

# Cambridgeshire and Peterborough NHS Foundation Trust

## 2025 NHS Staff Survey Benchmark Report



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# Introduction

## About this report

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

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

## How results are reported

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



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

# People Promise elements, themes and sub-scores

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

Questions not linked to the People Promise elements or themes

## Introduction

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

## Organisation details

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

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

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

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

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

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



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

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

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

## Questions not linked to People Promise

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

## Workforce Equality Standards

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

## About your respondents

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

## Appendices

Here you will find:

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

## Key features

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

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

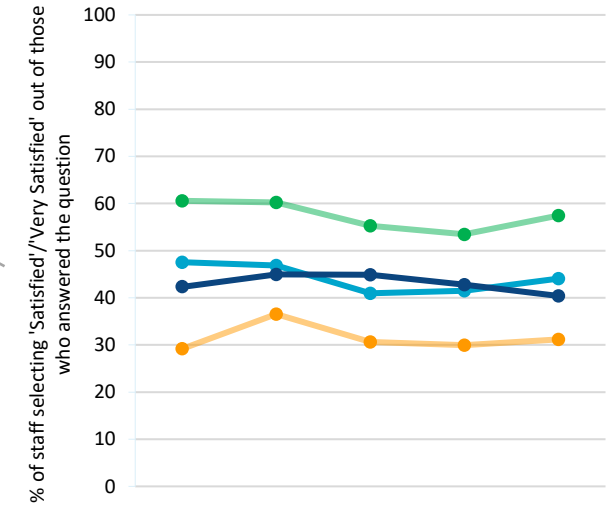
Note this is example data



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

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

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



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

	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

Cambridgeshire and Peterborough NHS Foundation Trust

## 2025 NHS Staff Survey



### Organisation details

Completed questionnaires **2254**

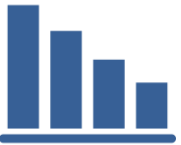
2025 response rate **47%**

### 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](#).

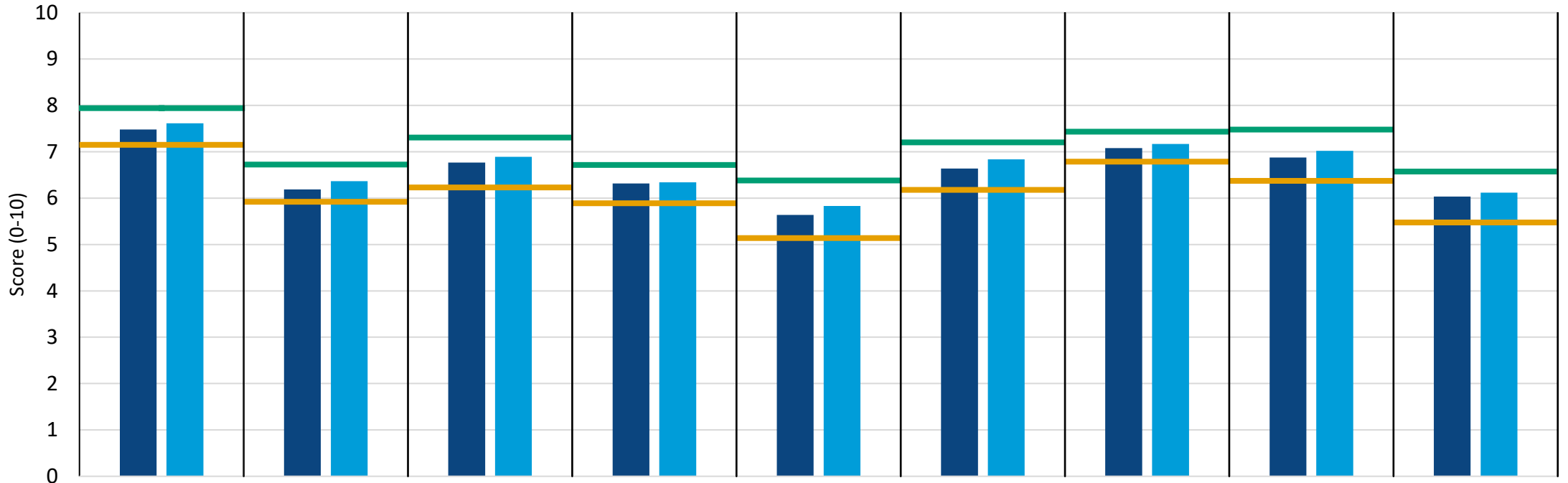


## People Promise elements, themes and sub-score results

## 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.

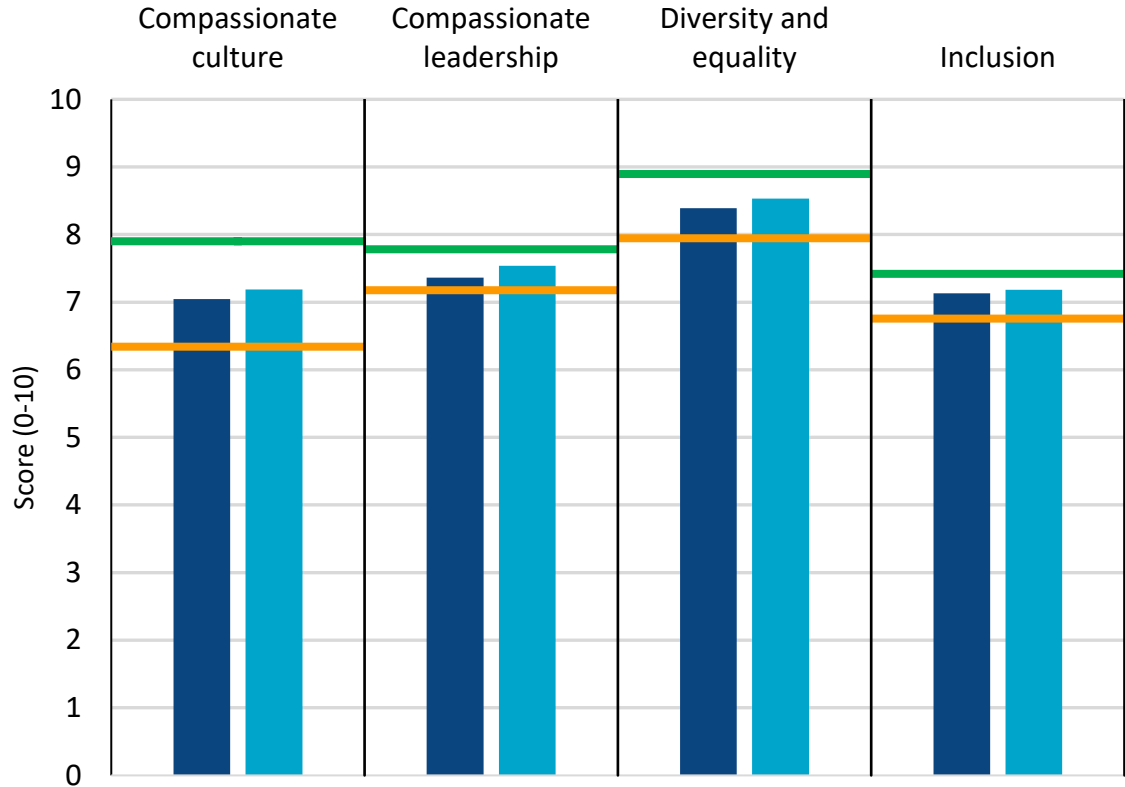


Your org	7.48	6.19	6.77	6.32	5.64	6.64	7.08	6.88	6.03
Best result	7.94	6.72	7.31	6.72	6.38	7.20	7.43	7.48	6.57
Average result	7.61	6.37	6.89	6.34	5.83	6.84	7.17	7.02	6.12
Worst result	7.15	5.92	6.23	5.89	5.14	6.18	6.79	6.37	5.48
Responses	2250	2248	2234	2232	2177	2235	2243	2250	2251

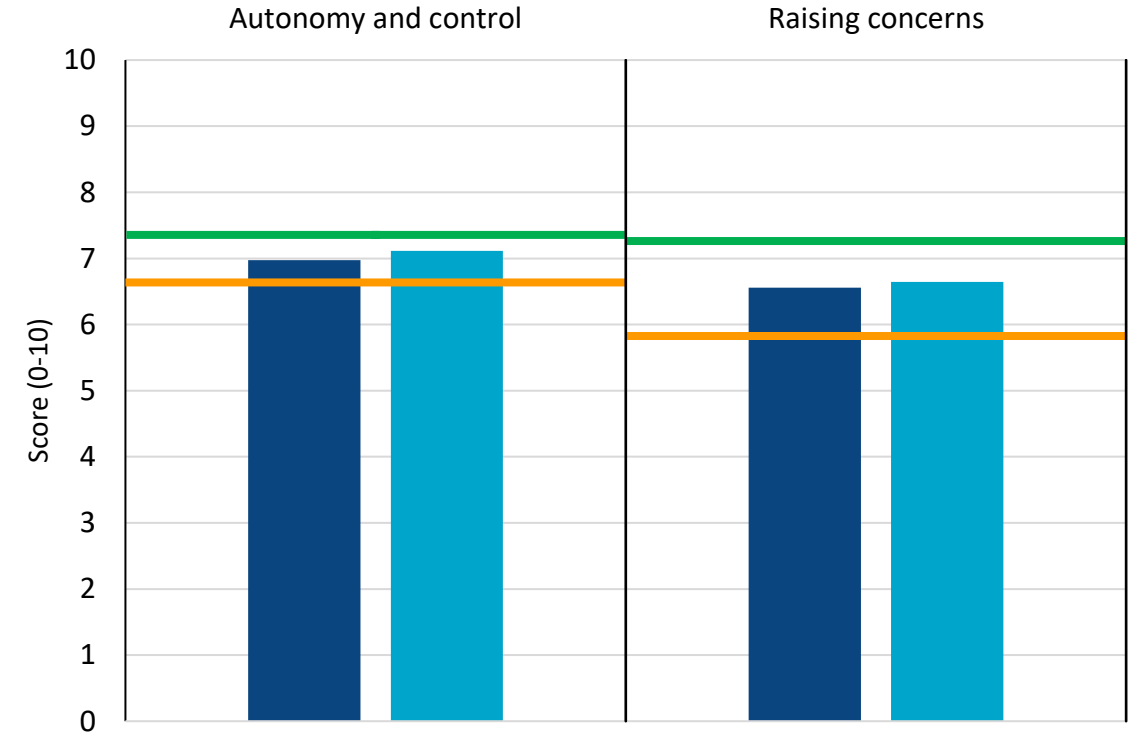
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 1: We are compassionate and inclusive



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



Your org	7.05	7.36	8.39	7.13
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	2246	2245	2239	2240

Your org	6.97	6.56
Best result	7.36	7.26
Average result	7.11	6.64
Worst result	6.64	5.83
Responses	2249	2237

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.

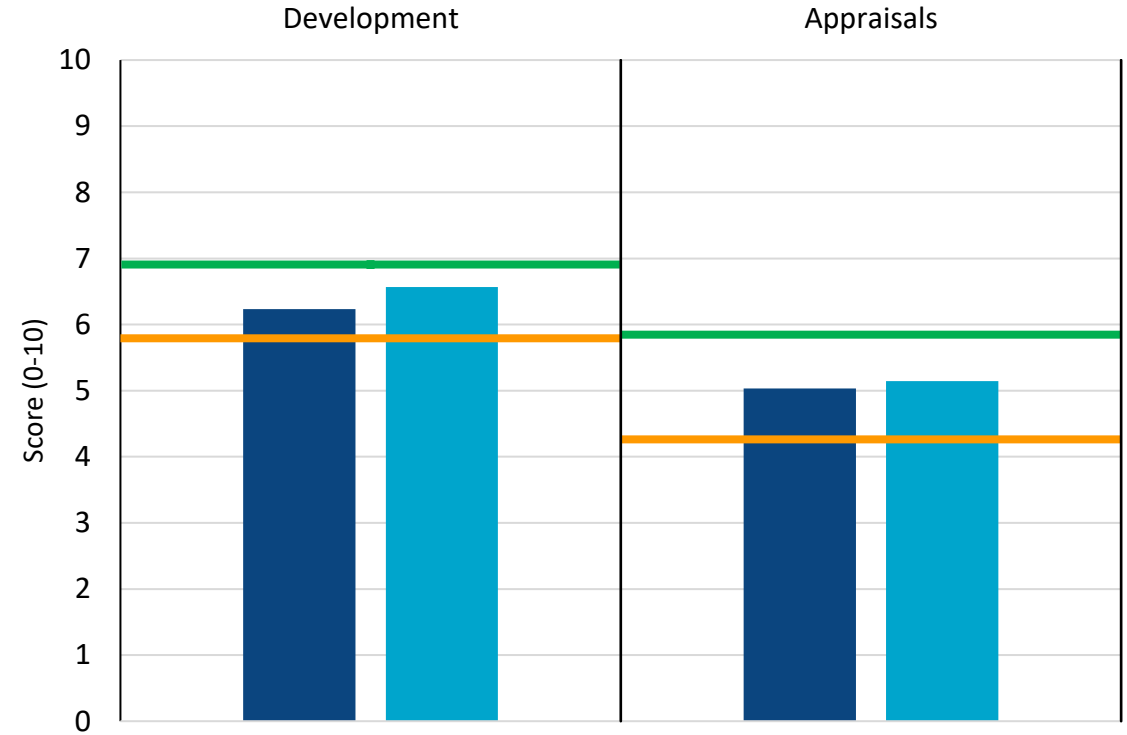
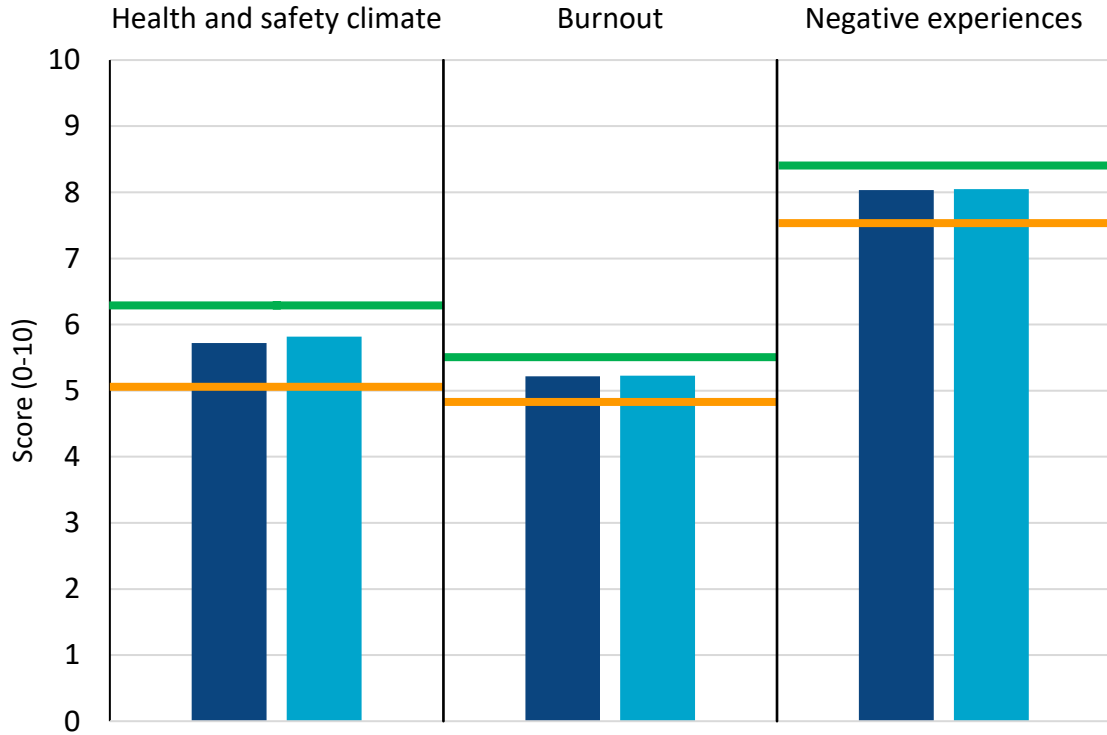
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 4: We are safe and healthy



## Promise element 5: We are always learning



Your org	5.72	5.21	8.03
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	2247	2248	2238

Your org	6.23	5.03
Best result	6.91	5.85
Average result	6.57	5.14
Worst result	5.79	4.26
Responses	2248	2178

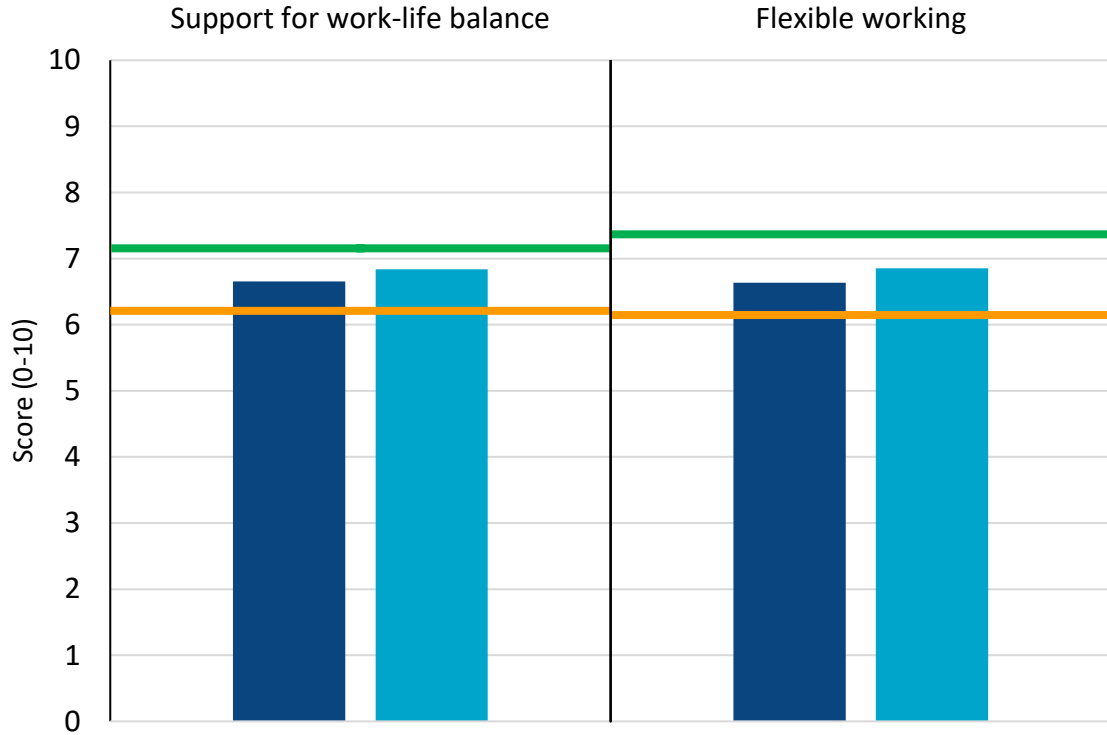
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 6: We work flexibly



## Promise element 7: We are a team



Category	Score	Category	Score
Your org	6.65	Flexible working	6.63
Best result	7.15	Best result	7.37
Average result	6.84	Average result	6.85
Worst result	6.21	Worst result	6.15
Responses	2246	Responses	2240

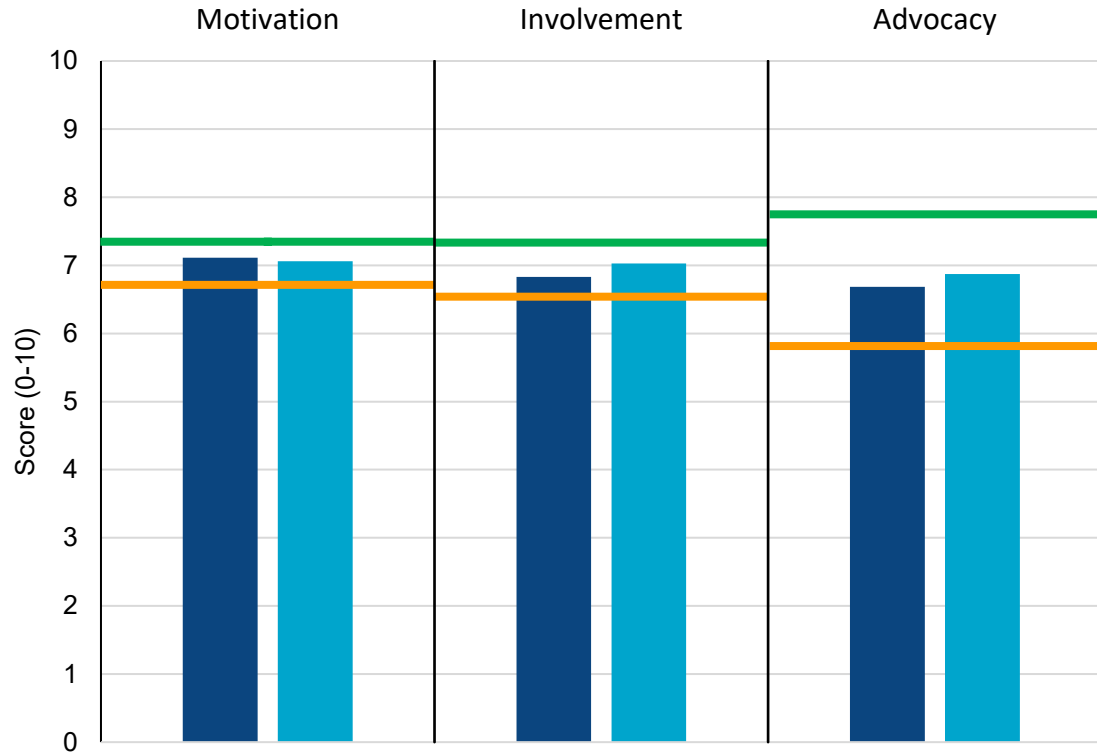


Category	Score	Category	Score
Your org	6.92	Line management	7.24
Best result	7.26	Best result	7.66
Average result	6.94	Average result	7.40
Worst result	6.52	Worst result	7.05
Responses	2245	Responses	2248

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.



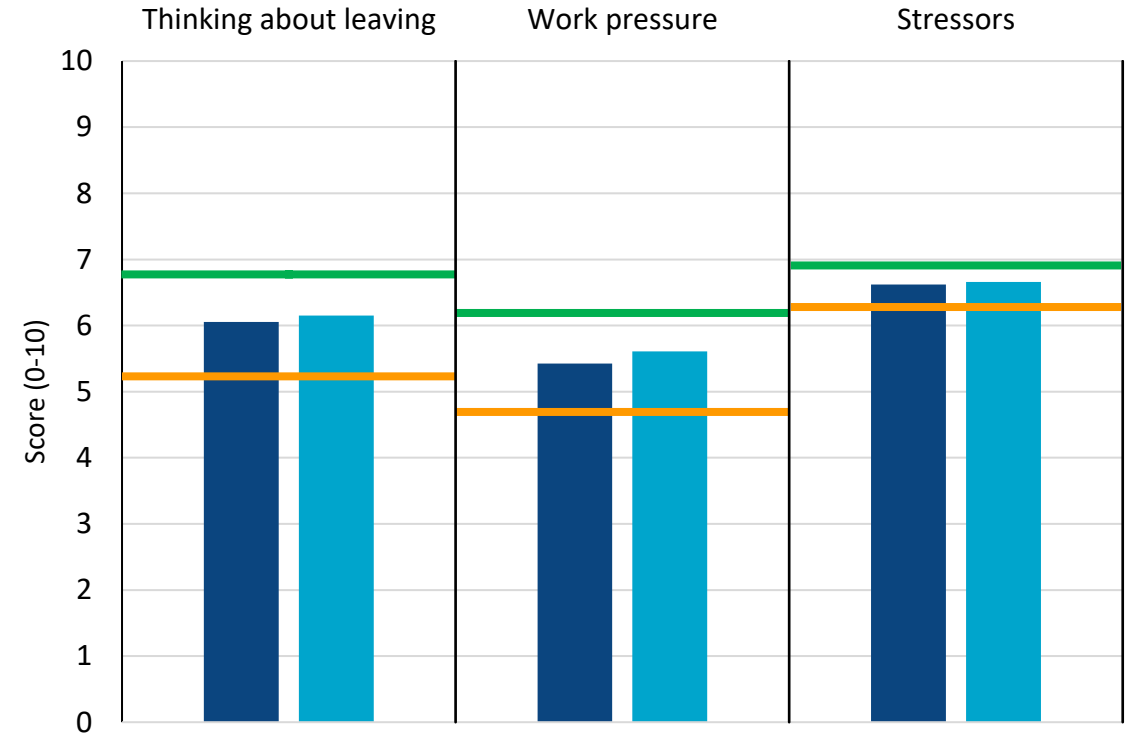
## Theme: Staff engagement



Your org	7.11	6.83	6.69
Best result	7.35	7.33	7.75
Average result	7.06	7.03	6.87
Worst result	6.71	6.54	5.82
Responses	2226	2249	2246



## Theme: Morale



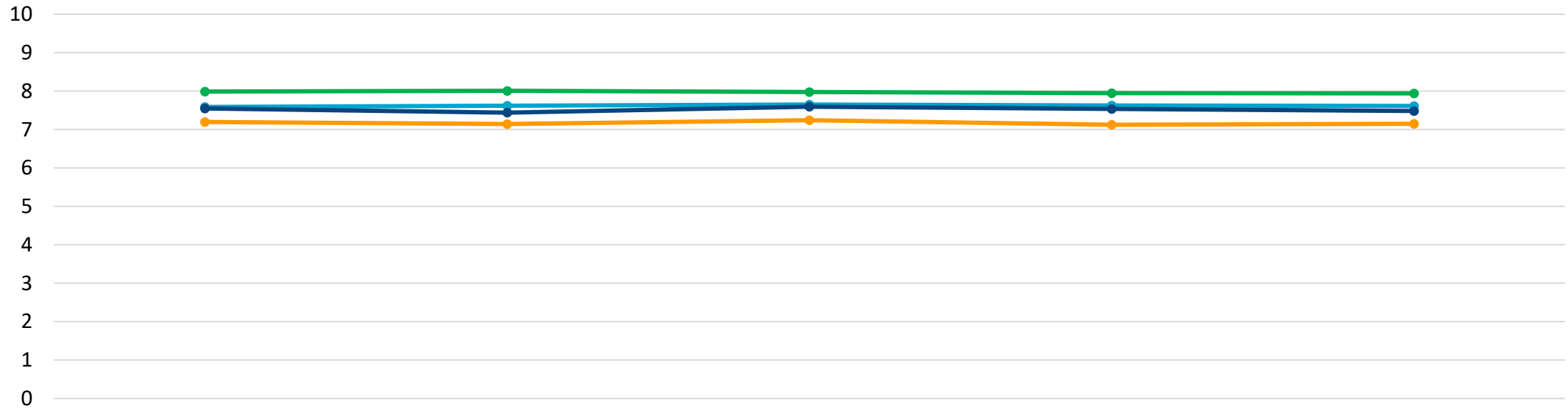
Your org	6.05	5.42	6.62
Best result	6.77	6.19	6.91
Average result	6.15	5.61	6.66
Worst result	5.23	4.69	6.28
Responses	2245	2245	2241

## 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



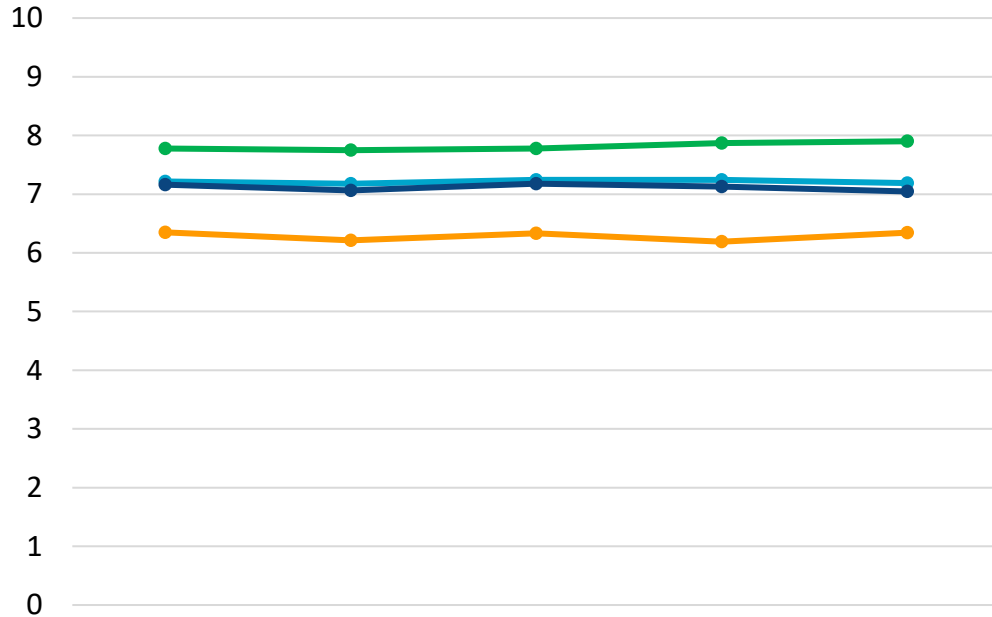
	2021	2022	2023	2024	2025
Your org	7.55	7.44	7.59	7.54	7.48
Best result	7.99	8.01	7.98	7.95	7.94
Average result	7.59	7.62	7.65	7.63	7.61
Worst result	7.20	7.15	7.24	7.12	7.15
Responses	1969	1447	2104	2011	2250

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/>

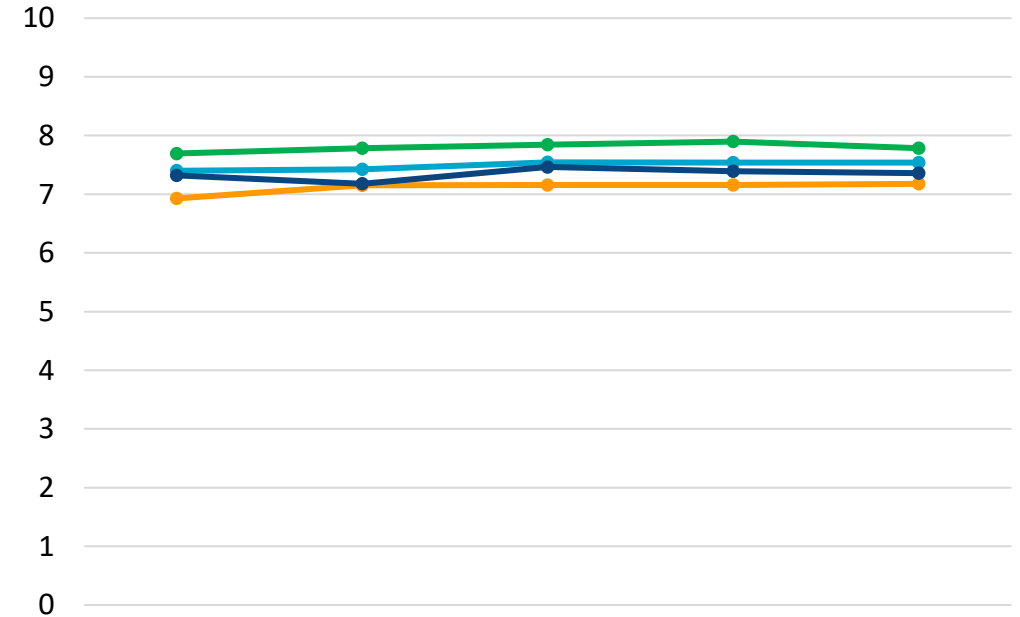
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



2021 2022 2023 2024 2025

2021 2022 2023 2024 2025

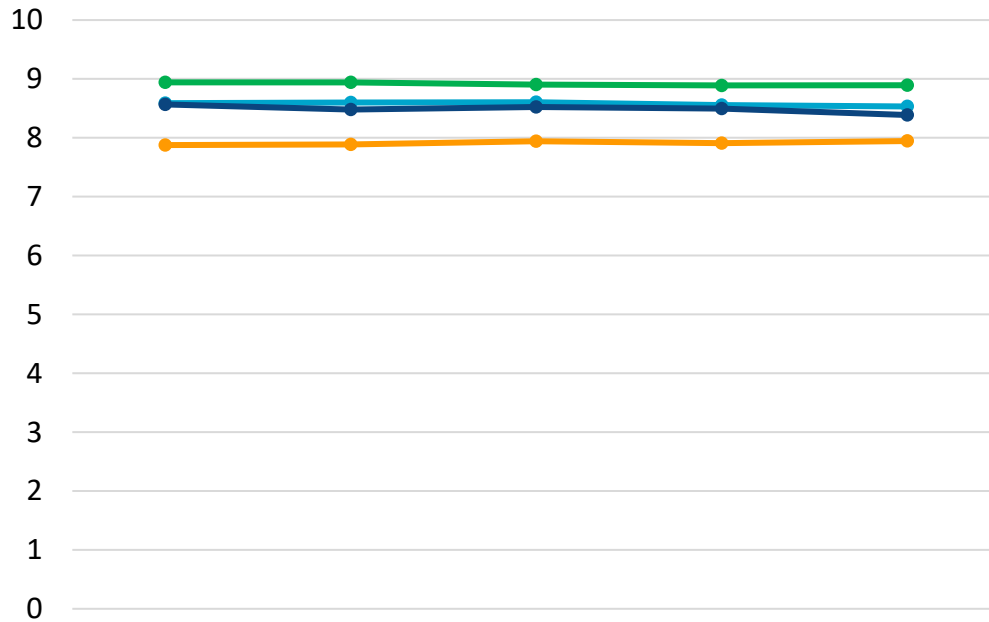
Your org	7.16	7.06	7.18	7.13	7.05
Best result	7.78	7.75	7.78	7.87	7.90
Average result	7.22	7.18	7.24	7.24	7.19
Worst result	6.35	6.21	6.33	6.19	6.34
Responses	1948	1445	2102	2006	2246

Your org	7.32	7.18	7.46	7.39	7.36
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	1980	1447	2102	2010	2245

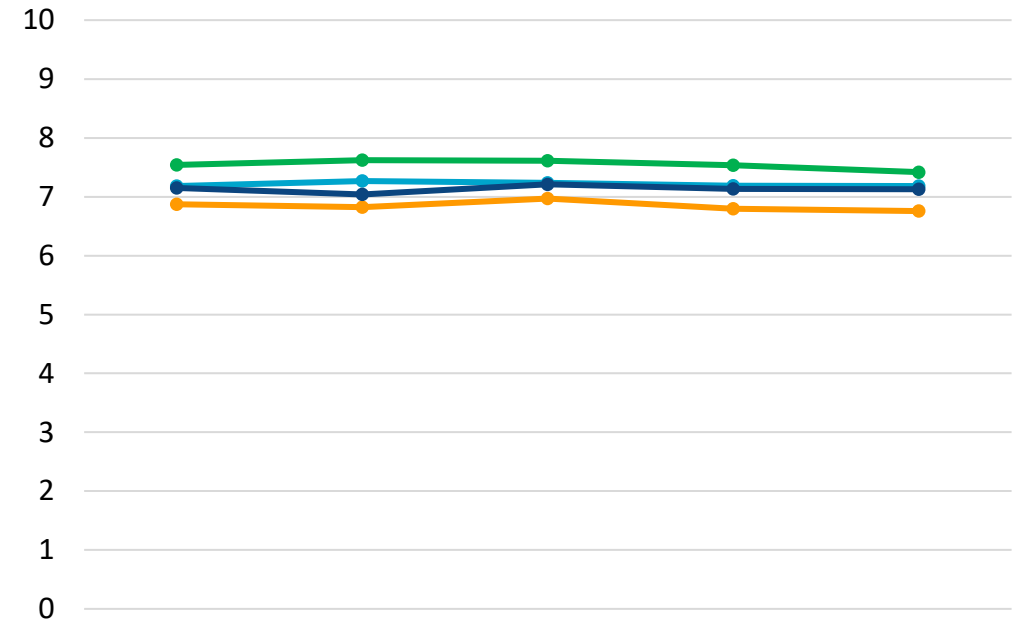
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024	2025
Your org	8.57	8.48	8.52	8.50	8.39
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	1968	1444	2103	2005	2239

	2021	2022	2023	2024	2025
Your org	7.15	7.04	7.21	7.14	7.13
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	1990	1445	2099	2004	2240

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*:

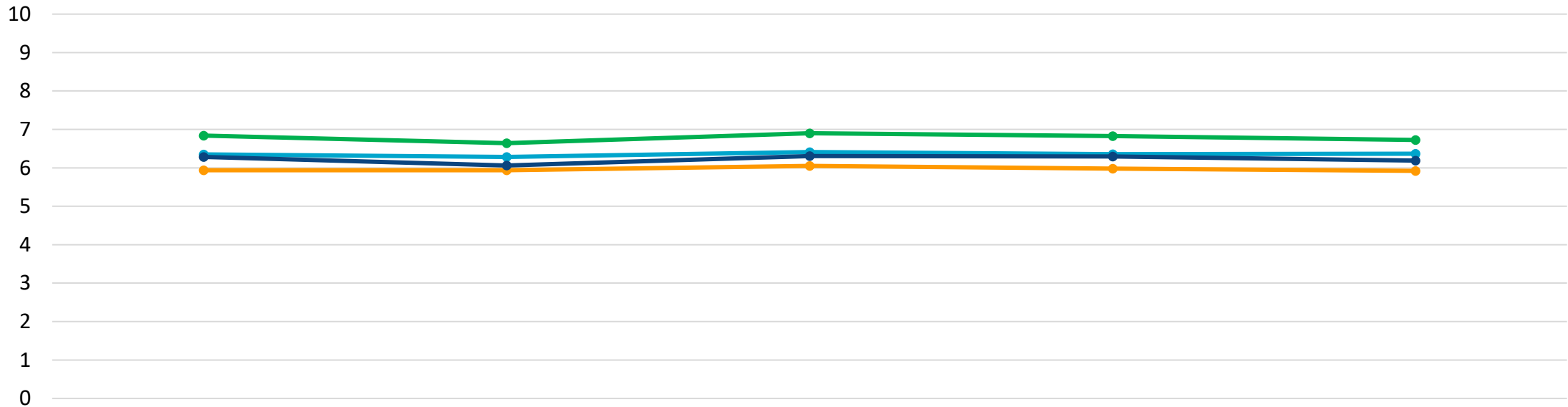
<https://www.nhsstaffsurveys.com/survey-documents/>

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



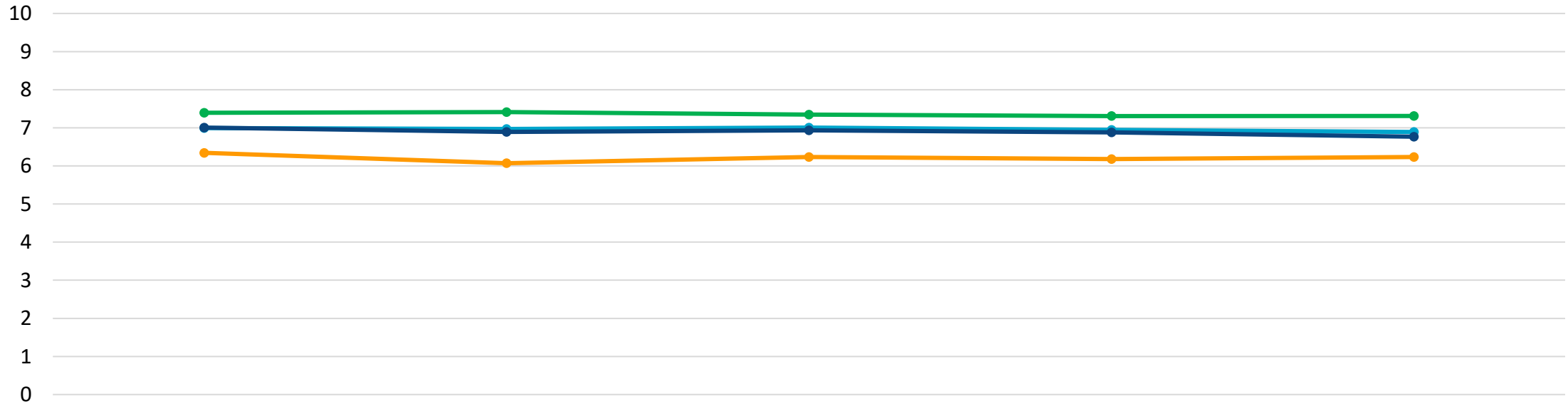
	2021	2022	2023	2024	2025
Your org	6.28	6.06	6.31	6.30	6.19
Best result	6.84	6.64	6.90	6.83	6.72
Average result	6.35	6.28	6.41	6.35	6.37
Worst result	5.94	5.94	6.05	5.98	5.92
Responses	2027	1447	2102	2007	2248

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



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

We each have a voice that counts



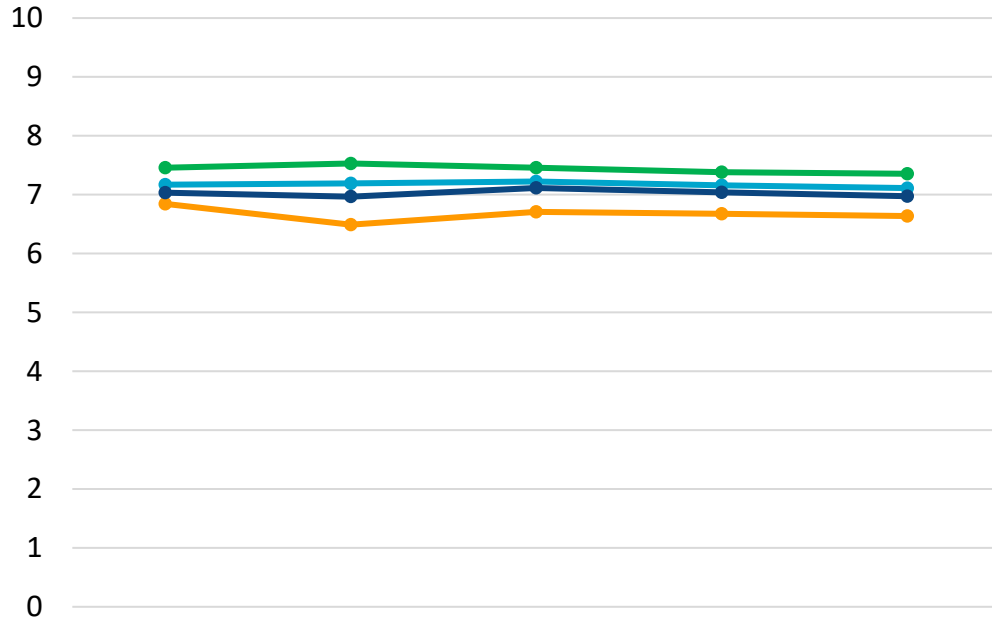
	2021	2022	2023	2024	2025
Your org	7.00	6.89	6.93	6.88	6.77
Best result	7.40	7.41	7.35	7.31	7.31
Average result	6.99	6.97	7.01	6.94	6.89
Worst result	6.34	6.07	6.23	6.18	6.23
Responses	1942	1444	2088	2002	2234

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

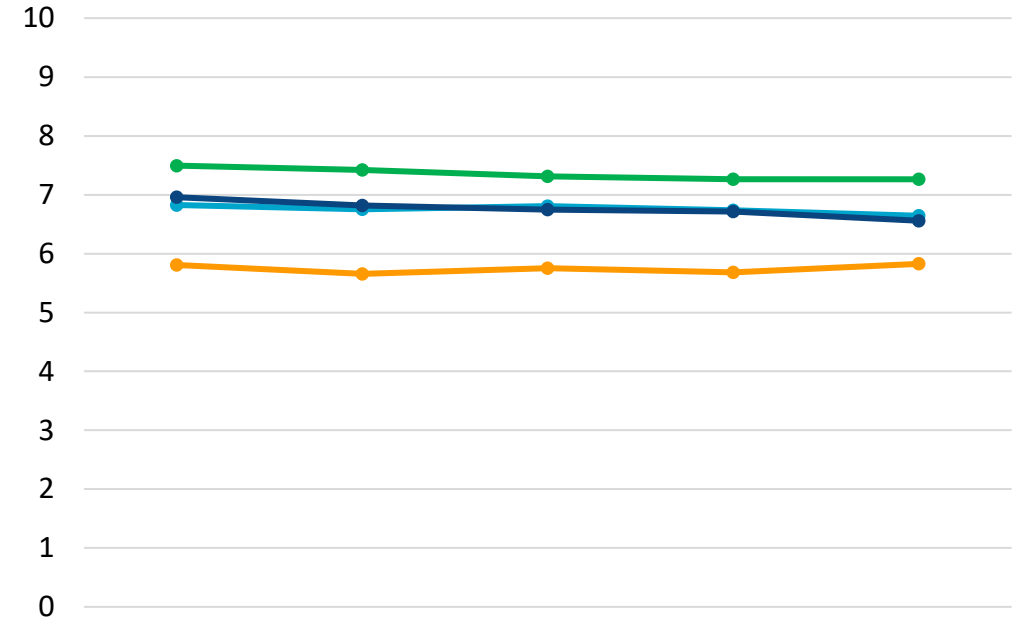


## Promise element 3: We each have a voice that counts

### Autonomy and control



### Raising concerns



	2021	2022	2023	2024	2025
Your org	7.03	6.97	7.11	7.04	6.97
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	2028	1448	2105	2009	2249

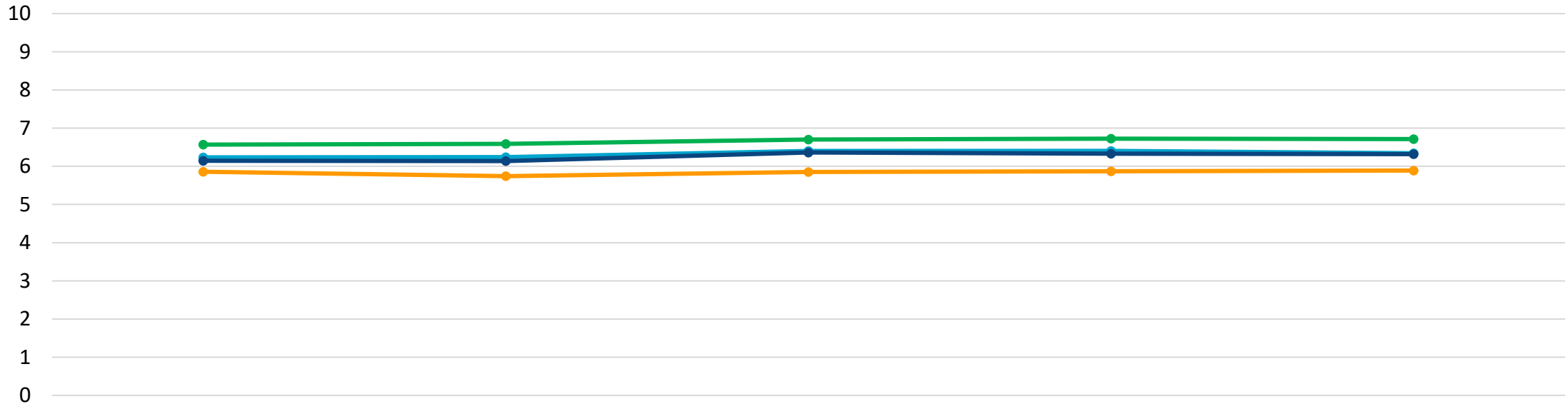
	2021	2022	2023	2024	2025
Your org	6.96	6.82	6.75	6.72	6.56
Best result	7.49	7.42	7.31	7.26	7.26
Average result	6.83	6.76	6.81	6.74	6.64
Worst result	5.81	5.66	5.75	5.68	5.83
Responses	1943	1445	2092	2005	2237

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



## Promise element 4: We are safe and healthy

We are safe and healthy



	2021	2022	2023	2024	2025
Your org	6.15	6.14	6.36	6.33	6.32
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	1969	1447	2098	2003	2232

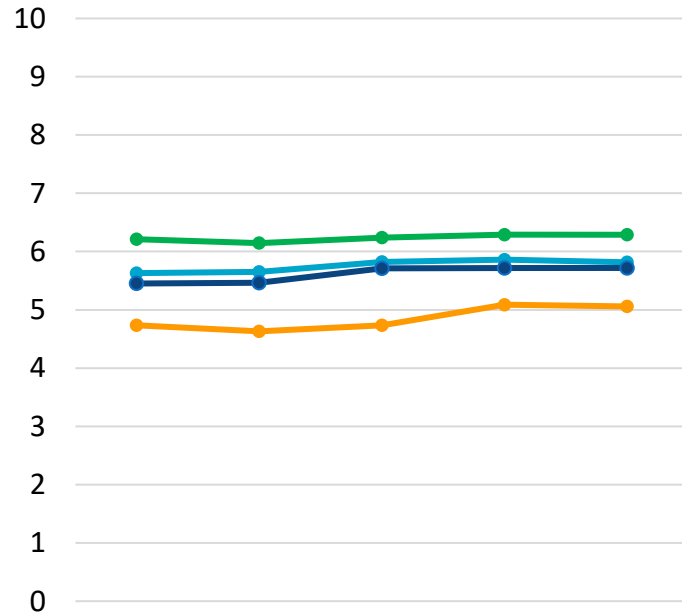
Note: 2023 results for 'We are safe and healthy' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'We are safe and healthy' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23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

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



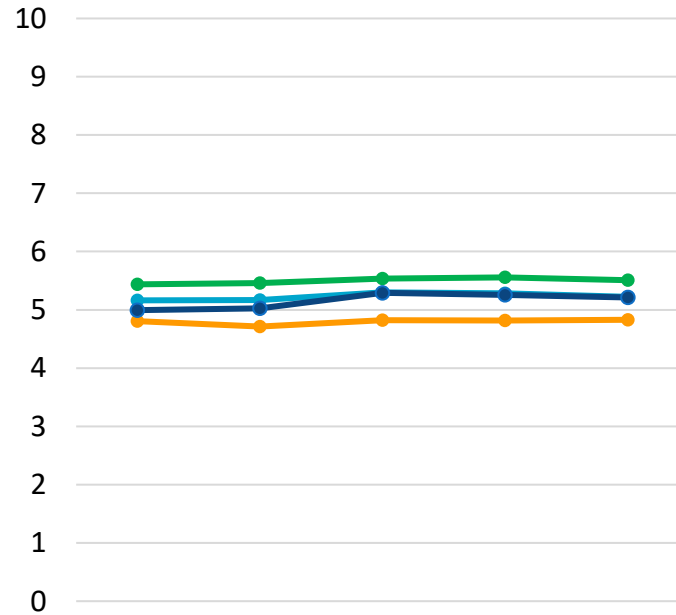
## Promise element 4: We are safe and healthy

Health and safety climate



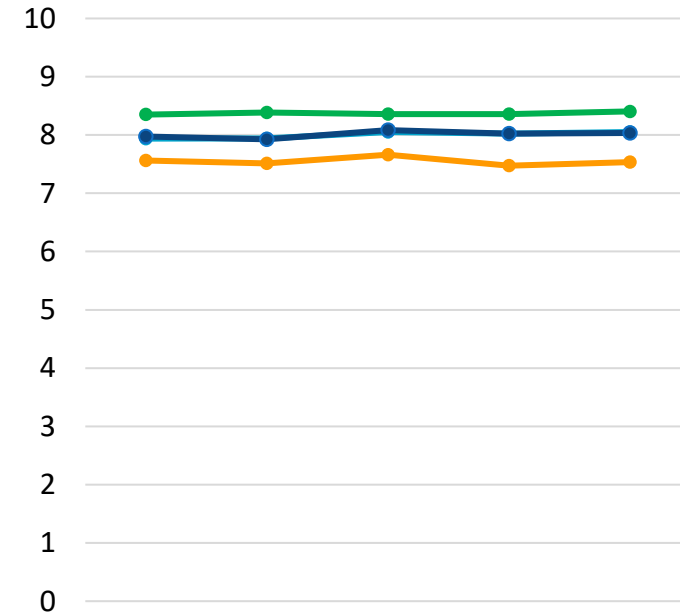
	2021	2022	2023	2024	2025
<b>Your org</b>	5.45	5.46	5.71	5.72	5.72
<b>Best result</b>	6.21	6.14	6.24	6.29	6.29
<b>Average result</b>	5.63	5.65	5.82	5.86	5.82
<b>Worst result</b>	4.74	4.63	4.74	5.09	5.06
Responses	2028	1448	2104	2010	2247

Burnout



	2021	2022	2023	2024	2025
<b>Your org</b>	4.99	5.02	5.29	5.26	5.21
<b>Best result</b>	5.44	5.46	5.53	5.56	5.51
<b>Average result</b>	5.16	5.17	5.30	5.28	5.23
<b>Worst result</b>	4.81	4.71	4.82	4.82	4.83
Responses	1972	1447	2106	2010	2248

Negative experiences



	2021	2022	2023	2024	2025
<b>Your org</b>	7.98	7.93	8.08	8.02	8.03
<b>Best result</b>	8.35	8.39	8.36	8.36	8.40
<b>Average result</b>	7.94	7.94	8.05	8.02	8.05
<b>Worst result</b>	7.56	7.51	7.66	7.47	7.53
Responses	1972	1447	2105	2006	2238

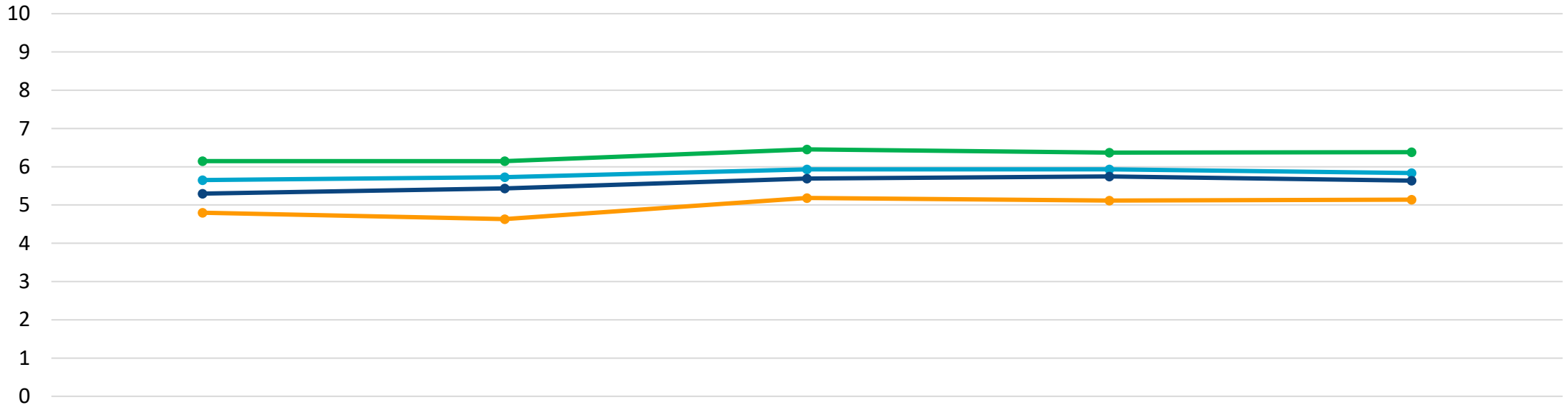
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years. Please see *Additional Information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

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



## Promise element 5: We are always learning

### We are always learning



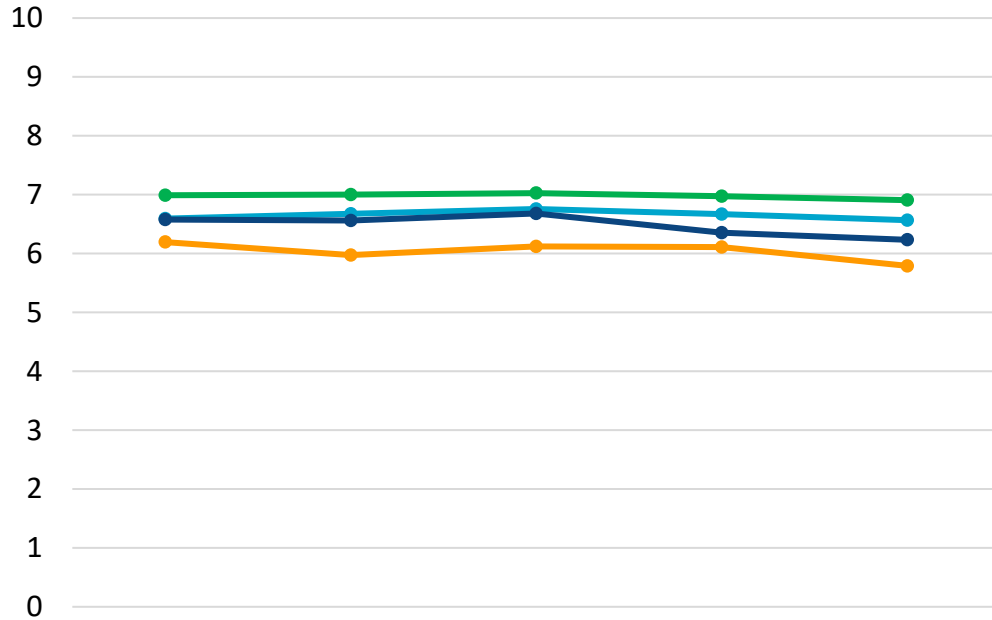
	2021	2022	2023	2024	2025
<b>Your org</b>	5.30	5.44	5.69	5.75	5.64
<b>Best result</b>	6.15	6.15	6.45	6.37	6.38
<b>Average result</b>	5.65	5.72	5.93	5.93	5.83
<b>Worst result</b>	4.80	4.63	5.18	5.11	5.14
<b>Responses</b>	1878	1370	2017	1938	2177

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.

