time ■ Always



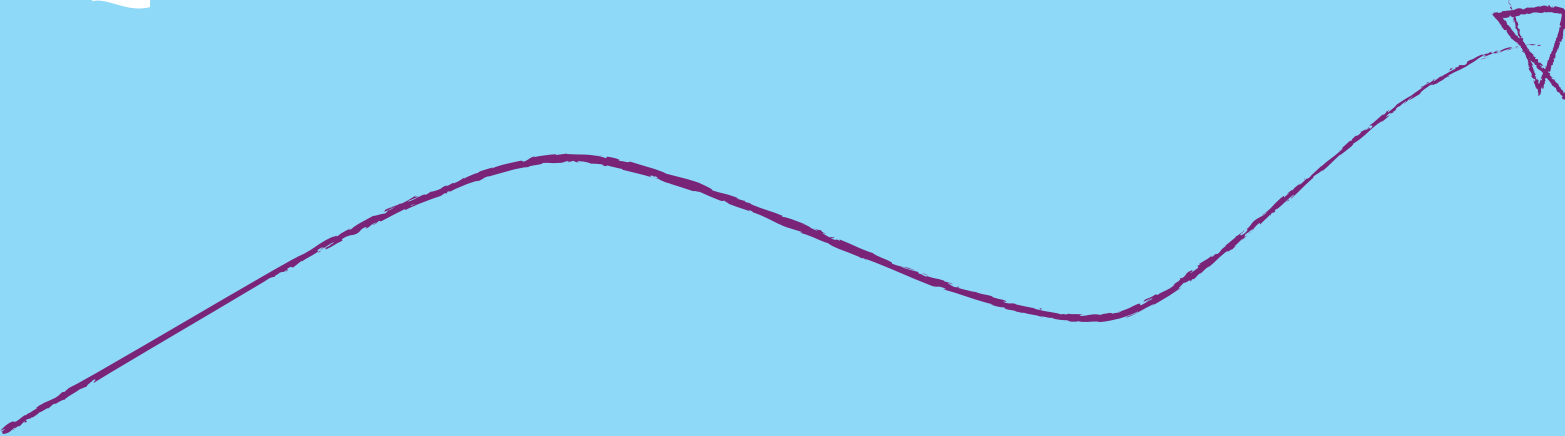
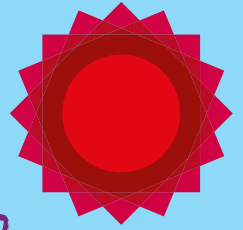
ENGAGE FOR SUCCESS ANNUAL ENGAGEMENT REPORTS

Download the Engage for Success annual reports or watch webinars on the findings at: engageforsuccess.org/

2025 REPORT COMING SOON!



QUESTIONS?



RESEARCH TEAM

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