

Oxford University Hospitals NHS Foundation Trust

2025 NHS Staff Survey Benchmark Report



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

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

Introduction

About this report

This benchmark report for Oxford University 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.

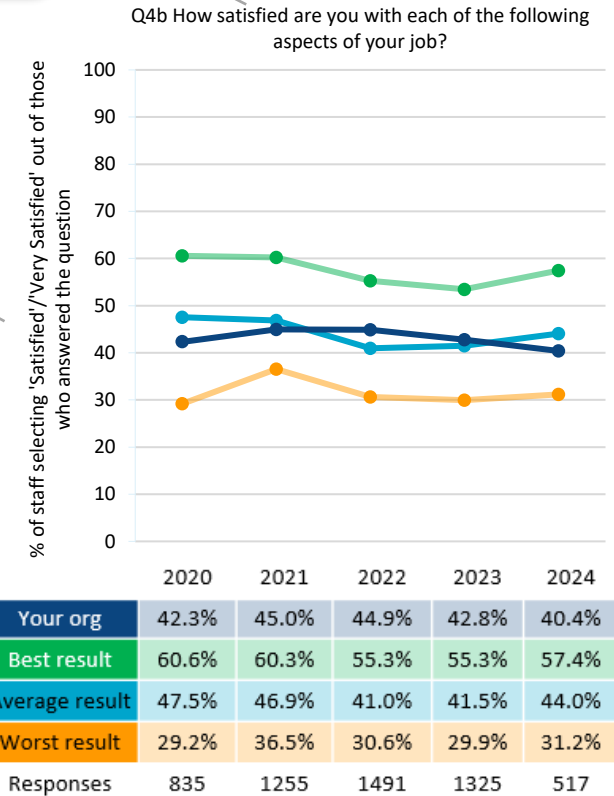
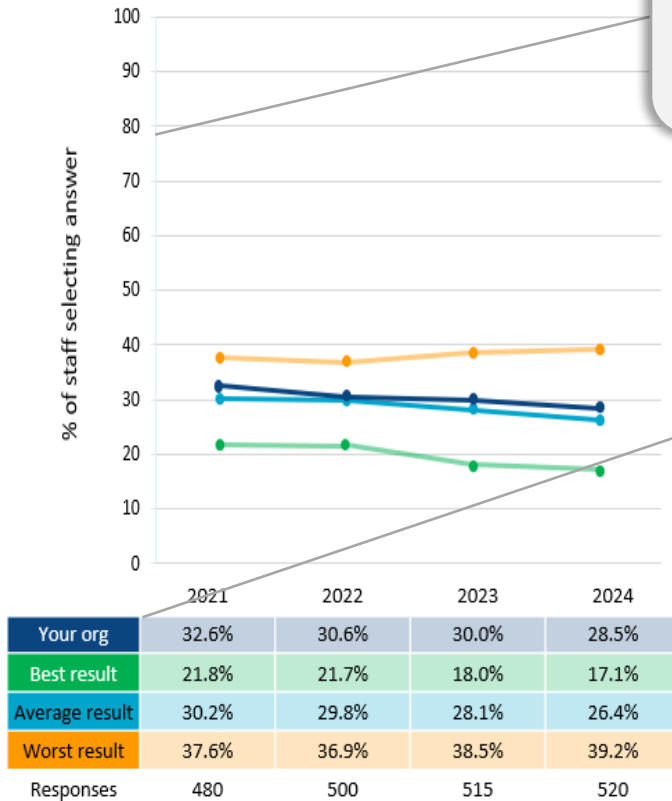
Question number and text (or summary measure) specified at the top of each slide.

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

Oxford University Hospitals NHS Foundation Trust

2025 NHS Staff Survey



Organisation details

Completed questionnaires **6072**

2025 response rate **40%**

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](#).

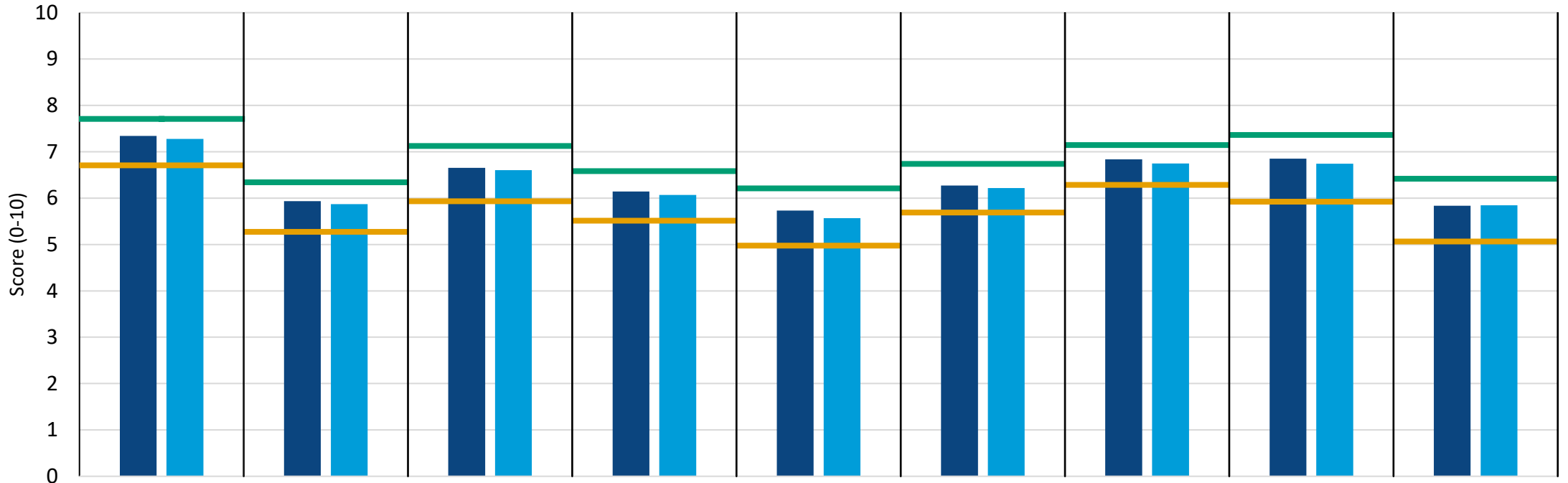


People Promise elements, themes and sub-score results

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.

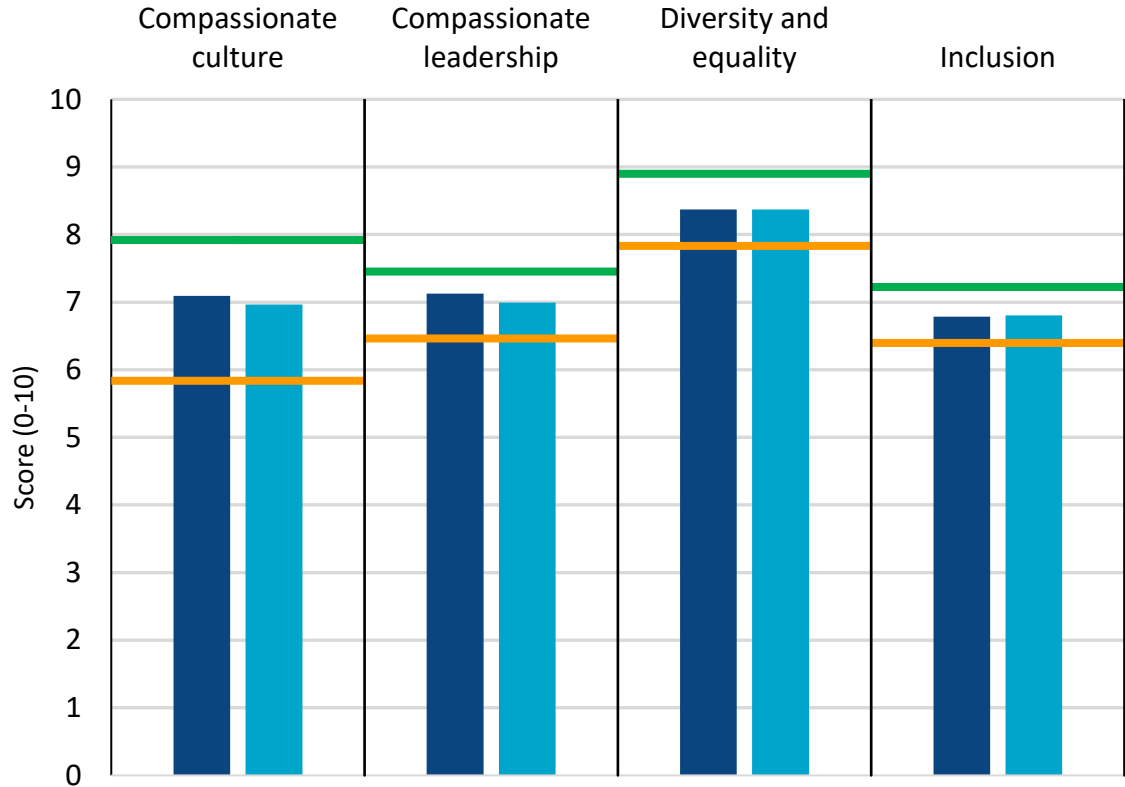


| | | | | | | | | | |
|----------------|------|------|------|------|------|------|------|------|------|
| Your org | 7.34 | 5.93 | 6.65 | 6.14 | 5.73 | 6.27 | 6.84 | 6.85 | 5.83 |
| Best result | 7.71 | 6.34 | 7.12 | 6.58 | 6.21 | 6.74 | 7.14 | 7.36 | 6.42 |
| Average result | 7.28 | 5.87 | 6.60 | 6.07 | 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 | 6051 | 6054 | 6007 | 6019 | 5898 | 6009 | 6046 | 6056 | 6058 |

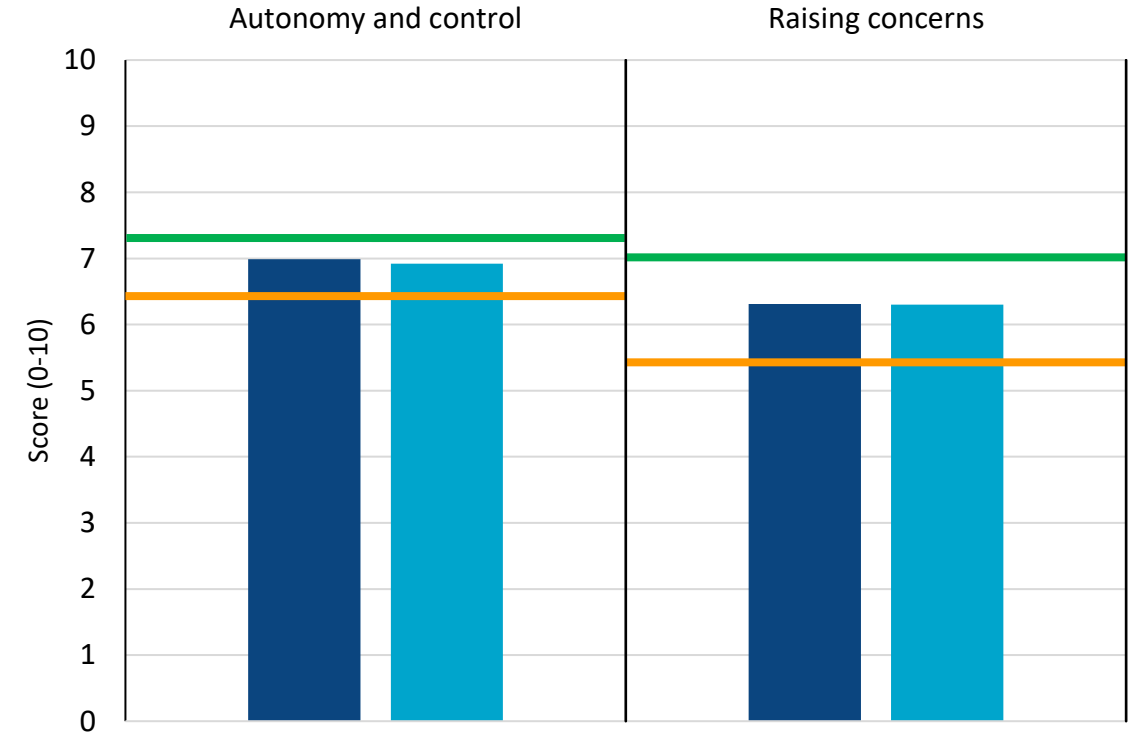
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



| | | | | |
|----------------|------|------|------|------|
| Your org | 7.09 | 7.12 | 8.37 | 6.79 |
| 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 | 6046 | 6051 | 6038 | 6022 |

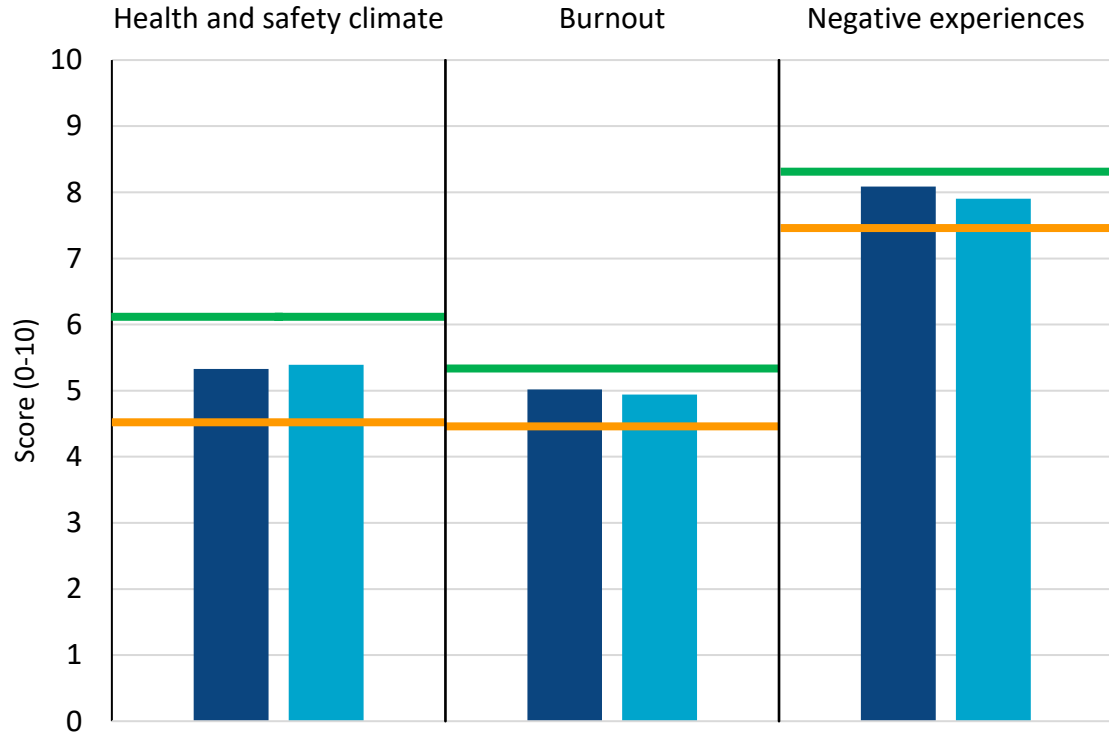
| | | |
|----------------|------|------|
| Your org | 6.99 | 6.31 |
| Best result | 7.31 | 7.02 |
| Average result | 6.92 | 6.30 |
| Worst result | 6.43 | 5.43 |
| Responses | 6055 | 6018 |

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.

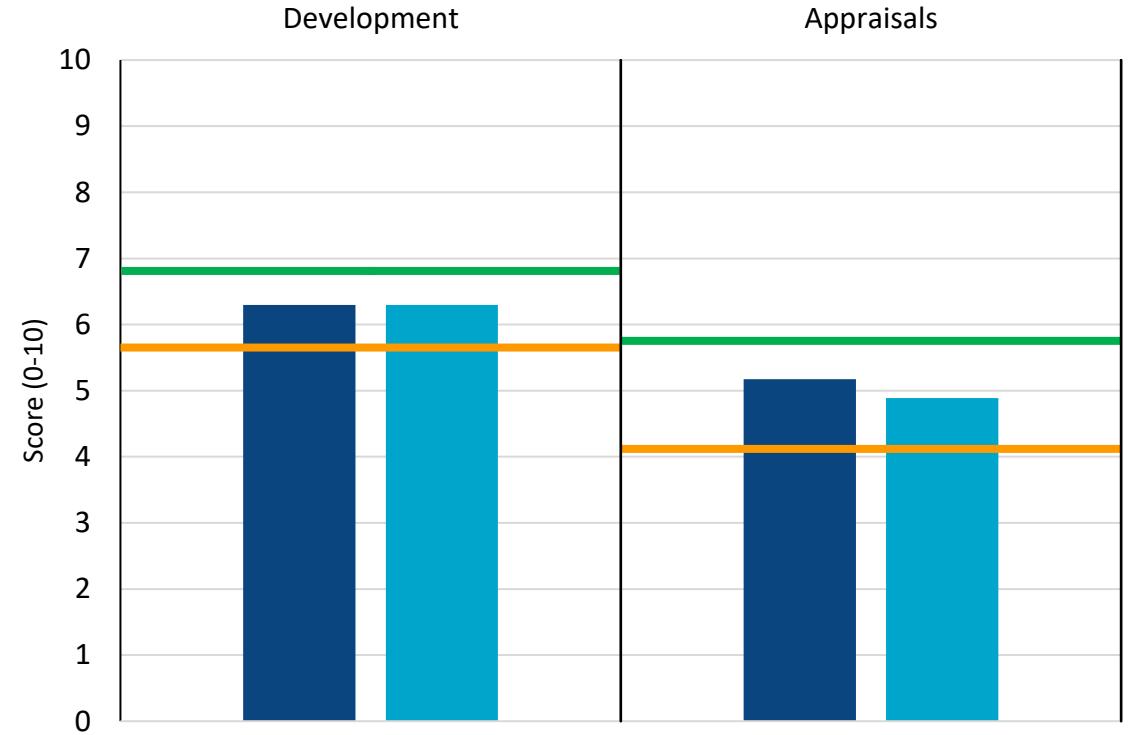
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



| | | | |
|----------------|------|------|------|
| Your org | 5.33 | 5.02 | 8.09 |
| 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 | 6055 | 6057 | 6029 |

| | | |
|----------------|------|------|
| Your org | 6.29 | 5.17 |
| Best result | 6.81 | 5.75 |
| Average result | 6.29 | 4.89 |
| Worst result | 5.65 | 4.12 |
| Responses | 6054 | 5901 |

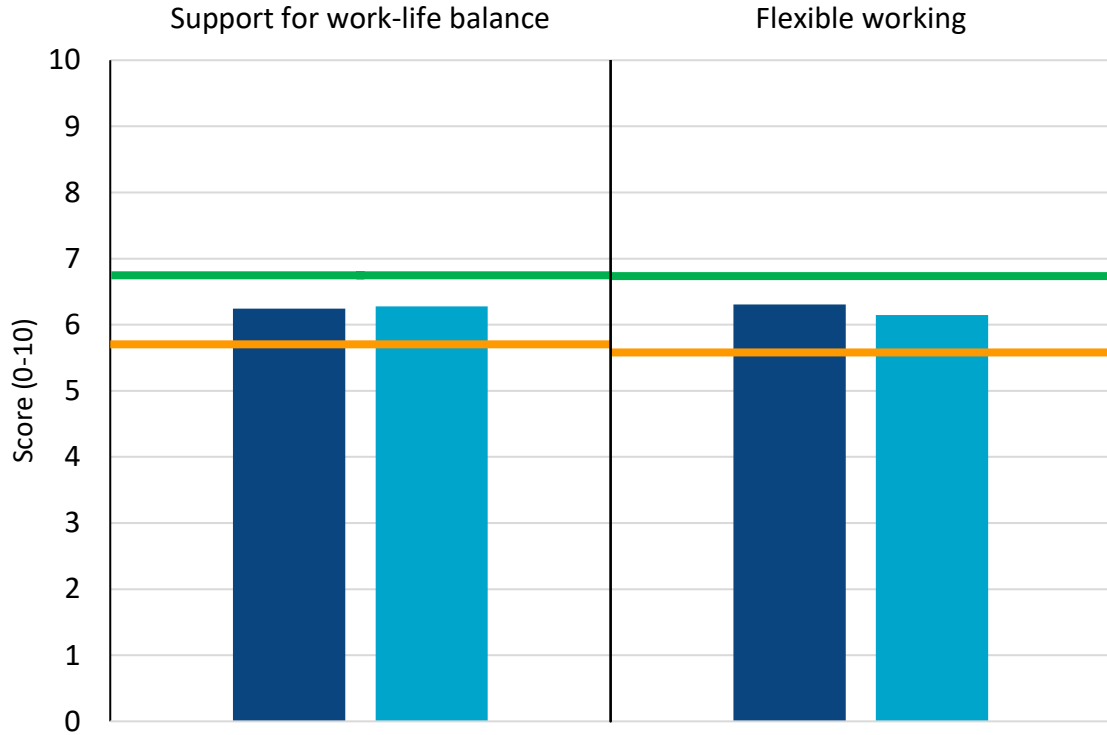
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Promise element 7: We are a team



| | | |
|----------------|------|------|
| Your org | 6.24 | 6.31 |
| Best result | 6.75 | 6.73 |
| Average result | 6.28 | 6.15 |
| Worst result | 5.70 | 5.58 |
| Responses | 6050 | 6019 |

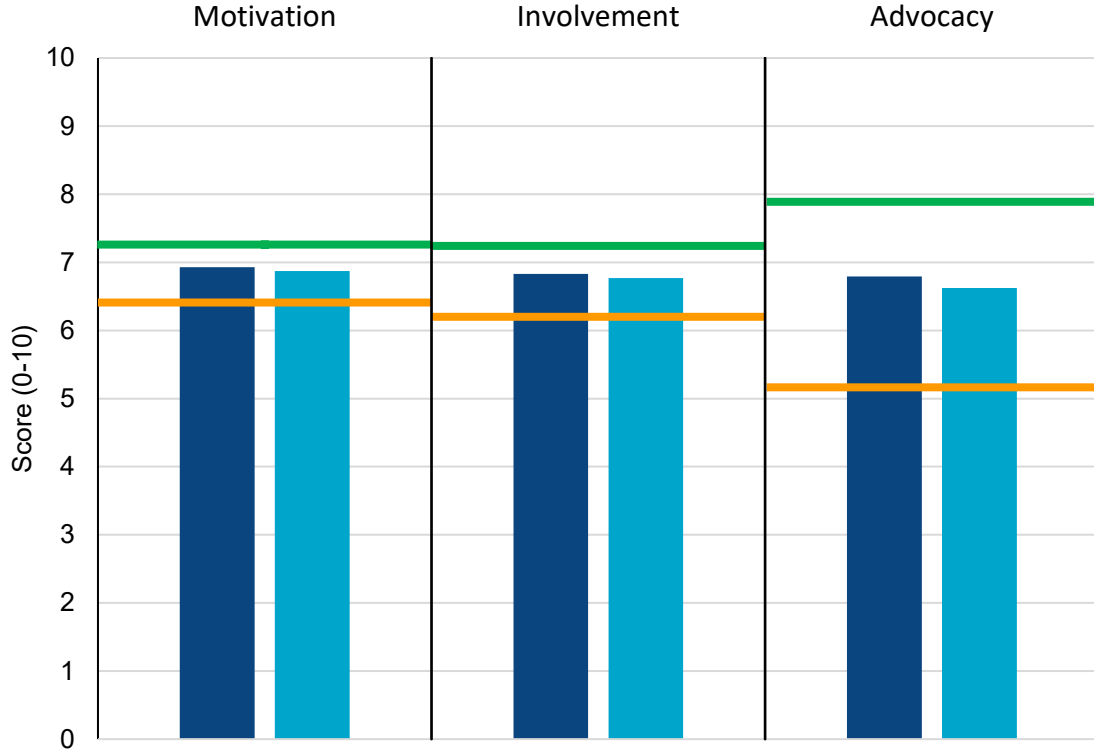


| | | |
|----------------|------|------|
| Your org | 6.67 | 7.01 |
| Best result | 7.07 | 7.31 |
| Average result | 6.64 | 6.82 |
| Worst result | 6.23 | 6.34 |
| Responses | 6051 | 6050 |

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



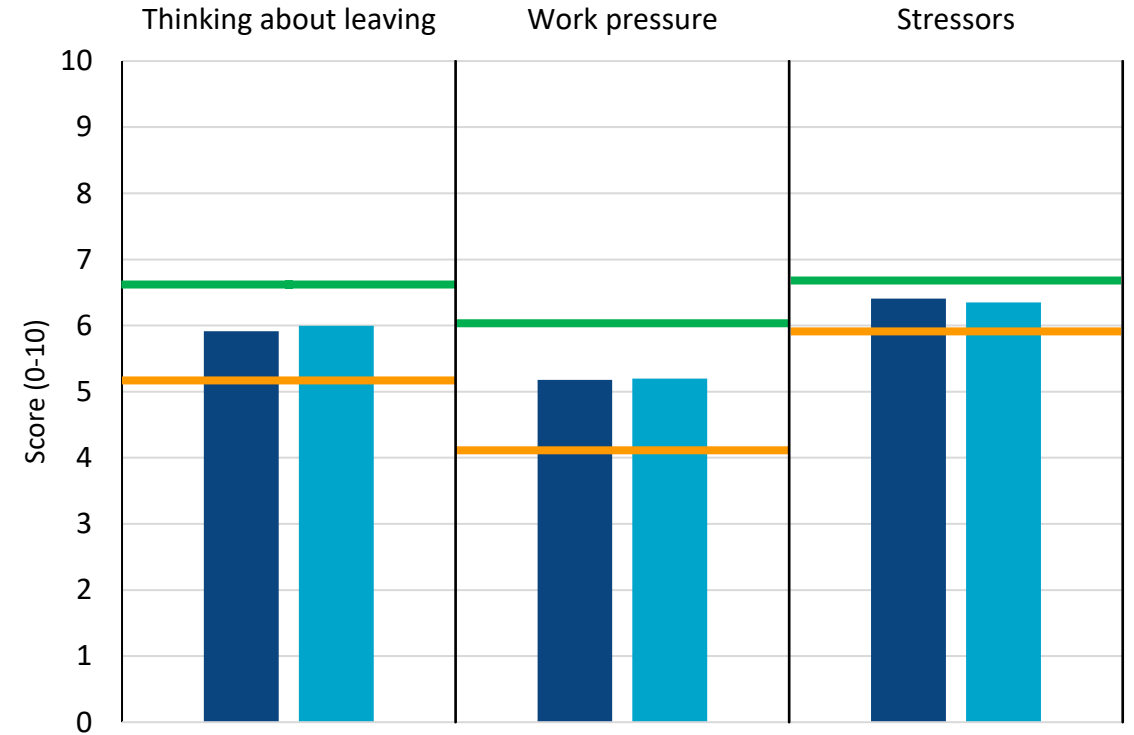
Theme: Staff engagement



| Element | Score (0-10) | Responses |
|------------------------|--------------|-----------|
| Your org | 6.93 | 5972 |
| Best result | 7.26 | |
| Average result | 6.87 | |
| Worst result | 6.41 | |
| Total Responses | | 5972 |



Theme: Morale



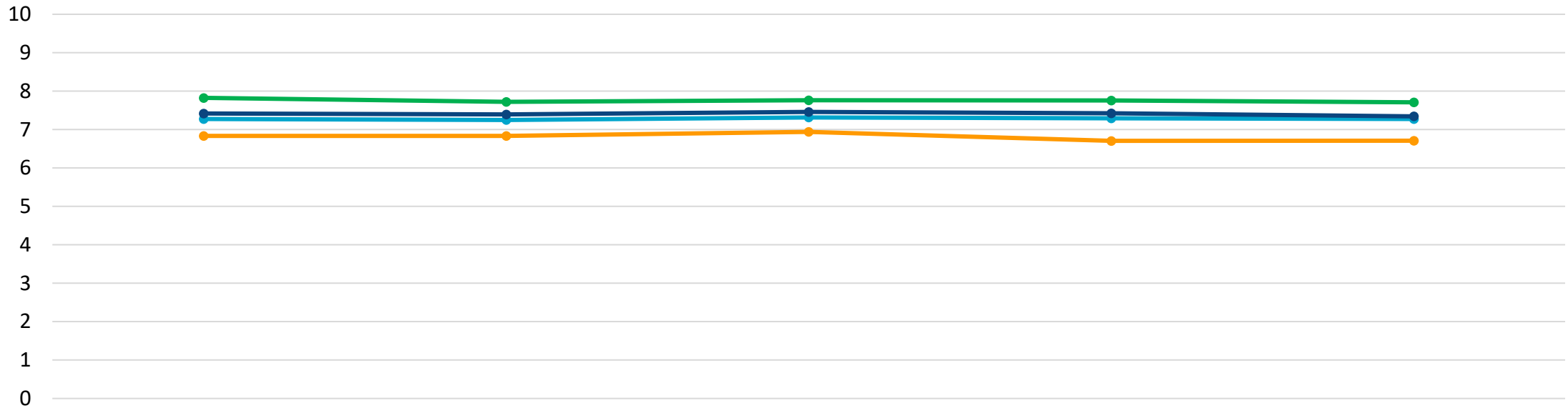
| Element | Score (0-10) | Responses |
|------------------------|--------------|-----------|
| Your org | 5.91 | 6044 |
| Best result | 6.62 | |
| Average result | 6.00 | |
| Worst result | 5.17 | |
| Total Responses | | 6044 |

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



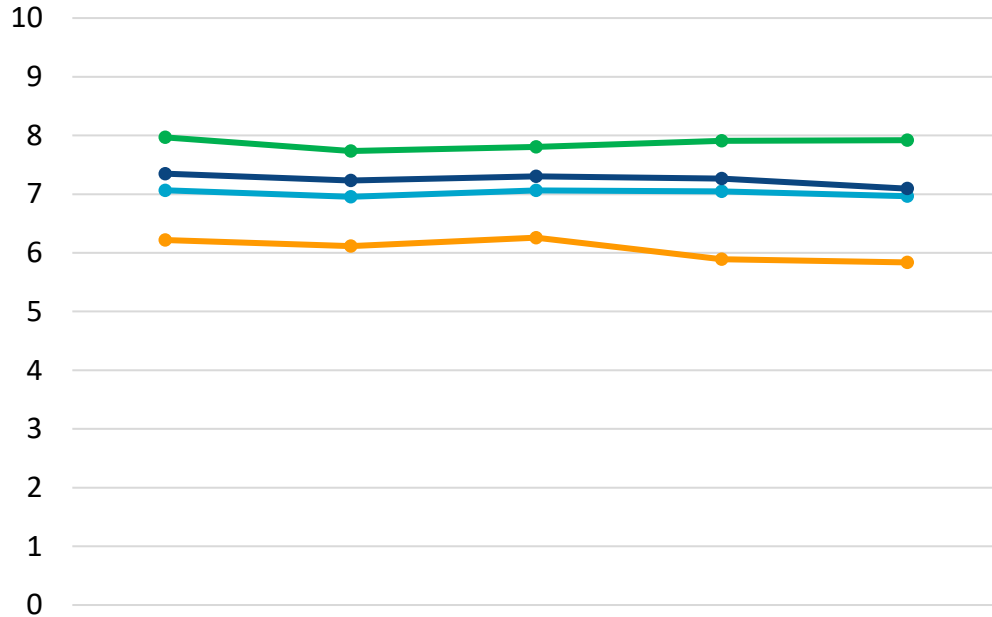
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 7.42 | 7.39 | 7.46 | 7.42 | 7.34 |
| Best result | 7.82 | 7.72 | 7.76 | 7.76 | 7.71 |
| Average result | 7.27 | 7.25 | 7.31 | 7.29 | 7.28 |
| Worst result | 6.83 | 6.83 | 6.94 | 6.71 | 6.71 |
| Responses | 7538 | 6961 | 6559 | 7185 | 6051 |

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/>

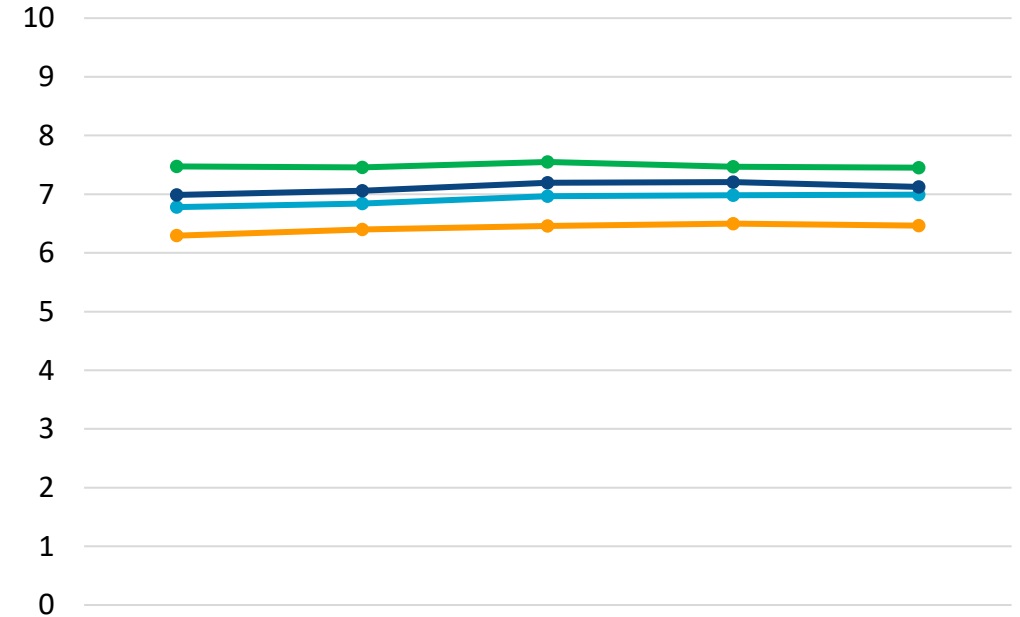
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



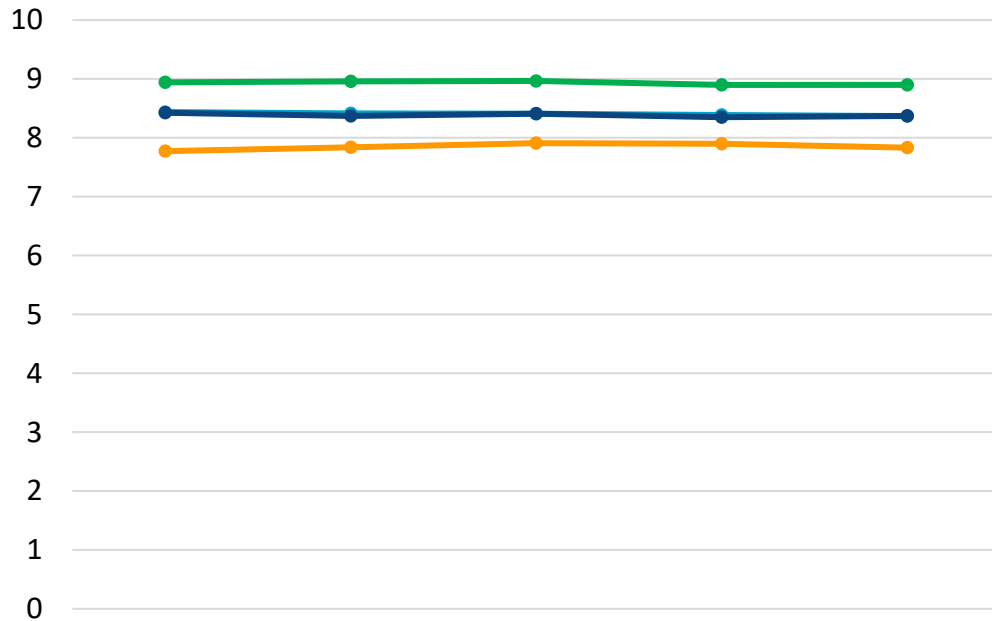
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 7.35 | 7.23 | 7.31 | 7.27 | 7.09 |
| Best result | 7.97 | 7.73 | 7.81 | 7.91 | 7.92 |
| Average result | 7.07 | 6.96 | 7.06 | 7.05 | 6.97 |
| Worst result | 6.22 | 6.12 | 6.26 | 5.89 | 5.84 |
| Responses | 7468 | 6947 | 6545 | 7164 | 6046 |

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.99 | 7.06 | 7.19 | 7.21 | 7.12 |
| 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 | 7565 | 6963 | 6553 | 7186 | 6051 |

