



The  
Property  
Institute

# Wellbeing & Resilience Survey Report 2024



# Executive Summary

## The wellbeing of our sector's people remains a significant concern.

We launched our Wellbeing Survey in 2021 to build a picture of the main pressures that residential property management staff are facing and to understand ways to alleviate them. The second survey showed some slight improvements in wellbeing of our industry's professionals. The 2023 survey was the first of its kind conducted without any COVID-19 restrictions in society, however this did not mean things got any easier for the sector. Other pressures emerged, such as a cost-of-living crisis affecting many leaseholders while the implementation of the new building safety regime grew in urgency.

For the 2024 survey, we have observed how 'high happiness' respondents compare to the average respondent. High happiness respondents are defined by the Office for National Statistics as respondents with happiness scores of 7 to 10. 41% of our survey respondents can be classified as high happiness respondents. We found that these high happiness respondents work similar hours and experience about the same amount of abuse whilst going about their job as the average respondent. However, their workload is a little below the average, they receive higher levels of support, and have greater flexibility from their employer. High happiness respondents enjoy working in a team and value personal interactions with their colleagues. They also thrive from a variety of challenges in their role which are meaningful and satisfying to accomplish.

As a nation, wellbeing scores are down from the previous year, happiness: 6.8 (down 3%), feelings that the things done in life are worthwhile: 7.2 (down 1.5%), life satisfaction: 6.8 (down 3%), and anxiety: 3.9 (down 2.5%). Our survey respondents' wellbeing is also down on last year, but down by less than the national average, happiness 5.61 (down 2.5%), feeling that things done in life are worthwhile 6.19 (down 0.5%), life satisfaction 5.8 (down 1.5%). Broadly, our Wellbeing and Resilience survey shows a workforce that is still feeling the strain.

The most significant pressure continues to come from workloads with overall wellbeing declining as workload pressure grows. Very low or very high workload pressure scores correlated with reduced likelihood of respondents staying in the sector. While property management staff aren't looking for an easy ride, workload pressure maintained at an average 5 or 6 from 10, correlates with higher levels of wellbeing – we refer to this as 'manageable workload'. Respondents with workload pressures between 9 and 10 saw themselves as more likely to leave than stay in the sector.

The survey results showed that 50% of respondents saw themselves remaining in the sector over the next three years (up 5% on last year), while 22% saw themselves leaving the sector (down 12% on last year). Work pressure ratings correlated strongly with wellbeing scores. If work pressure was too high (7 or above) the wellbeing scores given would suffer. The main causes of pressures at work are workload, demand for services, new legislation, and cost of living/increased service charge pressures on residents. Anxiety scores are manageable between workload pressure 5 and 6, but rapidly rise at workload pressure 9 and 10.

<sup>1</sup>Public opinions and social trends, Great Britain: 27 March to 7 April 2024: <https://bit.ly/3xADAit>



Following on from the 2023 survey, we drilled into the potential causes of high 'workload pressure', specifically working hours and staffing levels across the sector. The average hours worked in a typical week is 46, with office workers working an equal amount to those home-working. There was also a 35% reduction in respondents working fully remotely. 58% of respondents offered some form of flexible working arrangement.

From our 2024 survey, we found that flexible working arrangements were a key determining factor to respondents' happiness and overall wellbeing. The survey results also showed us that the 70.35% of respondents working either remotely or hybrid are marginally happier than those people only working on-site. Although, on-site workers are slightly less anxious than those working remotely or hybrid working, suggesting there's an upside and a downside to be considered with hybrid working within the profession. Notably, high happiness respondents find flexible working hours more of a determining factor to their happiness than working locations. The survey results showed that high happiness respondents are between 16% and 111% more likely to be offered common flexible working arrangements than the average. High happiness respondents also felt they received better support in all aspects of their life than average respondents. Their happiness was determined by feeling well supported, manageable workload pressure, flexible working arrangements, lower personal financial pressure, and feeling that their employer cares. Less than 10% of high happiness respondents see themselves leaving property management. Highlighting the recruitment struggle which many firms are facing, on average respondents estimate 22.6% of roles in their businesses have remained vacant during the year, up 13% on last year's average.

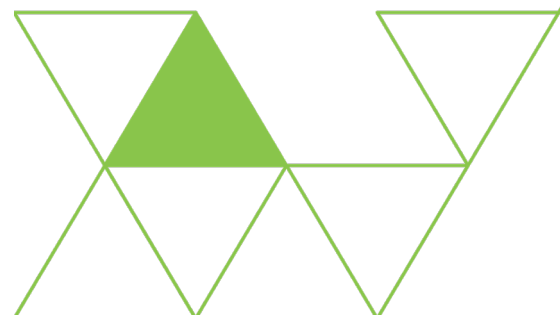
In our 2023 survey we reported on the damaged relationships between property management staff and their customers. Our 2024 survey again demonstrated that property management staff continued to expect and receive little support from leaseholders, freeholders and in some cases from employers. Furthermore, staff are still likely to face aggressive and unreasonable behaviour, and many feel they are at risk physically and mentally in their roles. While concern over physical safety was down by 16%, and physical assaults and hate crimes were down on last year, all other forms of abuse went marginally up. Over 2/3rds of respondents believe their mental health is at risk because of their job.

Instances of unreasonable behaviour are not acceptable for workers of any kind. Two-way dialogues should be sought, as open communication is needed to strengthen relationships. When asked if their employer had an Unreasonable Behaviour Policy, 61% of respondents confirmed they did, and in 47% of these cases, this was The Property Institute's policy template.

The Property Institute – will continue to use the survey results to help shape and improve the sector's wellbeing and resilience initiatives. The next survey will be issued in February 2025.

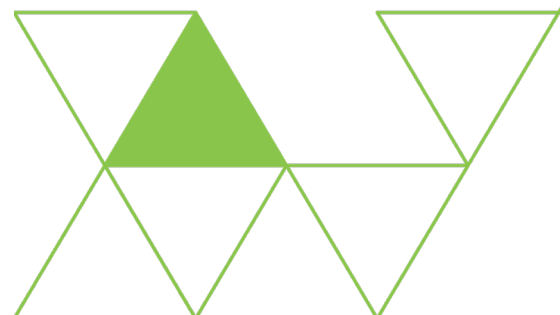
### Acknowledgements

The Wellbeing Survey was distributed to residential property management professionals between 6 February and 7 March 2024. In total, 506 individuals from across the sector responded, with a 100% completion rate and over 124 verbatim comments, all of which have been carefully read. We would like to thank every respondent for their valuable time, insight, and honesty.



# Contents

<b>Executive Summary</b>	<b>2</b>
<b>Acknowledgements</b>	<b>3</b>
<b>Contents</b>	<b>4</b>
<b>Background</b>	<b>5</b>
<b>Method</b>	<b>5</b>
<b>The Challenges</b>	
1. Satisfaction, happiness and wellbeing	7
2. Physical and emotional safety	14
3. Support	16
4. Job satisfaction	19
5. The impact of workload pressure	21
6. What can I do as a boss/manager?	23
7. Average working hours & job vacancies	24
<b>Summary</b>	<b>26</b>
<b>Conclusion</b>	<b>29</b>



# Background

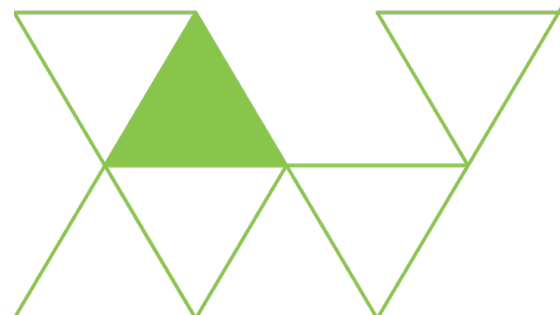
Since its inception in 2021, The Property Institute, (formerly known as ARMA and IRPM) has been conducting an annual 'mental health check' for residential property management professionals. By pinpointing key pressure points, this initiative informs and guides the development of mental health and wellbeing support within the sector. As we embark on our fourth year, we remain committed to revisiting our survey to track the sector's progress and to ensure ongoing efforts are made to enhance the wellbeing of professionals within the industry.

## Method

Our research was carried out using a quantitative approach utilising an anonymous questionnaire distributed online via SurveyMonkey, comprising 65 questions. This included several questions allowing for additional comments and open-ended responses. The survey ran from 6 February to 7 March 2024.

The sample encompassed both Individual members and member firms from TPI's database of property management professionals. Additionally, the survey was shared publicly through social media channels and the TPI website. Respondents were distributed across the UK and included property managers, on-site staff, and back-office support personnel.

The survey explored various aspects, such as respondents' current life and social pressures, work pressures, flexible working arrangements, job satisfaction levels, experiences of aggressive behaviour, and subsequently, the adequacy of employer support and wellbeing activities. It also asked respondents to predict their average weekly working hours and the percentage of vacant roles within the past year. The survey concluded by asking the respondents whether they saw themselves staying in property management for the next three years. Once the responses were collected, TPI conducted an exploratory data analysis. This report includes discussions, observations, and proposals, derived from the findings of the survey. We have compared the data from our wellbeing questions with a survey published by the ONS which asked identical questions and was issued at a similar time (27 March to 7 April 2024).



