

# University Hospitals Bristol and Weston NHS Foundation Trust

## 2025 NHS Staff Survey Benchmark Report



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# Introduction

## About this report

This benchmark report for University Hospitals Bristol and Weston NHS Foundation Trust contains results for the 2025 NHS Staff Survey, and historical results back to 2021 where possible. These results are presented in the context of best, average and worst results for similar organisations where appropriate. Data in this report are weighted to allow for fair comparisons between organisations.

Results for Q1, Q10a, Q26d, Q27a-c, Q28, Q29, Q30, Q31a, Q32a-b, Q33, Q34, Q35 , Q36, Q37, Q38, Q39a-b and Q40 are not weighted or benchmarked because these questions ask for demographic or factual information.

## How results are reported

For the 2021 survey onwards the questions in the NHS Staff Survey are aligned to the [People Promise](#). This sets out, in the words of NHS staff, the things that would most improve their working experience, and is made up of seven elements:



In support of this, the results of the NHS Staff Survey are measured against the seven People Promise elements and against two themes (Staff Engagement and Morale). The reporting also includes sub-scores, which feed into the People Promise elements and themes. The next slide shows how the People Promise elements, themes and sub scores are related and mapped to individual survey questions.

# People Promise elements, themes and sub-scores

People Promise elements	Sub-scores	Questions
We are compassionate and inclusive	Compassionate culture	Q6a, Q25a, Q25b, Q25c, Q25d
	Compassionate leadership	Q9f, Q9g, Q9h, Q9i
	Diversity and equality	Q15*, Q16a, Q16b, Q21 *Due to changes in the Q15 question wording in 2025, Q15 is not included in the score calculation for this theme or sub-score.
	Inclusion	Q7h, Q7i, Q8b, Q8c
We are recognised and rewarded	No sub-score	Q4a, Q4b, Q4c, Q8d, Q9e
We each have a voice that counts	Autonomy and control	Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b
	Raising concerns	Q20a, Q20b, Q25e, Q25f
We are safe and healthy	Health and safety climate	Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d
	Burnout	Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g
	Negative experiences	Q11b**, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c **Due to changes in the Q11b question wording in 2025, Q11b is not included in the score calculation for this theme or sub-score.
	Other questions [Not scored]	Q17a***, Q17b***, Q22*** ***Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.
We are always learning	Development	Q24a, Q24b, Q24c, Q24d, Q24e
	Appraisals	Q23a****, Q23b, Q23c, Q23d ****Q23a is a filter question and therefore influences the sub-score without being a directly scored question.
We work flexibly	Support for work-life balance	Q6b, Q6c, Q6d
	Flexible working	Q4d
We are a team	Team working	Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a
	Line management	Q9a, Q9b, Q9c, Q9d
Themes	Sub-scores	Questions
Staff Engagement	Motivation	Q2a, Q2b, Q2c
	Involvement	Q3c, Q3d, Q3f
	Advocacy	Q25a, Q25c, Q25d
Morale	Thinking about leaving	Q26a, Q26b, Q26c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Questions not linked to the People Promise elements or themes

## Introduction

This section provides a brief introduction to the report, including how questions map to the People Promise elements, the themes and sub-scores, as well as features of the charts used throughout.

## Organisation details

This slide contains **key information** about the NHS organisations participating in this survey and details for your own organisation, such as response rate.

## People Promise elements, themes and sub-scores: Overview

This section provides a high-level **overview** of the results for the seven elements of the People Promise and the two themes, followed by the results for each of the **sub-scores** that feed into these measures.

## People Promise elements, themes and sub-scores: Trends

This section provides trend results for the seven elements of the People Promise and the two themes, followed by the trend results for each of the sub-scores that feed into these measures.

**All the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.** For example, with the Burnout sub-score, a higher score (closer to 10) means a lower proportion of staff are experiencing burnout from their work. These scores are created by scoring questions linked to these areas of experience and grouping these results together. Your organisation results are benchmarked against the benchmarking group average, the best scoring organisation and the worst scoring organisation. These charts are reported as percentages. The meaning of the value is outlined along the y axis. The questions that feed into each sub-score are detailed on slide 5.



Note: where there are fewer than 10 responses for a question, this data is not shown to protect the confidentiality of staff and reliability of results.

## People Promise elements, themes and sub-scores: Questions

This section provides trend results for **questions**. The questions are presented in sections for each of the People Promise elements and themes.

Not all questions reported within the section for a People Promise element or theme feed into the score and sub-scores for that element or theme. The first slide in the section for each People Promise element or theme lists which of the questions that are included in the section feed into the score and sub-scores, and which do not.

## Questions not linked to People Promise

Results for the questions that are not related to any People Promise element or theme and do not contribute to the scores and sub-scores are included in this section.

## Workforce Equality Standards

This section shows that data required for the indicators used in the **Workforce Race Equality Standard (WRES)** and the **Workforce Disability Equality Standard (WDES)**.

## About your respondents

This section provides details of the staff responding to the survey, including their **demographic and other classification questions**. It also includes the socio-economic background questions.

## Appendices

Here you will find:

- Response rate.
- Significance testing of the People Promise element and theme results for 2024 vs 2025.
- Tips on action planning and interpreting the results.
- Information about the socio-economic background questions.
- Additional reporting outputs.

## Key features

Question-level results are always reported as percentages; the **meaning of the value** is outlined along the axis. Summary measures and sub-scores are always on a 0-10pt scale where 10 is the best score attainable.

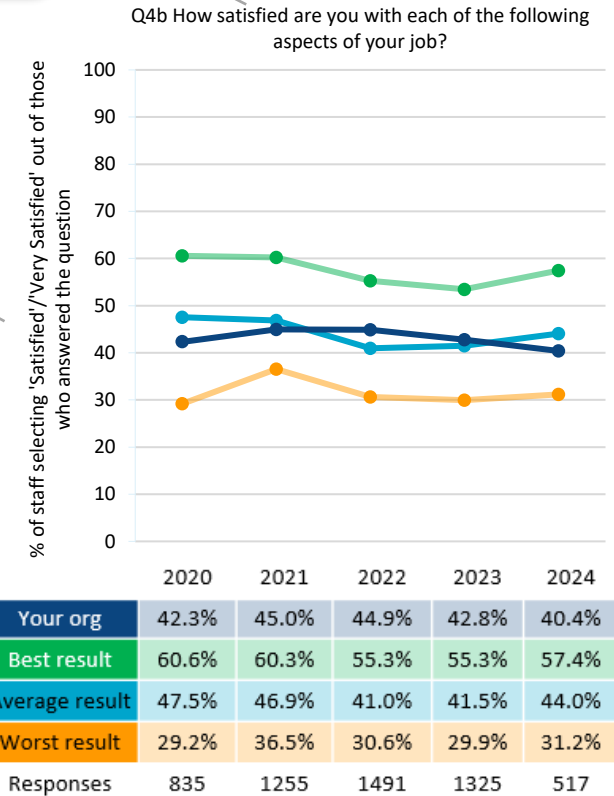
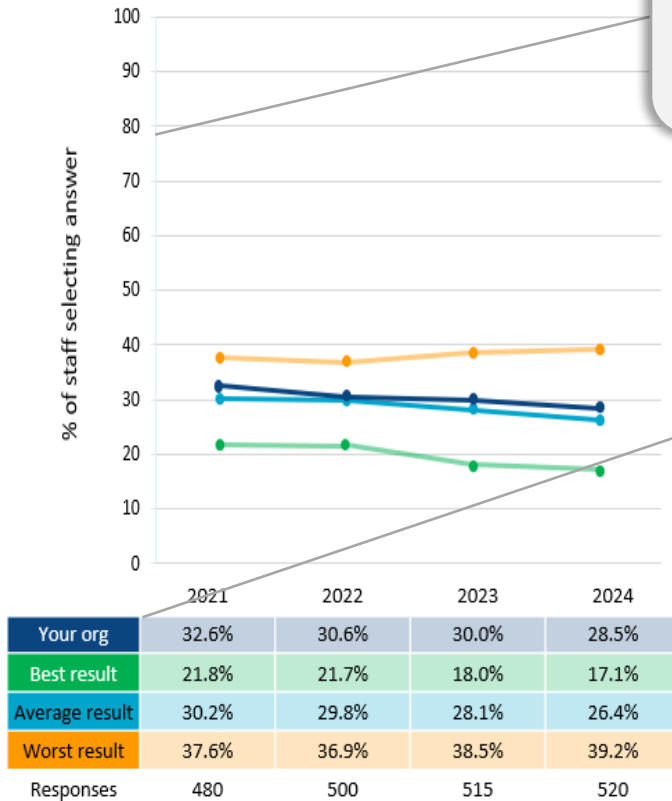
Question number and text (or summary measure) specified at the top of each slide.

Note this is example data

**Colour coding** highlights best / worst results, making it easy to spot questions where a lower percentage is a better or worse result.

'Best result', 'Average result', and 'Worst result' refer to the **benchmarking group's** best, average and worst results.

**Number of responses** for the organisation for the given question.



Tips on how to read, interpret and use the data are included in the Appendices

## Organisation details

University Hospitals Bristol and Weston NHS Foundation Trust

## 2025 NHS Staff Survey



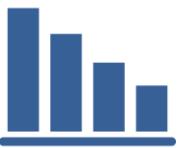
### Organisation details

Completed questionnaires **8330**

2025 response rate **61%**

### This organisation is benchmarked against:

Acute and Acute & Community Trusts



### Survey details

Survey mode **Mixed**

### 2025 benchmarking group details

Organisations in group: 121

Median response rate: 47%

No. of completed questionnaires: 524528

For more information on benchmarking group definitions please see the [Technical Guide](#).

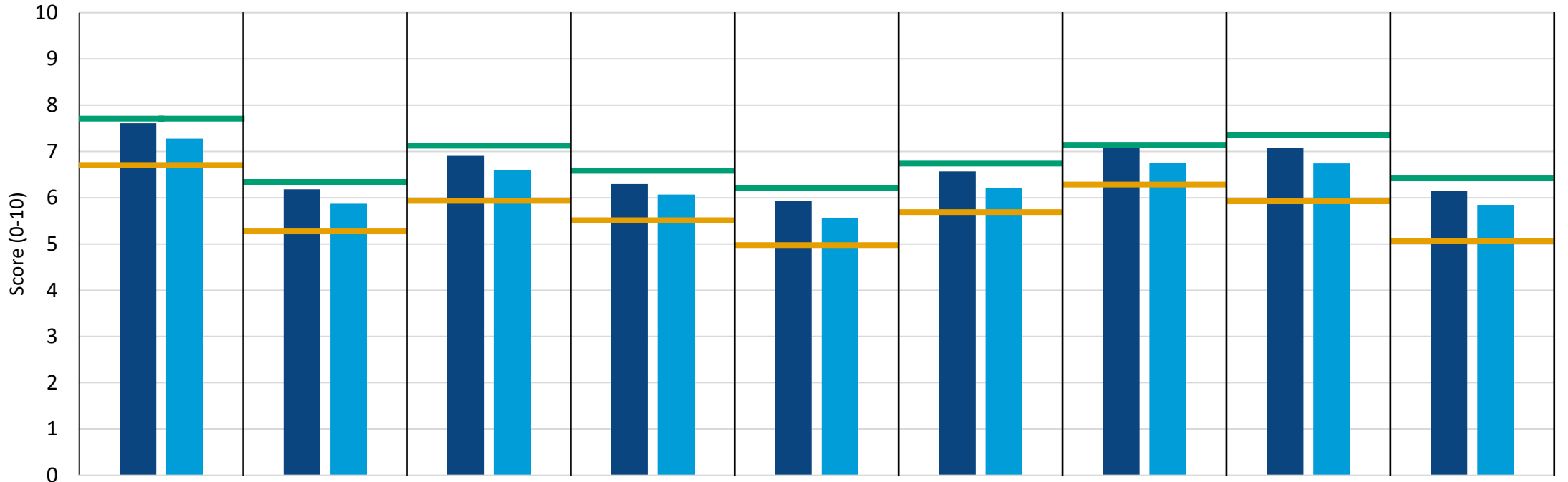


## People Promise elements, themes and sub-score results

## People Promise elements, themes and sub-scores: Overview

# People Promise elements and themes: Overview

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

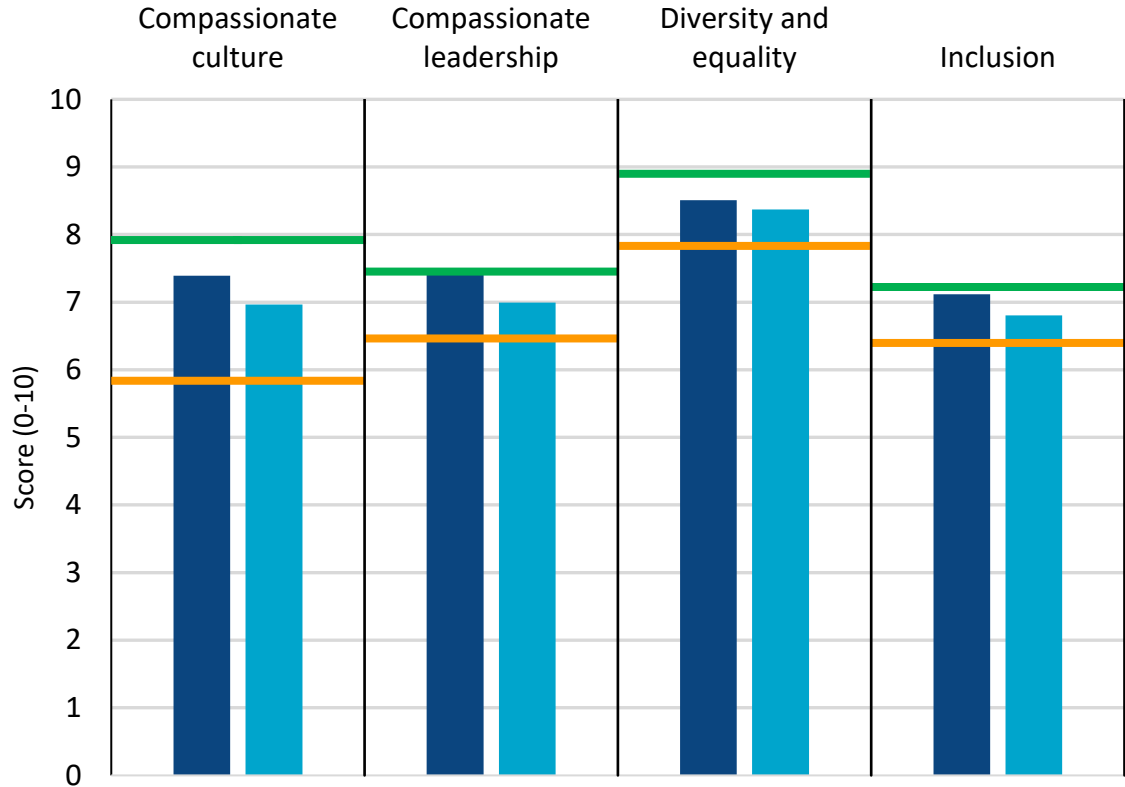


Your org	7.61	6.18	6.91	6.30	5.92	6.57	7.07	7.07	6.15
Best result	7.71	6.34	7.12	6.58	6.21	6.74	7.14	7.36	6.42
Average result	7.28	5.87	6.60	6.07	5.57	6.22	6.75	6.74	5.84
Worst result	6.71	5.27	5.93	5.51	4.98	5.69	6.29	5.92	5.06
Responses	8268	8283	8149	8183	7804	8209	8257	8282	8285

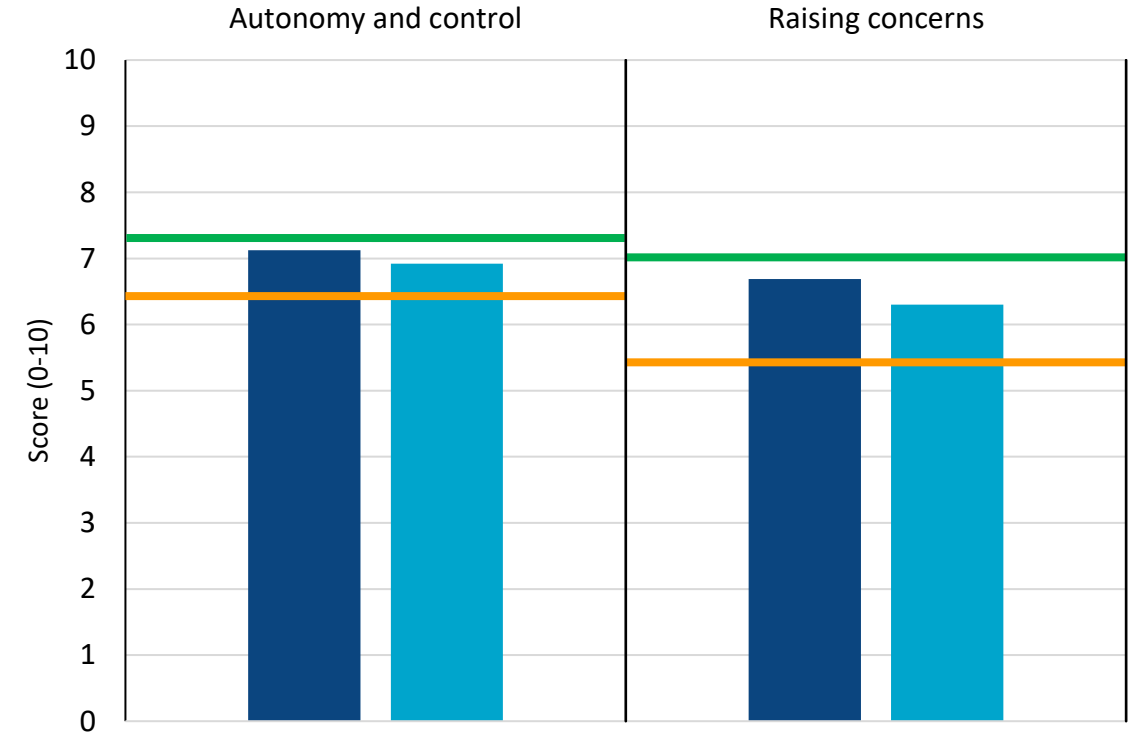
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 1: We are compassionate and inclusive



## Promise element 3: We each have a voice that counts



Your org	7.39	7.42	8.51	7.12
Best result	7.92	7.45	8.90	7.22
Average result	6.97	6.99	8.37	6.80
Worst result	5.84	6.46	7.83	6.40
Responses	8259	8263	8265	8242

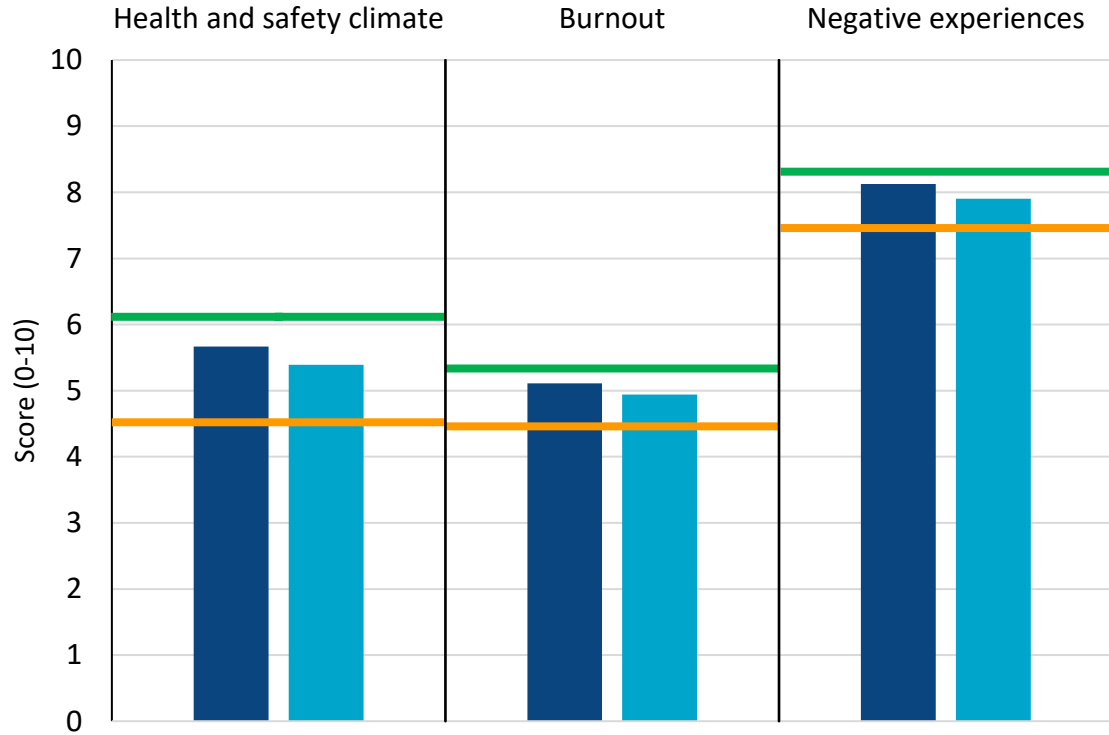
Your org	7.12	6.69
Best result	7.31	7.02
Average result	6.92	6.30
Worst result	6.43	5.43
Responses	8273	8191

Note: People Promise element 2 'We are recognised and rewarded' does not have any sub-scores. Overall trend score data for this element is reported on slide 21.

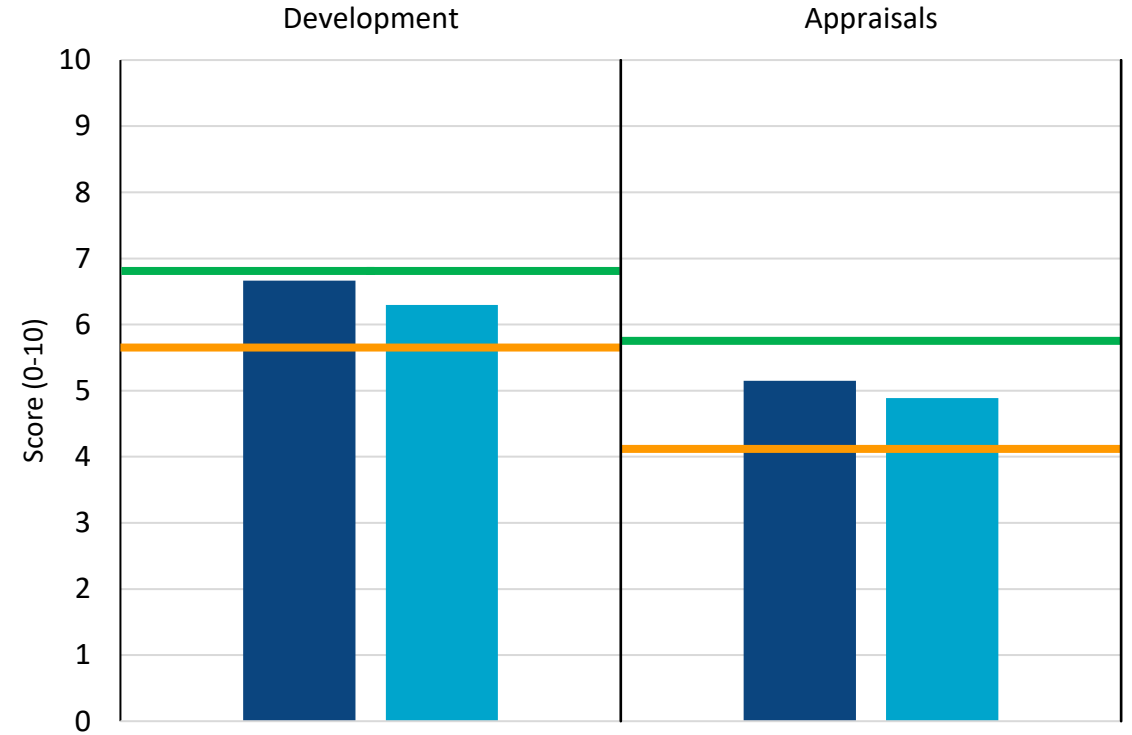
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 4: We are safe and healthy



## Promise element 5: We are always learning



Your org	5.66	5.11	8.12
Best result	6.12	5.33	8.31
Average result	5.39	4.94	7.90
Worst result	4.52	4.46	7.46
Responses	8271	8285	8234

Your org	6.66	5.15
Best result	6.81	5.75
Average result	6.29	4.89
Worst result	5.65	4.12
Responses	8271	7816

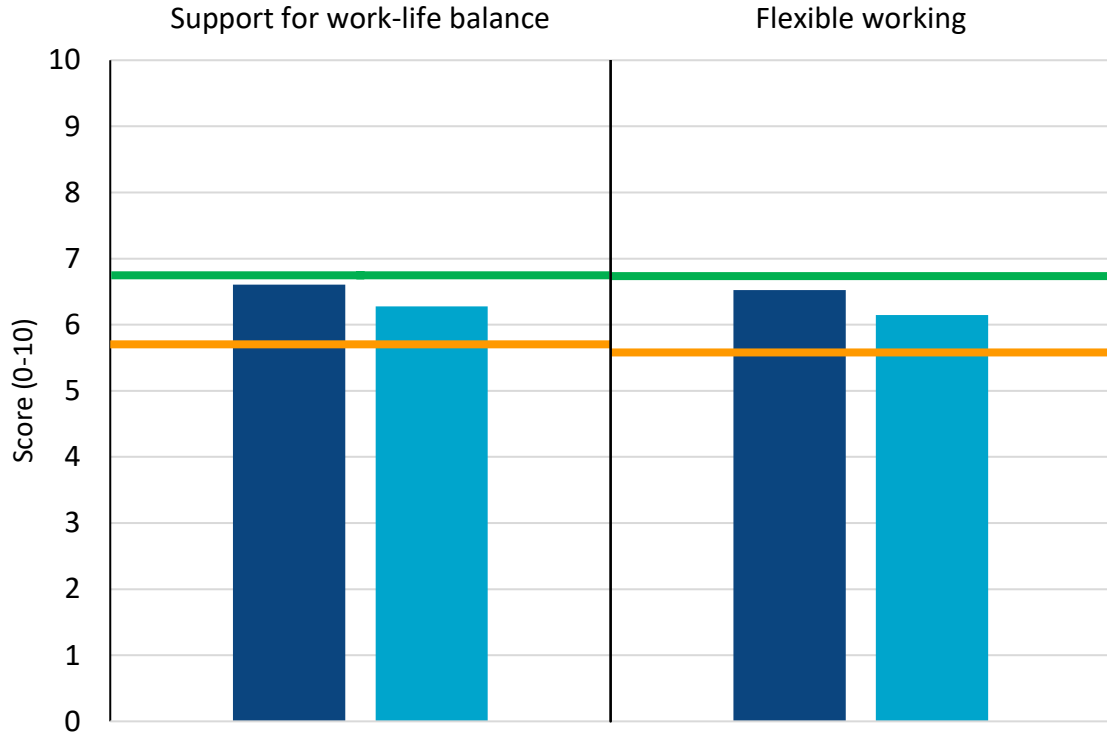
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



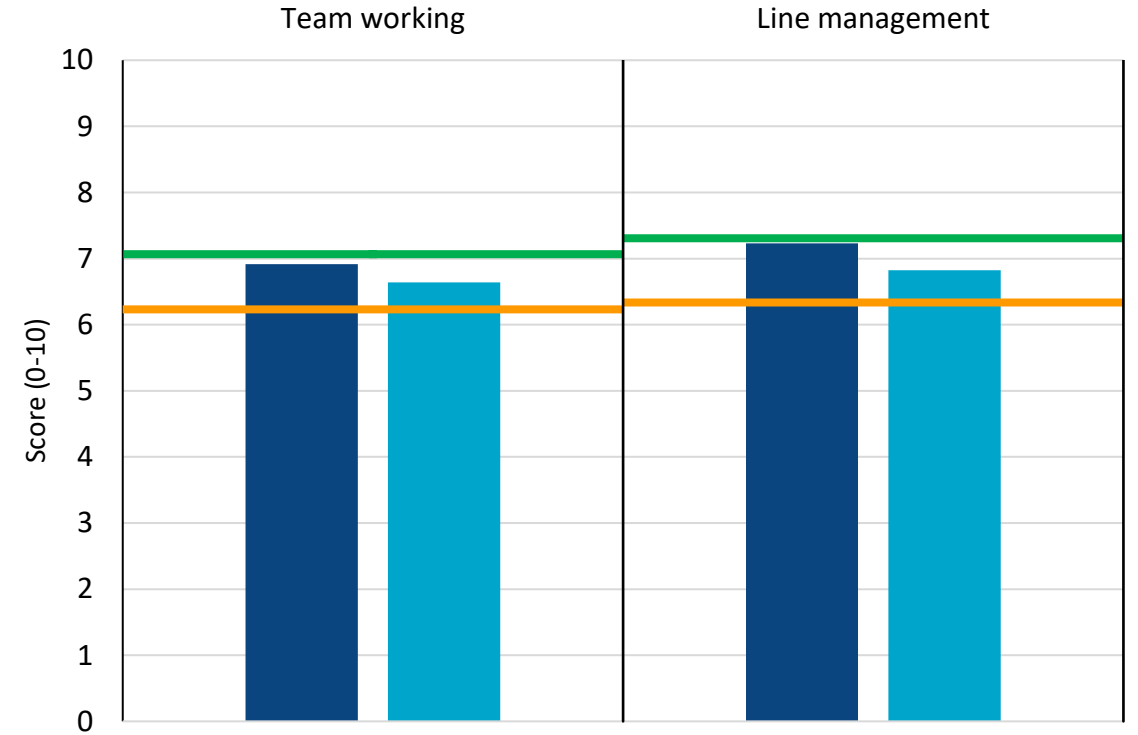
## Promise element 6: We work flexibly



## Promise element 7: We are a team



Your org	6.61	6.52
Best result	6.75	6.73
Average result	6.28	6.15
Worst result	5.70	5.58
Responses	8268	8231

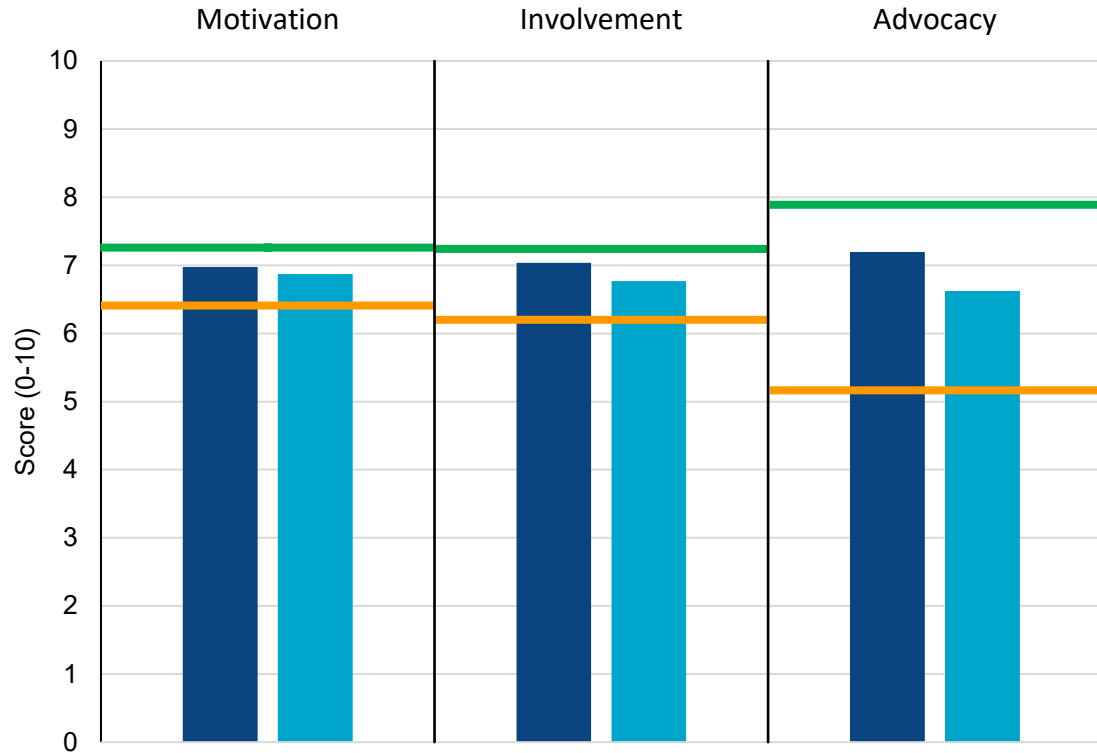


Your org	6.92	7.23
Best result	7.07	7.31
Average result	6.64	6.82
Worst result	6.23	6.34
Responses	8275	8267

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



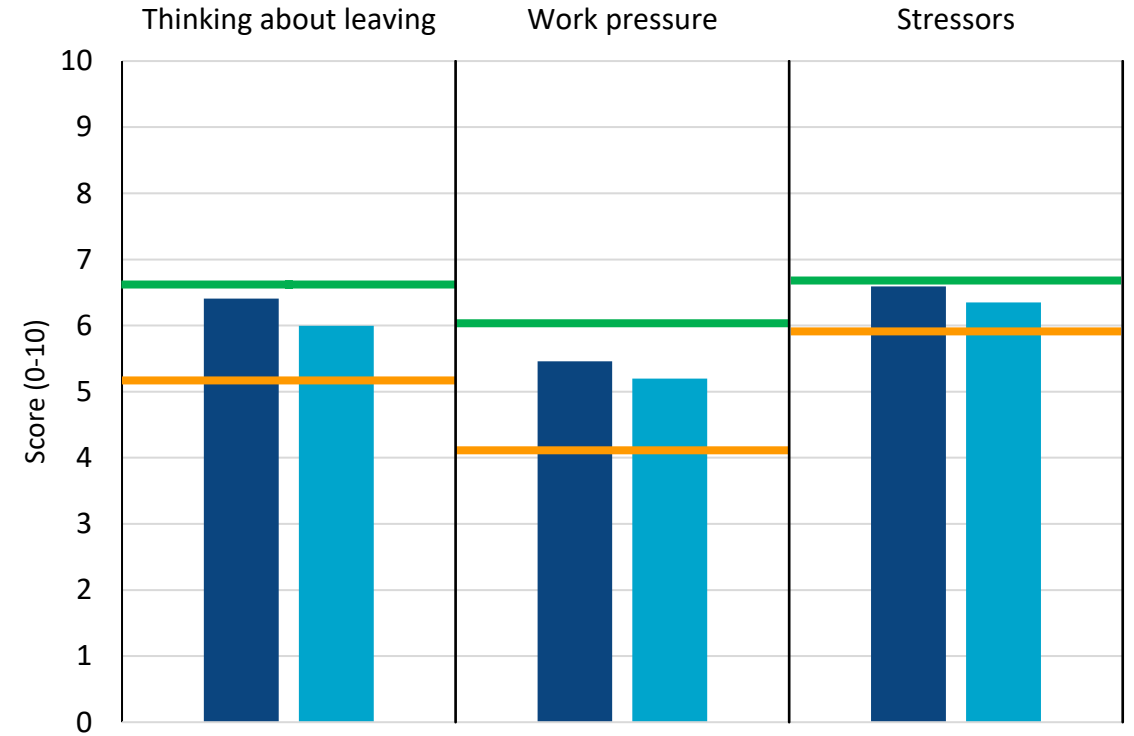
## Theme: Staff engagement



Element	Score (0-10)	Responses
Your org	6.98	8168
Best result	7.26	
Average result	6.87	
Worst result	6.41	
Your org	7.04	8275
Best result	7.24	
Average result	6.77	
Worst result	6.20	
Your org	7.20	8254
Best result	7.89	
Average result	6.63	
Worst result	5.17	




## Theme: Morale



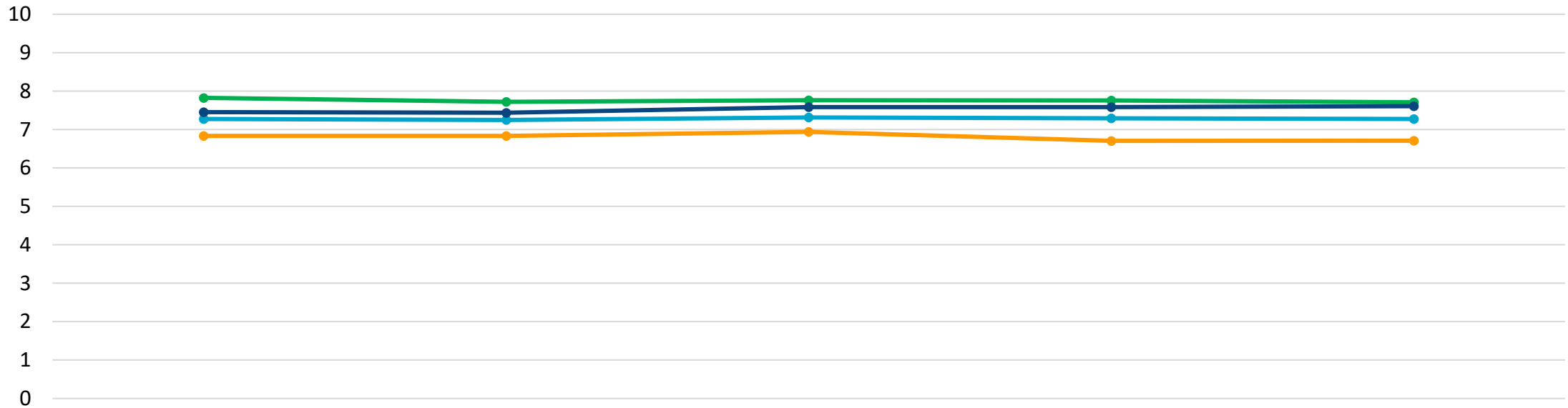
Element	Score (0-10)	Responses
Your org	6.41	8249
Best result	6.62	
Average result	6.00	
Worst result	5.17	
Your org	5.46	8262
Best result	6.03	
Average result	5.20	
Worst result	4.11	
Your org	6.59	8271
Best result	6.68	
Average result	6.35	
Worst result	5.91	

## People Promise elements, themes and sub-scores: Trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

 **Promise element 1: We are compassionate and inclusive**

We are compassionate and inclusive



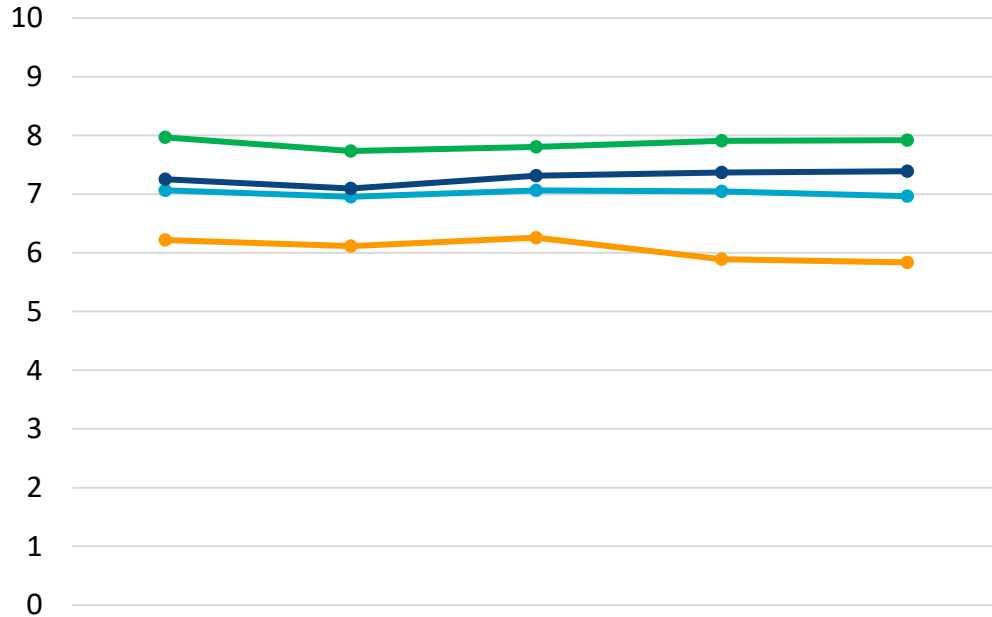
	2021	2022	2023	2024	2025
Your org	7.45	7.44	7.58	7.58	7.61
Best result	7.82	7.72	7.76	7.76	7.71
Average result	7.27	7.25	7.31	7.29	7.28
Worst result	6.83	6.83	6.94	6.71	6.71
Responses	5136	5206	6570	7241	8268

Note: Due to changes in the Q15 question wording in 2025, reported results for 'We are compassionate and inclusive' have been recalculated to exclude Q15 for all years. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

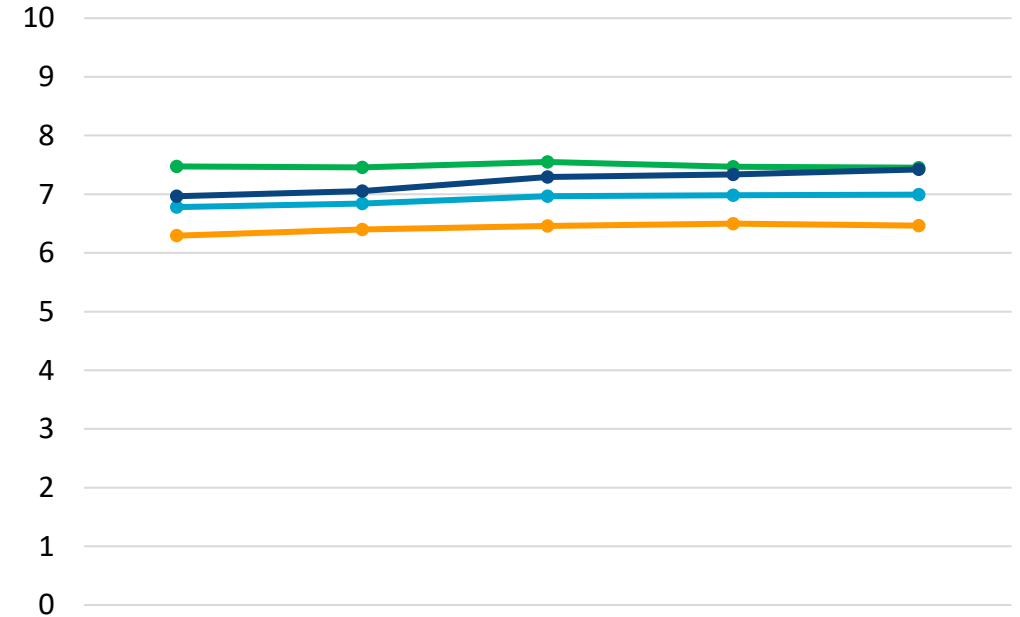
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



Compassionate leadership



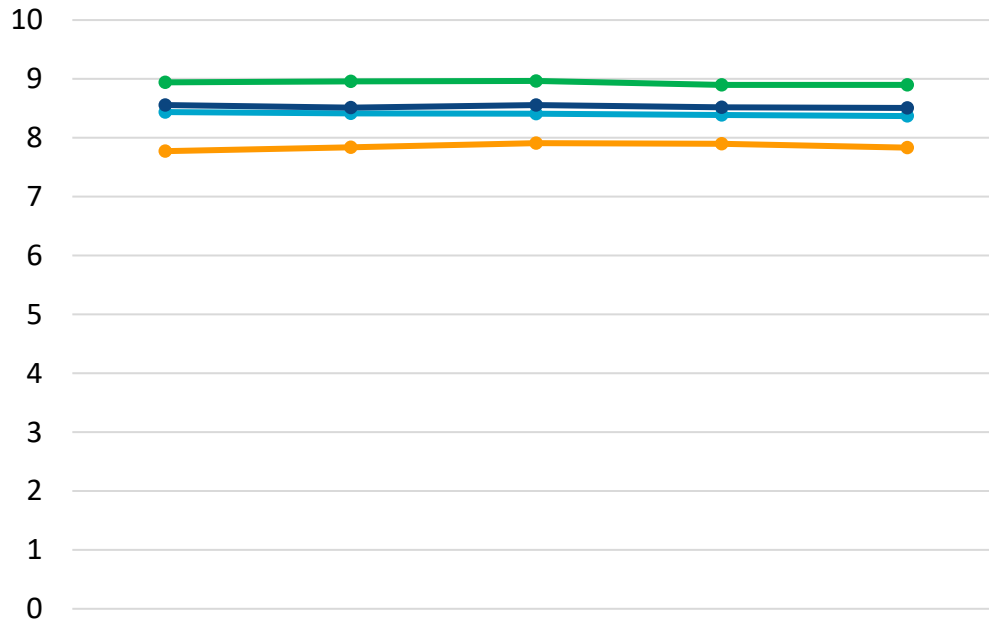
	2021	2022	2023	2024	2025
Your org	7.25	7.10	7.32	7.37	7.39
Best result	7.97	7.73	7.81	7.91	7.92
Average result	7.07	6.96	7.06	7.05	6.97
Worst result	6.22	6.12	6.26	5.89	5.84
Responses	5071	5194	6541	7198	8259

	2021	2022	2023	2024	2025
Your org	6.97	7.05	7.29	7.34	7.42
Best result	7.48	7.46	7.55	7.47	7.45
Average result	6.78	6.84	6.96	6.98	6.99
Worst result	6.29	6.40	6.46	6.50	6.46
Responses	5180	5205	6565	7236	8263

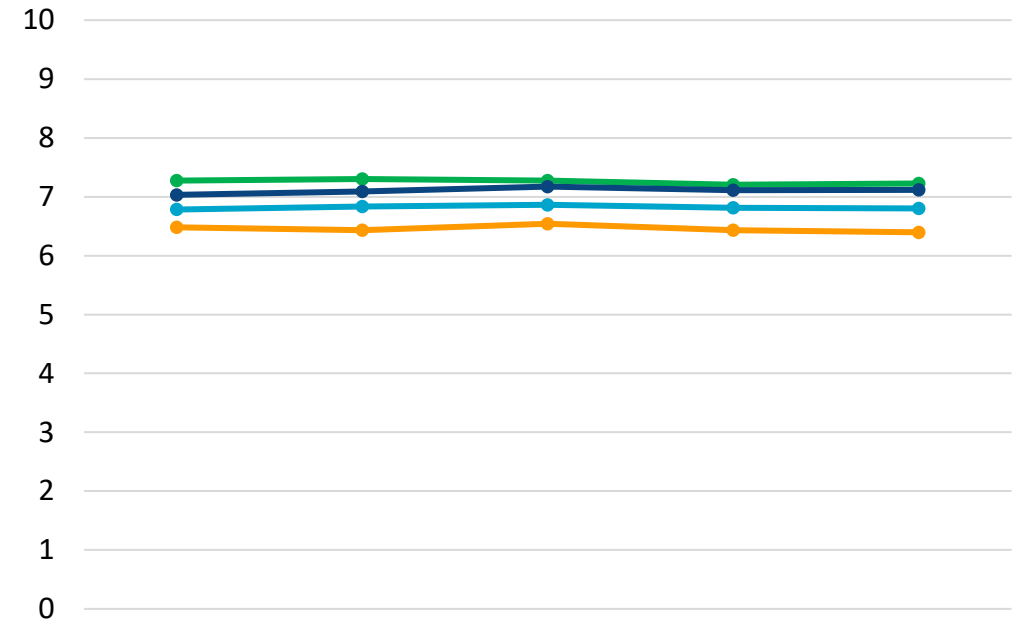
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

 **Promise element 1: We are compassionate and inclusive (2)**

Diversity and equality



Inclusion



	2021	2022	2023	2024	2025
Your org	8.56	8.51	8.56	8.52	8.51
Best result	8.94	8.96	8.97	8.90	8.90
Average result	8.44	8.41	8.41	8.39	8.37
Worst result	7.77	7.84	7.91	7.90	7.83
Responses	5133	5206	6563	7220	8265

	2021	2022	2023	2024	2025
Your org	7.03	7.09	7.17	7.11	7.12
Best result	7.28	7.30	7.27	7.20	7.22
Average result	6.78	6.84	6.86	6.81	6.80
Worst result	6.48	6.43	6.54	6.43	6.40
Responses	5219	5203	6554	7218	8242

Note: Due to changes in the Q15 question wording in 2025, reported results for 'Diversity and equality' have been recalculated to exclude Q15 for all years. For more information, please refer to the *Technical Guide*:

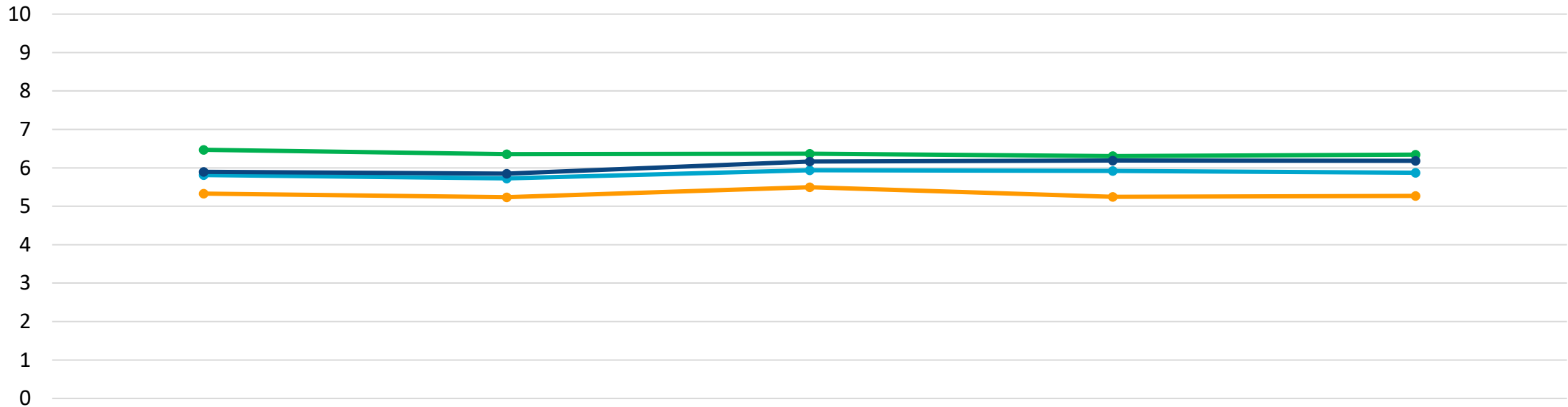
<https://www.nhsstaffsurveys.com/survey-documents/>

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 2: We are recognised and rewarded

We are recognised and rewarded



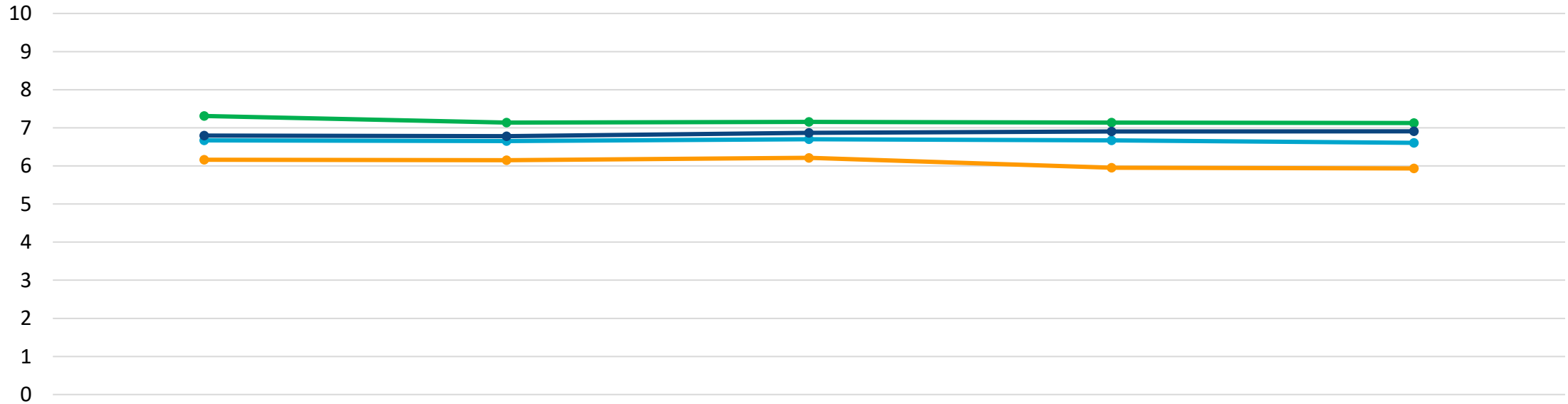
	2021	2022	2023	2024	2025
Your org	5.89	5.85	6.17	6.19	6.18
Best result	6.47	6.36	6.37	6.31	6.34
Average result	5.81	5.73	5.94	5.92	5.87
Worst result	5.33	5.24	5.50	5.25	5.27
Responses	5300	5206	6569	7239	8283

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 3: We each have a voice that counts

We each have a voice that counts



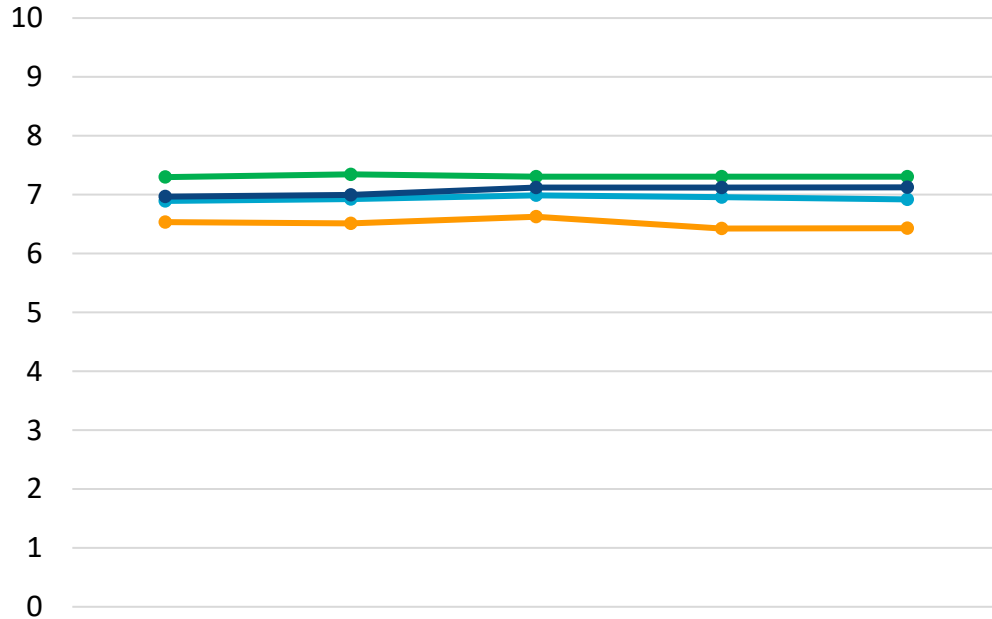
	2021	2022	2023	2024	2025
Your org	6.80	6.78	6.87	6.90	6.91
Best result	7.31	7.14	7.16	7.14	7.12
Average result	6.67	6.65	6.70	6.67	6.60
Worst result	6.16	6.15	6.21	5.95	5.93
Responses	5043	5175	6491	7152	8149

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

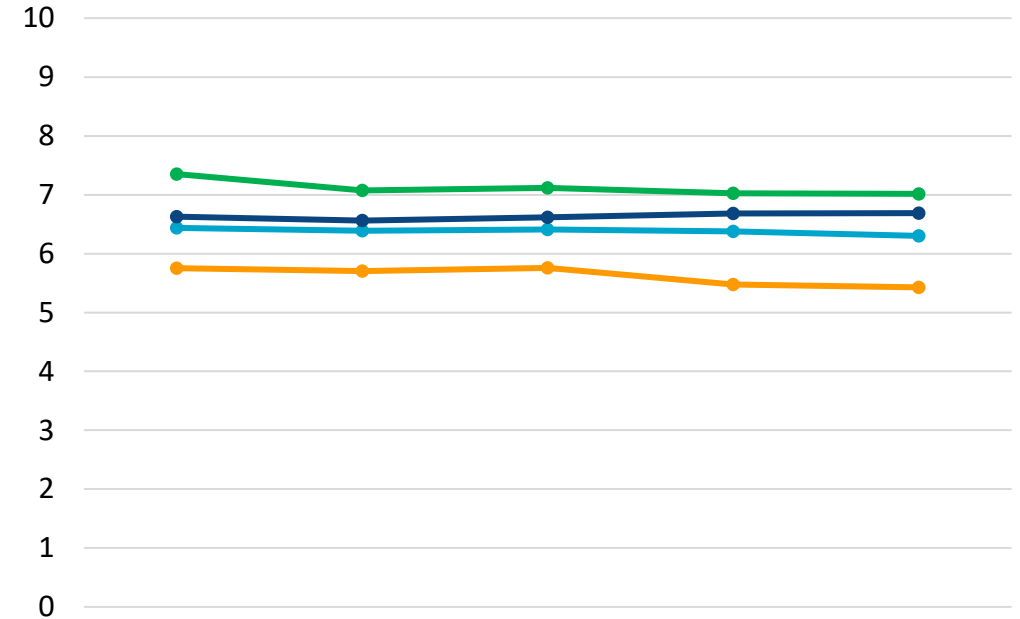


## Promise element 3: We each have a voice that counts

### Autonomy and control



### Raising concerns



	2021	2022	2023	2024	2025
Your org	6.97	6.99	7.12	7.12	7.12
Best result	7.30	7.35	7.31	7.31	7.31
Average result	6.89	6.93	6.99	6.96	6.92
Worst result	6.53	6.51	6.63	6.42	6.43
Responses	5316	5204	6570	7237	8273

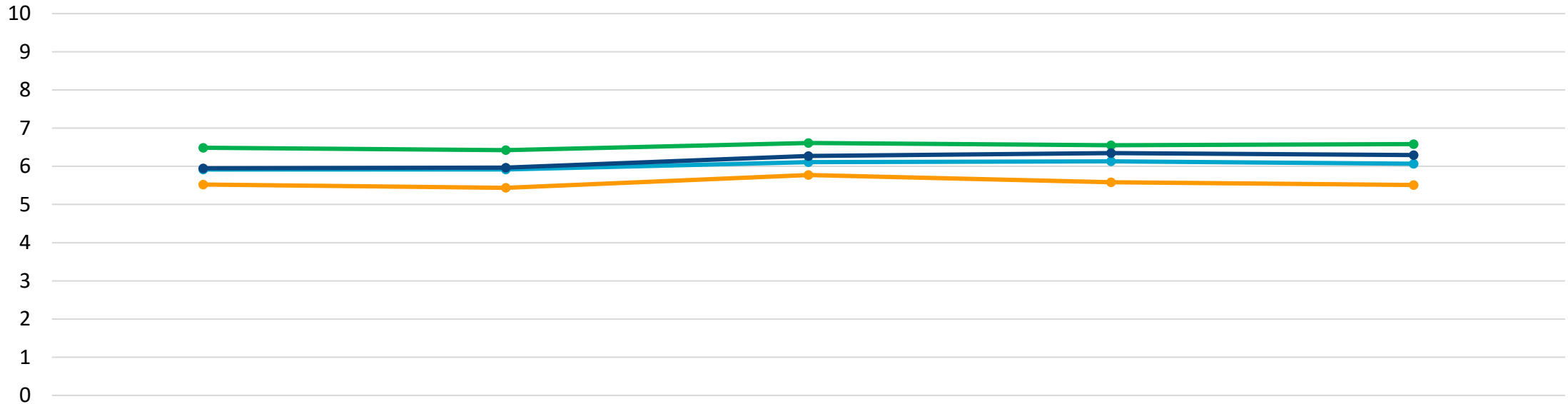
	2021	2022	2023	2024	2025
Your org	6.63	6.56	6.62	6.68	6.69
Best result	7.35	7.07	7.12	7.02	7.02
Average result	6.44	6.39	6.41	6.38	6.30
Worst result	5.75	5.70	5.76	5.48	5.43
Responses	5046	5186	6507	7171	8191

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 4: We are safe and healthy

We are safe and healthy



	2021	2022	2023	2024	2025
Your org	5.95	5.97	6.27	6.35	6.30
Best result	6.48	6.42	6.61	6.55	6.58
Average result	5.92	5.92	6.11	6.13	6.07
Worst result	5.52	5.44	5.77	5.58	5.51
Responses	5115	5168	6225	7169	8183

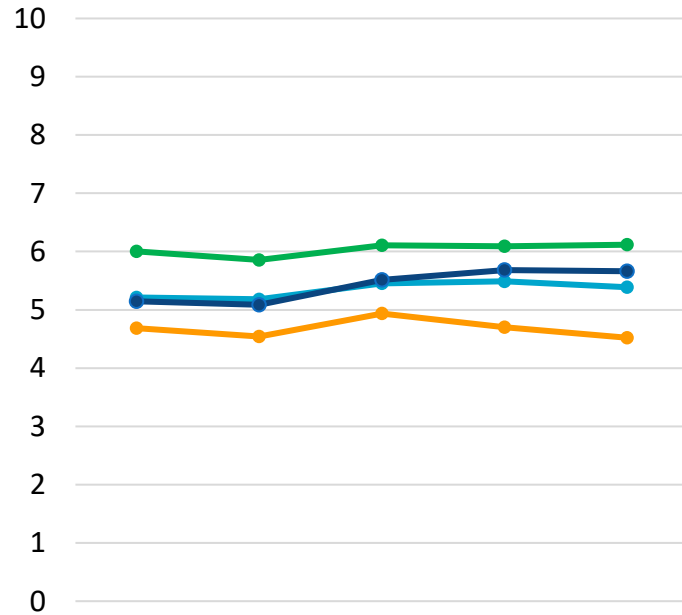
Note: 2023 results for 'We are safe and healthy' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'We are safe and healthy' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23 data collection issue* and *Technical Guide* at <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



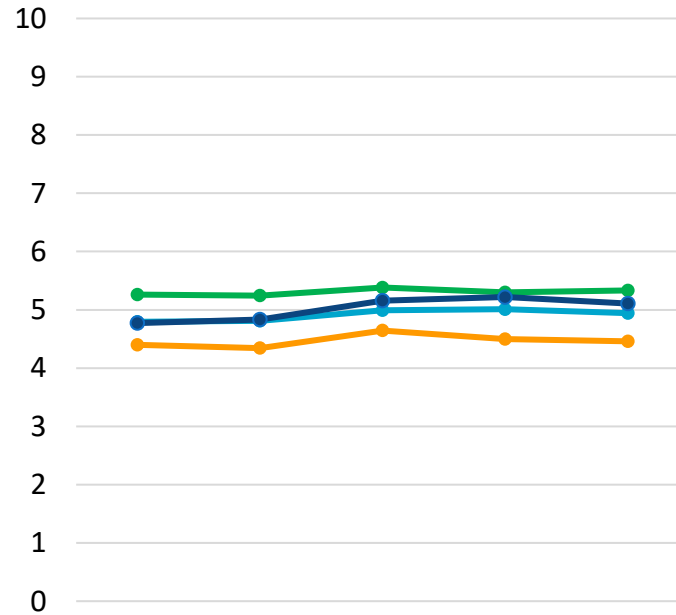
## Promise element 4: We are safe and healthy

### Health and safety climate



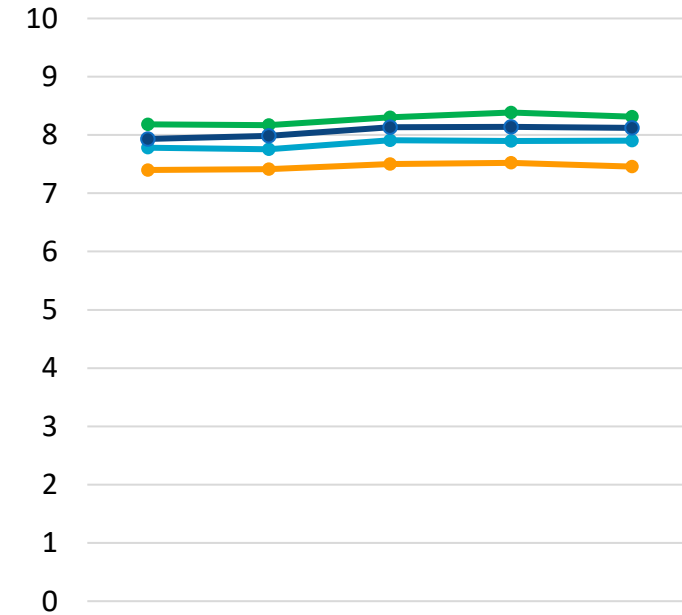
	2021	2022	2023	2024	2025
<b>Your org</b>	5.15	5.09	5.51	5.68	5.66
<b>Best result</b>	6.01	5.86	6.11	6.09	6.12
<b>Average result</b>	5.21	5.18	5.45	5.49	5.39
<b>Worst result</b>	4.68	4.54	4.94	4.70	4.52
Responses	5313	5206	6294	7243	8271

