



University
of Glasgow

University of Glasgow Colleague Engagement Survey 2025

In Partnership with:

Peopleinsight

UofG

COLLEAGUE ENGAGEMENT AT UofG

Contents

Colleague Engagement at UofG	2
Colleague Engagement Survey 2025	3
Engagement Score	5
Results in Detail	7
Themes in Detail	9
Feedback in Action	12

Colleague engagement at the University of Glasgow is about how we experience our work, how connected we feel to our roles, our teams and the wider University. It reflects the extent to which we feel listened to, supported and able to contribute to what we are collectively trying to achieve.

Engagement matters because it is closely linked to wellbeing, inclusion, performance and our ability to deliver excellent education, research and professional services. It also means that more of our colleagues would recommend working here to others, so that we can continue to attract excellent people.

Across the University we use a variety of methods of gathering feedback and supporting ongoing dialogue with colleagues as part of our commitment to ensuring everyone feels valued, heard and has the opportunity to provide feedback.

The Colleague Engagement Survey gives all staff the opportunity to share their views on what is working well and what could be improved, helping us understand day-to-day experiences across the University. We use this feedback to inform priorities, shape actions at University, College, School and team level, and to track progress over time.

Definition of Colleague Engagement at UofG

Our workplace approach resulting in the conditions for colleagues to feel a sense of wellbeing, of belonging to and pride in the University, such that they would recommend it as a place to work to others and want to continue working here. The approach supports colleagues feeling committed to UofG values, and motivated to contribute to the University's success by feeling supported to do their best work every day.

(adapted from the MacLeod and Clarke review definition of employee engagement^{1,2})

1. engageforsuccess.org

2. At UofG, we prefer the term "colleagues" rather than "employees".

COLLEAGUE ENGAGEMENT SURVEY 2025

Survey delivery and approach

People insight Ltd was commissioned to deliver the University's Autumn 2025 Colleague Engagement Survey as an external independent provider.

The survey questionnaire was developed in 2021 to measure colleagues' attitudes, perceptions, and experiences across key areas known to drive engagement in the workplace. The University partners with People Insight to provide colleagues with a trusted and confidential mechanism to share honest feedback about their experiences of working at the University.

People Insight is registered with the Information Commissioner's Office (ICO) and is recognized as a leading expert in employee engagement and survey delivery. They are certified to ISO 9001 and ISO 27001 standards, and hold Cyber Essentials accreditation, providing assurance that data is managed securely and responsibly.

Survey scope and methodology

The survey was open between 20 October and 14 November 2025. A total of 8,341 colleagues were invited to participate, with 5434 responses received, representing an overall response rate of 65%.

The survey explores a wide range of aspects of colleagues' experiences at work and is structured around nine core themes:

- Communication
- Culture & Values
- Engagement
- Leadership & Strategy
- Reward & Recognition

- Dignity & Diversity
- Line Management
- My Role & Development
- Wellbeing & Balance

Each theme comprises a series of statements, with respondents asked to indicate their level of agreement using a five-point Likert scale ranging from "strongly agree" to "strongly disagree".

In addition, the survey included three open-text questions seeking colleagues' views on:

- the best thing about working here;
- what we most need to change; and
- alternative priorities for the University.

Eight demographic questions are included to help us understand the experiences of different groups of colleagues across the institution.

Protecting anonymity

Protecting colleagues' anonymity is central to the design and delivery of the survey. This ensures colleagues are able to provide open and honest feedback with confidence.

All responses are collected directly by People Insight. Following survey closure, results are made available to the University through a secure results dashboard. Findings are reported only at an aggregate level, with a minimum reporting threshold of ten respondents (e.g. by School or Job Family). The reporting methodology never identifies individual responses and does not combine all aspects of any one colleague's survey submission.



65%

RESPONSE RATE



8341 INVITATIONS
5434 RESPONSES

ENGAGEMENT SCORE

Colleague engagement is a key performance indicator (KPI) of how the University is performing as an employer. This KPI identifies whether we are creating the right conditions to enable colleagues to be their best at work.

Colleague engagement is measured at the University through the five questions in table 1. The overall engagement score is the average favourability score ('agree'/'strongly agree' responses) of the five questions and is presented as a single measure.

The University's engagement score in 2025 stands at 73%, an increase of one percentage point since the last engagement survey in 2024. While one point is within normal variation this shows stability in engagement.

