

Norfolk and Suffolk NHS Foundation Trust

2025 NHS Staff Survey Benchmark Report



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Introduction

About this report

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

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

How results are reported

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



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

People Promise elements, themes and sub-scores

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

Questions not linked to the People Promise elements or themes

Introduction

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

Organisation details

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

People Promise elements, themes and sub-scores: Overview

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

People Promise elements, themes and sub-scores: Trends

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

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



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

People Promise elements, themes and sub-scores: Questions

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

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

Questions not linked to People Promise

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

Workforce Equality Standards

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

About your respondents

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

Appendices

Here you will find:

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

Key features

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

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

Note this is example data



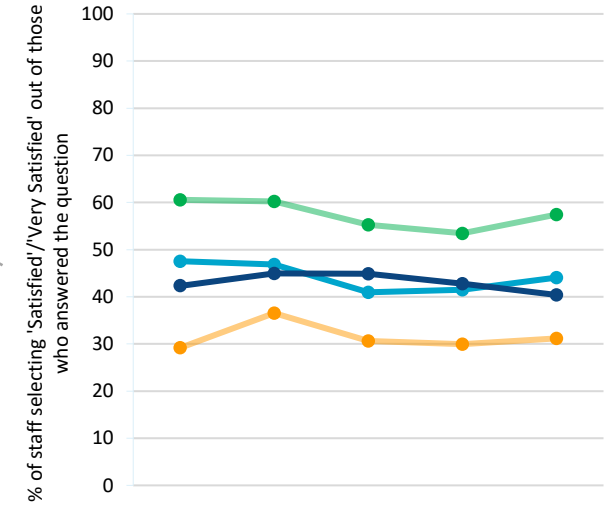
	2021	2022	2023	2024
Your org	32.6%	30.6%	30.0%	28.5%
Best result	21.8%	21.7%	18.0%	17.1%
Average result	30.2%	29.8%	28.1%	26.4%
Worst result	37.6%	36.9%	38.5%	39.2%
Responses	480	500	515	520

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

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

Number of responses for the organisation for the given question.

Q4b How satisfied are you with each of the following aspects of your job?



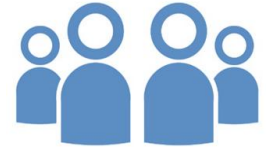
	2020	2021	2022	2023	2024
Your org	42.3%	45.0%	44.9%	42.8%	40.4%
Best result	60.6%	60.3%	55.3%	55.3%	57.4%
Average result	47.5%	46.9%	41.0%	41.5%	44.0%
Worst result	29.2%	36.5%	30.6%	29.9%	31.2%
Responses	835	1255	1491	1325	517

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

Organisation details

Norfolk and Suffolk NHS Foundation Trust

2025 NHS Staff Survey



Organisation details

Completed questionnaires **3599**

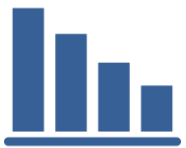
2025 response rate **68%**

Survey details

Survey mode **Mixed**

This organisation is benchmarked against:

Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts



2025 benchmarking group details

Organisations in group: 48

Median response rate: 52%

No. of completed questionnaires: 145759

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

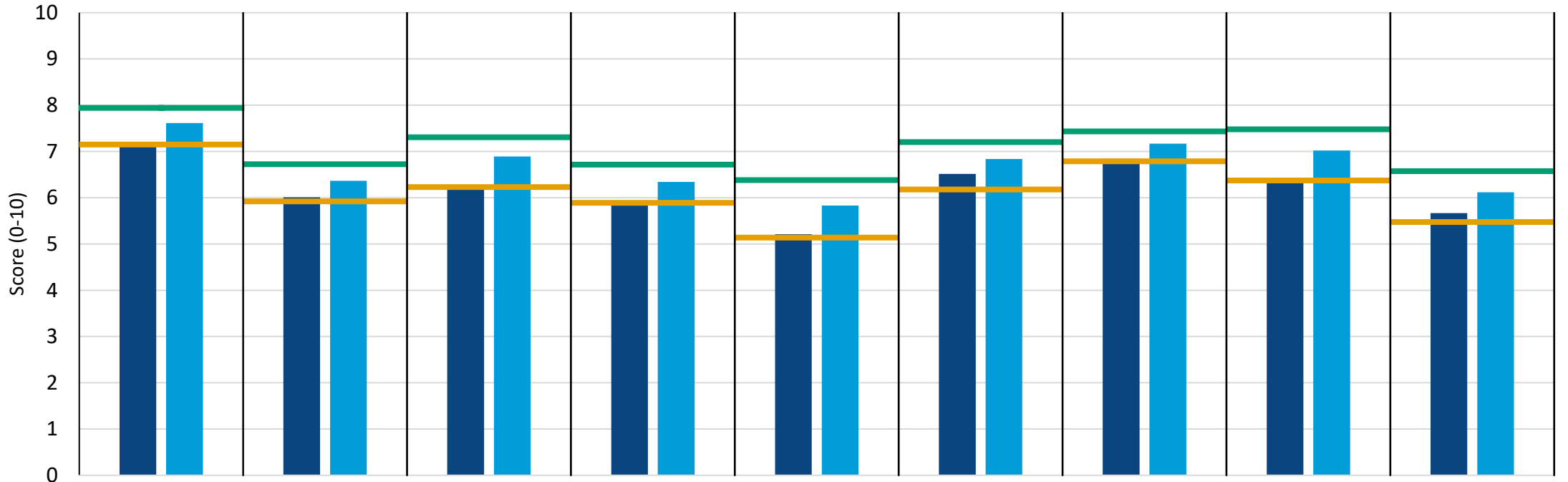


People Promise elements, themes and sub-score results

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.

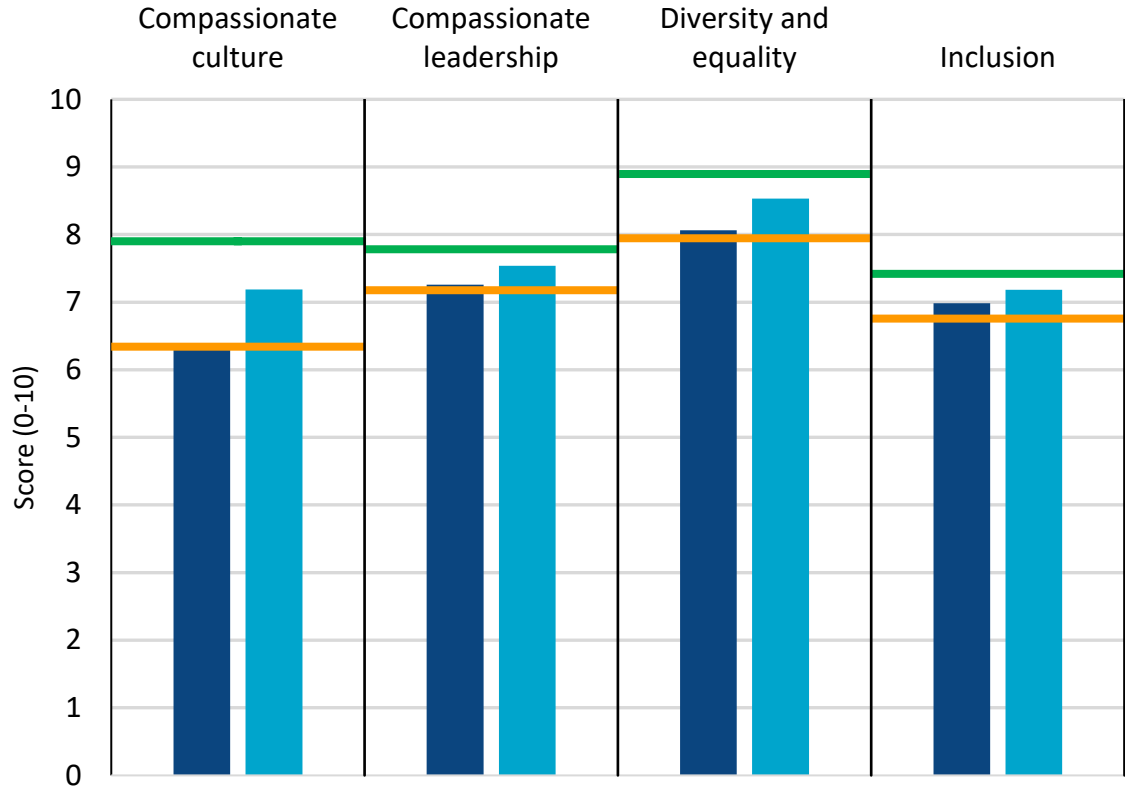


Your org	7.16	6.01	6.23	5.94	5.21	6.51	6.84	6.37	5.67
Best result	7.94	6.72	7.31	6.72	6.38	7.20	7.43	7.48	6.57
Average result	7.61	6.37	6.89	6.34	5.83	6.84	7.17	7.02	6.12
Worst result	7.15	5.92	6.23	5.89	5.14	6.18	6.79	6.37	5.48
Responses	3586	3589	3560	3571	3402	3577	3586	3593	3591

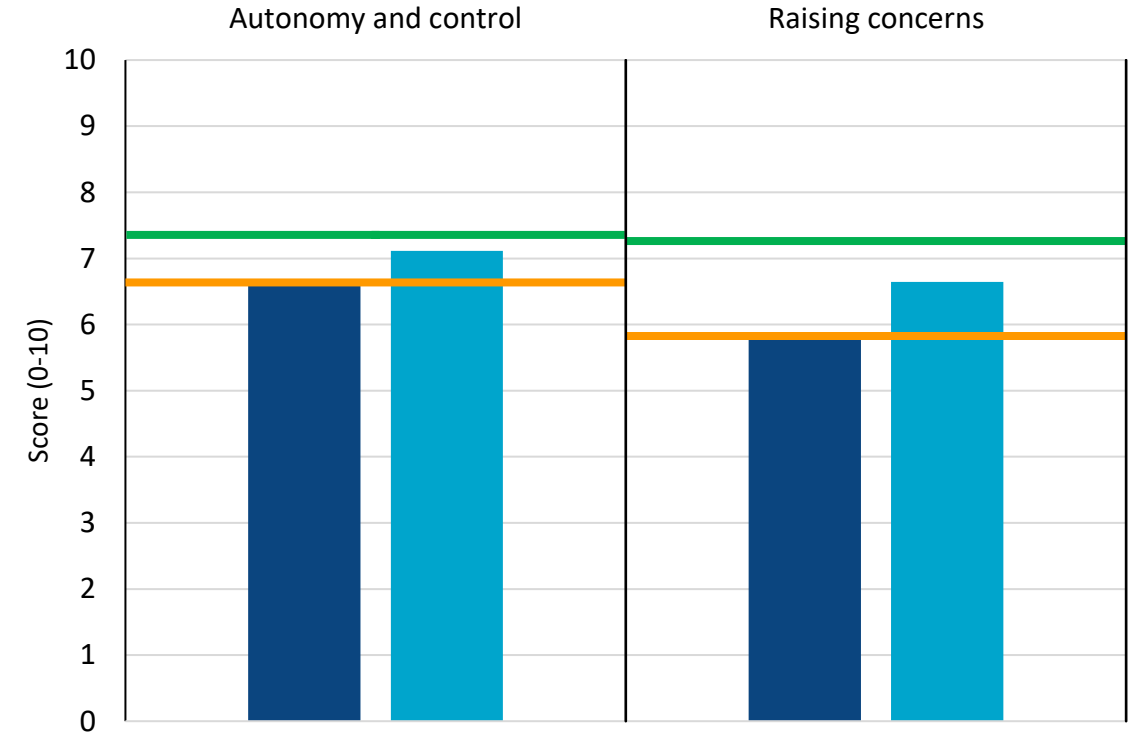
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



Your org	6.34	7.26	8.06	6.98
Best result	7.90	7.78	8.90	7.42
Average result	7.19	7.54	8.53	7.18
Worst result	6.34	7.18	7.95	6.76
Responses	3574	3586	3580	3583

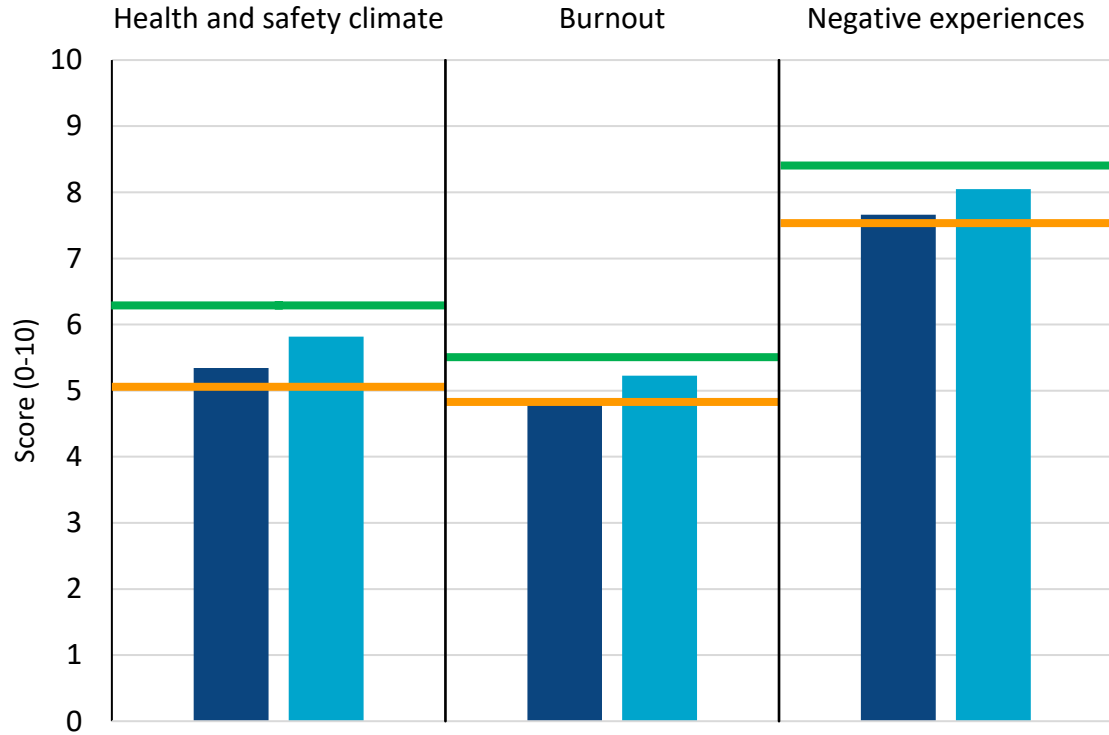
Your org	6.64	5.83
Best result	7.36	7.26
Average result	7.11	6.64
Worst result	6.64	5.83
Responses	3590	3562

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.

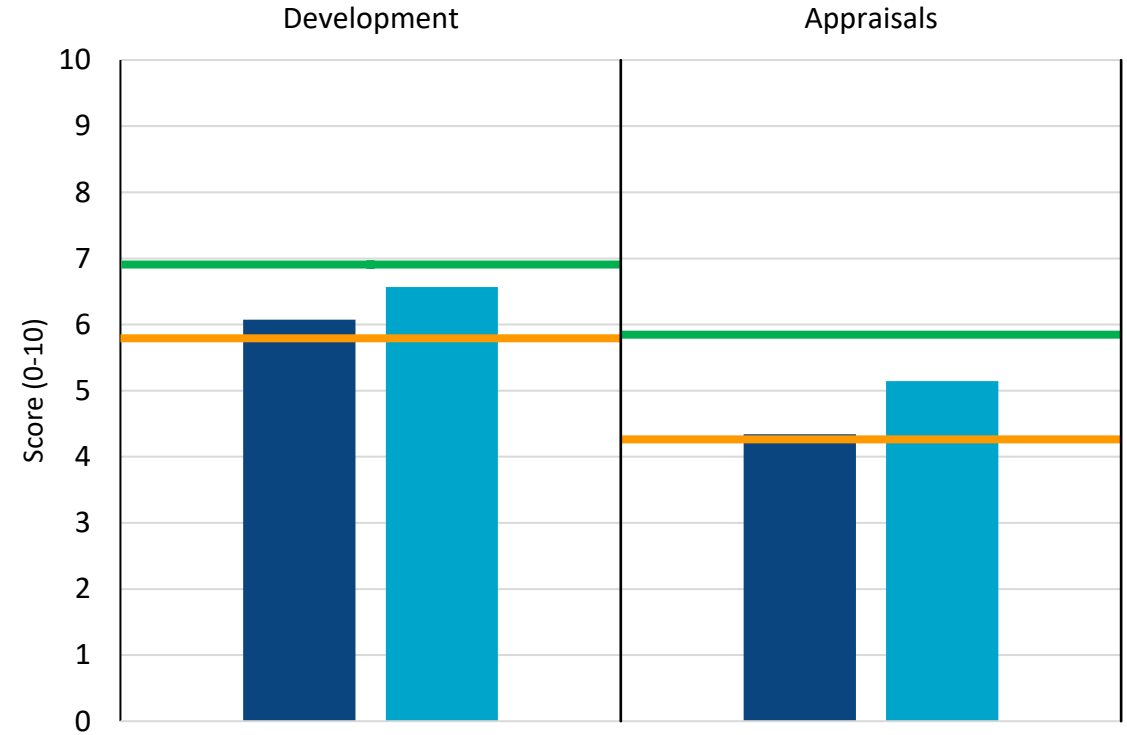
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



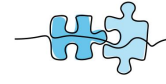
Your org	5.34	4.83	7.66
Best result	6.29	5.51	8.40
Average result	5.82	5.23	8.05
Worst result	5.06	4.83	7.53
Responses	3592	3589	3571

Your org	6.07	4.34
Best result	6.91	5.85
Average result	6.57	5.14
Worst result	5.79	4.26
Responses	3582	3406

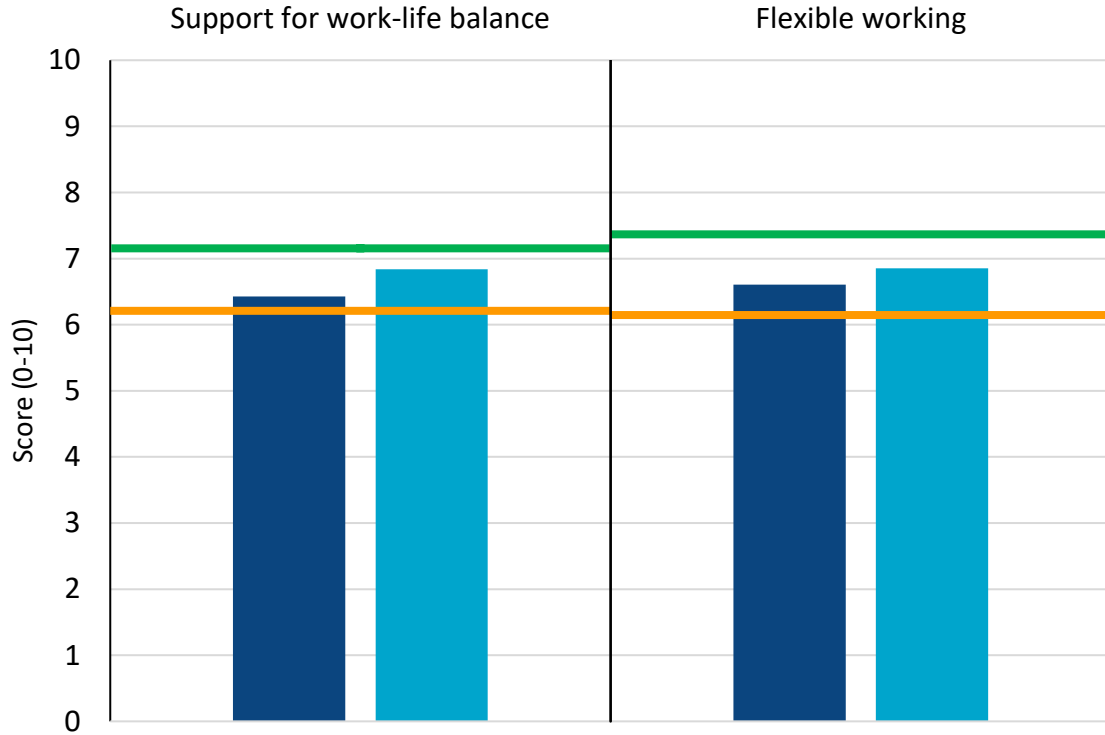
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Promise element 7: We are a team



Category	Your org	Best result	Average result	Worst result	Responses
Support for work-life balance	6.43	7.15	6.84	6.21	3589
Flexible working	6.60	7.37	6.85	6.15	3581

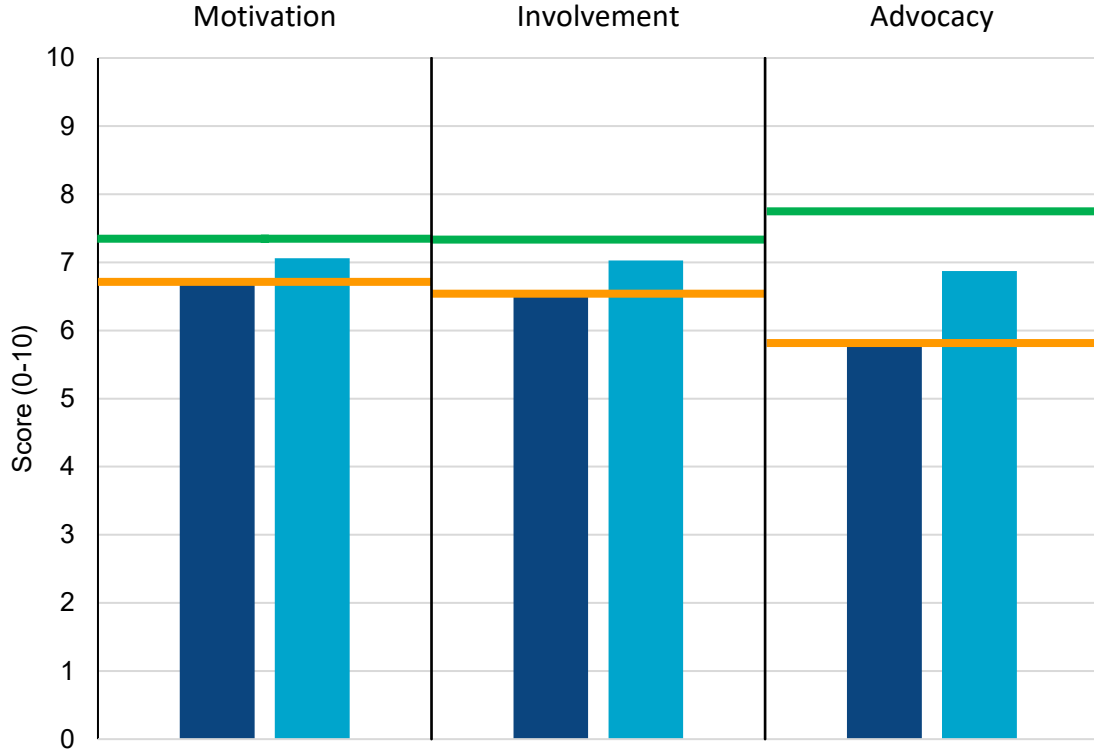


Category	Your org	Best result	Average result	Worst result	Responses
Team working	6.55	7.26	6.94	6.52	3588
Line management	7.13	7.66	7.40	7.05	3587

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.



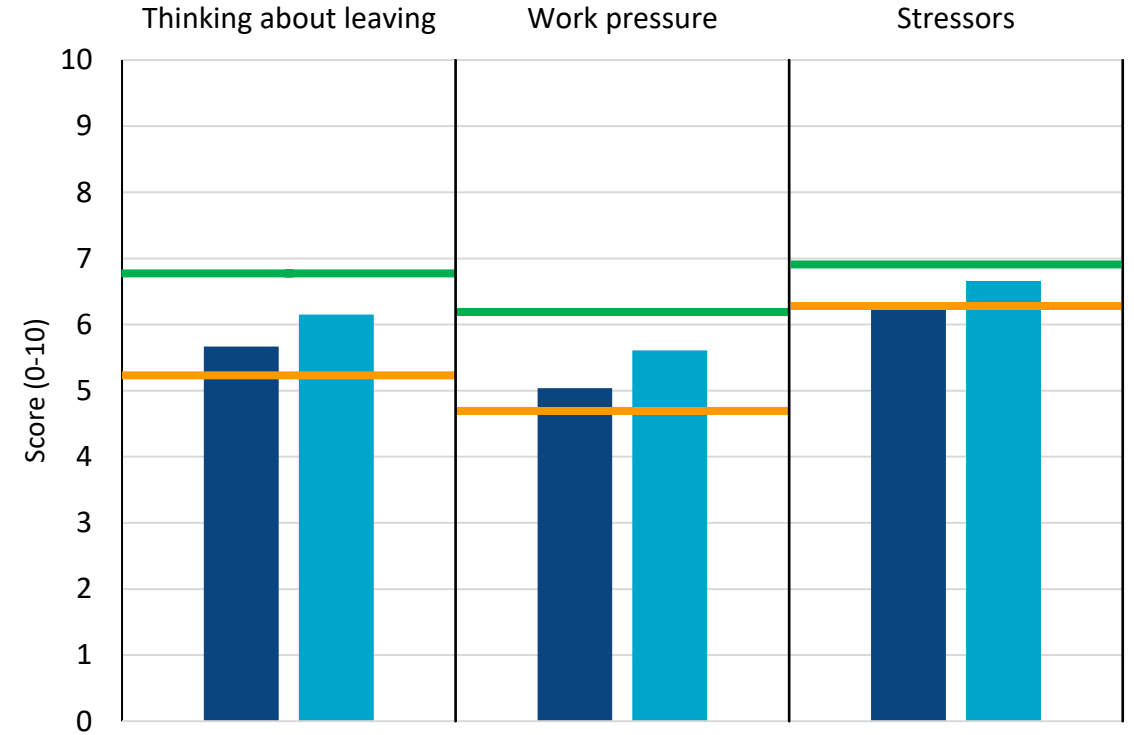
Theme: Staff engagement



Element	Score (0-10)	Responses
Your org	6.76	3559
Best result	7.35	
Average result	7.06	
Worst result	6.71	
Your org	6.54	3591
Best result	7.33	
Average result	7.03	
Worst result	6.54	
Your org	5.82	3573
Best result	7.75	
Average result	6.87	
Worst result	5.82	



Theme: Morale



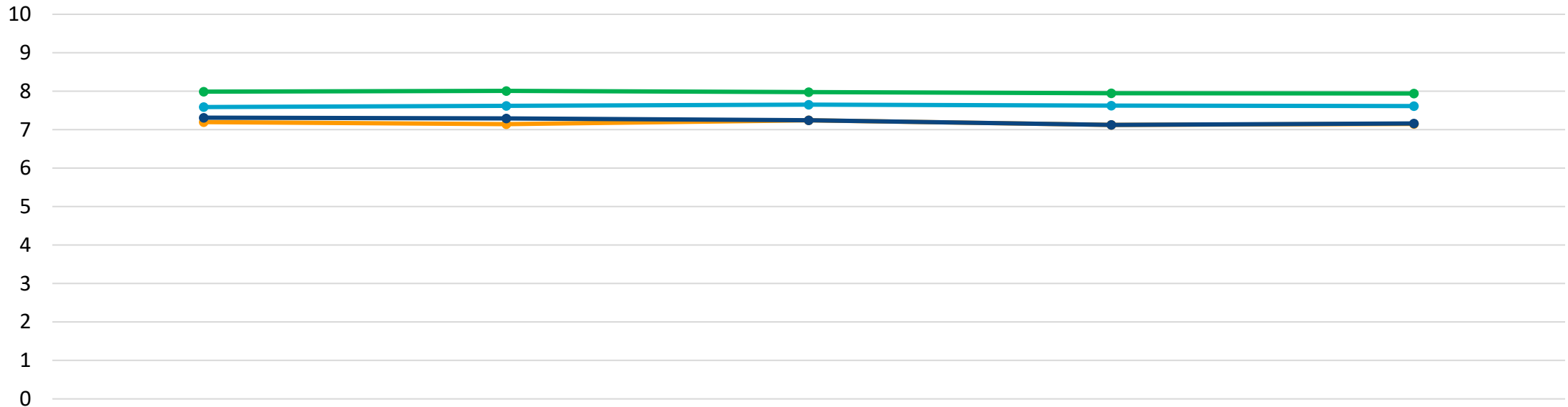
Element	Score (0-10)	Responses
Your org	5.67	3576
Best result	6.77	
Average result	6.15	
Worst result	5.23	
Your org	5.04	3592
Best result	6.19	
Average result	5.61	
Worst result	4.69	
Your org	6.29	3591
Best result	6.91	
Average result	6.66	
Worst result	6.28	

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



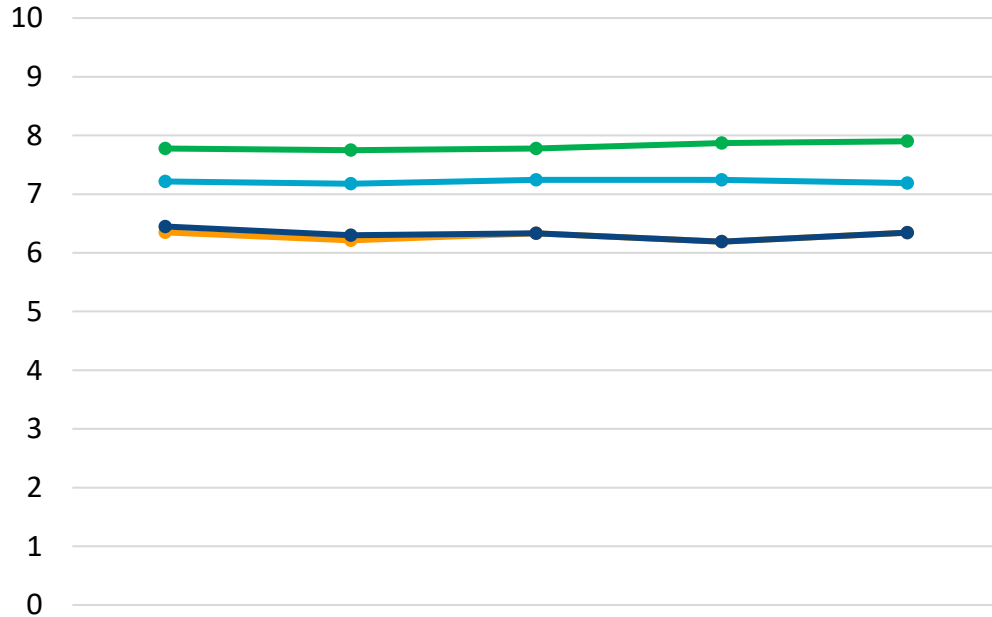
	2021	2022	2023	2024	2025
Your org	7.31	7.29	7.24	7.12	7.16
Best result	7.99	8.01	7.98	7.95	7.94
Average result	7.59	7.62	7.65	7.63	7.61
Worst result	7.20	7.15	7.24	7.12	7.15
Responses	2279	2750	2558	2407	3586

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/>

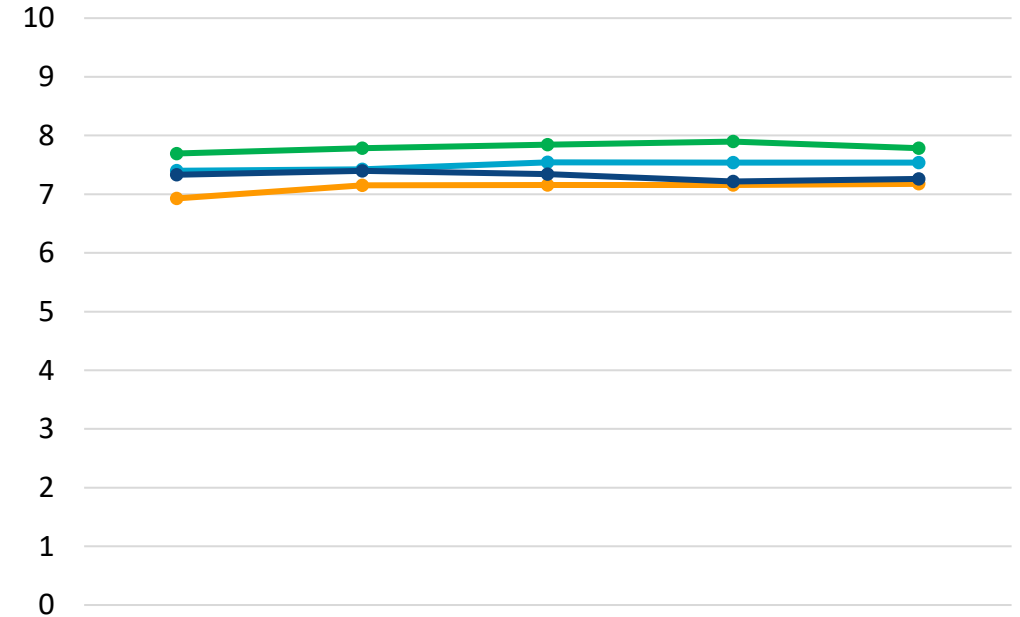
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



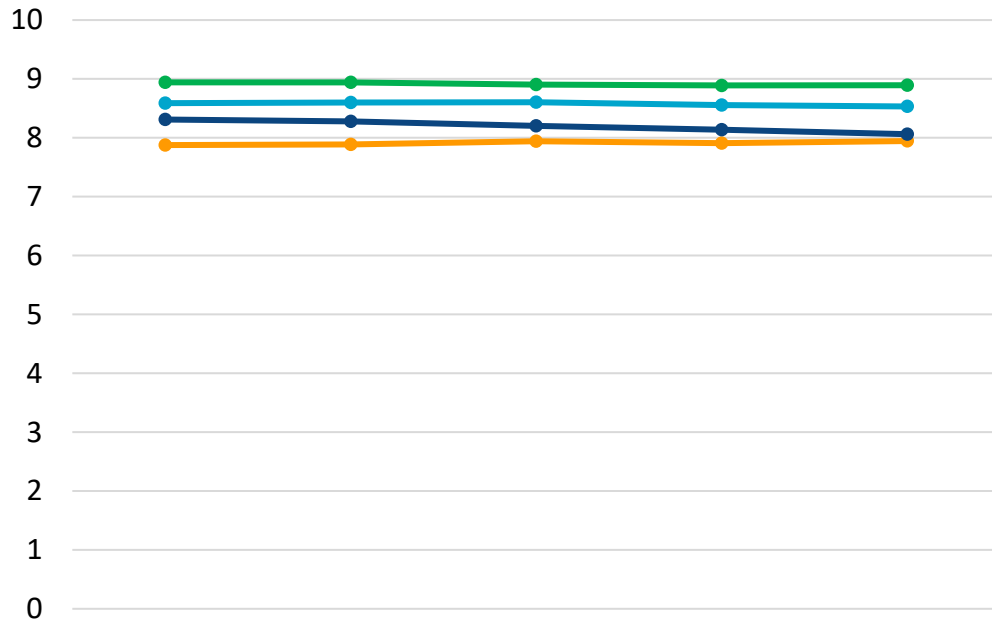
	2021	2022	2023	2024	2025
Your org	6.45	6.30	6.33	6.19	6.34
Best result	7.78	7.75	7.78	7.87	7.90
Average result	7.22	7.18	7.24	7.24	7.19
Worst result	6.35	6.21	6.33	6.19	6.34
Responses	2253	2747	2554	2402	3574

	2021	2022	2023	2024	2025
Your org	7.33	7.40	7.34	7.22	7.26
Best result	7.69	7.79	7.85	7.90	7.78
Average result	7.40	7.42	7.54	7.54	7.54
Worst result	6.93	7.15	7.15	7.15	7.18
Responses	2285	2743	2557	2408	3586

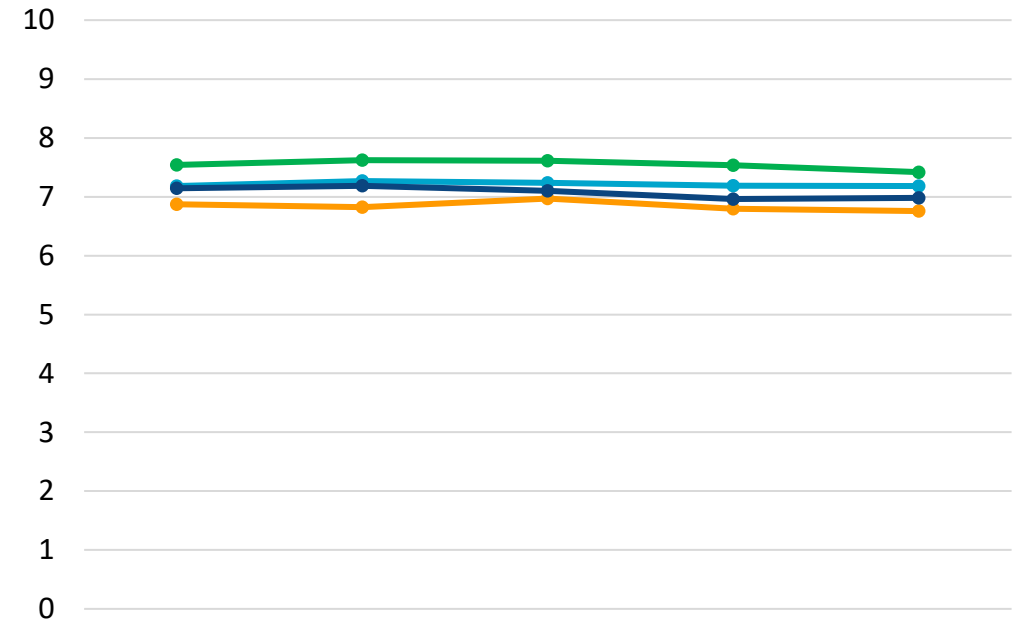
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024	2025
Your org	8.31	8.28	8.20	8.14	8.06
Best result	8.94	8.94	8.90	8.89	8.90
Average result	8.59	8.60	8.60	8.55	8.53
Worst result	7.88	7.89	7.94	7.91	7.95
Responses	2278	2744	2557	2398	3580

	2021	2022	2023	2024	2025
Your org	7.15	7.19	7.10	6.96	6.98
Best result	7.54	7.62	7.61	7.54	7.42
Average result	7.18	7.27	7.24	7.19	7.18
Worst result	6.87	6.83	6.97	6.80	6.76
Responses	2293	2750	2553	2408	3583

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

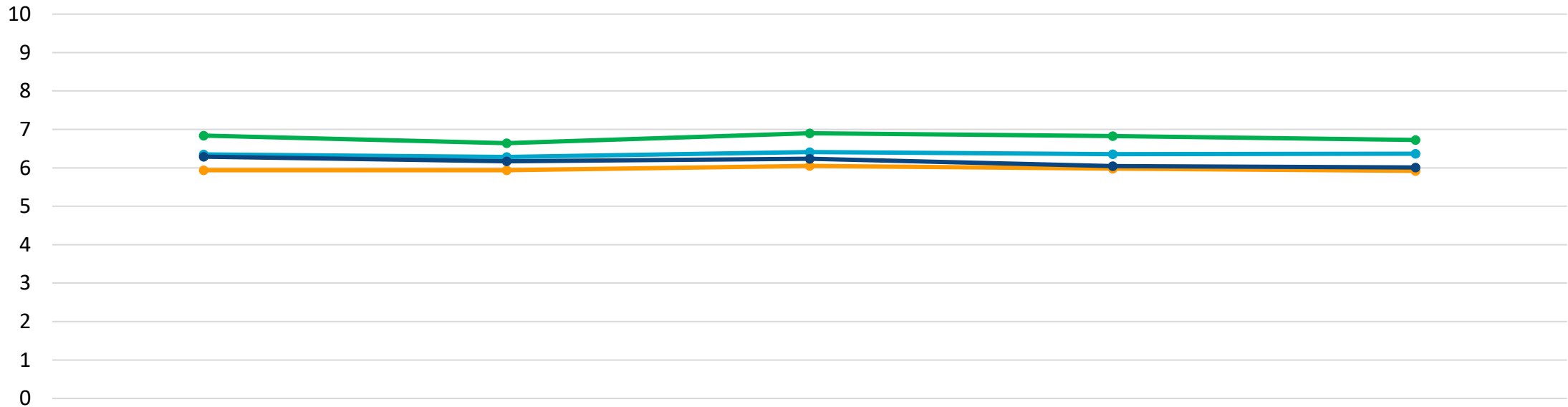
<https://www.nhsstaffsurveys.com/survey-documents/>

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



Promise element 2: We are recognised and rewarded

We are recognised and rewarded



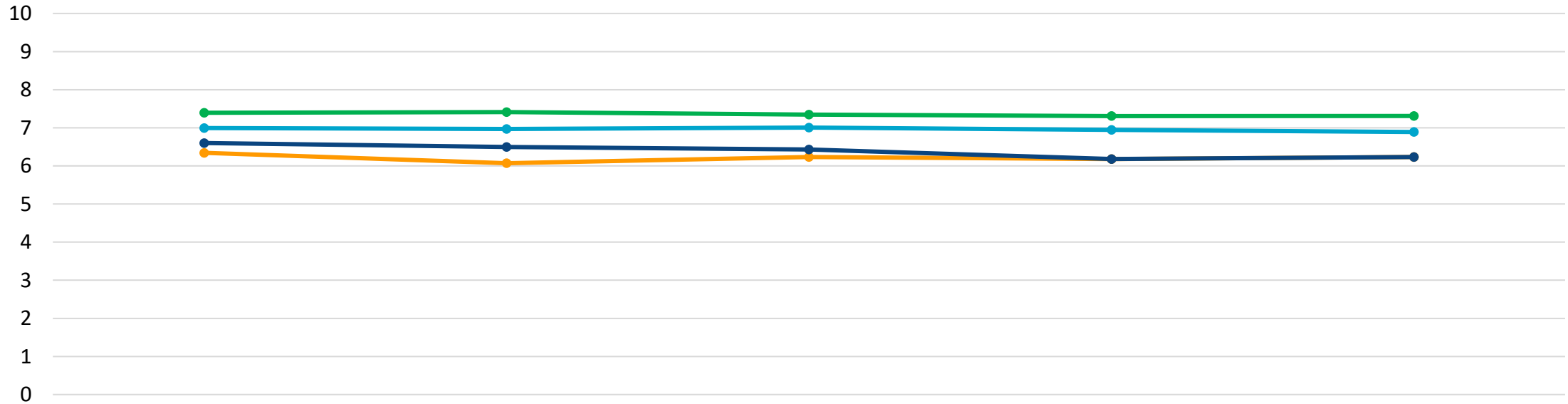
	2021	2022	2023	2024	2025
Your org	6.29	6.17	6.24	6.05	6.01
Best result	6.84	6.64	6.90	6.83	6.72
Average result	6.35	6.28	6.41	6.35	6.37
Worst result	5.94	5.94	6.05	5.98	5.92
Responses	2316	2751	2558	2411	3589

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



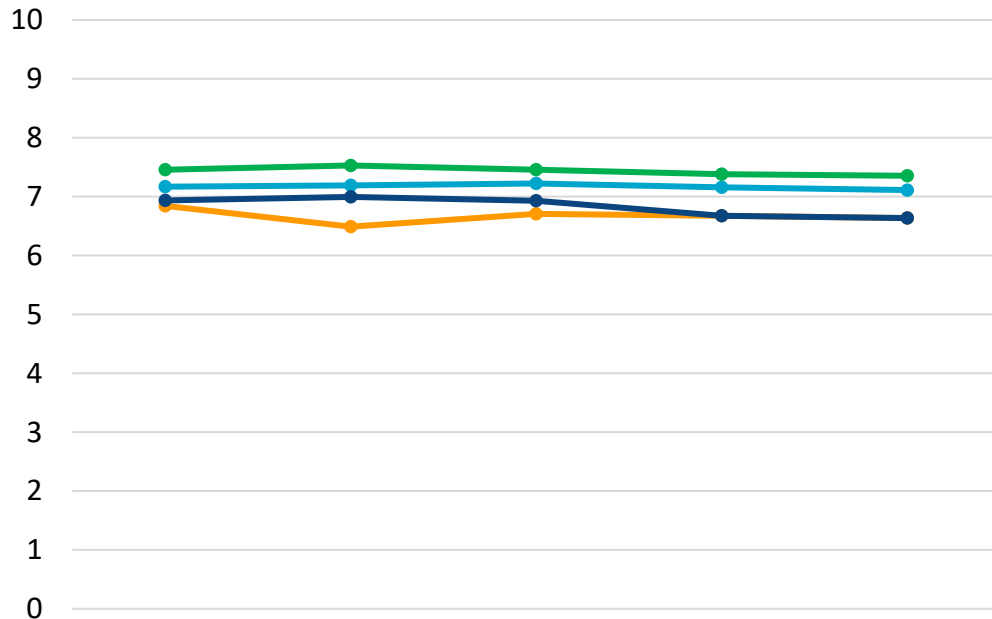
	2021	2022	2023	2024	2025
Your org	6.60	6.50	6.43	6.18	6.23
Best result	7.40	7.41	7.35	7.31	7.31
Average result	6.99	6.97	7.01	6.94	6.89
Worst result	6.34	6.07	6.23	6.18	6.23
Responses	2247	2744	2542	2393	3560

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

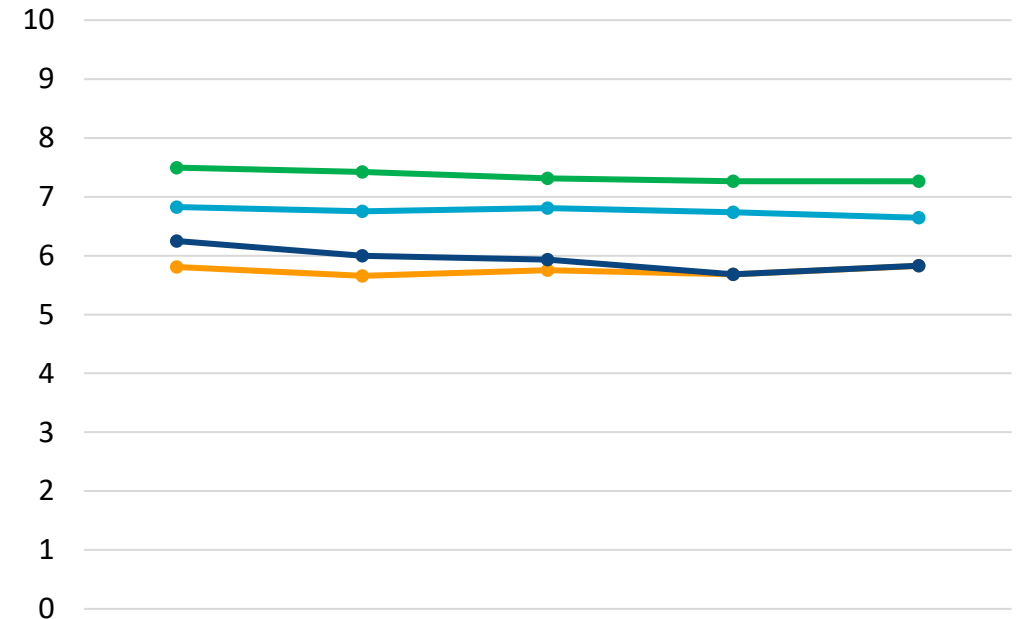


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022	2023	2024	2025
Your org	6.94	7.00	6.93	6.68	6.64
Best result	7.46	7.53	7.46	7.38	7.36
Average result	7.17	7.19	7.22	7.16	7.11
Worst result	6.84	6.49	6.71	6.68	6.64
Responses	2318	2751	2562	2411	3590

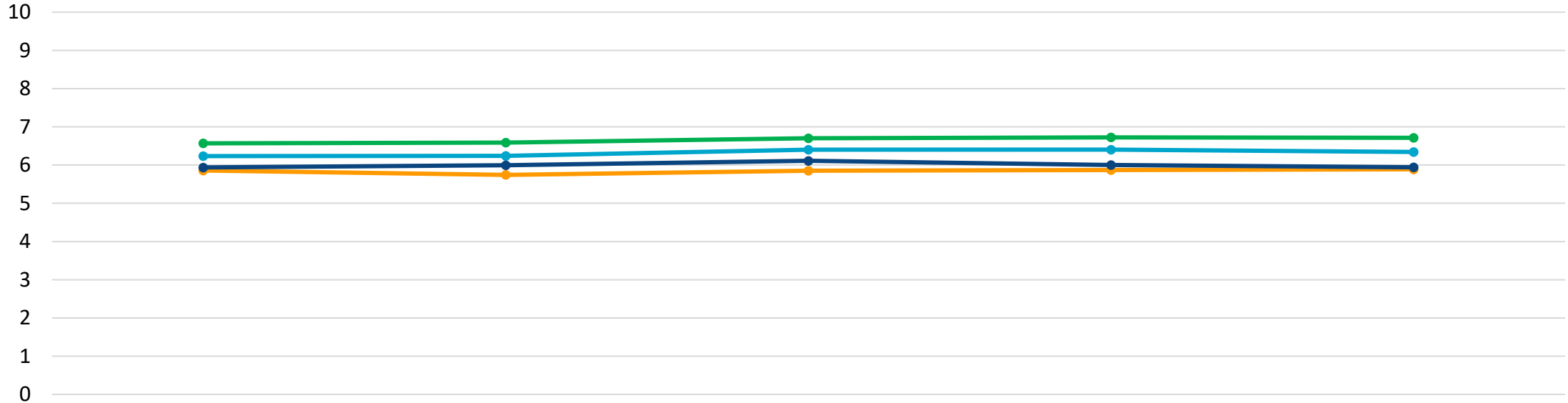
	2021	2022	2023	2024	2025
Your org	6.25	6.00	5.93	5.68	5.83
Best result	7.49	7.42	7.31	7.26	7.26
Average result	6.83	6.76	6.81	6.74	6.64
Worst result	5.81	5.66	5.75	5.68	5.83
Responses	2247	2745	2543	2395	3562

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	5.94	5.99	6.11	6.00	5.94
Best result	6.57	6.59	6.70	6.72	6.72
Average result	6.23	6.24	6.40	6.40	6.34
Worst result	5.86	5.74	5.85	5.87	5.89
Responses	2269	2745	2499	2397	3571

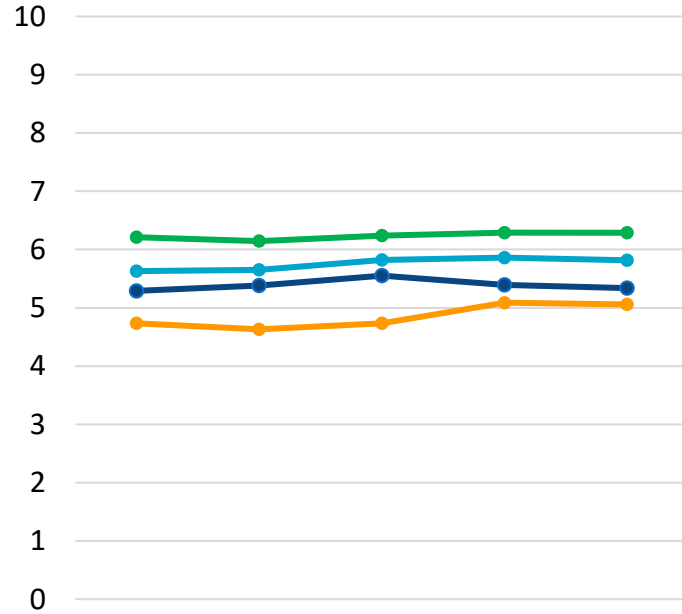
Note: 2023 results for 'We are safe and healthy' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'We are safe and healthy' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23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



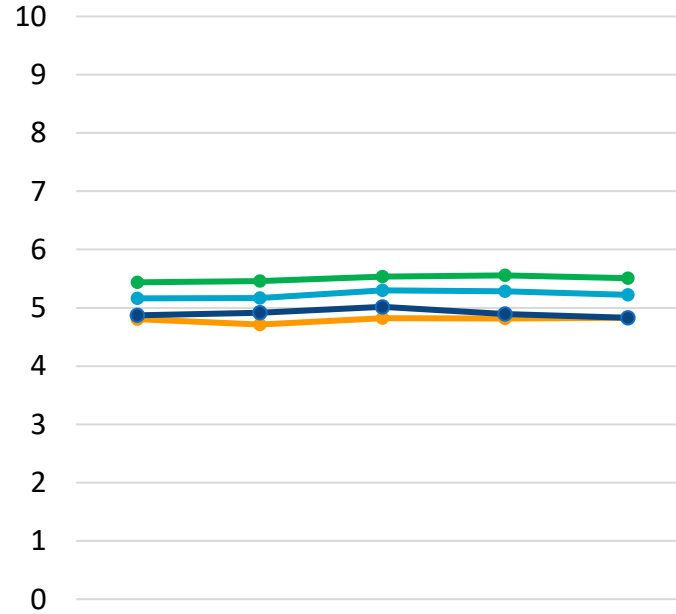
Promise element 4: We are safe and healthy

Health and safety climate



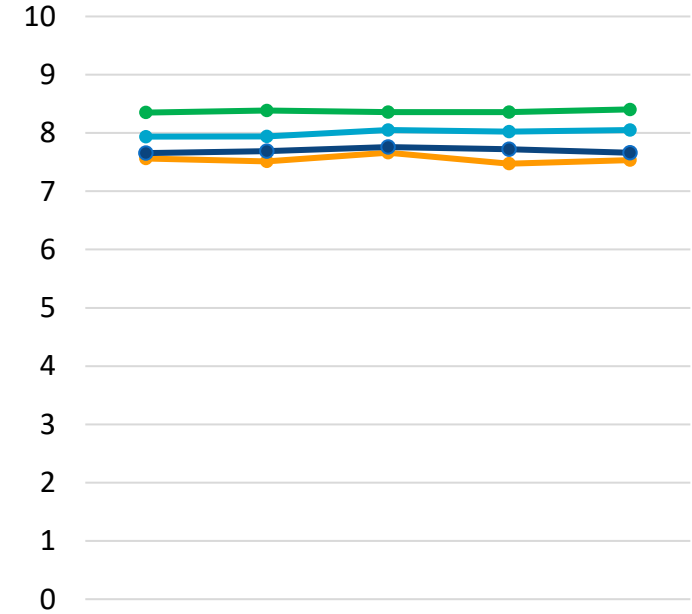
	2021	2022	2023	2024	2025
Your org	5.29	5.38	5.55	5.39	5.34
Best result	6.21	6.14	6.24	6.29	6.29
Average result	5.63	5.65	5.82	5.86	5.82
Worst result	4.74	4.63	4.74	5.09	5.06
Responses	2318	2751	2515	2412	3592

Burnout



	2021	2022	2023	2024	2025
Your org	4.87	4.91	5.02	4.89	4.83
Best result	5.44	5.46	5.53	5.56	5.51
Average result	5.16	5.17	5.30	5.28	5.23
Worst result	4.81	4.71	4.82	4.82	4.83
Responses	2277	2749	2559	2411	3589

Negative experiences



	2021	2022	2023	2024	2025
Your org	7.65	7.69	7.76	7.72	7.66
Best result	8.35	8.39	8.36	8.36	8.40
Average result	7.94	7.94	8.05	8.02	8.05
Worst result	7.56	7.51	7.66	7.47	7.53
Responses	2272	2748	2501	2399	3571

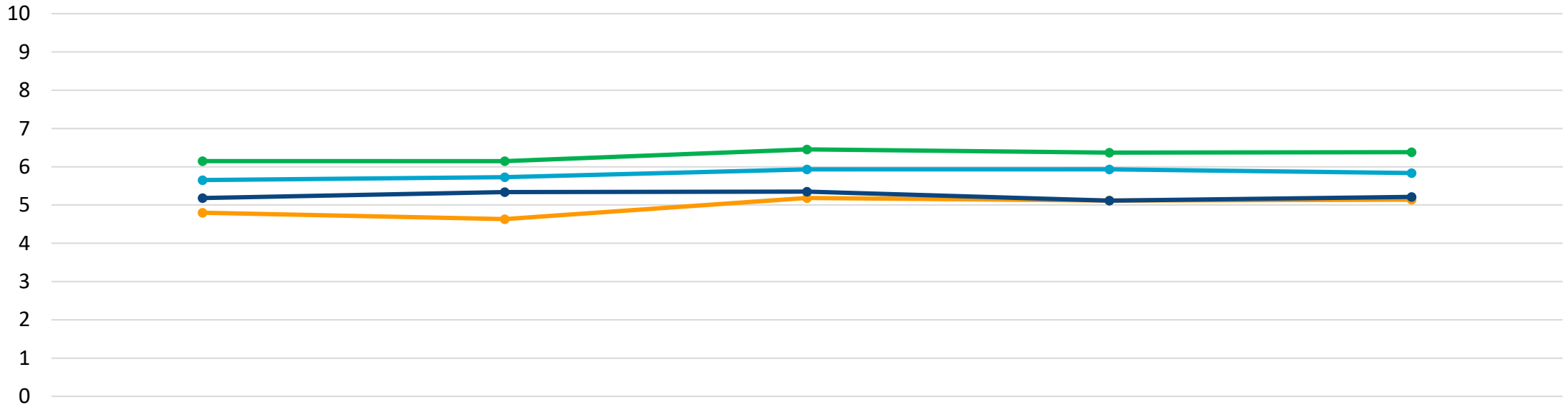
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years. Please see *Additional Information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



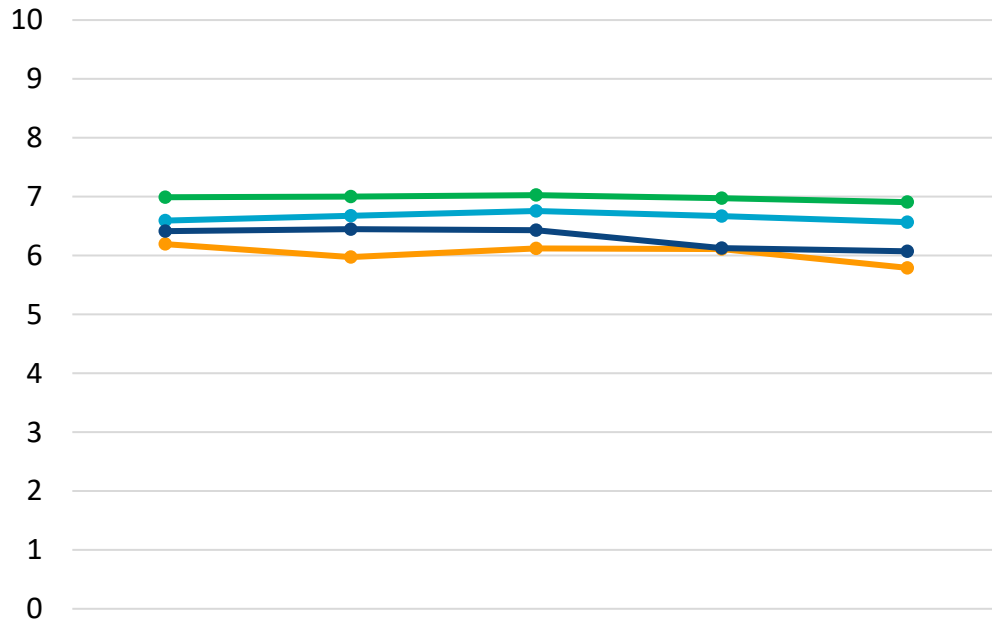
	2021	2022	2023	2024	2025
Your org	5.18	5.34	5.35	5.11	5.21
Best result	6.15	6.15	6.45	6.37	6.38
Average result	5.65	5.72	5.93	5.93	5.83
Worst result	4.80	4.63	5.18	5.11	5.14
Responses	2175	2659	2443	2282	3402

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.