### Burnout



	2021	2022	2023	2024	2025
<b>Your org</b>	4.77	4.83	5.16	5.22	5.11
<b>Best result</b>	5.26	5.24	5.38	5.30	5.33
<b>Average result</b>	4.79	4.81	4.99	5.01	4.94
<b>Worst result</b>	4.40	4.34	4.64	4.50	4.46
Responses	5139	5199	6564	7236	8285

### Negative experiences



	2021	2022	2023	2024	2025
<b>Your org</b>	7.93	7.99	8.13	8.14	8.12
<b>Best result</b>	8.18	8.17	8.30	8.39	8.31
<b>Average result</b>	7.78	7.76	7.91	7.90	7.90
<b>Worst result</b>	7.40	7.41	7.50	7.52	7.46
Responses	5132	5189	6252	7196	8234

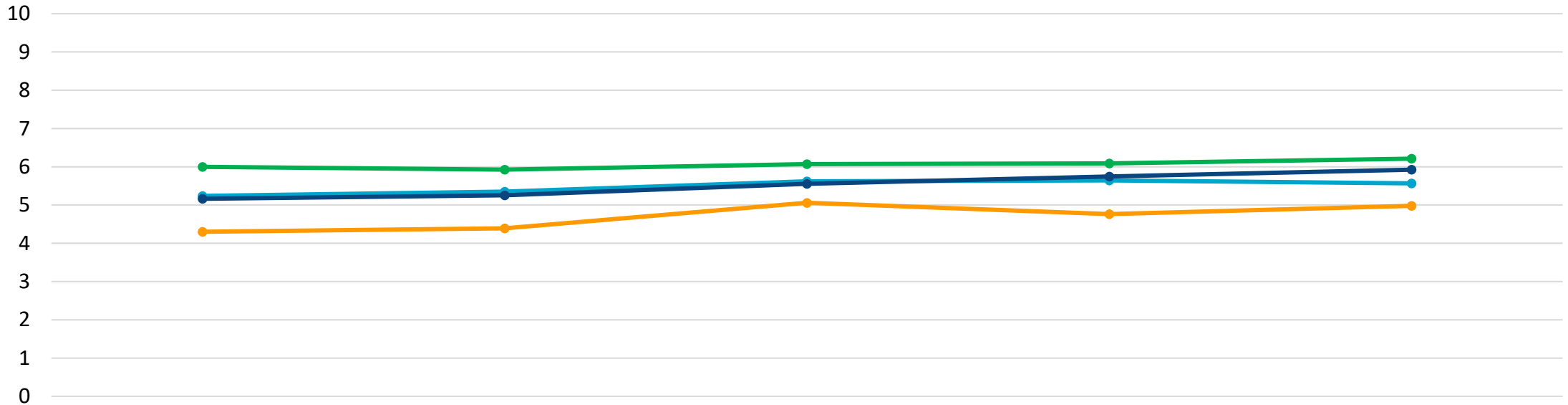
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23 data collection issue* and *Technical Guide* at <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 5: We are always learning

### We are always learning



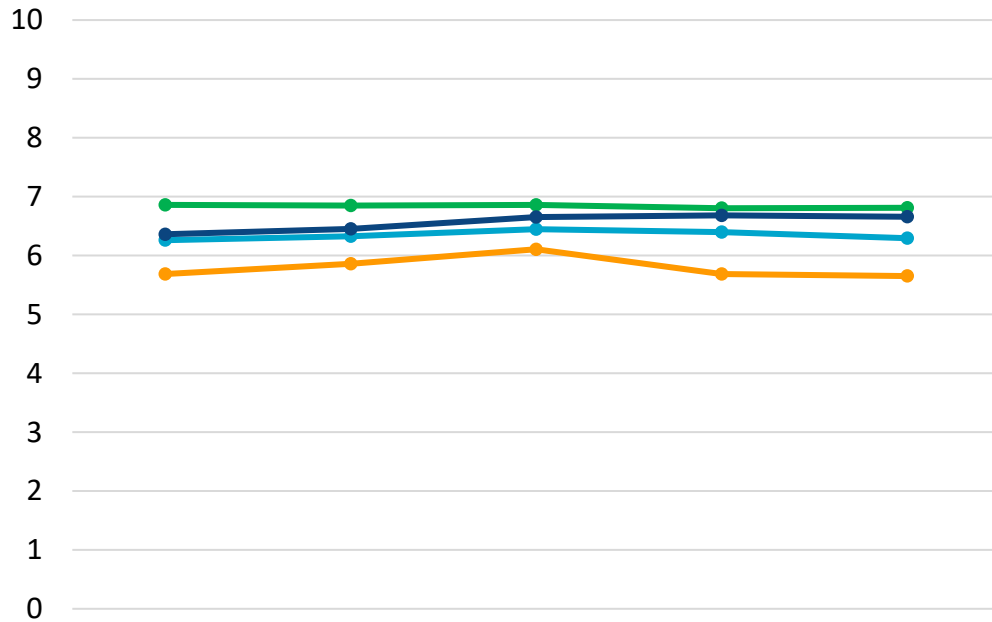
	2021	2022	2023	2024	2025
<b>Your org</b>	5.16	5.25	5.55	5.75	5.92
<b>Best result</b>	6.00	5.92	6.07	6.09	6.21
<b>Average result</b>	5.24	5.35	5.62	5.64	5.57
<b>Worst result</b>	4.30	4.39	5.06	4.76	4.98
<b>Responses</b>	4800	4911	6115	6751	7804

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

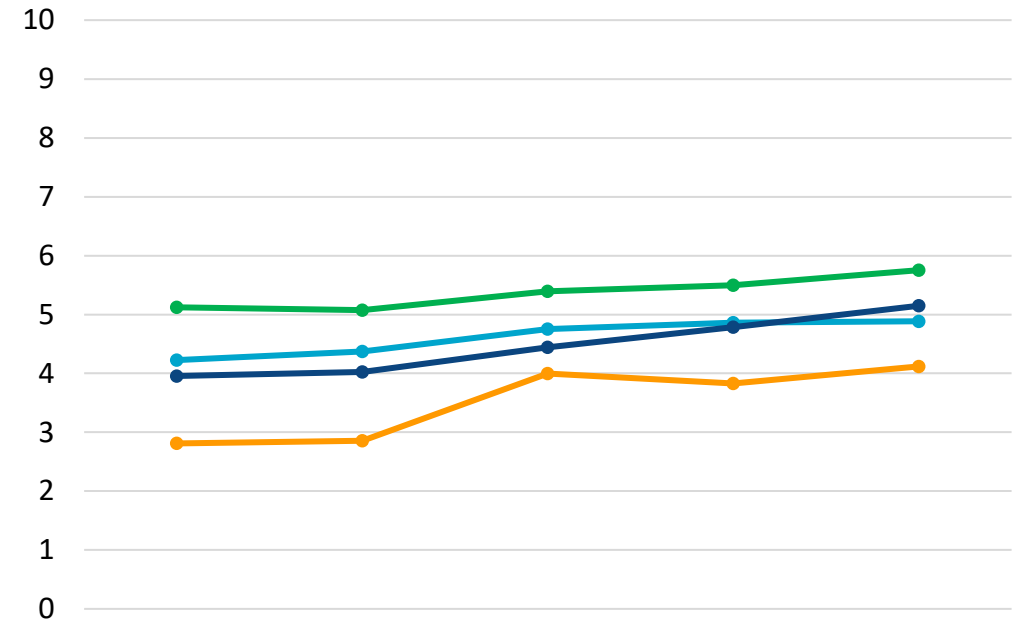


## Promise element 5: We are always learning

Development



Appraisals



	2021	2022	2023	2024	2025
Your org	6.36	6.45	6.65	6.68	6.66
Best result	6.86	6.85	6.86	6.80	6.81
Average result	6.26	6.33	6.45	6.40	6.29
Worst result	5.68	5.86	6.11	5.69	5.65
Responses	5097	5194	6553	7216	8271

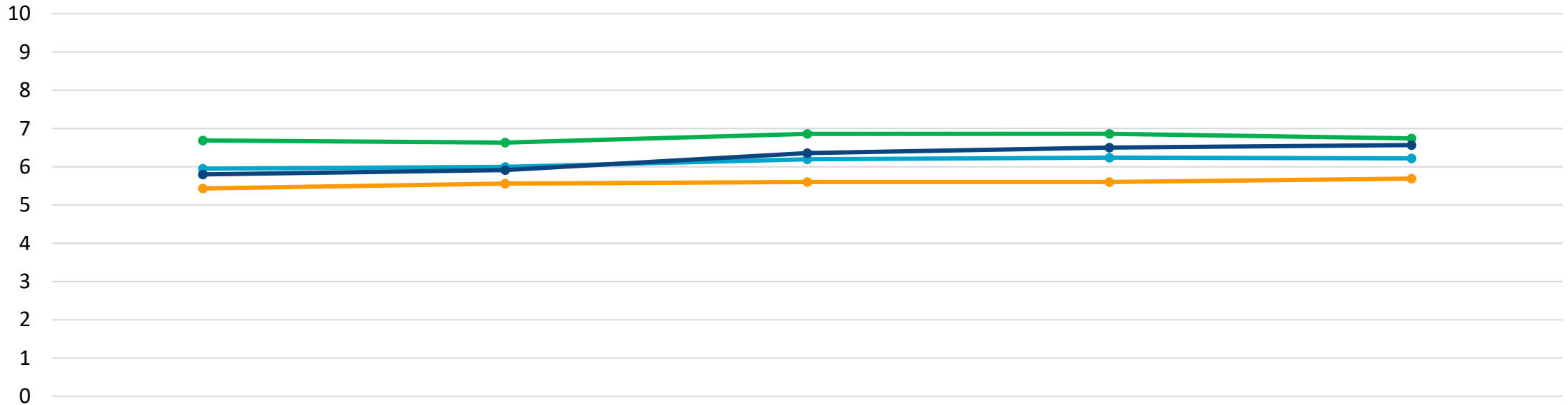
	2021	2022	2023	2024	2025
Your org	3.96	4.03	4.44	4.79	5.15
Best result	5.12	5.07	5.39	5.50	5.75
Average result	4.23	4.37	4.75	4.86	4.89
Worst result	2.81	2.86	3.99	3.83	4.12
Responses	4817	4926	6124	6767	7816

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 6: We work flexibly

We work flexibly



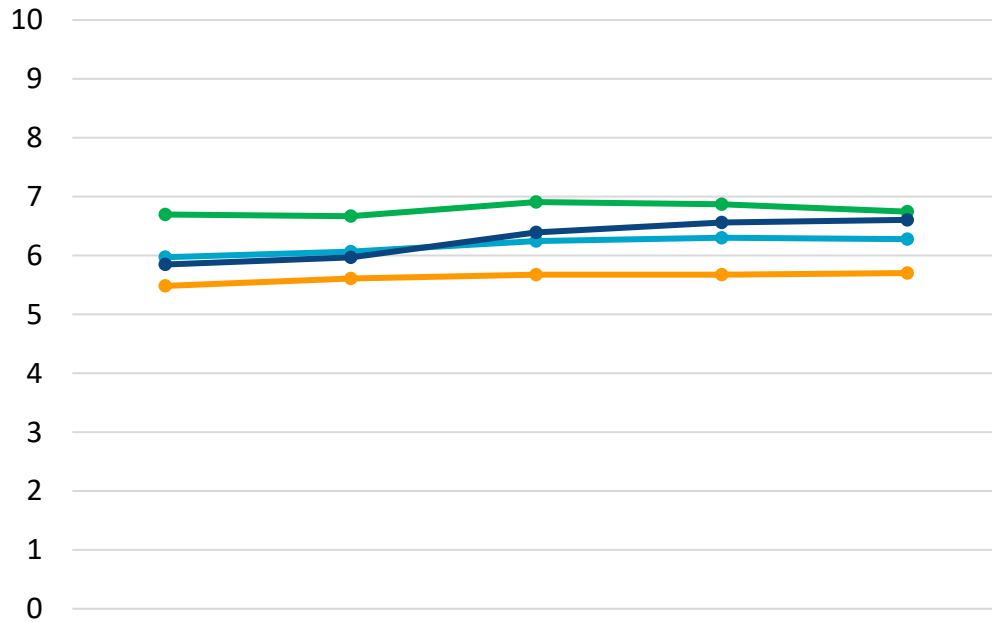
	2021	2022	2023	2024	2025
Your org	5.80	5.92	6.36	6.50	6.57
Best result	6.69	6.63	6.86	6.86	6.74
Average result	5.95	6.00	6.20	6.24	6.22
Worst result	5.43	5.56	5.60	5.60	5.69
Responses	5256	5187	6535	7179	8209

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

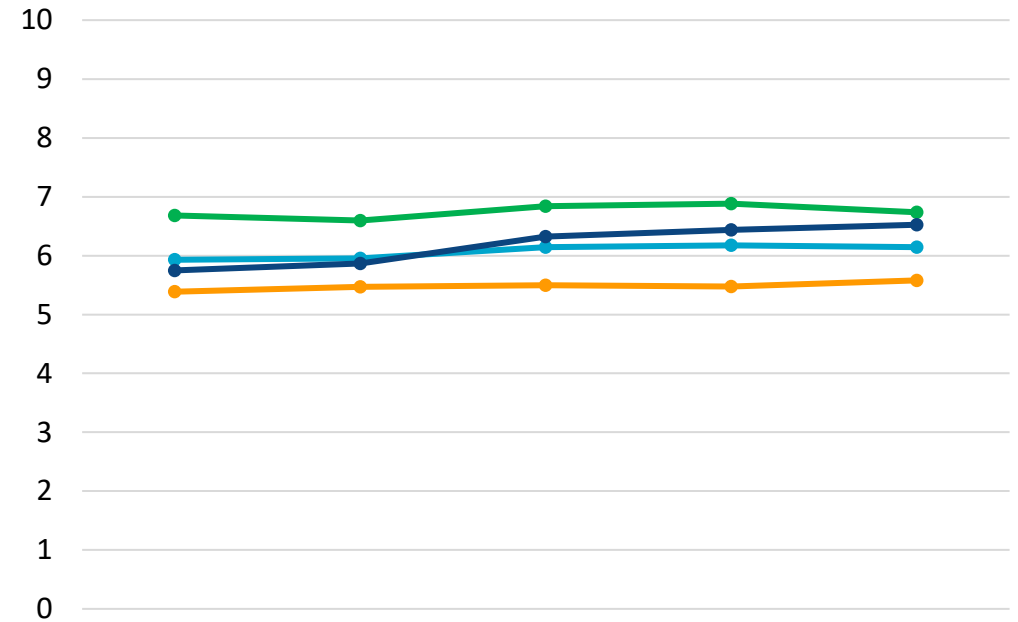


## Promise element 6: We work flexibly

Support for work-life balance



Flexible working



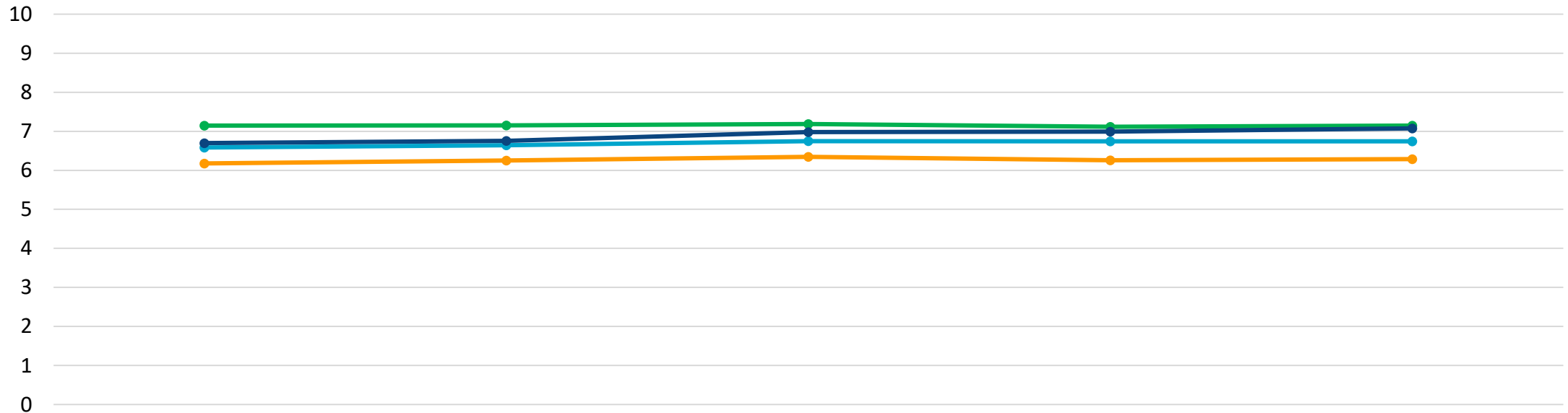
	2021	2022	2023	2024	2025
Your org	5.85	5.97	6.39	6.56	6.61
Best result	6.70	6.67	6.91	6.87	6.75
Average result	5.97	6.07	6.25	6.30	6.28
Worst result	5.48	5.61	5.67	5.67	5.70
Responses	5265	5198	6566	7227	8268

	2021	2022	2023	2024	2025
Your org	5.75	5.86	6.32	6.44	6.52
Best result	6.68	6.60	6.84	6.88	6.73
Average result	5.93	5.95	6.15	6.17	6.15
Worst result	5.39	5.47	5.50	5.48	5.58
Responses	5296	5197	6548	7201	8231

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

 **Promise element 7: We are a team**

We are a team



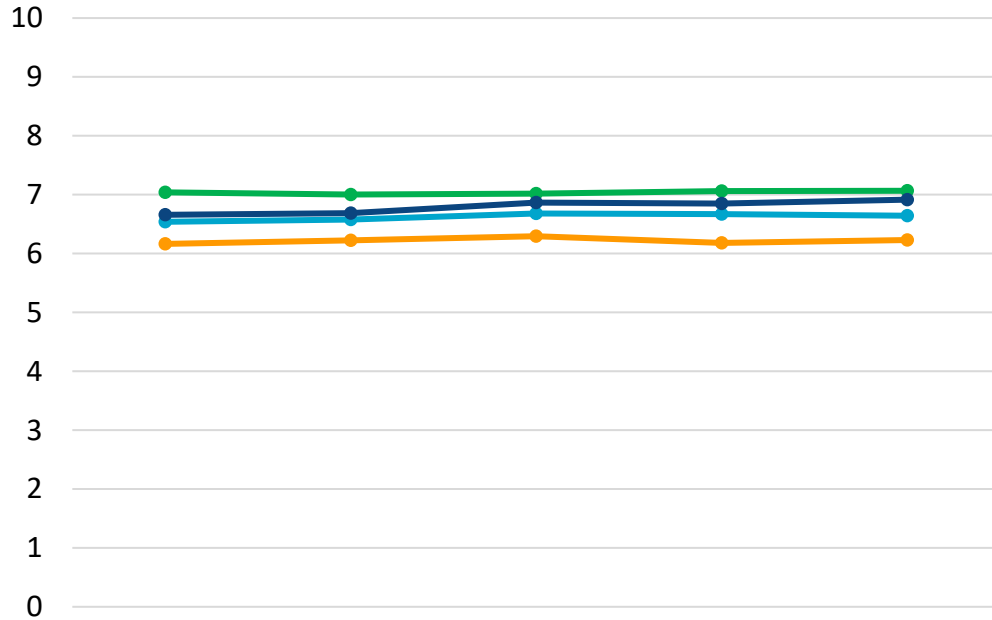
	2021	2022	2023	2024	2025
<b>Your org</b>	6.70	6.75	6.98	6.99	7.07
<b>Best result</b>	7.15	7.15	7.19	7.12	7.14
<b>Average result</b>	6.58	6.64	6.75	6.75	6.75
<b>Worst result</b>	6.18	6.25	6.34	6.25	6.29
<b>Responses</b>	5172	5201	6553	7222	8257

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

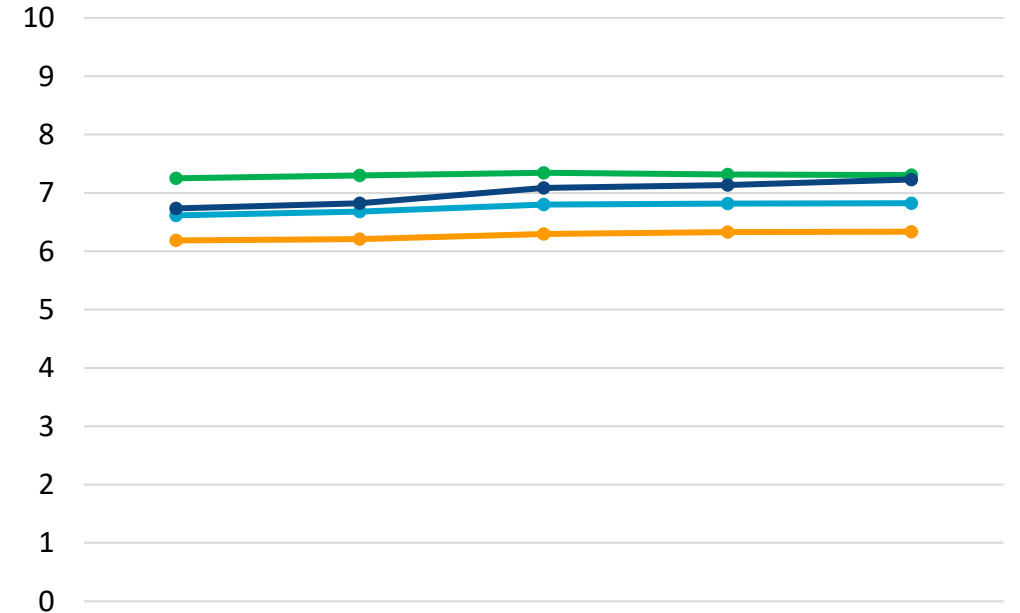


## Promise element 7: We are a team

### Team working



### Line management



	2021	2022	2023	2024	2025
Your org	6.66	6.68	6.87	6.85	6.92
Best result	7.04	7.00	7.02	7.06	7.07
Average result	6.54	6.58	6.68	6.67	6.64
Worst result	6.16	6.22	6.29	6.18	6.23
Responses	5237	5205	6567	7234	8275

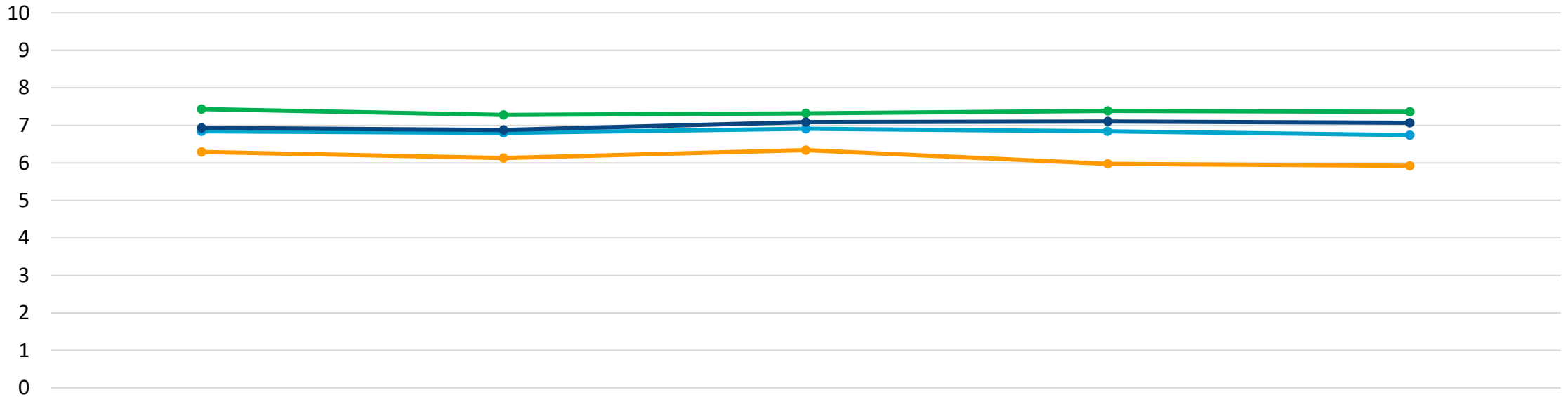
	2021	2022	2023	2024	2025
Your org	6.73	6.82	7.09	7.14	7.23
Best result	7.25	7.30	7.35	7.31	7.31
Average result	6.62	6.68	6.80	6.82	6.82
Worst result	6.19	6.21	6.30	6.33	6.34
Responses	5179	5206	6566	7236	8267

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Theme: Staff Engagement

Staff Engagement



	2021	2022	2023	2024	2025
Your org	6.93	6.88	7.09	7.10	7.07
Best result	7.43	7.28	7.32	7.39	7.36
Average result	6.84	6.80	6.91	6.84	6.74
Worst result	6.29	6.13	6.34	5.98	5.92
Responses	5315	5208	6574	7244	8282



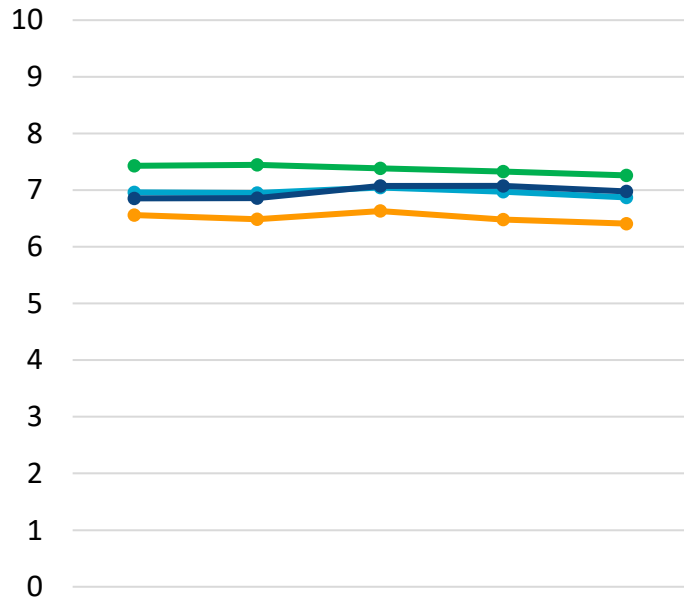
# People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Theme: Staff Engagement

### Motivation

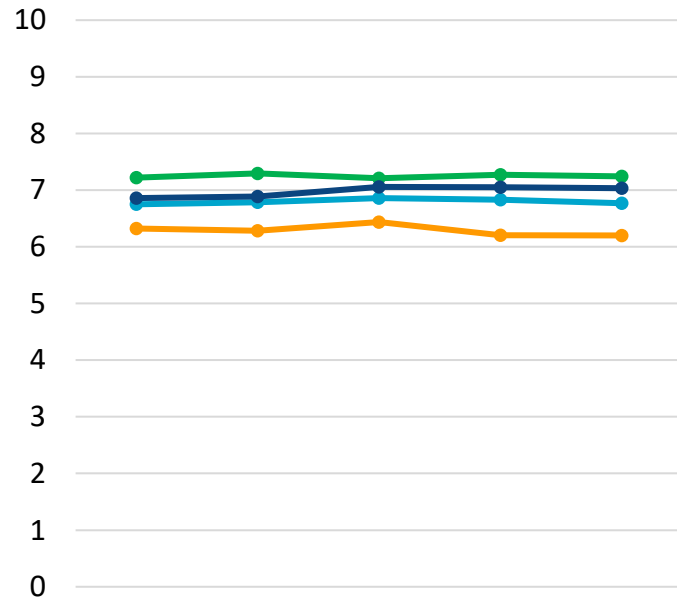


2021 2022 2023 2024 2025

Your org	6.85	6.86	7.07	7.08	6.98
Best result	7.43	7.45	7.39	7.33	7.26
Average result	6.96	6.95	7.05	6.98	6.87
Worst result	6.56	6.48	6.63	6.48	6.41

Responses 5360 5156 6494 7146 8168

### Involvement

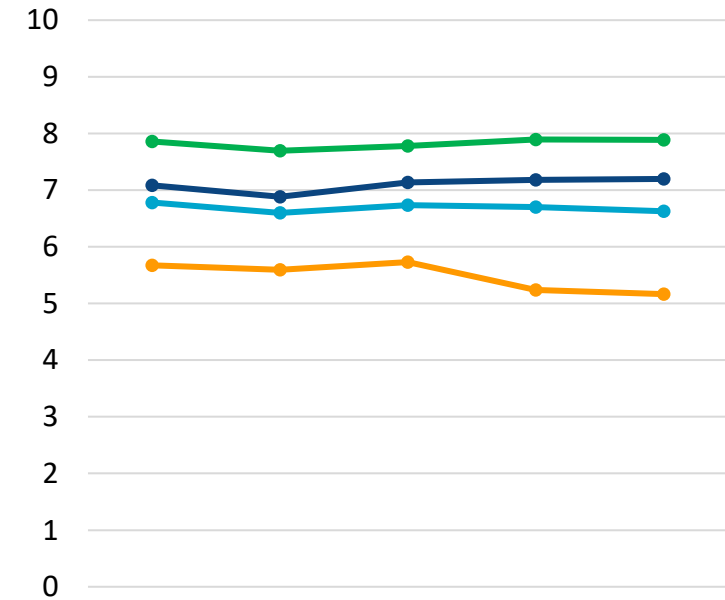


2021 2022 2023 2024 2025

Your org	6.86	6.89	7.06	7.05	7.04
Best result	7.22	7.30	7.21	7.27	7.24
Average result	6.75	6.78	6.86	6.83	6.77
Worst result	6.32	6.28	6.44	6.20	6.20

Responses 5316 5206 6571 7239 8275

### Advocacy



2021 2022 2023 2024 2025

Your org	7.08	6.88	7.14	7.18	7.20
Best result	7.86	7.70	7.78	7.89	7.89
Average result	6.78	6.60	6.74	6.70	6.63
Worst result	5.67	5.60	5.73	5.24	5.17

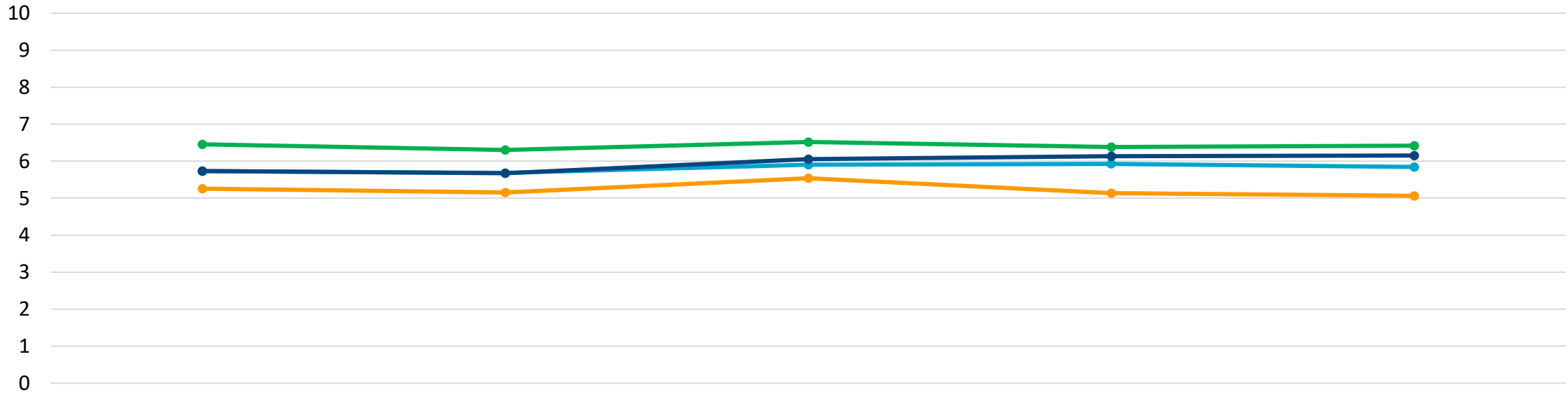
Responses 5073 5197 6539 7196 8254

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Theme: Morale

Morale



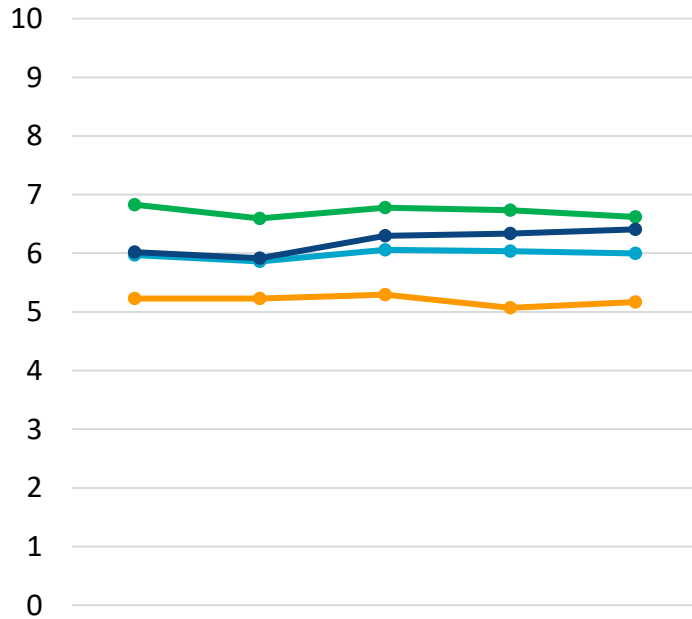
	2021	2022	2023	2024	2025
Your org	5.73	5.67	6.06	6.13	6.15
Best result	6.45	6.30	6.52	6.38	6.42
Average result	5.73	5.68	5.90	5.93	5.84
Worst result	5.26	5.16	5.54	5.13	5.06
Responses	5290	5205	6576	7248	8285

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



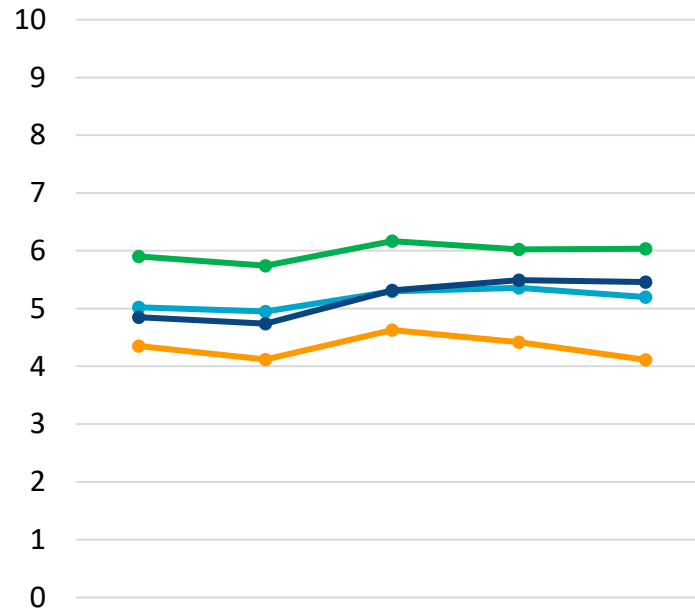
## Theme: Morale

### Thinking about leaving



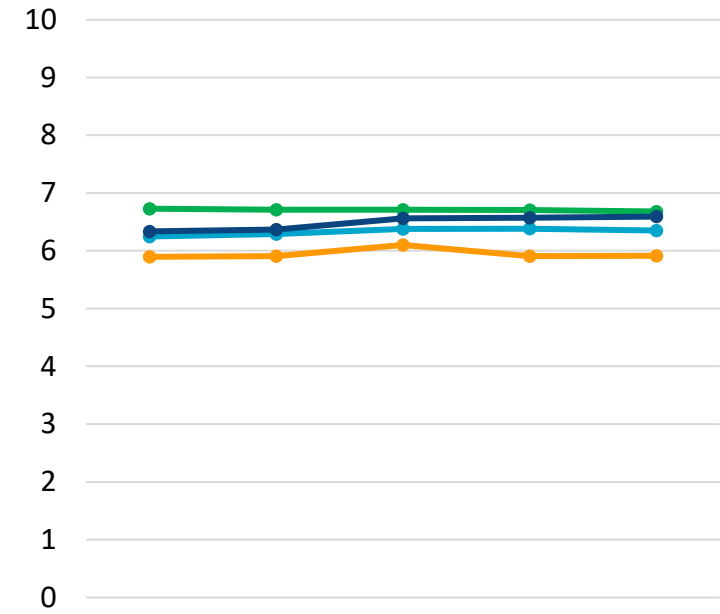
	2021	2022	2023	2024	2025
Your org	6.02	5.92	6.30	6.33	6.41
Best result	6.83	6.59	6.78	6.73	6.62
Average result	5.97	5.86	6.06	6.04	6.00
Worst result	5.23	5.23	5.29	5.07	5.17
Responses	5059	5187	6541	7211	8249

### Work pressure



	2021	2022	2023	2024	2025
Your org	4.85	4.74	5.32	5.49	5.46
Best result	5.90	5.74	6.17	6.03	6.03
Average result	5.02	4.95	5.30	5.36	5.20
Worst result	4.35	4.12	4.63	4.42	4.11
Responses	5311	5204	6572	7237	8262

### Stressors



	2021	2022	2023	2024	2025
Your org	6.34	6.37	6.56	6.58	6.59
Best result	6.73	6.71	6.71	6.70	6.68
Average result	6.25	6.29	6.38	6.38	6.35
Worst result	5.90	5.91	6.10	5.91	5.91
Responses	5273	5200	6563	7234	8271

## People Promise element – We are compassionate and inclusive



### Questions included:

Compassionate culture – Q6a, Q25a, Q25b, Q25c, Q25d

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

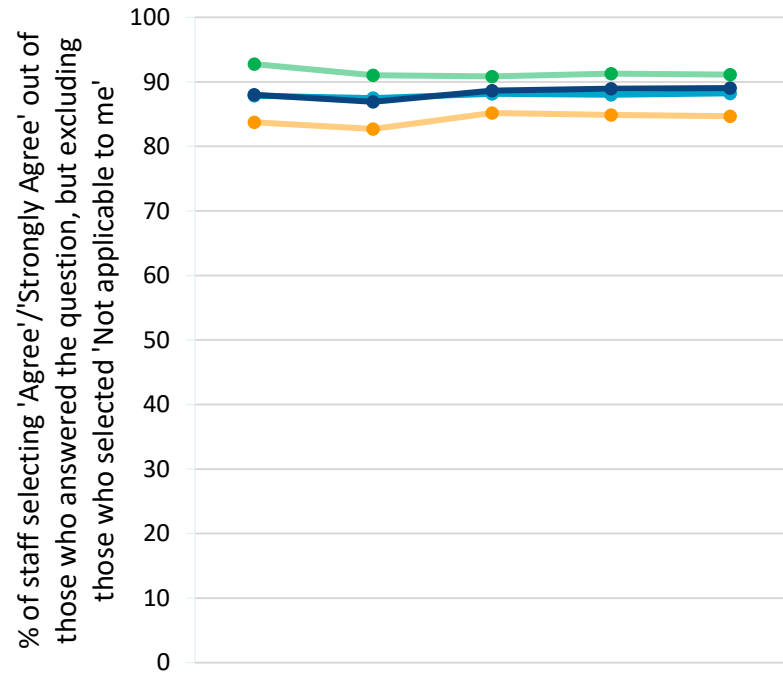
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

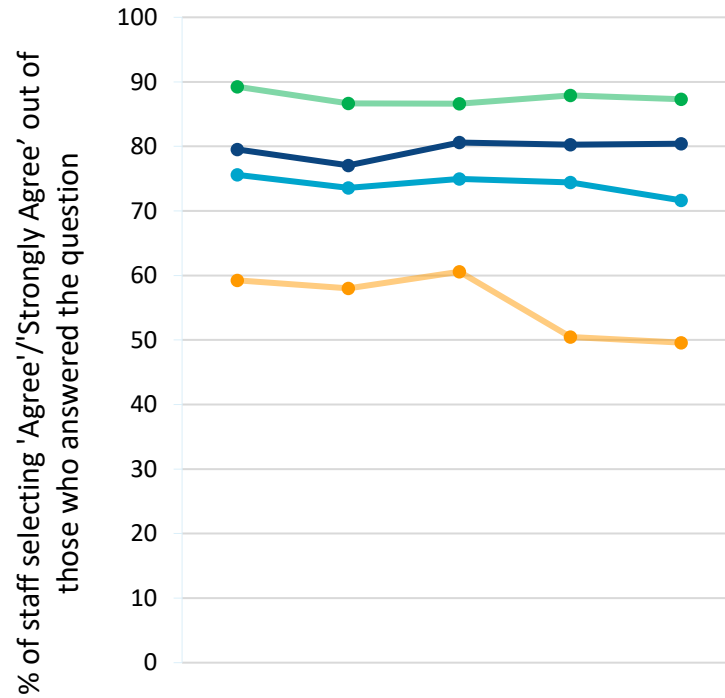


Q6a I feel that my role makes a difference to patients / service users.



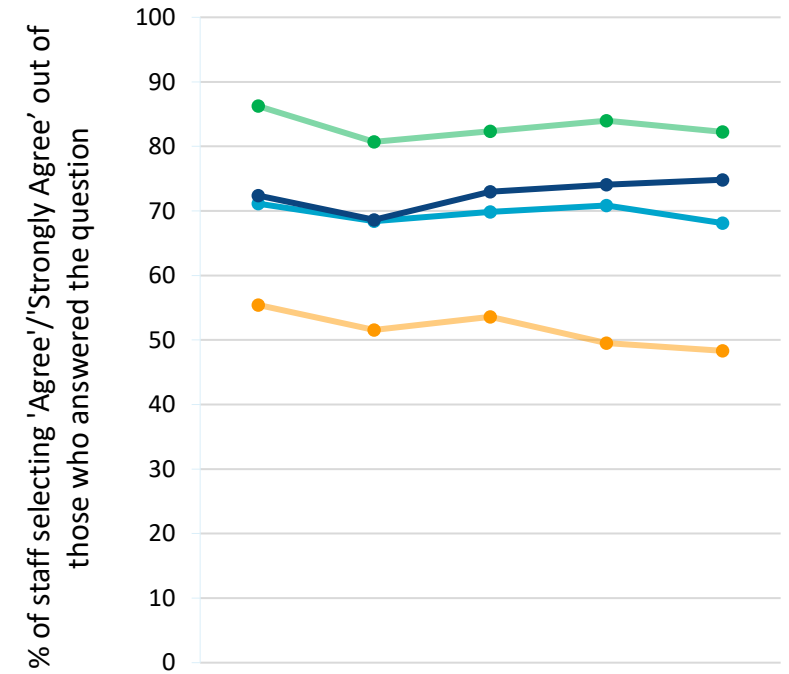
	2021	2022	2023	2024	2025
<b>Your org</b>	88.00%	86.91%	88.66%	88.97%	89.04%
<b>Best result</b>	92.75%	91.05%	90.85%	91.30%	91.11%
<b>Average result</b>	87.85%	87.48%	88.14%	88.02%	88.22%
<b>Worst result</b>	83.75%	82.70%	85.18%	84.88%	84.67%
Responses	5093	5041	6351	7035	8033

Q25a Care of patients / service users is my organisation's top priority.



	2021	2022	2023	2024	2025
<b>Your org</b>	79.53%	77.06%	80.60%	80.26%	80.41%
<b>Best result</b>	89.24%	86.64%	86.62%	87.88%	87.31%
<b>Average result</b>	75.58%	73.58%	74.95%	74.42%	71.63%
<b>Worst result</b>	59.25%	57.99%	60.58%	50.48%	49.59%
Responses	5073	5194	6537	7195	8252

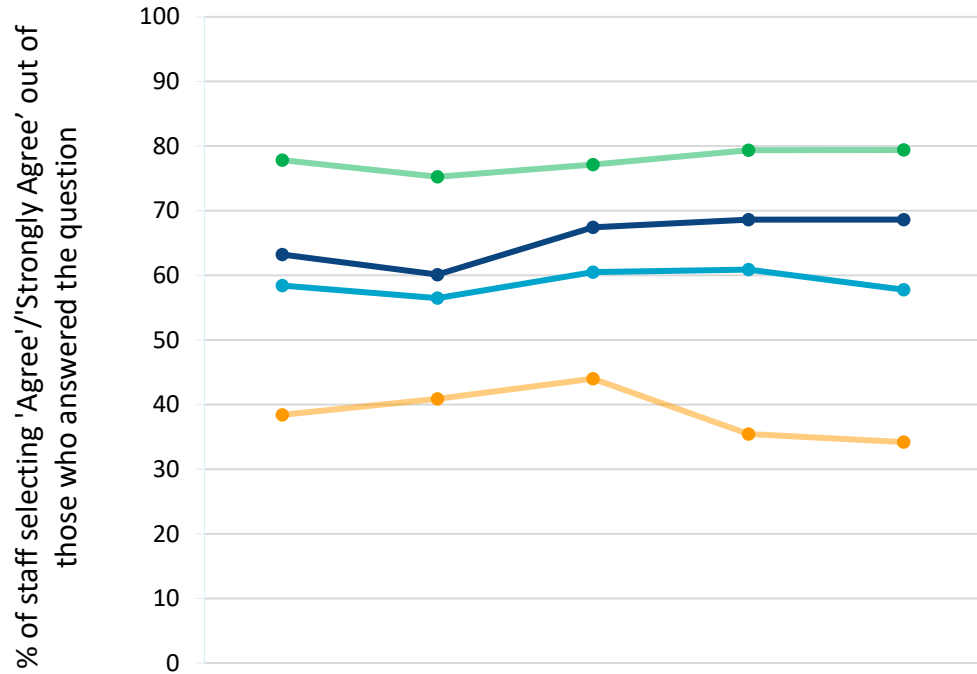
Q25b My organisation acts on concerns raised by patients / service users.



	2021	2022	2023	2024	2025
<b>Your org</b>	72.36%	68.63%	73.00%	74.06%	74.83%
<b>Best result</b>	86.24%	80.70%	82.35%	83.97%	82.23%
<b>Average result</b>	71.13%	68.39%	69.84%	70.86%	68.11%
<b>Worst result</b>	55.43%	51.54%	53.61%	49.53%	48.33%
Responses	5067	5186	6521	7183	8231

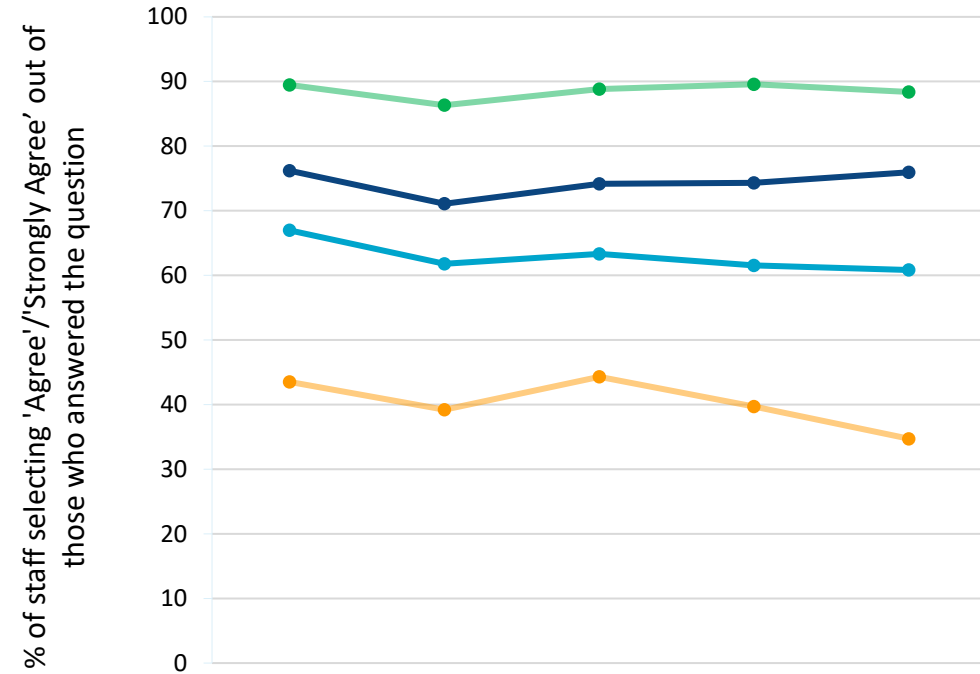


Q25c I would recommend my organisation as a place to work.



	2021	2022	2023	2024	2025
Your org	63.23%	60.13%	67.44%	68.62%	68.63%
Best result	77.86%	75.26%	77.14%	79.37%	79.40%
Average result	58.41%	56.47%	60.52%	60.89%	57.77%
Worst result	38.40%	40.90%	44.01%	35.43%	34.20%
Responses	5067	5192	6532	7185	8248

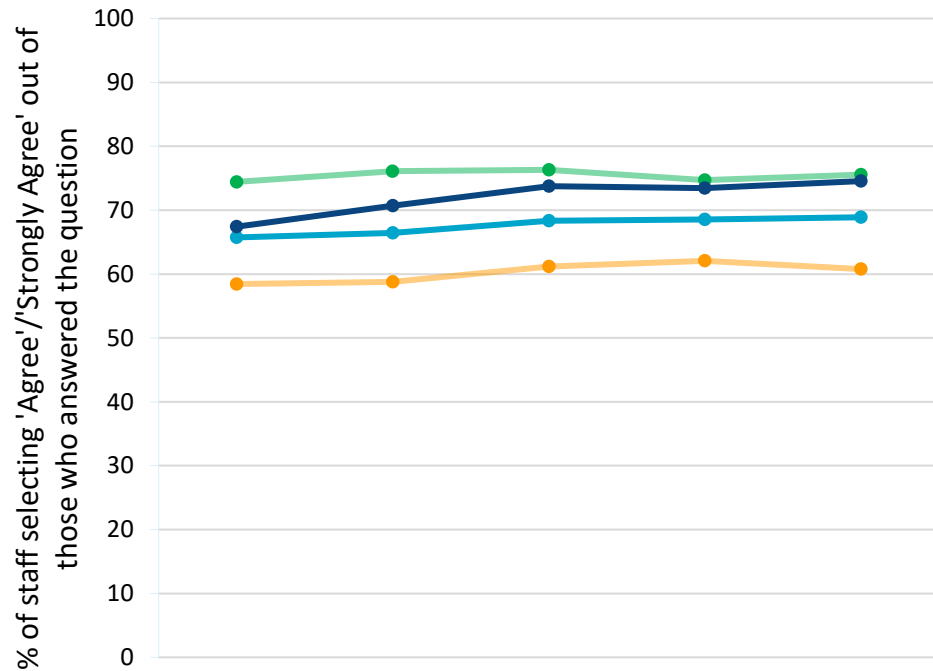
Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2021	2022	2023	2024	2025
Your org	76.20%	71.08%	74.18%	74.30%	75.98%
Best result	89.49%	86.33%	88.81%	89.58%	88.41%
Average result	66.97%	61.78%	63.32%	61.55%	60.83%
Worst result	43.50%	39.20%	44.30%	39.68%	34.73%
Responses	5066	5191	6527	7194	8227

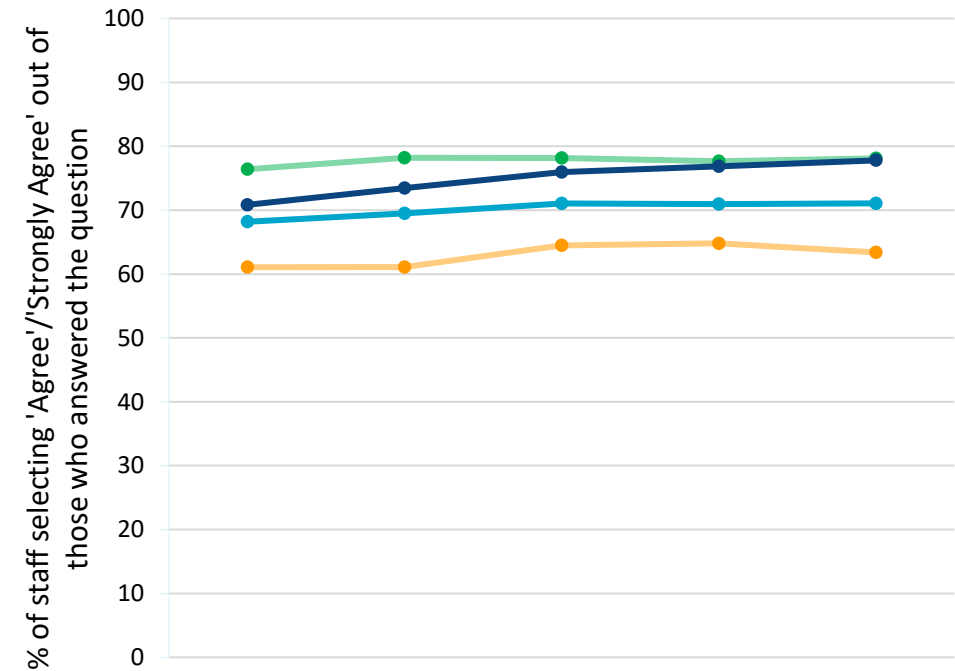


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024	2025
<b>Your org</b>	67.42%	70.67%	73.77%	73.47%	74.55%
<b>Best result</b>	74.43%	76.09%	76.31%	74.72%	75.54%
<b>Average result</b>	65.73%	66.46%	68.37%	68.54%	68.89%
<b>Worst result</b>	58.44%	58.76%	61.17%	62.06%	60.79%
Responses	5172	5196	6556	7222	8250

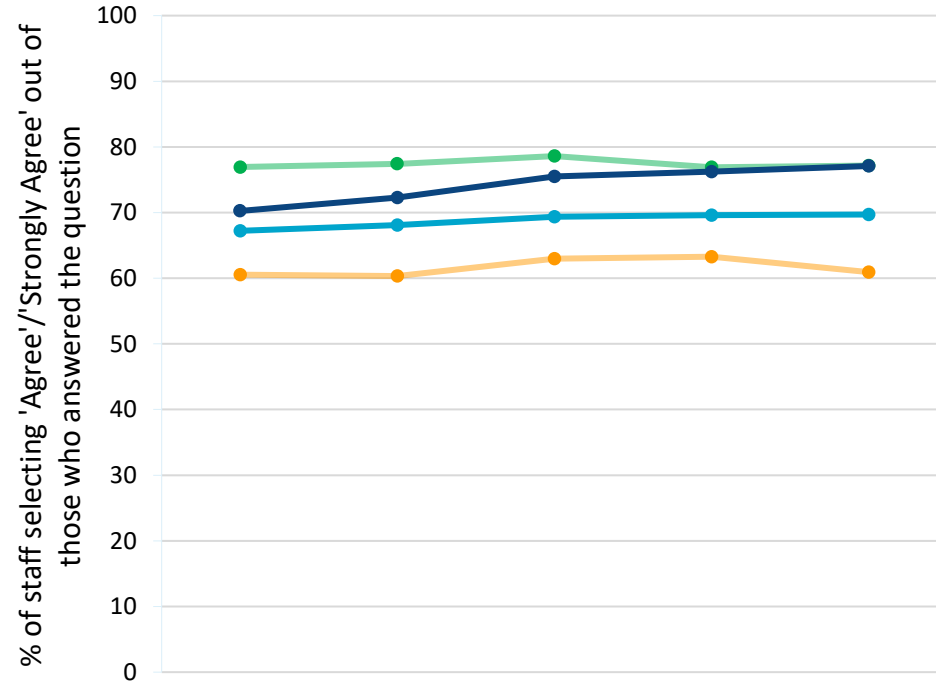
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024	2025
<b>Your org</b>	70.84%	73.47%	75.94%	76.87%	77.79%
<b>Best result</b>	76.40%	78.20%	78.14%	77.64%	78.12%
<b>Average result</b>	68.18%	69.47%	71.04%	70.96%	71.07%
<b>Worst result</b>	61.09%	61.09%	64.49%	64.81%	63.37%
Responses	5176	5201	6559	7231	8249

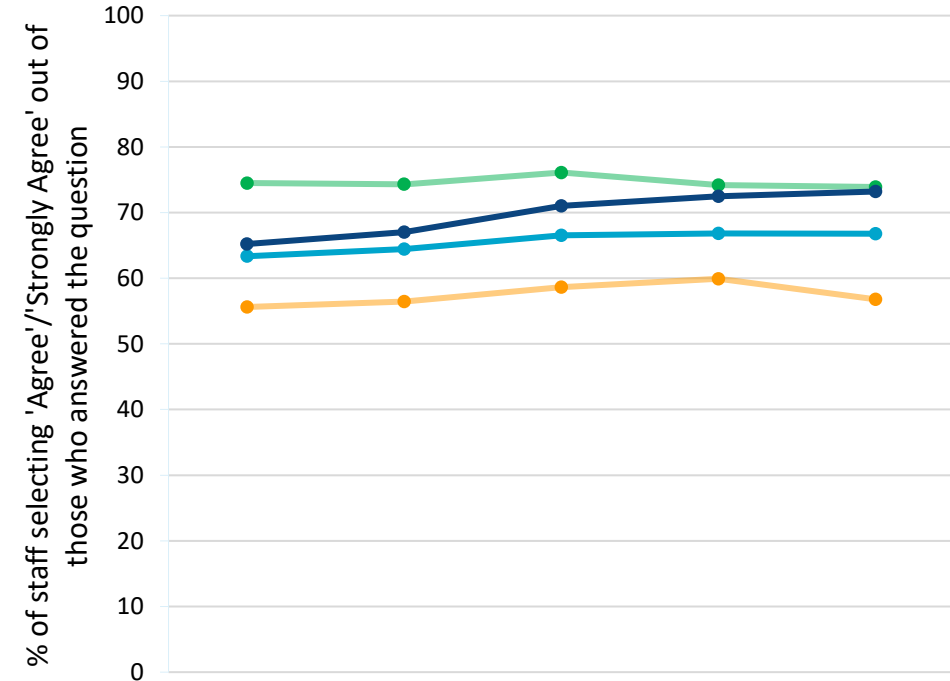


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024	2025
<b>Your org</b>	70.25%	72.28%	75.51%	76.24%	77.09%
<b>Best result</b>	76.94%	77.42%	78.60%	76.90%	77.15%
<b>Average result</b>	67.22%	68.07%	69.38%	69.63%	69.71%
<b>Worst result</b>	60.56%	60.33%	62.96%	63.28%	60.93%
Responses	5170	5203	6552	7232	8232

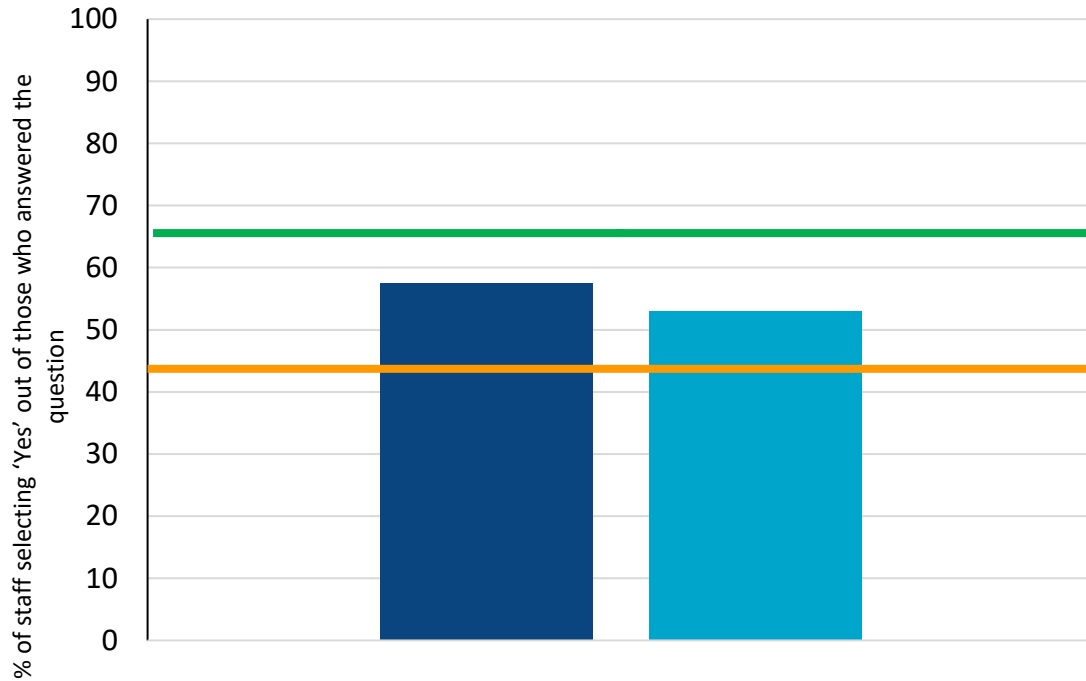
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024	2025
<b>Your org</b>	65.21%	67.03%	71.00%	72.50%	73.20%
<b>Best result</b>	74.50%	74.31%	76.10%	74.19%	73.90%
<b>Average result</b>	63.35%	64.44%	66.52%	66.82%	66.79%
<b>Worst result</b>	55.62%	56.43%	58.66%	59.92%	56.79%
Responses	5175	5202	6561	7229	8243

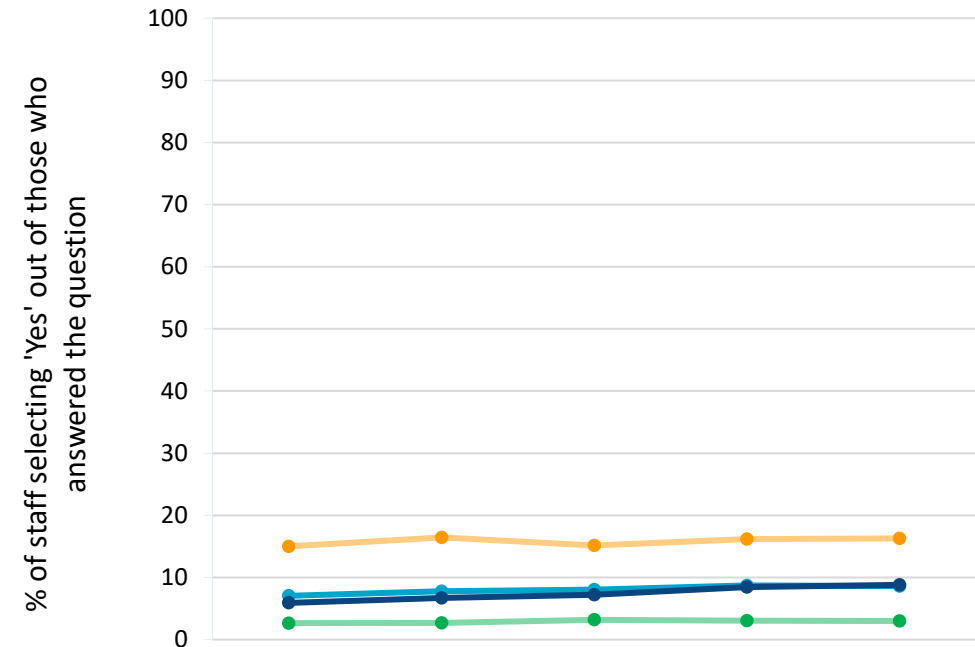


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



	2025
Your org	57.59%
Best result	65.57%
Average result	53.05%
Worst result	43.72%
Responses	8199

Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?