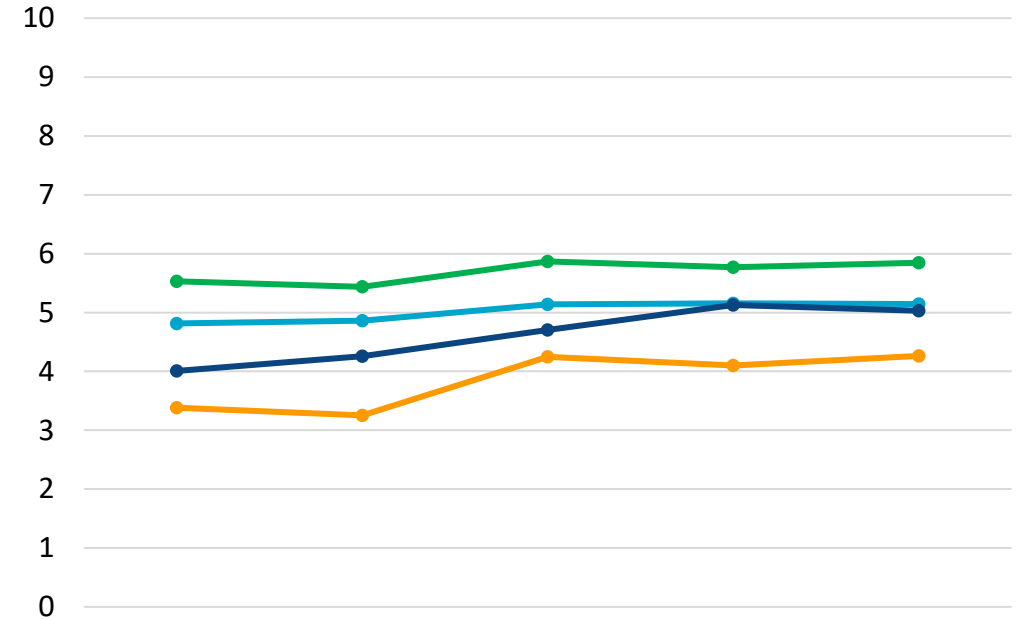


## Promise element 5: We are always learning

Development



Appraisals



	2021	2022	2023	2024	2025
Your org	6.58	6.56	6.68	6.36	6.23
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	1960	1442	2105	2011	2248

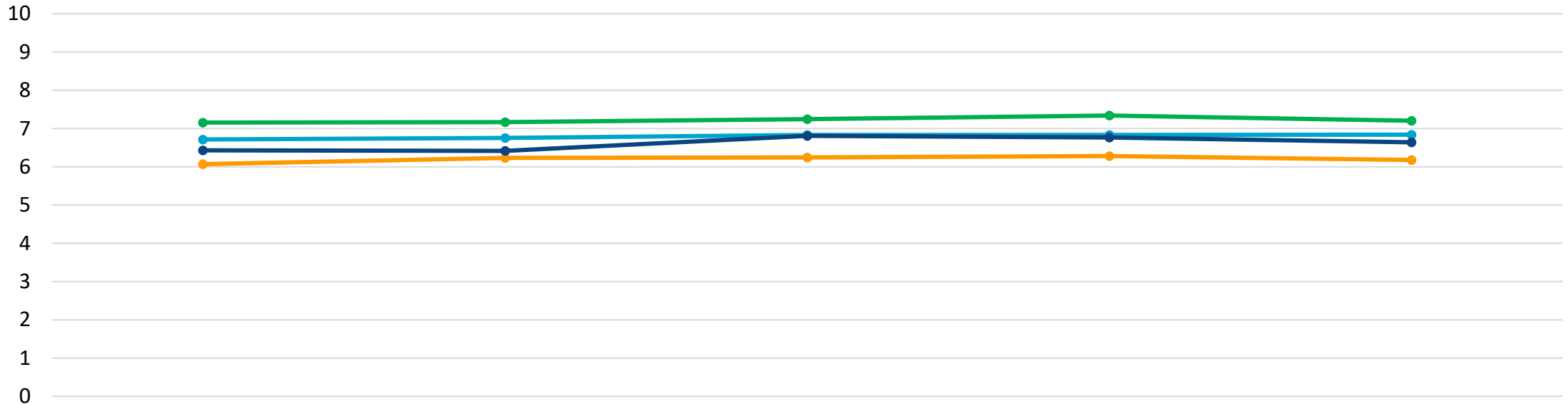
	2021	2022	2023	2024	2025
Your org	4.01	4.26	4.71	5.13	5.03
Best result	5.53	5.44	5.87	5.77	5.85
Average result	4.81	4.86	5.14	5.16	5.14
Worst result	3.38	3.25	4.25	4.10	4.26
Responses	1884	1375	2018	1939	2178

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



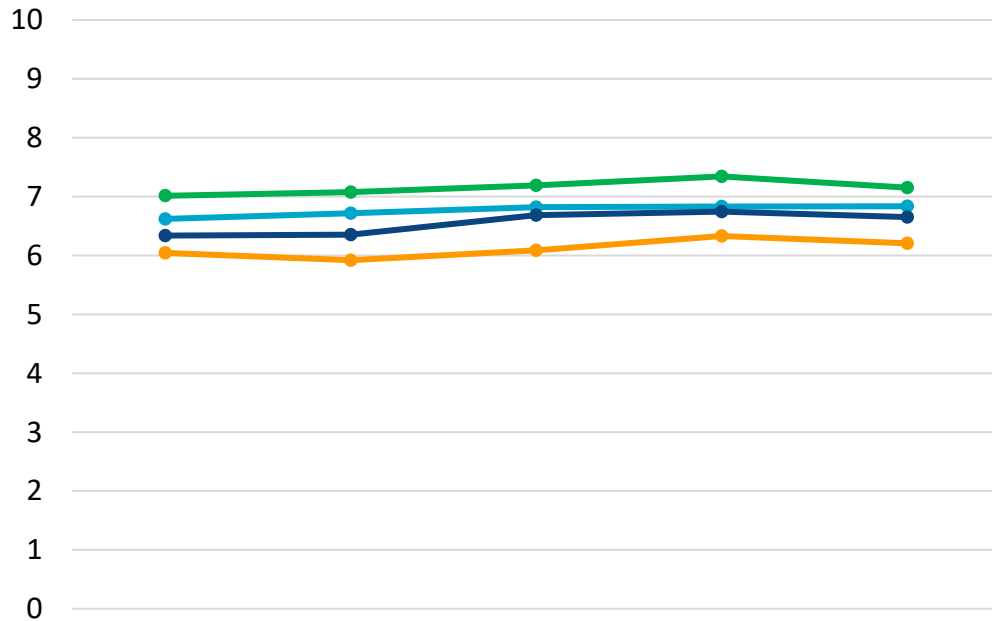
	2021	2022	2023	2024	2025
Your org	6.43	6.41	6.81	6.77	6.64
Best result	7.15	7.17	7.25	7.34	7.20
Average result	6.71	6.75	6.83	6.83	6.84
Worst result	6.07	6.23	6.24	6.28	6.18
Responses	2011	1444	2085	1994	2235

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.

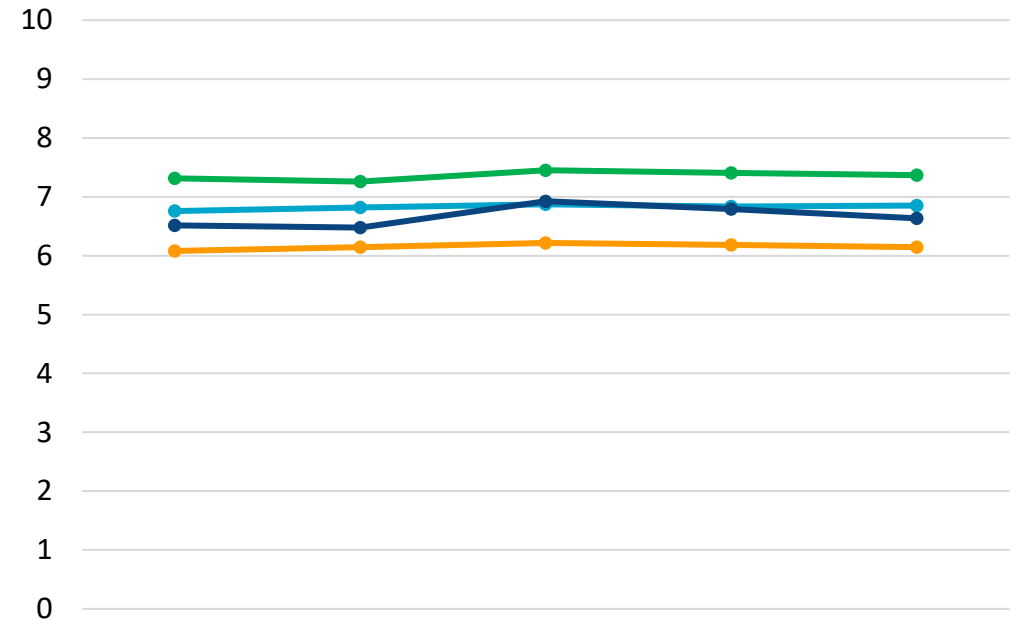


## Promise element 6: We work flexibly

Support for work-life balance



Flexible working



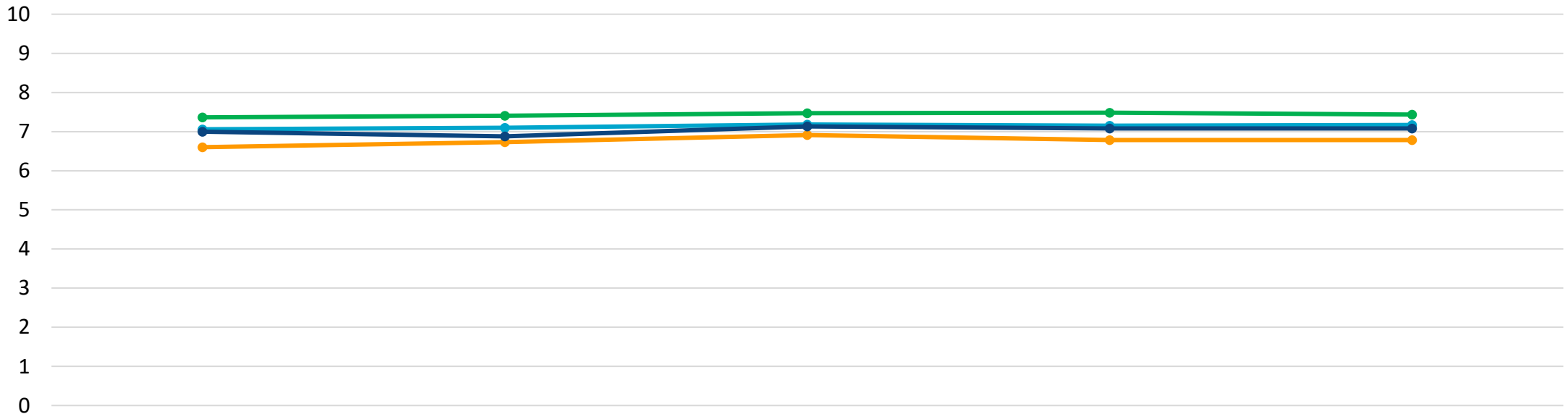
	2021	2022	2023	2024	2025
Your org	6.34	6.35	6.69	6.75	6.65
Best result	7.02	7.08	7.19	7.34	7.15
Average result	6.62	6.72	6.82	6.84	6.84
Worst result	6.05	5.92	6.09	6.33	6.21
Responses	2014	1446	2103	2008	2246

	2021	2022	2023	2024	2025
Your org	6.52	6.48	6.92	6.79	6.63
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	2025	1446	2086	1997	2240

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

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

We are a team



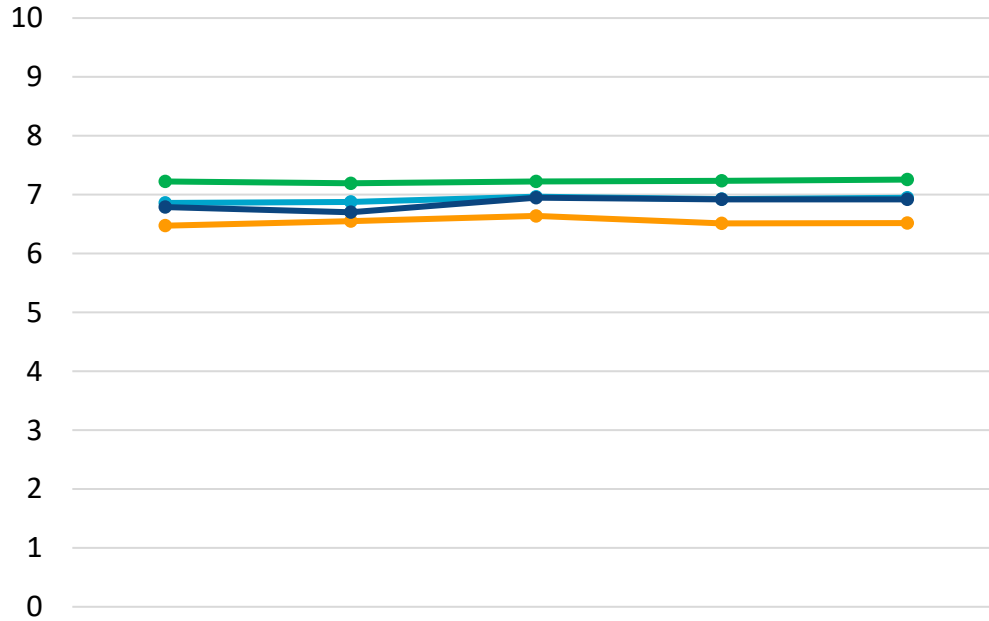
	2021	2022	2023	2024	2025
<b>Your org</b>	7.00	6.88	7.13	7.08	7.08
<b>Best result</b>	7.36	7.40	7.47	7.48	7.43
<b>Average result</b>	7.06	7.10	7.18	7.15	7.17
<b>Worst result</b>	6.60	6.73	6.91	6.78	6.79
<b>Responses</b>	1980	1447	2104	2007	2243

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.

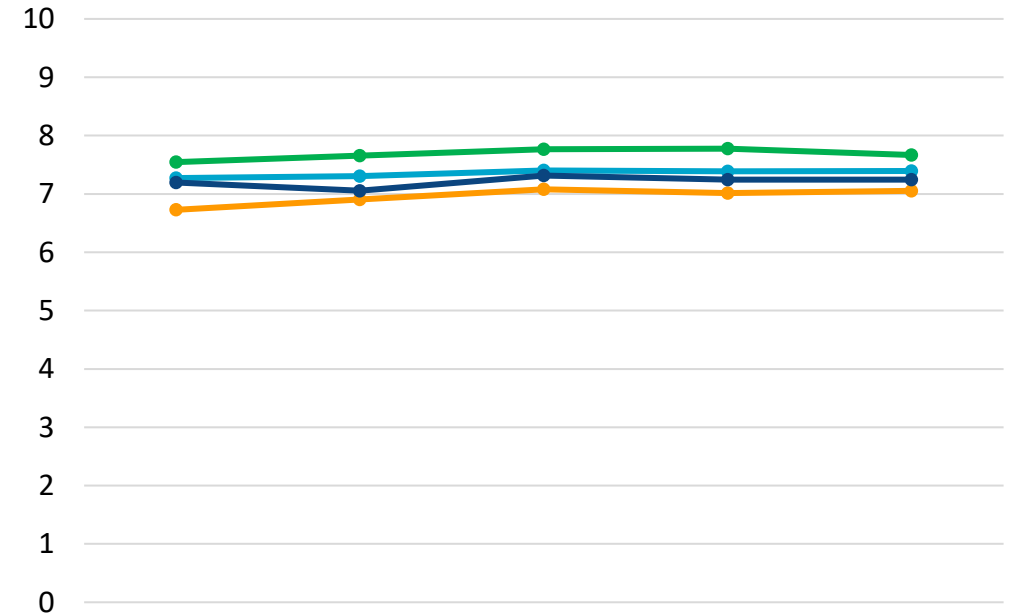


## Promise element 7: We are a team

### Team working



### Line management



	2021	2022	2023	2024	2025
Your org	6.79	6.70	6.95	6.92	6.92
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	2000	1447	2104	2008	2245

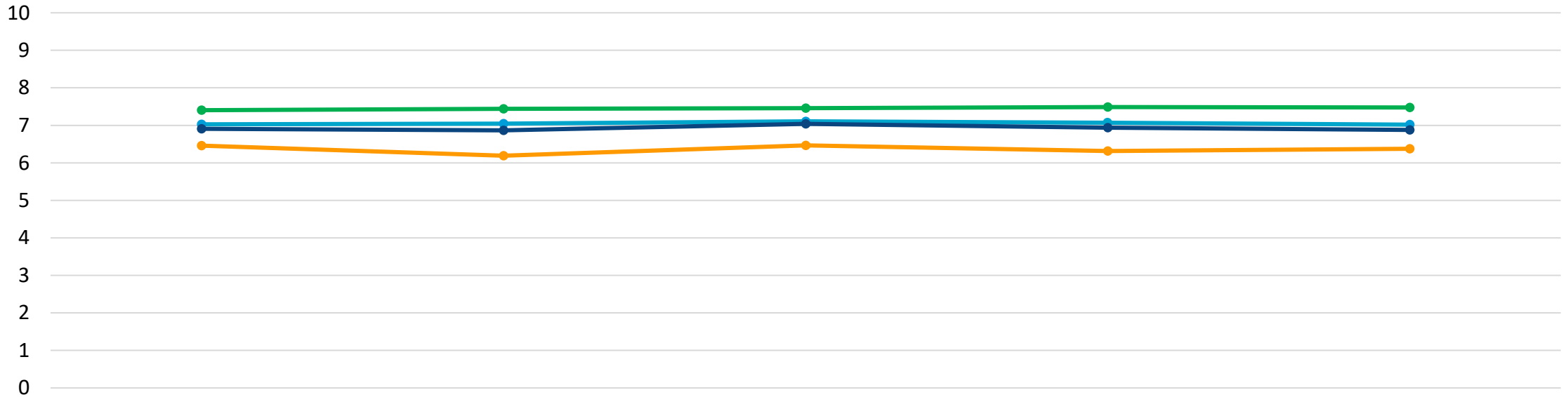
	2021	2022	2023	2024	2025
Your org	7.19	7.06	7.31	7.25	7.24
Best result	7.54	7.66	7.76	7.78	7.66
Average result	7.27	7.31	7.40	7.39	7.40
Worst result	6.73	6.91	7.08	7.01	7.05
Responses	1980	1447	2104	2010	2248

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	6.91	6.87	7.04	6.94	6.88
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	2028	1449	2105	2009	2250



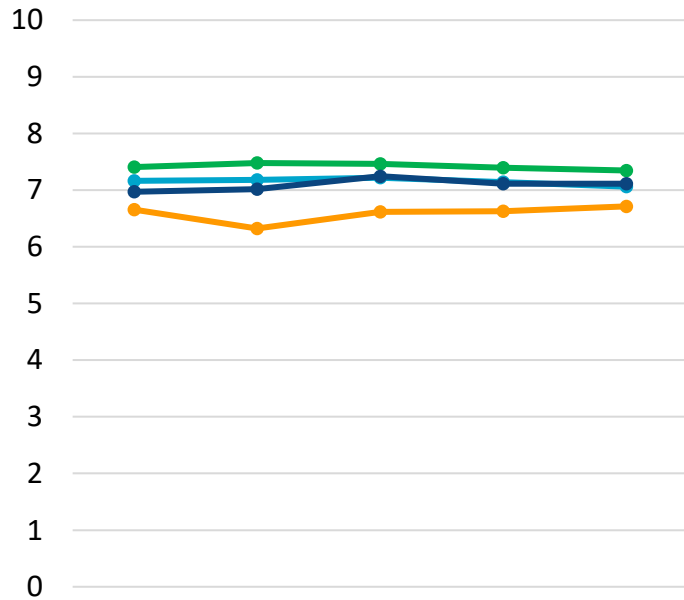
# People Promise elements, themes and sub-scores: Sub-score trends

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

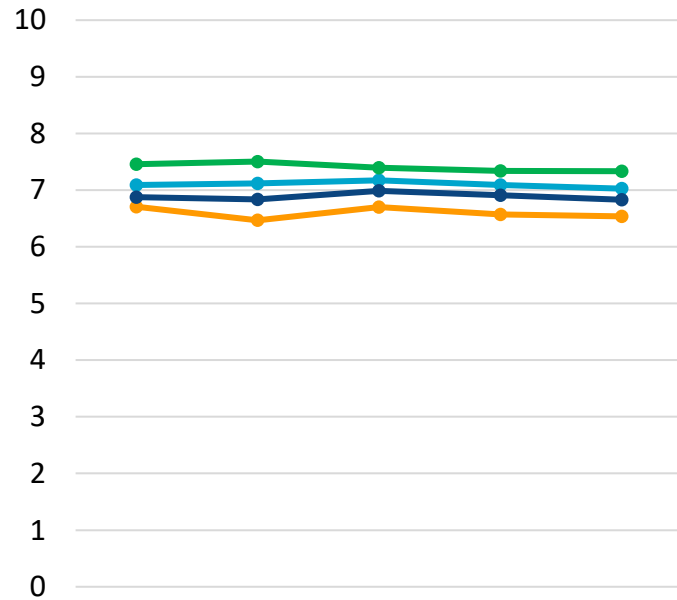


2021 2022 2023 2024 2025

Your org	6.97	7.02	7.25	7.11	7.11
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 2036 1440 2090 1991 2226

### Involvement

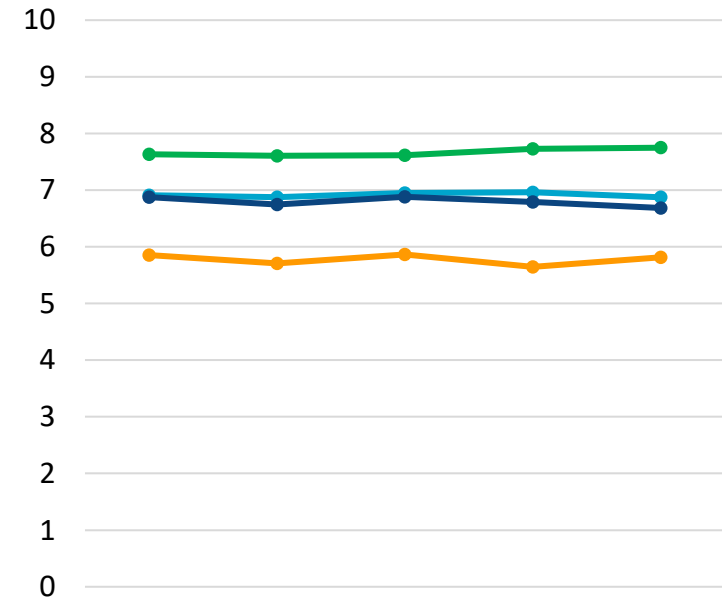


2021 2022 2023 2024 2025

Your org	6.88	6.84	6.99	6.91	6.83
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 2028 1448 2104 2009 2249

### Advocacy



2021 2022 2023 2024 2025

Your org	6.88	6.74	6.88	6.79	6.69
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

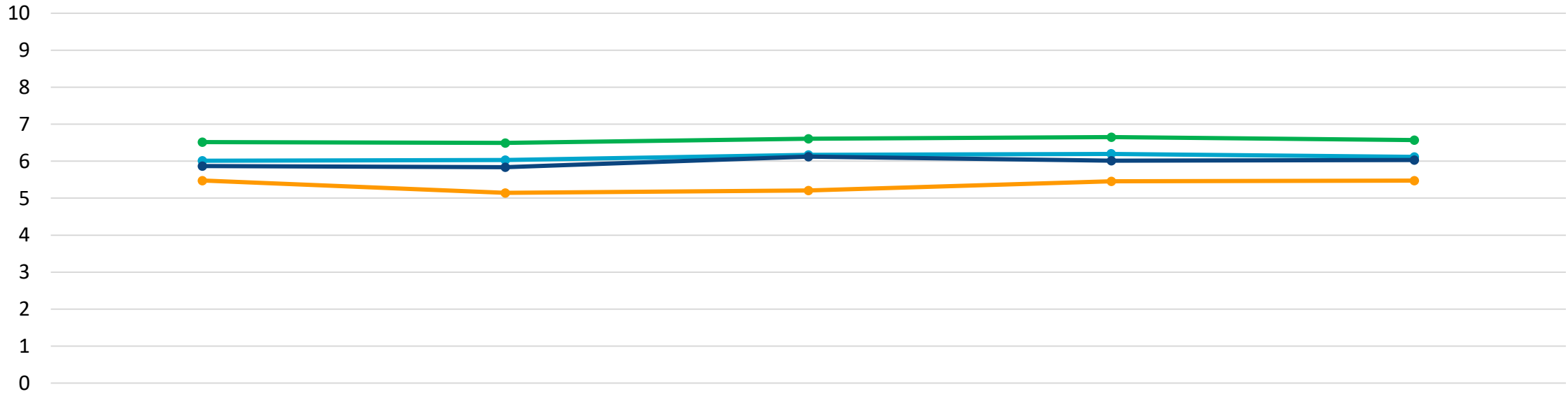
Responses 1948 1445 2102 2006 2246

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	5.87	5.84	6.12	6.02	6.03
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	2022	1448	2104	2010	2251



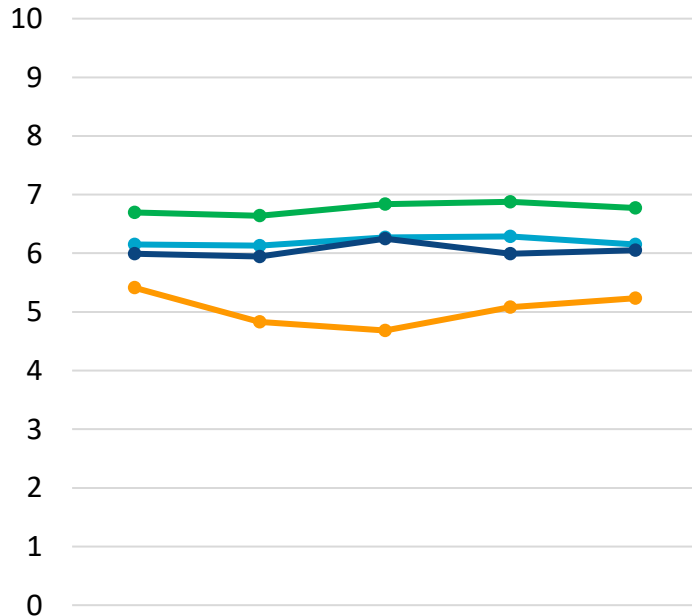
# People Promise elements, themes and sub-scores: Sub-score trends

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

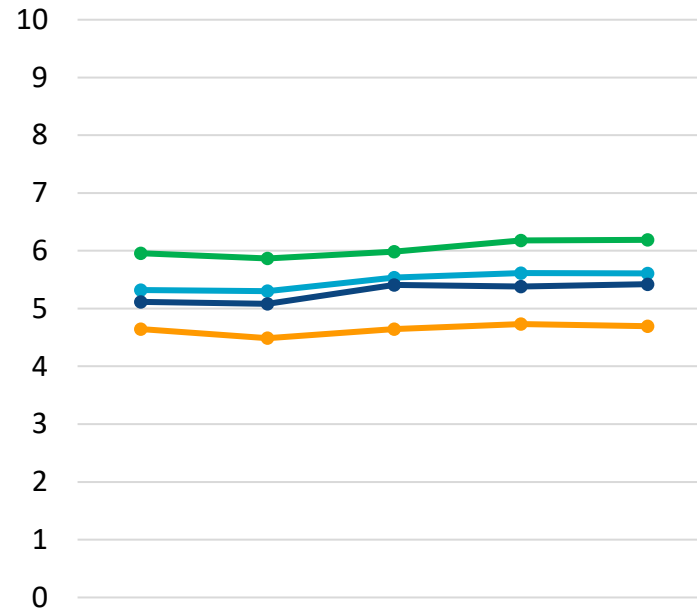


2021 2022 2023 2024 2025

Your org	5.99	5.94	6.25	5.99	6.05
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 1942 1442 2103 2007 2245

### Work pressure

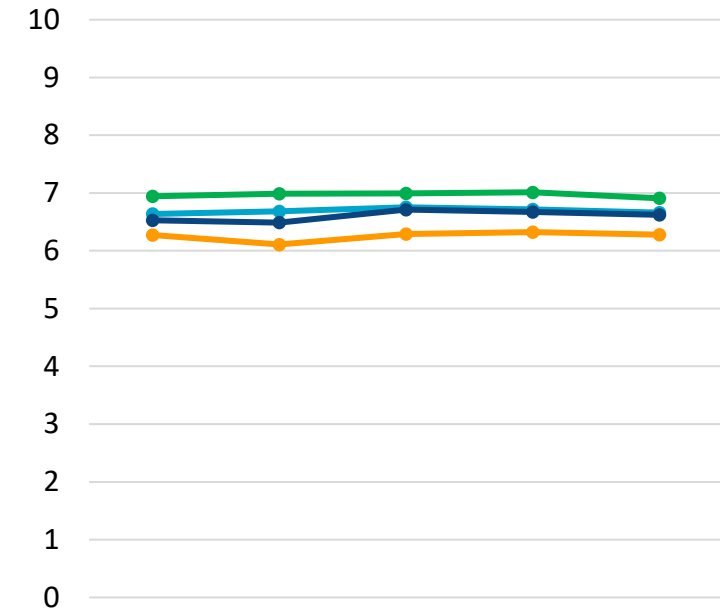


2021 2022 2023 2024 2025

Your org	5.11	5.08	5.41	5.38	5.42
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 2027 1446 2104 2007 2245

### Stressors



2021 2022 2023 2024 2025

Your org	6.53	6.49	6.71	6.67	6.62
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 2014 1445 2100 2006 2241

## People Promise element – We are compassionate and inclusive



### Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

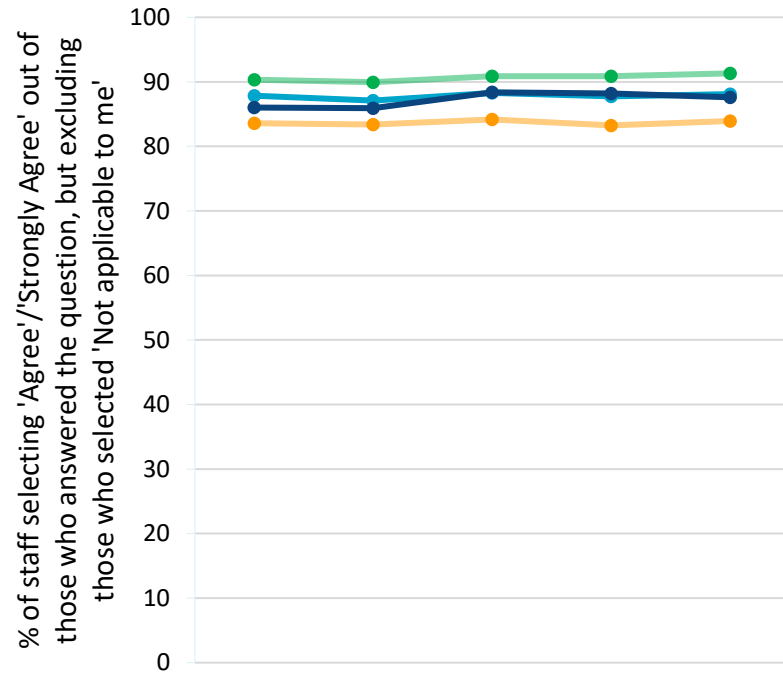
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

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

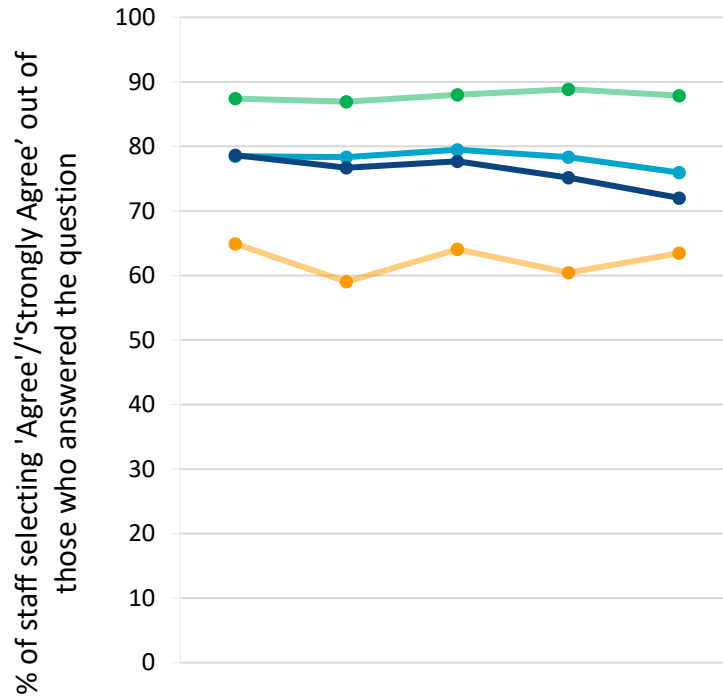


Q6a I feel that my role makes a difference to patients / service users.



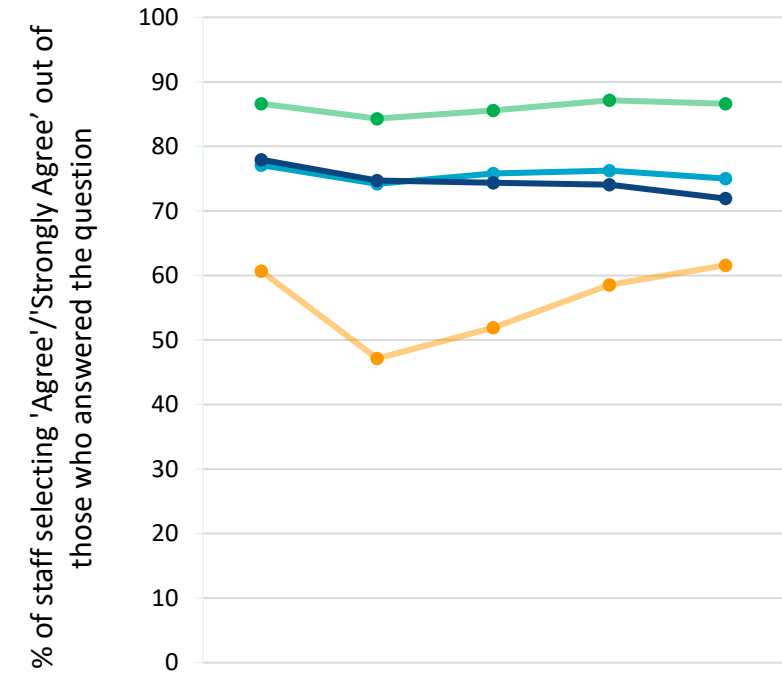
	2021	2022	2023	2024	2025
<b>Your org</b>	86.00%	85.92%	88.38%	88.18%	87.61%
<b>Best result</b>	90.35%	89.95%	90.88%	90.89%	91.31%
<b>Average result</b>	87.86%	87.10%	88.29%	87.76%	88.09%
<b>Worst result</b>	83.61%	83.37%	84.17%	83.25%	83.96%
Responses	1948	1391	2032	1943	2184

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



	2021	2022	2023	2024	2025
<b>Your org</b>	78.63%	76.67%	77.69%	75.16%	72.01%
<b>Best result</b>	87.43%	86.93%	87.99%	88.86%	87.85%
<b>Average result</b>	78.46%	78.32%	79.49%	78.32%	75.94%
<b>Worst result</b>	64.89%	59.04%	64.03%	60.43%	63.46%
Responses	1945	1443	2102	2005	2245

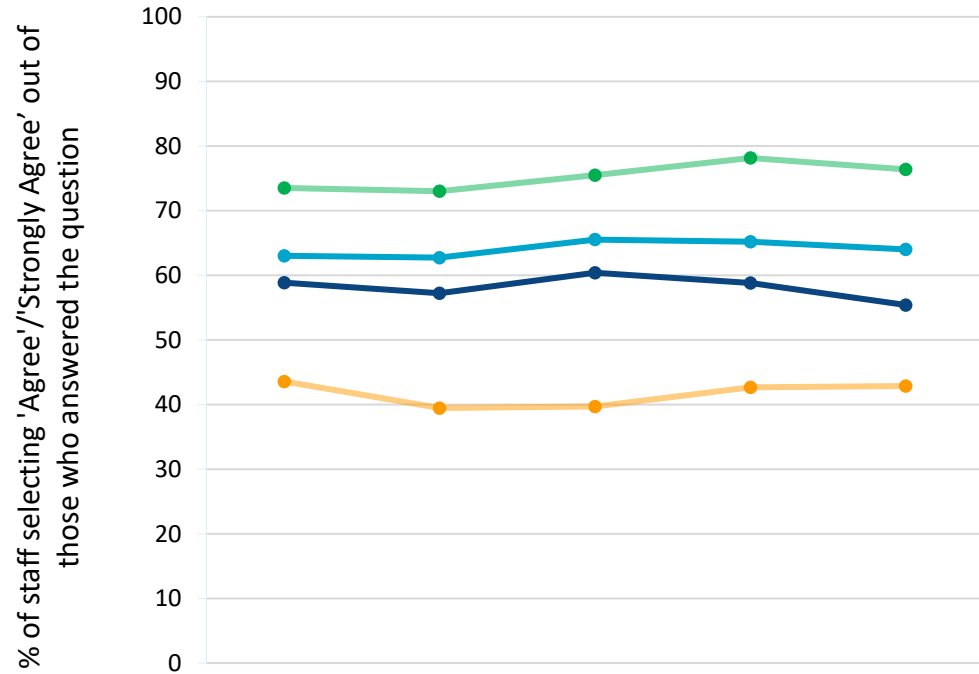
Q25b My organisation acts on concerns raised by patients / service users.



	2021	2022	2023	2024	2025
<b>Your org</b>	77.94%	74.73%	74.36%	74.07%	71.92%
<b>Best result</b>	86.63%	84.30%	85.58%	87.14%	86.59%
<b>Average result</b>	77.10%	74.19%	75.80%	76.23%	75.03%
<b>Worst result</b>	60.68%	47.13%	51.90%	58.53%	61.59%
Responses	1945	1442	2099	1998	2236

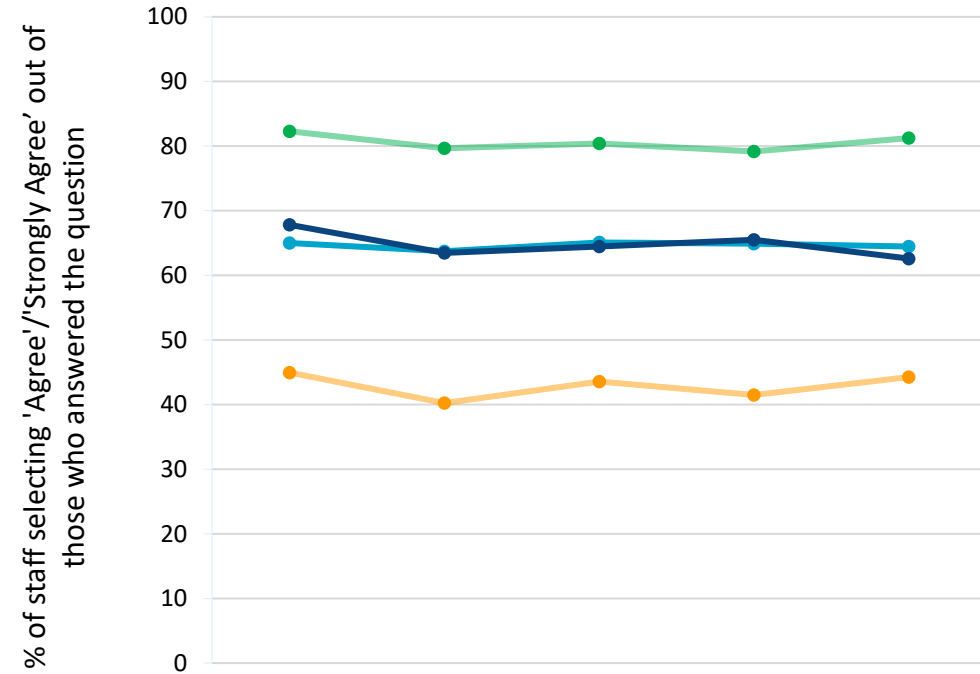


Q25c I would recommend my organisation as a place to work.



	2021	2022	2023	2024	2025
<b>Your org</b>	58.87%	57.25%	60.40%	58.82%	55.42%
<b>Best result</b>	73.53%	73.02%	75.50%	78.17%	76.39%
<b>Average result</b>	63.05%	62.75%	65.53%	65.22%	64.00%
<b>Worst result</b>	43.58%	39.48%	39.70%	42.69%	42.89%
Responses	1947	1444	2101	2004	2242

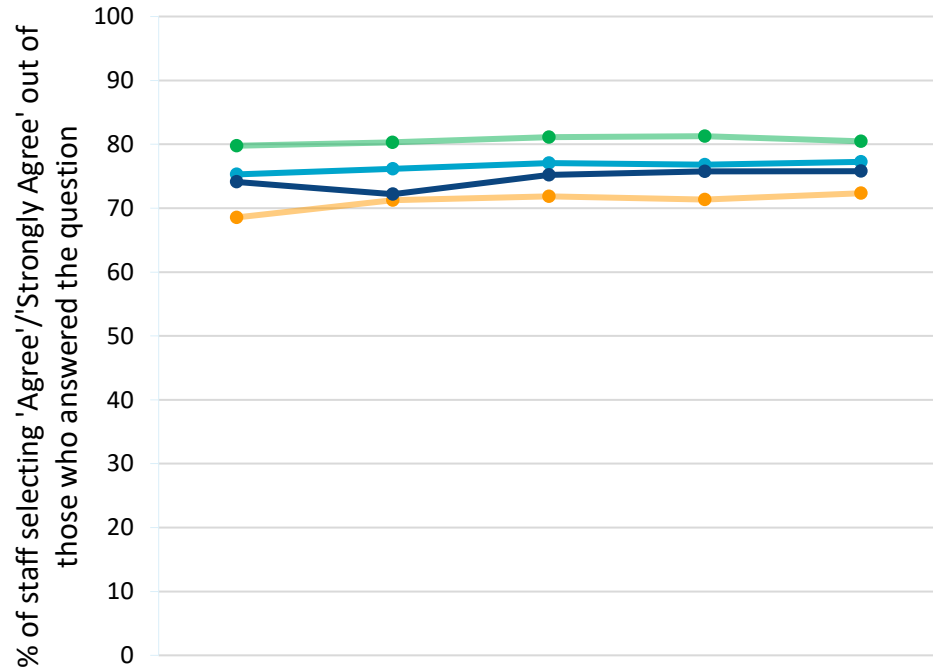
Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2021	2022	2023	2024	2025
<b>Your org</b>	67.83%	63.47%	64.47%	65.52%	62.60%
<b>Best result</b>	82.30%	79.65%	80.41%	79.17%	81.28%
<b>Average result</b>	64.99%	63.74%	65.09%	64.91%	64.45%
<b>Worst result</b>	44.96%	40.24%	43.56%	41.49%	44.25%
Responses	1948	1444	2100	2000	2237

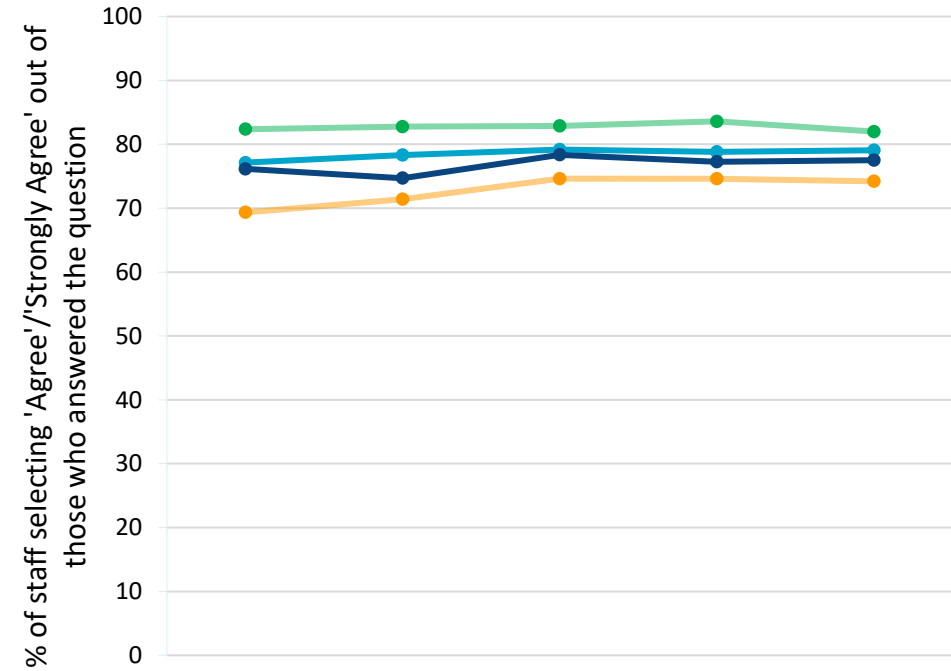


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024	2025
<b>Your org</b>	74.12%	72.19%	75.21%	75.77%	75.79%
<b>Best result</b>	79.77%	80.30%	81.14%	81.27%	80.49%
<b>Average result</b>	75.29%	76.14%	77.08%	76.81%	77.25%
<b>Worst result</b>	68.55%	71.23%	71.83%	71.36%	72.33%
Responses	1978	1446	2097	2010	2245

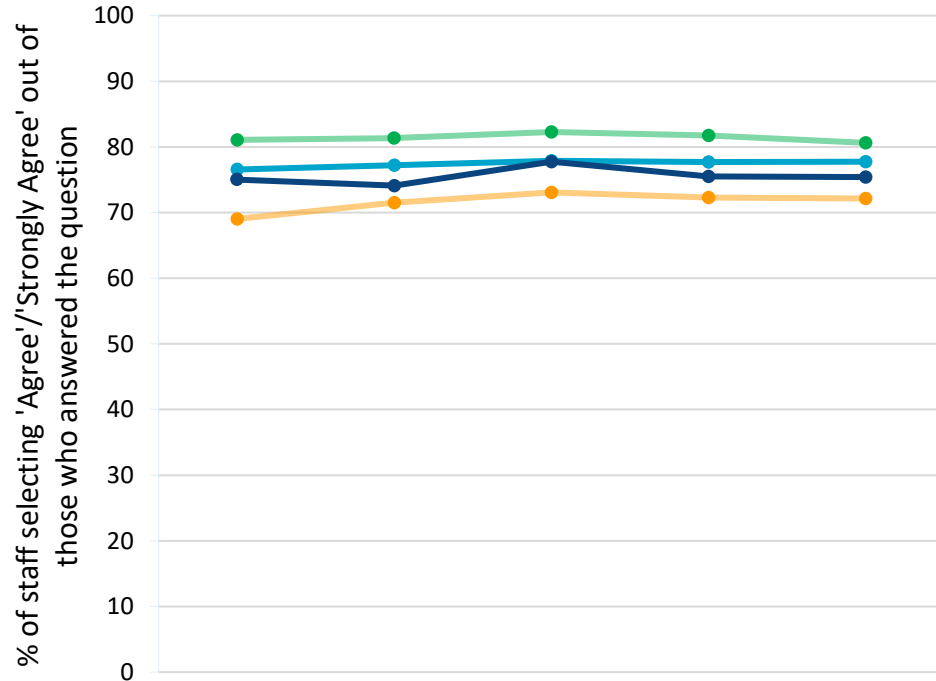
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024	2025
<b>Your org</b>	76.15%	74.68%	78.35%	77.24%	77.50%
<b>Best result</b>	82.35%	82.77%	82.85%	83.59%	81.99%
<b>Average result</b>	77.13%	78.33%	79.17%	78.83%	79.06%
<b>Worst result</b>	69.33%	71.39%	74.62%	74.61%	74.20%
Responses	1978	1447	2100	2008	2245

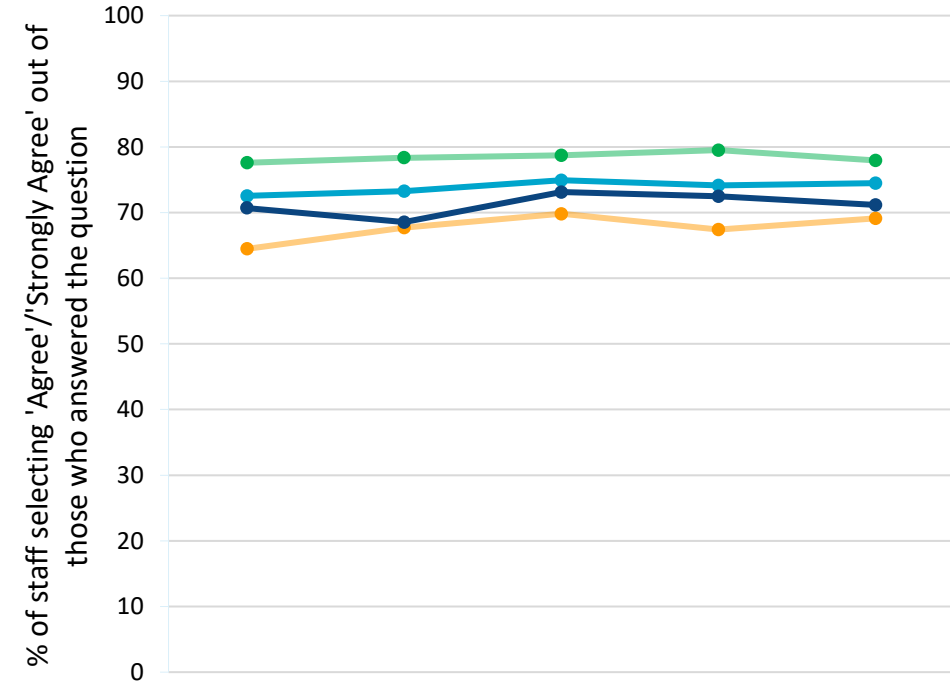


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024	2025
<b>Your org</b>	75.03%	74.11%	77.75%	75.52%	75.42%
<b>Best result</b>	81.08%	81.33%	82.27%	81.76%	80.62%
<b>Average result</b>	76.56%	77.19%	77.88%	77.70%	77.74%
<b>Worst result</b>	69.03%	71.51%	73.07%	72.27%	72.15%
Responses	1980	1445	2097	2002	2238

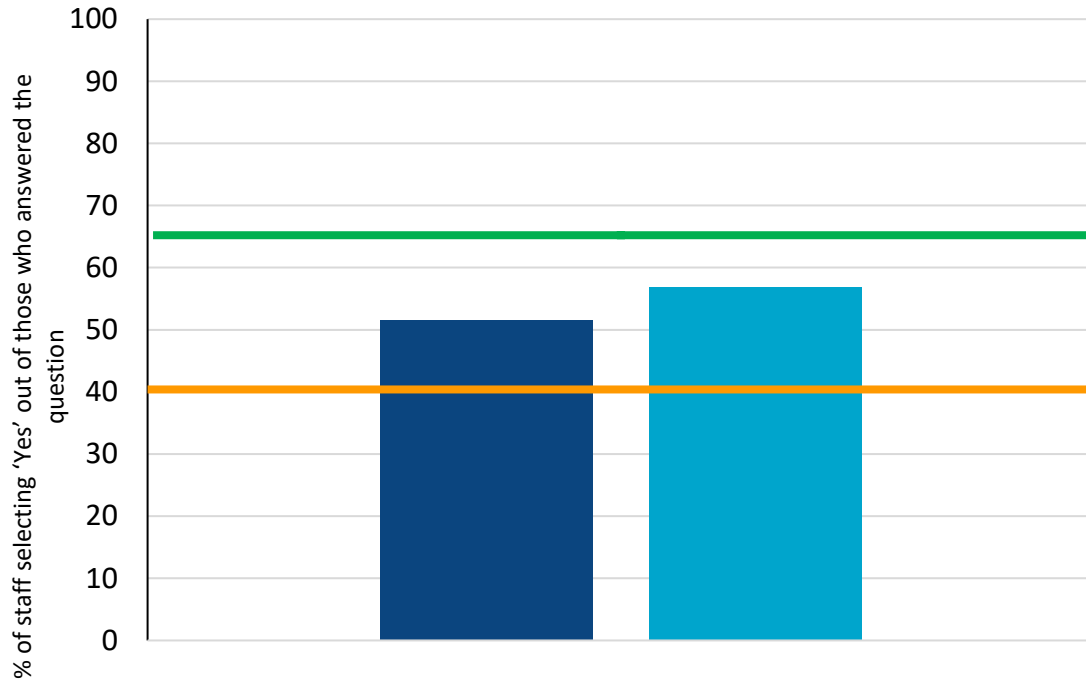
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024	2025
<b>Your org</b>	70.69%	68.56%	73.13%	72.50%	71.15%
<b>Best result</b>	77.59%	78.35%	78.73%	79.52%	77.94%
<b>Average result</b>	72.55%	73.25%	74.93%	74.14%	74.50%
<b>Worst result</b>	64.47%	67.71%	69.83%	67.39%	69.11%
Responses	1979	1446	2100	2005	2237

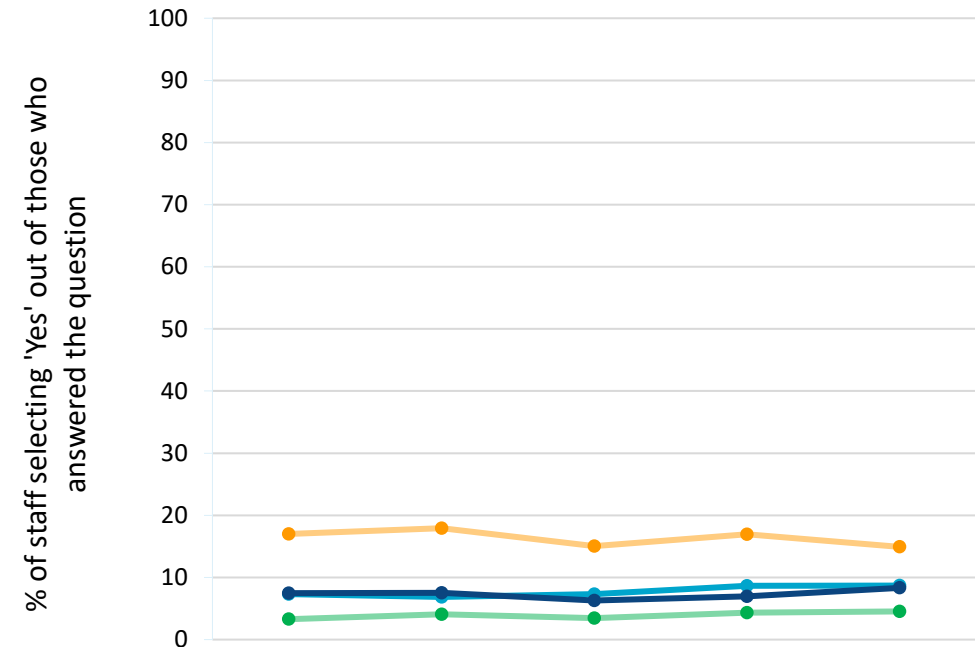


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



	2025
Your org	51.60%
Best result	65.22%
Average result	56.86%
Worst result	40.40%
Responses	2229

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

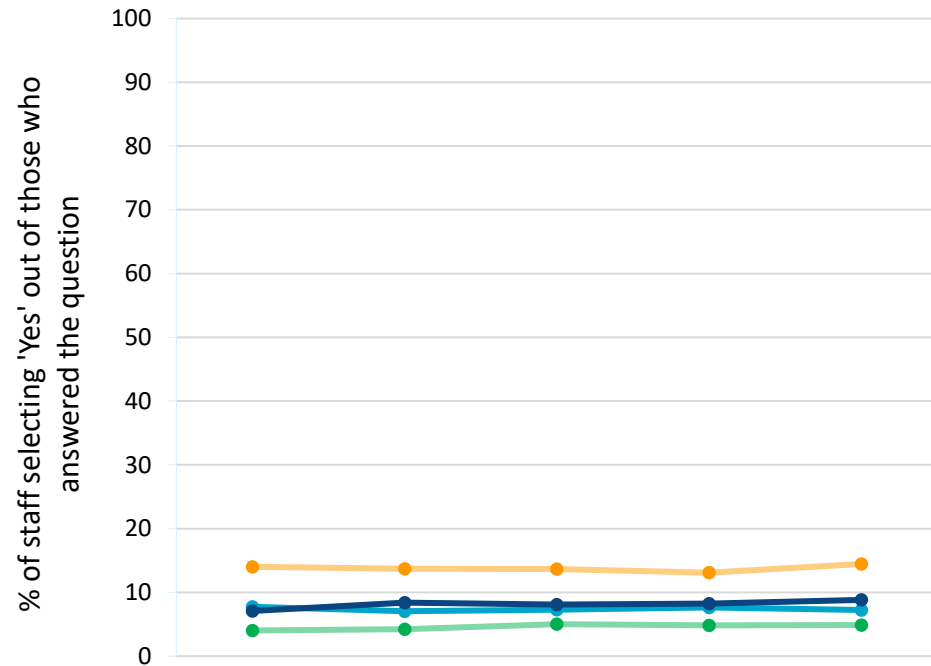


	2021	2022	2023	2024	2025
Your org	7.47%	7.52%	6.29%	6.97%	8.32%
Best result	3.28%	4.09%	3.47%	4.32%	4.53%
Average result	7.32%	6.86%	7.30%	8.63%	8.69%
Worst result	17.02%	17.93%	15.06%	16.96%	14.92%
Responses	1963	1438	2097	2002	2231

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

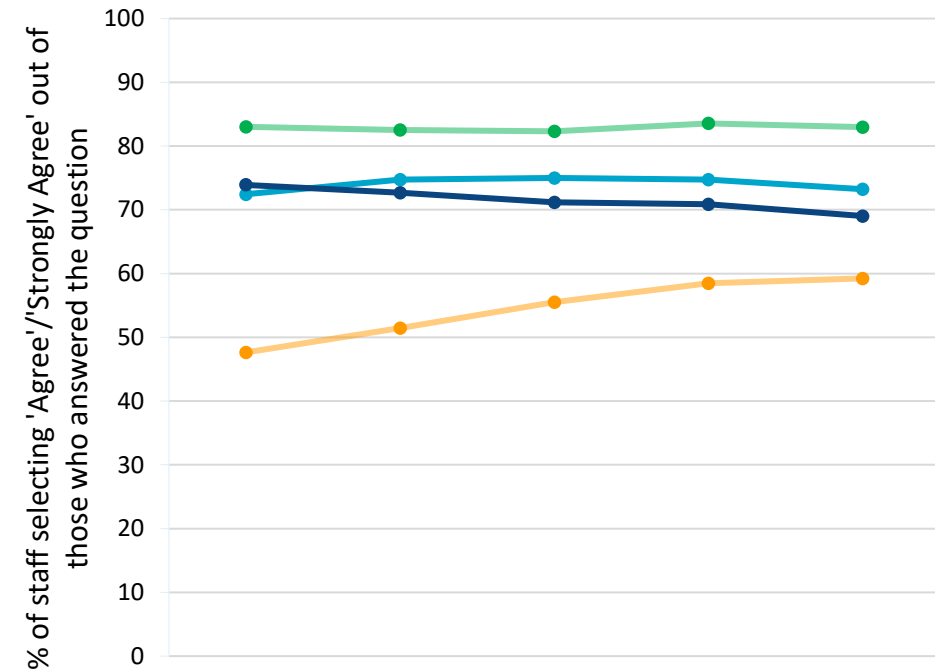


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2021	2022	2023	2024	2025
Your org	7.08%	8.40%	8.08%	8.25%	8.82%
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	1962	1439	2082	1991	2211

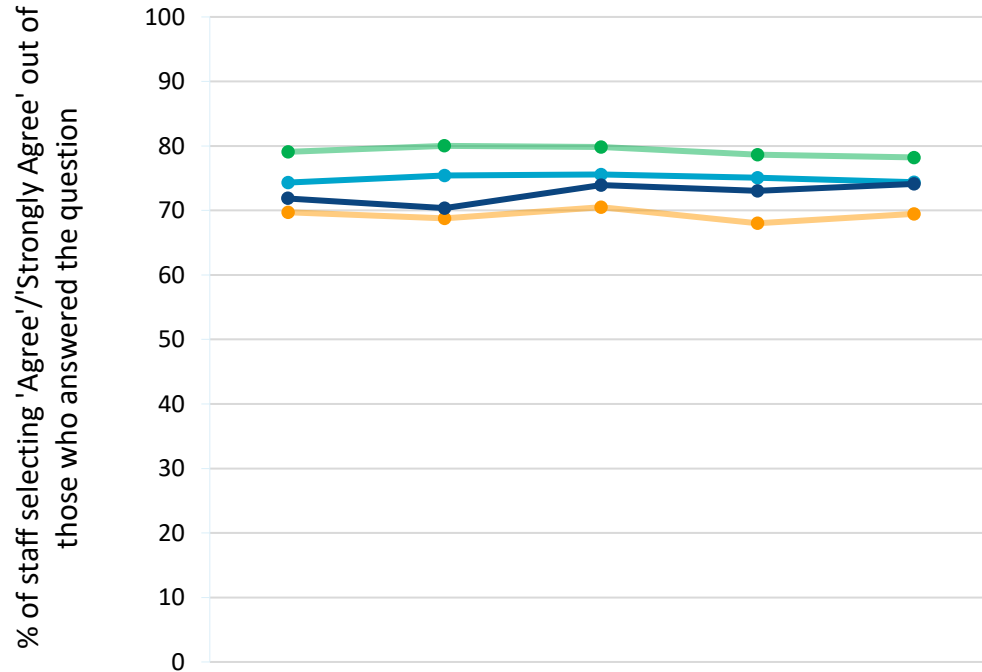
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024	2025
Your org	47.64%	51.45%	55.51%	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	73.90%	72.70%	71.17%	70.85%	69.03%
Responses	1961	1443	2089	1992	2239

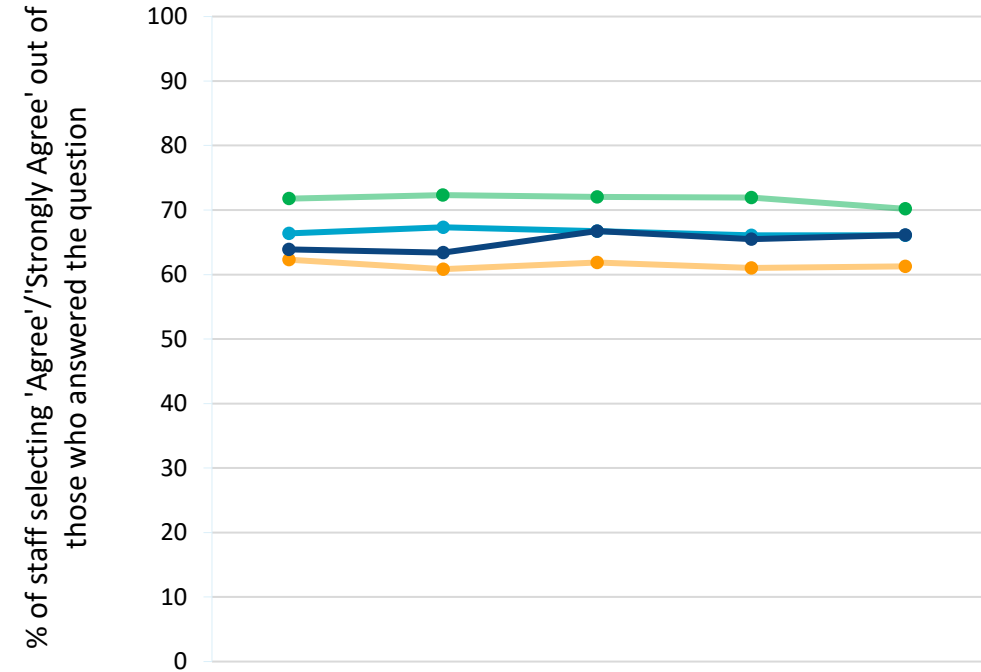


Q7h I feel valued by my team.