# The Challenges



1. Satisfaction, happiness and wellbeing



2. Physical and emotional safety



3. Support



4. Job satisfaction



5. The impact of workload pressure



6. What can I do as a boss/manager?



7. Average working hours and job vacancies





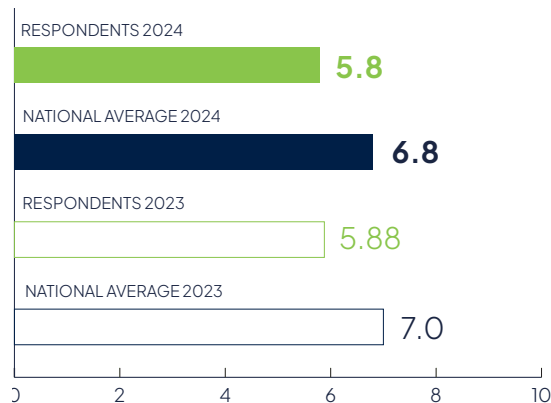
# 1. Satisfaction, happiness and wellbeing

We opened our survey with general indicators to help build a picture of how our industry is coping and give an overview of 'wellness'. This gave us an opportunity to benchmark our findings against the national average using the most recent data from the Office of National Statistics' (ONS) wellness survey published on 12 April 2024, entitled 'Public opinions and social trends, Great Britain: 27 March to 7 April 2024' .

This UK-wide survey has been issued on a bi-monthly basis since March 2020 to gauge the social impact of the pandemic on the adult population. Part of our survey focused on general wellbeing and asks the same questions used in the ONS Opinions and Lifestyle Survey (OPN). In the period between 27 March to 7 April, the survey sampled 5,009 households.

## Overall, how satisfied are you with your life nowadays?

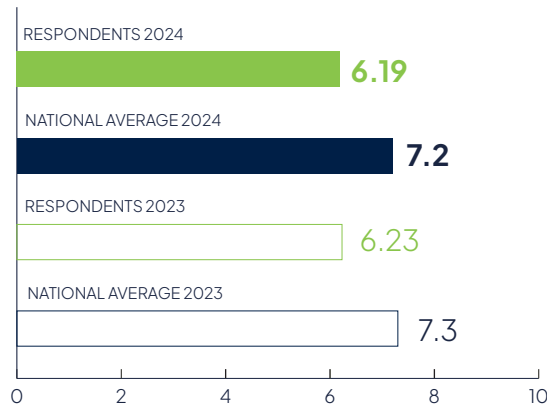
The graph shows an average satisfaction with life rating of **5.8 among our respondents**. This compares to 5.88 last year with the **current national average being 6.8** (the national average having itself decreased from 6.9 last year, a decrease of 3%). This means that property managers are 14.71% less satisfied with life than the national average, compared to a 14.78% gap last year.





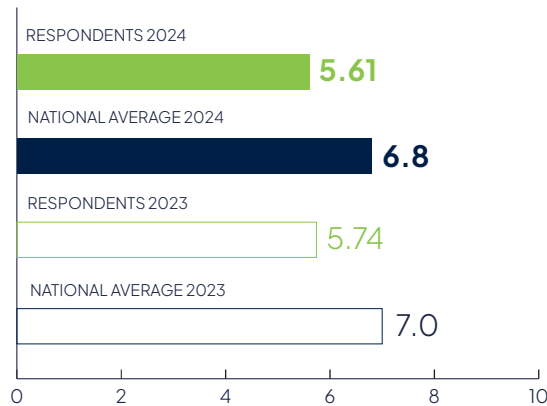
## Overall, to what extent do you feel that the things you do in your life are worthwhile?

A similar question asking respondents 'to what extent do you feel that things you do in your life are worthwhile' gave an average score of **6.19**, a slight decline on last year's 6.23, while survey respondents are 14% **below the national average of 7.2**. Again, the national average itself is down from last year's score of 7.3.



## Overall, how happy did you feel yesterday?

Property managers are also below the national average when asked how happy they felt the previous day. **Respondents averaged a score of 5.61**, compared to 5.74 in the 2023 survey (a decrease of 2.3%). **The national average was 6.8 (down 3% on the previous year)**.



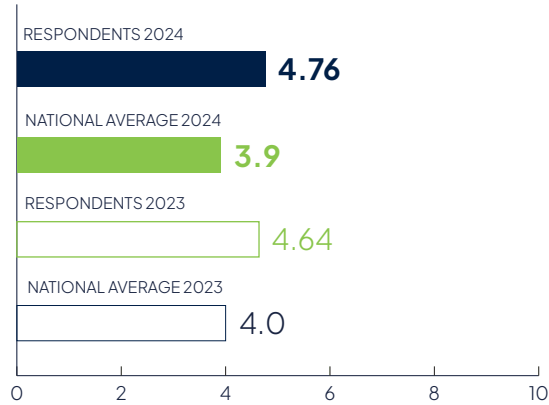




## Overall, how anxious did you feel yesterday?

On this question **respondents scored 4.76 (up 2.5%), compared to a national average of 3.9 down 2.5%),** meaning on average respondents were 22% more anxious than the national average.

2024 respondents scored lower on happiness, life satisfaction, and how worthwhile their life is, with an increase in anxiety levels. Overall, respondents with a 'manageable workload' (workload pressure between 5 and 6), experienced lower anxiety, but this rapidly increased at workload pressure scores of 9 and 10.

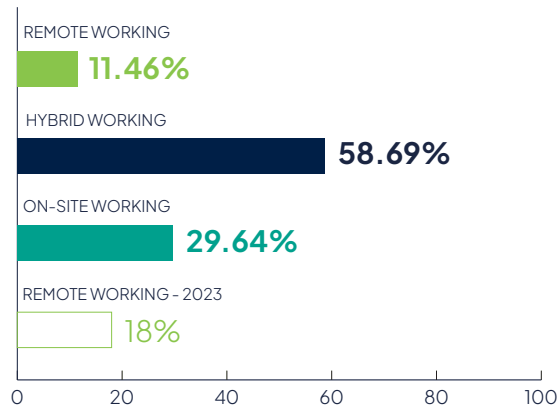


## Over the past 12 months, how have you been primarily working?

We also asked a question about the numbers of people working in a hybrid function (a mixture of office and home-working), home-working only or completely office-based/on-site. There has been much debate about the rise of hybrid working and its impact on worker performance. We have looked at the data to understand how working locations determine worker happiness and wellbeing.

**The above graph shows that 11.46% of people work exclusively remotely, 58.89% of people are hybrid workers, and 29.64% of people always work on-site or in the office.**

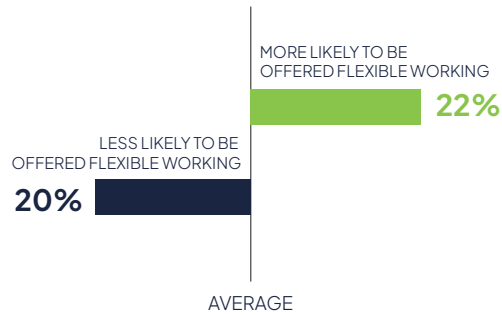
**There was a 35% reduction in respondents working fully remotely compared to 2023.**



We also asked a question about employers offering flexible working arrangements and looked at how this affected wellbeing of property management professionals. **When we split up the responses between those who benefit from flexible working arrangements (45.37%) and those who don't receive any flexible benefits (41.21%), there is a significant increase in wellbeing for those who are offered flexibility at work.**



**High happiness respondents' employers were on average 22% more likely to offer each type of flexible working arrangement than the average.** They were 20% less likely to offer none of the flexible arrangements. When studying wellbeing scores, we found that flexible working hours made more of a significant difference to respondents' overall wellbeing than whether they worked from home, on-site or the office.



## Men and women

This year's survey included an option for respondents to specify their gender, allowing us to compare the wellbeing of men and women. **The results to questions around life satisfaction and 'to what extent do you feel things you do in life are worthwhile' were the same (6).** Although women are slightly less happy (5) than men (6) and feel slightly more anxious (Women 5 / Men 4).

**Both male and female respondents feel that their mental health is at risk because of work (66%).**



TPI will continue to develop strategies to address gender issues within the sector, in order to help improve overall wellbeing and resilience in property management.



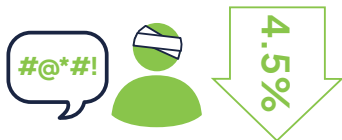


## 2. Physical and Emotional Safety

### Do you think your mental health or safety is at risk because of your work?

Of all respondents, 67% thought their mental health was at risk from their work (up 2% on last year). These notable figures are telling of a sector that still has more to do to account for the health of its workforce.