Chart 1 shows the progression of the engagement score over the preceding years. When compared to other Higher Education Institutions (HEIs) and other Russell Group universities, the University in 2025 is in line with the sector, at two percentage points above the HEI sector and four percentage points above HEI Scotland benchmarks.

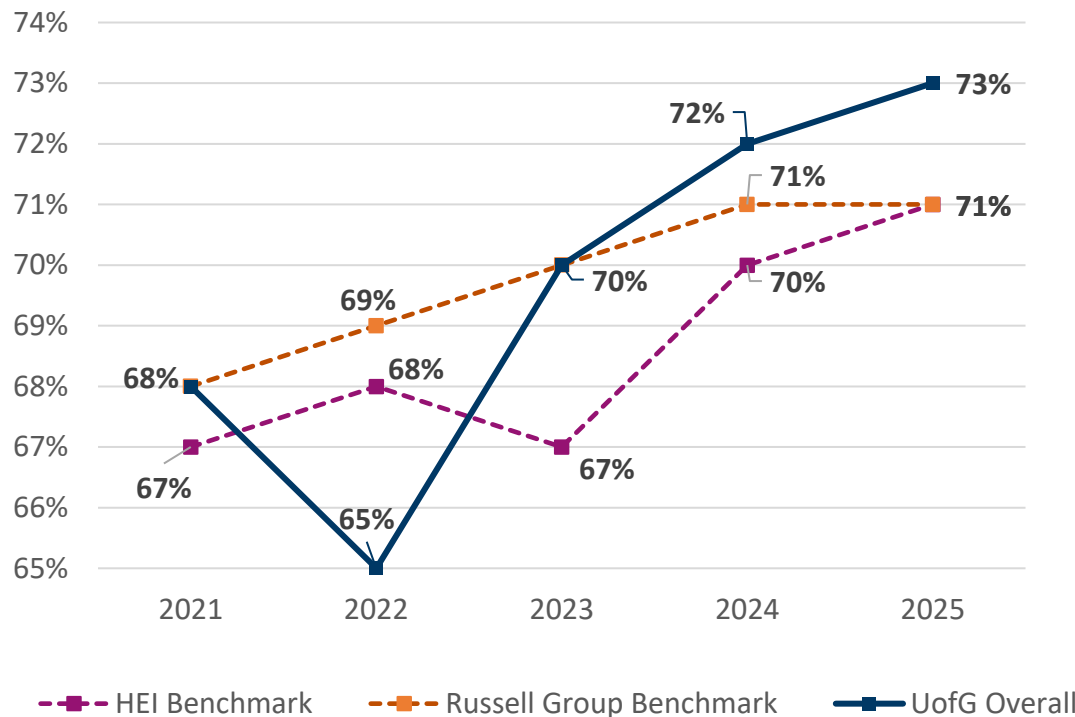


Chart 1: UofG Engagement Score by year against UK HEI and Russell Group Benchmarks

Colleague engagement score:

2025

HEI BENCHMARK

RUSSELL GROUP BENCHMARK

73%

71%
(+2)

71%
(+2)

(+1) vs 2024

Table 1 details the colleague engagement questions ranked from most to least positive, highlighting which aspects of engagement are the strongest across the University.

A sense of pride in working for the University (78%) and intent to remain working with the University (77%) continue to score highly, both sitting above the HE sector benchmark. Motivation to do one's best work remains strong at 73%, and willingness to recommend the University as a good place to work (71%) is five percentage points higher than the sector average.

Although a sense of belonging has the lowest score at 63% of the engagement category, it has shown the greatest improvement for this year, though it remains five percentage points below the sector benchmark.

Within the tables across this report comparisons are calculated as the percentage point difference in positive scores. Due to rounding, comparison figures may not match exactly with past reported scores, and some response scores may not total 100.

Engagement	+/- 2022	+/- 2023	+/- 2024	4-year Trend	% POSITIVE (Strongly agree or agree)	% NEUTRAL (Neither agree nor disagree)	% NEGATIVE (Disagree or strongly disagree)	+/- HEI
I am proud to work for the University	+5	=0	-1		78%	15%	6%	+2
I would still like to be working at the University in two years' time	+7	+2	+1		77%	15%	8%	+7
Working here makes me want to do the best work I can	+7	+1	=0		73%	18%	9%	=0
If asked, I would recommend the University to friends and family as a good place to work	+9	+3	=0		71%	18%	11%	+5
I feel a strong sense of belonging to the University	+8	+6	+4		63%	23%	14%	-5

Table 1: Five questions to measure colleague engagement

RESULTS IN DETAIL

The highest-scoring questions highlight strong day-to-day working experiences, particularly around trust, role clarity, and line management.

