



The  
Property  
Institute

# Wellbeing & Resilience Survey Report 2026



# Executive Summary

## A Sector Under Sustained Pressure, But Not Without Cause for Hope.

The Property Institute (TPI) published its first Wellbeing & Resilience Survey Report in 2021 to better understand the key pressures facing residential property management professionals and to identify ways to support them. This is the sixth consecutive year of the survey, and the dataset now spans a period of profound change for the profession, from the acute pressures of the pandemic, through the implementation of the Building Safety Act, to the ongoing challenge of managing leaseholder frustration at rising service charges.

The 2026 results show a slight dip from the record high recorded in 2025, with the compound wellbeing score falling from 18.85 to 18.61. This decline closely mirrors a fall in the Office for National Statistics (ONS) national wellbeing benchmark over the same period, which dropped from 21.20 to 20.90. Property managers moved in the same direction as the rest of the population, and by a smaller margin — meaning the gap between the sector and the national average has continued to narrow, from 2.35 in 2025 to 2.29 in 2026. While this is the smallest gap in the survey's six-year history, the honest interpretation is that the sector is coping better with structural pressures that have not materially improved.

Those structural pressures remain serious. 89% of respondents experienced some form of abuse in the past 12 months, a slight increase on 2025. Workload pressure has risen every year since the survey began and now stands at an average of 7.37 out of 10. 63% believe their mental health is at risk from work, and 59% say their stress has increased over the past year. 45% are either planning to leave the profession or are unsure whether they will stay.

Yet the data also points to something important: the conditions that make property management damaging are not inherent to the work. Respondents whose employers genuinely act on wellbeing, who can voice their views safely, and who have access to flexible working arrangements report outcomes that approach, and in some cases exceed, ONS national benchmarks. Respondents who experienced no abuse at all in the past year returned a compound wellbeing score of 21.33, above the ONS average of 20.90. However, property managers are being let down by structural conditions, leaseholder hostility, and employer inaction that, taken together, make a difficult job unnecessarily damaging.

This year's survey looks at the early emergence of artificial intelligence as a pressure facing property managers, with leaseholders increasingly using AI tools to generate complex complaints that individual managers are then expected to respond to in full.

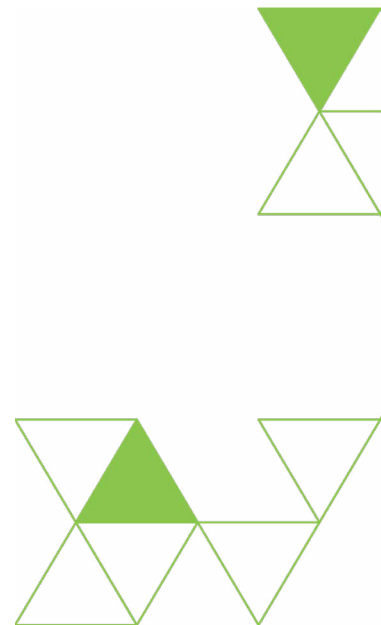
### Key Findings at a Glance

- **Compound wellbeing score: 18.61 (2025: 18.85; ONS 2026: 20.90)**
- **89% experienced some form of abuse in the past 12 months**
- **63% believe their mental health is at risk from work**
- **45% are leaving or unsure whether they will stay in the profession**
- **Average workload pressure: 7.37 out of 10 – the highest in six years**
- **Respondents with no abuse experienced a compound score of 21.33 – above the ONS benchmark**
- **Employer genuine wellbeing action: compound score of 20.66 vs 14.87 where no action is taken – a gap of 5.79**
- **Voice (ability to raise concerns safely): compound score of 19.98 vs 14.54 – a gap of 5.44 points**
- **Four-day week respondents: compound score of 20.67, approaching the ONS benchmark**
- **Average worked hours: 43.7 – with 74% working more than 38 hours per week**

*All tools were used for some of the data analysis and part of the production of the report. All AI-generated content and analysis has been human checked.*

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# Background

Since its inception in 2021, The Property Institute (TPI) has conducted an annual wellbeing survey to assess the mental health and resilience of professionals working in residential property management. This initiative was launched to identify the key pressures affecting the workforce and to help shape practical support for individuals and organisations across the sector. Over six years, the survey has become an essential tool for tracking trends, informing wellbeing strategy, and amplifying the voices of those working on the front line.

As the survey enters its sixth year, the dataset provides something unavailable in any single year of results: the ability to distinguish short-term fluctuations from longer-term trends, and to identify with greater confidence which factors genuinely move the needle on wellbeing and retention.

## Method

This year's research was conducted using a quantitative approach. An anonymous online questionnaire was distributed via SurveyMonkey and remained open in February and March 2026. The survey consisted of 40 questions, including multiple-choice, Likert scale, and open-text responses. It was shared with both individual and company members from TPI's database and promoted via social media and email.

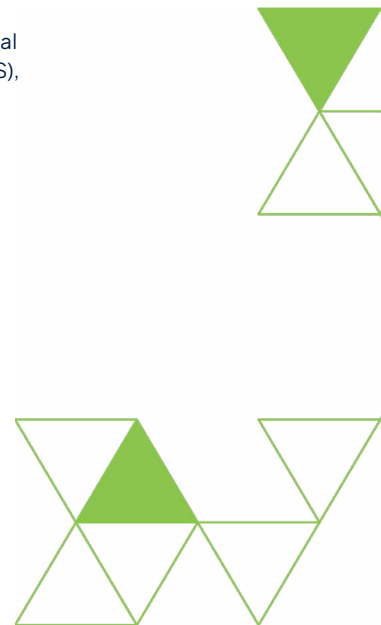
In total, 483 individuals from across the sector responded to this year's survey, with a 100% completion rate. 1,841 verbatim responses were received across seven open questions, all of which have been carefully reviewed in full.

## Respondent Profile

The respondent pool included a diverse cross-section of professionals from across the UK: property managers, team managers, business owners and directors, on-site support staff, and office support teams working within residential property management.

- **51.3% of respondents were property managers**
- **20.1% were team managers**
- **16.4% were business owners or directors**
- **10.4% were in office support roles**
- **65.4% identified as women; 32.7% as men**
- **75.8% work in private leasehold organisations**
- **71% have access to some form of flexible working**
- **60% operate on a hybrid basis**

The dataset was compared to the Office for National Statistics (ONS) Opinions and Lifestyle Survey (OLS), which asked identical wellbeing questions during a comparable period in early 2026.



# The Challenges



1. Satisfaction, Happiness and Compound Wellbeing



2. Flexible and Remote Working



3. Pride and Value



4. Retention and Voice



5. Abuse, Pressure and AI



6. Support and the Role of Employers



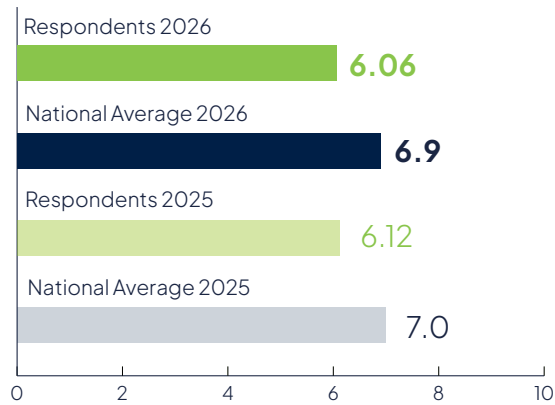


# 1. Satisfaction, Happiness and Compound Wellbeing

We began this year's survey with four wellbeing questions drawn from the Office for National Statistics (ONS), offering a clear and consistent way to benchmark the residential property sector against the wider UK population across six consecutive years.