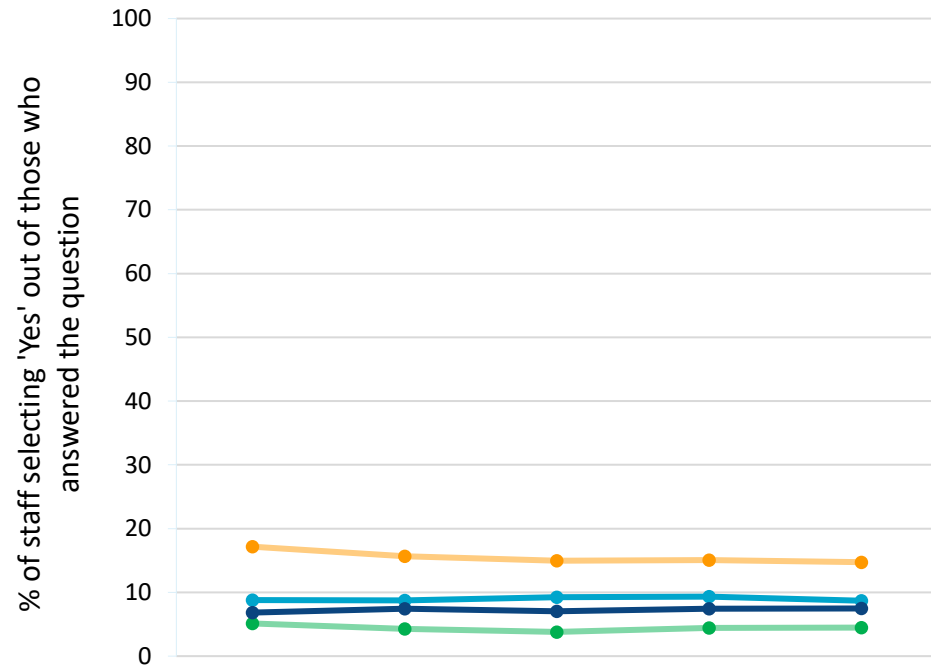


	2021	2022	2023	2024	2025
Your org	5.90%	6.71%	7.20%	8.47%	8.80%
Best result	2.65%	2.70%	3.17%	3.02%	2.97%
Average result	7.04%	7.76%	8.06%	8.72%	8.58%
Worst result	15.00%	16.44%	15.14%	16.17%	16.28%
Responses	5122	5182	6536	7199	8244

Note: Due to changes in the question wording in 2025, previous years' results for Q15 are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

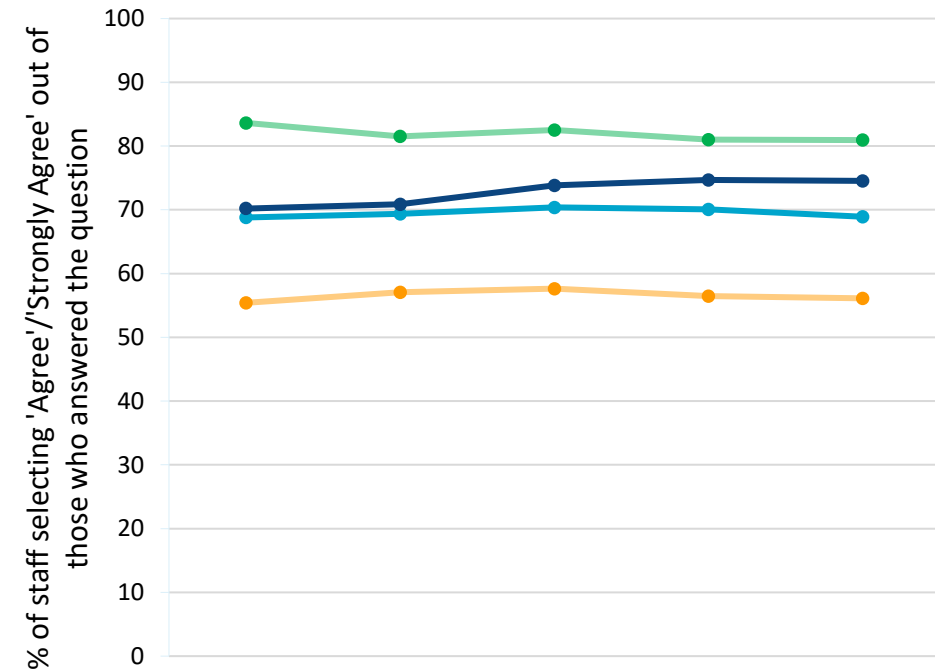


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2021	2022	2023	2024	2025
Your org	6.83%	7.44%	7.01%	7.44%	7.47%
Best result	5.12%	4.25%	3.80%	4.45%	4.46%
Average result	8.81%	8.73%	9.24%	9.33%	8.69%
Worst result	17.16%	15.67%	14.95%	15.07%	14.74%
Responses	5113	5187	6468	7105	8142

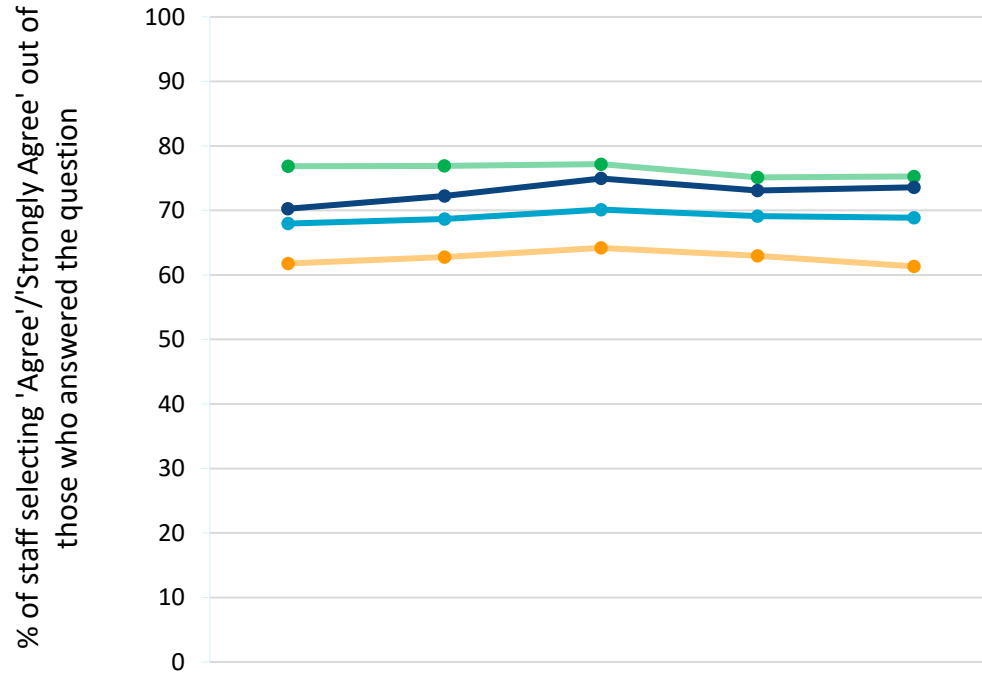
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024	2025
Your org	70.19%	70.86%	73.84%	74.69%	74.54%
Best result	83.63%	81.52%	82.54%	81.00%	80.94%
Average result	68.80%	69.36%	70.39%	70.09%	68.91%
Worst result	55.41%	57.05%	57.64%	56.48%	56.12%
Responses	5107	5201	6559	7239	8224

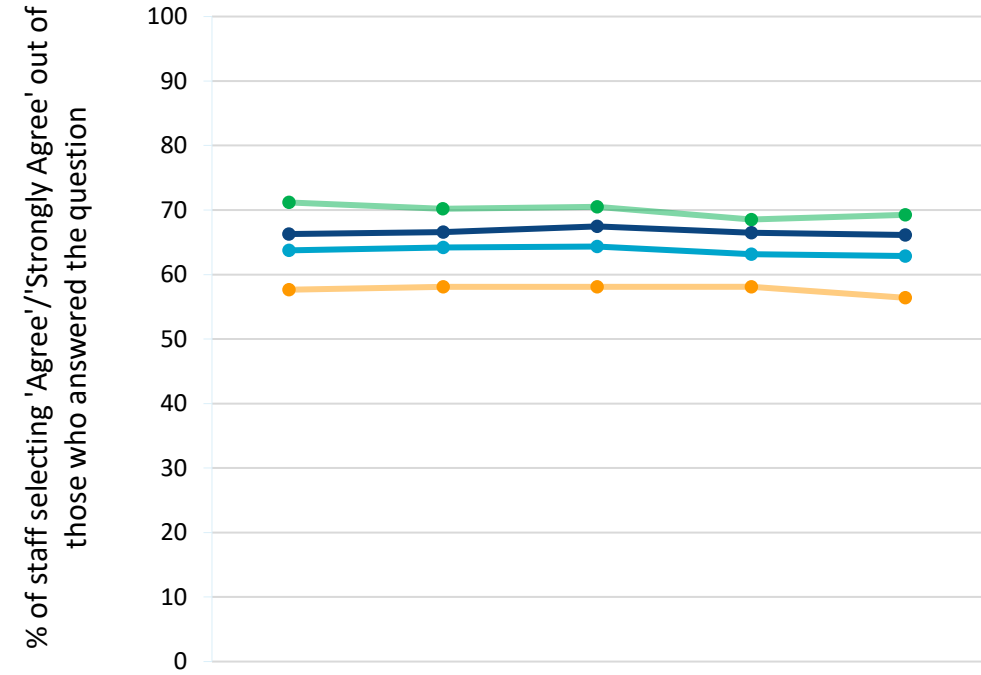


Q7h I feel valued by my team.



	2021	2022	2023	2024	2025
<b>Your org</b>	70.26%	72.26%	74.95%	73.08%	73.58%
<b>Best result</b>	76.87%	76.89%	77.18%	75.13%	75.29%
<b>Average result</b>	67.97%	68.70%	70.14%	69.10%	68.86%
<b>Worst result</b>	61.78%	62.75%	64.19%	62.95%	61.33%
Responses	5230	5198	6549	7222	8223

Q7i I feel a strong personal attachment to my team.

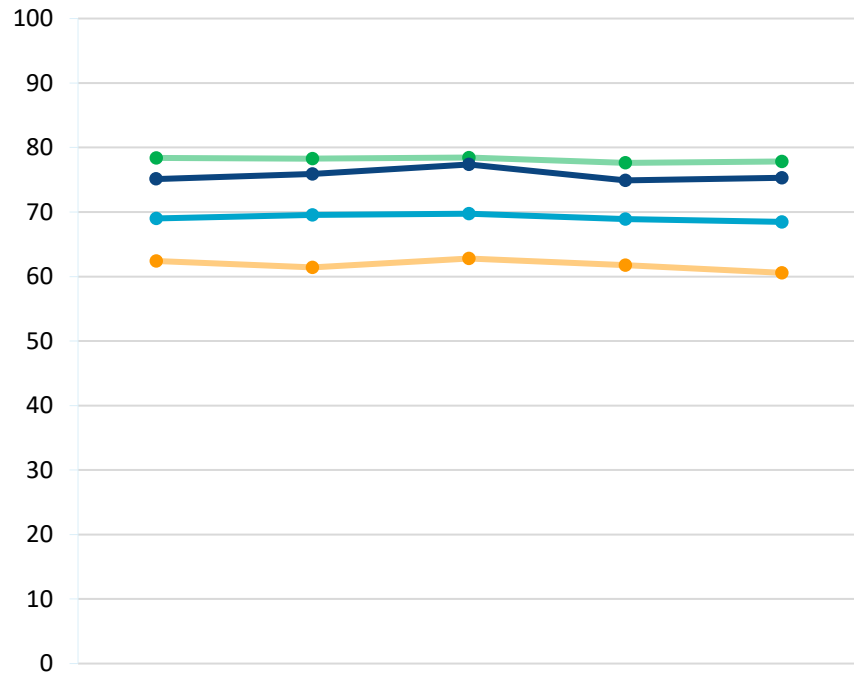


	2021	2022	2023	2024	2025
<b>Your org</b>	66.26%	66.58%	67.46%	66.50%	66.13%
<b>Best result</b>	71.18%	70.19%	70.51%	68.53%	69.25%
<b>Average result</b>	63.76%	64.19%	64.34%	63.17%	62.88%
<b>Worst result</b>	57.67%	58.08%	58.09%	58.10%	56.40%
Responses	5229	5201	6549	7215	8242



Q8b The people I work with are understanding and kind to one another.

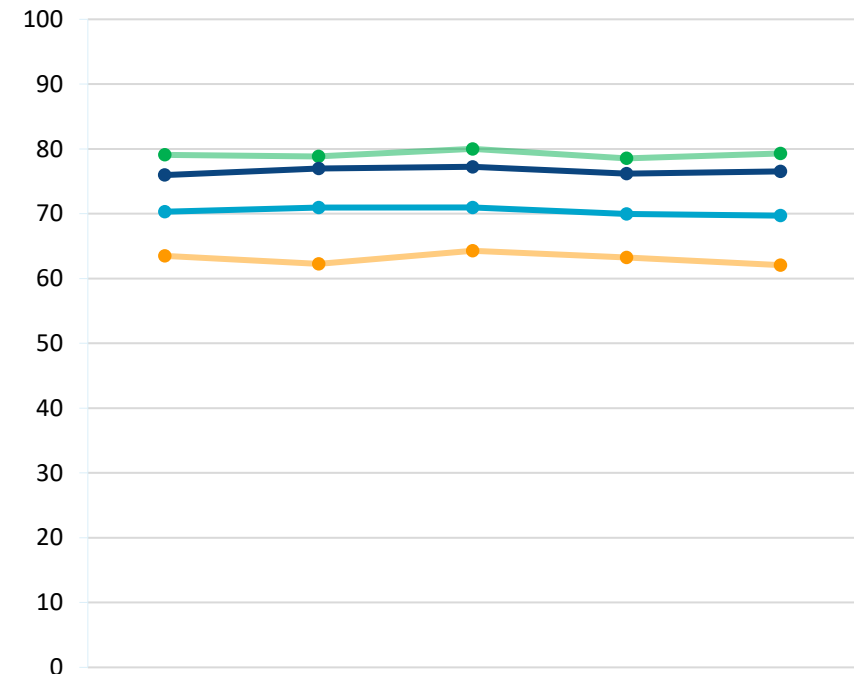
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023	2024	2025
<b>Your org</b>	75.13%	75.89%	77.37%	74.91%	75.29%
<b>Best result</b>	78.39%	78.27%	78.45%	77.62%	77.85%
<b>Average result</b>	69.03%	69.58%	69.74%	68.91%	68.48%
<b>Worst result</b>	62.41%	61.43%	62.79%	61.79%	60.58%
Responses	5223	5205	6561	7228	8240

Q8c The people I work with are polite and treat each other with respect.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023	2024	2025
<b>Your org</b>	75.96%	76.95%	77.24%	76.20%	76.54%
<b>Best result</b>	79.08%	78.83%	80.01%	78.54%	79.30%
<b>Average result</b>	70.33%	70.95%	70.97%	69.96%	69.71%
<b>Worst result</b>	63.50%	62.24%	64.28%	63.25%	62.07%
Responses	5217	5204	6566	7222	8225

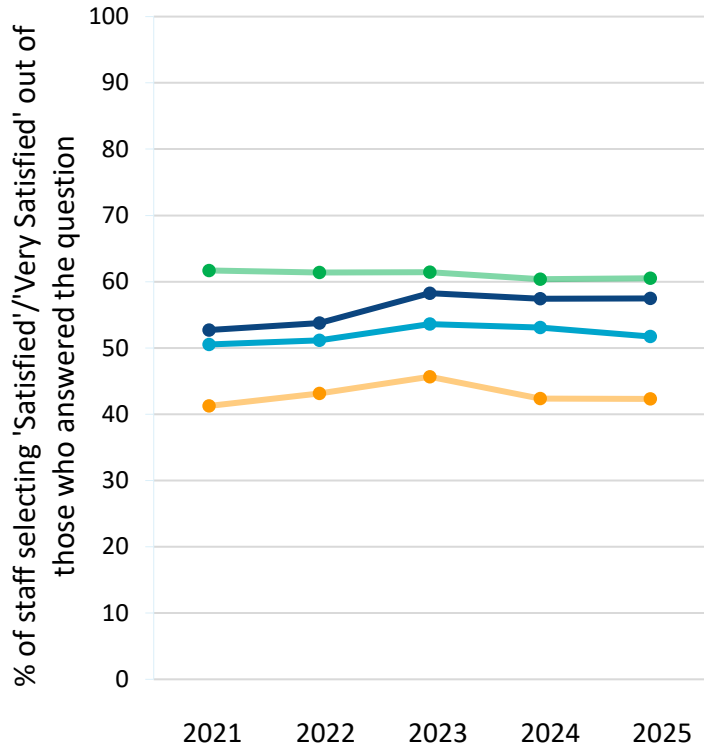
## People Promise element – We are recognised and rewarded



Questions included:  
Q4a, Q4b, Q4c, Q8d, Q9e



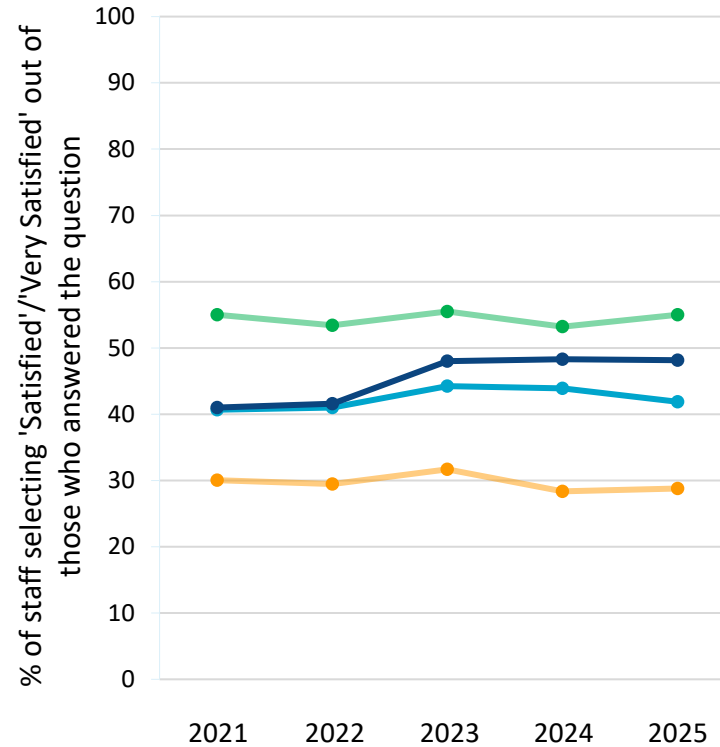
Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



<b>Your org</b>	52.71%	53.76%	58.27%	57.40%	57.49%
<b>Best result</b>	61.69%	61.38%	61.41%	60.38%	60.51%
<b>Average result</b>	50.53%	51.13%	53.60%	53.06%	51.72%
<b>Worst result</b>	41.25%	43.14%	45.66%	42.36%	42.31%

Responses 5300 5203 6562 7239 8273

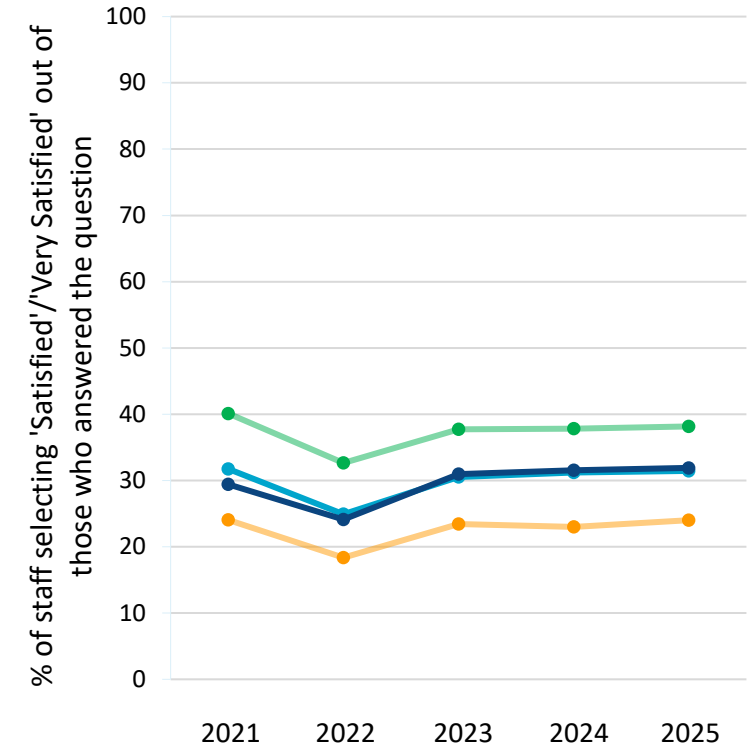
Q4b How satisfied are you with each of the following aspects of your job? The extent to which my organisation values my work.



<b>Your org</b>	41.01%	41.60%	48.01%	48.30%	48.18%
<b>Best result</b>	55.03%	53.44%	55.51%	53.21%	55.01%
<b>Average result</b>	40.68%	41.02%	44.24%	43.91%	41.90%
<b>Worst result</b>	30.03%	29.48%	31.68%	28.36%	28.77%

Responses 5291 5195 6553 7218 8244

Q4c How satisfied are you with each of the following aspects of your job? My level of pay.

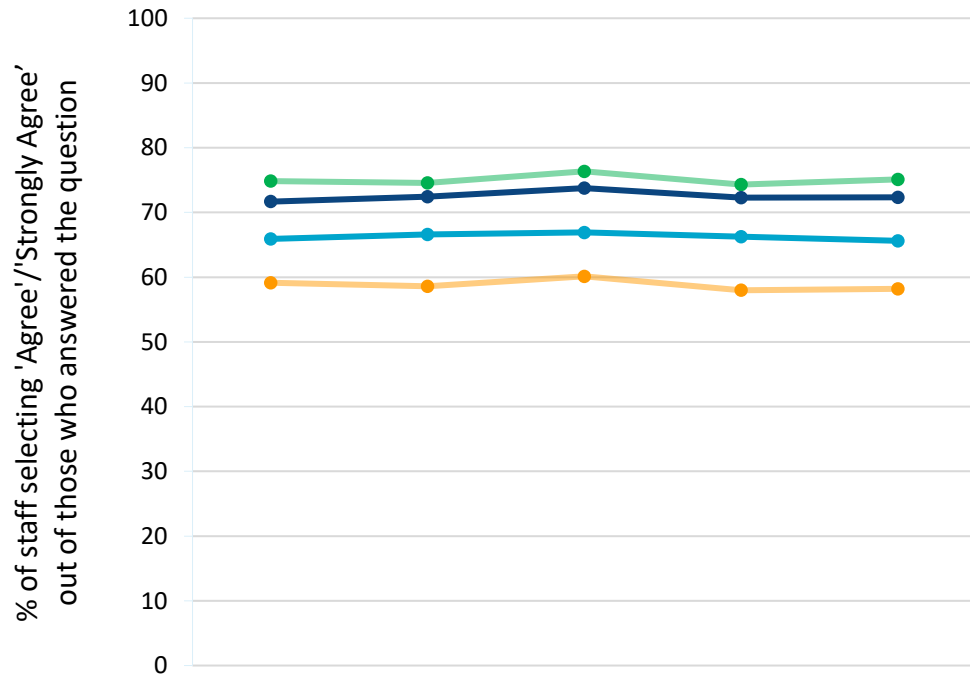


<b>Your org</b>	29.44%	24.12%	30.94%	31.56%	31.90%
<b>Best result</b>	40.11%	32.64%	37.73%	37.83%	38.14%
<b>Average result</b>	31.75%	24.92%	30.54%	31.19%	31.45%
<b>Worst result</b>	24.05%	18.36%	23.42%	22.97%	24.01%

Responses 5297 5201 6553 7215 8234

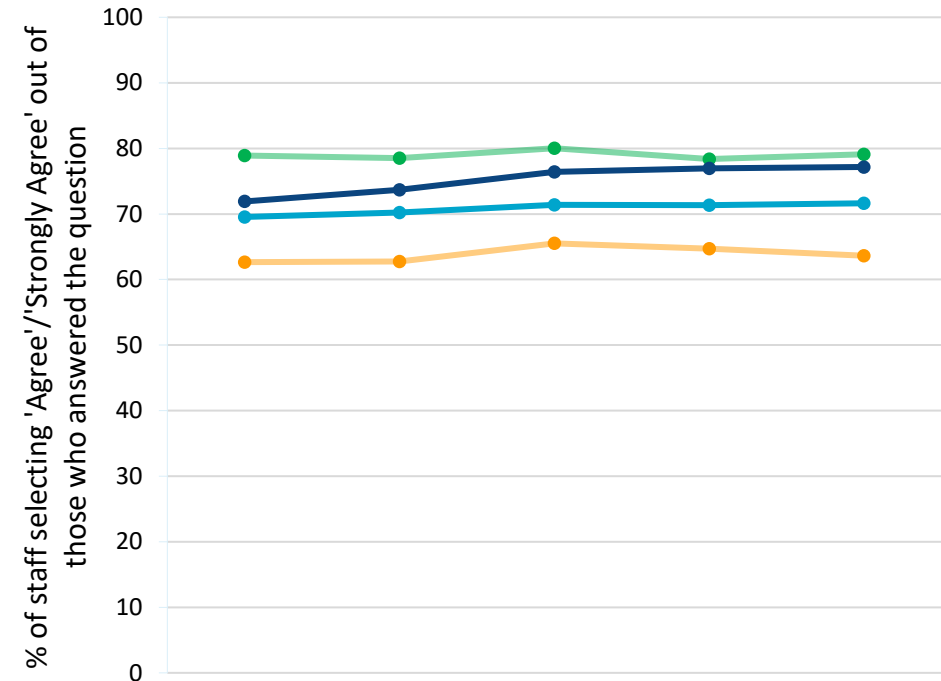


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024	2025
<b>Your org</b>	71.67%	72.43%	73.76%	72.28%	72.33%
<b>Best result</b>	74.84%	74.56%	76.35%	74.30%	75.09%
<b>Average result</b>	65.91%	66.62%	66.92%	66.23%	65.62%
<b>Worst result</b>	59.15%	58.58%	60.13%	57.98%	58.20%
Responses	5218	5204	6562	7220	8218

Q9e My immediate manager values my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	71.91%	73.69%	76.40%	76.96%	77.17%
<b>Best result</b>	78.90%	78.53%	80.02%	78.38%	79.12%
<b>Average result</b>	69.55%	70.22%	71.41%	71.32%	71.63%
<b>Worst result</b>	62.65%	62.75%	65.51%	64.72%	63.64%
Responses	5171	5200	6544	7218	8253

## People Promise element – We each have a voice that counts



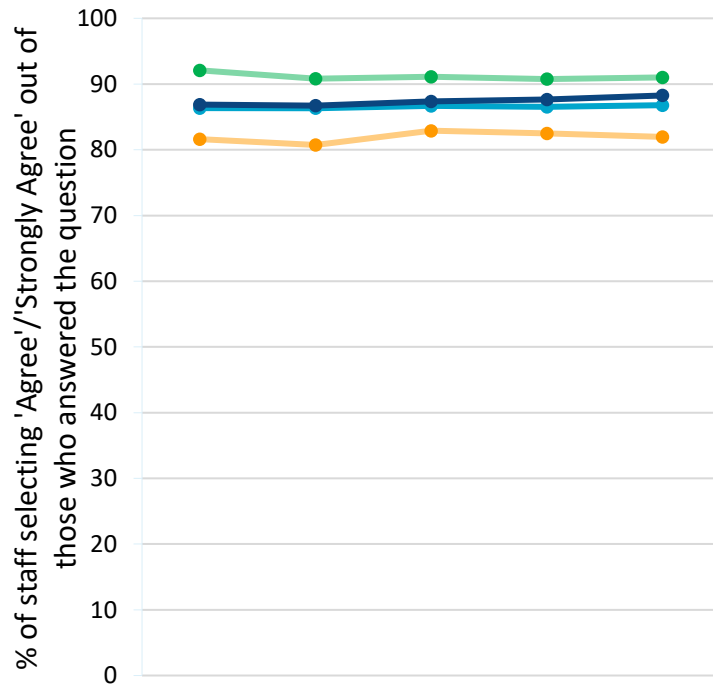
### Questions included:

Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b

Raising concerns – Q20a, Q20b, Q25e, Q25f

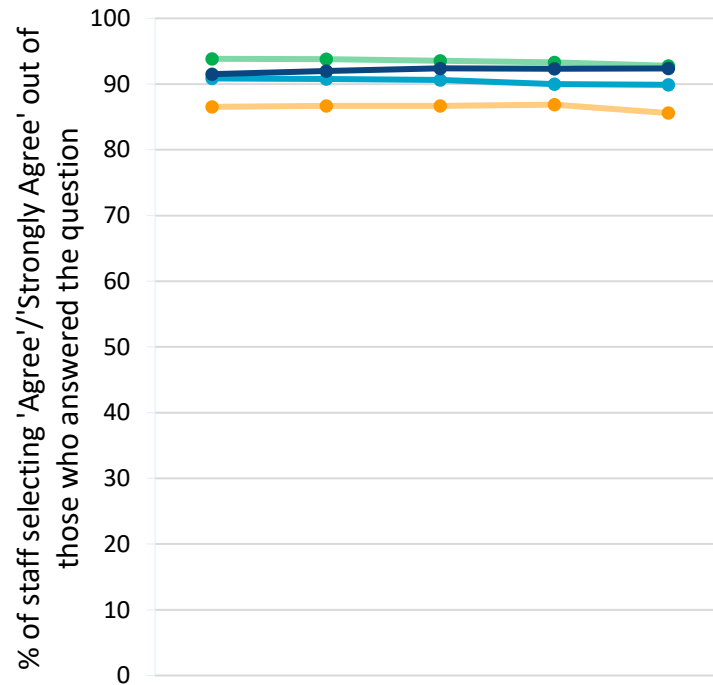


Q3a I always know what my work responsibilities are.



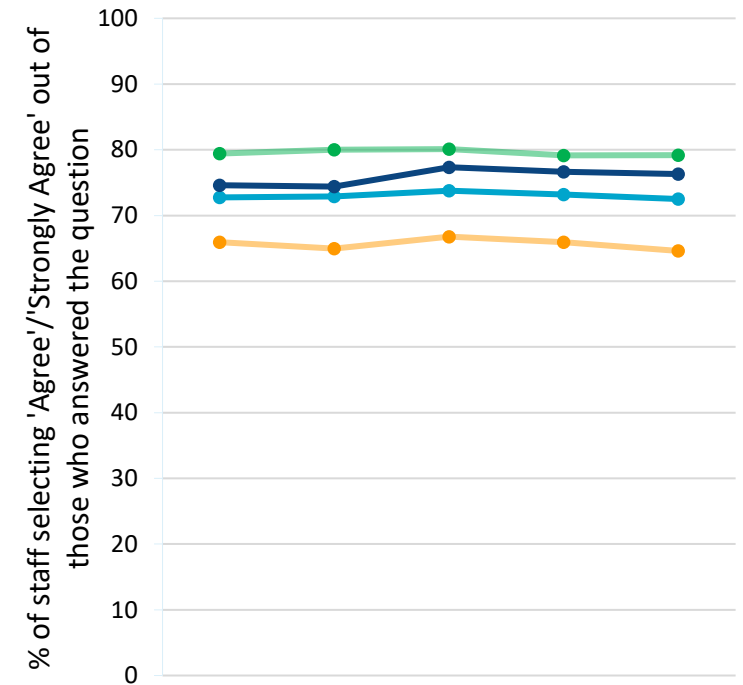
	2021	2022	2023	2024	2025
Your org	86.87%	86.72%	87.35%	87.64%	88.26%
Best result	92.09%	90.81%	91.10%	90.75%	91.00%
Average result	86.33%	86.32%	86.69%	86.53%	86.79%
Worst result	81.63%	80.73%	82.90%	82.49%	81.95%
Responses	5309	5209	6572	7246	8290

Q3b I am trusted to do my job.



	2021	2022	2023	2024	2025
Your org	91.50%	92.00%	92.39%	92.31%	92.38%
Best result	93.84%	93.80%	93.54%	93.29%	92.78%
Average result	90.85%	90.77%	90.61%	89.98%	89.88%
Worst result	86.54%	86.65%	86.66%	86.87%	85.58%
Responses	5310	5198	6561	7223	8257

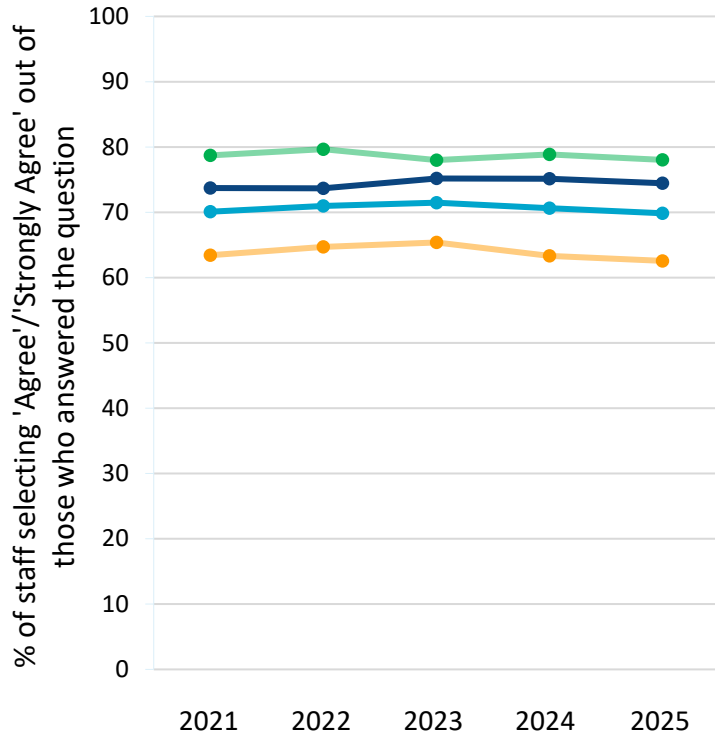
Q3c There are frequent opportunities for me to show initiative in my role.



	2021	2022	2023	2024	2025
Your org	74.58%	74.40%	77.34%	76.64%	76.29%
Best result	79.41%	80.01%	80.10%	79.15%	79.17%
Average result	72.75%	72.91%	73.77%	73.20%	72.51%
Worst result	65.92%	64.98%	66.78%	65.94%	64.60%
Responses	5309	5195	6552	7234	8242

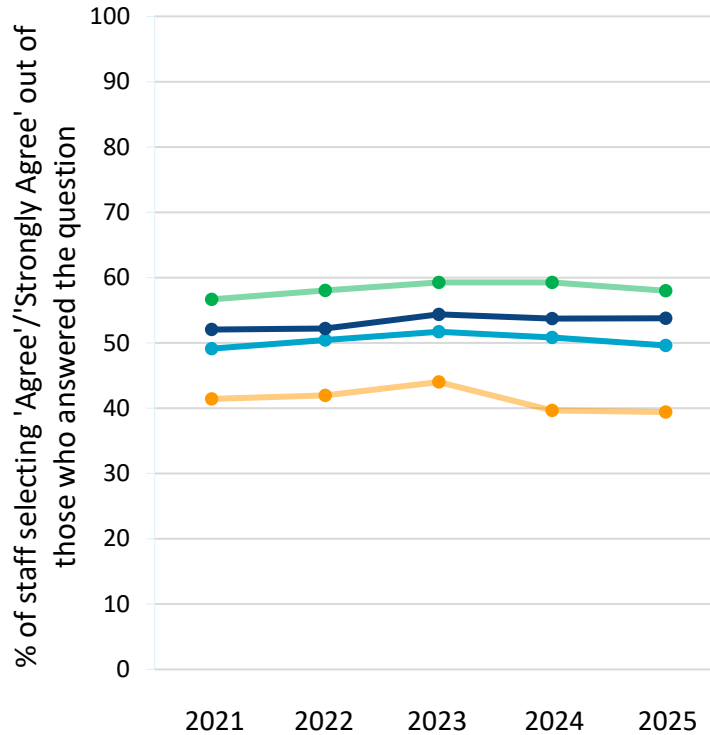


Q3d I am able to make suggestions to improve the work of my team / department.



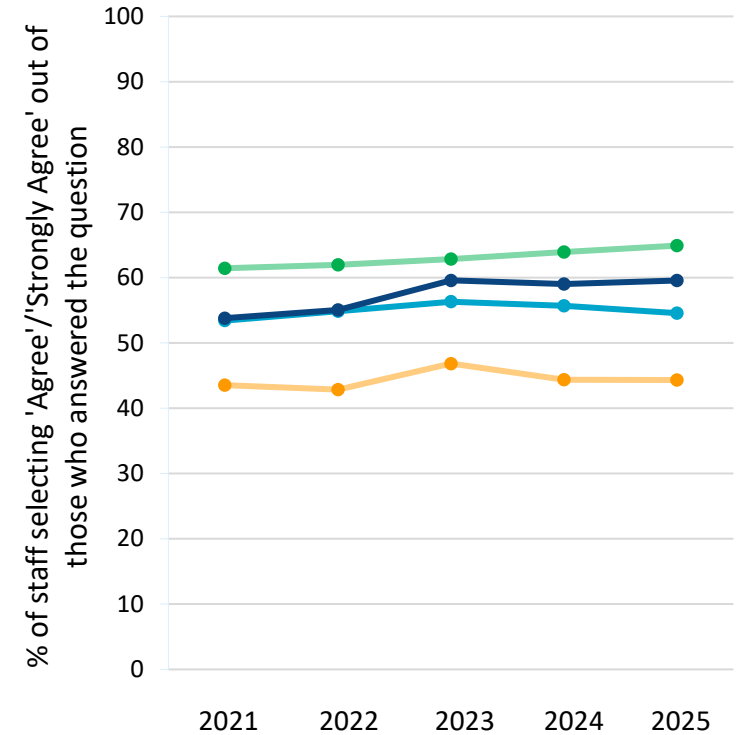
Responses	5311	5195	6559	7231	8230
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Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



Responses	5310	5198	6558	7222	8244
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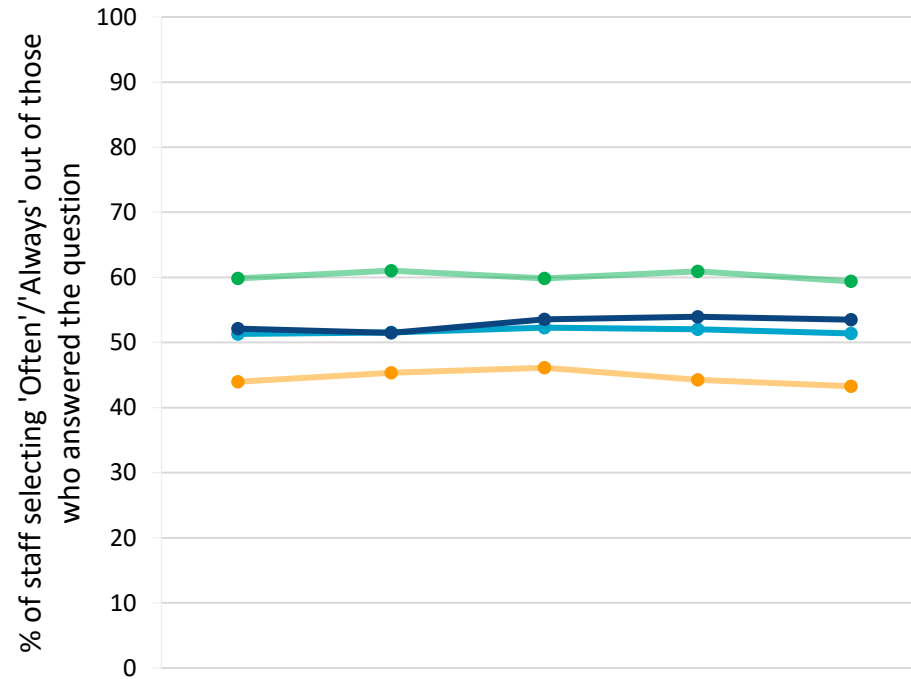
Q3f I am able to make improvements happen in my area of work.



Responses	5297	5194	6552	7218	8204
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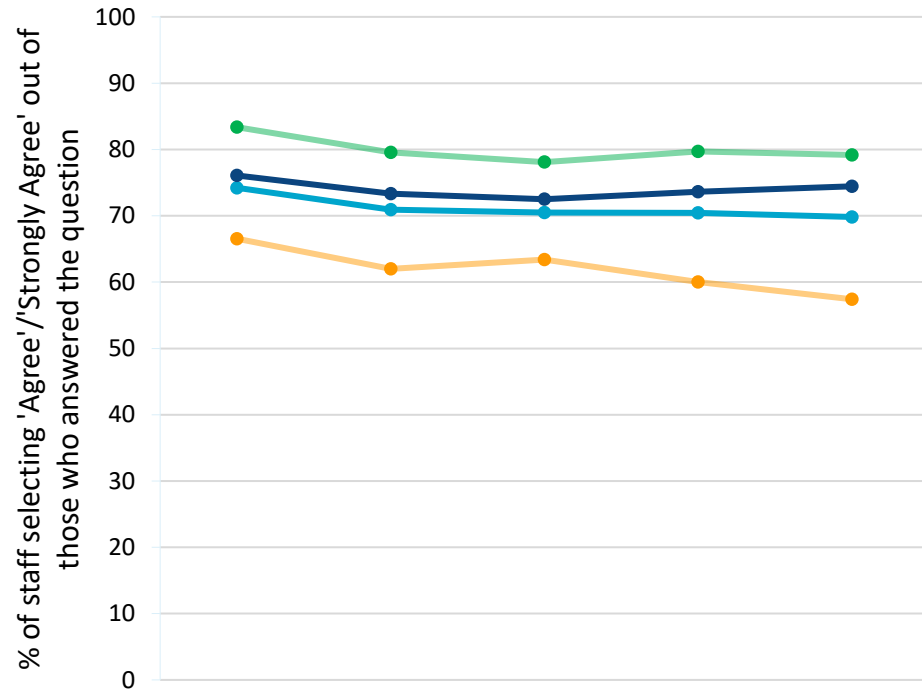
Q5b I have a choice in deciding how to do my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	52.15%	51.48%	53.53%	53.96%	53.53%
<b>Best result</b>	59.84%	61.04%	59.83%	60.94%	59.39%
<b>Average result</b>	51.31%	51.54%	52.28%	52.02%	51.37%
<b>Worst result</b>	43.95%	45.34%	46.12%	44.25%	43.28%
Responses	5272	5196	6561	7228	8238

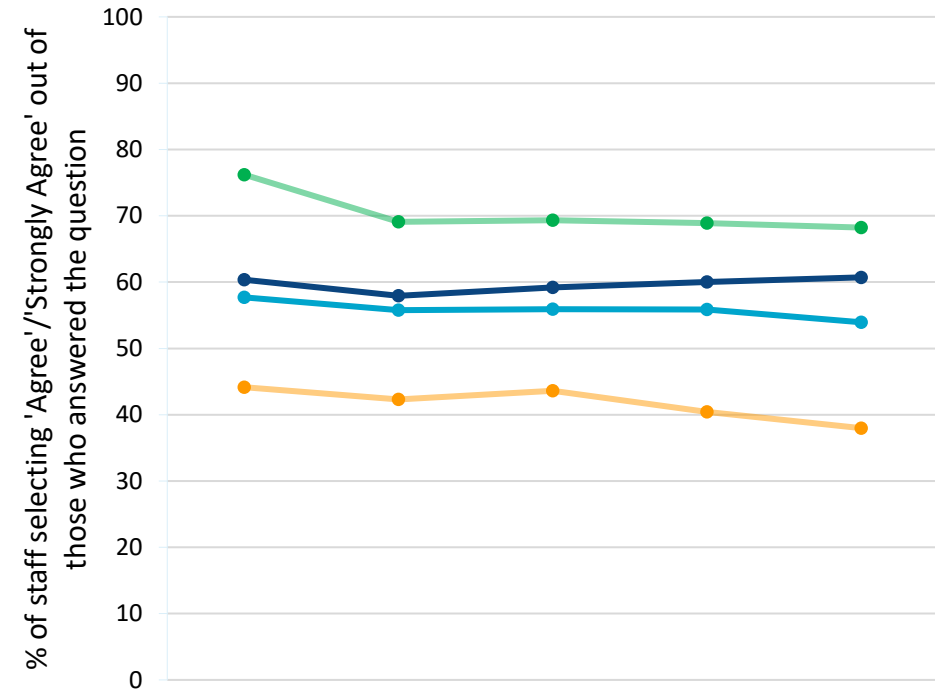


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2021	2022	2023	2024	2025
<b>Your org</b>	76.08%	73.35%	72.50%	73.63%	74.44%
<b>Best result</b>	83.36%	79.55%	78.09%	79.72%	79.16%
<b>Average result</b>	74.22%	70.95%	70.47%	70.44%	69.82%
<b>Worst result</b>	66.54%	61.98%	63.38%	60.04%	57.41%
Responses	5100	5193	6537	7213	8231

Q20b I am confident that my organisation would address my concern.

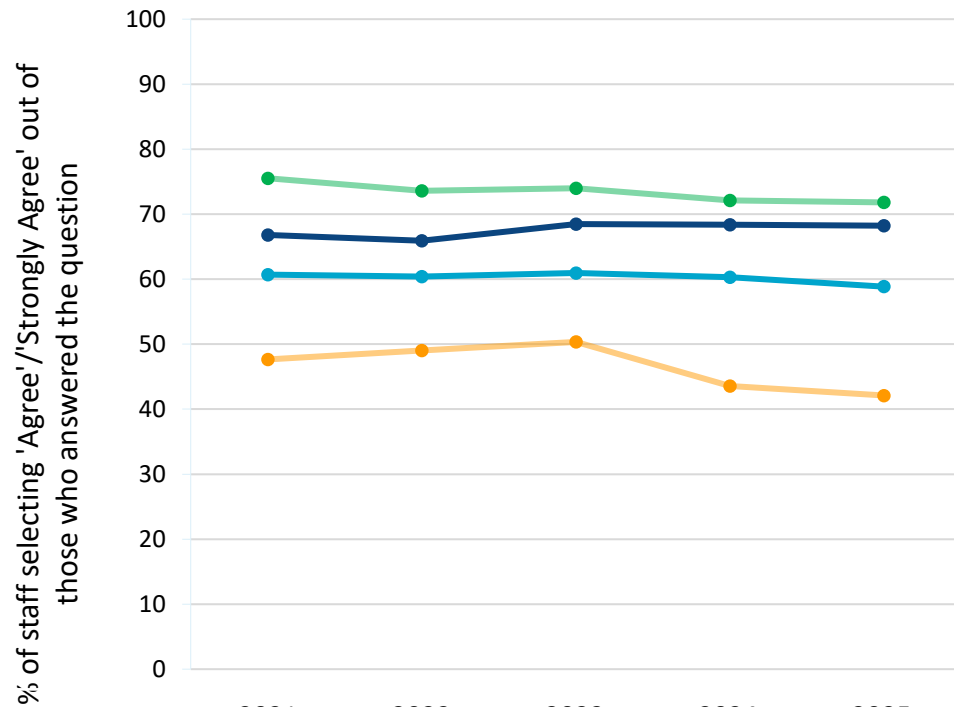


	2021	2022	2023	2024	2025
<b>Your org</b>	60.36%	57.93%	59.19%	60.00%	60.71%
<b>Best result</b>	76.20%	69.10%	69.34%	68.88%	68.23%
<b>Average result</b>	57.69%	55.78%	55.93%	55.88%	53.94%
<b>Worst result</b>	44.15%	42.28%	43.60%	40.40%	37.97%
Responses	5103	5196	6535	7217	8207



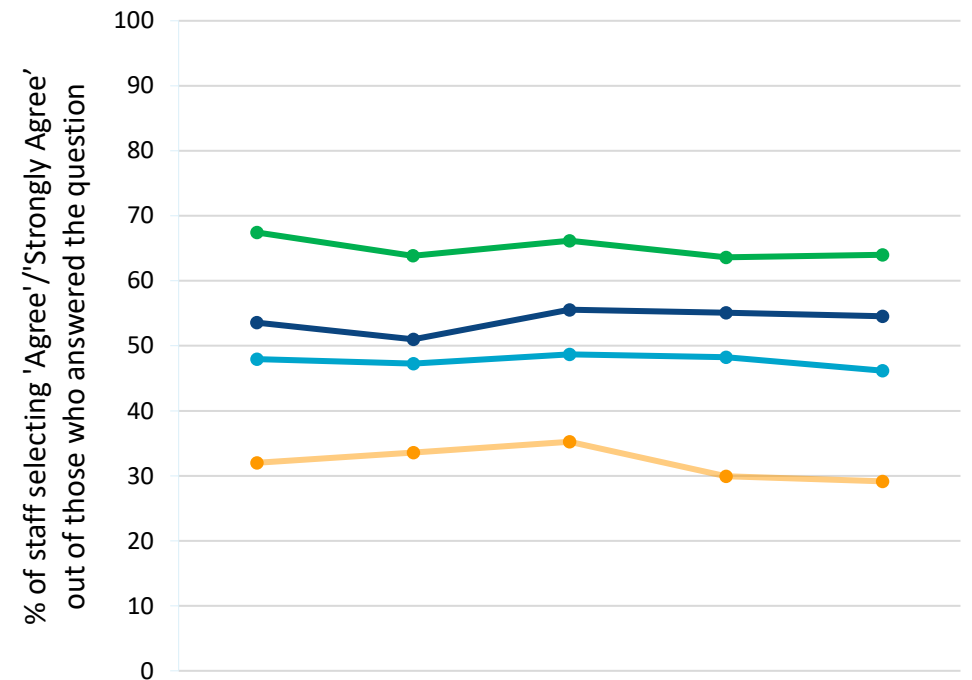
Q25e I feel safe to speak up about anything that concerns me in this organisation.

Q25f If I spoke up about something that concerned me I am confident my organisation would address my concern.



	2021	2022	2023	2024	2025
<b>Your org</b>	66.80%	65.91%	68.48%	68.39%	68.21%
<b>Best result</b>	75.53%	73.59%	73.99%	72.14%	71.81%
<b>Average result</b>	60.69%	60.38%	60.95%	60.31%	58.85%
<b>Worst result</b>	47.63%	49.02%	50.35%	43.57%	42.11%

Responses	5068	5194	6527	7193	8233
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	2021	2022	2023	2024	2025
<b>Your org</b>	53.55%	51.00%	55.56%	55.11%	54.57%
<b>Best result</b>	67.44%	63.83%	66.16%	63.62%	63.99%
<b>Average result</b>	47.96%	47.24%	48.68%	48.24%	46.18%
<b>Worst result</b>	32.01%	33.60%	35.23%	29.95%	29.15%

Responses	5067	5190	6524	7193	8195
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## People Promise element – We are safe and healthy



### Questions included:

Health and safety climate: Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d

Burnout: Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g

Negative experiences: Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c

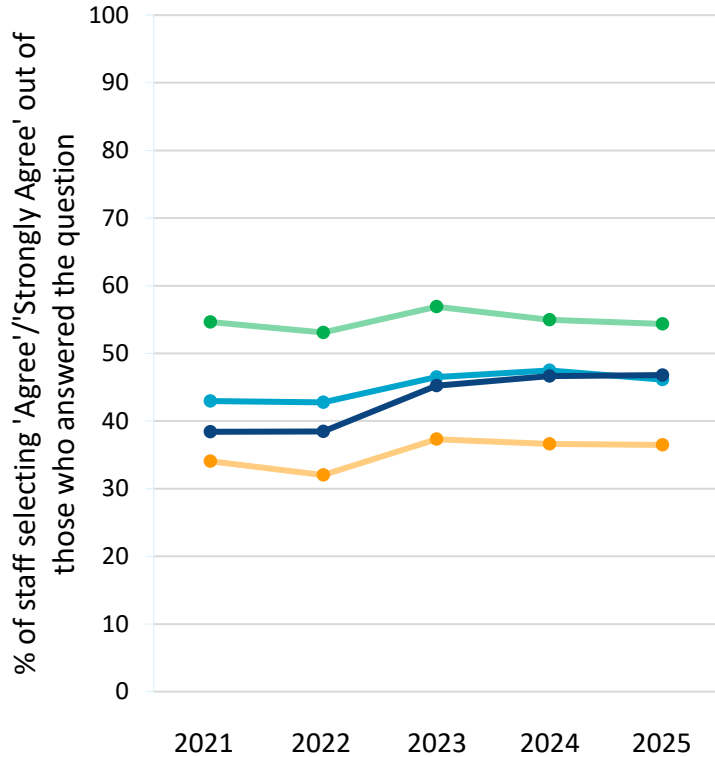
Other questions:\* Q17a, Q17b, Q22

\*Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.

Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

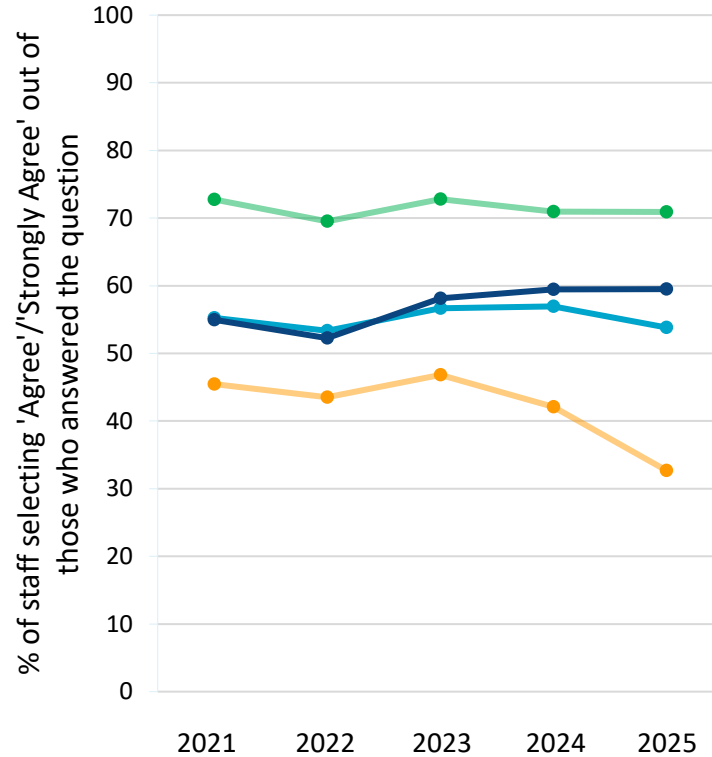


Q3g I am able to meet all the conflicting demands on my time at work.



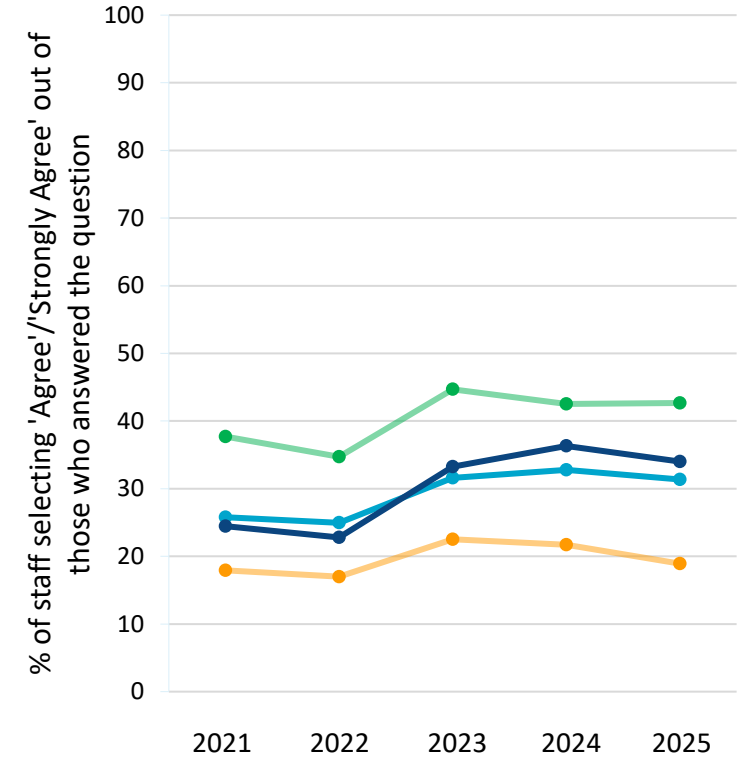
Responses	5294	5187	6549	7213	8211
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Q3h I have adequate materials, supplies and equipment to do my work.



Responses	5302	5202	6561	7224	8196
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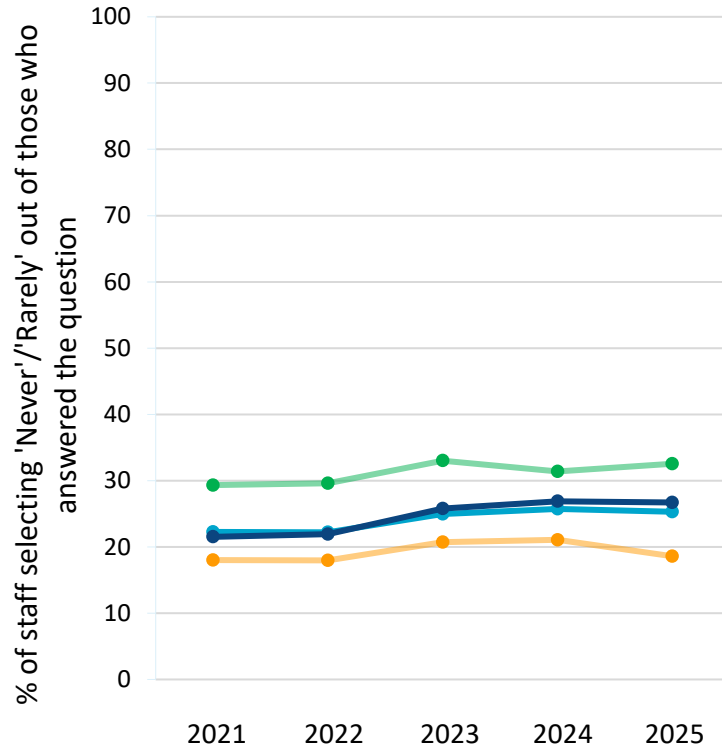
Q3i There are enough staff at this organisation for me to do my job properly.



Responses	5310	5197	6569	7230	8255
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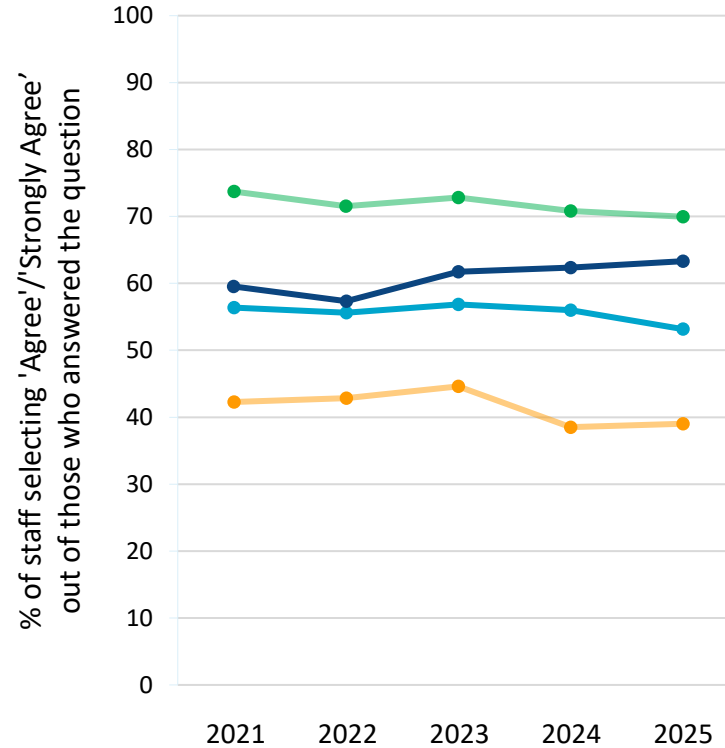


Q5a I have unrealistic time pressures.



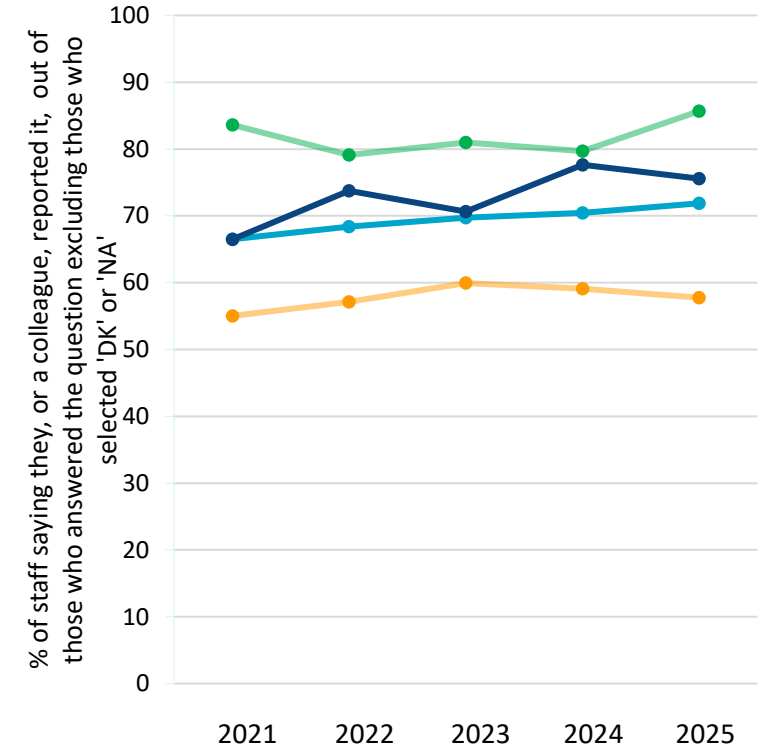
	2021	2022	2023	2024	2025
<b>Your org</b>	21.52%	21.91%	25.79%	26.88%	26.71%
<b>Best result</b>	29.33%	29.60%	33.01%	31.38%	32.55%
<b>Average result</b>	22.28%	22.20%	24.97%	25.73%	25.30%
<b>Worst result</b>	18.03%	17.97%	20.72%	21.07%	18.61%
Responses	5263	5196	6554	7231	8254

Q11a My organisation takes positive action on health and well-being.



	2021	2022	2023	2024	2025
<b>Your org</b>	59.53%	57.34%	61.75%	62.37%	63.32%
<b>Best result</b>	73.72%	71.53%	72.84%	70.83%	69.96%
<b>Average result</b>	56.37%	55.63%	56.85%	56.02%	53.16%
<b>Worst result</b>	42.30%	42.86%	44.61%	38.52%	39.02%
Responses	5130	5180	6542	7229	8174

Q13d The last time you experienced physical violence at work, did you or a colleague report it?

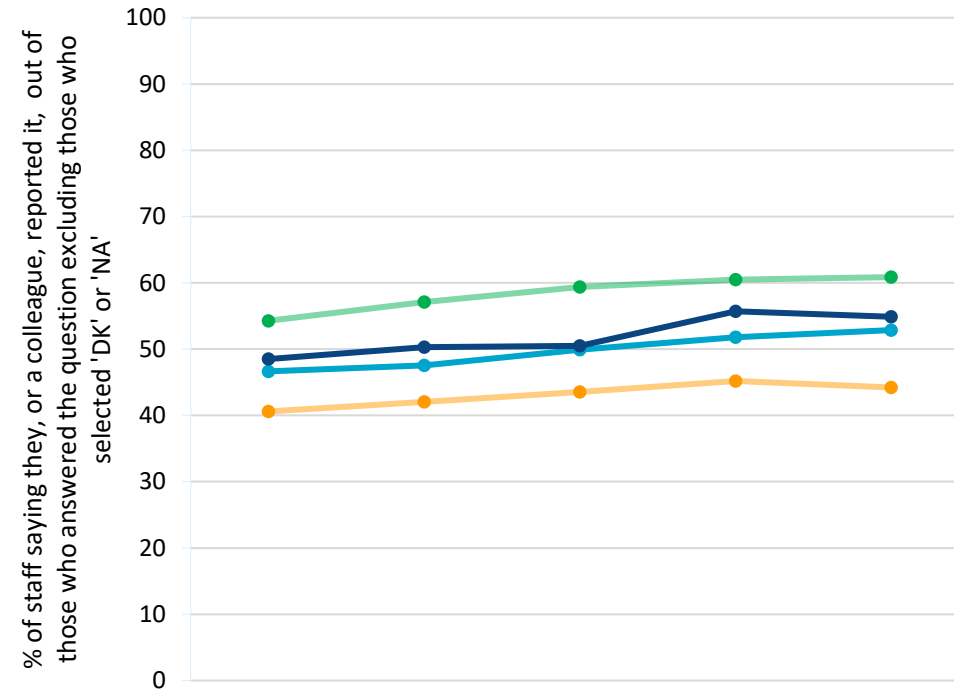


	2021	2022	2023	2024	2025
<b>Your org</b>	66.48%	73.75%	70.65%	77.64%	75.57%
<b>Best result</b>	83.62%	79.11%	80.97%	79.69%	85.67%
<b>Average result</b>	66.50%	68.40%	69.72%	70.46%	71.88%
<b>Worst result</b>	55.03%	57.15%	59.94%	59.09%	57.77%
Responses	588	567	634	847	1107

Note: 2023 results for Q13d are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?