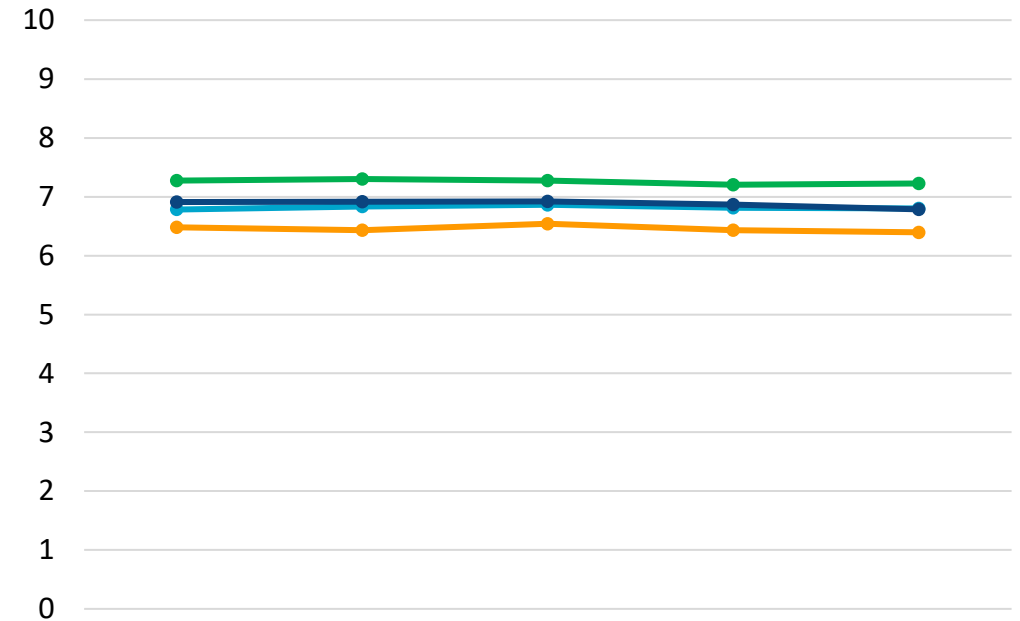
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 8.43 | 8.37 | 8.41 | 8.35 | 8.37 |
| 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 | 7540 | 6951 | 6555 | 7169 | 6038 |

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.91 | 6.92 | 6.92 | 6.87 | 6.79 |
| 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 | 7600 | 6961 | 6525 | 7151 | 6022 |

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*:

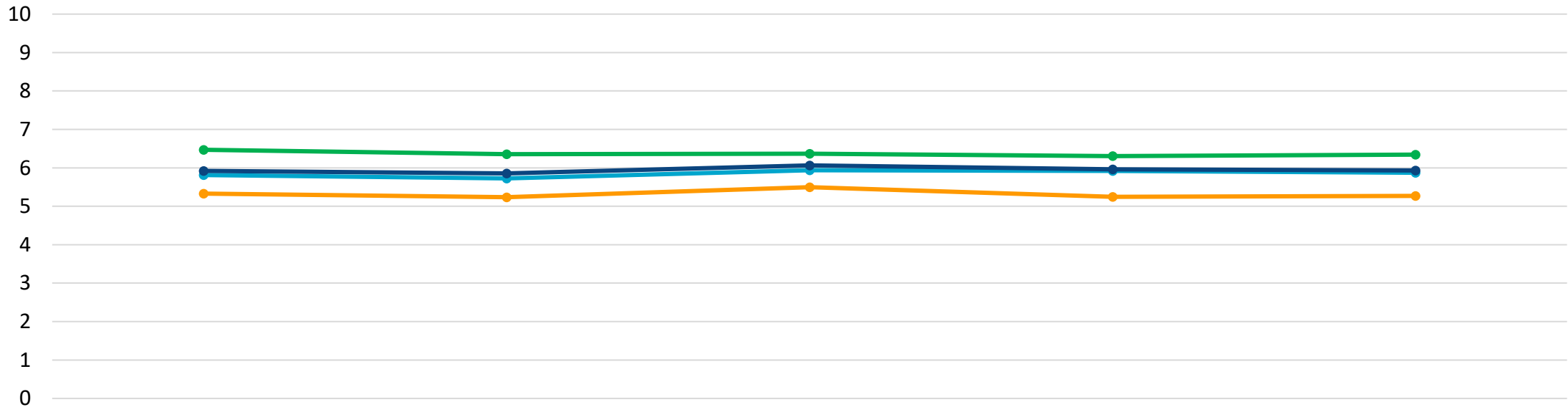
<https://www.nhsstaffsurveys.com/survey-documents/>

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



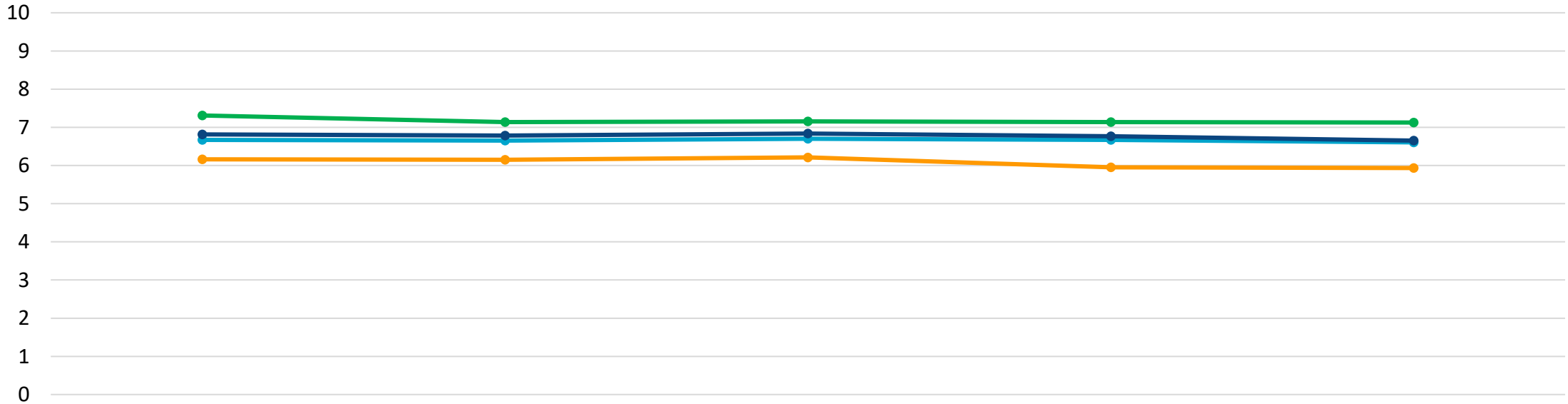
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 5.92 | 5.86 | 6.06 | 5.96 | 5.93 |
| Best result | 6.47 | 6.36 | 6.37 | 6.31 | 6.34 |
| Average result | 5.81 | 5.73 | 5.94 | 5.92 | 5.87 |
| Worst result | 5.33 | 5.24 | 5.50 | 5.25 | 5.27 |
| Responses | 7685 | 6966 | 6559 | 7191 | 6054 |

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



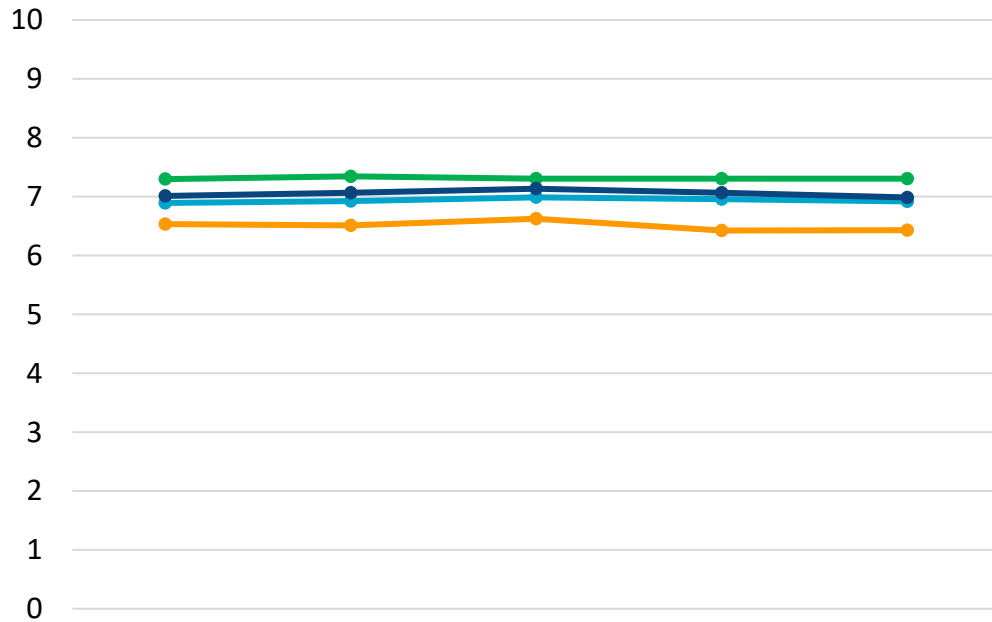
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.82 | 6.78 | 6.84 | 6.76 | 6.65 |
| Best result | 7.31 | 7.14 | 7.16 | 7.14 | 7.12 |
| Average result | 6.67 | 6.65 | 6.70 | 6.67 | 6.60 |
| Worst result | 6.16 | 6.15 | 6.21 | 5.95 | 5.93 |
| Responses | 7438 | 6923 | 6500 | 7088 | 6007 |

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

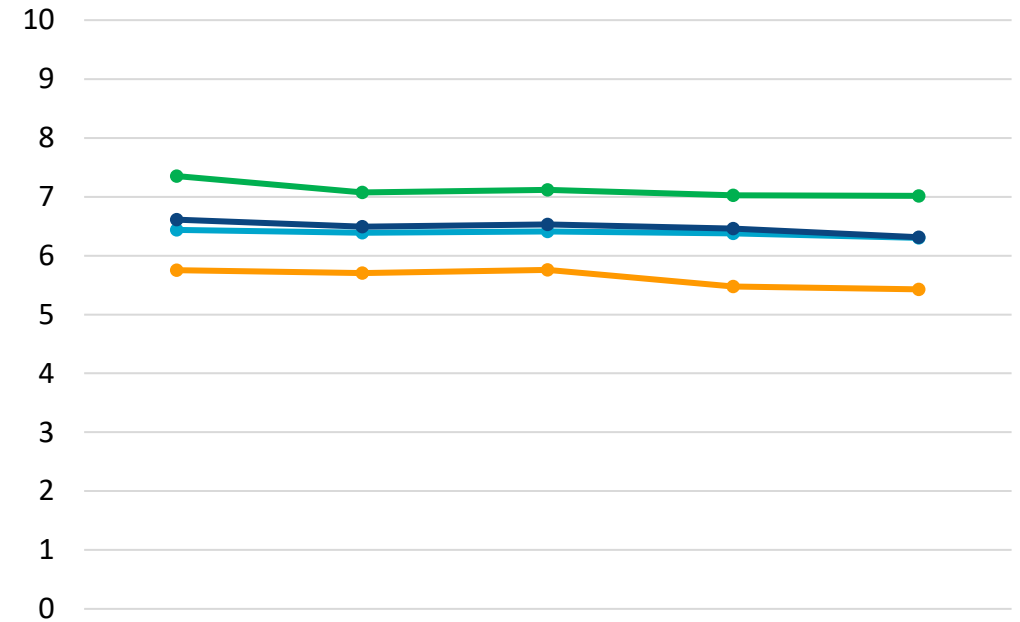


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 7.01 | 7.07 | 7.14 | 7.07 | 6.99 |
| 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 | 7700 | 6973 | 6564 | 7190 | 6055 |

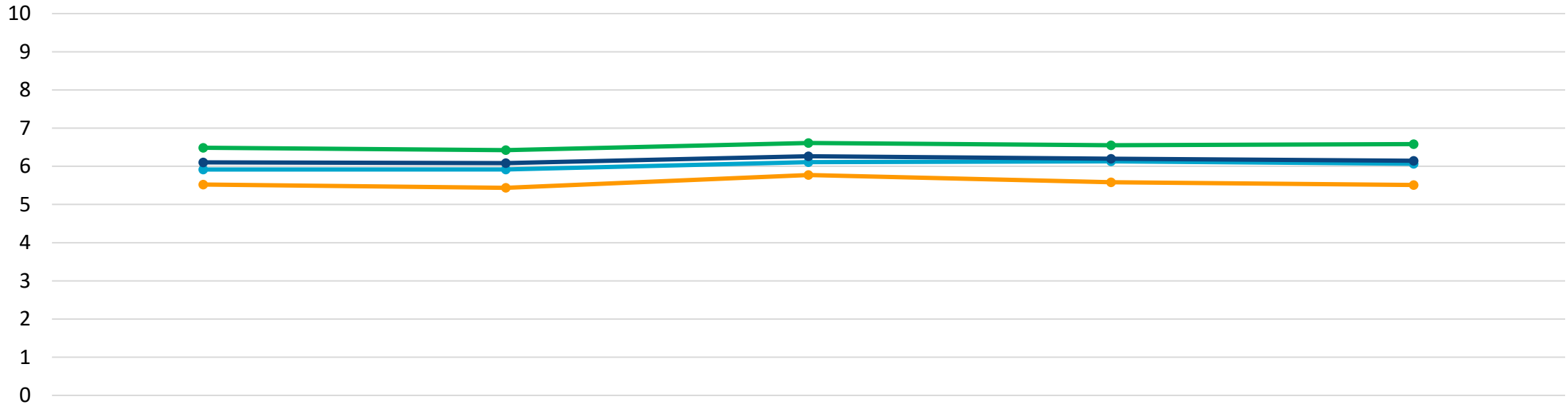
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.61 | 6.49 | 6.53 | 6.46 | 6.31 |
| Best result | 7.35 | 7.07 | 7.12 | 7.02 | 7.02 |
| Average result | 6.44 | 6.39 | 6.41 | 6.38 | 6.30 |
| Worst result | 5.75 | 5.70 | 5.76 | 5.48 | 5.43 |
| Responses | 7442 | 6928 | 6509 | 7105 | 6018 |

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



Promise element 4: We are safe and healthy

We are safe and healthy



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.10 | 6.08 | 6.26 | 6.20 | 6.14 |
| 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 | 7519 | 6936 | 6192 | 7141 | 6019 |

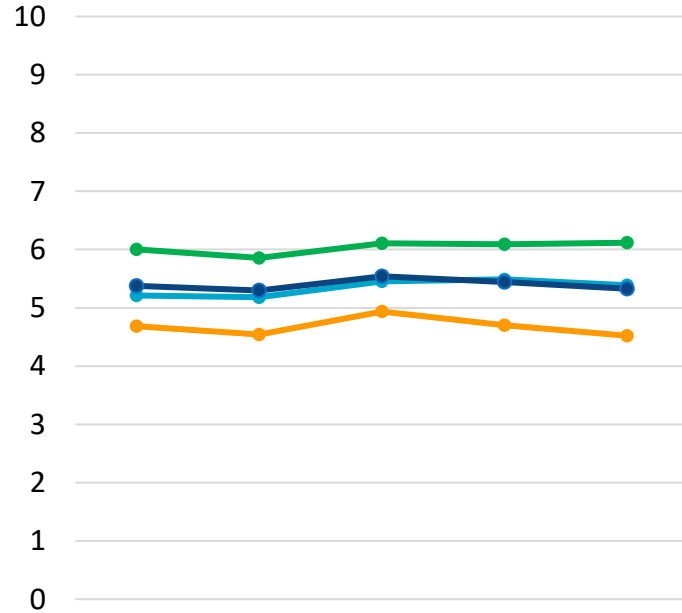
Note: 2023 results for 'We are safe and healthy' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'We are safe and healthy' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23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

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



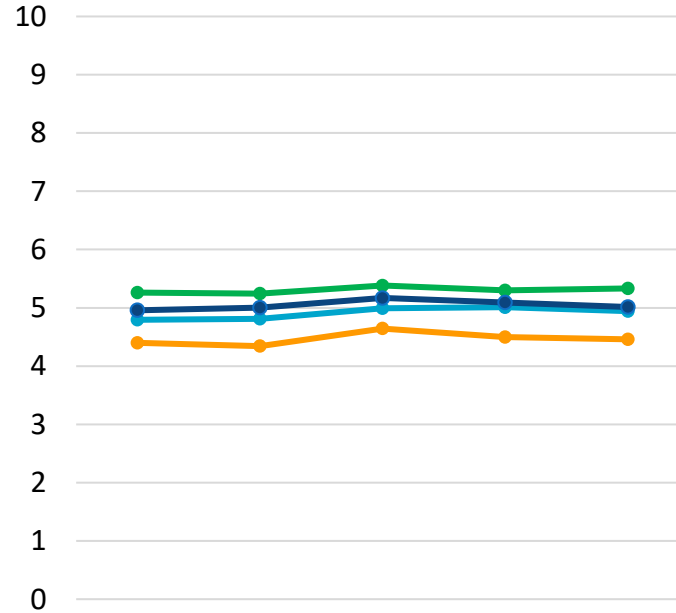
Promise element 4: We are safe and healthy

Health and safety climate



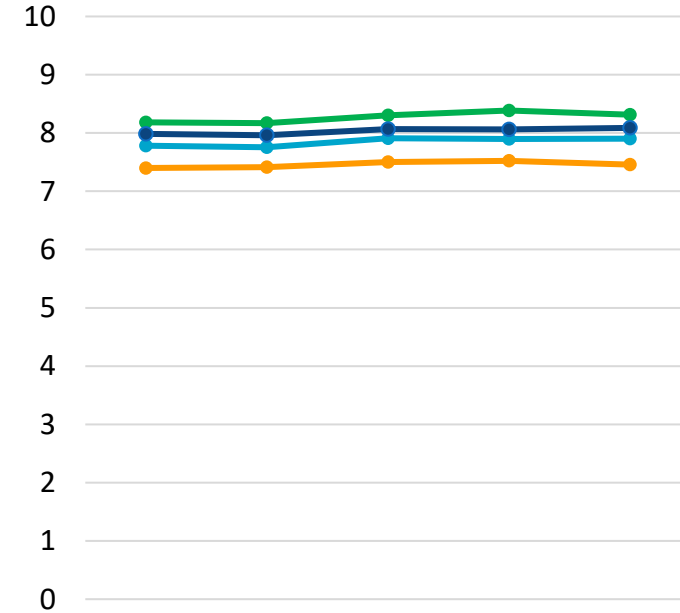
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|------|------|------|------|------|
| Your org | 5.38 | 5.30 | 5.54 | 5.44 | 5.33 |
| Best result | 6.01 | 5.86 | 6.11 | 6.09 | 6.12 |
| Average result | 5.21 | 5.18 | 5.45 | 5.49 | 5.39 |
| Worst result | 4.68 | 4.54 | 4.94 | 4.70 | 4.52 |
| Responses | 7699 | 6971 | 6217 | 7181 | 6055 |

Burnout



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|------|------|------|------|------|
| Your org | 4.96 | 5.00 | 5.17 | 5.09 | 5.02 |
| Best result | 5.26 | 5.24 | 5.38 | 5.30 | 5.33 |
| Average result | 4.79 | 4.81 | 4.99 | 5.01 | 4.94 |
| Worst result | 4.40 | 4.34 | 4.64 | 4.50 | 4.46 |
| Responses | 7544 | 6962 | 6563 | 7182 | 6057 |

Negative experiences



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|------|------|------|------|------|
| Your org | 7.98 | 7.96 | 8.07 | 8.06 | 8.09 |
| Best result | 8.18 | 8.17 | 8.30 | 8.39 | 8.31 |
| Average result | 7.78 | 7.76 | 7.91 | 7.90 | 7.90 |
| Worst result | 7.40 | 7.41 | 7.50 | 7.52 | 7.46 |
| Responses | 7532 | 6948 | 6204 | 7177 | 6029 |

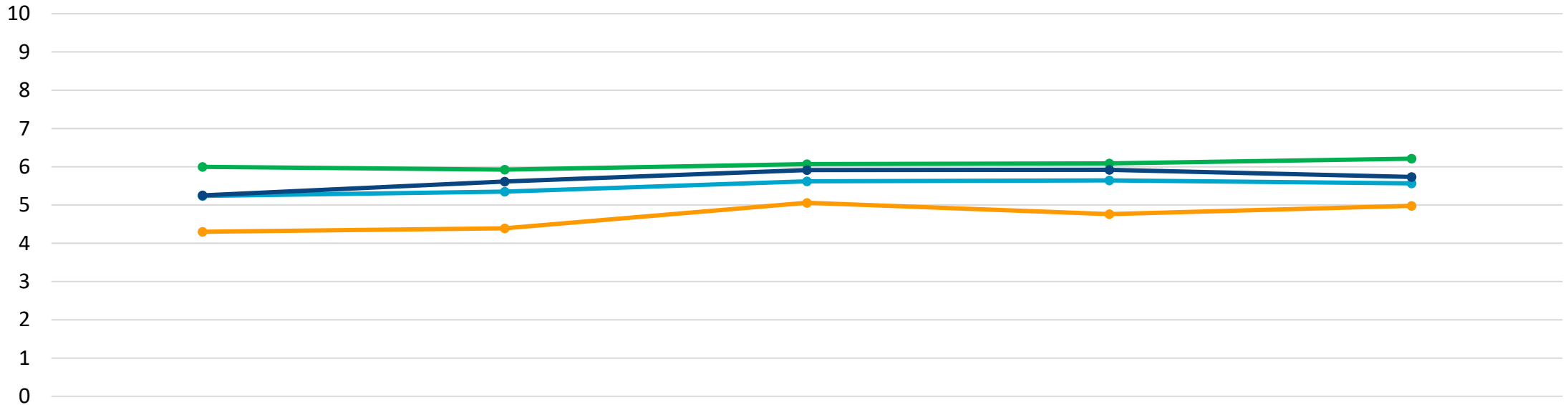
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years. Please see *Additional Information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



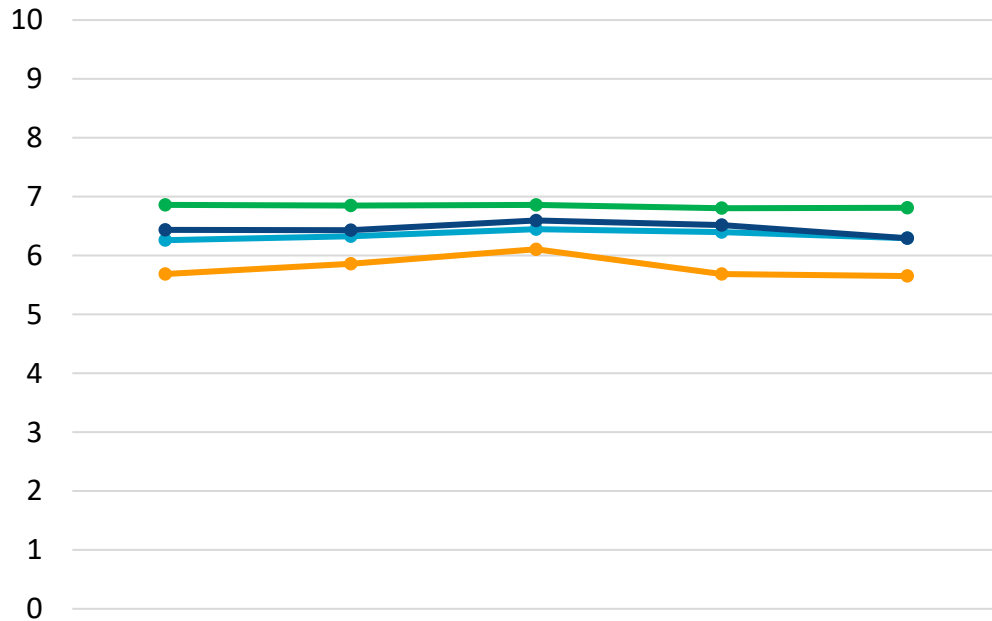
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 5.25 | 5.61 | 5.91 | 5.92 | 5.73 |
| Best result | 6.00 | 5.92 | 6.07 | 6.09 | 6.21 |
| Average result | 5.24 | 5.35 | 5.62 | 5.64 | 5.57 |
| Worst result | 4.30 | 4.39 | 5.06 | 4.76 | 4.98 |
| Responses | 7105 | 6727 | 6268 | 6974 | 5898 |

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.

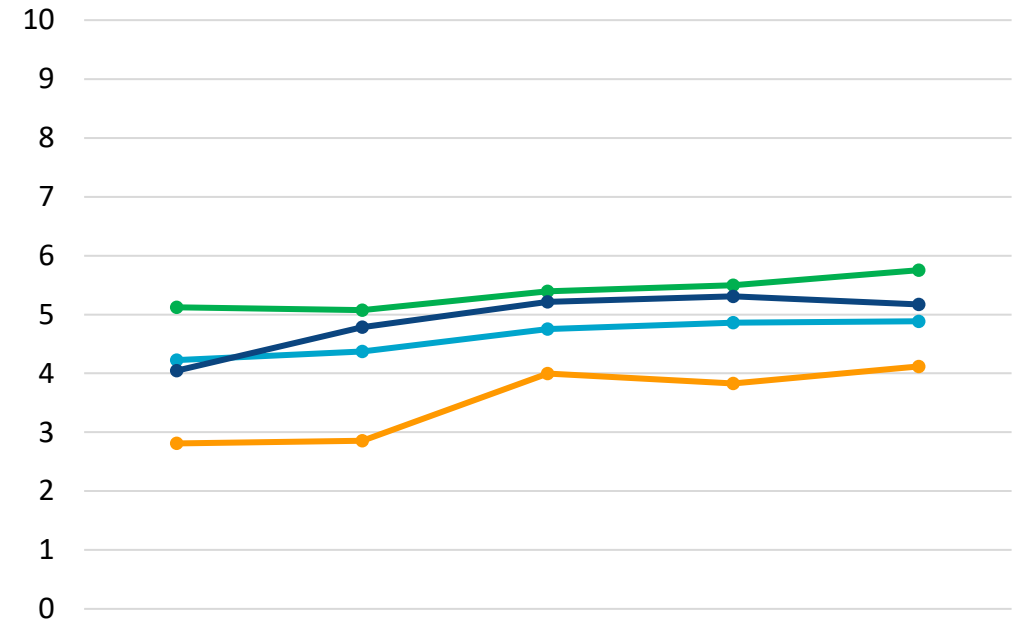


Promise element 5: We are always learning

Development



Appraisals



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.44 | 6.43 | 6.60 | 6.52 | 6.29 |
| 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 | 7501 | 6954 | 6547 | 7175 | 6054 |

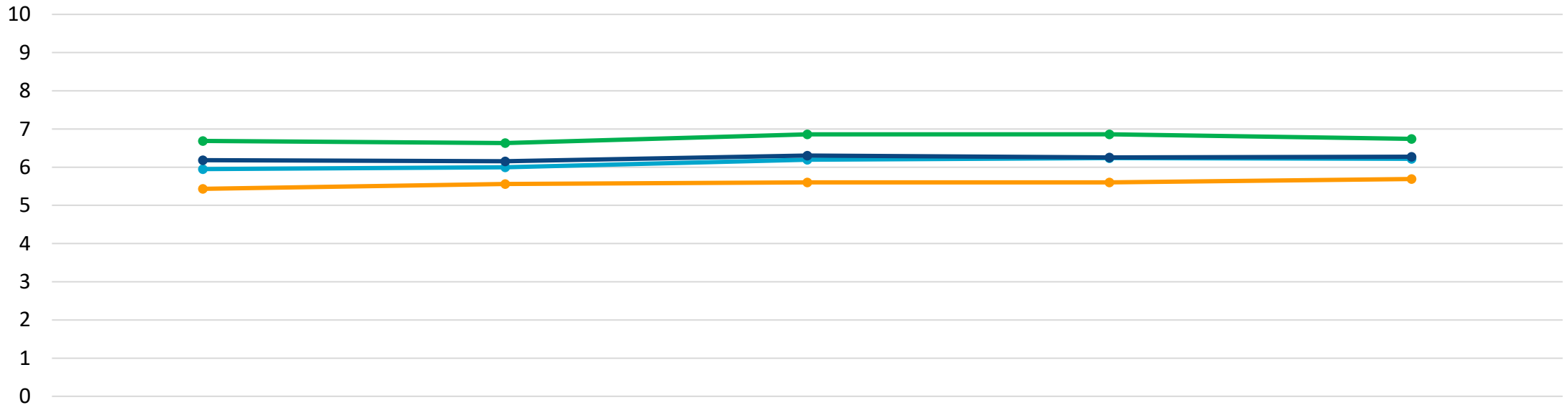
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 4.05 | 4.79 | 5.22 | 5.31 | 5.17 |
| Best result | 5.12 | 5.07 | 5.39 | 5.50 | 5.75 |
| Average result | 4.23 | 4.37 | 4.75 | 4.86 | 4.89 |
| Worst result | 2.81 | 2.86 | 3.99 | 3.83 | 4.12 |
| Responses | 7131 | 6740 | 6273 | 6988 | 5901 |

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



Promise element 6: We work flexibly

We work flexibly



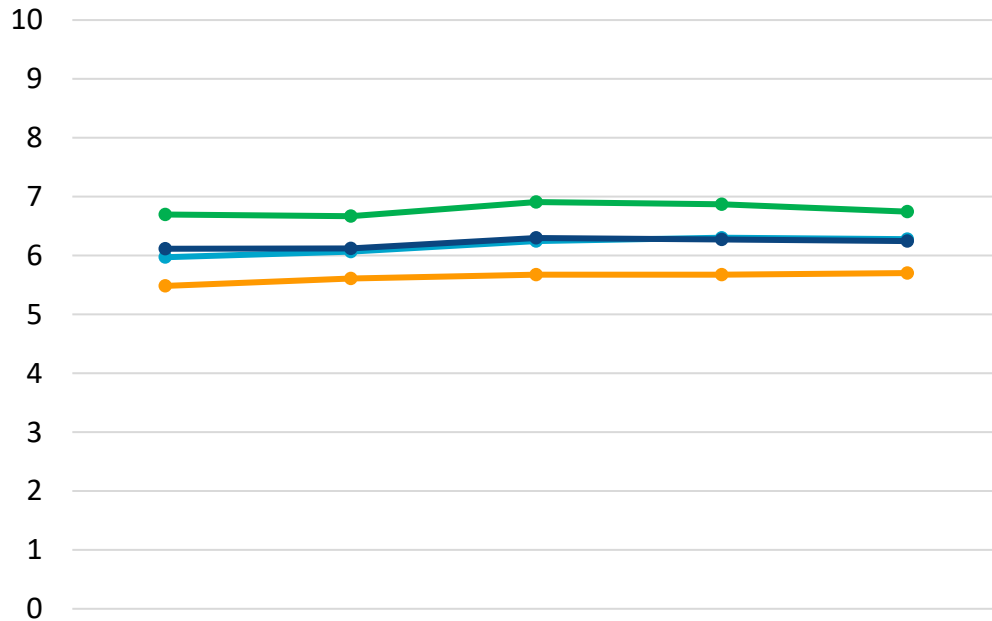
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.18 | 6.16 | 6.30 | 6.25 | 6.27 |
| Best result | 6.69 | 6.63 | 6.86 | 6.86 | 6.74 |
| Average result | 5.95 | 6.00 | 6.20 | 6.24 | 6.22 |
| Worst result | 5.43 | 5.56 | 5.60 | 5.60 | 5.69 |
| Responses | 7642 | 6950 | 6526 | 7128 | 6009 |

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

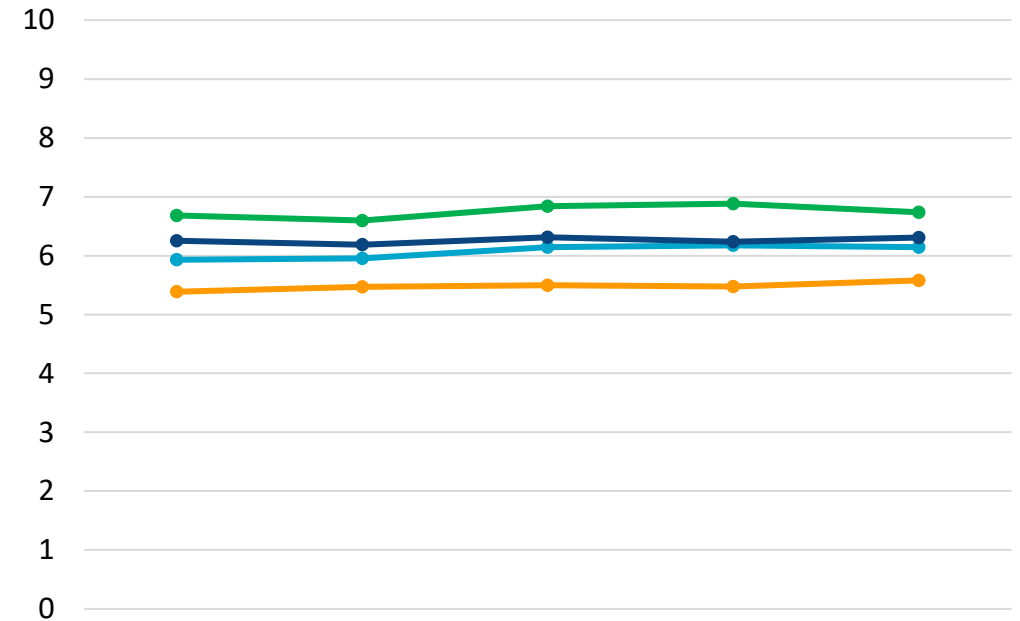


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



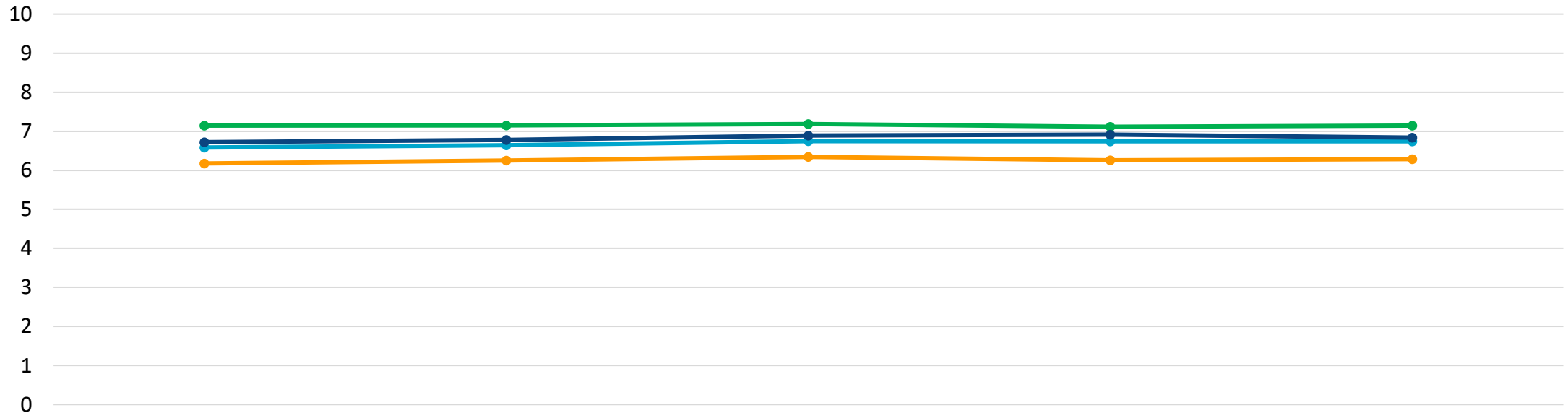
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.12 | 6.12 | 6.30 | 6.27 | 6.24 |
| Best result | 6.70 | 6.67 | 6.91 | 6.87 | 6.75 |
| Average result | 5.97 | 6.07 | 6.25 | 6.30 | 6.28 |
| Worst result | 5.48 | 5.61 | 5.67 | 5.67 | 5.70 |
| Responses | 7651 | 6963 | 6560 | 7186 | 6050 |

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.25 | 6.19 | 6.31 | 6.24 | 6.31 |
| 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 | 7680 | 6962 | 6532 | 7138 | 6019 |

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



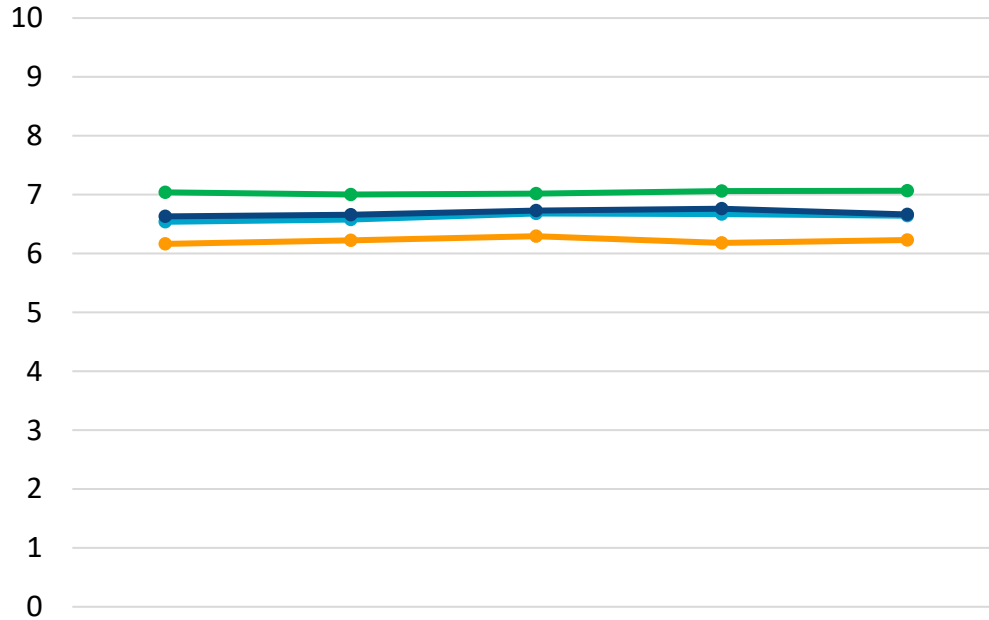
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|------|------|------|------|------|
| Your org | 6.72 | 6.78 | 6.89 | 6.91 | 6.84 |
| Best result | 7.15 | 7.15 | 7.19 | 7.12 | 7.14 |
| Average result | 6.58 | 6.64 | 6.75 | 6.75 | 6.75 |
| Worst result | 6.18 | 6.25 | 6.34 | 6.25 | 6.29 |
| Responses | 7563 | 6966 | 6548 | 7171 | 6046 |

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.

