

Wellbeing & Resilience

Survey Report 2025



Executive Summary

The 2025 results show a clear improvement in wellbeing across the sector.

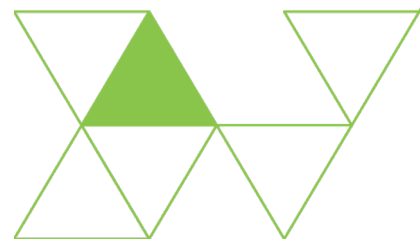
The Property Institute (TPI) launched its first Wellbeing & Resilience Survey Report in 2021 to better understand the key pressures facing residential property management professionals and to identify ways to support them. The second survey revealed modest improvements in the sector's overall wellbeing, though challenges remained. By 2023, the first survey free from COVID-19 restrictions, new pressures had emerged. The cost-of-living crisis was affecting many leaseholders, while the demands of implementing the new building safety regime placed additional strain on professionals across the sector. In 2024, we examined how respondents with 'high happiness' scores (7 to 10) compared with the average respondent. While both groups worked similar hours and experienced comparable levels of abuse, the 'high happiness' respondents received greater support and more workplace flexibility from their employers.

The 2025 results show a clear improvement in wellbeing across the sector, with several measures reaching their highest levels in the survey's five-year history. Encouragingly, the gap between property management professionals and the general public has narrowed. That said, it's important not to overstate the progress. Many respondents continue to face serious challenges, and over 100 people rated their own sense of life being worthwhile below 5 out of 10. These numbers are a reminder that while things may be improving for some, the pressures remain very real for others. This report looks closely at the shifts in wellbeing scores between 2024 and 2025, exploring the possible factors that contribute to this gradual upward trend, without ignoring the difficulties still affecting many in the sector.

This year's national wellbeing data (Office for National Statistics (ONS) Measures of National Wellbeing 5 February to 2 March 2025) shows slight but steady improvements across most core measures. Average happiness in the UK rose to 7.0 (up 2.9%), while the sense that the things done in life are worthwhile increased to 7.3 (up 1.4%). Life satisfaction reached 6.9 (a 1.5% increase), and anxiety remained unchanged at 3.9. Our sector-specific results show a similar trend, though starting from a lower score, the climb is higher. Respondents to this year's survey reported an average happiness score of 6.09, an 8.6% increase on 2024. The average score for feeling that the things done in life are worthwhile rose to 6.63 (a 7.1% improvement), and life satisfaction climbed to 6.12, a 5.5% rise on last year.

In 2021, the gap between respondents and the general public in life satisfaction stood at 19%; this year, it has dropped to 11.3%. The gap in the sense that life is worthwhile has also narrowed from 15% in 2022 to 9.18% this year. Meanwhile, the happiness gap, which peaked at 20% in 2021, has now reduced to 13%—its lowest point since the survey began. Anxiety remains an area of concern, though there has been some movement. The average anxiety score among respondents fell slightly to 4.65, down from 4.76 in 2024 (a 2.3% decrease). The national average remained static at 3.9, meaning the gap between the sector and the general population now stands at 19.23%, a small improvement on last year's 22.05%. While professionals in the sector continue to report lower wellbeing than the general population overall, the direction of travel is positive. The data points to a slow but meaningful closing of the gap, suggesting that some of the pressures experienced in recent years may be starting to ease, or at least are being managed more effectively.

One of the clearest trends to emerge from this year's data is the positive impact of flexible working on wellbeing and retention. Respondents whose employers offered flexible working arrangements consistently reported better outcomes across every core wellbeing measure than those whose employer offered no flexible working arrangements.



On average, those with access to flexible working scored 14% higher across all wellbeing indicators, and reported 13% lower anxiety levels than respondents with no access to flexible working arrangements. The influence of flexibility extends beyond wellbeing. It appears to play a key role in how property managers view their future in the sector. When asked whether they expect to remain in the industry in three years' time, 60% of those with flexible working arrangements said yes, compared to just 48% of those without access to flexible working arrangements. That makes flexible workers 25% more likely to see themselves staying in the profession than those without such arrangements. These findings underline the growing importance of employer flexibility. Not only as a protective factor for mental health, but also as a critical lever for workforce stability in a sector where retention remains a significant concern.

In last year's report, TPI highlighted a strong link between 'higher happiness' respondents and access to flexible working. Respondents who rated their happiness at 7 or above were significantly more likely to report having flexible working arrangements in place. This year, that trend appears to have broadened. In 2025, the average respondent now reports similar levels of access to flexible working as last year's high happiness group—a sign that more employers may be adopting flexible practices across the board. The benefits of this shift are evident, not only in improved wellbeing scores, but also in outlook. Put simply, those with access to flexible working are 19% less likely to expect to leave, compared to those without it. These findings reinforce what we saw last year that flexible working isn't just a wellbeing boost—it's a retention tool, and one that appears to be gaining traction across the sector.

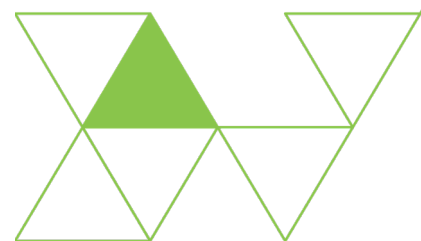
One particularly striking finding from this year's data is the positive impact of a four-day working week on wellbeing and retention. Although only 17% of respondents currently work a four-day week, their wellbeing scores were consistently higher than average and, when looked at as a whole, outperformed national wellbeing figures. Those working a four-day week reported 16% higher happiness, 11% greater life satisfaction, and a 13% stronger sense that the things they do in life are worthwhile. They also experienced 13% lower anxiety than the average survey respondent. Moreover, this group is the only one in the survey to surpass ONS national benchmarks.