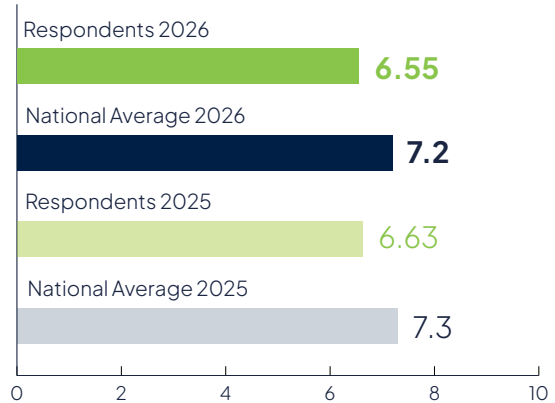
## Life Satisfaction

In 2026, respondents reported an average life satisfaction score of **6.06** - a slight decrease on last year's 6.12, but remaining substantially above the 2024 low of 5.80. The national average fell to 6.9 (down 1.5% on last year), meaning the gap between the sector and the general population is now 12.2% - narrowing fractionally from 12.6% in 2025. Both scores fell at a similar rate, but the relative picture continues to improve.



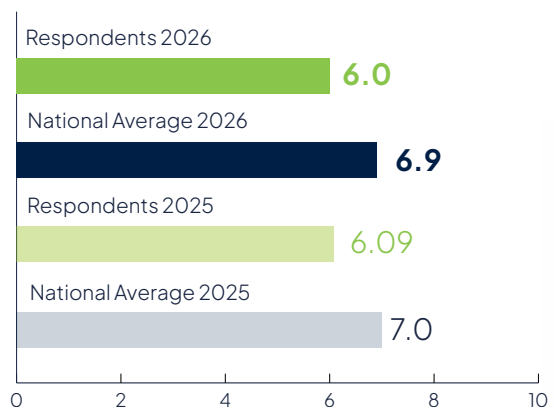
## Sense of Purpose

The average score for feeling that the things done in life are worthwhile is **6.55 in 2026**, down slightly from 6.63 in 2025 but above the 2024 figure of 6.19. The national average fell to 7.2, producing a gap of 9.0% - narrowing for the third consecutive year. The worthwhile factor continues to be the highest-scoring of the three positive ONS measures for respondents, and has shown the most consistent improvement since 2021.



## Happiness

Happiness showed the smallest movement of any measure. Respondents reported an average happiness score of 6.00, compared to 6.09 in 2025 and 5.61 in 2024. The national average fell to 6.9 (from 7.0), producing a happiness gap of 13.0%, unchanged from 2025. This is still the lowest happiness gap recorded since the survey began.





## Anxiety

**Anxiety remains the most concerning of the four ONS measures.** The average anxiety score among respondents was 4.99 in 2026, up from 4.65 in 2025. The national average remained at 3.9, meaning the sector-population gap is now 27.9% - a significant

widening from 2025's 19.23%. This is the single measure that has deteriorated most meaningfully year on year, and it warrants attention. Average anxiety in the sector (4.99) is substantially higher than the national average, and remains more than twice as high as the ONS benchmark.

## Compound Wellbeing: Six-year Trend

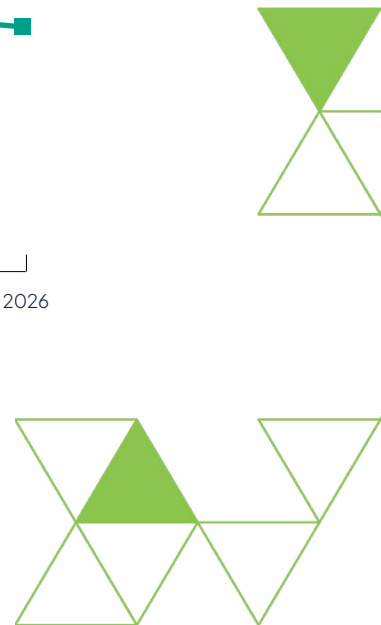
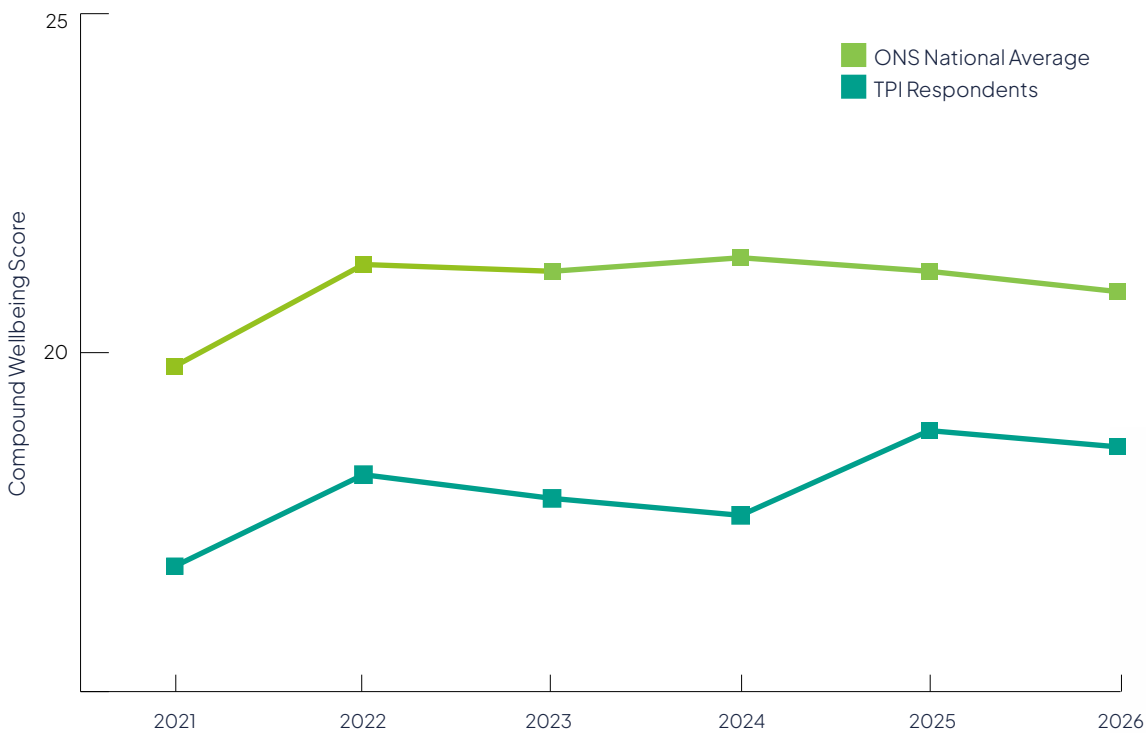
TPI tracks a 'compound wellbeing' score combining life satisfaction, worthwhile, and happiness, allowing year-on-year comparison and benchmarking against the ONS equivalent composite for ease and convenience. The six-year picture is instructive.

a more nuanced story than simple progress: the survey score rose steadily from 2021 to 2023, dipped in 2024, while the ONS benchmark actually rose that year, before the strongest single-year recovery in the dataset in 2025, followed by a modest softening in 2026 that mirrors a fall in the ONS benchmark over the same period.

The 2026 compound score of 18.61 represents a slight dip from 2025's record high of 18.85, but remains well above the 2021 low of 16.85. The six-year trend reveals

The gap between sector and national benchmark has continued to narrow, from 2.35 in 2025 to 2.29 in 2026 - its smallest point across the entire dataset. The ONS started from 19.80 in 2021, peaked at 21.40 in 2024, and has since declined to 20.90.

### Compound Wellbeing Score: Respondents vs ONS 2021-2026





## Wellbeing by Gender

In 2025, men reported marginally higher compound wellbeing than women. In 2026, this has reversed: women score 18.77 and men 18.58 - a gap of just 0.19 points. Both groups remain close to the survey average and the difference is not statistically meaningful.

More significant is the difference in the type of risk each group faces: women report higher rates of sexism (25.0% vs 2.5% for men) while men report higher rates of physical threat (15.2% vs 6.3%). These are not equivalent experiences and are explored further in Chapter 5.