	2021	2022	2023	2024	2025
<b>Your org</b>	71.85%	70.36%	73.91%	73.04%	74.11%
<b>Best result</b>	79.08%	80.01%	79.85%	78.66%	78.22%
<b>Average result</b>	74.32%	75.44%	75.58%	75.08%	74.37%
<b>Worst result</b>	69.70%	68.79%	70.50%	68.01%	69.48%
Responses	1999	1446	2092	1995	2237

Q7i I feel a strong personal attachment to my team.

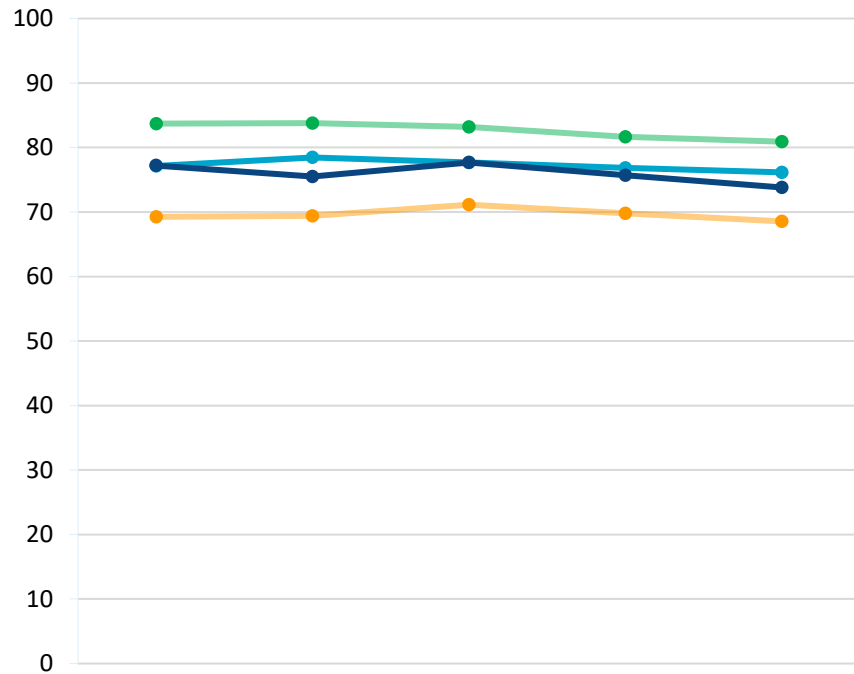


	2021	2022	2023	2024	2025
<b>Your org</b>	63.88%	63.40%	66.74%	65.51%	66.13%
<b>Best result</b>	71.77%	72.32%	72.01%	71.95%	70.19%
<b>Average result</b>	66.37%	67.33%	66.74%	66.08%	66.08%
<b>Worst result</b>	62.30%	60.84%	61.87%	61.01%	61.26%
Responses	1997	1443	2097	2004	2234



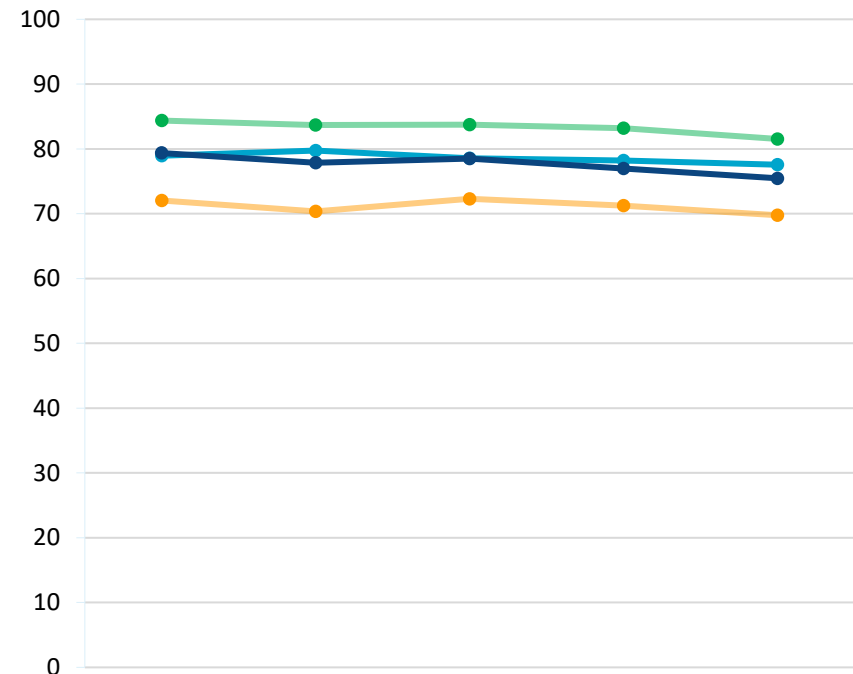
Q8b The people I work with are understanding and kind to one another.

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



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

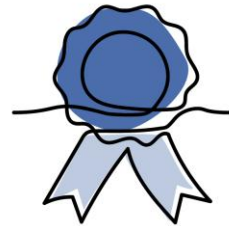
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023	2024	2025
<b>Your org</b>	77.20%	75.50%	77.68%	75.69%	73.81%
<b>Best result</b>	83.71%	83.78%	83.21%	81.67%	80.91%
<b>Average result</b>	77.15%	78.46%	77.68%	76.83%	76.15%
<b>Worst result</b>	69.25%	69.43%	71.14%	69.81%	68.55%
Responses	1990	1445	2097	2005	2247

	2021	2022	2023	2024	2025
<b>Your org</b>	79.36%	77.88%	78.53%	76.99%	75.47%
<b>Best result</b>	84.38%	83.68%	83.73%	83.18%	81.54%
<b>Average result</b>	78.95%	79.75%	78.57%	78.20%	77.56%
<b>Worst result</b>	72.06%	70.37%	72.31%	71.25%	69.77%
Responses	1991	1446	2094	2003	2242

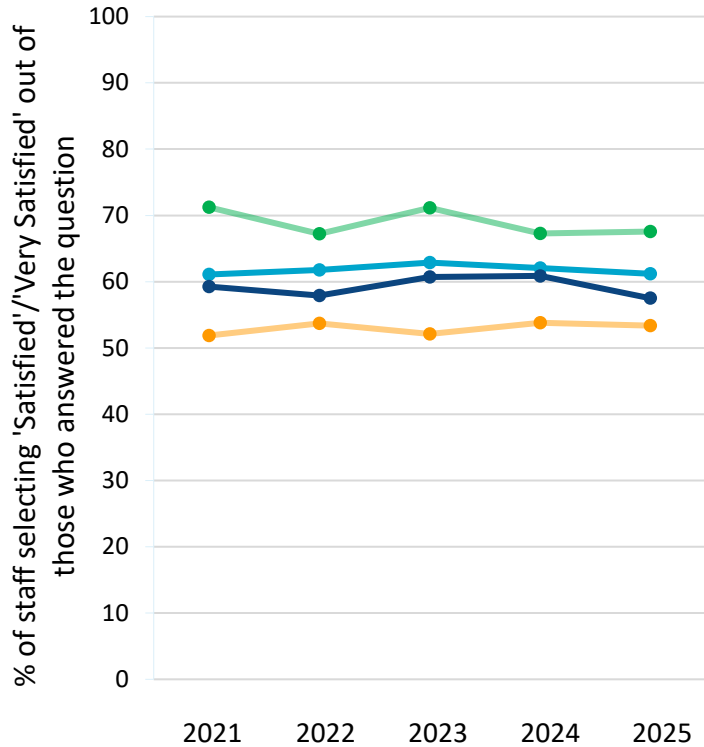
## People Promise element – We are recognised and rewarded



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

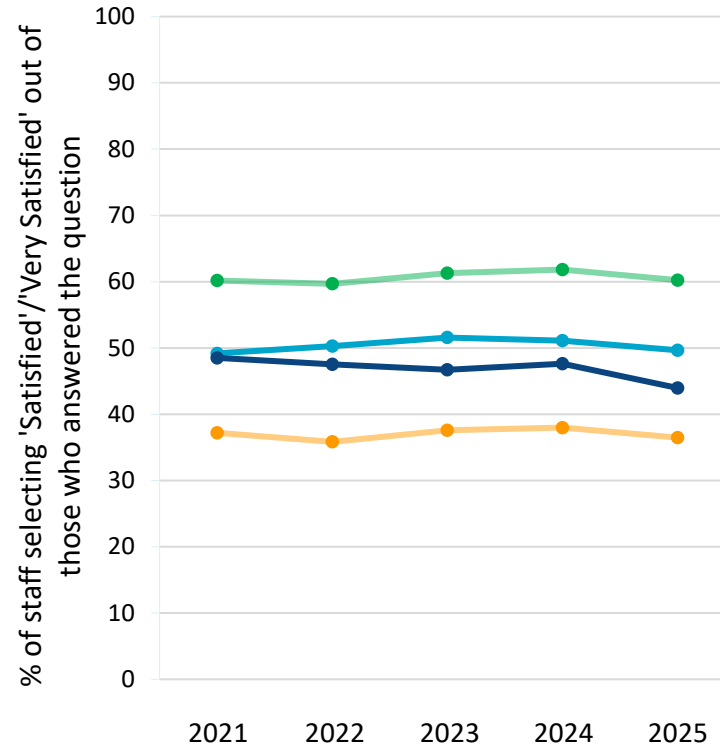


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



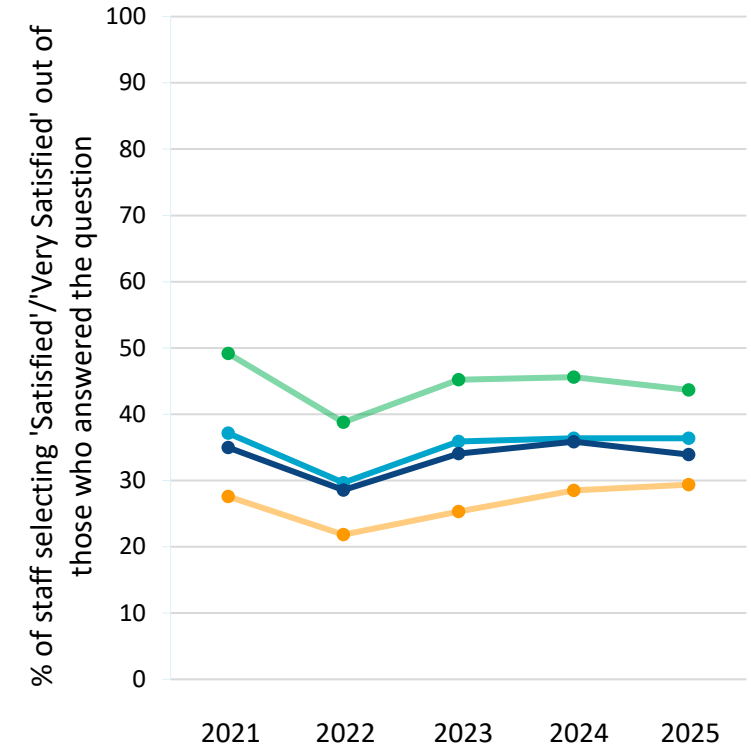
<b>Your org</b>	59.27%	57.91%	60.69%	60.88%	57.50%
<b>Best result</b>	71.23%	67.22%	71.13%	67.28%	67.56%
<b>Average result</b>	61.09%	61.77%	62.88%	62.07%	61.20%
<b>Worst result</b>	51.87%	53.73%	52.10%	53.80%	53.35%
Responses	2024	1444	2102	2007	2248

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



<b>Your org</b>	48.50%	47.54%	46.72%	47.62%	43.96%
<b>Best result</b>	60.16%	59.67%	61.26%	61.83%	60.23%
<b>Average result</b>	49.18%	50.29%	51.57%	51.12%	49.65%
<b>Worst result</b>	37.20%	35.83%	37.56%	37.98%	36.47%
Responses	2022	1445	2088	2000	2241

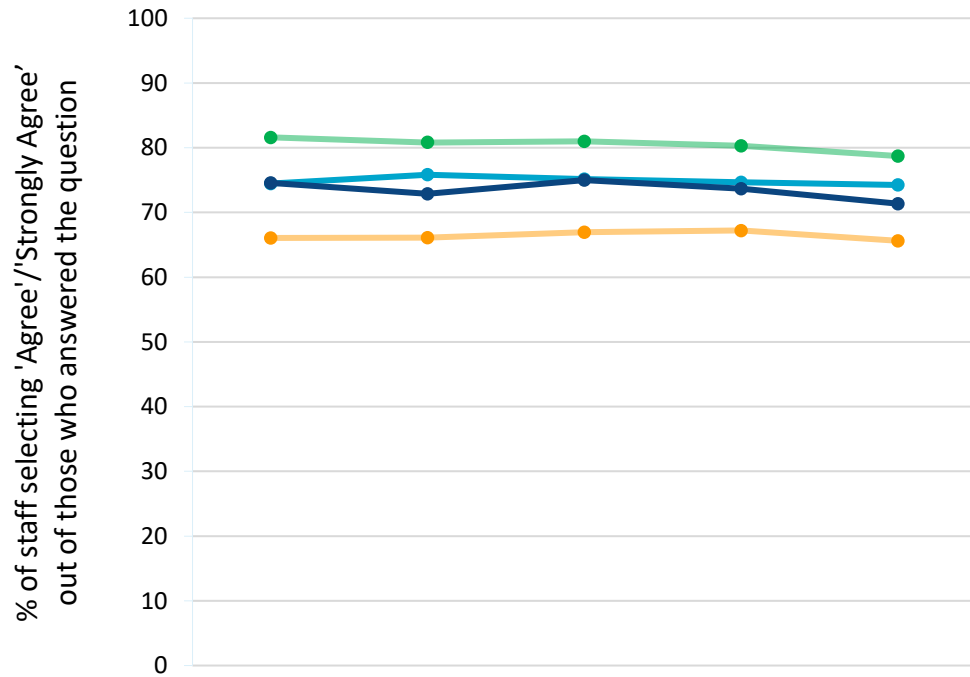
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



<b>Your org</b>	34.96%	28.56%	34.05%	35.86%	33.91%
<b>Best result</b>	49.16%	38.78%	45.20%	45.61%	43.65%
<b>Average result</b>	37.13%	29.67%	35.91%	36.39%	36.35%
<b>Worst result</b>	27.59%	21.82%	25.30%	28.49%	29.38%
Responses	2026	1446	2094	1998	2244

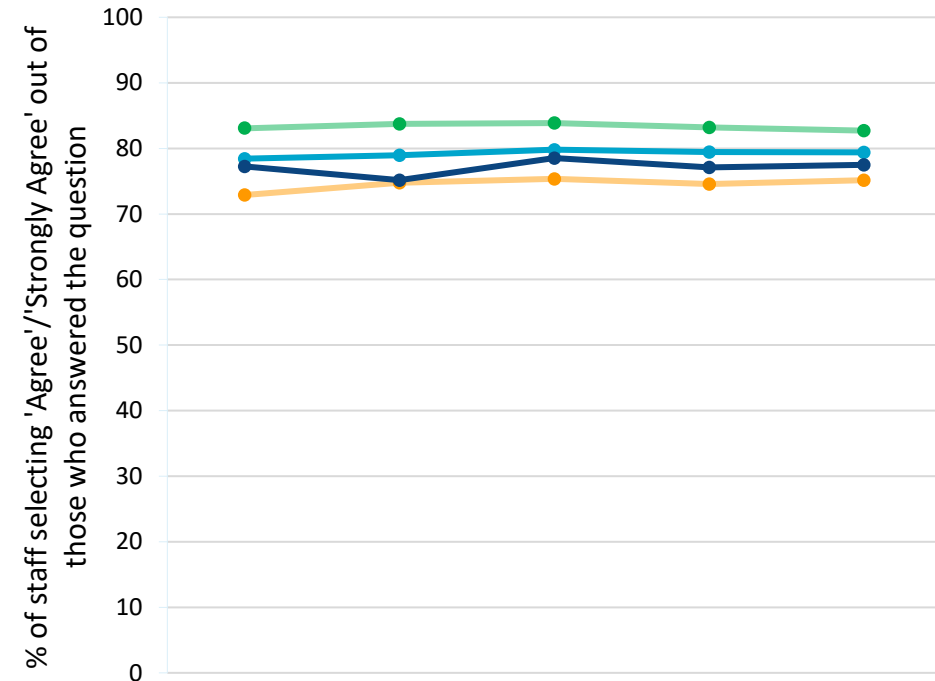


Q8d The people I work with show appreciation to one another.



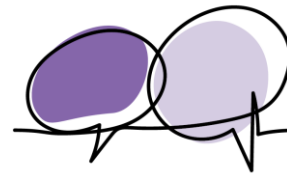
	2021	2022	2023	2024	2025
<b>Your org</b>	74.56%	72.86%	75.00%	73.67%	71.36%
<b>Best result</b>	81.60%	80.79%	81.01%	80.29%	78.71%
<b>Average result</b>	74.44%	75.82%	75.16%	74.65%	74.24%
<b>Worst result</b>	66.08%	66.10%	66.95%	67.22%	65.62%
Responses	1989	1445	2098	2001	2242

Q9e My immediate manager values my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	77.26%	75.16%	78.53%	77.12%	77.50%
<b>Best result</b>	83.06%	83.76%	83.86%	83.22%	82.71%
<b>Average result</b>	78.44%	78.97%	79.81%	79.43%	79.40%
<b>Worst result</b>	72.89%	74.74%	75.36%	74.58%	75.16%
Responses	1977	1446	2098	2010	2242

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



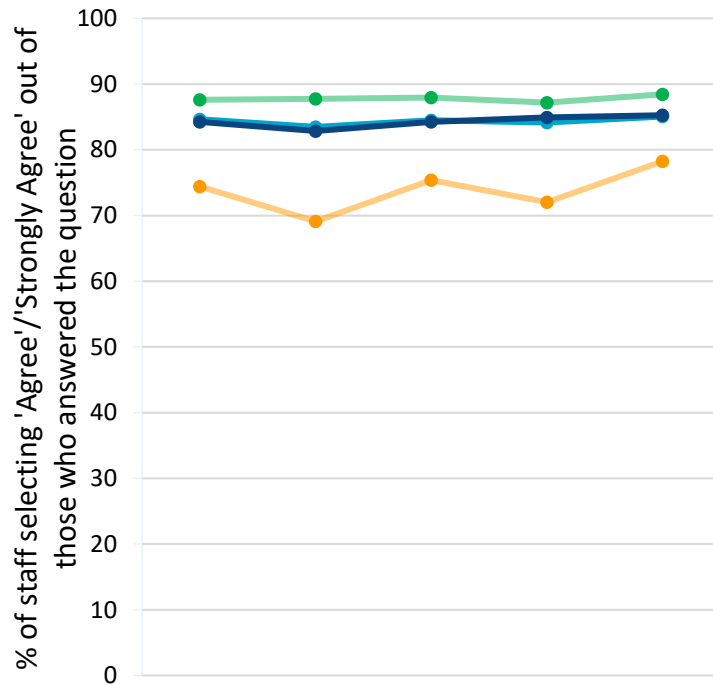
### Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

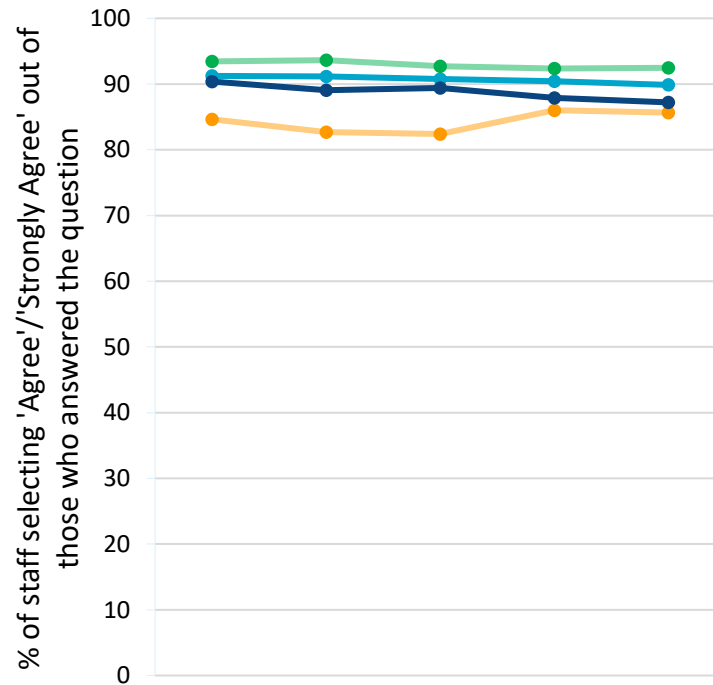


Q3a I always know what my work responsibilities are.



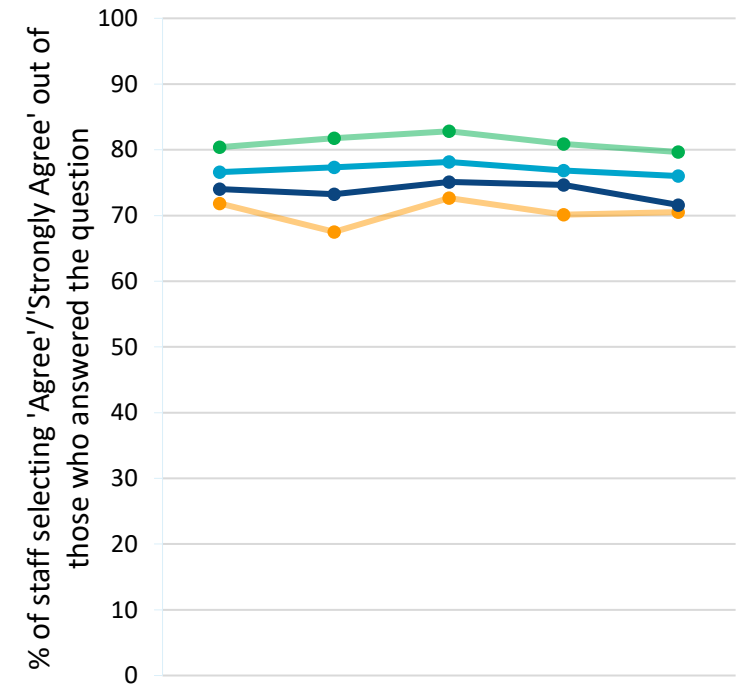
	2021	2022	2023	2024	2025
<b>Your org</b>	84.24%	82.86%	84.26%	84.91%	85.25%
<b>Best result</b>	87.60%	87.75%	87.93%	87.17%	88.44%
<b>Average result</b>	84.62%	83.48%	84.50%	84.15%	85.06%
<b>Worst result</b>	74.42%	69.09%	75.40%	72.01%	78.25%
Responses	2026	1447	2101	2006	2251

Q3b I am trusted to do my job.



	2021	2022	2023	2024	2025
<b>Your org</b>	90.38%	89.08%	89.43%	87.89%	87.21%
<b>Best result</b>	93.45%	93.63%	92.73%	92.36%	92.46%
<b>Average result</b>	91.24%	91.17%	90.78%	90.43%	89.87%
<b>Worst result</b>	84.63%	82.67%	82.40%	86.01%	85.67%
Responses	2026	1447	2101	2008	2247

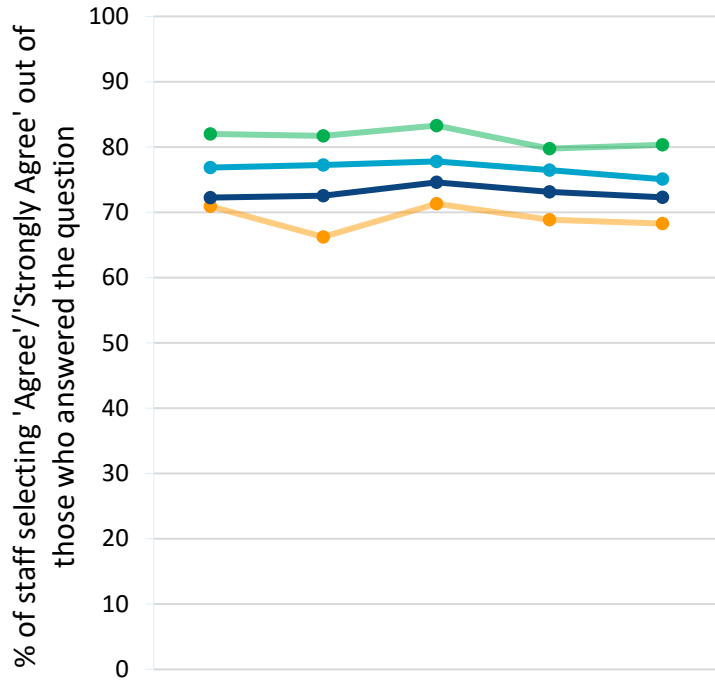
Q3c There are frequent opportunities for me to show initiative in my role.



	2021	2022	2023	2024	2025
<b>Your org</b>	74.00%	73.25%	75.11%	74.66%	71.61%
<b>Best result</b>	80.42%	81.74%	82.81%	80.86%	79.65%
<b>Average result</b>	76.61%	77.35%	78.14%	76.83%	76.00%
<b>Worst result</b>	71.81%	67.51%	72.65%	70.14%	70.50%
Responses	2027	1446	2095	2005	2246

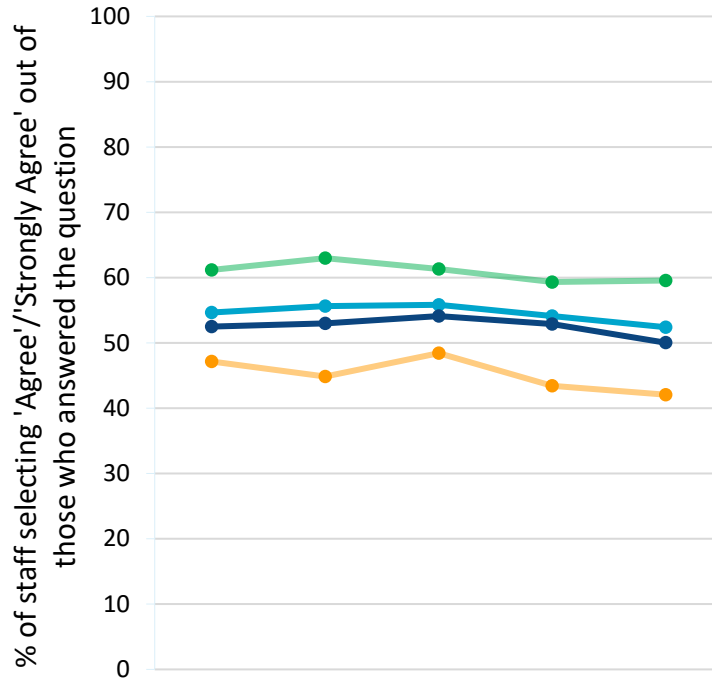


Q3d I am able to make suggestions to improve the work of my team / department.



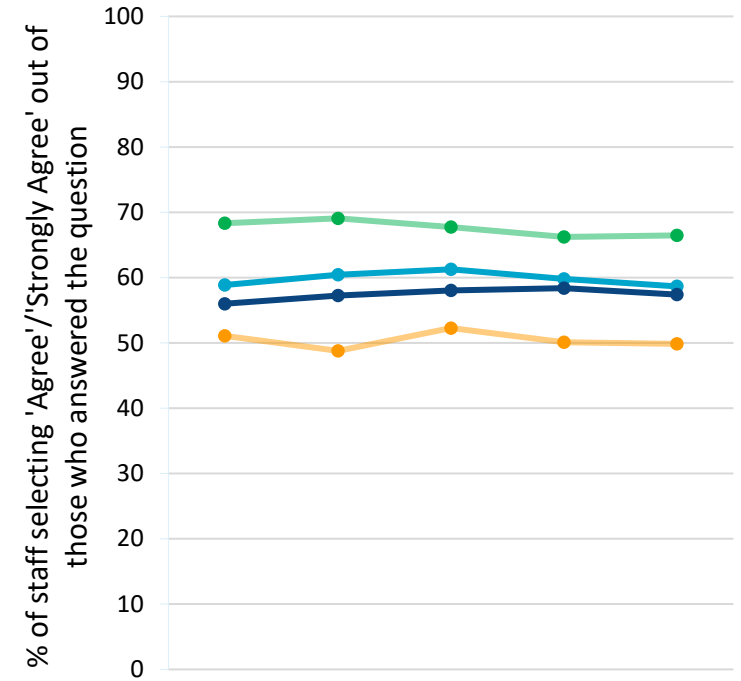
	2021	2022	2023	2024	2025
<b>Your org</b>	72.26%	72.56%	74.58%	73.15%	72.29%
<b>Best result</b>	82.02%	81.70%	83.28%	79.75%	80.32%
<b>Average result</b>	76.84%	77.22%	77.79%	76.46%	75.07%
<b>Worst result</b>	70.93%	66.24%	71.30%	68.88%	68.27%
Responses	2026	1446	2098	2000	2235

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



	2021	2022	2023	2024	2025
<b>Your org</b>	52.50%	52.97%	54.11%	52.89%	50.03%
<b>Best result</b>	61.19%	62.98%	61.34%	59.33%	59.56%
<b>Average result</b>	54.66%	55.65%	55.83%	54.09%	52.40%
<b>Worst result</b>	47.16%	44.85%	48.43%	43.44%	42.07%
Responses	2026	1447	2097	2007	2239

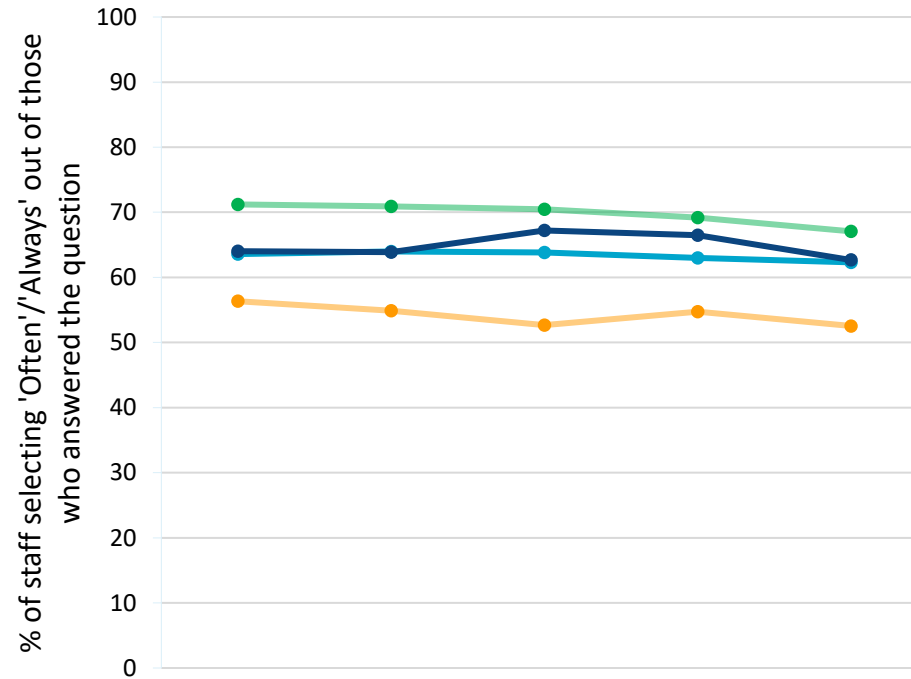
Q3f I am able to make improvements happen in my area of work.



	2021	2022	2023	2024	2025
<b>Your org</b>	56.00%	57.23%	58.05%	58.38%	57.41%
<b>Best result</b>	68.32%	69.08%	67.76%	66.23%	66.45%
<b>Average result</b>	58.87%	60.41%	61.27%	59.82%	58.65%
<b>Worst result</b>	51.10%	48.78%	52.28%	50.11%	49.87%
Responses	2023	1446	2095	1999	2243



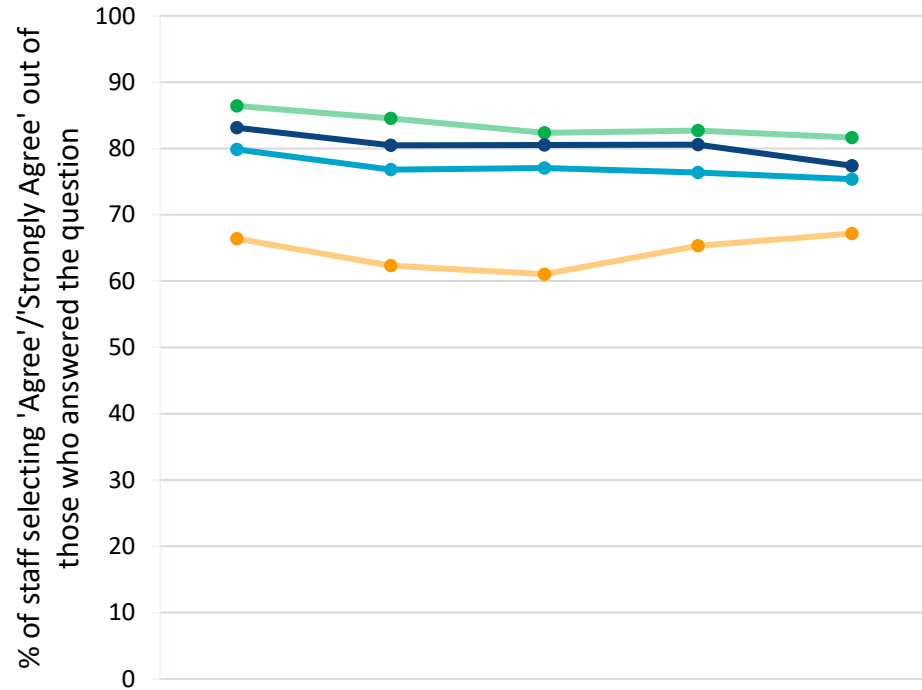
Q5b I have a choice in deciding how to do my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	64.03%	63.87%	67.21%	66.47%	62.68%
<b>Best result</b>	71.21%	70.91%	70.48%	69.21%	67.08%
<b>Average result</b>	63.57%	63.98%	63.83%	63.01%	62.31%
<b>Worst result</b>	56.34%	54.90%	52.66%	54.73%	52.55%
Responses	2012	1445	2085	2001	2238

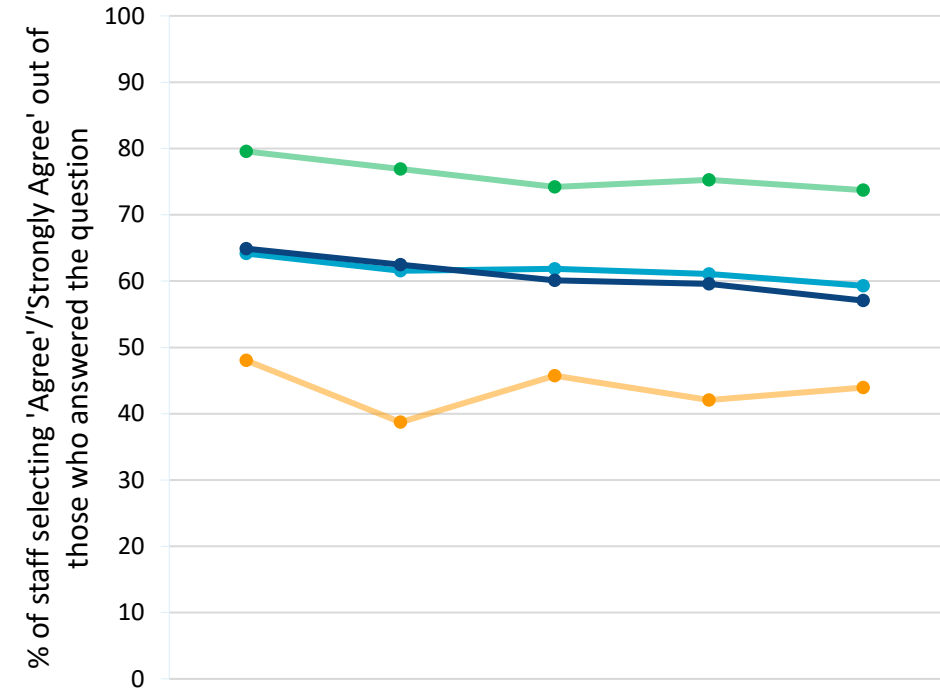


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2021	2022	2023	2024	2025
<b>Your org</b>	83.12%	80.49%	80.52%	80.56%	77.40%
<b>Best result</b>	86.42%	84.52%	82.35%	82.70%	81.64%
<b>Average result</b>	79.85%	76.83%	77.03%	76.38%	75.37%
<b>Worst result</b>	66.36%	62.35%	61.05%	65.31%	67.17%
Responses	1965	1445	2095	2009	2243

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

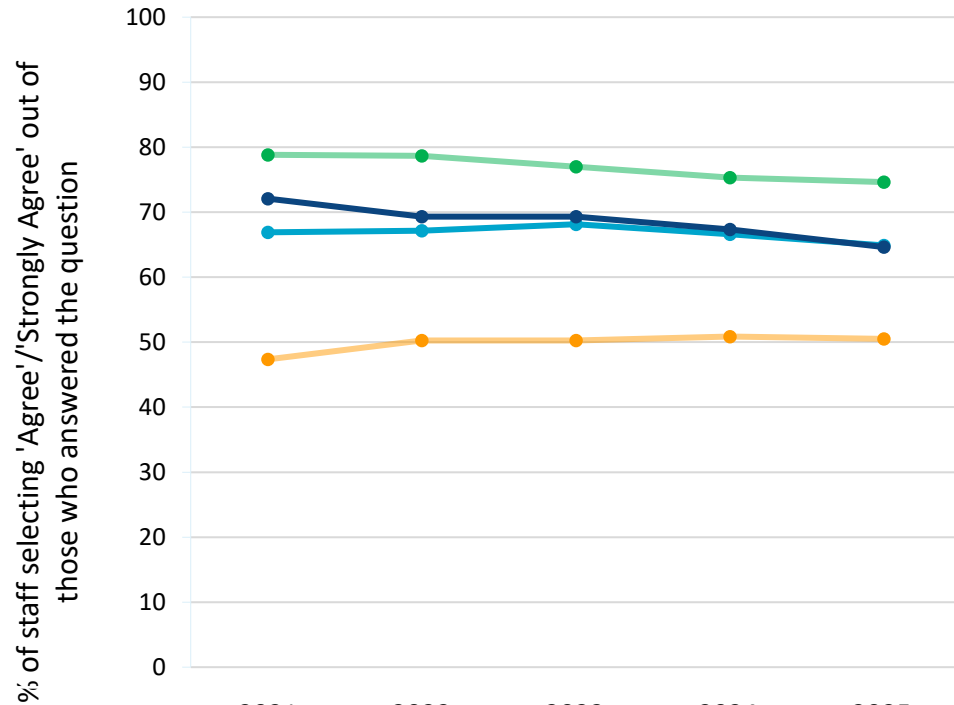


	2021	2022	2023	2024	2025
<b>Your org</b>	64.89%	62.48%	60.11%	59.57%	57.06%
<b>Best result</b>	79.56%	76.90%	74.19%	75.29%	73.72%
<b>Average result</b>	64.16%	61.56%	61.87%	61.07%	59.29%
<b>Worst result</b>	48.03%	38.71%	45.71%	42.06%	43.94%
Responses	1962	1448	2092	2001	2235



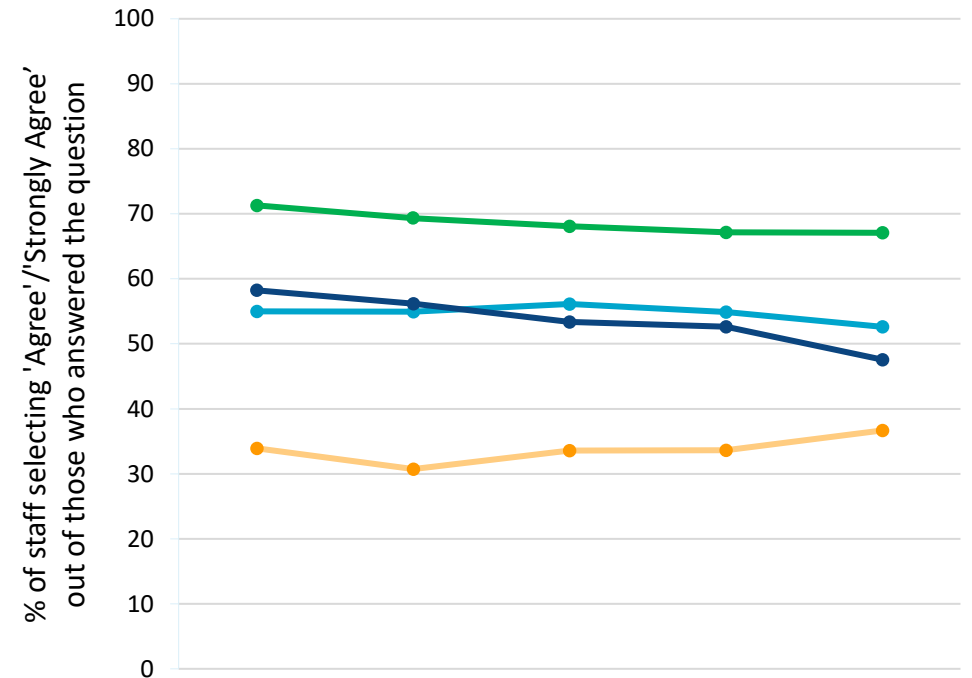
Q25e I feel safe to speak up about anything that concerns me in this organisation.

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	72.09%	69.29%	69.32%	67.32%	64.63%
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 1946 1443 2098 2003 2235



	2021	2022	2023	2024	2025
Your org	58.23%	56.19%	53.35%	52.63%	47.56%
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 1946 1443 2098 1994 2236

## 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

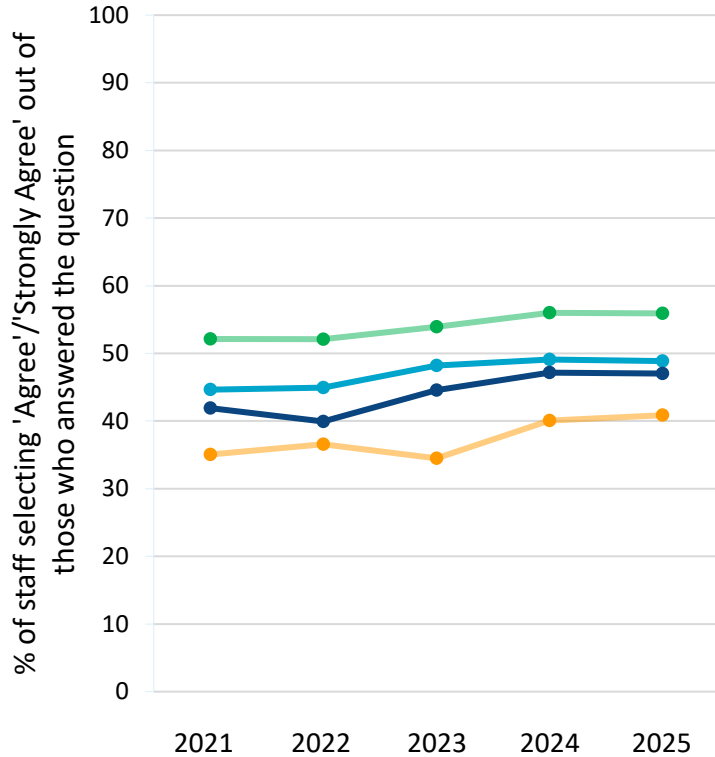
Other questions:\* Q17a, Q17b, Q22

\*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.

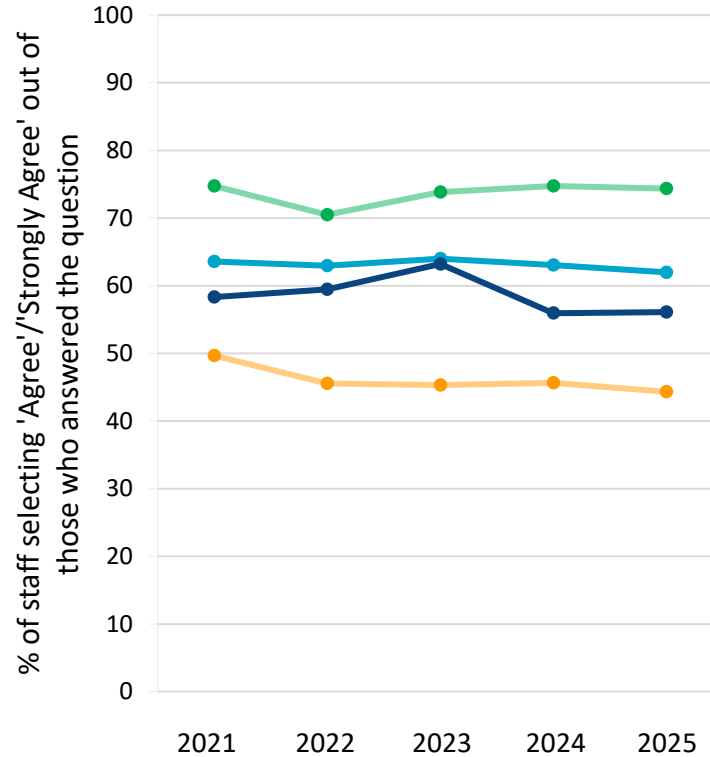


Q3g I am able to meet all the conflicting demands on my time at work.



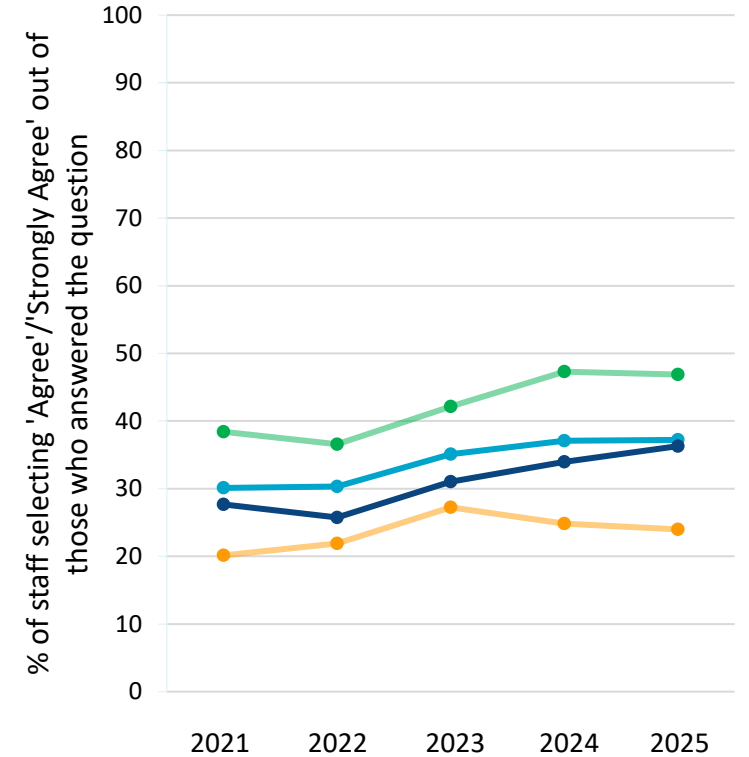
Responses	2021	1444	2093	2002	2239
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Q3h I have adequate materials, supplies and equipment to do my work.



Responses	2025	1443	2094	1995	2231
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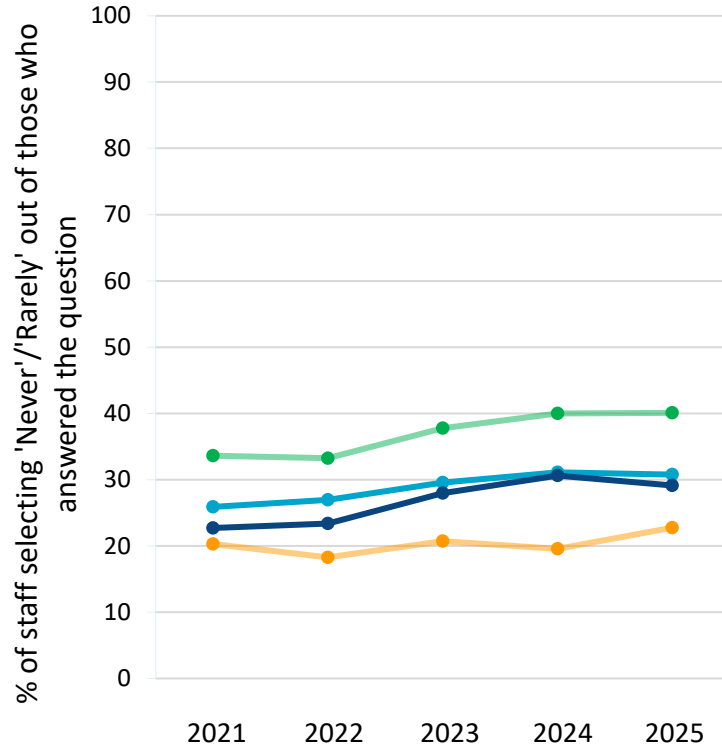
Q3i There are enough staff at this organisation for me to do my job properly.



Responses	2027	1446	2095	2007	2241
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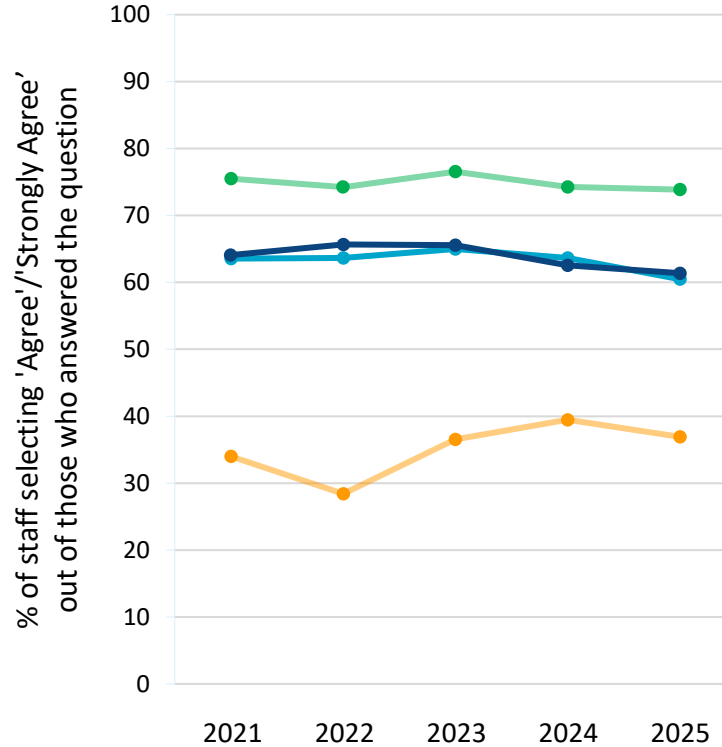
Q5a I have unrealistic time pressures.



<b>Your org</b>	22.71%	23.40%	27.98%	30.61%	29.12%
<b>Best result</b>	33.60%	33.24%	37.75%	39.97%	40.08%
<b>Average result</b>	25.89%	26.96%	29.56%	31.10%	30.76%
<b>Worst result</b>	20.27%	18.28%	20.74%	19.56%	22.75%

Responses 2012 1442 2098 2007 2239

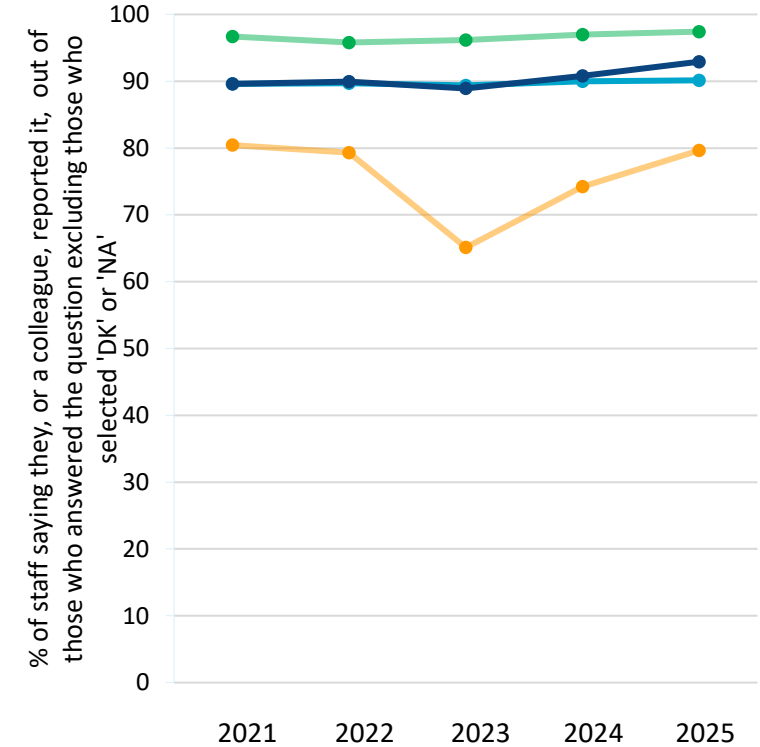
Q11a My organisation takes positive action on health and well-being.



<b>Your org</b>	64.07%	65.66%	65.54%	62.53%	61.37%
<b>Best result</b>	75.49%	74.24%	76.54%	74.28%	73.86%
<b>Average result</b>	63.53%	63.66%	64.99%	63.66%	60.47%
<b>Worst result</b>	33.99%	28.41%	36.56%	39.47%	36.94%

Responses 1963 1429 2088 1989 2210

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



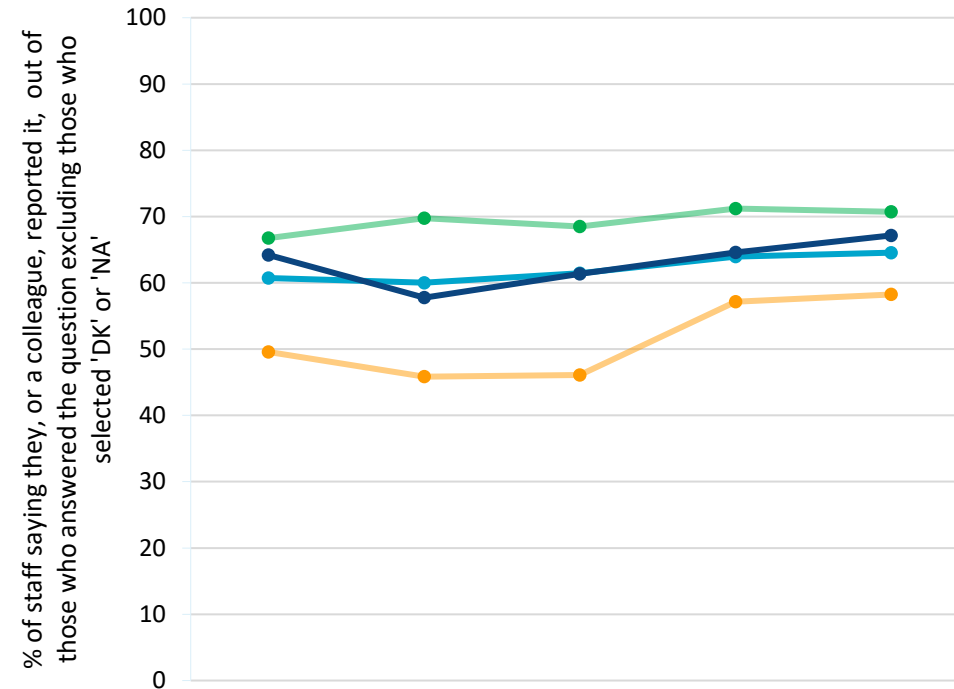
<b>Your org</b>	89.60%	89.92%	88.92%	90.78%	92.92%
<b>Best result</b>	96.67%	95.80%	96.17%	96.97%	97.42%
<b>Average result</b>	89.60%	89.72%	89.38%	89.98%	90.13%
<b>Worst result</b>	80.44%	79.29%	65.11%	74.25%	79.66%

Responses 191 145 180 185 188

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



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

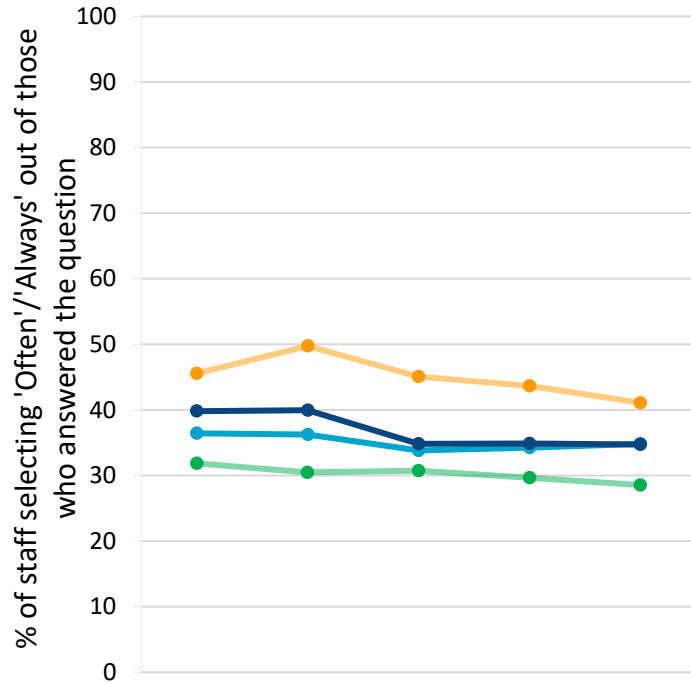


	2021	2022	2023	2024	2025
<b>Your org</b>	64.21%	57.77%	61.33%	64.58%	67.16%
<b>Best result</b>	66.75%	69.74%	68.49%	71.21%	70.72%
<b>Average result</b>	60.73%	60.03%	61.47%	63.97%	64.55%
<b>Worst result</b>	49.55%	45.85%	46.10%	57.13%	58.25%
Responses	575	440	604	619	717

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

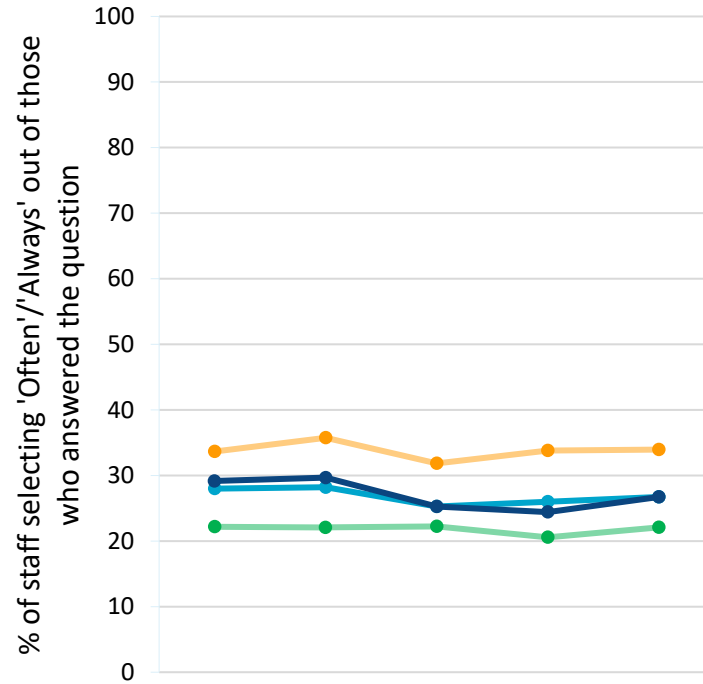


Q12a How often, if at all, do you find your work emotionally exhausting?