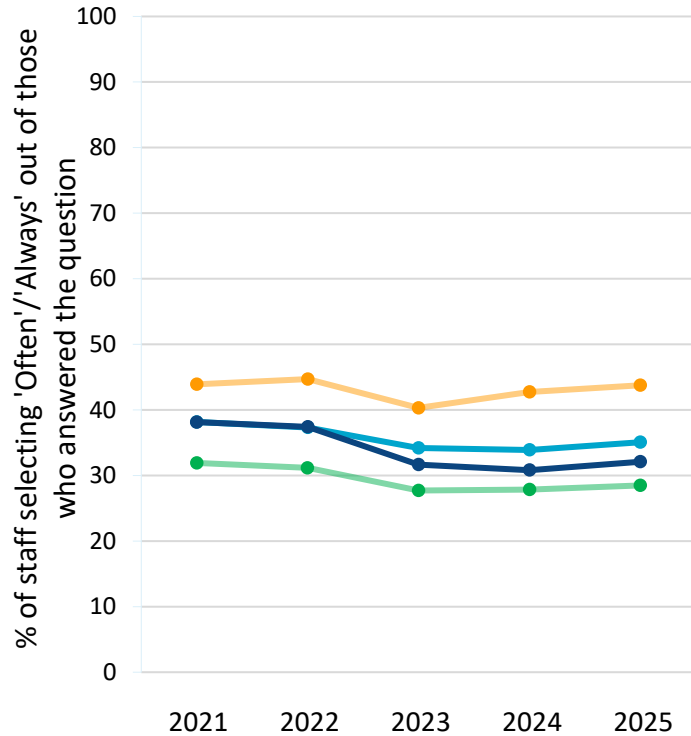


	2021	2022	2023	2024	2025
<b>Your org</b>	48.50%	50.31%	50.51%	55.70%	54.88%
<b>Best result</b>	54.28%	57.12%	59.37%	60.49%	60.86%
<b>Average result</b>	46.65%	47.56%	49.90%	51.81%	52.88%
<b>Worst result</b>	40.60%	42.04%	43.56%	45.19%	44.24%
<b>Responses</b>	1619	1556	1794	2092	2436

Note: 2023 results for Q14d are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

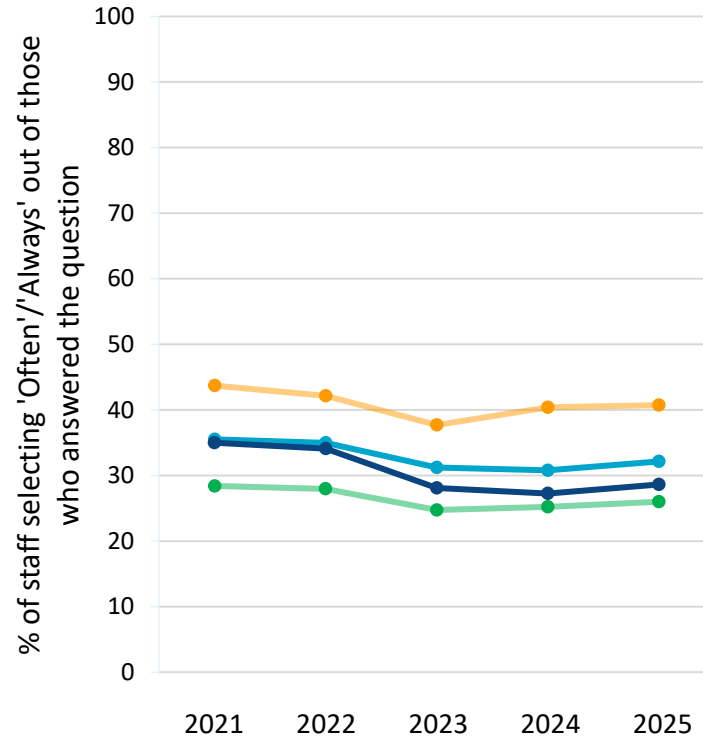


Q12a How often, if at all, do you find your work emotionally exhausting?



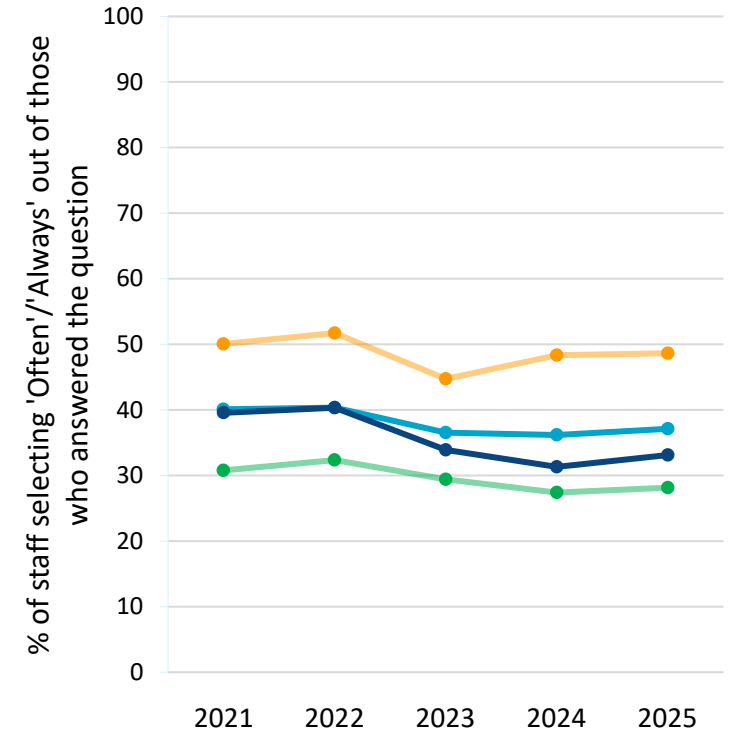
Your org	38.14%	37.40%	31.66%	30.80%	32.12%
Best result	31.92%	31.17%	27.71%	27.83%	28.48%
Average result	38.17%	37.33%	34.18%	33.89%	35.08%
Worst result	43.92%	44.70%	40.31%	42.73%	43.76%
Responses	5140	5200	6564	7237	8289

Q12b How often, if at all, do you feel burnt out because of your work?



Your org	34.99%	34.12%	28.10%	27.25%	28.62%
Best result	28.41%	27.95%	24.74%	25.23%	26.01%
Average result	35.51%	34.97%	31.21%	30.79%	32.12%
Worst result	43.71%	42.17%	37.70%	40.37%	40.74%
Responses	5130	5190	6550	7222	8258

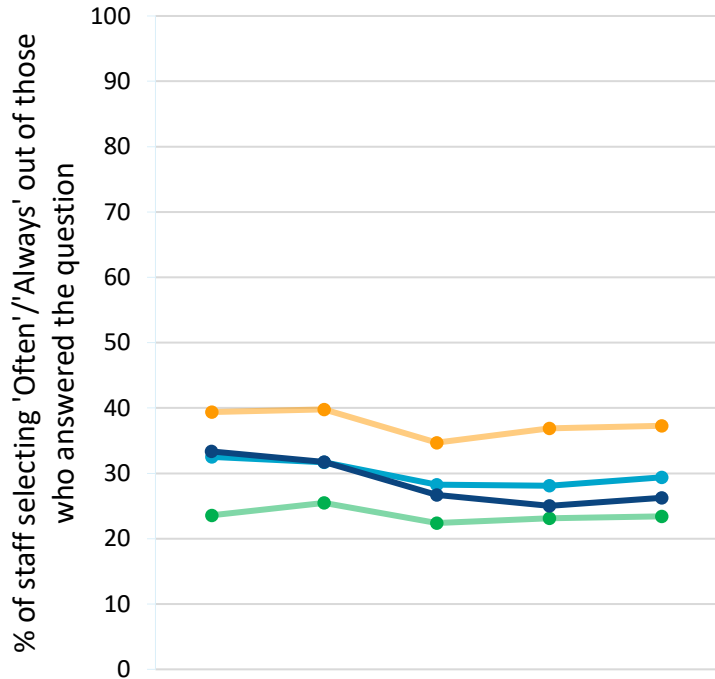
Q12c How often, if at all, does your work frustrate you?



Your org	39.57%	40.33%	33.88%	31.31%	33.11%
Best result	30.78%	32.35%	29.42%	27.39%	28.16%
Average result	40.10%	40.35%	36.55%	36.17%	37.11%
Worst result	50.03%	51.71%	44.72%	48.35%	48.62%
Responses	5131	5195	6552	7229	8255

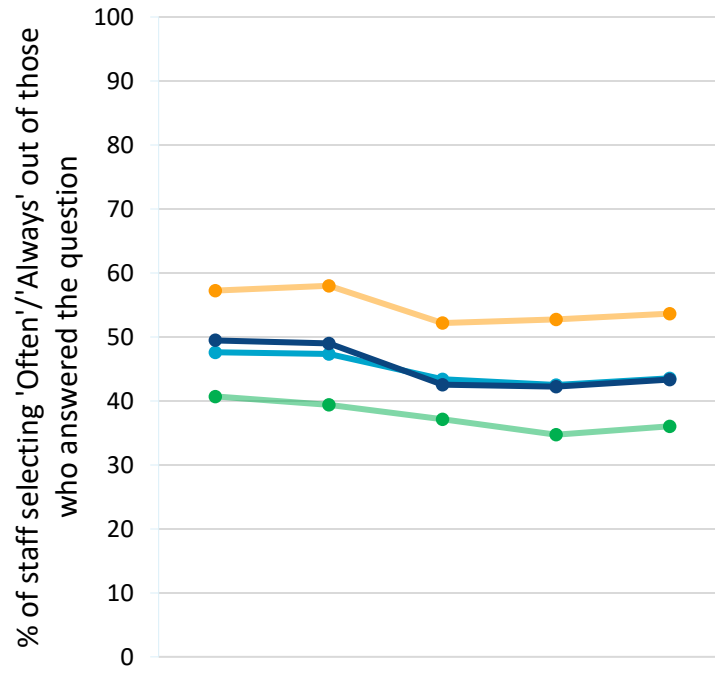


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



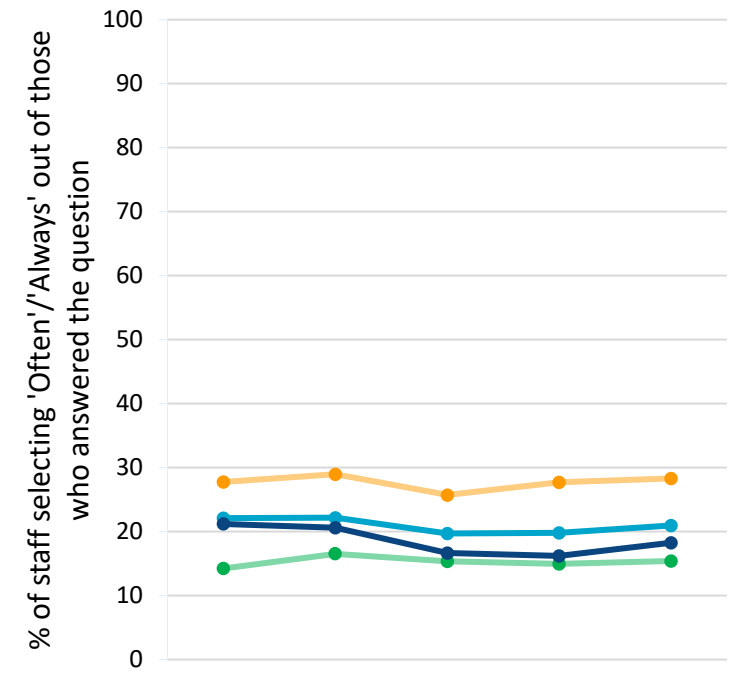
	2021	2022	2023	2024	2025
<b>Your org</b>	33.35%	31.75%	26.70%	25.02%	26.25%
<b>Best result</b>	23.58%	25.47%	22.39%	23.14%	23.42%
<b>Average result</b>	32.51%	31.67%	28.24%	28.10%	29.40%
<b>Worst result</b>	39.40%	39.79%	34.70%	36.90%	37.26%
Responses	5134	5193	6543	7226	8258

Q12e How often, if at all, do you feel worn out at the end of your working day/shift?



	2021	2022	2023	2024	2025
<b>Your org</b>	49.45%	49.01%	42.54%	42.23%	43.33%
<b>Best result</b>	40.70%	39.38%	37.14%	34.72%	36.06%
<b>Average result</b>	47.60%	47.34%	43.37%	42.49%	43.54%
<b>Worst result</b>	57.24%	58.00%	52.17%	52.73%	53.62%
Responses	5134	5190	6540	7226	8241

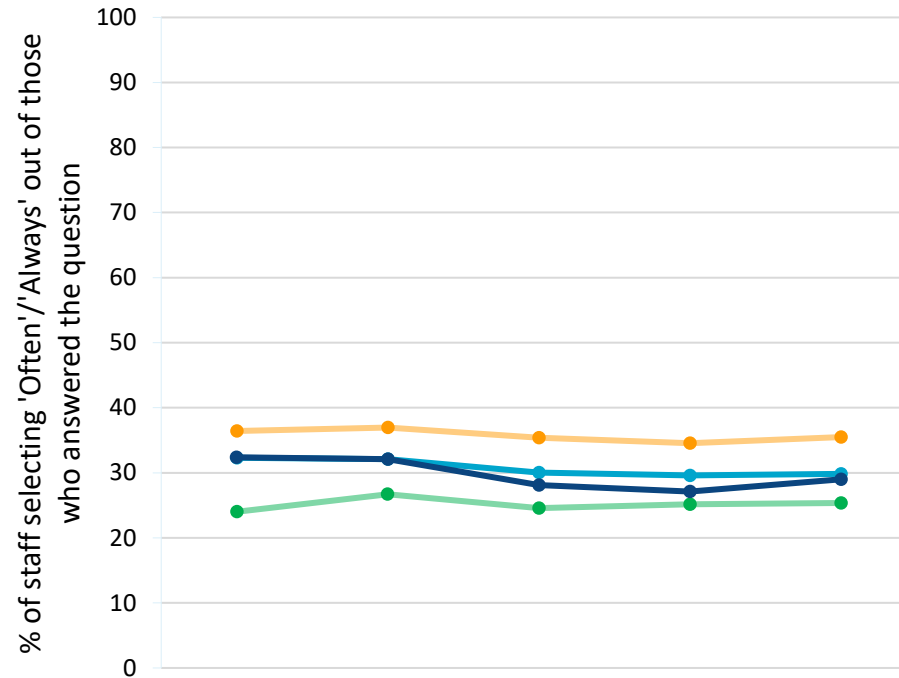
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024	2025
<b>Your org</b>	21.18%	20.58%	16.63%	16.20%	18.24%
<b>Best result</b>	14.23%	16.51%	15.35%	14.92%	15.41%
<b>Average result</b>	22.08%	22.17%	19.70%	19.78%	20.95%
<b>Worst result</b>	27.73%	28.96%	25.73%	27.72%	28.30%
Responses	5136	5188	6555	7223	8237



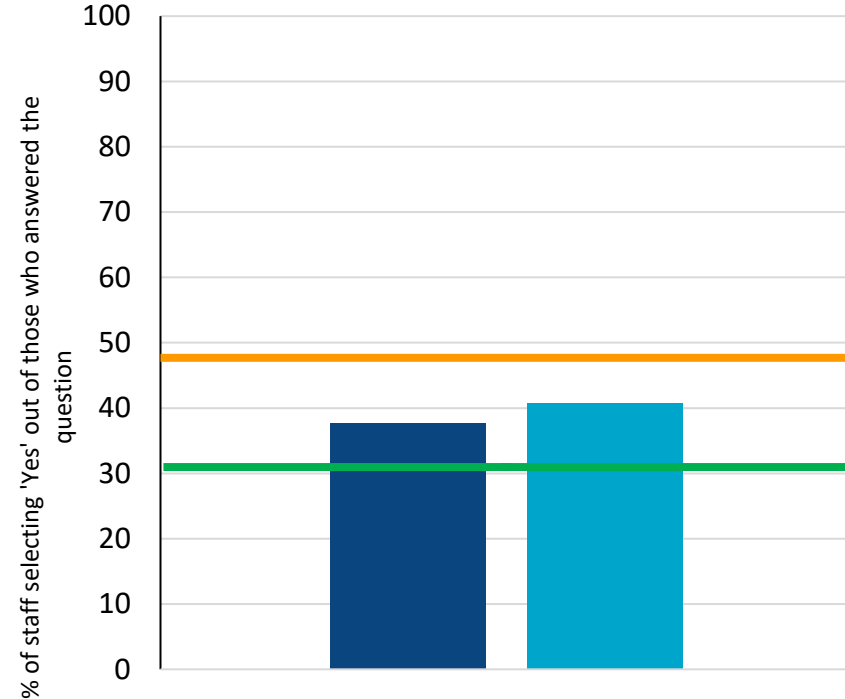
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024	2025
<b>Your org</b>	32.38%	32.11%	28.11%	27.11%	28.99%
<b>Best result</b>	24.01%	26.70%	24.58%	25.16%	25.35%
<b>Average result</b>	32.30%	32.10%	30.03%	29.60%	29.85%
<b>Worst result</b>	36.45%	36.95%	35.41%	34.55%	35.50%
Responses	5134	5193	6562	7234	8264

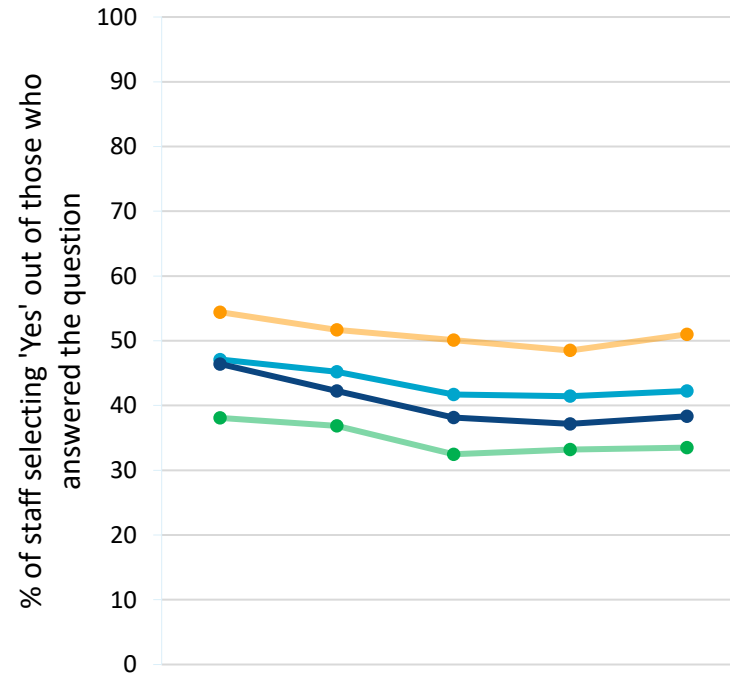


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Examples may include back pain, neck or arm strains, and joint pain.



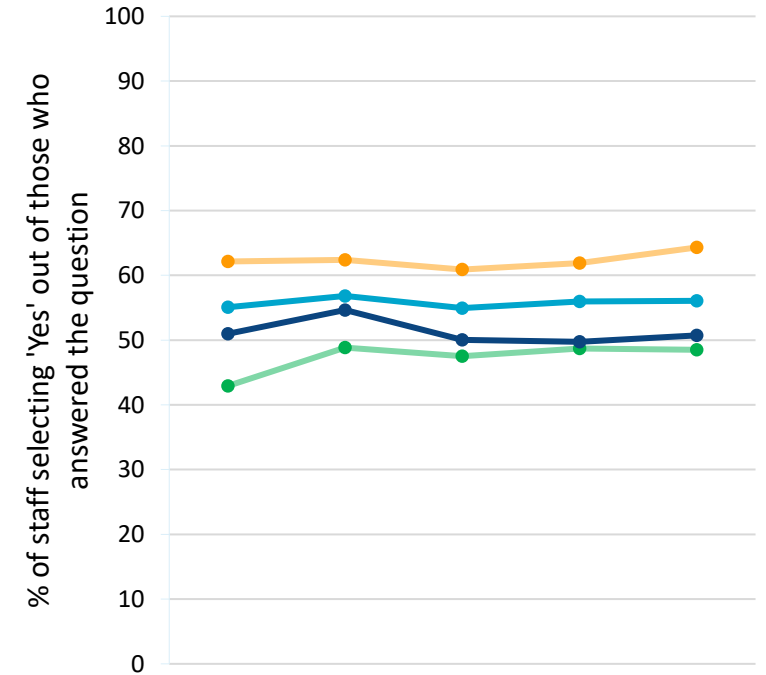
	2025
Your org	37.74%
Best result	30.97%
Average result	40.70%
Worst result	47.69%
Responses	8233

Q11c During the last 12 months have you felt unwell as a result of work related stress?



	2021	2022	2023	2024	2025
Your org	46.42%	42.26%	38.16%	37.17%	38.36%
Best result	38.09%	36.86%	32.48%	33.18%	33.51%
Average result	47.11%	45.20%	41.72%	41.44%	42.26%
Worst result	54.42%	51.68%	50.08%	48.50%	50.97%
Responses	5152	5197	6546	7211	8229

Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?

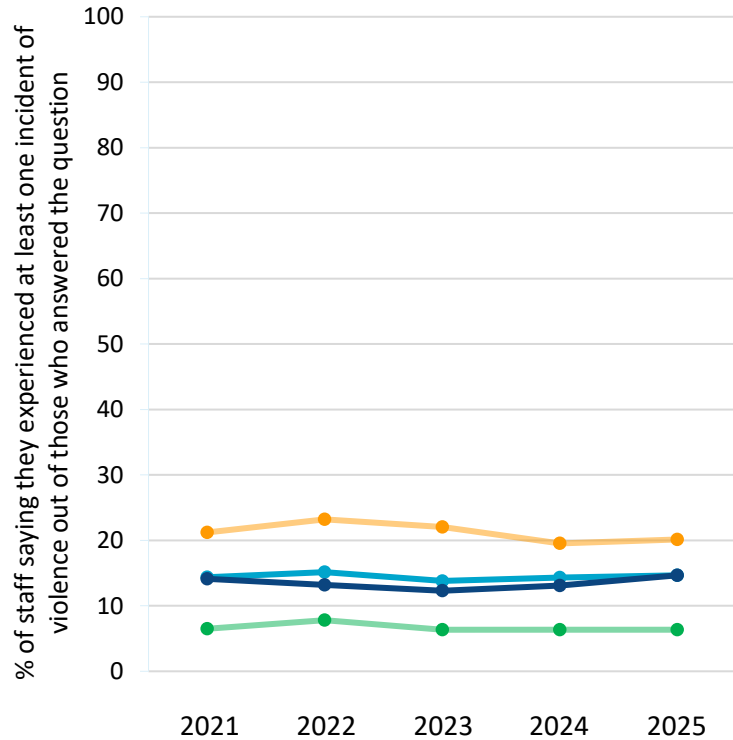


	2021	2022	2023	2024	2025
Your org	50.96%	54.65%	50.04%	49.74%	50.75%
Best result	42.92%	48.84%	47.51%	48.71%	48.53%
Average result	55.08%	56.82%	54.94%	55.96%	56.08%
Worst result	62.16%	62.39%	60.90%	61.90%	64.31%
Responses	5148	5199	6539	7200	8217

Note: Due to changes in the question wording in 2025, previous years' results for Q11b are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

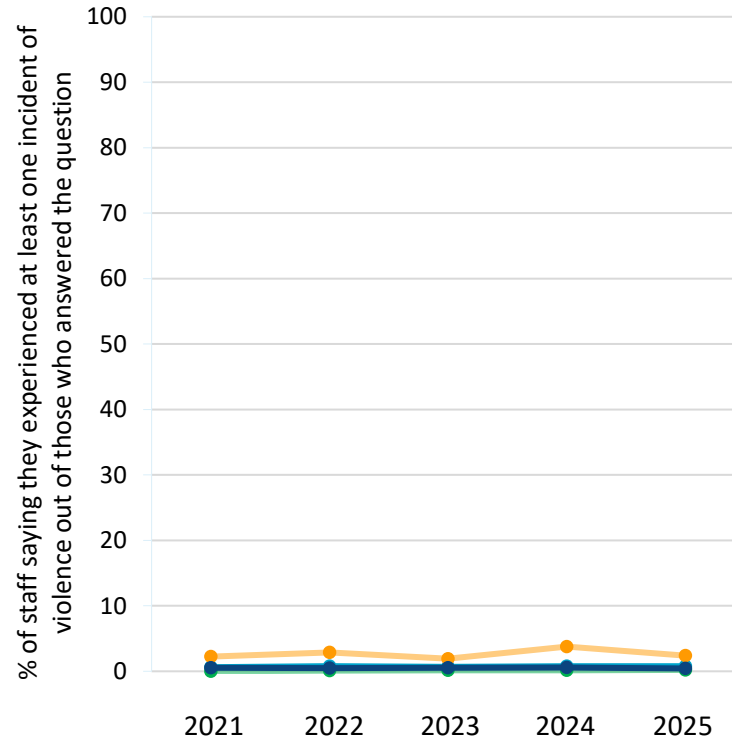


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



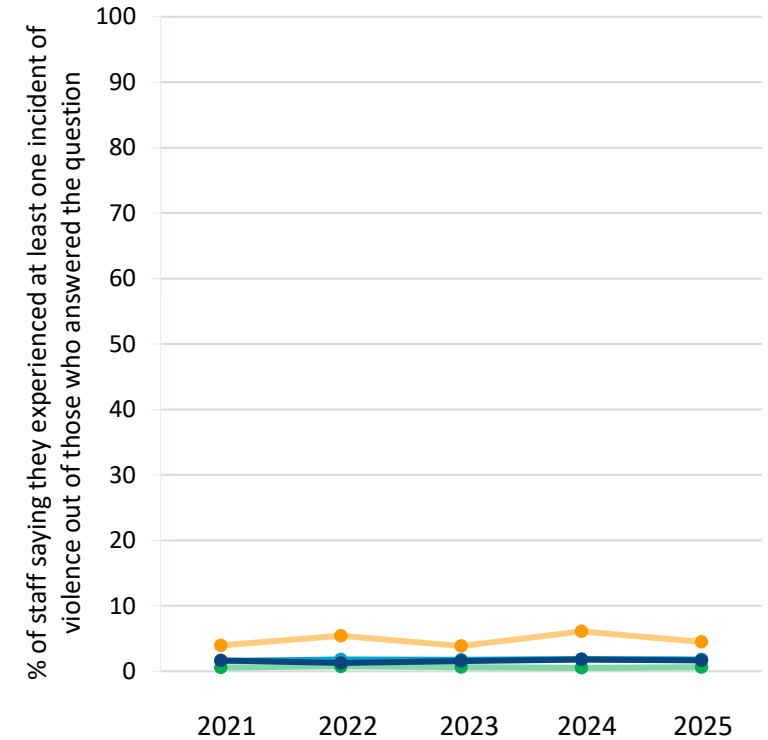
	2021	2022	2023	2024	2025
<b>Your org</b>	14.11%	13.20%	12.30%	13.11%	14.67%
<b>Best result</b>	6.50%	7.81%	6.35%	6.35%	6.35%
<b>Average result</b>	14.38%	15.15%	13.81%	14.31%	14.65%
<b>Worst result</b>	21.20%	23.21%	22.02%	19.54%	20.14%
Responses	5137	5202	6267	7206	8243

Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



	2021	2022	2023	2024	2025
<b>Your org</b>	0.56%	0.48%	0.54%	0.57%	0.44%
<b>Best result</b>	0.00%	0.11%	0.14%	0.14%	0.21%
<b>Average result</b>	0.63%	0.79%	0.68%	0.76%	0.76%
<b>Worst result</b>	2.23%	2.90%	1.93%	3.78%	2.37%
Responses	5111	5143	6156	7101	8193

Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.

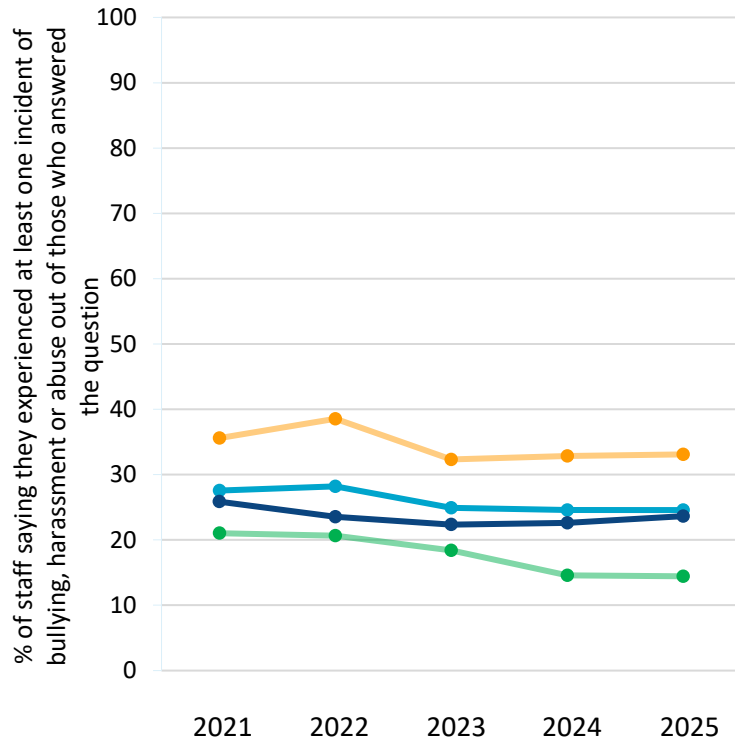


	2021	2022	2023	2024	2025
<b>Your org</b>	1.65%	1.27%	1.57%	1.78%	1.66%
<b>Best result</b>	0.56%	0.76%	0.65%	0.54%	0.63%
<b>Average result</b>	1.58%	1.83%	1.78%	1.88%	1.80%
<b>Worst result</b>	3.98%	5.44%	3.86%	6.09%	4.51%
Responses	5094	5136	6114	6946	8130

Note: 2023 results for Q13a-c are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

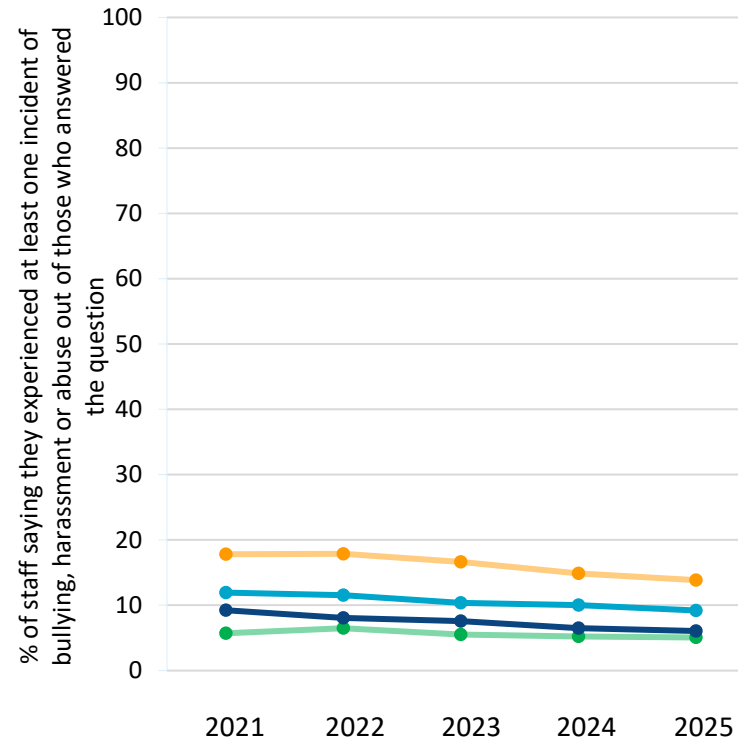


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



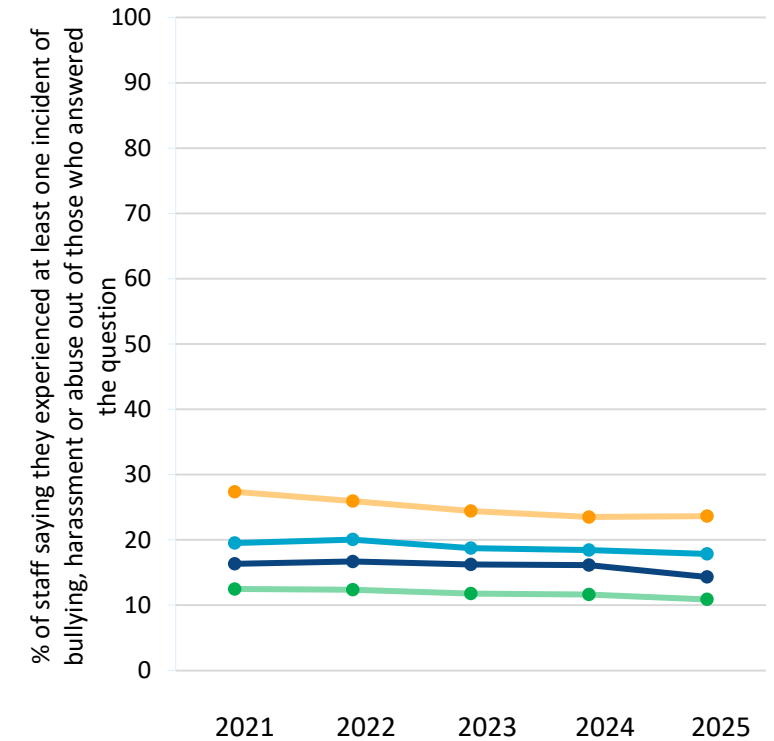
Your org	25.85%	23.56%	22.35%	22.62%	23.63%
Best result	21.03%	20.65%	18.41%	14.57%	14.44%
Average result	27.56%	28.20%	24.91%	24.59%	24.59%
Worst result	35.57%	38.56%	32.33%	32.84%	33.08%
Responses	4953	5193	6254	7209	8235

Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers.



Your org	9.24%	8.04%	7.57%	6.49%	6.06%
Best result	5.72%	6.48%	5.50%	5.22%	5.07%
Average result	11.94%	11.52%	10.35%	10.00%	9.20%
Worst result	17.83%	17.88%	16.64%	14.86%	13.85%
Responses	4916	5143	6185	7127	8175

Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues.

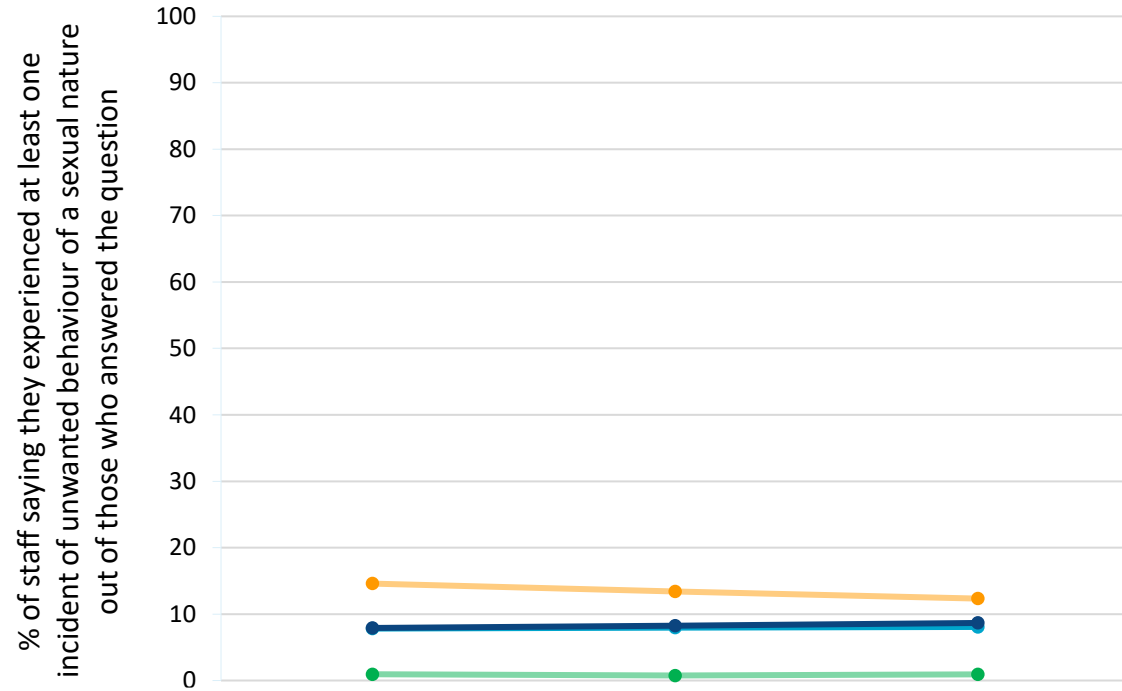


Your org	16.34%	16.71%	16.27%	16.15%	14.33%
Best result	12.50%	12.35%	11.78%	11.65%	10.89%
Average result	19.54%	20.05%	18.74%	18.47%	17.86%
Worst result	27.38%	25.97%	24.43%	23.52%	23.63%
Responses	4901	5129	6168	7086	8175

Note: 2023 results for Q14a-c are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



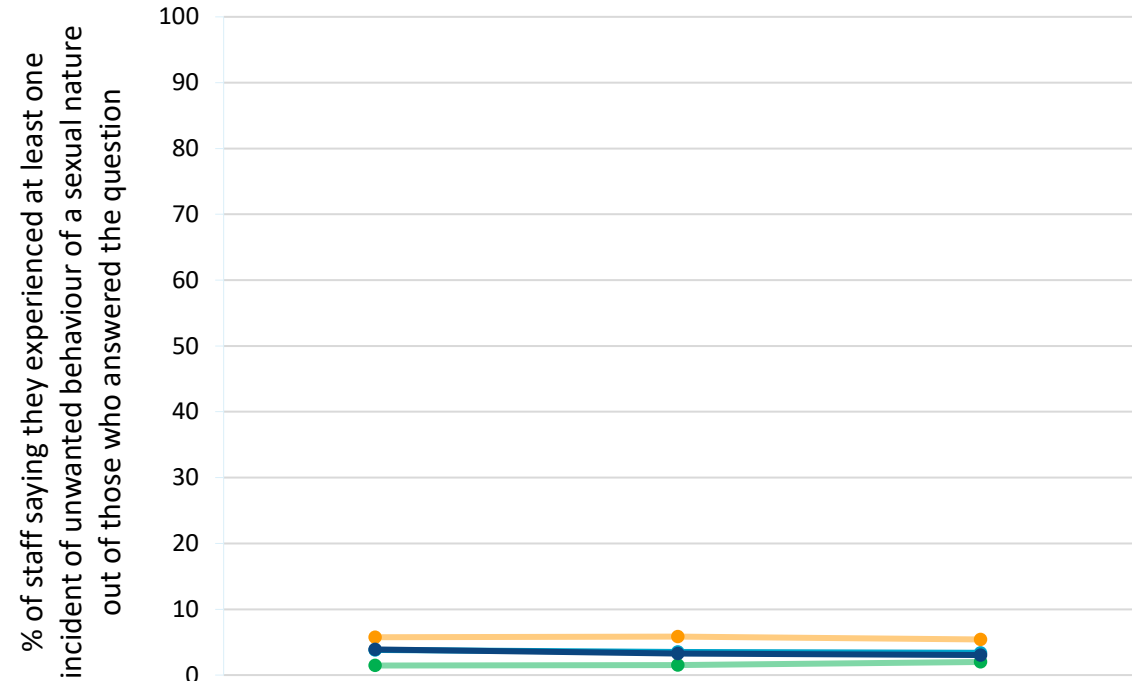
2023 2024 2025

Your org	7.91%	8.23%	8.66%
Best result	0.94%	0.76%	0.92%
Average result	7.82%	7.97%	8.07%
Worst result	14.59%	13.40%	12.33%

Responses 6552 7240 8258

\*These questions do not contribute towards any People Promise element score, theme score or sub-score

Q17b In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From staff / colleagues



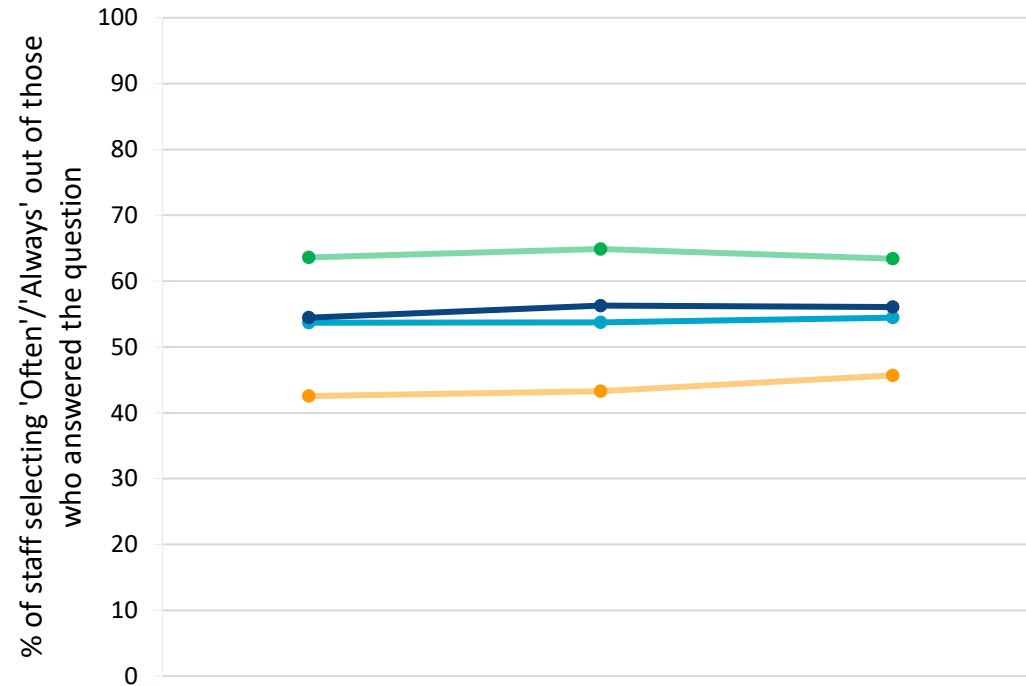
2023 2024 2025

Your org	3.89%	3.28%	3.05%
Best result	1.45%	1.53%	1.99%
Average result	3.82%	3.53%	3.39%
Worst result	5.74%	5.85%	5.41%

Responses 6511 7187 8223



Q22 I can eat nutritious and affordable food while I am working



	2023	2024	2025
Your org	54.45%	56.29%	56.07%
Best result	63.60%	64.89%	63.41%
Average result	53.68%	53.75%	54.45%
Worst result	42.55%	43.27%	45.69%
Responses	6558	7237	8275

\*These questions do not contribute towards any People Promise element score, theme score or sub-score

## People Promise element – We are always learning



### Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

Appraisals – Q23a\*, Q23b, Q23c, Q23d

Other questions\*\* - Q24f

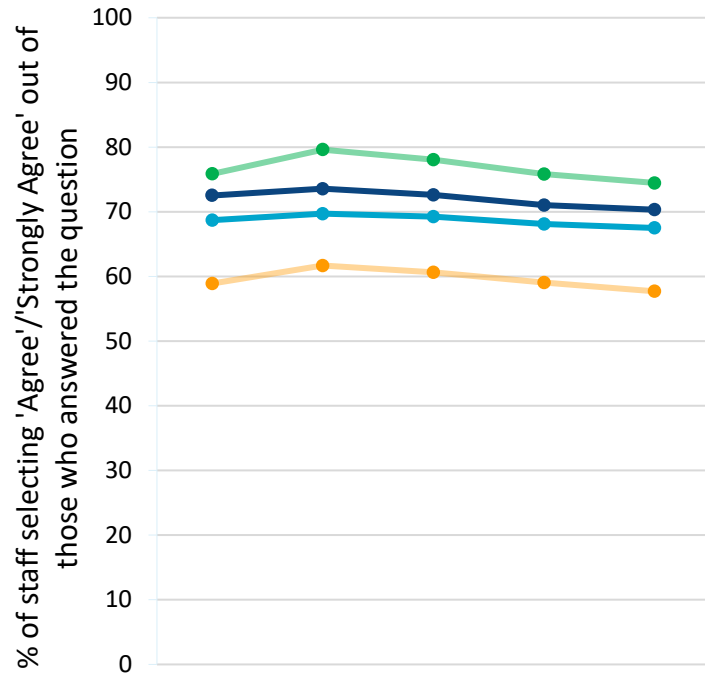
\*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

\*\*Q24f does not contribute to the calculation of any scores or sub-scores.

Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

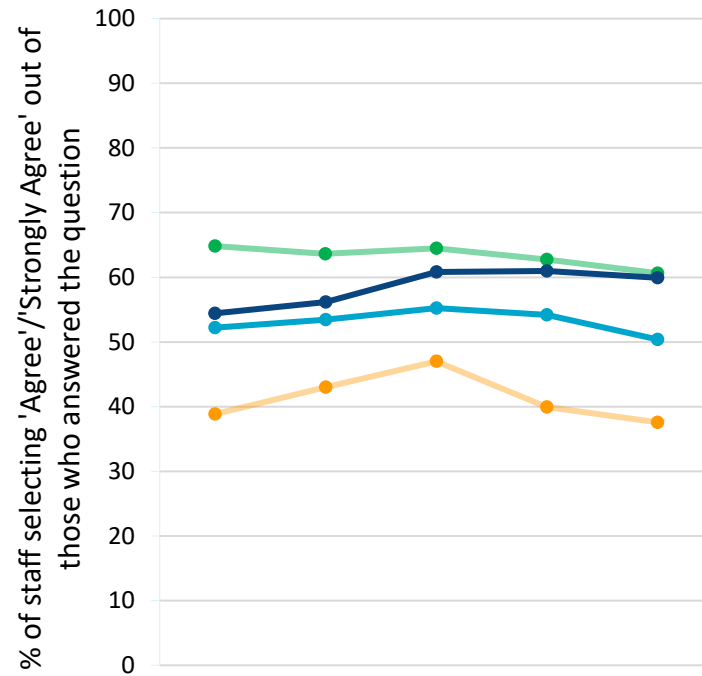


Q24a This organisation offers me challenging work.



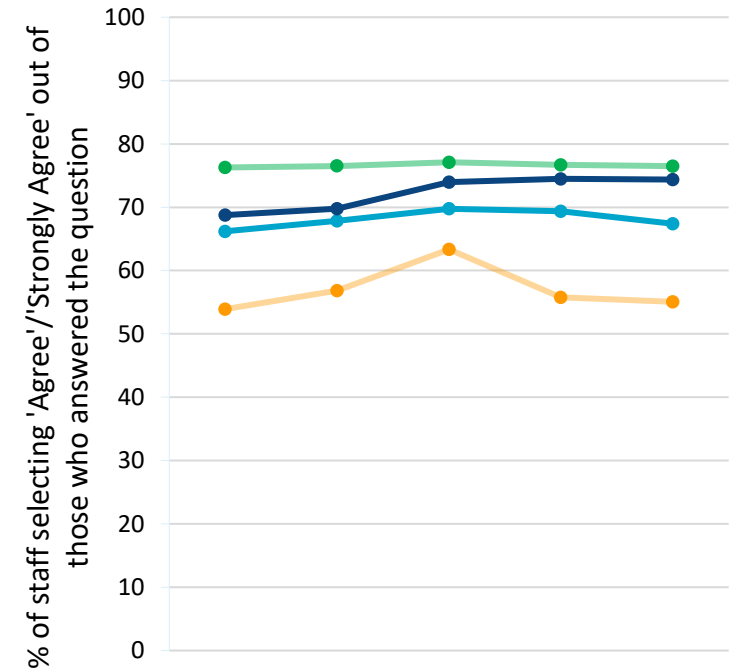
	2021	2022	2023	2024	2025
<b>Your org</b>	72.53%	73.57%	72.60%	71.03%	70.31%
<b>Best result</b>	75.85%	79.60%	78.03%	75.85%	74.46%
<b>Average result</b>	68.69%	69.71%	69.25%	68.11%	67.49%
<b>Worst result</b>	58.89%	61.69%	60.64%	59.07%	57.70%
Responses	5099	5190	6533	7199	8259

Q24b There are opportunities for me to develop my career in this organisation.



	2021	2022	2023	2024	2025
<b>Your org</b>	54.42%	56.18%	60.83%	60.97%	59.91%
<b>Best result</b>	64.83%	63.62%	64.46%	62.76%	60.64%
<b>Average result</b>	52.20%	53.45%	55.24%	54.21%	50.39%
<b>Worst result</b>	38.86%	43.01%	46.99%	39.92%	37.58%
Responses	5096	5189	6548	7218	8264

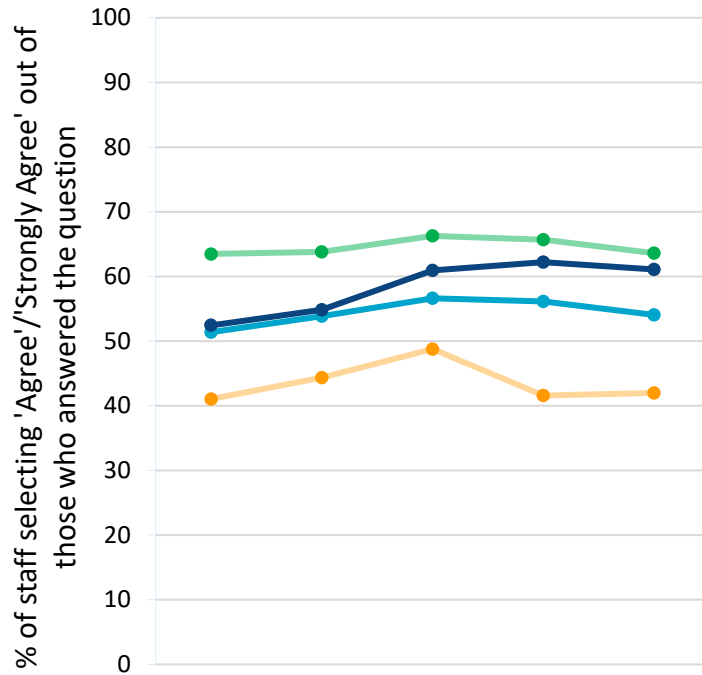
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024	2025
<b>Your org</b>	68.76%	69.78%	73.95%	74.49%	74.37%
<b>Best result</b>	76.28%	76.50%	77.10%	76.67%	76.47%
<b>Average result</b>	66.20%	67.85%	69.75%	69.36%	67.41%
<b>Worst result</b>	53.91%	56.82%	63.34%	55.77%	55.05%
Responses	5093	5194	6548	7205	8248

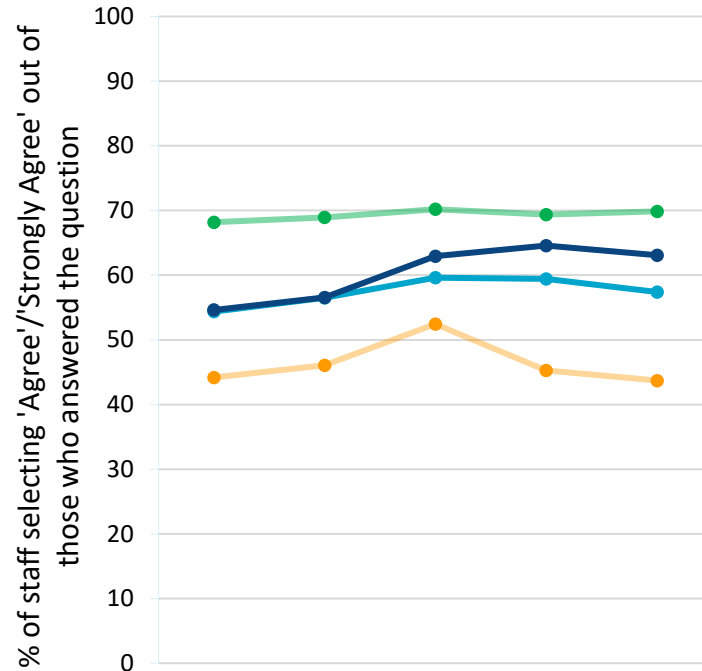


Q24d I feel supported to develop my potential.



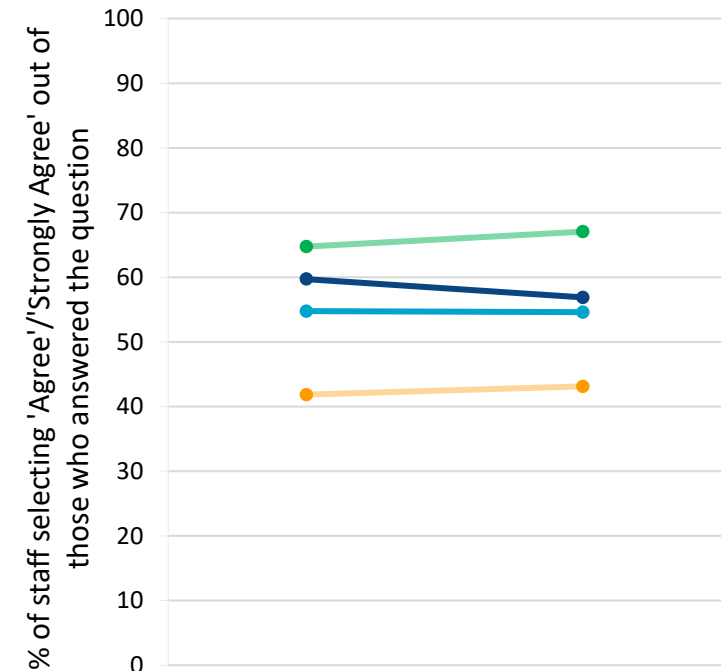
	2021	2022	2023	2024	2025
<b>Your org</b>	52.43%	54.85%	60.96%	62.21%	61.10%
<b>Best result</b>	63.48%	63.80%	66.26%	65.67%	63.62%
<b>Average result</b>	51.38%	53.86%	56.62%	56.16%	54.06%
<b>Worst result</b>	41.05%	44.35%	48.78%	41.57%	41.97%
Responses	5091	5192	6540	7204	8217

Q24e I am able to access the right learning and development opportunities when I need to.



	2021	2022	2023	2024	2025
<b>Your org</b>	54.61%	56.56%	62.93%	64.58%	63.08%
<b>Best result</b>	68.20%	68.93%	70.19%	69.39%	69.85%
<b>Average result</b>	54.36%	56.52%	59.61%	59.41%	57.42%
<b>Worst result</b>	44.17%	46.07%	52.44%	45.25%	43.71%
Responses	5093	5188	6539	7199	8157

Q24f\* I am able to access clinical supervision opportunities when I need to.

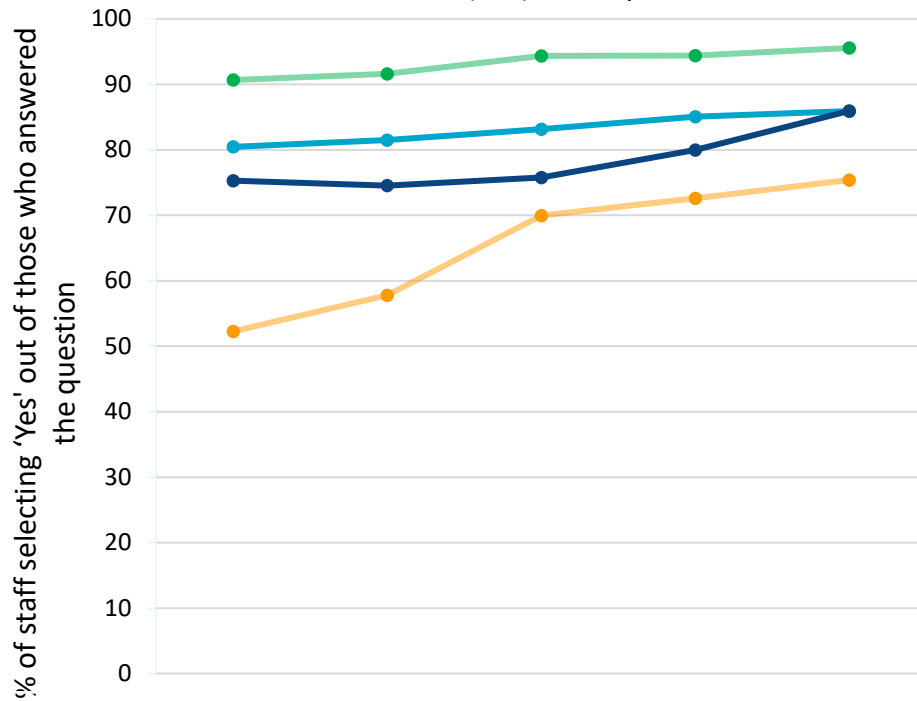


	2024	2025
<b>Your org</b>	59.70%	56.88%
<b>Best result</b>	64.74%	67.04%
<b>Average result</b>	54.76%	54.60%
<b>Worst result</b>	41.85%	43.13%
Responses	5886	6343

\*Q24f was introduced in 2024 and does not currently contribute towards any People Promise element score, theme score or sub-score to protect trend data over five years.

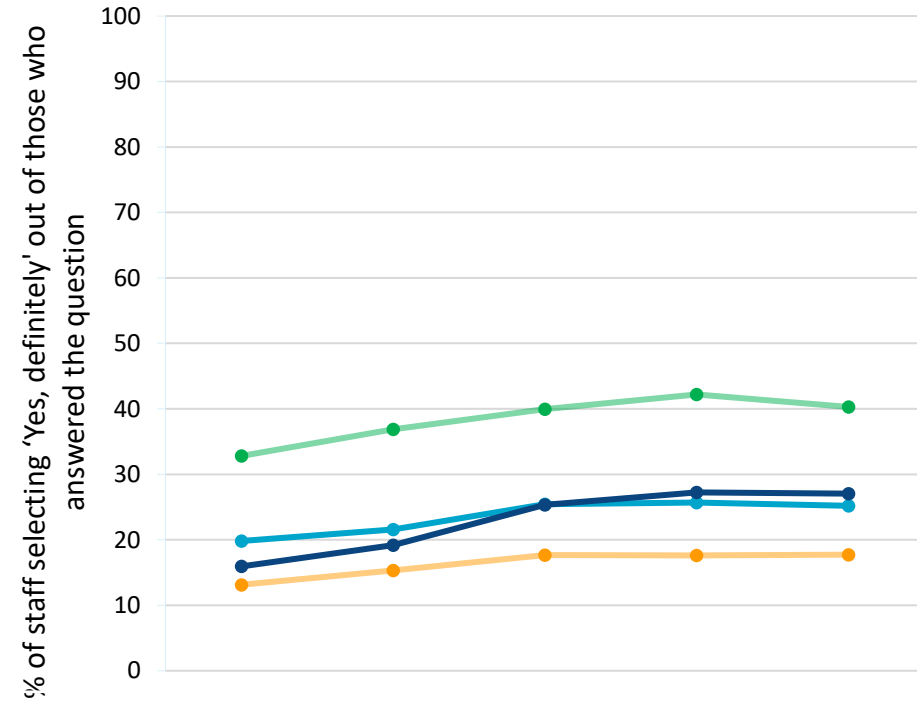


Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024	2025
Your org	75.27%	74.53%	75.79%	79.98%	85.94%
Best result	90.66%	91.61%	94.34%	94.40%	95.55%
Average result	80.45%	81.49%	83.18%	85.05%	85.91%
Worst result	52.28%	57.78%	69.95%	72.59%	75.40%
Responses	5099	5182	6454	7117	8207

Q23b It helped me to improve how I do my job.

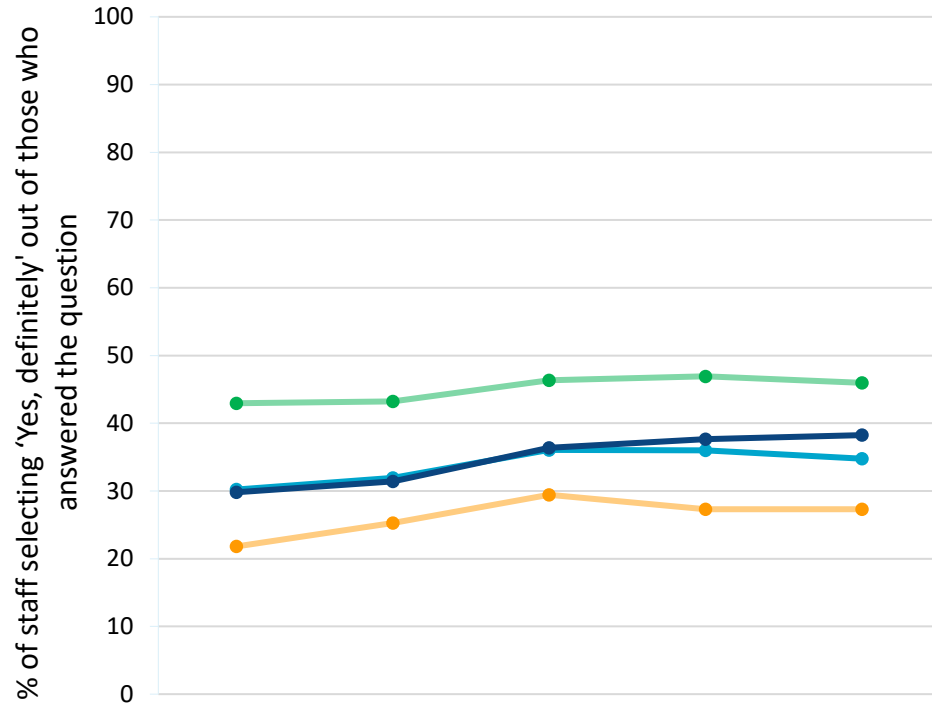


	2021	2022	2023	2024	2025
Your org	15.94%	19.17%	25.35%	27.24%	27.03%
Best result	32.81%	36.90%	39.96%	42.20%	40.32%
Average result	19.82%	21.57%	25.45%	25.69%	25.20%
Worst result	13.14%	15.33%	17.68%	17.62%	17.73%
Responses	3775	3820	4824	5629	6995

\*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

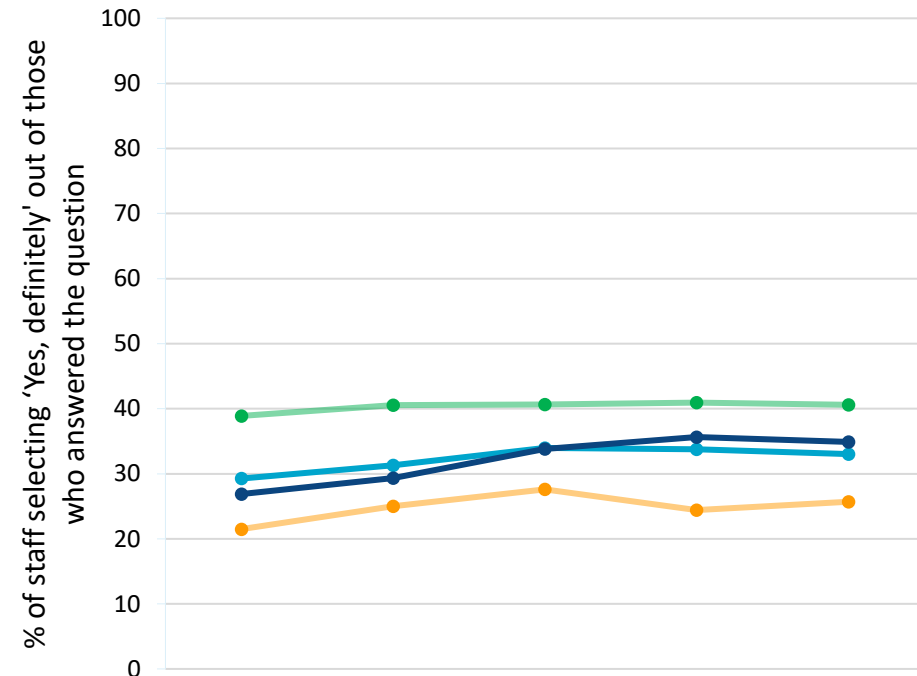


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	29.81%	31.43%	36.36%	37.63%	38.24%
<b>Best result</b>	42.95%	43.23%	46.32%	46.93%	45.99%
<b>Average result</b>	30.21%	31.94%	36.06%	36.01%	34.79%
<b>Worst result</b>	21.81%	25.28%	29.43%	27.29%	27.28%
Responses	3776	3817	4819	5621	6970

Q23d It left me feeling that my work is valued by my organisation.



	2021	2022	2023	2024	2025
<b>Your org</b>	26.88%	29.33%	33.81%	35.64%	34.88%
<b>Best result</b>	38.89%	40.56%	40.66%	40.93%	40.58%
<b>Average result</b>	29.26%	31.28%	33.97%	33.76%	33.02%
<b>Worst result</b>	21.49%	24.98%	27.60%	24.42%	25.69%
Responses	3772	3813	4816	5620	6966

## People Promise element – We work flexibly



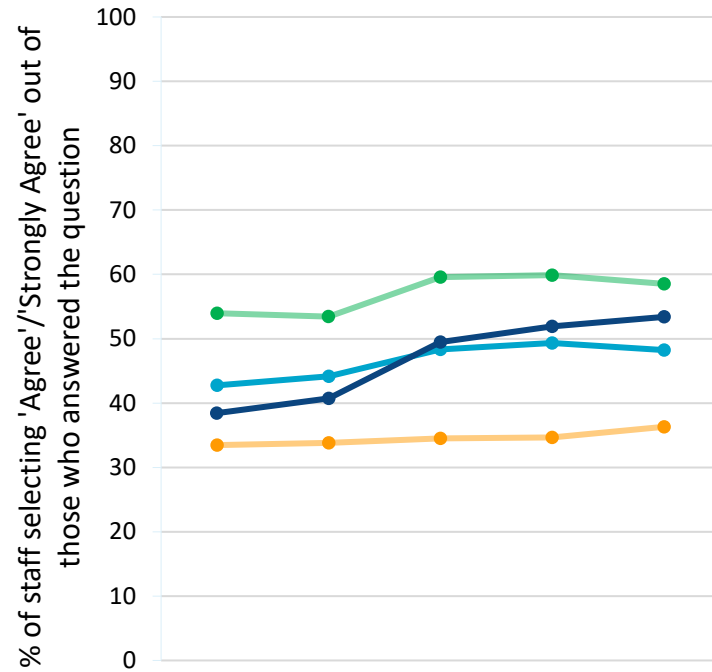
### Questions included:

Support for work-life balance – Q6b, Q6c, Q6d

Flexible working – Q4d



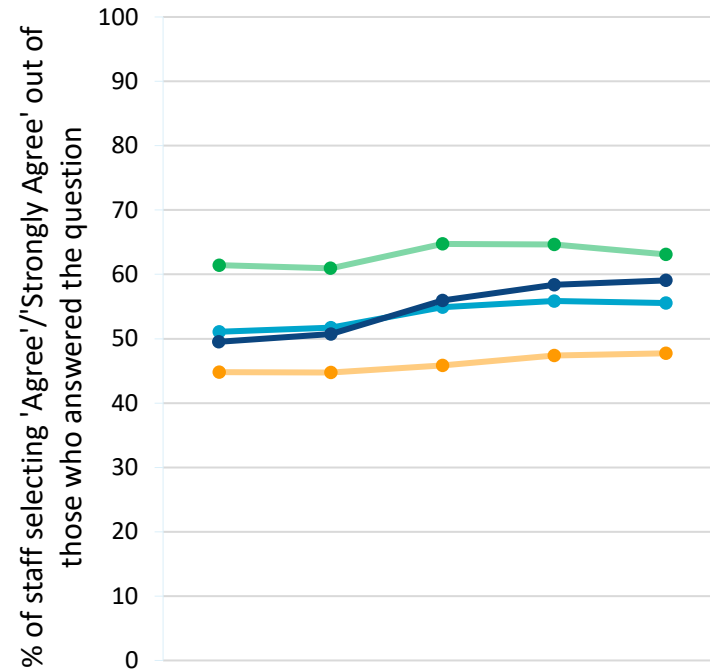
Q6b My organisation is committed to helping me balance my work and home life.