In terms of hours, four-day week respondents worked an average of 40 hours per week, which is 18% fewer than the survey-wide average of 45 hours. However, when broken down by days worked, these respondents averaged 10 hours per day, compared to 9 hours per day for the average respondent. This suggests that while four-day workers condense their hours into fewer days, they still maintain a full workload, but without a detrimental impact on wellbeing. Perhaps most strikingly, 69% of those working a four-day week said they expect to remain in the sector over the next three years. This figure is 24% higher than the overall survey average and 42% higher than respondents whose employers do not offer any flexible working arrangements. These results suggest that a condensed working week, even with long daily hours, may provide significant benefits in supporting wellbeing and encouraging professionals to stay within the sector.

This year's survey introduced a new question, asking respondents to rate pride in their role and in the sector as a whole. On a scale from 1 to 5, respondents gave an average score of 3.86 for pride in their role and 3.72 for pride in the sector. High scores for pride remain robust, even for respondents facing significant pressures in their work and life. Notably, respondents with lower happiness levels, those without access to flexible working, or those employed by organisations that have yet to take meaningful wellbeing action, reported pride scores that varied by only around 10% from the overall average. This resilience highlights the enduring commitment many property managers feel towards their work and the sector.

While any instances of abuse remain entirely unacceptable, there are encouraging signs that reported cases have decreased compared to previous years. More respondents also noted reductions in work-related stress. However, the survey reveals that the biggest ongoing sources of pressure continue to be from excessive workload and leaseholders' concerns about the cost of living and service charges—factors that impact daily work and wellbeing across the sector.

TPI extends its sincere thanks to all respondents for their time, honesty, and insights. The feedback gathered plays a vital role in shaping wellbeing across the sector and directly informs the actions and initiatives led by TPI. The next wellbeing survey will be issued in February 2026, as this important conversation drives forward.



Contents

Executive Summary	2
Contents	4
Background	5
Method	5
The Challenges	
1. Satisfaction, Happiness and Wellbeing	7
2. Flexible and Remote Working	9
3. Pride and Purpose	12
4. Abuse, Stress and Pressure	14
5. Support and the Role of Employers	17
Conclusion	22



Background

Since its inception in 2021, The Property Institute has conducted an annual 'mental health check' to assess the wellbeing 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 companies across the sector. Over the past five years, the survey has become a vital tool for tracking trends, informing wellbeing strategies, and amplifying the voices of those working in the profession.

As the wellbeing survey enters its fifth year, it continues to provide crucial insights into the experiences of those on the front line, offering a clearer understanding of the challenges they face and the factors that influence happiness, stress, satisfaction, and retention.

Method

This year's research was conducted using a quantitative approach. An anonymous online questionnaire was distributed via SurveyMonkey and remained open between 13 February and 21 March 2025. The survey consisted of 39 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, email, and TPI website. In total, 426 individuals from across the sector responded to this year's survey, with a 100% completion rate, and just under 100 verbatim comments were received, all of which have been carefully reviewed.

The respondent pool included a diverse cross-section of professionals from across the UK: property managers, on-site staff, back-office teams, and others working within residential property management. Of those who completed the survey, 94% were TPI individual members, and 72% worked for a TPI company member.

In terms of gender identity, 59% of respondents identified as women and 39.5% as men. These figures reflect the demographic makeup of the profession and allow TPI to better tailor wellbeing support to the realities experienced across the workforce. 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 (5 February to 2 March 2025).



The Challenges



1. Satisfaction, Happiness and Wellbeing



2. Flexible and Remote Working



3. Pride and Purpose



4. Abuse, Stress and Pressure



5. Support and the Role of Employers

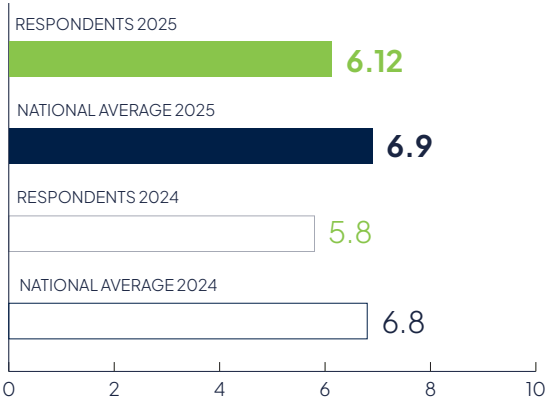


1. Satisfaction, Happiness and Wellbeing

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. These general indicators help provide an overview of how people in our profession are feeling and coping with everyday life.