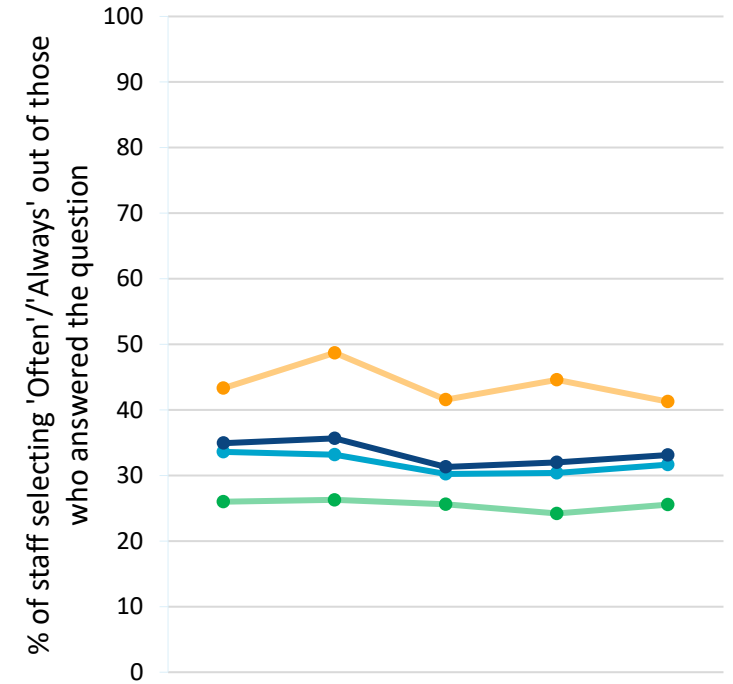
	2021	2022	2023	2024	2025
Your org	39.83%	39.96%	34.84%	34.89%	34.73%
Best result	31.85%	30.46%	30.74%	29.64%	28.54%
Average result	36.42%	36.22%	33.82%	34.24%	34.81%
Worst result	45.58%	49.74%	45.06%	43.68%	41.09%
Responses	1972	1447	2106	2011	2250

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



	2021	2022	2023	2024	2025
Your org	29.16%	29.67%	25.27%	24.42%	26.73%
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	1970	1445	2103	2006	2245

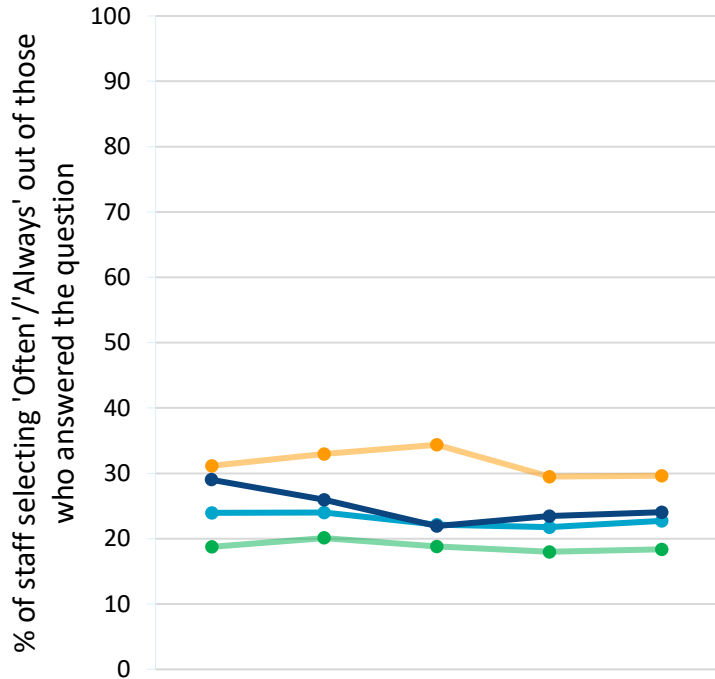
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024	2025
Your org	34.93%	35.66%	31.30%	31.99%	33.13%
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	1973	1446	2102	2006	2240

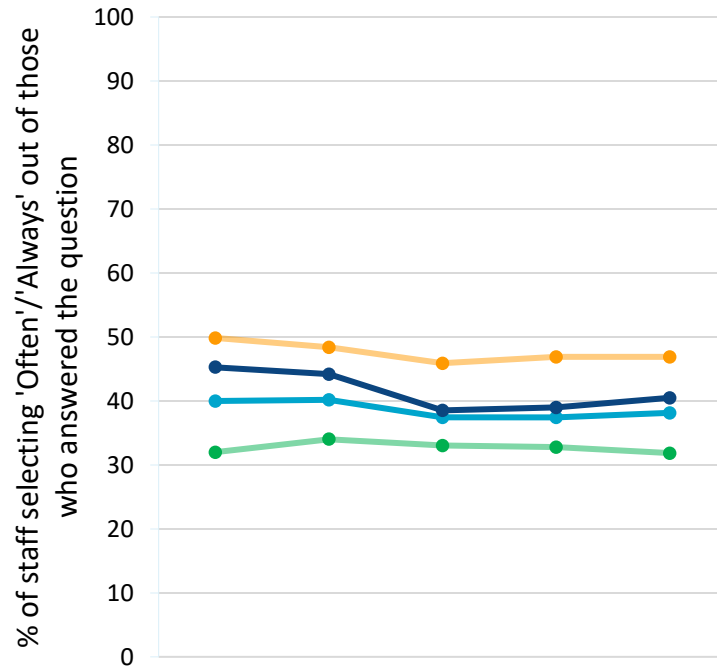


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



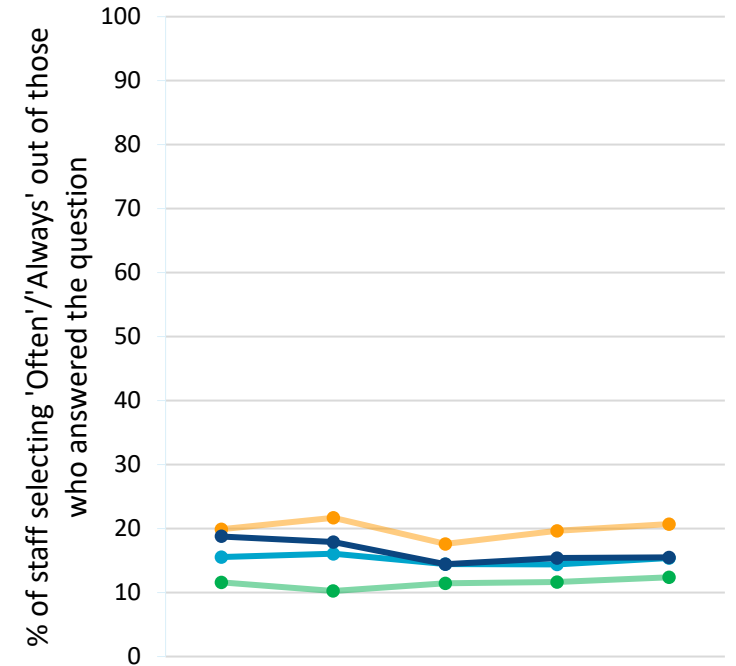
	2021	2022	2023	2024	2025
<b>Your org</b>	29.00%	25.98%	21.93%	23.49%	24.05%
<b>Best result</b>	18.75%	20.08%	18.83%	18.00%	18.38%
<b>Average result</b>	23.97%	24.00%	22.12%	21.77%	22.70%
<b>Worst result</b>	31.14%	32.98%	34.37%	29.50%	29.64%
Responses	1971	1447	2103	2004	2243

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



	2021	2022	2023	2024	2025
<b>Your org</b>	45.24%	44.17%	38.52%	38.98%	40.50%
<b>Best result</b>	32.00%	34.00%	33.06%	32.79%	31.85%
<b>Average result</b>	40.00%	40.17%	37.43%	37.43%	38.14%
<b>Worst result</b>	49.84%	48.40%	45.90%	46.91%	46.89%
Responses	1967	1445	2094	2001	2243

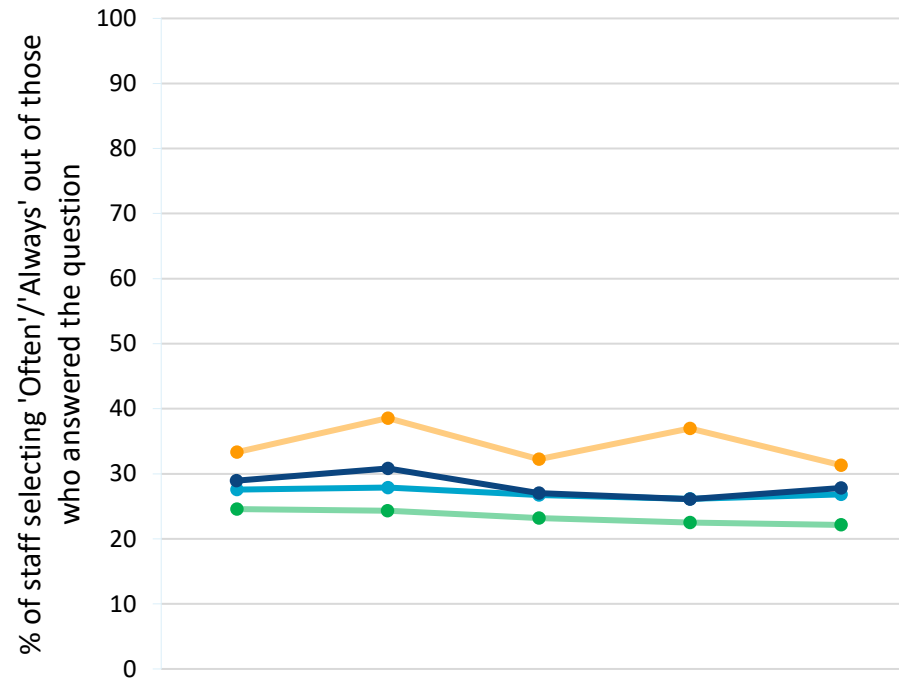
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024	2025
<b>Your org</b>	18.75%	17.91%	14.43%	15.42%	15.49%
<b>Best result</b>	11.59%	10.24%	11.44%	11.66%	12.38%
<b>Average result</b>	15.54%	16.07%	14.45%	14.40%	15.41%
<b>Worst result</b>	19.90%	21.68%	17.60%	19.67%	20.70%
Responses	1968	1445	2101	1994	2236



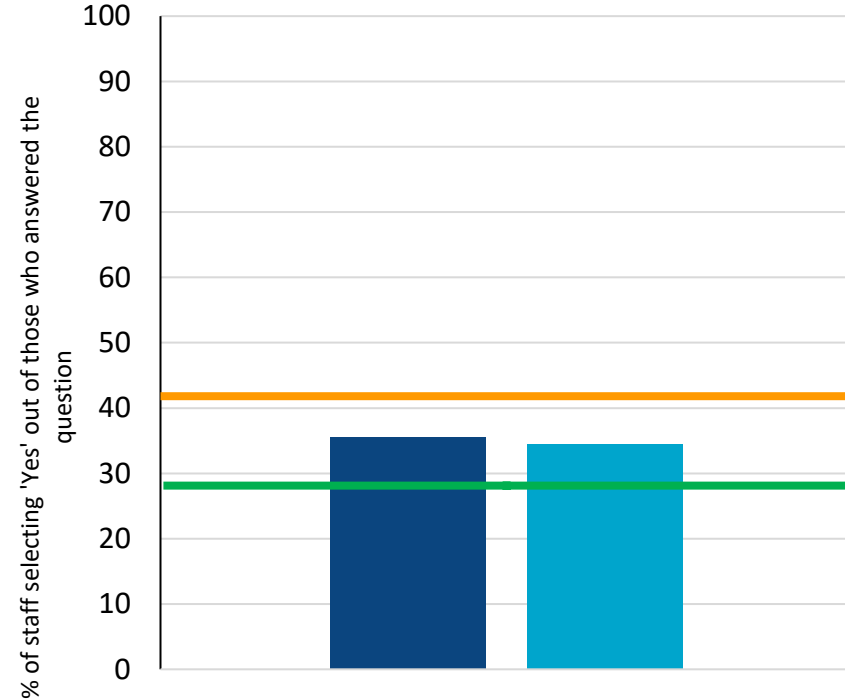
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024	2025
<b>Your org</b>	28.94%	30.82%	27.05%	26.10%	27.84%
<b>Best result</b>	24.57%	24.32%	23.18%	22.51%	22.14%
<b>Average result</b>	27.59%	27.88%	26.72%	26.14%	26.82%
<b>Worst result</b>	33.33%	38.56%	32.27%	36.96%	31.32%
Responses	1972	1445	2106	2009	2242

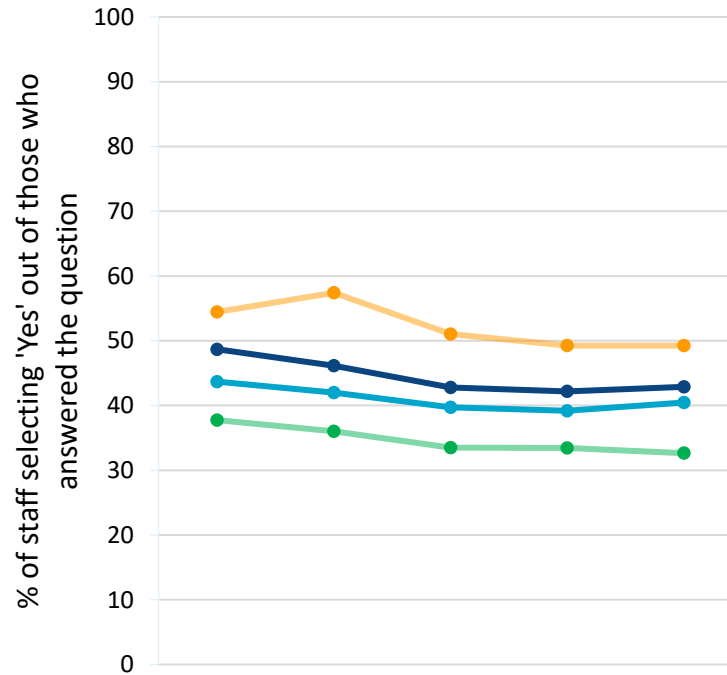


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Examples may include back pain, neck or arm strains, and joint pain.



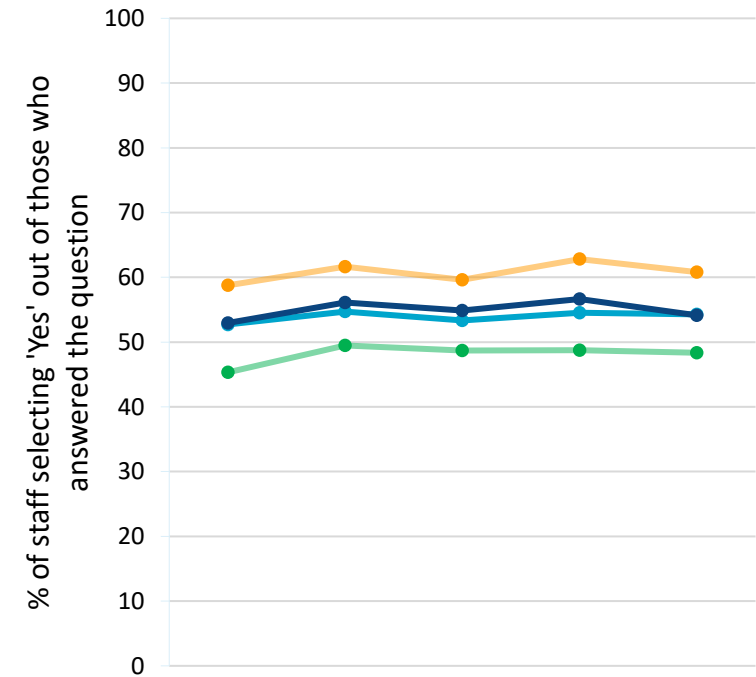
	2025
Your org	35.57%
Best result	28.13%
Average result	34.54%
Worst result	41.81%
Responses	2237

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



	2021	2022	2023	2024	2025
Your org	48.69%	46.16%	42.76%	42.18%	42.86%
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	1977	1446	2101	1996	2236

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

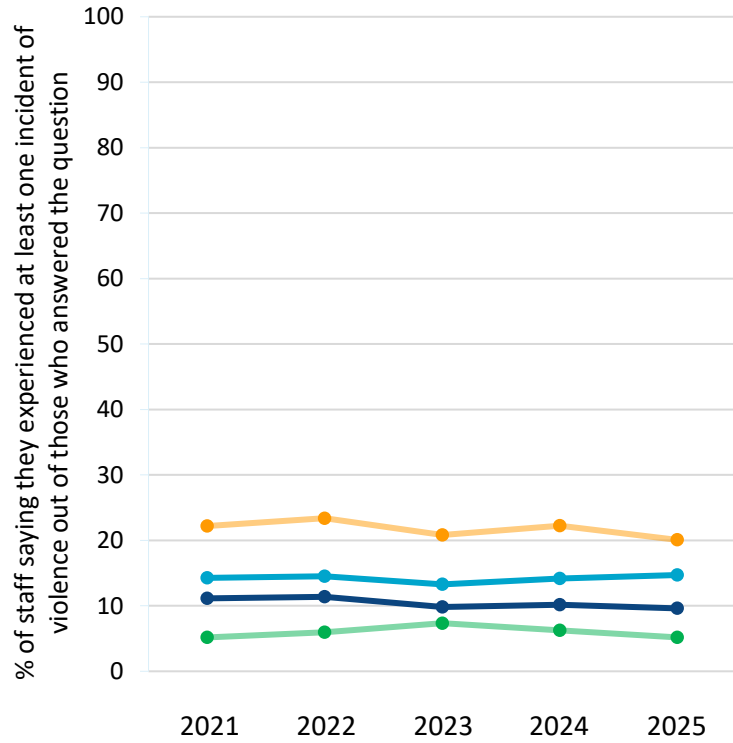


	2021	2022	2023	2024	2025
Your org	52.95%	56.10%	54.87%	56.65%	54.12%
Best result	45.33%	49.48%	48.68%	48.77%	48.36%
Average result	52.73%	54.71%	53.32%	54.53%	54.30%
Worst result	58.77%	61.67%	59.60%	62.81%	60.83%
Responses	1977	1444	2106	1998	2237

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/>

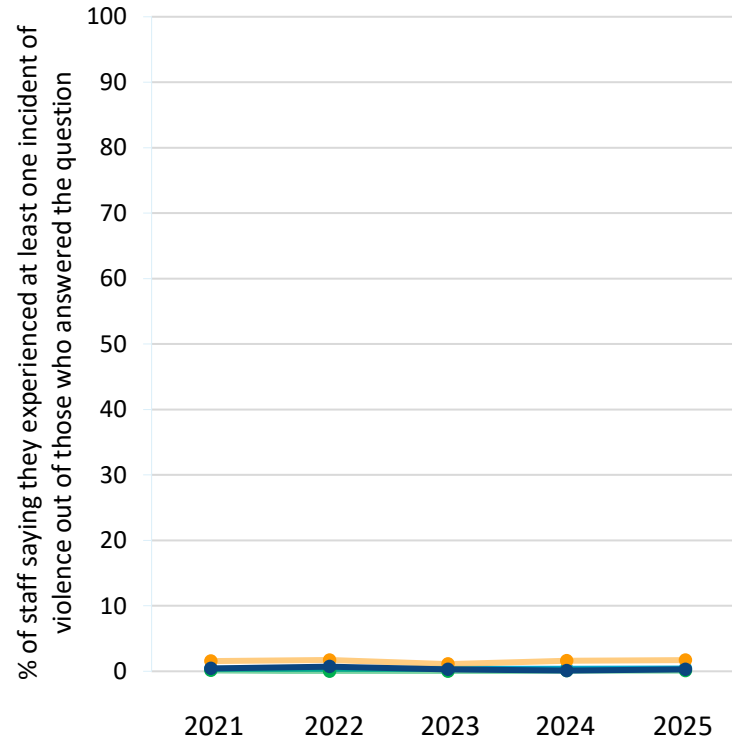


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



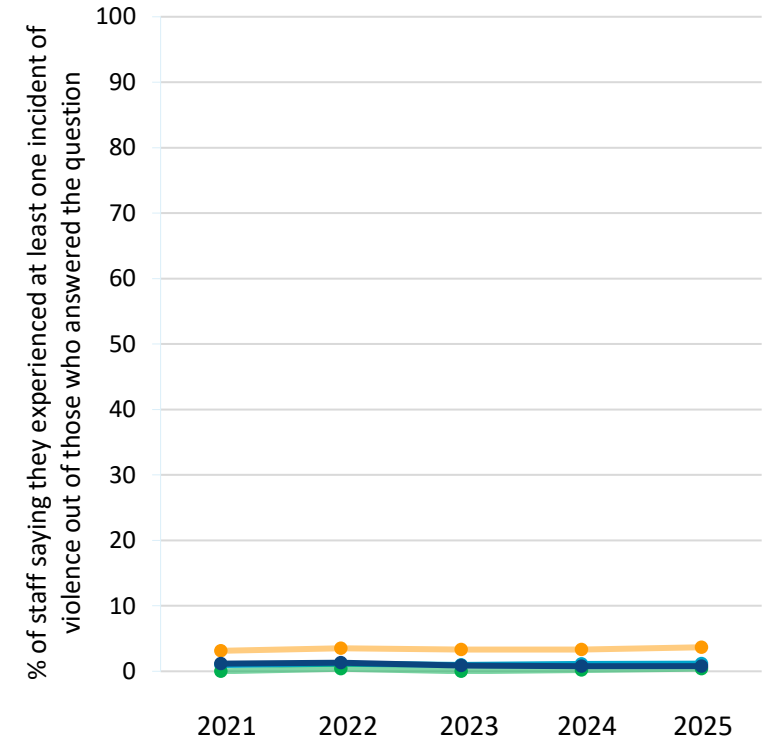
Responses	1972	1444	2104	2005	2240
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Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Responses	1966	1434	2094	1996	2233
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Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.

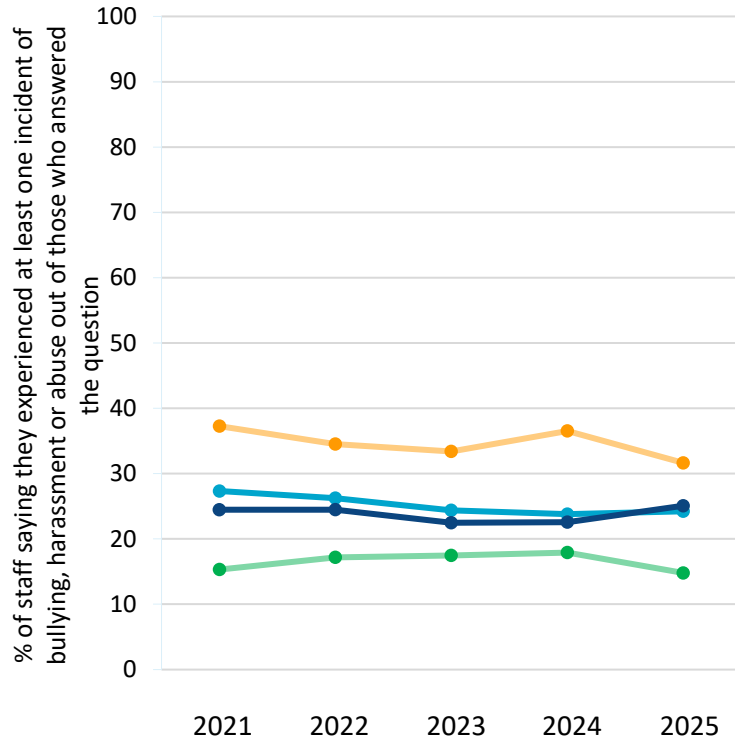


Responses	1958	1430	2088	1980	2213
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Note: 2023 results for Q13a-c are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

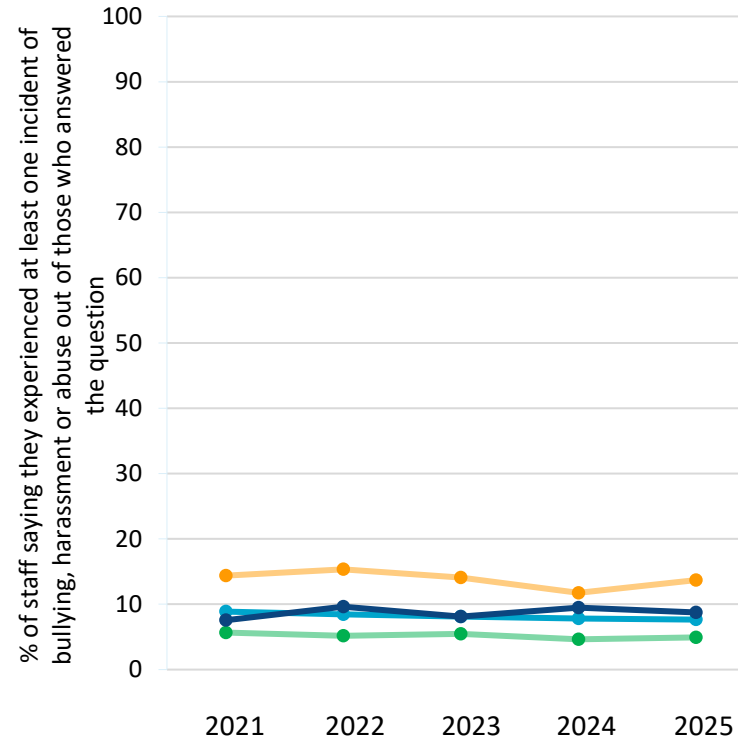


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



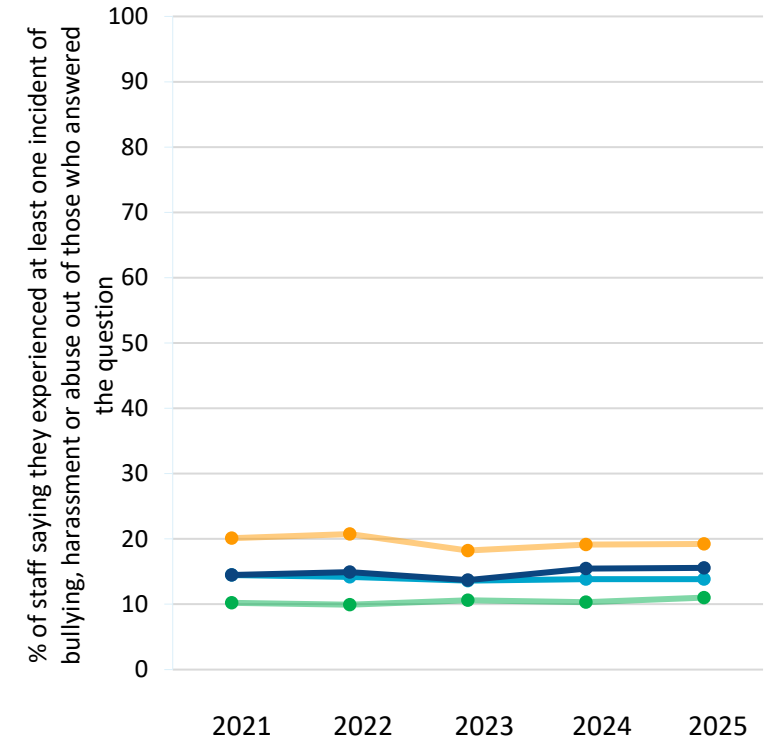
<b>Your org</b>	24.46%	24.50%	22.48%	22.57%	25.08%
<b>Best result</b>	15.34%	17.17%	17.49%	17.91%	14.80%
<b>Average result</b>	27.34%	26.24%	24.36%	23.80%	24.24%
<b>Worst result</b>	37.27%	34.53%	33.40%	36.55%	31.65%
Responses	1891	1445	2103	2000	2234

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



<b>Your org</b>	7.55%	9.63%	8.10%	9.49%	8.76%
<b>Best result</b>	5.67%	5.19%	5.47%	4.63%	4.90%
<b>Average result</b>	8.88%	8.47%	8.10%	7.84%	7.65%
<b>Worst result</b>	14.41%	15.34%	14.11%	11.75%	13.71%
Responses	1884	1437	2092	1998	2227

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

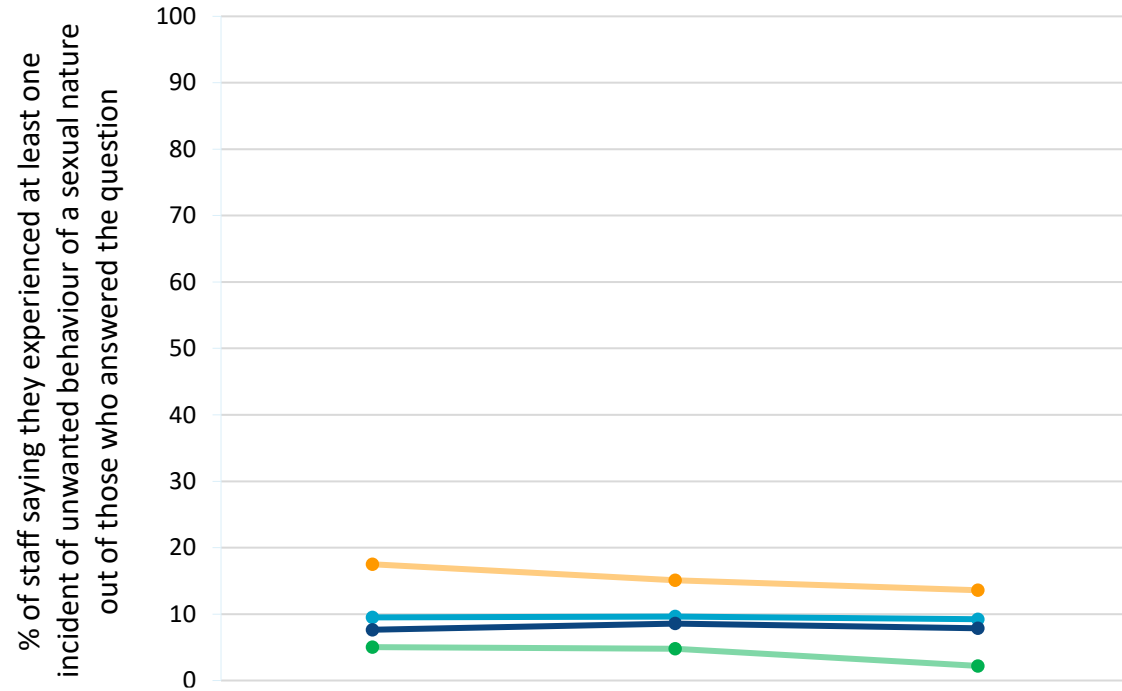


<b>Your org</b>	14.47%	14.93%	13.70%	15.46%	15.57%
<b>Best result</b>	10.20%	9.93%	10.59%	10.33%	11.02%
<b>Average result</b>	14.47%	14.16%	13.62%	13.83%	13.87%
<b>Worst result</b>	20.11%	20.75%	18.23%	19.15%	19.22%
Responses	1877	1422	2089	1998	2230

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



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

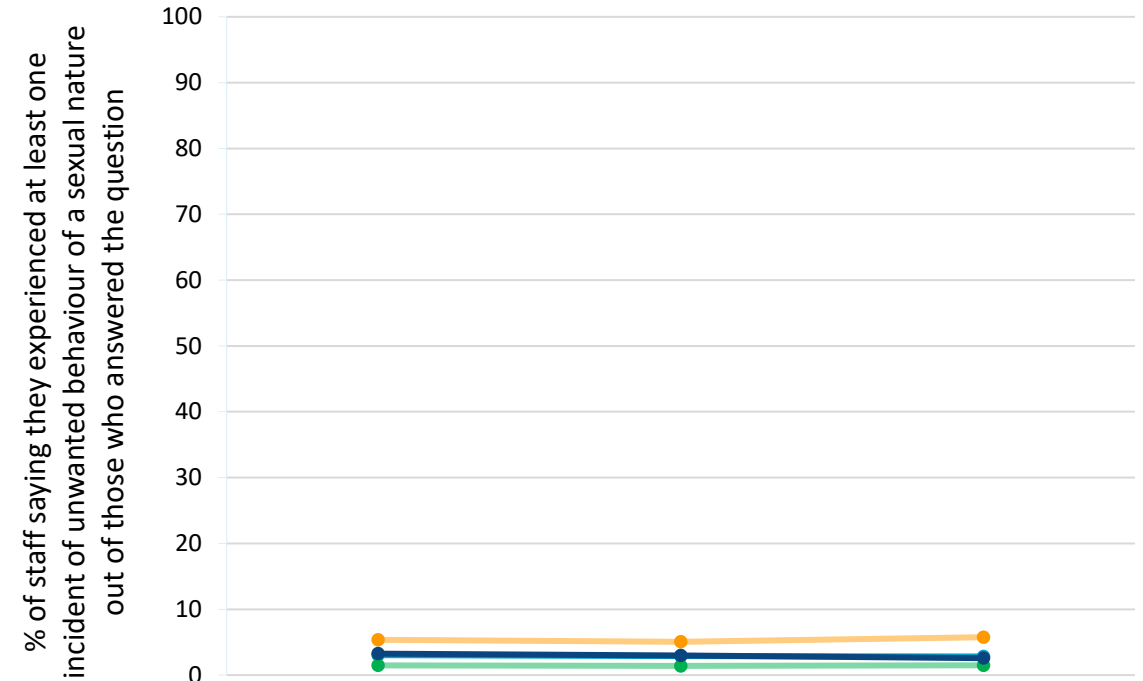


2023                      2024                      2025

Your org	7.64%	8.57%	7.88%
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              2100                      2008                      2239

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



2023                      2024                      2025

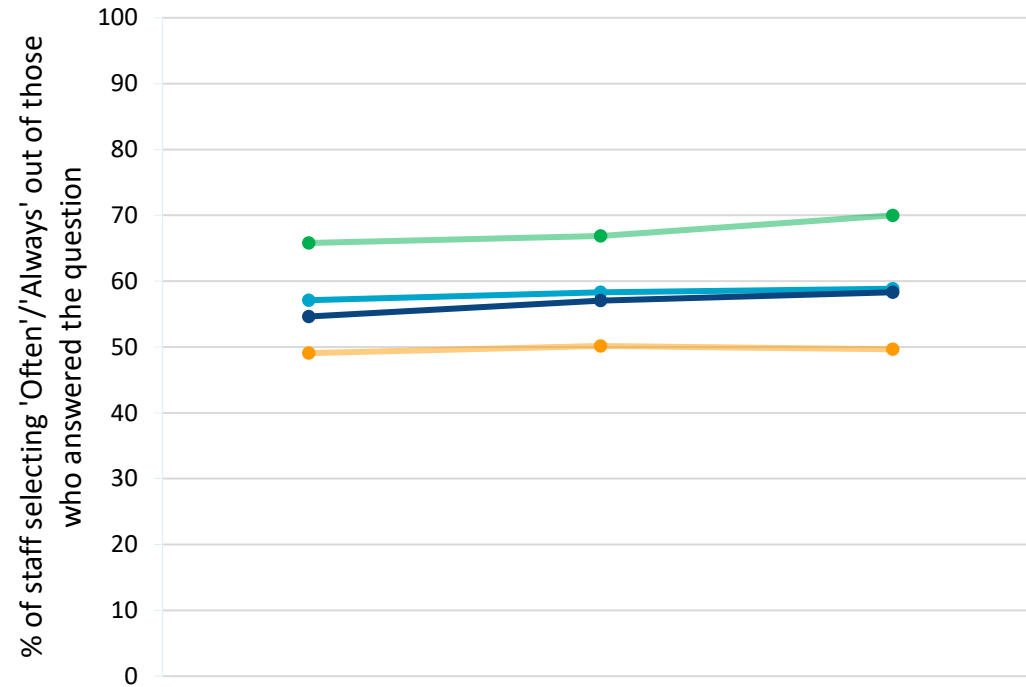
Your org	3.25%	2.97%	2.57%
Best result	1.48%	1.40%	1.49%
Average result	3.03%	2.88%	2.82%
Worst result	5.35%	5.06%	5.75%

Responses              2103                      2007                      2231

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



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



	2023	2024	2025
<b>Your org</b>	54.63%	57.02%	58.31%
<b>Best result</b>	65.80%	66.87%	69.99%
<b>Average result</b>	57.11%	58.29%	58.85%
<b>Worst result</b>	49.06%	50.15%	49.63%
<b>Responses</b>	2103	2010	2247

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

## People Promise element – We are always learning



### Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

Appraisals – Q23a\*, Q23b, Q23c, Q23d

Other questions\*\* - Q24f

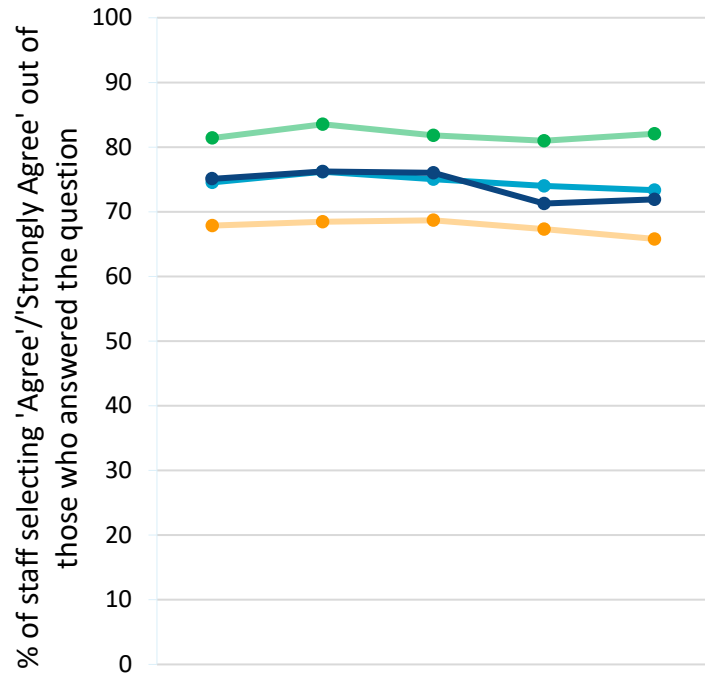
\*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

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

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



Q24a This organisation offers me challenging work.

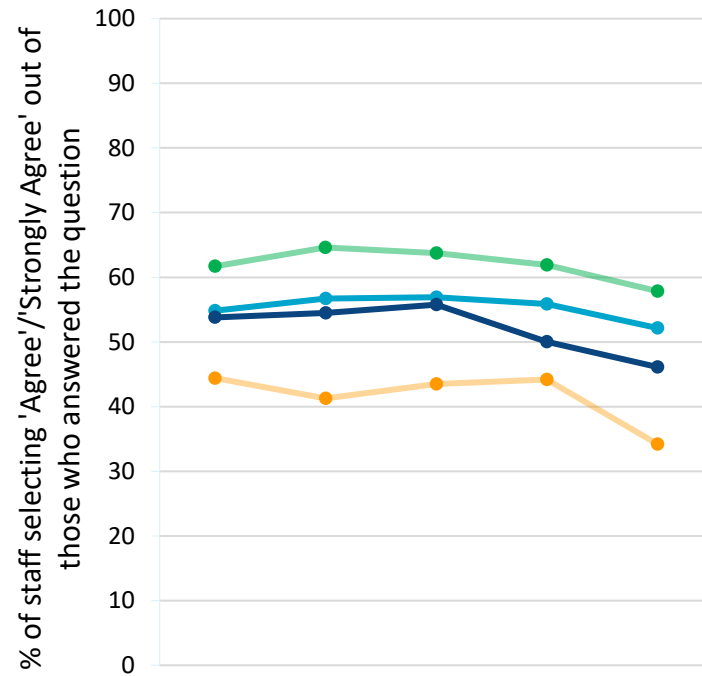


2021 2022 2023 2024 2025

<b>Your org</b>	75.08%	76.23%	76.00%	71.27%	71.92%
<b>Best result</b>	81.39%	83.53%	81.82%	80.98%	82.07%
<b>Average result</b>	74.55%	76.19%	75.02%	74.00%	73.34%
<b>Worst result</b>	67.84%	68.43%	68.68%	67.32%	65.80%

Responses 1960 1441 2101 2009 2240

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

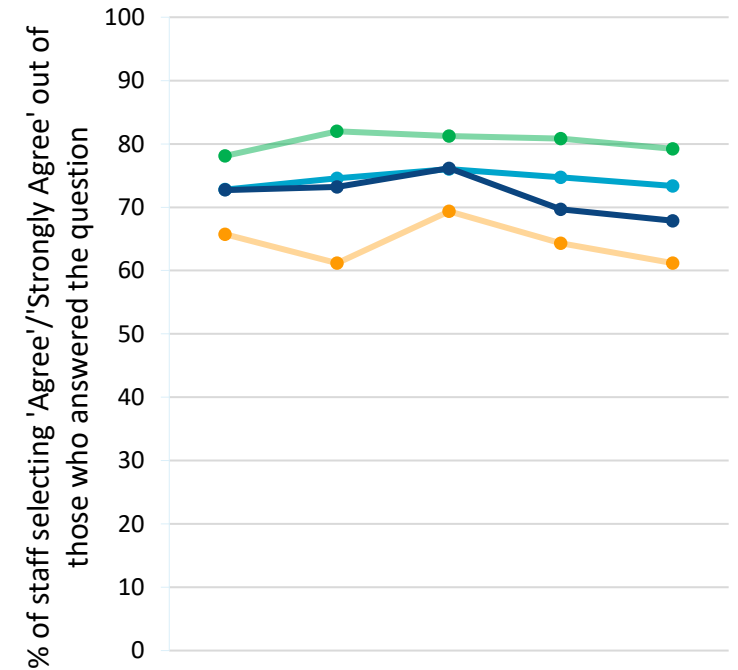


2021 2022 2023 2024 2025

<b>Your org</b>	53.81%	54.49%	55.77%	50.06%	46.13%
<b>Best result</b>	61.70%	64.61%	63.73%	61.91%	57.87%
<b>Average result</b>	54.83%	56.74%	56.91%	55.85%	52.16%
<b>Worst result</b>	44.41%	41.27%	43.49%	44.17%	34.21%

Responses 1961 1442 2104 2006 2247

Q24c I have opportunities to improve my knowledge and skills.



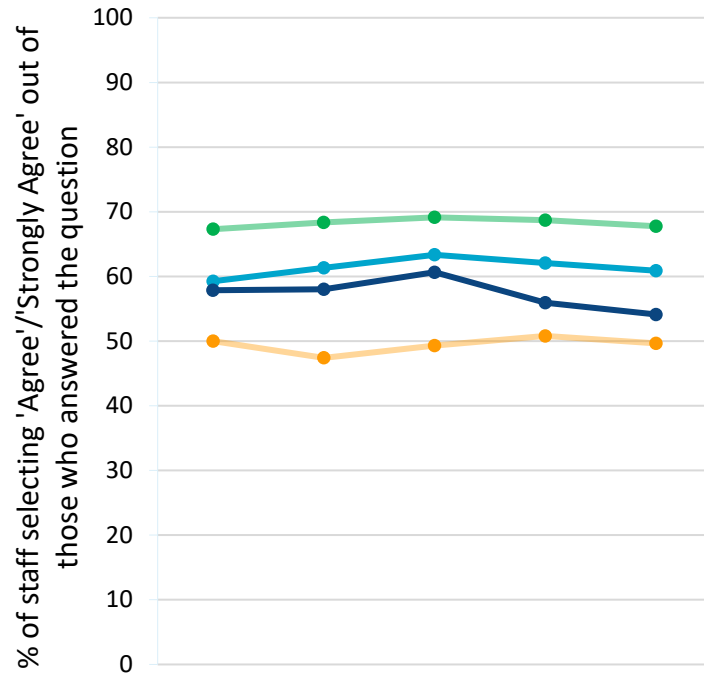
2021 2022 2023 2024 2025

<b>Your org</b>	72.72%	73.22%	76.16%	69.66%	67.88%
<b>Best result</b>	78.11%	81.99%	81.25%	80.82%	79.21%
<b>Average result</b>	72.79%	74.60%	76.02%	74.73%	73.37%
<b>Worst result</b>	65.75%	61.17%	69.35%	64.33%	61.20%

Responses 1959 1442 2101 2009 2243

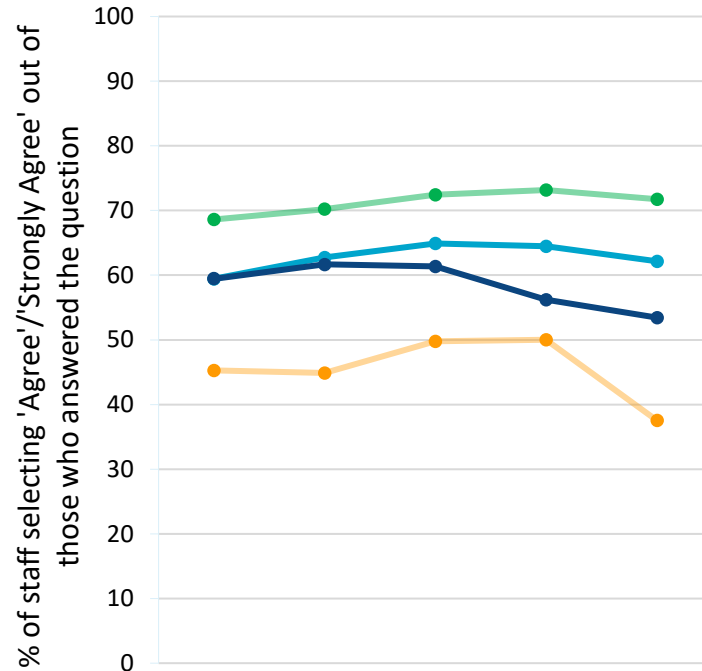


Q24d I feel supported to develop my potential.



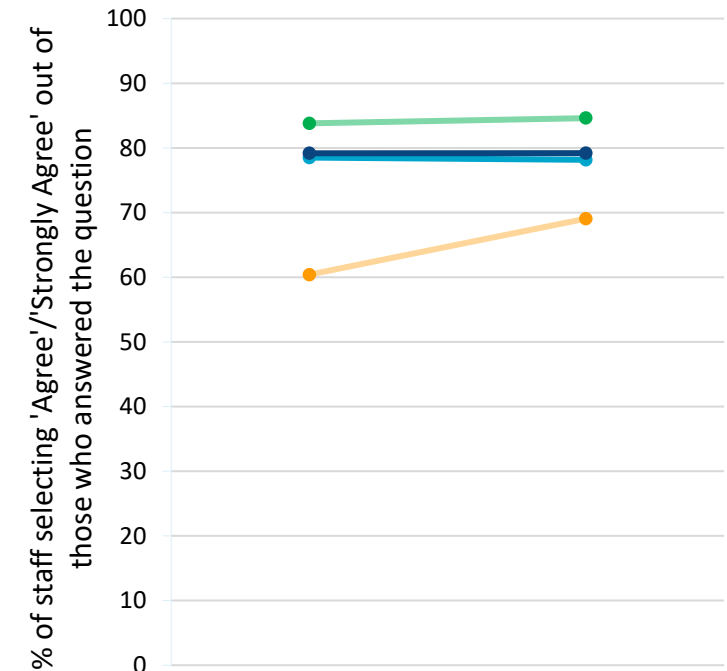
	2021	2022	2023	2024	2025
Your org	57.86%	58.03%	60.66%	55.93%	54.13%
Best result	67.30%	68.36%	69.14%	68.73%	67.75%
Average result	59.26%	61.36%	63.35%	62.07%	60.87%
Worst result	50.01%	47.41%	49.30%	50.81%	49.65%
Responses	1961	1442	2102	1997	2239

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



	2021	2022	2023	2024	2025
Your org	59.45%	61.68%	61.37%	56.19%	53.44%
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	1959	1440	2103	1990	2219

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

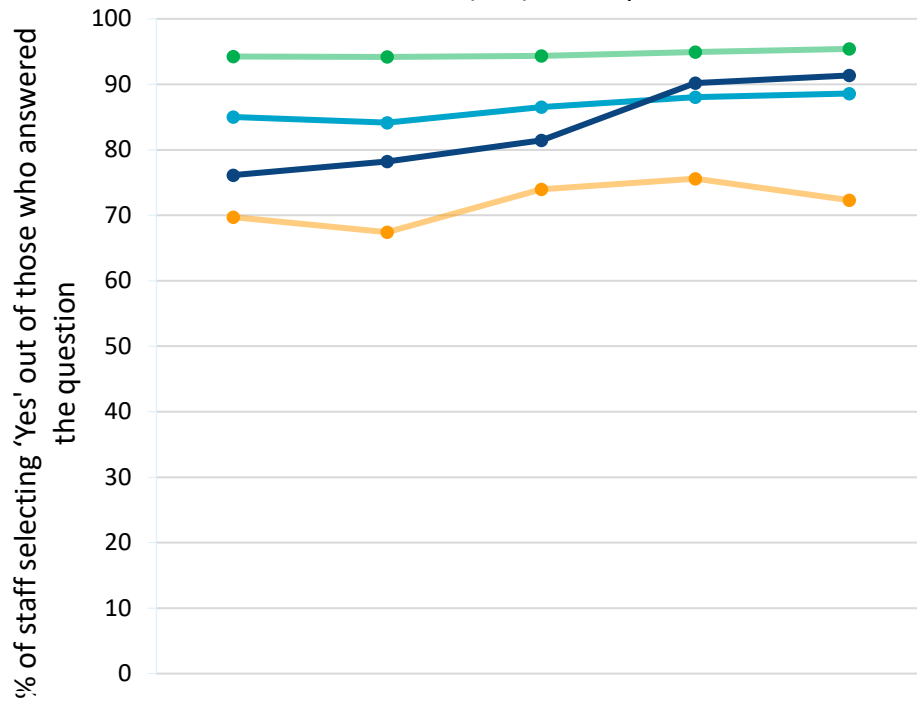


	2024	2025
Your org	79.16%	79.18%
Best result	83.80%	84.60%
Average result	78.50%	78.16%
Worst result	60.41%	69.05%
Responses	1639	1840

\*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.



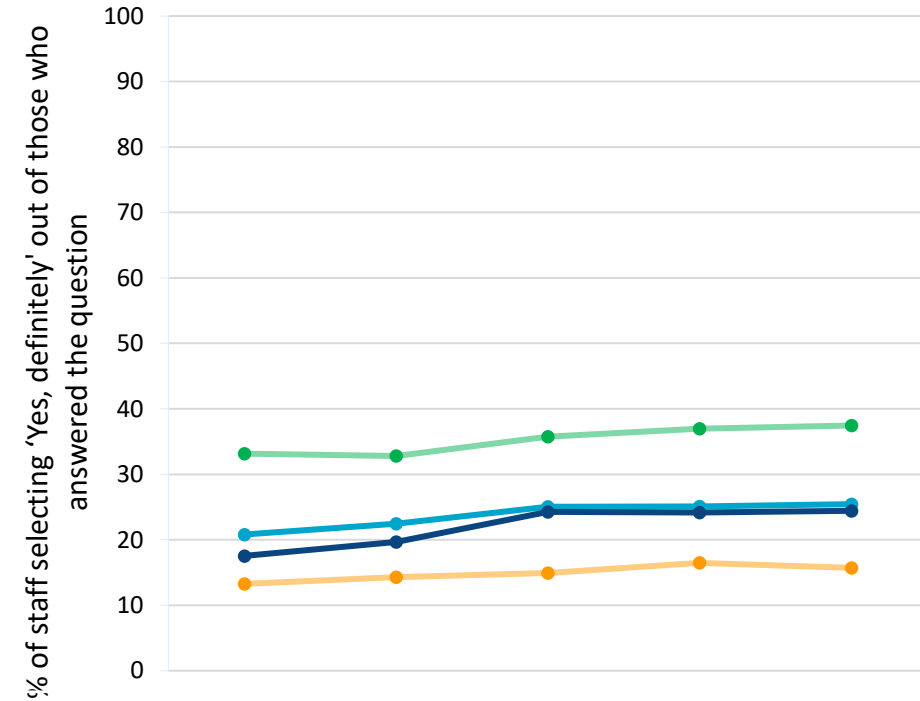
Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024	2025
<b>Your org</b>	76.14%	78.22%	81.46%	90.20%	91.35%
<b>Best result</b>	94.25%	94.18%	94.35%	94.93%	95.41%
<b>Average result</b>	85.01%	84.15%	86.51%	88.04%	88.60%
<b>Worst result</b>	69.70%	67.41%	73.95%	75.59%	72.29%

Responses 1966 1446 2095 1994 2231

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



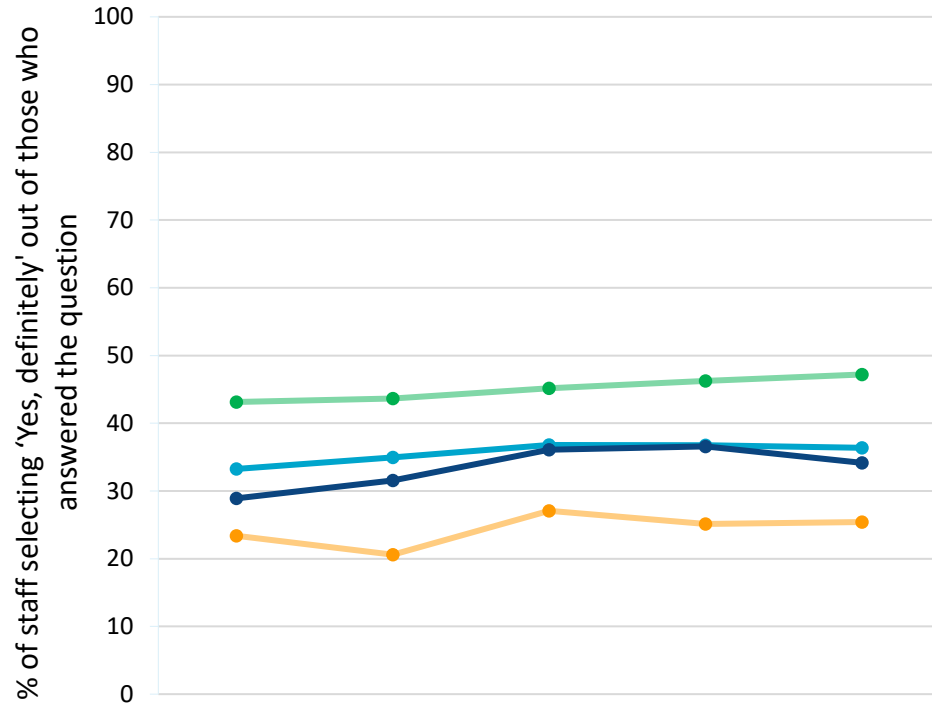
	2021	2022	2023	2024	2025
<b>Your org</b>	17.54%	19.69%	24.28%	24.18%	24.43%
<b>Best result</b>	33.15%	32.80%	35.73%	36.96%	37.46%
<b>Average result</b>	20.81%	22.46%	25.04%	25.11%	25.45%
<b>Worst result</b>	13.27%	14.29%	14.92%	16.48%	15.71%

Responses 1499 1135 1708 1796 2039

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

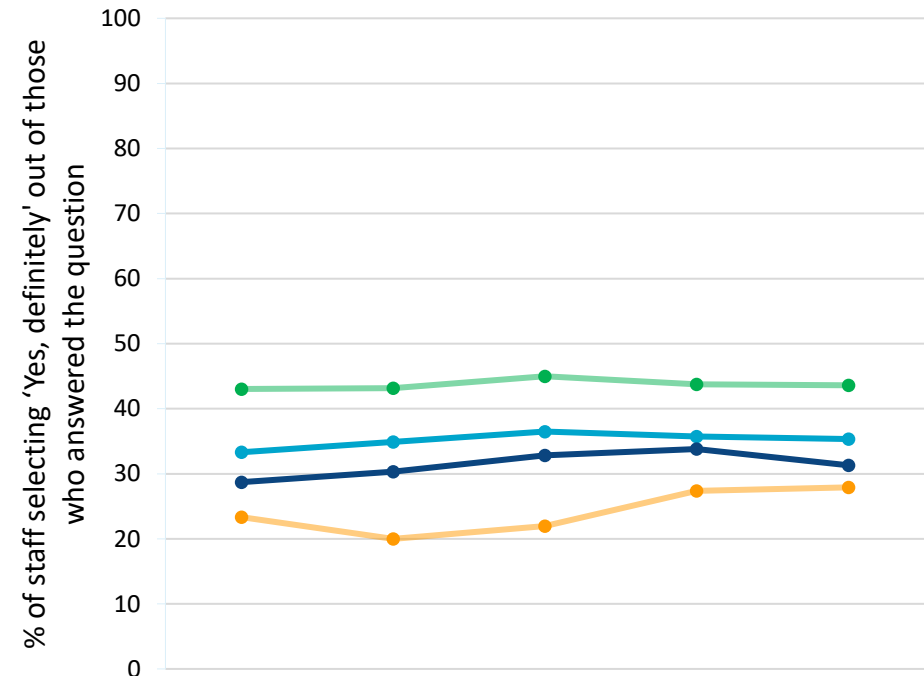


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	28.91%	31.56%	36.08%	36.58%	34.14%
<b>Best result</b>	43.14%	43.65%	45.14%	46.27%	47.20%
<b>Average result</b>	33.25%	34.97%	36.79%	36.75%	36.37%
<b>Worst result</b>	23.38%	20.59%	27.07%	25.15%	25.40%
Responses	1498	1132	1707	1789	2035

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



	2021	2022	2023	2024	2025
<b>Your org</b>	28.71%	30.31%	32.81%	33.80%	31.30%
<b>Best result</b>	43.03%	43.17%	44.98%	43.74%	43.58%
<b>Average result</b>	33.30%	34.89%	36.49%	35.74%	35.35%
<b>Worst result</b>	23.32%	19.99%	21.97%	27.36%	27.91%
Responses	1498	1131	1708	1792	2033

## People Promise element – We work flexibly



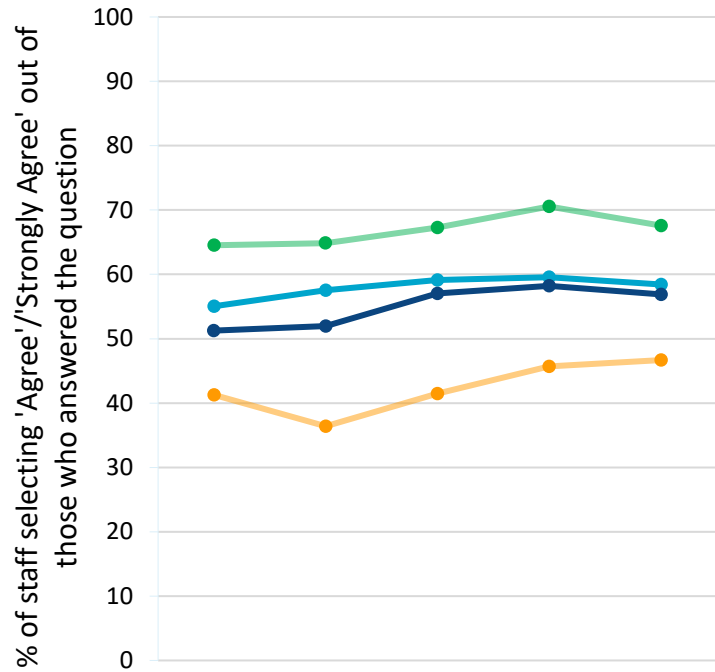
### Questions included:

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

Flexible working – Q4d

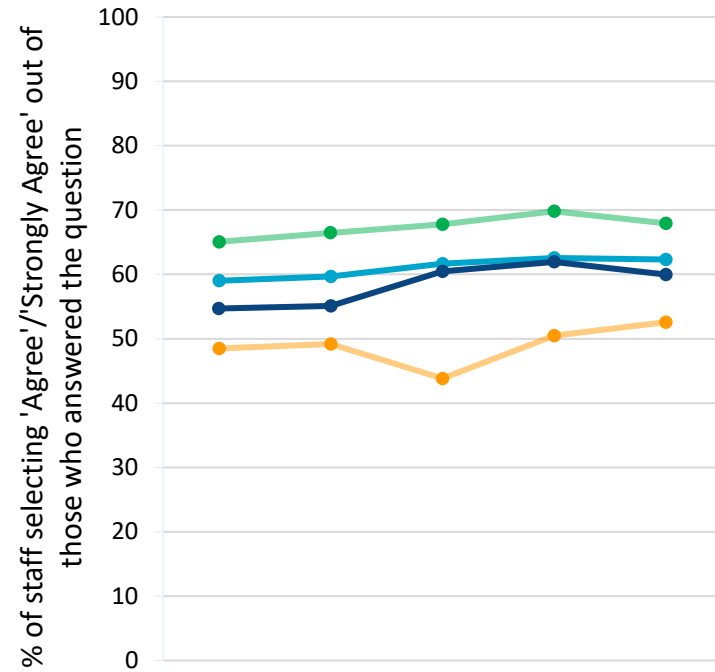


Q6b My organisation is committed to helping me balance my work and home life.



