

# University Hospitals Coventry and Warwickshire NHS Trust

## 2025 NHS Staff Survey Benchmark Report



<b>Introduction</b>	<b>3</b>
<u>Organisation details</u>	<u>8</u>
<b>People Promise element, theme and sub-score results</b>	<b>10</b>
<u>Overview</u>	<u>11</u>
<u>Sub-score overview</u>	<u>13</u>
<u>Trends</u>	<u>17</u>
<u>We are compassionate and inclusive</u>	<u>18</u>
<u>We are recognised and rewarded</u>	<u>21</u>
<u>We each have a voice that counts</u>	<u>22</u>
<u>We are safe and healthy</u>	<u>24</u>
<u>We are always learning</u>	<u>26</u>
<u>We work flexibly</u>	<u>28</u>
<u>We are a team</u>	<u>30</u>
<u>Staff Engagement</u>	<u>32</u>
<u>Morale</u>	<u>34</u>
<b>People Promise element, theme and sub-score results – detailed information</b>	<b>36</b>
<u>We are compassionate and inclusive</u>	<u>36</u>
<u>We are recognised and rewarded</u>	<u>45</u>
<u>We each have a voice that counts</u>	<u>48</u>
<u>We are safe and healthy</u>	<u>54</u>
<u>We are always learning</u>	<u>66</u>
<u>We work flexibly</u>	<u>71</u>
<u>We are a team</u>	<u>74</u>
<u>Staff Engagement</u>	<u>80</u>
<u>Morale</u>	<u>84</u>

<b>Questions not linked to the People Promise elements or themes</b>	<b>90</b>
<b>Workforce Equality Standards</b>	<b>104</b>
<u>Workforce Race Equality Standards (WRES)</u>	<u>107</u>
<u>Workforce Disability Equality Standards (WDES)</u>	<u>112</u>
<b>About your respondents</b>	<b>122</b>
<b>Socio-economic Background</b>	<b>136</b>
<b>Appendices</b>	<b>140</b>
<u>A – Response rate</u>	<u>141</u>
<u>B – Significance testing (2024 v 2025) People Promise and theme results</u>	<u>143</u>
<u>C – Tips on using your benchmark report</u>	<u>145</u>
<u>D – Socio-economic background</u>	<u>150</u>
<u>E – Additional reporting outputs</u>	<u>153</u>

# Introduction

## About this report

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

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

## How results are reported

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



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

# People Promise elements, themes and sub-scores

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

Questions not linked to the People Promise elements or themes

## Introduction

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

## Organisation details

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

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

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

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

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

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



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

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

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

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

## Questions not linked to People Promise

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

## Workforce Equality Standards

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

## About your respondents

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

## Appendices

Here you will find:

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

## Key features

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

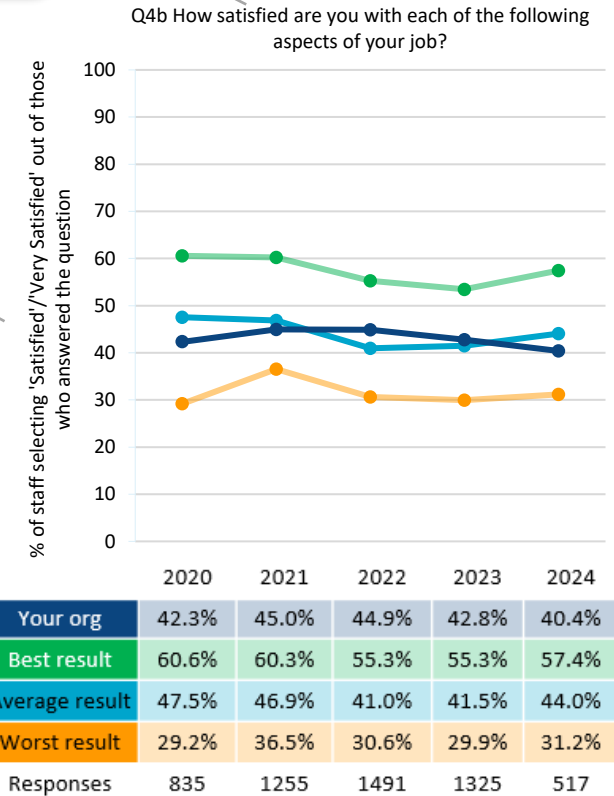
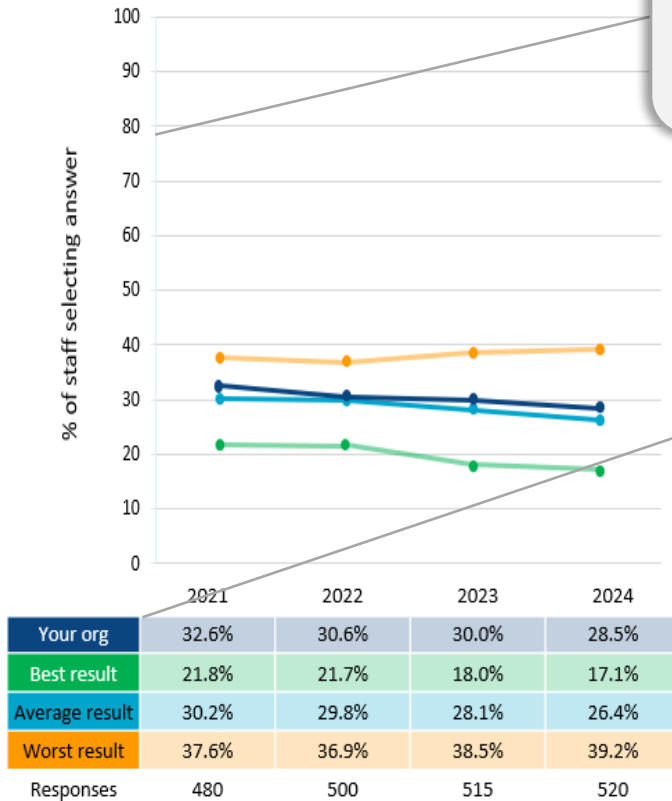
Question number and text (or summary measure) specified at the top of each slide.

Note this is example data

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

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

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

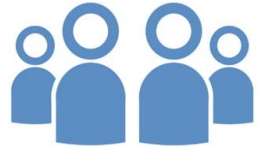


Tips on how to read, interpret and use the data are included in the Appendices

## Organisation details

University Hospitals Coventry and Warwickshire NHS Trust

## 2025 NHS Staff Survey



### Organisation details

Completed questionnaires **6334**

2025 response rate **57%**

### 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](#).

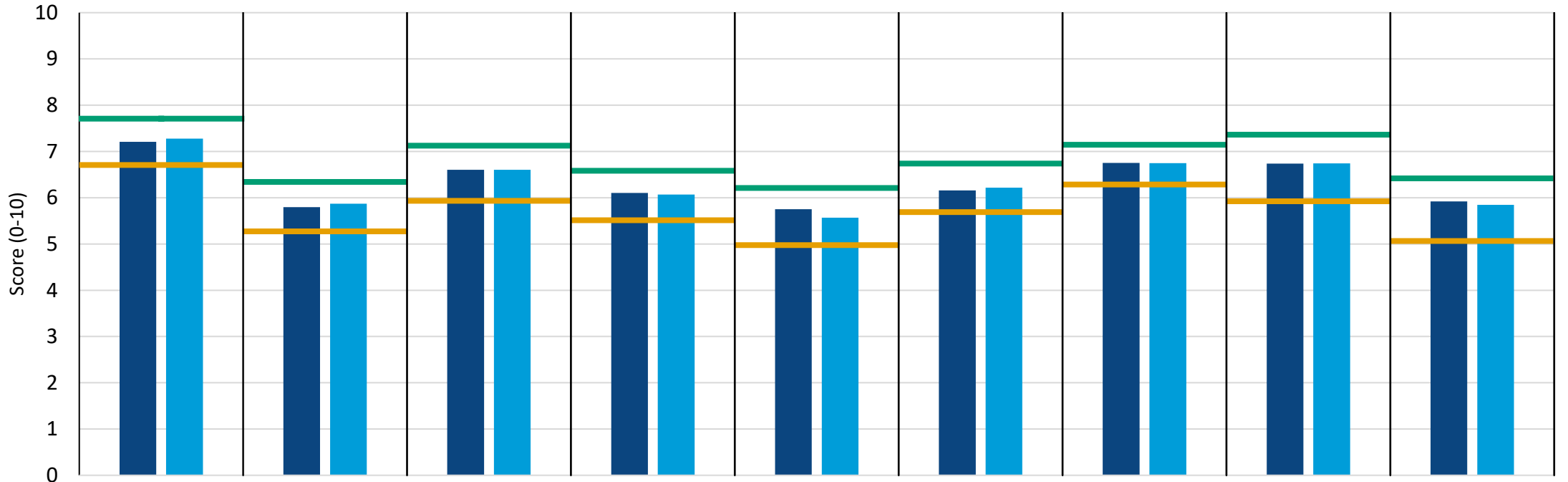


## People Promise elements, themes and sub-score results

## 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	7.21	5.80	6.60	6.10	5.75	6.16	6.75	6.74	5.92
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	6302	6317	6210	6235	6002	6270	6289	6314	6316

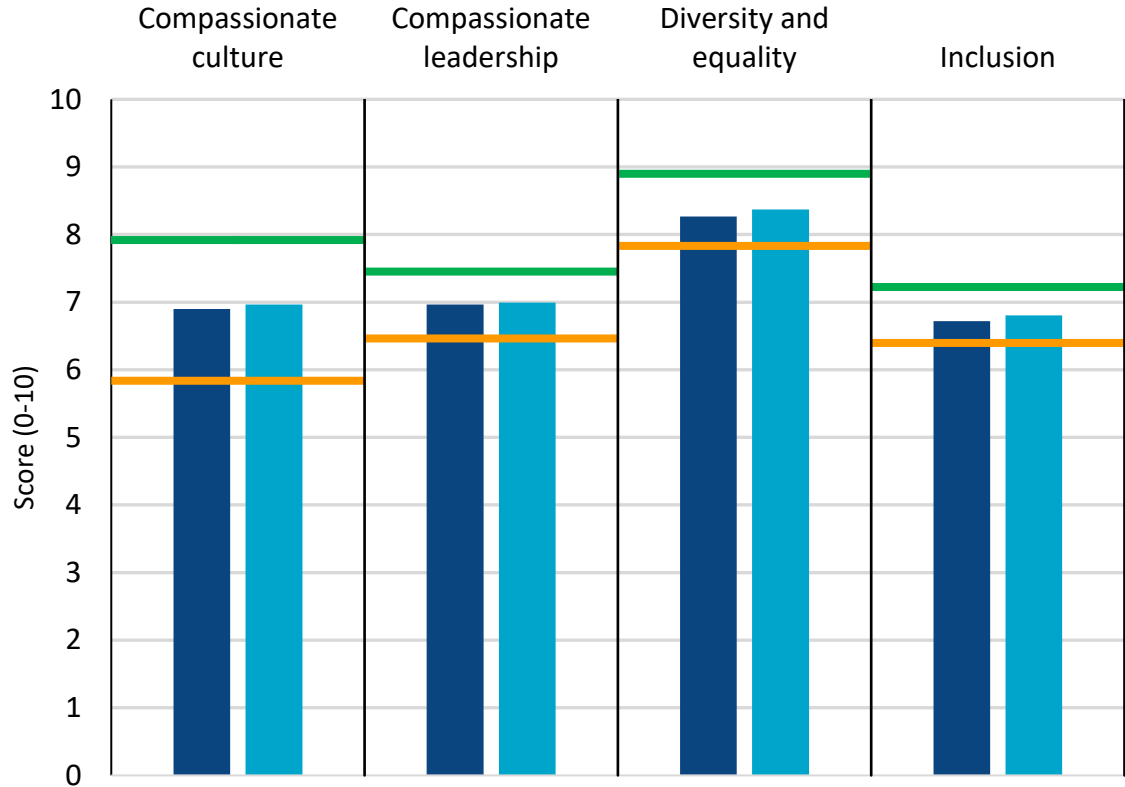


# People Promise elements, themes and sub-scores: Sub-score overview

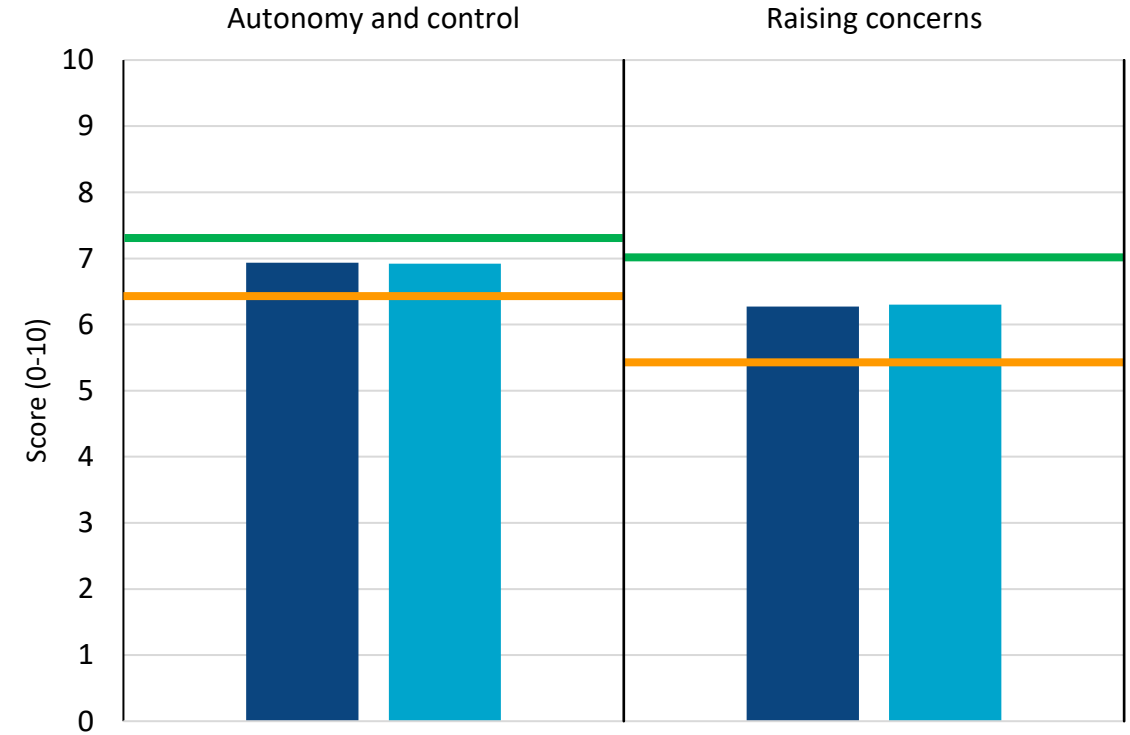
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 1: We are compassionate and inclusive



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



Your org	6.94	6.27
Best result	7.31	7.02
Average result	6.92	6.30
Worst result	6.43	5.43
Responses	6308	6228

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.

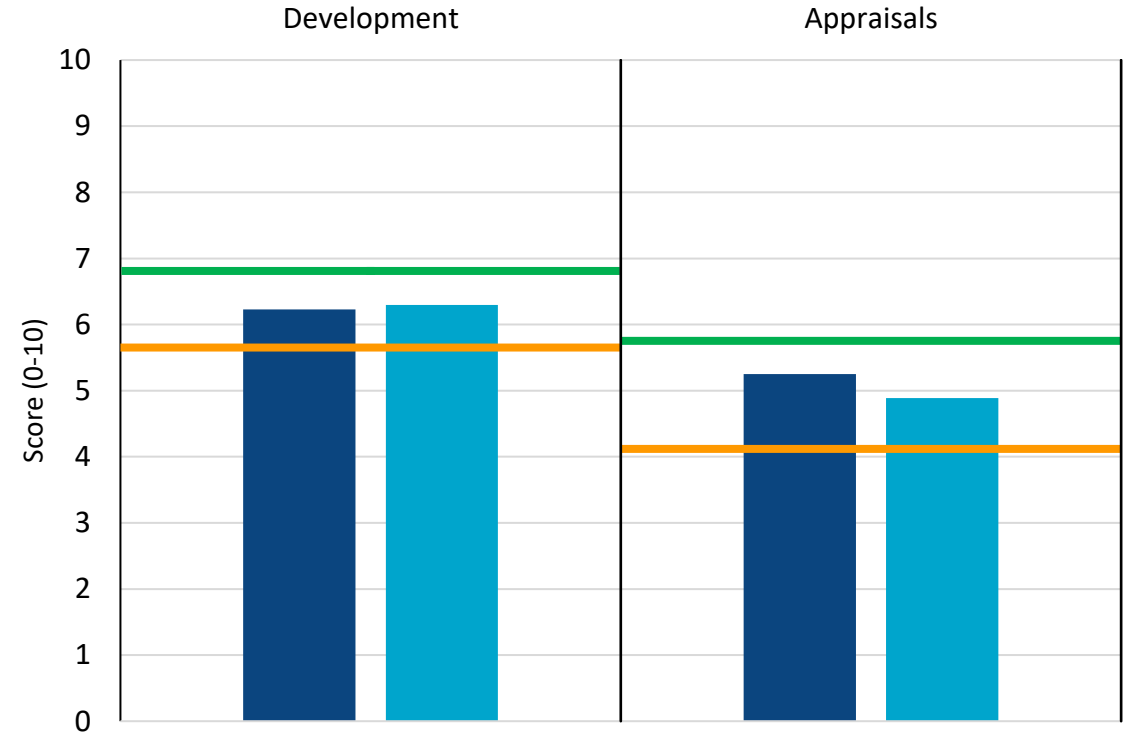
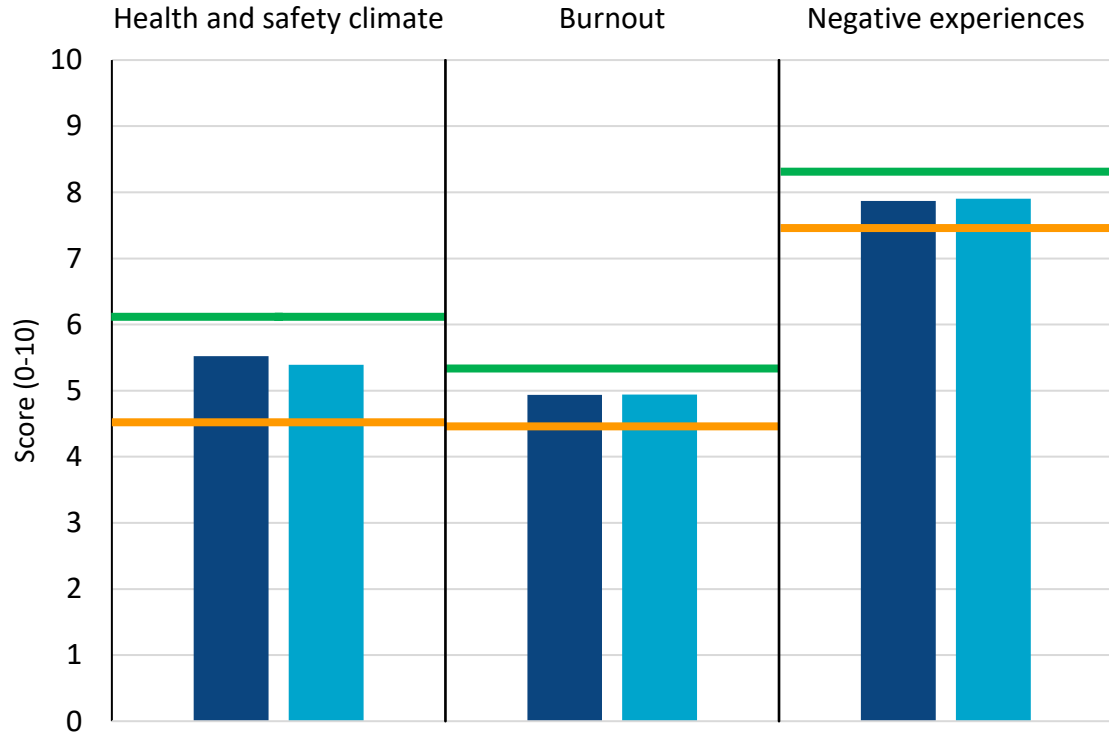
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 4: We are safe and healthy



## Promise element 5: We are always learning



Your org	5.52	4.93	7.87
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	6302	6305	6268

Your org	6.23	5.25
Best result	6.81	5.75
Average result	6.29	4.89
Worst result	5.65	4.12
Responses	6302	6005

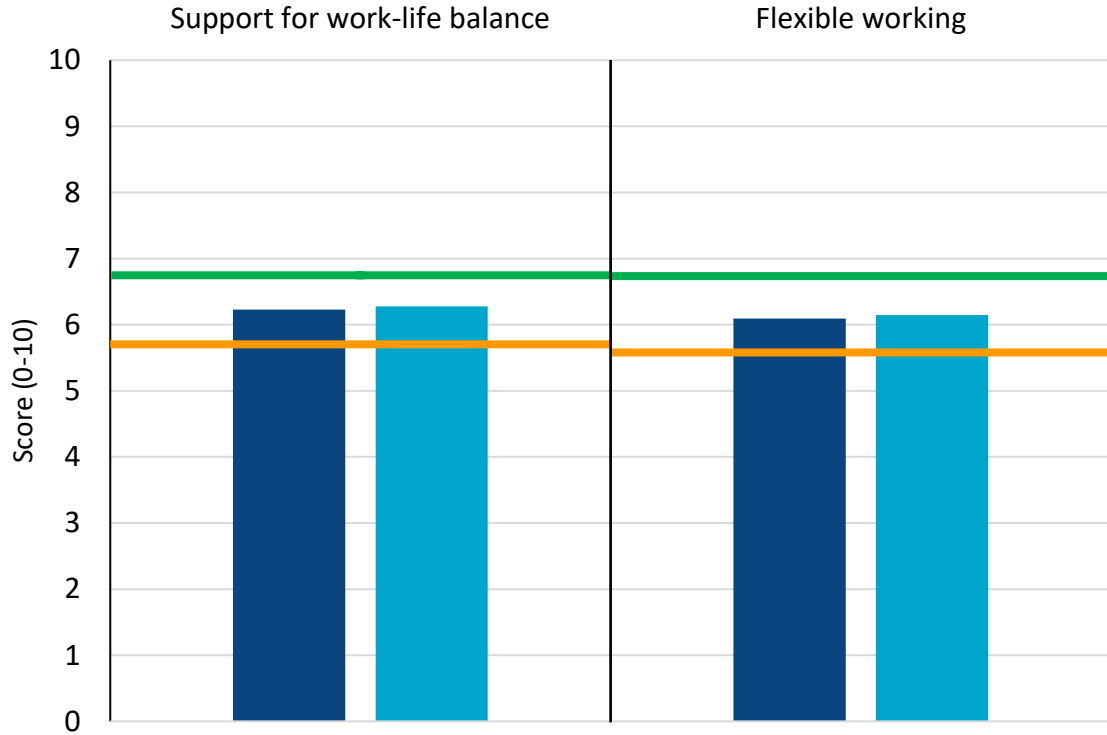
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 6: We work flexibly



## Promise element 7: We are a team



Your org	6.23	6.09
Best result	6.75	6.73
Average result	6.28	6.15
Worst result	5.70	5.58
Responses	6308	6283

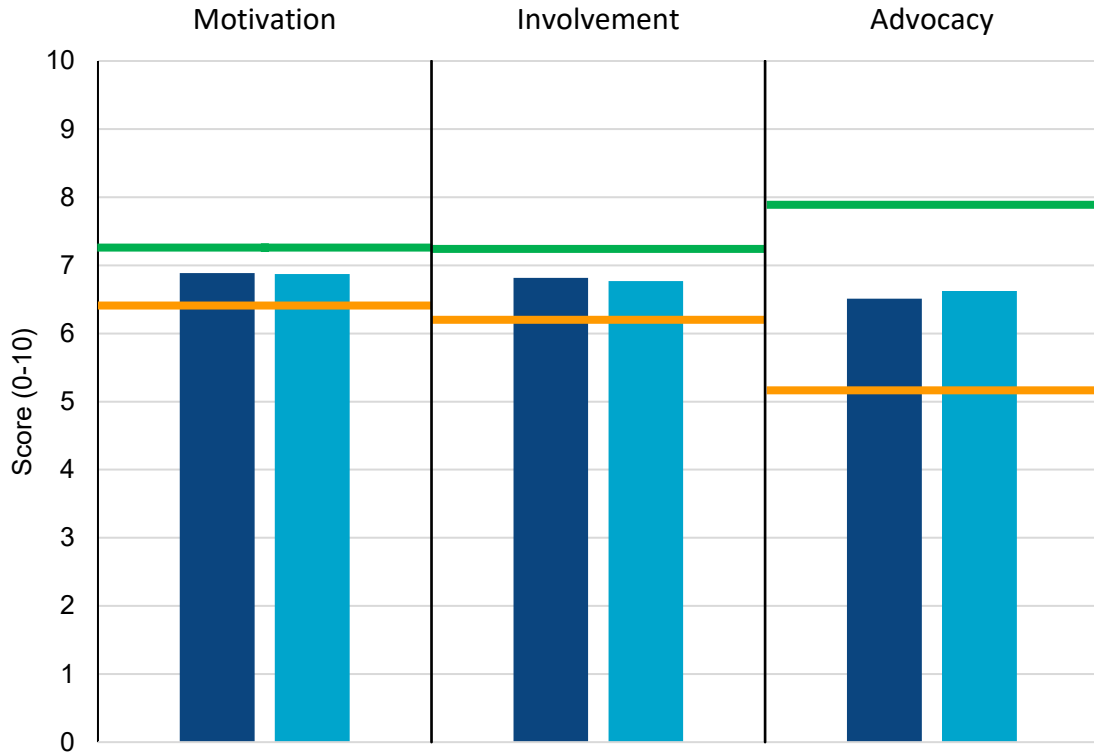


Your org	6.70	6.80
Best result	7.07	7.31
Average result	6.64	6.82
Worst result	6.23	6.34
Responses	6305	6303

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	6.89	6183
Best result	7.26	
Average result	6.87	
Worst result	6.41	
<b>Total Responses</b>		<b>6183</b>

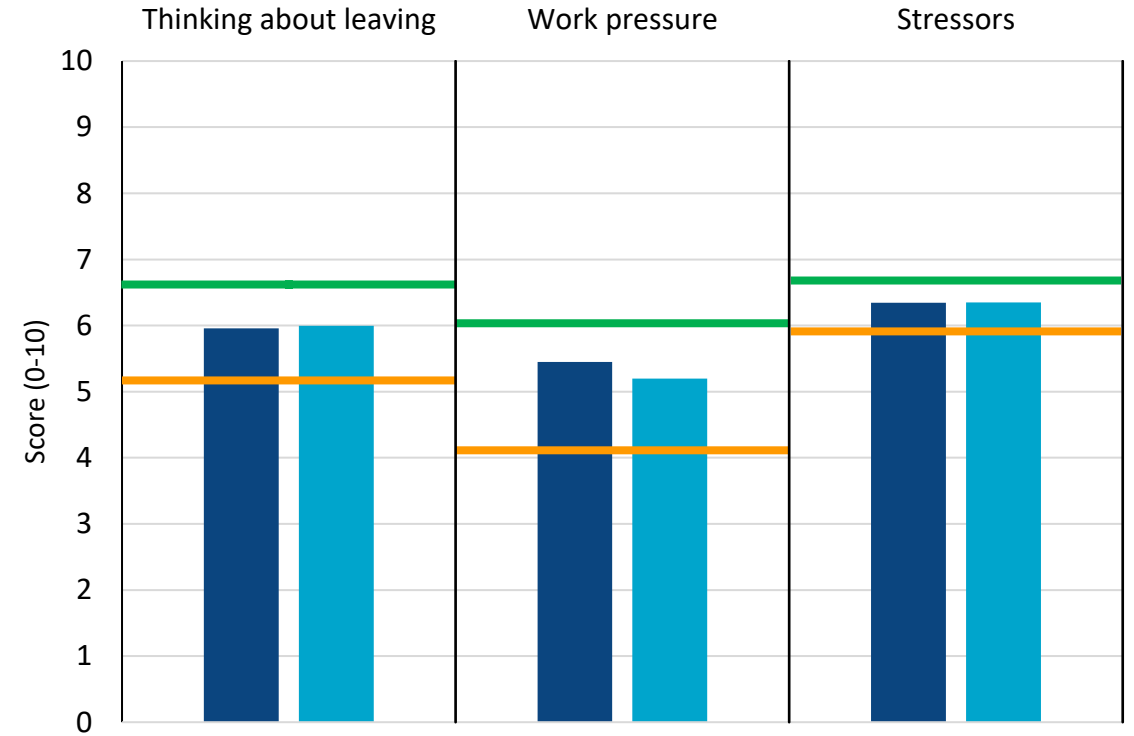
Element	Score (0-10)	Responses
Your org	6.82	6309
Best result	7.24	
Average result	6.77	
Worst result	6.20	
<b>Total Responses</b>		<b>6309</b>

Element	Score (0-10)	Responses
Your org	6.51	6277
Best result	7.89	
Average result	6.63	
Worst result	5.17	
<b>Total Responses</b>		<b>6277</b>



## Theme: Morale



Element	Score (0-10)	Responses
Your org	5.96	6285
Best result	6.62	
Average result	6.00	
Worst result	5.17	
<b>Total Responses</b>		<b>6285</b>


Element	Score (0-10)	Responses
Your org	5.45	6298
Best result	6.03	
Average result	5.20	
Worst result	4.11	
<b>Total Responses</b>		<b>6298</b>

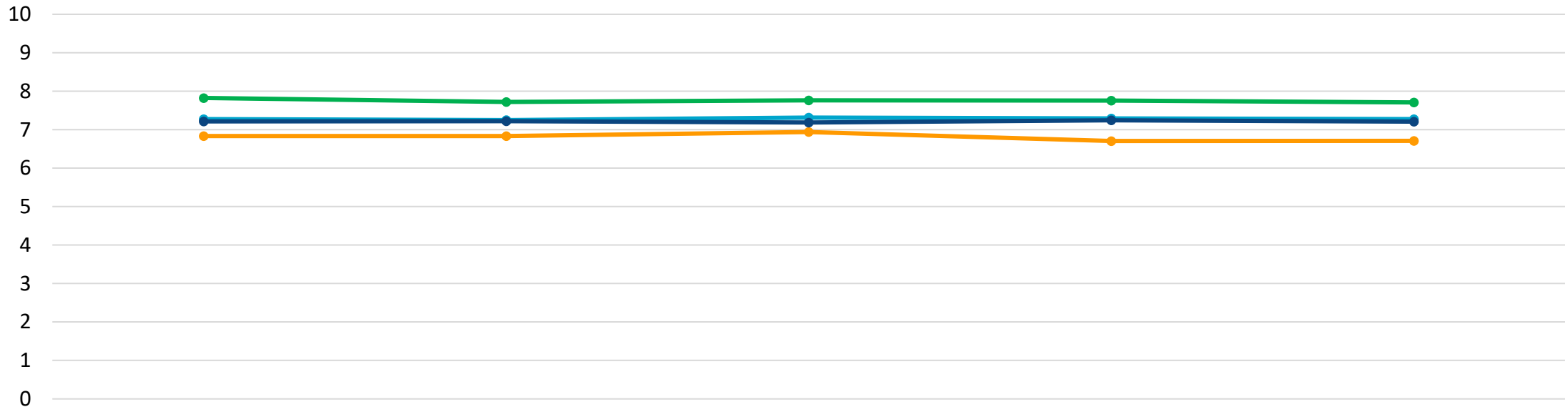
Element	Score (0-10)	Responses
Your org	6.35	6306
Best result	6.68	
Average result	6.35	
Worst result	5.91	
<b>Total Responses</b>		<b>6306</b>

## 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



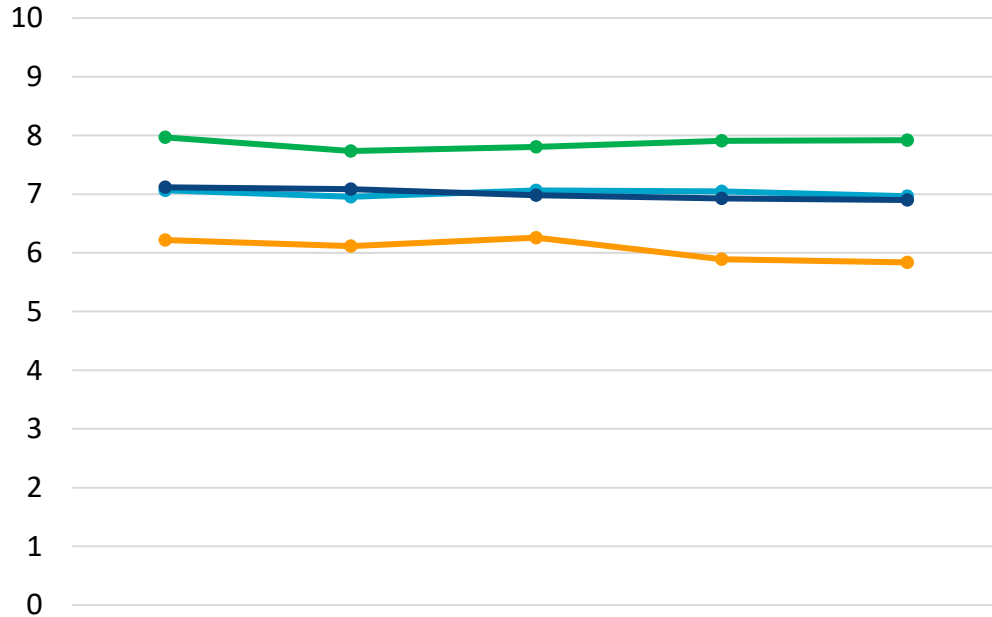
	2021	2022	2023	2024	2025
Your org	7.21	7.22	7.19	7.24	7.21
Best result	7.82	7.72	7.76	7.76	7.71
Average result	7.27	7.25	7.31	7.29	7.28
Worst result	6.83	6.83	6.94	6.71	6.71
Responses	3802	3924	3937	6484	6302

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/>

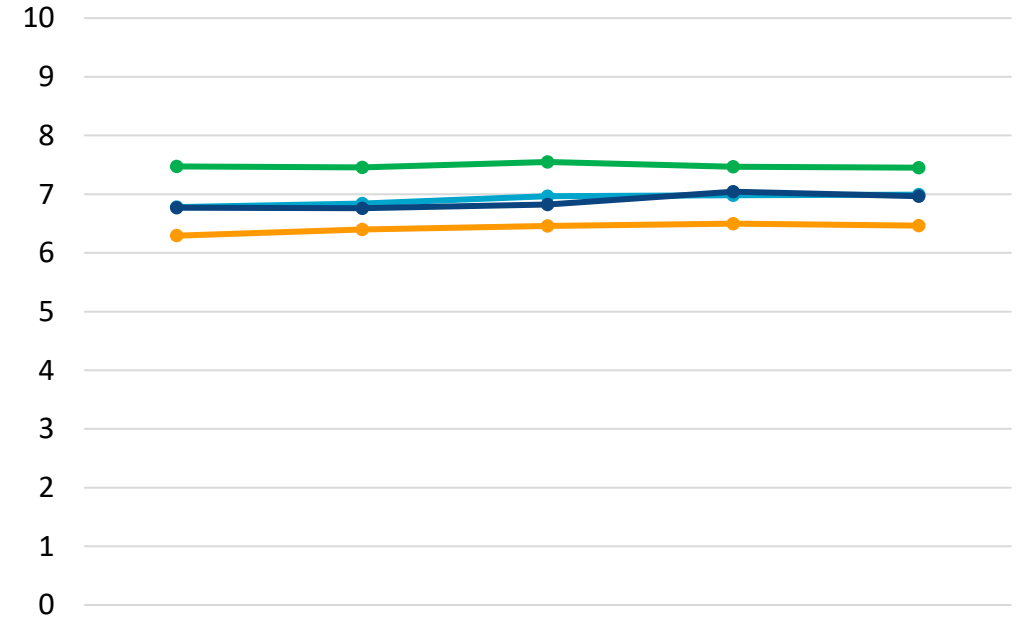
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



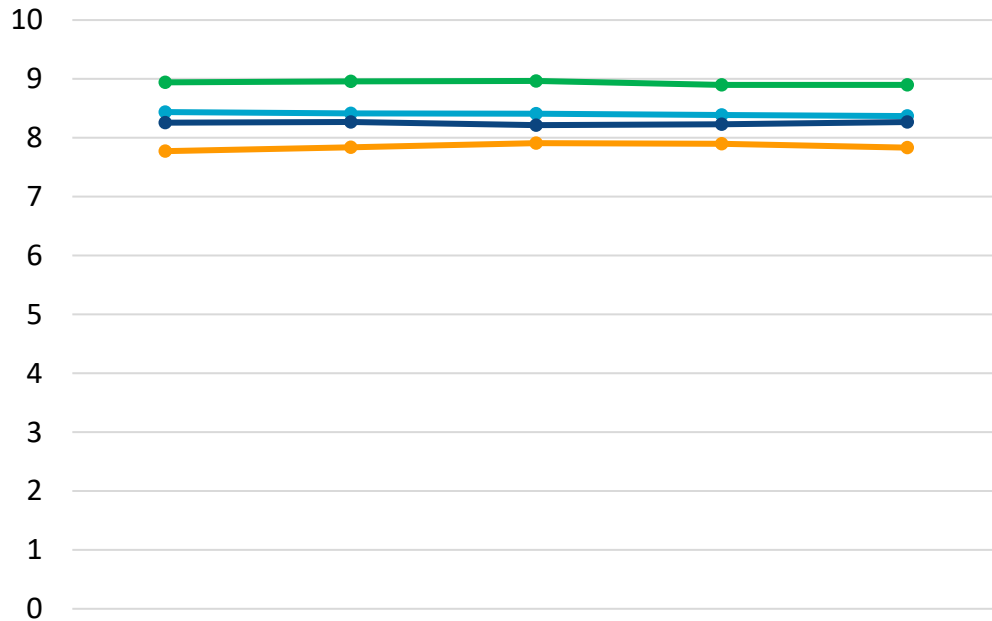
	2021	2022	2023	2024	2025
Your org	7.12	7.08	6.98	6.93	6.90
Best result	7.97	7.73	7.81	7.91	7.92
Average result	7.07	6.96	7.06	7.05	6.97
Worst result	6.22	6.12	6.26	5.89	5.84
Responses	3800	3910	3917	6465	6277

	2021	2022	2023	2024	2025
Your org	6.77	6.76	6.83	7.04	6.97
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	3801	3924	3938	6477	6303

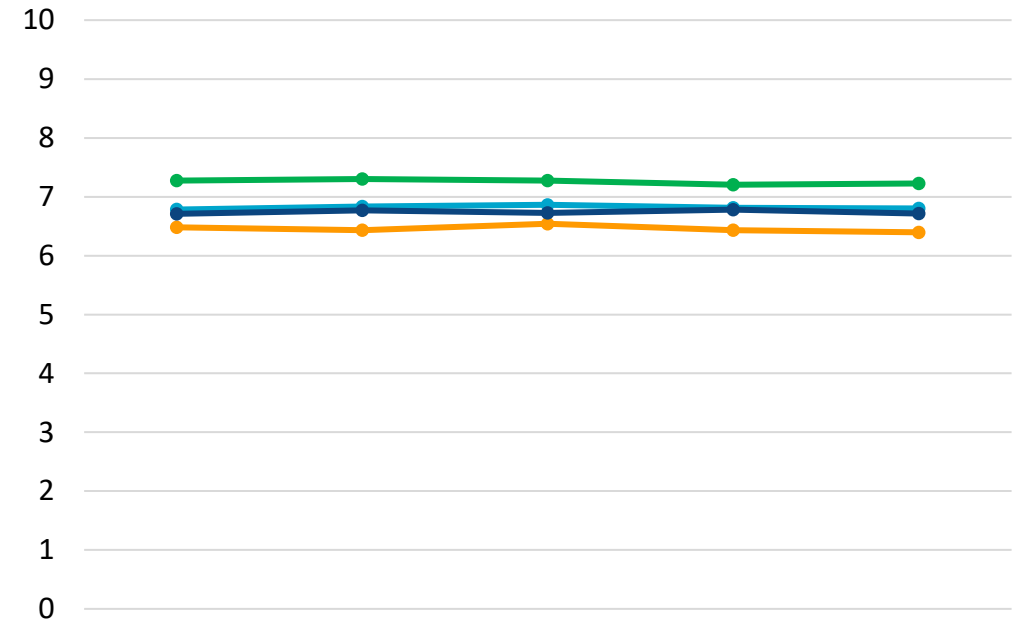
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024	2025
Your org	8.26	8.27	8.22	8.23	8.27
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	3795	3911	3917	6453	6270

	2021	2022	2023	2024	2025
Your org	6.71	6.77	6.73	6.78	6.72
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	3766	3890	3911	6458	6279

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

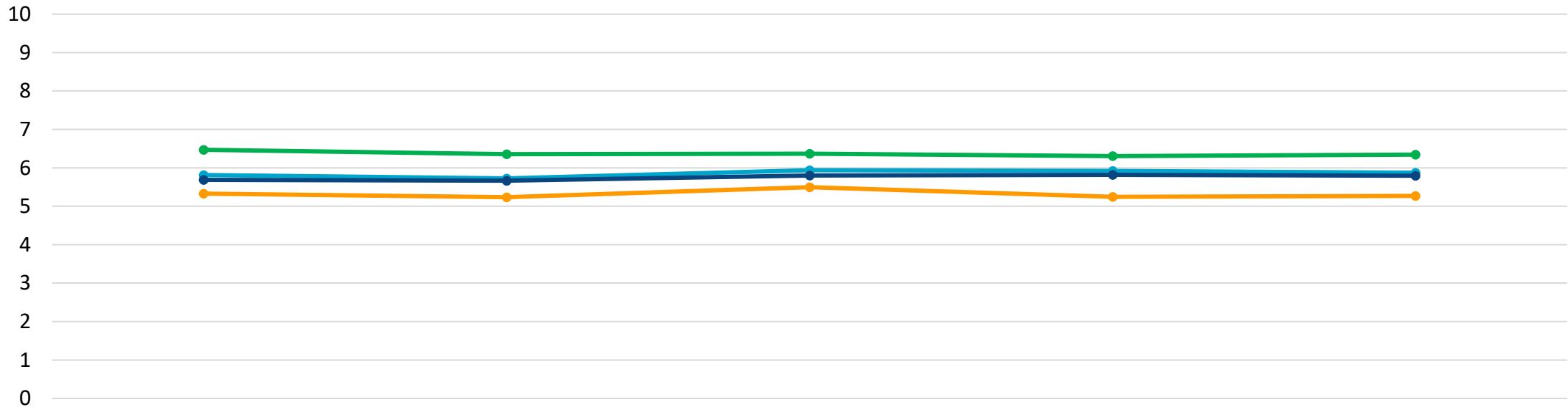
<https://www.nhsstaffsurveys.com/survey-documents/>

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



## Promise element 2: We are recognised and rewarded

We are recognised and rewarded



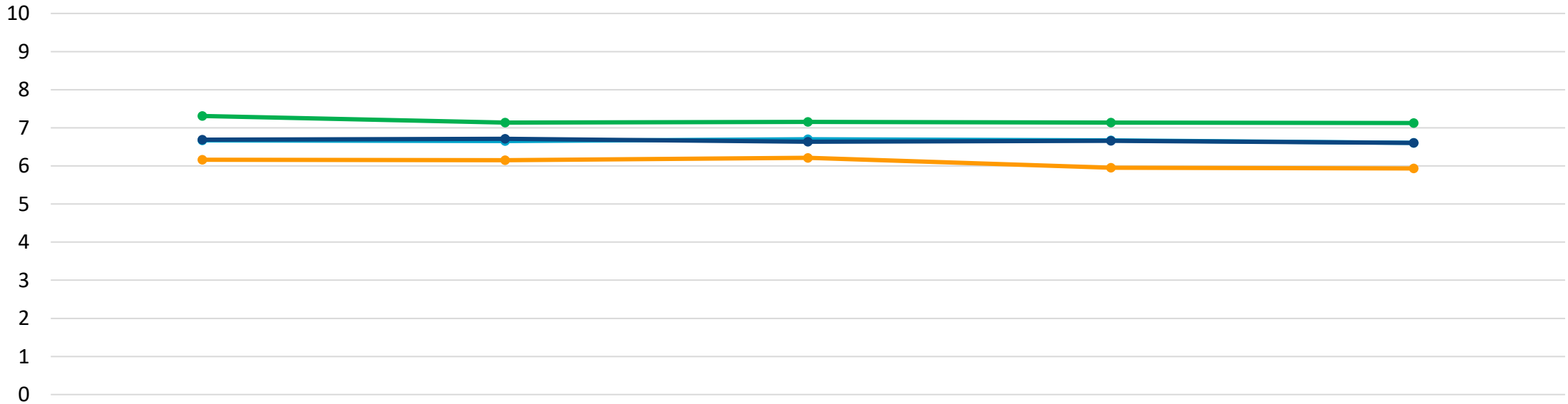
	2021	2022	2023	2024	2025
Your org	5.69	5.67	5.80	5.82	5.80
Best result	6.47	6.36	6.37	6.31	6.34
Average result	5.81	5.73	5.94	5.92	5.87
Worst result	5.33	5.24	5.50	5.25	5.27
Responses	3766	3888	3938	6496	6317

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



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

We each have a voice that counts



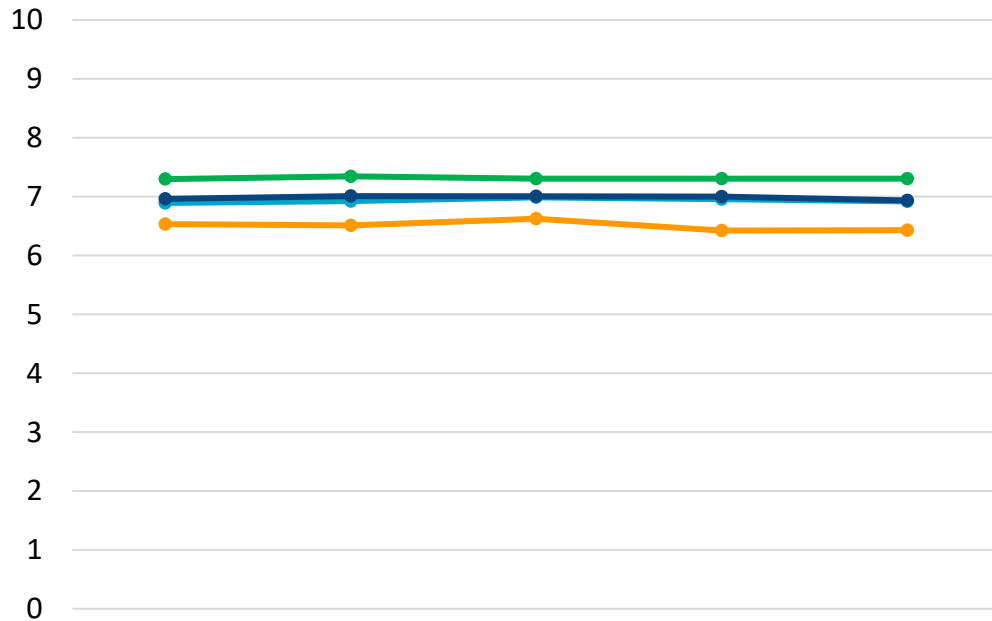
	2021	2022	2023	2024	2025
Your org	6.69	6.71	6.63	6.66	6.60
Best result	7.31	7.14	7.16	7.14	7.12
Average result	6.67	6.65	6.70	6.67	6.60
Worst result	6.16	6.15	6.21	5.95	5.93
Responses	3776	3884	3879	6403	6210

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.



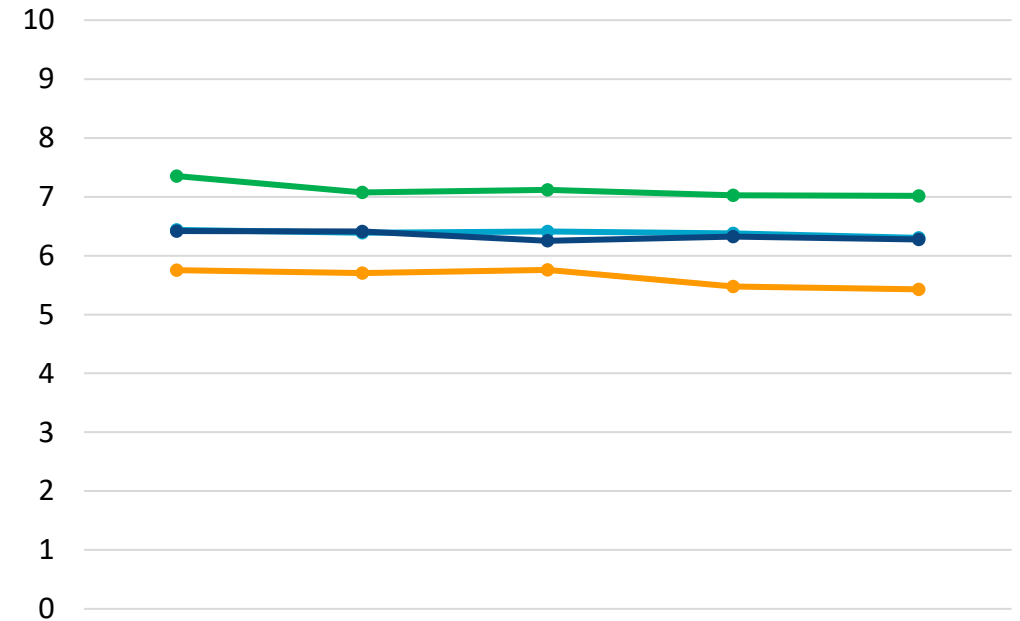
## Promise element 3: We each have a voice that counts

### Autonomy and control



	2021	2022	2023	2024	2025
Your org	6.96	7.01	7.00	7.00	6.94
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	3802	3930	3934	6497	6308

### Raising concerns



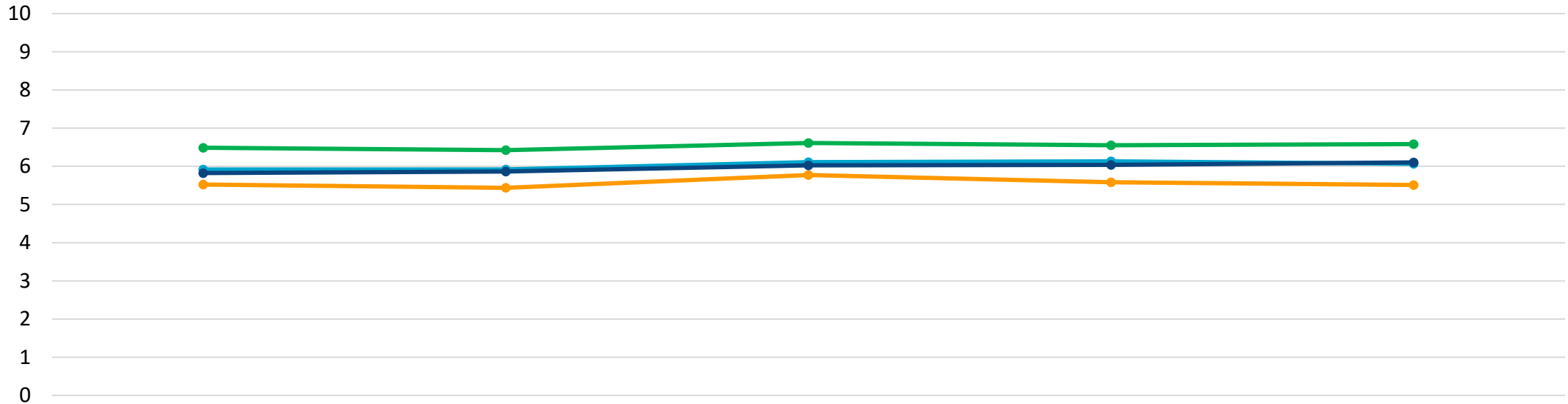
	2021	2022	2023	2024	2025
Your org	6.42	6.41	6.25	6.32	6.27
Best result	7.35	7.07	7.12	7.02	7.02
Average result	6.44	6.39	6.41	6.38	6.30
Worst result	5.75	5.70	5.76	5.48	5.43
Responses	3784	3888	3887	6416	6228

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



## Promise element 4: We are safe and healthy

### We are safe and healthy



	2021	2022	2023	2024	2025
Your org	5.82	5.87	6.03	6.04	6.10
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	3787	3915	3909	6413	6235

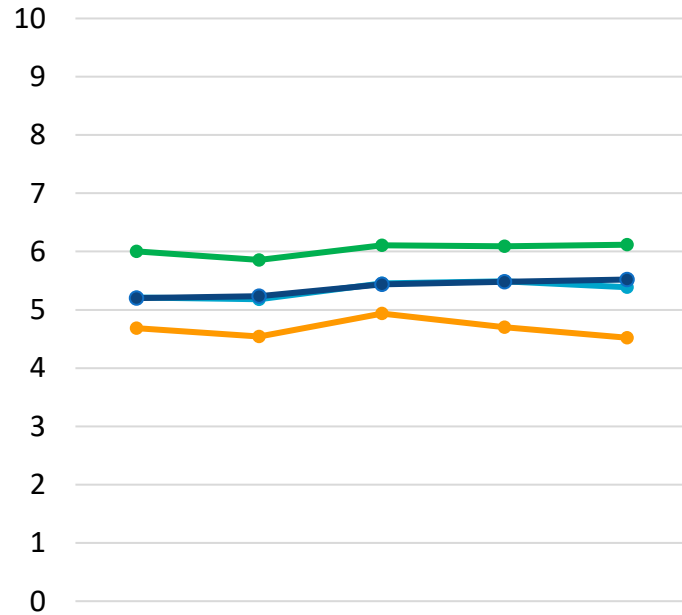
Note: 2023 results for 'We are safe and healthy' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'We are safe and healthy' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23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



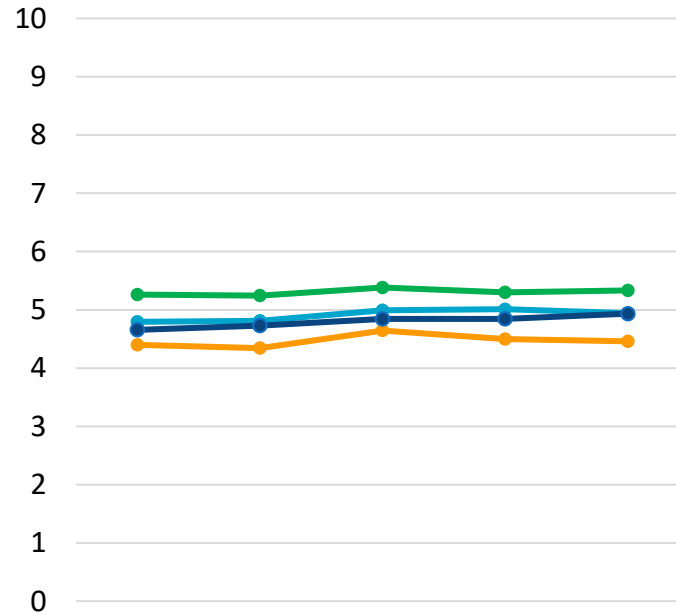
## Promise element 4: We are safe and healthy

### Health and safety climate



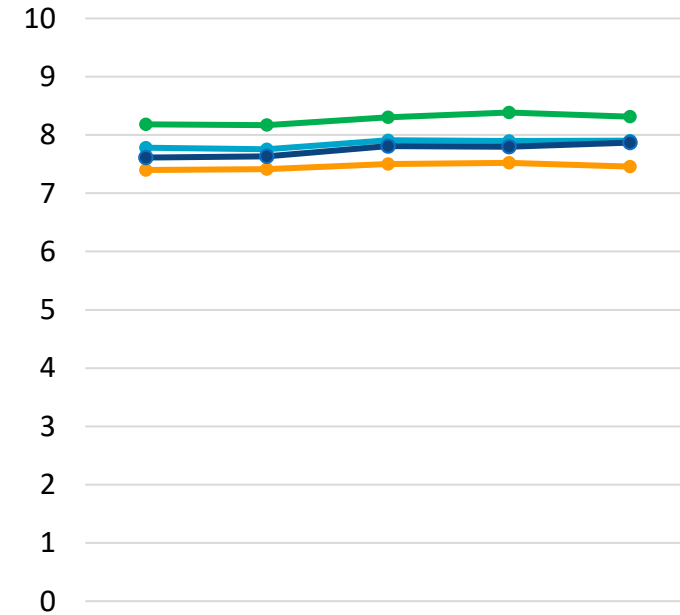
	2021	2022	2023	2024	2025
<b>Your org</b>	5.20	5.23	5.44	5.48	5.52
<b>Best result</b>	6.01	5.86	6.11	6.09	6.12
<b>Average result</b>	5.21	5.18	5.45	5.49	5.39
<b>Worst result</b>	4.68	4.54	4.94	4.70	4.52
Responses	3802	3927	3936	6498	6302

### Burnout



	2021	2022	2023	2024	2025
<b>Your org</b>	4.66	4.73	4.84	4.84	4.93
<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	3807	3922	3937	6463	6305

### Negative experiences



	2021	2022	2023	2024	2025
<b>Your org</b>	7.61	7.63	7.81	7.80	7.87
<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	3798	3926	3918	6451	6268

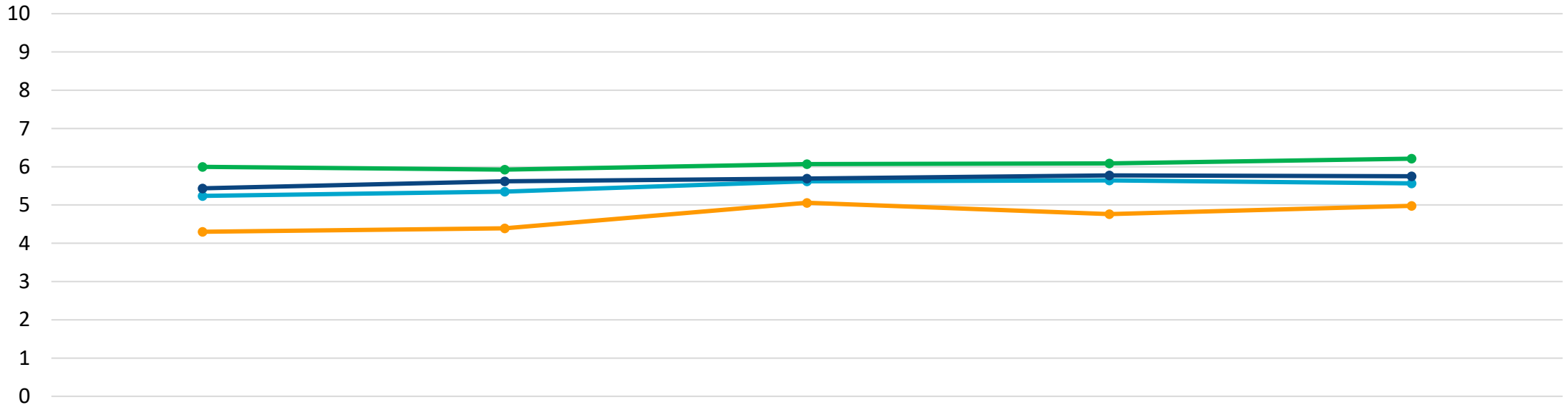
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years. Please see *Additional Information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



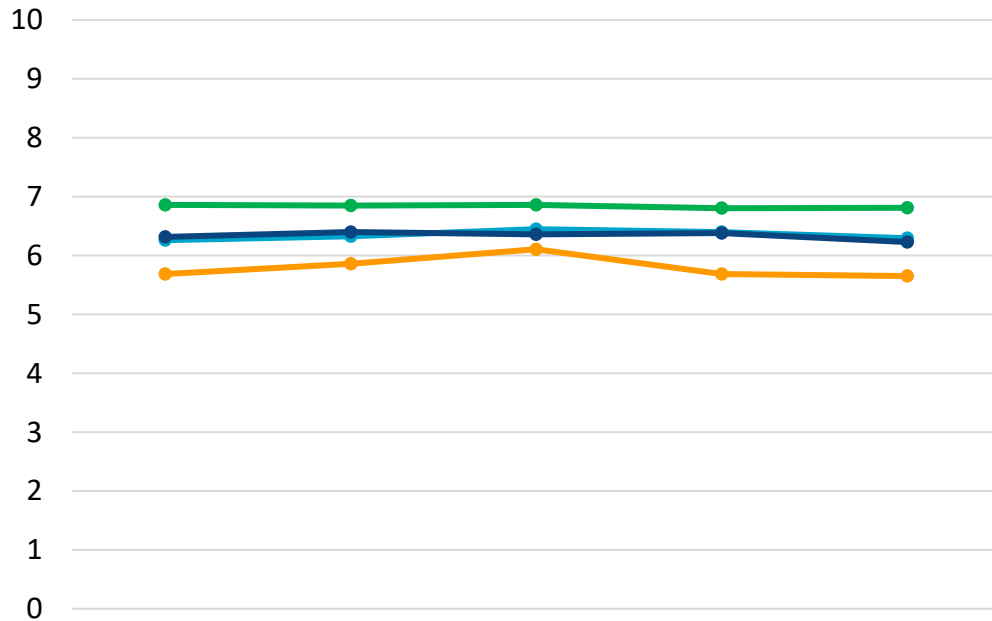
	2021	2022	2023	2024	2025
Your org	5.44	5.62	5.69	5.77	5.75
Best result	6.00	5.92	6.07	6.09	6.21
Average result	5.24	5.35	5.62	5.64	5.57
Worst result	4.30	4.39	5.06	4.76	4.98
Responses	3633	3782	3772	6133	6002

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.