**The percentage of those who believe they are physically at risk from their job has gone down by from 29% to 24.5%, a 4.5% decrease on last year.**



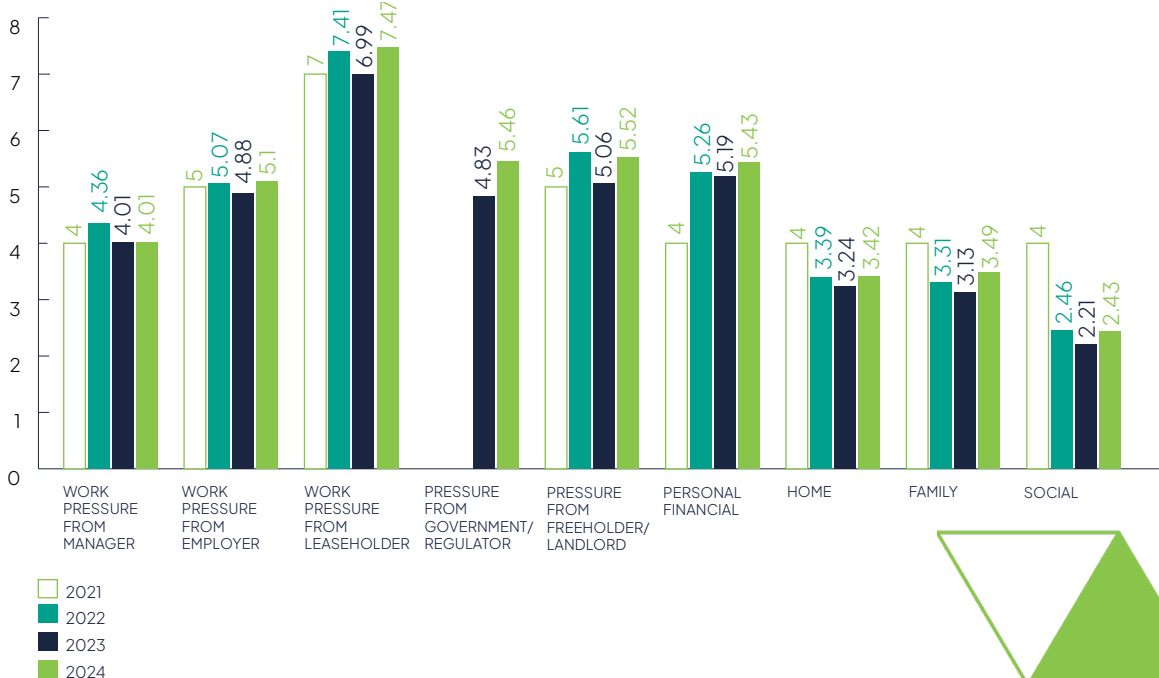
Our survey shows that concern over physical safety has gone down, with physical assaults and hate crimes down, however, all other forms of abuse have marginally gone up. Over 2/3rds of respondents believe their mental health is at risk because of their job, a figure which is up from the previous two years. When it comes to mental health, 67% of workers believe it is at risk because of work, the highest figure recorded since we began surveying in 2021.

The survey results highlighted the ever-increasing pressure and high expectation from people across all factors within the property management sector and daily life. When asking about sources of pressure in life, the categories with the most impact included workload pressure, demand for service, new legislation and service charge pressures, which have all continued to nudge up.

When comparing the stress of work to other life sources, we can see that work-related pressures continue to outweigh personal stresses. The most significant pressure came from leaseholders and, to a lesser extent, freeholders/landlords as well as Government or regulator pressure. Pressure for managers is the only source of pressure from work that's not increased (4.01, identical to last year).

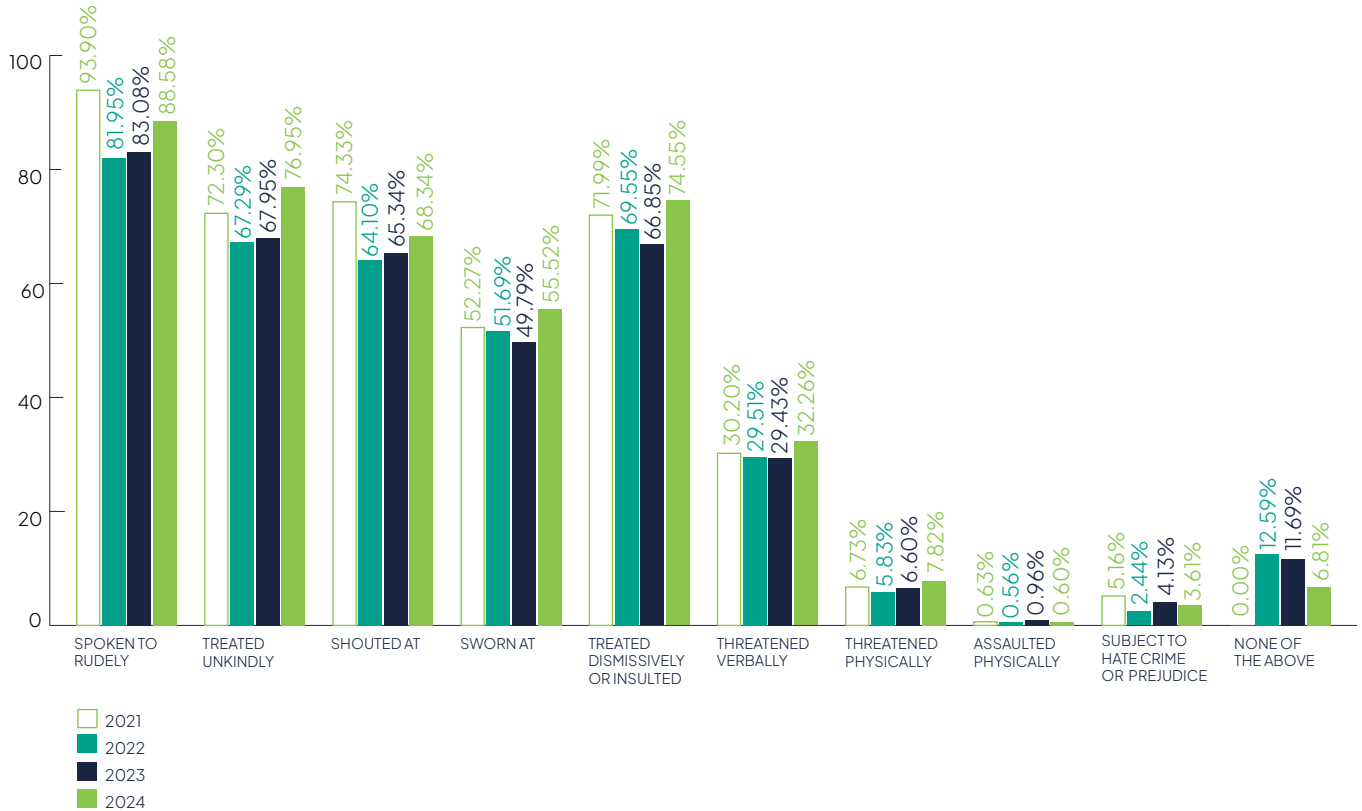
It is evident that good working relationships between managing agent staff, leaseholders and freeholders/landlords is essential, however our survey suggests these interactions have either remained stagnant or worsened. The sector should focus on relationships becoming collaborative efforts. Partnership orientated working should improve the wellbeing of managers and their customers, and it should follow that all stakeholders will benefit from boosted productivity, positivity and staff retention.

### Sources of pressure





## In the last 12 months have any of the following circumstances applied to you, doing your job?



Our next question sought feedback on recognised forms of abuse experienced by workers in the sector.

Abuse across the sector is still high. There is a slight decrease in the number of people who have been subject to a hate crime at 3.61% and those who have been physically assaulted at 0.6%, with an increase in every other category. Being treated rudely through language or tone of voice scored highest in this question at 88.58%. There is a slight decrease in the number of people who haven't experienced abuse (6.81%), **meaning an overall increase of those who have experienced abuse, which is now at 93.19%.**



## Employee assistance programme



Having grown in popularity over the years, an **Employee Assistance Programme** generally offers free and confidential assessments, short-term counselling, referrals, and follow-up services for employees. EAP counsellors may also work in a consultative role with managers and supervisors to address employee and organisational challenges and needs. Many corporations, academic institutions and/or government agencies are active in helping organisations prevent and cope with workplace violence, trauma, and other emergency response situations. There is a variety of support programmes offered for employees. Even though EAPs are mainly aimed at work-related issues, there are a variety of programmes that can assist with problems outside of the workplace.

### Rationale

The recent ONS survey reveals that the trend of gradually increasing wellbeing scores amongst the population since the easing of lockdown restrictions appears to have levelled off and has begun to recede.