2021 2022 2023 2024 2025

Your org	38.44%	40.74%	49.48%	51.91%	53.39%
Best result	53.96%	53.44%	59.57%	59.88%	58.52%
Average result	42.75%	44.15%	48.33%	49.34%	48.24%
Worst result	33.47%	33.80%	34.49%	34.65%	36.31%
Responses	5264	5194	6560	7220	8256

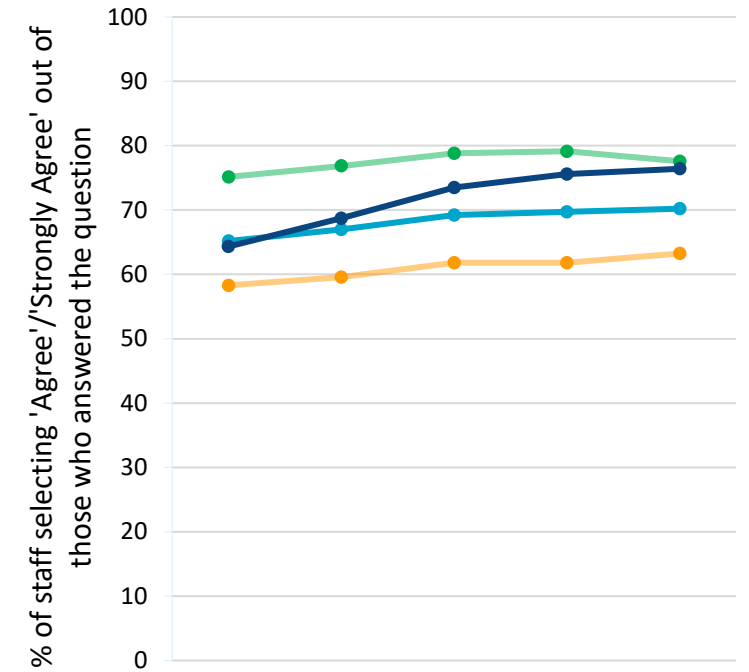
Q6c I achieve a good balance between my work life and my home life.



2021 2022 2023 2024 2025

Your org	49.52%	50.71%	55.94%	58.37%	59.06%
Best result	61.44%	60.94%	64.73%	64.67%	63.10%
Average result	51.08%	51.70%	54.92%	55.86%	55.53%
Worst result	44.80%	44.75%	45.84%	47.38%	47.73%
Responses	5259	5198	6559	7217	8247

Q6d I can approach my immediate manager to talk openly about flexible working.

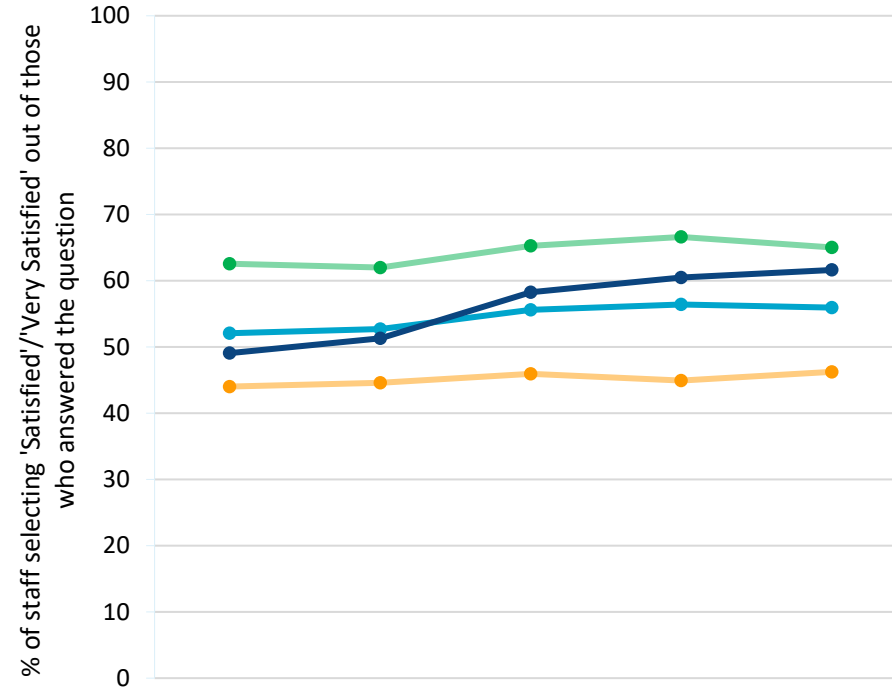


2021 2022 2023 2024 2025

Your org	64.33%	68.74%	73.52%	75.61%	76.41%
Best result	75.15%	76.83%	78.81%	79.14%	77.58%
Average result	65.19%	66.98%	69.20%	69.72%	70.21%
Worst result	58.30%	59.56%	61.83%	61.82%	63.24%
Responses	5261	5202	6562	7228	8256



Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2021	2022	2023	2024	2025
<b>Your org</b>	49.07%	51.30%	58.26%	60.47%	61.62%
<b>Best result</b>	62.56%	62.00%	65.26%	66.61%	65.03%
<b>Average result</b>	52.07%	52.73%	55.60%	56.41%	55.94%
<b>Worst result</b>	44.02%	44.60%	45.93%	44.94%	46.25%
Responses	5296	5197	6548	7201	8231

## People Promise element – We are a team



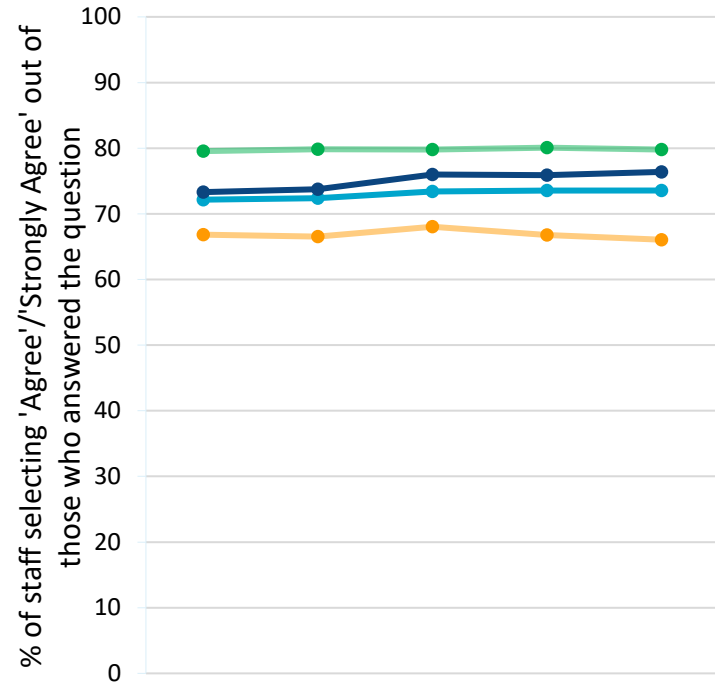
### Questions included:

Team working – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a

Line management – Q9a, Q9b, Q9c, Q9d

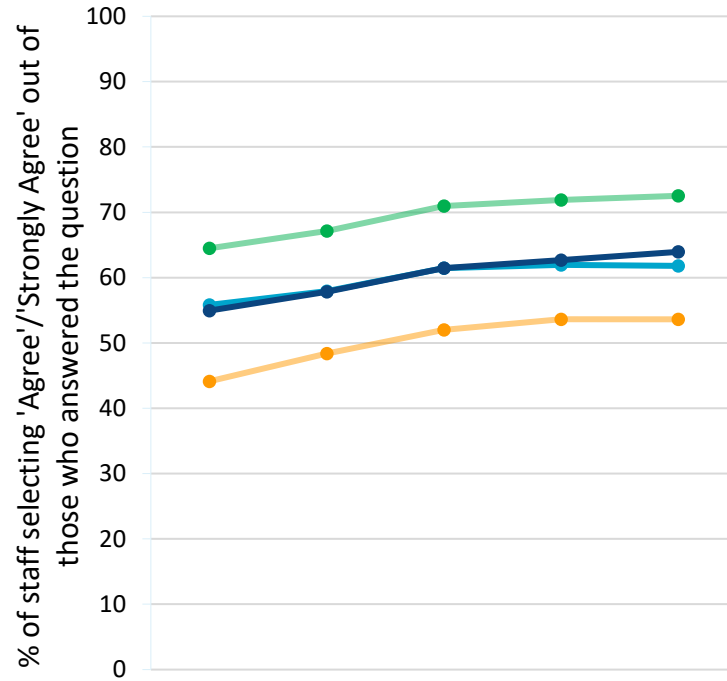


Q7a The team I work in has a set of shared objectives.



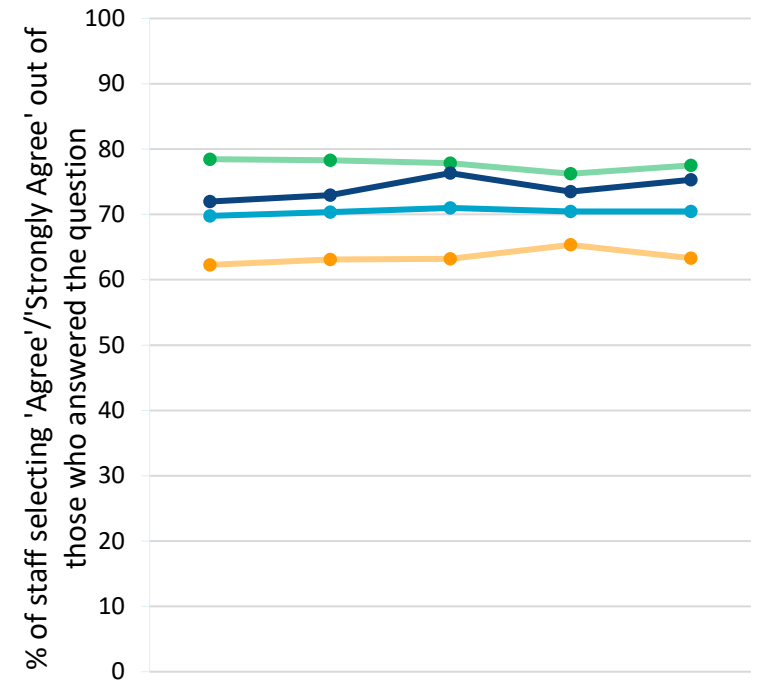
	2021	2022	2023	2024	2025
<b>Your org</b>	73.31%	73.73%	75.99%	75.88%	76.39%
<b>Best result</b>	79.56%	79.85%	79.81%	80.08%	79.77%
<b>Average result</b>	72.16%	72.38%	73.39%	73.54%	73.53%
<b>Worst result</b>	66.82%	66.53%	68.03%	66.79%	66.06%
Responses	5229	5199	6551	7229	8268

Q7b The team I work in often meets to discuss the team's effectiveness.



	2021	2022	2023	2024	2025
<b>Your org</b>	54.95%	57.81%	61.45%	62.66%	63.95%
<b>Best result</b>	64.49%	67.15%	70.95%	71.90%	72.53%
<b>Average result</b>	55.83%	57.91%	61.47%	61.95%	61.78%
<b>Worst result</b>	44.13%	48.38%	52.03%	53.63%	53.60%
Responses	5235	5200	6549	7214	8250

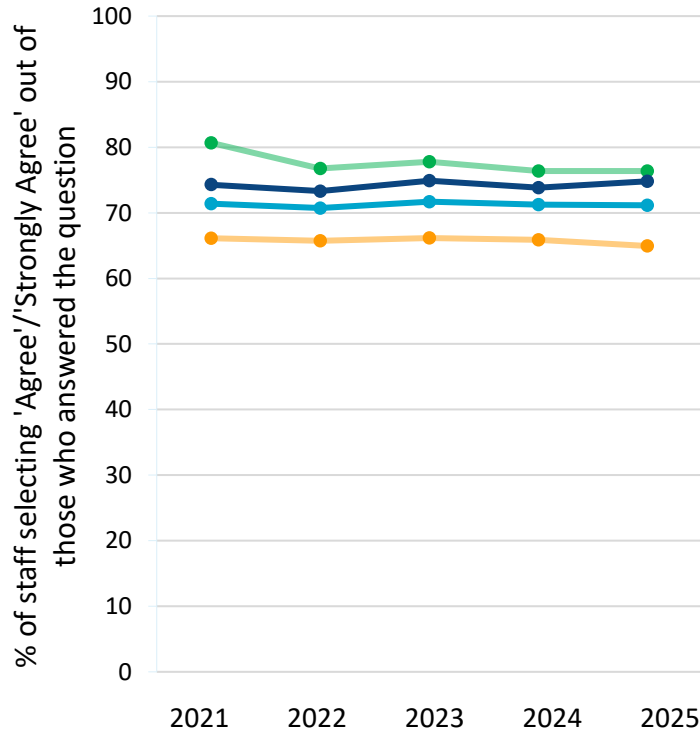
Q7c I receive the respect I deserve from my colleagues at work.



	2021	2022	2023	2024	2025
<b>Your org</b>	71.97%	72.93%	76.33%	73.49%	75.30%
<b>Best result</b>	78.46%	78.30%	77.85%	76.23%	77.49%
<b>Average result</b>	69.78%	70.35%	71.00%	70.47%	70.43%
<b>Worst result</b>	62.28%	63.13%	63.18%	65.35%	63.28%
Responses	5236	5208	6557	7225	8248

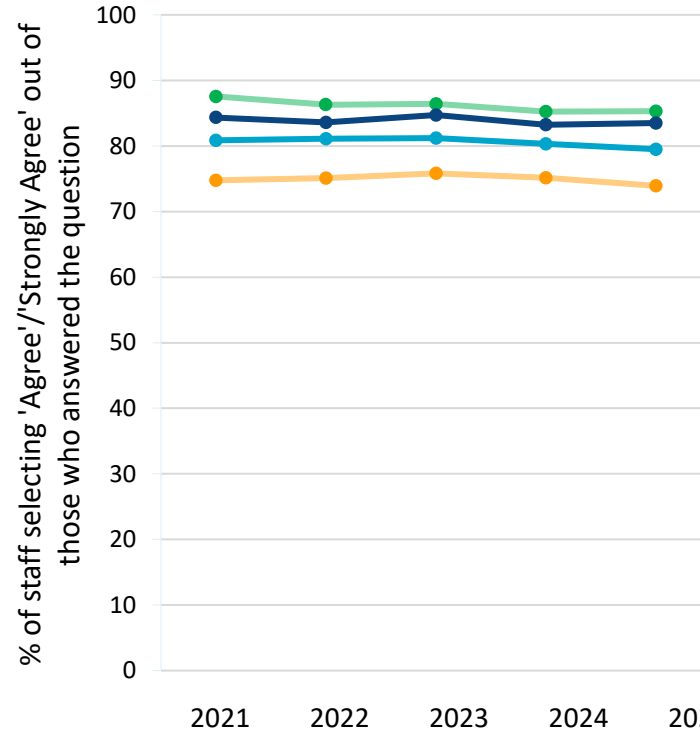


Q7d Team members understand each other's roles.



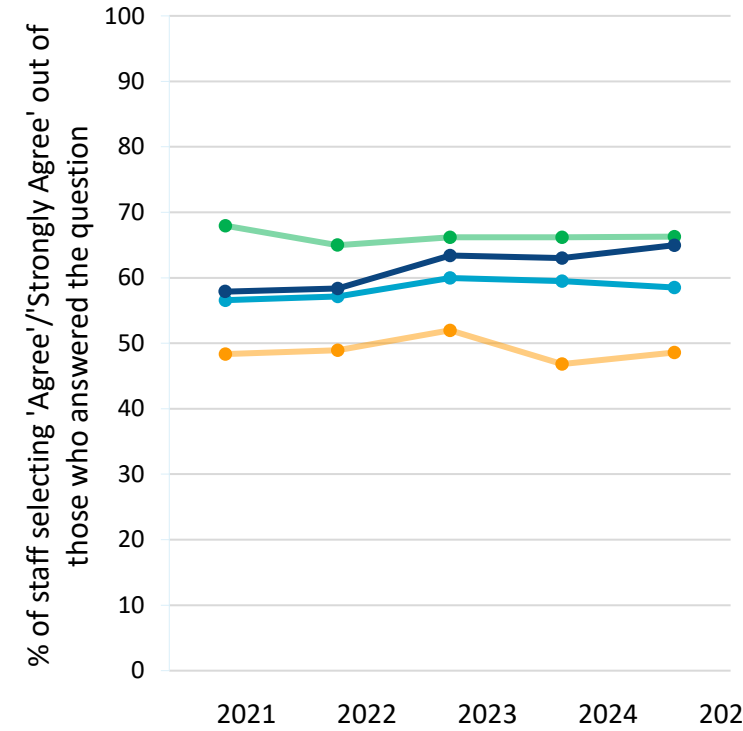
	2021	2022	2023	2024	2025
<b>Your org</b>	74.28%	73.32%	74.90%	73.83%	74.81%
<b>Best result</b>	80.67%	76.74%	77.77%	76.37%	76.38%
<b>Average result</b>	71.40%	70.73%	71.70%	71.27%	71.18%
<b>Worst result</b>	66.12%	65.71%	66.15%	65.90%	64.94%
Responses	5232	5201	6563	7228	8263

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023	2024	2025
<b>Your org</b>	84.34%	83.60%	84.73%	83.24%	83.48%
<b>Best result</b>	87.56%	86.31%	86.45%	85.24%	85.30%
<b>Average result</b>	80.87%	81.11%	81.20%	80.33%	79.52%
<b>Worst result</b>	74.78%	75.10%	75.82%	75.15%	73.93%
Responses	5229	5199	6557	7223	8254

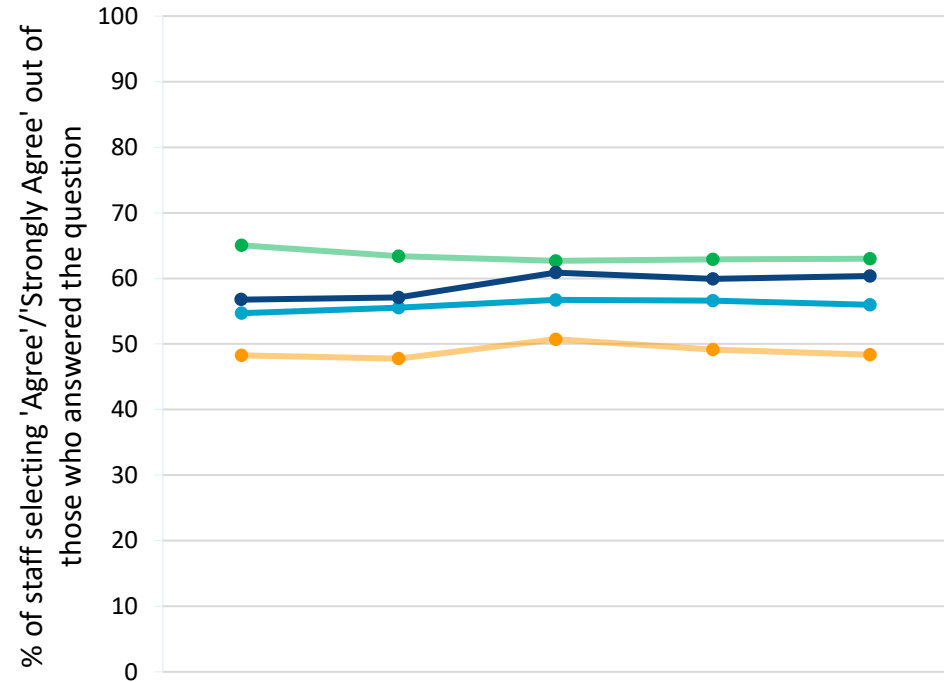
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024	2025
<b>Your org</b>	57.89%	58.36%	63.39%	63.02%	64.98%
<b>Best result</b>	67.96%	64.97%	66.19%	66.17%	66.26%
<b>Average result</b>	56.58%	57.13%	59.97%	59.48%	58.51%
<b>Worst result</b>	48.34%	48.92%	51.98%	46.82%	48.57%
Responses	5223	5200	6546	7215	8243

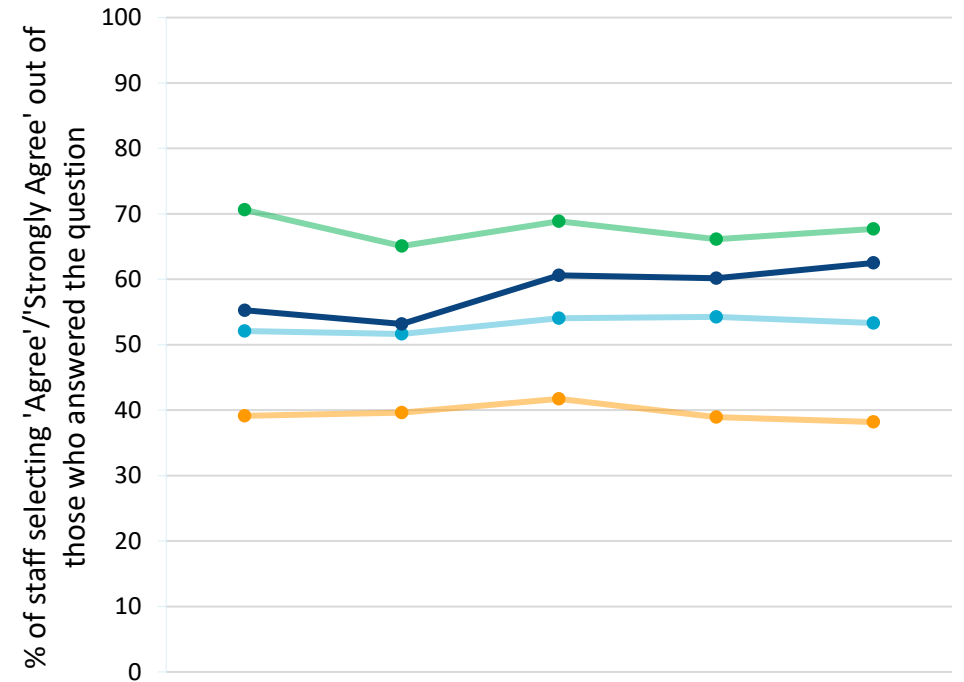


Q7g In my team disagreements are dealt with constructively.

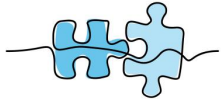


	2021	2022	2023	2024	2025
<b>Your org</b>	56.76%	57.11%	60.88%	59.92%	60.38%
<b>Best result</b>	65.05%	63.39%	62.68%	62.92%	63.01%
<b>Average result</b>	54.69%	55.52%	56.73%	56.61%	55.99%
<b>Worst result</b>	48.27%	47.76%	50.72%	49.15%	48.38%
Responses	5223	5191	6545	7211	8232

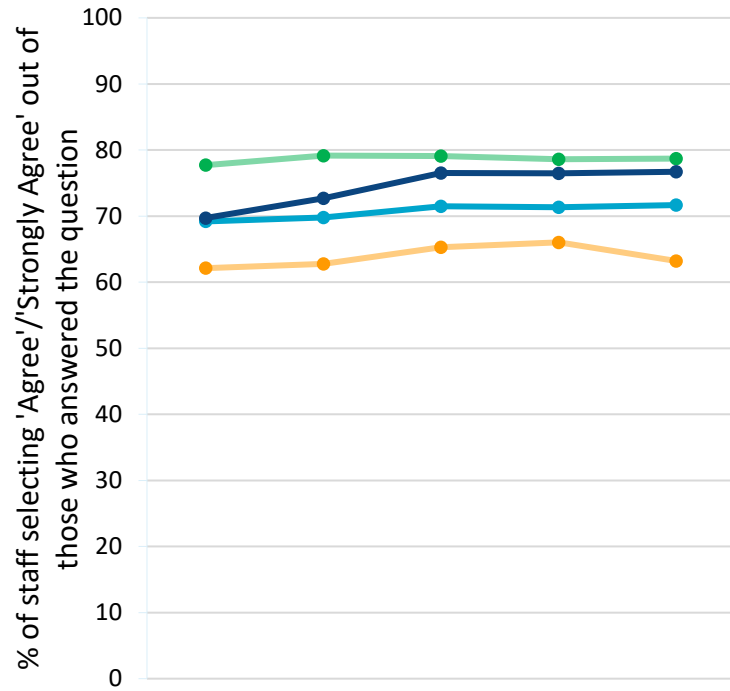
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024	2025
<b>Your org</b>	55.25%	53.18%	60.59%	60.16%	62.49%
<b>Best result</b>	70.61%	65.08%	68.87%	66.14%	67.71%
<b>Average result</b>	52.10%	51.64%	54.07%	54.26%	53.30%
<b>Worst result</b>	39.15%	39.64%	41.73%	38.96%	38.19%
Responses	5218	5202	6569	7238	8252



Q9a My immediate manager encourages me at work.

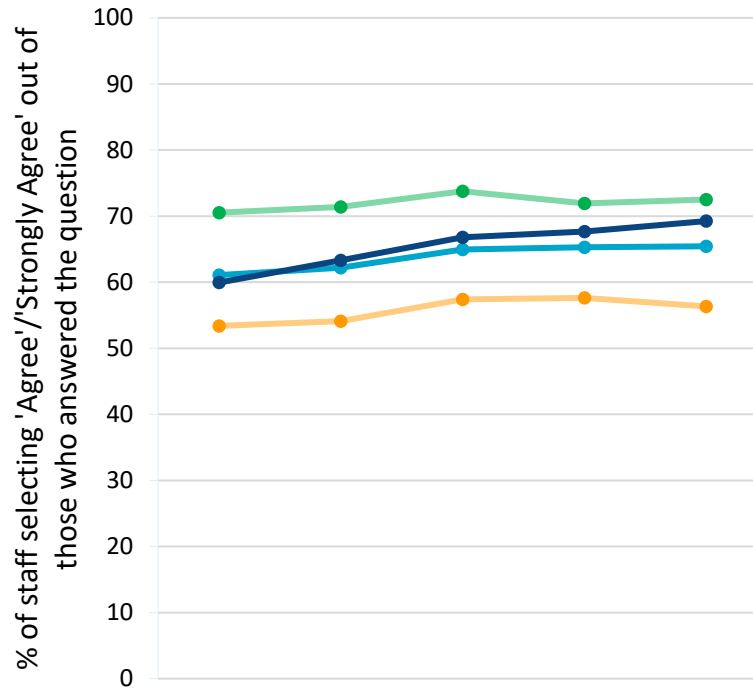


2021 2022 2023 2024 2025

<b>Your org</b>	69.72%	72.68%	76.51%	76.46%	76.71%
<b>Best result</b>	77.71%	79.16%	79.07%	78.62%	78.70%
<b>Average result</b>	69.20%	69.81%	71.47%	71.36%	71.67%
<b>Worst result</b>	62.12%	62.77%	65.31%	66.03%	63.21%

Responses 5179 5204 6563 7230 8262

Q9b My immediate manager gives me clear feedback on my work.

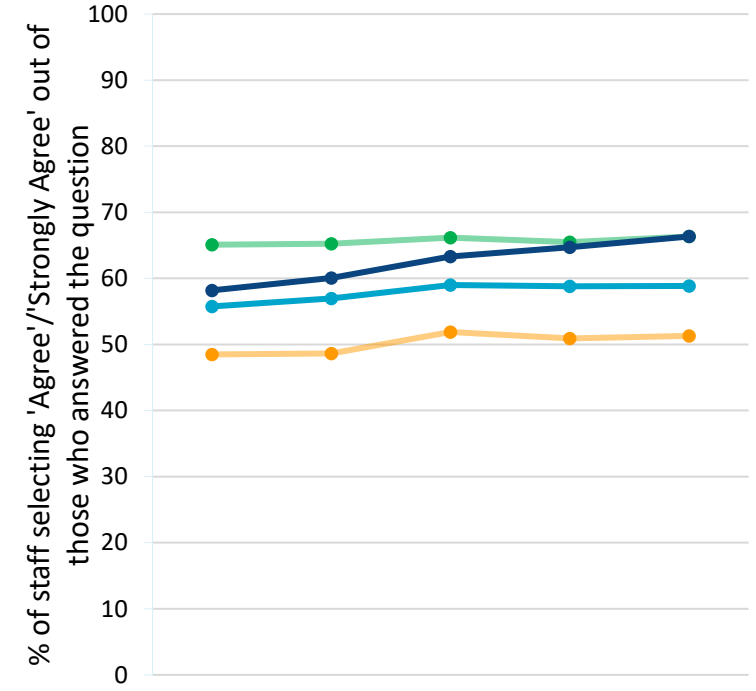


2021 2022 2023 2024 2025

<b>Your org</b>	59.94%	63.29%	66.80%	67.68%	69.25%
<b>Best result</b>	70.52%	71.41%	73.77%	71.91%	72.48%
<b>Average result</b>	61.07%	62.18%	64.95%	65.31%	65.43%
<b>Worst result</b>	53.39%	54.10%	57.39%	57.63%	56.34%

Responses 5177 5200 6553 7229 8255

Q9c My immediate manager asks for my opinion before making decisions that affect my work.



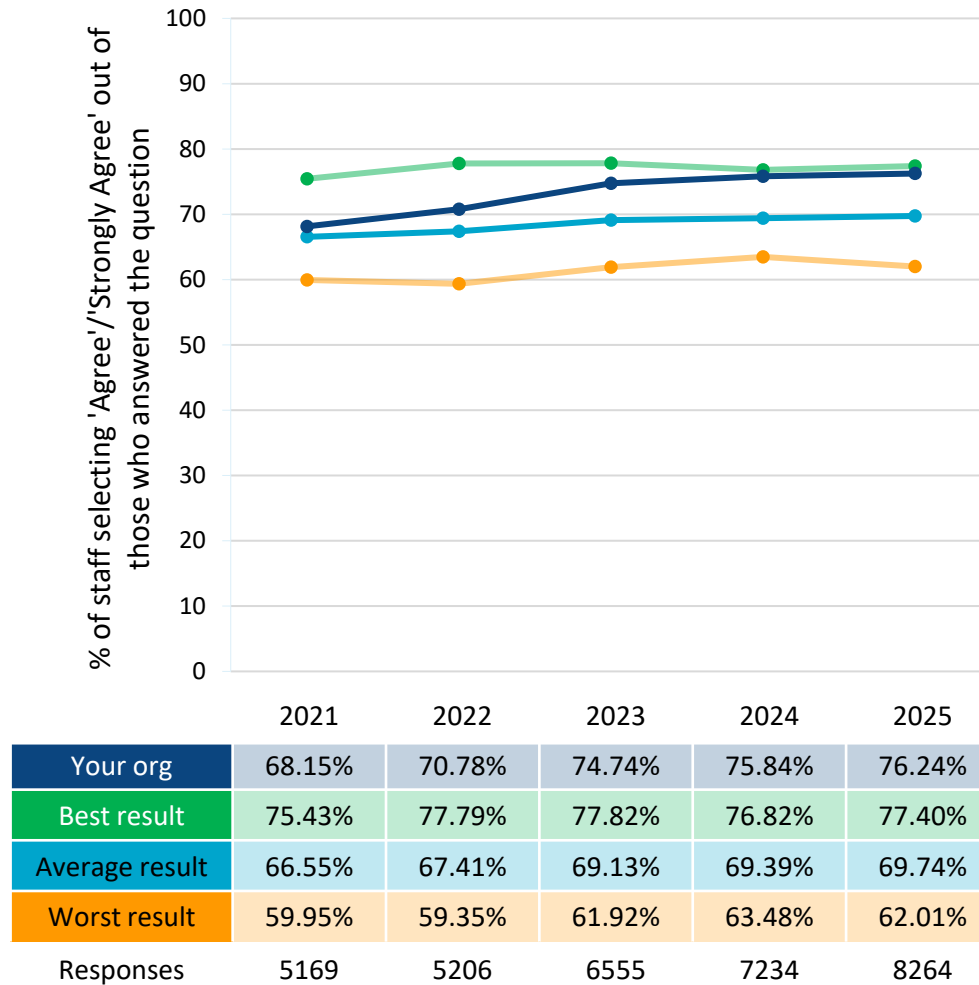
2021 2022 2023 2024 2025

<b>Your org</b>	58.19%	60.07%	63.30%	64.73%	66.34%
<b>Best result</b>	65.10%	65.24%	66.18%	65.48%	66.34%
<b>Average result</b>	55.76%	56.95%	59.00%	58.82%	58.84%
<b>Worst result</b>	48.50%	48.63%	51.89%	50.94%	51.30%

Responses 5176 5196 6551 7229 8247



Q9d My immediate manager takes a positive interest in my health and well-being.



## Theme – Staff engagement



### Questions included:

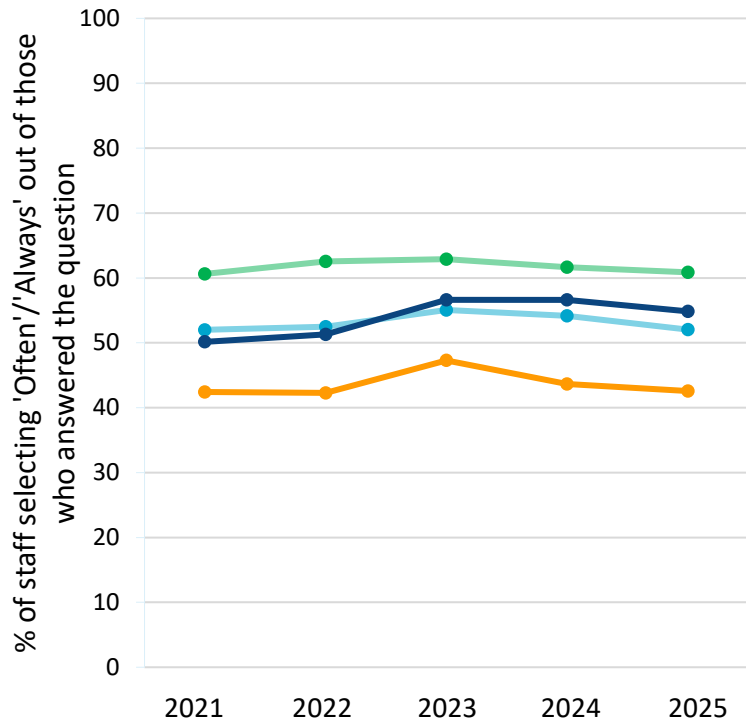
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

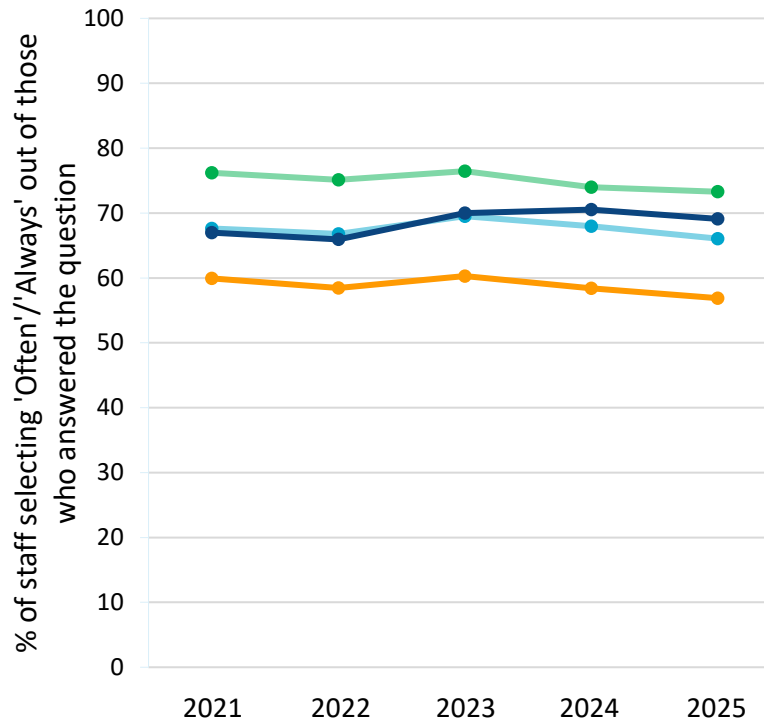
Advocacy – Q25a, Q25c, Q25d



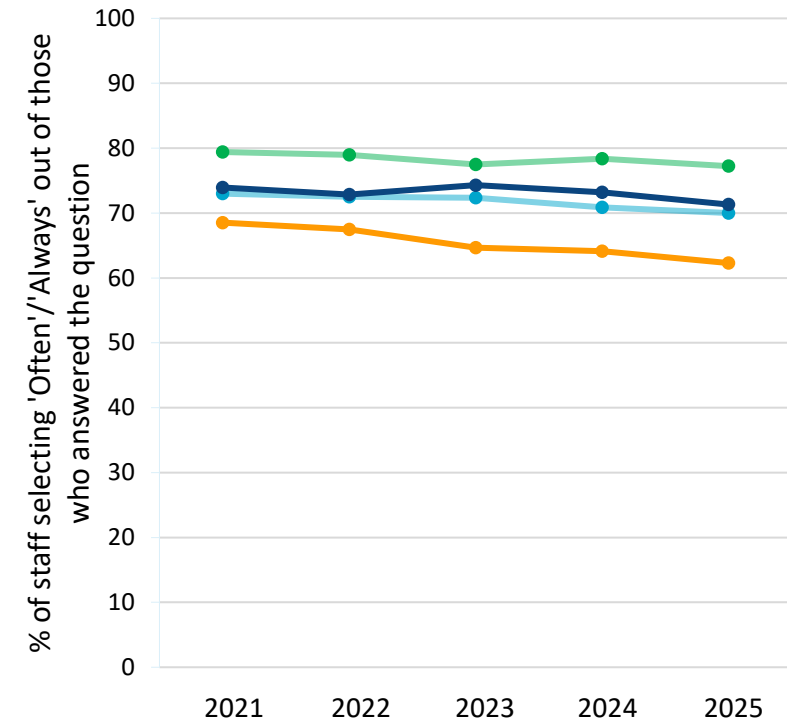
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



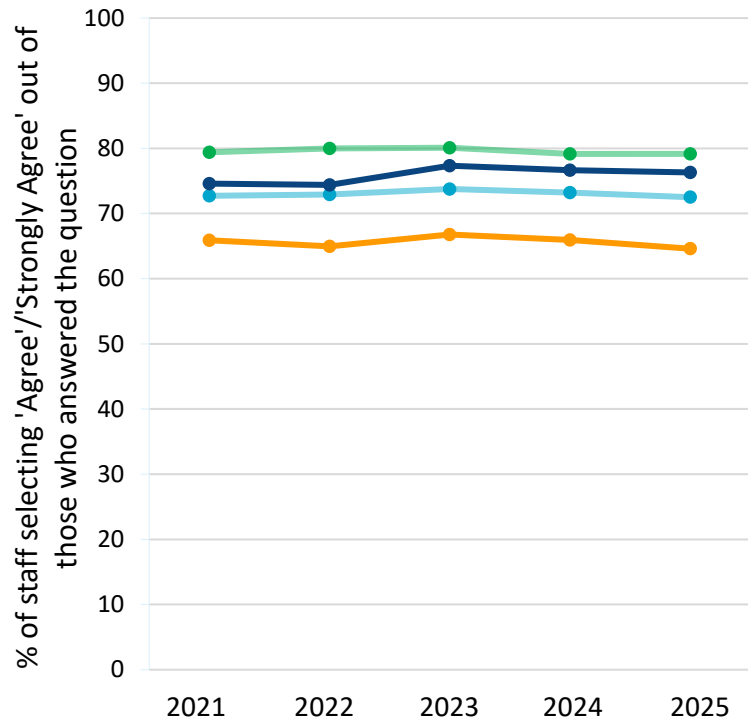
	2021	2022	2023	2024	2025
<b>Your org</b>	50.15%	51.29%	56.60%	56.62%	54.83%
<b>Best result</b>	60.62%	62.54%	62.89%	61.67%	60.88%
<b>Average result</b>	52.00%	52.48%	55.06%	54.17%	52.04%
<b>Worst result</b>	42.40%	42.29%	47.28%	43.67%	42.57%
Responses	5385	5174	6529	7205	8233

	2021	2022	2023	2024	2025
<b>Your org</b>	67.00%	65.94%	70.00%	70.52%	69.12%
<b>Best result</b>	76.21%	75.11%	76.45%	73.98%	73.28%
<b>Average result</b>	67.62%	66.77%	69.51%	67.95%	66.05%
<b>Worst result</b>	59.95%	58.47%	60.29%	58.42%	56.88%
Responses	5364	5161	6499	7153	8174

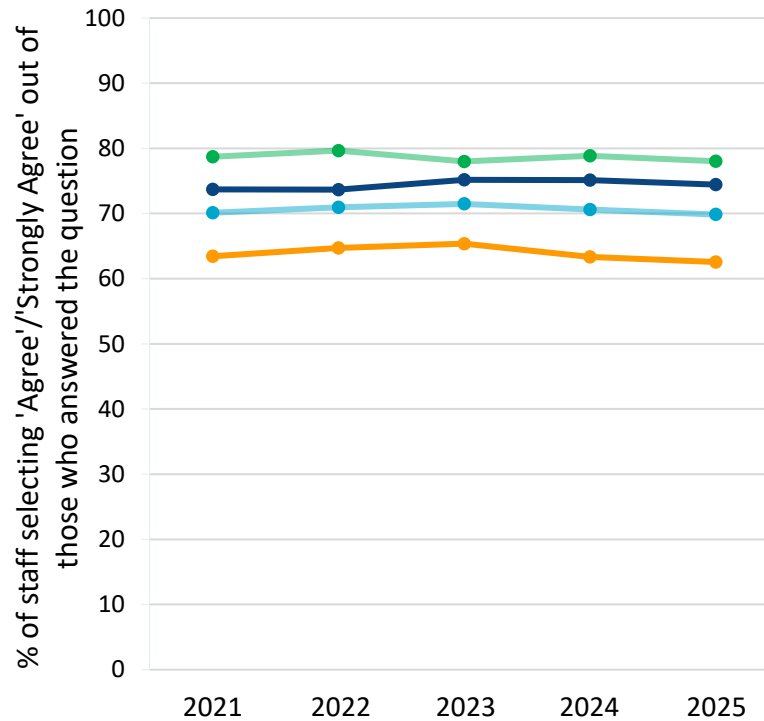
	2021	2022	2023	2024	2025
<b>Your org</b>	73.93%	72.86%	74.30%	73.20%	71.31%
<b>Best result</b>	79.40%	78.98%	77.46%	78.39%	77.22%
<b>Average result</b>	72.98%	72.52%	72.34%	70.90%	70.00%
<b>Worst result</b>	68.52%	67.46%	64.64%	64.12%	62.29%
Responses	5370	5177	6507	7160	8177



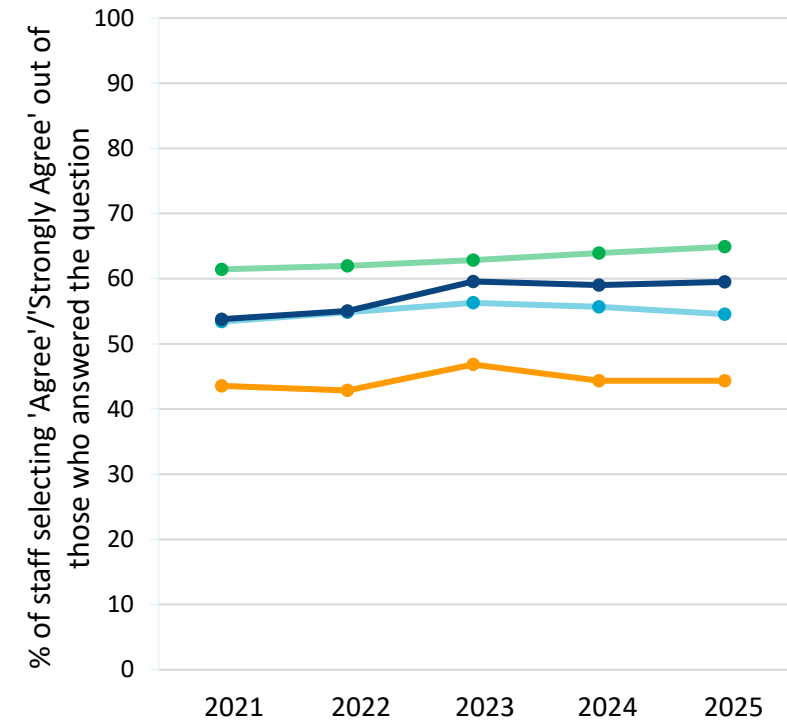
Q3c There are frequent opportunities for me to show initiative in my role.



Q3d I am able to make suggestions to improve the work of my team / department.



Q3f I am able to make improvements happen in my area of work.



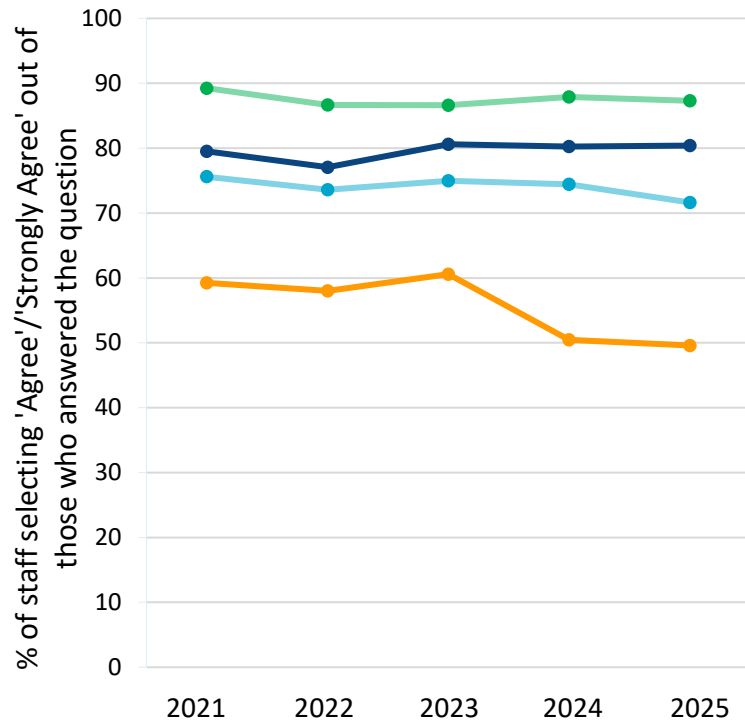
Your org	2021	2022	2023	2024	2025
Best result	79.41%	80.01%	80.10%	79.15%	79.17%
Average result	72.75%	72.91%	73.77%	73.20%	72.51%
Worst result	65.92%	64.98%	66.78%	65.94%	64.60%
Responses	5309	5195	6552	7234	8242

Your org	2021	2022	2023	2024	2025
Best result	78.70%	79.67%	78.00%	78.84%	78.03%
Average result	70.10%	70.97%	71.47%	70.61%	69.85%
Worst result	63.42%	64.70%	65.38%	63.33%	62.56%
Responses	5311	5195	6559	7231	8230

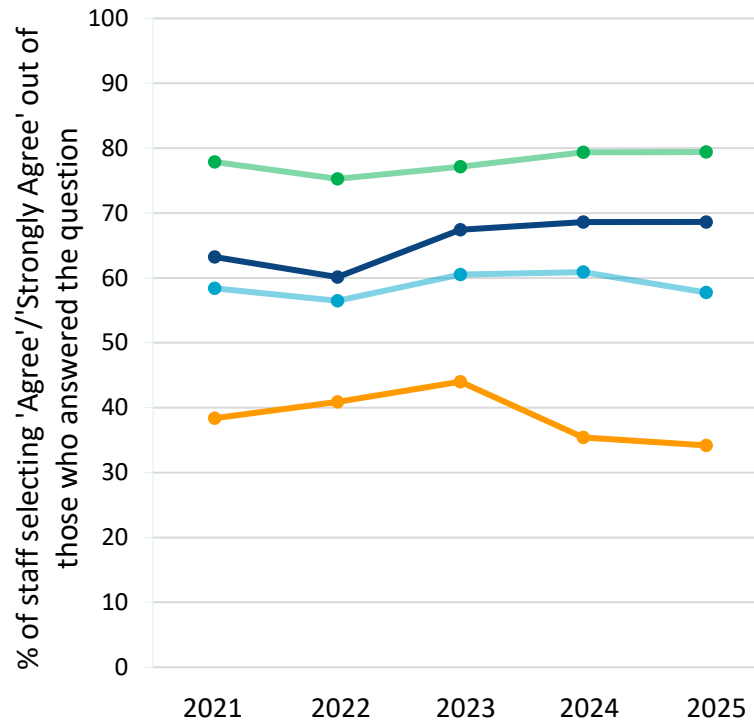
Your org	2021	2022	2023	2024	2025
Best result	61.43%	61.98%	62.84%	63.94%	64.90%
Average result	53.41%	54.86%	56.30%	55.71%	54.54%
Worst result	43.54%	42.85%	46.84%	44.35%	44.33%
Responses	5297	5194	6552	7218	8204



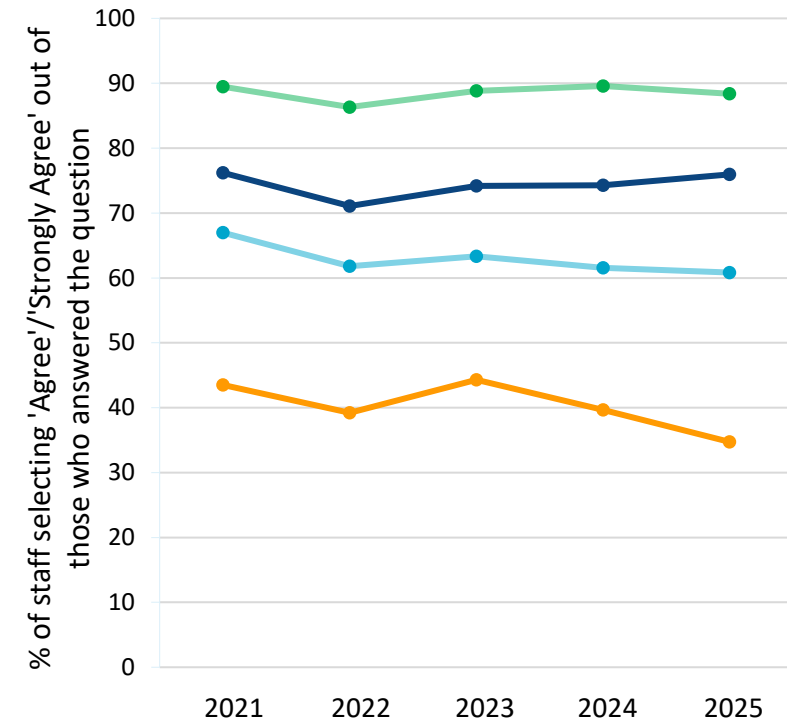
Q25a Care of patients / service users is my organisation's top priority.



Q25c I would recommend my organisation as a place to work.



Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



Your org	2021	2022	2023	2024	2025
Best result	89.24%	86.64%	86.62%	87.88%	87.31%
Average result	75.58%	73.58%	74.95%	74.42%	71.63%
Worst result	59.25%	57.99%	60.58%	50.48%	49.59%
Responses	5073	5194	6537	7195	8252

Your org	2021	2022	2023	2024	2025
Best result	77.86%	75.26%	77.14%	79.37%	79.40%
Average result	58.41%	56.47%	60.52%	60.89%	57.77%
Worst result	38.40%	40.90%	44.01%	35.43%	34.20%
Responses	5067	5192	6532	7185	8248

Your org	2021	2022	2023	2024	2025
Best result	89.49%	86.33%	88.81%	89.58%	88.41%
Average result	66.97%	61.78%	63.32%	61.55%	60.83%
Worst result	43.50%	39.20%	44.30%	39.68%	34.73%
Responses	5066	5191	6527	7194	8227

## Theme - Morale



### Questions included:

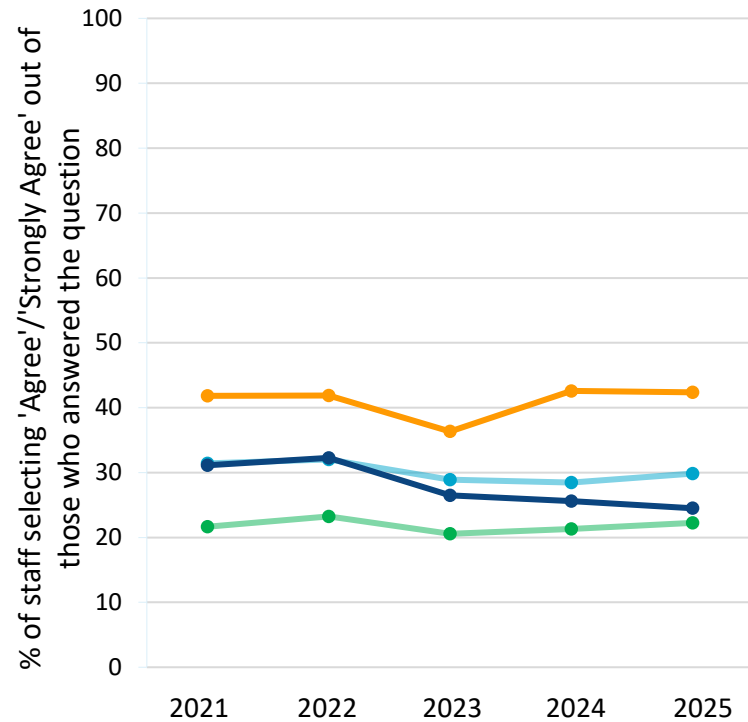
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

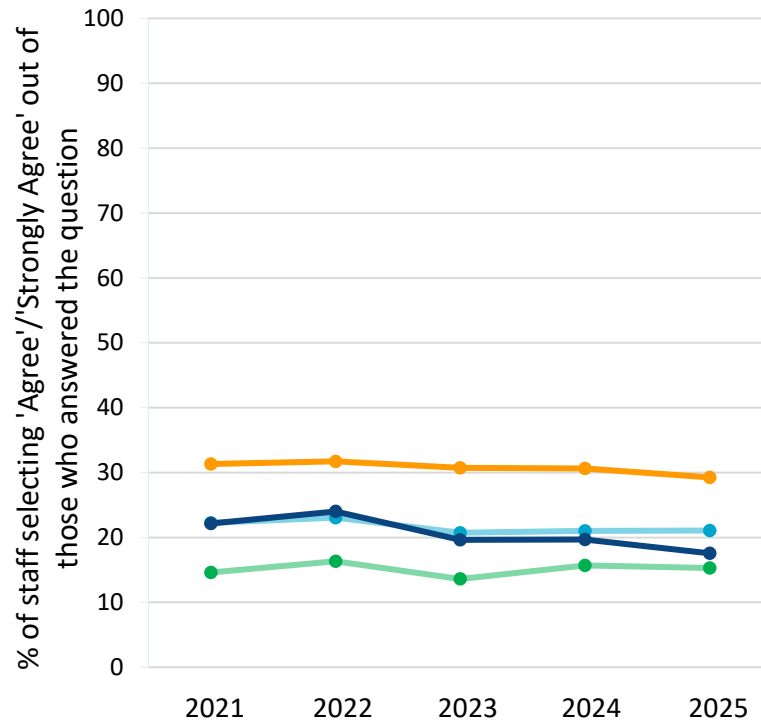


Q26a I often think about leaving this organisation.



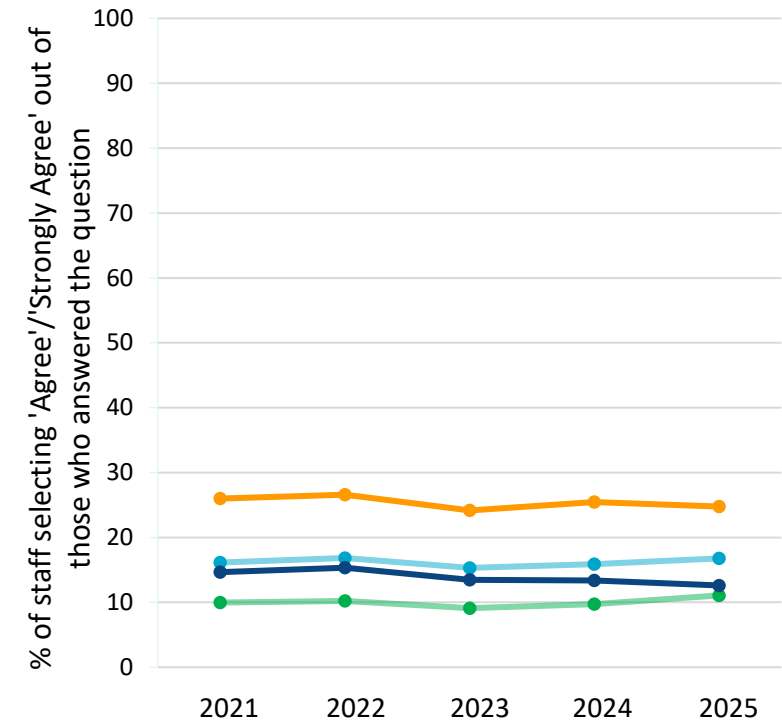
<b>Your org</b>	31.10%	32.27%	26.48%	25.60%	24.50%
<b>Best result</b>	21.67%	23.25%	20.56%	21.31%	22.27%
<b>Average result</b>	31.44%	32.02%	28.90%	28.46%	29.83%
<b>Worst result</b>	41.82%	41.89%	36.33%	42.59%	42.38%
Responses	5061	5189	6544	7216	8253

Q26b I will probably look for a job at a new organisation in the next 12 months.



<b>Your org</b>	22.17%	24.00%	19.65%	19.68%	17.56%
<b>Best result</b>	14.63%	16.33%	13.60%	15.69%	15.29%
<b>Average result</b>	22.24%	23.06%	20.73%	21.00%	21.07%
<b>Worst result</b>	31.33%	31.73%	30.75%	30.62%	29.26%
Responses	5053	5184	6539	7210	8233

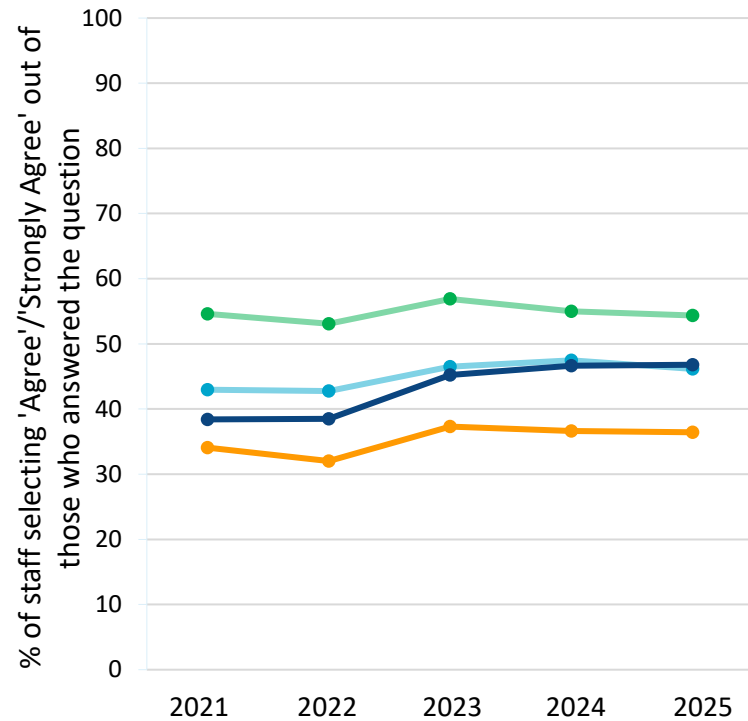
Q26c As soon as I can find another job, I will leave this organisation.



<b>Your org</b>	14.67%	15.34%	13.50%	13.38%	12.61%
<b>Best result</b>	9.95%	10.19%	9.11%	9.75%	11.07%
<b>Average result</b>	16.15%	16.84%	15.32%	15.87%	16.77%
<b>Worst result</b>	25.98%	26.59%	24.17%	25.47%	24.76%
Responses	5050	5178	6527	7195	8192

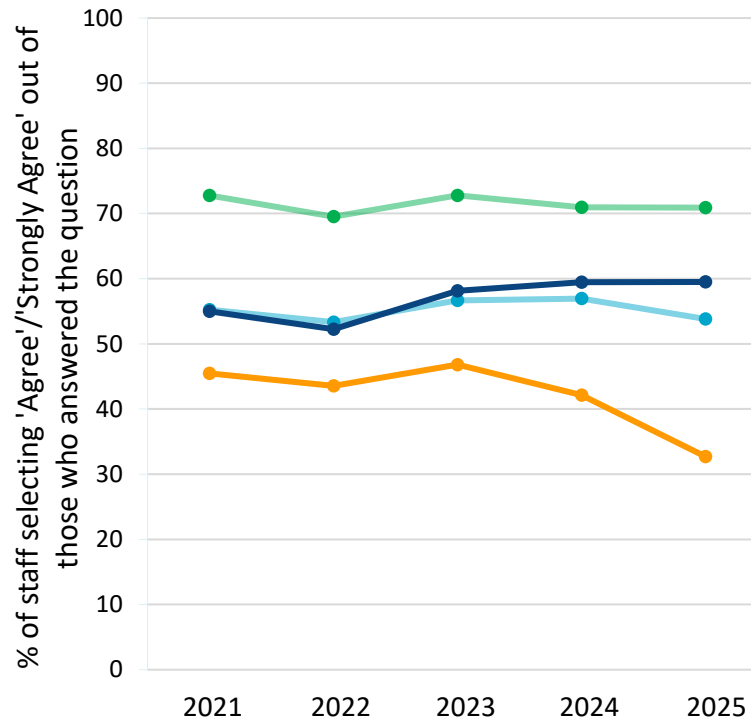


Q3g I am able to meet all the conflicting demands on my time at work.



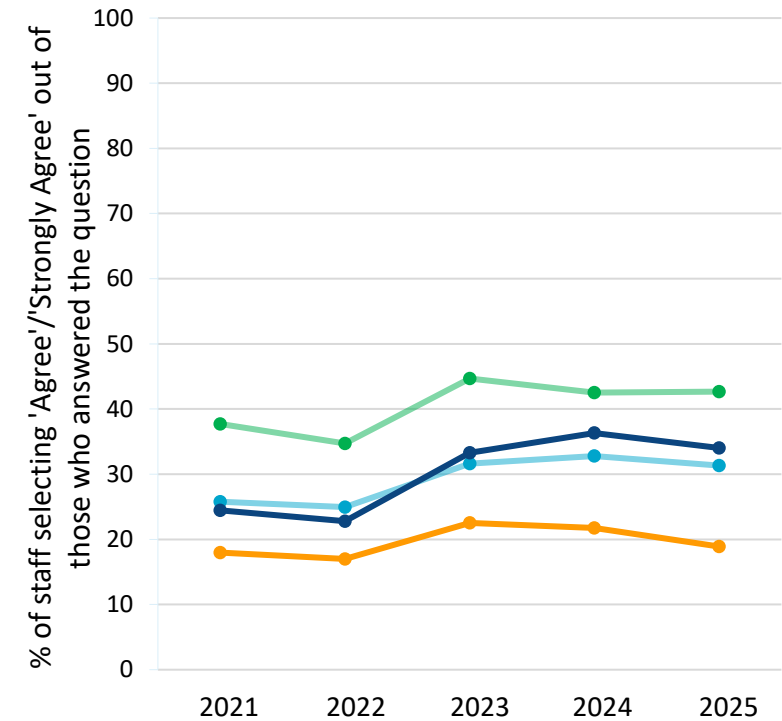
Your org	2021	2022	2023	2024	2025
<b>Best result</b>	54.61%	53.09%	56.89%	54.99%	54.34%
<b>Average result</b>	42.96%	42.76%	46.52%	47.47%	46.14%
<b>Worst result</b>	34.06%	32.02%	37.31%	36.63%	36.45%
Responses	5294	5187	6549	7213	8211

Q3h I have adequate materials, supplies and equipment to do my work.



