



Inspiring people and workplaces to thrive

Time	15 <sup>th</sup> July 2025 – Engage for Success Employee Engagement Survey and Index – 2025 Report
2.00pm	Welcome and introductions from <b>David MacLeod OBE</b> , co-founder Engage for Success
2.10pm	2025 Report presentation by report authors and Engage for Success Advisory Board members <b>Dr Sarah Pass</b> , Nottingham Trent University Business School and <b>James Court-Smith</b> , Stillae
2.55pm	Panel discussion with: <ul style="list-style-type: none"> <li>• <b>Nick Green</b>, Chief People Office, CNWL NHS Foundation Trust</li> <li>• <b>Anne Burt</b>, Head of Employee Engagement, DEFRA</li> <li>• <b>Kate Sanders</b>, OD and Engagement Manager, Encirc</li> <li>• <b>David MacLeod OBE</b> Co-Founder of Engage for Success</li> <li>• <b>Nita Clarke OBE</b> Co-Founder of Engage for Success</li> <li>• Hosted by <b>Jo Moffatt</b>, Engage for Success Advisory Board and 7 Seas, the Culture Consultancy</li> </ul>
3.40pm	Q&A with audience
4.00pm	Closing remarks from <b>Nita Clarke OBE</b>



ENGAGE  
FOR  
SUCCESS

# UK EMPLOYEE ENGAGEMENT SURVEY 2025

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**



# 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

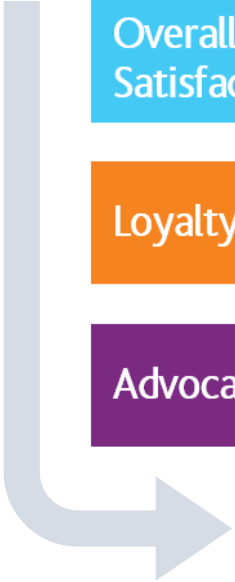
**I plan to be working for my organisation three years from now**

*5-point scale from Strongly Disagree (1) to Strongly Agree (5)*

## Advocacy

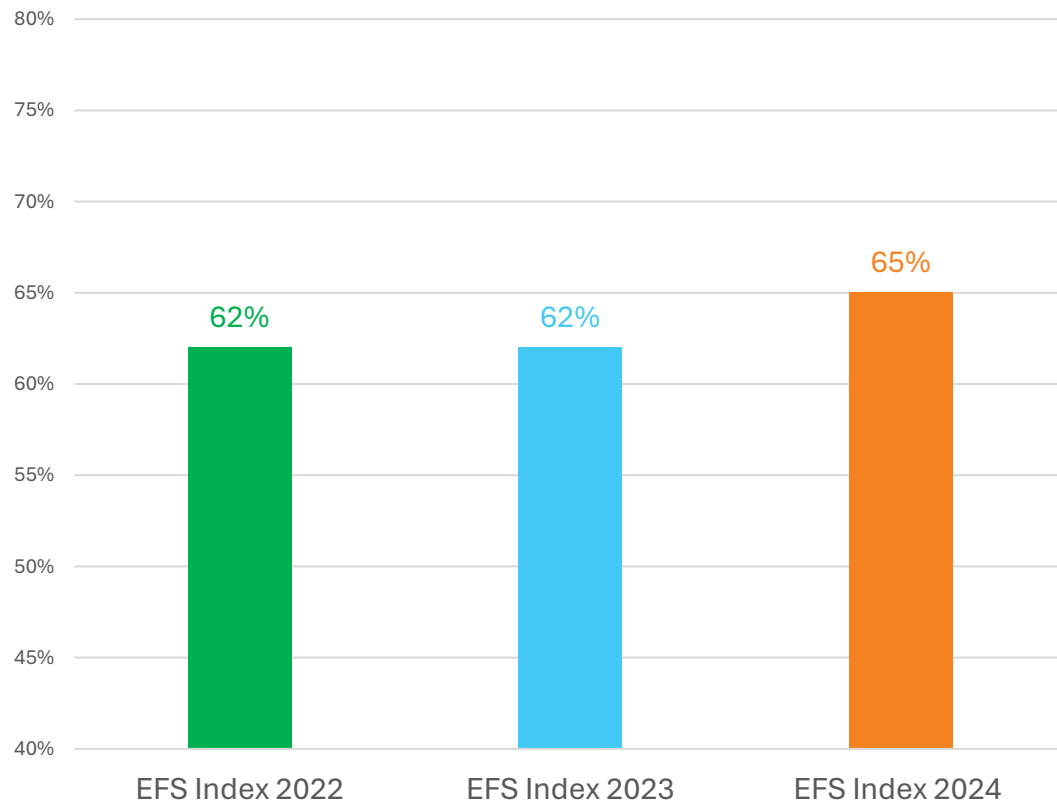
**I would recommend my organisation as a great place to work**