## High Happiness

ONS defines a 'high happiness' group as those scoring 7 or above on the happiness question. In 2026, 49.7% of respondents qualify - almost exactly half. The compound wellbeing gap between high happiness and not-high happiness respondents is nearly 10 points (23.55 vs 13.74), the largest split produced by any single variable in the dataset. High happiness respondents are also substantially less anxious (3.94 vs 6.03) and work fewer hours (42.5 vs 44.9).

The five factors that most strongly predict high happiness are: lower workload pressure (6.65 vs 8.08), stable or declining stress trajectory (73% high happiness vs 24% for those with significantly

increased stress), mental health not at risk from work (77%), employer genuinely acting on wellbeing (61% vs 27%), and the ability to voice opinions safely (57% vs 25%).

Access to flexible working is closely associated with this picture: 84% of high happiness respondents have access to flexible working arrangements, up from 71% last year and the largest shift of any retained metric in the high happiness profile - a sign that wider employer adoption of flexibility is beginning to move the needle on outcomes, not just for those already thriving. These are the same factors that predict retention and overall compound wellbeing - a coherent and consistent picture across every analytical lens applied to the 2026 data.





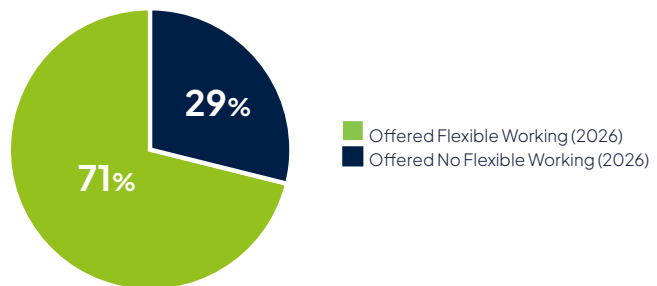
## 2. Flexible and Remote Working

### Working Arrangements

Working patterns in 2026 remain broadly consistent with 2025. 60% of respondents operate on a hybrid basis, 29% work 100% from an office or on-site, and 11% work entirely from home. The most meaningful shift is not in how people work, but in how many have access to genuine flexibility.

**71% of respondents now have access to some form of flexible working arrangement**, up from 66% in 2025 and 58% in 2024. The proportion of respondents whose employers offer no flexible working has fallen to 29%, from 34% in 2025 and 42% in 2024. This is the most sustained and consistent positive trend in the six-year dataset.

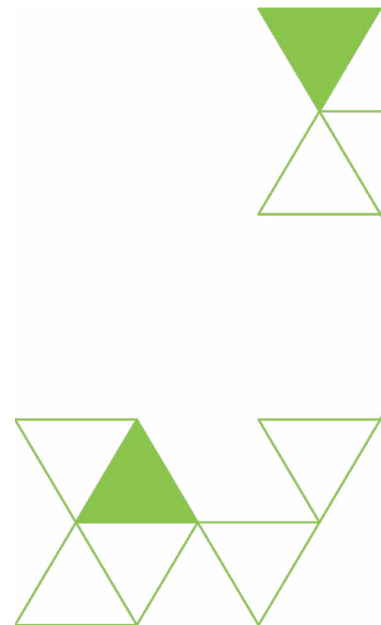
Flexible Working Access: 2024–2026 Trend



### How Flexibility Affects Wellbeing and Retention

The wellbeing case for flexible working remains unambiguous. Respondents with access to flexible working arrangements score +2.9 on the compound wellbeing measure than those without. The retention case is even more striking: 60% of flexible workers intend to remain in the sector, compared to 48% of those without any flexibility - a 25% difference in retention intent.

**84% of respondents in the high happiness group have access to flexible working**, up from 71% last year and the largest shift of any retained metric in the high happiness profile. The proportion of all respondents with flex access now matches what was previously seen only in the high happiness cohort. This is an indicator that improved employer practice is lifting outcomes across the board, not just for those already thriving.





## The Four-day Week

The four-day working week continues to produce the strongest wellbeing and retention outcomes of any working arrangement in the survey. 17% of respondents have access to a four-day week - a figure unchanged from 2025 but representing a doubling since 2024.

**20.67 average compound wellbeing score for four-day week respondents (ONS benchmark: 20.9)**

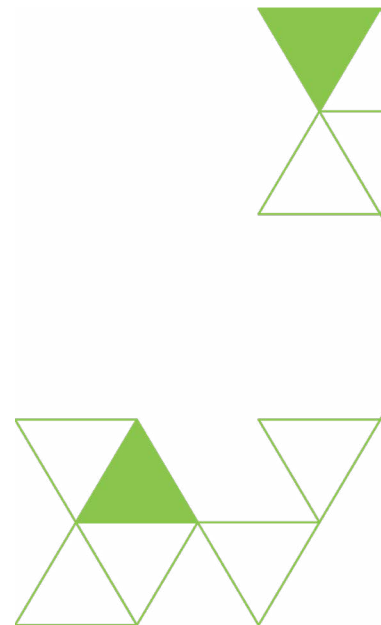
In 2025, four-day week respondents became the only property management subgroup in any year of the survey to exceed the ONS national benchmark, with a compound score of 21.3 against an ONS of 21.2. In 2026, both scores fell marginally - the four-day week group to 20.67 and the ONS to 20.9, meaning the group is now fractionally below the national benchmark, but by just 0.23 points. Across three consecutive years the group sits substantially above the survey average by 1.88 in 2024, 2.45 in 2025, and 2.06 in 2026.

It is important to read these figures alongside the hours data. Four-day week respondents average 42.6 hours per week, barely below the survey average of 43.7 hours, and with only 12% working 32 hours or less. The wellbeing benefit appears to derive primarily from having a guaranteed day away from work rather than from a meaningful reduction in total hours. As one 2026 respondent described it: '4-day work week, wellbeing council sessions, private healthcare, flexi hours, support - just being kind.' Another noted: 'We have the 4-day working week, flexible working, working from home, company outings, team bonding events - great space to work.' The four-day week functions as a cultural signal as much as a structural one.

70% of four-day week respondents intend to remain in the sector. This is the highest retention intent of any working arrangement group and 27% above the survey average.

## Working Hours

Average worked hours fell marginally from 45.0 in 2025 to 43.7 in 2026. 74% of respondents work more than 38 hours per week. 47% work 45 hours or more, and 26% work 50 hours or more. The reduction is modest and likely reflects a combination of factors: continued growth in four-day week access, a slightly higher proportion of office support respondents in the 2026 sample, and a growing tendency among respondents to enforce working hour boundaries. This is a theme that appears with increasing resolution in the personal wellbeing verbatim, where work-to-rule responses have shifted in tone from aspiration to settled decision.





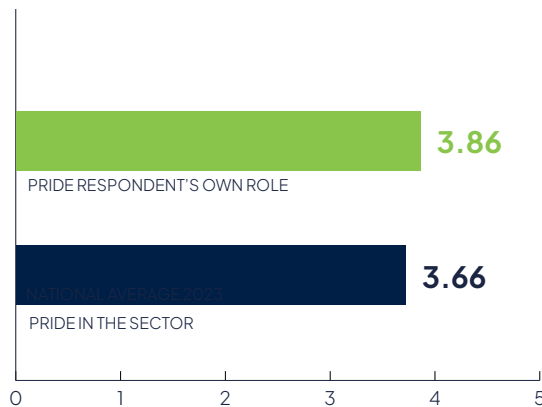
## 3. Pride and Value

### Pride in Role and Sector

Now in its second year, the pride question provides a meaningful year-on-year comparison. In 2026, respondents gave an average score of 3.86 out of 5 for pride in their own role, and 3.66 for pride in the sector – a small but consistent gap that reflects the pattern identified last year and explored further below.

91.5% of respondents score 3 or higher for pride in their own role, which is a remarkably high proportion given the pressures documented elsewhere in this report. Even among the most distressed subgroups, role pride remains resilient: 87% of those whose mental health is at risk from work still score role pride 3 or higher, and 75% of those simultaneously experiencing increased stress, mental health risk, and intent to leave still score 3 or above. Role pride erodes slowly and from a high base.

