

# University Hospital Southampton NHS Foundation Trust

## 2025 NHS Staff Survey Benchmark Report



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# Introduction

## About this report

This benchmark report for University Hospital Southampton 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.

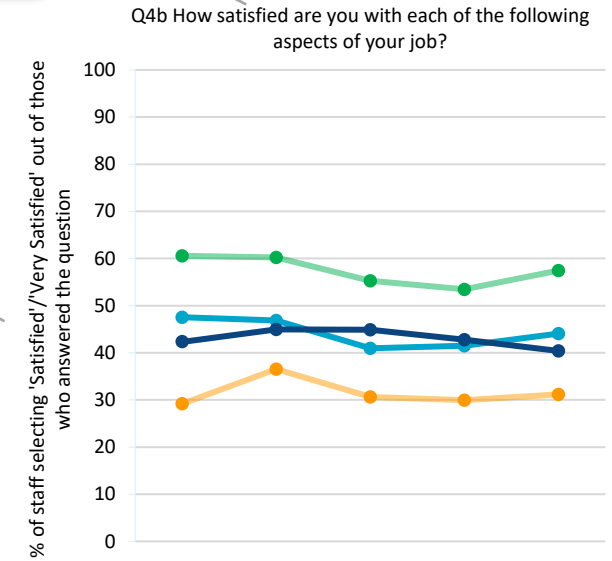
Note this is example data



	2021	2022	2023	2024
Your org	32.6%	30.6%	30.0%	28.5%
Best result	21.8%	21.7%	18.0%	17.1%
Average result	30.2%	29.8%	28.1%	26.4%
Worst result	37.6%	36.9%	38.5%	39.2%
Responses	480	500	515	520

**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.



	2020	2021	2022	2023	2024
Your org	42.3%	45.0%	44.9%	42.8%	40.4%
Best result	60.6%	60.3%	55.3%	55.3%	57.4%
Average result	47.5%	46.9%	41.0%	41.5%	44.0%
Worst result	29.2%	36.5%	30.6%	29.9%	31.2%
Responses	835	1255	1491	1325	517

**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 Hospital Southampton NHS Foundation Trust

## 2025 NHS Staff Survey



### Organisation details

Completed questionnaires **4808**

2025 response rate **35%**

### Survey details

Survey mode **Mixed**

This organisation is benchmarked against:

Acute and Acute & Community Trusts



### 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](#).

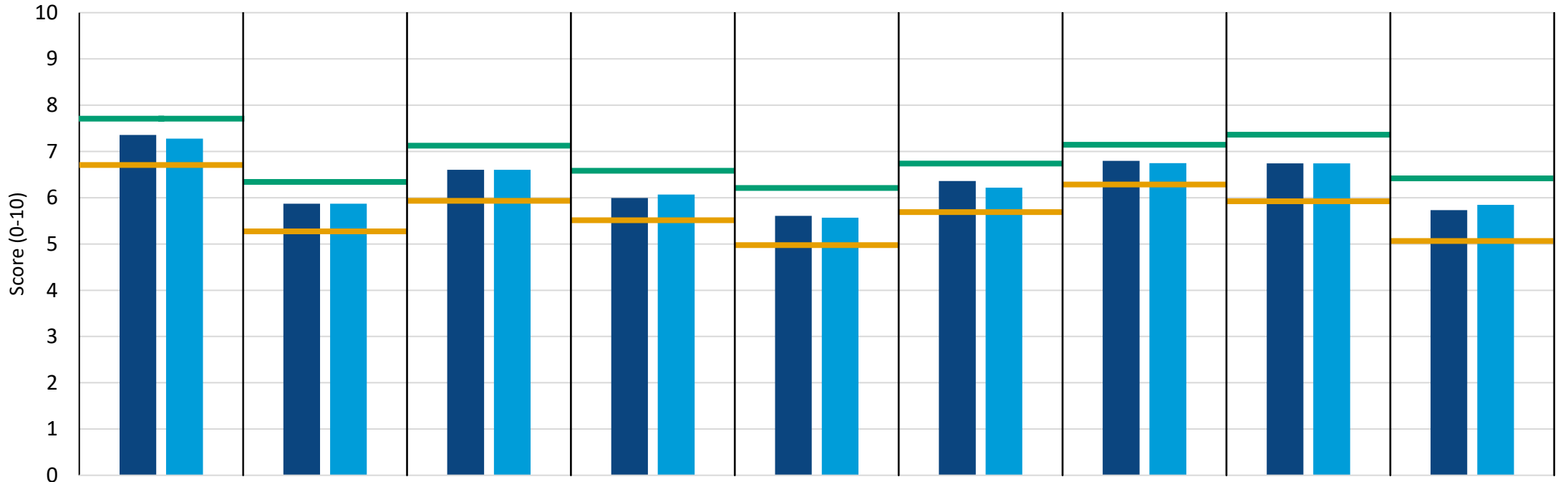


## People Promise elements, themes and sub-score results

## 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.

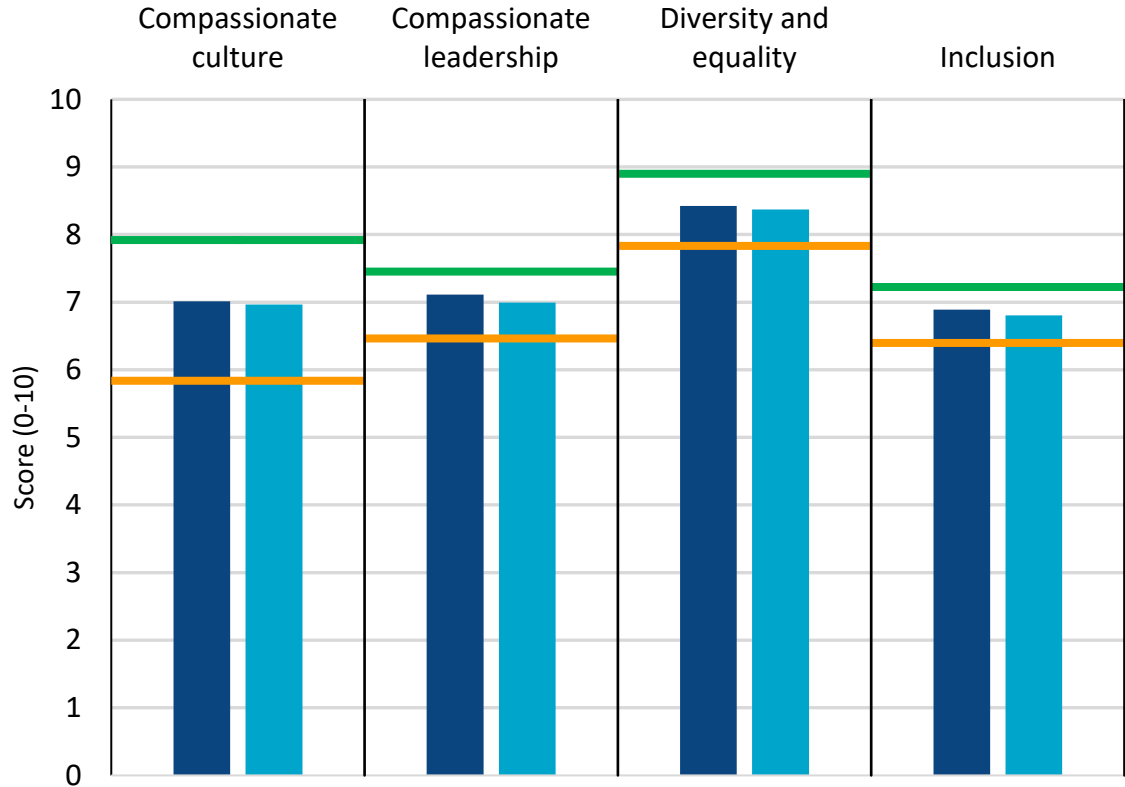


Your org	7.36	5.87	6.61	6.00	5.61	6.36	6.80	6.74	5.73
Best result	7.71	6.34	7.12	6.58	6.21	6.74	7.14	7.36	6.42
Average result	7.28	5.87	6.60	6.07	5.57	6.22	6.75	6.74	5.84
Worst result	6.71	5.27	5.93	5.51	4.98	5.69	6.29	5.92	5.06
Responses	4802	4795	4765	4780	4569	4778	4794	4804	4805

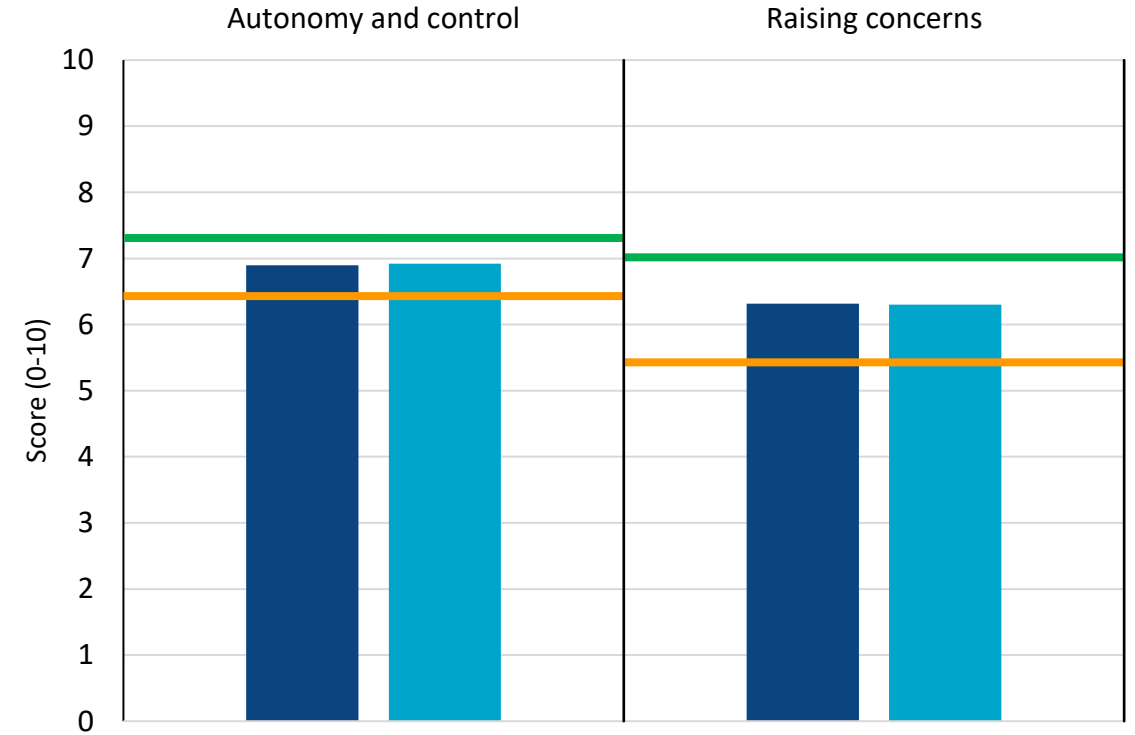
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 1: We are compassionate and inclusive



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



Your org	7.01	7.11	8.42	6.89
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	4791	4797	4771	4788

Your org	6.90	6.32
Best result	7.31	7.02
Average result	6.92	6.30
Worst result	6.43	5.43
Responses	4802	4771

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.

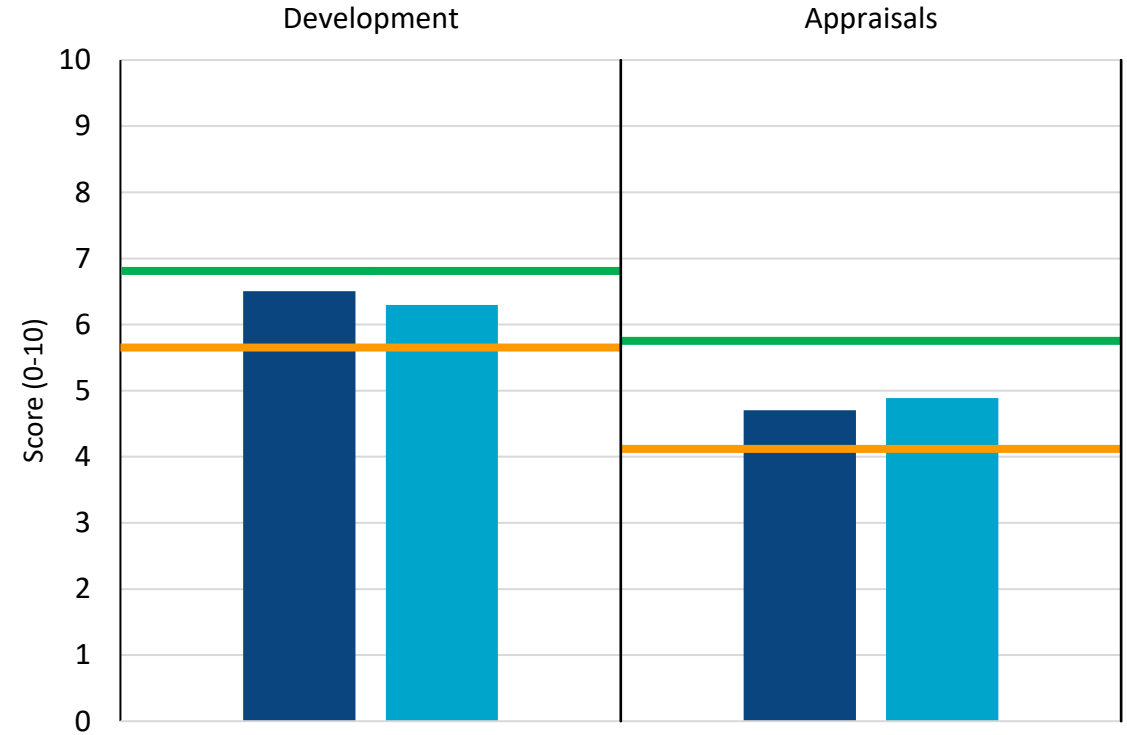
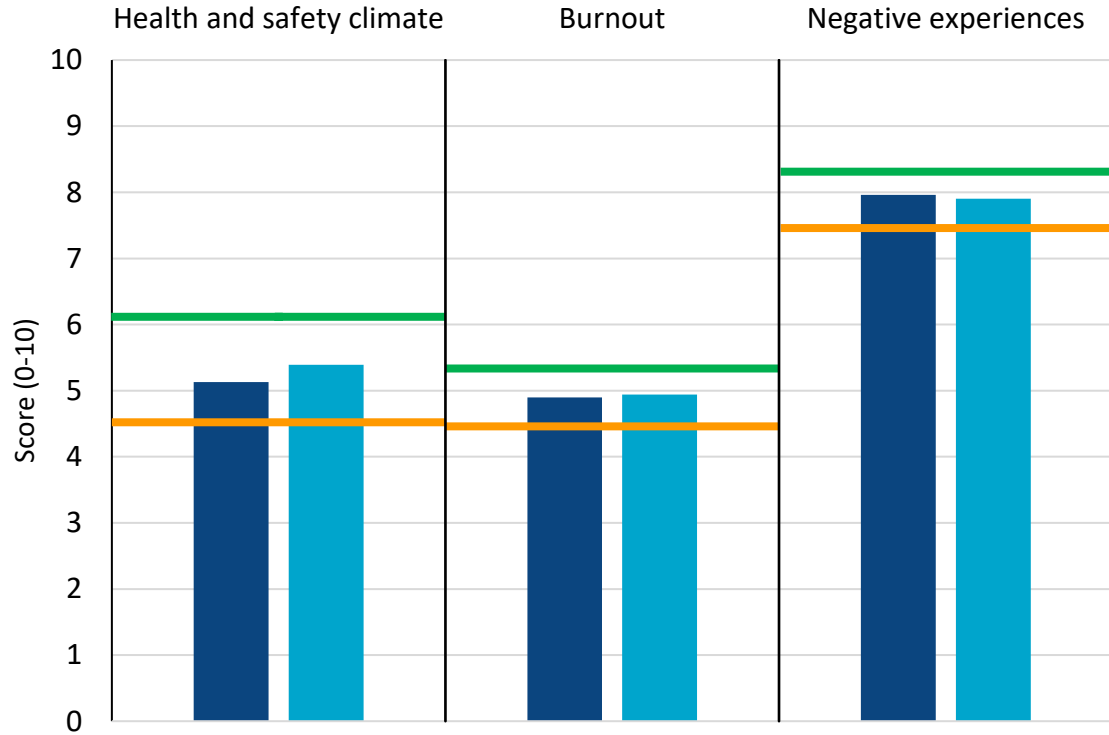
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 4: We are safe and healthy



## Promise element 5: We are always learning



Your org	5.13	4.90	7.96
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	4801	4801	4788

Your org	6.51	4.70
Best result	6.81	5.75
Average result	6.29	4.89
Worst result	5.65	4.12
Responses	4798	4572

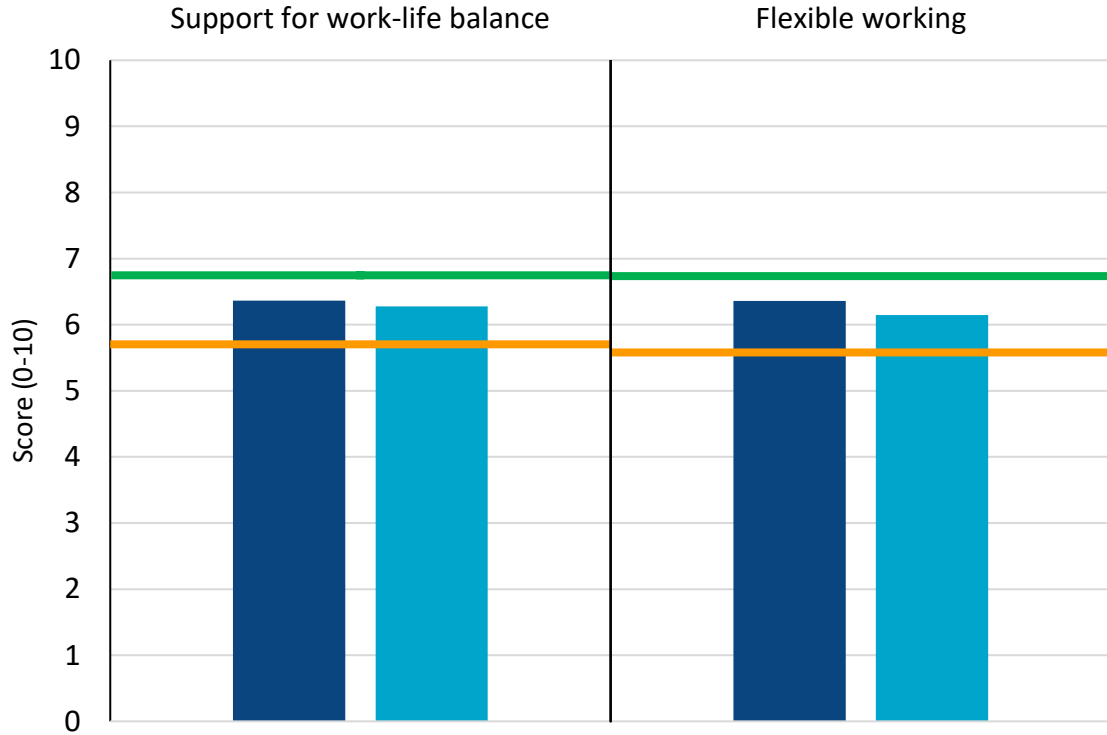
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 6: We work flexibly



## Promise element 7: We are a team



Your org	6.36	6.36
Best result	6.75	6.73
Average result	6.28	6.15
Worst result	5.70	5.58
Responses	4803	4780

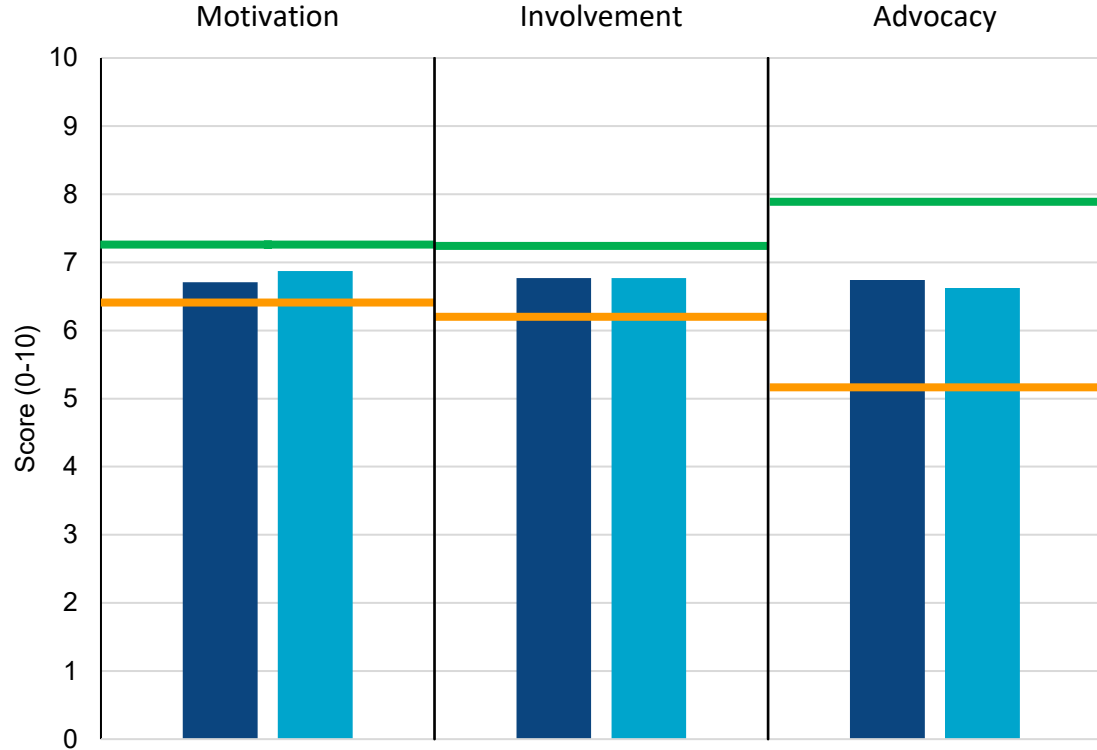


Your org	6.66	6.94
Best result	7.07	7.31
Average result	6.64	6.82
Worst result	6.23	6.34
Responses	4798	4798

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.



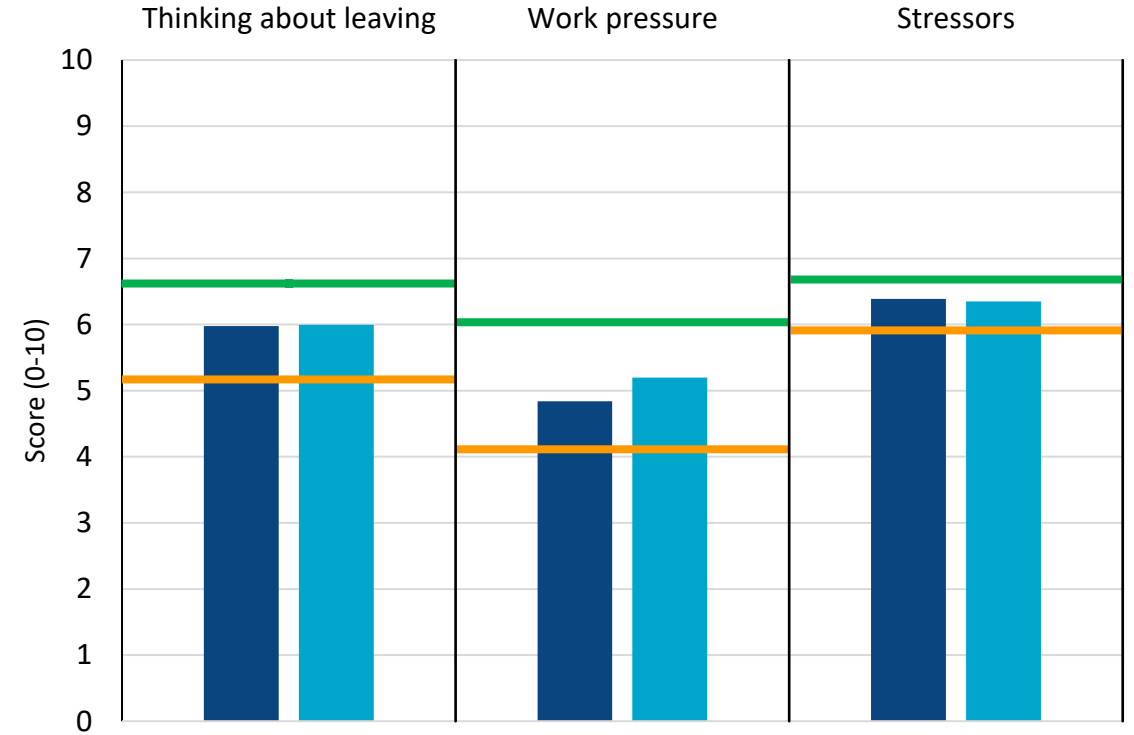
## Theme: Staff engagement



Element	Score (0-10)	Responses
Your org	6.71	4766
Best result	7.26	
Average result	6.87	
Worst result	6.41	
Your org	6.77	4802
Best result	7.24	
Average result	6.77	
Worst result	6.20	
Your org	6.74	4791
Best result	7.89	
Average result	6.63	
Worst result	5.17	




## Theme: Morale



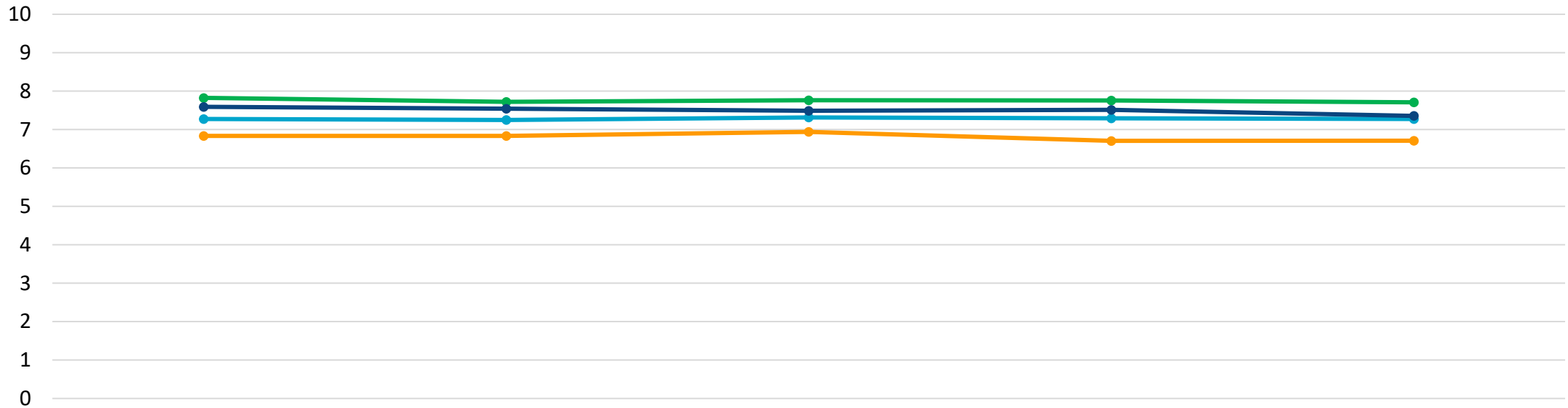
Element	Score (0-10)	Responses
Your org	5.97	4789
Best result	6.62	
Average result	6.00	
Worst result	5.17	
Your org	4.84	4800
Best result	6.03	
Average result	5.20	
Worst result	4.11	
Your org	6.39	4800
Best result	6.68	
Average result	6.35	
Worst result	5.91	

## 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



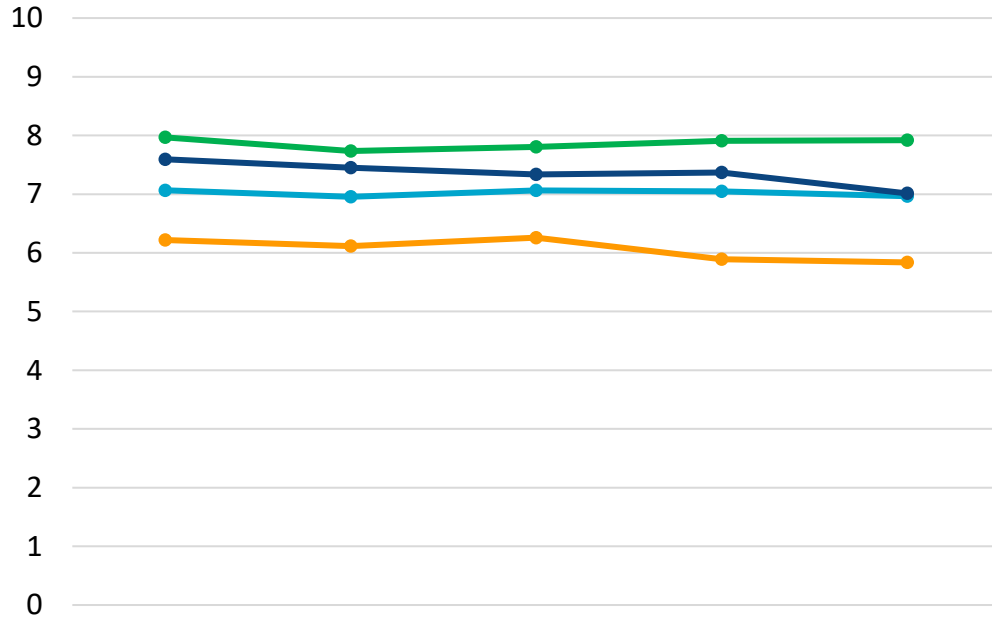
	2021	2022	2023	2024	2025
Your org	7.59	7.54	7.49	7.51	7.36
Best result	7.82	7.72	7.76	7.76	7.71
Average result	7.27	7.25	7.31	7.29	7.28
Worst result	6.83	6.83	6.94	6.71	6.71
Responses	6747	6943	5549	5328	4802

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/>

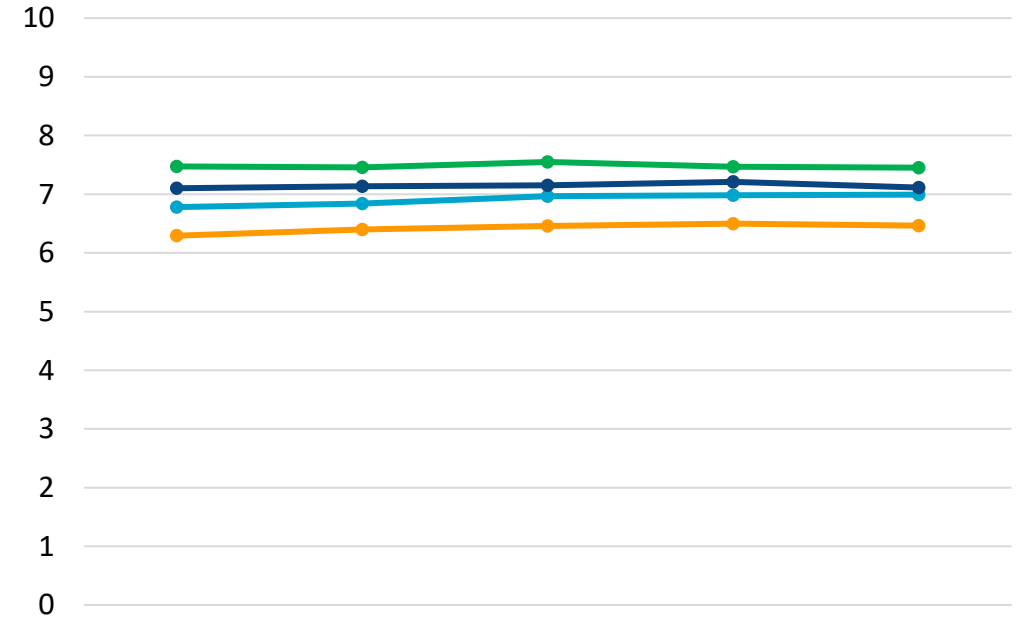
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



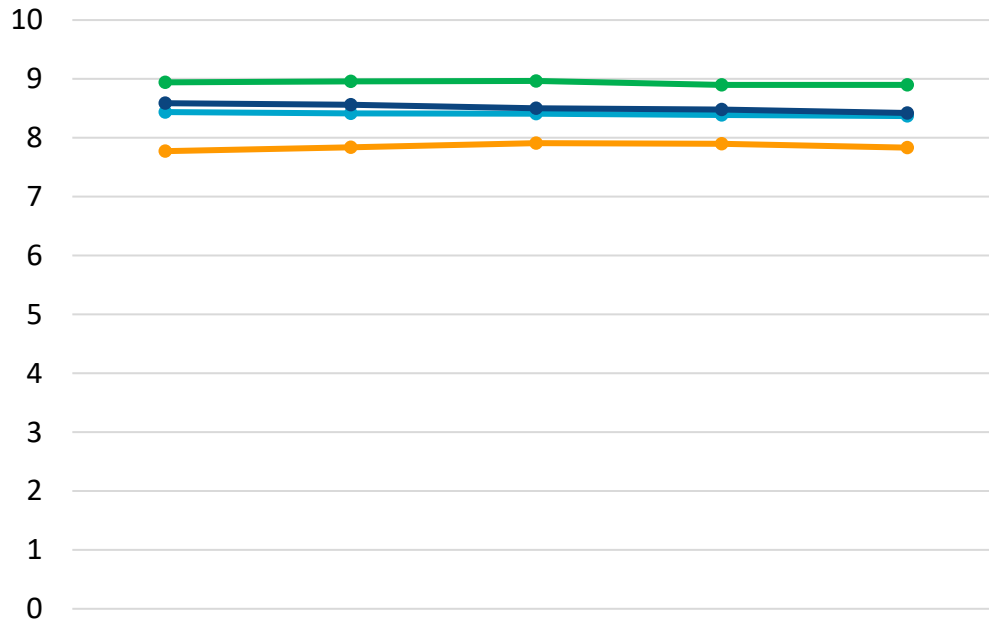
	2021	2022	2023	2024	2025
Your org	7.59	7.45	7.34	7.37	7.01
Best result	7.97	7.73	7.81	7.91	7.92
Average result	7.07	6.96	7.06	7.05	6.97
Worst result	6.22	6.12	6.26	5.89	5.84
Responses	6678	6928	5534	5311	4791

	2021	2022	2023	2024	2025
Your org	7.10	7.13	7.15	7.21	7.11
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	6790	6936	5540	5321	4797

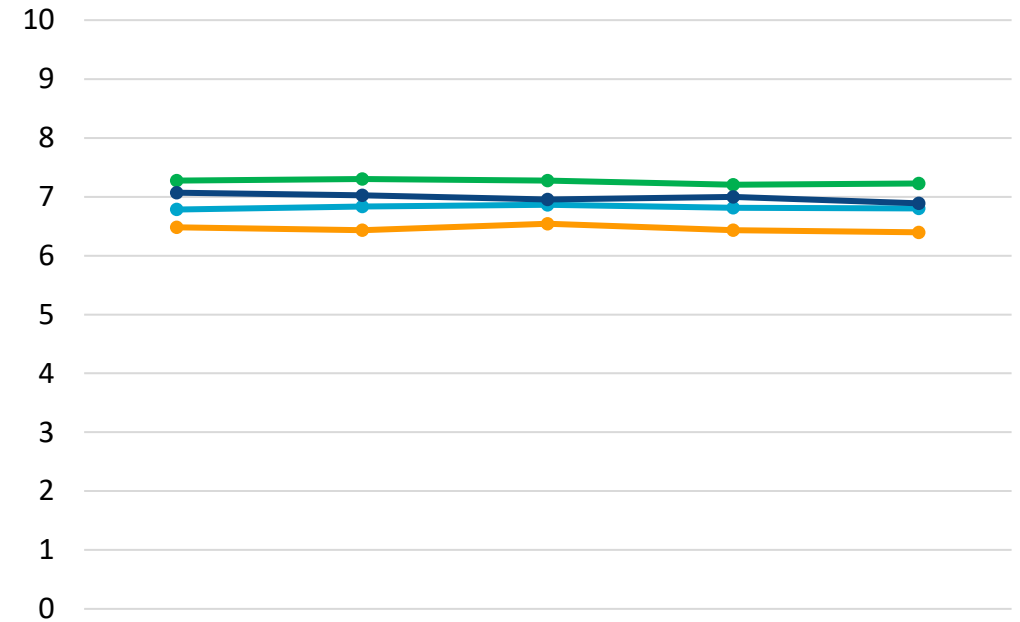
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024	2025
Your org	8.59	8.56	8.50	8.48	8.42
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	6747	6937	5543	5311	4771

	2021	2022	2023	2024	2025
Your org	7.07	7.03	6.95	7.00	6.89
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	6820	6941	5539	5319	4788

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*:

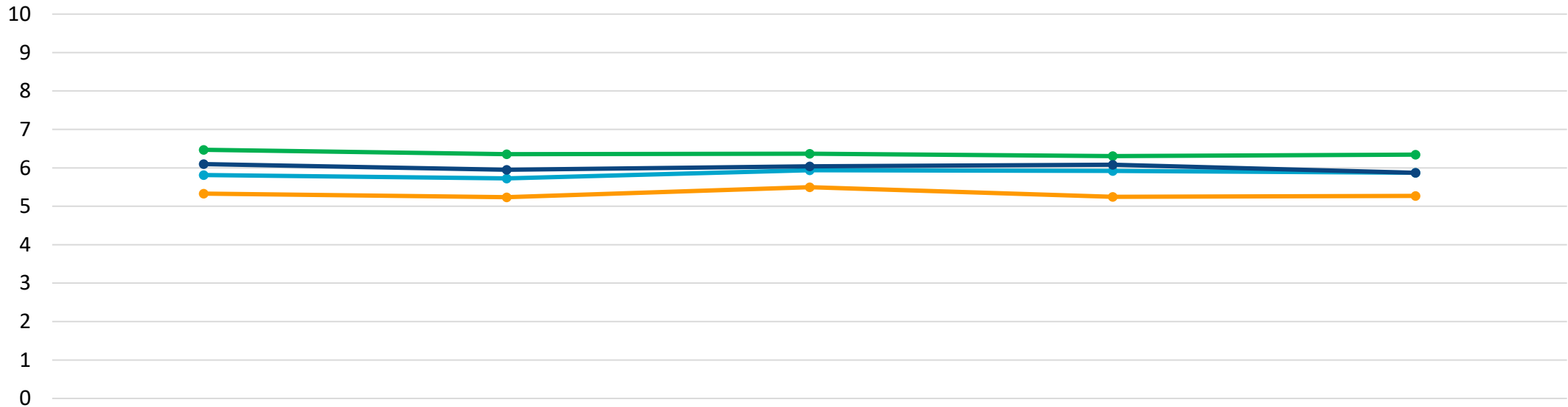
<https://www.nhsstaffsurveys.com/survey-documents/>

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



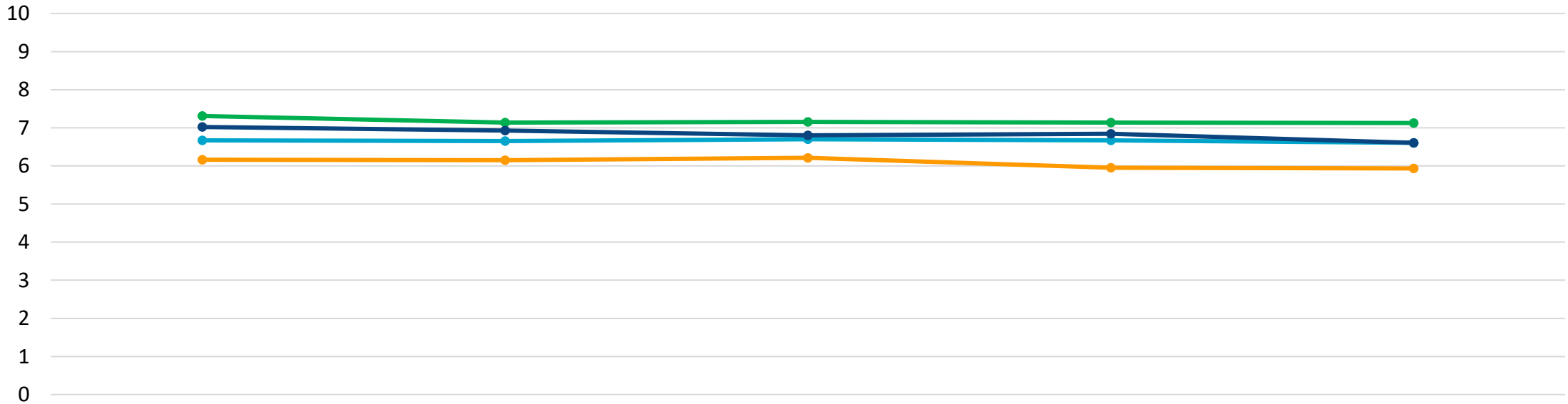
	2021	2022	2023	2024	2025
Your org	6.10	5.95	6.04	6.08	5.87
Best result	6.47	6.36	6.37	6.31	6.34
Average result	5.81	5.73	5.94	5.92	5.87
Worst result	5.33	5.24	5.50	5.25	5.27
Responses	6897	6942	5538	5329	4795

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



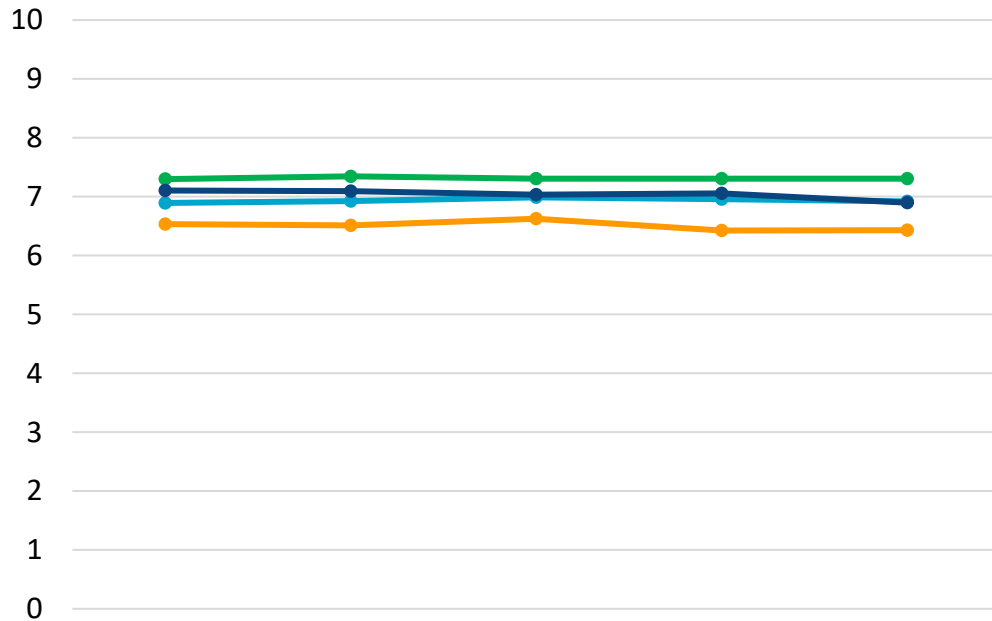
	2021	2022	2023	2024	2025
Your org	7.02	6.93	6.80	6.84	6.61
Best result	7.31	7.14	7.16	7.14	7.12
Average result	6.67	6.65	6.70	6.67	6.60
Worst result	6.16	6.15	6.21	5.95	5.93
Responses	6658	6904	5504	5294	4765

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.

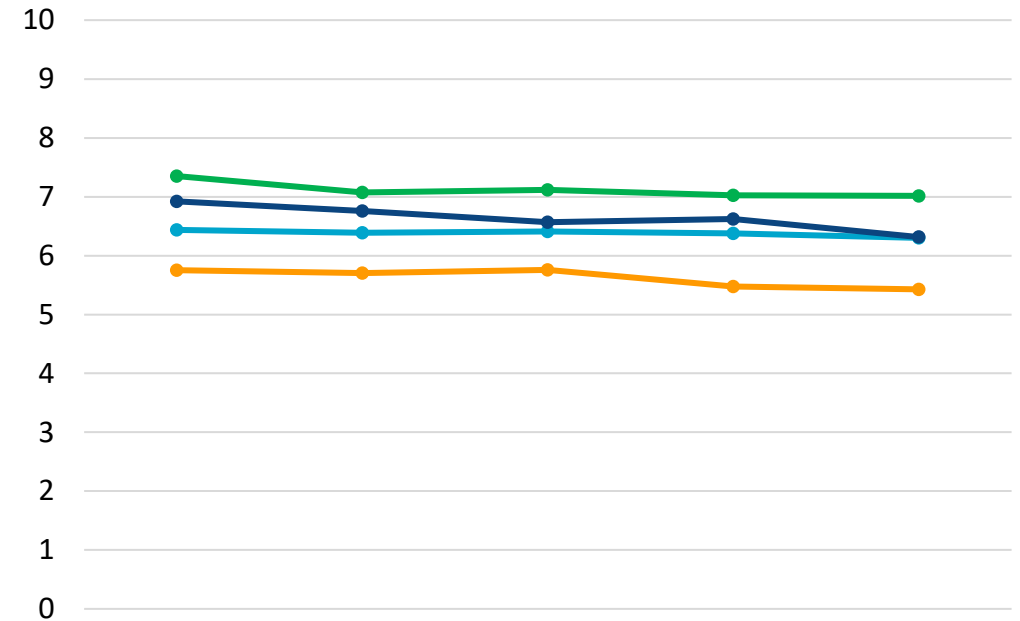


## Promise element 3: We each have a voice that counts

### Autonomy and control



### Raising concerns



	2021	2022	2023	2024	2025
Your org	7.10	7.10	7.04	7.06	6.90
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	6909	6941	5551	5330	4802

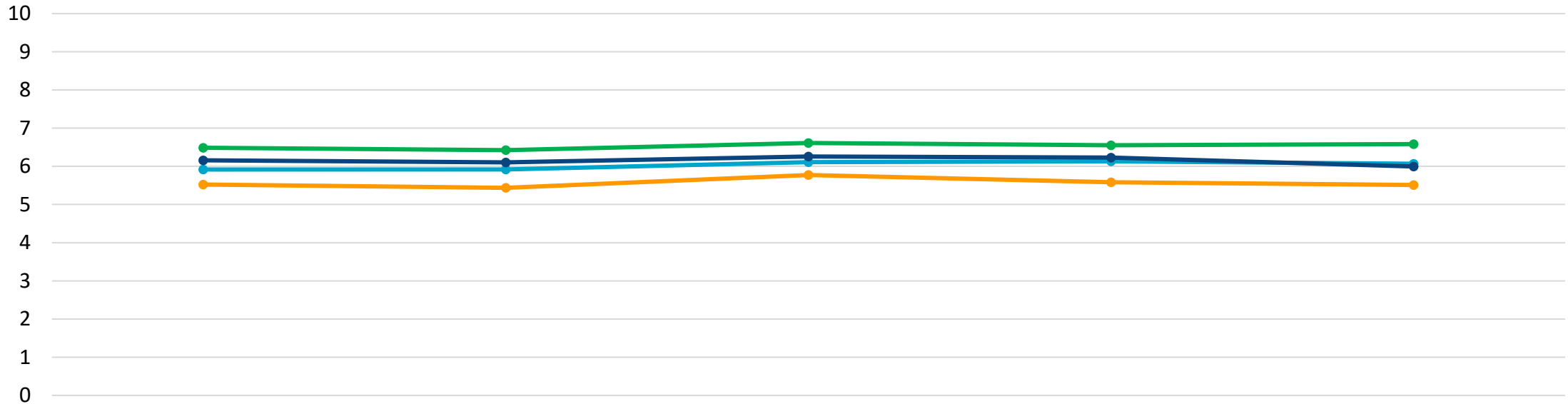
	2021	2022	2023	2024	2025
Your org	6.92	6.76	6.57	6.62	6.32
Best result	7.35	7.07	7.12	7.02	7.02
Average result	6.44	6.39	6.41	6.38	6.30
Worst result	5.75	5.70	5.76	5.48	5.43
Responses	6661	6912	5508	5298	4771

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	6.16	6.11	6.26	6.23	6.00
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	6739	6921	5089	5309	4780

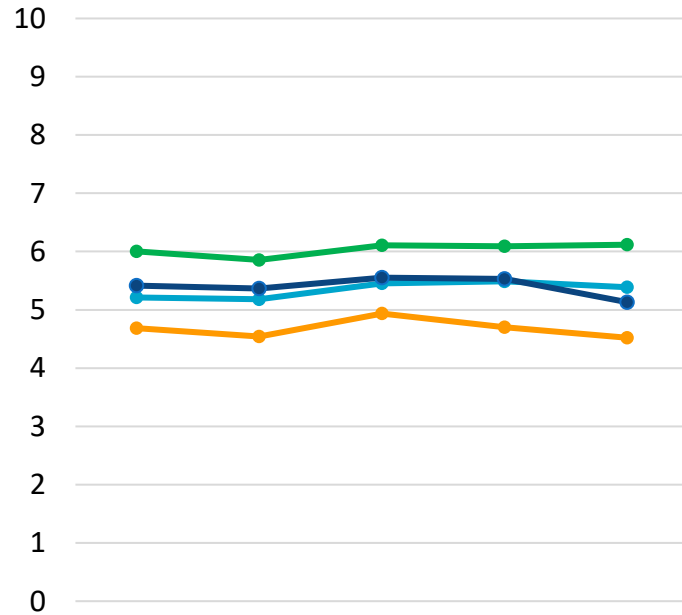
Note: 2023 results for 'We are safe and healthy' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'We are safe and healthy' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23 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.



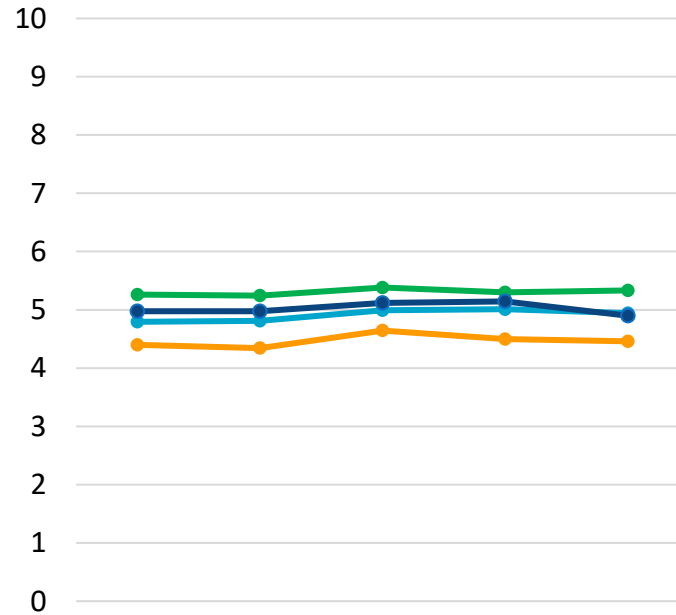
## Promise element 4: We are safe and healthy

### Health and safety climate



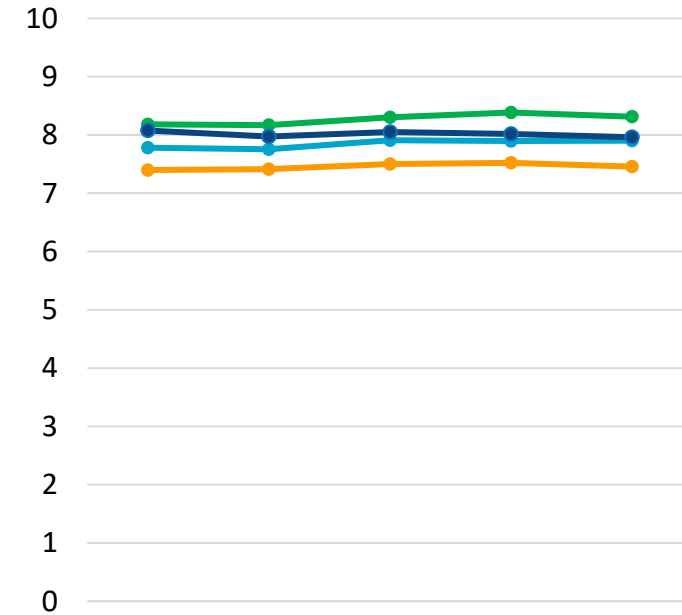
	2021	2022	2023	2024	2025
<b>Your org</b>	5.41	5.37	5.55	5.53	5.13
<b>Best result</b>	6.01	5.86	6.11	6.09	6.12
<b>Average result</b>	5.21	5.18	5.45	5.49	5.39
<b>Worst result</b>	4.68	4.54	4.94	4.70	4.52
Responses	6912	6942	5111	5329	4801

### Burnout



	2021	2022	2023	2024	2025
<b>Your org</b>	4.98	4.97	5.12	5.14	4.90
<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	6770	6941	5548	5329	4801

### Negative experiences



	2021	2022	2023	2024	2025
<b>Your org</b>	8.08	7.98	8.05	8.02	7.96
<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	6743	6933	5093	5316	4788

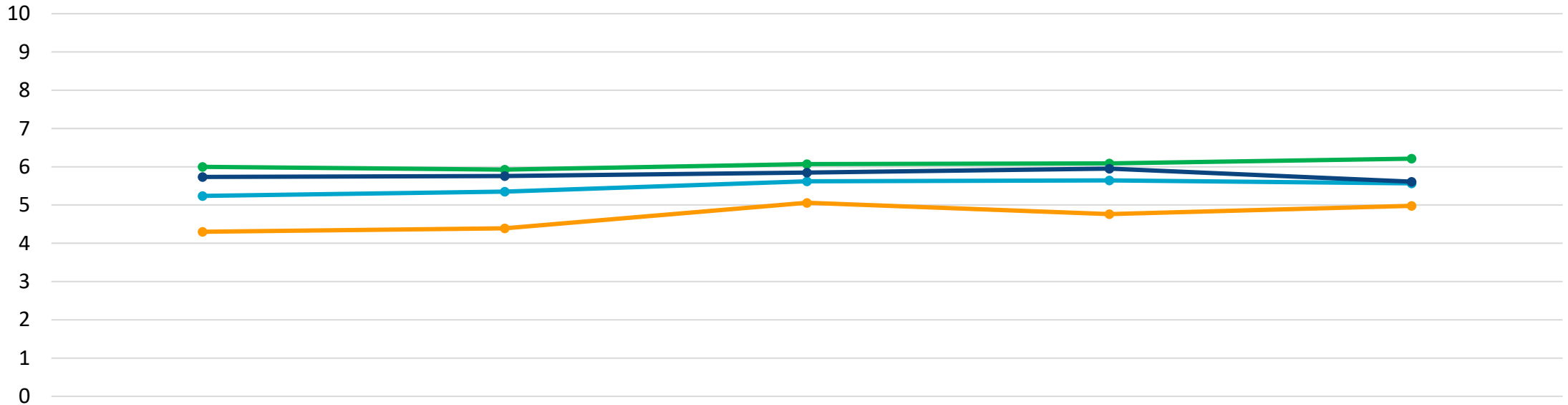
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years. Please see *Additional Information 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



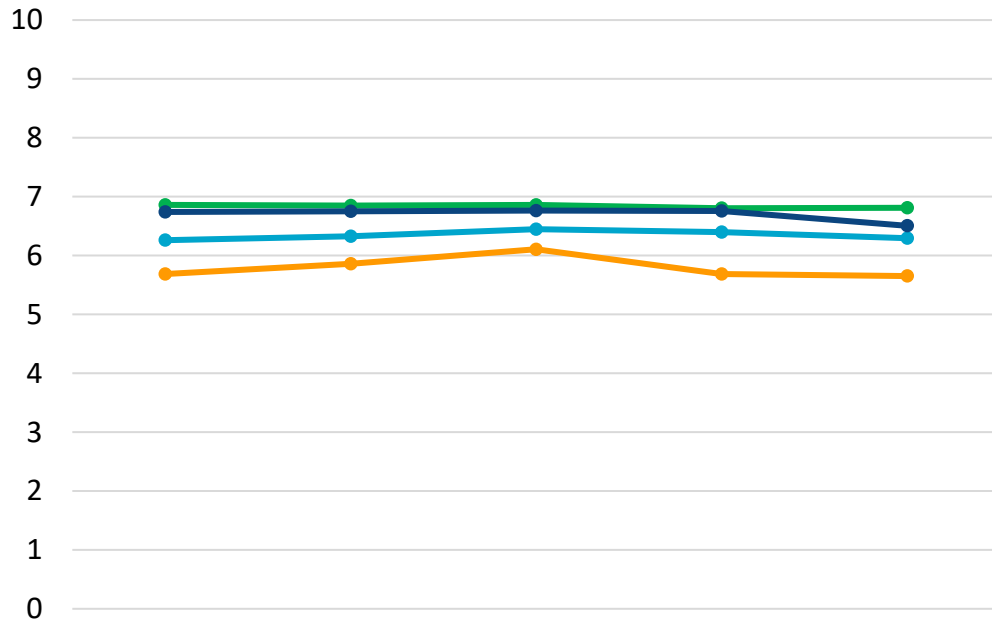
	2021	2022	2023	2024	2025
Your org	5.73	5.76	5.85	5.95	5.61
Best result	6.00	5.92	6.07	6.09	6.21
Average result	5.24	5.35	5.62	5.64	5.57
Worst result	4.30	4.39	5.06	4.76	4.98
Responses	6450	6591	5204	5061	4569

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.