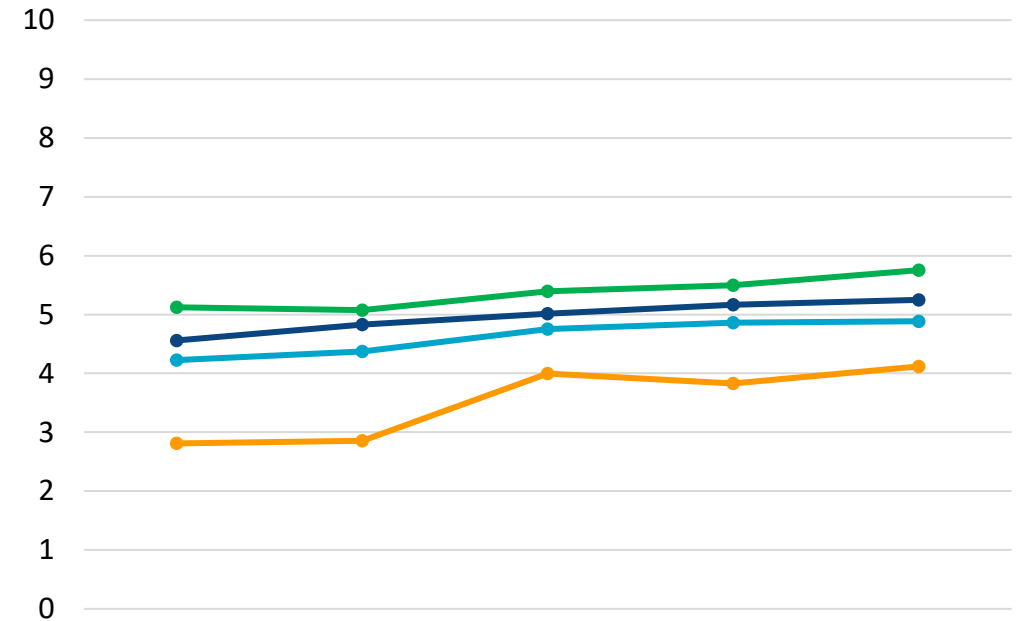


## Promise element 5: We are always learning

Development



Appraisals



	2021	2022	2023	2024	2025
Your org	6.32	6.40	6.36	6.38	6.23
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	3799	3909	3921	6464	6302

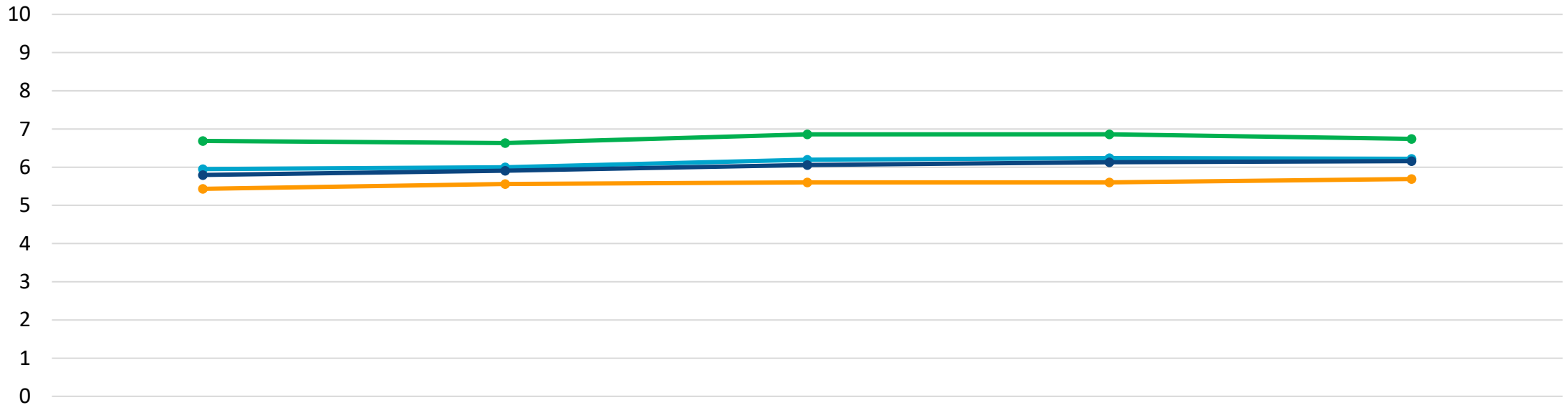
	2021	2022	2023	2024	2025
Your org	4.56	4.83	5.01	5.17	5.25
Best result	5.12	5.07	5.39	5.50	5.75
Average result	4.23	4.37	4.75	4.86	4.89
Worst result	2.81	2.86	3.99	3.83	4.12
Responses	3639	3796	3774	6150	6005

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



## Promise element 6: We work flexibly

We work flexibly



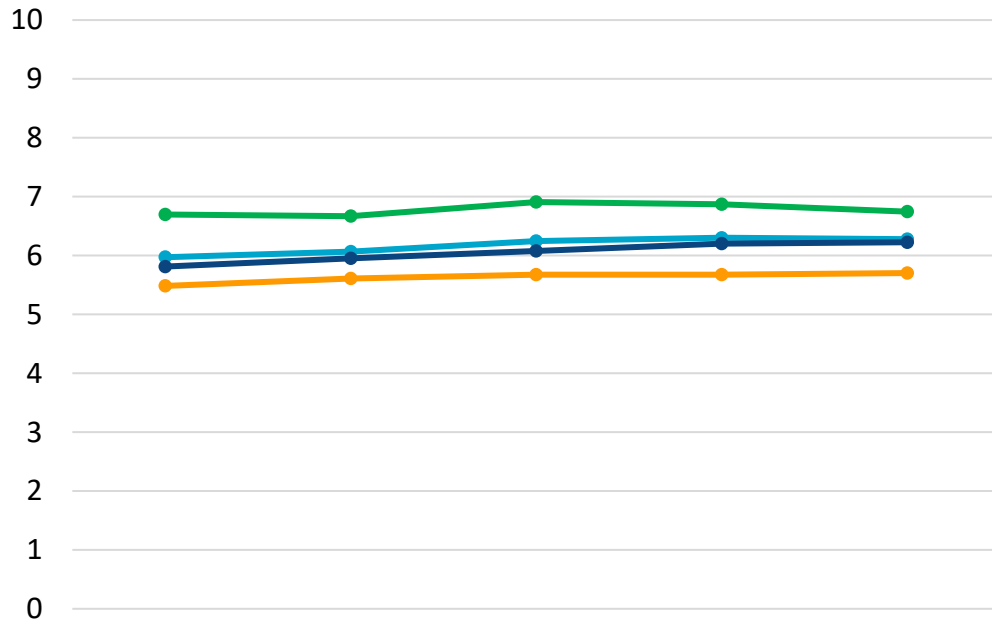
	2021	2022	2023	2024	2025
Your org	5.80	5.91	6.05	6.13	6.16
Best result	6.69	6.63	6.86	6.86	6.74
Average result	5.95	6.00	6.20	6.24	6.22
Worst result	5.43	5.56	5.60	5.60	5.69
Responses	3748	3870	3904	6450	6270

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

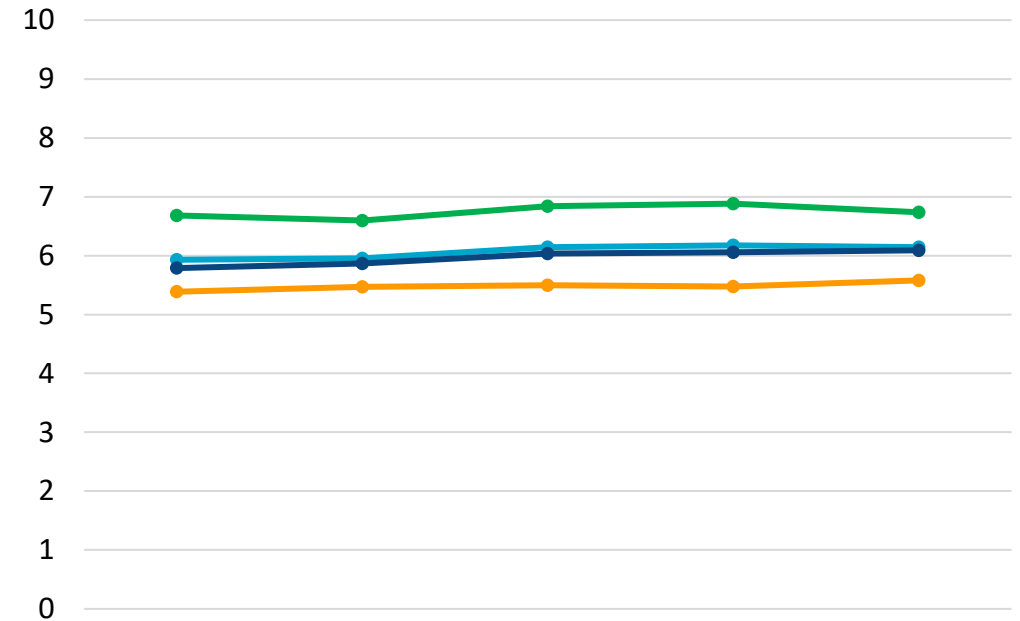


## Promise element 6: We work flexibly

Support for work-life balance



Flexible working



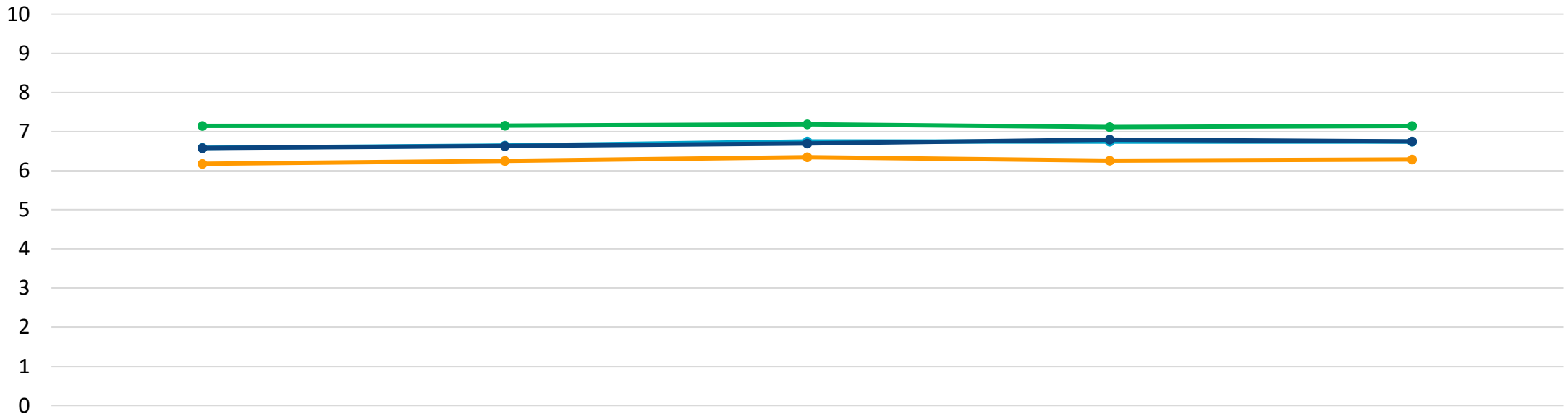
	2021	2022	2023	2024	2025
Your org	5.81	5.95	6.08	6.20	6.23
Best result	6.70	6.67	6.91	6.87	6.75
Average result	5.97	6.07	6.25	6.30	6.28
Worst result	5.48	5.61	5.67	5.67	5.70
Responses	3805	3931	3936	6491	6308

	2021	2022	2023	2024	2025
Your org	5.79	5.87	6.04	6.06	6.09
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	3750	3873	3910	6462	6283

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



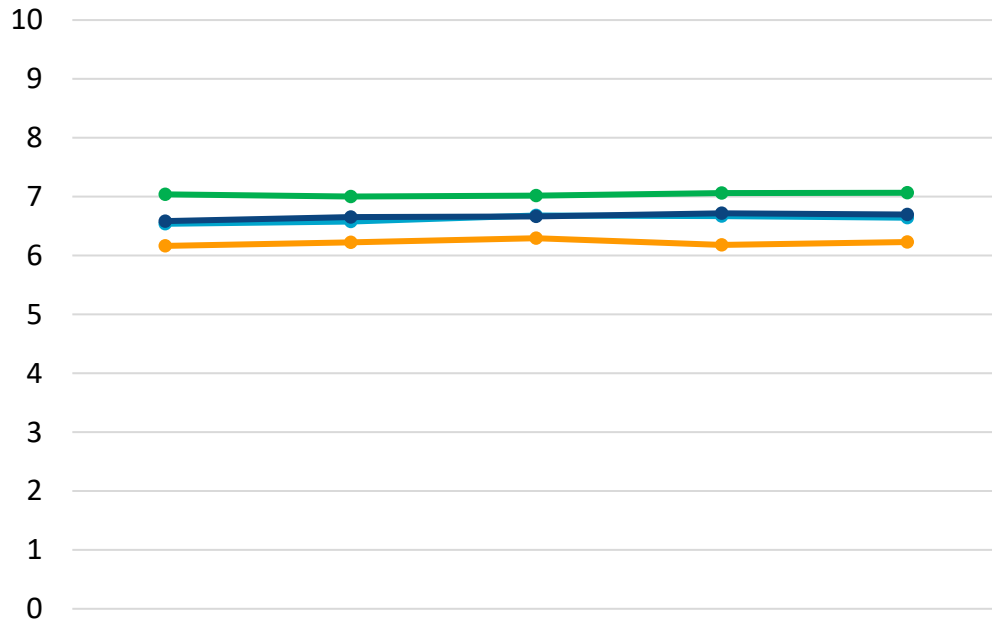
	2021	2022	2023	2024	2025
Your org	6.58	6.63	6.69	6.80	6.75
Best result	7.15	7.15	7.19	7.12	7.14
Average result	6.58	6.64	6.75	6.75	6.75
Worst result	6.18	6.25	6.34	6.25	6.29
Responses	3794	3912	3933	6476	6289

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

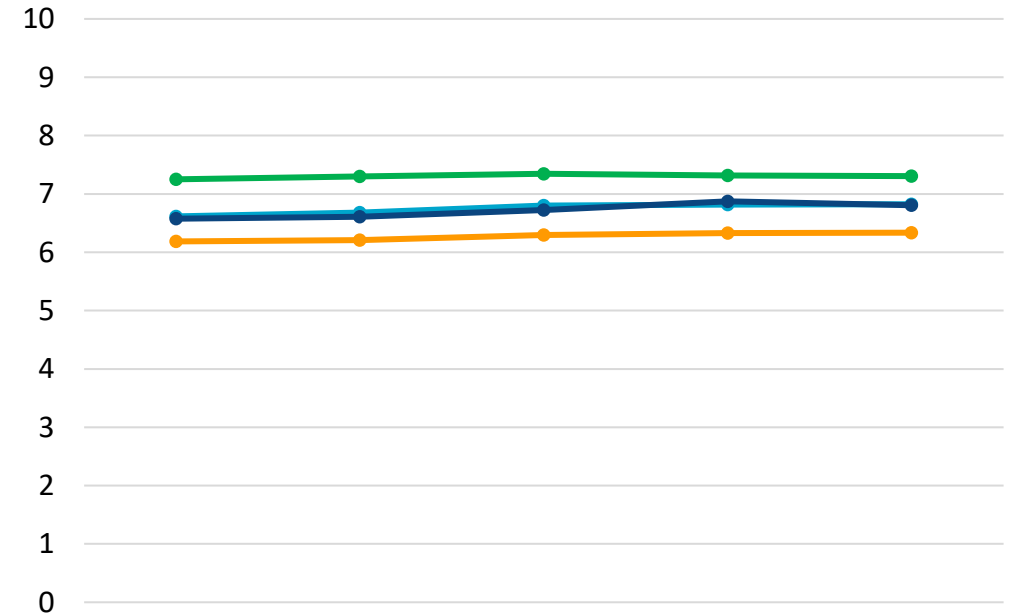


## Promise element 7: We are a team

### Team working



### Line management



	2021	2022	2023	2024	2025
Your org	6.59	6.66	6.66	6.72	6.70
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	3798	3921	3936	6488	6305

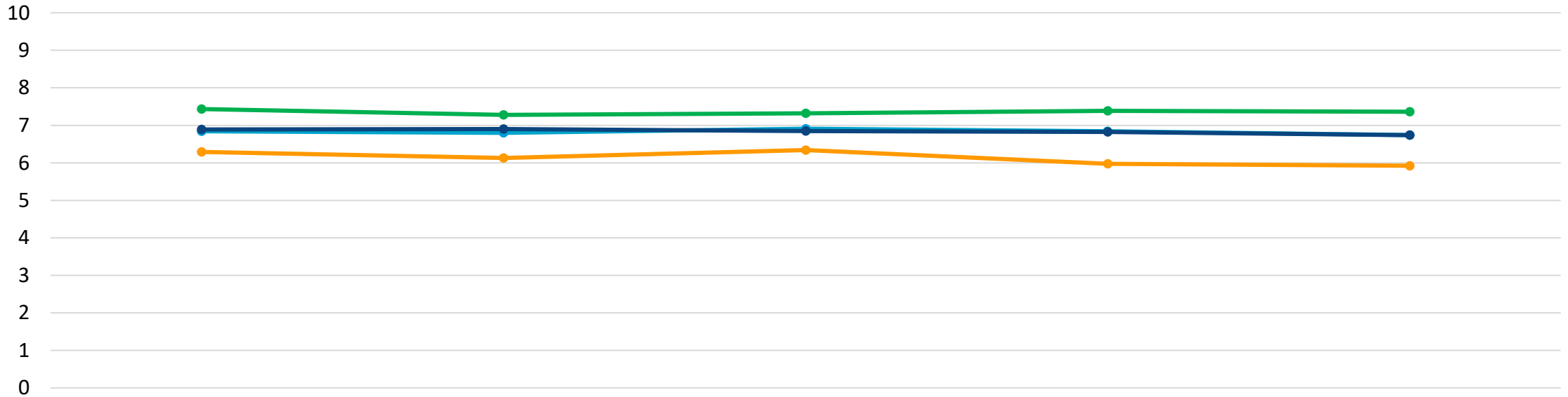
	2021	2022	2023	2024	2025
Your org	6.57	6.61	6.73	6.87	6.80
Best result	7.25	7.30	7.35	7.31	7.31
Average result	6.62	6.68	6.80	6.82	6.82
Worst result	6.19	6.21	6.30	6.33	6.34
Responses	3804	3923	3939	6485	6303

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



## Theme: Staff Engagement

Staff Engagement



	2021	2022	2023	2024	2025
Your org	6.89	6.90	6.85	6.83	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	3807	3931	3935	6497	6314



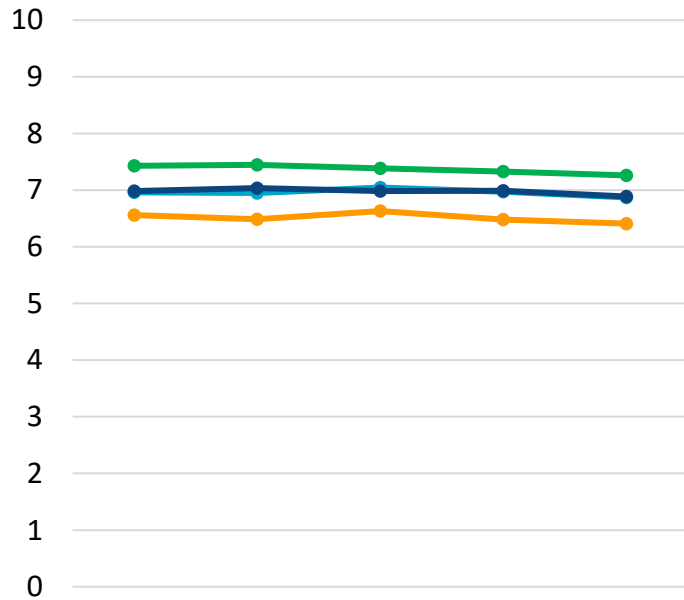
# People Promise elements, themes and sub-scores: Sub-score trends

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.

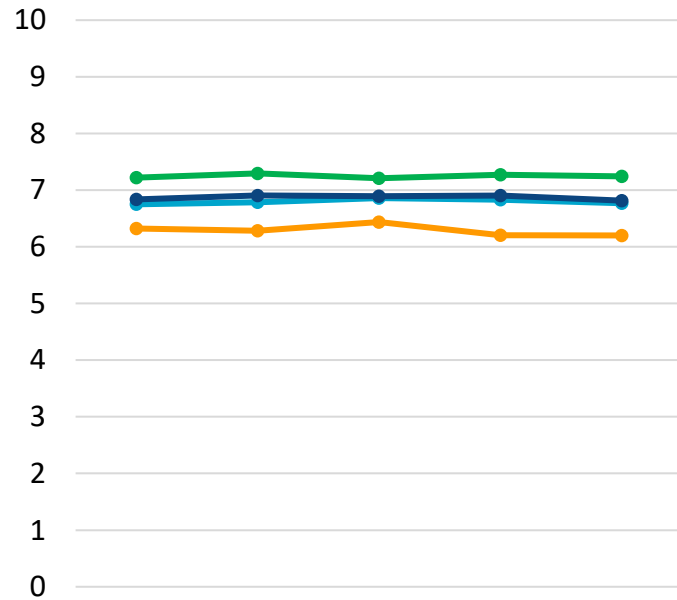


## Theme: Staff Engagement

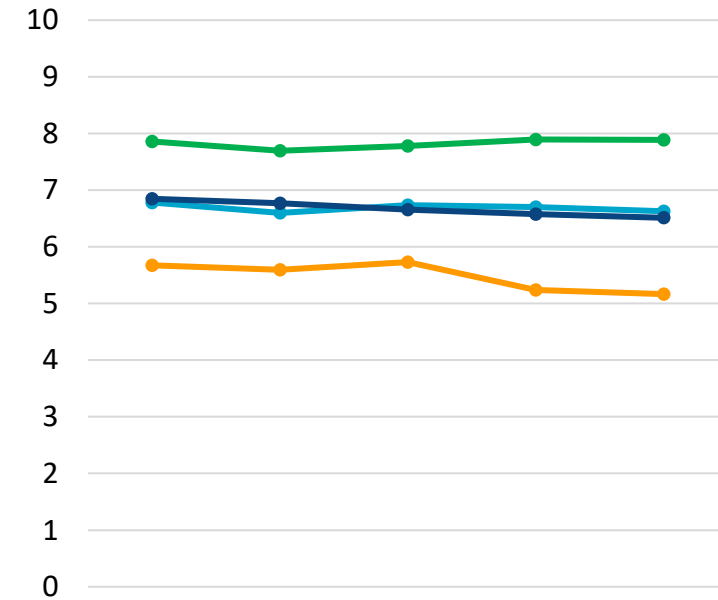
### Motivation



### Involvement



### Advocacy



	2021	2022	2023	2024	2025
Your org	6.98	7.04	6.99	6.99	6.89
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	3756	3886	3864	6353	6183

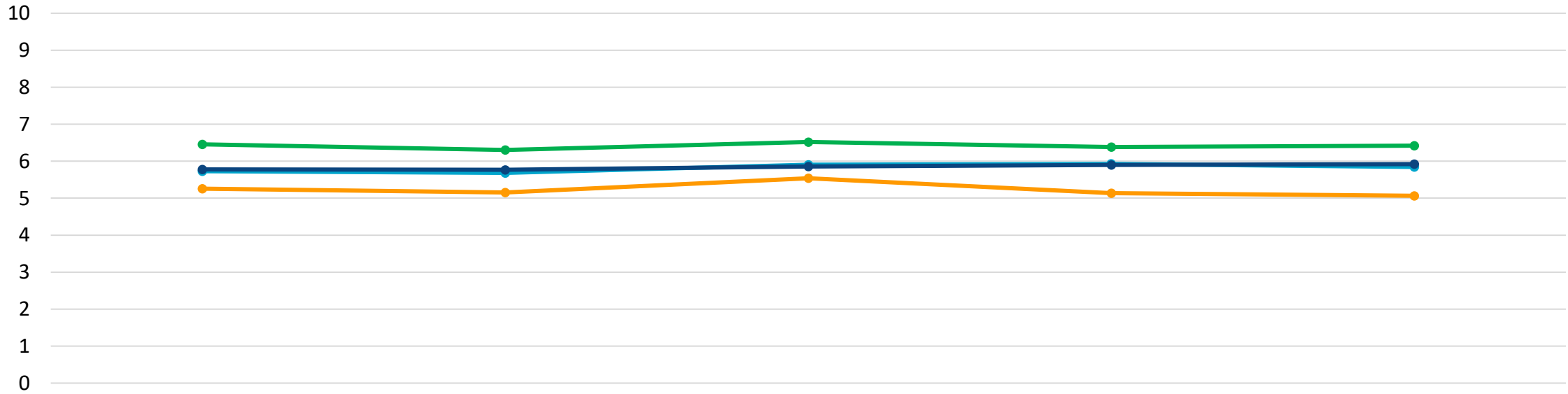
	2021	2022	2023	2024	2025
Your org	6.84	6.91	6.90	6.90	6.82
Best result	7.22	7.30	7.21	7.27	7.24
Average result	6.75	6.78	6.86	6.83	6.77
Worst result	6.32	6.28	6.44	6.20	6.20
Responses	3802	3929	3933	6493	6309

	2021	2022	2023	2024	2025
Your org	6.85	6.77	6.65	6.58	6.51
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	3800	3911	3917	6466	6277

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

## Theme: Morale

Morale



	2021	2022	2023	2024	2025
Your org	5.78	5.77	5.86	5.90	5.92
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	3807	3931	3940	6498	6316

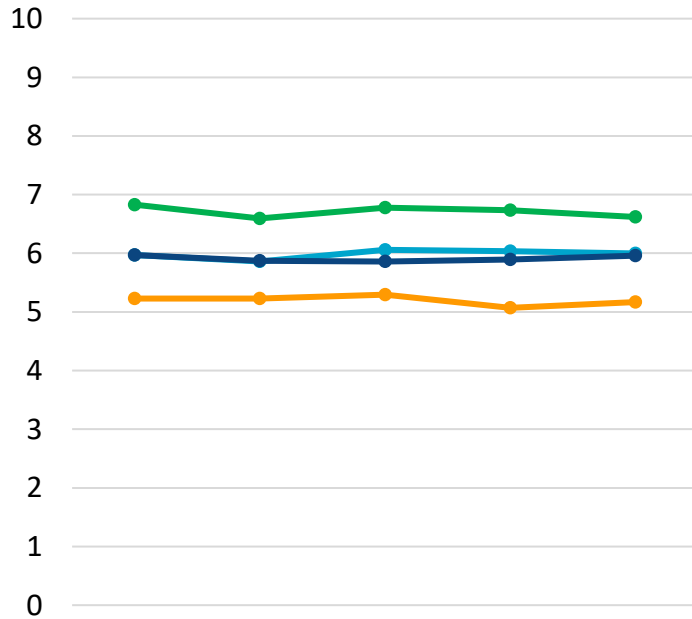
# People Promise elements, themes and sub-scores: Sub-score trends

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.



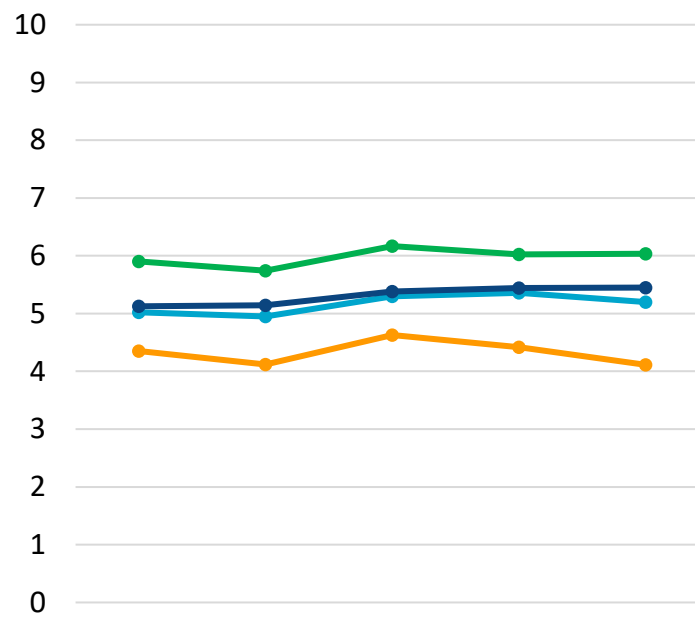
## Theme: Morale

Thinking about leaving



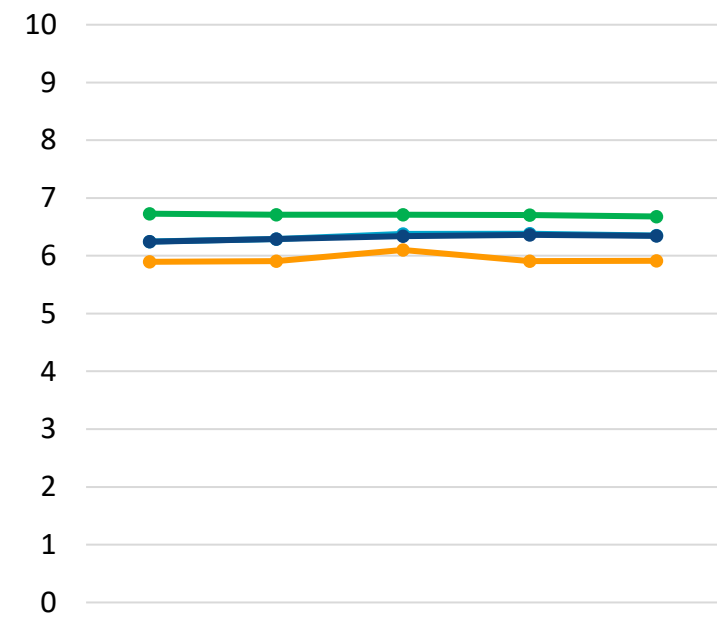
	2021	2022	2023	2024	2025
Your org	5.97	5.87	5.86	5.89	5.96
Best result	6.83	6.59	6.78	6.73	6.62
Average result	5.97	5.86	6.06	6.04	6.00
Worst result	5.23	5.23	5.29	5.07	5.17
Responses	3802	3919	3921	6458	6285

Work pressure



	2021	2022	2023	2024	2025
Your org	5.13	5.14	5.38	5.44	5.45
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	3800	3927	3935	6493	6298

Stressors



	2021	2022	2023	2024	2025
Your org	6.24	6.29	6.34	6.36	6.35
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	3783	3908	3931	6481	6306

## People Promise element – We are compassionate and inclusive



### Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

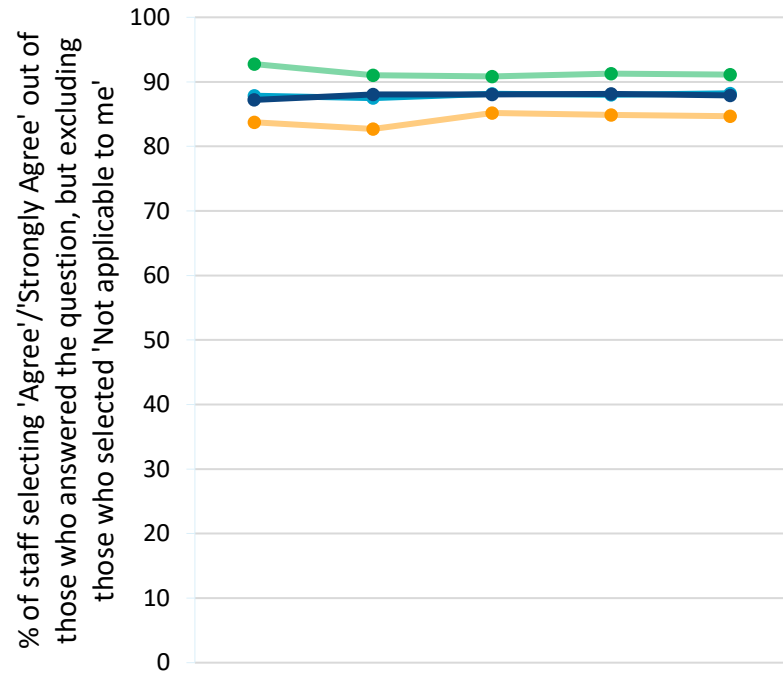
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

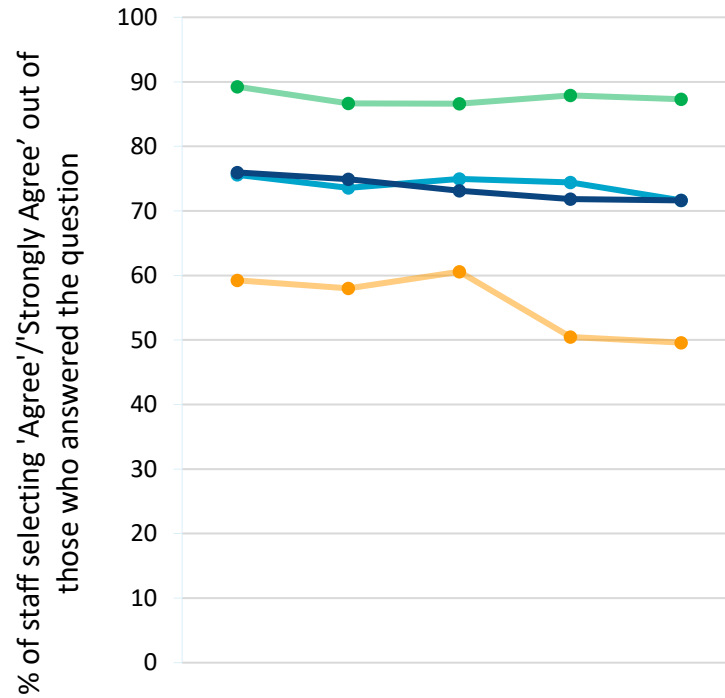


Q6a I feel that my role makes a difference to patients / service users.



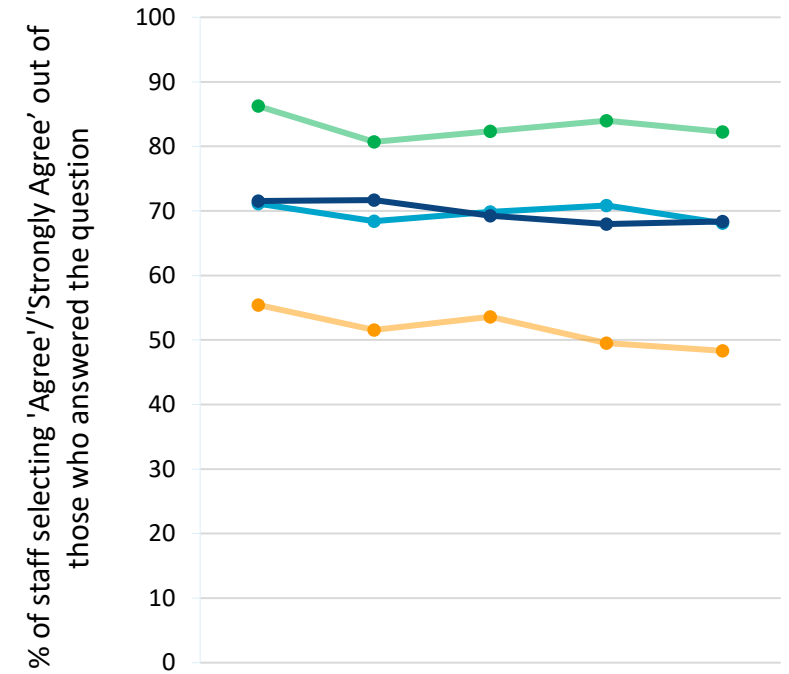
	2021	2022	2023	2024	2025
<b>Your org</b>	87.21%	88.06%	88.04%	88.13%	87.92%
<b>Best result</b>	92.75%	91.05%	90.85%	91.30%	91.11%
<b>Average result</b>	87.85%	87.48%	88.14%	88.02%	88.22%
<b>Worst result</b>	83.75%	82.70%	85.18%	84.88%	84.67%
Responses	3690	3817	3813	6325	6126

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



	2021	2022	2023	2024	2025
<b>Your org</b>	75.96%	74.92%	73.13%	71.83%	71.63%
<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	3794	3908	3916	6459	6273

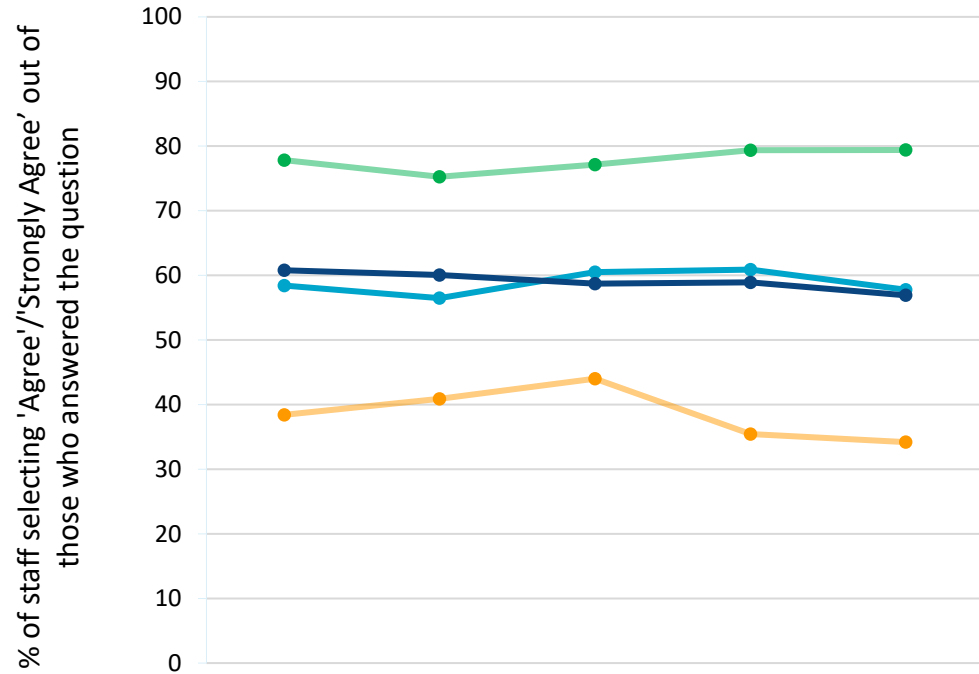
Q25b My organisation acts on concerns raised by patients / service users.



	2021	2022	2023	2024	2025
<b>Your org</b>	71.55%	71.68%	69.24%	67.97%	68.37%
<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	3795	3898	3908	6447	6260

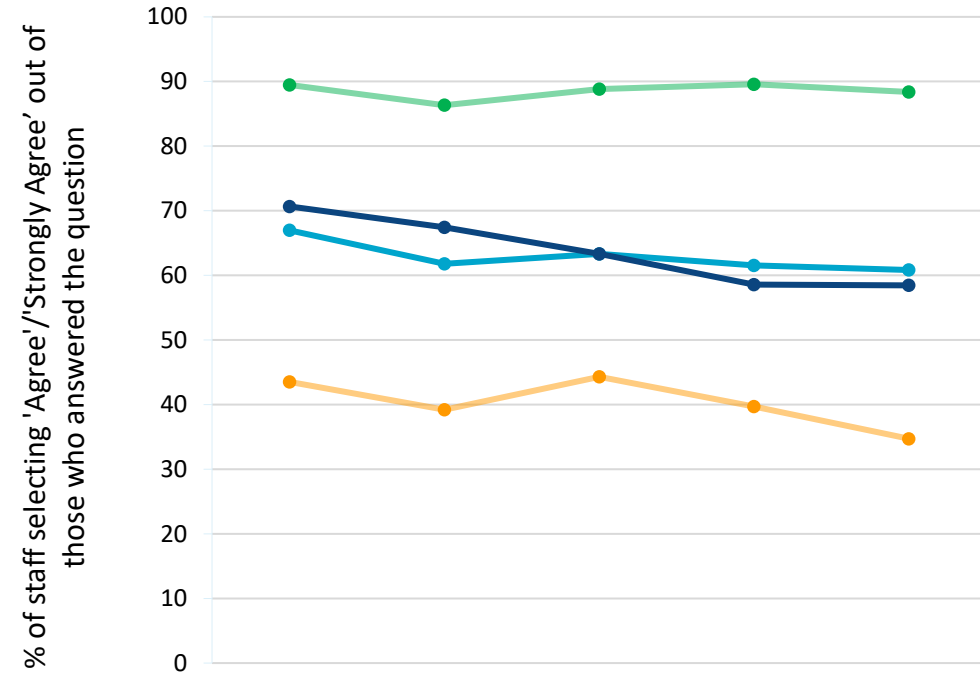


Q25c I would recommend my organisation as a place to work.



	2021	2022	2023	2024	2025
Your org	60.79%	60.04%	58.71%	58.91%	56.91%
Best result	77.86%	75.26%	77.14%	79.37%	79.40%
Average result	58.41%	56.47%	60.52%	60.89%	57.77%
Worst result	38.40%	40.90%	44.01%	35.43%	34.20%
Responses	3792	3908	3911	6451	6265

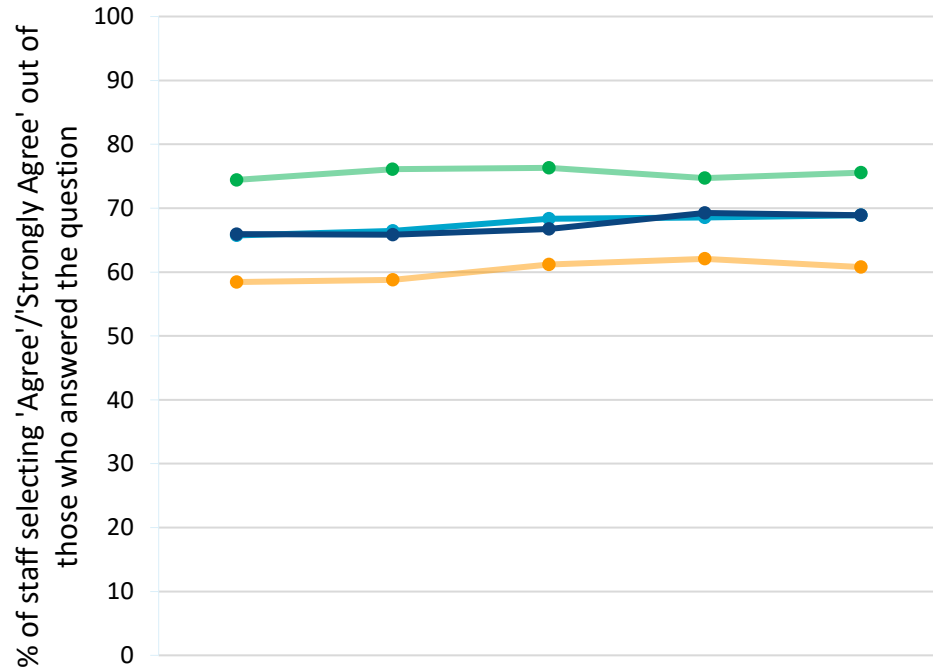
Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2021	2022	2023	2024	2025
Your org	70.67%	67.45%	63.33%	58.56%	58.45%
Best result	89.49%	86.33%	88.81%	89.58%	88.41%
Average result	66.97%	61.78%	63.32%	61.55%	60.83%
Worst result	43.50%	39.20%	44.30%	39.68%	34.73%
Responses	3784	3904	3905	6440	6258

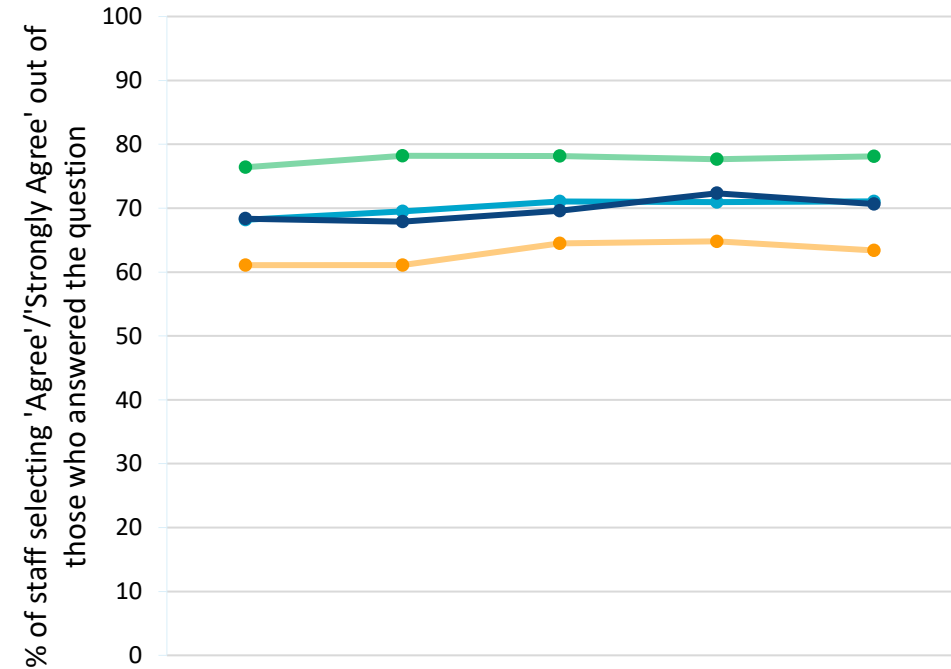


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024	2025
<b>Your org</b>	65.94%	65.85%	66.76%	69.25%	68.89%
<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	3789	3921	3928	6468	6287

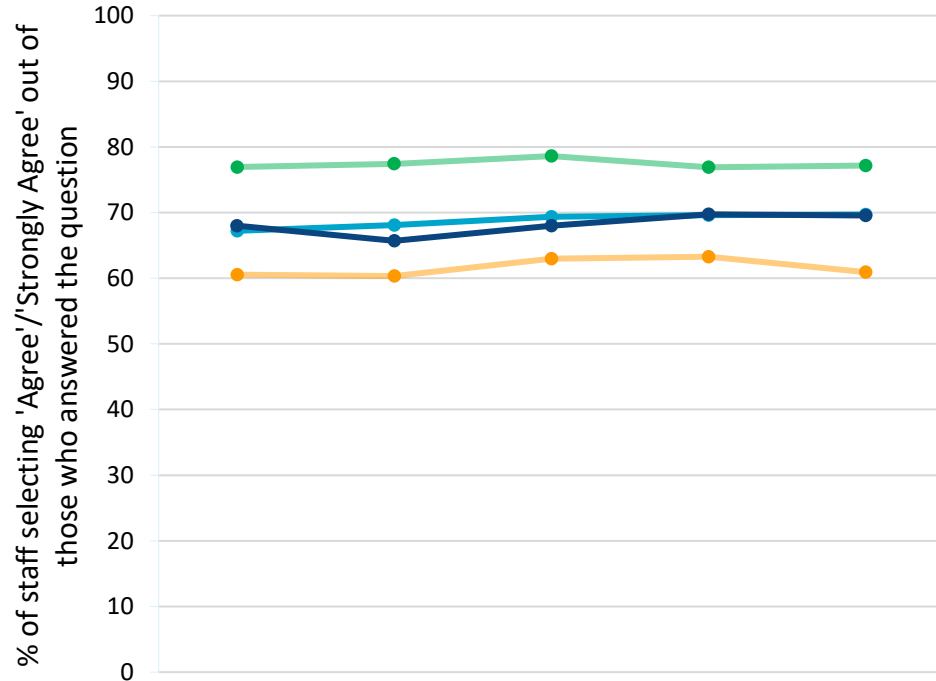
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024	2025
<b>Your org</b>	68.35%	67.89%	69.59%	72.33%	70.64%
<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	3796	3919	3932	6468	6296

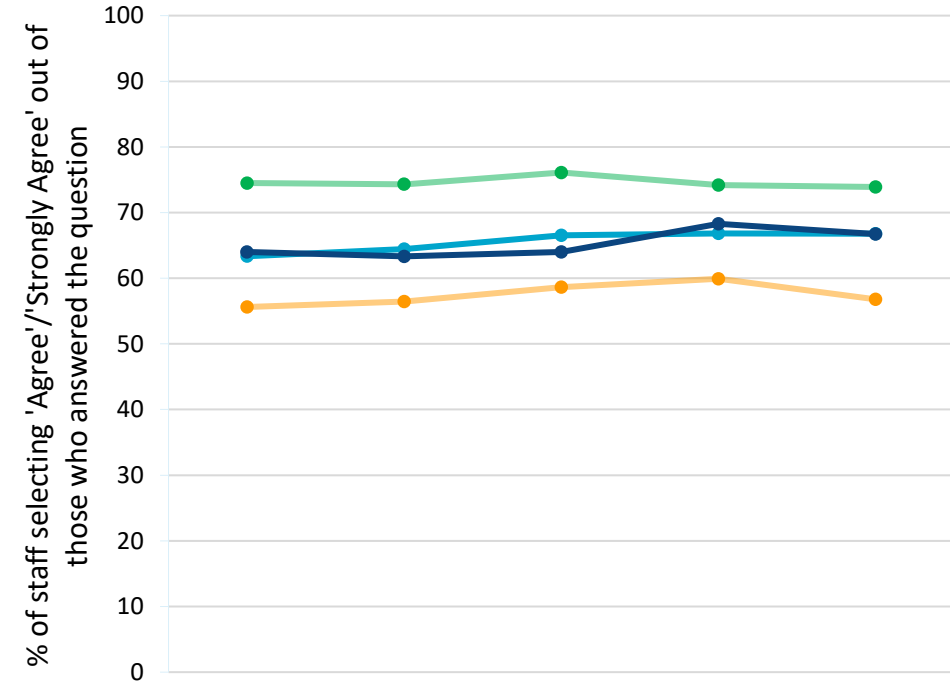


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024	2025
<b>Your org</b>	67.98%	65.70%	68.02%	69.73%	69.53%
<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	3789	3918	3919	6464	6292

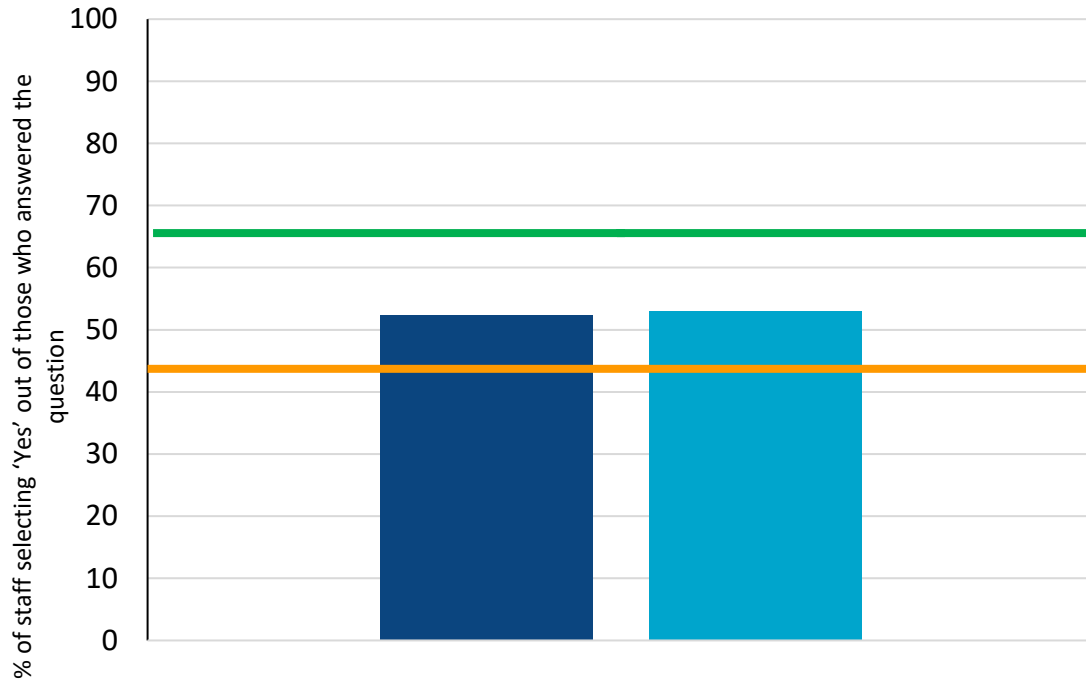
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024	2025
<b>Your org</b>	63.99%	63.33%	63.99%	68.28%	66.74%
<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	3793	3909	3933	6464	6288

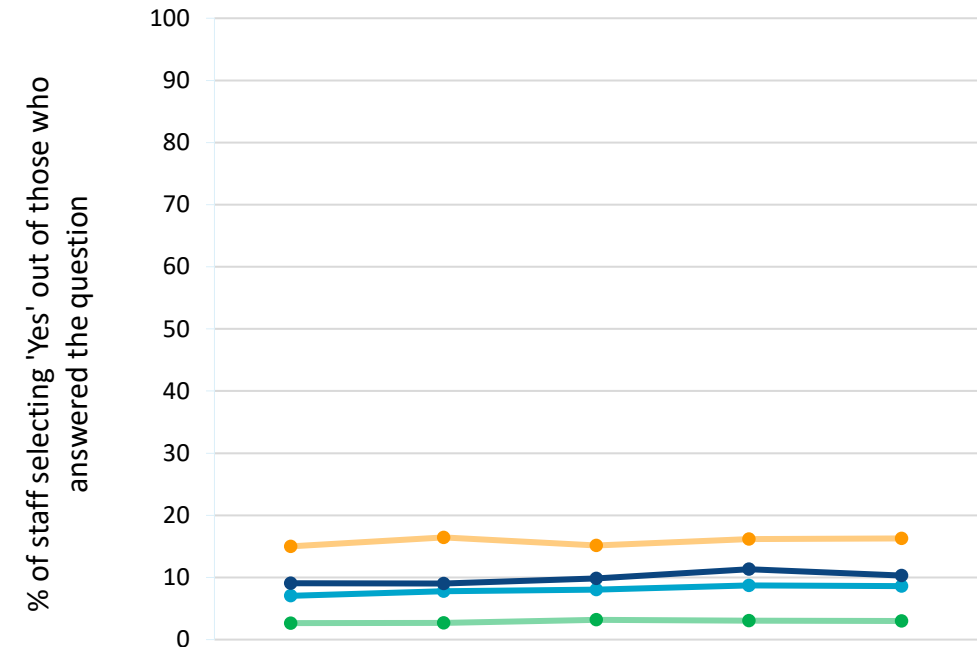


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



	2025
Your org	52.48%
Best result	65.57%
Average result	53.05%
Worst result	43.72%
Responses	6248

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?

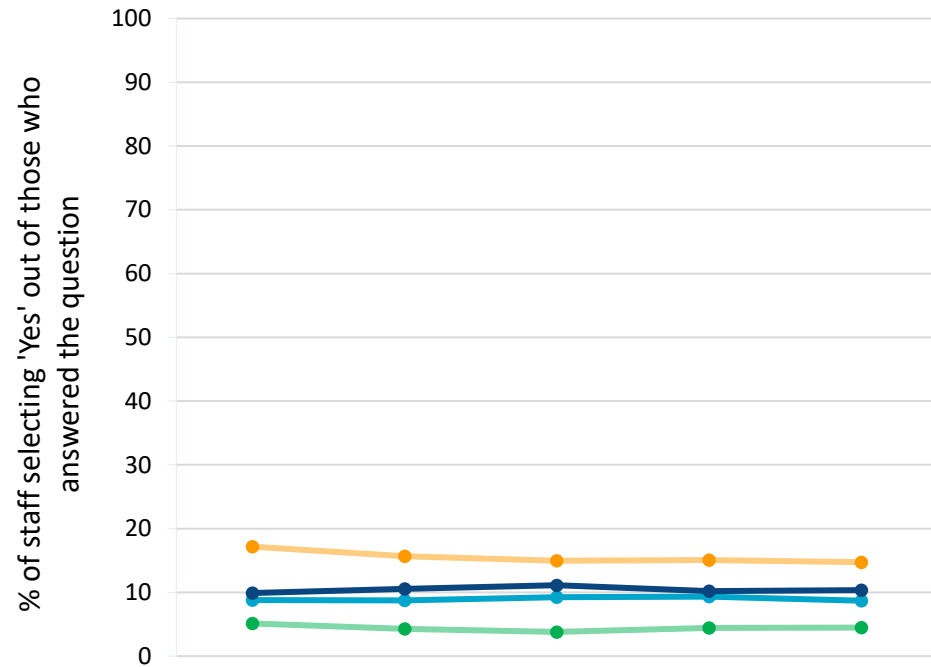


	2021	2022	2023	2024	2025
Your org	9.05%	9.02%	9.85%	11.32%	10.30%
Best result	2.65%	2.70%	3.17%	3.02%	2.97%
Average result	7.04%	7.76%	8.06%	8.72%	8.58%
Worst result	15.00%	16.44%	15.14%	16.17%	16.28%
Responses	3777	3891	3905	6426	6253

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/>

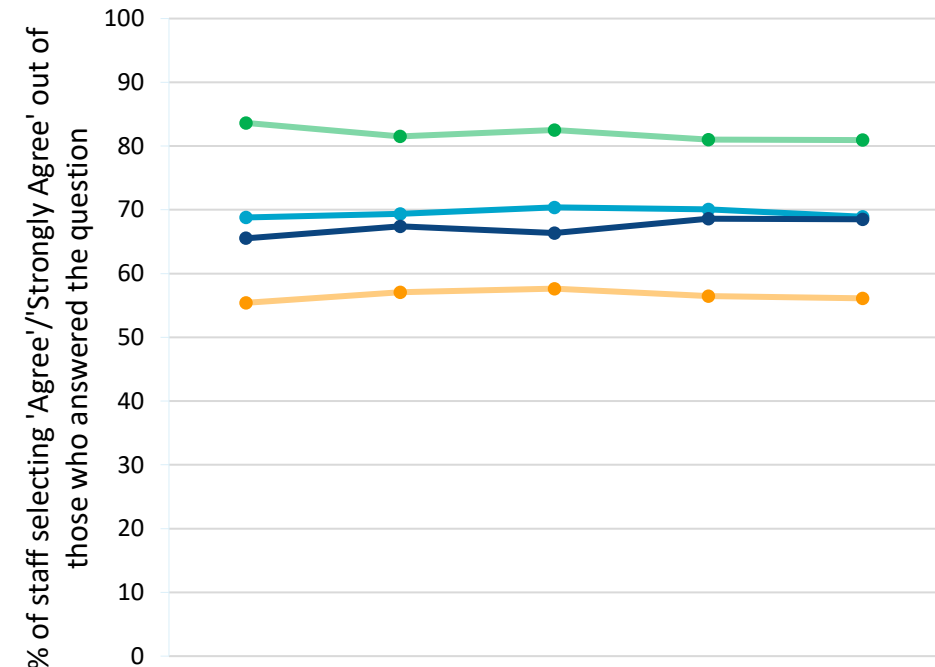


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2021	2022	2023	2024	2025
Your org	9.90%	10.53%	11.12%	10.22%	10.37%
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	3759	3861	3872	6387	6165

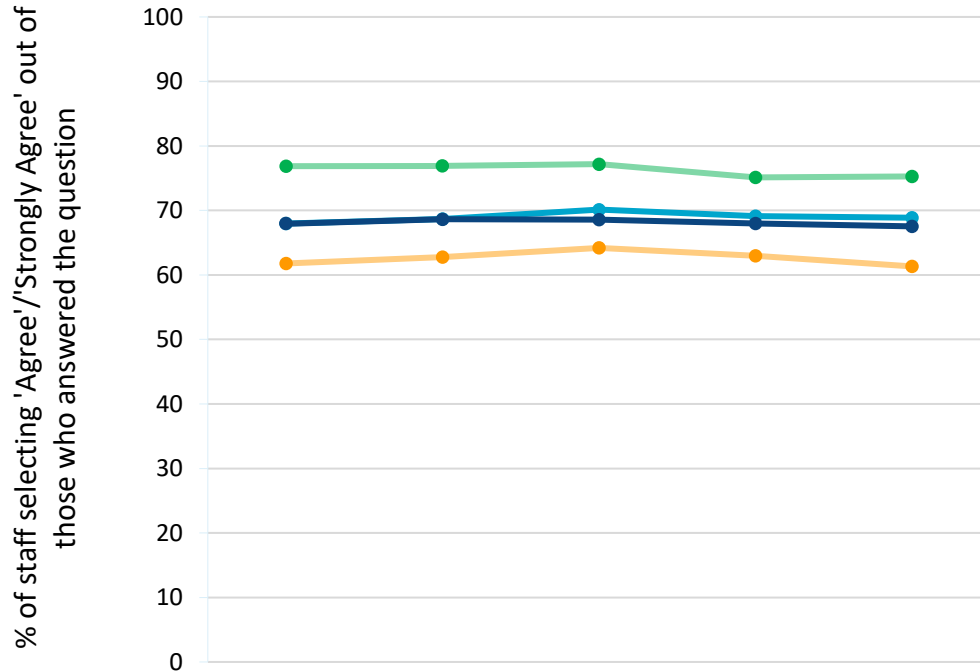
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024	2025
Your org	65.53%	67.42%	66.35%	68.61%	68.52%
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	3798	3917	3898	6437	6246

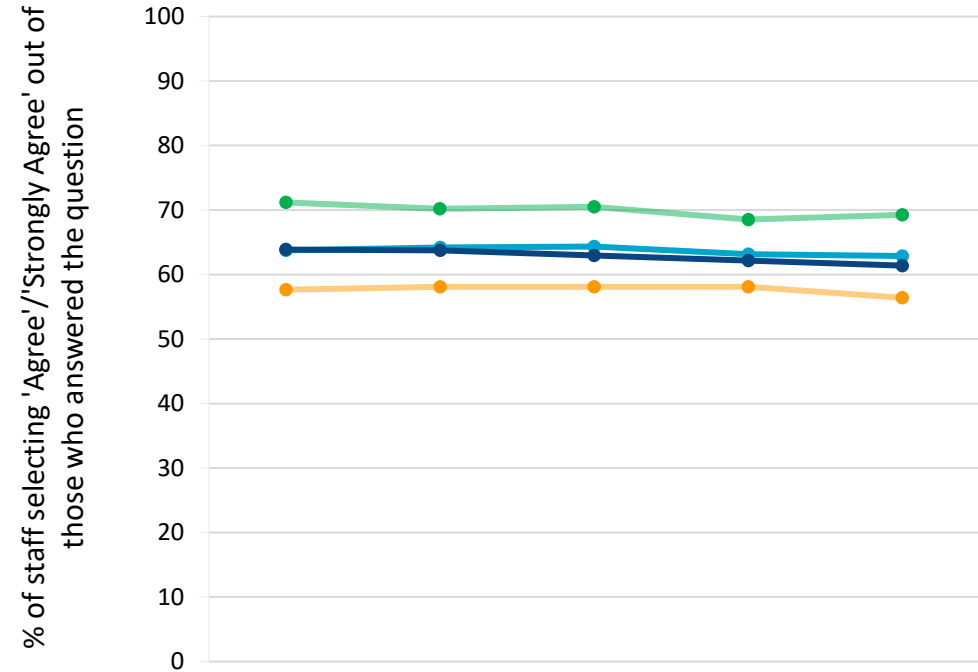


Q7h I feel valued by my team.