**91.5%** of respondents score 3 or higher for pride in their own role



### Why Role Pride Exceeds Sector Pride

The gap between role pride (3.86) and sector pride (3.66) tells an important story. The open-text responses make it explicit: respondents who score sector pride lowest are not people who have lost faith in what they do day to day, they are people who have lost faith in what the profession looks like from the outside, and what it has become under cumulative pressure.

**“I used to enjoy interactions with leaseholders but post-Covid I feel like I am seen as the enemy.”**

Retention data reinforces this. Those intending to stay in the profession score sector pride at 3.91; those intending to leave score it at just 3.15. Sector pride tracks more closely with intent to leave than almost any other measure. It appears to be a leading indicator of disengagement from the sector as a whole, rather than from a specific employer.

### What People Value About Their Role

Despite the pressures documented throughout this report, the open-text responses to ‘what do you enjoy about your current role?’ are among the most positive in the entire dataset. Three themes dominate: variety (‘no two days are the same’ appears dozens of times), making a difference to where people live, and the specific satisfaction of solving problems for residents. The language is remarkably consistent across years, roles, and experience levels. This sector’s attachment to its work is genuine, durable, and worth preserving.

- **Variety and unpredictability – cited by the highest proportion of respondents**
- **Making a tangible difference to residents’ homes and communities**
- **Problem-solving with immediate, visible outcomes**
- **Teamwork, colleagues, and peer relationships**
- **Flexibility – for those who have it, frequently described as life-changing**



## 4. Retention and Voice

The 2026 data shows these two factors, alongside employer support, to be the most powerful differentiators, and the most directly actionable. Understanding them in depth is essential for any employer or sector body seeking to make a meaningful difference to property manager wellbeing.

### The Retention Picture

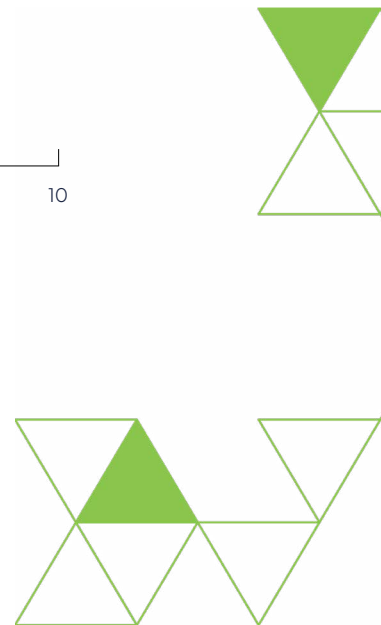
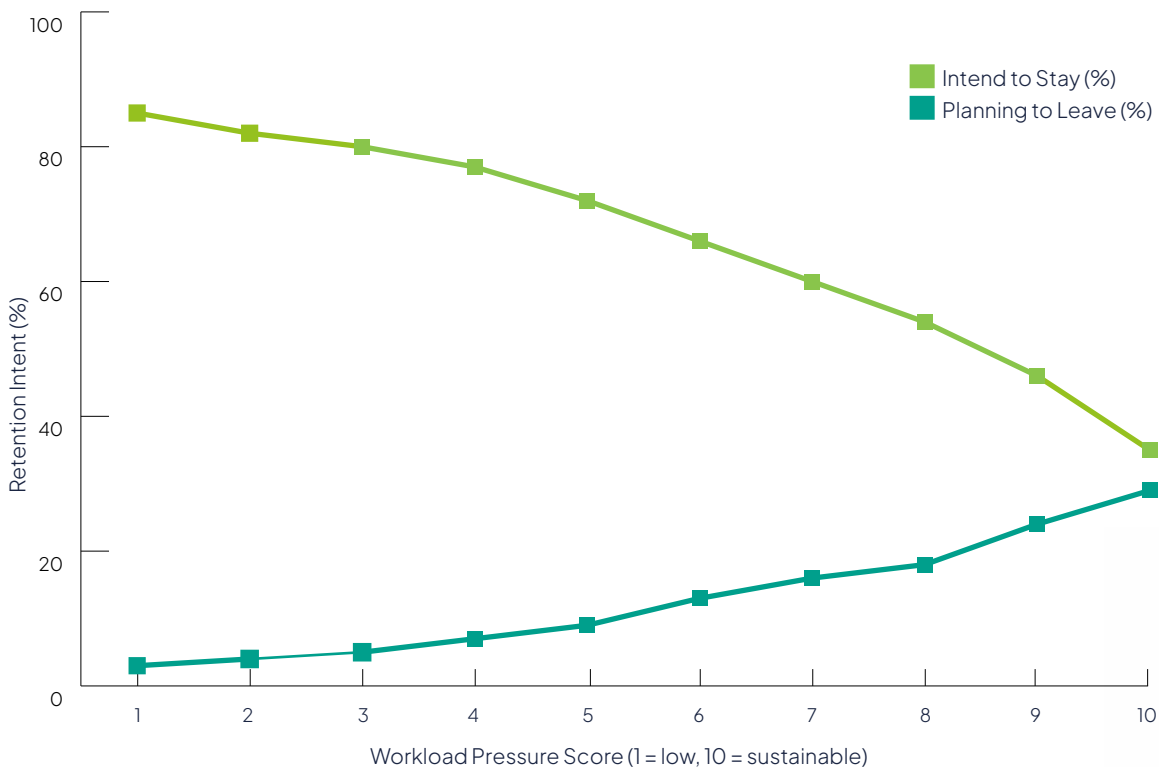
**45% of respondents are either leaving or unsure whether they will stay in the sector**

16% of respondents say they do not see themselves staying in property management for the next three years. A further 29% are unsure. As the

cross-sectional analysis throughout this report demonstrates, the 'unsure' group is not a genuinely neutral population. On almost every measure, their scores sit much closer to the 'leaving' group than to the 'staying' group. They are experiencing the conditions that drive departure; they simply have not yet made the decision.

Retention has continued to improve across the six-year survey, with the leaving group ranging from 16% to 25%. Average staffing vacancies already run at 21% across respondent organisations.

#### Retention Intent by Workload Pressure Score





## What Predicts Whether Someone Stays

The most analytically powerful finding in the 2026 data is not about what makes people unhappy, it is about what specifically makes them leave.