*5-point scale from Strongly Disagree (1) to Strongly Agree (5)*

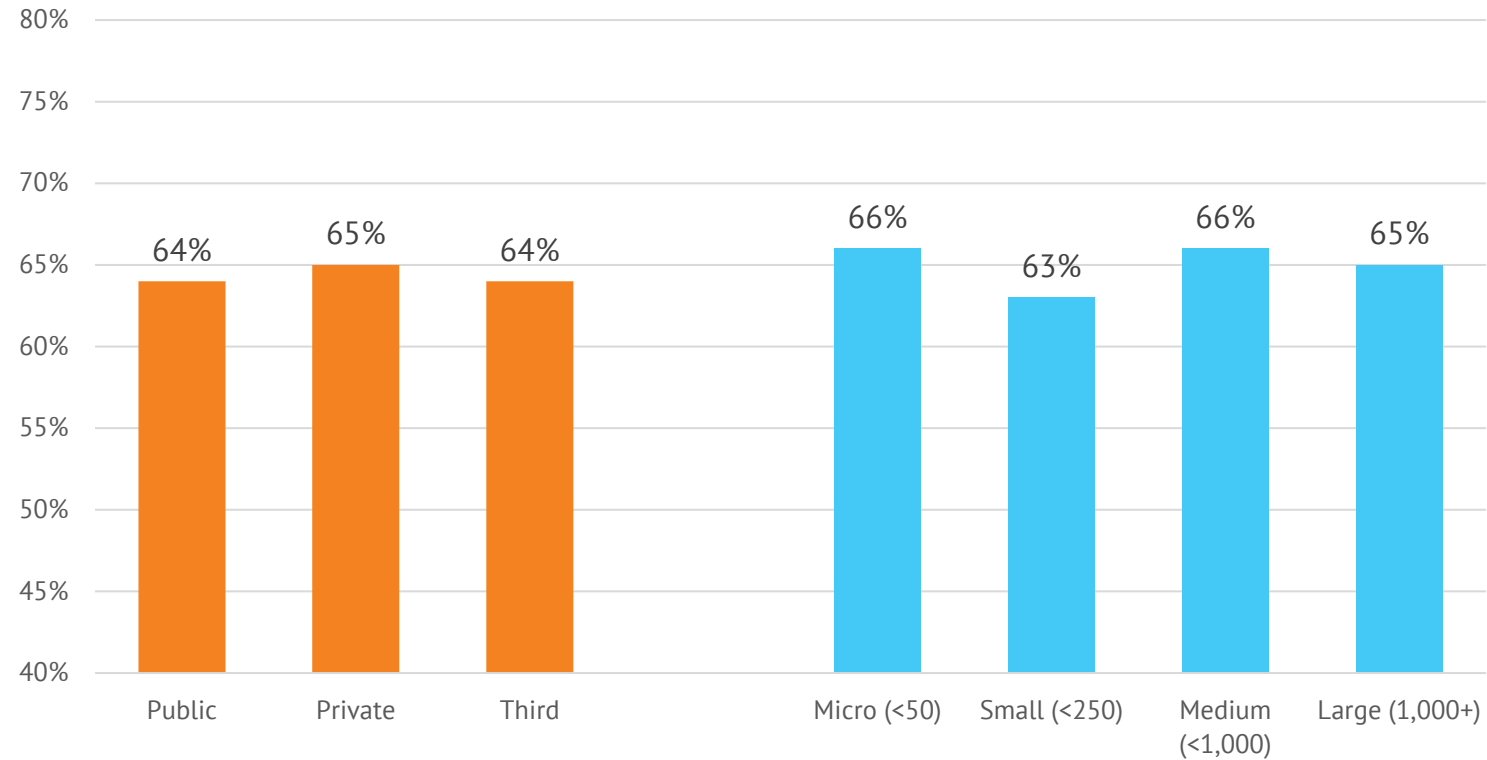


**Simple average across the 3 questions  
Converted to % to make it more intuitive  
Used as a benchmark**

# UK ENGAGEMENT LEVELS

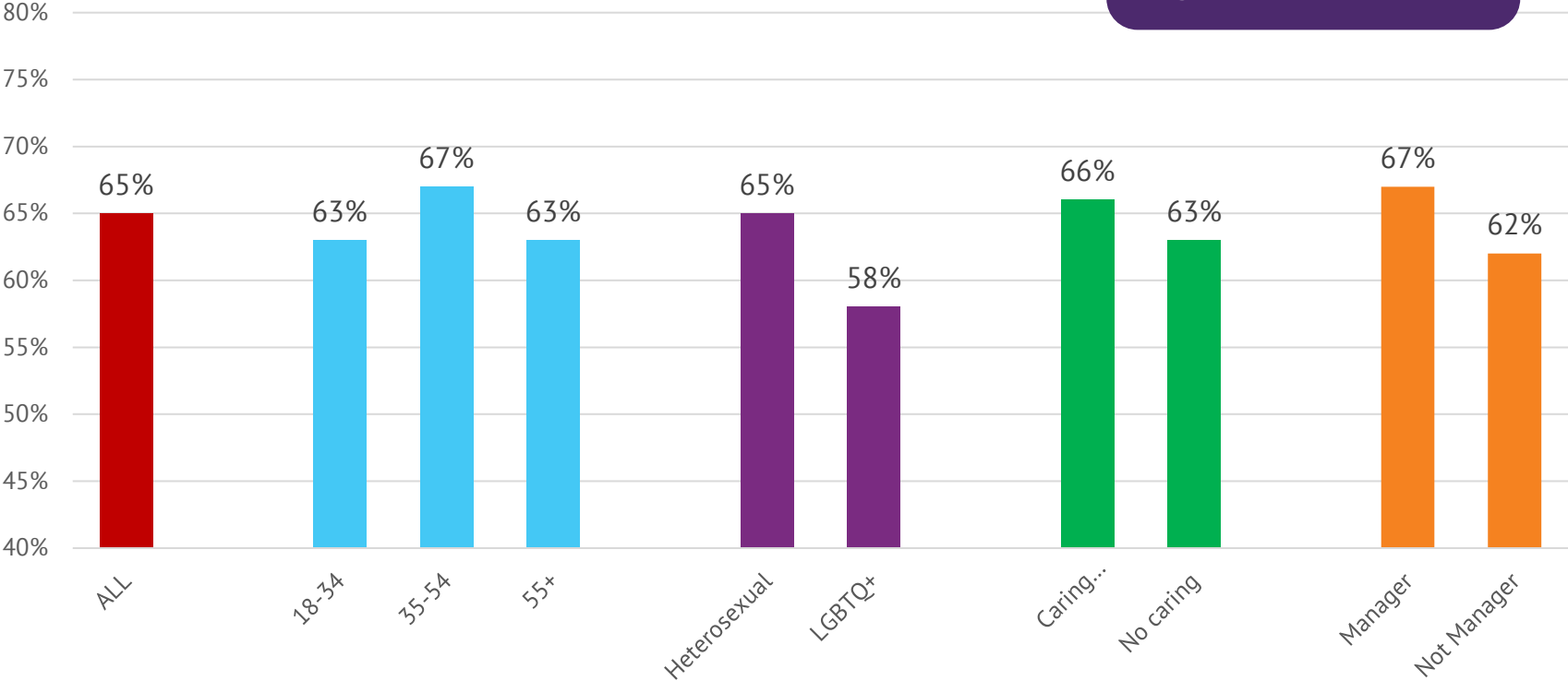


# ENGAGEMENT ACROSS SECTORS AND ORGANISATIONAL SIZE



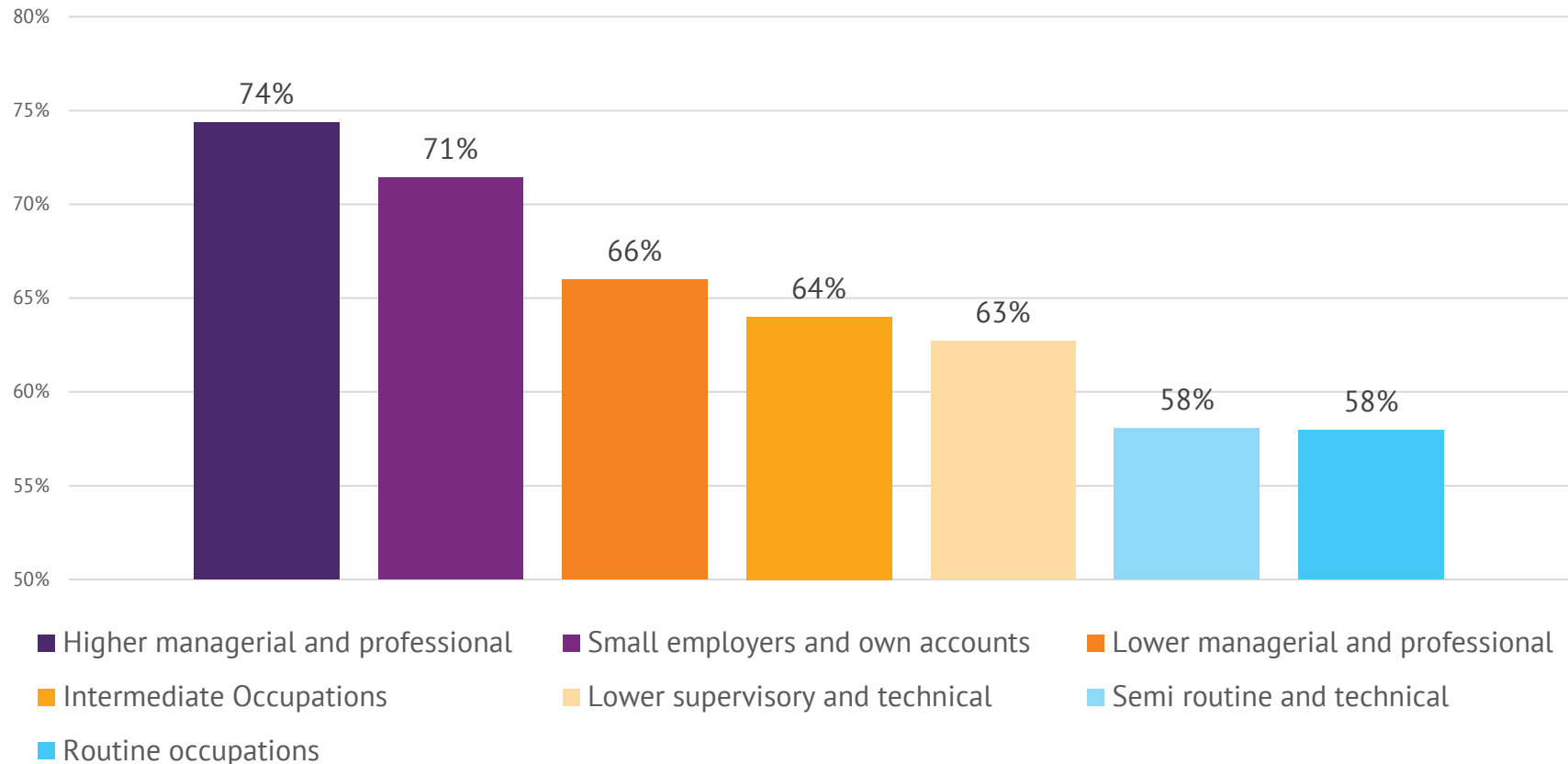
# INDIVIDUAL ENGAGEMENT

No significant  
difference in  
gender or ethnicity

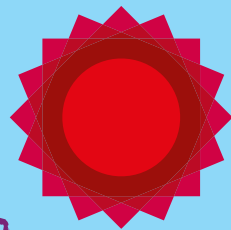




# ENGAGEMENT LEVELS AND SOCIO-ECONOMIC GROUPS (NS-SEC)



# WHY DOES IT MATTER?



# ENGAGEMENT AND ATTITUDES TO WORK

Employees with higher engagement levels...