	2021	2022	2023	2024	2025
Your org	67.95%	68.64%	68.60%	67.98%	67.54%
Best result	76.87%	76.89%	77.18%	75.13%	75.29%
Average result	67.97%	68.70%	70.14%	69.10%	68.86%
Worst result	61.78%	62.75%	64.19%	62.95%	61.33%
Responses	3781	3907	3922	6457	6259

Q7i I feel a strong personal attachment to my team.

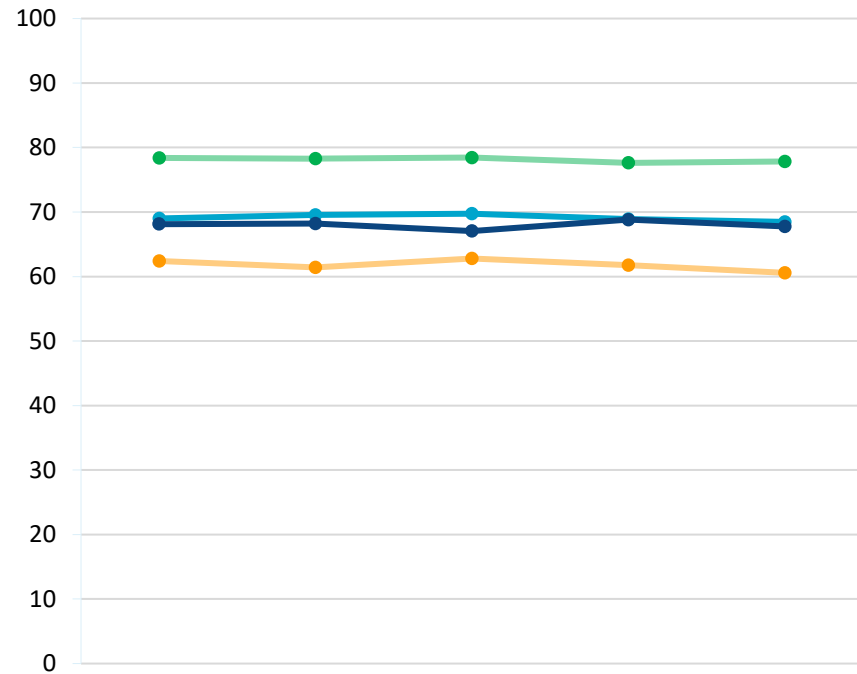


	2021	2022	2023	2024	2025
Your org	63.87%	63.75%	62.94%	62.18%	61.38%
Best result	71.18%	70.19%	70.51%	68.53%	69.25%
Average result	63.76%	64.19%	64.34%	63.17%	62.88%
Worst result	57.67%	58.08%	58.09%	58.10%	56.40%
Responses	3781	3904	3918	6460	6274



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

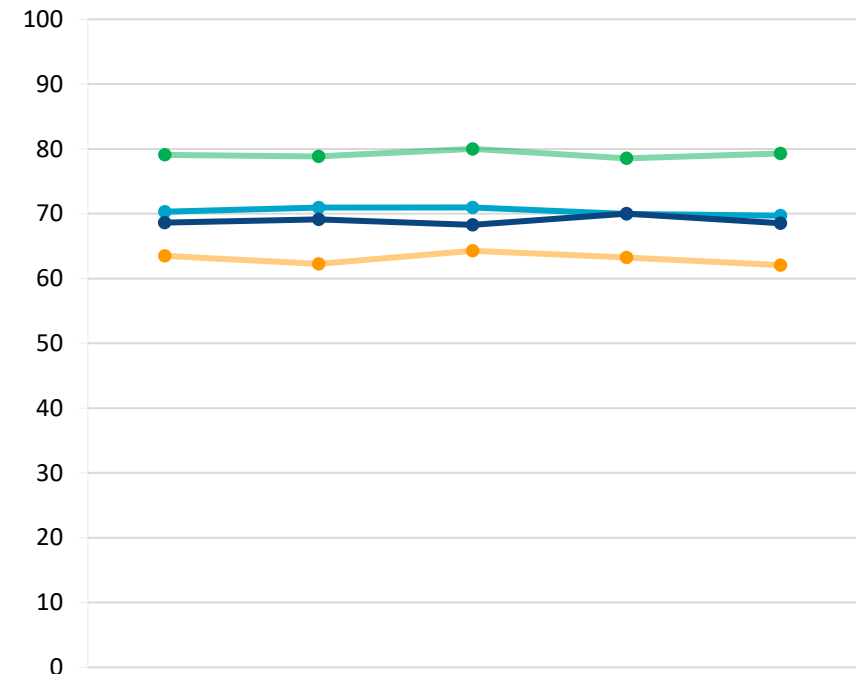
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023	2024	2025
<b>Your org</b>	68.12%	68.20%	67.05%	68.83%	67.78%
<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	3771	3894	3911	6466	6291

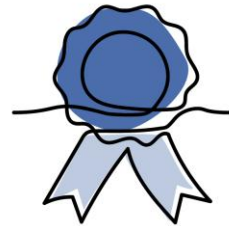
Q8c The people I work with are polite and treat each other with respect.

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



	2021	2022	2023	2024	2025
<b>Your org</b>	68.63%	69.11%	68.28%	70.01%	68.52%
<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	3767	3888	3906	6459	6277

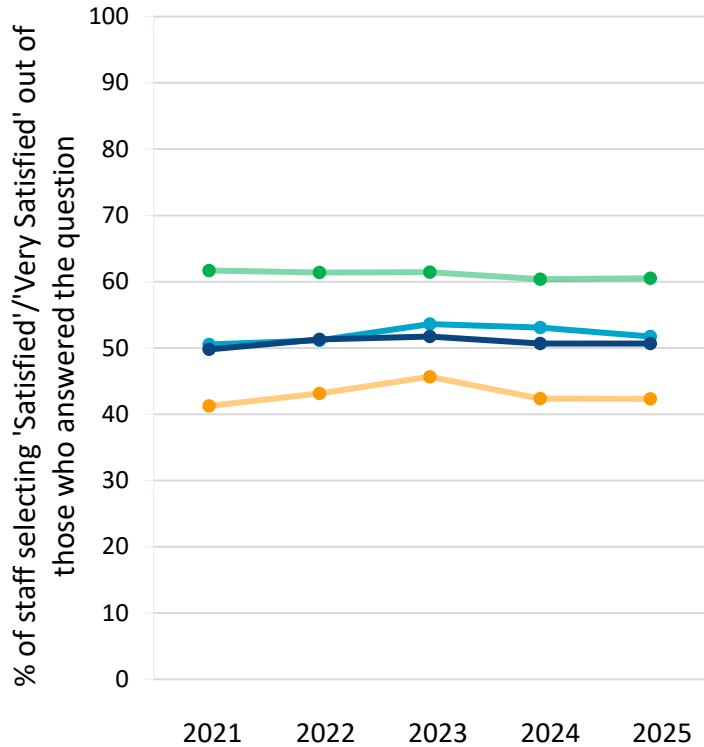
## People Promise element – We are recognised and rewarded



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

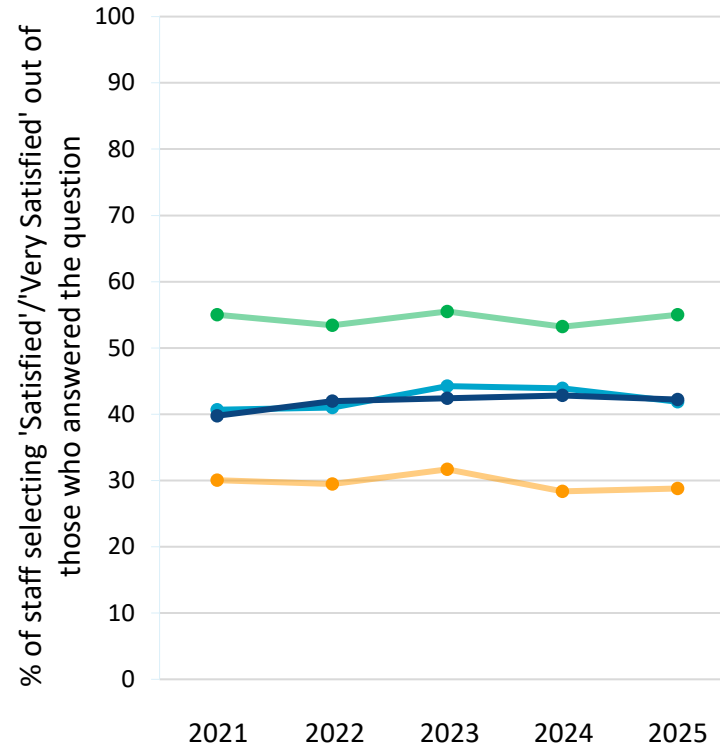


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



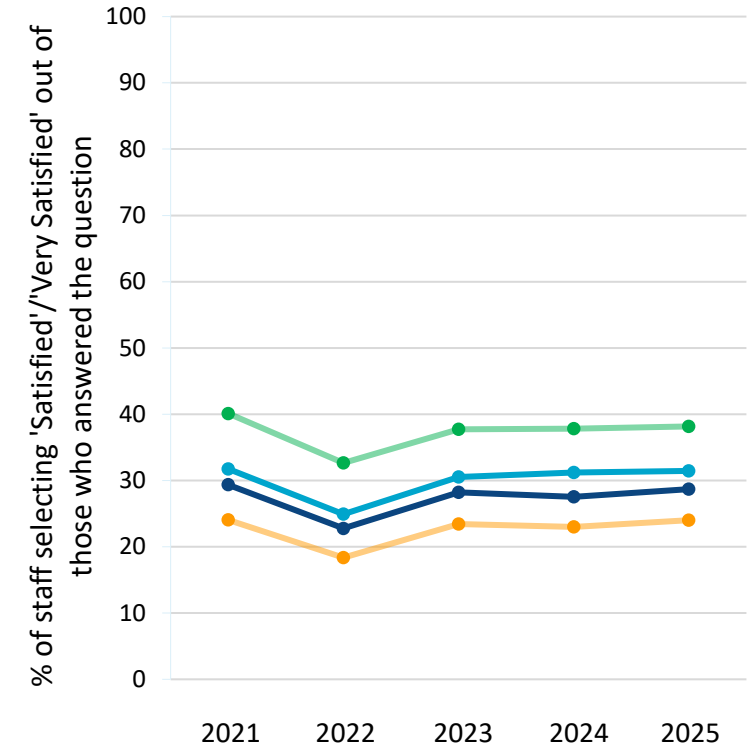
	2021	2022	2023	2024	2025
<b>Your org</b>	49.78%	51.31%	51.72%	50.67%	50.68%
<b>Best result</b>	61.69%	61.38%	61.41%	60.38%	60.51%
<b>Average result</b>	50.53%	51.13%	53.60%	53.06%	51.72%
<b>Worst result</b>	41.25%	43.14%	45.66%	42.36%	42.31%
Responses	3761	3884	3936	6490	6313

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



	2021	2022	2023	2024	2025
<b>Your org</b>	39.77%	41.99%	42.38%	42.83%	42.23%
<b>Best result</b>	55.03%	53.44%	55.51%	53.21%	55.01%
<b>Average result</b>	40.68%	41.02%	44.24%	43.91%	41.90%
<b>Worst result</b>	30.03%	29.48%	31.68%	28.36%	28.77%
Responses	3755	3872	3922	6471	6286

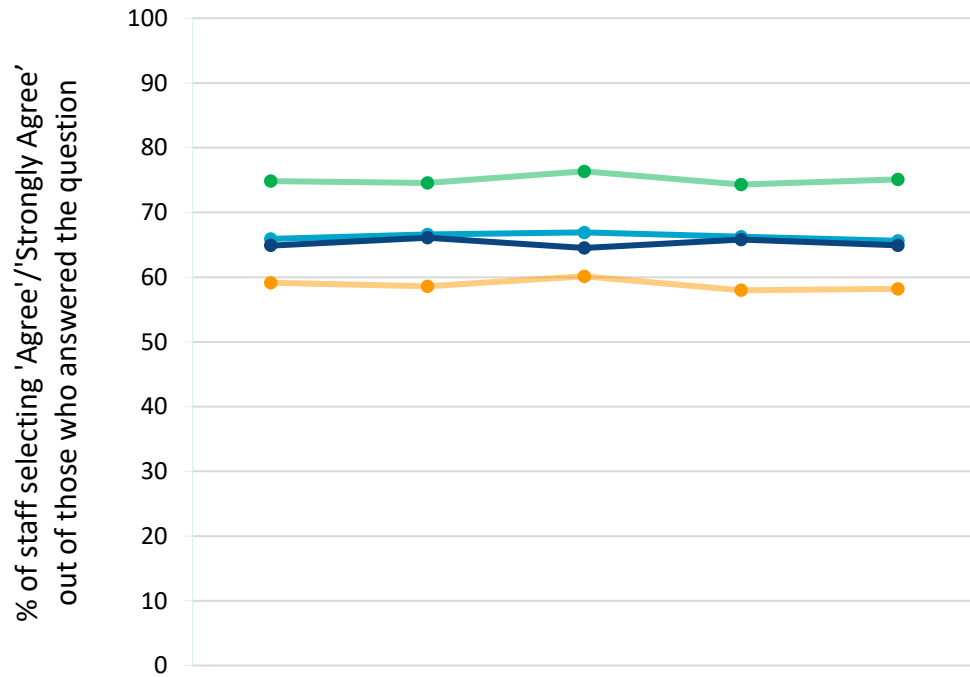
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2021	2022	2023	2024	2025
<b>Your org</b>	29.35%	22.78%	28.20%	27.55%	28.68%
<b>Best result</b>	40.11%	32.64%	37.73%	37.83%	38.14%
<b>Average result</b>	31.75%	24.92%	30.54%	31.19%	31.45%
<b>Worst result</b>	24.05%	18.36%	23.42%	22.97%	24.01%
Responses	3759	3882	3926	6474	6297

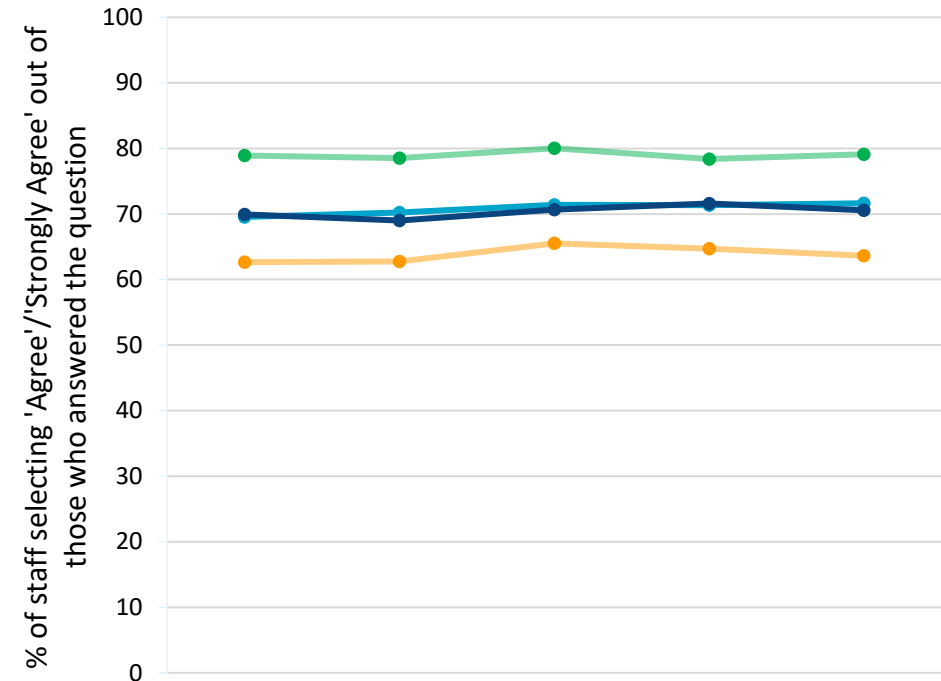


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024	2025
<b>Your org</b>	64.88%	66.09%	64.51%	65.79%	64.91%
<b>Best result</b>	74.84%	74.56%	76.35%	74.30%	75.09%
<b>Average result</b>	65.91%	66.62%	66.92%	66.23%	65.62%
<b>Worst result</b>	59.15%	58.58%	60.13%	57.98%	58.20%
Responses	3766	3887	3902	6442	6262

Q9e My immediate manager values my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	69.92%	69.00%	70.65%	71.60%	70.56%
<b>Best result</b>	78.90%	78.53%	80.02%	78.38%	79.12%
<b>Average result</b>	69.55%	70.22%	71.41%	71.32%	71.63%
<b>Worst result</b>	62.65%	62.75%	65.51%	64.72%	63.64%
Responses	3799	3920	3935	6464	6299

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



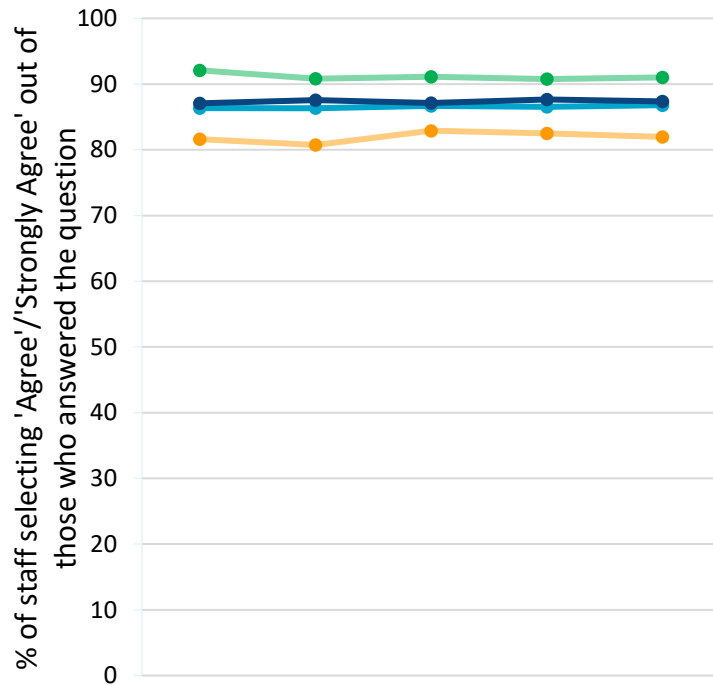
### Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

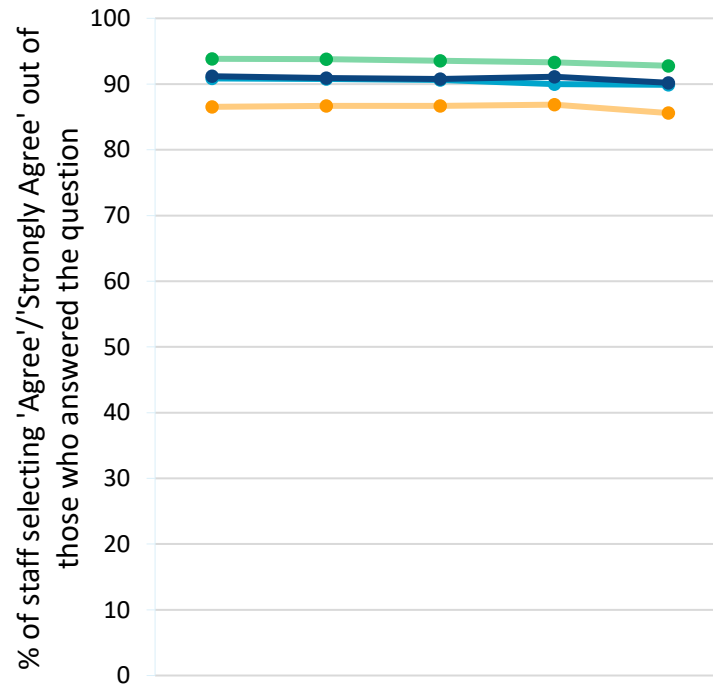


Q3a I always know what my work responsibilities are.



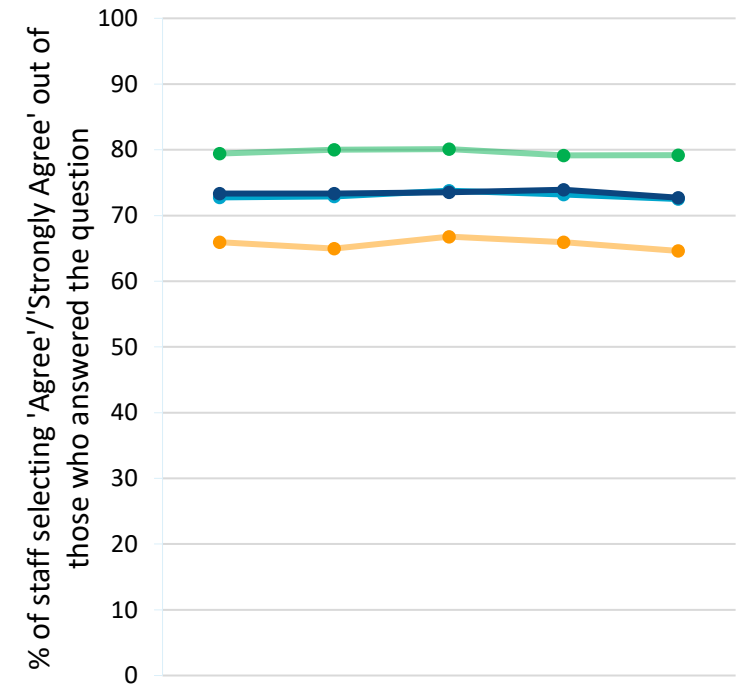
	2021	2022	2023	2024	2025
<b>Your org</b>	87.07%	87.58%	87.10%	87.65%	87.35%
<b>Best result</b>	92.09%	90.81%	91.10%	90.75%	91.00%
<b>Average result</b>	86.33%	86.32%	86.69%	86.53%	86.79%
<b>Worst result</b>	81.63%	80.73%	82.90%	82.49%	81.95%
Responses	3805	3930	3934	6496	6319

Q3b I am trusted to do my job.



	2021	2022	2023	2024	2025
<b>Your org</b>	91.18%	90.92%	90.78%	91.09%	90.19%
<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	3795	3926	3929	6483	6299

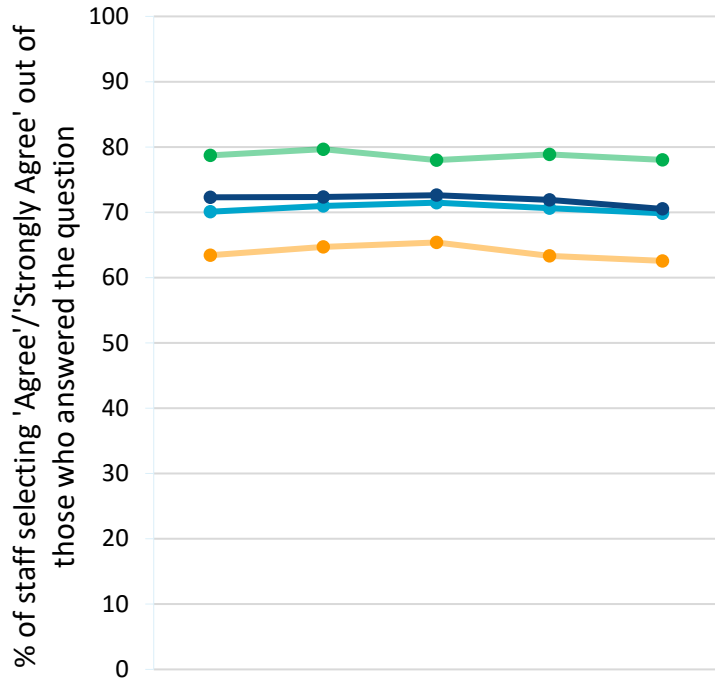
Q3c There are frequent opportunities for me to show initiative in my role.



	2021	2022	2023	2024	2025
<b>Your org</b>	73.32%	73.32%	73.55%	73.91%	72.70%
<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	3786	3920	3921	6476	6285

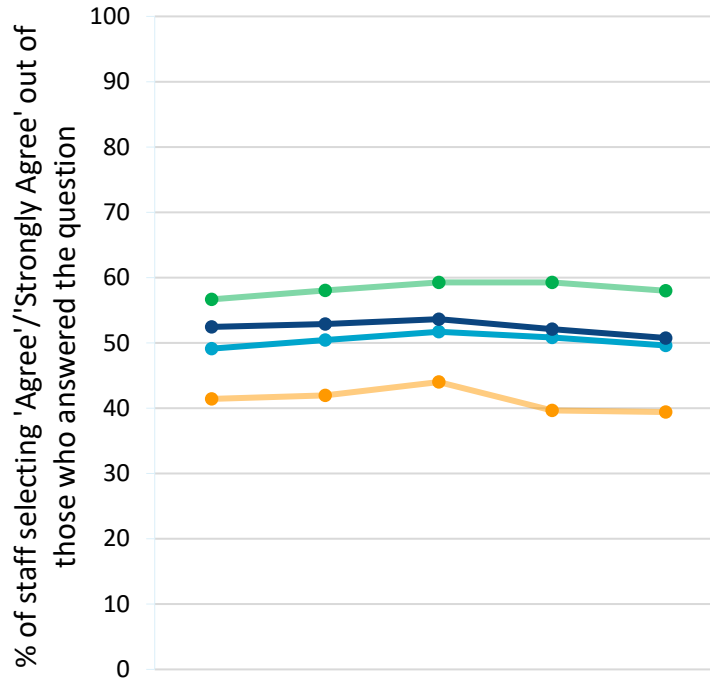


Q3d I am able to make suggestions to improve the work of my team / department.



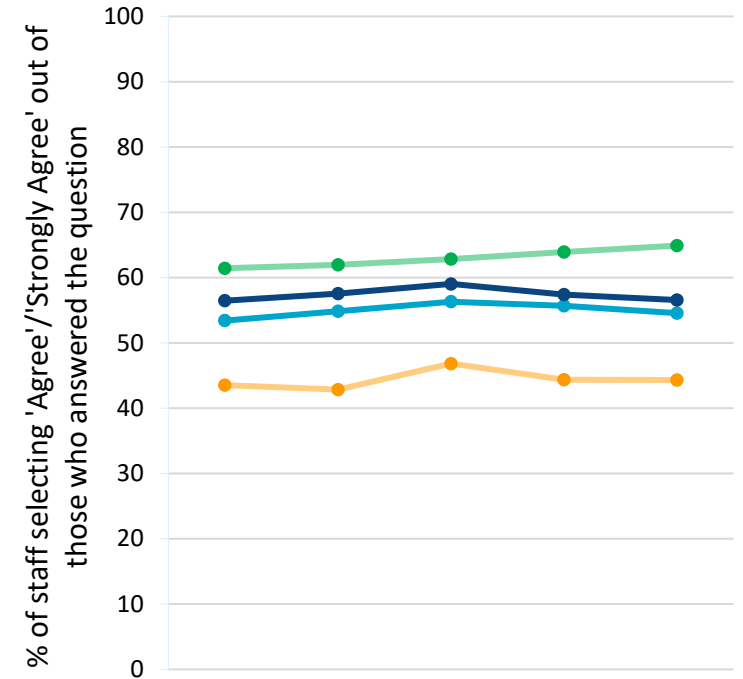
	2021	2022	2023	2024	2025
<b>Your org</b>	72.29%	72.33%	72.62%	71.93%	70.52%
<b>Best result</b>	78.70%	79.67%	78.00%	78.84%	78.03%
<b>Average result</b>	70.10%	70.97%	71.47%	70.61%	69.85%
<b>Worst result</b>	63.42%	64.70%	65.38%	63.33%	62.56%
Responses	3778	3906	3916	6468	6279

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>	52.46%	52.88%	53.64%	52.09%	50.75%
<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	3781	3910	3921	6466	6287

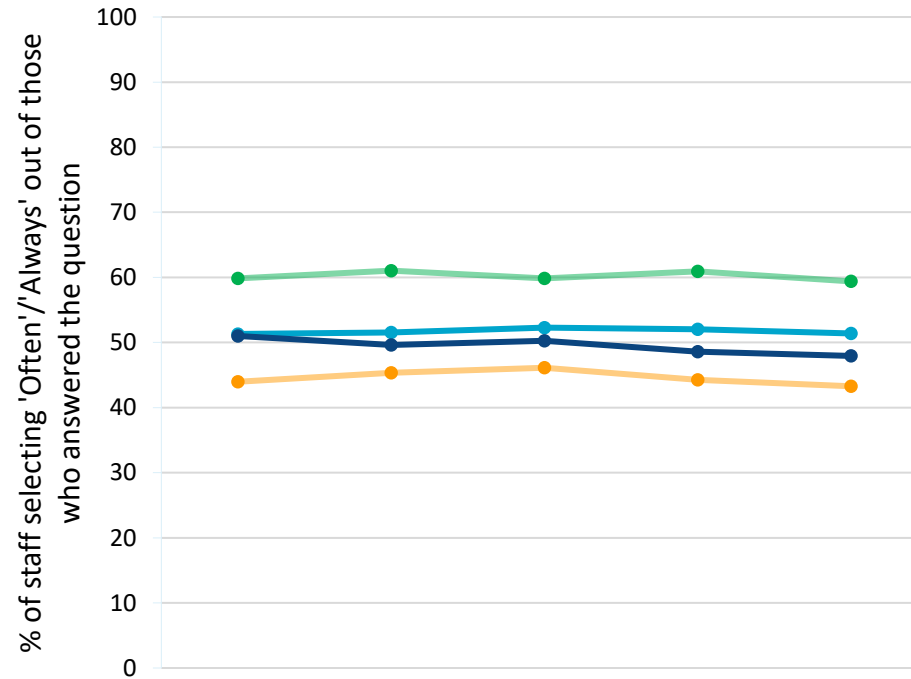
Q3f I am able to make improvements happen in my area of work.



	2021	2022	2023	2024	2025
<b>Your org</b>	56.46%	57.57%	59.04%	57.41%	56.54%
<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	3778	3904	3918	6453	6274



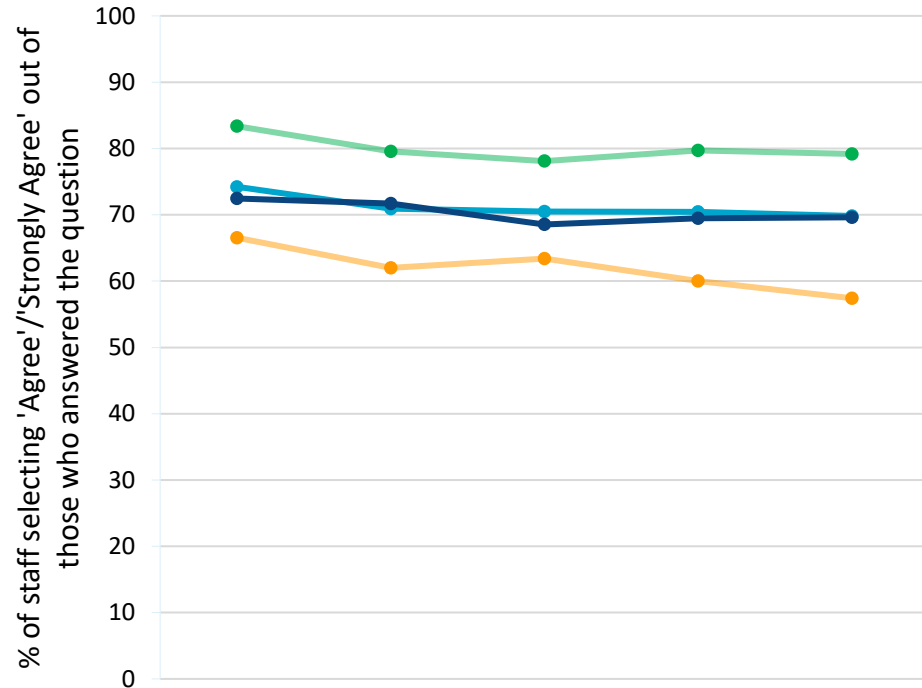
Q5b I have a choice in deciding how to do my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	51.00%	49.63%	50.26%	48.60%	47.94%
<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	3769	3898	3912	6455	6290

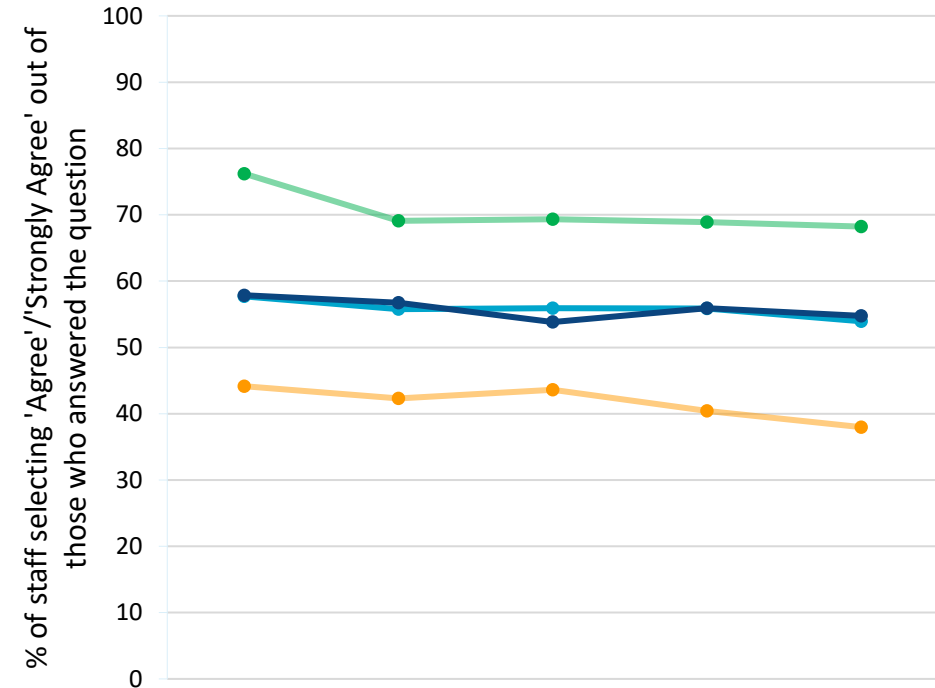


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2021	2022	2023	2024	2025
<b>Your org</b>	72.45%	71.72%	68.54%	69.47%	69.62%
<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	3795	3904	3903	6456	6263

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

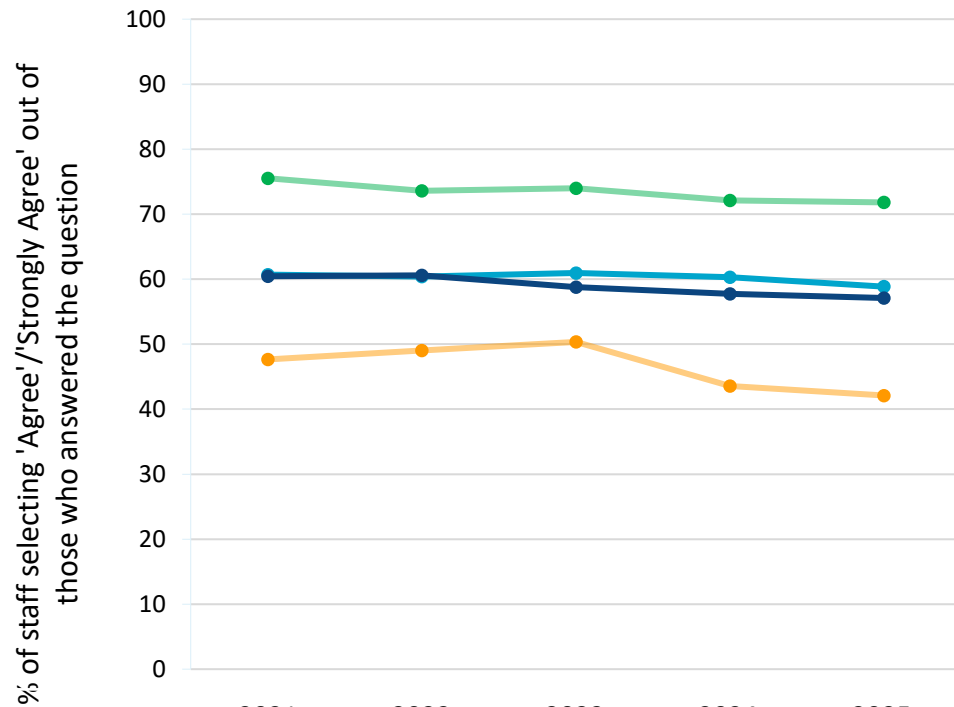


	2021	2022	2023	2024	2025
<b>Your org</b>	57.87%	56.72%	53.82%	55.91%	54.77%
<b>Best result</b>	76.20%	69.10%	69.34%	68.88%	68.23%
<b>Average result</b>	57.69%	55.78%	55.93%	55.88%	53.94%
<b>Worst result</b>	44.15%	42.28%	43.60%	40.40%	37.97%
Responses	3786	3892	3895	6431	6233



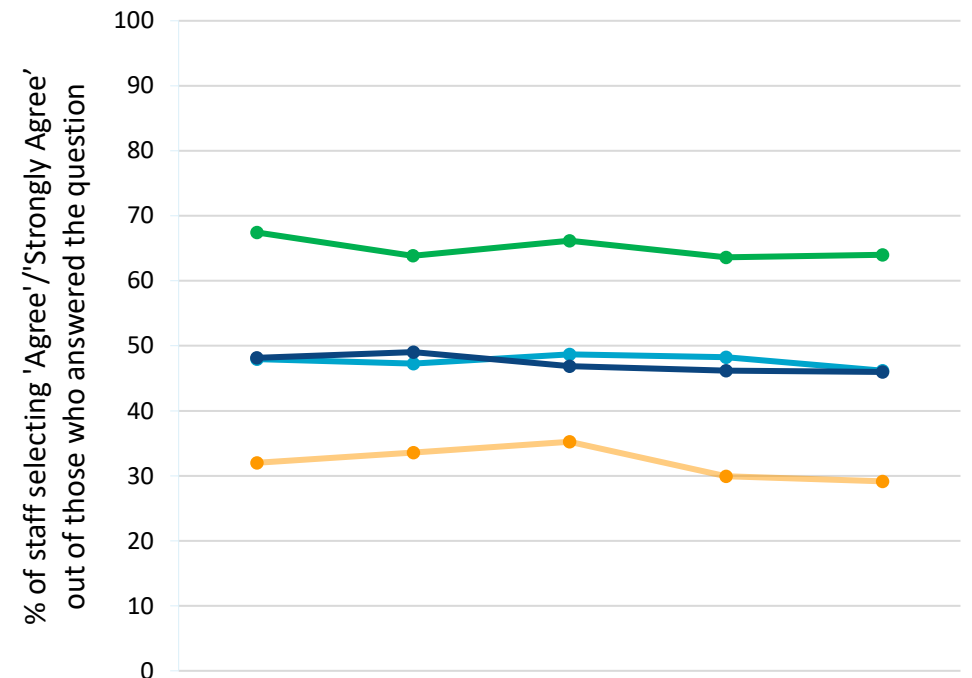
Q25e I feel safe to speak up about anything that concerns me in this organisation.

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



Your org	60.44%	60.59%	58.78%	57.73%	57.10%
Best result	75.53%	73.59%	73.99%	72.14%	71.81%
Average result	60.69%	60.38%	60.95%	60.31%	58.85%
Worst result	47.63%	49.02%	50.35%	43.57%	42.11%

Responses 3789 3886 3904 6432 6255



Your org	48.14%	49.03%	46.85%	46.18%	45.98%
Best result	67.44%	63.83%	66.16%	63.62%	63.99%
Average result	47.96%	47.24%	48.68%	48.24%	46.18%
Worst result	32.01%	33.60%	35.23%	29.95%	29.15%

Responses 3775 3897 3896 6422 6245

## 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

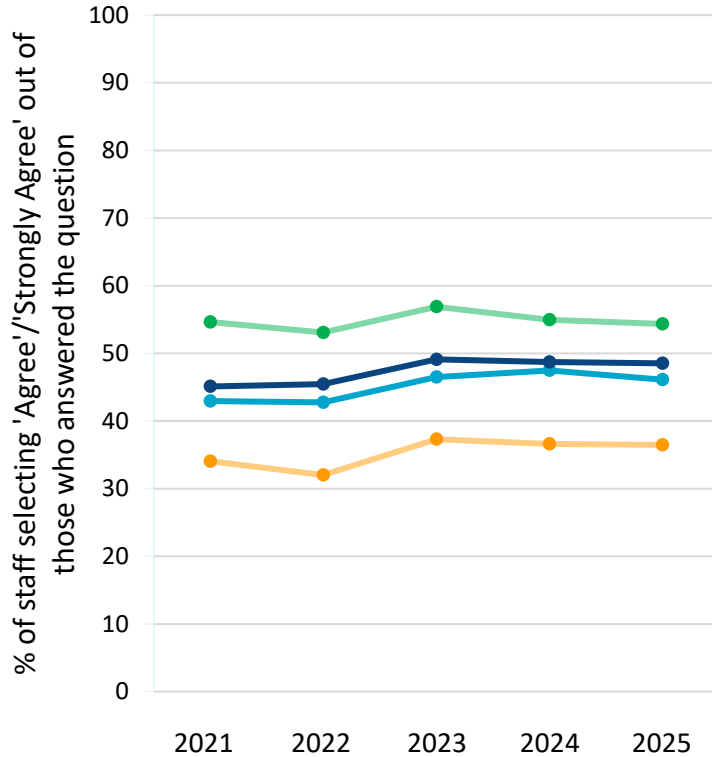
Other questions:\* Q17a, Q17b, Q22

\*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.

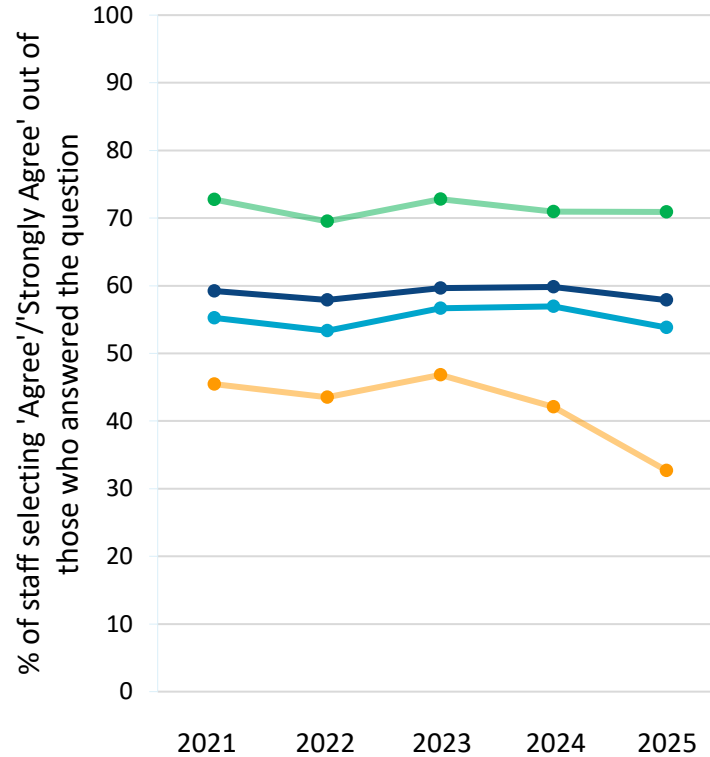


Q3g I am able to meet all the conflicting demands on my time at work.



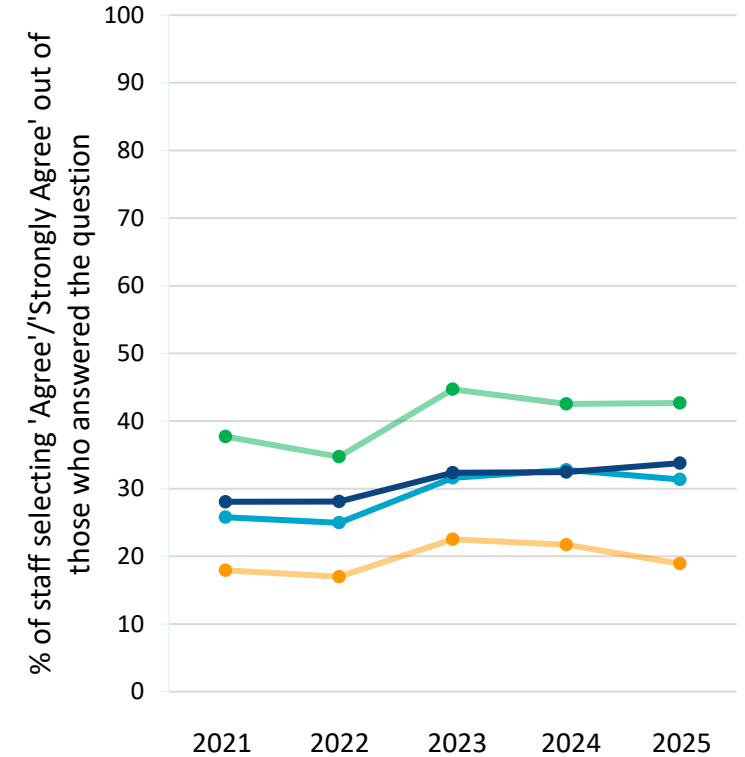
Responses	3783	3898	3915	6448	6265
-----------	------	------	------	------	------

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



Responses	3776	3913	3910	6444	6244
-----------	------	------	------	------	------

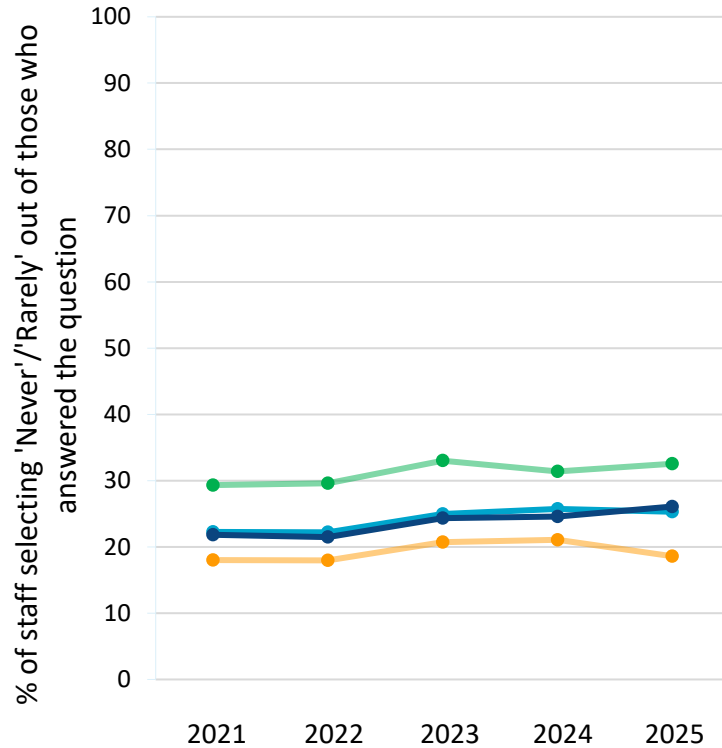
Q3i There are enough staff at this organisation for me to do my job properly.



Responses	3789	3915	3932	6479	6287
-----------	------	------	------	------	------

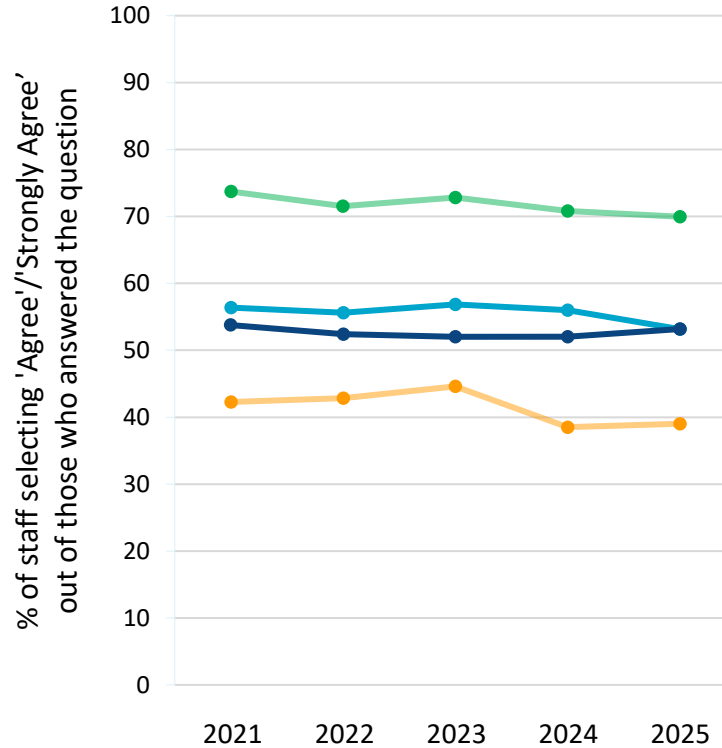


Q5a I have unrealistic time pressures.



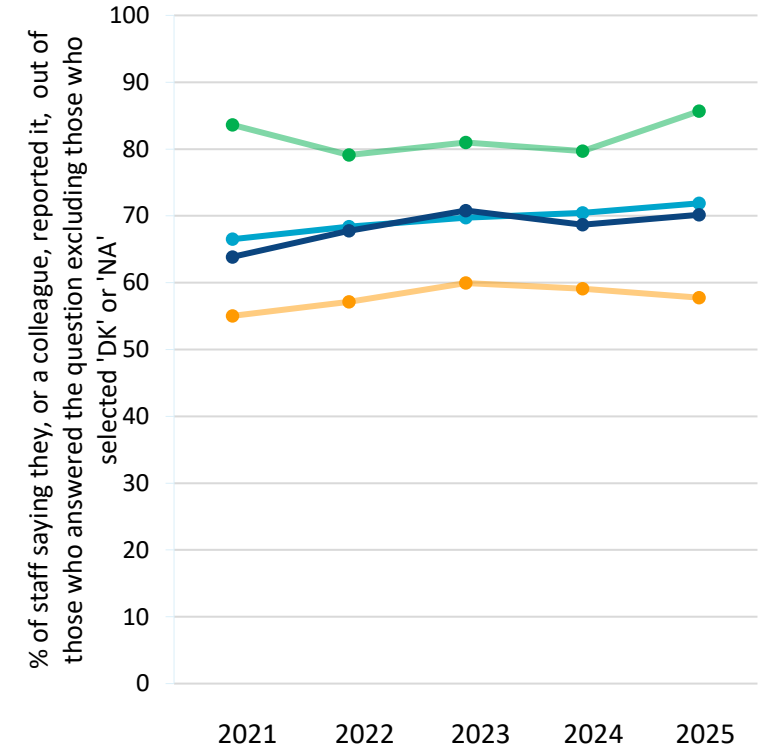
Responses	3774	3904	3921	6459	6293
-----------	------	------	------	------	------

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



Responses	3733	3895	3861	6413	6227
-----------	------	------	------	------	------

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

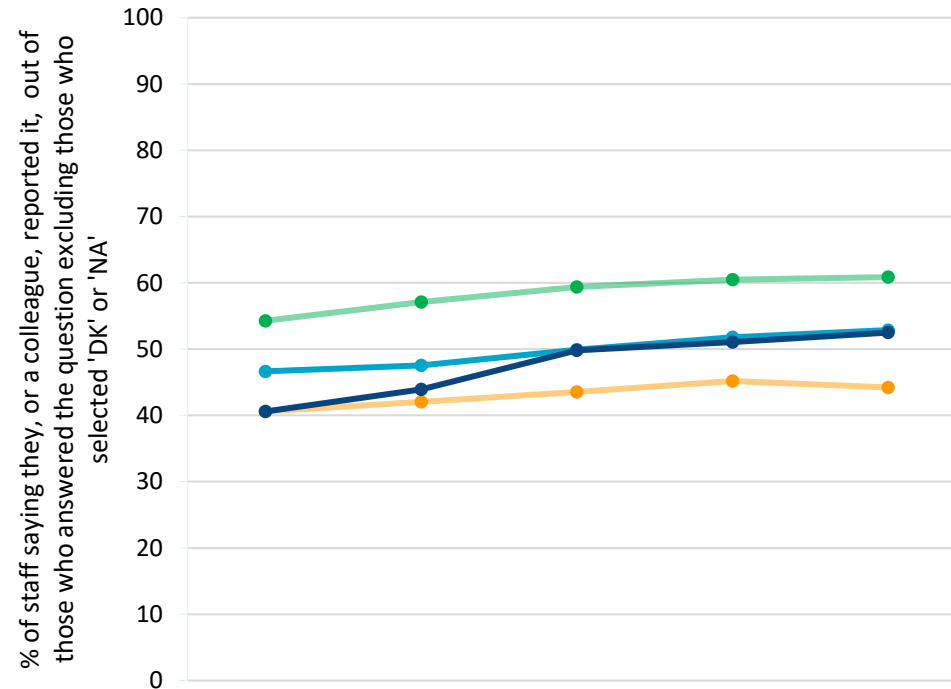


Responses	517	519	485	878	828
-----------	-----	-----	-----	-----	-----

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?

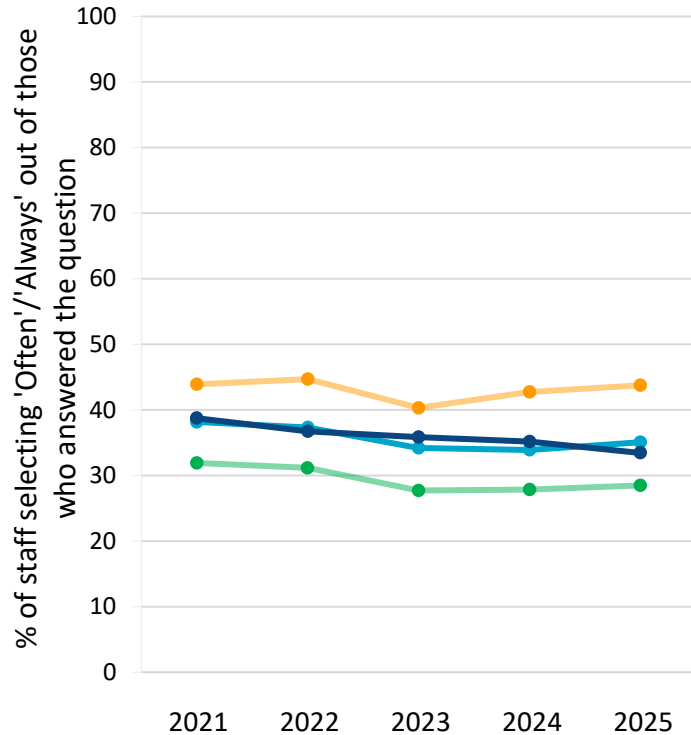


	2021	2022	2023	2024	2025
Your org	40.60%	43.92%	49.81%	51.08%	52.50%
Best result	54.28%	57.12%	59.37%	60.49%	60.86%
Average result	46.65%	47.56%	49.90%	51.81%	52.88%
Worst result	40.60%	42.04%	43.56%	45.19%	44.24%
Responses	1416	1418	1355	2217	2096

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

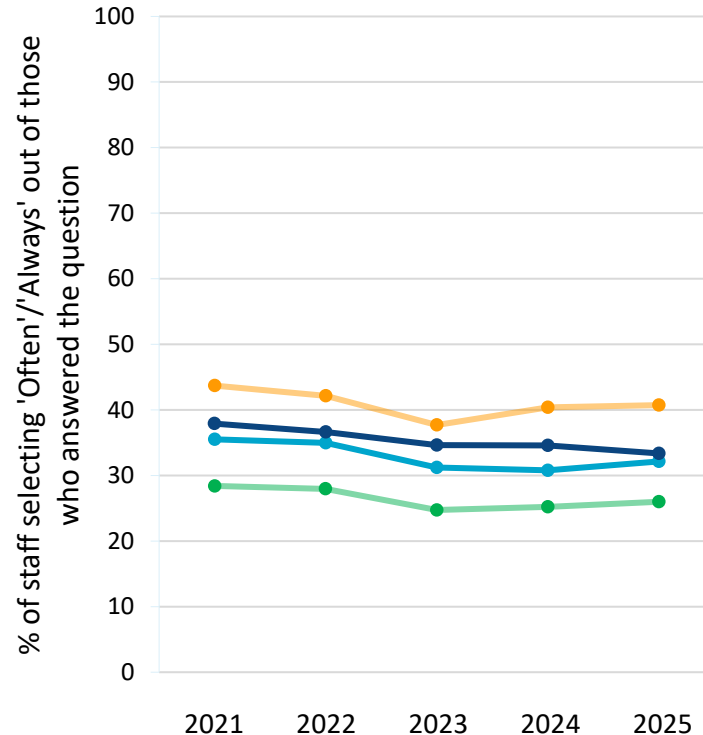


Q12a How often, if at all, do you find your work emotionally exhausting?



