

# Executive Summary

## Staff Survey

Survey distributed 22<sup>nd</sup> September  
to 13<sup>th</sup> October 2025



# Overview of the approach

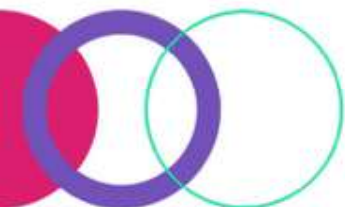
## Staff Survey 2025

### Objectives:

- Review previously utilised survey and comparison index.
- Collect responses online.
- Present back results in multiple formats:
  - Presentation
  - Report
  - Survey data

## Key Dates

- Survey distributed 22<sup>nd</sup> September to 13<sup>th</sup> October 2025
- Presentation 6<sup>th</sup> November 2025, followed by final report and survey data



# eNPS®

## Employee Net Promotor Score

The eNPS measures employee satisfaction with a single question. Your score represents the net volume of employees who are promoters of your organisation.

***On a scale of 0-10, how likely is it you will recommend working here to a friend or colleague?***

Based on their responses, your employees will fall into one of three groups.

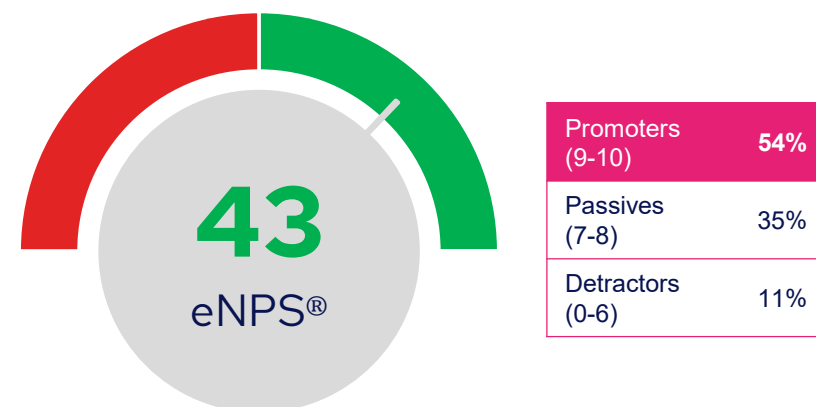
**Promoters: 9-10.** Loyal enthusiasts who will recommend your company as a good place to work to their friends and family.

**Passives: 7-8.** Satisfied but unenthusiastic who could be swayed.

**Detractors: 0-6.** Unhappy employees who have the potential to damage your reputation.

The score is calculated using: (% of employees who are Promoters) - (% of employees who are Detractors) = Employee Net Promoter Score.

## 2025 Results



- Large increase of 36 points from a score of 7 in 2023
- SYPA now has significantly more promoters than detractors

# Staff Survey Index

## How to use the index

The SYPA staff survey index provides an overall survey score, along with a score for each section of the survey. The index is used throughout the report to compare results with the previous staff survey conducted in 2020.

The score for each question is calculated as the mean average response, with a range of 1 to 5. Each section will then produce a score of between 0 and 100. With the overall score also being between 0 and 100. Any score above 50% means that any "agree" or "strongly agree" responses outweigh "disagree" or "strongly disagree" responses.

There is an overall score for each section, with each question being given equal weighting within the section.

The overall index score is a total of the index points, which gives a higher weighting to Leadership & Management, and Working Environment.