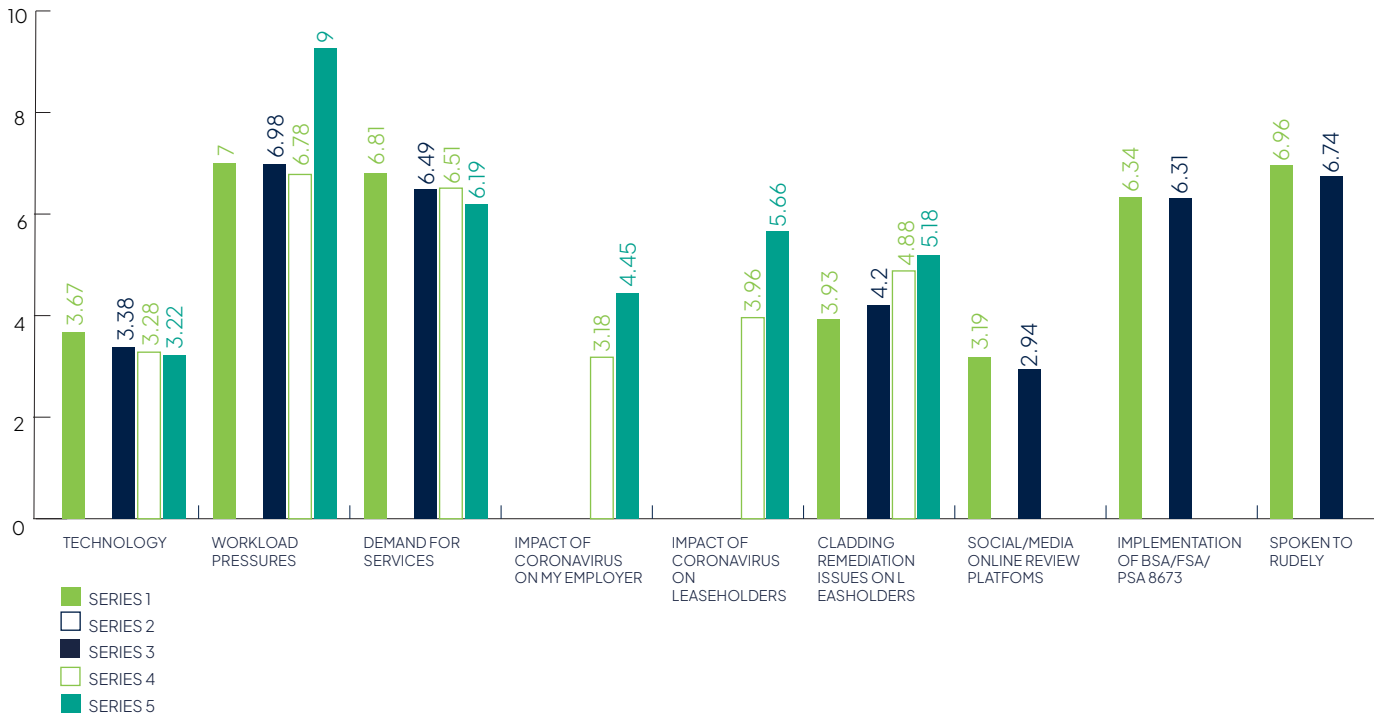
At the same time, the residential management sector has continued to grapple with a new building safety regime and a cost-of-living crisis which has left many leaseholders facing large and unexpected bills. Frustrations often spill over, and our survey reveals that property management staff continue to regularly face abusive behaviour in their day-to-day lives.

The Property Institute believes that a step to mending the strained relationships between parties is to equip staff with the tools needed to de-escalate confrontations. This would also protect staff from abuse directed towards them. We have listed several resources which may be of use on page 26 of this report.

The Property Institute 2024 Unreasonable Behaviour Policy (see page 27) offers a suggested process for managing agents to follow when they encounter forms of unacceptable behaviour.



## Causes of pressure at work



In 2024, 66% of people said they had had an increase in stress, a decrease from 75% previous years. Those seeing a reduction in stress is also up from 11% to 12%. Next, we will identify the possible causes.

Back in 2023, we added 3 new categories as sources of pressure.

### 1. Social media/online review platforms

Pressure from public online platforms had appeared in verbatim comments, so we asked specifically about this. It is an extreme source of pressure for some, and since last year this has seen a fractional increase from 2.94% to 3.19%, although it still doesn't appear to be a significant cause of pressure at work when observed across the board.

### 2. Leaseholder concerns about cost of living and service charges

This was still the second highest cause of pressure at work and increased marginally on last year.

### 3. Building Safety Act and associated regulations (Fire Safety Act & implementation of PAS 8673)

Now that many remediation projects are underway, we wanted to understand the impact of implementing further building safety reform which remains ongoing. This is still the fourth highest source of pressure.

For this year's survey we removed the 2 categories relating to the impact of Covid-19.

Pressure from cladding remediation projects has continued to decrease slightly, while pressure created by technology and demand for service are on the rise. Workload pressures remain the greatest source of pressure for employees at the workplace.

We used a self-reported rating from 0 to 10 (with 5 being the halfway mark) where the average score is 7 out of 10. Workload pressure remains the greatest source of pressure and has risen slightly year on year. This is indicative of rising workloads, and pressure from current workloads not being alleviated.



## Does your employer take genuine positive action on health and wellbeing?

In 2021 and 2022 we received significant verbatim feedback from respondents suggesting that whilst their employer did take some form of action on wellbeing, but it was not viewed as genuine. Last year we added the word genuine into the question. Since

then, 'yes' answers have continued to decrease, with 7.5% fewer respondents believing their employer took genuine positive action on health and wellbeing last year.

## How have people taken control of their wellbeing?

As part of our 2024 survey, we wanted to understand the actions people have taken to improve their wellbeing themselves.

72% of respondents stated they had taken positive steps themselves, a 1% increase on last year, showing that personal responsibility for wellbeing remains high.

Verbatim responses were sought for this question. Dividing up examples, we can see that responses included improving health through better self-care, seeking professional help such as therapy and enforcing work/life balance through restricting working hours.

## Does your employer have an unreasonable behaviour policy?

In response to the 2021 survey, we published an Unreasonable Behaviour Policy to help property managers who were experiencing abuse. Our 'Unacceptable Behaviour Policy' has now been revised for 2024.

An Unreasonable Behaviour Policy creates processes for dealing with abuse by:

- Identifying behaviour which is abusive
- Documenting that abuse has occurred
- Providing a series of actions and recourse to counter and reduce abusive behaviour

Now in its fourth year, 61% of respondents were aware there was a policy within their business and in 47% of cases they were using the TPI policy.

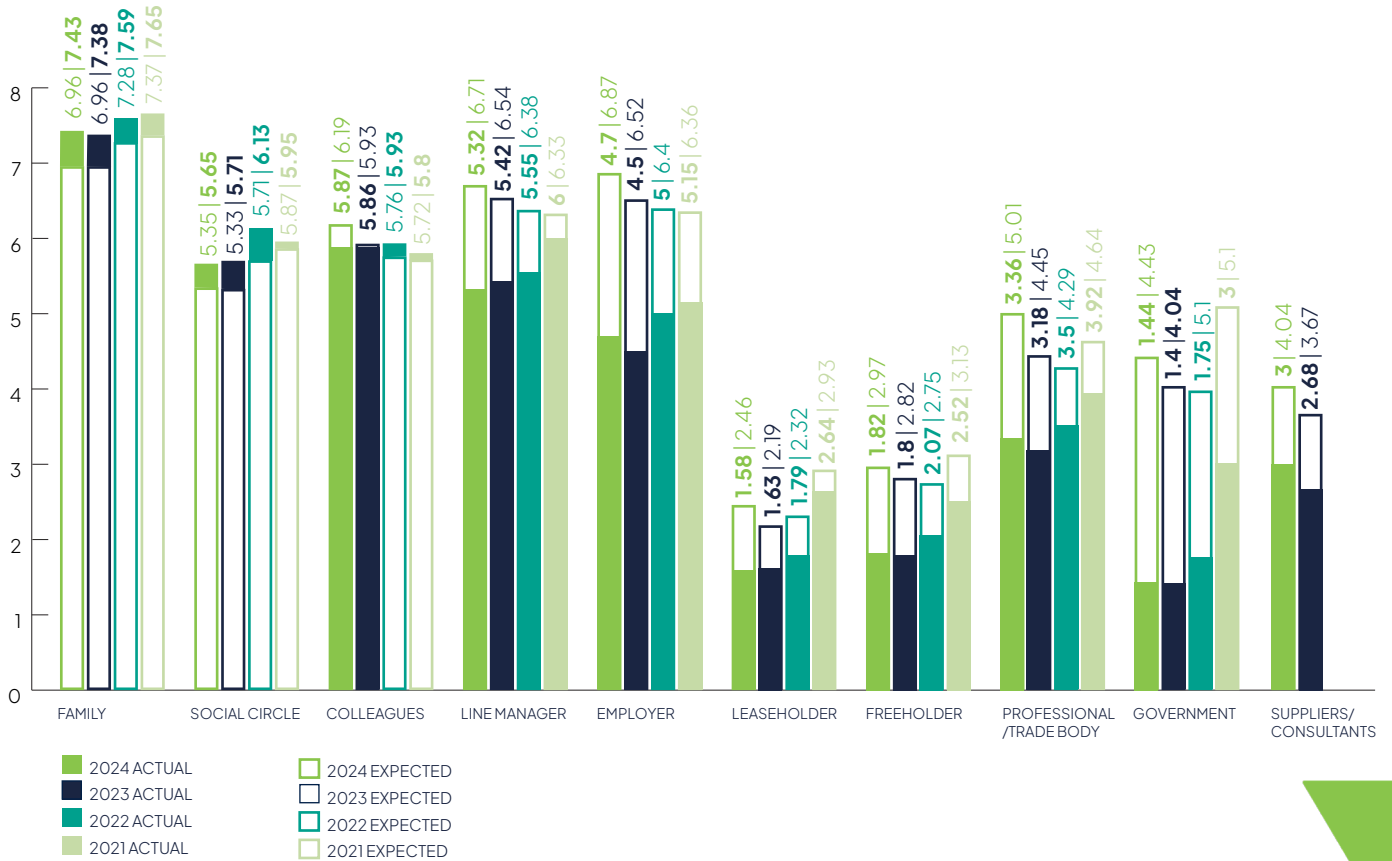
The updated TPI 2024 Unreasonable Behaviour Policy can be found on page 27 and downloaded here: <https://bit.ly/4eoiKDS>.