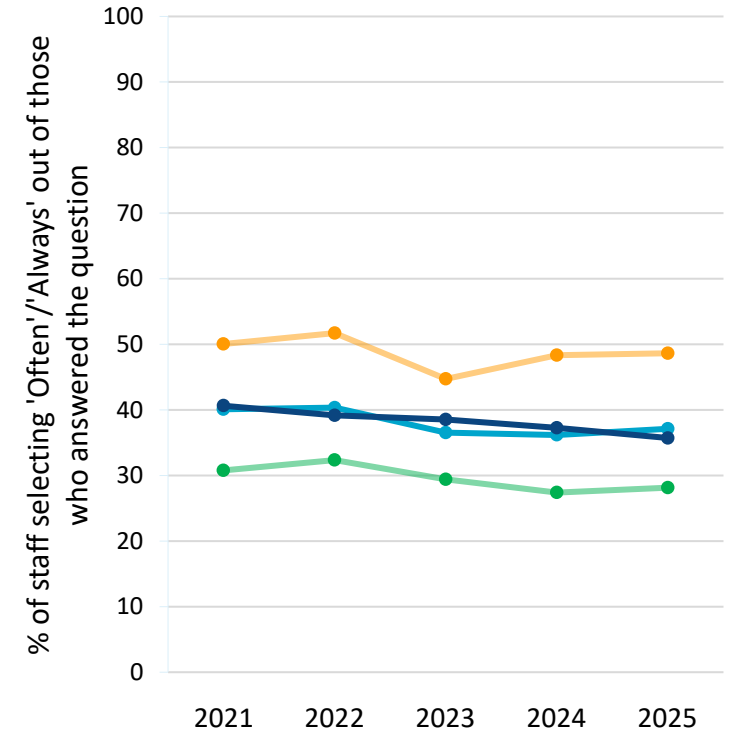
Responses	3807	3923	3933	6469	6306
-----------	------	------	------	------	------

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



Responses	3799	3920	3931	6458	6289
-----------	------	------	------	------	------

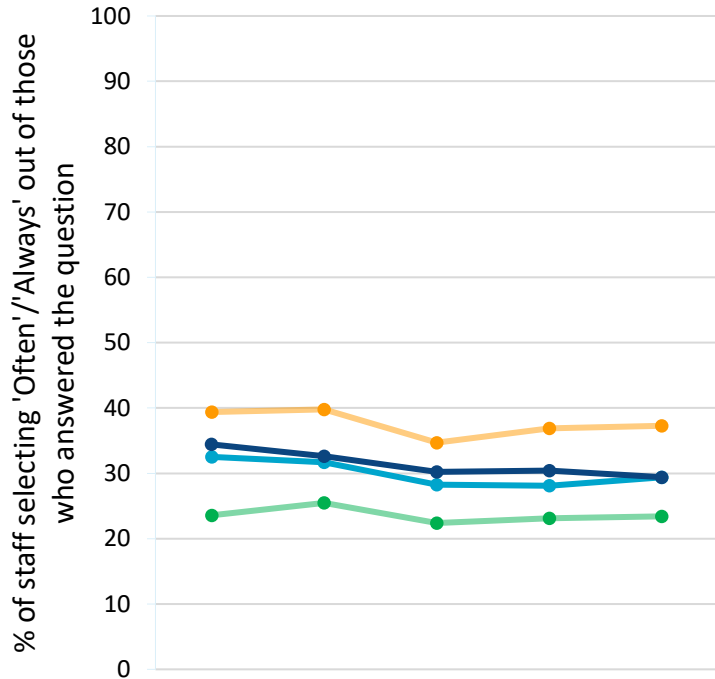
Q12c How often, if at all, does your work frustrate you?



Responses	3793	3919	3925	6454	6294
-----------	------	------	------	------	------

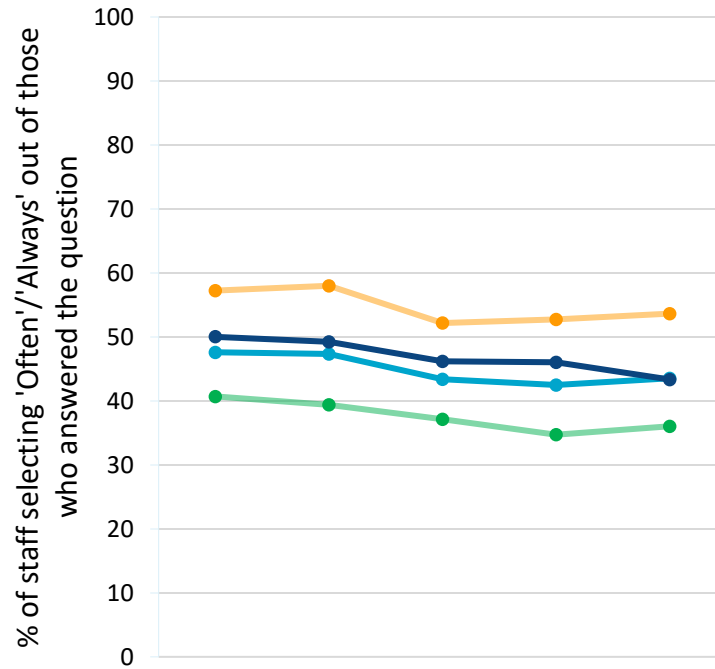


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



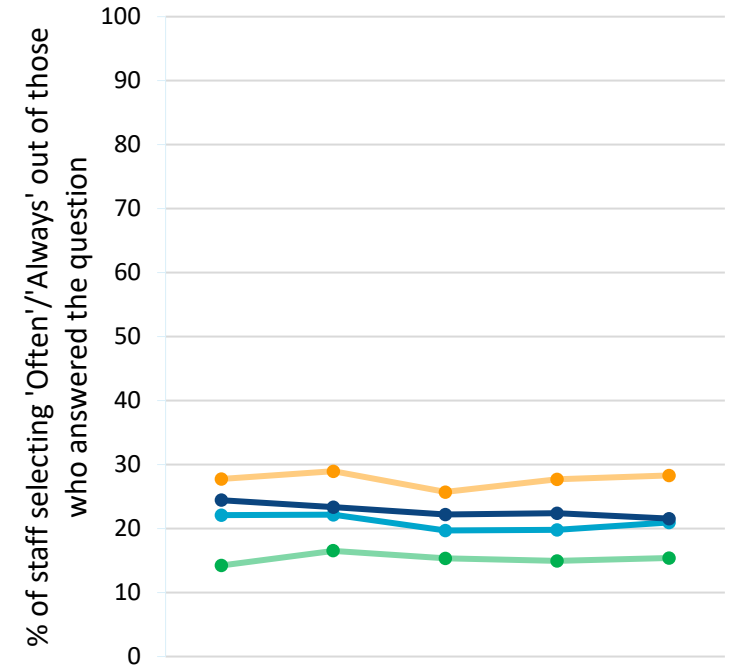
	2021	2022	2023	2024	2025
<b>Your org</b>	34.42%	32.63%	30.20%	30.42%	29.41%
<b>Best result</b>	23.58%	25.47%	22.39%	23.14%	23.42%
<b>Average result</b>	32.51%	31.67%	28.24%	28.10%	29.40%
<b>Worst result</b>	39.40%	39.79%	34.70%	36.90%	37.26%
Responses	3797	3916	3926	6444	6279

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



	2021	2022	2023	2024	2025
<b>Your org</b>	50.01%	49.22%	46.17%	46.02%	43.35%
<b>Best result</b>	40.70%	39.38%	37.14%	34.72%	36.06%
<b>Average result</b>	47.60%	47.34%	43.37%	42.49%	43.54%
<b>Worst result</b>	57.24%	58.00%	52.17%	52.73%	53.62%
Responses	3789	3906	3920	6443	6283

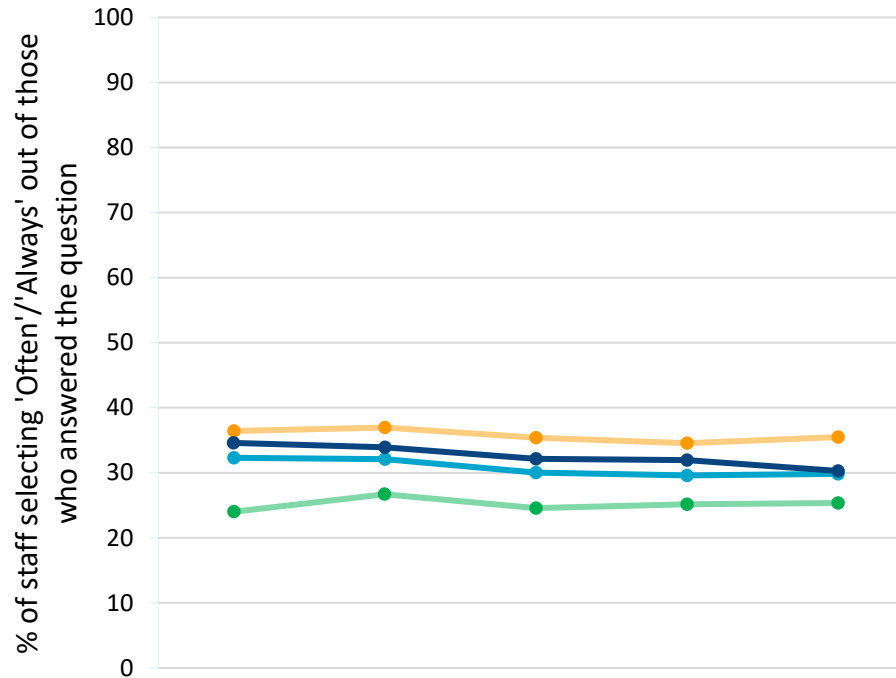
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024	2025
<b>Your org</b>	24.43%	23.35%	22.22%	22.42%	21.56%
<b>Best result</b>	14.23%	16.51%	15.35%	14.92%	15.41%
<b>Average result</b>	22.08%	22.17%	19.70%	19.78%	20.95%
<b>Worst result</b>	27.73%	28.96%	25.73%	27.72%	28.30%
Responses	3781	3906	3920	6435	6272



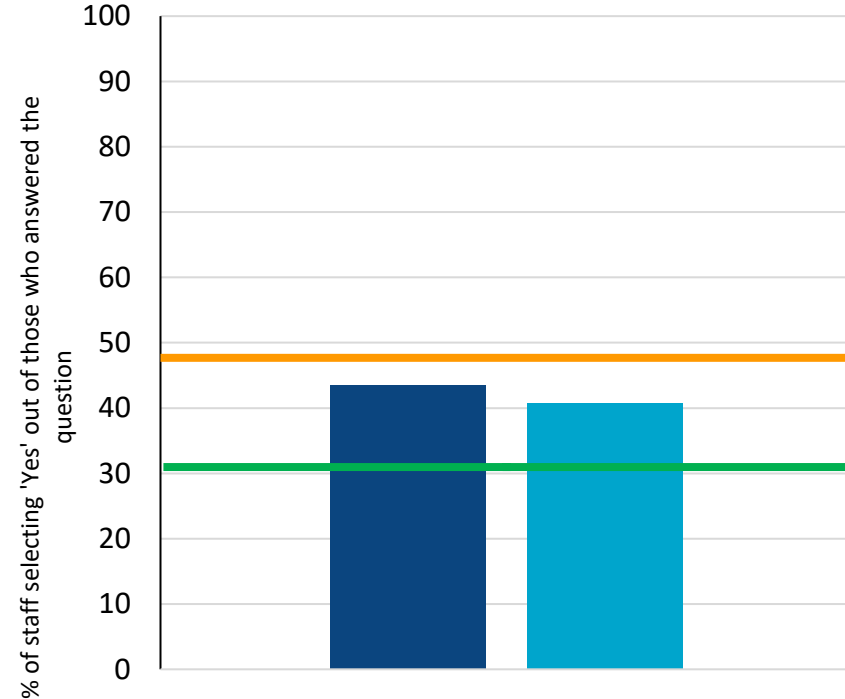
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024	2025
<b>Your org</b>	34.59%	33.92%	32.16%	31.95%	30.28%
<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%
<b>Responses</b>	3800	3917	3931	6451	6295

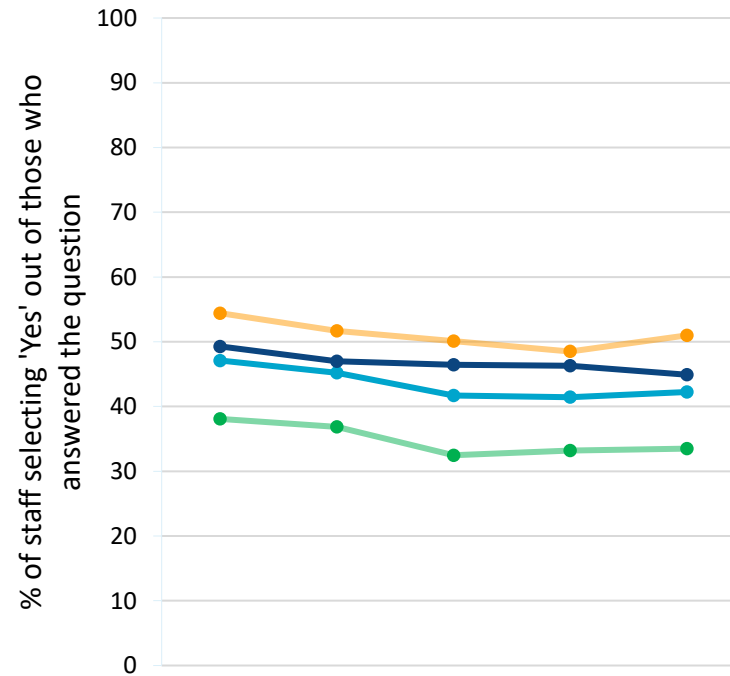


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Examples may include back pain, neck or arm strains, and joint pain.



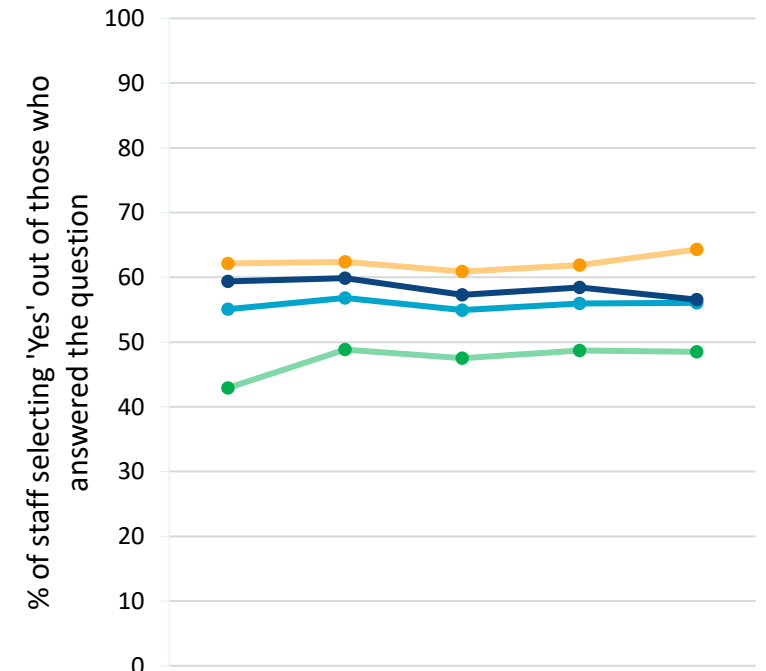
	2025
Your org	43.52%
Best result	30.97%
Average result	40.70%
Worst result	47.69%
Responses	6266

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



	2021	2022	2023	2024	2025
Your org	49.29%	47.00%	46.43%	46.32%	44.91%
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	3775	3909	3899	6427	6262

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

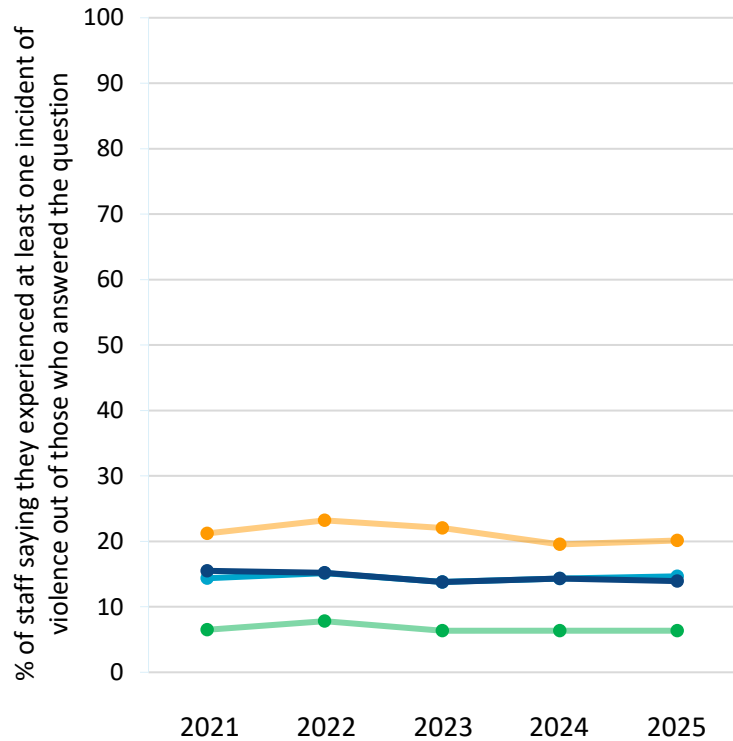


	2021	2022	2023	2024	2025
Your org	59.37%	59.88%	57.29%	58.44%	56.55%
Best result	42.92%	48.84%	47.51%	48.71%	48.53%
Average result	55.08%	56.82%	54.94%	55.96%	56.08%
Worst result	62.16%	62.39%	60.90%	61.90%	64.31%
Responses	3770	3904	3893	6421	6263

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/>

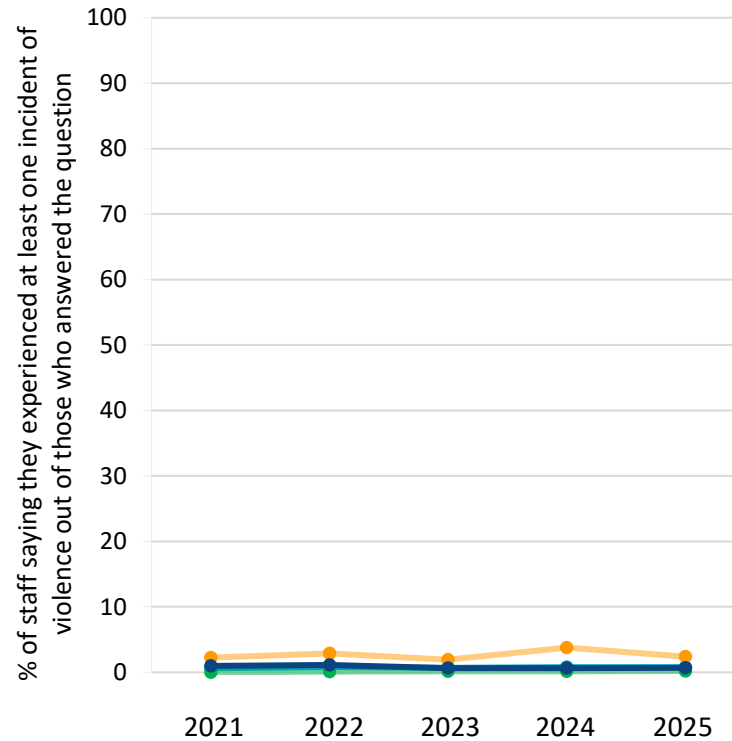


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



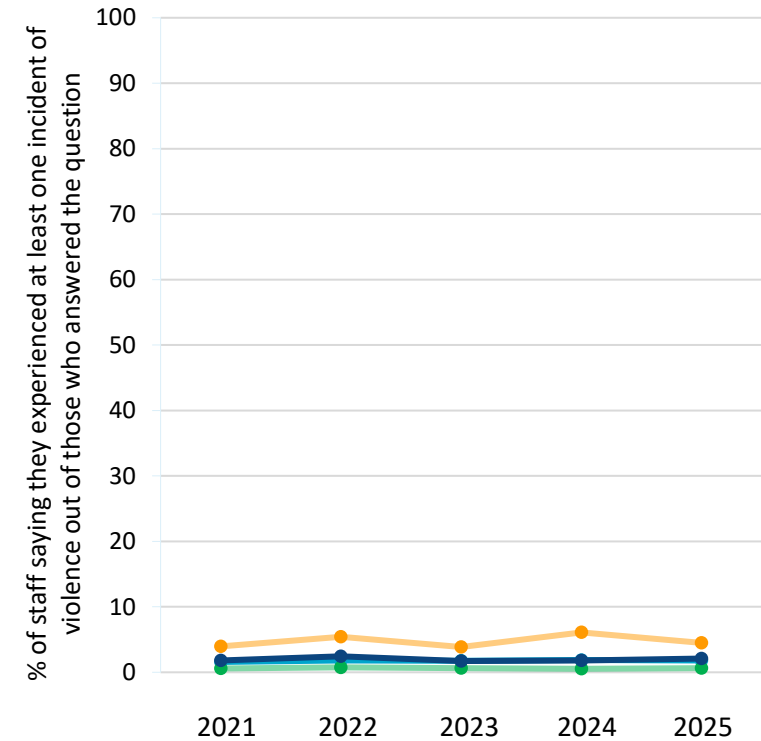
	2021	2022	2023	2024	2025
<b>Your org</b>	15.50%	15.22%	13.79%	14.32%	13.94%
<b>Best result</b>	6.50%	7.81%	6.35%	6.35%	6.35%
<b>Average result</b>	14.38%	15.15%	13.81%	14.31%	14.65%
<b>Worst result</b>	21.20%	23.21%	22.02%	19.54%	20.14%
Responses	3798	3916	3909	6449	6268

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>	1.00%	1.12%	0.66%	0.63%	0.69%
<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	3777	3914	3894	6406	6226

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

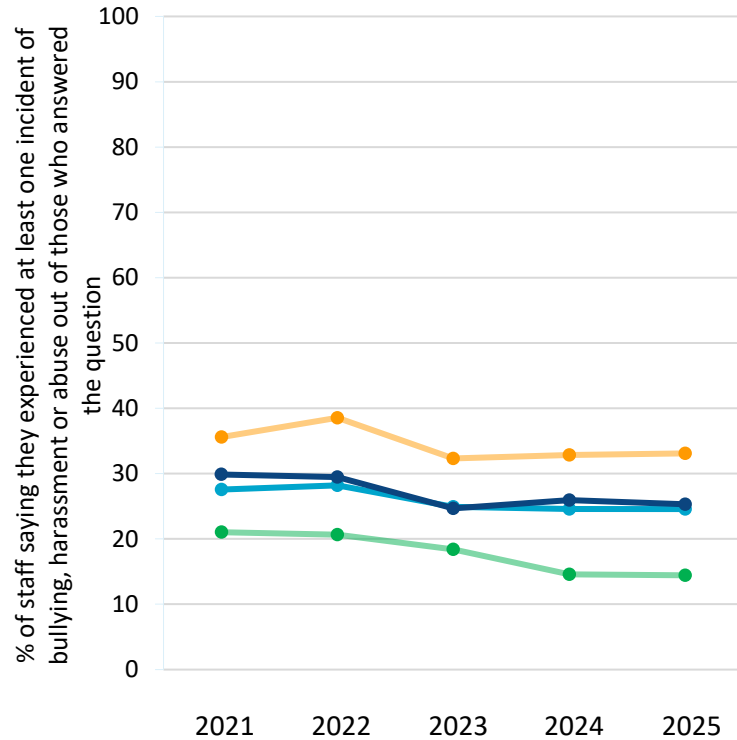


	2021	2022	2023	2024	2025
<b>Your org</b>	1.80%	2.44%	1.72%	1.81%	2.10%
<b>Best result</b>	0.56%	0.76%	0.65%	0.54%	0.63%
<b>Average result</b>	1.58%	1.83%	1.78%	1.88%	1.80%
<b>Worst result</b>	3.98%	5.44%	3.86%	6.09%	4.51%
Responses	3742	3885	3869	6371	6178

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

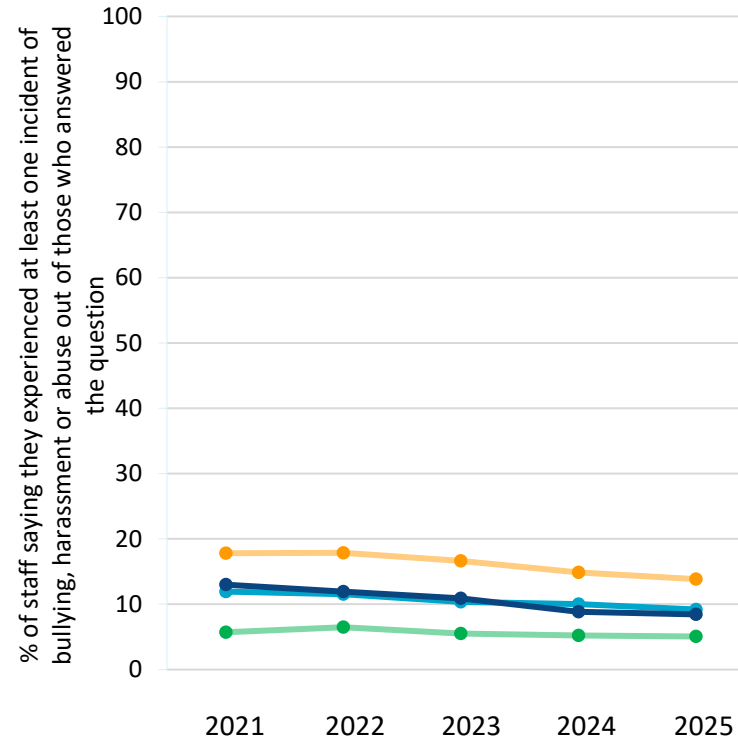


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



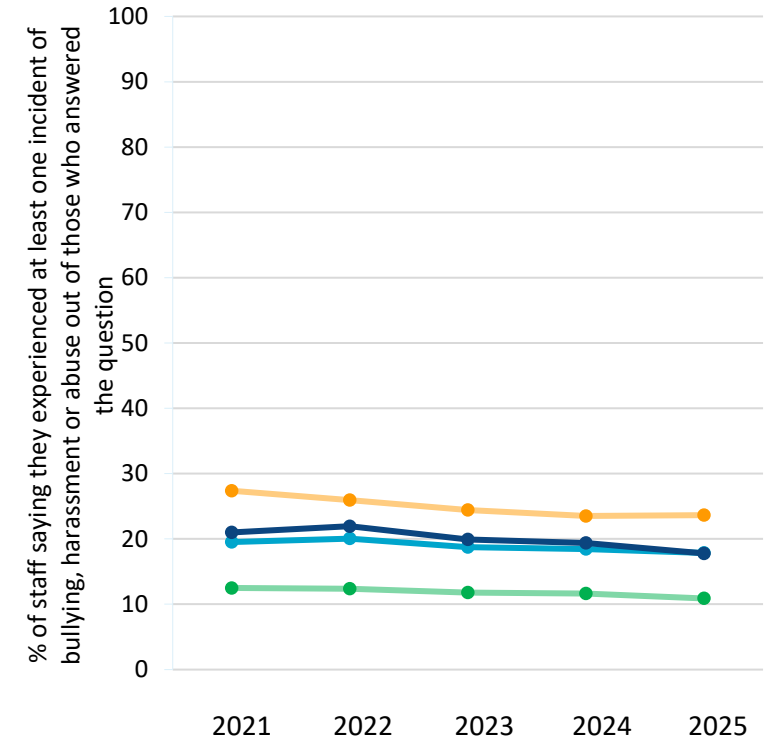
<b>Your org</b>	29.87%	29.49%	24.68%	25.93%	25.32%
<b>Best result</b>	21.03%	20.65%	18.41%	14.57%	14.44%
<b>Average result</b>	27.56%	28.20%	24.91%	24.59%	24.59%
<b>Worst result</b>	35.57%	38.56%	32.33%	32.84%	33.08%
Responses	3769	3904	3913	6450	6261

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



<b>Your org</b>	13.00%	11.94%	10.92%	8.86%	8.45%
<b>Best result</b>	5.72%	6.48%	5.50%	5.22%	5.07%
<b>Average result</b>	11.94%	11.52%	10.35%	10.00%	9.20%
<b>Worst result</b>	17.83%	17.88%	16.64%	14.86%	13.85%
Responses	3757	3894	3891	6416	6222

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

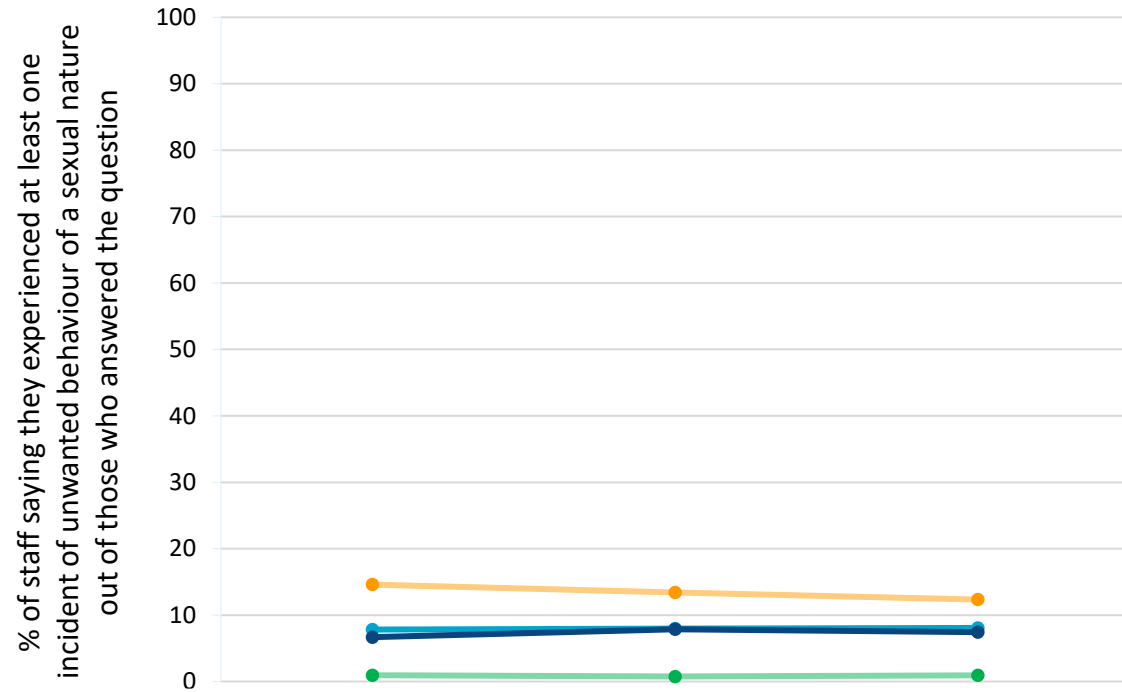


<b>Your org</b>	21.00%	21.95%	19.90%	19.40%	17.79%
<b>Best result</b>	12.50%	12.35%	11.78%	11.65%	10.89%
<b>Average result</b>	19.54%	20.05%	18.74%	18.47%	17.86%
<b>Worst result</b>	27.38%	25.97%	24.43%	23.52%	23.63%
Responses	3753	3872	3900	6414	6231

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



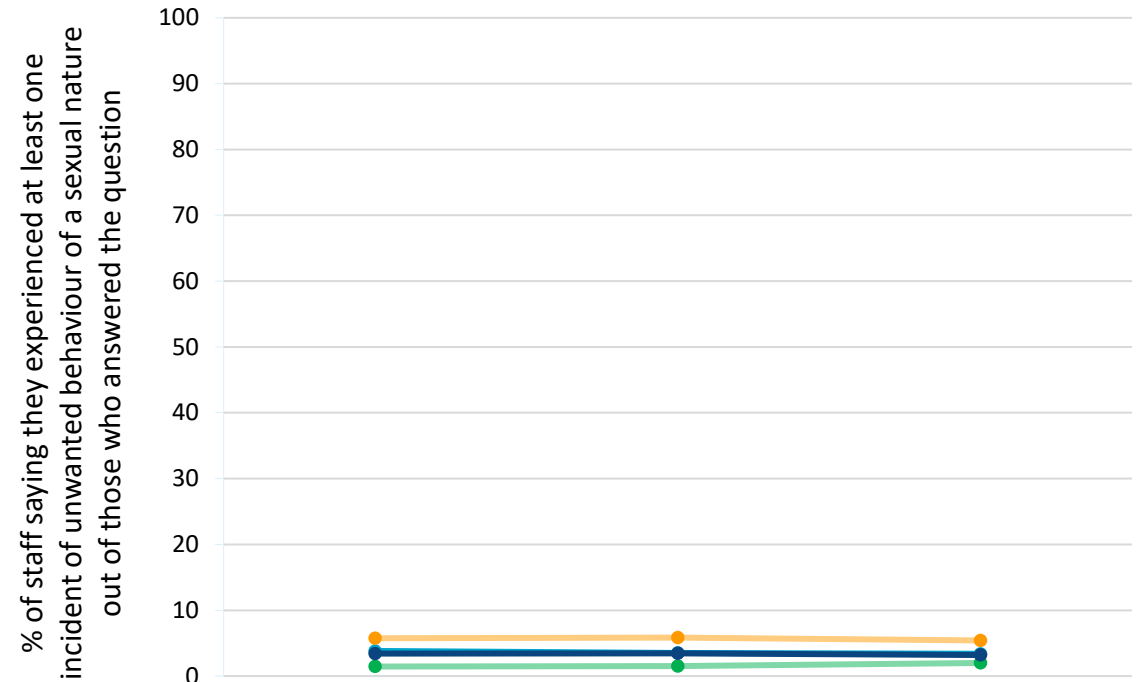
2023 2024 2025

Your org	6.68%	7.87%	7.41%
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 3924 6461 6283

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

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



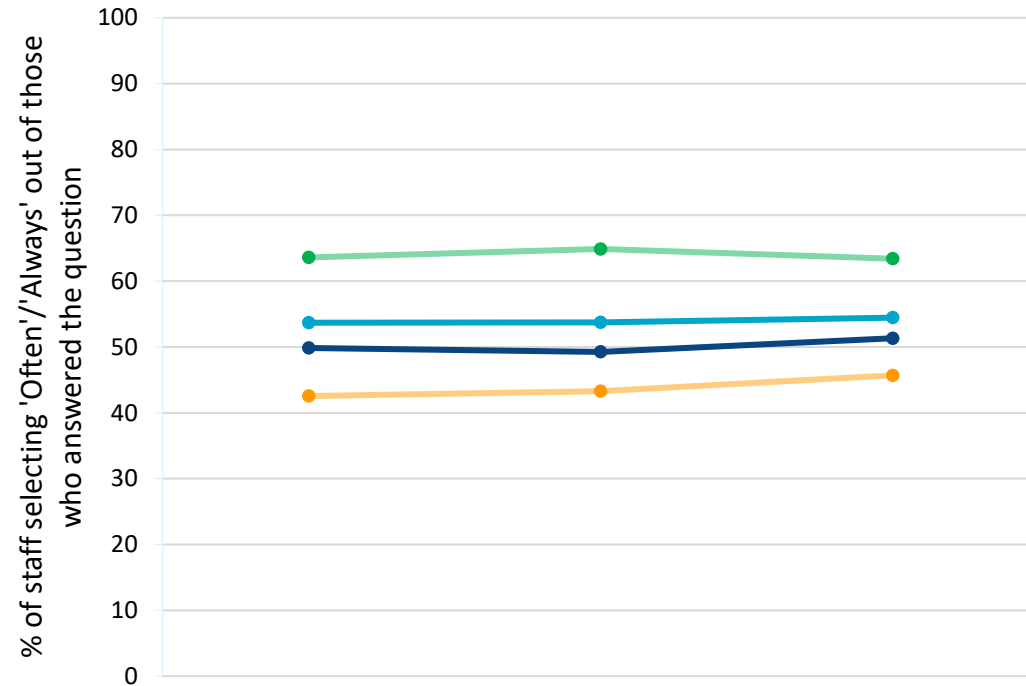
2023 2024 2025

Your org	3.43%	3.45%	3.20%
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 3916 6418 6261



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



	2023	2024	2025
Your org	49.83%	49.25%	51.32%
Best result	63.60%	64.89%	63.41%
Average result	53.68%	53.75%	54.45%
Worst result	42.55%	43.27%	45.69%
Responses	3925	6470	6289

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

## People Promise element – We are always learning



### Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

Appraisals – Q23a\*, Q23b, Q23c, Q23d

Other questions\*\* - Q24f

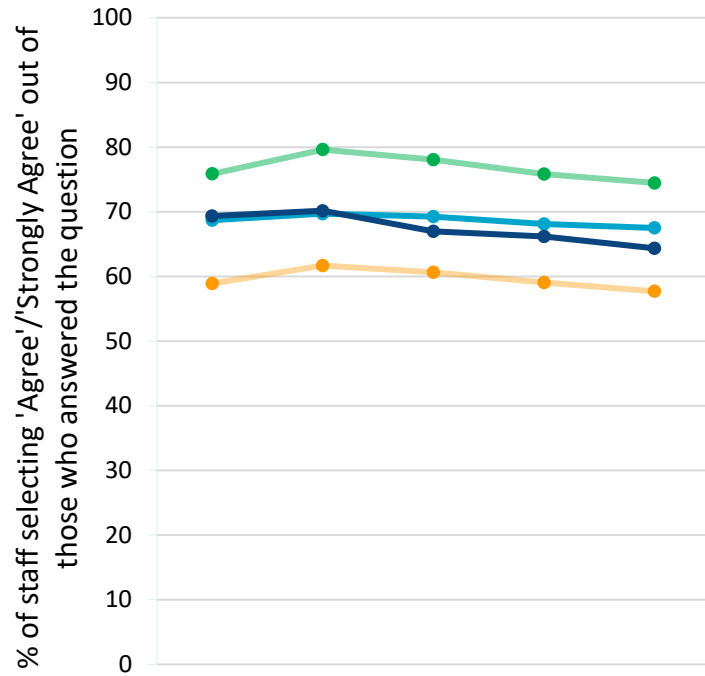
\*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

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

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

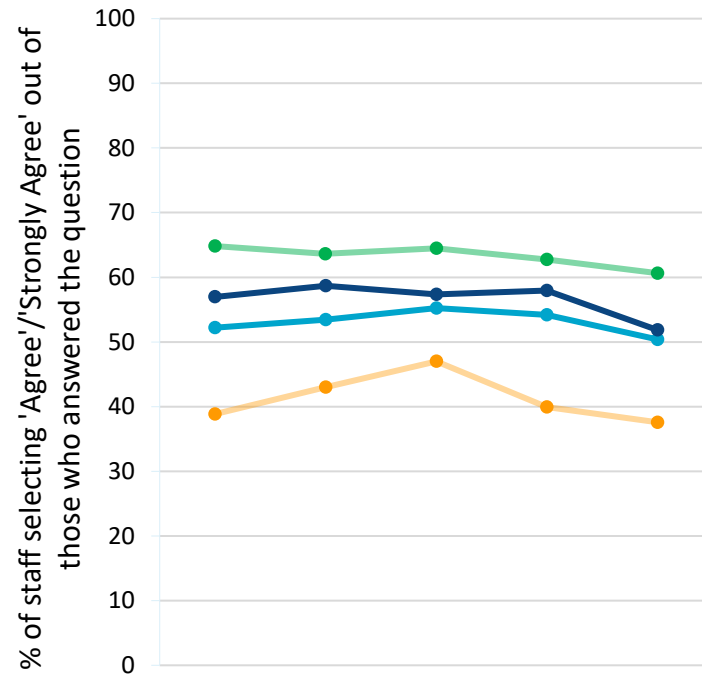


Q24a This organisation offers me challenging work.



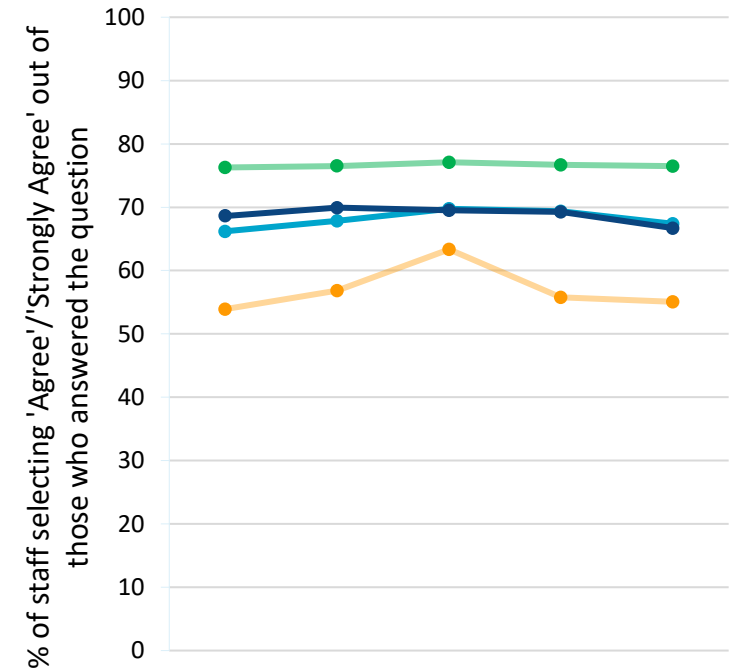
	2021	2022	2023	2024	2025
<b>Your org</b>	69.34%	70.16%	66.97%	66.18%	64.35%
<b>Best result</b>	75.85%	79.60%	78.03%	75.85%	74.46%
<b>Average result</b>	68.69%	69.71%	69.25%	68.11%	67.49%
<b>Worst result</b>	58.89%	61.69%	60.64%	59.07%	57.70%
Responses	3792	3906	3912	6440	6285

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



	2021	2022	2023	2024	2025
<b>Your org</b>	56.98%	58.69%	57.36%	57.97%	51.86%
<b>Best result</b>	64.83%	63.62%	64.46%	62.76%	60.64%
<b>Average result</b>	52.20%	53.45%	55.24%	54.21%	50.39%
<b>Worst result</b>	38.86%	43.01%	46.99%	39.92%	37.58%
Responses	3794	3908	3919	6458	6293

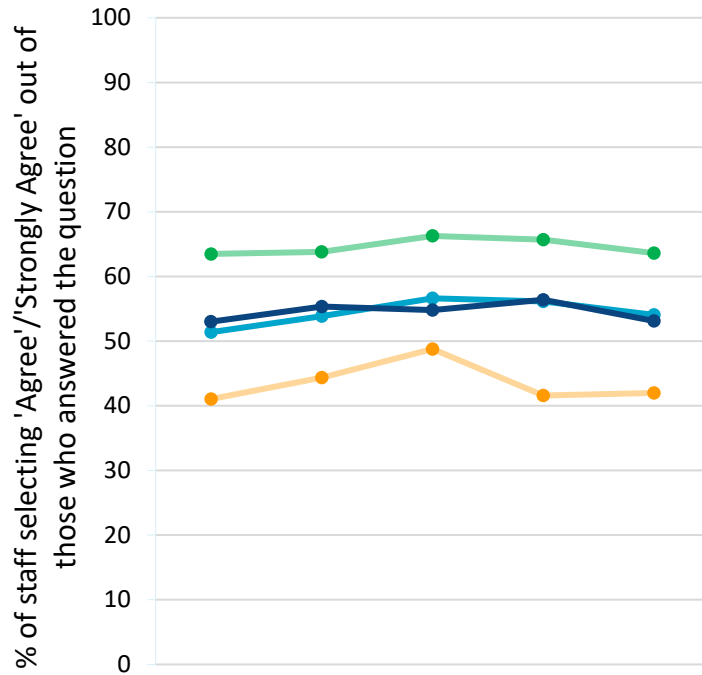
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024	2025
<b>Your org</b>	68.62%	69.94%	69.51%	69.28%	66.71%
<b>Best result</b>	76.28%	76.50%	77.10%	76.67%	76.47%
<b>Average result</b>	66.20%	67.85%	69.75%	69.36%	67.41%
<b>Worst result</b>	53.91%	56.82%	63.34%	55.77%	55.05%
Responses	3788	3899	3911	6448	6279

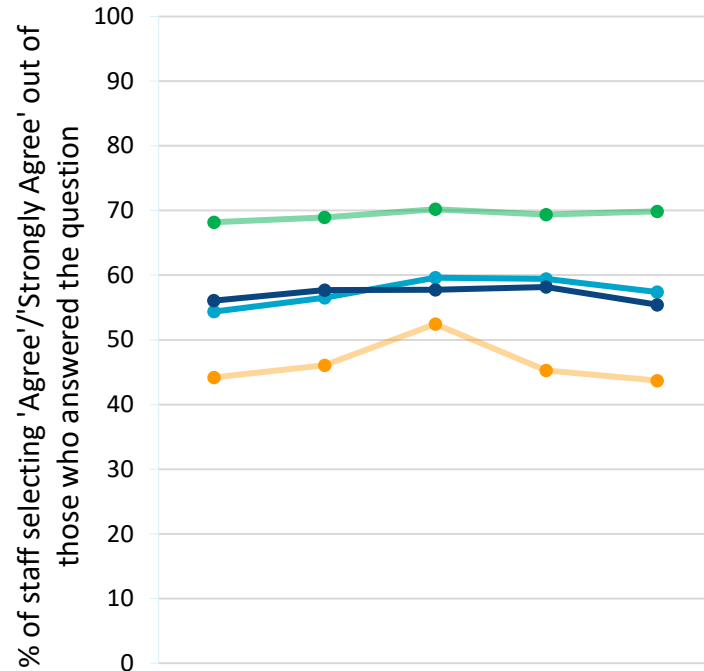


Q24d I feel supported to develop my potential.



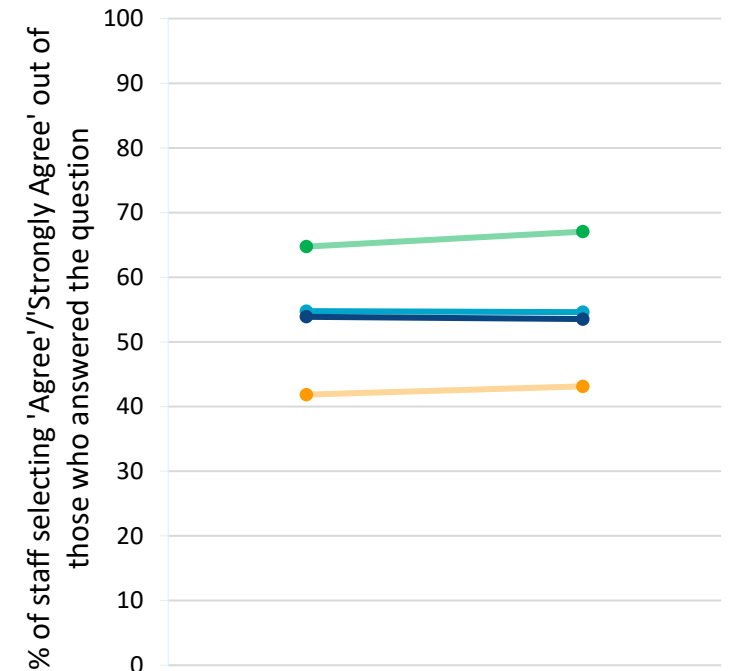
	2021	2022	2023	2024	2025
<b>Your org</b>	53.01%	55.36%	54.80%	56.39%	53.13%
<b>Best result</b>	63.48%	63.80%	66.26%	65.67%	63.62%
<b>Average result</b>	51.38%	53.86%	56.62%	56.16%	54.06%
<b>Worst result</b>	41.05%	44.35%	48.78%	41.57%	41.97%
Responses	3785	3903	3912	6428	6257

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>	56.04%	57.69%	57.76%	58.17%	55.44%
<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	3781	3892	3911	6385	6220

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

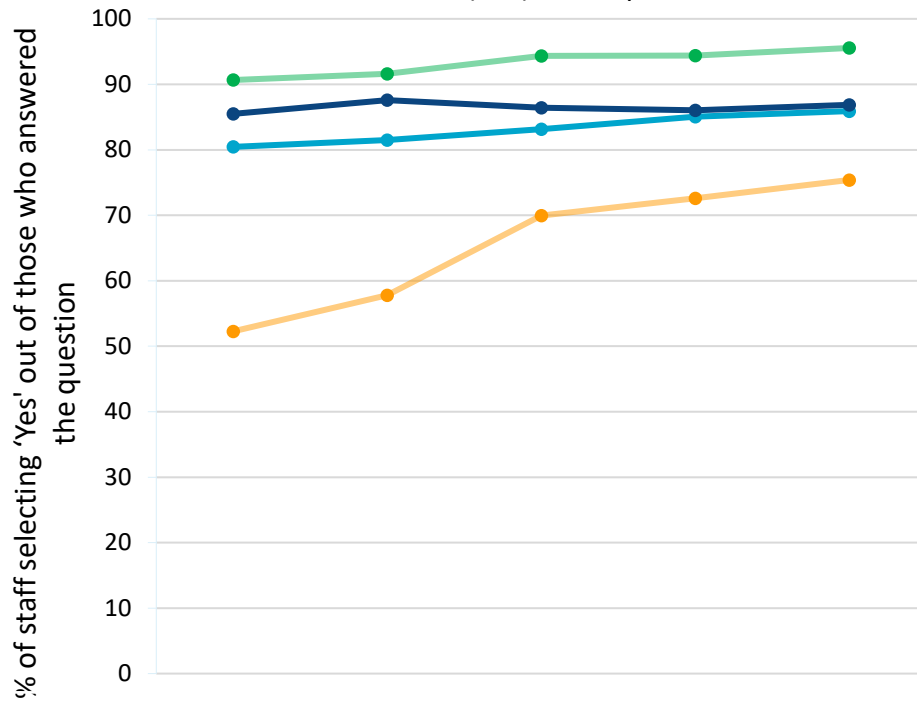


	2024	2025
<b>Your org</b>	53.88%	53.53%
<b>Best result</b>	64.74%	67.04%
<b>Average result</b>	54.76%	54.60%
<b>Worst result</b>	41.85%	43.13%
Responses	5193	4975

\*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.



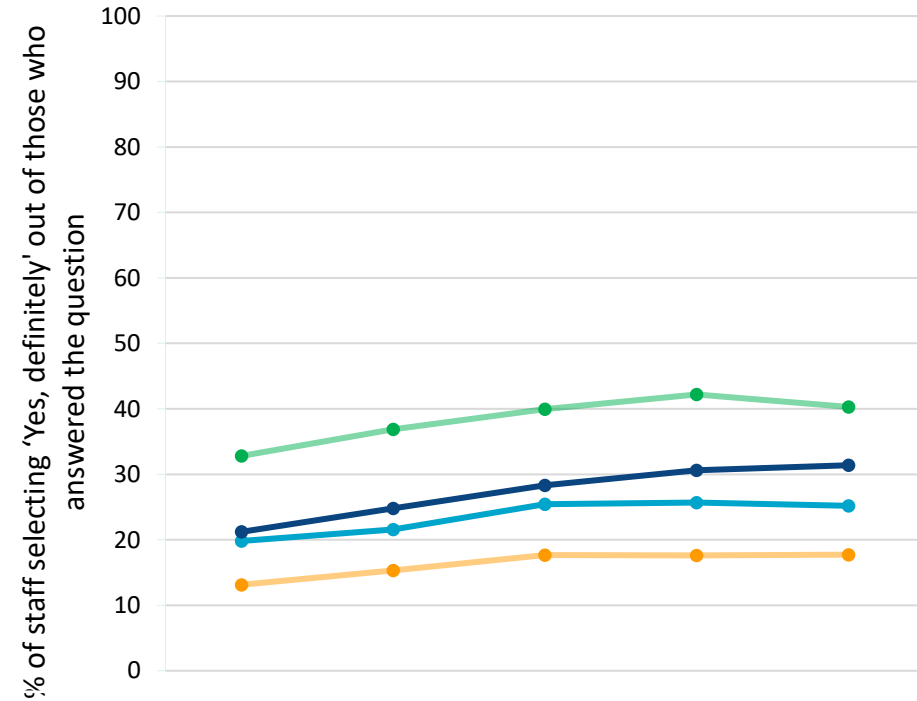
Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024	2025
Your org	85.49%	87.59%	86.42%	86.04%	86.89%
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 3767 3891 3893 6397 6259

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



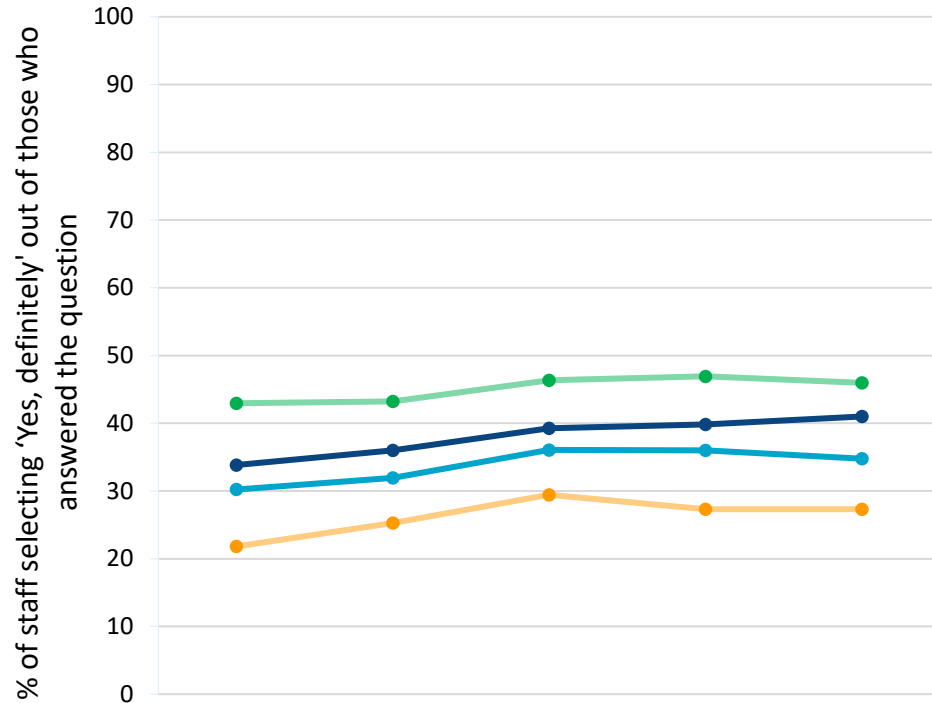
	2021	2022	2023	2024	2025
Your org	21.21%	24.82%	28.30%	30.63%	31.39%
Best result	32.81%	36.90%	39.96%	42.20%	40.32%
Average result	19.82%	21.57%	25.45%	25.69%	25.20%
Worst result	13.14%	15.33%	17.68%	17.62%	17.73%

Responses 3206 3421 3370 5493 5443

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

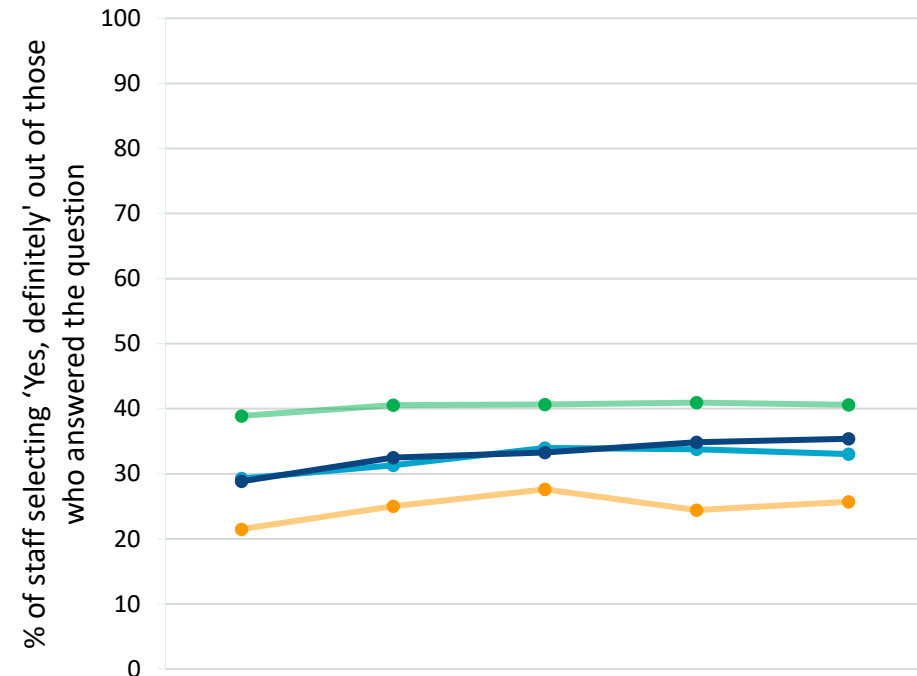


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	33.83%	35.99%	39.26%	39.82%	41.00%
<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	3208	3416	3364	5480	5417

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



	2021	2022	2023	2024	2025
<b>Your org</b>	28.83%	32.47%	33.25%	34.84%	35.38%
<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	3197	3409	3362	5472	5425

## People Promise element – We work flexibly



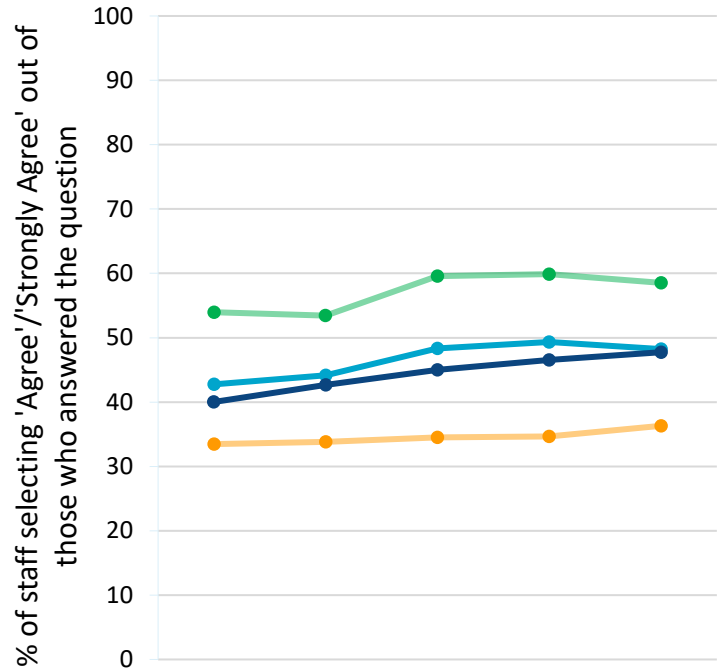
Questions included:

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

Flexible working – Q4d

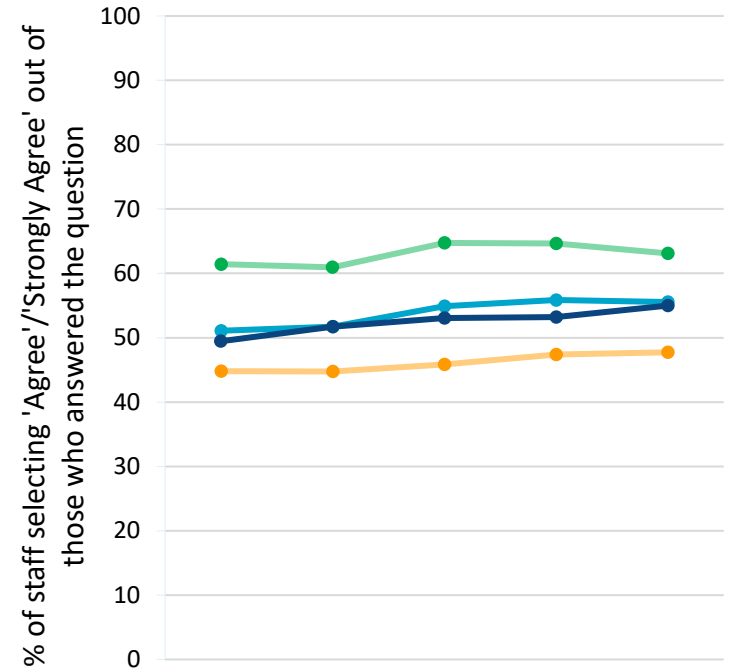


Q6b My organisation is committed to helping me balance my work and home life.