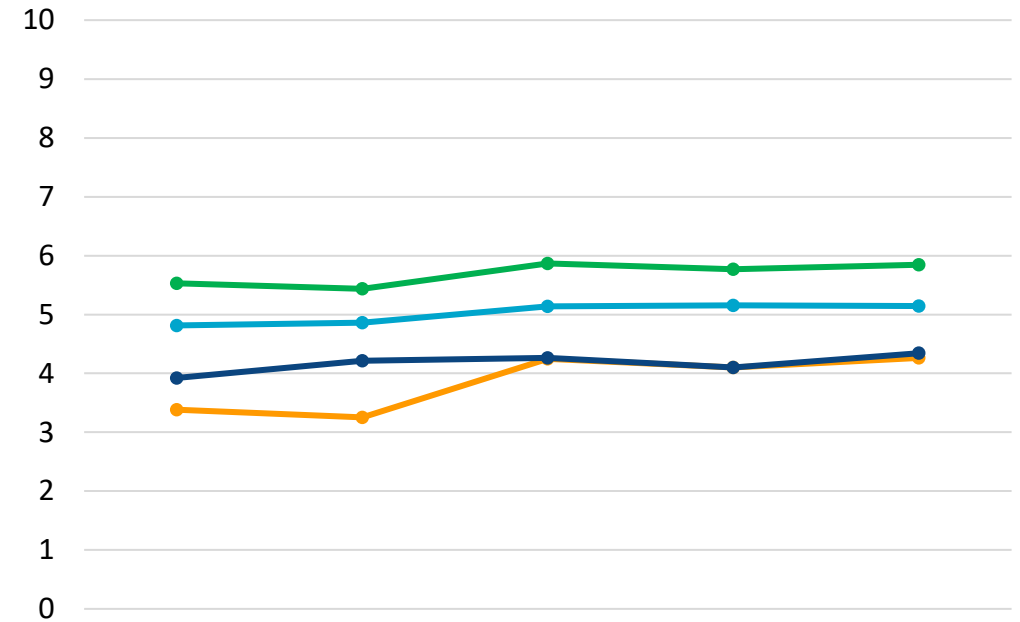


Promise element 5: We are always learning

Development



Appraisals



	2021	2022	2023	2024	2025
Your org	6.42	6.45	6.43	6.13	6.07
Best result	6.99	7.00	7.03	6.97	6.91
Average result	6.59	6.68	6.76	6.67	6.57
Worst result	6.19	5.98	6.12	6.11	5.79
Responses	2266	2745	2557	2407	3582

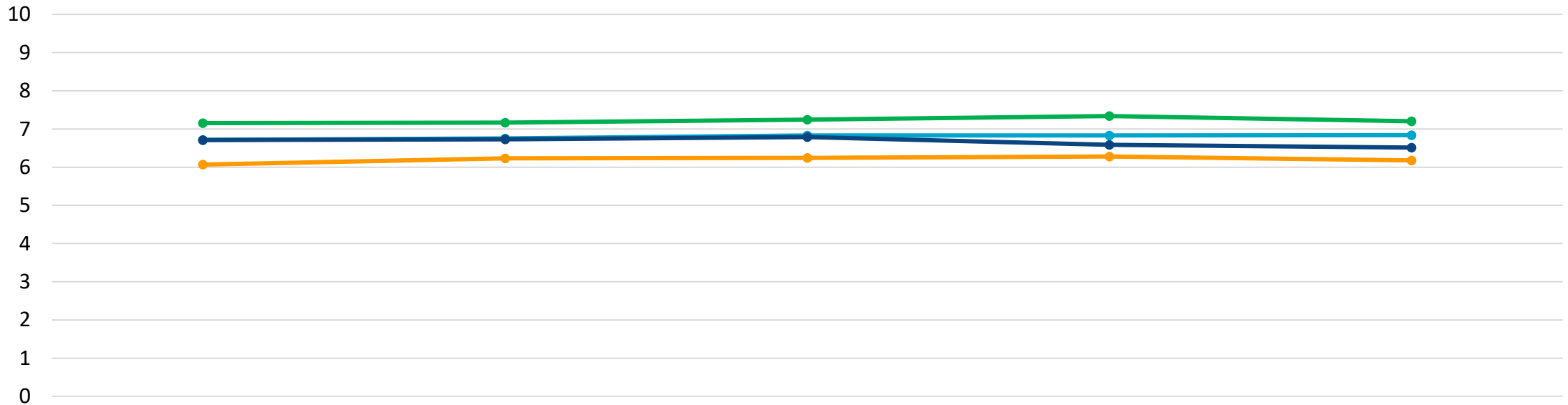
	2021	2022	2023	2024	2025
Your org	3.92	4.21	4.26	4.10	4.34
Best result	5.53	5.44	5.87	5.77	5.85
Average result	4.81	4.86	5.14	5.16	5.14
Worst result	3.38	3.25	4.25	4.10	4.26
Responses	2180	2665	2445	2284	3406

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



Promise element 6: We work flexibly

We work flexibly



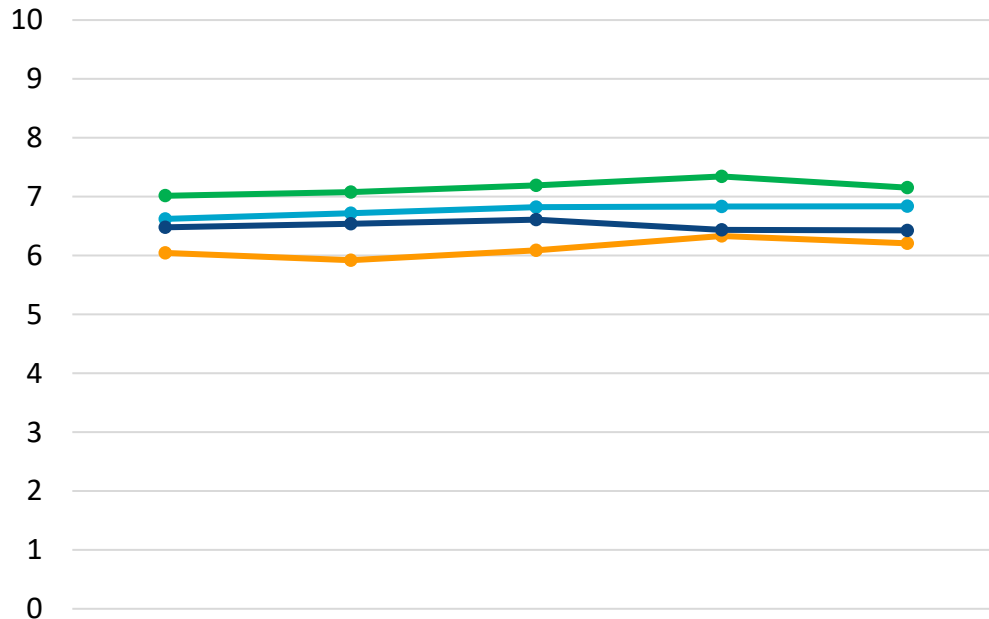
	2021	2022	2023	2024	2025
Your org	6.71	6.73	6.79	6.59	6.51
Best result	7.15	7.17	7.25	7.34	7.20
Average result	6.71	6.75	6.83	6.83	6.84
Worst result	6.07	6.23	6.24	6.28	6.18
Responses	2310	2749	2547	2406	3577

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

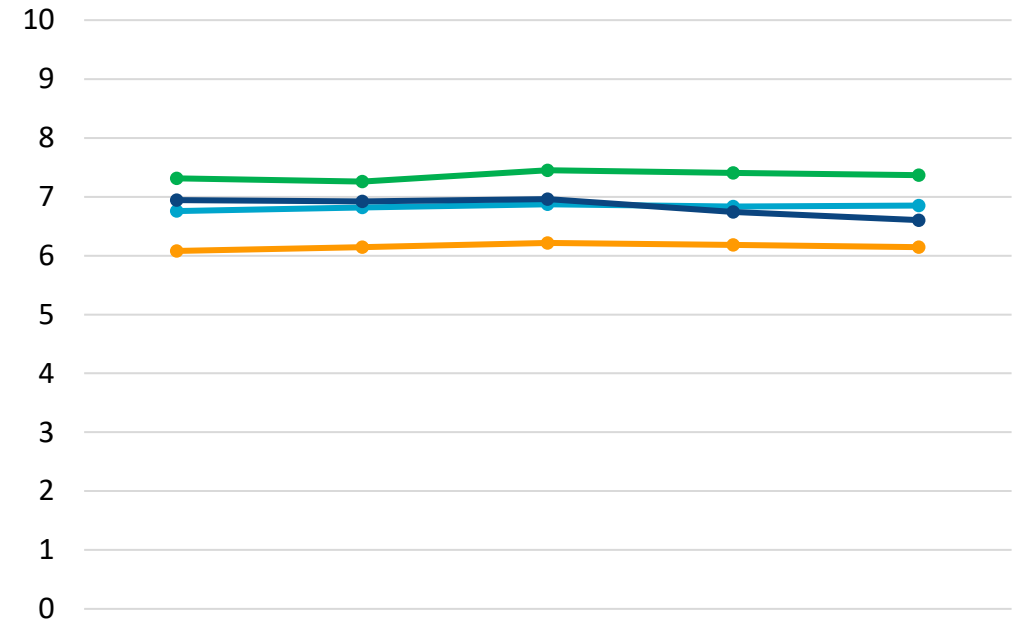


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



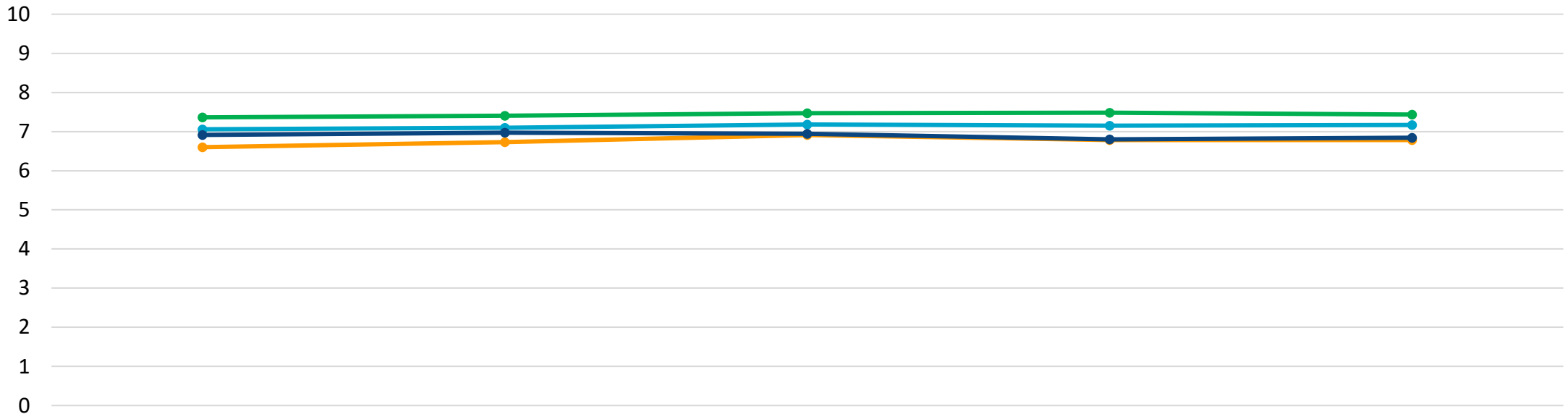
	2021	2022	2023	2024	2025
Your org	6.48	6.54	6.61	6.43	6.43
Best result	7.02	7.08	7.19	7.34	7.15
Average result	6.62	6.72	6.82	6.84	6.84
Worst result	6.05	5.92	6.09	6.33	6.21
Responses	2312	2750	2555	2410	3589

	2021	2022	2023	2024	2025
Your org	6.95	6.92	6.96	6.74	6.60
Best result	7.31	7.26	7.45	7.40	7.37
Average result	6.76	6.82	6.87	6.84	6.85
Worst result	6.08	6.15	6.22	6.18	6.15
Responses	2315	2750	2553	2408	3581

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



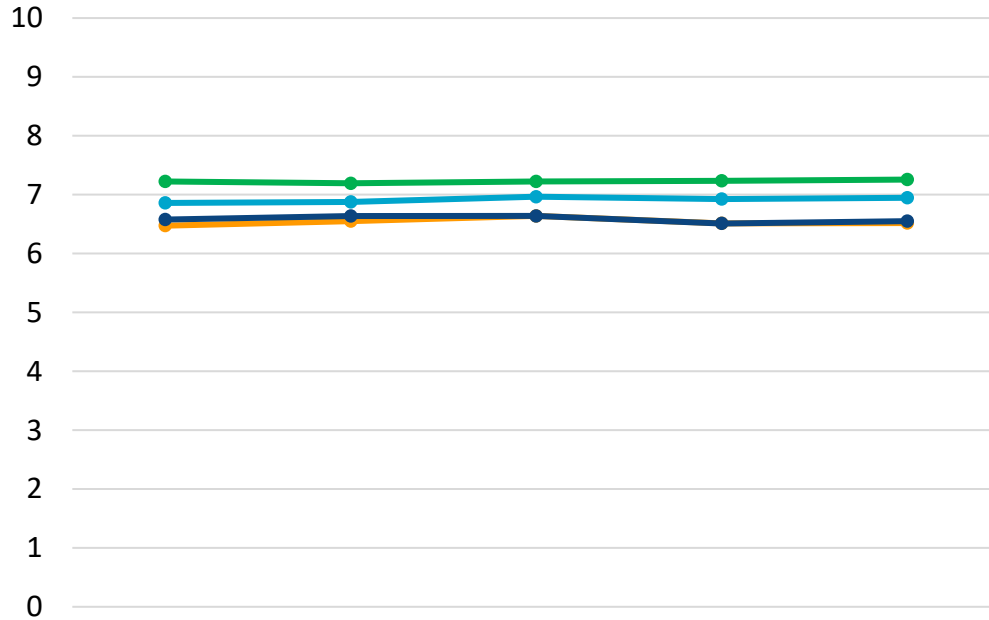
	2021	2022	2023	2024	2025
Your org	6.91	6.97	6.94	6.80	6.84
Best result	7.36	7.40	7.47	7.48	7.43
Average result	7.06	7.10	7.18	7.15	7.17
Worst result	6.60	6.73	6.91	6.78	6.79
Responses	2284	2747	2555	2408	3586

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.

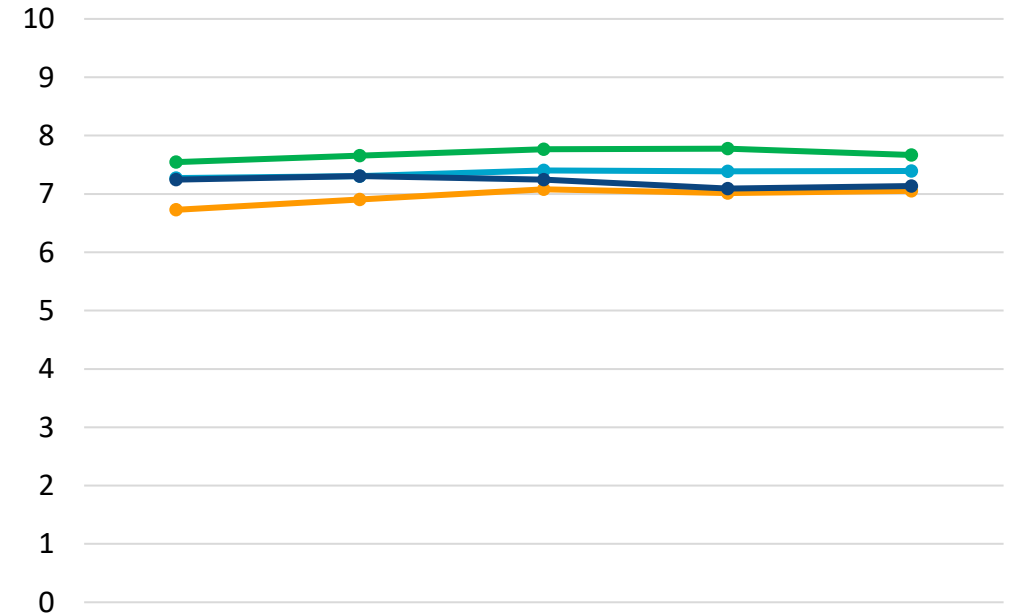


Promise element 7: We are a team

Team working



Line management



	2021	2022	2023	2024	2025
Your org	6.58	6.64	6.64	6.51	6.55
Best result	7.23	7.19	7.22	7.23	7.26
Average result	6.86	6.88	6.97	6.92	6.94
Worst result	6.47	6.55	6.64	6.51	6.52
Responses	2297	2751	2557	2411	3588

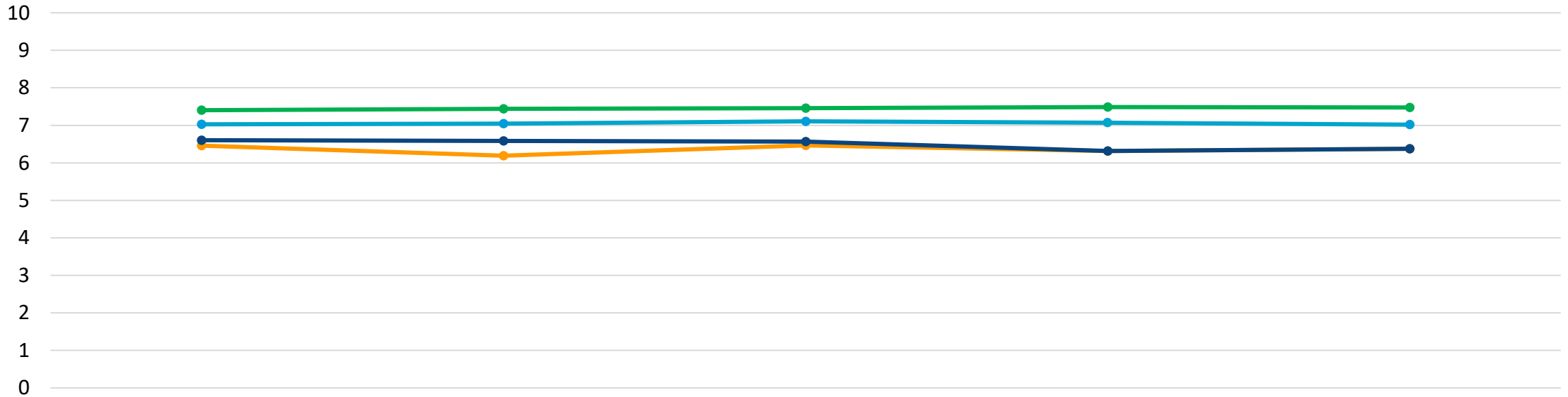
	2021	2022	2023	2024	2025
Your org	7.24	7.31	7.25	7.09	7.13
Best result	7.54	7.66	7.76	7.78	7.66
Average result	7.27	7.31	7.40	7.39	7.40
Worst result	6.73	6.91	7.08	7.01	7.05
Responses	2286	2747	2558	2409	3587

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	6.60	6.59	6.57	6.32	6.37
Best result	7.40	7.44	7.46	7.49	7.48
Average result	7.03	7.05	7.11	7.07	7.02
Worst result	6.46	6.19	6.47	6.32	6.37
Responses	2317	2752	2561	2412	3593



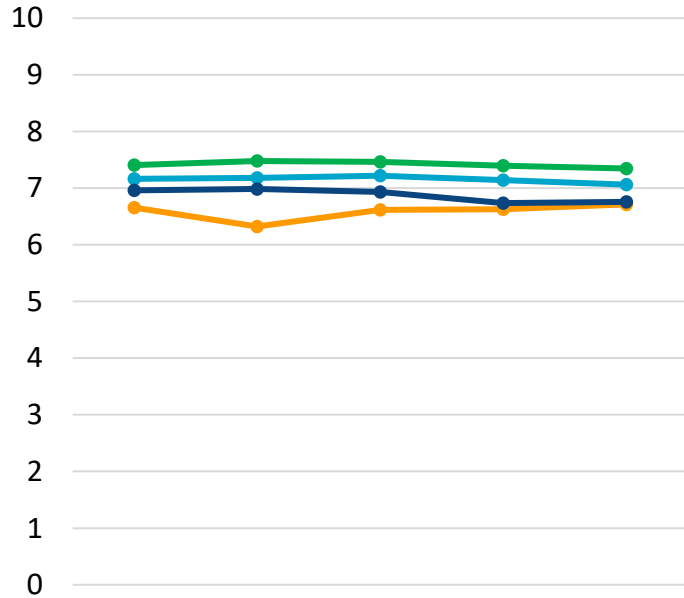
People Promise elements, themes and sub-scores: Sub-score trends

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



Theme: Staff Engagement

Motivation

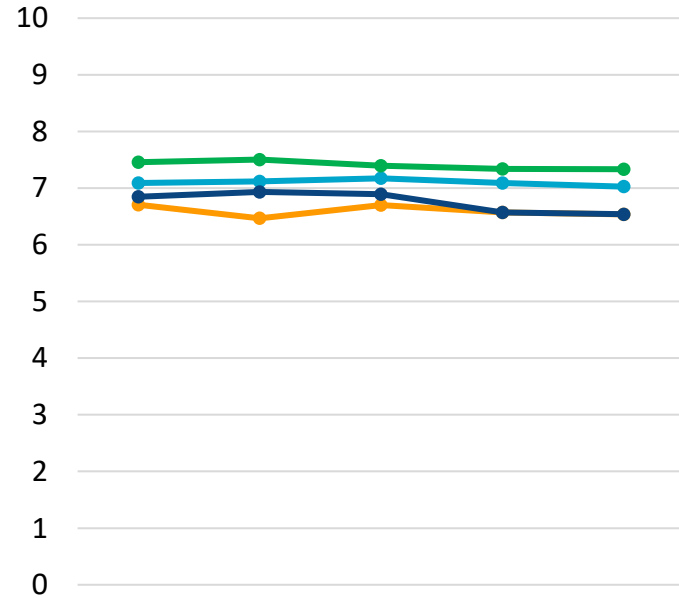


2021 2022 2023 2024 2025

Your org	6.96	6.99	6.93	6.74	6.76
Best result	7.41	7.48	7.46	7.39	7.35
Average result	7.16	7.18	7.22	7.14	7.06
Worst result	6.66	6.32	6.62	6.63	6.71

Responses 2330 2736 2538 2391 3559

Involvement

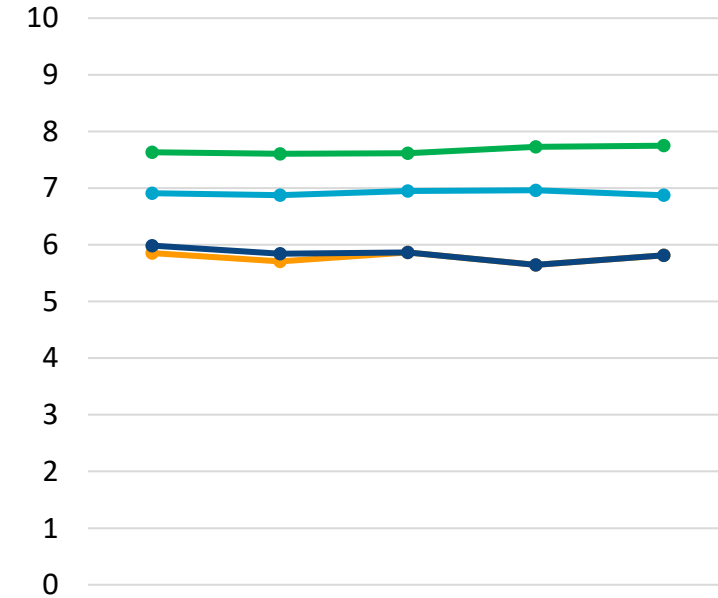


2021 2022 2023 2024 2025

Your org	6.85	6.93	6.89	6.57	6.54
Best result	7.46	7.50	7.39	7.34	7.33
Average result	7.09	7.12	7.17	7.09	7.03
Worst result	6.71	6.47	6.70	6.57	6.54

Responses 2318 2751 2562 2411 3591

Advocacy



2021 2022 2023 2024 2025

Your org	5.99	5.84	5.87	5.65	5.82
Best result	7.64	7.61	7.62	7.73	7.75
Average result	6.91	6.88	6.95	6.96	6.87
Worst result	5.85	5.71	5.87	5.65	5.82

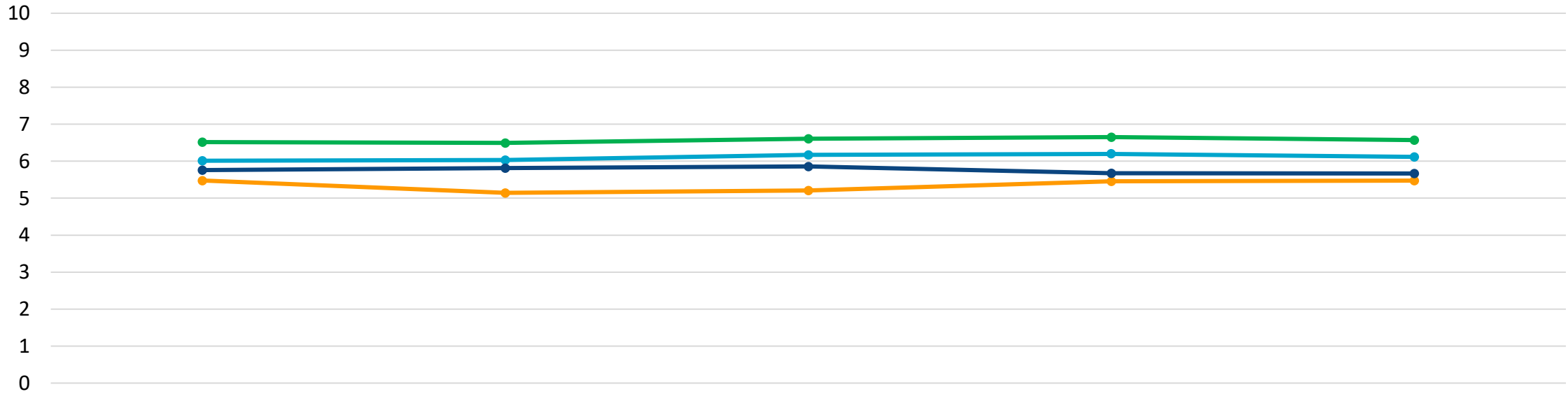
Responses 2252 2747 2554 2402 3573

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	5.76	5.82	5.86	5.68	5.67
Best result	6.52	6.49	6.60	6.65	6.57
Average result	6.01	6.03	6.17	6.20	6.12
Worst result	5.48	5.14	5.21	5.46	5.48
Responses	2313	2752	2562	2412	3591



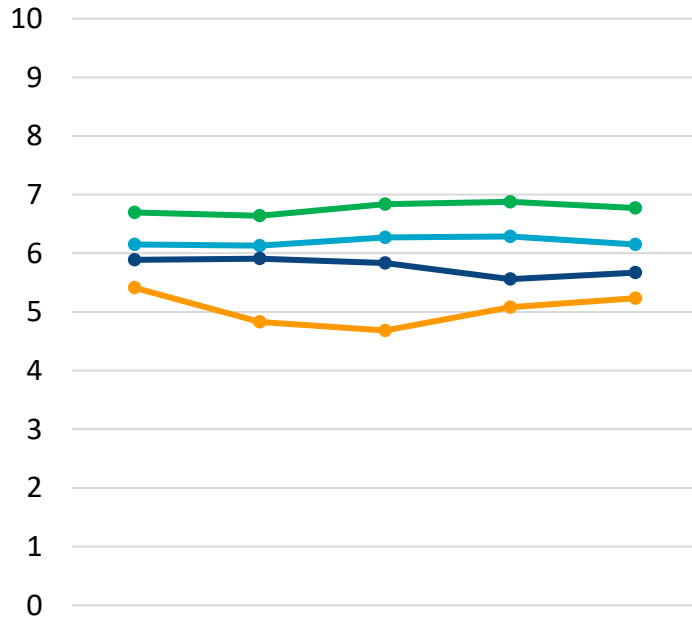
People Promise elements, themes and sub-scores: Sub-score trends

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

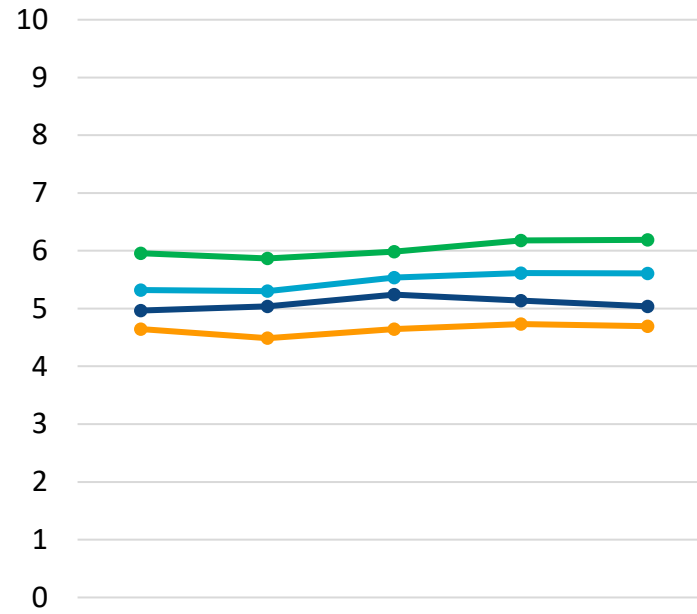


2021 2022 2023 2024 2025

Your org	5.89	5.91	5.84	5.56	5.67
Best result	6.70	6.64	6.83	6.88	6.77
Average result	6.15	6.13	6.27	6.29	6.15
Worst result	5.41	4.83	4.68	5.08	5.23

Responses 2251 2739 2556 2403 3576

Work pressure

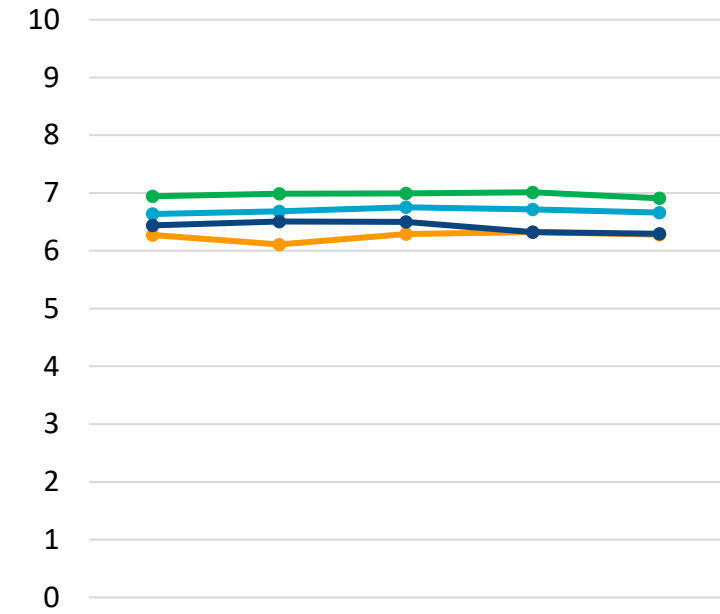


2021 2022 2023 2024 2025

Your org	4.97	5.04	5.24	5.14	5.04
Best result	5.96	5.87	5.99	6.18	6.19
Average result	5.32	5.30	5.54	5.61	5.61
Worst result	4.64	4.49	4.64	4.73	4.69

Responses 2318 2751 2561 2410 3592

Stressors



2021 2022 2023 2024 2025

Your org	6.44	6.51	6.50	6.32	6.29
Best result	6.94	6.99	6.99	7.01	6.91
Average result	6.64	6.68	6.75	6.72	6.66
Worst result	6.27	6.11	6.29	6.32	6.28

Responses 2310 2741 2558 2409 3591

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

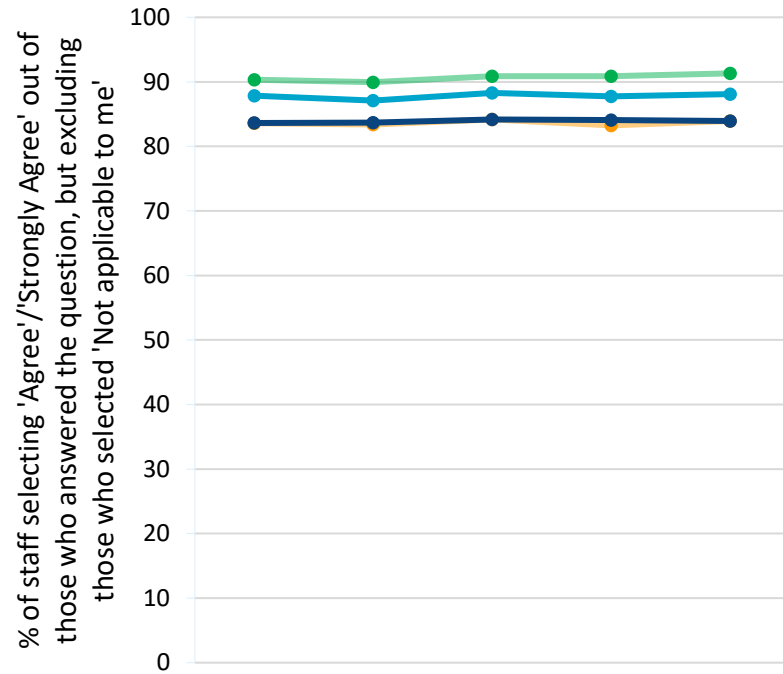
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

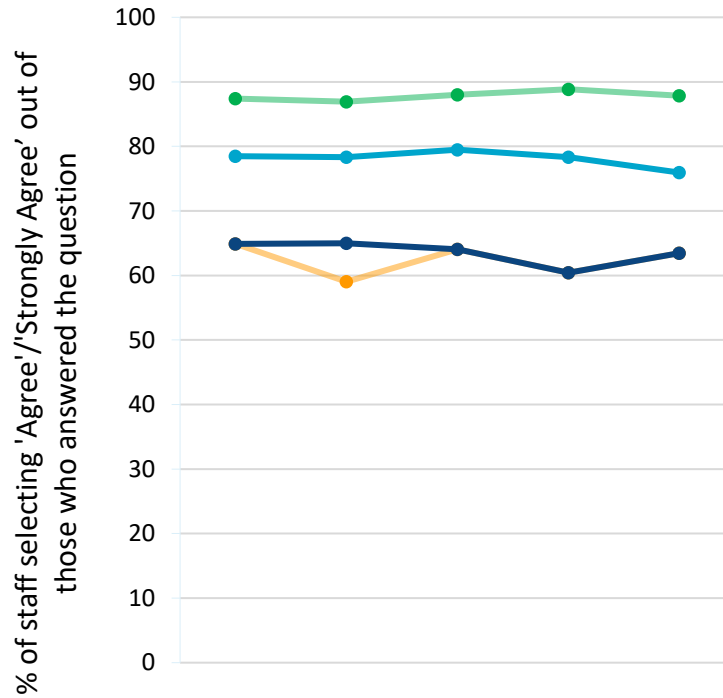


Q6a I feel that my role makes a difference to patients / service users.



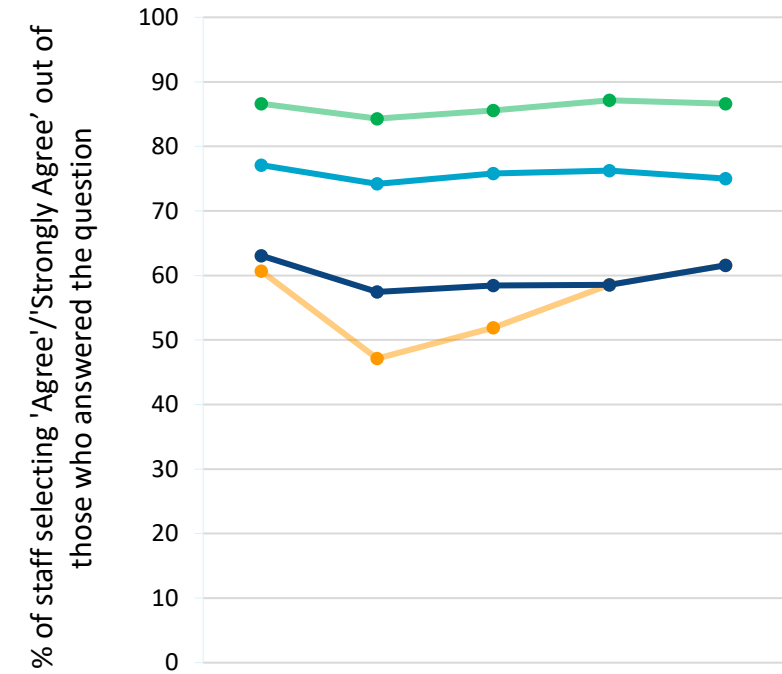
	2021	2022	2023	2024	2025
Your org	83.62%	83.71%	84.17%	84.07%	83.96%
Best result	90.35%	89.95%	90.88%	90.89%	91.31%
Average result	87.86%	87.10%	88.29%	87.76%	88.09%
Worst result	83.61%	83.37%	84.17%	83.25%	83.96%
Responses	2206	2623	2426	2292	3448

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



	2021	2022	2023	2024	2025
Your org	64.89%	64.99%	64.03%	60.43%	63.46%
Best result	87.43%	86.93%	87.99%	88.86%	87.85%
Average result	78.46%	78.32%	79.49%	78.32%	75.94%
Worst result	64.89%	59.04%	64.03%	60.43%	63.46%
Responses	2253	2744	2552	2402	3573

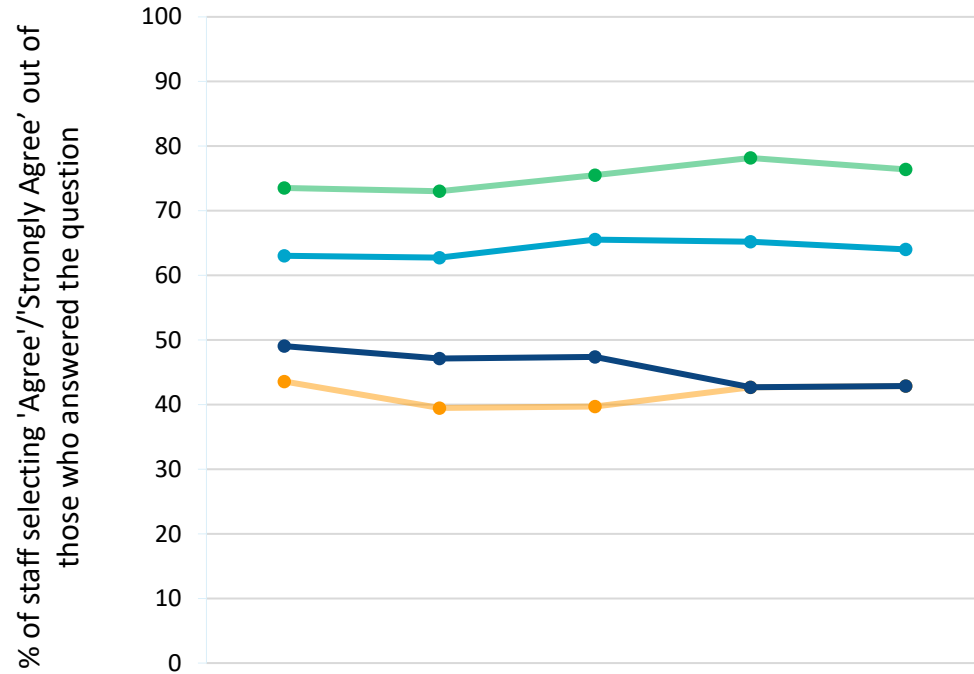
Q25b My organisation acts on concerns raised by patients / service users.



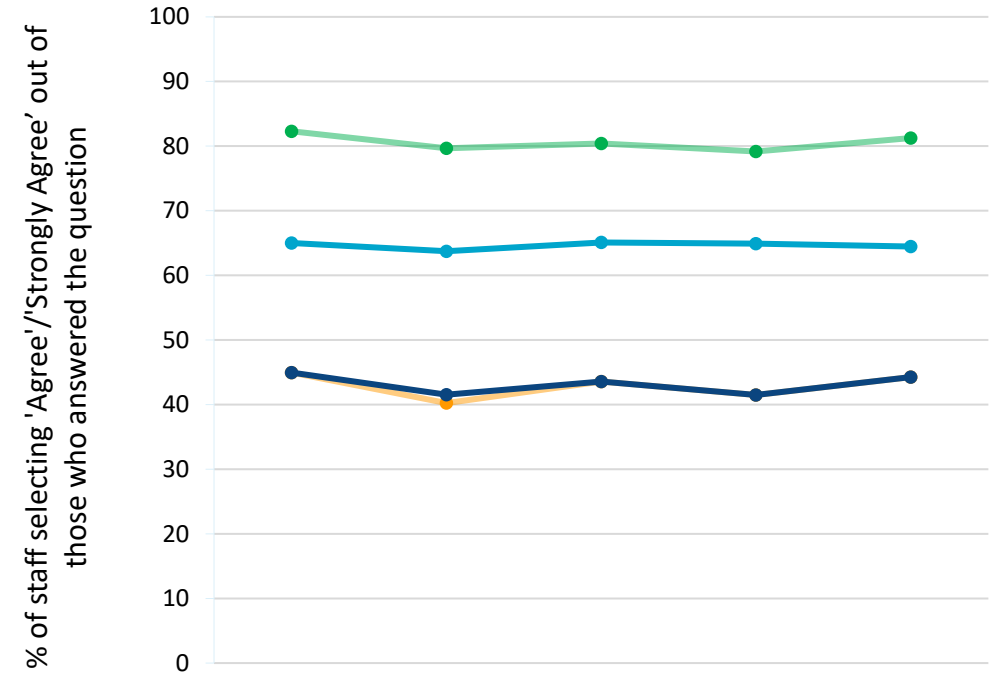
	2021	2022	2023	2024	2025
Your org	63.08%	57.45%	58.43%	58.53%	61.59%
Best result	86.63%	84.30%	85.58%	87.14%	86.59%
Average result	77.10%	74.19%	75.80%	76.23%	75.03%
Worst result	60.68%	47.13%	51.90%	58.53%	61.59%
Responses	2251	2744	2551	2398	3568



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.

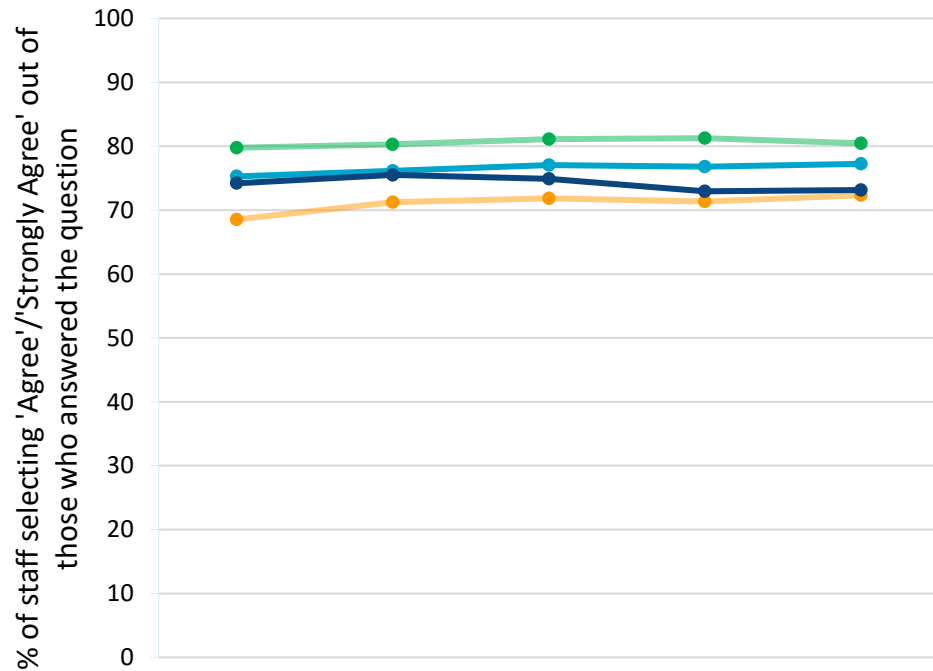


	2021	2022	2023	2024	2025
Your org	49.05%	47.15%	47.36%	42.69%	42.89%
Best result	73.53%	73.02%	75.50%	78.17%	76.39%
Average result	63.05%	62.75%	65.53%	65.22%	64.00%
Worst result	43.58%	39.48%	39.70%	42.69%	42.89%
Responses	2251	2748	2551	2401	3573

	2021	2022	2023	2024	2025
Your org	44.96%	41.55%	43.56%	41.49%	44.25%
Best result	82.30%	79.65%	80.41%	79.17%	81.28%
Average result	64.99%	63.74%	65.09%	64.91%	64.45%
Worst result	44.96%	40.24%	43.56%	41.49%	44.25%
Responses	2247	2747	2552	2399	3573

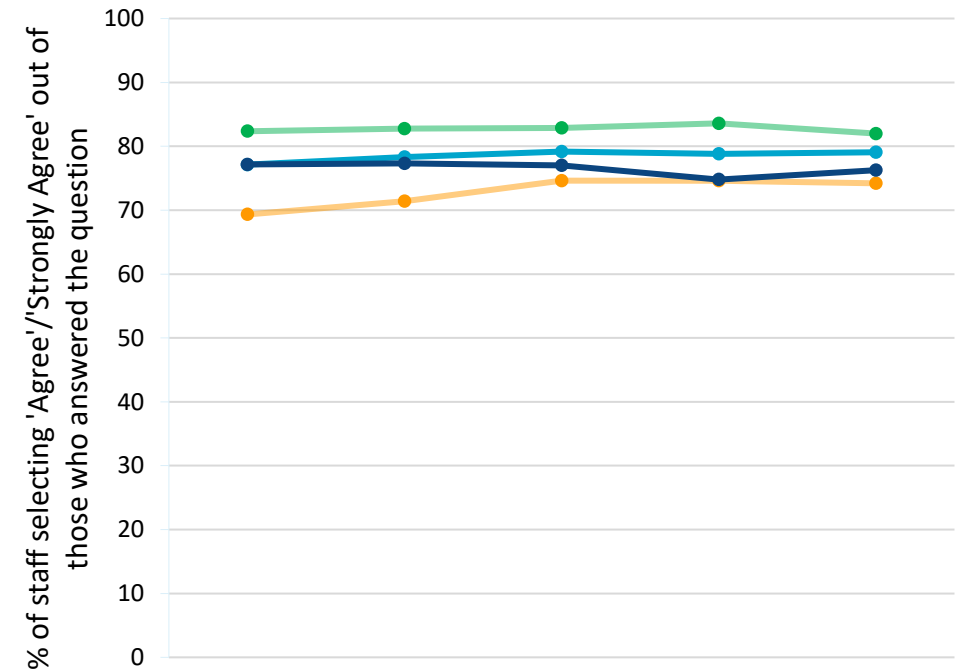


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024	2025
Your org	74.22%	75.52%	74.93%	72.95%	73.13%
Best result	79.77%	80.30%	81.14%	81.27%	80.49%
Average result	75.29%	76.14%	77.08%	76.81%	77.25%
Worst result	68.55%	71.23%	71.83%	71.36%	72.33%
Responses	2279	2742	2554	2403	3585

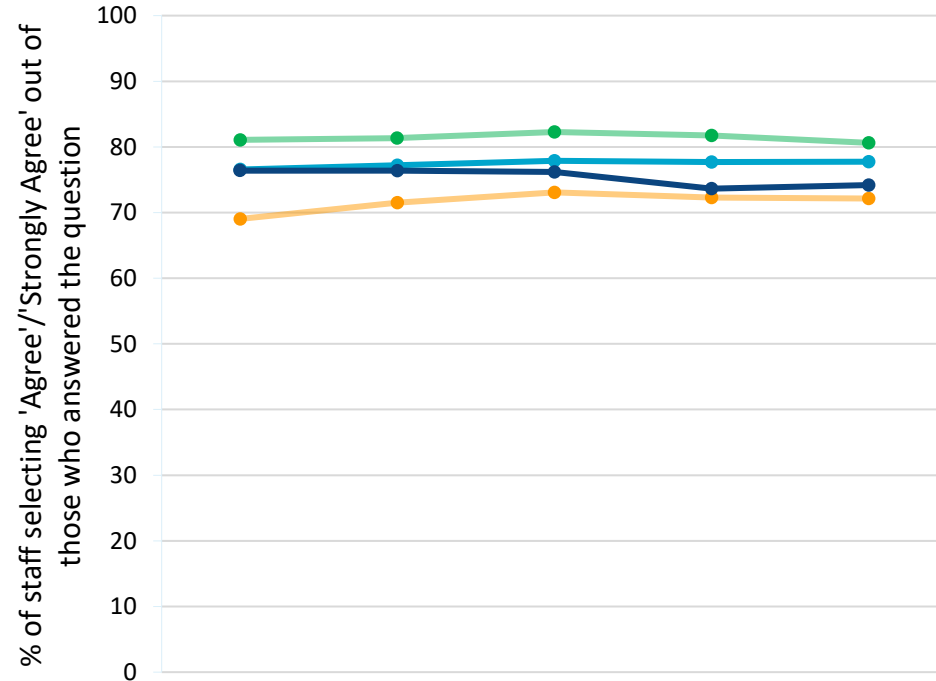
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024	2025
Your org	77.14%	77.32%	76.99%	74.79%	76.23%
Best result	82.35%	82.77%	82.85%	83.59%	81.99%
Average result	77.13%	78.33%	79.17%	78.83%	79.06%
Worst result	69.33%	71.39%	74.62%	74.61%	74.20%
Responses	2285	2742	2557	2408	3582

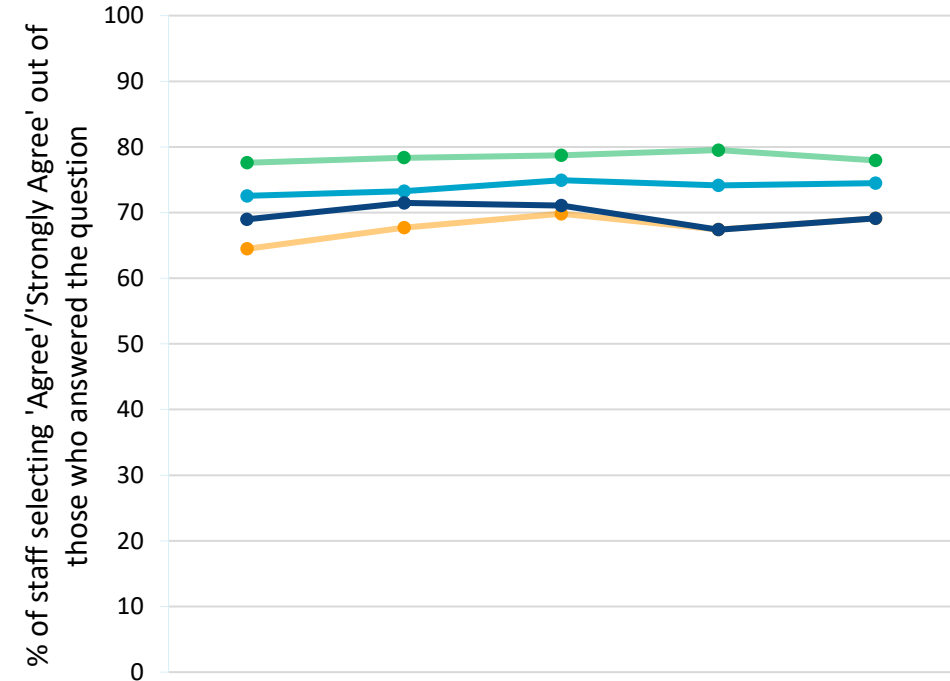


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024	2025
Your org	76.38%	76.38%	76.17%	73.64%	74.20%
Best result	81.08%	81.33%	82.27%	81.76%	80.62%
Average result	76.56%	77.19%	77.88%	77.70%	77.74%
Worst result	69.03%	71.51%	73.07%	72.27%	72.15%
Responses	2284	2741	2556	2408	3584

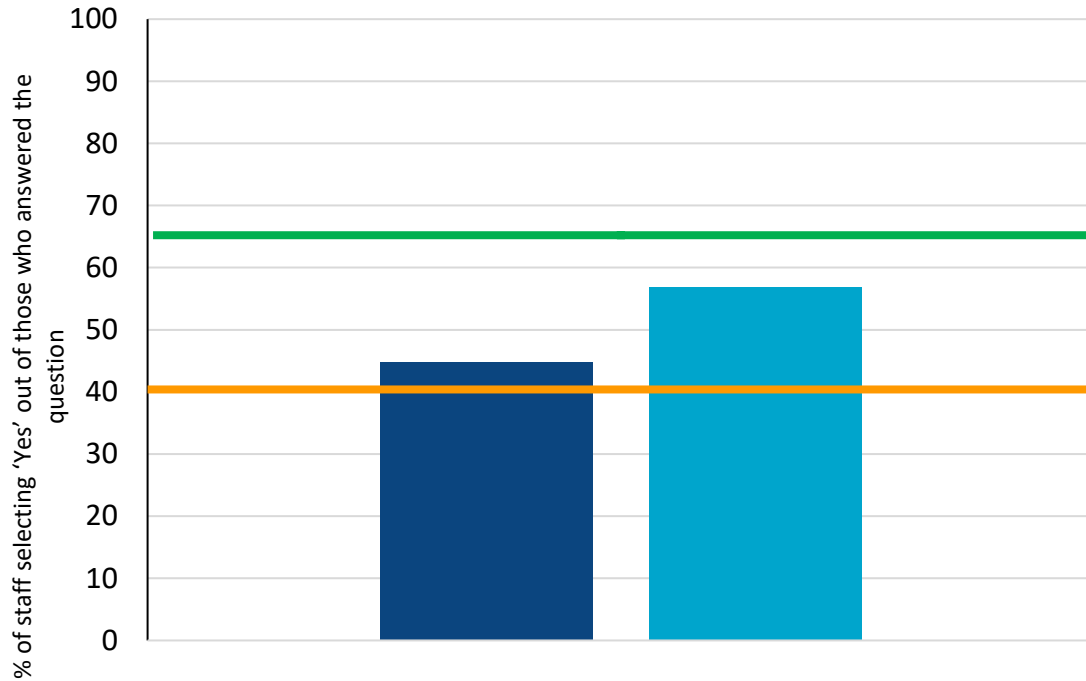
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024	2025
Your org	68.96%	71.47%	71.08%	67.39%	69.11%
Best result	77.59%	78.35%	78.73%	79.52%	77.94%
Average result	72.55%	73.25%	74.93%	74.14%	74.50%
Worst result	64.47%	67.71%	69.83%	67.39%	69.11%
Responses	2284	2743	2556	2408	3584

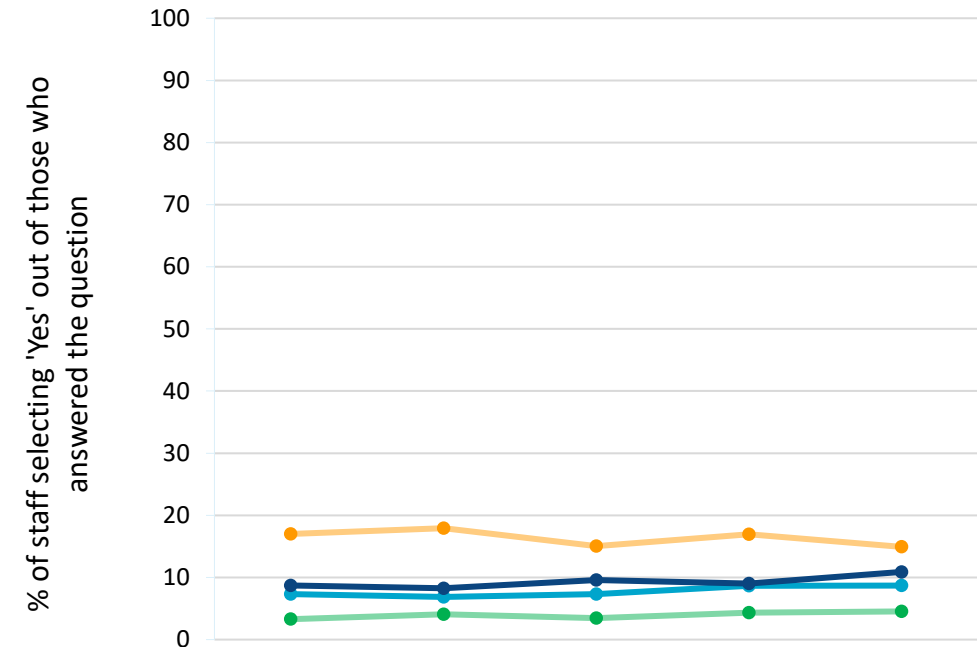


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



	2025
Your org	44.90%
Best result	65.22%
Average result	56.86%
Worst result	40.40%
Responses	3559

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?

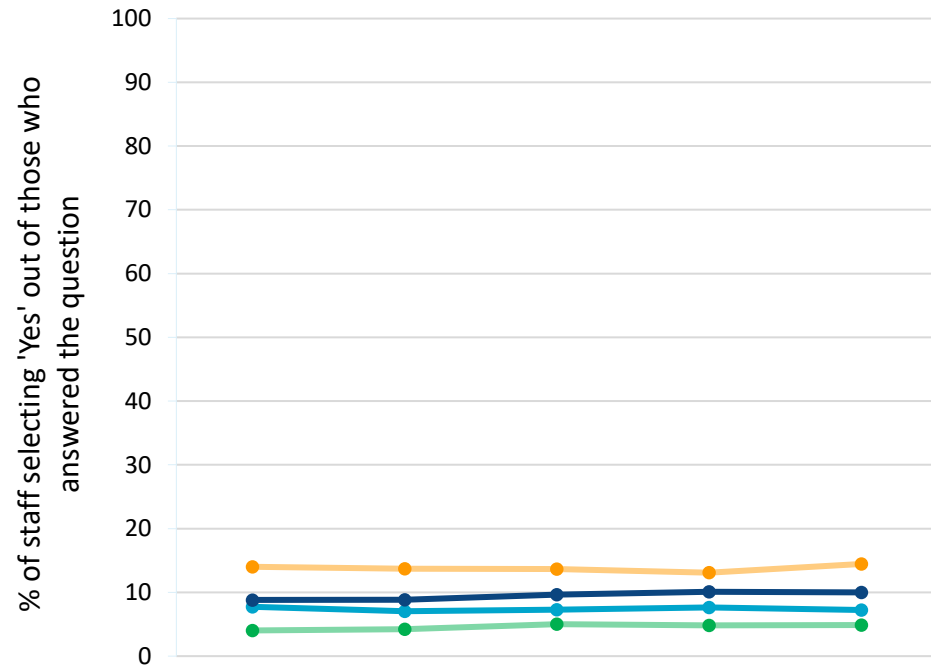


	2021	2022	2023	2024	2025
Your org	8.69%	8.26%	9.57%	9.00%	10.89%
Best result	3.28%	4.09%	3.47%	4.32%	4.53%
Average result	7.32%	6.86%	7.30%	8.63%	8.69%
Worst result	17.02%	17.93%	15.06%	16.96%	14.92%
Responses	2269	2730	2548	2394	3569

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/>

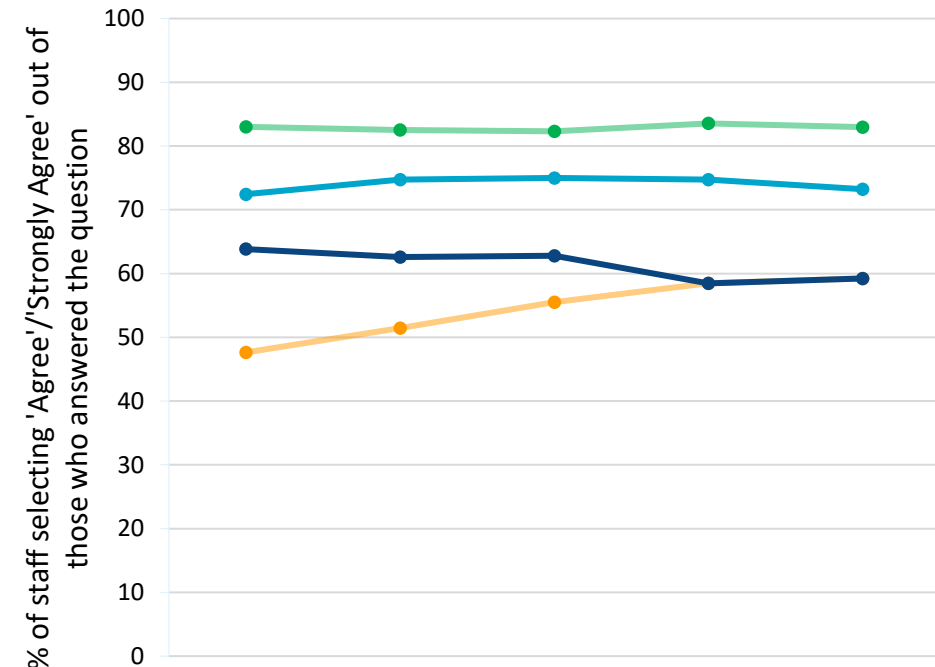


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2021	2022	2023	2024	2025
Your org	8.81%	8.86%	9.65%	10.09%	10.02%
Best result	4.02%	4.24%	5.01%	4.83%	4.87%
Average result	7.74%	7.04%	7.31%	7.64%	7.25%
Worst result	14.01%	13.71%	13.67%	13.09%	14.46%
Responses	2271	2736	2536	2374	3547

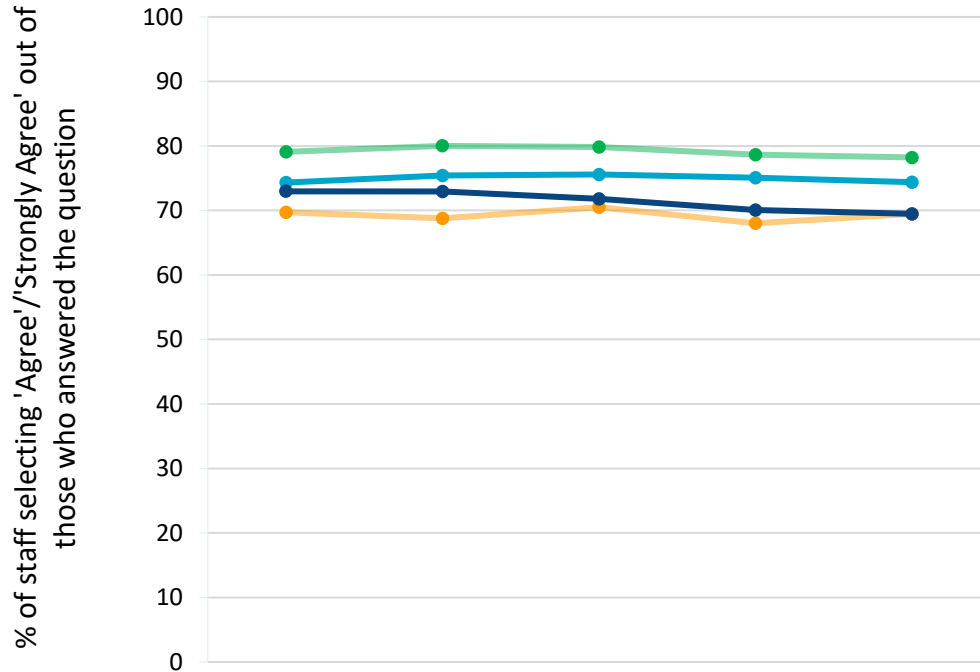
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024	2025
Your org	63.84%	62.58%	62.80%	58.46%	59.25%
Best result	83.02%	82.52%	82.32%	83.55%	82.98%
Average result	72.45%	74.73%	75.00%	74.76%	73.22%
Worst result	47.64%	51.45%	55.51%	58.46%	59.25%
Responses	2266	2742	2554	2404	3569

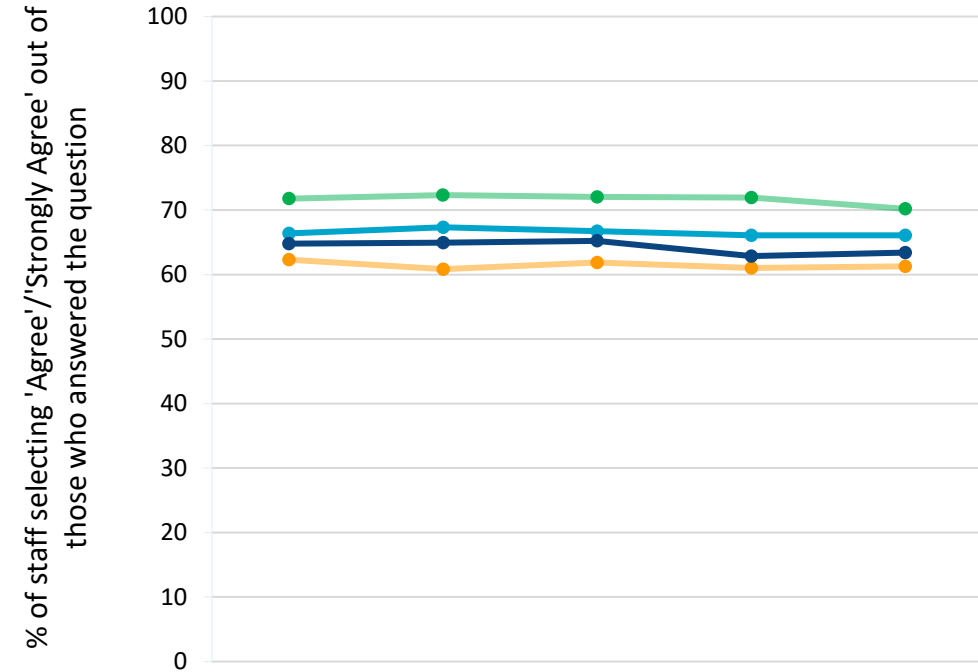


Q7h I feel valued by my team.