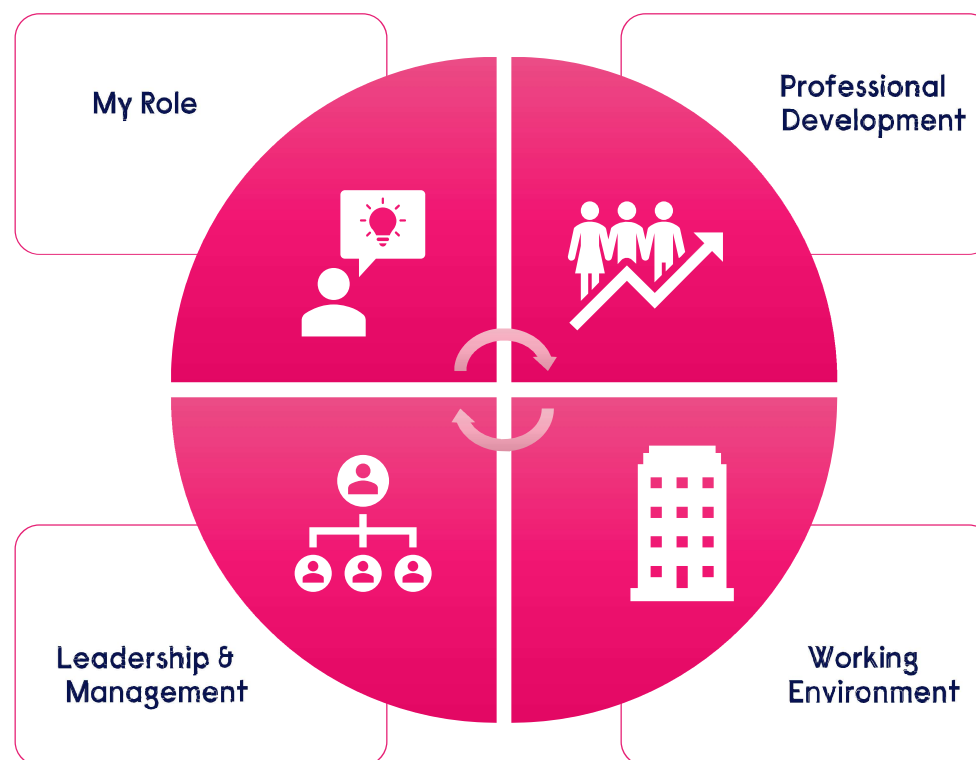
Average of the responses

	Weighting	Score	Index Points
My Role	Access to resources	33.3%	5.00
	Trusted to make decisions	33.3%	5.00
	Know what is expected	33.3%	5.00
	<b>SECTION SCORE</b>	<b>20.0%</b>	<b>100.00</b>
Leadership and Management	Receive feedback	25.0%	5.00
	Opinions count	25.0%	5.00
	Aware of goals and values	25.0%	5.00
	Understand how to contribute	25.0%	5.00
Professional Development	<b>SECTION SCORE</b>	<b>30.0%</b>	<b>100.00</b>
	Training available	25.0%	5.00
	Coaching support	25.0%	5.00
	Stimulated by my role	25.0%	5.00
Working Environment	Career path	25.0%	5.00
	<b>SECTION SCORE</b>	<b>20.0%</b>	<b>100.00</b>
	Treated fairly	20.0%	5.00
	Inspired by my team	20.0%	5.00
	Work/life balance	20.0%	5.00
	Wellbeing support	20.0%	5.00
	Authentic self	20.0%	5.00
	<b>SECTION SCORE</b>	<b>30.0%</b>	<b>100.00</b>
<b>TOTAL INDEX SCORE</b>			<b>100.00</b>

