

# The Newcastle upon Tyne Hospitals NHS Foundation Trust

## 2025 NHS Staff Survey Benchmark Report



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# Introduction

## About this report

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

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

## How results are reported

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



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

# People Promise elements, themes and sub-scores

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

Questions not linked to the People Promise elements or themes

## Introduction

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

## Organisation details

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

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

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

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

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

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



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

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

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

## Questions not linked to People Promise

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

## Workforce Equality Standards

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

## About your respondents

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

## Appendices

Here you will find:

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

## Key features

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

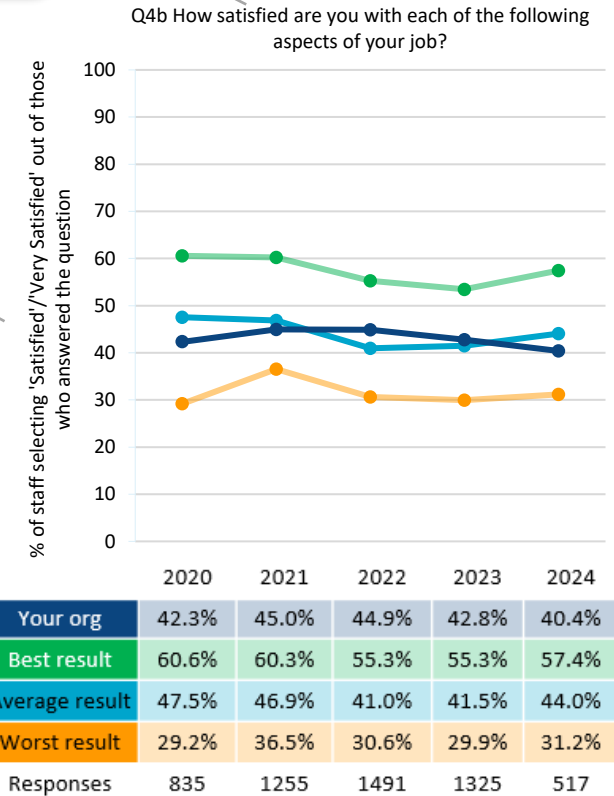
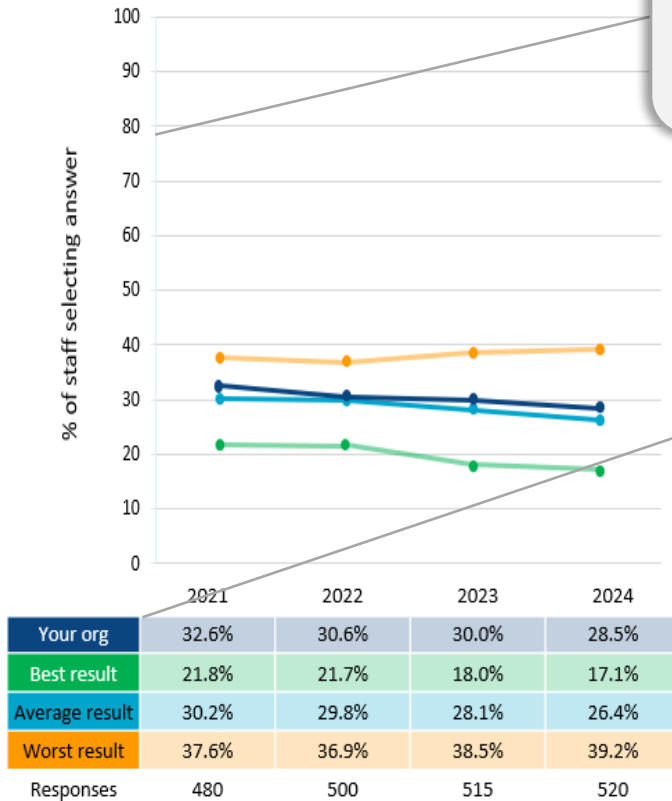
Question number and text (or summary measure) specified at the top of each slide.

Note this is example data

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

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

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



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

## Organisation details

The Newcastle upon Tyne Hospitals NHS Foundation Trust

## 2025 NHS Staff Survey



### Organisation details

Completed questionnaires **10323**

2025 response rate **62%**

### Survey details

Survey mode **Mixed**

◀ This organisation is benchmarked against:

Acute and Acute & Community Trusts



### 2025 benchmarking group details

Organisations in group: 121

Median response rate: 47%

No. of completed questionnaires: 524528

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

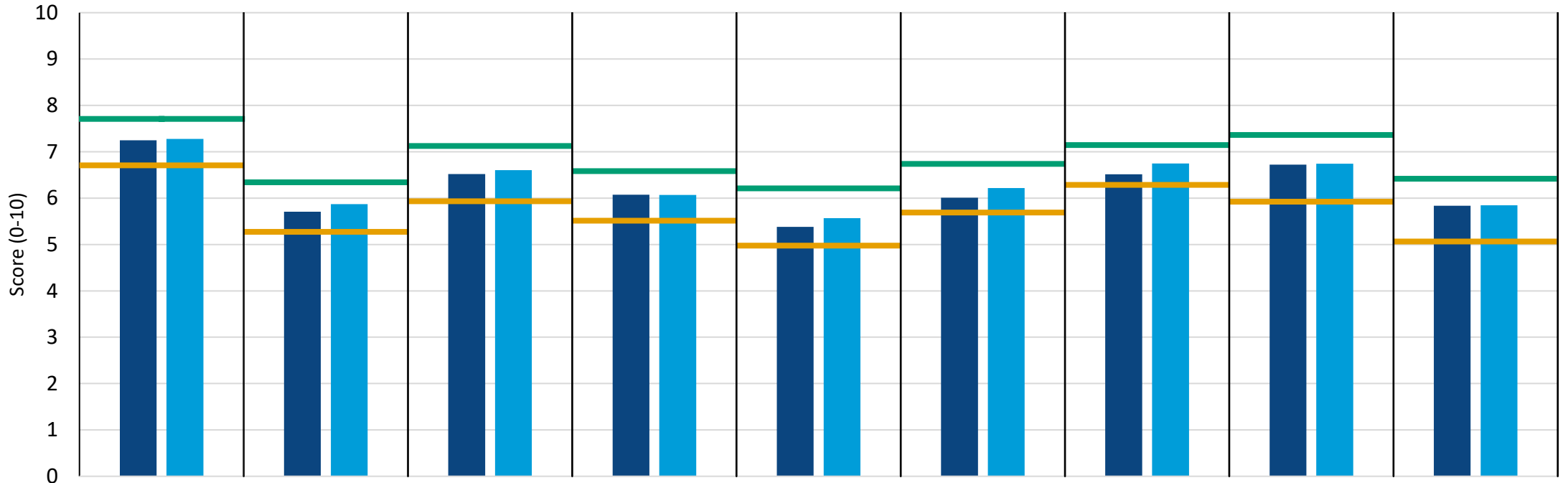


## People Promise elements, themes and sub-score results

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

# People Promise elements and themes: Overview

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

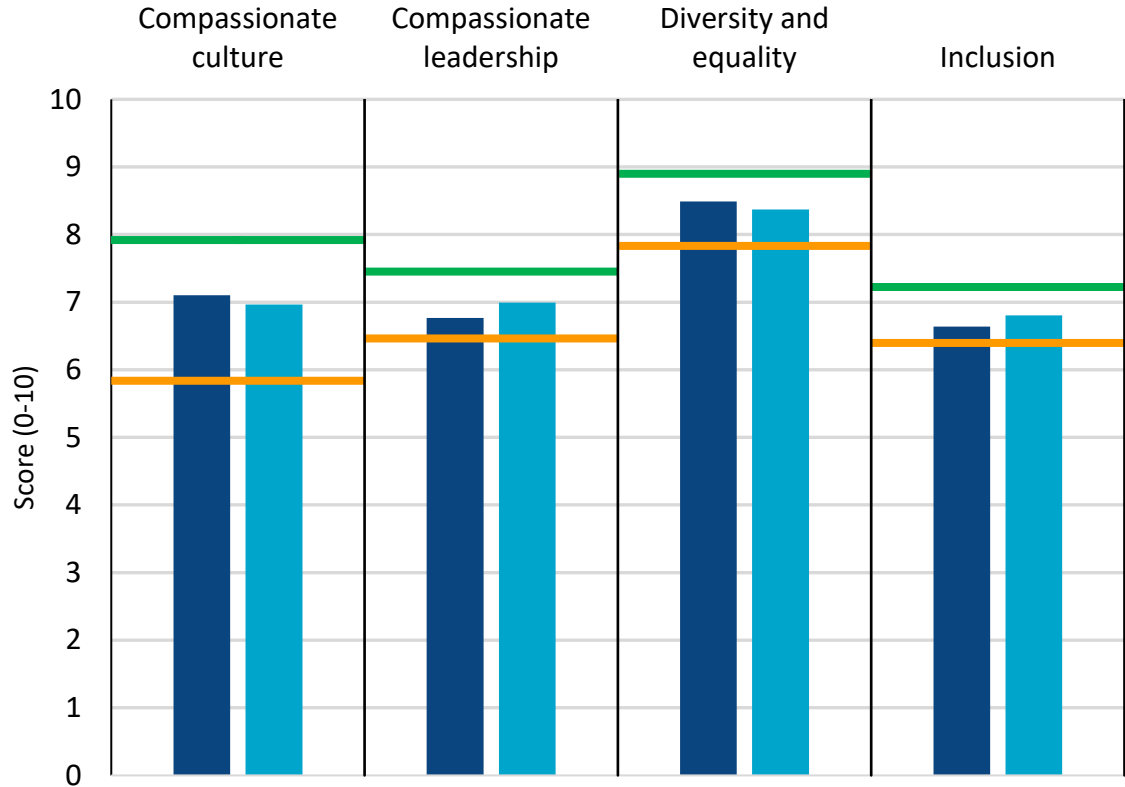


Your org	7.25	5.71	6.52	6.07	5.38	6.01	6.51	6.72	5.84
Best result	7.71	6.34	7.12	6.58	6.21	6.74	7.14	7.36	6.42
Average result	7.28	5.87	6.60	6.07	5.57	6.22	6.75	6.74	5.84
Worst result	6.71	5.27	5.93	5.51	4.98	5.69	6.29	5.92	5.06
Responses	10299	10299	10237	10219	9816	10248	10295	10306	10307

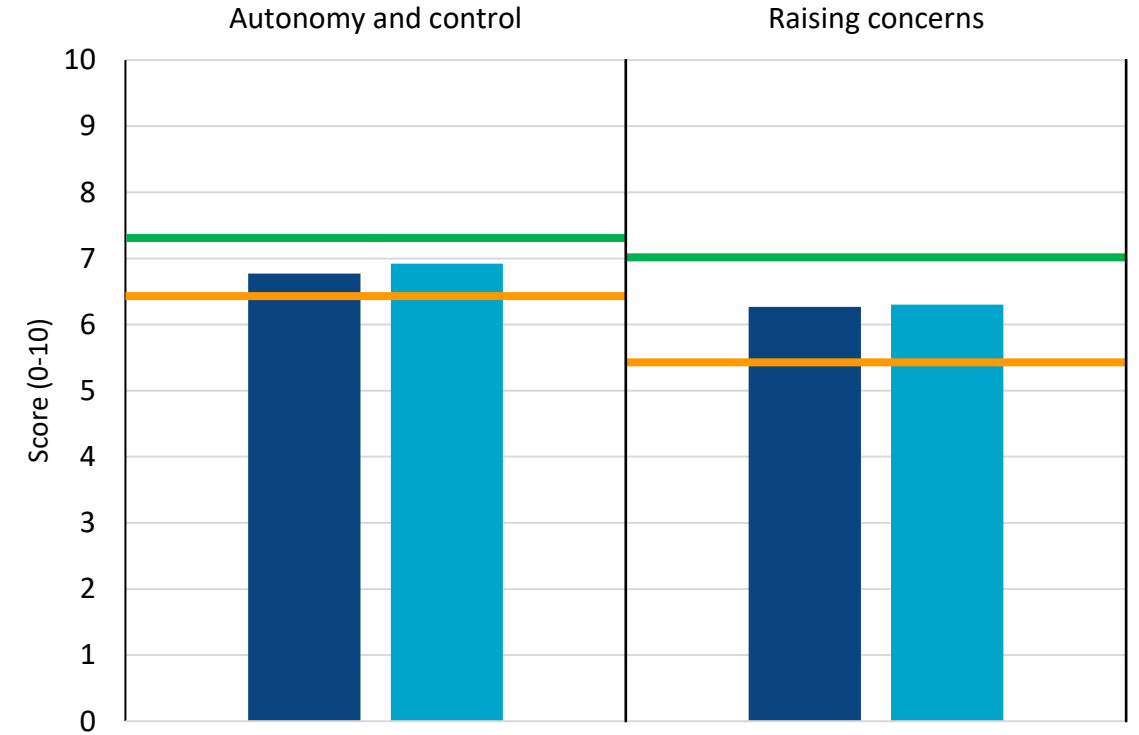
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 1: We are compassionate and inclusive



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



Your org	7.10	6.77	8.49	6.64
Best result	7.92	7.45	8.90	7.22
Average result	6.97	6.99	8.37	6.80
Worst result	5.84	6.46	7.83	6.40
Responses	10275	10299	10251	10289

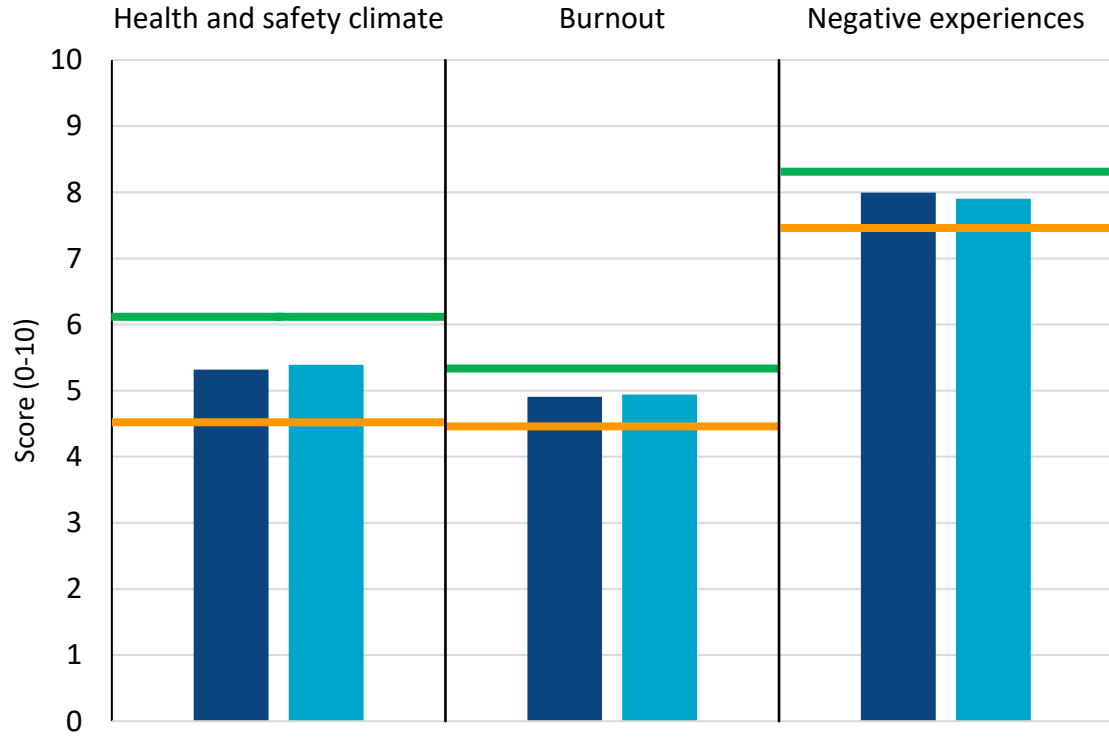
Your org	6.77	6.27
Best result	7.31	7.02
Average result	6.92	6.30
Worst result	6.43	5.43
Responses	10301	10250

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.

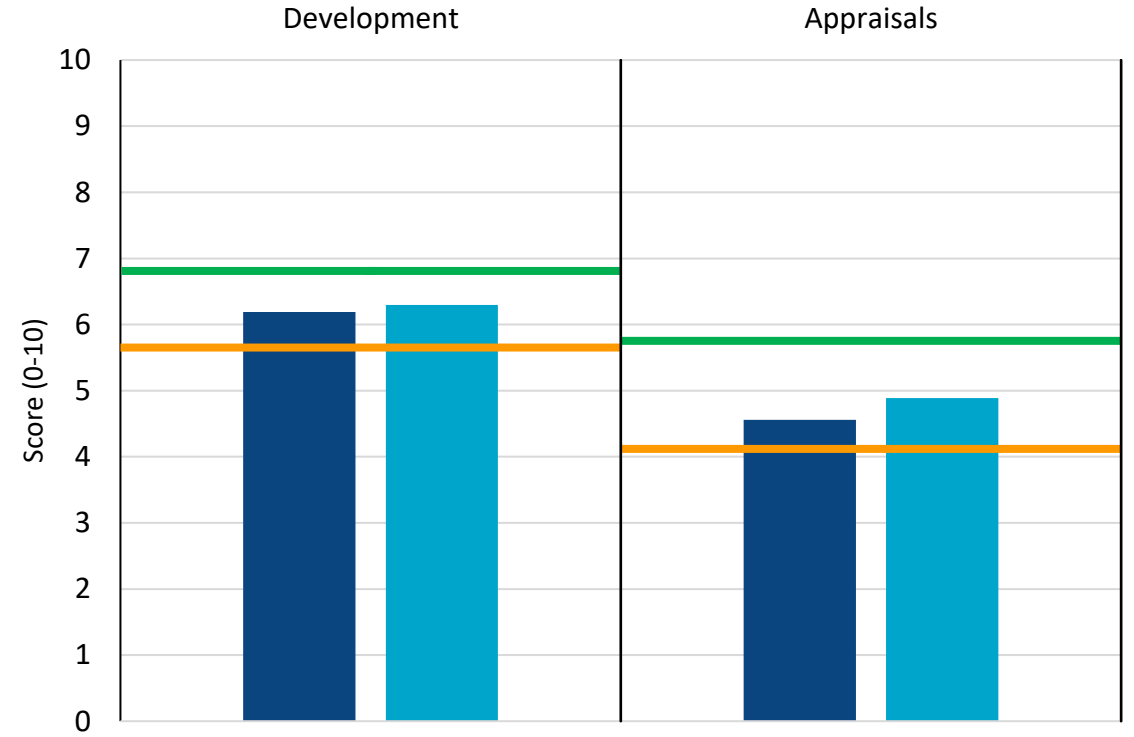
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 4: We are safe and healthy



## Promise element 5: We are always learning



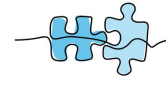
Your org	5.32	4.91	8.00
Best result	6.12	5.33	8.31
Average result	5.39	4.94	7.90
Worst result	4.52	4.46	7.46
Responses	10301	10294	10246

Your org	6.19	4.56
Best result	6.81	5.75
Average result	6.29	4.89
Worst result	5.65	4.12
Responses	10284	9827

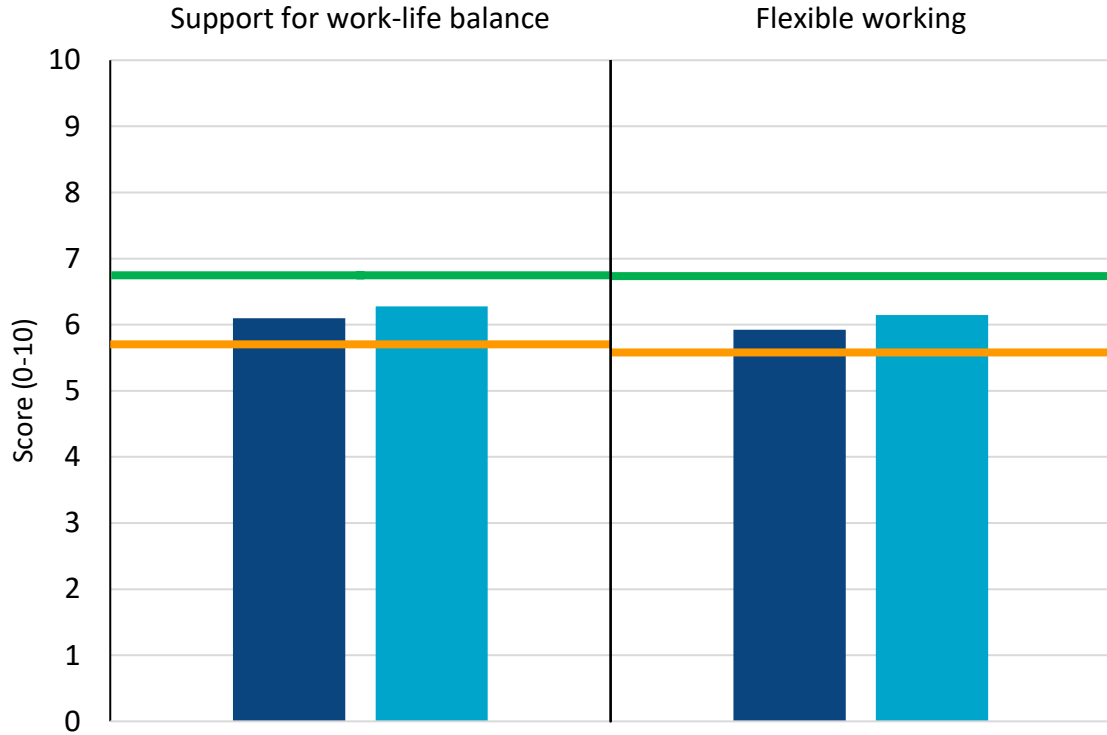
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 6: We work flexibly



## Promise element 7: We are a team



	Support for work-life balance	Flexible working
Your org	6.10	5.93
Best result	6.75	6.73
Average result	6.28	6.15
Worst result	5.70	5.58
Responses	10285	10272

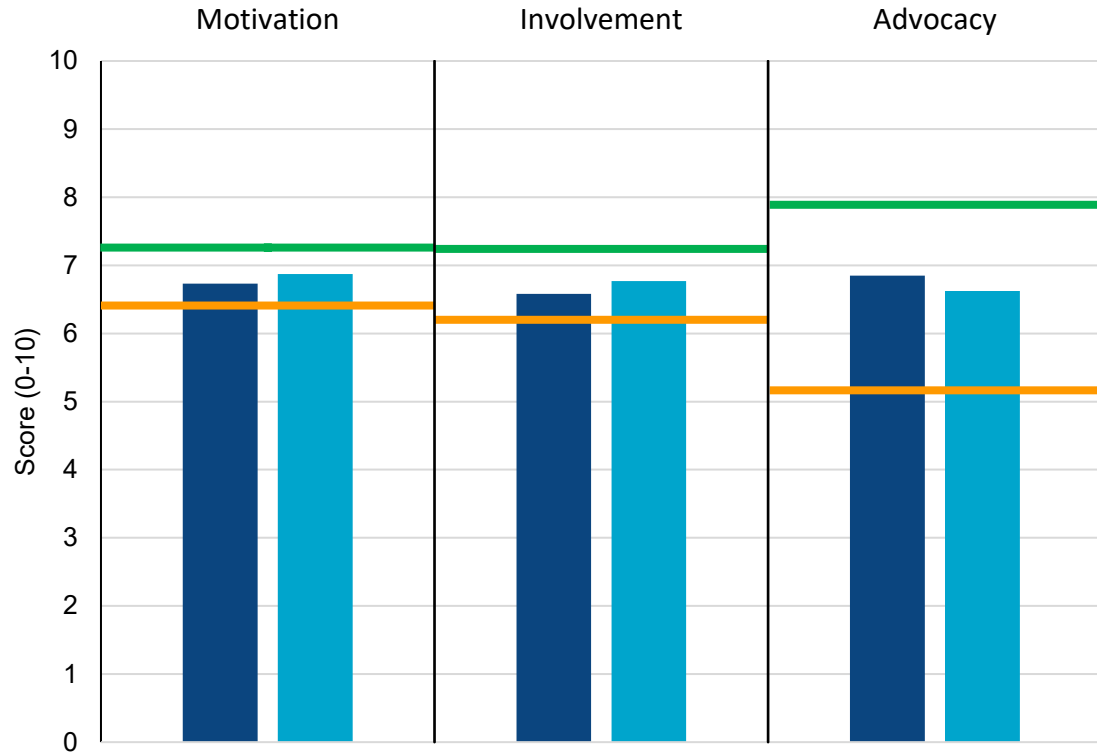


	Team working	Line management
Your org	6.48	6.55
Best result	7.07	7.31
Average result	6.64	6.82
Worst result	6.23	6.34
Responses	10300	10305

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.



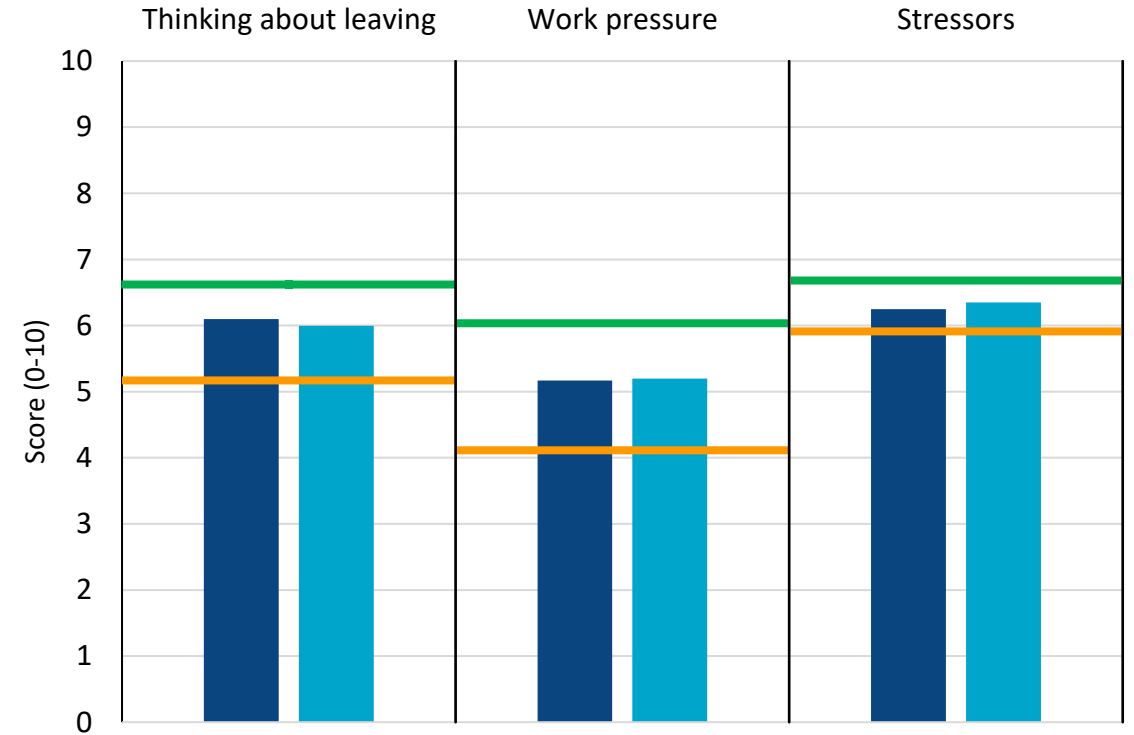
## Theme: Staff engagement



Your org	6.73	6.58	6.85
Best result	7.26	7.24	7.89
Average result	6.87	6.77	6.63
Worst result	6.41	6.20	5.17
Responses	10233	10303	10275



## Theme: Morale



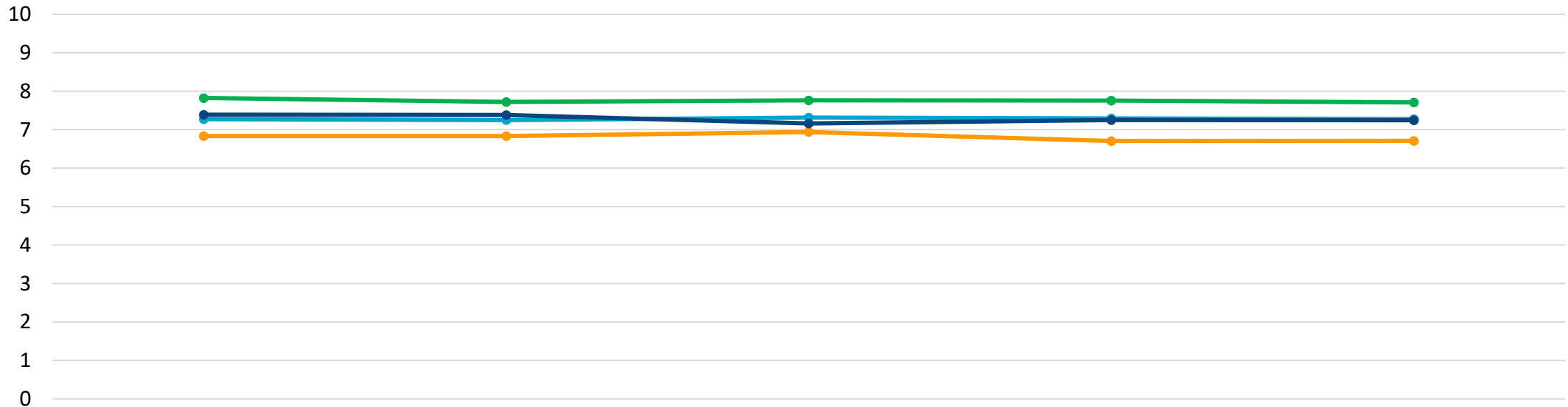
Your org	6.10	5.17	6.25
Best result	6.62	6.03	6.68
Average result	6.00	5.20	6.35
Worst result	5.17	4.11	5.91
Responses	10277	10301	10300

## 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



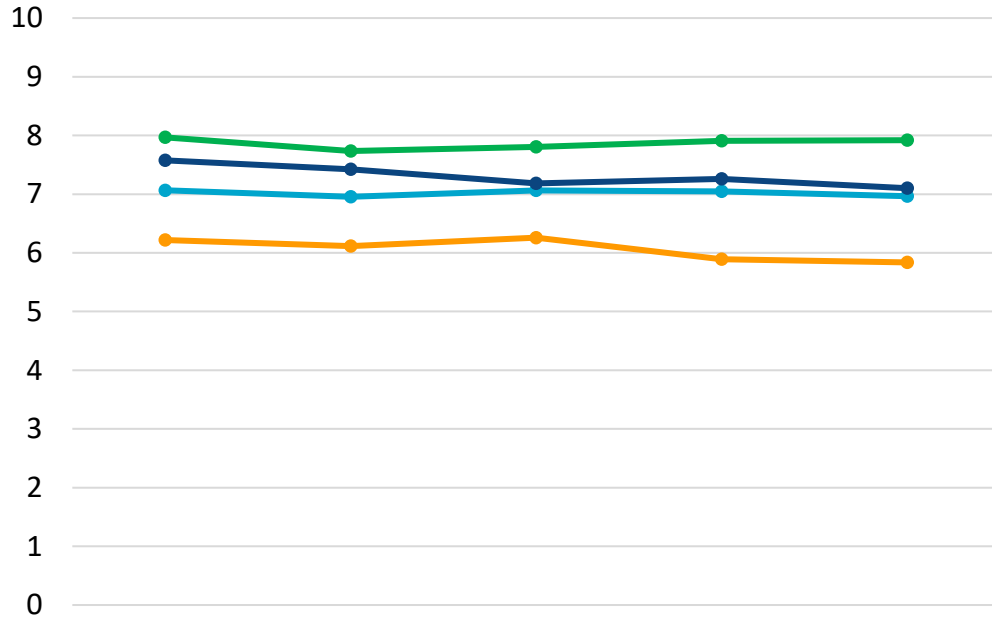
	2021	2022	2023	2024	2025
Your org	7.39	7.38	7.16	7.25	7.25
Best result	7.82	7.72	7.76	7.76	7.71
Average result	7.27	7.25	7.31	7.29	7.28
Worst result	6.83	6.83	6.94	6.71	6.71
Responses	7321	6638	6444	10334	10299

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

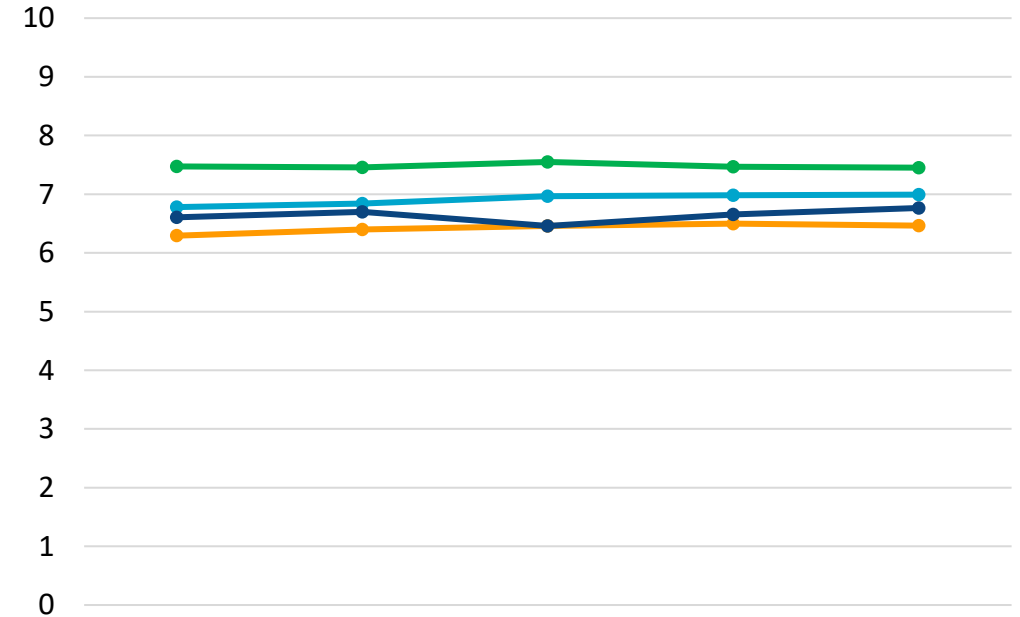
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



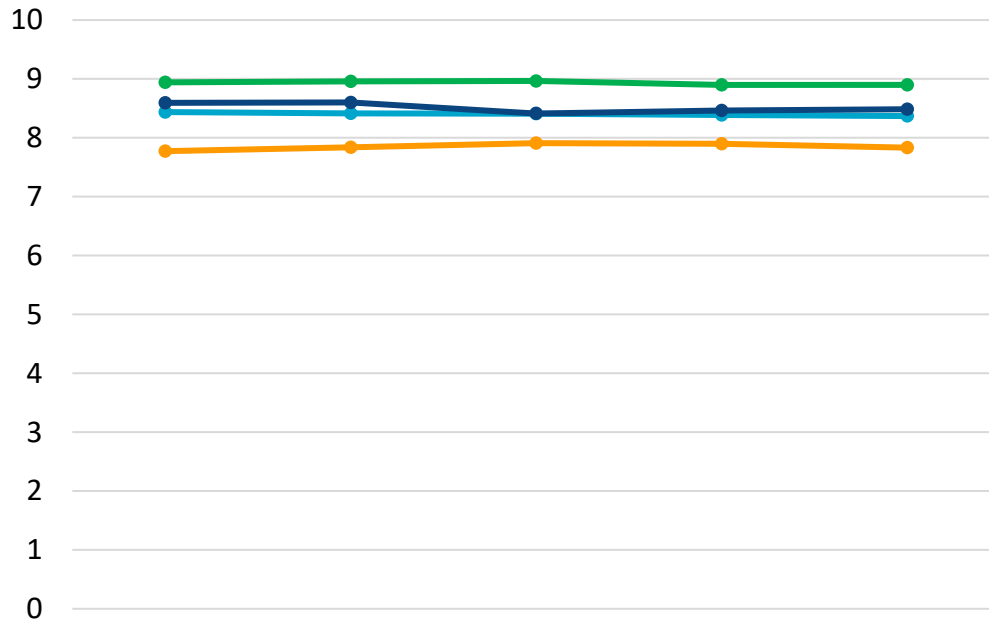
	2021	2022	2023	2024	2025
Your org	7.58	7.42	7.18	7.26	7.10
Best result	7.97	7.73	7.81	7.91	7.92
Average result	7.07	6.96	7.06	7.05	6.97
Worst result	6.22	6.12	6.26	5.89	5.84
Responses	7302	6628	6421	10303	10275

	2021	2022	2023	2024	2025
Your org	6.60	6.70	6.46	6.66	6.77
Best result	7.48	7.46	7.55	7.47	7.45
Average result	6.78	6.84	6.96	6.98	6.99
Worst result	6.29	6.40	6.46	6.50	6.46
Responses	7315	6637	6447	10330	10299

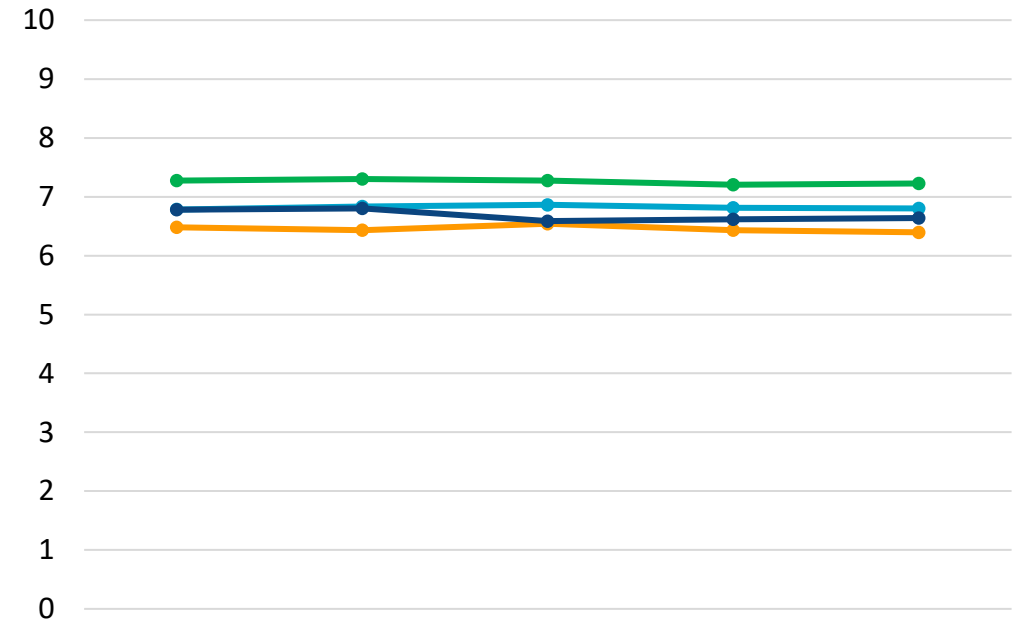
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024	2025
Your org	8.60	8.60	8.41	8.46	8.49
Best result	8.94	8.96	8.97	8.90	8.90
Average result	8.44	8.41	8.41	8.39	8.37
Worst result	7.77	7.84	7.91	7.90	7.83
Responses	7316	6627	6431	10317	10251

	2021	2022	2023	2024	2025
Your org	6.78	6.80	6.59	6.62	6.64
Best result	7.28	7.30	7.27	7.20	7.22
Average result	6.78	6.84	6.86	6.81	6.80
Worst result	6.48	6.43	6.54	6.43	6.40
Responses	7293	6616	6400	10282	10289

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

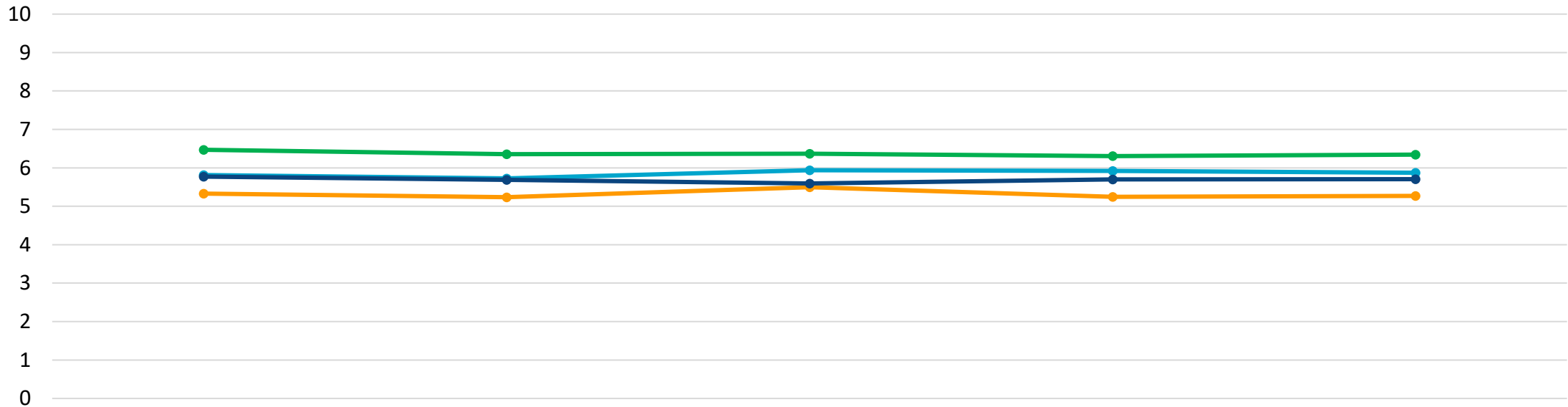
<https://www.nhsstaffsurveys.com/survey-documents/>

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



## Promise element 2: We are recognised and rewarded

We are recognised and rewarded



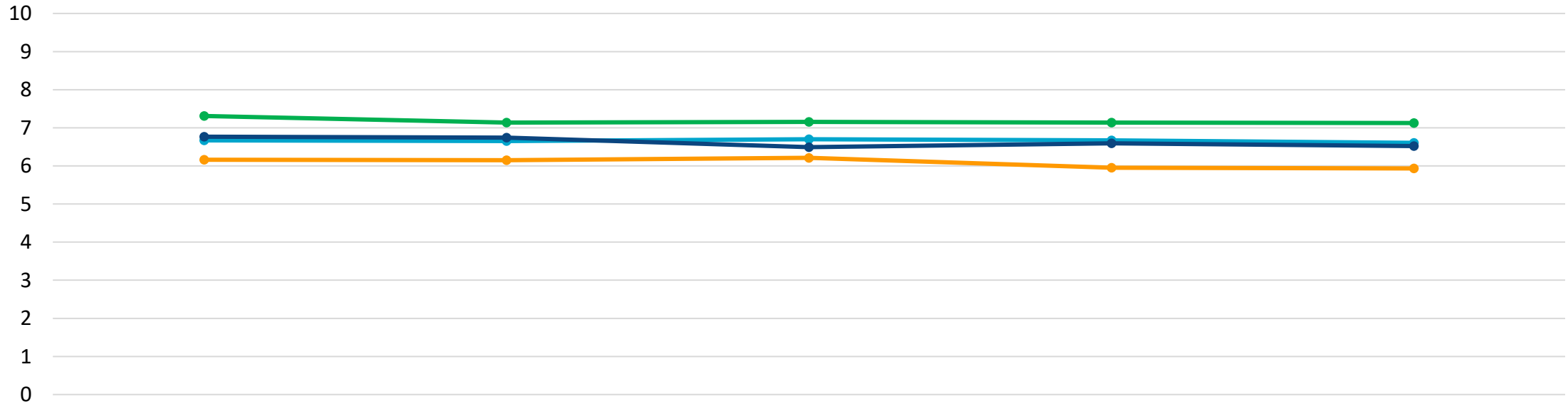
	2021	2022	2023	2024	2025
Your org	5.77	5.69	5.59	5.70	5.71
Best result	6.47	6.36	6.37	6.31	6.34
Average result	5.81	5.73	5.94	5.92	5.87
Worst result	5.33	5.24	5.50	5.25	5.27
Responses	7319	6629	6451	10337	10299

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



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

We each have a voice that counts



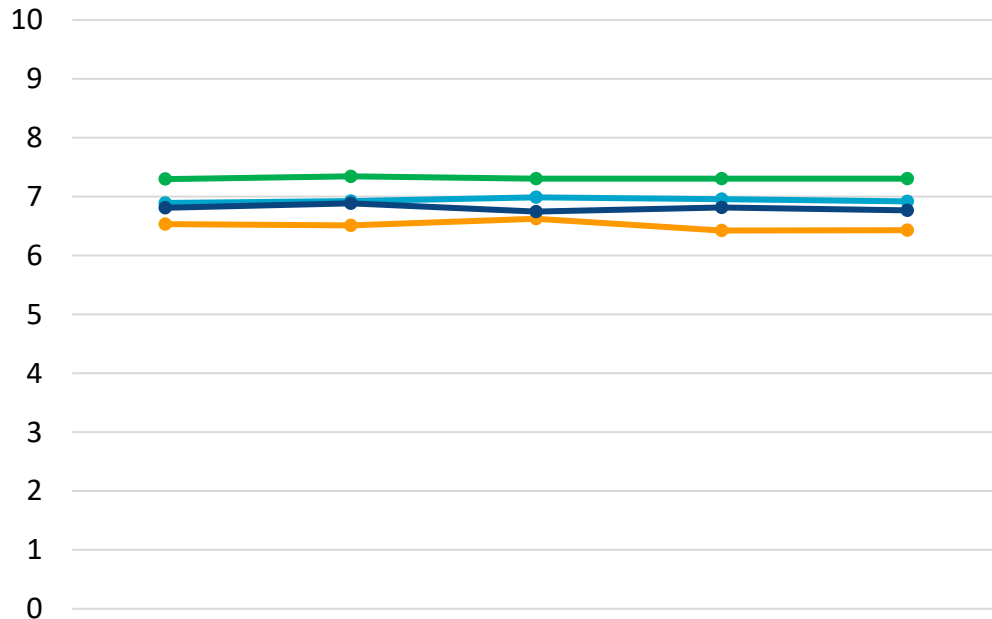
	2021	2022	2023	2024	2025
Your org	6.77	6.74	6.49	6.59	6.52
Best result	7.31	7.14	7.16	7.14	7.12
Average result	6.67	6.65	6.70	6.67	6.60
Worst result	6.16	6.15	6.21	5.95	5.93
Responses	7273	6599	6375	10236	10237

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



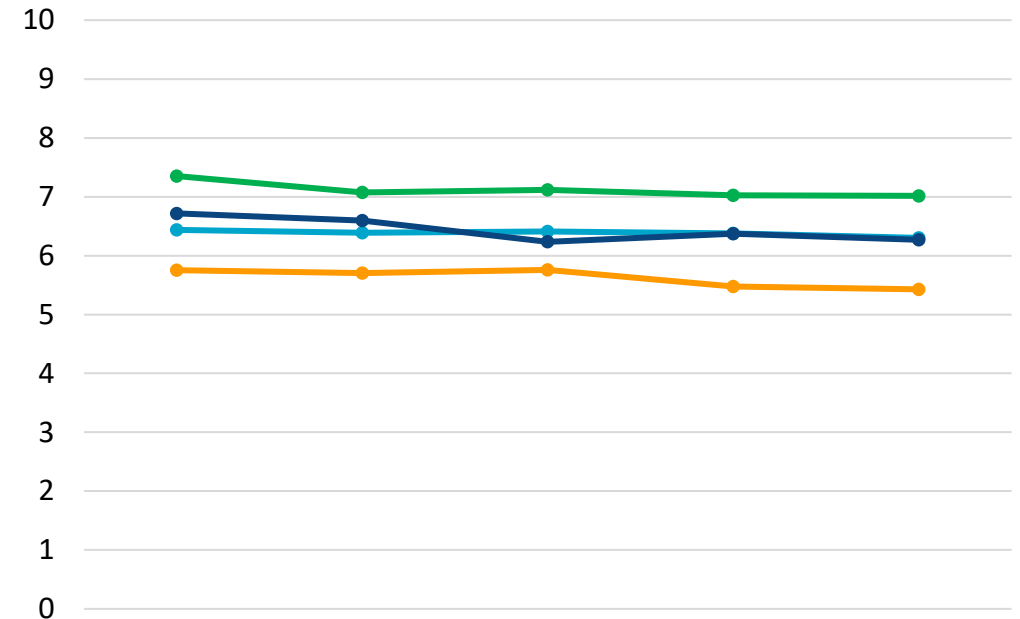
## Promise element 3: We each have a voice that counts

### Autonomy and control



	2021	2022	2023	2024	2025
Your org	6.81	6.89	6.75	6.82	6.77
Best result	7.30	7.35	7.31	7.31	7.31
Average result	6.89	6.93	6.99	6.96	6.92
Worst result	6.53	6.51	6.63	6.42	6.43
Responses	7329	6636	6447	10346	10301

### Raising concerns



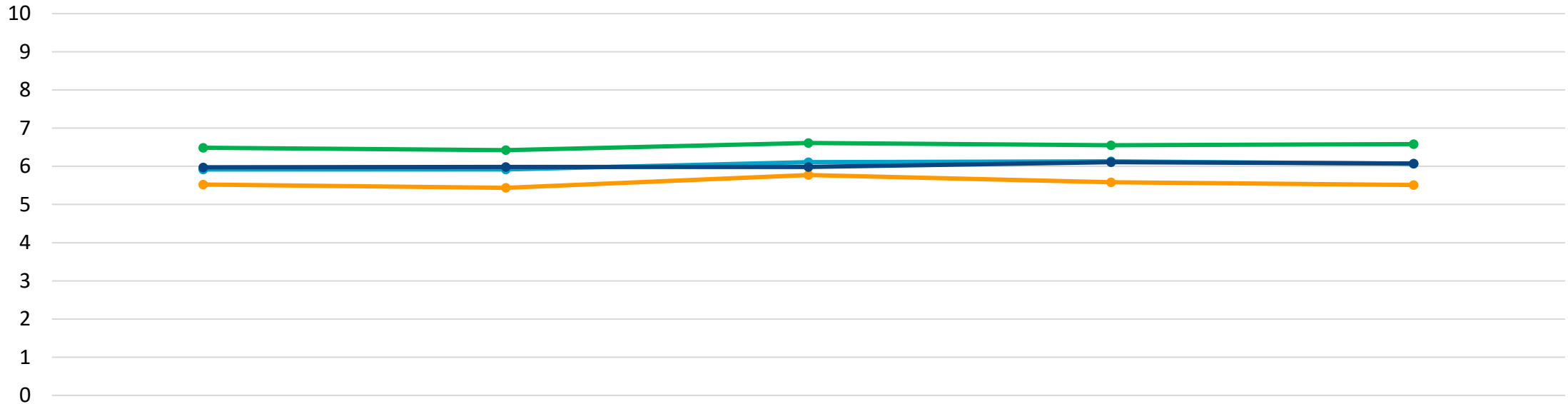
	2021	2022	2023	2024	2025
Your org	6.72	6.59	6.23	6.37	6.27
Best result	7.35	7.07	7.12	7.02	7.02
Average result	6.44	6.39	6.41	6.38	6.30
Worst result	5.75	5.70	5.76	5.48	5.43
Responses	7277	6605	6383	10251	10250

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



## Promise element 4: We are safe and healthy

We are safe and healthy



	2021	2022	2023	2024	2025
Your org	5.97	5.99	5.99	6.11	6.07
Best result	6.48	6.42	6.61	6.55	6.58
Average result	5.92	5.92	6.11	6.13	6.07
Worst result	5.52	5.44	5.77	5.58	5.51
Responses	7309	6619	6398	10270	10219

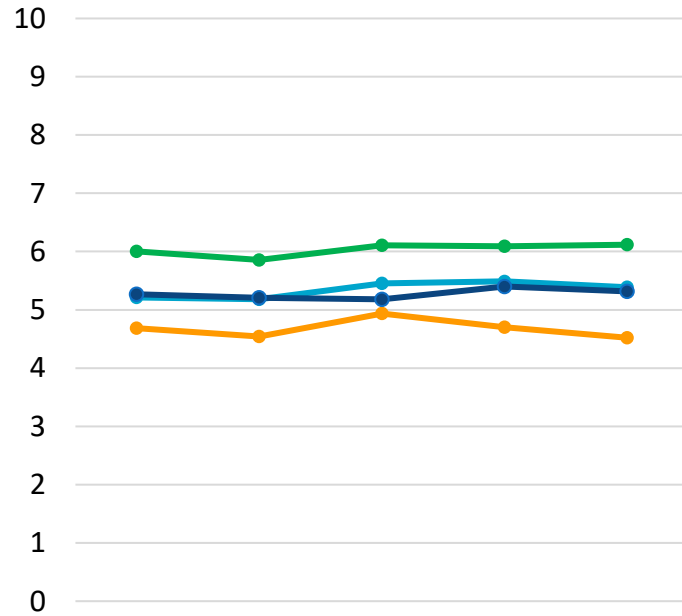
Note: 2023 results for 'We are safe and healthy' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'We are safe and healthy' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23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



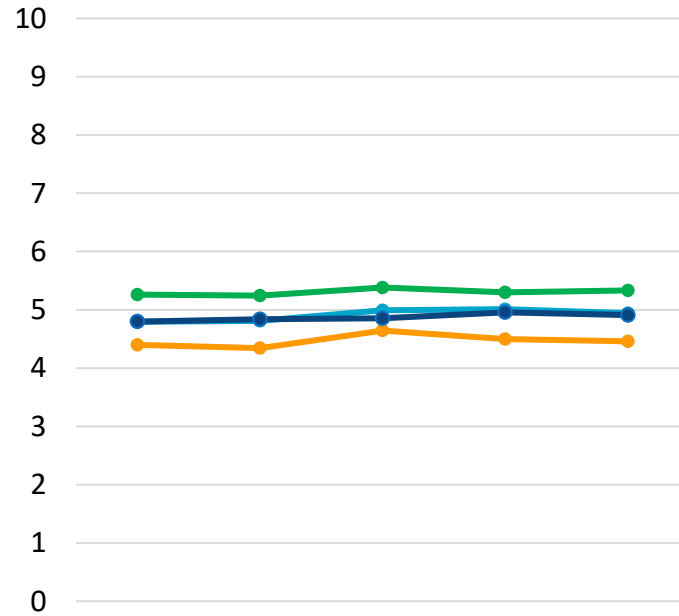
## Promise element 4: We are safe and healthy

### Health and safety climate



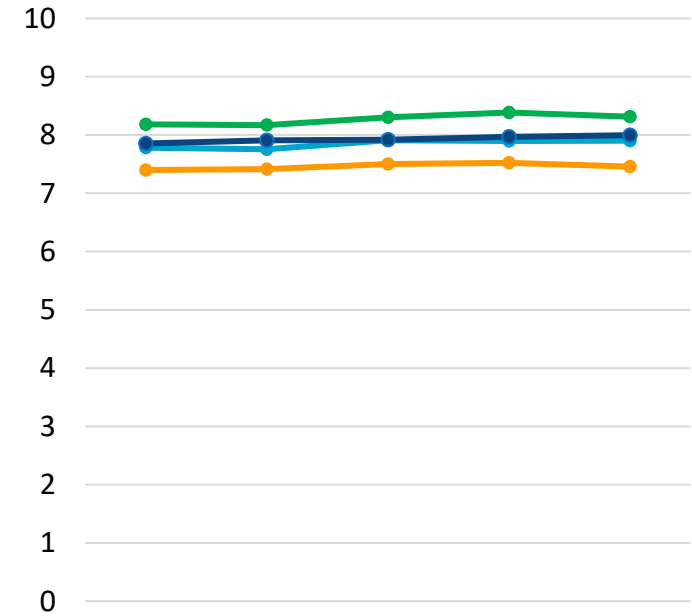
	2021	2022	2023	2024	2025
<b>Your org</b>	5.27	5.21	5.18	5.40	5.32
<b>Best result</b>	6.01	5.86	6.11	6.09	6.12
<b>Average result</b>	5.21	5.18	5.45	5.49	5.39
<b>Worst result</b>	4.68	4.54	4.94	4.70	4.52
Responses	7328	6633	6450	10343	10301

### Burnout



	2021	2022	2023	2024	2025
<b>Your org</b>	4.80	4.84	4.86	4.96	4.91
<b>Best result</b>	5.26	5.24	5.38	5.30	5.33
<b>Average result</b>	4.79	4.81	4.99	5.01	4.94
<b>Worst result</b>	4.40	4.34	4.64	4.50	4.46
Responses	7328	6635	6442	10327	10294

### Negative experiences



	2021	2022	2023	2024	2025
<b>Your org</b>	7.85	7.91	7.92	7.97	8.00
<b>Best result</b>	8.18	8.17	8.30	8.39	8.31
<b>Average result</b>	7.78	7.76	7.91	7.90	7.90
<b>Worst result</b>	7.40	7.41	7.50	7.52	7.46
Responses	7317	6633	6409	10304	10246

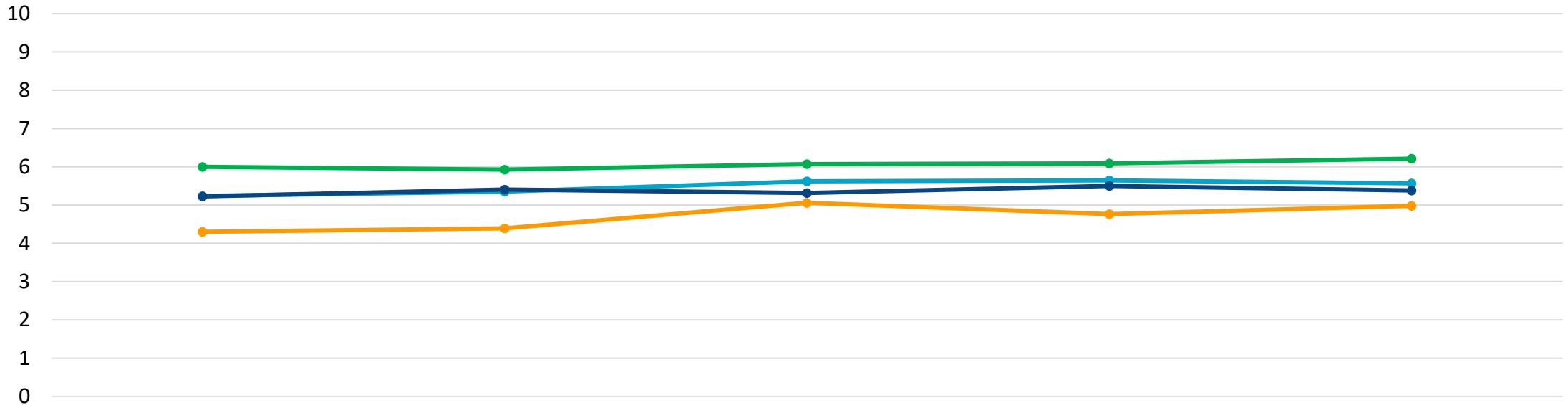
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years. Please see *Additional Information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

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



## Promise element 5: We are always learning

### We are always learning



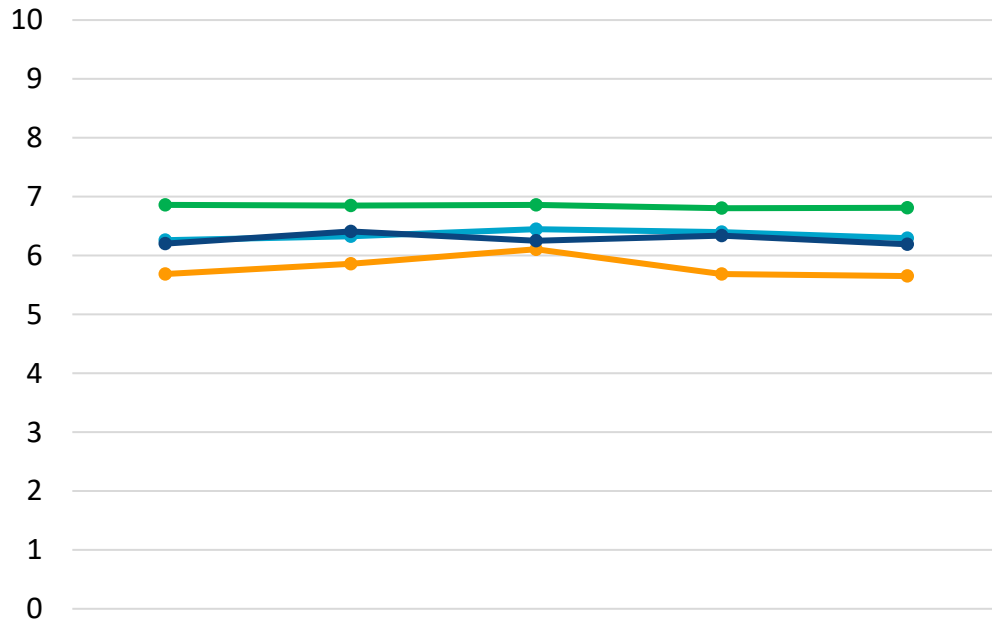
	2021	2022	2023	2024	2025
Your org	5.22	5.40	5.32	5.50	5.38
Best result	6.00	5.92	6.07	6.09	6.21
Average result	5.24	5.35	5.62	5.64	5.57
Worst result	4.30	4.39	5.06	4.76	4.98
Responses	7066	6419	6258	9919	9816

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.