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

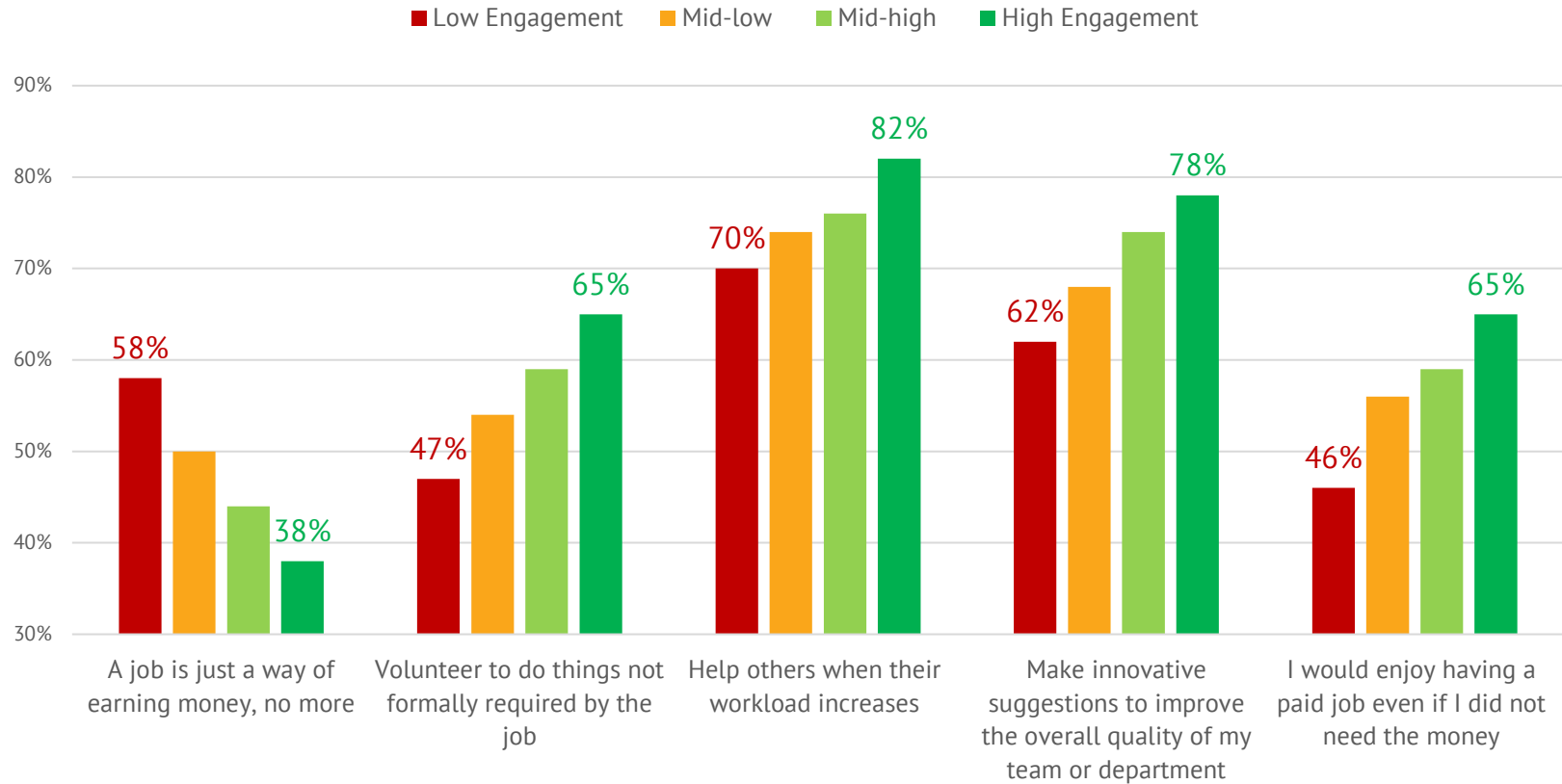
...more likely offer **discretionary effort** and **support** to others during busy times

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

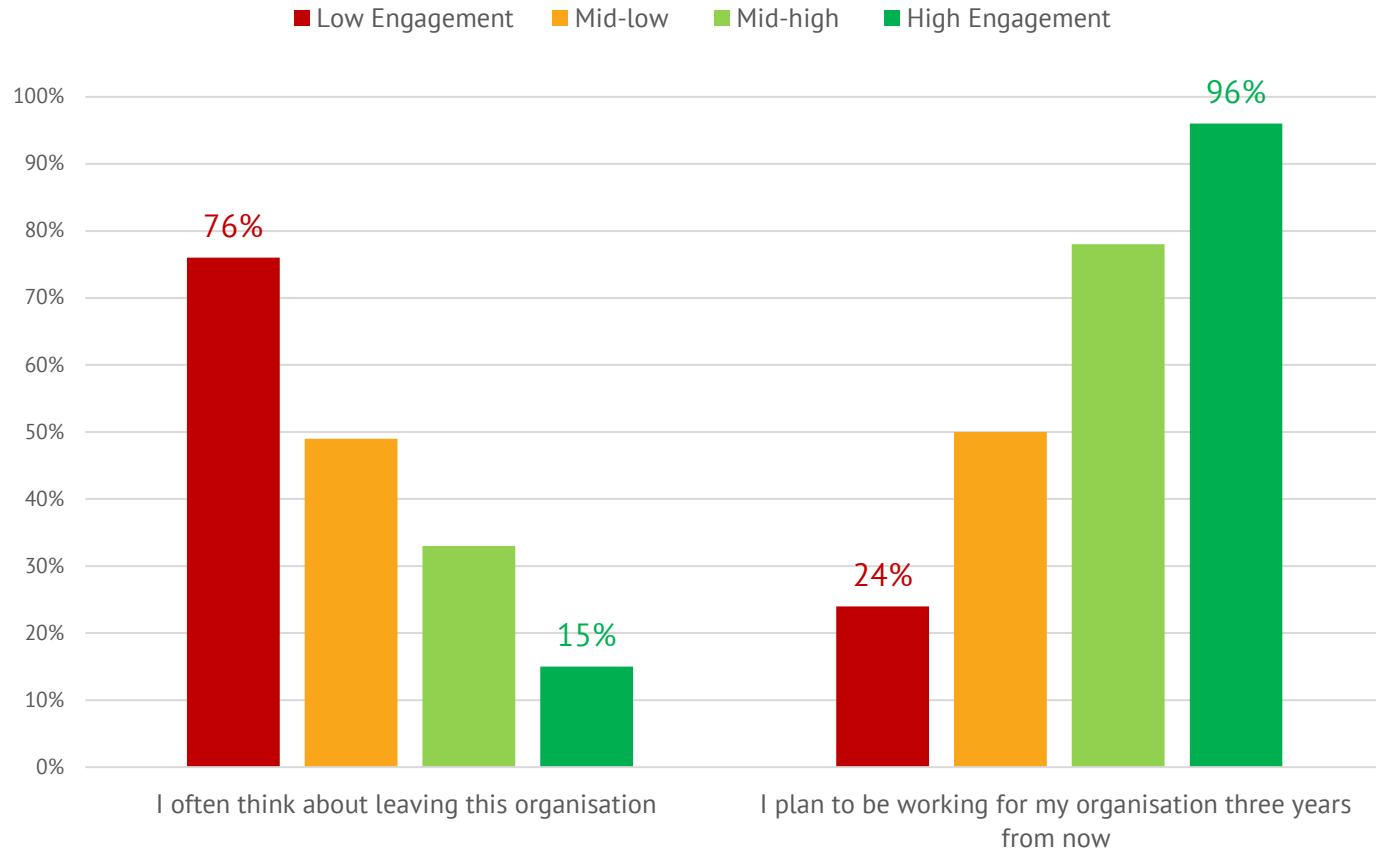
...more likely to see their work as **meaningful**