Over eight in ten colleagues feel trusted to do their job, are clear about what they are expected to achieve, and report having constructive development conversations with their manager. These results remain consistently strong.

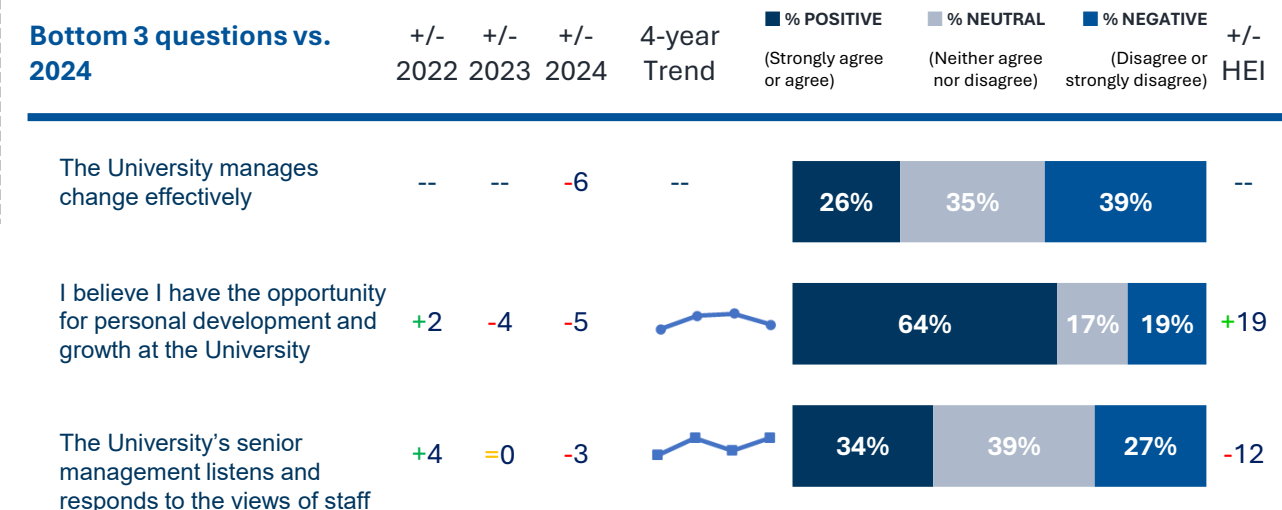
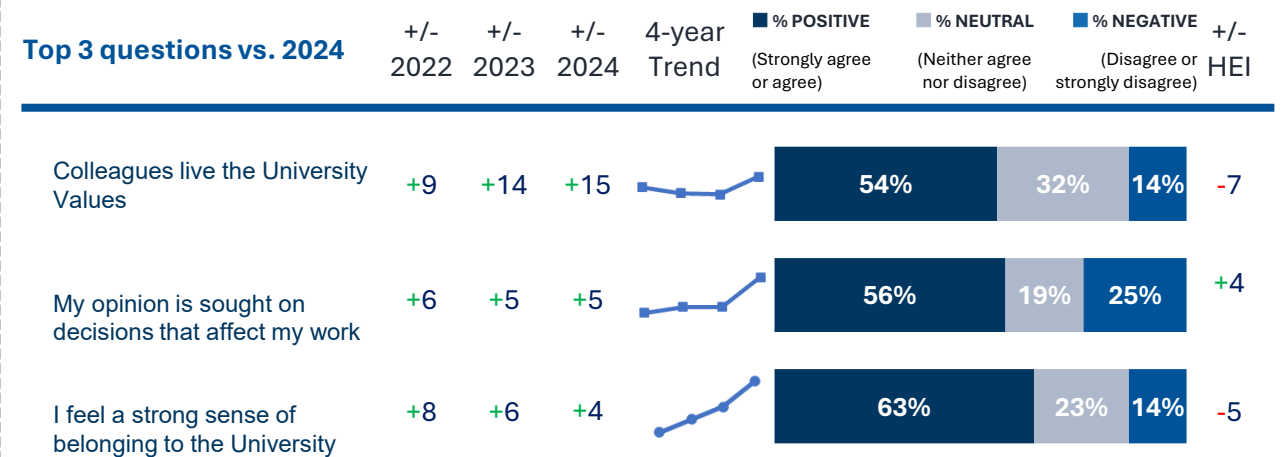