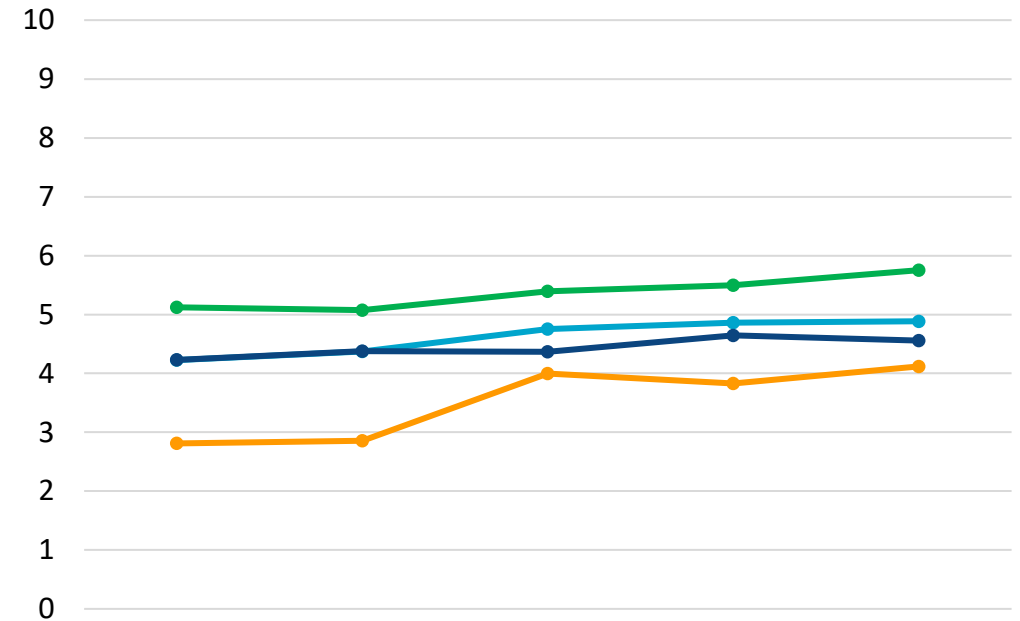


## Promise element 5: We are always learning

Development



Appraisals



	2021	2022	2023	2024	2025
Your org	6.20	6.41	6.25	6.34	6.19
Best result	6.86	6.85	6.86	6.80	6.81
Average result	6.26	6.33	6.45	6.40	6.29
Worst result	5.68	5.86	6.11	5.69	5.65
Responses	7309	6622	6437	10318	10284

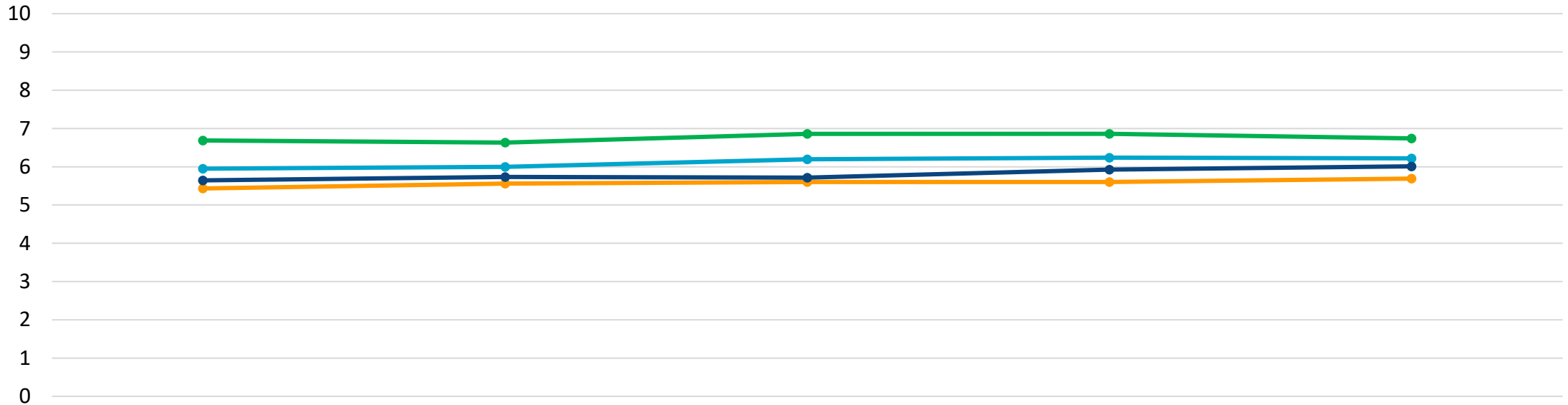
	2021	2022	2023	2024	2025
Your org	4.23	4.38	4.37	4.65	4.56
Best result	5.12	5.07	5.39	5.50	5.75
Average result	4.23	4.37	4.75	4.86	4.89
Worst result	2.81	2.86	3.99	3.83	4.12
Responses	7080	6434	6259	9935	9827

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



## Promise element 6: We work flexibly

We work flexibly



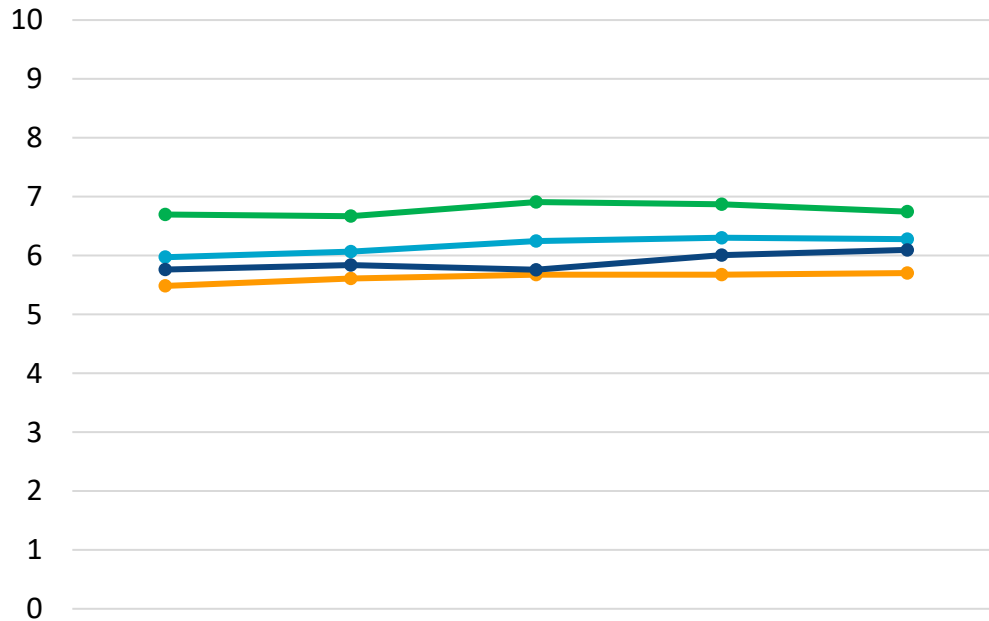
	2021	2022	2023	2024	2025
Your org	5.64	5.74	5.71	5.92	6.01
Best result	6.69	6.63	6.86	6.86	6.74
Average result	5.95	6.00	6.20	6.24	6.22
Worst result	5.43	5.56	5.60	5.60	5.69
Responses	7292	6609	6414	10252	10248

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

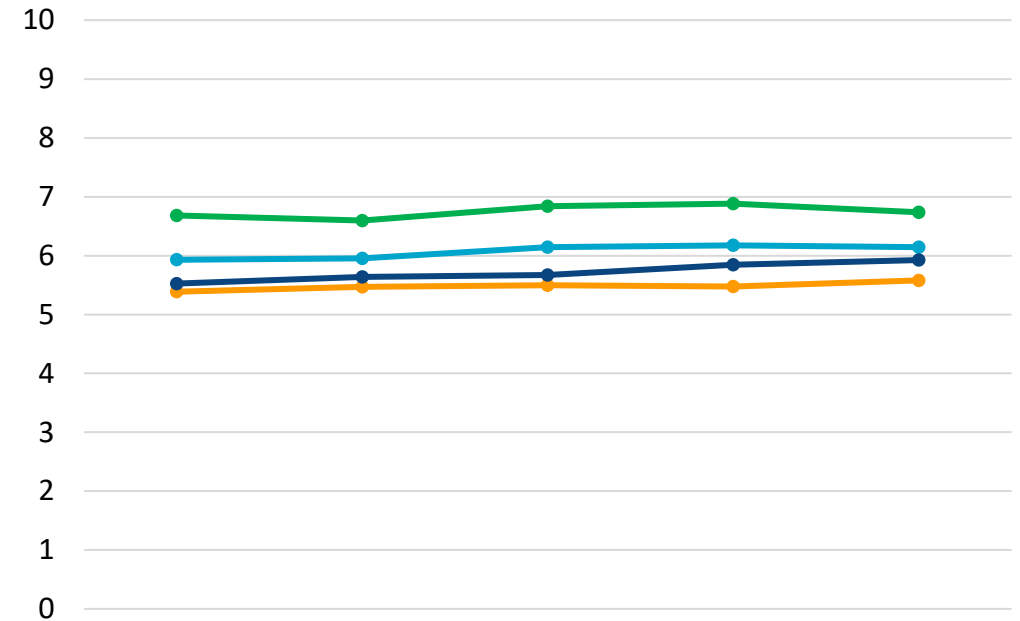


## Promise element 6: We work flexibly

### Support for work-life balance



### Flexible working



	2021	2022	2023	2024	2025
Your org	5.76	5.84	5.76	6.01	6.10
Best result	6.70	6.67	6.91	6.87	6.75
Average result	5.97	6.07	6.25	6.30	6.28
Worst result	5.48	5.61	5.67	5.67	5.70
Responses	7327	6635	6435	10318	10285

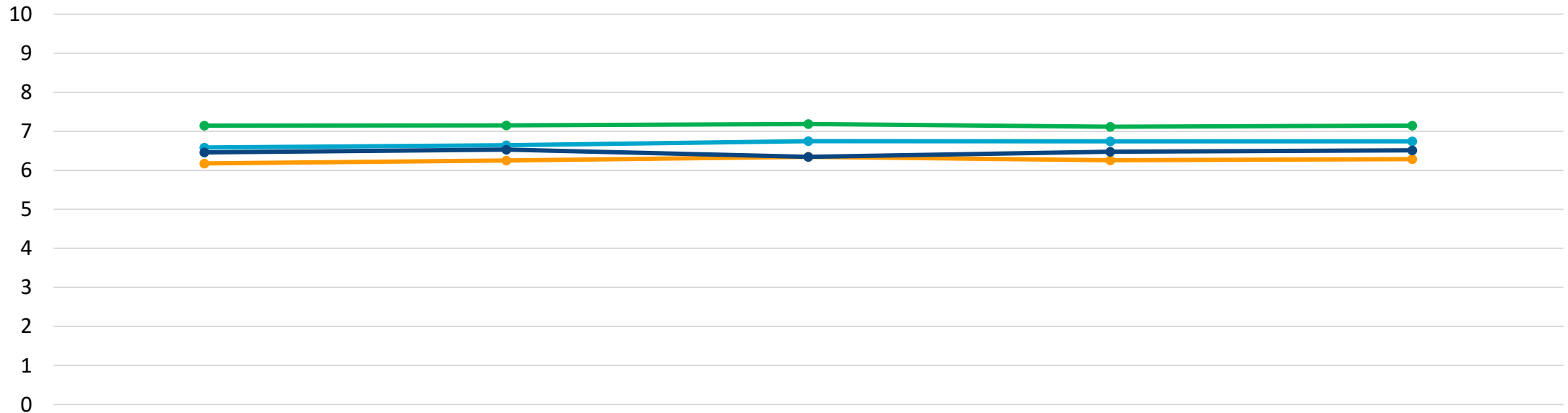
	2021	2022	2023	2024	2025
Your org	5.53	5.64	5.67	5.84	5.93
Best result	6.68	6.60	6.84	6.88	6.73
Average result	5.93	5.95	6.15	6.17	6.15
Worst result	5.39	5.47	5.50	5.48	5.58
Responses	7299	6615	6430	10286	10272

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



## Promise element 7: We are a team

### We are a team



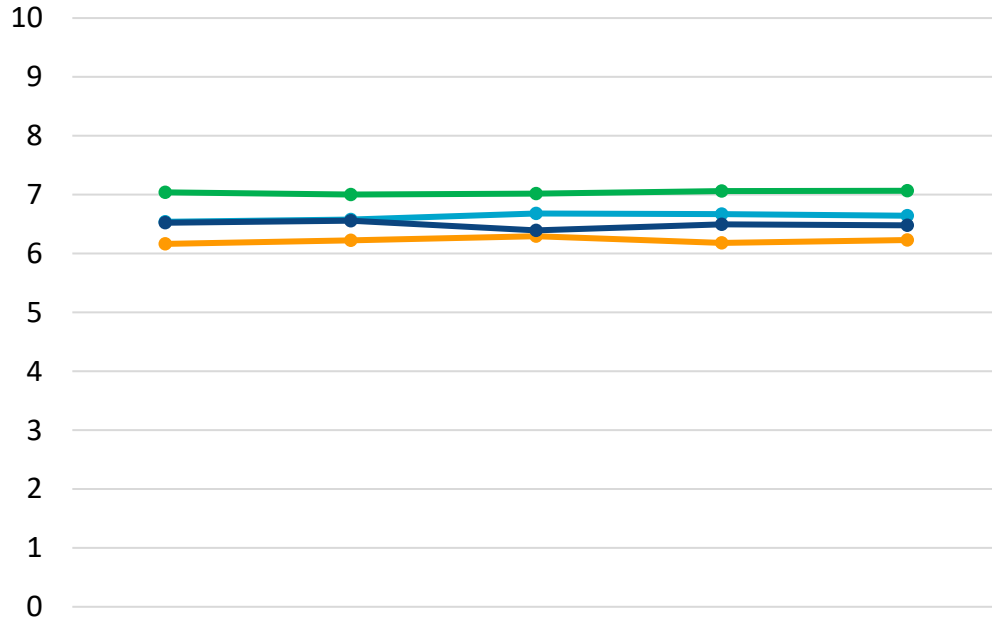
	2021	2022	2023	2024	2025
Your org	6.46	6.53	6.34	6.48	6.51
Best result	7.15	7.15	7.19	7.12	7.14
Average result	6.58	6.64	6.75	6.75	6.75
Worst result	6.18	6.25	6.34	6.25	6.29
Responses	7313	6630	6420	10305	10295

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.

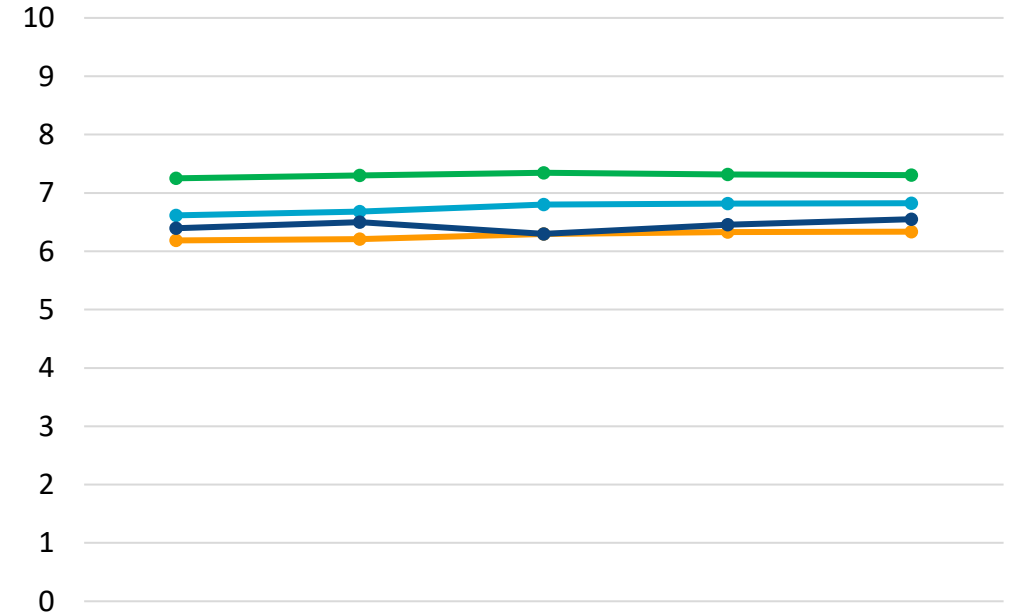


## Promise element 7: We are a team

### Team working



### Line management



	2021	2022	2023	2024	2025
Your org	6.52	6.56	6.39	6.50	6.48
Best result	7.04	7.00	7.02	7.06	7.07
Average result	6.54	6.58	6.68	6.67	6.64
Worst result	6.16	6.22	6.29	6.18	6.23
Responses	7317	6634	6428	10322	10300

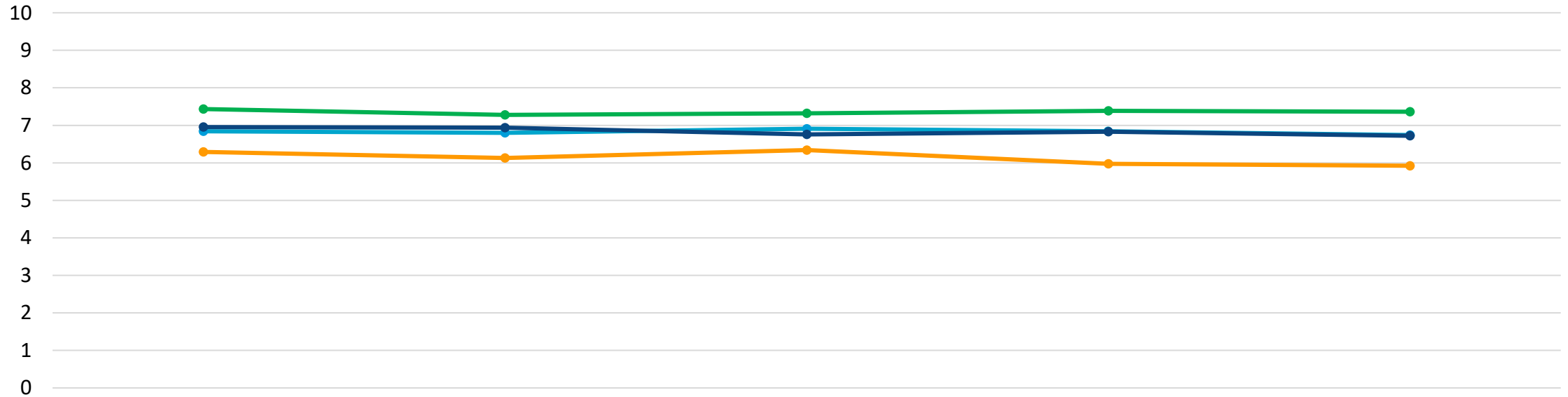
	2021	2022	2023	2024	2025
Your org	6.39	6.50	6.30	6.45	6.55
Best result	7.25	7.30	7.35	7.31	7.31
Average result	6.62	6.68	6.80	6.82	6.82
Worst result	6.19	6.21	6.30	6.33	6.34
Responses	7322	6636	6444	10331	10305

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	6.95	6.94	6.76	6.83	6.72
Best result	7.43	7.28	7.32	7.39	7.36
Average result	6.84	6.80	6.91	6.84	6.74
Worst result	6.29	6.13	6.34	5.98	5.92
Responses	7327	6637	6446	10350	10306



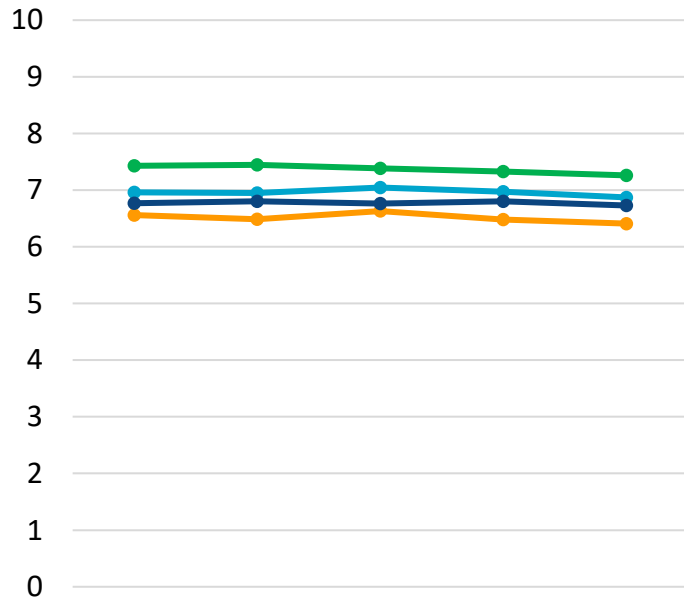
# People Promise elements, themes and sub-scores: Sub-score trends

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

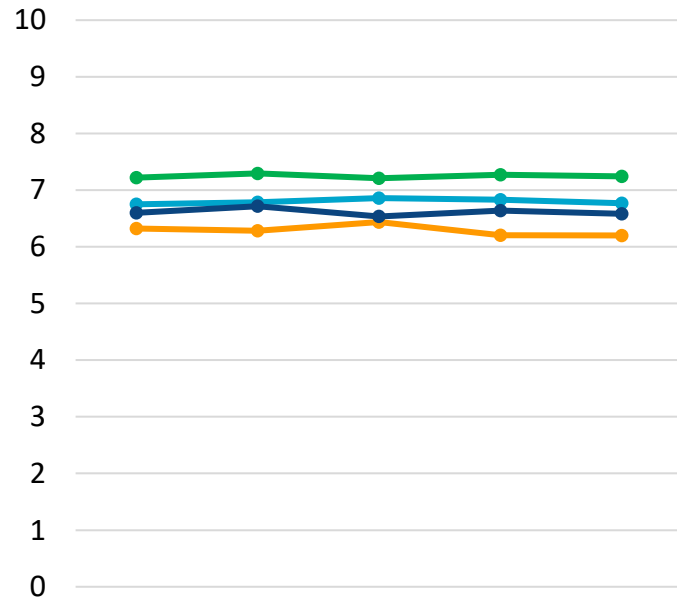


2021 2022 2023 2024 2025

Your org	6.77	6.80	6.76	6.80	6.73
Best result	7.43	7.45	7.39	7.33	7.26
Average result	6.96	6.95	7.05	6.98	6.87
Worst result	6.56	6.48	6.63	6.48	6.41

Responses 7266 6581 6391 10235 10233

### Involvement

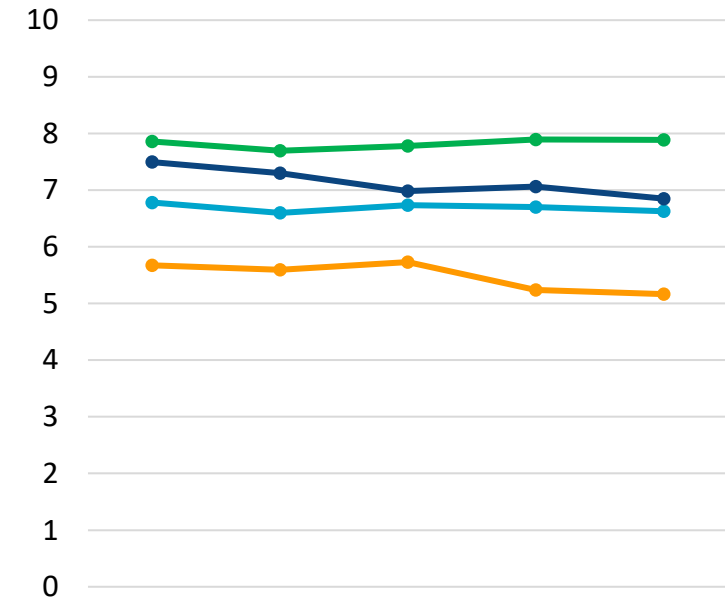


2021 2022 2023 2024 2025

Your org	6.60	6.72	6.53	6.64	6.58
Best result	7.22	7.30	7.21	7.27	7.24
Average result	6.75	6.78	6.86	6.83	6.77
Worst result	6.32	6.28	6.44	6.20	6.20

Responses 7328 6636 6445 10348 10303

### Advocacy



2021 2022 2023 2024 2025

Your org	7.50	7.30	6.98	7.06	6.85
Best result	7.86	7.70	7.78	7.89	7.89
Average result	6.78	6.60	6.74	6.70	6.63
Worst result	5.67	5.60	5.73	5.24	5.17

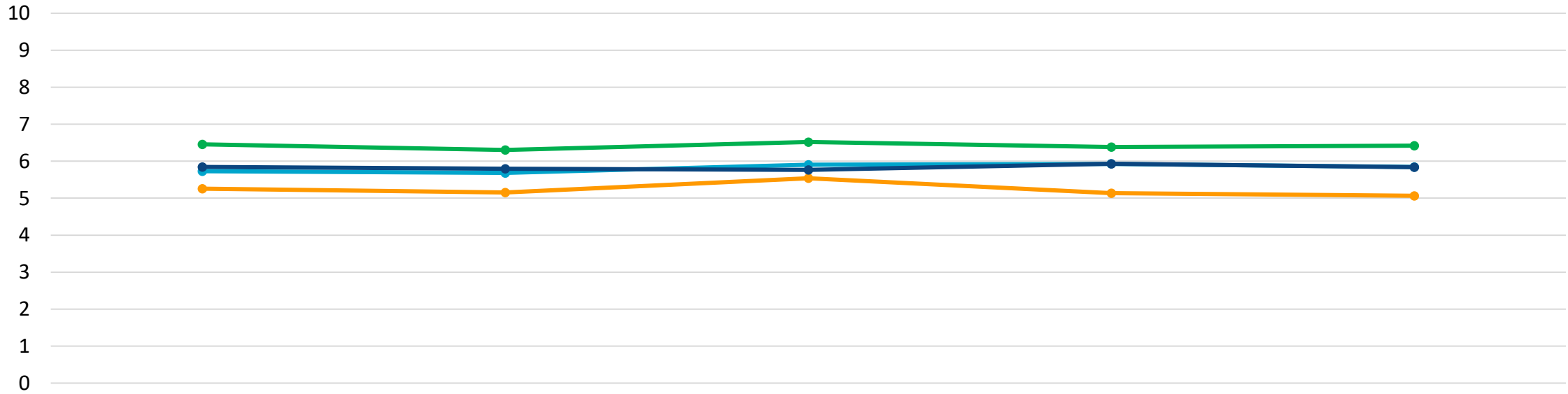
Responses 7303 6628 6421 10304 10275

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	5.85	5.80	5.76	5.93	5.84
Best result	6.45	6.30	6.52	6.38	6.42
Average result	5.73	5.68	5.90	5.93	5.84
Worst result	5.26	5.16	5.54	5.13	5.06
Responses	7329	6640	6452	10348	10307



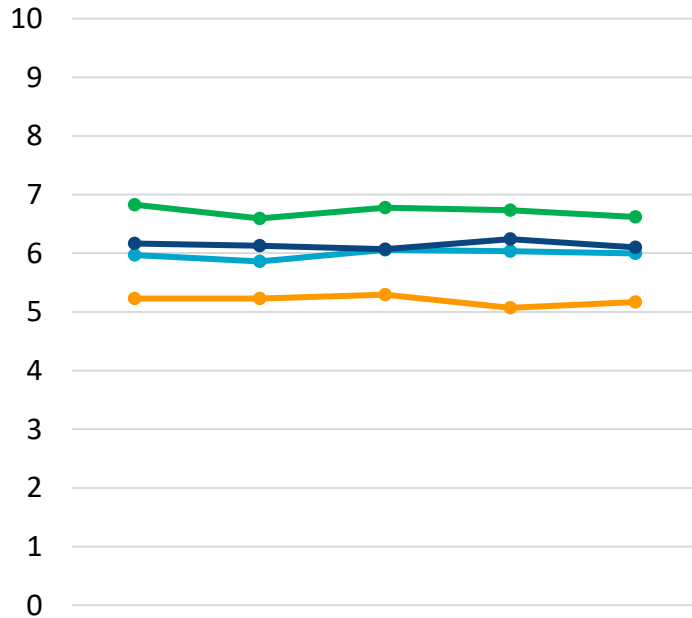
# People Promise elements, themes and sub-scores: Sub-score trends

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



## Theme: Morale

### Thinking about leaving

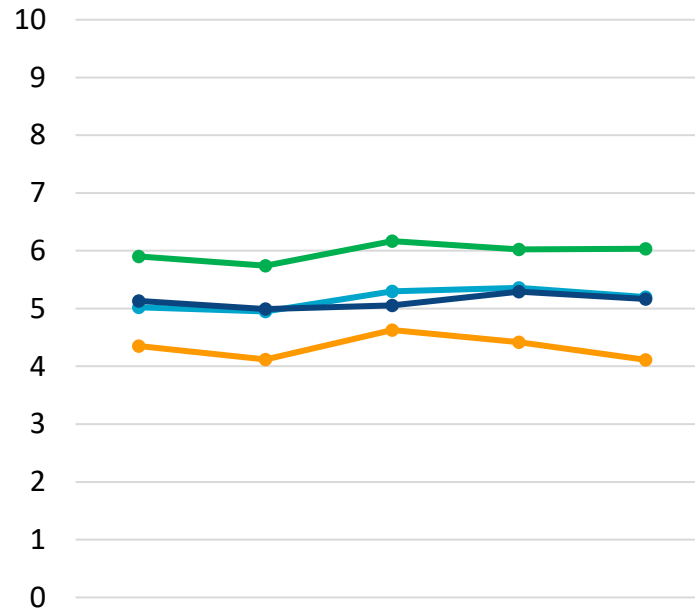


2021 2022 2023 2024 2025

Your org	6.16	6.13	6.07	6.24	6.10
Best result	6.83	6.59	6.78	6.73	6.62
Average result	5.97	5.86	6.06	6.04	6.00
Worst result	5.23	5.23	5.29	5.07	5.17

Responses 7313 6628 6427 10316 10277

### Work pressure



2021 2022 2023 2024 2025

Your org	5.13	4.99	5.05	5.29	5.17
Best result	5.90	5.74	6.17	6.03	6.03
Average result	5.02	4.95	5.30	5.36	5.20
Worst result	4.35	4.12	4.63	4.42	4.11

Responses 7325 6626 6448 10333 10301

### Stressors



2021 2022 2023 2024 2025

Your org	6.24	6.28	6.18	6.26	6.25
Best result	6.73	6.71	6.71	6.70	6.68
Average result	6.25	6.29	6.38	6.38	6.35
Worst result	5.90	5.91	6.10	5.91	5.91

Responses 7310 6618 6437 10331 10300

## People Promise element – We are compassionate and inclusive



### Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

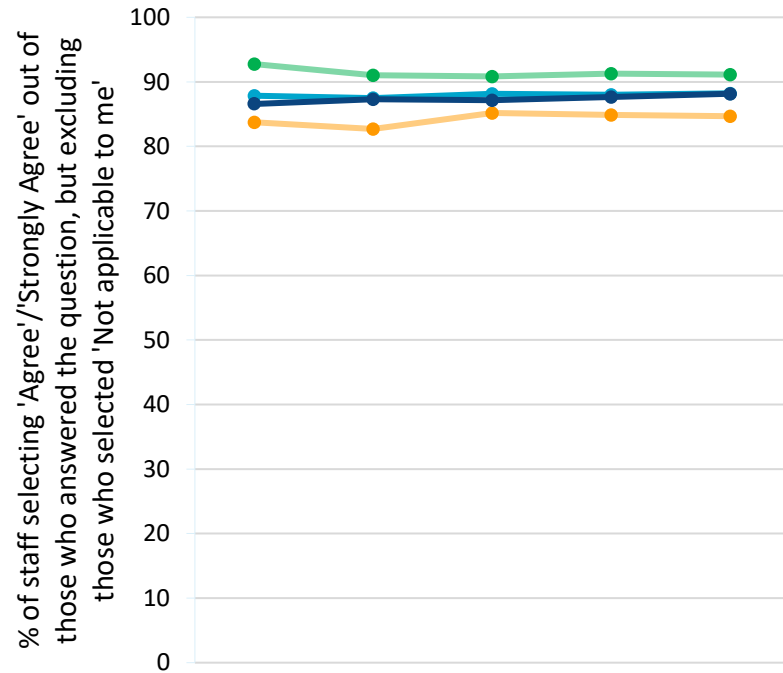
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

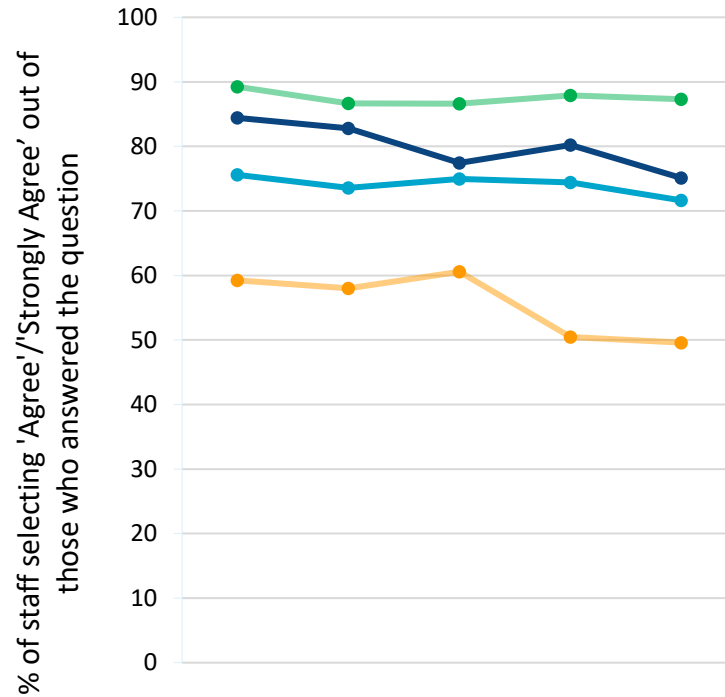


Q6a I feel that my role makes a difference to patients / service users.



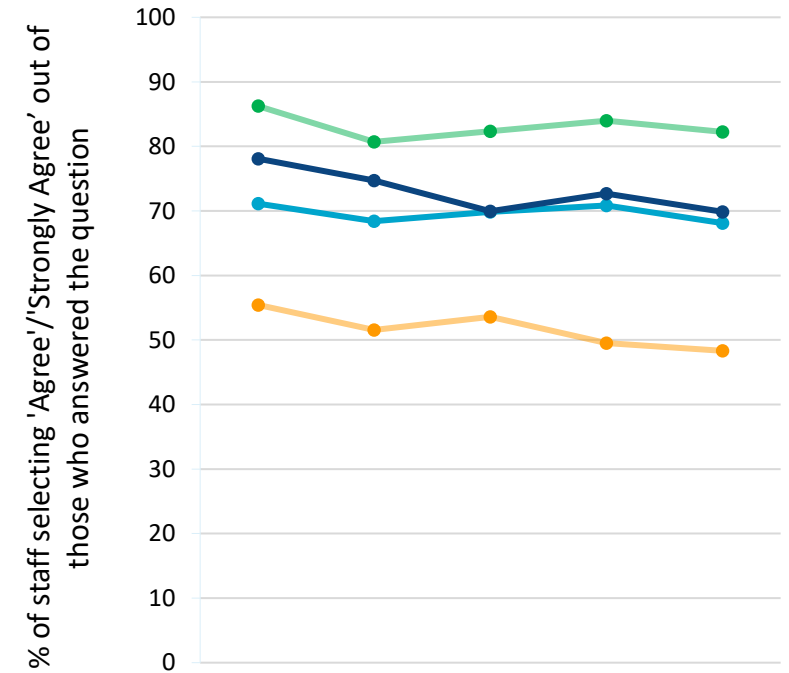
	2021	2022	2023	2024	2025
<b>Your org</b>	86.57%	87.29%	87.18%	87.64%	88.16%
<b>Best result</b>	92.75%	91.05%	90.85%	91.30%	91.11%
<b>Average result</b>	87.85%	87.48%	88.14%	88.02%	88.22%
<b>Worst result</b>	83.75%	82.70%	85.18%	84.88%	84.67%
Responses	7056	6450	6223	9964	10028

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



	2021	2022	2023	2024	2025
<b>Your org</b>	84.41%	82.79%	77.46%	80.22%	75.10%
<b>Best result</b>	89.24%	86.64%	86.62%	87.88%	87.31%
<b>Average result</b>	75.58%	73.58%	74.95%	74.42%	71.63%
<b>Worst result</b>	59.25%	57.99%	60.58%	50.48%	49.59%
Responses	7298	6620	6420	10296	10275

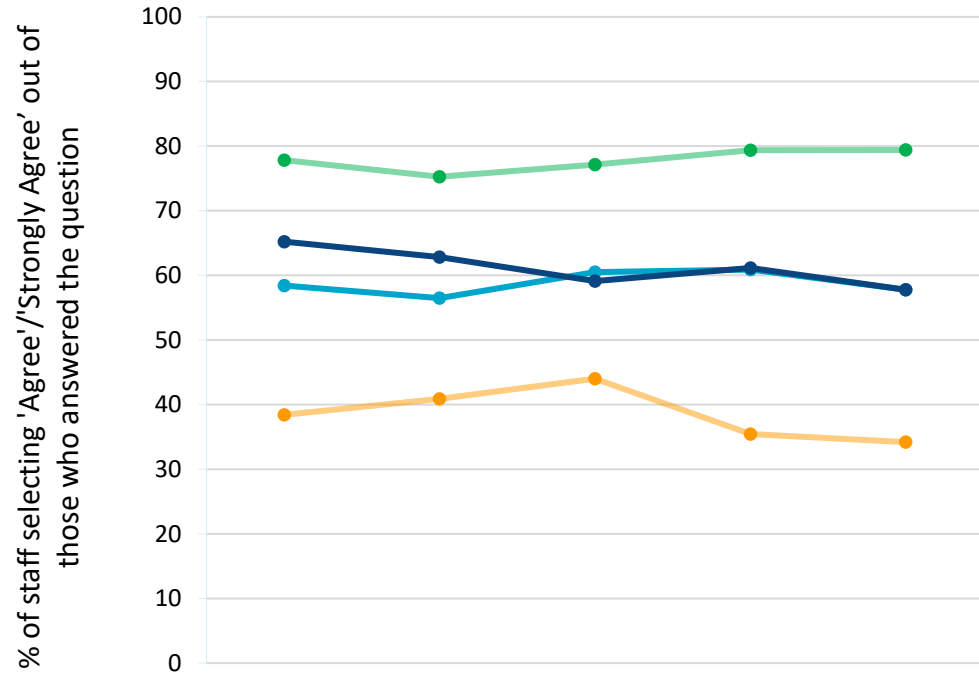
Q25b My organisation acts on concerns raised by patients / service users.



	2021	2022	2023	2024	2025
<b>Your org</b>	78.09%	74.70%	69.94%	72.68%	69.86%
<b>Best result</b>	86.24%	80.70%	82.35%	83.97%	82.23%
<b>Average result</b>	71.13%	68.39%	69.84%	70.86%	68.11%
<b>Worst result</b>	55.43%	51.54%	53.61%	49.53%	48.33%
Responses	7292	6615	6396	10278	10265

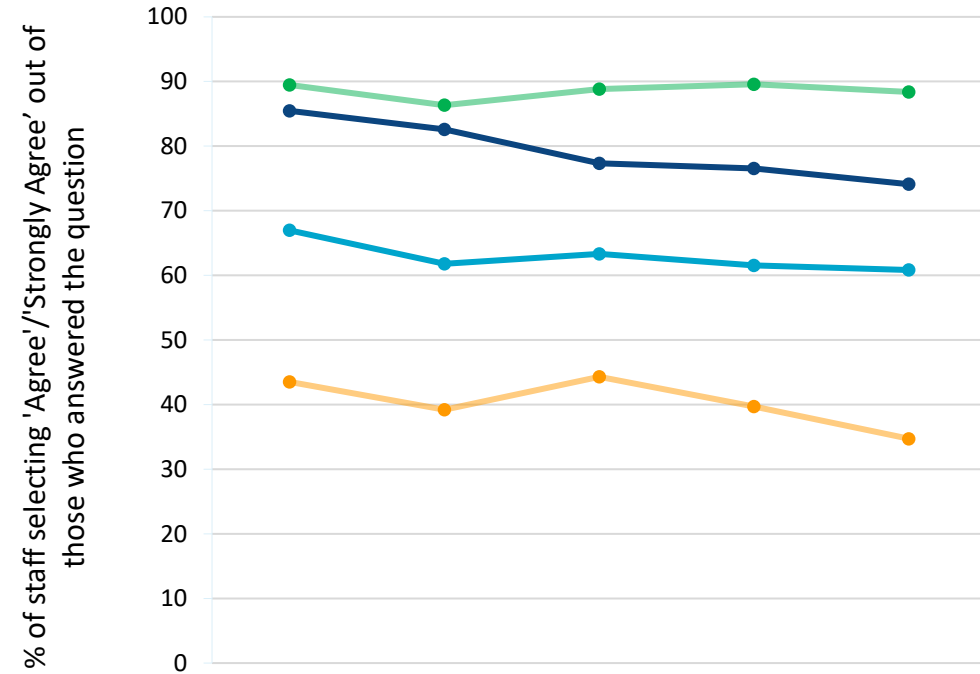


Q25c I would recommend my organisation as a place to work.



	2021	2022	2023	2024	2025
<b>Your org</b>	65.22%	62.83%	59.10%	61.17%	57.77%
<b>Best result</b>	77.86%	75.26%	77.14%	79.37%	79.40%
<b>Average result</b>	58.41%	56.47%	60.52%	60.89%	57.77%
<b>Worst result</b>	38.40%	40.90%	44.01%	35.43%	34.20%
Responses	7284	6620	6418	10292	10265

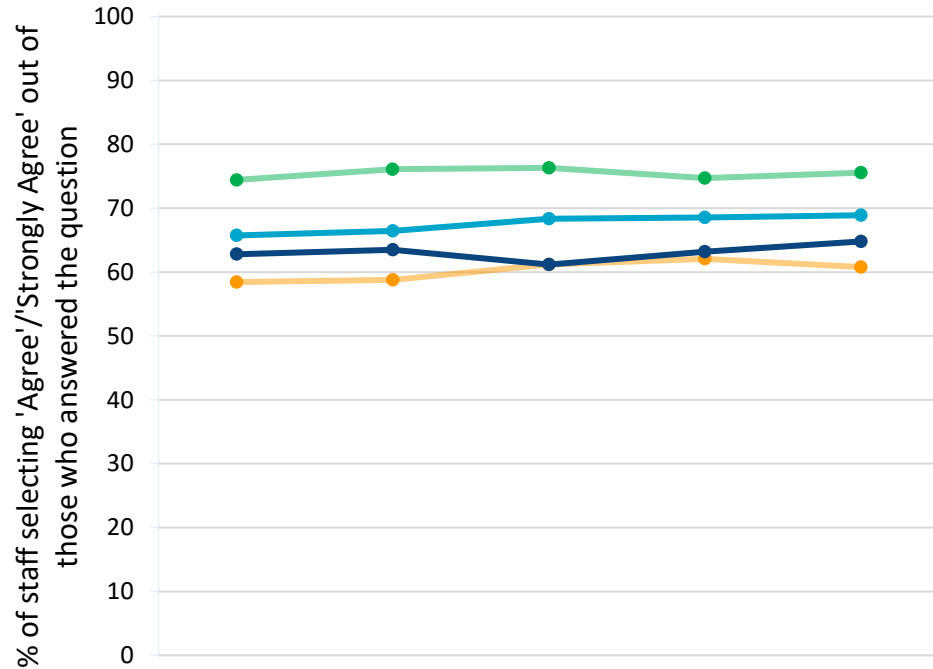
Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2021	2022	2023	2024	2025
<b>Your org</b>	85.47%	82.59%	77.34%	76.55%	74.10%
<b>Best result</b>	89.49%	86.33%	88.81%	89.58%	88.41%
<b>Average result</b>	66.97%	61.78%	63.32%	61.55%	60.83%
<b>Worst result</b>	43.50%	39.20%	44.30%	39.68%	34.73%
Responses	7286	6615	6405	10287	10270

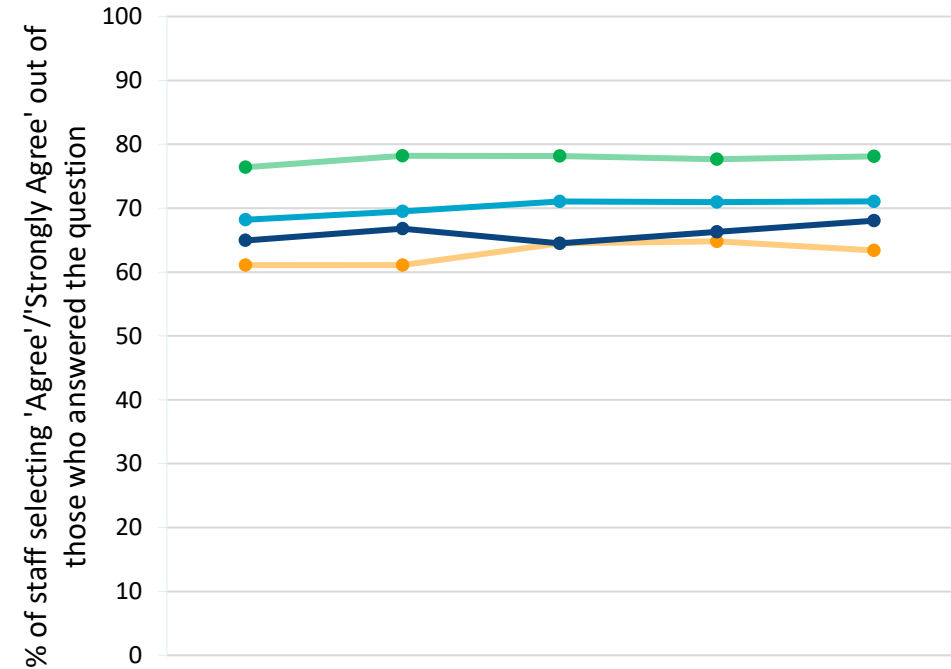


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024	2025
Your org	62.80%	63.48%	61.17%	63.20%	64.79%
Best result	74.43%	76.09%	76.31%	74.72%	75.54%
Average result	65.73%	66.46%	68.37%	68.54%	68.89%
Worst result	58.44%	58.76%	61.17%	62.06%	60.79%
Responses	7298	6631	6429	10305	10291

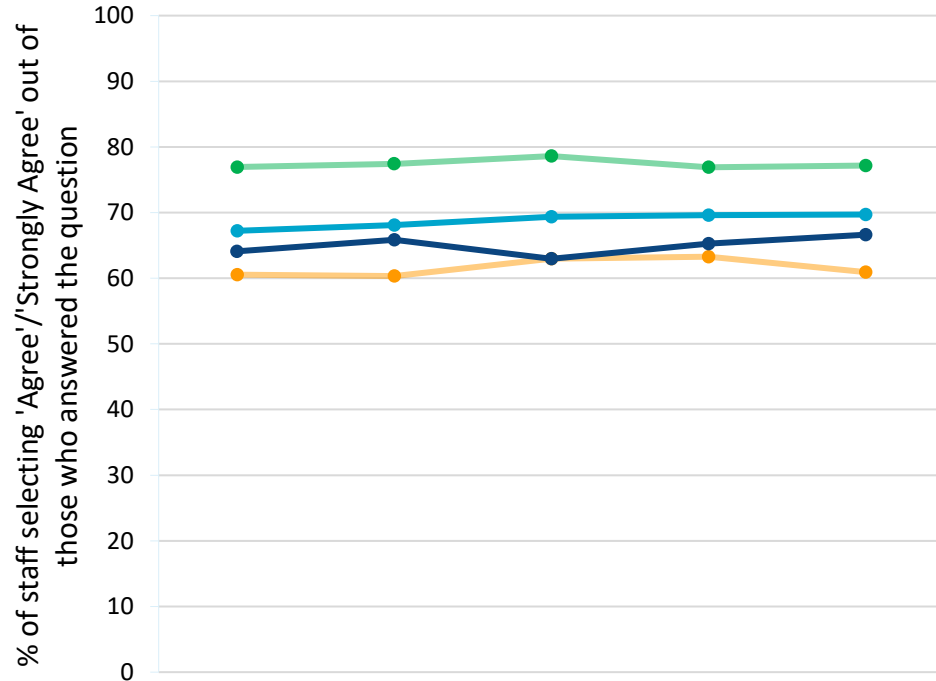
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024	2025
Your org	64.94%	66.77%	64.49%	66.29%	68.04%
Best result	76.40%	78.20%	78.14%	77.64%	78.12%
Average result	68.18%	69.47%	71.04%	70.96%	71.07%
Worst result	61.09%	61.09%	64.49%	64.81%	63.37%
Responses	7307	6625	6436	10315	10286

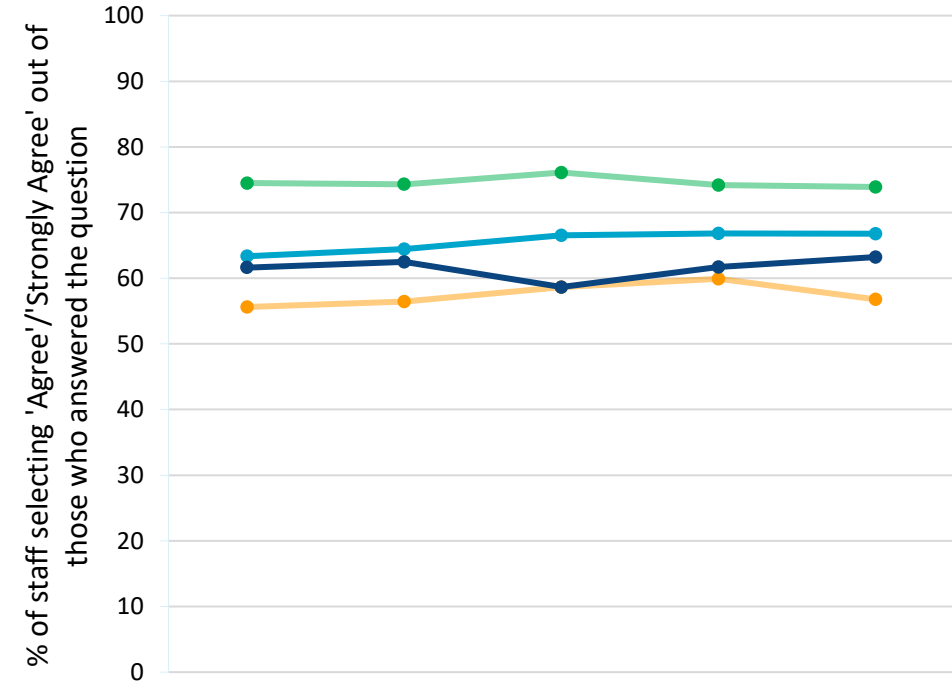


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024	2025
<b>Your org</b>	64.08%	65.87%	62.96%	65.29%	66.63%
<b>Best result</b>	76.94%	77.42%	78.60%	76.90%	77.15%
<b>Average result</b>	67.22%	68.07%	69.38%	69.63%	69.71%
<b>Worst result</b>	60.56%	60.33%	62.96%	63.28%	60.93%
Responses	7296	6622	6431	10298	10292

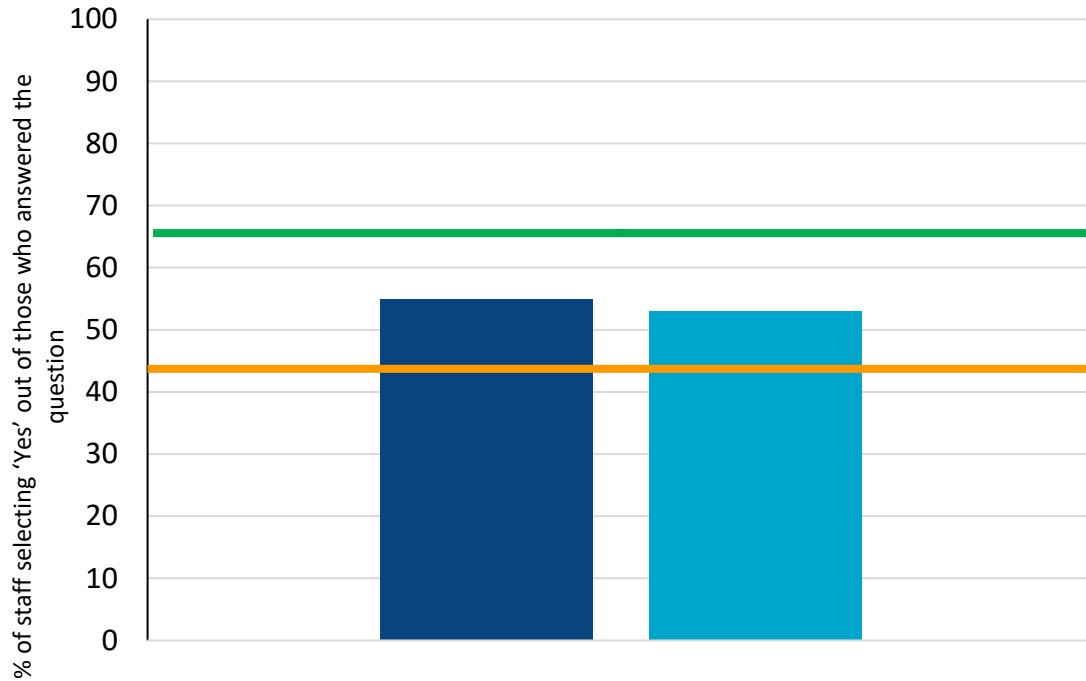
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024	2025
<b>Your org</b>	61.62%	62.49%	58.66%	61.72%	63.23%
<b>Best result</b>	74.50%	74.31%	76.10%	74.19%	73.90%
<b>Average result</b>	63.35%	64.44%	66.52%	66.82%	66.79%
<b>Worst result</b>	55.62%	56.43%	58.66%	59.92%	56.79%
Responses	7291	6621	6434	10299	10289

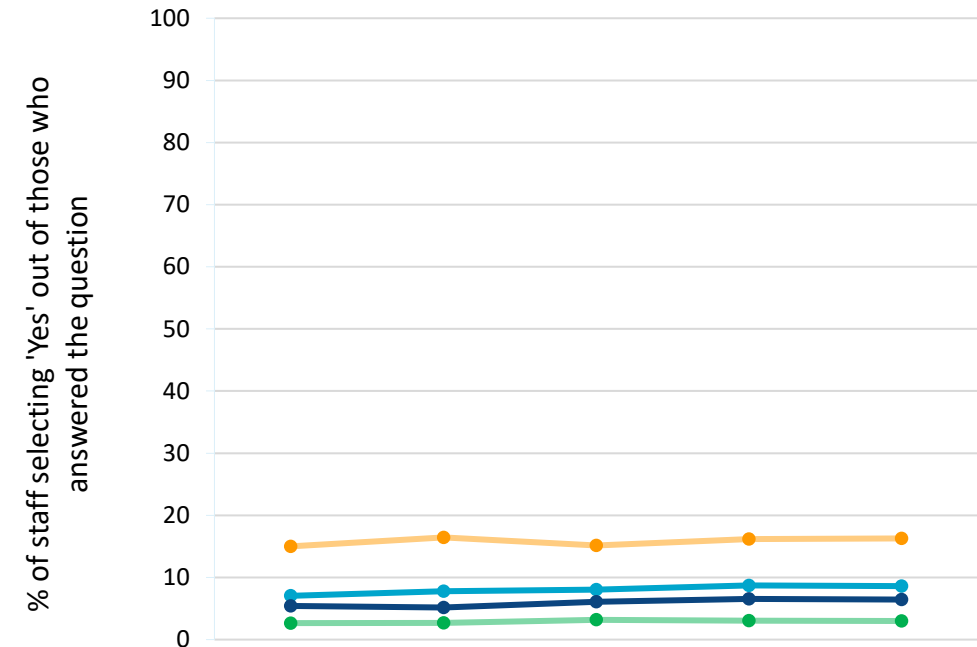


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



	2025
Your org	54.93%
Best result	65.57%
Average result	53.05%
Worst result	43.72%
Responses	10191

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?

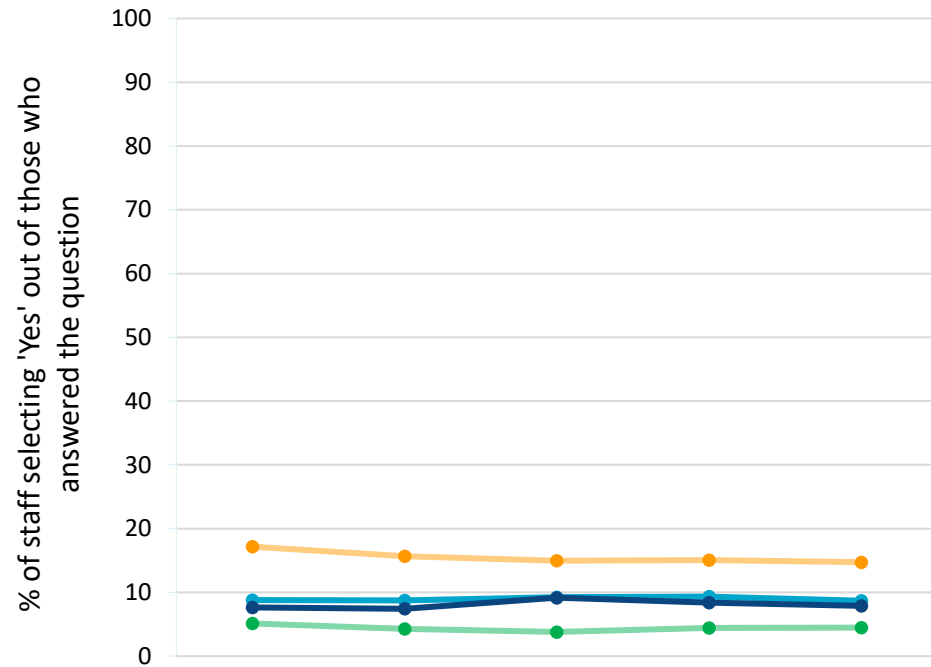


	2021	2022	2023	2024	2025
Your org	6.45%	6.55%	6.09%	6.55%	6.45%
Best result	2.97%	2.70%	3.17%	3.02%	2.97%
Average result	8.58%	7.76%	8.06%	8.72%	8.58%
Worst result	16.28%	16.44%	15.14%	16.17%	16.28%
Responses	7287	6617	6403	10282	10229

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/>

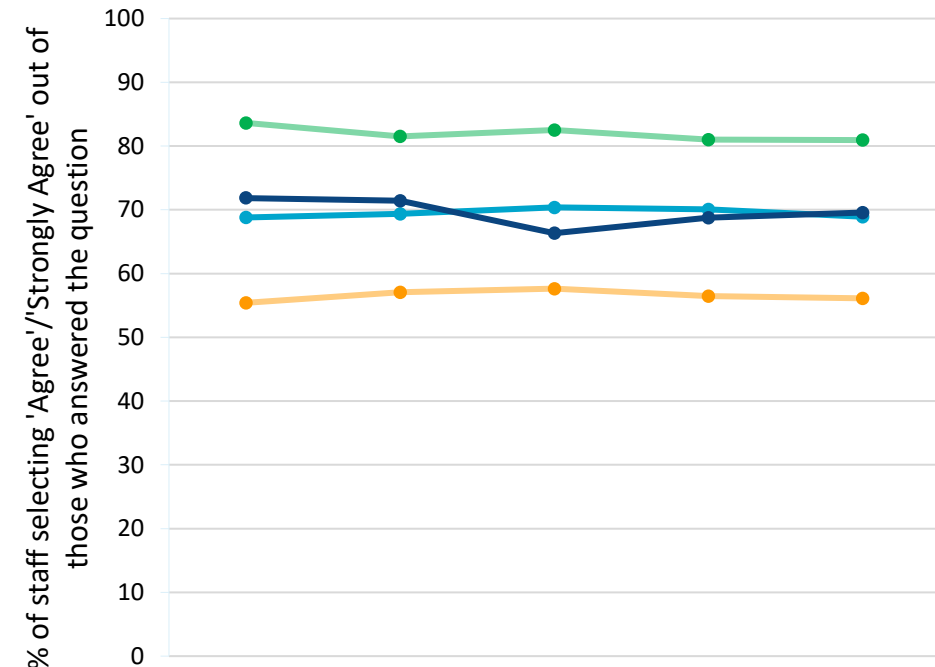


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2021	2022	2023	2024	2025
Your org	7.65%	7.42%	9.17%	8.41%	7.91%
Best result	5.12%	4.25%	3.80%	4.45%	4.46%
Average result	8.81%	8.73%	9.24%	9.33%	8.69%
Worst result	17.16%	15.67%	14.95%	15.07%	14.74%
Responses	7275	6579	6376	10219	10160

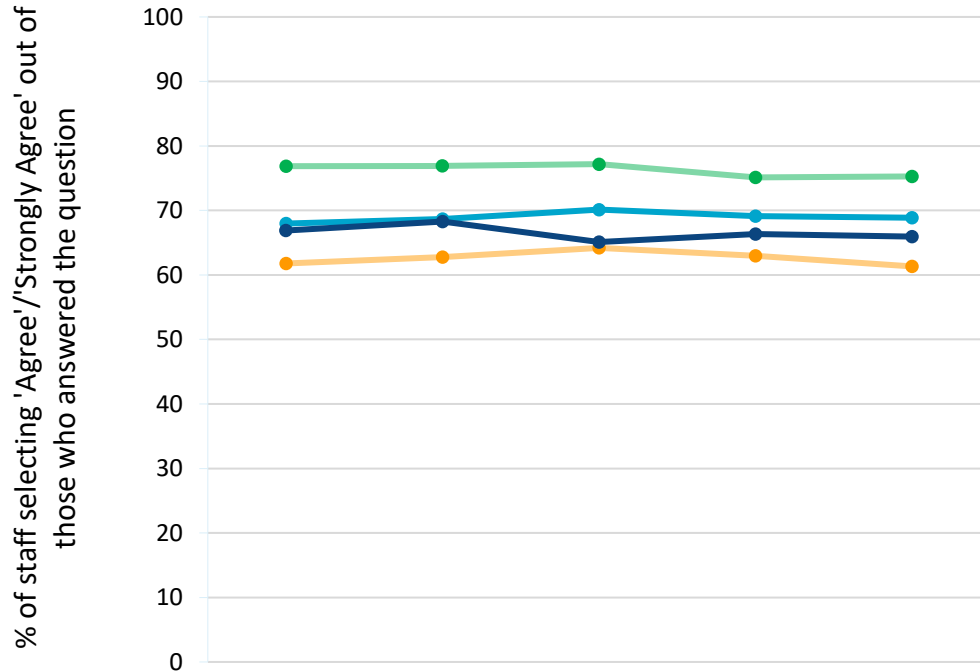
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024	2025
Your org	71.84%	71.45%	66.34%	68.76%	69.59%
Best result	83.63%	81.52%	82.54%	81.00%	80.94%
Average result	68.80%	69.36%	70.39%	70.09%	68.91%
Worst result	55.41%	57.05%	57.64%	56.48%	56.12%
Responses	7314	6631	6391	10279	10289

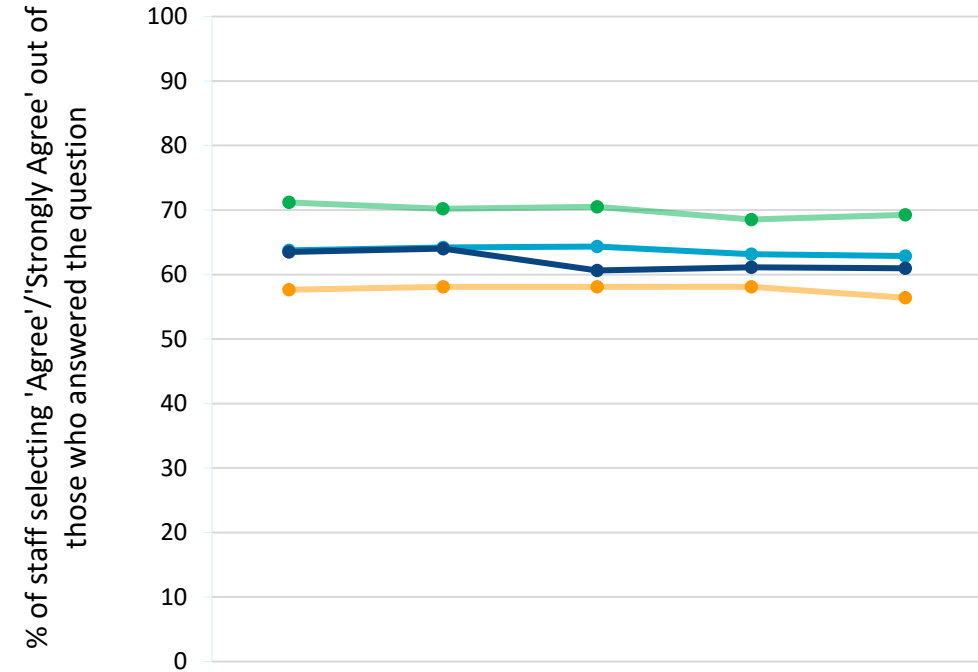


Q7h I feel valued by my team.