# ENGAGEMENT AND ATTITUDES TO WORK



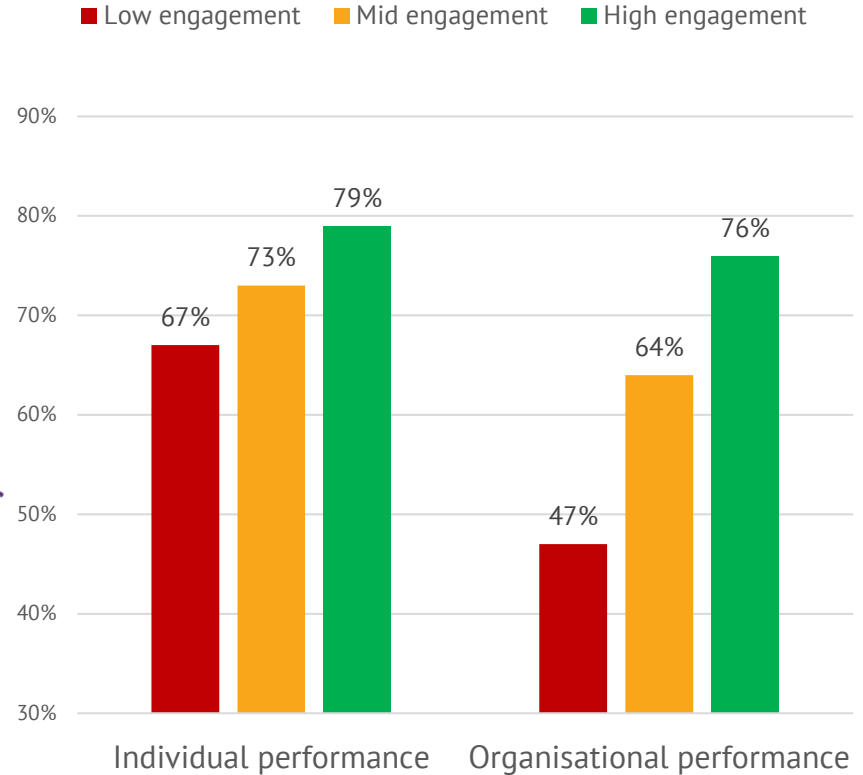
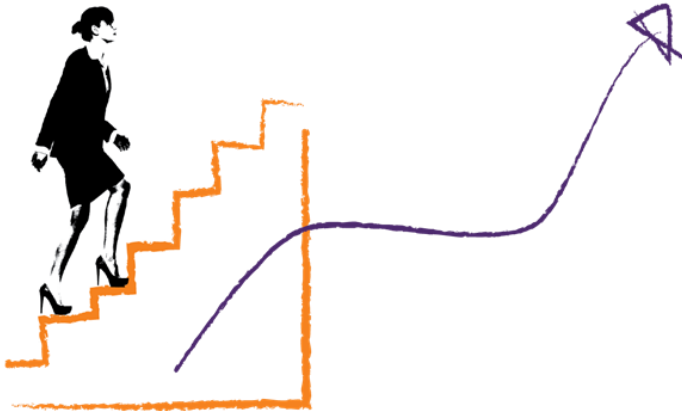
# ENGAGEMENT AND RETENTION



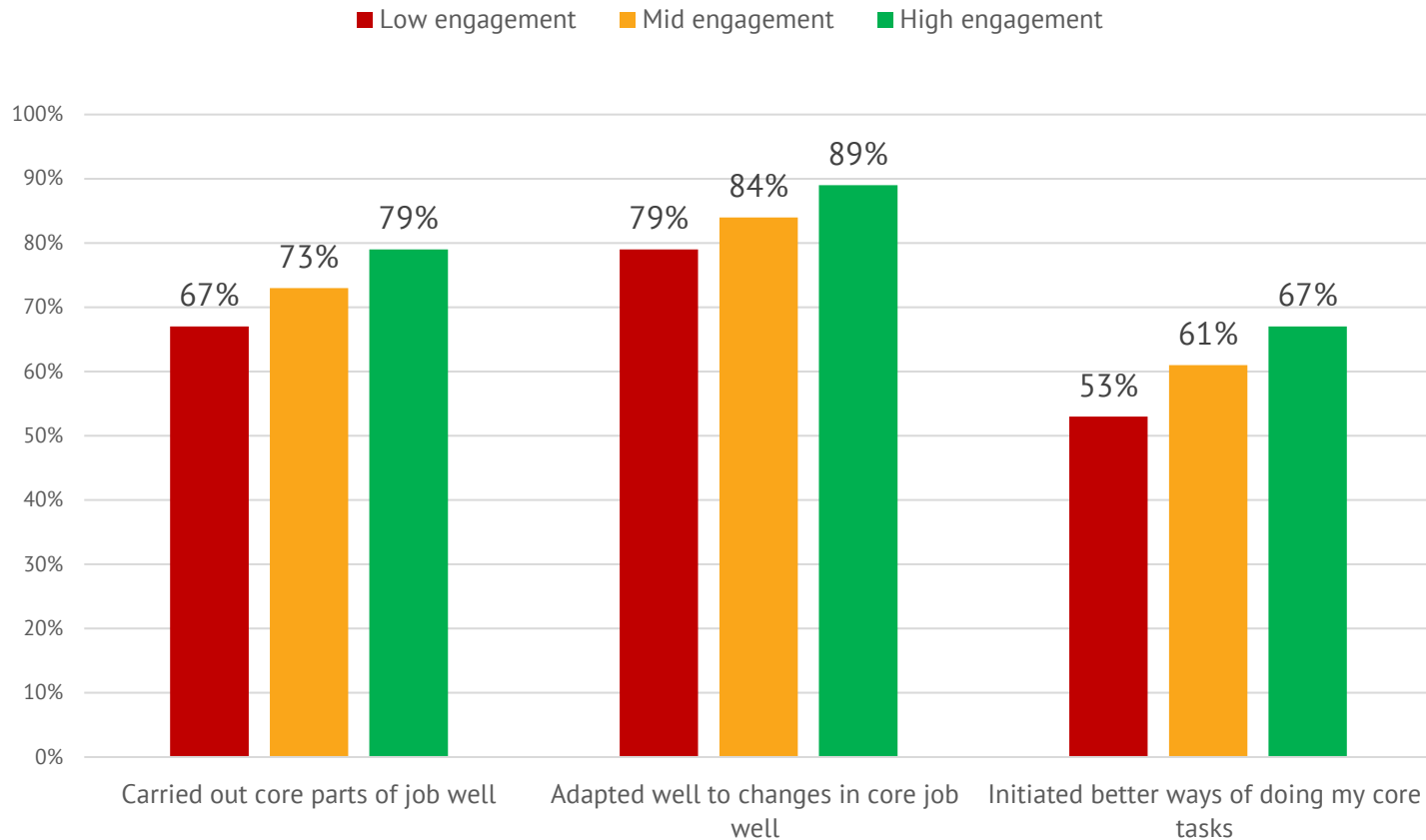
# PERFORMANCE

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

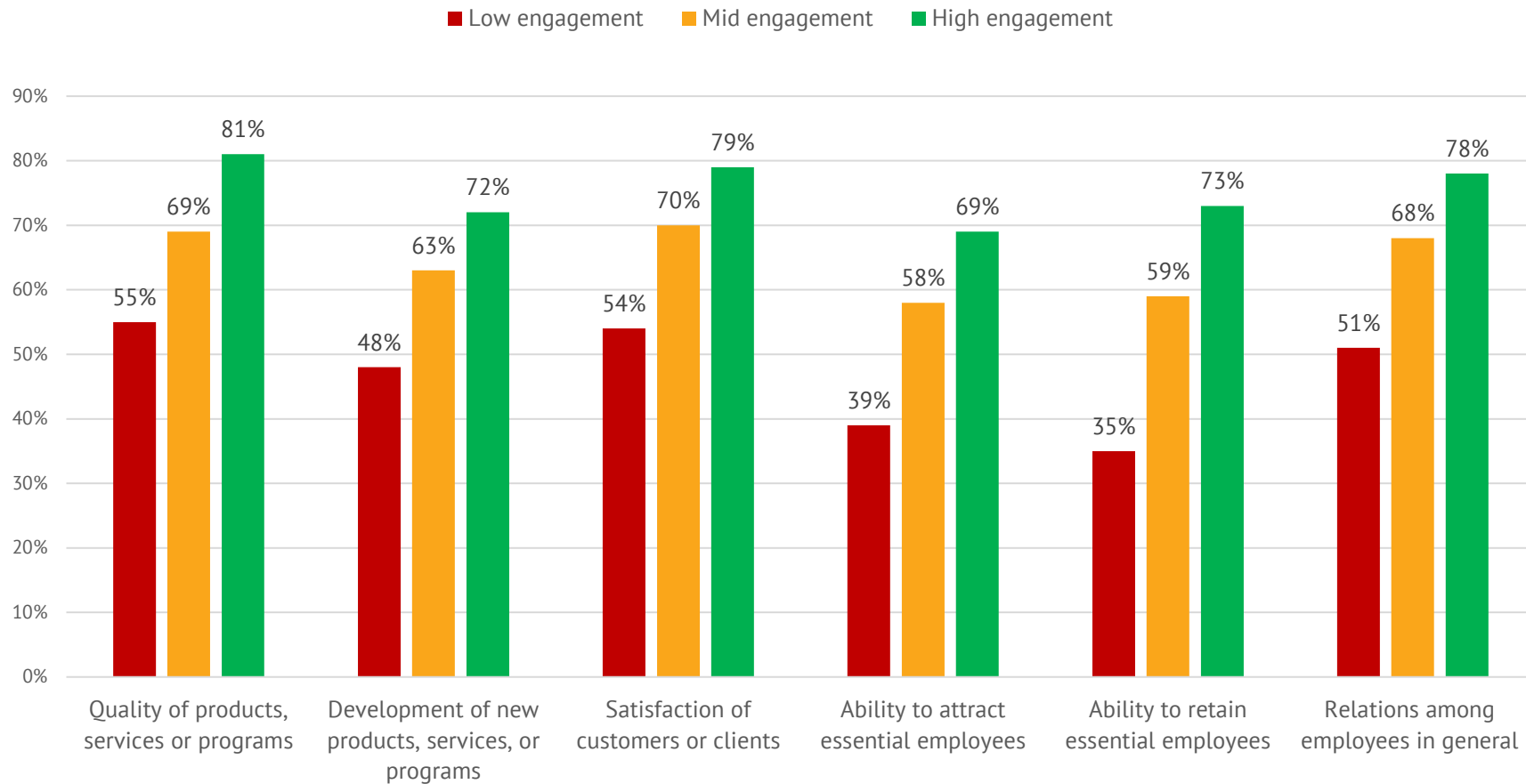
Engaged employees view their organisation as **outperforming competitors**