	2021	2022	2023	2024	2025
Your org	72.96%	72.94%	71.81%	70.06%	69.48%
Best result	79.08%	80.01%	79.85%	78.66%	78.22%
Average result	74.32%	75.44%	75.58%	75.08%	74.37%
Worst result	69.70%	68.79%	70.50%	68.01%	69.48%
Responses	2291	2746	2554	2409	3585

Q7i I feel a strong personal attachment to my team.

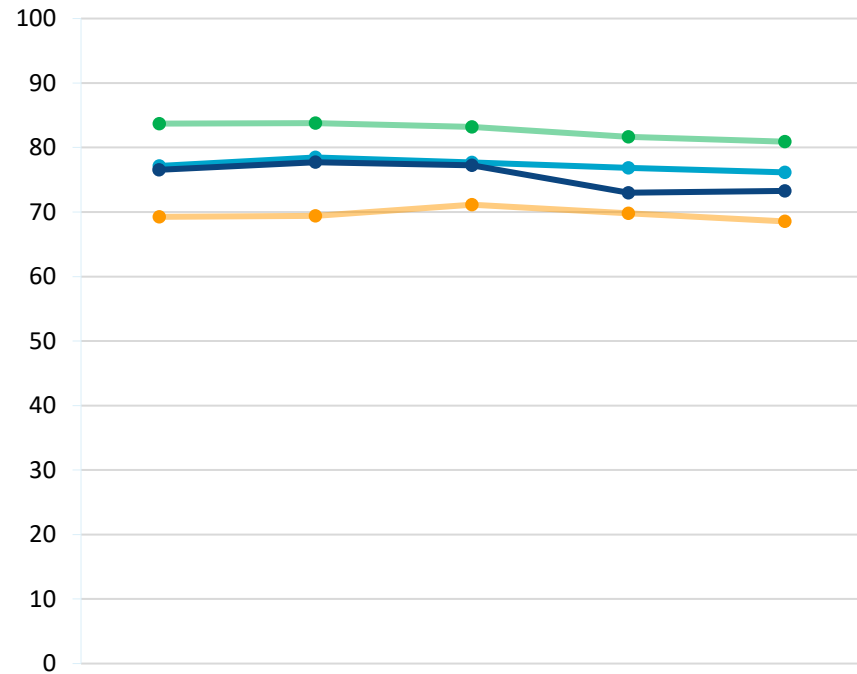


	2021	2022	2023	2024	2025
Your org	64.78%	64.93%	65.22%	62.86%	63.42%
Best result	71.77%	72.32%	72.01%	71.95%	70.19%
Average result	66.37%	67.33%	66.74%	66.08%	66.08%
Worst result	62.30%	60.84%	61.87%	61.01%	61.26%
Responses	2294	2746	2554	2409	3583



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

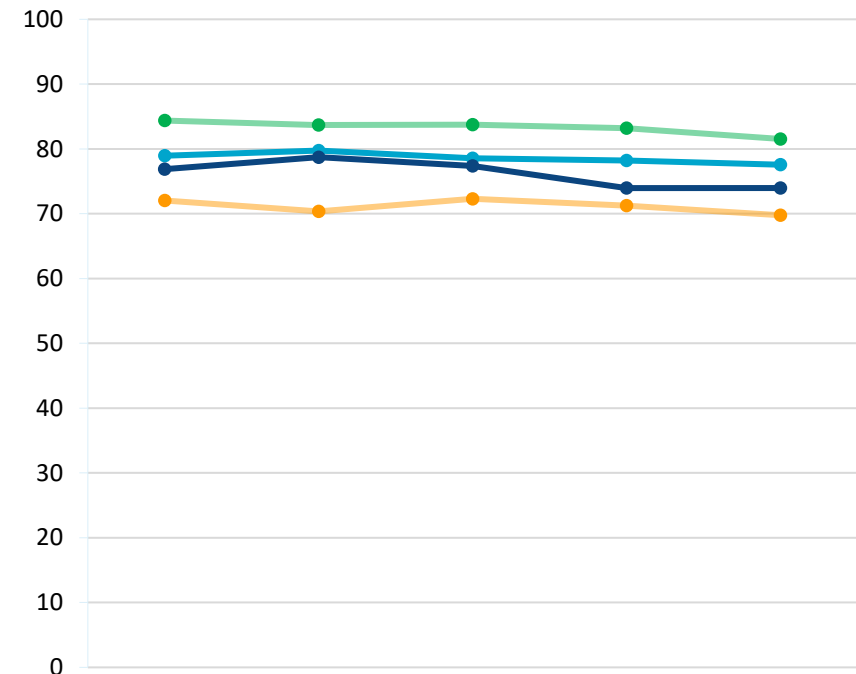
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023	2024	2025
Your org	76.55%	77.72%	77.22%	73.00%	73.26%
Best result	83.71%	83.78%	83.21%	81.67%	80.91%
Average result	77.15%	78.46%	77.68%	76.83%	76.15%
Worst result	69.25%	69.43%	71.14%	69.81%	68.55%
Responses	2294	2750	2555	2410	3585

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
Your org	76.86%	78.73%	77.35%	73.96%	73.96%
Best result	84.38%	83.68%	83.73%	83.18%	81.54%
Average result	78.95%	79.75%	78.57%	78.20%	77.56%
Worst result	72.06%	70.37%	72.31%	71.25%	69.77%
Responses	2295	2748	2553	2410	3582

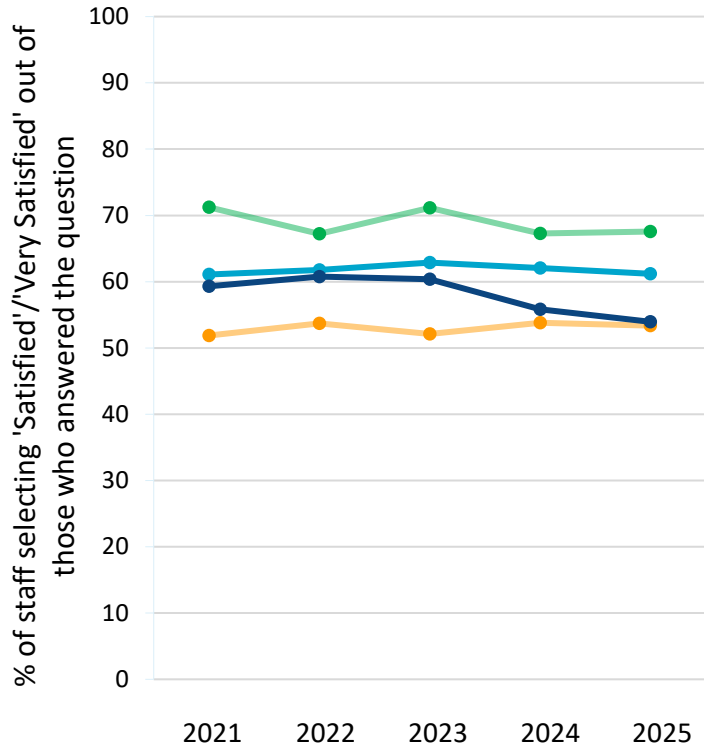
People Promise element – We are recognised and rewarded



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

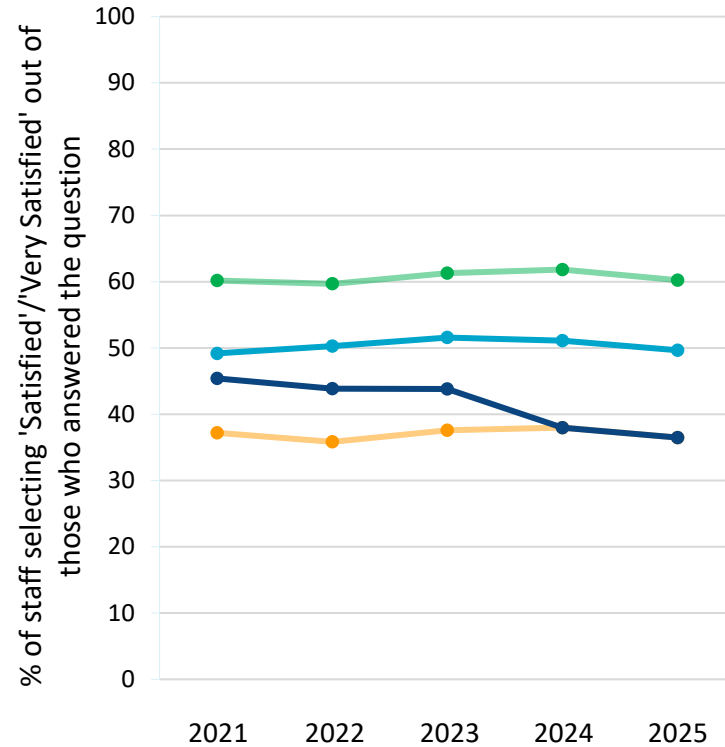


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



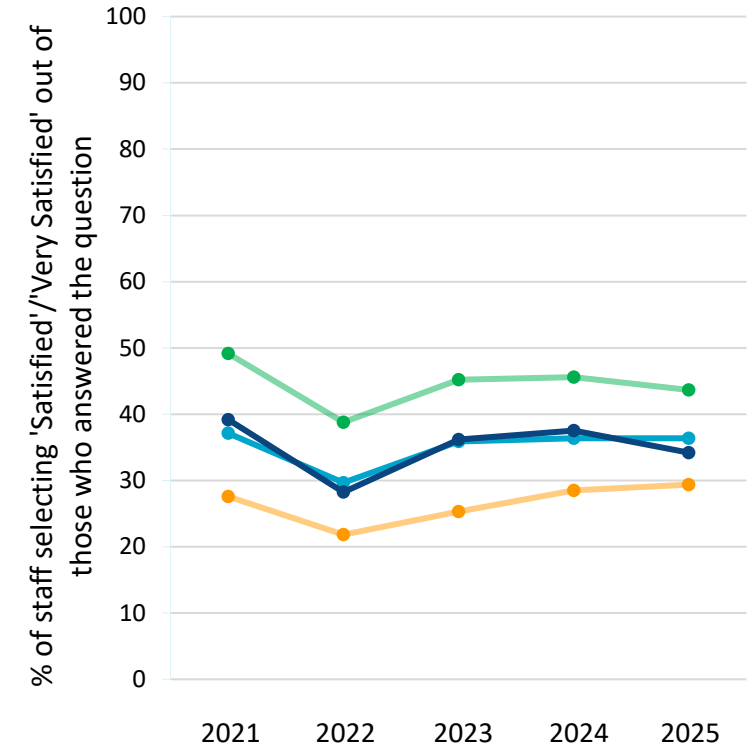
	2021	2022	2023	2024	2025
Your org	59.33%	60.77%	60.38%	55.84%	53.95%
Best result	71.23%	67.22%	71.13%	67.28%	67.56%
Average result	61.09%	61.77%	62.88%	62.07%	61.20%
Worst result	51.87%	53.73%	52.10%	53.80%	53.35%
Responses	2315	2750	2558	2410	3588

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
Your org	45.40%	43.87%	43.80%	37.98%	36.47%
Best result	60.16%	59.67%	61.26%	61.83%	60.23%
Average result	49.18%	50.29%	51.57%	51.12%	49.65%
Worst result	37.20%	35.83%	37.56%	37.98%	36.47%
Responses	2314	2748	2555	2408	3586

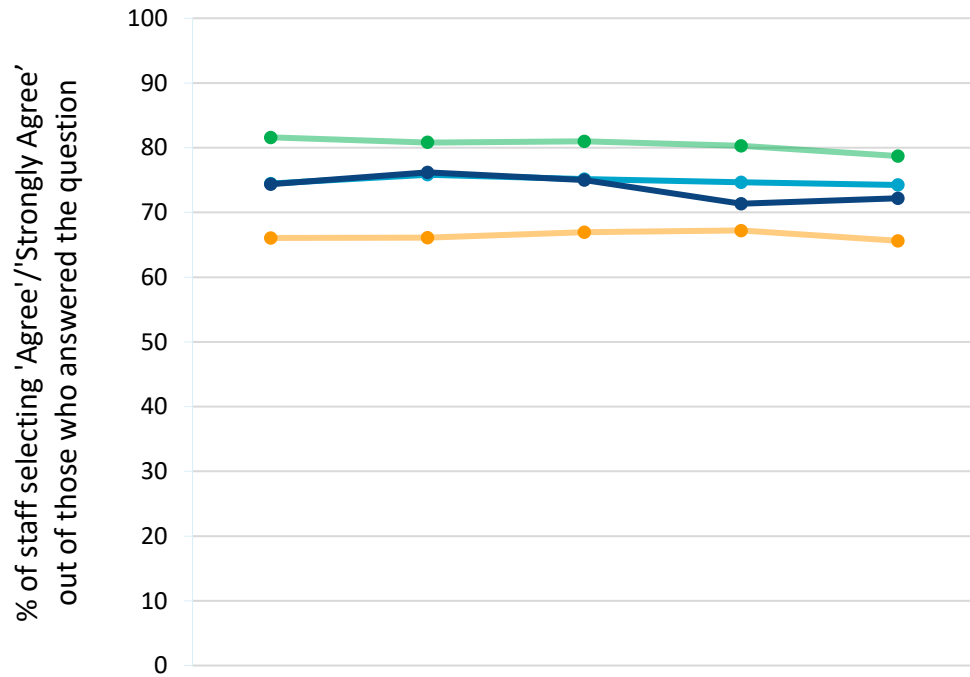
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2021	2022	2023	2024	2025
Your org	39.19%	28.24%	36.19%	37.51%	34.20%
Best result	49.16%	38.78%	45.20%	45.61%	43.65%
Average result	37.13%	29.67%	35.91%	36.39%	36.35%
Worst result	27.59%	21.82%	25.30%	28.49%	29.38%
Responses	2316	2750	2556	2411	3585

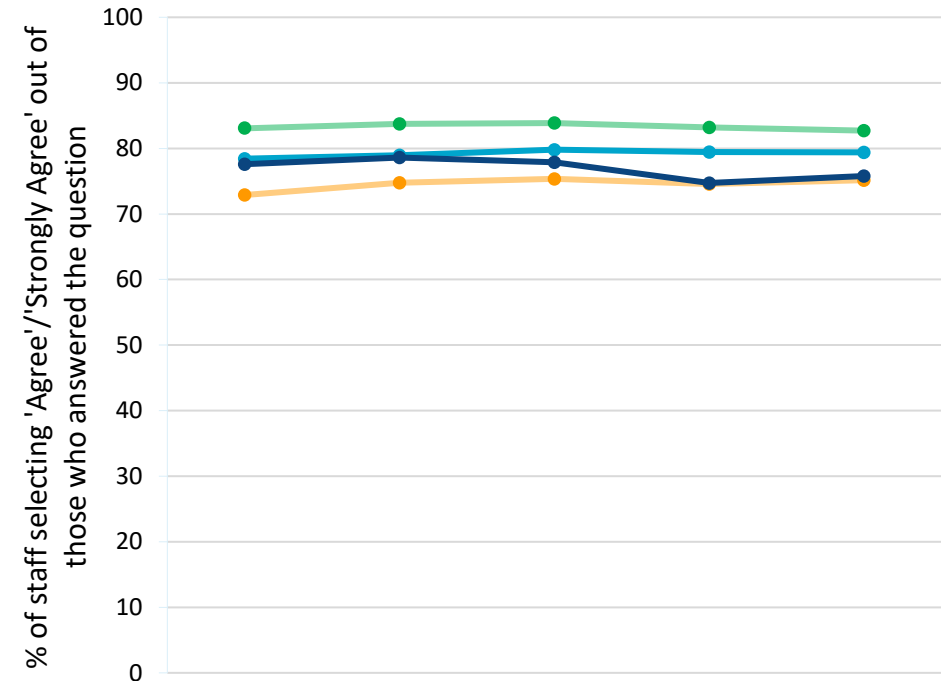


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024	2025
Your org	74.34%	76.19%	74.99%	71.35%	72.18%
Best result	81.60%	80.79%	81.01%	80.29%	78.71%
Average result	74.44%	75.82%	75.16%	74.65%	74.24%
Worst result	66.08%	66.10%	66.95%	67.22%	65.62%
Responses	2295	2747	2555	2410	3586

Q9e My immediate manager values my work.



	2021	2022	2023	2024	2025
Your org	77.60%	78.61%	77.89%	74.73%	75.78%
Best result	83.06%	83.76%	83.86%	83.22%	82.71%
Average result	78.44%	78.97%	79.81%	79.43%	79.40%
Worst result	72.89%	74.74%	75.36%	74.58%	75.16%
Responses	2282	2746	2552	2405	3583

People Promise element – We each have a voice that counts



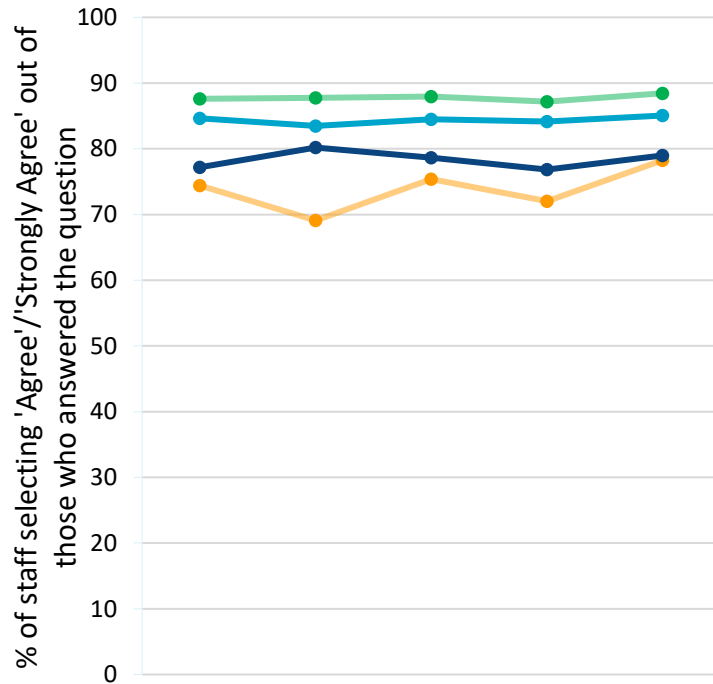
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

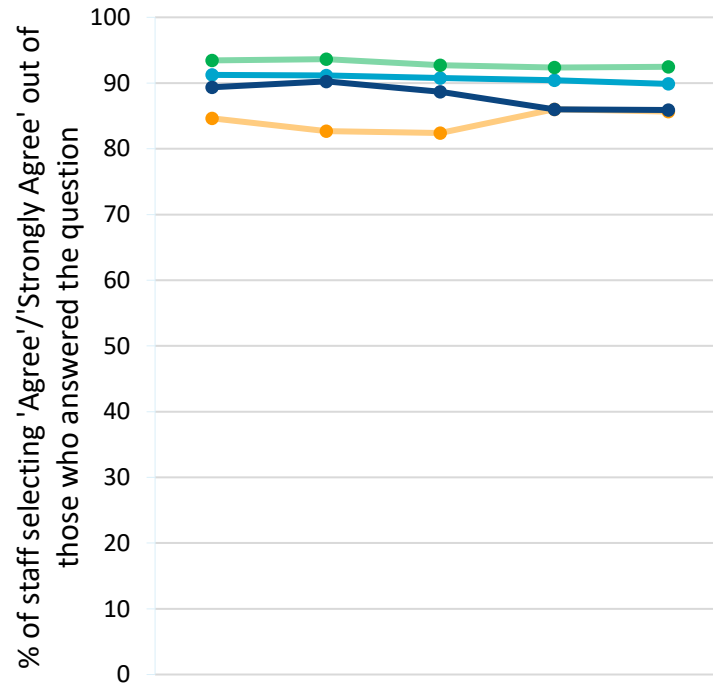


Q3a I always know what my work responsibilities are.



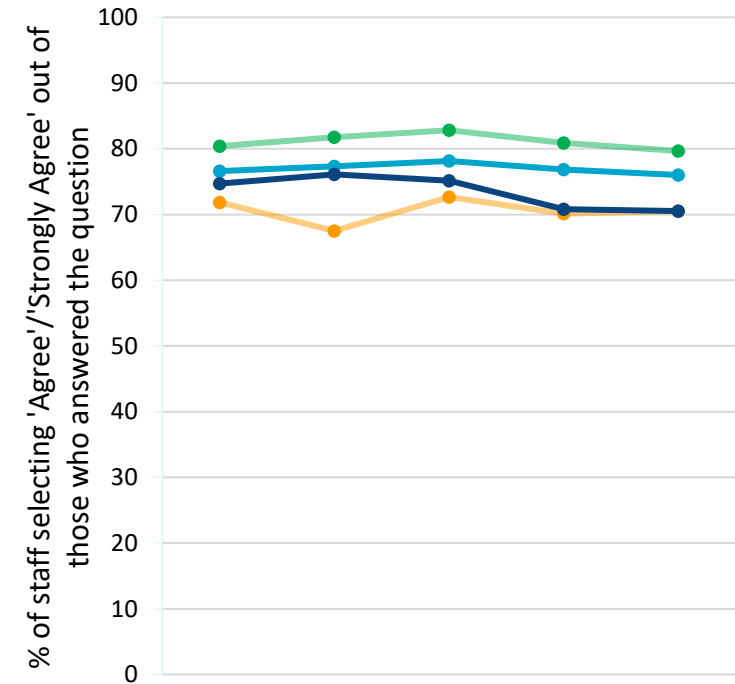
	2021	2022	2023	2024	2025
Your org	77.20%	80.18%	78.65%	76.83%	78.98%
Best result	87.60%	87.75%	87.93%	87.17%	88.44%
Average result	84.62%	83.48%	84.50%	84.15%	85.06%
Worst result	74.42%	69.09%	75.40%	72.01%	78.25%
Responses	2314	2747	2559	2412	3593

Q3b I am trusted to do my job.



	2021	2022	2023	2024	2025
Your org	89.34%	90.25%	88.69%	86.01%	85.90%
Best result	93.45%	93.63%	92.73%	92.36%	92.46%
Average result	91.24%	91.17%	90.78%	90.43%	89.87%
Worst result	84.63%	82.67%	82.40%	86.01%	85.67%
Responses	2318	2753	2559	2409	3586

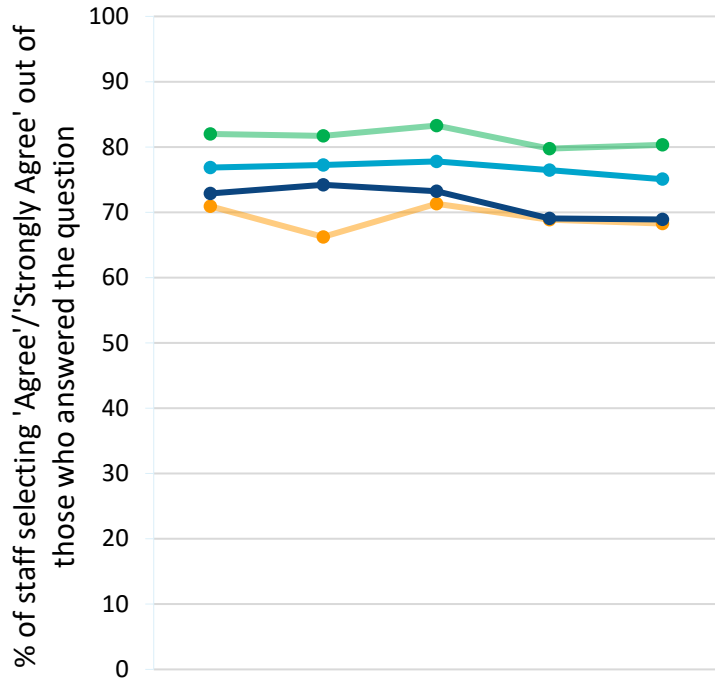
Q3c There are frequent opportunities for me to show initiative in my role.



	2021	2022	2023	2024	2025
Your org	74.71%	76.10%	75.11%	70.80%	70.52%
Best result	80.42%	81.74%	82.81%	80.86%	79.65%
Average result	76.61%	77.35%	78.14%	76.83%	76.00%
Worst result	71.81%	67.51%	72.65%	70.14%	70.50%
Responses	2316	2747	2559	2407	3587

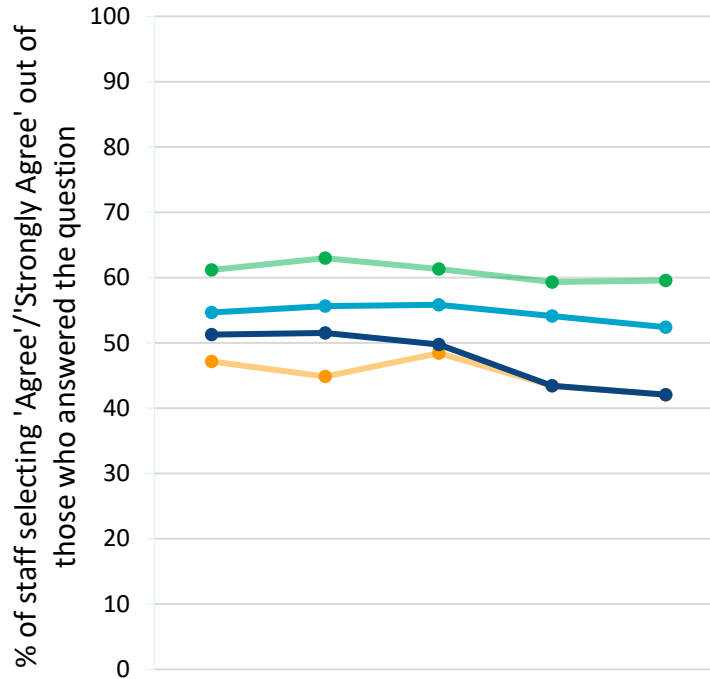


Q3d I am able to make suggestions to improve the work of my team / department.



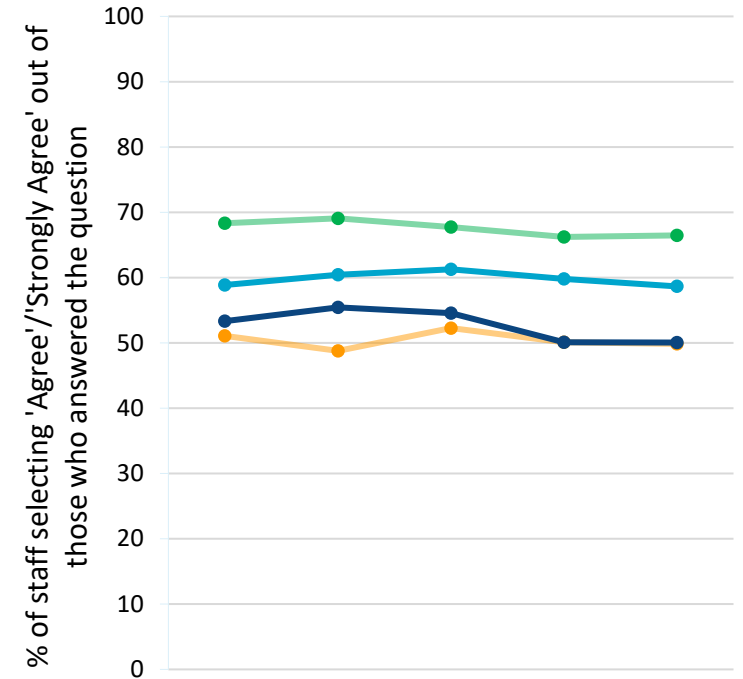
	2021	2022	2023	2024	2025
Your org	72.89%	74.21%	73.23%	69.08%	68.90%
Best result	82.02%	81.70%	83.28%	79.75%	80.32%
Average result	76.84%	77.22%	77.79%	76.46%	75.07%
Worst result	70.93%	66.24%	71.30%	68.88%	68.27%
Responses	2317	2745	2561	2411	3591

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



	2021	2022	2023	2024	2025
Your org	51.28%	51.52%	49.76%	43.44%	42.07%
Best result	61.19%	62.98%	61.34%	59.33%	59.56%
Average result	54.66%	55.65%	55.83%	54.09%	52.40%
Worst result	47.16%	44.85%	48.43%	43.44%	42.07%
Responses	2315	2748	2558	2410	3590

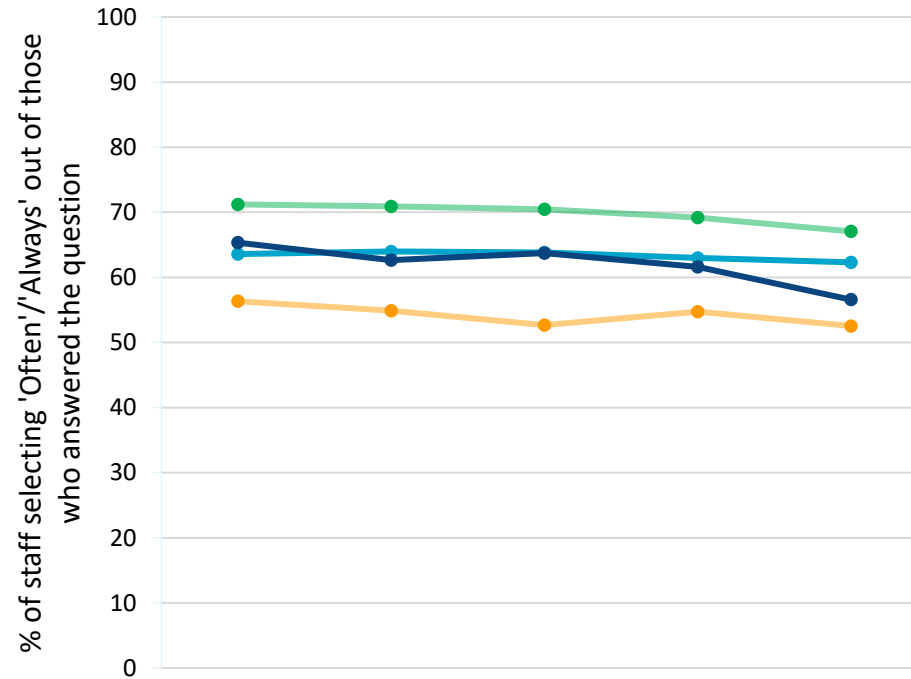
Q3f I am able to make improvements happen in my area of work.



	2021	2022	2023	2024	2025
Your org	53.32%	55.44%	54.55%	50.11%	50.05%
Best result	68.32%	69.08%	67.76%	66.23%	66.45%
Average result	58.87%	60.41%	61.27%	59.82%	58.65%
Worst result	51.10%	48.78%	52.28%	50.11%	49.87%
Responses	2312	2749	2558	2409	3587



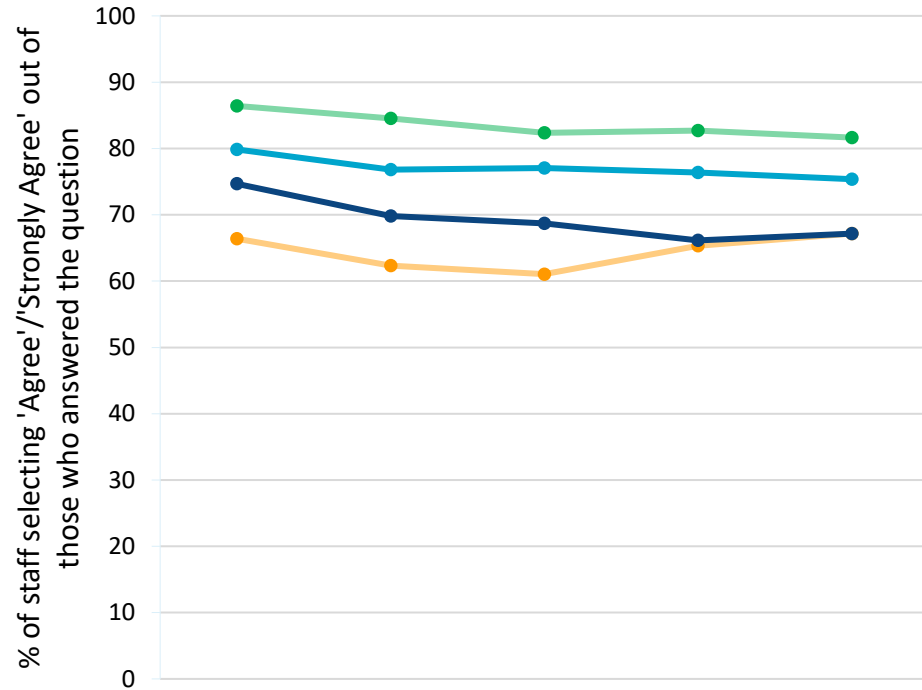
Q5b I have a choice in deciding how to do my work.



	2021	2022	2023	2024	2025
Your org	65.33%	62.65%	63.72%	61.62%	56.58%
Best result	71.21%	70.91%	70.48%	69.21%	67.08%
Average result	63.57%	63.98%	63.83%	63.01%	62.31%
Worst result	56.34%	54.90%	52.66%	54.73%	52.55%
Responses	2310	2736	2555	2409	3588

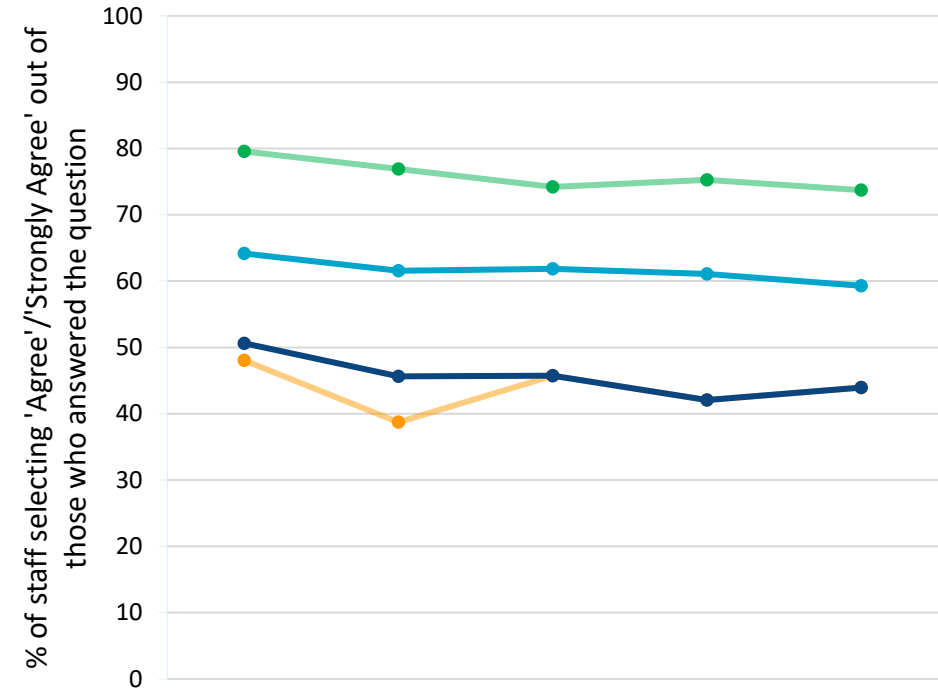


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2021	2022	2023	2024	2025
Your org	74.66%	69.81%	68.71%	66.14%	67.17%
Best result	86.42%	84.52%	82.35%	82.70%	81.64%
Average result	79.85%	76.83%	77.03%	76.38%	75.37%
Worst result	66.36%	62.35%	61.05%	65.31%	67.17%
Responses	2269	2747	2542	2399	3574

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

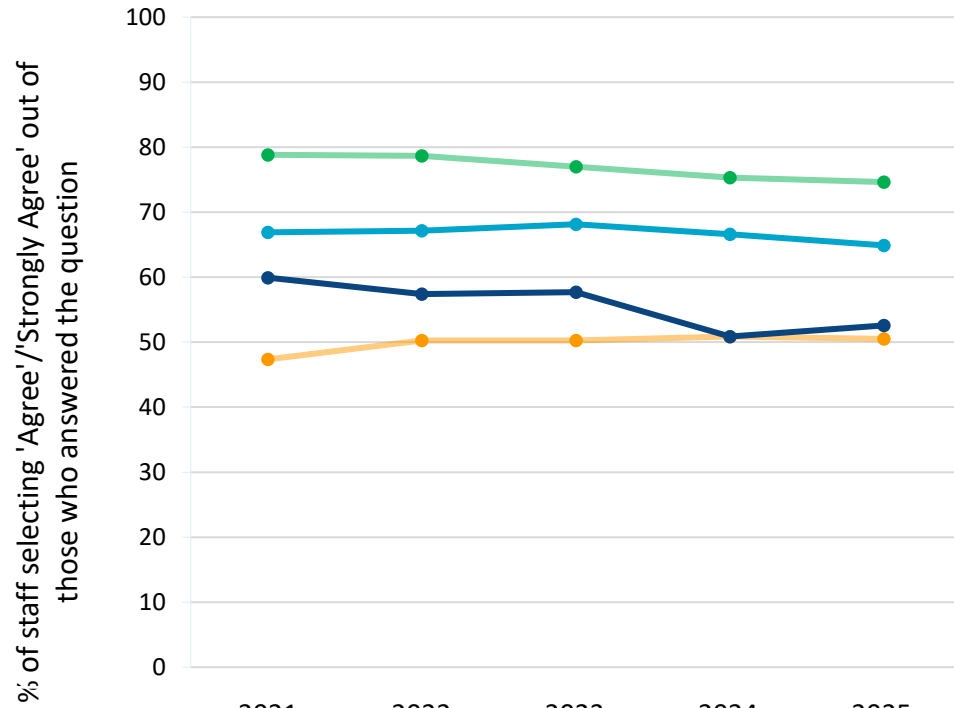


	2021	2022	2023	2024	2025
Your org	50.62%	45.65%	45.71%	42.06%	43.94%
Best result	79.56%	76.90%	74.19%	75.29%	73.72%
Average result	64.16%	61.56%	61.87%	61.07%	59.29%
Worst result	48.03%	38.71%	45.71%	42.06%	43.94%
Responses	2270	2747	2542	2397	3567

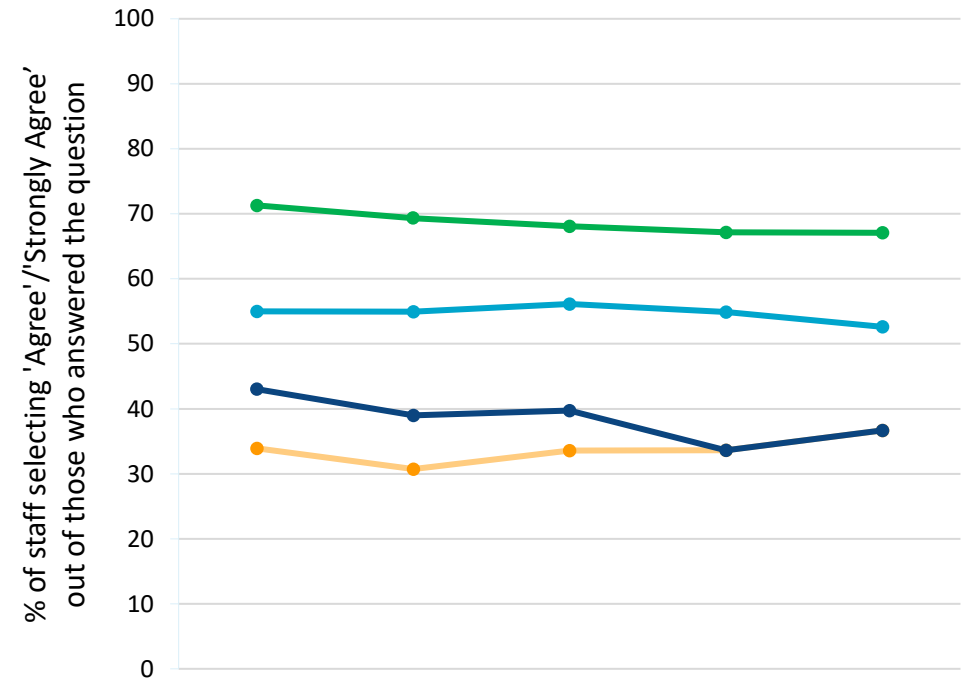


Q25e I feel safe to speak up about anything that concerns me in this organisation.

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



	2021	2022	2023	2024	2025
Your org	59.93%	57.38%	57.70%	50.87%	52.59%
Best result	78.82%	78.66%	77.01%	75.34%	74.63%
Average result	66.88%	67.15%	68.14%	66.62%	64.89%
Worst result	47.35%	50.28%	50.25%	50.87%	50.51%
Responses	2250	2747	2552	2398	3572



	2021	2022	2023	2024	2025
Your org	43.02%	38.99%	39.74%	33.61%	36.67%
Best result	71.30%	69.33%	68.11%	67.14%	67.08%
Average result	55.01%	54.96%	56.13%	54.91%	52.62%
Worst result	33.93%	30.73%	33.57%	33.61%	36.67%
Responses	2251	2746	2551	2396	3571

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

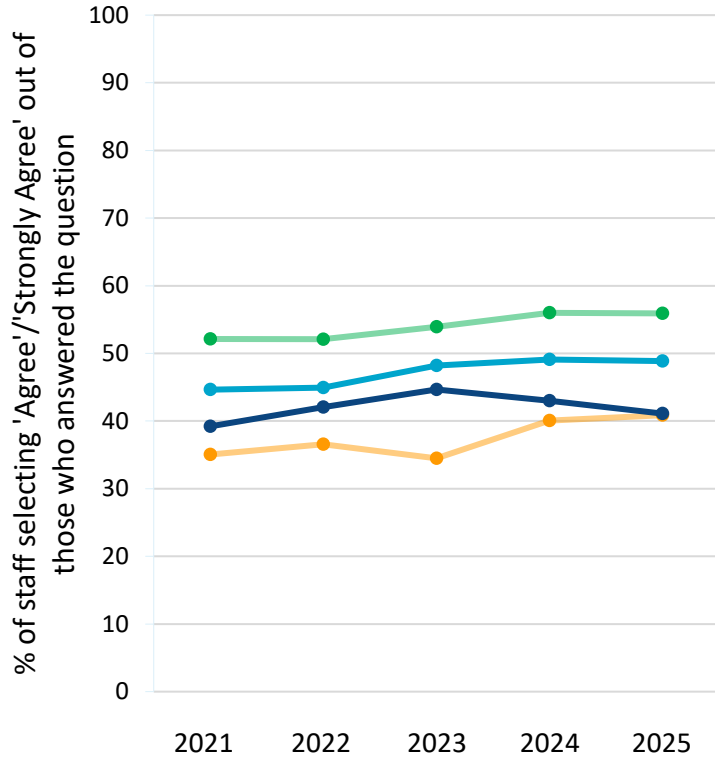
Other questions:* Q17a, Q17b, Q22

*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.

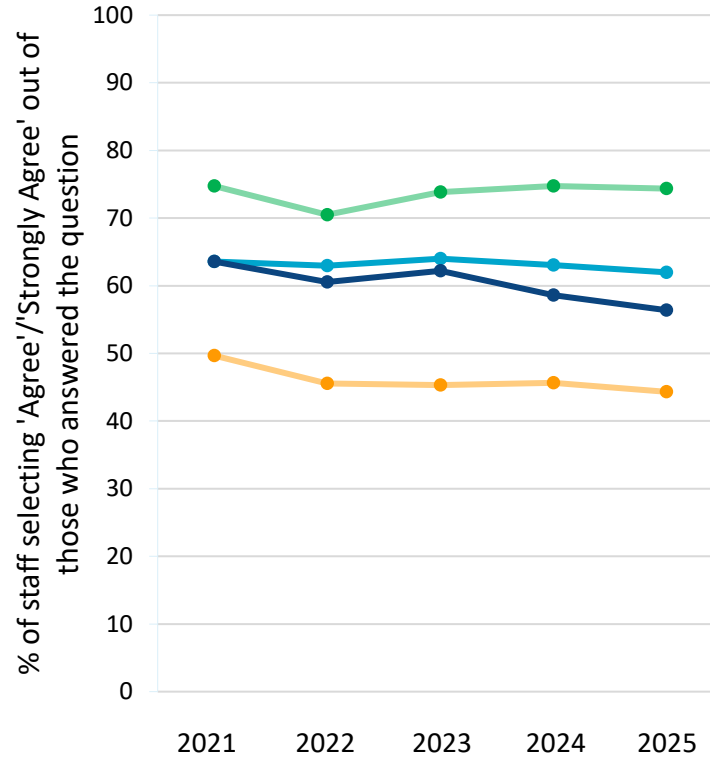


Q3g I am able to meet all the conflicting demands on my time at work.



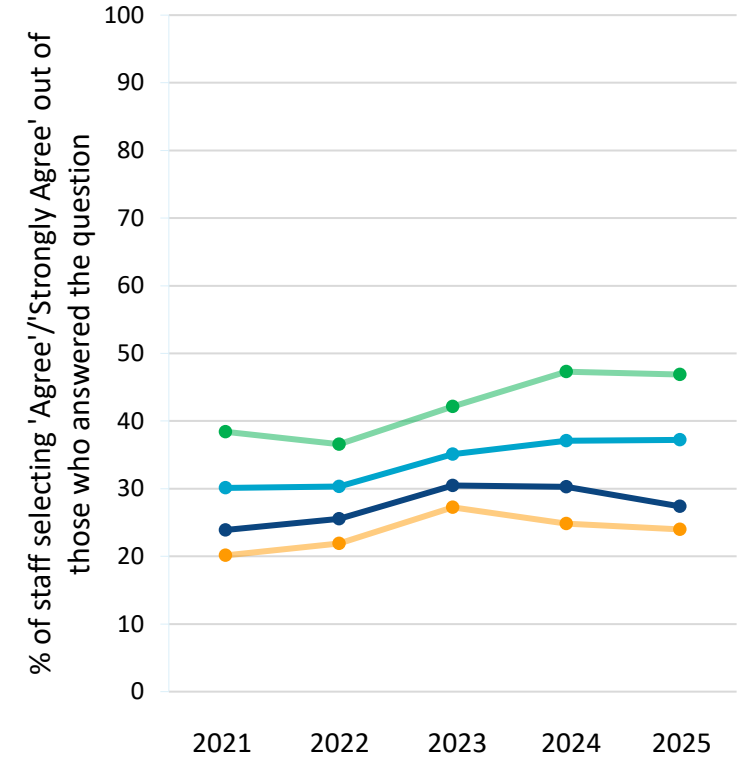
Responses	2316	2747	2558	2404	3589
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Q3h I have adequate materials, supplies and equipment to do my work.



Responses	2317	2746	2559	2407	3588
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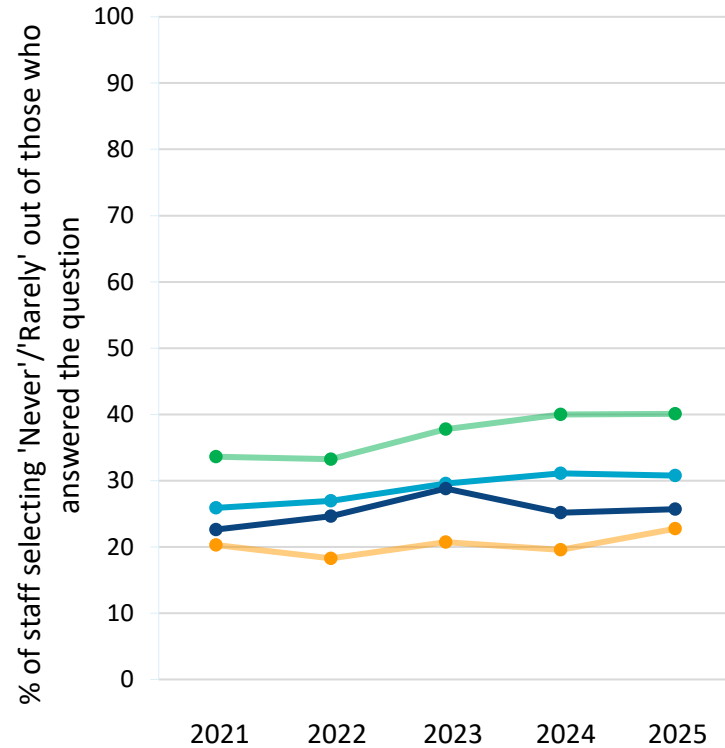
Q3i There are enough staff at this organisation for me to do my job properly.



Responses	2316	2751	2560	2410	3589
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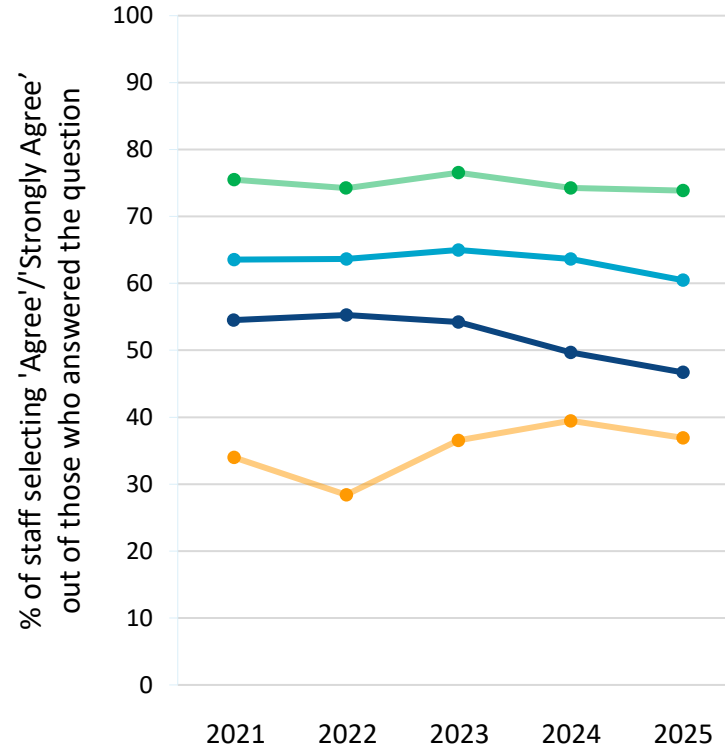


Q5a I have unrealistic time pressures.



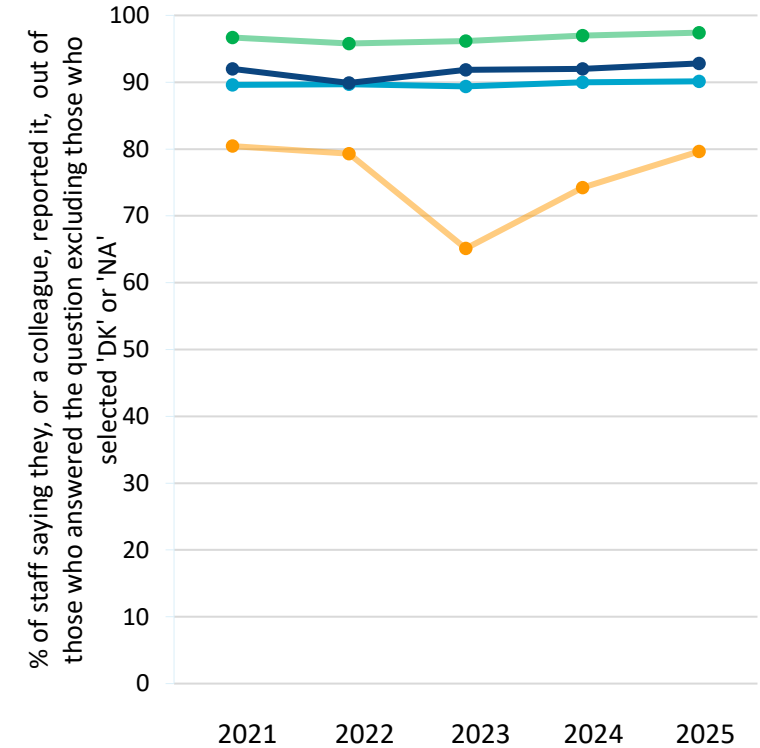
Your org	22.63%	24.63%	28.81%	25.14%	25.67%
Best result	33.60%	33.24%	37.75%	39.97%	40.08%
Average result	25.89%	26.96%	29.56%	31.10%	30.76%
Worst result	20.27%	18.28%	20.74%	19.56%	22.75%
Responses	2306	2739	2558	2407	3592

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



Your org	54.51%	55.27%	54.23%	49.68%	46.70%
Best result	75.49%	74.24%	76.54%	74.28%	73.86%
Average result	63.53%	63.66%	64.99%	63.66%	60.47%
Worst result	33.99%	28.41%	36.56%	39.47%	36.94%
Responses	2272	2730	2553	2405	3586

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

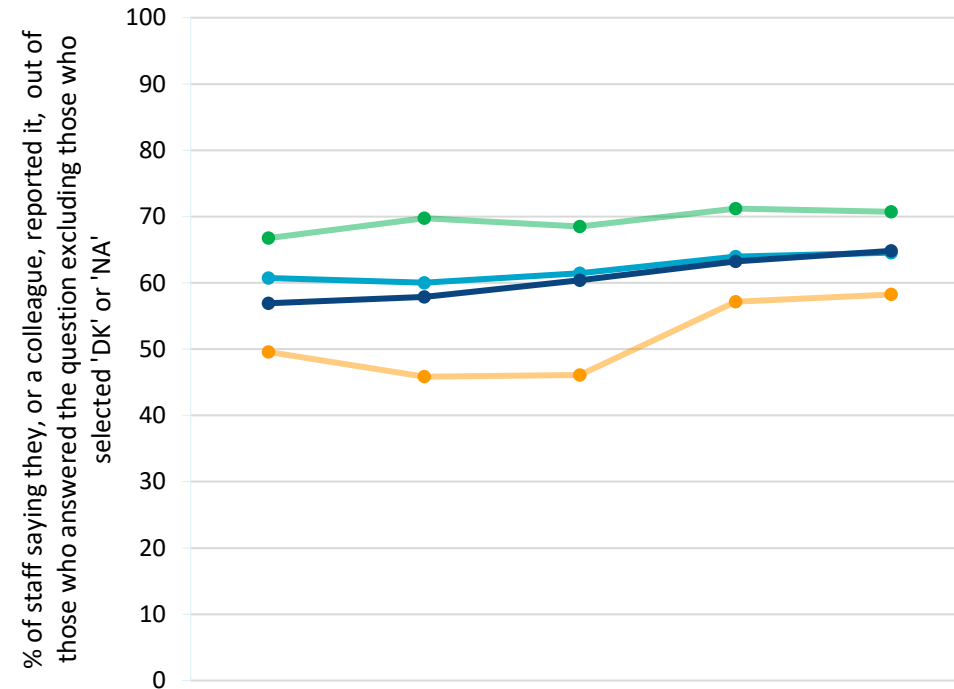


Your org	92.00%	89.89%	91.85%	92.00%	92.82%
Best result	96.67%	95.80%	96.17%	96.97%	97.42%
Average result	89.60%	89.72%	89.38%	89.98%	90.13%
Worst result	80.44%	79.29%	65.11%	74.25%	79.66%
Responses	344	492	384	336	665

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?

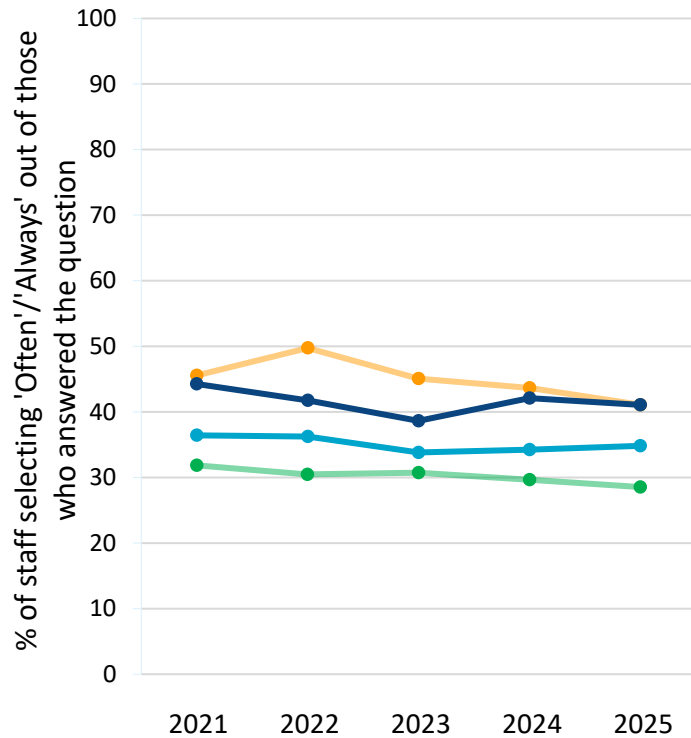


	2021	2022	2023	2024	2025
Your org	56.92%	57.88%	60.37%	63.22%	64.83%
Best result	66.75%	69.74%	68.49%	71.21%	70.72%
Average result	60.73%	60.03%	61.47%	63.97%	64.55%
Worst result	49.55%	45.85%	46.10%	57.13%	58.25%
Responses	817	977	893	857	1296

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

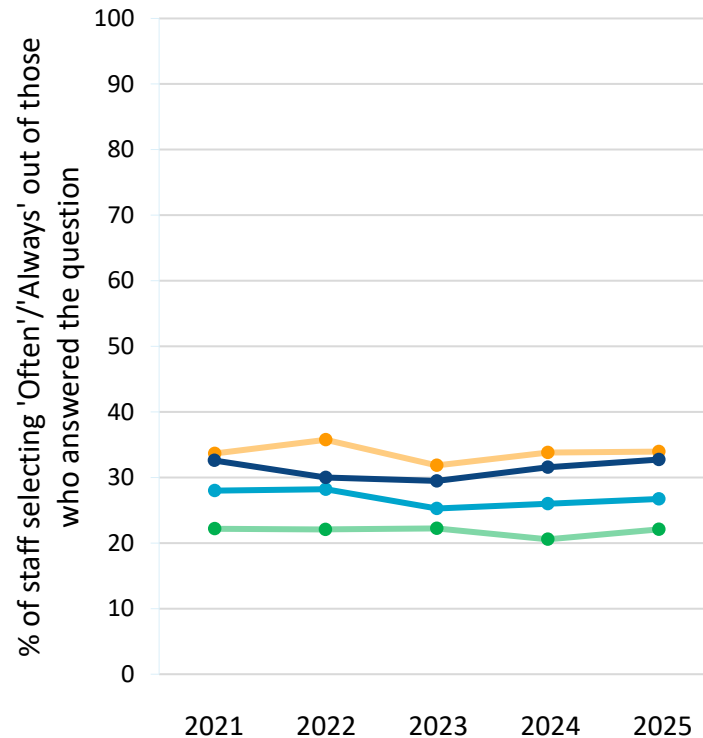


Q12a How often, if at all, do you find your work emotionally exhausting?