	2021	2022	2023	2024	2025
<b>Your org</b>	66.88%	68.28%	65.10%	66.33%	65.94%
<b>Best result</b>	76.87%	76.89%	77.18%	75.13%	75.29%
<b>Average result</b>	67.97%	68.70%	70.14%	69.10%	68.86%
<b>Worst result</b>	61.78%	62.75%	64.19%	62.95%	61.33%
Responses	7287	6622	6407	10263	10286

Q7i I feel a strong personal attachment to my team.

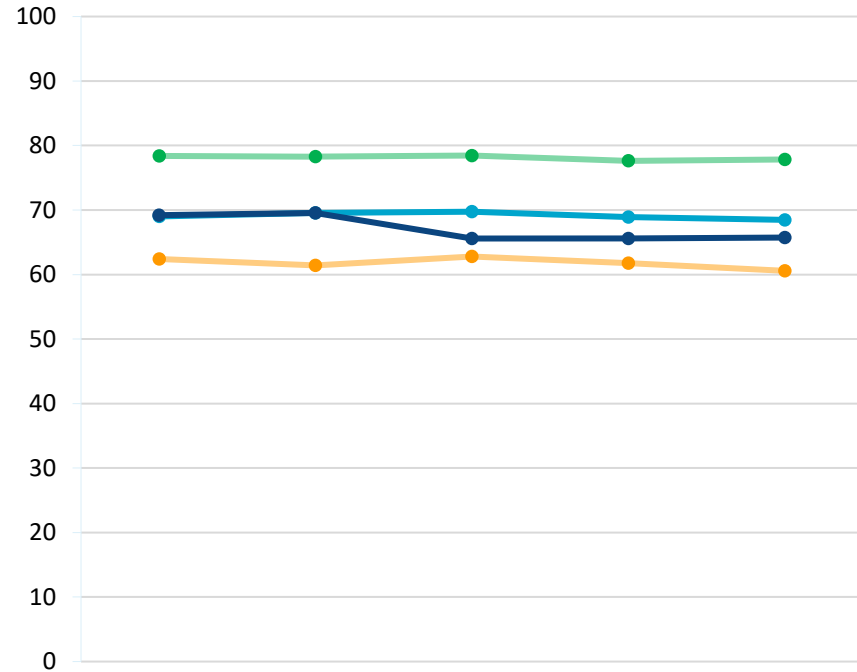


	2021	2022	2023	2024	2025
<b>Your org</b>	63.49%	64.02%	60.63%	61.12%	60.99%
<b>Best result</b>	71.18%	70.19%	70.51%	68.53%	69.25%
<b>Average result</b>	63.76%	64.19%	64.34%	63.17%	62.88%
<b>Worst result</b>	57.67%	58.08%	58.09%	58.10%	56.40%
Responses	7290	6618	6403	10278	10291



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

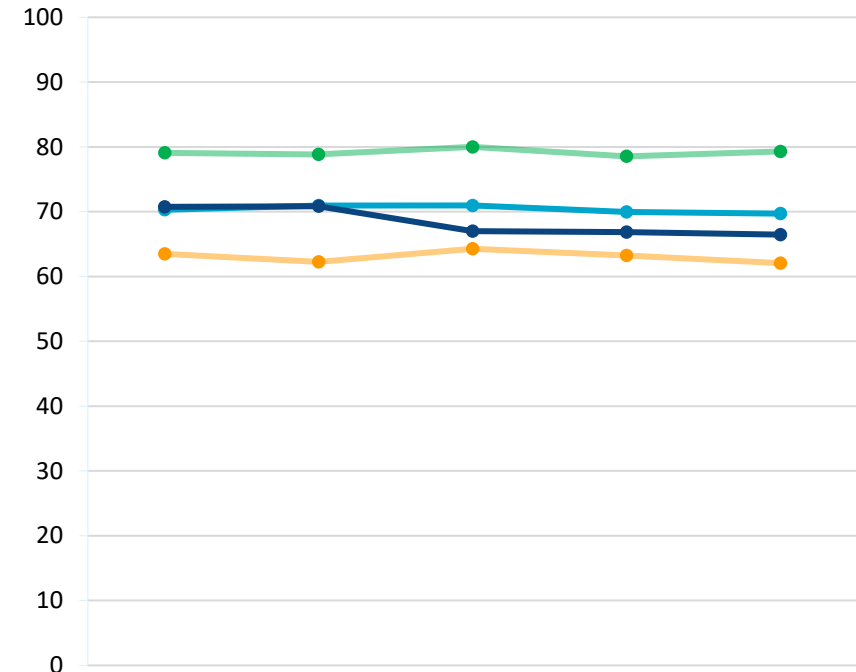
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023	2024	2025
Your org	69.20%	69.54%	65.60%	65.60%	65.74%
Best result	78.39%	78.27%	78.45%	77.62%	77.85%
Average result	69.03%	69.58%	69.74%	68.91%	68.48%
Worst result	62.41%	61.43%	62.79%	61.79%	60.58%
Responses	7292	6618	6409	10305	10304

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

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



	2021	2022	2023	2024	2025
Your org	70.74%	70.84%	67.00%	66.88%	66.47%
Best result	79.08%	78.83%	80.01%	78.54%	79.30%
Average result	70.33%	70.95%	70.97%	69.96%	69.71%
Worst result	63.50%	62.24%	64.28%	63.25%	62.07%
Responses	7289	6616	6401	10294	10293

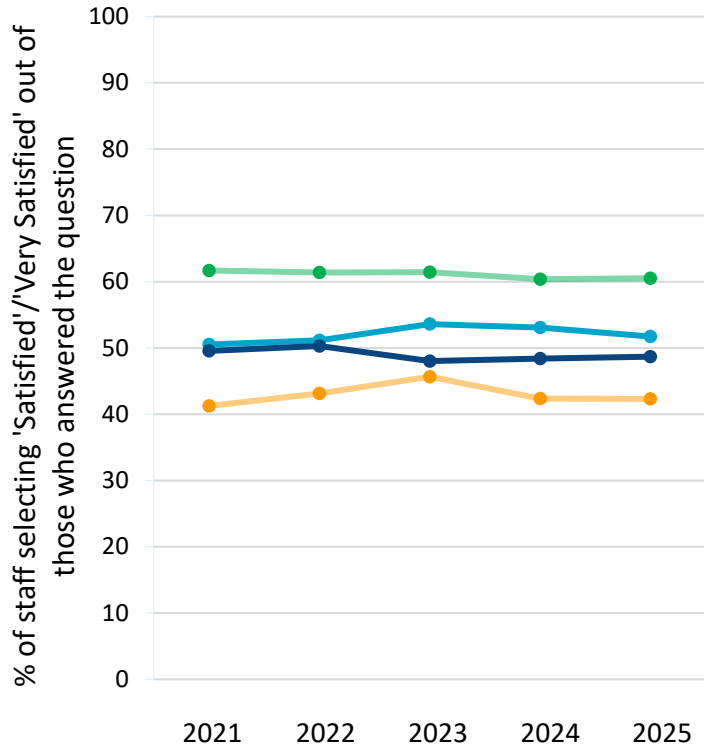
## People Promise element – We are recognised and rewarded



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

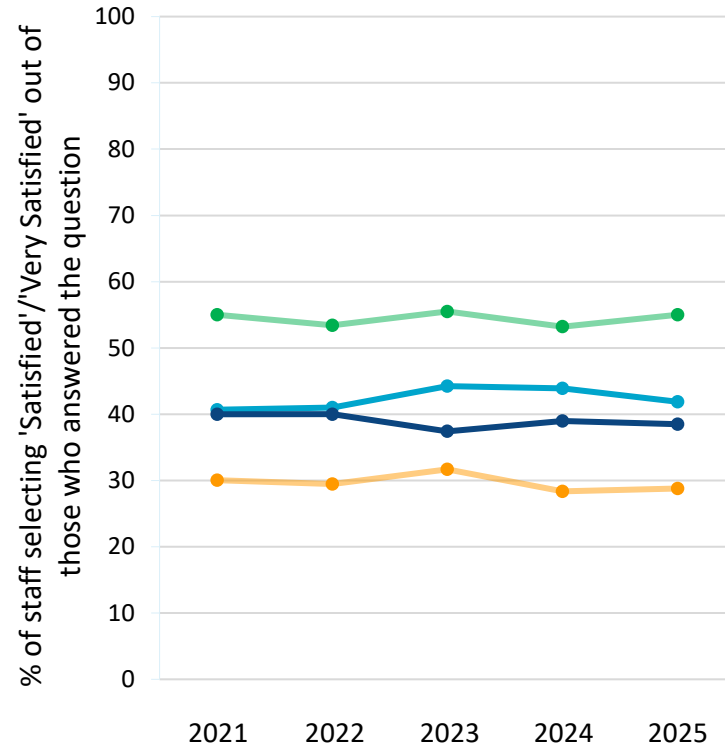


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



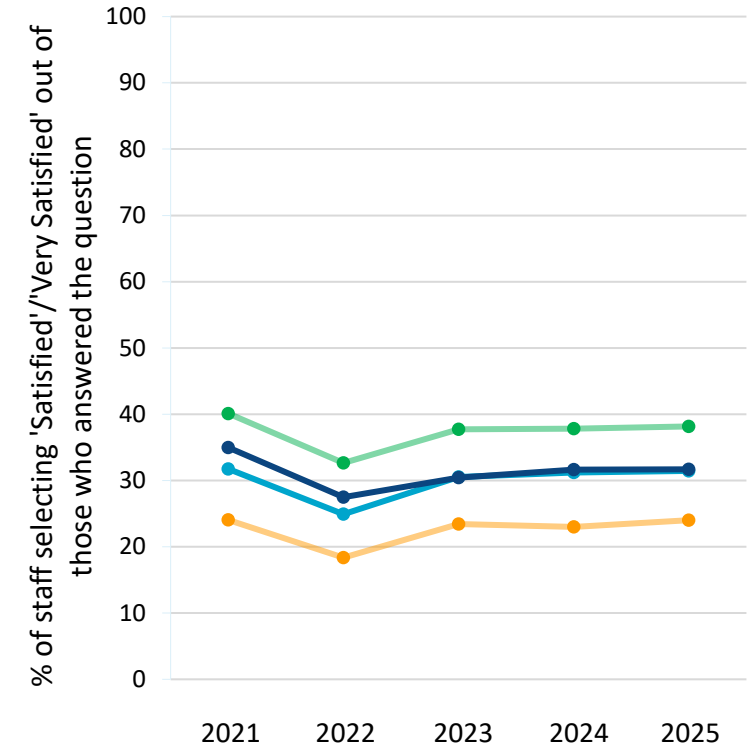
Year	2021	2022	2023	2024	2025
<b>Your org</b>	49.54%	50.30%	48.03%	48.40%	48.69%
<b>Best result</b>	61.69%	61.38%	61.41%	60.38%	60.51%
<b>Average result</b>	50.53%	51.13%	53.60%	53.06%	51.72%
<b>Worst result</b>	41.25%	43.14%	45.66%	42.36%	42.31%
Responses	7317	6625	6452	10328	10292

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



Year	2021	2022	2023	2024	2025
<b>Your org</b>	39.98%	40.01%	37.41%	38.98%	38.51%
<b>Best result</b>	55.03%	53.44%	55.51%	53.21%	55.01%
<b>Average result</b>	40.68%	41.02%	44.24%	43.91%	41.90%
<b>Worst result</b>	30.03%	29.48%	31.68%	28.36%	28.77%
Responses	7294	6614	6428	10295	10283

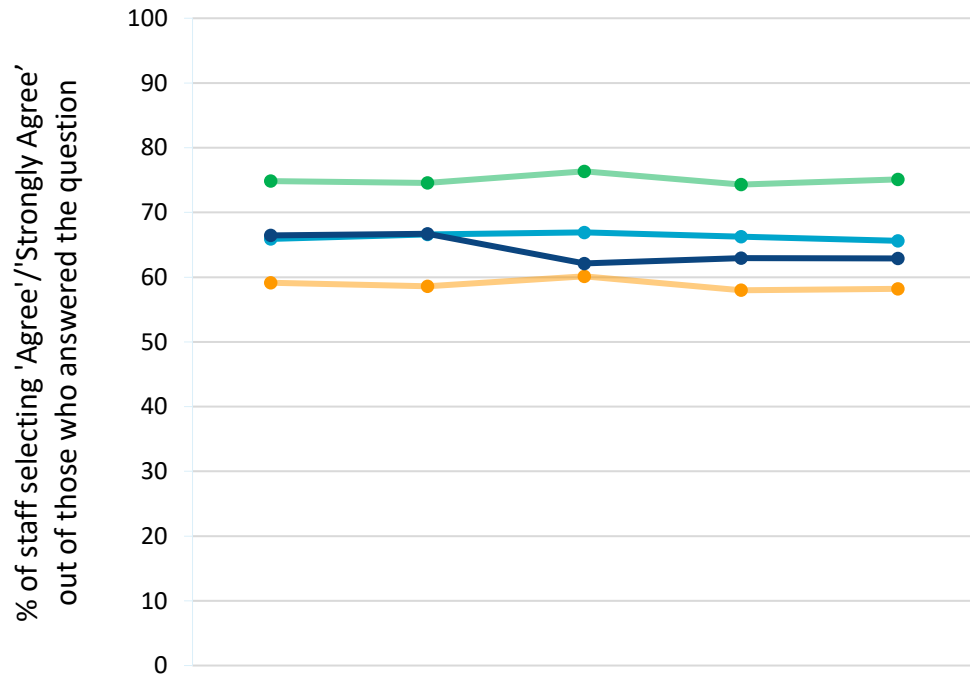
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



Year	2021	2022	2023	2024	2025
<b>Your org</b>	34.98%	27.48%	30.43%	31.64%	31.67%
<b>Best result</b>	40.11%	32.64%	37.73%	37.83%	38.14%
<b>Average result</b>	31.75%	24.92%	30.54%	31.19%	31.45%
<b>Worst result</b>	24.05%	18.36%	23.42%	22.97%	24.01%
Responses	7294	6622	6433	10293	10283

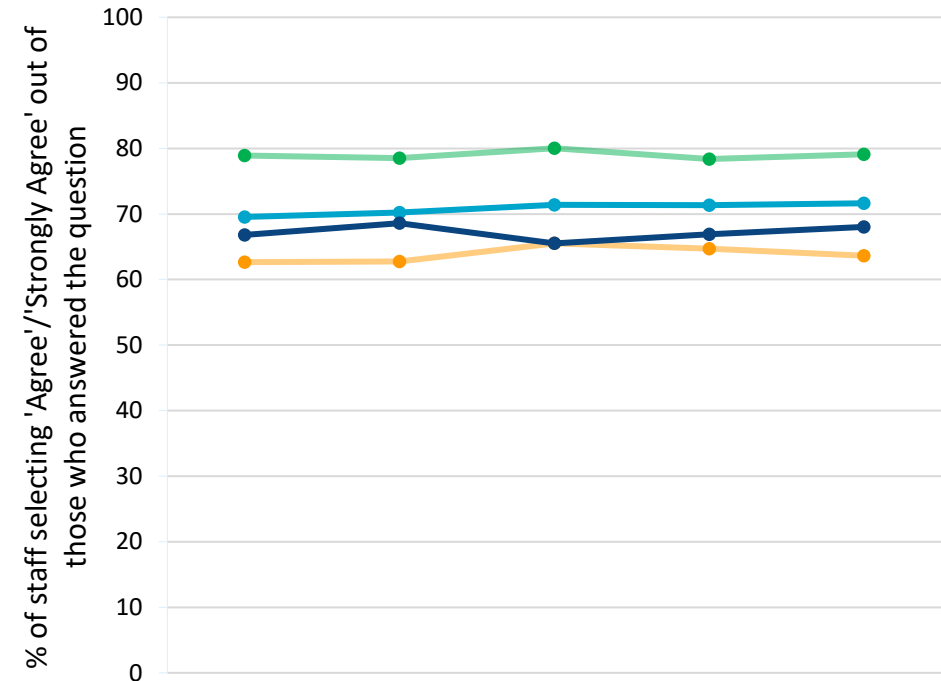


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024	2025
<b>Your org</b>	66.45%	66.70%	62.12%	62.96%	62.90%
<b>Best result</b>	74.84%	74.56%	76.35%	74.30%	75.09%
<b>Average result</b>	65.91%	66.62%	66.92%	66.23%	65.62%
<b>Worst result</b>	59.15%	58.58%	60.13%	57.98%	58.20%
Responses	7280	6606	6394	10283	10288

Q9e My immediate manager values my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	66.79%	68.59%	65.51%	66.88%	68.02%
<b>Best result</b>	78.90%	78.53%	80.02%	78.38%	79.12%
<b>Average result</b>	69.55%	70.22%	71.41%	71.32%	71.63%
<b>Worst result</b>	62.65%	62.75%	65.51%	64.72%	63.64%
Responses	7306	6624	6438	10307	10279

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



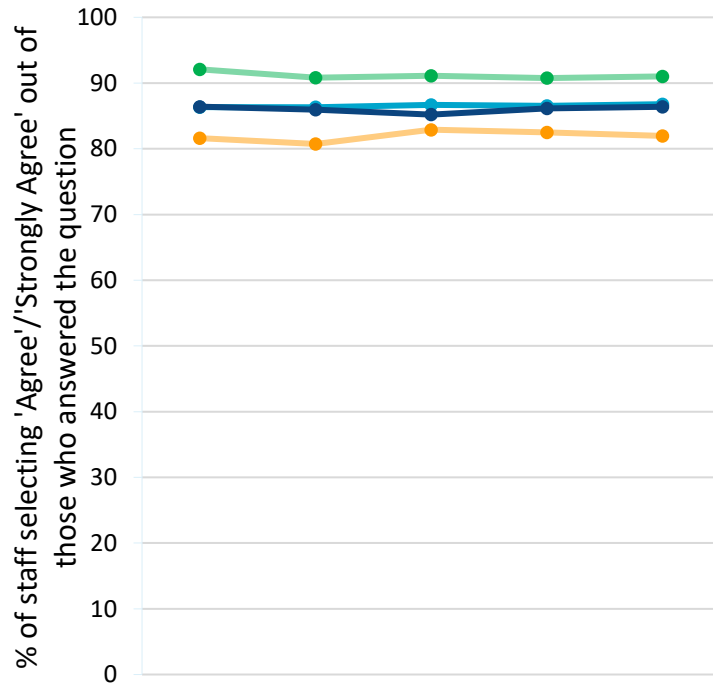
### Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

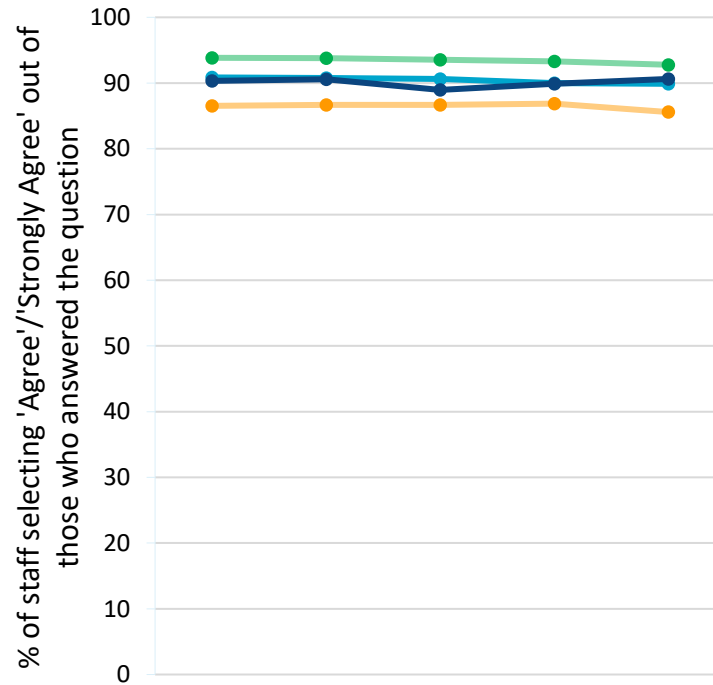


Q3a I always know what my work responsibilities are.



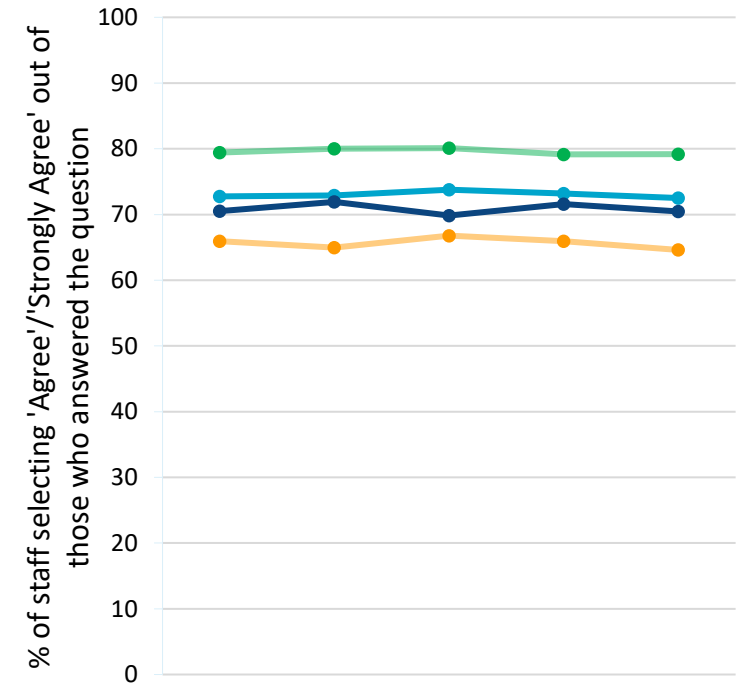
	2021	2022	2023	2024	2025
<b>Your org</b>	86.41%	85.93%	85.20%	86.14%	86.38%
<b>Best result</b>	92.09%	90.81%	91.10%	90.75%	91.00%
<b>Average result</b>	86.33%	86.32%	86.69%	86.53%	86.79%
<b>Worst result</b>	81.63%	80.73%	82.90%	82.49%	81.95%
Responses	7324	6629	6444	10348	10302

Q3b I am trusted to do my job.



	2021	2022	2023	2024	2025
<b>Your org</b>	90.34%	90.57%	88.96%	89.90%	90.63%
<b>Best result</b>	93.84%	93.80%	93.54%	93.29%	92.78%
<b>Average result</b>	90.85%	90.77%	90.61%	89.98%	89.88%
<b>Worst result</b>	86.54%	86.65%	86.66%	86.87%	85.58%
Responses	7314	6628	6434	10332	10280

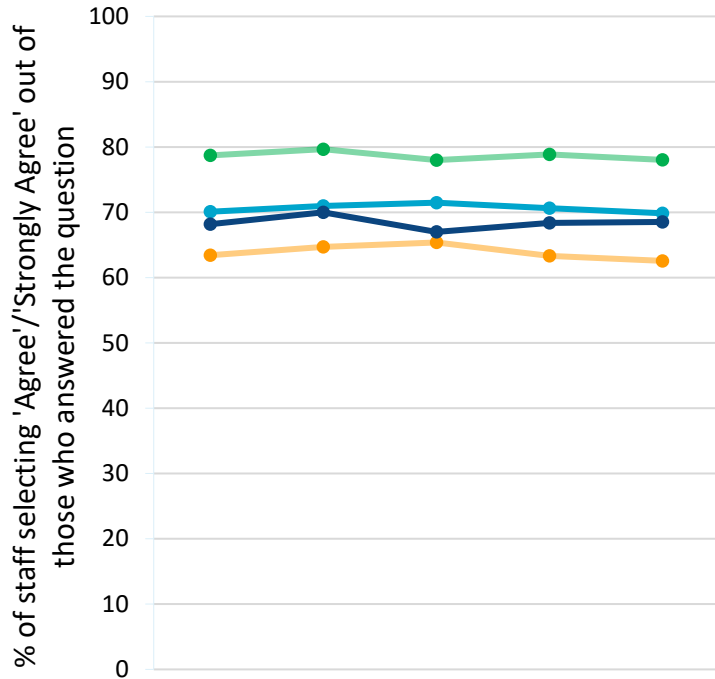
Q3c There are frequent opportunities for me to show initiative in my role.



	2021	2022	2023	2024	2025
<b>Your org</b>	70.51%	71.92%	69.84%	71.60%	70.47%
<b>Best result</b>	79.41%	80.01%	80.10%	79.15%	79.17%
<b>Average result</b>	72.75%	72.91%	73.77%	73.20%	72.51%
<b>Worst result</b>	65.92%	64.98%	66.78%	65.94%	64.60%
Responses	7301	6626	6424	10303	10288

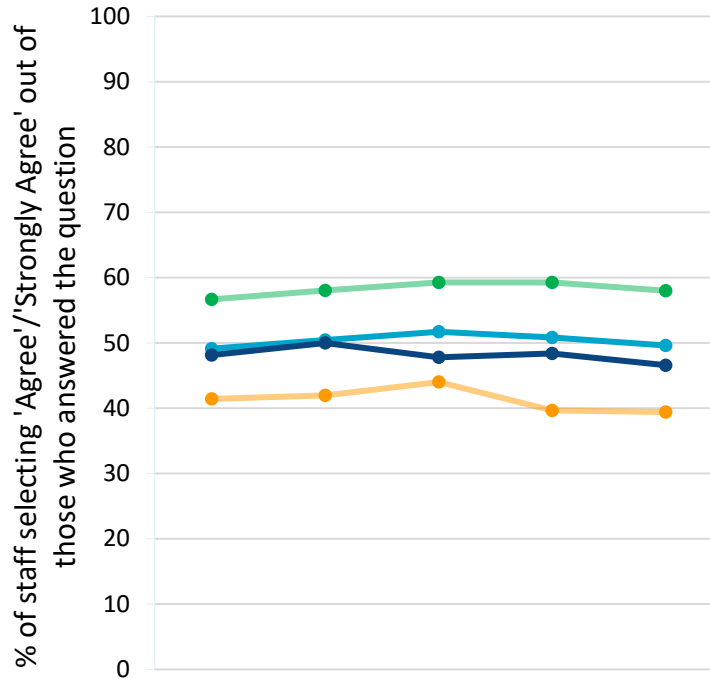


Q3d I am able to make suggestions to improve the work of my team / department.



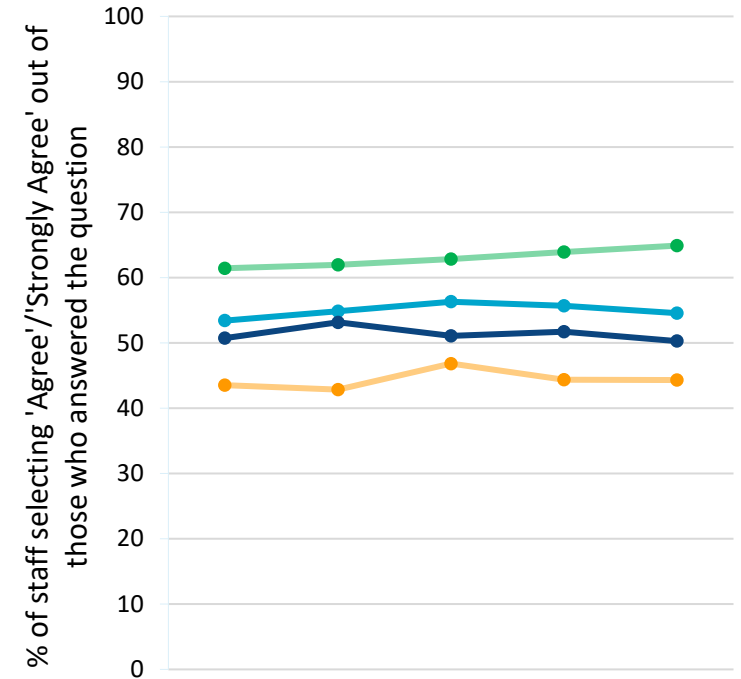
	2021	2022	2023	2024	2025
<b>Your org</b>	68.16%	70.00%	66.99%	68.37%	68.52%
<b>Best result</b>	78.70%	79.67%	78.00%	78.84%	78.03%
<b>Average result</b>	70.10%	70.97%	71.47%	70.61%	69.85%
<b>Worst result</b>	63.42%	64.70%	65.38%	63.33%	62.56%
Responses	7298	6617	6425	10305	10292

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>	48.12%	49.98%	47.80%	48.40%	46.59%
<b>Best result</b>	56.66%	58.05%	59.27%	59.26%	58.01%
<b>Average result</b>	49.12%	50.45%	51.71%	50.82%	49.59%
<b>Worst result</b>	41.44%	41.94%	44.00%	39.68%	39.41%
Responses	7301	6621	6430	10312	10291

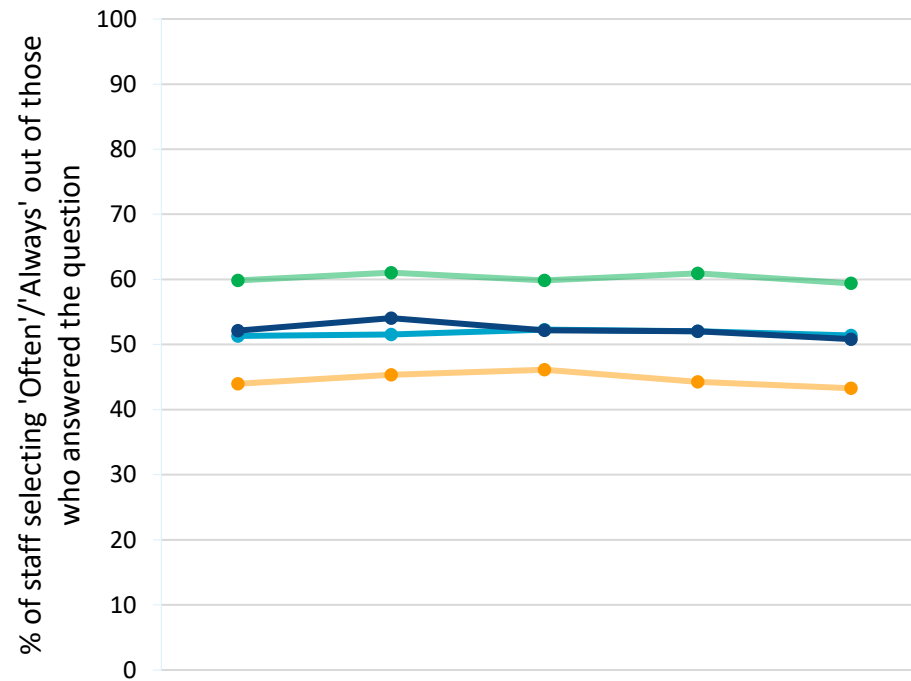
Q3f I am able to make improvements happen in my area of work.



	2021	2022	2023	2024	2025
<b>Your org</b>	50.71%	53.16%	51.07%	51.69%	50.27%
<b>Best result</b>	61.43%	61.98%	62.84%	63.94%	64.90%
<b>Average result</b>	53.41%	54.86%	56.30%	55.71%	54.54%
<b>Worst result</b>	43.54%	42.85%	46.84%	44.35%	44.33%
Responses	7281	6606	6408	10293	10286



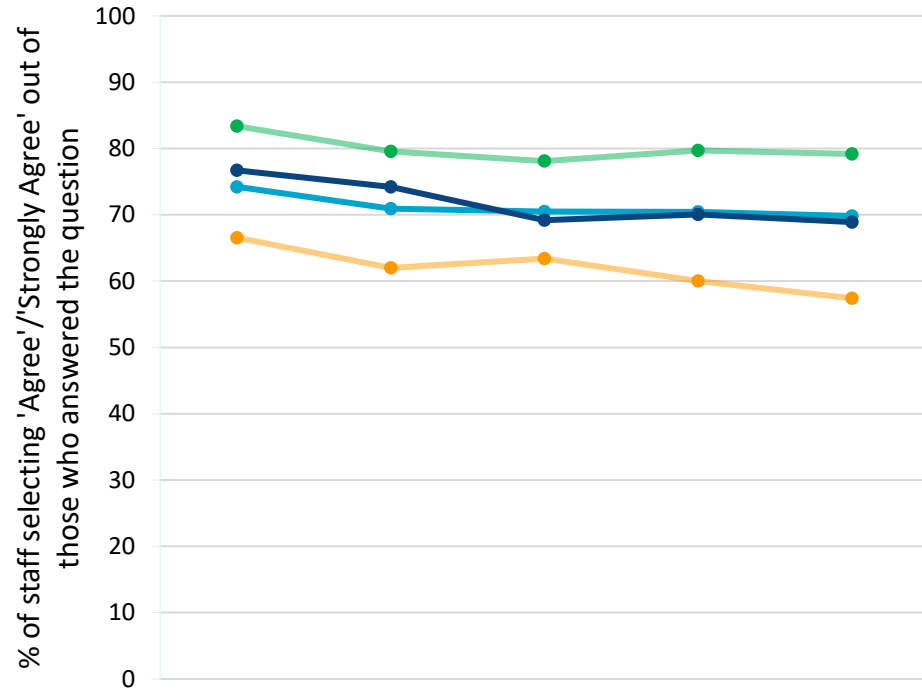
Q5b I have a choice in deciding how to do my work.



	2021	2022	2023	2024	2025
<b>Your org</b>	52.11%	54.05%	52.17%	52.03%	50.83%
<b>Best result</b>	59.84%	61.04%	59.83%	60.94%	59.39%
<b>Average result</b>	51.31%	51.54%	52.28%	52.02%	51.37%
<b>Worst result</b>	43.95%	45.34%	46.12%	44.25%	43.28%
Responses	7279	6601	6411	10287	10292

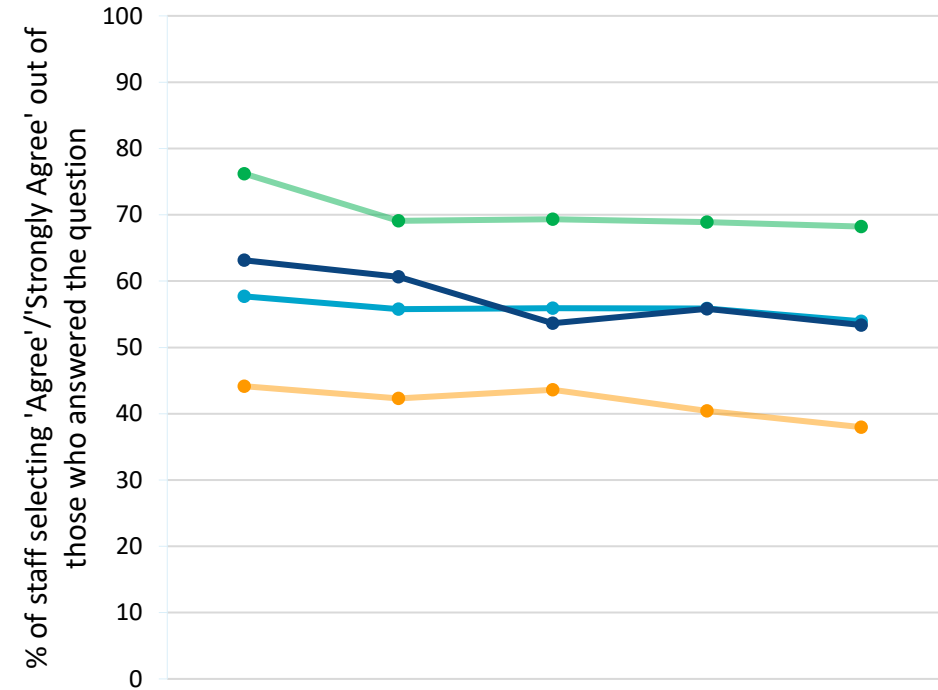


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2021	2022	2023	2024	2025
<b>Your org</b>	76.70%	74.21%	69.19%	70.08%	68.90%
<b>Best result</b>	83.36%	79.55%	78.09%	79.72%	79.16%
<b>Average result</b>	74.22%	70.95%	70.47%	70.44%	69.82%
<b>Worst result</b>	66.54%	61.98%	63.38%	60.04%	57.41%
Responses	7296	6617	6410	10289	10282

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

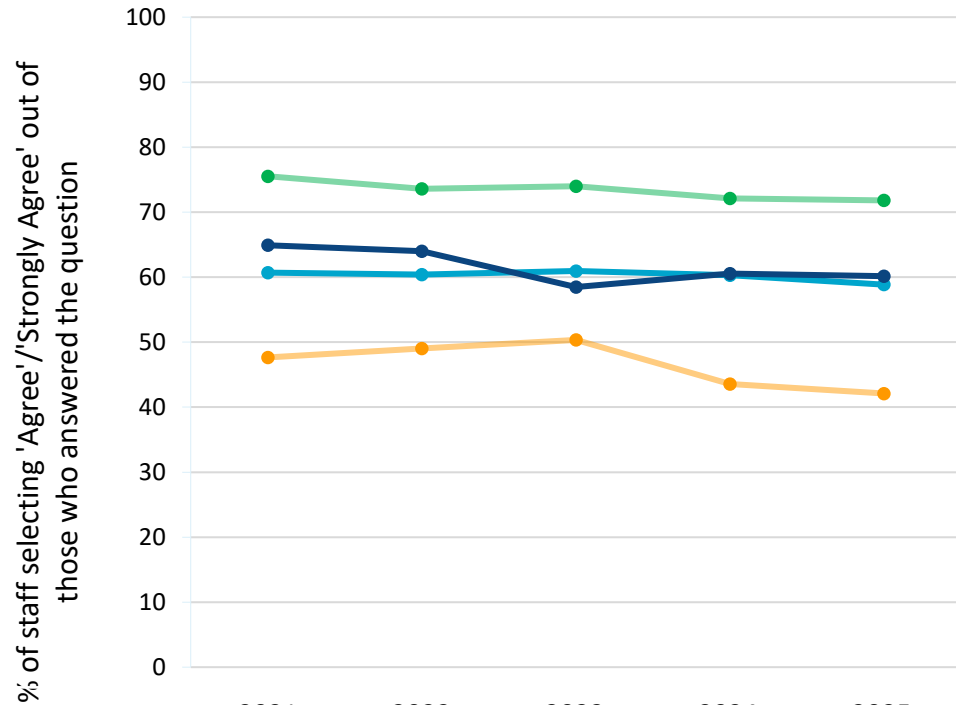


	2021	2022	2023	2024	2025
<b>Your org</b>	63.13%	60.63%	53.66%	55.83%	53.37%
<b>Best result</b>	76.20%	69.10%	69.34%	68.88%	68.23%
<b>Average result</b>	57.69%	55.78%	55.93%	55.88%	53.94%
<b>Worst result</b>	44.15%	42.28%	43.60%	40.40%	37.97%
Responses	7267	6602	6392	10268	10267



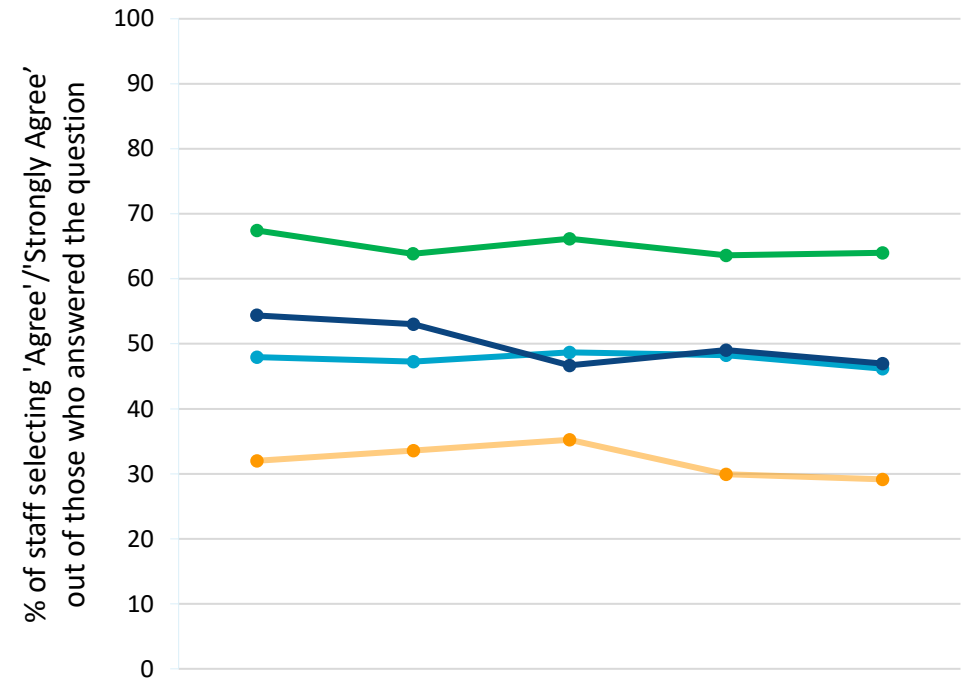
Q25e I feel safe to speak up about anything that concerns me in this organisation.

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



Your org	64.91%	63.99%	58.48%	60.54%	60.15%
Best result	75.53%	73.59%	73.99%	72.14%	71.81%
Average result	60.69%	60.38%	60.95%	60.31%	58.85%
Worst result	47.63%	49.02%	50.35%	43.57%	42.11%

Responses 7285 6608 6390 10259 10268



Your org	54.36%	53.04%	46.69%	49.03%	46.97%
Best result	67.44%	63.83%	66.16%	63.62%	63.99%
Average result	47.96%	47.24%	48.68%	48.24%	46.18%
Worst result	32.01%	33.60%	35.23%	29.95%	29.15%

Responses 7287 6605 6393 10272 10273

## 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

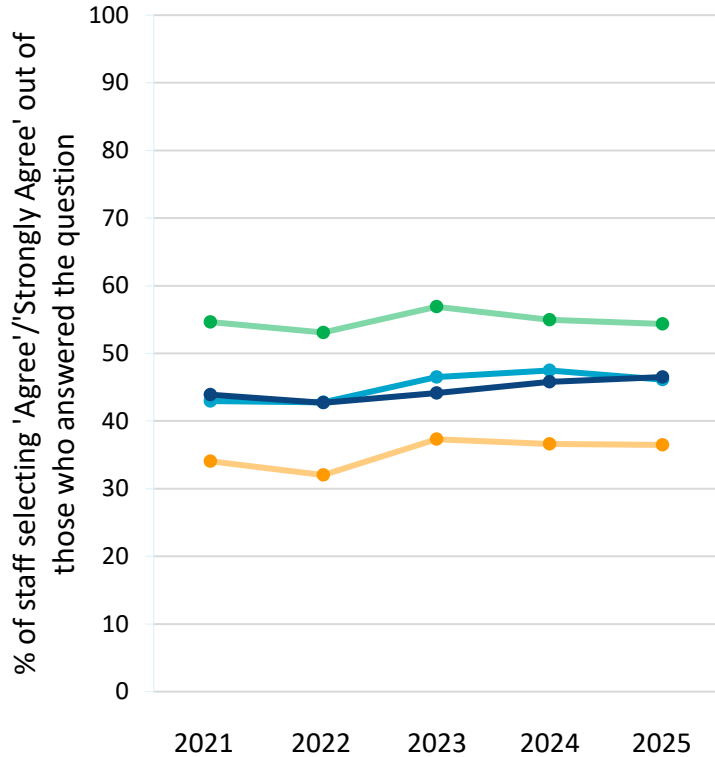
Other questions:\* Q17a, Q17b, Q22

\*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.

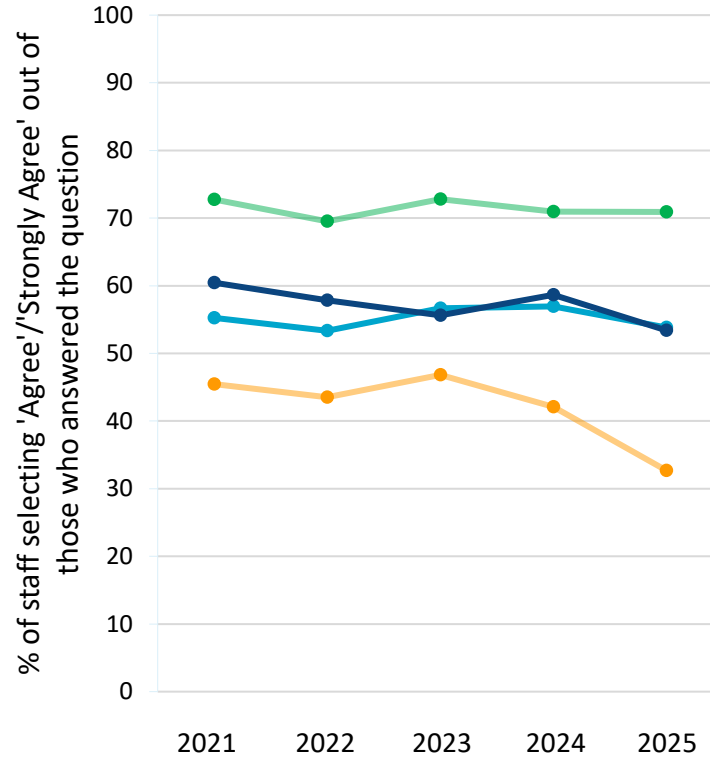


Q3g I am able to meet all the conflicting demands on my time at work.



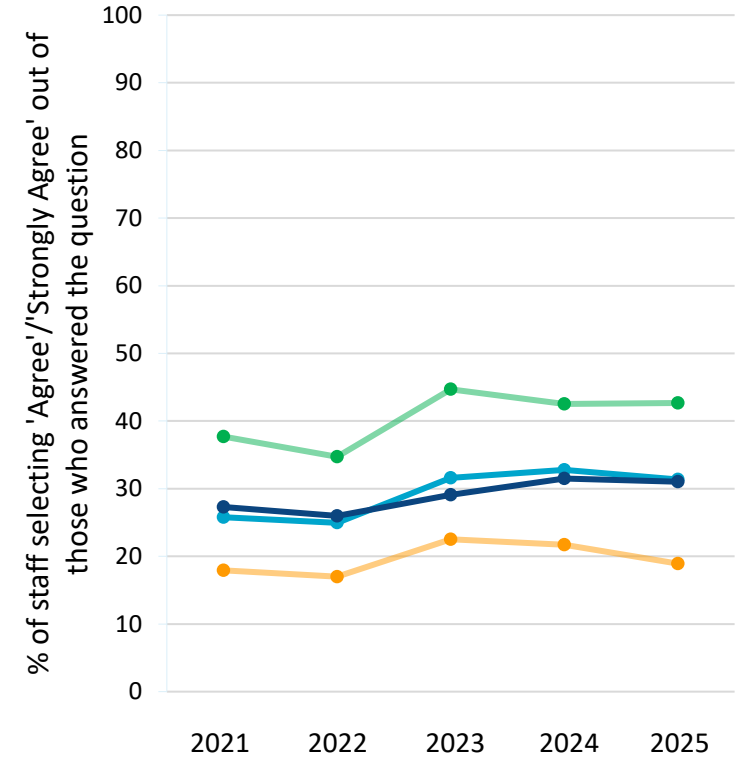
Responses	7286	6598	6423	10288	10277
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Q3h I have adequate materials, supplies and equipment to do my work.



Responses	7272	6599	6397	10258	10292
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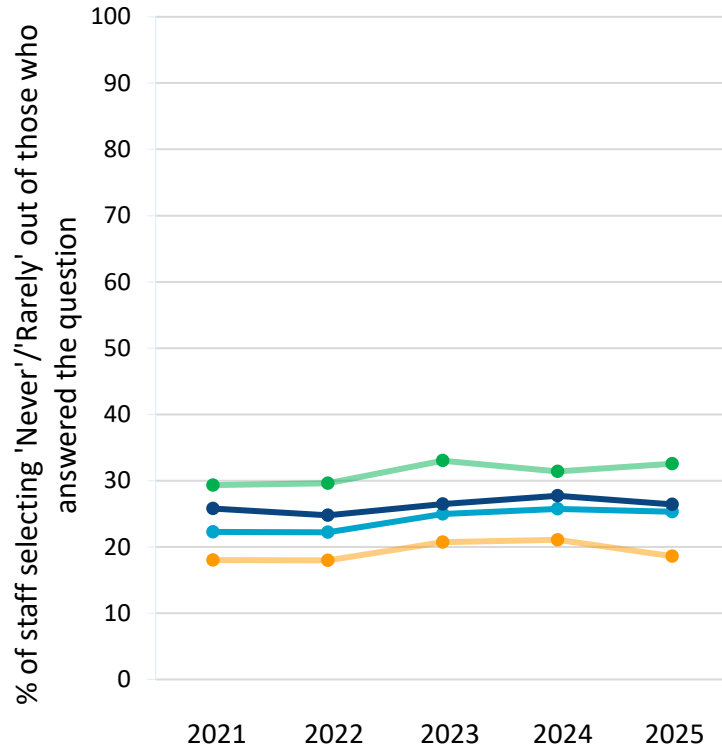
Q3i There are enough staff at this organisation for me to do my job properly.



Responses	7313	6613	6433	10308	10296
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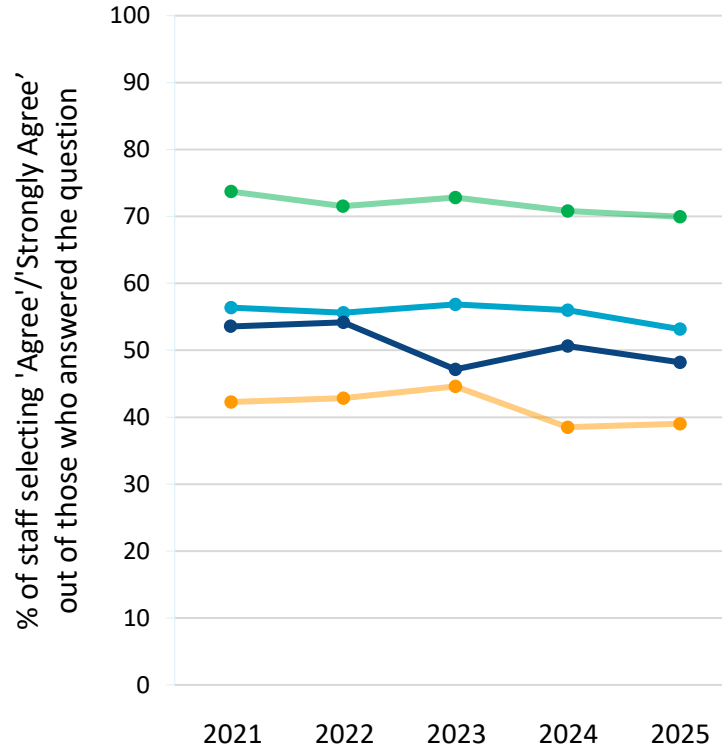


Q5a I have unrealistic time pressures.



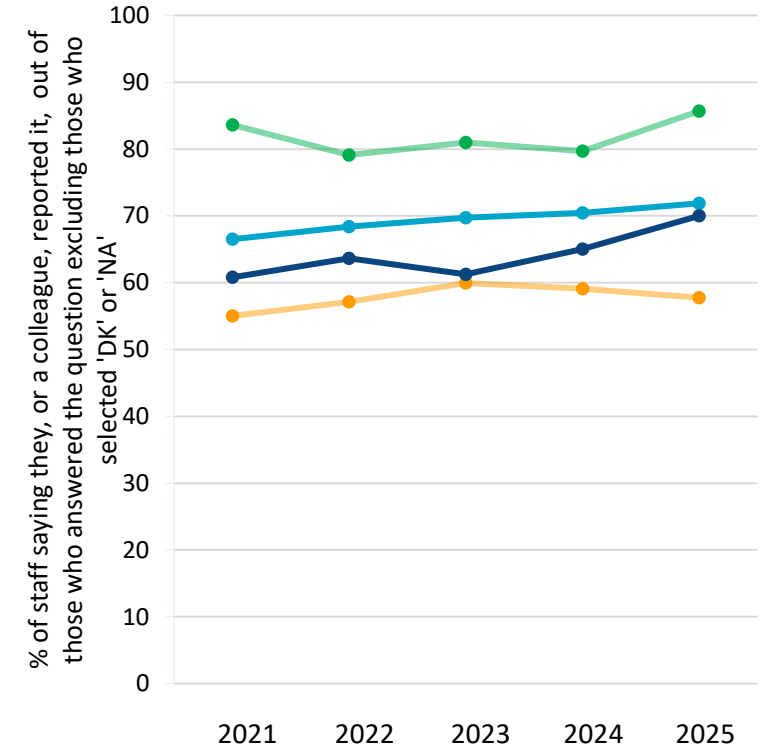
Your org	25.81%	24.77%	26.46%	27.72%	26.40%
Best result	29.33%	29.60%	33.01%	31.38%	32.55%
Average result	22.28%	22.20%	24.97%	25.73%	25.30%
Worst result	18.03%	17.97%	20.72%	21.07%	18.61%
Responses	7297	6616	6424	10313	10292

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



Your org	53.58%	54.18%	47.15%	50.65%	48.20%
Best result	73.72%	71.53%	72.84%	70.83%	69.96%
Average result	56.37%	55.63%	56.85%	56.02%	53.16%
Worst result	42.30%	42.86%	44.61%	38.52%	39.02%
Responses	7231	6579	6361	10191	10287

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

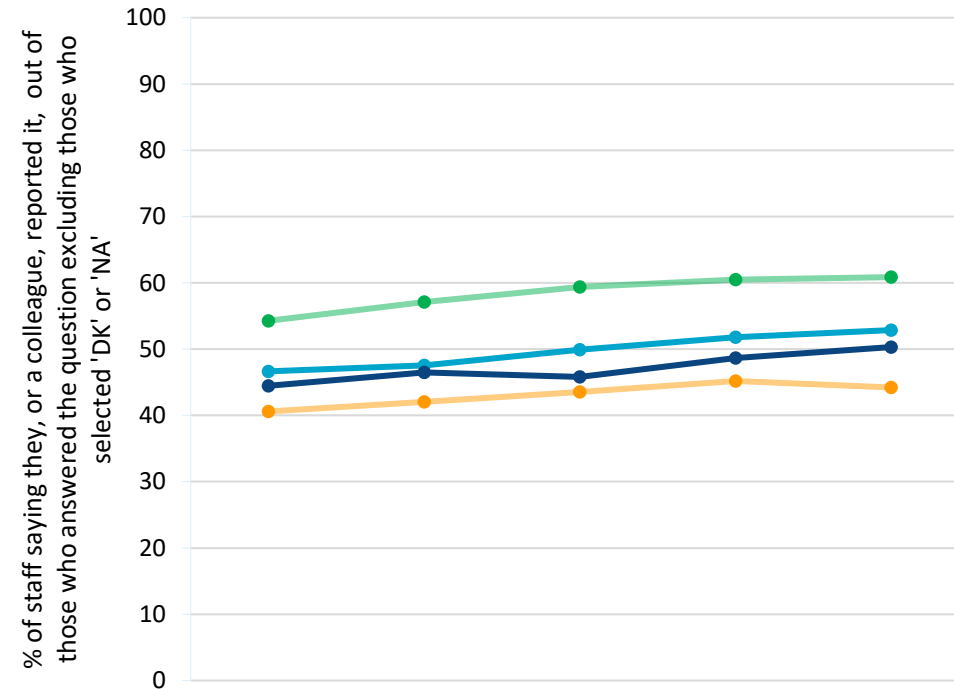


Your org	60.80%	63.63%	61.24%	65.02%	70.00%
Best result	83.62%	79.11%	80.97%	79.69%	85.67%
Average result	66.50%	68.40%	69.72%	70.46%	71.88%
Worst result	55.03%	57.15%	59.94%	59.09%	57.77%
Responses	721	694	594	1163	1100

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?

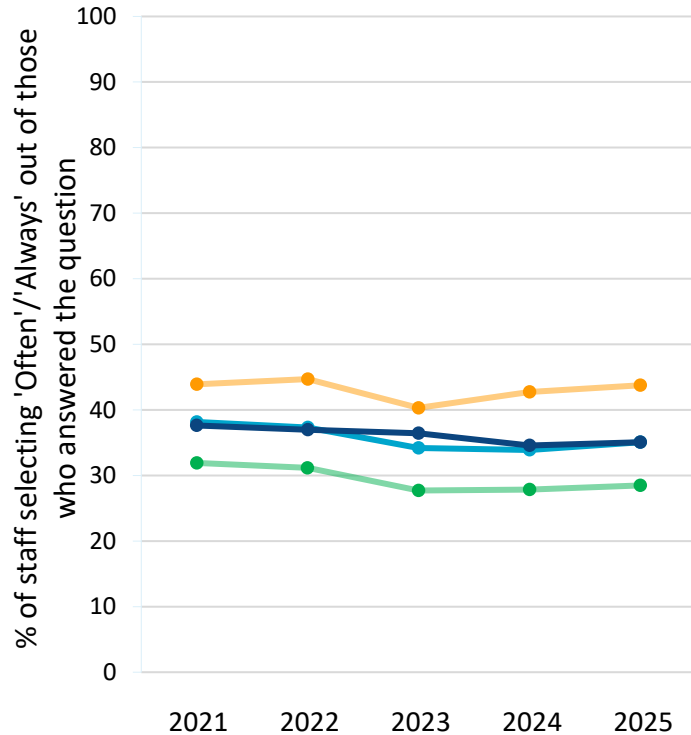


	2021	2022	2023	2024	2025
<b>Your org</b>	44.47%	46.47%	45.82%	48.66%	50.32%
<b>Best result</b>	54.28%	57.12%	59.37%	60.49%	60.86%
<b>Average result</b>	46.65%	47.56%	49.90%	51.81%	52.88%
<b>Worst result</b>	40.60%	42.04%	43.56%	45.19%	44.24%
<b>Responses</b>	2552	2241	2144	3314	3160

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

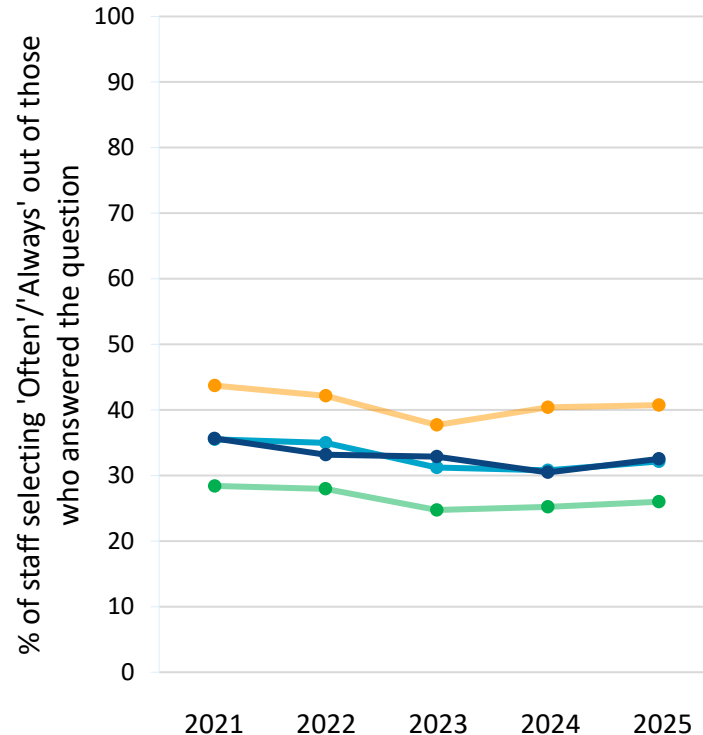


Q12a How often, if at all, do you find your work emotionally exhausting?