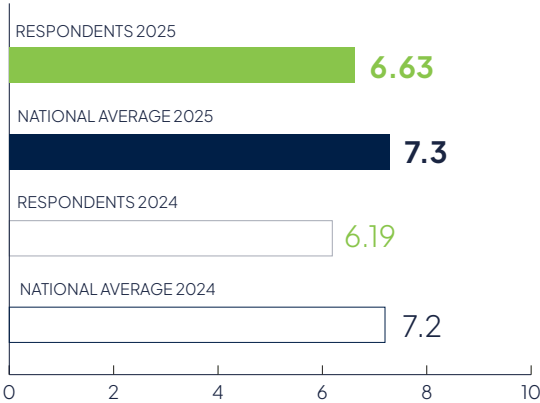
Life Satisfaction

In 2025, respondents reported an **average life satisfaction score of 6.12**, representing a 5.5% increase on 2024. The **national average rose more modestly to 6.9**, meaning the gap between the sector and the general population is now 11.3%—down from 14.78% last year and its lowest point since the survey began. This gradual closing of the gap is encouraging and suggests that while the profession still lags behind national wellbeing averages, there is real and measurable progress in this core indicator.



Sense of Purpose

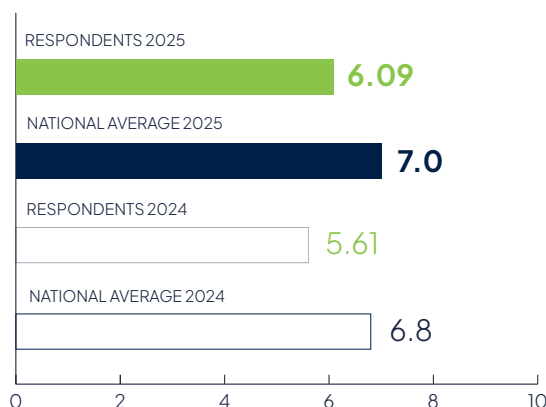
This year’s average score for **feeling that the things done in life are worthwhile rose to 6.63**, a 7.1% increase on last year. The **national average also climbed slightly to 7.3** (up 1.4%), resulting in a gap of 9.18% between respondents and the general public—down from 14% in 2024. Although wellbeing in the sector still trails the national benchmark, the narrowing of this gap continues the positive trend we began to see last year.





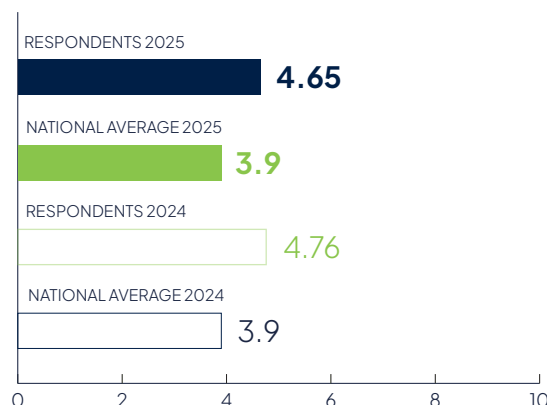
Happiness

Happiness among property professionals also improved significantly this year. Respondents reported **an average happiness score of 6.09, an 8.6% increase on last year. The national average rose to 7.0 (up 2.9%)**, further closing the gap between the profession and the wider public to 13%, down 17.5% last year and from a high of 20% in 2021. This is the smallest happiness gap recorded since the survey began and may point to growing effectiveness in how professionals and employers are managing pressures or accessing support.



Anxiety

While anxiety remains a concern, this year's results show a slight improvement. **The average anxiety score among respondents dropped to 4.65, down from 4.76 in 2024—a 2.3% decrease.** By contrast, the national average remained at 3.9, meaning the gap between the sector and the public is now 19.23%, down from 22.05% last year. This remains the largest wellbeing gap in our data, but the reduction is a welcome shift in the right direction.



Wellbeing by Gender

While overall scores improved in 2025, differences remain between demographic groups, particularly between male and female respondents.

Women continued to report lower average scores than men across all four core wellbeing questions.

On average, female respondents scored 11% lower than their male counterparts on life satisfaction, 12% lower on the sense that the things they do in life are worthwhile, and 13% lower on happiness. Their anxiety scores were 11% higher than those reported by men.

These disparities highlight the need for further investigation into how workplace dynamics, expectations, and support may be experienced differently across genders within the sector.





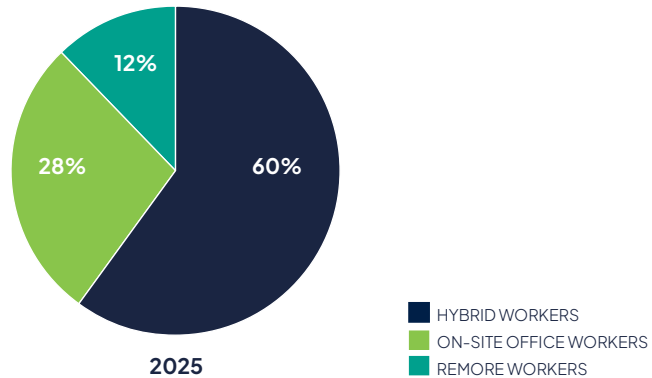
2. Flexible and Remote Working

Working Arrangements

Working patterns in 2025 remain broadly consistent with those reported in 2024. This year's survey shows:

- **12% of respondents work entirely from home, up slightly from 11% last year;**
- **60% operate on a hybrid basis, a marginal increase of 1%;**
- **Those working 100% from an office or on-site decreased by 2%.**

While these headline figures show minimal change, this year's data reveals more nuanced differences in wellbeing outcomes between working arrangements than in previous surveys. The distribution of remote working days among hybrid respondents was fairly even, with 2–3 days from home emerging as the most common pattern.