# ENGAGEMENT AND INDIVIDUAL PERFORMANCE

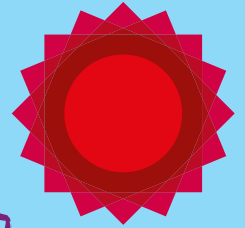


# ENGAGEMENT AND ORGANISATIONAL PERFORMANCE





# FOUR ENABLERS OF ENGAGEMENT



# THE FOUR ENABLERS OF ENGAGEMENT

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



Strategic  
Narrative



Engaging  
Managers

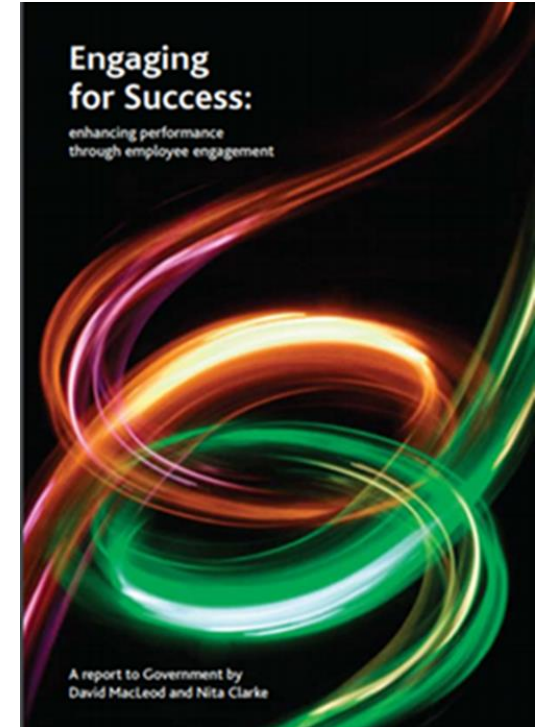


Employee  
Voice

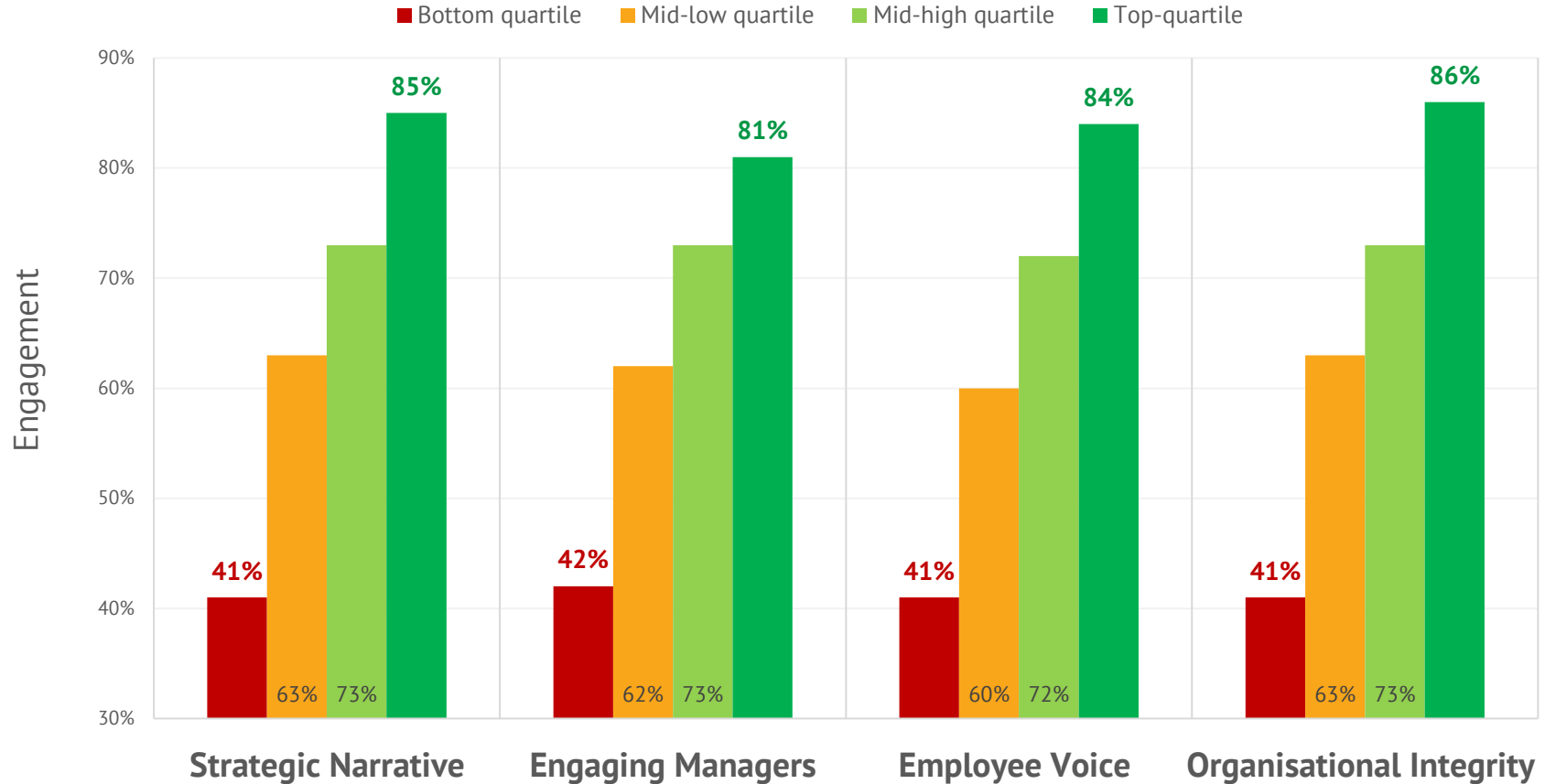


Organisational  
Integrity

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



# FOUR ENABLERS OF ENGAGEMENT AND ENGAGEMENT LEVELS



# 4 ENABLERS INDICATORS

## Strategic Narrative

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

## Engaging Managers

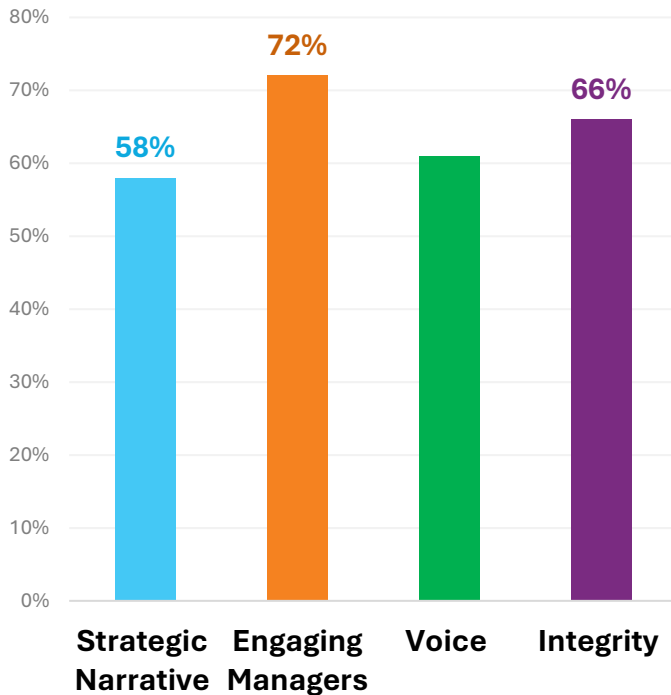
*'My manager supports me to perform at my best'*