Total survey score

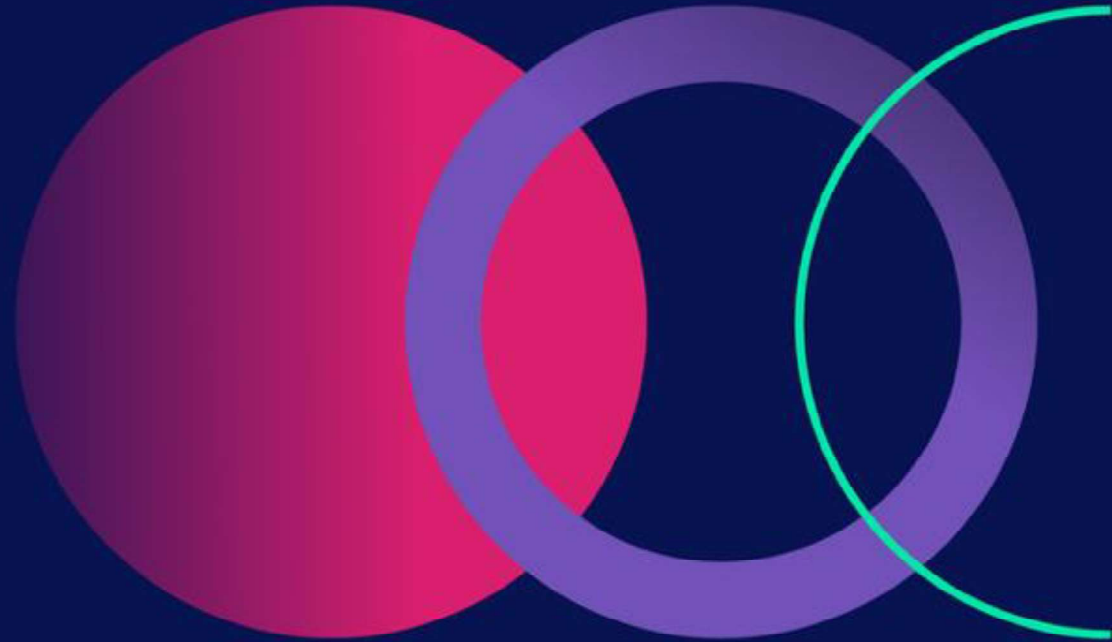
Overall section score

# 4 Measures of Engagement





# Survey Results by Grade, Function & Tenure



# 4 Measures of Engagement Over Time

## 2025, 2023 & 2020 Data

The survey responses in 2025 showed improvement across all 4 measures of engagement since the 2023 and 2020 surveys.



# Survey Responses by Job Grade

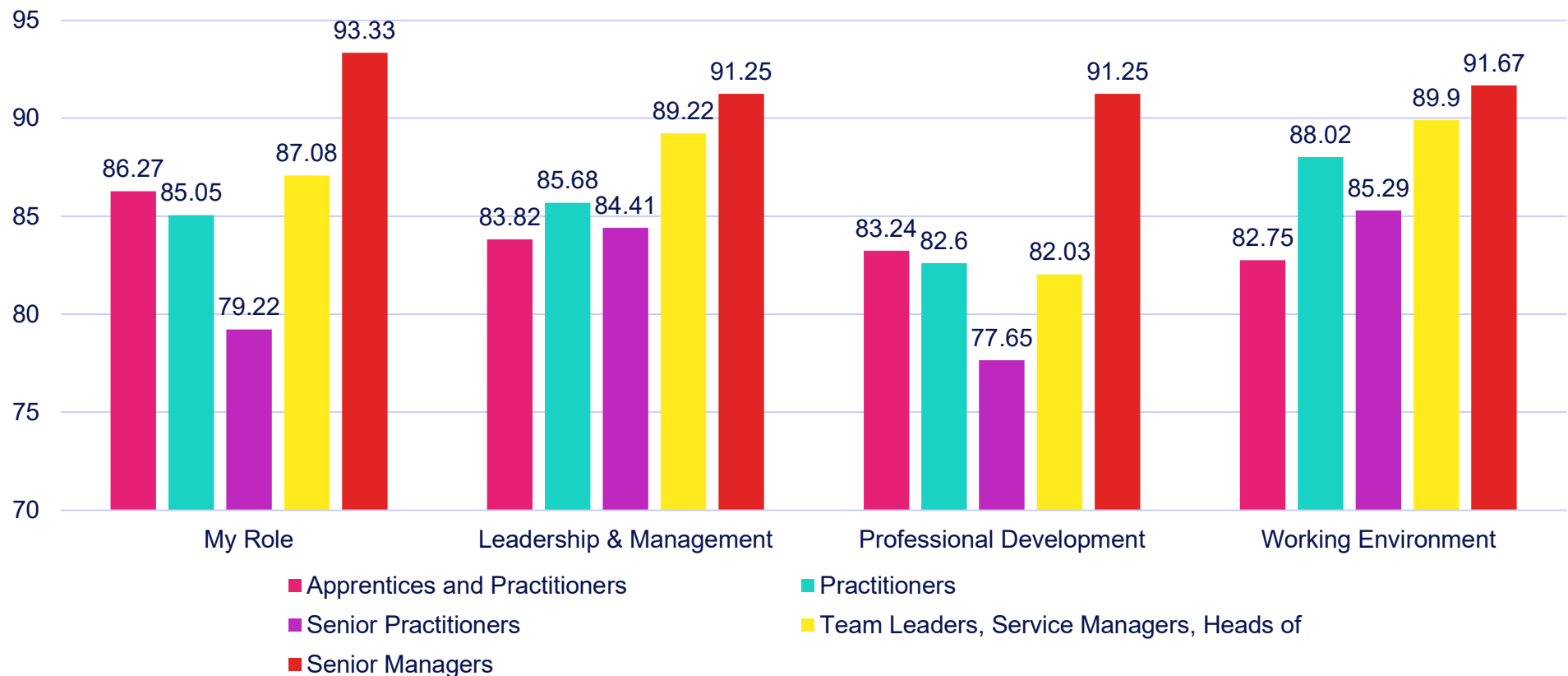
SYPA's response rate across all grades is good or excellent, with the UK average for engagement survey response rates being 69% for comparison.