How Does Working Arrangement Affect Wellbeing?

Unlike previous years where wellbeing scores were relatively consistent across working models, this year's results show some clear differences:

- **100% home and 100% office/on-site workers reported lower life satisfaction than their hybrid counterparts—by 8% and 7%, respectively;**
- **Their sense that life is worthwhile also trailed hybrid workers by 5% and 6% respectively.**

However, when it came to happiness, those working entirely from home reported the highest score (6.27), slightly ahead of hybrid workers (6.25). In contrast, those working exclusively on-site reported happiness scores 9% lower than the average.

Anxiety levels remained more stable across working models:

- **100% office/on-site workers felt less anxious than the survey average (–3.5%);**
- **Home workers matched the average;**
- **Hybrid workers were more anxious than average (+1.5%).**

Overall, while hybrid working remains the most prevalent model, this year's findings suggest that fully remote workers may be experiencing certain benefits in terms of happiness, although they still face challenges in other areas of wellbeing.

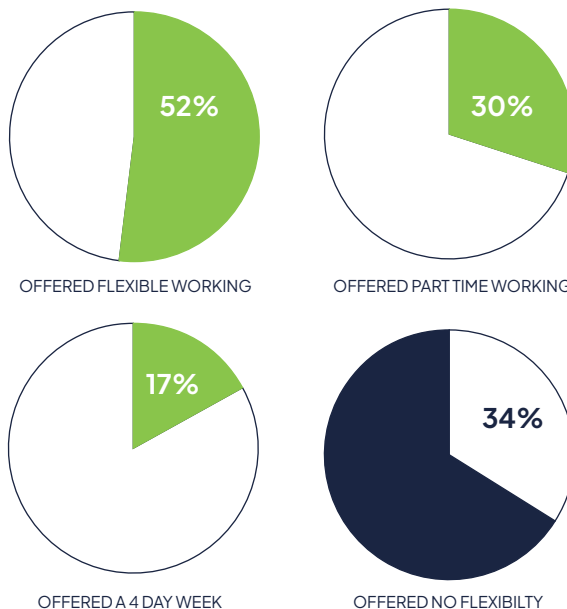


Flexible Working Options

The 2025 results show a notable increase in access to flexible working arrangements across the residential property management sector. This year, 52% of respondents said their employer offers flexible working hours, a significant 16% increase on 2024. Meanwhile, 30% reported access to part-time working, up 23% on last year.

One of the most striking developments is the rise in employers offering a four-day working week—now available to 17% of respondents, up 74% compared to 2024. The number of employers providing compressed hours also increased by 51%, with 13% of respondents saying they had access to this option.

At the same time, the proportion of respondents whose employers offered no flexible working arrangements fell from 42% in 2024 to 34% in 2025 – a 19% decrease.



How Does Flexibility Impact Wellbeing and Retention?

The data is clear. Access to flexible working has a consistently positive impact on wellbeing.

Respondents whose employers offer any kind of flexible working arrangement reported wellbeing scores that were 14% higher than those who had access to no flexible working arrangements, and their levels of anxiety were 13% lower.

Flexibility also plays a key role in staff retention. Among those with access to flexible arrangements, 60% said they expect to remain in the sector over the next three years—compared to 56% of all respondents, and just 48% of those without flexible working. This suggests a strong correlation between flexible work and long-term commitment to the profession.



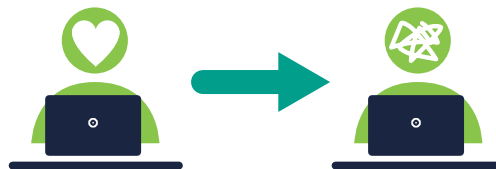


Years in the Sector and Retention

Length of service in the sector also appears to have a significant bearing on wellbeing and outlook.

Respondents with 11 or more years' experience reported 9% lower life satisfaction and 12% lower happiness than those with 0–5 years in the profession. They were also less likely to see a future in the industry; just 48% of the longest-serving group expected to remain in the sector over the next three years, compared to 64% of the most recent entrants.

These findings suggest that without renewed efforts to support long-serving professionals, the sector risks losing experienced staff who may feel under-supported or burned out.



Wellbeing and Retention Among Four-Day Week Workers

Building on the broader findings around flexibility, the four-day working week appears to deliver some of the strongest wellbeing and retention outcomes. Although only 17% of respondents currently work this way, their average scores were consistently higher than other groups:

- **11% greater life satisfaction**
- **13% stronger sense that the things they do in life are worthwhile**
- **16% higher happiness**
- **13% lower anxiety**

In fact, their happiness and life-worth scores even exceeded national averages—by 1% and 2%, respectively, making this the only group in the survey to surpass the general public's wellbeing levels.

These respondents worked an average of 40 hours per week—11% fewer than the survey average of 45. However, broken down by day, their workload equated to 10 hours per day, compared to 9 for the average respondent. Four-day week workers appear to be working the hours required to get the job done, whilst their wellbeing is benefitting from the additional day away from work.

Retention outcomes were also striking:

- **69% of four-day week respondents expect to remain in the sector over the next three years, 24% higher than the overall average;**
- **Only 14% expect to leave, 36% lower than those in workplaces without flexible options.**

These results highlight the four-day week as not only a wellbeing enhancer, but a powerful tool for workforce stability.