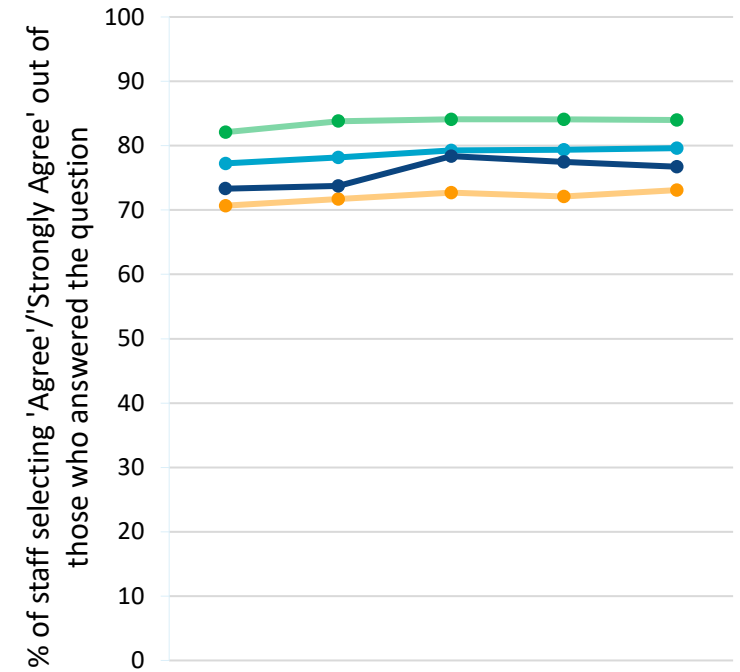
	2021	2022	2023	2024	2025
<b>Your org</b>	51.26%	51.95%	57.01%	58.21%	56.90%
<b>Best result</b>	64.53%	64.85%	67.29%	70.55%	67.60%
<b>Average result</b>	55.05%	57.54%	59.15%	59.56%	58.41%
<b>Worst result</b>	41.27%	36.40%	41.49%	45.70%	46.68%
Responses	2014	1446	2100	2009	2247

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



	2021	2022	2023	2024	2025
<b>Your org</b>	54.70%	55.09%	60.48%	61.94%	59.99%
<b>Best result</b>	65.06%	66.45%	67.78%	69.80%	67.91%
<b>Average result</b>	59.00%	59.65%	61.64%	62.55%	62.29%
<b>Worst result</b>	48.47%	49.18%	43.82%	50.48%	52.57%
Responses	2014	1444	2097	2004	2237

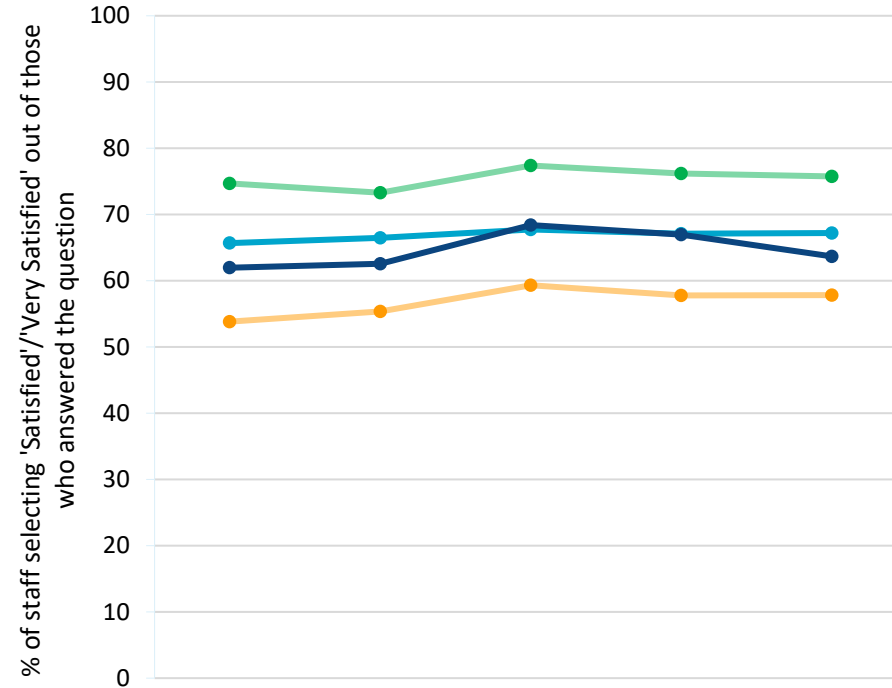
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024	2025
<b>Your org</b>	73.32%	73.76%	78.37%	77.46%	76.71%
<b>Best result</b>	82.10%	83.79%	84.10%	84.08%	83.97%
<b>Average result</b>	77.25%	78.18%	79.26%	79.39%	79.62%
<b>Worst result</b>	70.68%	71.71%	72.70%	72.10%	73.10%
Responses	2014	1445	2101	2007	2244

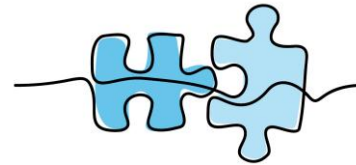


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2021	2022	2023	2024	2025
<b>Your org</b>	61.97%	62.57%	68.40%	66.94%	63.68%
<b>Best result</b>	74.71%	73.29%	77.39%	76.19%	75.77%
<b>Average result</b>	65.68%	66.46%	67.74%	67.09%	67.21%
<b>Worst result</b>	53.83%	55.37%	59.32%	57.76%	57.81%
Responses	2025	1446	2086	1997	2240

## People Promise element – We are a team



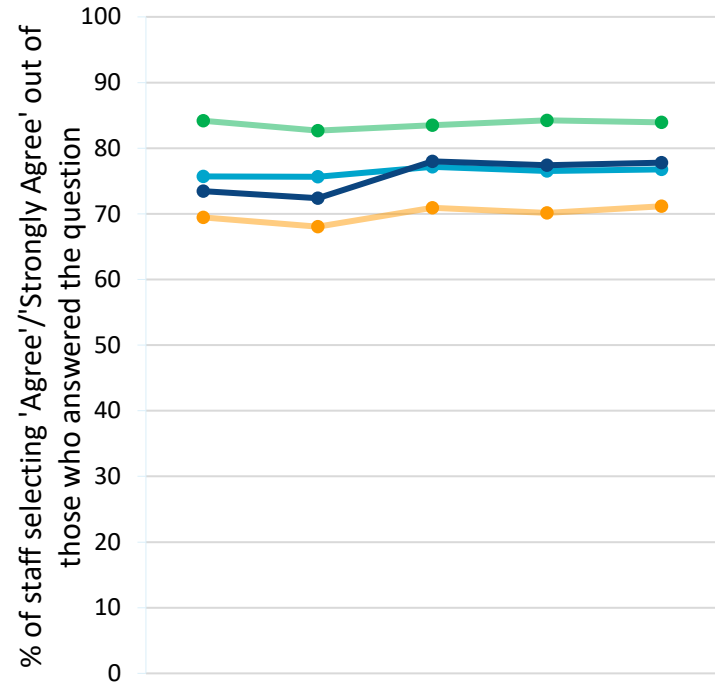
### Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

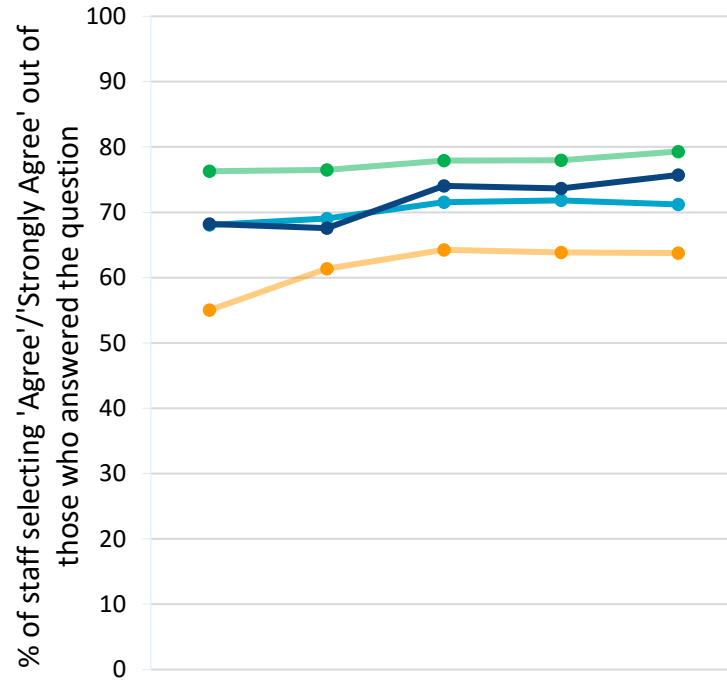


Q7a The team I work in has a set of shared objectives.



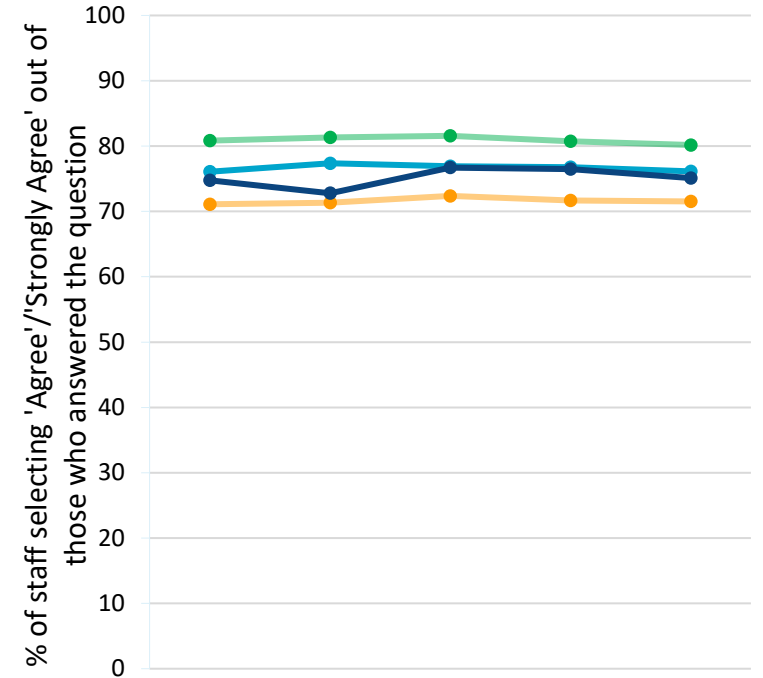
	2021	2022	2023	2024	2025
Your org	73.45%	72.38%	77.99%	77.42%	77.78%
Best result	84.18%	82.68%	83.48%	84.25%	83.91%
Average result	75.69%	75.64%	77.16%	76.53%	76.78%
Worst result	69.48%	68.04%	70.90%	70.16%	71.15%
Responses	1996	1445	2100	2004	2241

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



	2021	2022	2023	2024	2025
Your org	68.20%	67.58%	74.04%	73.67%	75.72%
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	1995	1447	2098	2007	2242

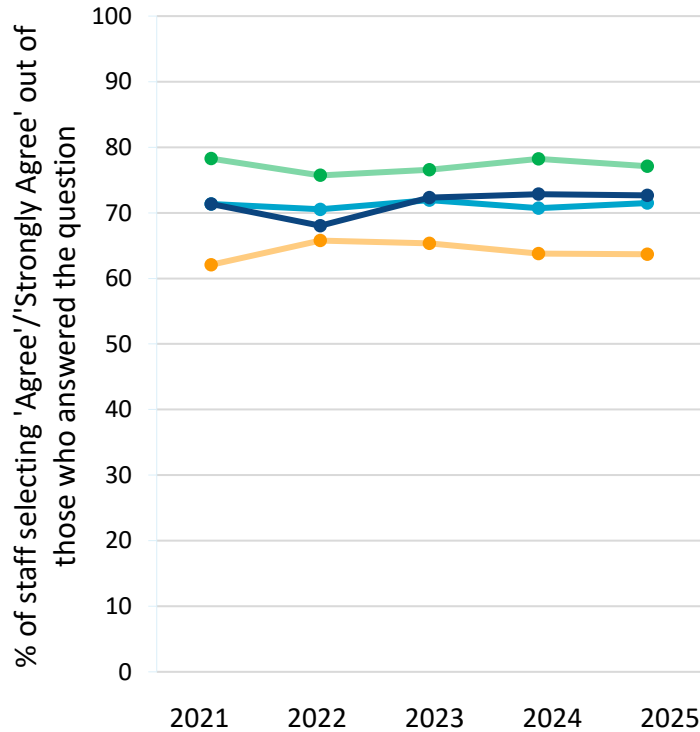
Q7c I receive the respect I deserve from my colleagues at work.



	2021	2022	2023	2024	2025
Your org	74.77%	72.78%	76.71%	76.47%	75.09%
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	2000	1445	2099	2006	2237

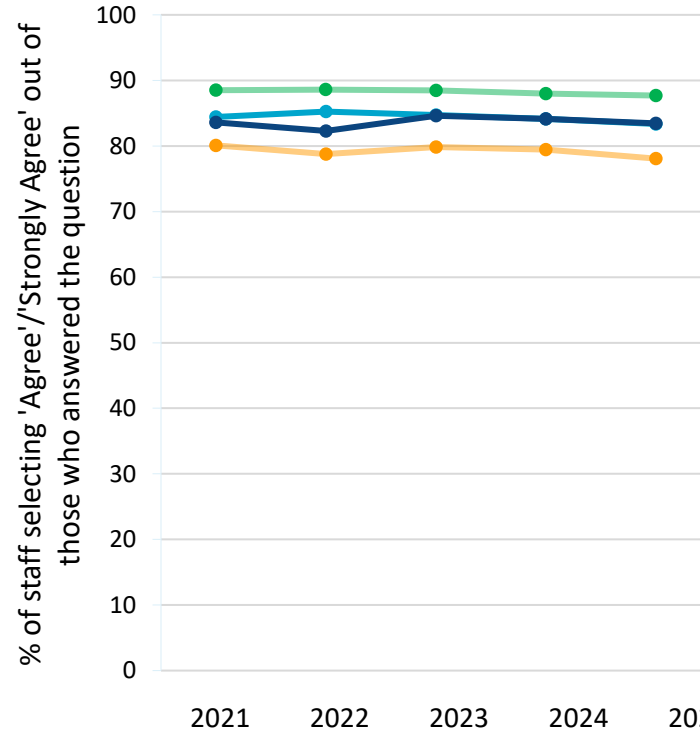


Q7d Team members understand each other's roles.



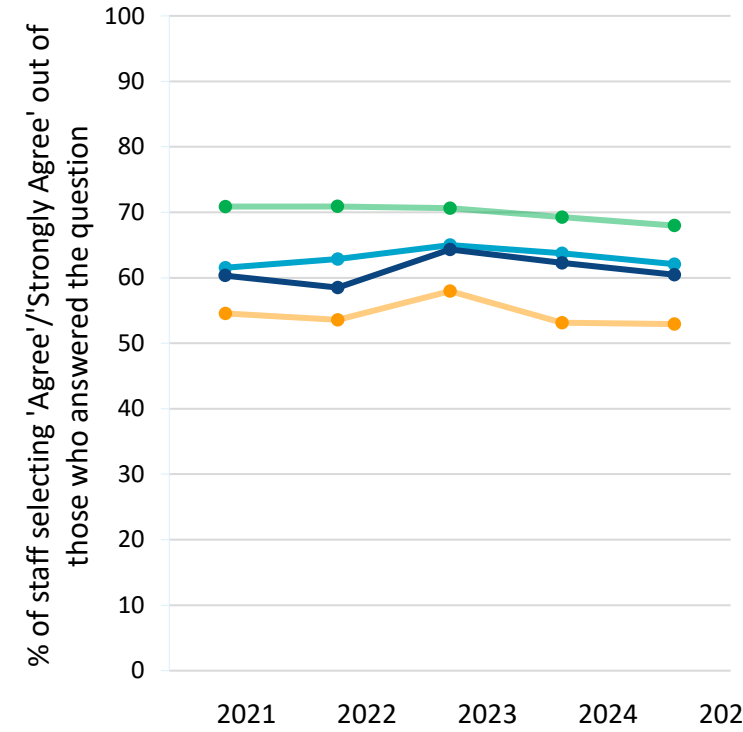
	2021	2022	2023	2024	2025
<b>Your org</b>	71.32%	68.04%	72.32%	72.84%	72.67%
<b>Best result</b>	78.26%	75.70%	76.57%	78.24%	77.11%
<b>Average result</b>	71.32%	70.54%	71.94%	70.71%	71.47%
<b>Worst result</b>	62.08%	65.77%	65.34%	63.76%	63.71%
Responses	1997	1445	2101	2007	2242

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023	2024	2025
<b>Your org</b>	83.58%	82.29%	84.61%	84.13%	83.46%
<b>Best result</b>	88.51%	88.59%	88.49%	87.98%	87.70%
<b>Average result</b>	84.44%	85.25%	84.71%	84.13%	83.36%
<b>Worst result</b>	80.10%	78.76%	79.82%	79.46%	78.08%
Responses	1996	1444	2102	2003	2240

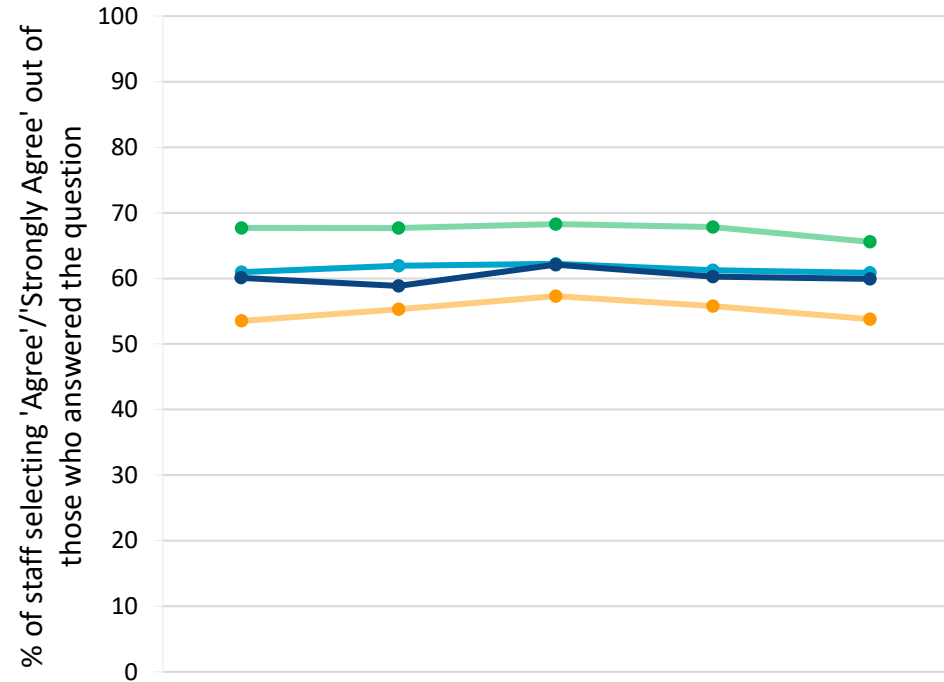
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024	2025
<b>Your org</b>	60.32%	58.51%	64.32%	62.28%	60.46%
<b>Best result</b>	70.88%	70.88%	70.64%	69.28%	67.97%
<b>Average result</b>	61.54%	62.89%	65.00%	63.75%	62.07%
<b>Worst result</b>	54.58%	53.56%	57.96%	53.14%	52.93%
Responses	1994	1445	2099	1999	2236

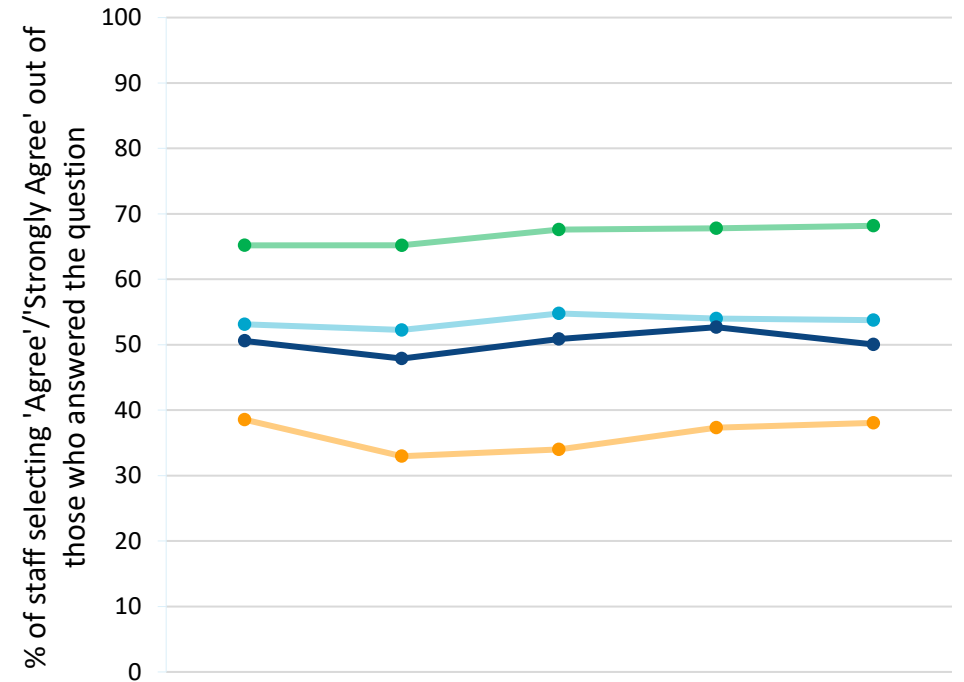


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023	2024	2025
<b>Your org</b>	60.08%	58.85%	62.09%	60.27%	59.91%
<b>Best result</b>	67.70%	67.67%	68.29%	67.83%	65.57%
<b>Average result</b>	60.93%	61.95%	62.22%	61.27%	60.84%
<b>Worst result</b>	53.51%	55.29%	57.30%	55.80%	53.78%
Responses	1997	1444	2091	1998	2237

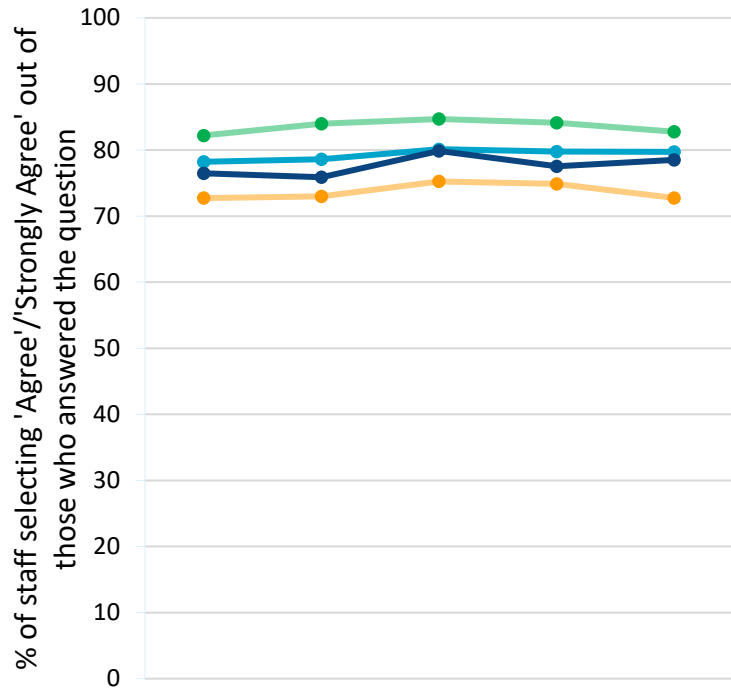
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024	2025
<b>Your org</b>	50.60%	47.89%	50.88%	52.68%	50.04%
<b>Best result</b>	65.19%	65.20%	67.58%	67.80%	68.18%
<b>Average result</b>	53.13%	52.26%	54.78%	54.02%	53.77%
<b>Worst result</b>	38.55%	32.96%	34.02%	37.34%	38.06%
Responses	1989	1445	2099	2006	2244

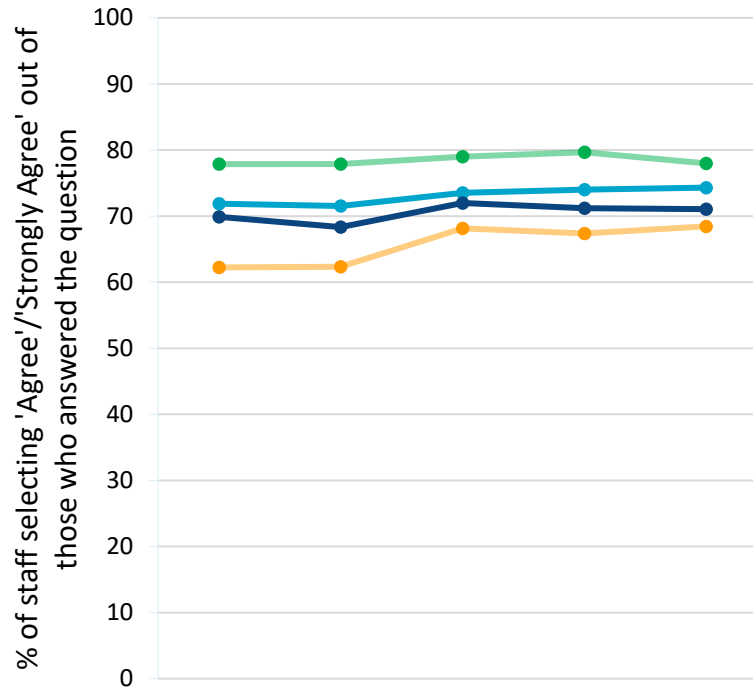


Q9a My immediate manager encourages me at work.



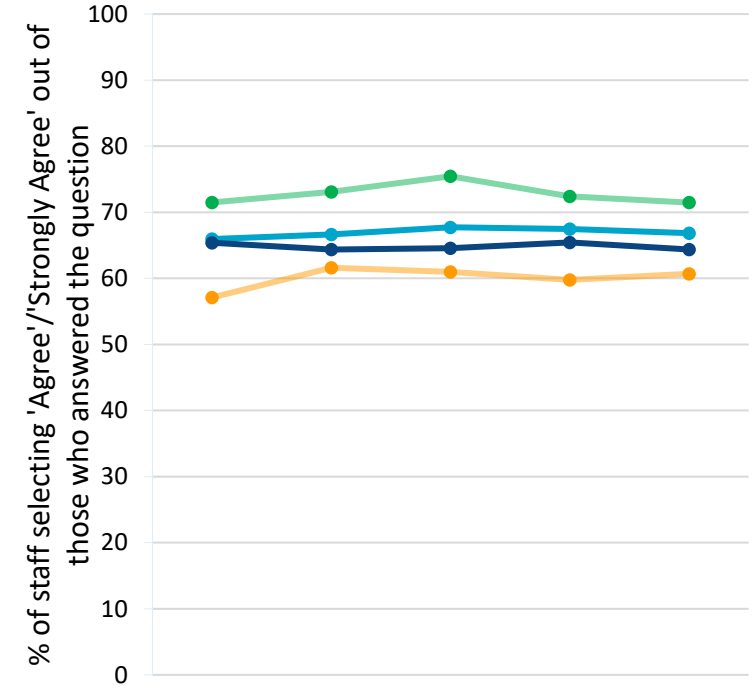
	2021	2022	2023	2024	2025
<b>Your org</b>	76.46%	75.88%	79.86%	77.54%	78.51%
<b>Best result</b>	82.21%	83.97%	84.69%	84.11%	82.77%
<b>Average result</b>	78.22%	78.61%	80.13%	79.75%	79.72%
<b>Worst result</b>	72.73%	73.00%	75.24%	74.90%	72.75%
Responses	1981	1447	2104	2009	2247

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



	2021	2022	2023	2024	2025
<b>Your org</b>	69.90%	68.34%	71.98%	71.21%	71.05%
<b>Best result</b>	77.86%	77.86%	78.98%	79.66%	78.00%
<b>Average result</b>	71.87%	71.53%	73.53%	74.02%	74.31%
<b>Worst result</b>	62.24%	62.32%	68.14%	67.38%	68.45%
Responses	1977	1445	2096	2007	2241

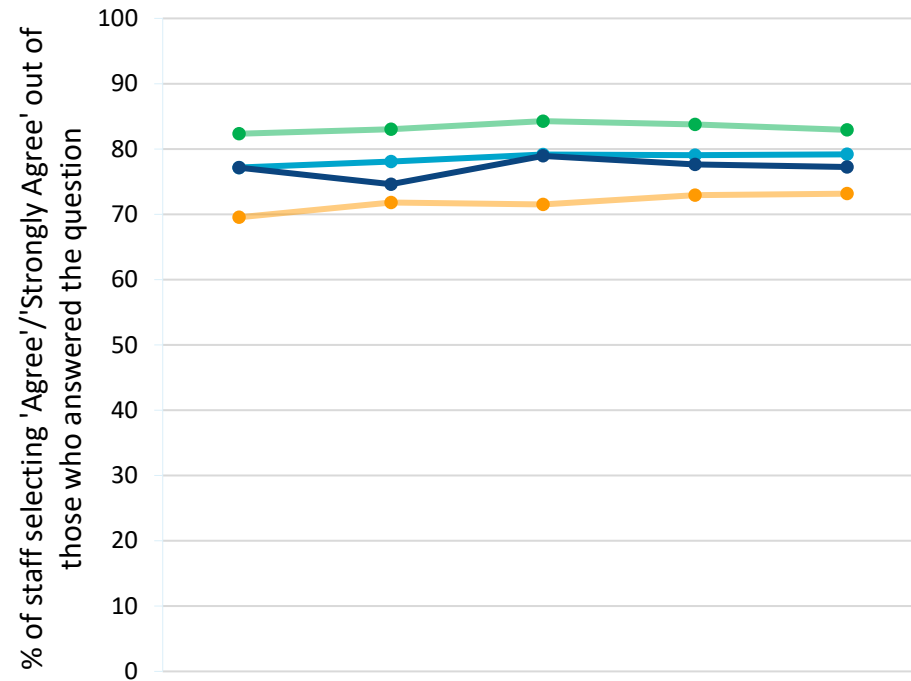
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	65.38%	64.37%	64.55%	65.45%	64.40%
<b>Best result</b>	71.50%	73.08%	75.45%	72.40%	71.48%
<b>Average result</b>	65.96%	66.63%	67.74%	67.49%	66.84%
<b>Worst result</b>	57.12%	61.61%	60.97%	59.76%	60.69%
Responses	1978	1447	2101	2008	2241



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



	2021	2022	2023	2024	2025
<b>Your org</b>	77.16%	74.61%	78.94%	77.65%	77.24%
<b>Best result</b>	82.34%	83.04%	84.27%	83.79%	82.91%
<b>Average result</b>	77.16%	78.08%	79.13%	79.07%	79.18%
<b>Worst result</b>	69.54%	71.81%	71.49%	72.94%	73.16%
Responses	1979	1447	2103	2011	2245

## Theme – Staff engagement



### Questions included:

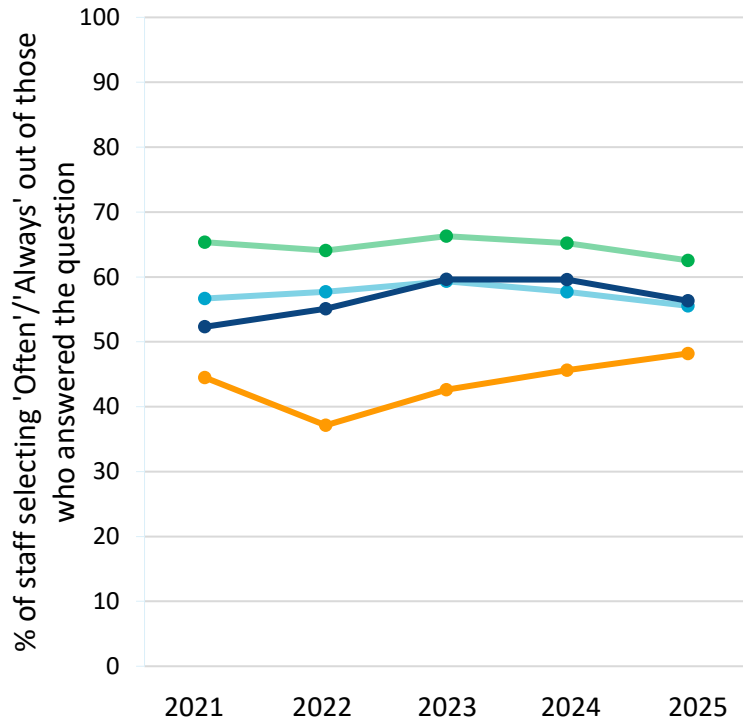
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

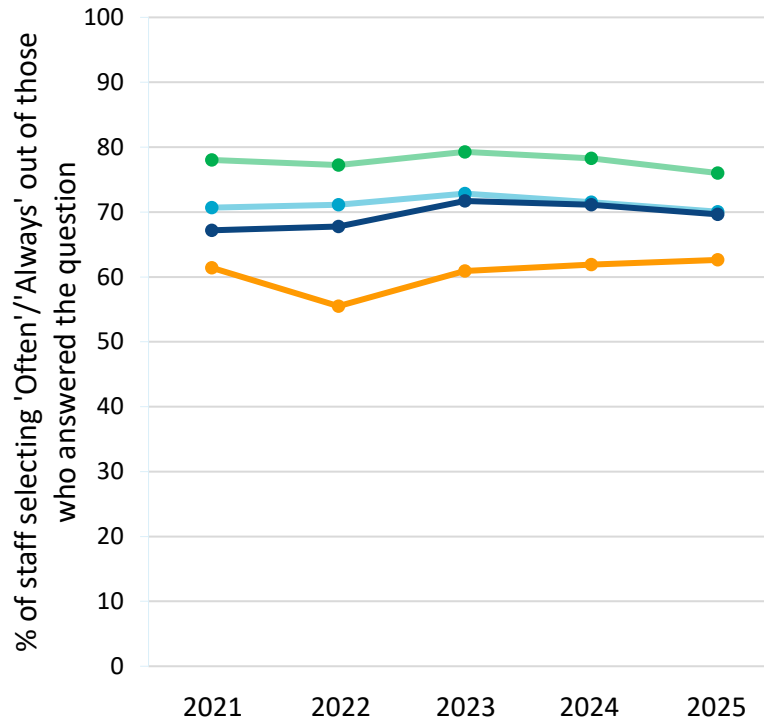
Advocacy – Q25a, Q25c, Q25d



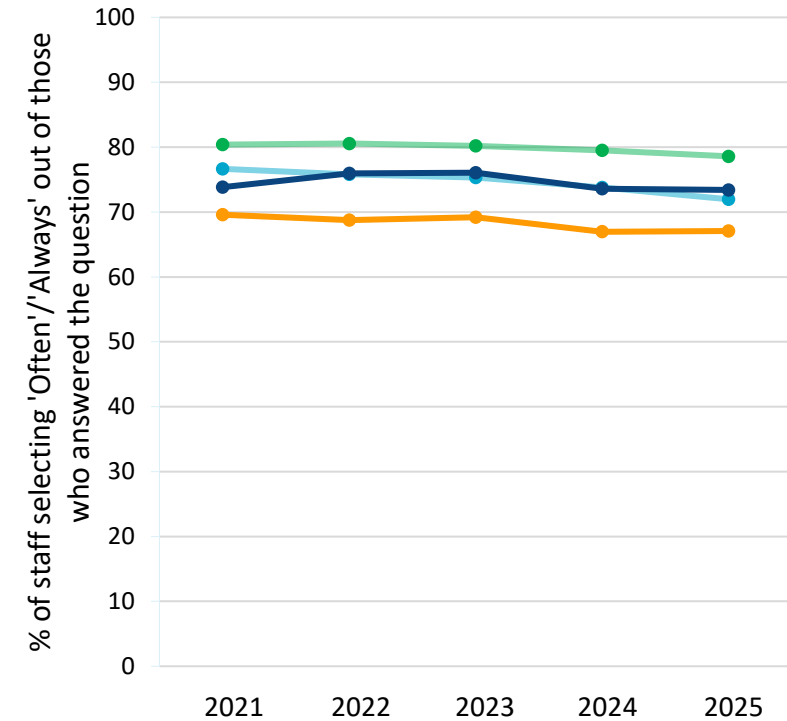
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



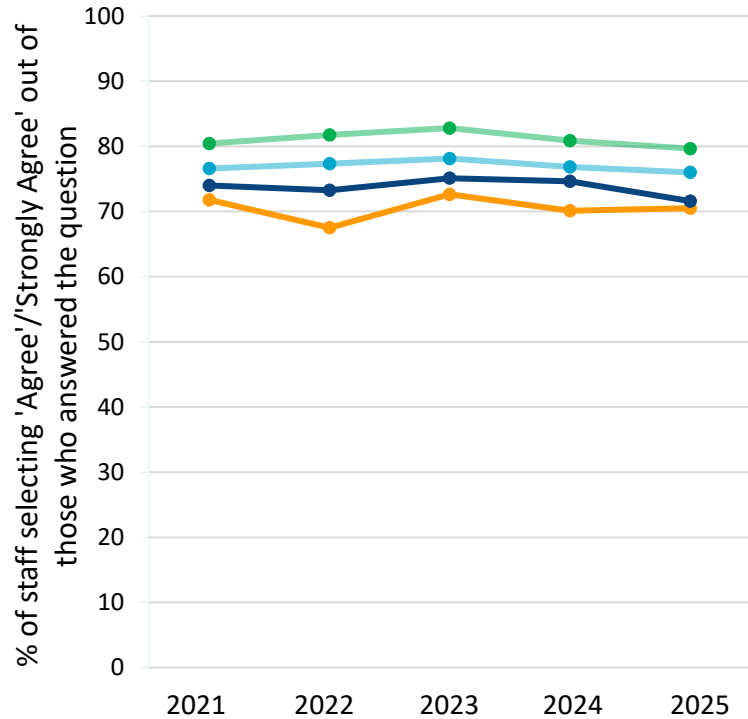
Year	2021	2022	2023	2024	2025
<b>Your org</b>	52.31%	55.10%	59.61%	59.60%	56.34%
<b>Best result</b>	65.35%	64.09%	66.28%	65.18%	62.55%
<b>Average result</b>	56.67%	57.71%	59.33%	57.73%	55.55%
<b>Worst result</b>	44.51%	37.13%	42.64%	45.63%	48.20%
Responses	2040	1445	2094	2002	2243

Year	2021	2022	2023	2024	2025
<b>Your org</b>	67.18%	67.78%	71.70%	71.11%	69.66%
<b>Best result</b>	78.01%	77.24%	79.27%	78.29%	76.01%
<b>Average result</b>	70.69%	71.13%	72.84%	71.51%	70.05%
<b>Worst result</b>	61.42%	55.50%	60.92%	61.90%	62.62%
Responses	2037	1442	2090	1992	2217

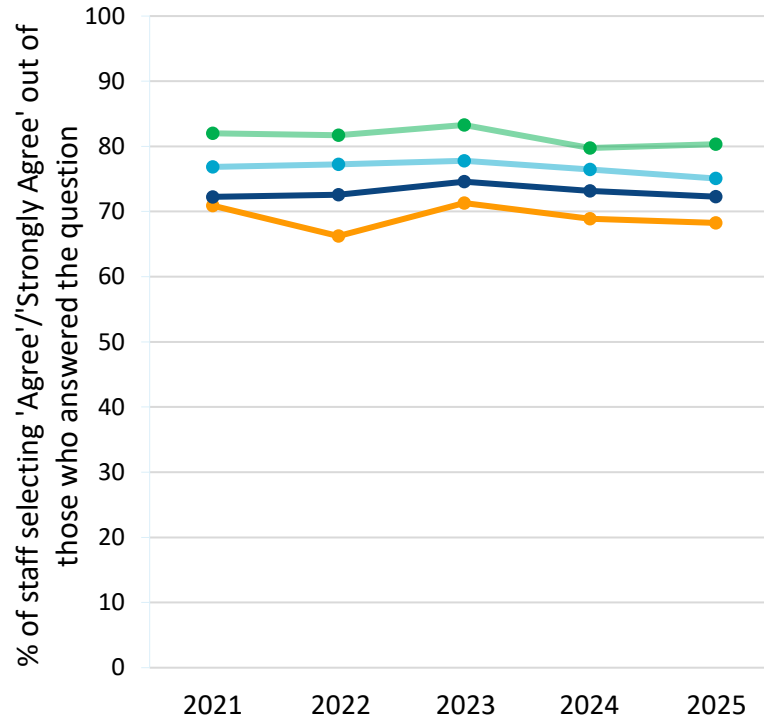
Year	2021	2022	2023	2024	2025
<b>Your org</b>	73.82%	75.98%	76.06%	73.60%	73.40%
<b>Best result</b>	80.39%	80.56%	80.22%	79.52%	78.59%
<b>Average result</b>	76.65%	75.80%	75.31%	73.80%	71.97%
<b>Worst result</b>	69.58%	68.74%	69.22%	66.95%	67.08%
Responses	2039	1441	2085	1983	2222



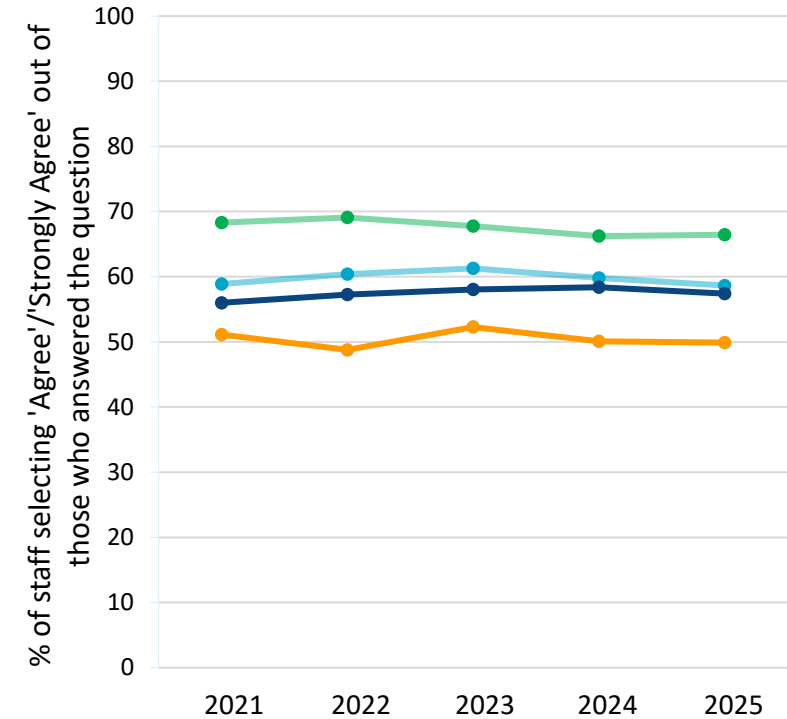
Q3c There are frequent opportunities for me to show initiative in my role.



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



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



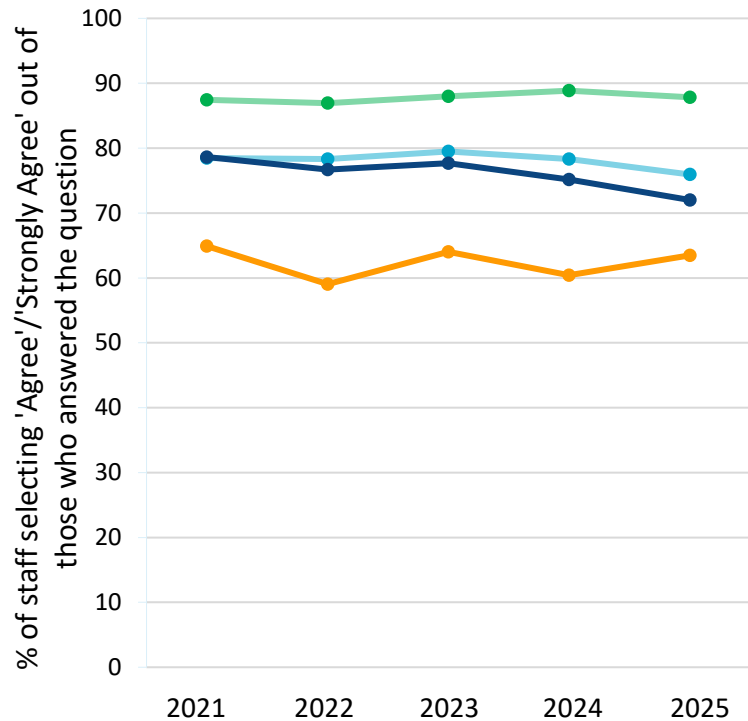
Your org	2021	2022	2023	2024	2025
Best result	80.42%	81.74%	82.81%	80.86%	79.65%
Average result	76.61%	77.35%	78.14%	76.83%	76.00%
Worst result	71.81%	67.51%	72.65%	70.14%	70.50%
Responses	2027	1446	2095	2005	2246

Your org	2021	2022	2023	2024	2025
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	2026	1446	2098	2000	2235

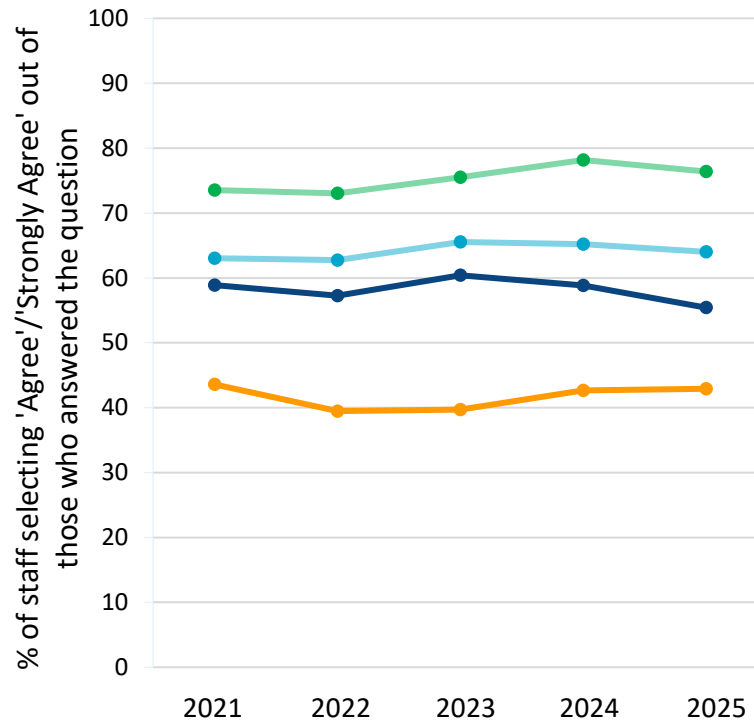
Your org	2021	2022	2023	2024	2025
Best result	68.32%	69.08%	67.76%	66.23%	66.45%
Average result	58.87%	60.41%	61.27%	59.82%	58.65%
Worst result	51.10%	48.78%	52.28%	50.11%	49.87%
Responses	2023	1446	2095	1999	2243



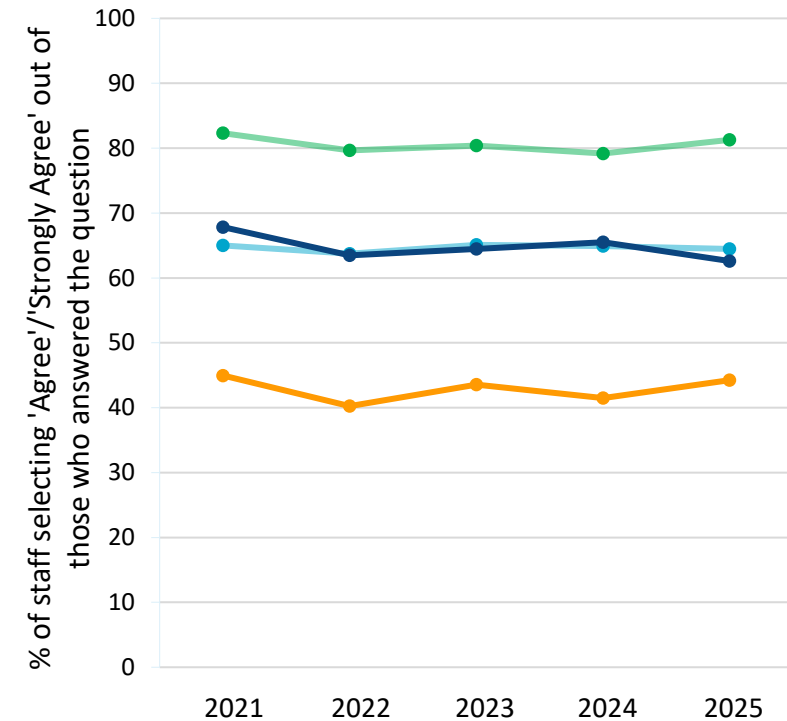
Q25a Care of patients / service users is my organisation's top priority.



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



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



Year	2021	2022	2023	2024	2025
<b>Your org</b>	78.63%	76.67%	77.69%	75.16%	72.01%
<b>Best result</b>	87.43%	86.93%	87.99%	88.86%	87.85%
<b>Average result</b>	78.46%	78.32%	79.49%	78.32%	75.94%
<b>Worst result</b>	64.89%	59.04%	64.03%	60.43%	63.46%
Responses	1945	1443	2102	2005	2245

Year	2021	2022	2023	2024	2025
<b>Your org</b>	58.87%	57.25%	60.40%	58.82%	55.42%
<b>Best result</b>	73.53%	73.02%	75.50%	78.17%	76.39%
<b>Average result</b>	63.05%	62.75%	65.53%	65.22%	64.00%
<b>Worst result</b>	43.58%	39.48%	39.70%	42.69%	42.89%
Responses	1947	1444	2101	2004	2242

Year	2021	2022	2023	2024	2025
<b>Your org</b>	67.83%	63.47%	64.47%	65.52%	62.60%
<b>Best result</b>	82.30%	79.65%	80.41%	79.17%	81.28%
<b>Average result</b>	64.99%	63.74%	65.09%	64.91%	64.45%
<b>Worst result</b>	44.96%	40.24%	43.56%	41.49%	44.25%
Responses	1948	1444	2100	2000	2237

## Theme - Morale



### Questions included:

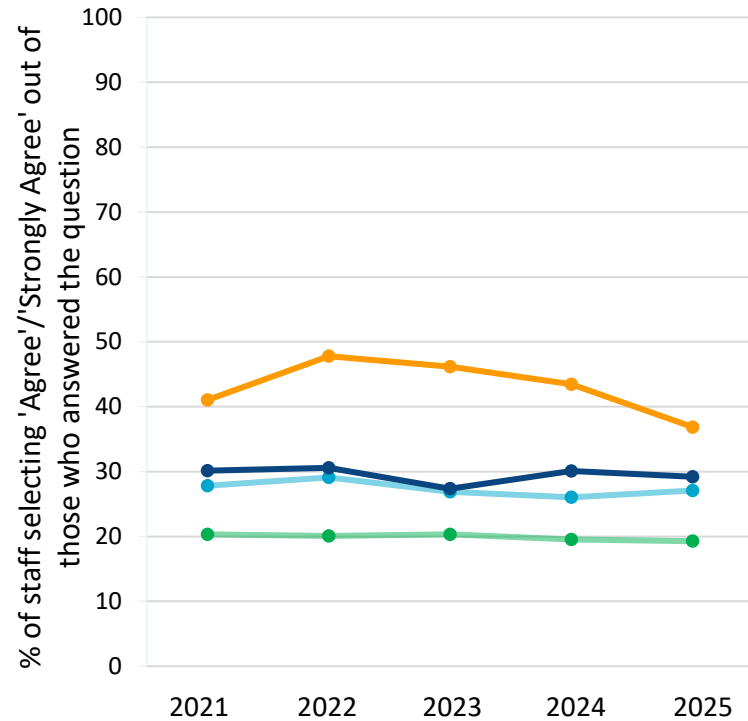
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

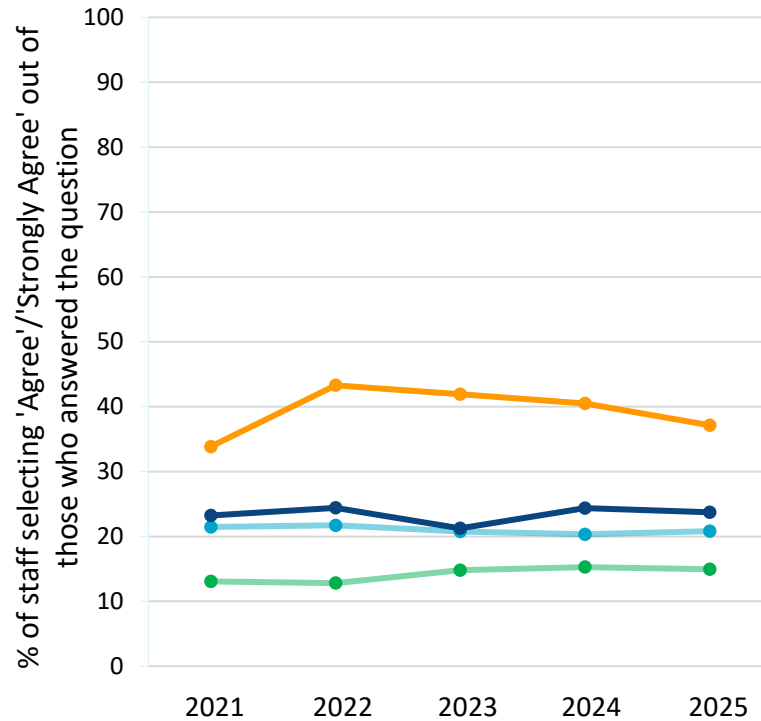


Q26a I often think about leaving this organisation.



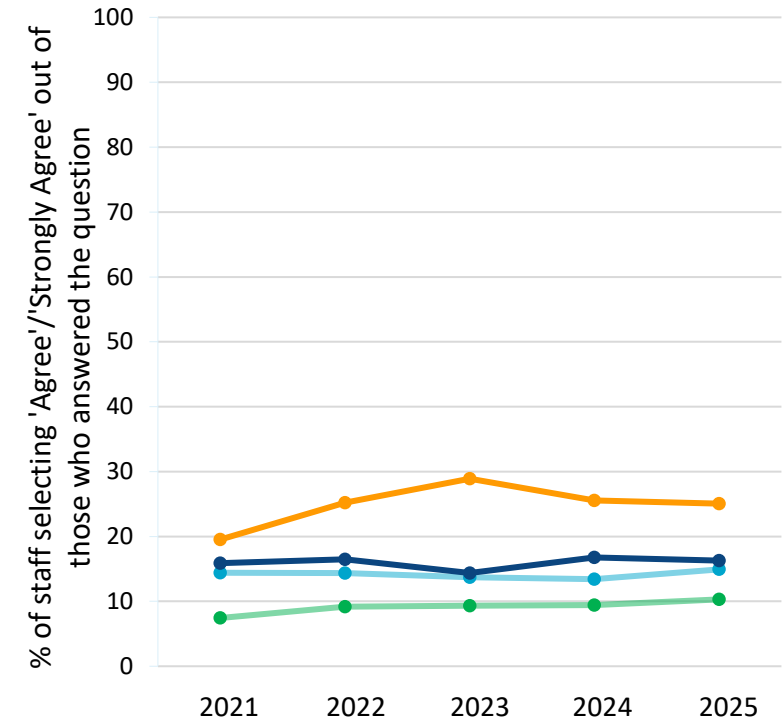
<b>Your org</b>	30.13%	30.58%	27.35%	30.07%	29.19%
<b>Best result</b>	20.32%	20.09%	20.33%	19.55%	19.27%
<b>Average result</b>	27.82%	29.10%	26.87%	26.03%	27.11%
<b>Worst result</b>	41.04%	47.78%	46.16%	43.45%	36.87%
Responses	1943	1443	2103	2008	2247

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



<b>Your org</b>	23.25%	24.40%	21.25%	24.36%	23.73%
<b>Best result</b>	13.08%	12.81%	14.81%	15.27%	14.94%
<b>Average result</b>	21.46%	21.73%	20.77%	20.33%	20.84%
<b>Worst result</b>	33.85%	43.29%	41.93%	40.48%	37.14%
Responses	1941	1441	2098	2005	2238

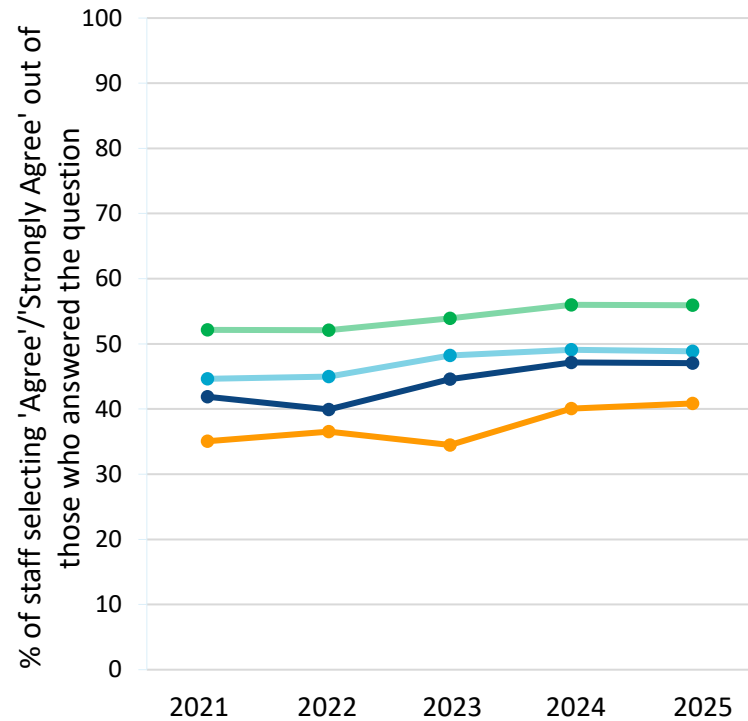
Q26c As soon as I can find another job, I will leave this organisation.



<b>Your org</b>	15.87%	16.46%	14.37%	16.77%	16.30%
<b>Best result</b>	7.44%	9.19%	9.32%	9.44%	10.30%
<b>Average result</b>	14.43%	14.36%	13.70%	13.42%	14.93%
<b>Worst result</b>	19.52%	25.22%	28.90%	25.57%	25.04%
Responses	1939	1441	2092	1991	2234

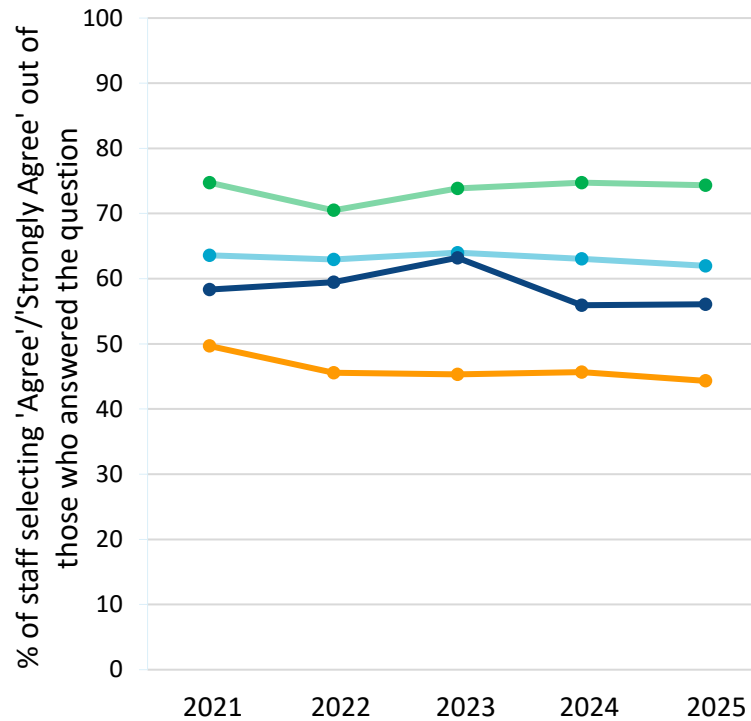


Q3g I am able to meet all the conflicting demands on my time at work.