Your org	2021	2022	2023	2024	2025
<b>Best result</b>	72.77%	69.52%	72.79%	70.96%	70.92%
<b>Average result</b>	55.26%	53.34%	56.68%	56.94%	53.84%
<b>Worst result</b>	45.45%	43.54%	46.82%	42.11%	32.70%
Responses	5302	5202	6561	7224	8196

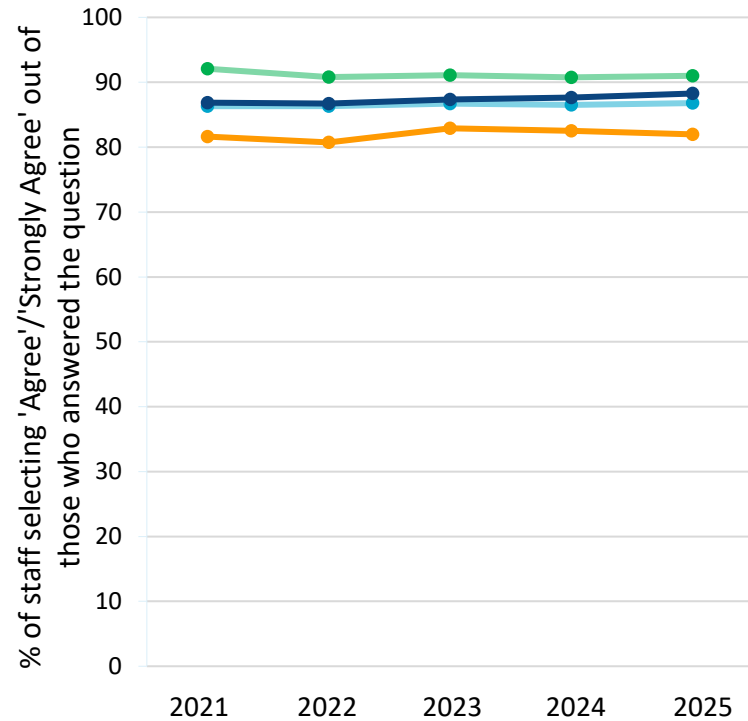
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	2021	2022	2023	2024	2025
<b>Best result</b>	37.72%	34.72%	44.68%	42.50%	42.65%
<b>Average result</b>	25.79%	24.95%	31.62%	32.78%	31.34%
<b>Worst result</b>	17.94%	17.00%	22.52%	21.73%	18.91%
Responses	5310	5197	6569	7230	8255

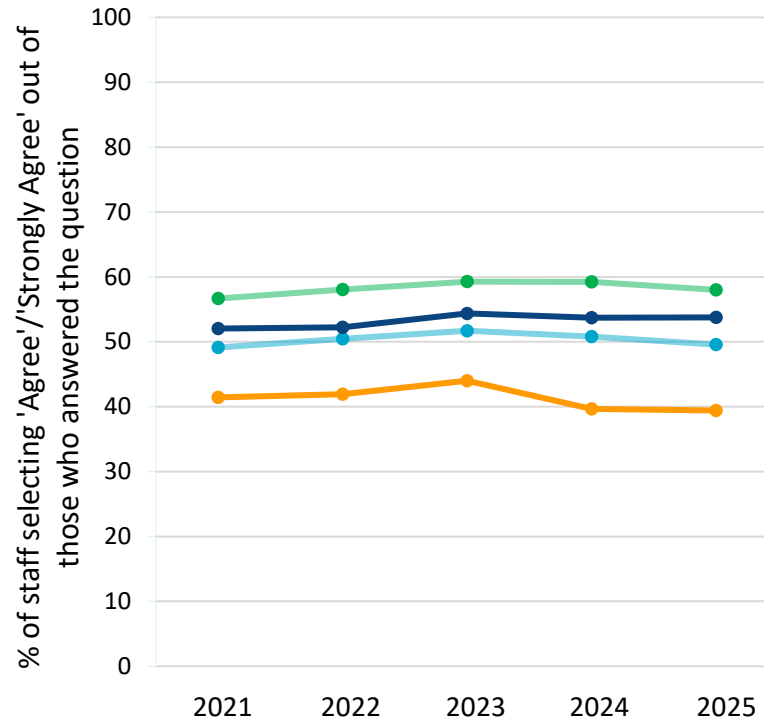


Q3a I always know what my work responsibilities are.



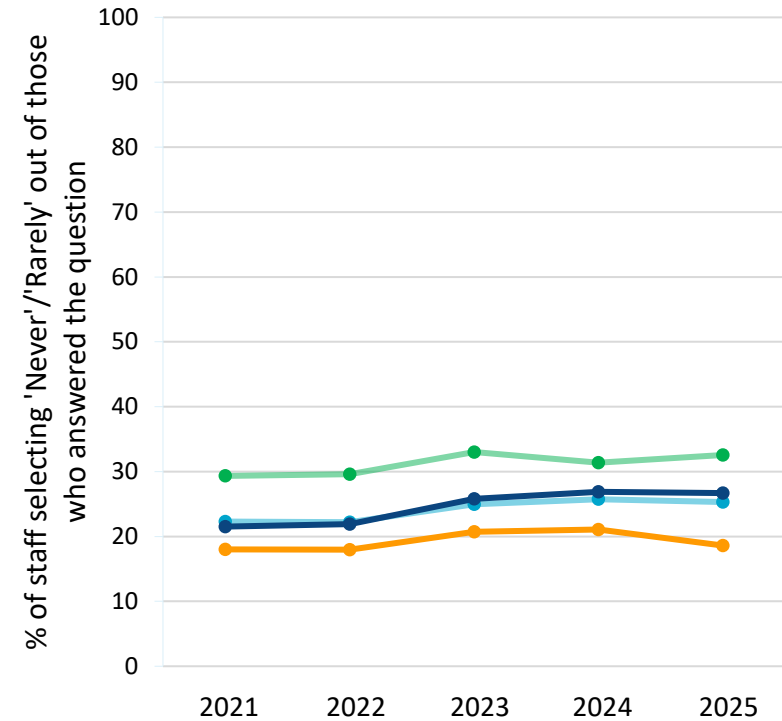
Your org	86.87%	86.72%	87.35%	87.64%	88.26%
Best result	92.09%	90.81%	91.10%	90.75%	91.00%
Average result	86.33%	86.32%	86.69%	86.53%	86.79%
Worst result	81.63%	80.73%	82.90%	82.49%	81.95%
Responses	5309	5209	6572	7246	8290

Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



Your org	52.04%	52.22%	54.37%	53.70%	53.75%
Best result	56.66%	58.05%	59.27%	59.26%	58.01%
Average result	49.12%	50.45%	51.71%	50.82%	49.59%
Worst result	41.44%	41.94%	44.00%	39.68%	39.41%
Responses	5310	5198	6558	7222	8244

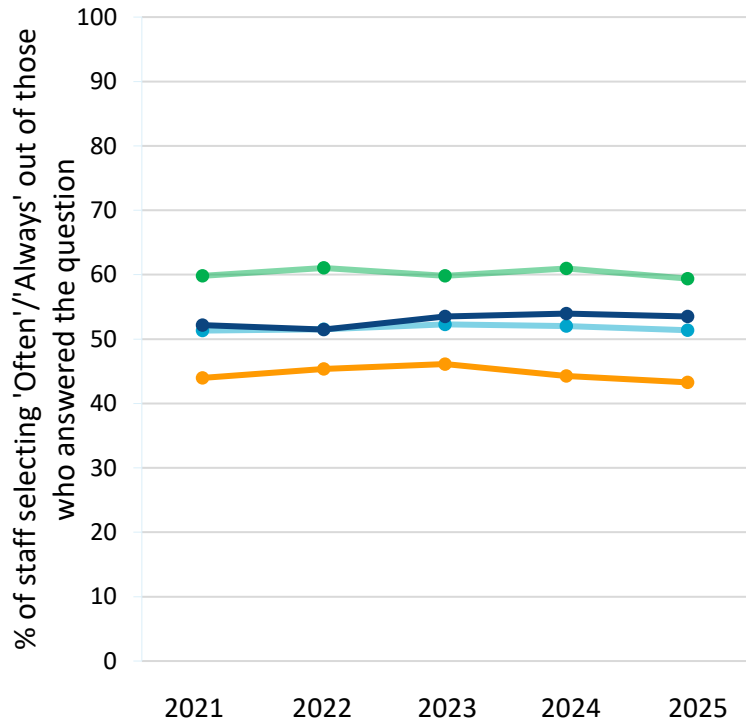
Q5a I have unrealistic time pressures.



Your org	21.52%	21.91%	25.79%	26.88%	26.71%
Best result	29.33%	29.60%	33.01%	31.38%	32.55%
Average result	22.28%	22.20%	24.97%	25.73%	25.30%
Worst result	18.03%	17.97%	20.72%	21.07%	18.61%
Responses	5263	5196	6554	7231	8254

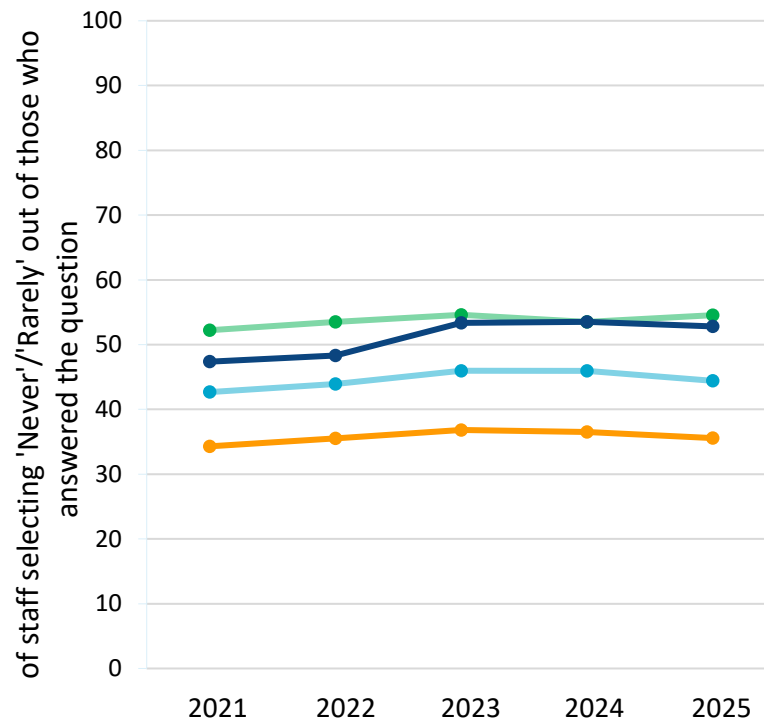


Q5b I have a choice in deciding how to do my work.



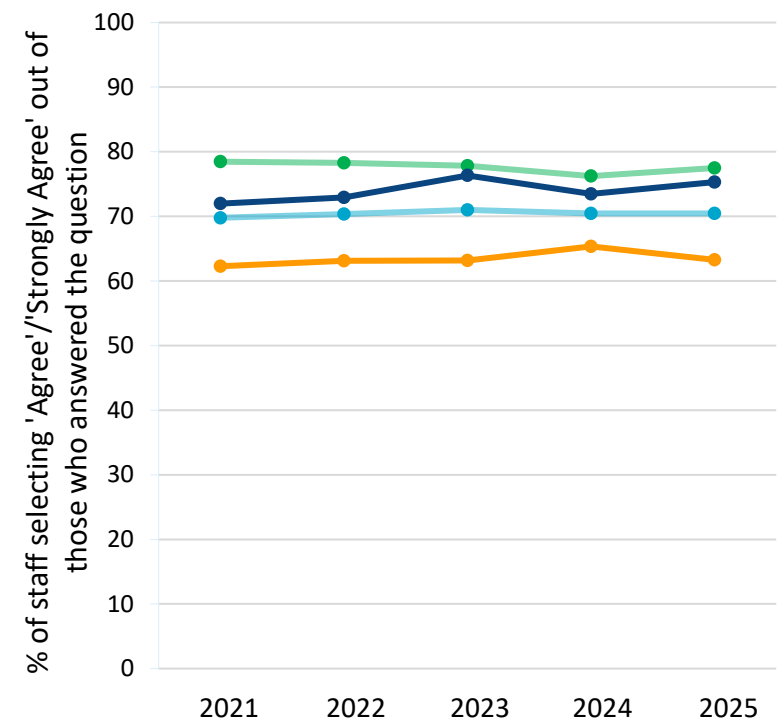
Responses	5272	5196	6561	7228	8238
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Q5c Relationships at work are strained.



Responses	5266	5197	6541	7215	8237
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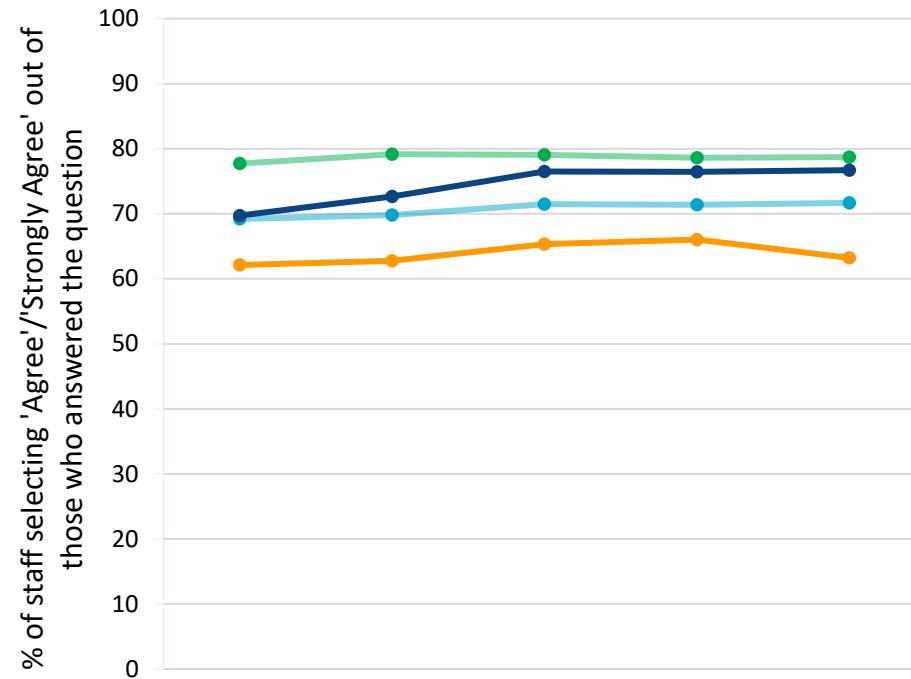
Q7c I receive the respect I deserve from my colleagues at work.



Responses	5236	5208	6557	7225	8248
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Q9a My immediate manager encourages me at work.



	2021	2022	2023	2024	2025
<b>Your org</b>	69.72%	72.68%	76.51%	76.46%	76.71%
<b>Best result</b>	77.71%	79.16%	79.07%	78.62%	78.70%
<b>Average result</b>	69.20%	69.81%	71.47%	71.36%	71.67%
<b>Worst result</b>	62.12%	62.77%	65.31%	66.03%	63.21%
Responses	5179	5204	6563	7230	8262

## Questions not linked to People Promise elements or themes

Questions included:\*

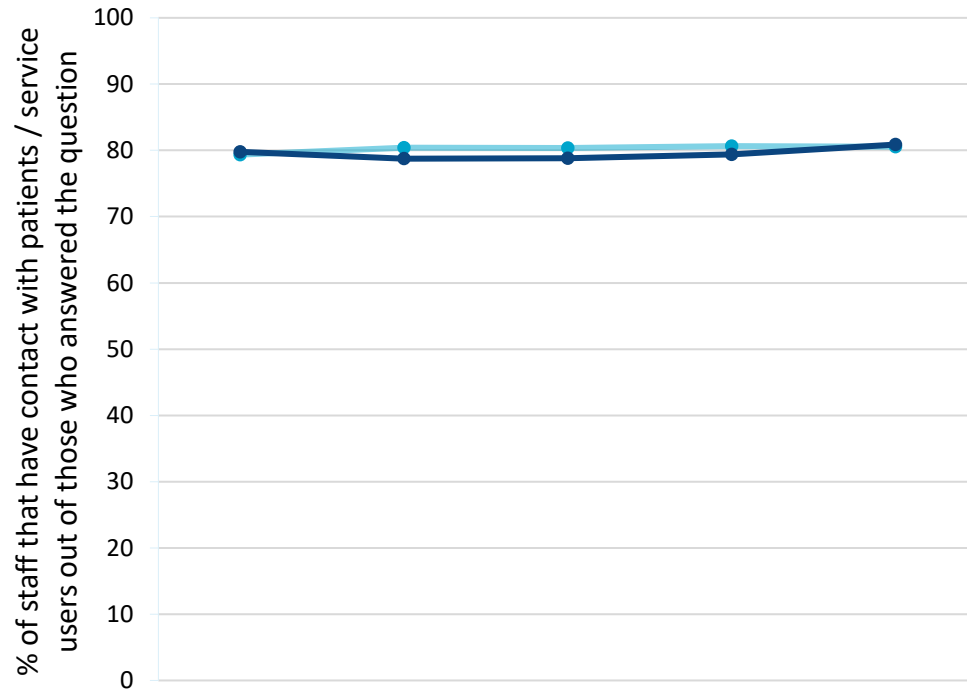
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

\*The results for Q17a, Q17b and Q22 are reported in the section for People Promise element 4: We are safe and healthy. The results for Q24f are reported in the section for People Promise element 5: We are always learning. These questions do not contribute to any score or sub-score calculations.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?

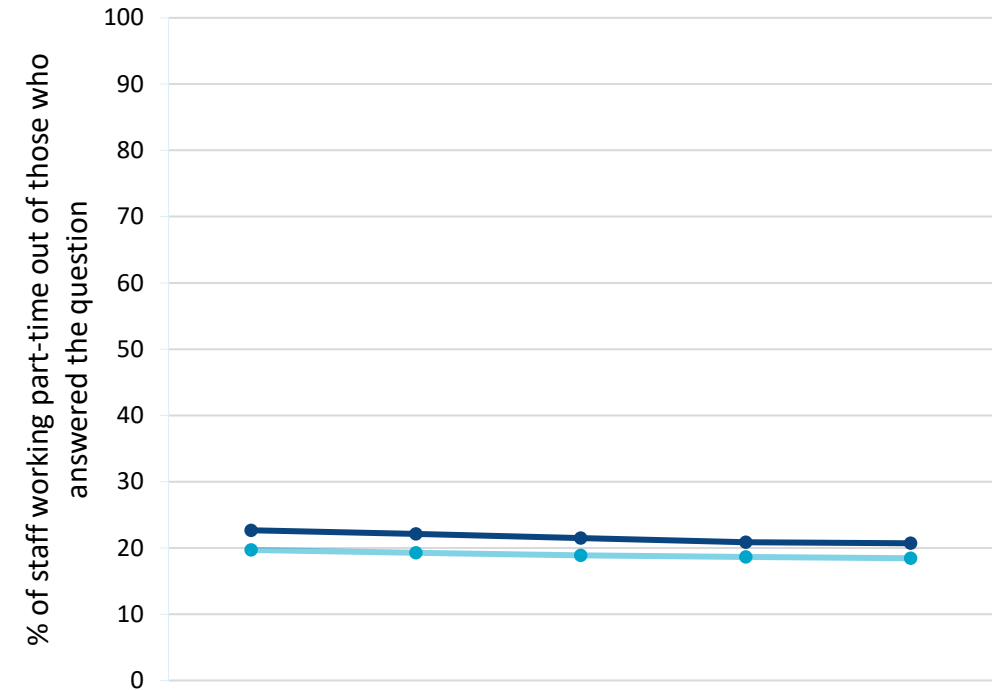


2021 2022 2023 2024 2025

Your org	79.77%	78.75%	78.82%	79.37%	80.87%
Average	79.36%	80.42%	80.37%	80.65%	80.54%

Responses 5373 5166 6520 7203 8214

Q10a How many hours a week are you contracted to work?



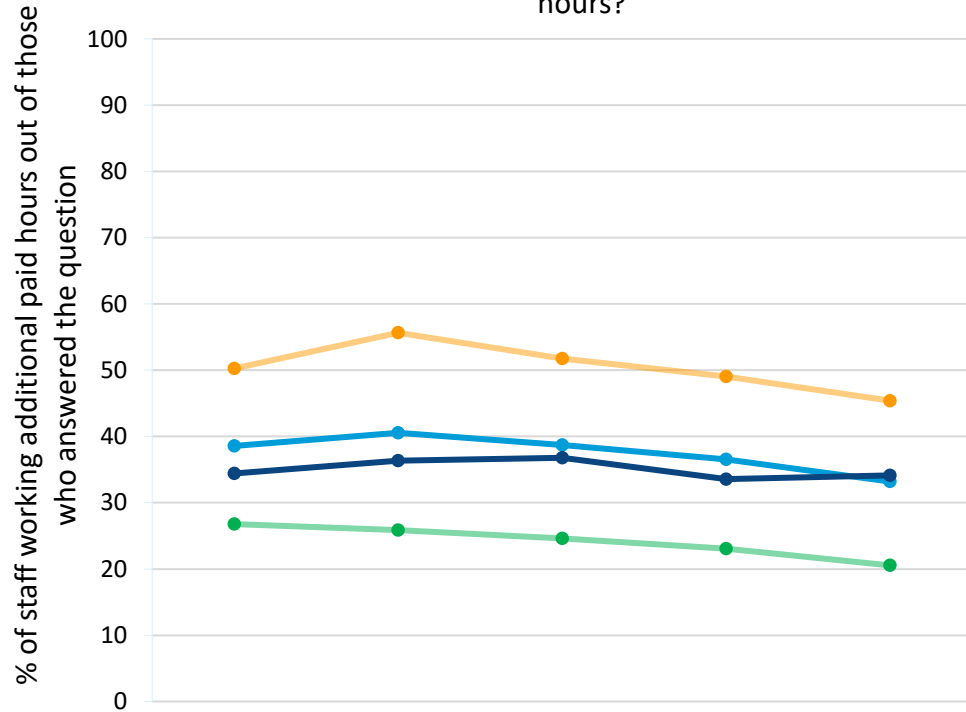
2021 2022 2023 2024 2025

Your org	22.66%	22.10%	21.49%	20.88%	20.70%
Average	19.69%	19.24%	18.88%	18.64%	18.44%

Responses 5074 5099 6417 7083 7744



Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?

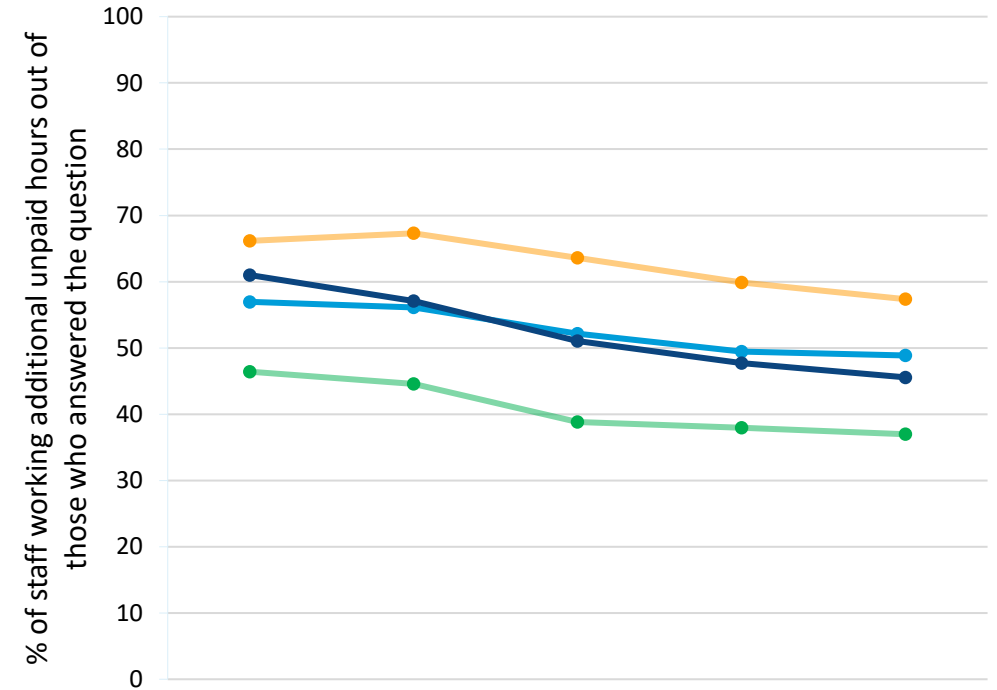


2021 2022 2023 2024 2025

Your org	34.41%	36.33%	36.78%	33.57%	34.14%
Lowest	26.78%	25.89%	24.62%	23.04%	20.54%
Average	38.55%	40.56%	38.69%	36.54%	33.20%
Highest	50.26%	55.65%	51.73%	49.05%	45.40%

Responses 5138 5144 6462 7124 7971

Q10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?



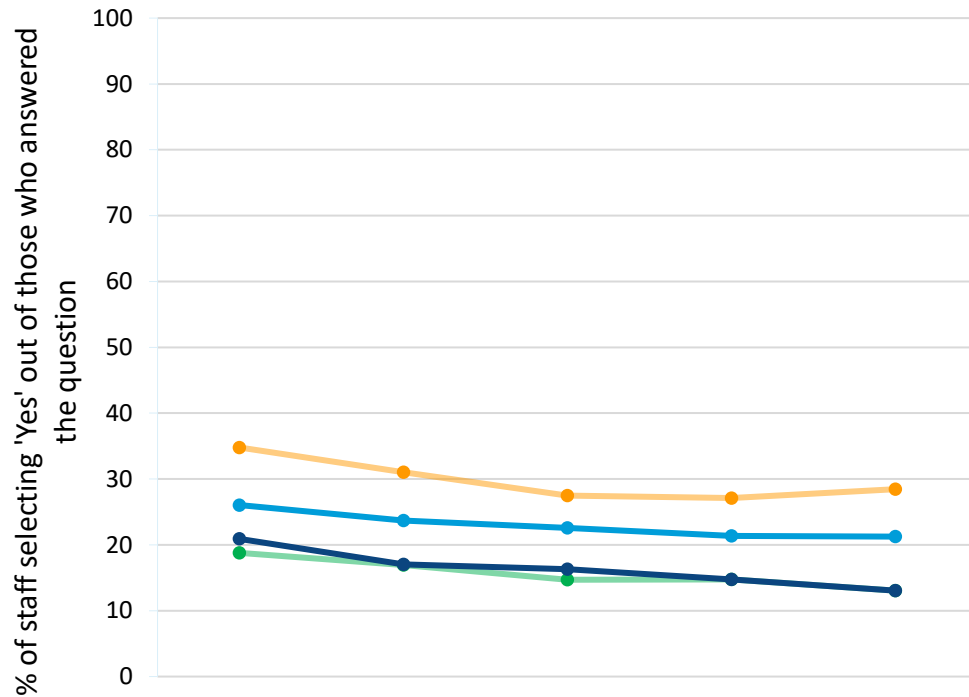
2021 2022 2023 2024 2025

Your org	61.00%	57.09%	51.05%	47.71%	45.56%
Lowest	46.42%	44.57%	38.81%	37.94%	36.98%
Average	56.96%	56.11%	52.13%	49.47%	48.87%
Highest	66.17%	67.31%	63.58%	59.88%	57.36%

Responses 5125 5144 6431 7113 7916

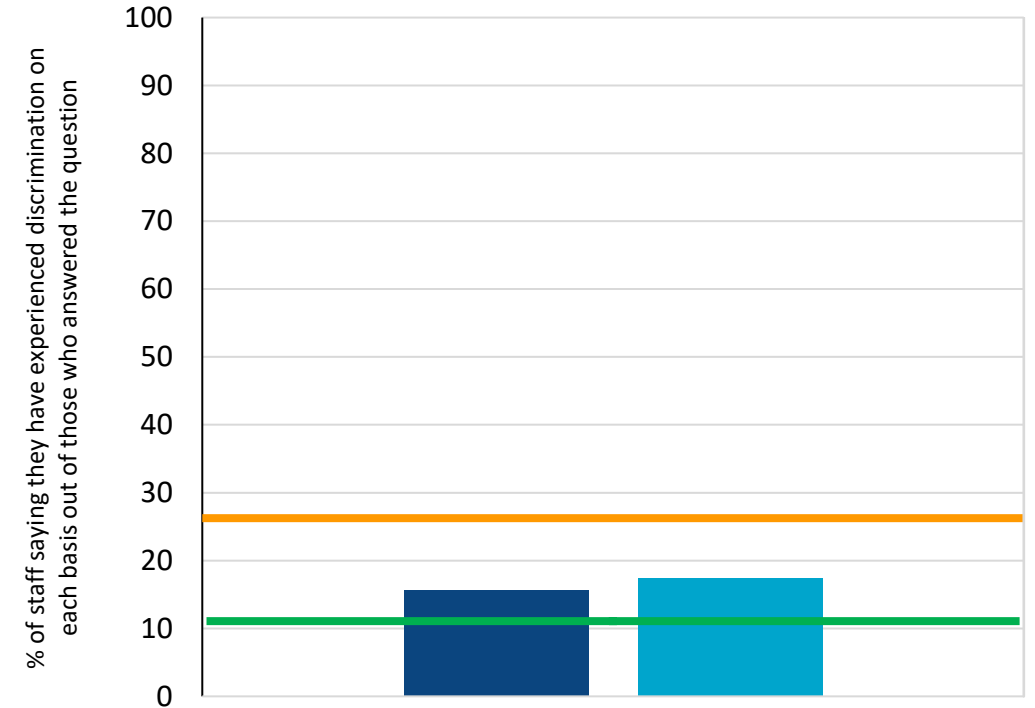


Q11e\* Have you felt pressure from your manager to come to work?



	2021	2022	2023	2024	2025
Your org	20.91%	17.02%	16.31%	14.76%	13.05%
Best result	18.79%	16.95%	14.72%	14.76%	13.05%
Average result	26.04%	23.70%	22.58%	21.34%	21.25%
Worst result	34.79%	31.04%	27.49%	27.11%	28.45%
Responses	2568	2783	3126	3480	4104

Q16c.1 On what grounds have you experienced discrimination? – Age.



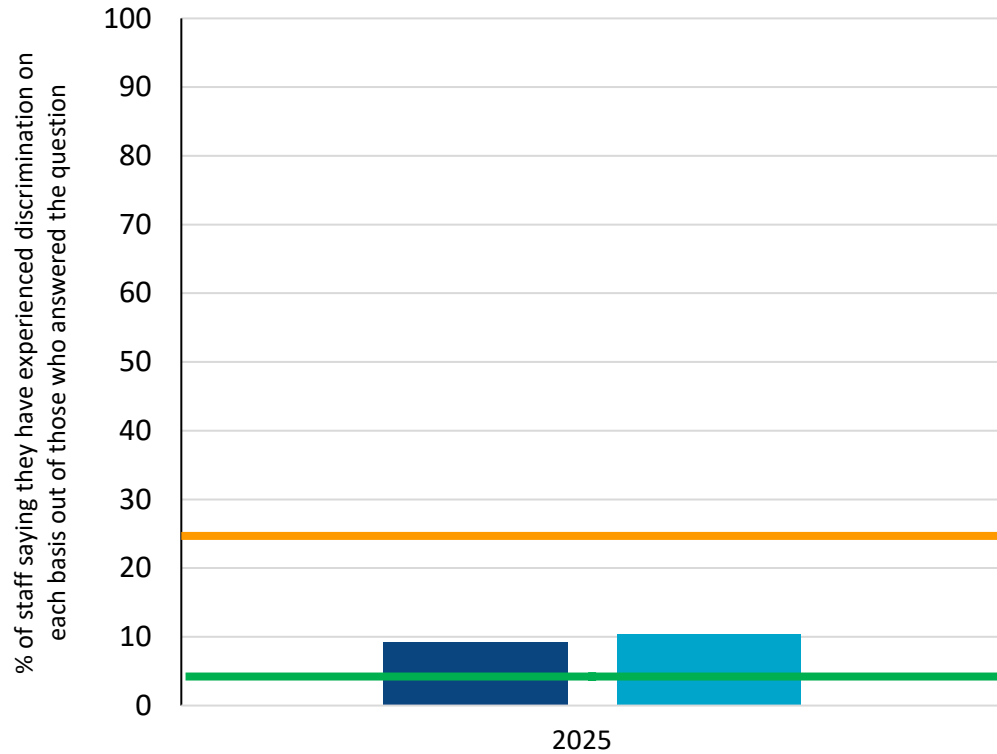
	2025
Your org	15.72%
Best result	11.08%
Average result	17.46%
Worst result	26.25%
Responses	1125

\*Q11e is only answered by staff who responded 'Yes' to Q11d.

Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

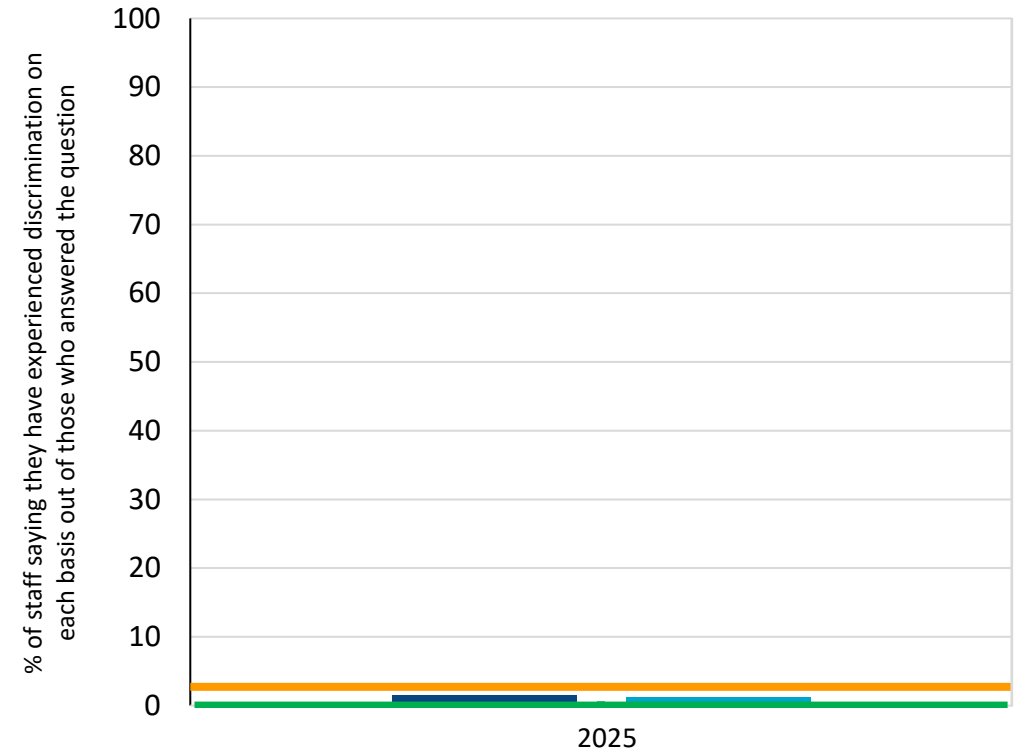


Q16c.2 On what grounds have you experienced discrimination?  
– Disability.



Your org	9.19%
Best result	4.23%
Average result	10.47%
Worst result	24.69%
Responses	1125

Q16c.3 On what grounds have you experienced discrimination?  
– Gender reassignment.

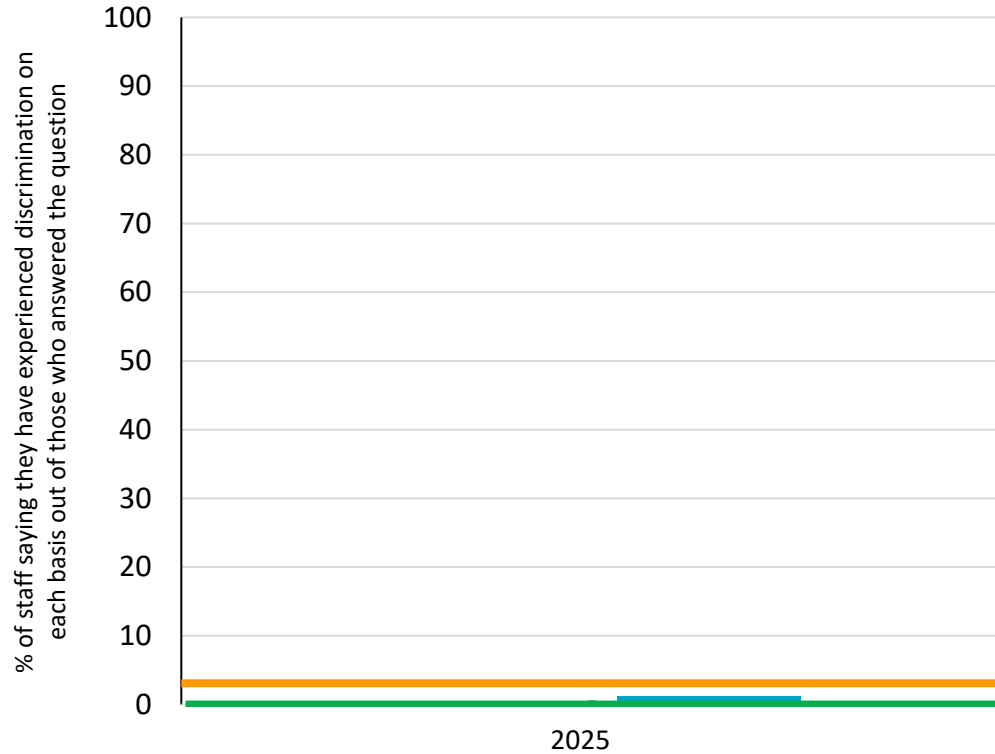


Your org	1.55%
Best result	0.00%
Average result	1.25%
Worst result	2.73%
Responses	1125

Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

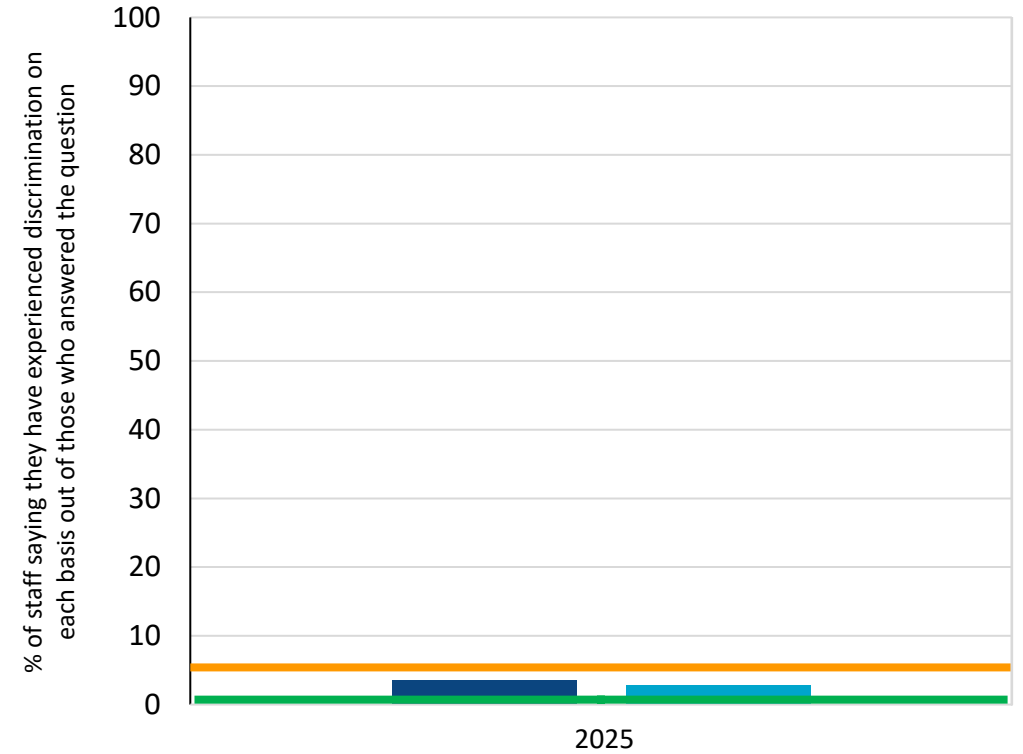


Q16c.4 On what grounds have you experienced discrimination?  
– Marriage and civil partnership.



Your org	0.55%
Best result	0.00%
Average result	1.23%
Worst result	3.09%
Responses	1125

Q16c.5 On what grounds have you experienced discrimination?  
– Pregnancy and maternity.

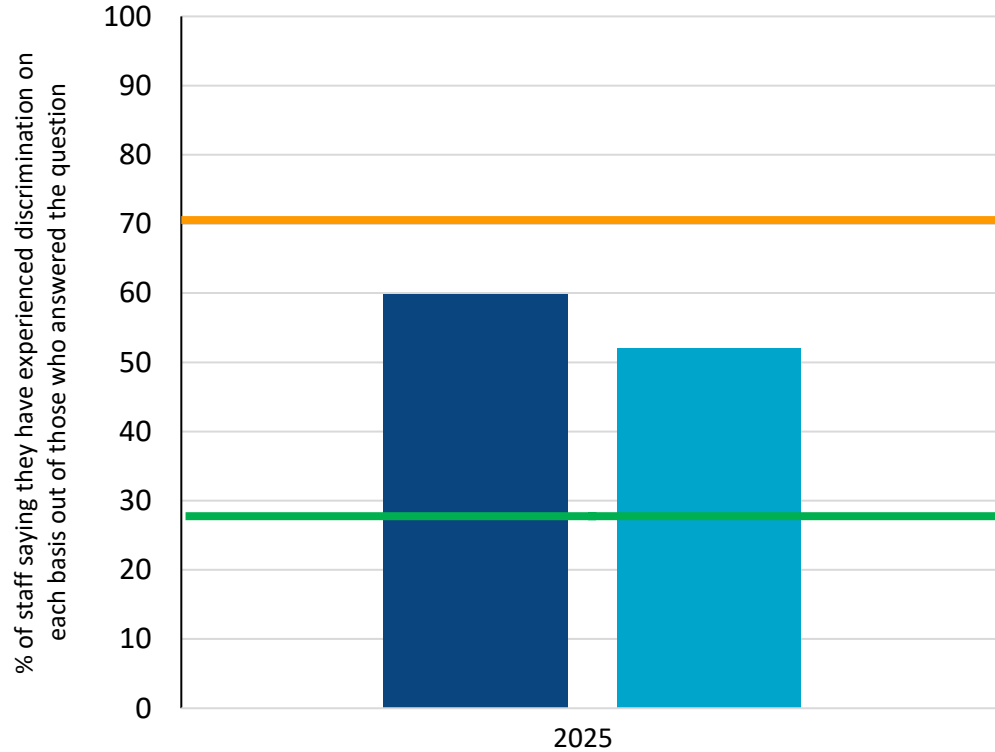


Your org	3.59%
Best result	0.72%
Average result	2.83%
Worst result	5.41%
Responses	1125

Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

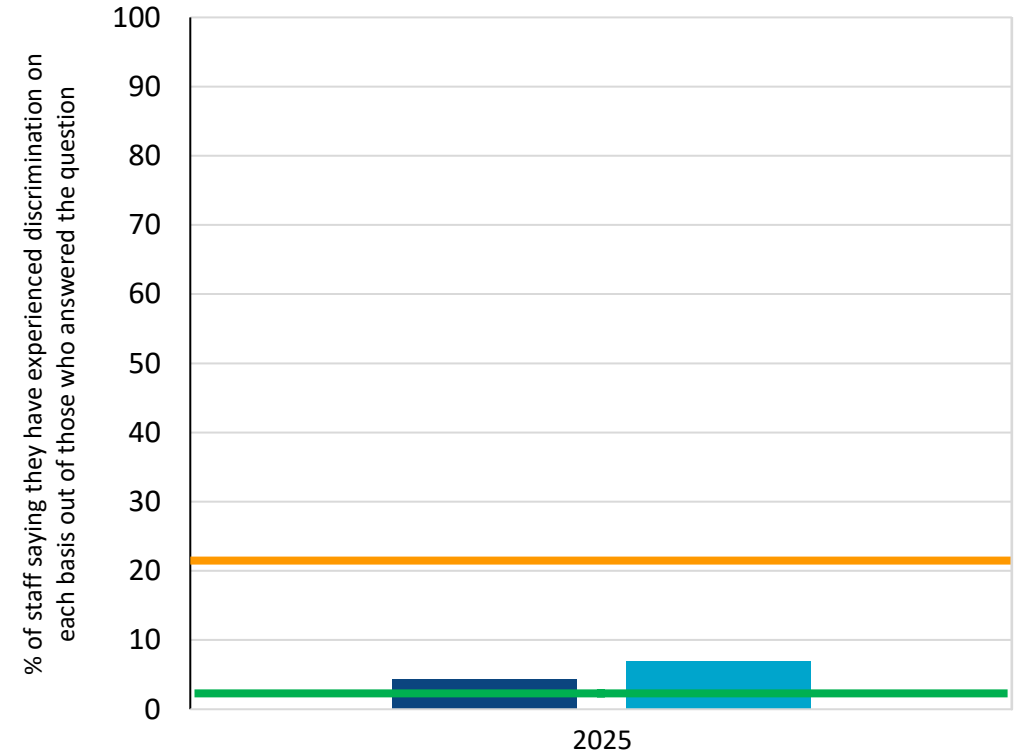


Q16c.6 On what grounds have you experienced discrimination?  
– Race.



Your org	59.85%
Best result	27.76%
Average result	52.00%
Worst result	70.56%
Responses	1125

Q16c.7 On what grounds have you experienced discrimination?  
– Religion or belief.

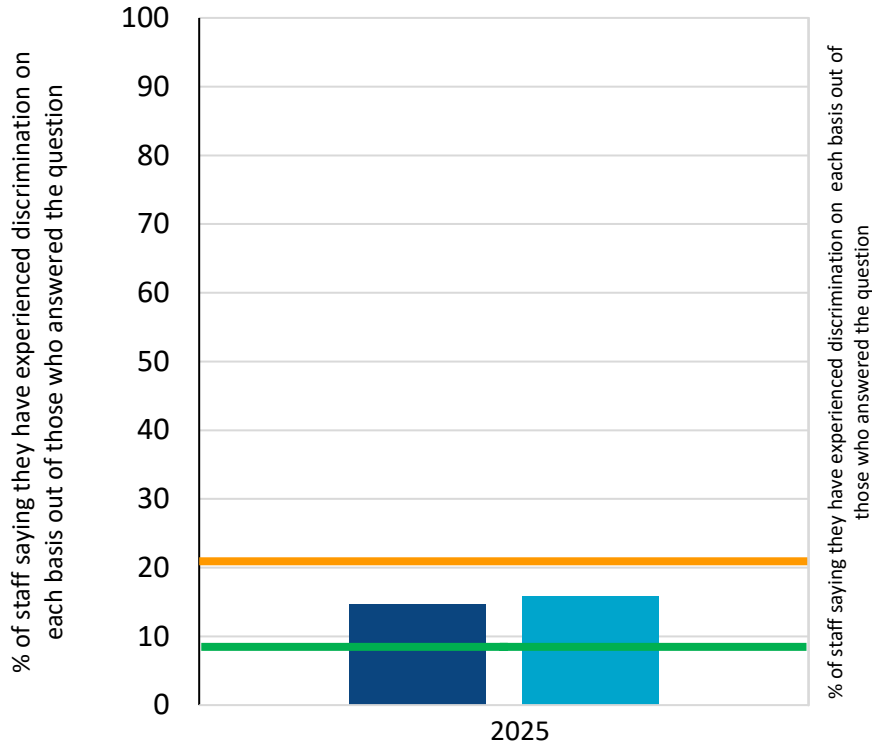


Your org	4.34%
Best result	2.29%
Average result	6.87%
Worst result	21.49%
Responses	1125

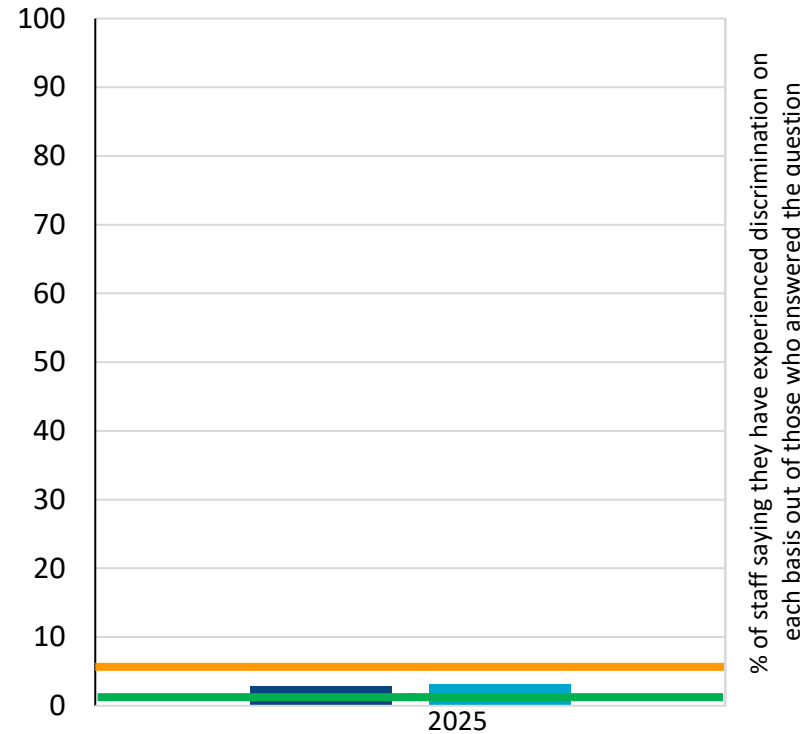
Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>



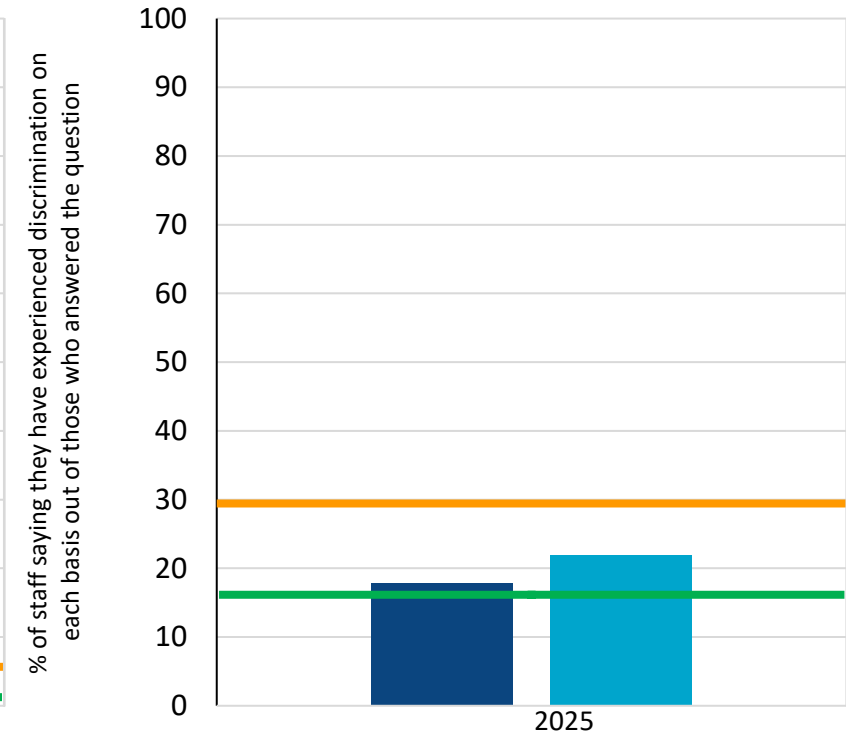
Q16c.8 On what grounds have you experienced discrimination? -- Sex.



Q16c.9 On what grounds have you experienced discrimination? -- Sexual orientation.



Q16c.10 On what grounds have you experienced discrimination? -- Other.



Your org	14.70%
Best result	8.47%
Average result	15.75%
Worst result	20.93%
Responses	1125

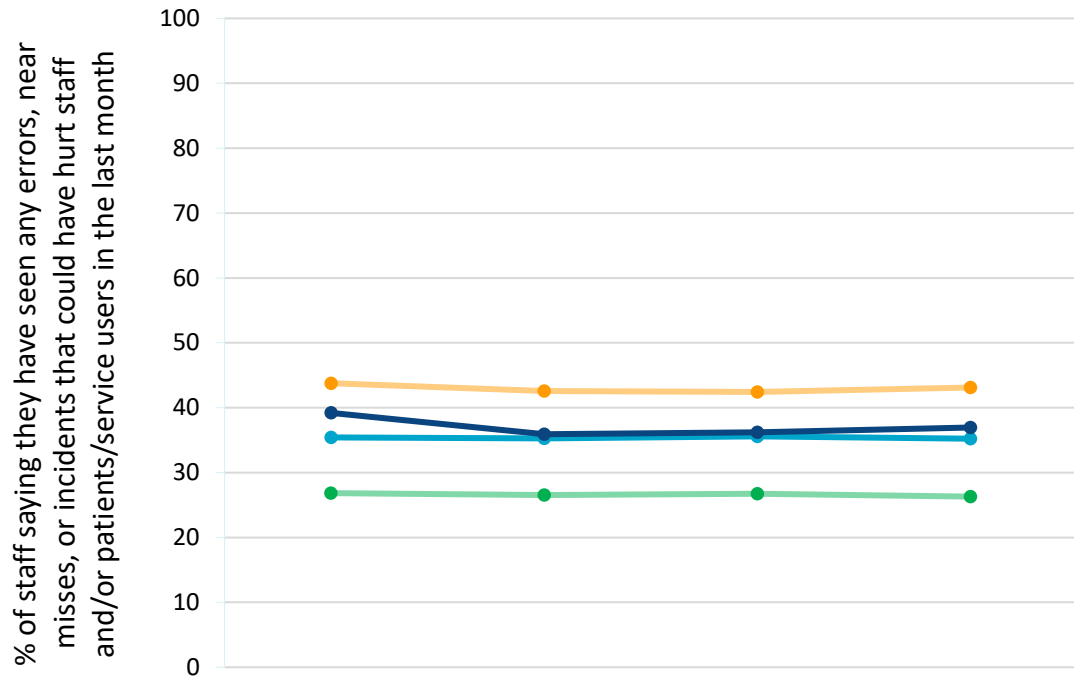
Your org	2.83%
Best result	1.25%
Average result	3.12%
Worst result	5.67%
Responses	1125

Your org	17.77%
Best result	16.16%
Average result	21.87%
Worst result	29.43%
Responses	1125

Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>



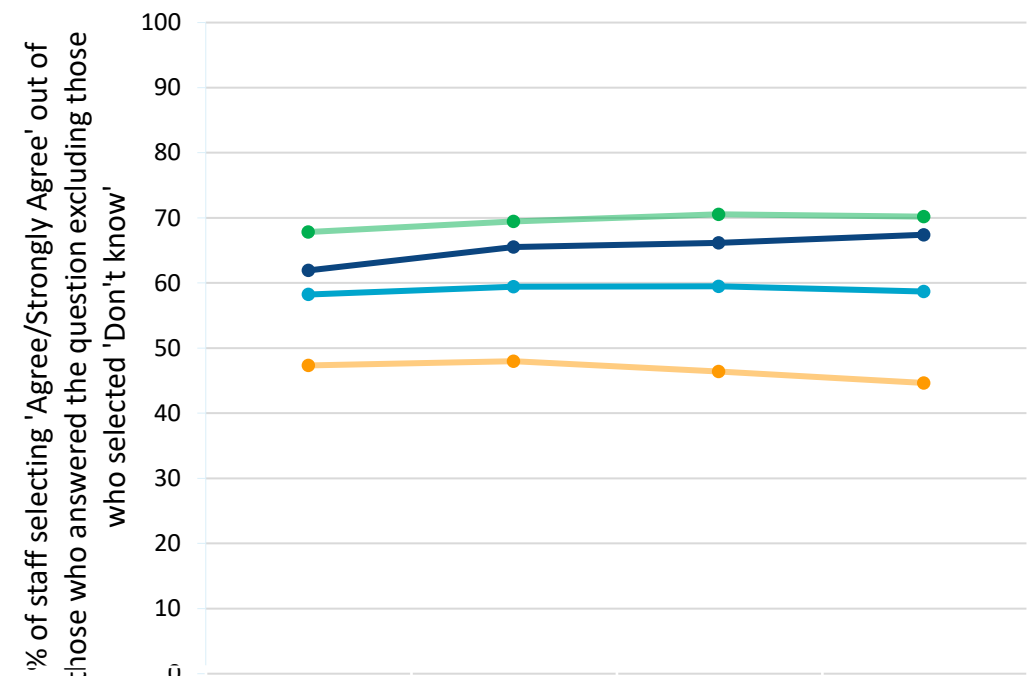
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023	2024	2025
<b>Your org</b>	39.20%	35.91%	36.19%	36.93%
<b>Best result</b>	26.83%	26.55%	26.76%	26.30%
<b>Average result</b>	35.40%	35.27%	35.58%	35.22%
<b>Worst result</b>	43.77%	42.55%	42.43%	43.10%

Responses 5107 6443 7103 8099

Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.

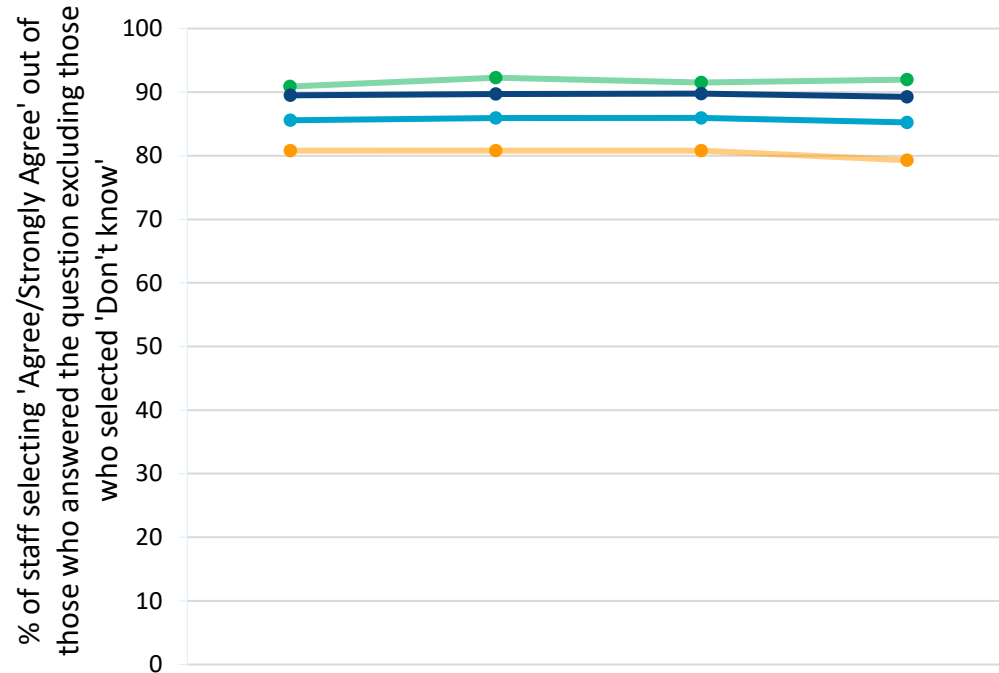


	2022	2023	2024	2025
<b>Your org</b>	61.93%	65.54%	66.15%	67.41%
<b>Best result</b>	67.83%	69.44%	70.55%	70.22%
<b>Average result</b>	58.23%	59.41%	59.50%	58.69%
<b>Worst result</b>	47.33%	47.99%	46.42%	44.65%

Responses 3939 5011 5559 6602

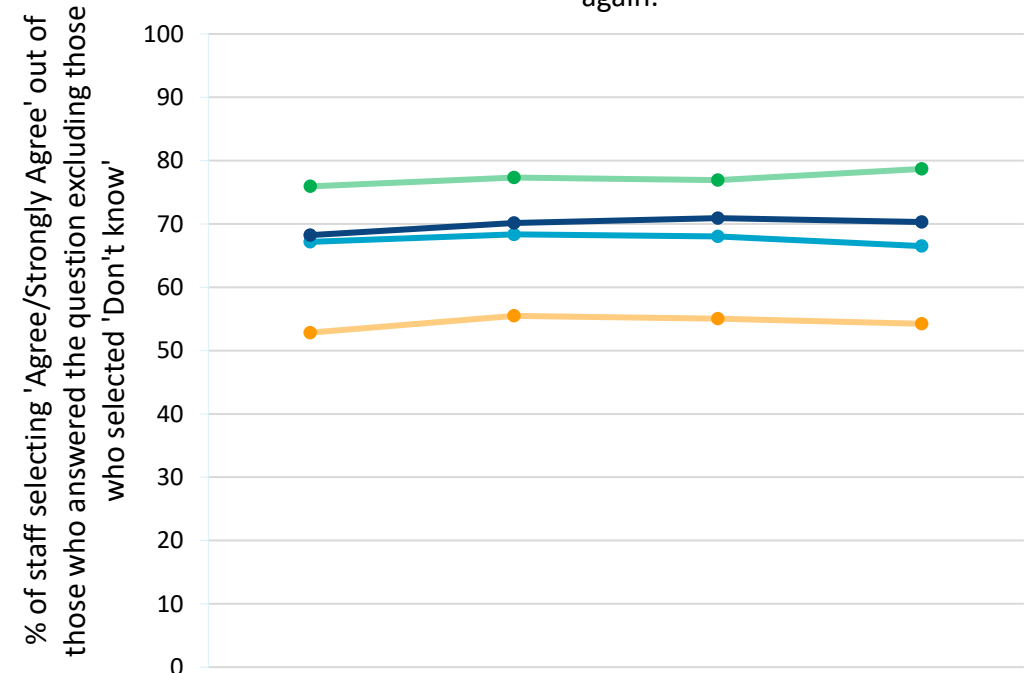


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024	2025
<b>Your org</b>	89.53%	89.72%	89.77%	89.26%
<b>Best result</b>	90.89%	92.27%	91.54%	91.95%
<b>Average result</b>	85.58%	85.93%	85.95%	85.24%
<b>Worst result</b>	80.81%	80.78%	80.79%	79.29%
Responses	5013	6312	6933	7967

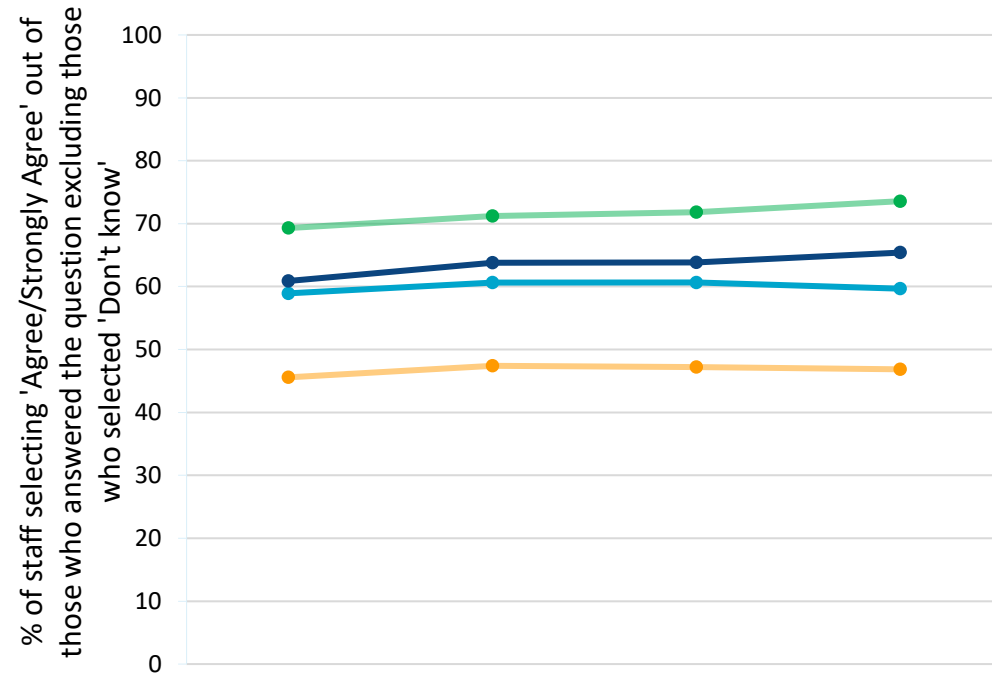
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023	2024	2025
<b>Your org</b>	68.23%	70.17%	70.92%	70.31%
<b>Best result</b>	75.93%	77.33%	76.90%	78.69%
<b>Average result</b>	67.15%	68.35%	68.04%	66.50%
<b>Worst result</b>	52.84%	55.47%	55.03%	54.21%
Responses	4541	5790	6374	7428

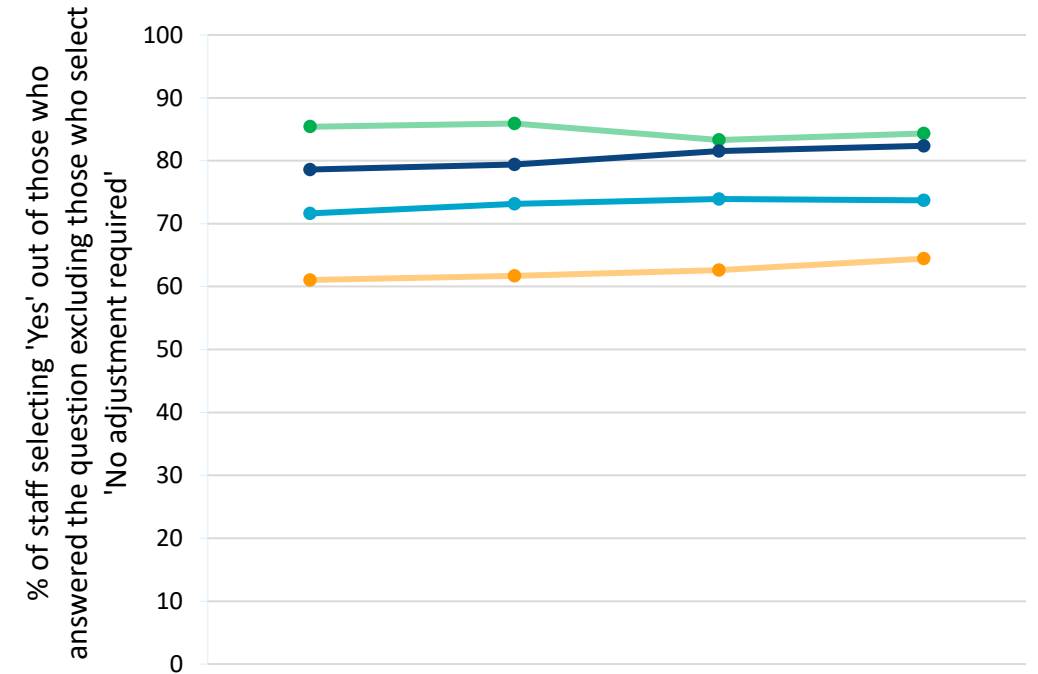


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023	2024	2025
Your org	60.89%	63.77%	63.85%	65.40%
Best result	69.30%	71.19%	71.81%	73.58%
Average result	58.93%	60.62%	60.66%	59.69%
Worst result	45.58%	47.41%	47.19%	46.87%
Responses	4536	5804	6400	7468

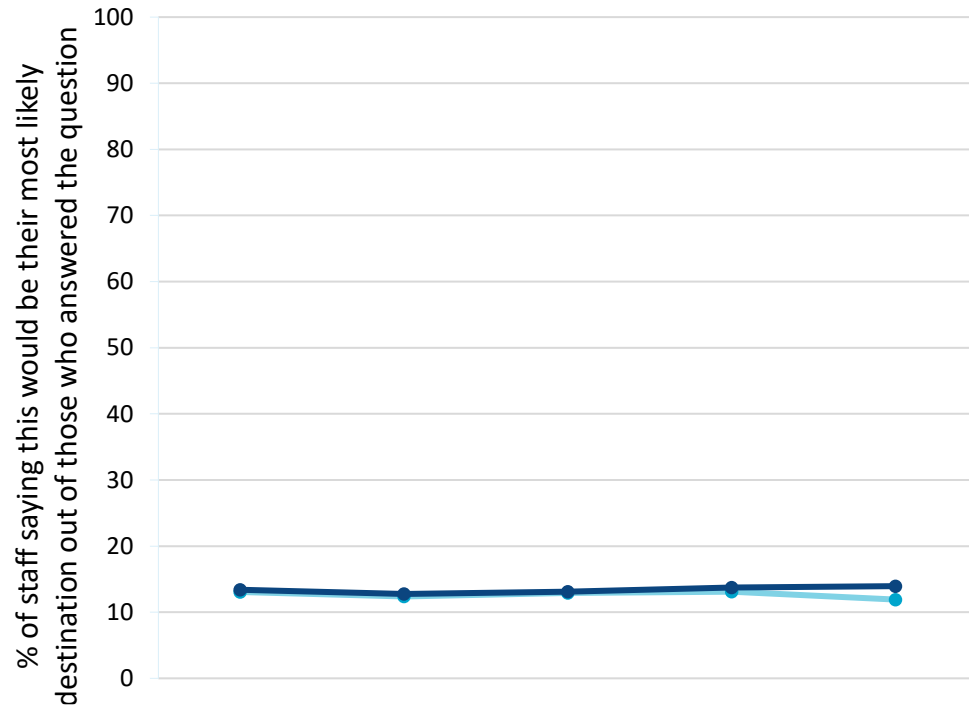
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023	2024	2025
Your org	78.61%	79.43%	81.53%	82.37%
Best result	85.42%	85.92%	83.30%	84.36%
Average result	71.63%	73.15%	73.92%	73.70%
Worst result	61.05%	61.73%	62.61%	64.44%
Responses	682	775	970	1198



Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.