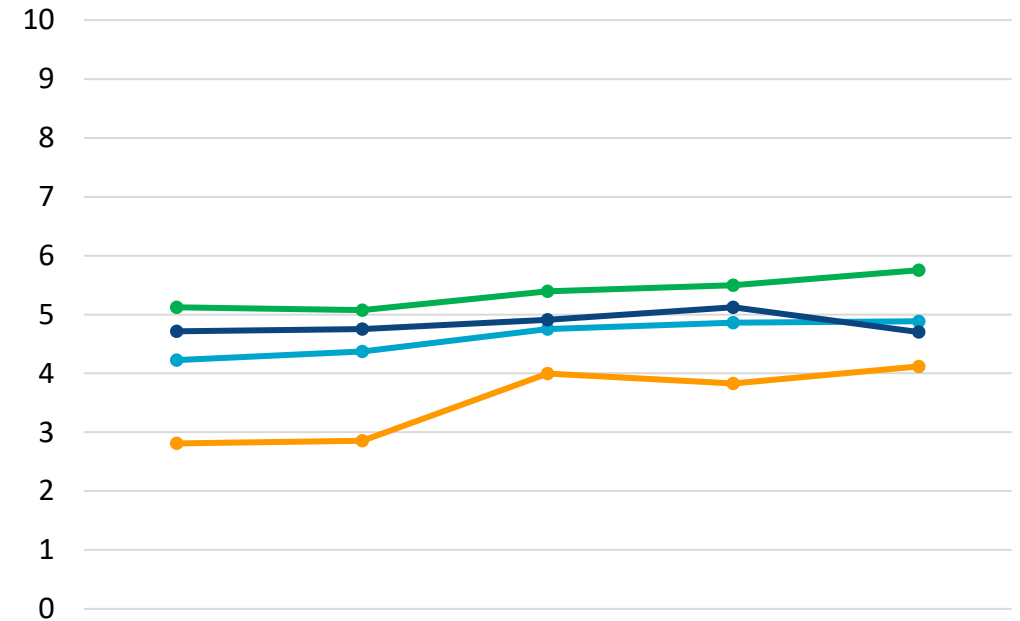


## Promise element 5: We are always learning

Development



Appraisals



	2021	2022	2023	2024	2025
Your org	6.74	6.75	6.76	6.75	6.51
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	6709	6927	5536	5319	4798

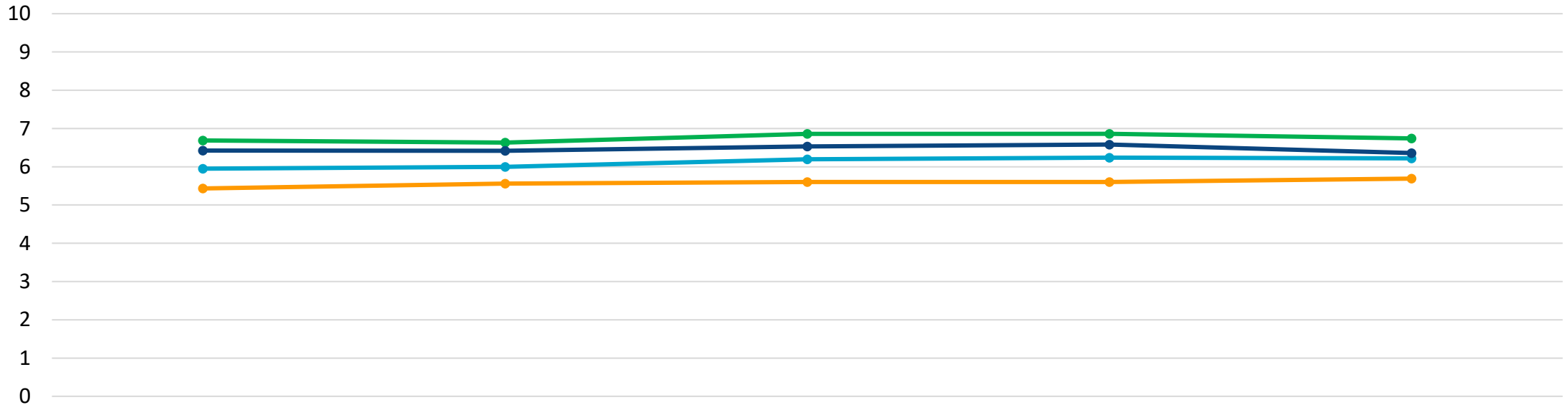
	2021	2022	2023	2024	2025
Your org	4.72	4.75	4.91	5.12	4.70
Best result	5.12	5.07	5.39	5.50	5.75
Average result	4.23	4.37	4.75	4.86	4.89
Worst result	2.81	2.86	3.99	3.83	4.12
Responses	6477	6605	5209	5067	4572

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



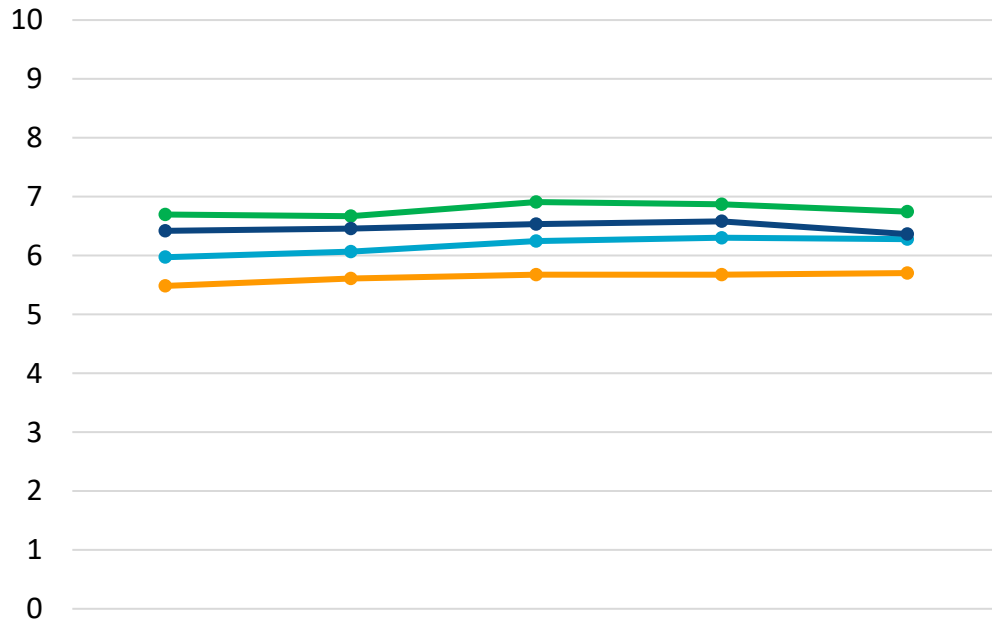
	2021	2022	2023	2024	2025
Your org	6.42	6.42	6.53	6.58	6.36
Best result	6.69	6.63	6.86	6.86	6.74
Average result	5.95	6.00	6.20	6.24	6.22
Worst result	5.43	5.56	5.60	5.60	5.69
Responses	6863	6930	5521	5306	4778

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.

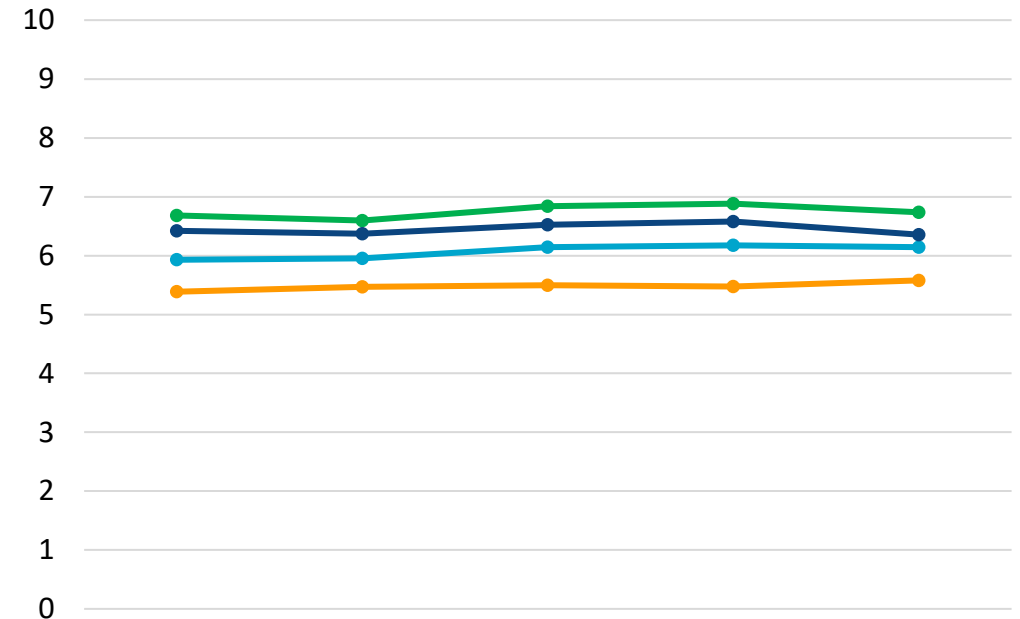


## Promise element 6: We work flexibly

Support for work-life balance



Flexible working



	2021	2022	2023	2024	2025
Your org	6.42	6.46	6.53	6.58	6.36
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	6870	6944	5548	5326	4803

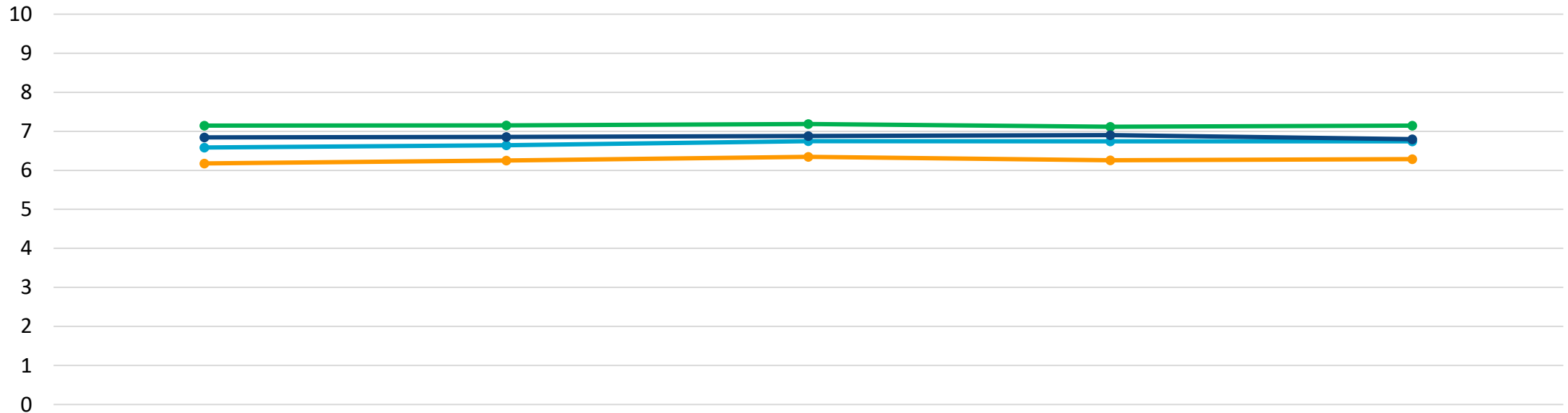
	2021	2022	2023	2024	2025
Your org	6.42	6.37	6.52	6.58	6.36
Best result	6.68	6.60	6.84	6.88	6.73
Average result	5.93	5.95	6.15	6.17	6.15
Worst result	5.39	5.47	5.50	5.48	5.58
Responses	6897	6934	5525	5311	4780

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



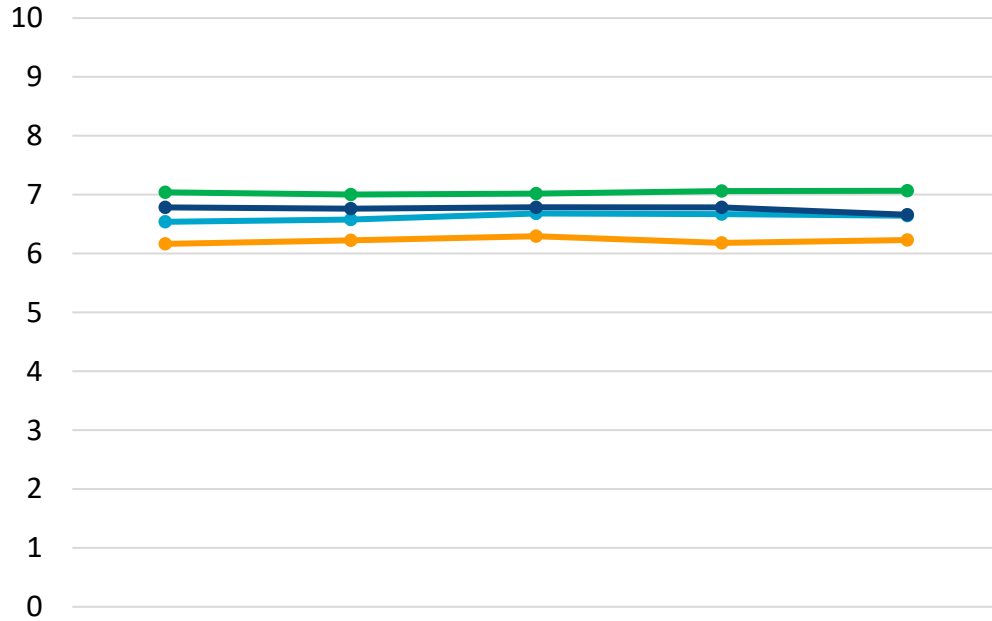
	2021	2022	2023	2024	2025
Your org	6.84	6.85	6.88	6.90	6.80
Best result	7.15	7.15	7.19	7.12	7.14
Average result	6.58	6.64	6.75	6.75	6.75
Worst result	6.18	6.25	6.34	6.25	6.29
Responses	6786	6936	5543	5318	4794

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

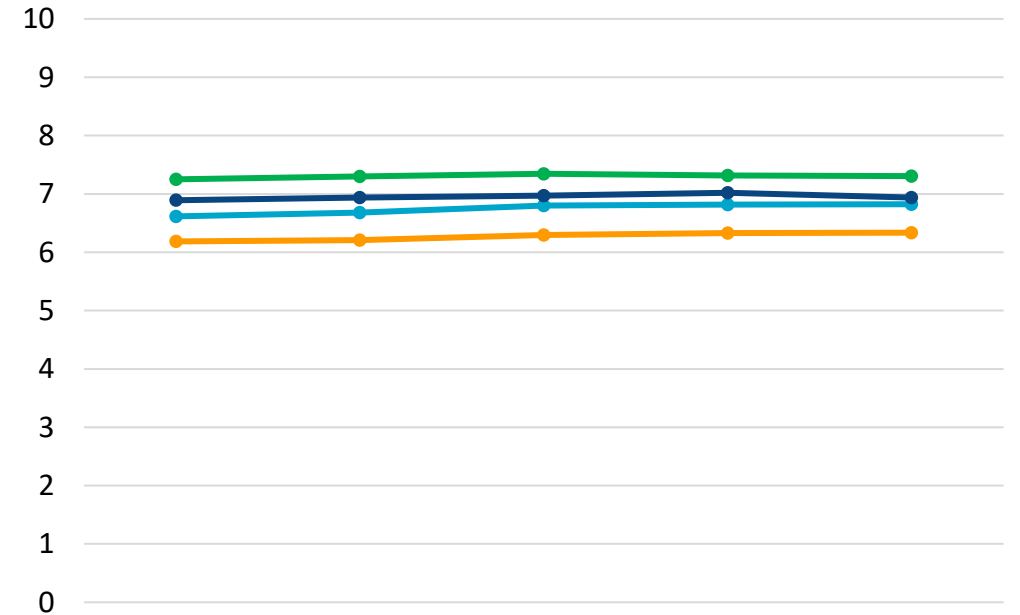


2021 2022 2023 2024 2025

Your org	6.78	6.76	6.79	6.79	6.66
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 6833 6948 5548 5328 4798

### Line management



2021 2022 2023 2024 2025

Your org	6.89	6.94	6.97	7.02	6.94
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

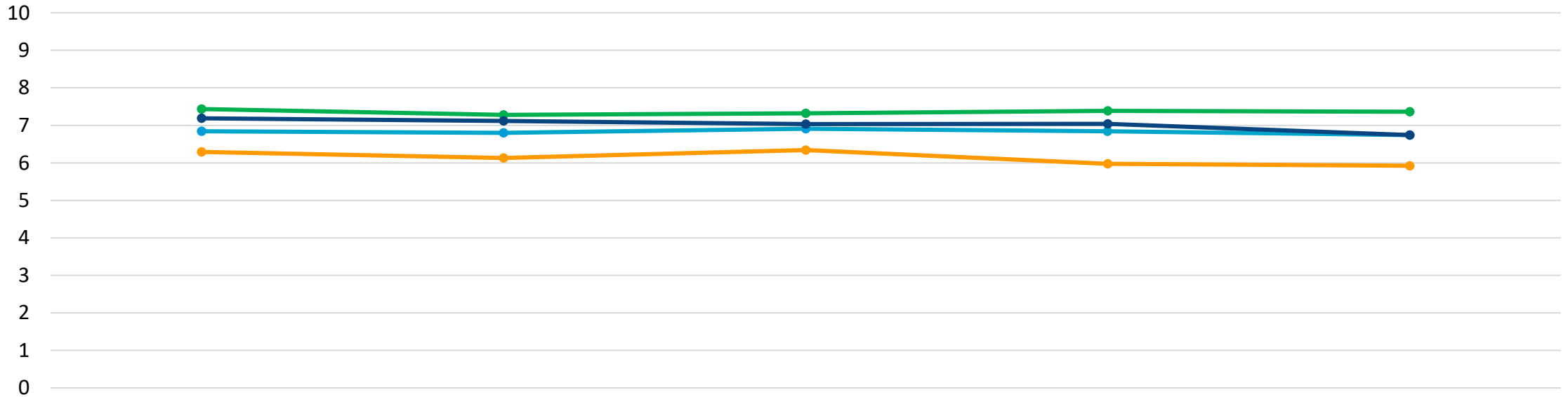
Responses 6788 6936 5547 5321 4798

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	7.19	7.12	7.03	7.04	6.74
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	6908	6943	5552	5330	4804



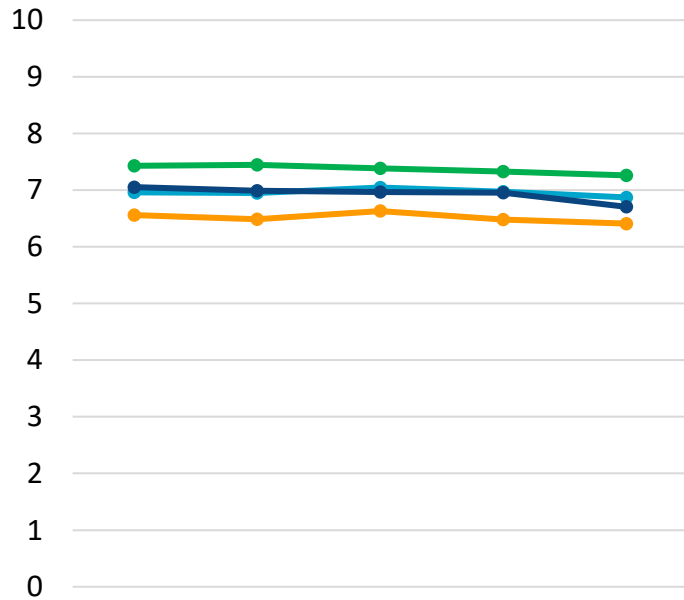
# People Promise elements, themes and sub-scores: Sub-score trends

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

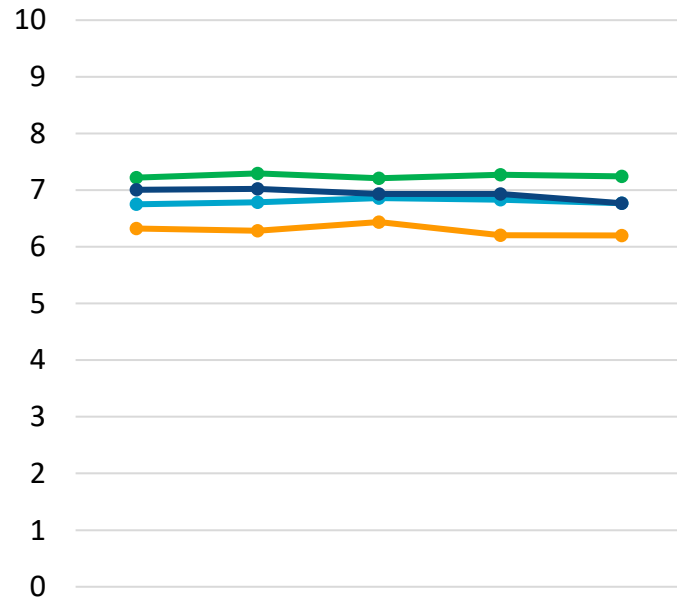


2021 2022 2023 2024 2025

Your org	7.05	6.99	6.97	6.96	6.71
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 6919 6912 5520 5283 4766

### Involvement

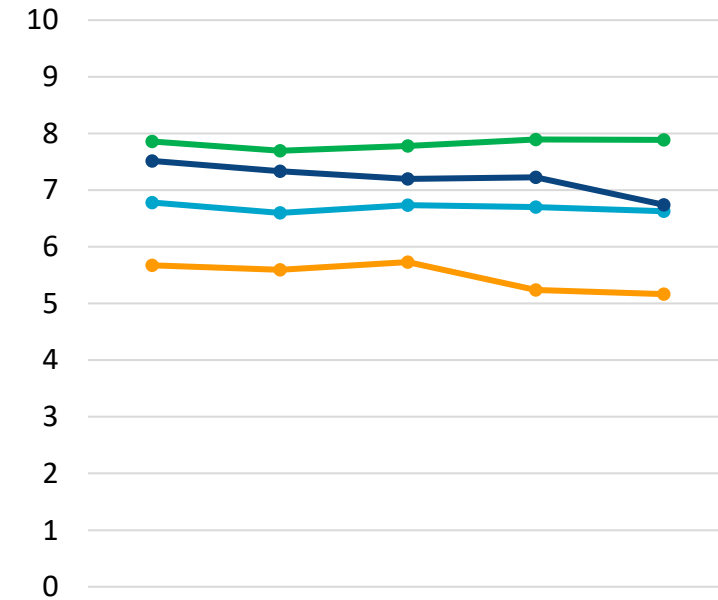


2021 2022 2023 2024 2025

Your org	7.01	7.02	6.93	6.93	6.77
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 6910 6943 5552 5330 4802

### Advocacy



2021 2022 2023 2024 2025

Your org	7.52	7.33	7.20	7.22	6.74
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

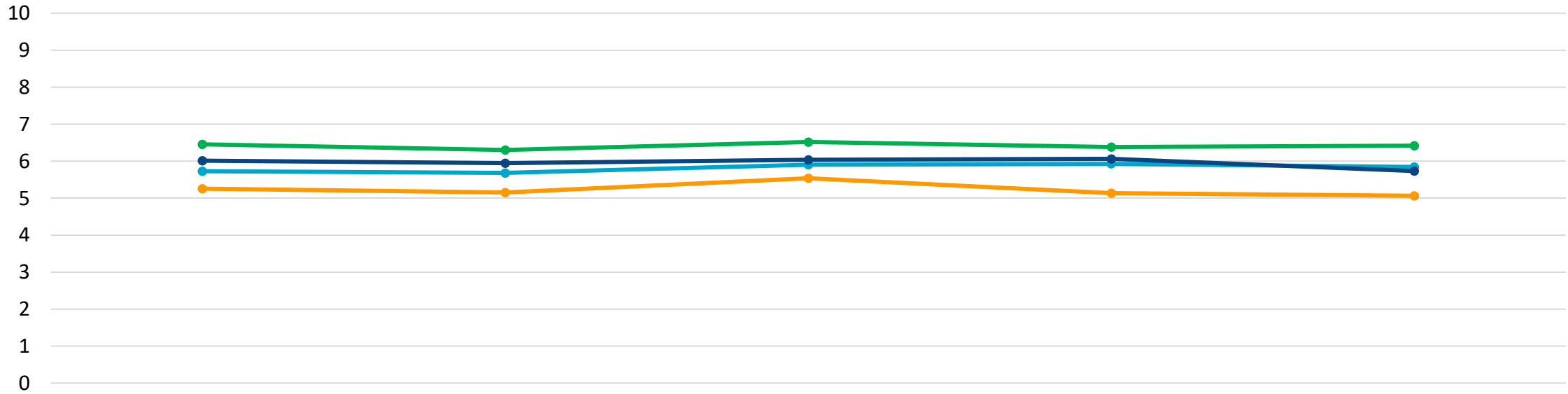
Responses 6676 6928 5532 5310 4791

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	6.01	5.94	6.04	6.06	5.73
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	6890	6944	5552	5330	4805

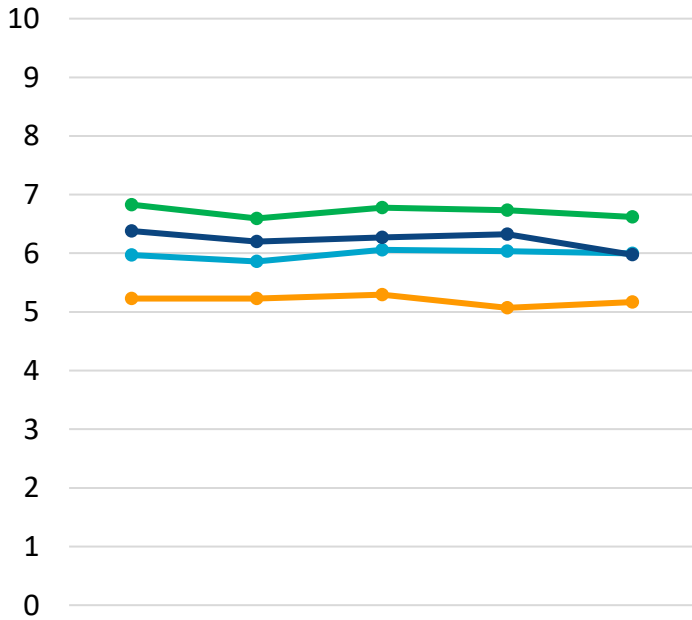
# People Promise elements, themes and sub-scores: Sub-score trends

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.



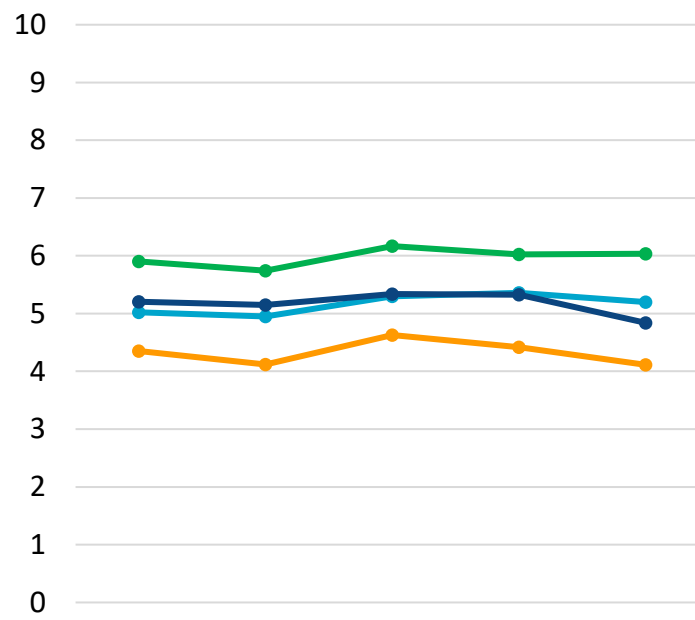
## Theme: Morale

Thinking about leaving



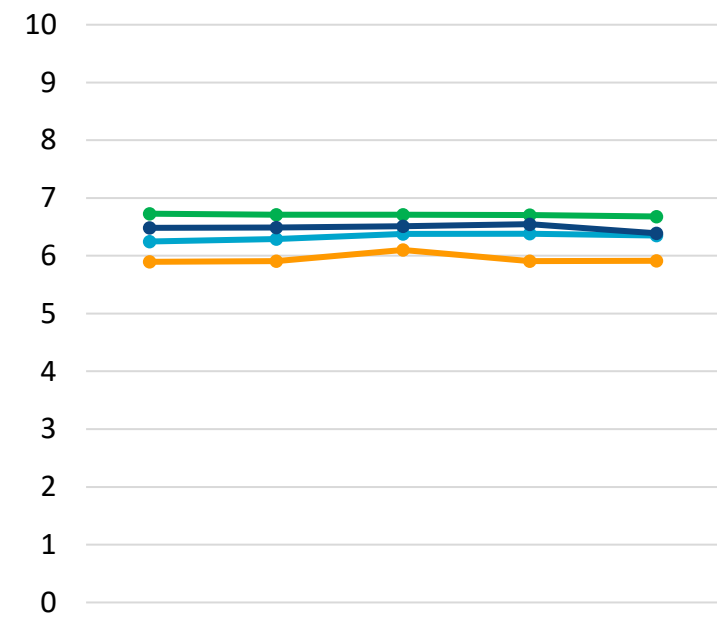
	2021	2022	2023	2024	2025
Your org	6.38	6.20	6.27	6.32	5.97
Best result	6.83	6.59	6.78	6.73	6.62
Average result	5.97	5.86	6.06	6.04	6.00
Worst result	5.23	5.23	5.29	5.07	5.17
Responses	6647	6901	5538	5311	4789

Work pressure



	2021	2022	2023	2024	2025
Your org	5.20	5.15	5.34	5.32	4.84
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	6912	6940	5549	5329	4800

Stressors



	2021	2022	2023	2024	2025
Your org	6.49	6.49	6.51	6.55	6.39
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	6878	6933	5542	5324	4800

## People Promise element – We are compassionate and inclusive



### Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

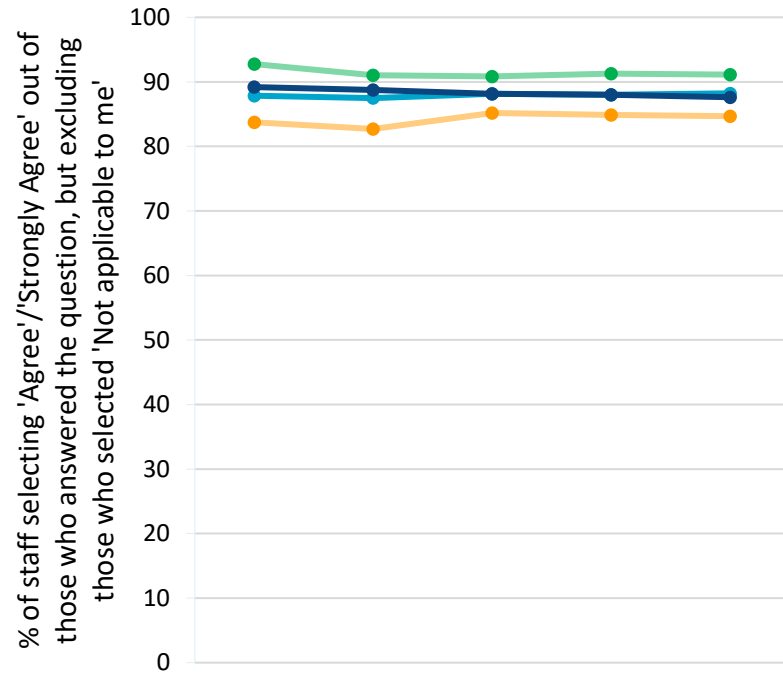
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

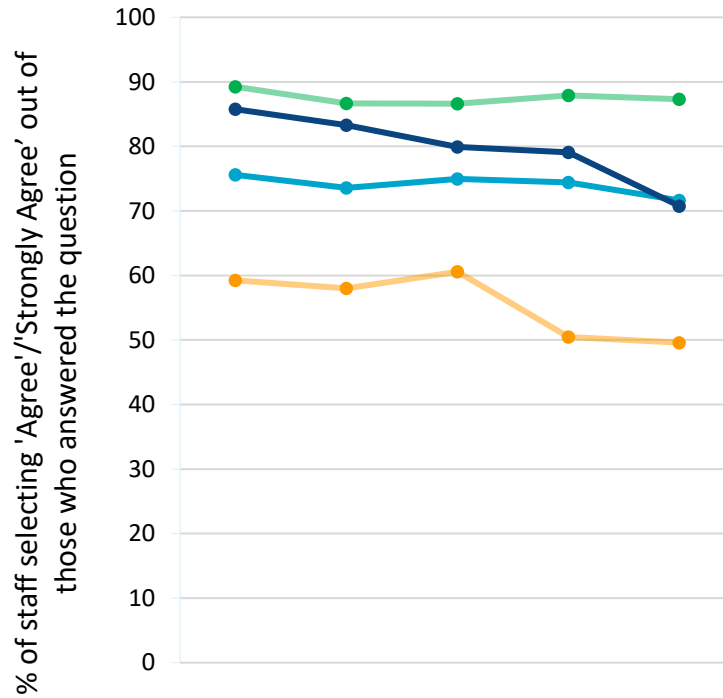


Q6a I feel that my role makes a difference to patients / service users.



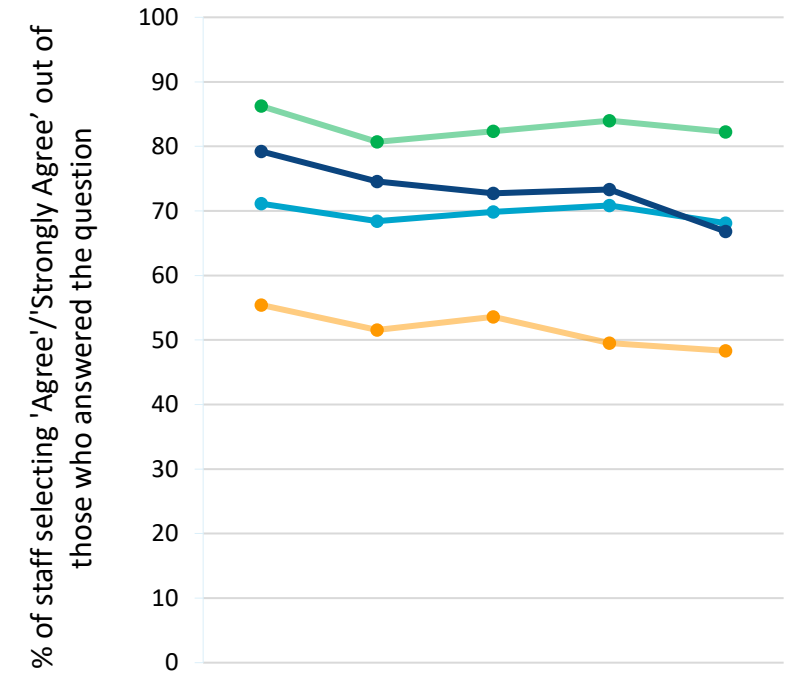
	2021	2022	2023	2024	2025
<b>Your org</b>	89.19%	88.75%	88.15%	87.99%	87.62%
<b>Best result</b>	92.75%	91.05%	90.85%	91.30%	91.11%
<b>Average result</b>	87.85%	87.48%	88.14%	88.02%	88.22%
<b>Worst result</b>	83.75%	82.70%	85.18%	84.88%	84.67%
Responses	6729	6803	5418	5224	4681

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



	2021	2022	2023	2024	2025
<b>Your org</b>	85.76%	83.30%	79.92%	79.08%	70.77%
<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	6670	6922	5525	5303	4790

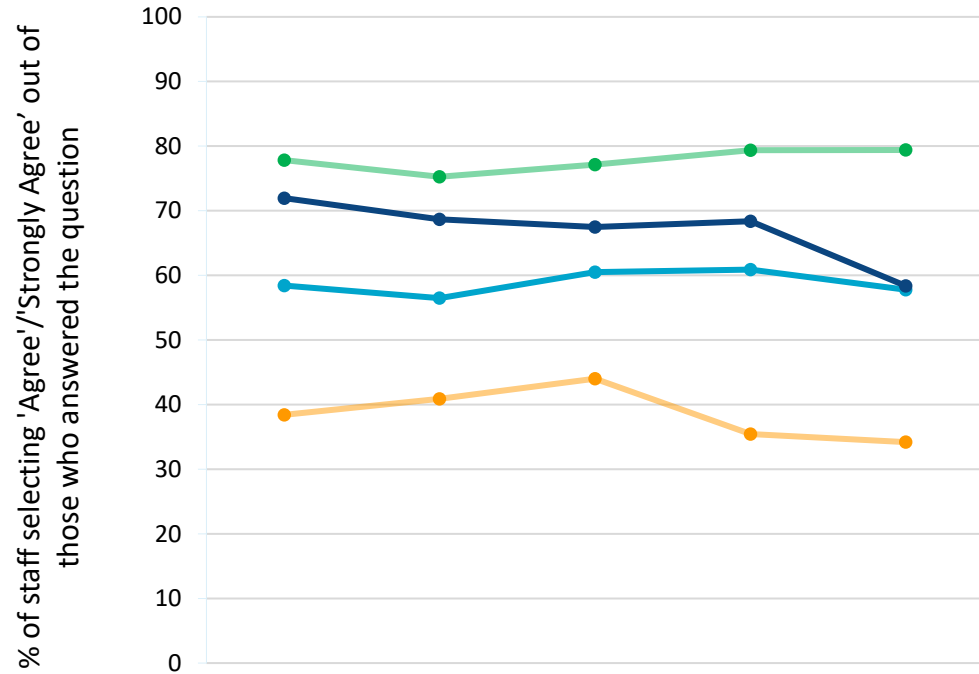
Q25b My organisation acts on concerns raised by patients / service users.



	2021	2022	2023	2024	2025
<b>Your org</b>	79.23%	74.58%	72.71%	73.35%	66.82%
<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	6669	6915	5520	5301	4779

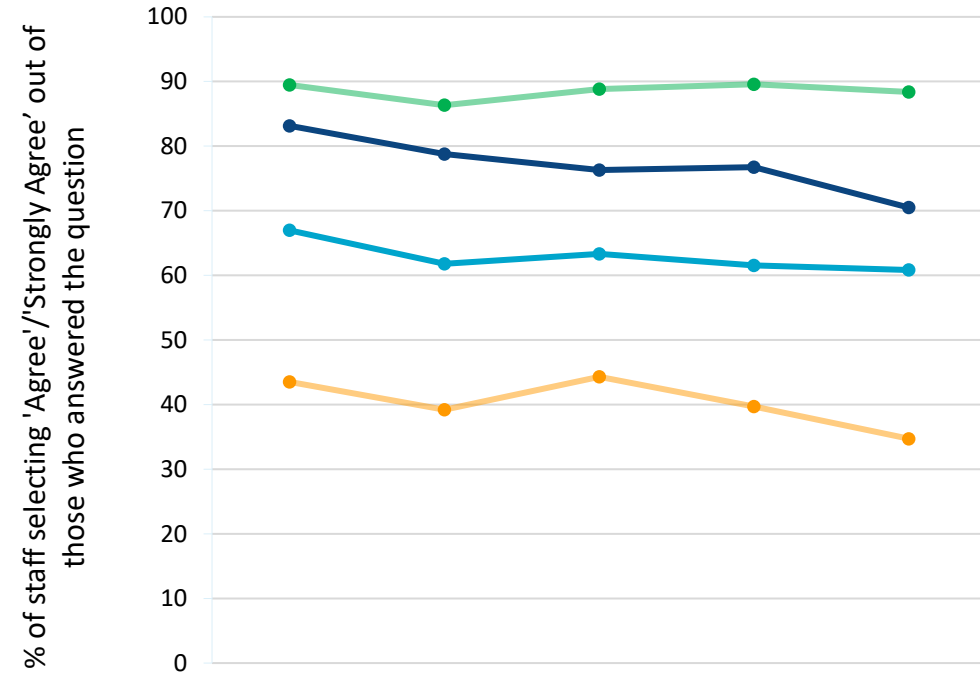


Q25c I would recommend my organisation as a place to work.



	2021	2022	2023	2024	2025
<b>Your org</b>	71.96%	68.68%	67.51%	68.39%	58.37%
<b>Best result</b>	77.86%	75.26%	77.14%	79.37%	79.40%
<b>Average result</b>	58.41%	56.47%	60.52%	60.89%	57.77%
<b>Worst result</b>	38.40%	40.90%	44.01%	35.43%	34.20%
Responses	6674	6922	5528	5304	4789

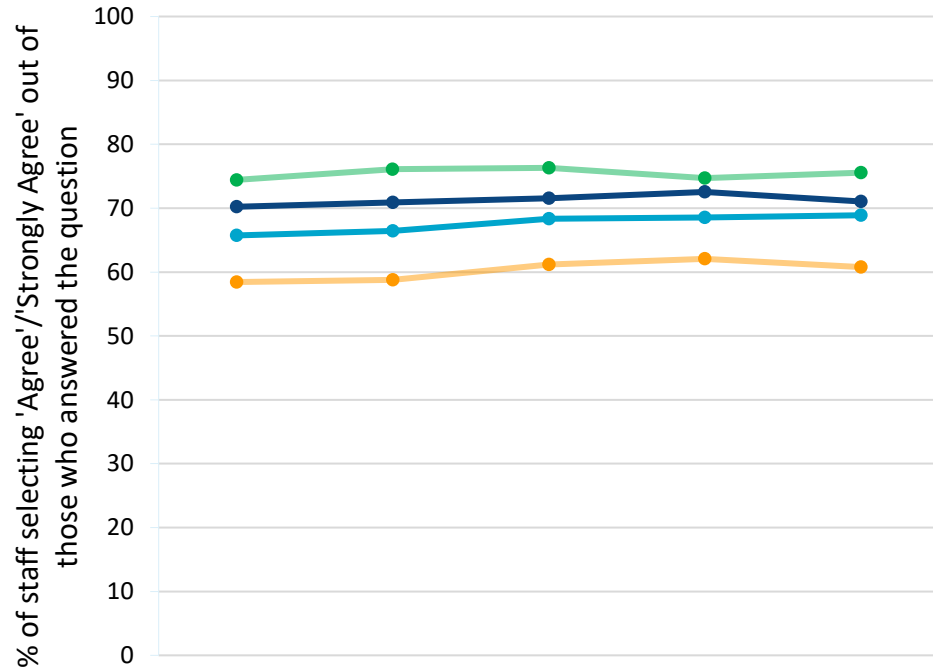
Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2021	2022	2023	2024	2025
<b>Your org</b>	83.15%	78.78%	76.28%	76.75%	70.49%
<b>Best result</b>	89.49%	86.33%	88.81%	89.58%	88.41%
<b>Average result</b>	66.97%	61.78%	63.32%	61.55%	60.83%
<b>Worst result</b>	43.50%	39.20%	44.30%	39.68%	34.73%
Responses	6669	6921	5526	5301	4784

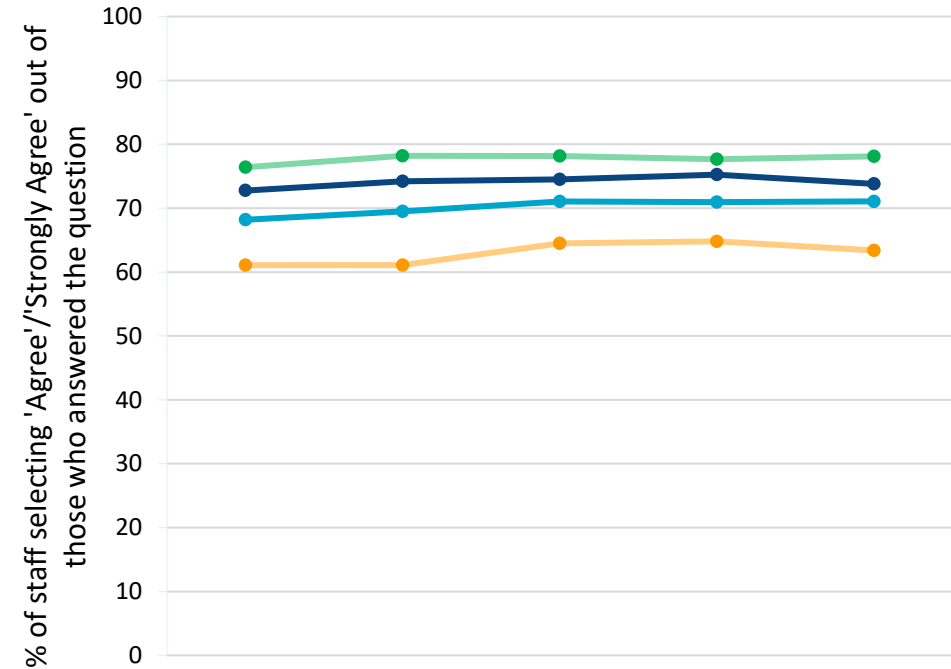


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024	2025
<b>Your org</b>	70.22%	70.91%	71.54%	72.54%	71.03%
<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	6780	6931	5534	5316	4793

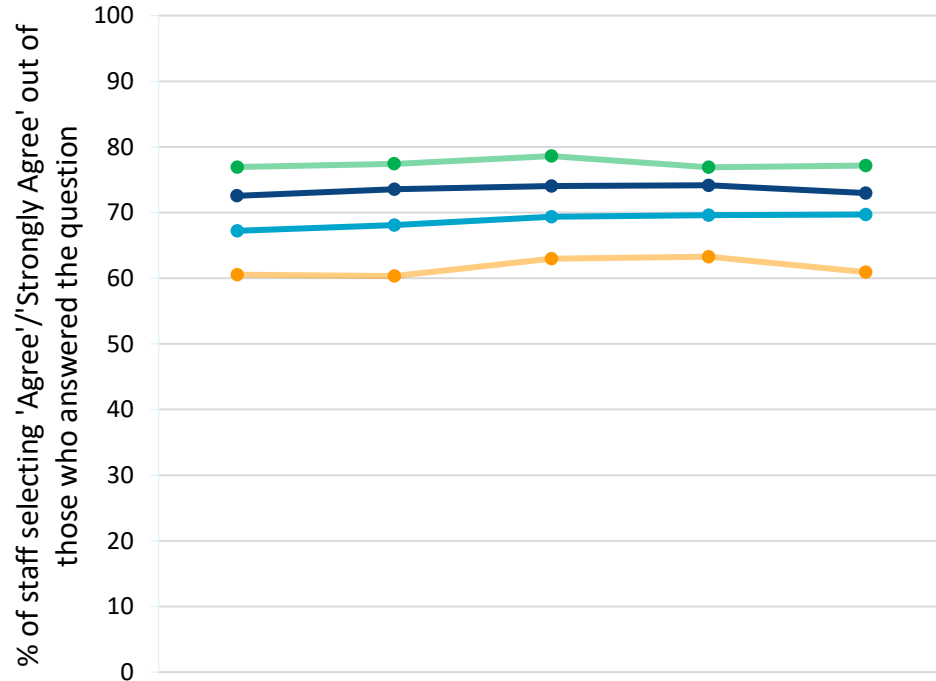
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024	2025
<b>Your org</b>	72.75%	74.19%	74.48%	75.25%	73.80%
<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	6786	6933	5539	5323	4797

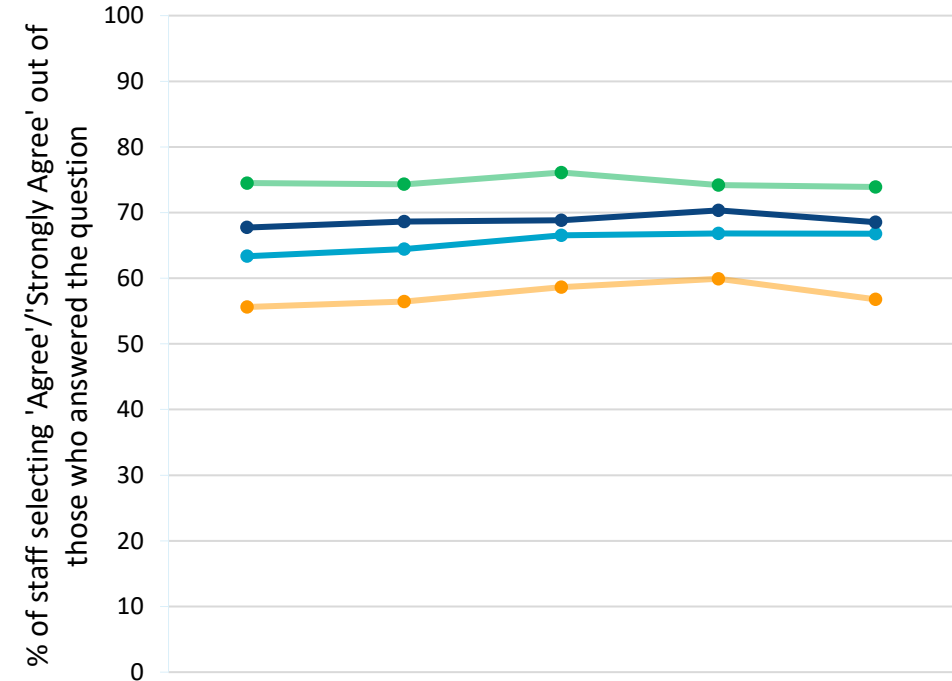


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024	2025
<b>Your org</b>	72.55%	73.54%	74.02%	74.16%	72.97%
<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	6784	6930	5538	5312	4792

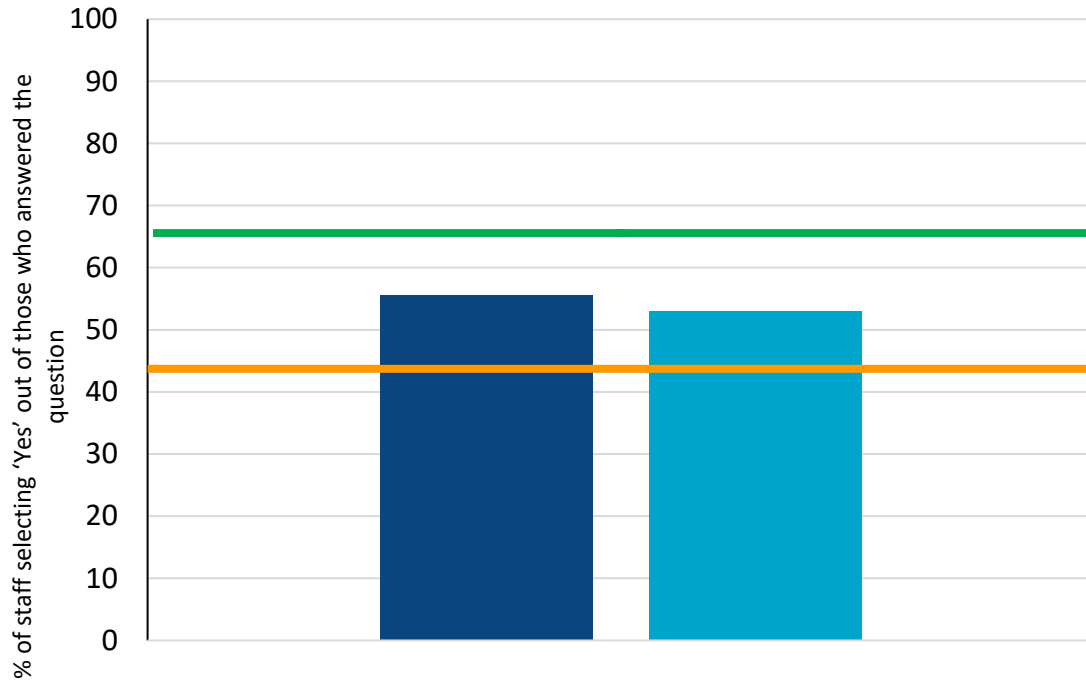
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024	2025
<b>Your org</b>	67.72%	68.65%	68.85%	70.33%	68.55%
<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	6779	6927	5531	5316	4795

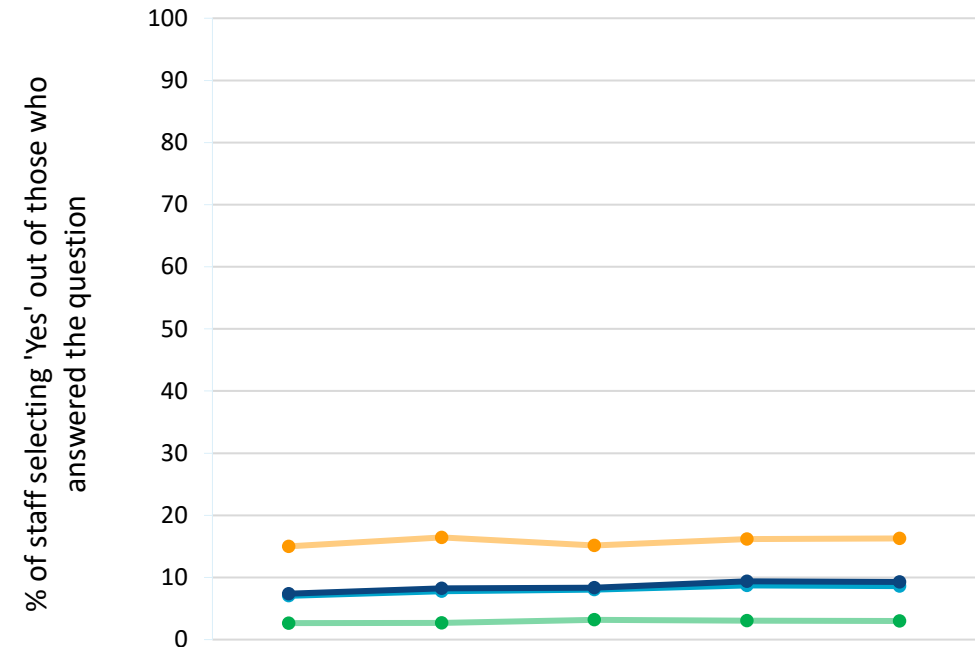


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



	2025
Your org	55.65%
Best result	65.57%
Average result	53.05%
Worst result	43.72%
Responses	4757

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?

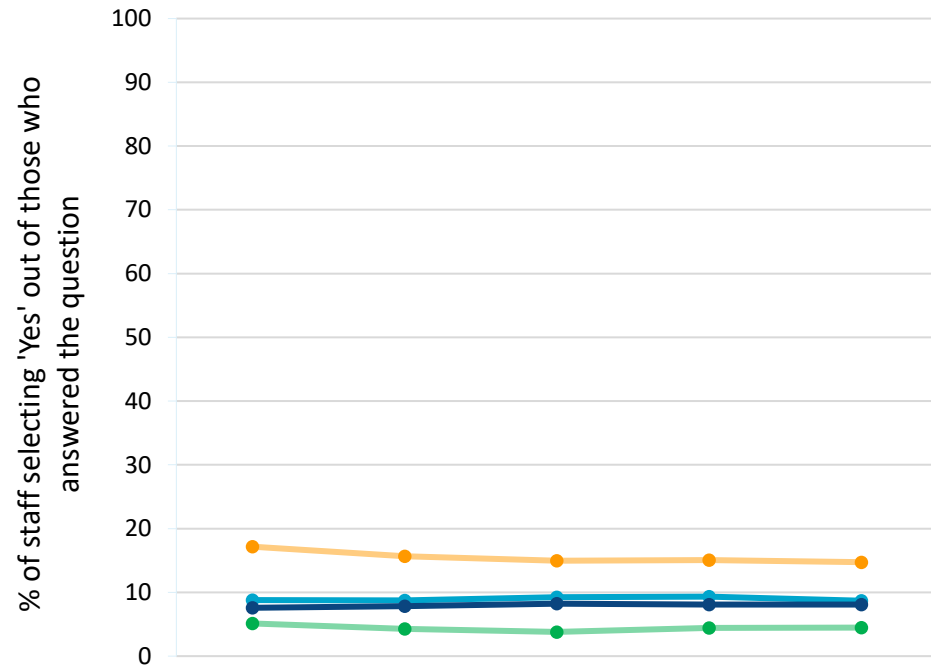


	2021	2022	2023	2024	2025
Your org	7.39%	8.24%	8.35%	9.37%	9.29%
Best result	2.65%	2.70%	3.17%	3.02%	2.97%
Average result	7.04%	7.76%	8.06%	8.72%	8.58%
Worst result	15.00%	16.44%	15.14%	16.17%	16.28%
Responses	6733	6925	5533	5300	4761

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/>

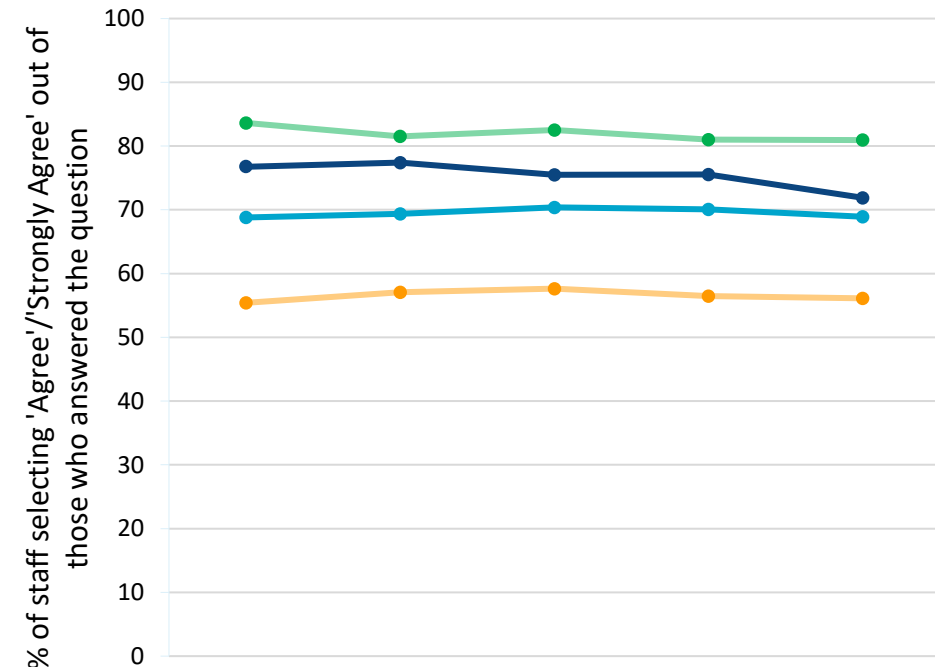


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2021	2022	2023	2024	2025
Your org	7.58%	7.81%	8.22%	8.10%	8.09%
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	6720	6904	5491	5252	4725

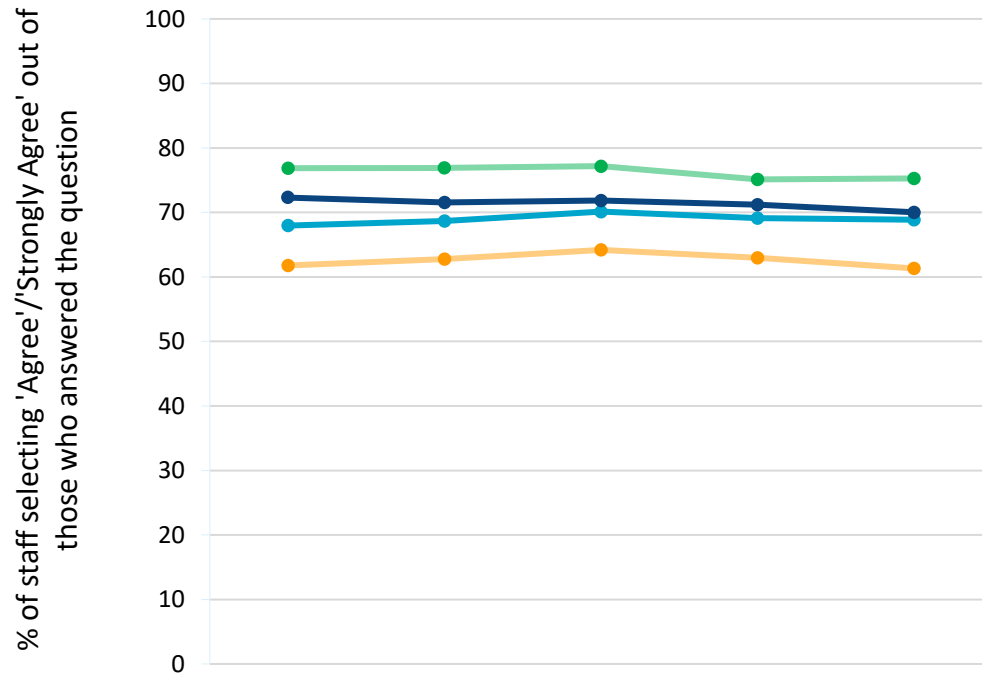
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024	2025
Your org	76.77%	77.41%	75.51%	75.54%	71.90%
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	6726	6925	5527	5315	4784

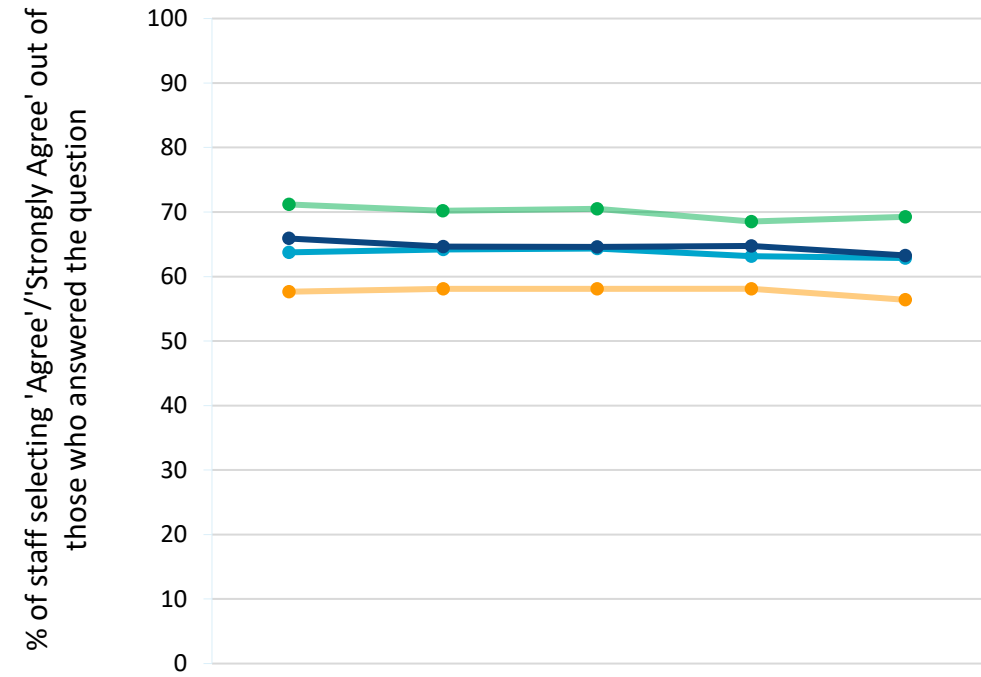


Q7h I feel valued by my team.