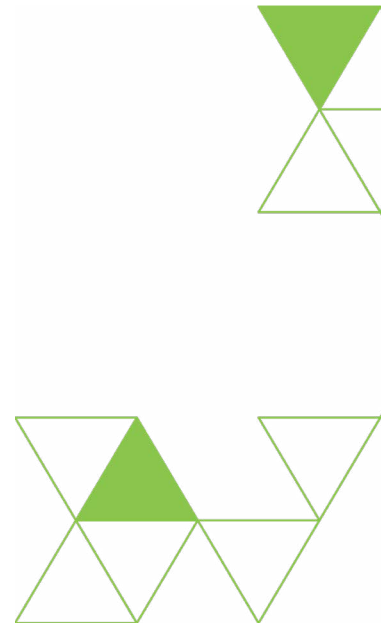
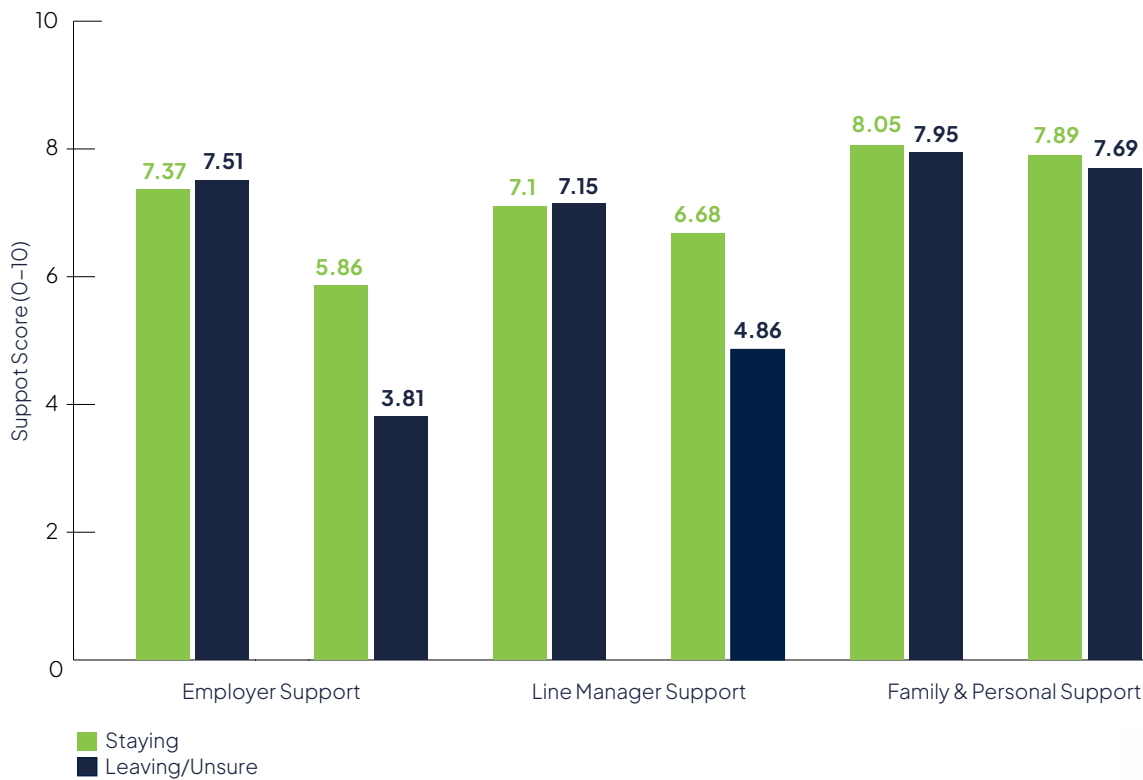
People who are staying and people who are leaving have almost identical expectations of their employer (7.37 vs 7.51 respectively). What is dramatically different is what they receive: those staying score

employer received support at 5.86; those leaving score it at 3.81 - a gap of 2.05. This is not a story of leavers having unrealistic expectations. It is a story of reasonable expectations being unmet.

Line manager received support shows an almost identical pattern: 6.68 for those staying, 4.86 for those leaving - a gap of 1.82. The expectation line is flat, but the delivery line is not.

Family support, by contrast, barely moves across retention groups (7.89 for stayers, 7.69 for leavers). Family is the floor that sustains people in a difficult profession. It is not the differentiator - employer and line manager relationships are.

### Employer and Line Manager Support by Retention Group





## The Impact of Voice in Wellbeing

Of all the factors measured in the 2026 survey, the ability to voice opinions safely at work produces one of the largest splits in compound wellbeing: 19.98 for those who can speak up, versus 14.54 for those who cannot - a gap of 5.44.

**5.44 point compound wellbeing gap between those who can and cannot voice opinions safely**

The retention data amplifies this: 62% of those who can voice opinions safely intend to stay, compared to just 35% of those who cannot, and 34% of the 'cannot voice' group are actively planning to leave, compared to 11% of those who can.

The two factors are closely related. Employers who genuinely act on wellbeing tend to create the conditions in which voice is safe. An organisation with a strong wellbeing culture tends to have both. But voice is worth measuring and acting on as a distinct lever. It is something line managers can directly enable through culture and practice, without budget, policy change, or senior approval.

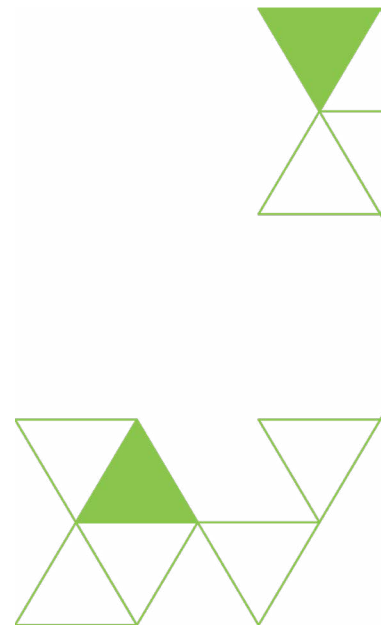
88% of respondents at micro businesses who experienced serious abuse say their employer genuinely acts on wellbeing, compared to 61.7% at large employers. 93.3% of micro business respondents in that group can voice their opinions, compared to 65.3% at large organisations. The relationship between firm size, voice, and genuine employer action is consistent across the data: smaller organisations tend to create conditions in which both are present.

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## Workload and Retention

Workload pressure is the third major retention driver, and the one that has deteriorated most consistently over six years. The average workload pressure score of 7.37 in 2026 is the highest in the survey's history. At workload pressure score 10 (rated as unsustainable), only 35% of respondents intend to stay, with 29% actively planning to leave. 23% of all 2026 respondents sit at this score.

When workload is high, but employer support is good, 58% still intend to stay. When workload is high and employer support is poor, retention collapses to 31%. Workload and employer support do not operate independently, they interact. High workload is survivable with the right support behind it. High workload without support is the most toxic combination in the entire dataset.





# 5. Abuse, Pressure and AI

## Abuse

The 2025 report noted early signs of a downward trend in reported abuse. The 2026 data shows that trend has reversed. 89% of respondents experienced some form of mistreatment in the past 12 months - up from the 2025 figure. Only 54 respondents (11%) reported experiencing no abuse at all.

The most powerful counterpoint to the abuse picture is the no-abuse finding. Respondents who experienced no abuse recorded a compound wellbeing score of 21.33, above the ONS national benchmark of 20.90. This is one of only a handful of subgroups in the entire six-year dataset to exceed the national average. The implication is striking. Property management without abuse produces wellbeing that is broadly similar to or even exceeds the wider population.

**89%** of respondents experienced some form of abuse in the past 12 months

- 63% were shouted at
- 51% were sworn at
- 44% were treated with rudeness, dismissal, or contempt
- 34% received non-physical threats
- 18% experienced sexism
- 9% experienced a physical threat
- 1% reported physical assault

## Abuse by Gender

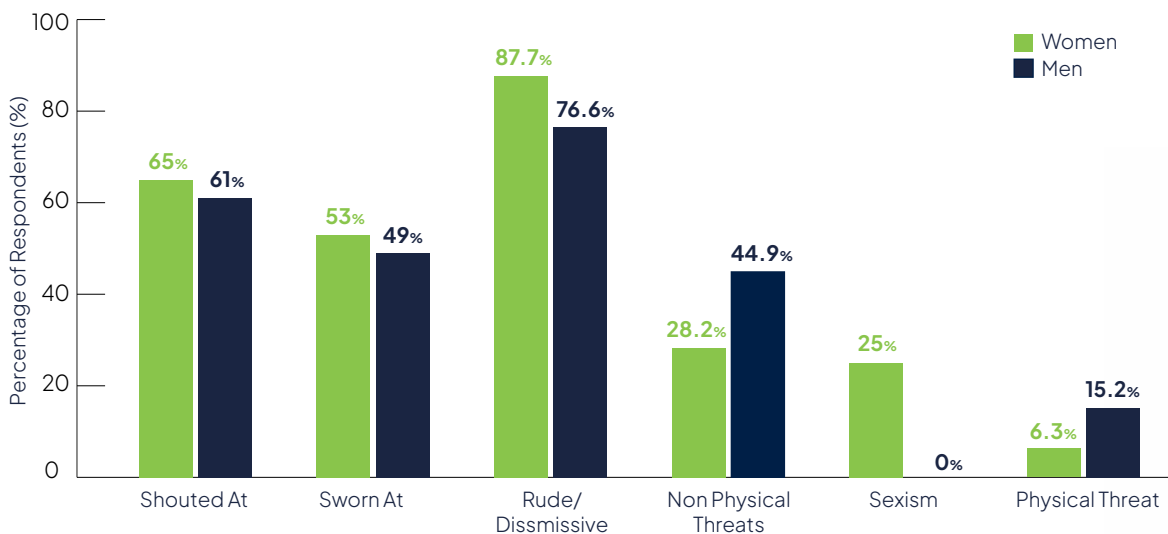
The 2026 data reveals that abuse in this sector takes different forms for men and women. It is near-universal regardless of gender, but its character differs in ways that call for different responses.