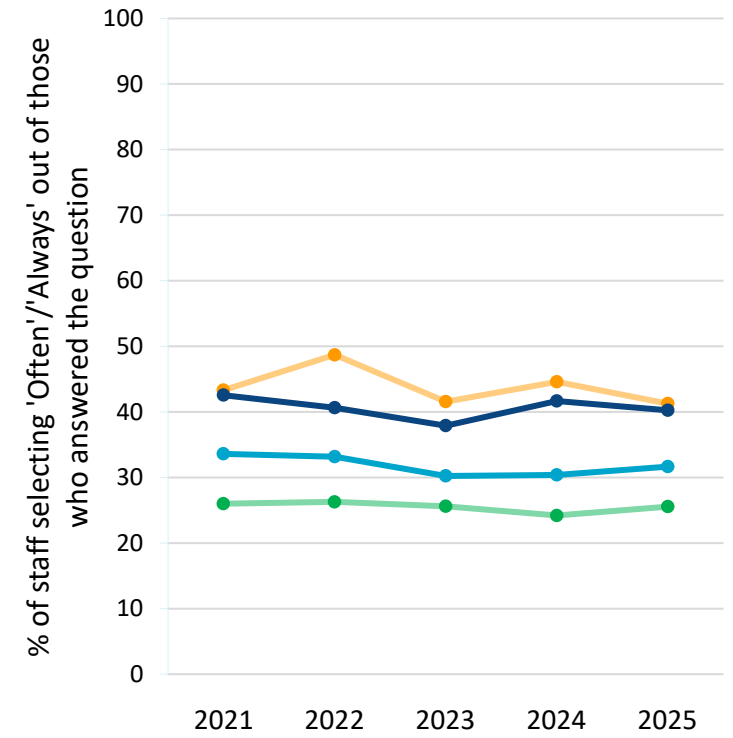
Your org	44.26%	41.78%	38.64%	42.09%	41.09%
Best result	31.85%	30.46%	30.74%	29.64%	28.54%
Average result	36.42%	36.22%	33.82%	34.24%	34.81%
Worst result	45.58%	49.74%	45.06%	43.68%	41.09%
Responses	2277	2749	2559	2411	3589

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



Your org	32.60%	29.98%	29.48%	31.53%	32.74%
Best result	22.17%	22.08%	22.23%	20.57%	22.09%
Average result	27.99%	28.21%	25.27%	25.97%	26.70%
Worst result	33.65%	35.75%	31.84%	33.80%	33.94%
Responses	2274	2747	2555	2409	3587

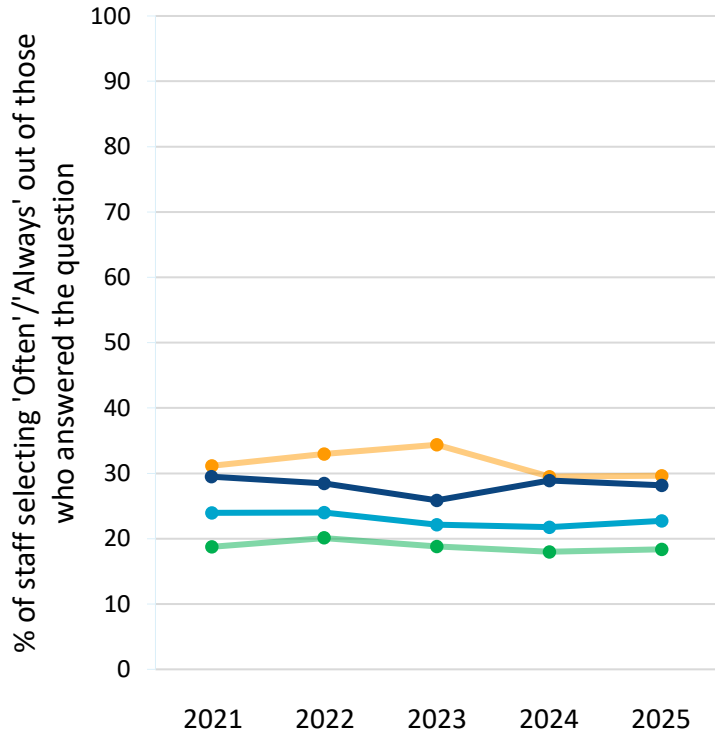
Q12c How often, if at all, does your work frustrate you?



Your org	42.55%	40.63%	37.90%	41.64%	40.25%
Best result	26.00%	26.29%	25.63%	24.21%	25.54%
Average result	33.60%	33.18%	30.23%	30.39%	31.68%
Worst result	43.29%	48.71%	41.56%	44.56%	41.26%
Responses	2279	2751	2555	2407	3588

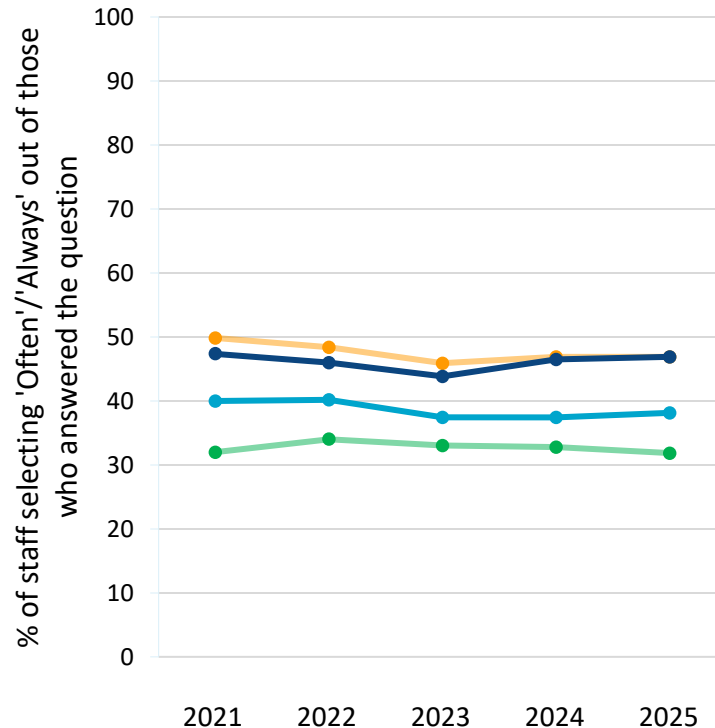


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



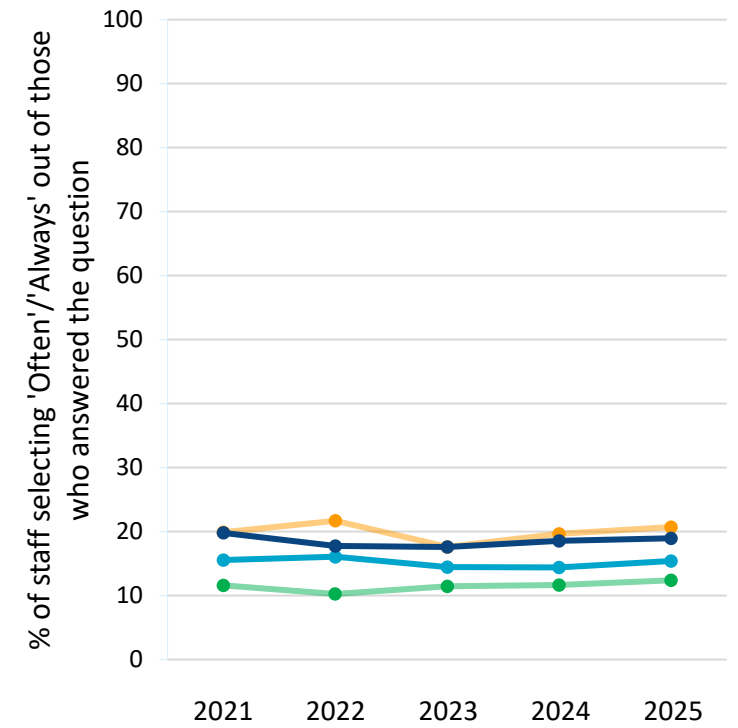
Your org	29.48%	28.45%	25.87%	28.89%	28.18%
Best result	18.75%	20.08%	18.83%	18.00%	18.38%
Average result	23.97%	24.00%	22.12%	21.77%	22.70%
Worst result	31.14%	32.98%	34.37%	29.50%	29.64%
Responses	2278	2747	2557	2409	3587

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



Your org	47.35%	45.99%	43.84%	46.49%	46.89%
Best result	32.00%	34.00%	33.06%	32.79%	31.85%
Average result	40.00%	40.17%	37.43%	37.43%	38.14%
Worst result	49.84%	48.40%	45.90%	46.91%	46.89%
Responses	2275	2749	2555	2407	3588

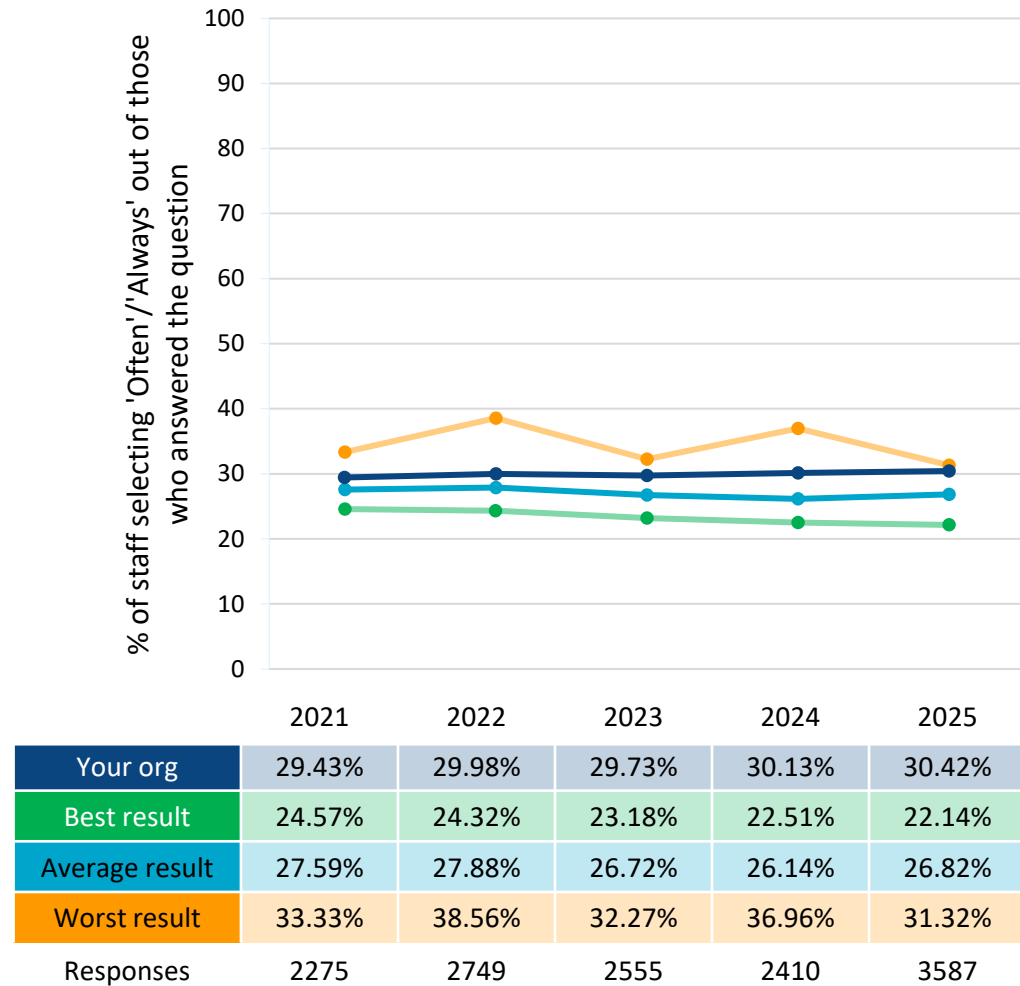
Q12f How often, if at all, do you feel that every working hour is tiring for you?



Your org	19.79%	17.74%	17.59%	18.53%	18.93%
Best result	11.59%	10.24%	11.44%	11.66%	12.38%
Average result	15.54%	16.07%	14.45%	14.40%	15.41%
Worst result	19.90%	21.68%	17.60%	19.67%	20.70%
Responses	2274	2748	2555	2407	3581

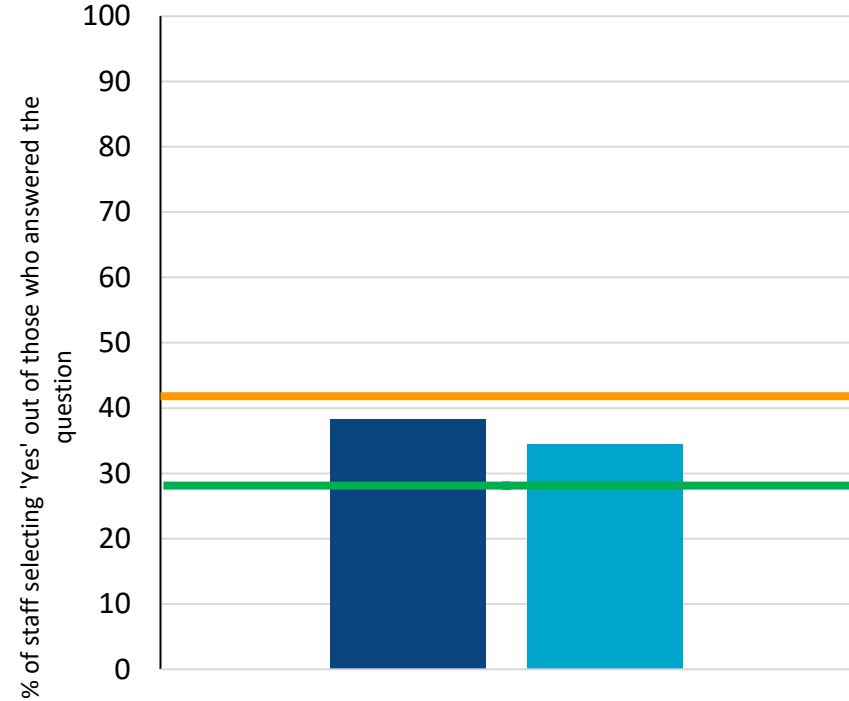


Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



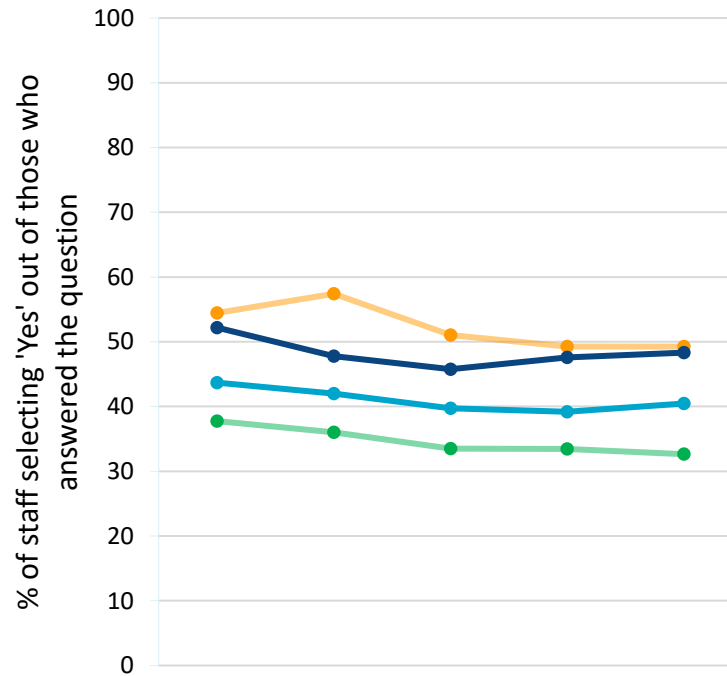


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Examples may include back pain, neck or arm strains, and joint pain.



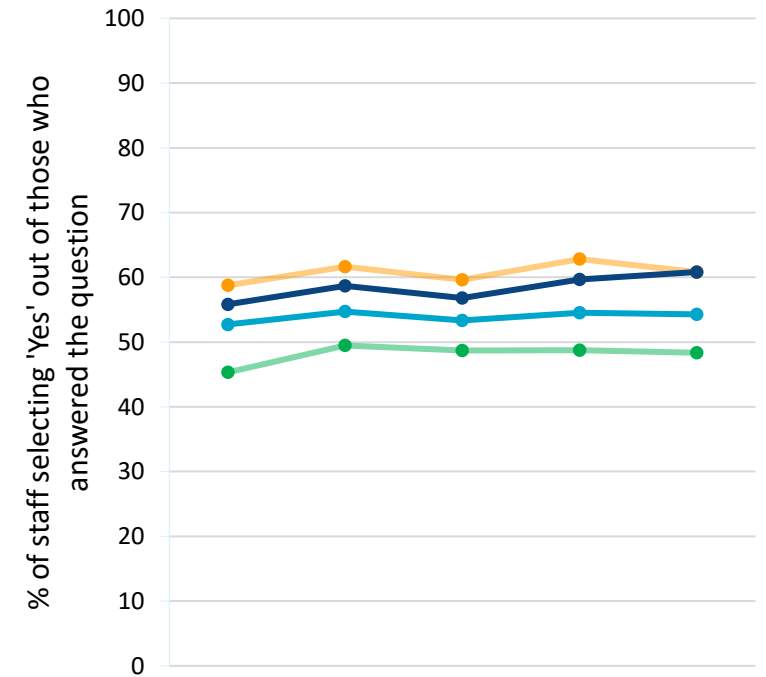
	2025
Your org	38.24%
Best result	28.13%
Average result	34.54%
Worst result	41.81%
Responses	3581

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



	2021	2022	2023	2024	2025
Your org	52.19%	47.77%	45.76%	47.58%	48.34%
Best result	37.75%	35.99%	33.48%	33.47%	32.64%
Average result	43.69%	42.01%	39.74%	39.19%	40.48%
Worst result	54.45%	57.41%	51.02%	49.27%	49.25%
Responses	2286	2751	2557	2407	3583

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

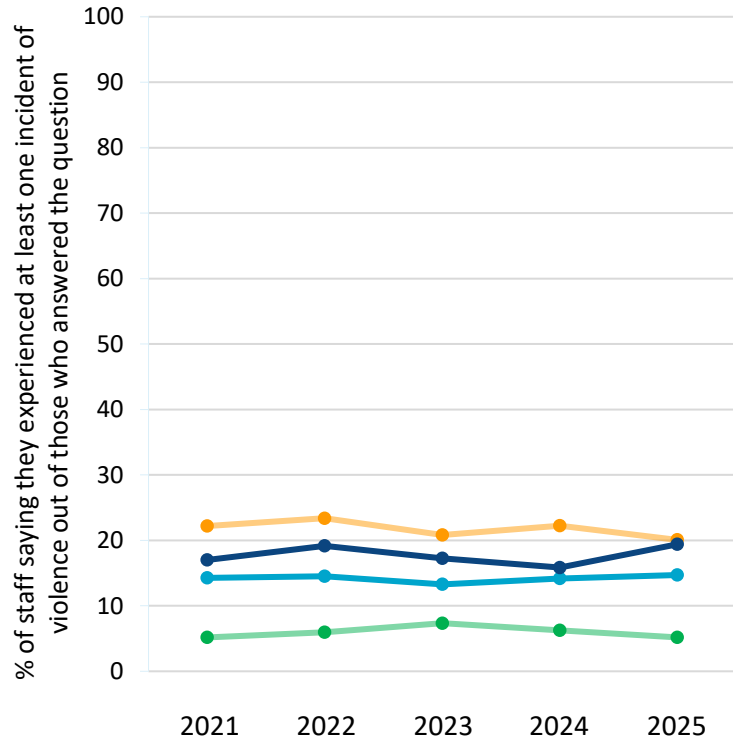


	2021	2022	2023	2024	2025
Your org	55.83%	58.67%	56.81%	59.67%	60.83%
Best result	45.33%	49.48%	48.68%	48.77%	48.36%
Average result	52.73%	54.71%	53.32%	54.53%	54.30%
Worst result	58.77%	61.67%	59.60%	62.81%	60.83%
Responses	2287	2750	2559	2402	3583

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/>

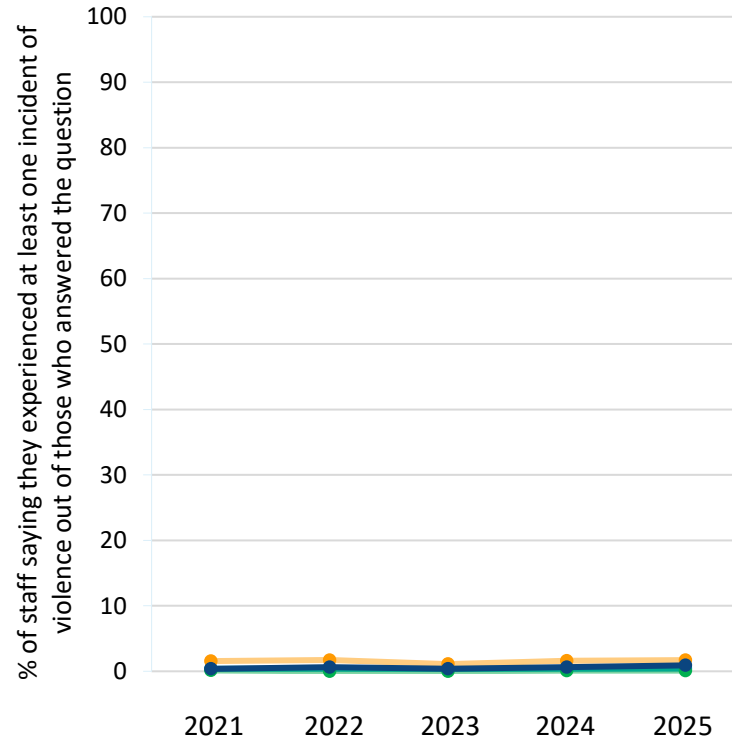


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



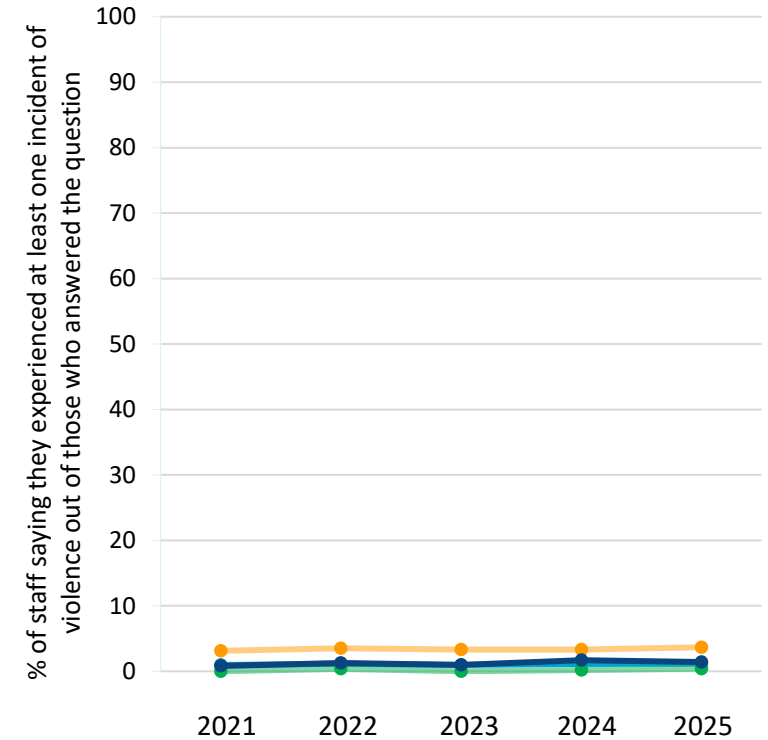
Responses	2278	2744	2506	2398	3568
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Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Responses	2263	2714	2471	2365	3518
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Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.

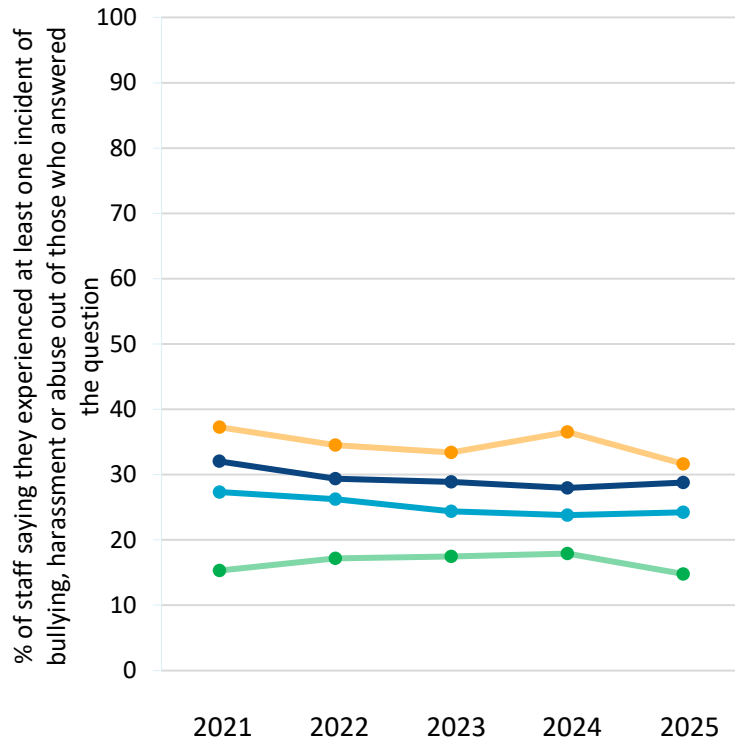


Responses	2254	2706	2439	2308	3459
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Note: 2023 results for Q13a-c are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

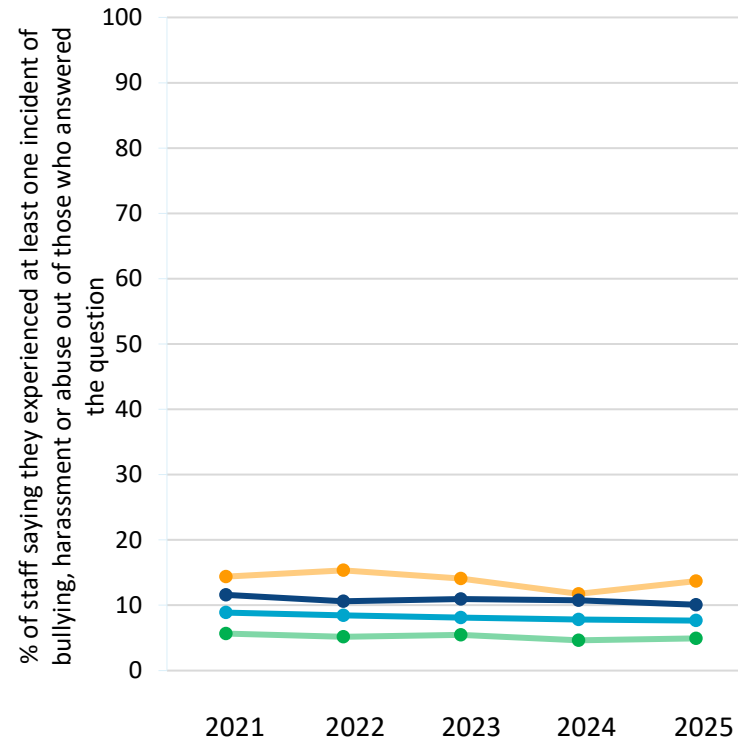


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



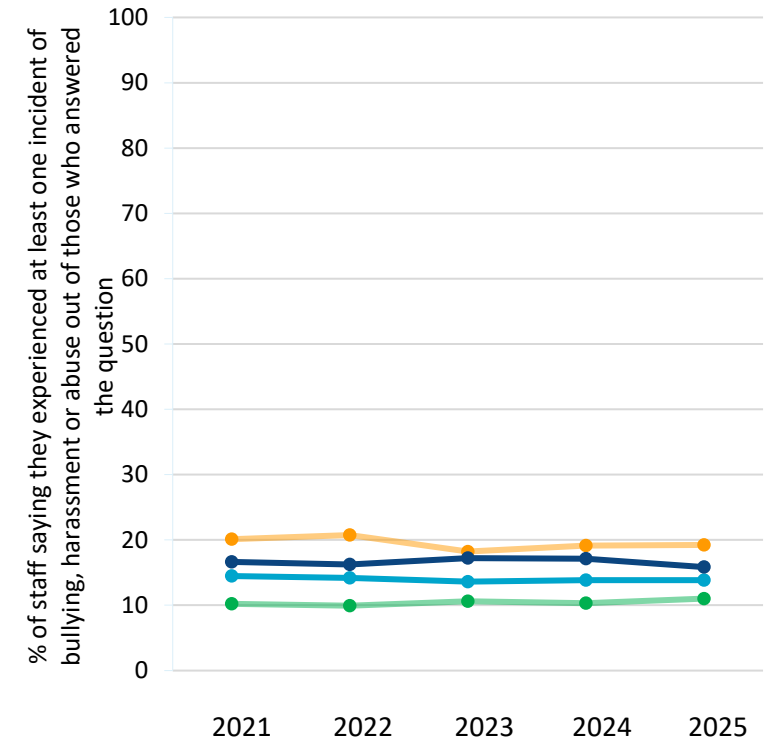
Responses	2211	2745	2504	2394	3577
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Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers.



Responses	2191	2734	2474	2376	3537
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Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues.

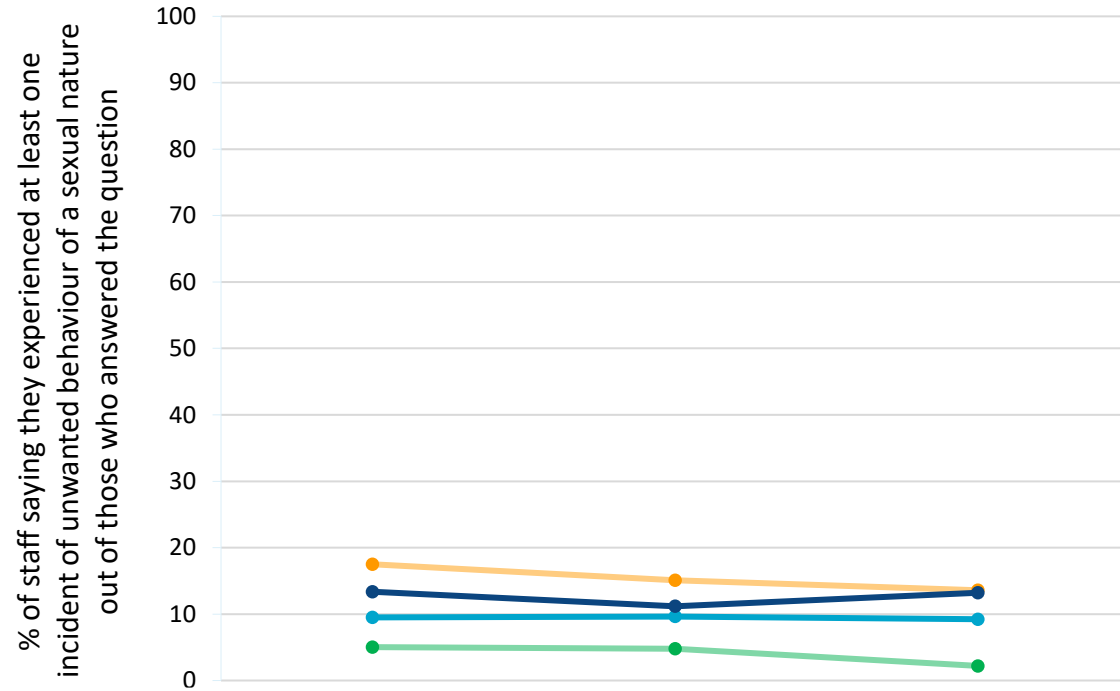


Responses	2184	2721	2471	2368	3516
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Note: 2023 results for Q14a-c are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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

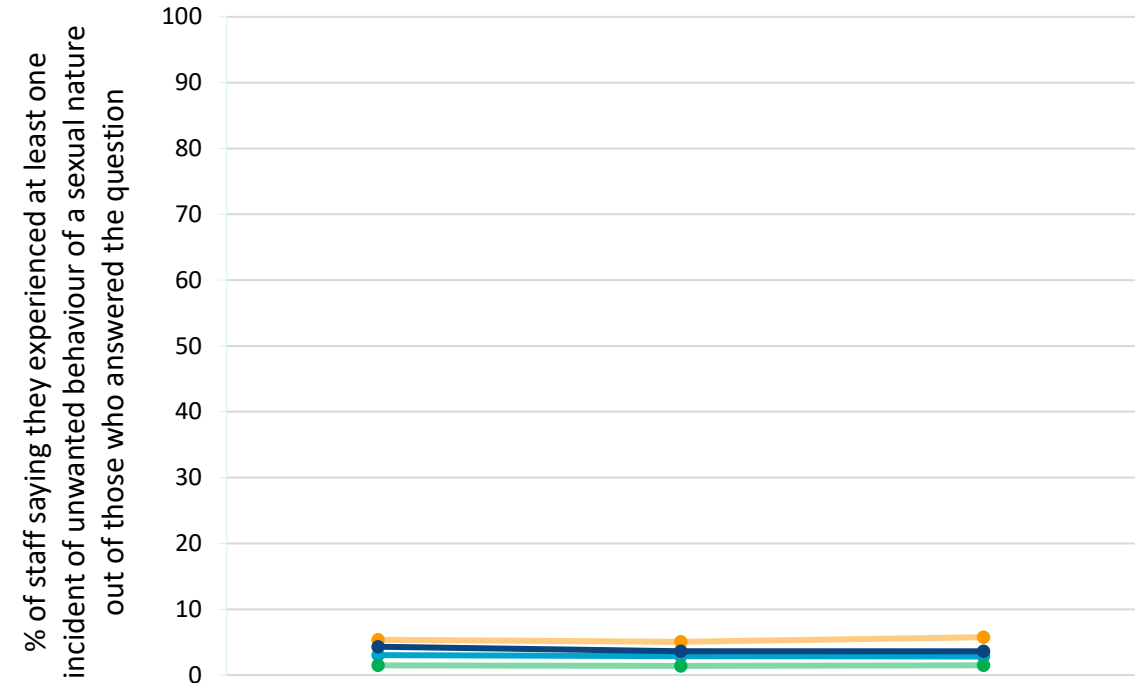


2023 2024 2025

Your org	13.37%	11.17%	13.21%
Best result	5.03%	4.79%	2.20%
Average result	9.49%	9.63%	9.23%
Worst result	17.50%	15.11%	13.59%

Responses 2555 2407 3582

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



2023 2024 2025

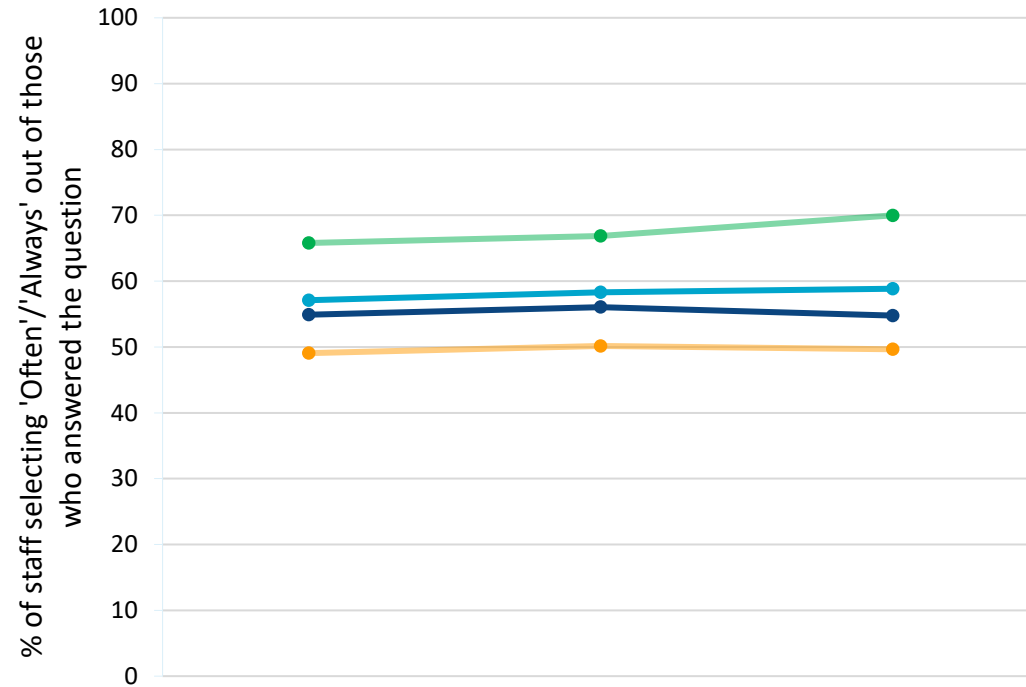
Your org	4.31%	3.62%	3.63%
Best result	1.48%	1.40%	1.49%
Average result	3.03%	2.88%	2.82%
Worst result	5.35%	5.06%	5.75%

Responses 2552 2403 3568

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



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



	2023	2024	2025
Your org	54.91%	56.05%	54.77%
Best result	65.80%	66.87%	69.99%
Average result	57.11%	58.29%	58.85%
Worst result	49.06%	50.15%	49.63%
Responses	2559	2400	3582

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

People Promise element – We are always learning



Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

Appraisals – Q23a*, Q23b, Q23c, Q23d

Other questions** - Q24f

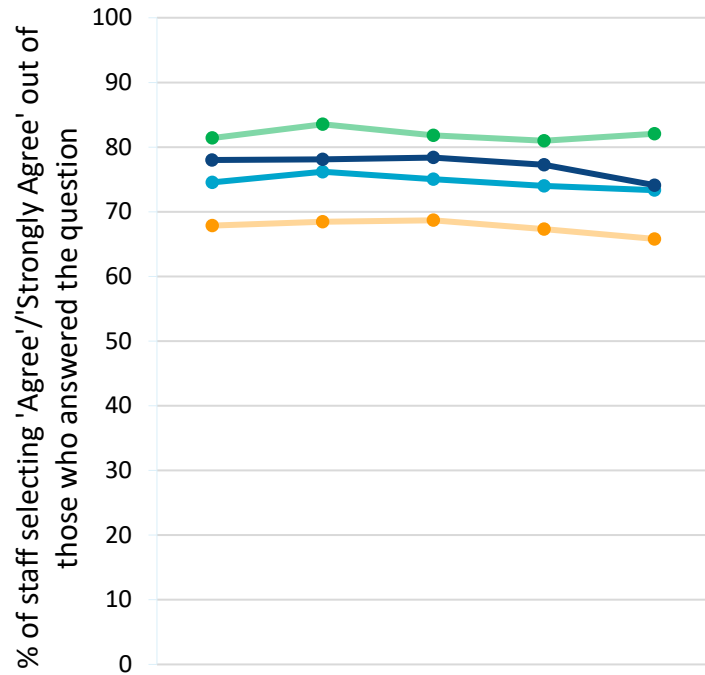
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

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

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



Q24a This organisation offers me challenging work.

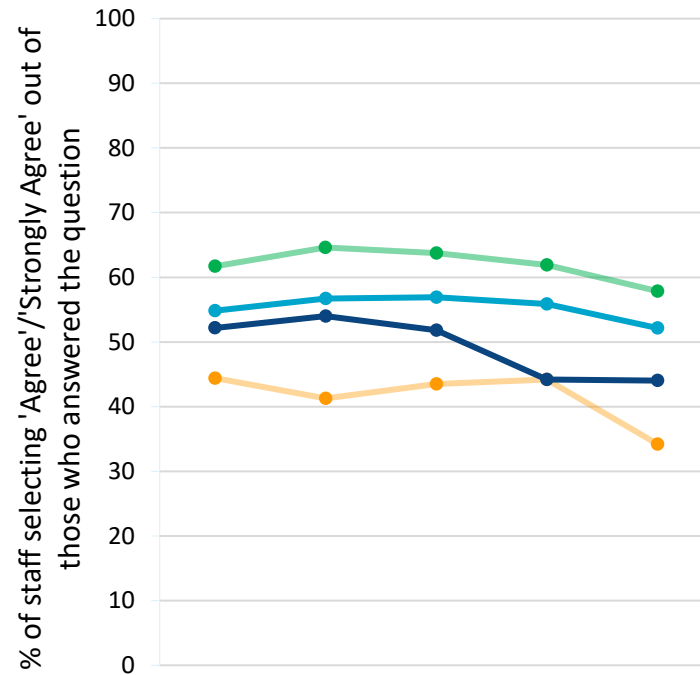


2021 2022 2023 2024 2025

Your org	77.99%	78.12%	78.38%	77.28%	74.11%
Best result	81.39%	83.53%	81.82%	80.98%	82.07%
Average result	74.55%	76.19%	75.02%	74.00%	73.34%
Worst result	67.84%	68.43%	68.68%	67.32%	65.80%

Responses 2263 2742 2555 2406 3579

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

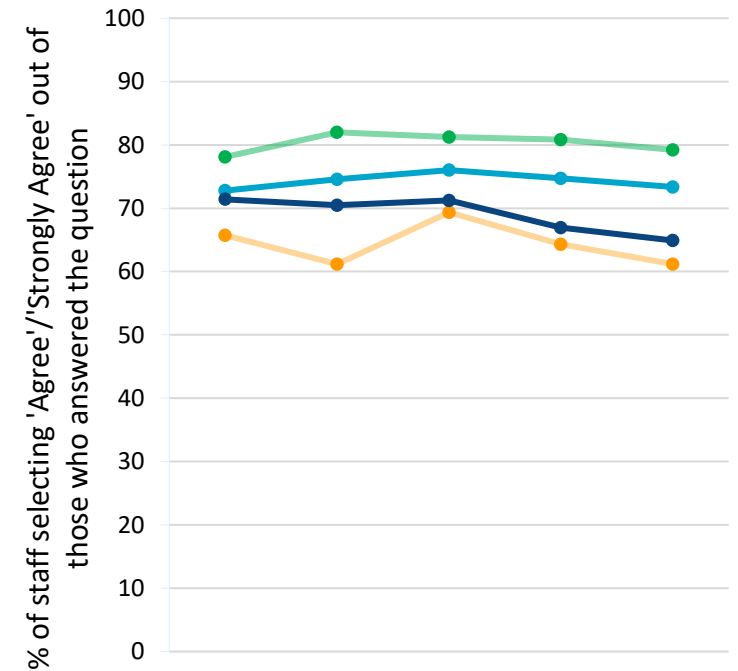


2021 2022 2023 2024 2025

Your org	52.18%	54.00%	51.84%	44.17%	44.03%
Best result	61.70%	64.61%	63.73%	61.91%	57.87%
Average result	54.83%	56.74%	56.91%	55.85%	52.16%
Worst result	44.41%	41.27%	43.49%	44.17%	34.21%

Responses 2265 2746 2556 2406 3582

Q24c I have opportunities to improve my knowledge and skills.



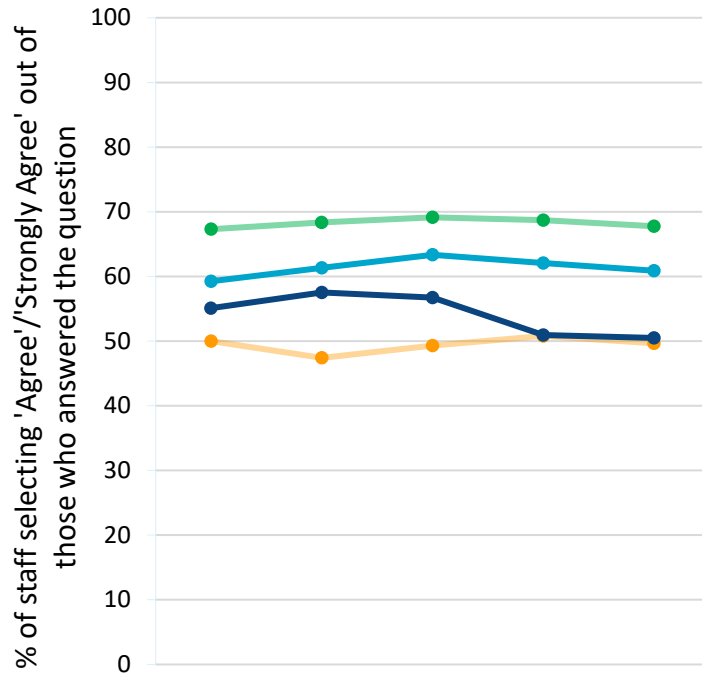
2021 2022 2023 2024 2025

Your org	71.39%	70.48%	71.22%	66.92%	64.91%
Best result	78.11%	81.99%	81.25%	80.82%	79.21%
Average result	72.79%	74.60%	76.02%	74.73%	73.37%
Worst result	65.75%	61.17%	69.35%	64.33%	61.20%

Responses 2264 2745 2558 2408 3580

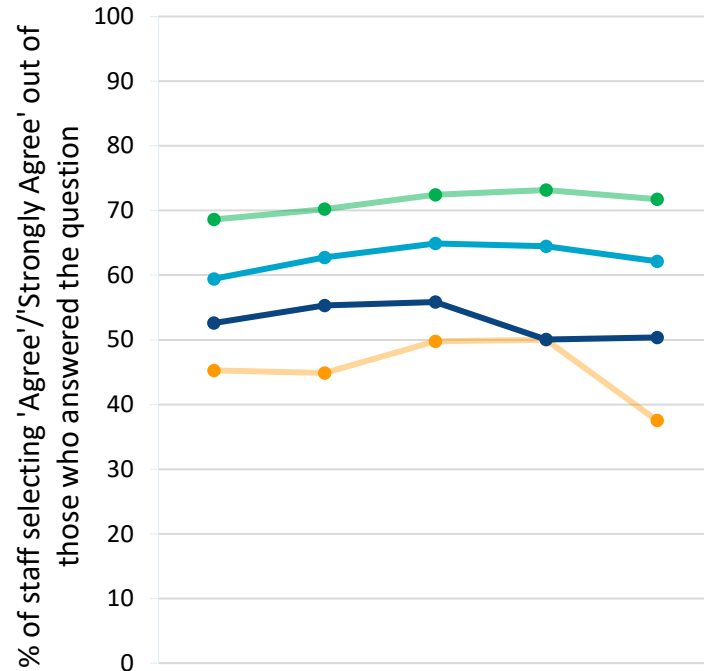


Q24d I feel supported to develop my potential.



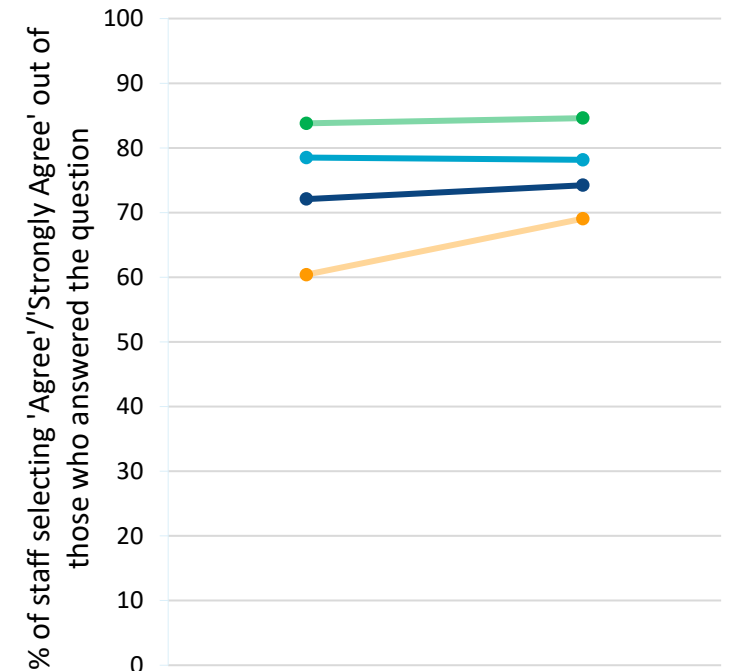
	2021	2022	2023	2024	2025
Your org	55.08%	57.53%	56.72%	50.92%	50.49%
Best result	67.30%	68.36%	69.14%	68.73%	67.75%
Average result	59.26%	61.36%	63.35%	62.07%	60.87%
Worst result	50.01%	47.41%	49.30%	50.81%	49.65%
Responses	2265	2743	2555	2403	3580

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



	2021	2022	2023	2024	2025
Your org	52.60%	55.34%	55.84%	50.05%	50.38%
Best result	68.61%	70.20%	72.42%	73.17%	71.73%
Average result	59.45%	62.73%	64.90%	64.46%	62.17%
Worst result	45.28%	44.90%	49.80%	50.01%	37.54%
Responses	2265	2743	2555	2405	3579

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

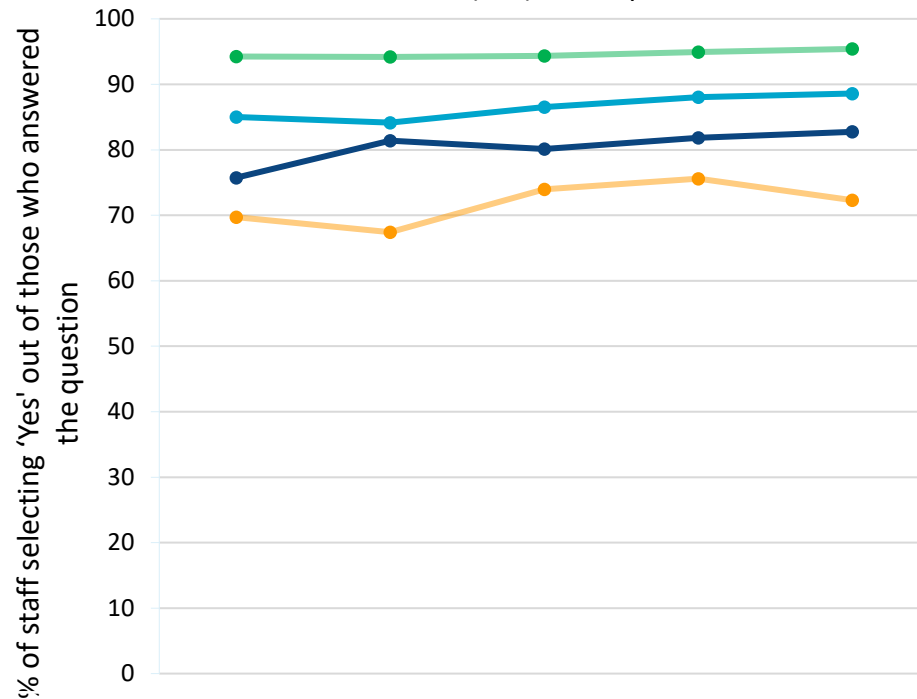


	2024	2025
Your org	72.08%	74.22%
Best result	83.80%	84.60%
Average result	78.50%	78.16%
Worst result	60.41%	69.05%
Responses	1946	3021

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



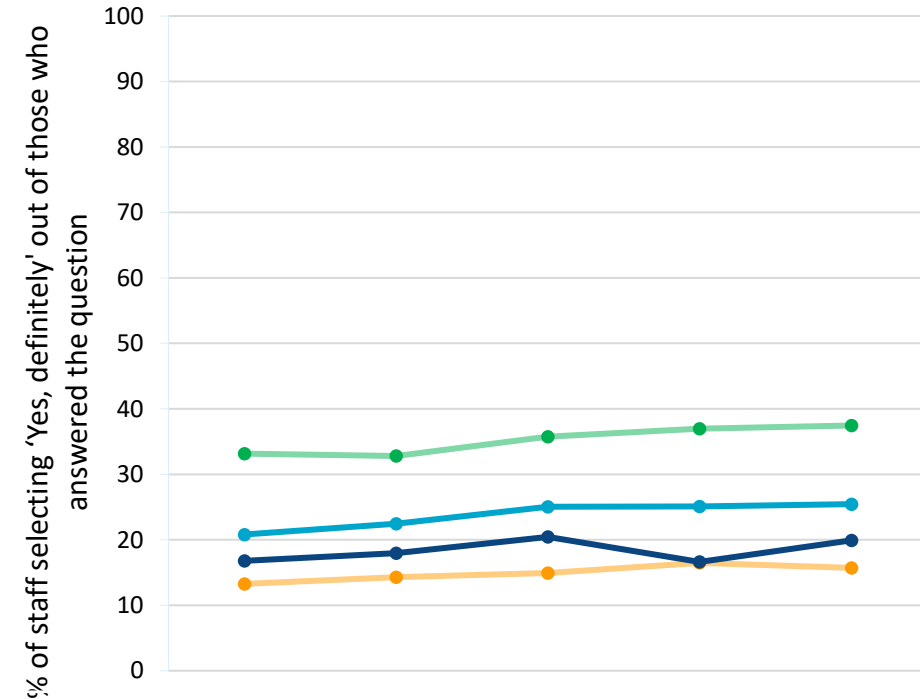
Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024	2025
Your org	75.74%	81.41%	80.15%	81.84%	82.74%
Best result	94.25%	94.18%	94.35%	94.93%	95.41%
Average result	85.01%	84.15%	86.51%	88.04%	88.60%
Worst result	69.70%	67.41%	73.95%	75.59%	72.29%

Responses 2271 2742 2530 2371 3535

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



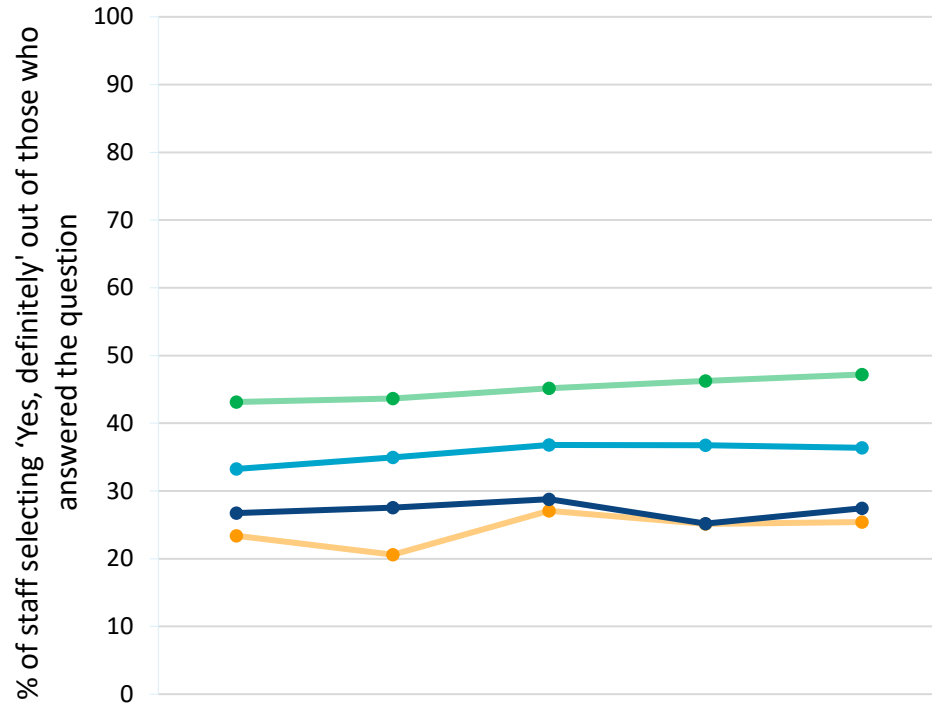
	2021	2022	2023	2024	2025
Your org	16.78%	17.95%	20.44%	16.62%	19.92%
Best result	33.15%	32.80%	35.73%	36.96%	37.46%
Average result	20.81%	22.46%	25.04%	25.11%	25.45%
Worst result	13.27%	14.29%	14.92%	16.48%	15.71%

Responses 1725 2235 2017 1928 2928

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

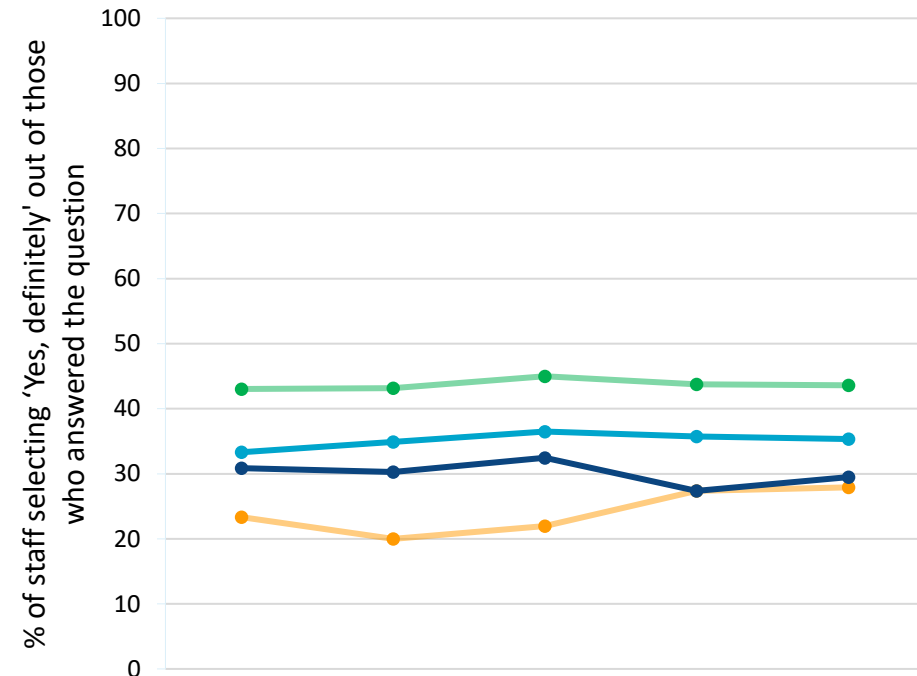


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024	2025
Your org	26.75%	27.52%	28.78%	25.18%	27.42%
Best result	43.14%	43.65%	45.14%	46.27%	47.20%
Average result	33.25%	34.97%	36.79%	36.75%	36.37%
Worst result	23.38%	20.59%	27.07%	25.15%	25.40%
Responses	1722	2234	2018	1927	2928

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



	2021	2022	2023	2024	2025
Your org	30.85%	30.25%	32.46%	27.36%	29.47%
Best result	43.03%	43.17%	44.98%	43.74%	43.58%
Average result	33.30%	34.89%	36.49%	35.74%	35.35%
Worst result	23.32%	19.99%	21.97%	27.36%	27.91%
Responses	1724	2238	2018	1927	2926

People Promise element – We work flexibly



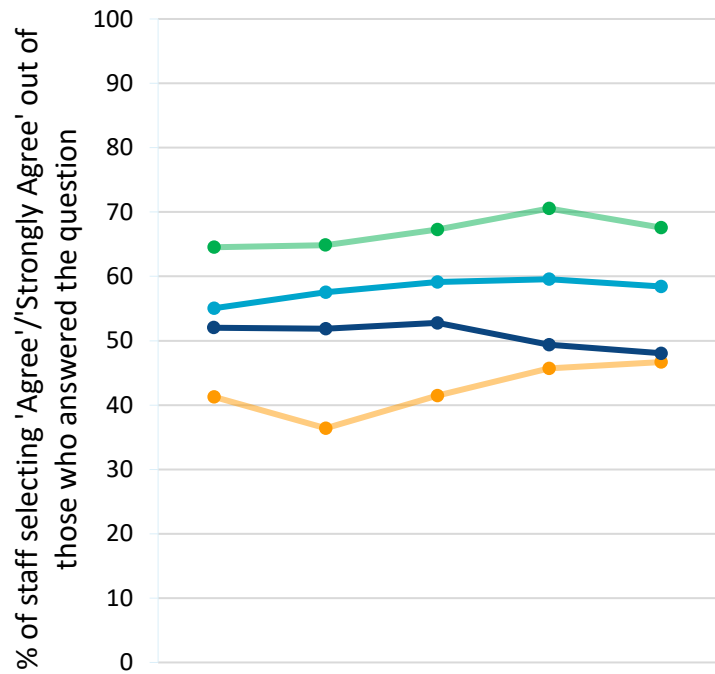
Questions included:

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

Flexible working – Q4d

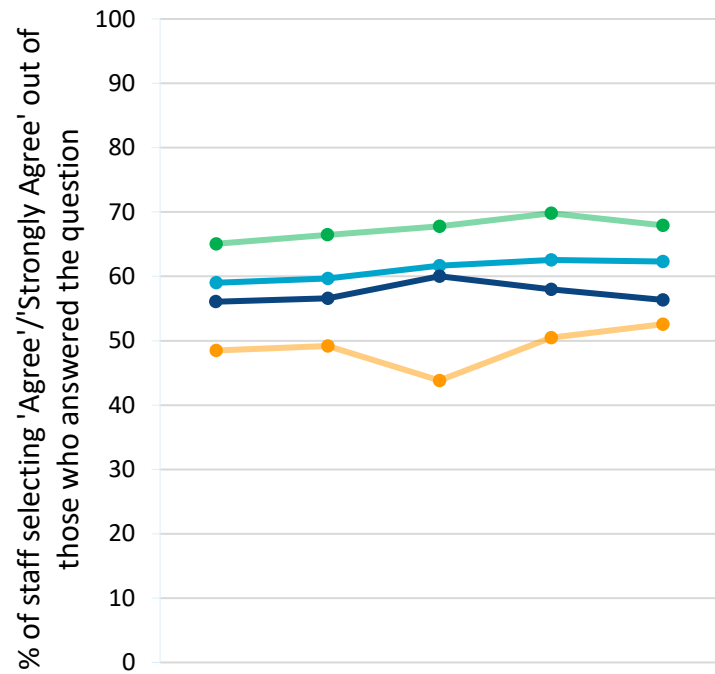


Q6b My organisation is committed to helping me balance my work and home life.