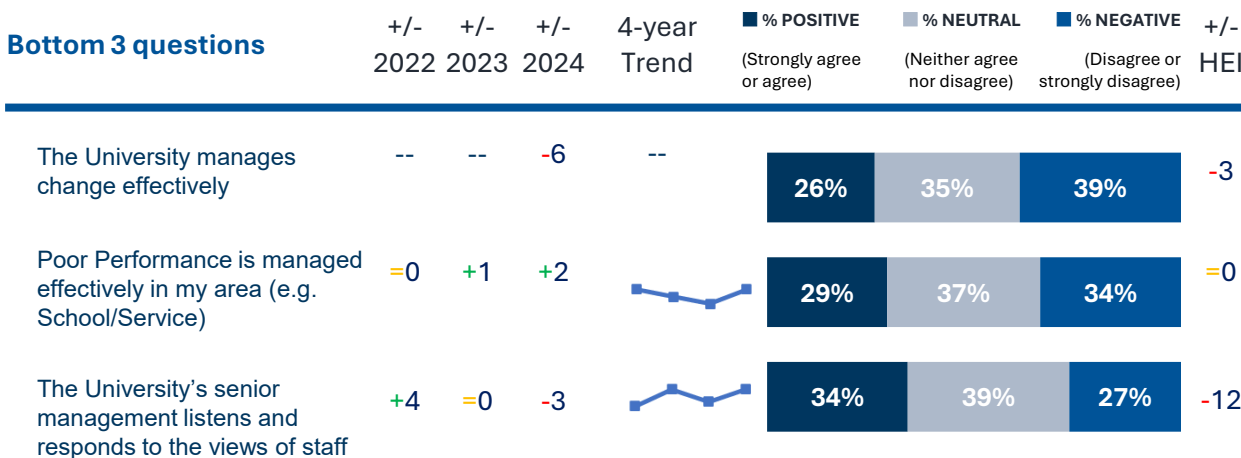
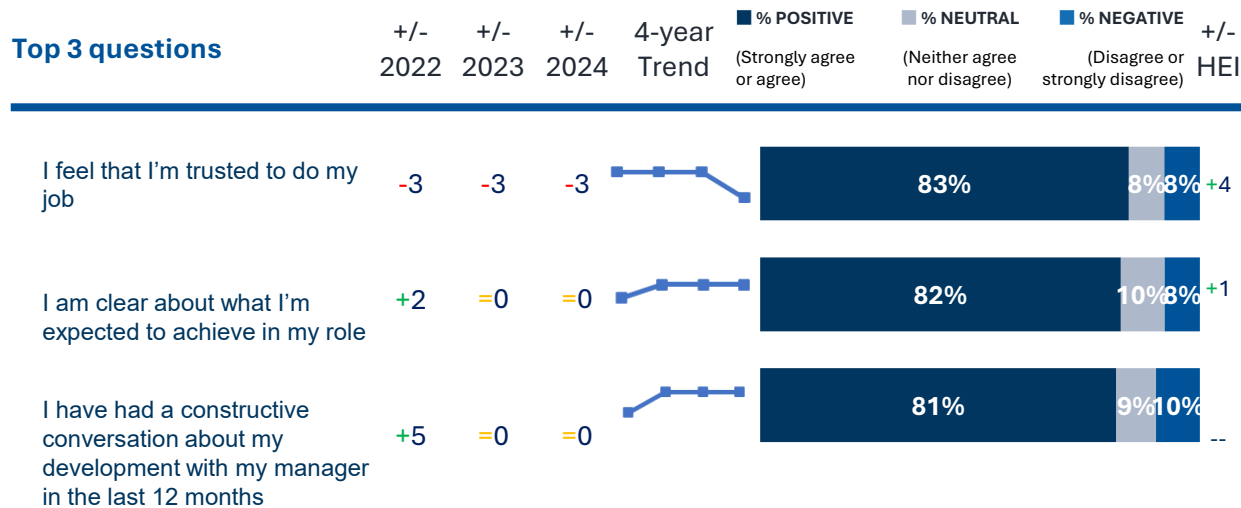
The lowest scoring questions continue to relate to perceptions of how effectively the University manages change, how poor performance is managed, and whether senior management listens and responds to staff views.