	2021	2022	2023	2024	2025
<b>Your org</b>	72.30%	71.54%	71.87%	71.22%	70.03%
<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	6827	6937	5538	5325	4788

Q7i I feel a strong personal attachment to my team.

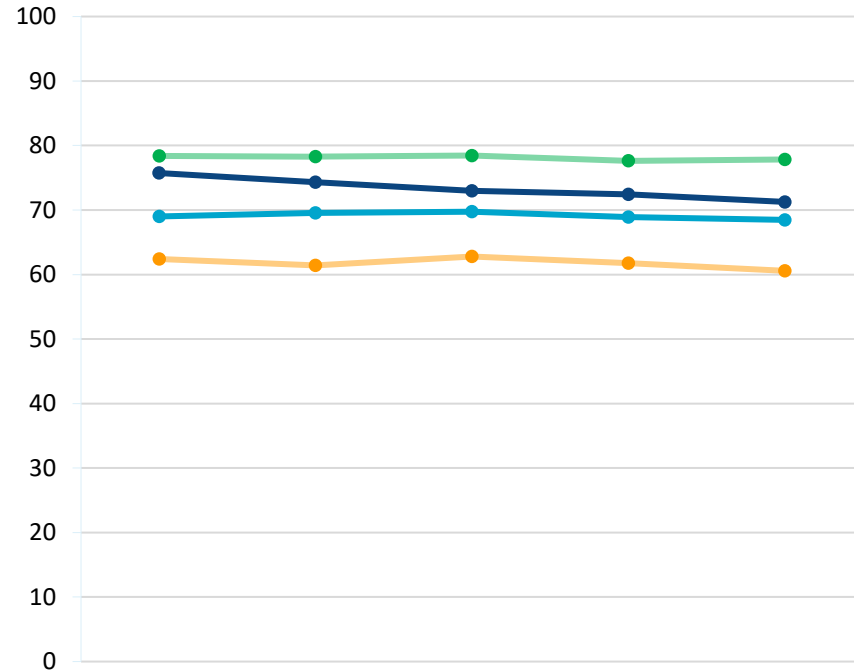


	2021	2022	2023	2024	2025
<b>Your org</b>	65.90%	64.66%	64.60%	64.77%	63.28%
<b>Best result</b>	71.18%	70.19%	70.51%	68.53%	69.25%
<b>Average result</b>	63.76%	64.19%	64.34%	63.17%	62.88%
<b>Worst result</b>	57.67%	58.08%	58.09%	58.10%	56.40%
Responses	6826	6938	5534	5323	4790



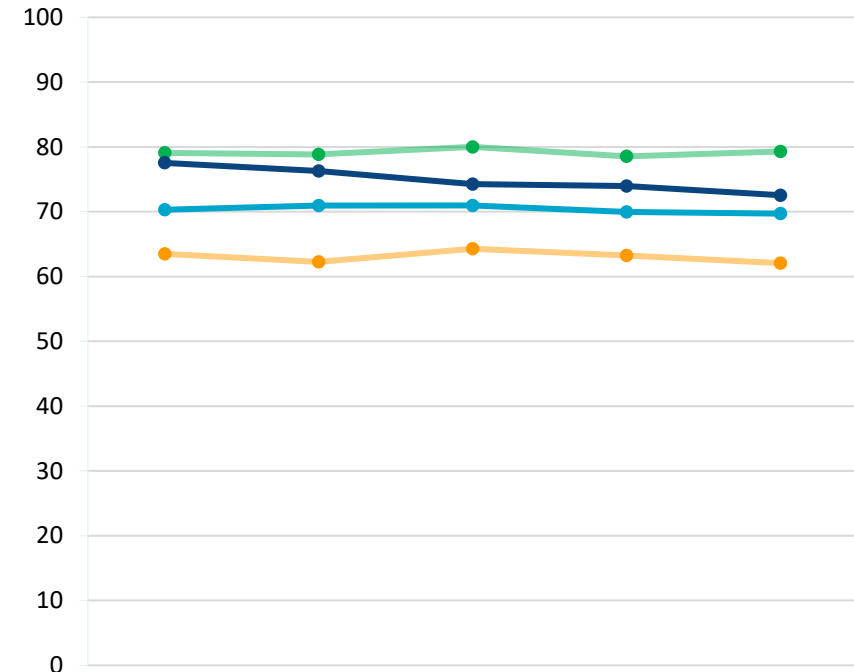
Q8b The people I work with are understanding and kind to one another.

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



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>	75.74%	74.31%	72.99%	72.46%	71.26%
<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	6814	6942	5537	5317	4792

	2021	2022	2023	2024	2025
<b>Your org</b>	77.53%	76.26%	74.27%	73.98%	72.55%
<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	6814	6941	5539	5320	4793

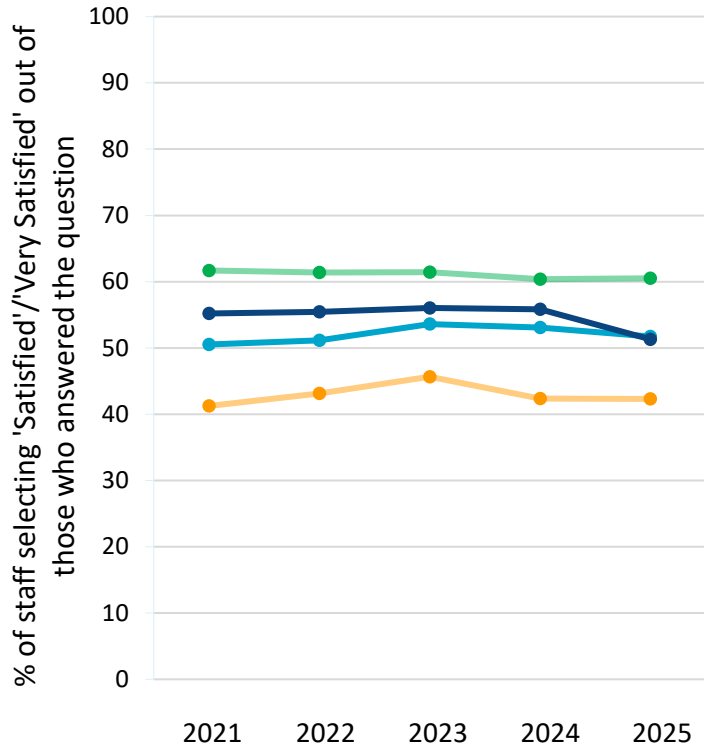
## People Promise element – We are recognised and rewarded



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

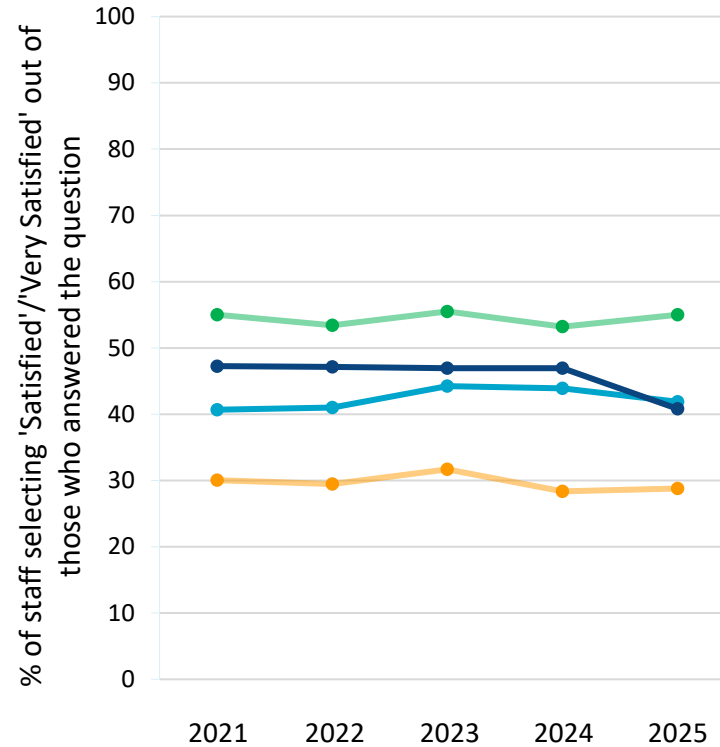


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



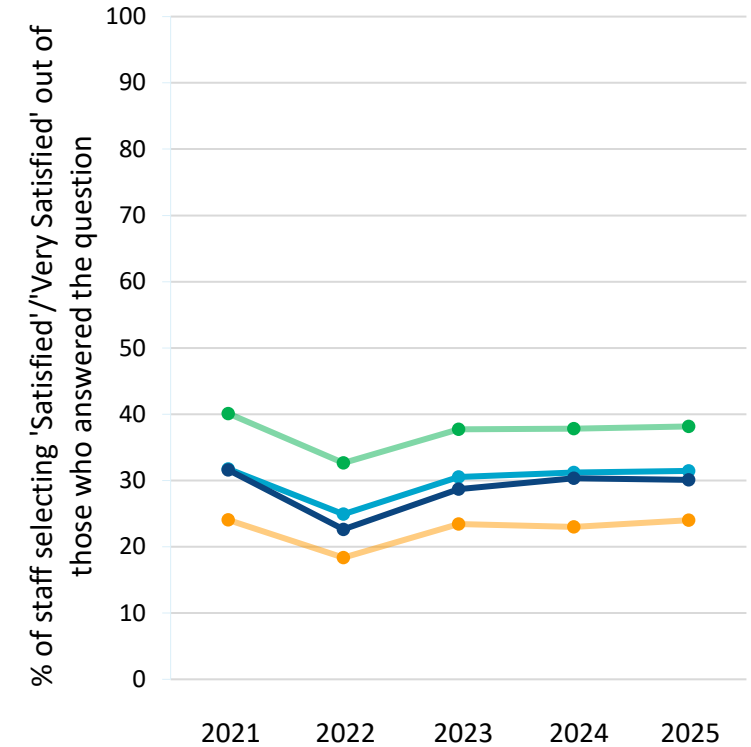
Responses	6884	6931	5530	5326	4795
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Q4b How satisfied are you with each of the following aspects of your job? The extent to which my organisation values my work.



Responses	6880	6934	5532	5321	4792
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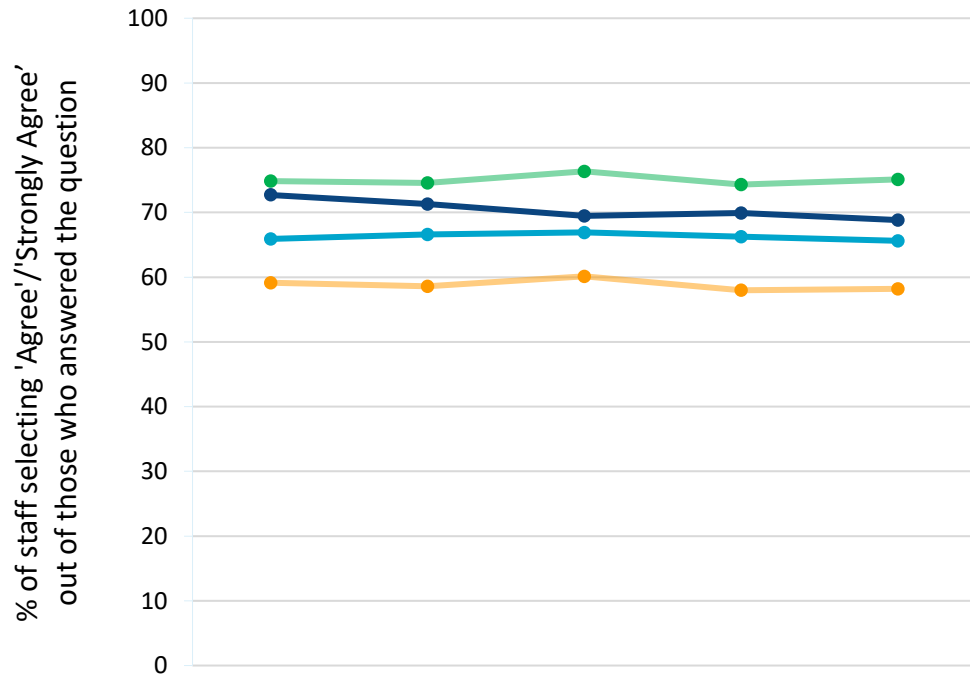
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



Responses	6893	6936	5531	5320	4791
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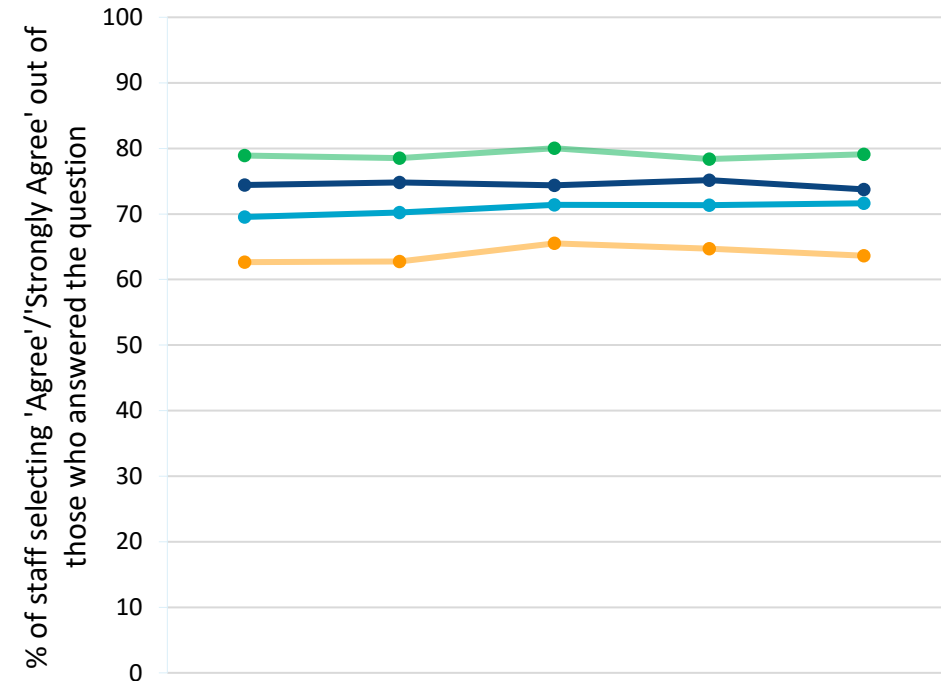


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024	2025
Your org	72.69%	71.29%	69.47%	69.92%	68.82%
Best result	74.84%	74.56%	76.35%	74.30%	75.09%
Average result	65.91%	66.62%	66.92%	66.23%	65.62%
Worst result	59.15%	58.58%	60.13%	57.98%	58.20%
Responses	6810	6936	5532	5315	4792

Q9e My immediate manager values my work.



	2021	2022	2023	2024	2025
Your org	74.44%	74.80%	74.39%	75.16%	73.75%
Best result	78.90%	78.53%	80.02%	78.38%	79.12%
Average result	69.55%	70.22%	71.41%	71.32%	71.63%
Worst result	62.65%	62.75%	65.51%	64.72%	63.64%
Responses	6780	6921	5536	5311	4787

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



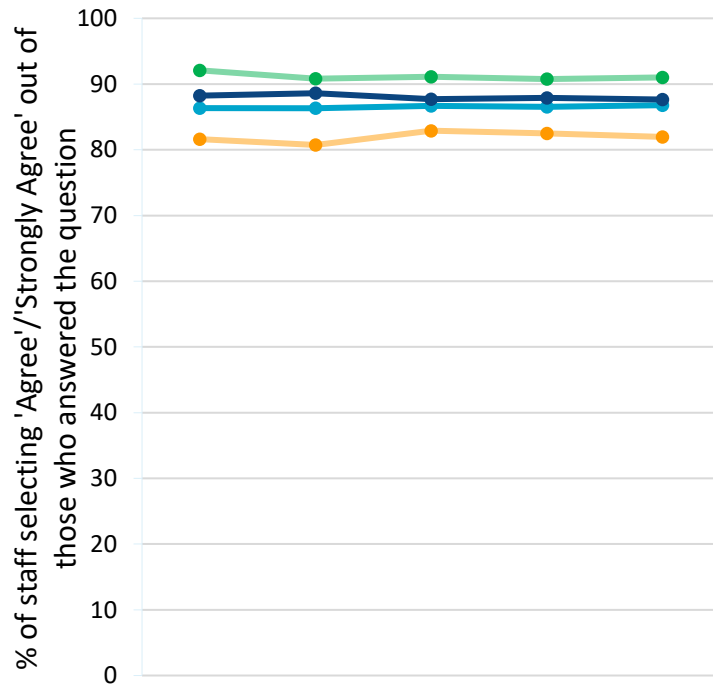
### Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

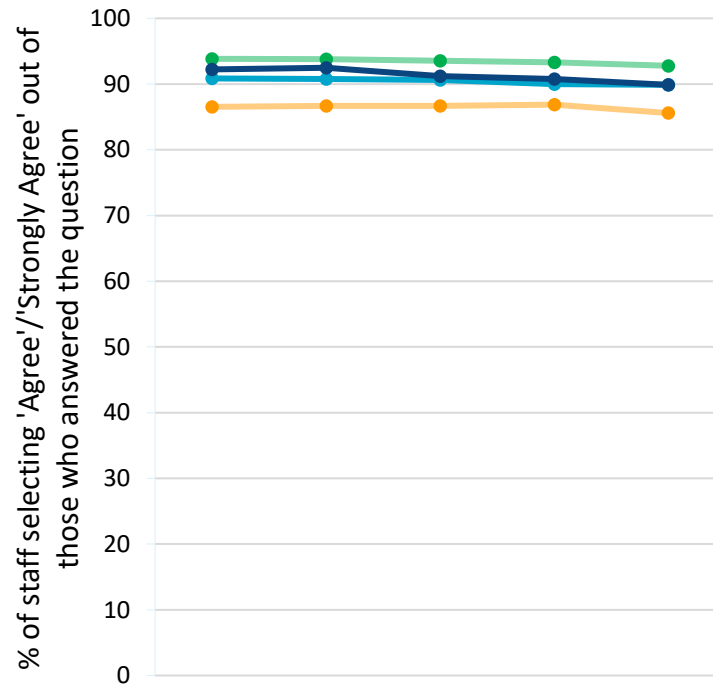


Q3a I always know what my work responsibilities are.



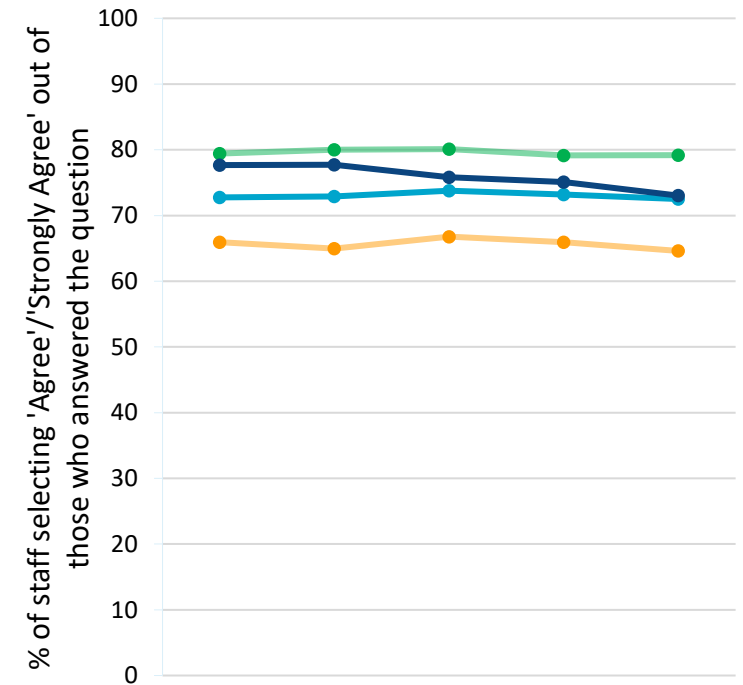
	2021	2022	2023	2024	2025
<b>Your org</b>	88.25%	88.60%	87.69%	87.91%	87.64%
<b>Best result</b>	92.09%	90.81%	91.10%	90.75%	91.00%
<b>Average result</b>	86.33%	86.32%	86.69%	86.53%	86.79%
<b>Worst result</b>	81.63%	80.73%	82.90%	82.49%	81.95%
Responses	6882	6922	5552	5330	4804

Q3b I am trusted to do my job.



	2021	2022	2023	2024	2025
<b>Your org</b>	92.22%	92.48%	91.19%	90.79%	89.88%
<b>Best result</b>	93.84%	93.80%	93.54%	93.29%	92.78%
<b>Average result</b>	90.85%	90.77%	90.61%	89.98%	89.88%
<b>Worst result</b>	86.54%	86.65%	86.66%	86.87%	85.58%
Responses	6906	6926	5540	5319	4796

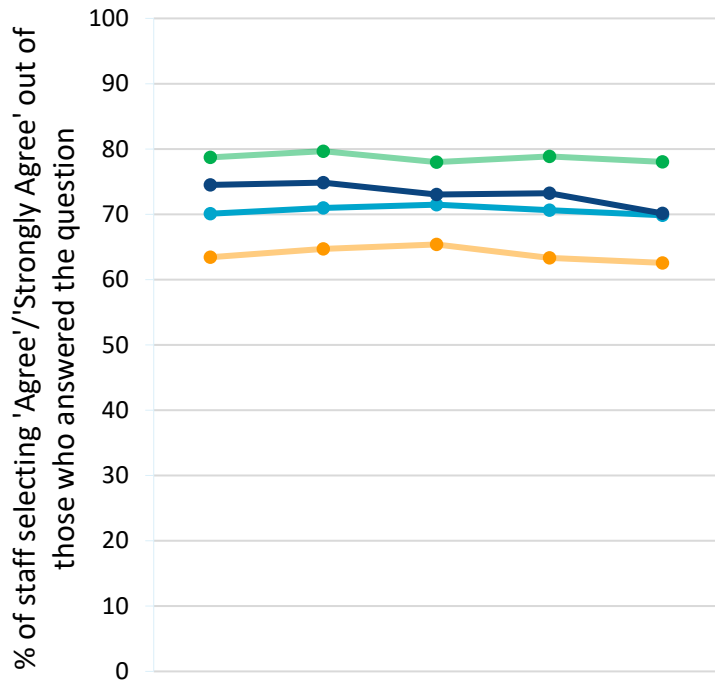
Q3c There are frequent opportunities for me to show initiative in my role.



	2021	2022	2023	2024	2025
<b>Your org</b>	77.68%	77.72%	75.83%	75.08%	73.02%
<b>Best result</b>	79.41%	80.01%	80.10%	79.15%	79.17%
<b>Average result</b>	72.75%	72.91%	73.77%	73.20%	72.51%
<b>Worst result</b>	65.92%	64.98%	66.78%	65.94%	64.60%
Responses	6902	6930	5541	5318	4795

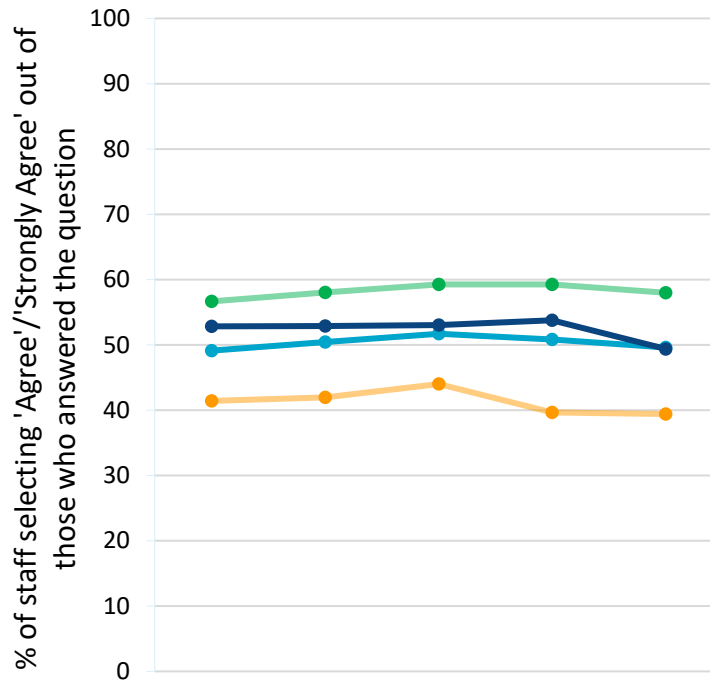


Q3d I am able to make suggestions to improve the work of my team / department.



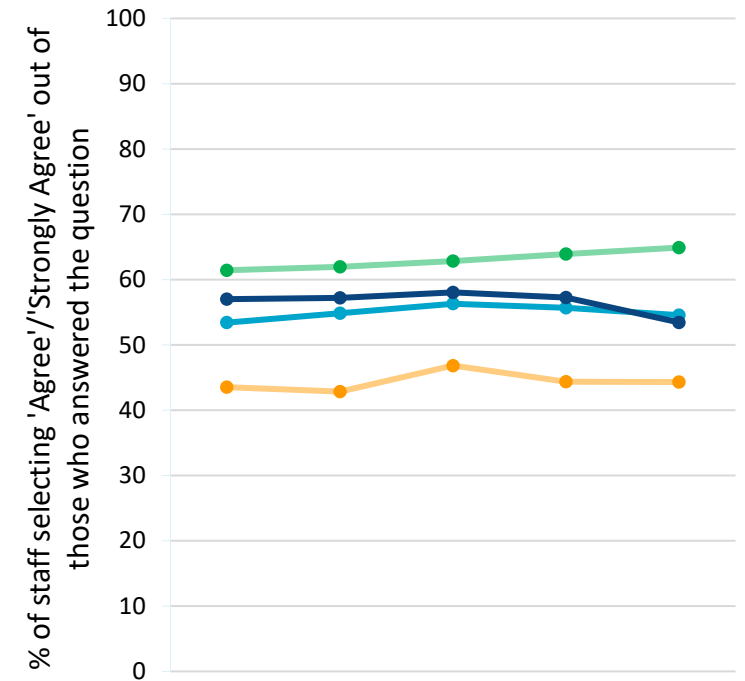
	2021	2022	2023	2024	2025
<b>Your org</b>	74.51%	74.85%	73.03%	73.22%	70.14%
<b>Best result</b>	78.70%	79.67%	78.00%	78.84%	78.03%
<b>Average result</b>	70.10%	70.97%	71.47%	70.61%	69.85%
<b>Worst result</b>	63.42%	64.70%	65.38%	63.33%	62.56%
Responses	6907	6942	5544	5325	4801

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



	2021	2022	2023	2024	2025
<b>Your org</b>	52.83%	52.89%	53.05%	53.77%	49.38%
<b>Best result</b>	56.66%	58.05%	59.27%	59.26%	58.01%
<b>Average result</b>	49.12%	50.45%	51.71%	50.82%	49.59%
<b>Worst result</b>	41.44%	41.94%	44.00%	39.68%	39.41%
Responses	6904	6938	5543	5323	4799

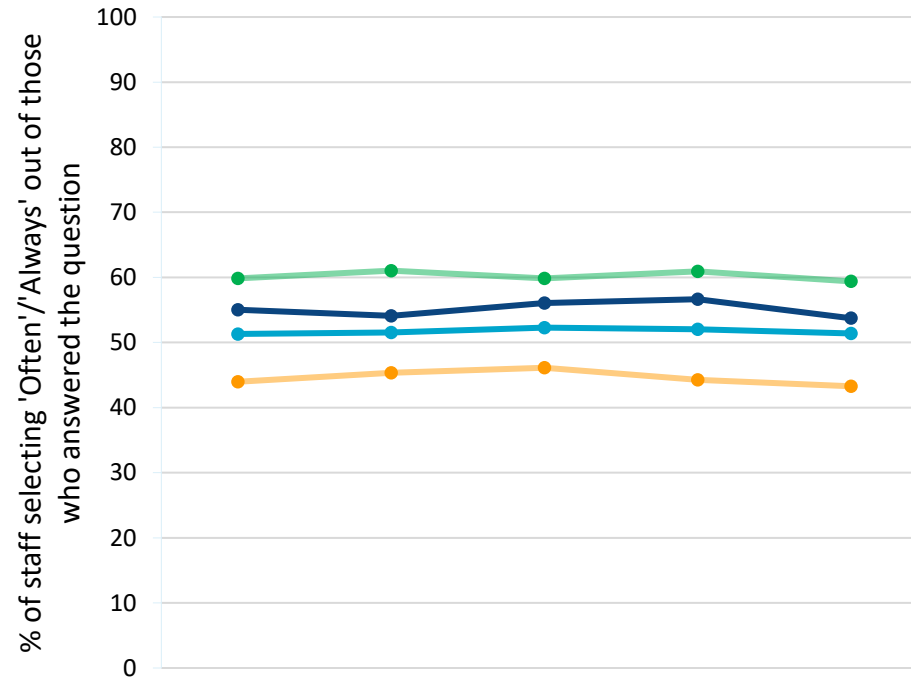
Q3f I am able to make improvements happen in my area of work.



	2021	2022	2023	2024	2025
<b>Your org</b>	57.02%	57.21%	58.04%	57.24%	53.44%
<b>Best result</b>	61.43%	61.98%	62.84%	63.94%	64.90%
<b>Average result</b>	53.41%	54.86%	56.30%	55.71%	54.54%
<b>Worst result</b>	43.54%	42.85%	46.84%	44.35%	44.33%
Responses	6895	6932	5532	5318	4795



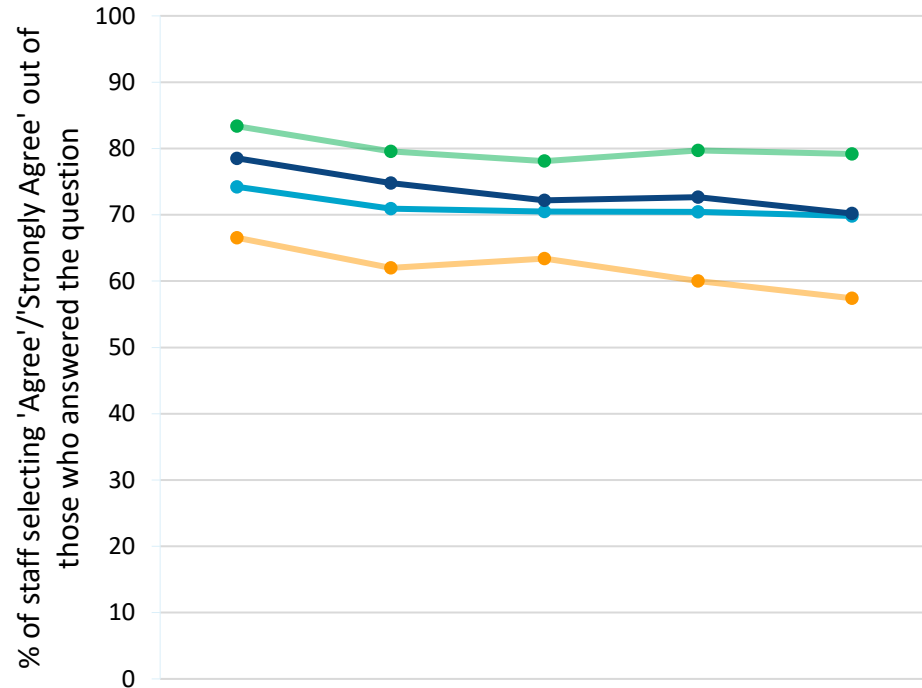
Q5b I have a choice in deciding how to do my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	55.05%	54.10%	56.05%	56.65%	53.73%
<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	6866	6925	5534	5317	4796

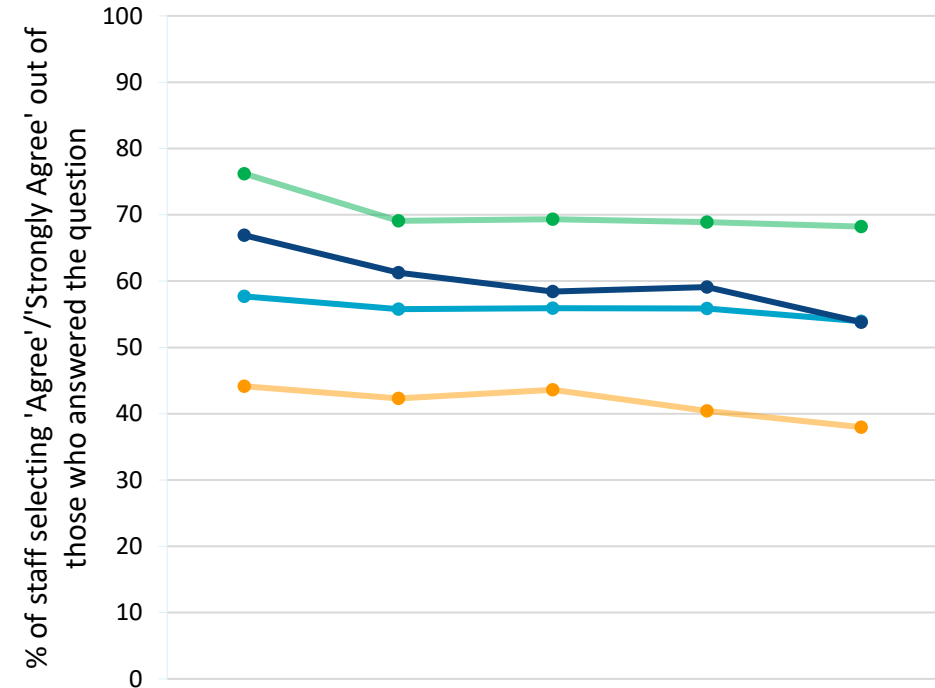


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2021	2022	2023	2024	2025
<b>Your org</b>	78.52%	74.78%	72.15%	72.68%	70.19%
<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	6722	6923	5518	5321	4784

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

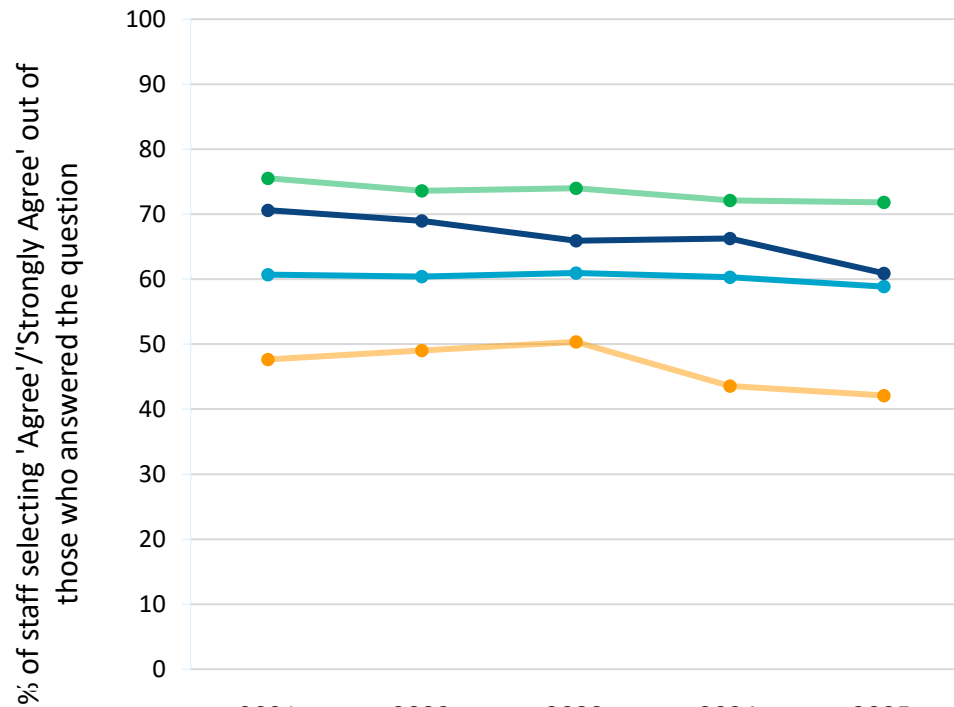


	2021	2022	2023	2024	2025
<b>Your org</b>	66.91%	61.27%	58.42%	59.08%	53.81%
<b>Best result</b>	76.20%	69.10%	69.34%	68.88%	68.23%
<b>Average result</b>	57.69%	55.78%	55.93%	55.88%	53.94%
<b>Worst result</b>	44.15%	42.28%	43.60%	40.40%	37.97%
Responses	6724	6919	5509	5315	4775

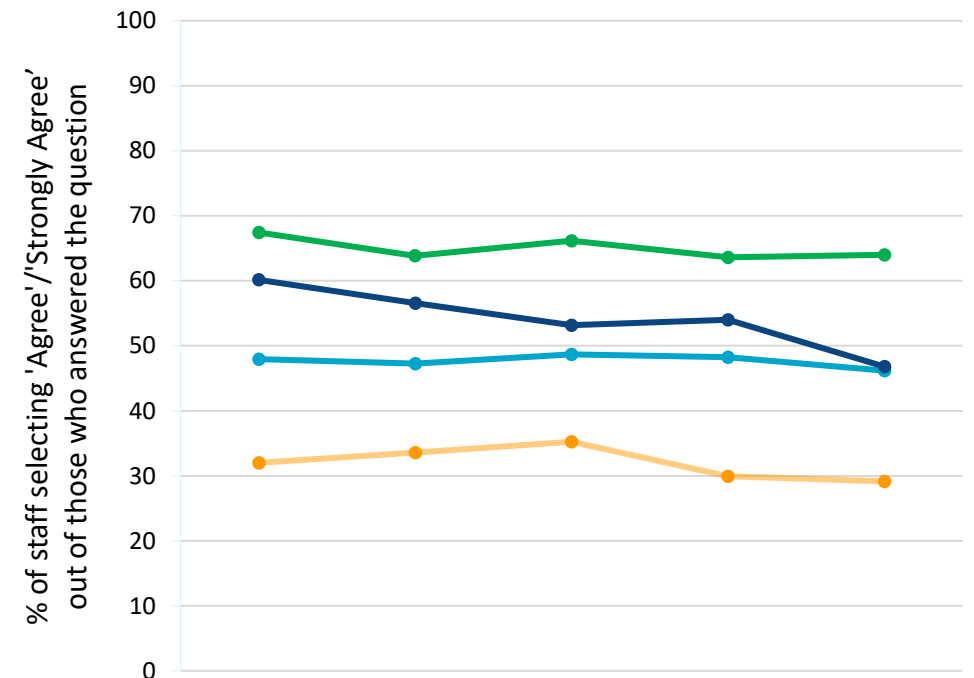


Q25e I feel safe to speak up about anything that concerns me in this organisation.

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>	70.62%	68.98%	65.91%	66.27%	60.91%
<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	6670	6925	5521	5306	4787



	2021	2022	2023	2024	2025
<b>Your org</b>	60.14%	56.58%	53.15%	54.01%	46.81%
<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	6673	6921	5524	5296	4788

## 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

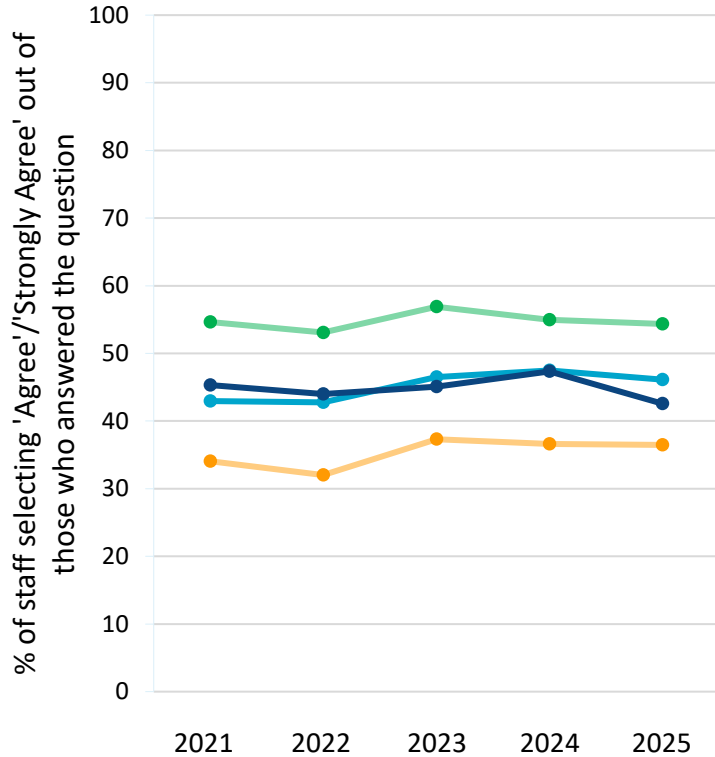
Other questions:\* Q17a, Q17b, Q22

\*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.

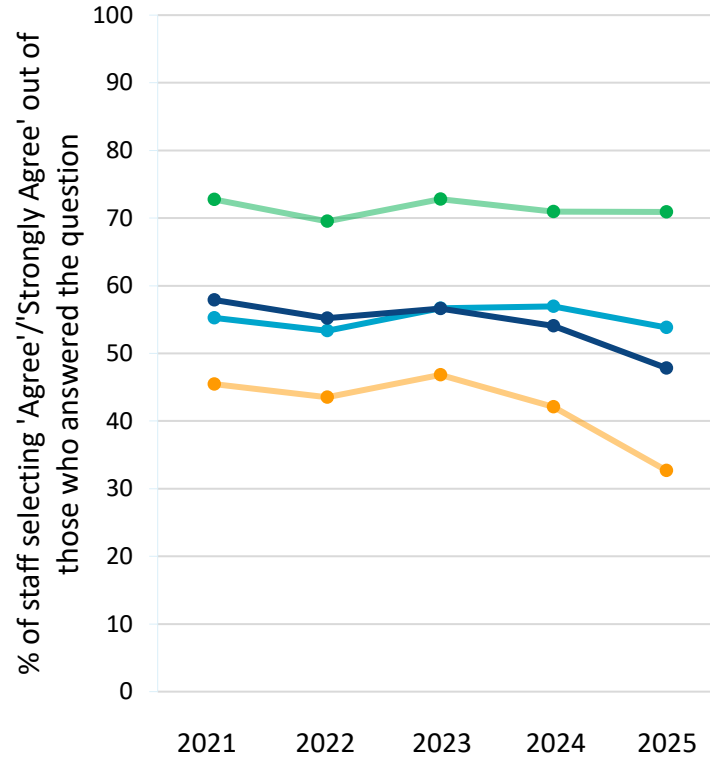


Q3g I am able to meet all the conflicting demands on my time at work.



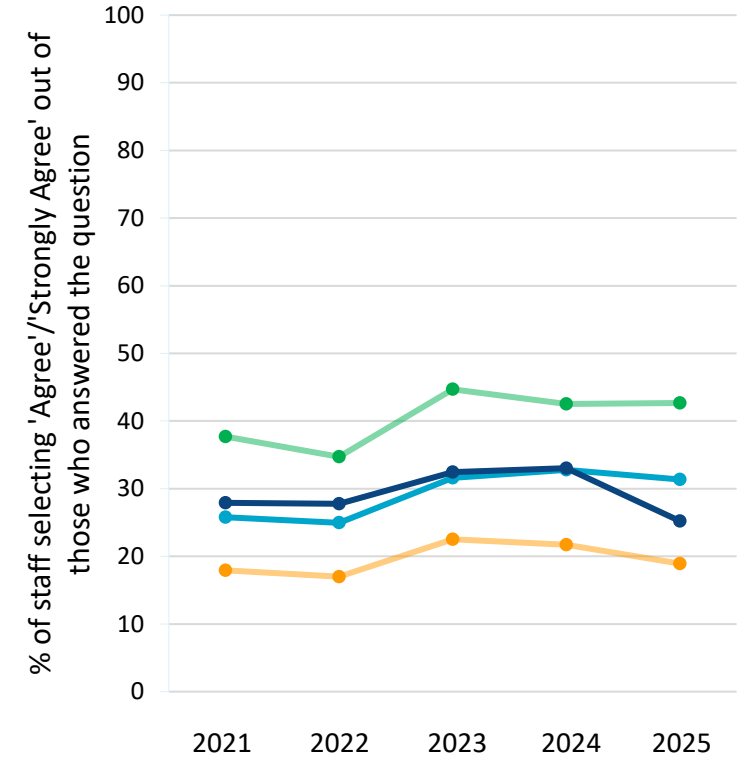
Responses	6889	6927	5538	5316	4792
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Q3h I have adequate materials, supplies and equipment to do my work.



Responses	6905	6934	5544	5318	4798
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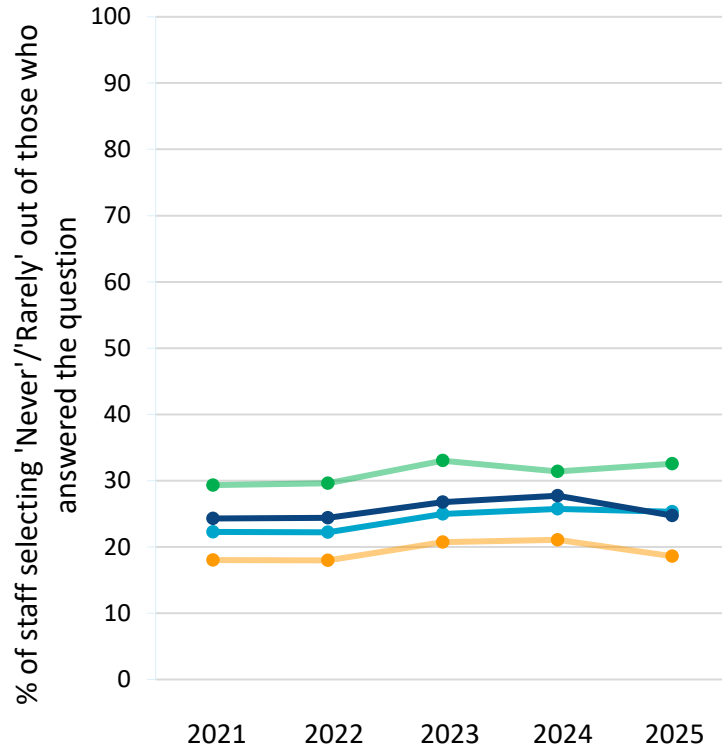
Q3i There are enough staff at this organisation for me to do my job properly.



Responses	6905	6933	5545	5326	4798
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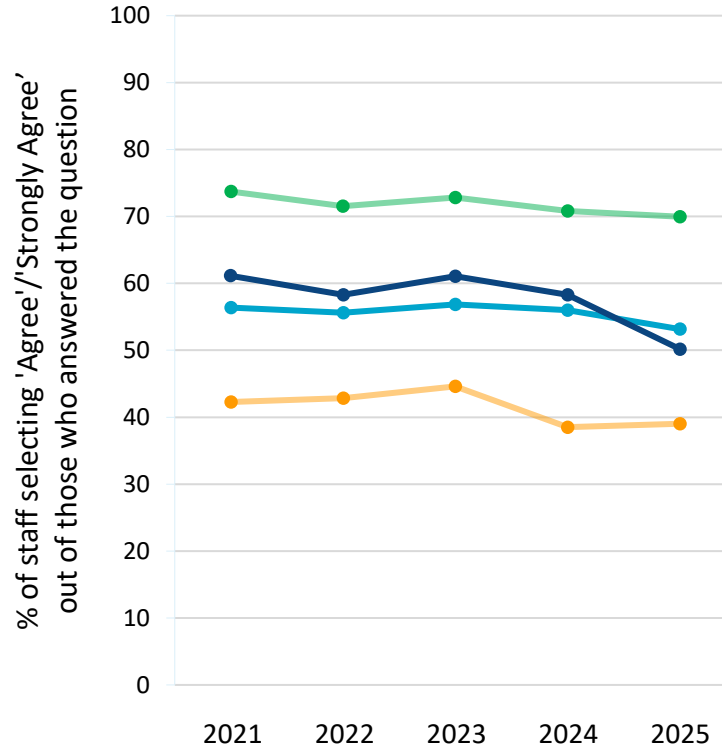
Q5a I have unrealistic time pressures.



<b>Your org</b>	24.29%	24.37%	26.75%	27.73%	24.75%
<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 6861 6921 5534 5319 4795

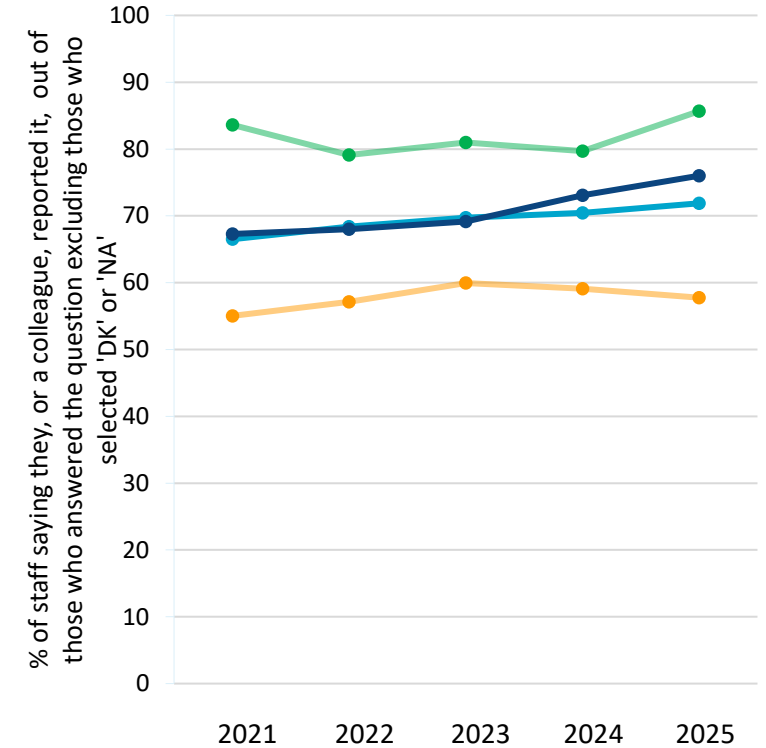
Q11a My organisation takes positive action on health and well-being.



<b>Your org</b>	61.12%	58.29%	61.05%	58.29%	50.18%
<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 6685 6820 5541 5325 4791

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



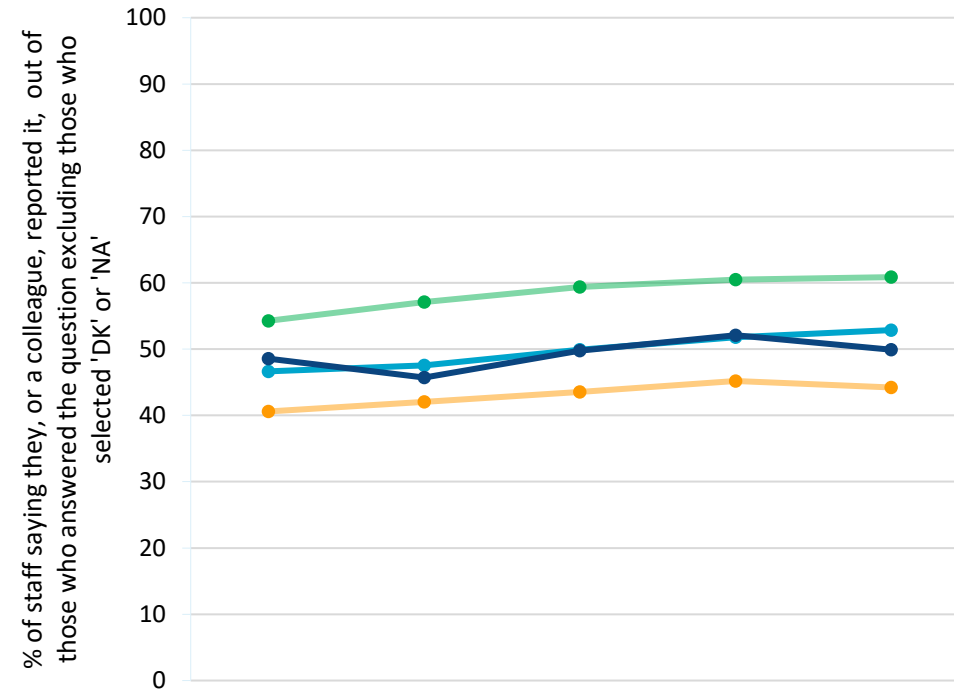
<b>Your org</b>	67.29%	68.01%	69.15%	73.07%	76.01%
<b>Best result</b>	83.62%	79.11%	80.97%	79.69%	85.67%
<b>Average result</b>	66.50%	68.40%	69.72%	70.46%	71.88%
<b>Worst result</b>	55.03%	57.15%	59.94%	59.09%	57.77%

Responses 851 936 542 668 598

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?

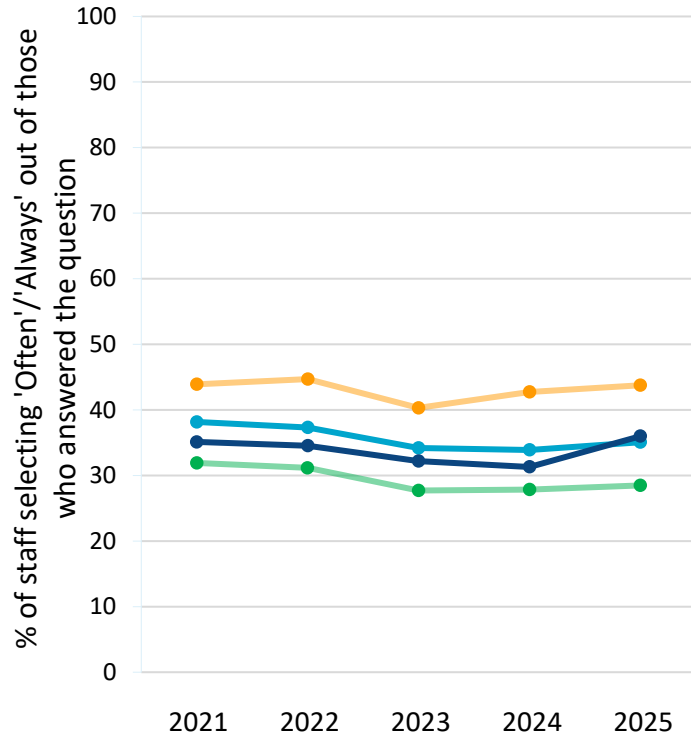


	2021	2022	2023	2024	2025
<b>Your org</b>	48.54%	45.71%	49.76%	52.10%	49.90%
<b>Best result</b>	54.28%	57.12%	59.37%	60.49%	60.86%
<b>Average result</b>	46.65%	47.56%	49.90%	51.81%	52.88%
<b>Worst result</b>	40.60%	42.04%	43.56%	45.19%	44.24%
Responses	1947	2133	1531	1578	1407

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

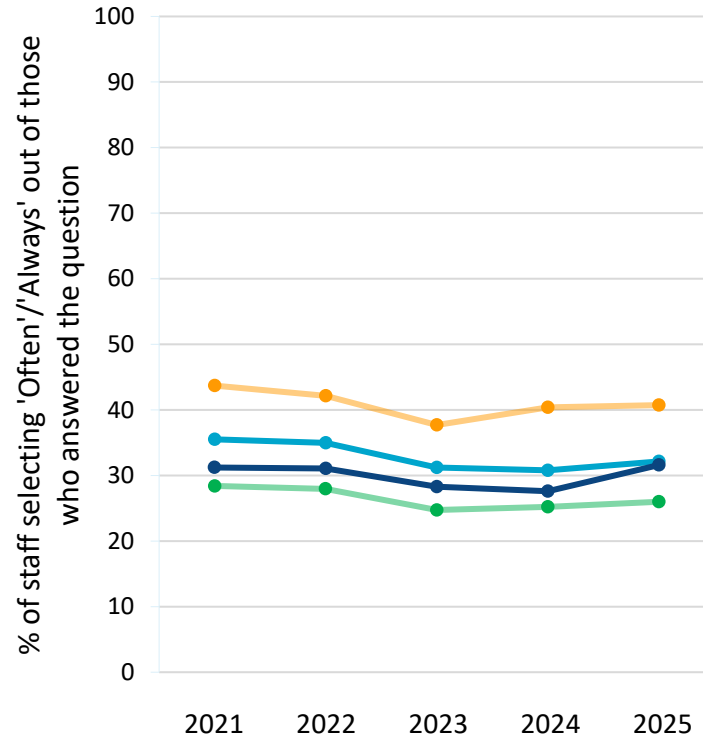


Q12a How often, if at all, do you find your work emotionally exhausting?