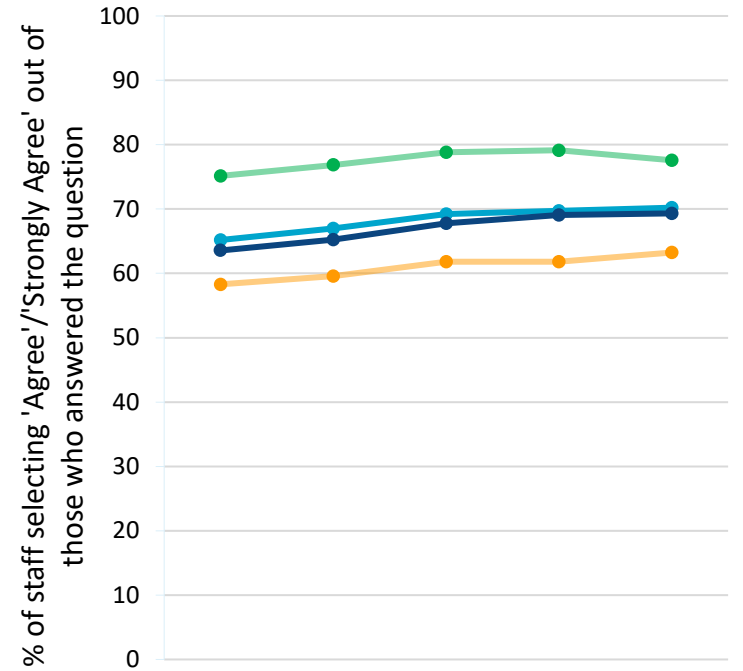
	2021	2022	2023	2024	2025
<b>Your org</b>	40.02%	42.67%	44.98%	46.55%	47.75%
<b>Best result</b>	53.96%	53.44%	59.57%	59.88%	58.52%
<b>Average result</b>	42.75%	44.15%	48.33%	49.34%	48.24%
<b>Worst result</b>	33.47%	33.80%	34.49%	34.65%	36.31%
Responses	3800	3926	3935	6483	6306

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



	2021	2022	2023	2024	2025
<b>Your org</b>	49.45%	51.72%	53.06%	53.20%	54.99%
<b>Best result</b>	61.44%	60.94%	64.73%	64.67%	63.10%
<b>Average result</b>	51.08%	51.70%	54.92%	55.86%	55.53%
<b>Worst result</b>	44.80%	44.75%	45.84%	47.38%	47.73%
Responses	3794	3919	3923	6474	6288

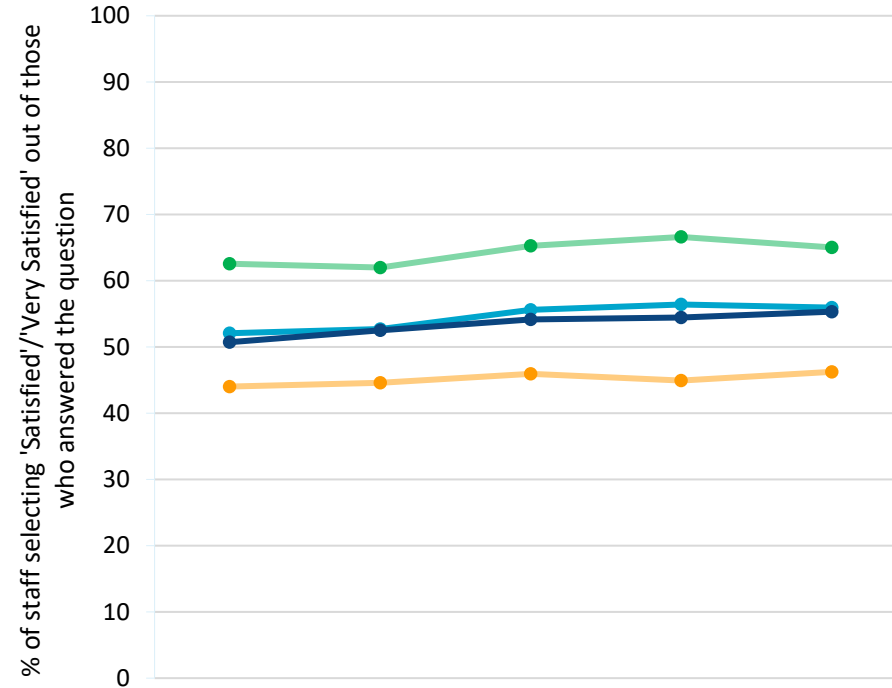
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024	2025
<b>Your org</b>	63.55%	65.25%	67.79%	69.09%	69.32%
<b>Best result</b>	75.15%	76.83%	78.81%	79.14%	77.58%
<b>Average result</b>	65.19%	66.98%	69.20%	69.72%	70.21%
<b>Worst result</b>	58.30%	59.56%	61.83%	61.82%	63.24%
Responses	3798	3929	3933	6478	6297

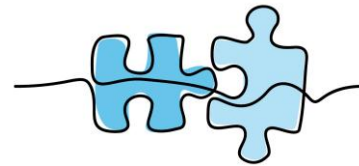


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2021	2022	2023	2024	2025
Your org	50.72%	52.50%	54.15%	54.45%	55.33%
Best result	62.56%	62.00%	65.26%	66.61%	65.03%
Average result	52.07%	52.73%	55.60%	56.41%	55.94%
Worst result	44.02%	44.60%	45.93%	44.94%	46.25%
Responses	3750	3873	3910	6462	6283

## People Promise element – We are a team



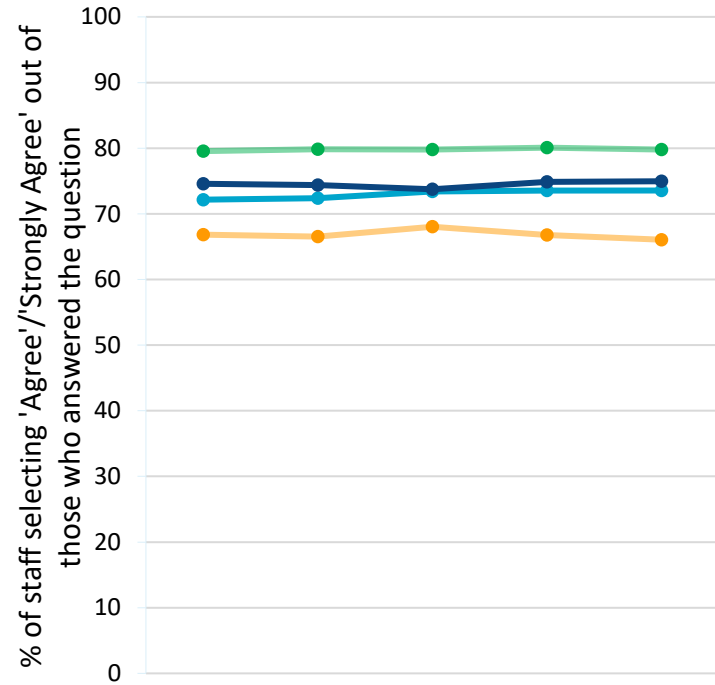
### Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

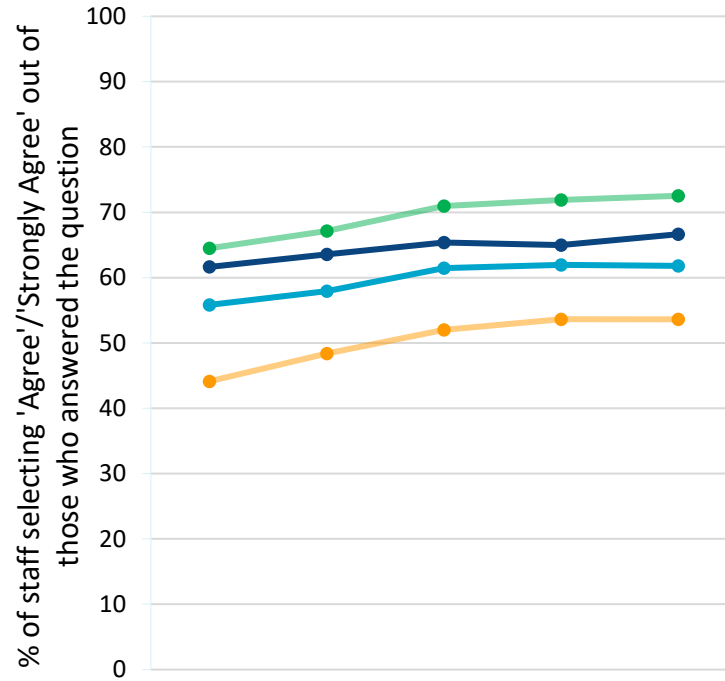


Q7a The team I work in has a set of shared objectives.



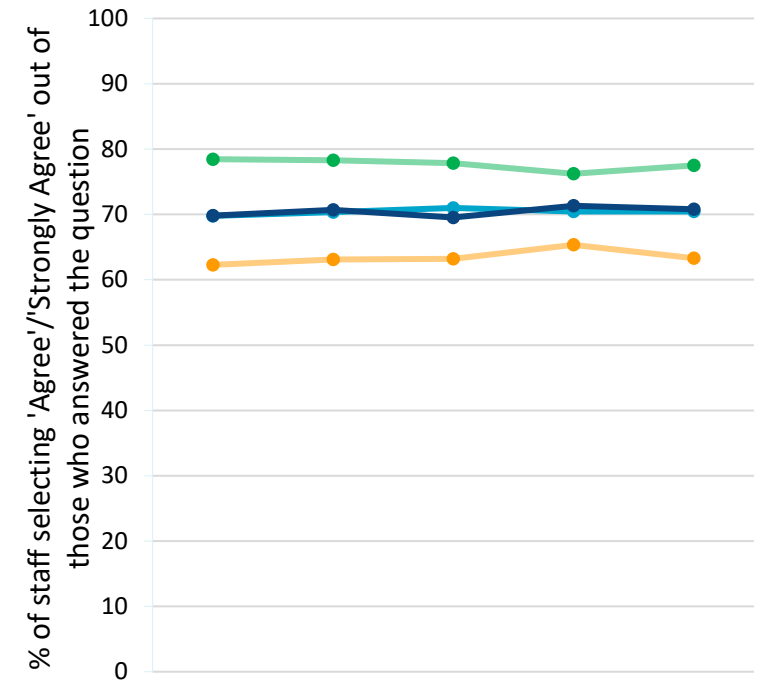
	2021	2022	2023	2024	2025
<b>Your org</b>	74.59%	74.36%	73.74%	74.85%	74.96%
<b>Best result</b>	79.56%	79.85%	79.81%	80.08%	79.77%
<b>Average result</b>	72.16%	72.38%	73.39%	73.54%	73.53%
<b>Worst result</b>	66.82%	66.53%	68.03%	66.79%	66.06%
Responses	3790	3913	3924	6470	6293

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



	2021	2022	2023	2024	2025
<b>Your org</b>	61.64%	63.59%	65.37%	64.96%	66.64%
<b>Best result</b>	64.49%	67.15%	70.95%	71.90%	72.53%
<b>Average result</b>	55.83%	57.91%	61.47%	61.95%	61.78%
<b>Worst result</b>	44.13%	48.38%	52.03%	53.63%	53.60%
Responses	3785	3911	3928	6472	6289

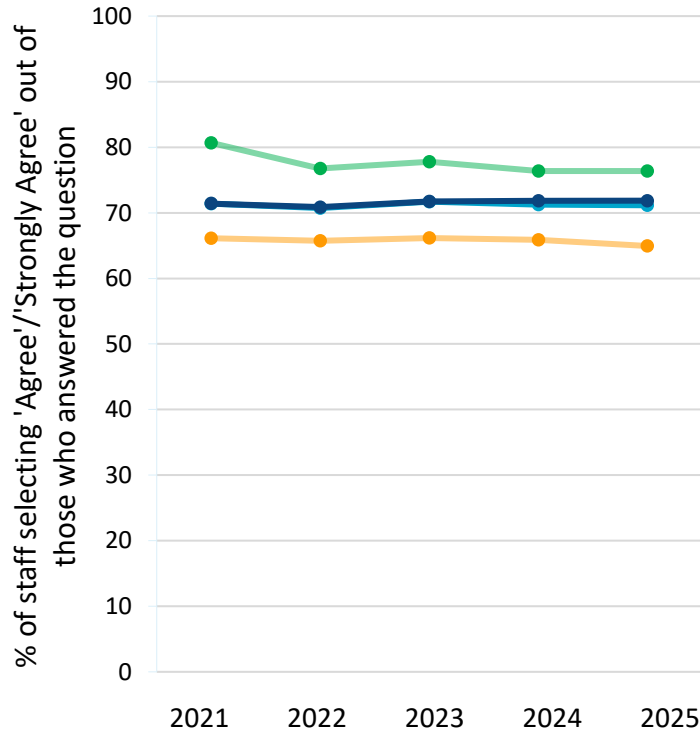
Q7c I receive the respect I deserve from my colleagues at work.



	2021	2022	2023	2024	2025
<b>Your org</b>	69.81%	70.69%	69.54%	71.32%	70.78%
<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	3792	3919	3932	6480	6298

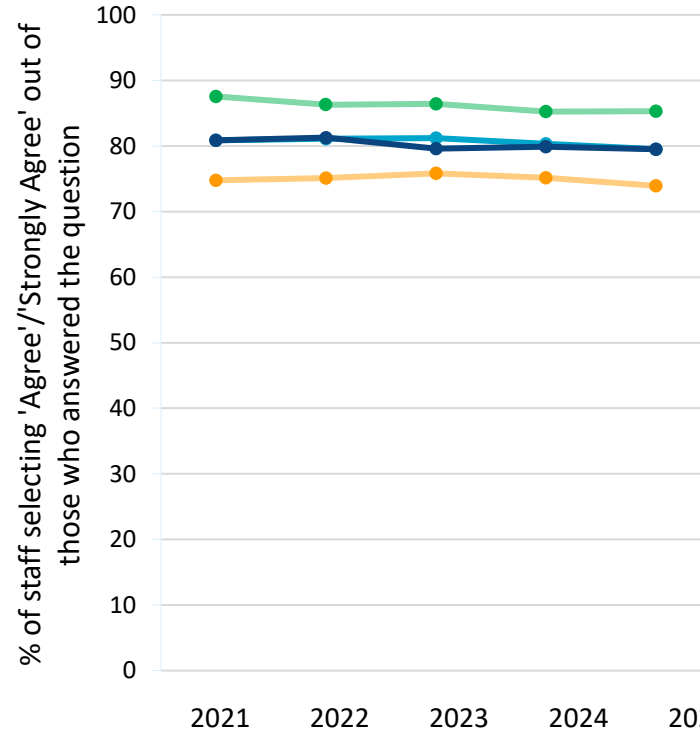


Q7d Team members understand each other's roles.



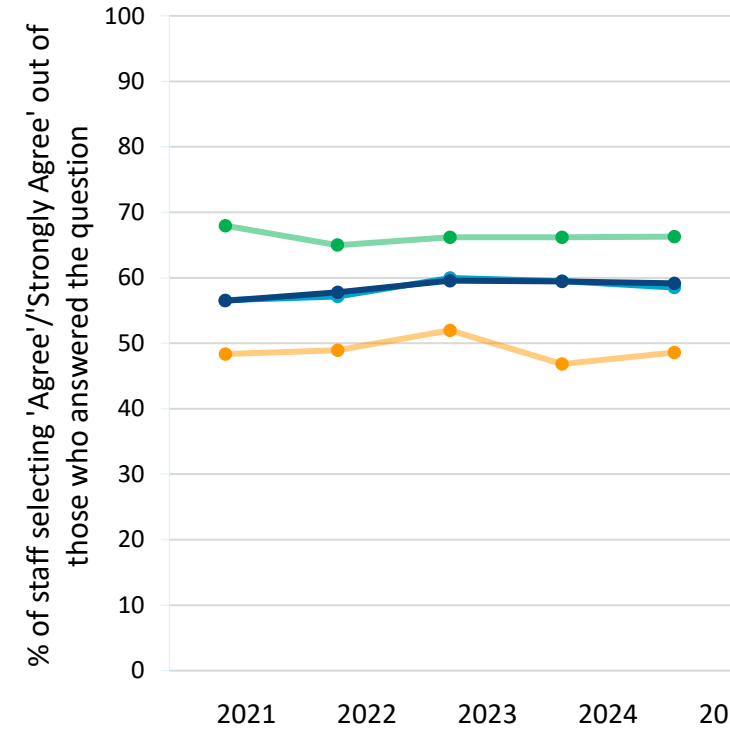
	2021	2022	2023	2024	2025
<b>Your org</b>	71.42%	70.88%	71.74%	71.81%	71.85%
<b>Best result</b>	80.67%	76.74%	77.77%	76.37%	76.38%
<b>Average result</b>	71.40%	70.73%	71.70%	71.27%	71.18%
<b>Worst result</b>	66.12%	65.71%	66.15%	65.90%	64.94%
Responses	3788	3919	3928	6470	6283

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023	2024	2025
<b>Your org</b>	80.85%	81.28%	79.61%	79.88%	79.51%
<b>Best result</b>	87.56%	86.31%	86.45%	85.24%	85.30%
<b>Average result</b>	80.87%	81.11%	81.20%	80.33%	79.52%
<b>Worst result</b>	74.78%	75.10%	75.82%	75.15%	73.93%
Responses	3786	3909	3928	6477	6285

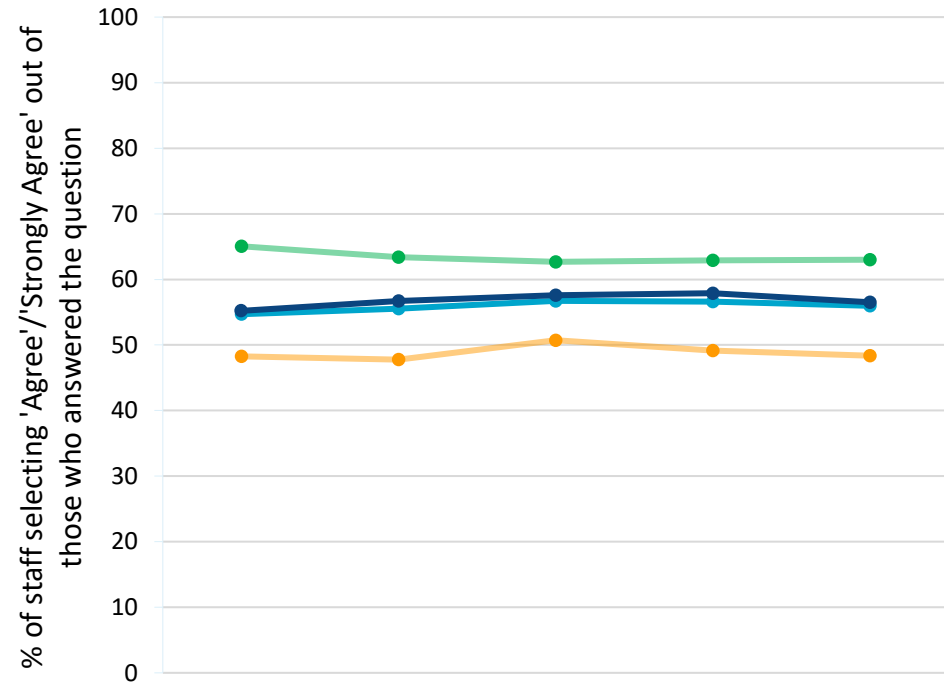
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024	2025
<b>Your org</b>	56.49%	57.79%	59.56%	59.45%	59.15%
<b>Best result</b>	67.96%	64.97%	66.19%	66.17%	66.26%
<b>Average result</b>	56.58%	57.13%	59.97%	59.48%	58.51%
<b>Worst result</b>	48.34%	48.92%	51.98%	46.82%	48.57%
Responses	3775	3914	3920	6445	6286

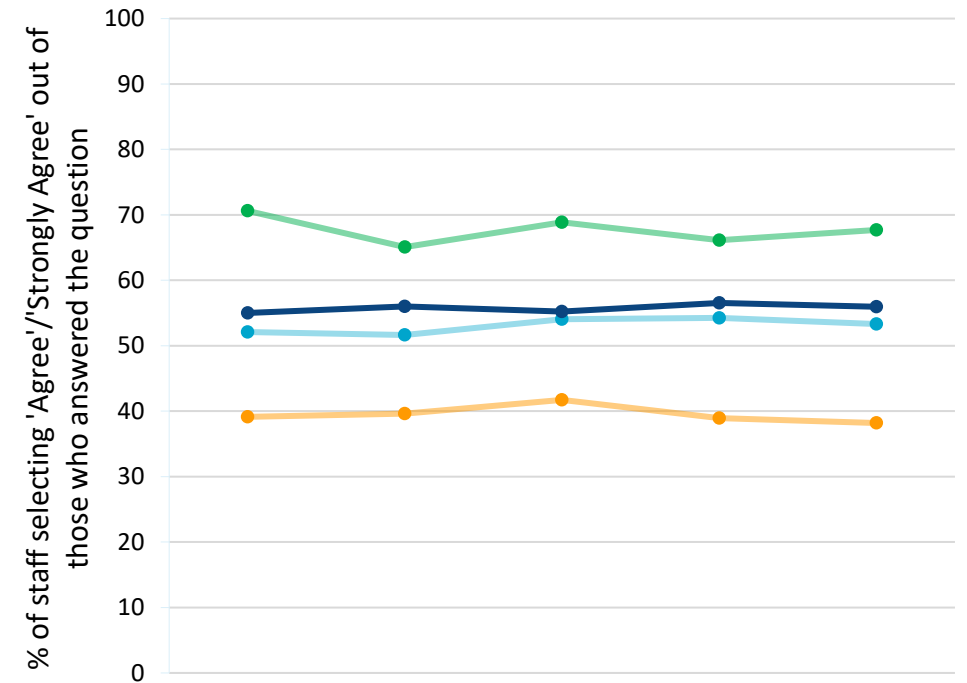


Q7g In my team disagreements are dealt with constructively.

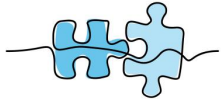


	2021	2022	2023	2024	2025
<b>Your org</b>	55.20%	56.70%	57.57%	57.89%	56.53%
<b>Best result</b>	65.05%	63.39%	62.68%	62.92%	63.01%
<b>Average result</b>	54.69%	55.52%	56.73%	56.61%	55.99%
<b>Worst result</b>	48.27%	47.76%	50.72%	49.15%	48.38%
Responses	3766	3908	3922	6447	6274

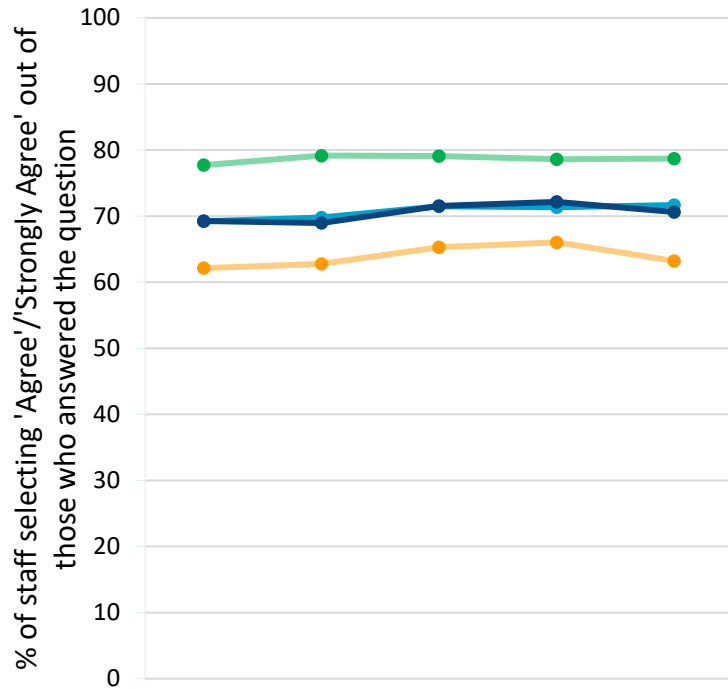
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024	2025
<b>Your org</b>	55.01%	56.00%	55.24%	56.54%	55.98%
<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	3775	3896	3912	6469	6293

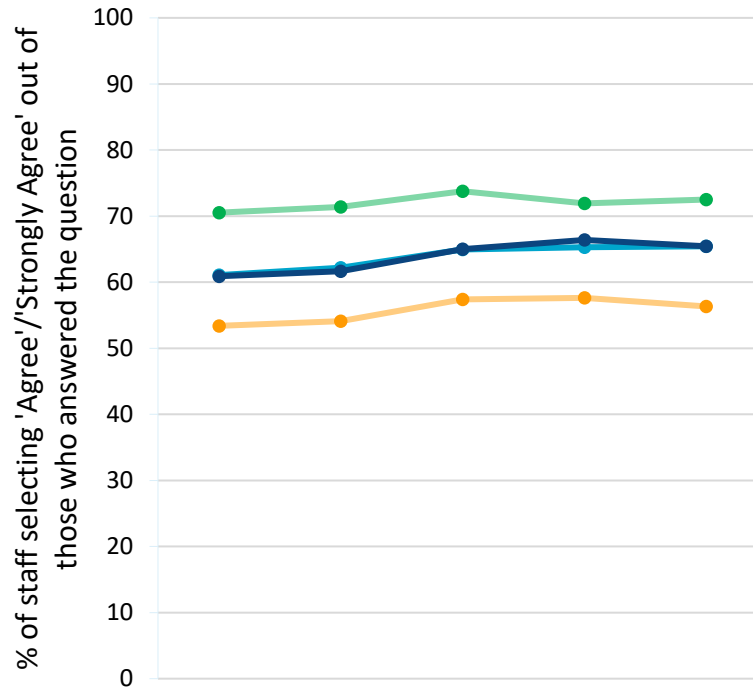


Q9a My immediate manager encourages me at work.



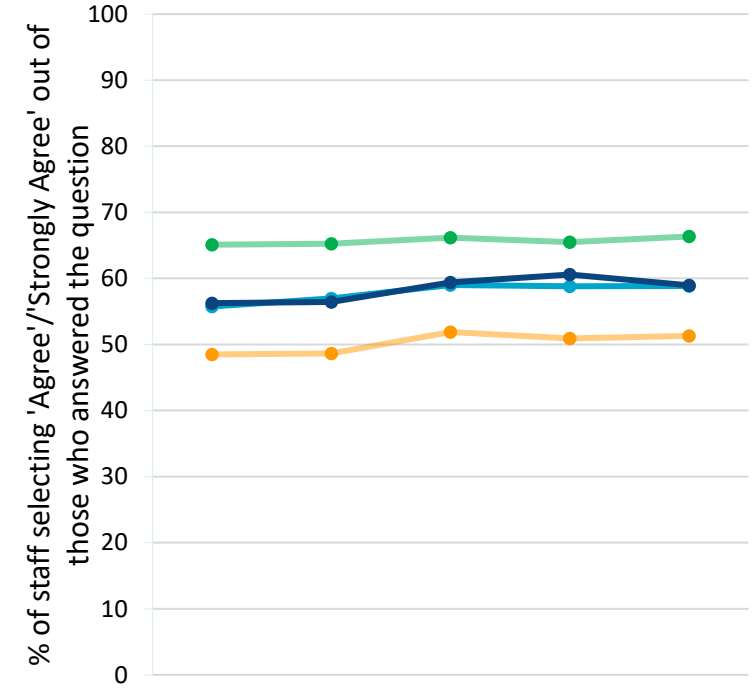
	2021	2022	2023	2024	2025
<b>Your org</b>	69.24%	68.95%	71.54%	72.15%	70.60%
<b>Best result</b>	77.71%	79.16%	79.07%	78.62%	78.70%
<b>Average result</b>	69.20%	69.81%	71.47%	71.36%	71.67%
<b>Worst result</b>	62.12%	62.77%	65.31%	66.03%	63.21%
Responses	3798	3924	3938	6477	6292

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



	2021	2022	2023	2024	2025
<b>Your org</b>	60.90%	61.64%	64.99%	66.39%	65.44%
<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	3796	3921	3928	6470	6298

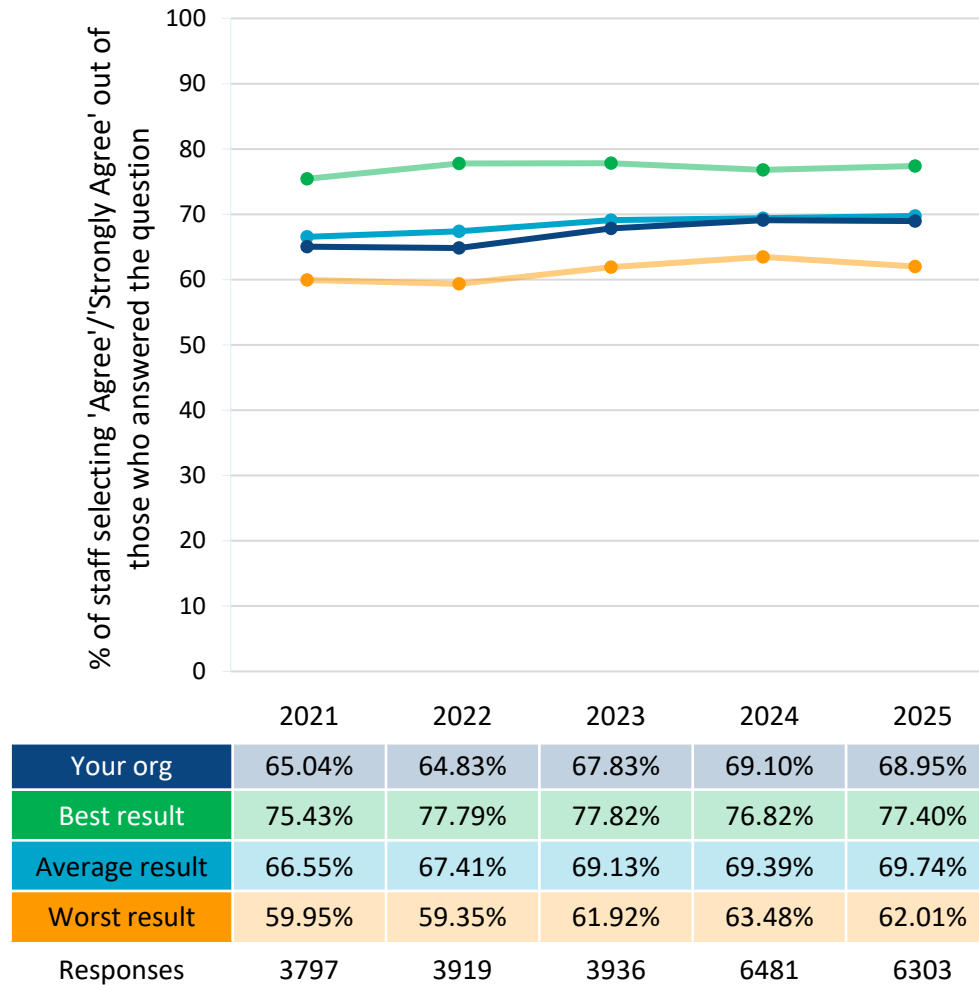
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	56.26%	56.45%	59.39%	60.59%	58.95%
<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	3792	3912	3929	6468	6292



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



## Theme – Staff engagement



### Questions included:

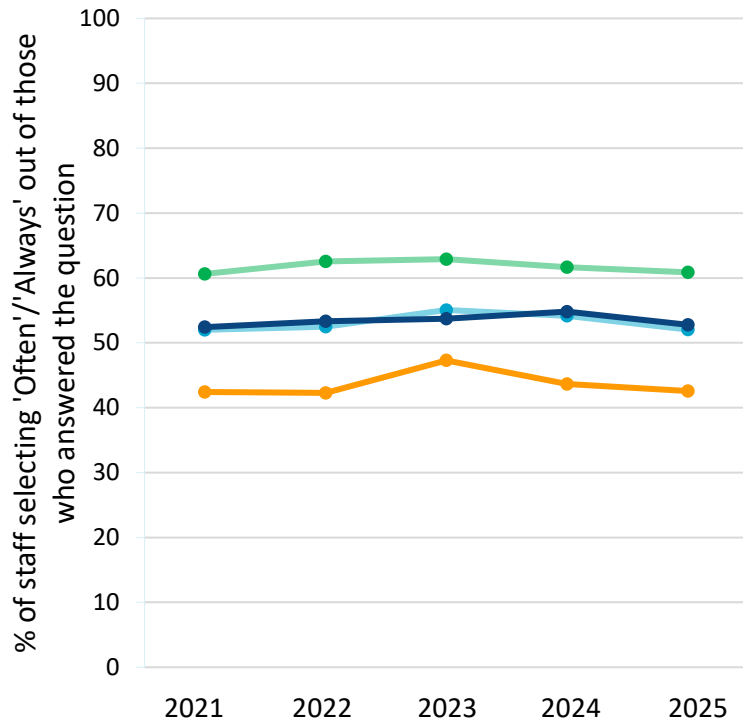
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

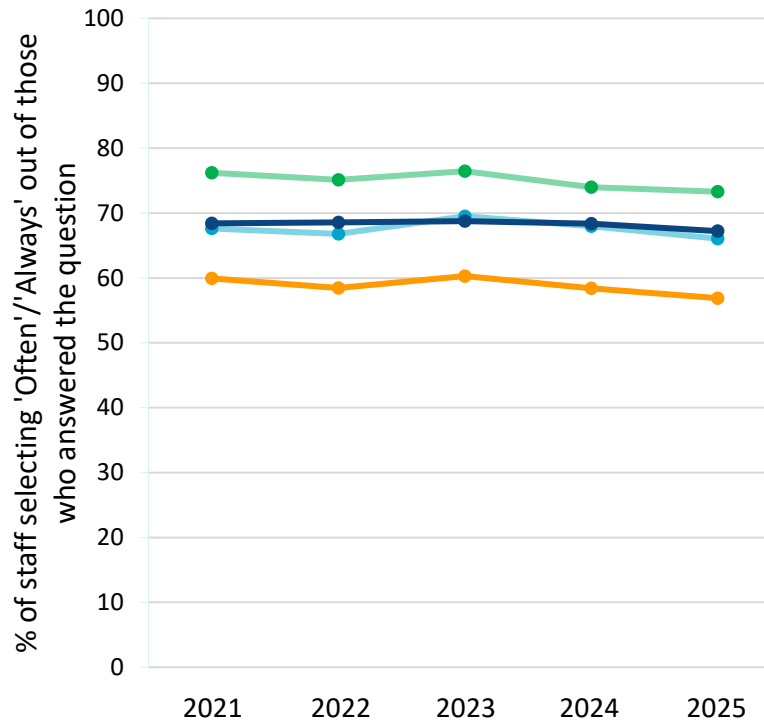
Advocacy – Q25a, Q25c, Q25d



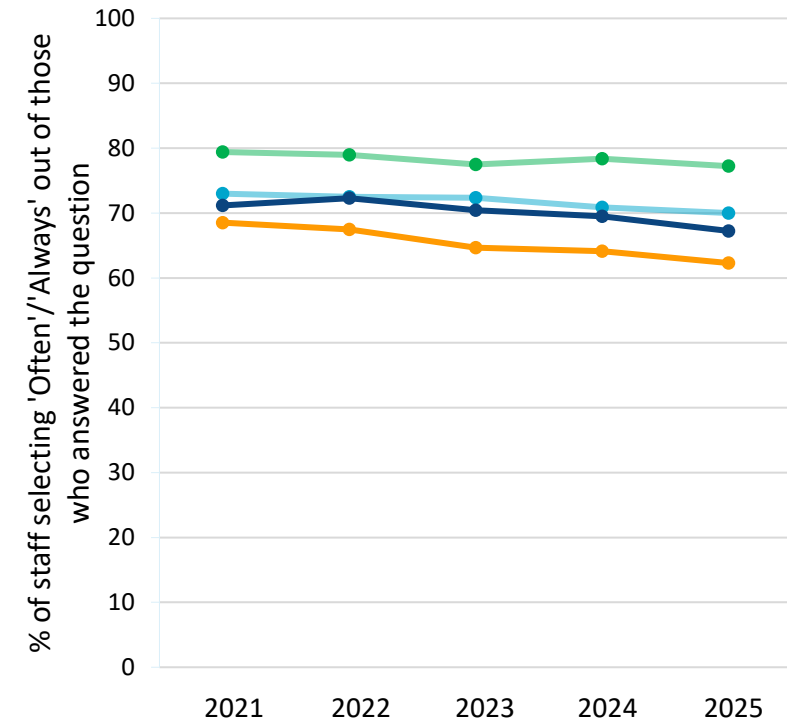
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



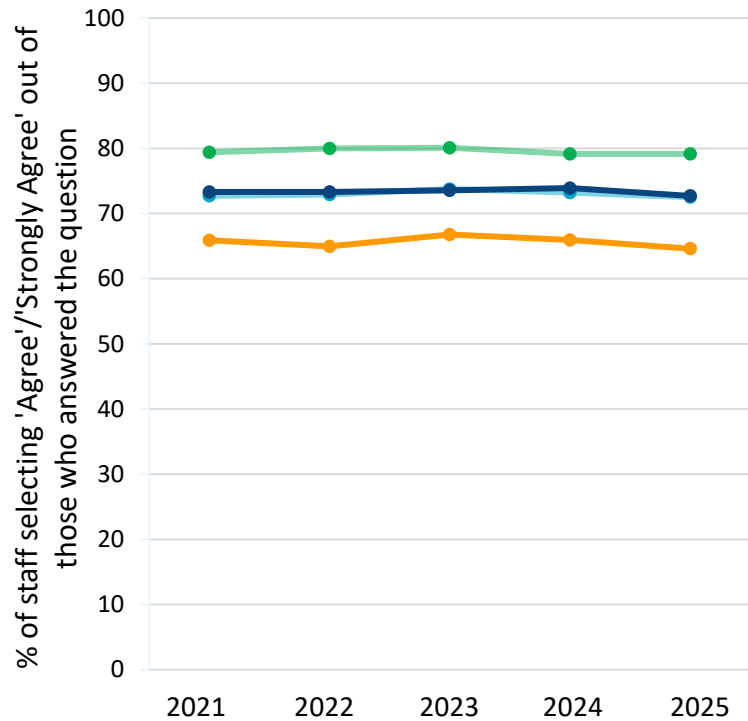
Your org	2021	2022	2023	2024	2025
Best result	60.62%	62.54%	62.89%	61.67%	60.88%
Average result	52.00%	52.48%	55.06%	54.17%	52.04%
Worst result	42.40%	42.29%	47.28%	43.67%	42.57%
Responses	3774	3907	3895	6414	6248

Your org	2021	2022	2023	2024	2025
Best result	76.21%	75.11%	76.45%	73.98%	73.28%
Average result	67.62%	66.77%	69.51%	67.95%	66.05%
Worst result	59.95%	58.47%	60.29%	58.42%	56.88%
Responses	3752	3890	3870	6366	6198

Your org	2021	2022	2023	2024	2025
Best result	79.40%	78.98%	77.46%	78.39%	77.22%
Average result	72.98%	72.52%	72.34%	70.90%	70.00%
Worst result	68.52%	67.46%	64.64%	64.12%	62.29%
Responses	3758	3888	3873	6366	6202

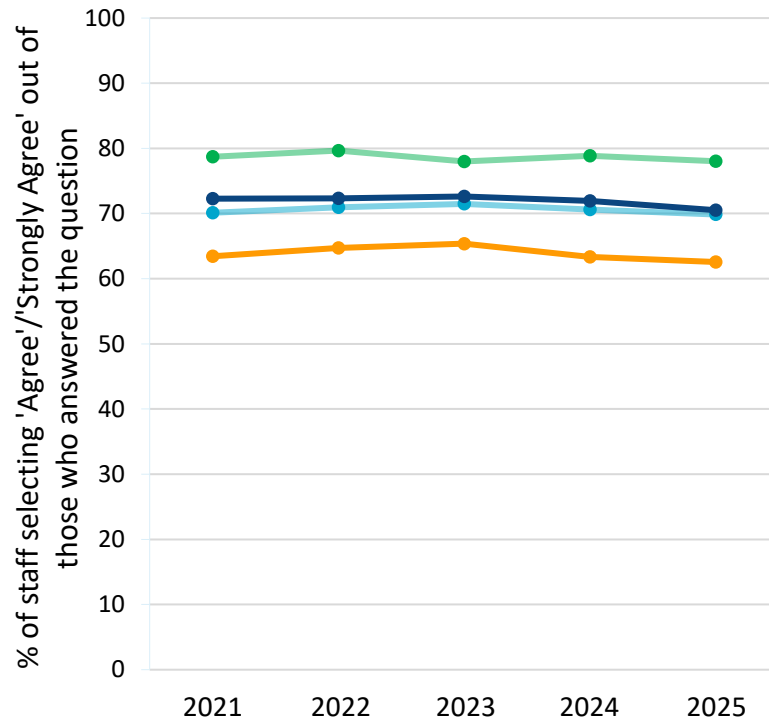


Q3c There are frequent opportunities for me to show initiative in my role.



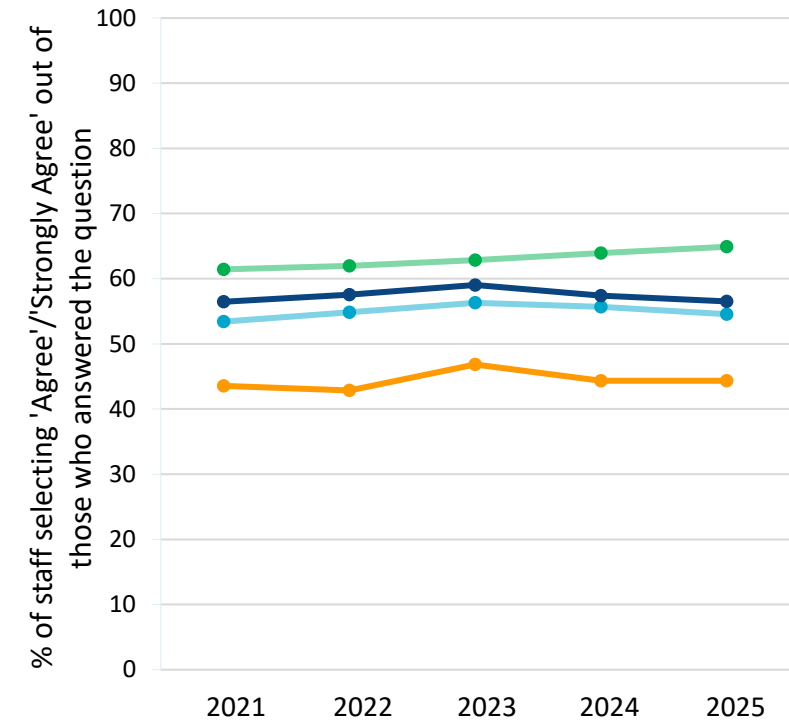
Your org	2021	2022	2023	2024	2025
<b>Best result</b>	79.41%	80.01%	80.10%	79.15%	79.17%
<b>Average result</b>	72.75%	72.91%	73.77%	73.20%	72.51%
<b>Worst result</b>	65.92%	64.98%	66.78%	65.94%	64.60%
Responses	3786	3920	3921	6476	6285

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



Your org	2021	2022	2023	2024	2025
<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	3778	3906	3916	6468	6279

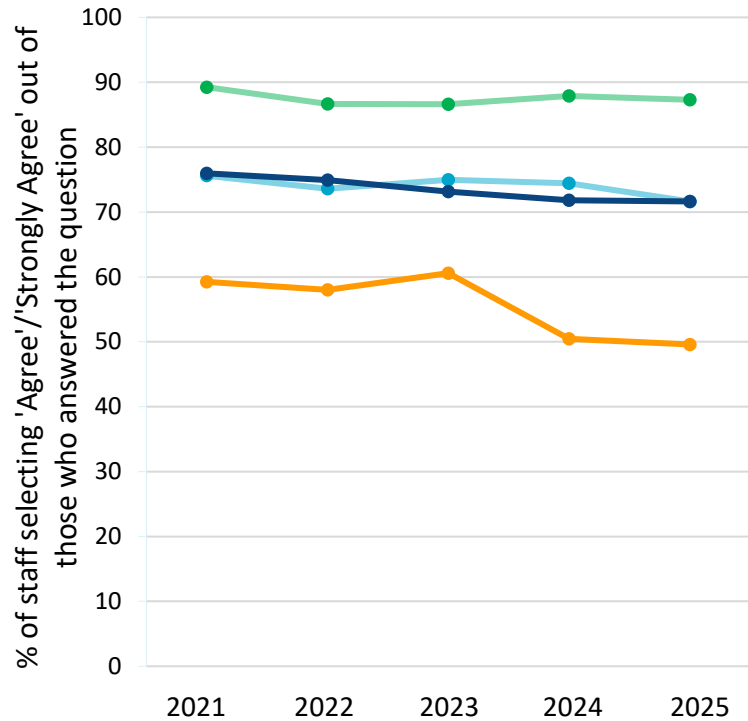
Q3f I am able to make improvements happen in my area of work.



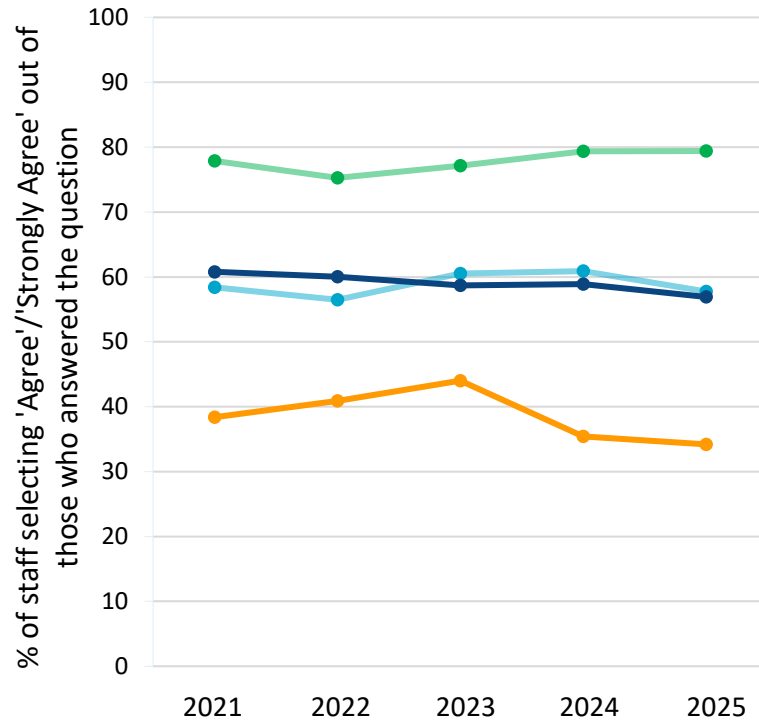
Your org	2021	2022	2023	2024	2025
<b>Best result</b>	61.43%	61.98%	62.84%	63.94%	64.90%
<b>Average result</b>	53.41%	54.86%	56.30%	55.71%	54.54%
<b>Worst result</b>	43.54%	42.85%	46.84%	44.35%	44.33%
Responses	3778	3904	3918	6453	6274



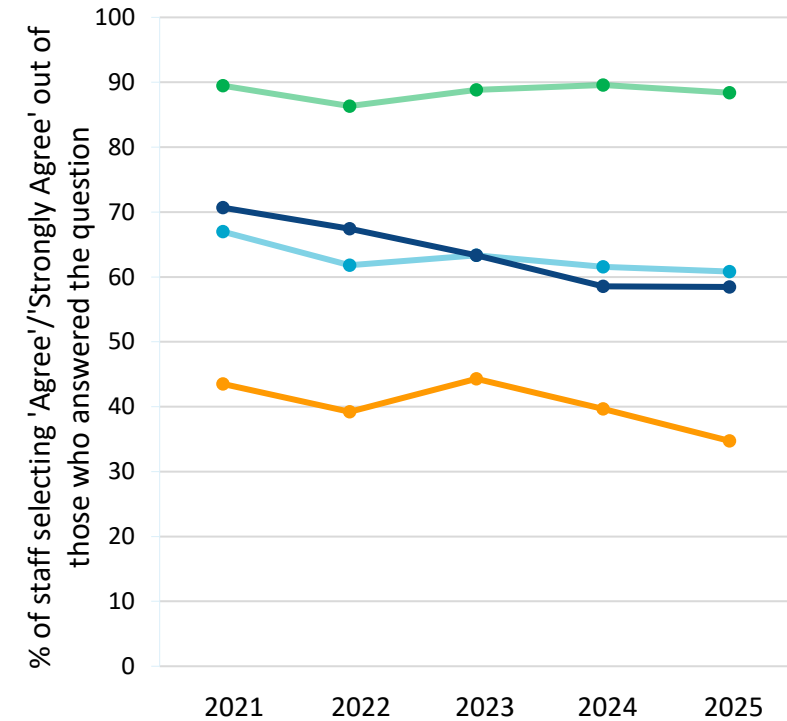
Q25a Care of patients / service users is my organisation's top priority.



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.



Year	2021	2022	2023	2024	2025
<b>Your org</b>	75.96%	74.92%	73.13%	71.83%	71.63%
<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	3794	3908	3916	6459	6273

Year	2021	2022	2023	2024	2025
<b>Your org</b>	60.79%	60.04%	58.71%	58.91%	56.91%
<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	3792	3908	3911	6451	6265

Year	2021	2022	2023	2024	2025
<b>Your org</b>	70.67%	67.45%	63.33%	58.56%	58.45%
<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	3784	3904	3905	6440	6258

## Theme - Morale



### Questions included:

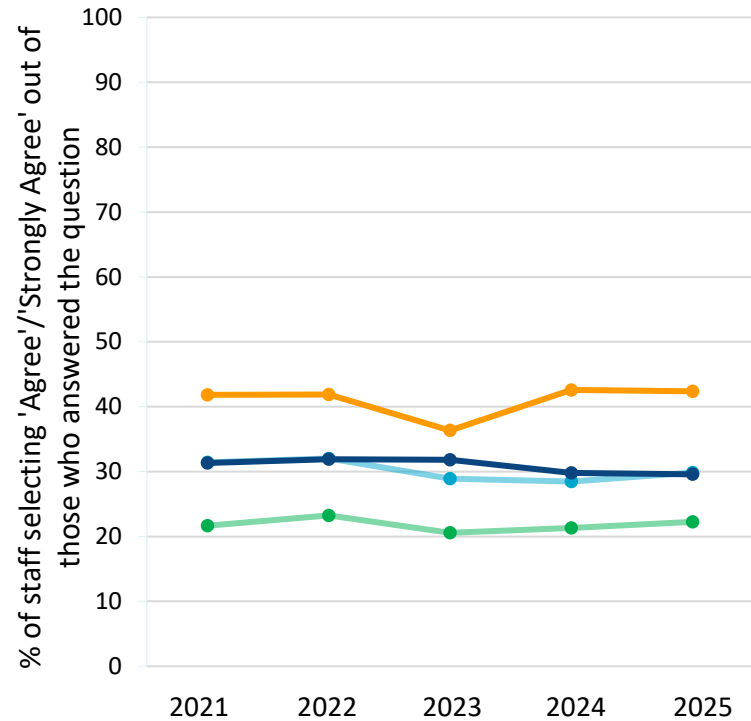
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

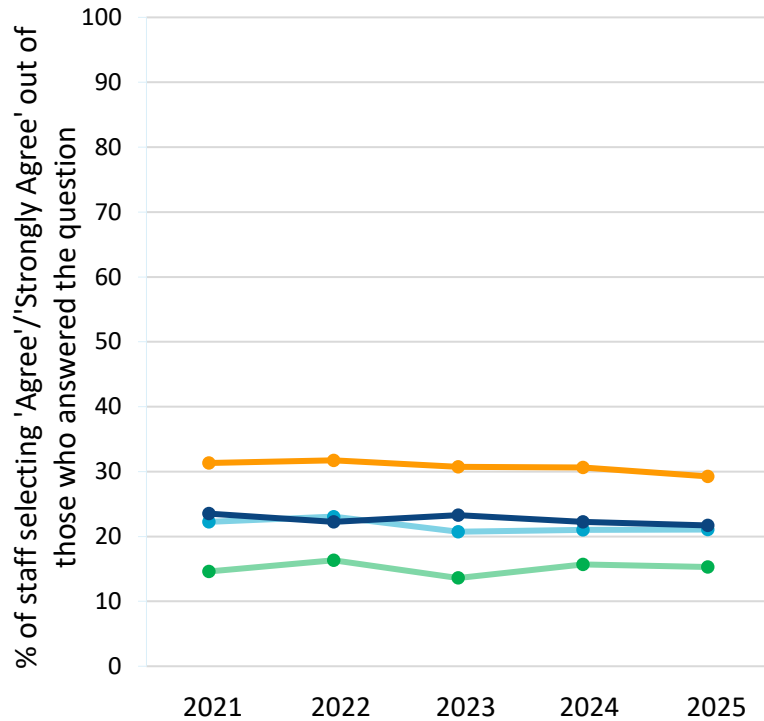


Q26a I often think about leaving this organisation.



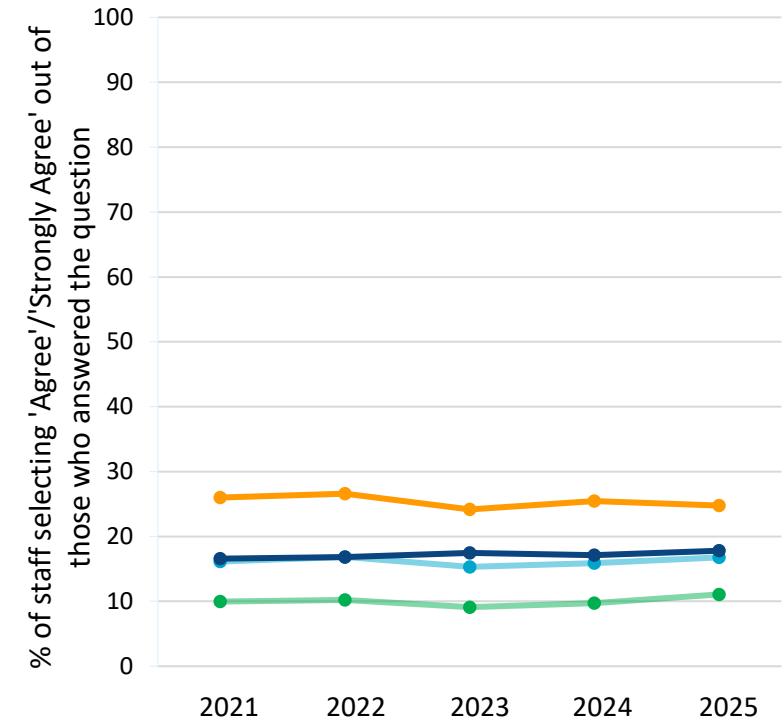
Your org	31.32%	31.90%	31.84%	29.82%	29.58%
Best result	21.67%	23.25%	20.56%	21.31%	22.27%
Average result	31.44%	32.02%	28.90%	28.46%	29.83%
Worst result	41.82%	41.89%	36.33%	42.59%	42.38%
Responses	3800	3924	3923	6462	6290

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



Your org	23.52%	22.23%	23.29%	22.23%	21.70%
Best result	14.63%	16.33%	13.60%	15.69%	15.29%
Average result	22.24%	23.06%	20.73%	21.00%	21.07%
Worst result	31.33%	31.73%	30.75%	30.62%	29.26%
Responses	3788	3916	3911	6442	6270

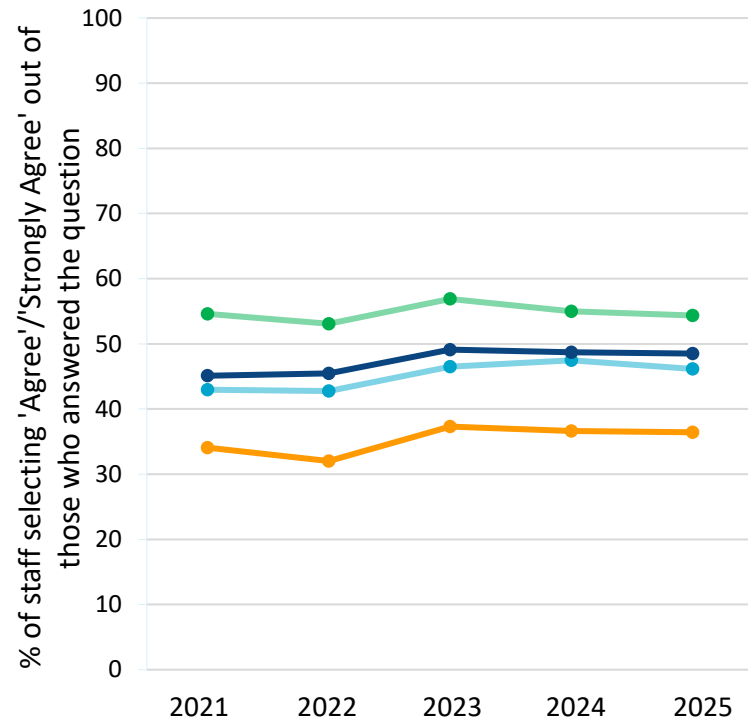
Q26c As soon as I can find another job, I will leave this organisation.



Your org	16.58%	16.80%	17.45%	17.12%	17.80%
Best result	9.95%	10.19%	9.11%	9.75%	11.07%
Average result	16.15%	16.84%	15.32%	15.87%	16.77%
Worst result	25.98%	26.59%	24.17%	25.47%	24.76%
Responses	3779	3896	3892	6419	6239

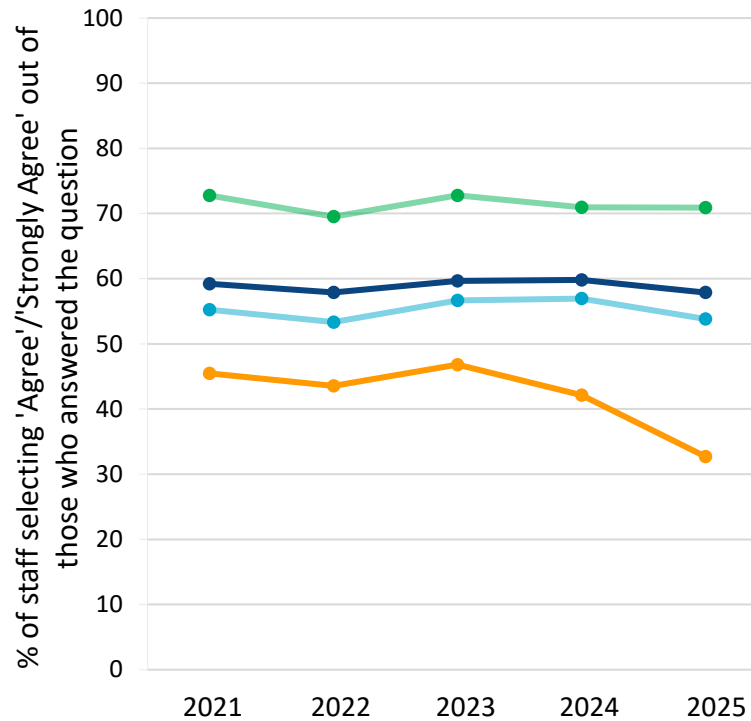


Q3g I am able to meet all the conflicting demands on my time at work.