The greatest improvements are seen in questions linked to culture, inclusion, and involvement. In particular, there has been a notable increase in agreement that colleagues live the University Values, alongside improvements in feeling involved in decisions and a sense of belonging.

Conversely, the least improvement is evident in areas already scoring

lowest. Views on how effectively the University manages change have declined further, and perceptions of senior management listening to staff remains low and below the HEI benchmark.

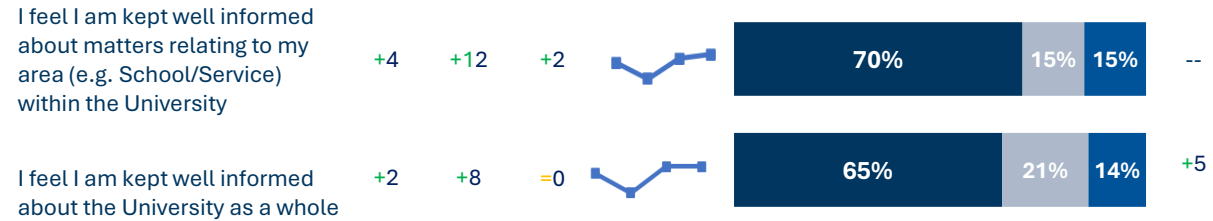
Whilst perceptions of development opportunities has declined in 2025, they remain significantly higher than the HEI benchmark.



THEMES IN DETAIL

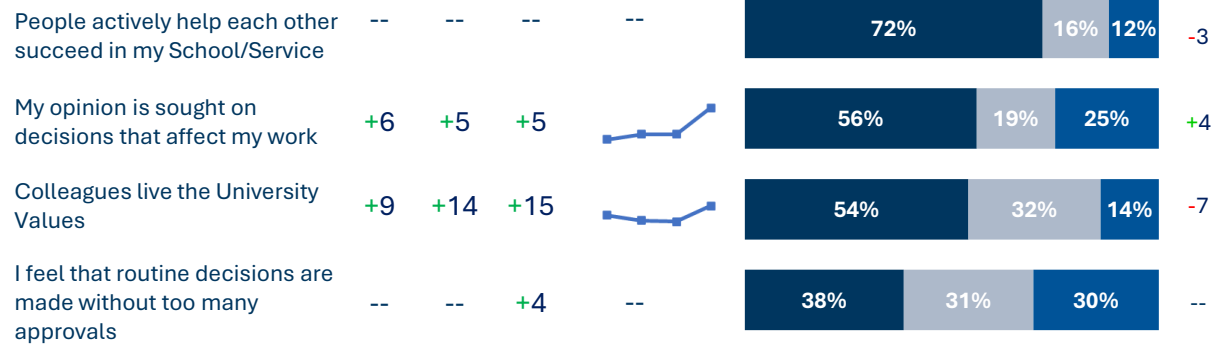
Communication

+/- 2022 +/- 2023 +/- 2024 4-year Trend % POSITIVE (Strongly agree or agree) % NEUTRAL (Neither agree nor disagree) % NEGATIVE (Disagree or strongly disagree) +/- HEI