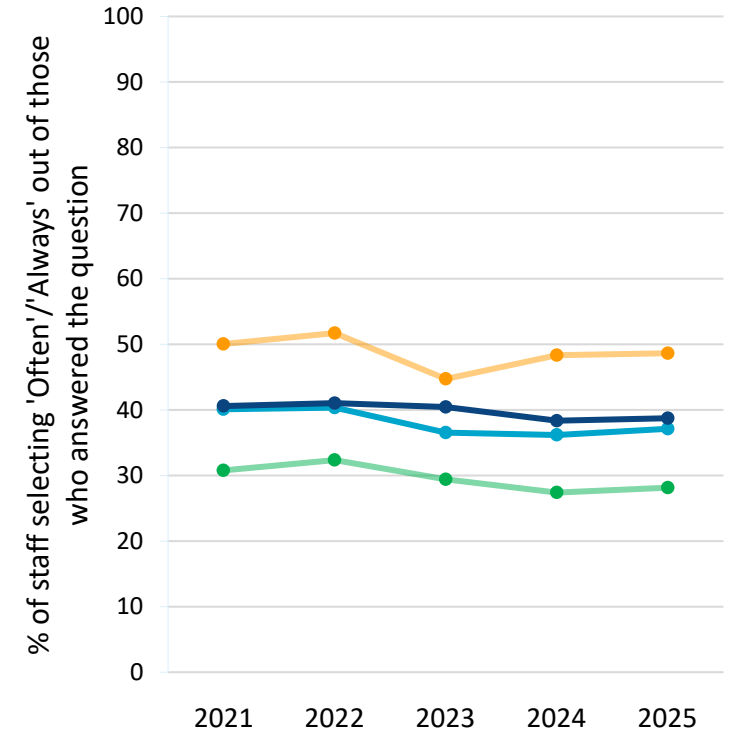
Responses	7328	6637	6443	10329	10299
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Q12b How often, if at all, do you feel burnt out because of your work?



Responses	7312	6630	6424	10309	10288
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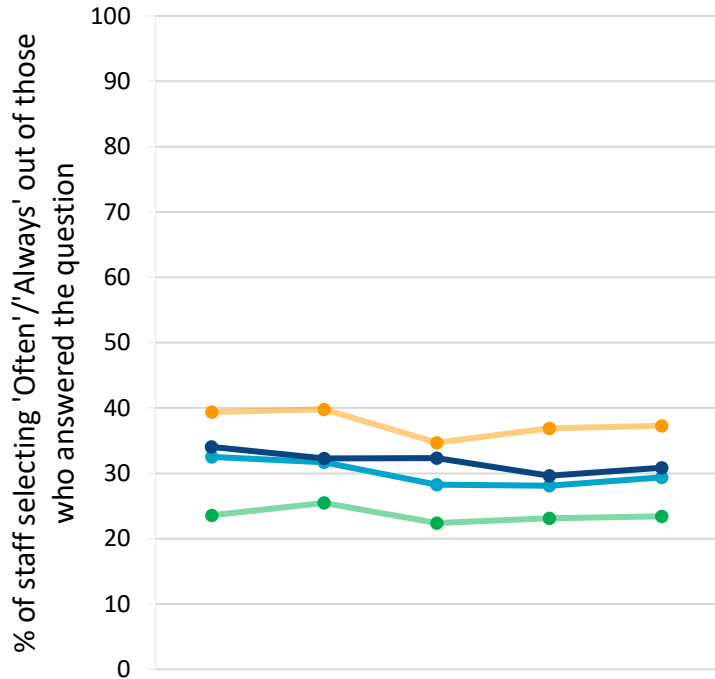
Q12c How often, if at all, does your work frustrate you?



Responses	7310	6620	6426	10306	10285
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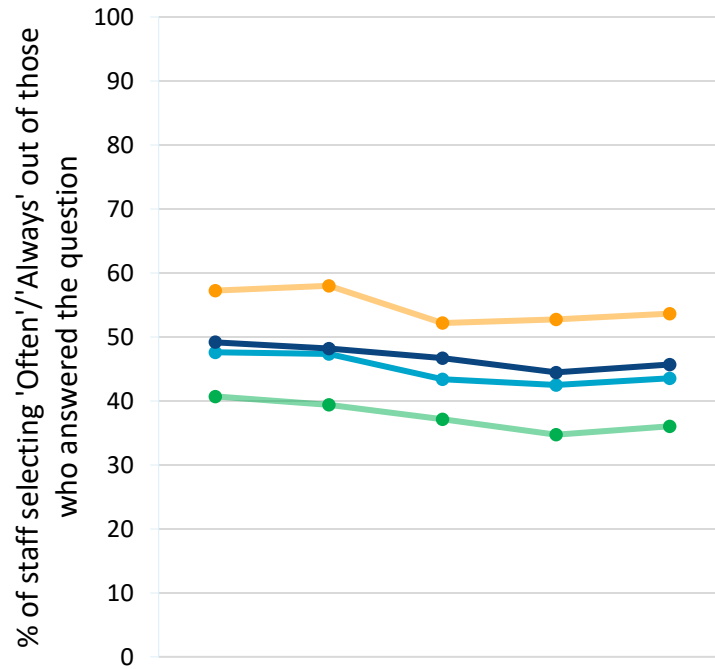


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



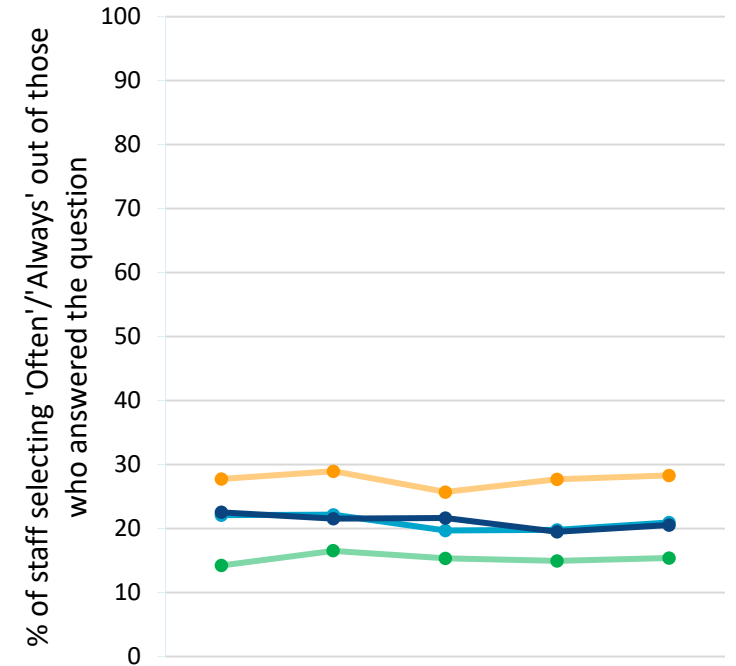
	2021	2022	2023	2024	2025
Your org	34.04%	32.27%	32.33%	29.63%	30.87%
Best result	23.58%	25.47%	22.39%	23.14%	23.42%
Average result	32.51%	31.67%	28.24%	28.10%	29.40%
Worst result	39.40%	39.79%	34.70%	36.90%	37.26%
Responses	7304	6628	6423	10299	10283

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



	2021	2022	2023	2024	2025
Your org	49.15%	48.17%	46.67%	44.46%	45.67%
Best result	40.70%	39.38%	37.14%	34.72%	36.06%
Average result	47.60%	47.34%	43.37%	42.49%	43.54%
Worst result	57.24%	58.00%	52.17%	52.73%	53.62%
Responses	7297	6607	6420	10264	10285

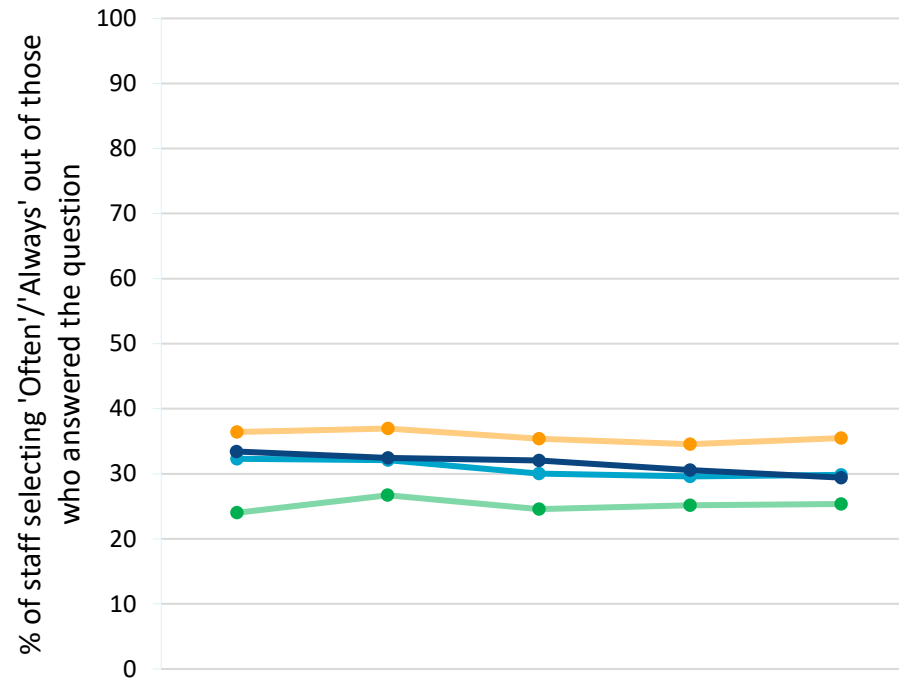
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024	2025
Your org	22.53%	21.57%	21.64%	19.50%	20.57%
Best result	14.23%	16.51%	15.35%	14.92%	15.41%
Average result	22.08%	22.17%	19.70%	19.78%	20.95%
Worst result	27.73%	28.96%	25.73%	27.72%	28.30%
Responses	7286	6614	6412	10277	10286



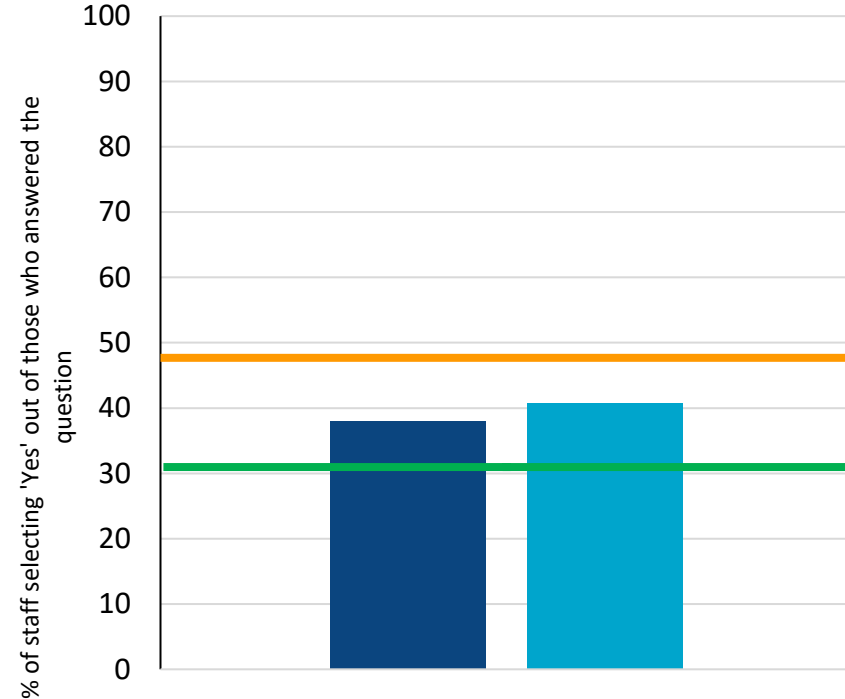
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024	2025
<b>Your org</b>	33.42%	32.42%	32.07%	30.56%	29.41%
<b>Best result</b>	24.01%	26.70%	24.58%	25.16%	25.35%
<b>Average result</b>	32.30%	32.10%	30.03%	29.60%	29.85%
<b>Worst result</b>	36.45%	36.95%	35.41%	34.55%	35.50%
Responses	7312	6625	6430	10309	10293

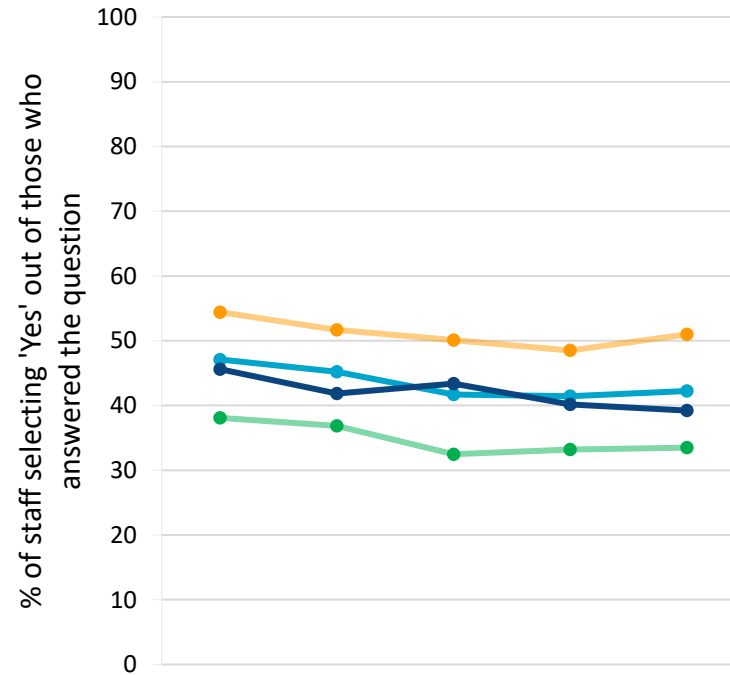


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Examples may include back pain, neck or arm strains, and joint pain.



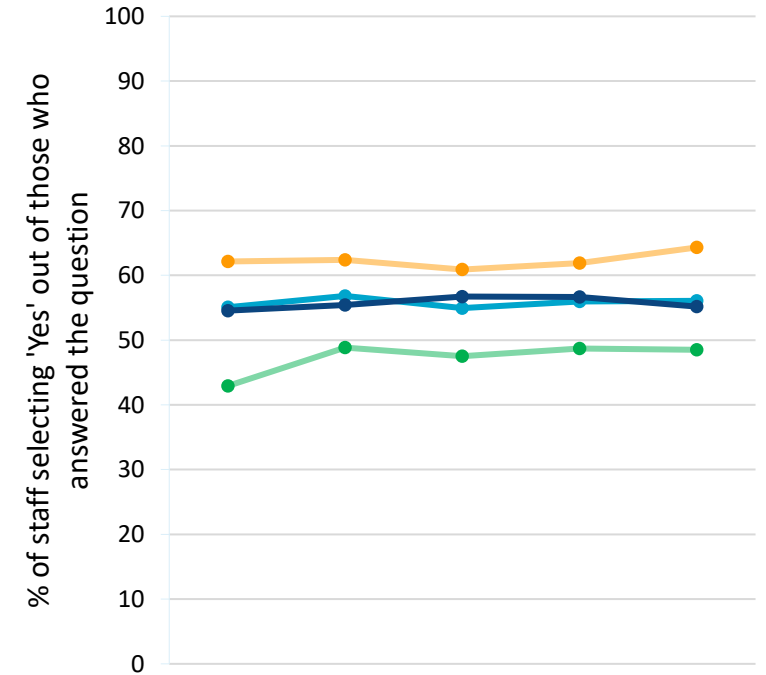
	2025
Your org	37.95%
Best result	30.97%
Average result	40.70%
Worst result	47.69%
Responses	10280

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



	2021	2022	2023	2024	2025
Your org	45.61%	41.85%	43.37%	40.15%	39.22%
Best result	38.09%	36.86%	32.48%	33.18%	33.51%
Average result	47.11%	45.20%	41.72%	41.44%	42.26%
Worst result	54.42%	51.68%	50.08%	48.50%	50.97%
Responses	7293	6597	6414	10261	10269

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

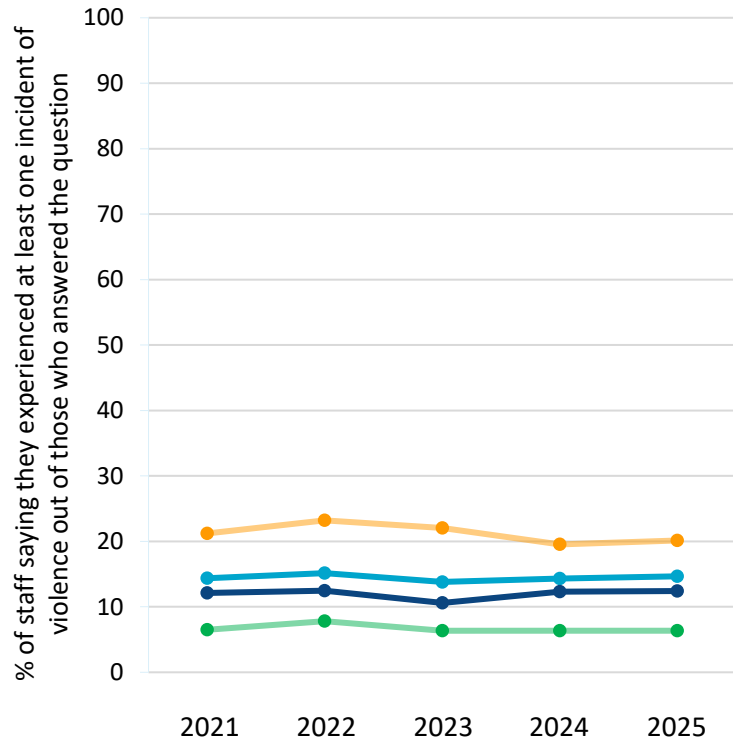


	2021	2022	2023	2024	2025
Your org	54.55%	55.42%	56.73%	56.68%	55.16%
Best result	42.92%	48.84%	47.51%	48.71%	48.53%
Average result	55.08%	56.82%	54.94%	55.96%	56.08%
Worst result	62.16%	62.39%	60.90%	61.90%	64.31%
Responses	7296	6608	6416	10261	10272

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/>

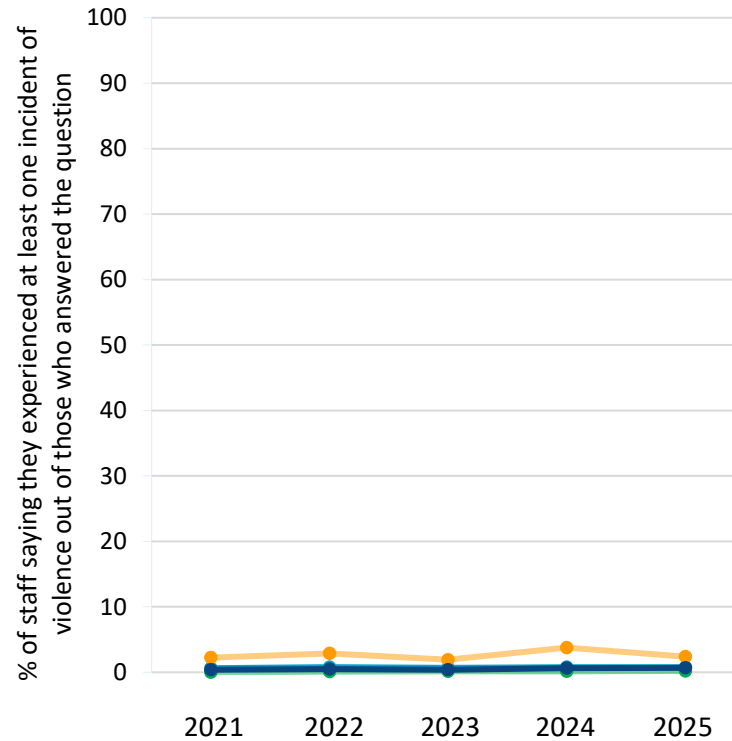


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



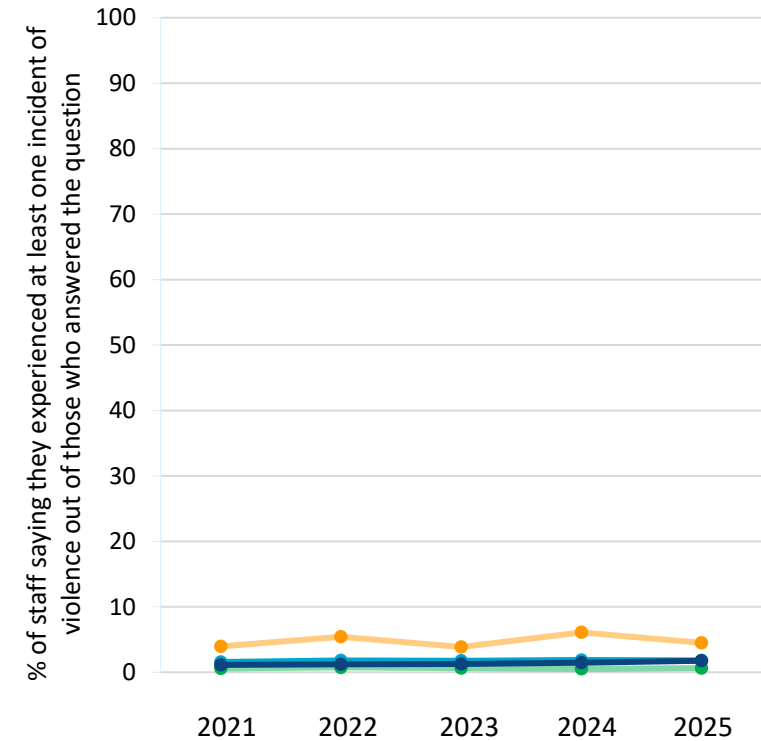
Responses	7316	6625	6391	10302	10246
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Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Responses	7281	6600	6371	10236	10129
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Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.

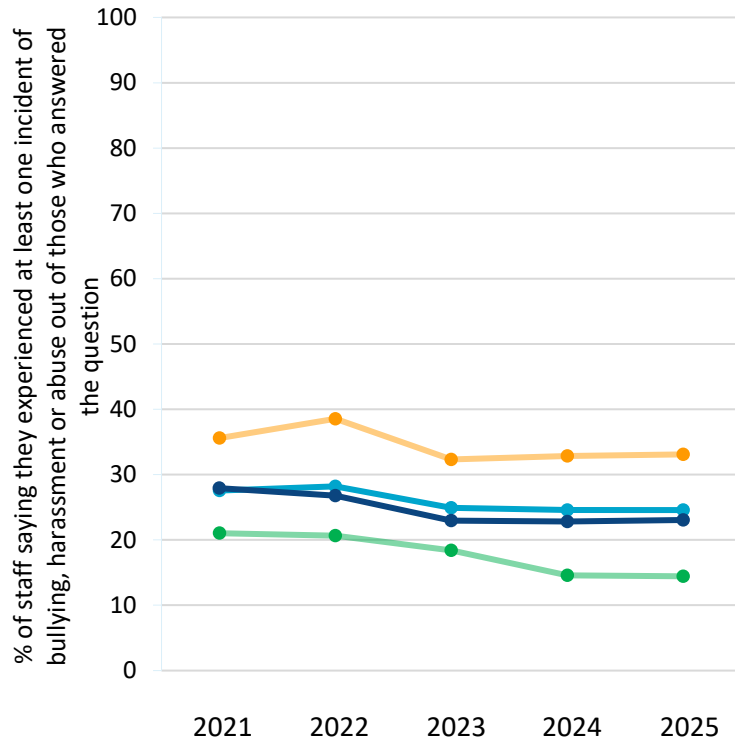


Responses	7212	6554	6305	10177	10022
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Note: 2023 results for Q13a-c are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

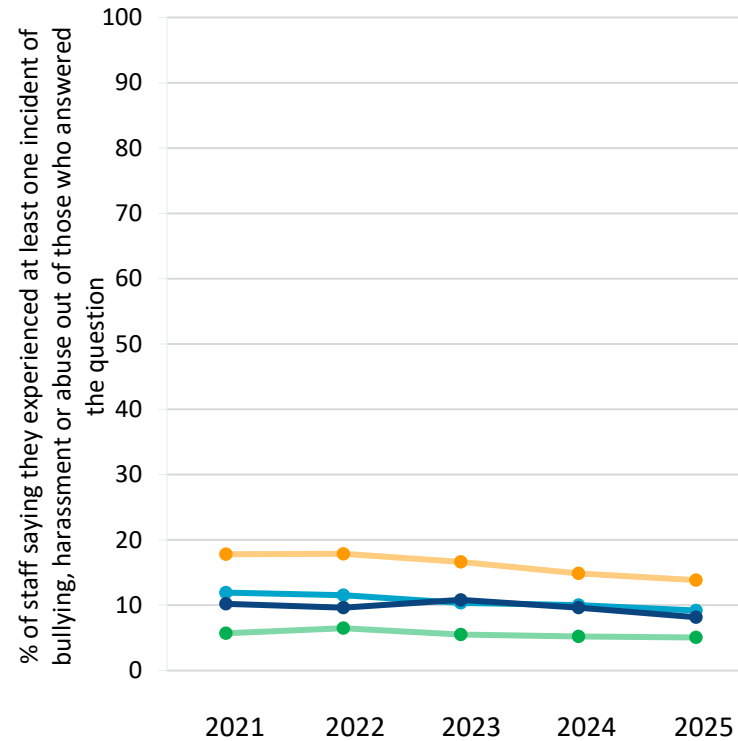


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



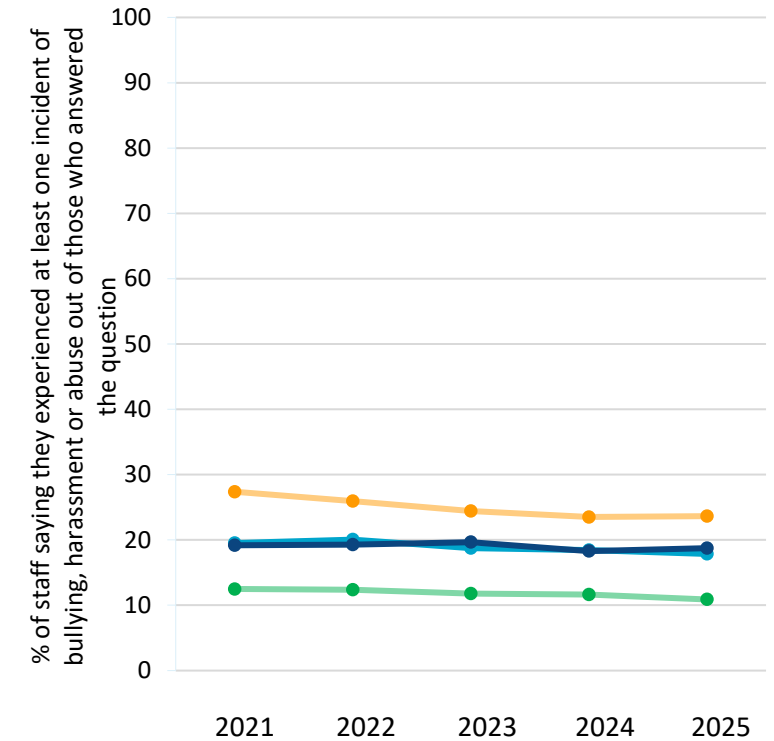
<b>Your org</b>	27.92%	26.77%	22.97%	22.83%	23.05%
<b>Best result</b>	21.03%	20.65%	18.41%	14.57%	14.44%
<b>Average result</b>	27.56%	28.20%	24.91%	24.59%	24.59%
<b>Worst result</b>	35.57%	38.56%	32.33%	32.84%	33.08%
Responses	7287	6606	6398	10292	10252

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>	10.22%	9.61%	10.83%	9.63%	8.17%
<b>Best result</b>	5.72%	6.48%	5.50%	5.22%	5.07%
<b>Average result</b>	11.94%	11.52%	10.35%	10.00%	9.20%
<b>Worst result</b>	17.83%	17.88%	16.64%	14.86%	13.85%
Responses	7261	6579	6372	10239	10158

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

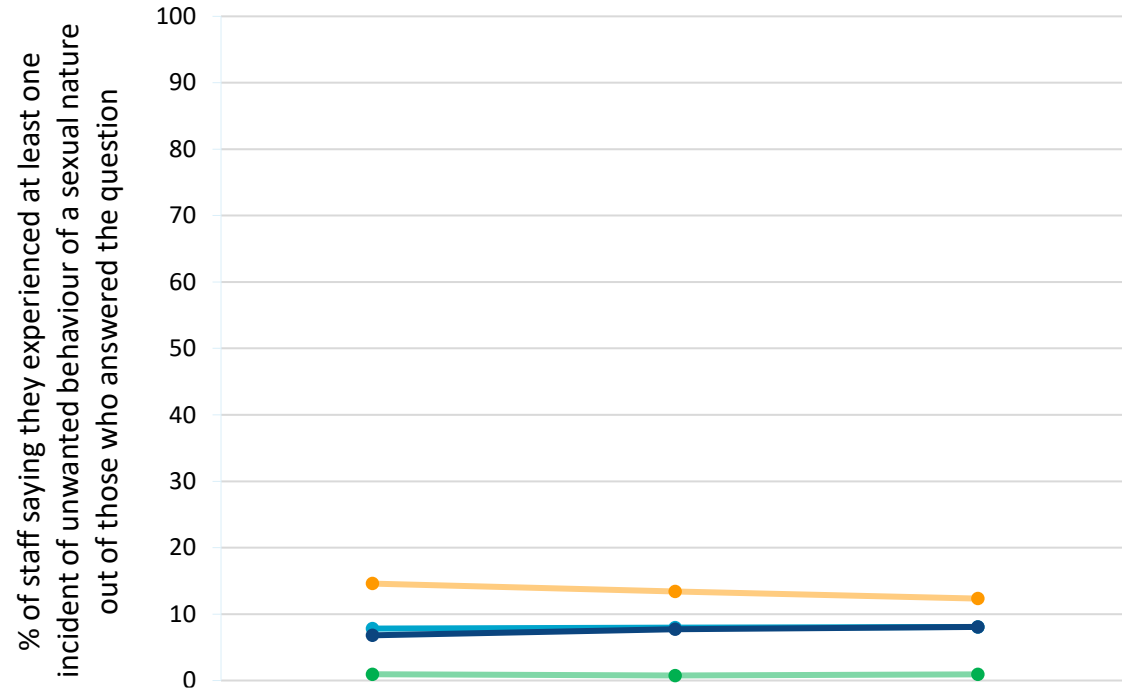


<b>Your org</b>	19.20%	19.27%	19.66%	18.29%	18.72%
<b>Best result</b>	12.50%	12.35%	11.78%	11.65%	10.89%
<b>Average result</b>	19.54%	20.05%	18.74%	18.47%	17.86%
<b>Worst result</b>	27.38%	25.97%	24.43%	23.52%	23.63%
Responses	7229	6564	6374	10240	10150

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



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

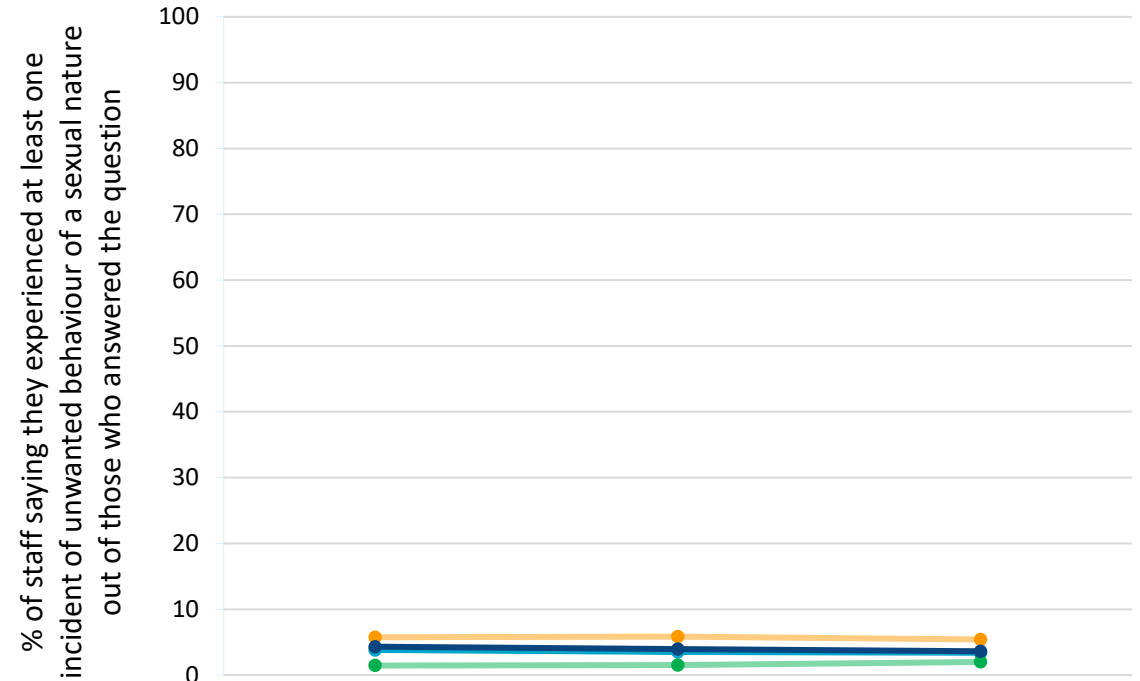


2023                      2024                      2025

Your org	6.80%	7.71%	8.07%
Best result	0.94%	0.76%	0.92%
Average result	7.82%	7.97%	8.07%
Worst result	14.59%	13.40%	12.33%

Responses                      6431                      10319                      10293

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



2023                      2024                      2025

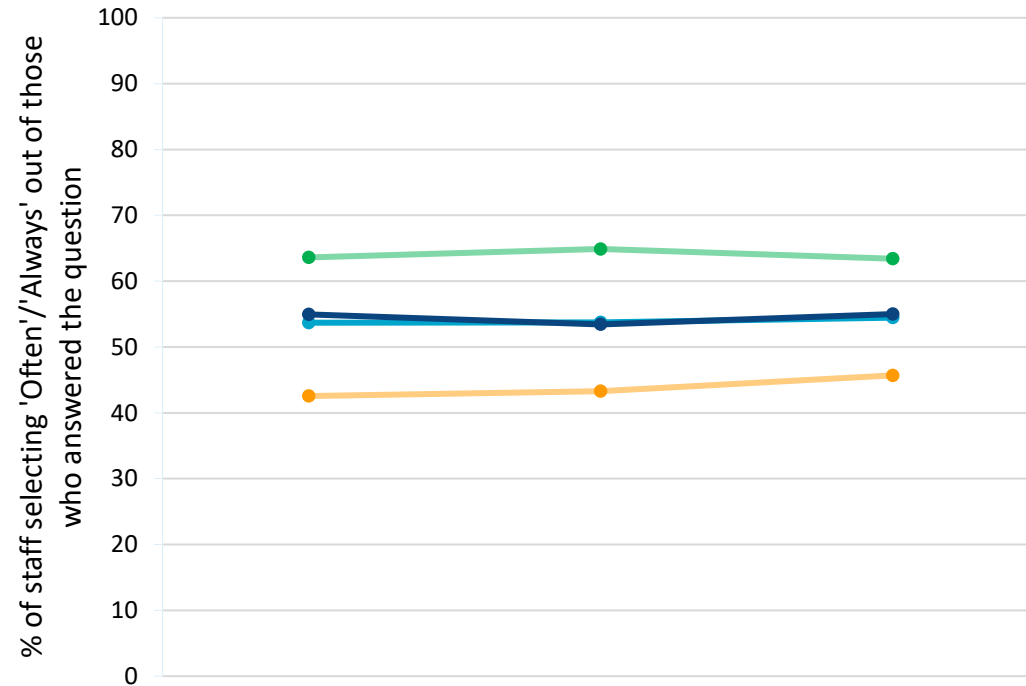
Your org	4.31%	3.94%	3.62%
Best result	1.45%	1.53%	1.99%
Average result	3.82%	3.53%	3.39%
Worst result	5.74%	5.85%	5.41%

Responses                      6417                      10283                      10241

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



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



	2023	2024	2025
Your org	54.95%	53.42%	55.00%
Best result	63.60%	64.89%	63.41%
Average result	53.68%	53.75%	54.45%
Worst result	42.55%	43.27%	45.69%
Responses	6436	10322	10301

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

## People Promise element – We are always learning



### Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

Appraisals – Q23a\*, Q23b, Q23c, Q23d

Other questions\*\* - Q24f

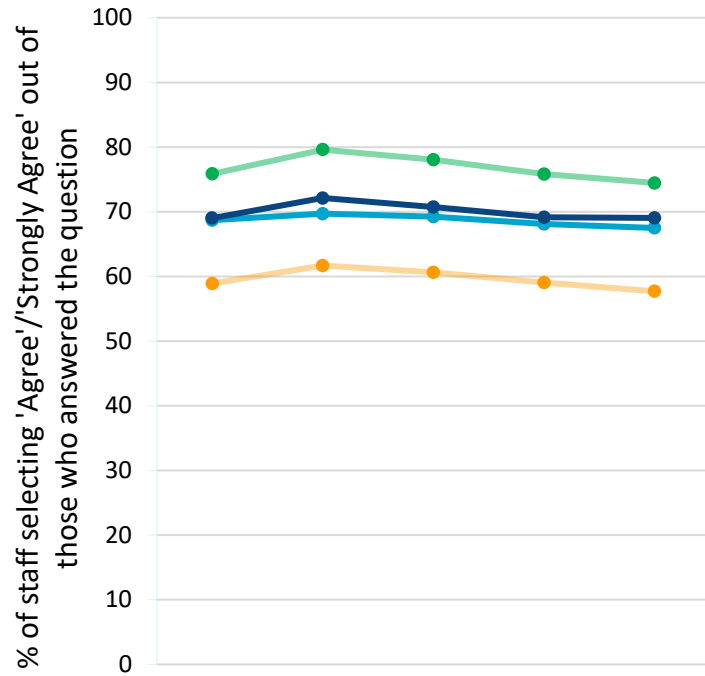
\*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

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

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

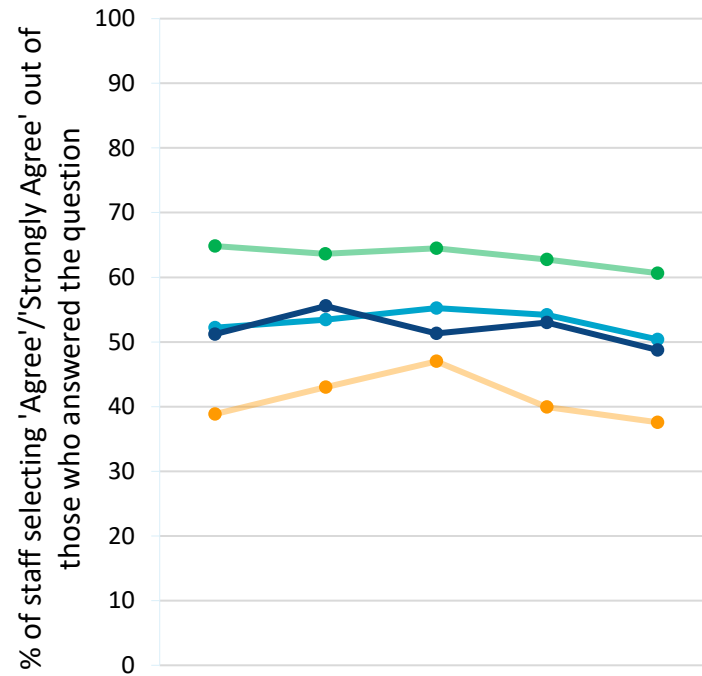


Q24a This organisation offers me challenging work.



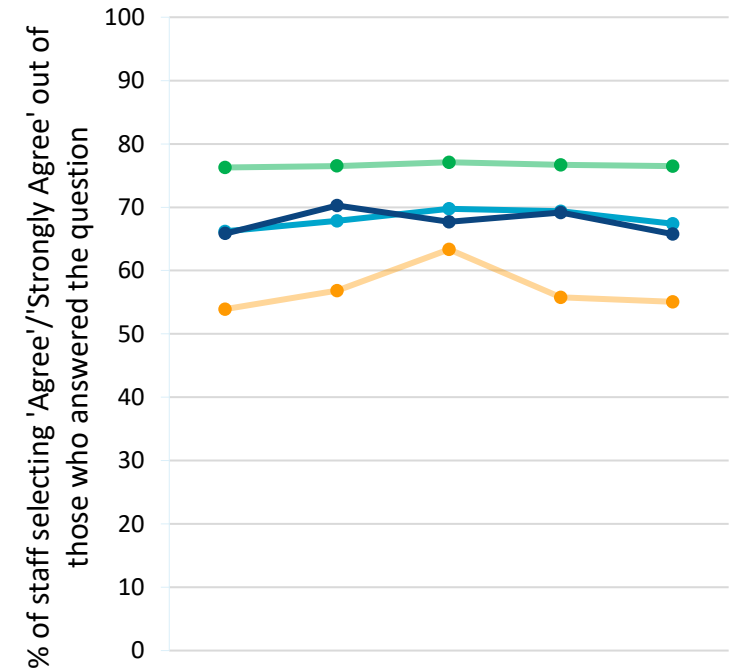
	2021	2022	2023	2024	2025
<b>Your org</b>	69.00%	72.13%	70.74%	69.13%	69.05%
<b>Best result</b>	75.85%	79.60%	78.03%	75.85%	74.46%
<b>Average result</b>	68.69%	69.71%	69.25%	68.11%	67.49%
<b>Worst result</b>	58.89%	61.69%	60.64%	59.07%	57.70%
Responses	7307	6617	6428	10304	10271

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



	2021	2022	2023	2024	2025
<b>Your org</b>	51.21%	55.55%	51.33%	52.99%	48.77%
<b>Best result</b>	64.83%	63.62%	64.46%	62.76%	60.64%
<b>Average result</b>	52.20%	53.45%	55.24%	54.21%	50.39%
<b>Worst result</b>	38.86%	43.01%	46.99%	39.92%	37.58%
Responses	7308	6614	6432	10310	10277

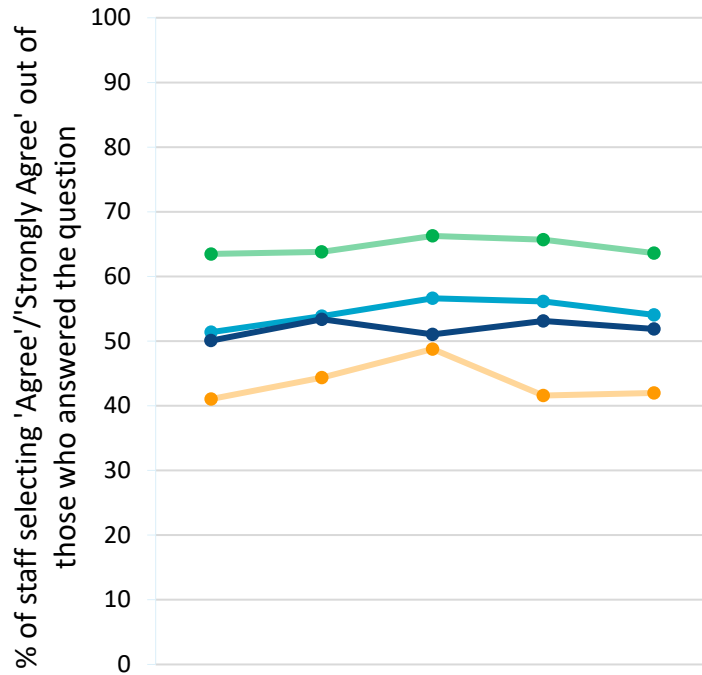
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024	2025
<b>Your org</b>	65.85%	70.27%	67.69%	69.17%	65.76%
<b>Best result</b>	76.28%	76.50%	77.10%	76.67%	76.47%
<b>Average result</b>	66.20%	67.85%	69.75%	69.36%	67.41%
<b>Worst result</b>	53.91%	56.82%	63.34%	55.77%	55.05%
Responses	7284	6611	6427	10292	10277

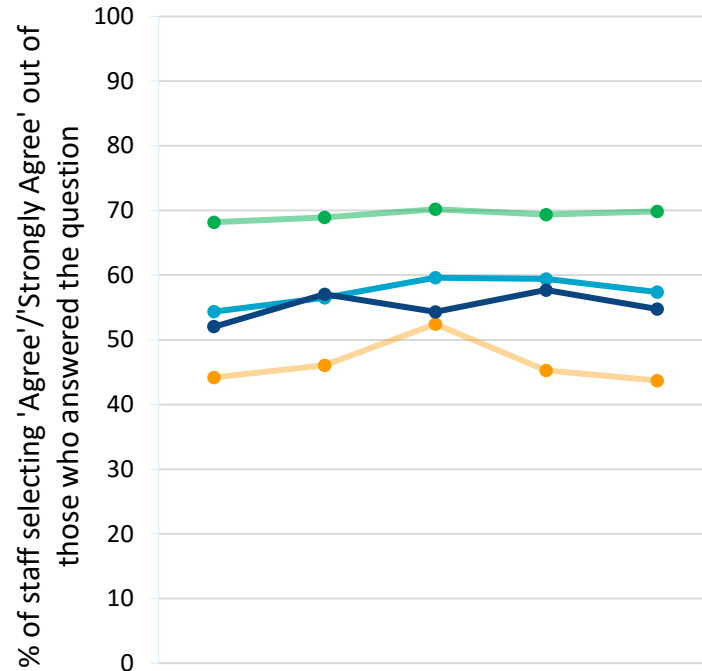


Q24d I feel supported to develop my potential.



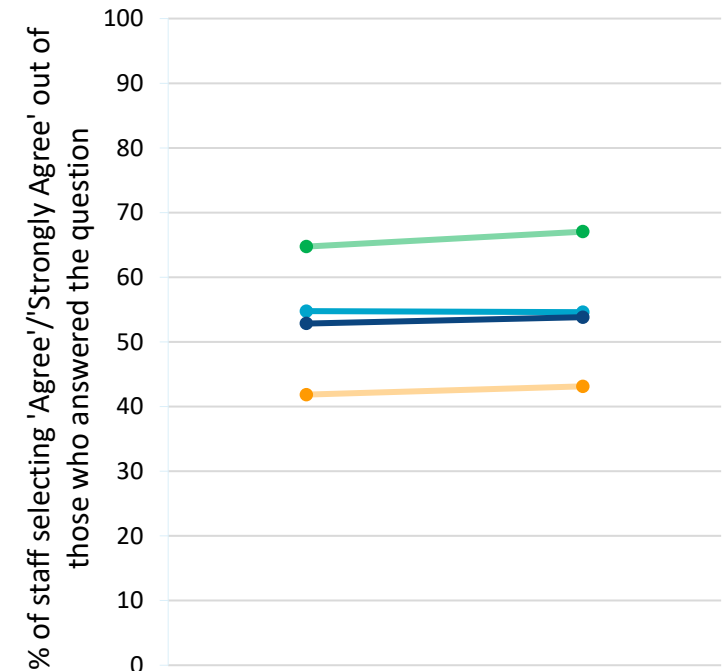
	2021	2022	2023	2024	2025
<b>Your org</b>	50.07%	53.38%	51.03%	53.10%	51.90%
<b>Best result</b>	63.48%	63.80%	66.26%	65.67%	63.62%
<b>Average result</b>	51.38%	53.86%	56.62%	56.16%	54.06%
<b>Worst result</b>	41.05%	44.35%	48.78%	41.57%	41.97%
Responses	7284	6605	6409	10275	10273

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



	2021	2022	2023	2024	2025
<b>Your org</b>	52.01%	57.04%	54.35%	57.71%	54.75%
<b>Best result</b>	68.20%	68.93%	70.19%	69.39%	69.85%
<b>Average result</b>	54.36%	56.52%	59.61%	59.41%	57.42%
<b>Worst result</b>	44.17%	46.07%	52.44%	45.25%	43.71%
Responses	7289	6598	6427	10188	10275

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

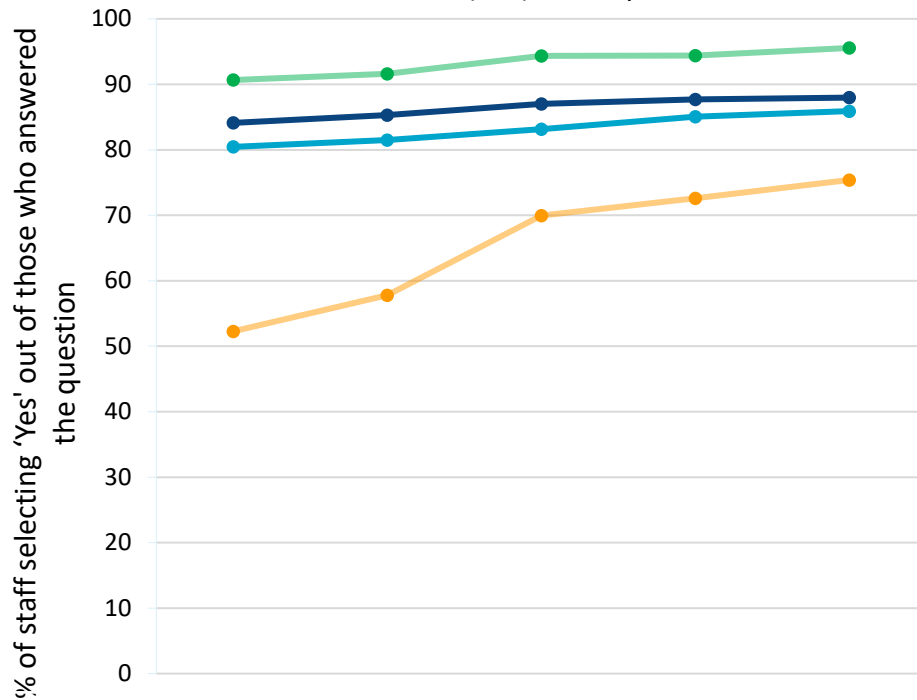


	2024	2025
<b>Your org</b>	52.83%	53.82%
<b>Best result</b>	64.74%	67.04%
<b>Average result</b>	54.76%	54.60%
<b>Worst result</b>	41.85%	43.13%
Responses	7787	8239

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



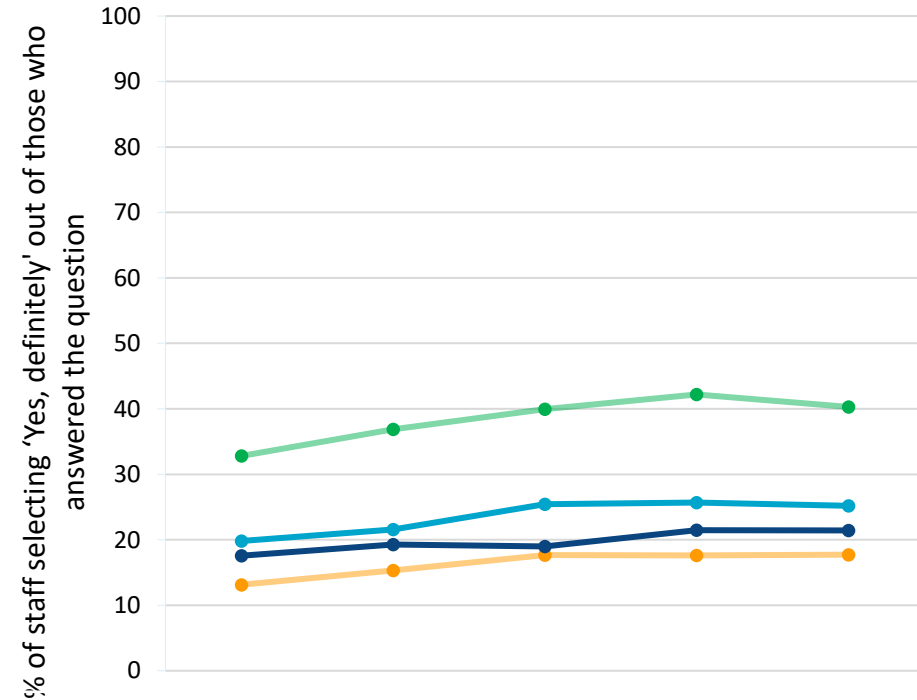
Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024	2025
Your org	84.11%	85.29%	87.01%	87.71%	87.97%
Best result	90.66%	91.61%	94.34%	94.40%	95.55%
Average result	80.45%	81.49%	83.18%	85.05%	85.91%
Worst result	52.28%	57.78%	69.95%	72.59%	75.40%

Responses 7266 6582 6392 10269 10159

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



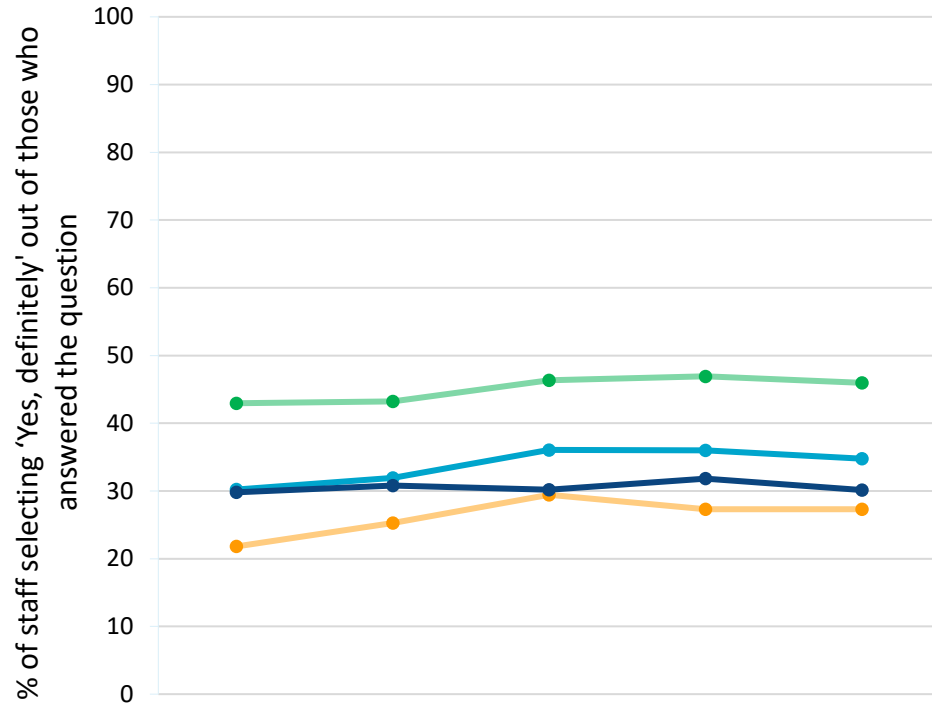
	2021	2022	2023	2024	2025
Your org	17.57%	19.29%	19.00%	21.47%	21.44%
Best result	32.81%	36.90%	39.96%	42.20%	40.32%
Average result	19.82%	21.57%	25.45%	25.69%	25.20%
Worst result	13.14%	15.33%	17.68%	17.62%	17.73%

Responses 6068 5600 5539 8949 8861

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

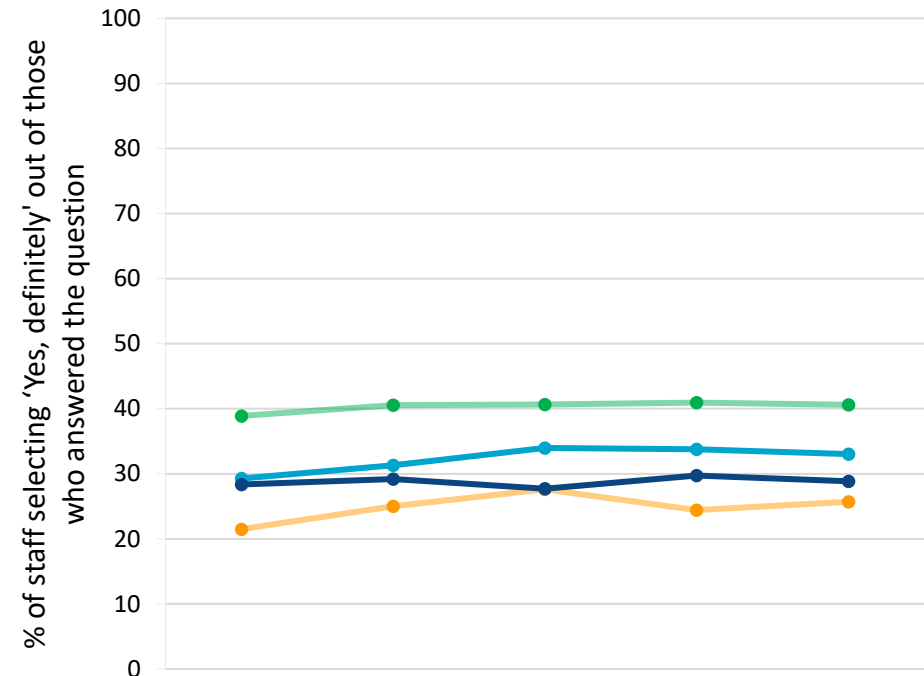


Q23c It helped me agree clear objectives for my work.



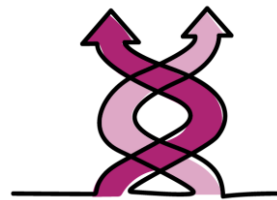
	2021	2022	2023	2024	2025
<b>Your org</b>	29.80%	30.81%	30.18%	31.82%	30.12%
<b>Best result</b>	42.95%	43.23%	46.32%	46.93%	45.99%
<b>Average result</b>	30.21%	31.94%	36.06%	36.01%	34.79%
<b>Worst result</b>	21.81%	25.28%	29.43%	27.29%	27.28%
Responses	6056	5585	5530	8933	8854

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



	2021	2022	2023	2024	2025
<b>Your org</b>	28.37%	29.20%	27.70%	29.73%	28.85%
<b>Best result</b>	38.89%	40.56%	40.66%	40.93%	40.58%
<b>Average result</b>	29.26%	31.28%	33.97%	33.76%	33.02%
<b>Worst result</b>	21.49%	24.98%	27.60%	24.42%	25.69%
Responses	6057	5588	5531	8934	8862

## People Promise element – We work flexibly



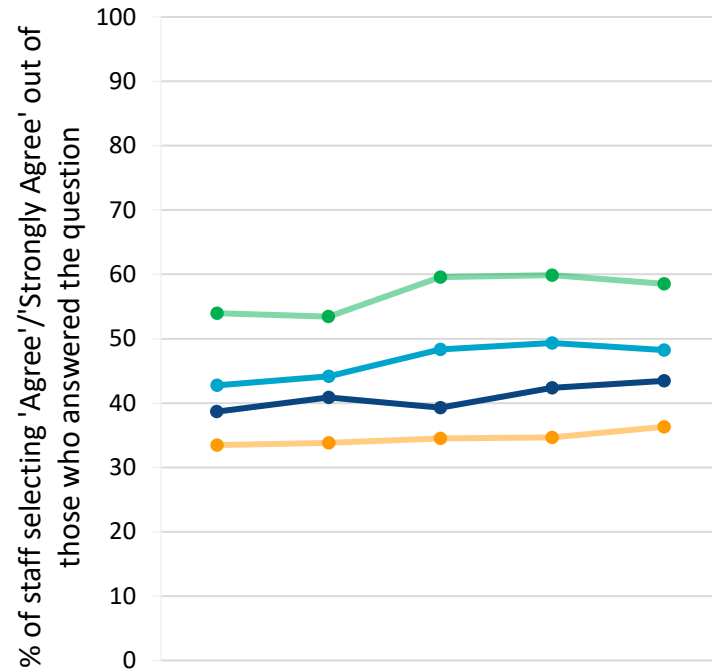
Questions included:

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

Flexible working – Q4d

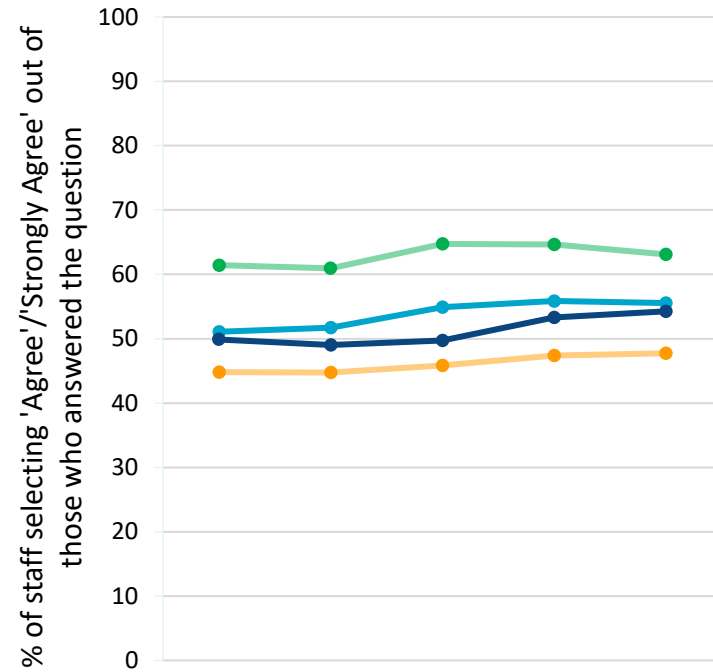


Q6b My organisation is committed to helping me balance my work and home life.



