# IC2025 INJEX

A closer look

Your 2025 guide to IC channels and topics





IC Index 2025

# **About us**

### **Institute of Internal Communication**

The Institute of Internal Communication exists to help organisations and people succeed through promoting internal communication of the highest standards.

We've been driving standards for over 75 years, by developing and supporting internal communication professionals through our qualifications, training, awards, communities, and thought leadership.

We represent more than 2,800 members: internal communication professionals who shape and influence workplaces for the better.

They know people and business. They create conversations that help people at work feel informed, connected and purposeful, to drive organisational performance. They impact the working lives of millions.

Because how we communicate at work matters. #WeMatterAtWork

### **Ipsos Karian and Box**

Ipsos Karian and Box is a team of over 130 employee experts at the heart of Ipsos's global network.

We've been trusted advisors to some of the biggest and best names for nearly 20 years, helping to create environments where people and businesses thrive by giving people a better voice at work.

With vast expertise in both internal communication and employee engagement, we support clients with our trusted advisory, cutting-edge insight and expert storytelling, to help them drive engagement and power performance.

Our team of consultants, data scientists and creatives shares a wealth of experience and offers end-to-end expertise. Each programme we co-create with our clients is as unique as the organisation and people within.

Together, we're driven by our belief that giving people a voice transforms organisational outcomes.

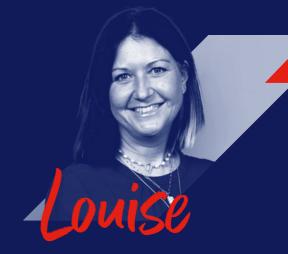
# Introduction

Each year we try to build on the insights that the IC Index brings – expanding our question set, delving into new topics and bringing extra analysis. This year's IC Index revealed a key theme of the importance of care and connection in internal communication, which we explored in depth, alongside some other hot topics.

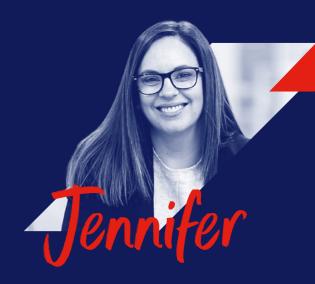
But we know that IC professionals and business leaders alike also remain interested in the practicalities of internal communication – how do we reach people, what topics are they interested in, and how do they feel about how much information they receive?

So, this year, we're bringing you an extra report focused on these things. We've not seen massive shifts in these areas since we started the IC Index in 2023, but there are a few movements that are worth noting, plus some extra patterns by demographics such as generation, sector and organisation size that are worth exploring.

We hope this extra insight prompts some useful conversations and helps you keep evolving your communication strategies to suit your audiences and stakeholders.



**Louise Breed**Chief Executive, Ipsos
Karian and Box UK



Jennifer Sproul
Chief Executive, Institute
of Internal Communication

# About the research

The IC Index 2025 question set was developed by Ipsos Karian and Box in collaboration with the IOIC to help identify the key challenges and opportunities facing the IC profession.

In partnership with the IoIC, Ipsos IIS team carried out an online survey between 31 March and 4 April 2025. The sample was a representative quota sample of 4,939 UK workers aged 18–64, who work for organisations with 500 employees or more.

The sample obtained is representative of this population of workers with quotas on sector, gender and age to ensure the ability to dive deeper into results and themes. The sample covered only employees working in large organisations employing 500 employees or more to increase the likelihood of their organisation having a dedicated internal communication function in place.

Engagement scores reflect the combined average positivity to the questions: My job provides me with the opportunity to do challenging and interesting work; I feel valued by my organisation; Right now, I feel motivated by my organisation to do the best job I can.