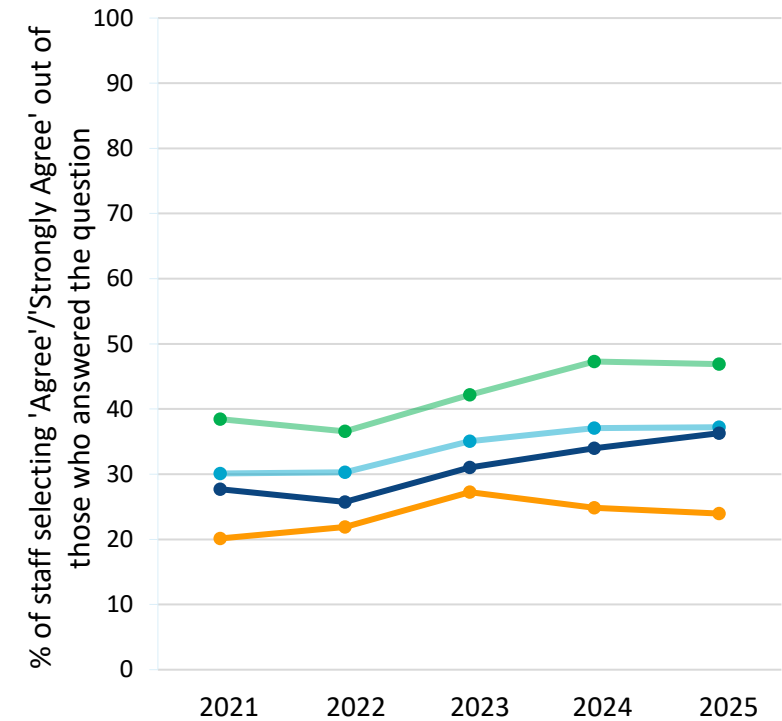
Your org	41.90%	39.94%	44.57%	47.15%	47.03%
Best result	52.13%	52.10%	53.91%	55.99%	55.93%
Average result	44.64%	44.95%	48.22%	49.09%	48.87%
Worst result	35.06%	36.54%	34.49%	40.06%	40.86%
Responses	2021	1444	2093	2002	2239

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



Your org	58.33%	59.46%	63.21%	55.93%	56.09%
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	2025	1443	2094	1995	2231

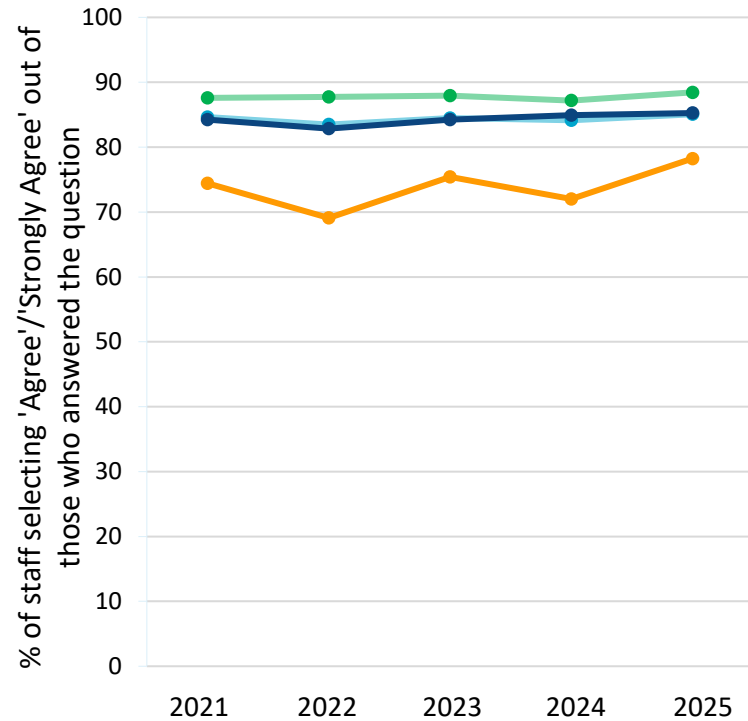
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	27.69%	25.75%	31.03%	33.97%	36.29%
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	2027	1446	2095	2007	2241

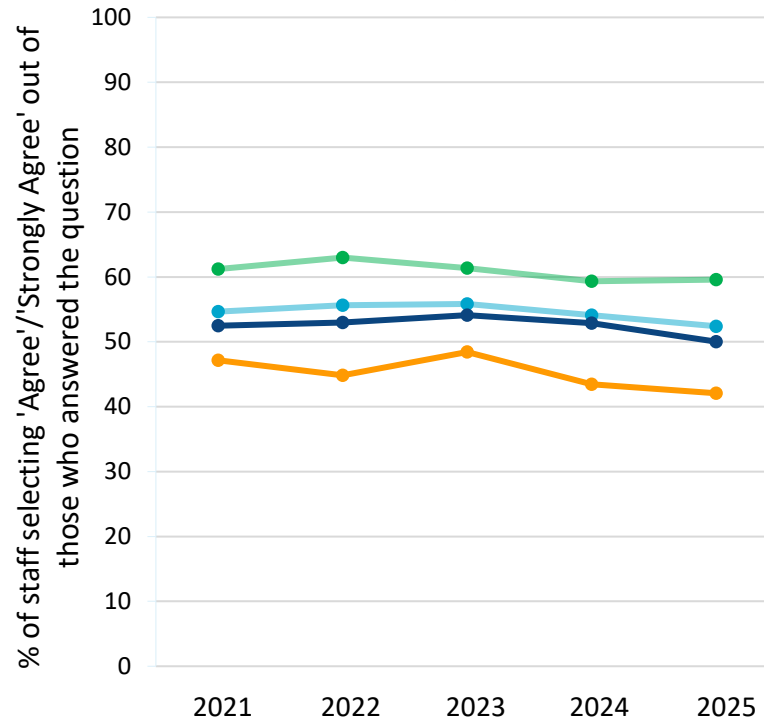


Q3a I always know what my work responsibilities are.



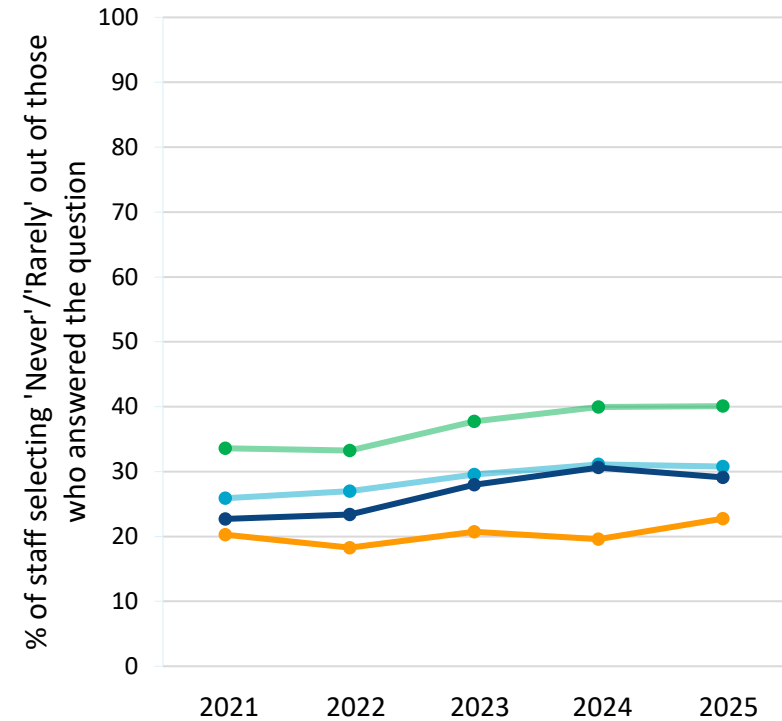
Your org	84.24%	82.86%	84.26%	84.91%	85.25%
Best result	87.60%	87.75%	87.93%	87.17%	88.44%
Average result	84.62%	83.48%	84.50%	84.15%	85.06%
Worst result	74.42%	69.09%	75.40%	72.01%	78.25%
Responses	2026	1447	2101	2006	2251

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



Your org	52.50%	52.97%	54.11%	52.89%	50.03%
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	2026	1447	2097	2007	2239

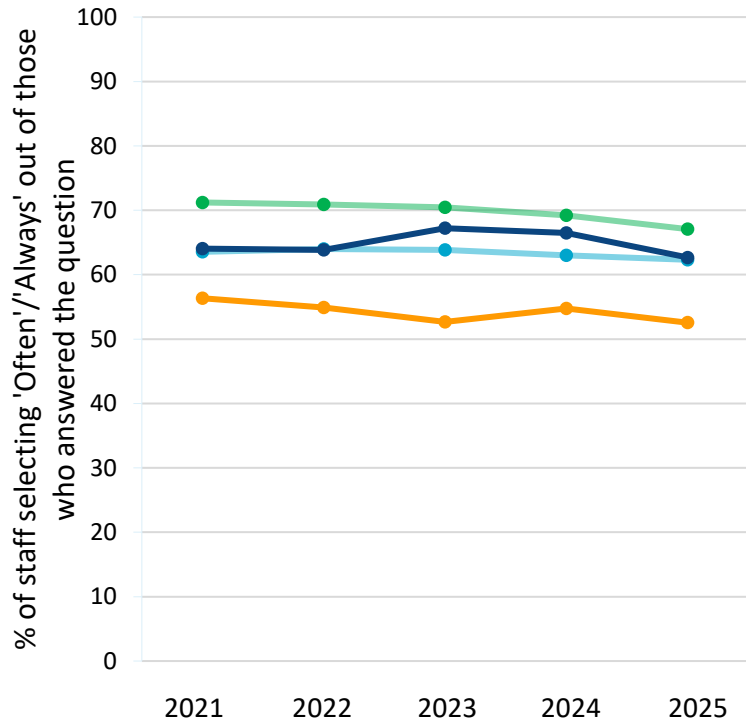
Q5a I have unrealistic time pressures.



Your org	22.71%	23.40%	27.98%	30.61%	29.12%
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	2012	1442	2098	2007	2239

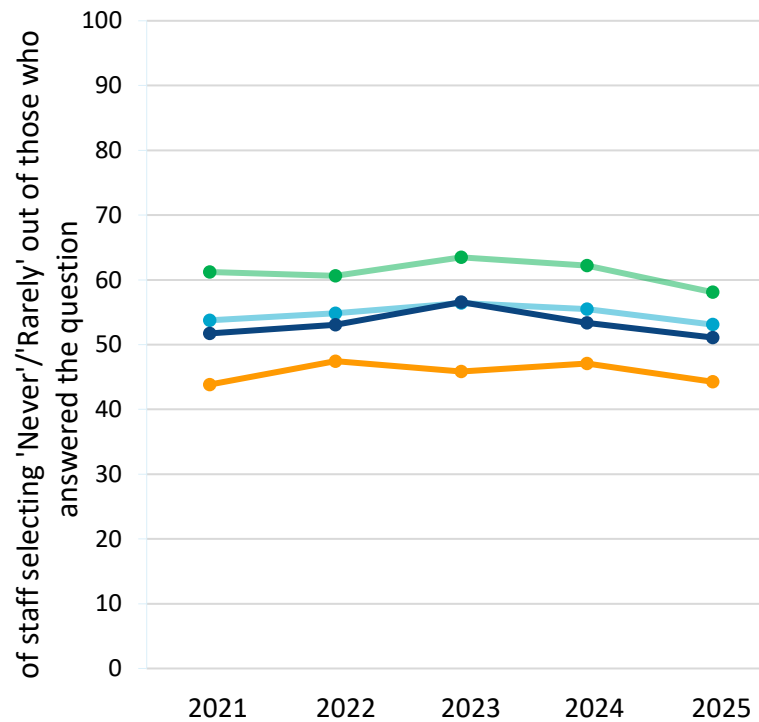


Q5b I have a choice in deciding how to do my work.



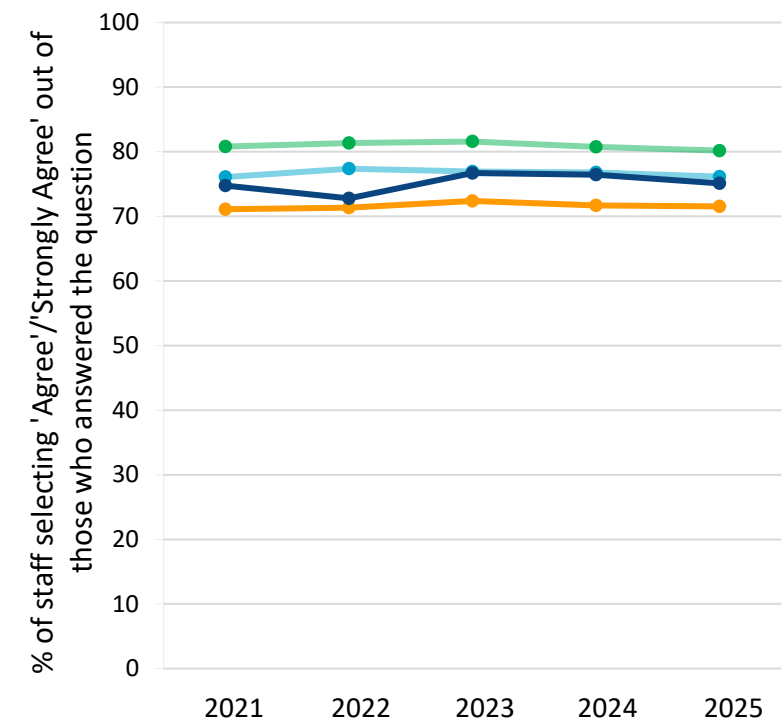
Responses	2012	1445	2085	2001	2238
-----------	------	------	------	------	------

Q5c Relationships at work are strained.



Responses	2016	1443	2095	1999	2235
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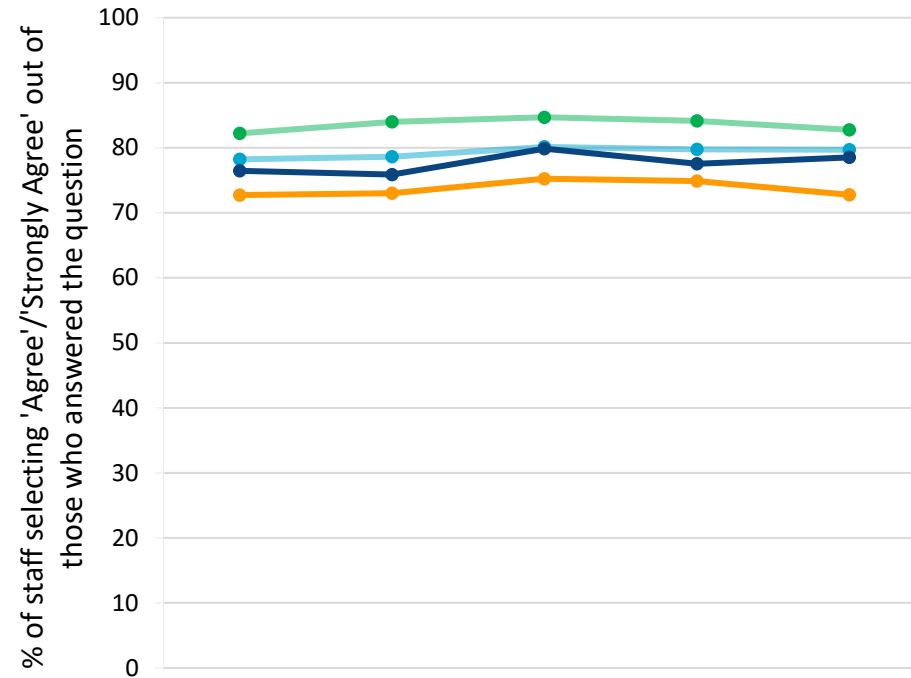
Q7c I receive the respect I deserve from my colleagues at work.



Responses	2000	1445	2099	2006	2237
-----------	------	------	------	------	------



Q9a My immediate manager encourages me at work.



	2021	2022	2023	2024	2025
<b>Your org</b>	76.46%	75.88%	79.86%	77.54%	78.51%
<b>Best result</b>	82.21%	83.97%	84.69%	84.11%	82.77%
<b>Average result</b>	78.22%	78.61%	80.13%	79.75%	79.72%
<b>Worst result</b>	72.73%	73.00%	75.24%	74.90%	72.75%
Responses	1981	1447	2104	2009	2247

## Questions not linked to People Promise elements or themes

Questions included:\*

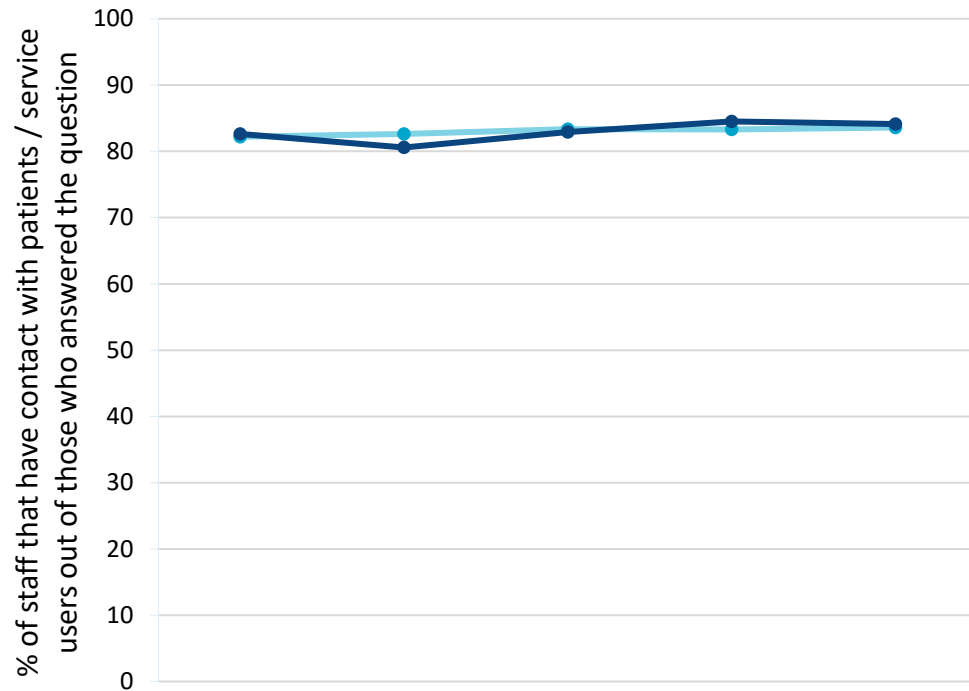
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

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

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



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

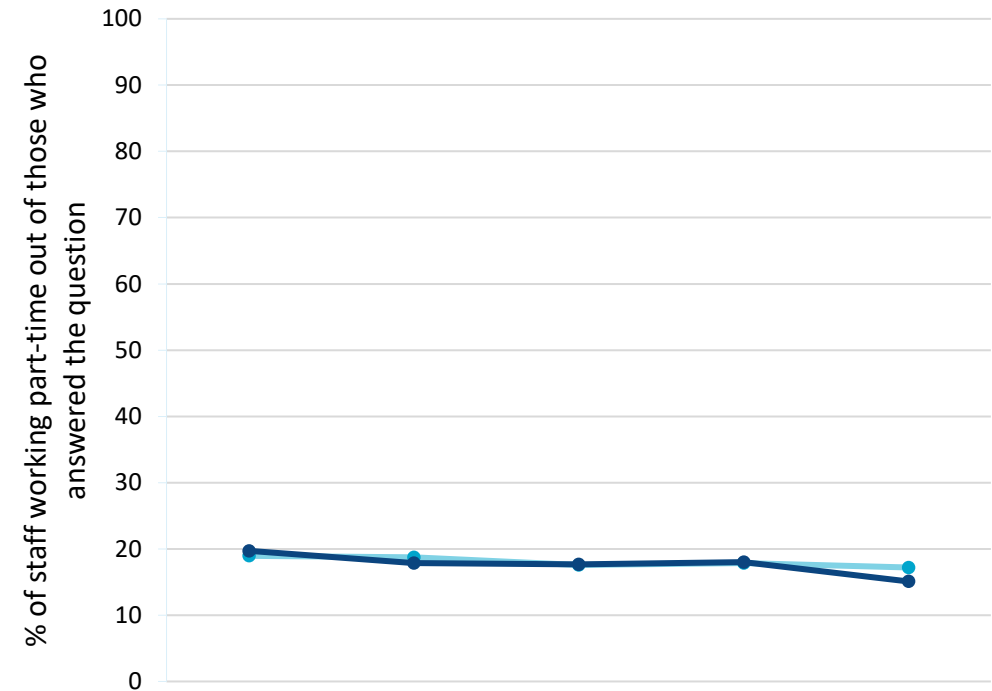


2021 2022 2023 2024 2025

Your org	82.61%	80.58%	82.93%	84.52%	84.14%
Average	82.21%	82.64%	83.36%	83.33%	83.60%

Responses 2041 1437 2091 2002 2239

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



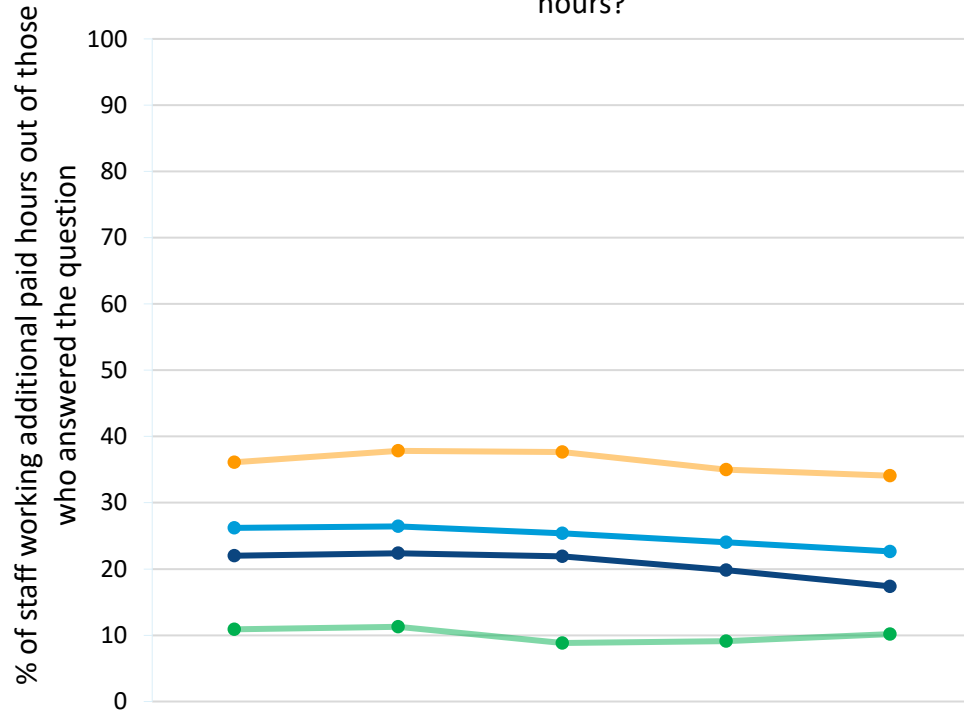
2021 2022 2023 2024 2025

Your org	19.71%	17.87%	17.67%	18.00%	15.09%
Average	18.96%	18.74%	17.59%	17.87%	17.20%

Responses 1928 1416 1918 1856 2041



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

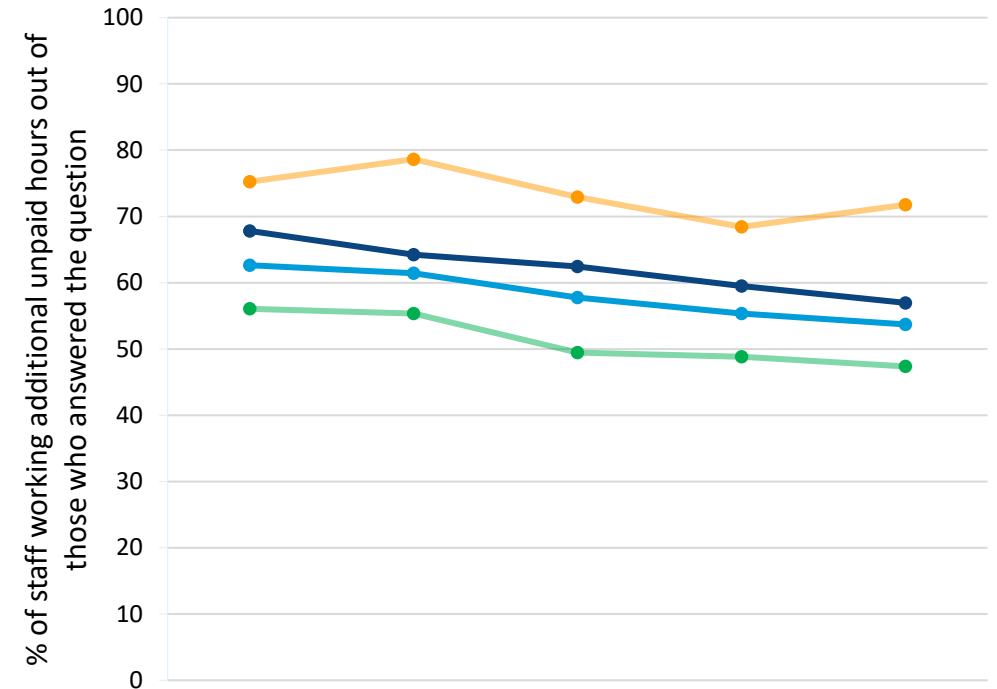


2021 2022 2023 2024 2025

Your org	22.02%	22.37%	21.91%	19.82%	17.39%
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 1970 1442 2058 1960 2191

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



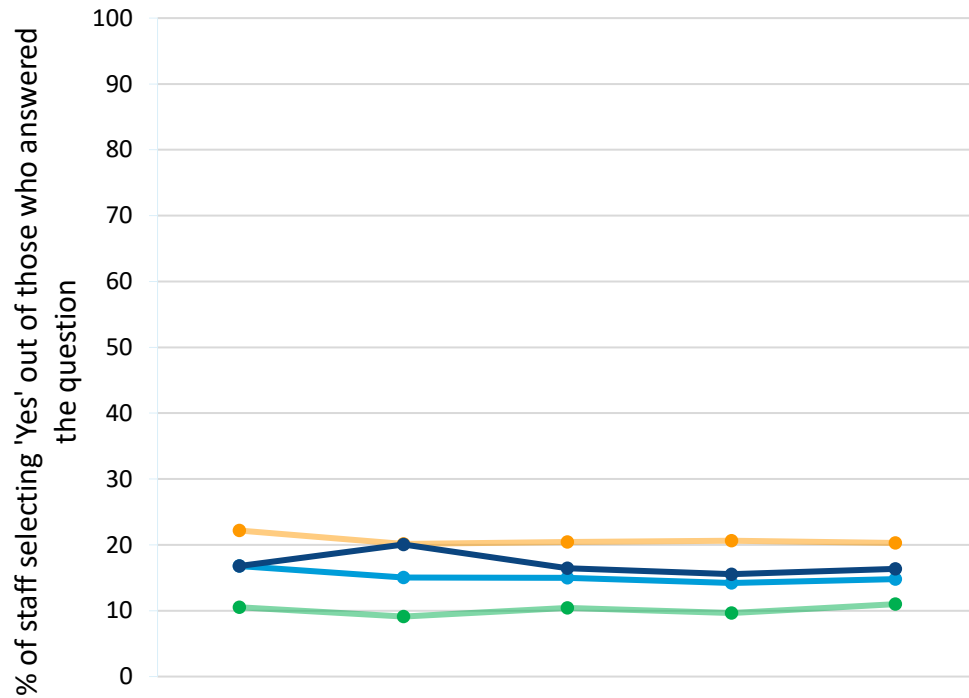
2021 2022 2023 2024 2025

Your org	67.82%	64.24%	62.43%	59.48%	56.96%
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 1972 1439 2074 1962 2206

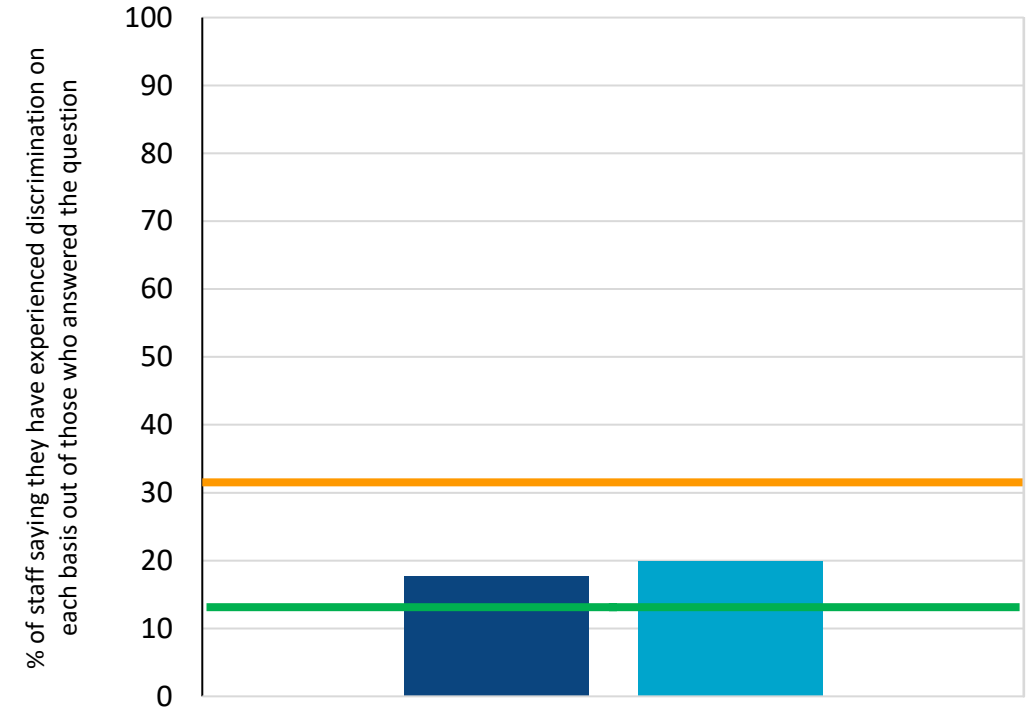


Q11e\* Have you felt pressure from your manager to come to work?



	2021	2022	2023	2024	2025
<b>Your org</b>	16.79%	20.06%	16.44%	15.55%	16.37%
<b>Best result</b>	10.54%	9.11%	10.43%	9.63%	11.00%
<b>Average result</b>	16.78%	15.06%	14.99%	14.21%	14.81%
<b>Worst result</b>	22.17%	20.14%	20.44%	20.64%	20.29%
Responses	1036	801	1145	1121	1192

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



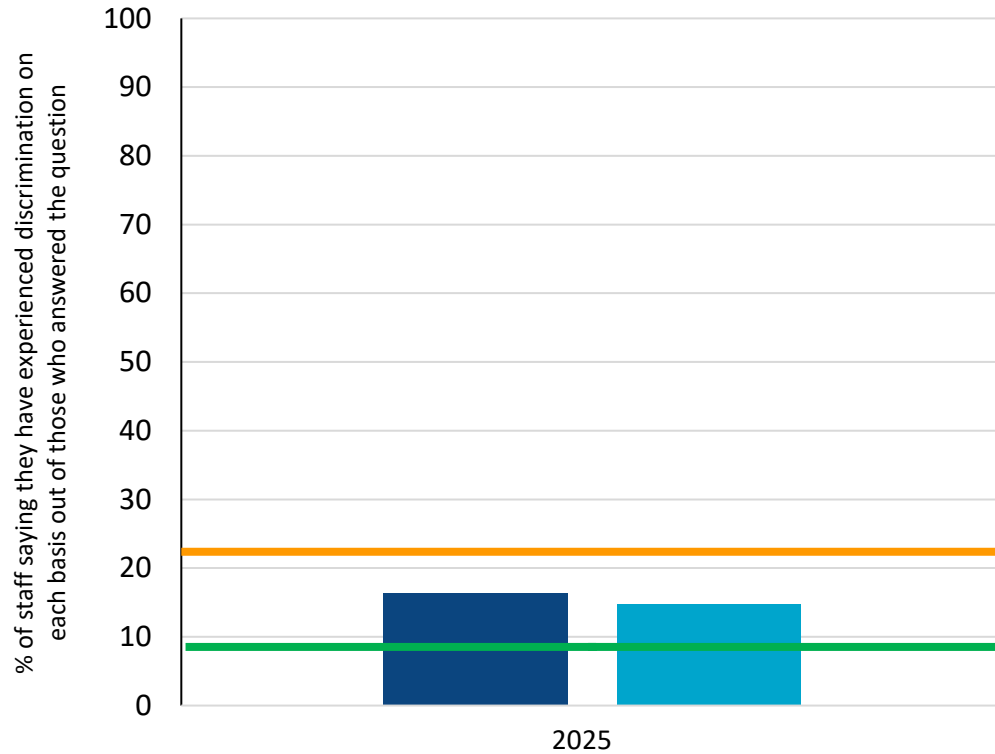
	2025
<b>Your org</b>	17.67%
<b>Best result</b>	13.14%
<b>Average result</b>	19.99%
<b>Worst result</b>	31.53%
Responses	314

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

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

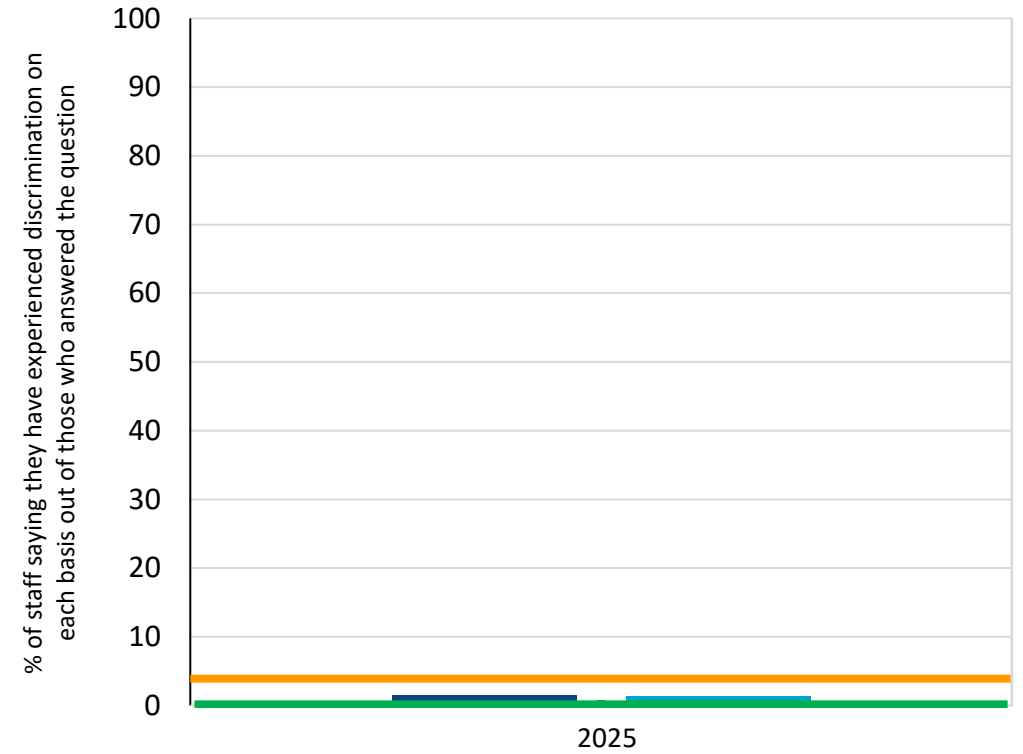


Q16c.2 On what grounds have you experienced discrimination?  
– Disability.



2025	
Your org	16.35%
Best result	8.53%
Average result	14.78%
Worst result	22.39%
Responses	314

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

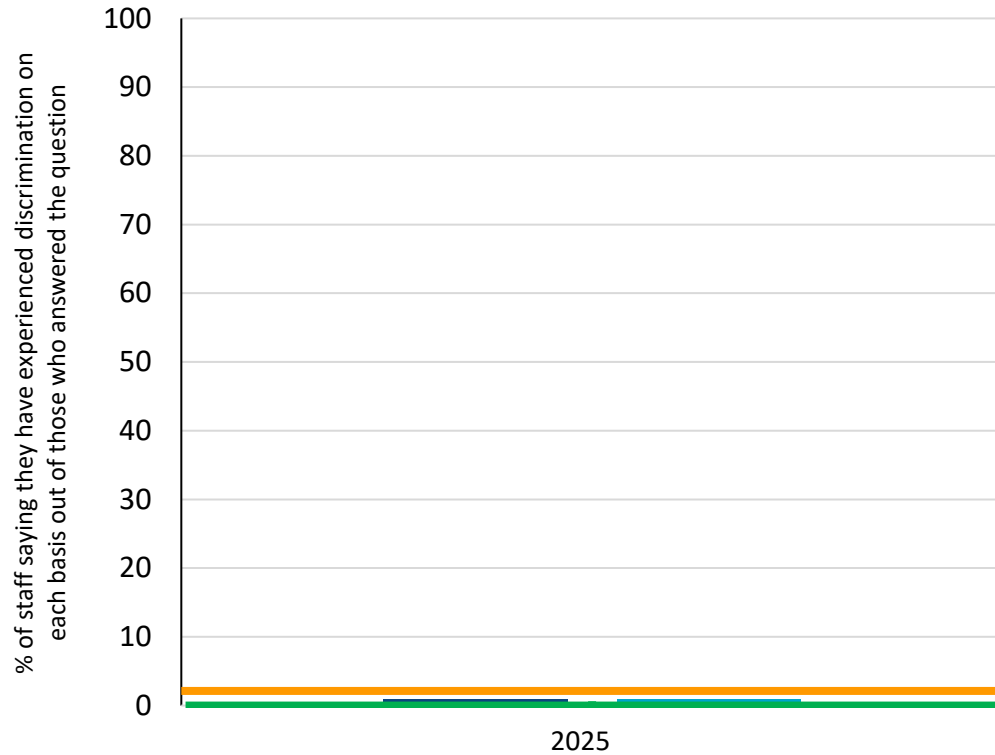


2025	
Your org	1.51%
Best result	0.18%
Average result	1.46%
Worst result	3.92%
Responses	314

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

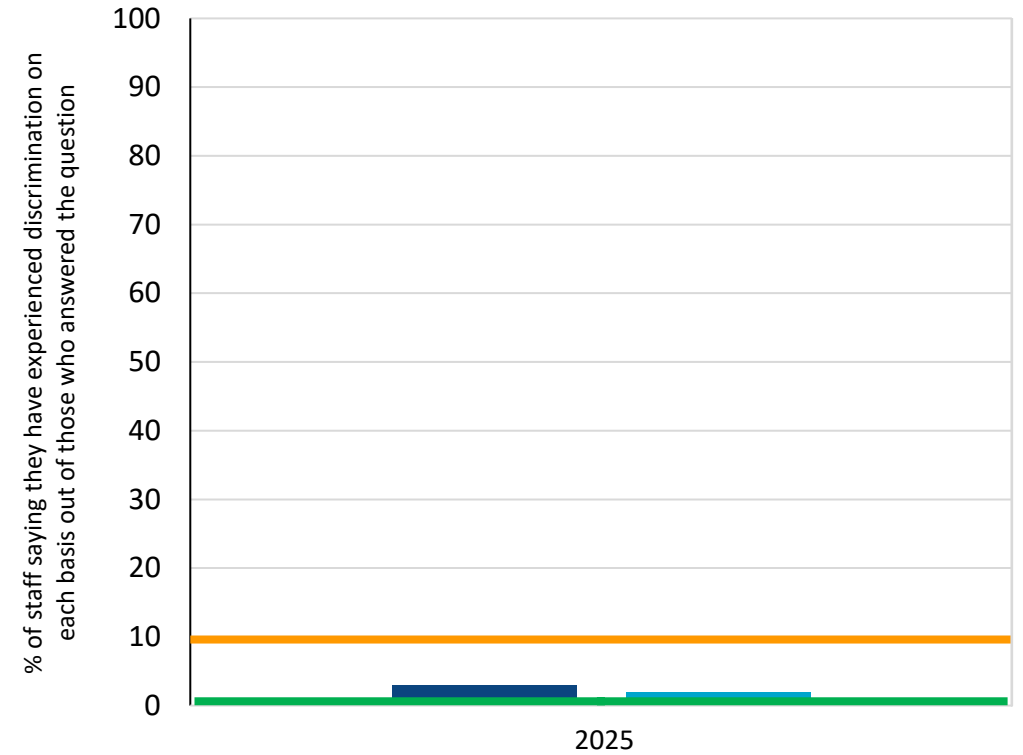


Q16c.4 On what grounds have you experienced discrimination?  
– Marriage and civil partnership.



Your org	0.93%
Best result	0.00%
Average result	0.90%
Worst result	2.13%
Responses	314

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

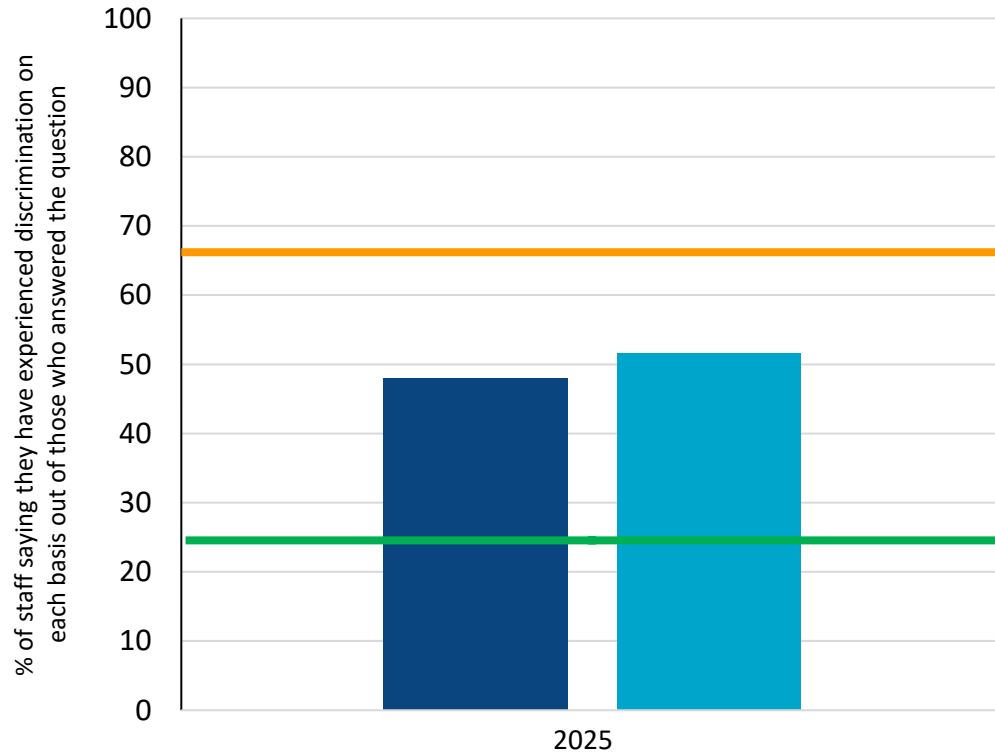


Your org	2.97%
Best result	0.63%
Average result	1.91%
Worst result	9.61%
Responses	314

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/>

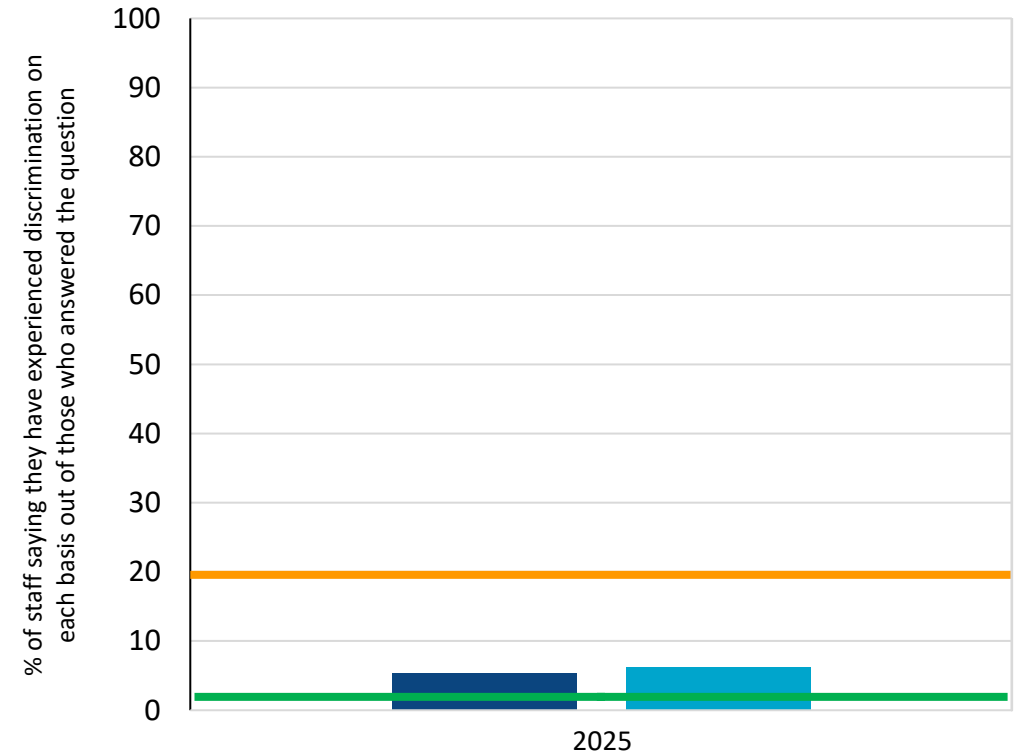


Q16c.6 On what grounds have you experienced discrimination?  
– Race.



Your org	48.02%
Best result	24.55%
Average result	51.59%
Worst result	66.20%
Responses	314

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

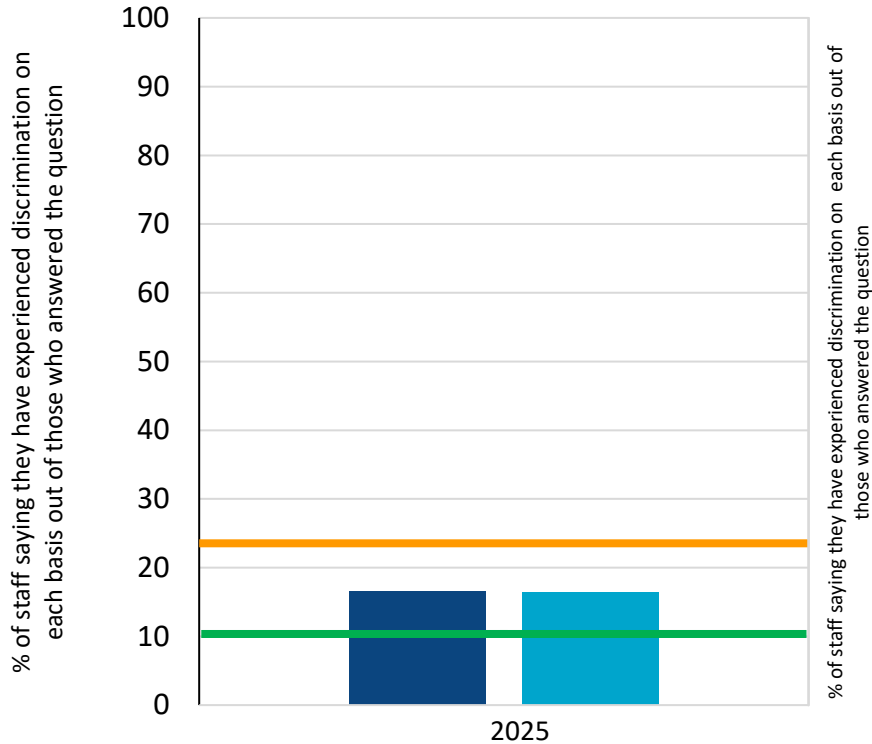


Your org	5.35%
Best result	1.93%
Average result	6.29%
Worst result	19.57%
Responses	314

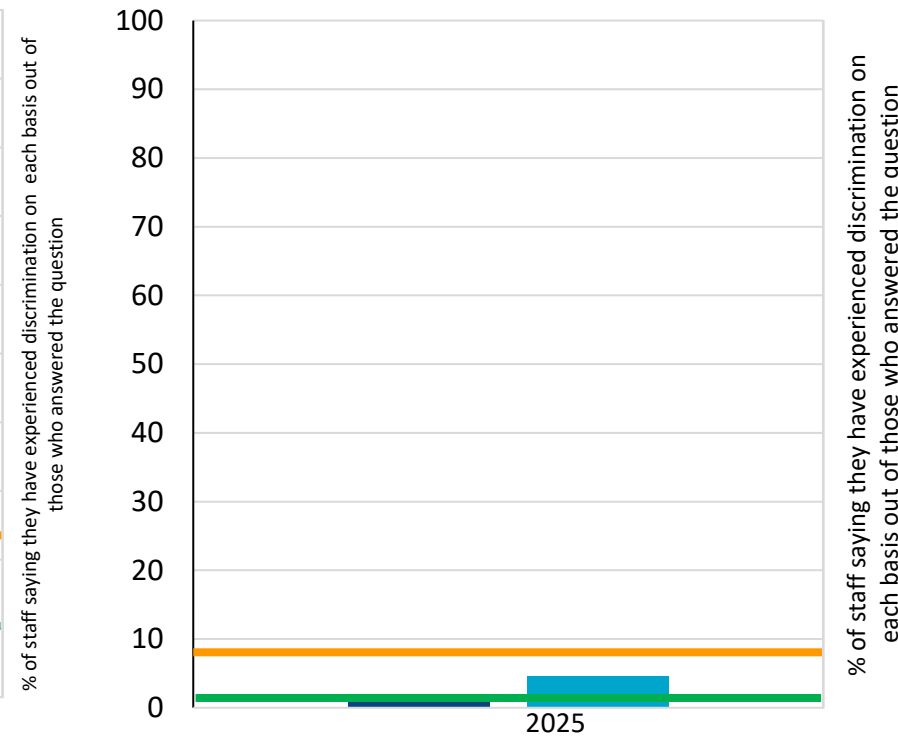
Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>



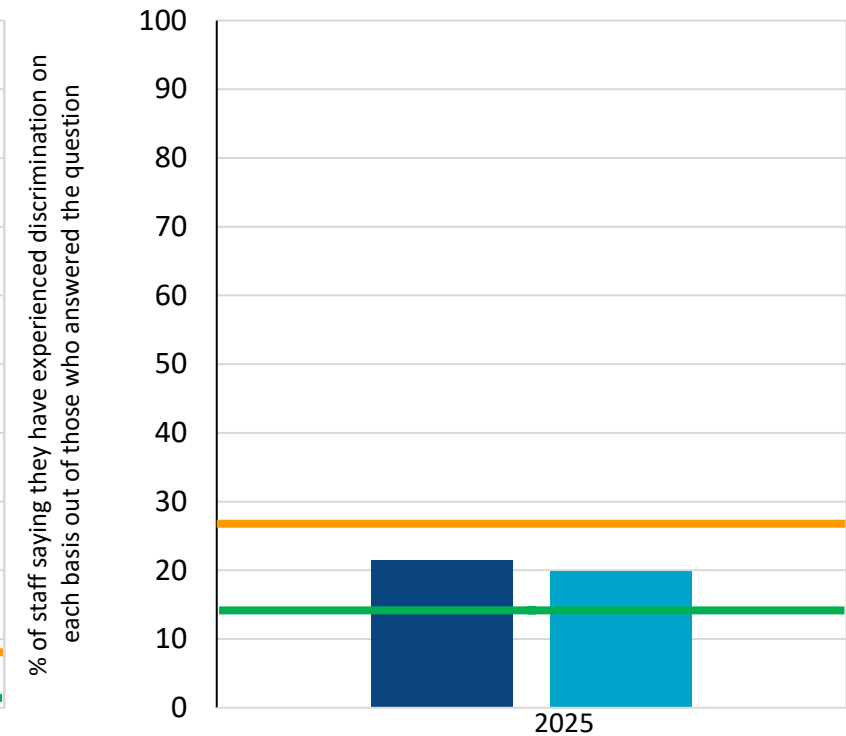
Q16c.8 On what grounds have you experienced discrimination? -- Sex.



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



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



Your org	16.53%
Best result	10.35%
Average result	16.48%
Worst result	23.54%
Responses	314

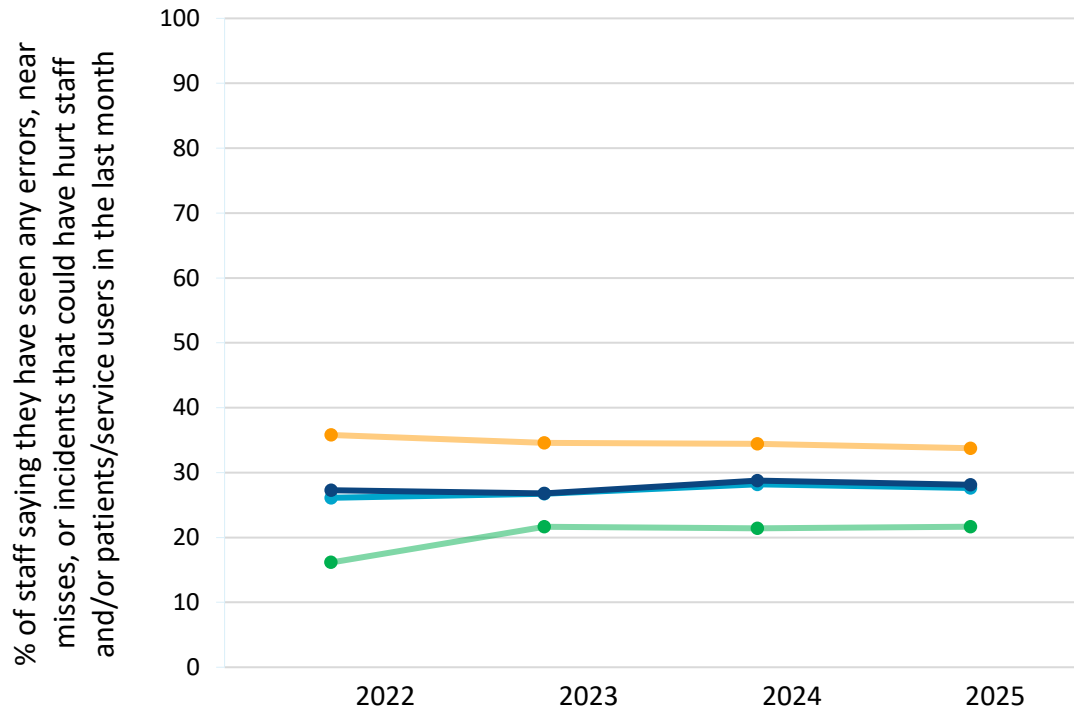
Your org	1.61%
Best result	1.42%
Average result	4.54%
Worst result	8.07%
Responses	314

Your org	21.45%
Best result	14.17%
Average result	19.88%
Worst result	26.78%
Responses	314

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



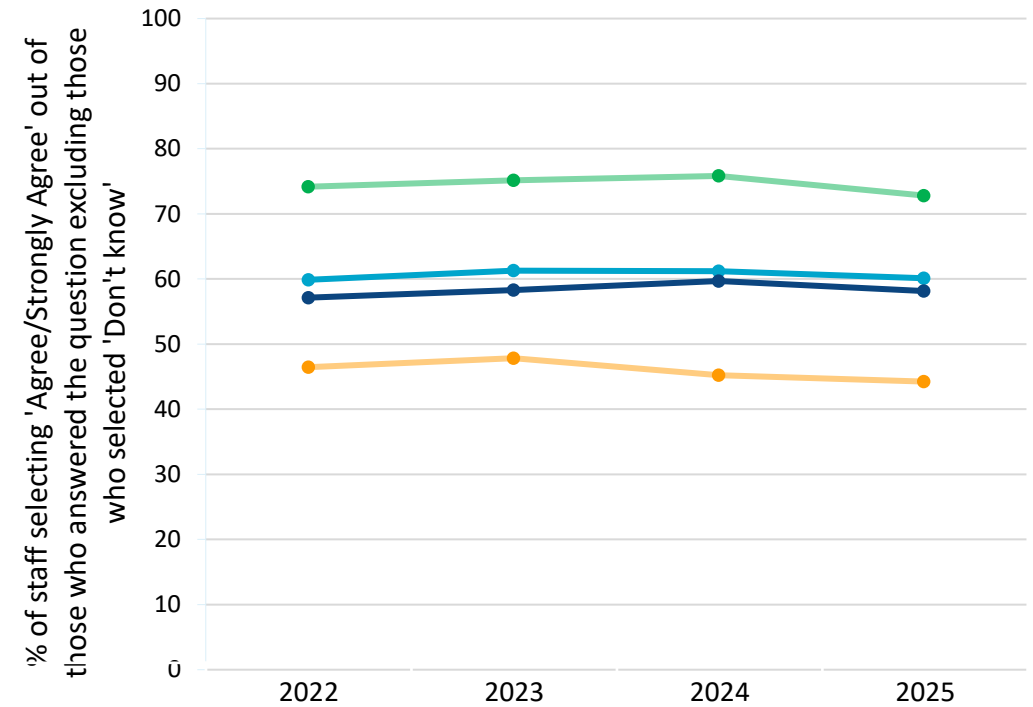
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023	2024	2025
<b>Your org</b>	27.27%	26.79%	28.76%	28.14%
<b>Best result</b>	16.14%	21.64%	21.40%	21.63%
<b>Average result</b>	26.12%	26.72%	28.19%	27.64%
<b>Worst result</b>	35.79%	34.56%	34.41%	33.76%

Responses 1423 2064 1979 2217

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

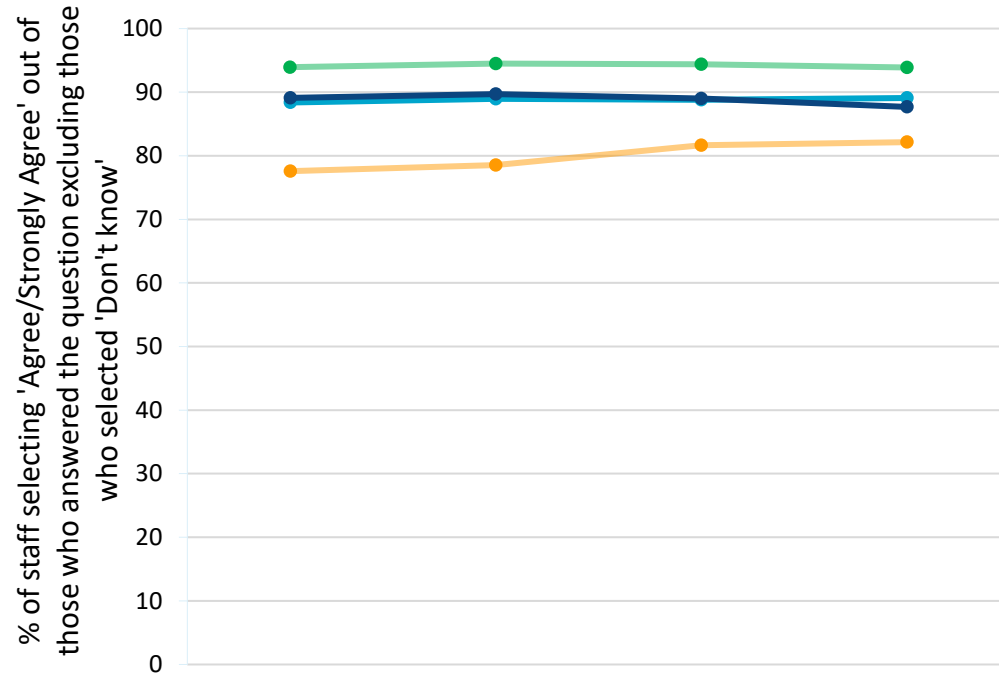


	2022	2023	2024	2025
<b>Your org</b>	57.14%	58.28%	59.69%	58.16%
<b>Best result</b>	74.16%	75.16%	75.83%	72.82%
<b>Average result</b>	59.88%	61.28%	61.21%	60.14%
<b>Worst result</b>	46.46%	47.84%	45.25%	44.25%

Responses 1057 1515 1504 1653

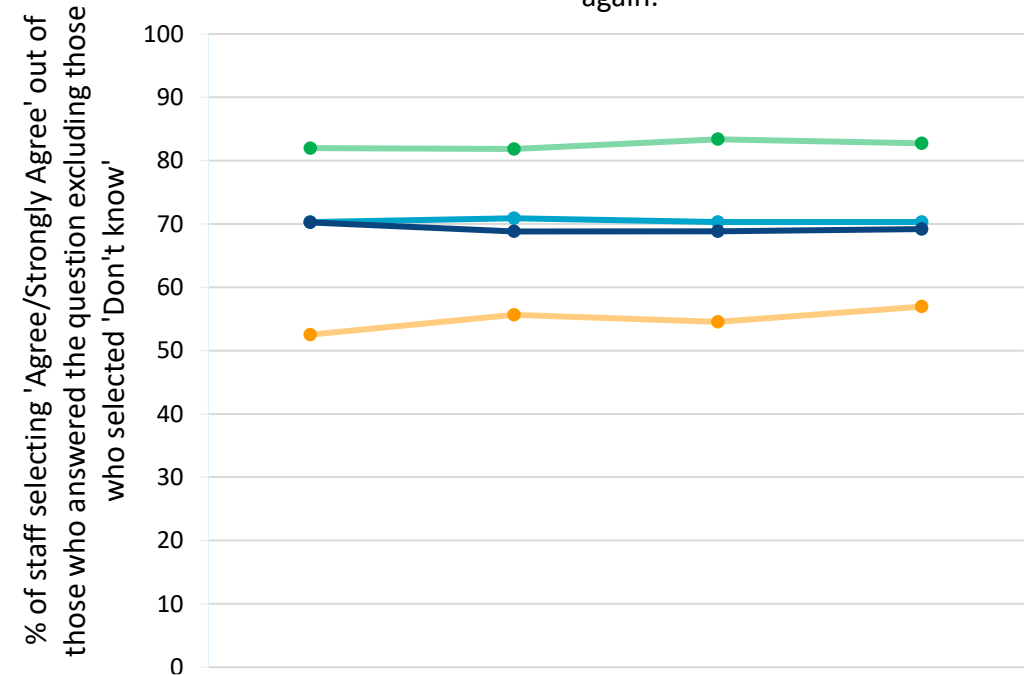


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024	2025
<b>Your org</b>	89.08%	89.69%	88.98%	87.68%
<b>Best result</b>	93.93%	94.49%	94.40%	93.88%
<b>Average result</b>	88.37%	88.93%	88.78%	89.08%
<b>Worst result</b>	77.58%	78.52%	81.66%	82.13%
Responses	1396	2014	1933	2149

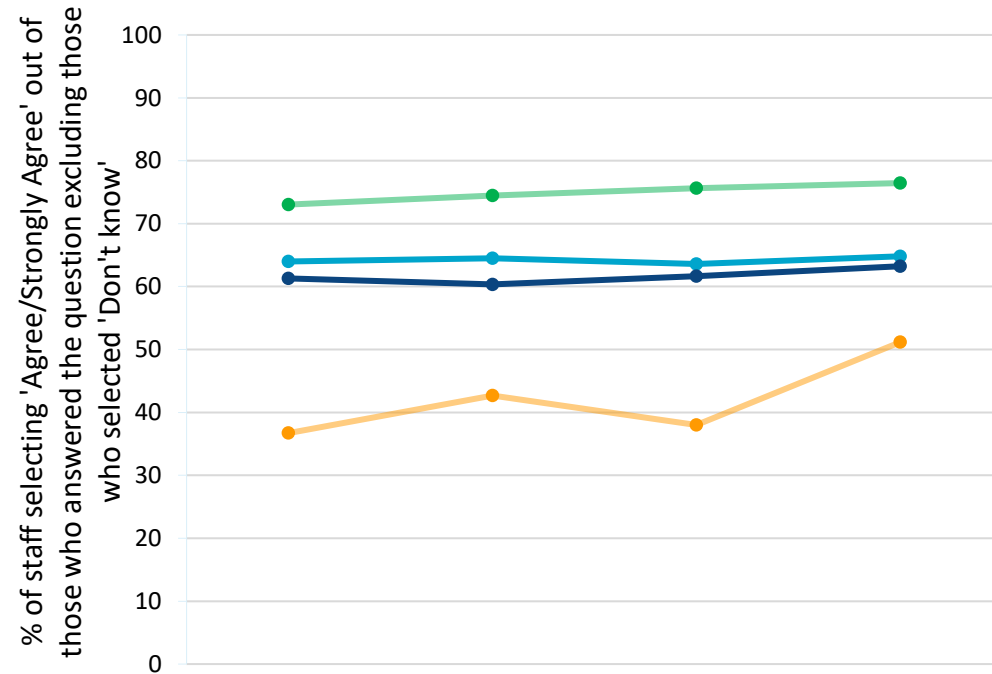
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



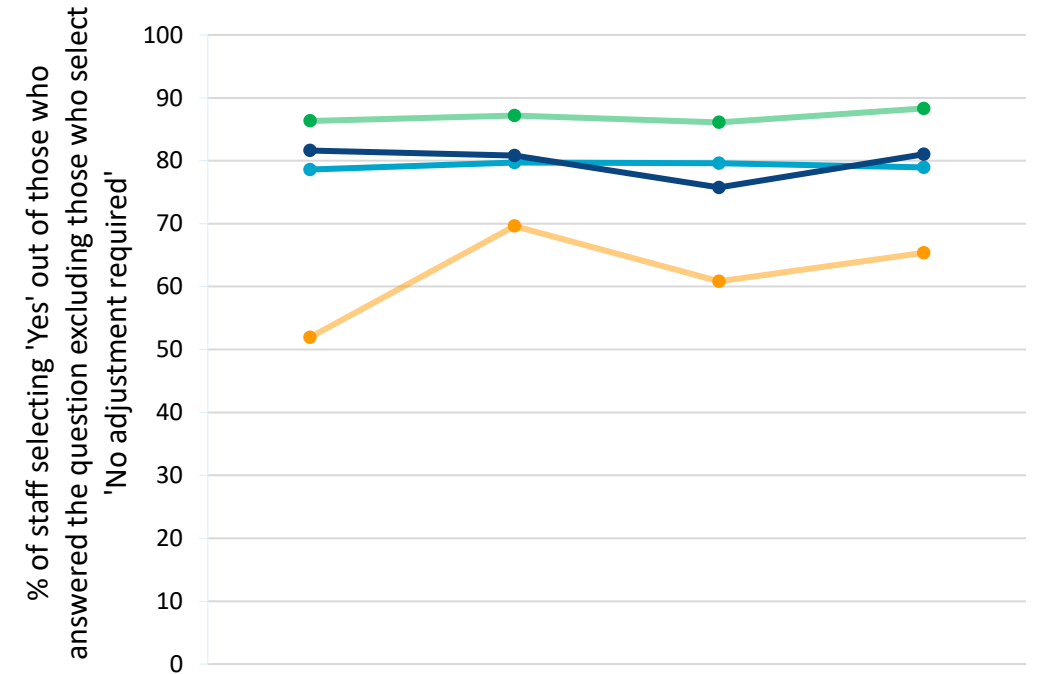
	2022	2023	2024	2025
<b>Your org</b>	70.24%	68.81%	68.84%	69.18%
<b>Best result</b>	81.97%	81.84%	83.37%	82.74%
<b>Average result</b>	70.29%	70.89%	70.32%	70.31%
<b>Worst result</b>	52.52%	55.65%	54.54%	56.95%
Responses	1244	1783	1733	1942



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



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

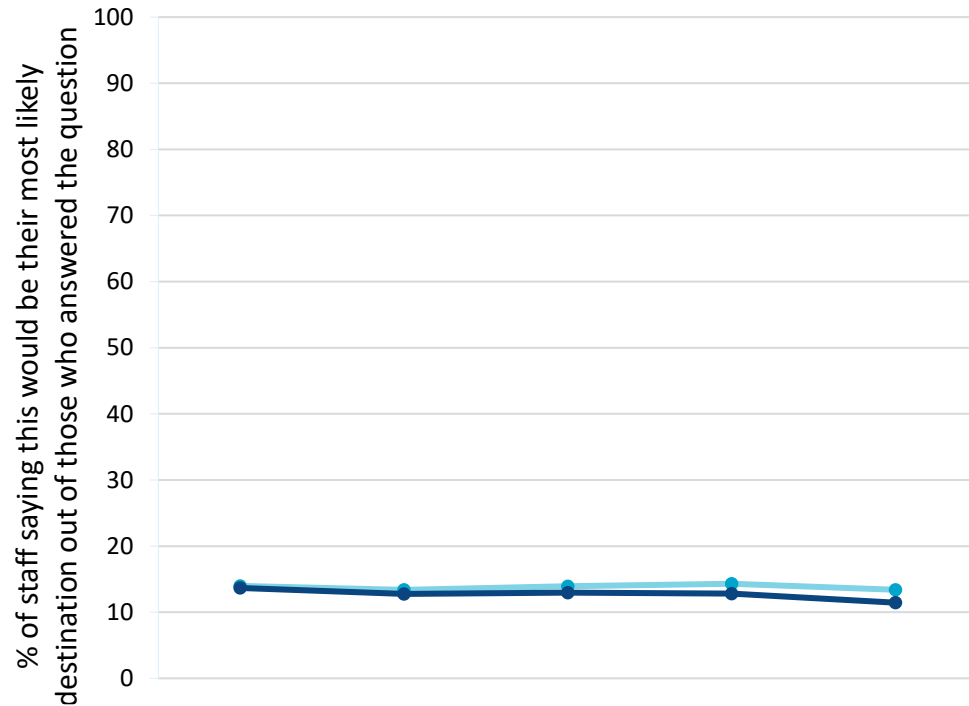


	2022	2023	2024	2025
<b>Your org</b>	61.29%	60.35%	61.67%	63.23%
<b>Best result</b>	73.04%	74.48%	75.65%	76.45%
<b>Average result</b>	63.99%	64.48%	63.59%	64.82%
<b>Worst result</b>	36.71%	42.69%	38.01%	51.16%
Responses	1266	1849	1785	1982

	2022	2023	2024	2025
<b>Your org</b>	81.63%	80.81%	75.77%	81.02%
<b>Best result</b>	86.32%	87.17%	86.10%	88.32%
<b>Average result</b>	78.61%	79.72%	79.60%	78.92%
<b>Worst result</b>	51.94%	69.62%	60.85%	65.39%
Responses	285	429	429	468



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.