Women experience more relational and status-based abuse. Rude language is 11 percentage points higher for women (87.7% vs 76.6%), and sexism produces the starkest gender gap in the dataset - 25.0% of women report it, compared to just 2.5% of men. This is consistent with verbatim evidence throughout

the survey of older male clients dismissing female property managers, questioning their authority, or demanding male colleagues instead.

Men experience more physically threatening abuse. Non-physical threats are 16.8 percentage points higher for men (44.9% vs 28.2%), and physical threats are +8.9 higher (15.2% vs 6.3%). This is consistent with the earlier finding that men are more likely to say their physical health is at risk from work. They appear to face a more overtly confrontational form of hostility, while women face more dismissive and gender-targeted abuse.

### Abuse Types by Gender





## Triggers of Abuse

The verbatim responses on abuse triggers tell a consistent story across all six years of the survey. Three causes dominate.

- Leaseholders receiving unexpected bills driven by Building Safety Act compliance, fire safety works, and cladding remediation – costs the managing agent did not cause and cannot control;
- Many leaseholders do not understand what they purchased, what their

legal obligations are, or what property managers are responsible for. Unrealistic expectations and a reflexive tendency to blame the visible person are the result;

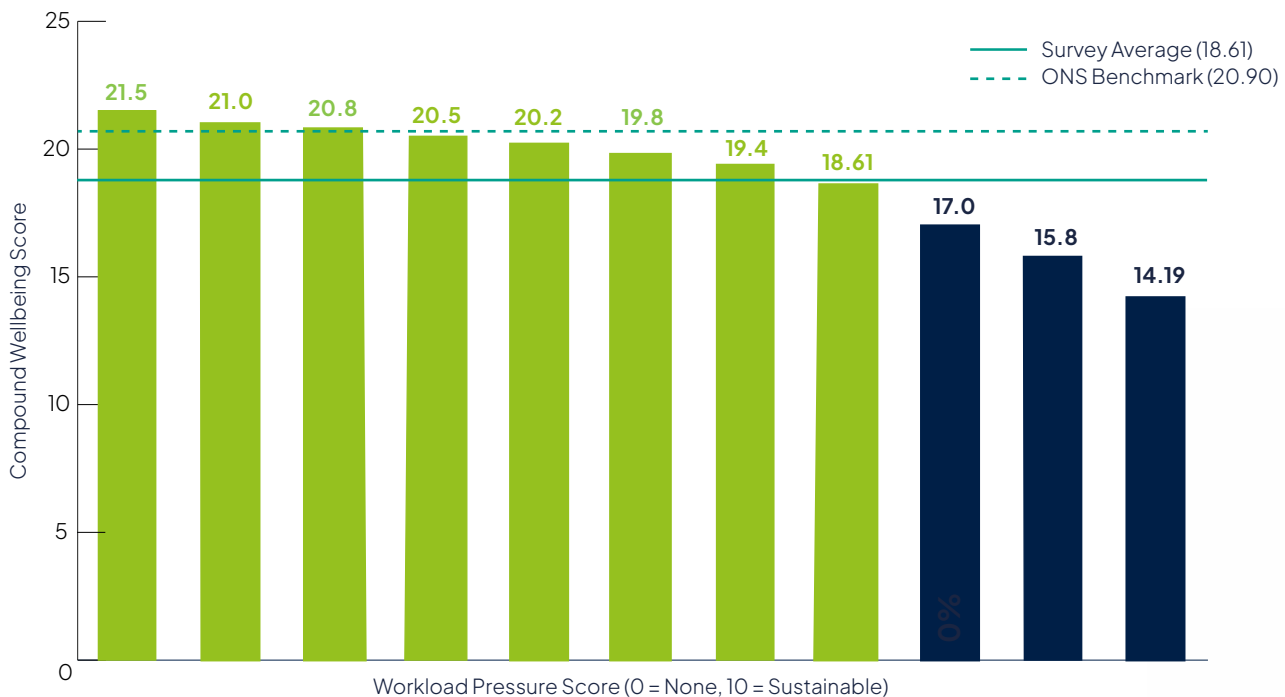
- Property managers sit at the end of a long chain involving freeholders, contractors, regulators and legislators – none of whom leaseholders have direct contact with. As one respondent put it: ‘People want to blame somebody, so they blame the block manager.’

## Stress and Pressure

59% of respondents say their work-related stress has increased over the past 12 months, with 30% saying it has significantly increased. Only 12% reported any improvement. The average workload pressure score of 7.37 is the highest recorded across six years of the survey, an unbroken year-on-year rise since 2021.

The relationship between workload pressure and wellbeing is striking. Wellbeing scores decline only gradually as workload pressure rises from low to moderate levels. But once workload pressure exceeds the survey average of 7, the decline becomes dramatic. At score 10 – rated by respondents as unsustainable – the compound wellbeing score is just 14.19, more than four points below the survey average. 284 respondents (59%) sit at scores 8, 9, or 10.

### Compound Wellbeing Score by Workload Pressure Score (0–10)





## Discrimination and Protected Characteristics

13% of respondents experienced prejudice related to another protected characteristic beyond sexism and racism. This group returned a compound wellbeing score of just 14.40, one of the lowest of any subgroup in the dataset, and 85% say their mental health is at risk

from work. The verbatim reveals a range of protected characteristics including disability, pregnancy and maternity discrimination, age, sexual orientation, and weight. Critically, several responses describe discrimination from employers and managers as well as from leaseholders being passed over for promotion, having expertise questioned, or being subjected to exclusionary cultures. This is not solely a client-behaviour problem.

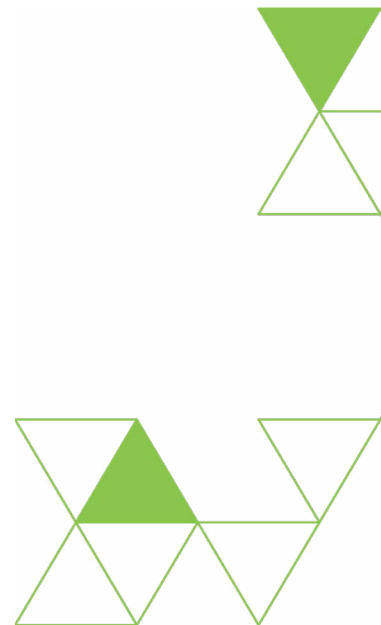
## AI as an Emerging Pressure

A new theme emerged strongly in the 2026 verbatim with no precedent in earlier years: the use of artificial intelligence by leaseholders to generate lengthy, technically worded complaints and queries that property managers are then obliged to answer in full.

The asymmetry is sharp: leaseholders are using AI freely to increase the volume and complexity of correspondence, while property managers remain cautious about adopting it themselves. At the same time, respondents consistently identify AI as the most plausible route to workload reduction - 'the only truly viable way to reduce workload is by automation of repetitive and low-value duties.' The profession is encountering AI primarily as a new pressure from an unexpected direction, while simultaneously recognising it as a potential solution to an existing one. Both things are true simultaneously, and neither has yet been properly addressed.