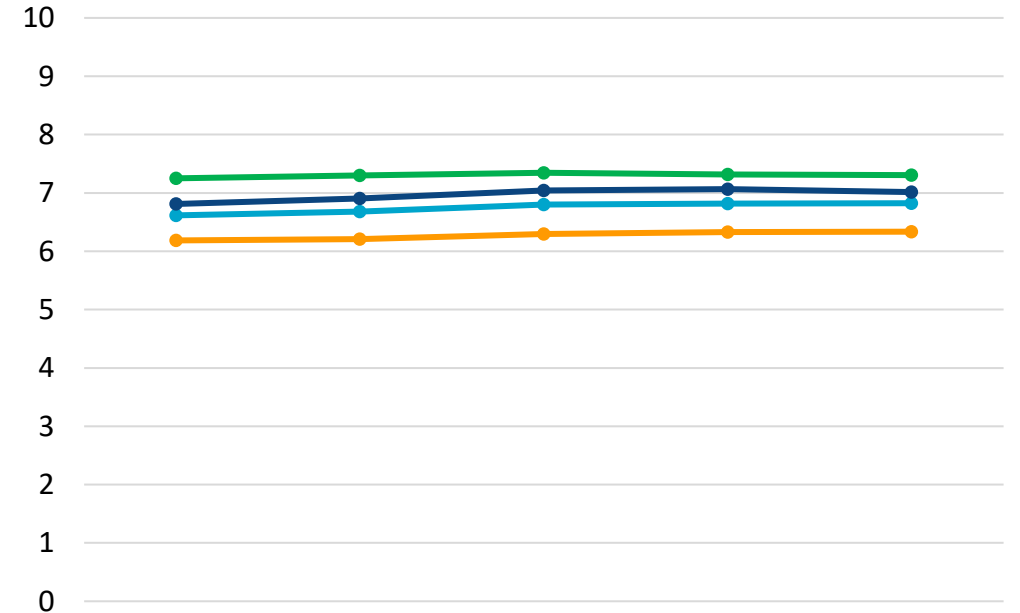


Promise element 7: We are a team

Team working



Line management



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.63 | 6.66 | 6.73 | 6.76 | 6.67 |
| 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 | 7621 | 6969 | 6555 | 7180 | 6051 |

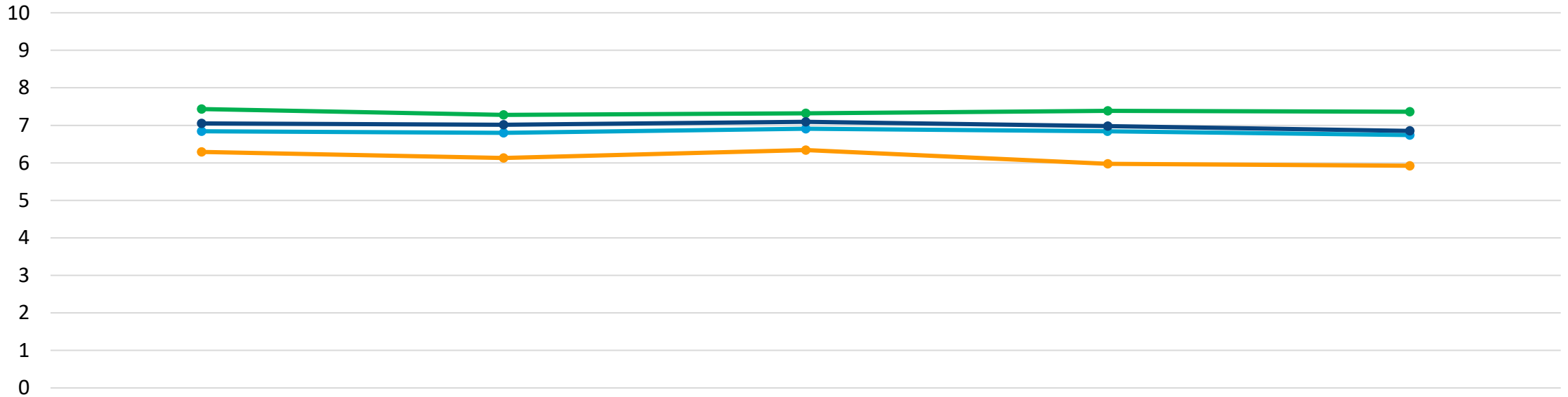
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.81 | 6.90 | 7.04 | 7.06 | 7.01 |
| Best result | 7.25 | 7.30 | 7.35 | 7.31 | 7.31 |
| Average result | 6.62 | 6.68 | 6.80 | 6.82 | 6.82 |
| Worst result | 6.19 | 6.21 | 6.30 | 6.33 | 6.34 |
| Responses | 7567 | 6967 | 6557 | 7187 | 6050 |

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



Theme: Staff Engagement

Staff Engagement



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 7.05 | 7.01 | 7.09 | 6.98 | 6.85 |
| 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 | 7691 | 6974 | 6566 | 7191 | 6056 |



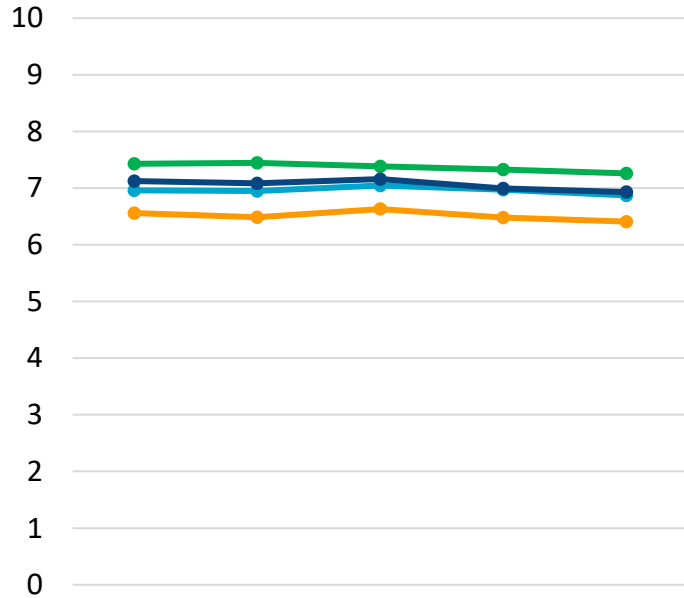
People Promise elements, themes and sub-scores: Sub-score trends

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



Theme: Staff Engagement

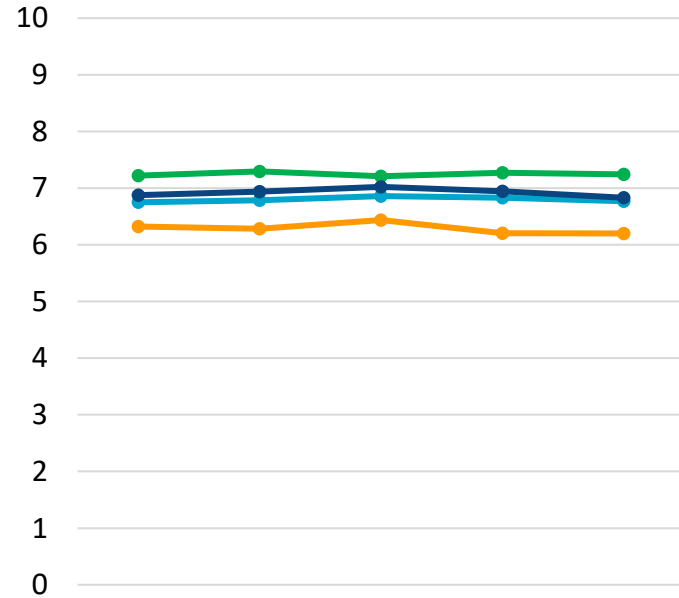
Motivation



2021 2022 2023 2024 2025

| | | | | | |
|----------------|------|------|------|------|------|
| Your org | 7.13 | 7.08 | 7.16 | 7.00 | 6.93 |
| 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 | 7692 | 6923 | 6496 | 7073 | 5972 |

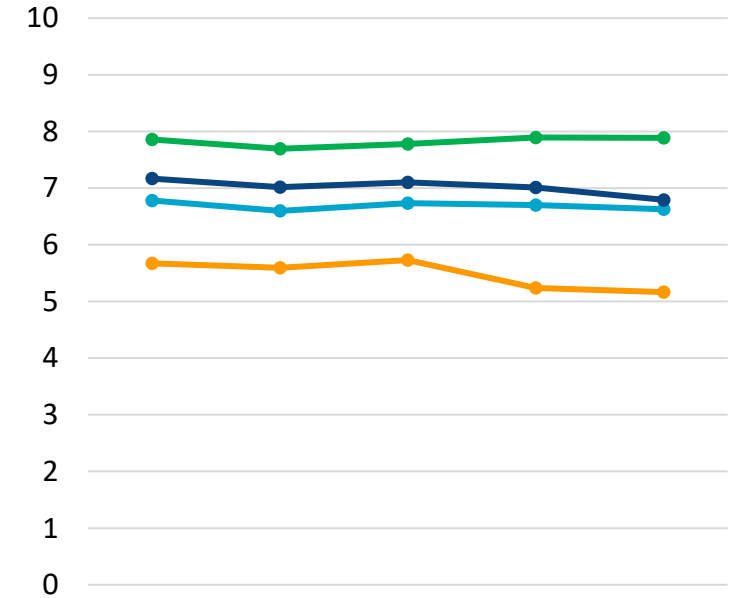
Involvement



2021 2022 2023 2024 2025

| | | | | | |
|----------------|------|------|------|------|------|
| Your org | 6.87 | 6.94 | 7.02 | 6.94 | 6.83 |
| 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 | 7699 | 6973 | 6564 | 7187 | 6054 |

Advocacy



2021 2022 2023 2024 2025

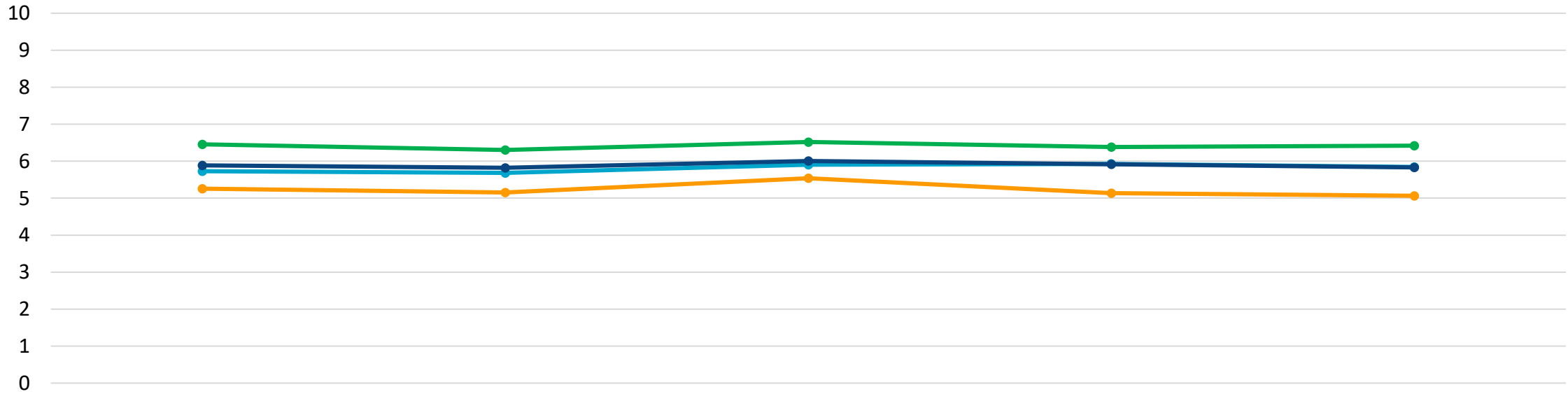
| | | | | | |
|----------------|------|------|------|------|------|
| Your org | 7.17 | 7.02 | 7.10 | 7.01 | 6.79 |
| Best result | 7.86 | 7.70 | 7.78 | 7.89 | 7.89 |
| Average result | 6.78 | 6.60 | 6.74 | 6.70 | 6.63 |
| Worst result | 5.67 | 5.60 | 5.73 | 5.24 | 5.17 |
| Responses | 7465 | 6946 | 6546 | 7163 | 6045 |

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



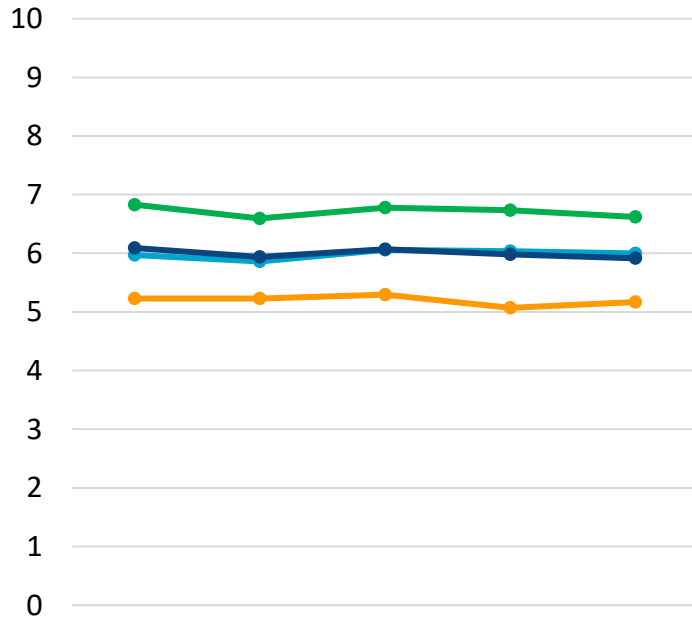
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 5.88 | 5.82 | 6.00 | 5.92 | 5.83 |
| Best result | 6.45 | 6.30 | 6.52 | 6.38 | 6.42 |
| Average result | 5.73 | 5.68 | 5.90 | 5.93 | 5.84 |
| Worst result | 5.26 | 5.16 | 5.54 | 5.13 | 5.06 |
| Responses | 7674 | 6974 | 6565 | 7194 | 6058 |

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.



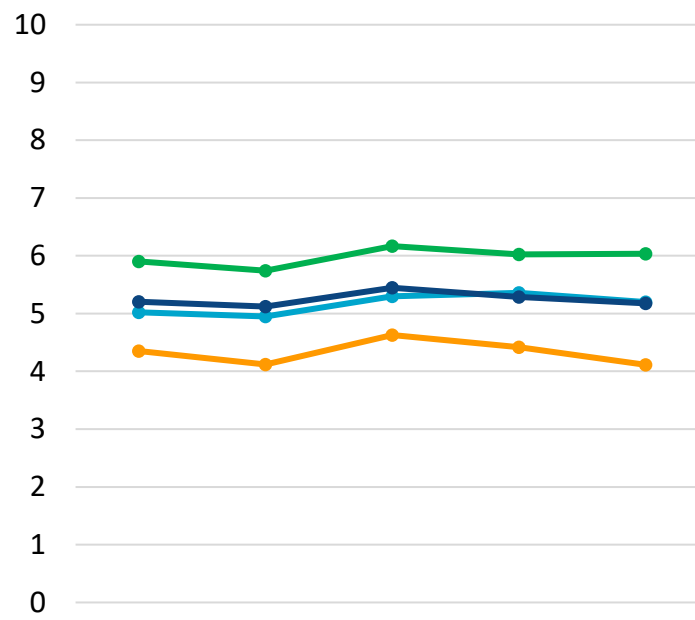
Theme: Morale

Thinking about leaving



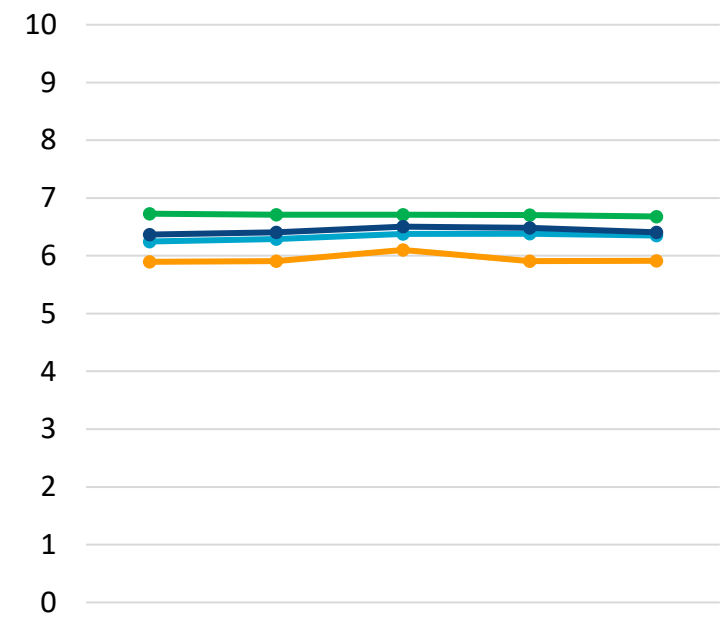
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.09 | 5.93 | 6.07 | 5.98 | 5.91 |
| Best result | 6.83 | 6.59 | 6.78 | 6.73 | 6.62 |
| Average result | 5.97 | 5.86 | 6.06 | 6.04 | 6.00 |
| Worst result | 5.23 | 5.23 | 5.29 | 5.07 | 5.17 |
| Responses | 7429 | 6911 | 6539 | 7174 | 6044 |

Work pressure



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 5.21 | 5.12 | 5.45 | 5.29 | 5.18 |
| 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 | 7696 | 6970 | 6560 | 7181 | 6052 |

Stressors



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|------|------|------|------|------|
| Your org | 6.37 | 6.41 | 6.50 | 6.49 | 6.41 |
| 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 | 7655 | 6963 | 6553 | 7178 | 6049 |

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

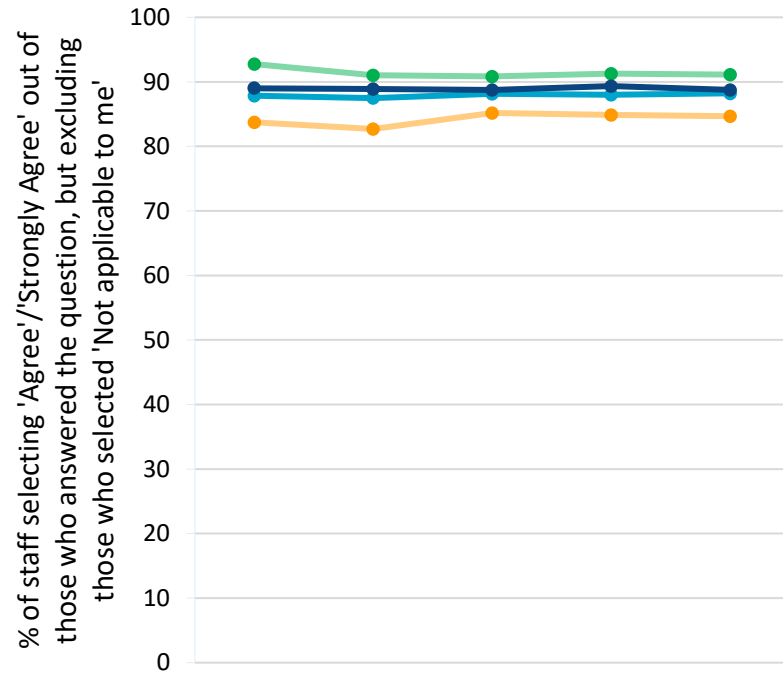
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

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

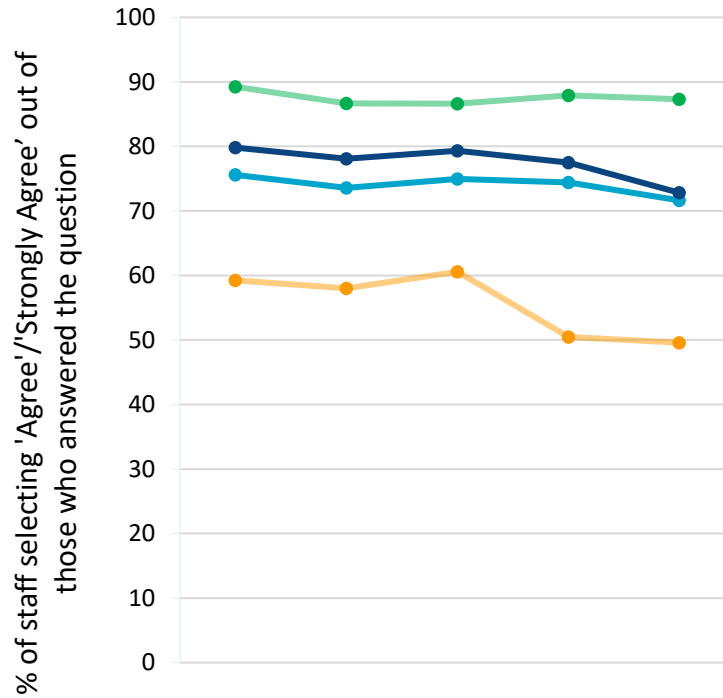


Q6a I feel that my role makes a difference to patients / service users.



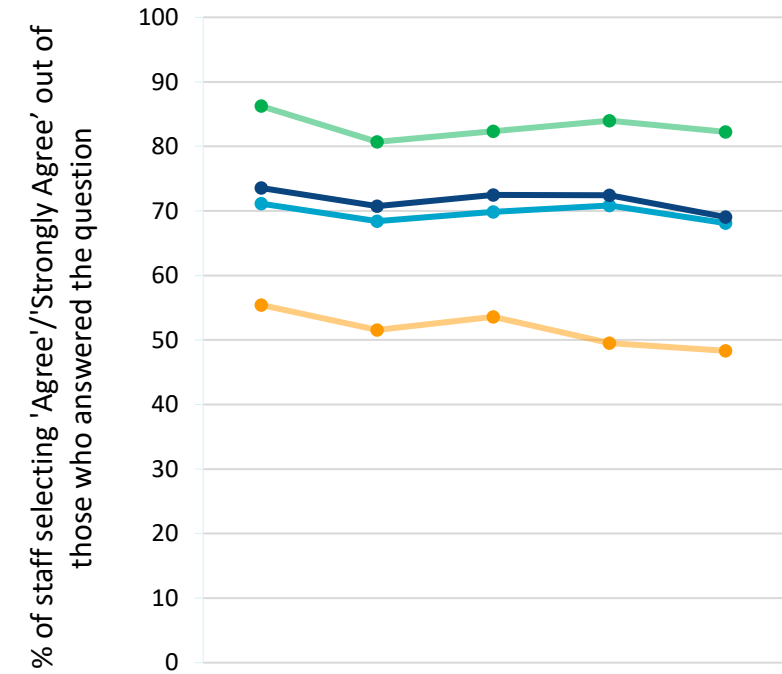
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 89.00% | 88.89% | 88.76% | 89.34% | 88.76% |
| Best result | 92.75% | 91.05% | 90.85% | 91.30% | 91.11% |
| Average result | 87.85% | 87.48% | 88.14% | 88.02% | 88.22% |
| Worst result | 83.75% | 82.70% | 85.18% | 84.88% | 84.67% |
| Responses | 7476 | 6772 | 6380 | 6986 | 5849 |

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 79.81% | 78.10% | 79.34% | 77.48% | 72.81% |
| 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 | 7460 | 6939 | 6542 | 7157 | 6035 |

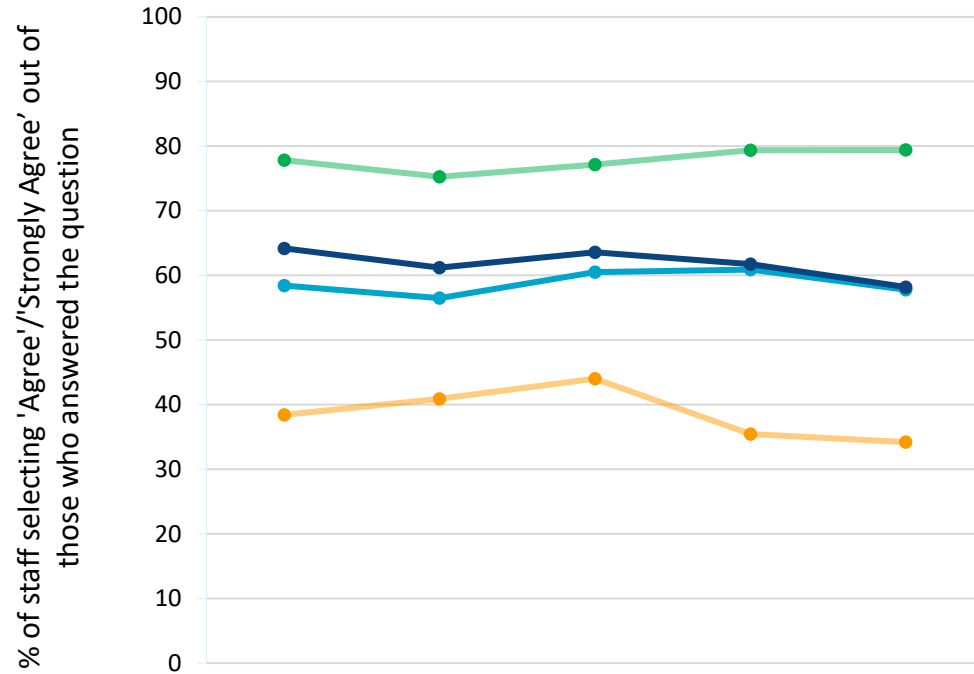
Q25b My organisation acts on concerns raised by patients / service users.



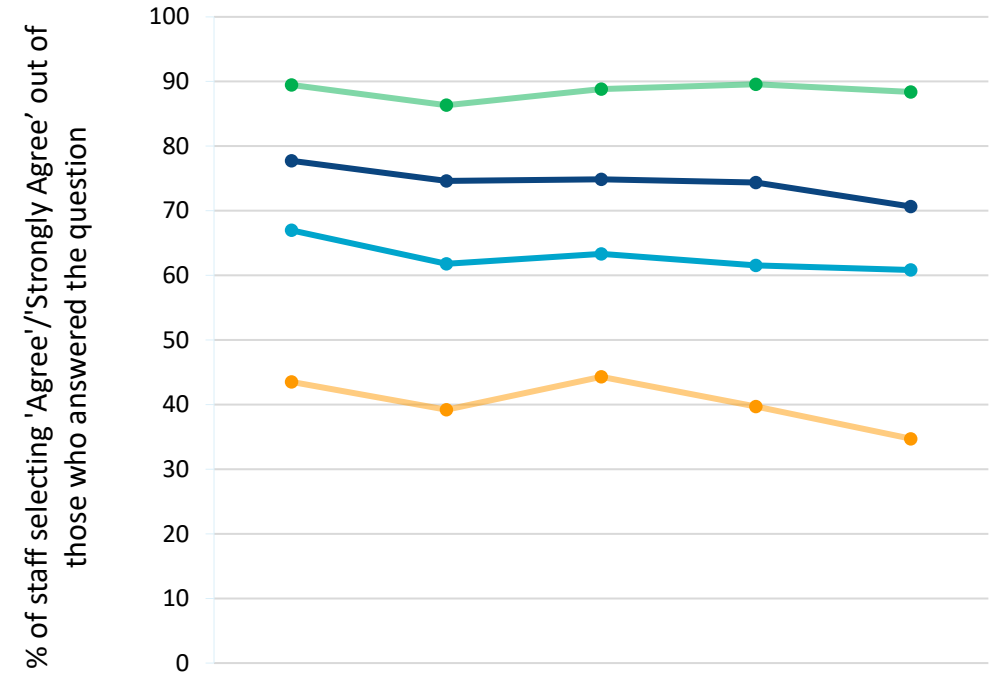
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 73.56% | 70.75% | 72.50% | 72.41% | 69.05% |
| Best result | 86.24% | 80.70% | 82.35% | 83.97% | 82.23% |
| Average result | 71.13% | 68.39% | 69.84% | 70.86% | 68.11% |
| Worst result | 55.43% | 51.54% | 53.61% | 49.53% | 48.33% |
| Responses | 7450 | 6930 | 6531 | 7147 | 6025 |



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



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

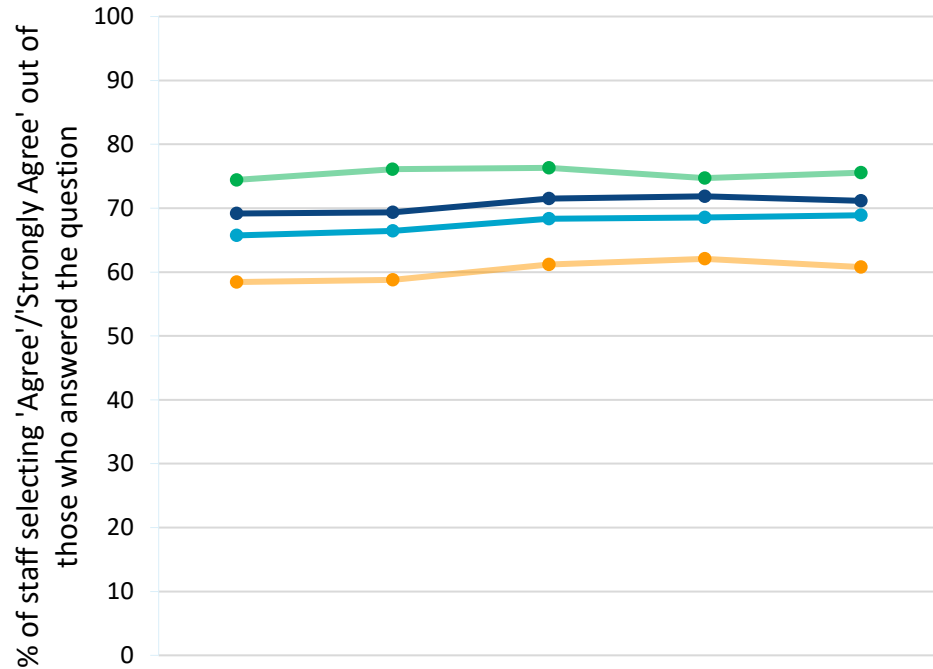


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 64.18% | 61.22% | 63.58% | 61.74% | 58.20% |
| Best result | 77.86% | 75.26% | 77.14% | 79.37% | 79.40% |
| Average result | 58.41% | 56.47% | 60.52% | 60.89% | 57.77% |
| Worst result | 38.40% | 40.90% | 44.01% | 35.43% | 34.20% |
| Responses | 7457 | 6939 | 6543 | 7150 | 6037 |

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 77.73% | 74.60% | 74.87% | 74.36% | 70.65% |
| 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 | 7456 | 6941 | 6528 | 7141 | 6033 |

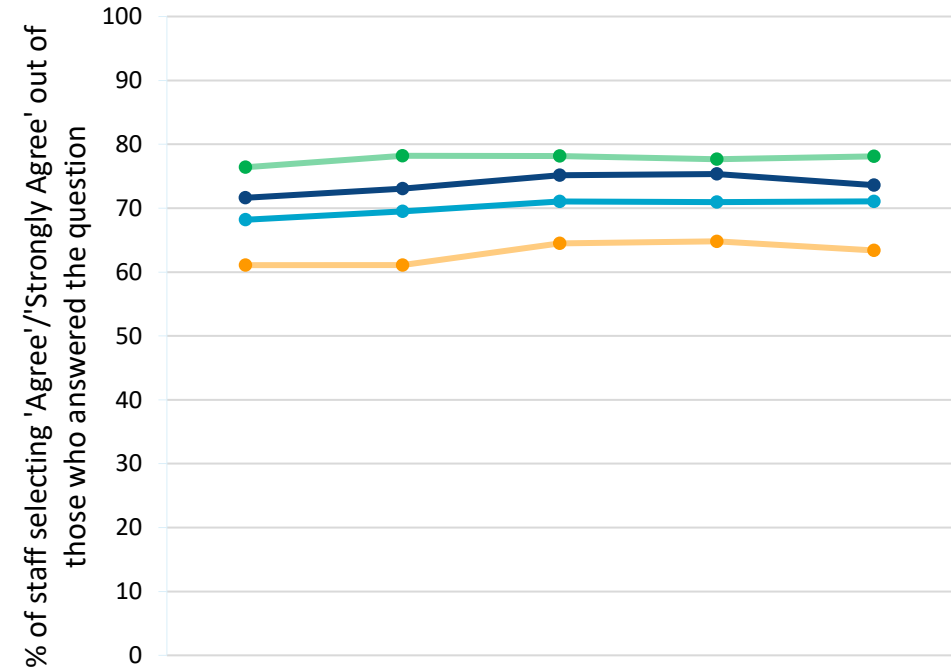


Q9f My immediate manager works together with me to come to an understanding of problems.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 69.17% | 69.37% | 71.52% | 71.85% | 71.16% |
| 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 | 7558 | 6955 | 6544 | 7174 | 6042 |

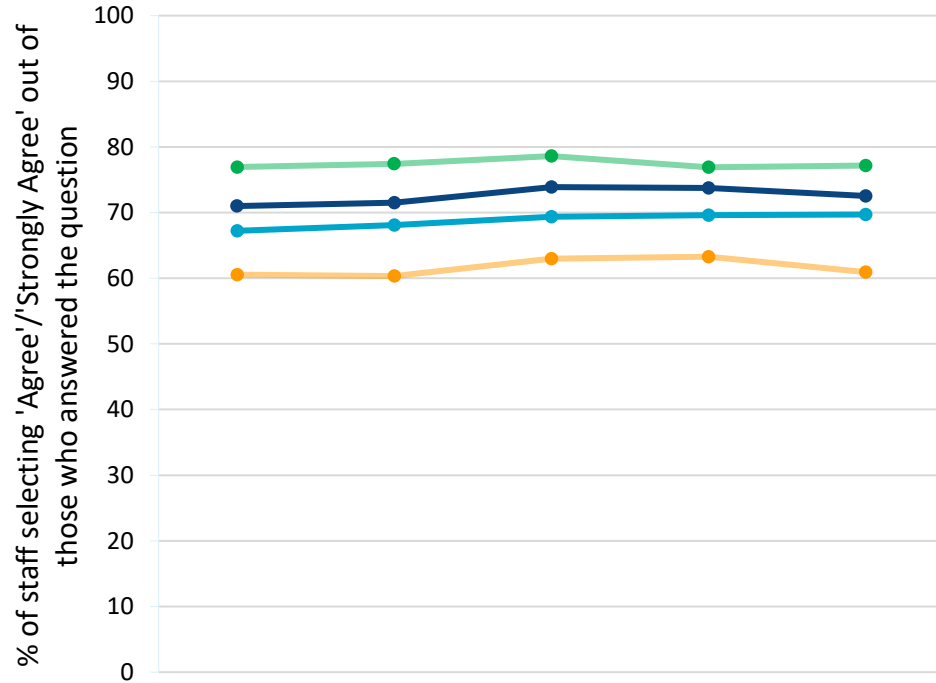
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 71.62% | 73.08% | 75.15% | 75.34% | 73.62% |
| 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 | 7565 | 6960 | 6559 | 7173 | 6046 |

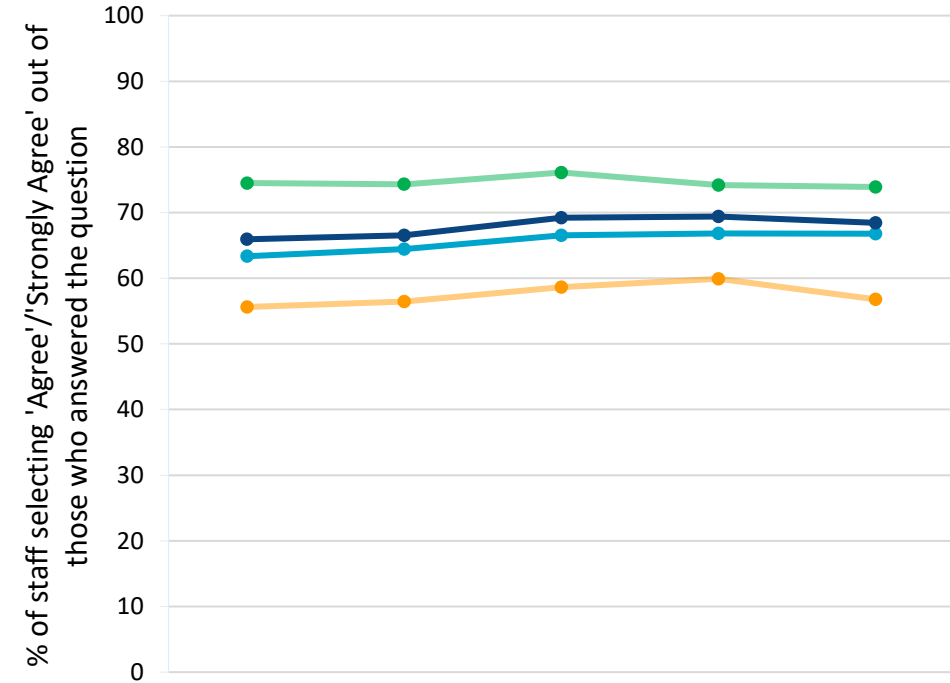


Q9h My immediate manager cares about my concerns.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 70.99% | 71.52% | 73.88% | 73.76% | 72.55% |
| Best result | 76.94% | 77.42% | 78.60% | 76.90% | 77.15% |
| Average result | 67.22% | 68.07% | 69.38% | 69.63% | 69.71% |
| Worst result | 60.56% | 60.33% | 62.96% | 63.28% | 60.93% |
| Responses | 7553 | 6954 | 6533 | 7161 | 6023 |