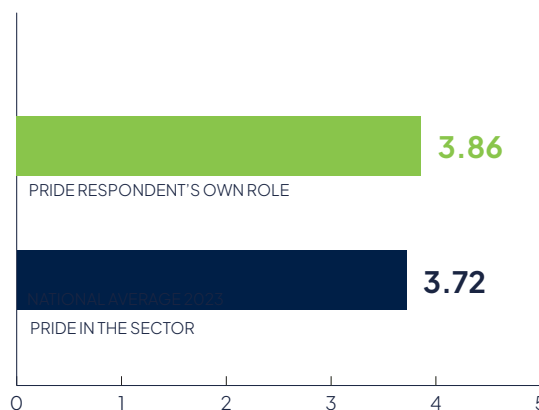
3. Pride and Purpose

Pride in Role and Sector

As part of this year's survey, TPI introduced a new question asking respondents to reflect on their sense of pride, both in their own role and in the sector as a whole.

On a scale of 1 to 5, respondents gave an average score of 3.86 for pride in their own role, and 3.72 for pride in the sector. These scores are encouragingly robust, especially given the pressures still affecting many professionals. A clear majority—88% of respondents—rated both their personal and sector pride as 3 or higher, with 28% giving a maximum score of 5 for pride in their role, and 22% doing the same for the sector.

Only 6 respondents rated their role pride at 1, and just 8 gave the lowest score for sector pride, suggesting that even among those who are struggling, a sense of purpose and value remains.



How Does Pride Correlate with Wellbeing and Retention?

While overall pride levels are relatively strong, there are significant differences in wellbeing between those who score low and high on this measure. Respondents who rated their pride in role at 1 or 2 were far more likely to lack access to flexible working, report high anxiety and low wellbeing, and feel that their mental health is at risk due to work.

In this group, 85% said they believed their mental health was at risk because of their job, and they reported job vacancy levels at their employer averaging 32%—45% higher than the average vacancy rate across all respondents. They were also more likely to say their employer didn't take any meaningful action on wellbeing and provided limited or unsafe opportunities to share feedback. Fewer than 1 in 5 of these respondents saw themselves remaining in the sector over the next three years.

By contrast, those who rated pride in role at 4 or 5 fared much better. This group was:

- **8.5% less likely to work in environments with no flexible arrangements;**
- **Scored 9.5% higher on overall wellbeing;**
- **Reported 8% lower anxiety than the average.**

While 55% of these high-pride respondents still believed their mental health was at risk, they were far more likely to rate their employers positively, especially in terms of taking genuine wellbeing action and fostering open communication. A striking 69% of this group said they expect to stay in the sector over the next three years, 25% above the survey average.

They also reported slightly lower than average workload pressure (6.9 out of 10, just 5% lower than the average), and felt better supported by all stakeholder groups except leaseholders, whose support scores were marginally lower than the average. This strong sense of purpose was evident throughout the survey, with respondents sharing what they value most about their work, even in the face of ongoing pressures.



What People Value About Their Role

Despite sector pressures, many respondents expressed a clear sense of connection to the meaningful aspects of their work. When asked what they most enjoy about their role, several consistent themes emerged from the verbatim comments:

- **Teamwork and collaboration** – Respondents frequently mentioned the positive dynamics within their teams. Being part of a supportive group, sharing knowledge, and working through challenges together were often cited as the most rewarding elements of the job.
- **Making a difference** – Many highlighted the satisfaction of helping residents, resolving issues, and improving buildings and communities. The opportunity to make a tangible impact on people's daily lives was a strong motivator.
- **Variety and problem-solving** – The day-to-day unpredictability of the role was framed as a strength, not a burden. Respondents appreciated that no two days are the same, and valued being challenged in ways that encouraged growth and learning.
- **Relationship building** – Establishing trust and rapport with clients, contractors, and colleagues was seen as both personally and professionally fulfilling. Several respondents described this as a key reason they stay in the sector.

- **Flexibility** – For those with access to flexible working arrangements, this was described as “life-changing.” The ability to manage time, reduce commuting, or fit work around other commitments was strongly associated with improved wellbeing and job satisfaction.

These findings suggest that, even in a high-pressure environment, many professionals find deep value in their roles. Understanding what people enjoy most about their work can help employers strengthen engagement and retention by supporting the conditions that allow these positives to flourish.



Autonomy and Self-Employment

Several respondents spoke positively about the autonomy and flexibility of running their own business. While this path brings its own challenges, those who identified as business owners or directors reported wellbeing scores 15% higher than property managers or assistants. The ability to set their own pace, structure their work, and align their role with personal values was cited as a major contributor to improved wellbeing.



4. Abuse, Stress and Pressure

Abuse

While any instance of abuse is entirely unacceptable, this year's results show encouraging signs of progress. Fewer respondents reported being on the receiving end of abusive behaviour compared to previous years, continuing a slow but steady downward trend. Overall, 1 in 8 respondents reported experiencing no abuse at all during their work, marking the highest proportion since the survey began.

Although the data doesn't suggest a complete resolution of the issue, it does indicate that some of the more extreme pressures property professionals have faced in recent years may be starting to ease. In response to growing concerns around abuse in the sector, TPI launched its Unreasonable Behaviour Policy in 2021.

Now in its fifth year, this policy continues to serve as a framework for identifying and addressing unacceptable behaviour toward property management professionals. It outlines the types of behaviour considered abusive, provides mechanisms for documentation, and suggests appropriate actions to de-escalate or prevent recurrence.