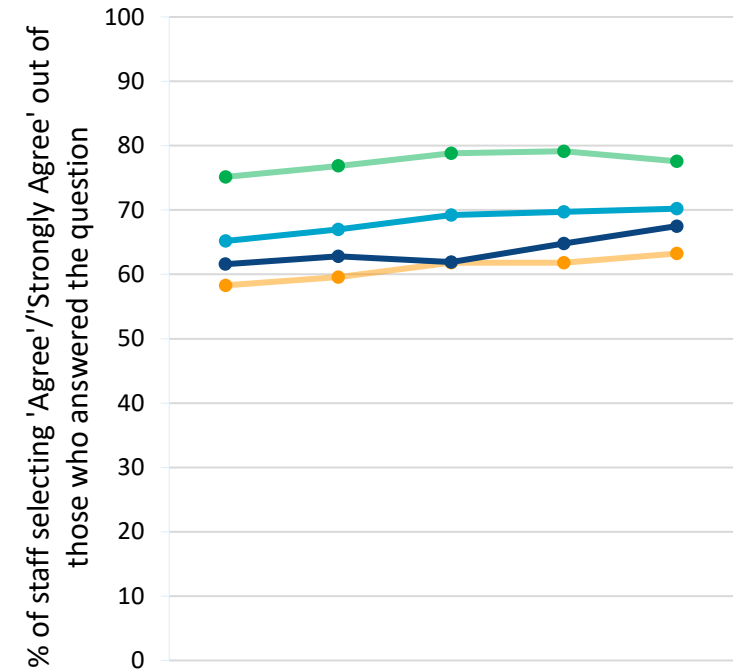
	2021	2022	2023	2024	2025
<b>Your org</b>	38.67%	40.86%	39.26%	42.36%	43.45%
<b>Best result</b>	53.96%	53.44%	59.57%	59.88%	58.52%
<b>Average result</b>	42.75%	44.15%	48.33%	49.34%	48.24%
<b>Worst result</b>	33.47%	33.80%	34.49%	34.65%	36.31%
Responses	7314	6627	6430	10304	10282

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



	2021	2022	2023	2024	2025
<b>Your org</b>	49.88%	49.03%	49.73%	53.32%	54.26%
<b>Best result</b>	61.44%	60.94%	64.73%	64.67%	63.10%
<b>Average result</b>	51.08%	51.70%	54.92%	55.86%	55.53%
<b>Worst result</b>	44.80%	44.75%	45.84%	47.38%	47.73%
Responses	7288	6627	6417	10280	10283

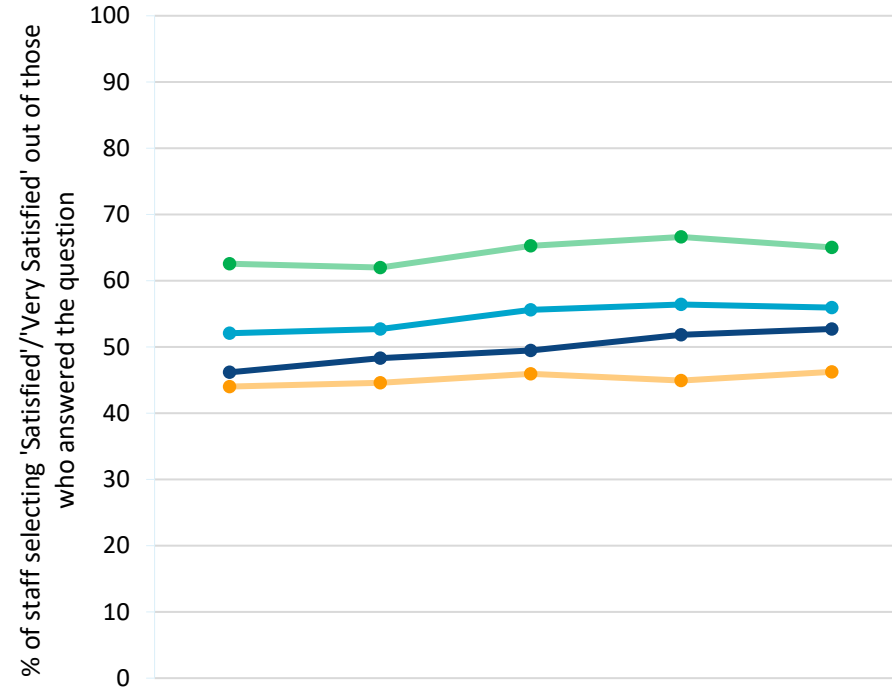
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024	2025
<b>Your org</b>	61.58%	62.79%	61.91%	64.78%	67.50%
<b>Best result</b>	75.15%	76.83%	78.81%	79.14%	77.58%
<b>Average result</b>	65.19%	66.98%	69.20%	69.72%	70.21%
<b>Worst result</b>	58.30%	59.56%	61.83%	61.82%	63.24%
Responses	7303	6626	6432	10296	10279



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>	46.17%	48.30%	49.45%	51.82%	52.71%
<b>Best result</b>	62.56%	62.00%	65.26%	66.61%	65.03%
<b>Average result</b>	52.07%	52.73%	55.60%	56.41%	55.94%
<b>Worst result</b>	44.02%	44.60%	45.93%	44.94%	46.25%
Responses	7299	6615	6430	10286	10272

## People Promise element – We are a team



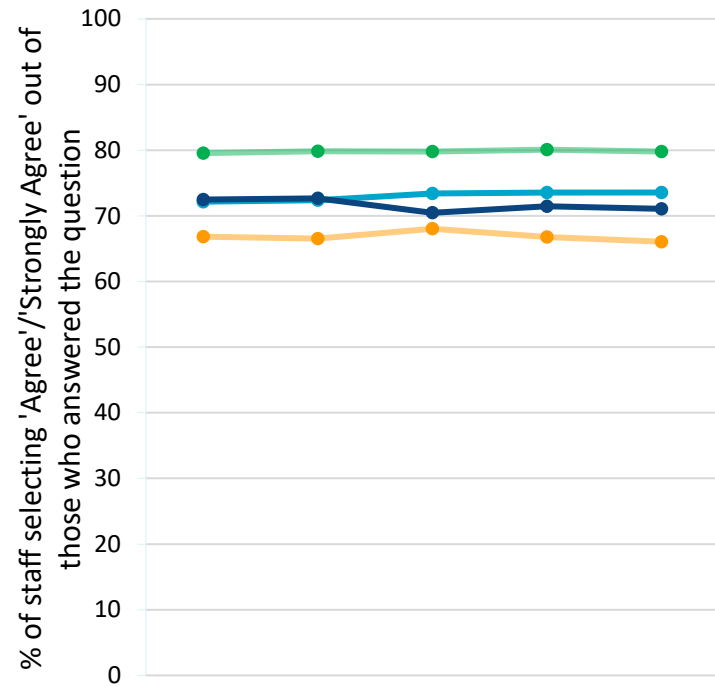
### Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

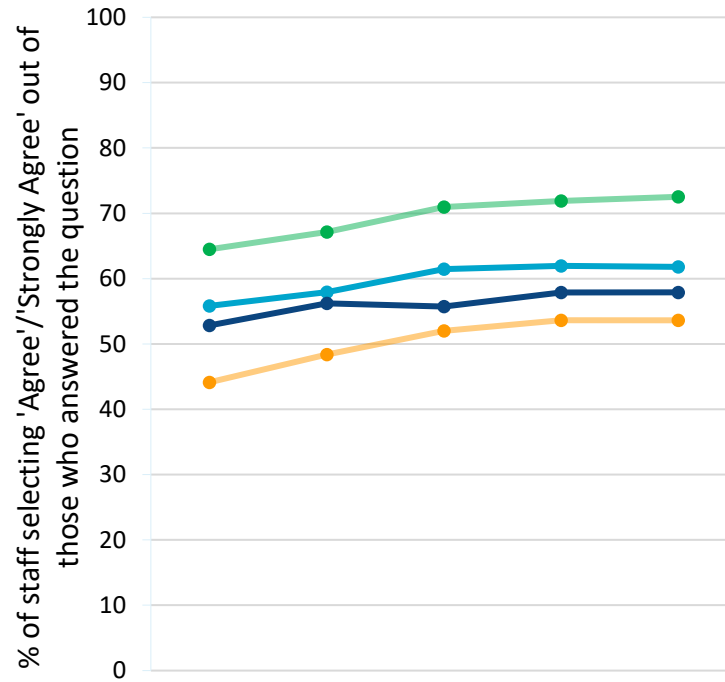


Q7a The team I work in has a set of shared objectives.



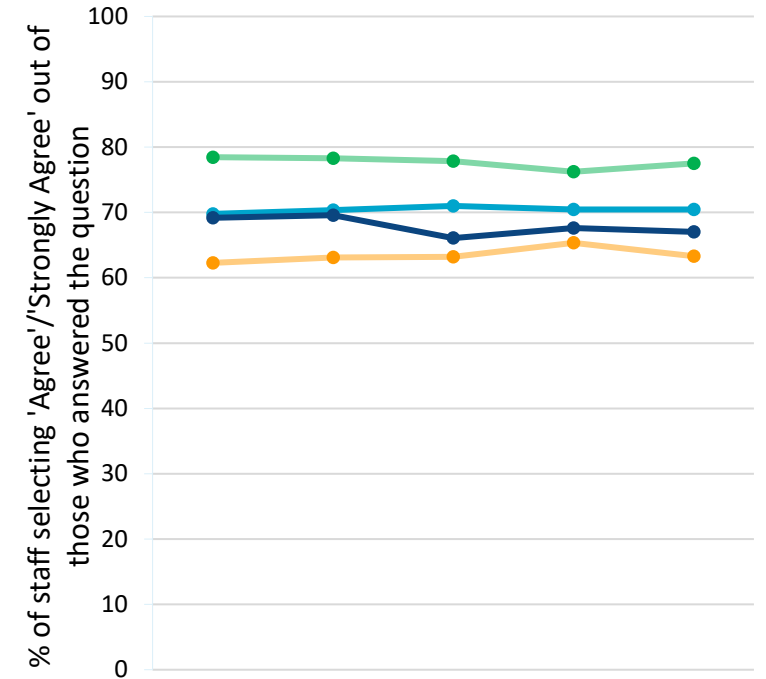
	2021	2022	2023	2024	2025
<b>Your org</b>	72.47%	72.66%	70.46%	71.47%	71.05%
<b>Best result</b>	79.56%	79.85%	79.81%	80.08%	79.77%
<b>Average result</b>	72.16%	72.38%	73.39%	73.54%	73.53%
<b>Worst result</b>	66.82%	66.53%	68.03%	66.79%	66.06%
Responses	7309	6626	6413	10312	10290

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



	2021	2022	2023	2024	2025
<b>Your org</b>	52.84%	56.19%	55.72%	57.90%	57.90%
<b>Best result</b>	64.49%	67.15%	70.95%	71.90%	72.53%
<b>Average result</b>	55.83%	57.91%	61.47%	61.95%	61.78%
<b>Worst result</b>	44.13%	48.38%	52.03%	53.63%	53.60%
Responses	7302	6626	6415	10300	10288

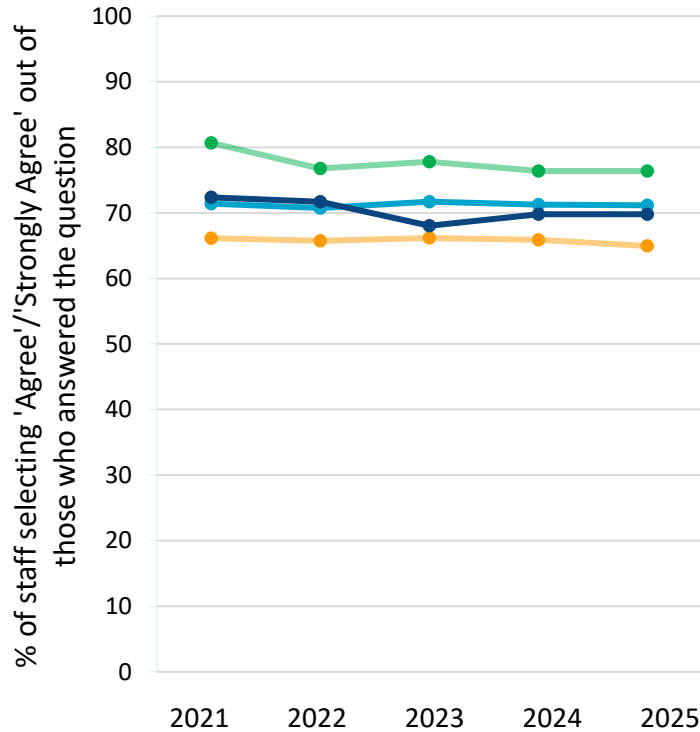
Q7c I receive the respect I deserve from my colleagues at work.



	2021	2022	2023	2024	2025
<b>Your org</b>	69.18%	69.58%	66.07%	67.62%	67.02%
<b>Best result</b>	78.46%	78.30%	77.85%	76.23%	77.49%
<b>Average result</b>	69.78%	70.35%	71.00%	70.47%	70.43%
<b>Worst result</b>	62.28%	63.13%	63.18%	65.35%	63.28%
Responses	7298	6627	6420	10307	10299

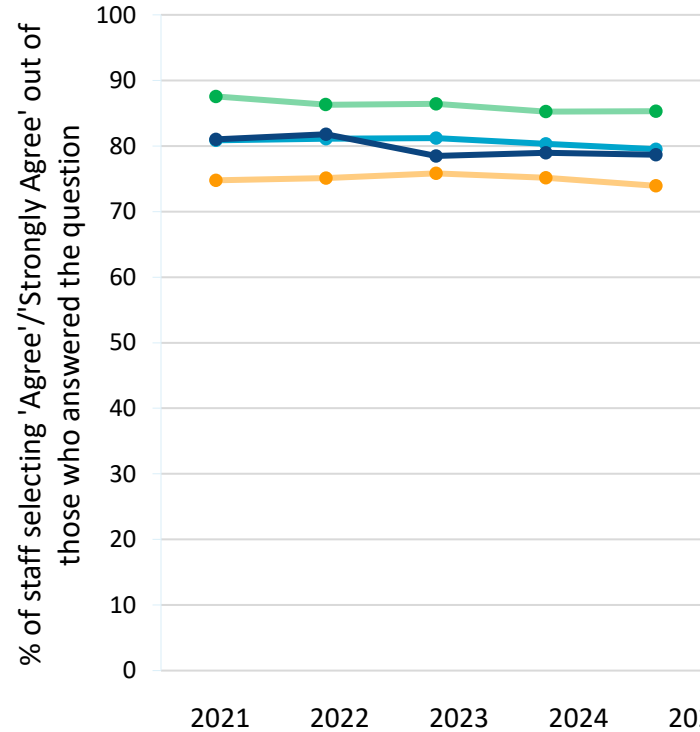


Q7d Team members understand each other's roles.



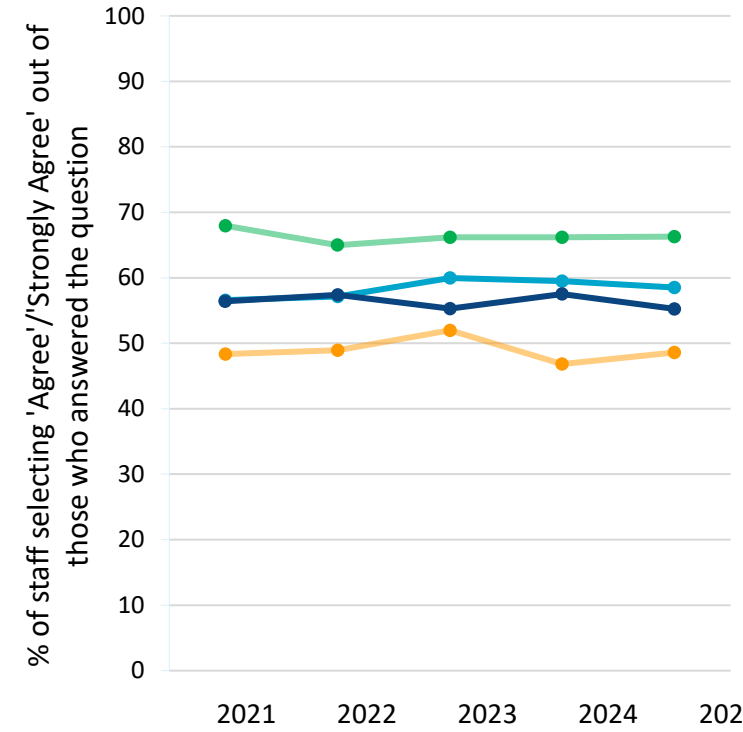
Responses	7296	6626	6417	10304	10297
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Q7e I enjoy working with the colleagues in my team.



Responses	7303	6624	6415	10297	10292
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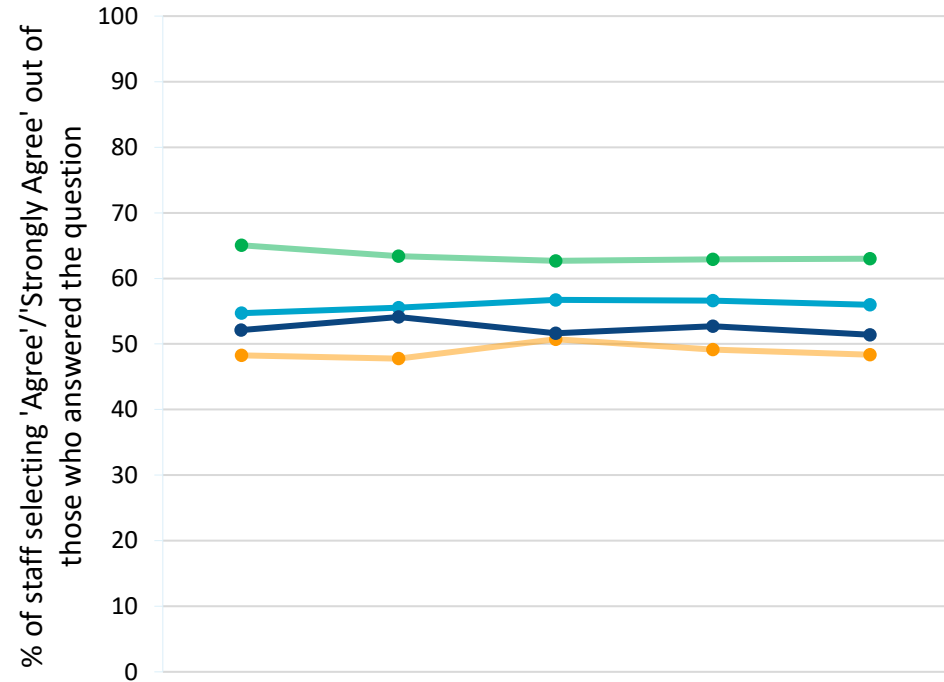
Q7f My team has enough freedom in how to do its work.



Responses	7286	6617	6404	10285	10287
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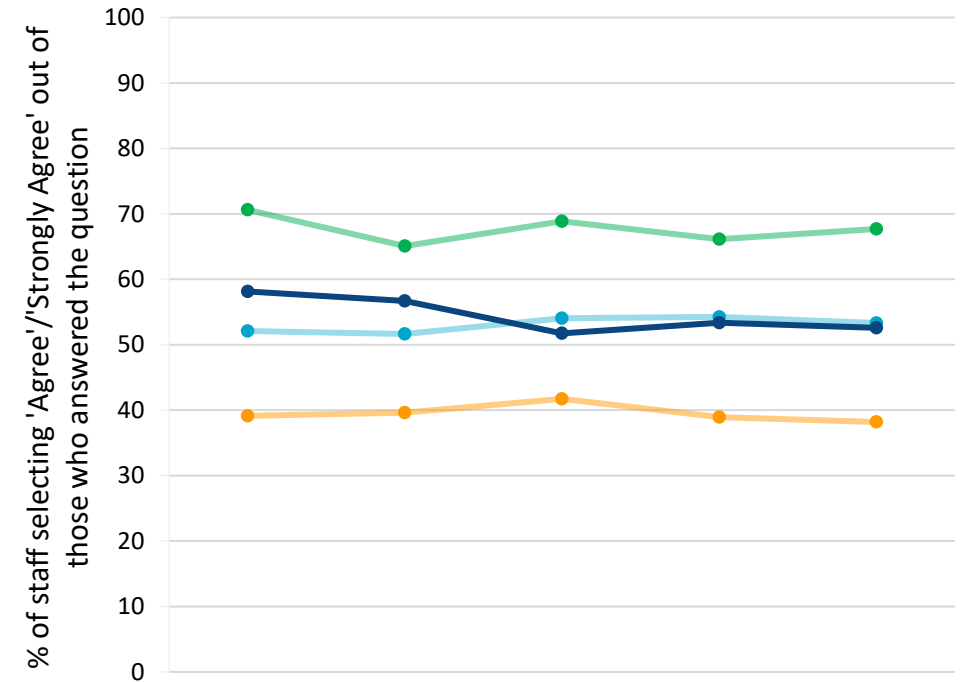


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023	2024	2025
<b>Your org</b>	52.11%	54.11%	51.61%	52.71%	51.41%
<b>Best result</b>	65.05%	63.39%	62.68%	62.92%	63.01%
<b>Average result</b>	54.69%	55.52%	56.73%	56.61%	55.99%
<b>Worst result</b>	48.27%	47.76%	50.72%	49.15%	48.38%
Responses	7292	6620	6412	10291	10286

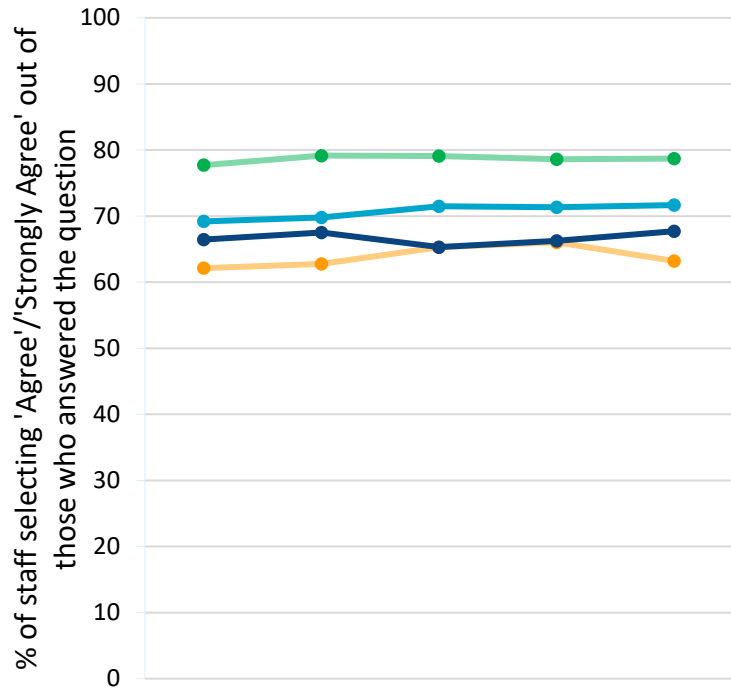
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024	2025
<b>Your org</b>	58.14%	56.70%	51.74%	53.35%	52.58%
<b>Best result</b>	70.61%	65.08%	68.87%	66.14%	67.71%
<b>Average result</b>	52.10%	51.64%	54.07%	54.26%	53.30%
<b>Worst result</b>	39.15%	39.64%	41.73%	38.96%	38.19%
Responses	7294	6621	6412	10309	10293



Q9a My immediate manager encourages me at work.

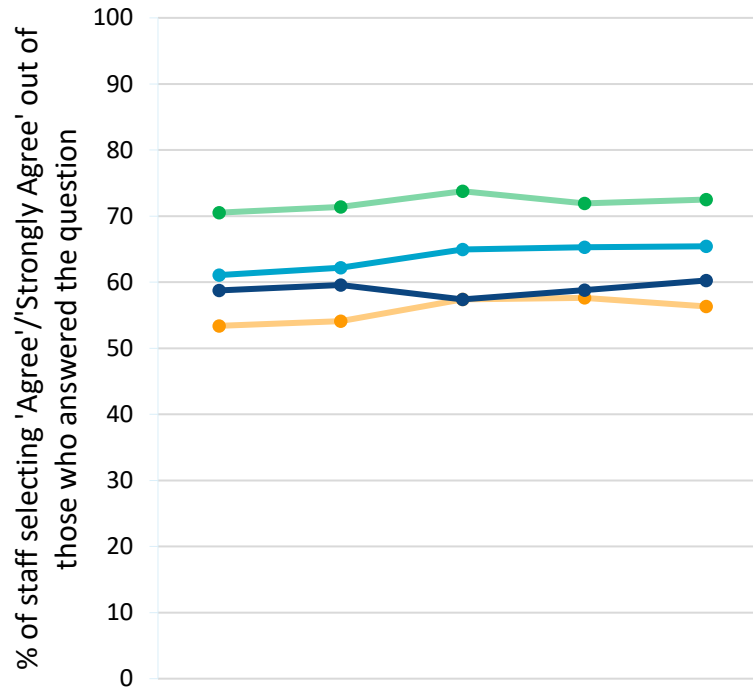


2021 2022 2023 2024 2025

<b>Your org</b>	66.43%	67.51%	65.31%	66.25%	67.72%
<b>Best result</b>	77.71%	79.16%	79.07%	78.62%	78.70%
<b>Average result</b>	69.20%	69.81%	71.47%	71.36%	71.67%
<b>Worst result</b>	62.12%	62.77%	65.31%	66.03%	63.21%

Responses 7319 6631 6440 10322 10300

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

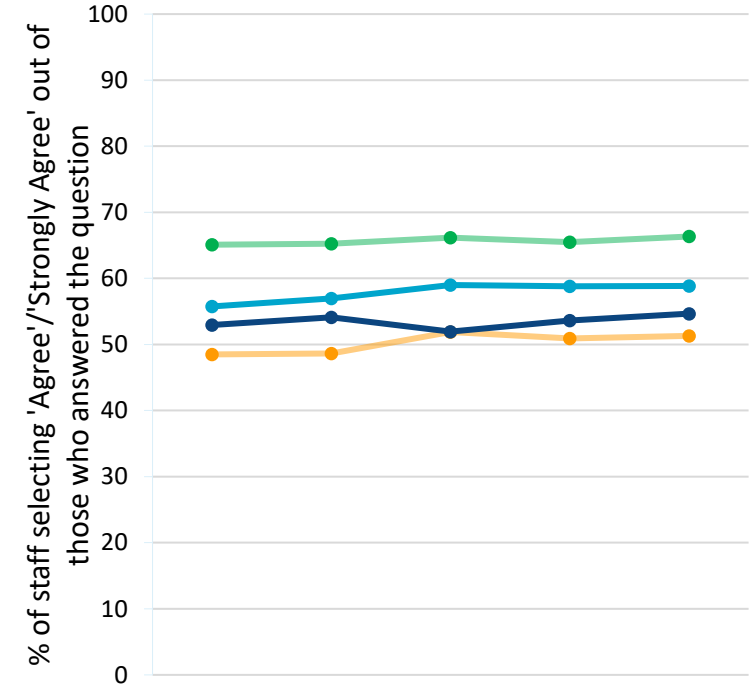


2021 2022 2023 2024 2025

<b>Your org</b>	58.74%	59.59%	57.39%	58.79%	60.26%
<b>Best result</b>	70.52%	71.41%	73.77%	71.91%	72.48%
<b>Average result</b>	61.07%	62.18%	64.95%	65.31%	65.43%
<b>Worst result</b>	53.39%	54.10%	57.39%	57.63%	56.34%

Responses 7313 6627 6433 10315 10285

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



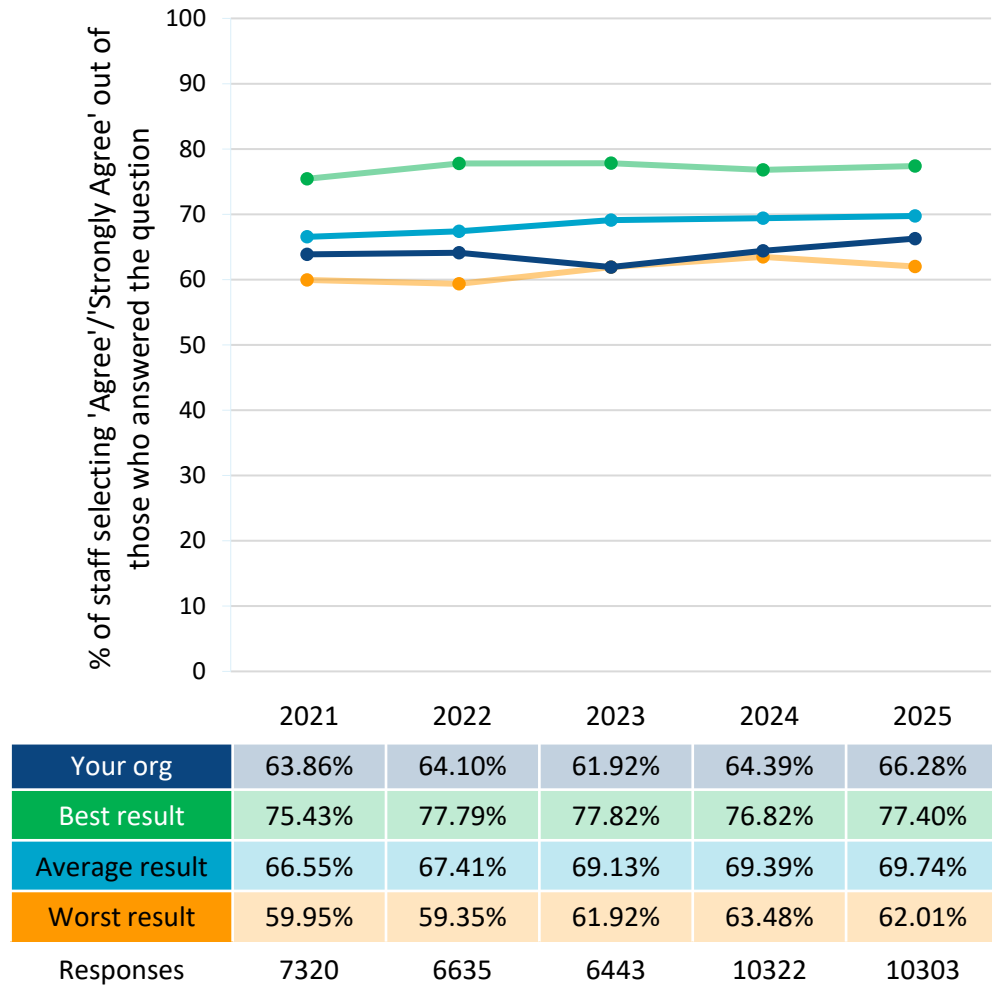
2021 2022 2023 2024 2025

<b>Your org</b>	52.94%	54.13%	51.95%	53.61%	54.67%
<b>Best result</b>	65.10%	65.24%	66.18%	65.48%	66.34%
<b>Average result</b>	55.76%	56.95%	59.00%	58.82%	58.84%
<b>Worst result</b>	48.50%	48.63%	51.89%	50.94%	51.30%

Responses 7306 6629 6432 10304 10298



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



## Theme – Staff engagement



### Questions included:

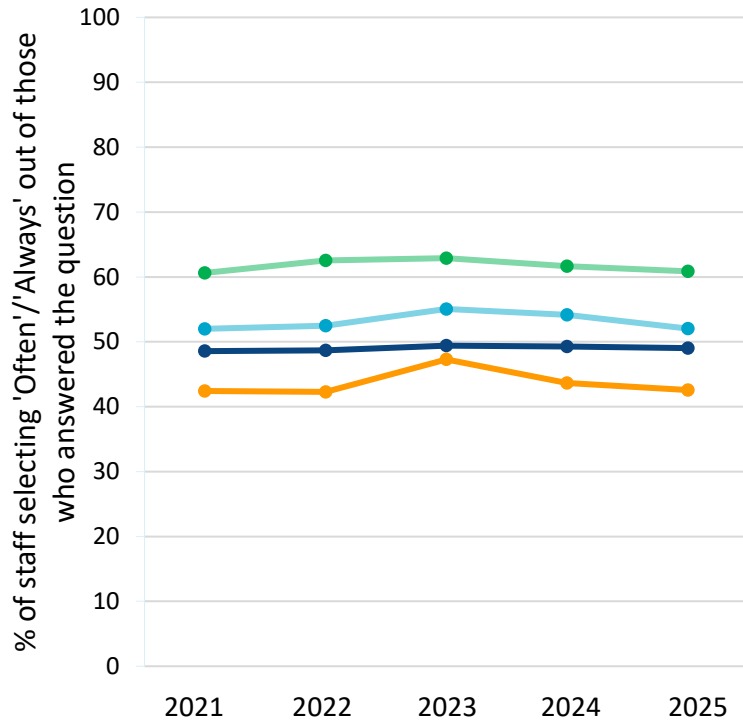
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

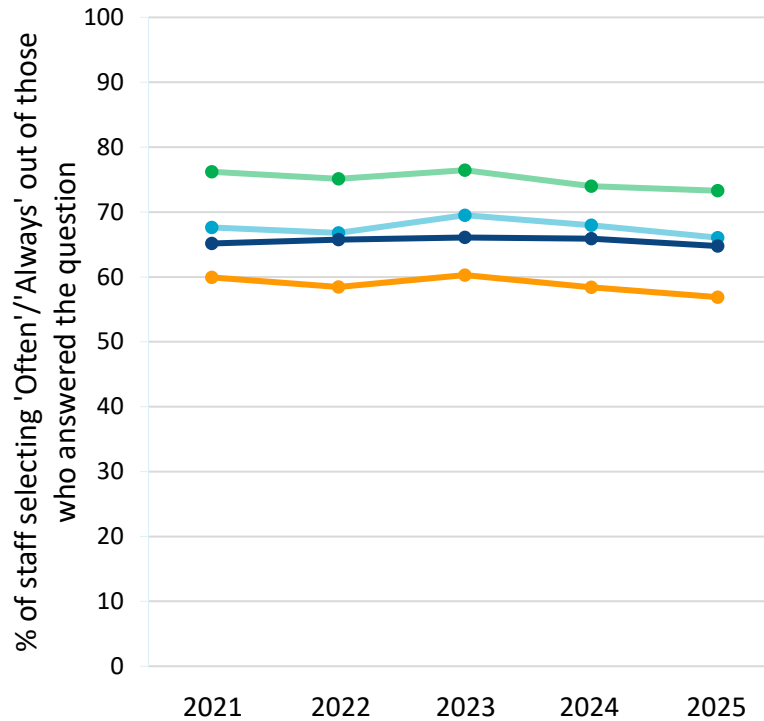
Advocacy – Q25a, Q25c, Q25d



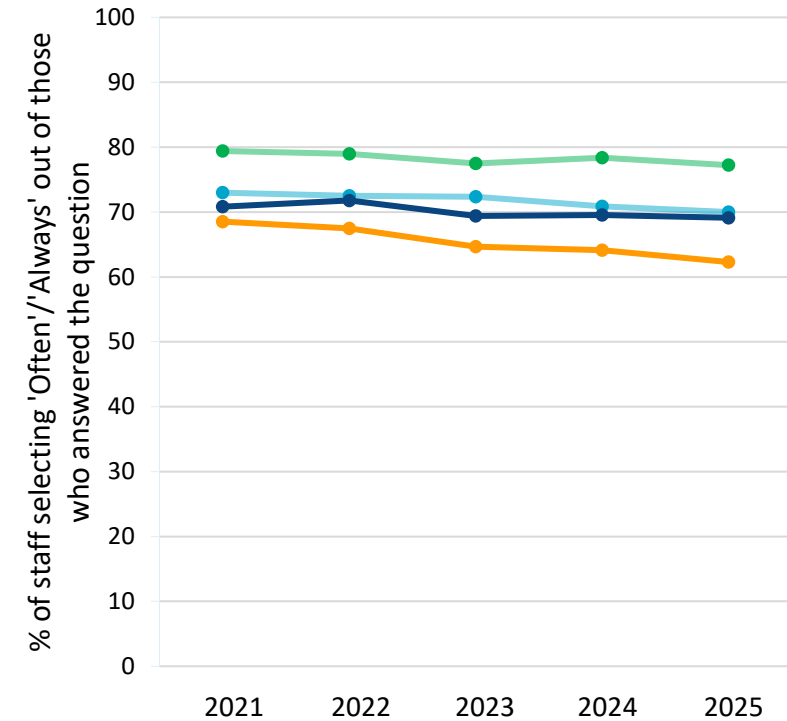
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



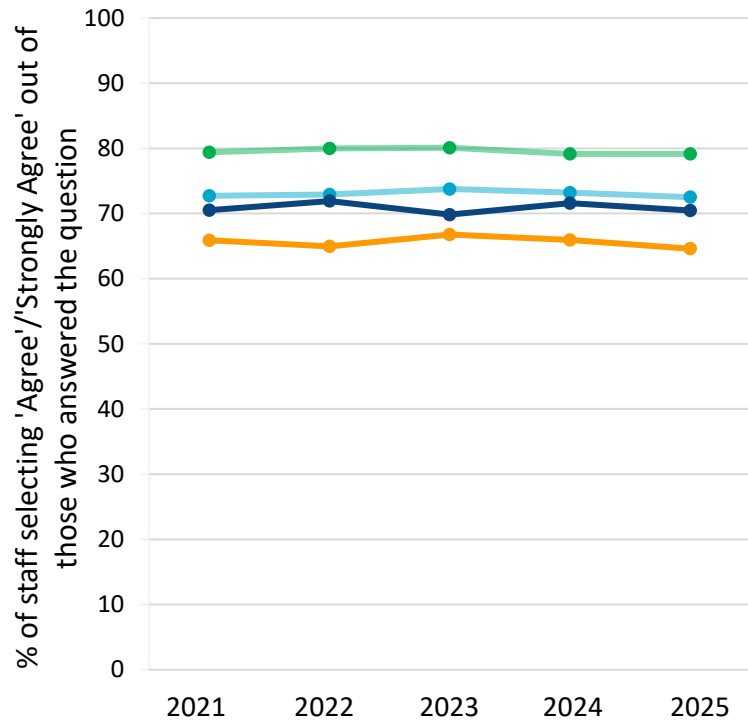
	2021	2022	2023	2024	2025
<b>Your org</b>	48.56%	48.70%	49.40%	49.27%	49.02%
<b>Best result</b>	60.62%	62.54%	62.89%	61.67%	60.88%
<b>Average result</b>	52.00%	52.48%	55.06%	54.17%	52.04%
<b>Worst result</b>	42.40%	42.29%	47.28%	43.67%	42.57%
Responses	7296	6604	6418	10281	10281

	2021	2022	2023	2024	2025
<b>Your org</b>	65.16%	65.72%	66.08%	65.89%	64.76%
<b>Best result</b>	76.21%	75.11%	76.45%	73.98%	73.28%
<b>Average result</b>	67.62%	66.77%	69.51%	67.95%	66.05%
<b>Worst result</b>	59.95%	58.47%	60.29%	58.42%	56.88%
Responses	7255	6580	6386	10230	10236

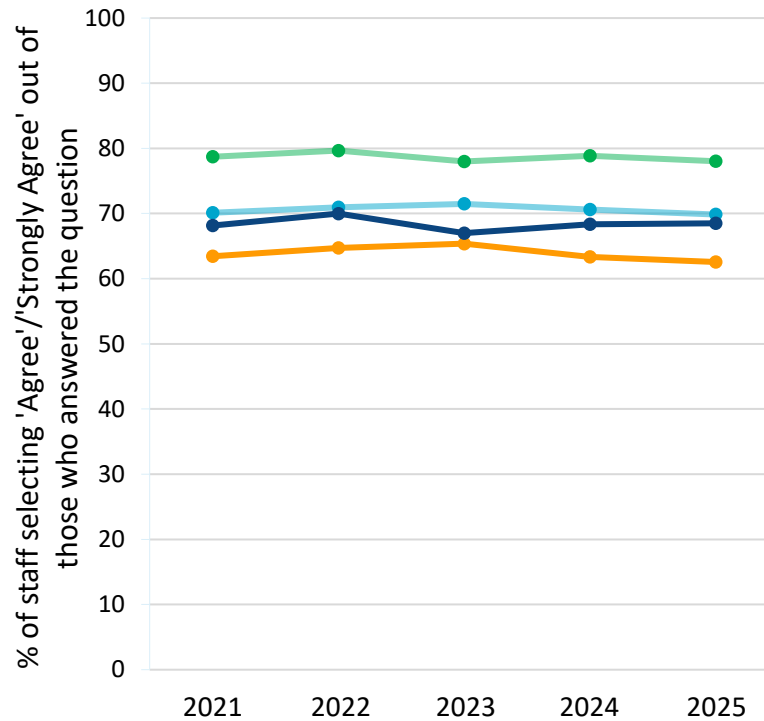
	2021	2022	2023	2024	2025
<b>Your org</b>	70.83%	71.78%	69.41%	69.52%	69.12%
<b>Best result</b>	79.40%	78.98%	77.46%	78.39%	77.22%
<b>Average result</b>	72.98%	72.52%	72.34%	70.90%	70.00%
<b>Worst result</b>	68.52%	67.46%	64.64%	64.12%	62.29%
Responses	7264	6590	6388	10250	10243



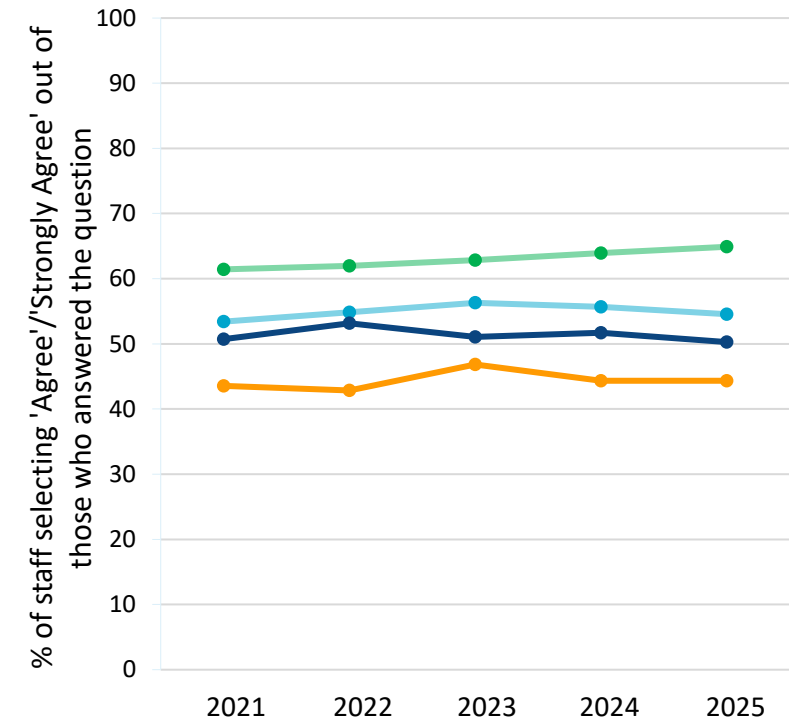
Q3c There are frequent opportunities for me to show initiative in my role.



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.



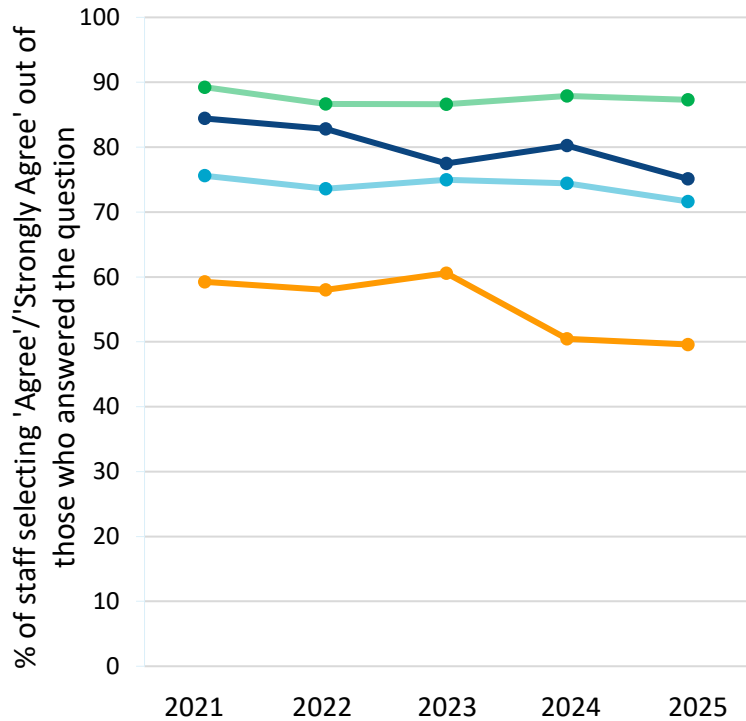
	2021	2022	2023	2024	2025
<b>Your org</b>	70.51%	71.92%	69.84%	71.60%	70.47%
<b>Best result</b>	79.41%	80.01%	80.10%	79.15%	79.17%
<b>Average result</b>	72.75%	72.91%	73.77%	73.20%	72.51%
<b>Worst result</b>	65.92%	64.98%	66.78%	65.94%	64.60%
Responses	7301	6626	6424	10303	10288

	2021	2022	2023	2024	2025
<b>Your org</b>	68.16%	70.00%	66.99%	68.37%	68.52%
<b>Best result</b>	78.70%	79.67%	78.00%	78.84%	78.03%
<b>Average result</b>	70.10%	70.97%	71.47%	70.61%	69.85%
<b>Worst result</b>	63.42%	64.70%	65.38%	63.33%	62.56%
Responses	7298	6617	6425	10305	10292

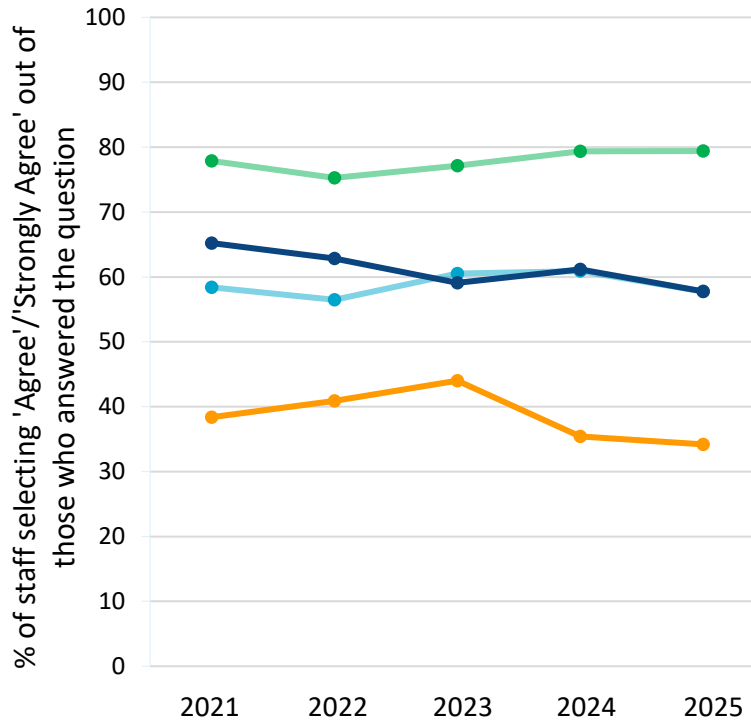
	2021	2022	2023	2024	2025
<b>Your org</b>	50.71%	53.16%	51.07%	51.69%	50.27%
<b>Best result</b>	61.43%	61.98%	62.84%	63.94%	64.90%
<b>Average result</b>	53.41%	54.86%	56.30%	55.71%	54.54%
<b>Worst result</b>	43.54%	42.85%	46.84%	44.35%	44.33%
Responses	7281	6606	6408	10293	10286



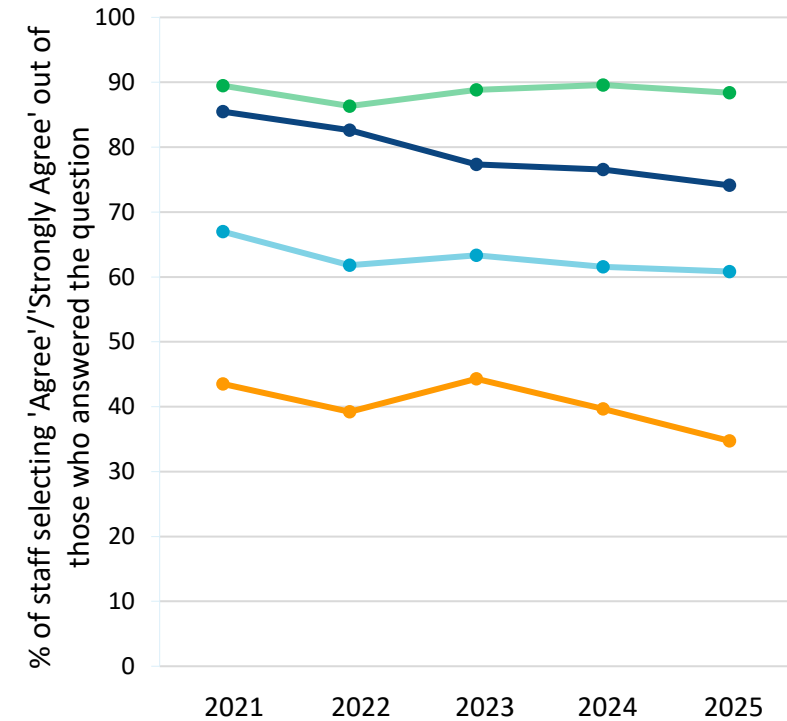
Q25a Care of patients / service users is my organisation's top priority.



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



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



Your org	2021	2022	2023	2024	2025
Best result	89.24%	86.64%	86.62%	87.88%	87.31%
Average result	75.58%	73.58%	74.95%	74.42%	71.63%
Worst result	59.25%	57.99%	60.58%	50.48%	49.59%
Responses	7298	6620	6420	10296	10275

Your org	2021	2022	2023	2024	2025
Best result	77.86%	75.26%	77.14%	79.37%	79.40%
Average result	58.41%	56.47%	60.52%	60.89%	57.77%
Worst result	38.40%	40.90%	44.01%	35.43%	34.20%
Responses	7284	6620	6418	10292	10265

Your org	2021	2022	2023	2024	2025
Best result	89.49%	86.33%	88.81%	89.58%	88.41%
Average result	66.97%	61.78%	63.32%	61.55%	60.83%
Worst result	43.50%	39.20%	44.30%	39.68%	34.73%
Responses	7286	6615	6405	10287	10270

## Theme - Morale



### Questions included:

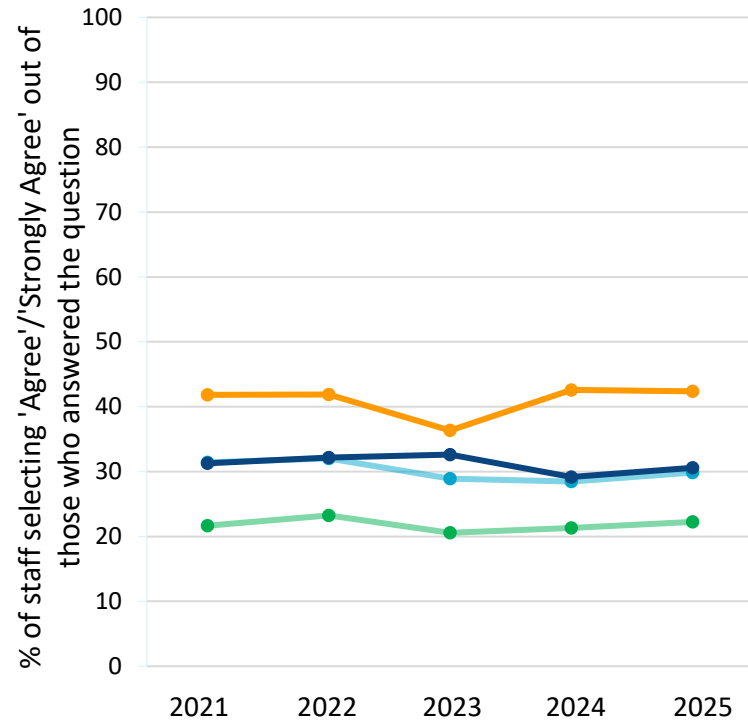
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

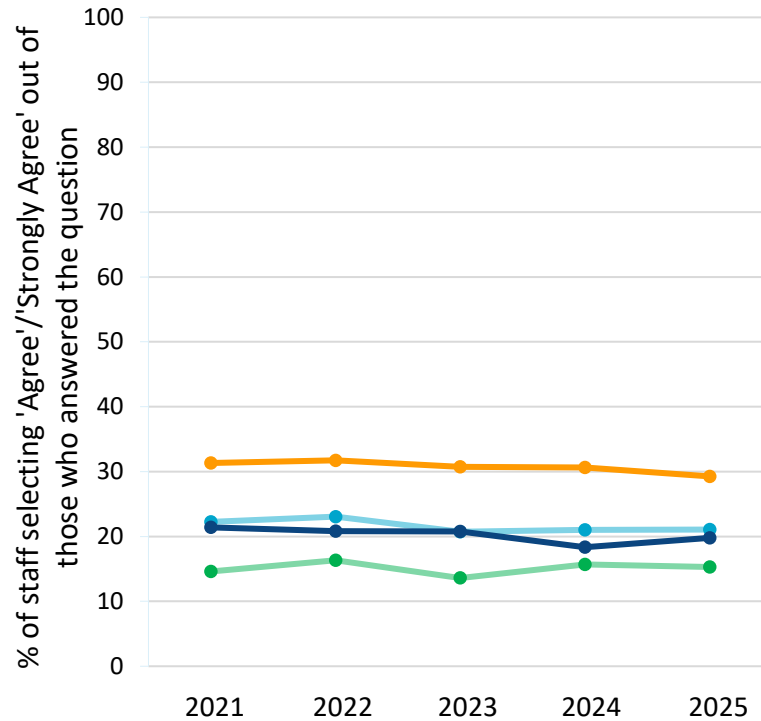


Q26a I often think about leaving this organisation.



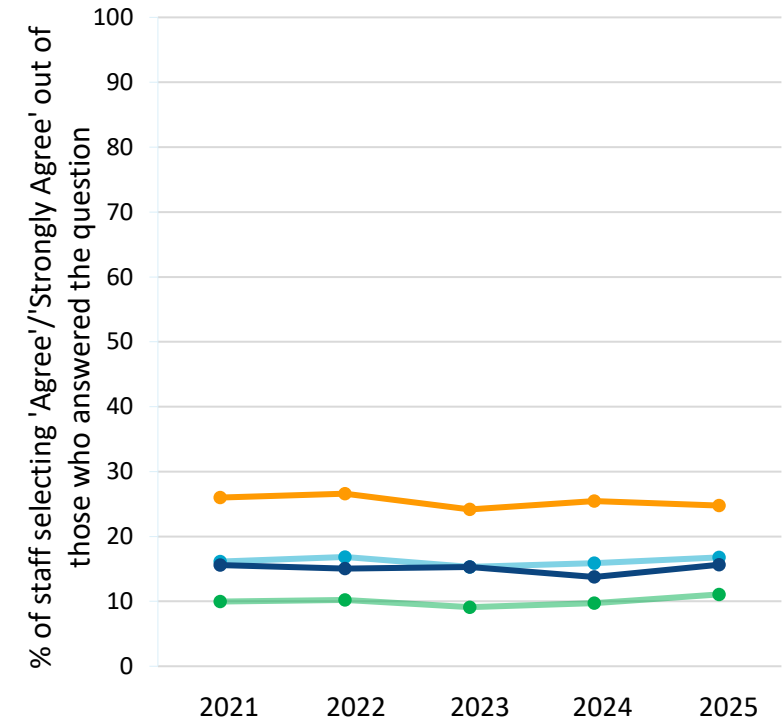
Your org	2021	2022	2023	2024	2025
Best result	21.67%	23.25%	20.56%	21.31%	22.27%
Average result	31.44%	32.02%	28.90%	28.46%	29.83%
Worst result	41.82%	41.89%	36.33%	42.59%	42.38%
Responses	7321	6631	6432	10321	10282

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



Your org	2021	2022	2023	2024	2025
Best result	14.63%	16.33%	13.60%	15.69%	15.29%
Average result	22.24%	23.06%	20.73%	21.00%	21.07%
Worst result	31.33%	31.73%	30.75%	30.62%	29.26%
Responses	7291	6618	6412	10293	10276

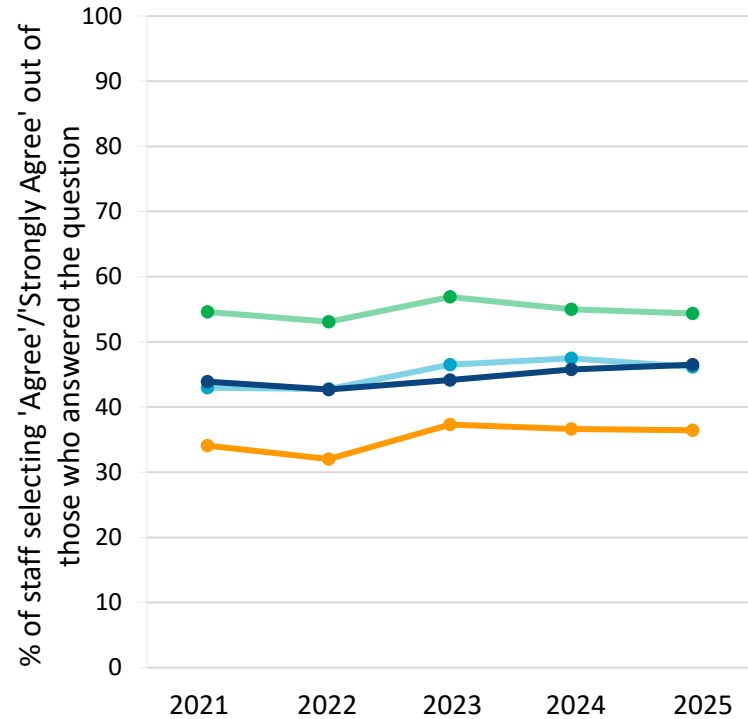
Q26c As soon as I can find another job, I will leave this organisation.



Your org	2021	2022	2023	2024	2025
Best result	9.95%	10.19%	9.11%	9.75%	11.07%
Average result	16.15%	16.84%	15.32%	15.87%	16.77%
Worst result	25.98%	26.59%	24.17%	25.47%	24.76%
Responses	7266	6597	6387	10236	10263

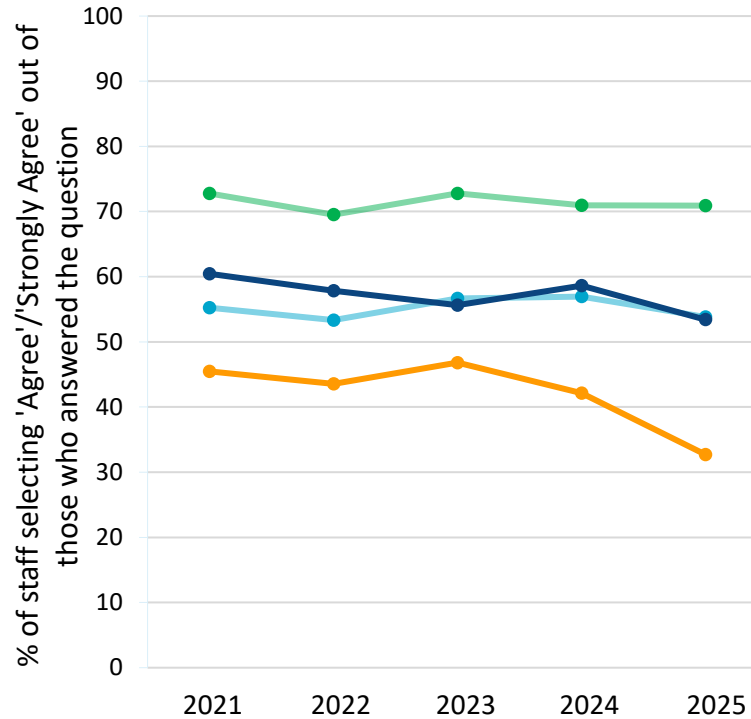


Q3g I am able to meet all the conflicting demands on my time at work.