**“We now have to answer extremely lengthy queries which have been formulated by generative AI, and we are bound to answer these in detail.”**

**“Use of AI-driven complaints quoting case law that doesn't exist in England or Wales.”**





## 6. Support and the Role of Employers

### The Support Gap

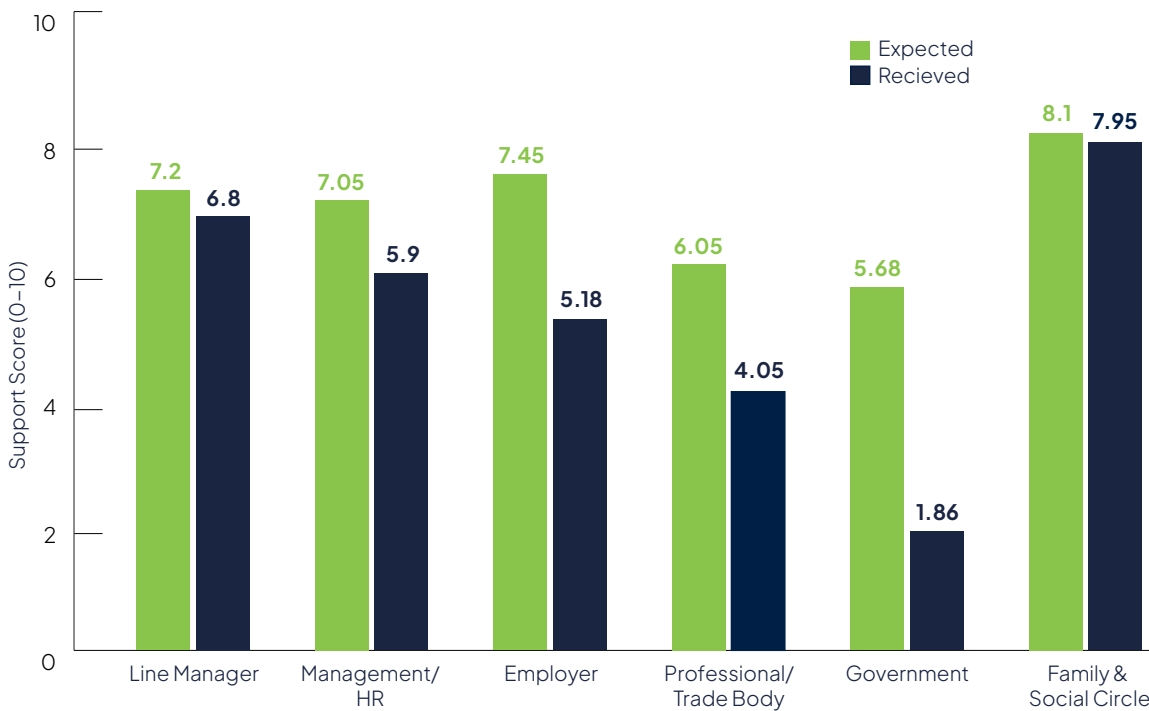
Each year, TPI asks respondents how much support they expect from a range of sources, and how much they actually receive. The gap between expectation and received is one of the most analytically powerful measures in the survey, and in 2026 it reveals a widening arms race between what property managers need and what institutional sources are providing.

Government has the largest support gap of any source: expected 5.68, received 1.86 – a deficit of 3.82. Employer support is expected at 7.45 and received at 5.18 – a gap of 2.27. Professional and trade

body support has seen the most dramatic change over the six-year period: expected support has risen from 4.29 in 2022 to 6.05 in 2026, while received support has improved from 3.50 to 4.05. The shortfall as a proportion of expectation has more than doubled since the survey began.

Family and social circle remain the only sources that consistently meet or exceed expectations in every year of the survey.

#### Expected vs Received Support by Source





## What Does Employer Action Do?

**5.79 point compound wellbeing gap between those whose employer genuinely acts and those whose employer does not**

Respondents whose employer genuinely acts on wellbeing score 20.66 on the compound measure, compared to 14.87 for those whose employer does not. The retention gap is equally stark: 68% of those with a genuinely acting employer intend to stay, compared to 32% of those without. Mental health risk drops from 85% to 58%.

These figures need one important qualification: the survey question was updated in 2026 to include the word 'genuinely' in recognition of widespread respondent feedback that employers were virtue-signalling on wellbeing without taking real action. The inclusion of that word tightened the filter - some borderline 'yes' responses in previous years would now be 'no'. This means the widening spread partly reflects a more honest measurement rather than purely a worsening of employer behaviour. The 2026 gap is the most accurate picture of the true difference between real and performative wellbeing action that the survey has yet produced.

## What Genuine Employer Action Looks Like

Five factors most strongly predict whether a respondent believes their employer genuinely acts on wellbeing:

- **The ability to voice opinions safely (87% say yes to genuine action where voice is safe; 22% where it is not)**
- **Access to flexible working (77% yes vs 48% where no flex is available)**
- **Having their own unreasonable behaviour policy (81% yes vs 40% where no policy exists)**

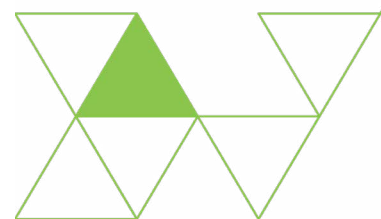
- **Micro business size (88% yes, vs 65–68% at larger organisations)**
- **Role – business owners and team managers are more likely to say yes than frontline property managers (73–76% vs 64%)**

The thread running through all five is that genuine wellbeing action is less about formal programmes and more about whether the day-to-day experience of work feels safe, flexible, and human. Voice - the ability to speak without fear - is the foundation everything else rests on.

## Personal Wellbeing Action

**73% of respondents took active steps to manage their own wellbeing in 2026** - a figure that has been essentially flat at 72–74% across all five years the question has been asked. The proportion of people acting has not changed; what has changed is the tone of the responses within the work-to-rule and boundary-setting category, which has shifted from aspiration to settled decision. In 2026, respondents describe having made the choice and sticking to it, rather than trying and failing.

Importantly, the compound wellbeing effect of different personal action categories is not uniform. Physical activity and healthy lifestyle produce a compound score of 20.58 - 2.6 above the no-action baseline, and well above the survey average. The mental health and mindfulness category, which includes therapy, counselling, and GP visits produces a score of 15.93, below the no-action baseline. This almost certainly reflects a selection effect: the most distressed respondents are the most likely to be seeking professional help. It is not evidence that therapy is harmful. It is evidence that employers should not treat personal wellness provision as a substitute for addressing the structural conditions that are driving the most distressed people to seek clinical support in the first place.