This year, 64% of respondents reported that their employer had an Unreasonable Behaviour Policy in place—a 5% increase on 2024. In 32% of those cases, TPI's policy was being used.

This sustained uptake suggests that more employers are taking meaningful steps to protect their staff. While any instances of abuse remain entirely unacceptable, the increased visibility and application of the policy may be contributing to the continued decrease in reported cases of abuse year on year.

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

Employee Assistance Programmes (EAPs)

EAPs are another valuable tool in supporting staff wellbeing, particularly in high-pressure roles such as property management. These programmes typically offer free and confidential services such as short-term counselling, wellbeing assessments, referrals, and follow-up support. In some cases, EAP providers also work in a consultative capacity with managers and HR teams to address broader organisational challenges, including workplace trauma, violence, and emergency response.

Although EAPs are often designed to help with work-related issues, many offer support that extends beyond the workplace, including help with financial worries, personal stress, and family pressures. A growing number of employers in the sector are introducing or expanding EAP access, recognising its role in maintaining a healthy, resilient workforce.





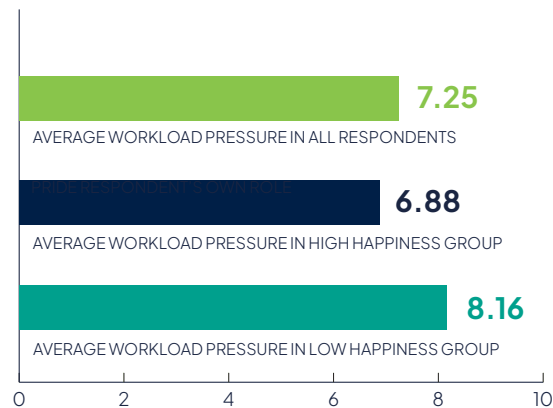
Changes in Stress Levels

While the majority of respondents still report year on year increases in stress, more respondents reported a reduction in work-related stress, and fewer said that stress had increased significantly in the past 12 months than in previous survey years.

That said, many continue to experience high levels of pressure. The average workload pressure score across all respondents was 7.25 out of 10, suggesting that for many, the demands of the job remain intense.

However, respondents with higher wellbeing scores, particularly those in the 'high happiness' group, reported lower average workload pressure of 6.58, which is 10% lower than the survey average.

At the other end of the scale, the least happy respondents (those who rated their happiness between 0 and 4) reported a workload pressure score of 8.16—20% higher than their happiest peers.



Sources of Pressure

In previous surveys, the leading sources of stress were often linked to cladding issues, government regulation, or internal company culture. This year, leaseholder concern over the cost of living and service charges leads the way.

This issue was cited by a wide range of respondents as a major ongoing challenge, affecting everything from day-to-day workload and client relationships to emotional wellbeing and retention. The financial strain many leaseholders are under is frequently transferred, either directly or indirectly, onto managing agents, contributing to a persistently stressful working environment.





Discrimination and Inclusion

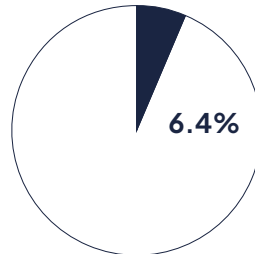
This year's survey introduced new questions on prejudice related to protected characteristics. This question was created in response to previous survey respondents saying they were repeatedly subject to casual sexist or racist behaviour from residents, but were uncertain whether these incidents could be reported as a hate crime. While most respondents did not report discriminatory experiences, many did:

- **6.4% experienced racism;**
- **11.6% experienced sexism—this rose to 31% among women;**
- **12% experienced other forms of prejudice, such as ageism, ableism, or discrimination based on sexual orientation or religion.**

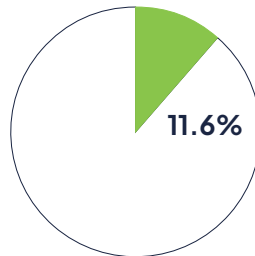
It should be noted we do not collect data on race or other protected characteristics in the survey.

Whilst the survey average was 11.6% for experience of sexism, we can see almost 1/3 of women reported experiencing sexist behaviour. It is therefore highly likely the 6.4% of respondents experiencing racism, translates to a far higher percentage of respondents of global majority heritage experiencing racism.

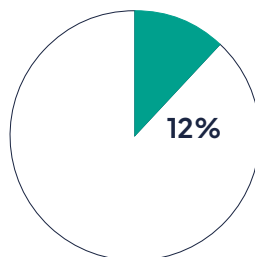
These figures reinforce the need for inclusive practices, training, and zero-tolerance policies within organisations. While incidents may not be frequent, their impact on individual wellbeing, team dynamics, and retention can be significant.



RESPONDENTS WHO EXPERIENCED RACISM



RESPONDENTS WHO EXPERIENCED SEXISM



RESPONDENTS WHO EXPERIENCED OTHER FORMS OF PREJUDICE



5. Support and the Role of Employers

Rising Expectations

This year's survey results indicate a clear rise in expectations when it comes to wellbeing support in the workplace. Respondents reported that their expectations of support from employers and other stakeholders have increased by 16% compared to last year.

The actual support received has also gone up by 15%, suggesting that organisations are starting to respond to the changing needs of their workforce. However, a gap remains between what professionals hope for and what they currently experience, pointing to the need for continued progress and investment in wellbeing initiatives.