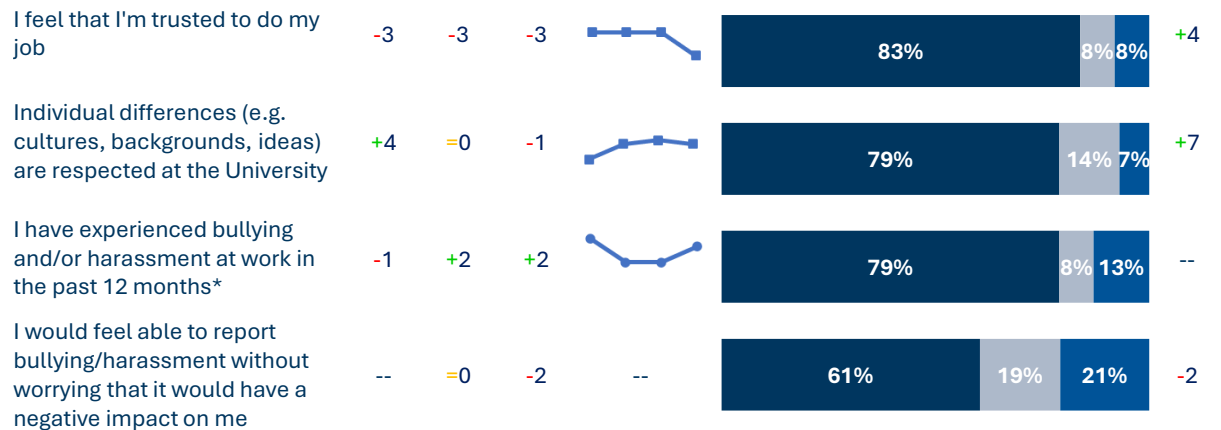
Culture & Values

+/- 2022 +/- 2023 +/- 2024 4-year Trend % POSITIVE (Strongly agree or agree) % NEUTRAL (Neither agree nor disagree) % NEGATIVE (Disagree or strongly disagree) +/- HEI



Dignity & Diversity

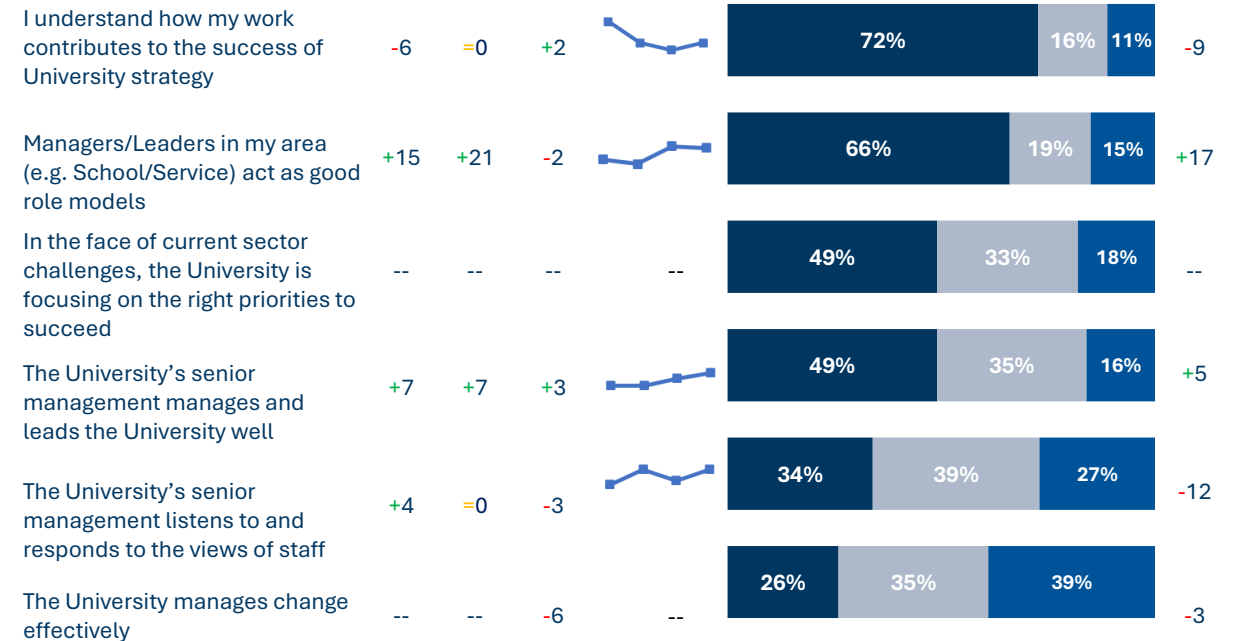
+/- 2022 +/- 2023 +/- 2024 4-year Trend % POSITIVE (Strongly agree or agree*) % NEUTRAL (Neither agree nor disagree) % NEGATIVE (Disagree or strongly disagree) +/- HEI



* For the question I have experience bullying and/or harassment at work in the past 12 months, positive responses are Disagree or Strongly Disagree.