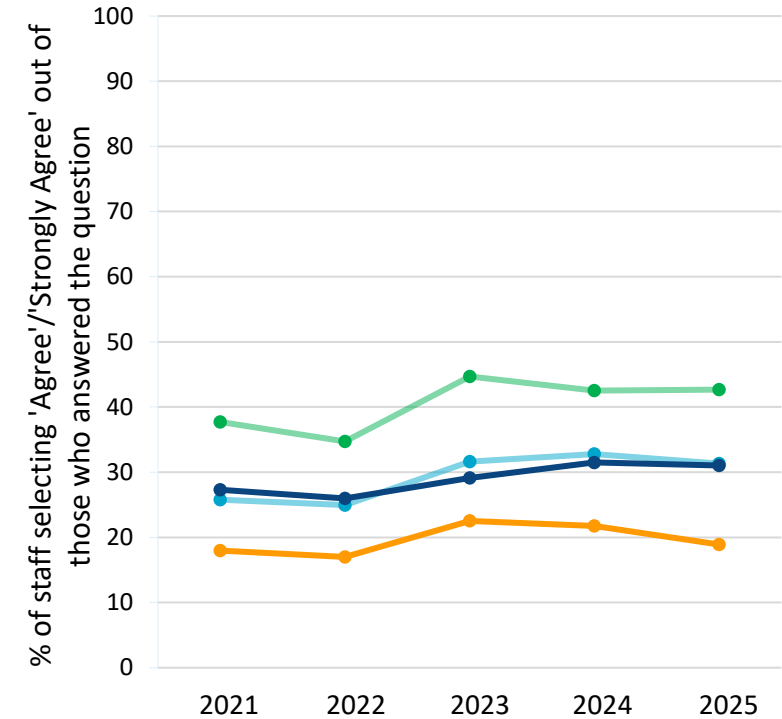
Your org	2021	2022	2023	2024	2025
<b>Best result</b>	54.61%	53.09%	56.89%	54.99%	54.34%
<b>Average result</b>	42.96%	42.76%	46.52%	47.47%	46.14%
<b>Worst result</b>	34.06%	32.02%	37.31%	36.63%	36.45%
Responses	7286	6598	6423	10288	10277

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



Your org	2021	2022	2023	2024	2025
<b>Best result</b>	72.77%	69.52%	72.79%	70.96%	70.92%
<b>Average result</b>	55.26%	53.34%	56.68%	56.94%	53.84%
<b>Worst result</b>	45.45%	43.54%	46.82%	42.11%	32.70%
Responses	7272	6599	6397	10258	10292

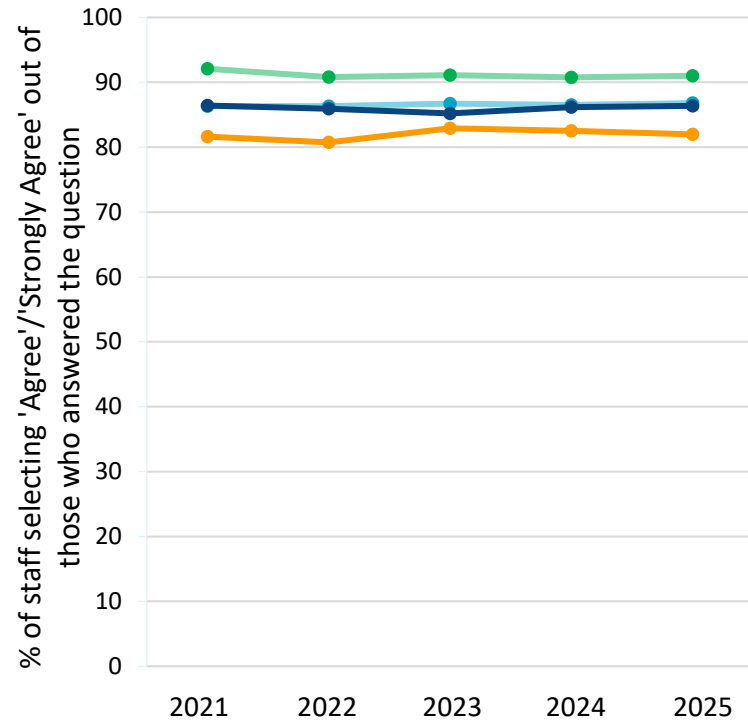
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	2021	2022	2023	2024	2025
<b>Best result</b>	37.72%	34.72%	44.68%	42.50%	42.65%
<b>Average result</b>	25.79%	24.95%	31.62%	32.78%	31.34%
<b>Worst result</b>	17.94%	17.00%	22.52%	21.73%	18.91%
Responses	7313	6613	6433	10308	10296

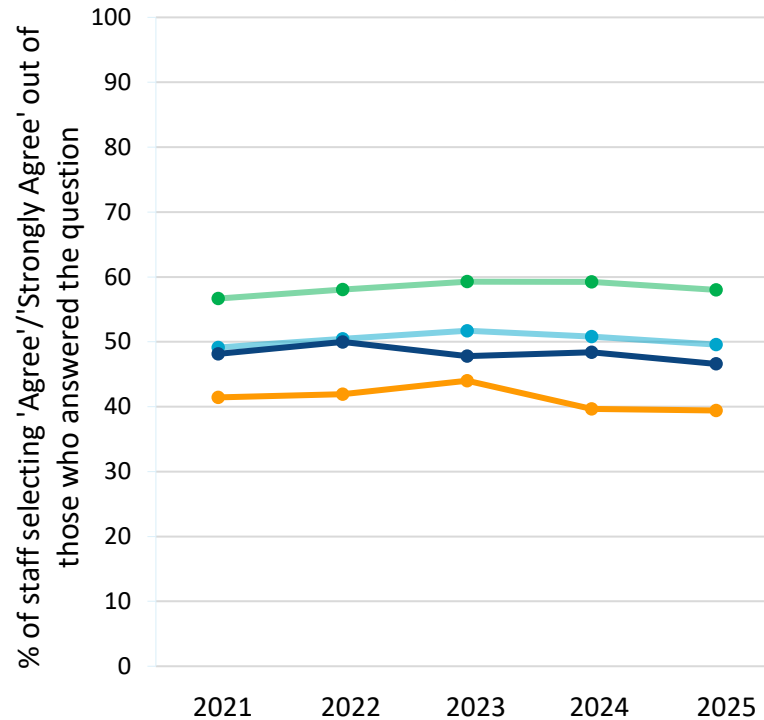


Q3a I always know what my work responsibilities are.



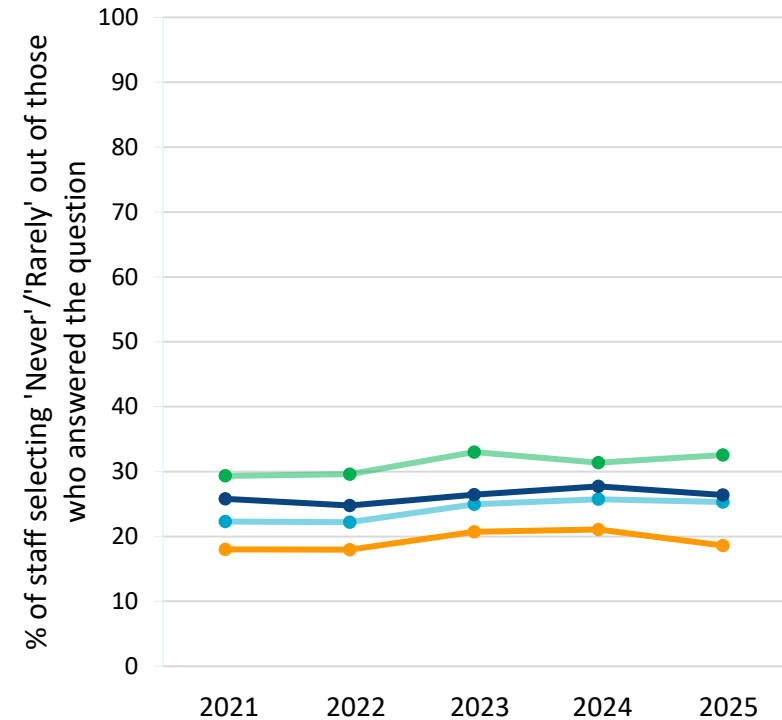
Your org	2021	2022	2023	2024	2025
Best result	92.09%	90.81%	91.10%	90.75%	91.00%
Average result	86.33%	86.32%	86.69%	86.53%	86.79%
Worst result	81.63%	80.73%	82.90%	82.49%	81.95%
Responses	7324	6629	6444	10348	10302

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



Your org	2021	2022	2023	2024	2025
Best result	56.66%	58.05%	59.27%	59.26%	58.01%
Average result	49.12%	50.45%	51.71%	50.82%	49.59%
Worst result	41.44%	41.94%	44.00%	39.68%	39.41%
Responses	7301	6621	6430	10312	10291

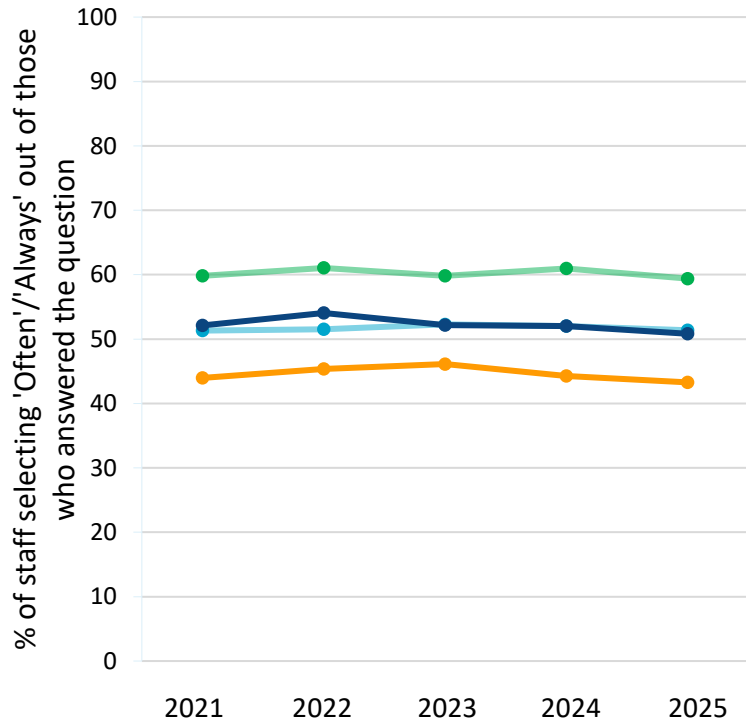
Q5a I have unrealistic time pressures.



Your org	2021	2022	2023	2024	2025
Best result	29.33%	29.60%	33.01%	31.38%	32.55%
Average result	22.28%	22.20%	24.97%	25.73%	25.30%
Worst result	18.03%	17.97%	20.72%	21.07%	18.61%
Responses	7297	6616	6424	10313	10292

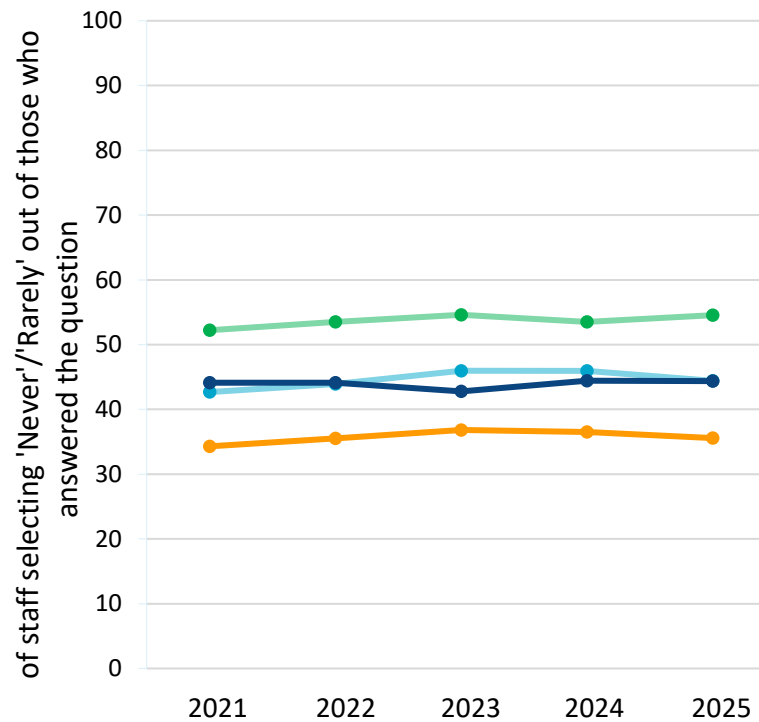


### Q5b I have a choice in deciding how to do my work.



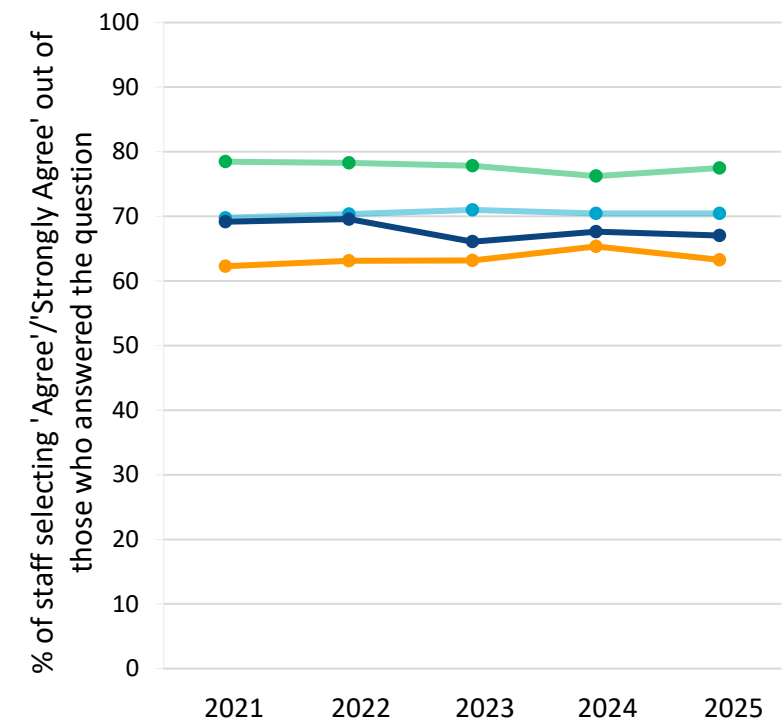
Year	Your org	Best result	Average result	Worst result
2021	52.11%	59.84%	51.31%	43.95%
2022	54.05%	61.04%	51.54%	45.34%
2023	52.17%	59.83%	52.28%	46.12%
2024	52.03%	60.94%	52.02%	44.25%
2025	50.83%	59.39%	51.37%	43.28%

### Q5c Relationships at work are strained.



Year	Your org	Best result	Average result	Worst result
2021	44.13%	52.22%	42.67%	34.29%
2022	44.11%	53.50%	43.93%	35.52%
2023	42.78%	54.61%	45.97%	36.82%
2024	44.43%	53.52%	45.95%	36.49%
2025	44.39%	54.55%	44.43%	35.57%

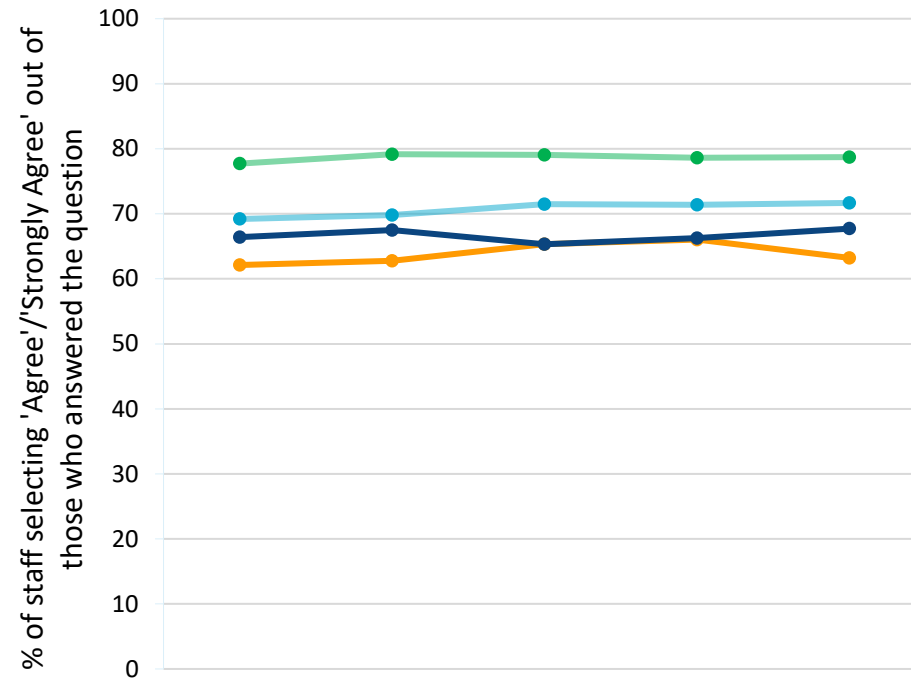
### Q7c I receive the respect I deserve from my colleagues at work.



Year	Your org	Best result	Average result	Worst result
2021	69.18%	78.46%	69.78%	62.28%
2022	69.58%	78.30%	70.35%	63.13%
2023	66.07%	77.85%	71.00%	63.18%
2024	67.62%	76.23%	70.47%	65.35%
2025	67.02%	77.49%	70.43%	63.28%



Q9a My immediate manager encourages me at work.



	2021	2022	2023	2024	2025
Your org	66.43%	67.51%	65.31%	66.25%	67.72%
Best result	77.71%	79.16%	79.07%	78.62%	78.70%
Average result	69.20%	69.81%	71.47%	71.36%	71.67%
Worst result	62.12%	62.77%	65.31%	66.03%	63.21%
Responses	7319	6631	6440	10322	10300

## Questions not linked to People Promise elements or themes

Questions included:\*

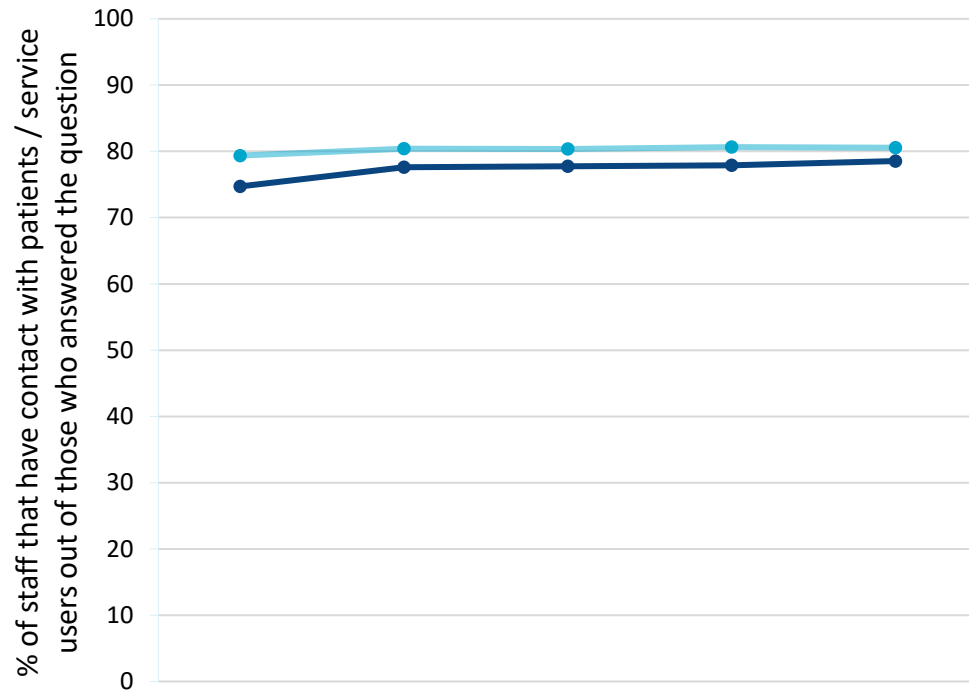
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

\*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?

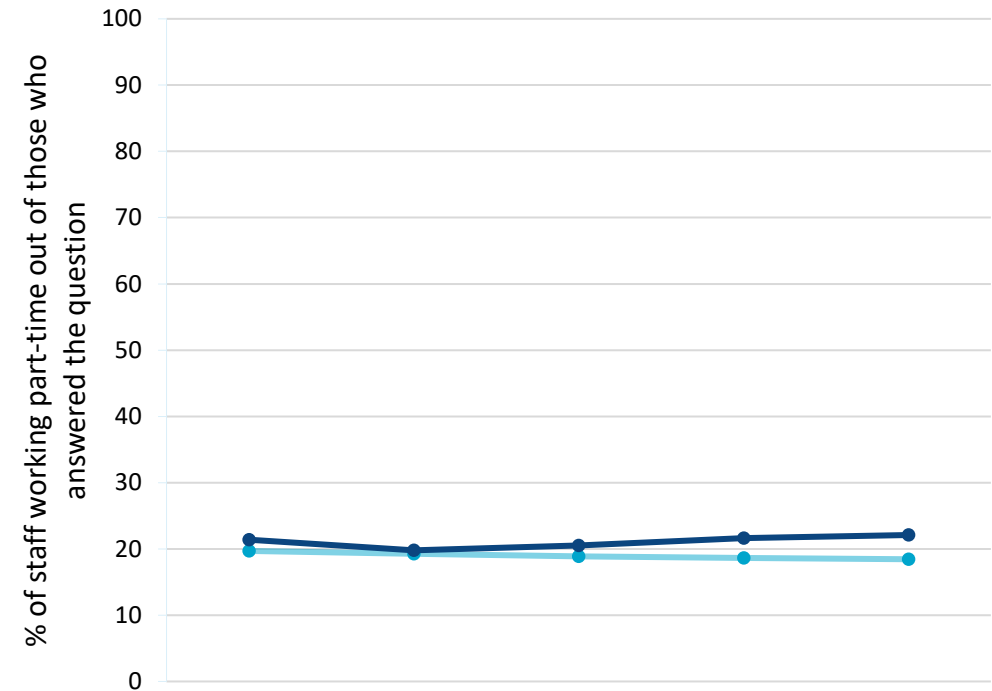


2021 2022 2023 2024 2025

Your org	74.71%	77.60%	77.73%	77.88%	78.54%
Average	79.36%	80.42%	80.37%	80.65%	80.54%

Responses 7284 6613 6421 10284 10261

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



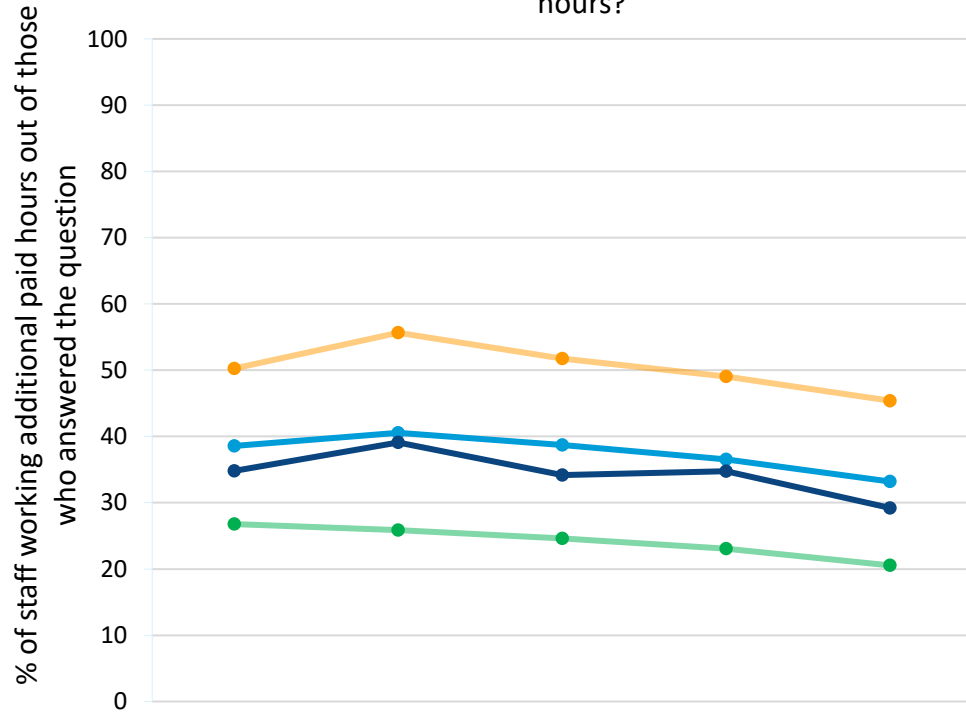
2021 2022 2023 2024 2025

Your org	21.37%	19.79%	20.54%	21.64%	22.10%
Average	19.69%	19.24%	18.88%	18.64%	18.44%

Responses 6777 6115 5939 9522 10091



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

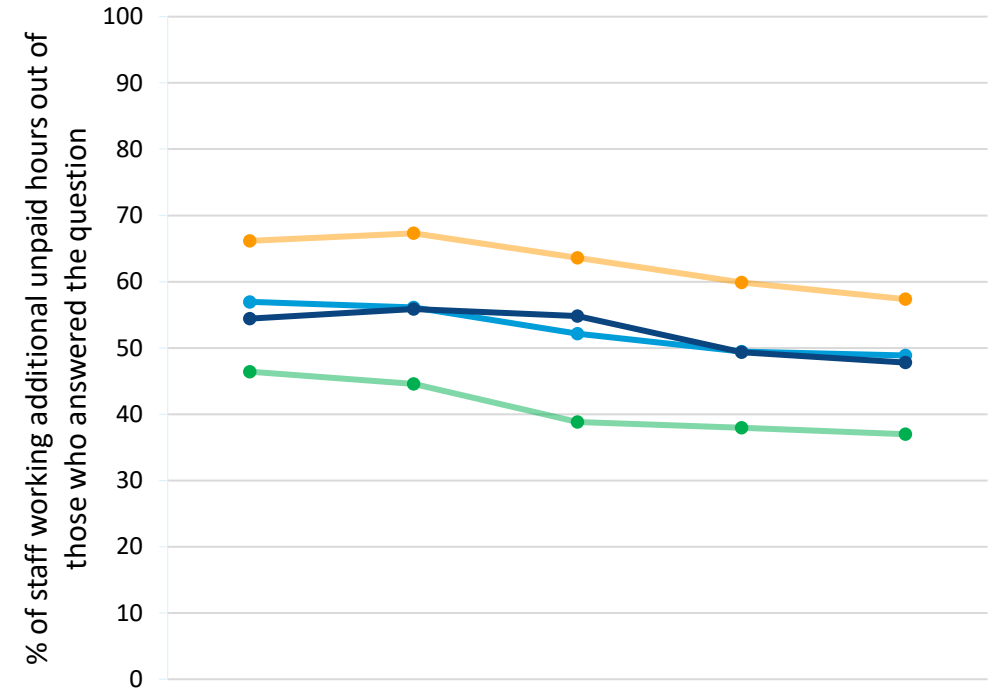


2021 2022 2023 2024 2025

Your org	34.78%	39.09%	34.19%	34.75%	29.22%
Lowest	26.78%	25.89%	24.62%	23.04%	20.54%
Average	38.55%	40.56%	38.69%	36.54%	33.20%
Highest	50.26%	55.65%	51.73%	49.05%	45.40%

Responses 7137 6435 6238 9987 10199

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



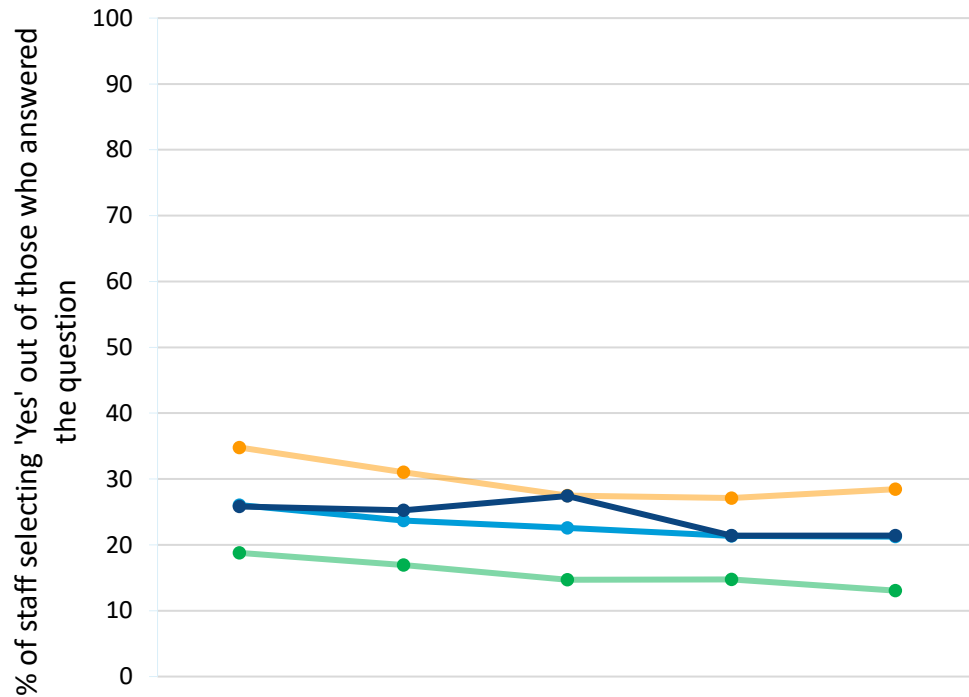
2021 2022 2023 2024 2025

Your org	54.43%	55.88%	54.79%	49.34%	47.79%
Lowest	46.42%	44.57%	38.81%	37.94%	36.98%
Average	56.96%	56.11%	52.13%	49.47%	48.87%
Highest	66.17%	67.31%	63.58%	59.88%	57.36%

Responses 7116 6452 6233 9954 10182

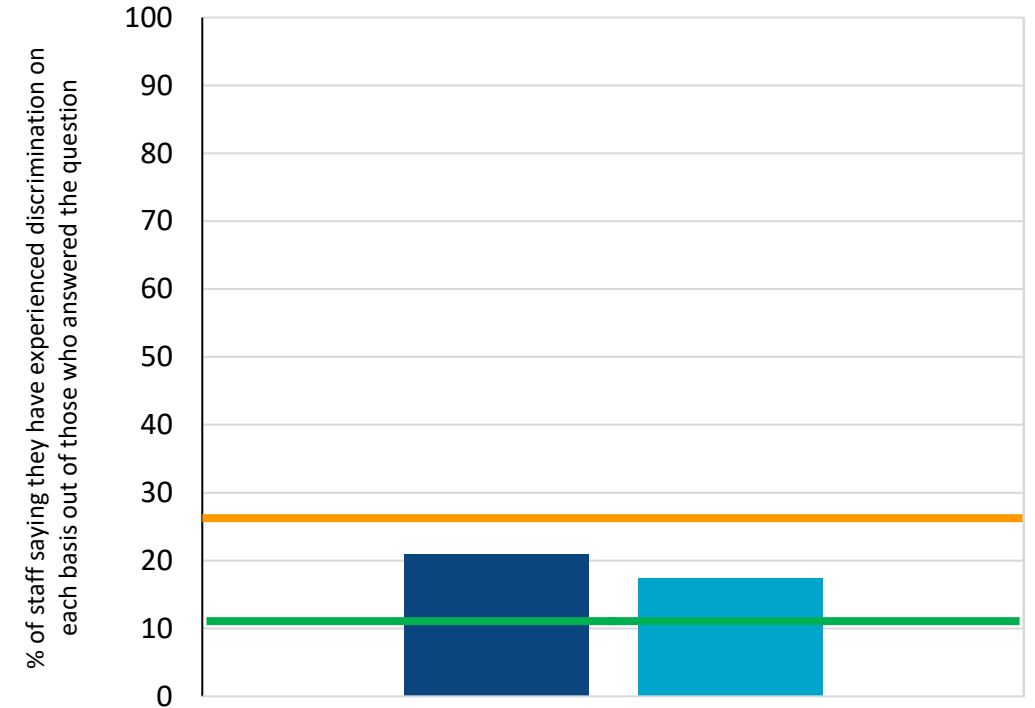


Q11e\* Have you felt pressure from your manager to come to work?



	2021	2022	2023	2024	2025
Your org	25.85%	25.27%	27.42%	21.40%	21.41%
Best result	18.79%	16.95%	14.72%	14.76%	13.05%
Average result	26.04%	23.70%	22.58%	21.34%	21.25%
Worst result	34.79%	31.04%	27.49%	27.11%	28.45%
Responses	3930	3611	3582	5744	5570

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



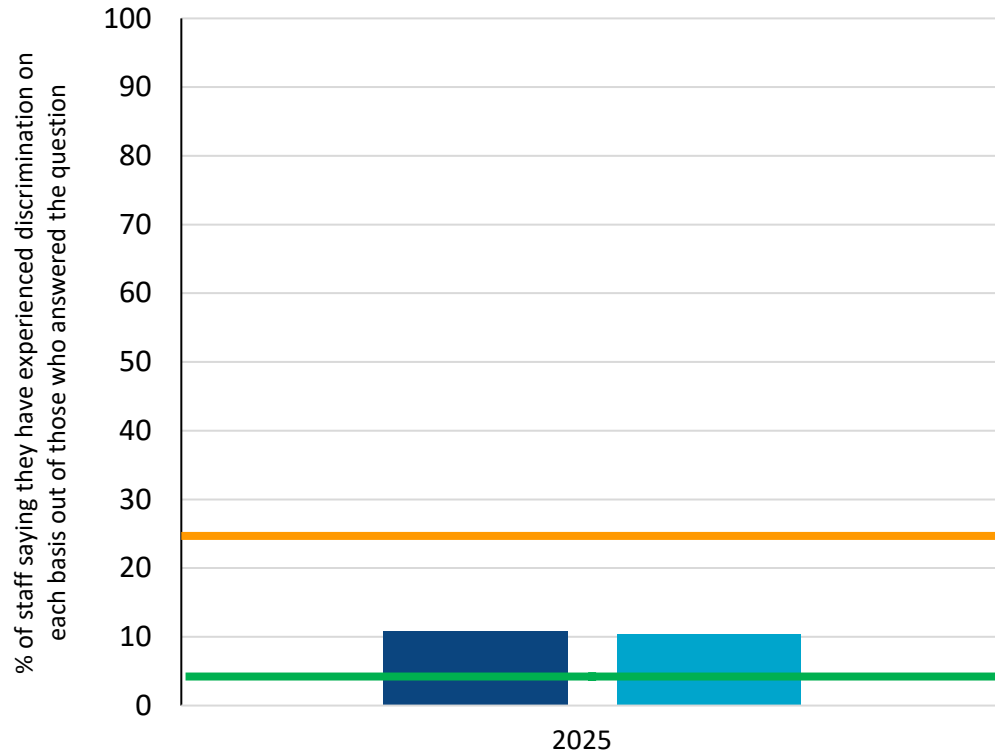
	2025
Your org	20.96%
Best result	11.08%
Average result	17.46%
Worst result	26.25%
Responses	1167

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

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

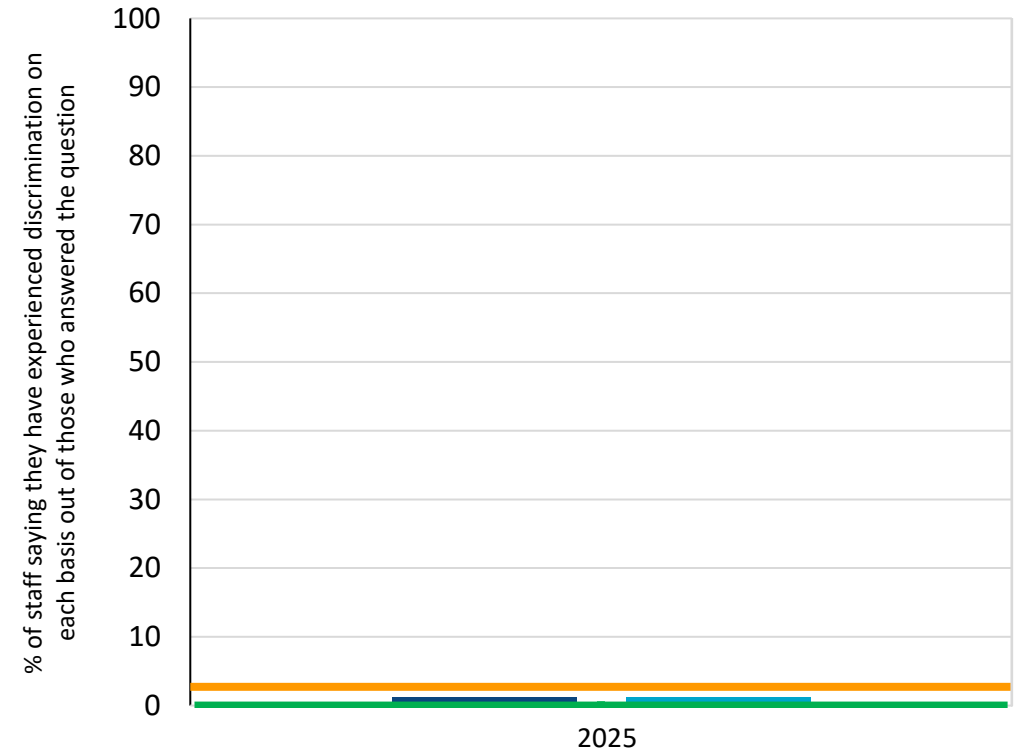


Q16c.2 On what grounds have you experienced discrimination? – Disability.



Your org	10.92%
Best result	4.23%
Average result	10.47%
Worst result	24.69%
Responses	1167

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

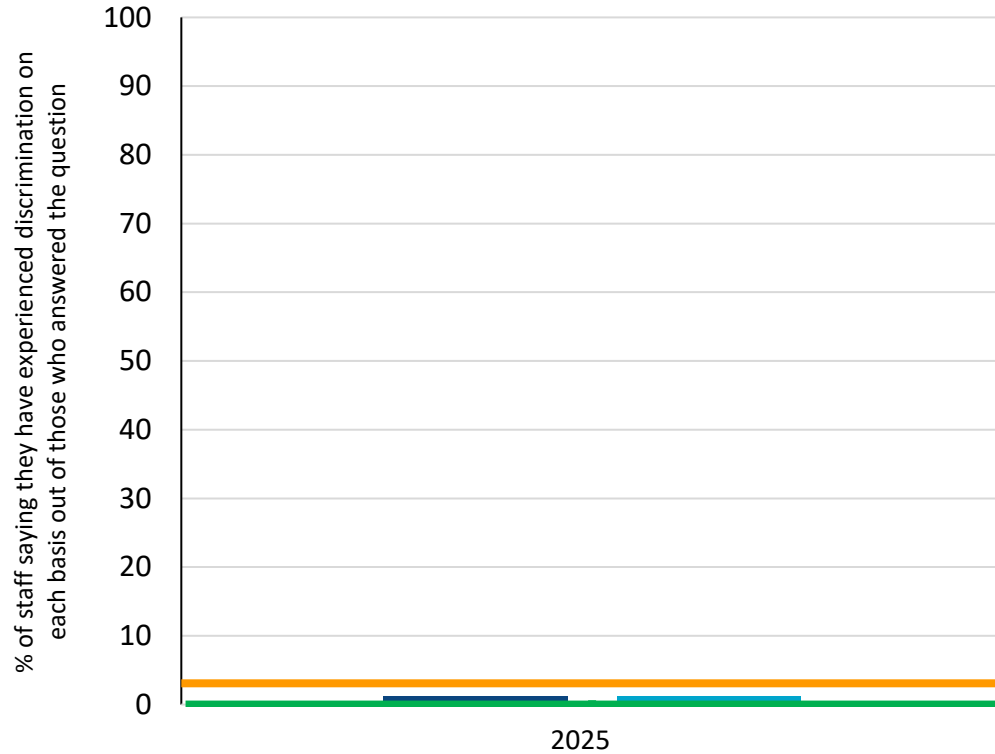


Your org	1.21%
Best result	0.00%
Average result	1.25%
Worst result	2.73%
Responses	1167

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

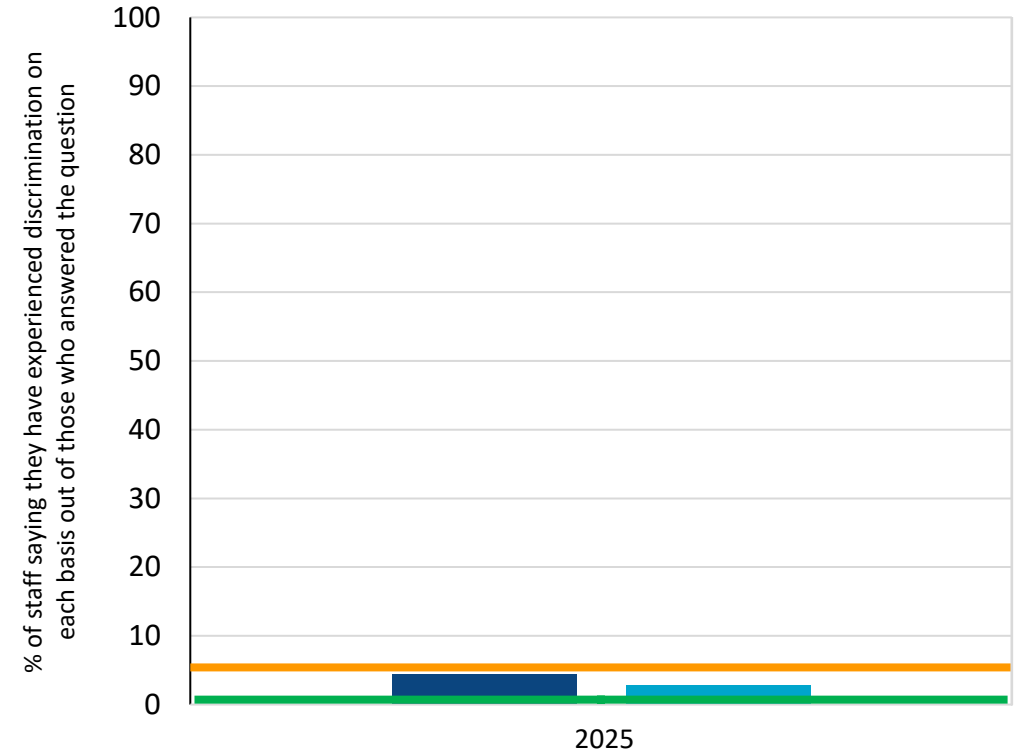


Q16c.4 On what grounds have you experienced discrimination?  
– Marriage and civil partnership.



Your org	1.22%
Best result	0.00%
Average result	1.23%
Worst result	3.09%
Responses	1167

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

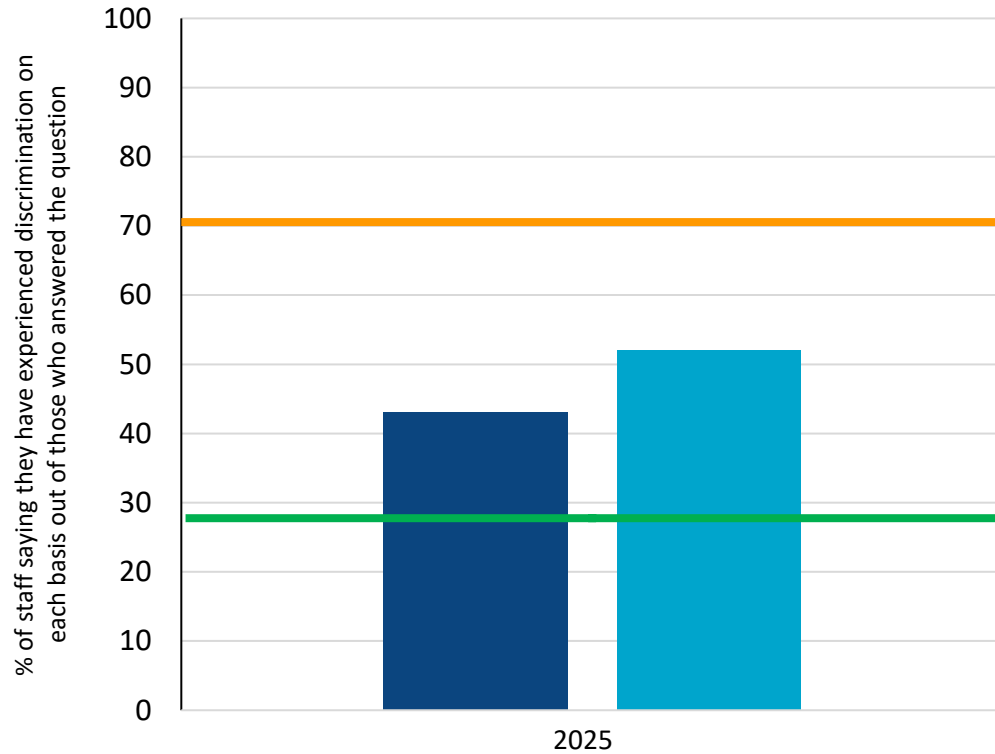


Your org	4.48%
Best result	0.72%
Average result	2.83%
Worst result	5.41%
Responses	1167

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/>

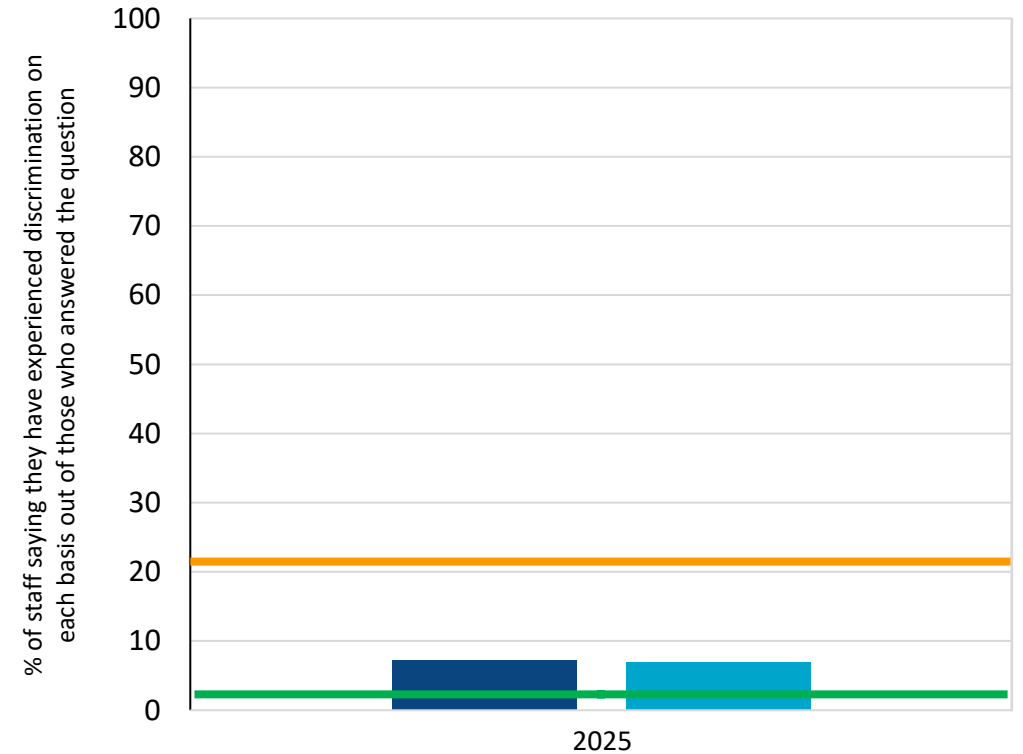


Q16c.6 On what grounds have you experienced discrimination?  
– Race.



Your org	43.04%
Best result	27.76%
Average result	52.00%
Worst result	70.56%
Responses	1167

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

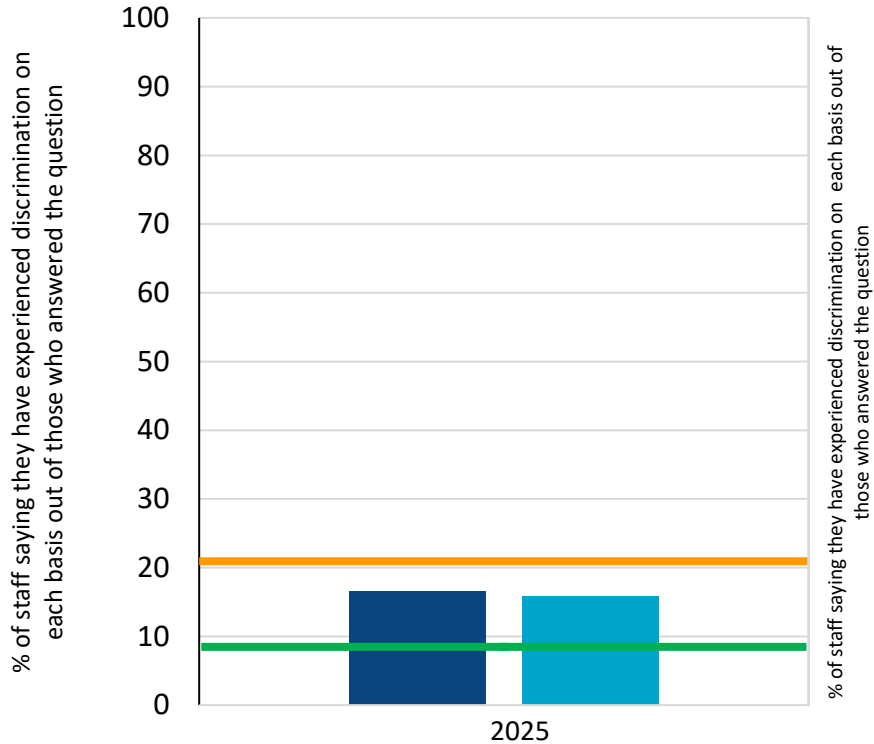


Your org	7.25%
Best result	2.29%
Average result	6.87%
Worst result	21.49%
Responses	1167

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/>

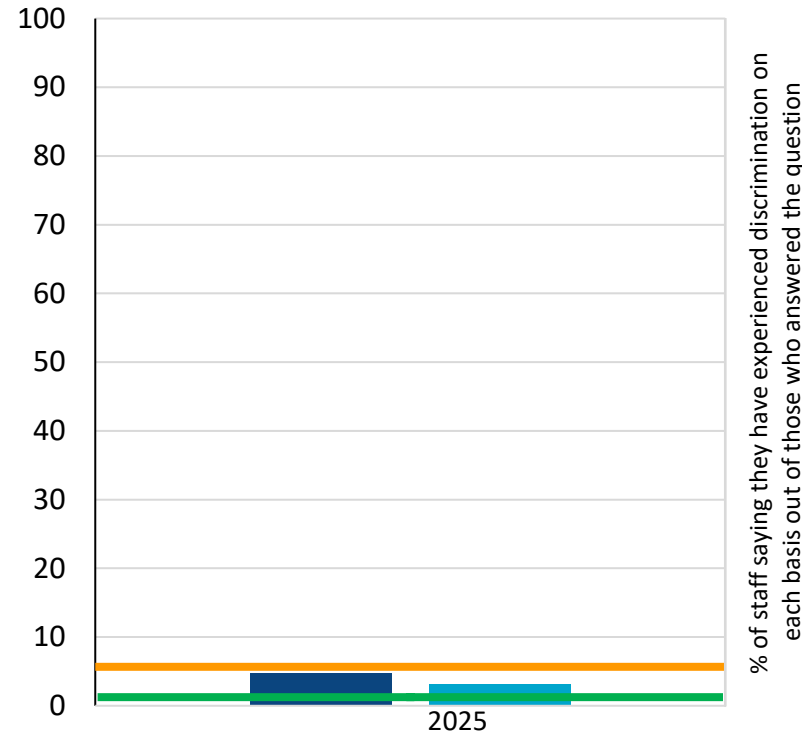


Q16c.8 On what grounds have you experienced discrimination? -- Sex.



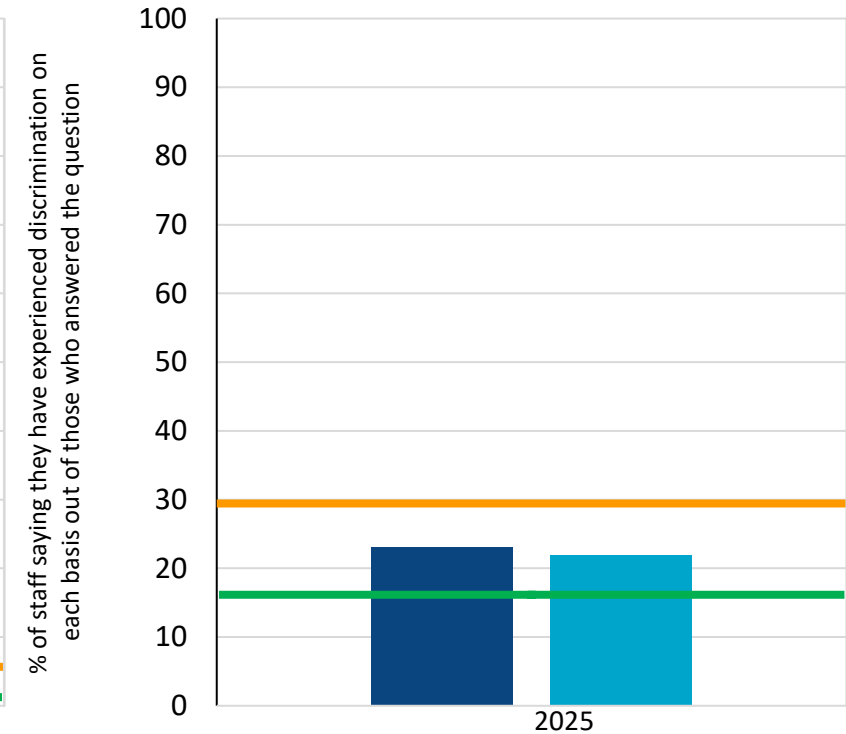
Your org	16.58%
Best result	8.47%
Average result	15.75%
Worst result	20.93%
Responses	1167

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



Your org	4.72%
Best result	1.25%
Average result	3.12%
Worst result	5.67%
Responses	1167

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

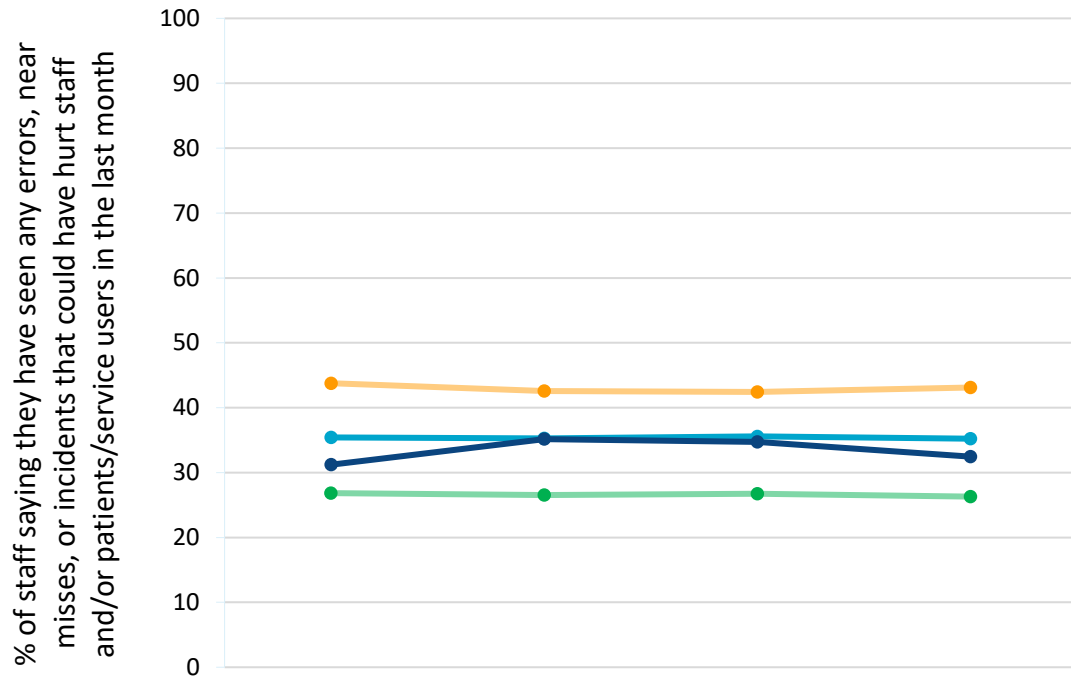


Your org	23.14%
Best result	16.16%
Average result	21.87%
Worst result	29.43%
Responses	1167

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/>



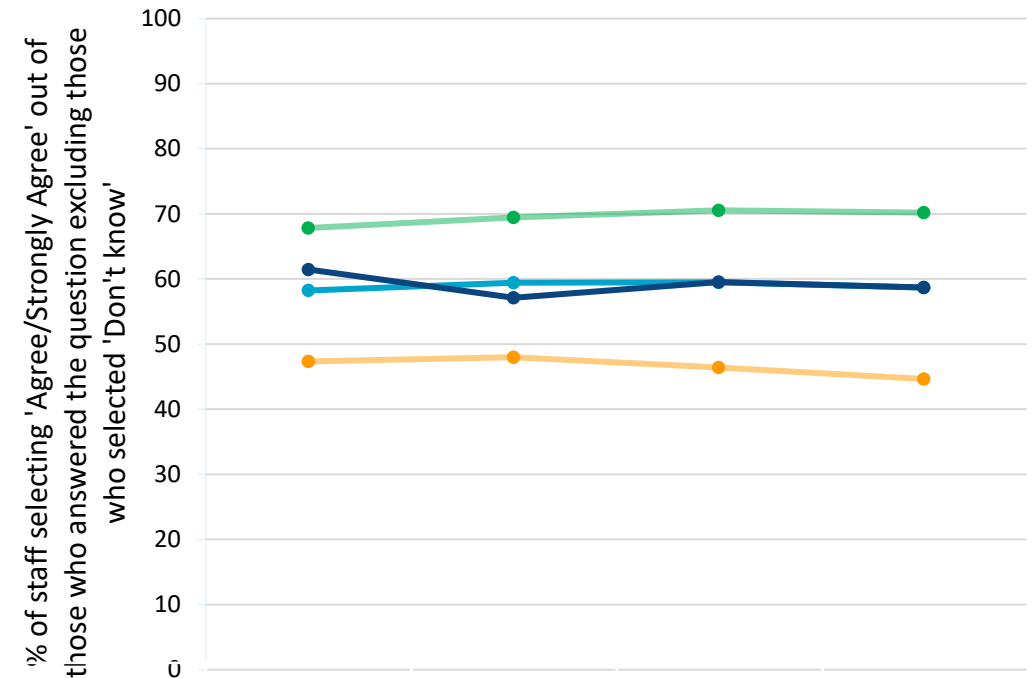
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023	2024	2025
<b>Your org</b>	31.22%	35.15%	34.72%	32.45%
<b>Best result</b>	26.83%	26.55%	26.76%	26.30%
<b>Average result</b>	35.40%	35.27%	35.58%	35.22%
<b>Worst result</b>	43.77%	42.55%	42.43%	43.10%

Responses 6601 6306 10134 10129

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

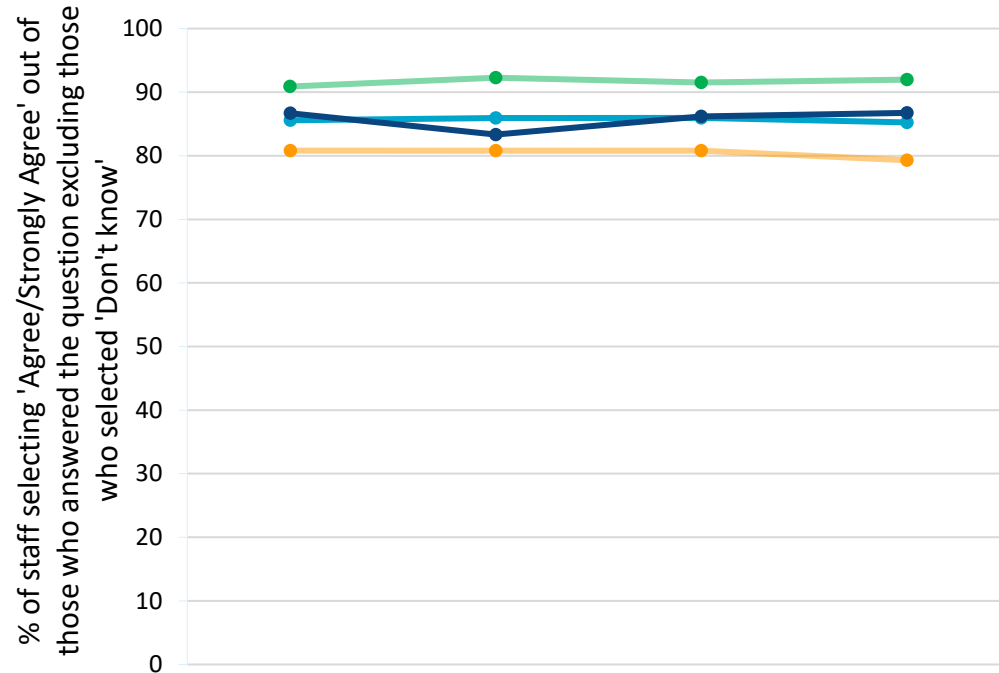


	2022	2023	2024	2025
<b>Your org</b>	61.46%	57.12%	59.53%	58.69%
<b>Best result</b>	67.83%	69.44%	70.55%	70.22%
<b>Average result</b>	58.23%	59.41%	59.50%	58.69%
<b>Worst result</b>	47.33%	47.99%	46.42%	44.65%

Responses 5118 4992 8082 7921

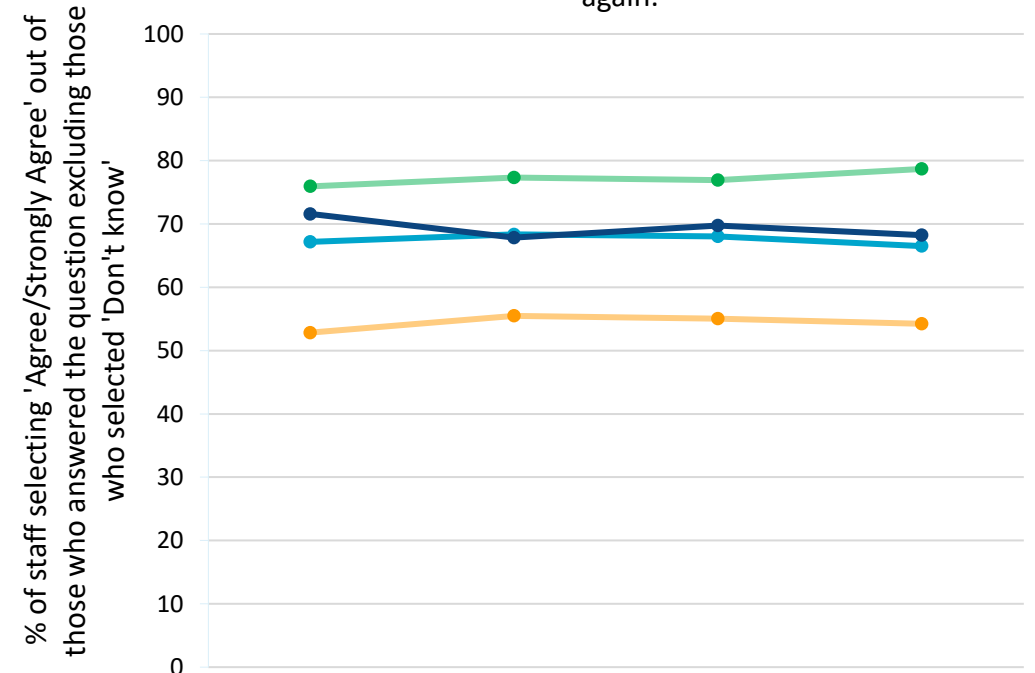


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024	2025
<b>Your org</b>	86.69%	83.33%	86.16%	86.74%
<b>Best result</b>	90.89%	92.27%	91.54%	91.95%
<b>Average result</b>	85.58%	85.93%	85.95%	85.24%
<b>Worst result</b>	80.81%	80.78%	80.79%	79.29%
Responses	6307	6155	9909	9886