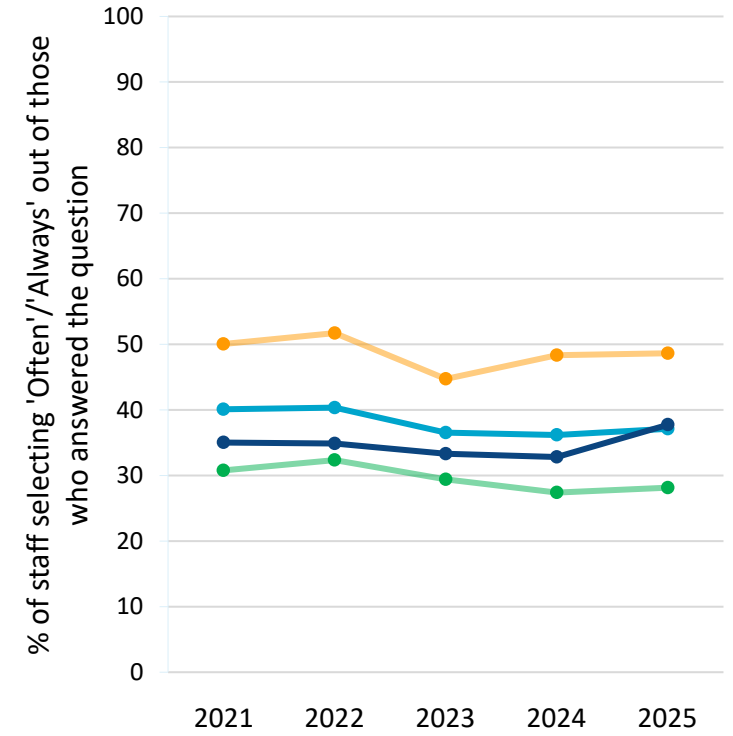
	2021	2022	2023	2024	2025
Your org	35.10%	34.54%	32.18%	31.30%	35.99%
Best result	31.92%	31.17%	27.71%	27.83%	28.48%
Average result	38.17%	37.33%	34.18%	33.89%	35.08%
Worst result	43.92%	44.70%	40.31%	42.73%	43.76%
Responses	6765	6934	5552	5328	4801

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



	2021	2022	2023	2024	2025
Your org	31.22%	31.05%	28.29%	27.60%	31.60%
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	6759	6932	5548	5322	4797

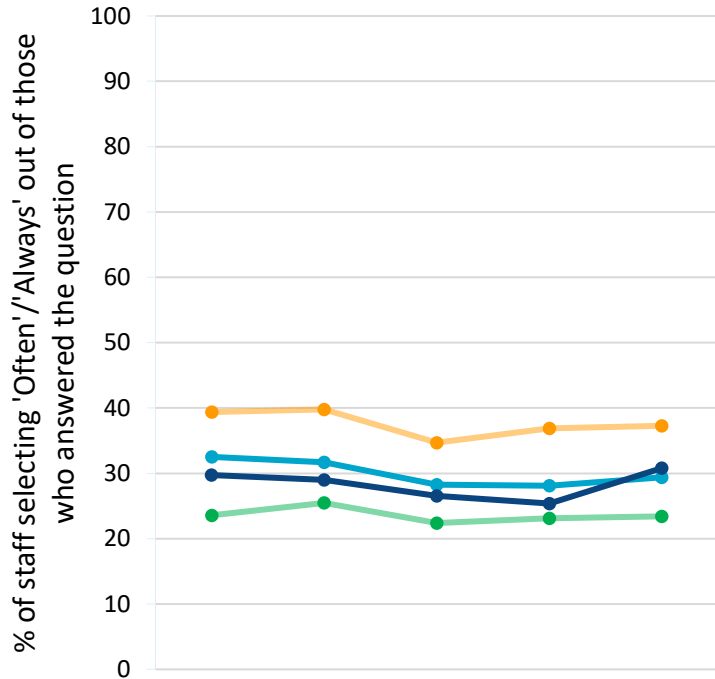
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024	2025
Your org	35.05%	34.88%	33.29%	32.82%	37.73%
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	6760	6929	5538	5319	4801

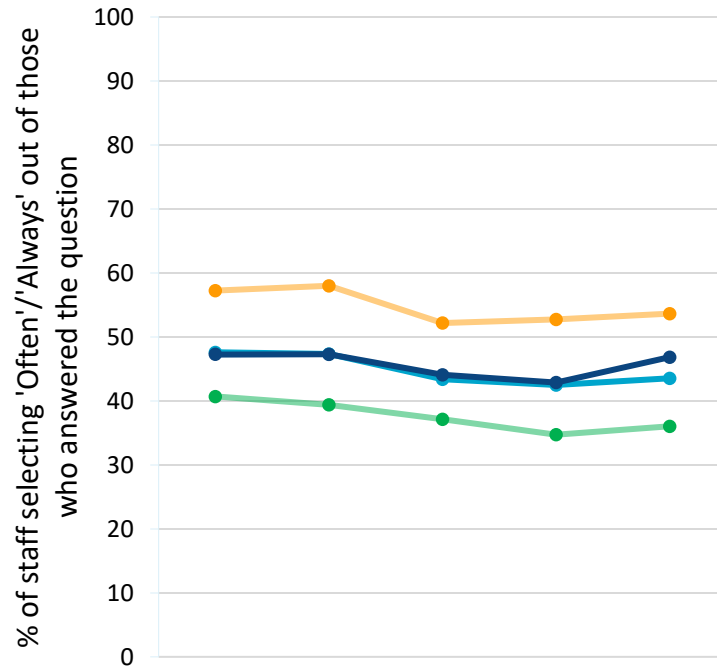


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



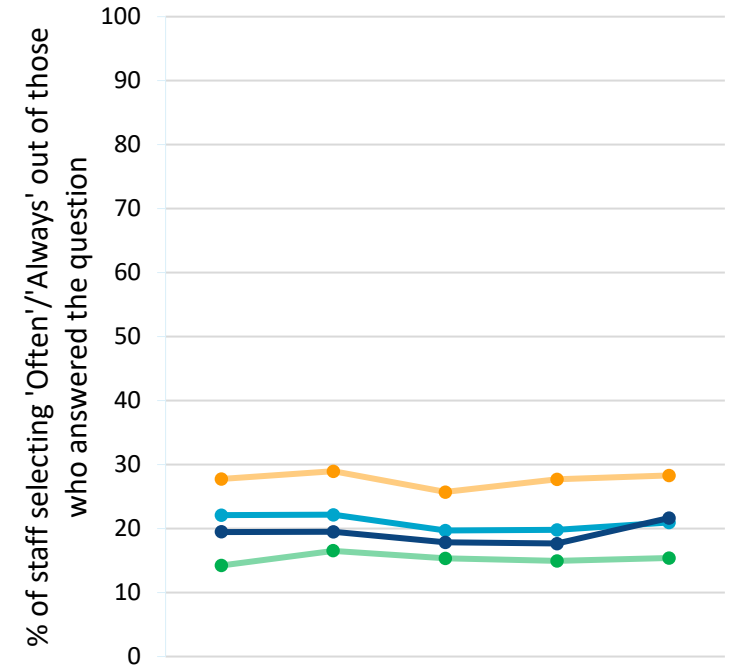
	2021	2022	2023	2024	2025
Your org	29.72%	29.00%	26.56%	25.38%	30.79%
Best result	23.58%	25.47%	22.39%	23.14%	23.42%
Average result	32.51%	31.67%	28.24%	28.10%	29.40%
Worst result	39.40%	39.79%	34.70%	36.90%	37.26%
Responses	6761	6928	5537	5322	4792

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



	2021	2022	2023	2024	2025
Your org	47.24%	47.29%	44.10%	42.87%	46.86%
Best result	40.70%	39.38%	37.14%	34.72%	36.06%
Average result	47.60%	47.34%	43.37%	42.49%	43.54%
Worst result	57.24%	58.00%	52.17%	52.73%	53.62%
Responses	6763	6927	5539	5315	4801

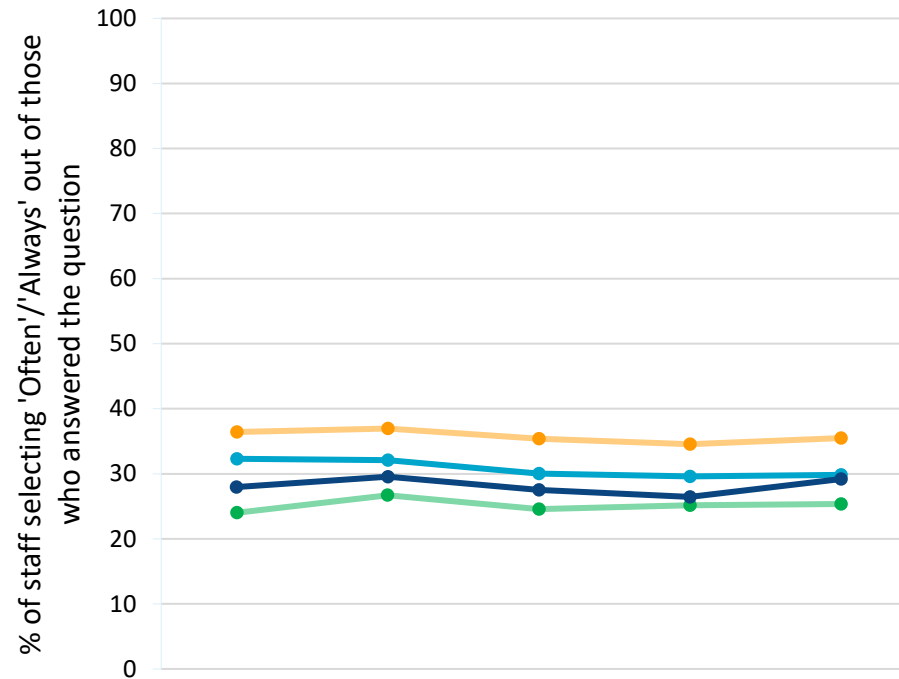
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024	2025
Your org	19.45%	19.52%	17.84%	17.67%	21.64%
Best result	14.23%	16.51%	15.35%	14.92%	15.41%
Average result	22.08%	22.17%	19.70%	19.78%	20.95%
Worst result	27.73%	28.96%	25.73%	27.72%	28.30%
Responses	6760	6928	5544	5325	4798



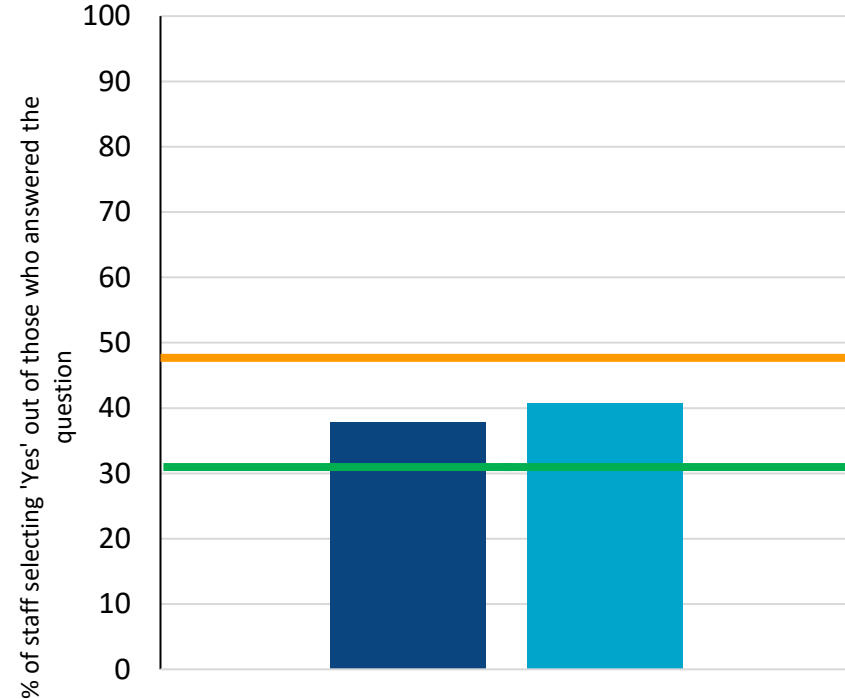
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024	2025
<b>Your org</b>	27.95%	29.55%	27.53%	26.45%	29.18%
<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	6762	6928	5540	5327	4798

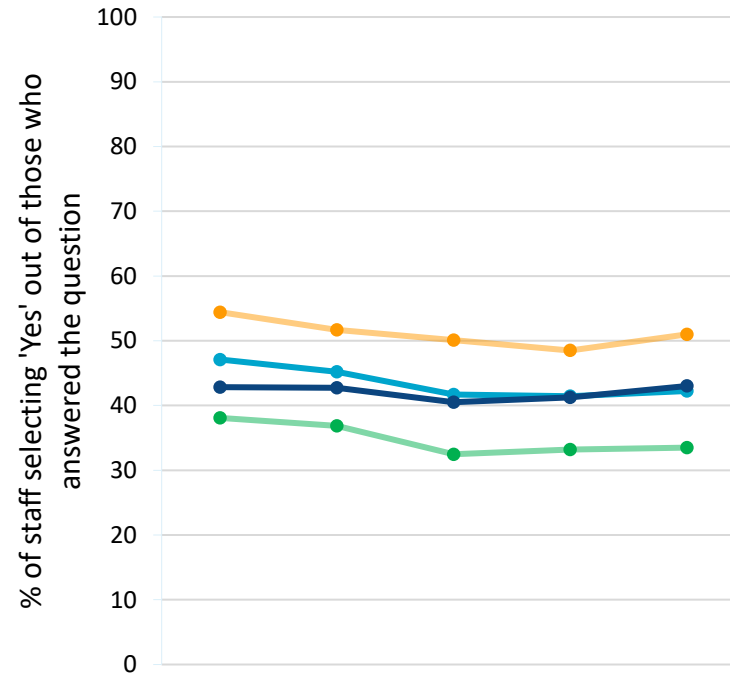


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Examples may include back pain, neck or arm strains, and joint pain.



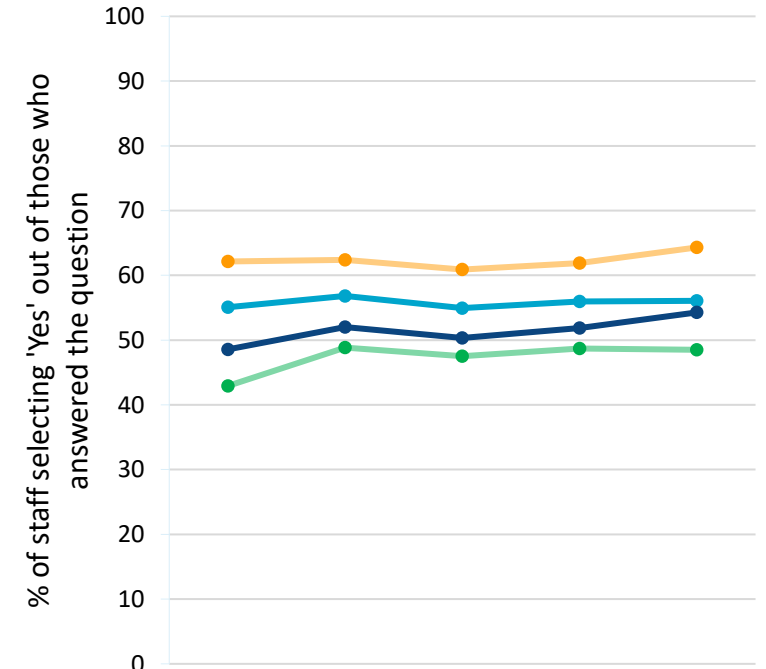
	2025
Your org	37.77%
Best result	30.97%
Average result	40.70%
Worst result	47.69%
Responses	4798

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



	2021	2022	2023	2024	2025
Your org	42.82%	42.74%	40.51%	41.28%	43.01%
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	6781	6935	5533	5321	4795

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

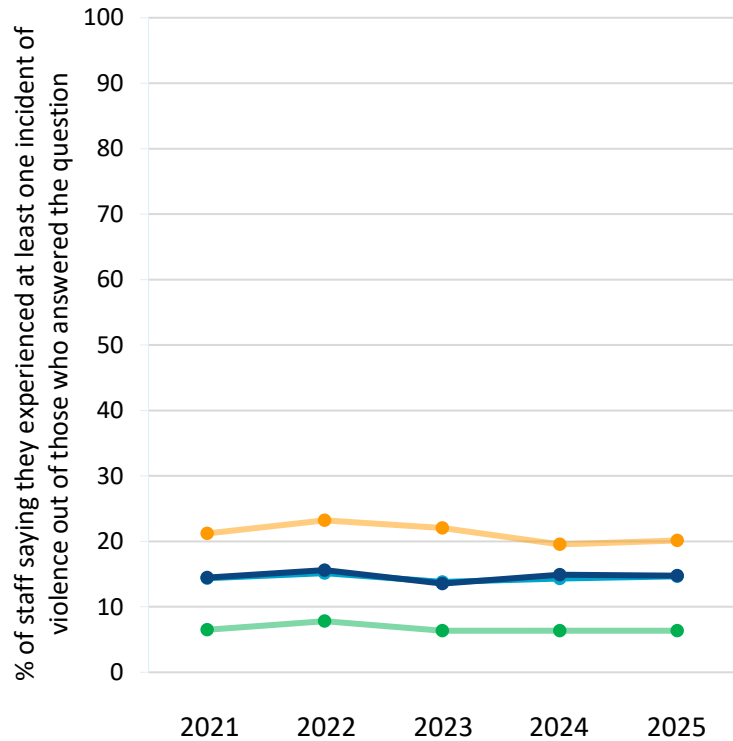


	2021	2022	2023	2024	2025
Your org	48.56%	52.01%	50.34%	51.86%	54.28%
Best result	42.92%	48.84%	47.51%	48.71%	48.53%
Average result	55.08%	56.82%	54.94%	55.96%	56.08%
Worst result	62.16%	62.39%	60.90%	61.90%	64.31%
Responses	6787	6938	5537	5318	4791

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/>

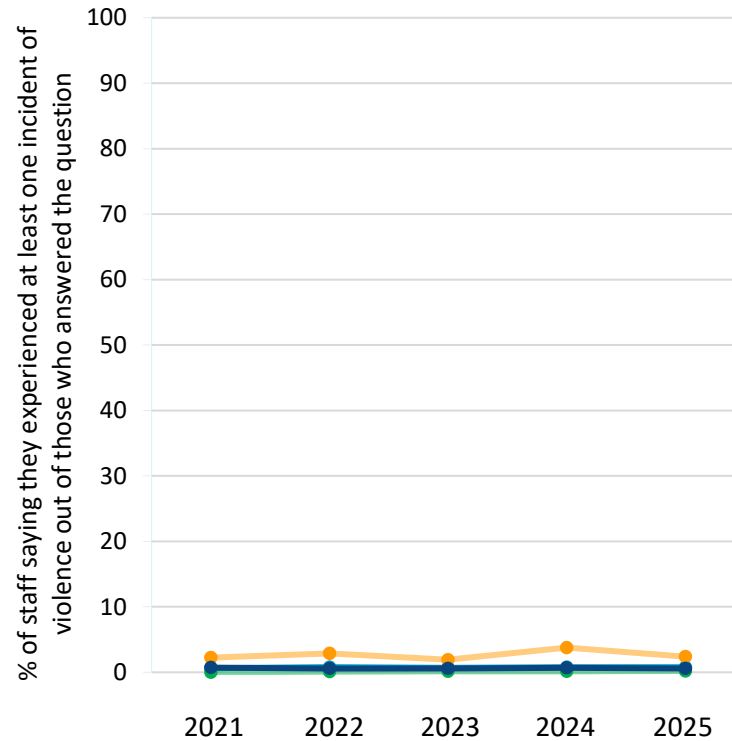


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



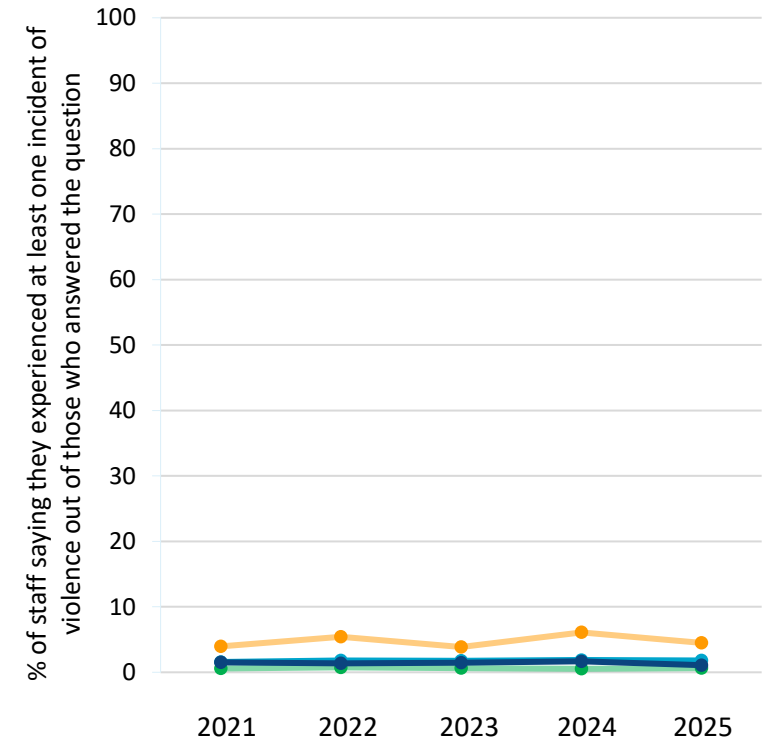
	2021	2022	2023	2024	2025
<b>Your org</b>	14.49%	15.62%	13.55%	14.92%	14.76%
<b>Best result</b>	6.50%	7.81%	6.35%	6.35%	6.35%
<b>Average result</b>	14.38%	15.15%	13.81%	14.31%	14.65%
<b>Worst result</b>	21.20%	23.21%	22.02%	19.54%	20.14%
Responses	6758	6921	5084	5312	4788

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>	0.72%	0.57%	0.60%	0.68%	0.59%
<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	6712	6867	5005	5254	4732

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

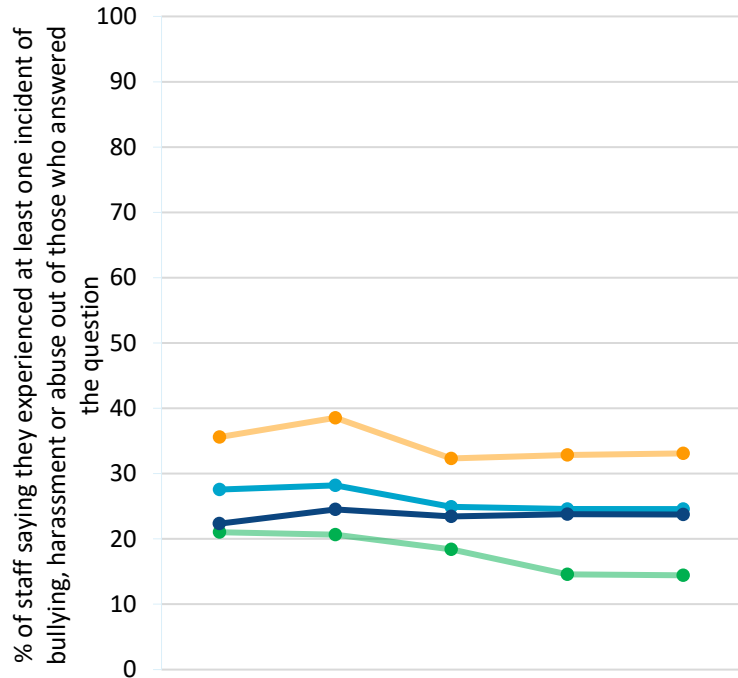


	2021	2022	2023	2024	2025
<b>Your org</b>	1.52%	1.36%	1.48%	1.68%	1.09%
<b>Best result</b>	0.56%	0.76%	0.65%	0.54%	0.63%
<b>Average result</b>	1.58%	1.83%	1.78%	1.88%	1.80%
<b>Worst result</b>	3.98%	5.44%	3.86%	6.09%	4.51%
Responses	6694	6818	4967	5119	4658

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.

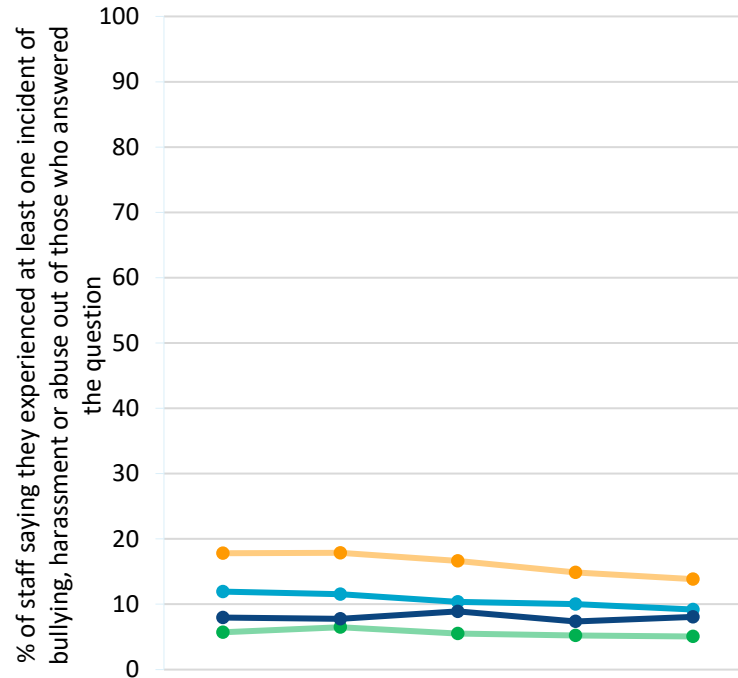


2021 2022 2023 2024 2025

Your org	22.34%	24.52%	23.44%	23.78%	23.75%
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 6567 6922 5090 5315 4779

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

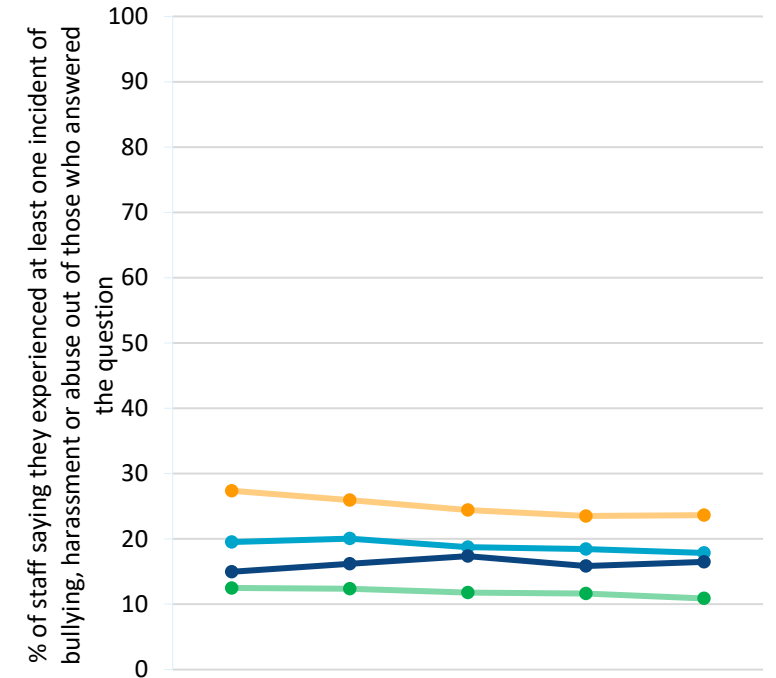


2021 2022 2023 2024 2025

Your org	7.97%	7.77%	8.91%	7.36%	8.05%
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 6532 6869 5047 5258 4746

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



2021 2022 2023 2024 2025

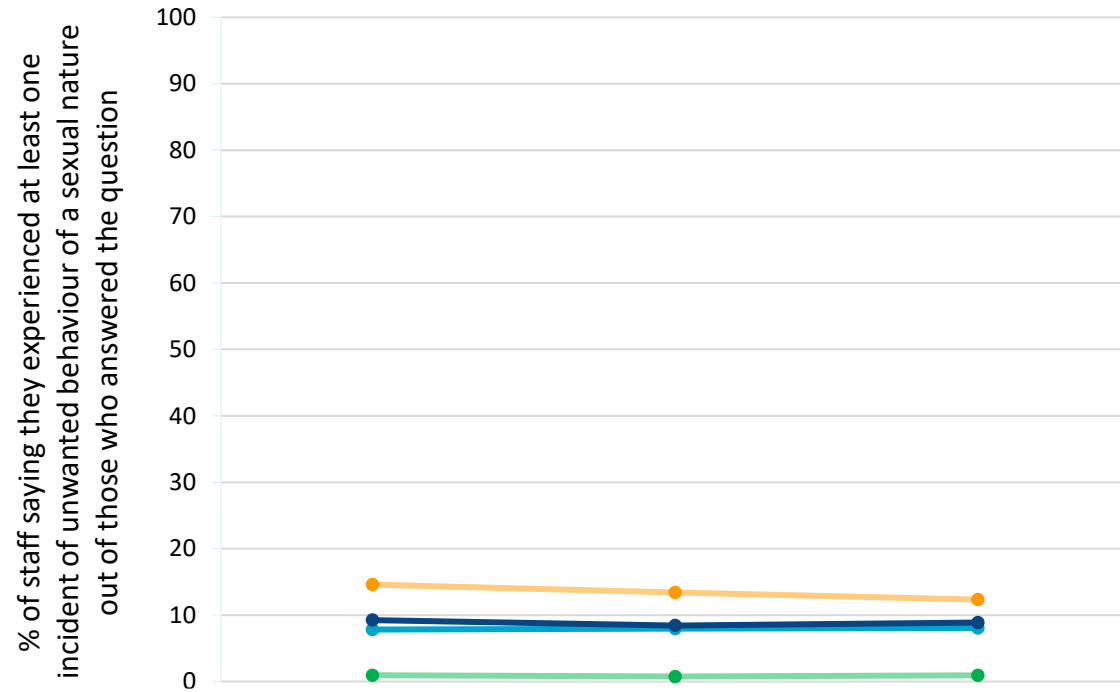
Your org	14.98%	16.21%	17.37%	15.86%	16.48%
Best result	12.50%	12.35%	11.78%	11.65%	10.89%
Average result	19.54%	20.05%	18.74%	18.47%	17.86%
Worst result	27.38%	25.97%	24.43%	23.52%	23.63%

Responses 6508 6831 5015 5239 4734

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

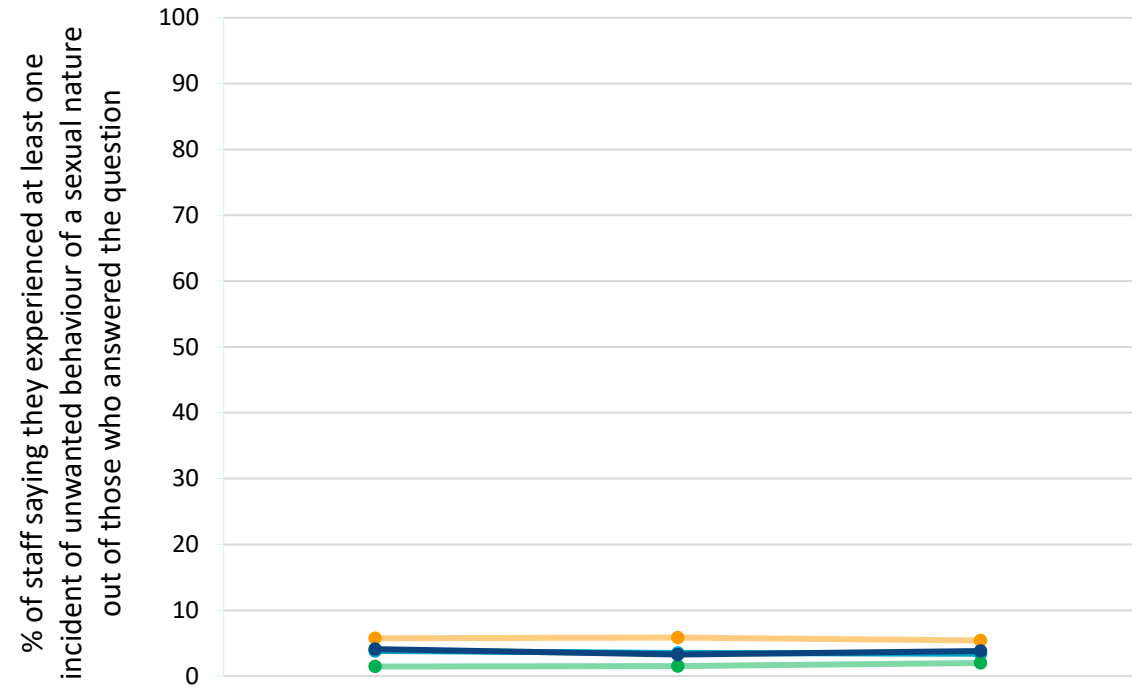


Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



	2023	2024	2025
Your org	9.24%	8.42%	8.87%
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	5543	5325	4797

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

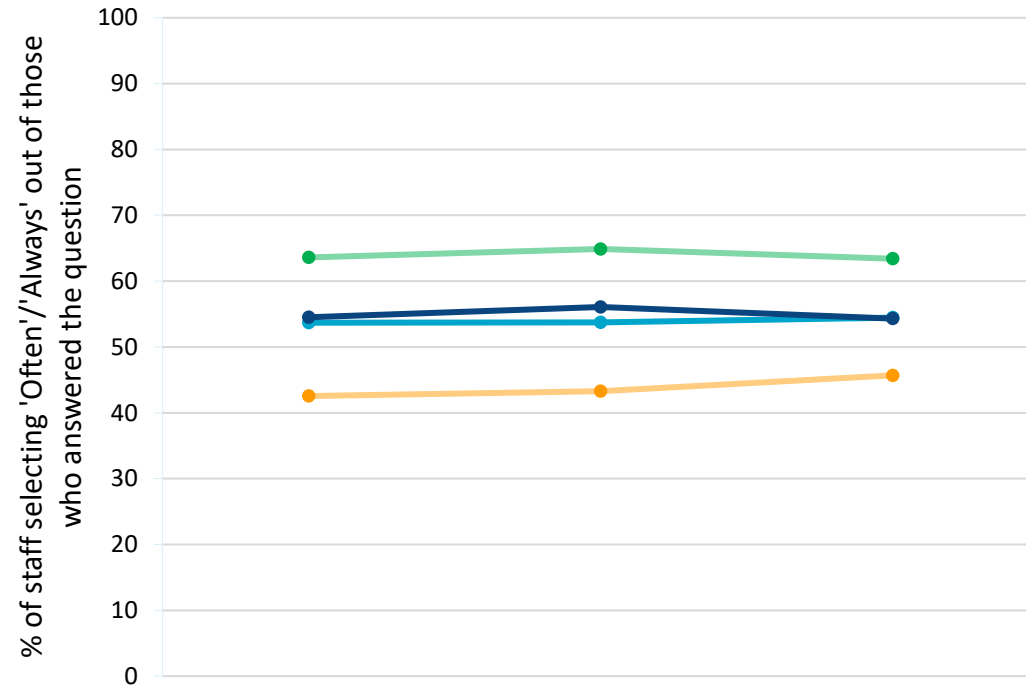


	2023	2024	2025
Your org	4.10%	3.27%	3.80%
Best result	1.45%	1.53%	1.99%
Average result	3.82%	3.53%	3.39%
Worst result	5.74%	5.85%	5.41%
Responses	5514	5310	4772

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



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



	2023	2024	2025
<b>Your org</b>	54.52%	56.07%	54.31%
<b>Best result</b>	63.60%	64.89%	63.41%
<b>Average result</b>	53.68%	53.75%	54.45%
<b>Worst result</b>	42.55%	43.27%	45.69%
<b>Responses</b>	5537	5321	4795

\*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

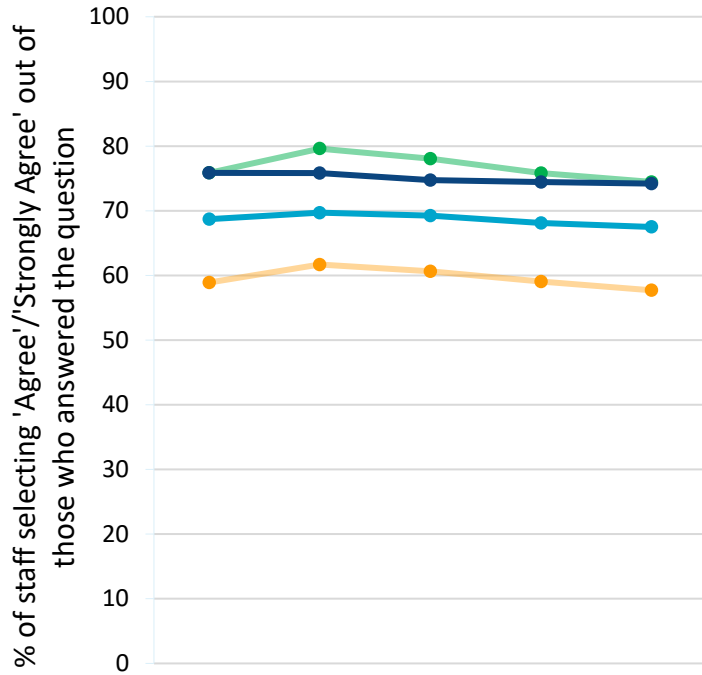
\*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

\*\*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.

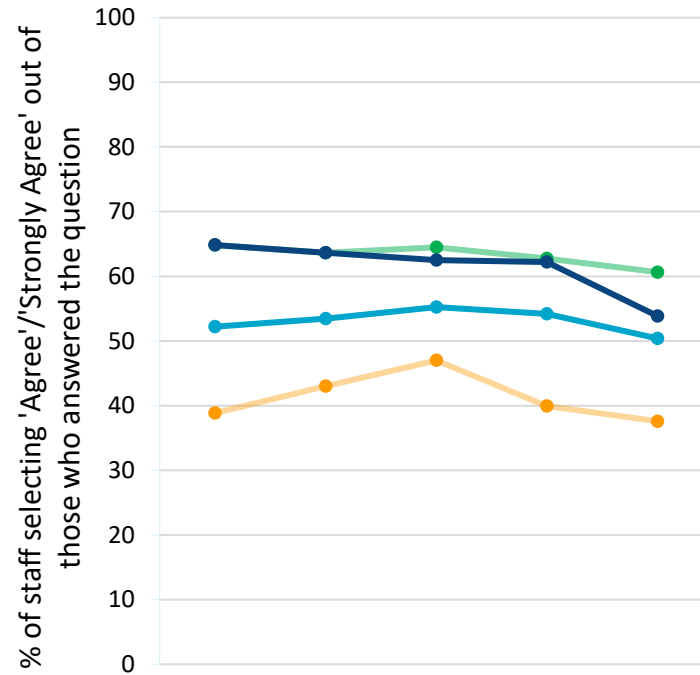


2021 2022 2023 2024 2025

Your org	75.85%	75.80%	74.74%	74.46%	74.20%
Best result	75.85%	79.60%	78.03%	75.85%	74.46%
Average result	68.69%	69.71%	69.25%	68.11%	67.49%
Worst result	58.89%	61.69%	60.64%	59.07%	57.70%

Responses 6699 6922 5526 5314 4786

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

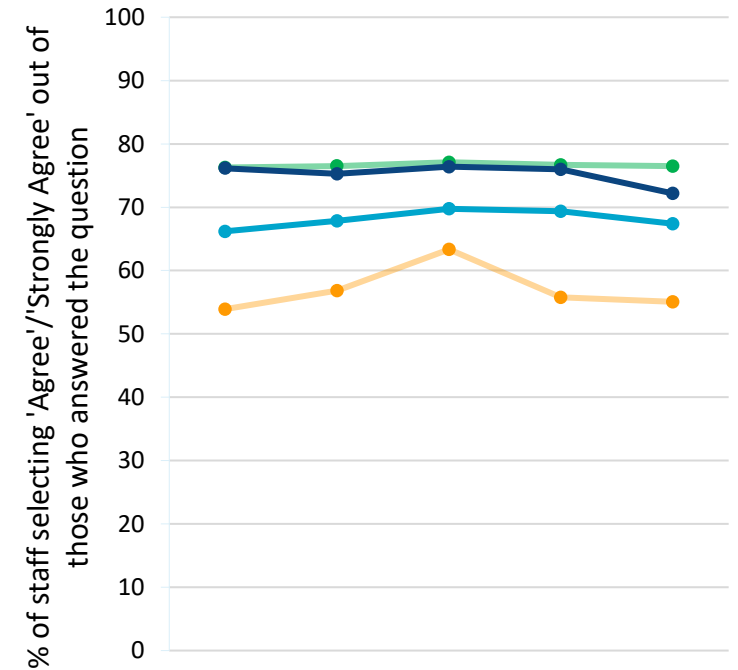


2021 2022 2023 2024 2025

Your org	64.83%	63.62%	62.50%	62.20%	53.86%
Best result	64.83%	63.62%	64.46%	62.76%	60.64%
Average result	52.20%	53.45%	55.24%	54.21%	50.39%
Worst result	38.86%	43.01%	46.99%	39.92%	37.58%

Responses 6703 6920 5532 5315 4793

Q24c I have opportunities to improve my knowledge and skills.



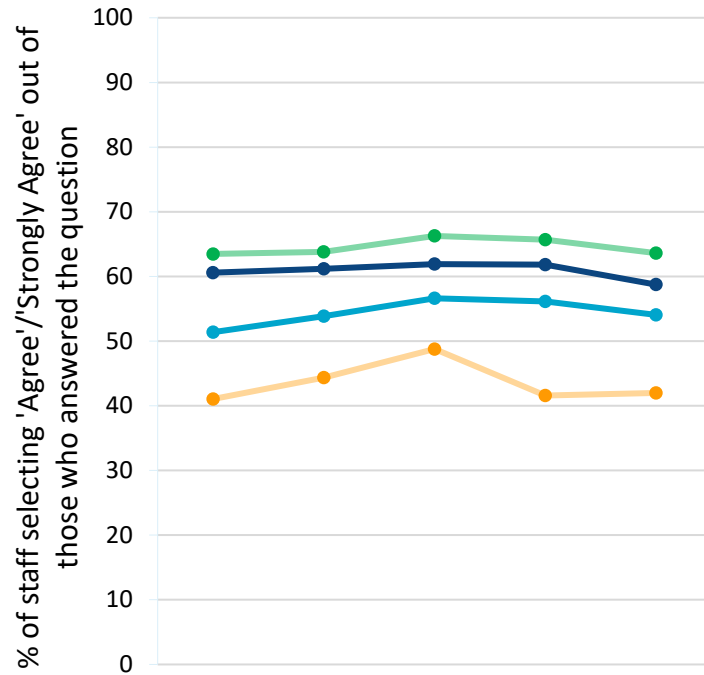
2021 2022 2023 2024 2025

Your org	76.14%	75.30%	76.41%	75.98%	72.19%
Best result	76.28%	76.50%	77.10%	76.67%	76.47%
Average result	66.20%	67.85%	69.75%	69.36%	67.41%
Worst result	53.91%	56.82%	63.34%	55.77%	55.05%

Responses 6704 6921 5532 5316 4795

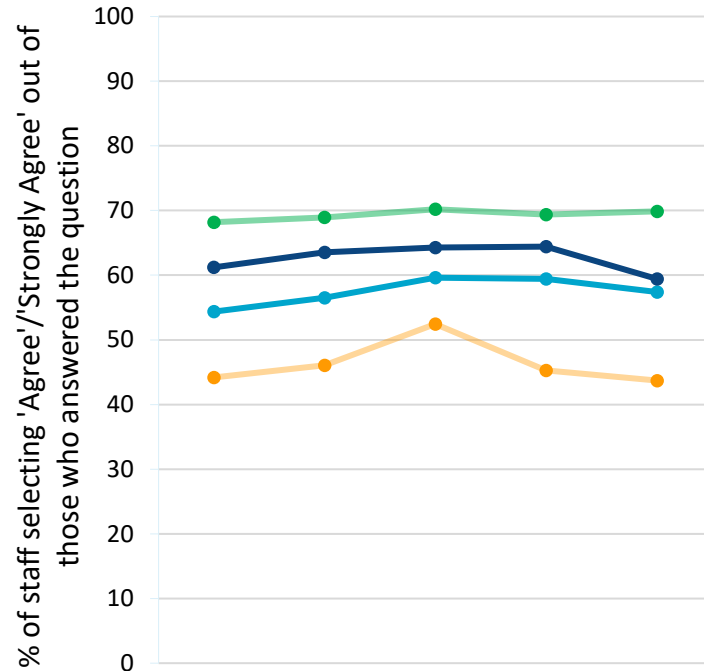


Q24d I feel supported to develop my potential.



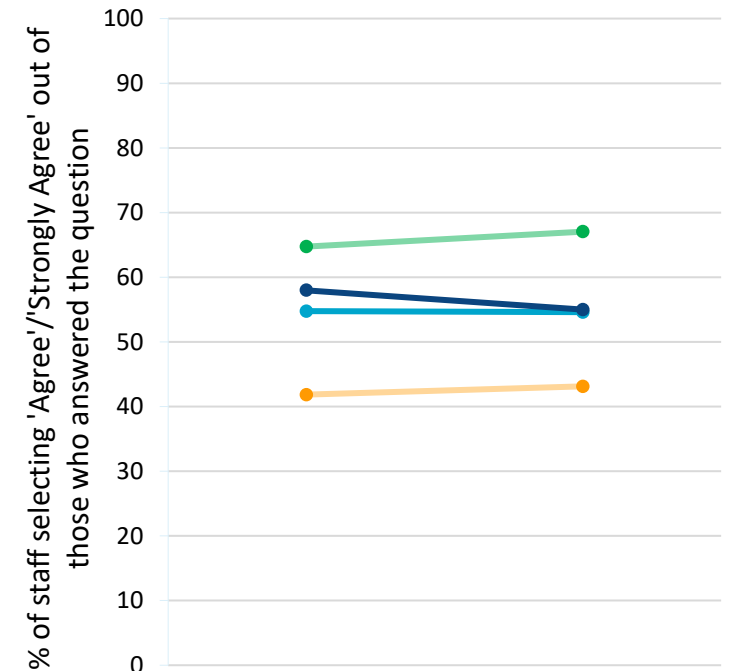
	2021	2022	2023	2024	2025
<b>Your org</b>	60.57%	61.20%	61.91%	61.82%	58.74%
<b>Best result</b>	63.48%	63.80%	66.26%	65.67%	63.62%
<b>Average result</b>	51.38%	53.86%	56.62%	56.16%	54.06%
<b>Worst result</b>	41.05%	44.35%	48.78%	41.57%	41.97%
Responses	6703	6919	5526	5318	4793

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>	61.18%	63.55%	64.28%	64.41%	59.43%
<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	6703	6921	5530	5313	4795

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

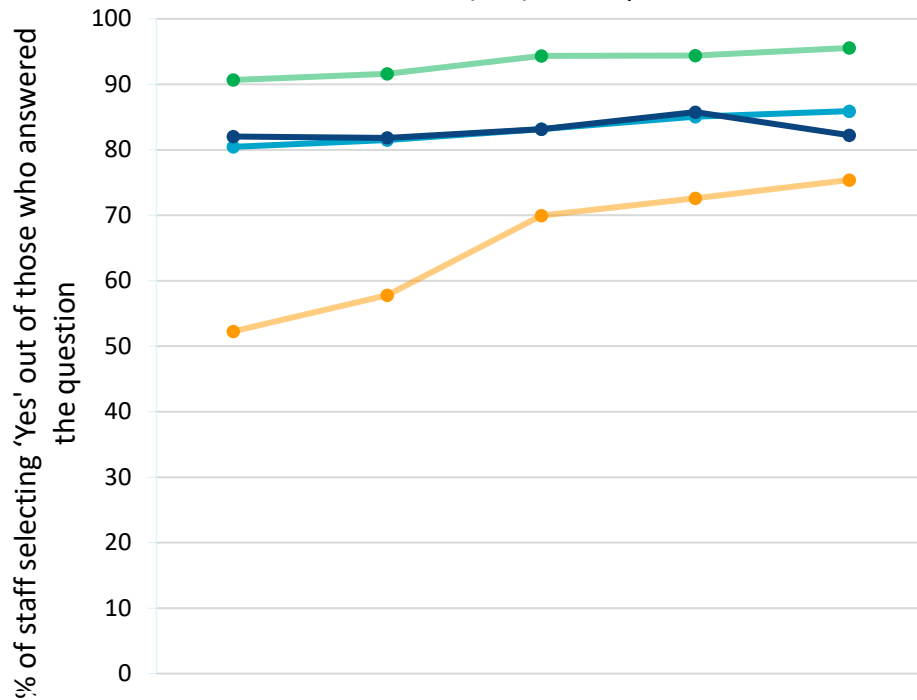


	2024	2025
<b>Your org</b>	57.97%	54.99%
<b>Best result</b>	64.74%	67.04%
<b>Average result</b>	54.76%	54.60%
<b>Worst result</b>	41.85%	43.13%
Responses	4306	3790

\*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.

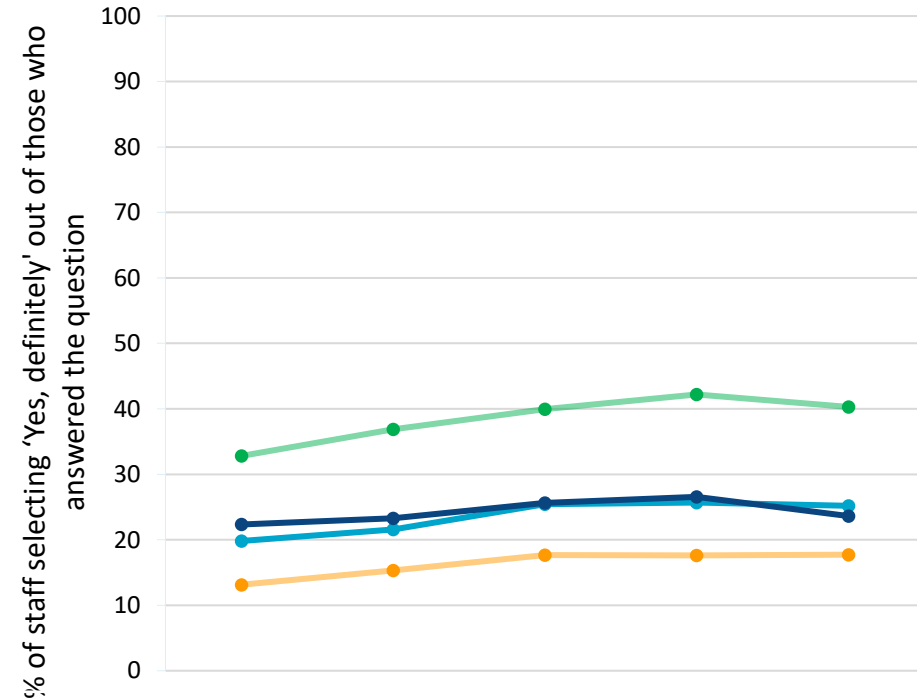


Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024	2025
Your org	82.04%	81.82%	83.16%	85.76%	82.24%
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	6733	6921	5419	5271	4742

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

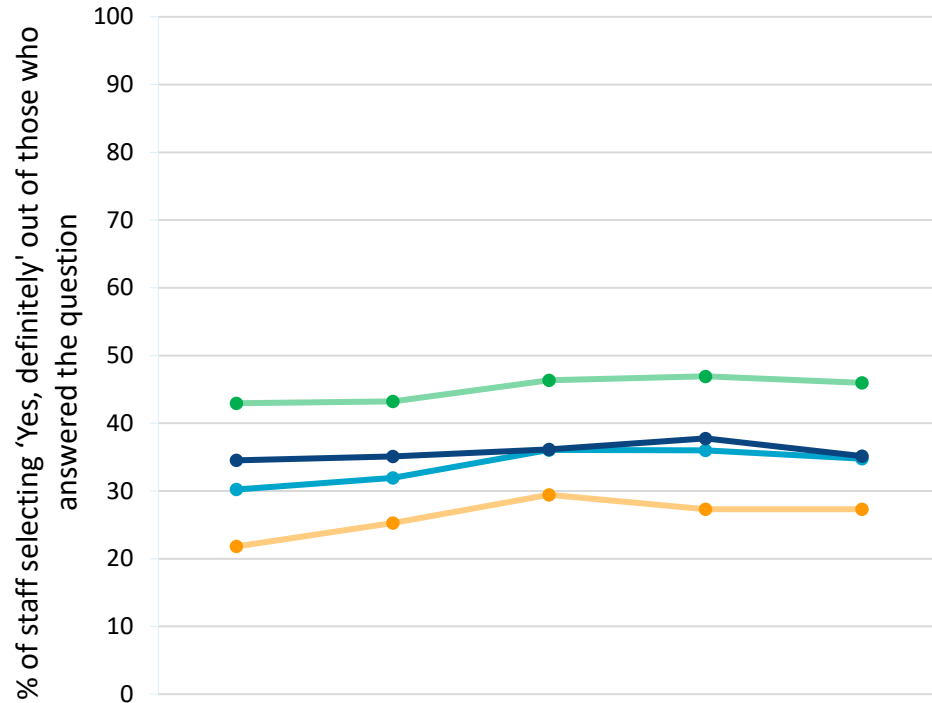


	2021	2022	2023	2024	2025
Your org	22.34%	23.30%	25.63%	26.56%	23.63%
Best result	32.81%	36.90%	39.96%	42.20%	40.32%
Average result	19.82%	21.57%	25.45%	25.69%	25.20%
Worst result	13.14%	15.33%	17.68%	17.62%	17.73%
Responses	5487	5641	4501	4491	3885

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

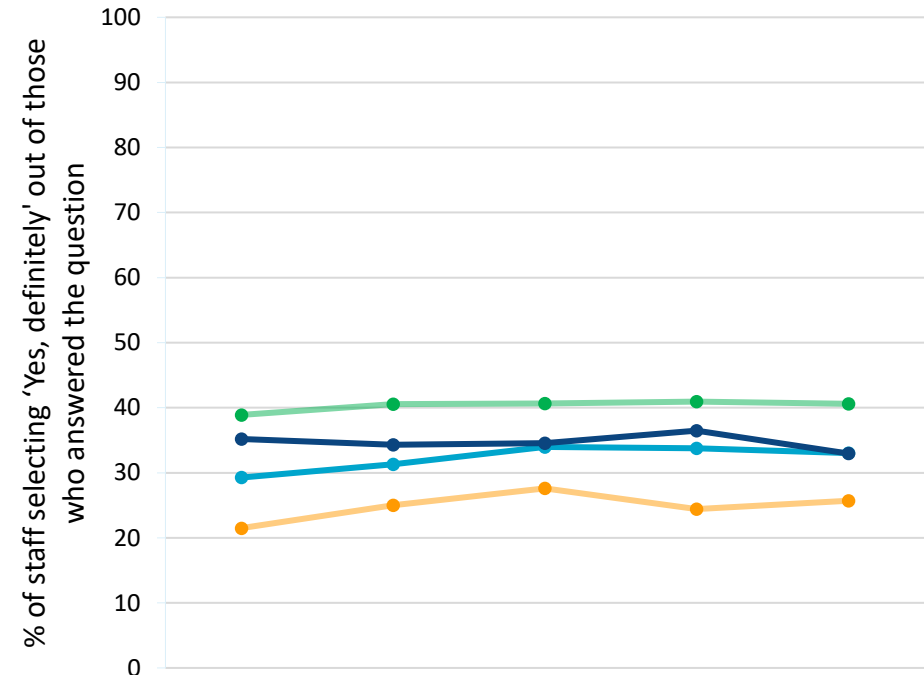


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	34.52%	35.12%	36.13%	37.76%	35.13%
<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	5486	5635	4495	4489	3885

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



	2021	2022	2023	2024	2025
<b>Your org</b>	35.21%	34.31%	34.53%	36.47%	32.96%
<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	5486	5634	4502	4489	3879

## People Promise element – We work flexibly



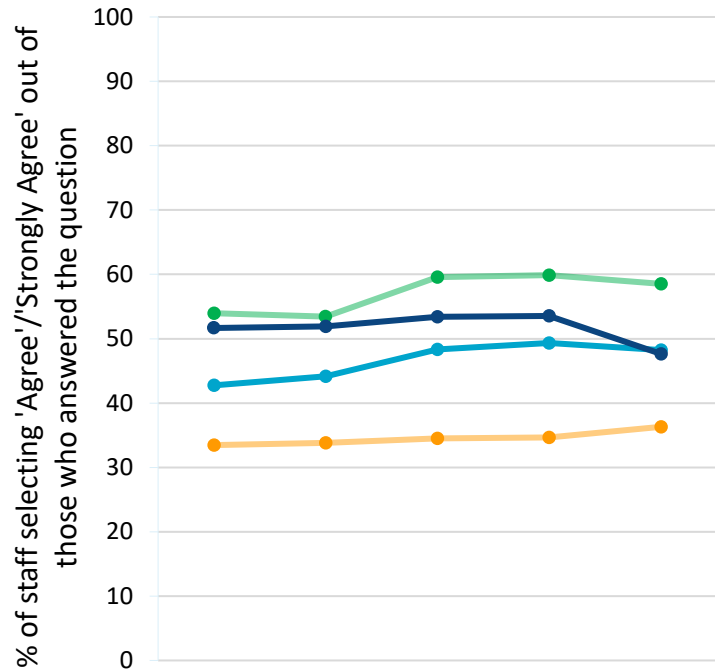
### Questions included:

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

Flexible working – Q4d



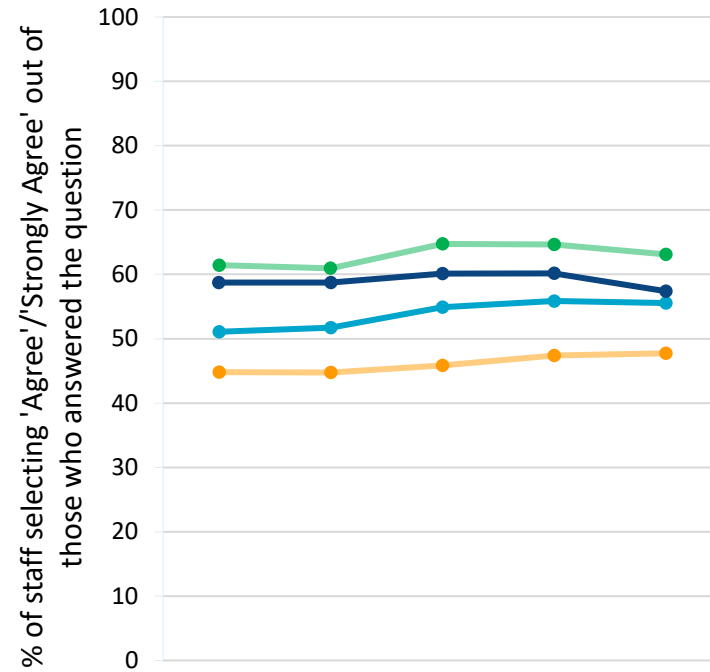
Q6b My organisation is committed to helping me balance my work and home life.



2021 2022 2023 2024 2025

Your org	51.68%	51.90%	53.39%	53.53%	47.64%
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	6869	6942	5543	5323	4802

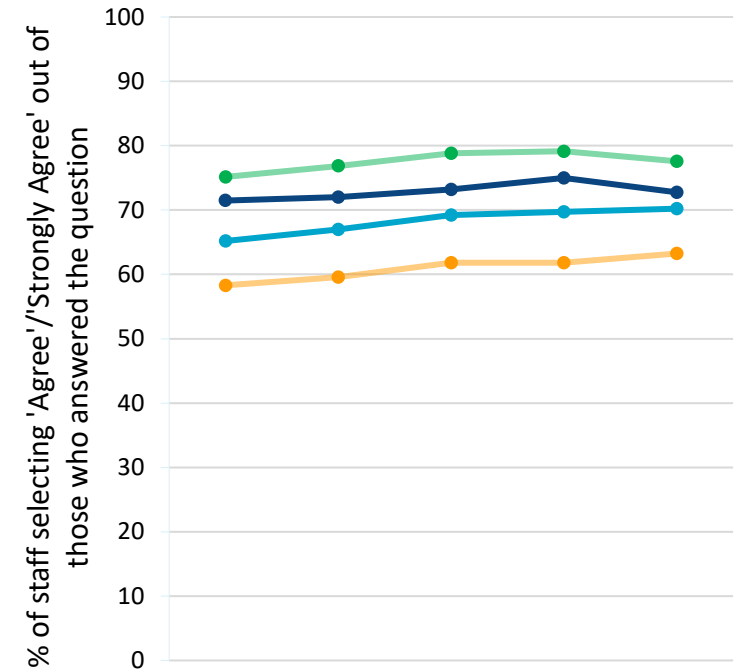
Q6c I achieve a good balance between my work life and my home life.