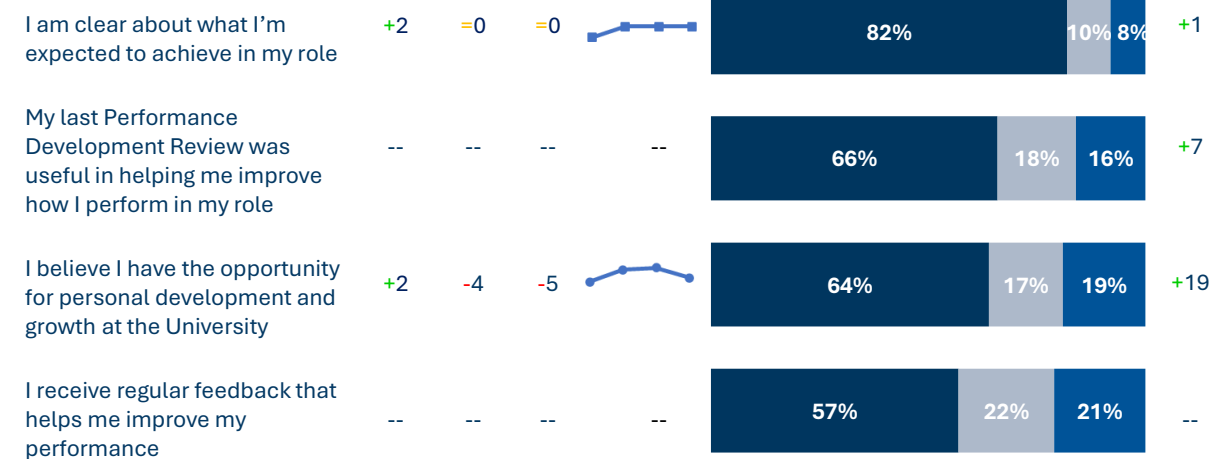
Leadership & Strategy

+/- 2022 +/- 2023 +/- 2024 4-year Trend % POSITIVE (Strongly agree or agree) % NEUTRAL (Neither agree nor disagree) % NEGATIVE (Disagree or strongly disagree) +/- HEI



My Role & Development

+/- 2022 +/- 2023 +/- 2024 4-year Trend % POSITIVE (Strongly agree or agree) % NEUTRAL (Neither agree nor disagree) % NEGATIVE (Disagree or strongly disagree) +/- HEI



THEMES IN DETAIL

FEEDBACK IN ACTION

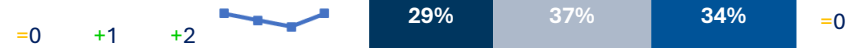
Line Management

+/- 2022 +/- 2023 +/- 2024 4-year Trend % POSITIVE (Strongly agree or agree) % NEUTRAL (Neither agree nor disagree) % NEGATIVE (Disagree or strongly disagree) +/- HEI

I have had a constructive conversation about my development with my manager in the last 12 months



Poor performance is managed effectively in my area (e.g. School/Service)



Reward & Recognition

+/- 2022 +/- 2023 +/- 2024 4-year Trend % POSITIVE (Strongly agree or agree) % NEUTRAL (Neither agree nor disagree) % NEGATIVE (Disagree or strongly disagree) +/- HEI

I feel valued for the work that I do



Wellbeing & Balance

+/- 2022 +/- 2023 +/- 2024 4-year Trend % POSITIVE (Strongly agree or agree) % NEUTRAL (Neither agree nor disagree) % NEGATIVE (Disagree or strongly disagree) +/- HEI

I feel able to cope with my workload



I am able to strike the right balance between my work and home life



The University supports my health and wellbeing at work



Colleague feedback is a vital part of shaping how the University improves and evolves. Survey results are analysed at multiple levels to ensure insight leads to meaningful action.

At an institutional level, we identify shared strengths and common opportunities for improvement. We explore key themes in greater depth, with specialist teams using feedback to inform work on areas such as transformation and change, communications, and performance and reward, alongside the experiences of specific colleague groups (e.g. Early Career Development Programme participants, disabled colleagues, Technical colleagues).

Crucially, this is complemented by local analysis, with Schools and Services accessing their results through the survey dashboard. This enables leaders to understand their teams' experiences and develop

targeted action plans that reflect their unique contexts.

Together, this approach ensures that feedback is not only heard, but actively used to inform decisions, drive improvement, and enhance the colleague experience across the University.

For 2025-26, we will focus on the areas that matter most to colleagues including improving how change is managed, strengthen communication, and ensuring colleagues feel heard and responded to by senior management. We will continue to deliver actions from previous surveys for Early Career Development Programme participants and disabled colleagues, while also expanding our focus to better understand the experiences of technical colleagues, alongside an ongoing commitment to wellbeing and workload.