Your Defined Job Grade	Maps to	Number of Responses	Percentage of Responses
Apprentices and Practitioners	Up to Grade C	17/23	74%
Practitioners	Grade D – E	37/44	84%
Senior Practitioners	Grade F – G	17/22	77%
Team Leaders, Service Managers, Heads of	Grade H – L	32/35	91%
Senior Managers	Grade M – N	4/4	100%



# Engagement Scores by Job Grade

Senior Managers consistently had the highest engagement results across each measure, followed by Team Leaders. Senior Practitioners had the lowest scores in general, and this is particularly noticeable across 'My Role' and 'Professional Development' measures.



# Survey Responses by Function

SYPA's response rate across all functions is excellent. Response rates are more varied across the grades than they are across functions.

SYPA Function	Number of Responses	Percentage of Responses
Investment Strategy	5/5	100%
Pensions Administration	66/80	83%
Resources	36/43	84%

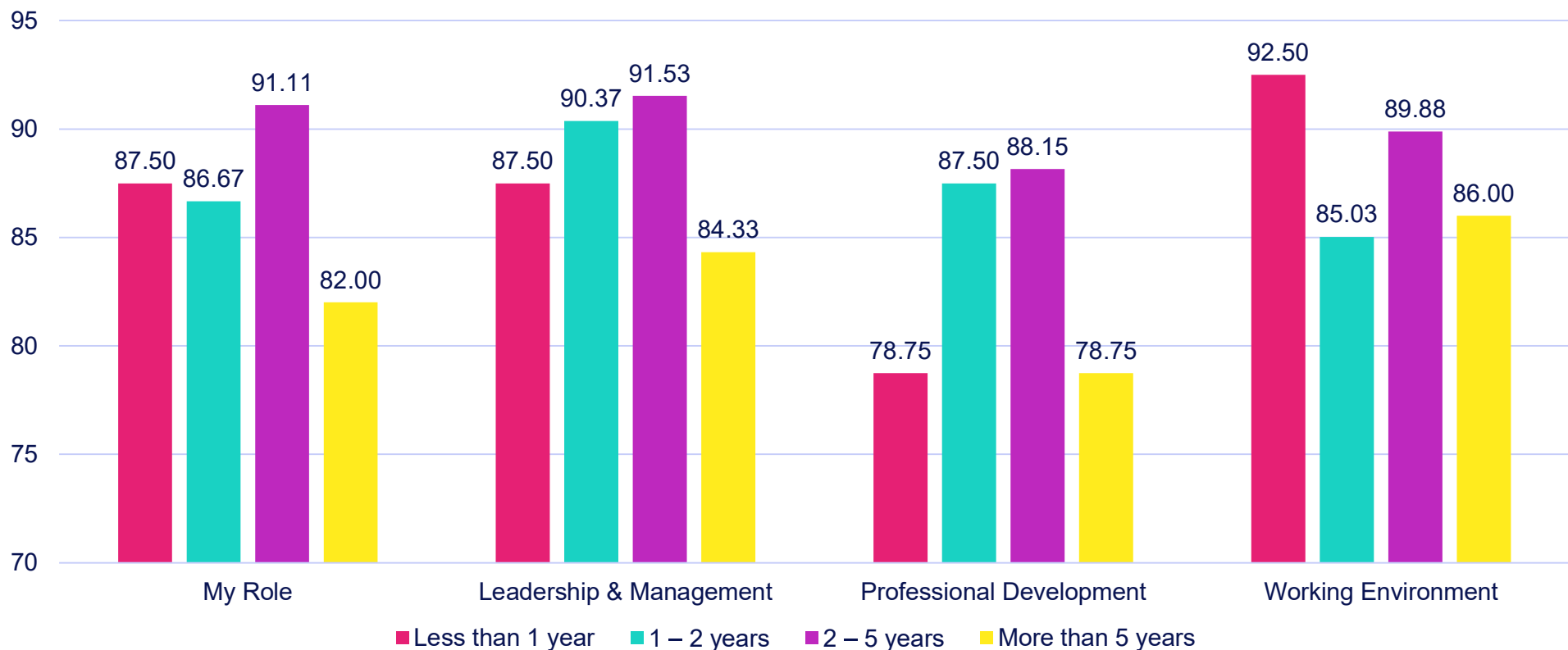
# Engagement Scores by Function

Resources consistently show higher engagement scores across all 4 measures. Investment Strategy follows, with the exception of 'Leadership & Management' where they have the lowest score by a small margin.



# Engagement Scores by Tenure

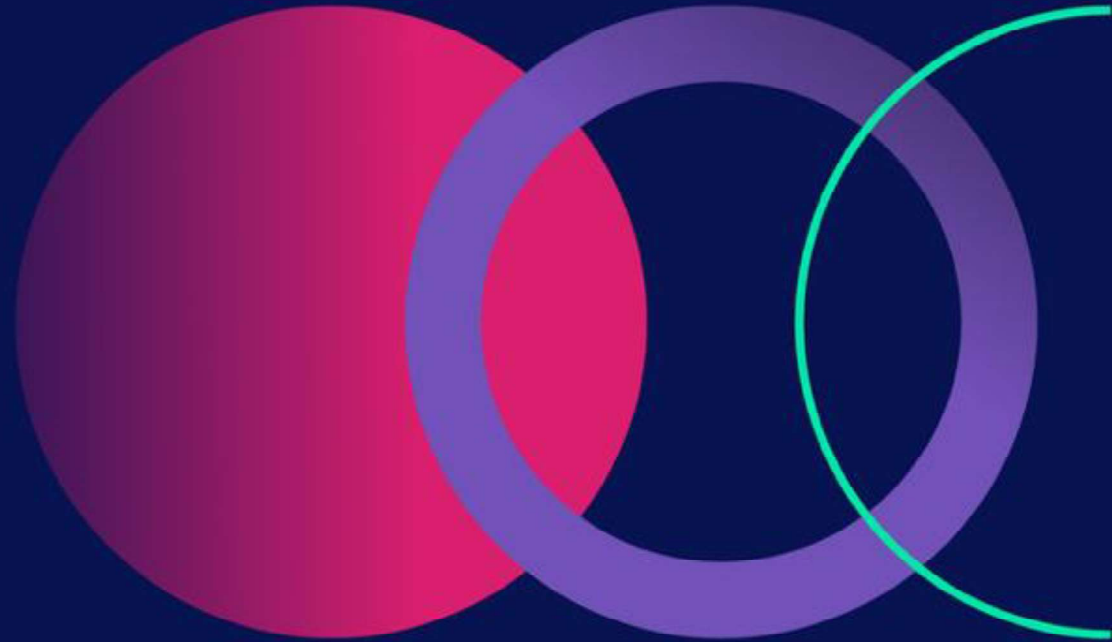
Those with more than 5 years service scored lower in the ‘My Role’ and ‘Professional Development’ measures, and joint lowest in ‘Professional Development’ alongside those with less than 1 year service. Those with 2-5 years service scored higher in all measures bar ‘Working Environment’.