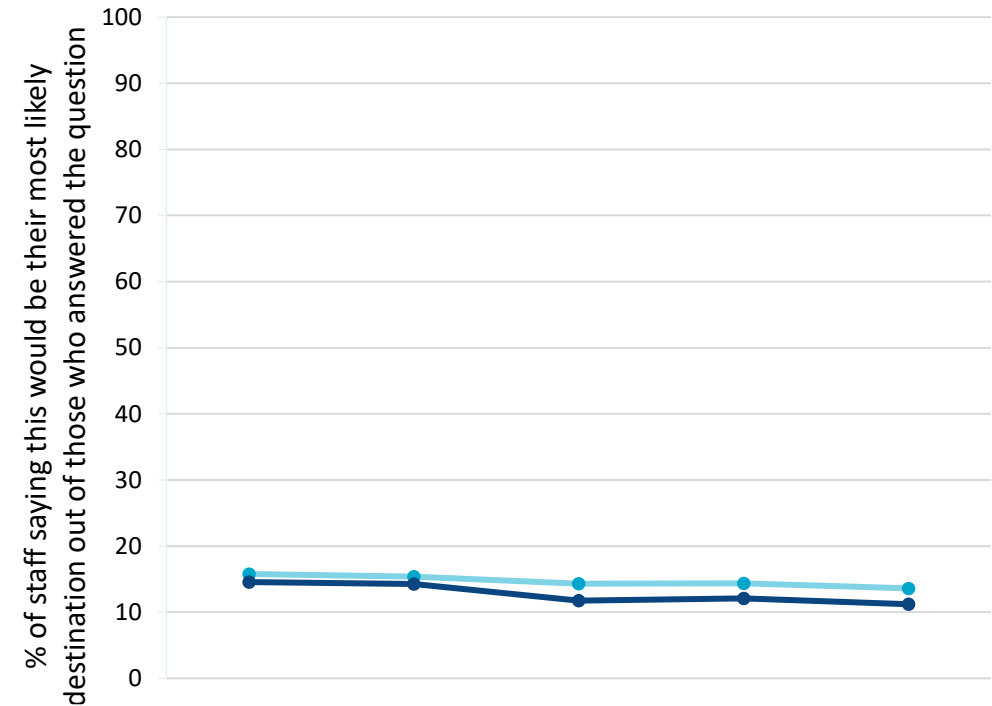


2021 2022 2023 2024 2025

Your org	13.41%	12.76%	13.08%	13.76%	13.94%
Average	13.04%	12.40%	12.94%	13.10%	11.91%

Responses 4719 4836 6153 6854 7416

Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



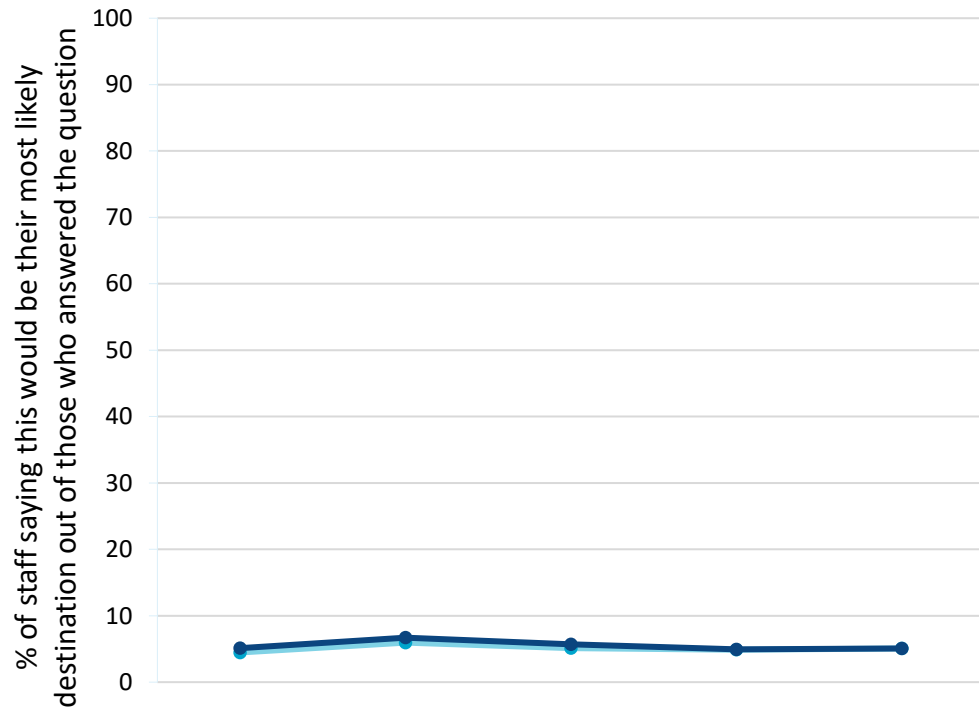
2021 2022 2023 2024 2025

Your org	14.56%	14.29%	11.73%	12.08%	11.21%
Average	15.78%	15.37%	14.32%	14.36%	13.61%

Responses 4719 4836 6153 6854 7416

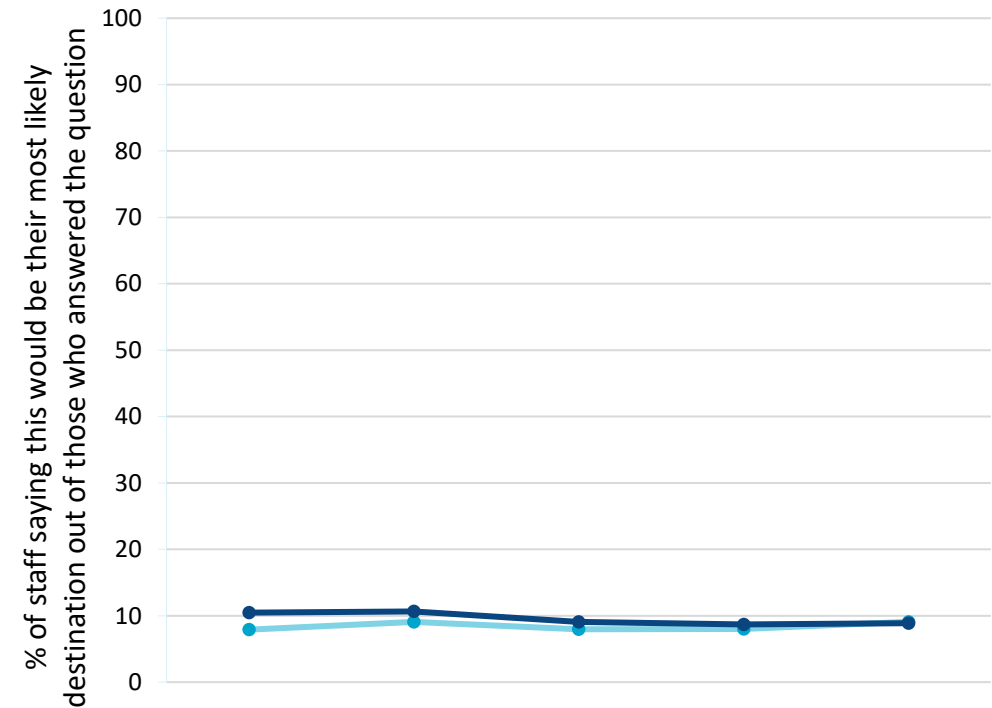


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



	2021	2022	2023	2024	2025
<b>Your org</b>	5.11%	6.70%	5.70%	4.95%	5.07%
<b>Average</b>	4.47%	5.95%	5.12%	4.90%	5.07%
Responses	4719	4836	6153	6854	7416

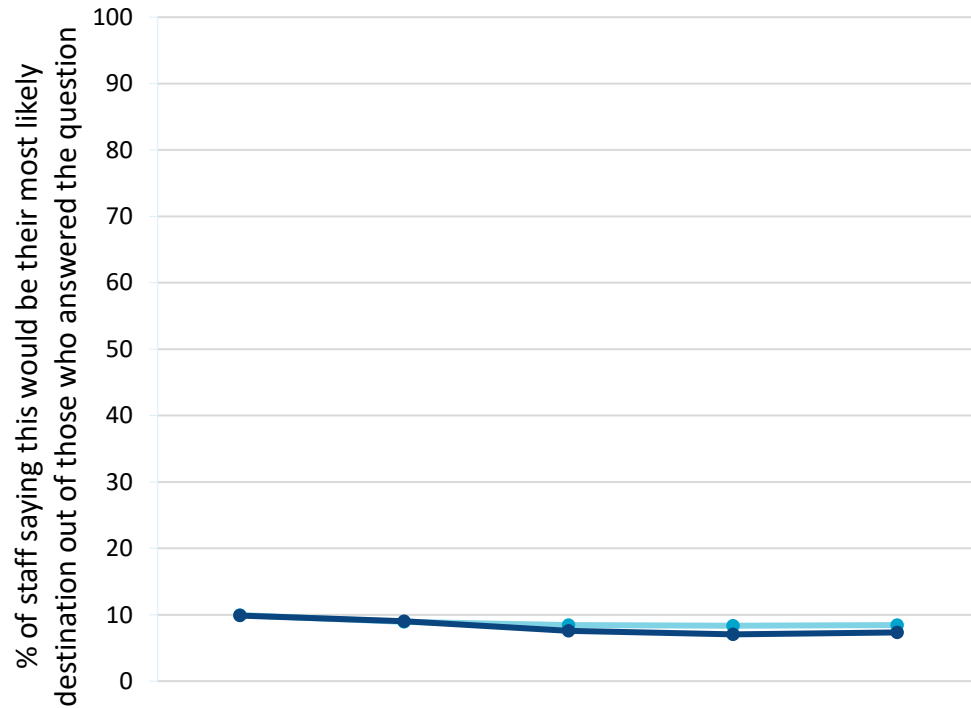
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



	2021	2022	2023	2024	2025
<b>Your org</b>	10.47%	10.65%	9.07%	8.70%	8.87%
<b>Average</b>	7.91%	9.06%	7.96%	8.00%	9.09%
Responses	4719	4836	6153	6854	7416

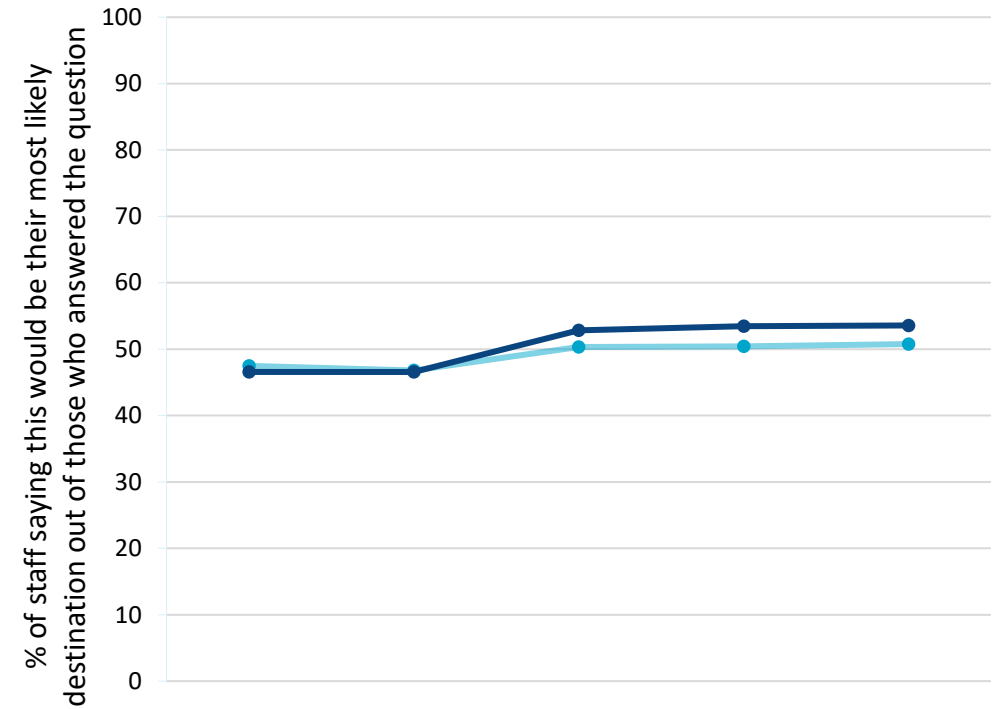


Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



	2021	2022	2023	2024	2025
<b>Your org</b>	9.87%	9.04%	7.59%	7.05%	7.34%
<b>Average</b>	9.95%	8.94%	8.46%	8.35%	8.42%
Responses	4719	4836	6153	6854	7416

Q26d.9 If you are considering leaving your current job, what would be your most likely destination? - I am not considering leaving my current job.



	2021	2022	2023	2024	2025
<b>Your org</b>	46.58%	46.57%	52.82%	53.47%	53.57%
<b>Average</b>	47.46%	46.79%	50.34%	50.41%	50.77%
Responses	4719	4836	6153	6854	7416

## Workforce Equality Standards

Note where there are fewer than 10 responses for a question, results are suppressed to protect staff confidentiality and reliability of data.

## Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2021-2025 organisation and benchmarking group median results for q13a, q13b&c combined, and q16b split by ethnicity (by white staff / staff from all other ethnic groups combined). Organisation and benchmarking group median results for q15 are included for 2025 only\*.

## Workforce Disability Equality Standards (WDES)

This section contains data for the organisation required for the NHS Staff Survey metrics used in the Workforce Disability Equality Standard (WDES). It includes the 2021-2025 organisation and benchmarking group median results for q4b, q11e, and q14a-d split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness. Organisation and benchmarking group median results for q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness are shown for 2025 only\*. It also shows results for q31b (for staff with a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness, compared to staff without a long lasting health condition or illness and the overall engagement score for the organisation.

In 2022, the text for q31b was updated and the word 'adequate' was changed to 'reasonable'.

The WDES breakdowns are based on the responses to q31a Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

\*Due to changes in the question wording in 2025, previous years' results for WRES indicator 7 and WDES metric 5 (Q15) are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

This section contains data required for the staff survey indicators used in the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES). Data presented in this section are unweighted.

## Workforce Race Equality Standards (WRES)

Indicator	Qu No	Workforce Race Equality Standard
<b>For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined</b>		
5	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6	Q14b & Q14c	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion (2025 only)
8	Q16b	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues

## Workforce Disability Equality Standards (WDES)

Metric	Qu No	Workforce Disability Equality Standard
<b>For each of the following metrics, compare the responses for staff with a LTC* or illness vs staff without a LTC or illness</b>		
4a	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public
4b	Q14b	Percentage of staff experiencing harassment, bullying or abuse from managers
4c	Q14c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues
4d	Q14d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
5	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion (2025 only)
6	Q11e	Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
7	Q4b	Percentage staff saying that they are satisfied with the extent to which their organisation values their work
8	Q31b	Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work
9a	theme_engagement	The staff engagement score for staff with LTC or illness vs staff without a LTC or illness

\*Staff with a long term condition

## Workforce Race Equality Standards (WRES)

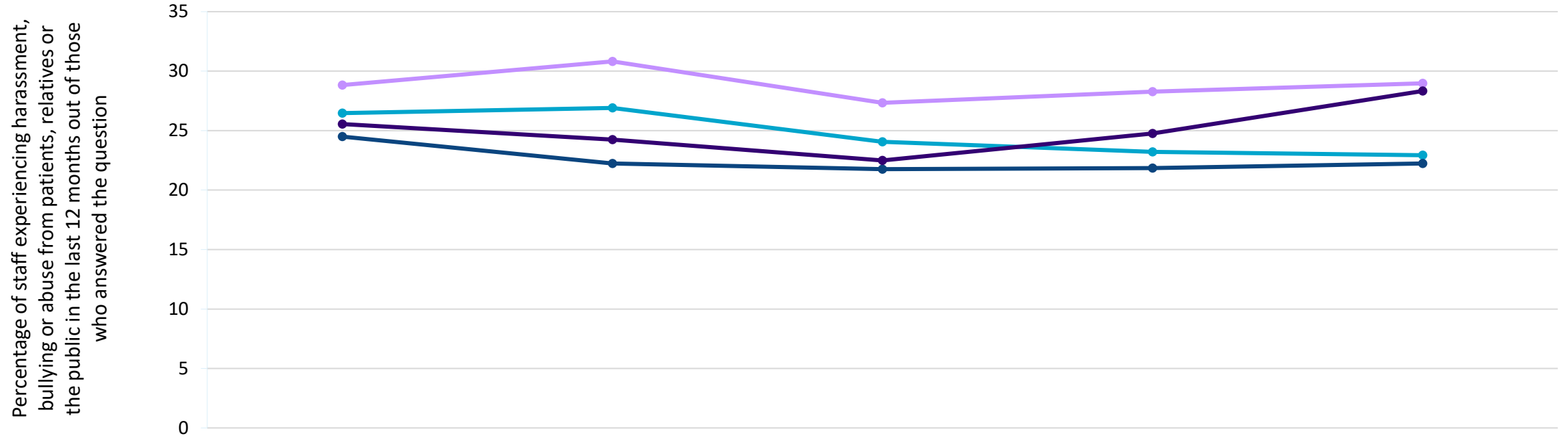
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

Data shown in the WRES charts are unweighted.

Averages are calculated as the median for the benchmark group.

Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months

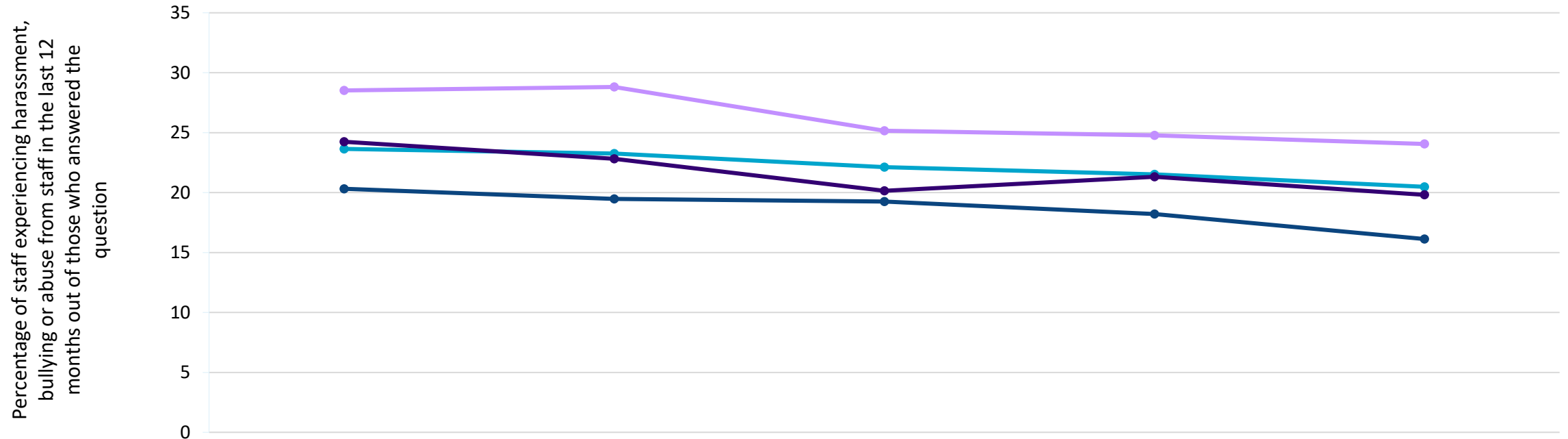


	2021	2022	2023	2024	2025
White staff: Your org	24.50%	22.24%	21.76%	21.85%	22.24%
All other ethnic groups*: Your org	25.55%	24.25%	22.49%	24.75%	28.33%
White staff: Average	26.47%	26.91%	24.05%	23.21%	22.93%
All other ethnic groups*: Average	28.84%	30.82%	27.34%	28.27%	28.98%
White staff: Responses	4209	4330	4776	5295	5840
All other ethnic groups*: Responses	595	800	1396	1826	2266

\*Staff from all other ethnic groups combined

Note: 2023 results for WRES indicator 5 (Q14a) are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months

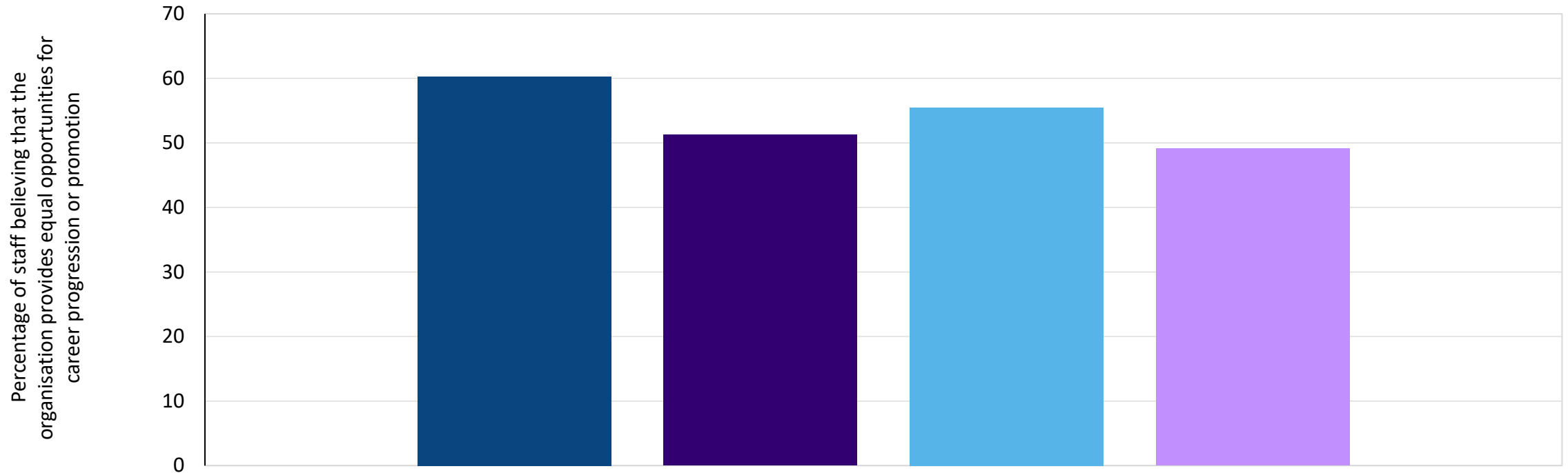


	2021	2022	2023	2024	2025
White staff: Your org	20.32%	19.47%	19.25%	18.21%	16.13%
All other ethnic groups*: Your org	24.24%	22.81%	20.15%	21.32%	19.81%
White staff: Average	23.65%	23.25%	22.12%	21.53%	20.48%
All other ethnic groups*: Average	28.53%	28.81%	25.16%	24.78%	24.06%
White staff: Responses	4198	4320	4771	5278	5829
All other ethnic groups*: Responses	594	789	1385	1815	2251

\*Staff from all other ethnic groups combined

Note: 2023 results for WRES indicator 6 (Q14b & Q14c) are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



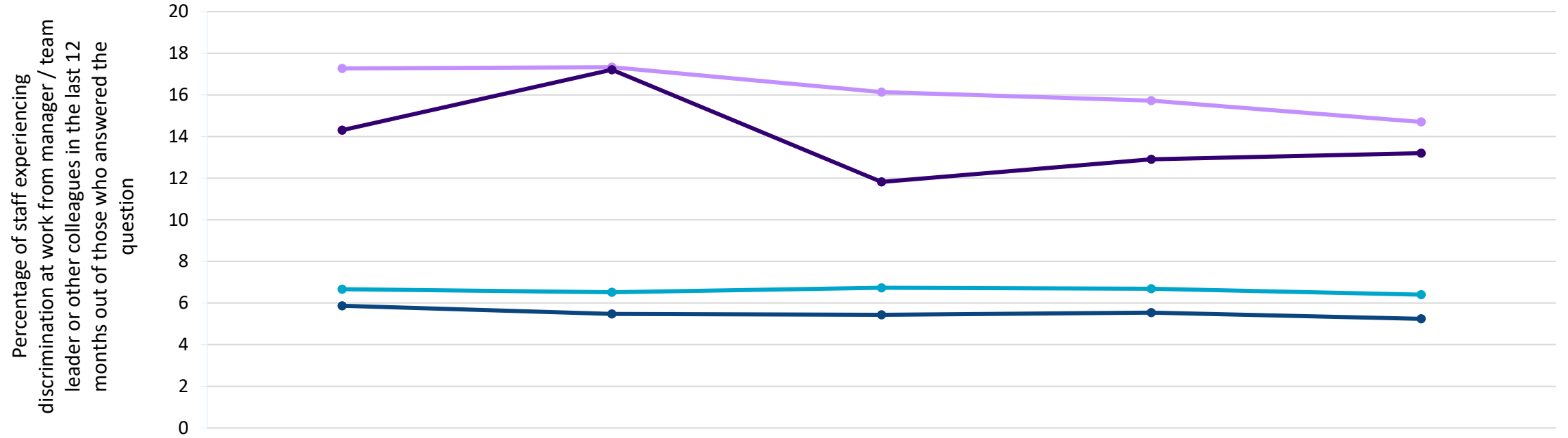
2025

White staff: Your org	60.28%
All other ethnic groups*: Your org	51.28%
White staff: Average	55.46%
All other ethnic groups*: Average	49.11%
White staff: Responses	5808
All other ethnic groups*: Responses	2262

\*Staff from all other ethnic groups combined.

Note: Due to changes in the question wording in 2025, previous years' results for WRES indicator 7 (Q15) are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in the last 12 months.



	2021	2022	2023	2024	2025
White staff: Your org	5.87%	5.48%	5.43%	5.54%	5.24%
All other ethnic groups*: Your org	14.31%	17.21%	11.82%	12.91%	13.20%
White staff: Average	6.67%	6.52%	6.73%	6.69%	6.40%
All other ethnic groups*: Average	17.28%	17.33%	16.14%	15.72%	14.70%

White staff: Responses	4344	4325	4897	5220	5780
All other ethnic groups*: Responses	622	796	1489	1805	2235

\*Staff from all other ethnic groups combined

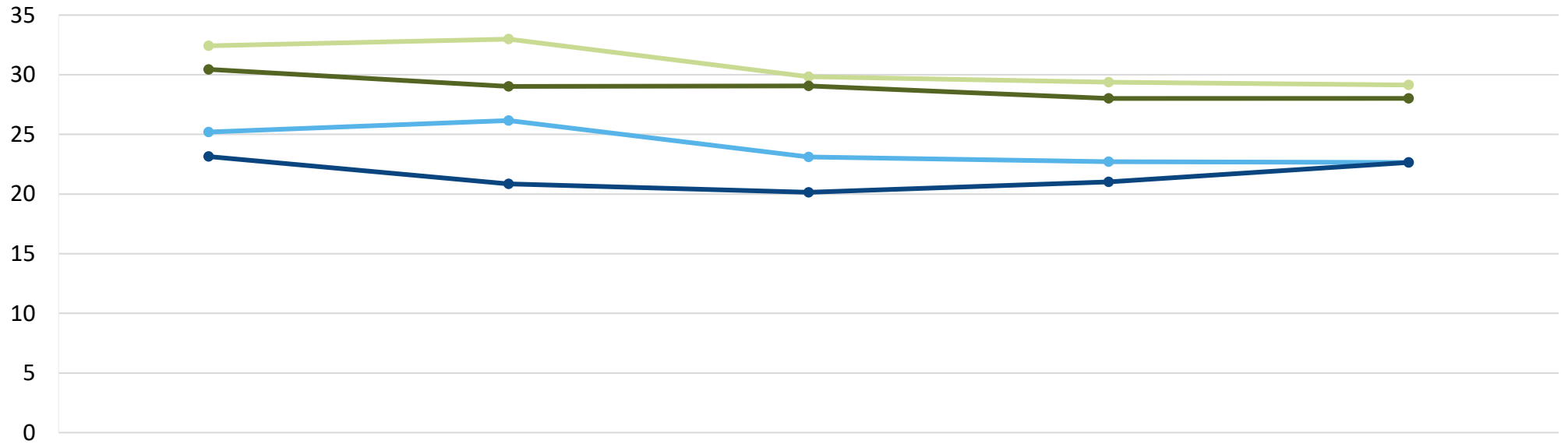
## Workforce Disability Equality Standards (WDES)

Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.  
Data shown in the WDES charts are unweighted.

Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.

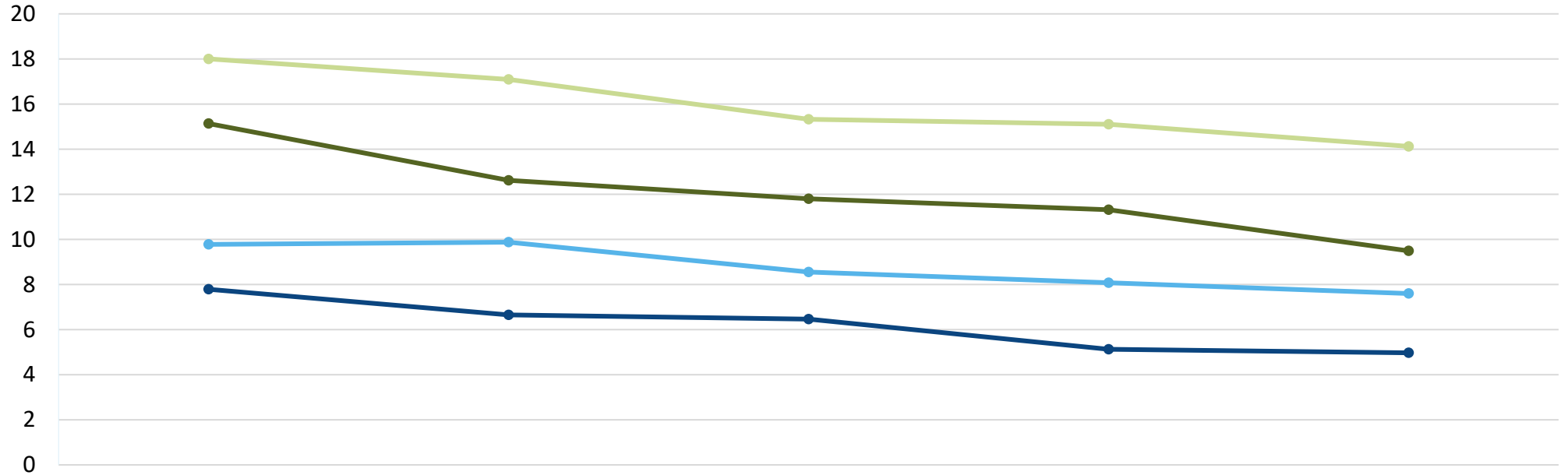


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	30.45%	29.02%	29.06%	28.01%	28.02%
Staff without a LTC or illness: Your org	23.14%	20.84%	20.14%	21.02%	22.64%
Staff with a LTC or illness: Average	32.43%	32.98%	29.83%	29.37%	29.14%
Staff without a LTC or illness: Average	25.19%	26.16%	23.11%	22.71%	22.64%
Staff with a LTC or illness: Responses	1051	1127	1315	1578	1856
Staff without a LTC or illness: Responses	3790	4026	4747	5527	6227

Note: 2023 results for WDES metric 4a (Q14a) are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.

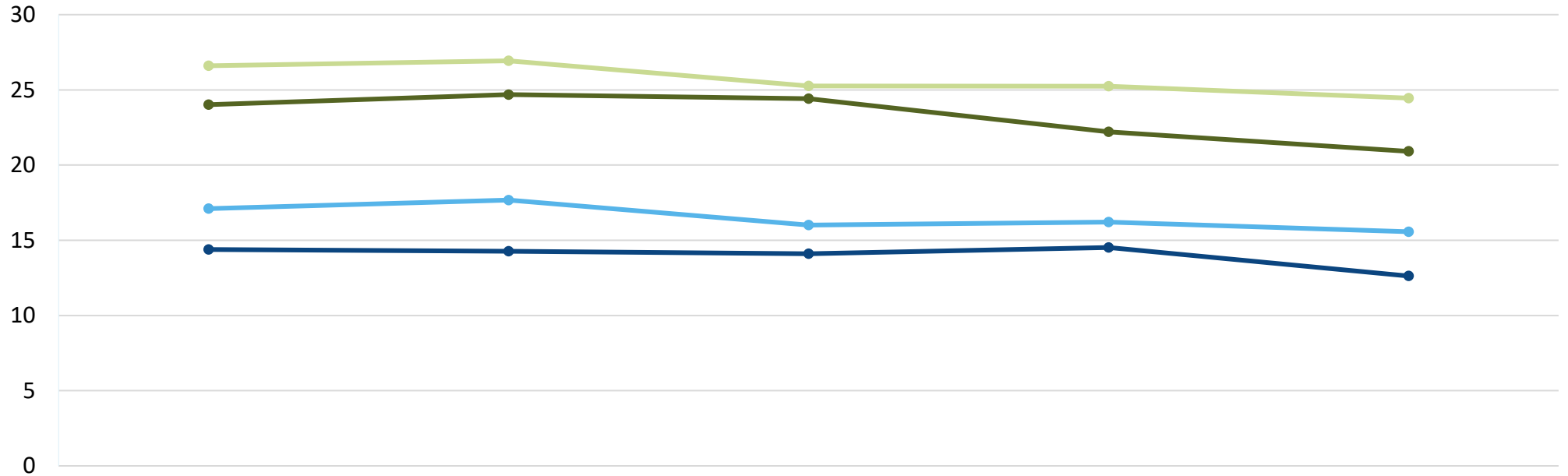


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	15.13%	12.62%	11.80%	11.31%	9.49%
Staff without a LTC or illness: Your org	7.79%	6.65%	6.46%	5.13%	4.97%
Staff with a LTC or illness: Average	18.00%	17.09%	15.33%	15.10%	14.12%
Staff without a LTC or illness: Average	9.77%	9.88%	8.56%	8.08%	7.60%
Staff with a LTC or illness: Responses	1044	1117	1300	1565	1844
Staff without a LTC or illness: Responses	3763	3985	4695	5460	6178

Note: 2023 results for WDES metric 4b (Q14b) are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.

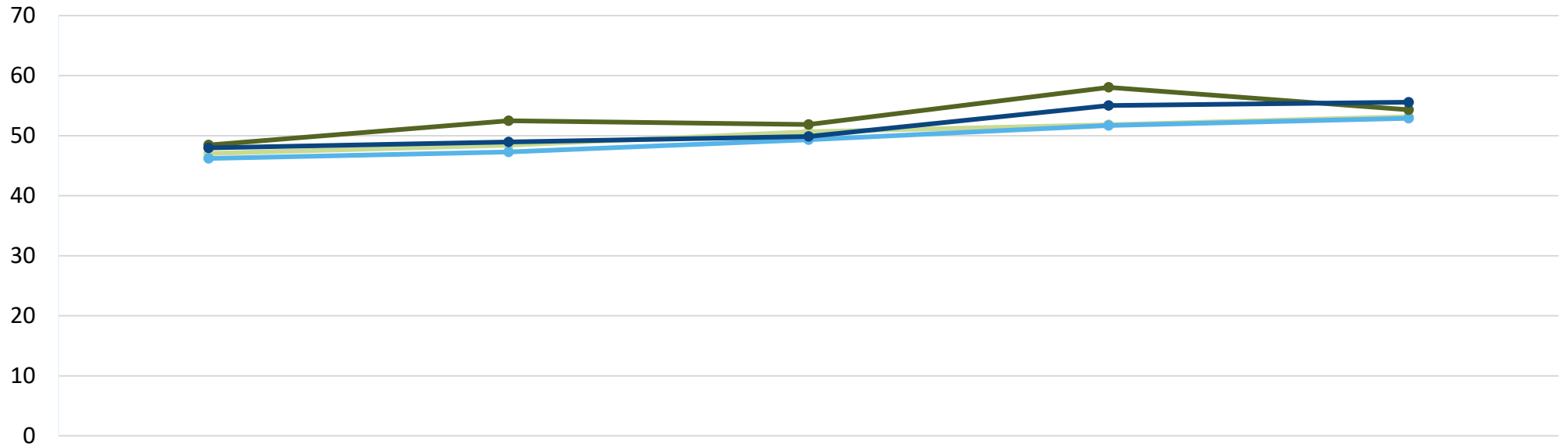


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	24.02%	24.69%	24.41%	22.22%	20.91%
Staff without a LTC or illness: Your org	14.39%	14.26%	14.10%	14.52%	12.62%
Staff with a LTC or illness: Average	26.60%	26.93%	25.26%	25.24%	24.45%
Staff without a LTC or illness: Average	17.11%	17.67%	16.01%	16.22%	15.57%
Staff with a LTC or illness: Responses	1041	1114	1297	1553	1846
Staff without a LTC or illness: Responses	3752	3975	4679	5434	6179

Note: 2023 results for WDES metric 4c (Q14c) are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it out of those who answered the question

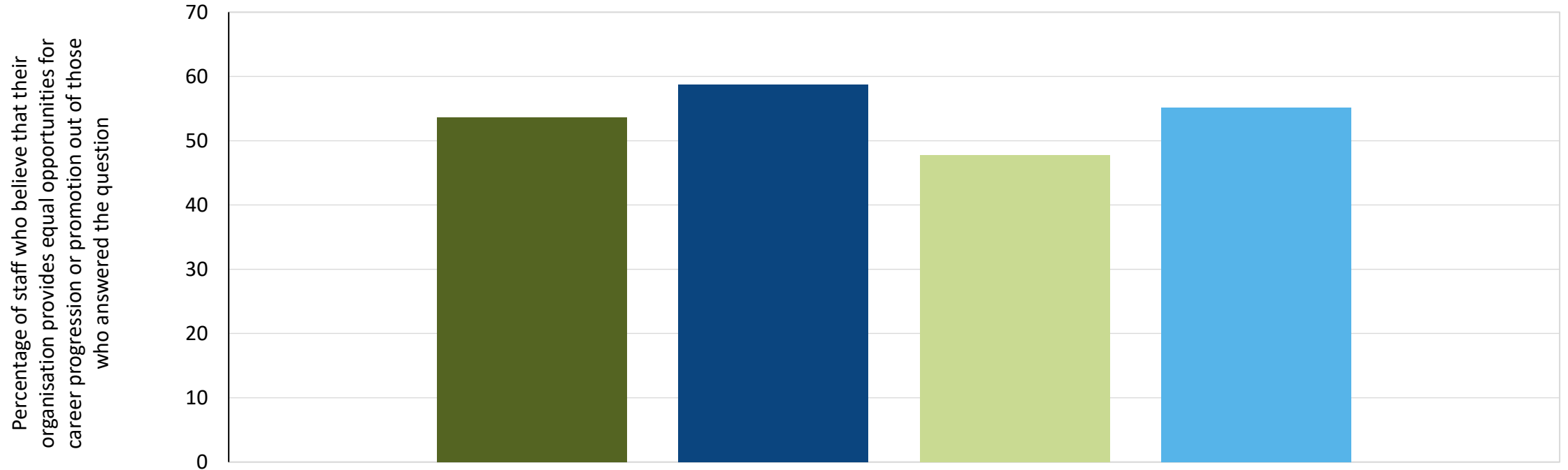
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	48.44%	52.48%	51.86%	58.04%	54.31%
Staff without a LTC or illness: Your org	47.97%	48.93%	49.86%	55.02%	55.58%
Staff with a LTC or illness: Average	47.03%	48.43%	50.64%	51.82%	53.16%
Staff without a LTC or illness: Average	46.20%	47.30%	49.31%	51.71%	52.89%
Staff with a LTC or illness: Responses	448	463	504	603	685
Staff without a LTC or illness: Responses	1132	1079	1235	1454	1704

Note: 2023 results for WDES metric 4d (Q14d) are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



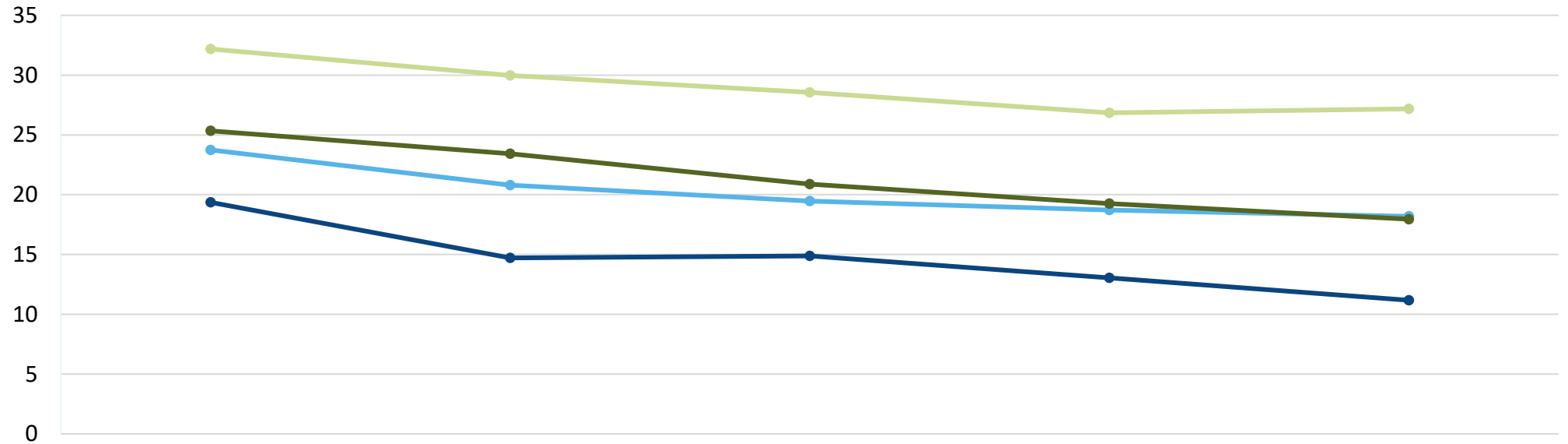
2025

Staff with a LTC or illness: Your org	53.67%
Staff without a LTC or illness: Your org	58.76%
Staff with a LTC or illness: Average	47.79%
Staff without a LTC or illness: Average	55.09%
Staff with a LTC or illness: Responses	1852
Staff without a LTC or illness: Responses	6198

Note: Due to changes in the question wording in 2025, previous years' results for WDES metric 5 (Q15) are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties out of those who answered the question

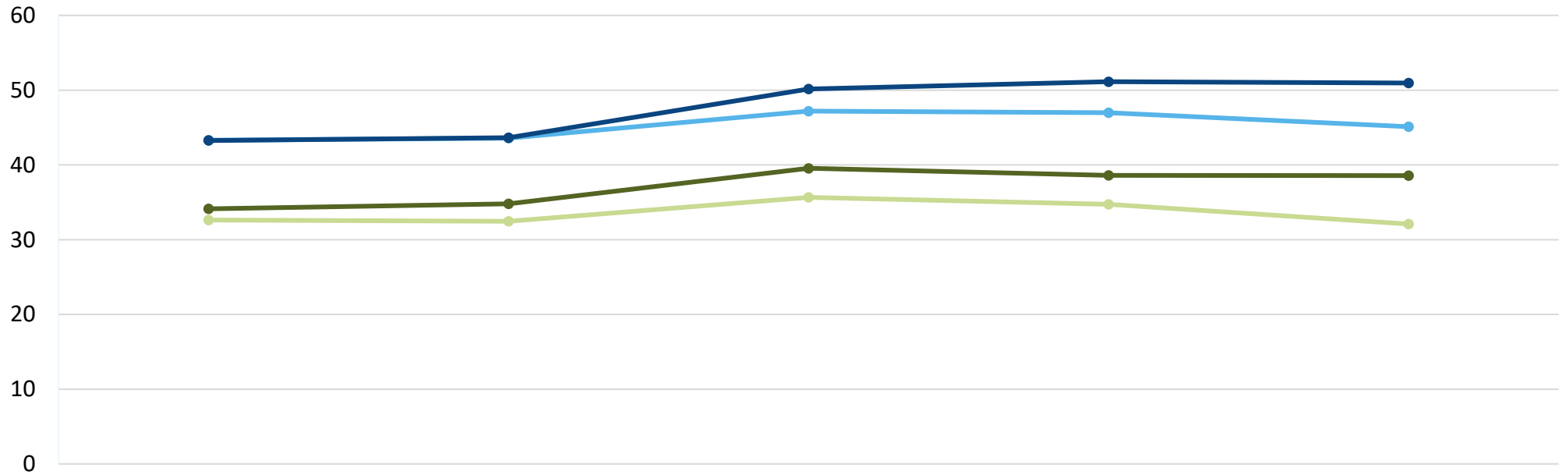
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	25.34%	23.43%	20.88%	19.25%	17.95%
Staff without a LTC or illness: Your org	19.36%	14.72%	14.87%	13.04%	11.17%
Staff with a LTC or illness: Average	32.18%	29.97%	28.55%	26.85%	27.19%
Staff without a LTC or illness: Average	23.74%	20.80%	19.46%	18.71%	18.19%
Staff with a LTC or illness: Responses	738	798	891	1044	1220
Staff without a LTC or illness: Responses	1751	1963	2145	2378	2810

Percentage of staff satisfied with the extent to which their organisation values their work out of those who answered the question

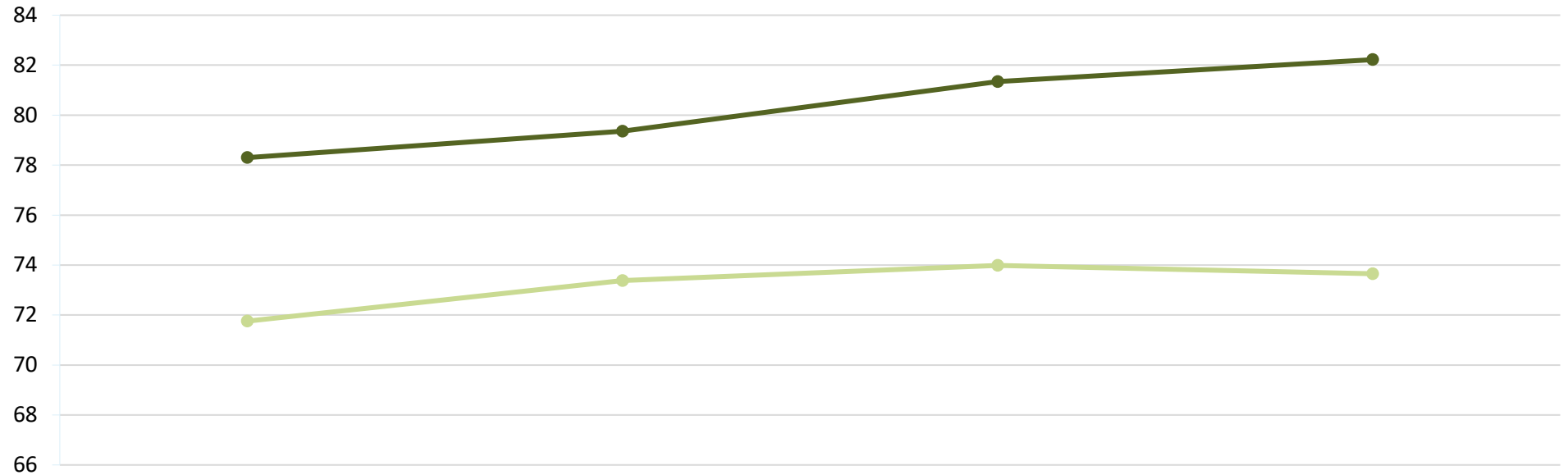
Percentage of staff satisfied with the extent to which their organisation values their work.



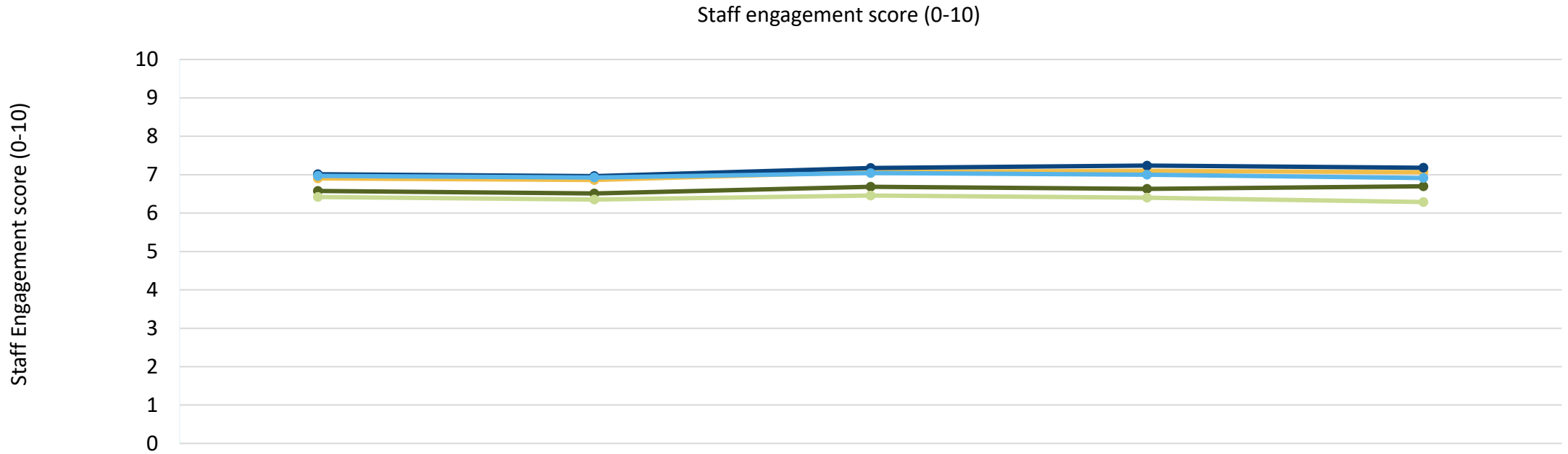
	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	34.12%	34.81%	39.55%	38.58%	38.58%
Staff without a LTC or illness: Your org	43.26%	43.63%	50.14%	51.13%	50.96%
Staff with a LTC or illness: Average	32.62%	32.46%	35.66%	34.73%	32.09%
Staff without a LTC or illness: Average	43.30%	43.56%	47.19%	46.98%	45.10%
Staff with a LTC or illness: Responses	1096	1129	1373	1581	1856
Staff without a LTC or illness: Responses	3923	4025	4976	5525	6230

Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work out of those who answered the question



	2022	2023	2024	2025
Staff with a LTC or illness: Your org	78.30%	79.35%	81.34%	82.22%
Staff with a LTC or illness: Average	71.76%	73.38%	73.98%	73.65%
Staff with a LTC or illness: Responses	682	775	970	1198



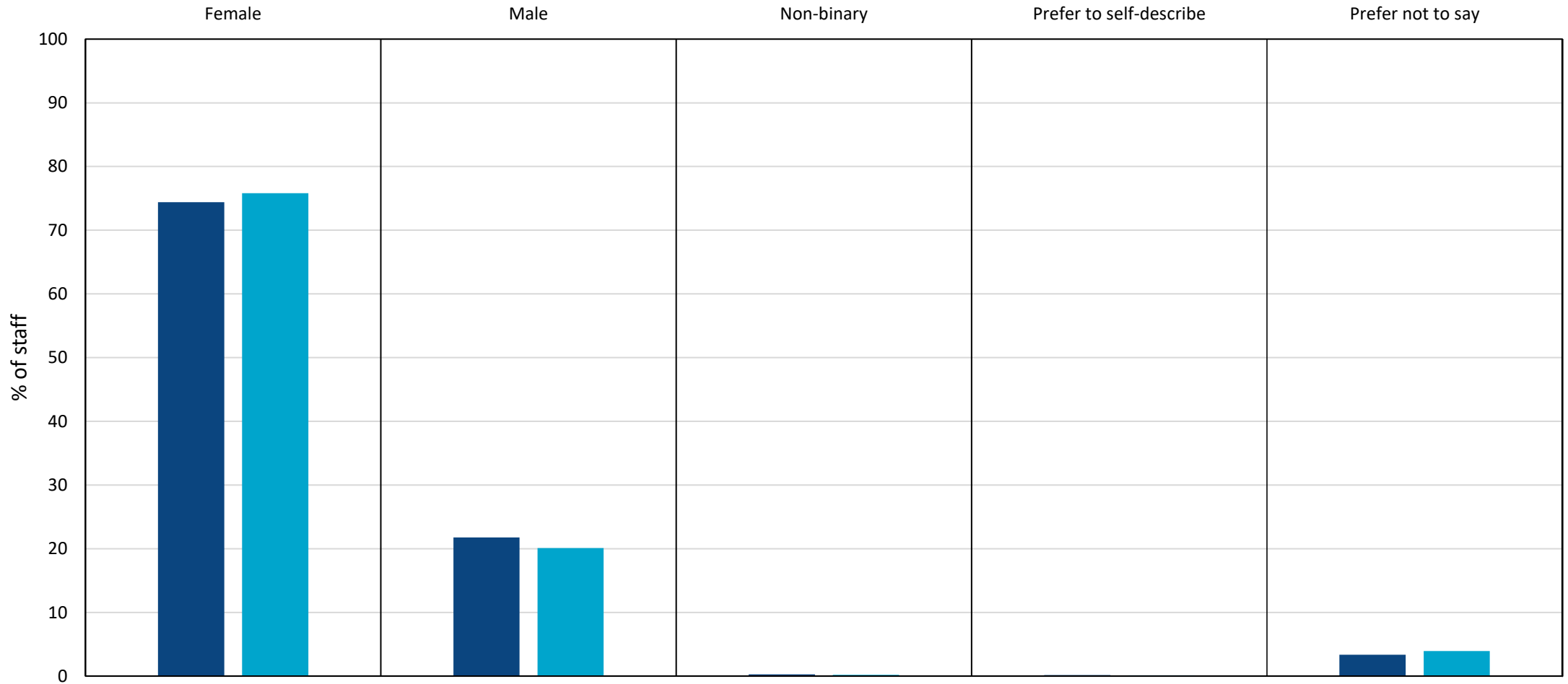
	2021	2022	2023	2024	2025
Organisation average	6.90	6.86	7.07	7.10	7.07
Staff with a LTC or illness: Your org	6.58	6.51	6.68	6.63	6.70
Staff without a LTC or illness: Your org	7.01	6.96	7.17	7.24	7.18
Staff with a LTC or illness: Average	6.42	6.35	6.46	6.40	6.29
Staff without a LTC or illness: Average	6.97	6.92	7.04	7.00	6.91
Staff with a LTC or illness: Responses	1095	1130	1374	1585	1862
Staff without a LTC or illness: Responses	3932	4035	4997	5546	6261

Note: Data shown in this chart are unweighted therefore will not match weighted staff engagement scores in other outputs.

## About your respondents

This section shows demographic and other background information for 2025.

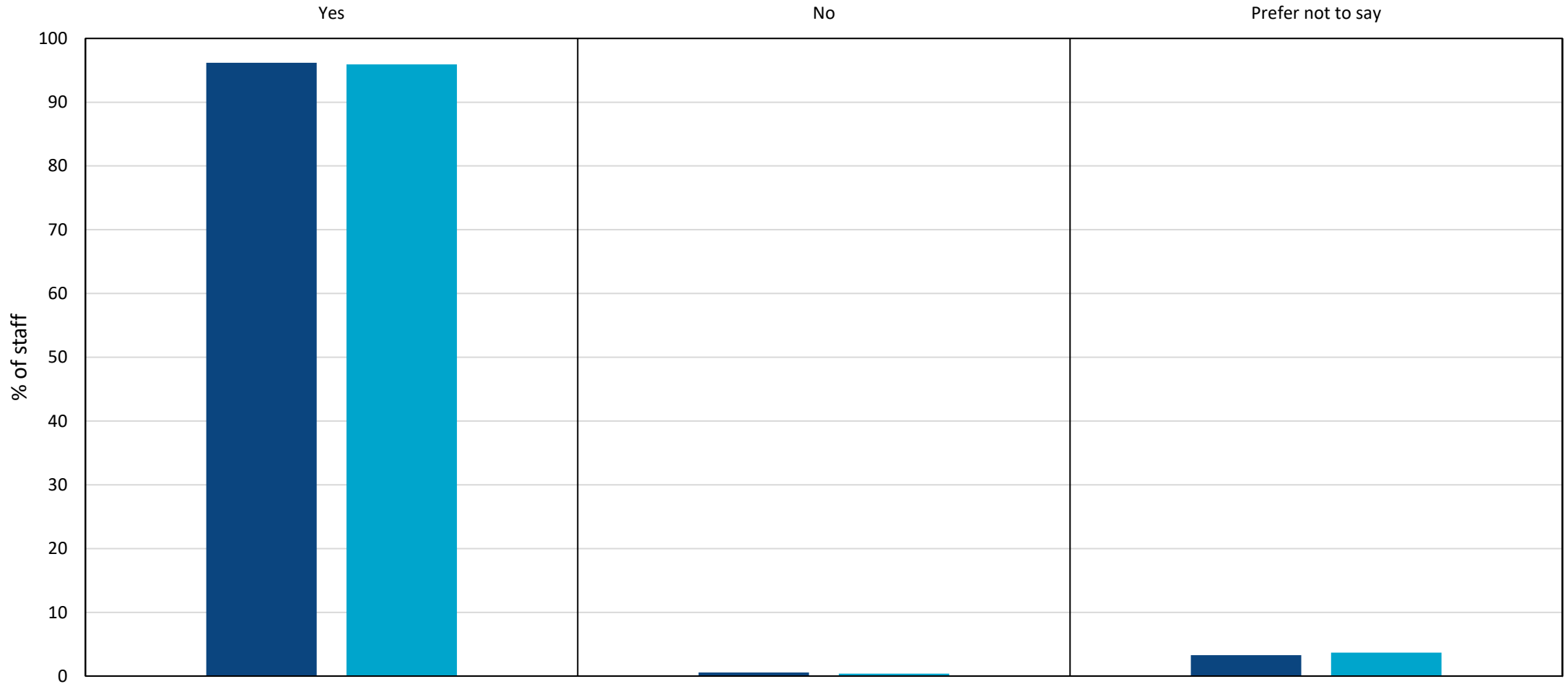
# Background details - Which of the following best describes you?