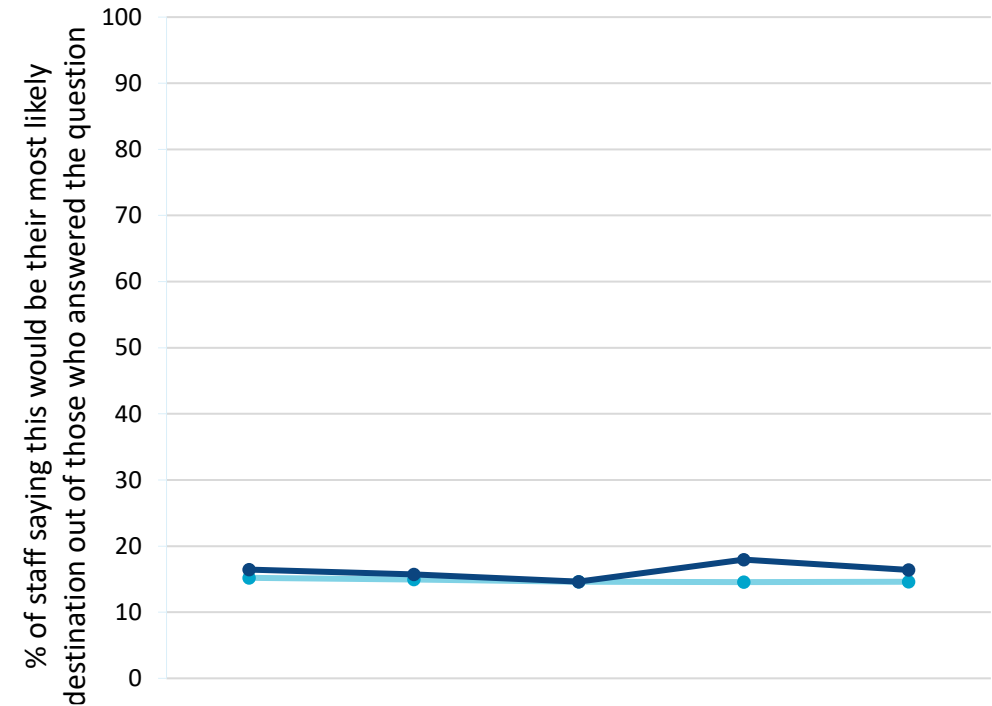


2021 2022 2023 2024 2025

Your org	13.67%	12.78%	12.98%	12.82%	11.44%
Average	13.95%	13.38%	13.92%	14.31%	13.42%

Responses 1822 1369 1887 1810 2054

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.



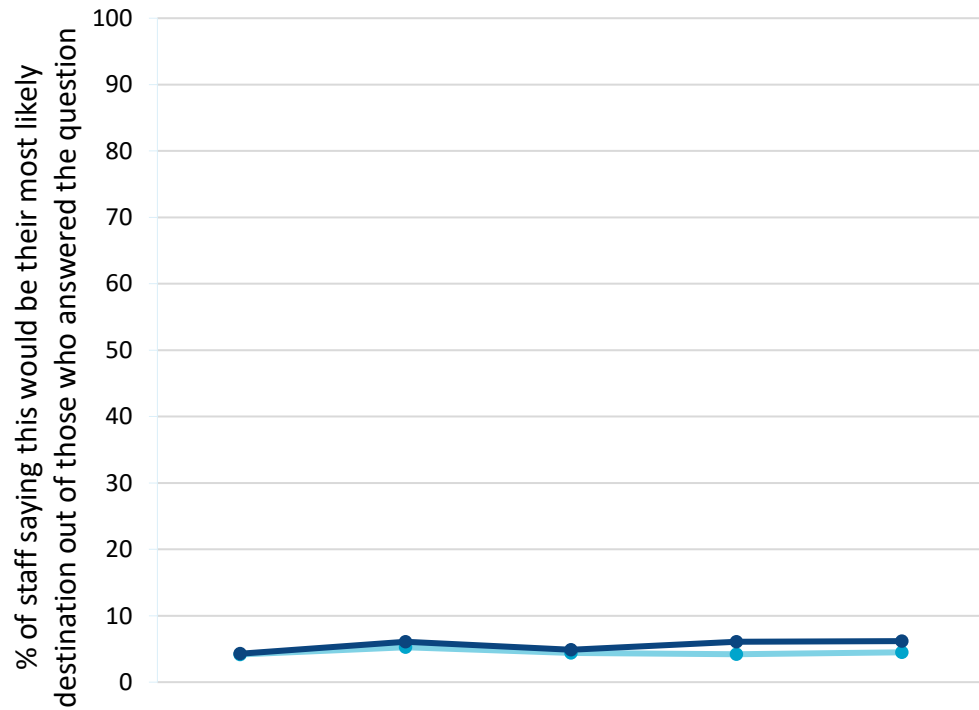
2021 2022 2023 2024 2025

Your org	16.47%	15.70%	14.63%	17.96%	16.41%
Average	15.20%	14.94%	14.63%	14.55%	14.58%

Responses 1822 1369 1887 1810 2054



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.

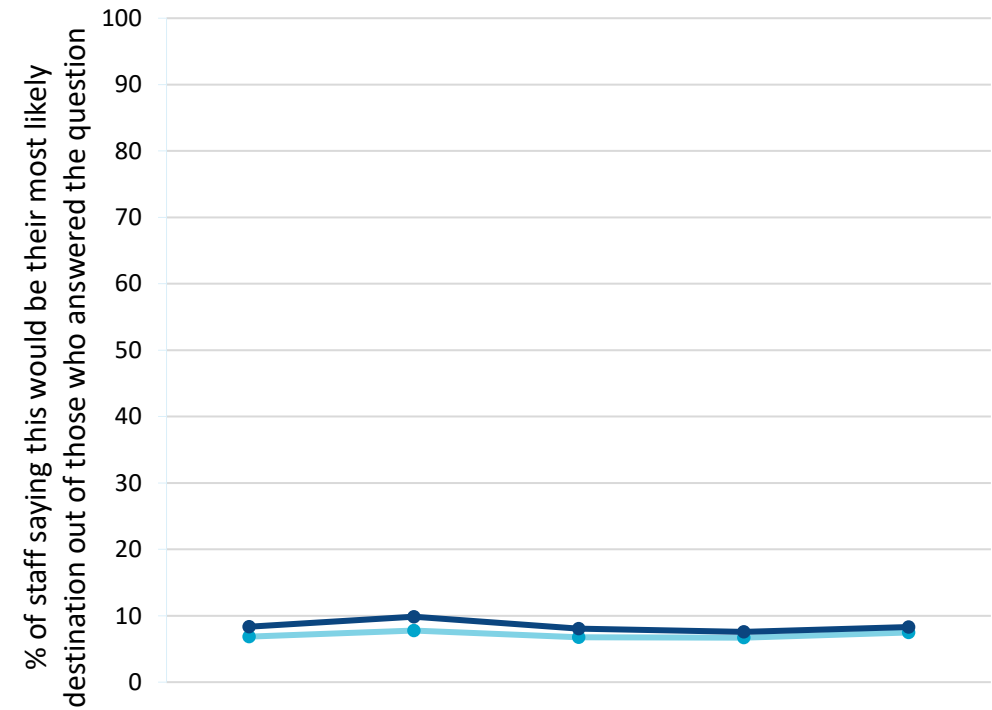


2021 2022 2023 2024 2025

Your org	4.28%	6.06%	4.88%	6.08%	6.18%
Average	4.17%	5.26%	4.39%	4.23%	4.51%

Responses 1822 1369 1887 1810 2054

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.



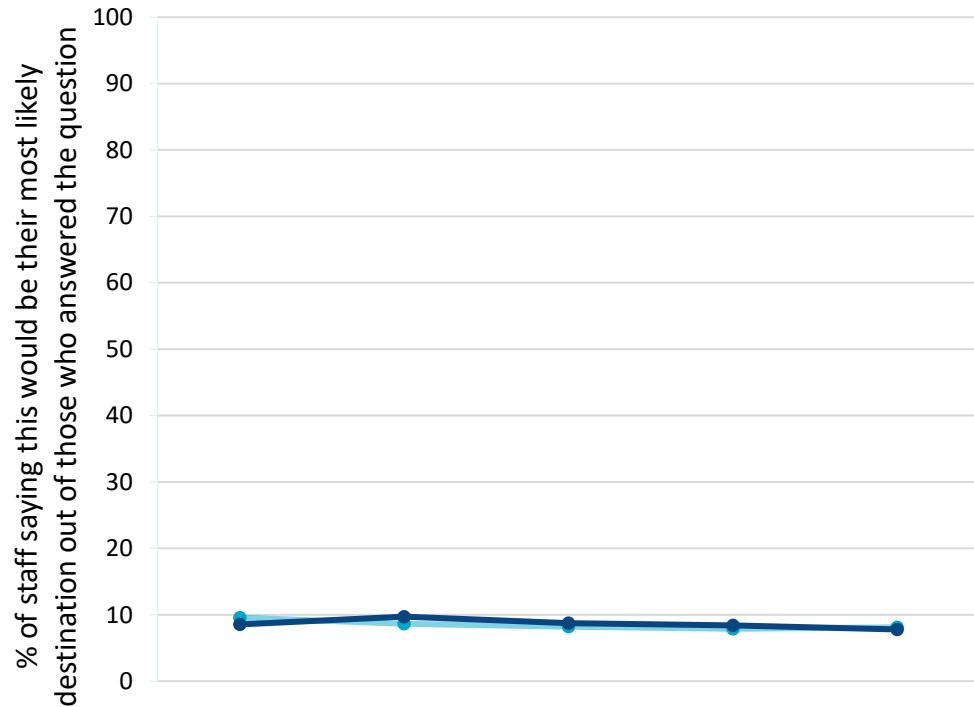
2021 2022 2023 2024 2025

Your org	8.34%	9.86%	8.06%	7.57%	8.33%
Average	6.83%	7.77%	6.78%	6.70%	7.50%

Responses 1822 1369 1887 1810 2054

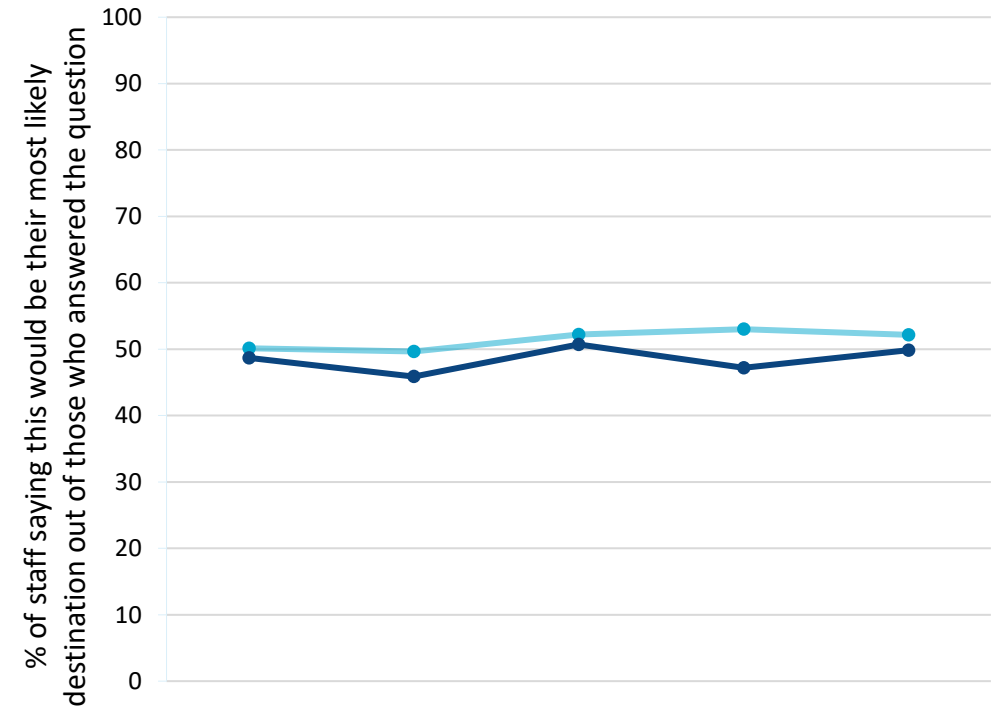


Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



	2021	2022	2023	2024	2025
<b>Your org</b>	8.56%	9.72%	8.74%	8.40%	7.79%
<b>Average</b>	9.57%	8.64%	8.18%	7.89%	8.10%
Responses	1822	1369	1887	1810	2054

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



	2021	2022	2023	2024	2025
<b>Your org</b>	48.68%	45.87%	50.72%	47.18%	49.85%
<b>Average</b>	50.12%	49.65%	52.22%	53.01%	52.17%
Responses	1822	1369	1887	1810	2054

## Workforce Equality Standards

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

## Workforce Race Equality Standards (WRES)

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

## Workforce Disability Equality Standards (WDES)

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

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

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

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

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

## Workforce Race Equality Standards (WRES)

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

## Workforce Disability Equality Standards (WDES)

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

\*Staff with a long term condition

## Workforce Race Equality Standards (WRES)

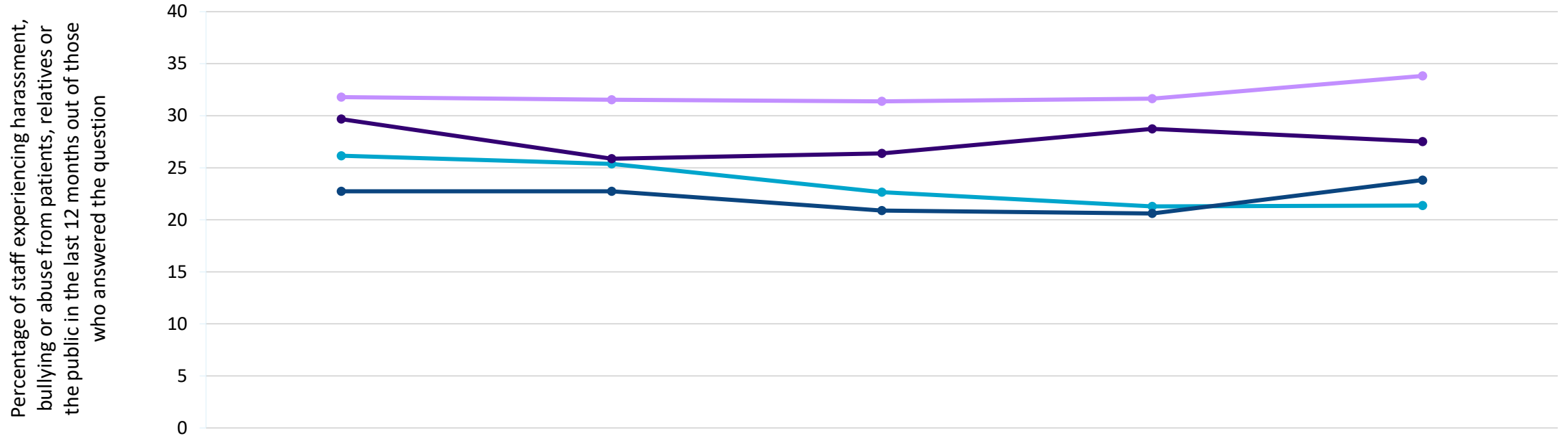
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

Data shown in the WRES charts are unweighted.

Averages are calculated as the median for the benchmark group.

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

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

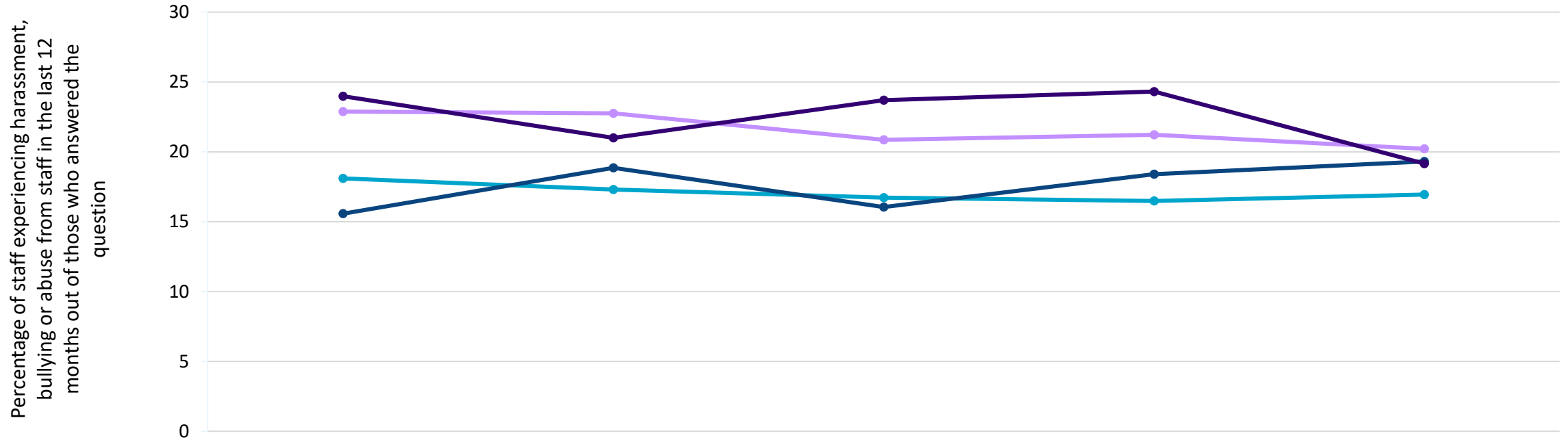


	2021	2022	2023	2024	2025
White staff: Your org	22.74%	22.75%	20.88%	20.61%	23.82%
All other ethnic groups*: Your org	29.67%	25.87%	26.39%	28.75%	27.52%
White staff: Average	26.16%	25.37%	22.66%	21.29%	21.38%
All other ethnic groups*: Average	31.79%	31.54%	31.38%	31.64%	33.83%
White staff: Responses	1583	1231	1791	1645	1738
All other ethnic groups*: Responses	246	201	288	327	476

\*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



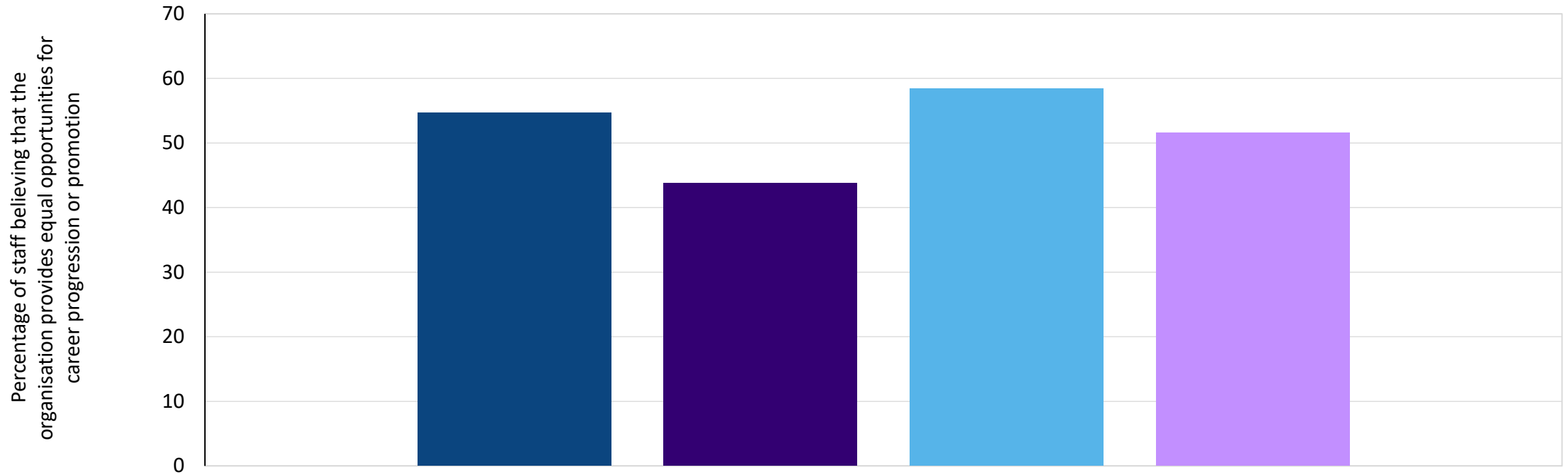
	2021	2022	2023	2024	2025
White staff: Your org	15.57%	18.86%	16.04%	18.40%	19.31%
All other ethnic groups*: Your org	23.98%	21.00%	23.69%	24.32%	19.16%
White staff: Average	18.10%	17.31%	16.72%	16.48%	16.94%
All other ethnic groups*: Average	22.88%	22.75%	20.86%	21.23%	20.22%

White staff: Responses	1586	1230	1789	1647	1740
All other ethnic groups*: Responses	246	200	287	329	475

\*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	54.70%
All other ethnic groups*: Your org	43.76%
White staff: Average	58.40%
All other ethnic groups*: Average	51.61%

White staff: Responses

1735

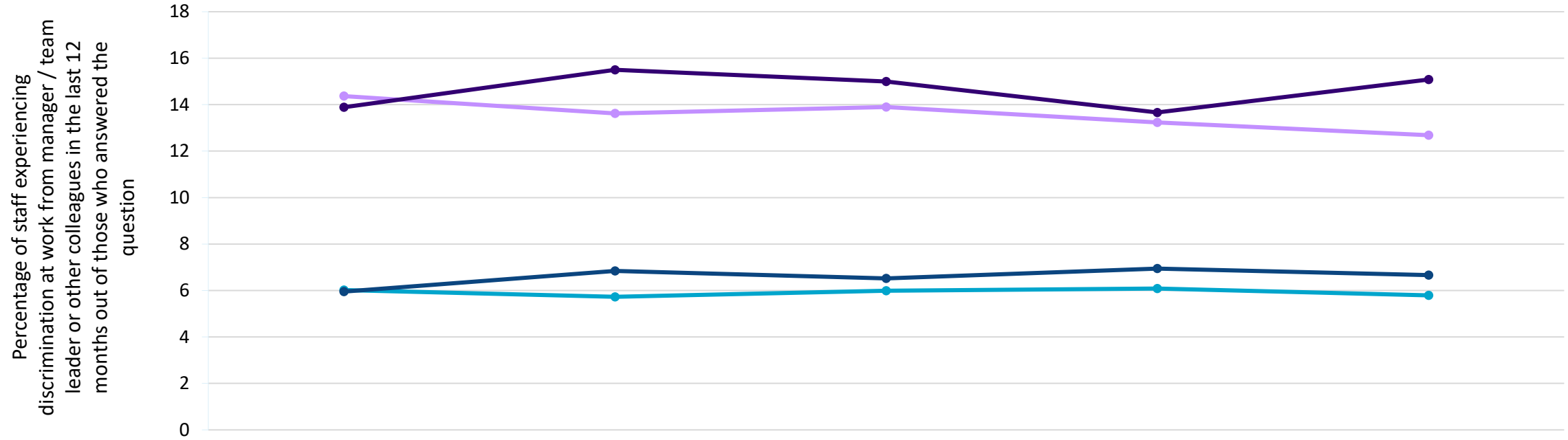
All other ethnic groups\*: Responses

473

\*Staff from all other ethnic groups combined.

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

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



	2021	2022	2023	2024	2025
White staff: Your org	5.95%	6.85%	6.52%	6.94%	6.66%
All other ethnic groups*: Your org	13.89%	15.50%	15.00%	13.66%	15.09%
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	1646	1227	1779	1642	1726
All other ethnic groups*: Responses	252	200	280	322	464

\*Staff from all other ethnic groups combined

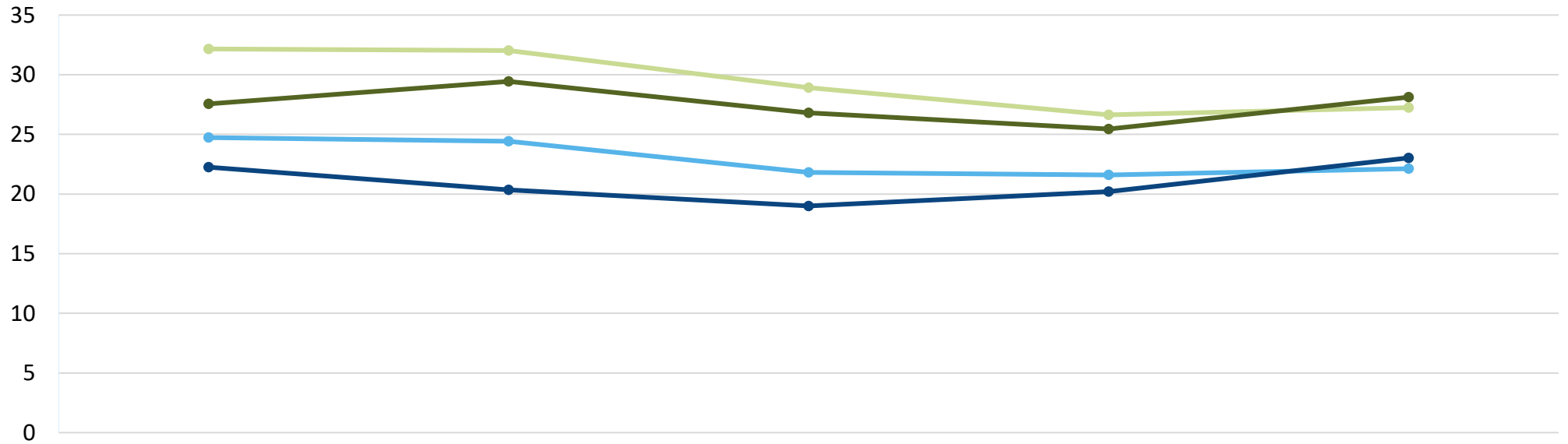
## Workforce Disability Equality Standards (WDES)

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.

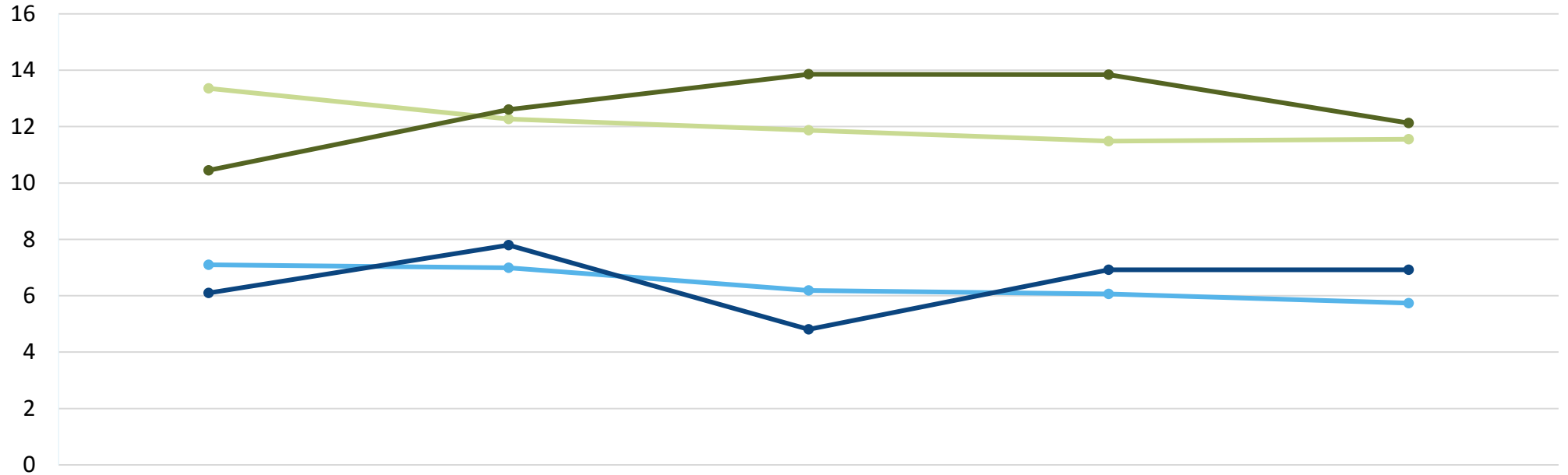


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	27.55%	29.44%	26.81%	25.45%	28.13%
Staff without a LTC or illness: Your org	22.25%	20.35%	19.00%	20.20%	23.03%
Staff with a LTC or illness: Average	32.16%	32.04%	28.92%	26.64%	27.24%
Staff without a LTC or illness: Average	24.73%	24.42%	21.82%	21.60%	22.13%
Staff with a LTC or illness: Responses	559	462	705	668	711
Staff without a LTC or illness: Responses	1299	968	1379	1292	1494

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.

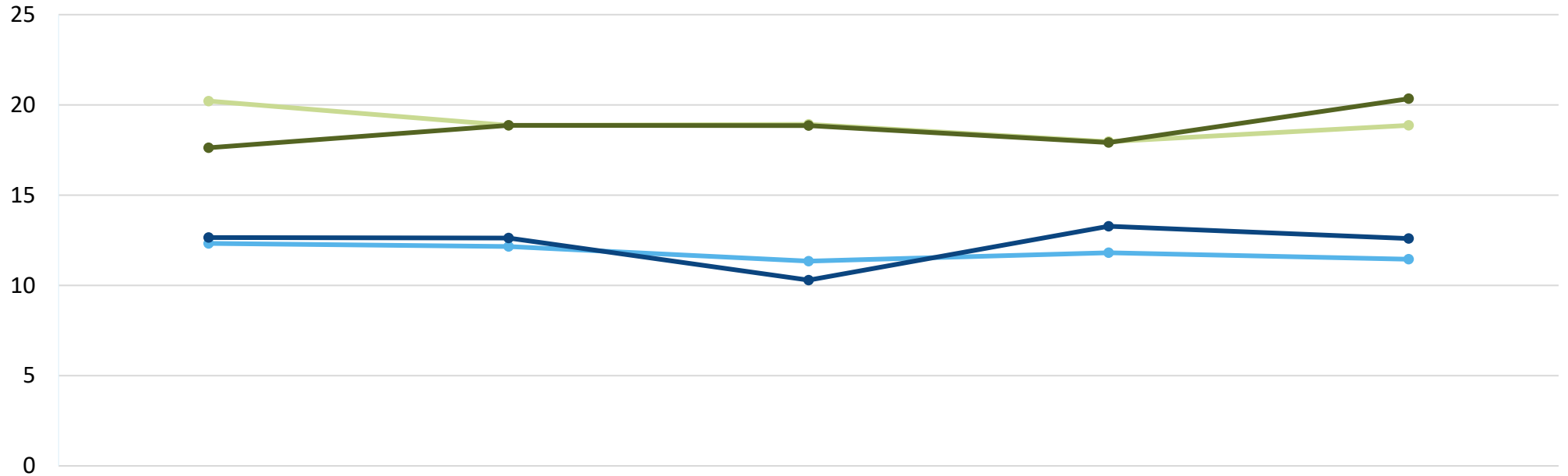


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	10.45%	12.61%	13.86%	13.84%	12.13%
Staff without a LTC or illness: Your org	6.10%	7.80%	4.81%	6.92%	6.92%
Staff with a LTC or illness: Average	13.36%	12.27%	11.87%	11.49%	11.55%
Staff without a LTC or illness: Average	7.10%	6.99%	6.19%	6.07%	5.74%
Staff with a LTC or illness: Responses	555	460	700	672	709
Staff without a LTC or illness: Responses	1296	962	1373	1286	1489

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.

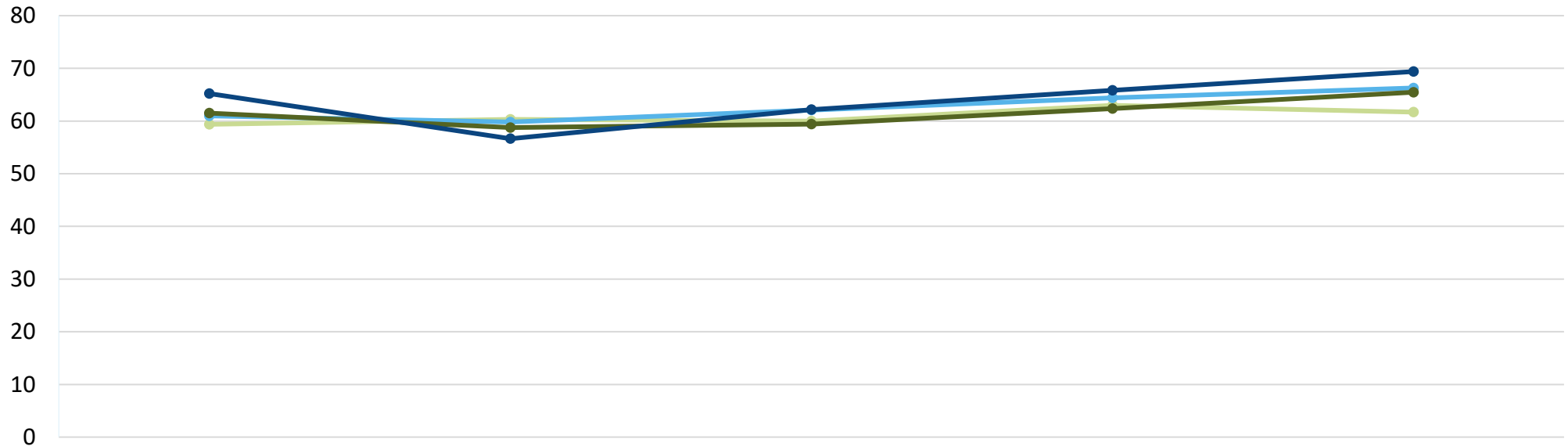


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	17.63%	18.86%	18.86%	17.91%	20.34%
Staff without a LTC or illness: Your org	12.66%	12.62%	10.29%	13.28%	12.60%
Staff with a LTC or illness: Average	20.21%	18.86%	18.93%	17.96%	18.87%
Staff without a LTC or illness: Average	12.33%	12.15%	11.34%	11.81%	11.45%
Staff with a LTC or illness: Responses	556	456	700	670	708
Staff without a LTC or illness: Responses	1288	951	1370	1288	1492

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

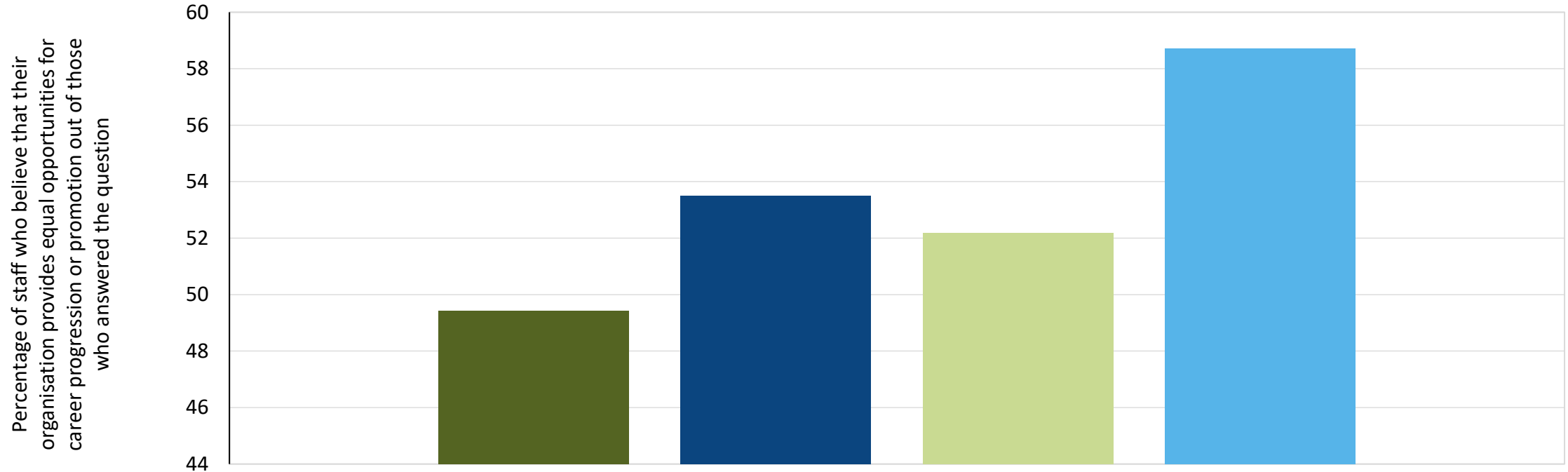
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	61.50%	58.76%	59.40%	62.35%	65.47%
Staff without a LTC or illness: Your org	65.19%	56.64%	62.16%	65.83%	69.39%
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	200	177	266	247	278
Staff without a LTC or illness: Responses	362	256	333	357	428

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

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

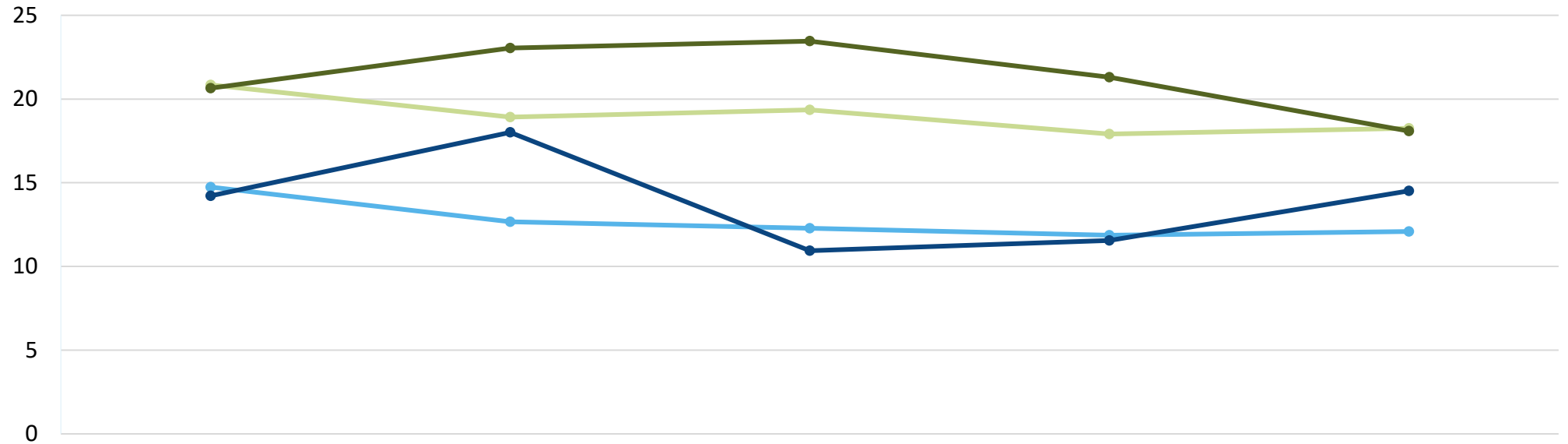


Staff with a LTC or illness: Your org	49.44%
Staff without a LTC or illness: Your org	53.49%
Staff with a LTC or illness: Average	52.19%
Staff without a LTC or illness: Average	58.71%
Staff with a LTC or illness: Responses	708
Staff without a LTC or illness: Responses	1490

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

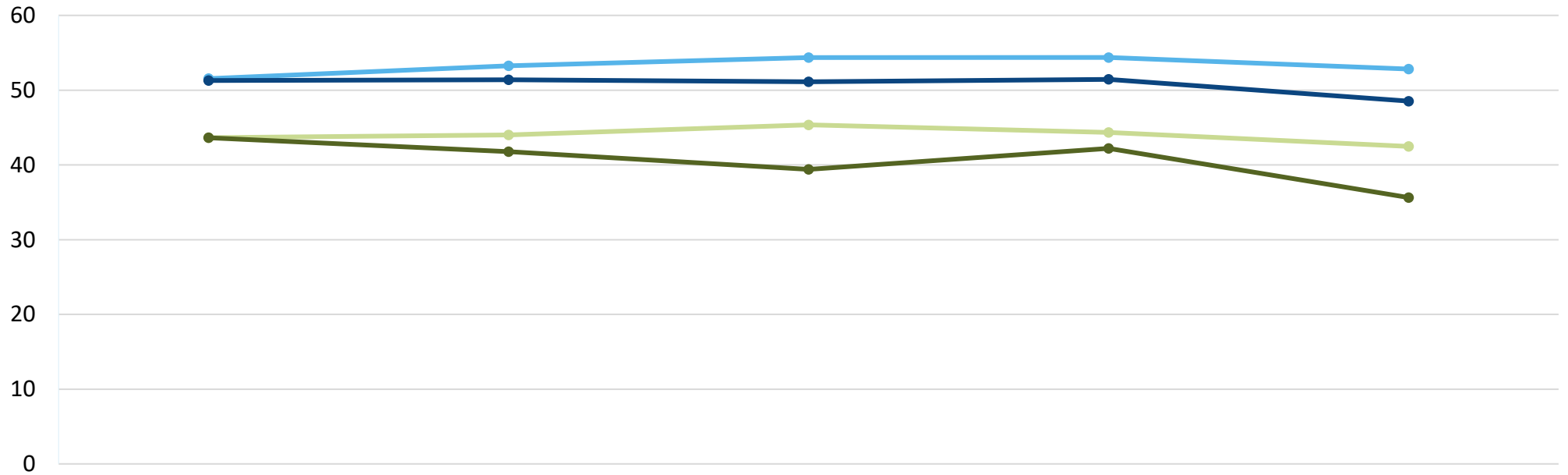
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	20.65%	23.05%	23.46%	21.31%	18.09%
Staff without a LTC or illness: Your org	14.22%	18.01%	10.94%	11.55%	14.51%
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	368	321	486	474	481
Staff without a LTC or illness: Responses	640	472	649	632	696

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

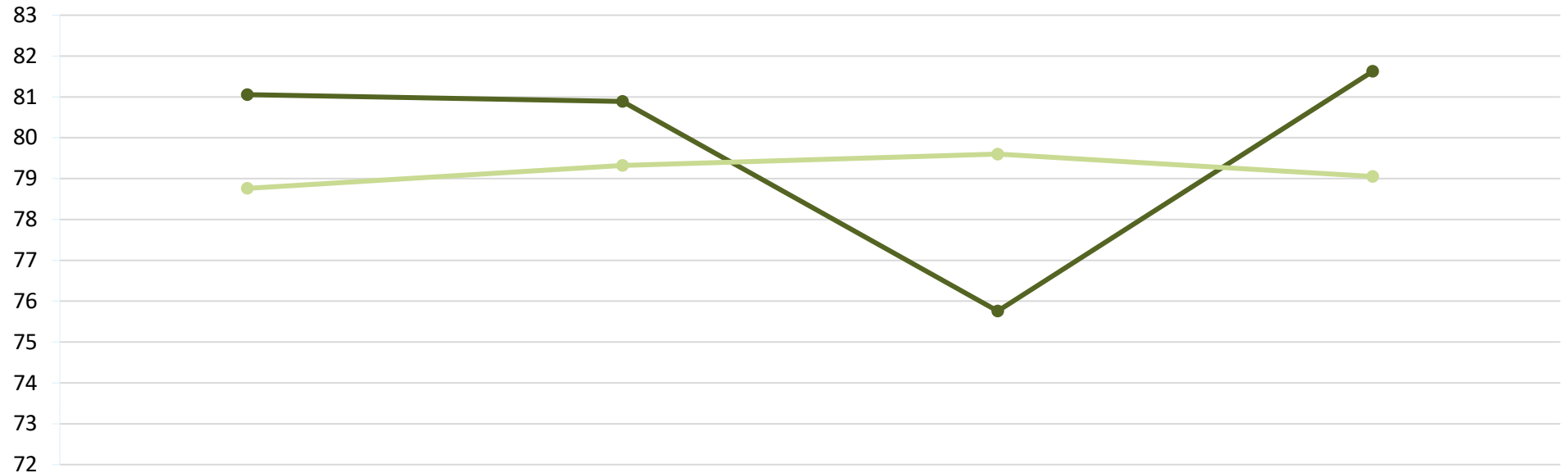
Percentage of staff satisfied with the extent to which their organisation values their work.



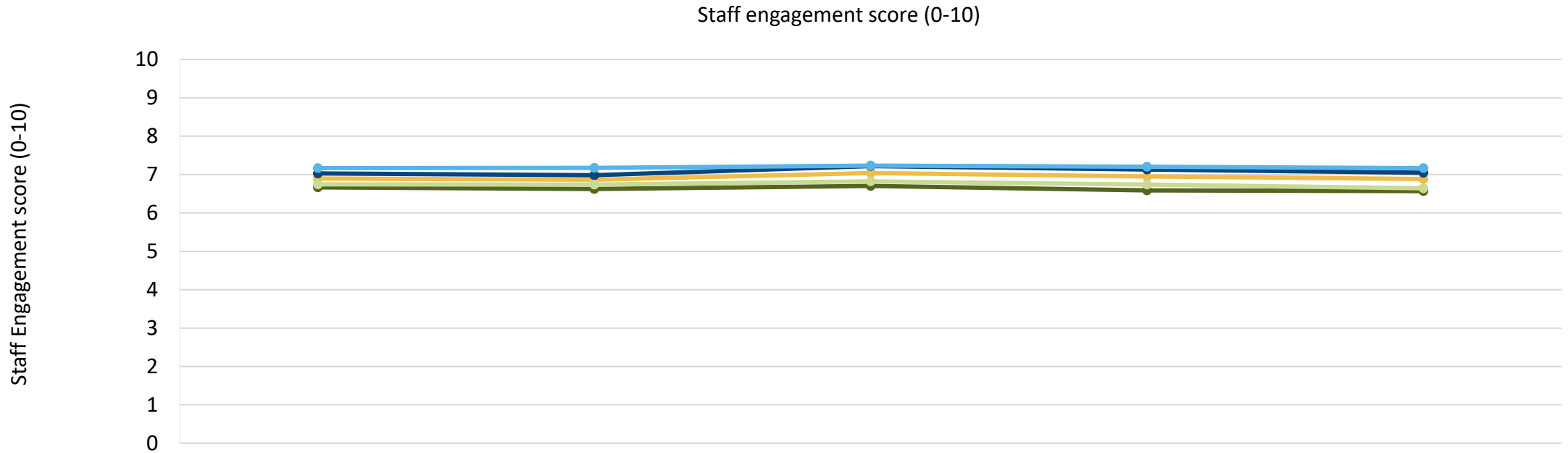
	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	43.63%	41.77%	39.40%	42.20%	35.63%
Staff without a LTC or illness: Your org	51.29%	51.40%	51.13%	51.44%	48.53%
Staff with a LTC or illness: Average	43.63%	44.02%	45.36%	44.33%	42.47%
Staff without a LTC or illness: Average	51.54%	53.25%	54.35%	54.37%	52.81%
Staff with a LTC or illness: Responses	573	462	698	673	710
Staff without a LTC or illness: Responses	1355	967	1371	1287	1498

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

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



	2022	2023	2024	2025
Staff with a LTC or illness: Your org	81.05%	80.89%	75.76%	81.62%
Staff with a LTC or illness: Average	78.76%	79.32%	79.60%	79.05%
Staff with a LTC or illness: Responses	285	429	429	468



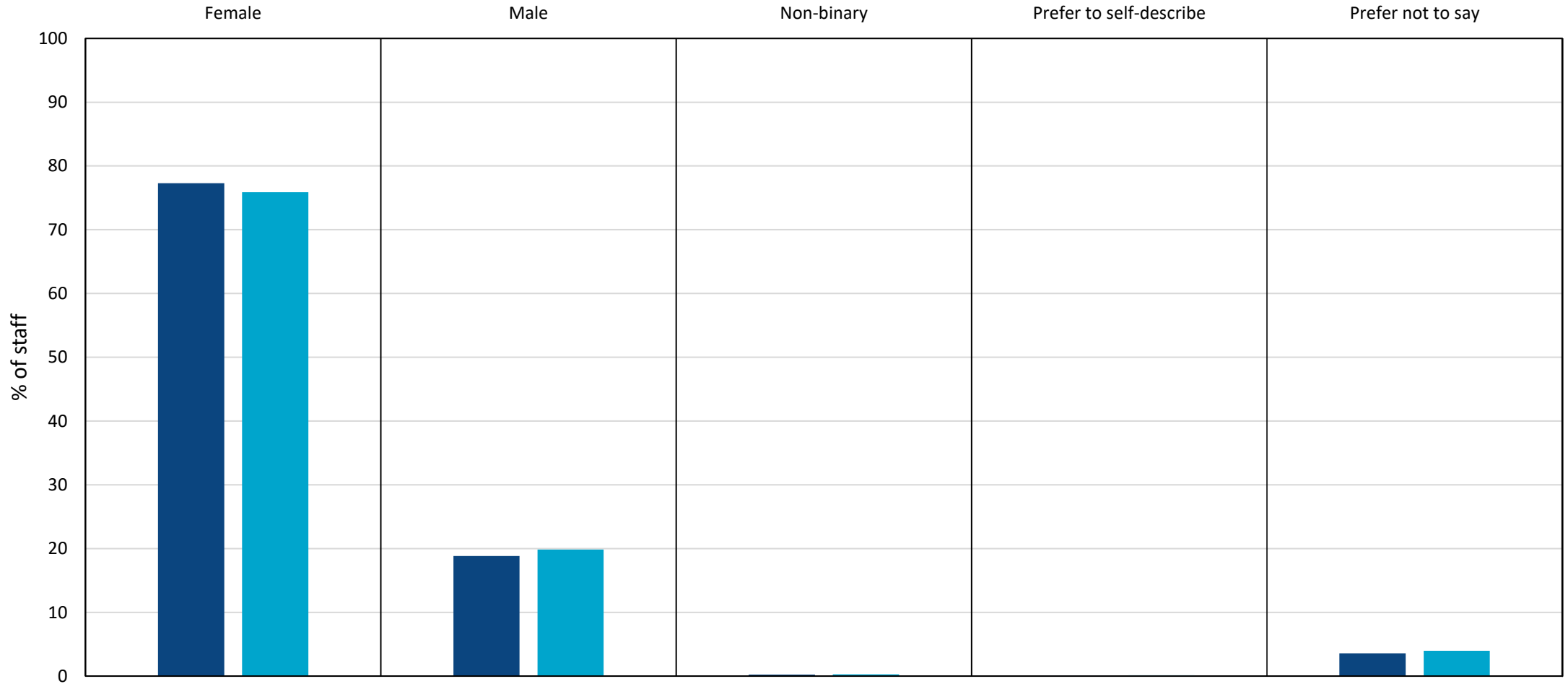
	2021	2022	2023	2024	2025
Organisation average	6.90	6.87	7.04	6.95	6.89
Staff with a LTC or illness: Your org	6.67	6.63	6.70	6.59	6.57
Staff without a LTC or illness: Your org	7.03	6.98	7.22	7.13	7.05
Staff with a LTC or illness: Average	6.74	6.74	6.82	6.74	6.64
Staff without a LTC or illness: Average	7.17	7.18	7.23	7.20	7.17
Staff with a LTC or illness: Responses	573	463	705	674	712
Staff without a LTC or illness: Responses	1360	970	1381	1295	1505

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

## About your respondents

This section shows demographic and other background information for 2025.

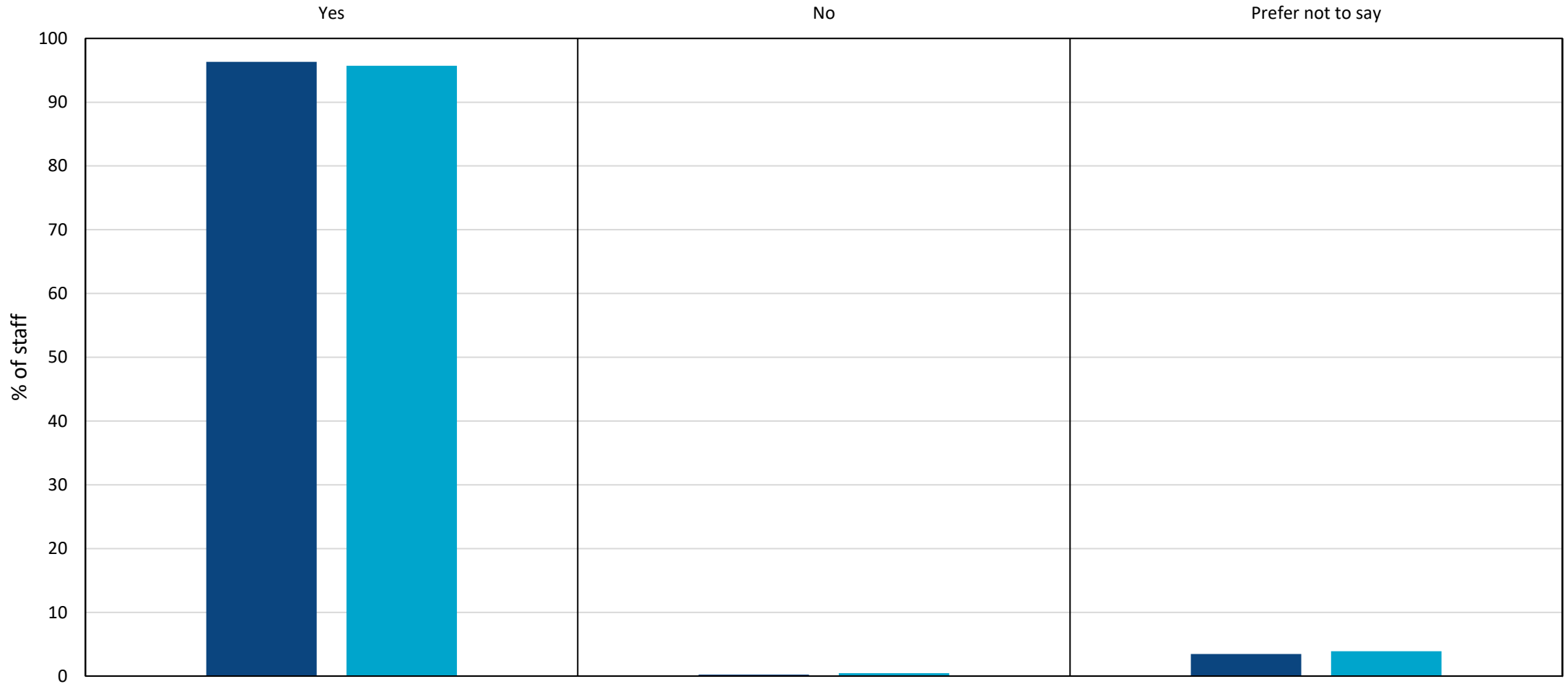
# Background details - Which of the following best describes you?