Number of responses by  
tenure length

SYPA Tenure Length	Number of Responses
Less than 1 year	8
1 – 2 years	12
2 – 5 years	27
More than 5 years	60

# Analysis Across the 4 Measures of Engagement



# Your Role

Change since in the last survey

Question	Question Score	% change vs 2023
I have access to the resources and information that I need to do my job well	4.30	9%
I am trusted to make decisions	4.19	1%
I know what is expected of me in my role	4.30	2%



# Your Role

## Qualitative Feedback

### Main themes

#### Trust and Autonomy

- Staff feel trusted to make decisions and value autonomy.
- Frustration arises when autonomy is undermined by senior interference.
- Desire for more control over systems and processes.

#### Resources and Training

- Positive feedback on access to tools and structured training.
- Some gaps in procedural knowledge and informal learning methods.

#### Role Clarity

- Mixed experiences with understanding role expectations.
- Some roles are evolving, leading to uncertainty.
- Appreciation for managers who help clarify objectives.

#### Communication and Support

- Support is available but not always proactive.
- Communication from managers can feel routine or insincere.
- Need for clearer plans and more consistent check-ins.

#### Recognition and Progression

- Concerns about doing higher-grade work without recognition.
- Desire for clearer pathways for progression and acknowledgment.

# Leadership & Management

Change since the last survey

Question	Question Score	% change vs 2023
I regularly receive feedback on my performance	4.32	10%
I feel that my opinions count	4.05	6%
I am aware of SYPA's goals and values	4.57	10%
I understand how I can contribute to achieving these goals	4.36	7%

# Leadership & Management

## Qualitative Feedback

### Main themes

#### Support and Recognition

- Staff feel supported by their managers and teams.
- Appreciation and recognition are present but could be more consistent.
- Leaders are seen as invested in staff development.

#### Communication and Feedback

- Mixed experiences with feedback—some find it empowering, others see it as formulaic.
- Desire for more meaningful and specific praise.
- Listening and being heard are valued.

#### Career Development

- Strong desire for clearer progression paths for non-managers.
- Suggestions for mentoring schemes and more equitable training access.

#### Leadership Style

- Praise for non-hierarchical structure and strategic leadership.
- Concerns about micromanagement and rigid practices.
- Need for leaders to focus on strategic rather than operational tasks.

#### Inclusivity and Collaboration

- Positive team environments noted.
- Call for inclusivity training and broader collaboration across levels.

# Professional Development

Change since the last survey

Question	Question Score	% change vs 2023
There is training available for me to improve my skills	4.32	13%
My manager supports me in improving my skills	4.44	5%
I feel stimulated by my role	3.95	12%
I clearly understand the next steps in my career here	3.71	10%

# Professional Development

## Qualitative Feedback

### Main themes

#### Training and Support

- Strong appreciation for training when available.
- Desire for more structured and consistent training programmes.
- Managers play a key role in facilitating development.
- Some staff feel left to self-manage their learning due to lack of follow-through.

#### Career Progression

- Clear frustration around limited progression paths in smaller or newer teams.
- Recognition that leadership can make or break career development.
- Suggestions for formalised pathways and grading reviews.