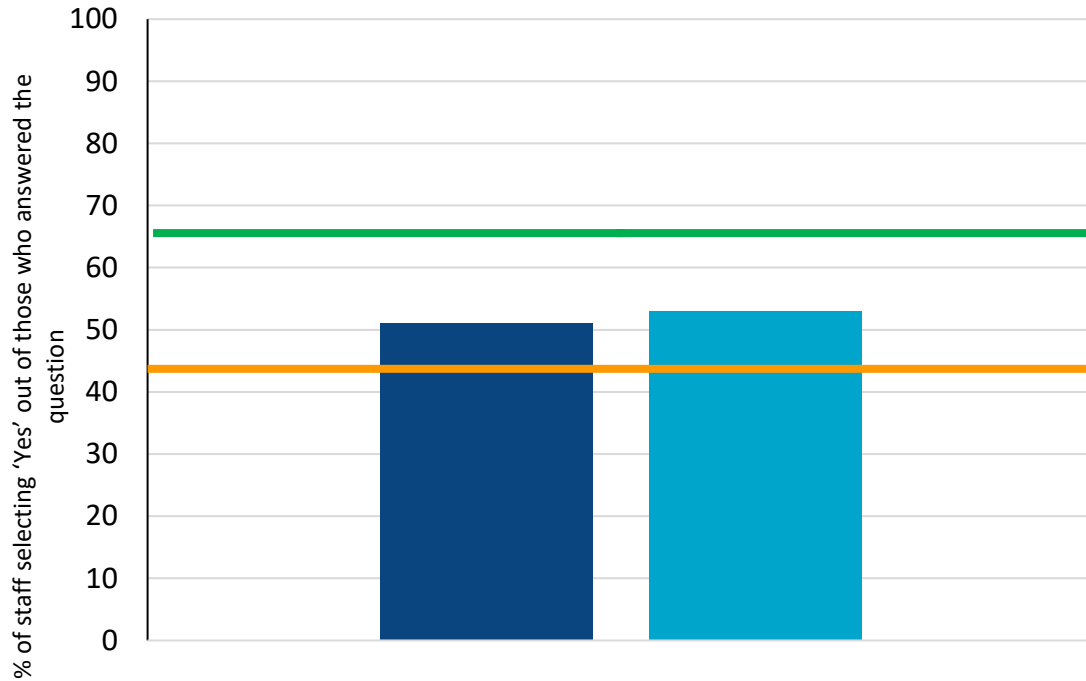
Q9i My immediate manager takes effective action to help me with any problems I face.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 65.93% | 66.52% | 69.22% | 69.40% | 68.43% |
| Best result | 74.50% | 74.31% | 76.10% | 74.19% | 73.90% |
| Average result | 63.35% | 64.44% | 66.52% | 66.82% | 66.79% |
| Worst result | 55.62% | 56.43% | 58.66% | 59.92% | 56.79% |
| Responses | 7554 | 6958 | 6538 | 7169 | 6031 |

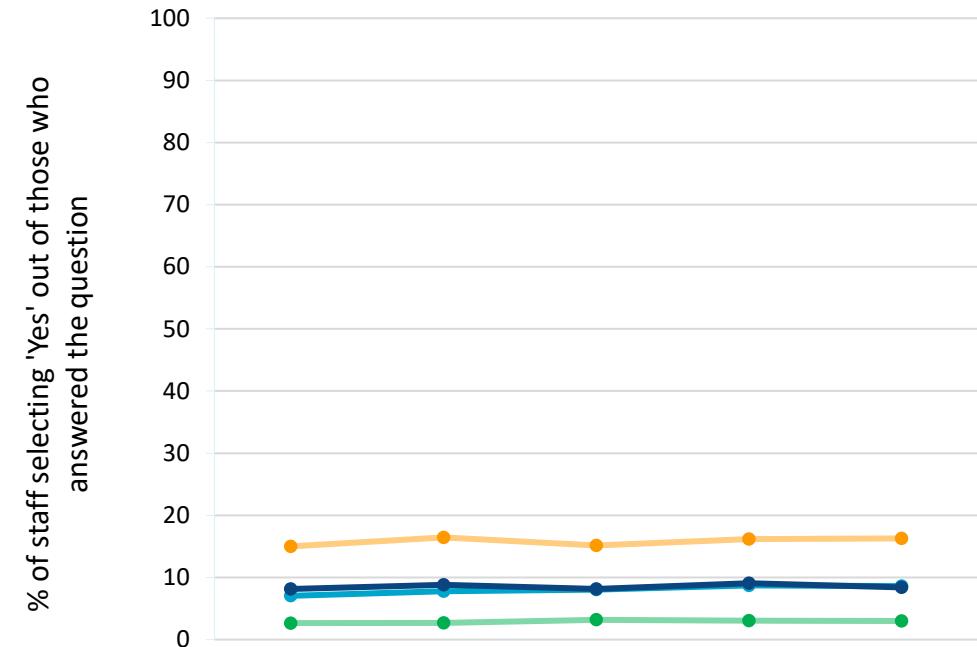


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



| | 2025 |
|----------------|--------|
| Your org | 51.19% |
| Best result | 65.57% |
| Average result | 53.05% |
| Worst result | 43.72% |
| Responses | 6010 |

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

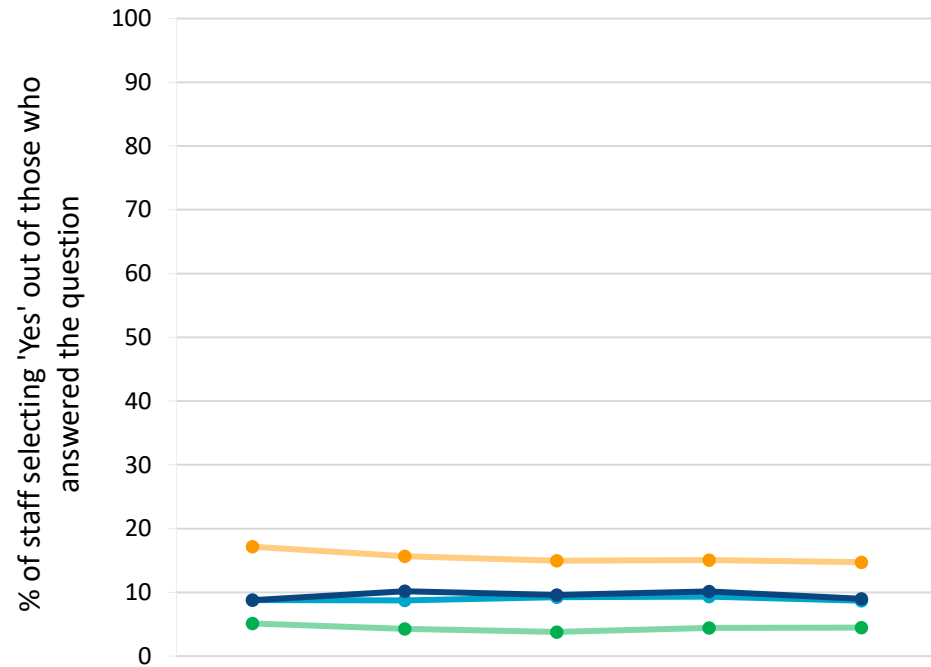


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 8.16% | 8.82% | 8.15% | 9.07% | 8.41% |
| Best result | 2.65% | 2.70% | 3.17% | 3.02% | 2.97% |
| Average result | 7.04% | 7.76% | 8.06% | 8.72% | 8.58% |
| Worst result | 15.00% | 16.44% | 15.14% | 16.17% | 16.28% |
| Responses | 7519 | 6926 | 6534 | 7140 | 6013 |

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

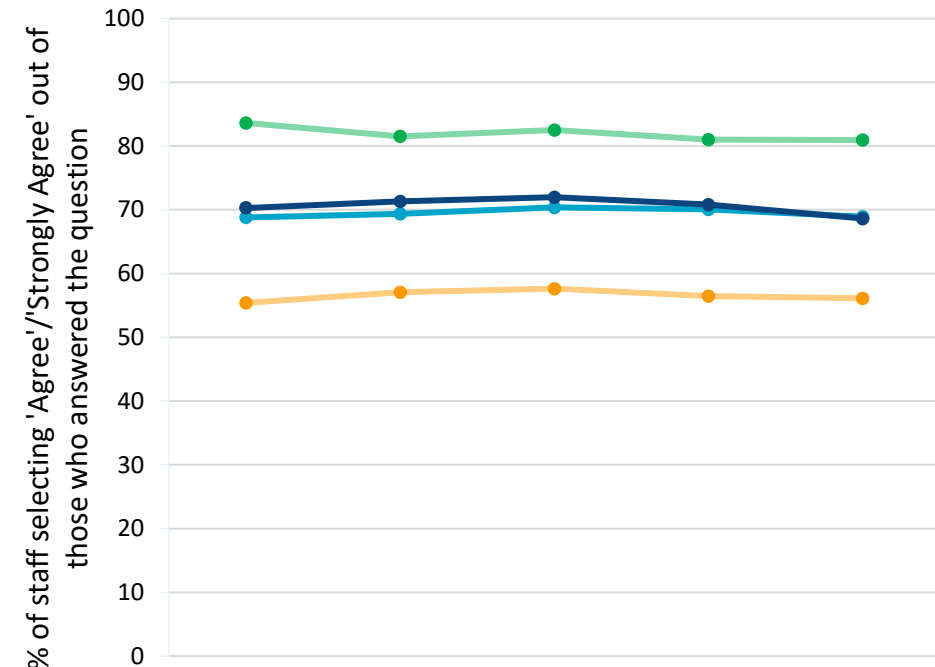


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 8.78% | 10.18% | 9.60% | 10.17% | 9.01% |
| 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 | 7505 | 6926 | 6494 | 7095 | 5948 |

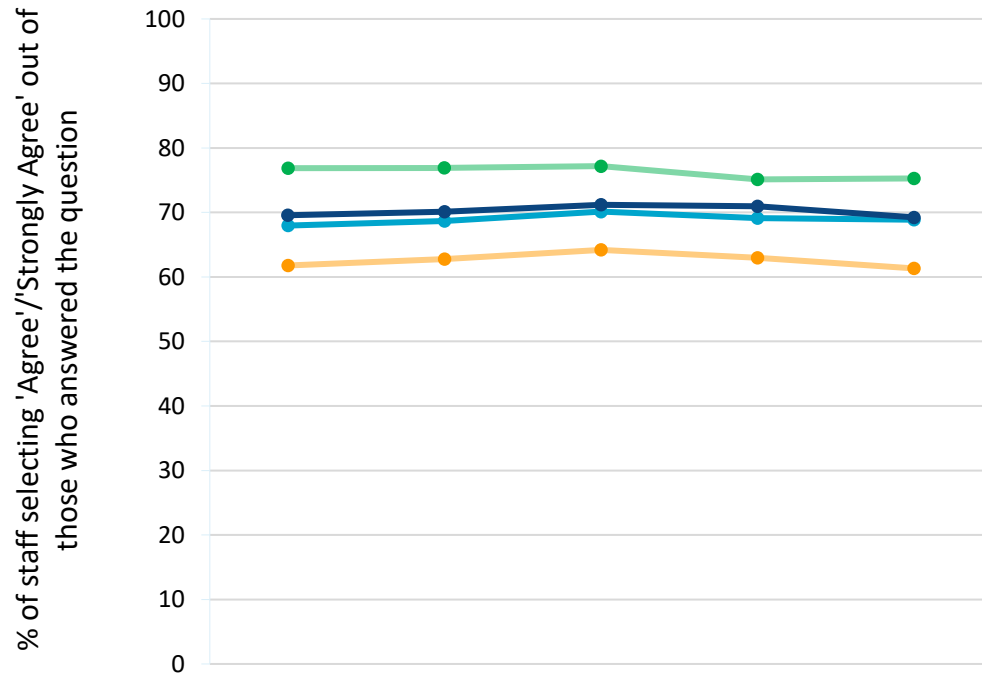
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 70.28% | 71.30% | 71.98% | 70.82% | 68.64% |
| 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 | 7511 | 6942 | 6534 | 7131 | 6009 |

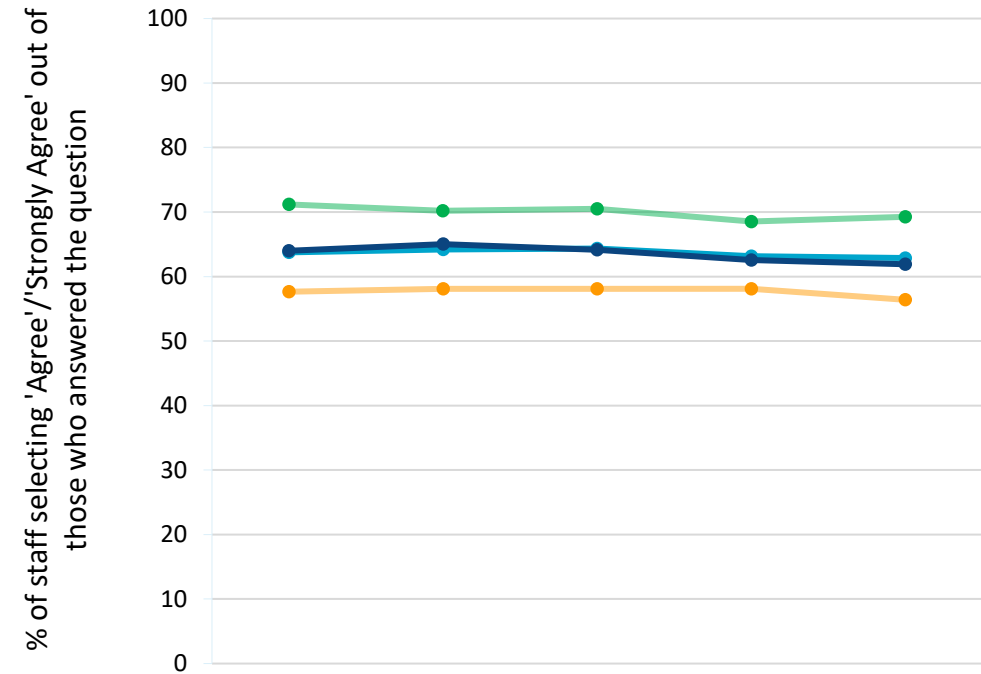


Q7h I feel valued by my team.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 69.54% | 70.14% | 71.18% | 70.96% | 69.24% |
| Best result | 76.87% | 76.89% | 77.18% | 75.13% | 75.29% |
| Average result | 67.97% | 68.70% | 70.14% | 69.10% | 68.86% |
| Worst result | 61.78% | 62.75% | 64.19% | 62.95% | 61.33% |
| Responses | 7617 | 6960 | 6538 | 7148 | 6021 |

Q7i I feel a strong personal attachment to my team.

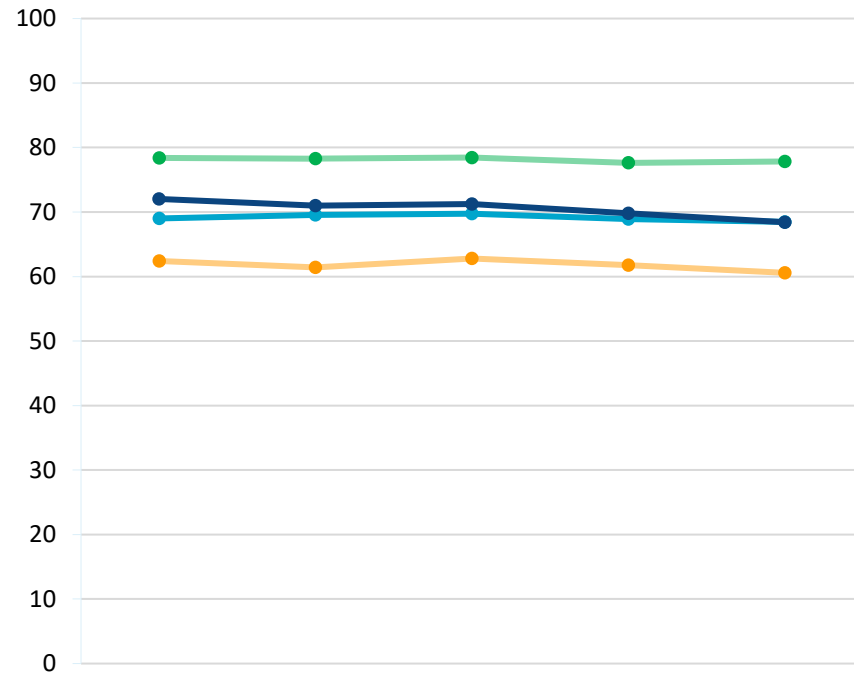


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 64.00% | 65.02% | 64.16% | 62.55% | 61.90% |
| Best result | 71.18% | 70.19% | 70.51% | 68.53% | 69.25% |
| Average result | 63.76% | 64.19% | 64.34% | 63.17% | 62.88% |
| Worst result | 57.67% | 58.08% | 58.09% | 58.10% | 56.40% |
| Responses | 7614 | 6961 | 6540 | 7158 | 6024 |



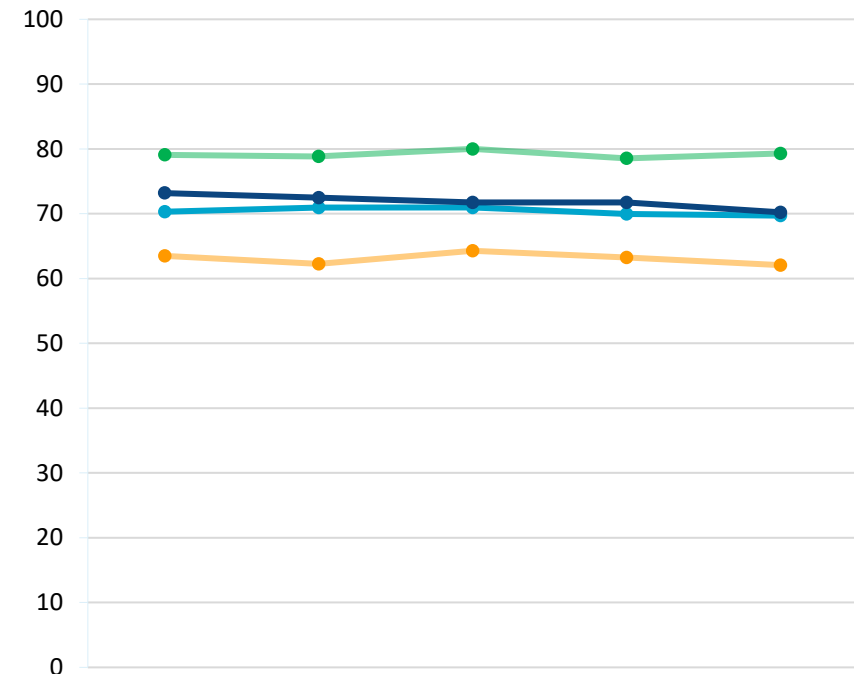
Q8b The people I work with are understanding and kind to one another.

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



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

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 72.03% | 71.02% | 71.26% | 69.78% | 68.42% |
| 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 | 7599 | 6964 | 6536 | 7155 | 6024 |

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 73.18% | 72.50% | 71.76% | 71.72% | 70.22% |
| 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 | 7600 | 6961 | 6534 | 7153 | 6017 |

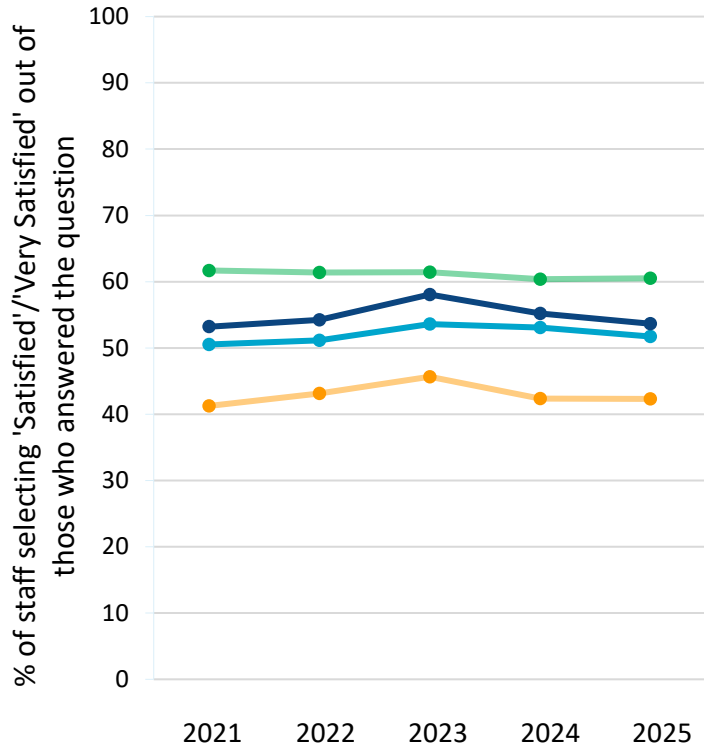
People Promise element – We are recognised and rewarded



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

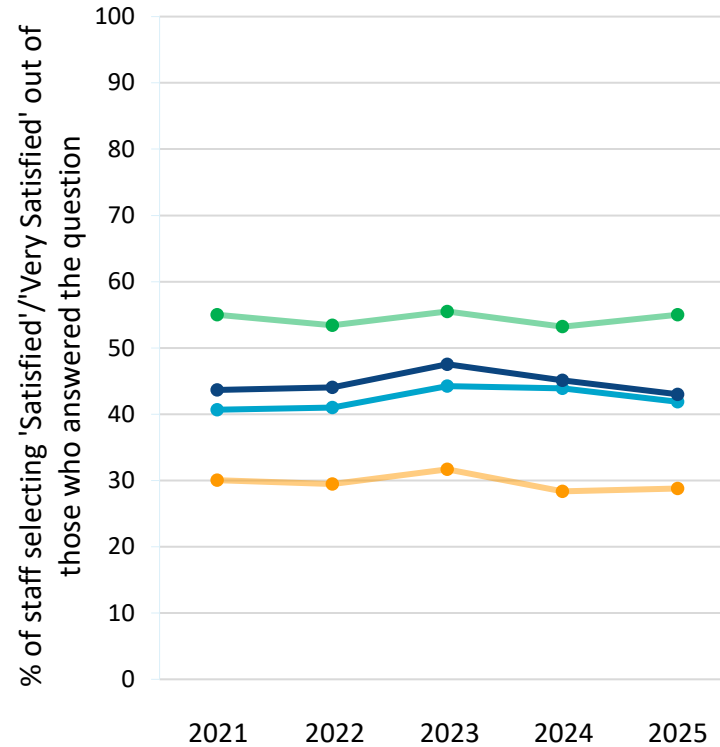


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



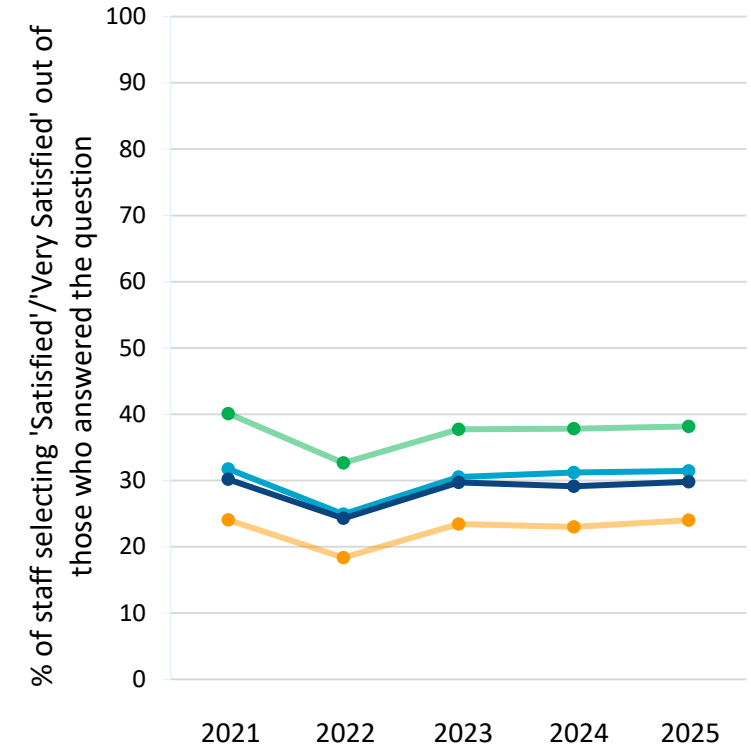
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 53.20% | 54.22% | 58.06% | 55.22% | 53.67% |
| Best result | 61.69% | 61.38% | 61.41% | 60.38% | 60.51% |
| Average result | 50.53% | 51.13% | 53.60% | 53.06% | 51.72% |
| Worst result | 41.25% | 43.14% | 45.66% | 42.36% | 42.31% |
| Responses | 7667 | 6953 | 6545 | 7182 | 6054 |

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 43.68% | 44.07% | 47.54% | 45.11% | 43.01% |
| Best result | 55.03% | 53.44% | 55.51% | 53.21% | 55.01% |
| Average result | 40.68% | 41.02% | 44.24% | 43.91% | 41.90% |
| Worst result | 30.03% | 29.48% | 31.68% | 28.36% | 28.77% |
| Responses | 7671 | 6959 | 6545 | 7157 | 6027 |

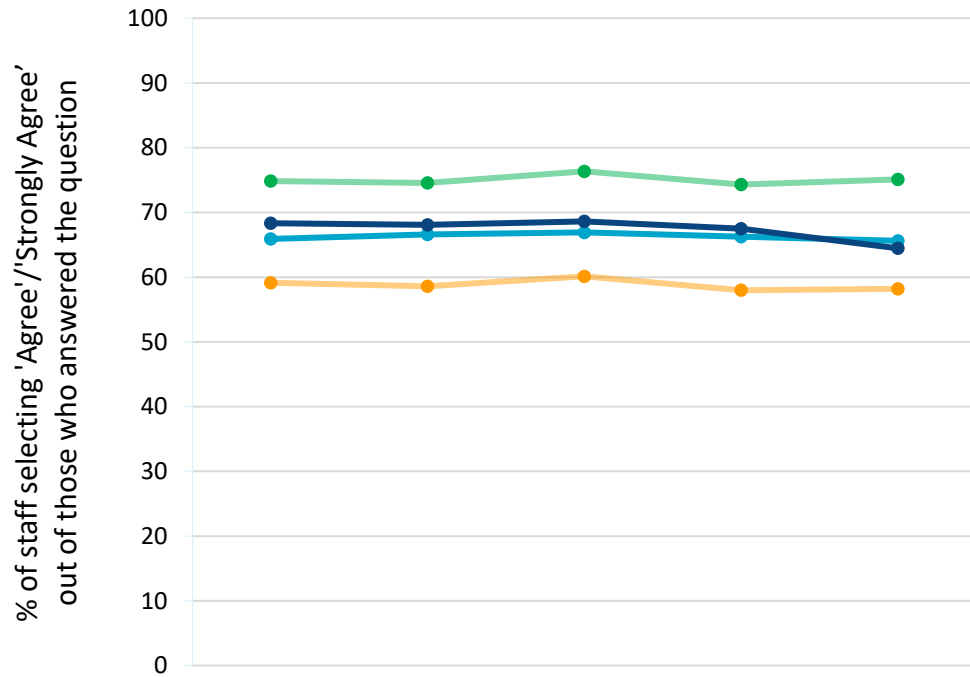
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 30.17% | 24.28% | 29.71% | 29.10% | 29.79% |
| Best result | 40.11% | 32.64% | 37.73% | 37.83% | 38.14% |
| Average result | 31.75% | 24.92% | 30.54% | 31.19% | 31.45% |
| Worst result | 24.05% | 18.36% | 23.42% | 22.97% | 24.01% |
| Responses | 7679 | 6958 | 6549 | 7169 | 6038 |

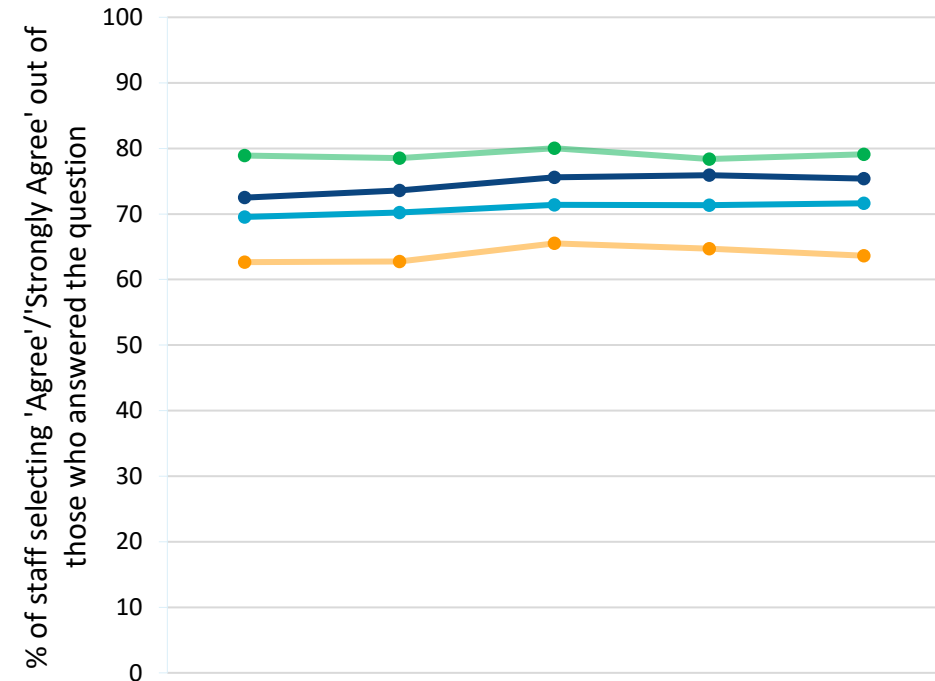


Q8d The people I work with show appreciation to one another.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 68.32% | 68.10% | 68.61% | 67.50% | 64.46% |
| Best result | 74.84% | 74.56% | 76.35% | 74.30% | 75.09% |
| Average result | 65.91% | 66.62% | 66.92% | 66.23% | 65.62% |
| Worst result | 59.15% | 58.58% | 60.13% | 57.98% | 58.20% |
| Responses | 7590 | 6955 | 6528 | 7140 | 6000 |

Q9e My immediate manager values my work.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 72.49% | 73.61% | 75.60% | 75.91% | 75.40% |
| Best result | 78.90% | 78.53% | 80.02% | 78.38% | 79.12% |
| Average result | 69.55% | 70.22% | 71.41% | 71.32% | 71.63% |
| Worst result | 62.65% | 62.75% | 65.51% | 64.72% | 63.64% |
| Responses | 7550 | 6948 | 6548 | 7177 | 6044 |

People Promise element – We each have a voice that counts



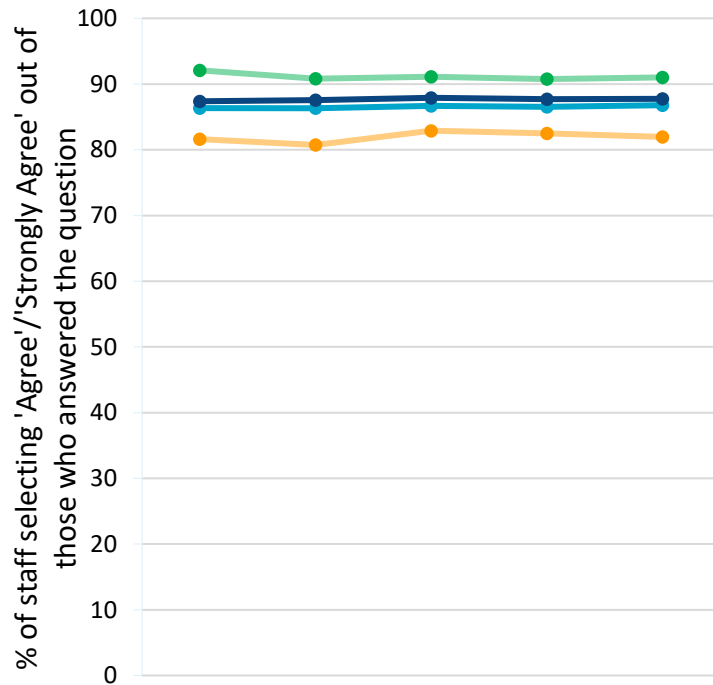
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

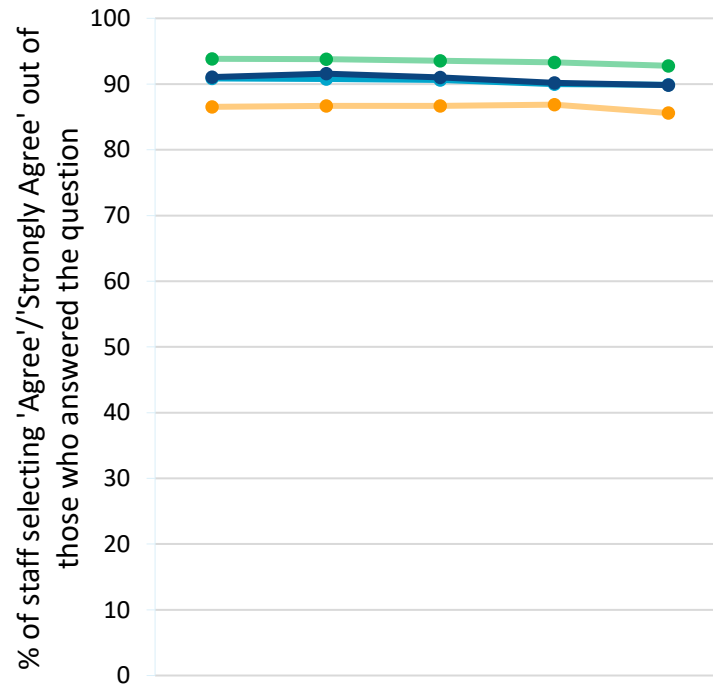


Q3a I always know what my work responsibilities are.



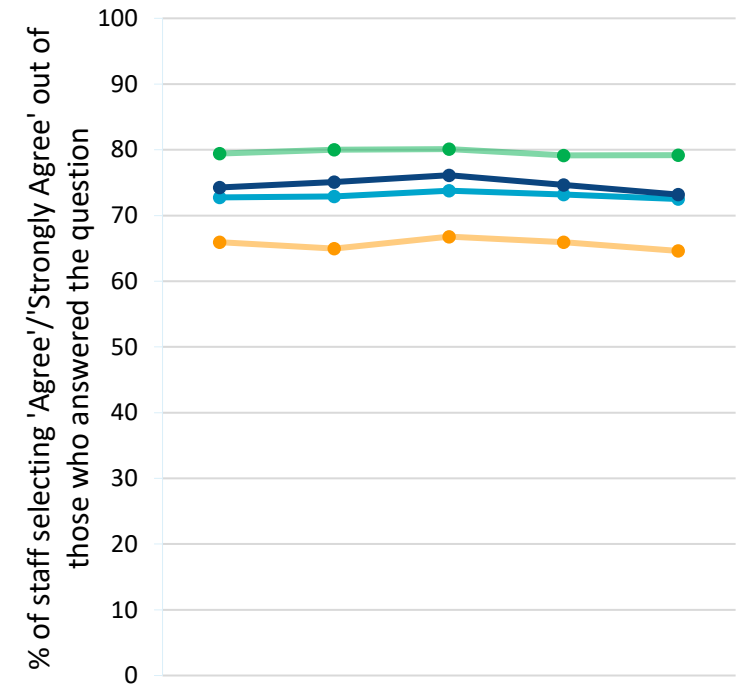
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 87.38% | 87.58% | 87.91% | 87.70% | 87.74% |
| Best result | 92.09% | 90.81% | 91.10% | 90.75% | 91.00% |
| Average result | 86.33% | 86.32% | 86.69% | 86.53% | 86.79% |
| Worst result | 81.63% | 80.73% | 82.90% | 82.49% | 81.95% |
| Responses | 7673 | 6950 | 6558 | 7192 | 6055 |

Q3b I am trusted to do my job.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 91.07% | 91.58% | 91.01% | 90.19% | 89.84% |
| Best result | 93.84% | 93.80% | 93.54% | 93.29% | 92.78% |
| Average result | 90.85% | 90.77% | 90.61% | 89.98% | 89.88% |
| Worst result | 86.54% | 86.65% | 86.66% | 86.87% | 85.58% |
| Responses | 7691 | 6963 | 6554 | 7181 | 6041 |

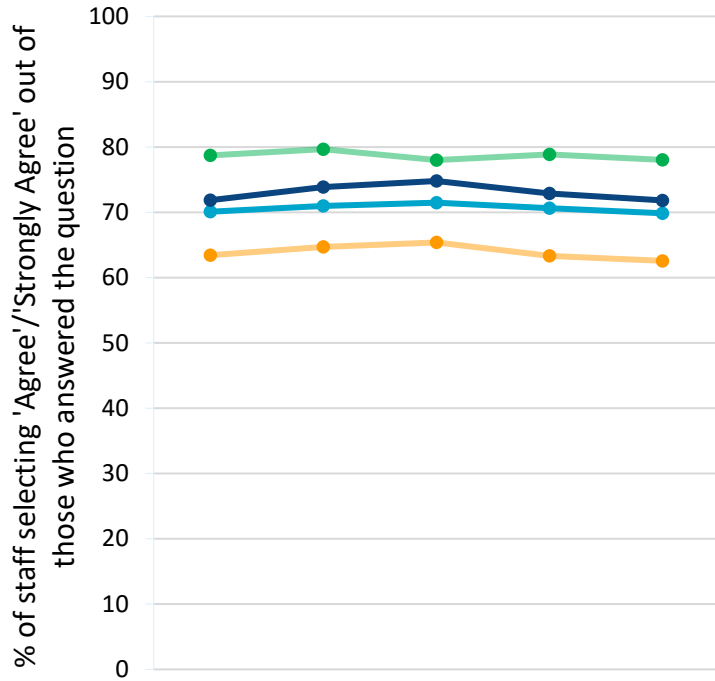
Q3c There are frequent opportunities for me to show initiative in my role.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 74.24% | 75.08% | 76.13% | 74.65% | 73.18% |
| Best result | 79.41% | 80.01% | 80.10% | 79.15% | 79.17% |
| Average result | 72.75% | 72.91% | 73.77% | 73.20% | 72.51% |
| Worst result | 65.92% | 64.98% | 66.78% | 65.94% | 64.60% |
| Responses | 7686 | 6961 | 6555 | 7168 | 6041 |

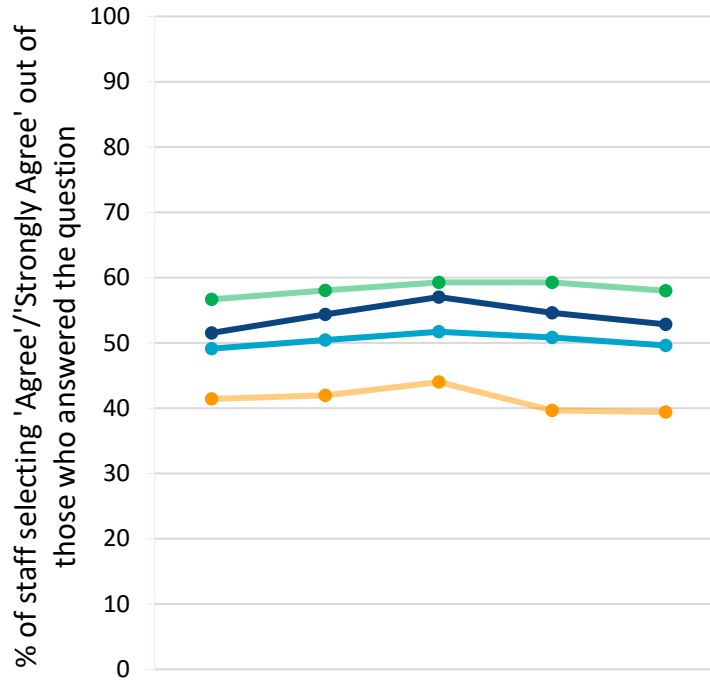


Q3d I am able to make suggestions to improve the work of my team / department.