When asked where they expected to receive support and how this compared to what they received, a consistent shortfall emerged across nearly all formal sources, with the notable exception of personal networks:

- In the formal sources of support, employers had the highest level of expected support. While their efforts have improved since the pandemic, many respondents still felt this fell short of expectations.
- Informal support, from friends, family, and colleagues were the only groups that consistently met or exceeded expectations.
- Professional bodies, including TPI, were generally seen as supportive, though some respondents called for more tailored wellbeing resources.
- Government services were the least likely to meet expectations, with issues of accessibility and resourcing frequently cited.

This gap points to the importance of clearer support frameworks, improved signposting, and a shared responsibility between individuals, employers, professional bodies, and wider systems.

What Makes A Difference

As in previous years, respondents highlighted the value of flexible working, approachable leadership, mental health awareness, and effective internal communication. These factors were most often associated with higher wellbeing scores and lower anxiety levels across the board.

Support doesn't need to come in the form of grand gestures. Respondents who felt their organisations genuinely listened to them, whether through surveys, feedback loops, or one-to-one conversations, consistently reported better mental health outcomes.

This was especially true for those who believed their employer was taking real, meaningful action on wellbeing, rather than treating it as a box-ticking exercise.

Reasonable workload pressure and working hours translates to significantly above average reported wellbeing. Respondents reporting low level of personal financial pressure and respondents working for Housing Associations also reported significantly higher than average wellbeing for the survey.

Identifying Gaps in Support

The data shows a stark contrast between respondents who feel well supported and those who do not. Professionals working in organisations that provide no access to flexible working, offer limited engagement opportunities, or fail to acknowledge the pressures staff are under were far more likely to report poor mental health, low morale, and an intent to leave the profession.

By contrast, respondents who felt their employers were actively working to support them, through clear policies, open communication, and meaningful flexibility, were significantly more likely to say they expected to remain in the sector over the next three years.



Psychological Safety and Expression

The data shows a stark contrast between respondents who feel well supported and those who do not. Professionals working in organisations that provide no access to flexible working, offer limited engagement opportunities, or fail to acknowledge the pressures staff are under were far more likely to report poor mental health, low morale, and an intent to leave the profession.

By contrast, respondents who felt their employers were actively working to support them, through clear policies, open communication, and meaningful flexibility, were significantly more likely to say they expected to remain in the sector over the next three years.

How Have People Taken Control of Their Own Wellbeing?

In 2025, more respondents reported taking active steps to manage and improve their wellbeing than in any previous year of the survey. This shift reflects both a maturing understanding of mental health in the sector and a growing willingness among professionals to prioritise their own needs in the face of persistent pressure.

Verbatim comments highlighted a wide range of personal strategies. Many respondents described building firmer boundaries between work and home life, such as switching off email notifications outside of hours, turning down additional workloads, or scheduling non-work commitments as immovable parts of their week. Others cited exercise, improved diet, sleep hygiene, counselling, therapy, meditation, and social connection as core wellbeing tools. Several individuals also noted that they had sought out new roles or employers who offered greater flexibility or better alignment with their personal values.

Flexible working arrangements played a key role in enabling these changes. Respondents who had access to remote or hybrid working reported being more able to take regular breaks, integrate physical activity into their routines, or adjust their schedules to reduce stress. Those who worked a four-day week were especially likely to mention the positive impact this had on their mental health and work-life balance.





What Are Employers Doing Well?

This year's results suggest a growing number of employers are stepping up to support staff wellbeing in meaningful ways. Respondents highlighted positive changes such as increased flexibility, more open dialogue around mental health, and practical initiatives aimed at reducing workload pressure. Several participants noted the introduction of new wellbeing programmes, including mental health first aiders, access to counselling services, and structured check-ins.

Importantly, respondents working in environments where wellbeing was treated as a strategic priority, not just a compliance exercise, consistently reported stronger outcomes. These organisations were described as approachable, consistent in communication, and willing to act on feedback. Many

of them had also improved transparency around resourcing and workload expectations, which appears to have helped manage stress and improve trust.

One emerging theme is the shift from reactive to proactive support. Rather than waiting for issues to escalate, the most effective employers are investing in preventative measures, such as training line managers, clarifying escalation pathways, and providing flexible options tailored to individual needs.

Respondents in these workplaces often mentioned feeling “listened to” and “valued,” even when challenges remained.

Where Are Employers Still Falling Short?

Despite progress in some areas, there is a wide disparity in how employers are responding to wellbeing challenges. A significant proportion of respondents said their organisation still fails to acknowledge or address the pressures staff are under. Others described workplace cultures that discourage open conversation, dismiss concerns, or prioritise performance targets over employee wellbeing.

One in three respondents rated their employer's wellbeing support as poor or very poor. In this group, common concerns included lack of flexibility, inconsistent management support, and the absence of safe channels to raise issues. Several respondents commented that wellbeing initiatives often feel like “tick-box exercises” or are perceived as disingenuous because senior leadership fails to model the behaviour or values they promote.

Perhaps most concerning, professionals working in unsupportive environments were also the most likely to report mental health risks, high anxiety, and a desire to leave the sector. **Many shared that they felt “completely overwhelmed,” “burnt out,” or “undervalued”—particularly where expectations remained high but organisational support was limited or unclear.**

These findings reinforce a central message of this year's report. That employer action, when genuine and consistent, can have a transformative effect on wellbeing, morale, and retention. But when it is absent or superficial, the consequences for individuals and organisations alike are significant.