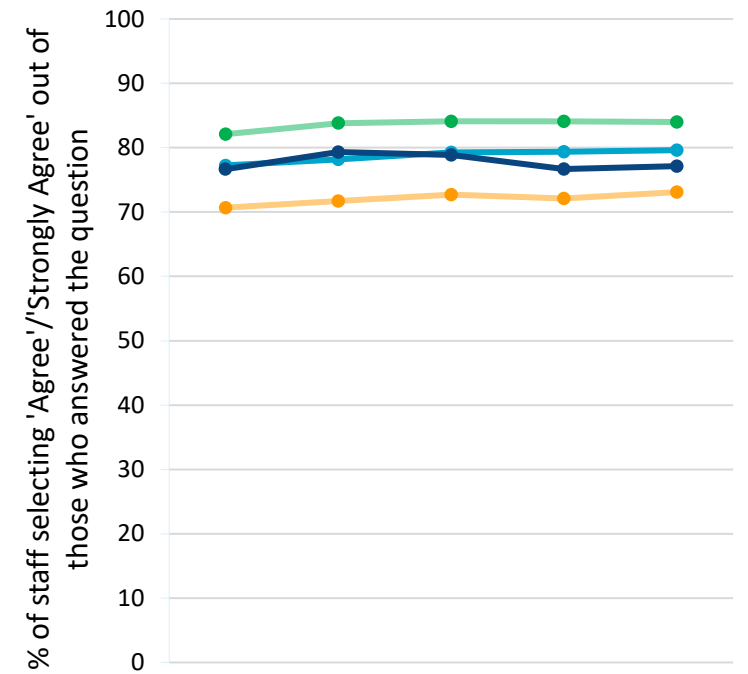
	2021	2022	2023	2024	2025
Your org	52.03%	51.88%	52.78%	49.40%	48.06%
Best result	64.53%	64.85%	67.29%	70.55%	67.60%
Average result	55.05%	57.54%	59.15%	59.56%	58.41%
Worst result	41.27%	36.40%	41.49%	45.70%	46.68%
Responses	2311	2750	2555	2410	3587

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



	2021	2022	2023	2024	2025
Your org	56.06%	56.58%	60.02%	57.97%	56.36%
Best result	65.06%	66.45%	67.78%	69.80%	67.91%
Average result	59.00%	59.65%	61.64%	62.55%	62.29%
Worst result	48.47%	49.18%	43.82%	50.48%	52.57%
Responses	2311	2748	2554	2408	3589

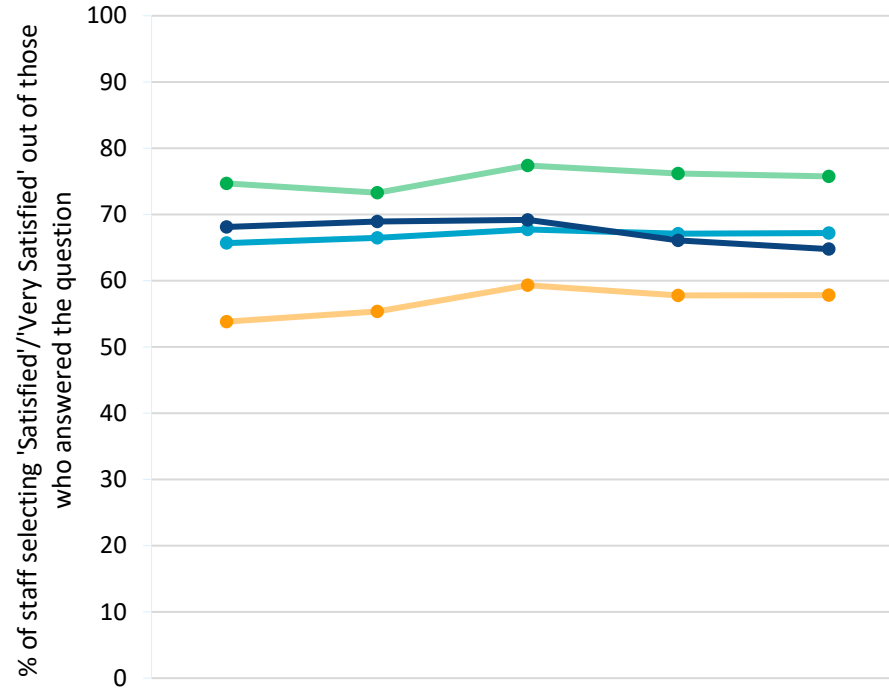
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024	2025
Your org	76.65%	79.32%	78.87%	76.66%	77.14%
Best result	82.10%	83.79%	84.10%	84.08%	83.97%
Average result	77.25%	78.18%	79.26%	79.39%	79.62%
Worst result	70.68%	71.71%	72.70%	72.10%	73.10%
Responses	2312	2749	2553	2409	3587



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	68.11%	68.93%	69.19%	66.09%	64.77%
Best result	74.71%	73.29%	77.39%	76.19%	75.77%
Average result	65.68%	66.46%	67.74%	67.09%	67.21%
Worst result	53.83%	55.37%	59.32%	57.76%	57.81%
Responses	2315	2750	2553	2408	3581

People Promise element – We are a team



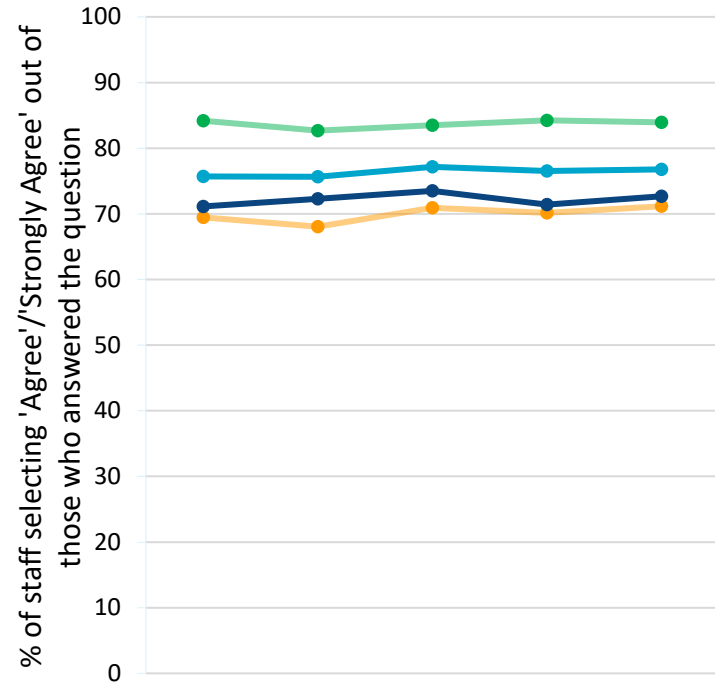
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

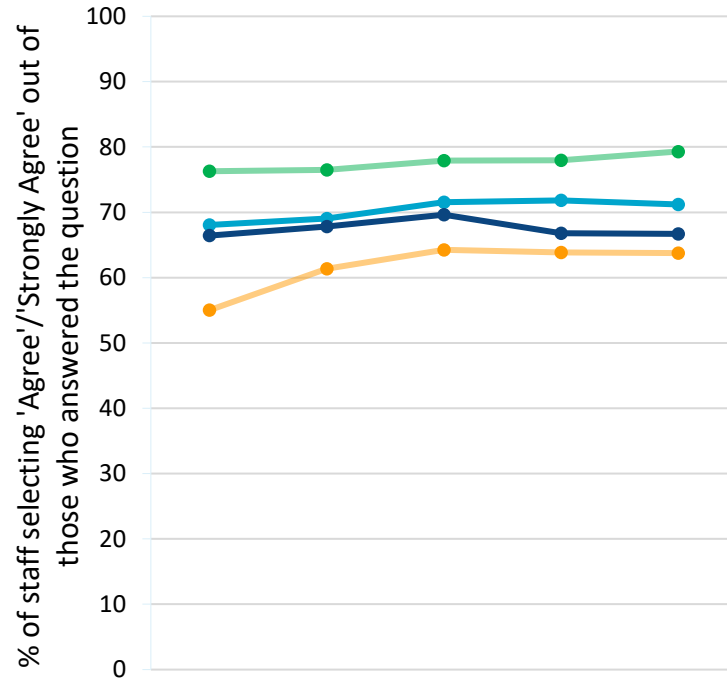


Q7a The team I work in has a set of shared objectives.



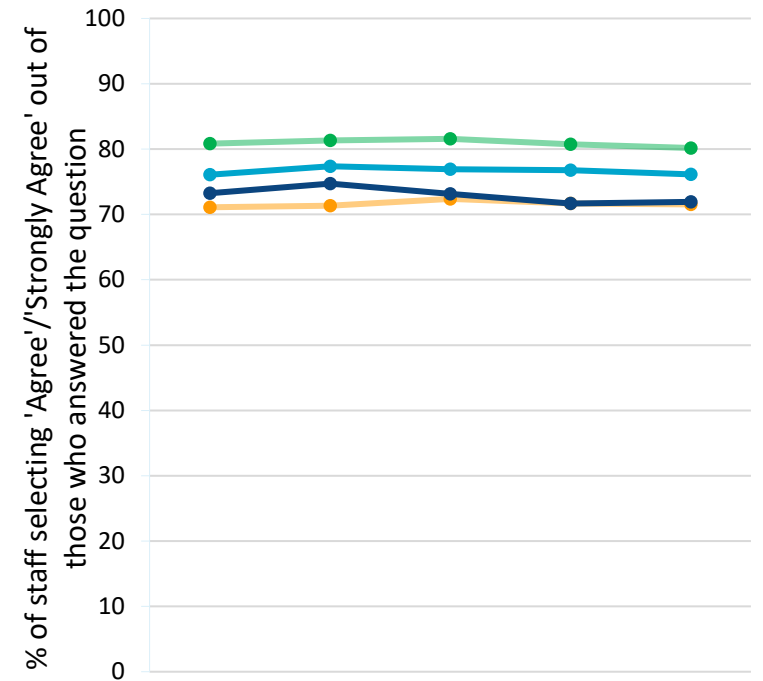
	2021	2022	2023	2024	2025
Your org	71.13%	72.27%	73.49%	71.40%	72.69%
Best result	84.18%	82.68%	83.48%	84.25%	83.91%
Average result	75.69%	75.64%	77.16%	76.53%	76.78%
Worst result	69.48%	68.04%	70.90%	70.16%	71.15%
Responses	2296	2749	2557	2407	3588

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



	2021	2022	2023	2024	2025
Your org	66.43%	67.83%	69.63%	66.80%	66.72%
Best result	76.29%	76.50%	77.94%	77.99%	79.31%
Average result	68.06%	69.06%	71.57%	71.82%	71.21%
Worst result	55.02%	61.38%	64.26%	63.88%	63.77%
Responses	2297	2747	2555	2409	3588

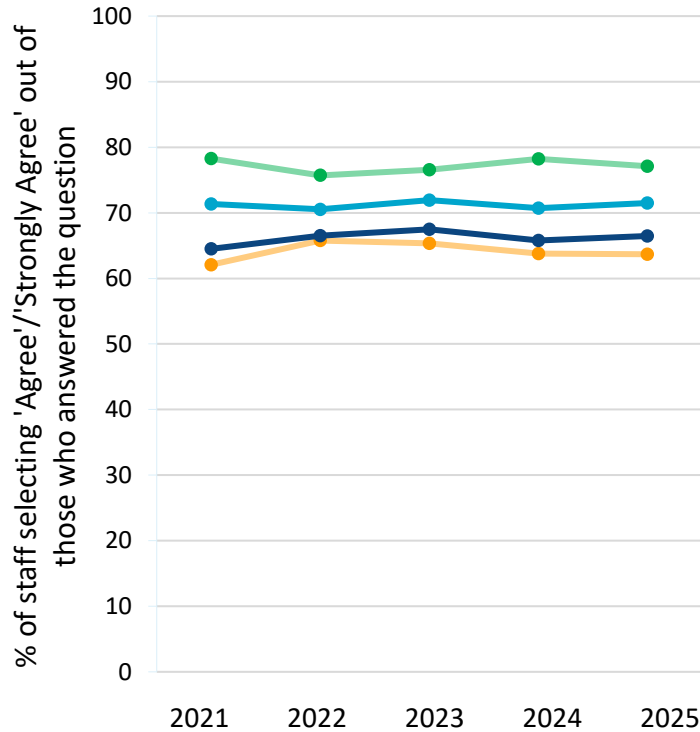
Q7c I receive the respect I deserve from my colleagues at work.



	2021	2022	2023	2024	2025
Your org	73.25%	74.72%	73.13%	71.67%	71.93%
Best result	80.83%	81.33%	81.58%	80.74%	80.17%
Average result	76.08%	77.37%	76.94%	76.79%	76.14%
Worst result	71.10%	71.34%	72.38%	71.67%	71.53%
Responses	2296	2747	2555	2410	3589

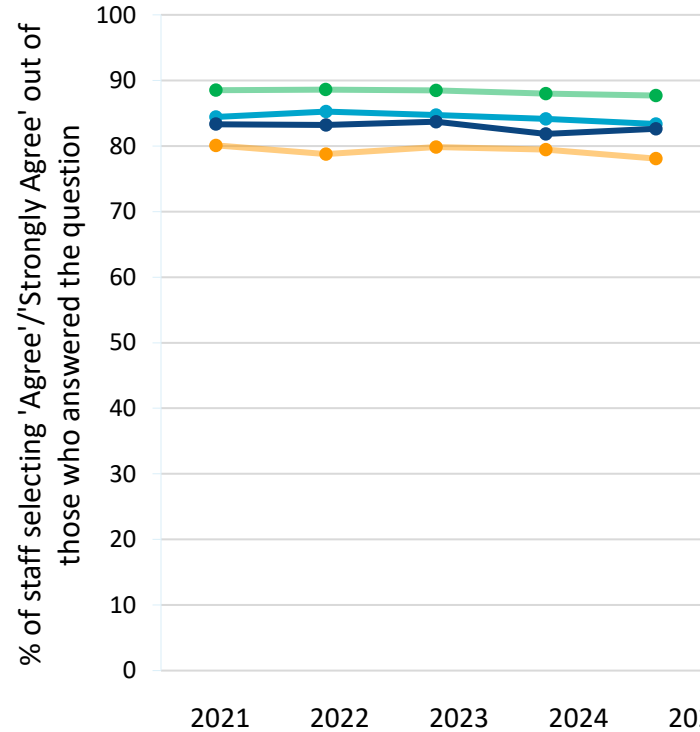


Q7d Team members understand each other's roles.



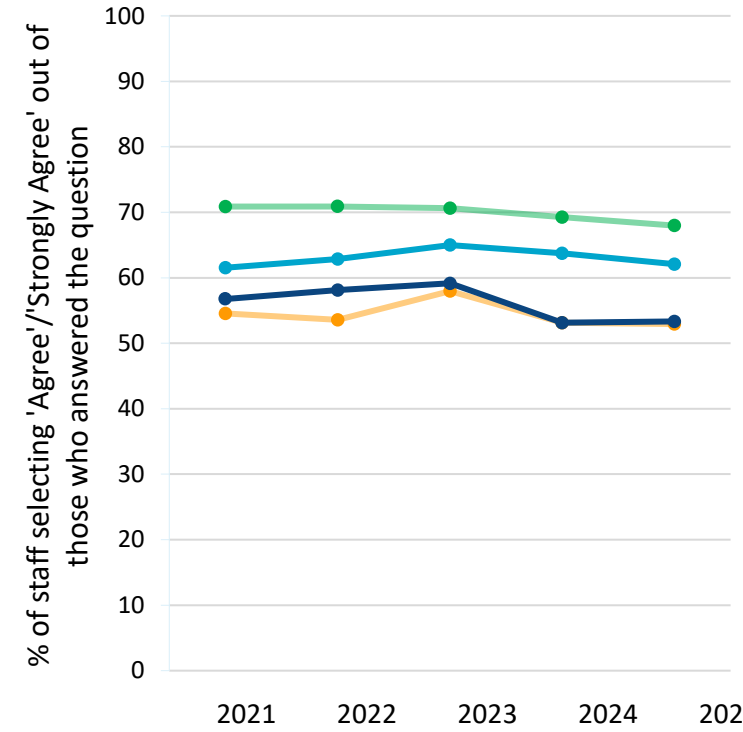
	2021	2022	2023	2024	2025
Your org	64.51%	66.50%	67.48%	65.77%	66.49%
Best result	78.26%	75.70%	76.57%	78.24%	77.11%
Average result	71.32%	70.54%	71.94%	70.71%	71.47%
Worst result	62.08%	65.77%	65.34%	63.76%	63.71%
Responses	2294	2749	2553	2409	3588

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023	2024	2025
Your org	83.31%	83.19%	83.71%	81.84%	82.62%
Best result	88.51%	88.59%	88.49%	87.98%	87.70%
Average result	84.44%	85.25%	84.71%	84.13%	83.36%
Worst result	80.10%	78.76%	79.82%	79.46%	78.08%
Responses	2296	2751	2555	2407	3584

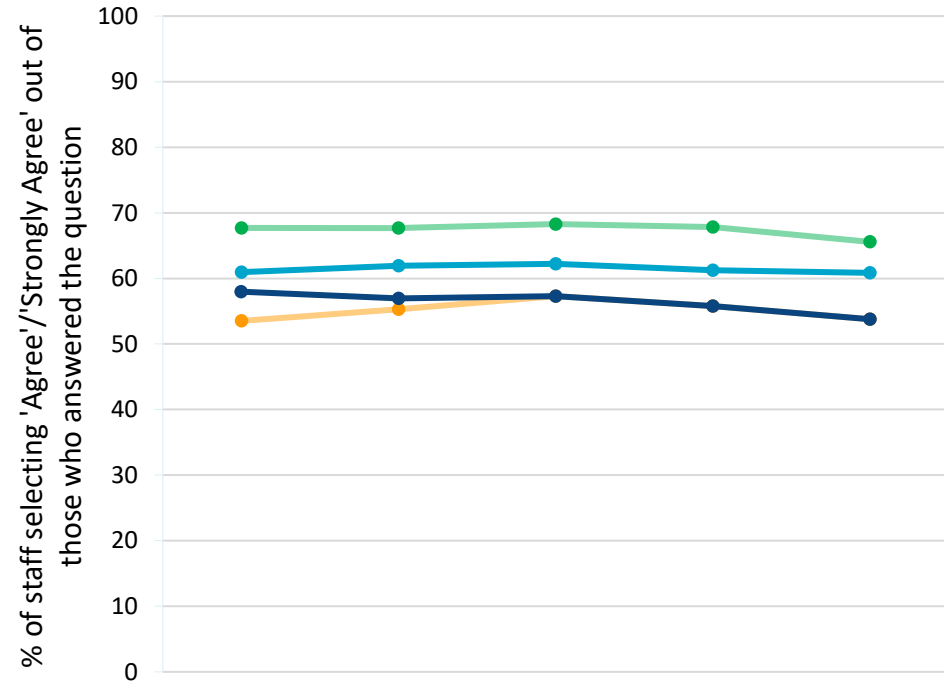
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024	2025
Your org	56.77%	58.13%	59.16%	53.14%	53.34%
Best result	70.88%	70.88%	70.64%	69.28%	67.97%
Average result	61.54%	62.89%	65.00%	63.75%	62.07%
Worst result	54.58%	53.56%	57.96%	53.14%	52.93%
Responses	2294	2749	2552	2408	3583

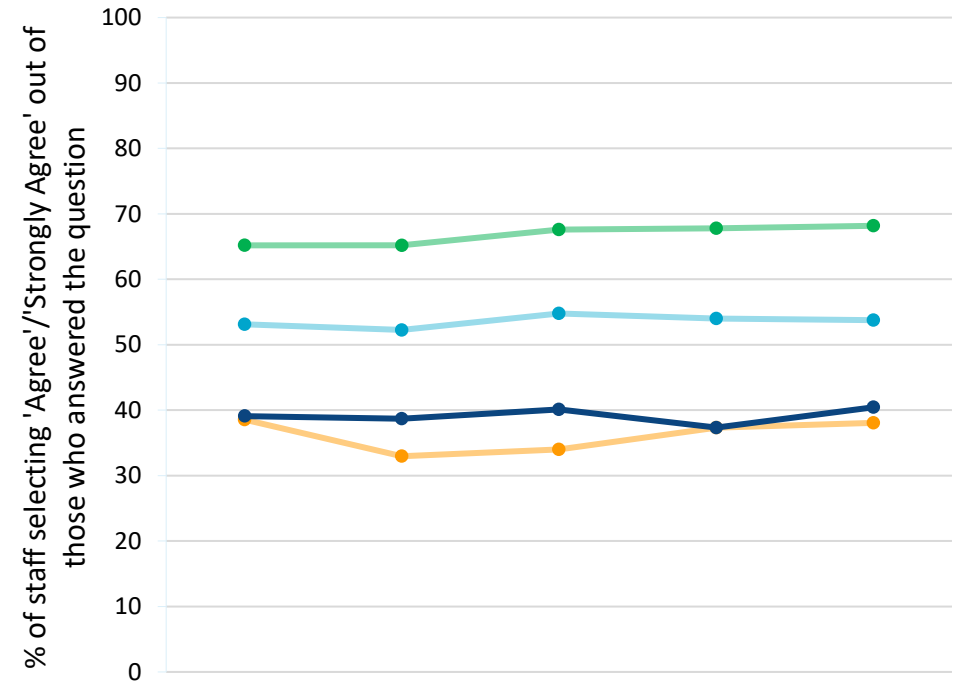


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023	2024	2025
Your org	57.97%	56.97%	57.30%	55.80%	53.78%
Best result	67.70%	67.67%	68.29%	67.83%	65.57%
Average result	60.93%	61.95%	62.22%	61.27%	60.84%
Worst result	53.51%	55.29%	57.30%	55.80%	53.78%
Responses	2294	2745	2554	2408	3583

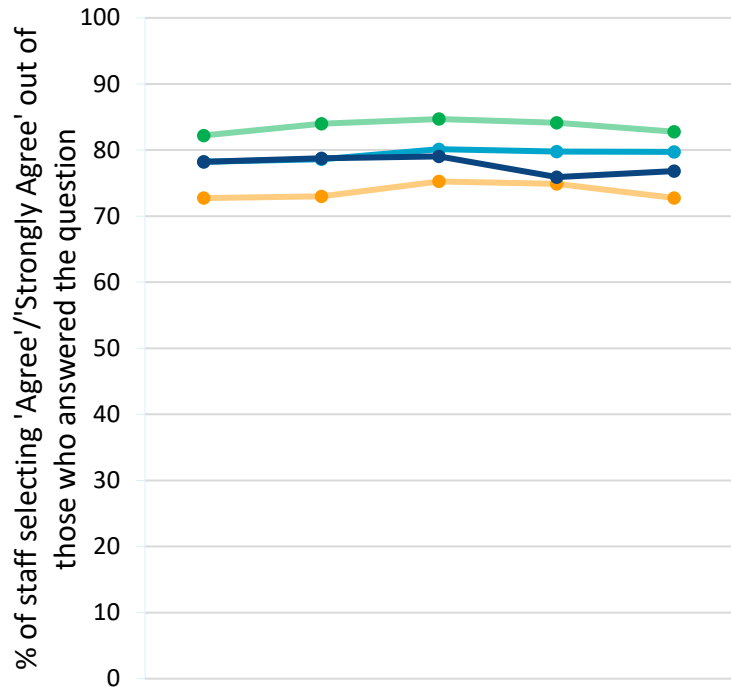
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024	2025
Your org	39.10%	38.69%	40.10%	37.34%	40.44%
Best result	65.19%	65.20%	67.58%	67.80%	68.18%
Average result	53.13%	52.26%	54.78%	54.02%	53.77%
Worst result	38.55%	32.96%	34.02%	37.34%	38.06%
Responses	2293	2748	2555	2409	3585

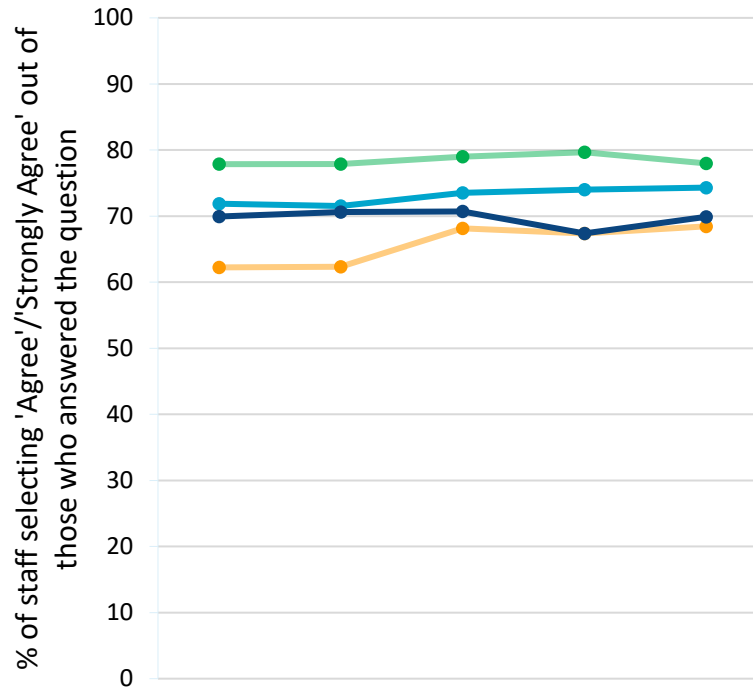


Q9a My immediate manager encourages me at work.



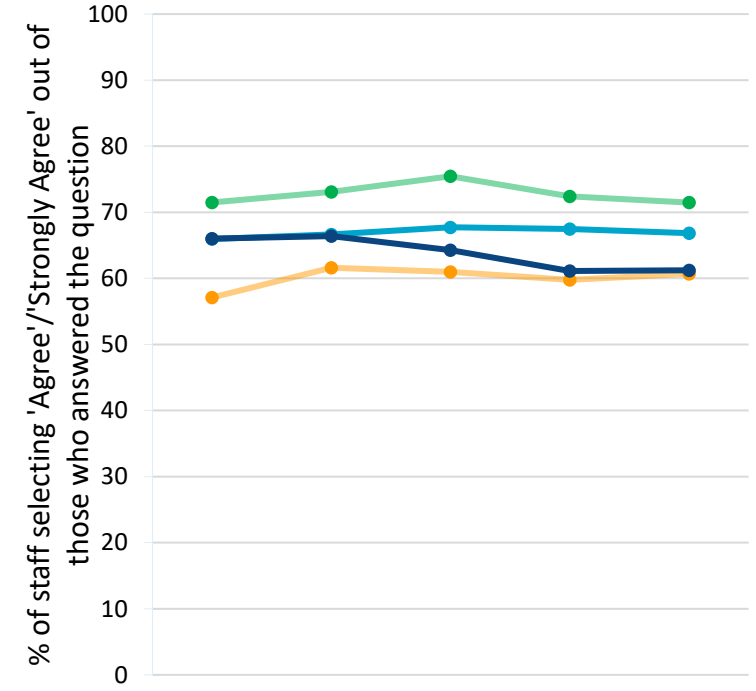
	2021	2022	2023	2024	2025
Your org	78.22%	78.75%	79.04%	75.91%	76.83%
Best result	82.21%	83.97%	84.69%	84.11%	82.77%
Average result	78.22%	78.61%	80.13%	79.75%	79.72%
Worst result	72.73%	73.00%	75.24%	74.90%	72.75%
Responses	2287	2745	2558	2406	3584

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



	2021	2022	2023	2024	2025
Your org	69.96%	70.61%	70.70%	67.38%	69.90%
Best result	77.86%	77.86%	78.98%	79.66%	78.00%
Average result	71.87%	71.53%	73.53%	74.02%	74.31%
Worst result	62.24%	62.32%	68.14%	67.38%	68.45%
Responses	2284	2742	2556	2407	3577

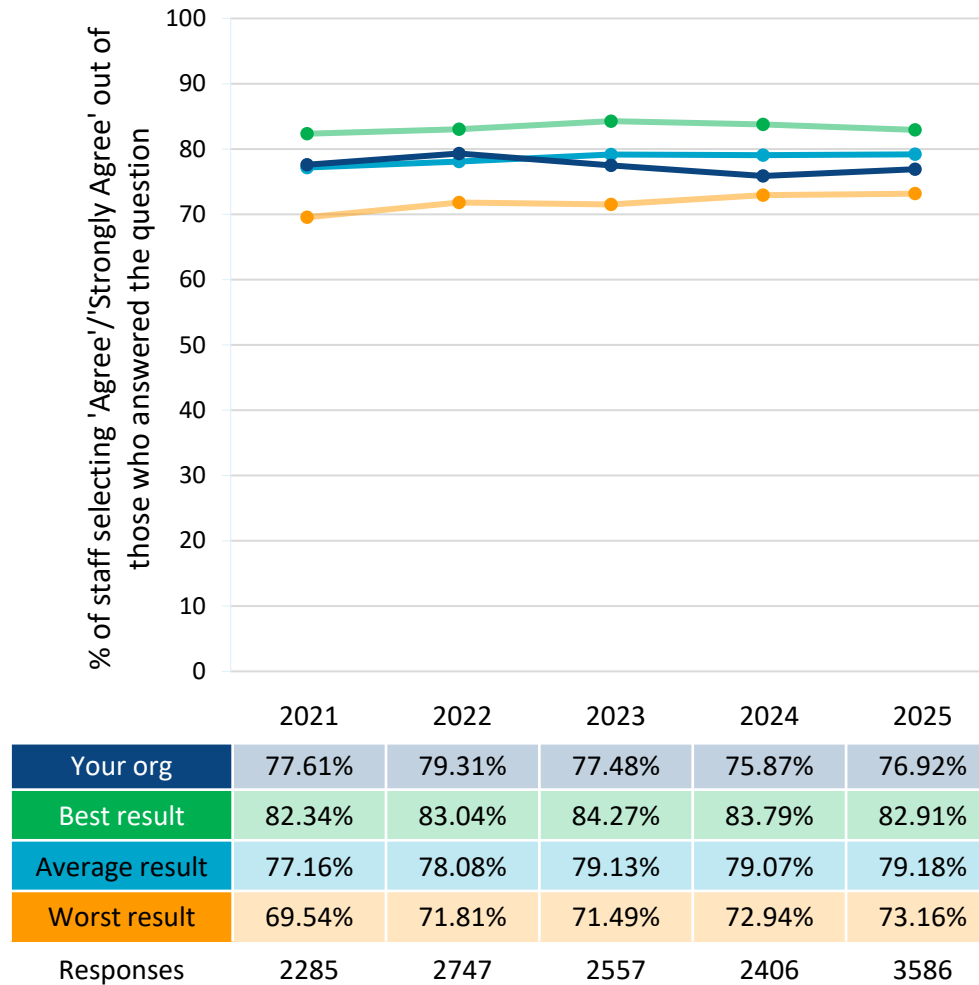
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



	2021	2022	2023	2024	2025
Your org	66.04%	66.40%	64.30%	61.12%	61.24%
Best result	71.50%	73.08%	75.45%	72.40%	71.48%
Average result	65.96%	66.63%	67.74%	67.49%	66.84%
Worst result	57.12%	61.61%	60.97%	59.76%	60.69%
Responses	2284	2747	2556	2408	3583



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



Theme – Staff engagement



Questions included:

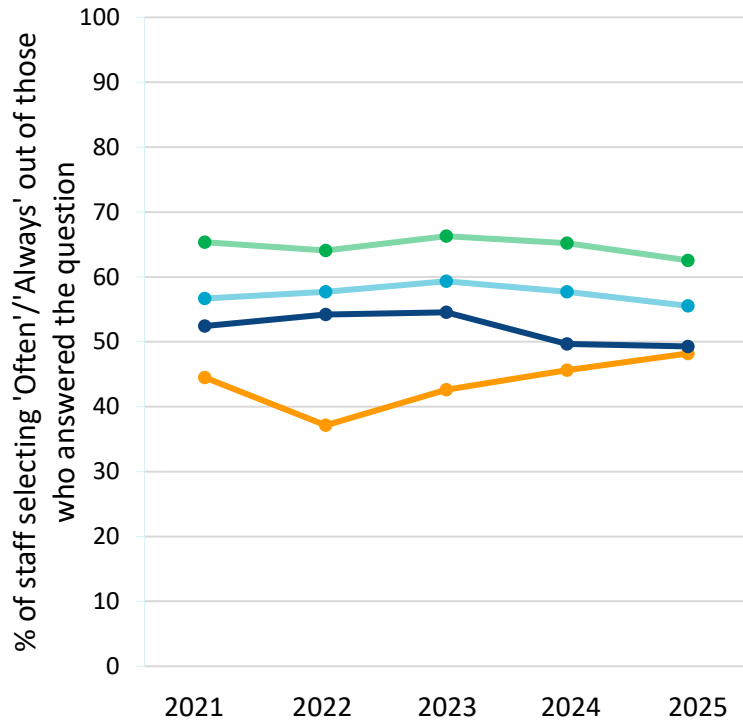
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

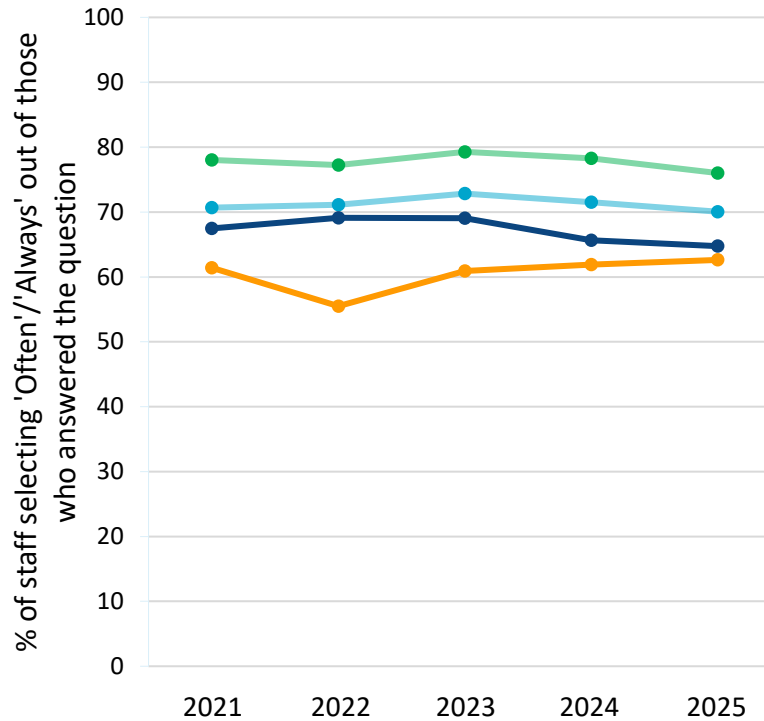
Advocacy – Q25a, Q25c, Q25d



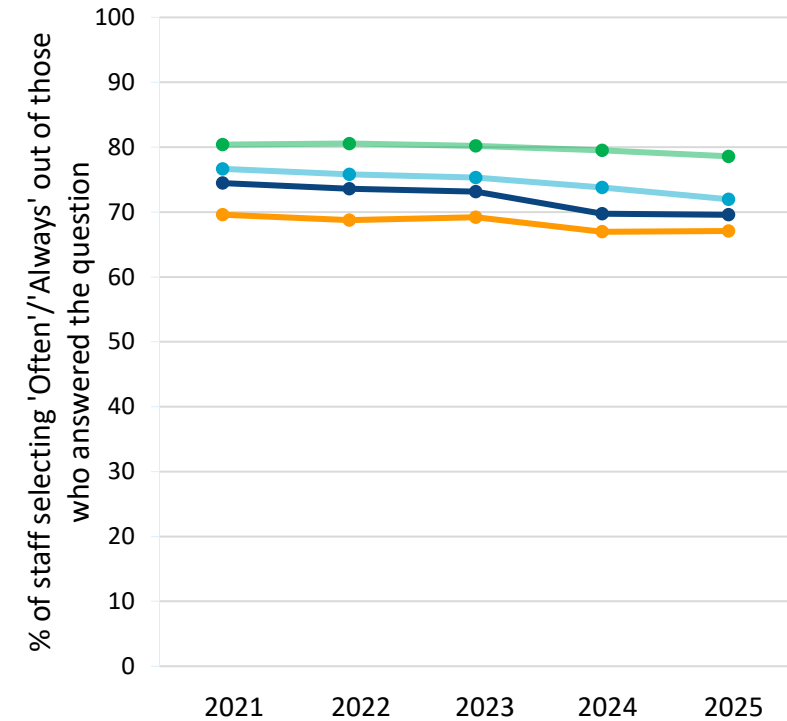
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



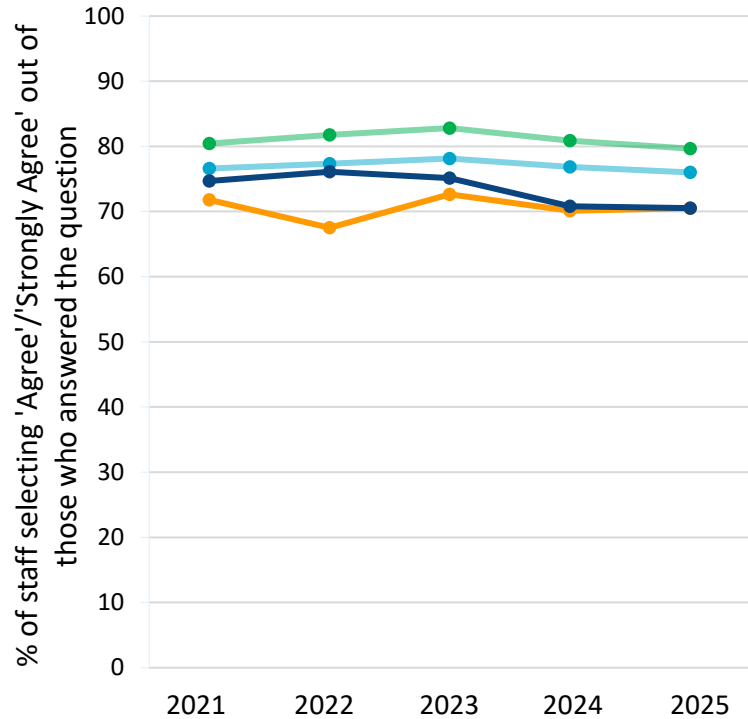
	2021	2022	2023	2024	2025
Your org	52.41%	54.20%	54.54%	49.66%	49.29%
Best result	65.35%	64.09%	66.28%	65.18%	62.55%
Average result	56.67%	57.71%	59.33%	57.73%	55.55%
Worst result	44.51%	37.13%	42.64%	45.63%	48.20%
Responses	2335	2745	2550	2404	3584

	2021	2022	2023	2024	2025
Your org	67.46%	69.11%	69.04%	65.63%	64.74%
Best result	78.01%	77.24%	79.27%	78.29%	76.01%
Average result	70.69%	71.13%	72.84%	71.51%	70.05%
Worst result	61.42%	55.50%	60.92%	61.90%	62.62%
Responses	2329	2740	2540	2390	3564

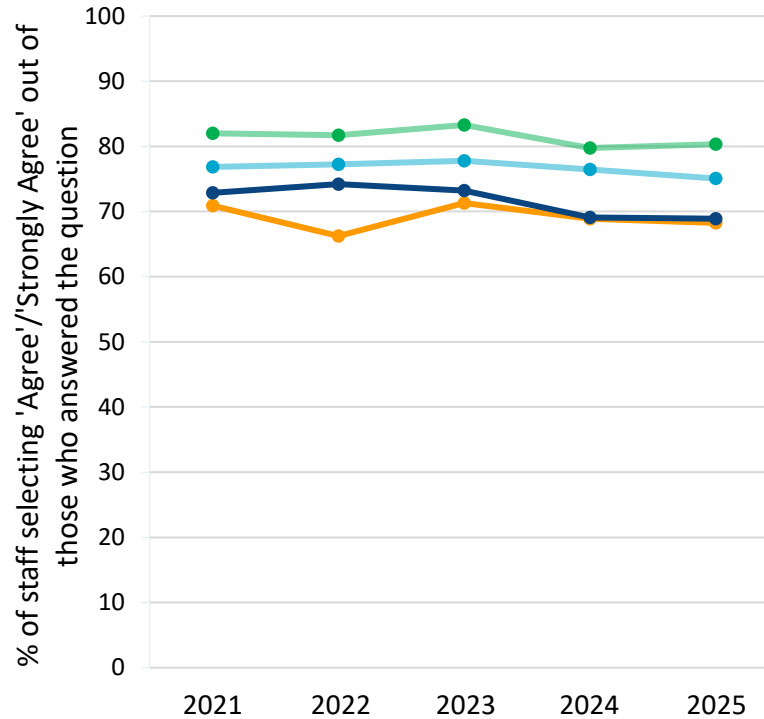
	2021	2022	2023	2024	2025
Your org	74.46%	73.58%	73.15%	69.74%	69.57%
Best result	80.39%	80.56%	80.22%	79.52%	78.59%
Average result	76.65%	75.80%	75.31%	73.80%	71.97%
Worst result	69.58%	68.74%	69.22%	66.95%	67.08%
Responses	2332	2734	2540	2395	3563



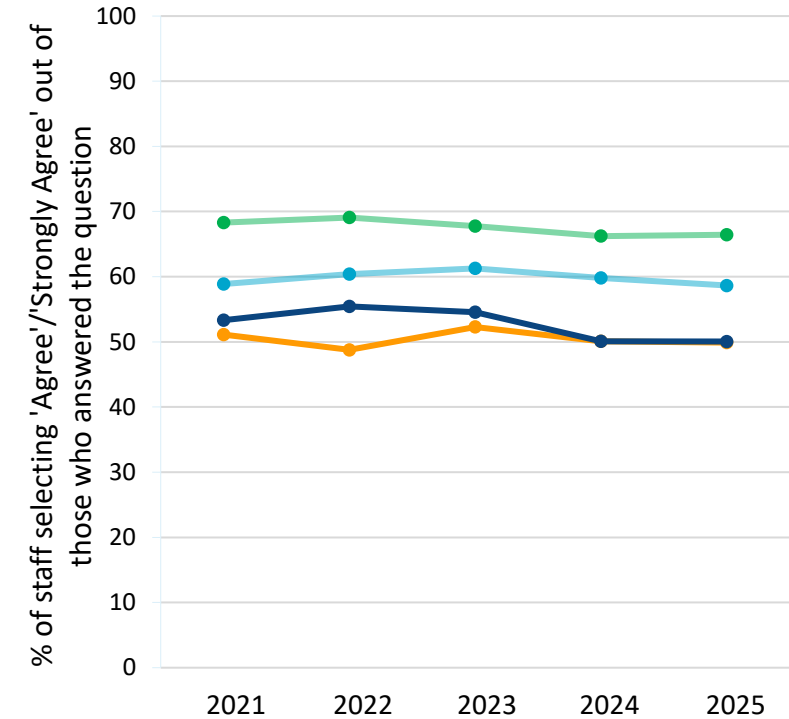
Q3c There are frequent opportunities for me to show initiative in my role.



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



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



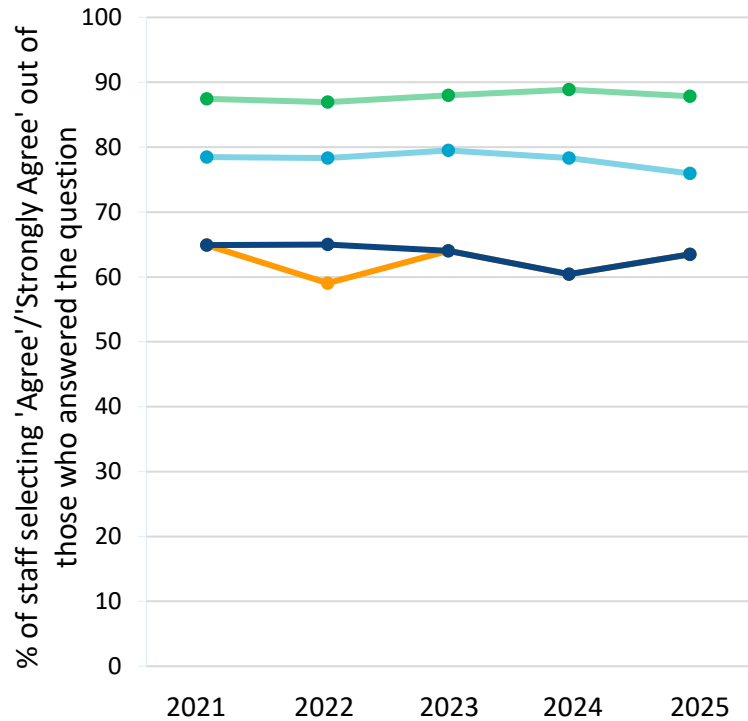
Year	2021	2022	2023	2024	2025
Your org	74.71%	76.10%	75.11%	70.80%	70.52%
Best result	80.42%	81.74%	82.81%	80.86%	79.65%
Average result	76.61%	77.35%	78.14%	76.83%	76.00%
Worst result	71.81%	67.51%	72.65%	70.14%	70.50%
Responses	2316	2747	2559	2407	3587

Year	2021	2022	2023	2024	2025
Your org	72.89%	74.21%	73.23%	69.08%	68.90%
Best result	82.02%	81.70%	83.28%	79.75%	80.32%
Average result	76.84%	77.22%	77.79%	76.46%	75.07%
Worst result	70.93%	66.24%	71.30%	68.88%	68.27%
Responses	2317	2745	2561	2411	3591

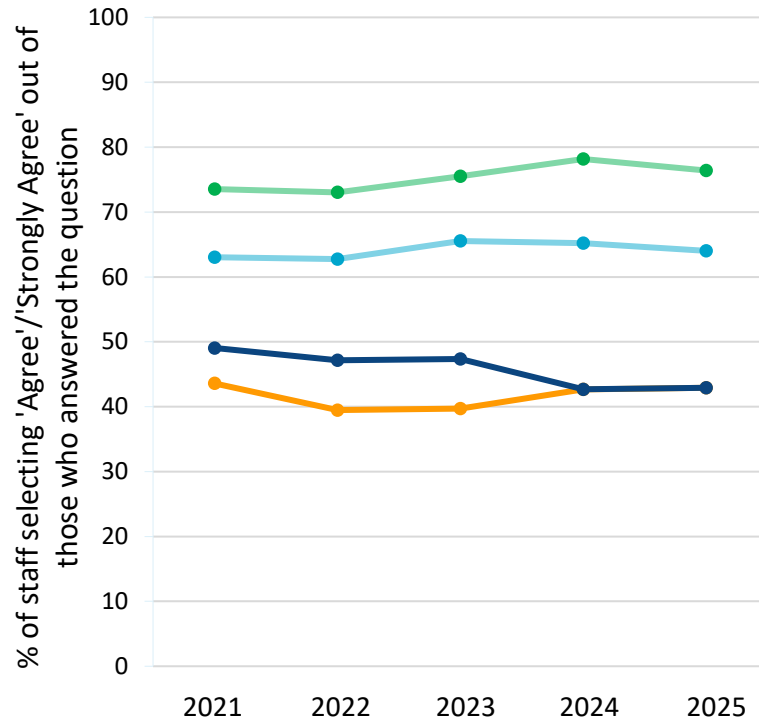
Year	2021	2022	2023	2024	2025
Your org	53.32%	55.44%	54.55%	50.11%	50.05%
Best result	68.32%	69.08%	67.76%	66.23%	66.45%
Average result	58.87%	60.41%	61.27%	59.82%	58.65%
Worst result	51.10%	48.78%	52.28%	50.11%	49.87%
Responses	2312	2749	2558	2409	3587



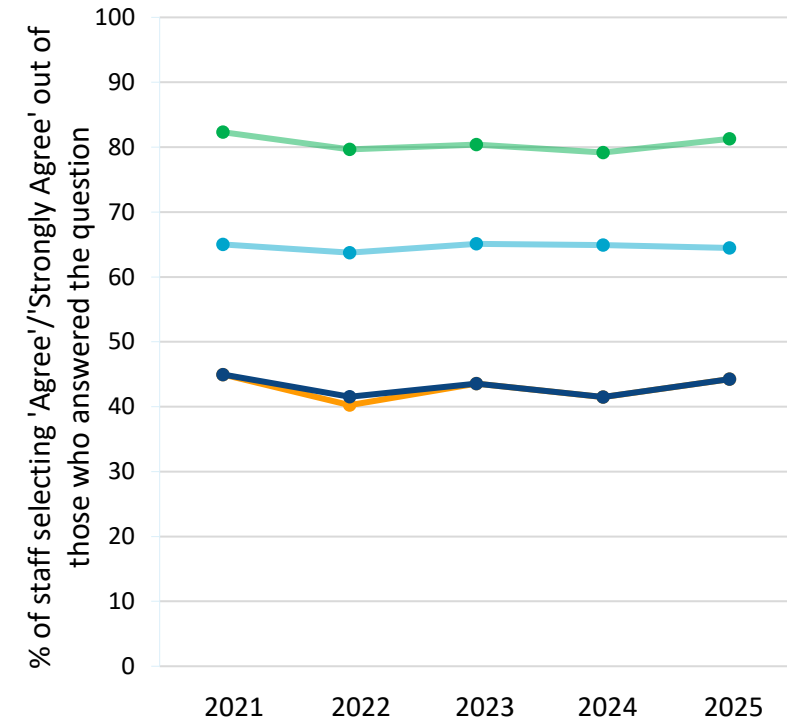
Q25a Care of patients / service users is my organisation's top priority.



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
Your org	64.89%	64.99%	64.03%	60.43%	63.46%
Best result	87.43%	86.93%	87.99%	88.86%	87.85%
Average result	78.46%	78.32%	79.49%	78.32%	75.94%
Worst result	64.89%	59.04%	64.03%	60.43%	63.46%
Responses	2253	2744	2552	2402	3573

Year	2021	2022	2023	2024	2025
Your org	49.05%	47.15%	47.36%	42.69%	42.89%
Best result	73.53%	73.02%	75.50%	78.17%	76.39%
Average result	63.05%	62.75%	65.53%	65.22%	64.00%
Worst result	43.58%	39.48%	39.70%	42.69%	42.89%
Responses	2251	2748	2551	2401	3573

Year	2021	2022	2023	2024	2025
Your org	44.96%	41.55%	43.56%	41.49%	44.25%
Best result	82.30%	79.65%	80.41%	79.17%	81.28%
Average result	64.99%	63.74%	65.09%	64.91%	64.45%
Worst result	44.96%	40.24%	43.56%	41.49%	44.25%
Responses	2247	2747	2552	2399	3573

Theme - Morale



Questions included:

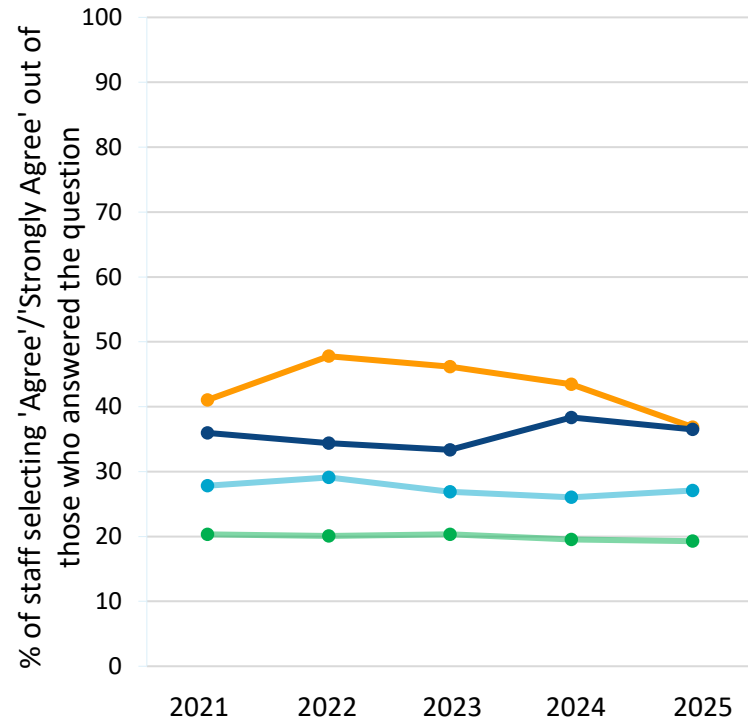
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

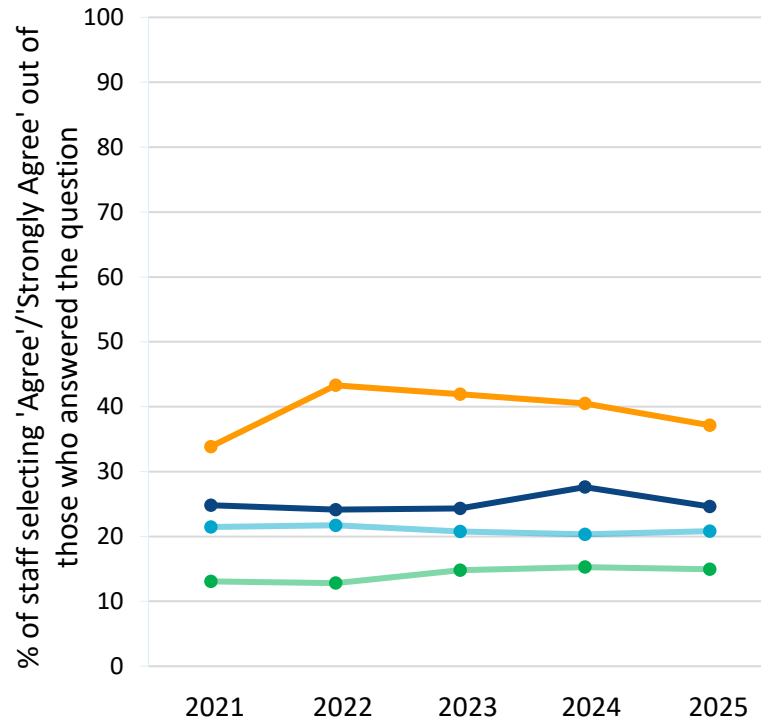


Q26a I often think about leaving this organisation.



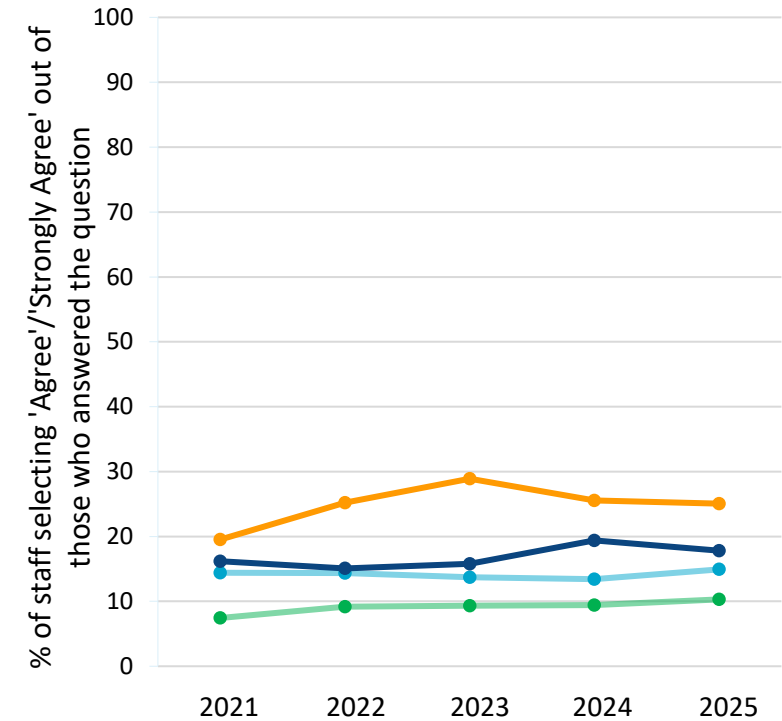
Your org	35.95%	34.38%	33.35%	38.34%	36.52%
Best result	20.32%	20.09%	20.33%	19.55%	19.27%
Average result	27.82%	29.10%	26.87%	26.03%	27.11%
Worst result	41.04%	47.78%	46.16%	43.45%	36.87%
Responses	2252	2741	2557	2403	3577

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



Your org	24.83%	24.14%	24.31%	27.60%	24.60%
Best result	13.08%	12.81%	14.81%	15.27%	14.94%
Average result	21.46%	21.73%	20.77%	20.33%	20.84%
Worst result	33.85%	43.29%	41.93%	40.48%	37.14%
Responses	2250	2738	2554	2403	3576

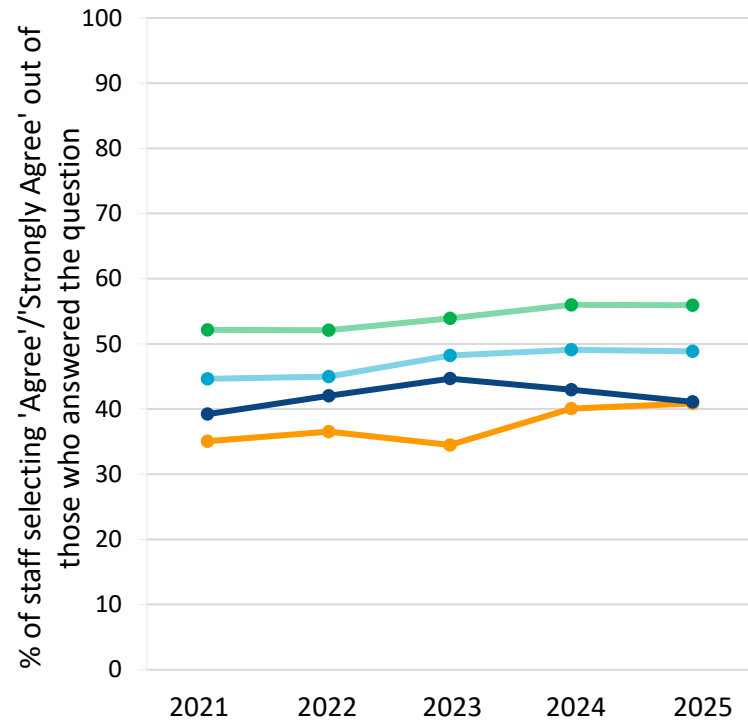
Q26c As soon as I can find another job, I will leave this organisation.



Your org	16.19%	15.07%	15.77%	19.39%	17.80%
Best result	7.44%	9.19%	9.32%	9.44%	10.30%
Average result	14.43%	14.36%	13.70%	13.42%	14.93%
Worst result	19.52%	25.22%	28.90%	25.57%	25.04%
Responses	2249	2736	2554	2397	3572

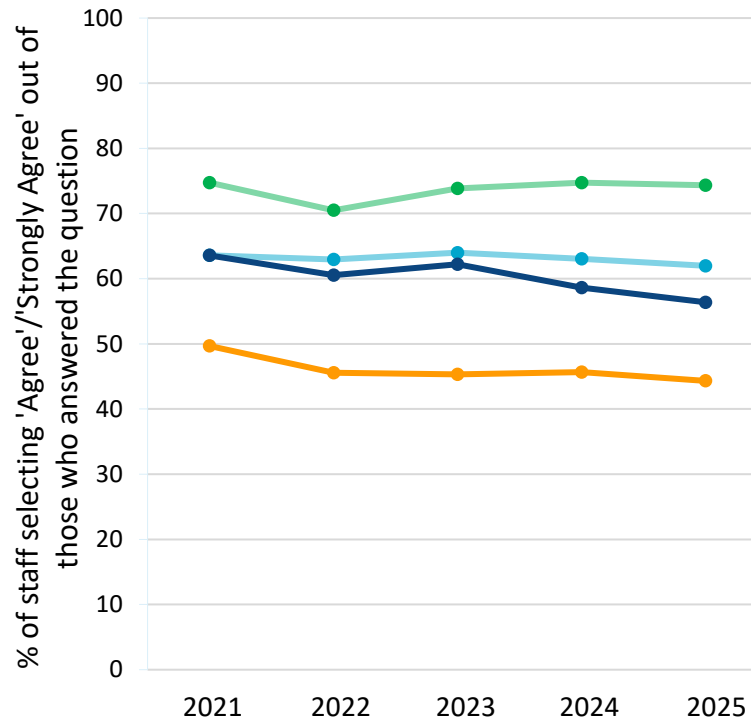


Q3g I am able to meet all the conflicting demands on my time at work.