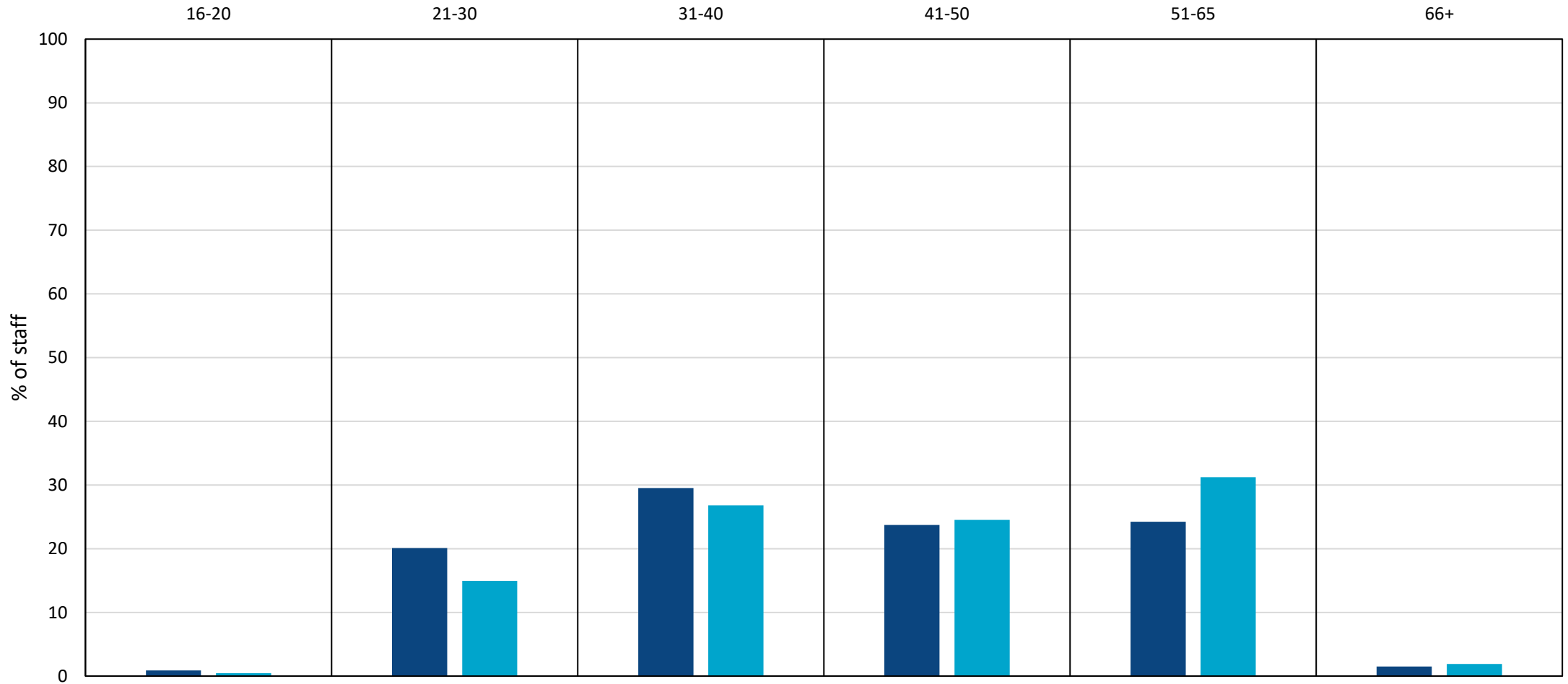
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
<b>Your org</b>	74.41%	21.76%	0.28%	0.18%	3.36%
<b>Average</b>	75.82%	20.10%	0.19%	0.12%	3.92%
<b>Responses</b>	8235	8235	8235	8235	8235



# Background details - Is your gender identity the same as the sex you were registered at birth?

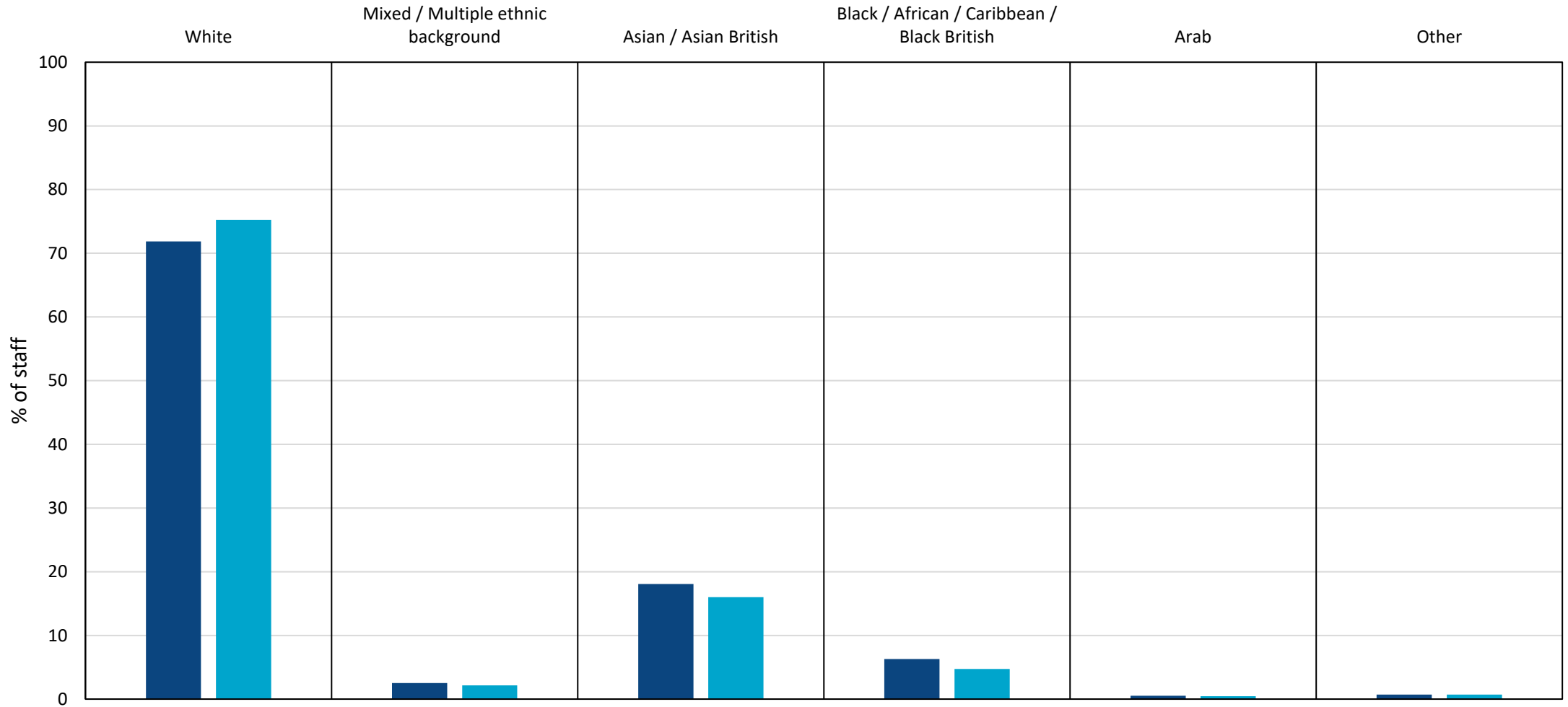


Responses	7666	7666	7666
<b>Your org</b>	96.16%	0.56%	3.27%
<b>Average</b>	95.94%	0.37%	3.67%



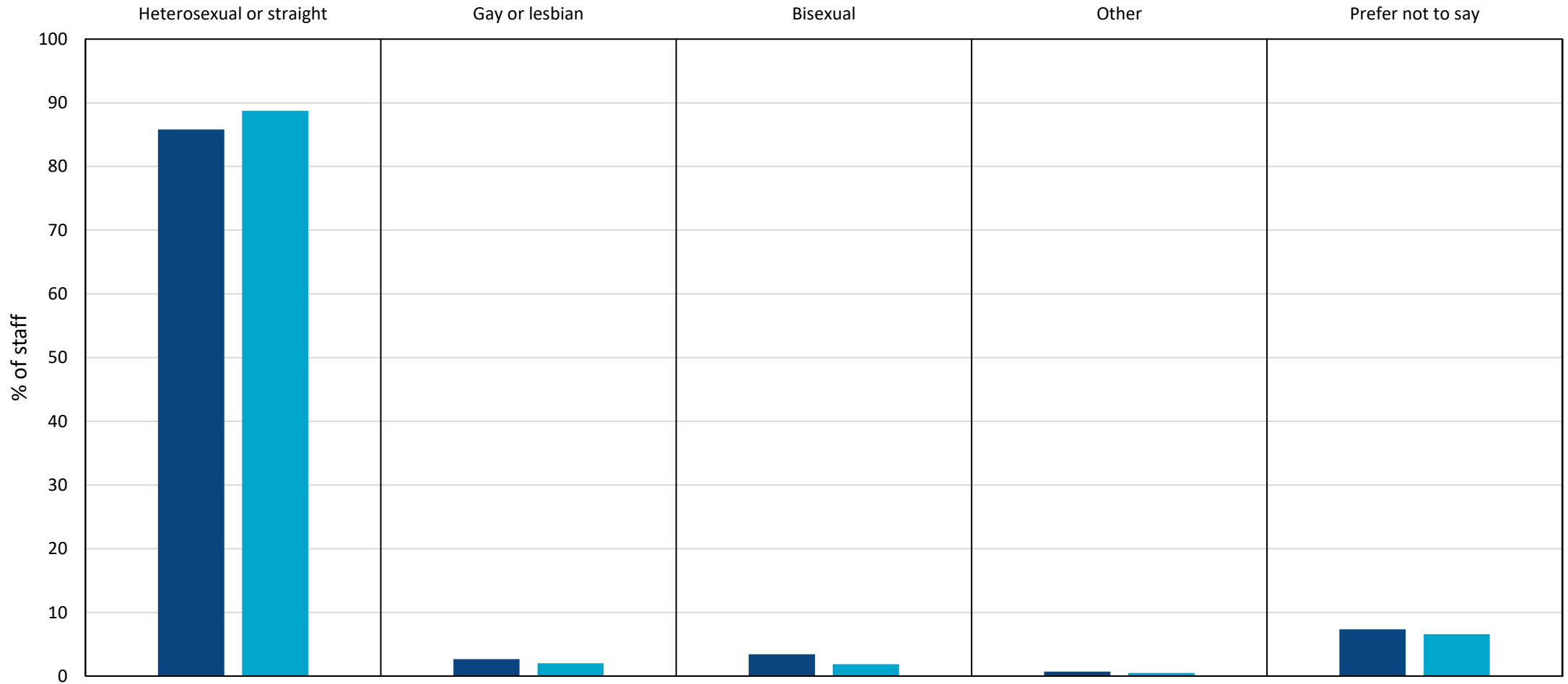
<b>Your org</b>	0.89%	20.10%	29.54%	23.72%	24.23%	1.52%
<b>Average</b>	0.44%	14.95%	26.81%	24.51%	31.23%	1.89%
<b>Responses</b>	8159	8159	8159	8159	8159	8159

# Background details - Ethnic group



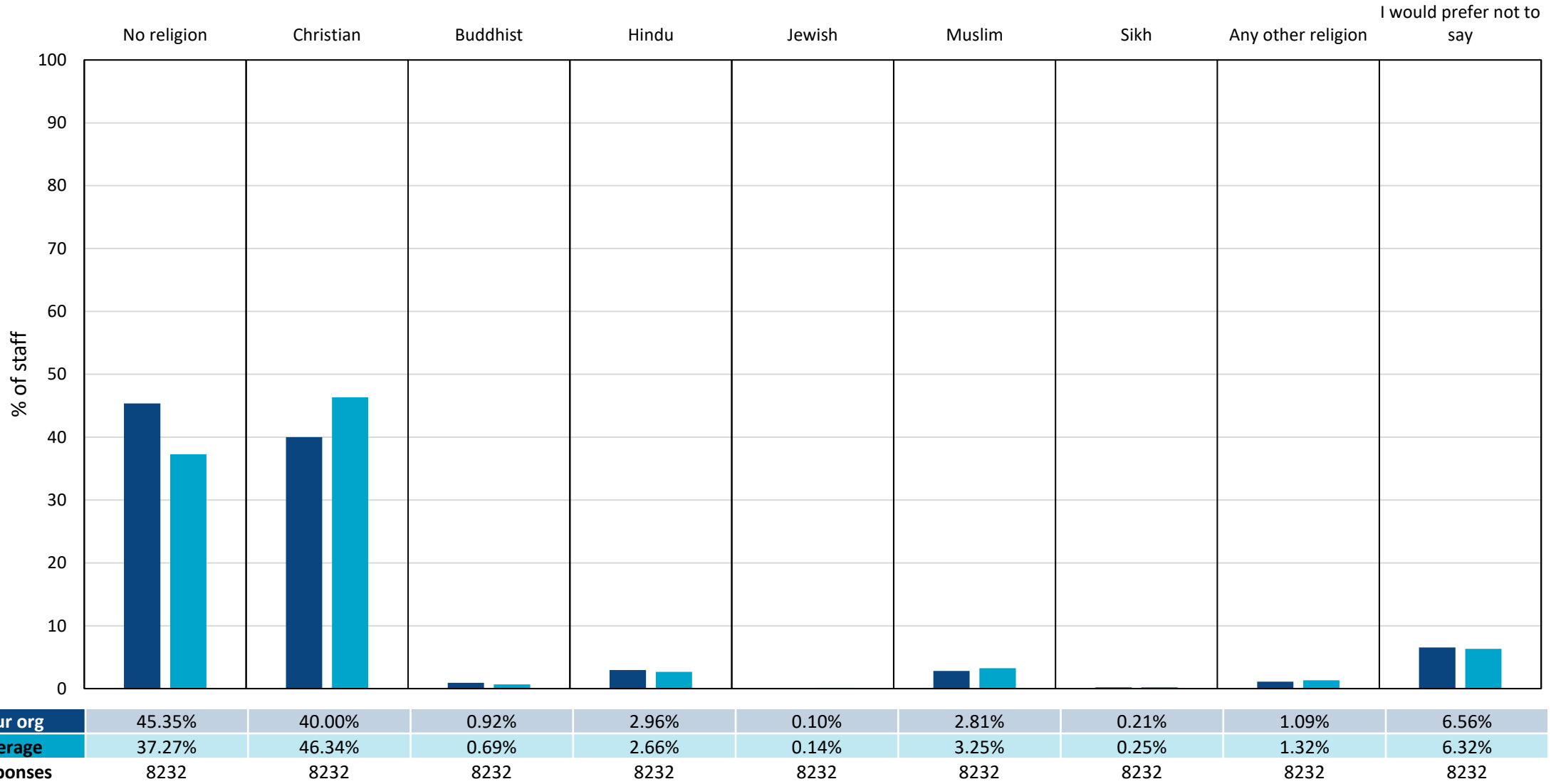
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
<b>Your org</b>	71.86%	2.53%	18.07%	6.30%	0.54%	0.70%
<b>Average</b>	75.23%	2.15%	16.00%	4.74%	0.47%	0.69%
<b>Responses</b>	8185	8185	8185	8185	8185	8185

# Background details - Sexual orientation

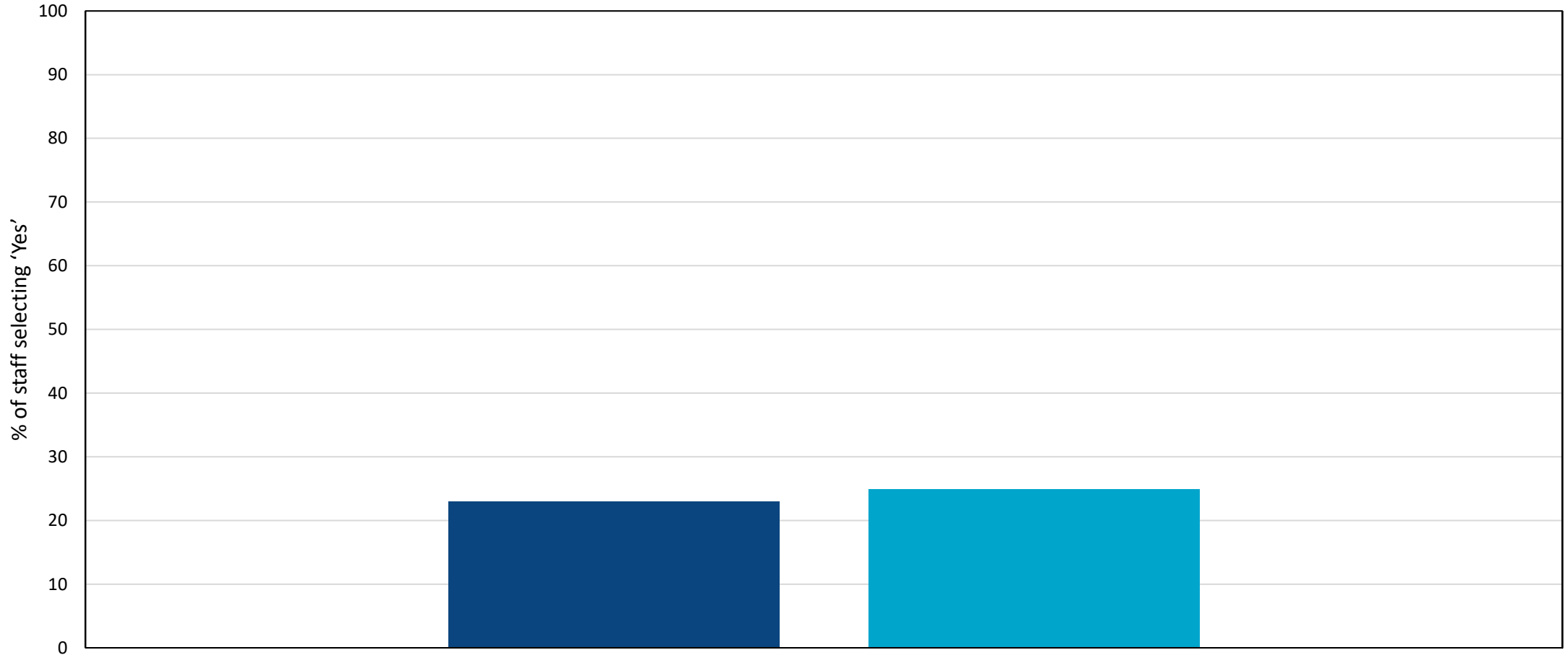


Responses	8216	8216	8216	8216	8216
<b>Your org</b>	85.82%	2.68%	3.44%	0.71%	7.35%
<b>Average</b>	88.76%	2.01%	1.86%	0.49%	6.59%

# Background details - Religion or belief



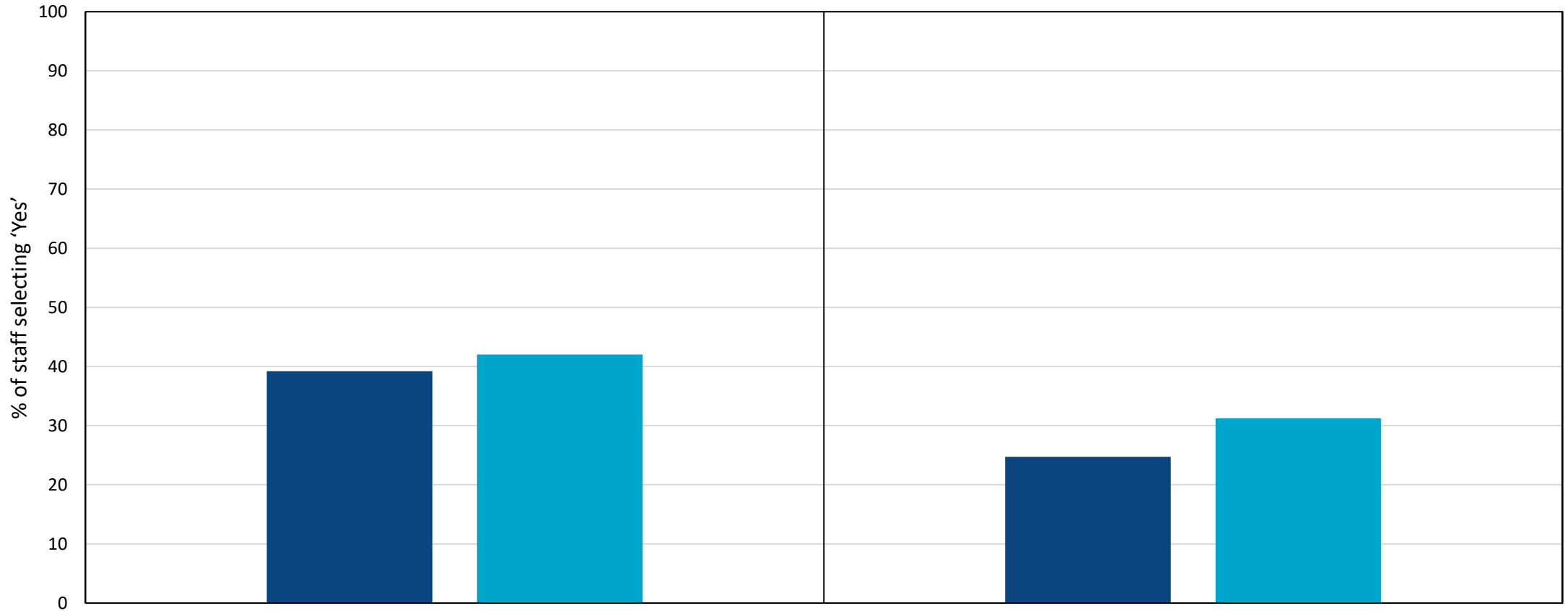
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



<b>Your org</b>	22.92%
<b>Average</b>	24.90%
<b>Responses</b>	8166

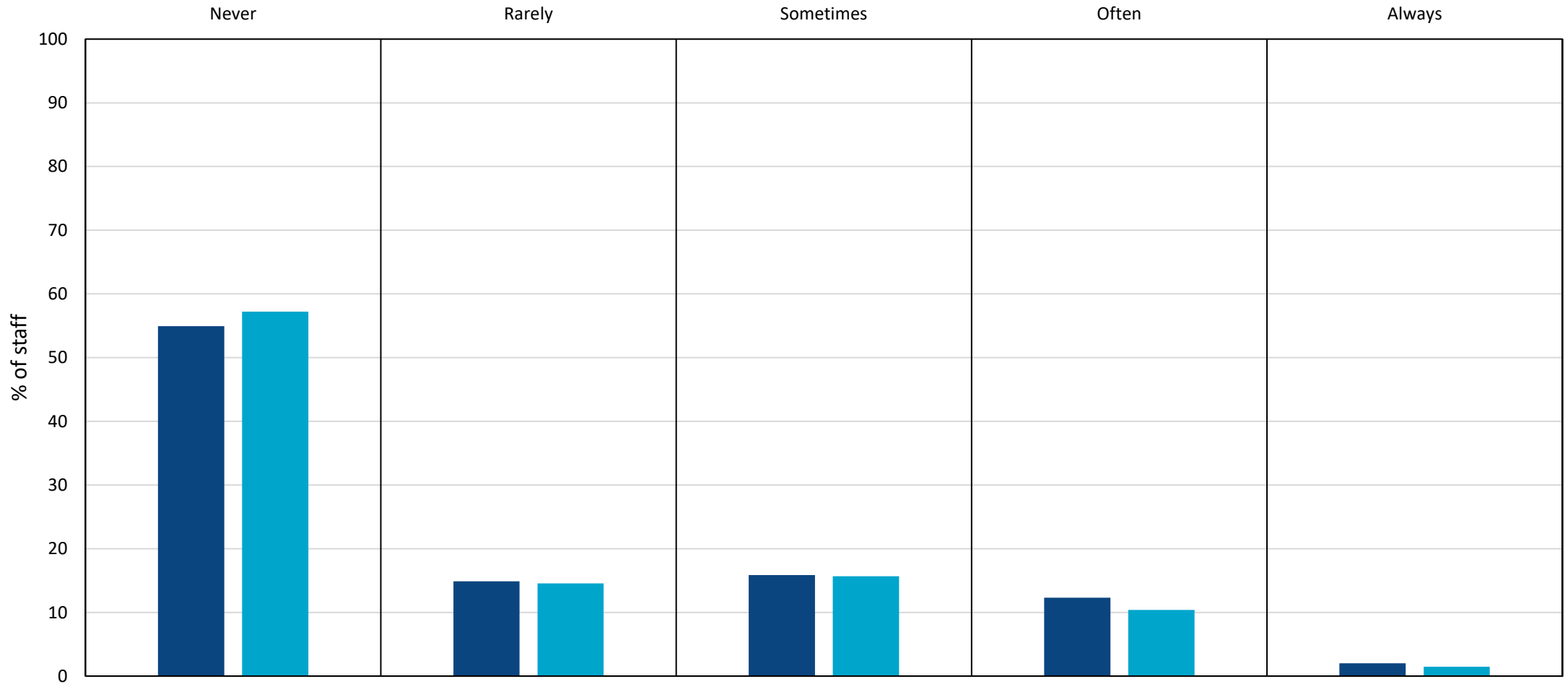
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

Do you look after or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age.



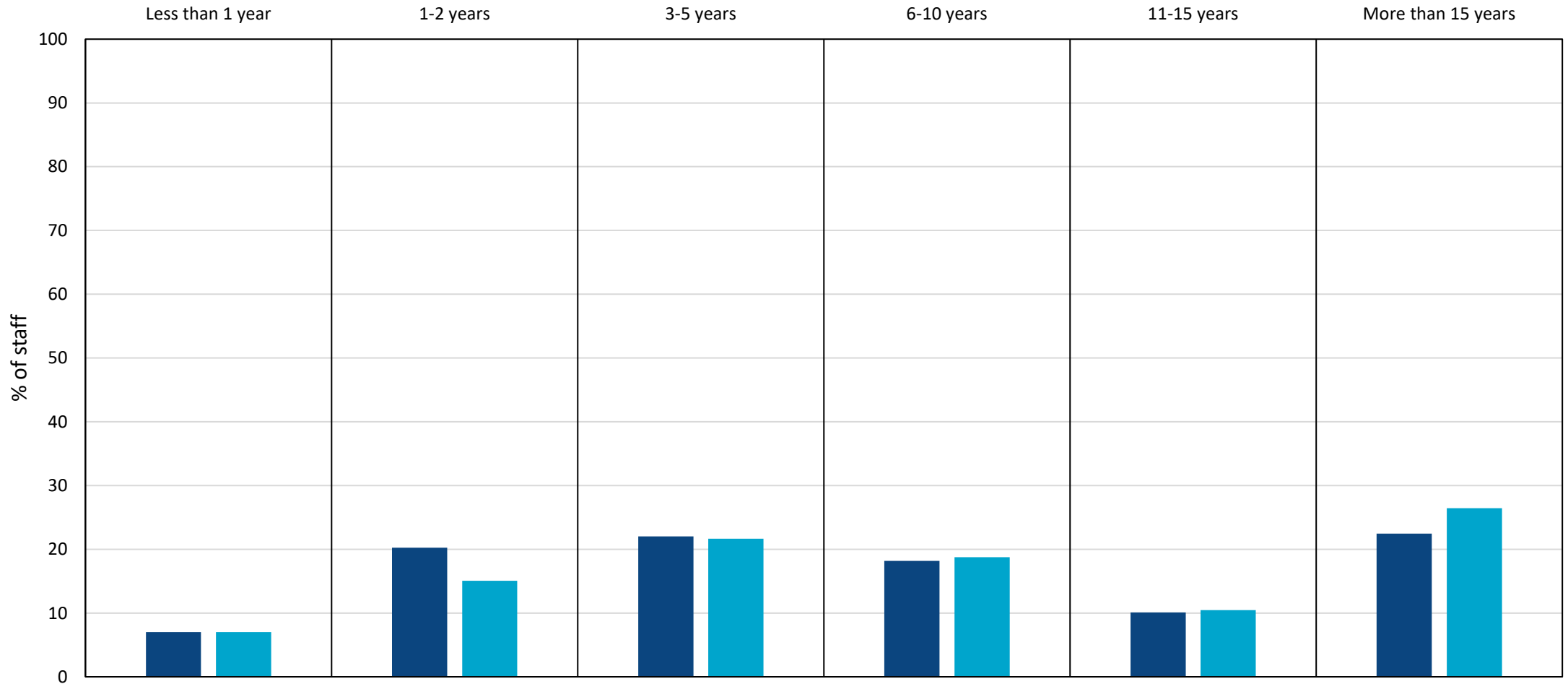
<b>Your org</b>	39.23%	24.73%
<b>Average</b>	42.03%	31.25%
<b>Responses</b>	8201	8183

# Background details - How often do you work at/from home?



Responses	8216	8216	8216	8216	8216
<b>Your org</b>	54.94%	14.89%	15.87%	12.31%	2.00%
<b>Average</b>	57.23%	14.54%	15.67%	10.40%	1.48%

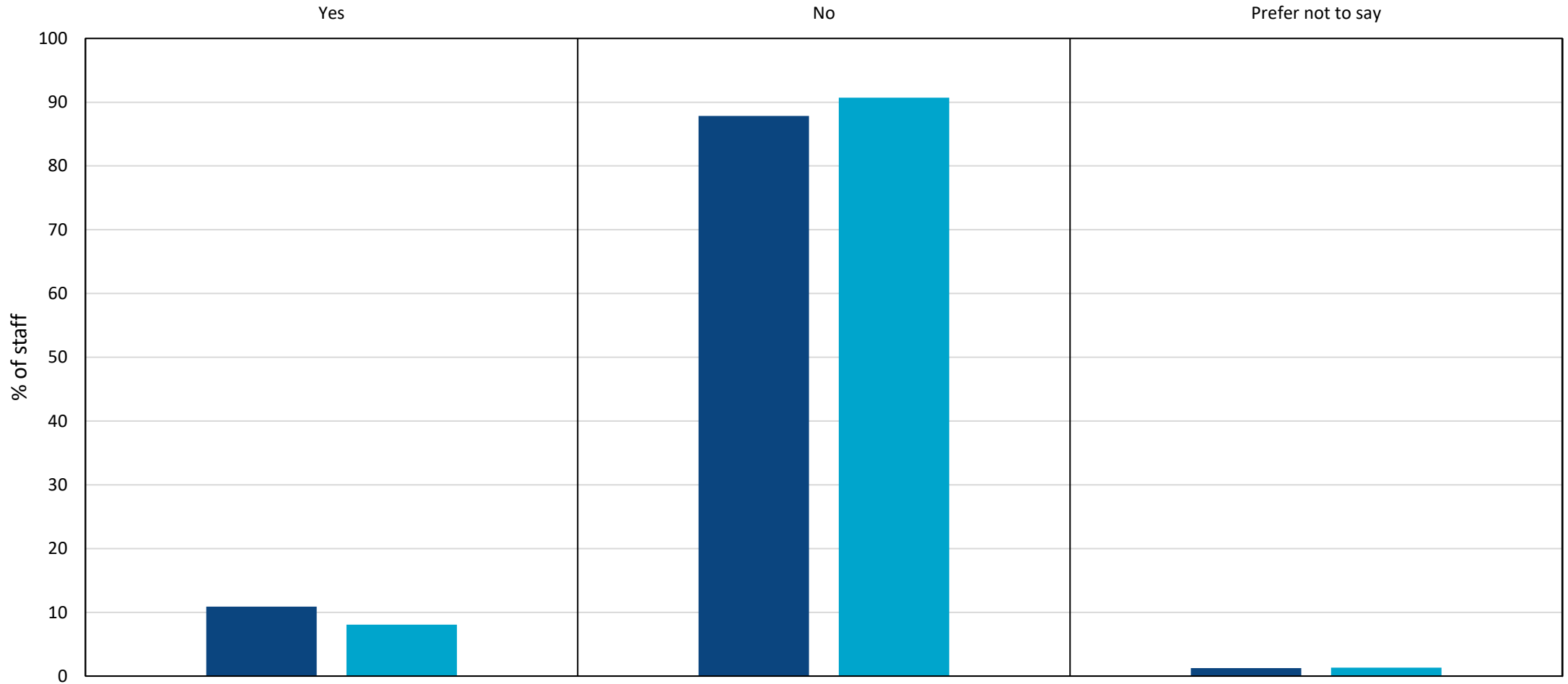
# Background details - Length of service



<b>Your org</b>	7.00%	20.26%	22.01%	18.20%	10.09%	22.44%
<b>Average</b>	7.03%	15.07%	21.68%	18.76%	10.47%	26.44%
<b>Responses</b>	8287	8287	8287	8287	8287	8287

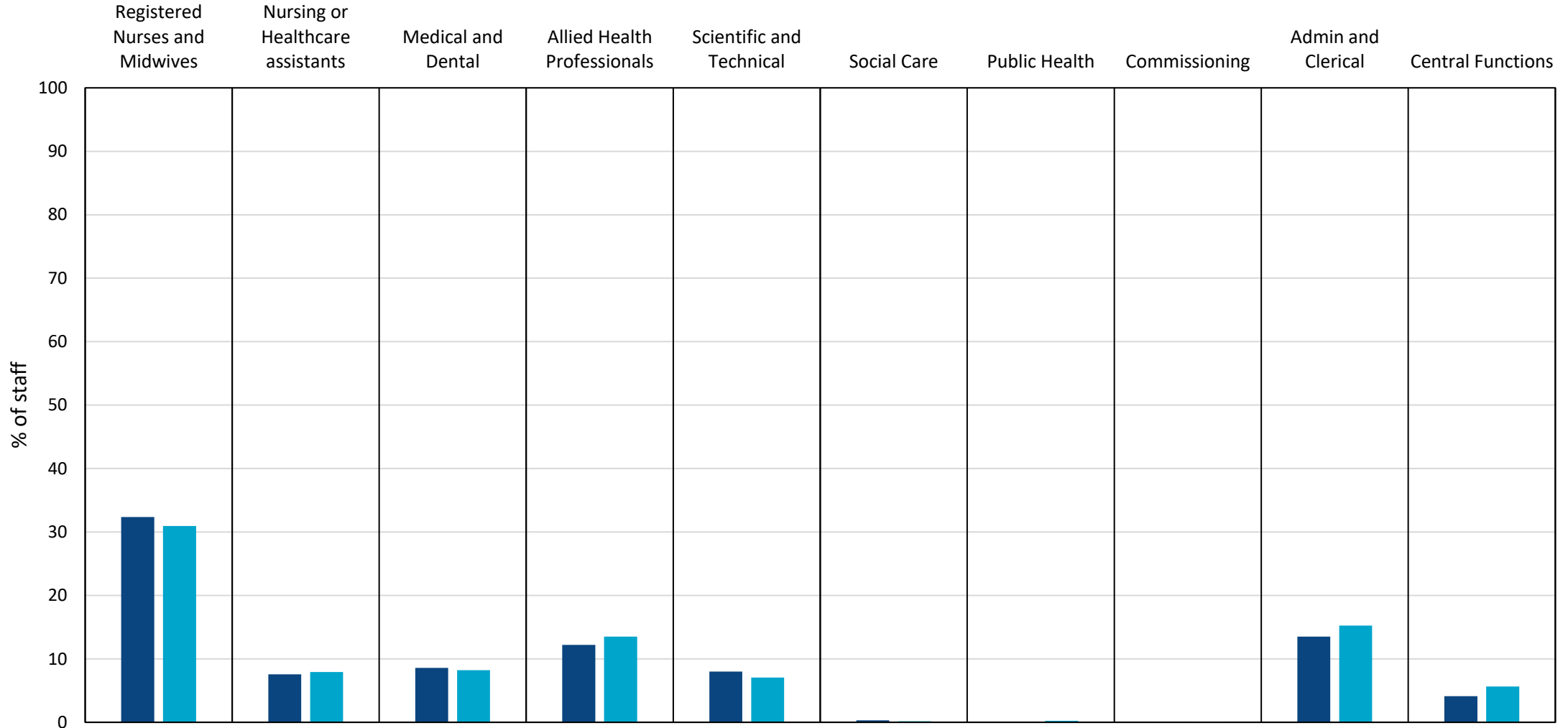


# Background details - When you joined this organisation, were you recruited from outside of the UK?



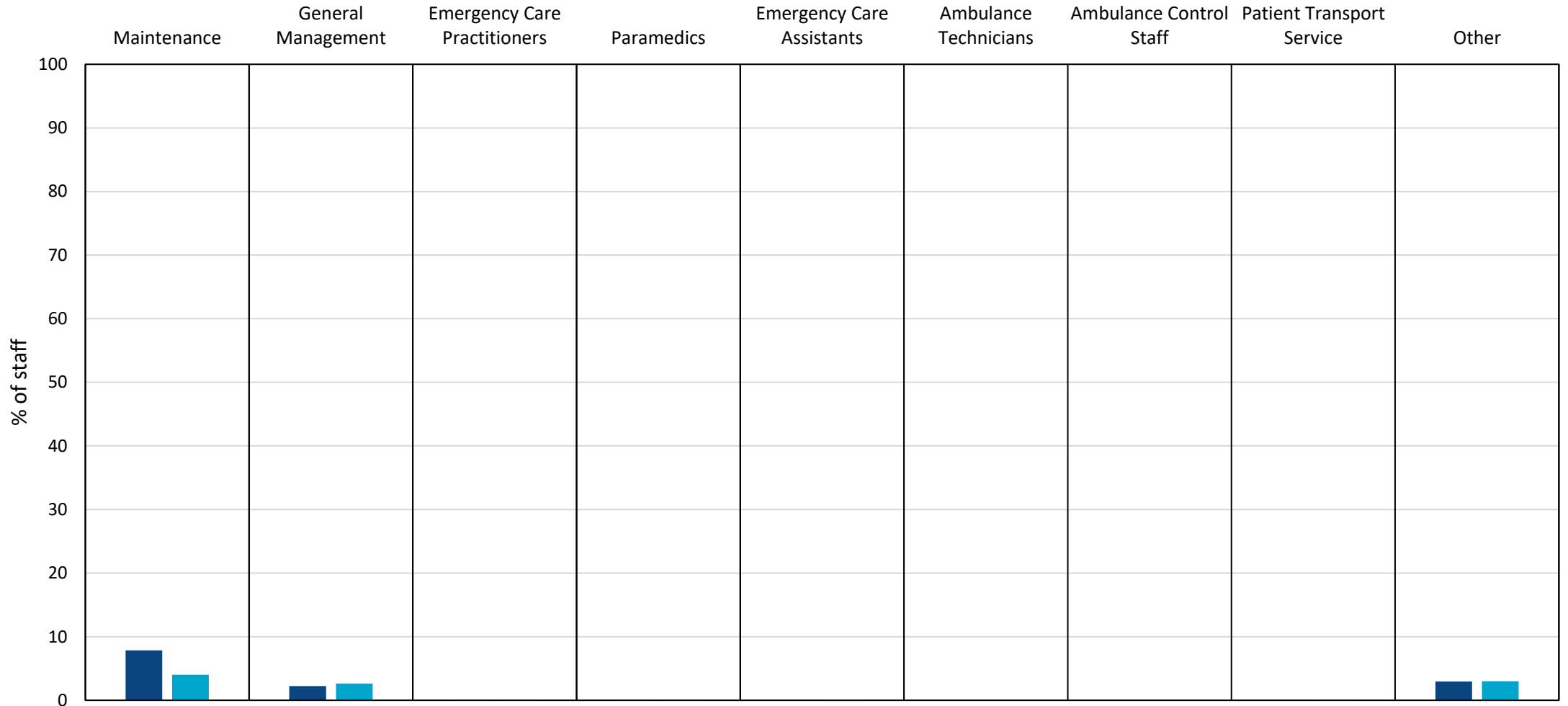
Response	Yes	No	Prefer not to say
<b>Your org</b>	10.90%	87.85%	1.25%
<b>Average</b>	8.07%	90.72%	1.31%
<b>Responses</b>	8026	8026	8026

# Background details - Occupational group



Responses	8180	8180	8180	8180	8180	8180	8180	8180	8180	8180
<b>Your org</b>	32.35%	7.57%	8.59%	12.19%	8.00%	0.31%	0.10%	0.10%	13.50%	4.13%
<b>Average</b>	30.95%	7.91%	8.21%	13.49%	7.06%	0.18%	0.25%	0.08%	15.26%	5.63%

# Background details - Occupational group



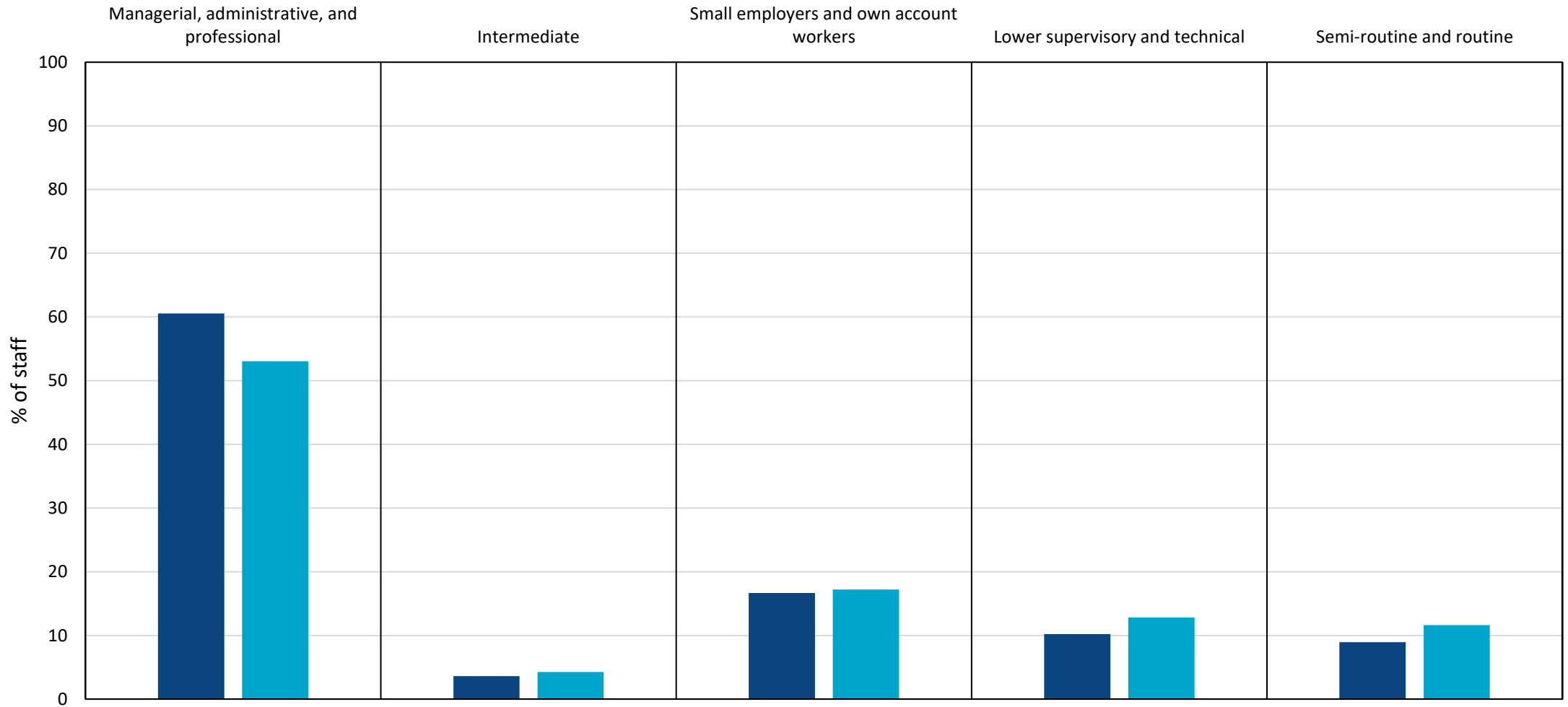
<b>Your org</b>	7.86%	2.22%	0.02%	0.02%	0.04%	0.00%	0.00%	0.04%	2.97%
<b>Average</b>	3.99%	2.62%	0.01%	0.02%	0.04%	0.00%	0.00%	0.01%	2.99%
<b>Responses</b>	8180	8180	8180	8180	8180	8180	8180	8180	8180

## Socio-economic Background

This section shows information about the socio-economic background of staff and People Promise scores by socio-economic background. These questions are only included in the online questionnaire and were not answered by those responding to the paper questionnaire.

Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

# Socio-economic background: Five classes

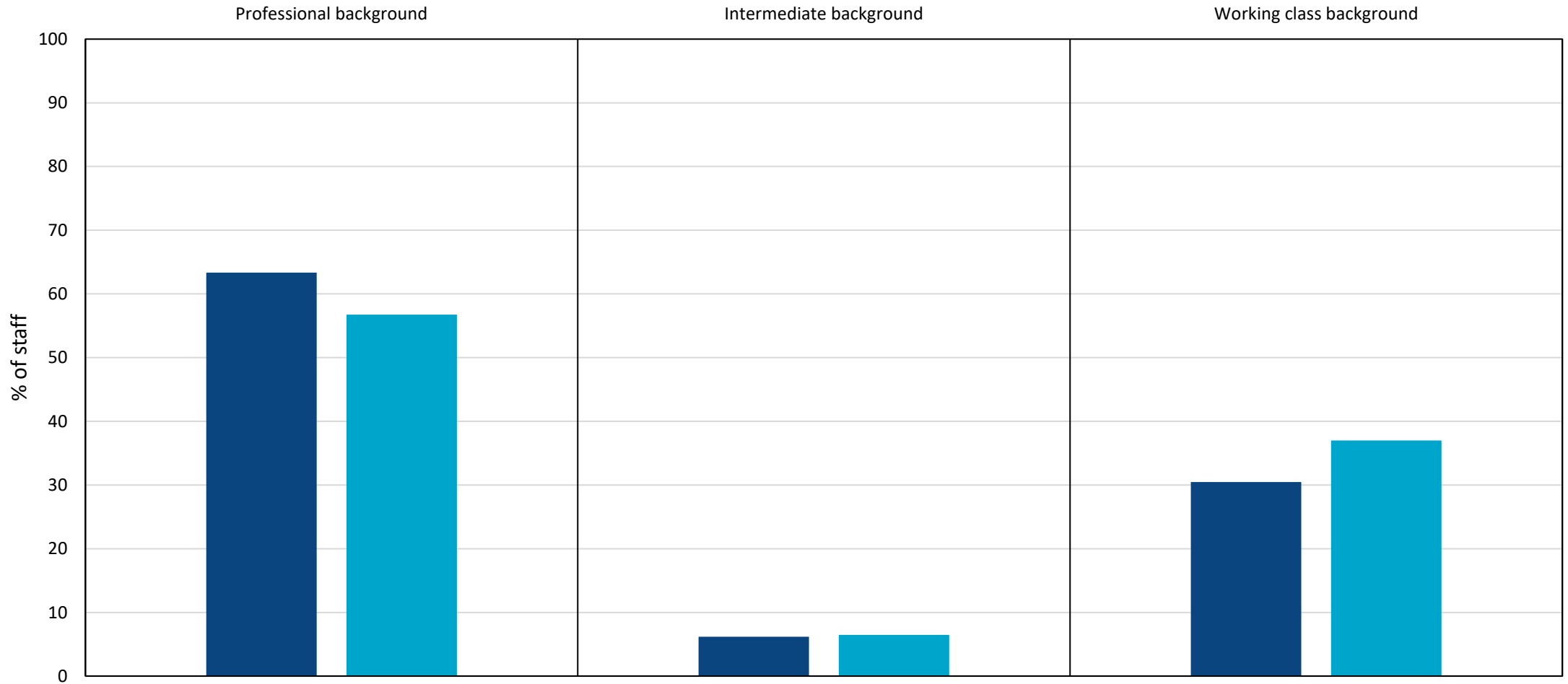


Responses	4102	4102	4102	4102	4102
<b>Your org</b>	60.56%	3.61%	16.67%	10.21%	8.95%
<b>Average</b>	53.05%	4.27%	17.19%	12.81%	11.63%

Please note – These questions are online only.

There was a higher than typical level of non-response to the socio-economic background questions, which resulted in 48.02% of respondents not receiving a Five class score at the national level. For more information about socio-economic background, please see [appendix D](#).

# Socio-economic background: Three classes



	Professional background	Intermediate background	Working class background
<b>Your org</b>	63.36%	6.16%	30.48%
<b>Average</b>	56.73%	6.48%	36.98%
<b>Responses</b>	5597	5597	5597

Please note – These questions are online only.

There was a higher than typical level of non-response to the socio-economic background questions, which resulted in 28.32% of respondents not receiving a Three class score at the national level. For more information about socio-economic background, please see [appendix D](#).



# Socio-economic background: People Promise elements and themes

People Promise elements and themes in your organisation by socio-economic background (Five class)	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff engagement	Morale
1 Managerial, administrative and professional	7.77	6.34	7.04	6.22	6.01	6.64	7.19	7.18	6.17
2 Intermediate	7.85	6.48	7.18	6.31	6.05	6.71	7.33	7.27	6.16
3 Small employers and own account workers	7.68	6.26	7.00	6.35	5.90	6.51	7.15	7.19	6.21
4 Lower supervisory and technical	7.66	6.19	6.93	6.20	5.72	6.56	7.10	7.08	6.07
5 Semi-routine and routine	7.69	6.26	6.93	6.28	5.92	6.60	7.09	7.03	6.20

People Promise elements and themes in your organisation by socio-economic background (Three class)	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff engagement	Morale
1 Professional	7.73	6.30	6.99	6.22	5.96	6.60	7.16	7.13	6.14
2 Intermediate	7.73	6.33	7.06	6.32	6.03	6.76	7.19	7.20	6.16
3 Working class	7.66	6.20	6.92	6.28	5.84	6.55	7.10	7.08	6.17

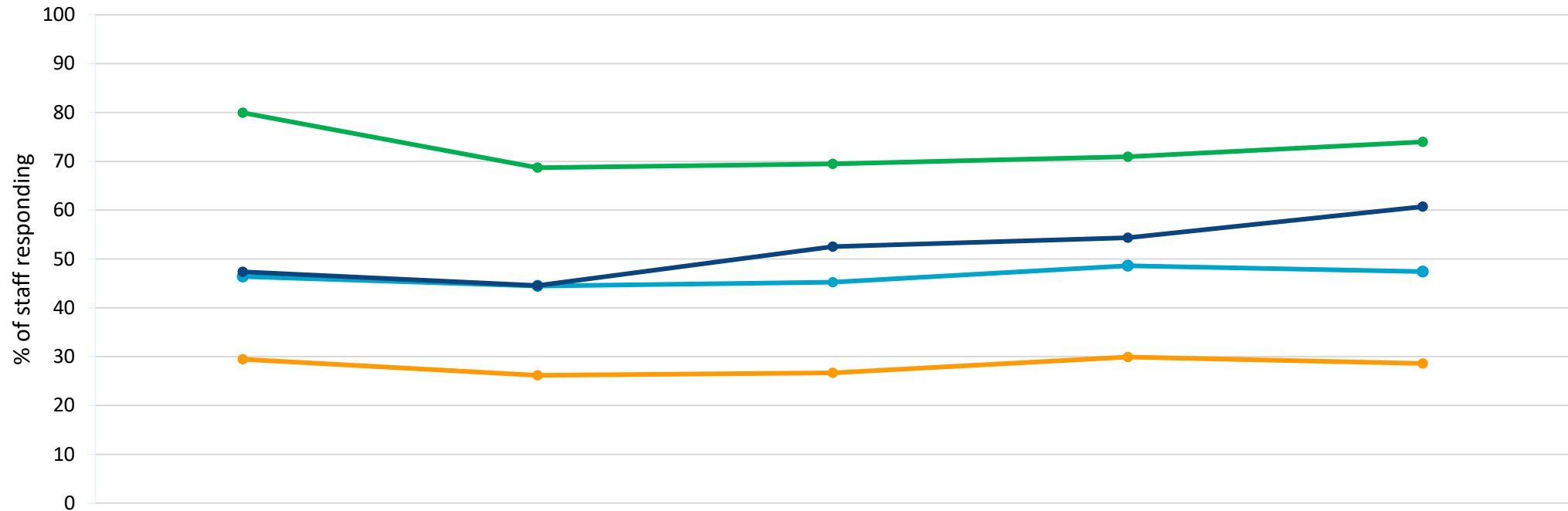
Please note – These questions are online only.

There was a higher than typical level of non-response to the socio-economic background questions. For more information about interpreting socio-economic background data, please see [appendix D](#).

## Appendices

## Appendix A: Response rate

Response rate



	2021	2022	2023	2024	2025
<b>Your org</b>	47.34%	44.55%	52.51%	54.34%	60.71%
<b>Highest</b>	79.95%	68.69%	69.45%	70.92%	73.97%
<b>Average</b>	46.38%	44.46%	45.23%	48.61%	47.42%
<b>Lowest</b>	29.47%	26.17%	26.65%	29.91%	28.60%
<b>Responses</b>	5441	5222	6594	7271	8330

## Appendix B: Significance testing 2024 vs 2025

## Appendix B: Significance testing – 2024 vs 2025

Statistical significance helps quantify whether a result is likely due to chance or to some factor of interest. The table below presents the results of significance testing conducted on the theme scores calculated in both 2024 and 2025\*. For more details, please see the [Technical Guide](#).

People Promise elements	2024 score	2024 respondents	2025 score	2025 respondents	Statistically significant change?
We are compassionate and inclusive	7.58	7241	7.61	8268	Not significant
We are recognised and rewarded	6.19	7239	6.18	8283	Not significant
We each have a voice that counts	6.90	7152	6.91	8149	Not significant
We are safe and healthy	6.35	7169	6.30	8183	Not significant
We are always learning	5.75	6751	5.92	7804	Significantly higher
We work flexibly	6.50	7179	6.57	8209	Not significant
We are a team	6.99	7222	7.07	8257	Significantly higher
Themes					
Staff Engagement	7.10	7244	7.07	8282	Not significant
Morale	6.13	7248	6.15	8285	Not significant

\* Statistical significance is tested using a two-tailed t-test with a 95% level of confidence.

## Appendix C: Tips on using your benchmark report

The following pages include tips on how to read, interpret and use the data in this report. The **suggestions are aimed at users who would like some guidance on how to understand the data** in this report. These suggestions are by no means the only way to analyse or use the data but have been included to aid users.

### Key points to note



The seven People Promise elements, the two themes and the sub-scores that feed into them cover key areas of staff experience and present results in these areas in a clear and consistent way. The People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher result is more positive than a lower result. These results are created by scoring questions linked to these areas of experience and grouping these results together. Details of how the results are calculated can be found in the Technical Guide available on the [Staff Survey website](#).



A key feature of the reports is that they **provide organisations with up to five years of trend data**. Trend data provides a much more reliable indication of whether the most recent results represent a change from the norm for an organisation than comparing the most recent results only to those from the previous year. Taking a longer-term view will help organisations to identify trends over several years that may have been missed when comparisons are drawn solely between the current and previous year.



People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are benchmarked so that organisations can identify how results on each question have changed for themselves and their peers over time by looking at a single chart.

When analysing People Promise element and theme results, it is easiest to start with the [overview](#) page to quickly identify areas of interest which can then be compared to the best, average, and worst result in the benchmarking group.

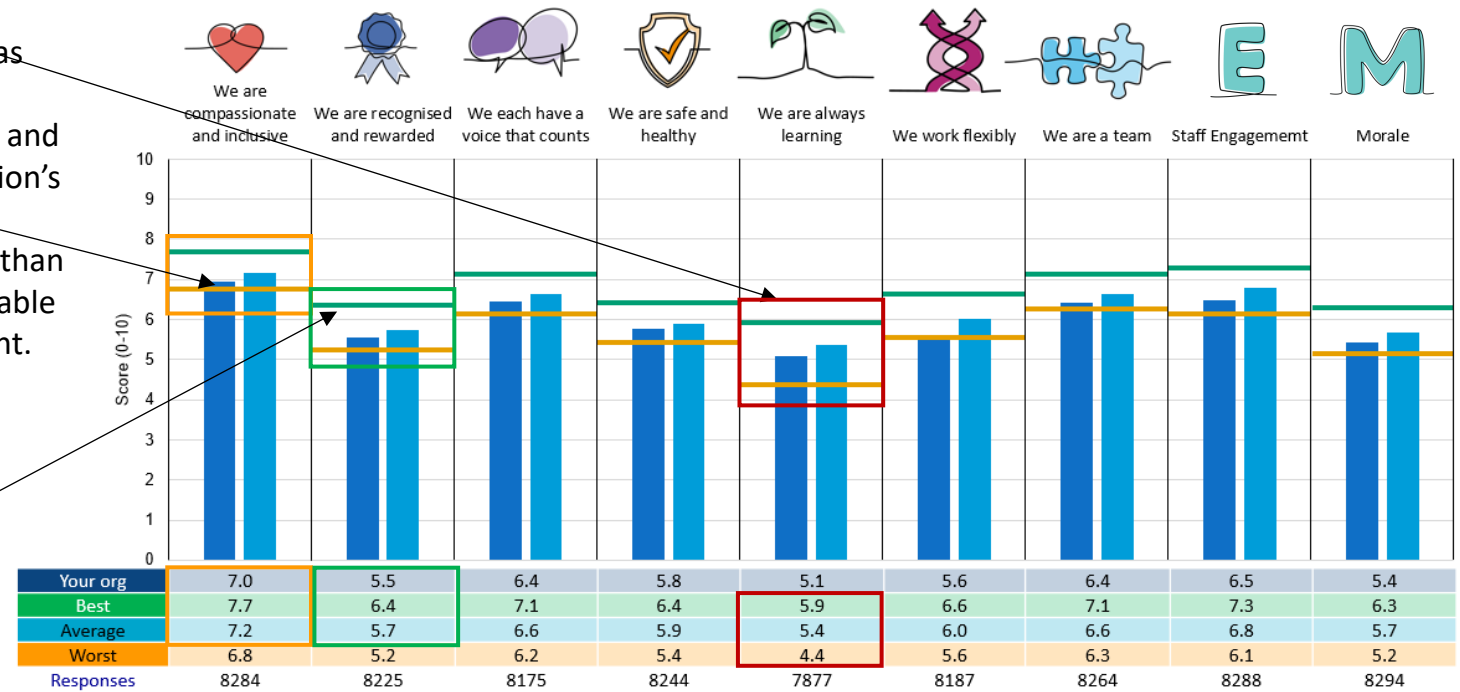
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another point of reference.

## Areas to improve

- By checking where, the 'Your org' column/value is lower than the benchmarking group 'Average result' you can quickly identify areas for improvement.
- It is worth looking at the difference between the 'Your org' result and the benchmarking group 'Worst result'. The closer your organisation's result is to the worst result, the more concerning the result.
- Results where your organisation's result is only marginally better than the 'Average result', but still lags behind the 'Best result' by a notable margin, could also be considered as areas for further improvement.

## Positive outcomes

- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' results are distinctly higher than the benchmarking group 'Average result'.
- Positive stories to report could be ones where your organisation approaches or matches the benchmarking group's 'Best result'.



Only one example is highlighted for each point

## Review trend data

Trend data can be used to identify measures which have been consistently improving for your organisation (i.e. showing an upward trend) over the past years and ones which have been declining over time. These charts can **help establish if there is genuine change in the results** (if the results are consistently improving or declining over time), or whether a change between years is just a minor **year-on-year** fluctuation.

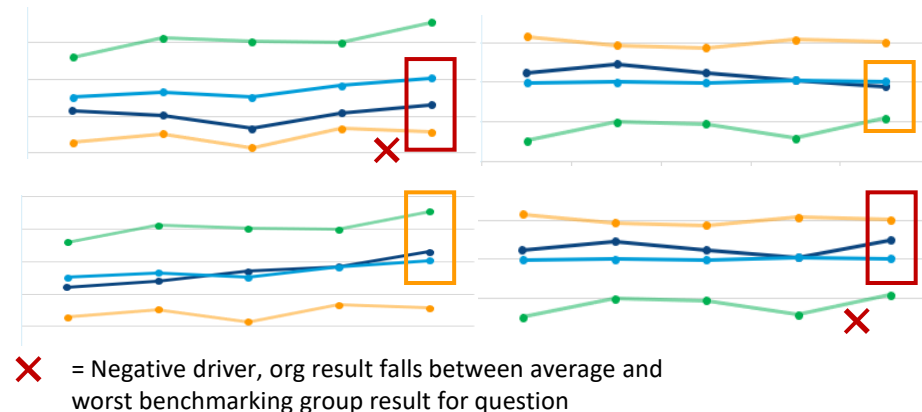


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

## Review the sub-scores and questions feeding into the People Promise elements and themes

In order to understand exactly which factors are driving your organisation’s People Promise element and theme results, you should review the sub-scores and questions feeding into these results. The **sub-score results** and the **‘Question results’** section contain the sub-scores and questions contributing to each People Promise element and theme, grouped together. By comparing ‘Your org’ results to the benchmarking group ‘Average’, ‘Best’ and ‘Worst’ results for each question, the **questions which are driving your organisation’s People Promise element and theme results can be identified**.

For areas of experience where results need improvement, action plans can be formulated to **focus on the questions where the organisation’s results fall between the benchmarking group average and worst results**. Remember to keep an eye out for questions where a lower percentage is a better outcome – such as questions on violence or harassment, bullying and abuse.



This benchmark report displays results for all questions in the questionnaire, including benchmarked trend data wherever available. While this a key feature of the report, at first glance the amount of information contained on more than 140 pages might appear daunting. The below suggestions aim to provide some guidance on how to get started with navigating through this set of data.

### Identifying questions of interest

#### ➤ Pre-defined questions of interest – key questions for your organisation

Most organisations will have questions which have traditionally been a focus for them - questions which have been targeted with internal policies or programmes, or whose results are of heightened importance due to organisation values or because they are considered a proxy for key issues. Outcomes for these questions can be assessed on the backdrop of benchmark and historical trend data.

#### ➤ Identifying questions of interest based on the results in this report

The methods recommended to review your People Promise and theme results can also be applied to pick out question level results of interest. However, **unlike People Promise elements, themes and sub-scores where a higher result always indicates a better result, it is important to keep an eye out for questions where a lower percentage relates to a better outcome** (see details on the 'Using the report' page in the 'Introduction' section).



- **To identify areas of concern:** look for questions where the organisation value falls between the benchmarking group average and the worst result, particularly questions where your organisation result is very close to the worst result. Review changes in the trend data to establish if there has been a decline or stagnation in results across multiple years but consider the context of how the organisation has performed in comparison to its benchmarking group over this period. A positive trend for a question that is still below the average result can be seen as good progress to build on further in the future.
- **When looking for positive outcomes:** search for results where your organisation is closest to the benchmarking group best result (but remember to consider results for previous years), or ones where there is a clear trend of continued improvement over multiple years.

## Appendix D: Socio-economic background

Starting in 2025, the online NHS Staff Survey includes questions on staff members' socio-economic background. The questionnaire included questions (Q33-37) from the [Socio-economic background harmonised standard](#) from the Government Statistical Service (GSS) Harmonisation Team.

### What is socio-economic background?

The [Socio-economic background harmonised standard](#) uses the [Social Mobility Commission's definition](#) of socio-economic background, which is:

"[...] the particular set of social and economic circumstances that an individual has come from. It permits objective discussion of the influence of these circumstances on individuals' educational and career trajectories; and it can be objectively measured by capturing information on parental occupation and level of education."

### Measuring socio-economic background

The NHS Staff Survey used the self-coded question set designed to place respondents into five classes, the [Five Class System of National Statistics Socio-economic Classification \(NS-SEC\)](#). During quality assurance processes, analysts at the Survey Coordination Centre (SCC) identified a high rate of non-response or non-substantive responses, resulting in 48.02% of respondents from across the country not being allocated a score with the Five Class System. This includes 4.85% that said their parents/guardians were not employed. Using an alternative Three Class System (that is derived only using Q37 - *When you were aged about 14, what was the occupation of the main or highest income earner?*) reduced the proportion without a score to 28.32%.

SCC also found the rate of responses not resulting in a score varied between demographic groups. This occurs with both the Five and Three Class Systems, though to lesser extent for the Three Class System. Groups less likely to produce a score include:

- People from **Mixed / multiple, Asian / Asian British, Black / African / Caribbean / Black British, Arab** or **Other** ethnic backgrounds (as compared to people from **White** backgrounds)
- **Younger people** (particularly those aged 16-30)
- People **recruited from abroad**

National results are shown in more detail on the following page.

## Comparison of Three and Five Class approaches

The following tables show the proportion of respondents that are excluded from scoring using the Five and Three Class Systems using national data.

	Total
Five Class (No Score)	48.02%
Three Class (No Score)	28.32%

Ethnic background / group	White	Mixed / multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Five Class (No Score)	43.10%	52.19%	61.15%	57.92%	52.65%	63.00%
Three Class (No Score)	22.27%	33.96%	44.78%	39.38%	31.19%	48.15%

Age	16-20	21-30	31-40	41-50	51-65	66+
Five Class (No Score)	59.53%	50.72%	49.32%	46.39%	45.51%	49.12%
Three Class (No Score)	36.00%	29.37%	29.11%	27.12%	26.44%	29.81%

Recruited from abroad	Yes	No
Five Class (No Score)	59.67%	46.42%
Three Class (No Score)	42.17%	26.36%

## Appendix E: Additional reporting outputs

Below are links to other key reporting outputs that complement this report. A full list and more detailed explanation of the reporting outputs is included in the Technical Guide.

### Supporting documents



**[Guide to Understanding and Using Results](#)**: Provides a brief overview of the NHS Staff Survey data and details on what is contained in each of the reporting outputs.



**[Technical Guide](#)**: Contains technical details about the NHS Staff Survey data, including data cleaning, weighting, benchmarking, People Promise, historical comparability of organisations and questions in the survey.

### Other reporting outputs



**[Online Dashboards](#)**: Interactive dashboards containing results for all trusts nationally, each participating organisation (local), and for each region and ICS. Results are shown with trend data for up to five years where possible and show the full breakdown of response options for each question.



**[Breakdown reports](#)**: Reports containing People Promise and theme results split by breakdown (locality) for University Hospitals Bristol and Weston NHS Foundation Trust.



**[National Briefing Document](#)**: Report containing the national results for the People Promise elements, themes and sub-scores. Results are shown with trend data for up to five years where possible.



**[Detailed spreadsheets](#)** Contain detailed weighted results for all participating organisations, all trusts nationally, and for each region and ICS.