#### Recognition and Value

- Staff want their contributions to be acknowledged more formally.
- Regrading and additional responsibilities are seen as positive steps.

#### Leadership Influence

- Leadership style directly affects development opportunities.
- Supportive managers are praised, while self-focused ones are critiqued.

#### Workload and Time Constraints

- Time pressures and workload can hinder development.
- Automation is seen as a potential solution to free up time for growth.

# Working Environment

Change since the last survey

Question	Question Score	% change vs 2023
I am treated fairly by my manager	4.50	0%
I work within a collaborative and supportive team	4.51	1%
I have a good work/life balance	4.36	6%
SYPA has good wellbeing initiatives that support me at work	4.36	4%
I feel comfortable sharing information around my protected characteristics	4.37	-
I feel comfortable expressing my authentic self at work	4.17	8%



# Working Environment

## Qualitative Feedback

### Main themes

#### Inclusivity and Belonging

- SYPA is praised for inclusivity, but some staff feel excluded due to age or neurodiversity.
- Concerns about favouritism and unequal recognition.
- Desire for more balanced recognition of different working styles.

#### Work-Life Balance

- Flexi-time and reduced hours are appreciated.
- High workload and staff turnover negatively impact balance.
- Wellbeing initiatives are valued but may feel excessive to some.

#### Team Collaboration

- Supportive teams are a strength.
- Some teams lack collaboration due to sickness or remote working.
- Hybrid working and office layout can hinder team integration.

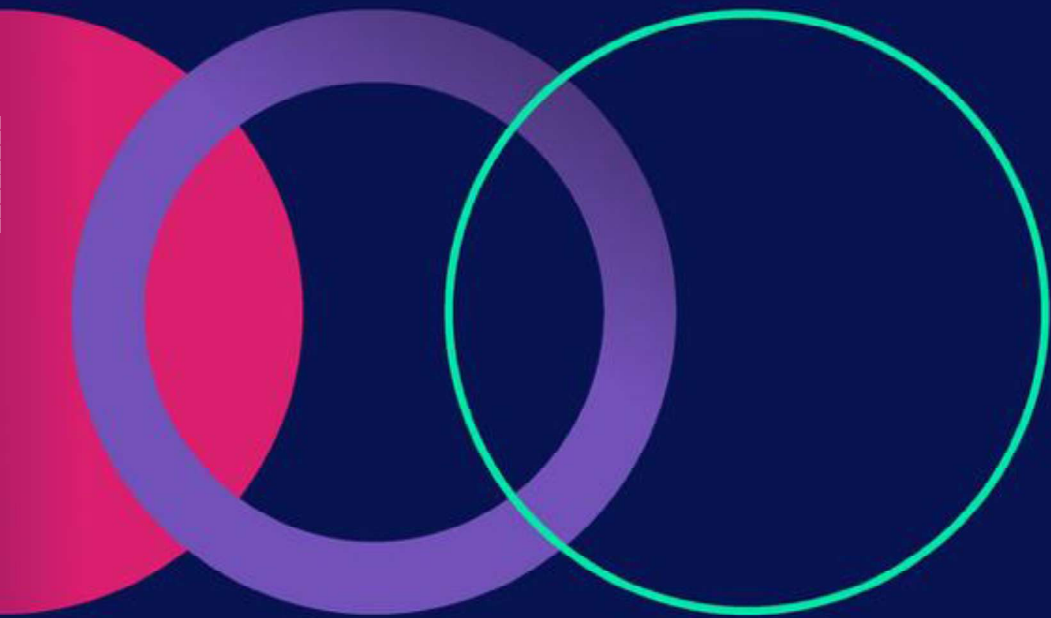
#### Recognition and Fairness

- Mixed experiences with recognition—some feel valued, others overlooked.
- Vocal staff may receive more opportunities than quieter contributors.

#### Office Environment

- Open-plan offices and desk habits can feel restrictive or cliquish.
- Desire for more dynamic and inclusive desk arrangements.





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