

Proud to care. Under pressure.

The participating workforce is motivated and inclined to stay. But pay, employee voice and the experience of team leaders reveal pressure beneath the headline scores.



The workforce pulse

Six categories. One clear outlier.

77.7%
overall engagement score



**Pay & reward
is the only
category
below 70%**

All other categories
score 77.7% or above.

Scores are on a 0–100 scale, shown as percentages; they are not the share of staff agreeing.
 Workforce Stability measures stated intentions, not a forecast of turnover.



Produced in partnership with the Care Workers' Charity
 Prepared using the Click Pulse workforce survey dataset

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Look beyond the average

The headline is positive. The detail tells a more complicated story.

Purpose is strong. Pay is not.



The highest and lowest individual question scores in the survey. Commitment to the work does not remove financial pressure.

The 'squeezed middle'.

Employer NPS: willingness to recommend the organisation as a place to work.



Team leaders also score 84.2% for Workforce Stability. An intention to stay is not the same as a positive experience.

People want to be heard – and developed.



Communication appears in around twice as many substantive improvement comments as pay. This does not make pay less important.

Notes: role comparisons cover those providing role data (around 19% of respondents). NPS runs from -100 to +100.
Open-text base: 4,149 substantive comments; themes overlap. Collected 21 April-8 September 2026.

Turn workforce insight into action.

Start with three questions for your next leadership meeting.

CARE PROVIDERS

Are your team leaders supported?

Review supervisory workloads, out-of-hours escalation and access to coaching or peer support.

EVERY EMPLOYER

Can staff see what changed?

Set a clear response timeframe for feedback. Act, then tell people what changed.

COMMISSIONERS

What sits behind the hourly rate?

Test travel time, visit patterns and rota sustainability alongside local pay competitiveness.

Inside the full report

The detail behind the headlines — and a clearer basis for action.

Role, age & demographic insight

See where workforce experience differs and which groups the averages hide.

Regional & provider comparisons

Explore local variation and category-leader benchmarks.

Employee voice & CQC themes

Understand the changes staff ask for, with relevant regulatory context.

Evidence-led recommendations

Actions, owners, intended outcomes and six signals to watch next quarter.



The headline is only the beginning.

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