### 3. Support

## How do you rate the support you are receiving from the following groups?



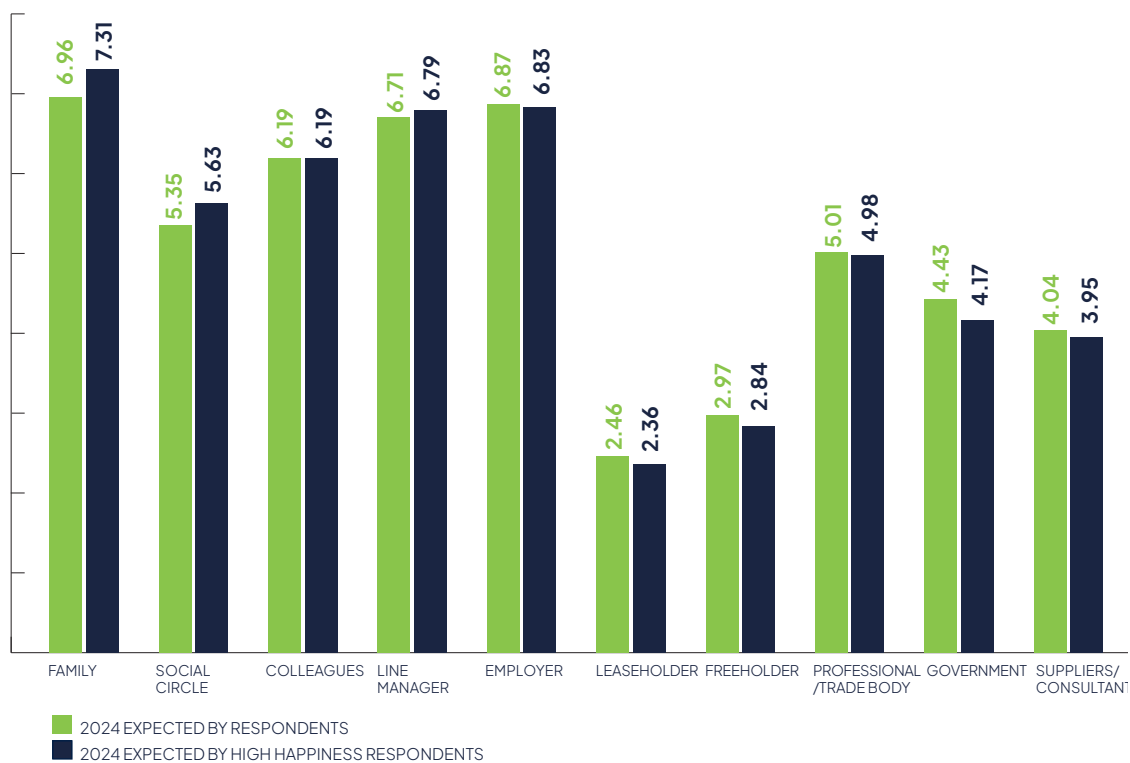
Respondents were asked about their expectations of support from various people in their lives and how the actual support received compared. The table above is ranked by support received and shows the variation on the support respondents expected to receive.

The graph shows that only family and friends exceeded the levels of support expected of them. Conversely, employers, professional/trade bodies and the government were judged to offer lower levels of support than expected. In other words, with the exception of family and social circle respondents', expectations of support are not being met.

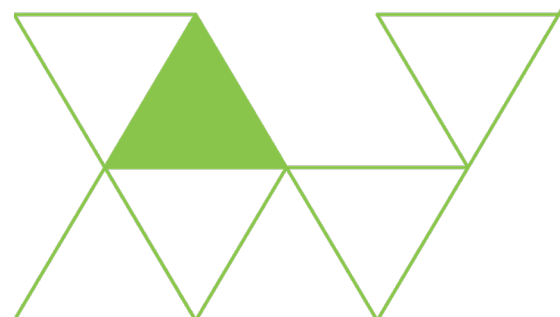




## Support for respondents expected on average

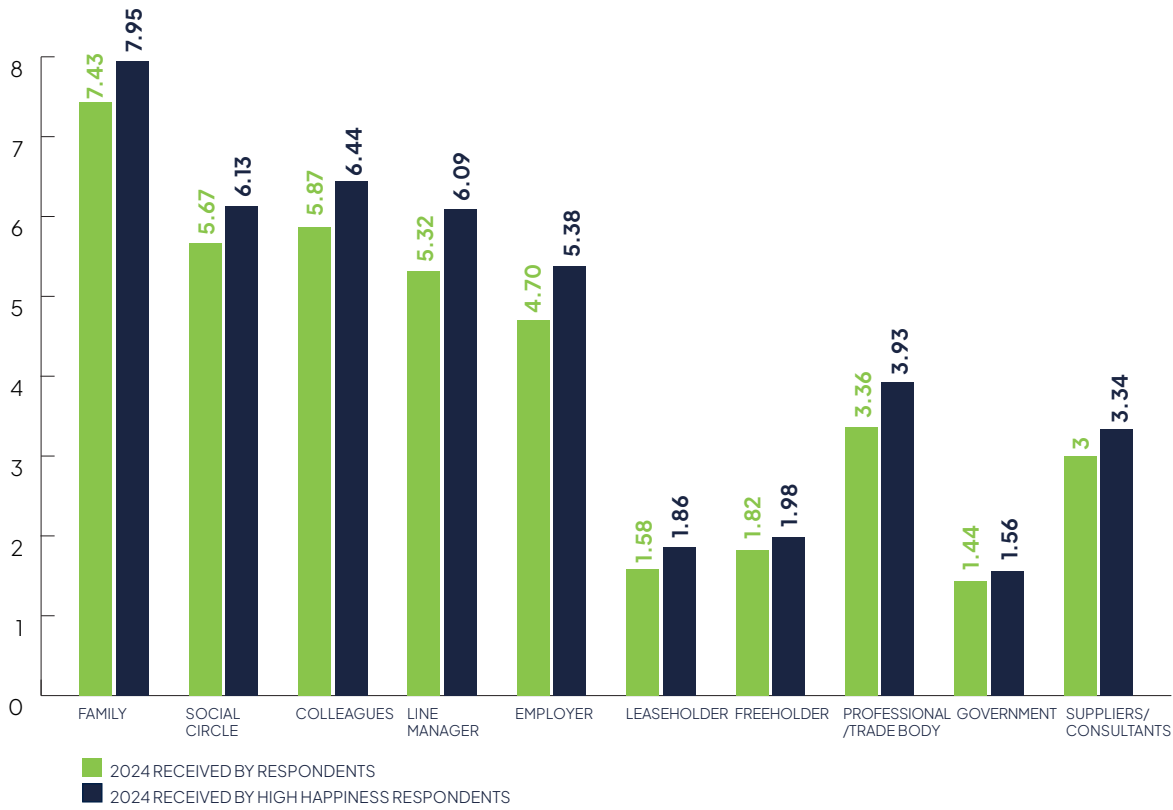


High happiness respondents had average or higher than average expectation of support from family, friends and people at work. However, they had slightly lower expectations of support than average from their employer and third parties. In all cases, high happiness respondents felt their expectations of support were being exceeded. Are people with more realistic expectations happier, or do happier people have more realistic expectations? Either way, the belief that you are being well supported has a positive impact on reported wellbeing scores.





## Support for respondents received on average

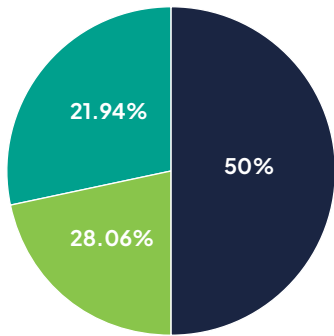


High happiness people also felt they received better support in all aspects of their lives than average respondents. The average respondents gave a 5.87 for 'support received from colleagues', compared to the high happiness respondents score of 6.44, while the average for 'support from line manager' was 5.32, significantly less than the high happiness peoples' score of 6.09.