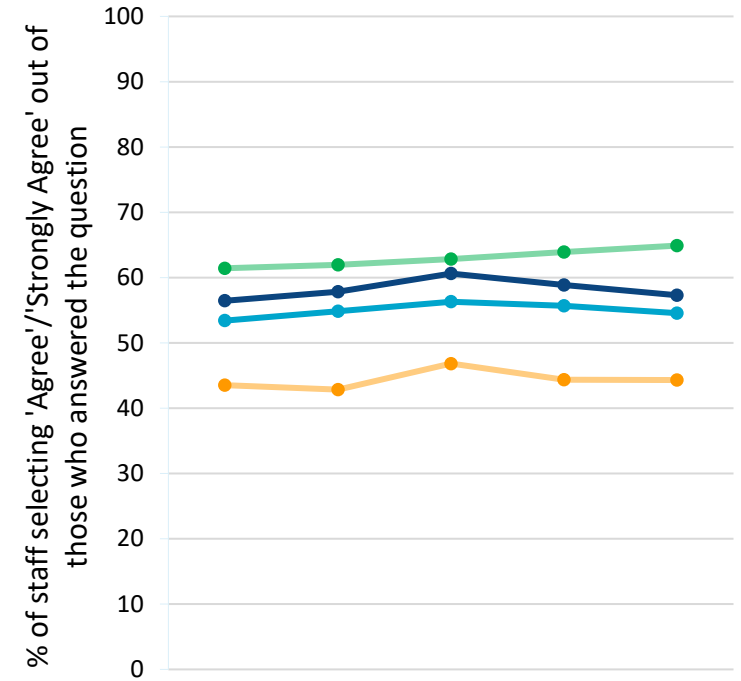
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 71.83% | 73.85% | 74.79% | 72.89% | 71.83% |
| Best result | 78.70% | 79.67% | 78.00% | 78.84% | 78.03% |
| Average result | 70.10% | 70.97% | 71.47% | 70.61% | 69.85% |
| Worst result | 63.42% | 64.70% | 65.38% | 63.33% | 62.56% |
| Responses | 7695 | 6965 | 6561 | 7162 | 6026 |

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 51.52% | 54.34% | 57.02% | 54.61% | 52.84% |
| 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 | 7692 | 6966 | 6555 | 7142 | 6031 |

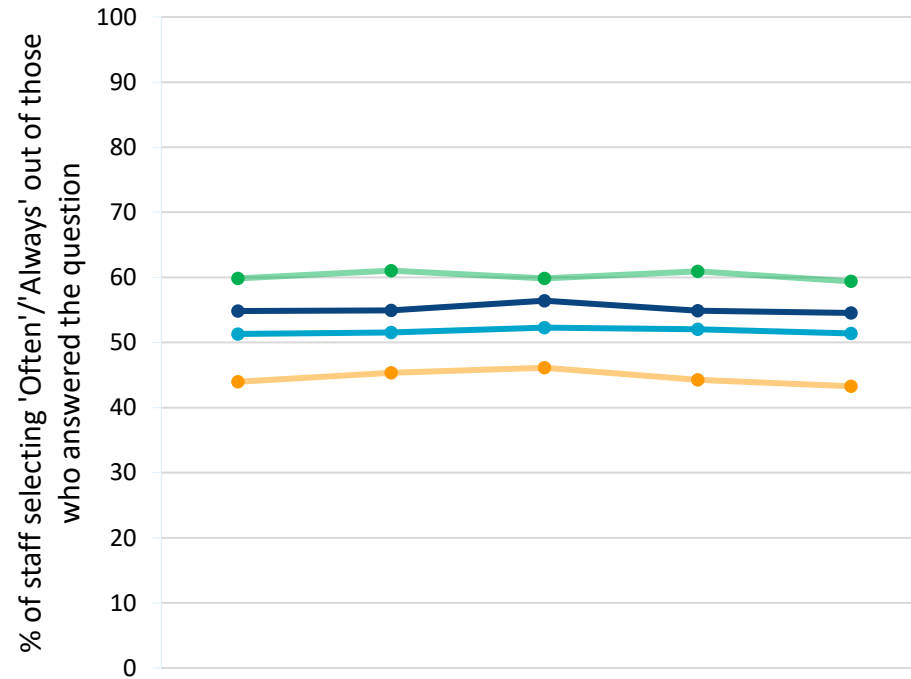
Q3f I am able to make improvements happen in my area of work.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 56.45% | 57.82% | 60.62% | 58.89% | 57.31% |
| Best result | 61.43% | 61.98% | 62.84% | 63.94% | 64.90% |
| Average result | 53.41% | 54.86% | 56.30% | 55.71% | 54.54% |
| Worst result | 43.54% | 42.85% | 46.84% | 44.35% | 44.33% |
| Responses | 7681 | 6964 | 6538 | 7150 | 6004 |



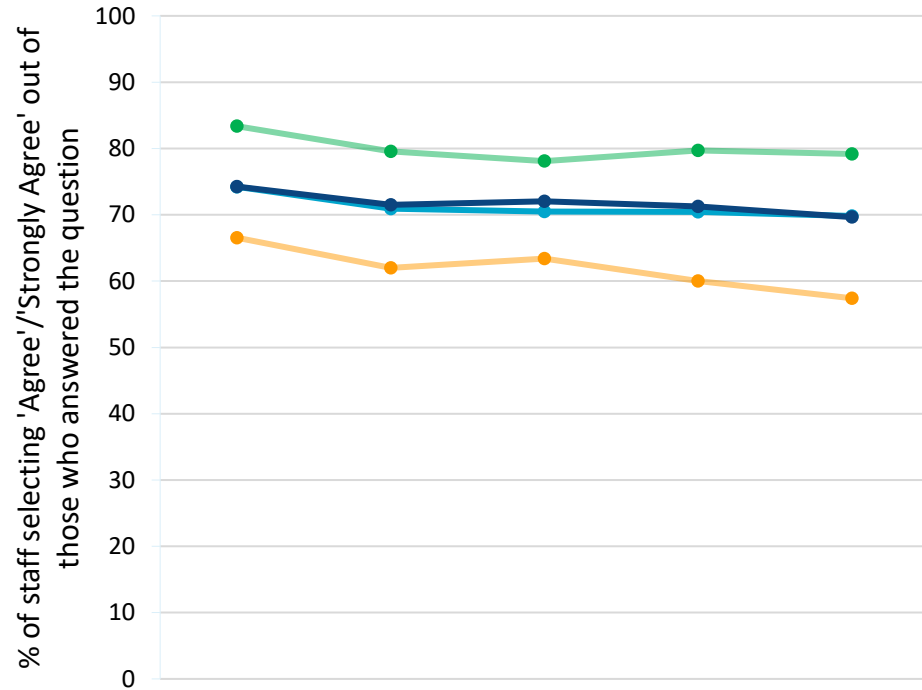
Q5b I have a choice in deciding how to do my work.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 54.82% | 54.95% | 56.42% | 54.90% | 54.54% |
| Best result | 59.84% | 61.04% | 59.83% | 60.94% | 59.39% |
| Average result | 51.31% | 51.54% | 52.28% | 52.02% | 51.37% |
| Worst result | 43.95% | 45.34% | 46.12% | 44.25% | 43.28% |
| Responses | 7651 | 6950 | 6541 | 7149 | 6023 |

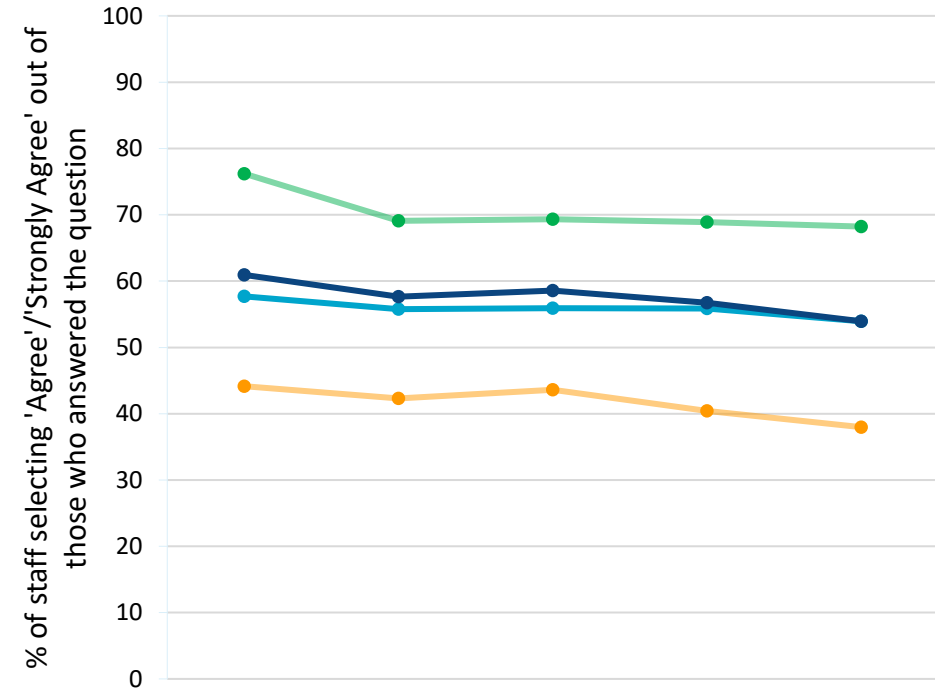


Q20a I would feel secure raising concerns about unsafe clinical practice.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 74.25% | 71.48% | 72.04% | 71.26% | 69.65% |
| Best result | 83.36% | 79.55% | 78.09% | 79.72% | 79.16% |
| Average result | 74.22% | 70.95% | 70.47% | 70.44% | 69.82% |
| Worst result | 66.54% | 61.98% | 63.38% | 60.04% | 57.41% |
| Responses | 7499 | 6941 | 6527 | 7133 | 6030 |

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

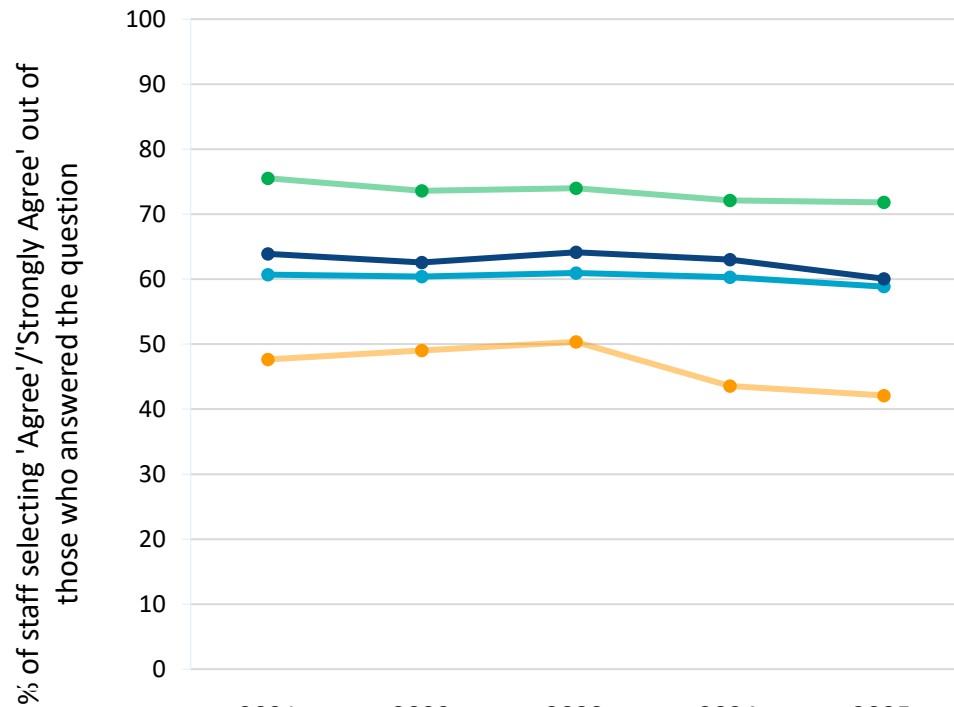


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 60.93% | 57.64% | 58.55% | 56.73% | 53.94% |
| Best result | 76.20% | 69.10% | 69.34% | 68.88% | 68.23% |
| Average result | 57.69% | 55.78% | 55.93% | 55.88% | 53.94% |
| Worst result | 44.15% | 42.28% | 43.60% | 40.40% | 37.97% |
| Responses | 7501 | 6940 | 6513 | 7111 | 5999 |

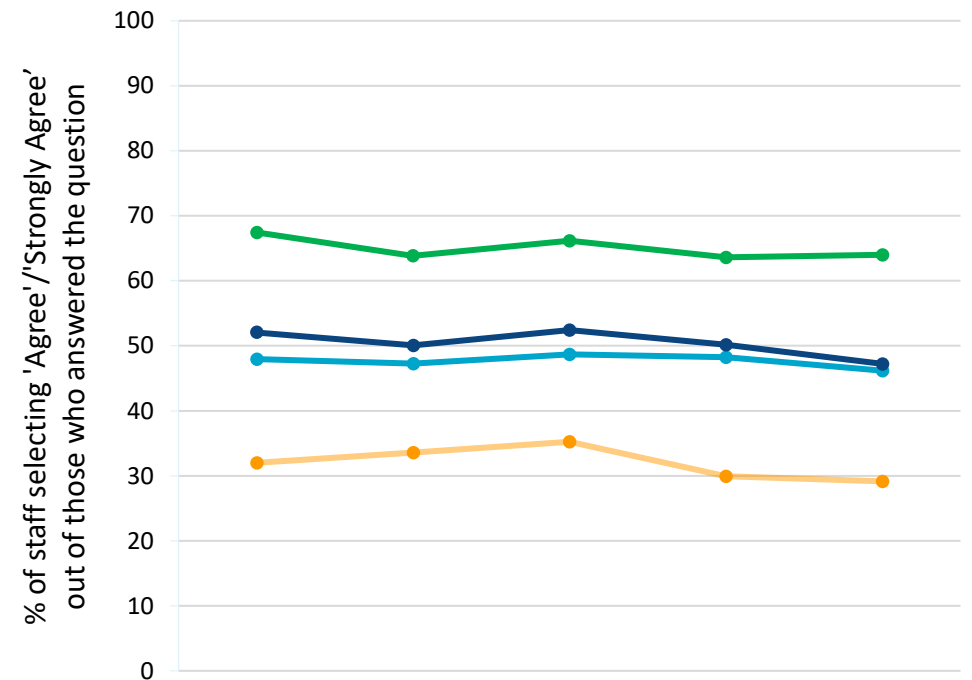


Q25e I feel safe to speak up about anything that concerns me in this organisation.

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 63.88% | 62.58% | 64.14% | 63.01% | 60.07% |
| 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 | 7460 | 6942 | 6538 | 7143 | 6017 |



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 52.04% | 50.09% | 52.42% | 50.15% | 47.23% |
| 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 | 7457 | 6940 | 6529 | 7124 | 6021 |

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

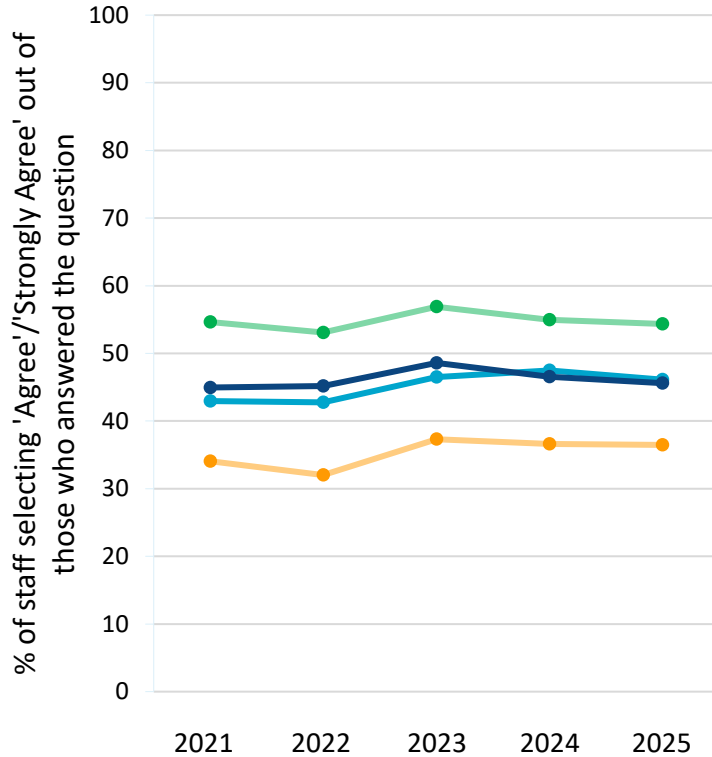
Other questions:* Q17a, Q17b, Q22

*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.

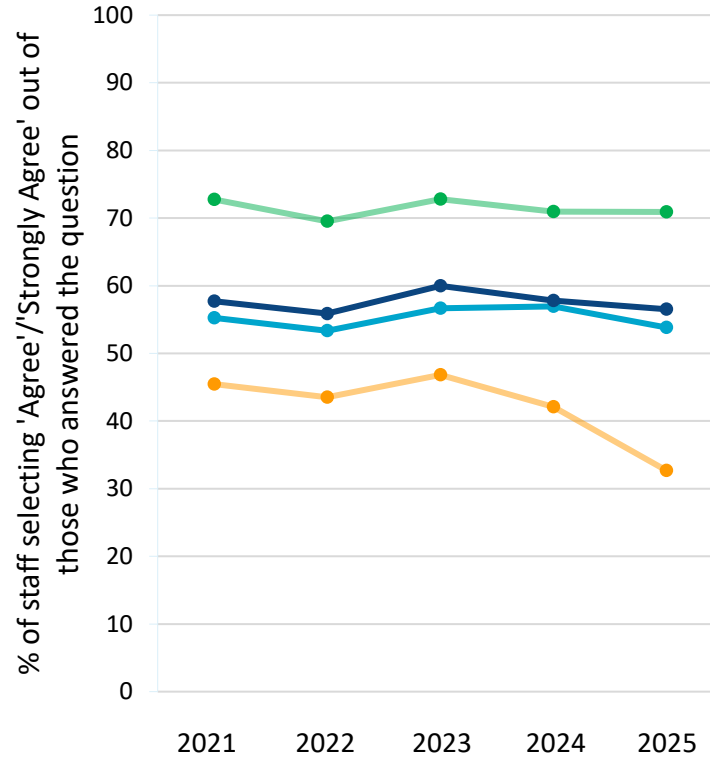


Q3g I am able to meet all the conflicting demands on my time at work.



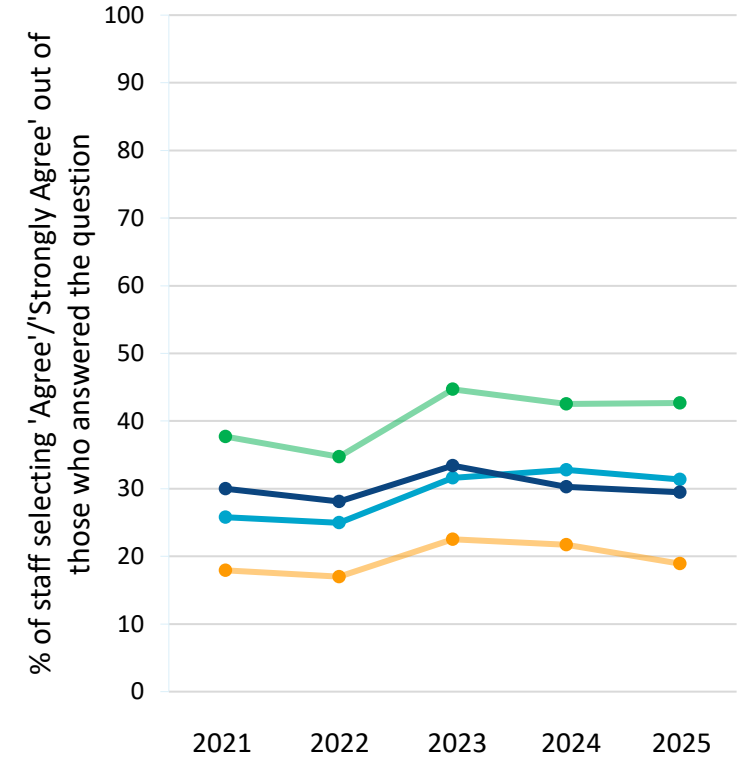
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 44.96% | 45.19% | 48.59% | 46.54% | 45.60% |
| Best result | 54.61% | 53.09% | 56.89% | 54.99% | 54.34% |
| Average result | 42.96% | 42.76% | 46.52% | 47.47% | 46.14% |
| Worst result | 34.06% | 32.02% | 37.31% | 36.63% | 36.45% |
| Responses | 7679 | 6954 | 6545 | 7148 | 6027 |

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 57.72% | 55.89% | 59.98% | 57.82% | 56.53% |
| Best result | 72.77% | 69.52% | 72.79% | 70.96% | 70.92% |
| Average result | 55.26% | 53.34% | 56.68% | 56.94% | 53.84% |
| Worst result | 45.45% | 43.54% | 46.82% | 42.11% | 32.70% |
| Responses | 7683 | 6963 | 6544 | 7116 | 5999 |

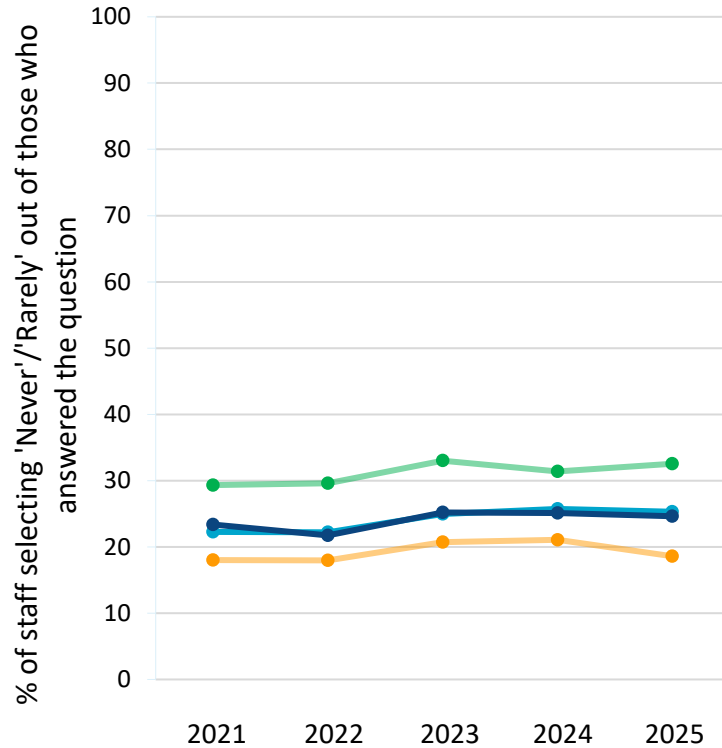
Q3i There are enough staff at this organisation for me to do my job properly.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 29.97% | 28.10% | 33.40% | 30.26% | 29.49% |
| Best result | 37.72% | 34.72% | 44.68% | 42.50% | 42.65% |
| Average result | 25.79% | 24.95% | 31.62% | 32.78% | 31.34% |
| Worst result | 17.94% | 17.00% | 22.52% | 21.73% | 18.91% |
| Responses | 7691 | 6959 | 6551 | 7166 | 6045 |

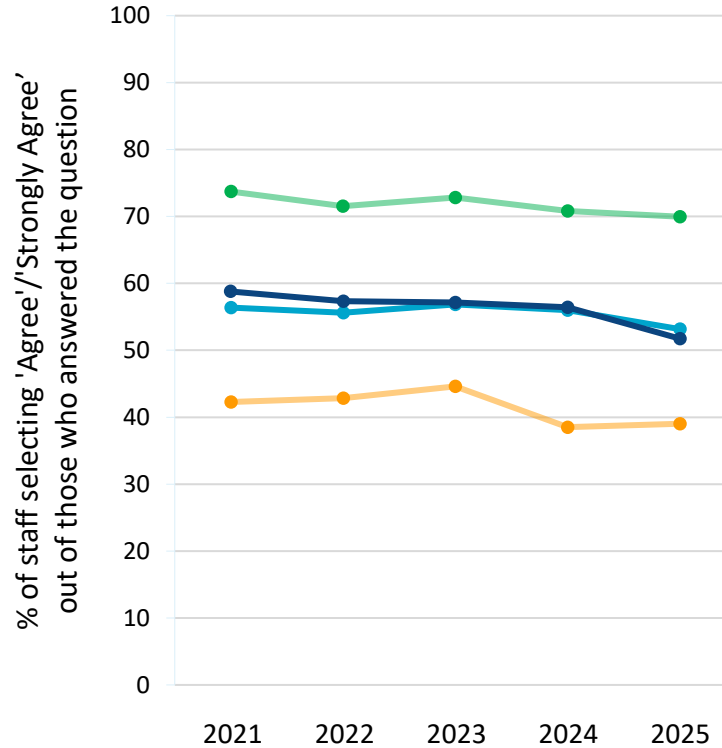


Q5a I have unrealistic time pressures.



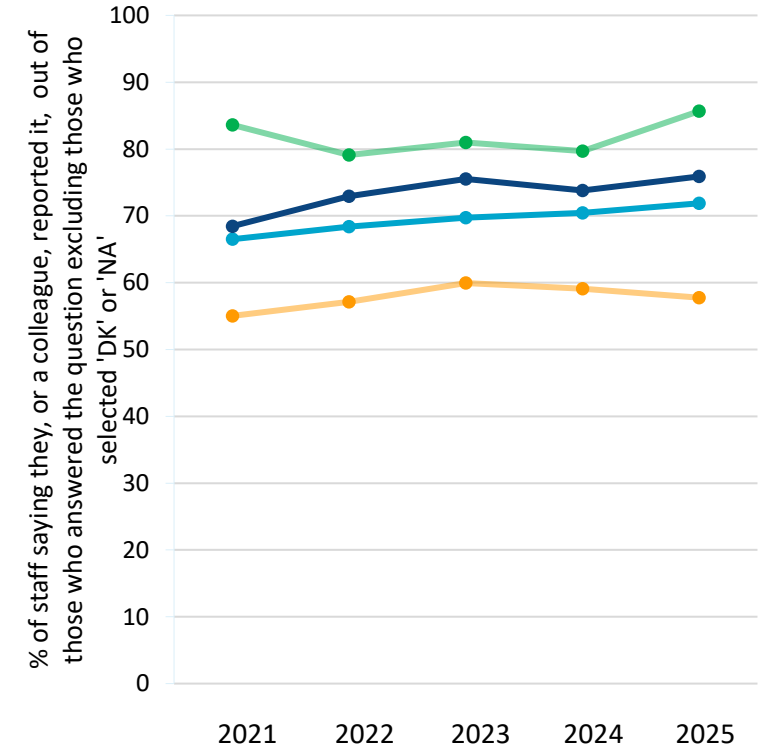
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 23.38% | 21.74% | 25.20% | 25.12% | 24.65% |
| Best result | 29.33% | 29.60% | 33.01% | 31.38% | 32.55% |
| Average result | 22.28% | 22.20% | 24.97% | 25.73% | 25.30% |
| Worst result | 18.03% | 17.97% | 20.72% | 21.07% | 18.61% |
| Responses | 7639 | 6947 | 6543 | 7167 | 6035 |

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 58.78% | 57.35% | 57.17% | 56.45% | 51.74% |
| 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 | 7466 | 6827 | 6544 | 7099 | 5961 |

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

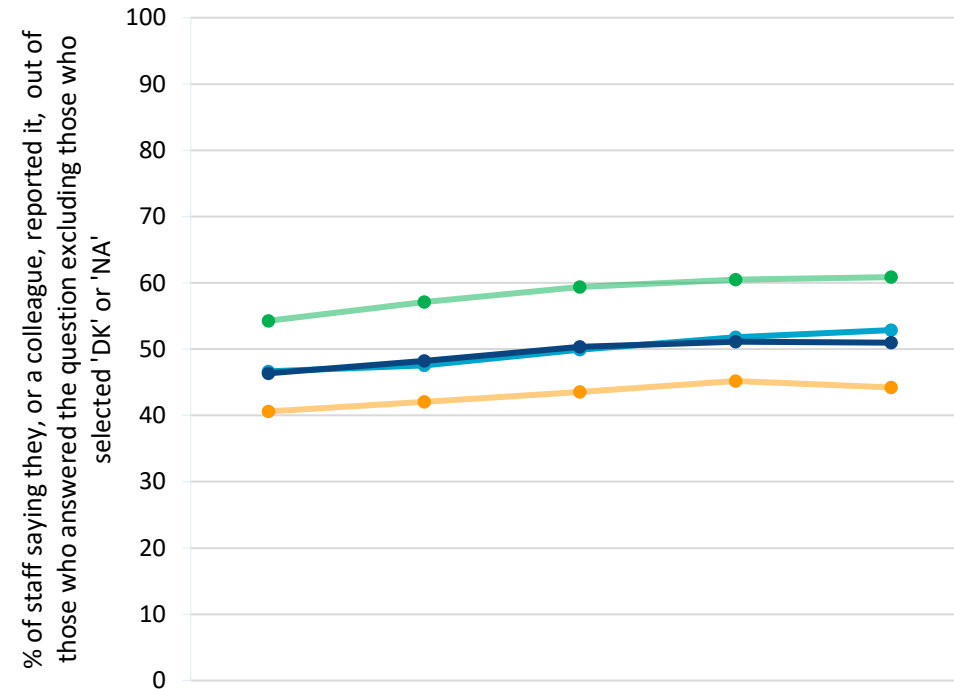


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 68.45% | 72.93% | 75.50% | 73.81% | 75.90% |
| Best result | 83.62% | 79.11% | 80.97% | 79.69% | 85.67% |
| Average result | 66.50% | 68.40% | 69.72% | 70.46% | 71.88% |
| Worst result | 55.03% | 57.15% | 59.94% | 59.09% | 57.77% |
| Responses | 755 | 707 | 554 | 698 | 519 |

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



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

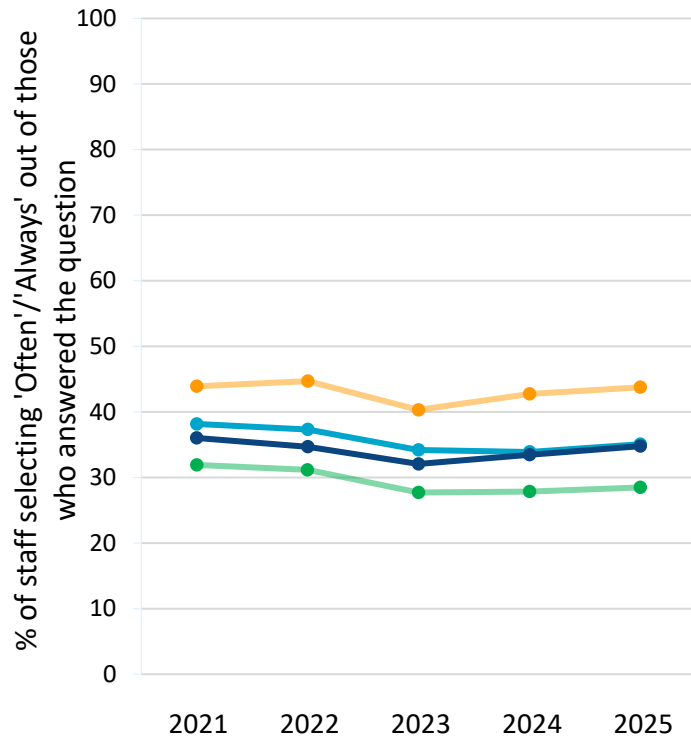


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 46.36% | 48.21% | 50.35% | 51.13% | 50.96% |
| Best result | 54.28% | 57.12% | 59.37% | 60.49% | 60.86% |
| Average result | 46.65% | 47.56% | 49.90% | 51.81% | 52.88% |
| Worst result | 40.60% | 42.04% | 43.56% | 45.19% | 44.24% |
| Responses | 2377 | 2300 | 1937 | 2268 | 1822 |

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

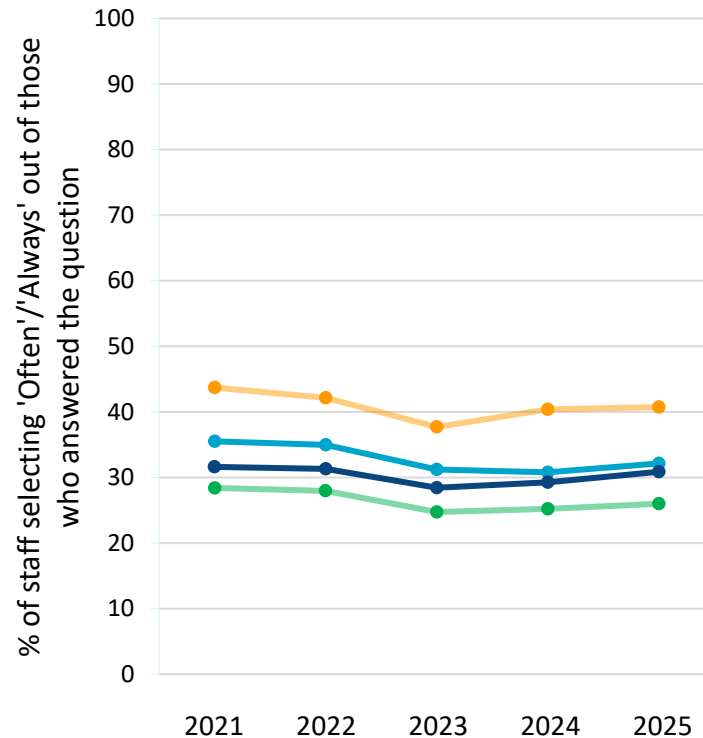


Q12a How often, if at all, do you find your work emotionally exhausting?