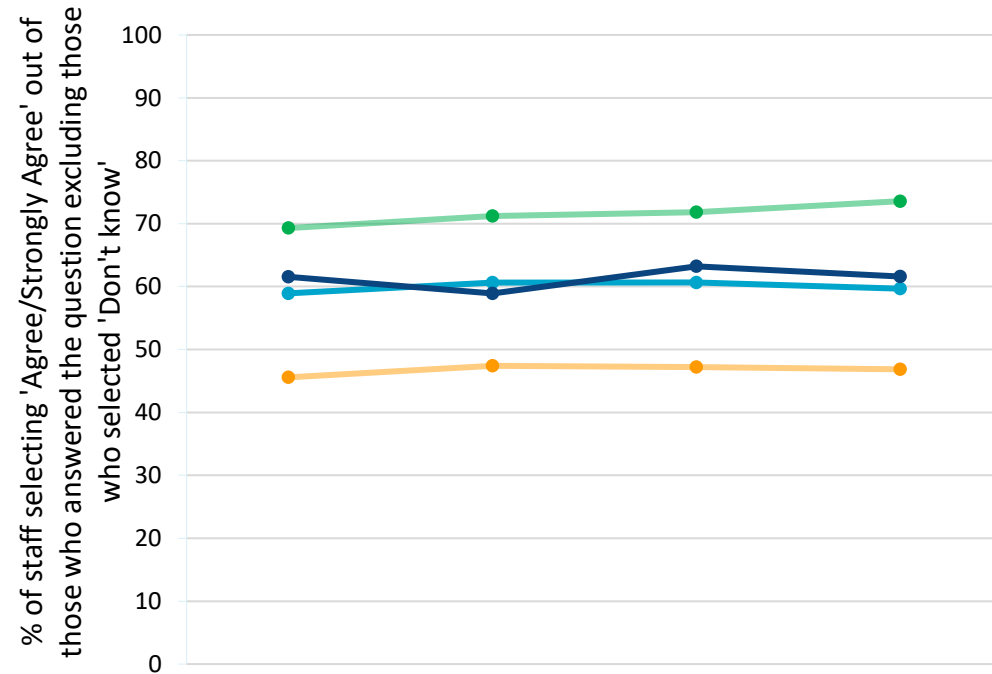
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023	2024	2025
<b>Your org</b>	71.58%	67.85%	69.76%	68.23%
<b>Best result</b>	75.93%	77.33%	76.90%	78.69%
<b>Average result</b>	67.15%	68.35%	68.04%	66.50%
<b>Worst result</b>	52.84%	55.47%	55.03%	54.21%
Responses	5840	5671	9243	9086

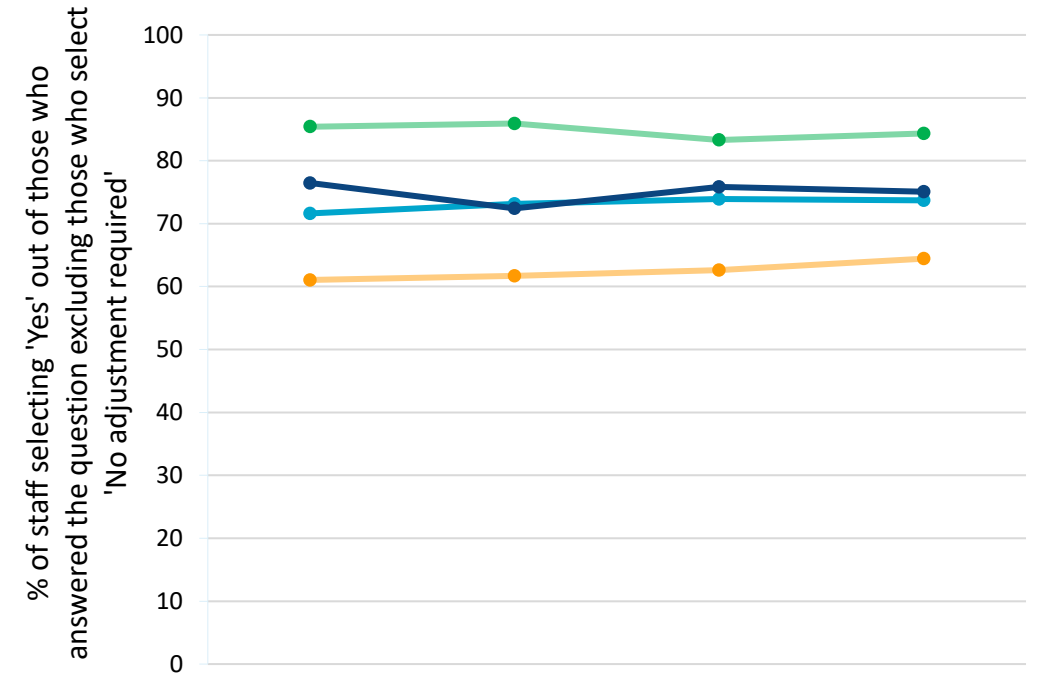


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023	2024	2025
<b>Your org</b>	61.57%	58.91%	63.22%	61.62%
<b>Best result</b>	69.30%	71.19%	71.81%	73.58%
<b>Average result</b>	58.93%	60.62%	60.66%	59.69%
<b>Worst result</b>	45.58%	47.41%	47.19%	46.87%
Responses	5855	5754	9372	9206

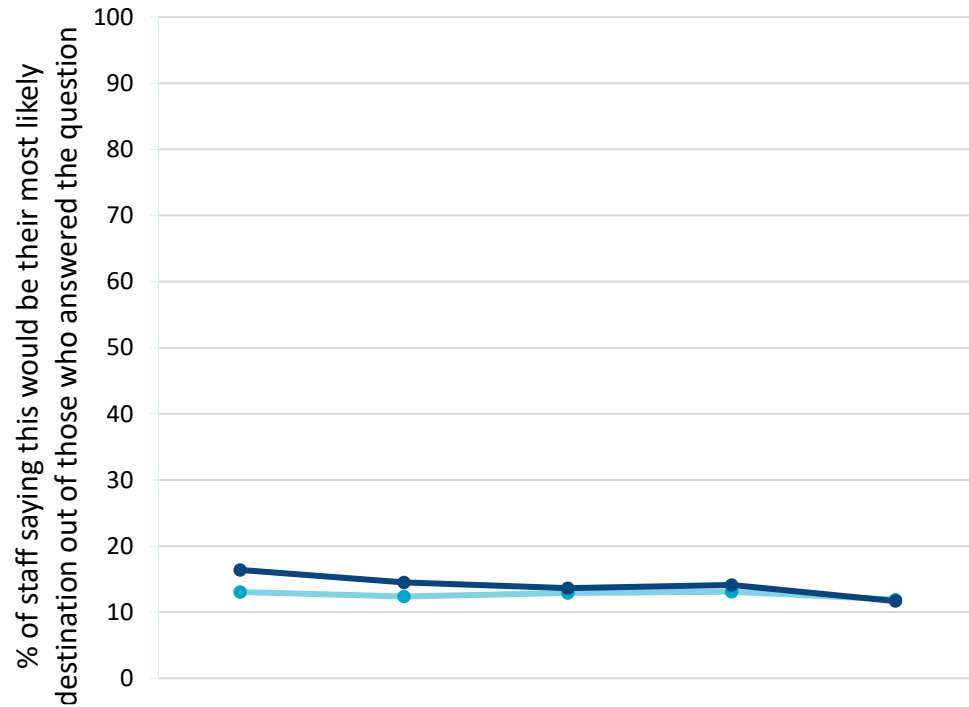
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023	2024	2025
<b>Your org</b>	76.47%	72.43%	75.83%	75.08%
<b>Best result</b>	85.42%	85.92%	83.30%	84.36%
<b>Average result</b>	71.63%	73.15%	73.92%	73.70%
<b>Worst result</b>	61.05%	61.73%	62.61%	64.44%
Responses	968	1040	1623	1586



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

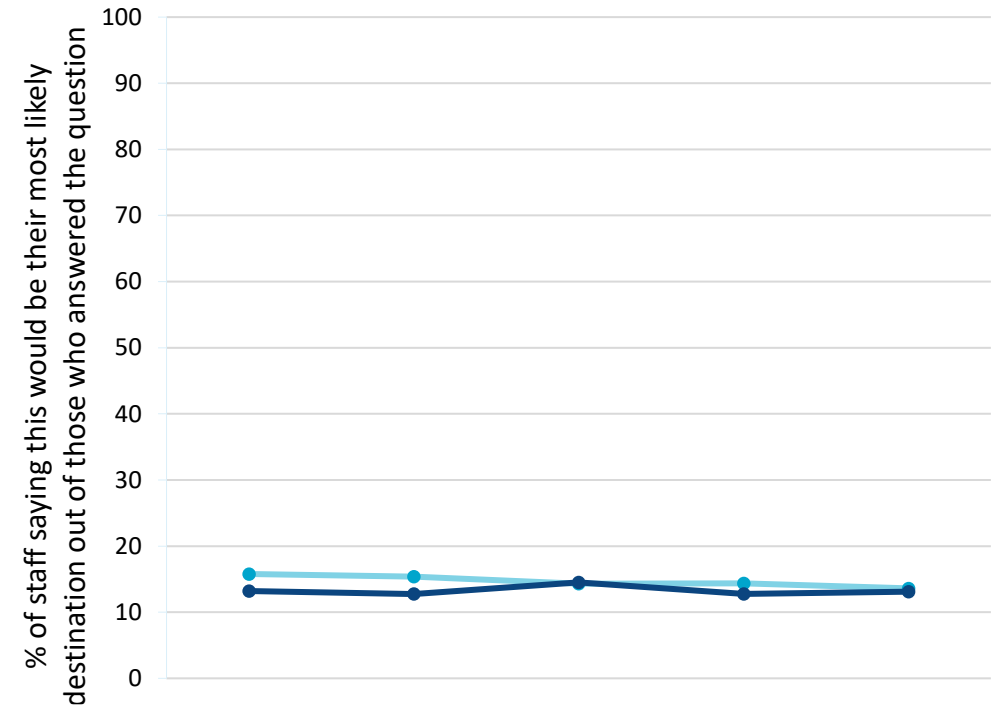


2021 2022 2023 2024 2025

Your org	16.39%	14.52%	13.63%	14.15%	11.68%
Average	13.04%	12.40%	12.94%	13.10%	11.91%

Responses 6673 5977 5802 9268 9828

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.



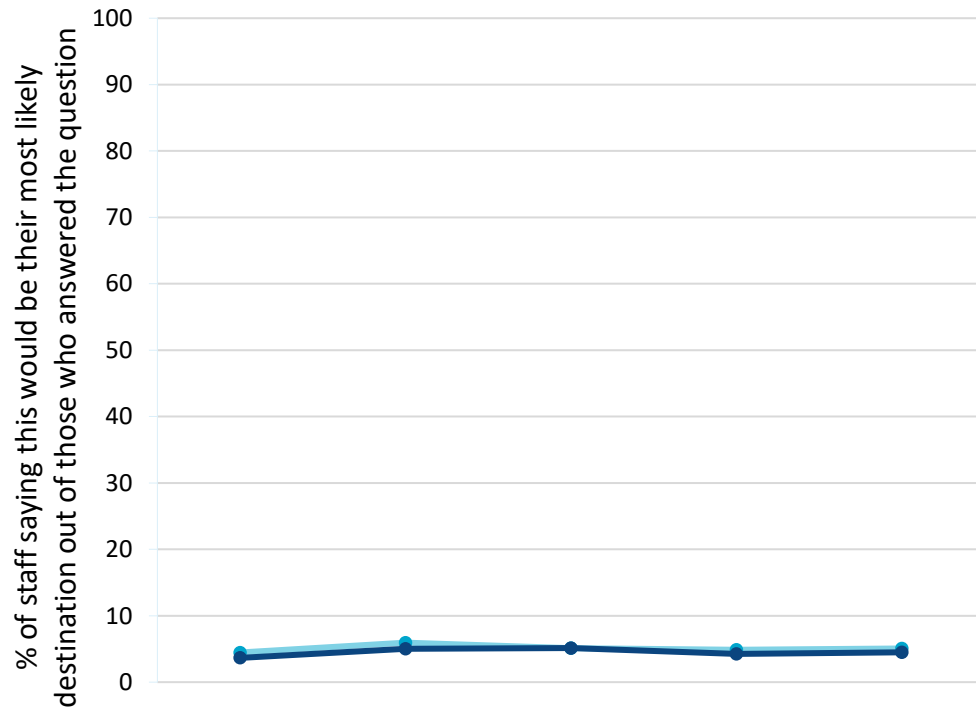
2021 2022 2023 2024 2025

Your org	13.20%	12.75%	14.51%	12.79%	13.13%
Average	15.78%	15.37%	14.32%	14.36%	13.61%

Responses 6673 5977 5802 9268 9828

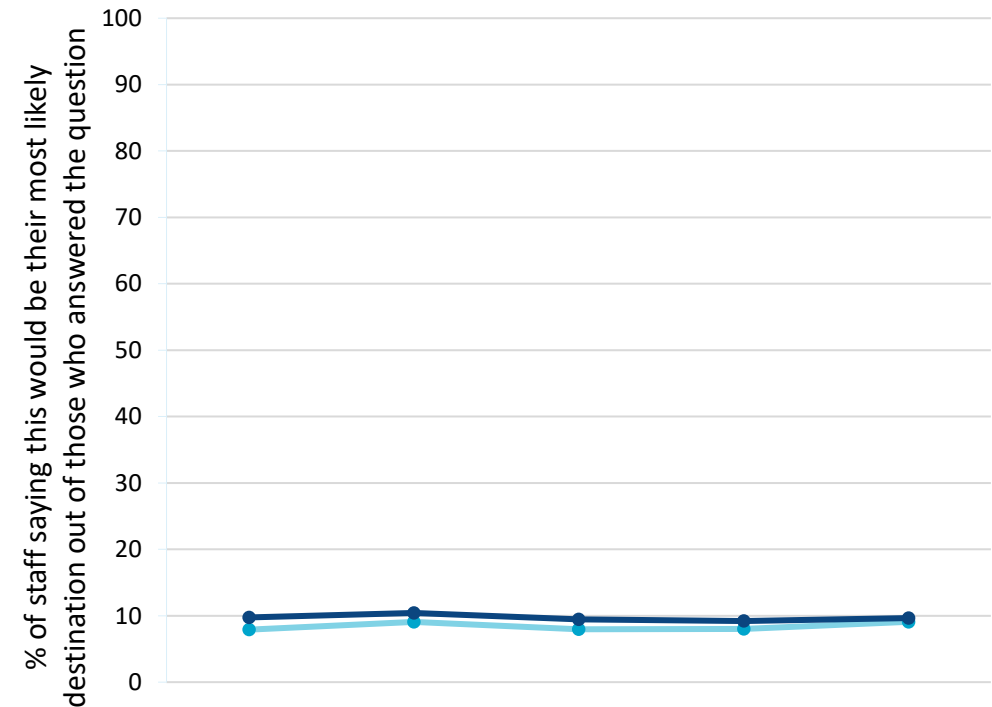


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



	2021	2022	2023	2024	2025
<b>Your org</b>	3.66%	5.02%	5.14%	4.23%	4.48%
<b>Average</b>	4.47%	5.95%	5.12%	4.90%	5.07%
Responses	6673	5977	5802	9268	9828

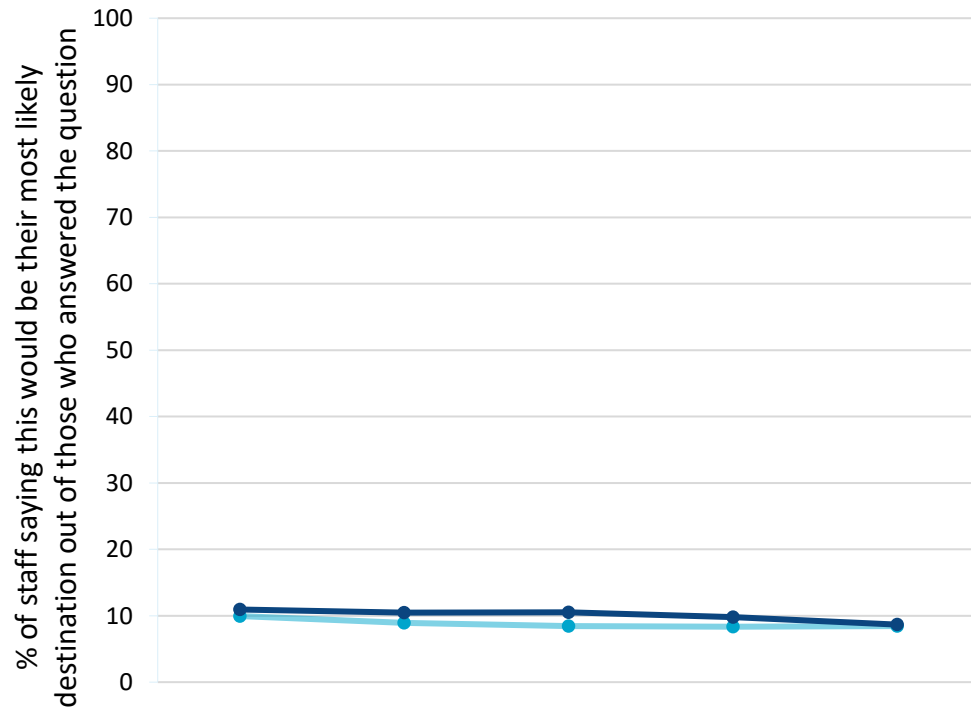
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



	2021	2022	2023	2024	2025
<b>Your org</b>	9.77%	10.42%	9.48%	9.20%	9.67%
<b>Average</b>	7.91%	9.06%	7.96%	8.00%	9.09%
Responses	6673	5977	5802	9268	9828



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

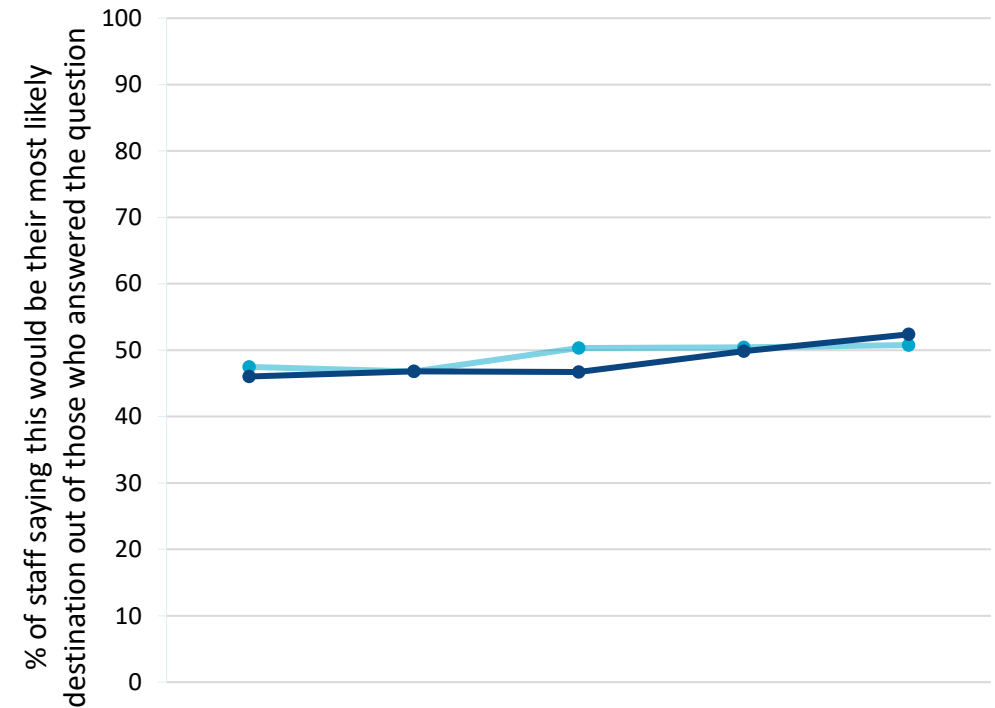


2021 2022 2023 2024 2025

Your org	10.94%	10.49%	10.51%	9.80%	8.67%
Average	9.95%	8.94%	8.46%	8.35%	8.42%

Responses 6673 5977 5802 9268 9828

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



2021 2022 2023 2024 2025

Your org	46.04%	46.80%	46.73%	49.84%	52.38%
Average	47.46%	46.79%	50.34%	50.41%	50.77%

Responses 6673 5977 5802 9268 9828

## 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)

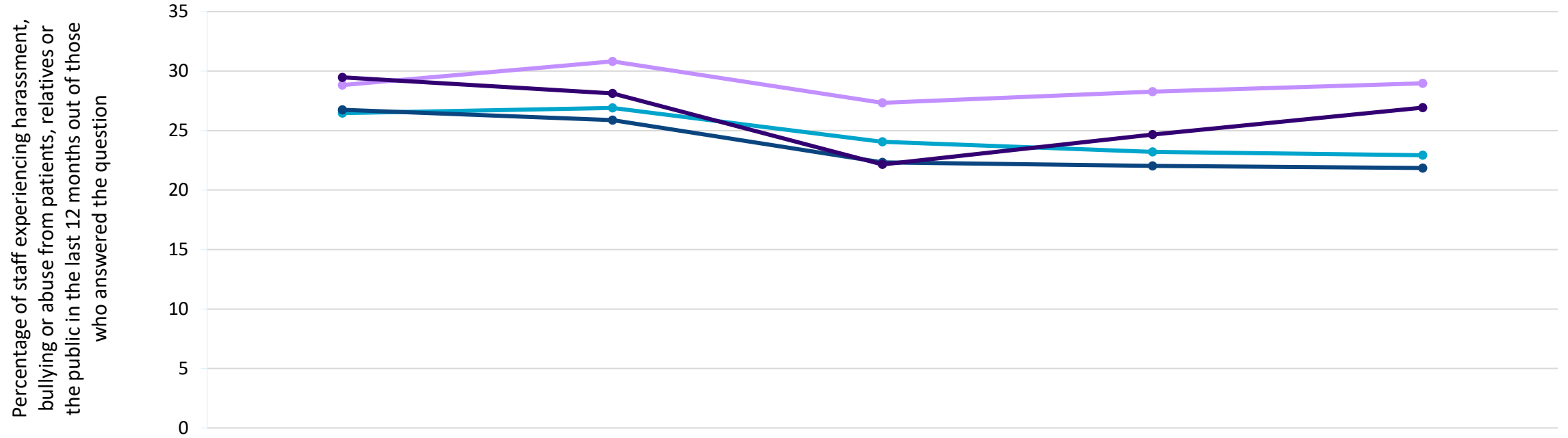
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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

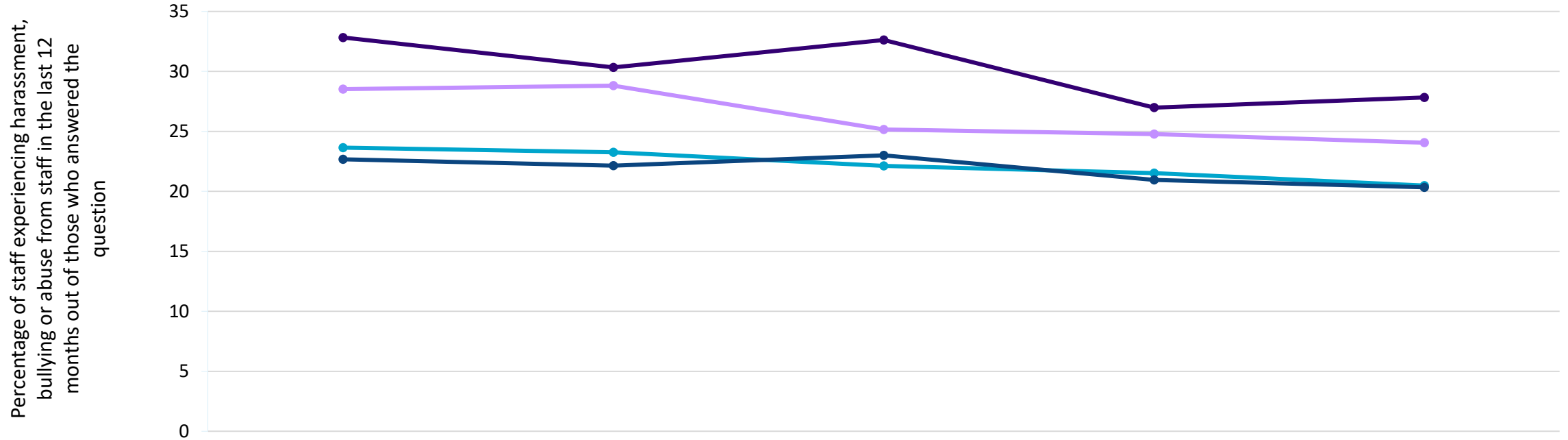


	2021	2022	2023	2024	2025
White staff: Your org	26.75%	25.89%	22.34%	22.03%	21.86%
All other ethnic groups*: Your org	29.48%	28.13%	22.15%	24.66%	26.93%
White staff: Average	26.47%	26.91%	24.05%	23.21%	22.93%
All other ethnic groups*: Average	28.84%	30.82%	27.34%	28.27%	28.98%
White staff: Responses	6646	5948	5677	8639	8546
All other ethnic groups*: Responses	597	608	650	1565	1630

\*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



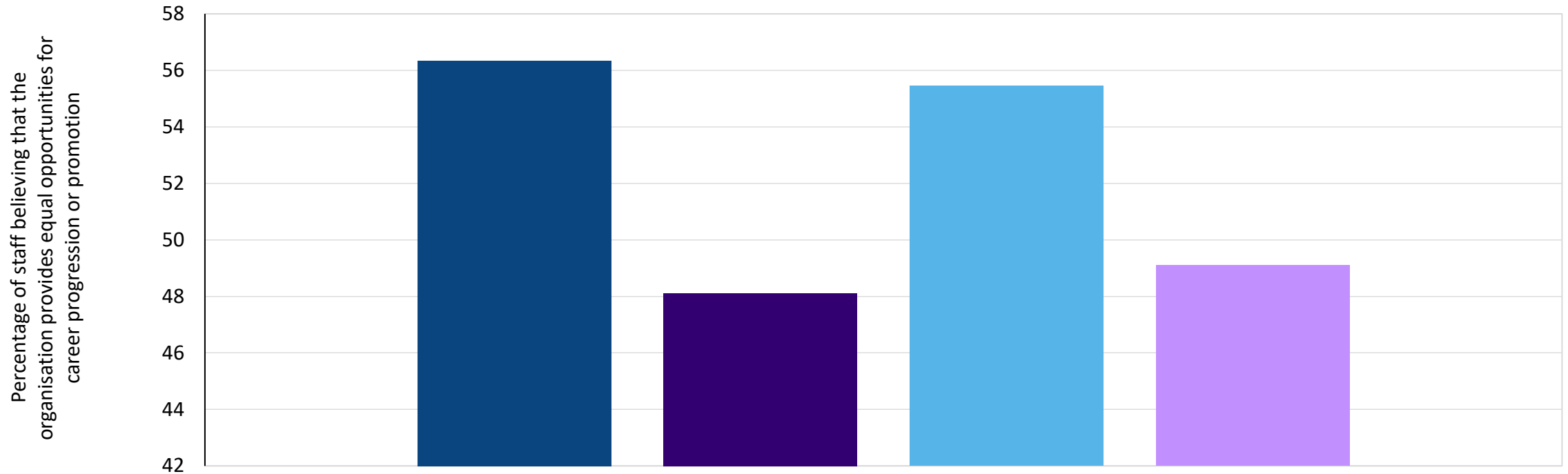
	2021	2022	2023	2024	2025
White staff: Your org	22.67%	22.15%	23.01%	20.95%	20.34%
All other ethnic groups*: Your org	32.83%	30.33%	32.62%	26.98%	27.84%
White staff: Average	23.65%	23.25%	22.12%	21.53%	20.48%
All other ethnic groups*: Average	28.53%	28.81%	25.16%	24.78%	24.06%

White staff: Responses	6664	5956	5677	8635	8525
All other ethnic groups*: Responses	597	610	653	1564	1620

\*Staff from all other ethnic groups combined

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

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



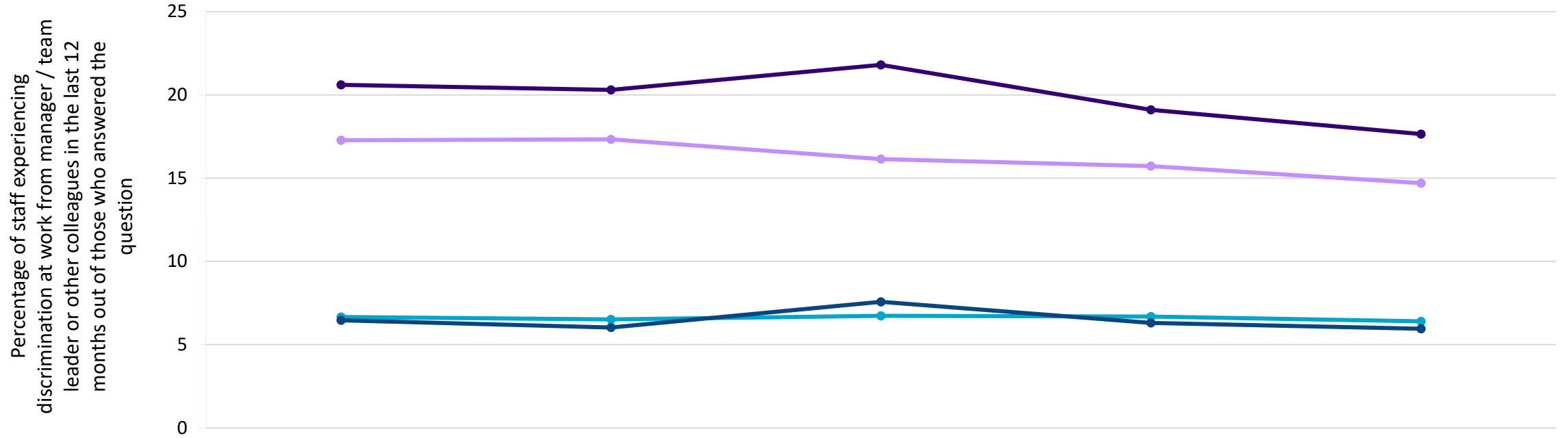
2025

White staff: Your org	56.35%
All other ethnic groups*: Your org	48.11%
White staff: Average	55.46%
All other ethnic groups*: Average	49.11%
White staff: Responses	8501
All other ethnic groups*: Responses	1615

\*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	6.46%	6.03%	7.58%	6.31%	5.96%
All other ethnic groups*: Your org	20.61%	20.30%	21.81%	19.11%	17.65%
White staff: Average	6.67%	6.52%	6.73%	6.69%	6.40%
All other ethnic groups*: Average	17.28%	17.33%	16.14%	15.72%	14.70%
White staff: Responses	6640	5923	5663	8588	8477
All other ethnic groups*: Responses	592	606	642	1544	1609

\*Staff from all other ethnic groups combined

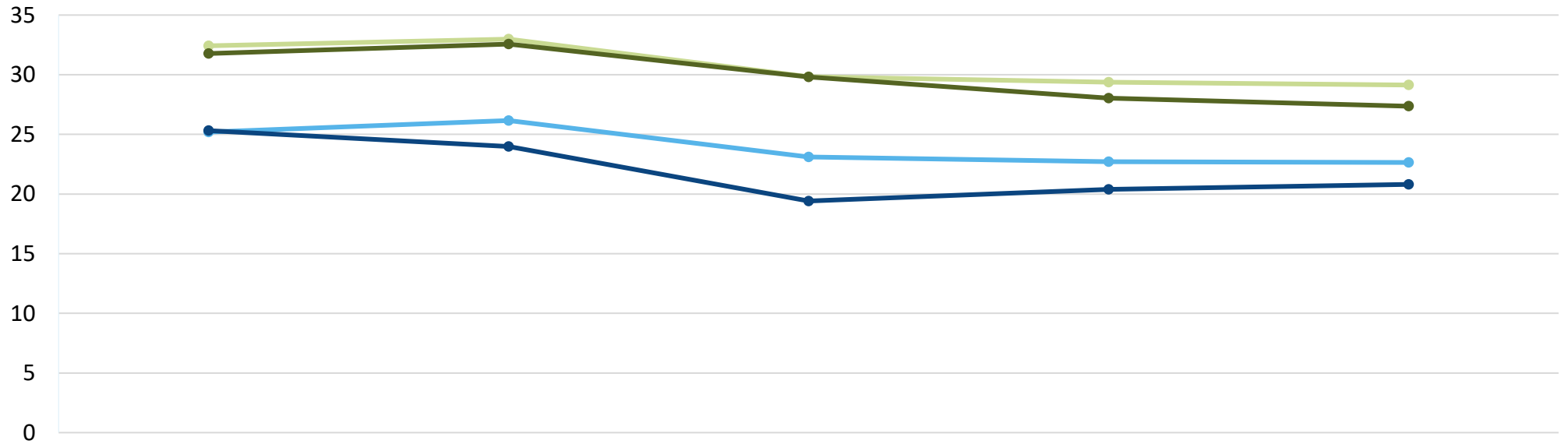
## Workforce Disability Equality Standards (WDES)

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.

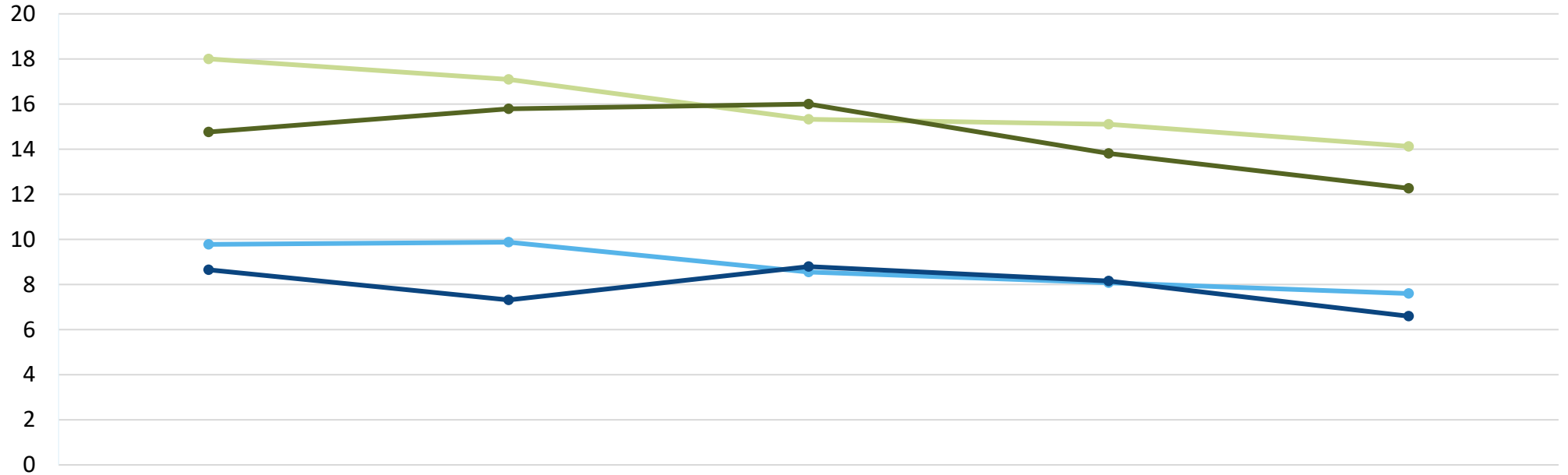


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	31.78%	32.57%	29.82%	28.03%	27.36%
Staff without a LTC or illness: Your org	25.31%	23.98%	19.41%	20.39%	20.80%
Staff with a LTC or illness: Average	32.43%	32.98%	29.83%	29.37%	29.14%
Staff without a LTC or illness: Average	25.19%	26.16%	23.11%	22.71%	22.64%
Staff with a LTC or illness: Responses	1781	1695	1707	2640	2639
Staff without a LTC or illness: Responses	5428	4859	4579	7490	7448

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.

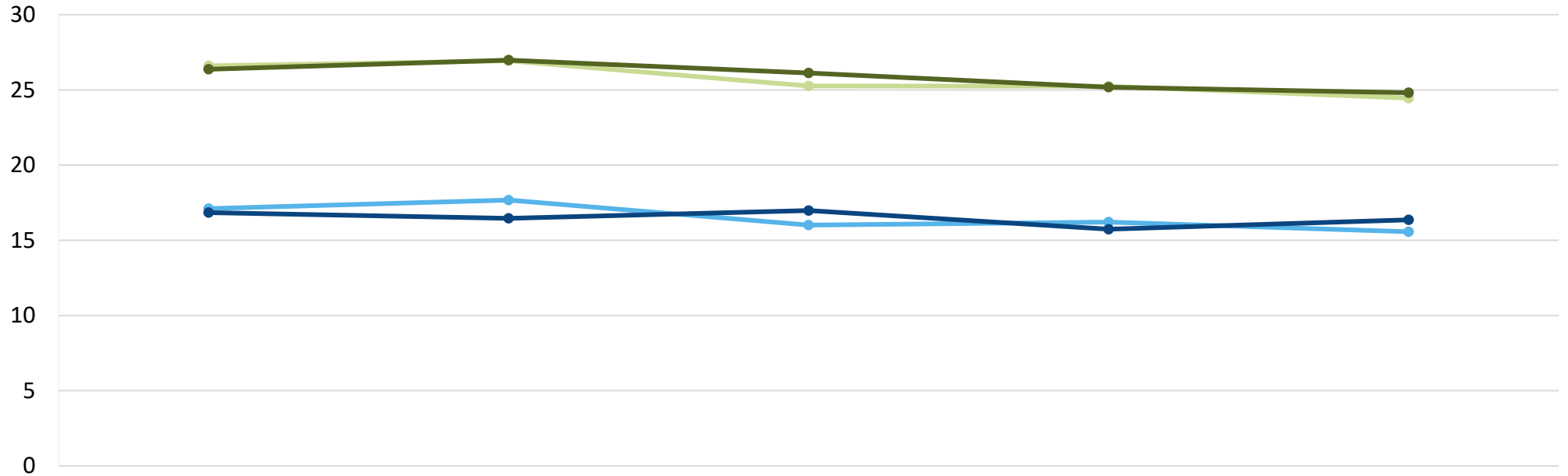


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	14.76%	15.79%	16.00%	13.81%	12.27%
Staff without a LTC or illness: Your org	8.65%	7.31%	8.79%	8.15%	6.59%
Staff with a LTC or illness: Average	18.00%	17.09%	15.33%	15.10%	14.12%
Staff without a LTC or illness: Average	9.77%	9.88%	8.56%	8.08%	7.60%
Staff with a LTC or illness: Responses	1775	1685	1700	2622	2609
Staff without a LTC or illness: Responses	5409	4842	4560	7457	7386

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.

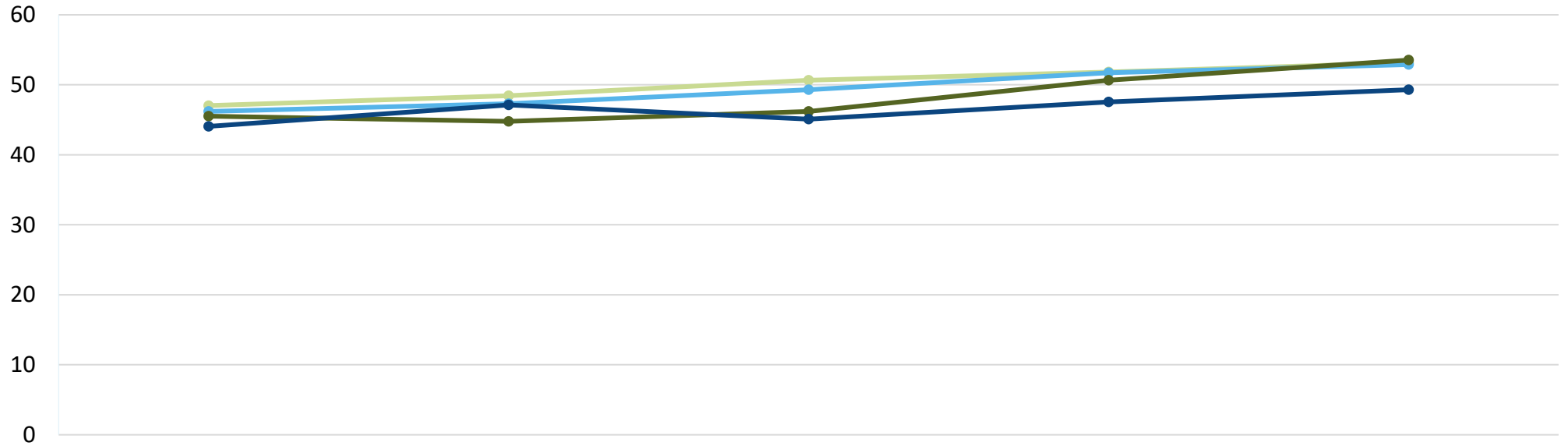


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	26.37%	26.98%	26.12%	25.18%	24.81%
Staff without a LTC or illness: Your org	16.84%	16.46%	16.98%	15.74%	16.36%
Staff with a LTC or illness: Average	26.60%	26.93%	25.26%	25.24%	24.45%
Staff without a LTC or illness: Average	17.11%	17.67%	16.01%	16.22%	15.57%
Staff with a LTC or illness: Responses	1775	1683	1696	2629	2608
Staff without a LTC or illness: Responses	5379	4829	4565	7448	7376

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

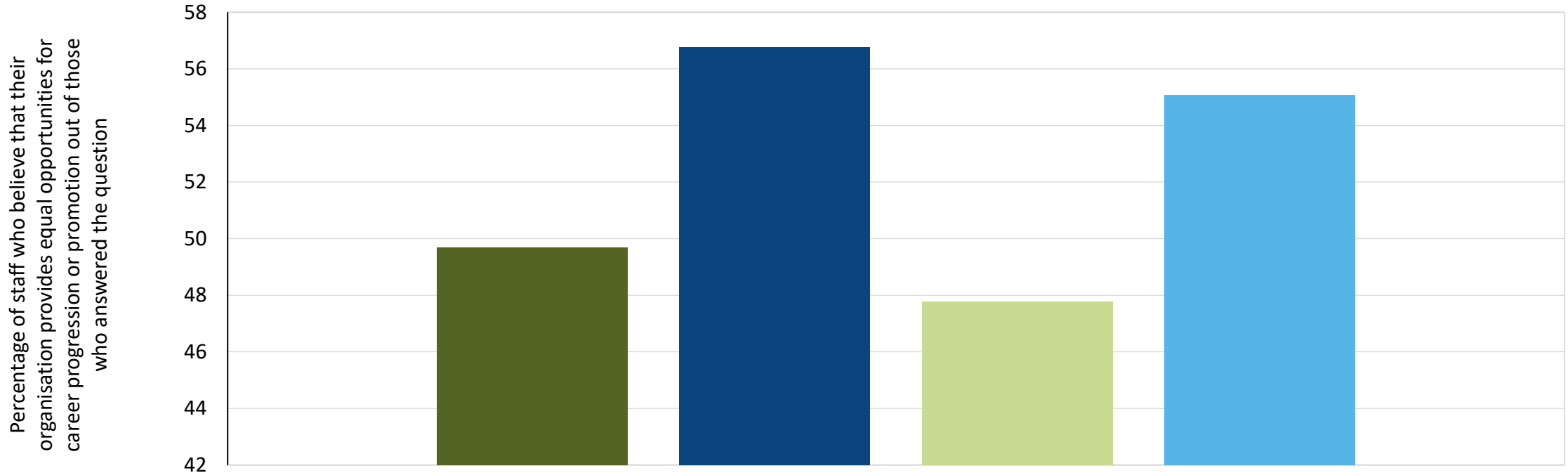
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	45.53%	44.78%	46.21%	50.64%	53.54%
Staff without a LTC or illness: Your org	44.06%	47.14%	45.11%	47.54%	49.30%
Staff with a LTC or illness: Average	47.03%	48.43%	50.64%	51.82%	53.16%
Staff without a LTC or illness: Average	46.20%	47.30%	49.31%	51.71%	52.89%
Staff with a LTC or illness: Responses	771	757	766	1098	1018
Staff without a LTC or illness: Responses	1752	1466	1339	2156	2079

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.

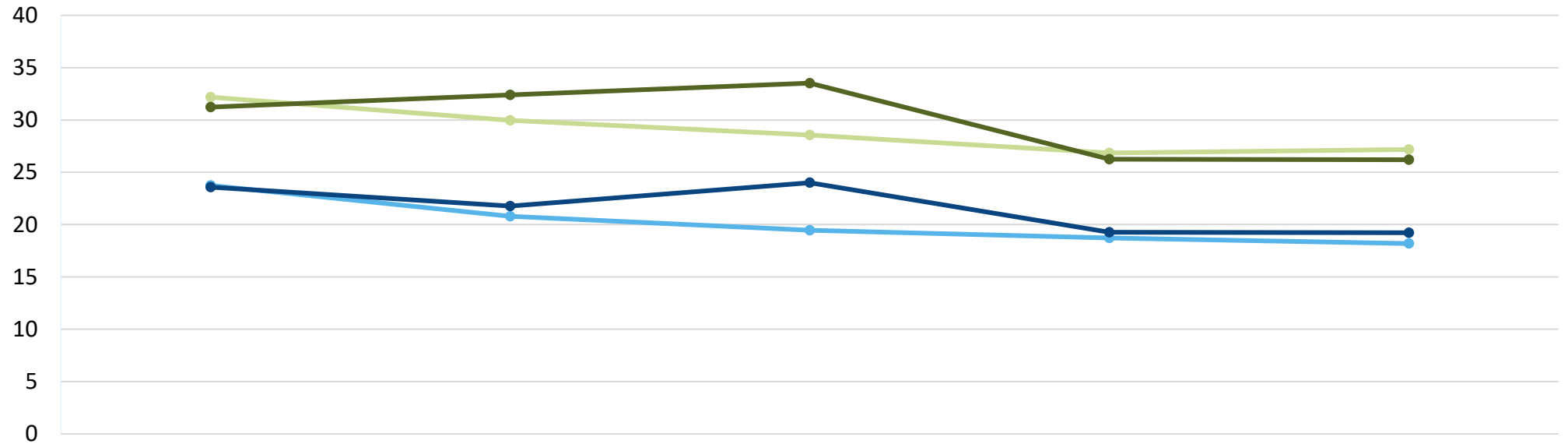


Staff with a LTC or illness: Your org	49.70%
Staff without a LTC or illness: Your org	56.76%
Staff with a LTC or illness: Average	47.79%
Staff without a LTC or illness: Average	55.09%
Staff with a LTC or illness: Responses	2628
Staff without a LTC or illness: Responses	7399

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

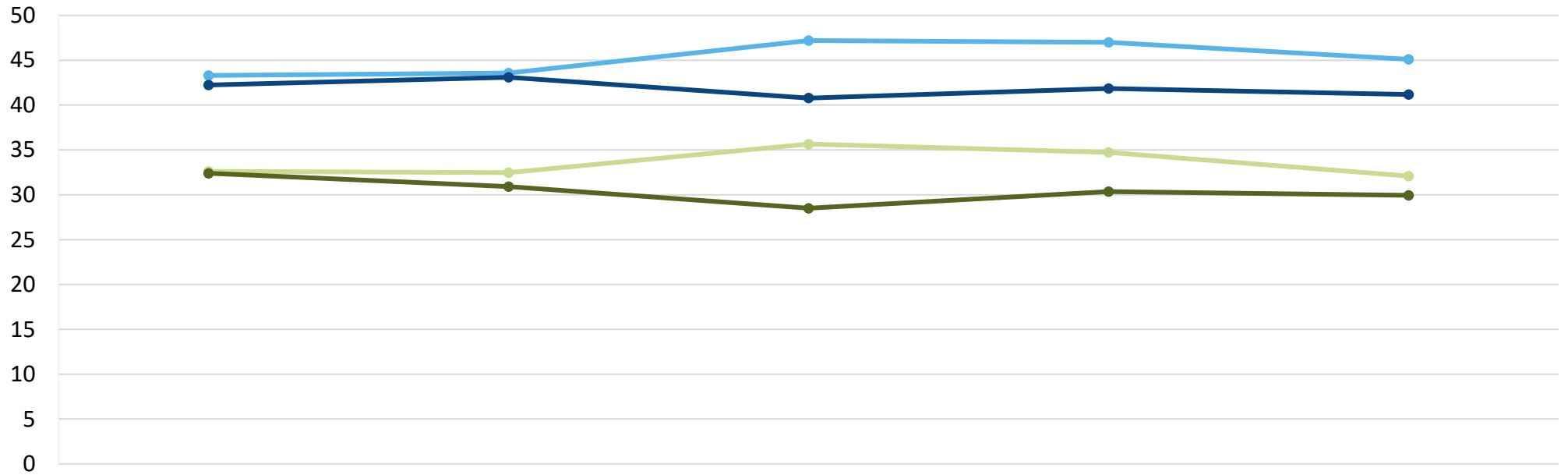
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	31.23%	32.40%	33.52%	26.24%	26.20%
Staff without a LTC or illness: Your org	23.58%	21.78%	24.00%	19.28%	19.22%
Staff with a LTC or illness: Average	32.18%	29.97%	28.55%	26.85%	27.19%
Staff without a LTC or illness: Average	23.74%	20.80%	19.46%	18.71%	18.19%
Staff with a LTC or illness: Responses	1281	1216	1250	1856	1859
Staff without a LTC or illness: Responses	2608	2365	2275	3782	3610

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

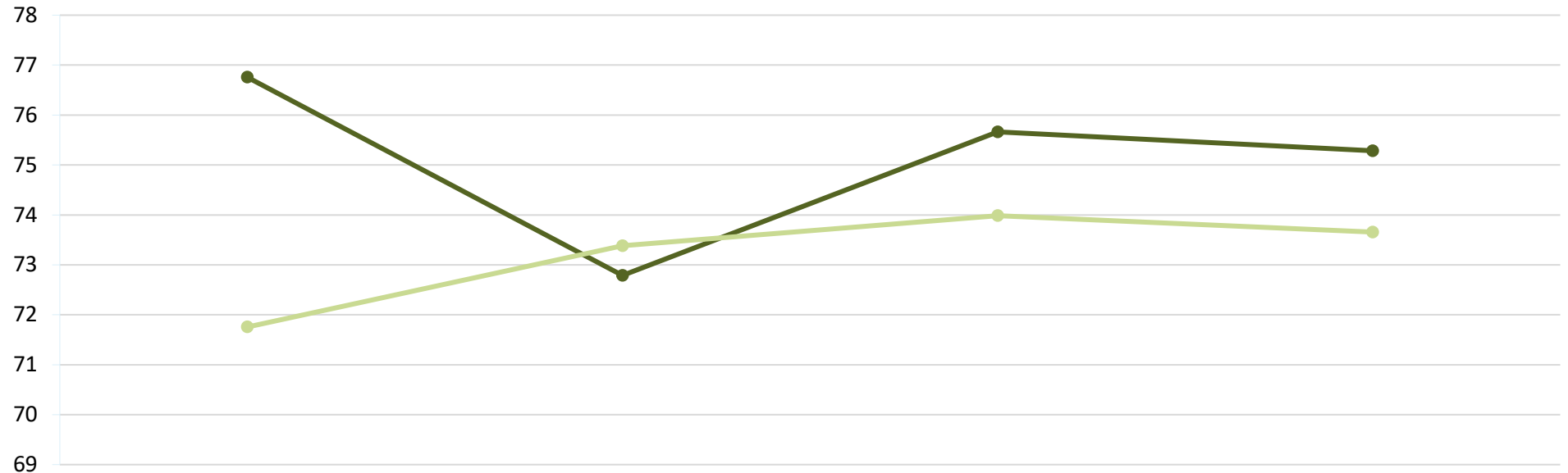
Percentage of staff satisfied with the extent to which their organisation values their work.



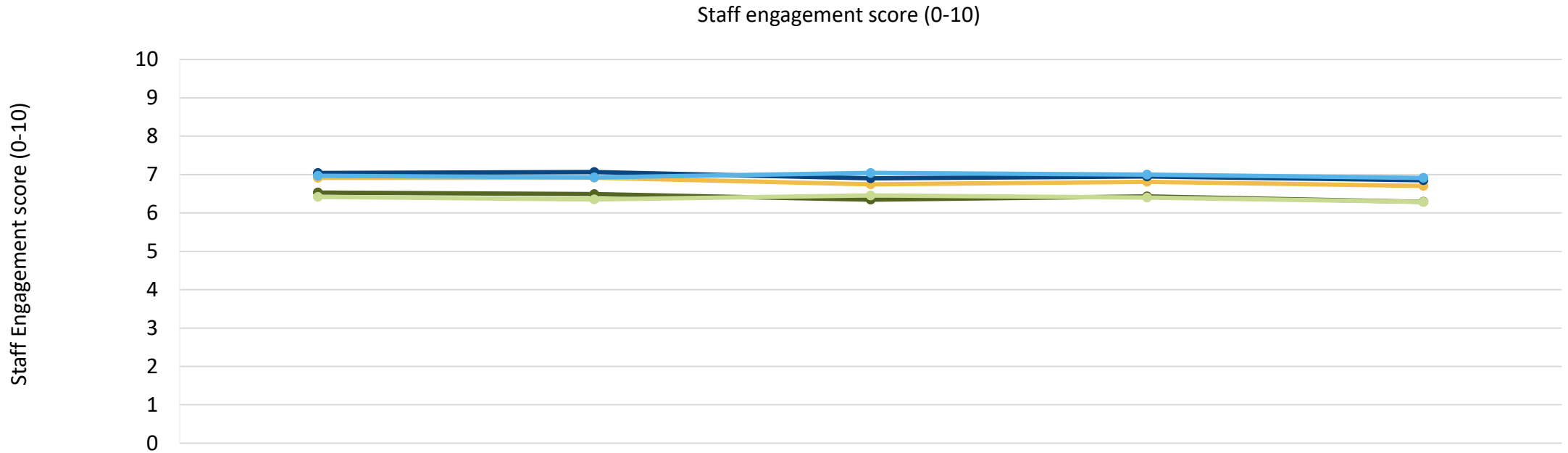
	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	32.40%	30.92%	28.51%	30.36%	29.93%
Staff without a LTC or illness: Your org	42.24%	43.10%	40.78%	41.85%	41.19%
Staff with a LTC or illness: Average	32.62%	32.46%	35.66%	34.73%	32.09%
Staff without a LTC or illness: Average	43.30%	43.56%	47.19%	46.98%	45.10%
Staff with a LTC or illness: Responses	1787	1701	1726	2648	2643
Staff without a LTC or illness: Responses	5429	4861	4588	7477	7470

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

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



	2022	2023	2024	2025
Staff with a LTC or illness: Your org	76.76%	72.79%	75.66%	75.28%
Staff with a LTC or illness: Average	71.76%	73.38%	73.98%	73.65%
Staff with a LTC or illness: Responses	968	1040	1623	1586



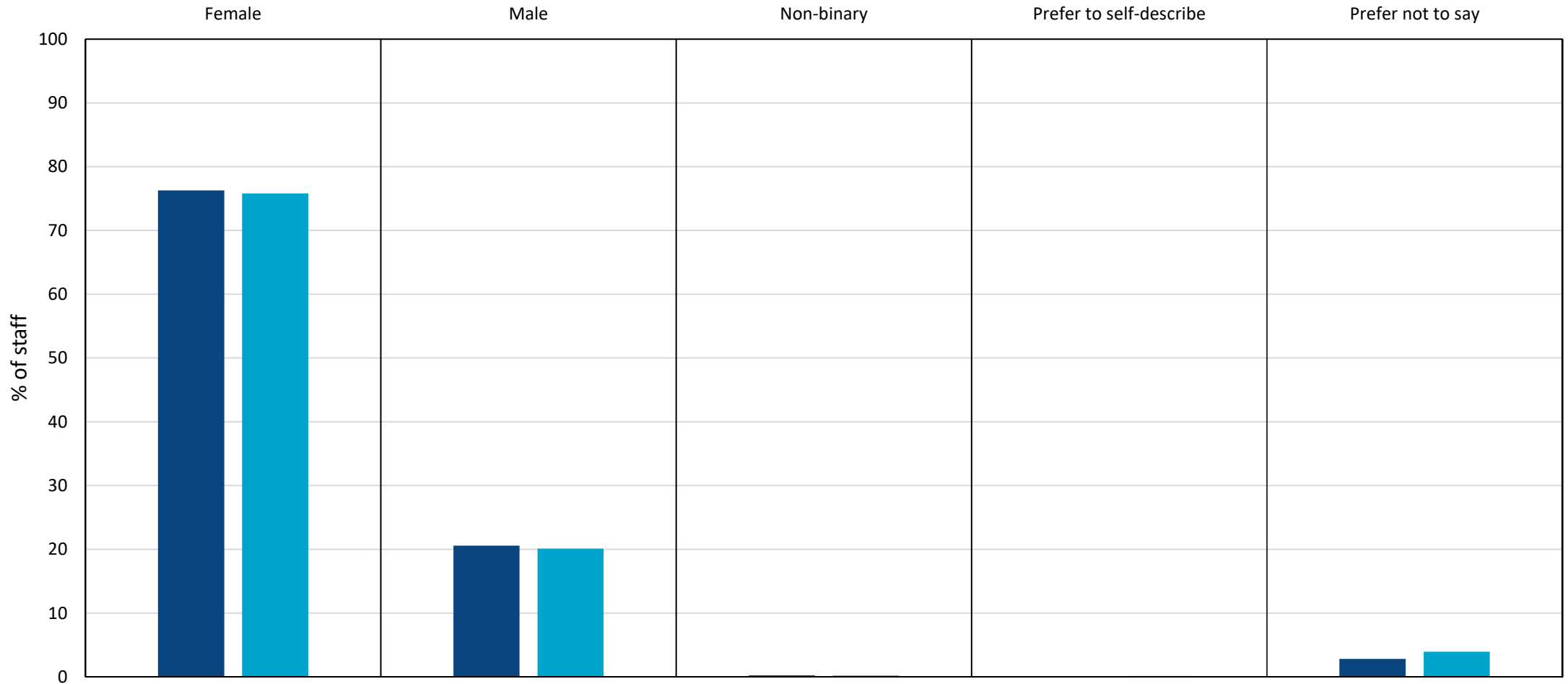
	2021	2022	2023	2024	2025
Organisation average	6.92	6.92	6.75	6.81	6.70
Staff with a LTC or illness: Your org	6.53	6.49	6.35	6.43	6.29
Staff without a LTC or illness: Your org	7.04	7.07	6.90	6.95	6.85
Staff with a LTC or illness: Average	6.42	6.35	6.46	6.40	6.29
Staff without a LTC or illness: Average	6.97	6.92	7.04	7.00	6.91
Staff with a LTC or illness: Responses	1793	1706	1730	2657	2651
Staff without a LTC or illness: Responses	5454	4879	4601	7523	7483

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.