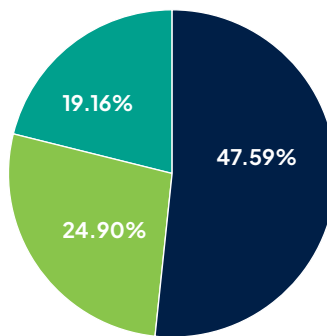


## 4. Job Satisfaction

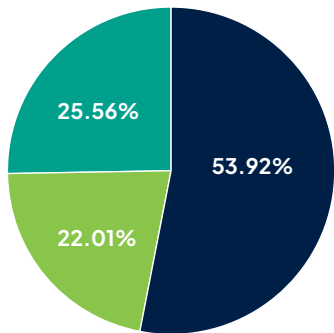
### Do you see yourself staying in property management for the next three years?



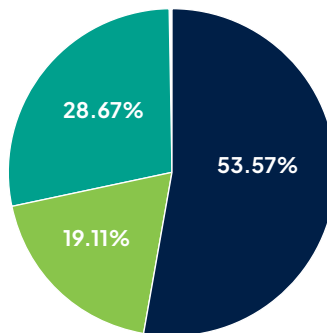
2024



2023



2022



2021

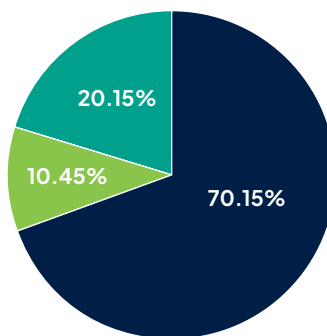
■ YES  
■ NO  
■ MAYBE

#### Career outlooks

Respondents were asked if they saw themselves staying in property management for the next three years. Half of the respondents (50%) saw themselves staying in the sector over the next 3 years, up 5% on last year, while those who didn't see themselves staying is down 12% on last year at 22%.

High happiness results to this question were as follows:

**These responses show that high happiness respondents are 20% more likely to stay in the sector over the next three years than the average respondent.** High happiness people are over 50% less likely to see themselves as leaving the sector as the average respondent.



2024

■ YES  
■ NO  
■ MAYBE



## What do you enjoy about your current role?



For this year's survey, we asked respondents what they enjoyed about their current role in order to help improve overall wellbeing and happiness for property managers. To answer this question, verbatim responses were sought. The keywords that appeared the most in the responses are as follows:

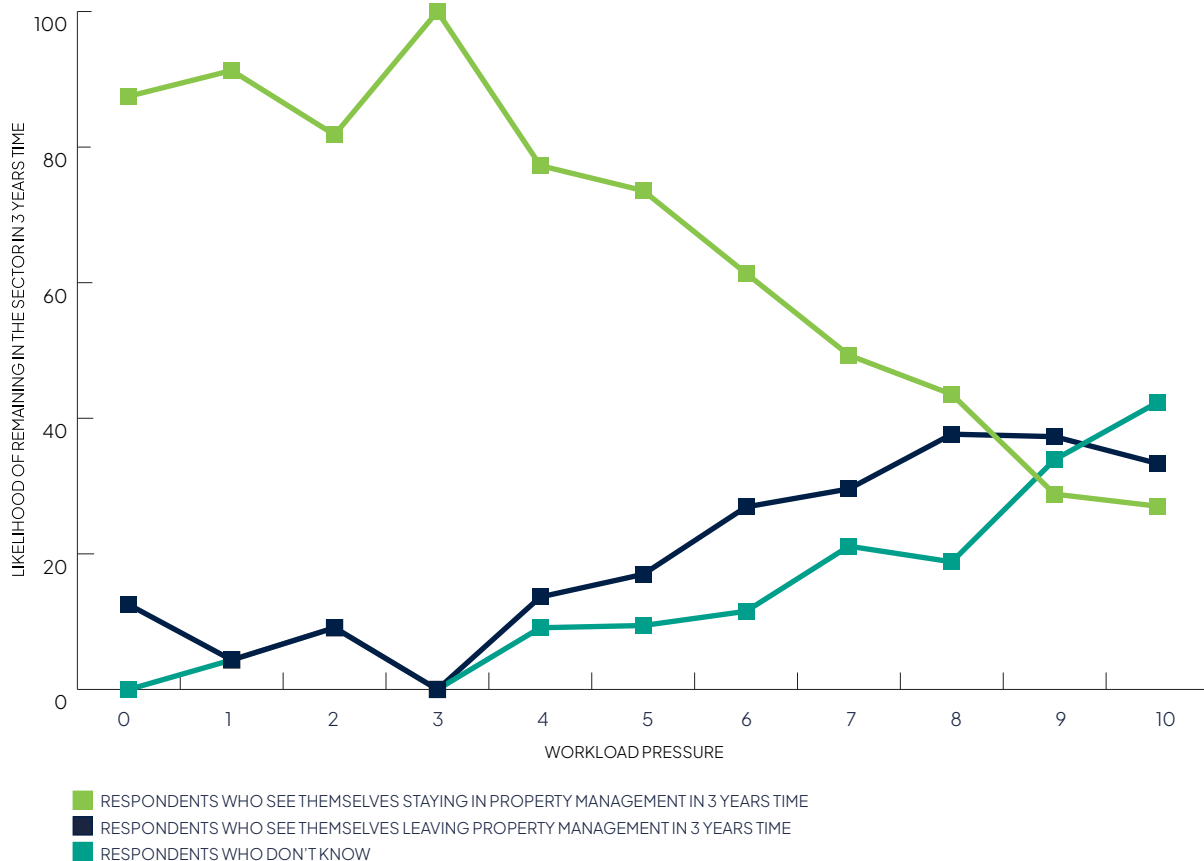
1. **Team** – 12.53% (53 times)
2. **Variety** – 8.27% (35 times)
3. **People** – 7.80% (33 times)  
**Colleagues** – 7.33% (31 times)
4. **Challenges** – 6.86% (29 times)
5. **Clients** – 5.44% (23 times)

These responses show that people enjoy working with their colleagues and facing challenges as a team. They thrive from a variety of work within their role and find them meaningful and rewarding. **Flexible working arrangements were also mentioned in 22 responses (5.2%)** of the answers, continuing to highlight the need for flexible work hours and working locations.



## 5. The impact of workload pressure

### Impact of workload pressure



The survey data suggests that those experiencing negative amounts of workload pressure (either too low or too high) are more likely to consider leaving the sector. The above chart compares respondents scores of workload pressure (bottom axis) with their likelihood of remaining in the sector in three years' time (left axis).

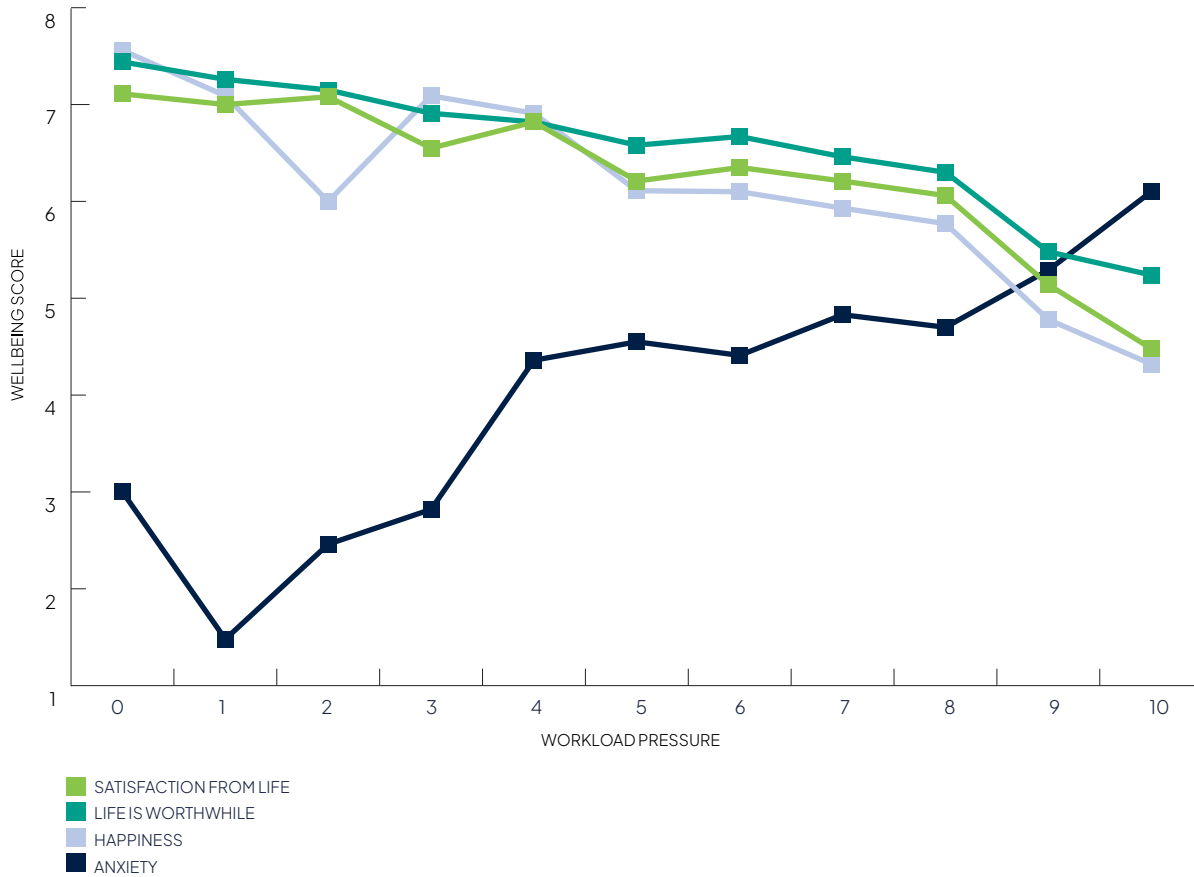
Respondents saw themselves as more likely to leave the sector than stay at workload pressures 9 and 10. When viewing the workload pressures of 2 and below, the trend lines begin to curve away again, with more people thinking they will leave and fewer believing they will stay, indicating that very low levels of work pressure can fail to motivate workers.