2021 2022 2023 2024 2025

Your org	58.72%	58.73%	60.13%	60.15%	57.38%
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	6867	6944	5547	5321	4803

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

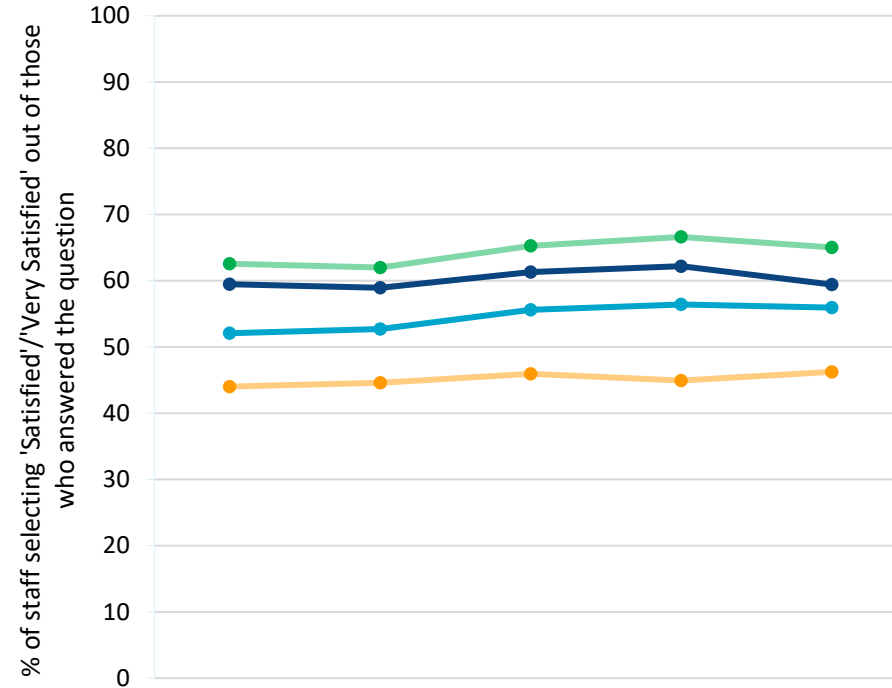


2021 2022 2023 2024 2025

Your org	71.47%	72.00%	73.21%	74.99%	72.77%
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	6869	6940	5544	5323	4799



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>	59.46%	58.94%	61.30%	62.20%	59.41%
<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	6897	6934	5525	5311	4780

## People Promise element – We are a team



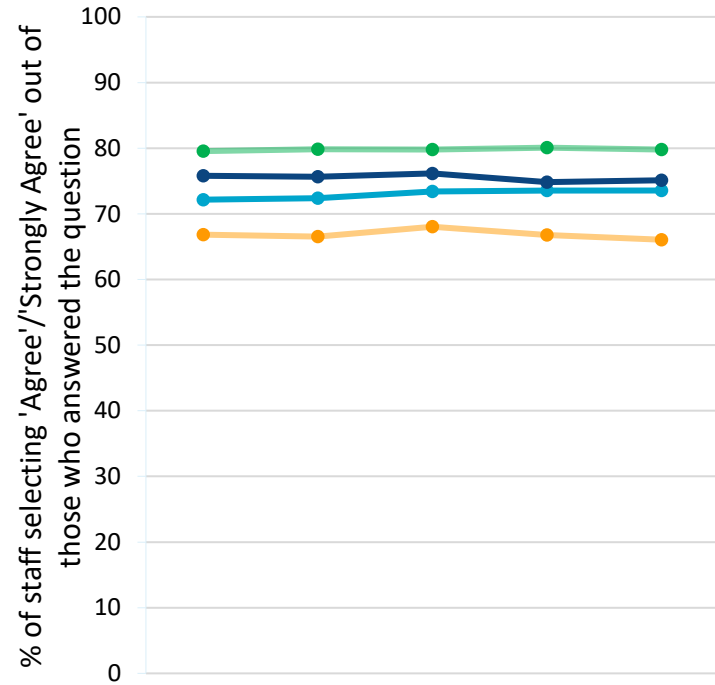
### Questions included:

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.

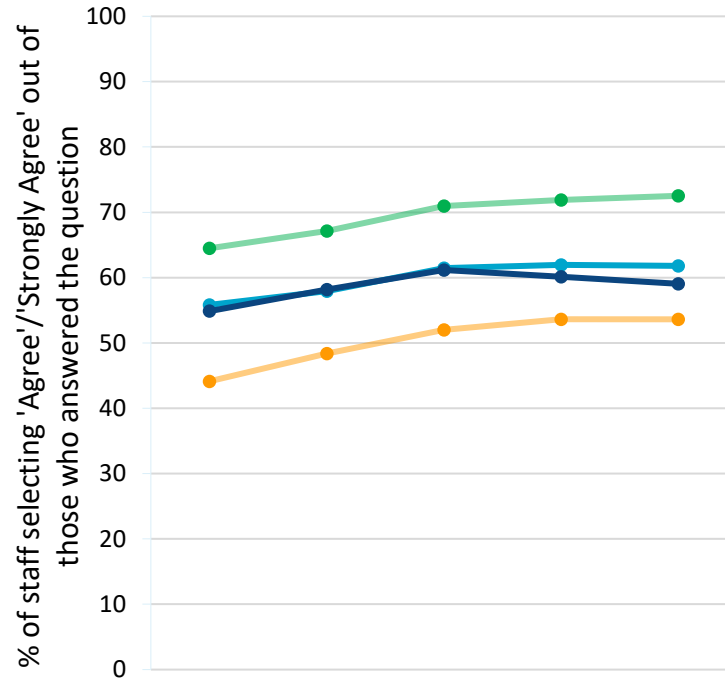


2021 2022 2023 2024 2025

Your org	75.77%	75.63%	76.16%	74.83%	75.11%
Best result	79.56%	79.85%	79.81%	80.08%	79.77%
Average result	72.16%	72.38%	73.39%	73.54%	73.53%
Worst result	66.82%	66.53%	68.03%	66.79%	66.06%

Responses 6817 6939 5546 5325 4795

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

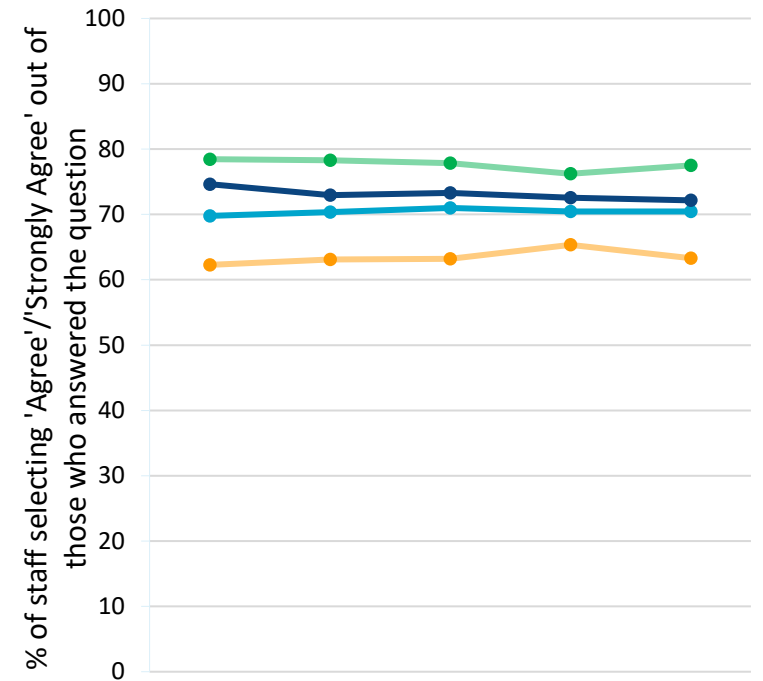


2021 2022 2023 2024 2025

Your org	54.87%	58.15%	61.17%	60.14%	59.03%
Best result	64.49%	67.15%	70.95%	71.90%	72.53%
Average result	55.83%	57.91%	61.47%	61.95%	61.78%
Worst result	44.13%	48.38%	52.03%	53.63%	53.60%

Responses 6821 6939 5544 5323 4792

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



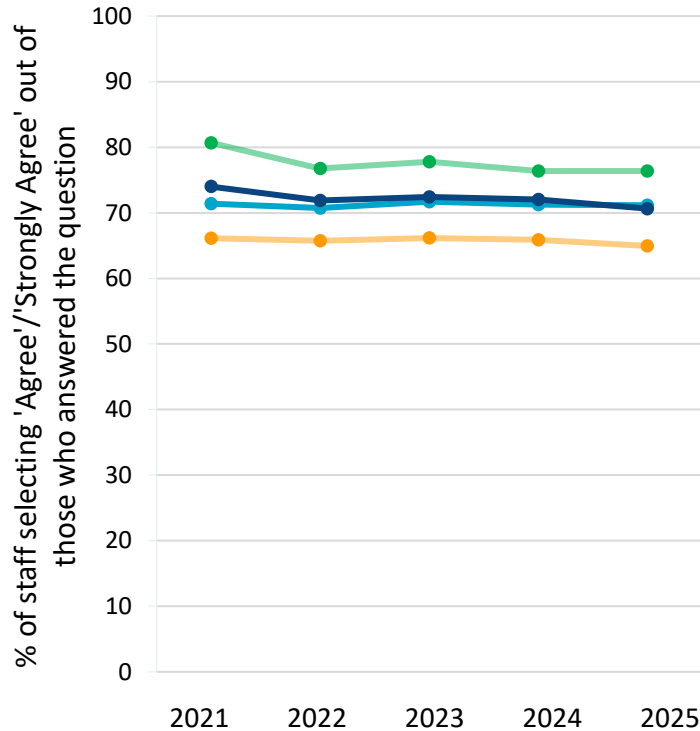
2021 2022 2023 2024 2025

Your org	74.63%	72.97%	73.30%	72.58%	72.15%
Best result	78.46%	78.30%	77.85%	76.23%	77.49%
Average result	69.78%	70.35%	71.00%	70.47%	70.43%
Worst result	62.28%	63.13%	63.18%	65.35%	63.28%

Responses 6825 6943 5544 5323 4798

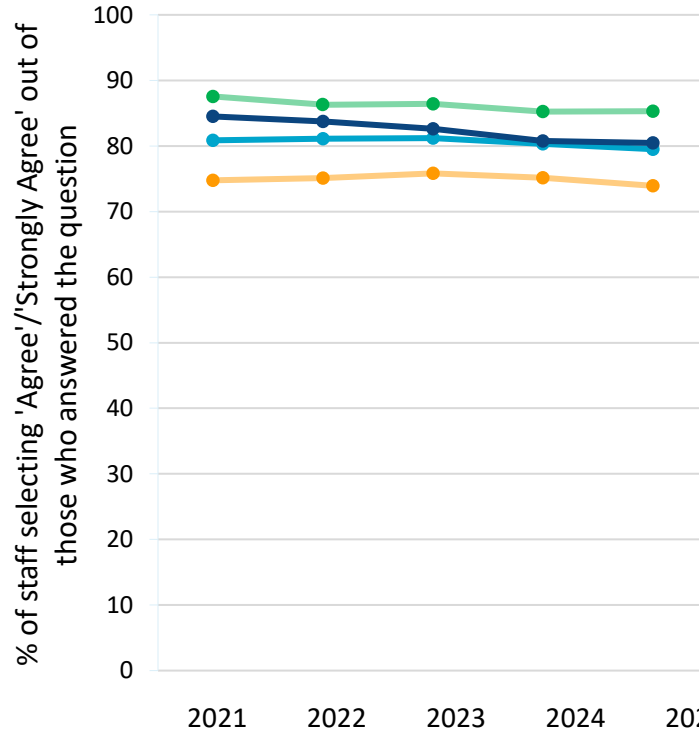


Q7d Team members understand each other's roles.



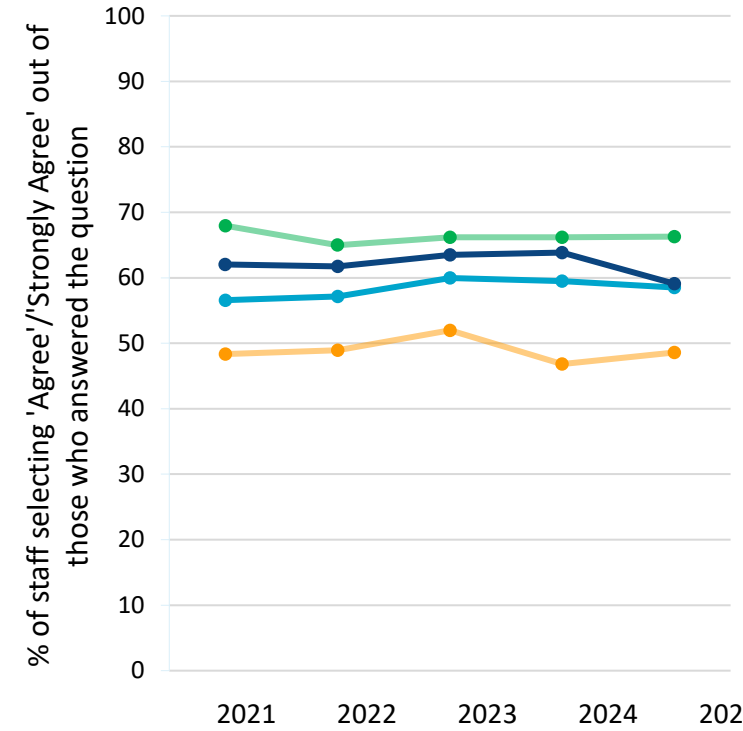
	2021	2022	2023	2024	2025
Your org	73.99%	71.86%	72.41%	72.04%	70.64%
Best result	80.67%	76.74%	77.77%	76.37%	76.38%
Average result	71.40%	70.73%	71.70%	71.27%	71.18%
Worst result	66.12%	65.71%	66.15%	65.90%	64.94%
Responses	6832	6943	5536	5322	4793

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023	2024	2025
Your org	84.51%	83.72%	82.62%	80.76%	80.46%
Best result	87.56%	86.31%	86.45%	85.24%	85.30%
Average result	80.87%	81.11%	81.20%	80.33%	79.52%
Worst result	74.78%	75.10%	75.82%	75.15%	73.93%
Responses	6826	6937	5542	5319	4795

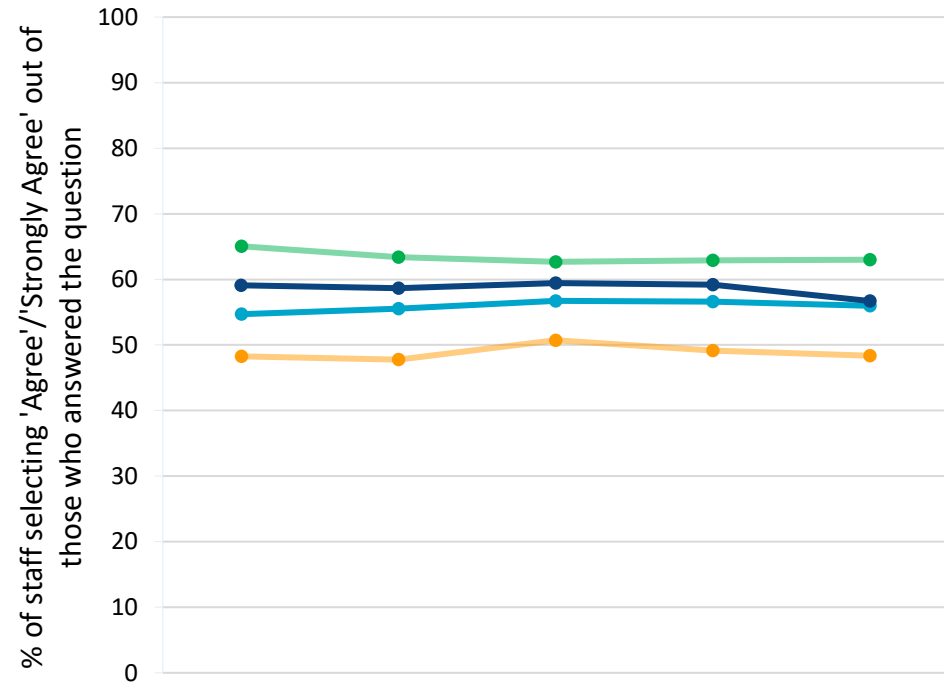
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024	2025
Your org	62.02%	61.74%	63.49%	63.85%	59.09%
Best result	67.96%	64.97%	66.19%	66.17%	66.26%
Average result	56.58%	57.13%	59.97%	59.48%	58.51%
Worst result	48.34%	48.92%	51.98%	46.82%	48.57%
Responses	6824	6937	5540	5313	4792

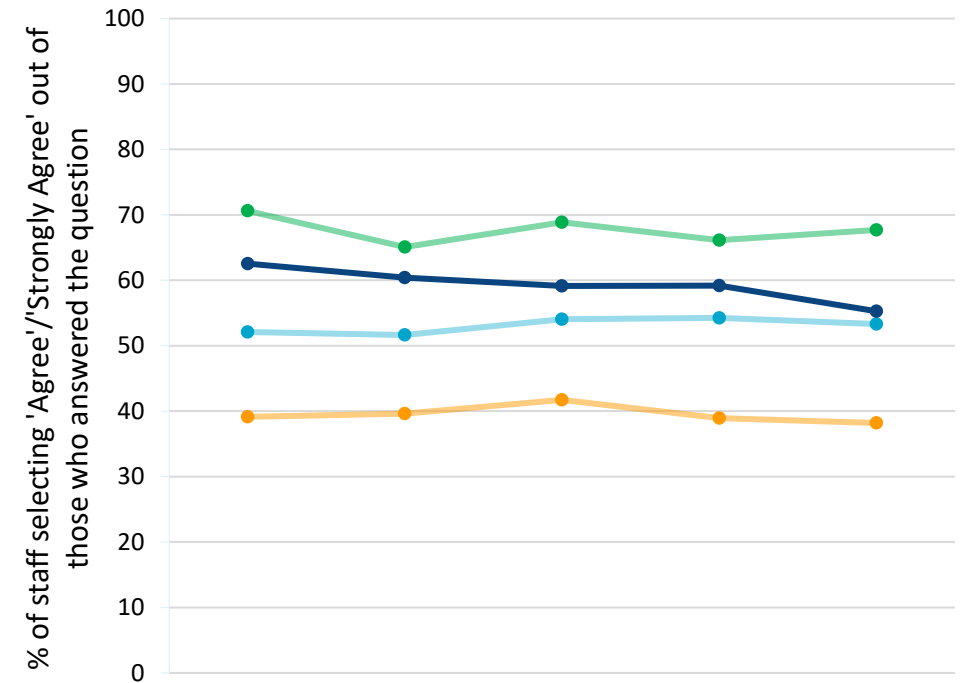


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023	2024	2025
<b>Your org</b>	59.09%	58.68%	59.44%	59.21%	56.70%
<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	6825	6938	5542	5323	4789

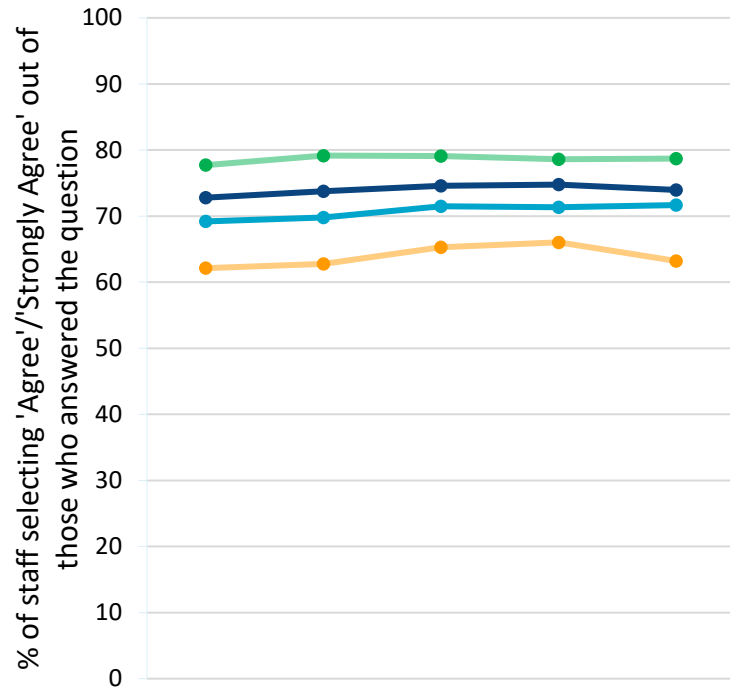
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024	2025
<b>Your org</b>	62.55%	60.41%	59.16%	59.19%	55.28%
<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	6815	6928	5541	5322	4793



Q9a My immediate manager encourages me at work.

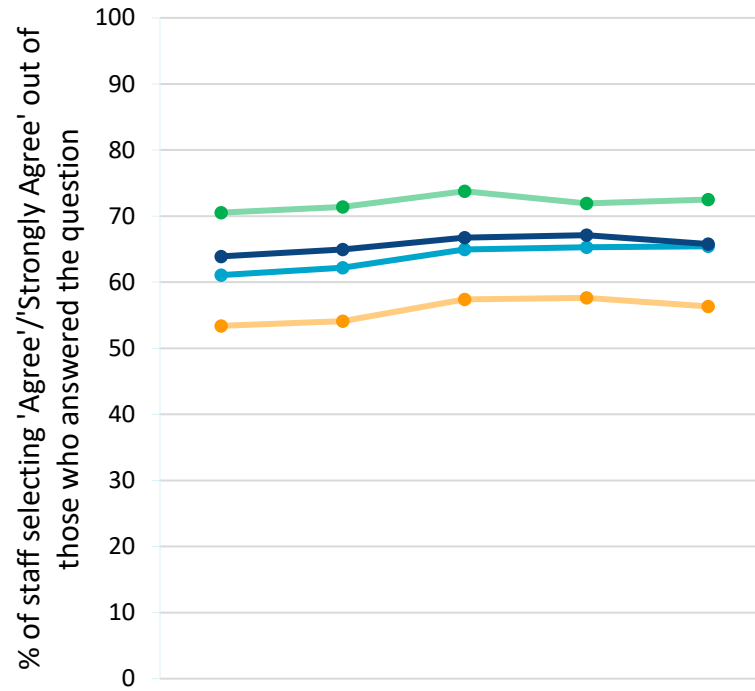


2021 2022 2023 2024 2025

<b>Your org</b>	72.79%	73.77%	74.60%	74.77%	73.95%
<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 6781 6932 5546 5322 4797

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

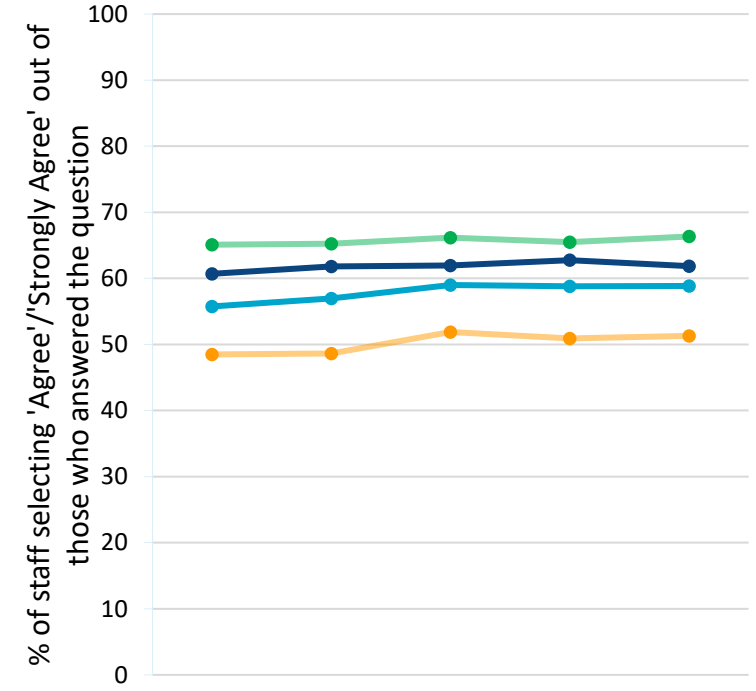


2021 2022 2023 2024 2025

<b>Your org</b>	63.91%	64.97%	66.77%	67.12%	65.78%
<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 6784 6927 5533 5316 4790

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



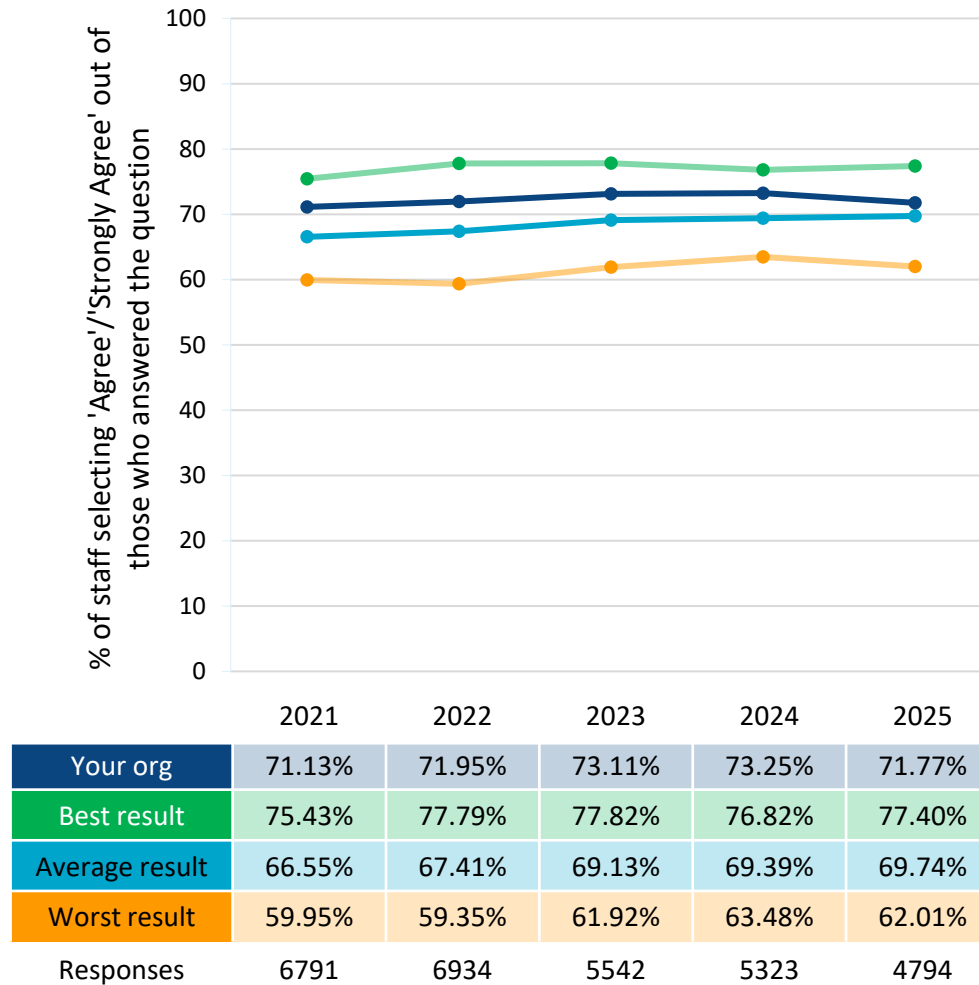
2021 2022 2023 2024 2025

<b>Your org</b>	60.70%	61.83%	61.95%	62.76%	61.87%
<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 6785 6939 5542 5316 4792



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



## Theme – Staff engagement



### Questions included:

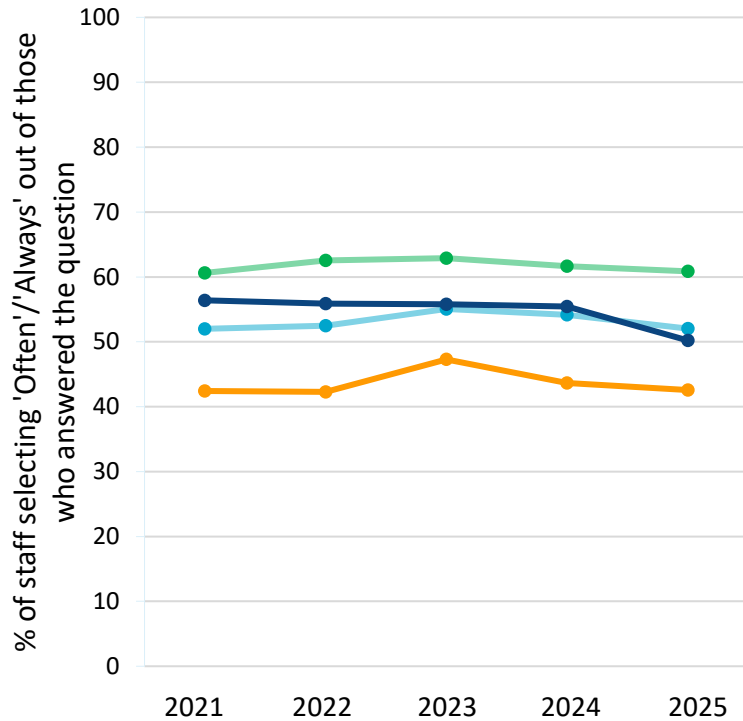
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

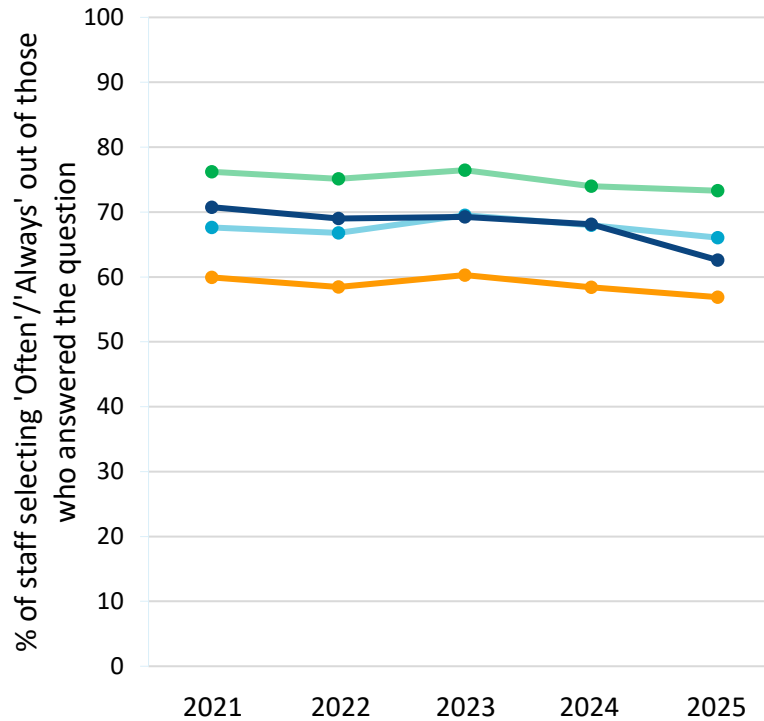
Advocacy – Q25a, Q25c, Q25d



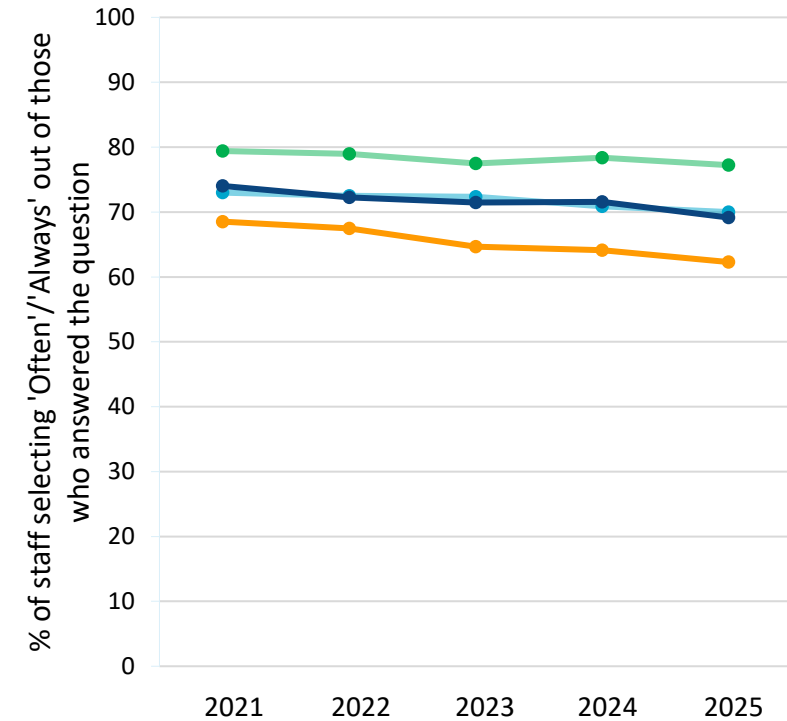
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



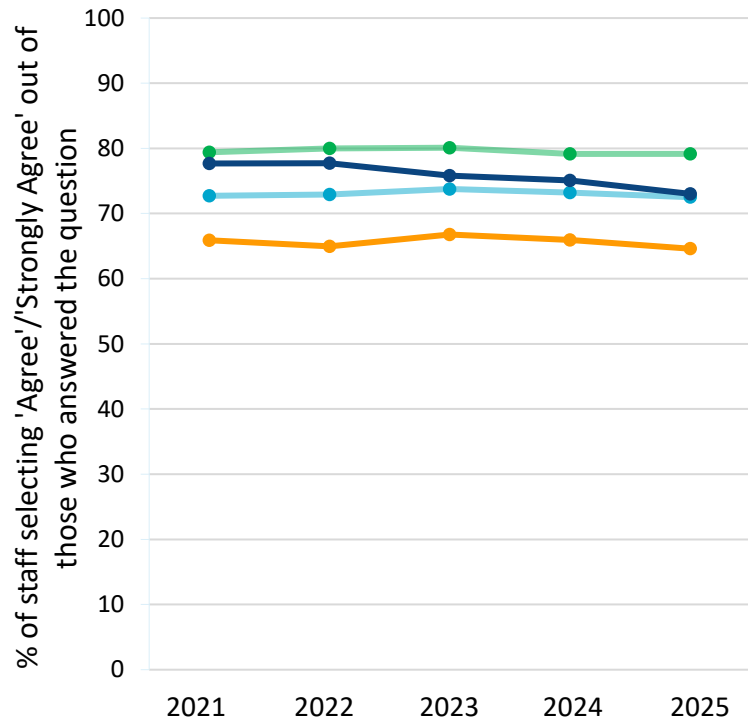
Year	2021	2022	2023	2024	2025
<b>Your org</b>	56.39%	55.88%	55.81%	55.46%	50.21%
<b>Best result</b>	60.62%	62.54%	62.89%	61.67%	60.88%
<b>Average result</b>	52.00%	52.48%	55.06%	54.17%	52.04%
<b>Worst result</b>	42.40%	42.29%	47.28%	43.67%	42.57%
Responses	6943	6932	5541	5307	4793

Year	2021	2022	2023	2024	2025
<b>Your org</b>	70.75%	69.01%	69.23%	68.14%	62.59%
<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	6923	6905	5520	5282	4770

Year	2021	2022	2023	2024	2025
<b>Your org</b>	74.02%	72.24%	71.45%	71.54%	69.15%
<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	6930	6917	5519	5281	4763

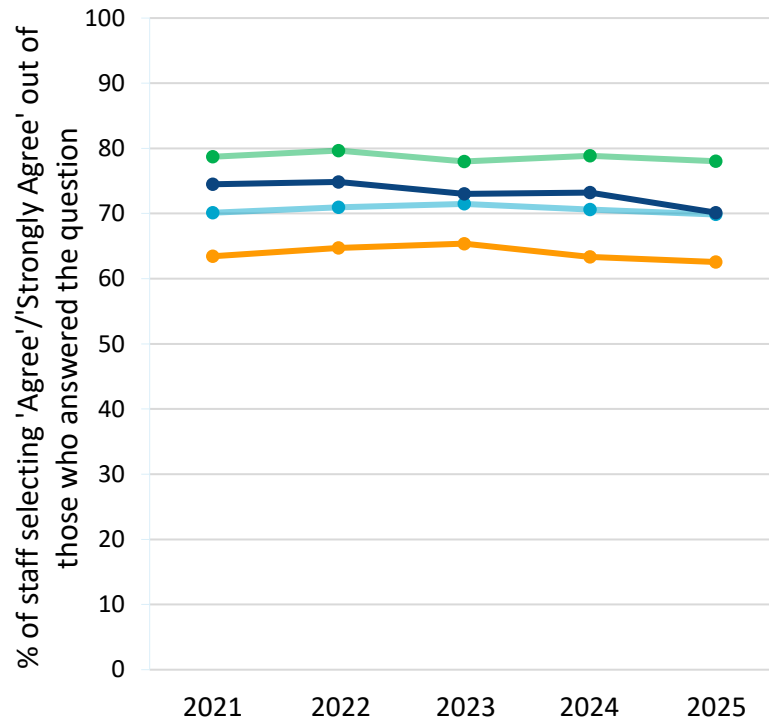


Q3c There are frequent opportunities for me to show initiative in my role.



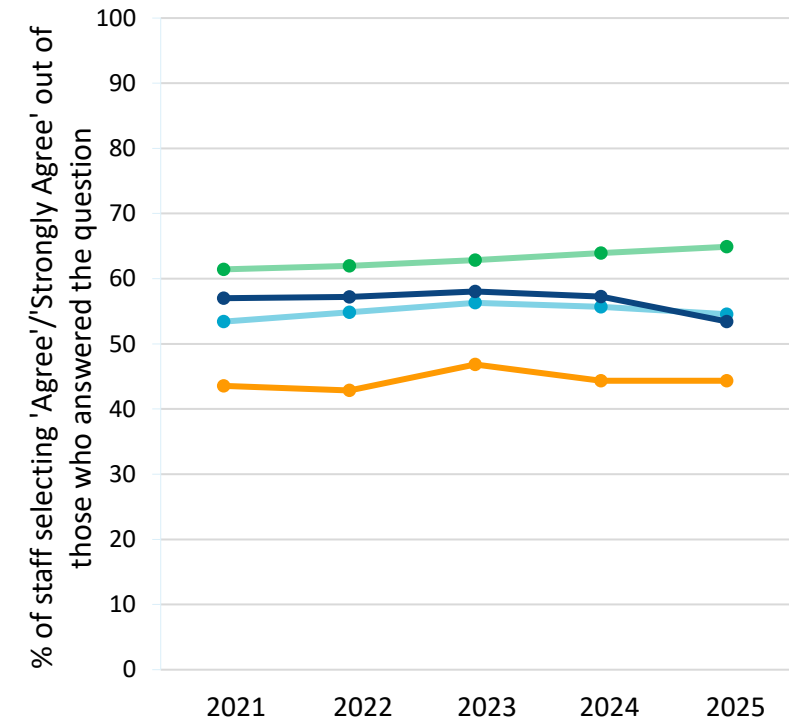
Your org	77.68%	77.72%	75.83%	75.08%	73.02%
Best result	79.41%	80.01%	80.10%	79.15%	79.17%
Average result	72.75%	72.91%	73.77%	73.20%	72.51%
Worst result	65.92%	64.98%	66.78%	65.94%	64.60%
Responses	6902	6930	5541	5318	4795

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



Your org	74.51%	74.85%	73.03%	73.22%	70.14%
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	6907	6942	5544	5325	4801

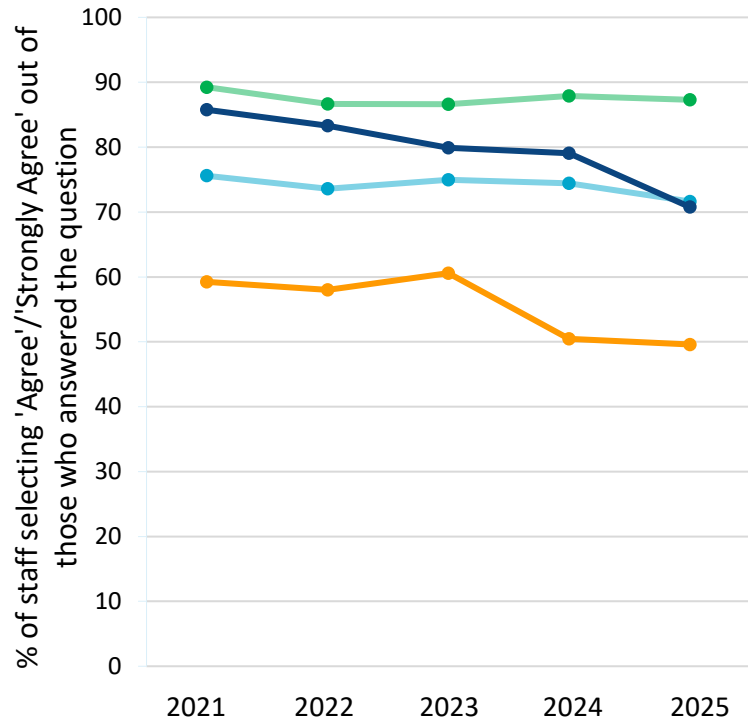
Q3f I am able to make improvements happen in my area of work.



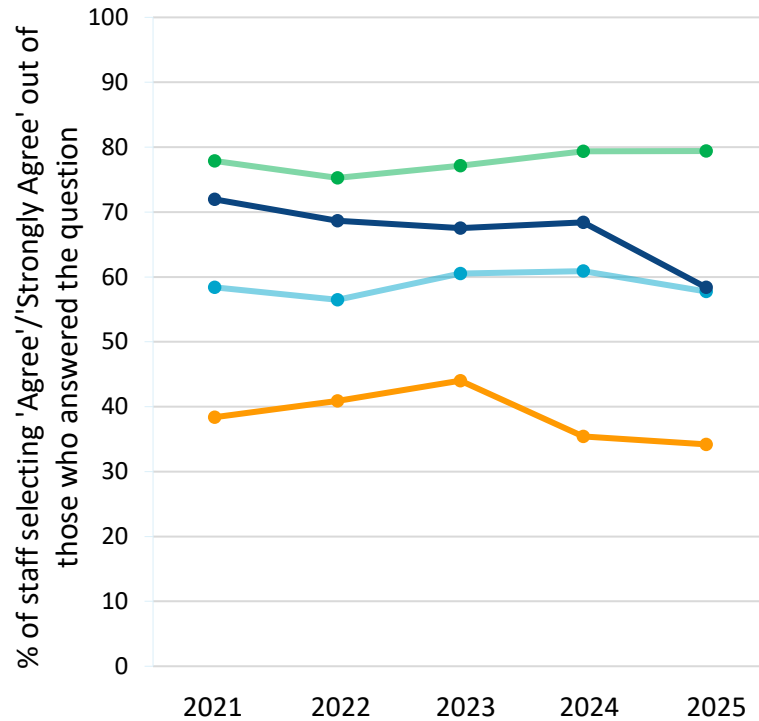
Your org	57.02%	57.21%	58.04%	57.24%	53.44%
Best result	61.43%	61.98%	62.84%	63.94%	64.90%
Average result	53.41%	54.86%	56.30%	55.71%	54.54%
Worst result	43.54%	42.85%	46.84%	44.35%	44.33%
Responses	6895	6932	5532	5318	4795



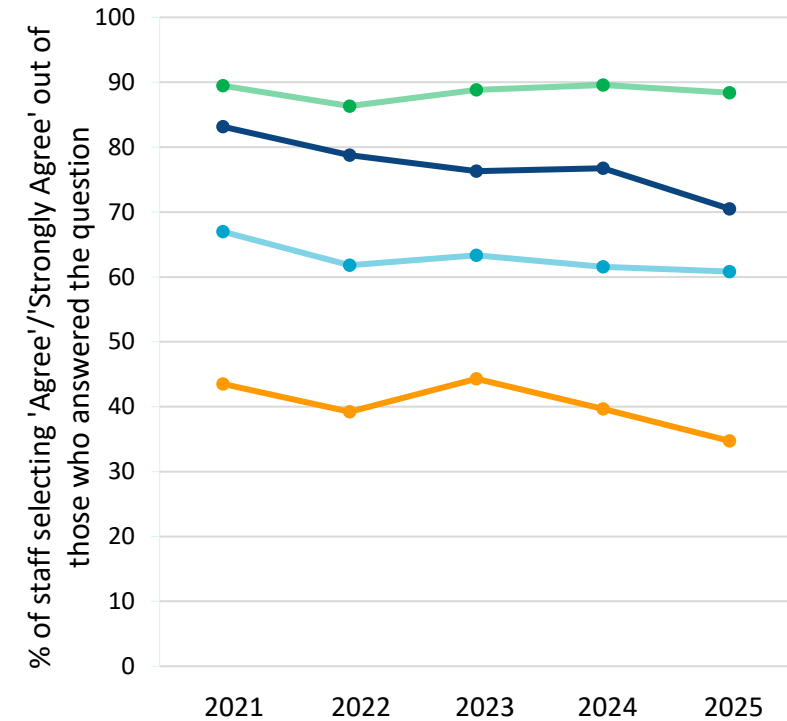
Q25a Care of patients / service users is my organisation's top priority.



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
<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	6670	6922	5525	5303	4790

Your org	2021	2022	2023	2024	2025
<b>Best result</b>	77.86%	75.26%	77.14%	79.37%	79.40%
<b>Average result</b>	58.41%	56.47%	60.52%	60.89%	57.77%
<b>Worst result</b>	38.40%	40.90%	44.01%	35.43%	34.20%
Responses	6674	6922	5528	5304	4789

Your org	2021	2022	2023	2024	2025
<b>Best result</b>	89.49%	86.33%	88.81%	89.58%	88.41%
<b>Average result</b>	66.97%	61.78%	63.32%	61.55%	60.83%
<b>Worst result</b>	43.50%	39.20%	44.30%	39.68%	34.73%
Responses	6669	6921	5526	5301	4784

## Theme - Morale



### Questions included:

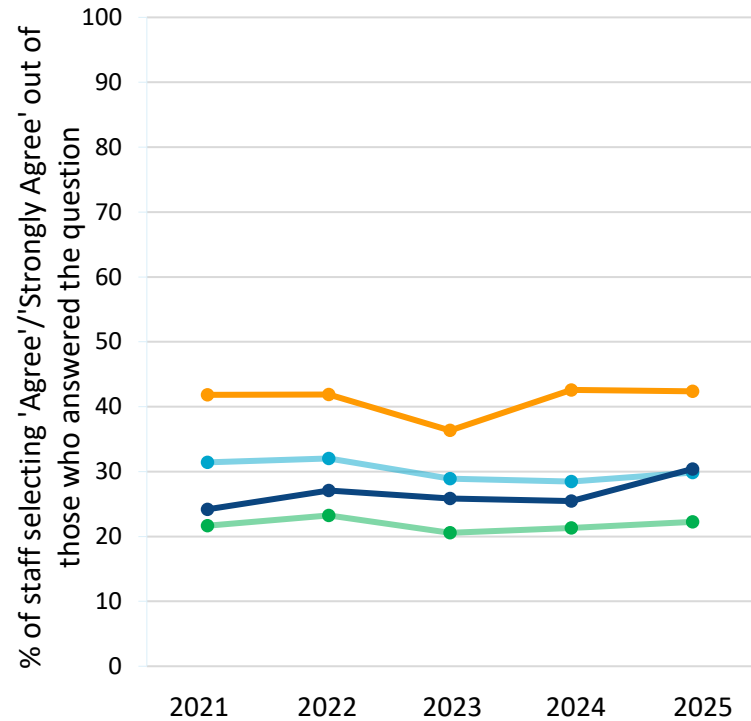
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

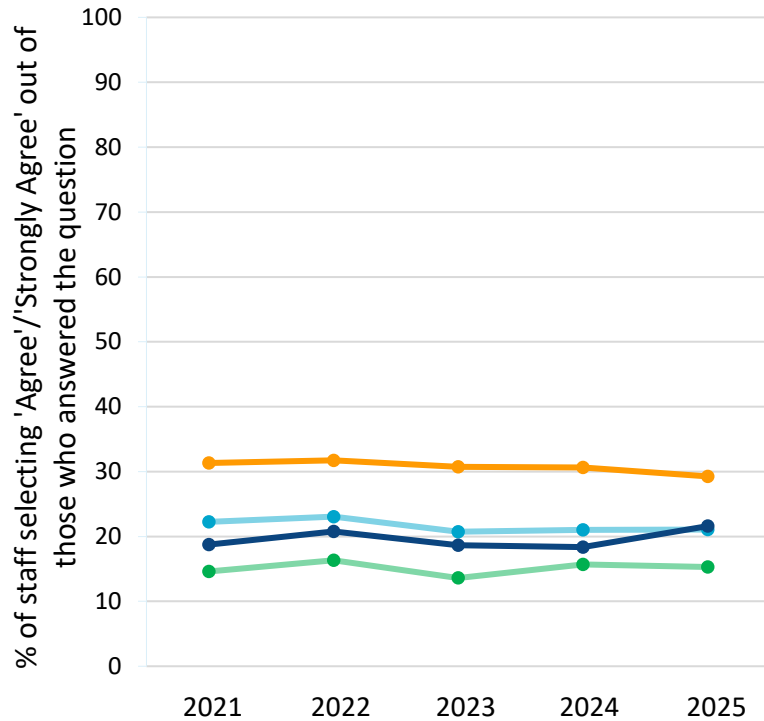


Q26a I often think about leaving this organisation.



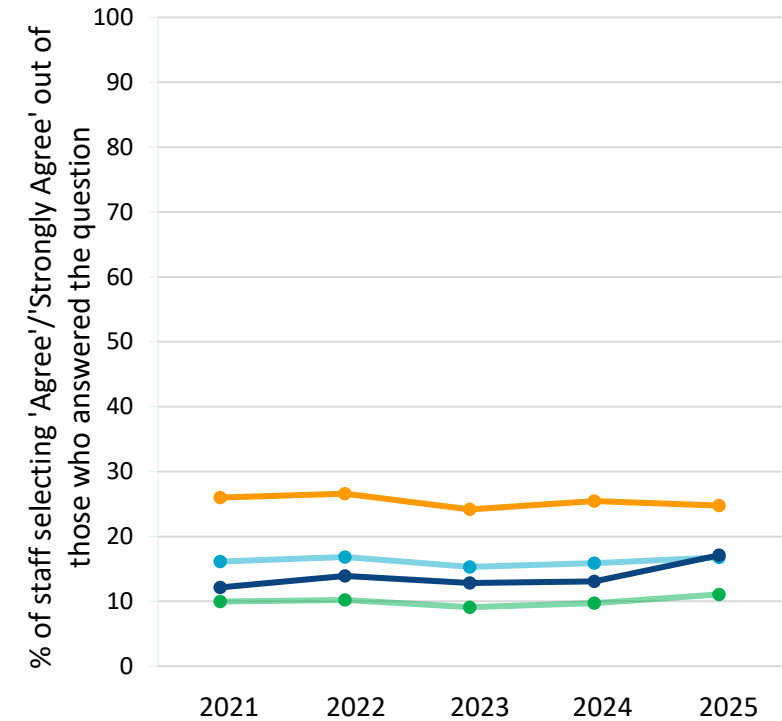
<b>Your org</b>	24.18%	27.09%	25.87%	25.46%	30.41%
<b>Best result</b>	21.67%	23.25%	20.56%	21.31%	22.27%
<b>Average result</b>	31.44%	32.02%	28.90%	28.46%	29.83%
<b>Worst result</b>	41.82%	41.89%	36.33%	42.59%	42.38%
Responses	6644	6899	5539	5312	4790

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



<b>Your org</b>	18.72%	20.78%	18.65%	18.36%	21.59%
<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	6642	6899	5533	5308	4787

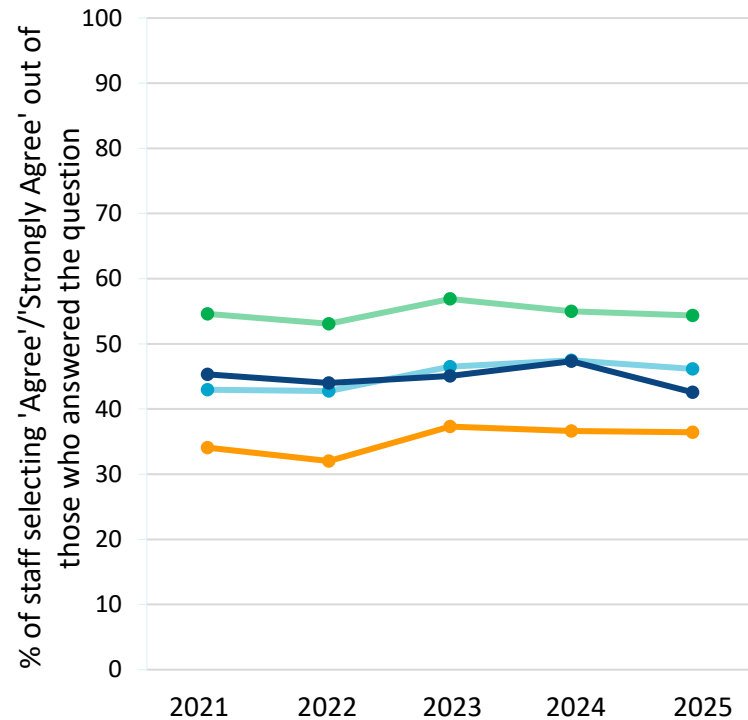
Q26c As soon as I can find another job, I will leave this organisation.



<b>Your org</b>	12.15%	13.92%	12.81%	13.06%	17.10%
<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	6641	6894	5528	5301	4783

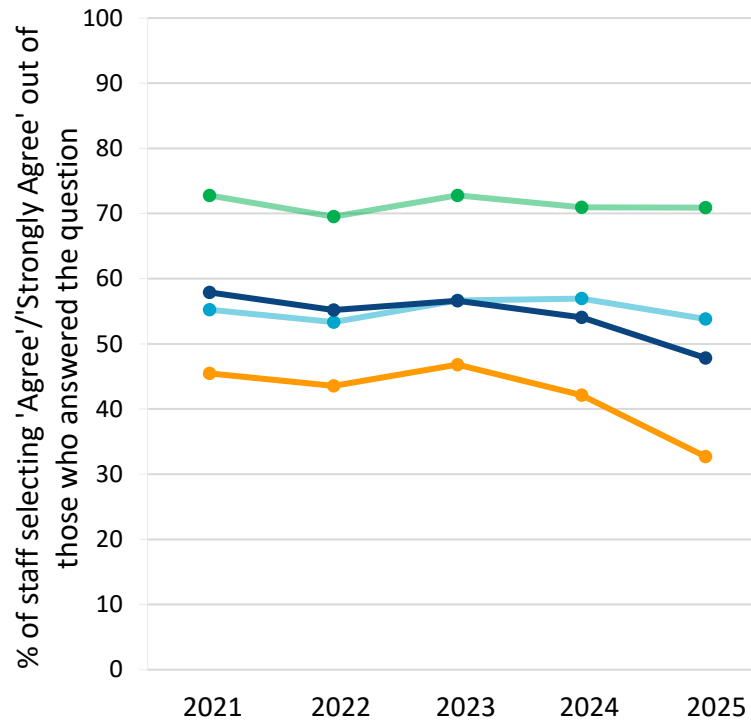


Q3g I am able to meet all the conflicting demands on my time at work.



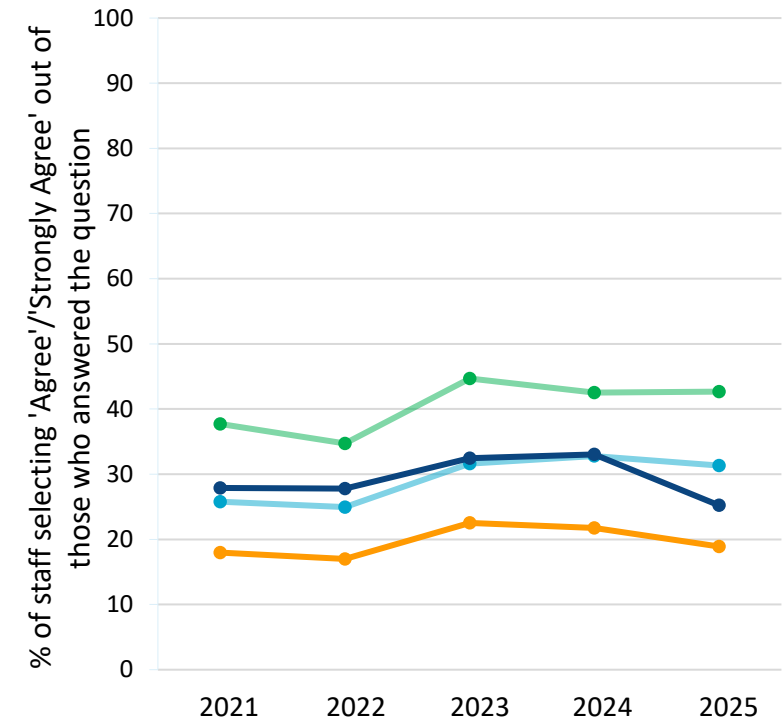
<b>Your org</b>	45.33%	43.98%	45.10%	47.33%	42.57%
<b>Best result</b>	54.61%	53.09%	56.89%	54.99%	54.34%
<b>Average result</b>	42.96%	42.76%	46.52%	47.47%	46.14%
<b>Worst result</b>	34.06%	32.02%	37.31%	36.63%	36.45%
Responses	6889	6927	5538	5316	4792

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



<b>Your org</b>	57.90%	55.20%	56.63%	54.08%	47.84%
<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	6905	6934	5544	5318	4798

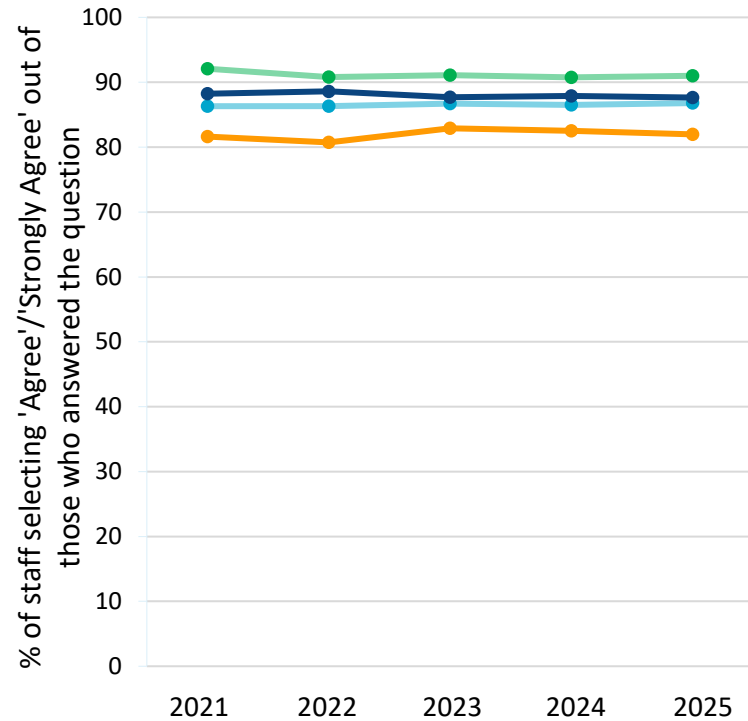
Q3i There are enough staff at this organisation for me to do my job properly.