### Organisation size Total headcount

### Scope of organisation's operations

**21**% 500–999

**22**% 1,000–4,999

**20**% 5,000–9,999

**37**% 10,000 or more

**27**% International organisations

21<sup>%</sup> Global organisations

**52**% UK-only organisations

Sector

### **Employment status**

**59**<sup>%</sup> Private sector

Public sector

Voluntary sector

**84**% Full-time employee

**16**% Part-time employee

Generation

### Digital connection

**14**% Gen Z (18–28 years old)

43<sup>%</sup> Millennial (29–44 years old)

**34**% Gen X (45–58 years old)

Baby Boomer (59–65 years old)

I spend most of my work time in front of a computer

26% I work in a setting where I am not connected to a computer frequently (for example in a store, distribution or logistics role)

Throughout the report, we refer to the following groupings, defined as below:

- **Positive:** those who selected "Strongly agree" or "Agree"
- **Neutral:** those who selected "Neither agree nor disagree"
- **Negative:** those who selected "Disagree" or "Strongly disagree"

Where "employees" or "workers" are referred to, reported results are based only on those providing an affirmative answer to the question; results have been rebased to remove "I don't know" responses.

# **Key insights**



say they get the right amount of communication from their employer



say they get too little information about pay and benefits



prefer to get written information about their employer's plans and priorities



say email is the channel they most rely on for general news and updates



of Gen Z rely on SMS or WhatsApp for updates, compared to 5% of Baby Boomers



of Baby Boomers rely on the intranet, double the proportion of Gen Z employees (10%)

Base: A representative quota sample of 4,939 UK workers aged 18–64, who work for organisations with 500 or more employees, were surveyed between 21 March and 4 April 2025. Percentages have been rebased to exclude "I don't know" responses.



n=4,939

# Most employees feel the amount of communication is right



When we asked UK employees how they would describe the volume of internal communication they receive from their organisation, 74% said 'the right amount'. 14% said they receive 'too much' and 12% 'too little'.

Of those who say they receive the right amount, 75% rate their organisation 7–10 out of 10 (excellent). Their engagement score is 75%, and 72% of them would recommend their employer as a great place to work.

These scores all drop when people say they receive either too much or too little communication, however receiving too much information has less of a negative impact than receiving too little. 20% of those who say they receive too much rate IC as poor (0–3 out of 10), but for those who receive too little, this rises to 42%.

Employees of smaller organisations (500–999 employees) are more likely to say the volume of communication is right, with 83% choosing this option. On the other hand, for large organisations (with 10,000 or more people), 67% select this option.



Many IC teams and leaders worry about 'information overload,' but it seems the majority are getting the volume right. Larger organisations clearly struggle more with this, understandably, as there will be more areas of the business competing to share their news and updates.

While too much communication has a lesser impact on employees' communication rating than too little, it still has a negative impact.

This is where leaders and managers can help weed out irrelevant information and help people focus on what's important to them. Supporting and empowering them to keep their people up to date with the essentials for them is key.

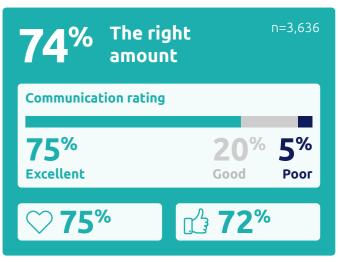
Where possible, tailoring channel content for different audiences is a good idea, and/or allowing people to select or subscribe to the topics that are of most interest.

But it is those organisations that starve their employees of information and share too little that risk the lowest levels of satisfaction with communication, low engagement and low advocacy. Working with senior leaders to influence an open and honest approach to communication is where we can have the biggest impact here.

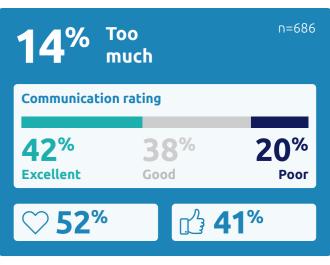
### Too much communication is better than too little

How would you describe the volume of internal communications you receive from within your organisation?