People positively respond to some form of pressure. Usually, they recognise that they require some level of pressure to perform at their best. Understandably then, inactive and bored people have an increased likelihood of leaving.

As more pressure is added after a certain point, their performance will decline and will inexorably continue to decline no matter how much pressure is added on them. On our workload pressure scale of 0 to 10, for our sector it appears this tipping point is at about the halfway mark.



## Relationship between workload pressure and wellbeing



The chart above compares the workload pressure people report along with their reported national wellbeing measure. The left-hand scale is the wellbeing measure and workload pressure is along the bottom.

Take 7 on the left-hand scale as the national average for life satisfaction, how worthwhile life is and happiness. With the exception of those scoring 2 for workload pressure, respondents are at or above the national average all the way from 0 to 5 workload pressure. Wellbeing declines as workload pressure grows and rapidly declines at workload pressures 9 and 10.

Anxiety is manageable between workload pressure 5 and 6, but rapidly rises at workload pressure 9 and 10. Take 4 on the left-hand scale as the national average for anxiety, respondents are below or on the average from 0 to 4 workload pressure. This demonstrates that workers in the sector can still handle significant amounts of workload pressure. However, there are limits.

Reducing workload pressure from 10 to 9 decreases anxiety by an entire point and increases satisfaction with life by three-quarters of a point. These are profound differences in wellbeing. As a rule of thumb, for every 1 point reduced from workload pressure you are adding half a point to each of the wellbeing measures.



## 6. What can I do as a boss/manager?

The greatest impact you can have on wellbeing is taking genuinely positive action to help improve it. But what does taking genuine positive action on wellbeing look like? Assessing the verbatim feedback on this question, we have summarised it as:

- You need to listen, be flexible, care, share words of encouragement and praise employees.
- Offer support systems, such as Employee Assistance Programme.
- Respondents mentioned regular check-ins, being taken out for the occasional lunch, being thanked, being asked how you are feeling, empowerment days, training sessions, snacks around the office, and flexible working hours when required.

Having a diverse range of approaches would be beneficial since different individuals require different strategies. For instance, while a company might offer gym memberships, not all employees would take advantage of them. The most effective wellbeing programme offers flexible options, allowing employees to choose what suits them best. We encourage organisations to engage in discussions with their employees to understand their preferences and determine what would truly have a positive impact on them. Incorporating elements of "Employee Voice" not only enhances employee engagement but also fosters authenticity.

None of these will work in silo, but together, with a structured programme and the genuine intent to improve things, these will make a difference.

TPI plans to release new guidance on improving wellbeing of staff to company members in Autumn 2024.

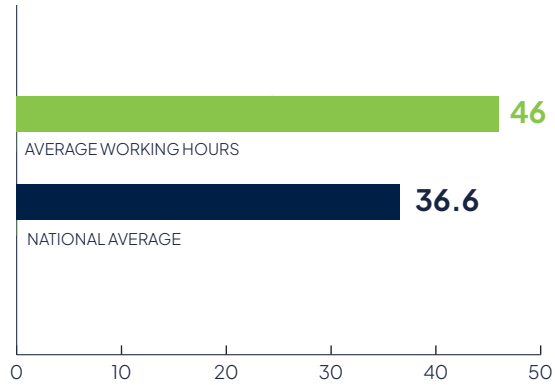




## 7. Average working hours & job vacancies

In understanding the high scores posted for workload pressure, we asked for estimates on how many hours respondents worked per week. The average hours worked in a typical week is 46, with office workers working an equal amount to those home-working. This is well above the national average for full-time workers which sits at 36.6 hours per week.

Vacancies within teams would also have a likely impact on workload pressure. On average, 22.6% of roles remained vacant across companies throughout the year, up 13% on last year.



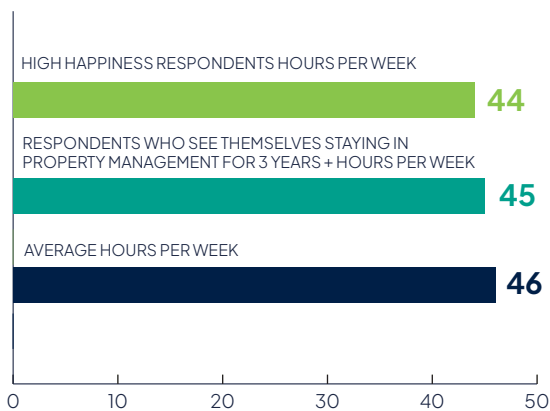
### How do you think working hours could be reduced for property managers?

#### Working hours

The typical full-time respondent faces nearly 10 extra work hours per week compared to the national average and is working within teams that are 20% understaffed.

Notably, workload pressure for high happiness respondents is a 6, only 1 less than the average, while they worked a 44-hour week, only 2 hours less than the average. And of the 50% of people who saw themselves staying in property management in the next 3 years, they worked an average of a 45-hour week, only 1 hour less than the average.

High happiness respondents work similar hours, however their workload is a little below average. This demonstrates that people need pressure and want challenge in order for them to perform well. It's the lack of flexibility and support that appears to be the problem.







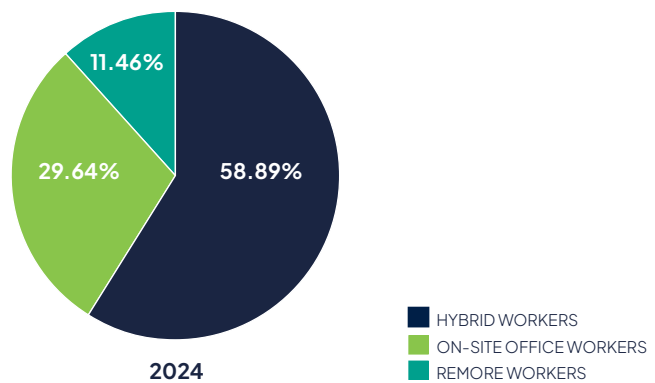
## Remote working vs hybrid working

The survey results showed us that the combined 70.35% of remote/hybrid workers are marginally happier than those people only working full-time on-site or in the office. Although, on-site/office workers are slightly less anxious than those working remotely or hybrid working, suggesting that there are two sides to be considered with hybrid working within the sector.

We found that:

- 11.46% of people only work remotely
- 58.89% of people are hybrid workers
- 29.64% of people only work on-site or in the office.

The average for those working in a hybrid style is 2 days working from home (22.73%).



# Summary

We first launched our wellbeing survey in 2021. Three years later, wellbeing scores for the sector are still lagging behind the national average. The UK average for reporting low levels of happiness (scores 0 to 4) is 8.5%. Our survey it's over three times higher at 28%.

## High happiness

High happiness respondents work similar hours and experience about the same amount of abuse as the average respondent. However, their **workload is a little below the average, they believe they receive higher levels of support, and have greater flexibility from their employer**. They also have lower personal finance pressure and feel that their employer cares. Less than 10% of high happiness respondents see themselves leaving property management.

The factors that weren't significant in achieving high happiness are as follows:

- **Working hours** – high happiness respondents work 44-hour weeks
- **Workload pressure** – 14% lower, but still scored 6 out of 10
- **Working from home** – no difference in happiness regardless of working location
- **Lower experience of abuse** – high happiness respondents experienced similar levels of abuse to average respondents

### SIGNIFICANT FACTORS TO ACHIEVING HIGH HAPPINESS



### NON-SIGNIFICANT FACTORS TO ACHIEVING HIGH HAPPINESS

# Workload pressure & wellbeing

The residential property management sector continues to change at great pace. Workers must grapple with a new building safety regime, understand additional and changing legislation and meet the continually rising expectations of consumers.

Even the most experienced of workers are now faced with new challenges and asked to navigate complicated guidance, or in some instances work without any at all. This has created more work for staff, and our survey provides clear evidence that many employees are feeling the strain.

The survey results also support that anything employers can do to reduce people's perception of workload pressure will increase their wellbeing. Respondents who genuinely believe their employer takes positive action on wellbeing and have a below average workload pressure rating post wellbeing scores that are significantly above both the survey and even the national average. The rewarding property management job that people love is still alive and well at firms where people believe their employer is genuine about their wellbeing, offer flexible working arrangements and keep to a manageable workload (between 5 and 6 out of 10).