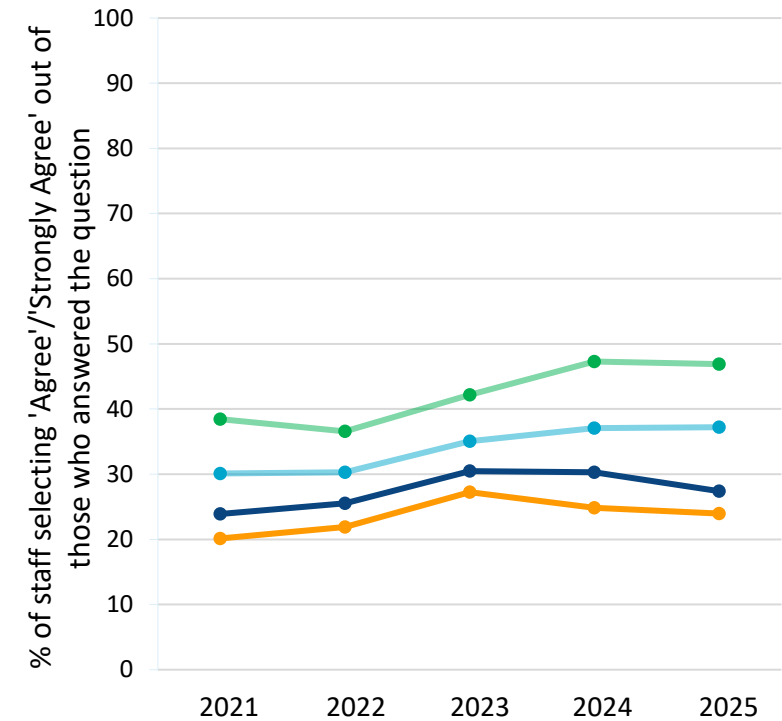
Your org	39.21%	42.05%	44.66%	42.99%	41.10%
Best result	52.13%	52.10%	53.91%	55.99%	55.93%
Average result	44.64%	44.95%	48.22%	49.09%	48.87%
Worst result	35.06%	36.54%	34.49%	40.06%	40.86%
Responses	2316	2747	2558	2404	3589

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



Your org	63.57%	60.57%	62.20%	58.62%	56.39%
Best result	74.72%	70.49%	73.85%	74.74%	74.34%
Average result	63.57%	62.94%	64.00%	63.07%	61.98%
Worst result	49.67%	45.58%	45.31%	45.65%	44.32%
Responses	2317	2746	2559	2407	3588

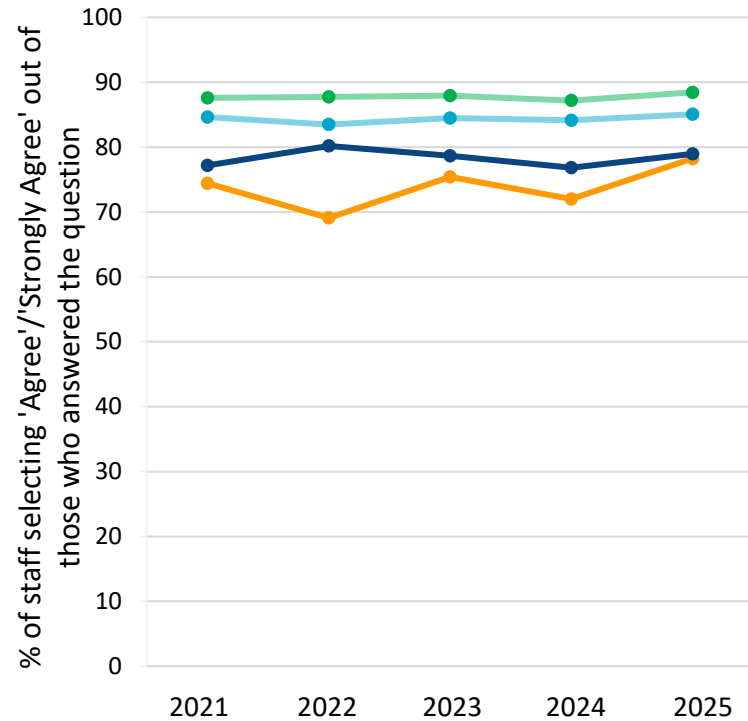
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	23.90%	25.55%	30.47%	30.29%	27.40%
Best result	38.43%	36.57%	42.15%	47.29%	46.88%
Average result	30.11%	30.32%	35.08%	37.06%	37.21%
Worst result	20.14%	21.89%	27.24%	24.83%	23.97%
Responses	2316	2751	2560	2410	3589

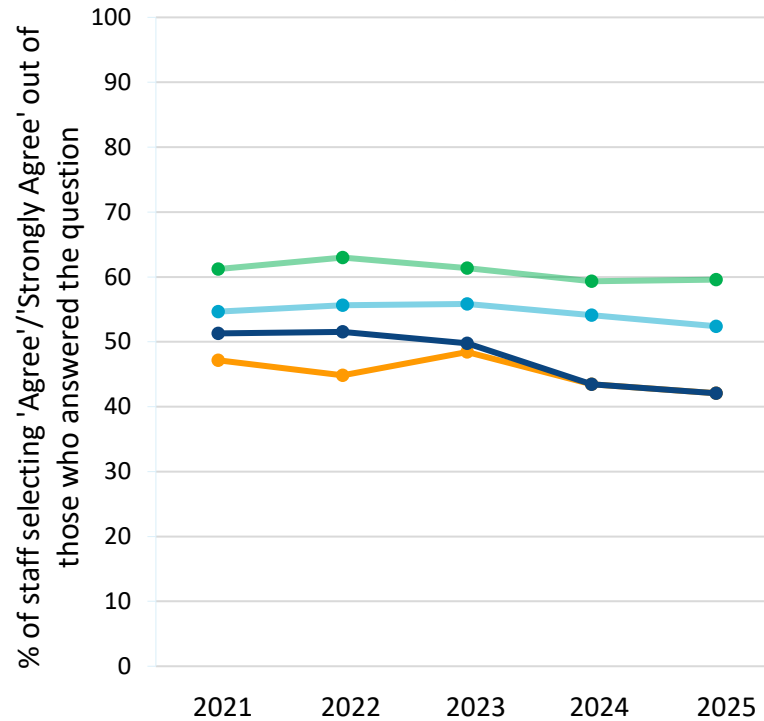


Q3a I always know what my work responsibilities are.



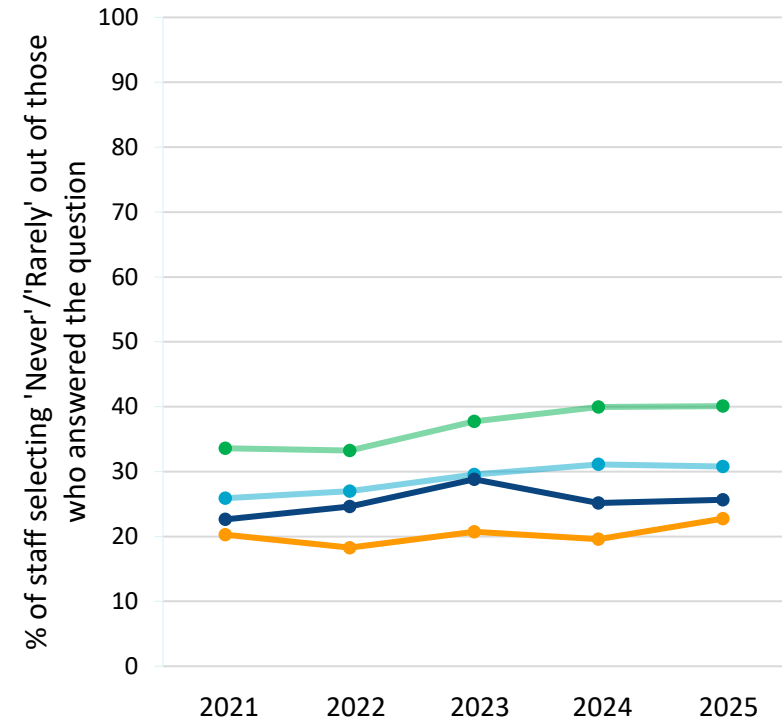
Your org	2021	2022	2023	2024	2025
Best result	87.60%	87.75%	87.93%	87.17%	88.44%
Average result	84.62%	83.48%	84.50%	84.15%	85.06%
Worst result	74.42%	69.09%	75.40%	72.01%	78.25%
Responses	2314	2747	2559	2412	3593

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



Your org	2021	2022	2023	2024	2025
Best result	61.19%	62.98%	61.34%	59.33%	59.56%
Average result	54.66%	55.65%	55.83%	54.09%	52.40%
Worst result	47.16%	44.85%	48.43%	43.44%	42.07%
Responses	2315	2748	2558	2410	3590

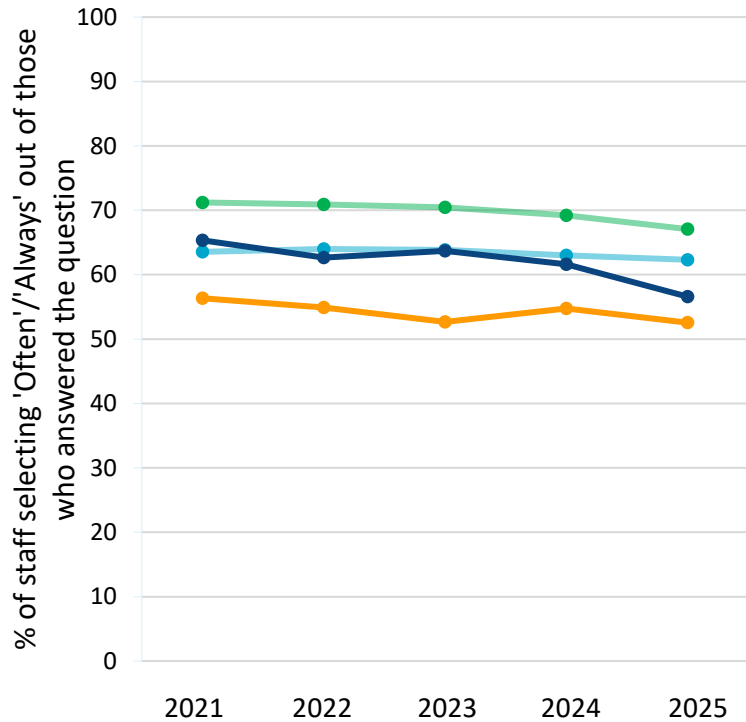
Q5a I have unrealistic time pressures.



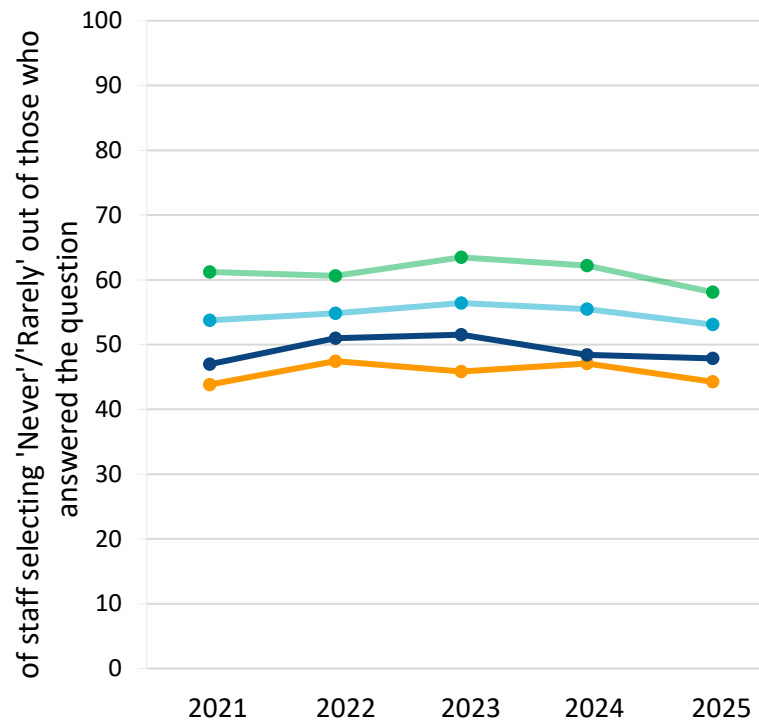
Your org	2021	2022	2023	2024	2025
Best result	33.60%	33.24%	37.75%	39.97%	40.08%
Average result	25.89%	26.96%	29.56%	31.10%	30.76%
Worst result	20.27%	18.28%	20.74%	19.56%	22.75%
Responses	2306	2739	2558	2407	3592



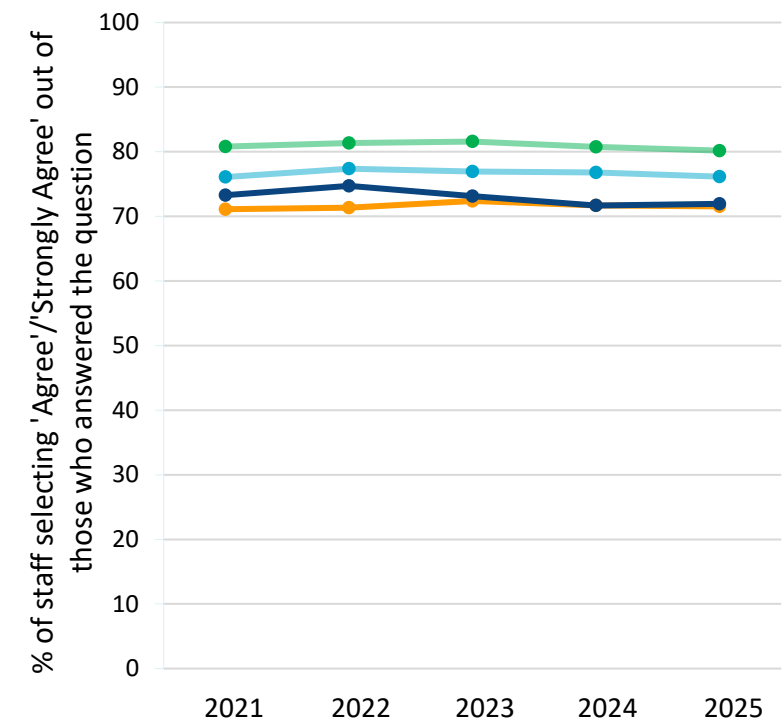
Q5b I have a choice in deciding how to do my work.



Q5c Relationships at work are strained.



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



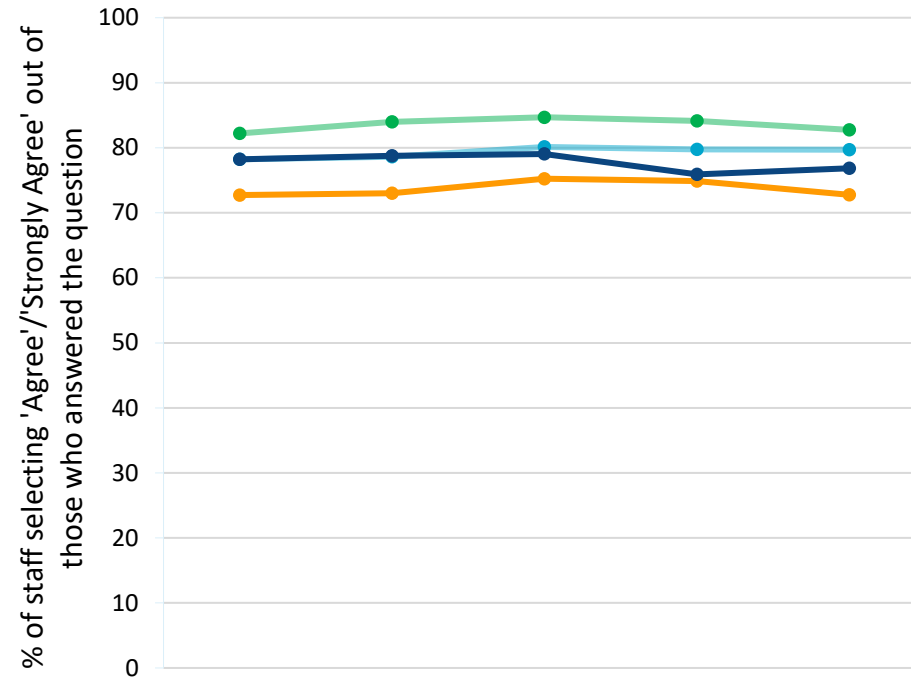
	2021	2022	2023	2024	2025
Your org	65.33%	62.65%	63.72%	61.62%	56.58%
Best result	71.21%	70.91%	70.48%	69.21%	67.08%
Average result	63.57%	63.98%	63.83%	63.01%	62.31%
Worst result	56.34%	54.90%	52.66%	54.73%	52.55%
Responses	2310	2736	2555	2409	3588

	2021	2022	2023	2024	2025
Your org	46.97%	51.01%	51.53%	48.43%	47.88%
Best result	61.21%	60.64%	63.47%	62.19%	58.10%
Average result	53.74%	54.83%	56.42%	55.50%	53.09%
Worst result	43.83%	47.45%	45.83%	47.11%	44.25%
Responses	2308	2740	2550	2407	3585

	2021	2022	2023	2024	2025
Your org	73.25%	74.72%	73.13%	71.67%	71.93%
Best result	80.83%	81.33%	81.58%	80.74%	80.17%
Average result	76.08%	77.37%	76.94%	76.79%	76.14%
Worst result	71.10%	71.34%	72.38%	71.67%	71.53%
Responses	2296	2747	2555	2410	3589



Q9a My immediate manager encourages me at work.



	2021	2022	2023	2024	2025
Your org	78.22%	78.75%	79.04%	75.91%	76.83%
Best result	82.21%	83.97%	84.69%	84.11%	82.77%
Average result	78.22%	78.61%	80.13%	79.75%	79.72%
Worst result	72.73%	73.00%	75.24%	74.90%	72.75%
Responses	2287	2745	2558	2406	3584

Questions not linked to People Promise elements or themes

Questions included:*

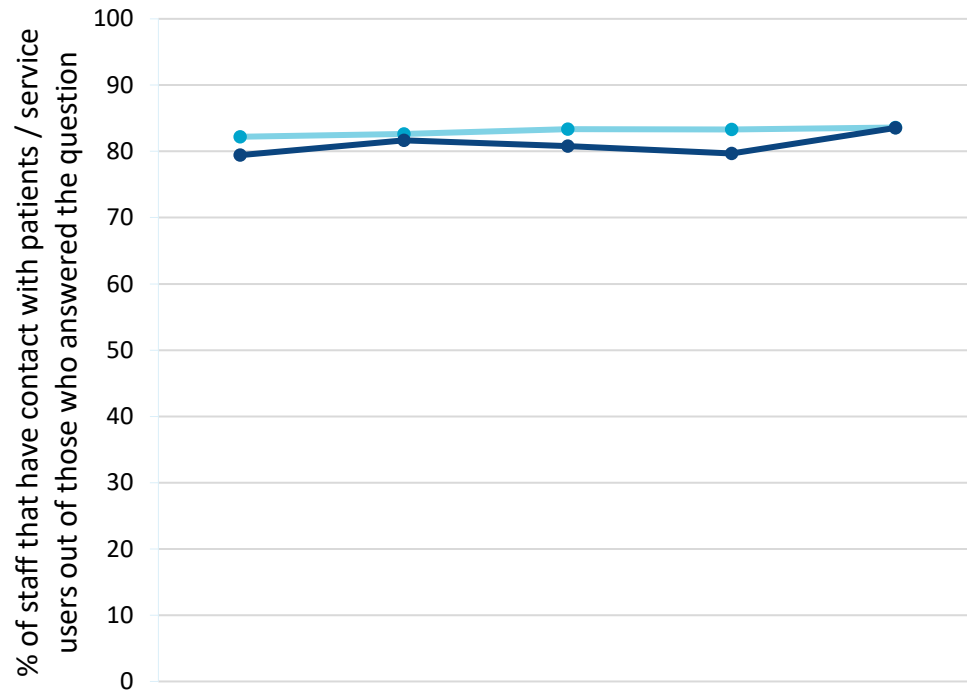
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

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

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



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

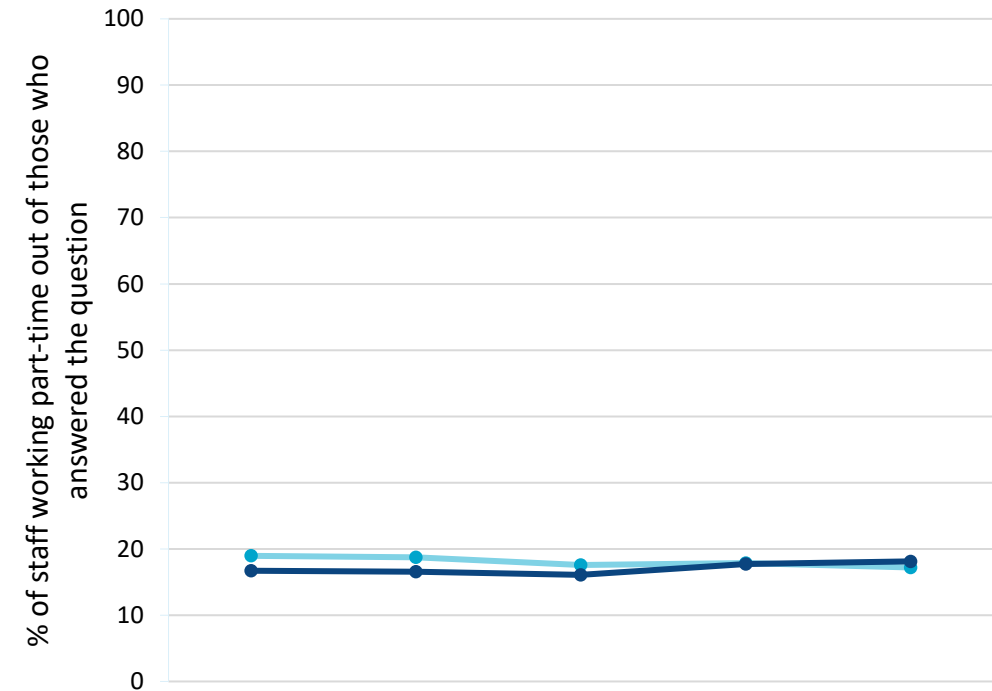


2021 2022 2023 2024 2025

Your org	79.43%	81.65%	80.79%	79.66%	83.54%
Average	82.21%	82.64%	83.36%	83.33%	83.60%

Responses 2329 2735 2556 2404 3579

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



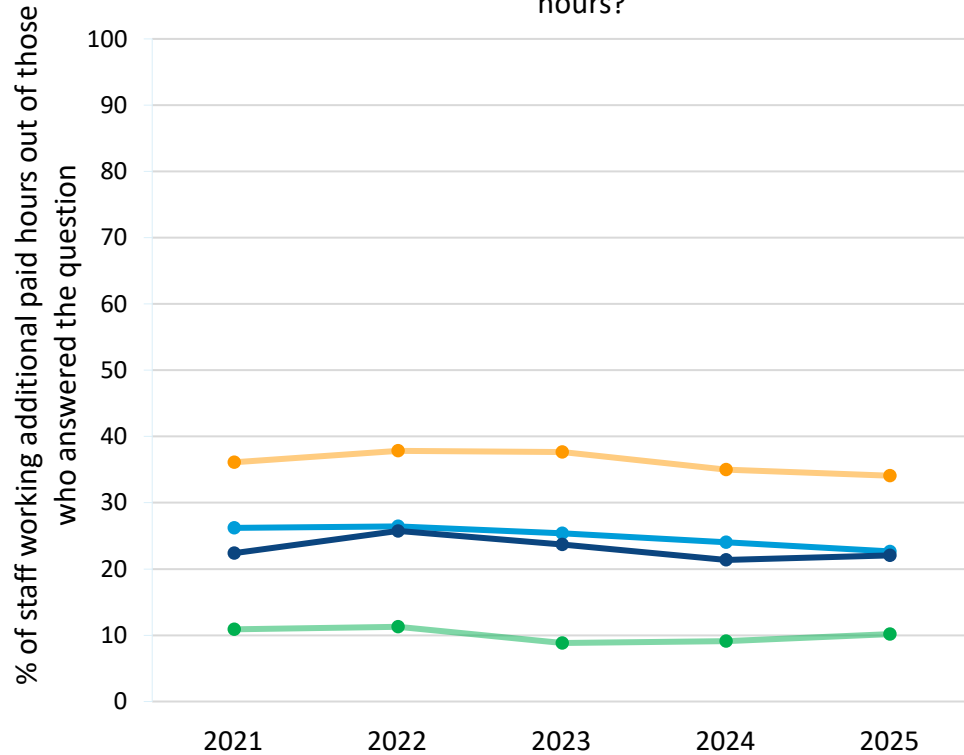
2021 2022 2023 2024 2025

Your org	16.68%	16.57%	16.08%	17.74%	18.12%
Average	18.96%	18.74%	17.59%	17.87%	17.20%

Responses 2236 2679 2512 2356 3510



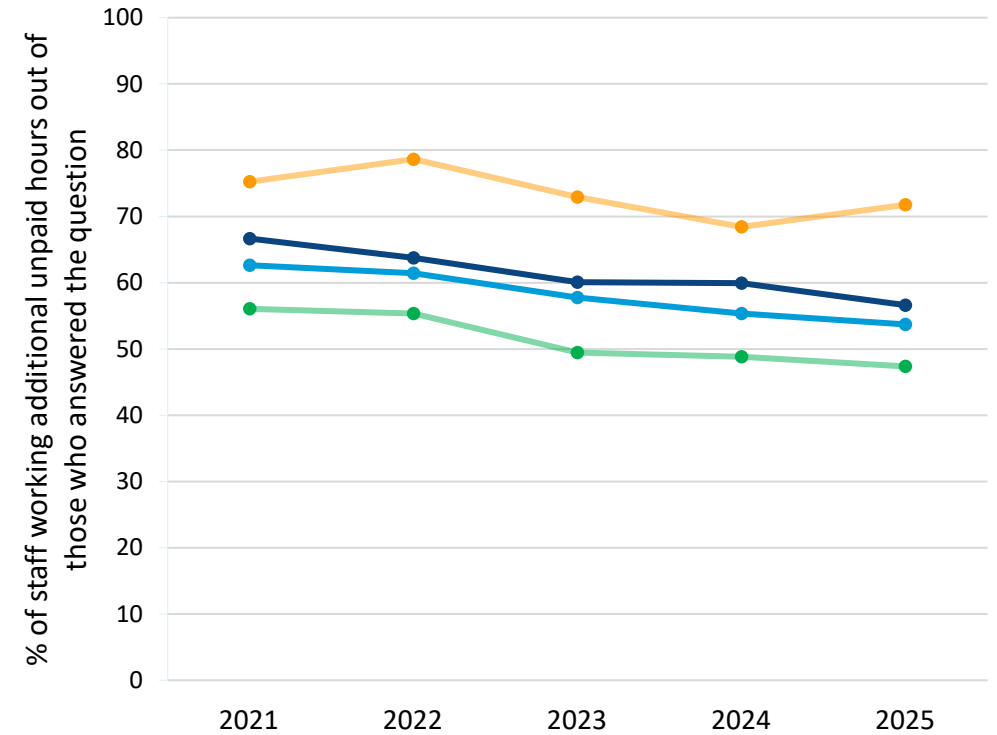
Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?



	2021	2022	2023	2024	2025
Your org	22.38%	25.75%	23.69%	21.37%	22.07%
Lowest	10.91%	11.28%	8.83%	9.09%	10.18%
Average	26.23%	26.43%	25.40%	24.06%	22.66%
Highest	36.11%	37.83%	37.63%	35.02%	34.08%

Responses 2280 2737 2546 2405 3578

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

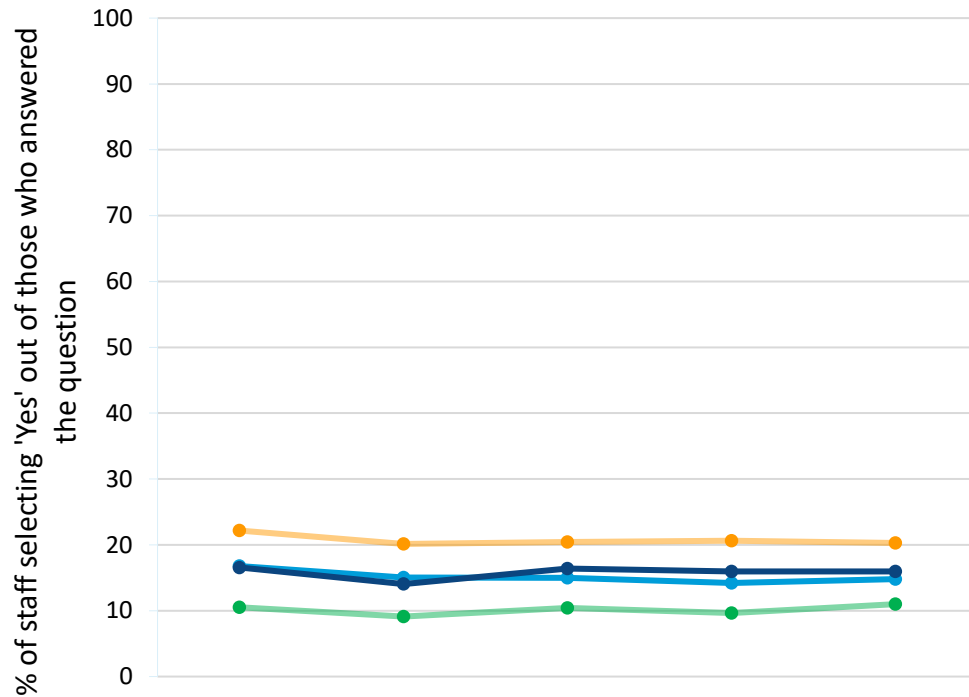


	2021	2022	2023	2024	2025
Your org	66.66%	63.74%	60.07%	59.92%	56.61%
Lowest	56.06%	55.35%	49.45%	48.83%	47.36%
Average	62.64%	61.41%	57.78%	55.34%	53.71%
Highest	75.26%	78.65%	72.94%	68.42%	71.76%

Responses 2283 2743 2548 2400 3572

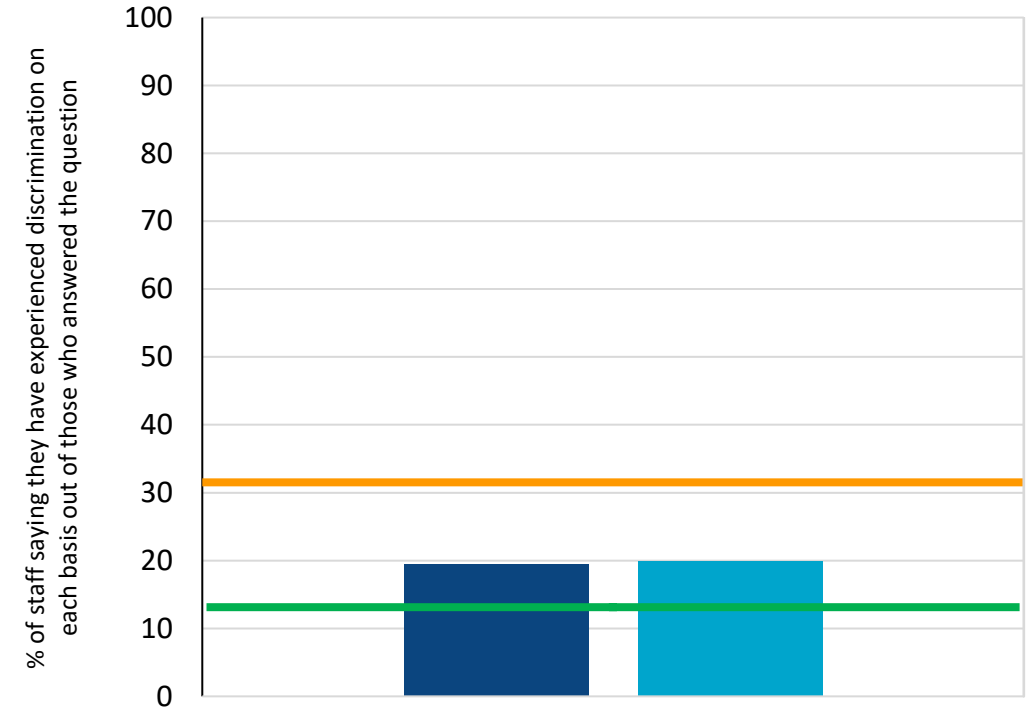


Q11e* Have you felt pressure from your manager to come to work?



	2021	2022	2023	2024	2025
Your org	16.57%	14.05%	16.41%	15.96%	15.97%
Best result	10.54%	9.11%	10.43%	9.63%	11.00%
Average result	16.78%	15.06%	14.99%	14.21%	14.81%
Worst result	22.17%	20.14%	20.44%	20.64%	20.29%
Responses	1260	1611	1428	1403	2141

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



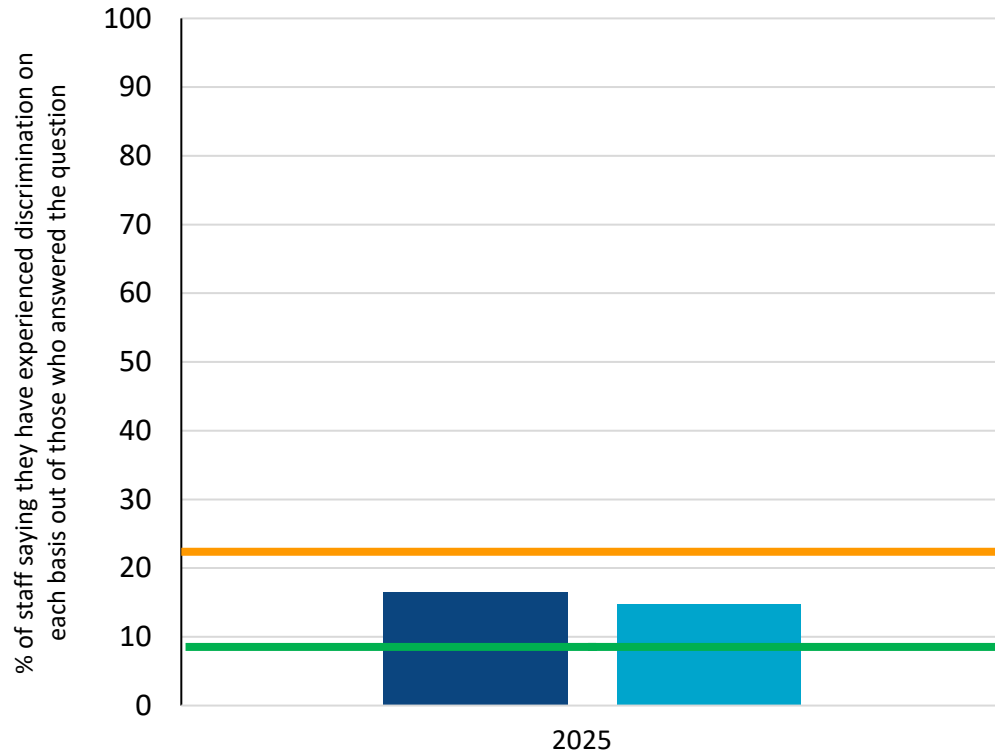
	2025
Your org	19.46%
Best result	13.14%
Average result	19.99%
Worst result	31.53%
Responses	647

*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/>



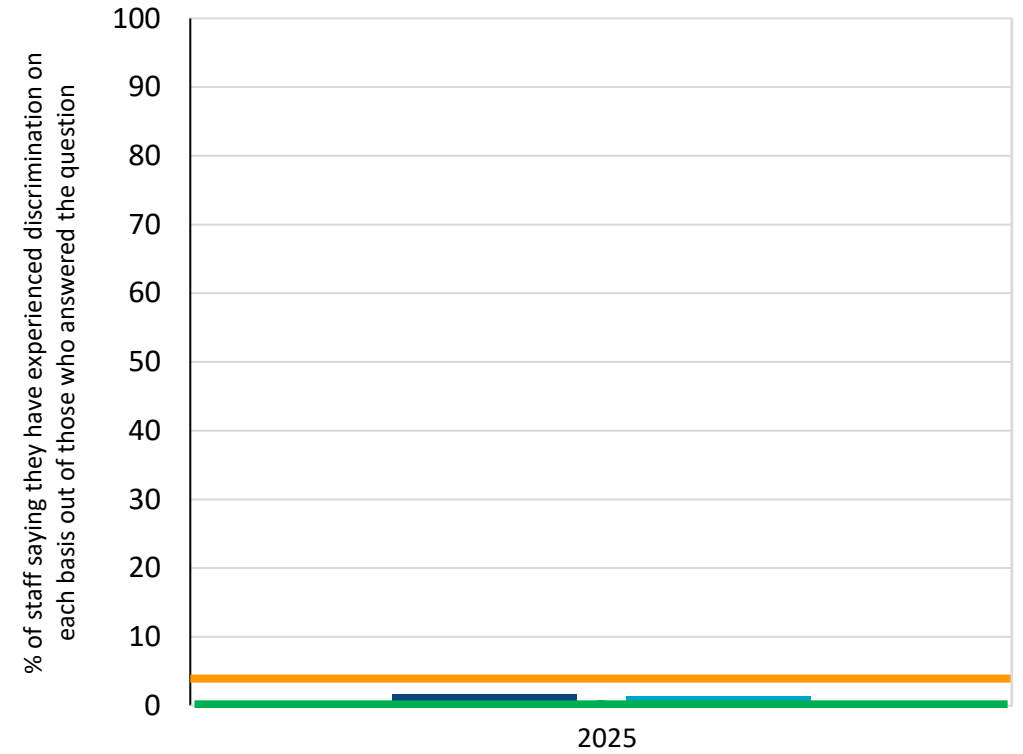
Q16c.2 On what grounds have you experienced discrimination?
– Disability.



Category	Percentage
Your org	16.54%
Best result	8.53%
Average result	14.78%
Worst result	22.39%

Responses: 647

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



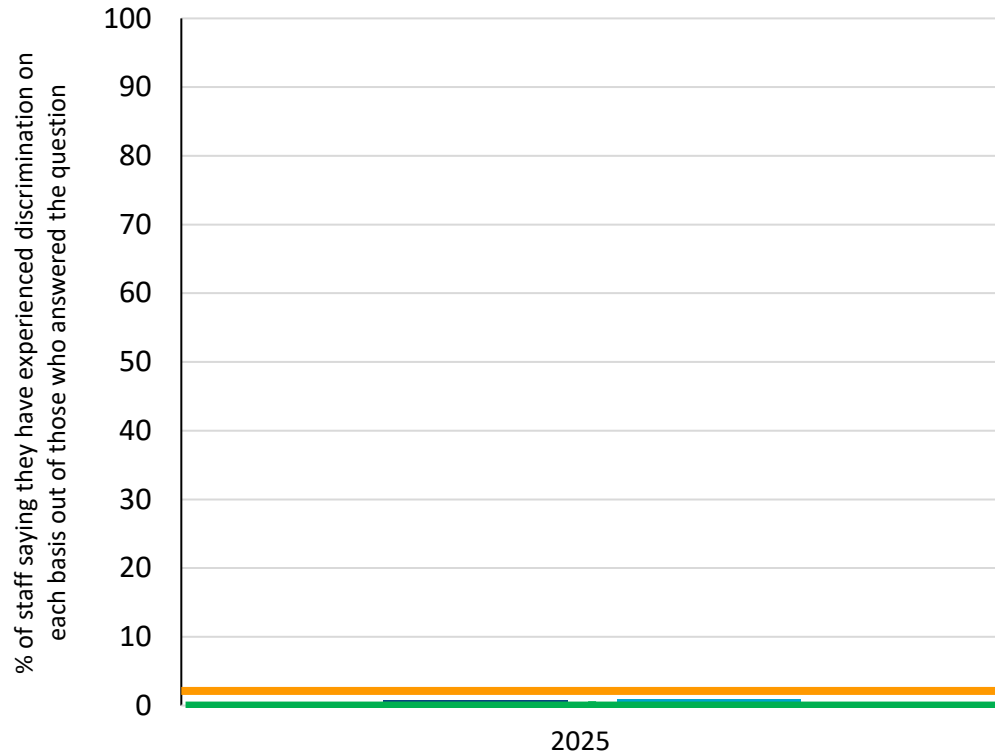
Category	Percentage
Your org	1.61%
Best result	0.18%
Average result	1.46%
Worst result	3.92%

Responses: 647

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/>

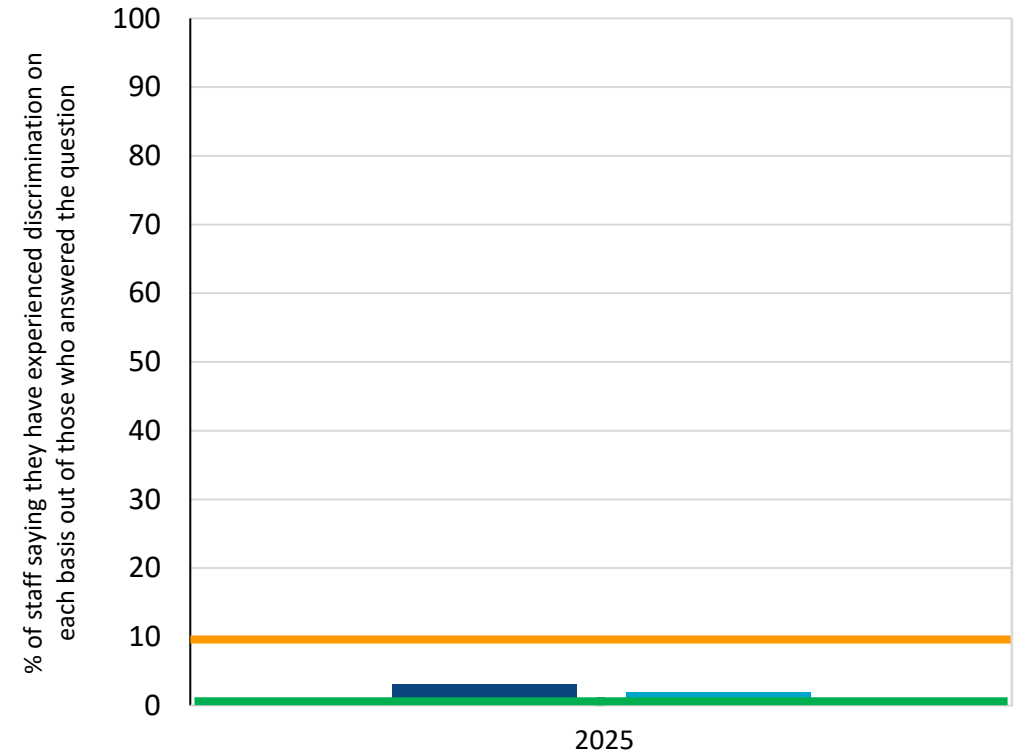


Q16c.4 On what grounds have you experienced discrimination?
– Marriage and civil partnership.



2025	
Your org	0.78%
Best result	0.00%
Average result	0.90%
Worst result	2.13%
Responses	647

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

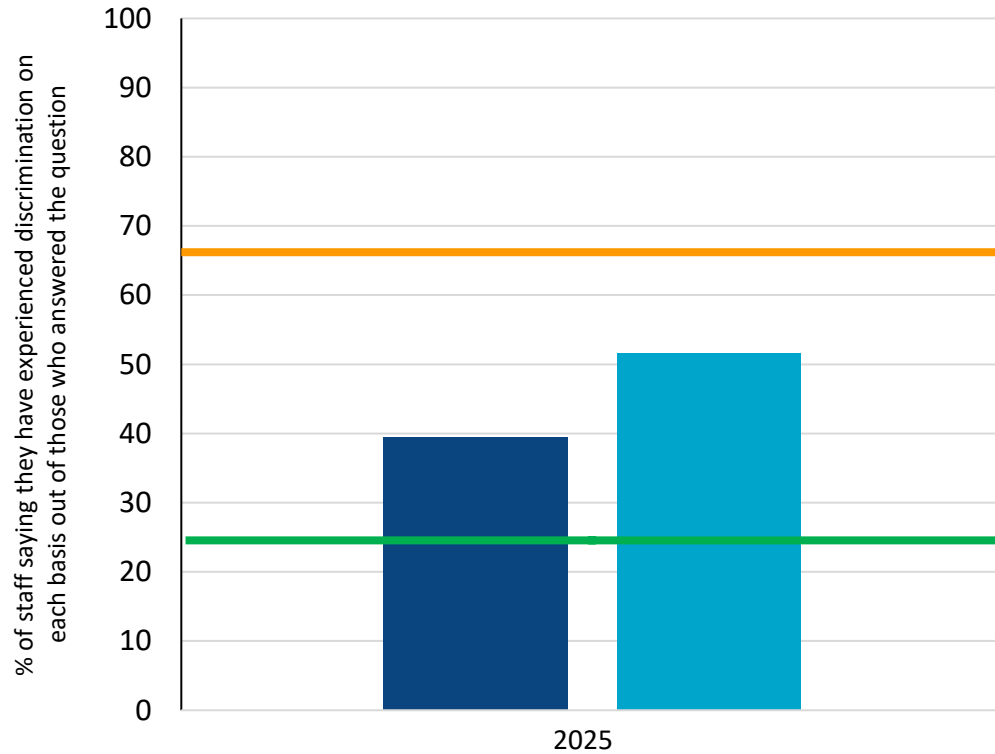


2025	
Your org	3.15%
Best result	0.63%
Average result	1.91%
Worst result	9.61%
Responses	647

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/>

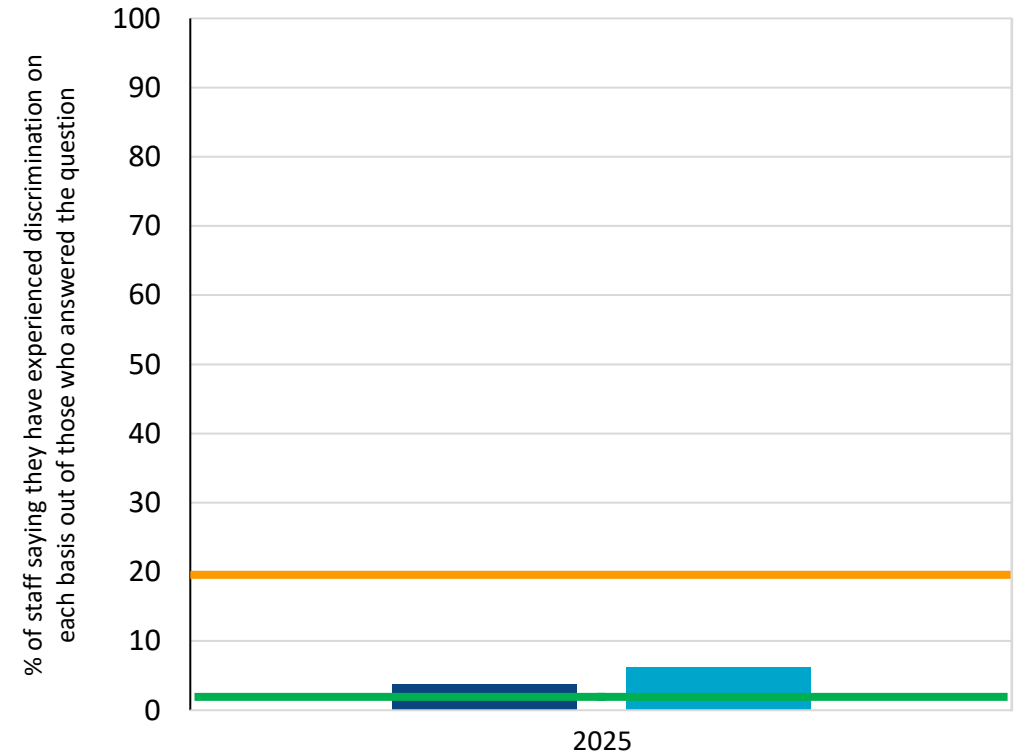


Q16c.6 On what grounds have you experienced discrimination?
– Race.



Your org	39.55%
Best result	24.55%
Average result	51.59%
Worst result	66.20%
Responses	647

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

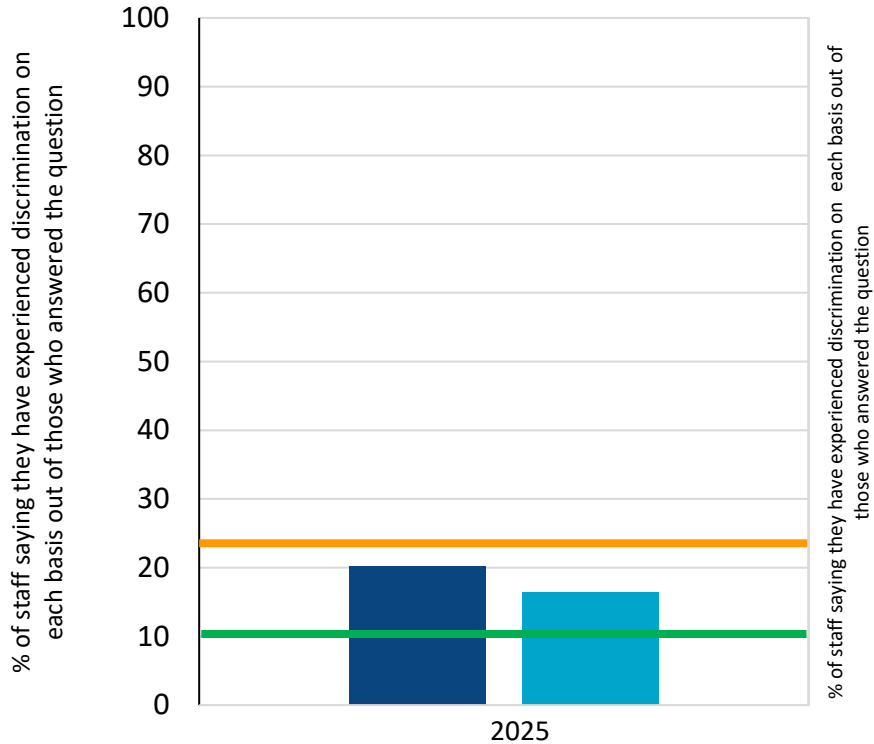


Your org	3.82%
Best result	1.93%
Average result	6.29%
Worst result	19.57%
Responses	647

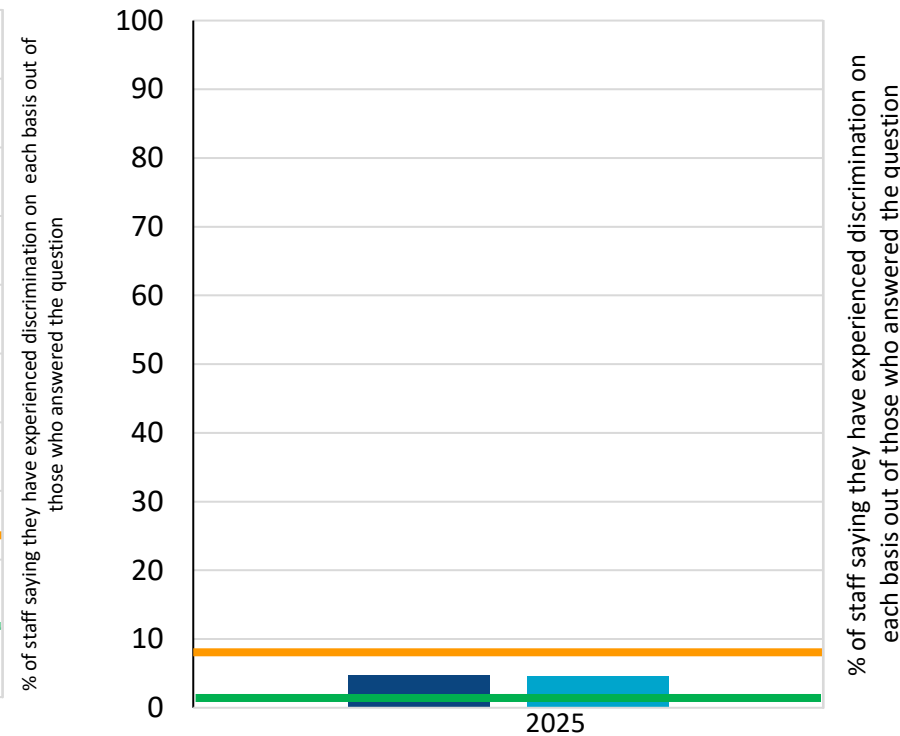
Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>



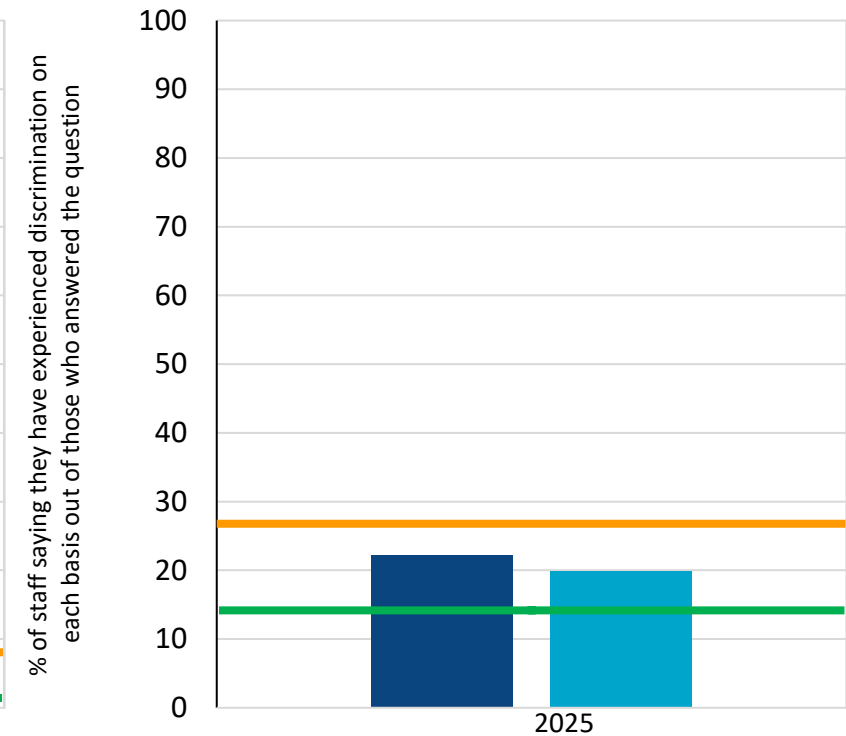
Q16c.8 On what grounds have you experienced discrimination? -- Sex.



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



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



Your org	20.23%
Best result	10.35%
Average result	16.48%
Worst result	23.54%
Responses	647

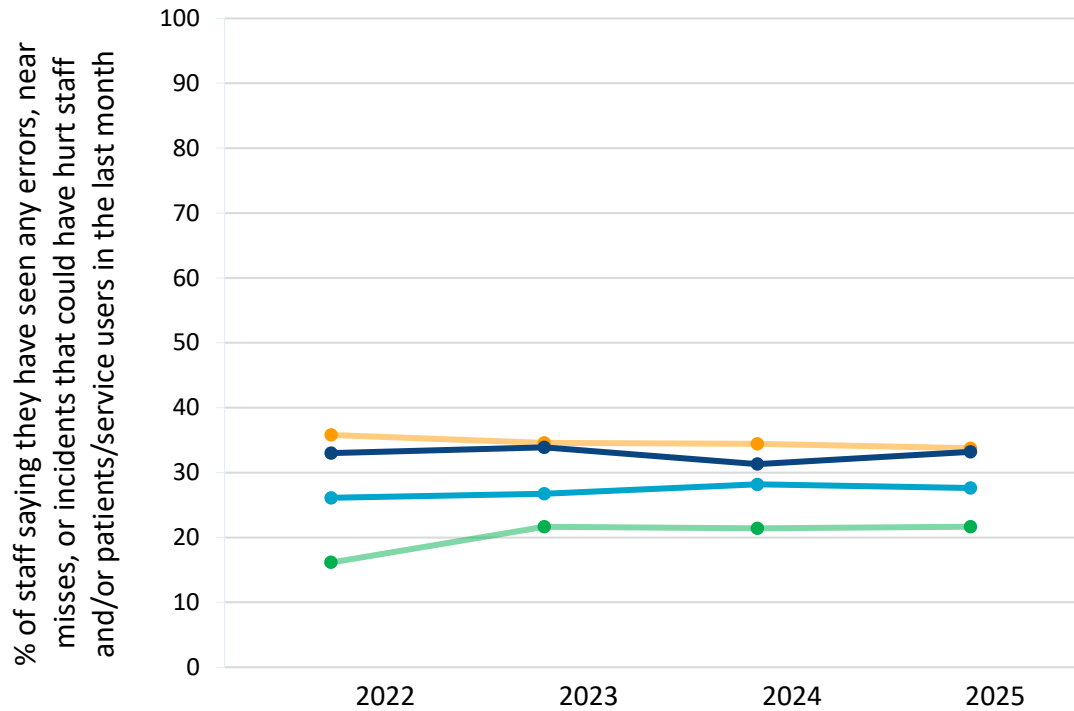
Your org	4.78%
Best result	1.42%
Average result	4.54%
Worst result	8.07%
Responses	647

Your org	22.27%
Best result	14.17%
Average result	19.88%
Worst result	26.78%
Responses	647

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/>



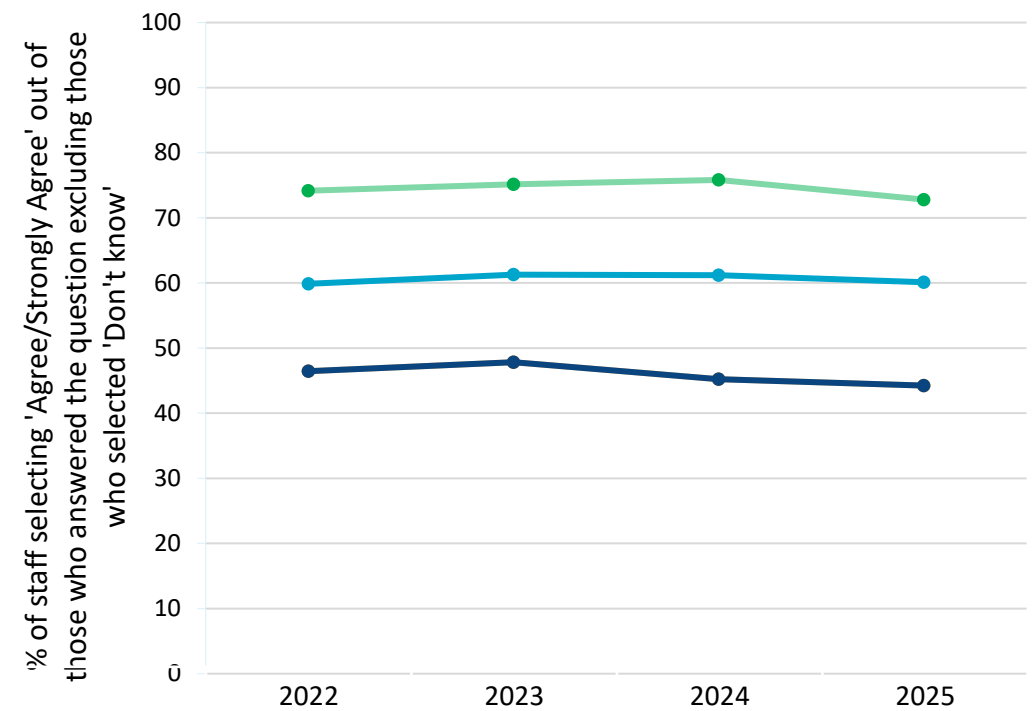
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023	2024	2025
Your org	33.01%	33.89%	31.30%	33.22%
Best result	16.14%	21.64%	21.40%	21.63%
Average result	26.12%	26.72%	28.19%	27.64%
Worst result	35.79%	34.56%	34.41%	33.76%

Responses	2714	2514	2364	3498
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Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.