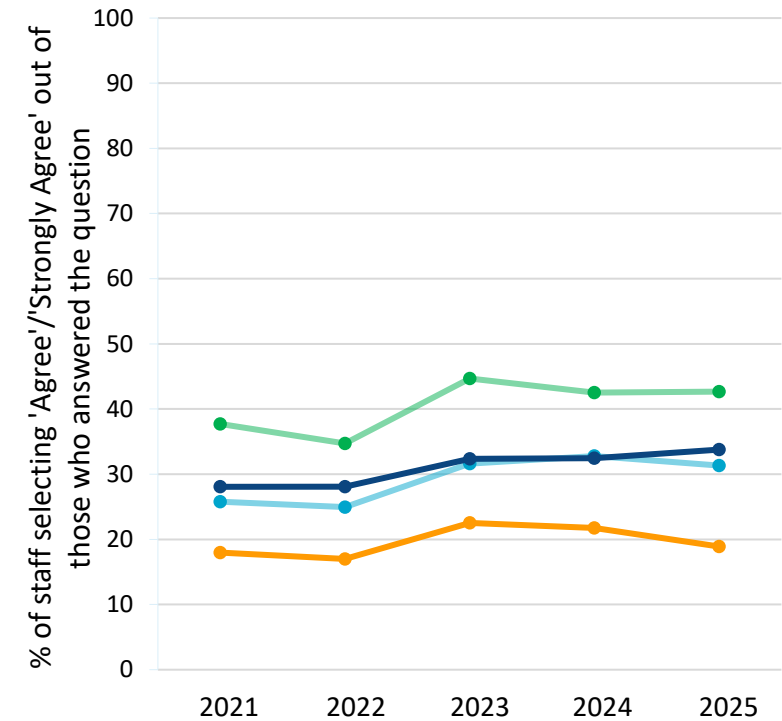
Your org	45.11%	45.47%	49.12%	48.70%	48.53%
Best result	54.61%	53.09%	56.89%	54.99%	54.34%
Average result	42.96%	42.76%	46.52%	47.47%	46.14%
Worst result	34.06%	32.02%	37.31%	36.63%	36.45%
Responses	3783	3898	3915	6448	6265

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



Your org	59.24%	57.92%	59.66%	59.82%	57.87%
Best result	72.77%	69.52%	72.79%	70.96%	70.92%
Average result	55.26%	53.34%	56.68%	56.94%	53.84%
Worst result	45.45%	43.54%	46.82%	42.11%	32.70%
Responses	3776	3913	3910	6444	6244

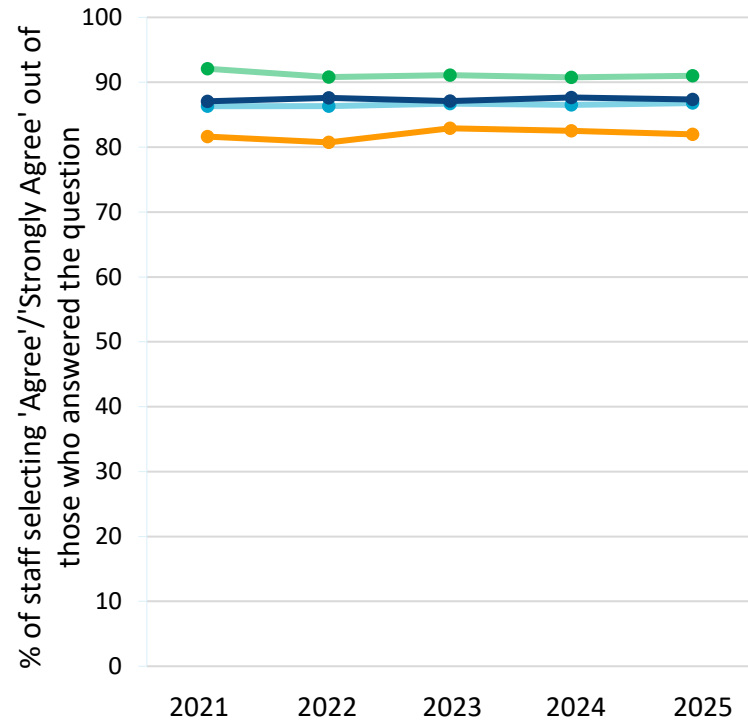
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	28.06%	28.11%	32.35%	32.46%	33.77%
Best result	37.72%	34.72%	44.68%	42.50%	42.65%
Average result	25.79%	24.95%	31.62%	32.78%	31.34%
Worst result	17.94%	17.00%	22.52%	21.73%	18.91%
Responses	3789	3915	3932	6479	6287

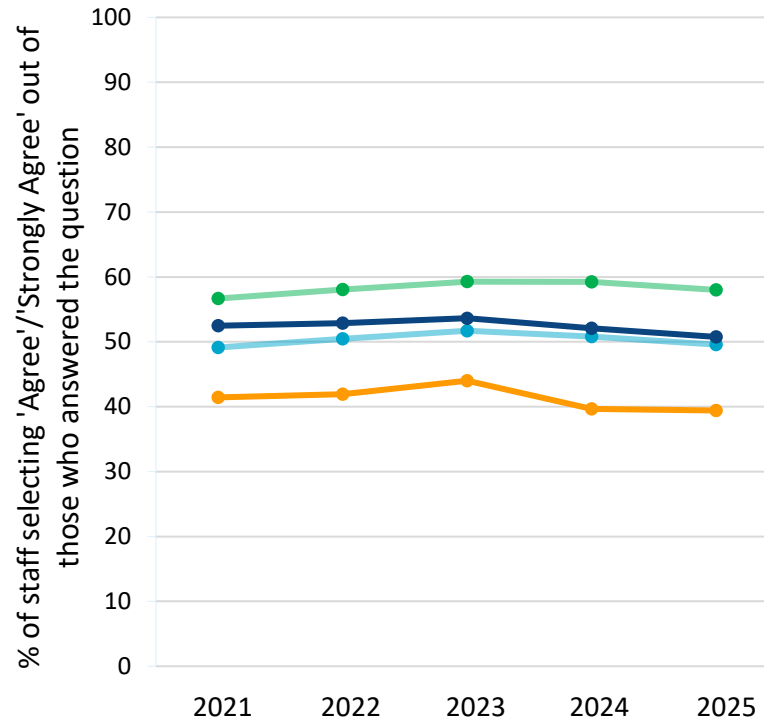


Q3a I always know what my work responsibilities are.



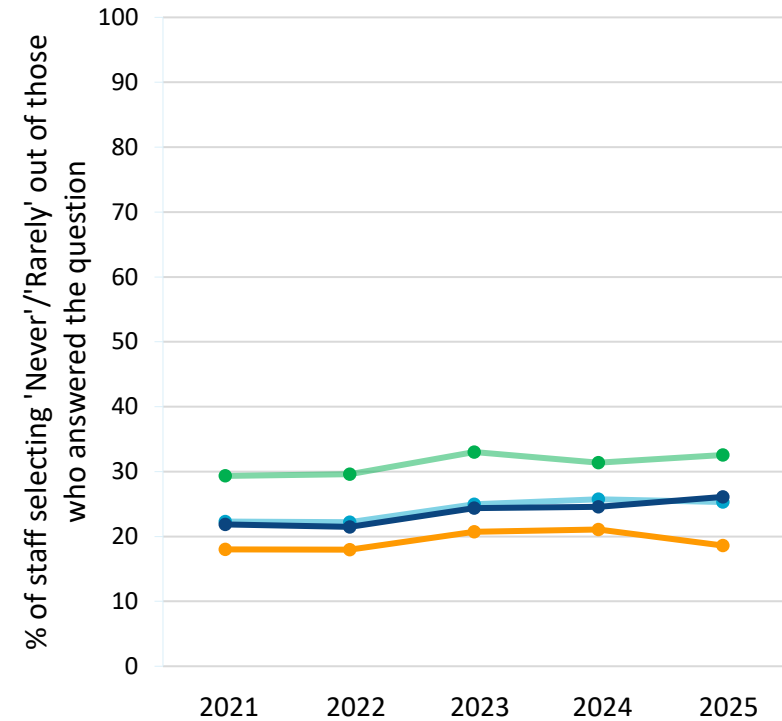
Your org	2021	2022	2023	2024	2025
Your org	87.07%	87.58%	87.10%	87.65%	87.35%
Best result	92.09%	90.81%	91.10%	90.75%	91.00%
Average result	86.33%	86.32%	86.69%	86.53%	86.79%
Worst result	81.63%	80.73%	82.90%	82.49%	81.95%
Responses	3805	3930	3934	6496	6319

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



Your org	2021	2022	2023	2024	2025
Your org	52.46%	52.88%	53.64%	52.09%	50.75%
Best result	56.66%	58.05%	59.27%	59.26%	58.01%
Average result	49.12%	50.45%	51.71%	50.82%	49.59%
Worst result	41.44%	41.94%	44.00%	39.68%	39.41%
Responses	3781	3910	3921	6466	6287

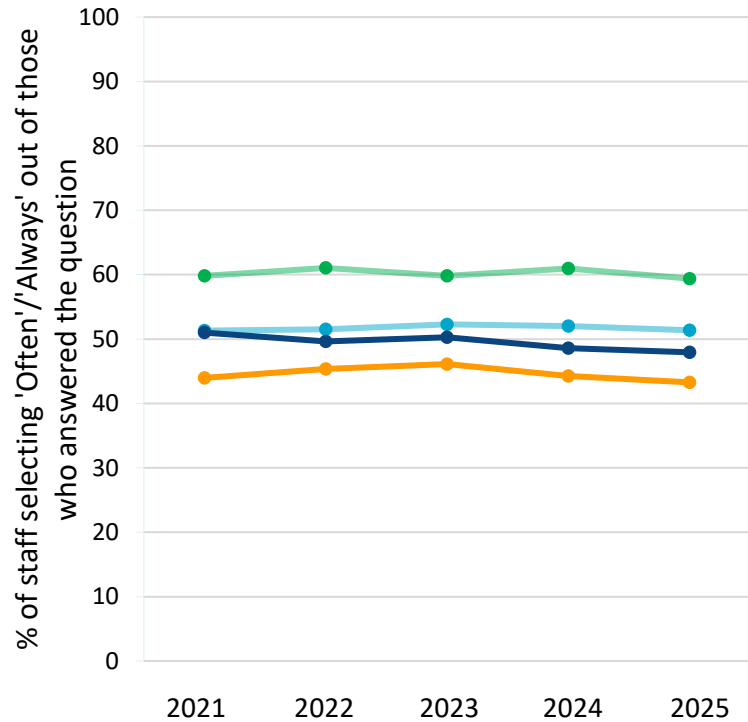
Q5a I have unrealistic time pressures.



Your org	2021	2022	2023	2024	2025
Your org	21.83%	21.48%	24.36%	24.56%	26.10%
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	3774	3904	3921	6459	6293

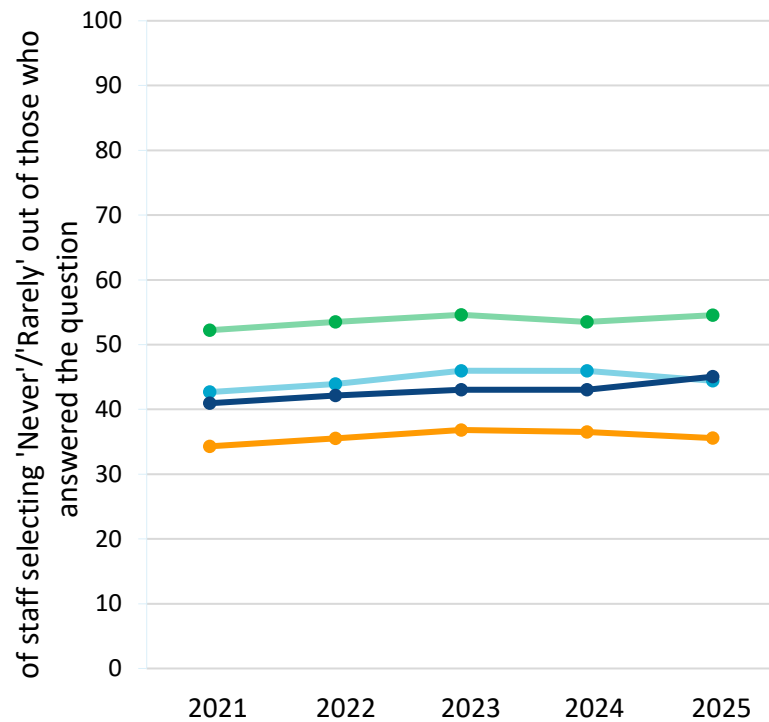


Q5b I have a choice in deciding how to do my work.



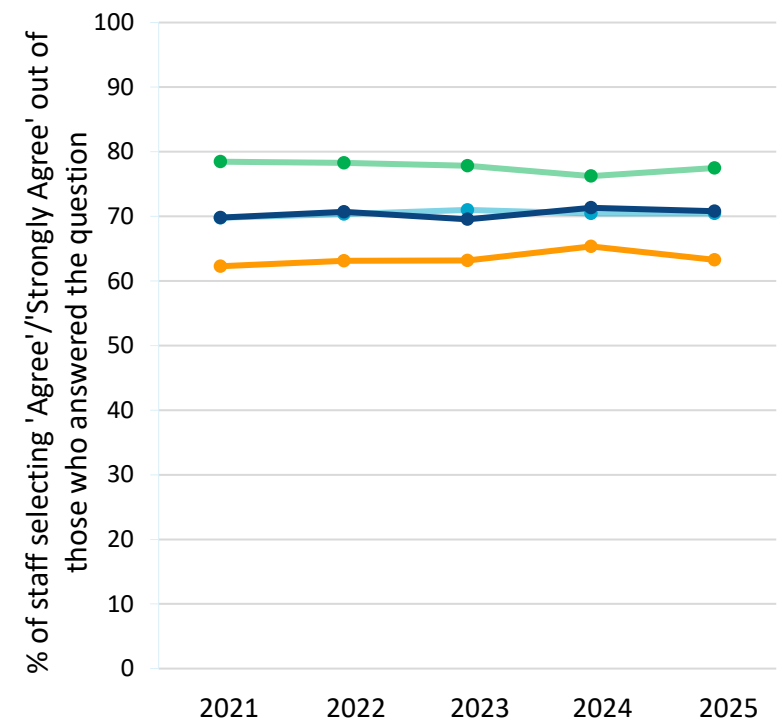
Year	Your org	Best result	Average result	Worst result
2021	51.00%	59.84%	51.31%	43.95%
2022	49.63%	61.04%	51.54%	45.34%
2023	50.26%	59.83%	52.28%	46.12%
2024	48.60%	60.94%	52.02%	44.25%
2025	47.94%	59.39%	51.37%	43.28%

Q5c Relationships at work are strained.



Year	Your org	Best result	Average result	Worst result
2021	40.95%	52.22%	42.67%	34.29%
2022	42.15%	53.50%	43.93%	35.52%
2023	43.02%	54.61%	45.97%	36.82%
2024	43.05%	53.52%	45.95%	36.49%
2025	45.05%	54.55%	44.43%	35.57%

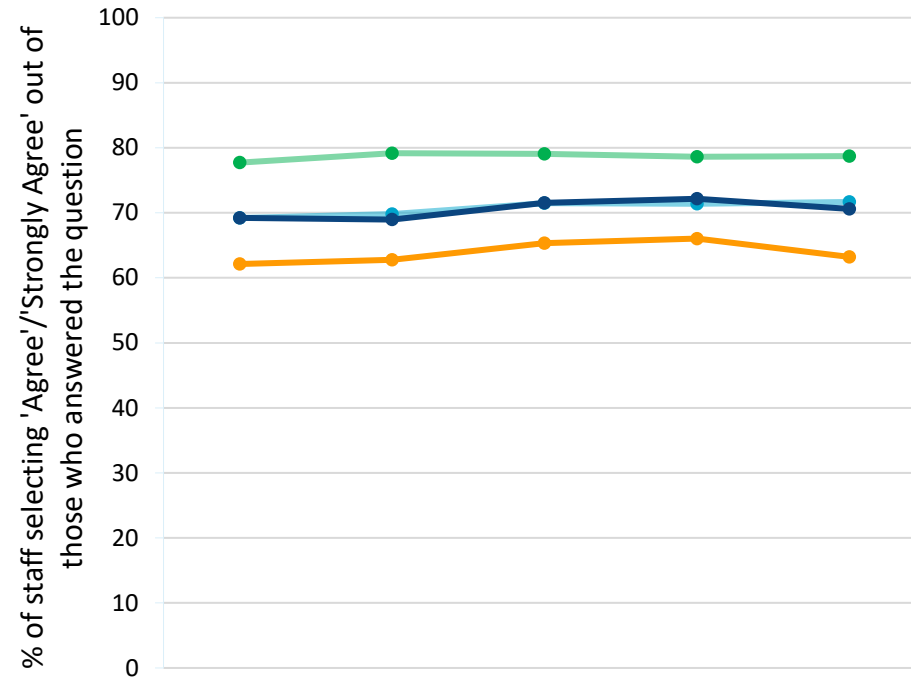
Q7c I receive the respect I deserve from my colleagues at work.



Year	Your org	Best result	Average result	Worst result
2021	69.81%	78.46%	69.78%	62.28%
2022	70.69%	78.30%	70.35%	63.13%
2023	69.54%	77.85%	71.00%	63.18%
2024	71.32%	76.23%	70.47%	65.35%
2025	70.78%	77.49%	70.43%	63.28%



Q9a My immediate manager encourages me at work.



	2021	2022	2023	2024	2025
Your org	69.24%	68.95%	71.54%	72.15%	70.60%
Best result	77.71%	79.16%	79.07%	78.62%	78.70%
Average result	69.20%	69.81%	71.47%	71.36%	71.67%
Worst result	62.12%	62.77%	65.31%	66.03%	63.21%
Responses	3798	3924	3938	6477	6292

## Questions not linked to People Promise elements or themes

Questions included:\*

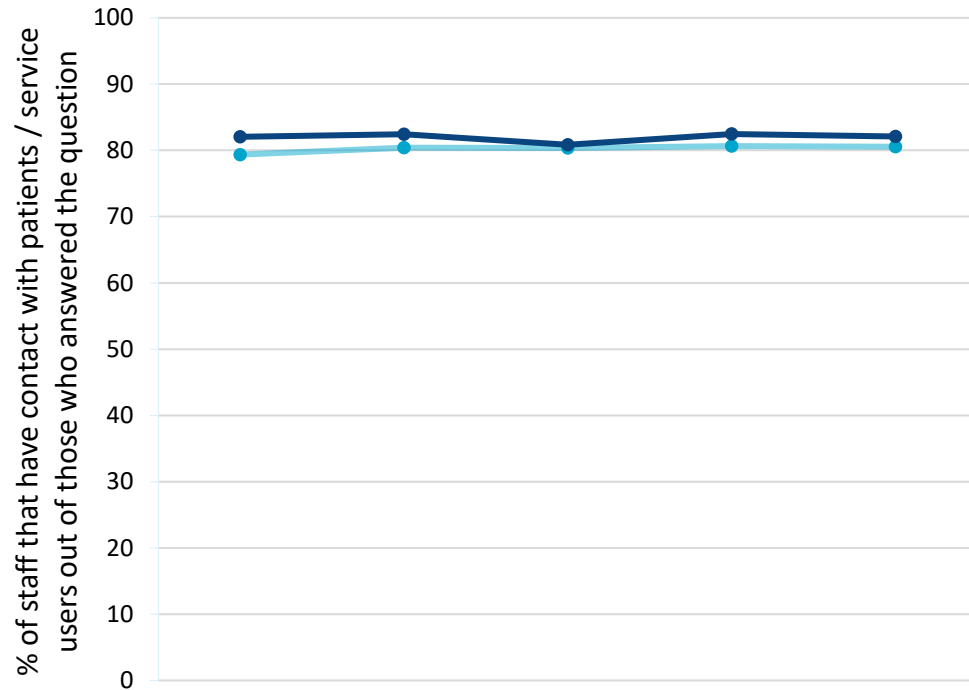
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

\*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?

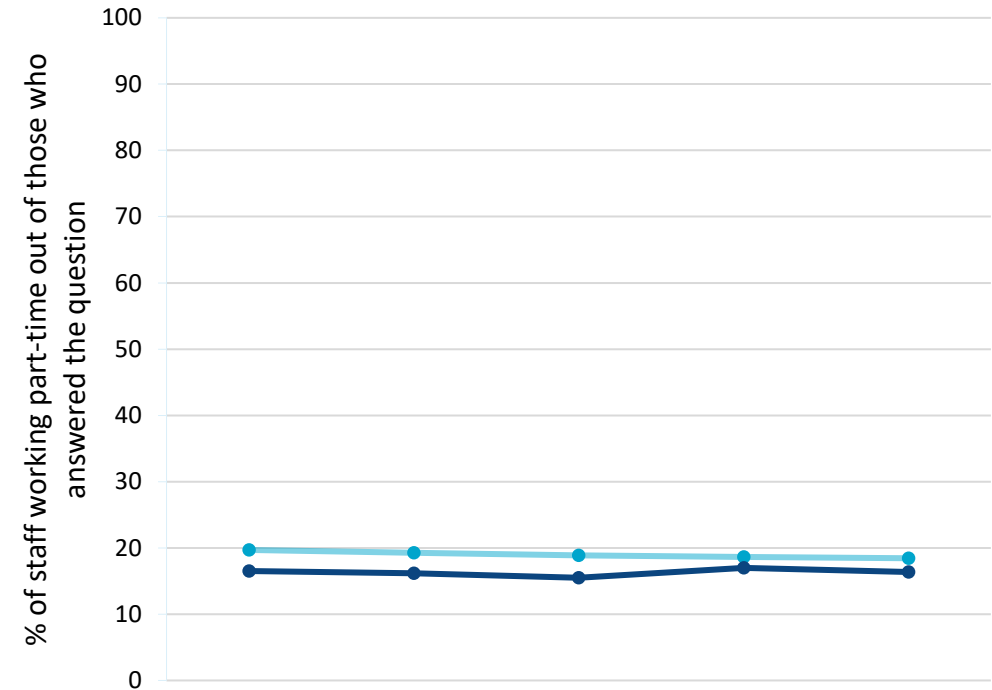


2021 2022 2023 2024 2025

Your org	82.03%	82.41%	80.84%	82.46%	82.11%
Average	79.36%	80.42%	80.37%	80.65%	80.54%

Responses 3774 3906 3910 6443 6283

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



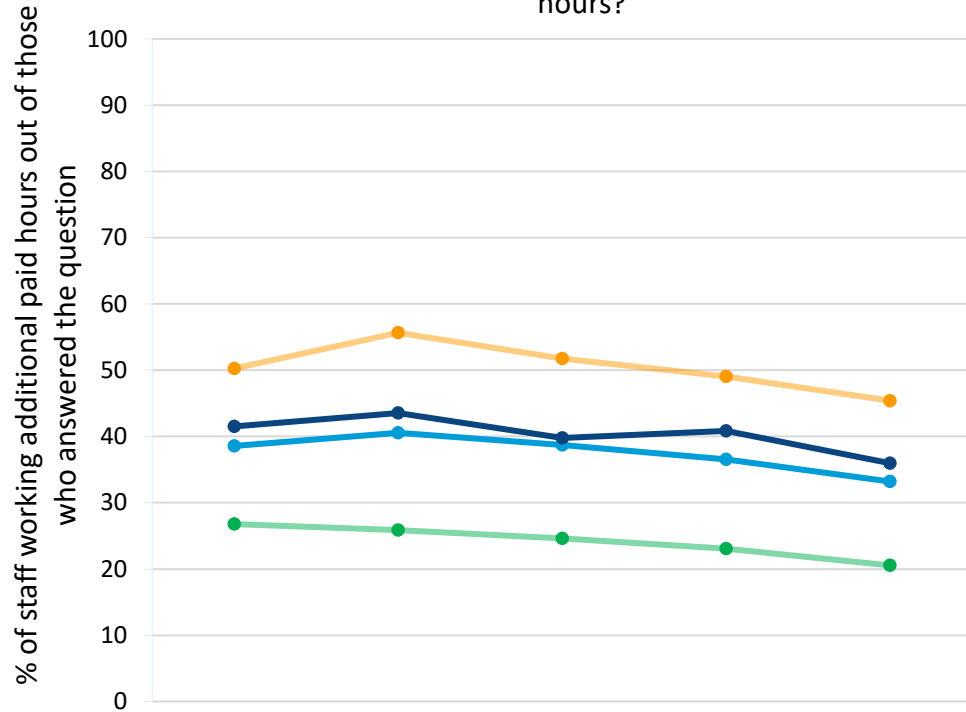
2021 2022 2023 2024 2025

Your org	16.50%	16.19%	15.50%	16.98%	16.35%
Average	19.69%	19.24%	18.88%	18.64%	18.44%

Responses 3496 3625 3594 6035 5773



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

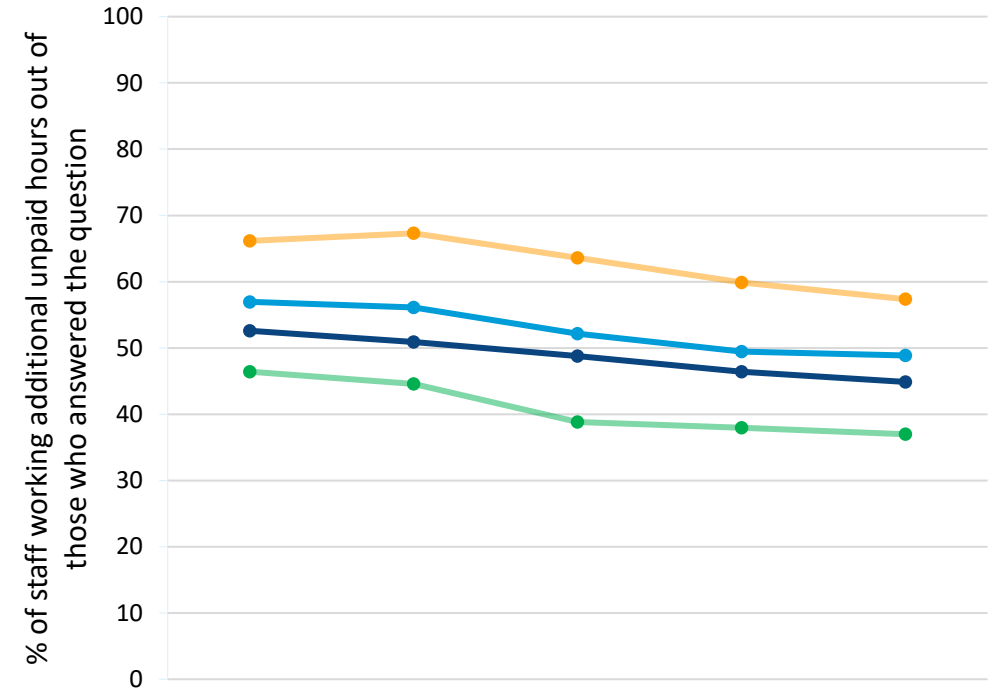


2021 2022 2023 2024 2025

Your org	41.52%	43.54%	39.76%	40.86%	35.96%
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 3682 3800 3755 6159 6054

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



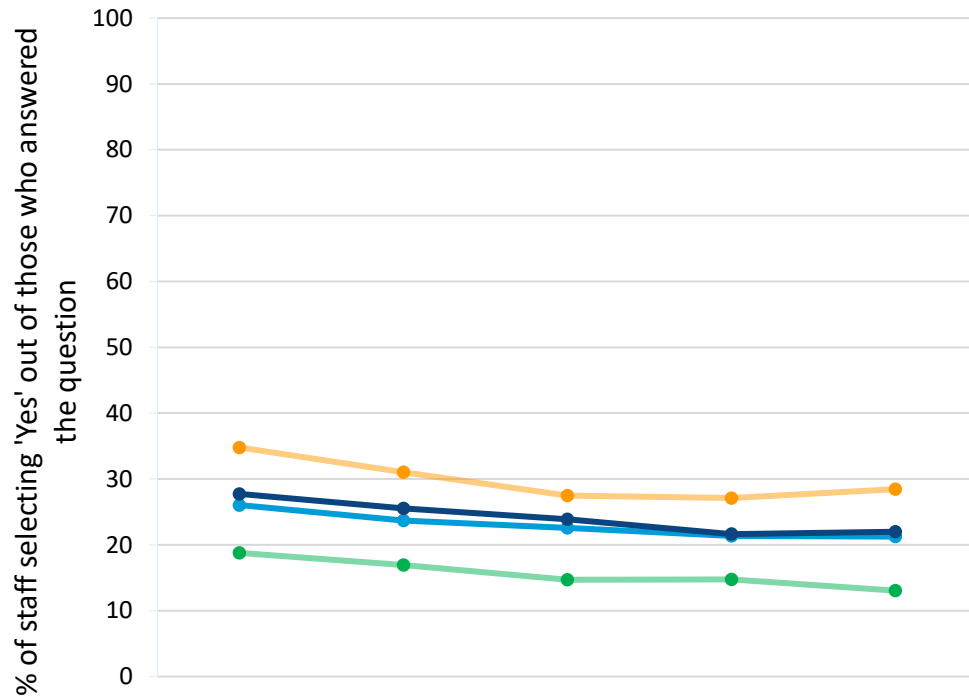
2021 2022 2023 2024 2025

Your org	52.59%	50.91%	48.79%	46.43%	44.87%
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 3686 3758 3735 6115 6004

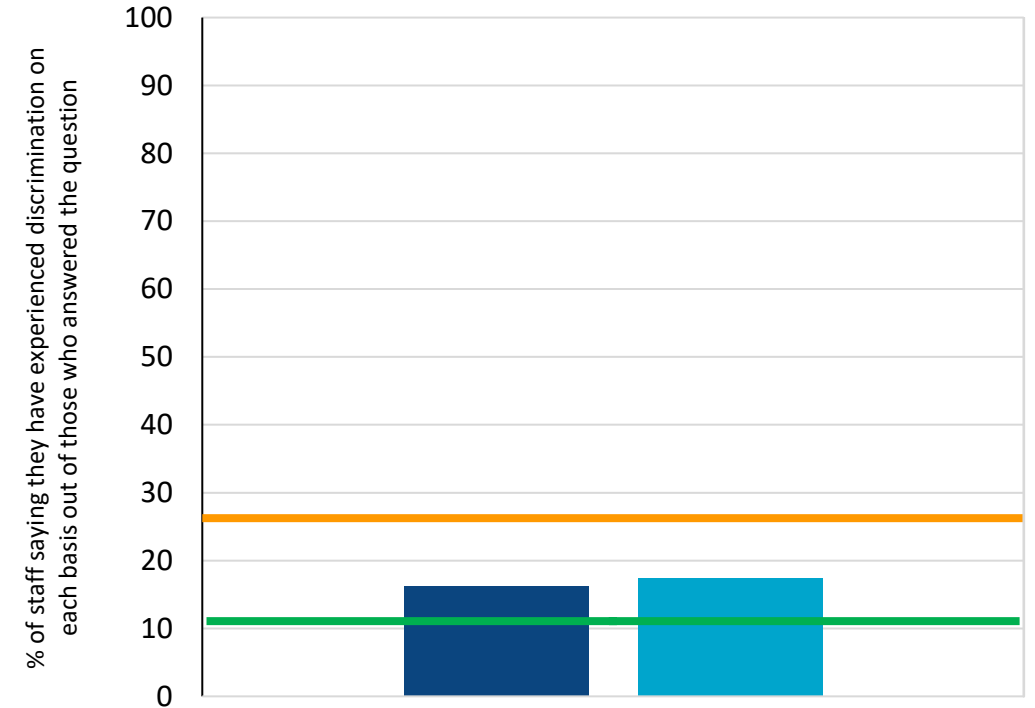


Q11e\* Have you felt pressure from your manager to come to work?



	2021	2022	2023	2024	2025
<b>Your org</b>	27.74%	25.54%	23.88%	21.63%	22.00%
<b>Best result</b>	18.79%	16.95%	14.72%	14.76%	13.05%
<b>Average result</b>	26.04%	23.70%	22.58%	21.34%	21.25%
<b>Worst result</b>	34.79%	31.04%	27.49%	27.11%	28.45%
Responses	2189	2309	2184	3600	3496

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



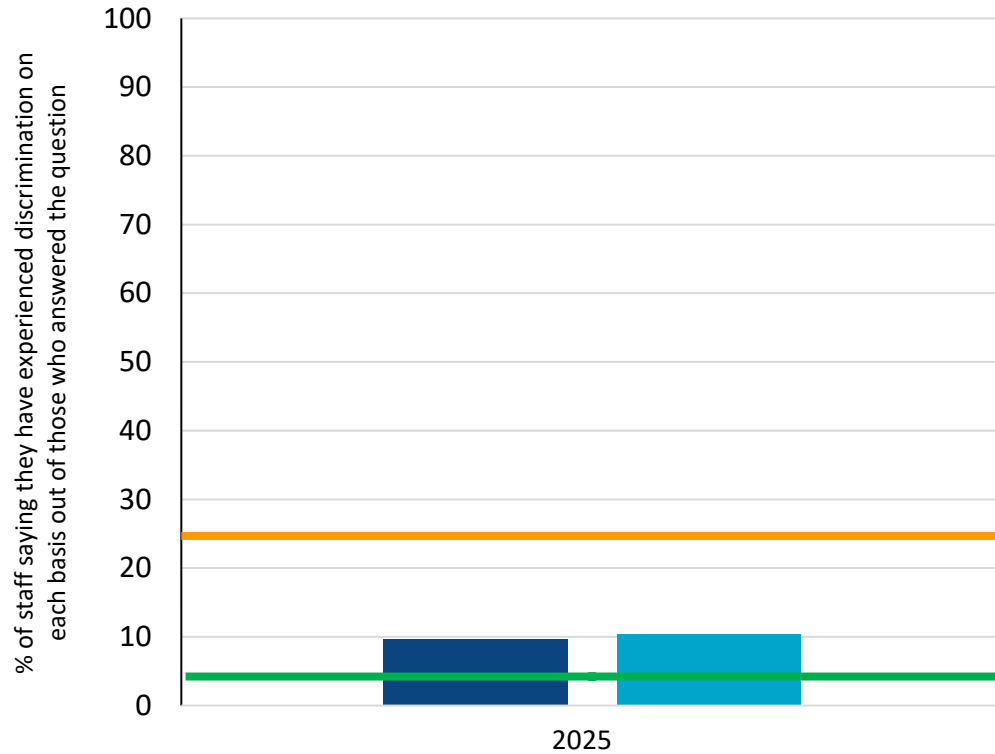
	2025
<b>Your org</b>	16.23%
<b>Best result</b>	11.08%
<b>Average result</b>	17.46%
<b>Worst result</b>	26.25%
Responses	1049

\*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/>

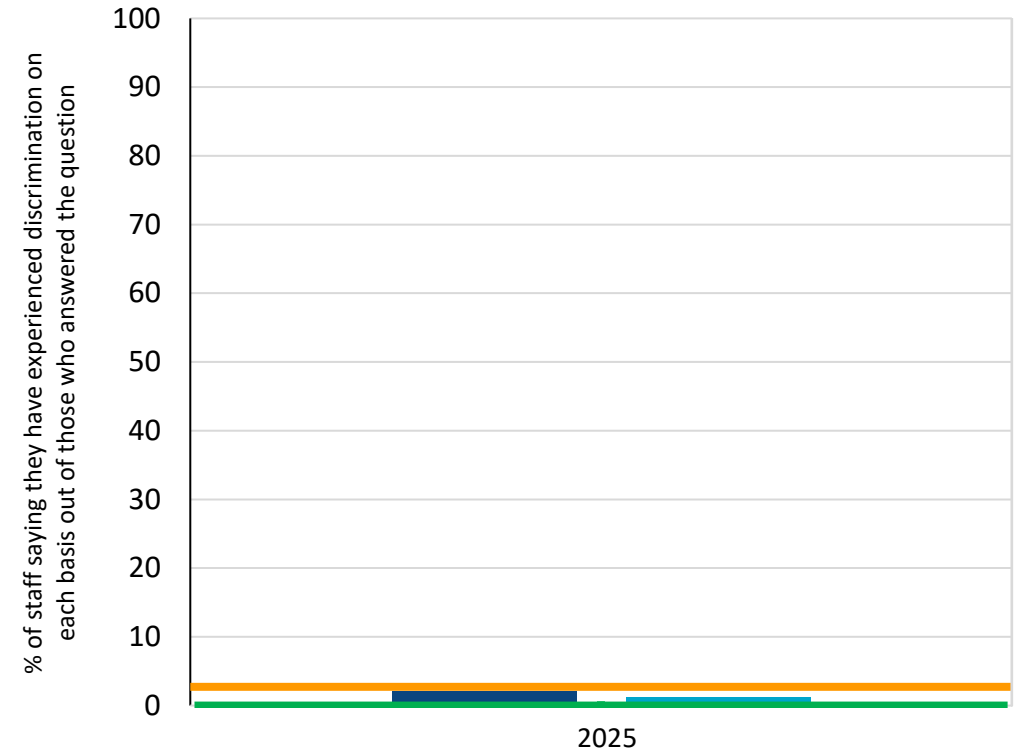


Q16c.2 On what grounds have you experienced discrimination?  
– Disability.



2025	
Your org	9.64%
Best result	4.23%
Average result	10.47%
Worst result	24.69%
Responses	1049

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

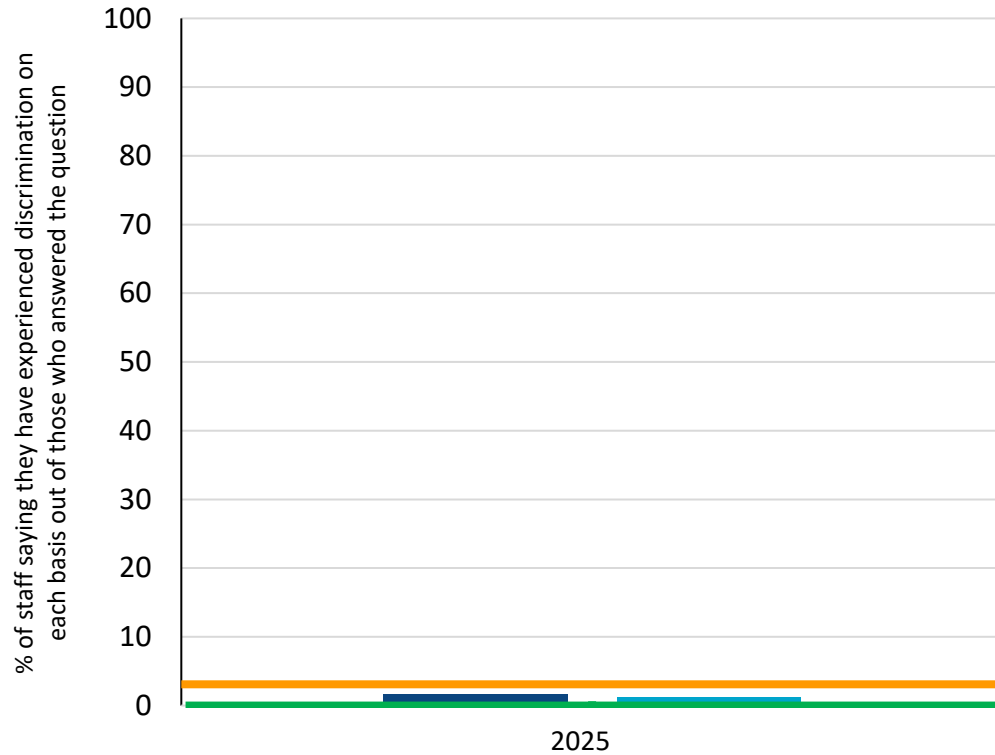


2025	
Your org	2.13%
Best result	0.00%
Average result	1.25%
Worst result	2.73%
Responses	1049

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/>

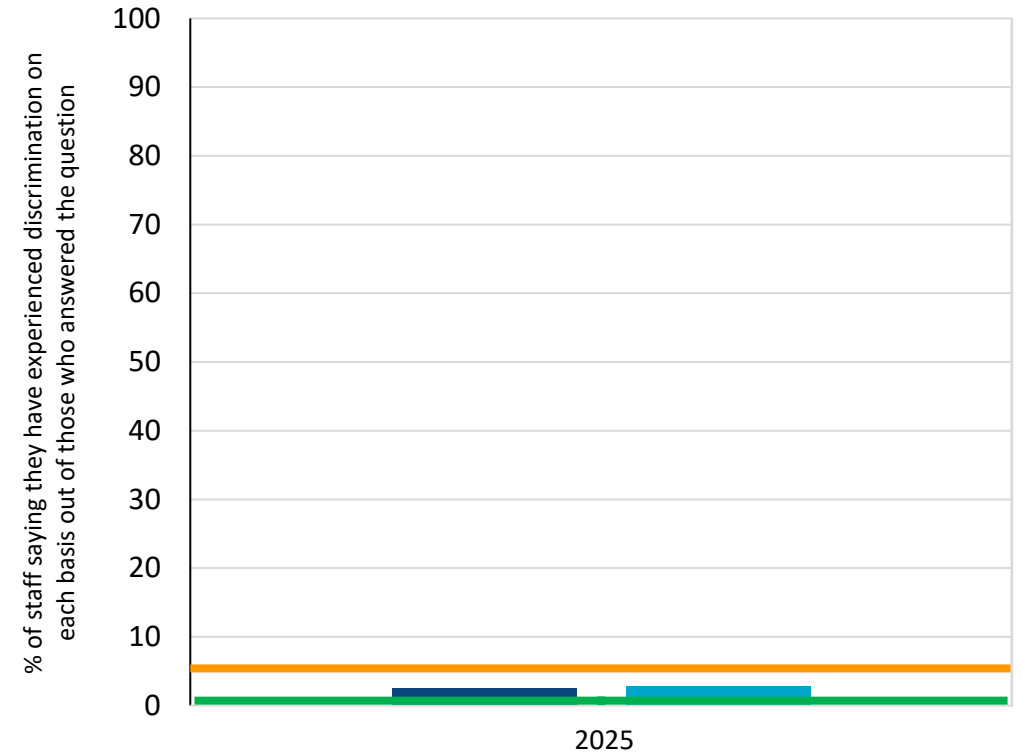


Q16c.4 On what grounds have you experienced discrimination?  
– Marriage and civil partnership.



Your org	1.69%
Best result	0.00%
Average result	1.23%
Worst result	3.09%
Responses	1049

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

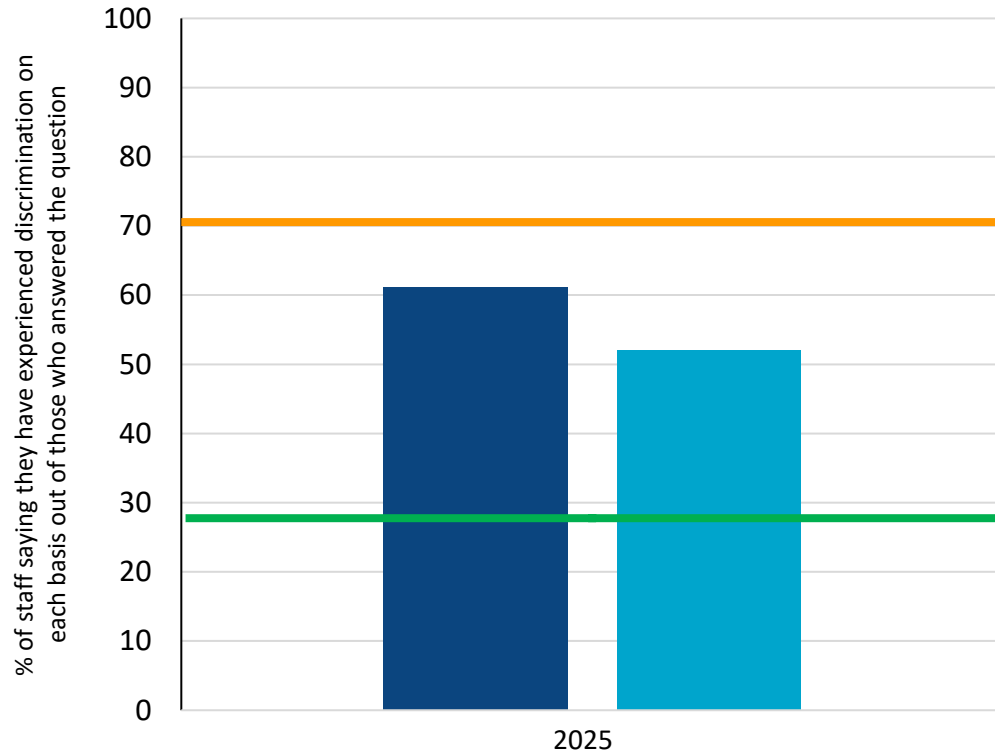


Your org	2.60%
Best result	0.72%
Average result	2.83%
Worst result	5.41%
Responses	1049

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/>

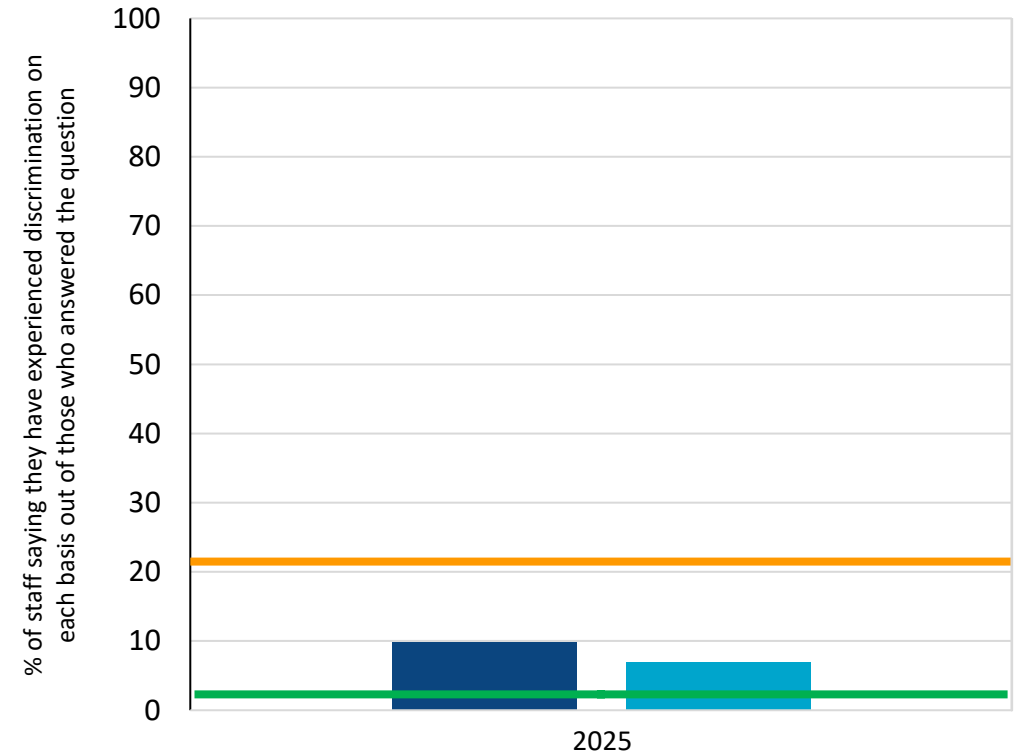


Q16c.6 On what grounds have you experienced discrimination? – Race.



Your org	61.16%
Best result	27.76%
Average result	52.00%
Worst result	70.56%
Responses	1049

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

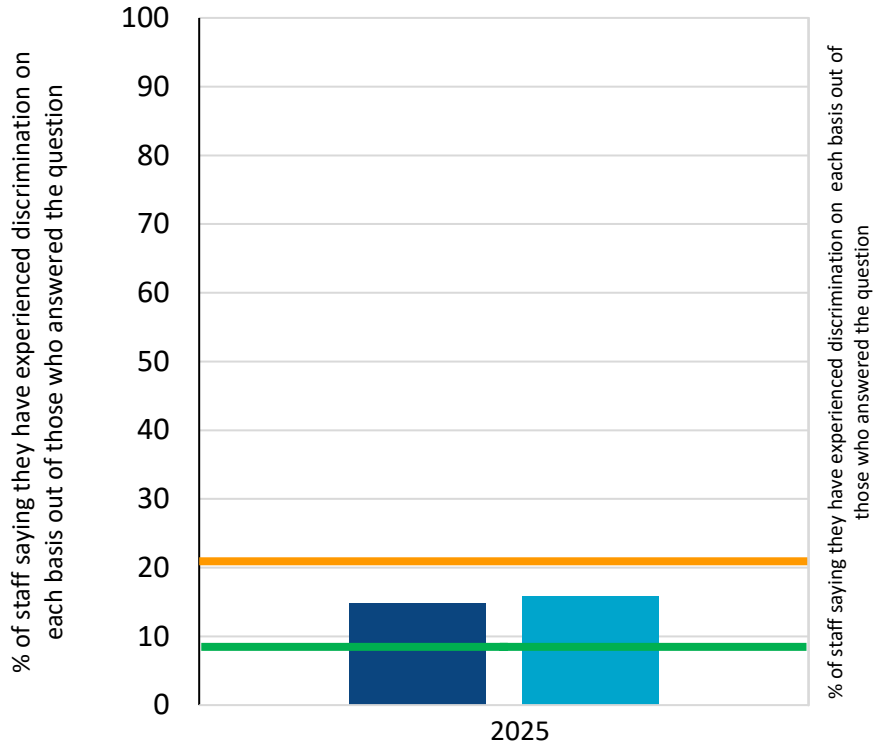


Your org	9.81%
Best result	2.29%
Average result	6.87%
Worst result	21.49%
Responses	1049

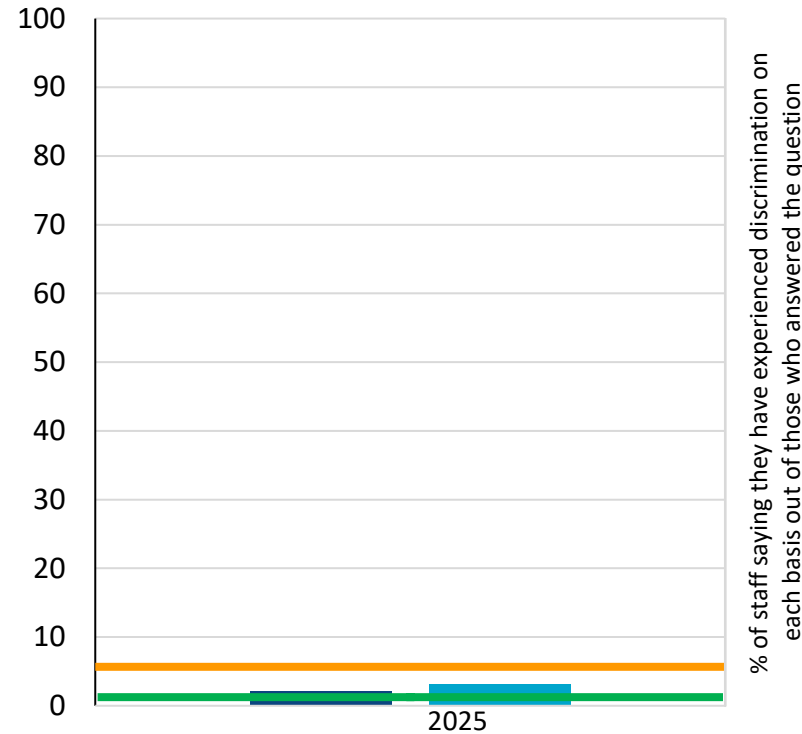
Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>



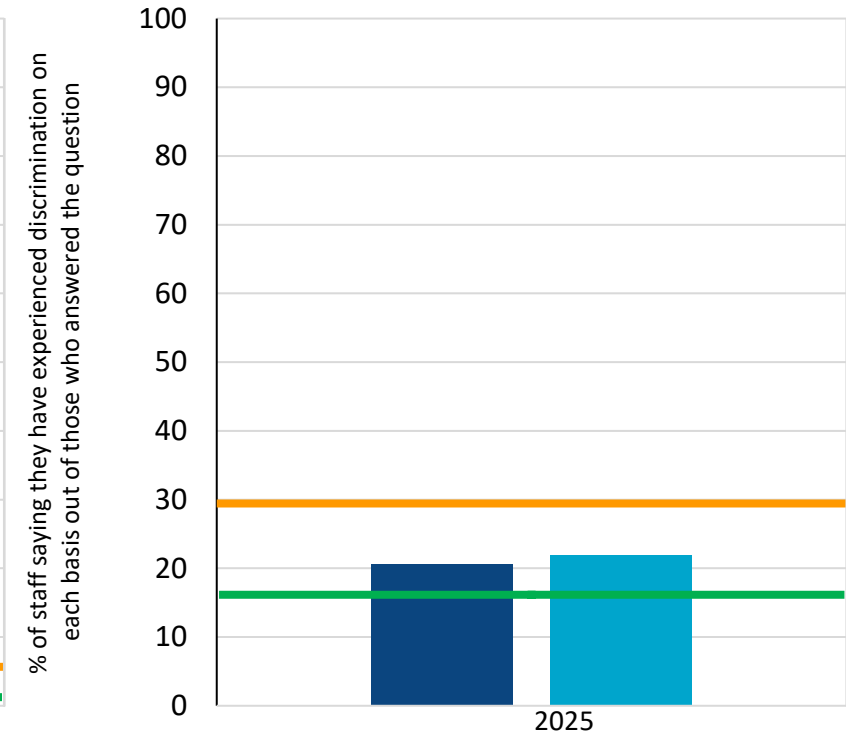
Q16c.8 On what grounds have you experienced discrimination? -- Sex.



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



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



Your org	14.78%
Best result	8.47%
Average result	15.75%
Worst result	20.93%
Responses	1049

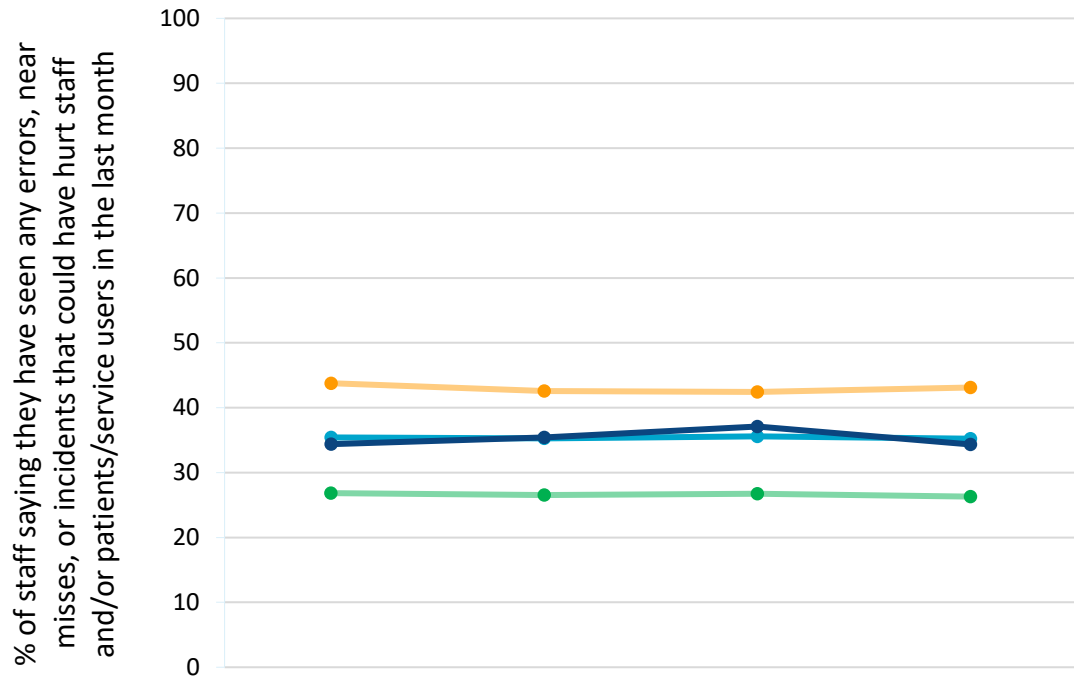
Your org	2.13%
Best result	1.25%
Average result	3.12%
Worst result	5.67%
Responses	1049

Your org	20.63%
Best result	16.16%
Average result	21.87%
Worst result	29.43%
Responses	1049

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/>



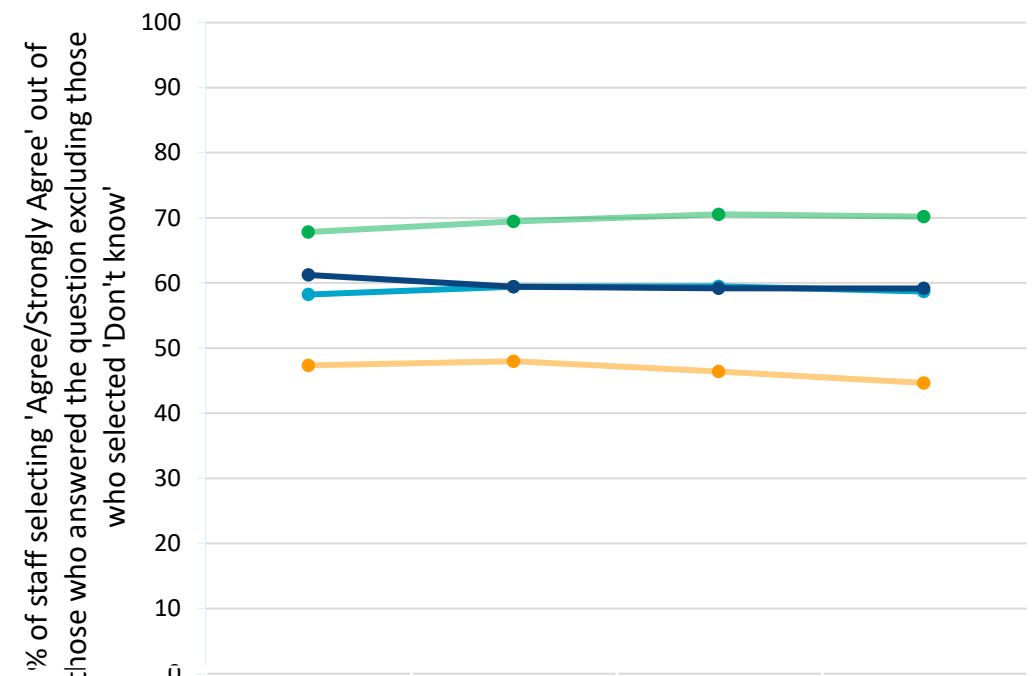
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023	2024	2025
<b>Your org</b>	34.38%	35.42%	37.10%	34.33%
<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	3880	3849	6363	6143
-----------	------	------	------	------

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

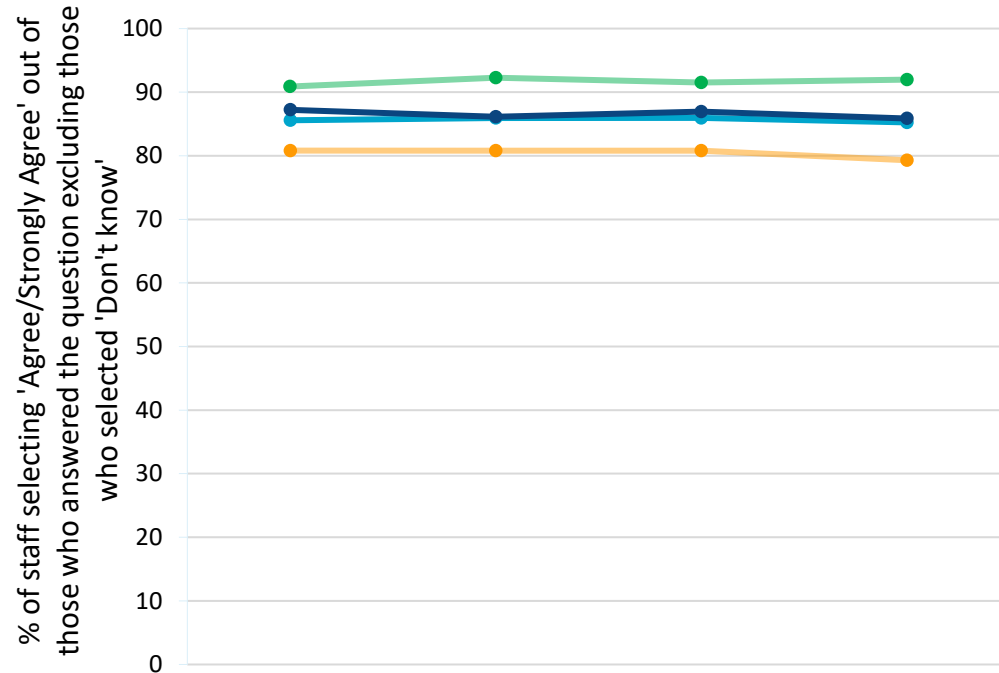


	2022	2023	2024	2025
<b>Your org</b>	61.23%	59.42%	59.19%	59.16%
<b>Best result</b>	67.83%	69.44%	70.55%	70.22%
<b>Average result</b>	58.23%	59.41%	59.50%	58.69%
<b>Worst result</b>	47.33%	47.99%	46.42%	44.65%

Responses	3082	3048	5048	4946
-----------	------	------	------	------

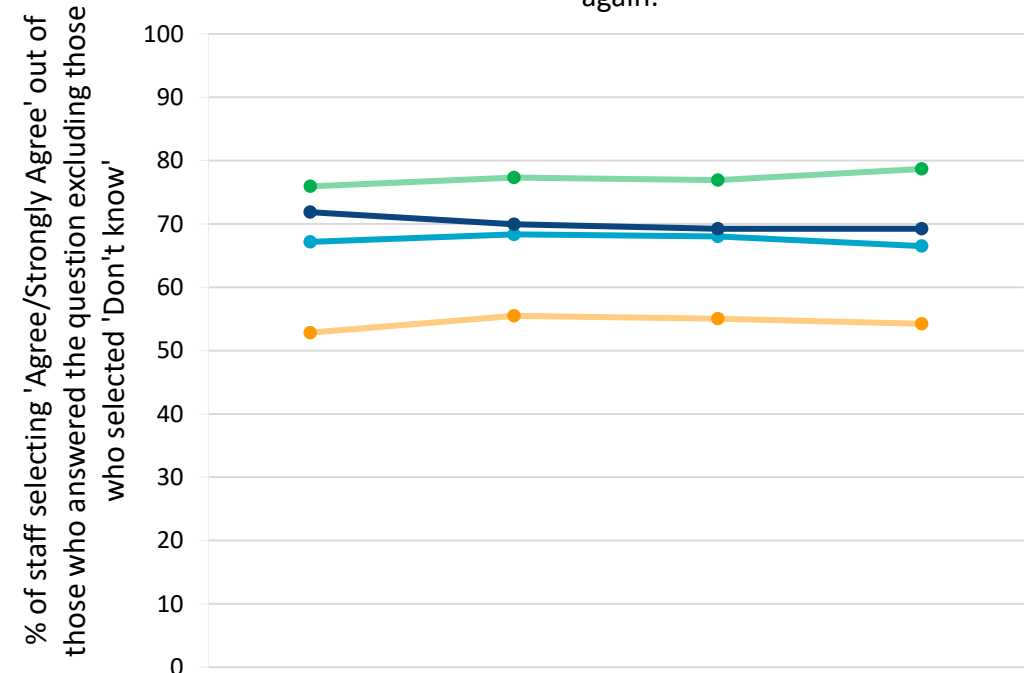


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024	2025
<b>Your org</b>	87.22%	86.14%	86.95%	85.86%
<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	3768	3748	6181	6004

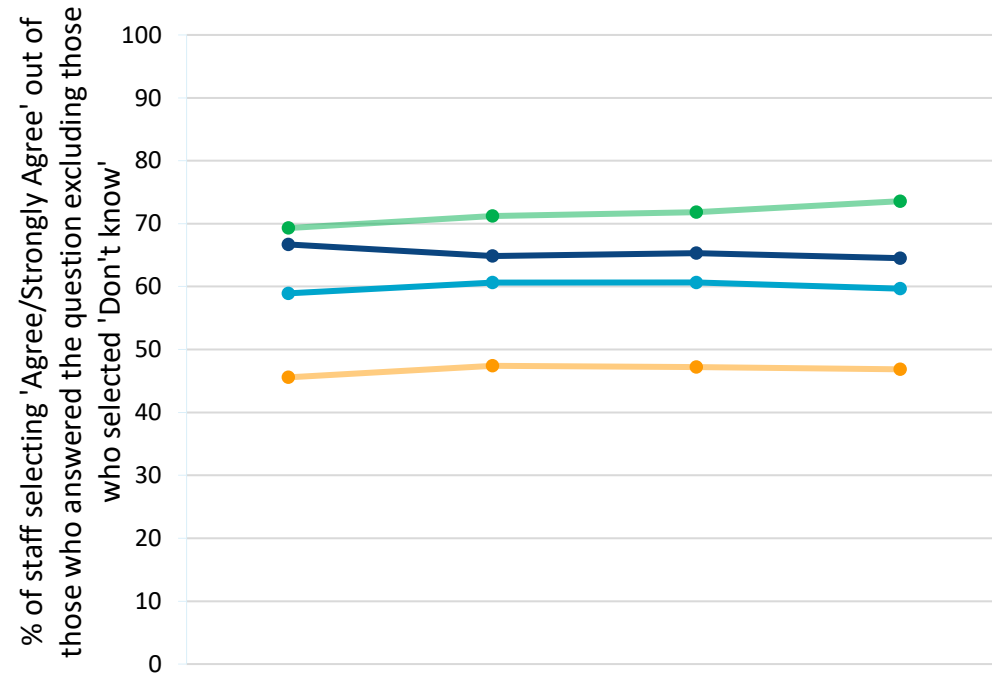
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



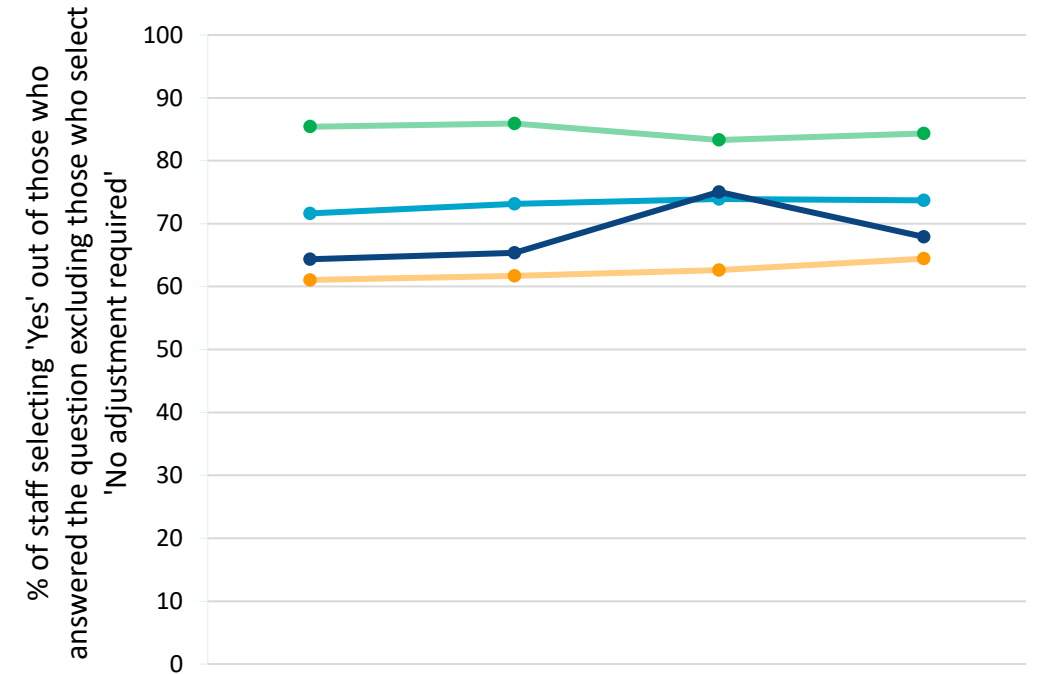
	2022	2023	2024	2025
<b>Your org</b>	71.85%	69.93%	69.23%	69.25%
<b>Best result</b>	75.93%	77.33%	76.90%	78.69%
<b>Average result</b>	67.15%	68.35%	68.04%	66.50%
<b>Worst result</b>	52.84%	55.47%	55.03%	54.21%
Responses	3539	3482	5795	5632



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?