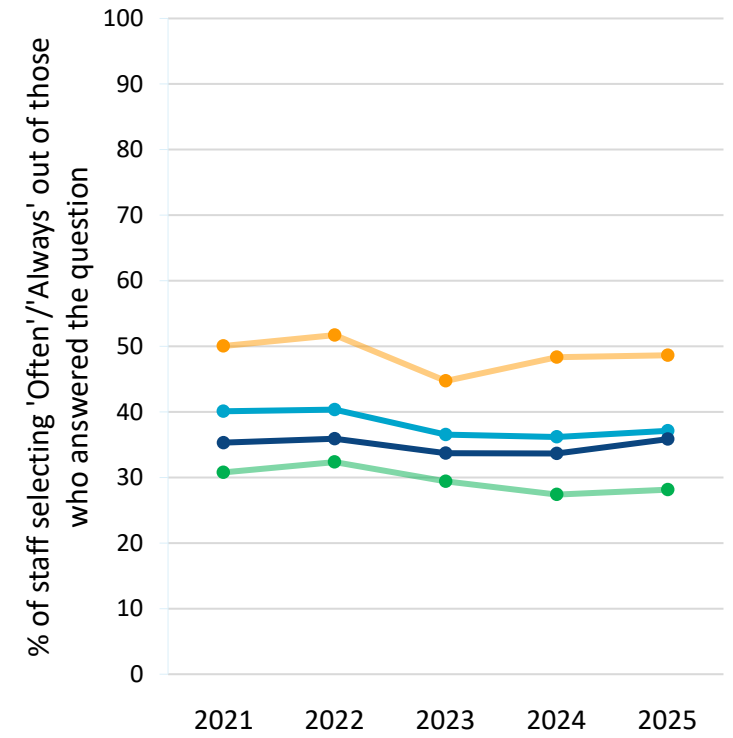
| Your org | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 31.92% | 31.17% | 27.71% | 27.83% | 28.48% |
| Average result | 38.17% | 37.33% | 34.18% | 33.89% | 35.08% |
| Worst result | 43.92% | 44.70% | 40.31% | 42.73% | 43.76% |
| Responses | 7537 | 6956 | 6563 | 7180 | 6053 |

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



| Your org | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 28.41% | 27.95% | 24.74% | 25.23% | 26.01% |
| Average result | 35.51% | 34.97% | 31.21% | 30.79% | 32.12% |
| Worst result | 43.71% | 42.17% | 37.70% | 40.37% | 40.74% |
| Responses | 7541 | 6956 | 6556 | 7169 | 6051 |

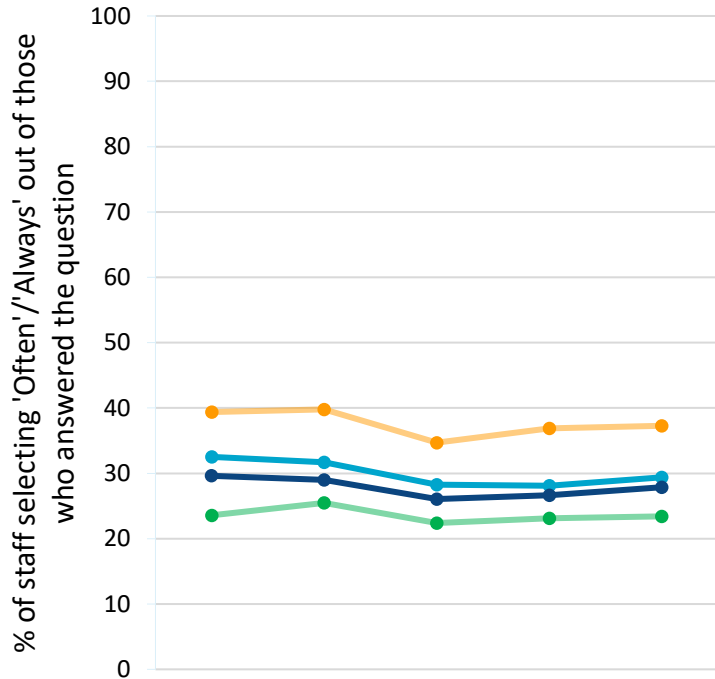
Q12c How often, if at all, does your work frustrate you?



| Your org | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 30.78% | 32.35% | 29.42% | 27.39% | 28.16% |
| Average result | 40.10% | 40.35% | 36.55% | 36.17% | 37.11% |
| Worst result | 50.03% | 51.71% | 44.72% | 48.35% | 48.62% |
| Responses | 7537 | 6954 | 6555 | 7169 | 6040 |

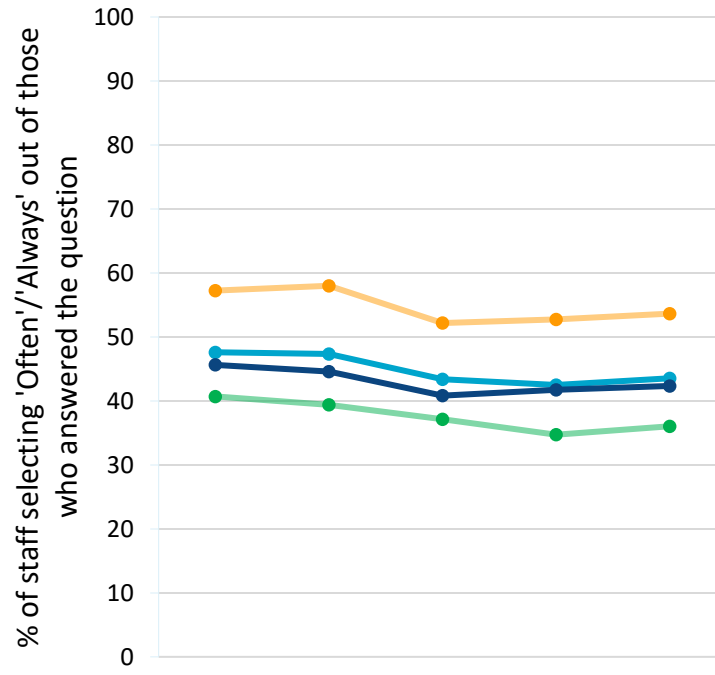


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



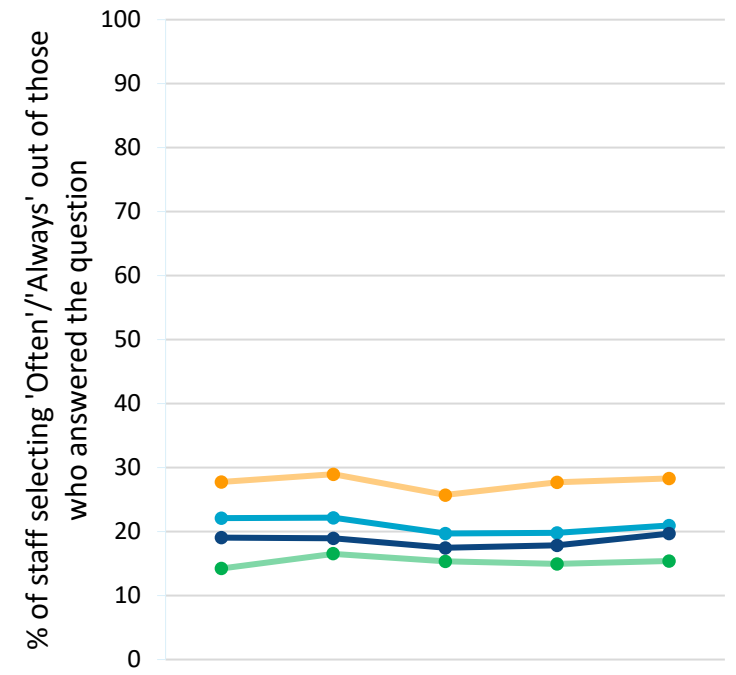
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 29.62% | 28.98% | 26.06% | 26.65% | 27.88% |
| Best result | 23.58% | 25.47% | 22.39% | 23.14% | 23.42% |
| Average result | 32.51% | 31.67% | 28.24% | 28.10% | 29.40% |
| Worst result | 39.40% | 39.79% | 34.70% | 36.90% | 37.26% |
| Responses | 7533 | 6953 | 6547 | 7151 | 6042 |

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 | 45.63% | 44.60% | 40.82% | 41.73% | 42.33% |
| 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 | 7535 | 6945 | 6552 | 7148 | 6034 |

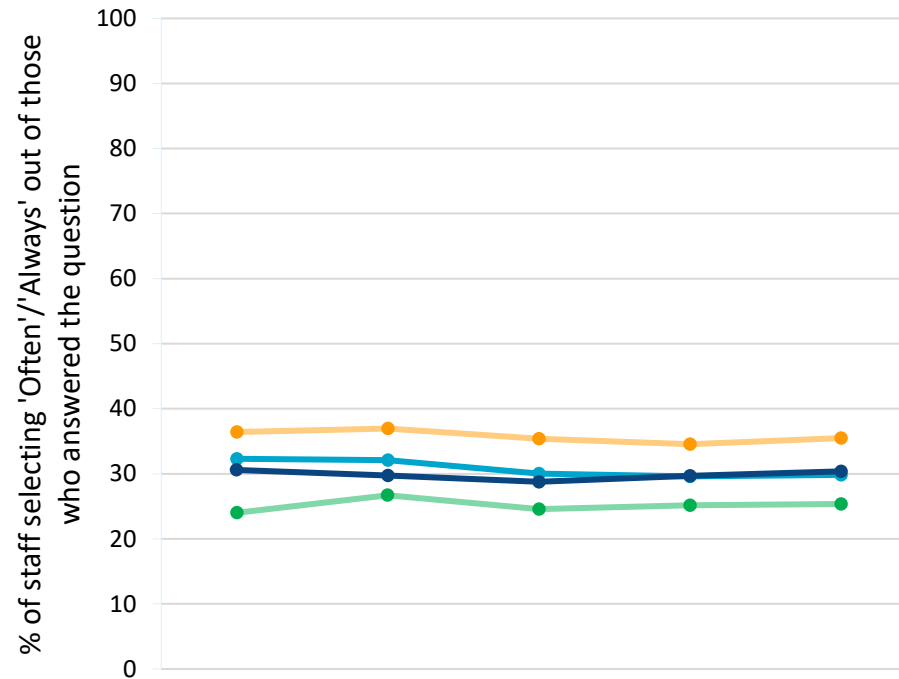
Q12f How often, if at all, do you feel that every working hour is tiring for you?



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 19.04% | 18.94% | 17.47% | 17.84% | 19.68% |
| 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 | 7529 | 6943 | 6548 | 7151 | 6024 |



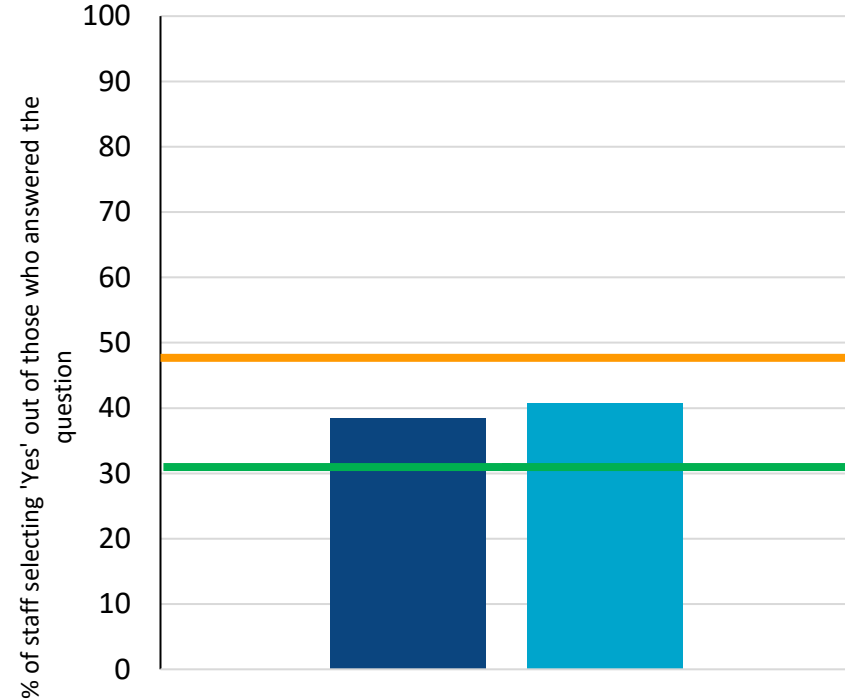
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 30.59% | 29.75% | 28.77% | 29.68% | 30.39% |
| Best result | 24.01% | 26.70% | 24.58% | 25.16% | 25.35% |
| Average result | 32.30% | 32.10% | 30.03% | 29.60% | 29.85% |
| Worst result | 36.45% | 36.95% | 35.41% | 34.55% | 35.50% |
| Responses | 7534 | 6946 | 6559 | 7172 | 6053 |

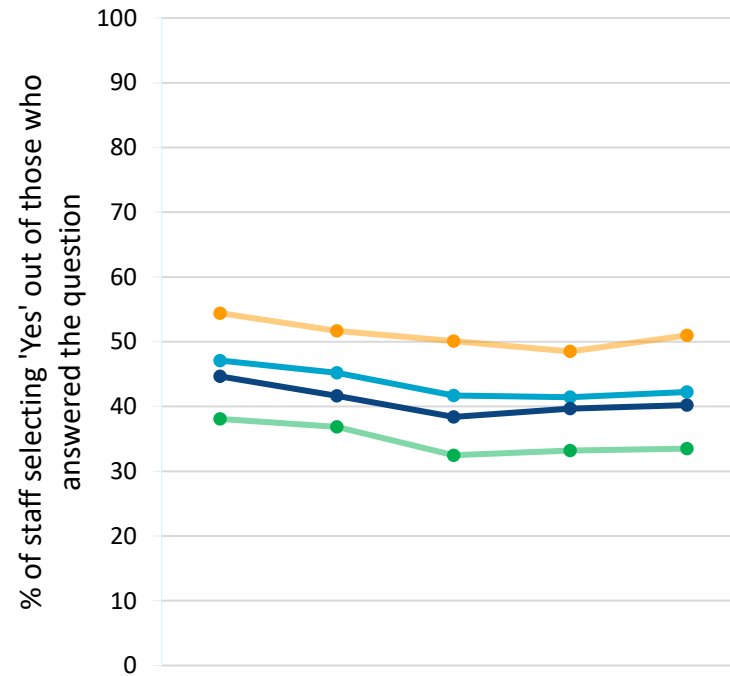


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Examples may include back pain, neck or arm strains, and joint pain.



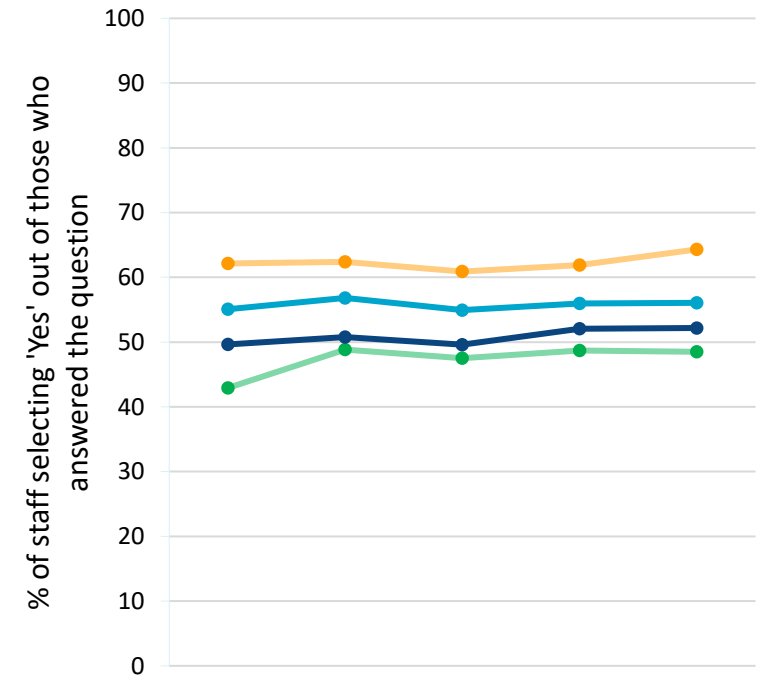
| | 2025 |
|----------------|--------|
| Your org | 38.52% |
| Best result | 30.97% |
| Average result | 40.70% |
| Worst result | 47.69% |
| Responses | 6021 |

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 44.65% | 41.65% | 38.39% | 39.70% | 40.21% |
| 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 | 7552 | 6954 | 6546 | 7139 | 6015 |

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

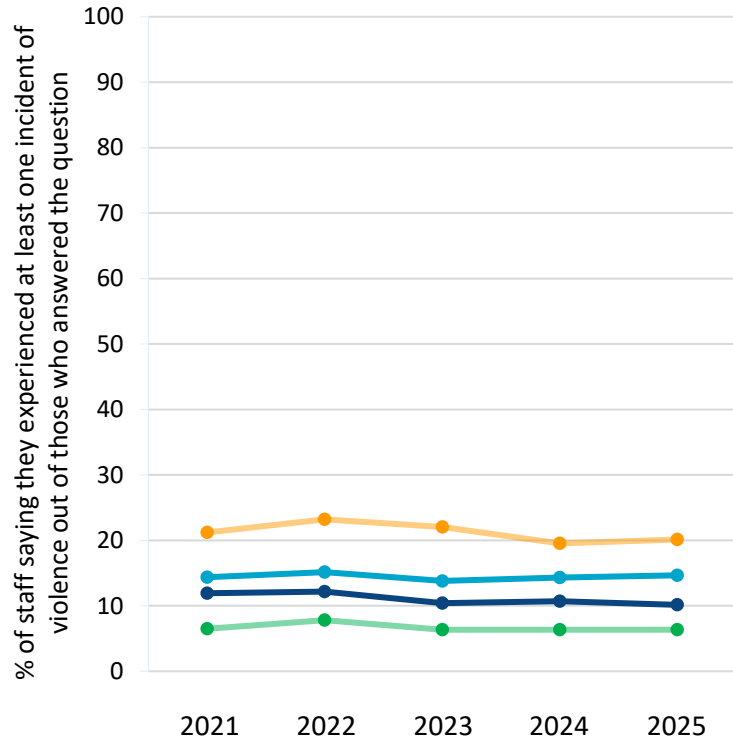


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 49.62% | 50.78% | 49.61% | 52.07% | 52.18% |
| Best result | 42.92% | 48.84% | 47.51% | 48.71% | 48.53% |
| Average result | 55.08% | 56.82% | 54.94% | 55.96% | 56.08% |
| Worst result | 62.16% | 62.39% | 60.90% | 61.90% | 64.31% |
| Responses | 7551 | 6961 | 6544 | 7139 | 6015 |

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/>

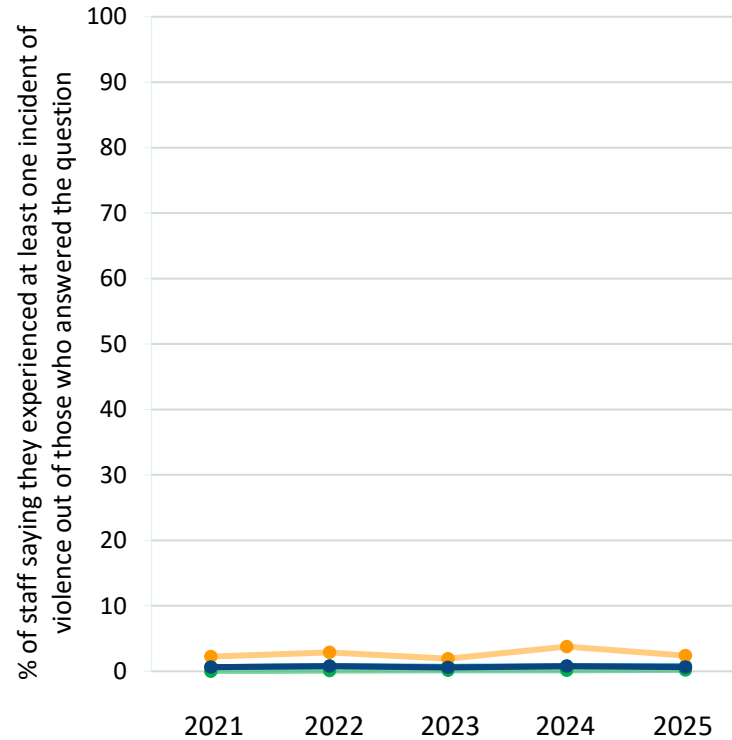


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



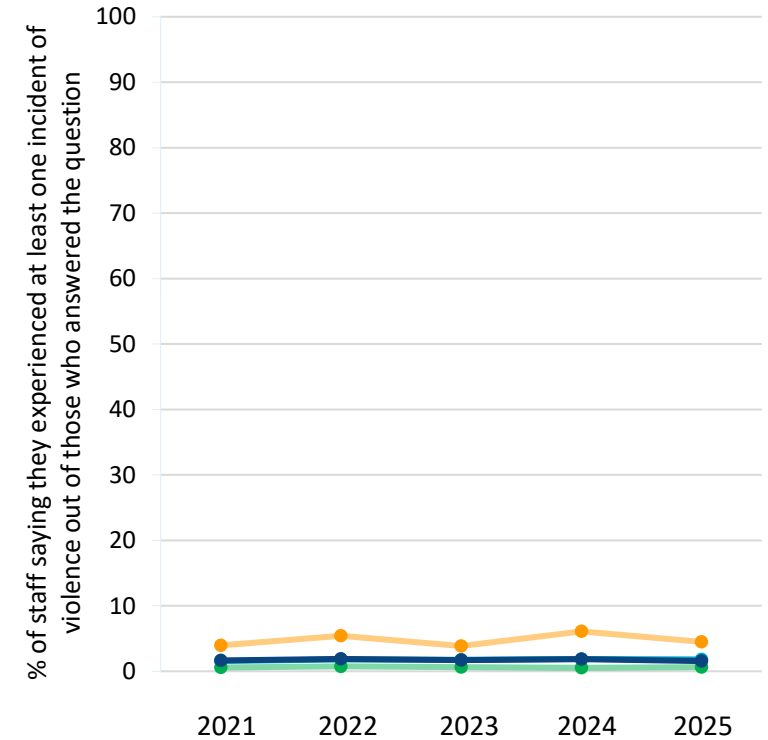
| | | | | | |
|-----------|------|------|------|------|------|
| Responses | 7535 | 6918 | 6190 | 7166 | 6018 |
|-----------|------|------|------|------|------|

Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



| | | | | | |
|-----------|------|------|------|------|------|
| Responses | 7501 | 6854 | 6115 | 7151 | 5999 |
|-----------|------|------|------|------|------|

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

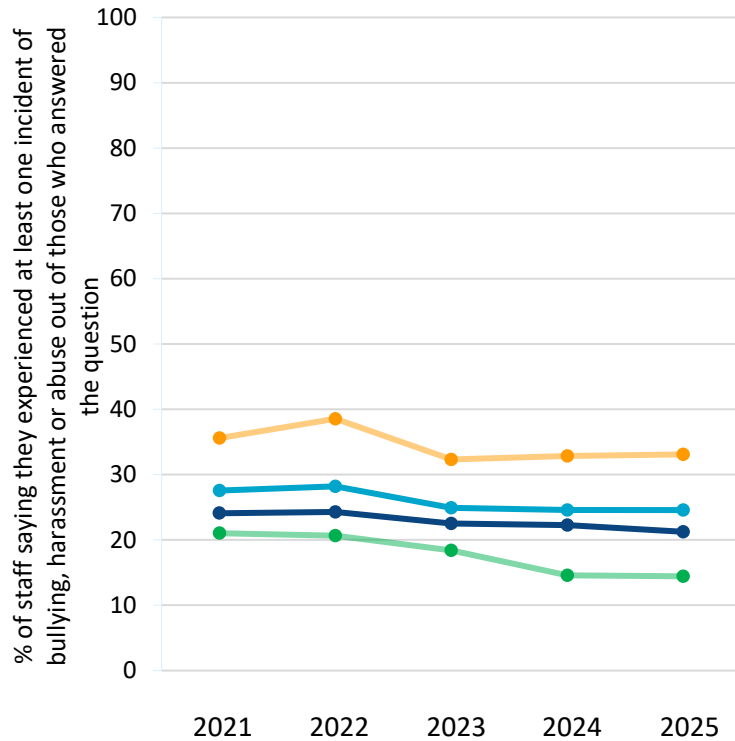


| | | | | | |
|-----------|------|------|------|------|------|
| Responses | 7471 | 6840 | 6057 | 7093 | 5947 |
|-----------|------|------|------|------|------|

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



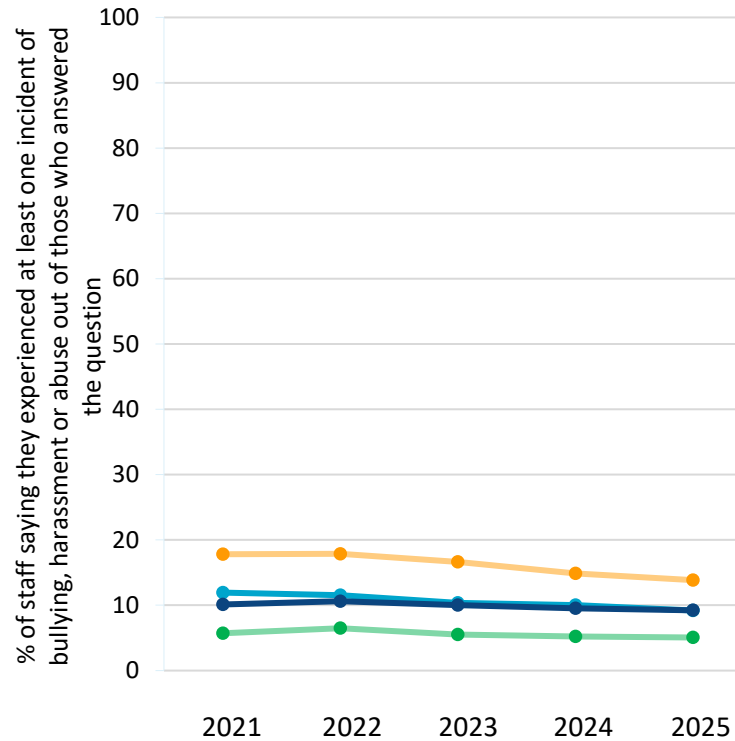
Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



| | | | | | |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 24.09% | 24.29% | 22.50% | 22.25% | 21.25% |
| Best result | 21.03% | 20.65% | 18.41% | 14.57% | 14.44% |
| Average result | 27.56% | 28.20% | 24.91% | 24.59% | 24.59% |
| Worst result | 35.57% | 38.56% | 32.33% | 32.84% | 33.08% |

Responses 7332 6934 6192 7163 6016

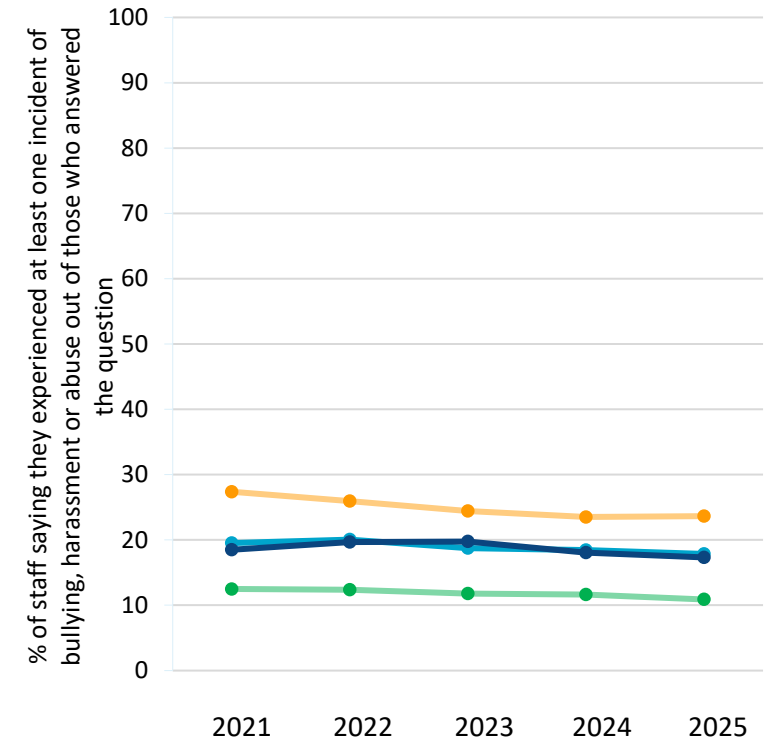
Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers.



| | | | | | |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 10.10% | 10.62% | 10.01% | 9.51% | 9.23% |
| Best result | 5.72% | 6.48% | 5.50% | 5.22% | 5.07% |
| Average result | 11.94% | 11.52% | 10.35% | 10.00% | 9.20% |
| Worst result | 17.83% | 17.88% | 16.64% | 14.86% | 13.85% |

Responses 7280 6876 6146 7140 5996

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



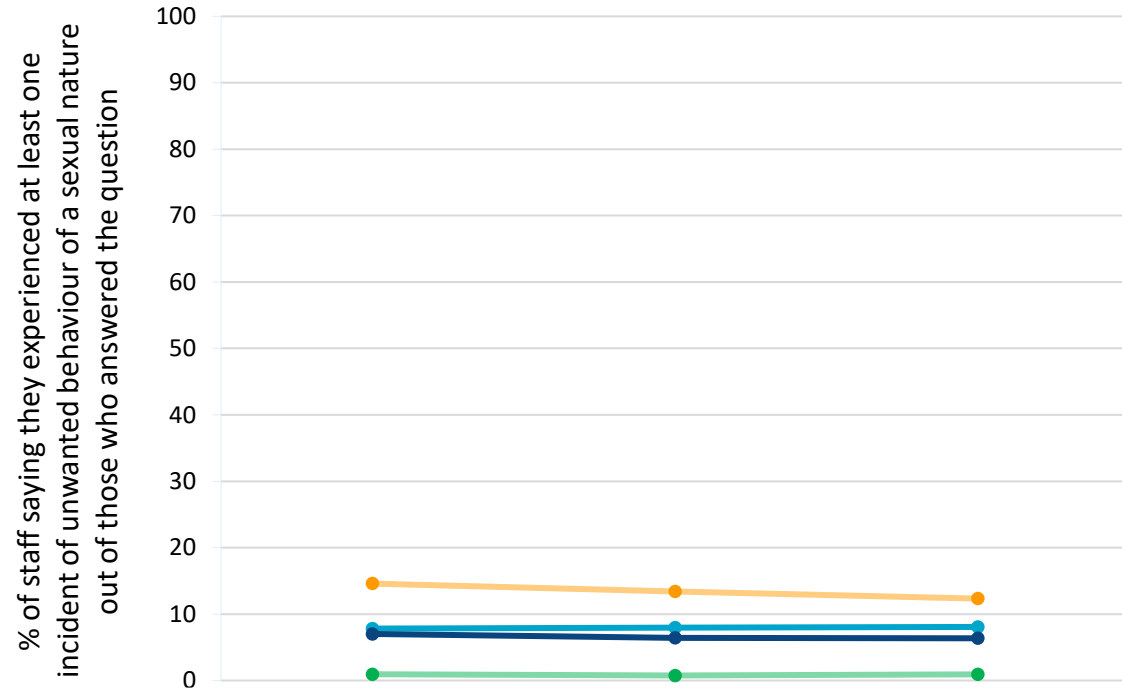
| | | | | | |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 18.49% | 19.69% | 19.75% | 18.05% | 17.33% |
| Best result | 12.50% | 12.35% | 11.78% | 11.65% | 10.89% |
| Average result | 19.54% | 20.05% | 18.74% | 18.47% | 17.86% |
| Worst result | 27.38% | 25.97% | 24.43% | 23.52% | 23.63% |

Responses 7263 6862 6118 7138 6002

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

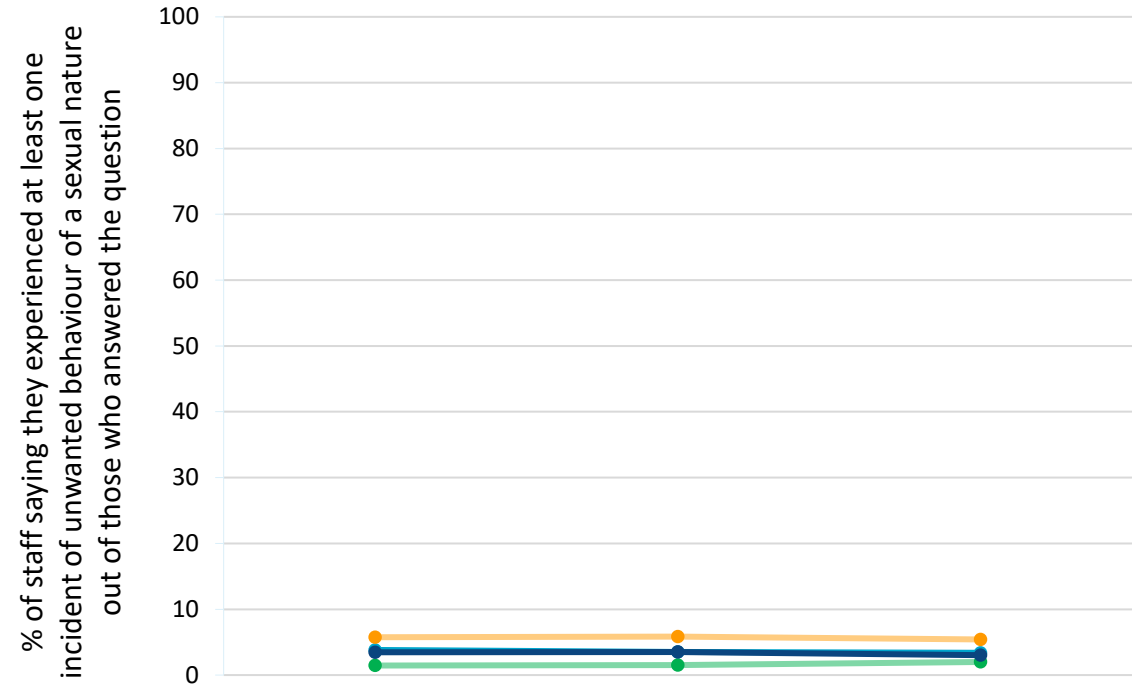


Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



| | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|
| Your org | 7.01% | 6.43% | 6.35% |
| 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 | 6558 | 7170 | 6034 |

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

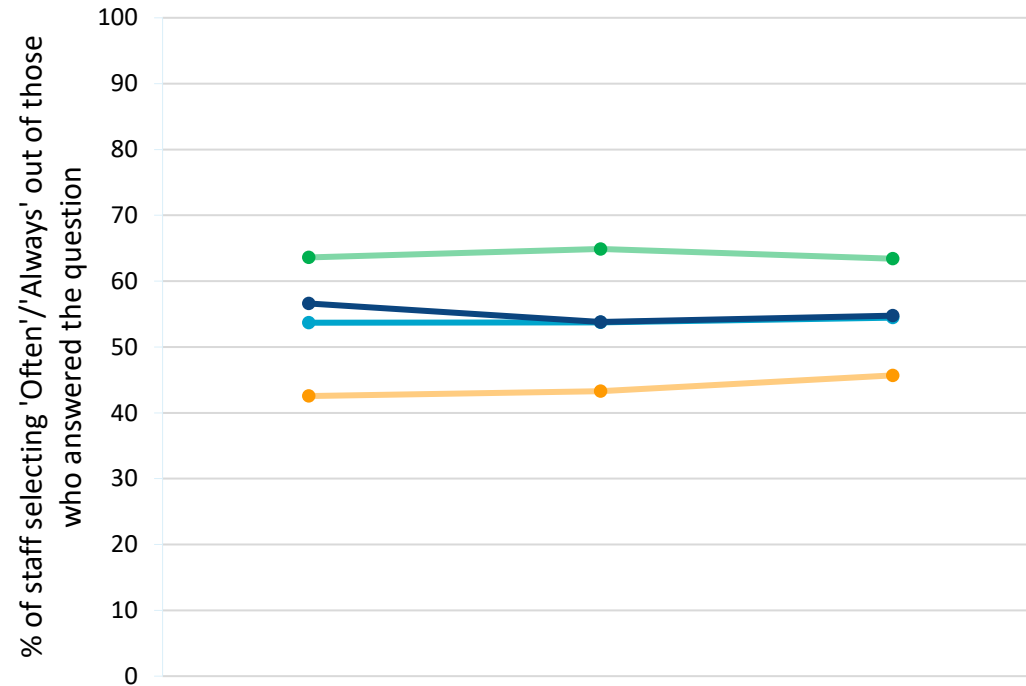


| | 2023 | 2024 | 2025 |
|----------------|-------|-------|-------|
| Your org | 3.47% | 3.50% | 3.02% |
| Best result | 1.45% | 1.53% | 1.99% |
| Average result | 3.82% | 3.53% | 3.39% |
| Worst result | 5.74% | 5.85% | 5.41% |
| Responses | 6538 | 7158 | 6027 |

*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 | 56.61% | 53.80% | 54.74% |
| 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 | 6552 | 7174 | 6051 |

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

People Promise element – We are always learning



Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

Appraisals – Q23a*, Q23b, Q23c, Q23d

Other questions** - Q24f

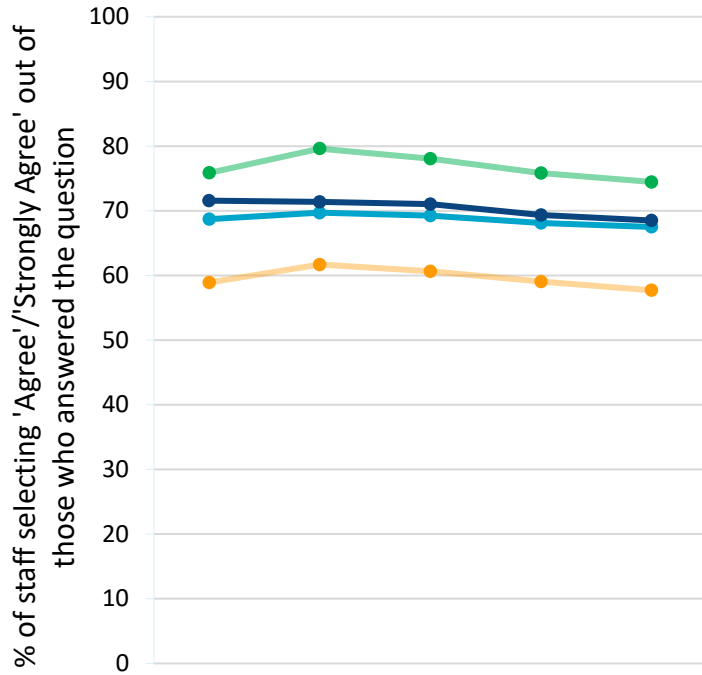
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

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

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

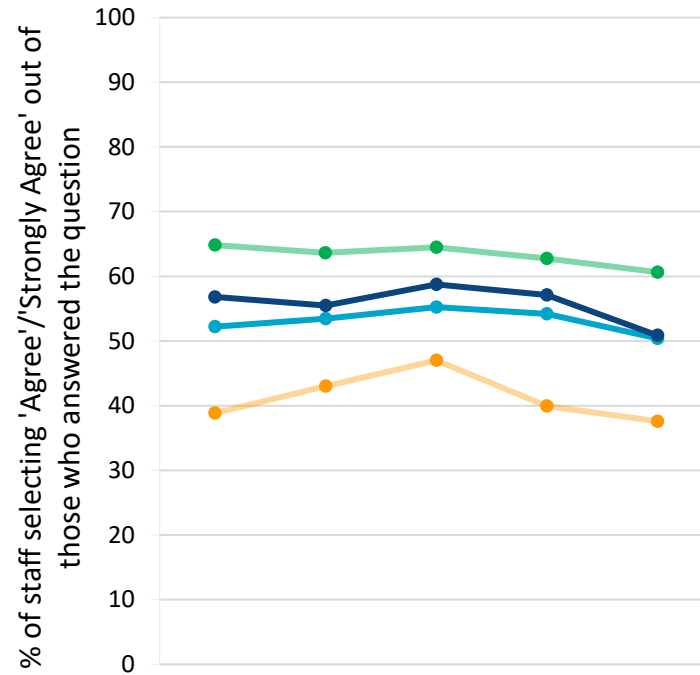


Q24a This organisation offers me challenging work.