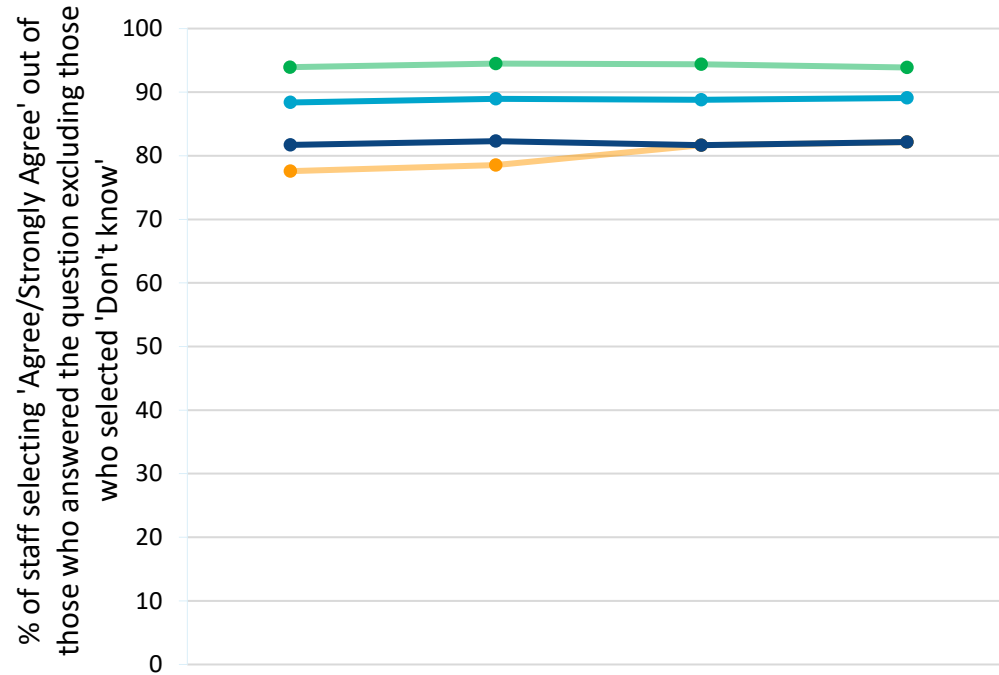


	2022	2023	2024	2025
Your org	46.46%	47.84%	45.25%	44.25%
Best result	74.16%	75.16%	75.83%	72.82%
Average result	59.88%	61.28%	61.21%	60.14%
Worst result	46.46%	47.84%	45.25%	44.25%

Responses	2014	1840	1672	2583
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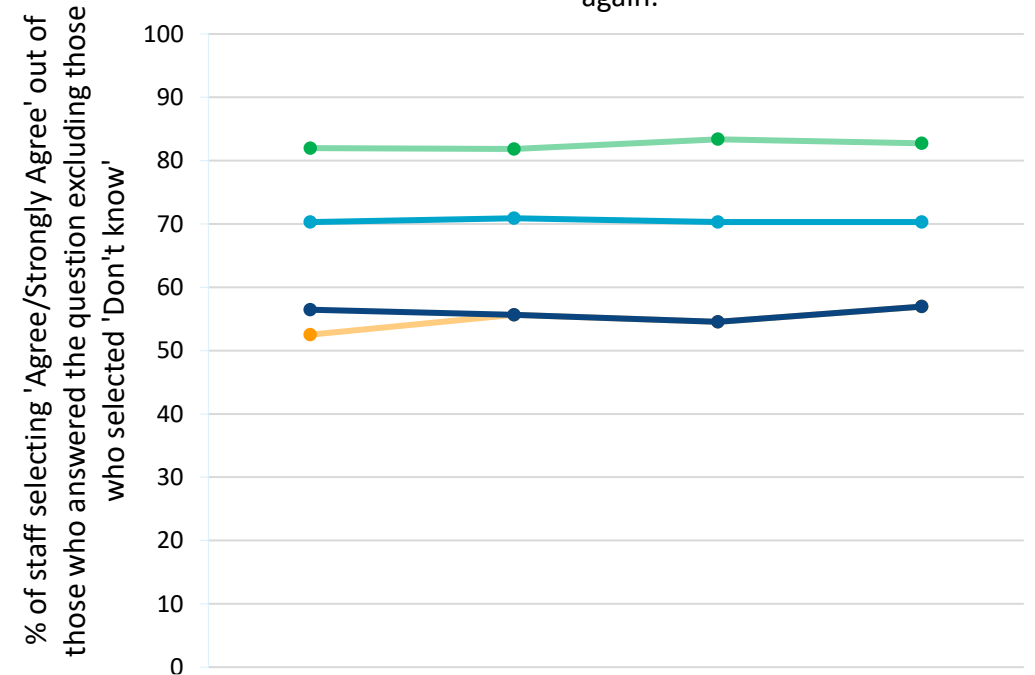


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024	2025
Your org	81.70%	82.29%	81.66%	82.13%
Best result	93.93%	94.49%	94.40%	93.88%
Average result	88.37%	88.93%	88.78%	89.08%
Worst result	77.58%	78.52%	81.66%	82.13%
Responses	2600	2441	2261	3374

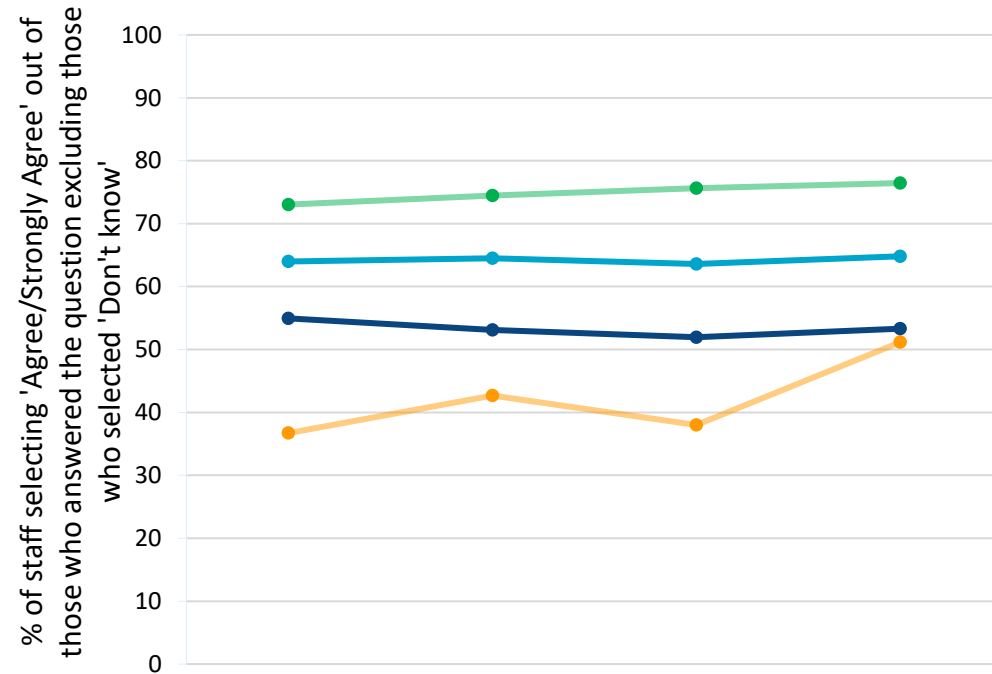
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



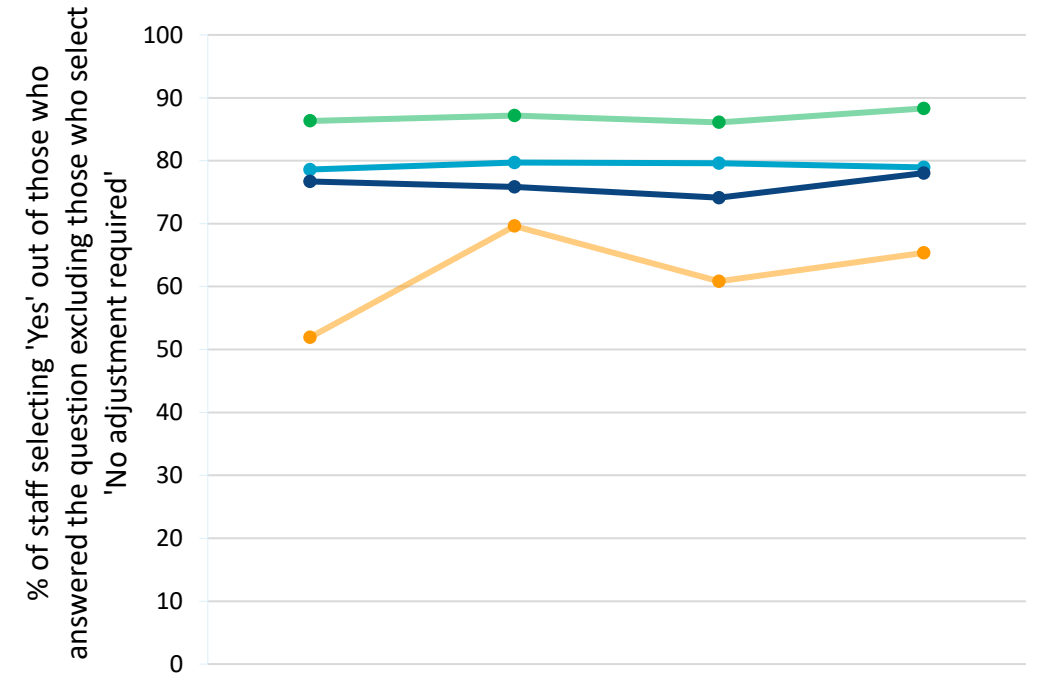
	2022	2023	2024	2025
Your org	56.43%	55.65%	54.54%	56.95%
Best result	81.97%	81.84%	83.37%	82.74%
Average result	70.29%	70.89%	70.32%	70.31%
Worst result	52.52%	55.65%	54.54%	56.95%
Responses	2316	2126	1958	2981



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



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

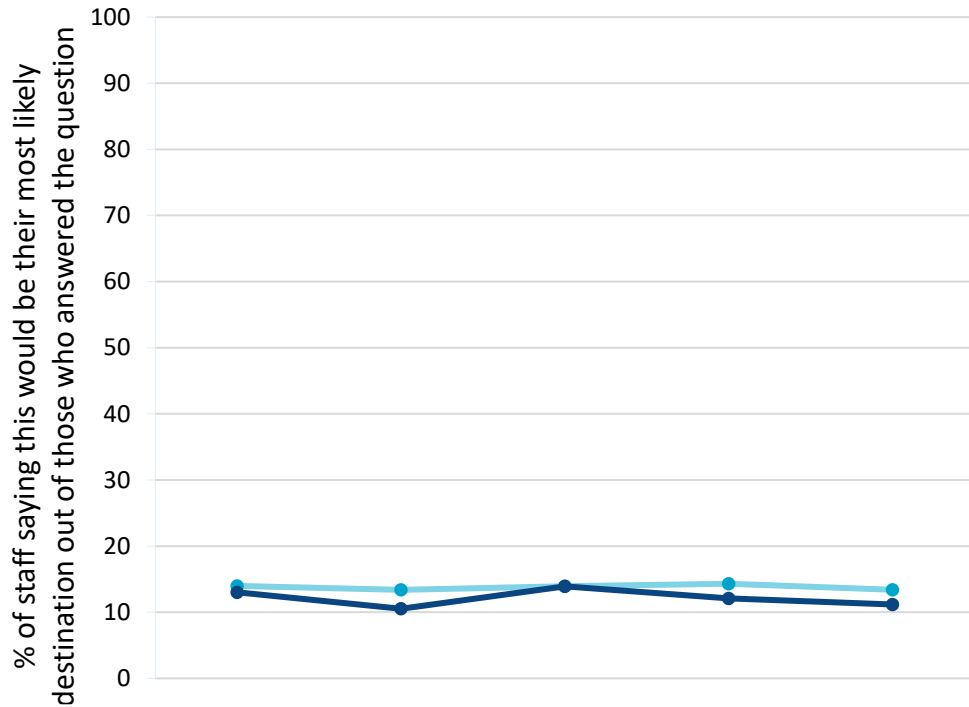


	2022	2023	2024	2025
Your org	54.95%	53.08%	51.96%	53.32%
Best result	73.04%	74.48%	75.65%	76.45%
Average result	63.99%	64.48%	63.59%	64.82%
Worst result	36.71%	42.69%	38.01%	51.16%
Responses	2358	2200	2026	3081

	2022	2023	2024	2025
Your org	76.71%	75.85%	74.14%	78.04%
Best result	86.32%	87.17%	86.10%	88.32%
Average result	78.61%	79.72%	79.60%	78.92%
Worst result	51.94%	69.62%	60.85%	65.39%
Responses	500	517	560	808



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

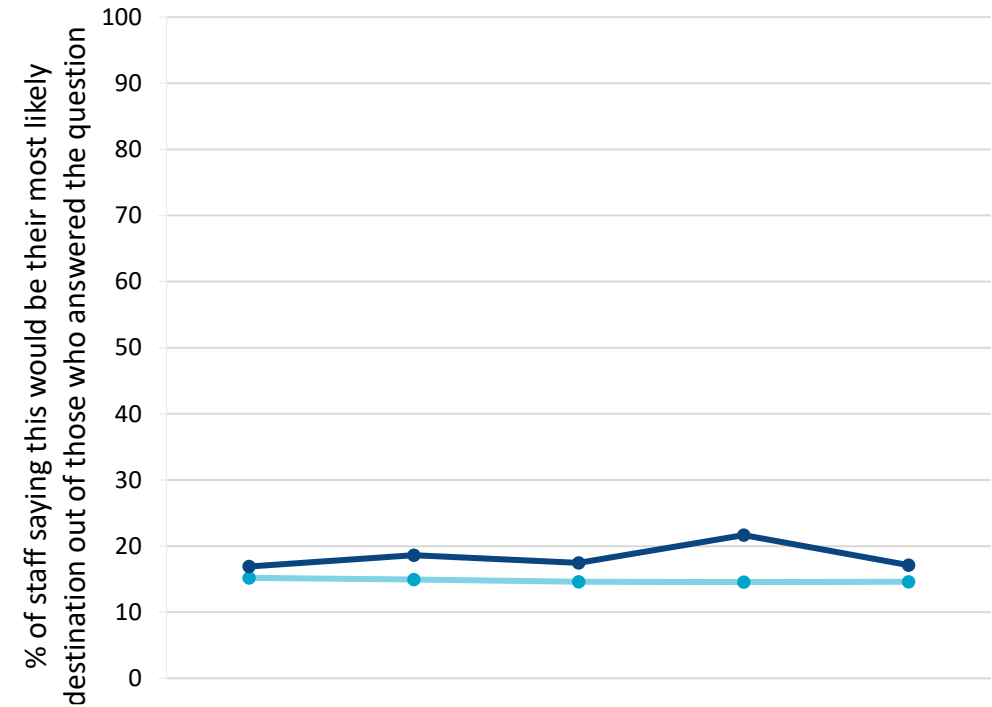


2021 2022 2023 2024 2025

Your org	13.01%	10.52%	13.91%	12.10%	11.18%
Average	13.95%	13.38%	13.92%	14.31%	13.42%

Responses 2129 2604 2459 2322 3454

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.



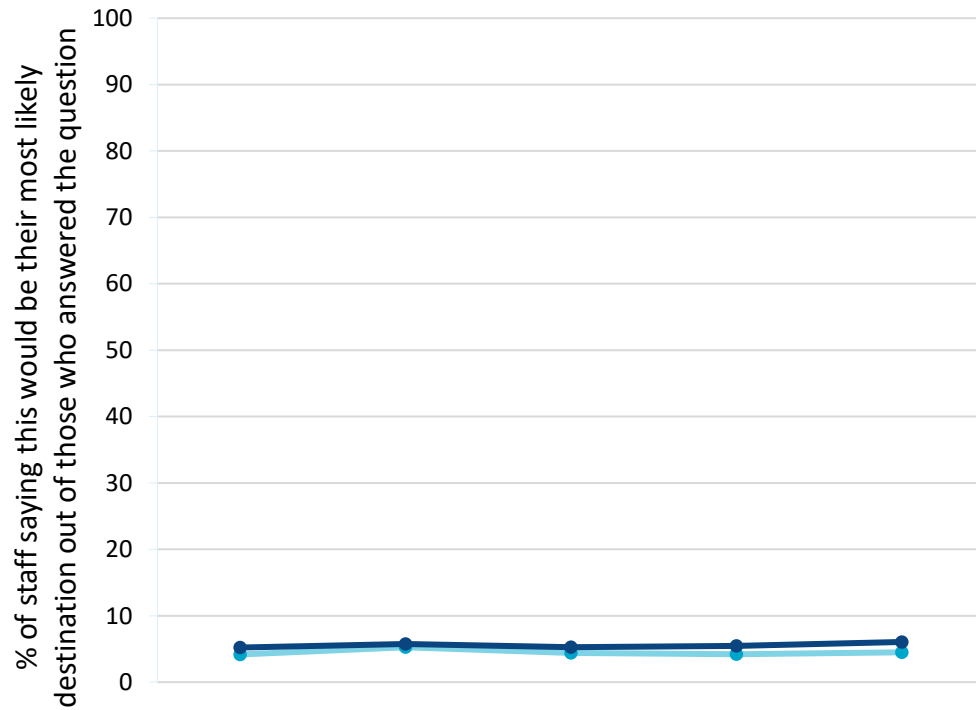
2021 2022 2023 2024 2025

Your org	16.91%	18.63%	17.49%	21.66%	17.14%
Average	15.20%	14.94%	14.63%	14.55%	14.58%

Responses 2129 2604 2459 2322 3454



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.

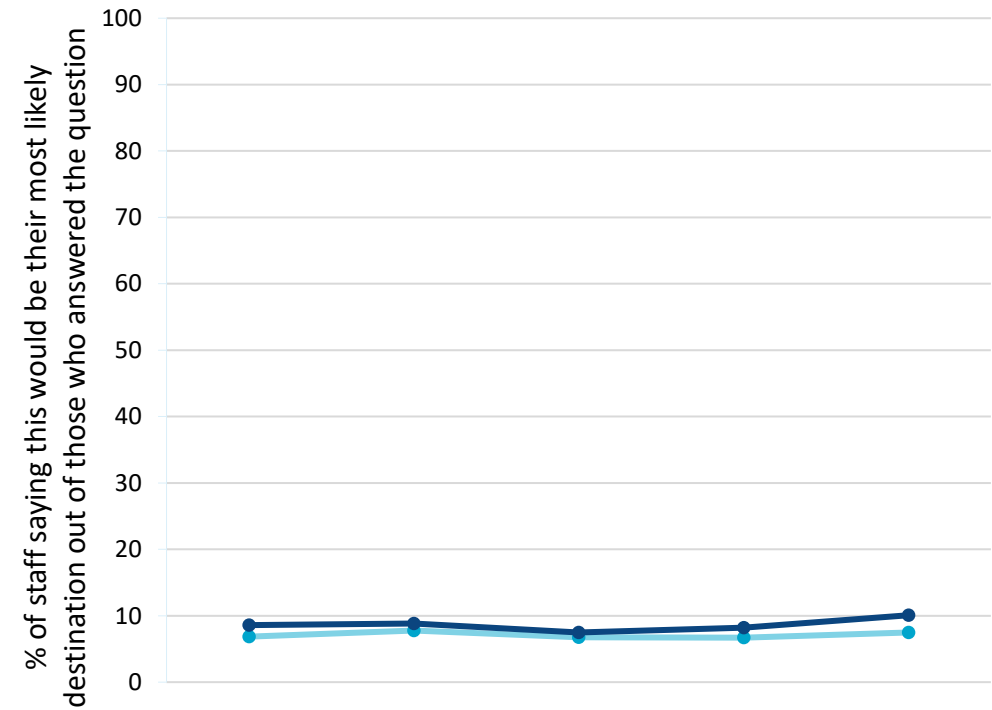


2021 2022 2023 2024 2025

Your org	5.21%	5.76%	5.25%	5.47%	6.05%
Average	4.17%	5.26%	4.39%	4.23%	4.51%

Responses 2129 2604 2459 2322 3454

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.



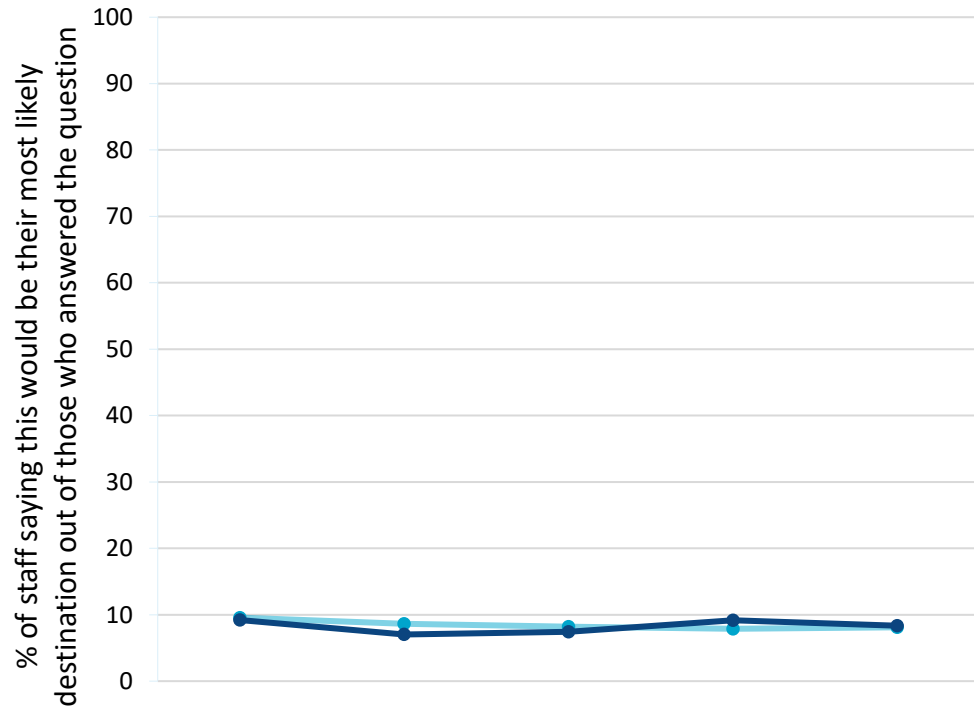
2021 2022 2023 2024 2025

Your org	8.60%	8.83%	7.48%	8.23%	10.08%
Average	6.83%	7.77%	6.78%	6.70%	7.50%

Responses 2129 2604 2459 2322 3454



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.

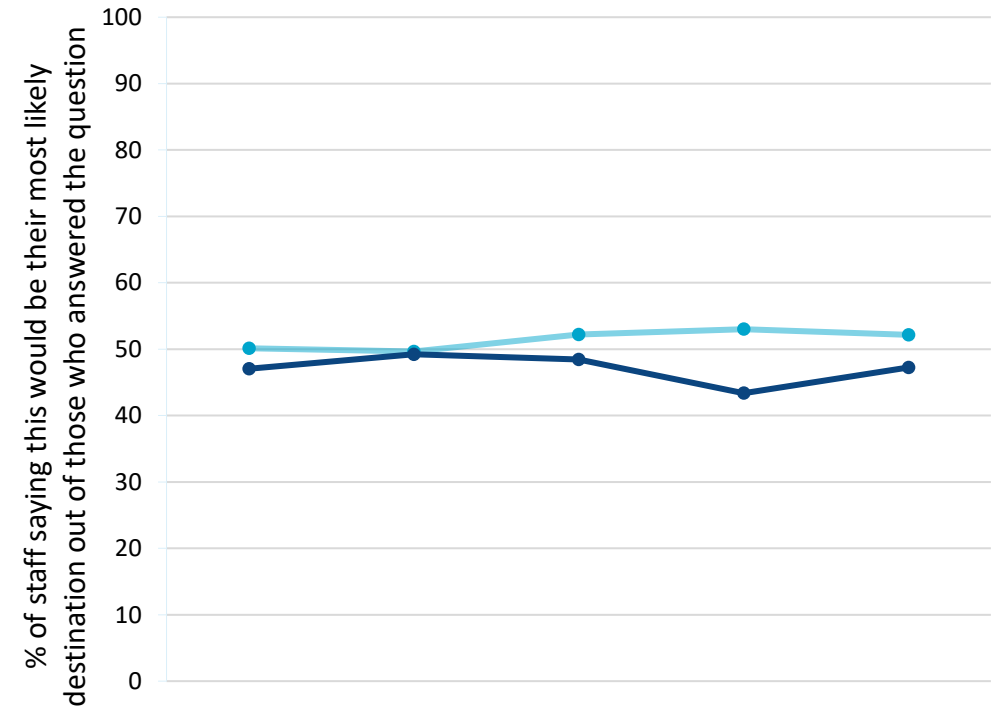


2021 2022 2023 2024 2025

Your org	9.21%	7.03%	7.44%	9.17%	8.34%
Average	9.57%	8.64%	8.18%	7.89%	8.10%

Responses 2129 2604 2459 2322 3454

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	47.06%	49.23%	48.43%	43.37%	47.22%
Average	50.12%	49.65%	52.22%	53.01%	52.17%

Responses 2129 2604 2459 2322 3454

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
For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined		
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
For each of the following metrics, compare the responses for staff with a LTC* or illness vs staff without a LTC or illness		
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)

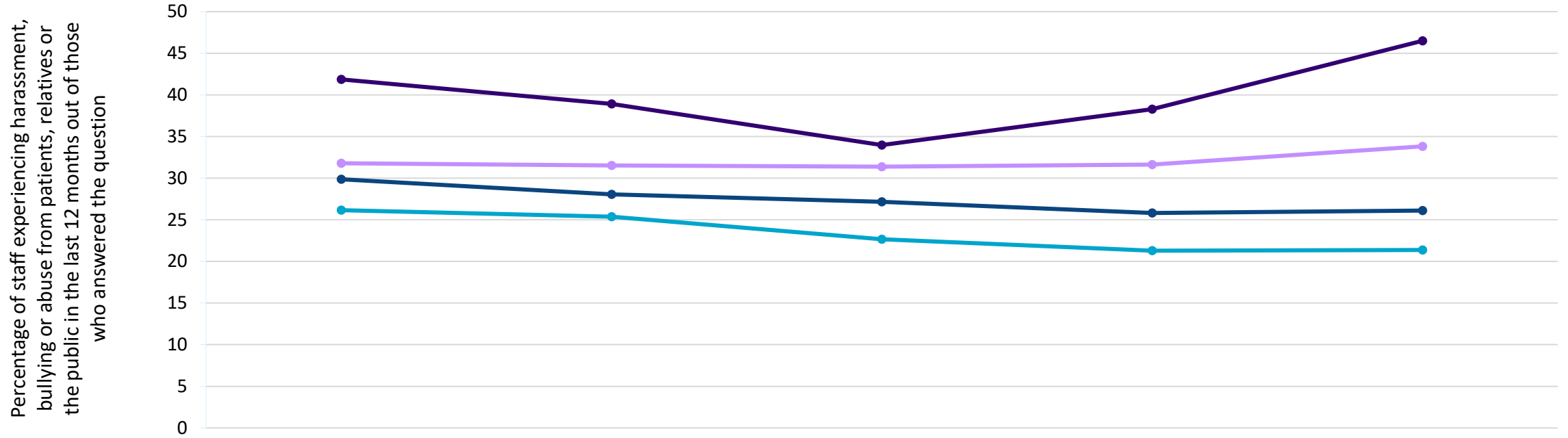
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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

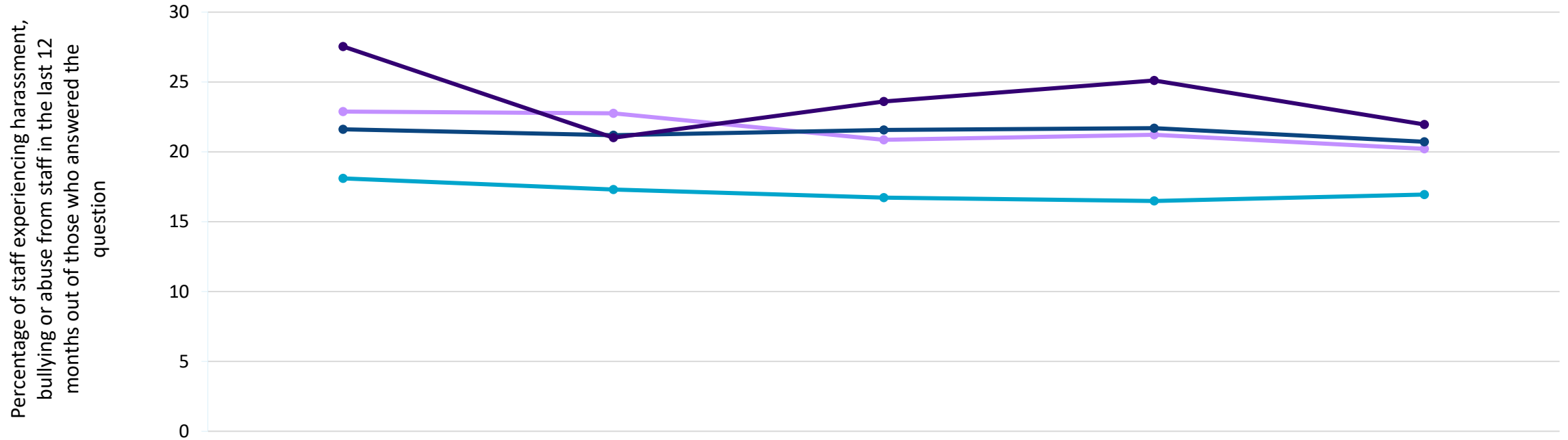


	2021	2022	2023	2024	2025
White staff: Your org	29.87%	28.07%	27.17%	25.82%	26.10%
All other ethnic groups*: Your org	41.86%	38.91%	33.98%	38.30%	46.51%
White staff: Average	26.16%	25.37%	22.66%	21.29%	21.38%
All other ethnic groups*: Average	31.79%	31.54%	31.38%	31.64%	33.83%
White staff: Responses	1972	2469	2231	2134	3000
All other ethnic groups*: Responses	172	257	254	235	544

*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

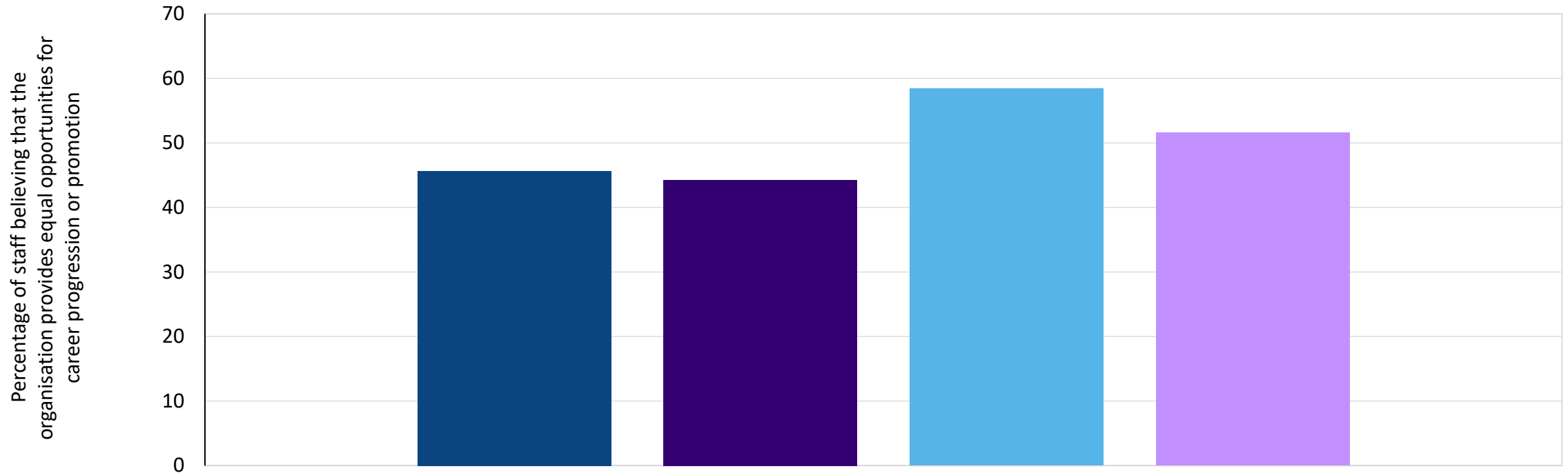


	2021	2022	2023	2024	2025
White staff: Your org	21.62%	21.19%	21.57%	21.70%	20.72%
All other ethnic groups*: Your org	27.54%	21.01%	23.61%	25.11%	21.95%
White staff: Average	18.10%	17.31%	16.72%	16.48%	16.94%
All other ethnic groups*: Average	22.88%	22.75%	20.86%	21.23%	20.22%
White staff: Responses	1966	2463	2227	2134	2992
All other ethnic groups*: Responses	167	257	250	231	533

*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	45.67%
All other ethnic groups*: Your org	44.24%
White staff: Average	58.40%
All other ethnic groups*: Average	51.61%

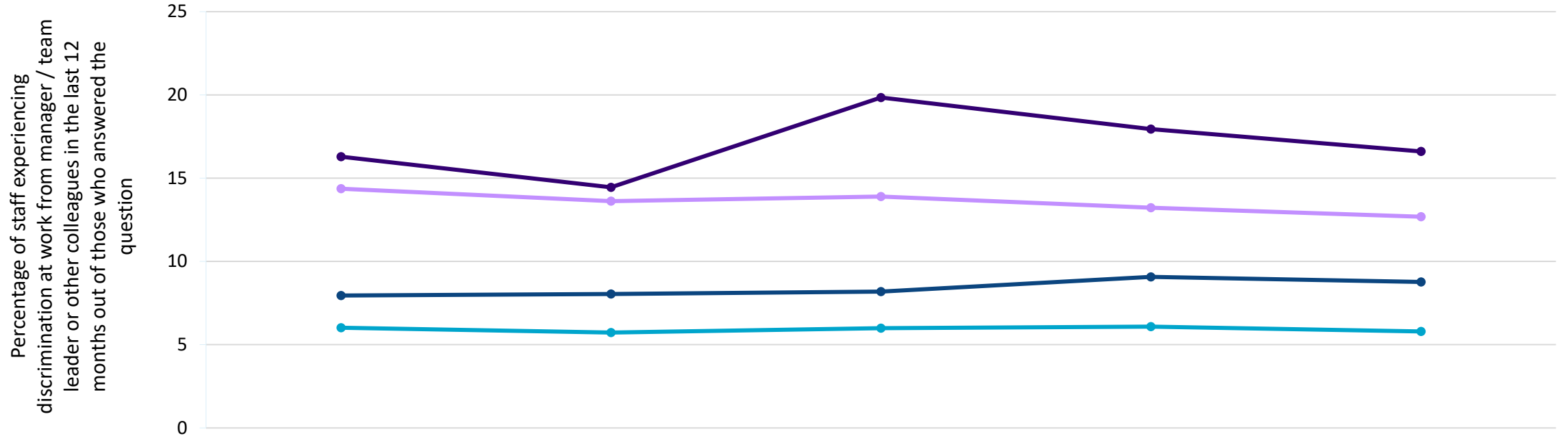
White staff: Responses 2991

All other ethnic groups*: Responses 538

*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	7.95%	8.05%	8.18%	9.07%	8.77%
All other ethnic groups*: Your org	16.29%	14.45%	19.84%	17.95%	16.61%
White staff: Average	6.02%	5.73%	5.99%	6.08%	5.80%
All other ethnic groups*: Average	14.37%	13.63%	13.90%	13.23%	12.69%
White staff: Responses	2024	2460	2261	2116	2976
All other ethnic groups*: Responses	178	256	257	234	542

*Staff from all other ethnic groups combined

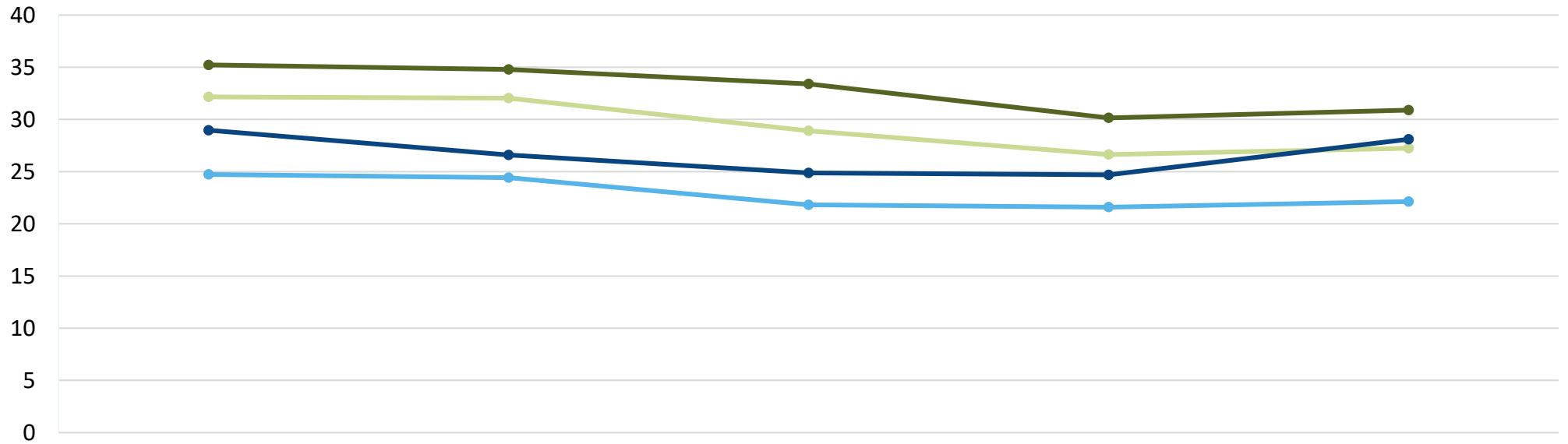
Workforce Disability Equality Standards (WDES)

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.

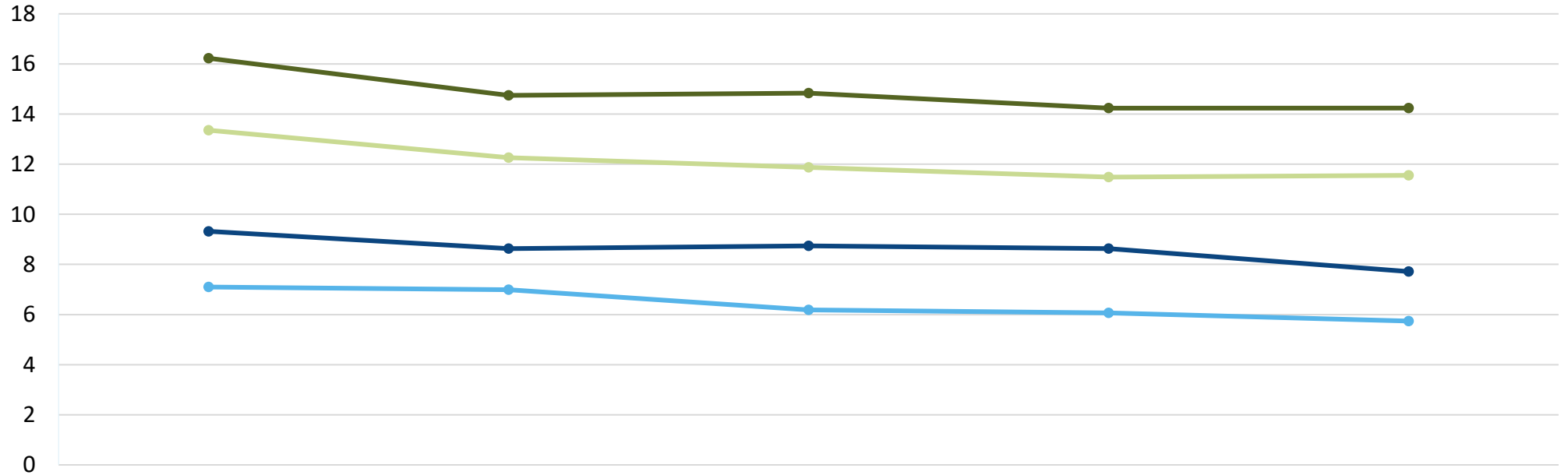


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	35.23%	34.79%	33.41%	30.15%	30.89%
Staff without a LTC or illness: Your org	28.97%	26.59%	24.88%	24.70%	28.10%
Staff with a LTC or illness: Average	32.16%	32.04%	28.92%	26.64%	27.24%
Staff without a LTC or illness: Average	24.73%	24.42%	21.82%	21.60%	22.13%
Staff with a LTC or illness: Responses	687	868	869	879	1240
Staff without a LTC or illness: Responses	1474	1858	1596	1482	2288

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.

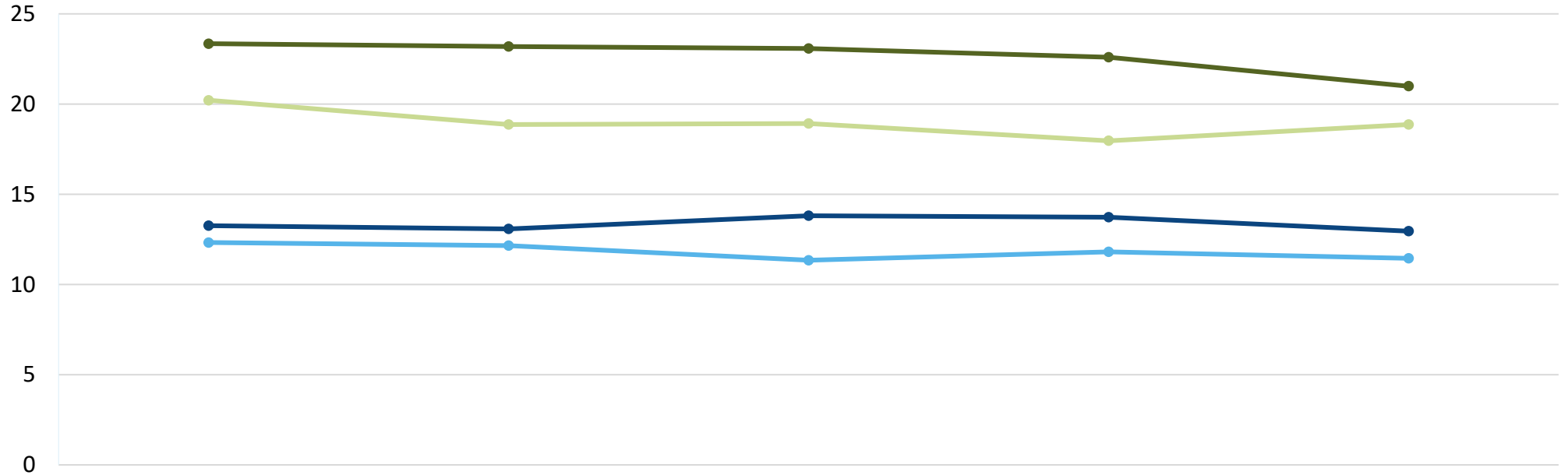


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	16.23%	14.75%	14.84%	14.24%	14.24%
Staff without a LTC or illness: Your org	9.32%	8.63%	8.74%	8.63%	7.72%
Staff with a LTC or illness: Average	13.36%	12.27%	11.87%	11.49%	11.55%
Staff without a LTC or illness: Average	7.10%	6.99%	6.19%	6.07%	5.74%
Staff with a LTC or illness: Responses	684	861	855	871	1222
Staff without a LTC or illness: Responses	1459	1853	1581	1472	2268

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.

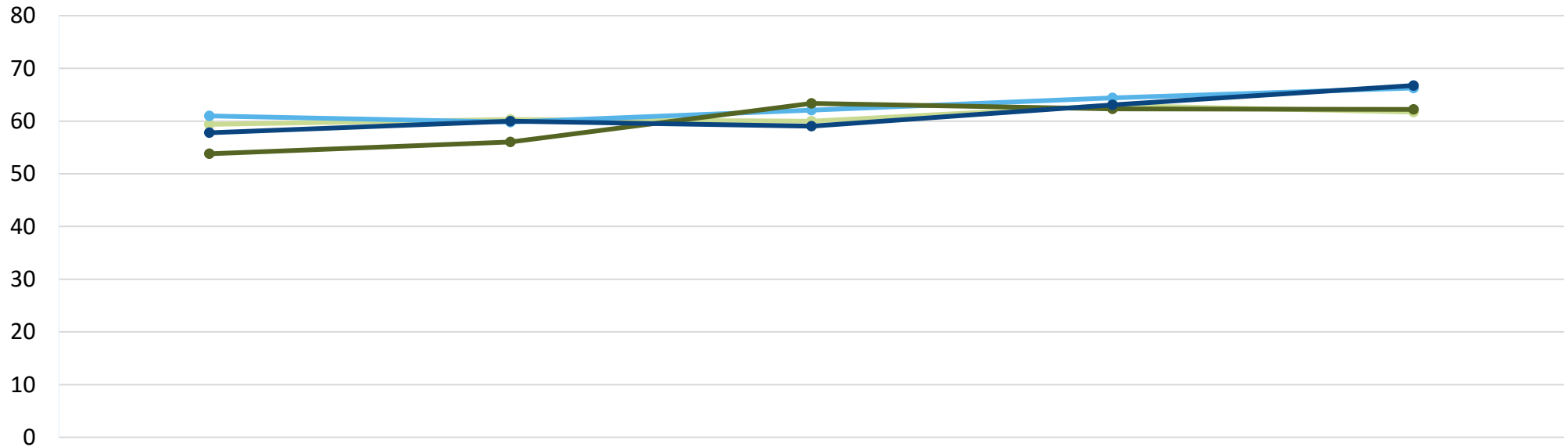


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	23.35%	23.19%	23.08%	22.59%	20.99%
Staff without a LTC or illness: Your org	13.26%	13.08%	13.81%	13.73%	12.95%
Staff with a LTC or illness: Average	20.21%	18.86%	18.93%	17.96%	18.87%
Staff without a LTC or illness: Average	12.33%	12.15%	11.34%	11.81%	11.45%
Staff with a LTC or illness: Responses	681	858	858	872	1215
Staff without a LTC or illness: Responses	1455	1843	1575	1464	2254

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

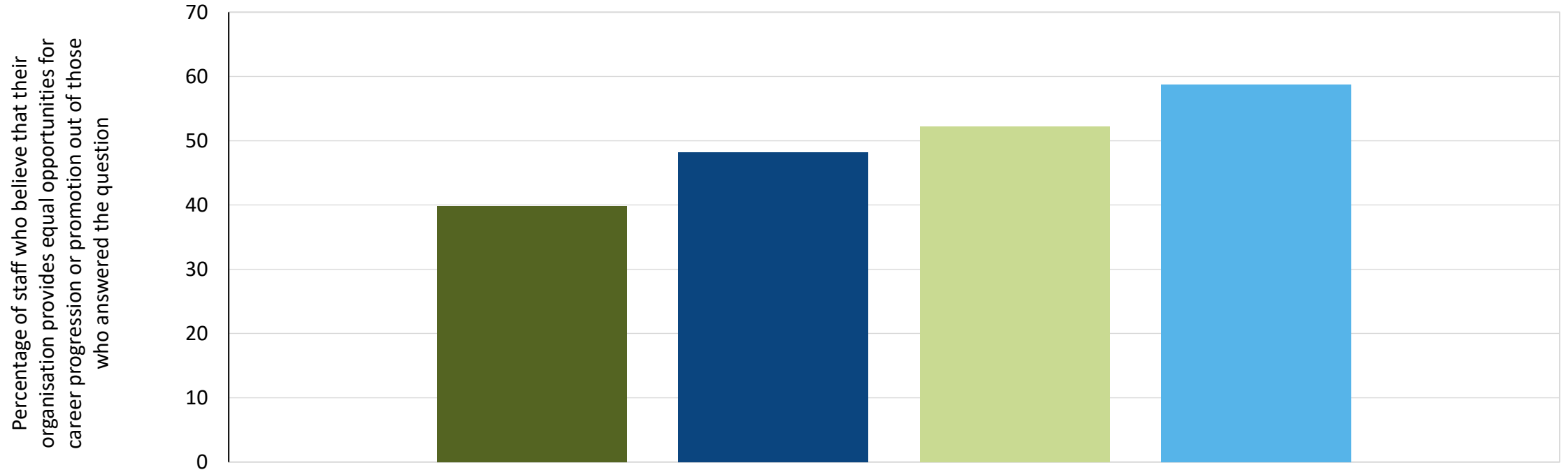
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	53.80%	56.04%	63.36%	62.33%	62.21%
Staff without a LTC or illness: Your org	57.78%	60.00%	59.02%	63.08%	66.75%
Staff with a LTC or illness: Average	59.38%	60.32%	60.00%	62.98%	61.68%
Staff without a LTC or illness: Average	60.96%	59.81%	62.07%	64.40%	66.28%
Staff with a LTC or illness: Responses	303	389	379	369	516
Staff without a LTC or illness: Responses	495	580	500	474	761

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

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



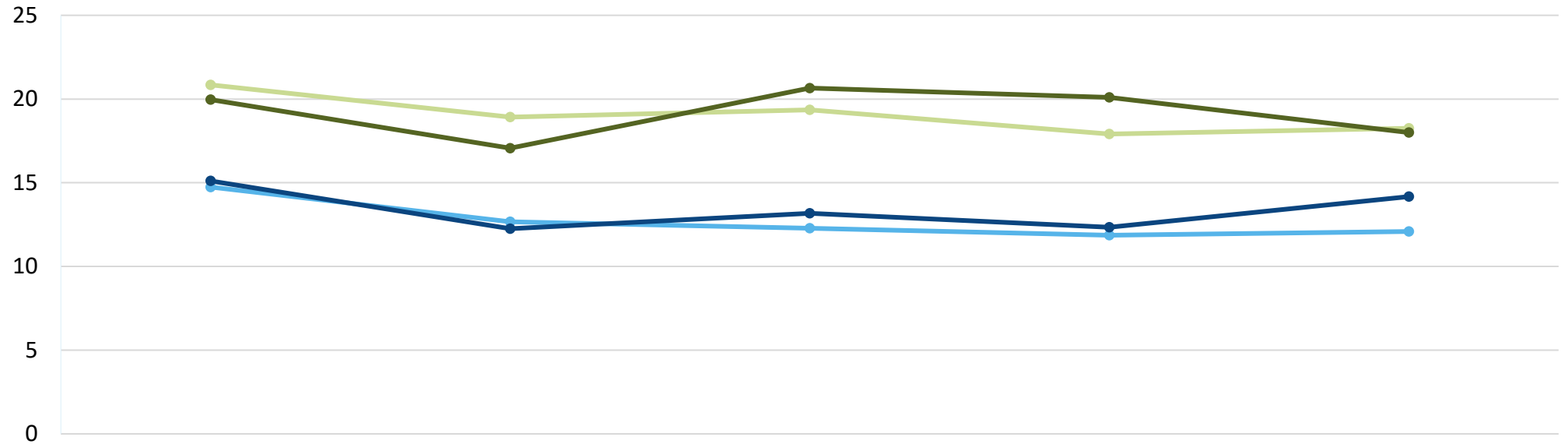
2025

Staff with a LTC or illness: Your org	39.87%
Staff without a LTC or illness: Your org	48.18%
Staff with a LTC or illness: Average	52.19%
Staff without a LTC or illness: Average	58.71%
Staff with a LTC or illness: Responses	1234
Staff without a LTC or illness: Responses	2279

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

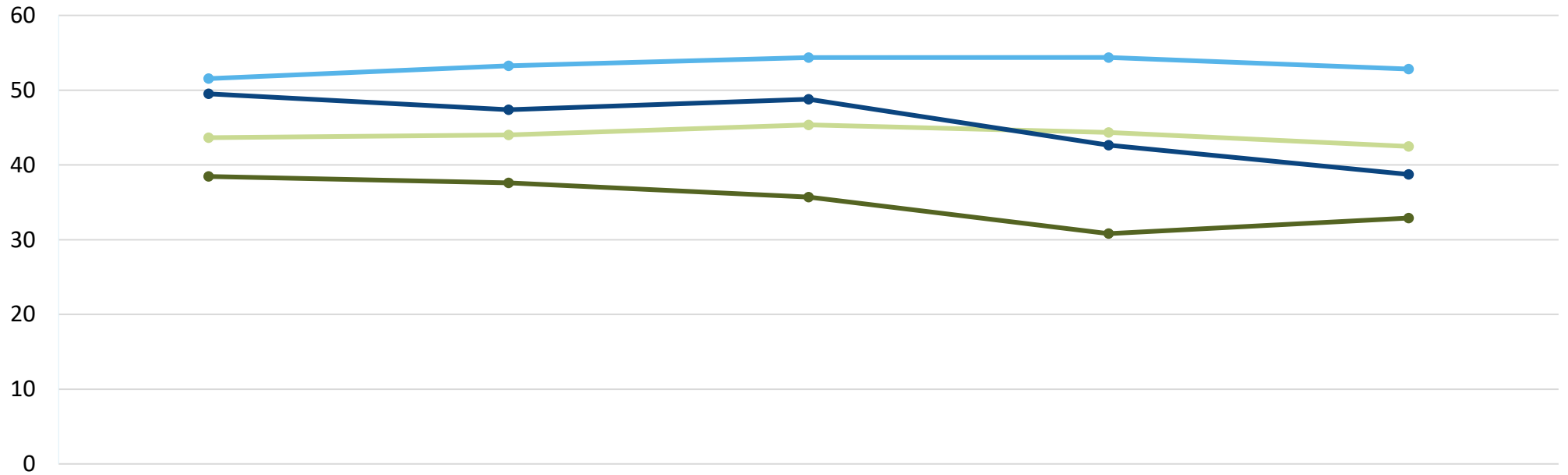
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	19.96%	17.07%	20.66%	20.09%	18.00%
Staff without a LTC or illness: Your org	15.11%	12.26%	13.17%	12.33%	14.17%
Staff with a LTC or illness: Average	20.85%	18.93%	19.35%	17.91%	18.26%
Staff without a LTC or illness: Average	14.74%	12.67%	12.27%	11.86%	12.09%
Staff with a LTC or illness: Responses	481	627	610	632	889
Staff without a LTC or illness: Responses	748	971	797	754	1221

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

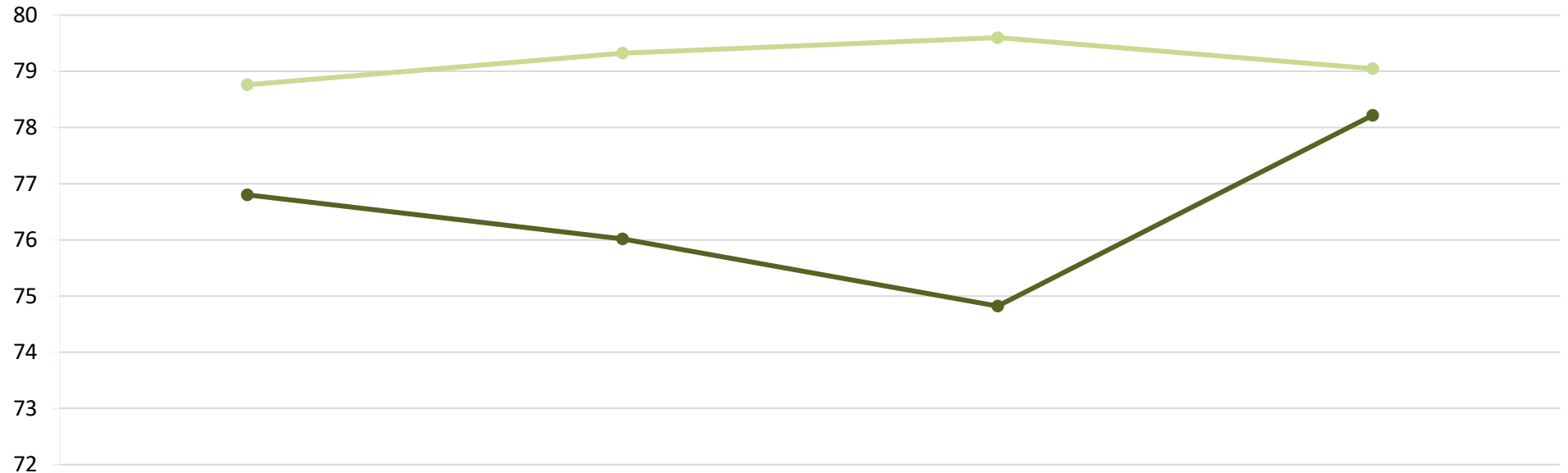
Percentage of staff satisfied with the extent to which their organisation values their work.



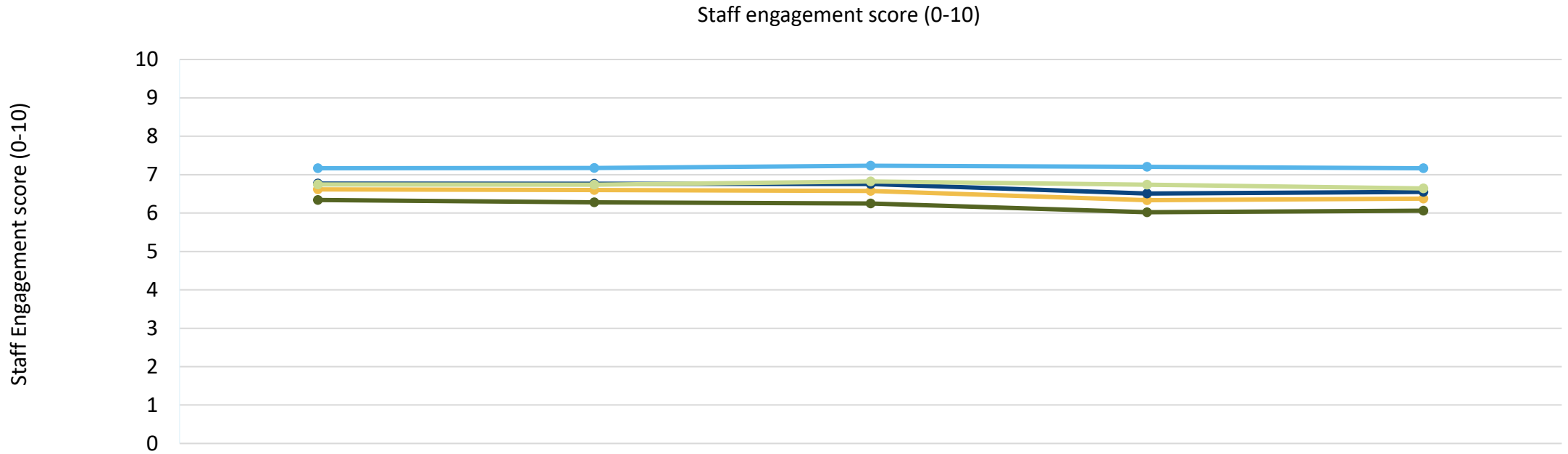
	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	38.45%	37.60%	35.70%	30.80%	32.88%
Staff without a LTC or illness: Your org	49.51%	47.37%	48.77%	42.66%	38.73%
Staff with a LTC or illness: Average	43.63%	44.02%	45.36%	44.33%	42.47%
Staff without a LTC or illness: Average	51.54%	53.25%	54.35%	54.37%	52.81%
Staff with a LTC or illness: Responses	710	867	888	883	1241
Staff without a LTC or illness: Responses	1517	1862	1626	1491	2293

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	76.80%	76.02%	74.82%	78.22%
Staff with a LTC or illness: Average	78.76%	79.32%	79.60%	79.05%
Staff with a LTC or illness: Responses	500	517	560	808



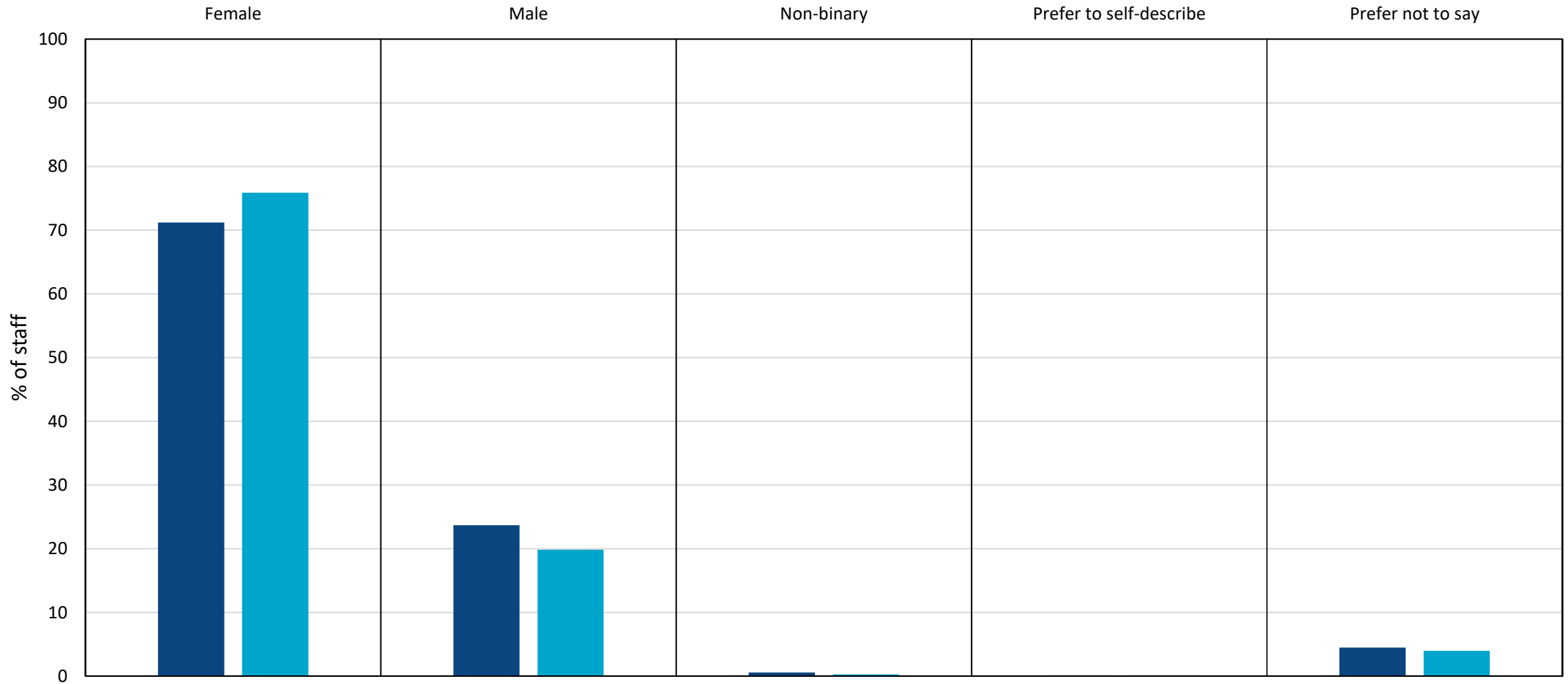
	2021	2022	2023	2024	2025
Organisation average	6.62	6.60	6.58	6.34	6.38
Staff with a LTC or illness: Your org	6.34	6.28	6.25	6.02	6.06
Staff without a LTC or illness: Your org	6.77	6.76	6.76	6.51	6.55
Staff with a LTC or illness: Average	6.74	6.74	6.82	6.74	6.64
Staff without a LTC or illness: Average	7.17	7.18	7.23	7.20	7.17
Staff with a LTC or illness: Responses	711	868	887	883	1244
Staff without a LTC or illness: Responses	1518	1864	1632	1494	2297

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.