## Voice

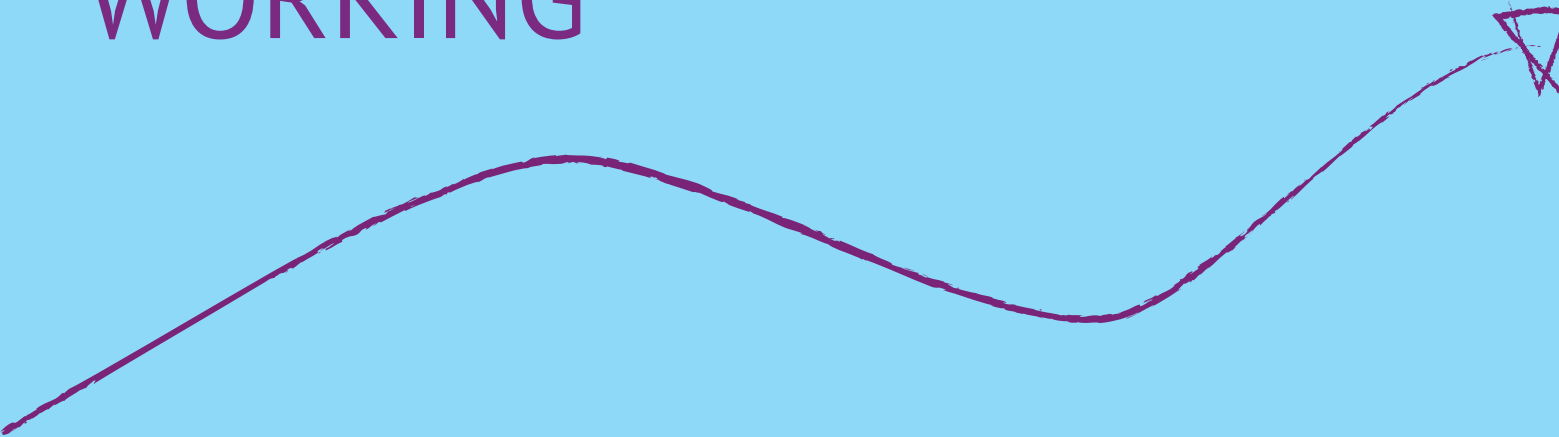
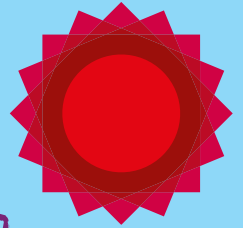
*'My organisation actively seeks the views and ideas of employees, whenever possible'*

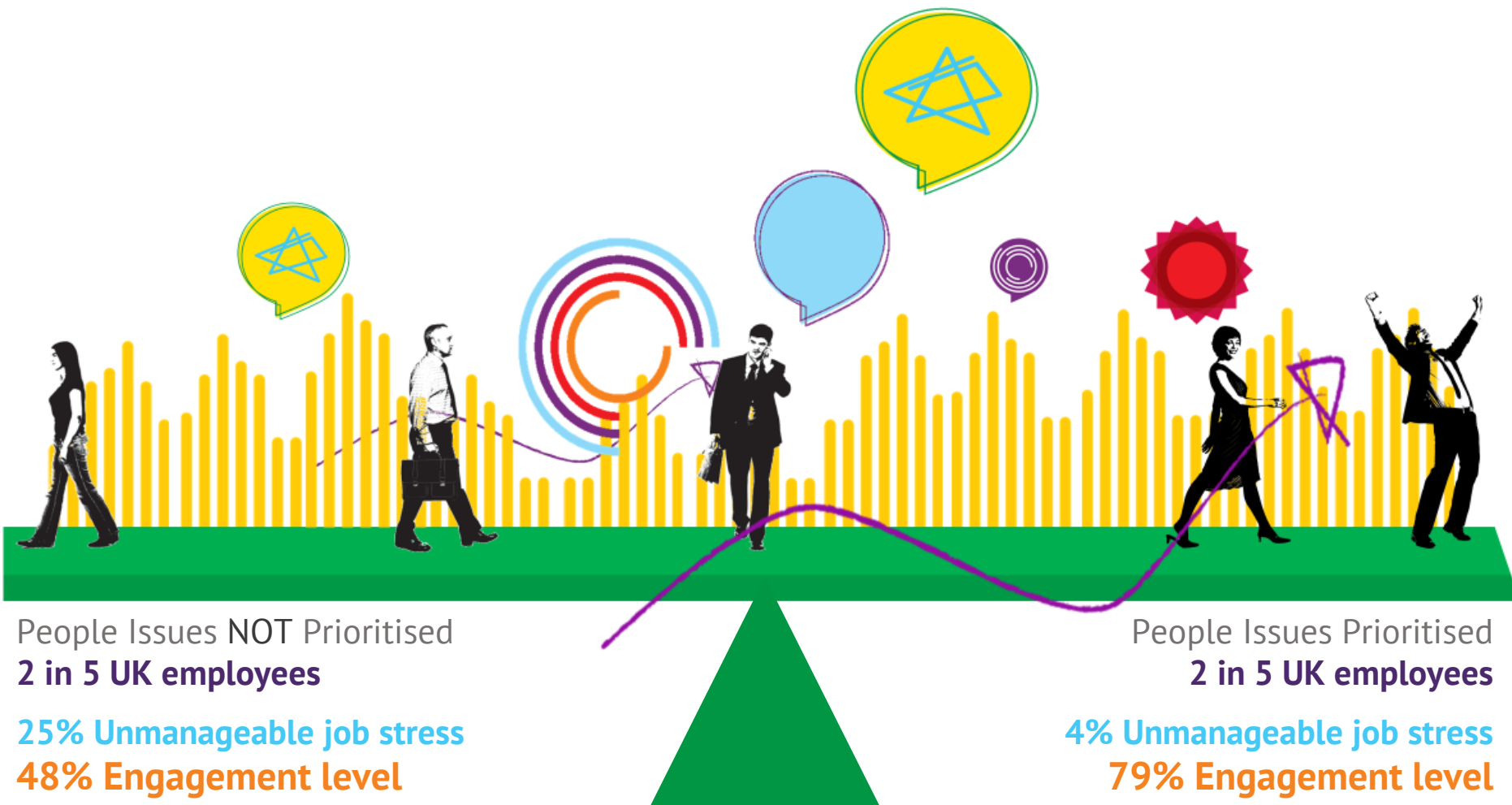
## Integrity

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



# KEEPING BRITAIN WORKING





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



## Employees with low engagement levels were....

...7 times more likely to be experiencing discrimination at work

...5 times more likely to be experiencing bullying at work

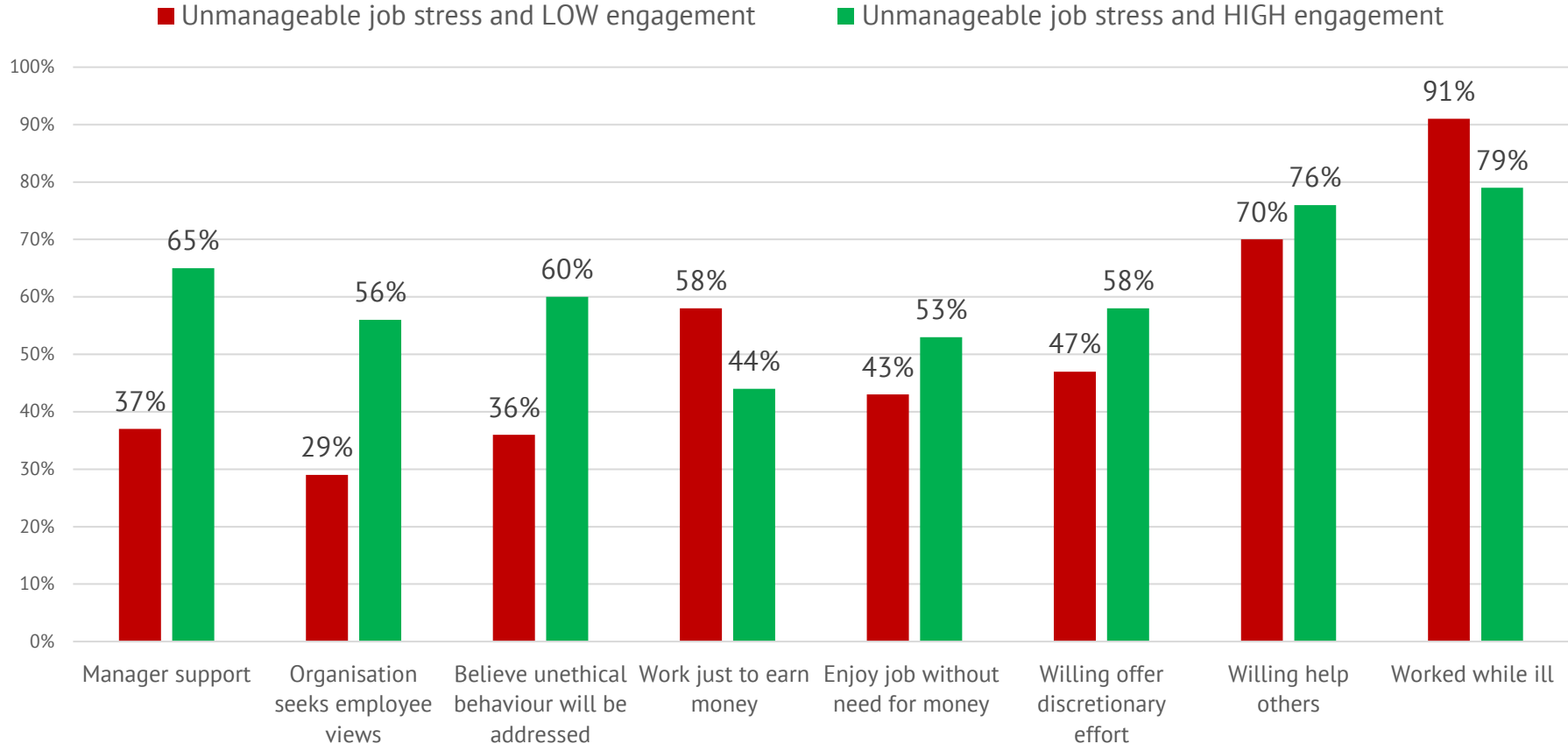
...3.5 times more likely to feel unwell due to work stress