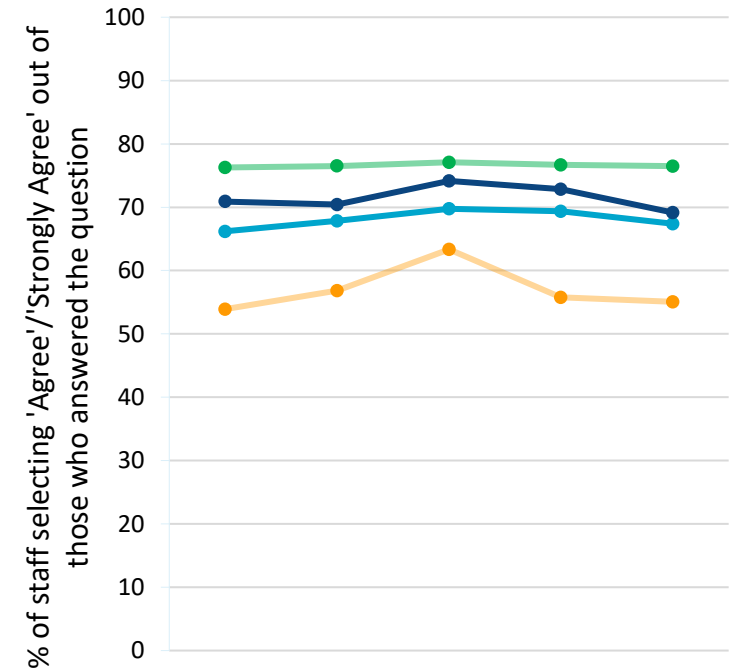
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 71.56% | 71.39% | 71.01% | 69.35% | 68.49% |
| Best result | 75.85% | 79.60% | 78.03% | 75.85% | 74.46% |
| Average result | 68.69% | 69.71% | 69.25% | 68.11% | 67.49% |
| Worst result | 58.89% | 61.69% | 60.64% | 59.07% | 57.70% |
| Responses | 7494 | 6936 | 6539 | 7163 | 6035 |

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 56.80% | 55.46% | 58.74% | 57.11% | 50.85% |
| Best result | 64.83% | 63.62% | 64.46% | 62.76% | 60.64% |
| Average result | 52.20% | 53.45% | 55.24% | 54.21% | 50.39% |
| Worst result | 38.86% | 43.01% | 46.99% | 39.92% | 37.58% |
| Responses | 7497 | 6951 | 6541 | 7169 | 6042 |

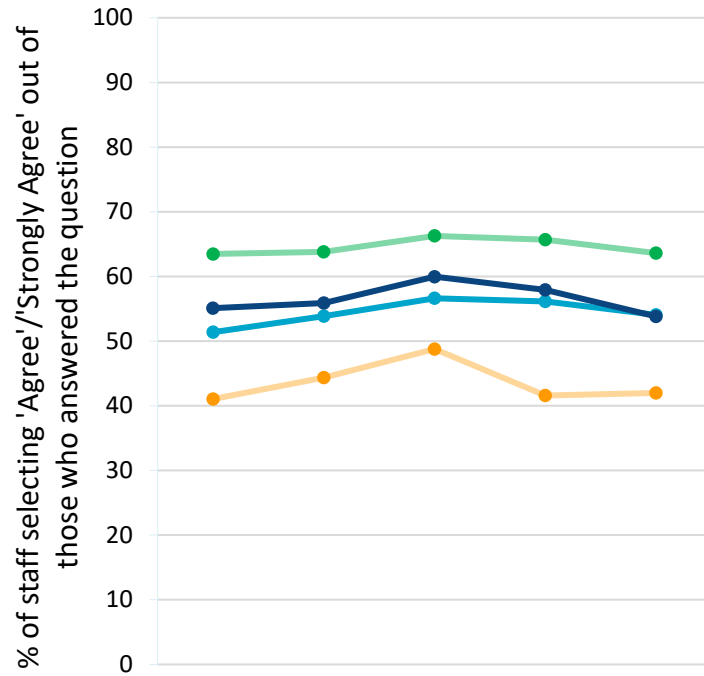
Q24c I have opportunities to improve my knowledge and skills.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 70.89% | 70.41% | 74.16% | 72.88% | 69.17% |
| Best result | 76.28% | 76.50% | 77.10% | 76.67% | 76.47% |
| Average result | 66.20% | 67.85% | 69.75% | 69.36% | 67.41% |
| Worst result | 53.91% | 56.82% | 63.34% | 55.77% | 55.05% |
| Responses | 7495 | 6948 | 6542 | 7156 | 6045 |

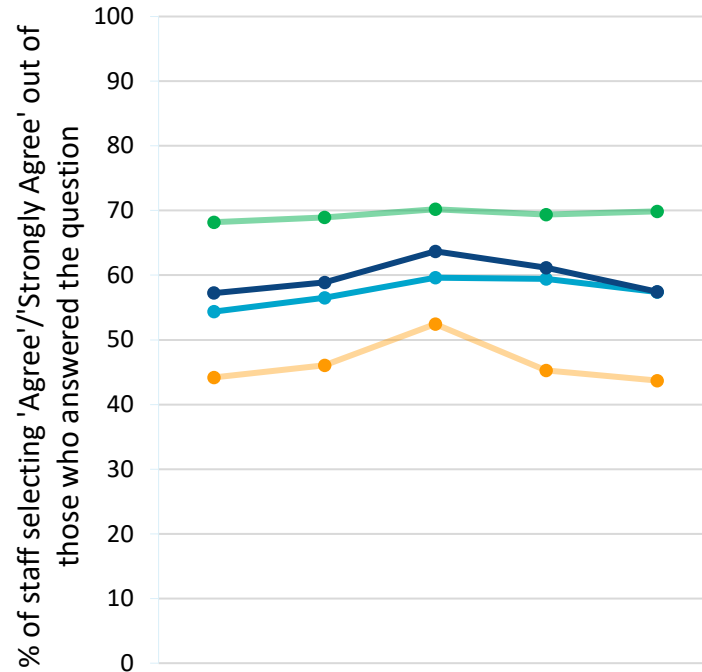


Q24d I feel supported to develop my potential.



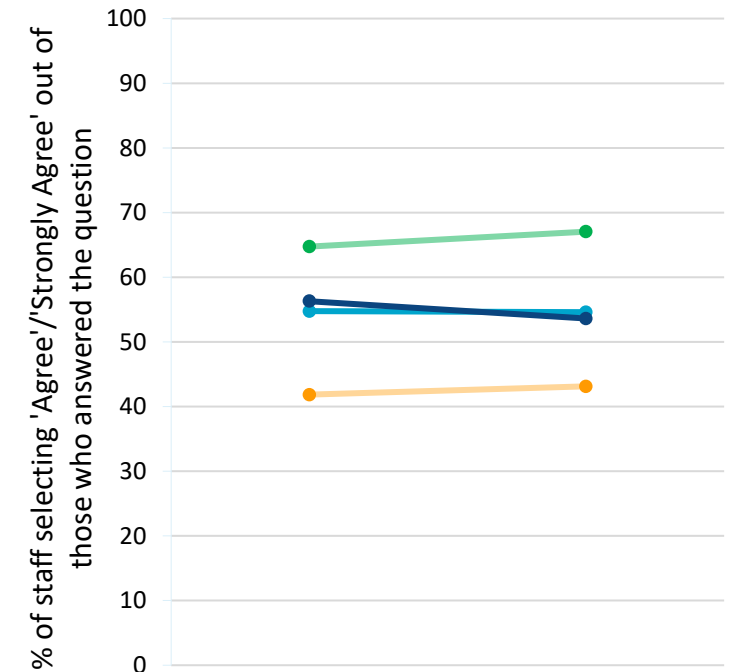
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 55.10% | 55.88% | 59.97% | 57.91% | 53.82% |
| Best result | 63.48% | 63.80% | 66.26% | 65.67% | 63.62% |
| Average result | 51.38% | 53.86% | 56.62% | 56.16% | 54.06% |
| Worst result | 41.05% | 44.35% | 48.78% | 41.57% | 41.97% |
| Responses | 7495 | 6949 | 6546 | 7134 | 6026 |

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 57.22% | 58.88% | 63.69% | 61.16% | 57.44% |
| Best result | 68.20% | 68.93% | 70.19% | 69.39% | 69.85% |
| Average result | 54.36% | 56.52% | 59.61% | 59.41% | 57.42% |
| Worst result | 44.17% | 46.07% | 52.44% | 45.25% | 43.71% |
| Responses | 7486 | 6946 | 6541 | 7071 | 5981 |

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

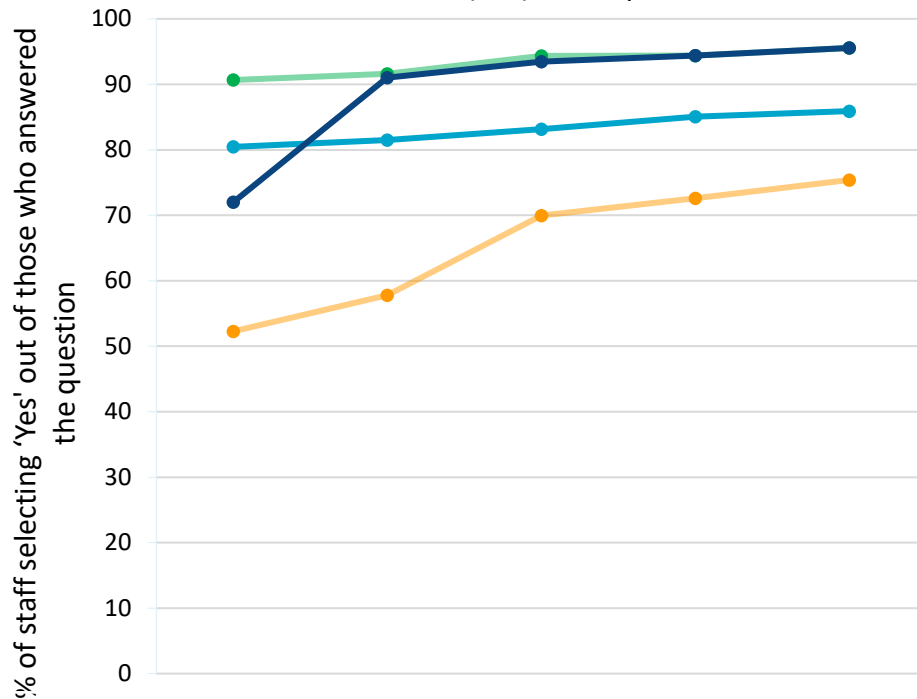


| | 2024 | 2025 |
|----------------|--------|--------|
| Your org | 56.28% | 53.62% |
| Best result | 64.74% | 67.04% |
| Average result | 54.76% | 54.60% |
| Worst result | 41.85% | 43.13% |
| Responses | 5494 | 4501 |

*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.

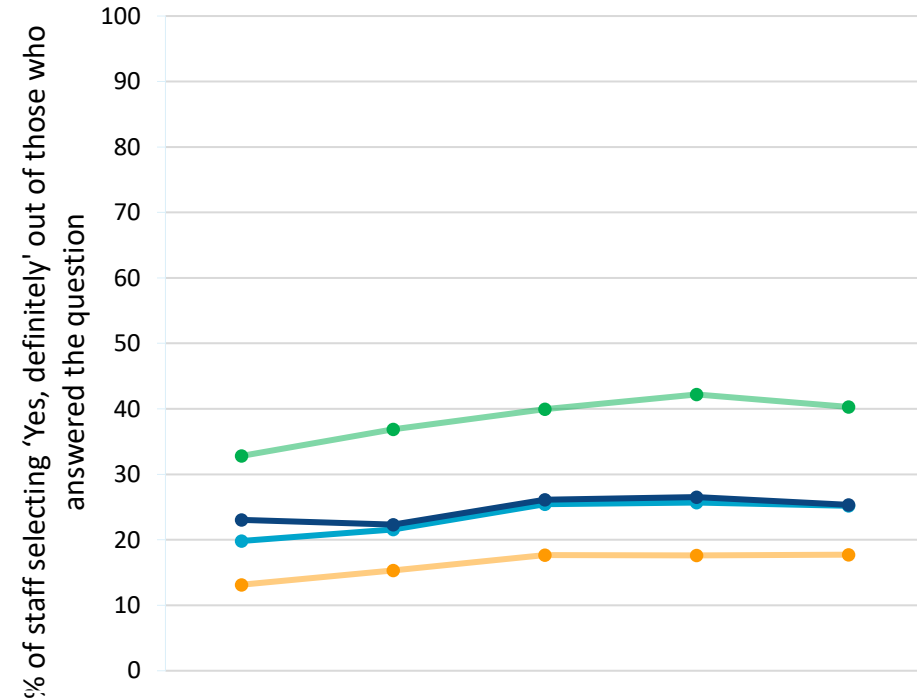


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 72.00% | 91.03% | 93.45% | 94.40% | 95.55% |
| 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 | 7511 | 6927 | 6416 | 7131 | 6005 |

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

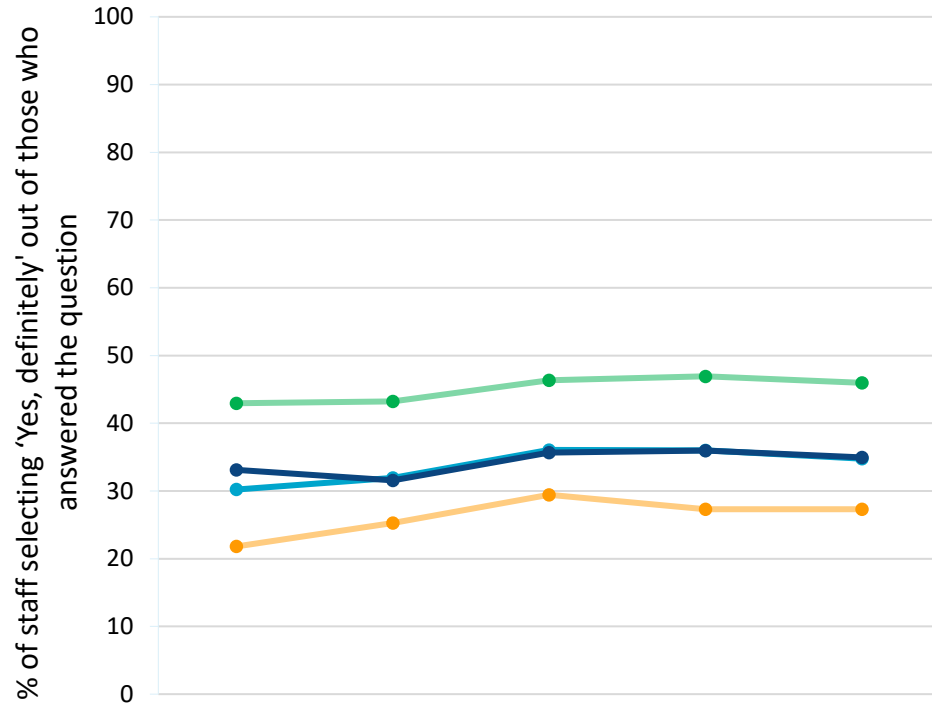


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 23.06% | 22.32% | 26.13% | 26.53% | 25.32% |
| Best result | 32.81% | 36.90% | 39.96% | 42.20% | 40.32% |
| Average result | 19.82% | 21.57% | 25.45% | 25.69% | 25.20% |
| Worst result | 13.14% | 15.33% | 17.68% | 17.62% | 17.73% |
| Responses | 5408 | 6291 | 5952 | 6692 | 5705 |

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

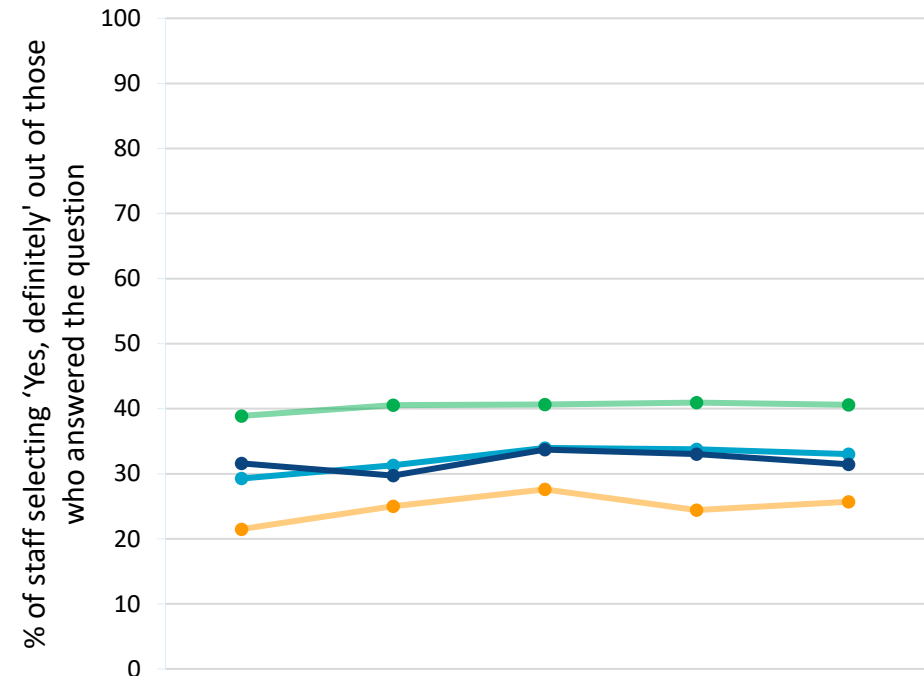


Q23c It helped me agree clear objectives for my work.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 33.10% | 31.57% | 35.66% | 35.96% | 34.97% |
| Best result | 42.95% | 43.23% | 46.32% | 46.93% | 45.99% |
| Average result | 30.21% | 31.94% | 36.06% | 36.01% | 34.79% |
| Worst result | 21.81% | 25.28% | 29.43% | 27.29% | 27.28% |
| Responses | 5412 | 6285 | 5948 | 6671 | 5684 |

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 31.58% | 29.72% | 33.71% | 33.04% | 31.43% |
| Best result | 38.89% | 40.56% | 40.66% | 40.93% | 40.58% |
| Average result | 29.26% | 31.28% | 33.97% | 33.76% | 33.02% |
| Worst result | 21.49% | 24.98% | 27.60% | 24.42% | 25.69% |
| Responses | 5406 | 6286 | 5951 | 6679 | 5693 |

People Promise element – We work flexibly



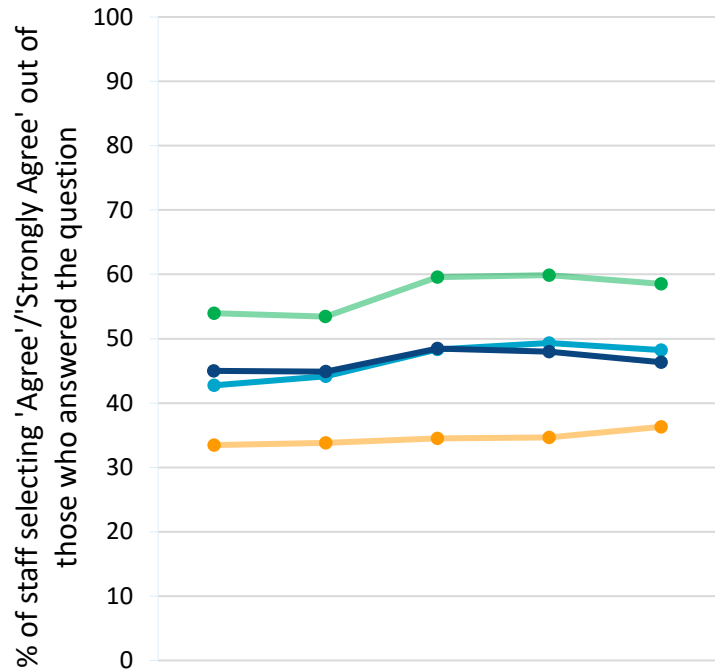
Questions included:

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

Flexible working – Q4d



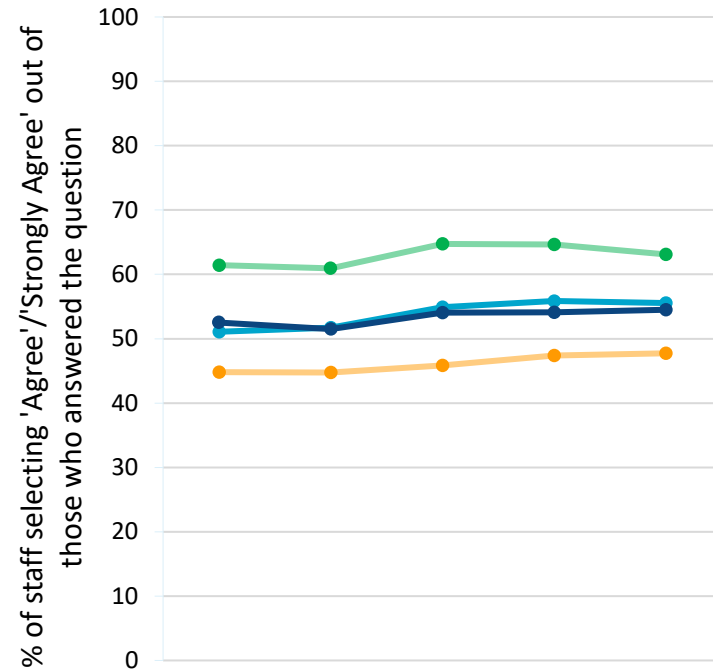
Q6b My organisation is committed to helping me balance my work and home life.



2021 2022 2023 2024 2025

| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 44.99% | 44.88% | 48.47% | 47.99% | 46.36% |
| Best result | 53.96% | 53.44% | 59.57% | 59.88% | 58.52% |
| Average result | 42.75% | 44.15% | 48.33% | 49.34% | 48.24% |
| Worst result | 33.47% | 33.80% | 34.49% | 34.65% | 36.31% |
| Responses | 7648 | 6957 | 6556 | 7176 | 6045 |

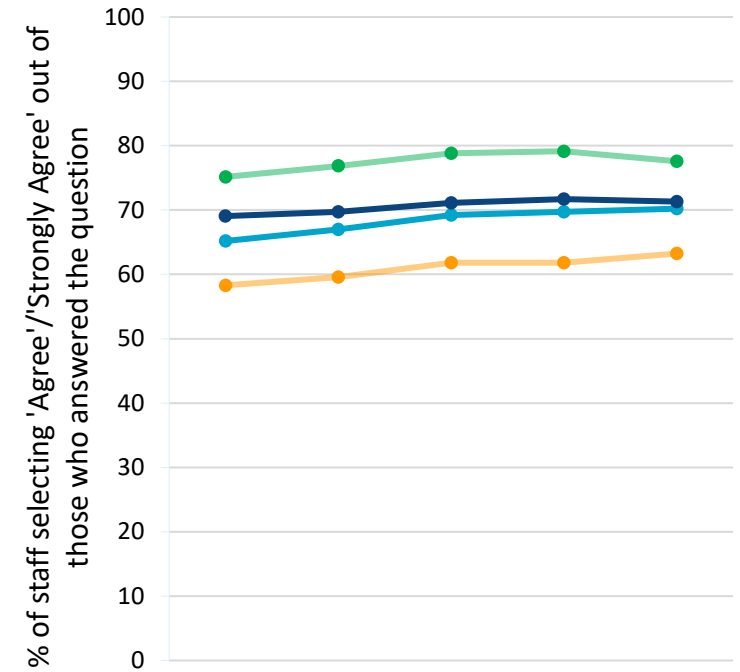
Q6c I achieve a good balance between my work life and my home life.



2021 2022 2023 2024 2025

| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 52.53% | 51.50% | 54.06% | 54.11% | 54.50% |
| Best result | 61.44% | 60.94% | 64.73% | 64.67% | 63.10% |
| Average result | 51.08% | 51.70% | 54.92% | 55.86% | 55.53% |
| Worst result | 44.80% | 44.75% | 45.84% | 47.38% | 47.73% |
| Responses | 7647 | 6956 | 6552 | 7155 | 6027 |

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

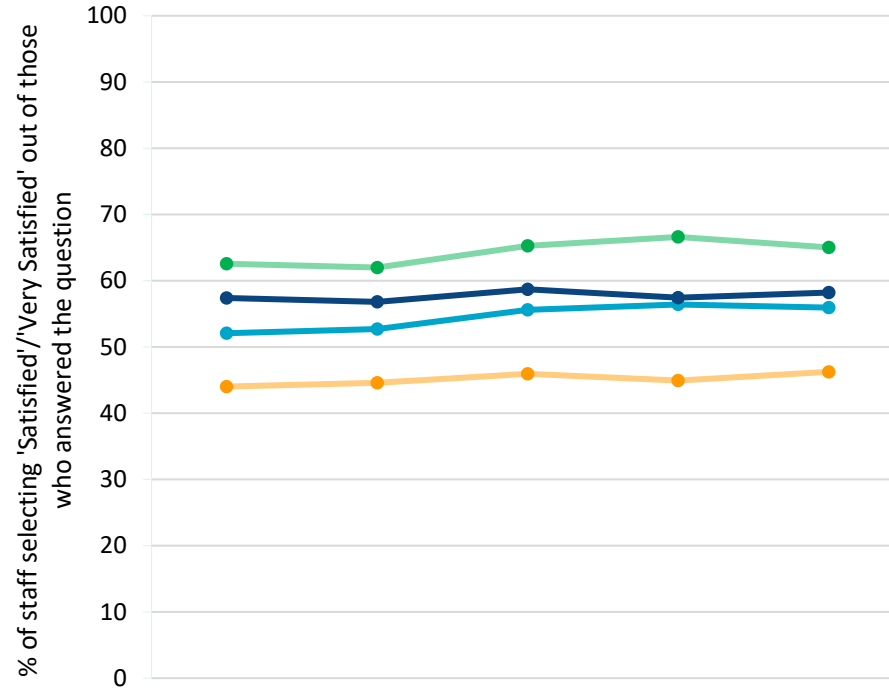


2021 2022 2023 2024 2025

| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 69.06% | 69.72% | 71.12% | 71.70% | 71.31% |
| Best result | 75.15% | 76.83% | 78.81% | 79.14% | 77.58% |
| Average result | 65.19% | 66.98% | 69.20% | 69.72% | 70.21% |
| Worst result | 58.30% | 59.56% | 61.83% | 61.82% | 63.24% |
| Responses | 7646 | 6962 | 6556 | 7179 | 6047 |

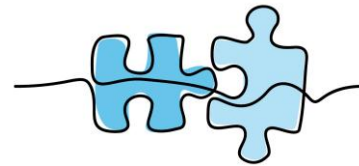


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 57.39% | 56.81% | 58.71% | 57.44% | 58.23% |
| Best result | 62.56% | 62.00% | 65.26% | 66.61% | 65.03% |
| Average result | 52.07% | 52.73% | 55.60% | 56.41% | 55.94% |
| Worst result | 44.02% | 44.60% | 45.93% | 44.94% | 46.25% |
| Responses | 7680 | 6962 | 6532 | 7138 | 6019 |

People Promise element – We are a team



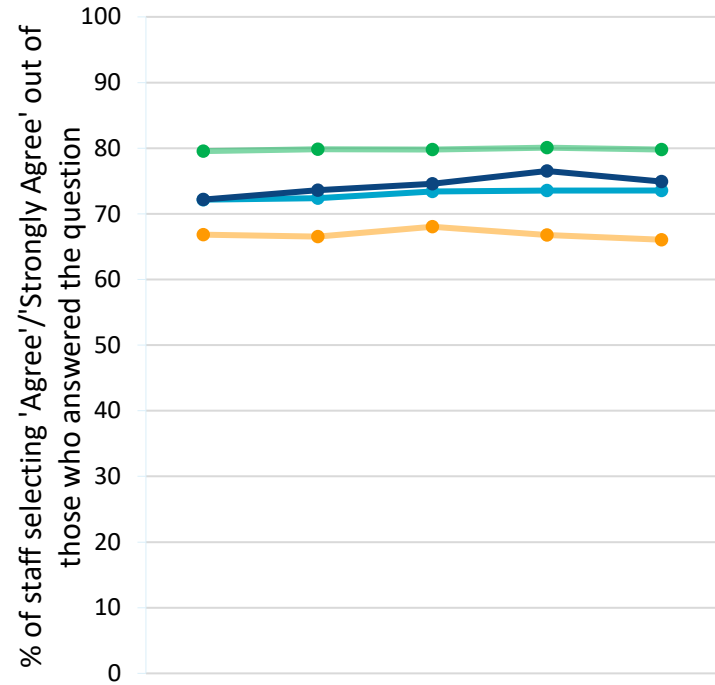
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

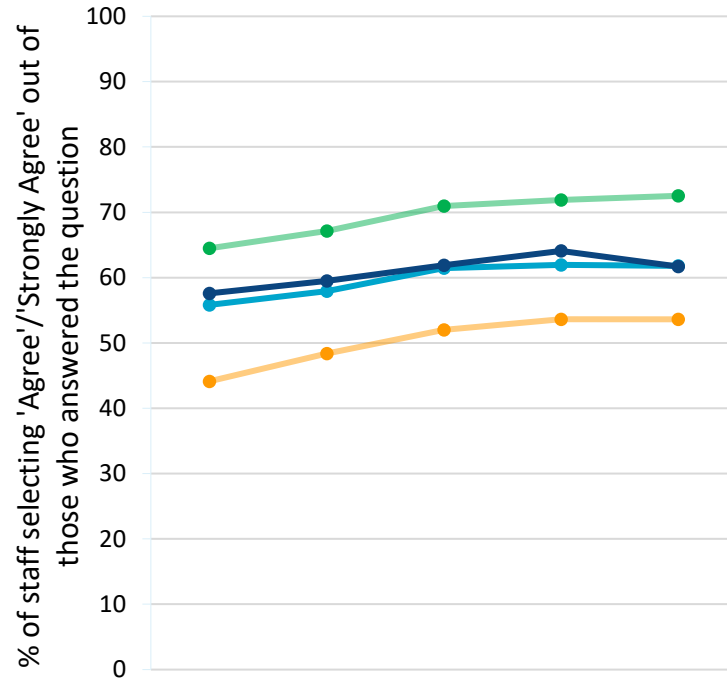


Q7a The team I work in has a set of shared objectives.



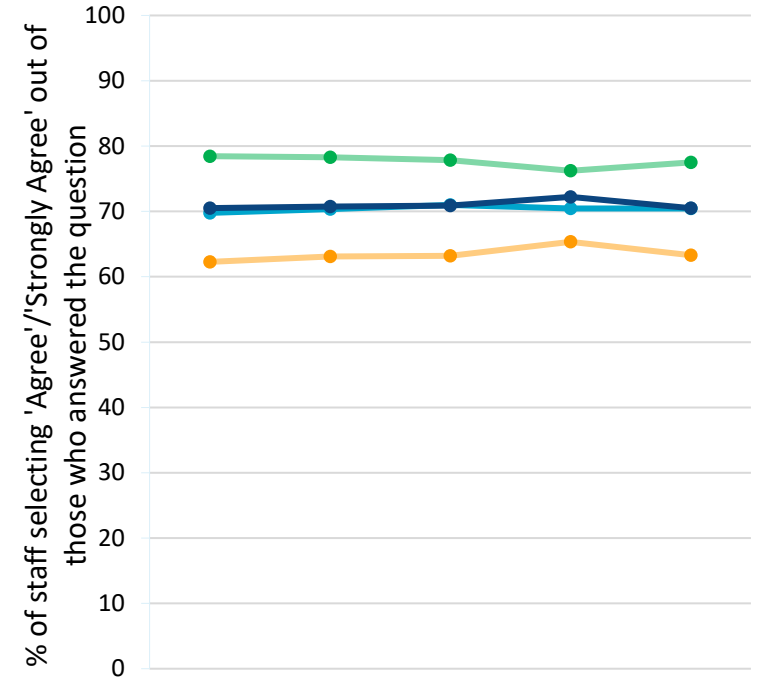
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 72.17% | 73.60% | 74.58% | 76.53% | 74.89% |
| Best result | 79.56% | 79.85% | 79.81% | 80.08% | 79.77% |
| Average result | 72.16% | 72.38% | 73.39% | 73.54% | 73.53% |
| Worst result | 66.82% | 66.53% | 68.03% | 66.79% | 66.06% |
| Responses | 7616 | 6963 | 6550 | 7168 | 6040 |

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



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 57.59% | 59.49% | 61.92% | 64.09% | 61.69% |
| Best result | 64.49% | 67.15% | 70.95% | 71.90% | 72.53% |
| Average result | 55.83% | 57.91% | 61.47% | 61.95% | 61.78% |
| Worst result | 44.13% | 48.38% | 52.03% | 53.63% | 53.60% |
| Responses | 7610 | 6963 | 6551 | 7159 | 6036 |

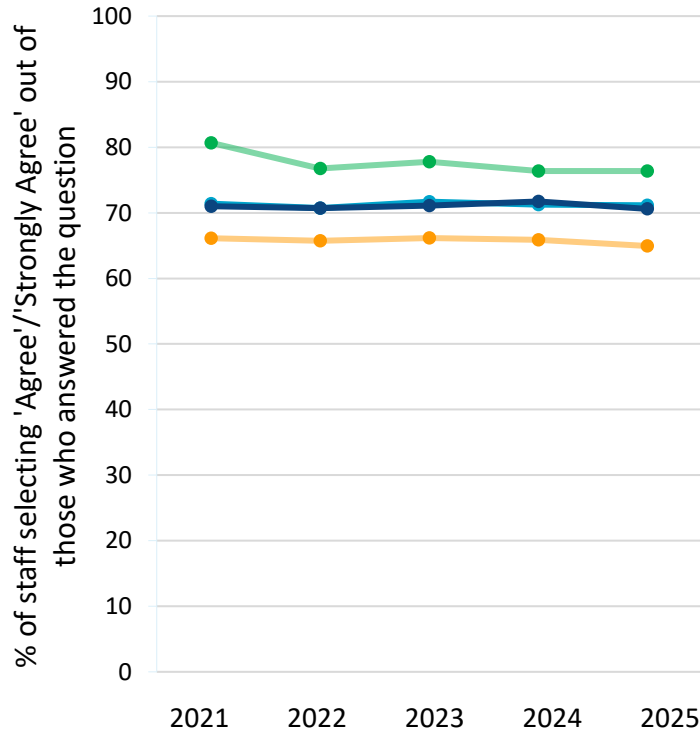
Q7c I receive the respect I deserve from my colleagues at work.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 70.51% | 70.76% | 70.87% | 72.23% | 70.52% |
| Best result | 78.46% | 78.30% | 77.85% | 76.23% | 77.49% |
| Average result | 69.78% | 70.35% | 71.00% | 70.47% | 70.43% |
| Worst result | 62.28% | 63.13% | 63.18% | 65.35% | 63.28% |
| Responses | 7616 | 6967 | 6551 | 7163 | 6033 |

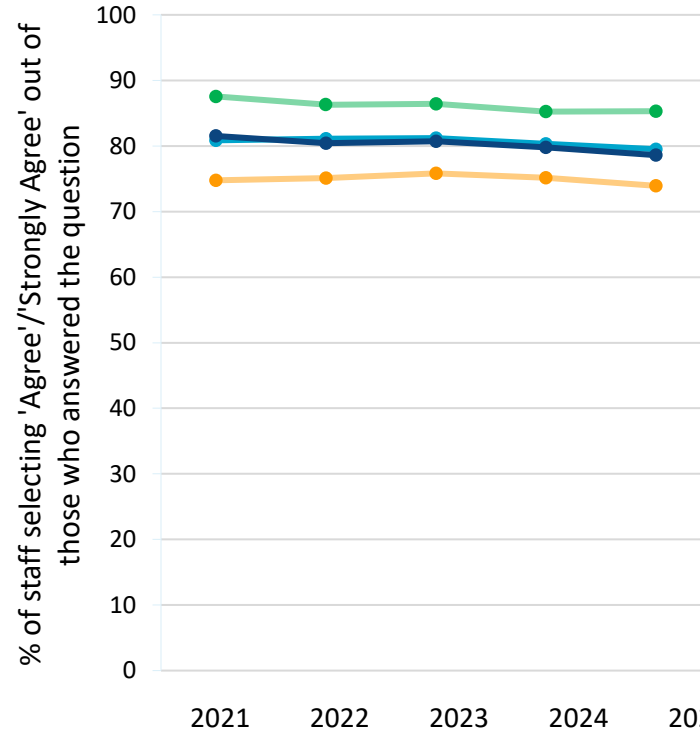


Q7d Team members understand each other's roles.