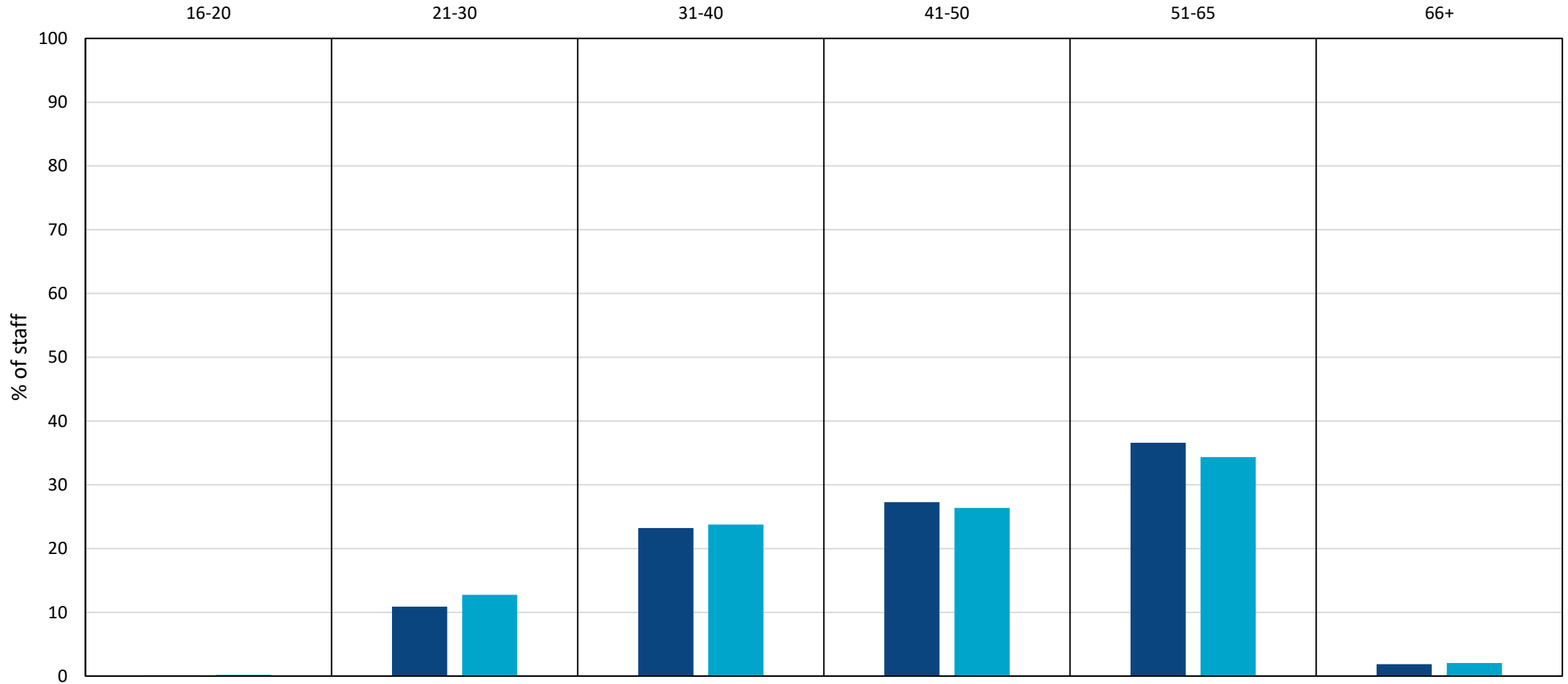
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
<b>Your org</b>	77.28%	18.83%	0.22%	0.09%	3.58%
<b>Average</b>	75.87%	19.86%	0.27%	0.13%	3.97%
<b>Responses</b>	2236	2236	2236	2236	2236



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

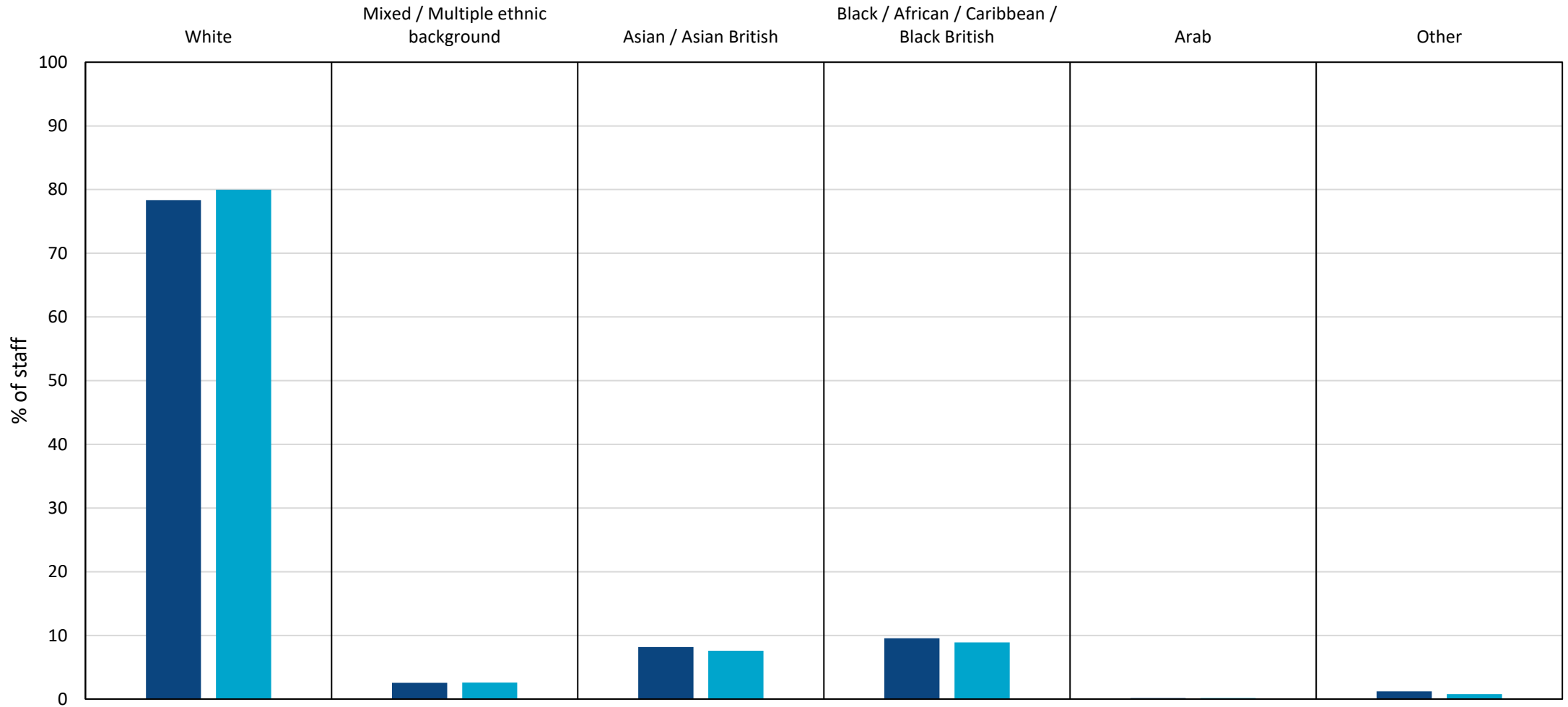


<b>Your org</b>	96.31%	0.24%	3.45%
<b>Average</b>	95.70%	0.46%	3.91%
<b>Responses</b>	2114	2114	2114



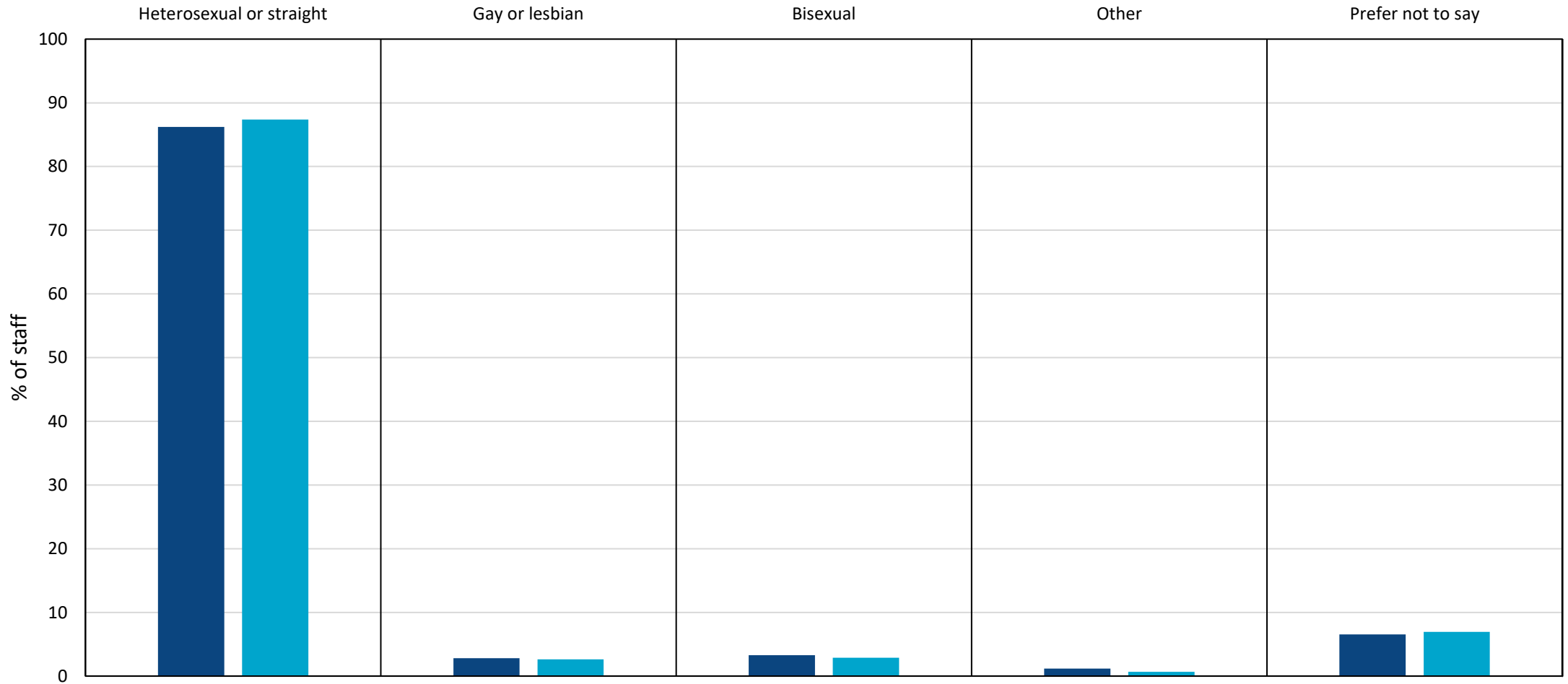
<b>Your org</b>	0.14%	10.90%	23.21%	27.29%	36.61%	1.86%
<b>Average</b>	0.20%	12.74%	23.77%	26.37%	34.34%	2.04%
<b>Responses</b>	2210	2210	2210	2210	2210	2210

# Background details - Ethnic group



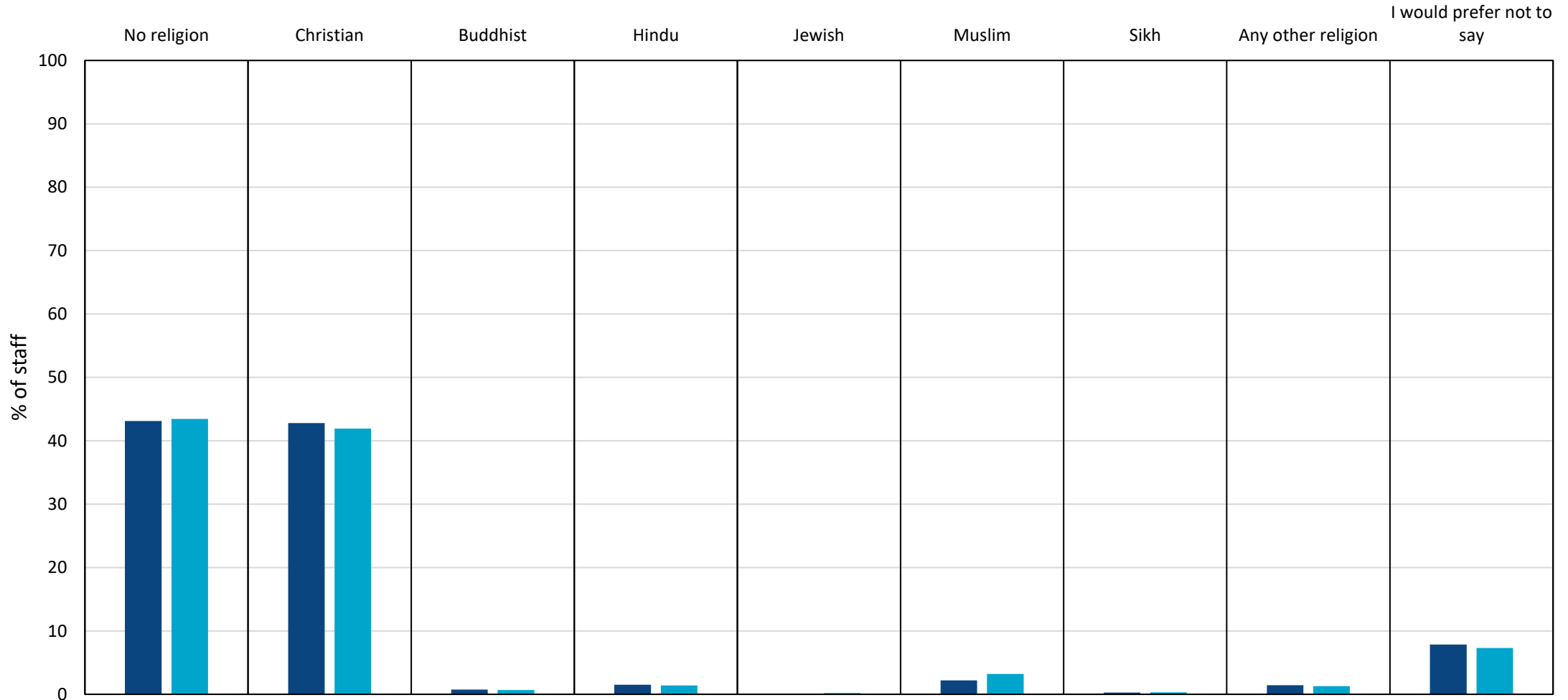
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
<b>Your org</b>	78.34%	2.56%	8.16%	9.55%	0.18%	1.21%
<b>Average</b>	79.97%	2.61%	7.60%	8.89%	0.18%	0.77%
<b>Responses</b>	2230	2230	2230	2230	2230	2230

# Background details - Sexual orientation



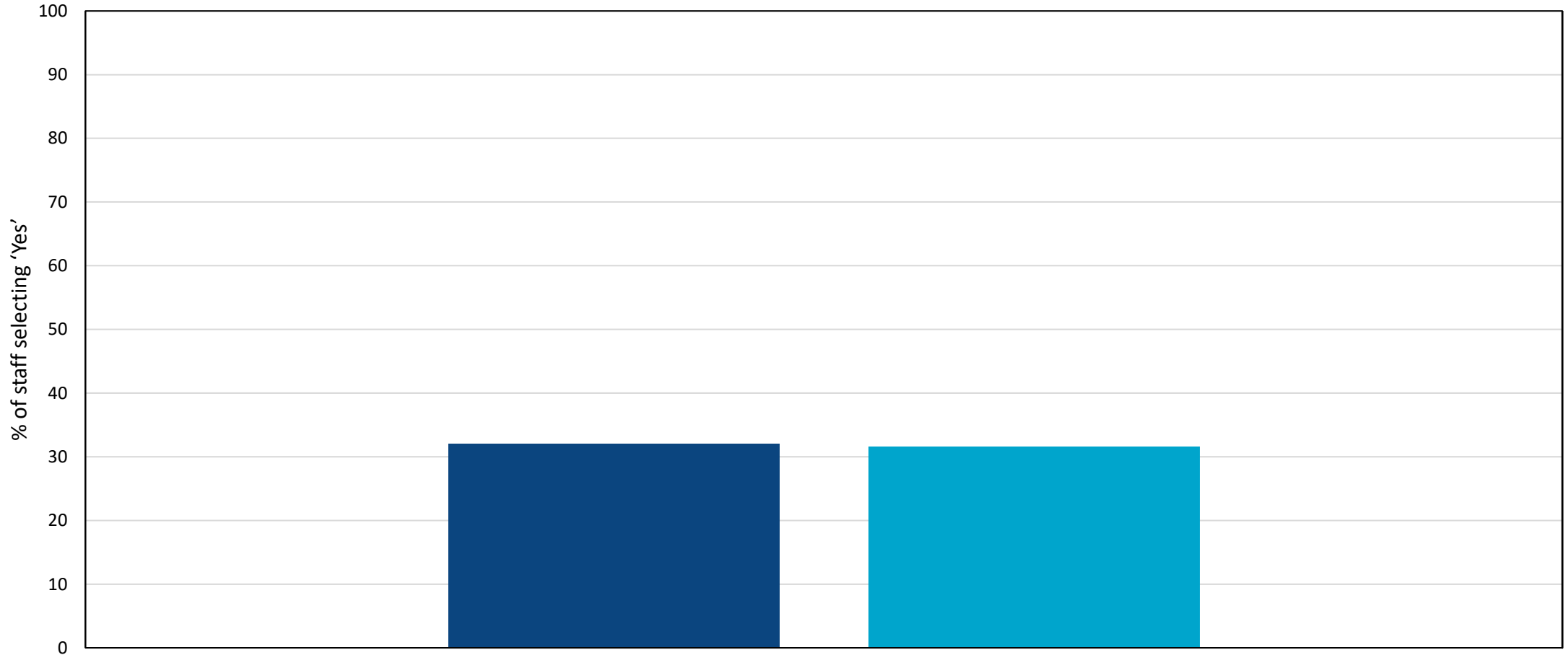
Responses	2236	2236	2236	2236	2236
<b>Your org</b>	86.23%	2.82%	3.26%	1.16%	6.53%
<b>Average</b>	87.38%	2.62%	2.87%	0.66%	6.95%

# Background details - Religion or belief



<b>Your org</b>	43.11%	42.79%	0.76%	1.52%	0.09%	2.19%	0.27%	1.43%	7.83%
<b>Average</b>	43.43%	41.93%	0.68%	1.41%	0.21%	3.21%	0.29%	1.28%	7.29%
<b>Responses</b>	2234	2234	2234	2234	2234	2234	2234	2234	2234

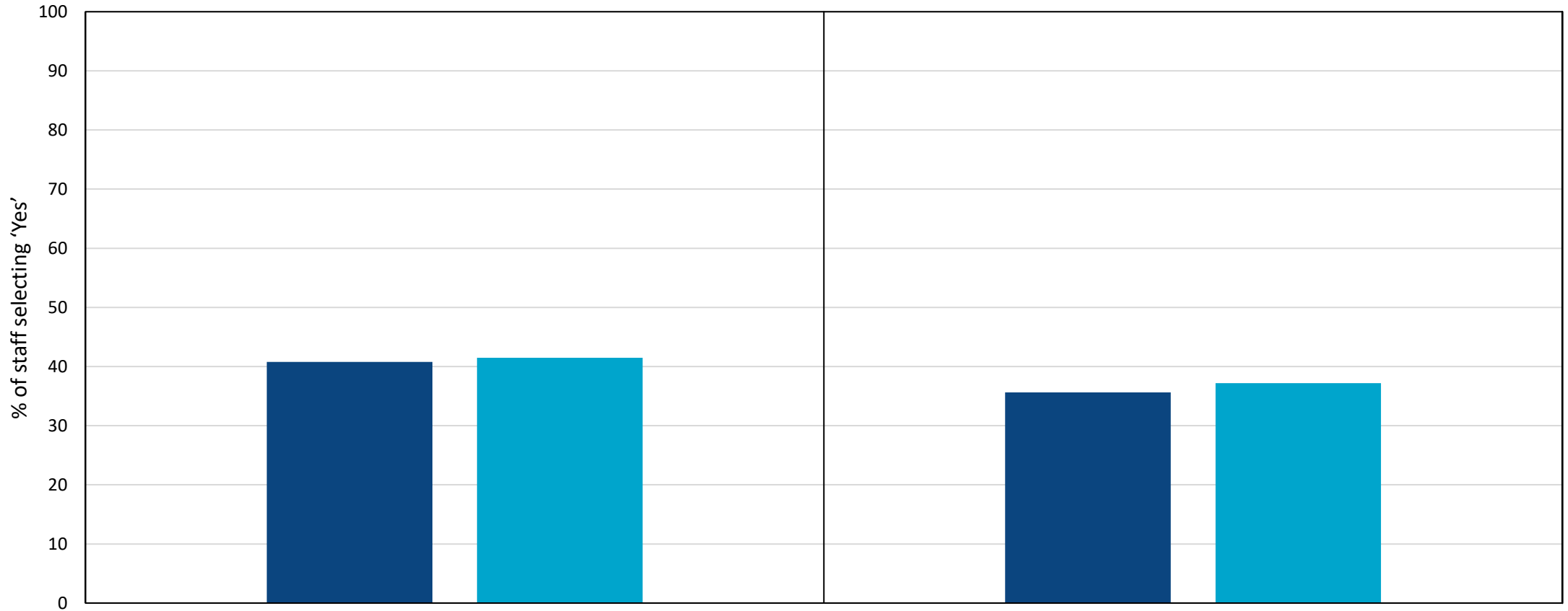
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



<b>Your org</b>	32.07%
<b>Average</b>	31.53%
<b>Responses</b>	2220

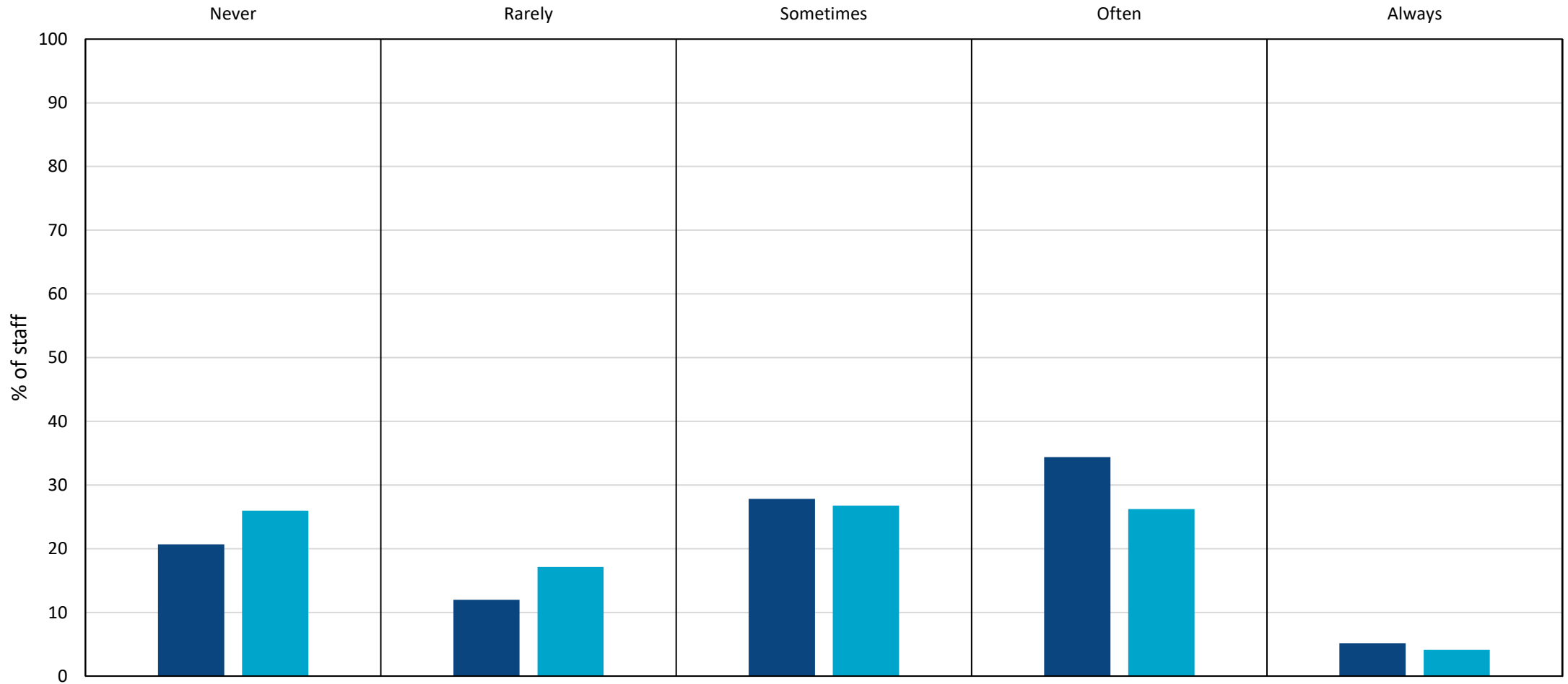
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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



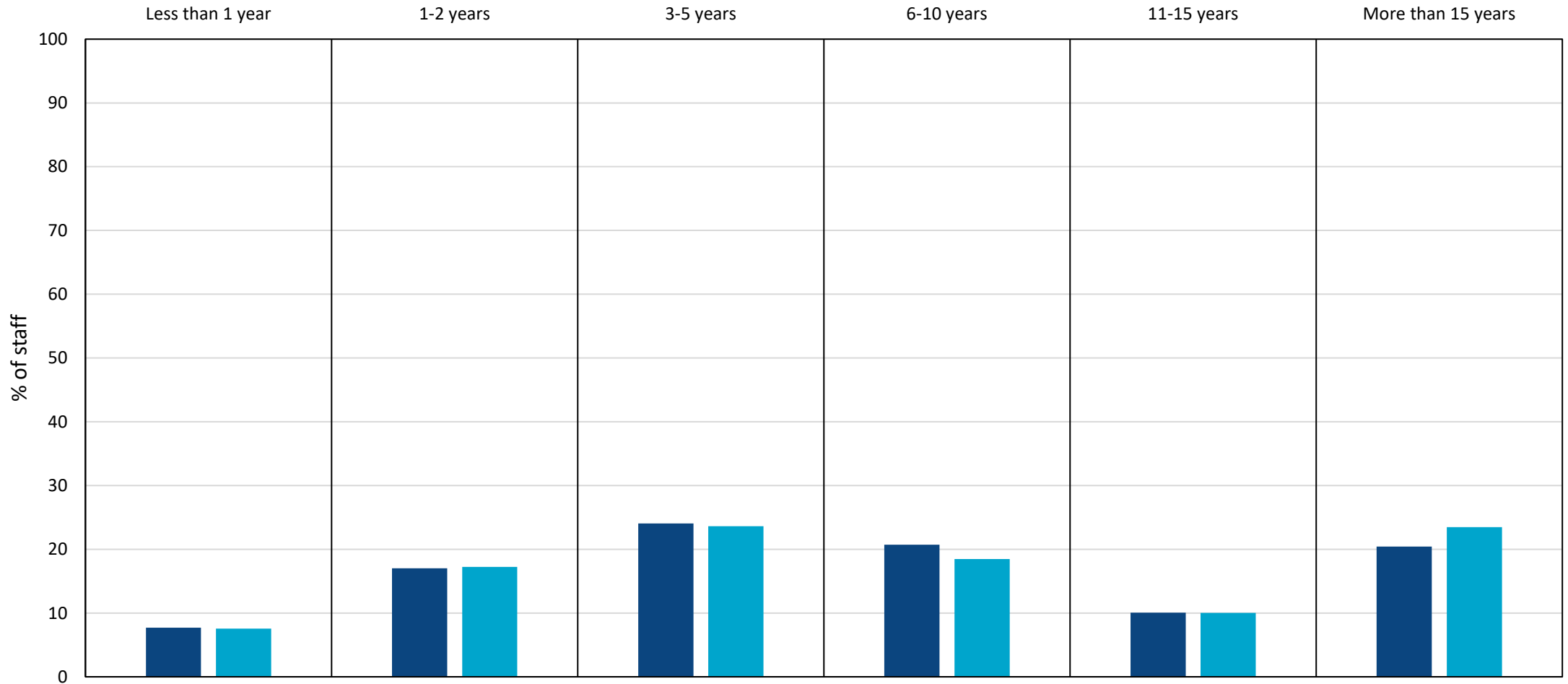
<b>Your org</b>	40.76%	35.62%
<b>Average</b>	41.47%	37.17%
<b>Responses</b>	2230	2232

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



	Never	Rarely	Sometimes	Often	Always
<b>Your org</b>	20.68%	11.98%	27.82%	34.37%	5.16%
<b>Average</b>	25.98%	17.11%	26.78%	26.24%	4.11%
<b>Responses</b>	2229	2229	2229	2229	2229

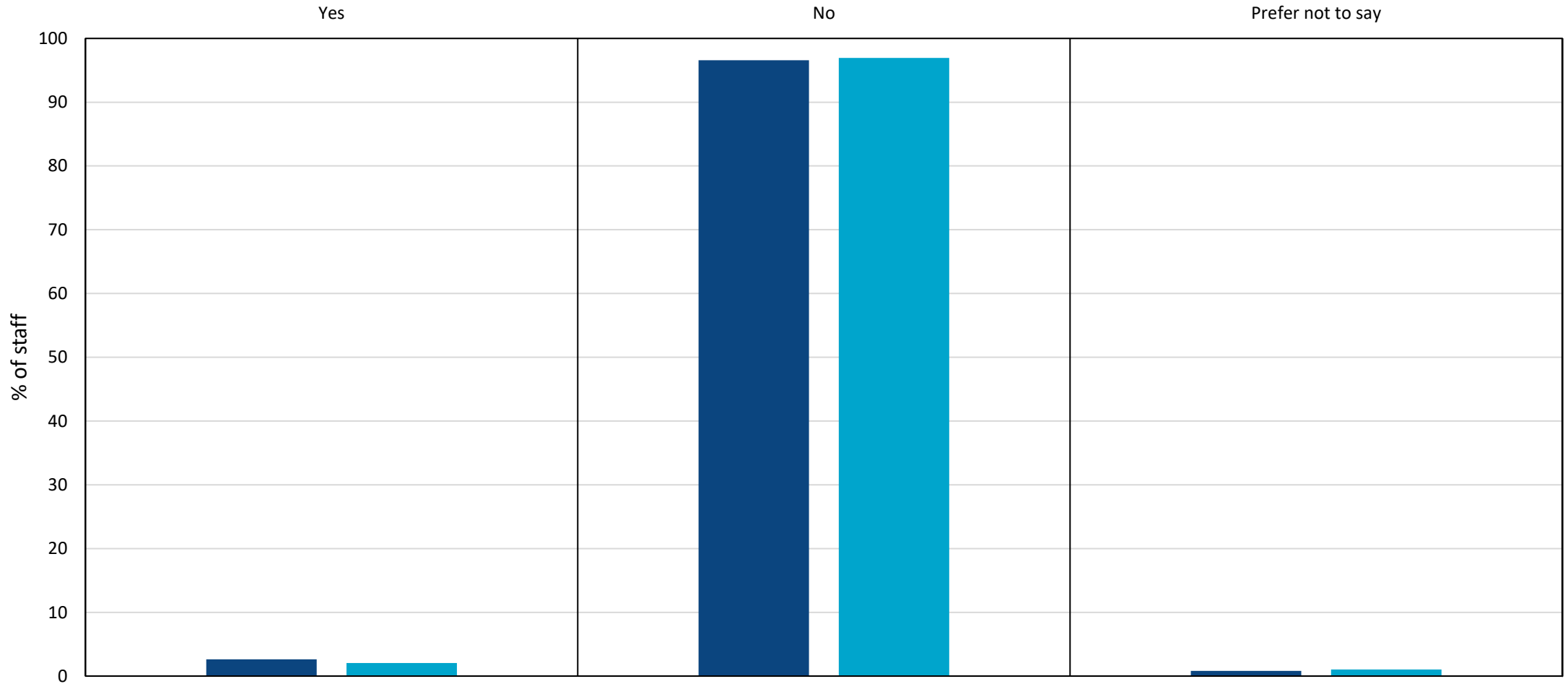
# Background details - Length of service



<b>Your org</b>	7.71%	17.02%	24.06%	20.72%	10.07%	20.41%
<b>Average</b>	7.57%	17.24%	23.62%	18.45%	10.03%	23.49%
<b>Responses</b>	2244	2244	2244	2244	2244	2244

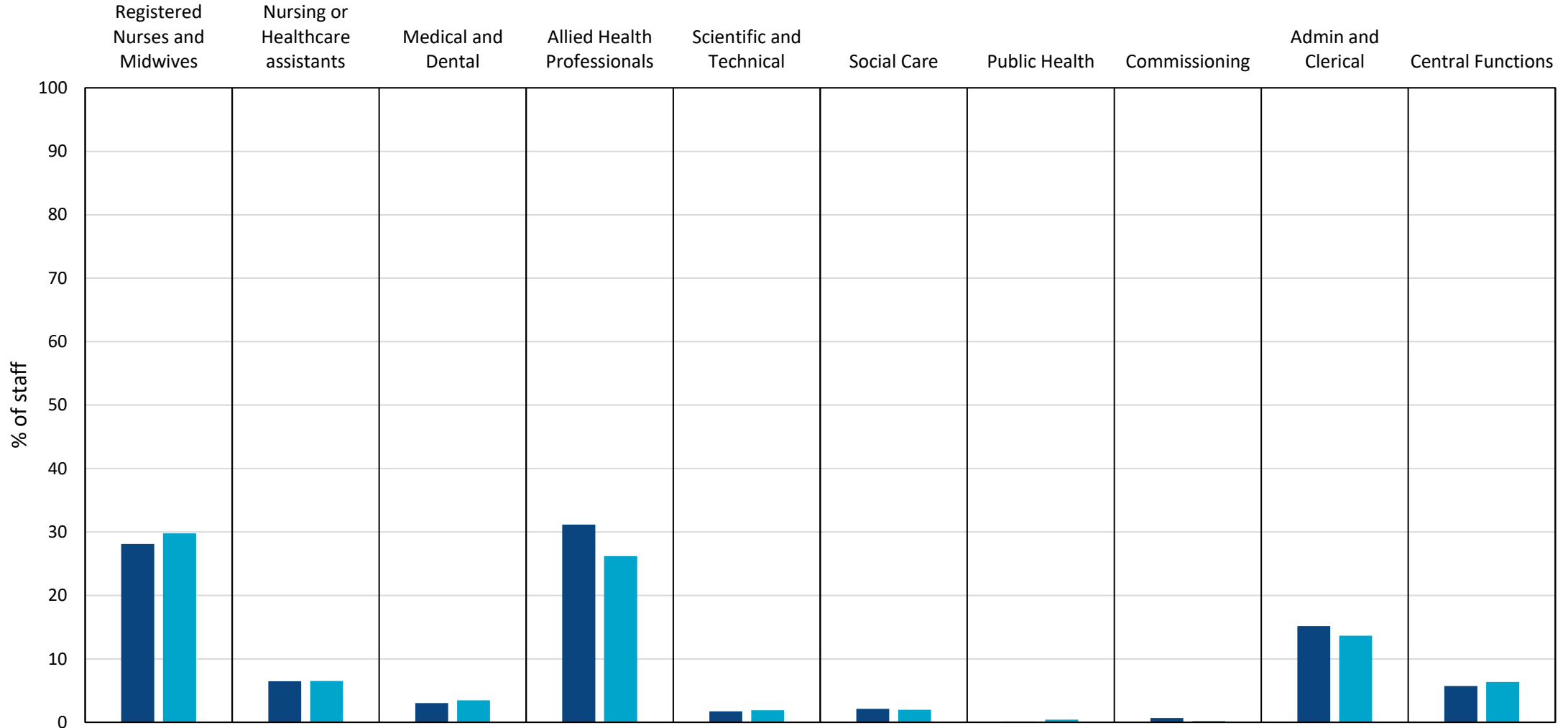


# Background details - When you joined this organisation, were you recruited from outside of the UK?



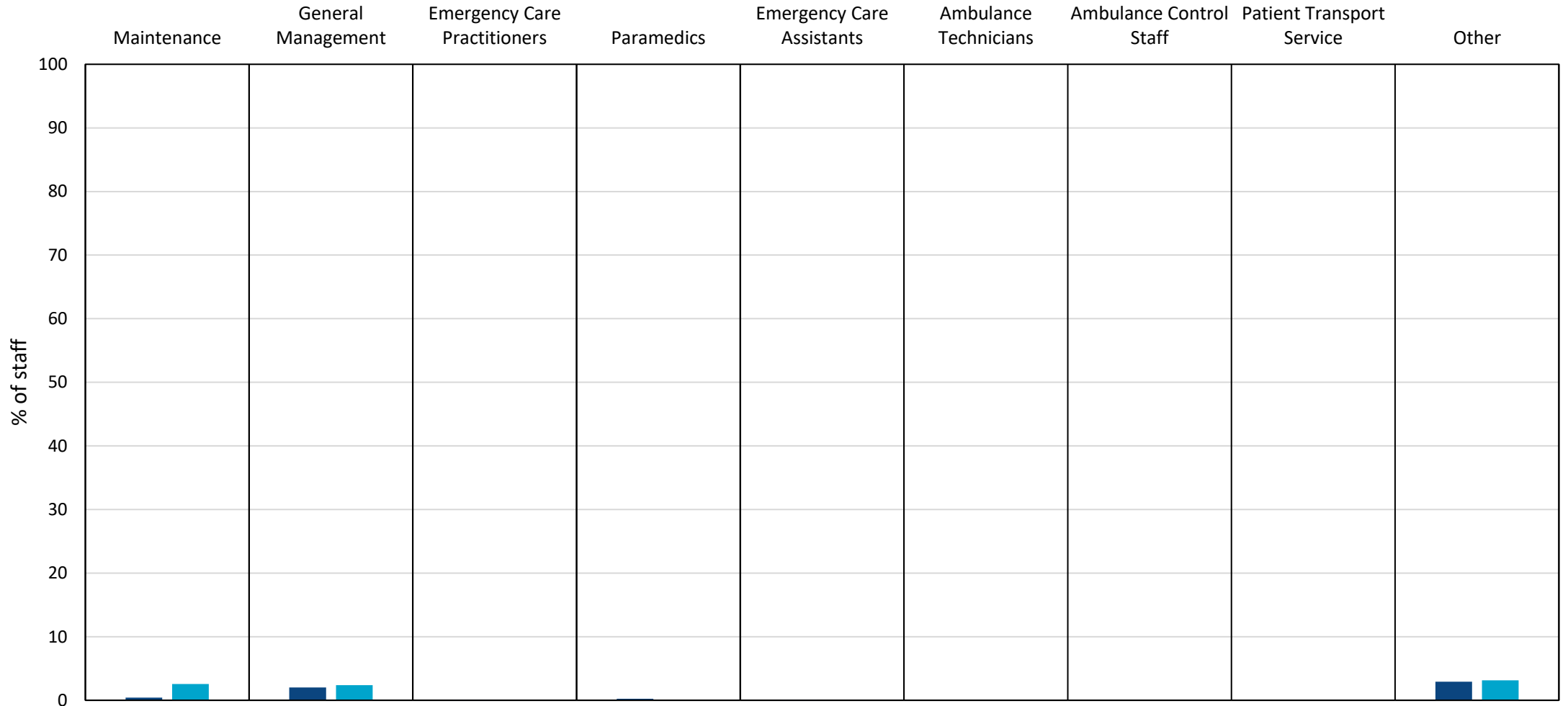
<b>Your org</b>	2.61%	96.58%	0.81%
<b>Average</b>	2.05%	96.93%	1.02%
<b>Responses</b>	2221	2221	2221

# Background details - Occupational group



Responses	2220	2220	2220	2220	2220	2220	2220	2220	2220	2220
<b>Your org</b>	28.11%	6.49%	3.02%	31.17%	1.71%	2.12%	0.14%	0.68%	15.18%	5.72%
<b>Average</b>	29.78%	6.52%	3.47%	26.18%	1.91%	1.99%	0.41%	0.20%	13.66%	6.35%

# Background details - Occupational group



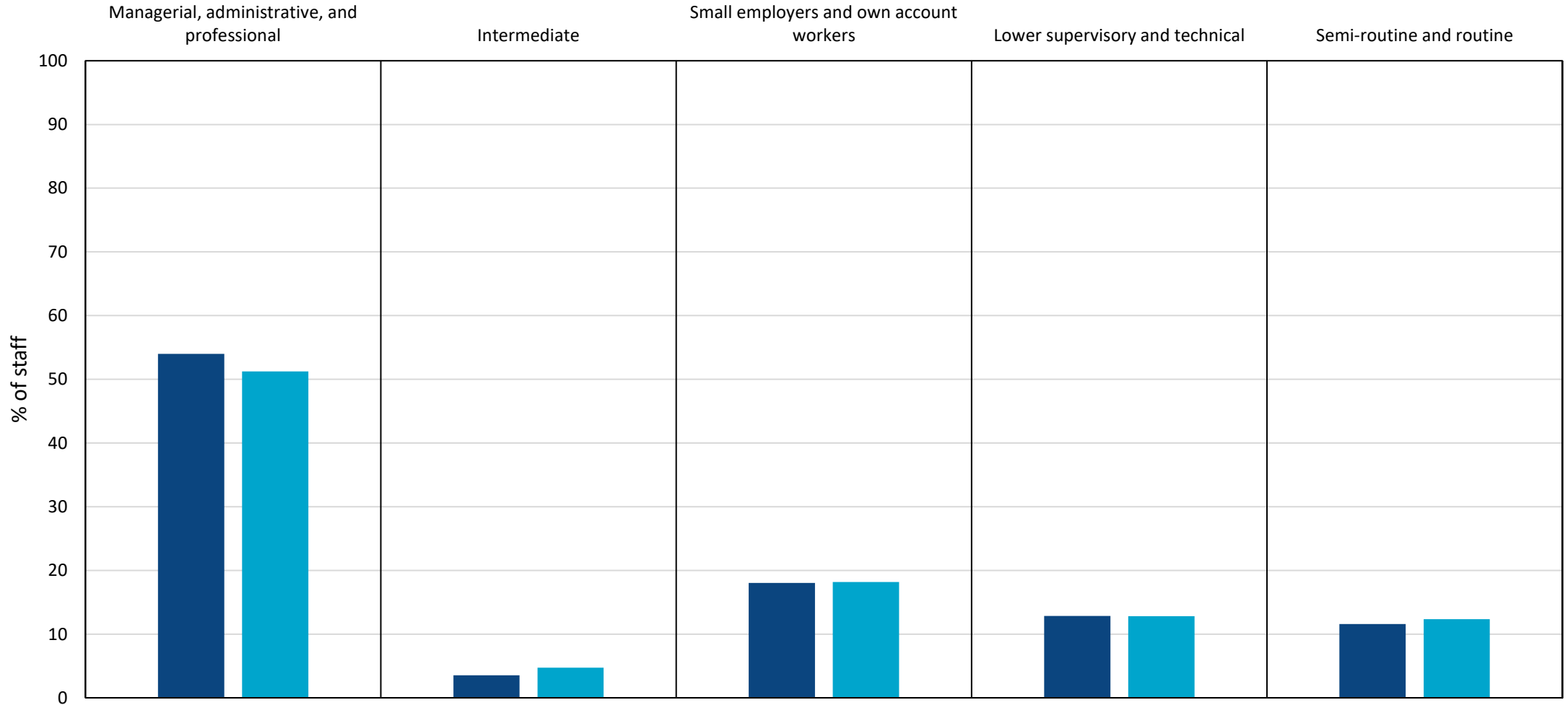
<b>Your org</b>	0.41%	2.03%	0.05%	0.23%	0.05%	0.00%	0.00%	0.00%	2.93%
<b>Average</b>	2.55%	2.39%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.15%
<b>Responses</b>	2220	2220	2220	2220	2220	2220	2220	2220	2220

## 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

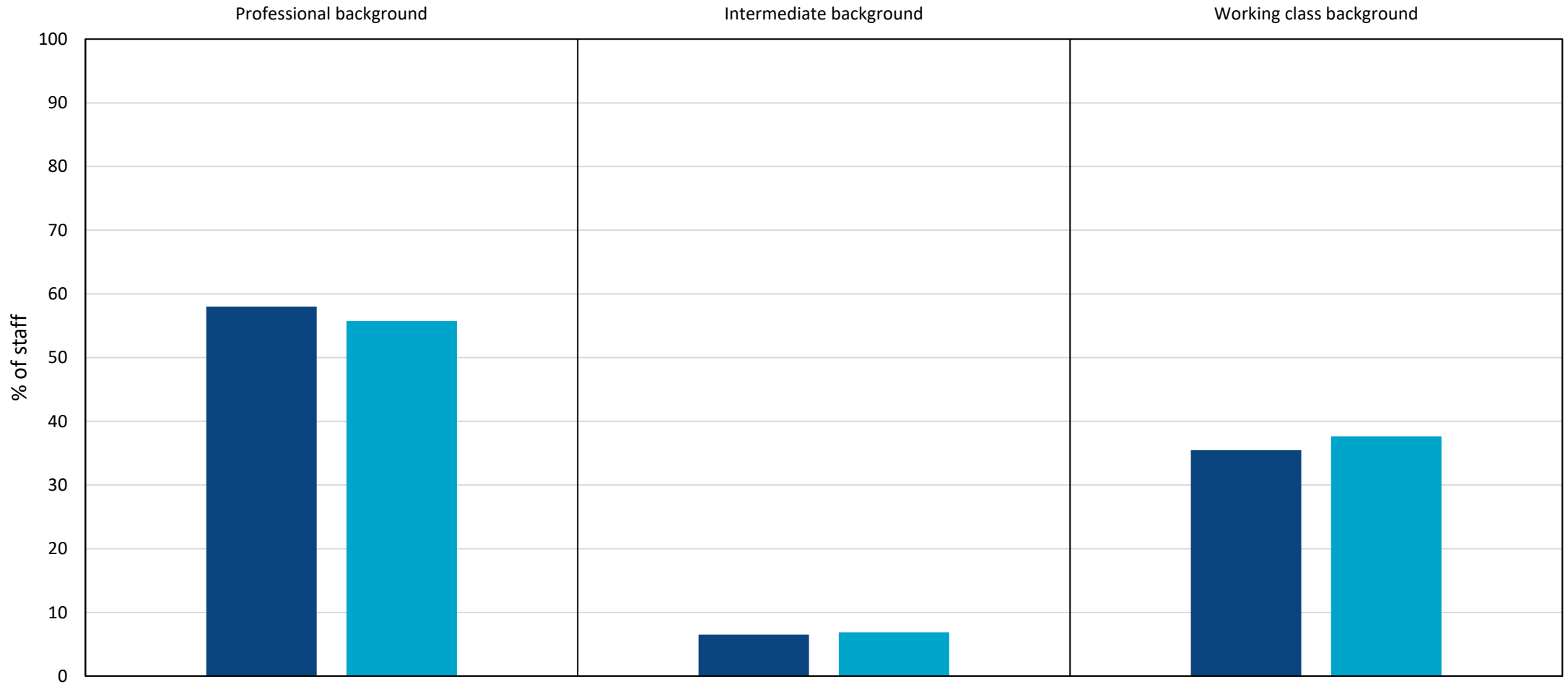


<b>Your org</b>	53.99%	3.53%	18.05%	12.85%	11.59%
<b>Average</b>	51.24%	4.73%	18.19%	12.82%	12.35%
<b>Responses</b>	1191	1191	1191	1191	1191

Please note – These questions are online only.

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

# Socio-economic background: Three classes



	Professional background	Intermediate background	Working class background
<b>Your org</b>	58.01%	6.52%	35.47%
<b>Average</b>	55.73%	6.86%	37.66%
<b>Responses</b>	1686	1686	1686

Please note – These questions are online only.

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



# Socio-economic background: People Promise elements and themes

People Promise elements and themes in your organisation by socio-economic background (Five class)	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff engagement	Morale
1 Managerial, administrative and professional	7.49	6.27	6.76	6.23	5.68	6.69	7.11	6.85	5.95
2 Intermediate	7.53	6.38	6.99	6.34	5.40	6.64	7.17	6.89	6.20
3 Small employers and own account workers	7.73	6.50	7.00	6.46	5.87	6.79	7.40	7.17	6.15
4 Lower supervisory and technical	7.37	6.03	6.62	6.29	5.08	6.56	6.88	6.82	5.96
5 Semi-routine and routine	7.57	6.17	6.91	6.30	5.40	6.73	7.09	6.92	6.10

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	7.54	6.27	6.77	6.29	5.73	6.74	7.14	6.88	6.02
2 Intermediate	7.47	6.51	6.88	6.37	5.76	6.69	7.19	6.92	6.05
3 Working class	7.52	6.23	6.83	6.37	5.50	6.70	7.09	6.94	6.09

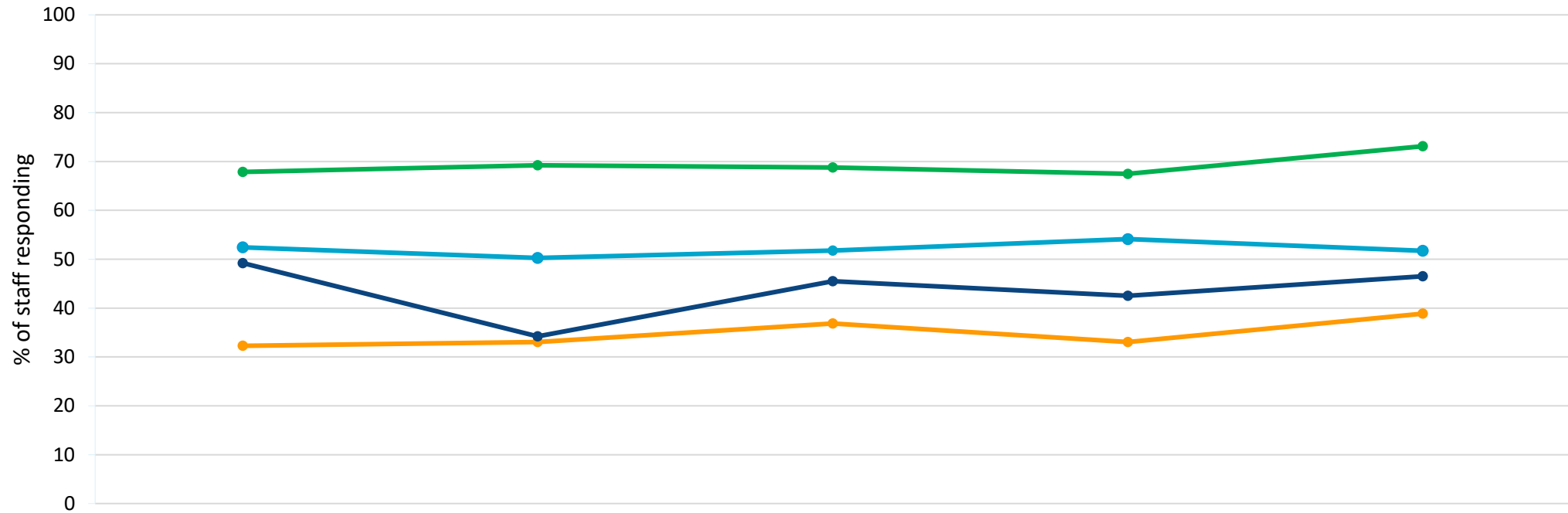
Please note – These questions are online only.

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

## Appendices

## Appendix A: Response rate

Response rate



	2021	2022	2023	2024	2025
<b>Your org</b>	49.21%	34.21%	45.51%	42.50%	46.50%
<b>Highest</b>	67.86%	69.24%	68.76%	67.46%	73.12%
<b>Average</b>	52.40%	50.26%	51.76%	54.12%	51.72%
<b>Lowest</b>	32.27%	33.04%	36.86%	33.03%	38.85%
Responses	2054	1450	2109	2013	2254

## 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	7.54	2011	7.48	2250	Not significant
We are recognised and rewarded	6.30	2007	6.19	2248	Not significant
We each have a voice that counts	6.88	2002	6.77	2234	Significantly lower
We are safe and healthy	6.33	2003	6.32	2232	Not significant
We are always learning	5.75	1938	5.64	2177	Not significant
We work flexibly	6.77	1994	6.64	2235	Not significant
We are a team	7.08	2007	7.08	2243	Not significant
Themes					
Staff Engagement	6.94	2009	6.88	2250	Not significant
Morale	6.02	2010	6.03	2251	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.



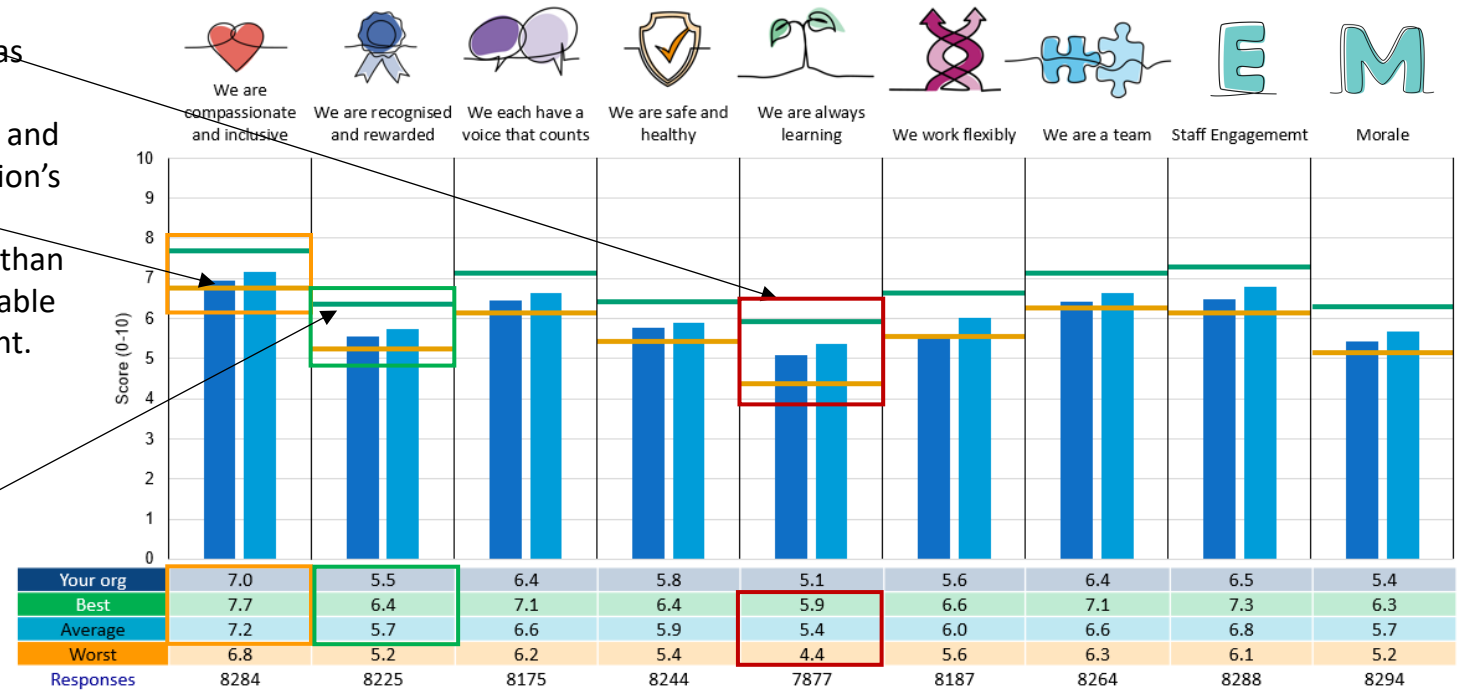
People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are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



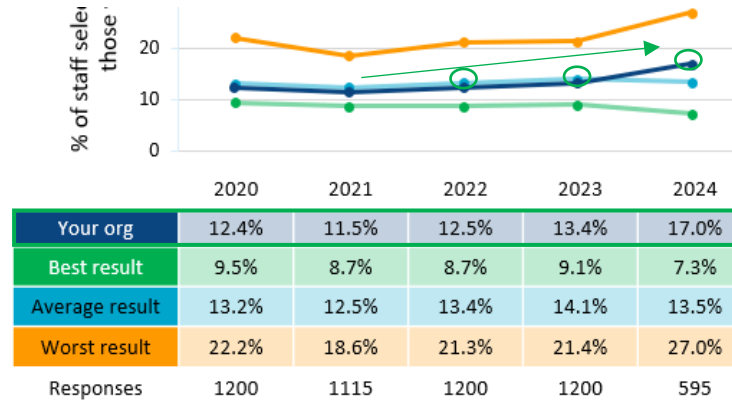
Only one example is highlighted for each point

## Positive outcomes

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

## Review trend data

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

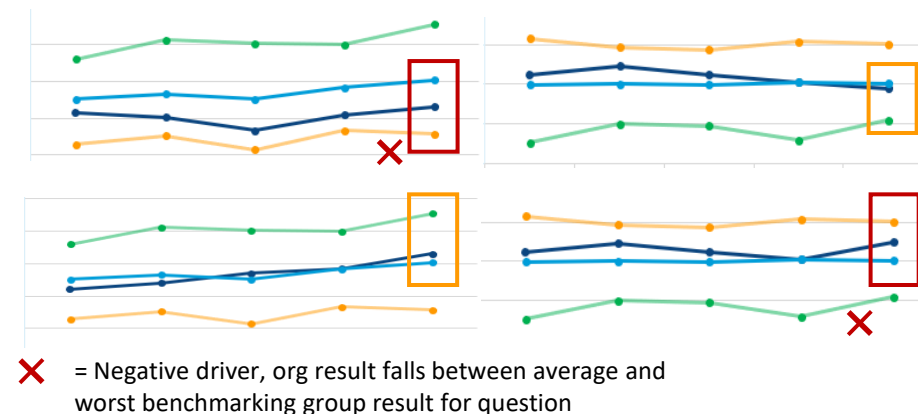


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

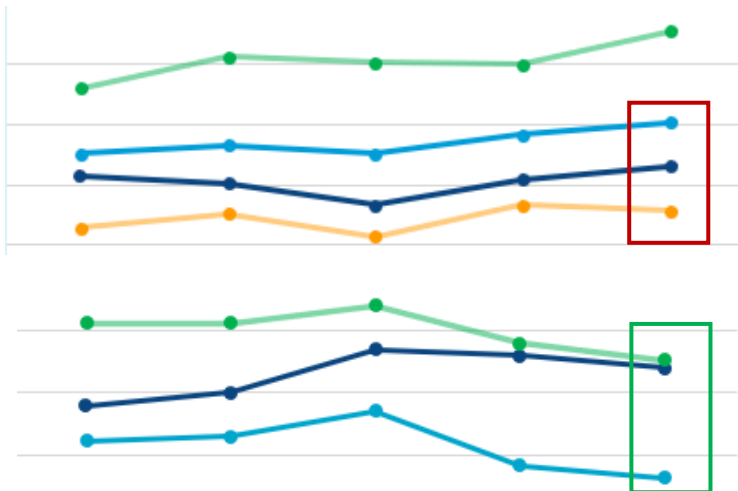
### Identifying questions of interest

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

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

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

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



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

➤ **When looking for positive outcomes:** search for results where your organisation is closest to the benchmarking group best result (but remember to consider results for previous years), or ones where there is a clear trend of continued improvement over multiple years.

## Appendix D: Socio-economic background

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

### What is socio-economic background?

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

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

### Measuring socio-economic background

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

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

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

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

## Comparison of Three and Five Class approaches

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

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

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

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

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

## Appendix E: Additional reporting outputs

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

### Supporting documents



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



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

### Other reporting outputs



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



**[Breakdown reports](#)**: Reports containing People Promise and theme results split by breakdown (locality) for Cambridgeshire and Peterborough 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.