...4 times more likely to feel depressed due to work





# ENGAGEMENT MITIGATES UNMANAGEABLE JOB STRESS



# LONG TERM HEALTH CONDITIONS

**1 in 4 employees** had a physical and/or mental health condition

**36% had not told their employer**

Those with long-term health condition were...

...more likely to suffer from unmanageable job stress

...experienced higher levels of presenteeism

...more likely to consider leaving the organisation

**8% LOWER engagement** level than those with no-LT health conditions

# NEURODIVERGENT CONDITIONS

13% had a neurodivergent condition (diagnosed and suspected)

**69% had not told their employer**

Those with neurodivergence...

...experienced higher levels of unmanageable job stress

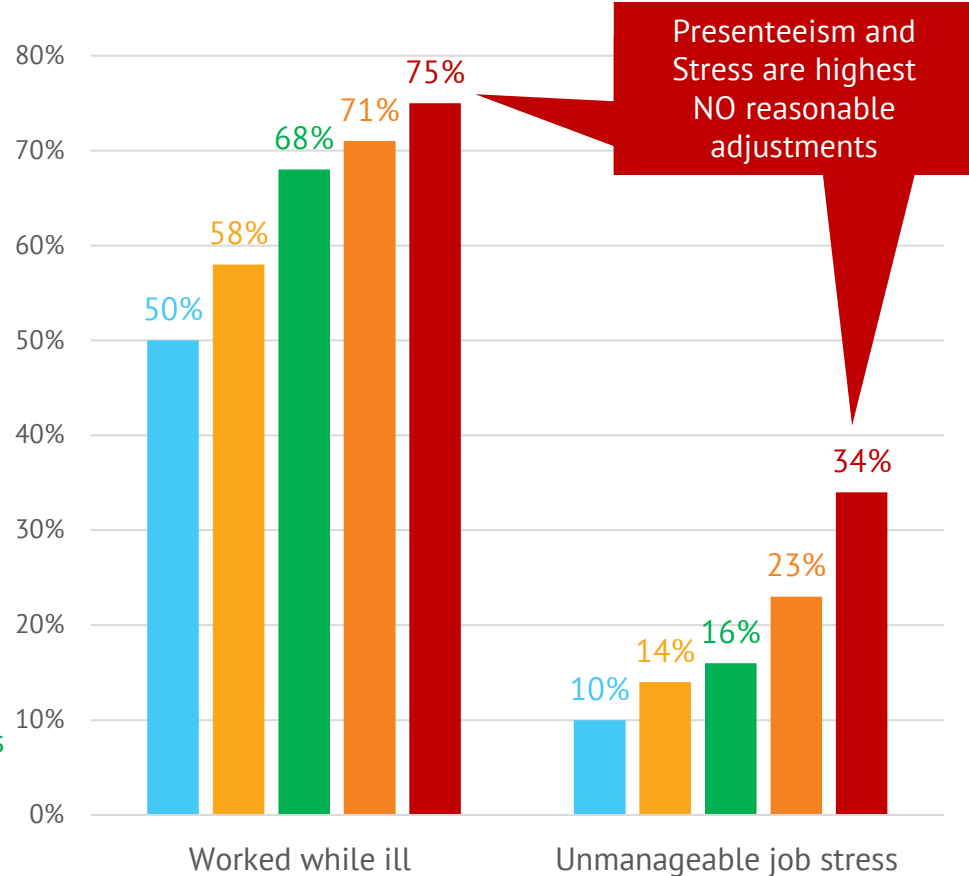
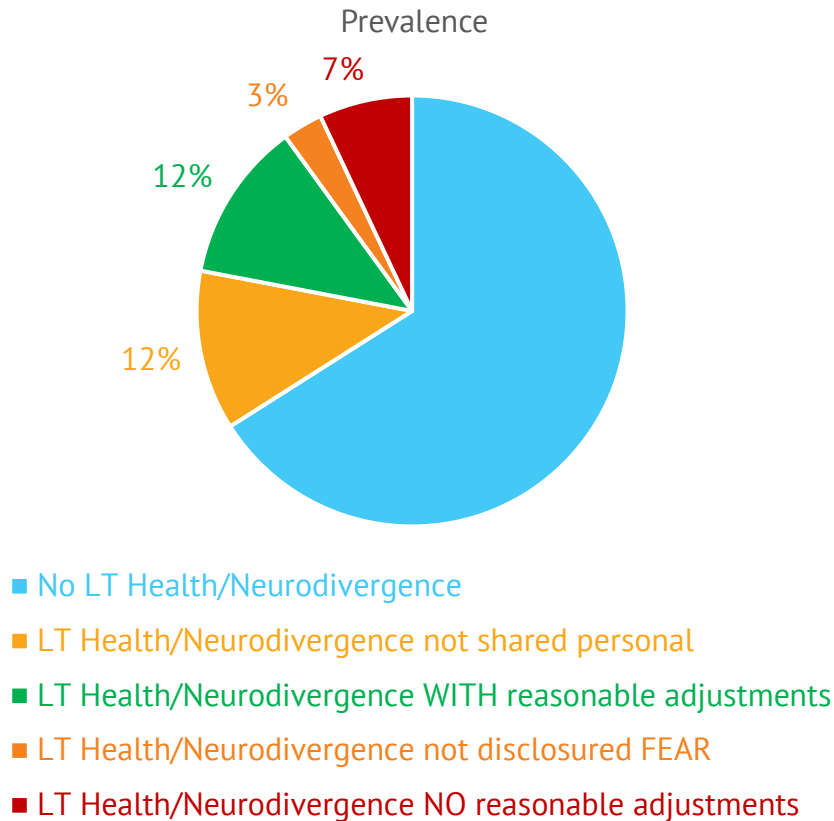
...experienced higher levels of presenteeism