<b>Your org</b>	27.90%	27.78%	32.44%	33.03%	25.22%
<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	6905	6933	5545	5326	4798

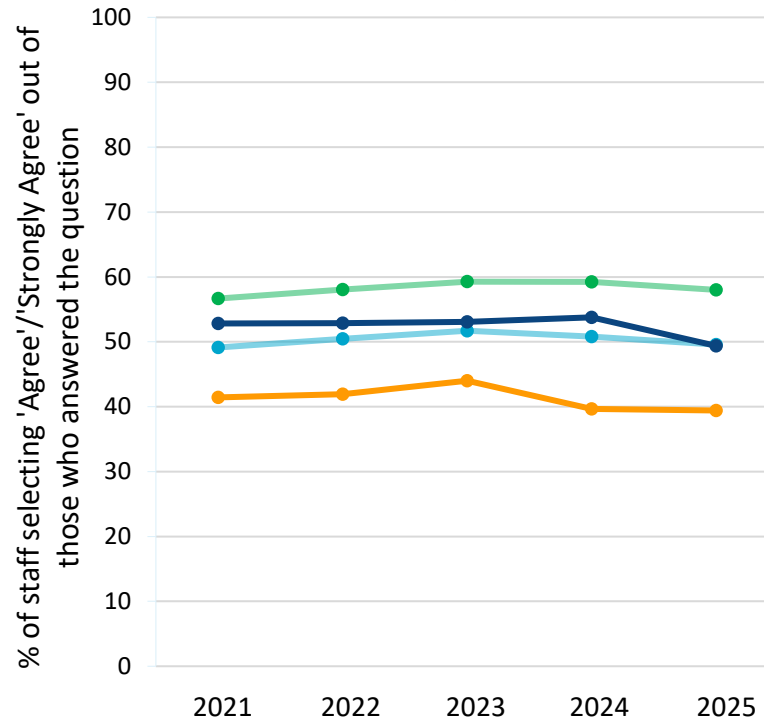


Q3a I always know what my work responsibilities are.



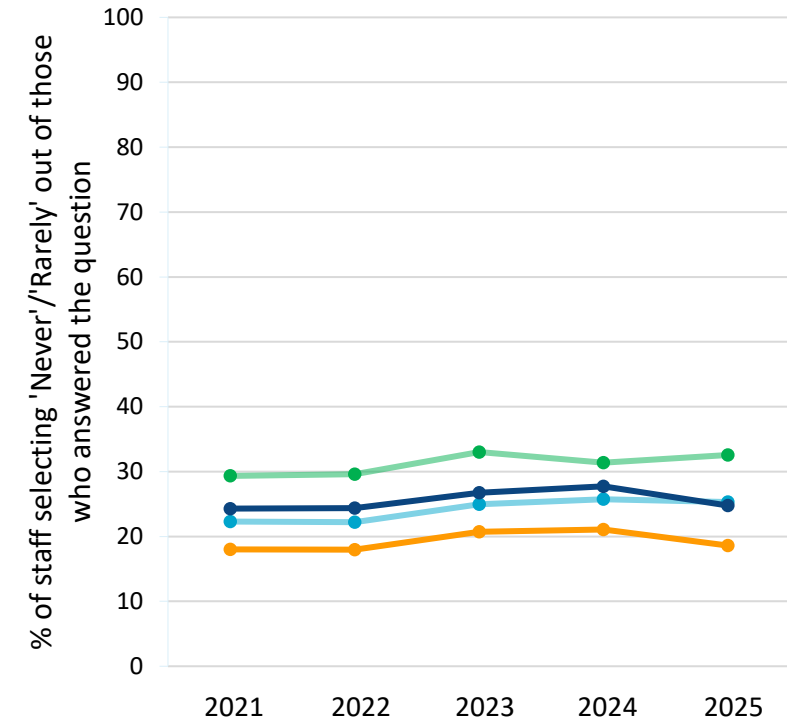
Your org	88.25%	88.60%	87.69%	87.91%	87.64%
Best result	92.09%	90.81%	91.10%	90.75%	91.00%
Average result	86.33%	86.32%	86.69%	86.53%	86.79%
Worst result	81.63%	80.73%	82.90%	82.49%	81.95%
Responses	6882	6922	5552	5330	4804

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



Your org	52.83%	52.89%	53.05%	53.77%	49.38%
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	6904	6938	5543	5323	4799

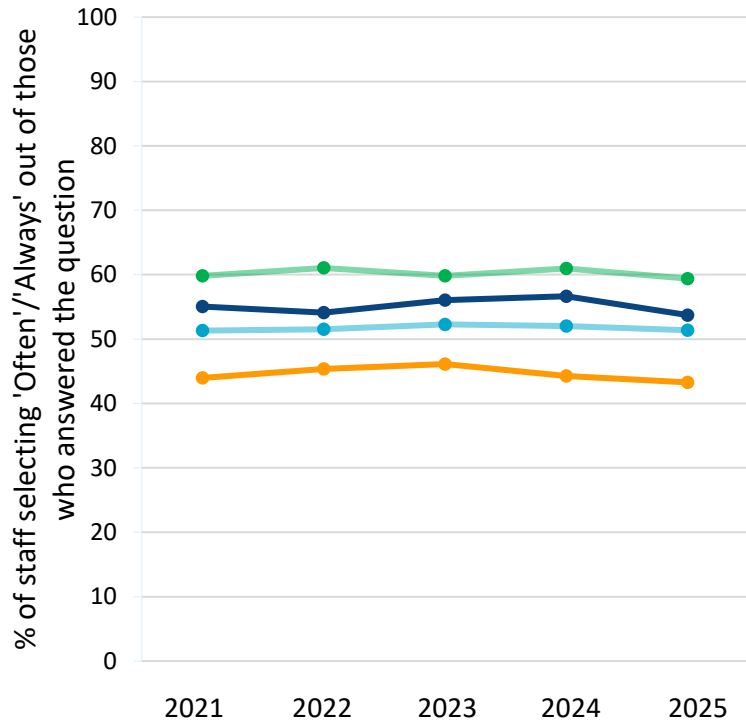
Q5a I have unrealistic time pressures.



Your org	24.29%	24.37%	26.75%	27.73%	24.75%
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	6861	6921	5534	5319	4795

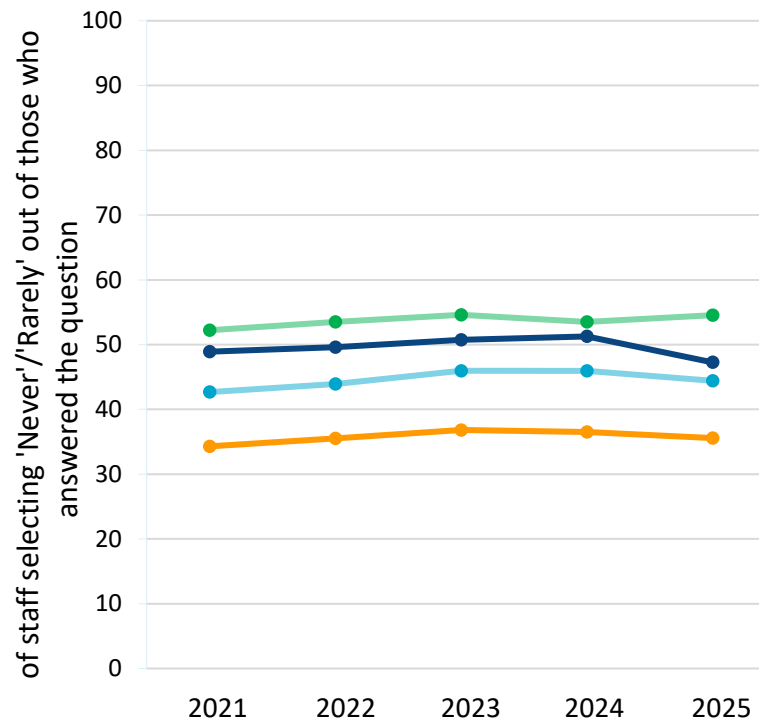


### Q5b I have a choice in deciding how to do my work.



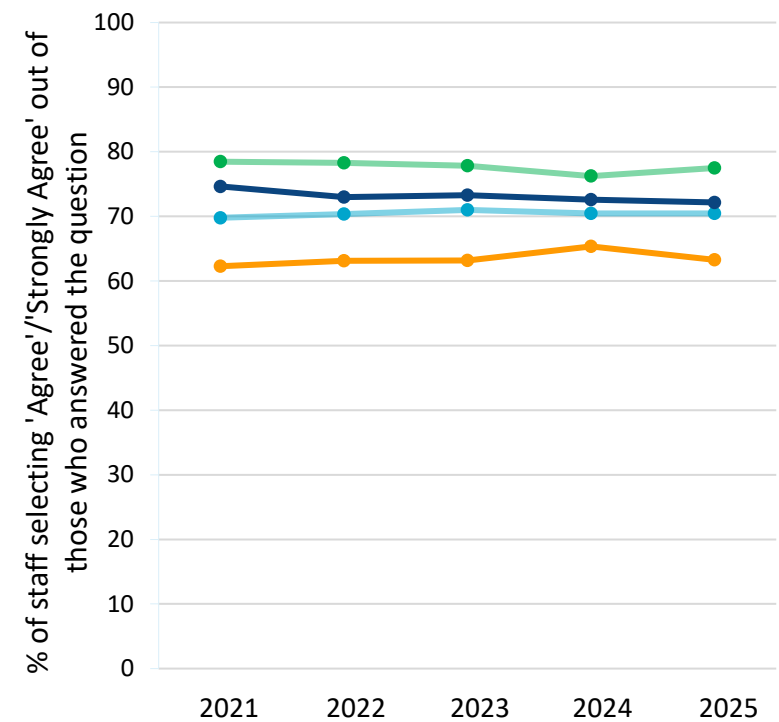
<b>Your org</b>	55.05%	54.10%	56.05%	56.65%	53.73%
<b>Best result</b>	59.84%	61.04%	59.83%	60.94%	59.39%
<b>Average result</b>	51.31%	51.54%	52.28%	52.02%	51.37%
<b>Worst result</b>	43.95%	45.34%	46.12%	44.25%	43.28%
Responses	6866	6925	5534	5317	4796

### Q5c Relationships at work are strained.



<b>Your org</b>	48.93%	49.61%	50.72%	51.26%	47.26%
<b>Best result</b>	52.22%	53.50%	54.61%	53.52%	54.55%
<b>Average result</b>	42.67%	43.93%	45.97%	45.95%	44.43%
<b>Worst result</b>	34.29%	35.52%	36.82%	36.49%	35.57%
Responses	6873	6929	5522	5312	4785

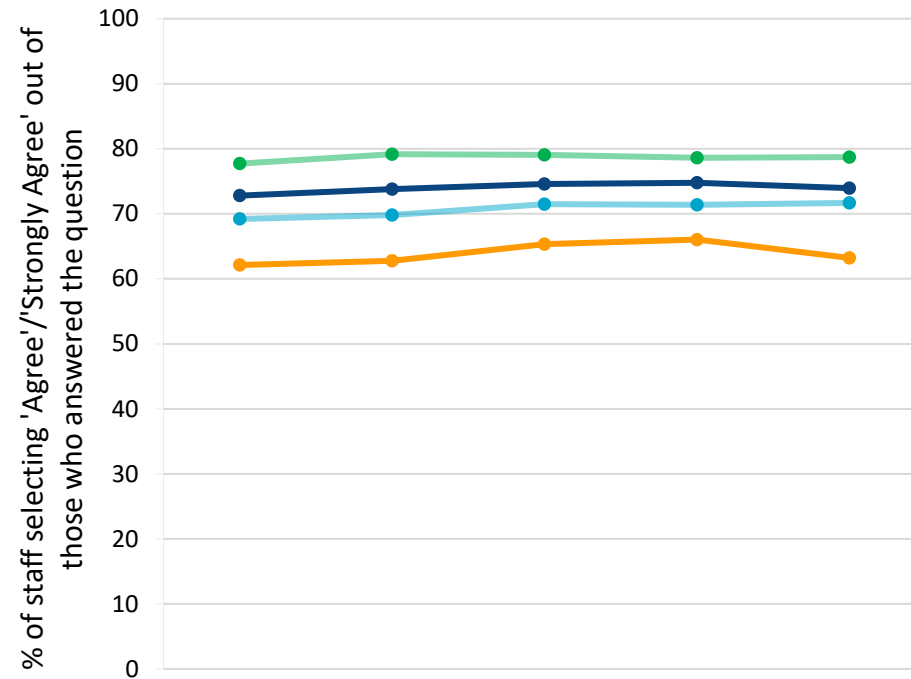
### Q7c I receive the respect I deserve from my colleagues at work.



<b>Your org</b>	74.63%	72.97%	73.30%	72.58%	72.15%
<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	6825	6943	5544	5323	4798



Q9a My immediate manager encourages me at work.



	2021	2022	2023	2024	2025
<b>Your org</b>	72.79%	73.77%	74.60%	74.77%	73.95%
<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	6781	6932	5546	5322	4797

## Questions not linked to People Promise elements or themes

Questions included:\*

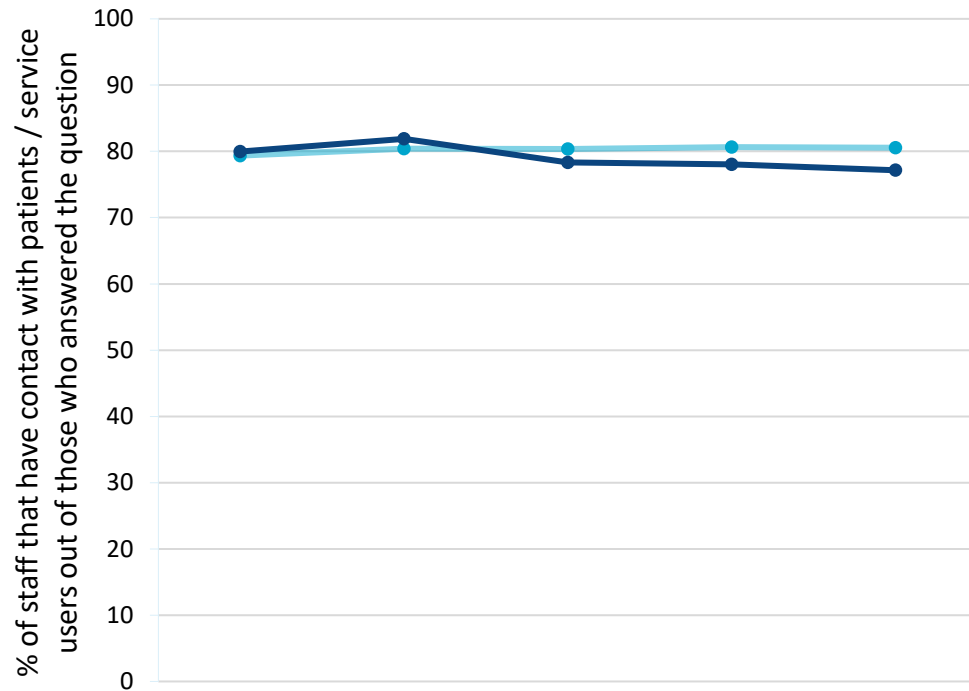
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

\*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?

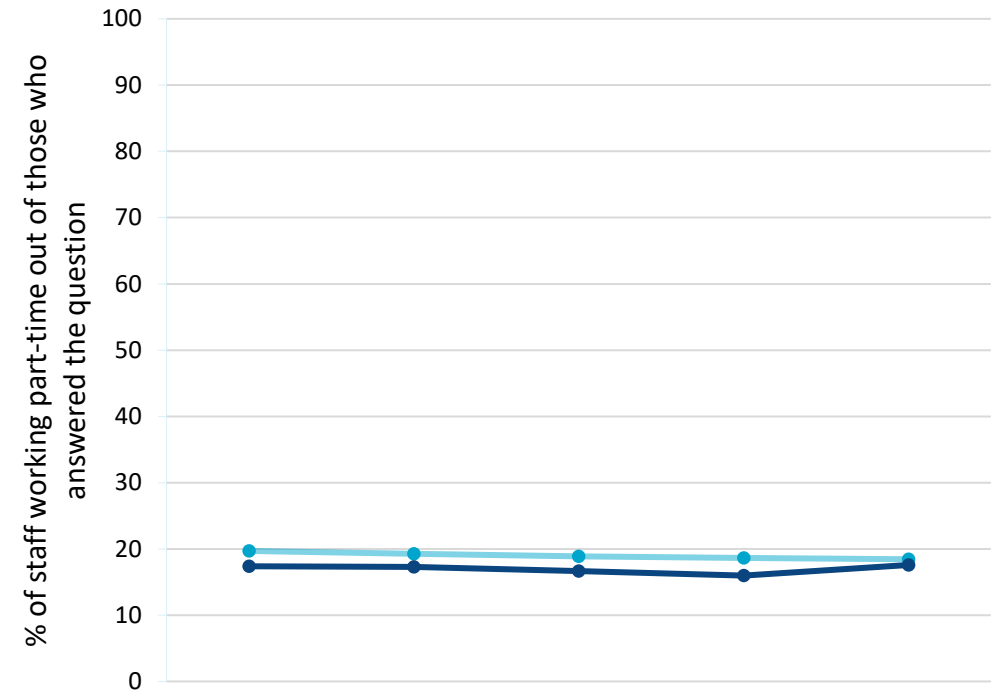


2021 2022 2023 2024 2025

Your org	79.99%	81.89%	78.35%	78.06%	77.15%
Average	79.36%	80.42%	80.37%	80.65%	80.54%

Responses 6940 6896 5520 5283 4757

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



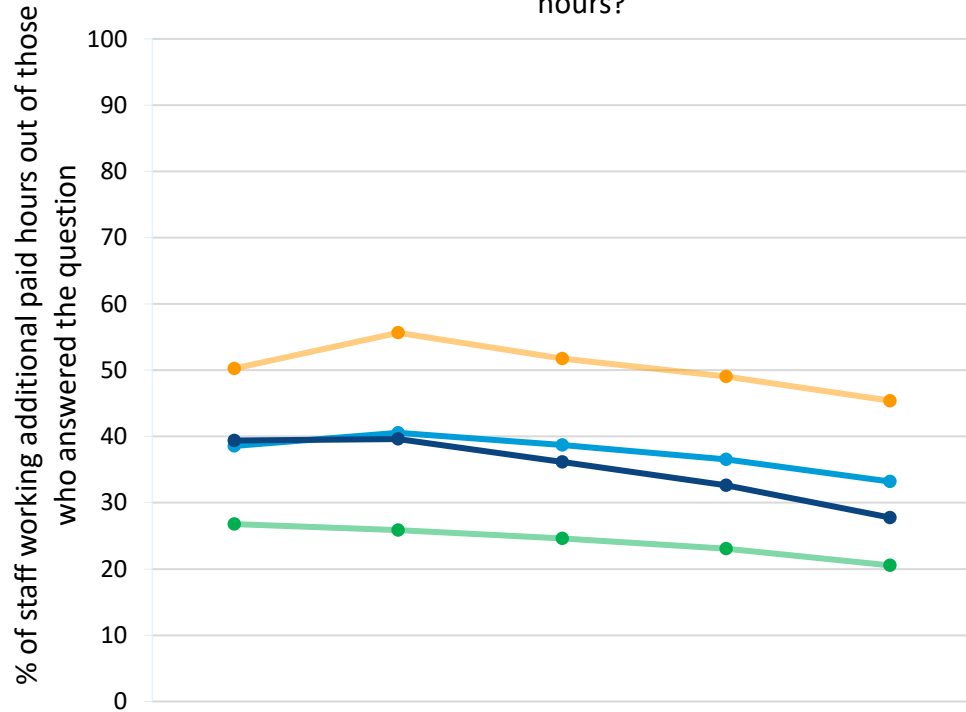
2021 2022 2023 2024 2025

Your org	17.39%	17.29%	16.66%	15.98%	17.58%
Average	19.69%	19.24%	18.88%	18.64%	18.44%

Responses 6659 6806 5445 5208 4694



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

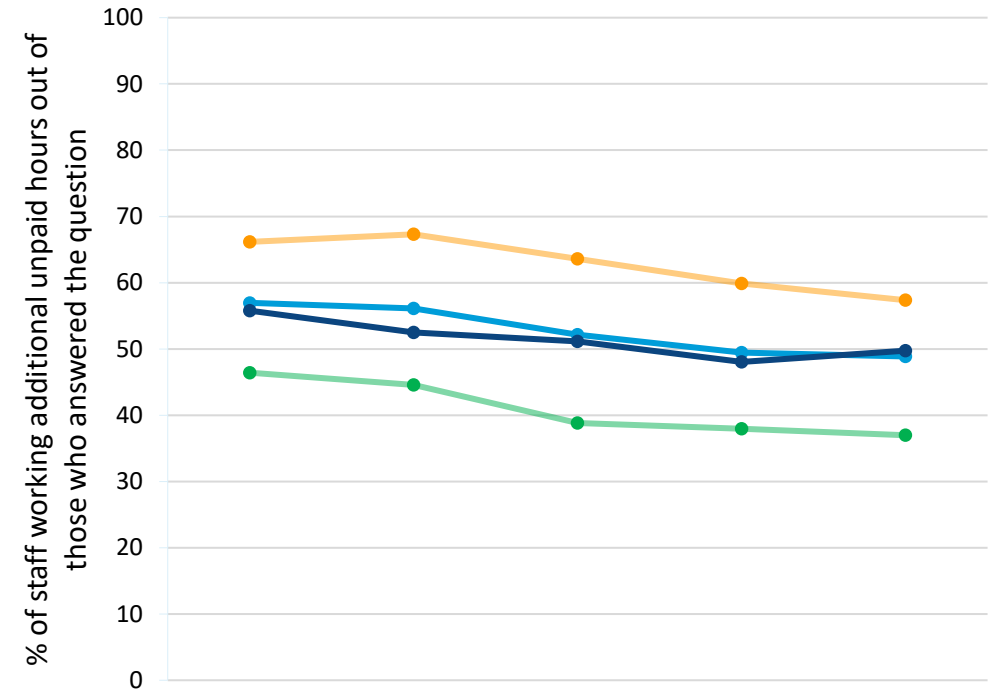


2021 2022 2023 2024 2025

Your org	39.40%	39.61%	36.14%	32.61%	27.76%
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 6762 6910 5511 5305 4786

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



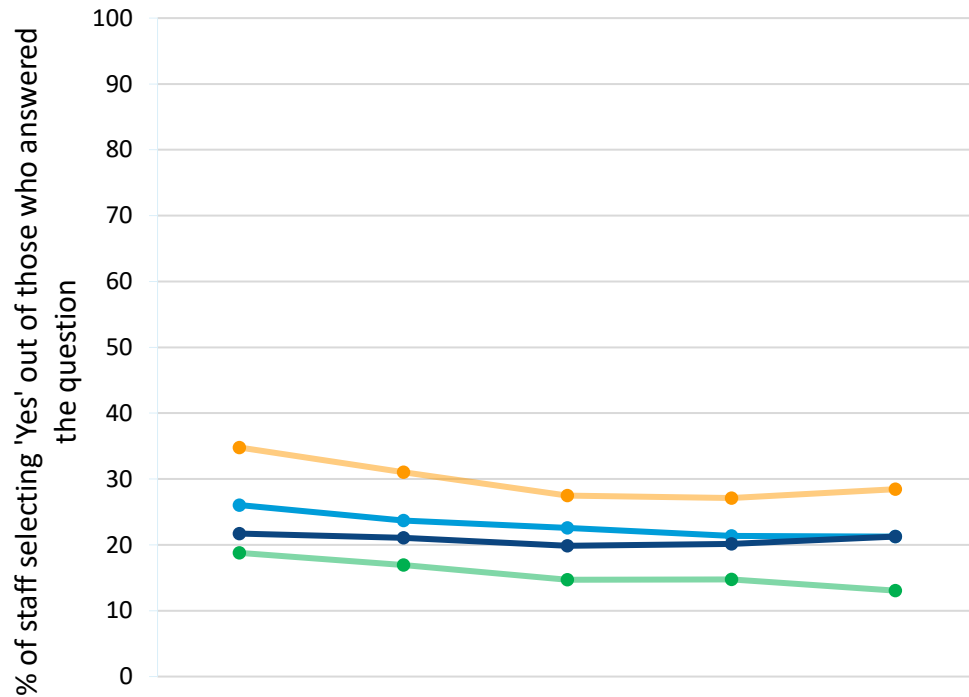
2021 2022 2023 2024 2025

Your org	55.78%	52.49%	51.15%	48.04%	49.74%
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 6761 6907 5512 5286 4777

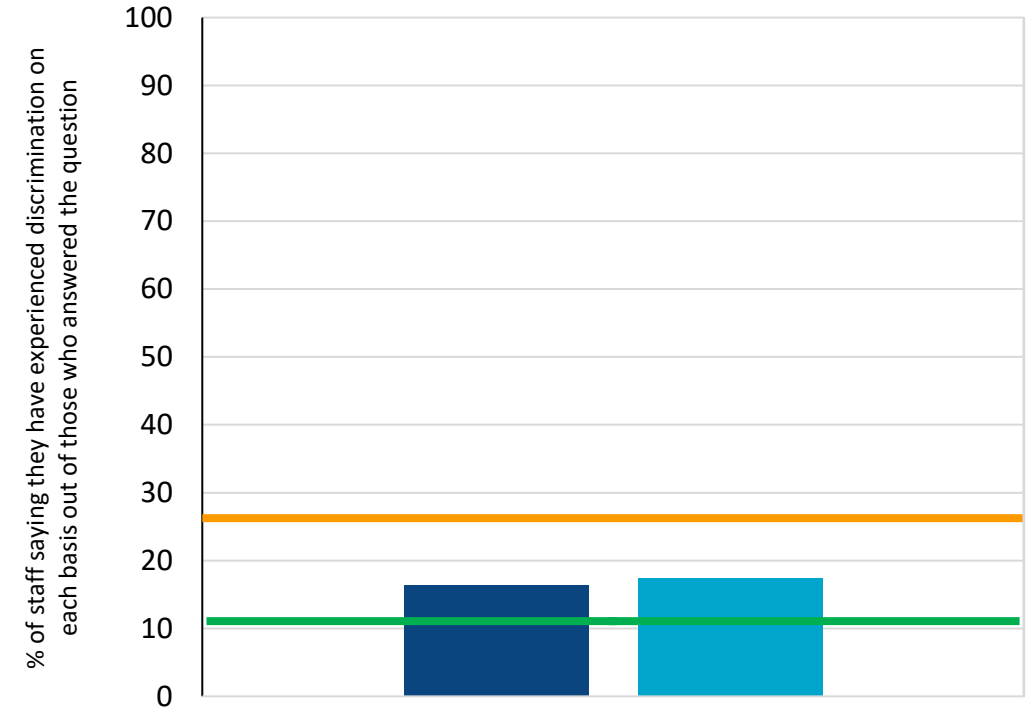


Q11e\* Have you felt pressure from your manager to come to work?



	2021	2022	2023	2024	2025
Your org	21.71%	21.07%	19.86%	20.15%	21.25%
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	3265	3615	2717	2715	2548

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



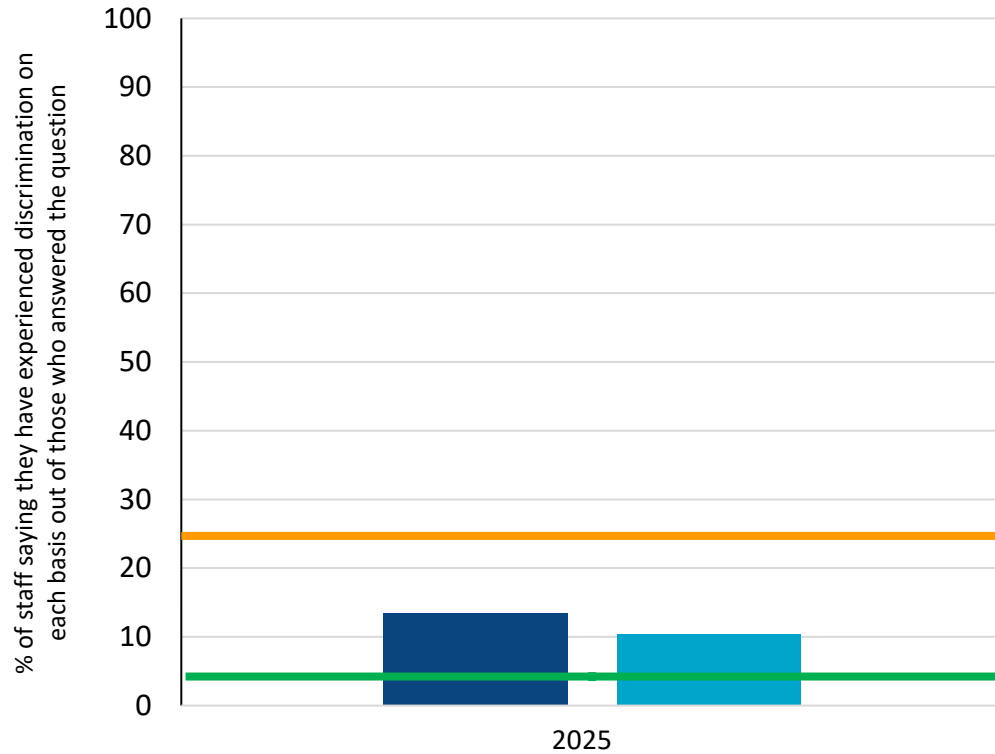
	2025
Your org	16.41%
Best result	11.08%
Average result	17.46%
Worst result	26.25%
Responses	662

\*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/>

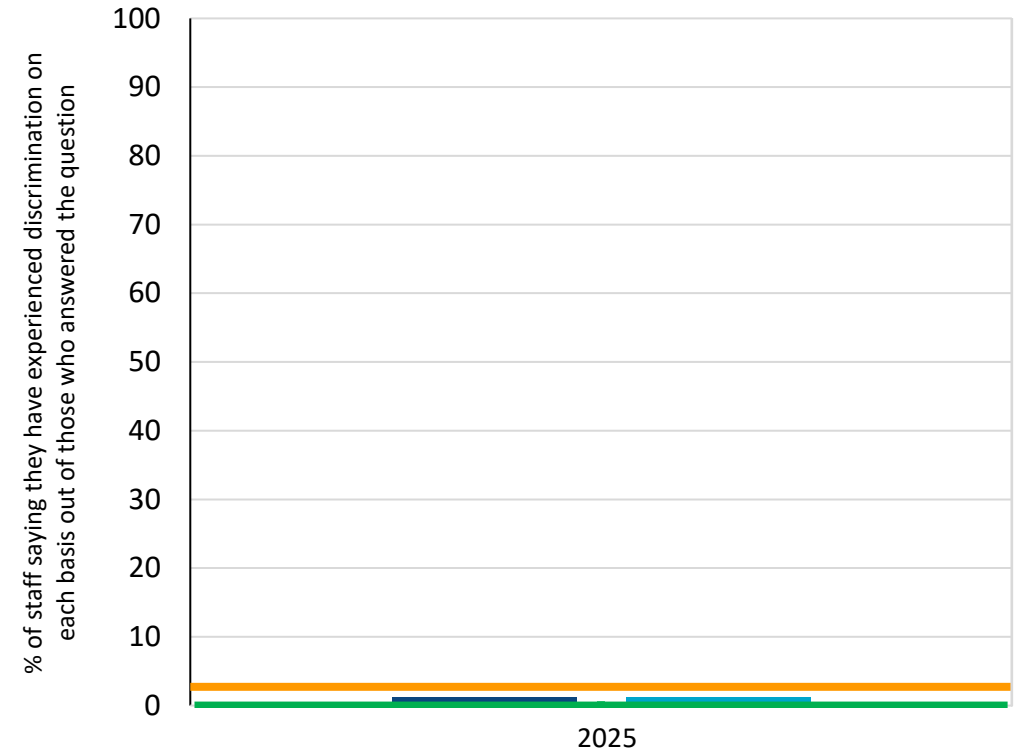


Q16c.2 On what grounds have you experienced discrimination?  
– Disability.



Your org	13.46%
Best result	4.23%
Average result	10.47%
Worst result	24.69%
Responses	662

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

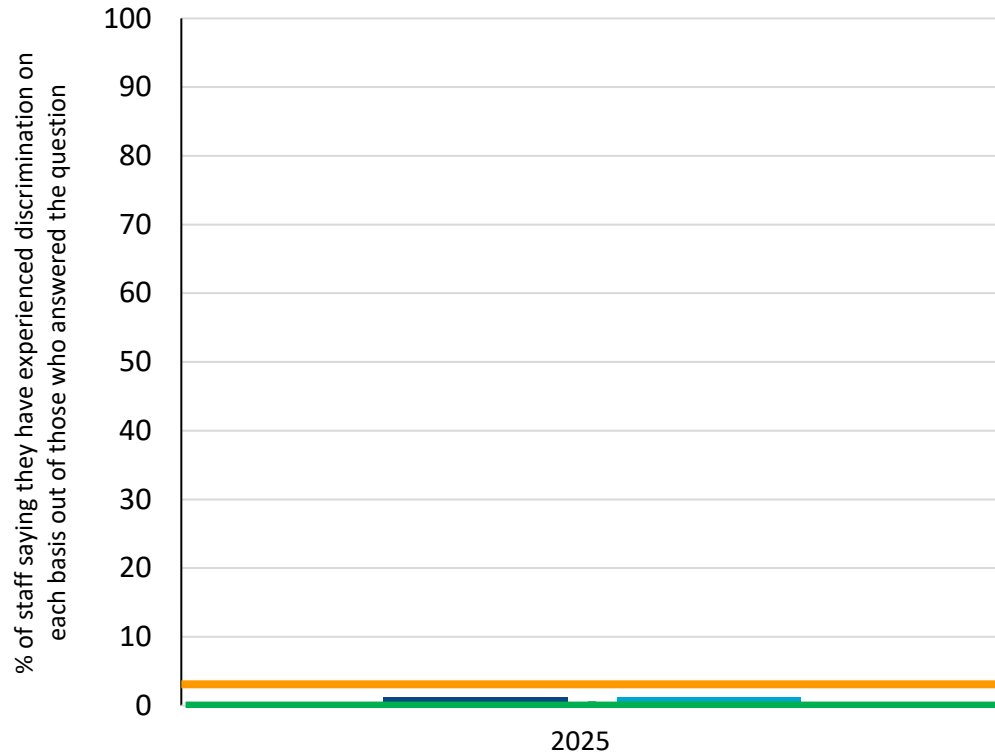


Your org	1.32%
Best result	0.00%
Average result	1.25%
Worst result	2.73%
Responses	662

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/>

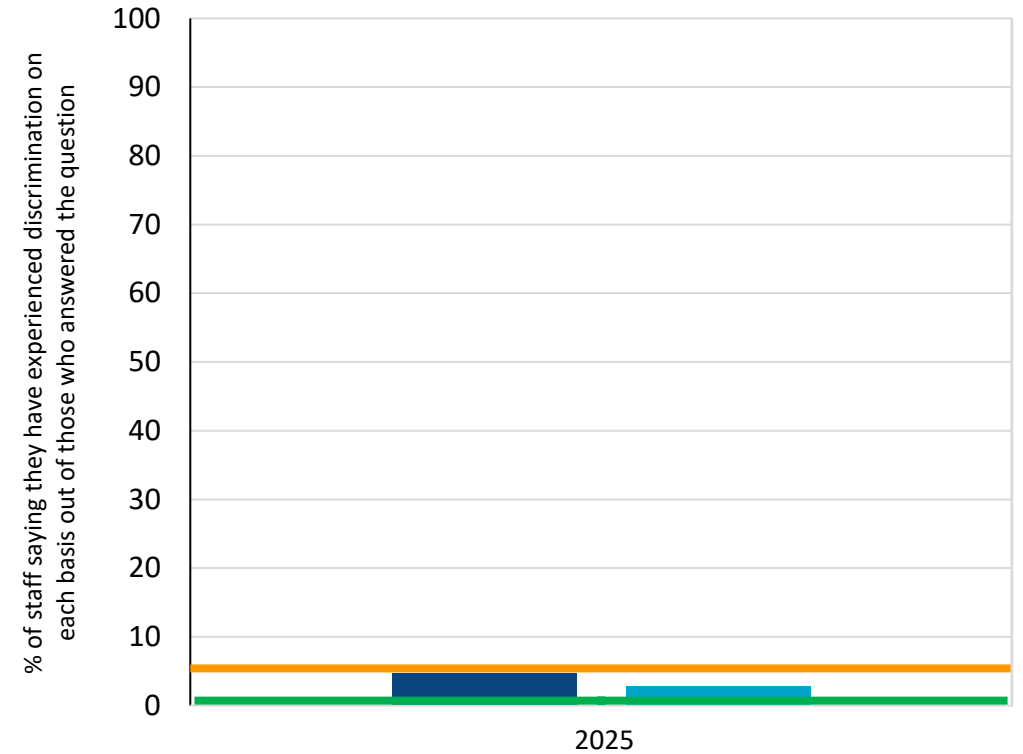


Q16c.4 On what grounds have you experienced discrimination?  
– Marriage and civil partnership.



Your org	1.23%
Best result	0.00%
Average result	1.23%
Worst result	3.09%
Responses	662

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

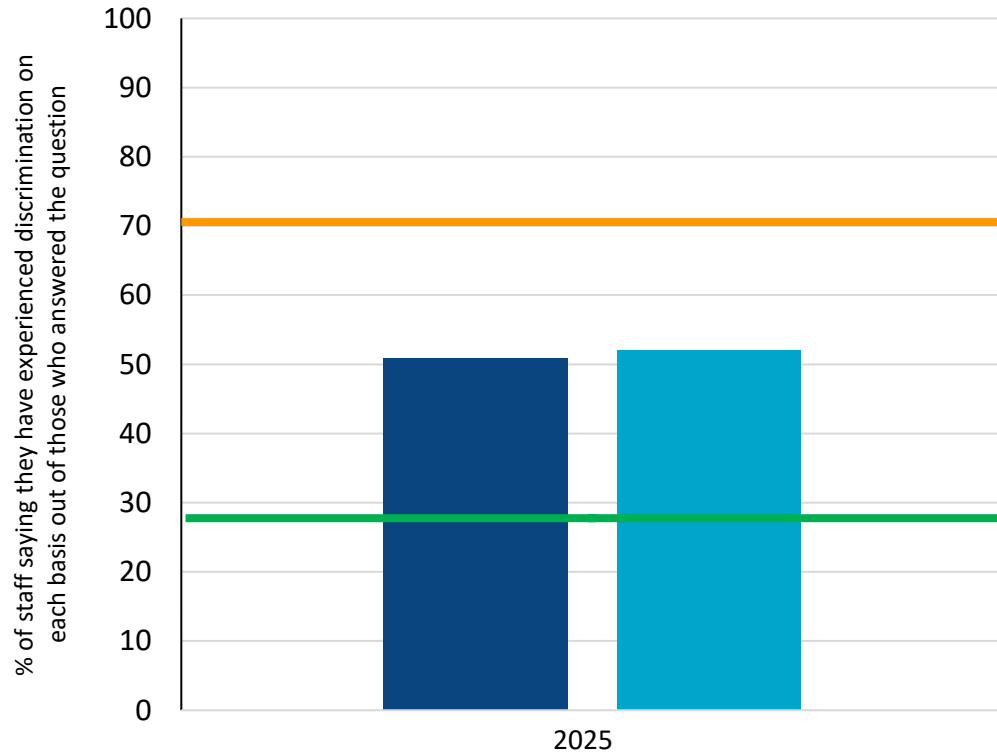


Your org	4.69%
Best result	0.72%
Average result	2.83%
Worst result	5.41%
Responses	662

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/>

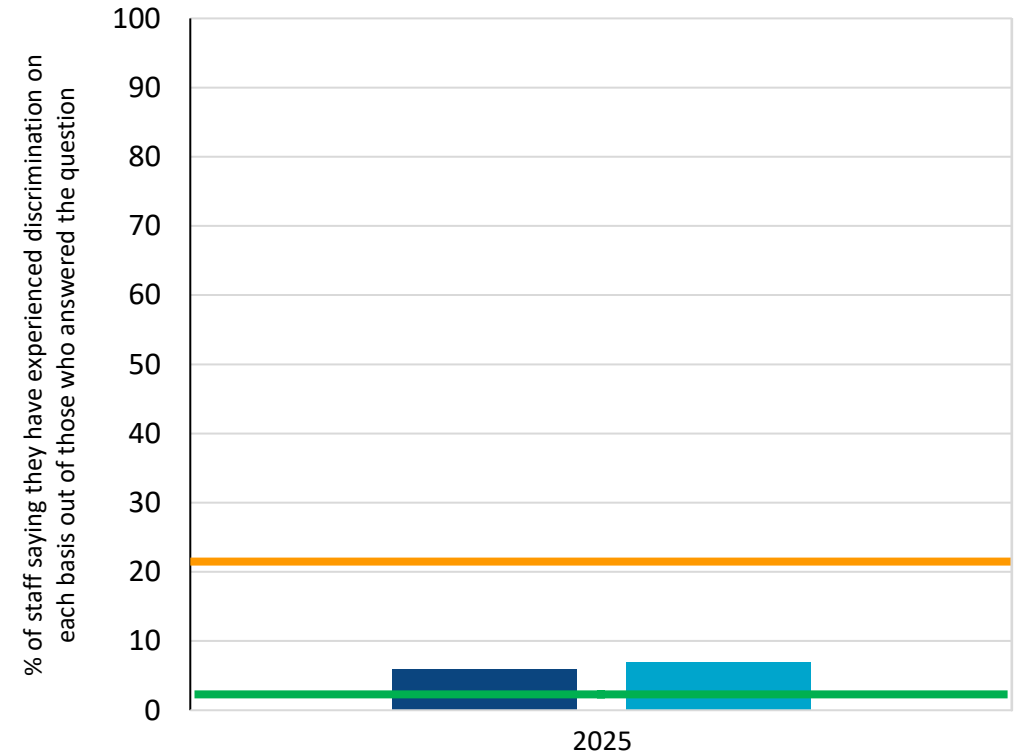


Q16c.6 On what grounds have you experienced discrimination? – Race.



Your org	50.92%
Best result	27.76%
Average result	52.00%
Worst result	70.56%
Responses	662

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

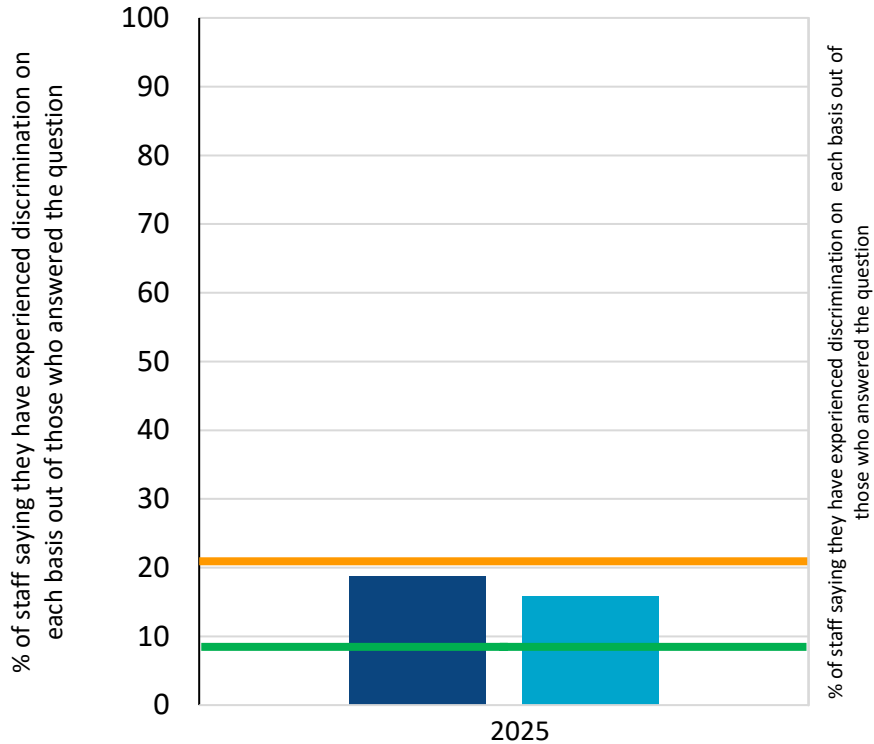


Your org	5.97%
Best result	2.29%
Average result	6.87%
Worst result	21.49%
Responses	662

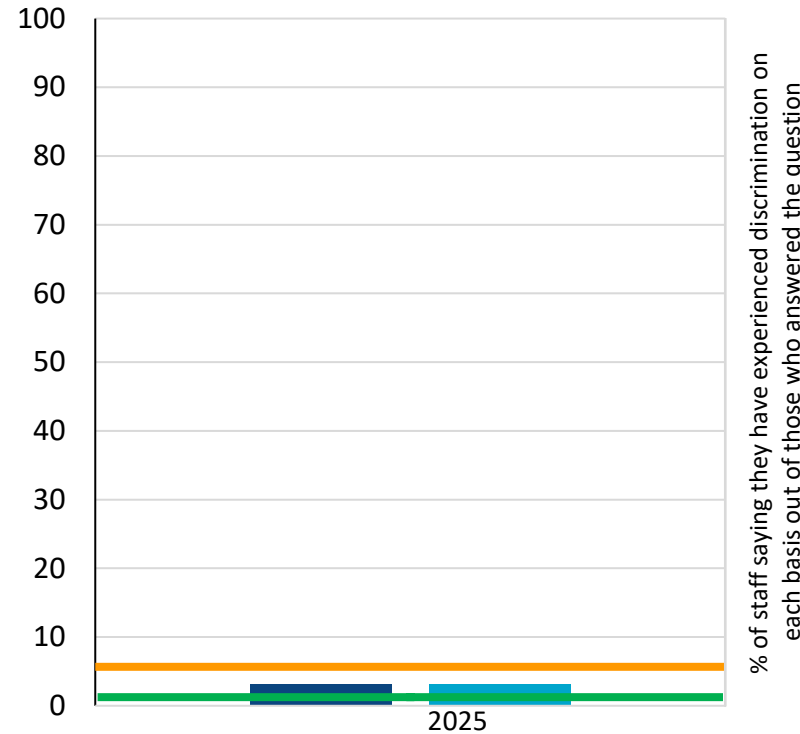
Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>



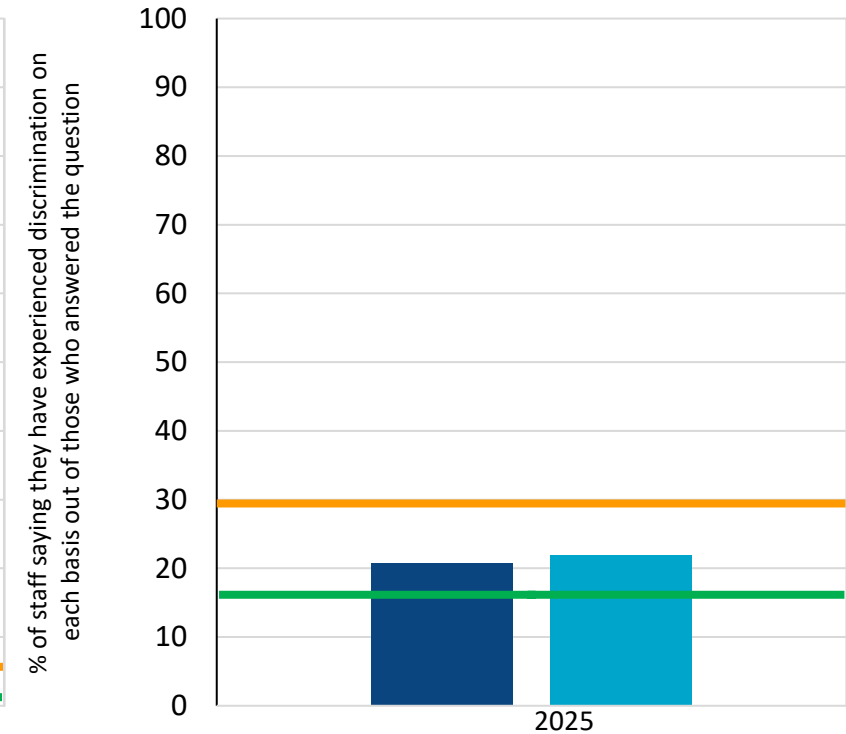
Q16c.8 On what grounds have you experienced discrimination? -- Sex.



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



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



Your org	18.75%
Best result	8.47%
Average result	15.75%
Worst result	20.93%
Responses	662

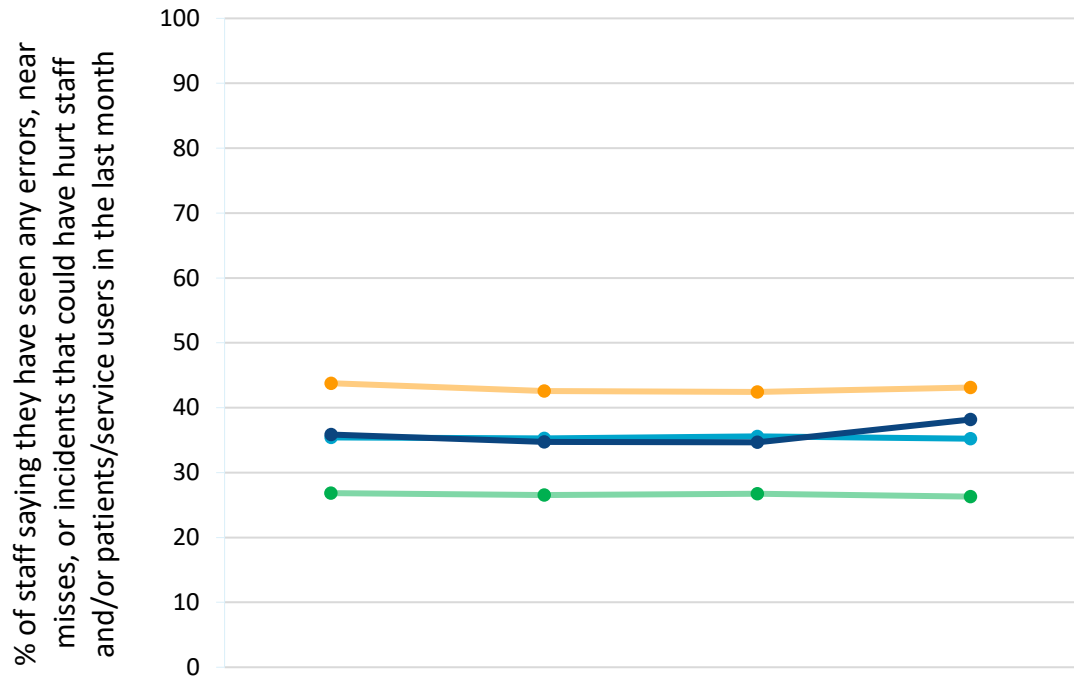
Your org	3.09%
Best result	1.25%
Average result	3.12%
Worst result	5.67%
Responses	662

Your org	20.66%
Best result	16.16%
Average result	21.87%
Worst result	29.43%
Responses	662

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/>



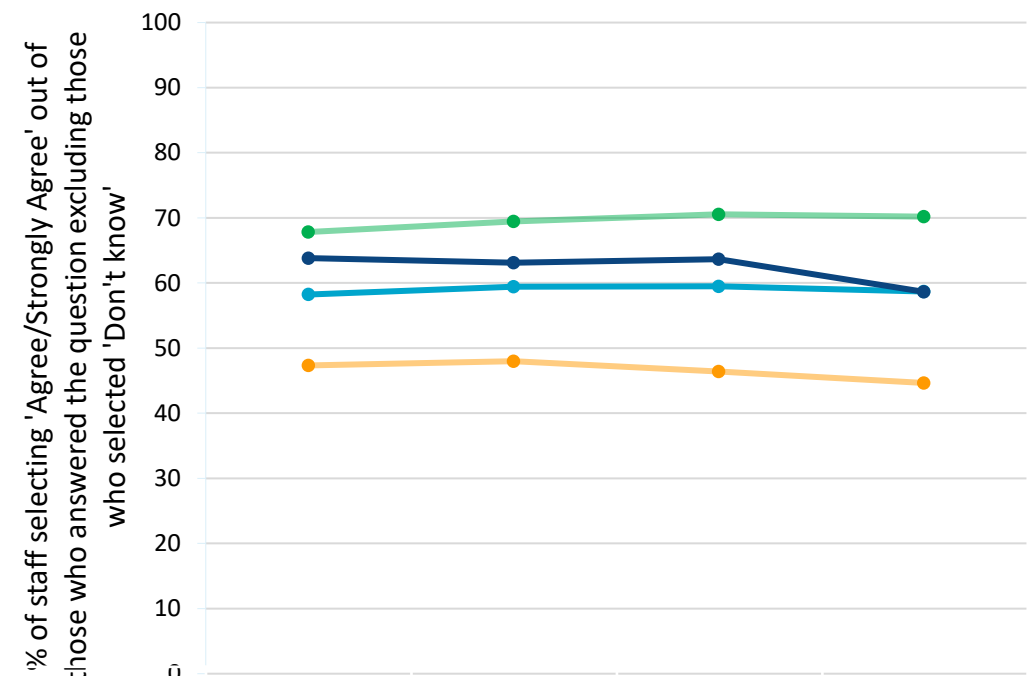
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023	2024	2025
<b>Your org</b>	35.88%	34.72%	34.66%	38.18%
<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 6825 5454 5237 4706

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

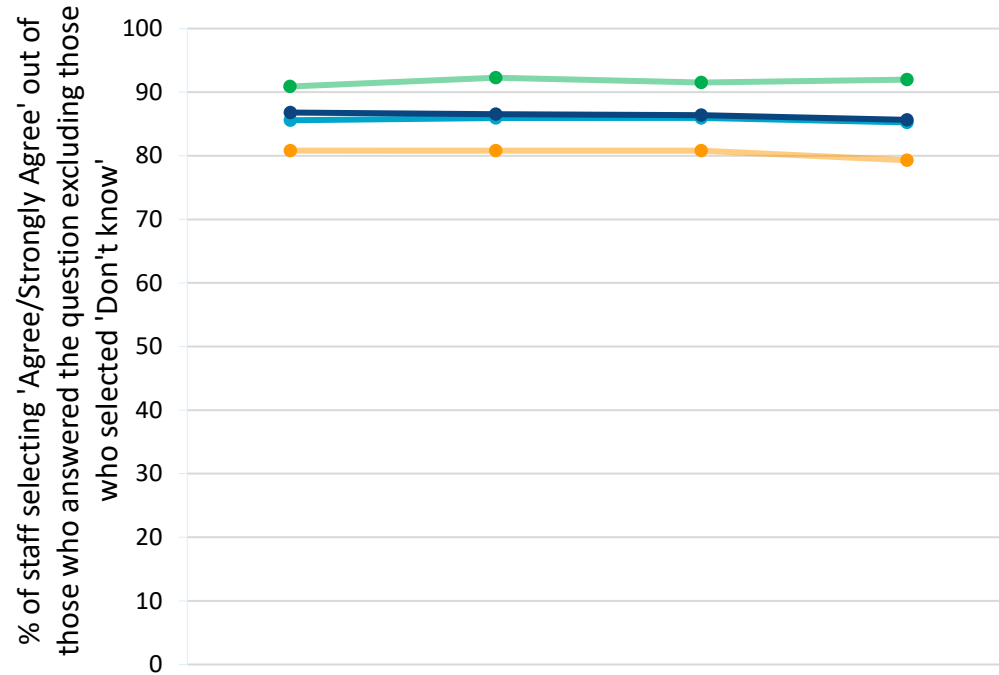


	2022	2023	2024	2025
<b>Your org</b>	63.83%	63.10%	63.63%	58.65%
<b>Best result</b>	67.83%	69.44%	70.55%	70.22%
<b>Average result</b>	58.23%	59.41%	59.50%	58.69%
<b>Worst result</b>	47.33%	47.99%	46.42%	44.65%

Responses 5445 4245 4137 3670

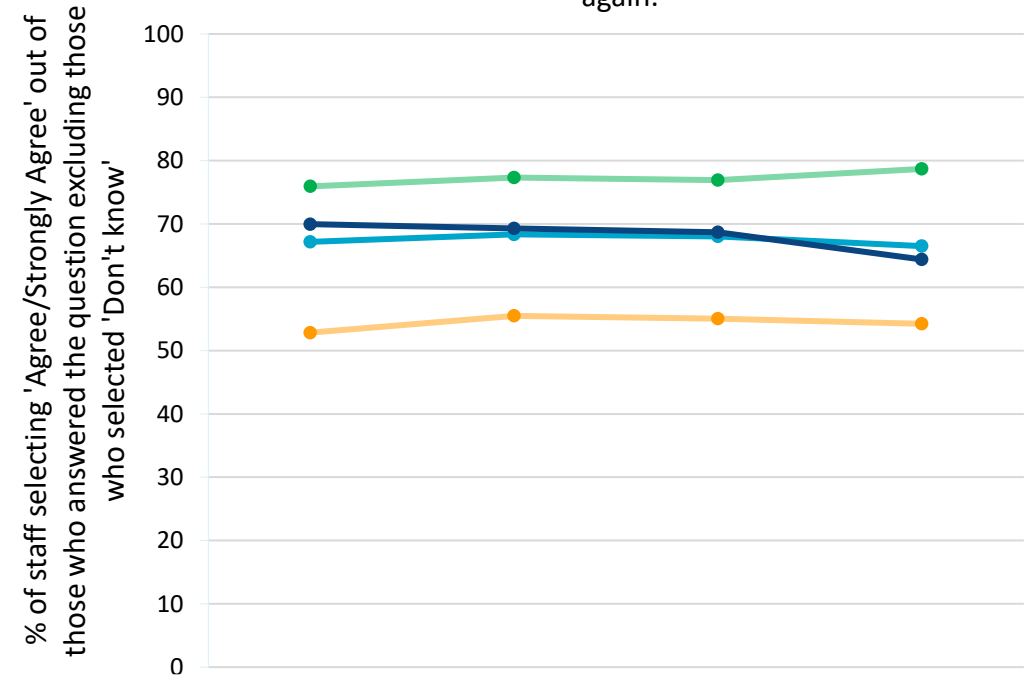


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024	2025
<b>Your org</b>	86.79%	86.55%	86.40%	85.65%
<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	6651	5259	5081	4567

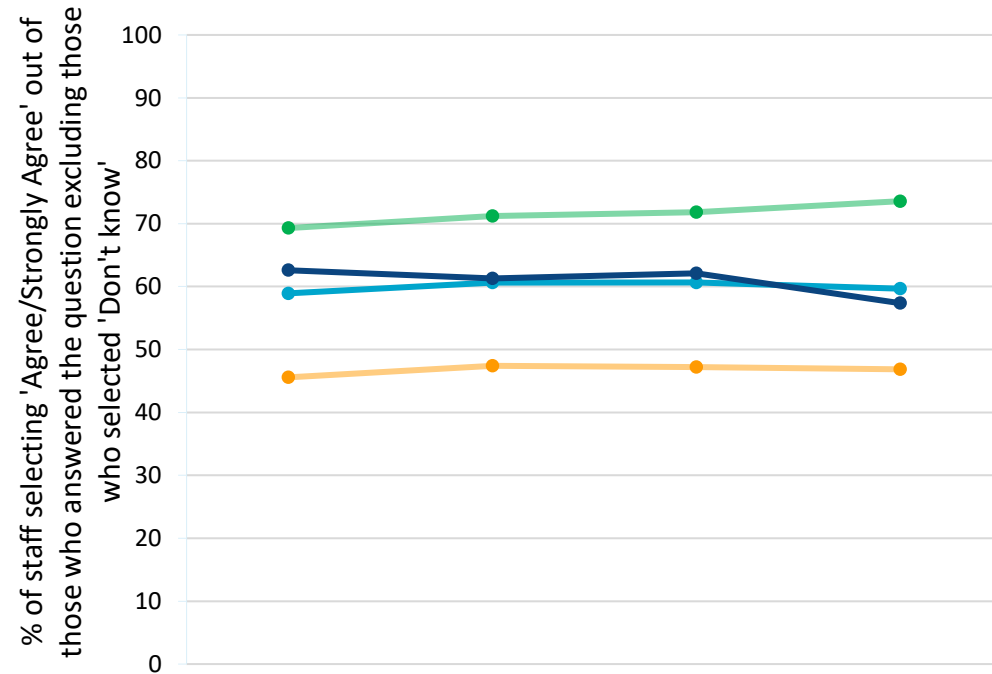
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



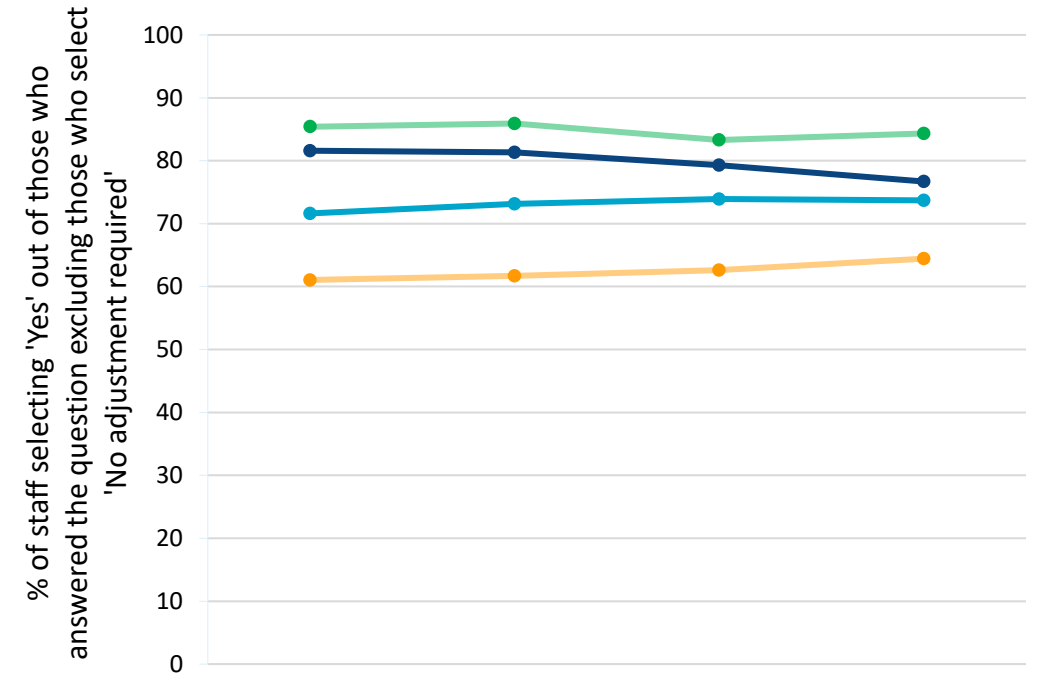
	2022	2023	2024	2025
<b>Your org</b>	69.97%	69.29%	68.69%	64.39%
<b>Best result</b>	75.93%	77.33%	76.90%	78.69%
<b>Average result</b>	67.15%	68.35%	68.04%	66.50%
<b>Worst result</b>	52.84%	55.47%	55.03%	54.21%
Responses	6120	4812	4669	4164



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



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

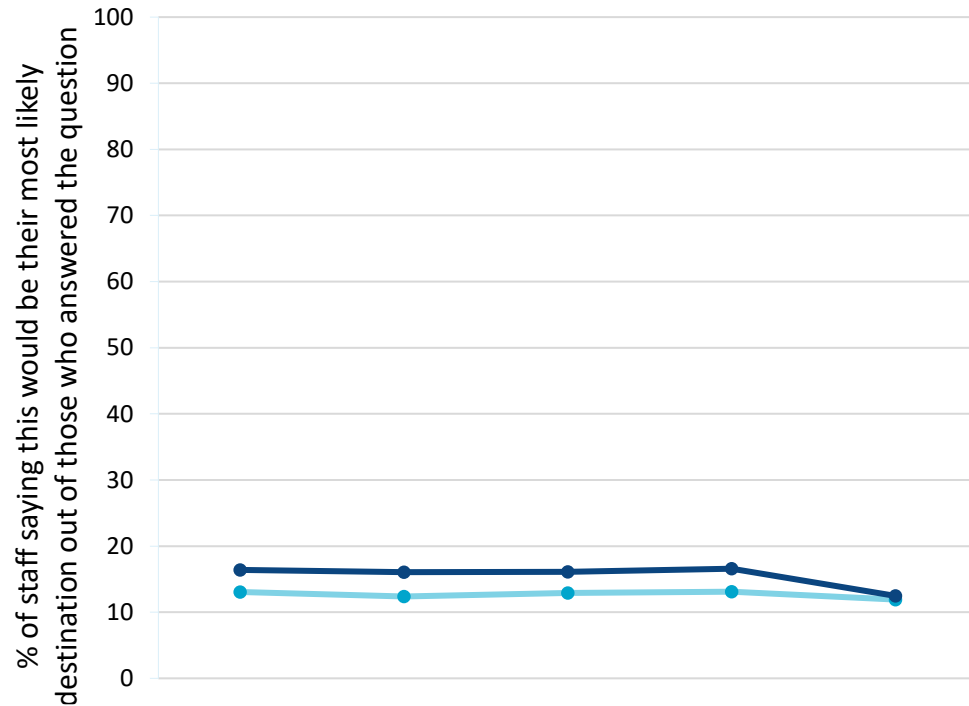


	2022	2023	2024	2025
Your org	62.60%	61.31%	62.11%	57.36%
Best result	69.30%	71.19%	71.81%	73.58%
Average result	58.93%	60.62%	60.66%	59.69%
Worst result	45.58%	47.41%	47.19%	46.87%
Responses	6126	4860	4678	4168

	2022	2023	2024	2025
Your org	81.60%	81.36%	79.28%	76.71%
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	864	765	781	723



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.