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 2024 highlighted a demand for clearer standards, practical guidance, and more consistent employer action on wellbeing.

In response, TPI launched two key resources designed to help organisations take meaningful, measurable steps toward better mental health and resilience in the workplace:

TPI Wellbeing Standard

A voluntary benchmark that 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 and towards long-term cultural change.

[Download TPI's Consumer Charter & Standards HERE](#) and see section 8 for the Wellbeing Standard

TPI Guidance Note H01

Developed alongside the Wellbeing Standard, this detailed guidance note provides 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.

[Download Guidance Note H01 HERE](#)

These tools reflect TPI's ongoing commitment to translating survey data into meaningful action. They are just the beginning. As further insights emerge from this year's results, TPI will continue to evolve its support, ensuring that all TPI members are equipped not only to meet today's challenges and are looked after, but to build stronger, more resilient teams for the future.

Staff Safety and Abuse Prevention

De-Escalation Training – British Retail Consortium

In partnership with the Suzy Lamplugh Trust, the BRC has developed an animated training module to help staff deal with abuse and threatening behaviour. While originally created for the retail sector, the advice is equally relevant to property professionals.

[De-Escalation Training – For More Information Click HERE](#)

Safeguarding Posters for Staff

TPI has produced a downloadable poster designed to remind residents and clients that property managers are people too, deserving of respect and safe treatment in all interactions. This can be displayed in managed buildings, offices, and digital spaces.

[Download TPI's Safeguarding Poster HERE](#)

Violence and Stress Guidance – Health & Safety Executive

The HSE offers dedicated advice for workers and employers on dealing with violence in the workplace. This includes preventative strategies and actions to take after an incident.

[Violence and Stress Guidance – Read Advice HERE](#)





Employer Practice and Business Impact

The True Cost of Blocks

Employers are encouraged to consider not only the financial return on a block, but also the impact it has on staff wellbeing. Blocks requiring disproportionate time and attention can stretch already under-resourced teams, ultimately increasing the risk of burnout, turnover, and the hidden costs of recruitment and training. Reviewing block portfolios through a wellbeing lens can help identify where change is needed.

Cost of Living Support for Leaseholders

Many respondents noted the emotional and operational pressure of managing rising service charges during a cost-of-living crisis. For property professionals seeking to support affected residents, the following government resources may be helpful:

[Cost of Living Support – Access Cost of Living Support HERE](#)

Managing Online Reviews – CMA Advice

The Competition and Markets Authority offers clear advice on the dos and don'ts of managing online reviews and endorsements. This guidance is useful for organisations looking to maintain a professional and ethical online presence.

[Managing Online Reviews – Read Advice HERE](#)

Building Safety Regulations and Compliance

Building Safety Act, Fire Safety Act & PAS 8673

The implementation of the new building safety regime has introduced significant new responsibilities for managing agents. While not all professionals will be directly responsible for compliance, understanding the key elements, such as the Safety Case Report and PAS 8673 expectations, is increasingly essential.

TPI Building Safety Hub

TPI supports members through its dedicated Building Safety Hub, which includes curated updates, resources, and external links.

[Visit the Building Safety Hub HERE](#)



Conclusion

TPI's 2025 Wellbeing & Resilience Survey presents the clearest picture yet of a profession in transition. While the pressures facing residential property managers remain significant, there are indications that wellbeing across the sector is gradually improving. For the first time in five years, all core measures of wellbeing have increased, and the gap between property professionals and the general public has narrowed across every indicator.

These improvements are not accidental. The data suggests that better outcomes are consistently linked to specific, actionable factors. Most notably access to flexible working arrangements and the ability to work in a hybrid model. Respondents in supportive environments with these options in place reported higher wellbeing, lower anxiety, and a stronger intention to remain in the sector. The benefits were particularly striking among those working a four-day week, whose average wellbeing scores even exceeded national benchmarks. These findings confirm that how organisations structure work has a measurable impact, not just on employee satisfaction, but on overall sector resilience.

At the same time, the report highlights areas where further action is urgently needed. Nearly one in five professionals said they did not feel safe to share their views at work. Others cited poor communication, lack of meaningful flexibility, and limited support around abuse and discrimination. These experiences are strongly associated with reduced wellbeing, high vacancy rates, and a greater intent to leave the profession. Employers who fail to engage with these challenges risk not only the wellbeing of their teams, but the long-term sustainability of their organisations.

Encouragingly, the 2025 results also show a growing sense of agency among professionals themselves. More respondents than ever reported taking steps to protect their own wellbeing—setting boundaries, seeking flexibility, or prioritising employers who align with their values. This growing focus on personal resilience, alongside organisational change, is an important trend that may shape the future of the sector.

TPI is acutely aware of the issues highlighted by this year's survey and remains committed to driving positive change across the sector. TPI provides practical tools such as [TPI Wellbeing Standard](#) and [Guidance Note H01](#), designed to help individuals and employers build healthier, more sustainable working cultures.

These findings will directly inform the next phase of TPI's work, helping to develop new resources and refine existing ones. The goal remains clear. To ensure that every professional working in residential leasehold property management feels supported, valued, and able to thrive. TPI are grateful to everyone who contributed to this year's survey and look forward to continuing this vital conversation in 2026.





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