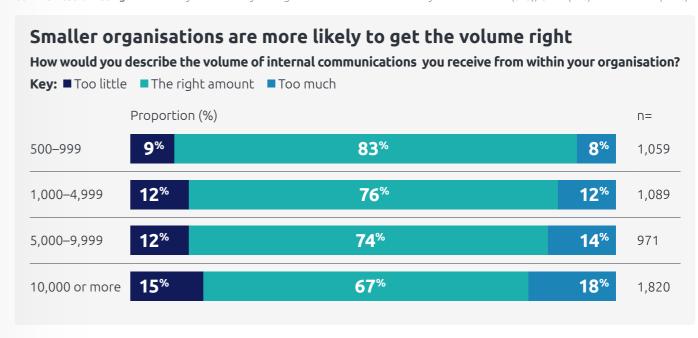








Communication rating: How would you rate how your organisation communicates with you overall? Poor (0-3), Good (4-6) and Excellent (7-10)



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# Over a third want more communication about pay and benefits



Pay and benefits remains the topic that the highest proportion of employees say they receive too little information about, followed by career and personal development.

Job guidance, organisational challenges, ways of working/hybrid working and external context are next on the list. Ways of working and hybrid working has moved up the 'too little' list six places since 2023.

There has been relatively little change in the order of topics people say they receive too little about since the 2023 IC Index.

However, strategy and direction has dropped five places, and this has the highest score for people saying they get the right amount of information. But just under one in five still say they receive too little. This topic, along with career and personal development, job guidance, purpose and mission, and values and culture are all topics that have a negative impact on engagement when people receive too little.

Diversity and inclusion has the largest proportion of employees who say they receive too much information, at 21%. Values and culture as well as people stories and news have the next highest proportion saying they receive too much, at 15%.



Pay and benefits is, understandably, the top topic people say they hear too little about. It's important that IC teams work with HR to make sure employees can find the information they need when they need it, and in particular that any changes are communicated proactively and comprehensively.

The next two topics are also focused on the individual, with people wanting to know about progression and training, and information that will make their day-to-day work easier.

The topics that have a significant negative impact on engagement when people receive too little are an interesting balance of organisational information and more individual-focused information. Strategy and direction (where are we going), purpose and mission (why are we going there) and values and culture (who we are along the way) are all important to people's engagement. Internal communication, through senior leaders in particular, can have a significant impact on making sure people have a good understanding of all these essentials.

People also need to know how they can progress, and have the information they need to be able to do their job. These are areas where HR and managers will play a more significant role, with support from IC teams.

### Pay and benefits still tops the 'too little' list, while strategy and direction drops five places

Please select whether you receive too little, too much or the right amount of information:

n=4,939

'Too little'

**Key:** / Indicates high negative impact on engagement when too little information is received. (Engagement 45% or less)

		Too little	Right amount	Too much	difference in rank vs. 2023
Pay and benefits		36%	<b>59</b> %	5%	<b>●</b> 0
Career and personal development opportunities	$\triangle$	31%	63%	6%	<b>◎</b> 0
Guidance to help me do my job	<u> </u>	27%	66%	8%	<b>1</b>
My organisation's challenges		26%	<b>62</b> %	12%	<b>1</b>
Ways of working / hybrid worki	ng	26%	66%	9%	<b>1</b> 6
External context		24%	64%	11%	●0
New products, technology and services		23%	67%	10%	<b>^</b> 2
Sustainability and our climate strategy		23%	65%	12%	<b>1</b>
How my organisation is supporting communities		21%	69%	10%	<b>1</b>
My organisation's strategy and direction	<u>(1</u>	19%	<b>75</b> %	7%	<b>0</b> 5
Wellbeing information		18%	71%	11%	<b>1</b>
People stories and news		18%	67%	15%	●0
How my organisation is helping customers		17%	<b>73</b> %	10%	<b>1</b>
My organisation's achievements and successes		14%	<b>72</b> %	14%	<b>1</b>
Diversity and inclusion		14%	65%	21%	● 0
My organisation's purpose and mission	<u>(1</u>	12%	<b>75</b> %	13%	●0
My organisation's values and culture	<u> </u>	12%	<b>73</b> %	<b>15</b> %	● 0

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# Most employees prefer reading communication



Written information is still the preference for the majority of employees. More than three in ten would prefer to talk about priorities and plans, and this is up 11pts since 2023.

Visual communication is preferred by one in ten. Just 6% of employees say audio is their preferred format, down 6pts since 2023.

Employees of organisations of 1,000 people or more have the same levels of preference for reading information (55%) and discussing it (28%). Employees of smaller organisations – those with 500–999 employees – are more likely than their large-organisation counterparts to want to 'talk about it' (39%) and less likely than them to want to read it (44%).