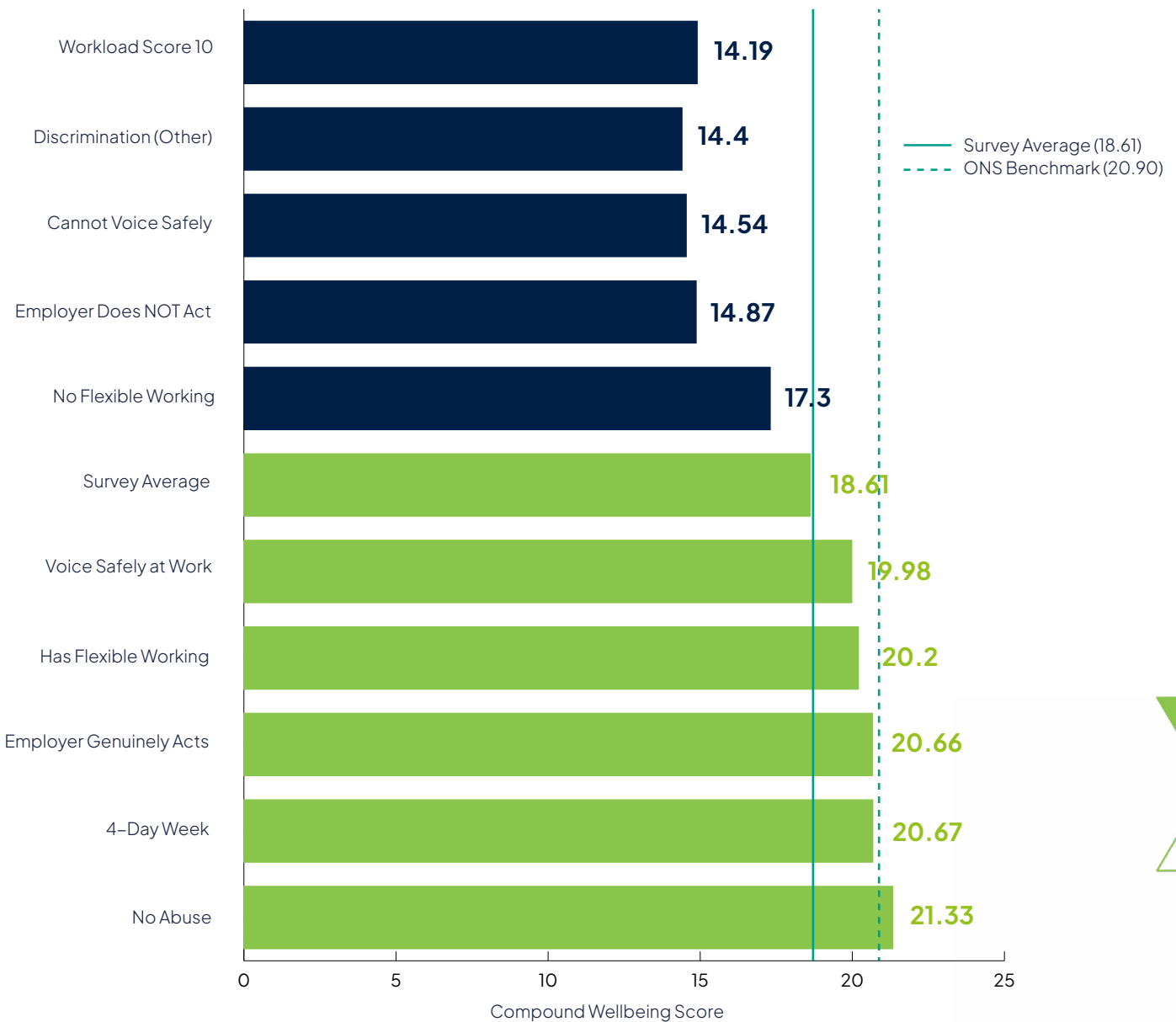
## The Unreasonable Behaviour Policy

**64% of respondents report that their employer has an Unreasonable Behaviour (UB) policy in place.**

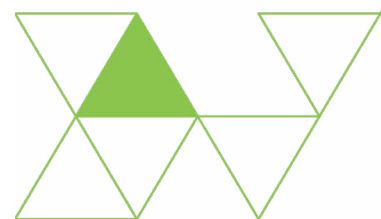
Those with a policy score 19.34 on the compound measure, compared to 17.67 for those without - a gap of 1.67. What it appears to do is change how firms respond when abuse occurs, and that sense of backing moves the wellbeing needle.

Respondents across multiple years explicitly distinguish between having a policy and enforcing it. 'Policies are toothless without action' is a recurring theme. The data supports this: firms with their own bespoke UB policy have an 81% rate of employer genuinely acting on wellbeing; those using TPI's template policy 69%; those with no policy 40%. Having a policy signals intent. Whether that intent translates into action is what matters.

### Compound Wellbeing Score by Key Filter – Full Ranking



[Download TPI's Unreasonable Behaviour Policy Here](#)



# What We Did with Last Year's Findings

Each year, the insights gathered through the Wellbeing & Resilience Survey directly inform TPI's work in shaping the support offered and guiding the development of tools that respond to the sector's real-world needs. The feedback received in 2025 highlighted a growing demand for sector-wide advocacy, stronger enforcement of standards, and more practical resources to help employers move from wellbeing intention to wellbeing action.

## TPI Wellbeing Standard

TPI's voluntary wellbeing benchmark enables organisations to assess and improve their approach to employee wellbeing. The Standard outlines core principles and practical actions for creating psychologically safe, inclusive and supportive work environments, helping employers move beyond ad hoc initiatives towards long-term cultural change. [Download TPI's Consumer Charter & Standards](#) and see section 9 for the Wellbeing Standard.

## TPI Guidance Notes: Wellbeing & Social Matters

Developed alongside the Wellbeing Standard, this detailed guidance notes provide ready-to-use templates, processes, and structured advice for implementing an effective wellbeing programme. It supports both strategic planning and day-to-day decision-making, making it easier for organisations to embed wellbeing into their operations. Applies to TPI Company Members only.

[Access here](#)

## Training & Events

TPI offers a range of opportunities for members to build knowledge and open conversation around wellbeing. Free Member 'BrainGain' webinars cover a variety of topics including wellbeing, providing accessible, expert-led insights that members can take back to their organisations. TPI training courses offer structured learning around wellbeing in the workplace, and wellbeing sessions at TPI events explore new ways of approaching challenges faced by property managers today.

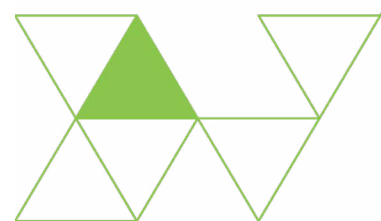
## Staff Safety and Abuse Prevention

TPI continues to provide members with access to:

- [De-escalation training](#) developed in partnership with the Suzy Lamplugh Trust and the British Retail Consortium,
- [Violence and stress guidance](#) from the Health & Safety Executive,
- Downloadable [safeguarding posters](#) designed to remind residents and clients that property managers are people too, deserving of respect and safe treatment in all interactions.
- [Hub of Hope](#), the UK's largest online directory of mental health support services, to help staff find local and relevant help – having signposted over one million people since 2017.

## TPI Building Safety Hub

TPI supports members through its dedicated Building Safety Hub, which includes curated updates, resources, and external links to help organisations navigate the ongoing demands of Building Safety Act.



# Conclusion

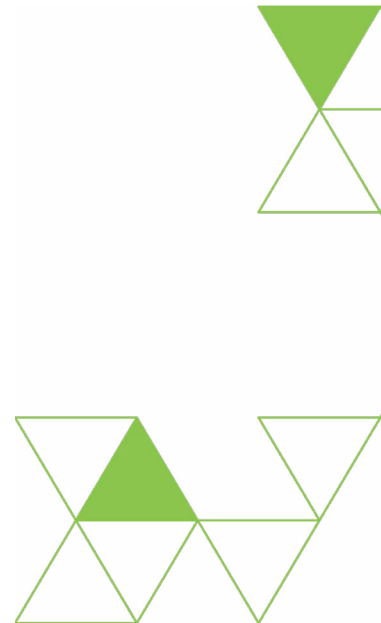
## The Gap is Closing, but the Work is Not Done.

TPI's 2026 Wellbeing & Resilience Survey presents the clearest six-year picture yet of a sector that cares deeply about its work, is being let down by structural conditions, and is capable of far better outcomes when those conditions are improved.

The compound wellbeing gap between this sector and the national population average has narrowed from 2.95 in 2021 to 2.29 in 2026. That is genuine progress. But it has been achieved primarily through better employer behaviour and wider access to flexible working, not through any meaningful reduction in the underlying pressures of workload, leaseholder hostility, or legislative burden. The sector is getting better at coping with a hard situation. The situation itself has not improved.

The data is unambiguous about what works. Where employers genuinely act on wellbeing, the compound score is 20.66 - approaching the national benchmark. Where they do not, it is 14.87 - a level comparable to the most extreme pressure groups in the dataset. Where voice is safe, 62% intend to stay. Where it is not, 34% are actively planning to leave. Where there is no abuse, compound wellbeing exceeds the ONS benchmark entirely.

The strain on the sector documented in this survey is not inherent to the work. The 91.5% who score role pride 3 or higher, including three quarters of those who are actively planning to leave are telling us that they value and believe in what they do. The damage is coming from the environment around the work, not from the work itself. That means the damage is fixable. TPI remains committed to translating survey data into meaningful action, through TPI Training, TPI Wellbeing Standard, TPI Guidance Notes, sector-wide advocacy, and the ongoing work of amplifying the voices of those on the front line to customers, government and the media. The next wellbeing survey will be issued in Q2 of 2027. TPI extends its sincere thanks to all 483 respondents who gave their time, honesty, and insight to this year's report.





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