...higher numbers reported in 18–34-year-olds



**7% LOWER engagement** than those without neurodivergent conditions

# IMPACT OF REASONABLE ADJUSTMENTS



# NO REASONABLE ADJUSTMENTS

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

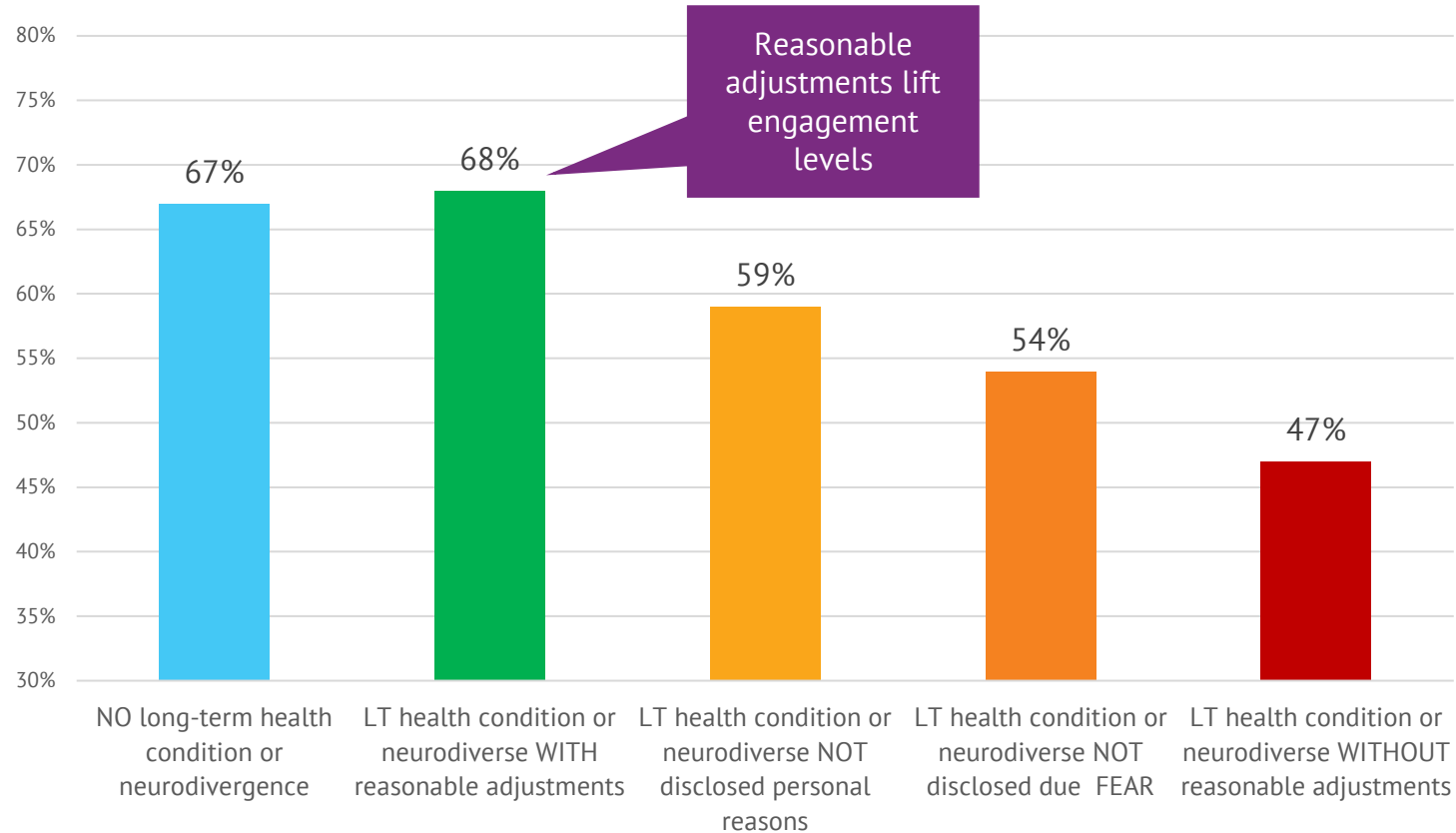
...more likely to consider leaving the organisation

...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 ADJUSTMENT AND ENGAGEMENT



# MANAGERS



# IMPACT OF LINE MANAGERS ON ENGAGEMENT

Employees with high levels of engagement stated their line manager...

- ...supported their performance

- ...set clear expectations and provided feedback

- ...encouraged and supported their development

- ...treated all employees fairly

## BUT...

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

- ...only 1/3<sup>rd</sup> of managers have engagement of their team as part of their appraisal

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





# LINE MANAGERS TRAINING

Managers who had received training had significantly higher levels of engagement...

...were more likely to feel their work was important and meaningful

...more confident in management skills

## **BUT...**

...only 1/3 managers had mandatory training

...1/3 managers had no training available

...majority of training was undertaken after the role has started

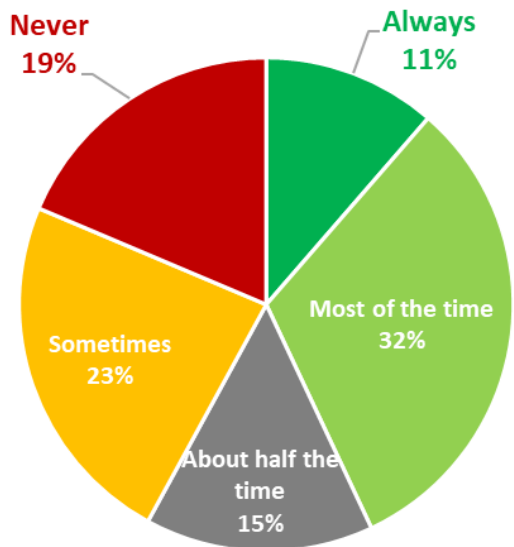
...organisational size impacted availability of training

# ORGANISATIONAL ACTIVITIES



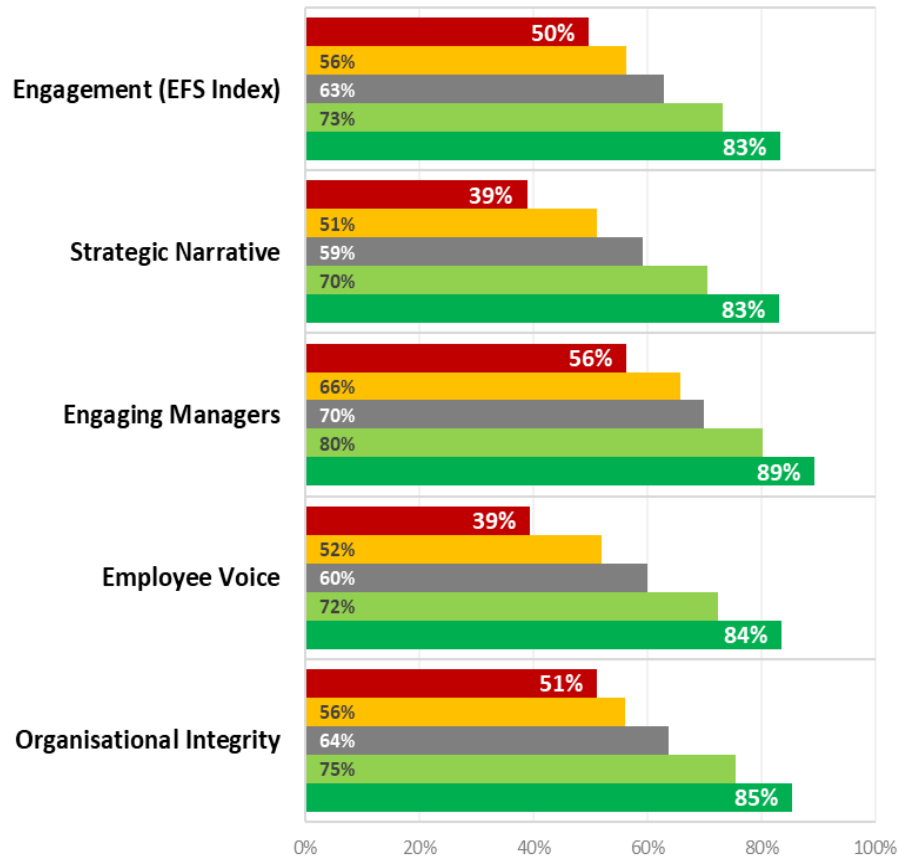
# TEAM ACTION PLANNING

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



# ORGANISATIONAL PRACTICES MATTER

**HIGHER** engagement if...

...offered different types of **training and development opportunities**

...organised **social activities**

...supported the health and wellbeing of employees through **health benefits**

...used **employee voice** approaches for employees to share their ideas and concerns

...used multiple methods of communication

...used **engagement champion networks**





# PANEL DISCUSSION

# OUR EXPERT PANEL



**Nick Green**

Chief People Officer  
CNWL NHS Foundation Trust



**Anne Burt**

Head of Employee Engagement  
Dept for Environment, Food and  
Rural Affairs (DEFRA)

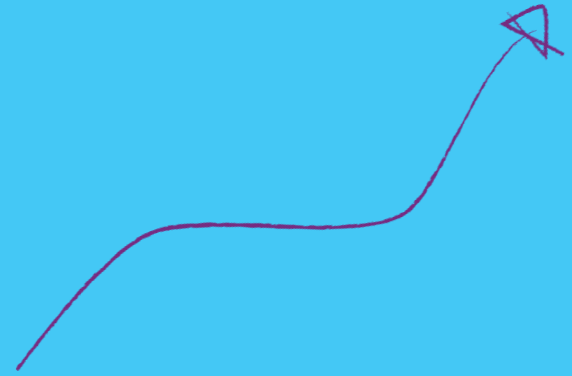


**Katy Sanders**

OD and Engagement Manager  
Encirc



# AUDIENCE Q&A



# How can you get involved?

- **Download the 2025 Report** at [engageforsuccess.org/efs-uk-employee-engagement-survey-2025/](https://engageforsuccess.org/efs-uk-employee-engagement-survey-2025/) or tap the home page banner
- **Sign up** to the newsletter – scan the QR code now!
- **Listen** to our weekly radio show podcast
- **Promote** Engage for Success to your network
- **Follow** us on social media and visit [www.engageforsuccess.org](https://www.engageforsuccess.org) for lots of free resources
- **Develop your expertise** and network by volunteering





# THANK YOU



Inspiring people and workplaces to thrive