Whether employees work primarily on a computer or in a role where they aren't frequently using a computer, there is very little difference in their preferences.



The increase in employees wanting to talk about priorities and plans is a pattern to watch. The main IC Index 2025 report showed how important it is that people feel heard and involved – could demand for this kind of communication continue to grow in future years?

The proportion of employees saying they want audio has halved in the last two years, perhaps showing a bit of fatigue with the prevalence of podcasts?

We had expected to see a difference in preference for employees in less digitally-connected roles, hypothesising that written content would be less appealing to those on the frontline – however the data doesn't support this. Perhaps having information in writing gives employees the chance to digest, revisit and engage with communication at a time that suits them.

This of course doesn't mean that team meetings and discussions aren't a priority, but may reflect that employees want those to be about topics they see of more direct relevance to them than their employer's priorities and plans.

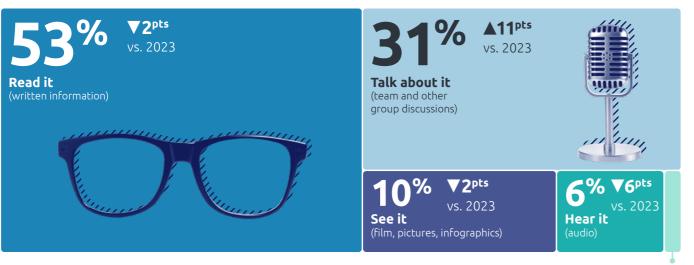
### 'Talking about it' sees an 11pt increase compared to 2023

If you had a choice, what is your MAIN preference for how you access information about your employer's priorities and plans?

n=4,939

<1% selected 'Other (please specify)'

=0 vs. 2023



# Employees in smaller organisations have a higher preference for talking about things

If you had a choice, what is your MAIN preference for how you access information about your employer's priorities and plans?

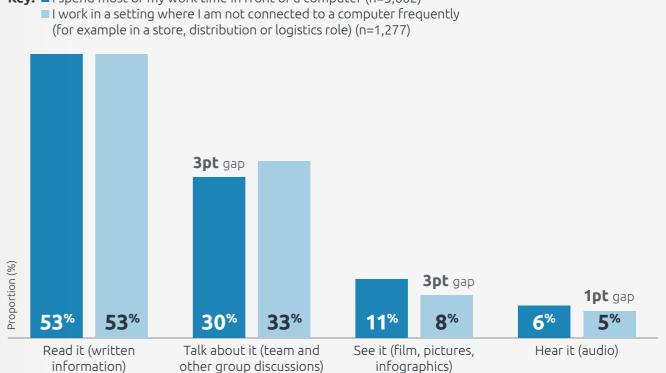
**Key:** • Read it (written information)



### Level of digital connection not a major factor in preference

If you had a choice, what is your MAIN preference for how you access information about your employer's priorities and plans?

**Key:** ■I spend most of my work time in front of a computer (n=3,662)



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# Email continues to dominate current channel use



Just under two thirds of employees rely on email to receive general news and updates.

The next most popular channel is 1-2-1s with their line manager, with 35% choosing this as one of their most relied-upon channels. Company newsletters and team meetings follow closely behind, with 34% of employees selecting these.

A quarter of UK employees say they rely on their colleagues for news, 21% rely on Microsoft Teams and 17% use the intranet for these updates. Smaller proportions select other channels.

The small proportions who use traditionally external platforms such as TikTok, LinkedIn and Instagram have very high levels of advocacy.



Despite a wide variety of channels being available, email continues to dominate the channels people rely on to keep up to date. The ease with which information can be sent out across organisations, departments and time zones mean it remains a core tool for IC teams and employees alike.

We'd suggest the high levels of advocacy among those using channels such as TikTok, LinkedIn and Instagram is driven by advocates being more likely to engage with their employer on these channels – rather than use of these channels being a driver of advocacy.

But you can also see how those who have to rely on word of mouth from their colleagues have low levels of advocacy. This echoes the findings from p.7, which show how those who are getting too little communication are less satisfied overall.