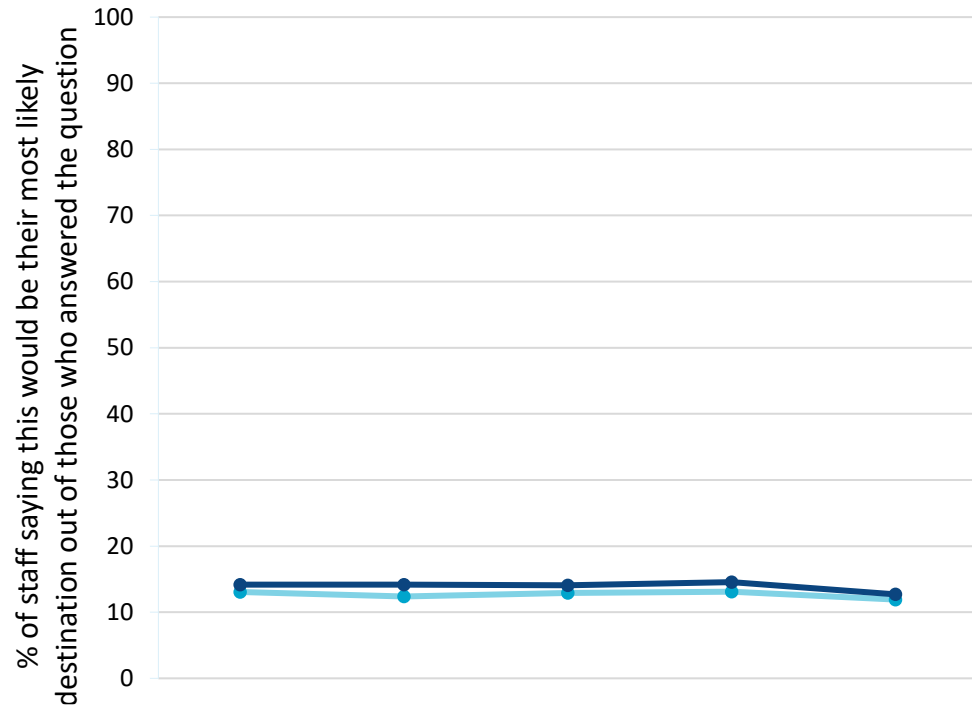


	2022	2023	2024	2025
<b>Your org</b>	66.70%	64.87%	65.33%	64.52%
<b>Best result</b>	69.30%	71.19%	71.81%	73.58%
<b>Average result</b>	58.93%	60.62%	60.66%	59.69%
<b>Worst result</b>	45.58%	47.41%	47.19%	46.87%
Responses	3548	3521	5830	5671

	2022	2023	2024	2025
<b>Your org</b>	64.34%	65.39%	75.05%	67.93%
<b>Best result</b>	85.42%	85.92%	83.30%	84.36%
<b>Average result</b>	71.63%	73.15%	73.92%	73.70%
<b>Worst result</b>	61.05%	61.73%	62.61%	64.44%
Responses	484	503	843	865



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.

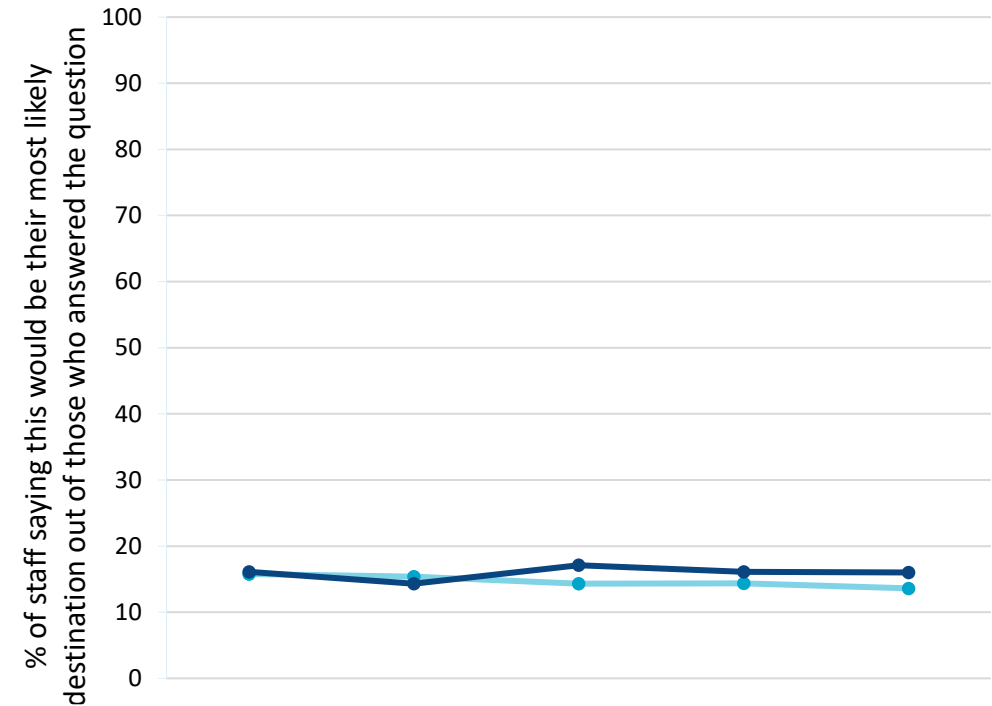


2021 2022 2023 2024 2025

Your org	14.15%	14.17%	14.09%	14.55%	12.70%
Average	13.04%	12.40%	12.94%	13.10%	11.91%

Responses 3477 3542 3555 5780 5693

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.



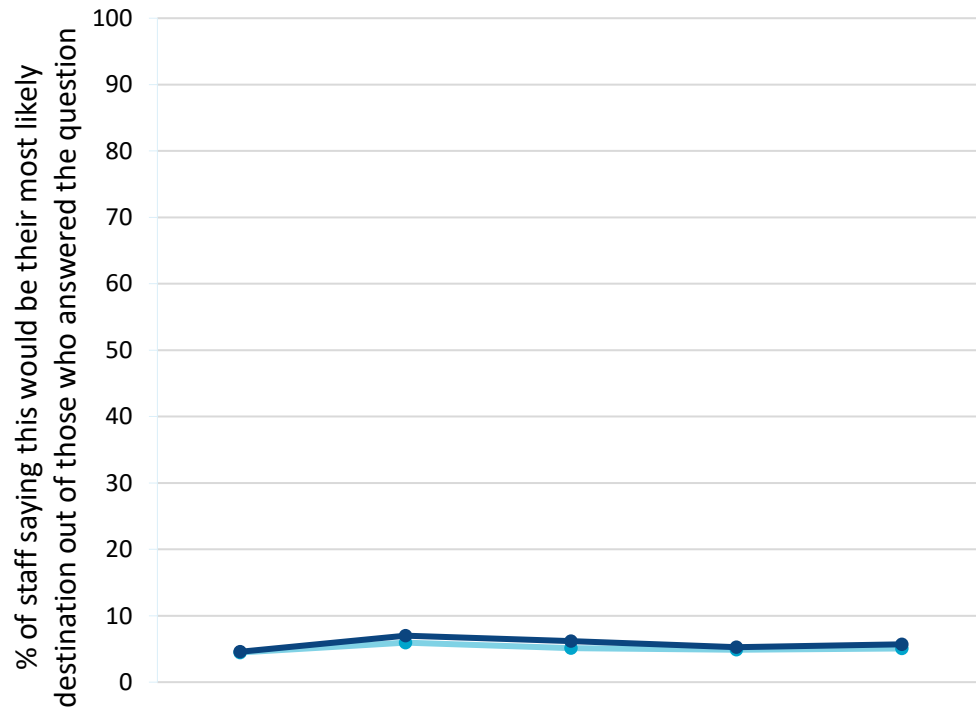
2021 2022 2023 2024 2025

Your org	16.11%	14.31%	17.10%	16.11%	16.00%
Average	15.78%	15.37%	14.32%	14.36%	13.61%

Responses 3477 3542 3555 5780 5693

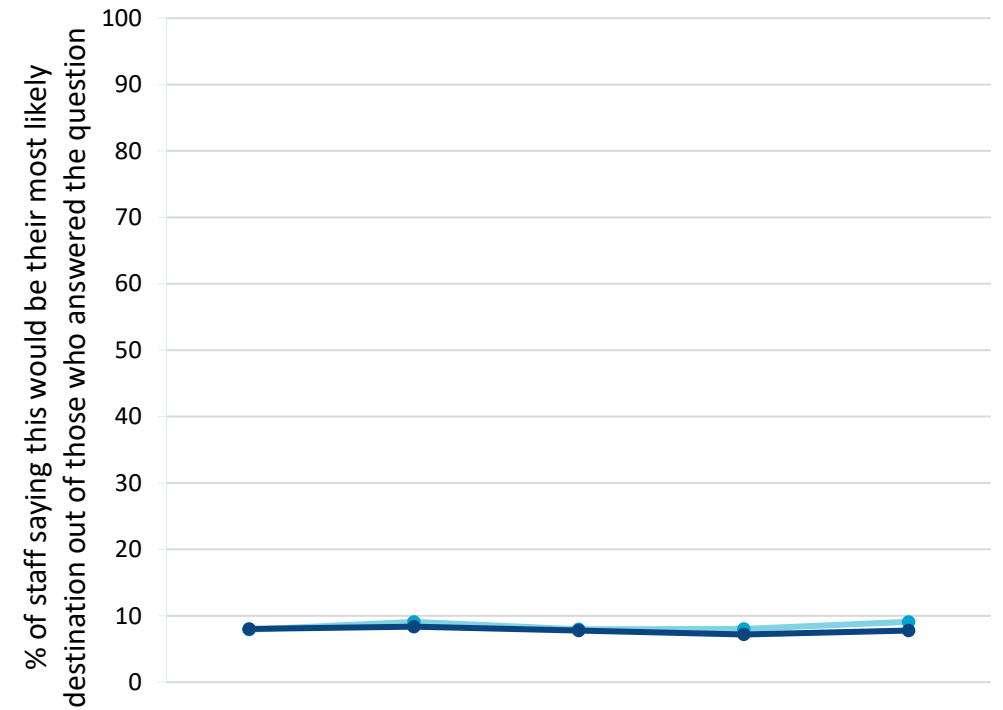


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



	2021	2022	2023	2024	2025
<b>Your org</b>	4.57%	7.00%	6.19%	5.24%	5.71%
<b>Average</b>	4.47%	5.95%	5.12%	4.90%	5.07%
Responses	3477	3542	3555	5780	5693

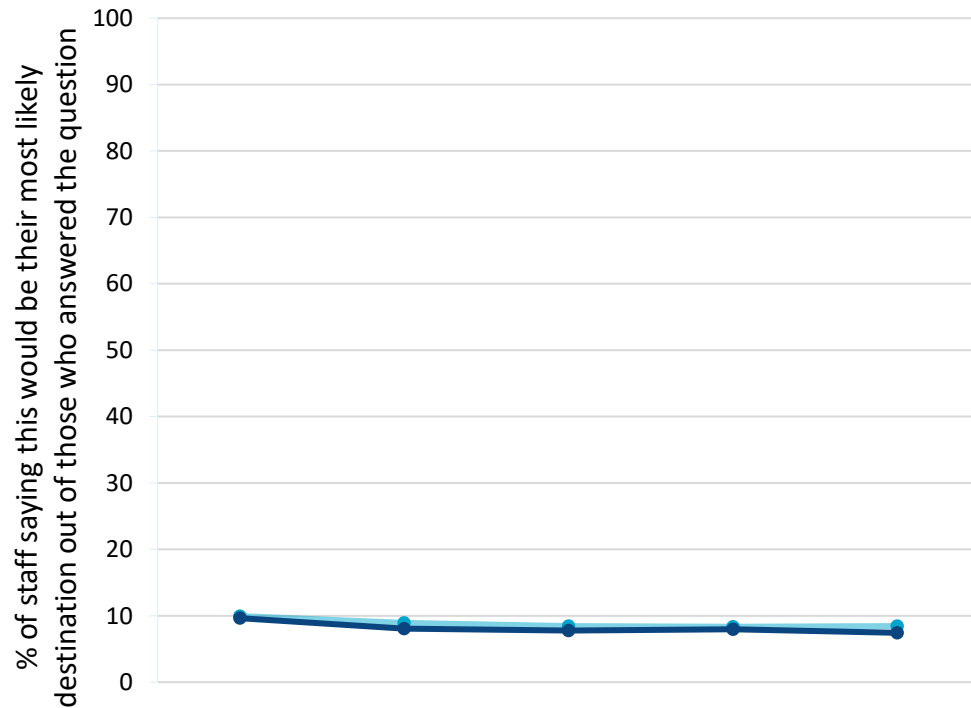
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



	2021	2022	2023	2024	2025
<b>Your org</b>	8.02%	8.36%	7.76%	7.18%	7.76%
<b>Average</b>	7.91%	9.06%	7.96%	8.00%	9.09%
Responses	3477	3542	3555	5780	5693

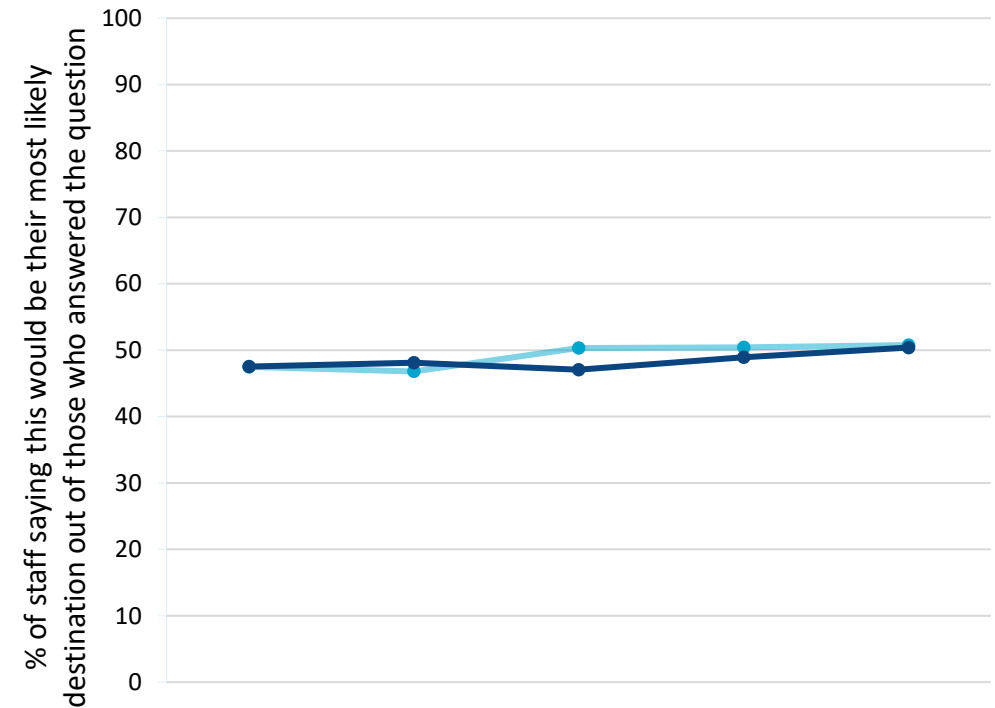


Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



	2021	2022	2023	2024	2025
Your org	9.63%	8.05%	7.79%	7.98%	7.43%
Average	9.95%	8.94%	8.46%	8.35%	8.42%
Responses	3477	3542	3555	5780	5693

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	47.51%	48.11%	47.06%	48.94%	50.40%
Average	47.46%	46.79%	50.34%	50.41%	50.77%
Responses	3477	3542	3555	5780	5693

## 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)

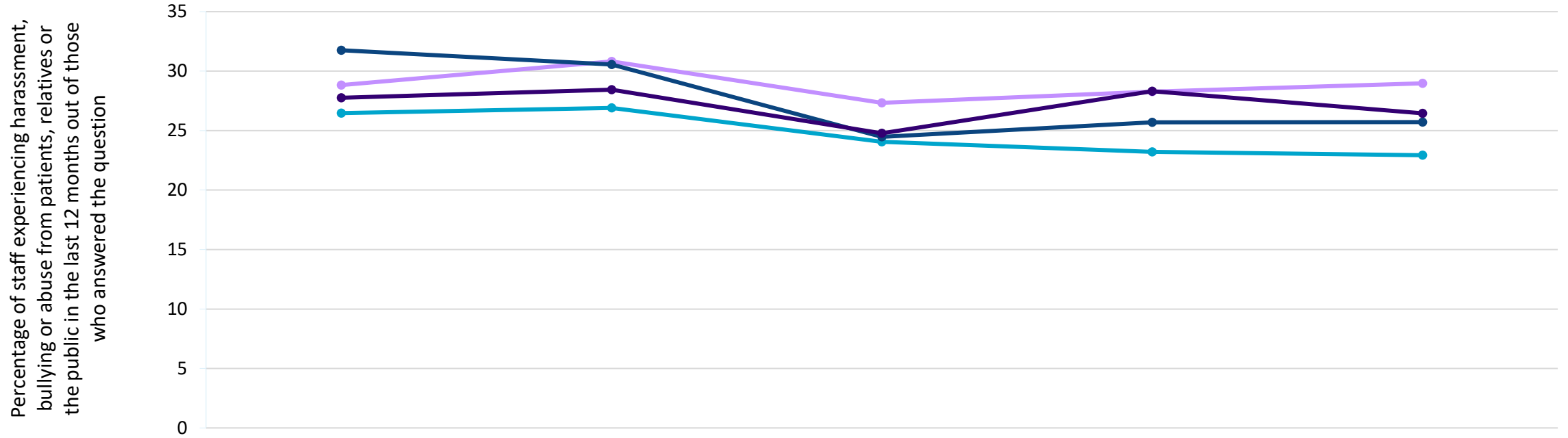
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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

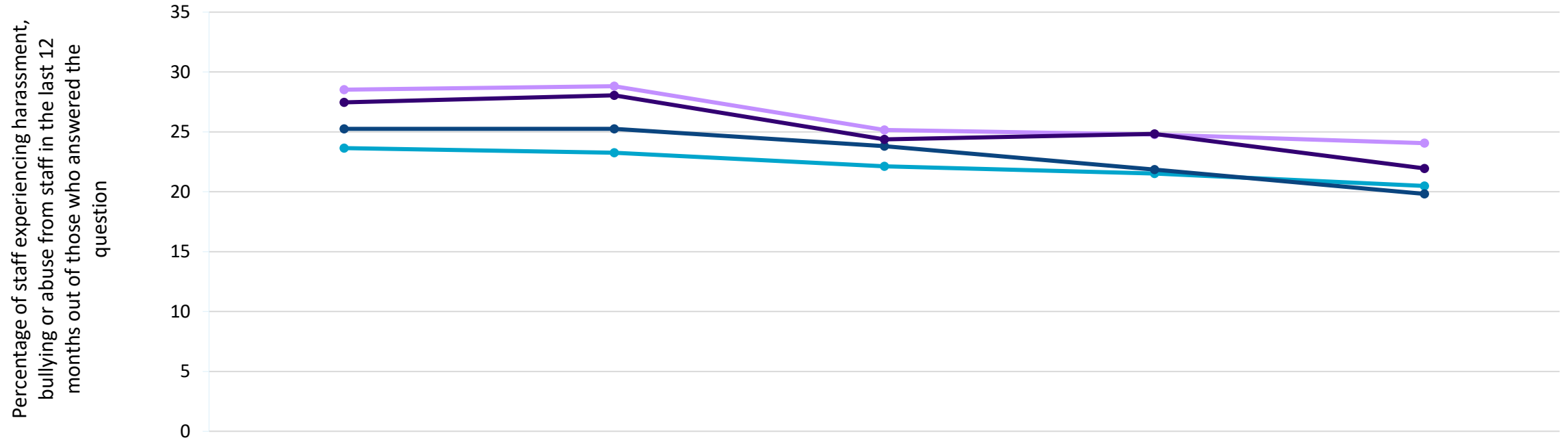


	2021	2022	2023	2024	2025
White staff: Your org	31.76%	30.56%	24.48%	25.70%	25.72%
All other ethnic groups*: Your org	27.76%	28.44%	24.77%	28.31%	26.45%
White staff: Average	26.47%	26.91%	24.05%	23.21%	22.93%
All other ethnic groups*: Average	28.84%	30.82%	27.34%	28.27%	28.98%
White staff: Responses	2708	2660	2529	3880	3709
All other ethnic groups*: Responses	1016	1206	1328	2473	2435

\*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

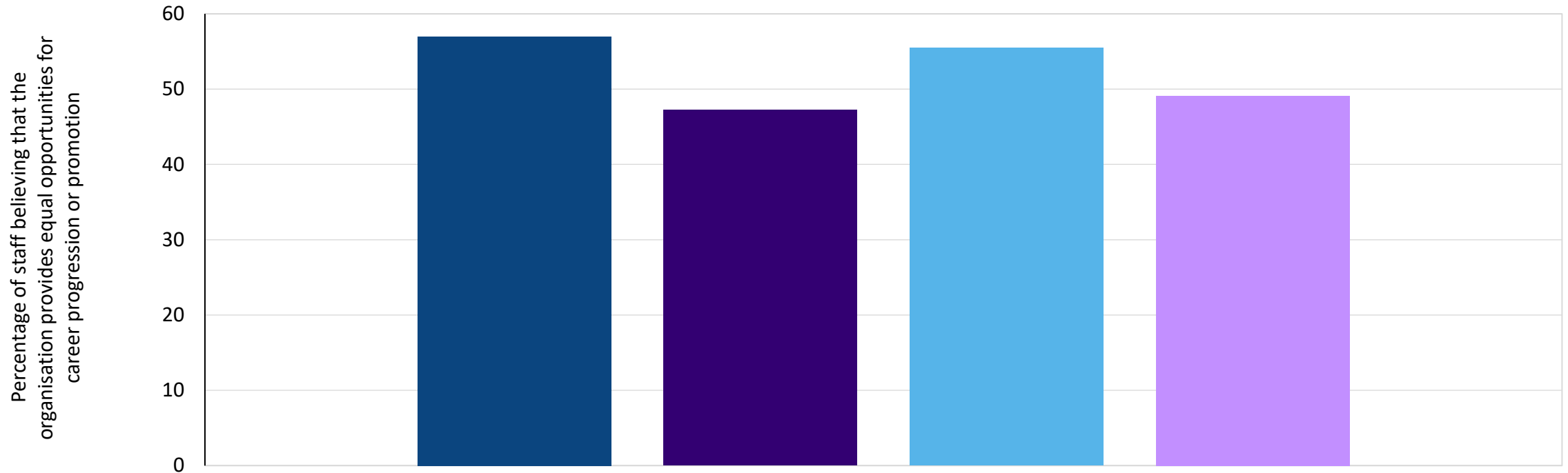


	2021	2022	2023	2024	2025
White staff: Your org	25.25%	25.25%	23.81%	21.85%	19.82%
All other ethnic groups*: Your org	27.47%	28.05%	24.38%	24.83%	21.95%
White staff: Average	23.65%	23.25%	22.12%	21.53%	20.48%
All other ethnic groups*: Average	28.53%	28.81%	25.16%	24.78%	24.06%
White staff: Responses	2721	2665	2533	3877	3708
All other ethnic groups*: Responses	1023	1212	1325	2469	2433

\*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.



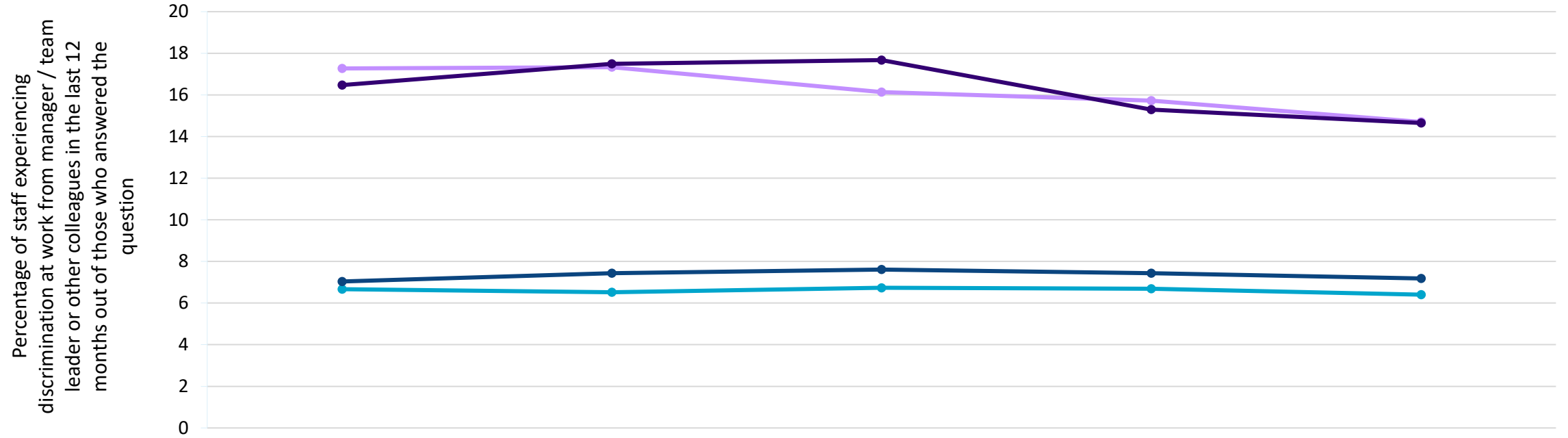
2025

White staff: Your org	56.97%
All other ethnic groups*: Your org	47.24%
White staff: Average	55.46%
All other ethnic groups*: Average	49.11%
White staff: Responses	3704
All other ethnic groups*: Responses	2426

\*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	7.04%	7.44%	7.61%	7.43%	7.18%
All other ethnic groups*: Your org	16.47%	17.49%	17.67%	15.30%	14.65%
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	2700	2635	2510	3849	3675
All other ethnic groups*: Responses	1014	1189	1307	2445	2382

\*Staff from all other ethnic groups combined

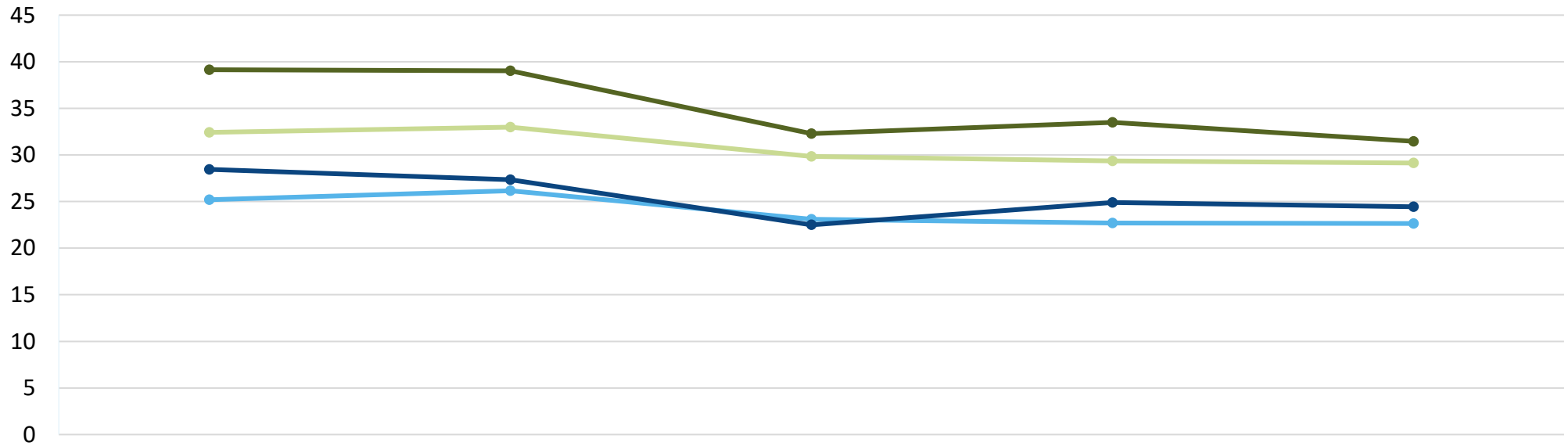
## Workforce Disability Equality Standards (WDES)

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.

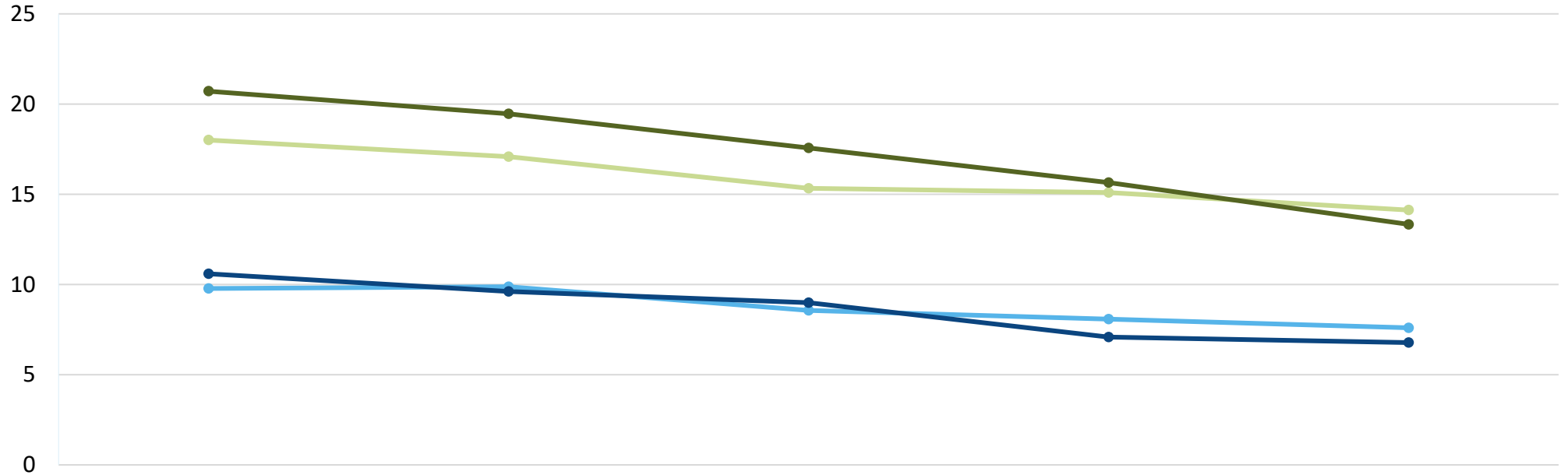


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	39.14%	39.02%	32.28%	33.48%	31.46%
Staff without a LTC or illness: Your org	28.45%	27.35%	22.50%	24.89%	24.44%
Staff with a LTC or illness: Average	32.43%	32.98%	29.83%	29.37%	29.14%
Staff without a LTC or illness: Average	25.19%	26.16%	23.11%	22.71%	22.64%
Staff with a LTC or illness: Responses	792	820	858	1353	1373
Staff without a LTC or illness: Responses	2935	3035	2987	4978	4730

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.

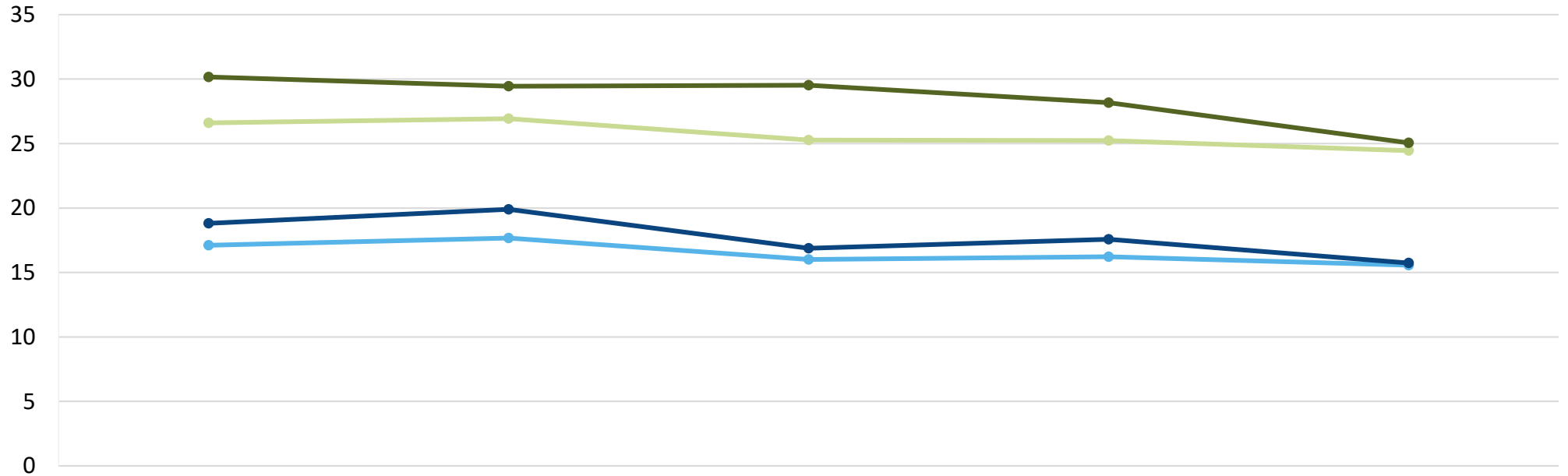


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	20.71%	19.46%	17.56%	15.65%	13.33%
Staff without a LTC or illness: Your org	10.59%	9.61%	8.99%	7.08%	6.78%
Staff with a LTC or illness: Average	18.00%	17.09%	15.33%	15.10%	14.12%
Staff without a LTC or illness: Average	9.77%	9.88%	8.56%	8.08%	7.60%
Staff with a LTC or illness: Responses	787	817	854	1342	1365
Staff without a LTC or illness: Responses	2927	3028	2970	4956	4706

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.

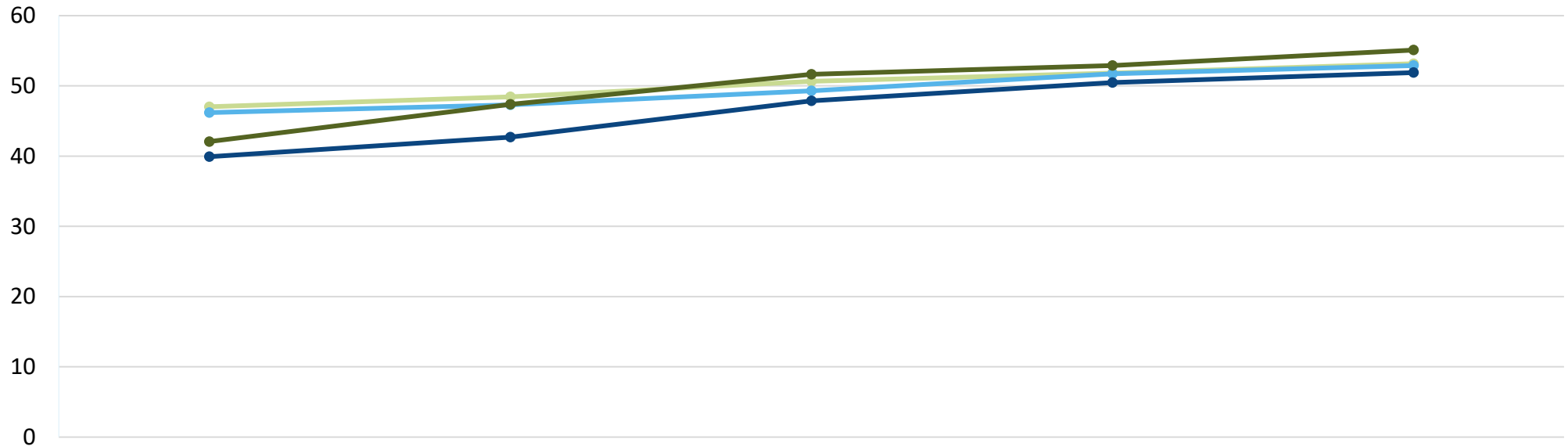


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	30.16%	29.45%	29.52%	28.17%	25.05%
Staff without a LTC or illness: Your org	18.82%	19.90%	16.87%	17.58%	15.74%
Staff with a LTC or illness: Average	26.60%	26.93%	25.26%	25.24%	24.45%
Staff without a LTC or illness: Average	17.11%	17.67%	16.01%	16.22%	15.57%
Staff with a LTC or illness: Responses	789	815	857	1342	1369
Staff without a LTC or illness: Responses	2922	3010	2975	4954	4709

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

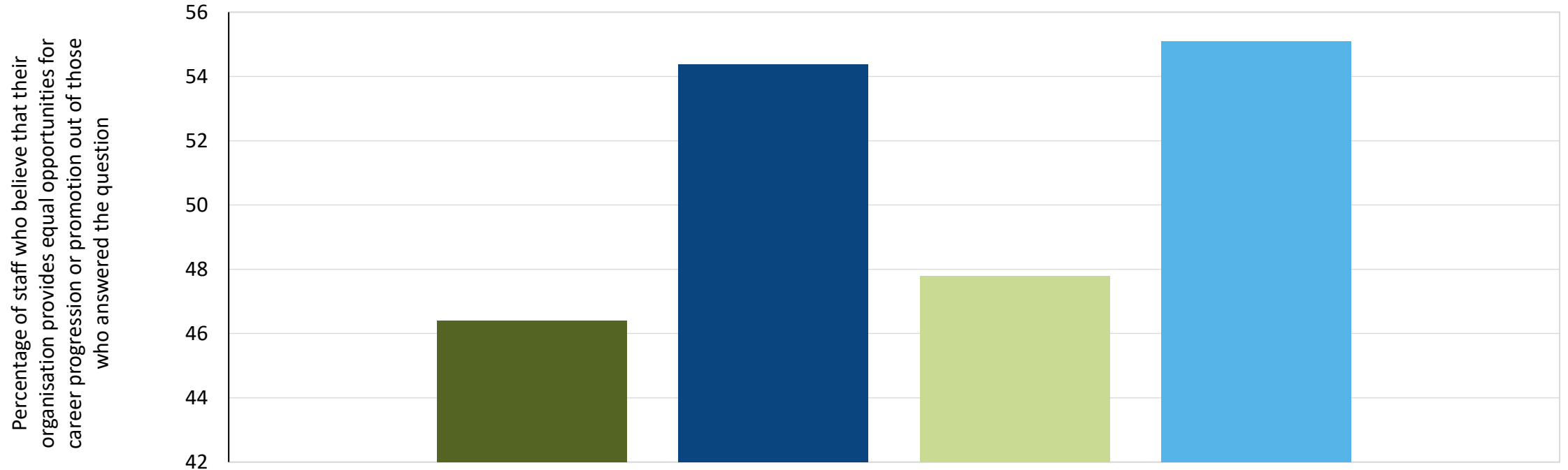
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	42.08%	47.37%	51.64%	52.88%	55.10%
Staff without a LTC or illness: Your org	39.92%	42.71%	47.86%	50.48%	51.89%
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	385	399	397	607	588
Staff without a LTC or illness: Responses	1012	995	934	1563	1453

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.



Staff with a LTC or illness: Your org	46.40%
Staff without a LTC or illness: Your org	54.38%
Staff with a LTC or illness: Average	47.79%
Staff without a LTC or illness: Average	55.09%

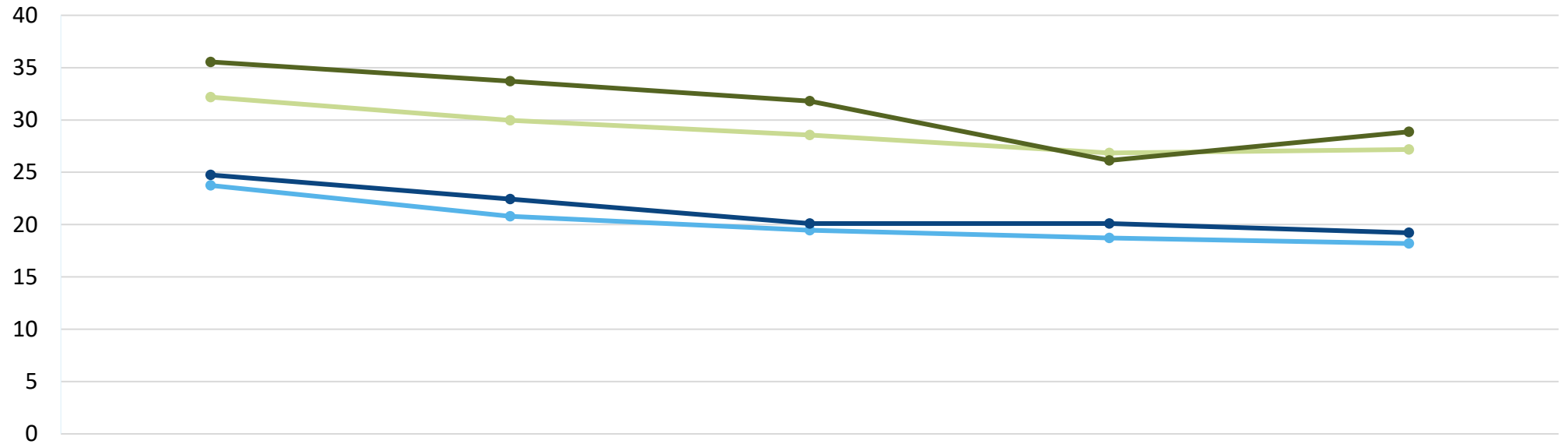
Staff with a LTC or illness: Responses 1375

Staff without a LTC or illness: Responses 4717

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

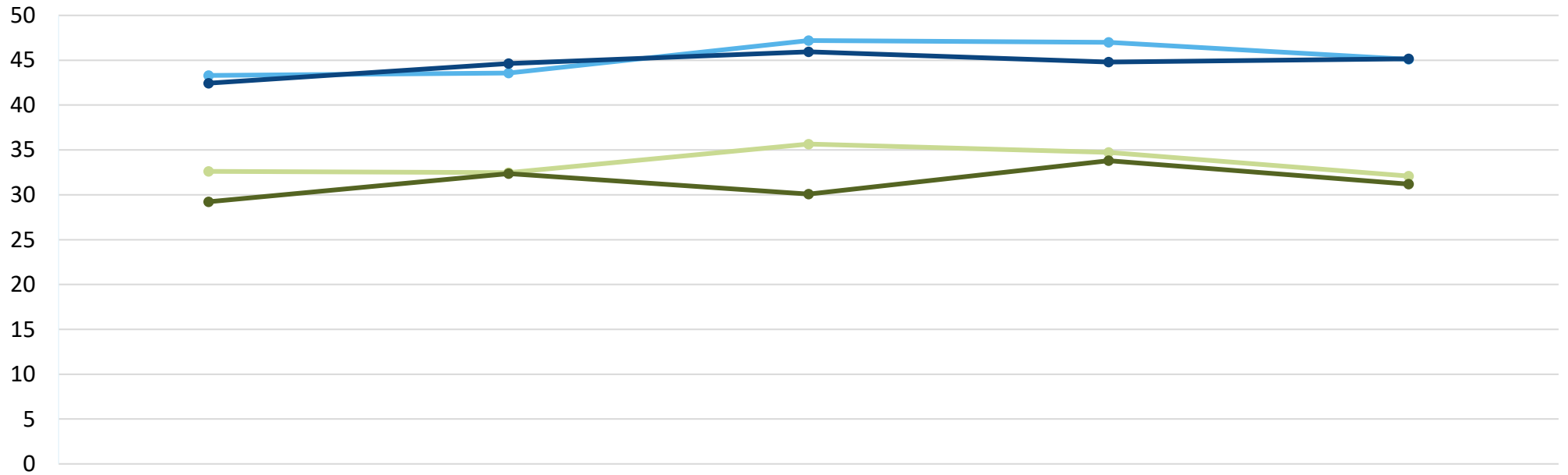
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	35.55%	33.70%	31.81%	26.13%	28.87%
Staff without a LTC or illness: Your org	24.74%	22.44%	20.11%	20.11%	19.21%
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	602	638	635	995	963
Staff without a LTC or illness: Responses	1560	1640	1512	2536	2441

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

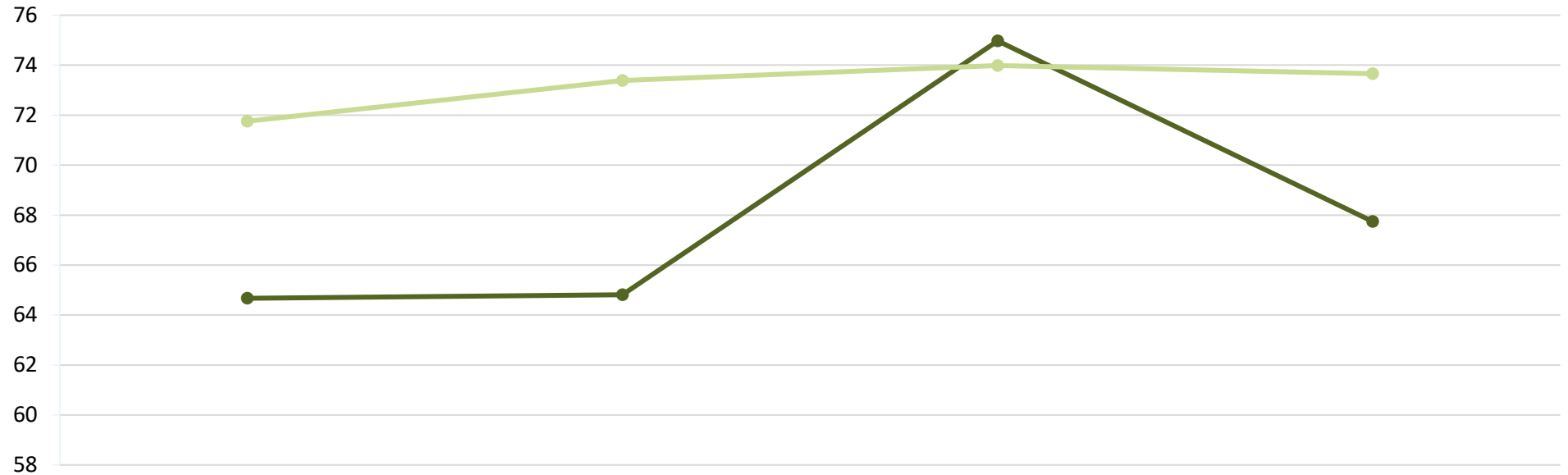
Percentage of staff satisfied with the extent to which their organisation values their work.



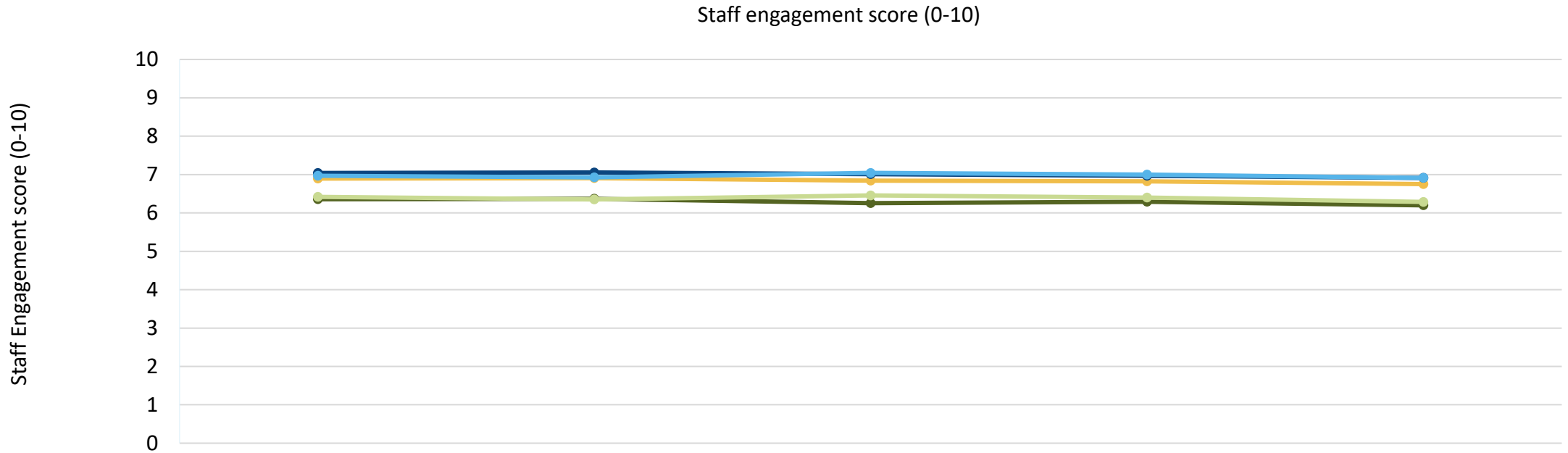
	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	29.22%	32.35%	30.08%	33.80%	31.18%
Staff without a LTC or illness: Your org	42.44%	44.63%	45.94%	44.80%	45.15%
Staff with a LTC or illness: Average	32.62%	32.46%	35.66%	34.73%	32.09%
Staff without a LTC or illness: Average	43.30%	43.56%	47.19%	46.98%	45.10%
Staff with a LTC or illness: Responses	787	813	861	1358	1379
Staff without a LTC or illness: Responses	2924	3009	2993	4989	4744

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	64.67%	64.81%	74.97%	67.75%
Staff with a LTC or illness: Average	71.76%	73.38%	73.98%	73.65%
Staff with a LTC or illness: Responses	484	503	843	865



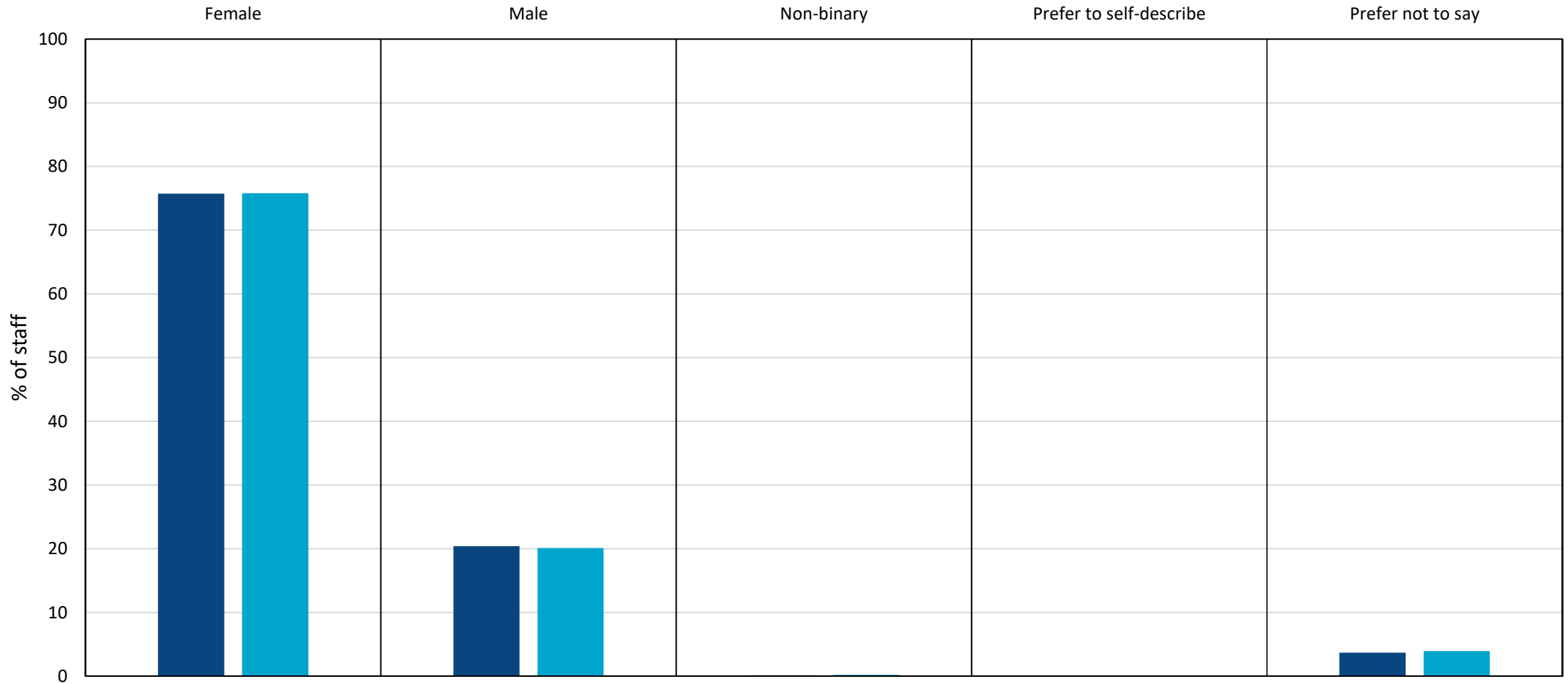
	2021	2022	2023	2024	2025
Organisation average	6.90	6.91	6.84	6.83	6.75
Staff with a LTC or illness: Your org	6.36	6.37	6.26	6.29	6.20
Staff without a LTC or illness: Your org	7.04	7.05	7.01	6.97	6.91
Staff with a LTC or illness: Average	6.42	6.35	6.46	6.40	6.29
Staff without a LTC or illness: Average	6.97	6.92	7.04	7.00	6.91
Staff with a LTC or illness: Responses	801	826	865	1363	1386
Staff without a LTC or illness: Responses	2961	3055	3001	5011	4766

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.