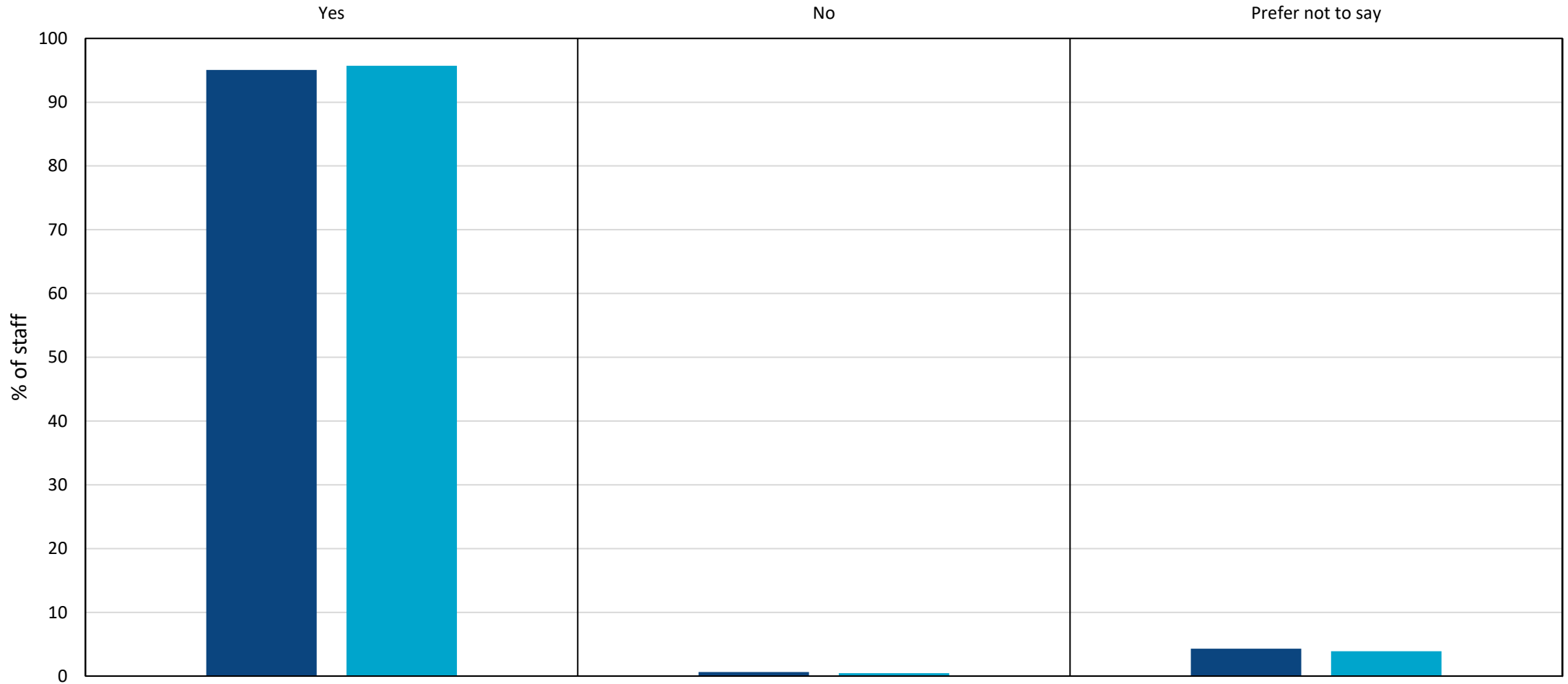
Background details - Which of the following best describes you?



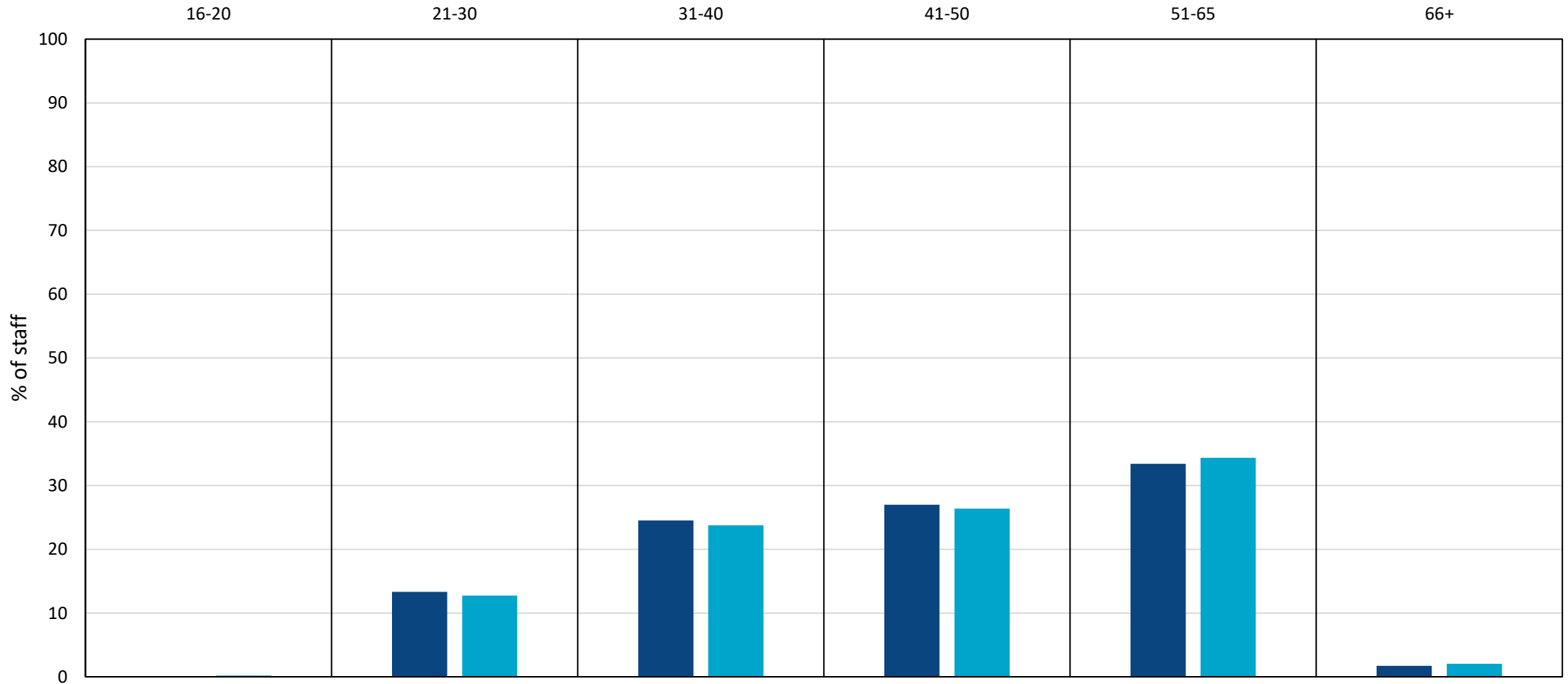
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	71.21%	23.67%	0.56%	0.08%	4.47%
Average	75.87%	19.86%	0.27%	0.13%	3.97%
Responses	3578	3578	3578	3578	3578



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

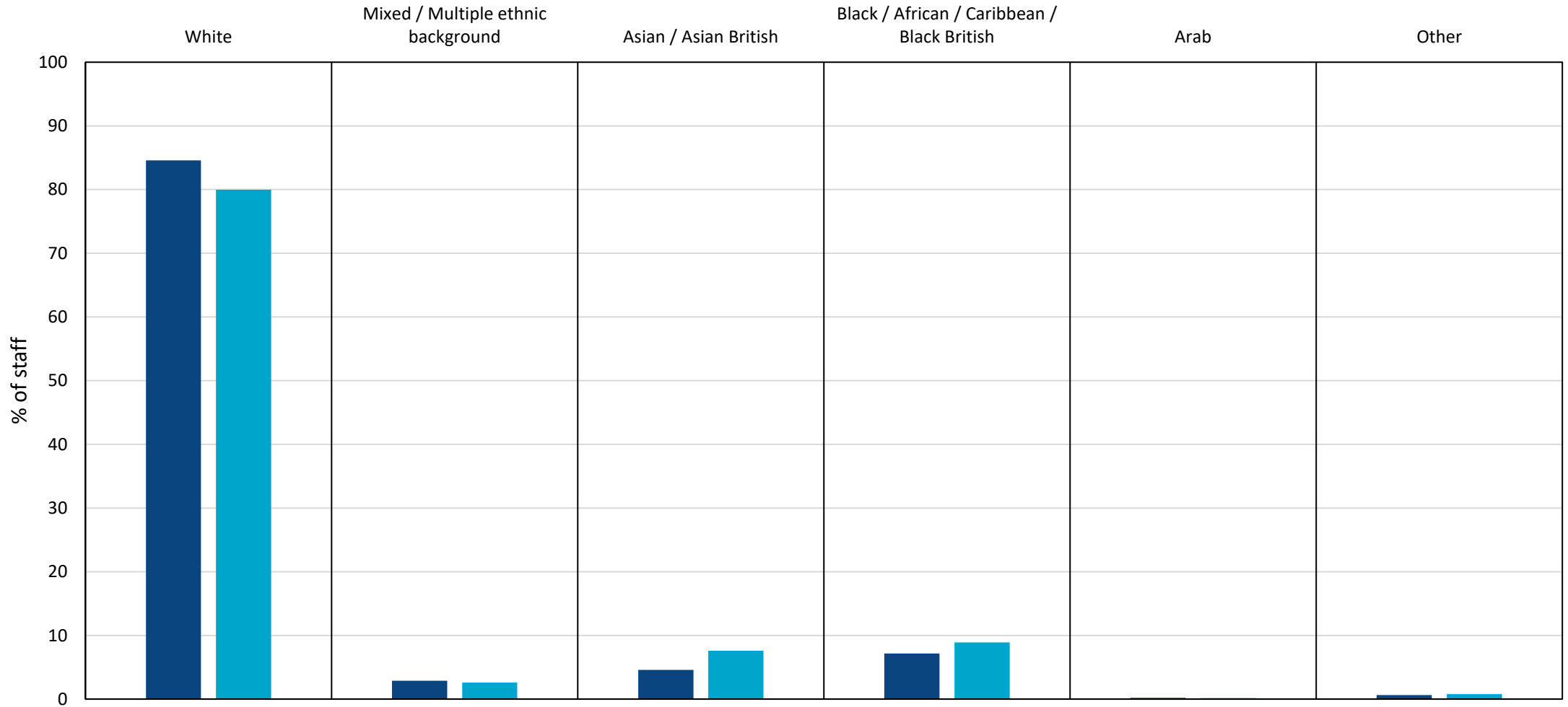


Category	Yes (%)	No (%)	Prefer not to say (%)
Your org	95.05%	0.64%	4.31%
Average	95.70%	0.46%	3.91%
Responses	3574	3574	3574



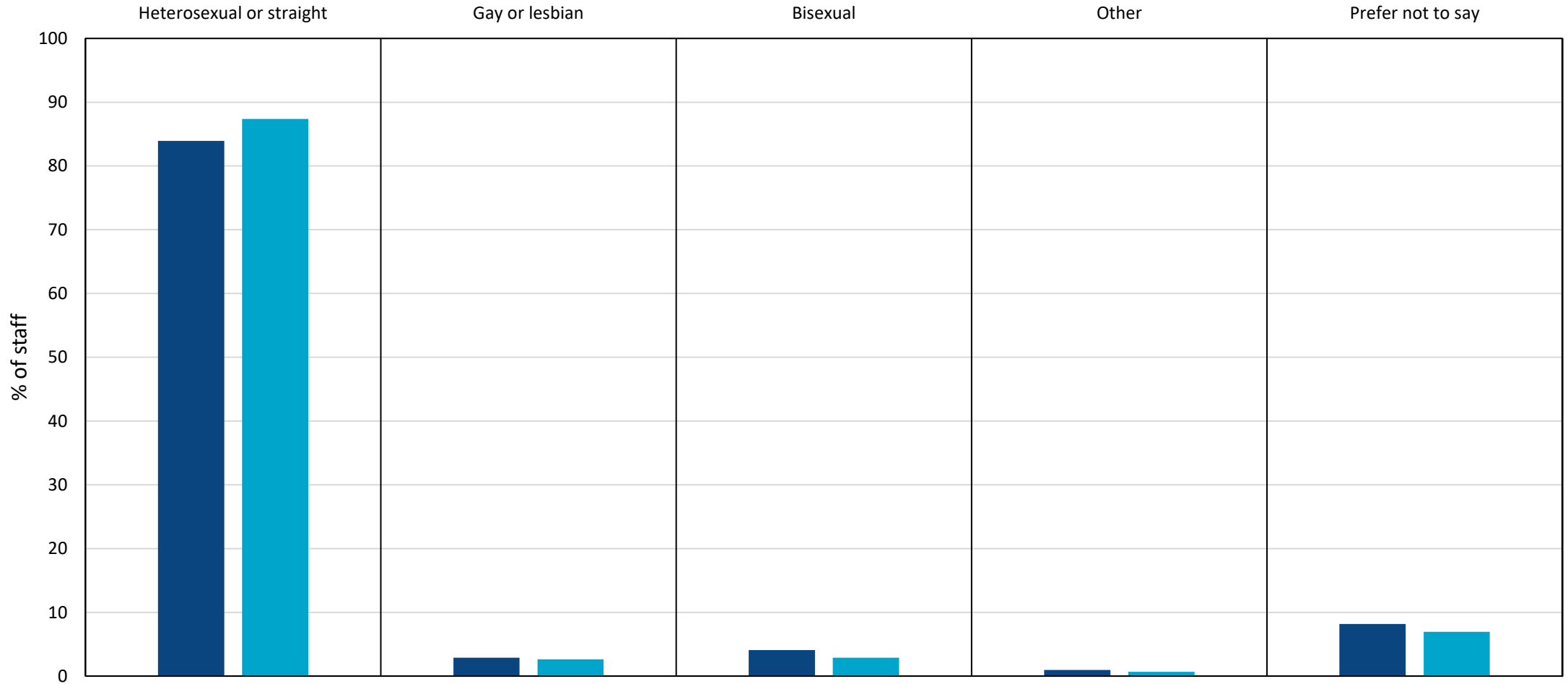
Your org	0.03%	13.31%	24.52%	26.99%	33.41%	1.74%
Average	0.20%	12.74%	23.77%	26.37%	34.34%	2.04%
Responses	3568	3568	3568	3568	3568	3568

Background details - Ethnic group



	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	84.57%	2.87%	4.58%	7.16%	0.20%	0.62%
Average	79.97%	2.61%	7.60%	8.89%	0.18%	0.77%
Responses	3559	3559	3559	3559	3559	3559

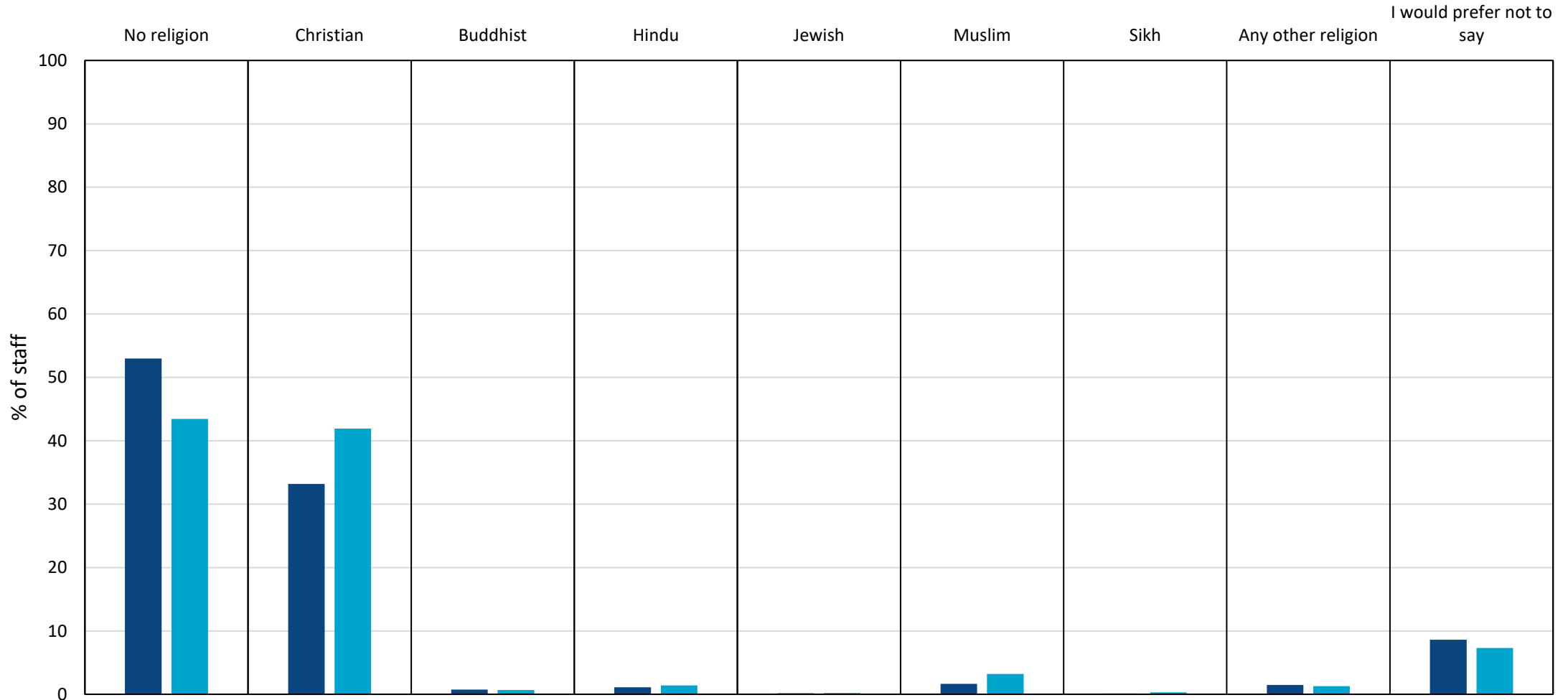
Background details - Sexual orientation



Your org	83.92%	2.89%	4.07%	0.95%	8.16%
Average	87.38%	2.62%	2.87%	0.66%	6.95%
Responses	3564	3564	3564	3564	3564

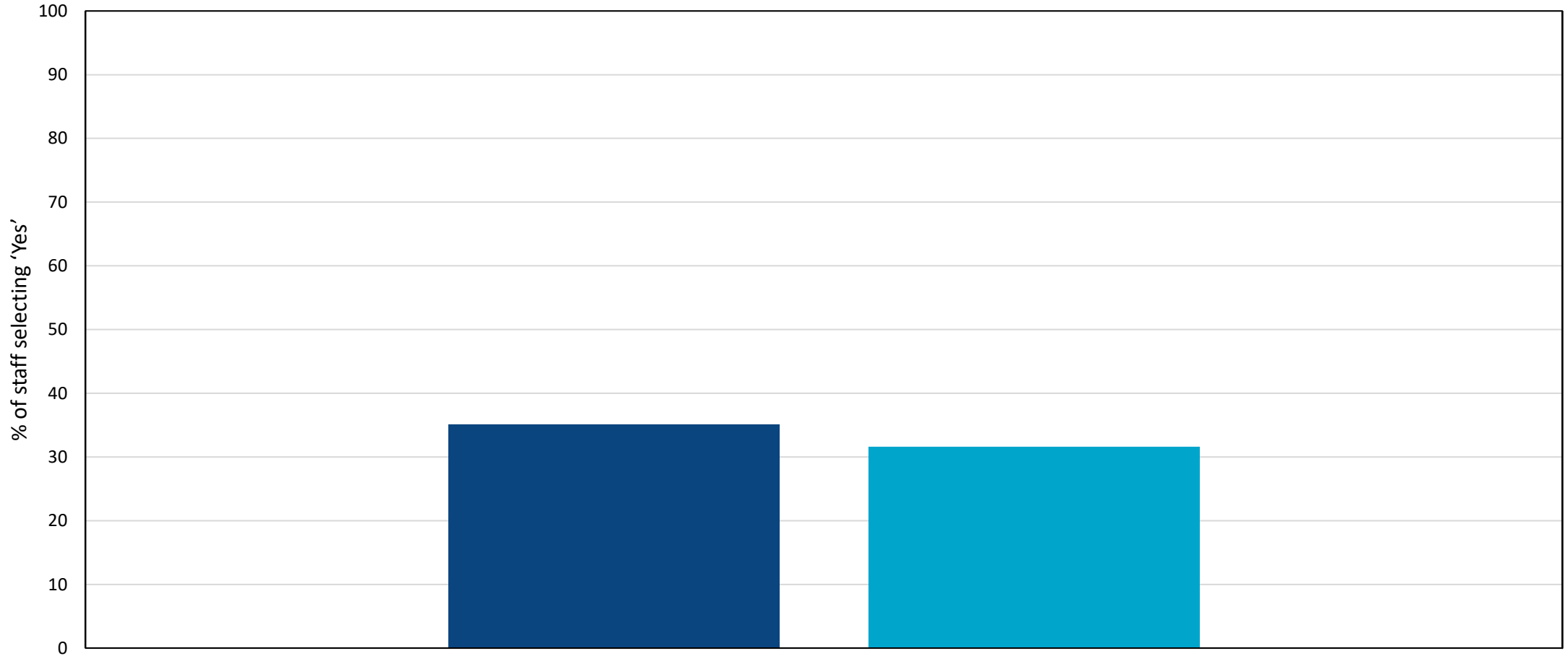


Background details - Religion or belief



Your org	52.97%	33.20%	0.73%	1.09%	0.17%	1.65%	0.11%	1.48%	8.59%
Average Responses	43.43%	41.93%	0.68%	1.41%	0.21%	3.21%	0.29%	1.28%	7.29%
	3572	3572	3572	3572	3572	3572	3572	3572	3572

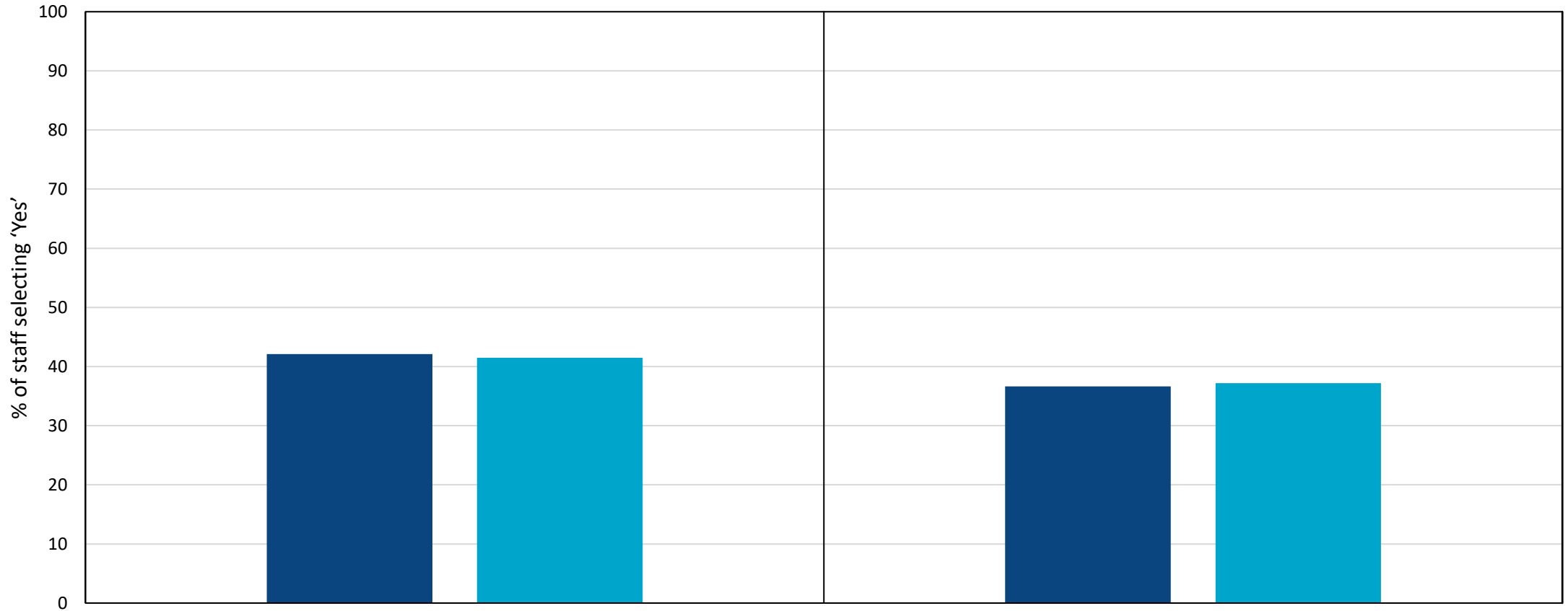
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	35.12%
Average	31.53%
Responses	3542

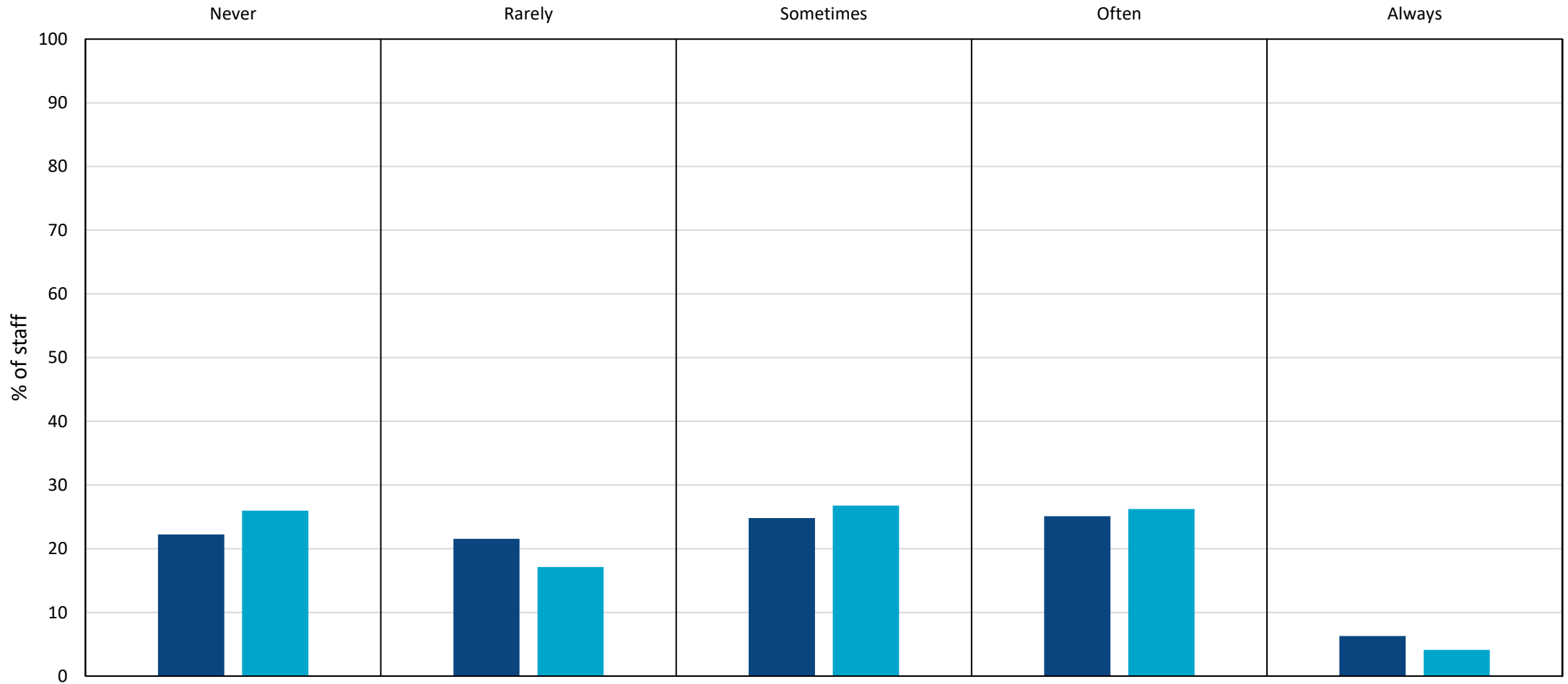
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.



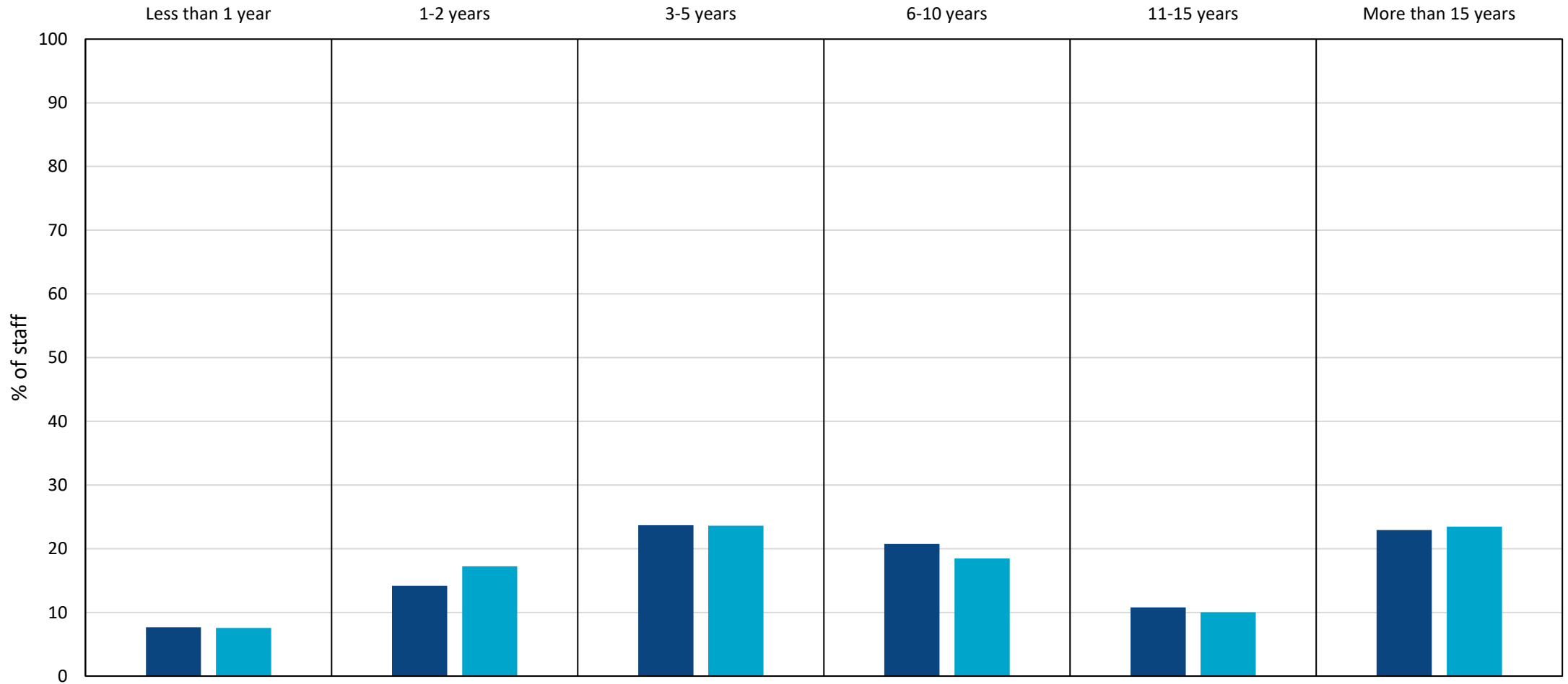
Your org	42.10%	36.64%
Average	41.47%	37.17%
Responses	3568	3559

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



	Never	Rarely	Sometimes	Often	Always
Your org	22.25%	21.54%	24.83%	25.09%	6.30%
Average	25.98%	17.11%	26.78%	26.24%	4.11%
Responses	3524	3524	3524	3524	3524

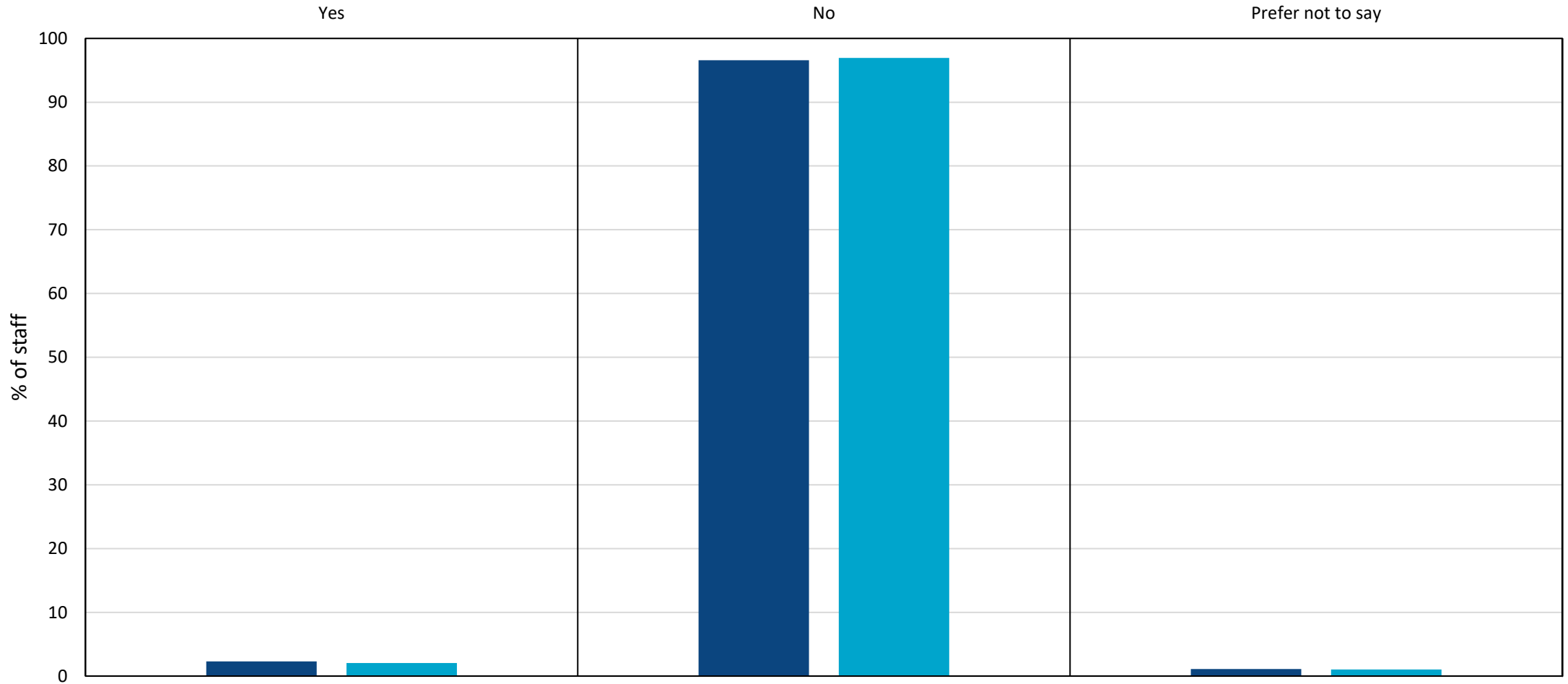
Background details - Length of service



Your org	7.67%	14.19%	23.68%	20.77%	10.78%	22.92%
Average	7.57%	17.24%	23.62%	18.45%	10.03%	23.49%
Responses	3573	3573	3573	3573	3573	3573

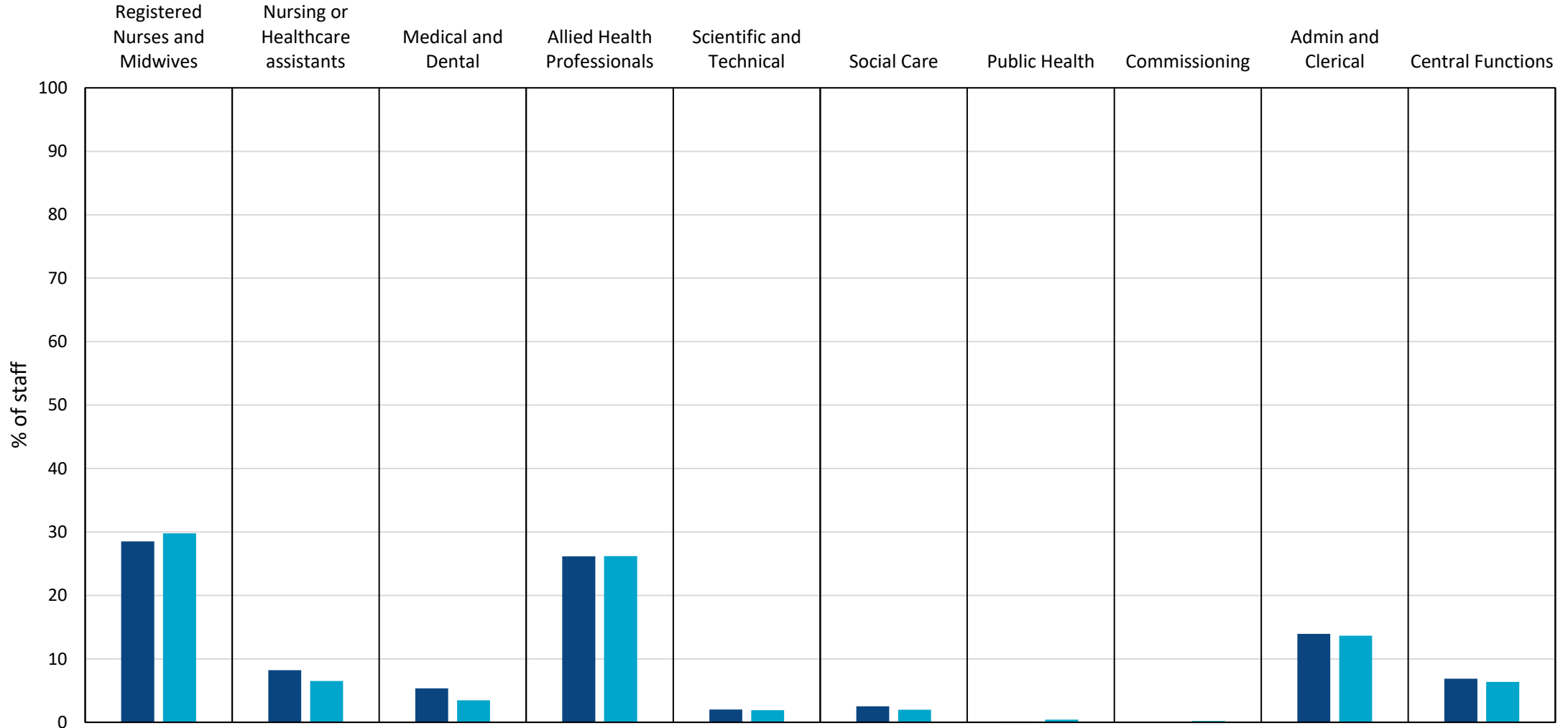


Background details - When you joined this organisation, were you recruited from outside of the UK?



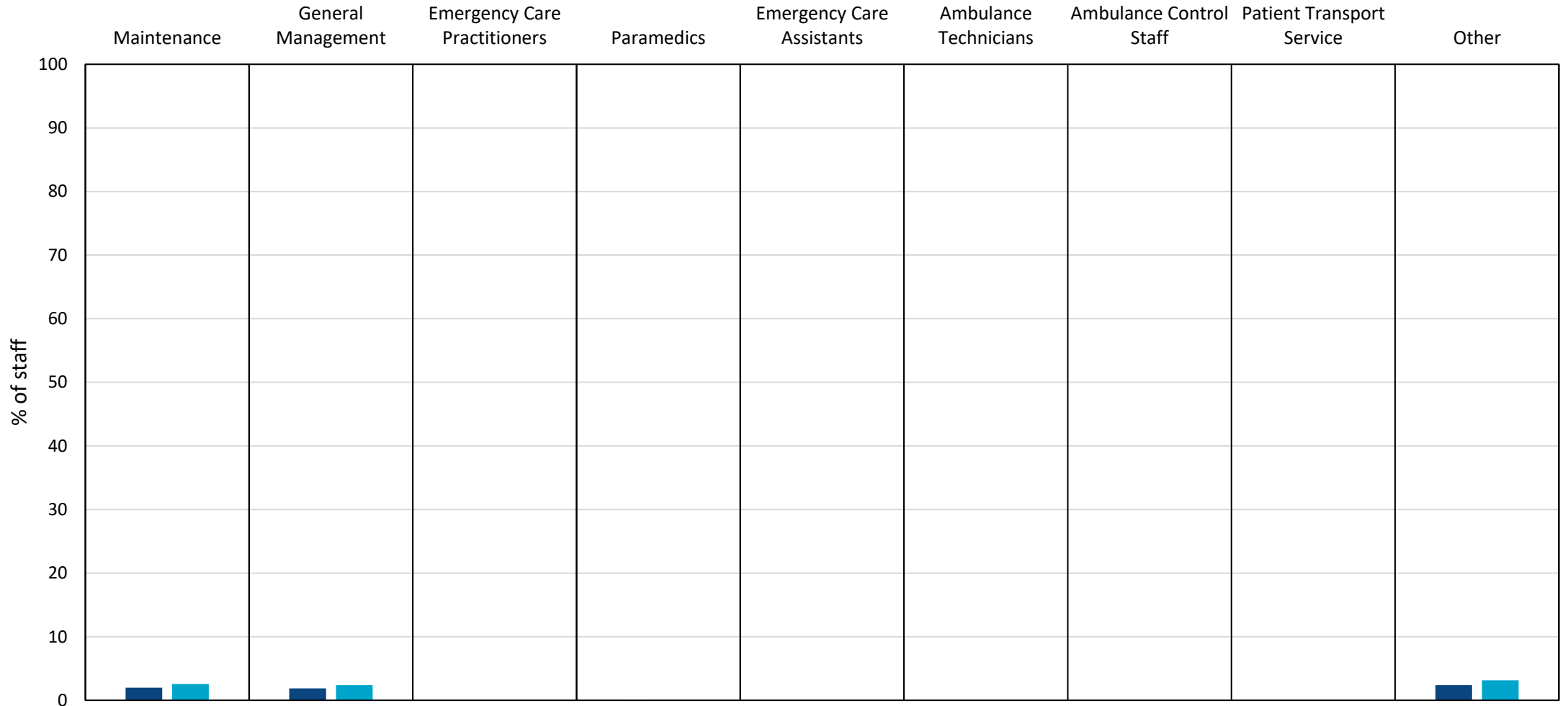
	Yes	No	Prefer not to say
Your org	2.30%	96.57%	1.12%
Average	2.05%	96.93%	1.02%
Responses	3560	3560	3560

Background details - Occupational group



Responses	3551	3551	3551	3551	3551	3551	3551	3551	3551	3551
Your org	28.50%	8.22%	5.35%	26.16%	2.03%	2.51%	0.14%	0.06%	13.94%	6.87%
Average	29.78%	6.52%	3.47%	26.18%	1.91%	1.99%	0.41%	0.20%	13.66%	6.35%

Background details - Occupational group



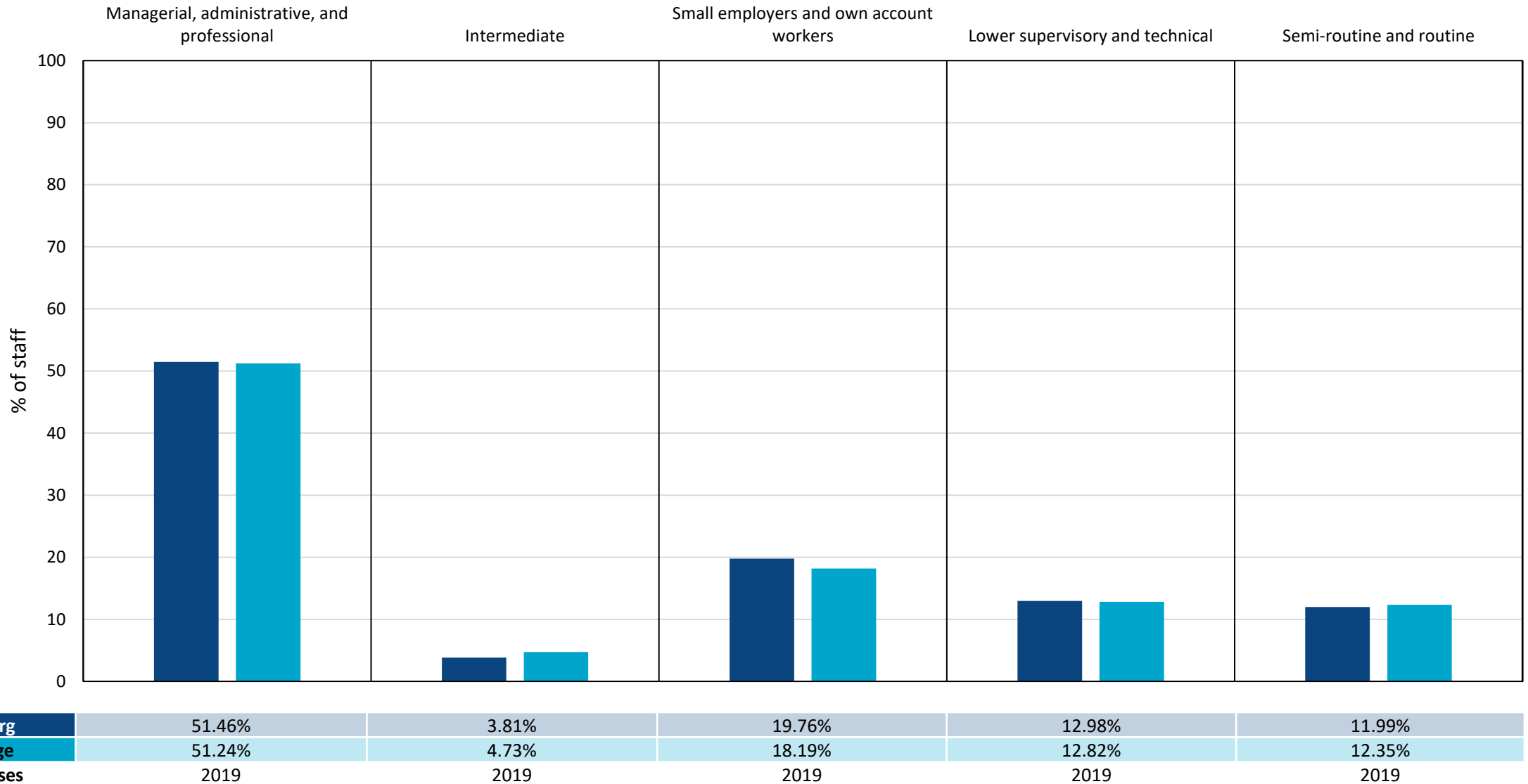
Your org	1.97%	1.86%	0.00%	0.03%	0.00%	0.00%	0.00%	0.00%	2.37%
Average	2.55%	2.39%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.15%
Responses	3551	3551	3551	3551	3551	3551	3551	3551	3551

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.

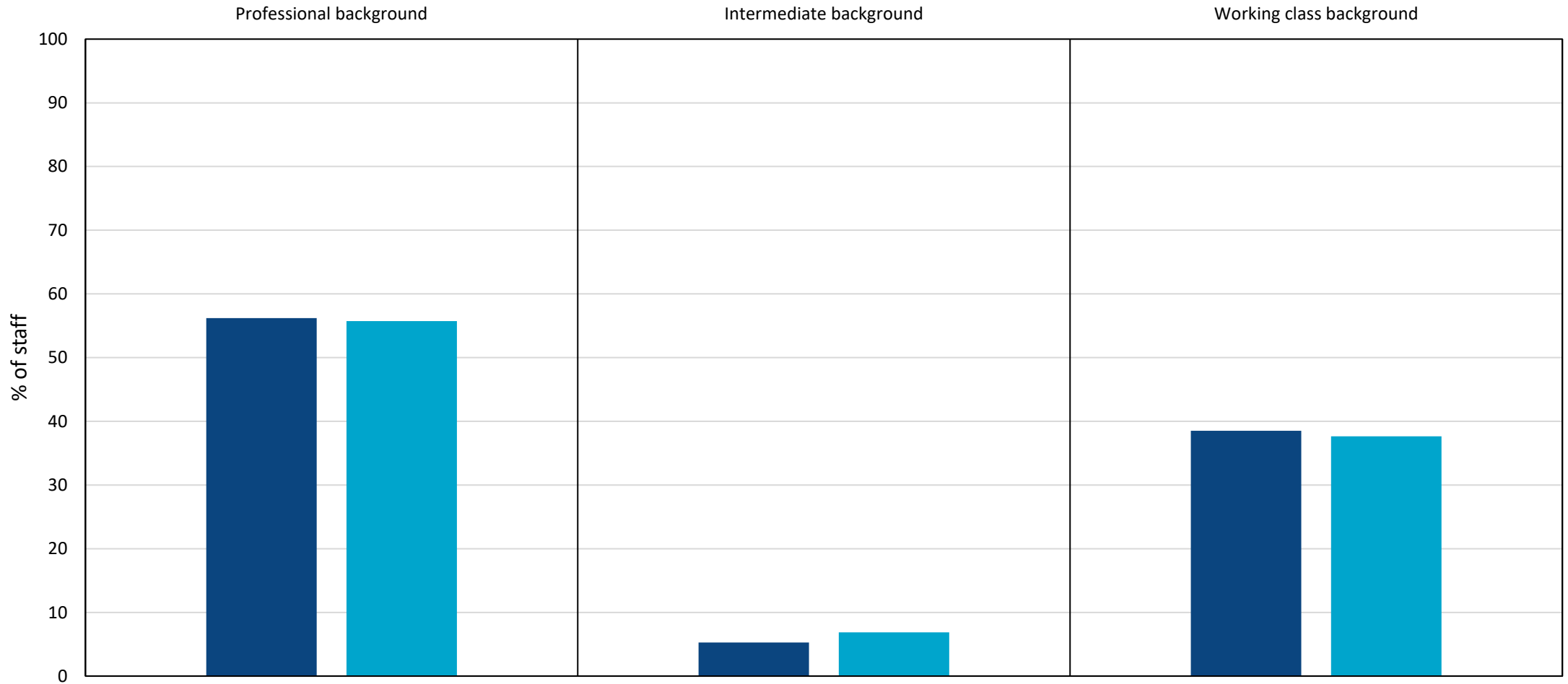
Socio-economic background: Five classes



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



Your org	56.20%	5.29%	38.51%
Average	55.73%	6.86%	37.66%
Responses	2724	2724	2724

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	7.23	6.18	6.26	5.94	5.40	6.69	6.96	6.45	5.70
2 Intermediate	7.30	6.16	6.34	6.21	4.97	6.74	6.71	6.39	5.84
3 Small employers and own account workers	7.22	6.16	6.47	5.89	5.32	6.55	6.92	6.55	5.67
4 Lower supervisory and technical	7.26	5.99	6.29	5.95	5.00	6.63	6.96	6.28	5.73
5 Semi-routine and routine	7.13	5.98	6.13	6.02	4.97	6.55	6.74	6.24	5.70

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	7.23	6.14	6.25	5.94	5.33	6.68	6.94	6.41	5.69
2 Intermediate	7.33	6.21	6.43	6.22	5.08	6.60	6.93	6.54	5.92
3 Working class	7.25	6.04	6.35	5.96	5.18	6.54	6.90	6.40	5.71

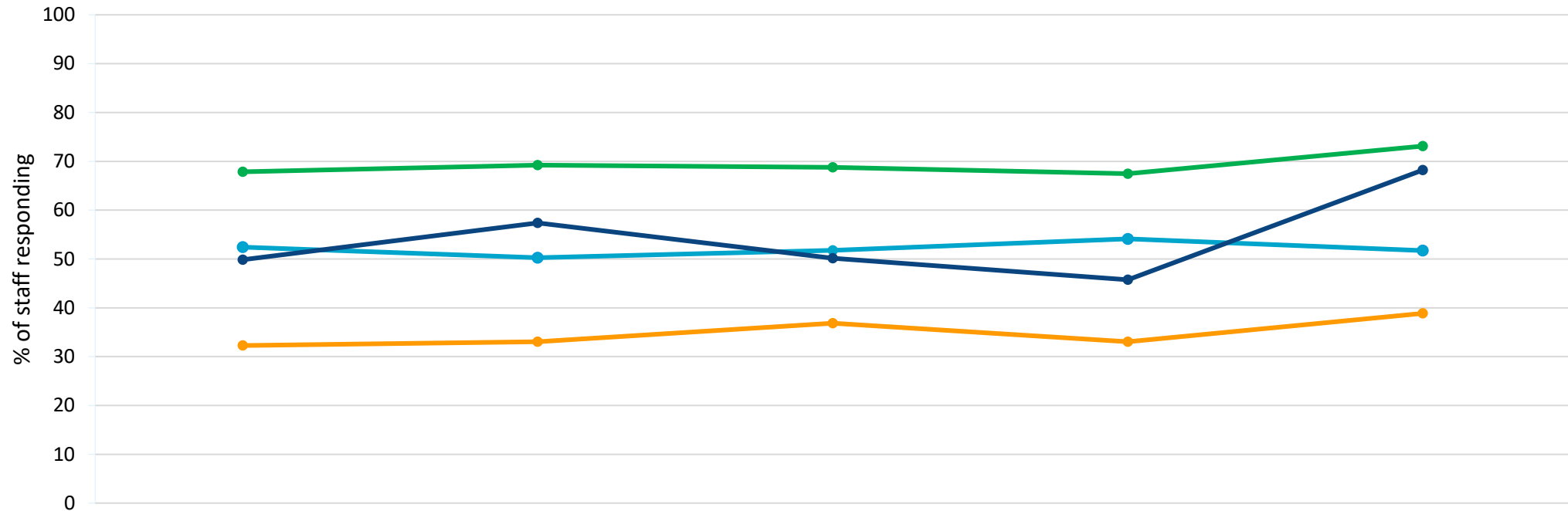
Please note – These questions are online only.

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	49.85%	57.36%	50.13%	45.74%	68.21%
Highest	67.86%	69.24%	68.76%	67.46%	73.12%
Average	52.40%	50.26%	51.76%	54.12%	51.72%
Lowest	32.27%	33.04%	36.86%	33.03%	38.85%
Responses	2341	2755	2563	2414	3599

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	7.12	2407	7.16	3586	Not significant
We are recognised and rewarded	6.05	2411	6.01	3589	Not significant
We each have a voice that counts	6.18	2393	6.23	3560	Not significant
We are safe and healthy	6.00	2397	5.94	3571	Not significant
We are always learning	5.11	2282	5.21	3402	Not significant
We work flexibly	6.59	2406	6.51	3577	Not significant
We are a team	6.80	2408	6.84	3586	Not significant
Themes					
Staff Engagement	6.32	2412	6.37	3593	Not significant
Morale	5.68	2412	5.67	3591	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.

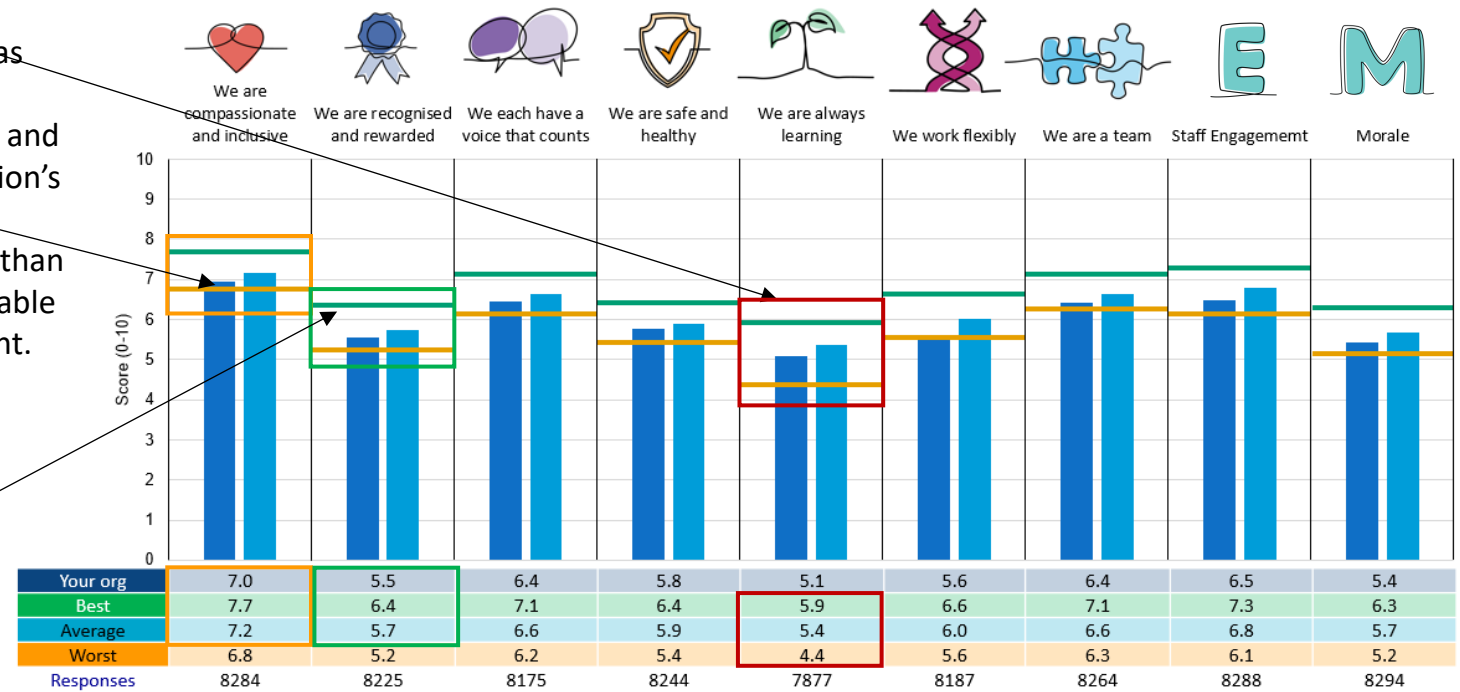
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another point of reference.

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

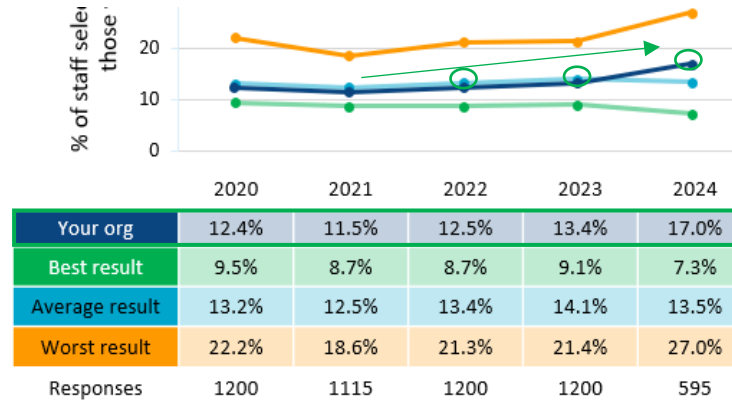
- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' results are distinctly higher than the benchmarking group 'Average result'.
- Positive stories to report could be ones where your organisation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

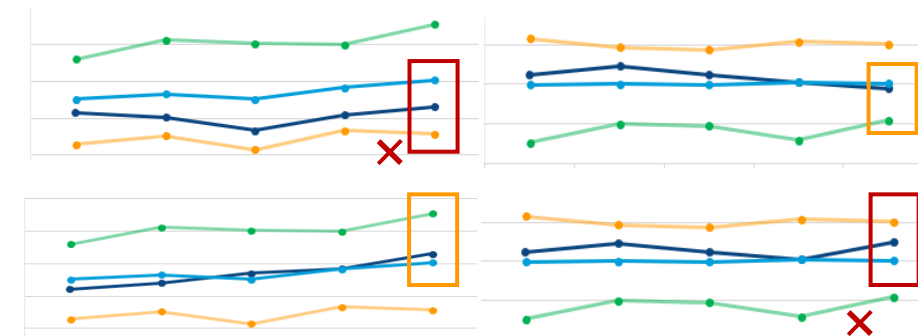


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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.



✗ = Negative driver, org result falls between average and worst benchmarking group result for question

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.

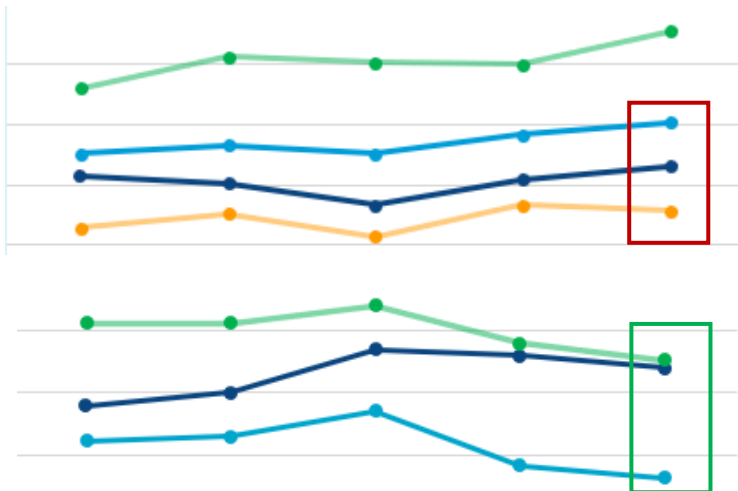
Identifying questions of interest

➤ 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 Norfolk and Suffolk NHS Foundation Trust.



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



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