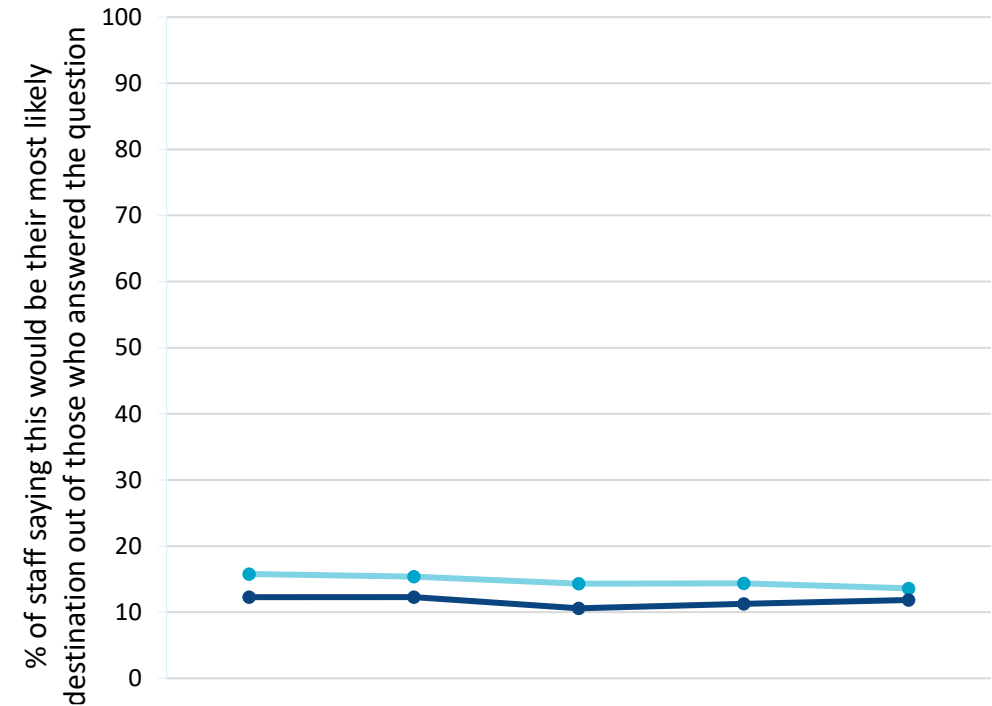


2021 2022 2023 2024 2025

Your org	16.40%	16.07%	16.13%	16.58%	12.46%
Average	13.04%	12.40%	12.94%	13.10%	11.91%

Responses 6322 6559 5288 5091 4581

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.



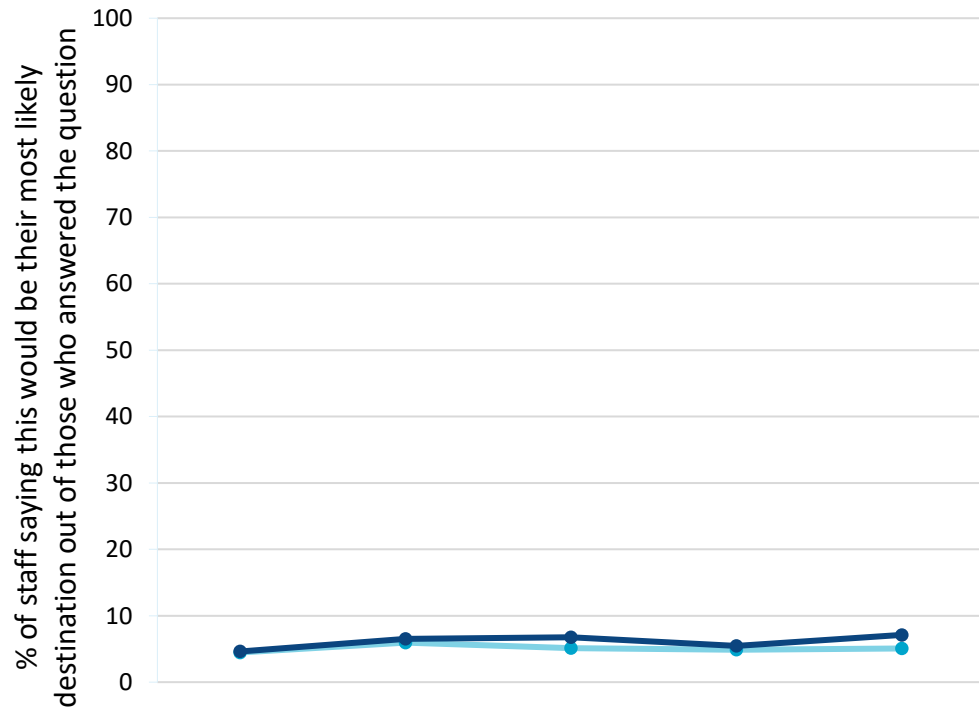
2021 2022 2023 2024 2025

Your org	12.27%	12.27%	10.59%	11.26%	11.85%
Average	15.78%	15.37%	14.32%	14.36%	13.61%

Responses 6322 6559 5288 5091 4581

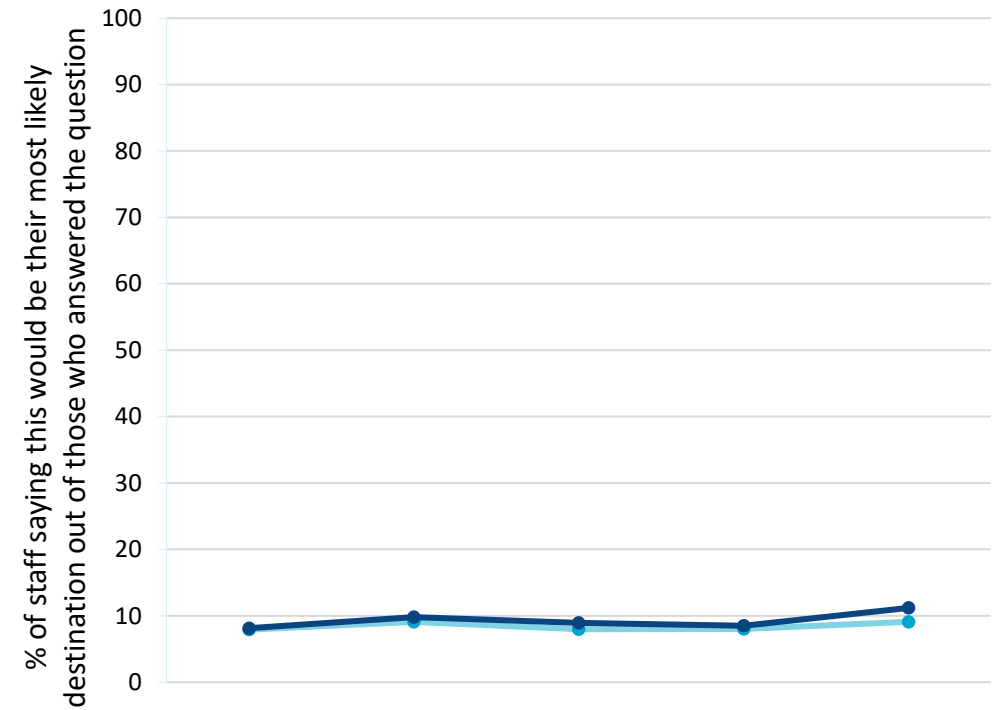


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



	2021	2022	2023	2024	2025
<b>Your org</b>	4.62%	6.49%	6.75%	5.48%	7.12%
<b>Average</b>	4.47%	5.95%	5.12%	4.90%	5.07%
Responses	6322	6559	5288	5091	4581

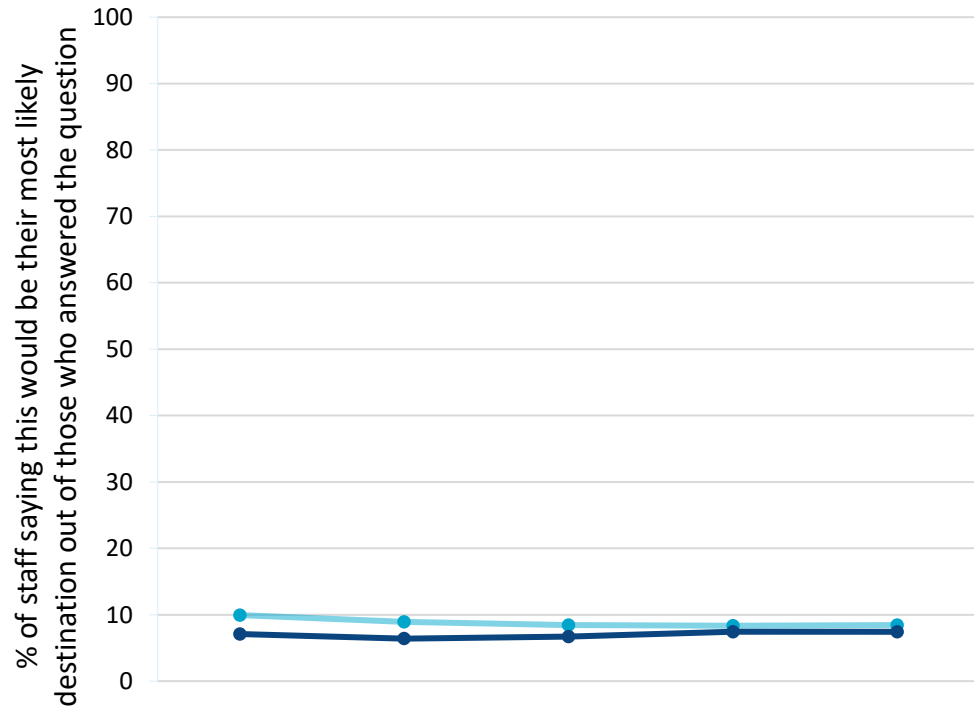
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



	2021	2022	2023	2024	2025
<b>Your org</b>	8.13%	9.82%	8.91%	8.51%	11.18%
<b>Average</b>	7.91%	9.06%	7.96%	8.00%	9.09%
Responses	6322	6559	5288	5091	4581



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.

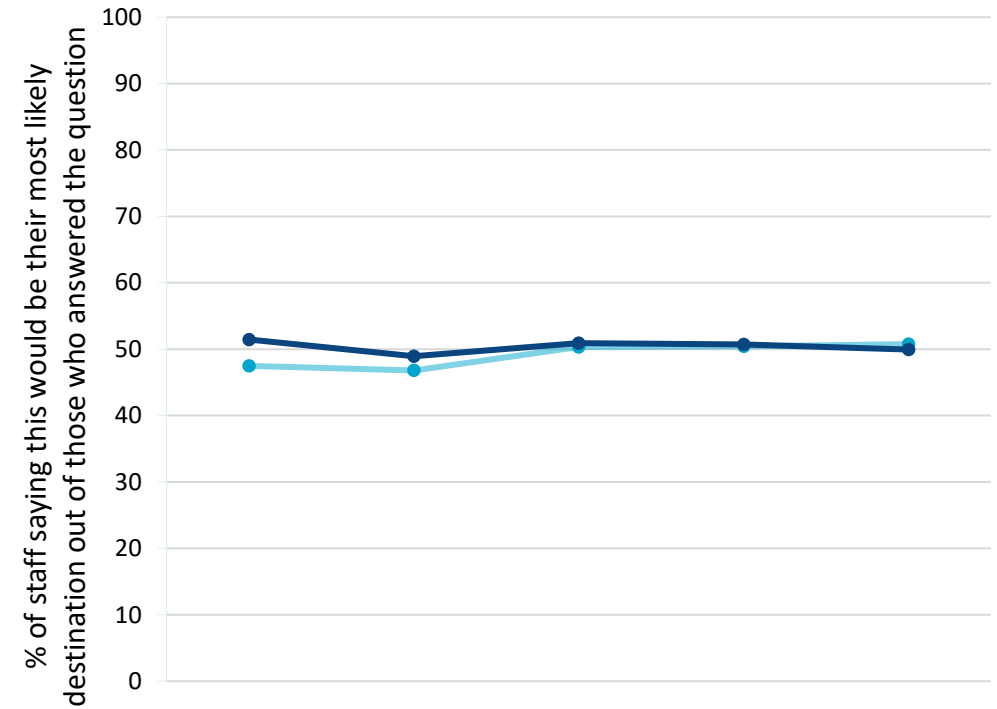


2021 2022 2023 2024 2025

Your org	7.12%	6.40%	6.69%	7.44%	7.44%
Average	9.95%	8.94%	8.46%	8.35%	8.42%

Responses 6322 6559 5288 5091 4581

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

Your org	51.46%	48.94%	50.93%	50.74%	49.95%
Average	47.46%	46.79%	50.34%	50.41%	50.77%

Responses 6322 6559 5288 5091 4581

## 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)

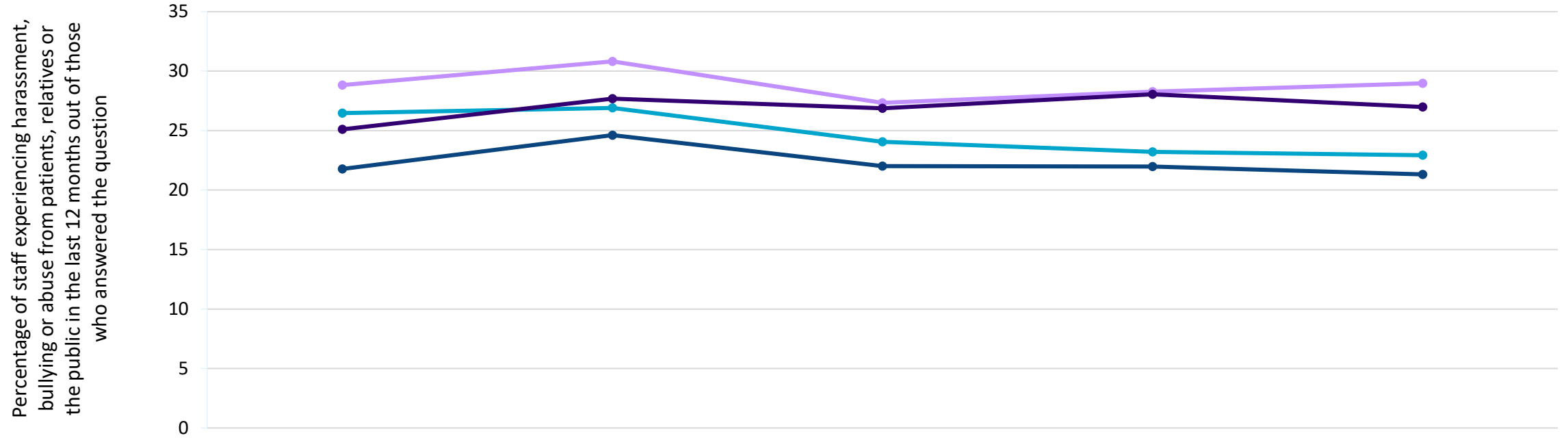
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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

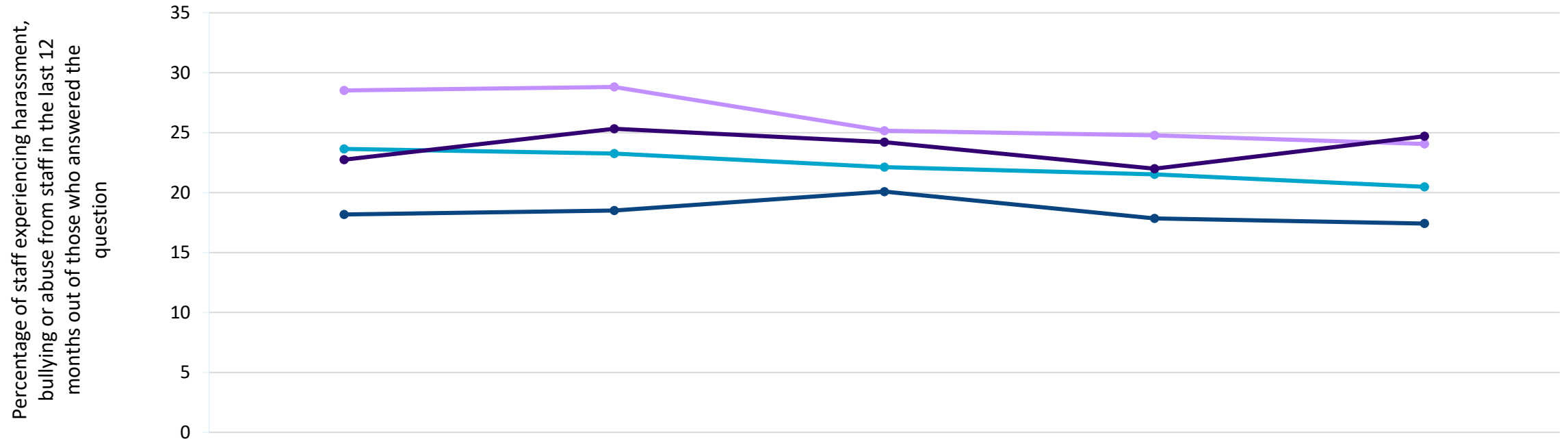


	2021	2022	2023	2024	2025
White staff: Your org	21.77%	24.62%	22.01%	21.98%	21.32%
All other ethnic groups*: Your org	25.10%	27.69%	26.88%	28.05%	27.00%
White staff: Average	26.47%	26.91%	24.05%	23.21%	22.93%
All other ethnic groups*: Average	28.84%	30.82%	27.34%	28.27%	28.98%
White staff: Responses	5144	5398	4029	3994	3710
All other ethnic groups*: Responses	1195	1466	1016	1269	1015

\*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

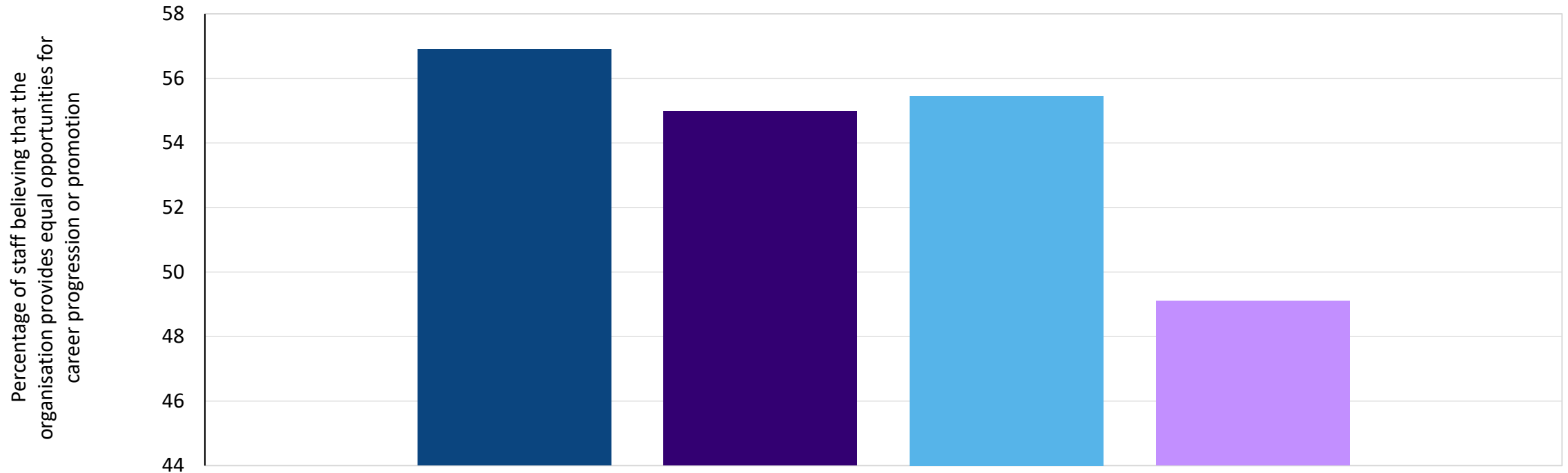


	2021	2022	2023	2024	2025
White staff: Your org	18.17%	18.50%	20.09%	17.85%	17.42%
All other ethnic groups*: Your org	22.75%	25.33%	24.20%	21.99%	24.70%
White staff: Average	23.65%	23.25%	22.12%	21.53%	20.48%
All other ethnic groups*: Average	28.53%	28.81%	25.16%	24.78%	24.06%
White staff: Responses	5145	5389	4025	3984	3709
All other ethnic groups*: Responses	1187	1453	1012	1264	1008

\*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	56.90%
All other ethnic groups*: Your org	54.98%
White staff: Average	55.46%
All other ethnic groups*: Average	49.11%

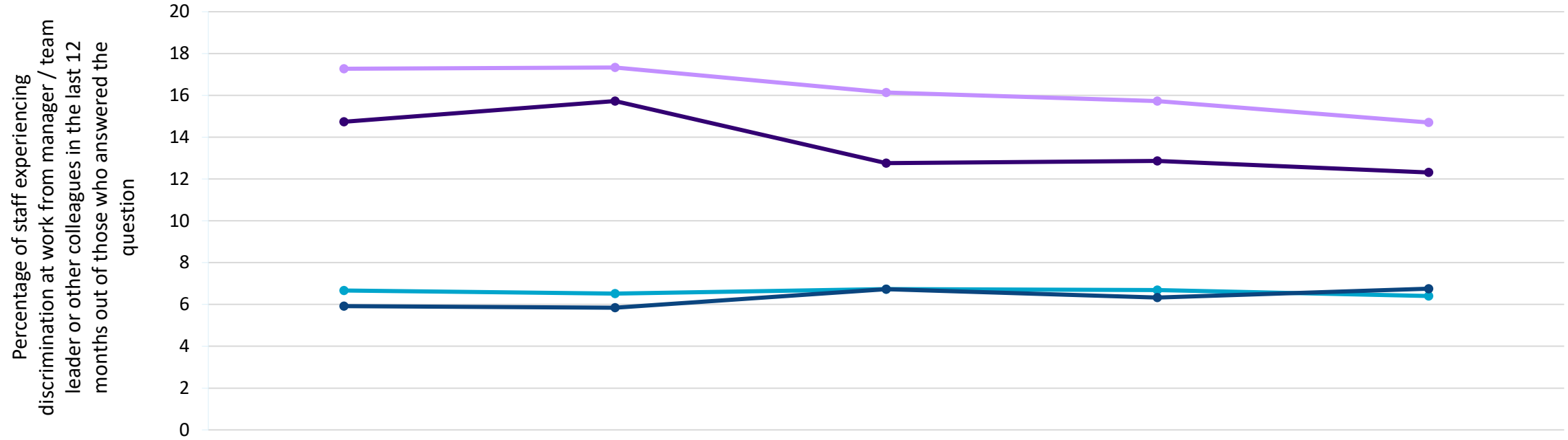
White staff: Responses 3696

All other ethnic groups\*: Responses 1004

\*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	5.92%	5.84%	6.72%	6.33%	6.75%
All other ethnic groups*: Your org	14.74%	15.73%	12.76%	12.86%	12.31%
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	5266	5391	4238	3949	3672
All other ethnic groups*: Responses	1228	1456	1207	1252	999

\*Staff from all other ethnic groups combined

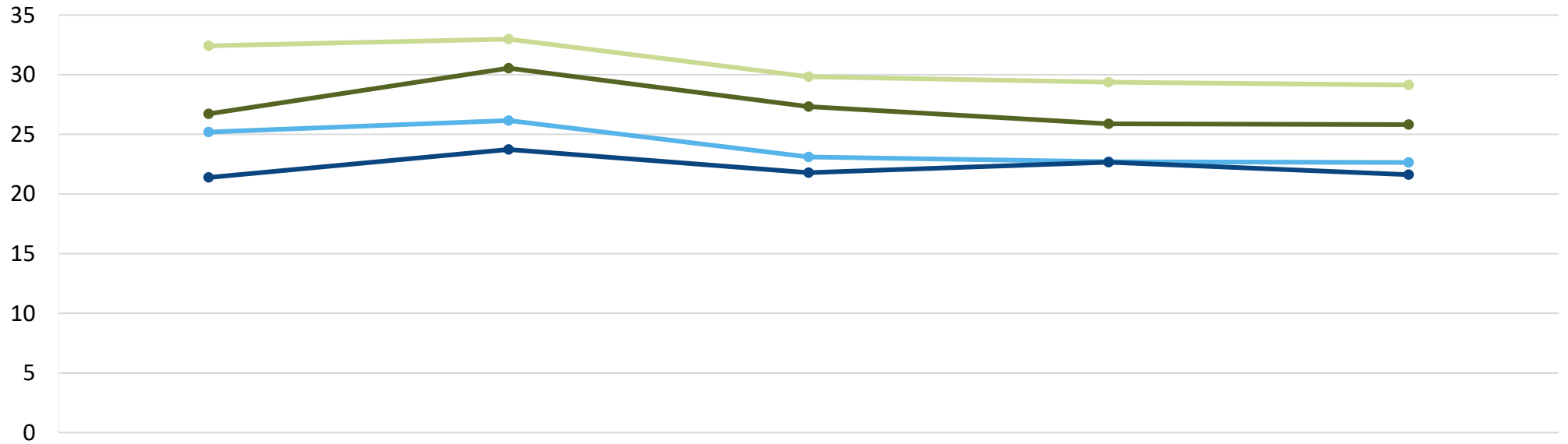
## Workforce Disability Equality Standards (WDES)

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.

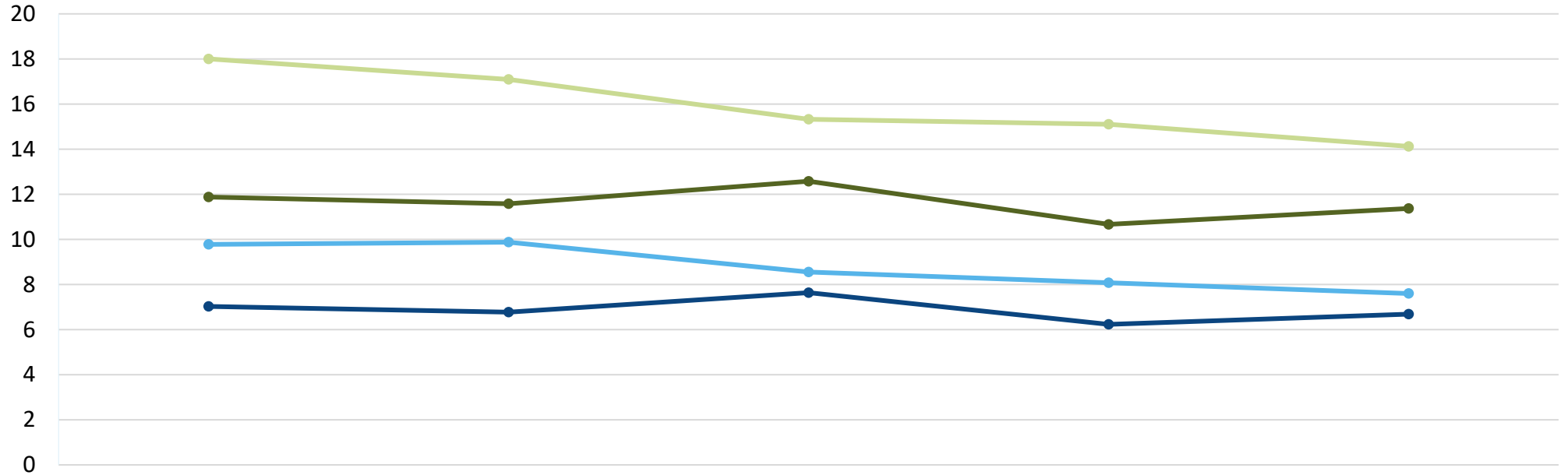


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	26.71%	30.55%	27.32%	25.89%	25.82%
Staff without a LTC or illness: Your org	21.39%	23.73%	21.79%	22.67%	21.61%
Staff with a LTC or illness: Average	32.43%	32.98%	29.83%	29.37%	29.14%
Staff without a LTC or illness: Average	25.19%	26.16%	23.11%	22.71%	22.64%
Staff with a LTC or illness: Responses	1359	1496	1235	1290	1189
Staff without a LTC or illness: Responses	5083	5385	3758	3939	3507

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.

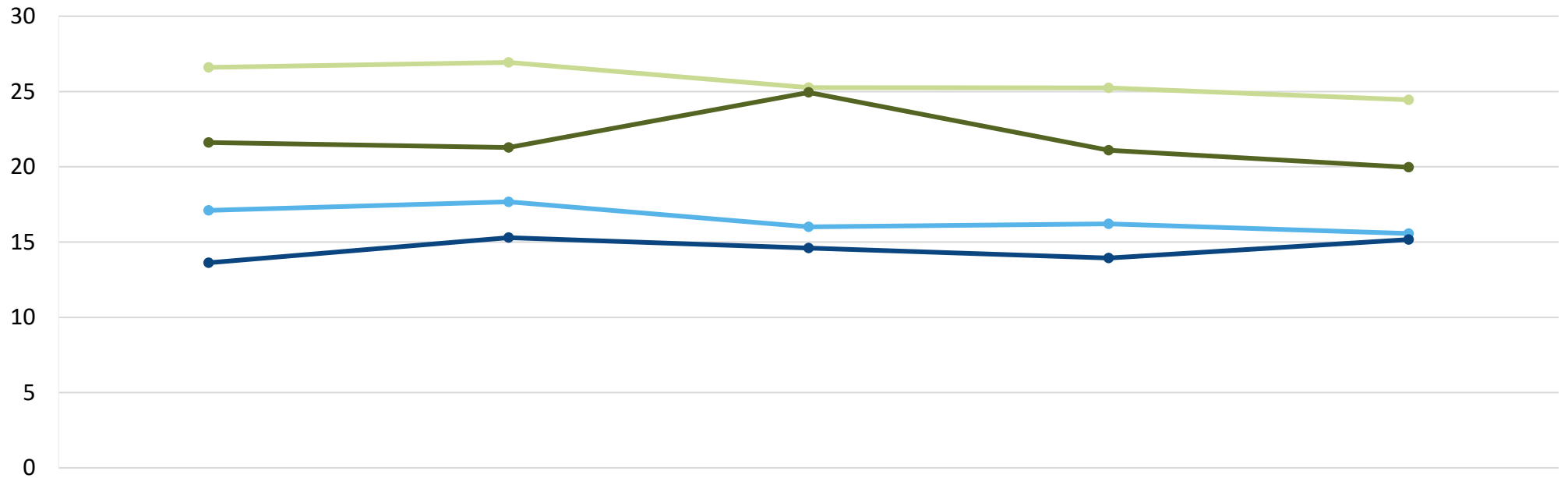


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	11.87%	11.57%	12.58%	10.67%	11.37%
Staff without a LTC or illness: Your org	7.02%	6.78%	7.64%	6.23%	6.69%
Staff with a LTC or illness: Average	18.00%	17.09%	15.33%	15.10%	14.12%
Staff without a LTC or illness: Average	9.77%	9.88%	8.56%	8.08%	7.60%
Staff with a LTC or illness: Responses	1356	1486	1226	1275	1179
Staff without a LTC or illness: Responses	5056	5342	3724	3900	3484

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.

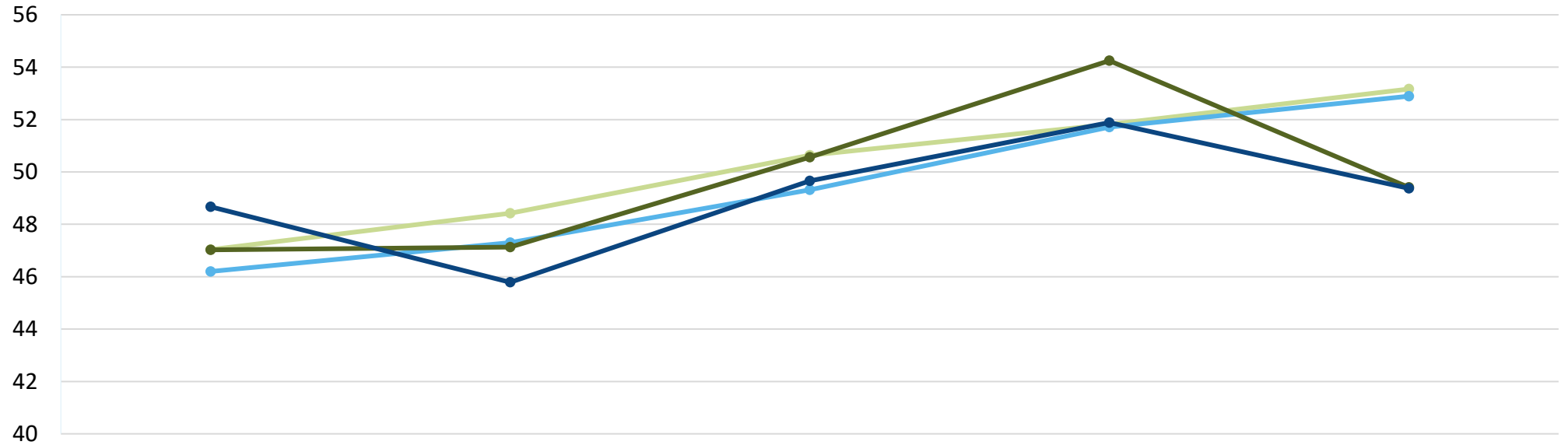


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	21.61%	21.28%	24.94%	21.10%	19.97%
Staff without a LTC or illness: Your org	13.62%	15.29%	14.61%	13.94%	15.17%
Staff with a LTC or illness: Average	26.60%	26.93%	25.26%	25.24%	24.45%
Staff without a LTC or illness: Average	17.11%	17.67%	16.01%	16.22%	15.57%
Staff with a LTC or illness: Responses	1351	1480	1217	1275	1177
Staff without a LTC or illness: Responses	5035	5310	3702	3881	3475

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

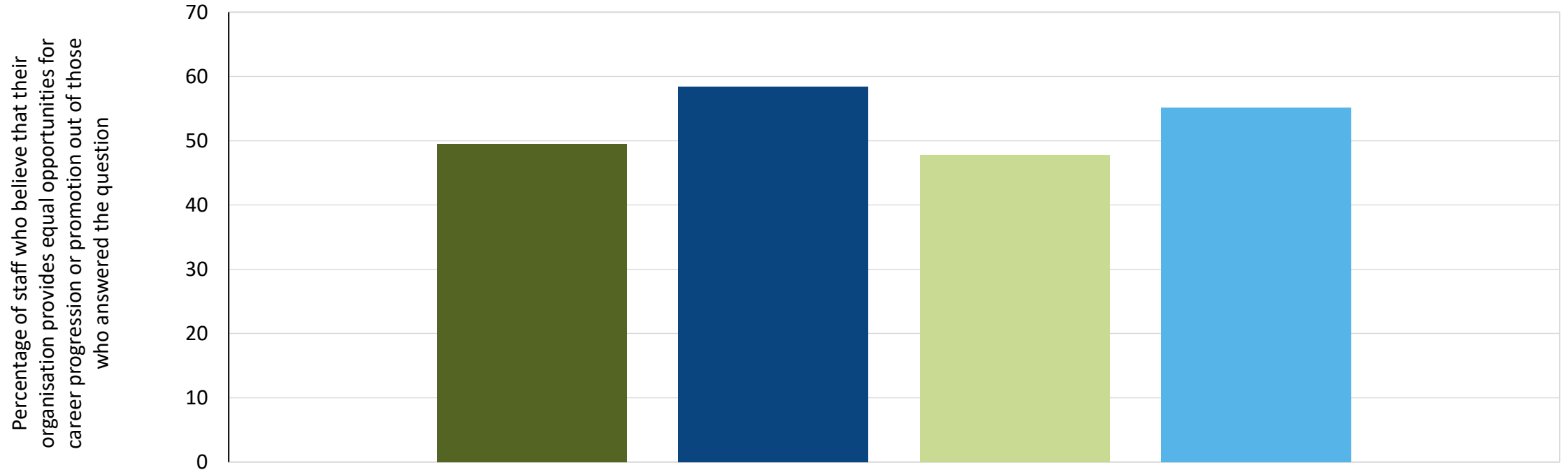
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	47.02%	47.13%	50.56%	54.25%	49.41%
Staff without a LTC or illness: Your org	48.67%	45.79%	49.66%	51.89%	49.38%
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	521	558	483	459	423
Staff without a LTC or illness: Responses	1389	1566	1024	1087	960

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.



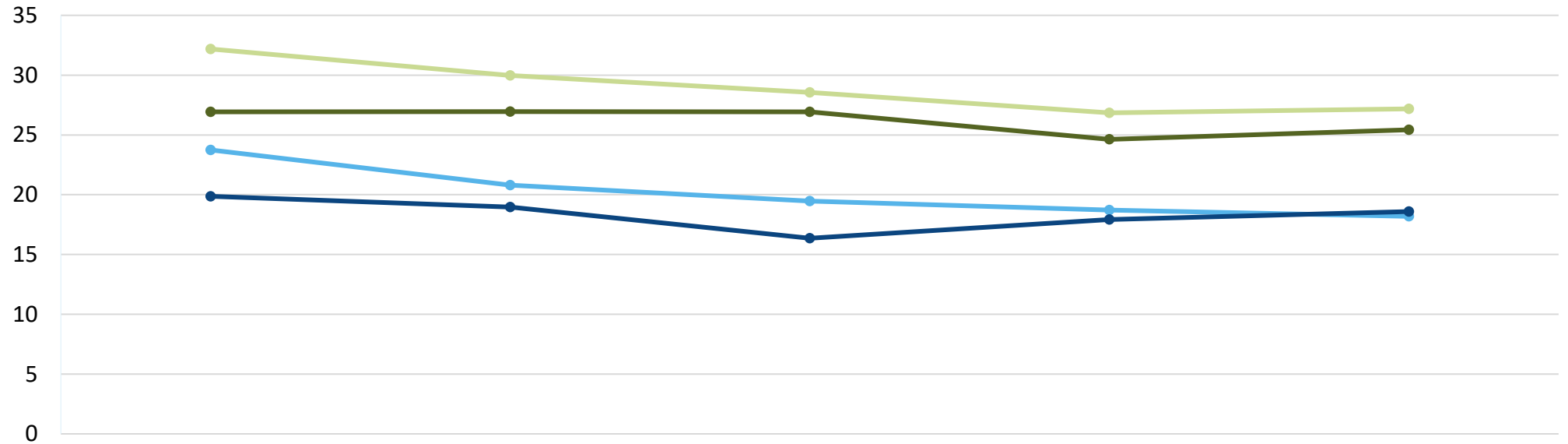
2025

Staff with a LTC or illness: Your org	49.45%
Staff without a LTC or illness: Your org	58.42%
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	1183
Staff without a LTC or illness: Responses	3492

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

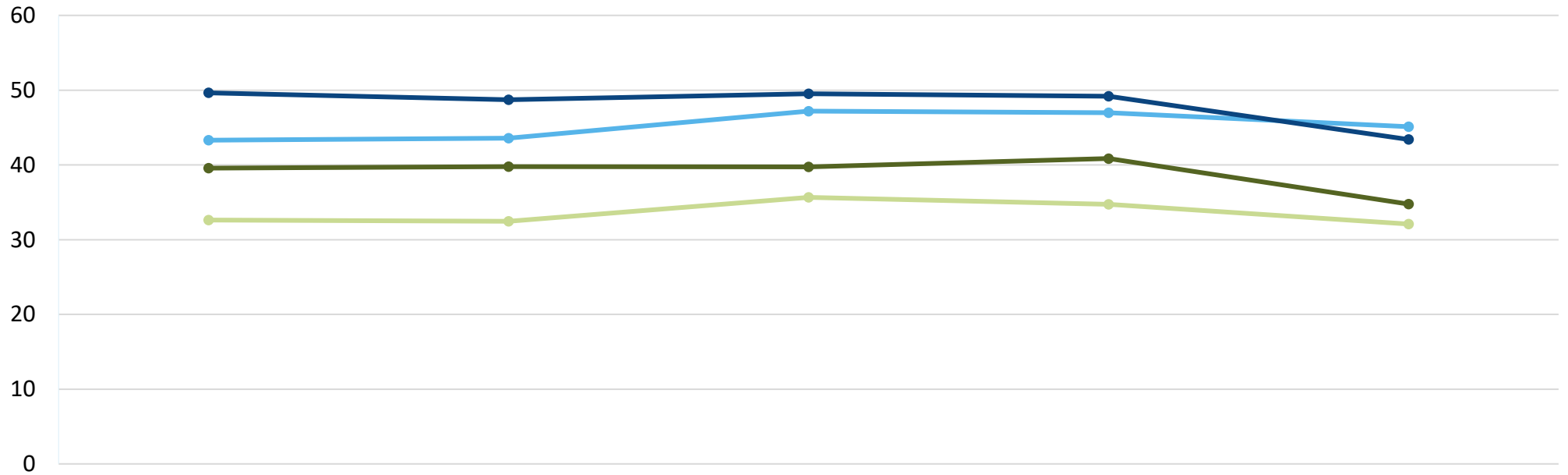
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	26.93%	26.95%	26.93%	24.63%	25.43%
Staff without a LTC or illness: Your org	19.87%	18.97%	16.36%	17.92%	18.60%
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	921	1013	880	869	810
Staff without a LTC or illness: Responses	2270	2583	1791	1802	1694

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

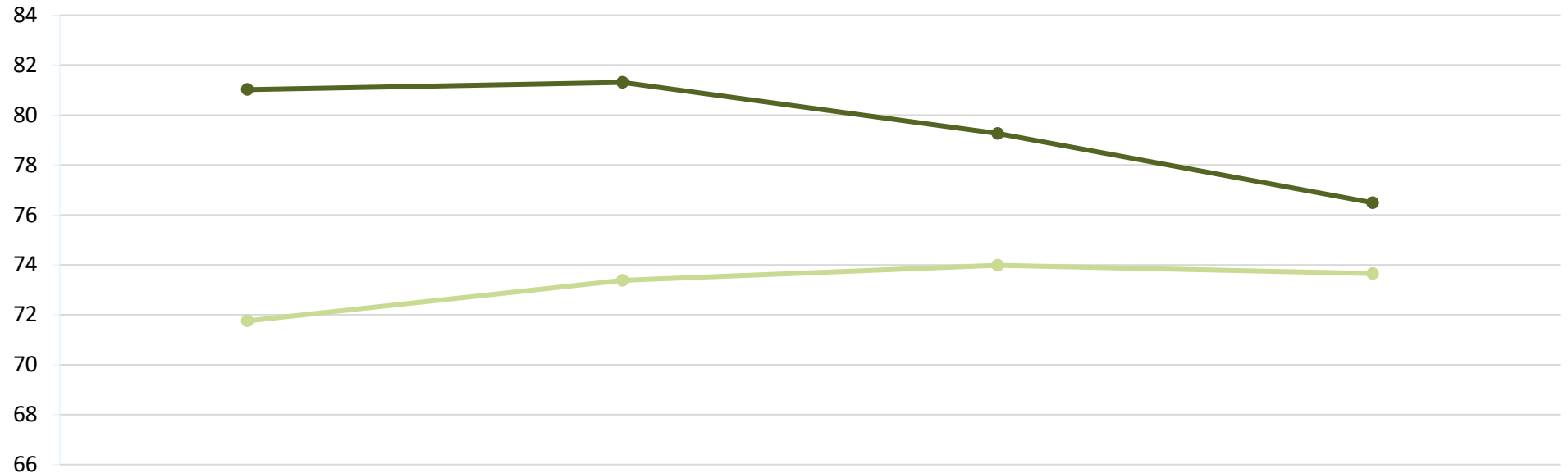
Percentage of staff satisfied with the extent to which their organisation values their work.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	39.57%	39.77%	39.74%	40.85%	34.76%
Staff without a LTC or illness: Your org	49.64%	48.73%	49.53%	49.19%	43.40%
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	1390	1496	1321	1290	1194
Staff without a LTC or illness: Responses	5232	5395	4107	3946	3514

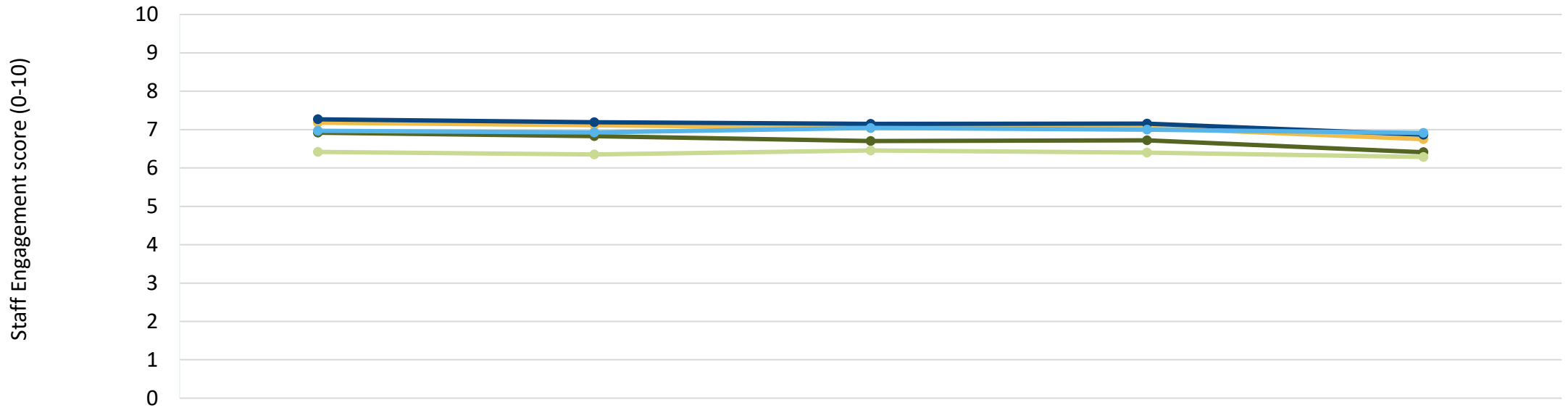
Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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	81.02%	81.31%	79.26%	76.49%
Staff with a LTC or illness: Average	71.76%	73.38%	73.98%	73.65%
Staff with a LTC or illness: Responses	864	765	781	723

Staff engagement score (0-10)



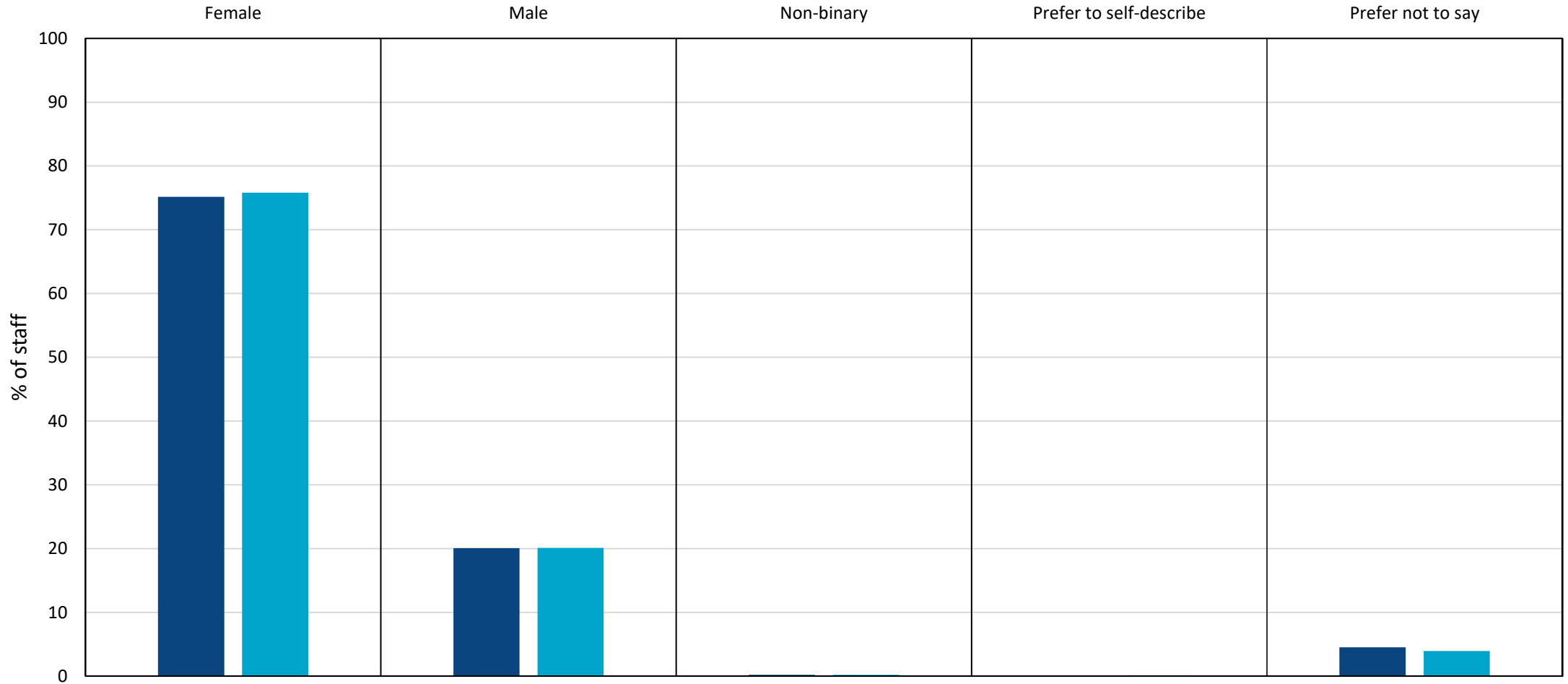
	2021	2022	2023	2024	2025
Organisation average	7.18	7.11	7.04	7.05	6.75
Staff with a LTC or illness: Your org	6.92	6.83	6.70	6.72	6.41
Staff without a LTC or illness: Your org	7.27	7.19	7.15	7.15	6.87
Staff with a LTC or illness: Average	6.42	6.35	6.46	6.40	6.29
Staff without a LTC or illness: Average	6.97	6.92	7.04	7.00	6.91
Staff with a LTC or illness: Responses	1392	1498	1327	1293	1195
Staff without a LTC or illness: Responses	5247	5403	4119	3951	3524

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.

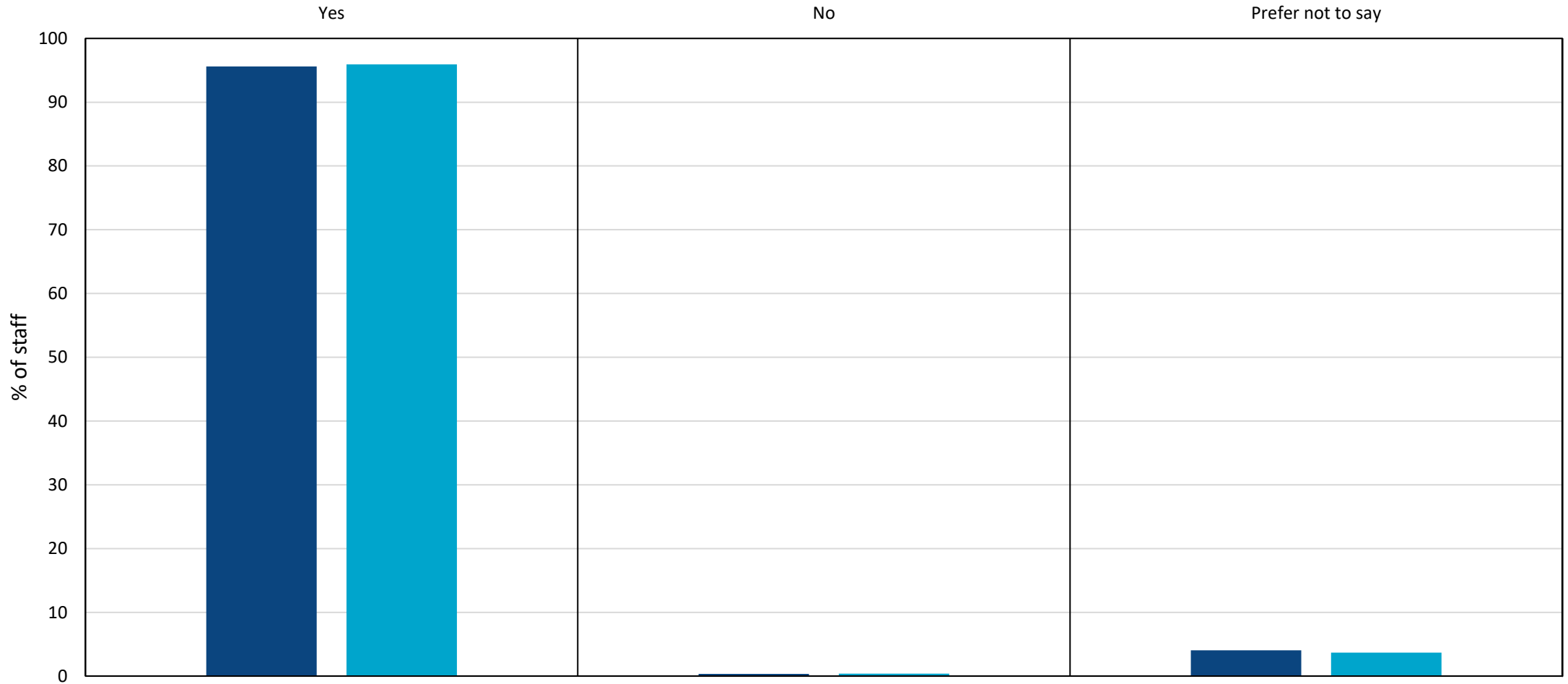
# Background details - Which of the following best describes you?