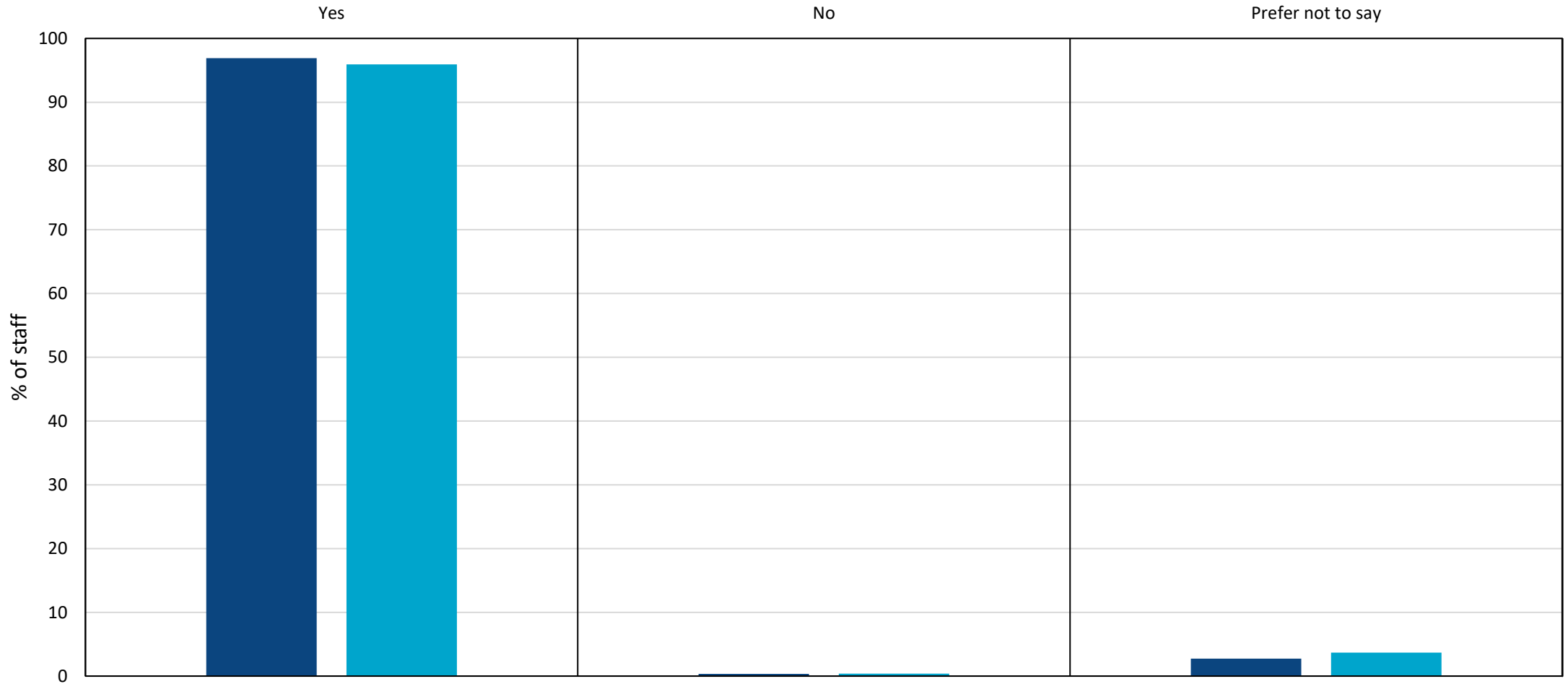
# Background details - Which of the following best describes you?



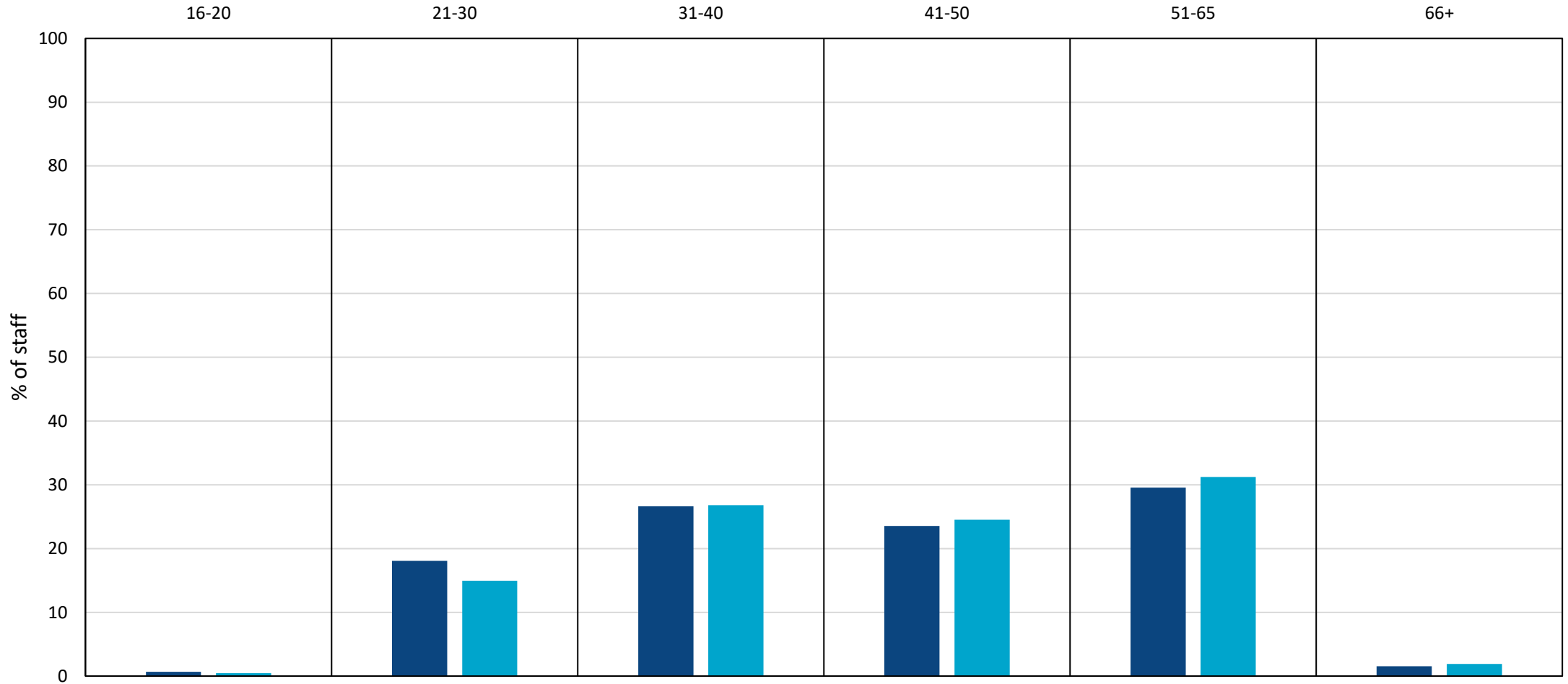
Responses	10283	10283	10283	10283	10283
<b>Your org</b>	76.29%	20.59%	0.25%	0.07%	2.80%
<b>Average</b>	75.82%	20.10%	0.19%	0.12%	3.92%



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

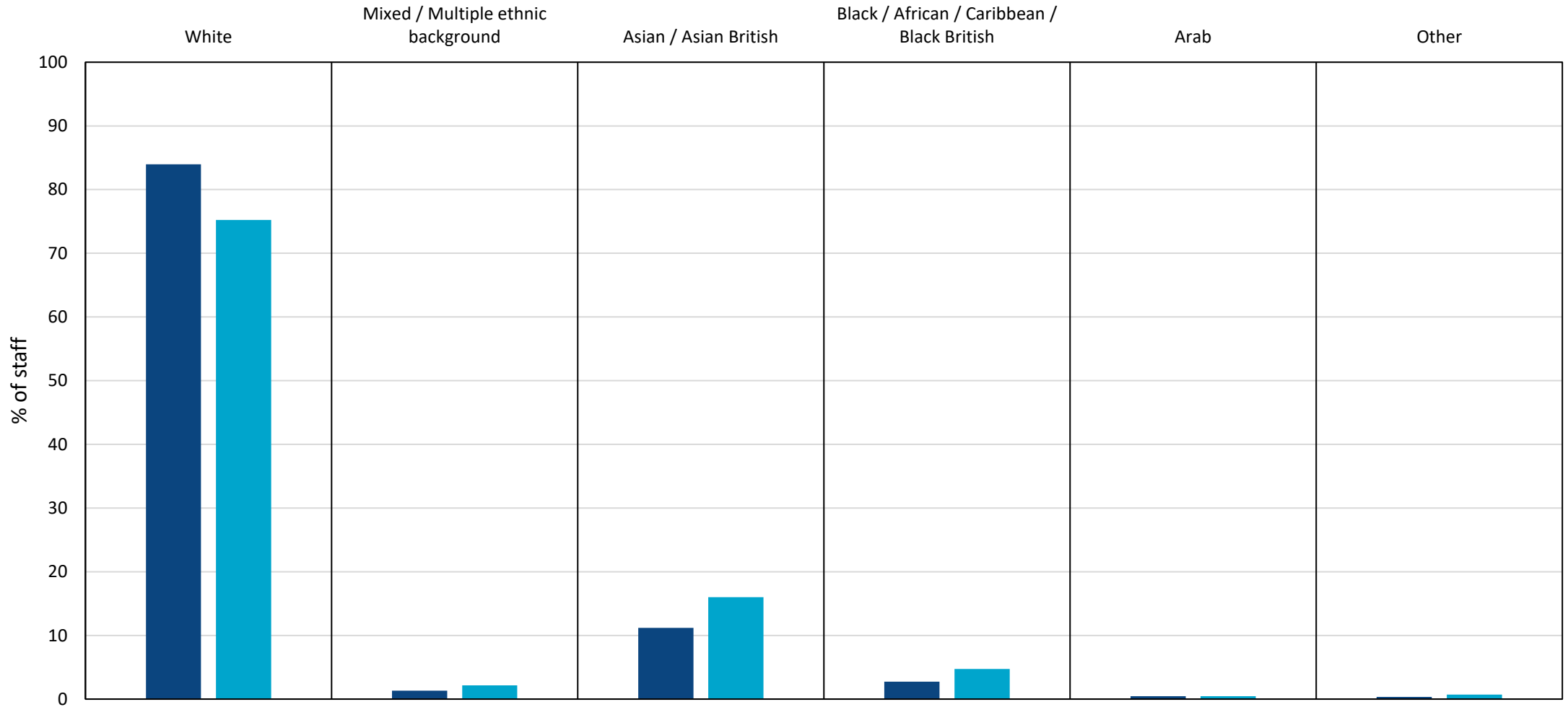


<b>Your org</b>	96.92%	0.34%	2.75%
<b>Average</b>	95.94%	0.37%	3.67%
<b>Responses</b>	10049	10049	10049



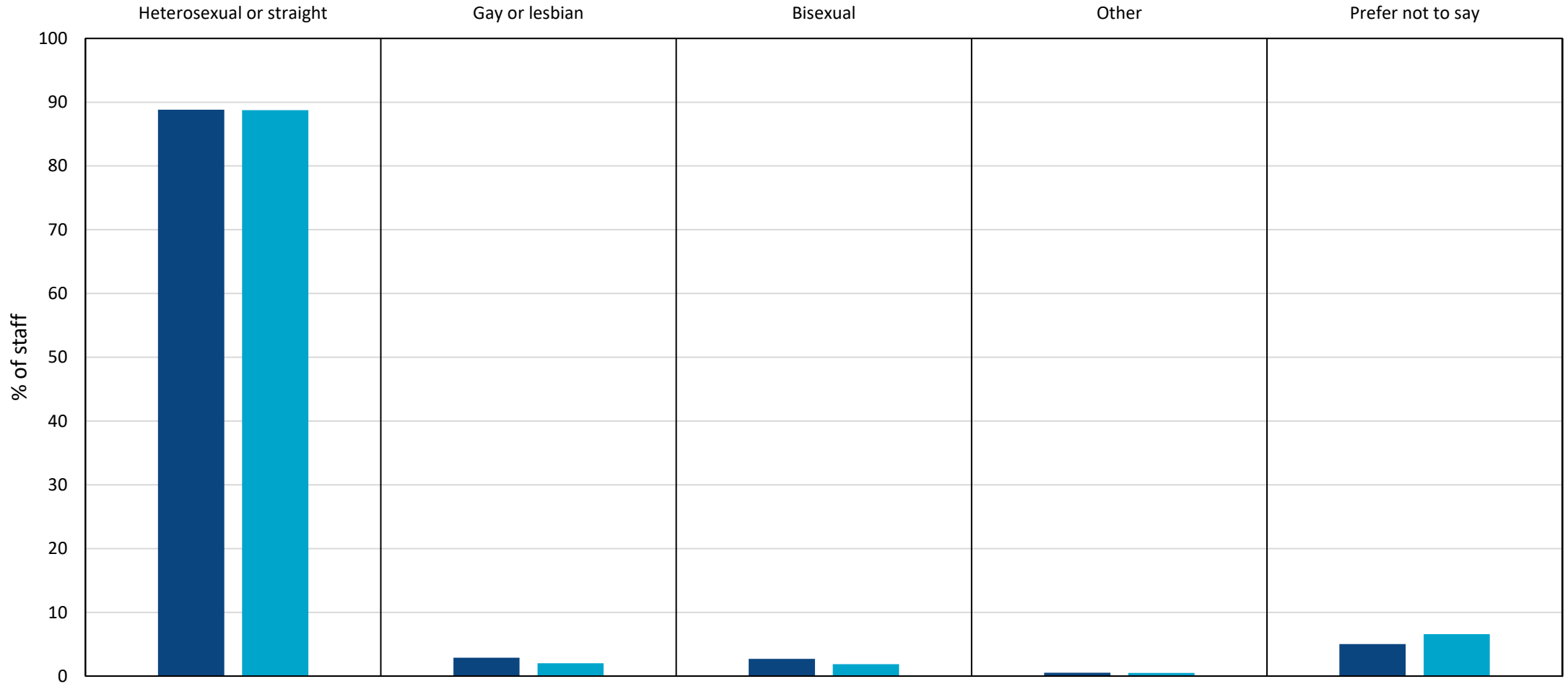
<b>Your org</b>	0.66%	18.08%	26.62%	23.56%	29.54%	1.54%
<b>Average</b>	0.44%	14.95%	26.81%	24.51%	31.23%	1.89%
<b>Responses</b>	10246	10246	10246	10246	10246	10246

# Background details - Ethnic group



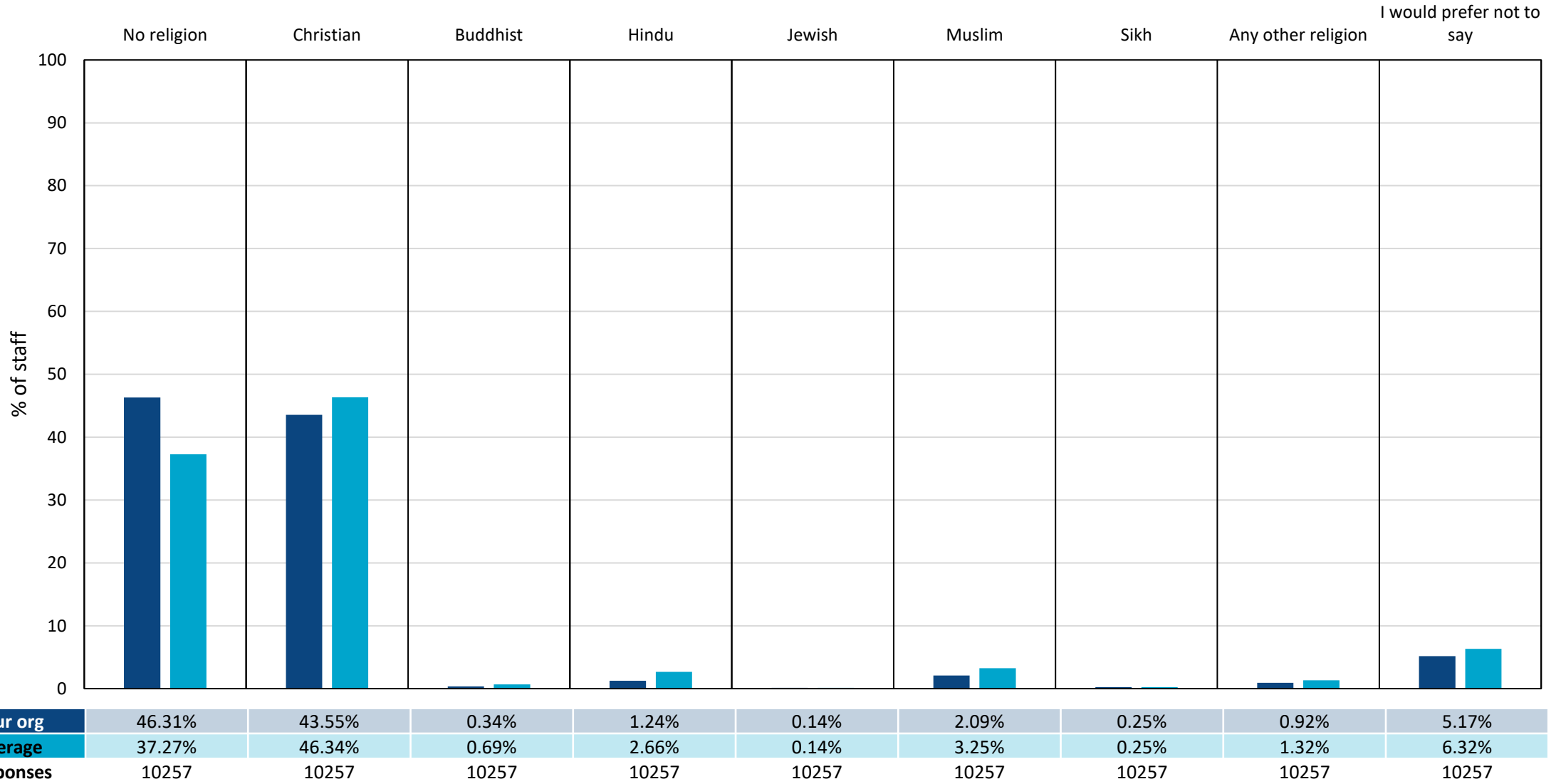
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
<b>Your org</b>	83.97%	1.34%	11.17%	2.72%	0.44%	0.36%
<b>Average</b>	75.23%	2.15%	16.00%	4.74%	0.47%	0.69%
<b>Responses</b>	10241	10241	10241	10241	10241	10241

# Background details - Sexual orientation

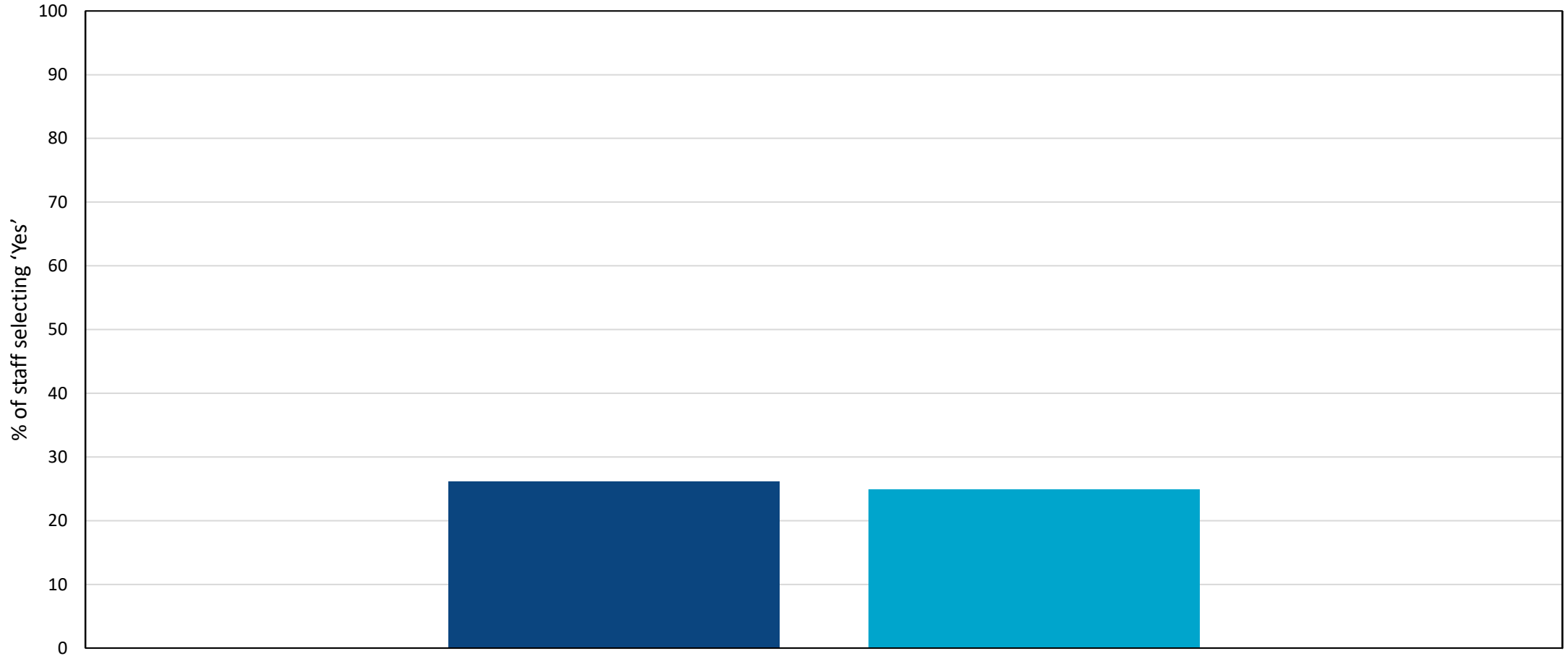


Responses	10229	10229	10229	10229	10229
<b>Your org</b>	88.84%	2.89%	2.71%	0.54%	5.02%
<b>Average</b>	88.76%	2.01%	1.86%	0.49%	6.59%

# Background details - Religion or belief



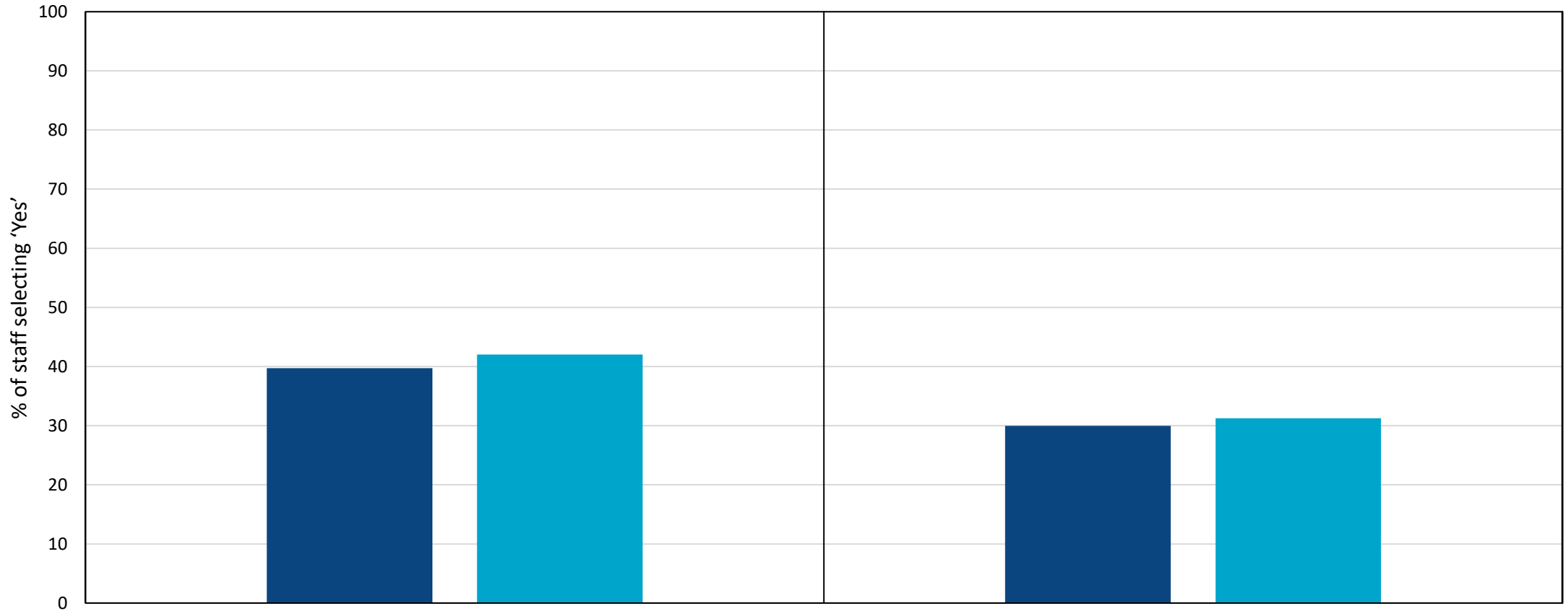
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



<b>Your org</b>	26.13%
<b>Average</b>	24.90%
<b>Responses</b>	10148

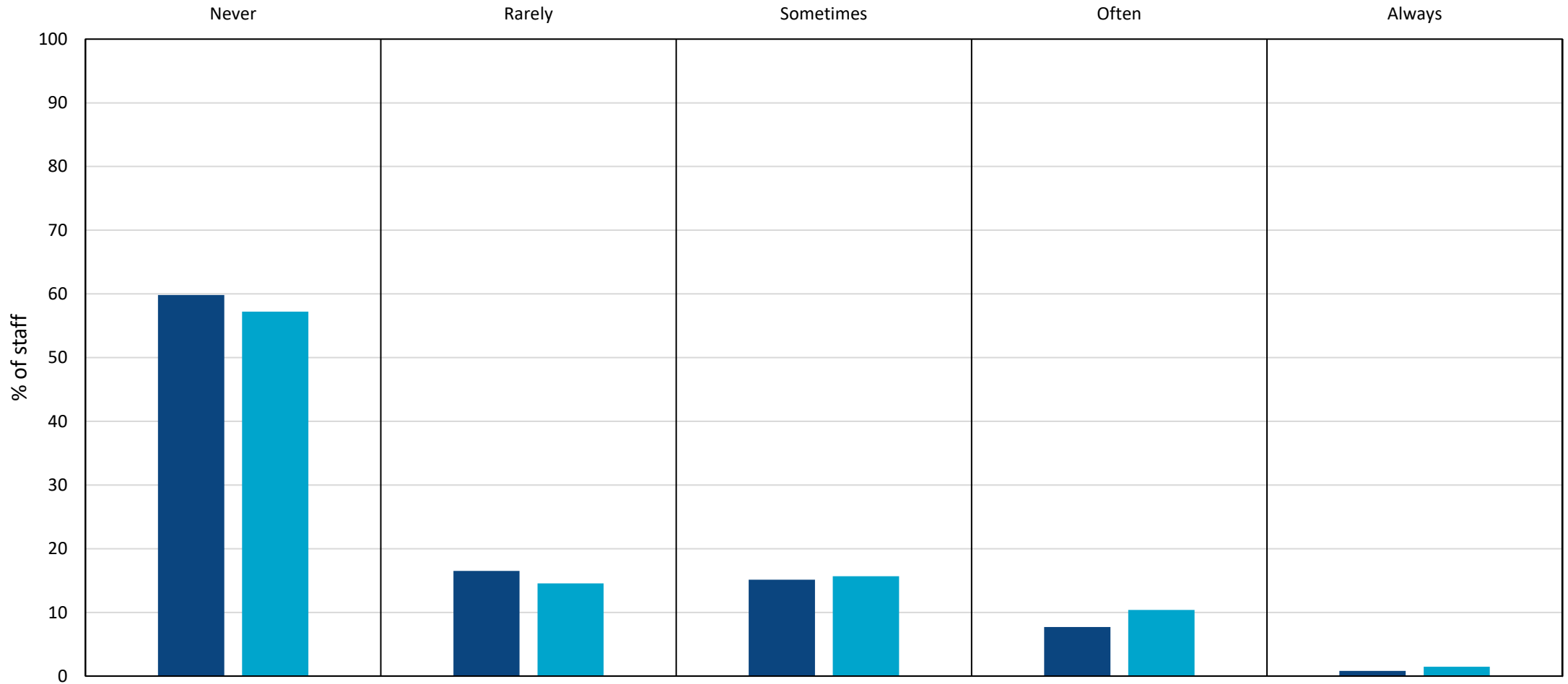
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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



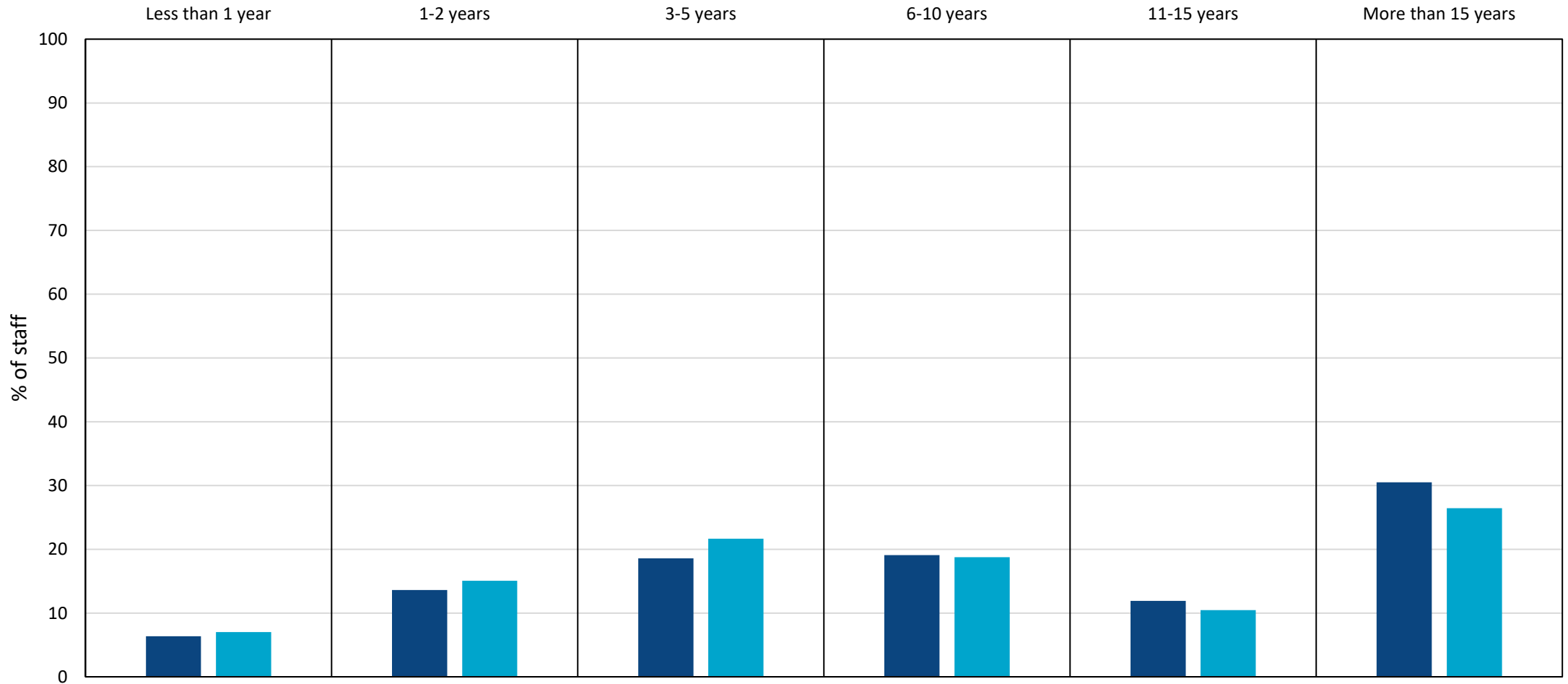
<b>Your org</b>	39.73%	29.98%
<b>Average</b>	42.03%	31.25%
<b>Responses</b>	10248	10231

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



Responses	Never	Rarely	Sometimes	Often	Always
<b>Your org</b>	59.81%	16.51%	15.15%	7.71%	0.82%
<b>Average</b>	57.23%	14.54%	15.67%	10.40%	1.48%
<b>Responses</b>	10158	10158	10158	10158	10158

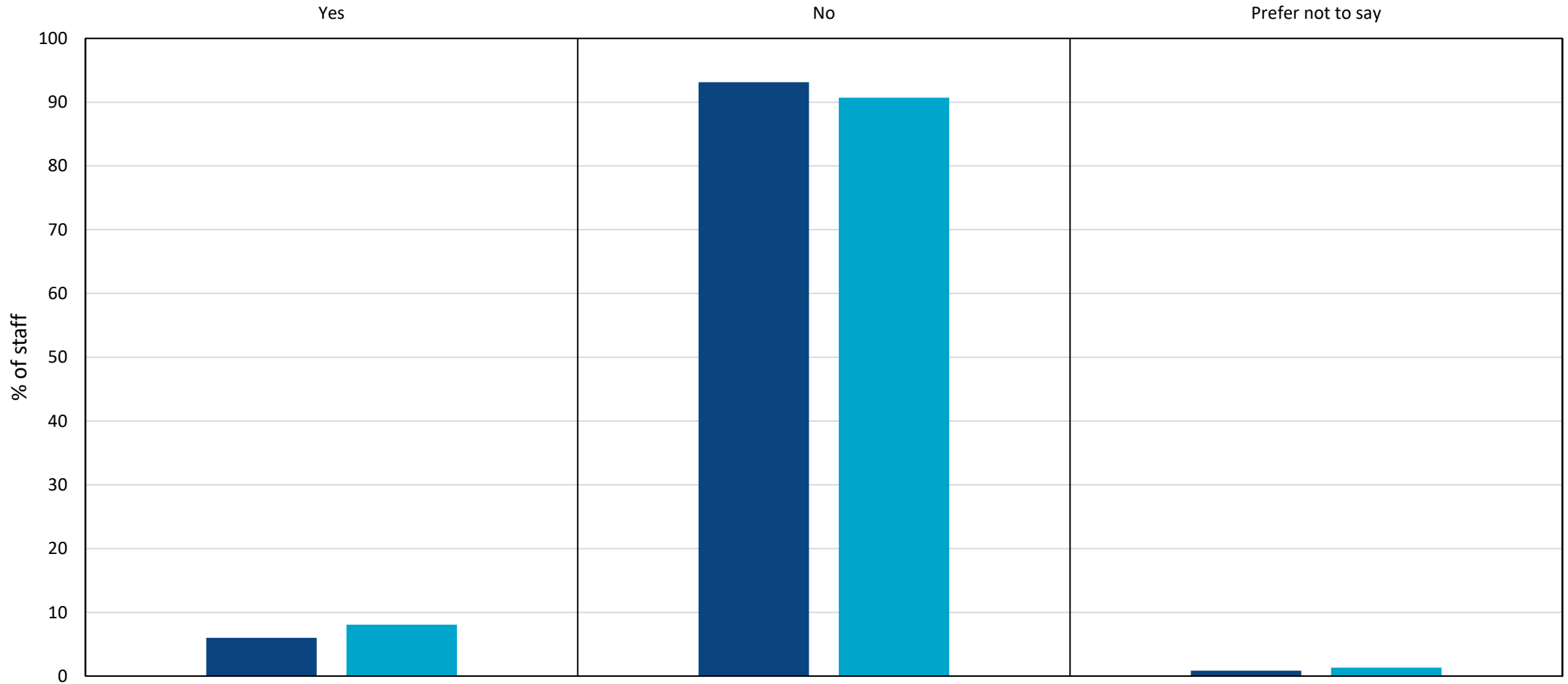
# Background details - Length of service



<b>Your org</b>	6.38%	13.59%	18.56%	19.08%	11.90%	30.49%
<b>Average</b>	7.03%	15.07%	21.68%	18.76%	10.47%	26.44%
<b>Responses</b>	10269	10269	10269	10269	10269	10269

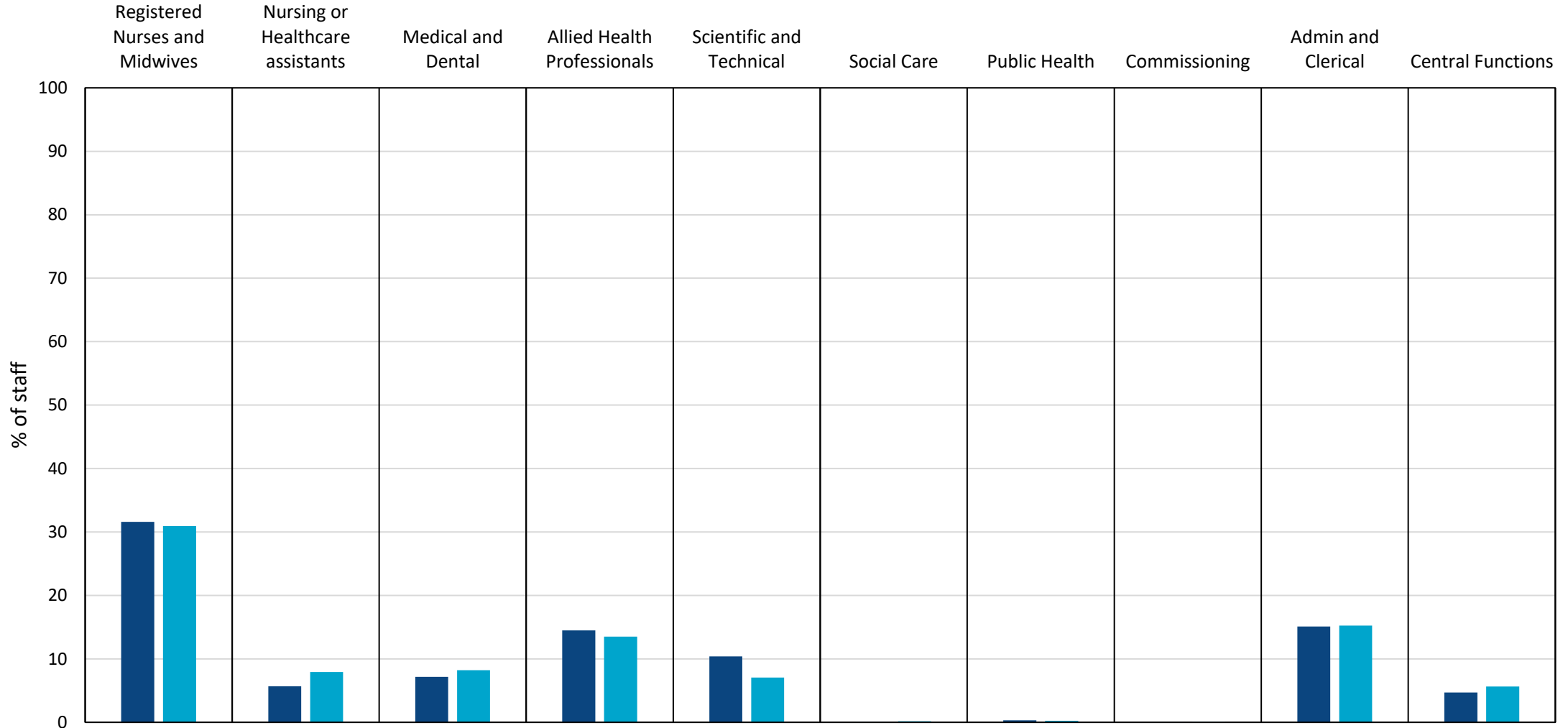


# Background details - When you joined this organisation, were you recruited from outside of the UK?



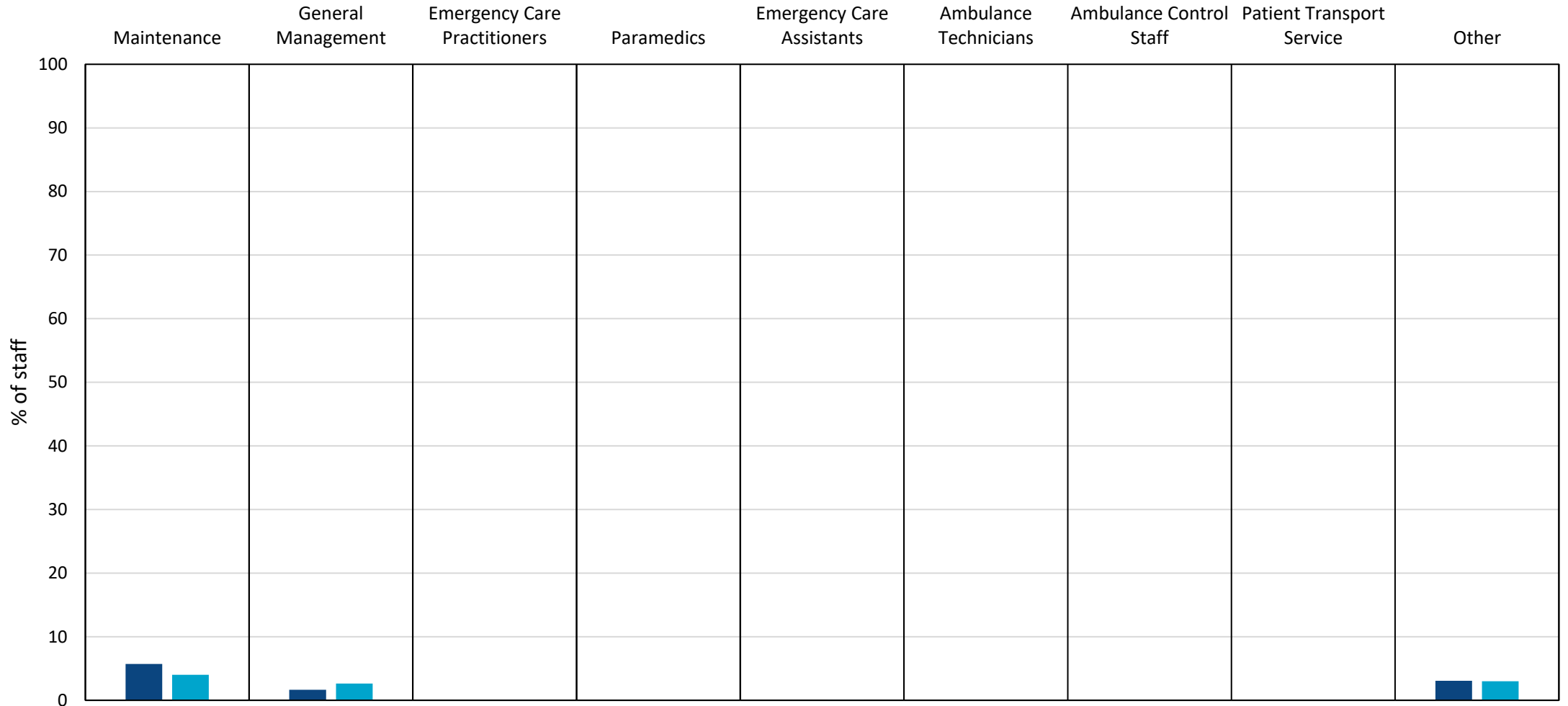
	Yes	No	Prefer not to say
<b>Your org</b>	6.00%	93.15%	0.85%
<b>Average</b>	8.07%	90.72%	1.31%
<b>Responses</b>	10131	10131	10131

# Background details - Occupational group



Occupational Group	Your org (%)	Average (%)	Responses
Registered Nurses and Midwives	31.59%	30.95%	10153
Nursing or Healthcare assistants	5.67%	7.91%	10153
Medical and Dental	7.18%	8.21%	10153
Allied Health Professionals	14.47%	13.49%	10153
Scientific and Technical	10.37%	7.06%	10153
Social Care	0.09%	0.18%	10153
Public Health	0.33%	0.25%	10153
Commissioning	0.02%	0.08%	10153
Admin and Clerical	15.10%	15.26%	10153
Central Functions	4.69%	5.63%	10153

# Background details - Occupational group



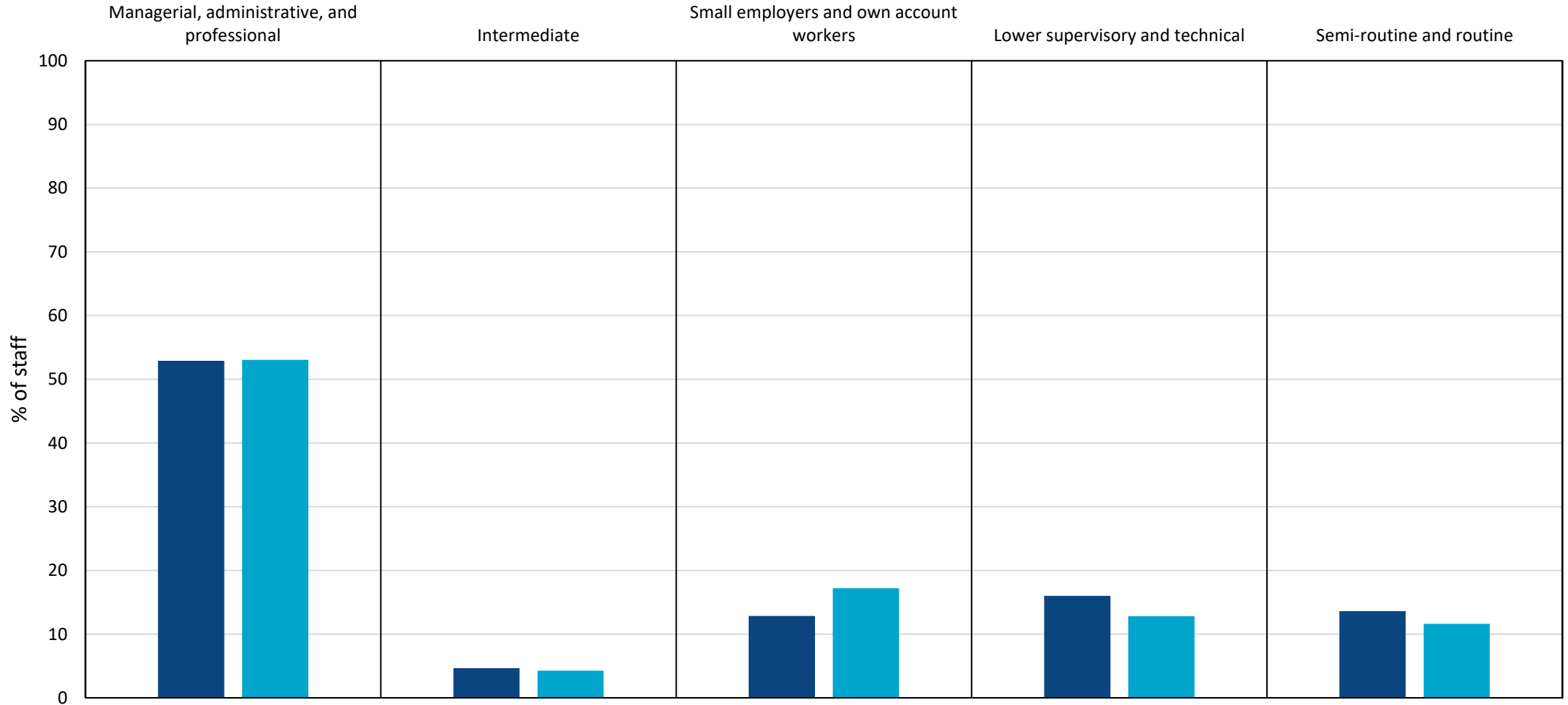
<b>Your org</b>	5.71%	1.65%	0.03%	0.02%	0.00%	0.01%	0.01%	0.00%	3.06%
<b>Average</b>	3.99%	2.62%	0.01%	0.02%	0.04%	0.00%	0.00%	0.01%	2.99%
<b>Responses</b>	10153	10153	10153	10153	10153	10153	10153	10153	10153

## Socio-economic Background

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

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

# Socio-economic background: Five classes

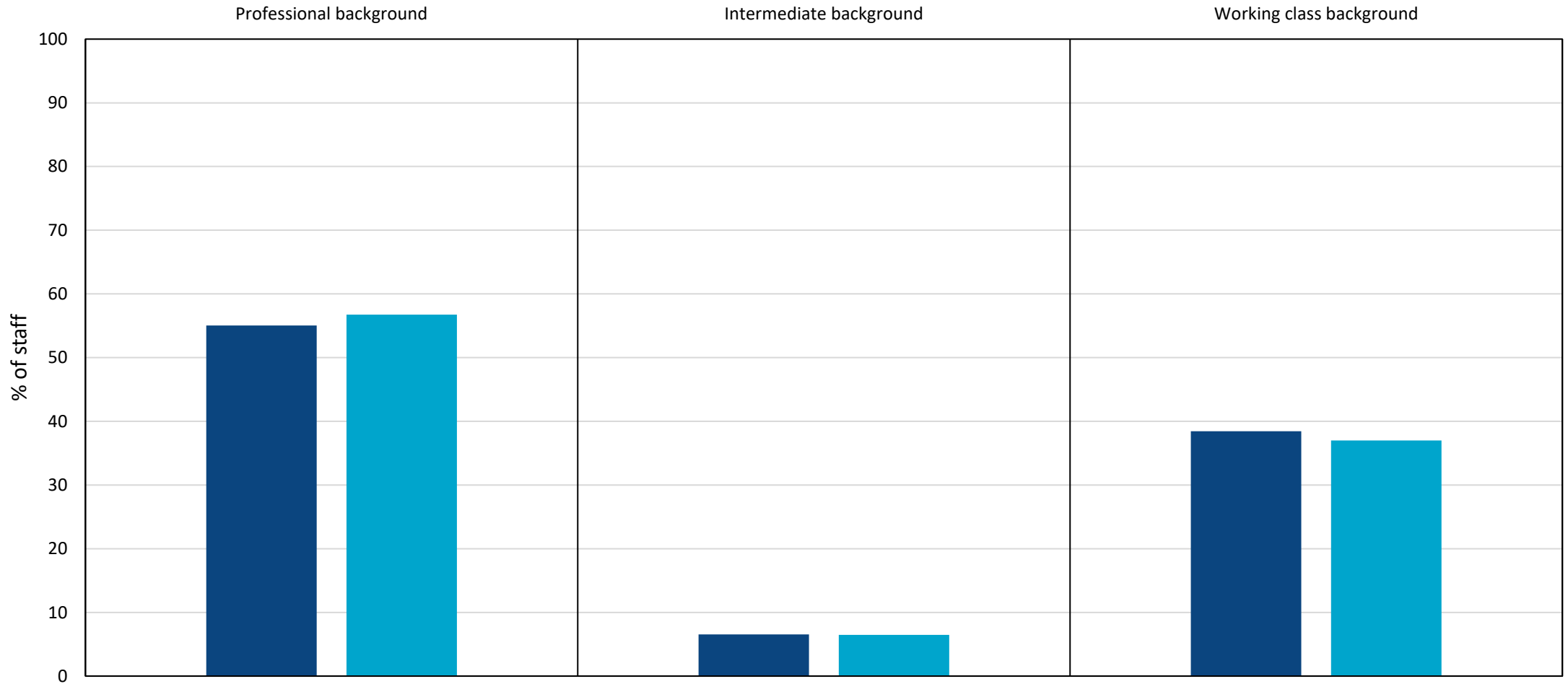


Responses	5660	5660	5660	5660	5660
<b>Your org</b>	52.92%	4.65%	12.84%	15.99%	13.60%
<b>Average</b>	53.05%	4.27%	17.19%	12.81%	11.63%

Please note – These questions are online only.

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

# Socio-economic background: Three classes



Responses	7507	7507	7507
<b>Your org</b>	55.03%	6.54%	38.43%
<b>Average</b>	56.73%	6.48%	36.98%

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	7.35	5.85	6.61	6.07	5.45	6.10	6.63	6.82	5.86
2 Intermediate	7.47	5.92	6.61	6.11	5.30	6.20	6.83	6.71	5.97
3 Small employers and own account workers	7.21	5.68	6.53	6.06	5.33	5.99	6.47	6.76	5.80
4 Lower supervisory and technical	7.36	5.79	6.69	6.14	5.33	6.09	6.57	6.81	5.90
5 Semi-routine and routine	7.31	5.74	6.55	6.11	5.18	6.05	6.51	6.70	5.87

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	7.33	5.81	6.58	6.06	5.43	6.03	6.62	6.79	5.84
2 Intermediate	7.43	5.86	6.60	6.11	5.45	6.27	6.77	6.79	5.97
3 Working class	7.31	5.75	6.60	6.16	5.28	6.05	6.52	6.74	5.90

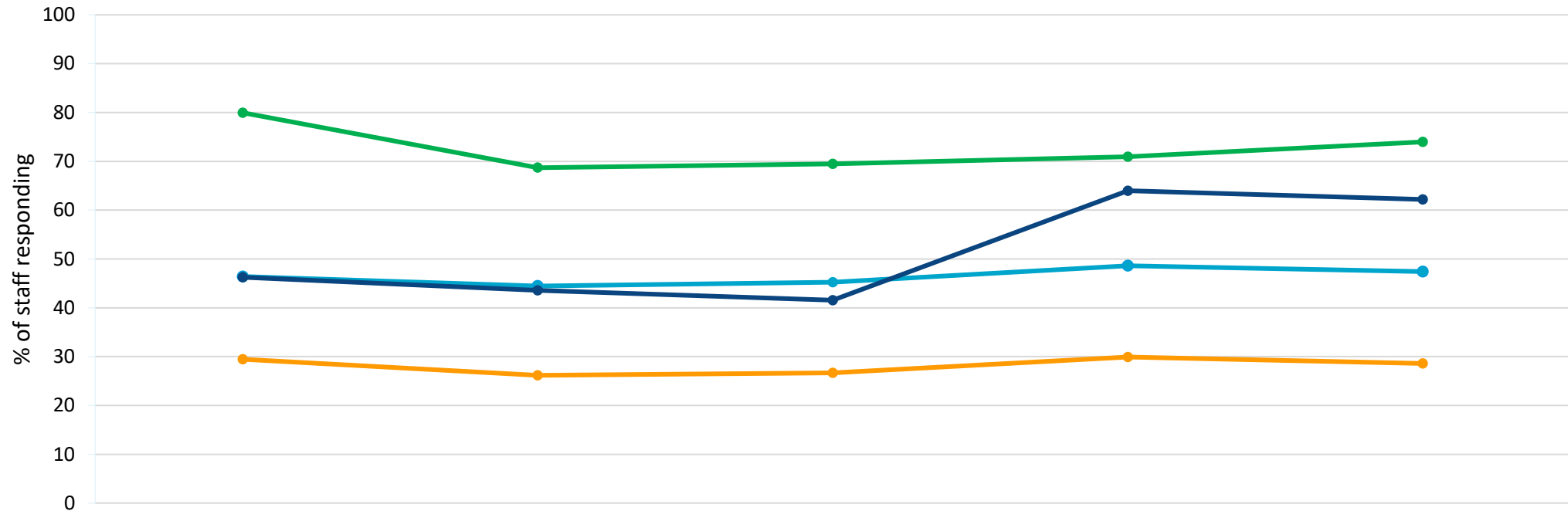
Please note – These questions are online only.

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>	46.23%	43.59%	41.55%	63.98%	62.19%
<b>Highest</b>	79.95%	68.69%	69.45%	70.92%	73.97%
<b>Average</b>	46.38%	44.46%	45.23%	48.61%	47.42%
<b>Lowest</b>	29.47%	26.17%	26.65%	29.91%	28.60%
<b>Responses</b>	7336	6644	6457	10371	10323

## 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	7.25	10334	7.25	10299	Not significant
We are recognised and rewarded	5.70	10337	5.71	10299	Not significant
We each have a voice that counts	6.59	10236	6.52	10237	Significantly lower
We are safe and healthy	6.11	10270	6.07	10219	Not significant
We are always learning	5.50	9919	5.38	9816	Significantly lower
We work flexibly	5.92	10252	6.01	10248	Significantly higher
We are a team	6.48	10305	6.51	10295	Not significant
Themes					
Staff Engagement	6.83	10350	6.72	10306	Significantly lower
Morale	5.93	10348	5.84	10307	Significantly lower

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

## Appendix C: Tips on using your benchmark report

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

### Key points to note



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



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



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

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

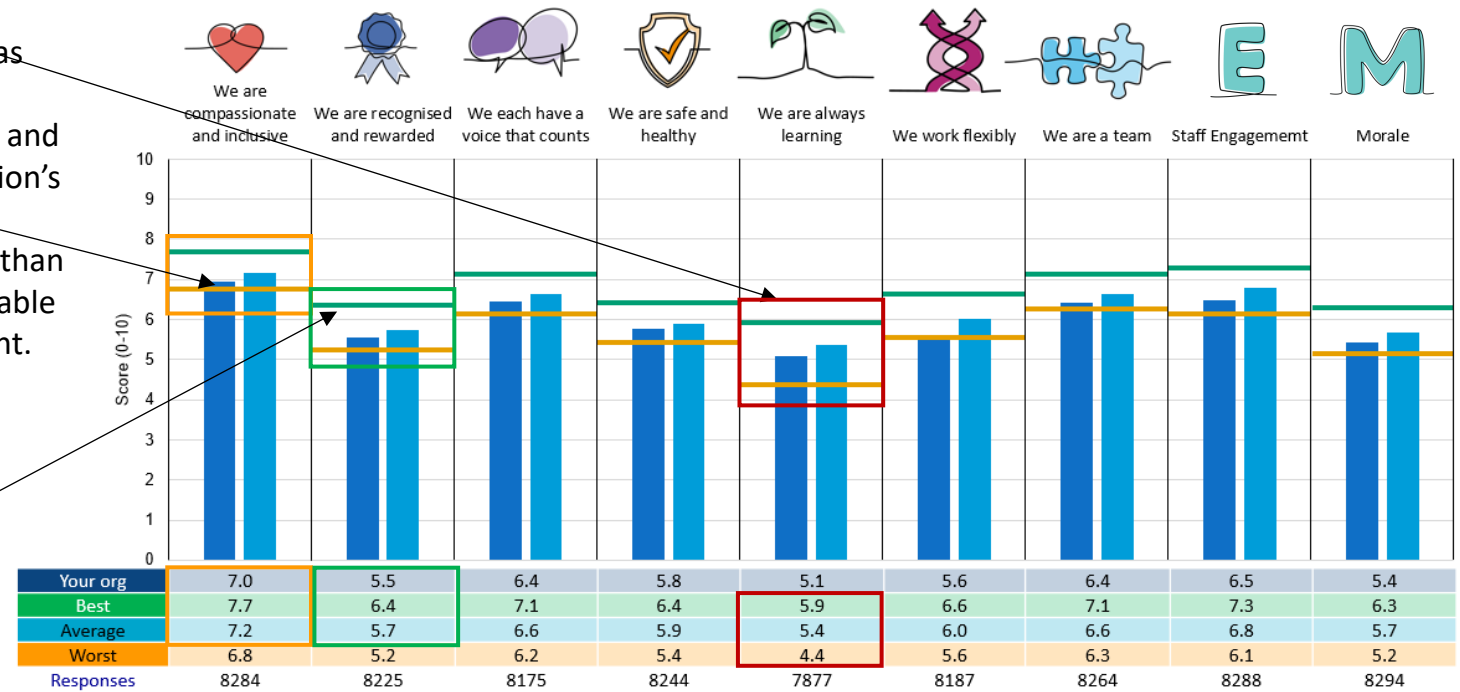
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another point of reference.

## Areas to improve

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

## Positive outcomes

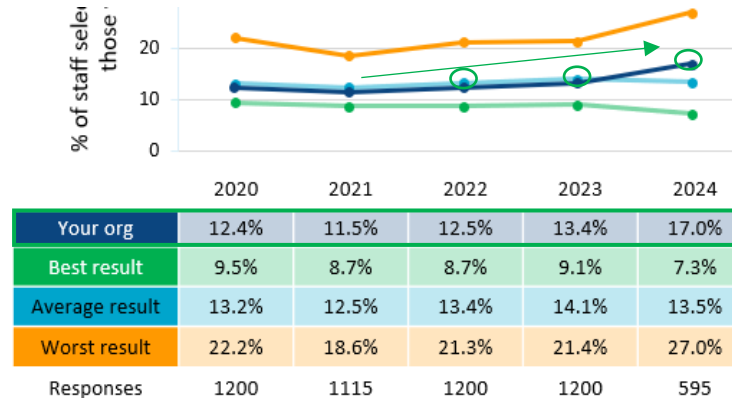
- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' results are distinctly higher than the benchmarking group 'Average result'.
- Positive stories to report could be ones where your organisation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



Only one example is highlighted for each point

## Review trend data

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

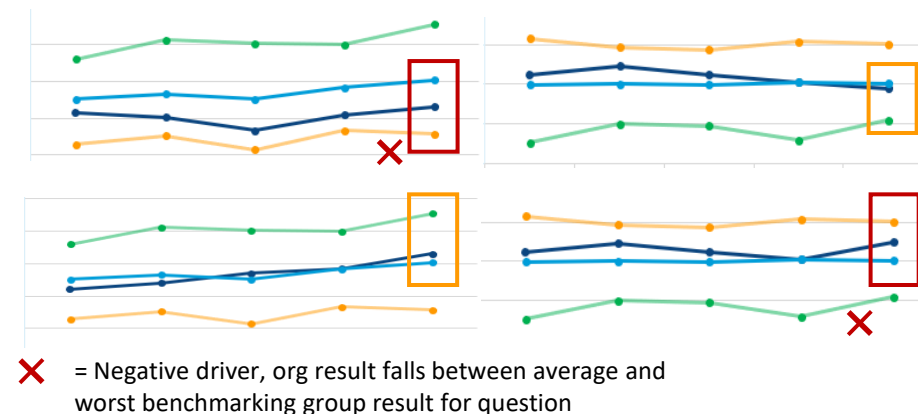


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

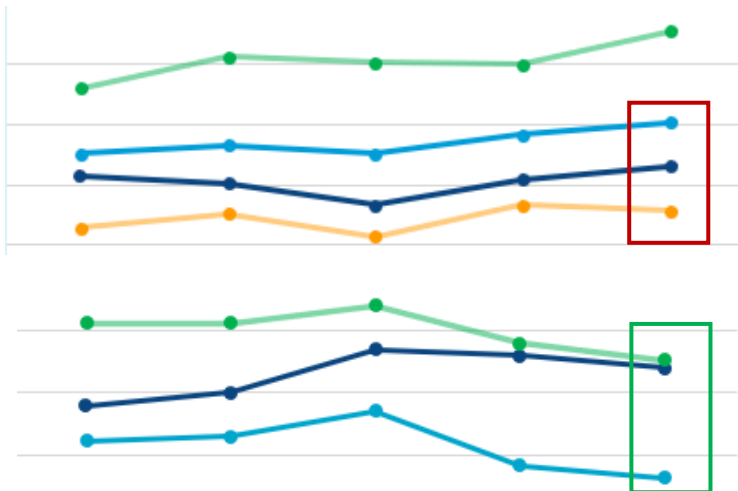
### Identifying questions of interest

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

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

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

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



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

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

## Appendix D: Socio-economic background

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

### What is socio-economic background?

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

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

### Measuring socio-economic background

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

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

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

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

## Comparison of Three and Five Class approaches

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

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

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

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

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

## Appendix E: Additional reporting outputs

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

### Supporting documents



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



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

### Other reporting outputs



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



**[Breakdown reports](#)**: Reports containing People Promise and theme results split by breakdown (locality) for The Newcastle upon Tyne Hospitals 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.