# Email, one-to-ones with managers, newsletters and team meetings are the most prevalent channels

Which of the following do you currently most rely on to receive general news and updates about or from your employer?

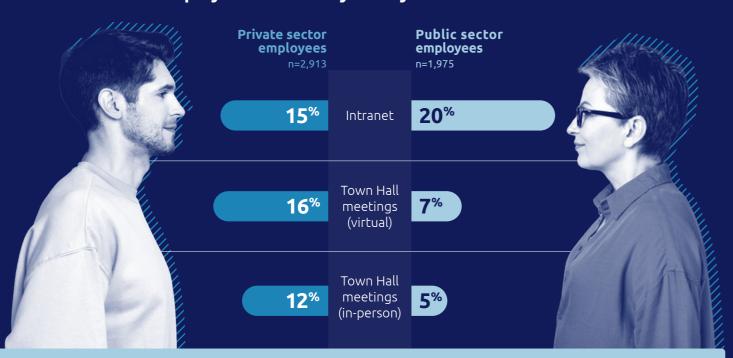
n=4,939

	Proportion (%)	I would recommend my employer as a great place to work – Positivity (%)
Emails	65%	66%
1-2-1s with my line manager	35%	69%
Company newsletters	34%	70% 000000000
Team meetings	34%	73% 0000000000
My colleagues (word of mouth)	<b>25</b> %	62%
Microsoft Teams	21%	72%
Intranet	17%	66%
Internal Social Networks	14%	76%
Town Hall meetings (virtual)	12%	70%
SMS or WhatsApp	12%	83%
Digital screens	10%	78% 000000000
Town Hall meetings (in-person)	9%	81%
Employee magazines	8%	83%
LinkedIn	8%	89% [[[[[[]]]]]]
Instagram	6%	89% [[[[[[]]]]]]]
Videos	3%	83%
Podcasts	3%	89% [[[[[[]]]]]]
Posters	3%	77% 000000000
Slack	<b>3</b> %	91% 000000000
TikTok	2%	93%
None of the above	2%	21% [[]]]]]]]]]]]

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IC Index 2025

### Public sector employees more likely to rely on intranet

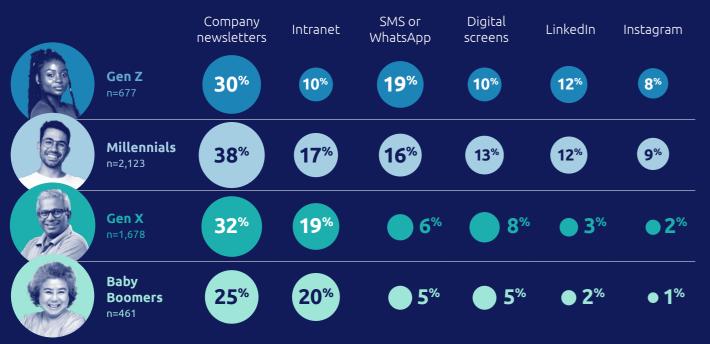


# Know your audience

Various factors, including age, organisation size, sector and working arrangements affect how employees answer the question:

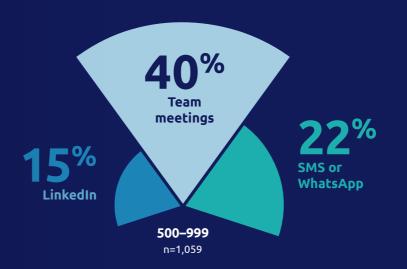
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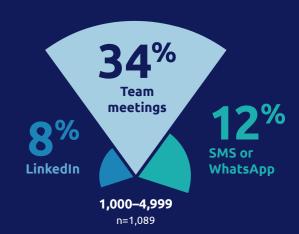
### SMS, WhatsApp and social media used more by Gen Z and Millenials



Higher use of team meetings, WhatsApp and LinkedIn by employees of smaller organisations

By organisation size









# Part-time employees more likely to rely on word of mouth



# Employees in global companies more likely to use company newsletters



The research behind this report was conducted by Ipsos Karian and Box on behalf of the IoIC.

For more information about the IC Index, reach out to

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## For more insights



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