Our survey also sheds light on the need for staff pressures to be understood by those they work most closely with – their employers. Employers need to speak to their employees regularly to understand their mindset and give them a platform to voice their worries. This internal engagement will not only help boost wellbeing but create a more motivated workforce that is fully committed to the sector and more likely to stay.

## What Can You Do Today?

This year's survey results reveal a strained workforce, but also demonstrates a sector that has resilience and robustness. Many respondents have taken personal responsibility for safeguarding their wellbeing. This awareness of wellbeing means that any positive steps employers take are likely to be noticed.

The time to act is now. Only 50% of respondents see themselves in the sector in three years time. Employers can make the most meaningful difference to staff by focussing on reducing workloads where possible and offering genuine wellbeing initiatives. These don't have to be huge or costly programmes, but they will serve as indicators that employers are genuinely seeking to improve the wellbeing of their employees.

## Support for Employees

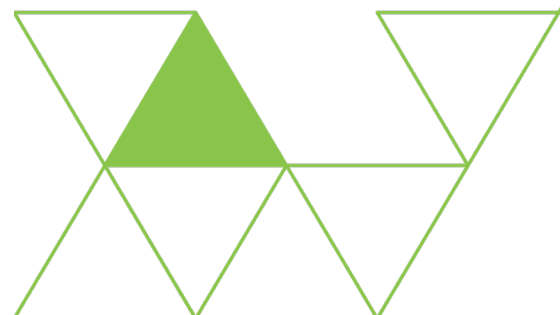
The abuse of workers remains high and there remains a clear breakdown in communication between property management staff and leaseholders.

Understanding how to de-escalate abusive scenarios, where possible, will help workers foster more productive and measured conversations. Importantly, it should be remembered that staff can be on the receiving end of abusive behaviour in-person, over the phone or online. We have listed several resources below which can help staff understand de-escalation techniques.

- De-Escalation Training from the British Retail Consortium ([www.bit.ly/brcdeesc](http://www.bit.ly/brcdeesc)): In response to the growth in violence and abuse against shopworkers, the BRC has worked in co-operation with the Suzy Lamplugh Trust to create an animation that can be used to train staff on how to deal with such threats. Although developed for the retail sector, the advice will also prove useful for the property management sector.
- Advice for Workers on Violence in the Workplace from the Health & Safety Executive ([www.bit.ly/hseviolence](http://www.bit.ly/hseviolence)): The Health and Safety Executive has several resources on tackling violence at work, for both workers, and those responsibility for health and safety in their workplace. The guidance looks at ways to prevent violence occurring and what to do if a violent incident occurs. More broadly, the Executive also has guidance on managing stress at work ([www.bit.ly/hsestresswork](http://www.bit.ly/hsestresswork)).

## The True Cost of Blocks

Employers may want to consider the real cost of blocks which they currently manage. Some blocks will, naturally, require more attention from staff. In some cases, these blocks can stretch understaffed teams, and may impact the wellbeing of employees. If employees are overworked and choose to move on from their role, the employer will face the added costs of recruiting and training new staff. The true cost of blocks may therefore be higher than face value. Firms often focus on the economic profitability of blocks, but they should also consider that, at times, hidden costs of unmotivated and unhappy staff.



### Unreasonable Behaviour Policy

The Property Institute believes that no worker in the sector should have to tolerate abuse. We are encouraged that over 61% of respondents know their employer has an unreasonable behaviour policy, and in 47% of cases this is the TPI policy.

The policy outlines suggested unreasonable forms of behaviour which managing agents should be aware of. It also provides several strategies which may be adopted in order to protect staff from unreasonable behaviour.

When assessing unreasonable behaviour, it is important for any staff who might be applying this policy to also have an understanding of their obligations under the Equality Act ([www.bit.ly/eqactgov](http://www.bit.ly/eqactgov)). This includes the obligation to make reasonable adjustments, which includes making adjustments for those with mental health difficulties who may present unreasonable behaviours due to being mentally unwell.

Managing agents who wish to use and support the policy are encouraged to circulate the document with staff, display a version on their website and include a link to the policy within email signatures.

Download the TPI 2024 Unreasonable Behaviour Policy here: <https://bit.ly/4eoiKDS>.

### Safeguarding Staff – Posters

We have produced a new poster for 2024 which serves as reminder to residents of the person behind their property manager's title. Those facing unreasonable behaviour on the phone, in-person or online are real people with their own life pressures. We encourage companies to publicly display either version of our poster both online and within offices and properties managed. It is similar to other posters reminding the public to respect those working in public-facing roles.

To access the poster click here <https://bit.ly/3yehpiP>.

### Online Reviews & Endorsements – Advice for Businesses ([www.bit.ly/reviewsgov](http://www.bit.ly/reviewsgov))

The Competition and Markets Authority has made guidance on online reviews available, including a piece on the 'Dos and Don'ts of managing online reviews' ([www.bit.ly/cmaonrev](http://www.bit.ly/cmaonrev)).

### Leaseholder Concerns About Increases in Service Charges/Cost of Living Increases on Residents and Leaseholders

The current cost-of-living crisis is continuing to affect millions in the UK. Managing the gathering of service charges during periods of austerity is, expectedly, a challenging task. Managing agents will seek to support residents struggling to meet payments as much as they can. To help, we have listed several government resources which may be helpful for residents.

- The Government's 'Help for Households' ([www.bit.ly/helphousegov](http://www.bit.ly/helphousegov)) page includes information on the Cost of Living Payment, and includes energy saving tips.
- The Government's general 'Cost of Living Support' ([www.bit.ly/costlsupp](http://www.bit.ly/costlsupp)) page offers information on income support and child and maternity costs.
- The Citizen Advice Bureau ([www.bit.ly/citizenscost](http://www.bit.ly/citizenscost)) is another source of help and support for those struggling financially.

### Implementation of New Requirements of the Building Safety Act, Fire Safety Act & PAS 8673

Our survey shows that the implementation of the new building safety regime is proving a source of significant pressure to the sector's workers. Although not all property managers will bear full responsibility for the safety of buildings they manage, there remains a need for them to understand the scope of the new regime, and the part they will play. Key aspects of the new regime include compiling the Safety Case Report and working to the new PAS 8673 expectation.

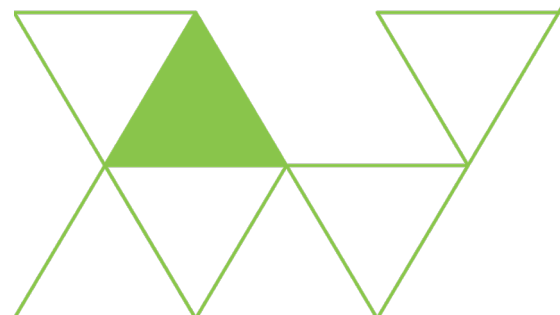
Increased sources of pressure from regulatory bodies and Government suggests implementing the new regime is not being adequately communicated. Below are several resources which can help.

### TPI Resources

To help members, The Property Institute produces a Building Safety Hub to assist professional and corporate members in staying up to date with the latest building safety regulations through resources pooled from internal and external industry sources. In addition, members receive fortnightly bulletins detailing the latest building safety updates. Building safety training courses are also continually run and open to both non-members and members.

View our training courses here: <https://bit.ly/3VKU3uy>

Visit the Building Safety Hub here: <https://bit.ly/46l03wu>



# Conclusion

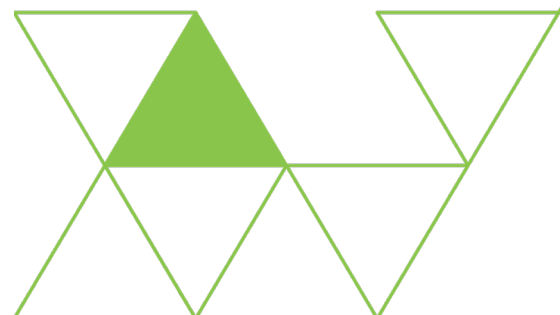
This year's survey identifies the key factors influencing the overall wellbeing of high happiness respondents. These insights will guide our strategies, aiming to positively impact the wellbeing and resilience of the property management sector.

We have identified that high happiness respondents work only slightly below the average amount of hours per week and have similar workloads. This demonstrates that people thrive under pressure and seek challenges in order to perform well. However, they receive flexible working arrangements from their employer, feel well supported, have lower expectations around how things perform, and have manageable workload pressure. Compared to the average respondent high happiness respondents are over 50% less likely to leave the sector over the next three years.

Issues around wellbeing in the sector may lie in the lack of flexibility and support employees are receiving, in addition to working hours or workload pressure as we had deduced from last year's survey results. Extreme working hours or workloads will affect overall wellbeing and happiness, however, property managers generally thrive off facing difficult challenges and working as a team.

TPI is aware of the issues highlighted by this survey and is continuing to work to develop strategies which can help improve the sector's wellbeing and resilience. TPI provides resilience training courses along with CPD accredited wellbeing videos which can support both individuals and organisations.

These survey findings will help shape our future thinking, enabling us to develop further resources that will deliver a positive impact on the wellbeing of individuals working within residential leasehold property management. In the meantime, we will look forward to issuing our next survey in 2025.





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