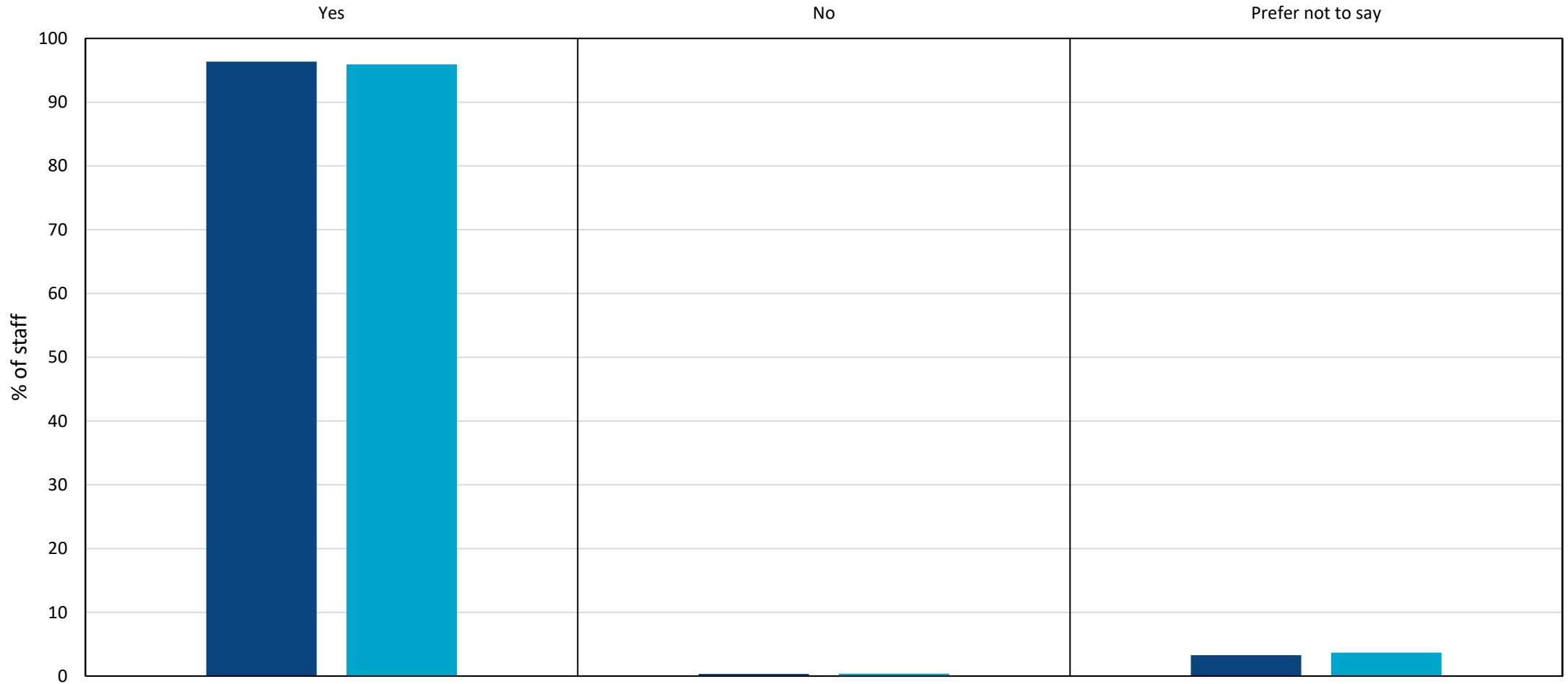
# Background details - Which of the following best describes you?



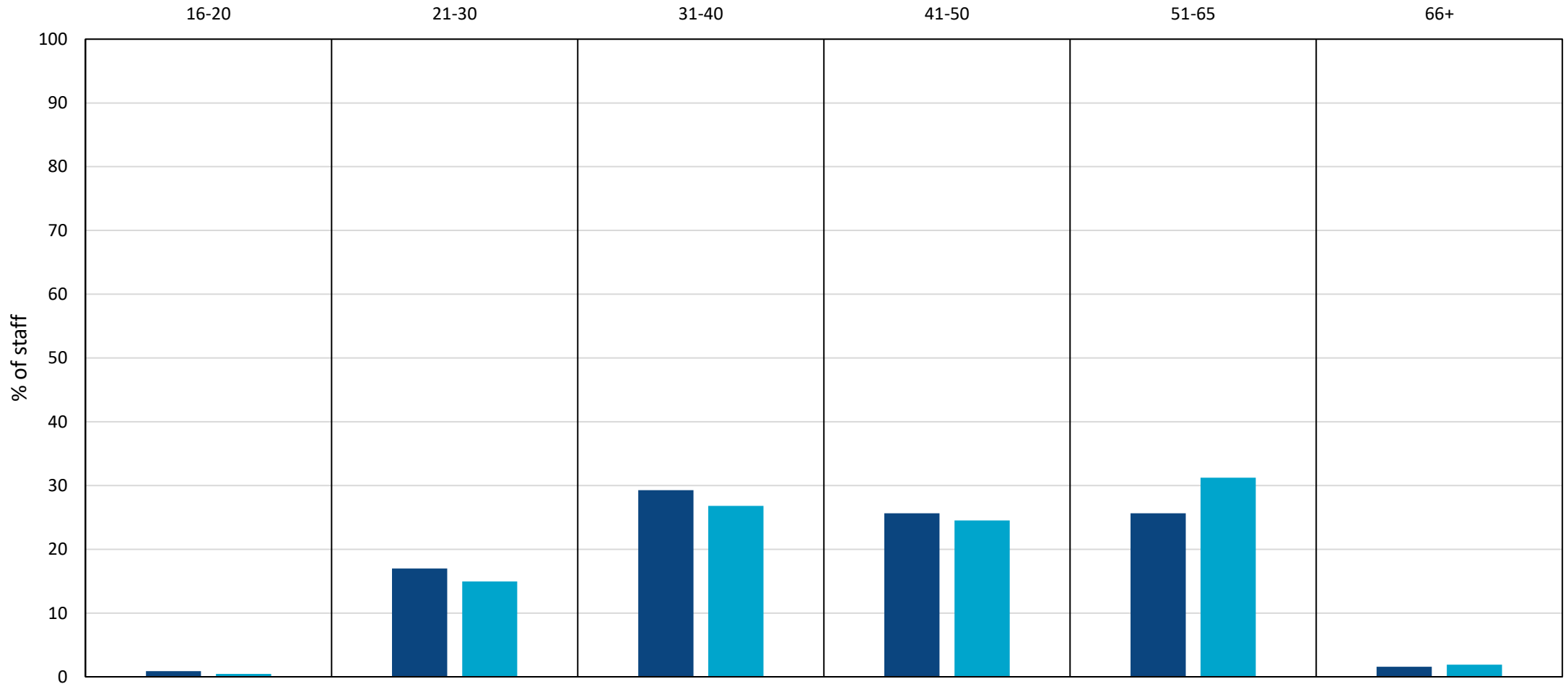
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
<b>Your org</b>	75.73%	20.39%	0.11%	0.10%	3.67%
<b>Average</b>	75.82%	20.10%	0.19%	0.12%	3.92%
<b>Responses</b>	6259	6259	6259	6259	6259



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

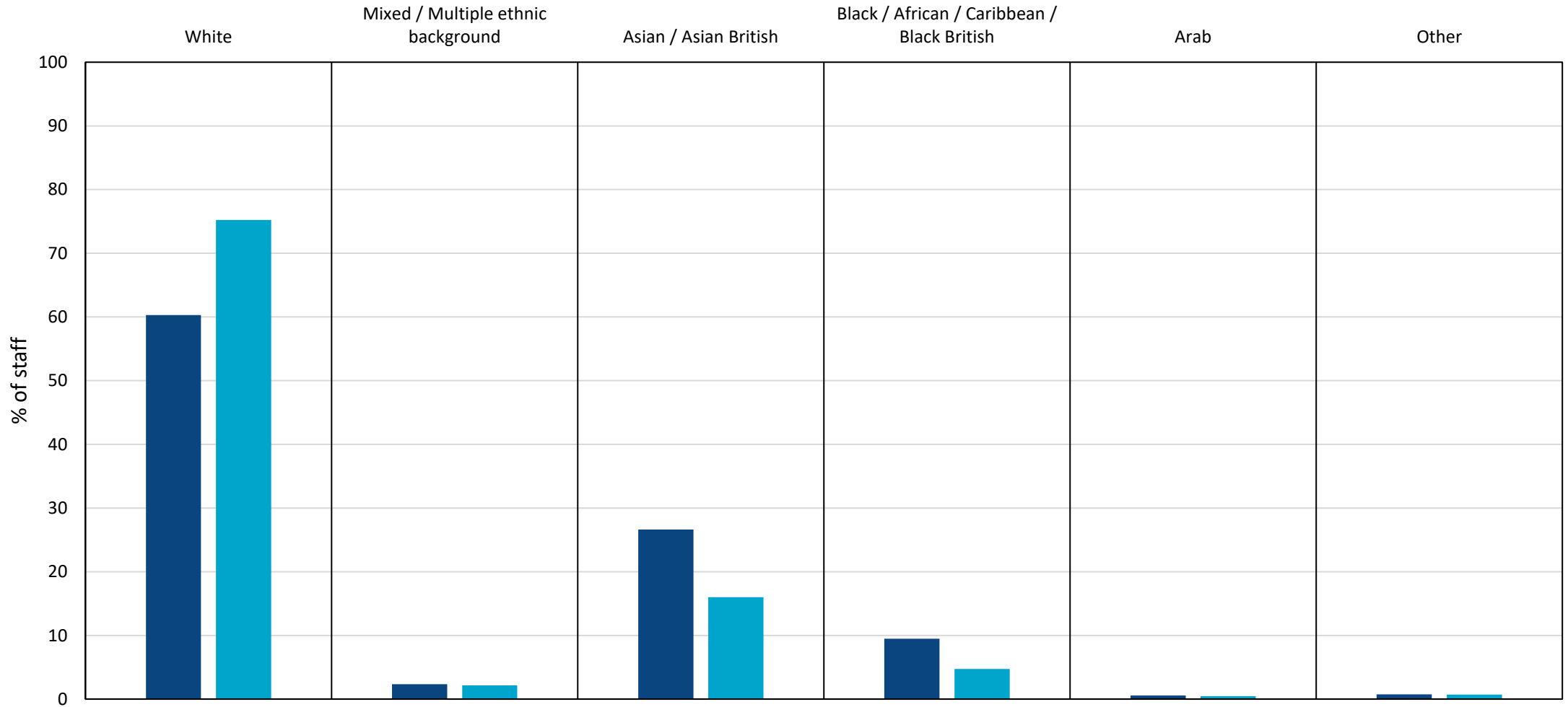


Response	Yes	No	Prefer not to say
<b>Your org</b>	96.36%	0.36%	3.28%
<b>Average</b>	95.94%	0.37%	3.67%
<b>Responses</b>	5831	5831	5831



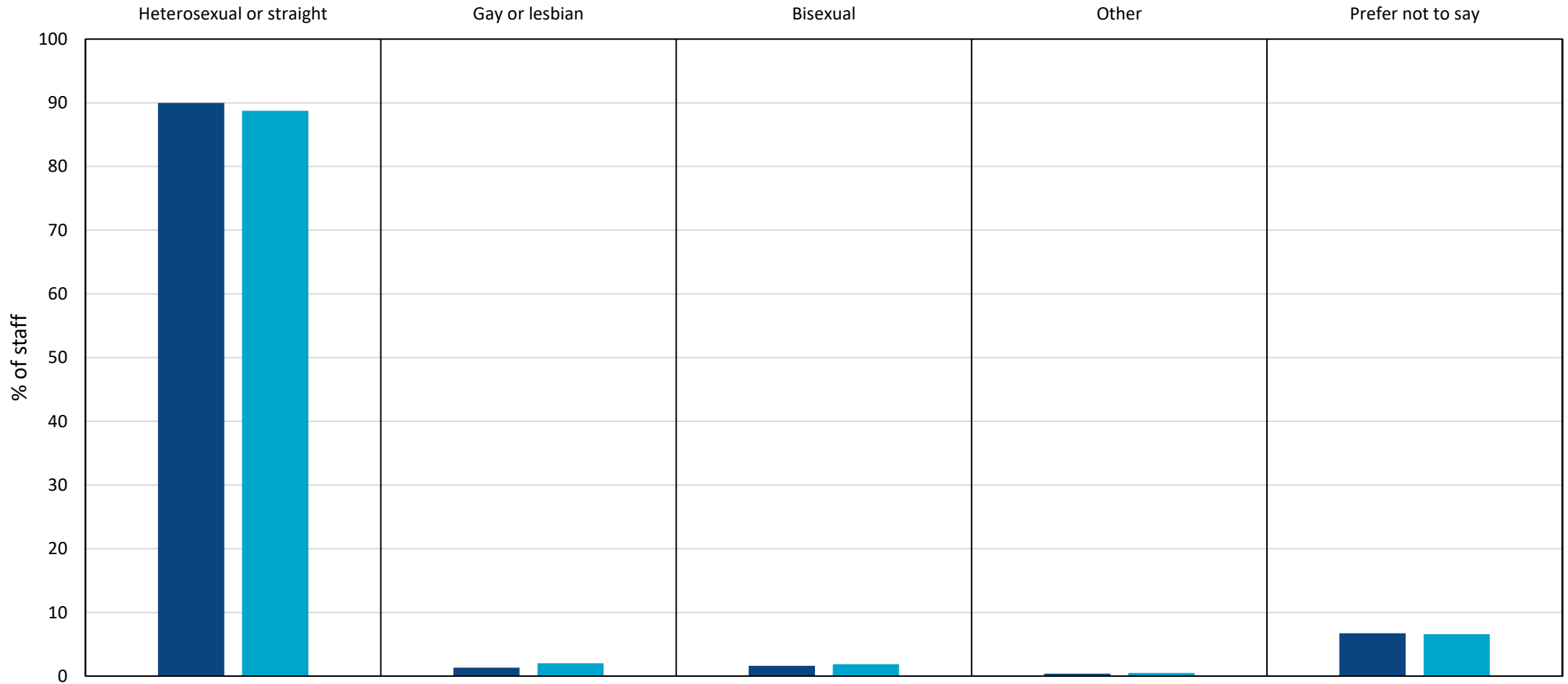
<b>Your org</b>	0.88%	16.97%	29.29%	25.64%	25.64%	1.59%
<b>Average</b>	0.44%	14.95%	26.81%	24.51%	31.23%	1.89%
<b>Responses</b>	6218	6218	6218	6218	6218	6218

# Background details - Ethnic group



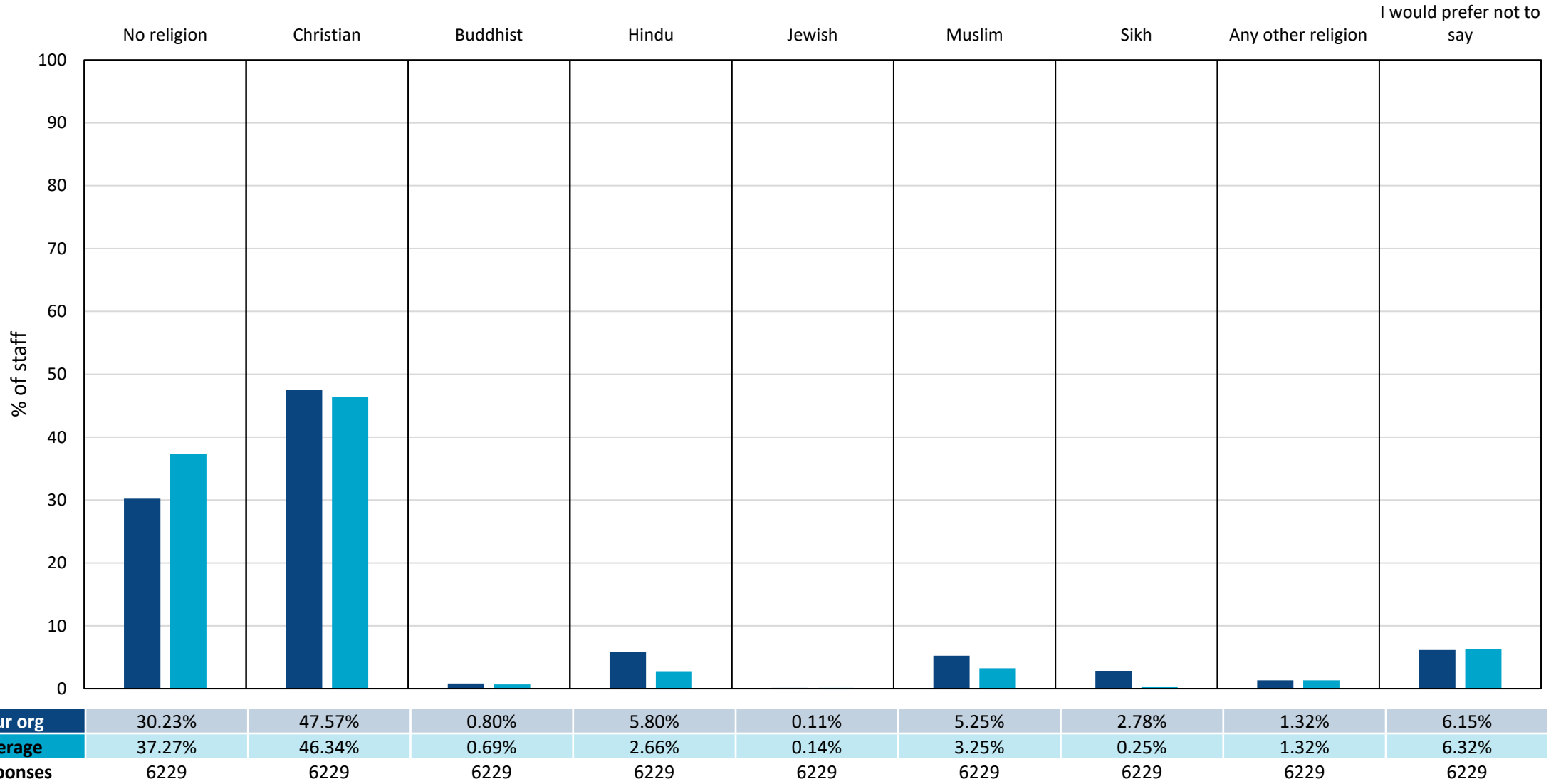
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
<b>Your org</b>	60.28%	2.34%	26.61%	9.48%	0.55%	0.74%
<b>Average</b>	75.23%	2.15%	16.00%	4.74%	0.47%	0.69%
<b>Responses</b>	6204	6204	6204	6204	6204	6204

# Background details - Sexual orientation

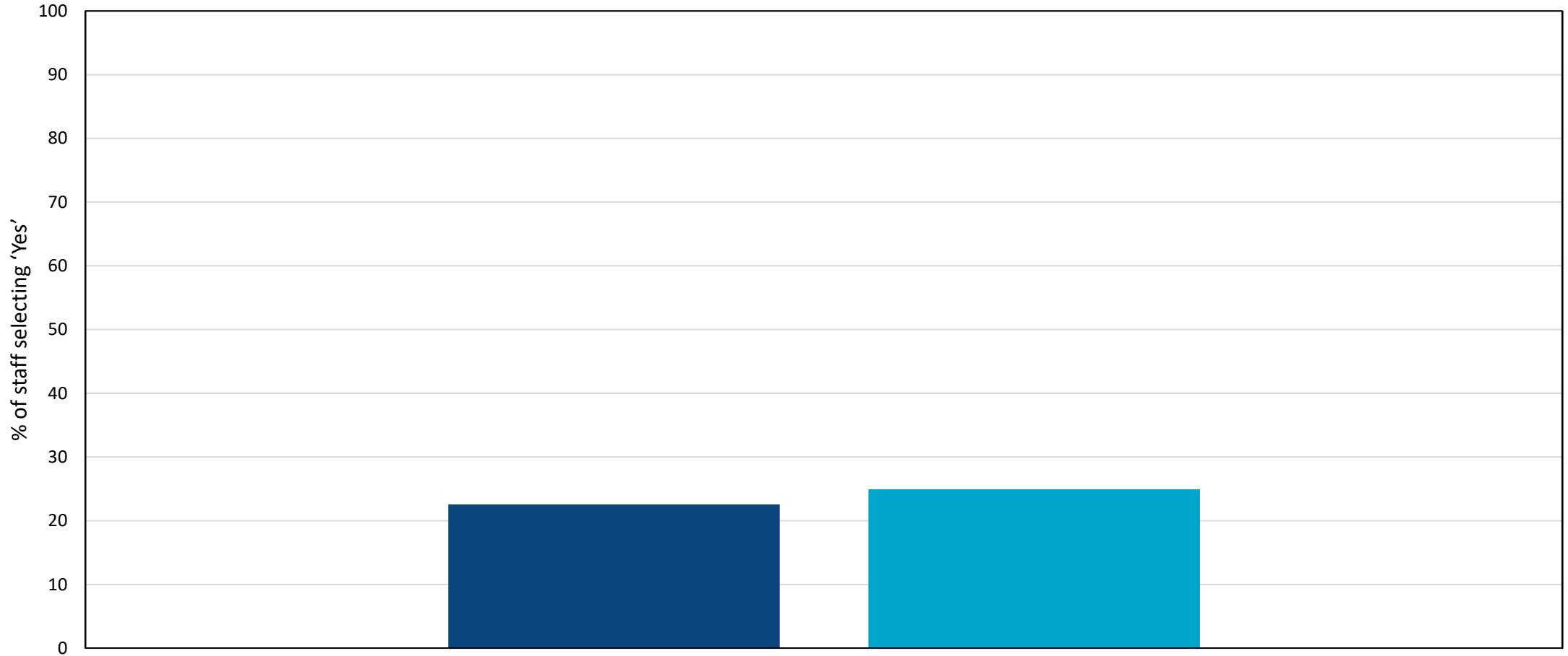


Responses	6259	6259	6259	6259	6259
<b>Your org</b>	89.98%	1.34%	1.60%	0.37%	6.71%
<b>Average</b>	88.76%	2.01%	1.86%	0.49%	6.59%

# Background details - Religion or belief



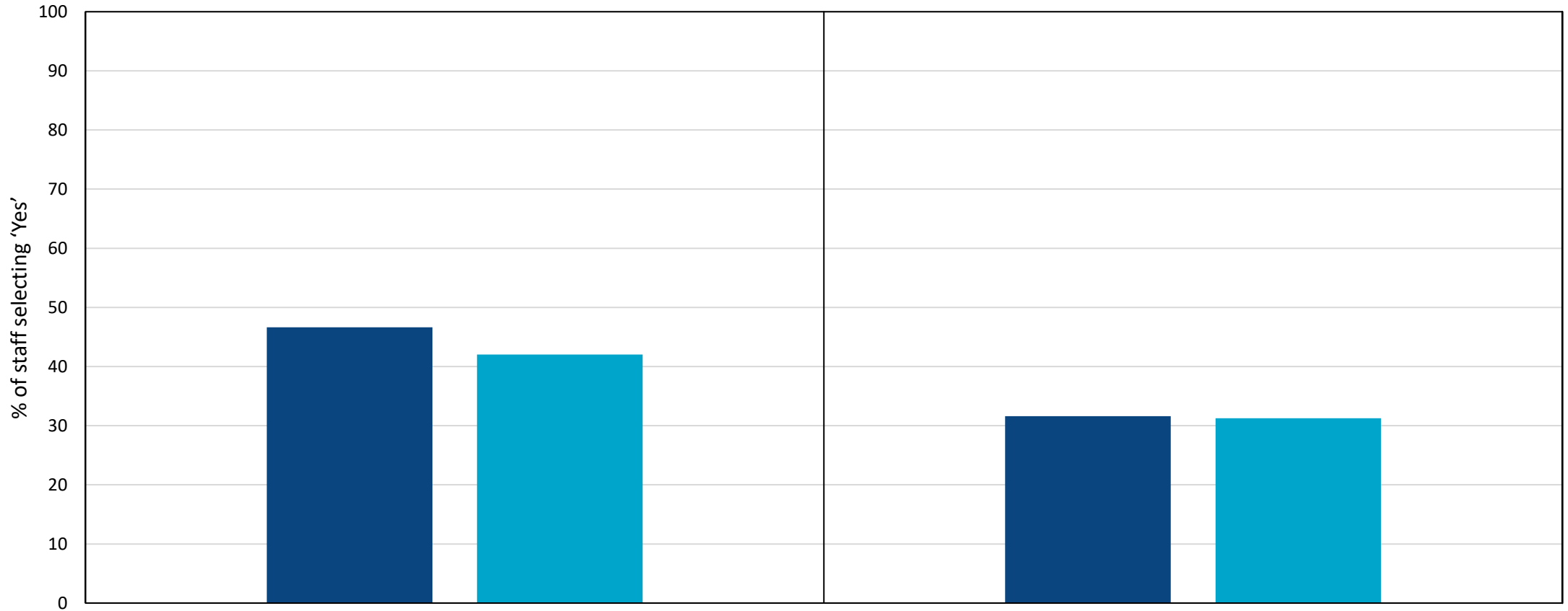
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



<b>Your org</b>	22.48%
<b>Average</b>	24.90%
<b>Responses</b>	6165

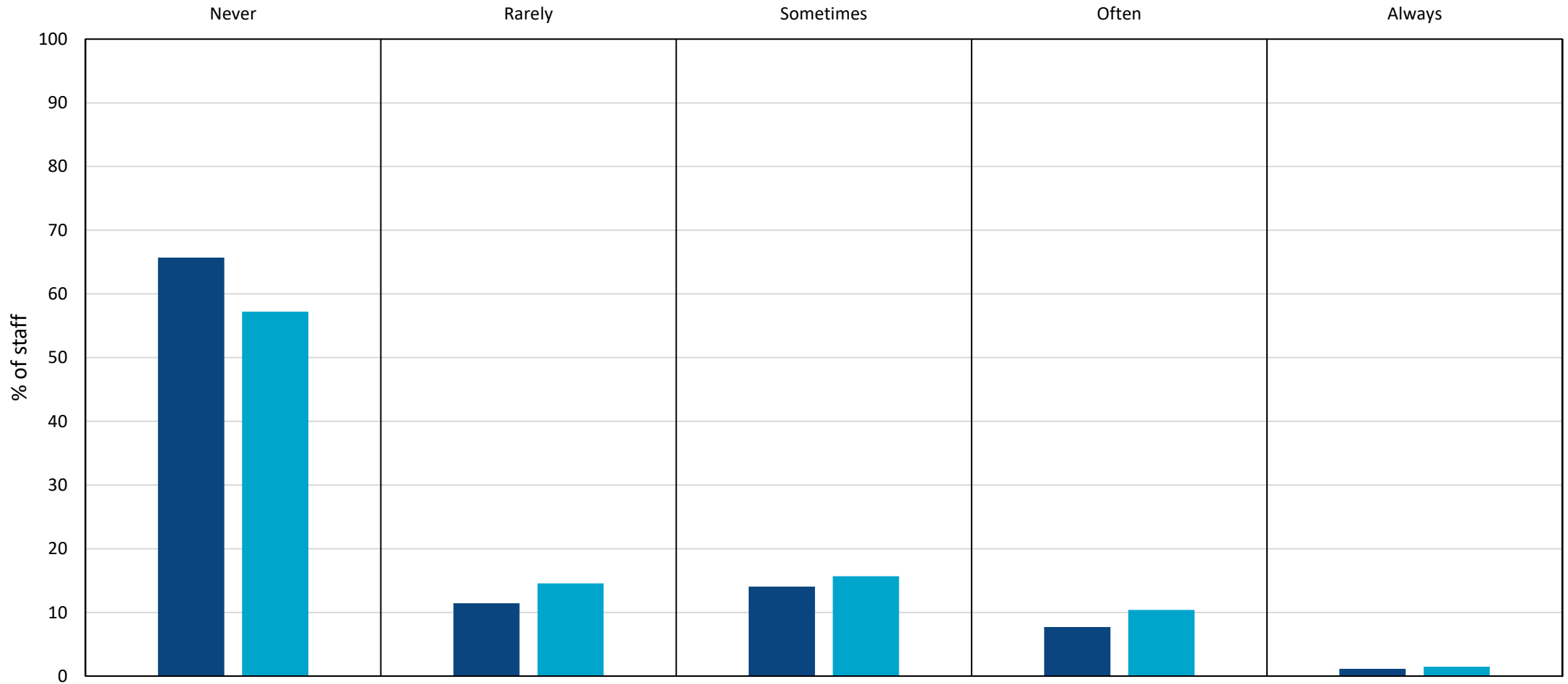
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.



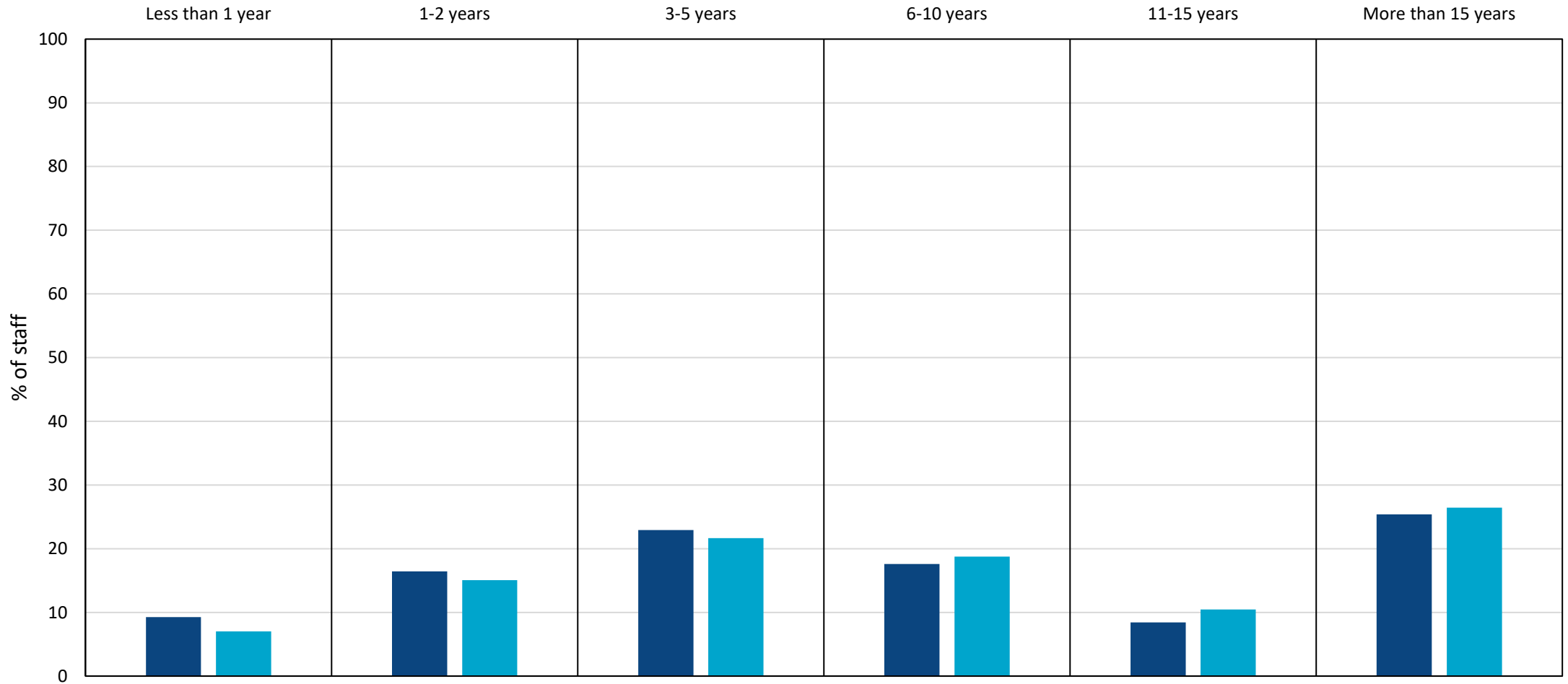
<b>Your org</b>	46.64%	31.61%
<b>Average</b>	42.03%	31.25%
<b>Responses</b>	6216	6235

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



Responses	6230	6230	6230	6230	6230
<b>Your org</b>	65.68%	11.43%	14.06%	7.69%	1.14%
<b>Average</b>	57.23%	14.54%	15.67%	10.40%	1.48%

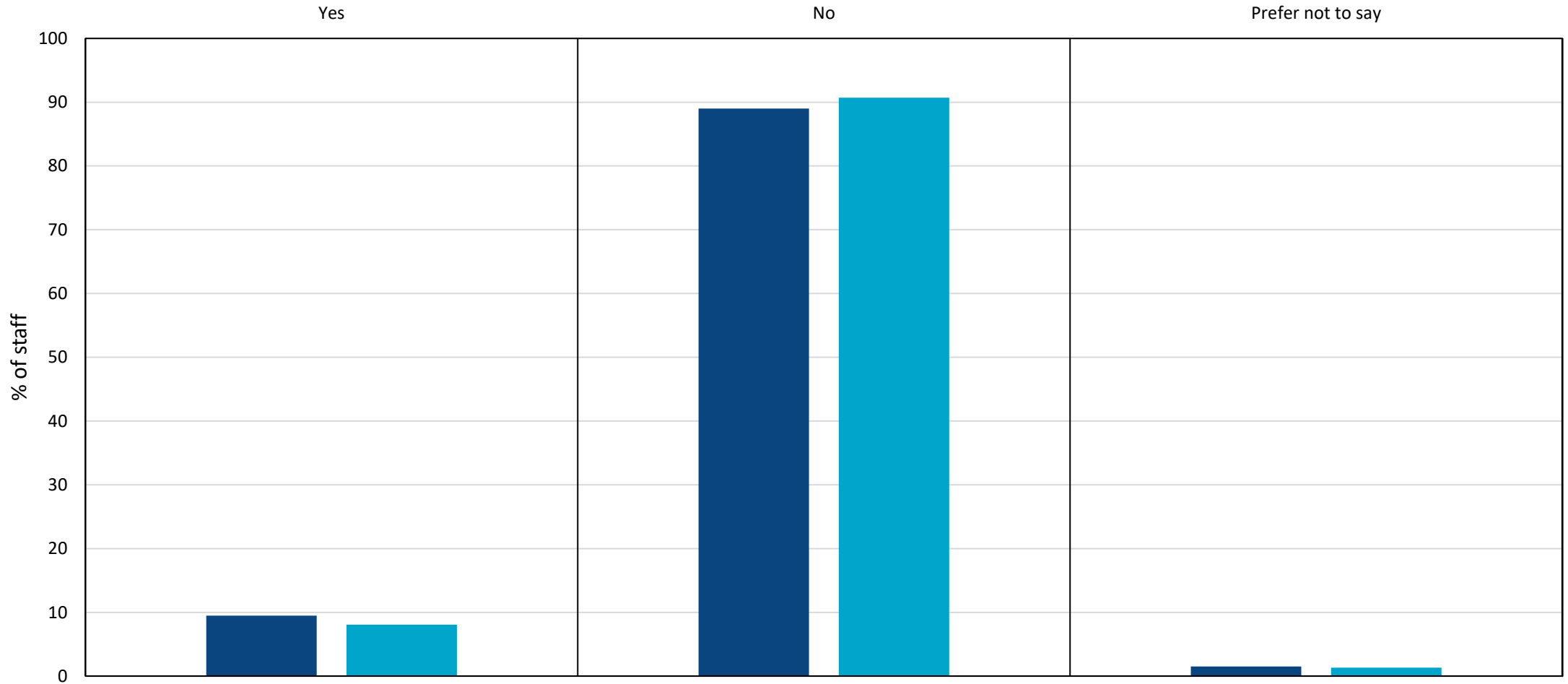
# Background details - Length of service



<b>Your org</b>	9.26%	16.43%	22.92%	17.59%	8.42%	25.39%
<b>Average</b>	7.03%	15.07%	21.68%	18.76%	10.47%	26.44%
<b>Responses</b>	6283	6283	6283	6283	6283	6283

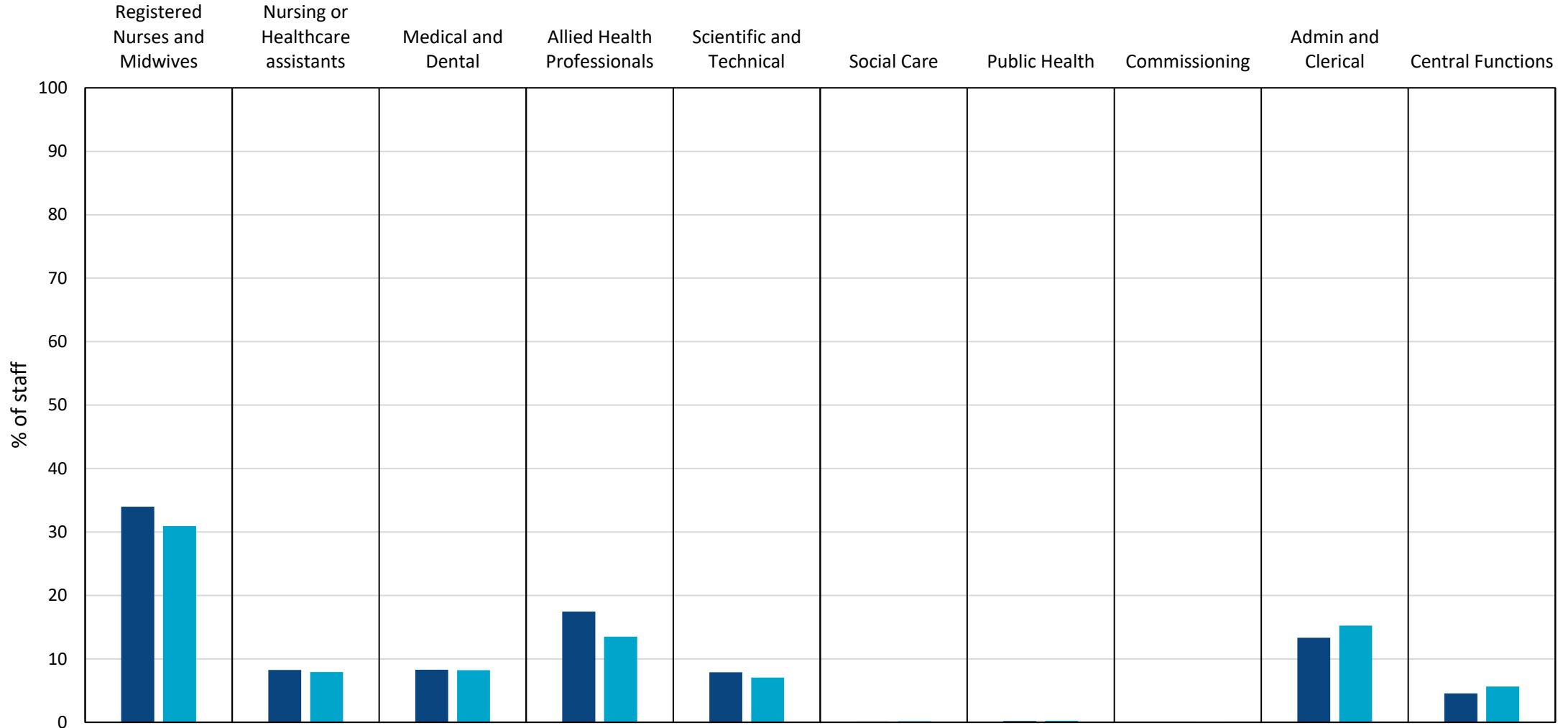


# Background details - When you joined this organisation, were you recruited from outside of the UK?



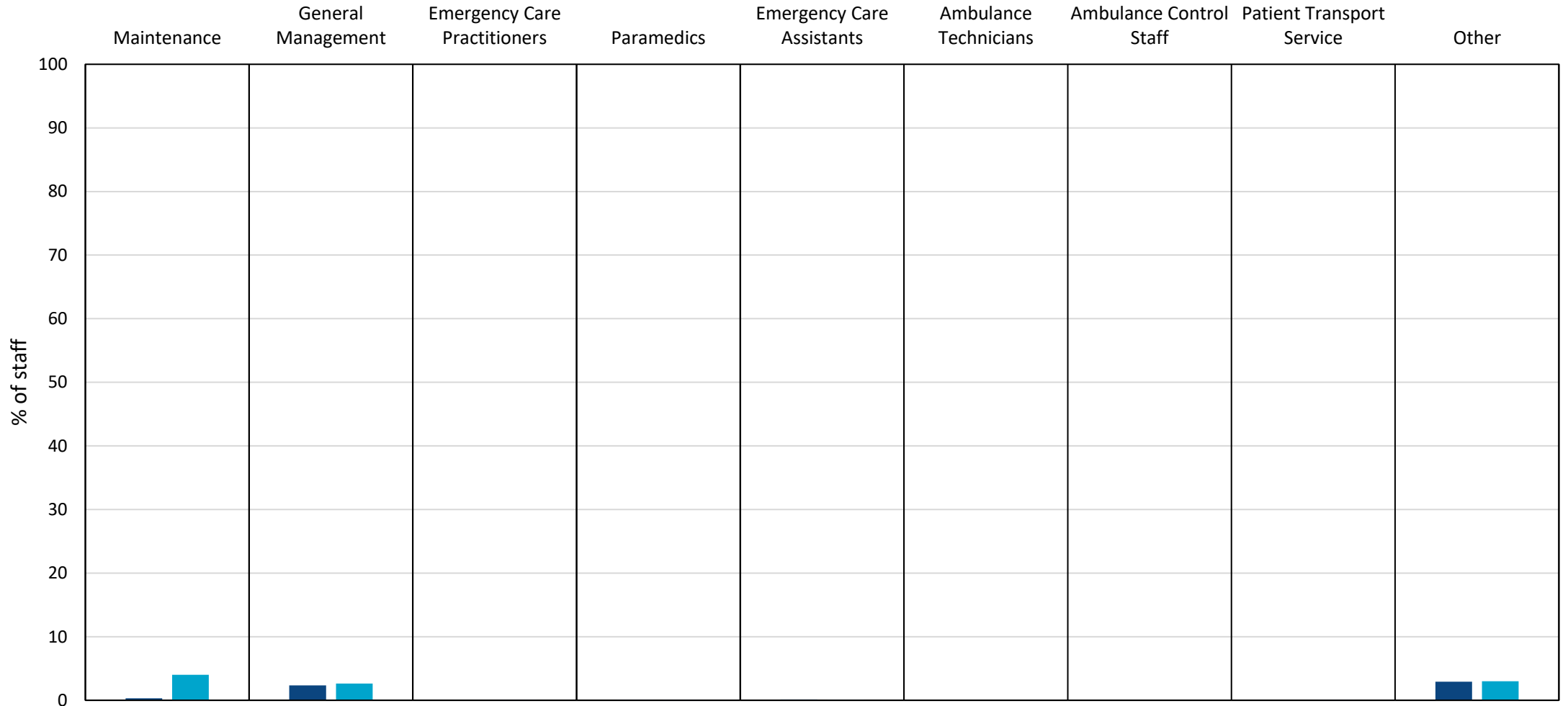
	Yes	No	Prefer not to say
<b>Your org</b>	9.48%	89.01%	1.51%
<b>Average</b>	8.07%	90.72%	1.31%
<b>Responses</b>	6226	6226	6226

# Background details - Occupational group



Responses	6193	6193	6193	6193	6193	6193	6193	6193	6193	6193
<b>Your org</b>	33.99%	8.27%	8.28%	17.46%	7.90%	0.13%	0.19%	0.08%	13.34%	4.57%
<b>Average</b>	30.95%	7.91%	8.21%	13.49%	7.06%	0.18%	0.25%	0.08%	15.26%	5.63%

# Background details - Occupational group



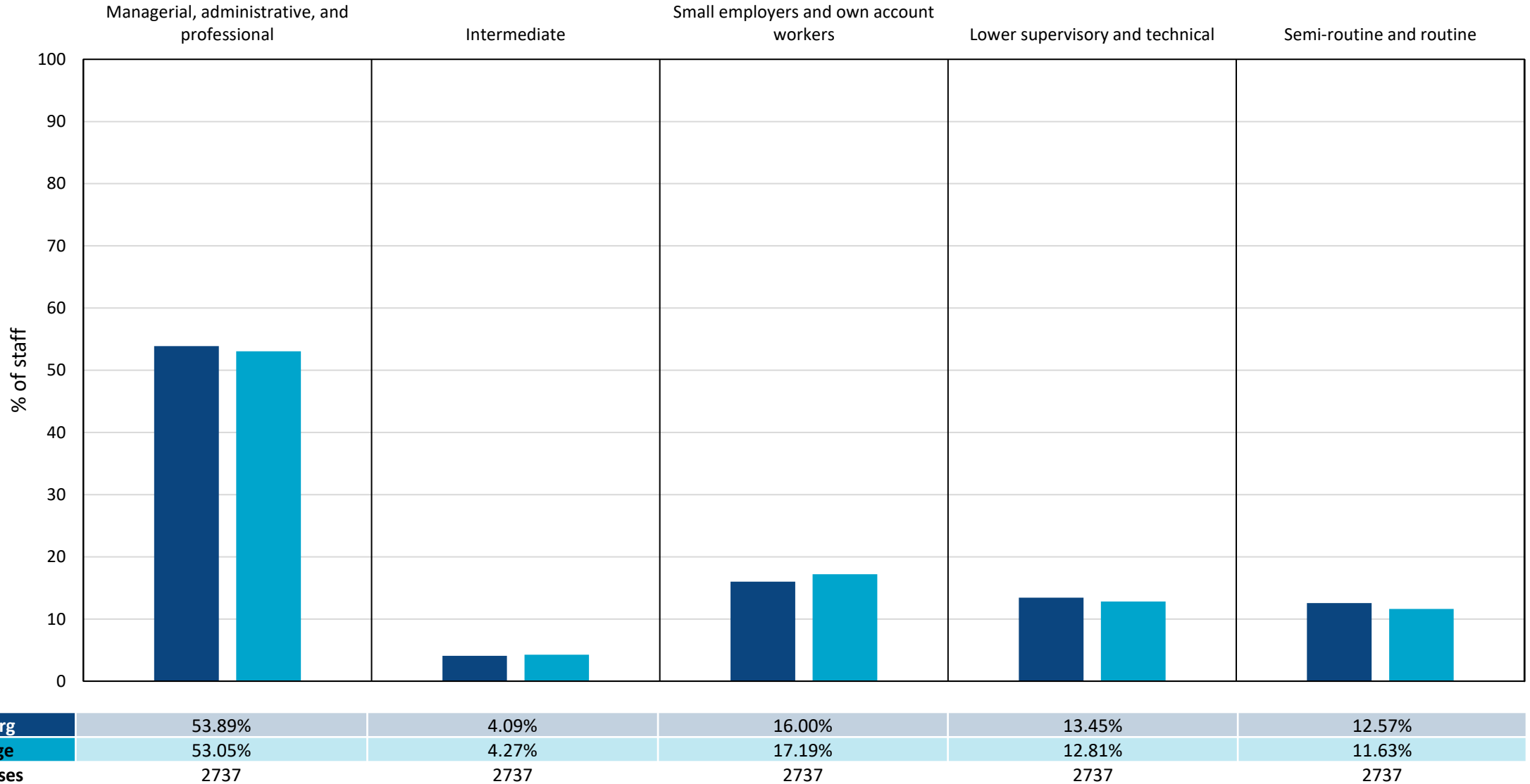
<b>Your org</b>	0.31%	2.33%	0.02%	0.08%	0.15%	0.00%	0.00%	0.00%	2.92%
<b>Average</b>	3.99%	2.62%	0.01%	0.02%	0.04%	0.00%	0.00%	0.01%	2.99%
<b>Responses</b>	6193	6193	6193	6193	6193	6193	6193	6193	6193

## 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.

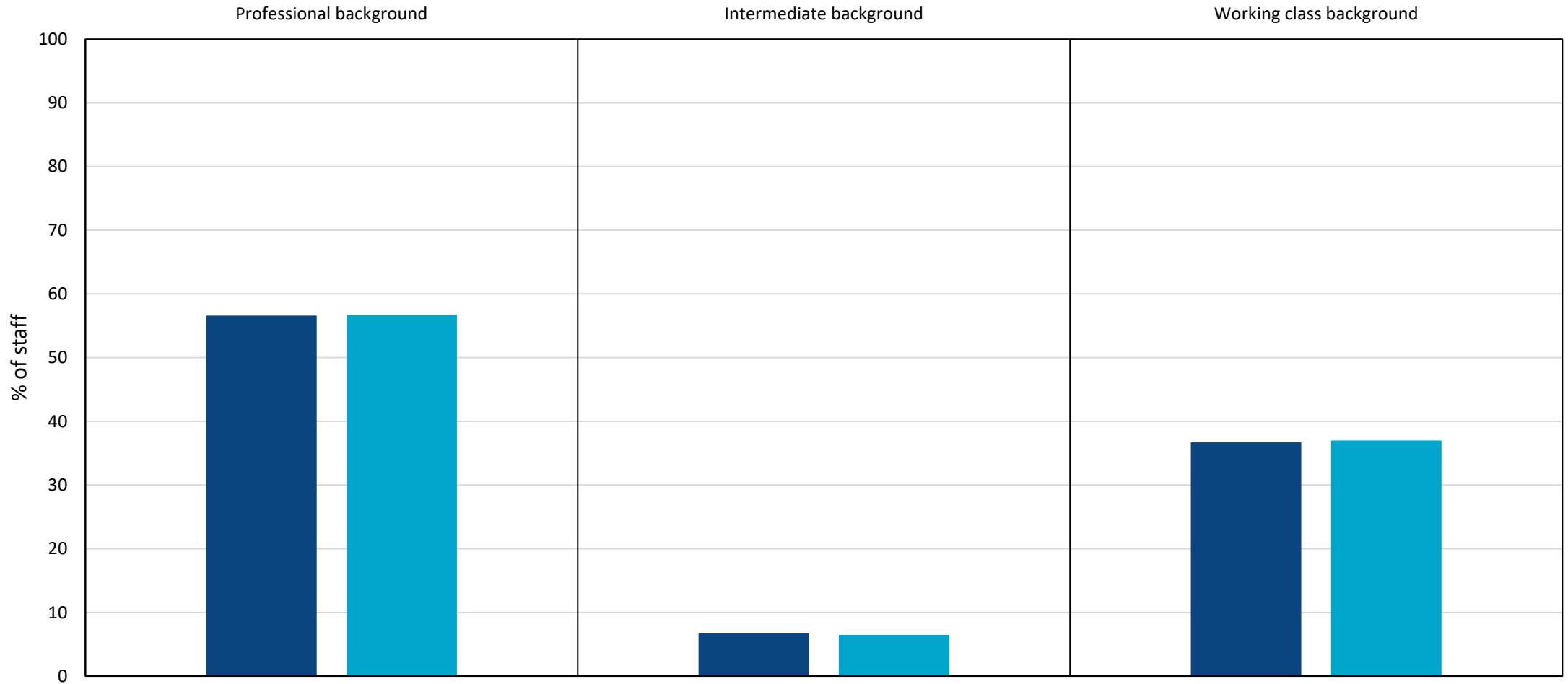
# Socio-economic background: Five classes



Please note – These questions are online only.

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

# Socio-economic background: Three classes



	Professional background	Intermediate background	Working class background
<b>Your org</b>	56.61%	6.68%	36.71%
<b>Average</b>	56.73%	6.48%	36.98%
<b>Responses</b>	3969	3969	3969

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	7.32	5.94	6.67	6.09	5.76	6.14	6.85	6.81	5.94
2 Intermediate	7.16	5.74	6.46	5.99	5.40	5.98	6.85	6.53	5.85
3 Small employers and own account workers	7.25	5.92	6.75	6.14	5.94	6.25	6.87	6.93	5.97
4 Lower supervisory and technical	7.30	5.97	6.75	6.11	5.72	6.36	6.76	6.82	5.98
5 Semi-routine and routine	7.32	5.99	6.64	6.26	5.62	6.10	6.87	6.78	6.03

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	7.29	5.90	6.66	6.03	5.82	6.10	6.84	6.78	5.89
2 Intermediate	7.30	5.85	6.61	6.10	5.78	6.25	6.88	6.74	6.00
3 Working class	7.29	5.91	6.68	6.18	5.68	6.20	6.80	6.79	6.01

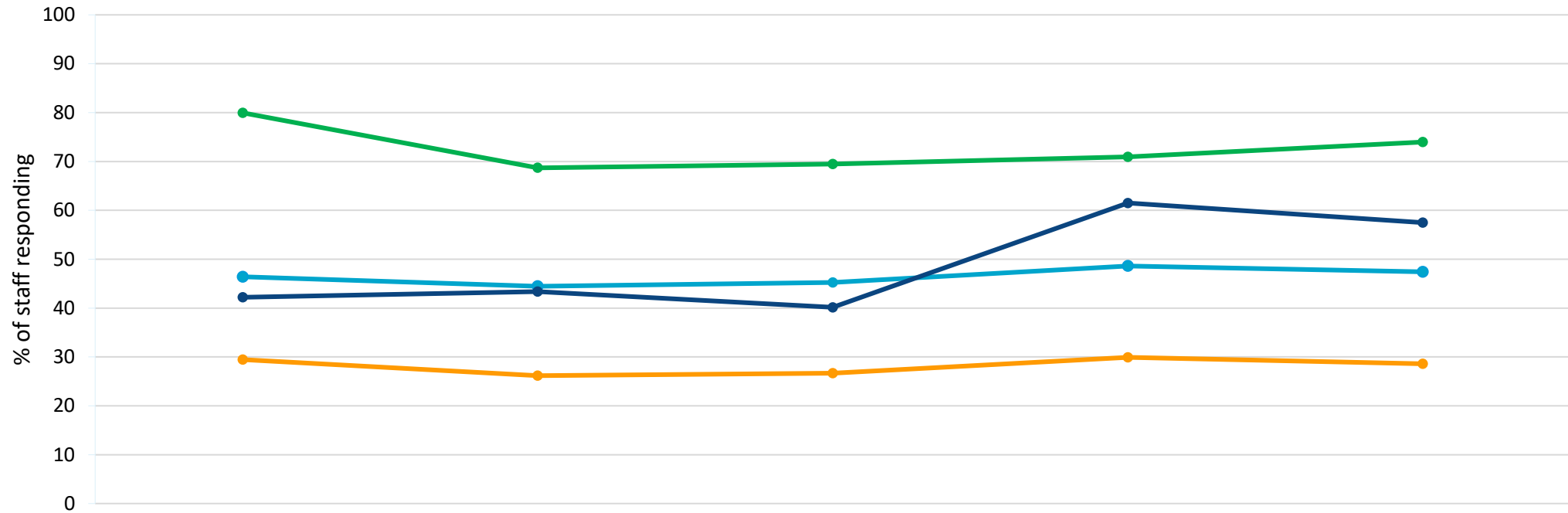
Please note – These questions are online only.

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	42.23%	43.38%	40.15%	61.50%	57.49%
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	3811	3935	3943	6519	6334

## 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	7.24	6484	7.21	6302	Not significant
We are recognised and rewarded	5.82	6496	5.80	6317	Not significant
We each have a voice that counts	6.66	6403	6.60	6210	Not significant
We are safe and healthy	6.04	6413	6.10	6235	Significantly higher
We are always learning	5.77	6133	5.75	6002	Not significant
We work flexibly	6.13	6450	6.16	6270	Not significant
We are a team	6.80	6476	6.75	6289	Not significant
<b>Themes</b>					
Staff Engagement	6.83	6497	6.74	6314	Significantly lower
Morale	5.90	6498	5.92	6316	Not significant

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

## Appendix C: Tips on using your benchmark report

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

### Key points to note



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



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



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

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

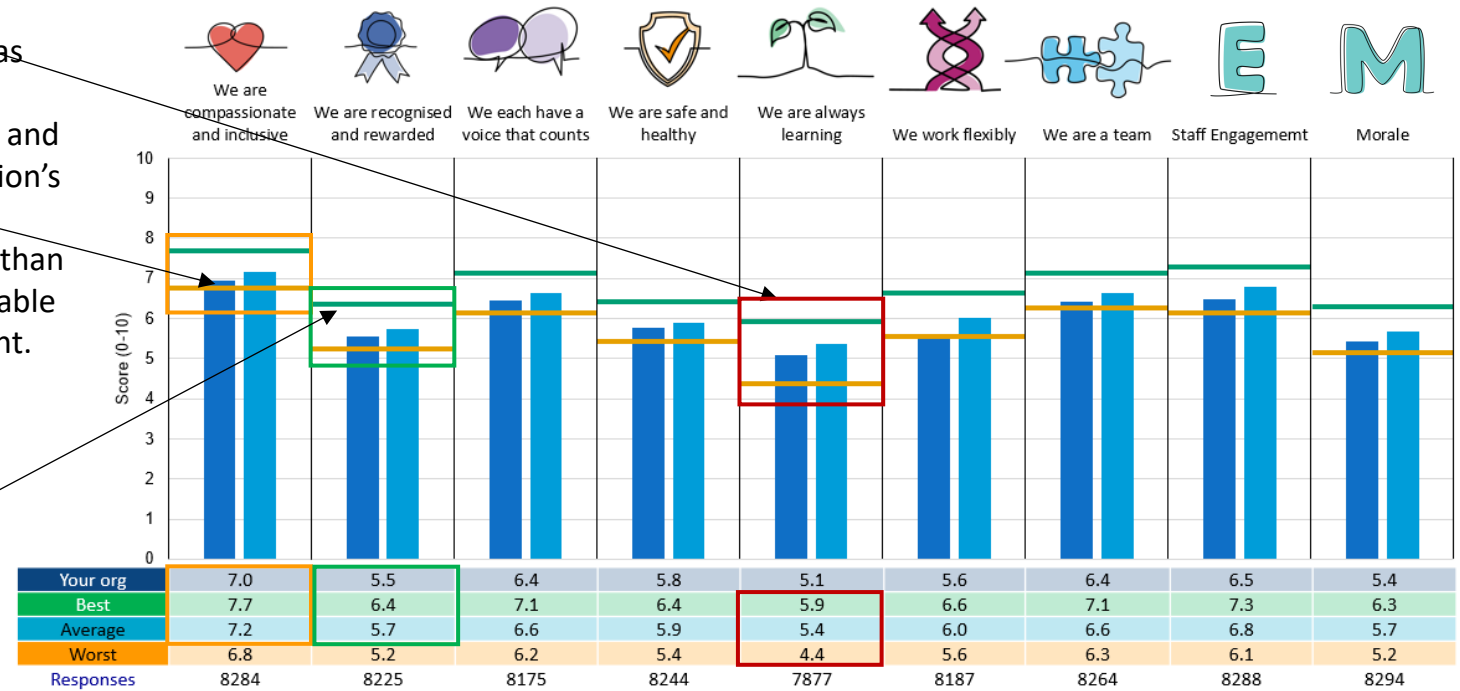
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another point of reference.

## Areas to improve

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

## Positive outcomes

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



Only one example is highlighted for each point

## Review trend data

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

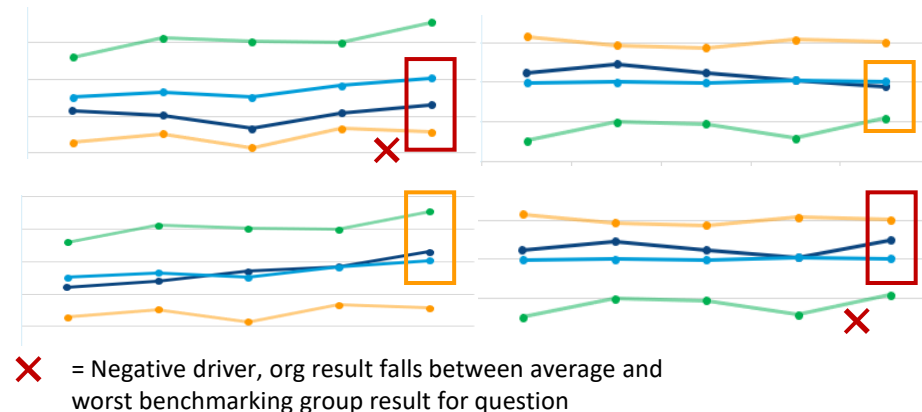


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

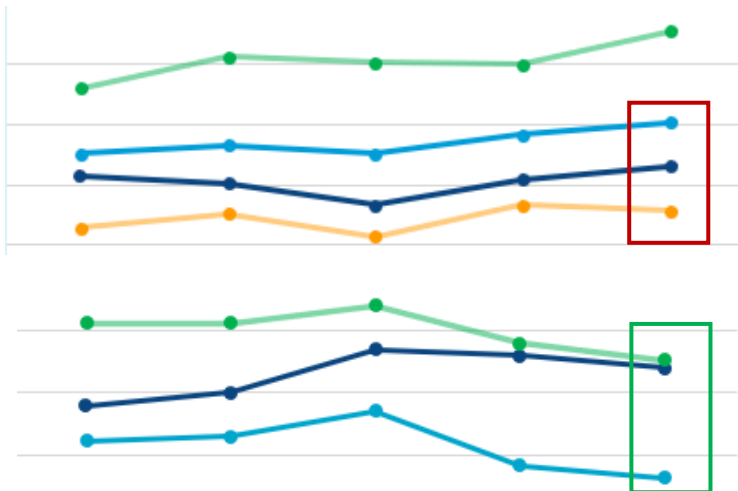
### Identifying questions of interest

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

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

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

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



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

## Appendix D: Socio-economic background

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

### What is socio-economic background?

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

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

### Measuring socio-economic background

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

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

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

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

## Comparison of Three and Five Class approaches

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

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

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

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

Recruited from 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 Hospitals Coventry and Warwickshire NHS 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.