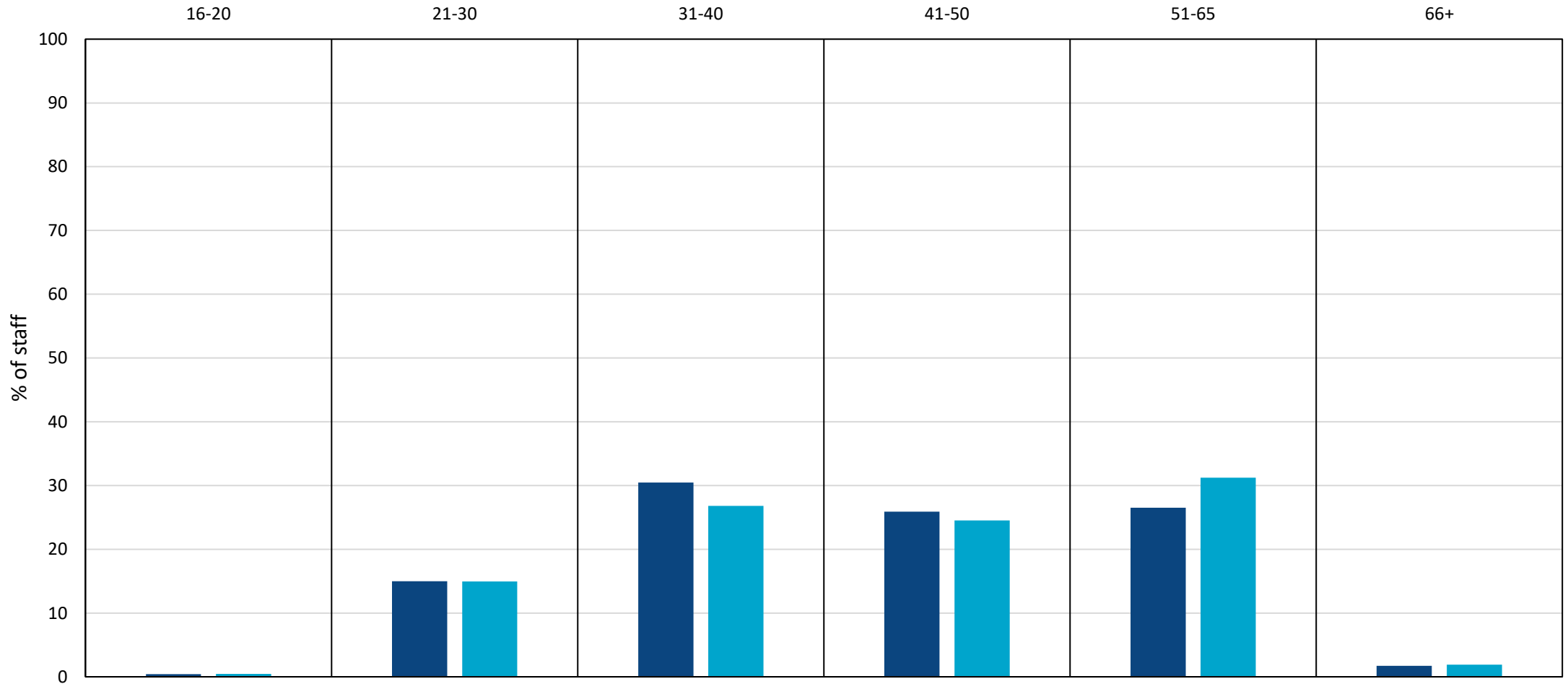
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
<b>Your org</b>	75.17%	20.05%	0.19%	0.08%	4.52%
<b>Average</b>	75.82%	20.10%	0.19%	0.12%	3.92%
<b>Responses</b>	4784	4784	4784	4784	4784



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



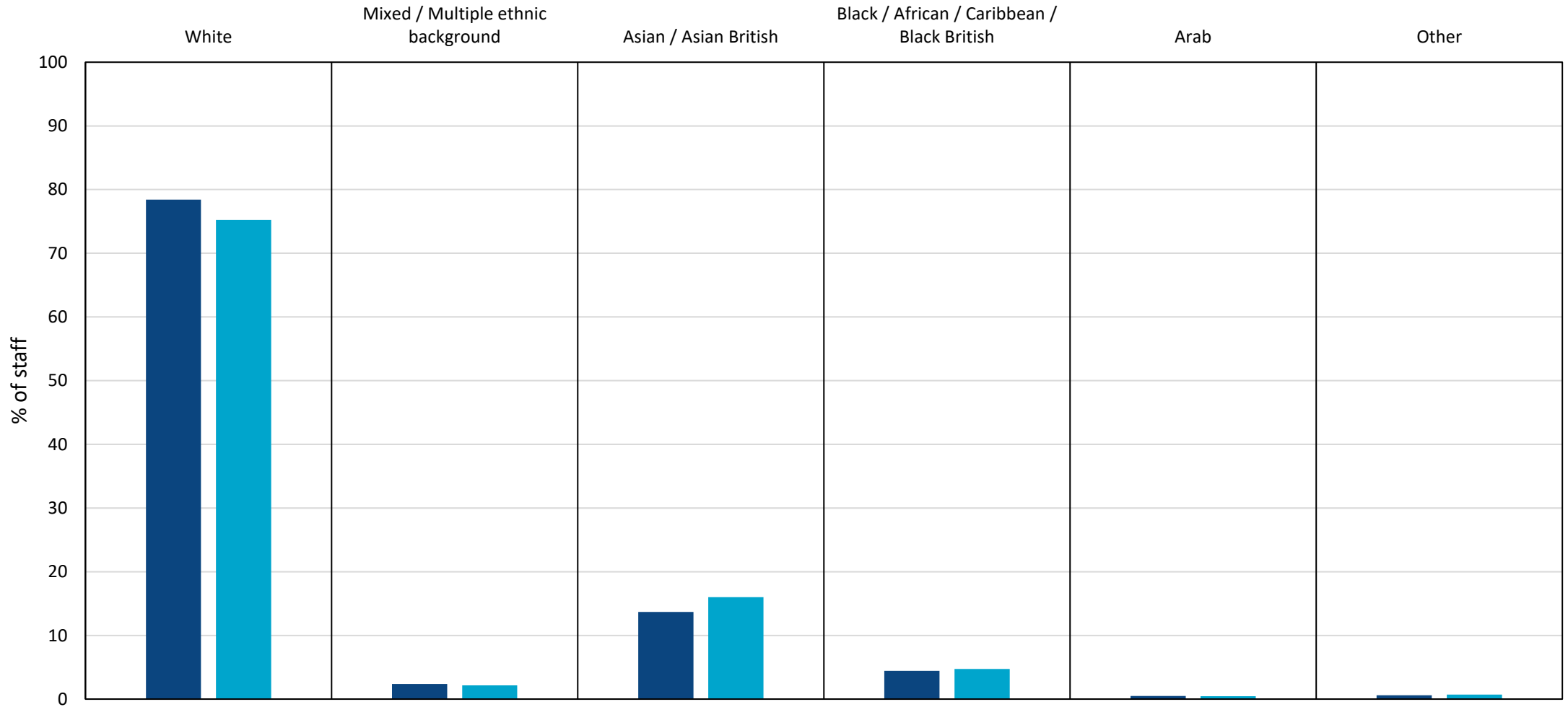
<b>Your org</b>	95.62%	0.34%	4.05%
<b>Average</b>	95.94%	0.37%	3.67%
<b>Responses</b>	4770	4770	4770



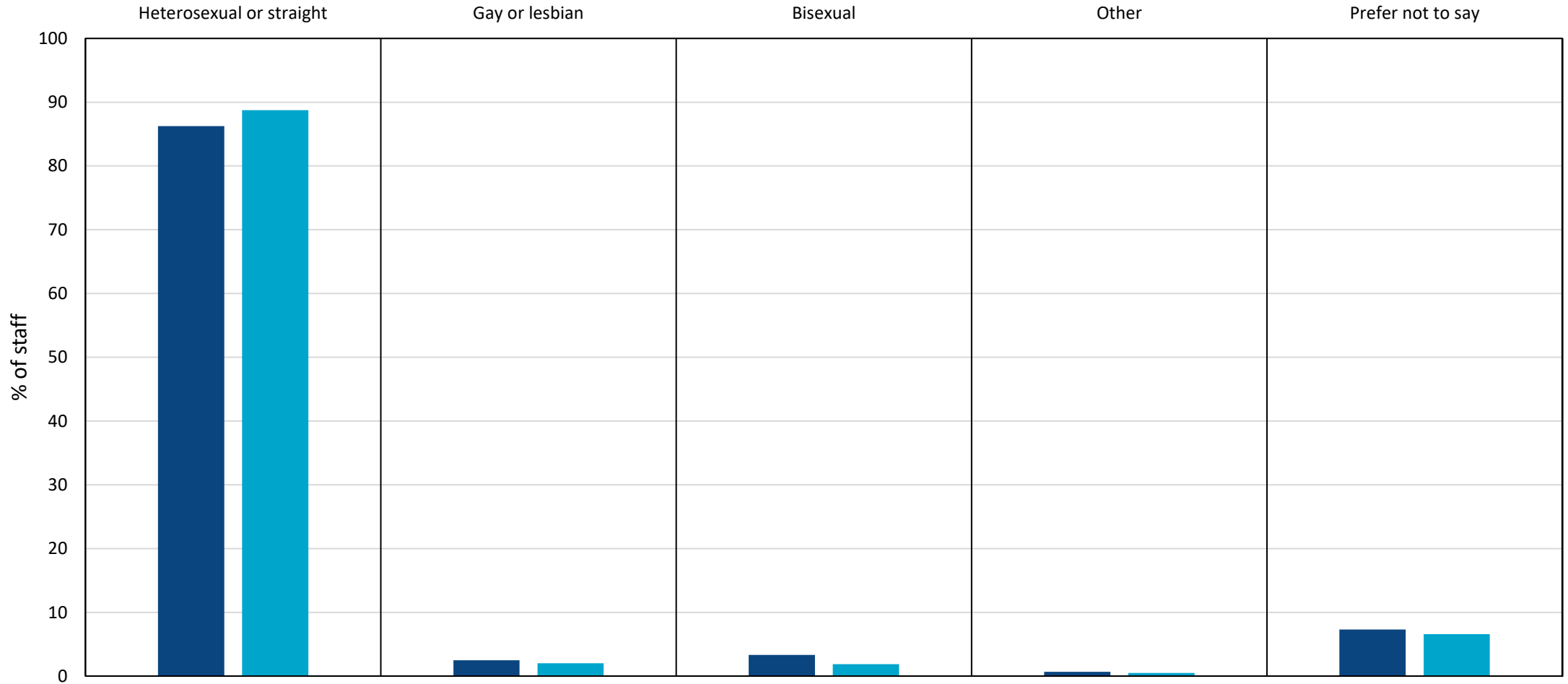
<b>Your org</b>	0.42%	14.99%	30.45%	25.91%	26.52%	1.72%
<b>Average</b>	0.44%	14.95%	26.81%	24.51%	31.23%	1.89%
<b>Responses</b>	4778	4778	4778	4778	4778	4778



# Background details - Ethnic group



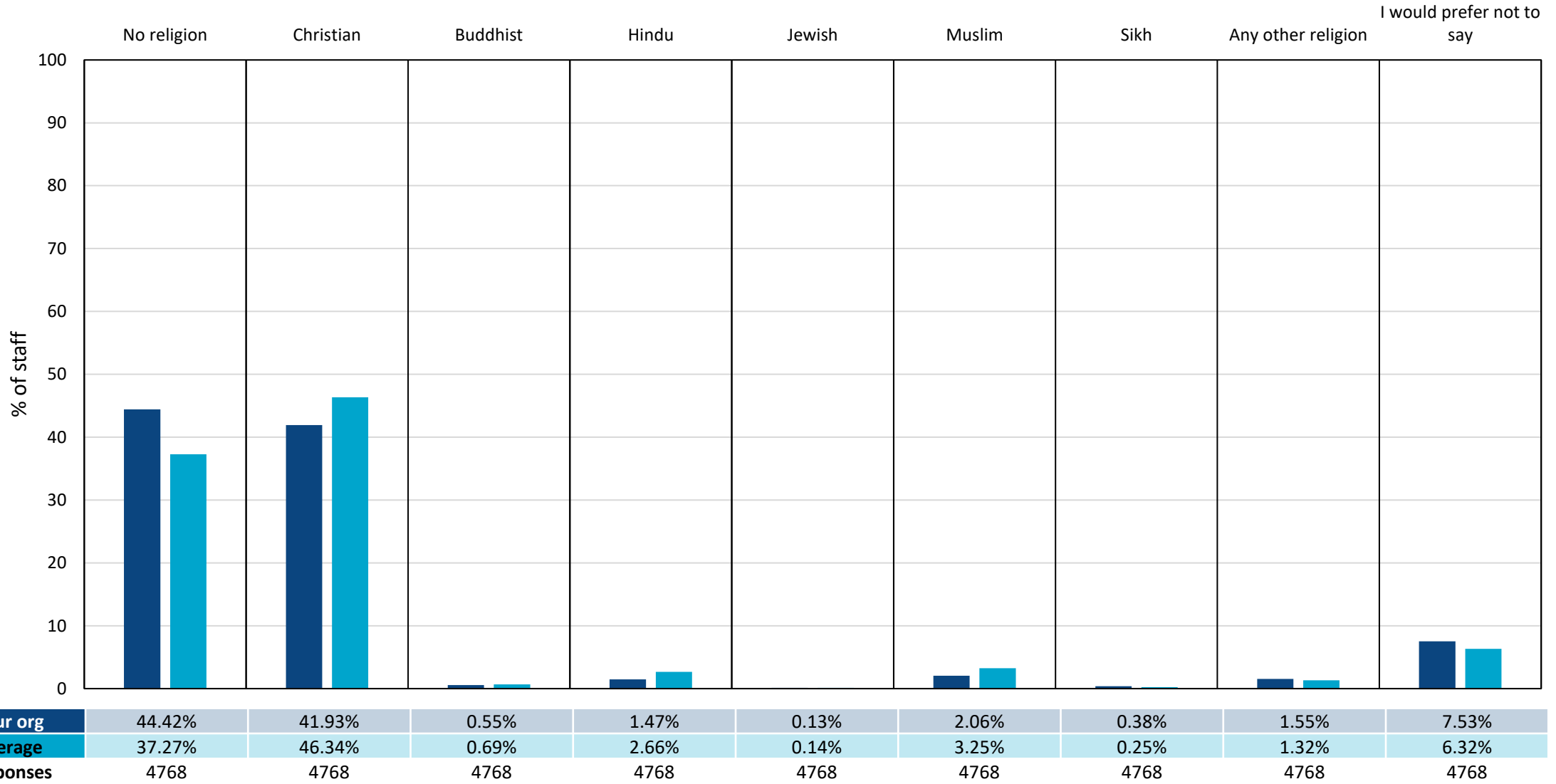
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
<b>Your org</b>	78.43%	2.36%	13.69%	4.44%	0.48%	0.59%
<b>Average</b>	75.23%	2.15%	16.00%	4.74%	0.47%	0.69%
<b>Responses</b>	4748	4748	4748	4748	4748	4748



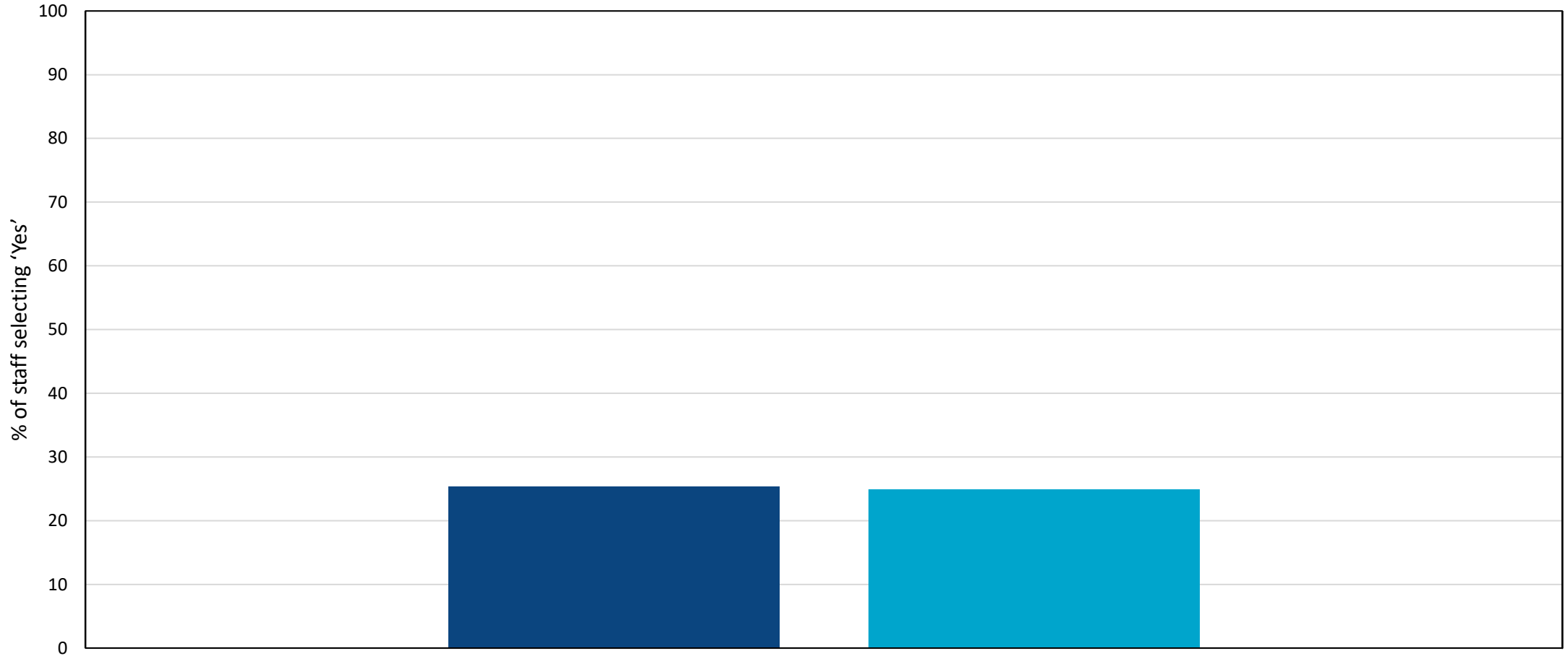
<b>Your org</b>	86.24%	2.48%	3.30%	0.67%	7.30%
<b>Average</b>	88.76%	2.01%	1.86%	0.49%	6.59%
<b>Responses</b>	4753	4753	4753	4753	4753



# Background details - Religion or belief



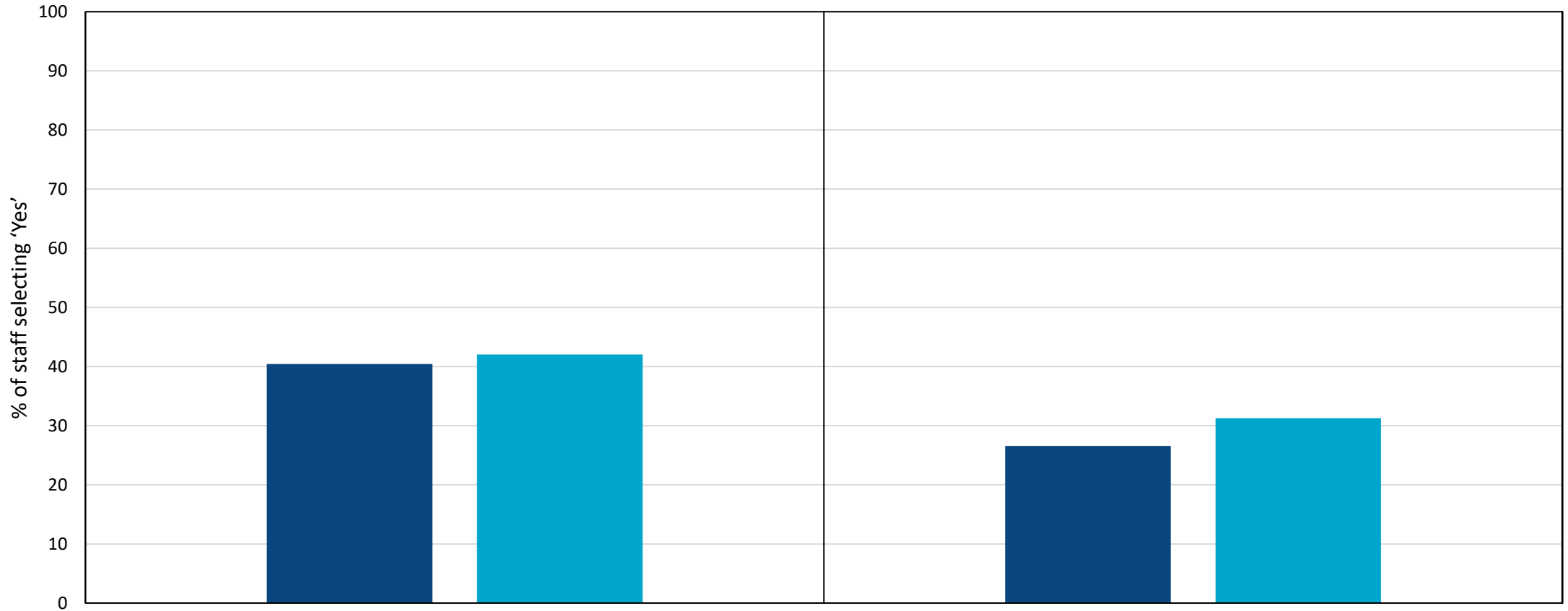
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



<b>Your org</b>	25.32%
<b>Average</b>	24.90%
<b>Responses</b>	4723

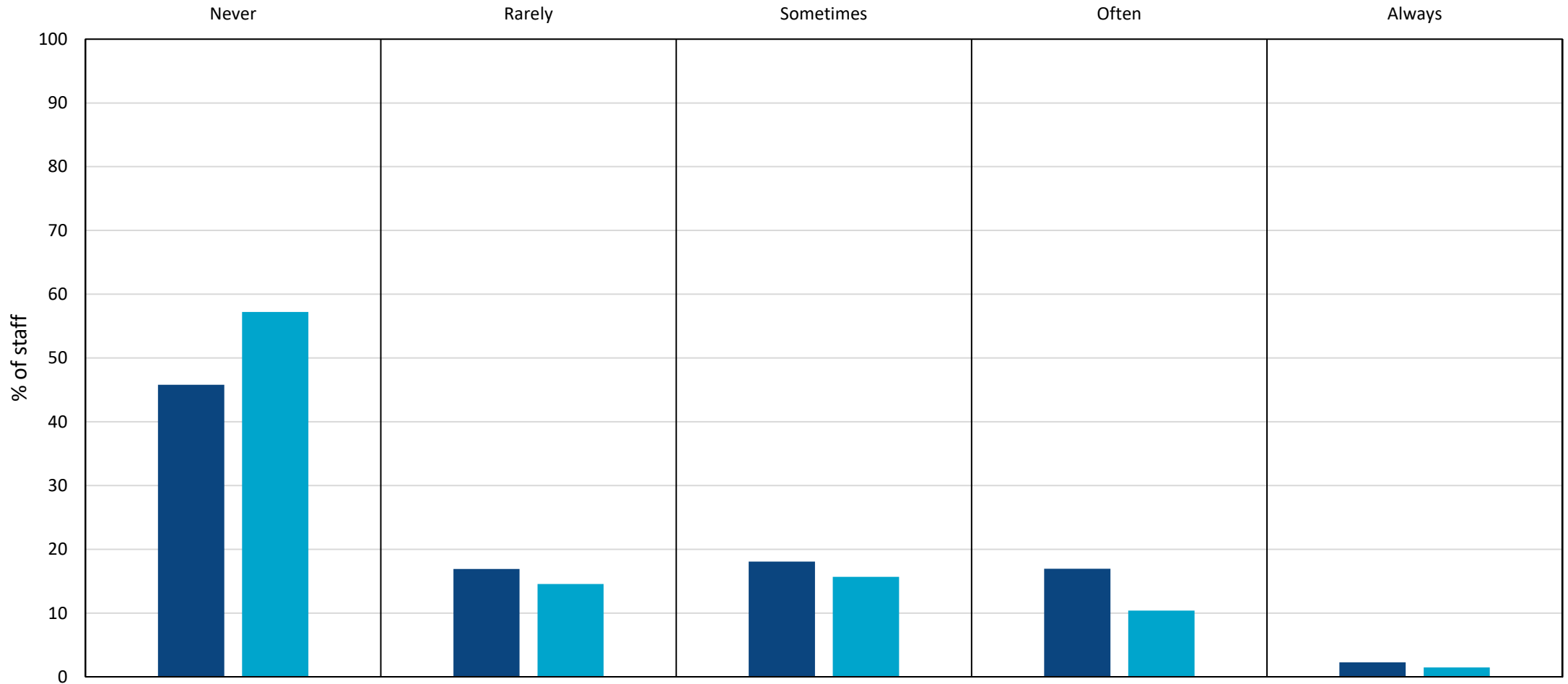
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.



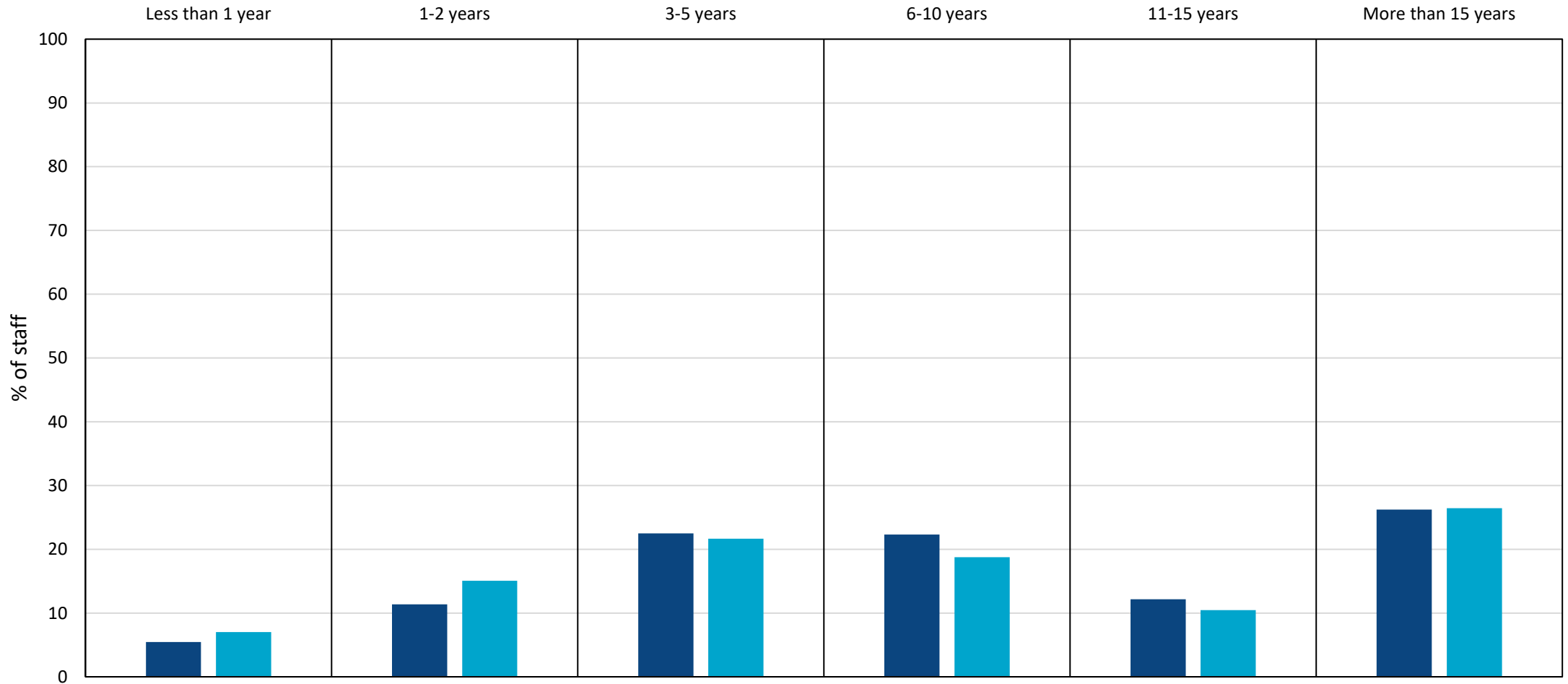
<b>Your org</b>	40.45%	26.56%
<b>Average</b>	42.03%	31.25%
<b>Responses</b>	4769	4778

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



<b>Your org</b>	45.78%	16.91%	18.07%	16.95%	2.28%
<b>Average</b>	57.23%	14.54%	15.67%	10.40%	1.48%
<b>Responses</b>	4742	4742	4742	4742	4742

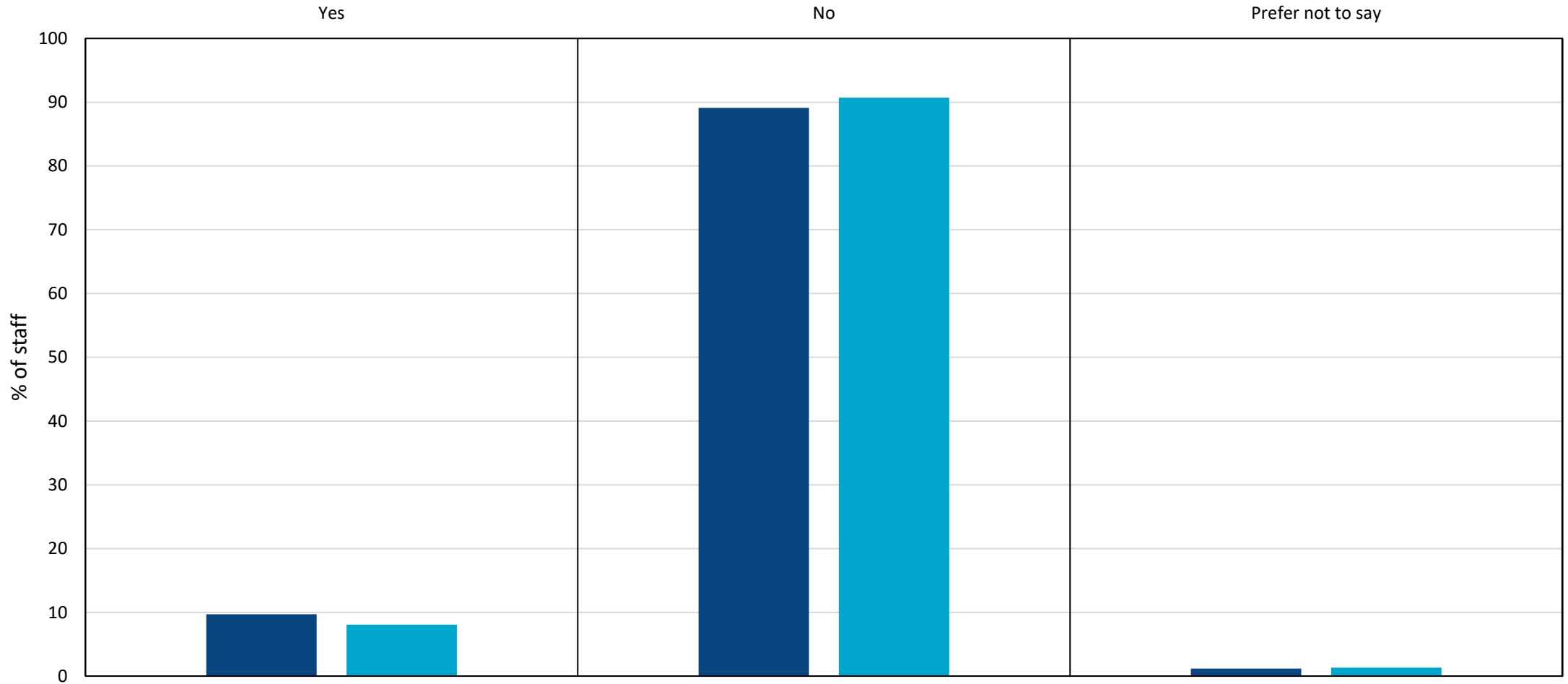
# Background details - Length of service



<b>Your org</b>	5.44%	11.36%	22.49%	22.31%	12.18%	26.22%
<b>Average</b>	7.03%	15.07%	21.68%	18.76%	10.47%	26.44%
<b>Responses</b>	4779	4779	4779	4779	4779	4779

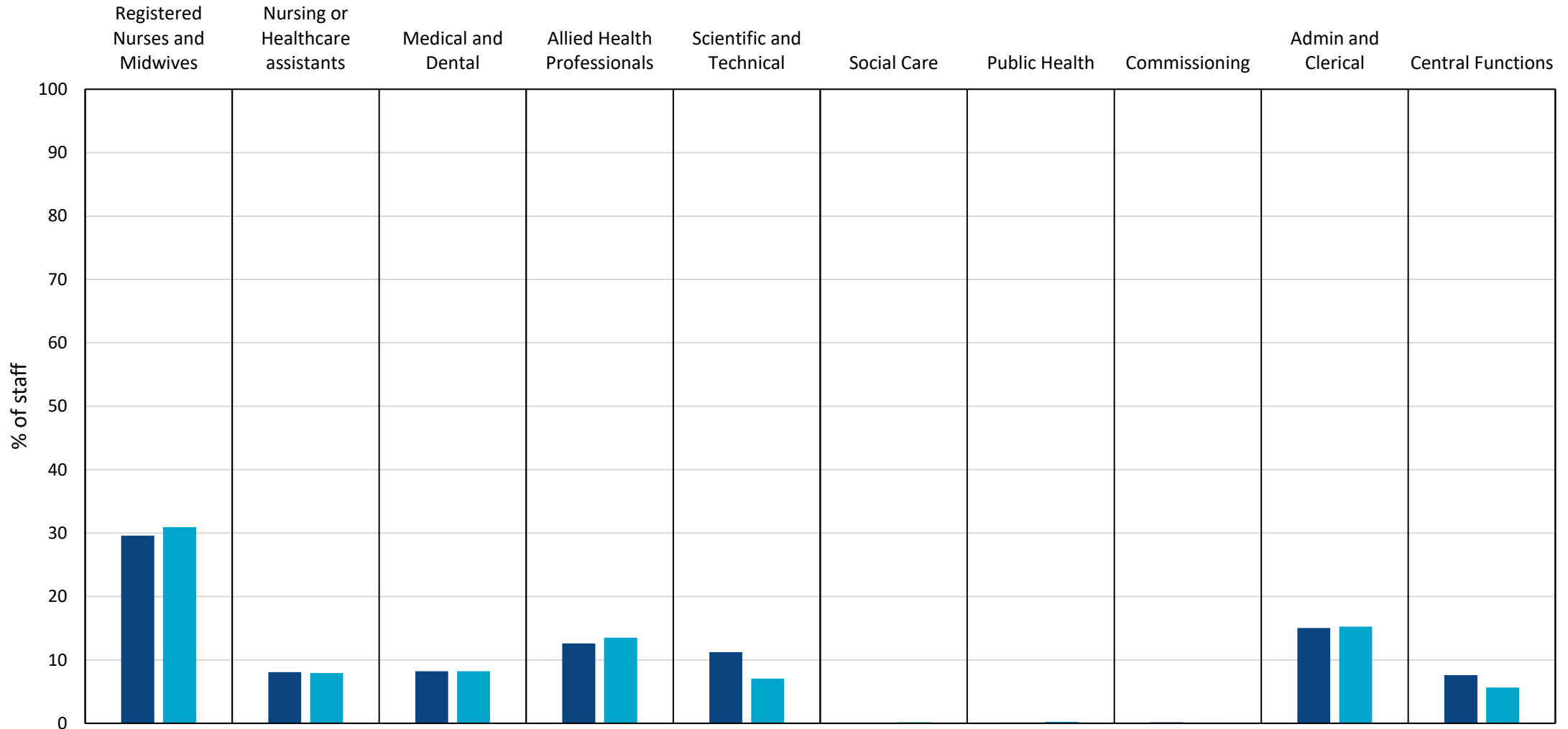


# Background details - When you joined this organisation, were you recruited from outside of the UK?



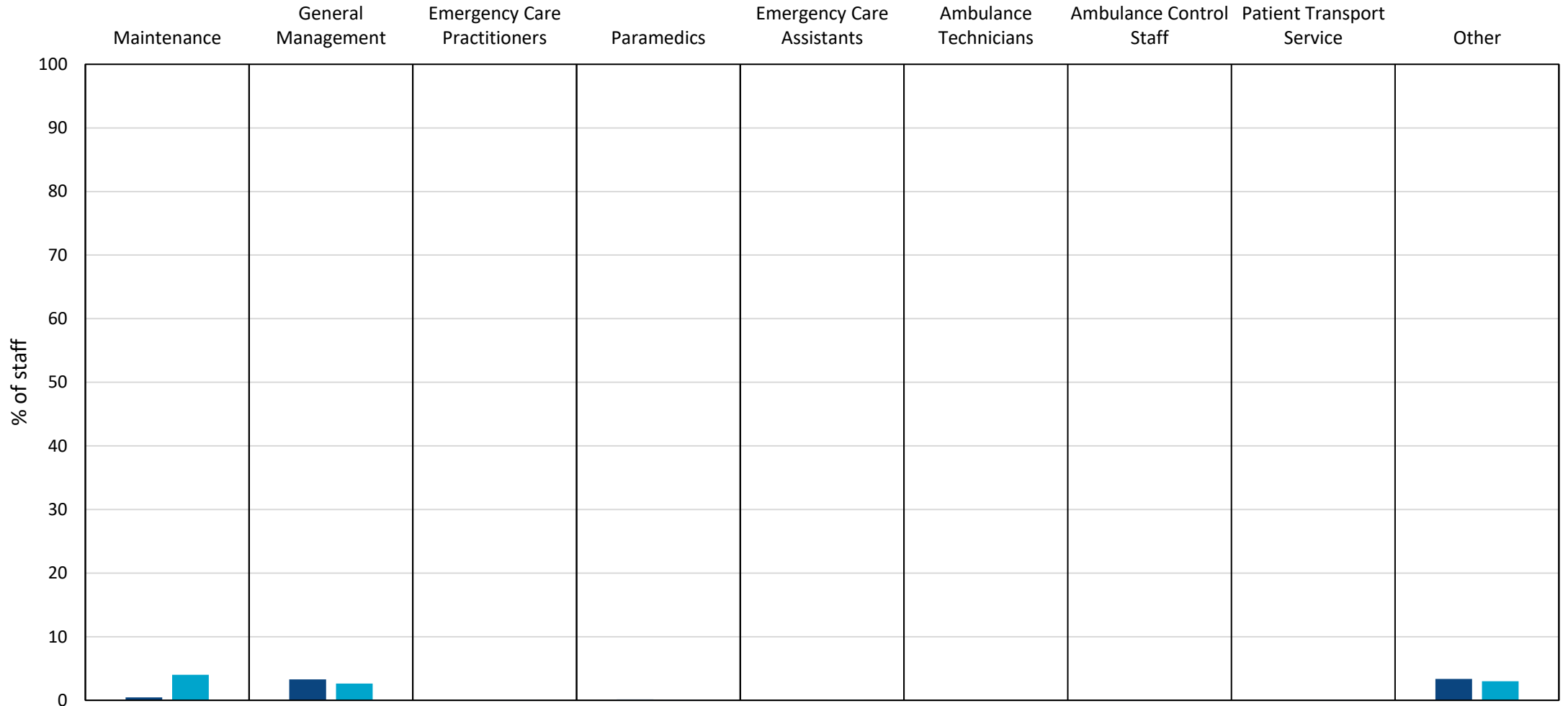
	Yes	No	Prefer not to say
<b>Your org</b>	9.71%	89.10%	1.20%
<b>Average</b>	8.07%	90.72%	1.31%
<b>Responses</b>	4769	4769	4769

# Background details - Occupational group



Occupational Group	Your org (%)	Average (%)	Responses
Registered Nurses and Midwives	29.59%	30.95%	4742
Nursing or Healthcare assistants	8.06%	7.91%	4742
Medical and Dental	8.20%	8.21%	4742
Allied Health Professionals	12.61%	13.49%	4742
Scientific and Technical	11.22%	7.06%	4742
Social Care	0.02%	0.18%	4742
Public Health	0.13%	0.25%	4742
Commissioning	0.17%	0.08%	4742
Admin and Clerical	15.04%	15.26%	4742
Central Functions	7.61%	5.63%	4742

# Background details - Occupational group



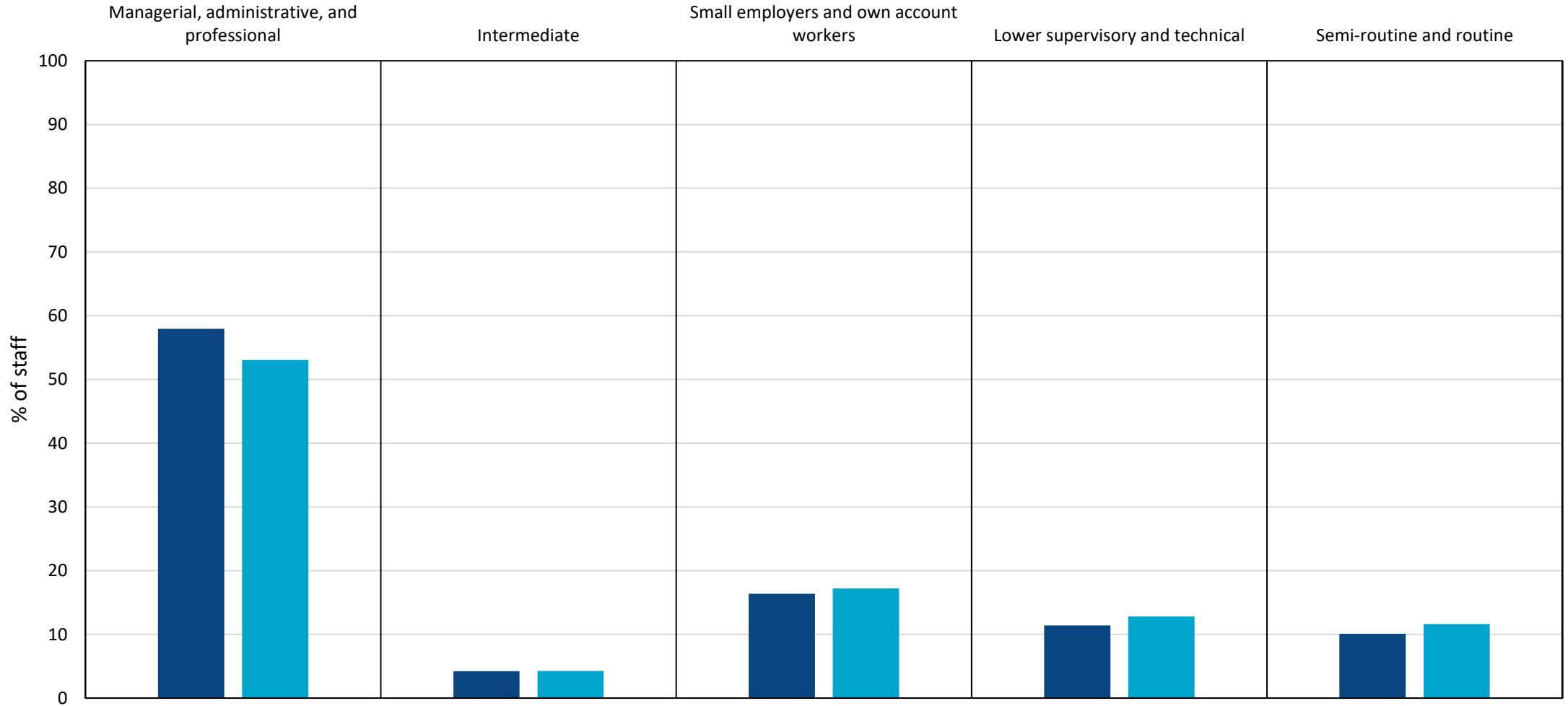
<b>Your org</b>	0.46%	3.29%	0.02%	0.15%	0.00%	0.00%	0.06%	0.00%	3.37%
<b>Average</b>	3.99%	2.62%	0.01%	0.02%	0.04%	0.00%	0.00%	0.01%	2.99%
<b>Responses</b>	4742	4742	4742	4742	4742	4742	4742	4742	4742

## 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

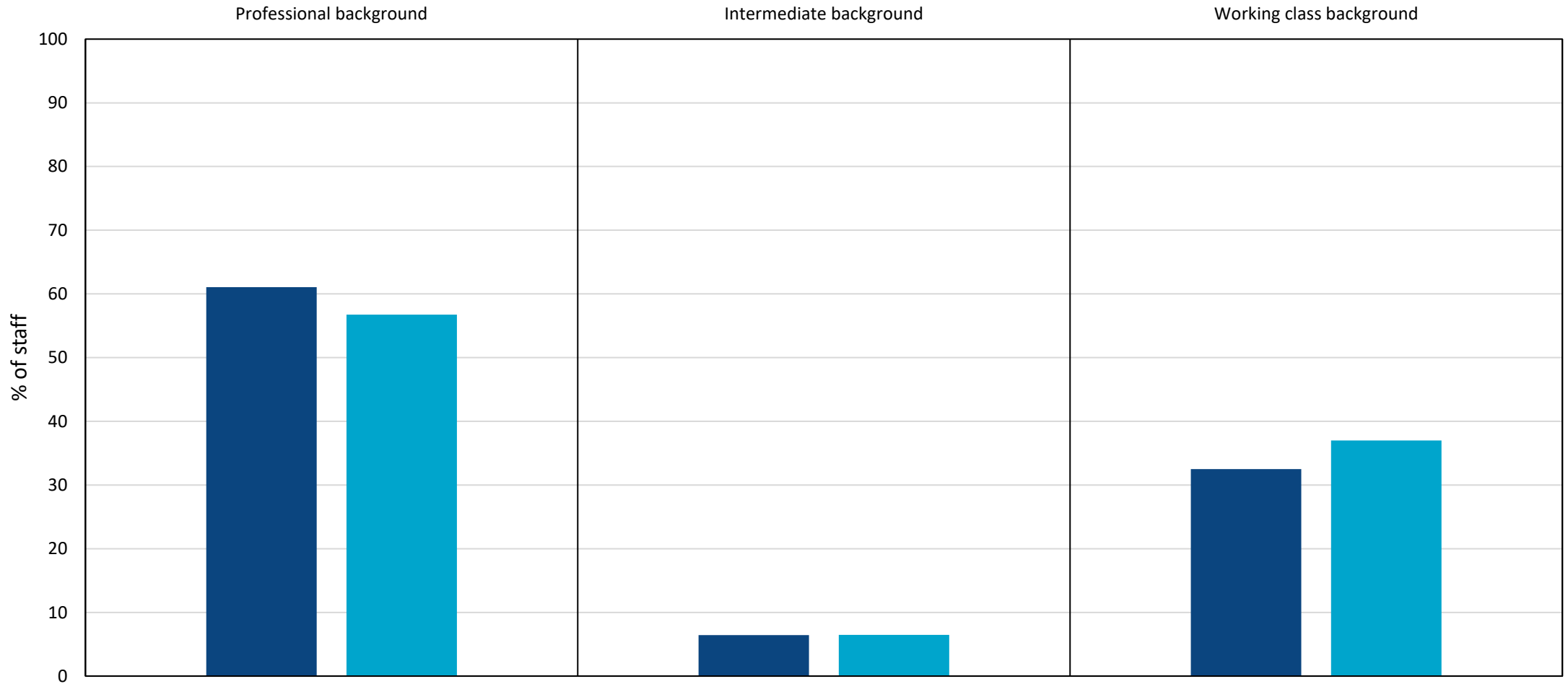


Responses	2658	2658	2658	2658	2658
<b>Your org</b>	57.94%	4.21%	16.37%	11.40%	10.08%
<b>Average</b>	53.05%	4.27%	17.19%	12.81%	11.63%

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



<b>Your org</b>	61.07%	6.45%	32.48%
<b>Average</b>	56.73%	6.48%	36.98%
<b>Responses</b>	3596	3596	3596

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	7.49	6.08	6.74	6.04	5.78	6.48	6.92	6.87	5.83
2 Intermediate	7.31	5.71	6.62	5.86	5.52	6.30	6.86	6.67	5.77
3 Small employers and own account workers	7.52	5.93	6.80	5.98	5.74	6.46	6.95	6.92	5.75
4 Lower supervisory and technical	7.51	6.17	6.79	6.04	5.60	6.31	6.92	6.90	5.82
5 Semi-routine and routine	7.50	6.04	6.65	6.24	5.42	6.75	6.88	6.80	5.86

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	7.48	6.02	6.71	6.01	5.76	6.47	6.90	6.84	5.78
2 Intermediate	7.27	5.73	6.61	5.92	5.48	6.24	6.80	6.67	5.69
3 Working class	7.45	5.98	6.70	6.07	5.49	6.40	6.87	6.81	5.78

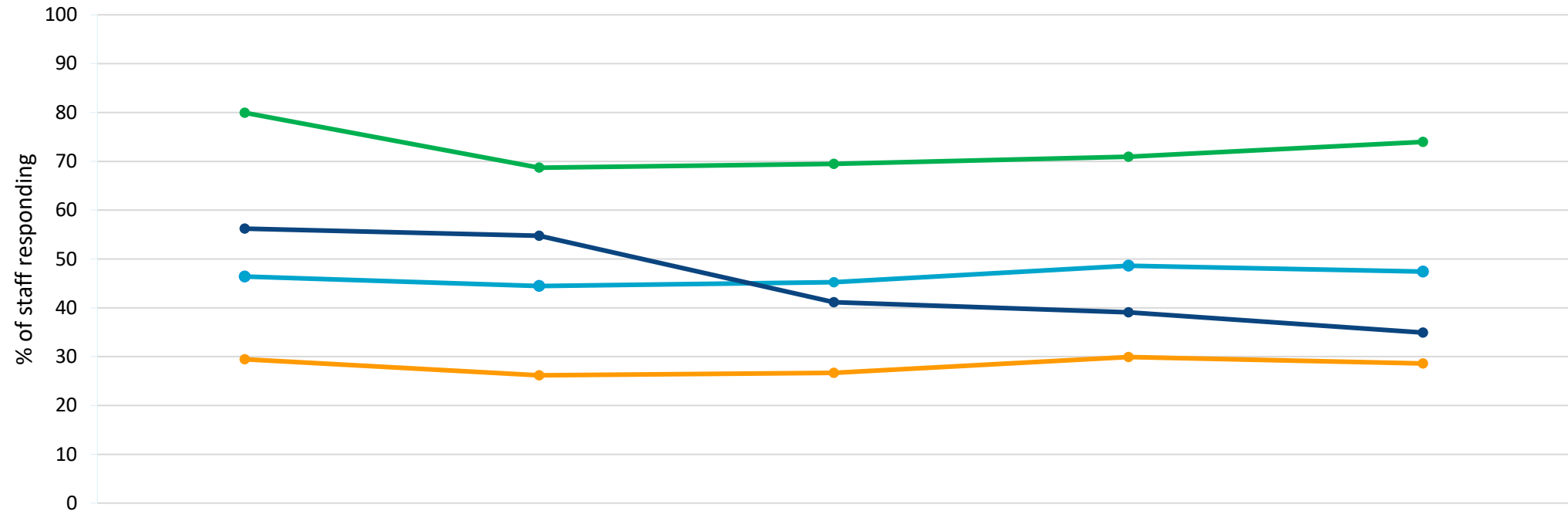
Please note – These questions are online only.

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
Your org	56.21%	54.73%	41.13%	39.09%	34.92%
Highest	79.95%	68.69%	69.45%	70.92%	73.97%
Average	46.38%	44.46%	45.23%	48.61%	47.42%
Lowest	29.47%	26.17%	26.65%	29.91%	28.60%
Responses	6985	6949	5556	5334	4808

## 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	7.51	5328	7.36	4802	Significantly lower
We are recognised and rewarded	6.08	5329	5.87	4795	Significantly lower
We each have a voice that counts	6.84	5294	6.61	4765	Significantly lower
We are safe and healthy	6.23	5309	6.00	4780	Significantly lower
We are always learning	5.95	5061	5.61	4569	Significantly lower
We work flexibly	6.58	5306	6.36	4778	Significantly lower
We are a team	6.90	5318	6.80	4794	Significantly lower
<b>Themes</b>					
Staff Engagement	7.04	5330	6.74	4804	Significantly lower
Morale	6.06	5330	5.73	4805	Significantly lower

\* 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.



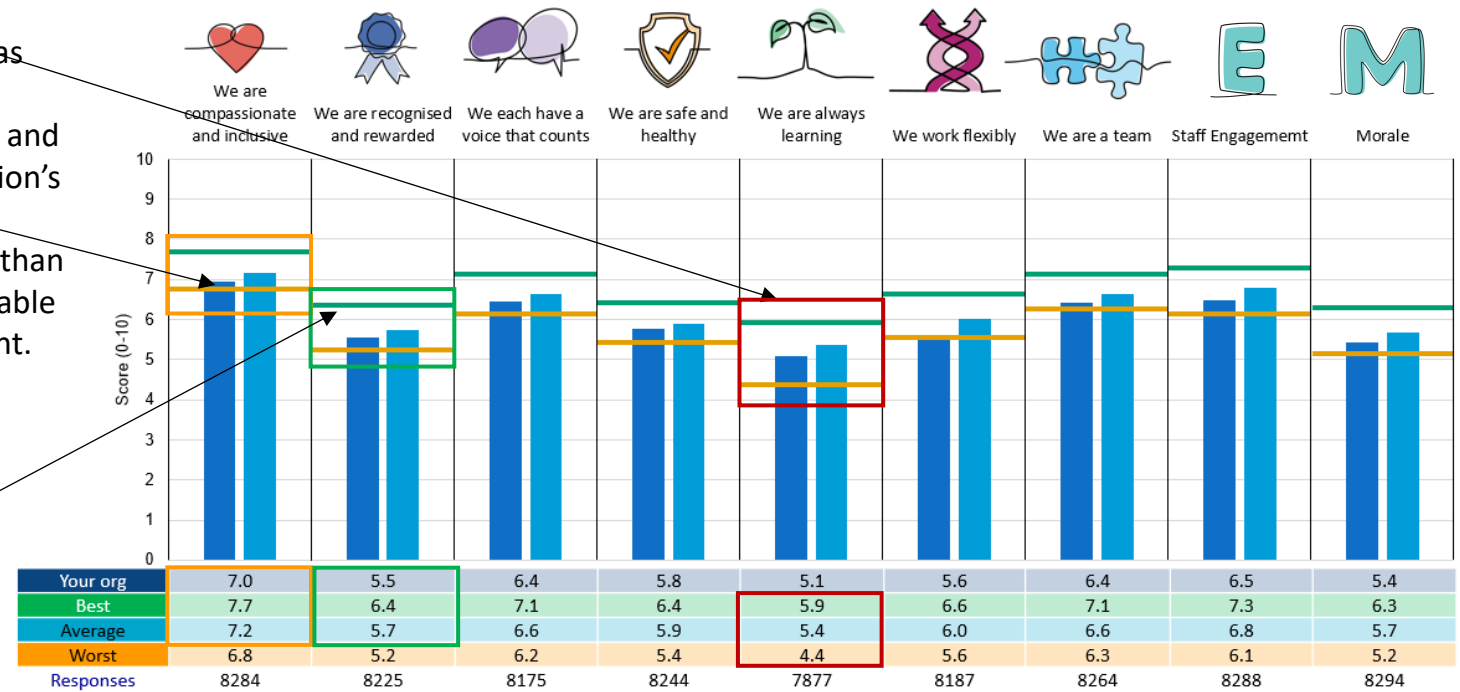
People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are 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.



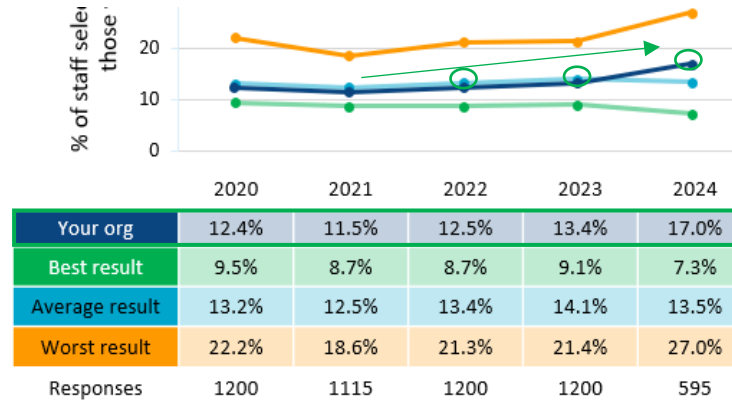
Only one example is highlighted for each point

## 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'.

## 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.

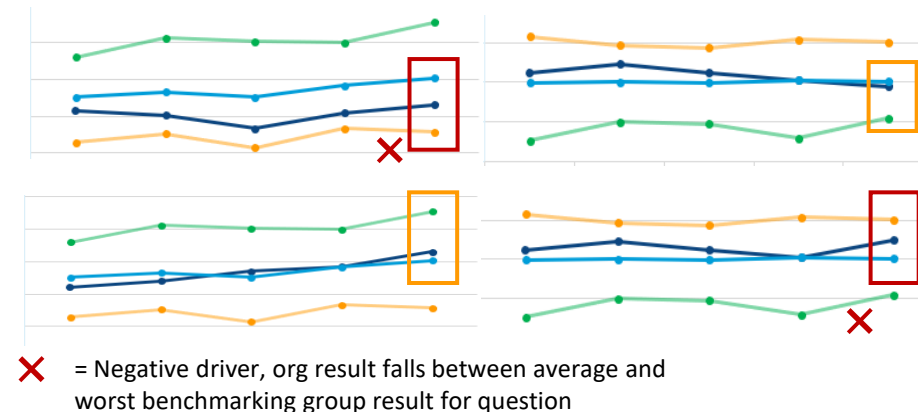


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

## 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.

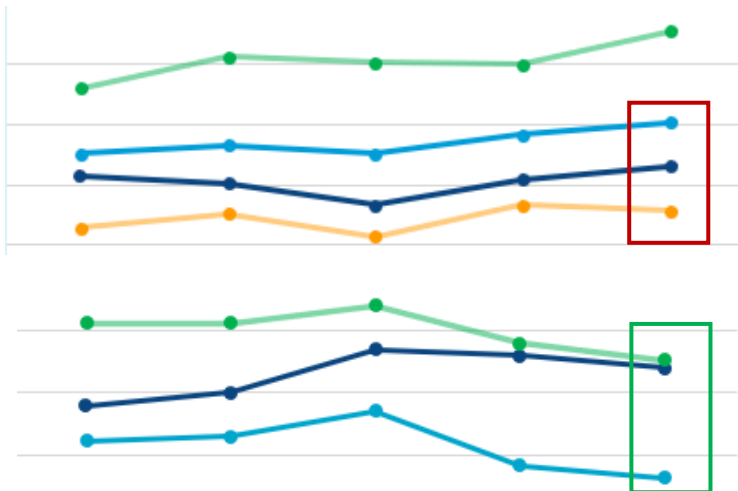
### Identifying questions of interest

#### ➤ 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 aboard	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 Hospital Southampton 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.