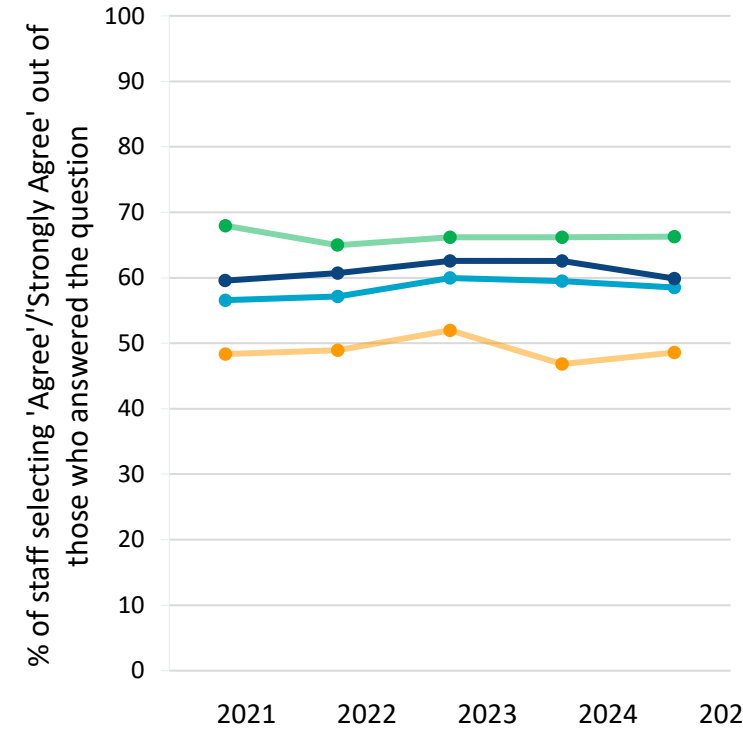
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 70.99% | 70.70% | 71.08% | 71.73% | 70.60% |
| Best result | 80.67% | 76.74% | 77.77% | 76.37% | 76.38% |
| Average result | 71.40% | 70.73% | 71.70% | 71.27% | 71.18% |
| Worst result | 66.12% | 65.71% | 66.15% | 65.90% | 64.94% |
| Responses | 7612 | 6958 | 6552 | 7169 | 6041 |

Q7e I enjoy working with the colleagues in my team.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 81.53% | 80.42% | 80.74% | 79.79% | 78.60% |
| Best result | 87.56% | 86.31% | 86.45% | 85.24% | 85.30% |
| Average result | 80.87% | 81.11% | 81.20% | 80.33% | 79.52% |
| Worst result | 74.78% | 75.10% | 75.82% | 75.15% | 73.93% |
| Responses | 7615 | 6959 | 6545 | 7162 | 6041 |

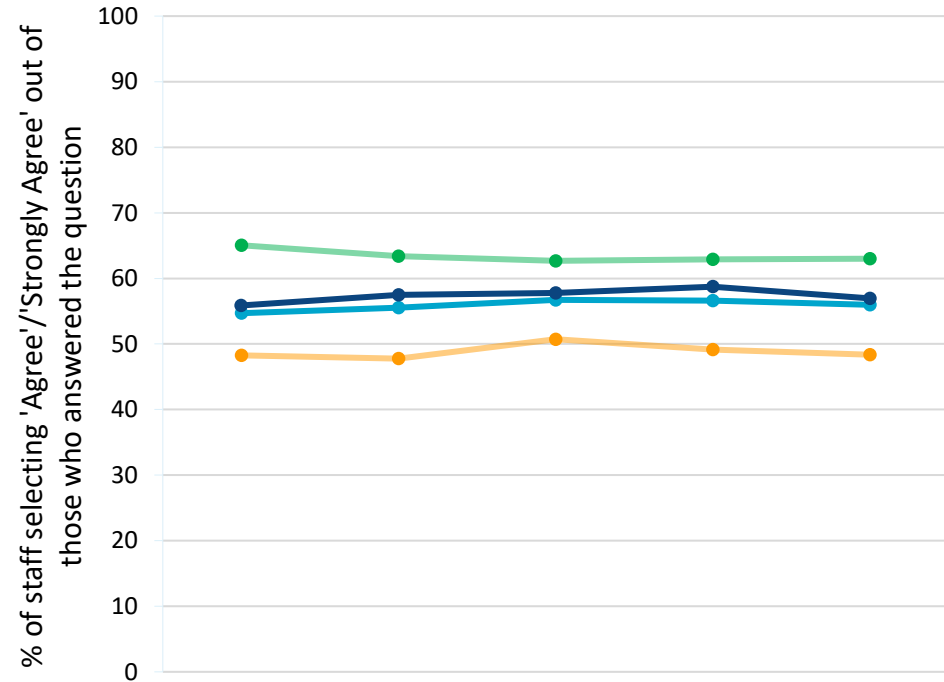
Q7f My team has enough freedom in how to do its work.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 59.57% | 60.71% | 62.58% | 62.58% | 59.90% |
| Best result | 67.96% | 64.97% | 66.19% | 66.17% | 66.26% |
| Average result | 56.58% | 57.13% | 59.97% | 59.48% | 58.51% |
| Worst result | 48.34% | 48.92% | 51.98% | 46.82% | 48.57% |
| Responses | 7605 | 6958 | 6542 | 7146 | 6029 |

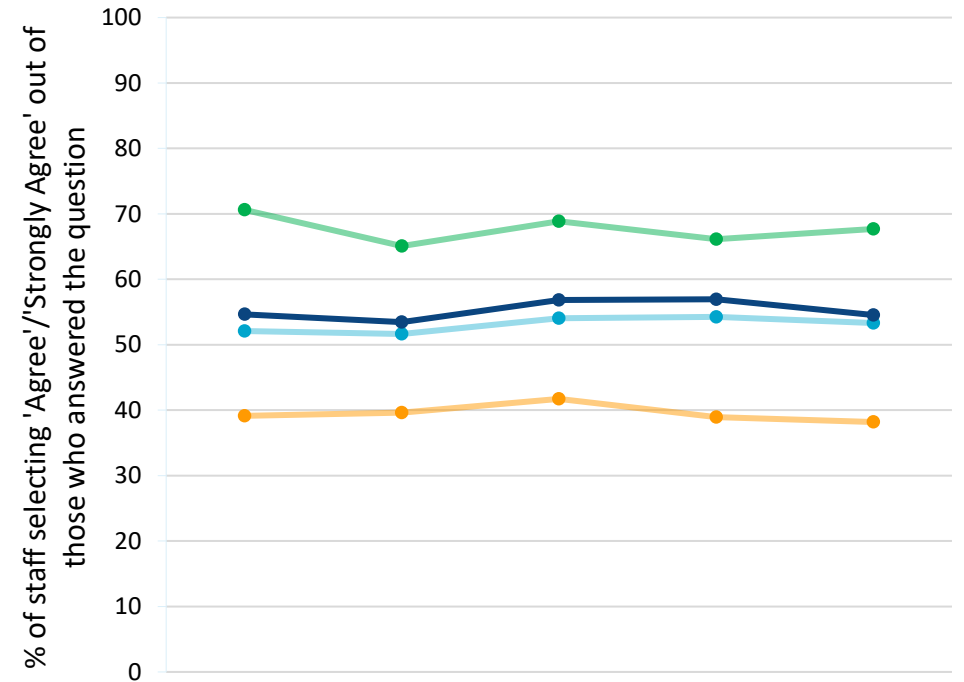


Q7g In my team disagreements are dealt with constructively.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 55.87% | 57.48% | 57.79% | 58.73% | 56.94% |
| Best result | 65.05% | 63.39% | 62.68% | 62.92% | 63.01% |
| Average result | 54.69% | 55.52% | 56.73% | 56.61% | 55.99% |
| Worst result | 48.27% | 47.76% | 50.72% | 49.15% | 48.38% |
| Responses | 7605 | 6954 | 6538 | 7152 | 6028 |

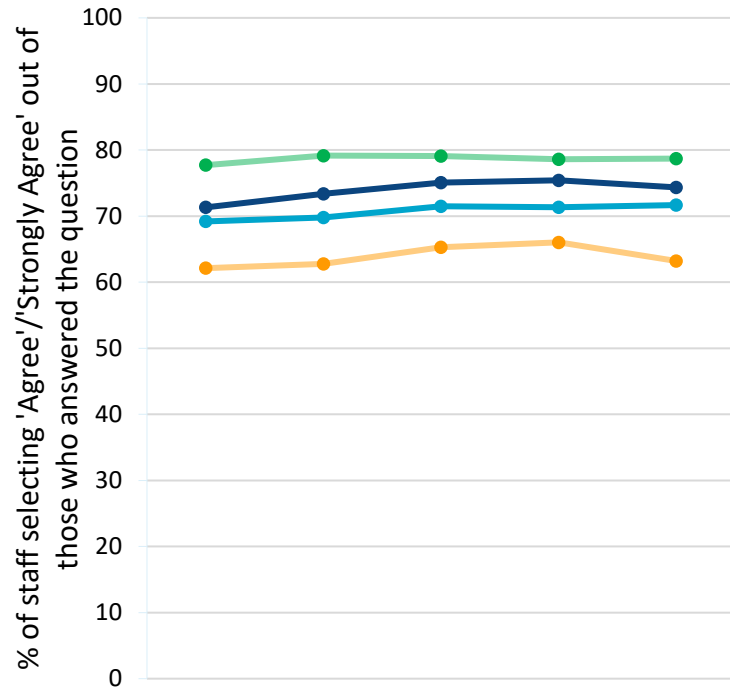
Q8a Teams within this organisation work well together to achieve their objectives.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 54.64% | 53.46% | 56.84% | 56.95% | 54.55% |
| Best result | 70.61% | 65.08% | 68.87% | 66.14% | 67.71% |
| Average result | 52.10% | 51.64% | 54.07% | 54.26% | 53.30% |
| Worst result | 39.15% | 39.64% | 41.73% | 38.96% | 38.19% |
| Responses | 7589 | 6960 | 6537 | 7158 | 6025 |



Q9a My immediate manager encourages me at work.

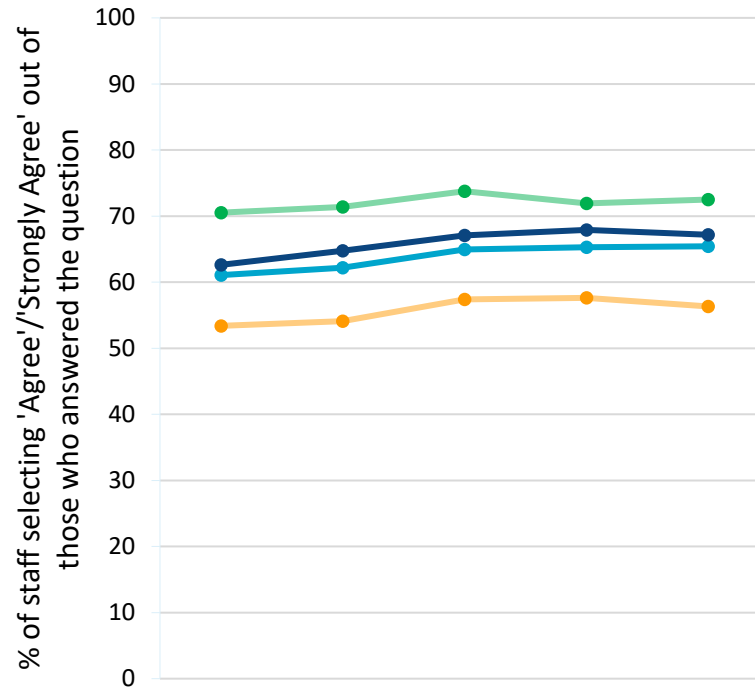


2021 2022 2023 2024 2025

| | | | | | |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 71.32% | 73.38% | 75.08% | 75.42% | 74.34% |
| 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 7567 6960 6553 7183 6047

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

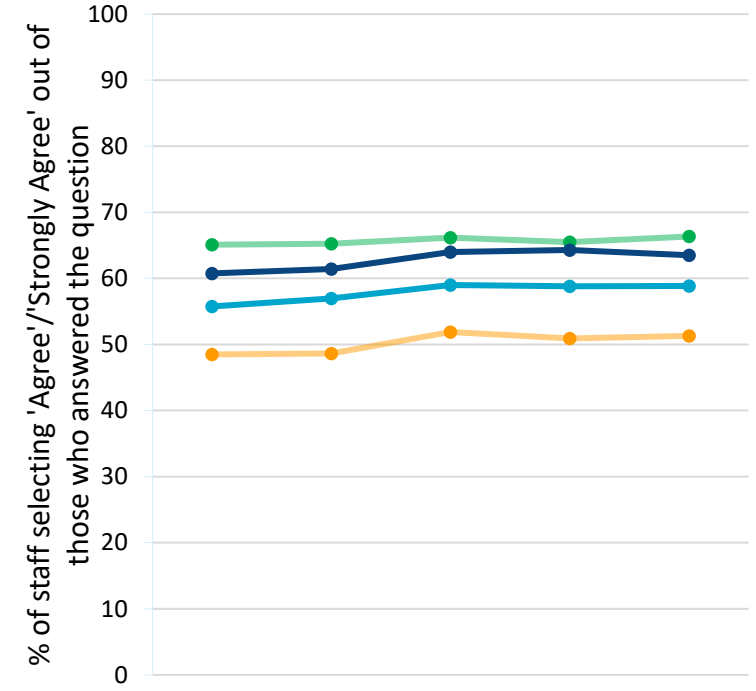


2021 2022 2023 2024 2025

| | | | | | |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 62.62% | 64.78% | 67.08% | 67.91% | 67.16% |
| Best result | 70.52% | 71.41% | 73.77% | 71.91% | 72.48% |
| Average result | 61.07% | 62.18% | 64.95% | 65.31% | 65.43% |
| Worst result | 53.39% | 54.10% | 57.39% | 57.63% | 56.34% |

Responses 7561 6954 6543 7173 6043

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



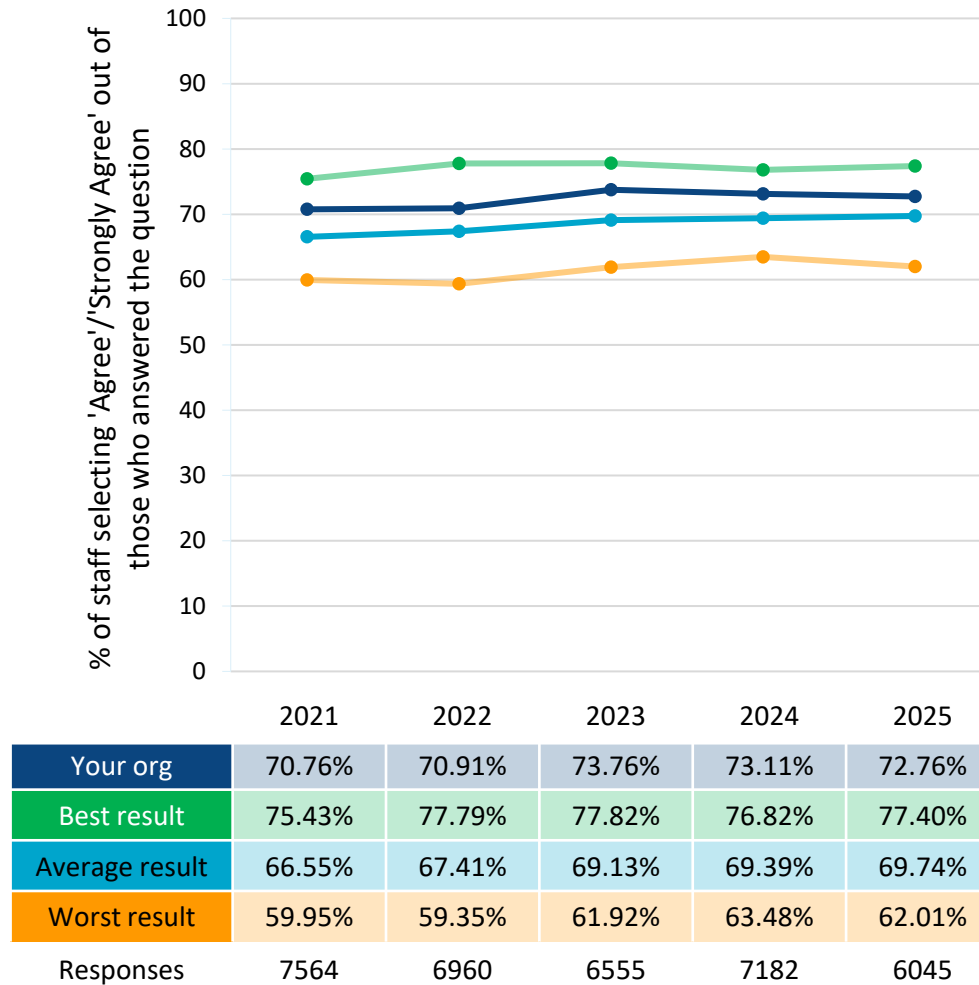
2021 2022 2023 2024 2025

| | | | | | |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 60.76% | 61.41% | 63.98% | 64.30% | 63.50% |
| Best result | 65.10% | 65.24% | 66.18% | 65.48% | 66.34% |
| Average result | 55.76% | 56.95% | 59.00% | 58.82% | 58.84% |
| Worst result | 48.50% | 48.63% | 51.89% | 50.94% | 51.30% |

Responses 7562 6958 6548 7170 6046



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



Theme – Staff engagement



Questions included:

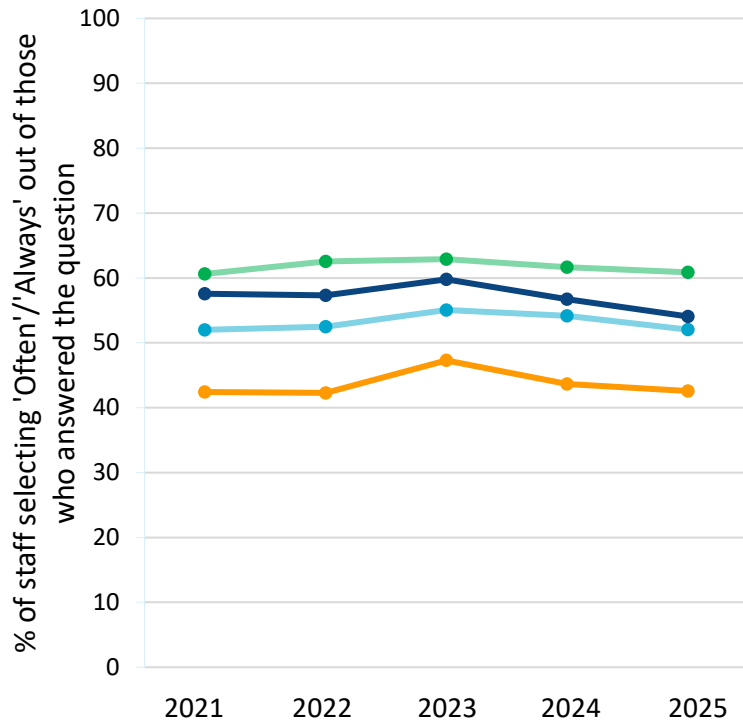
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

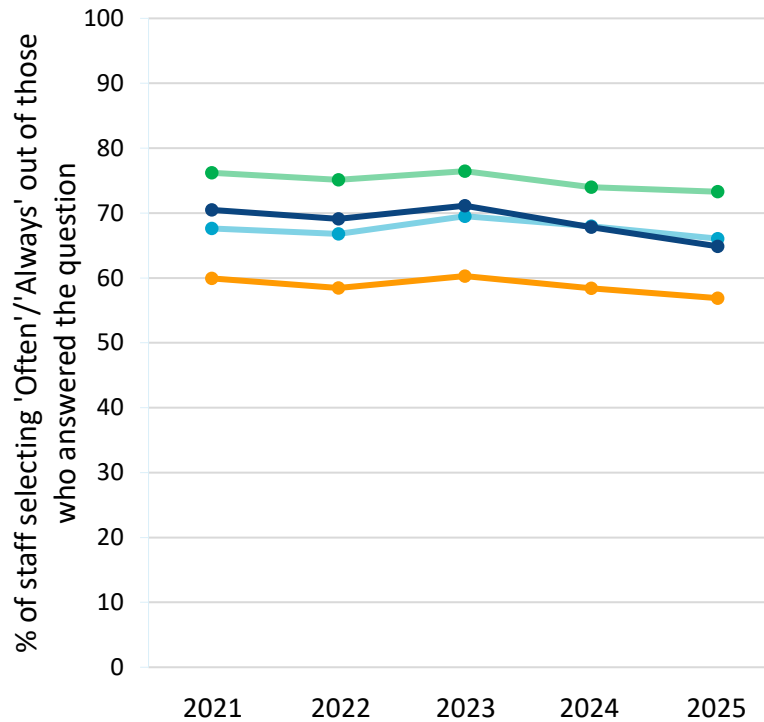
Advocacy – Q25a, Q25c, Q25d



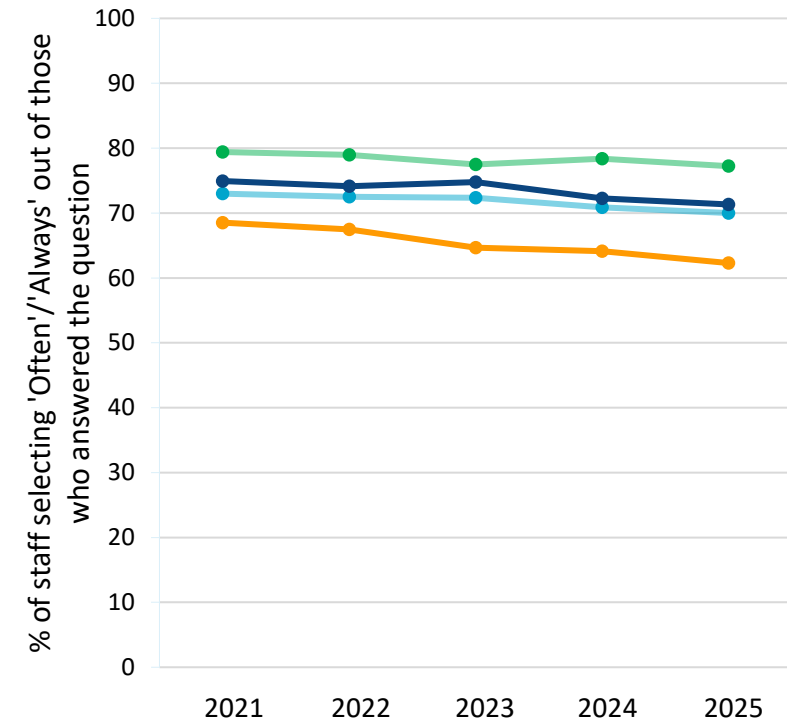
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



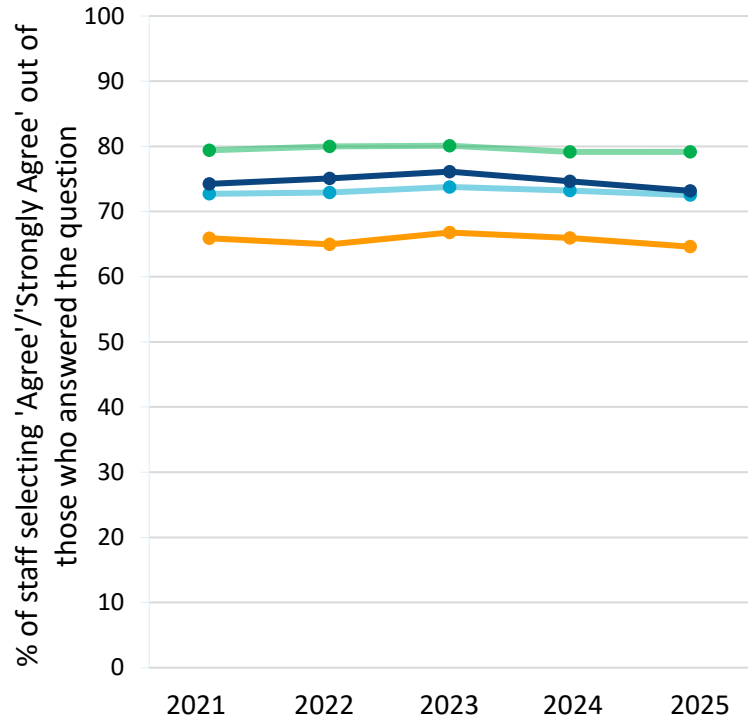
| Year | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 57.55% | 57.32% | 59.78% | 56.72% | 54.06% |
| Best result | 60.62% | 62.54% | 62.89% | 61.67% | 60.88% |
| Average result | 52.00% | 52.48% | 55.06% | 54.17% | 52.04% |
| Worst result | 42.40% | 42.29% | 47.28% | 43.67% | 42.57% |
| Responses | 7716 | 6944 | 6522 | 7124 | 6013 |

| Year | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 70.50% | 69.09% | 71.13% | 67.82% | 64.87% |
| Best result | 76.21% | 75.11% | 76.45% | 73.98% | 73.28% |
| Average result | 67.62% | 66.77% | 69.51% | 67.95% | 66.05% |
| Worst result | 59.95% | 58.47% | 60.29% | 58.42% | 56.88% |
| Responses | 7705 | 6923 | 6508 | 7093 | 5977 |

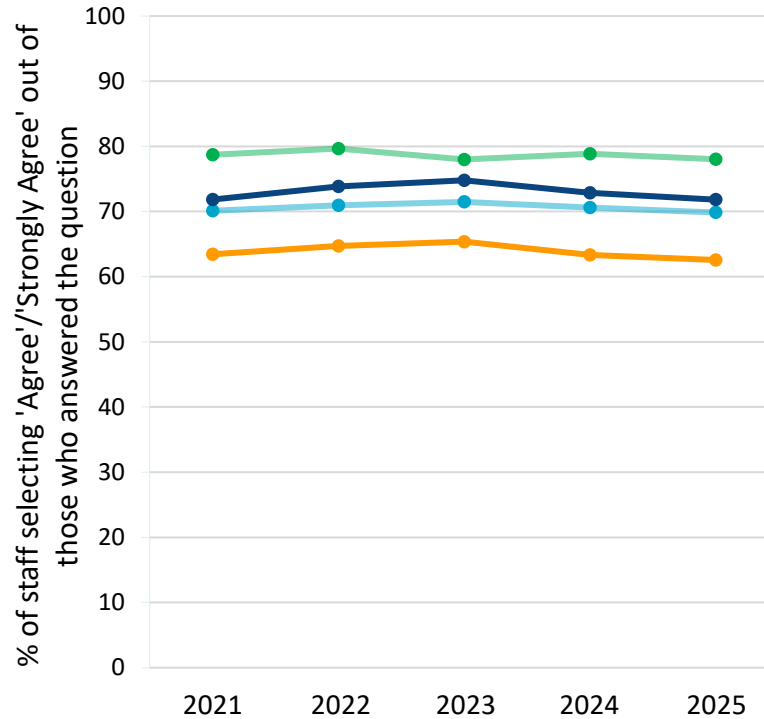
| Year | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 74.93% | 74.14% | 74.78% | 72.25% | 71.32% |
| Best result | 79.40% | 78.98% | 77.46% | 78.39% | 77.22% |
| Average result | 72.98% | 72.52% | 72.34% | 70.90% | 70.00% |
| Worst result | 68.52% | 67.46% | 64.64% | 64.12% | 62.29% |
| Responses | 7701 | 6932 | 6499 | 7082 | 5970 |



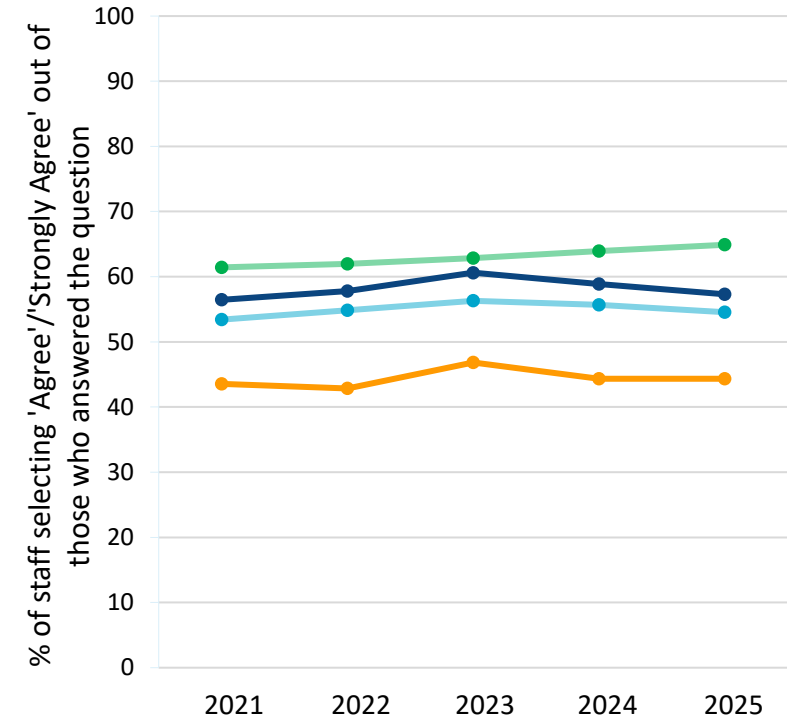
Q3c There are frequent opportunities for me to show initiative in my role.



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



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



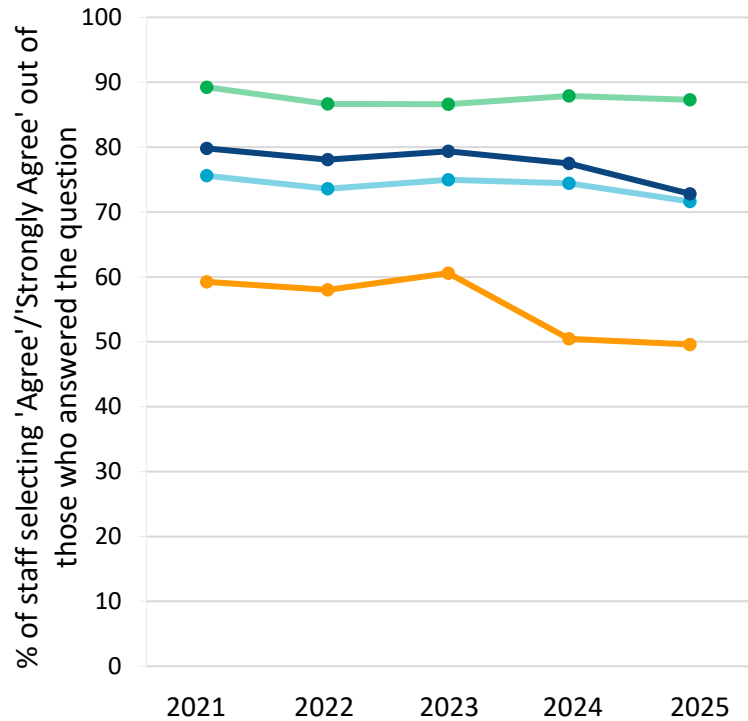
| Your org | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 79.41% | 80.01% | 80.10% | 79.15% | 79.17% |
| Average result | 72.75% | 72.91% | 73.77% | 73.20% | 72.51% |
| Worst result | 65.92% | 64.98% | 66.78% | 65.94% | 64.60% |
| Responses | 7686 | 6961 | 6555 | 7168 | 6041 |

| Your org | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 78.70% | 79.67% | 78.00% | 78.84% | 78.03% |
| Average result | 70.10% | 70.97% | 71.47% | 70.61% | 69.85% |
| Worst result | 63.42% | 64.70% | 65.38% | 63.33% | 62.56% |
| Responses | 7695 | 6965 | 6561 | 7162 | 6026 |

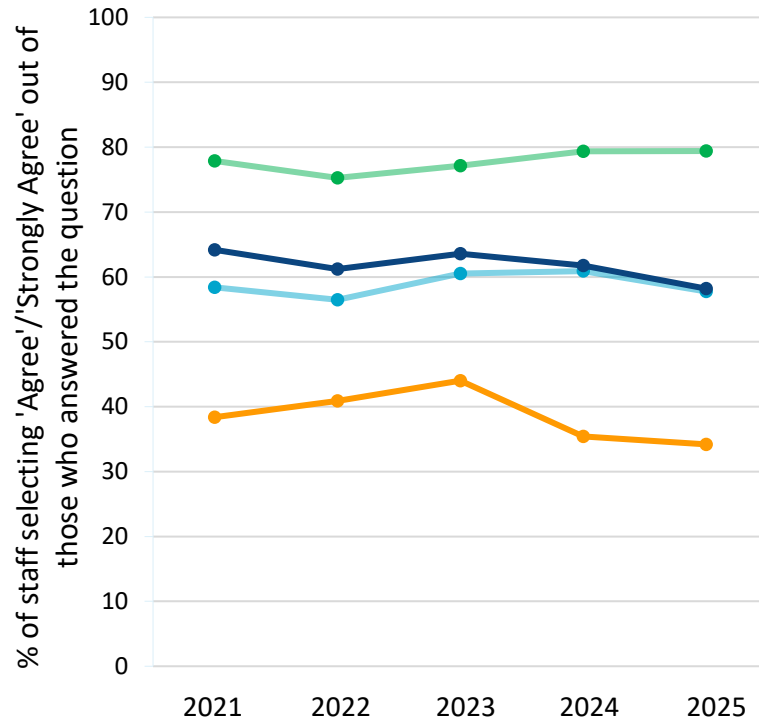
| Your org | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 61.43% | 61.98% | 62.84% | 63.94% | 64.90% |
| Average result | 53.41% | 54.86% | 56.30% | 55.71% | 54.54% |
| Worst result | 43.54% | 42.85% | 46.84% | 44.35% | 44.33% |
| Responses | 7681 | 6964 | 6538 | 7150 | 6004 |



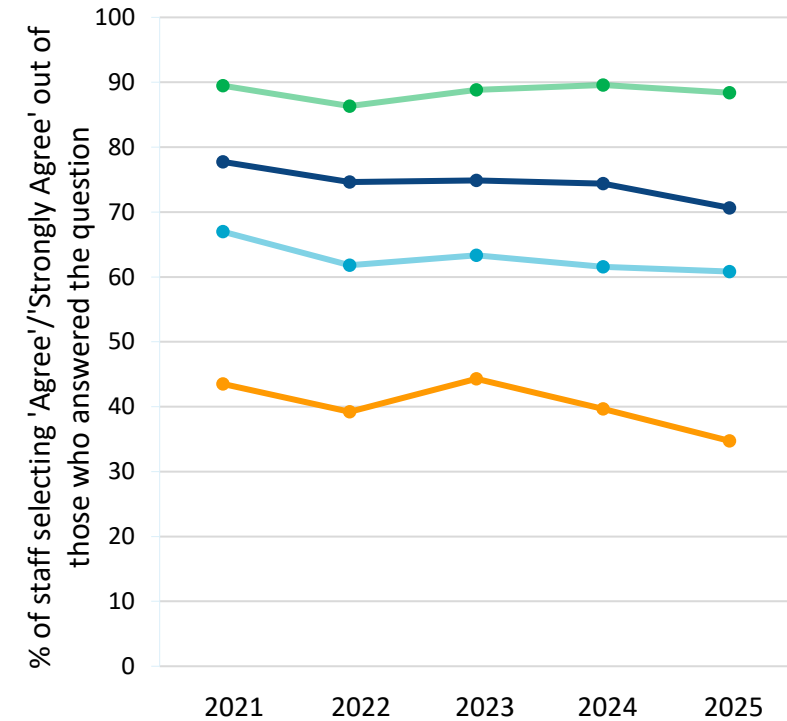
Q25a Care of patients / service users is my organisation's top priority.



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



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



| Year | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 79.81% | 78.10% | 79.34% | 77.48% | 72.81% |
| 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 | 7460 | 6939 | 6542 | 7157 | 6035 |

| Year | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 64.18% | 61.22% | 63.58% | 61.74% | 58.20% |
| 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 | 7457 | 6939 | 6543 | 7150 | 6037 |

| Year | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|--------|
| Your org | 77.73% | 74.60% | 74.87% | 74.36% | 70.65% |
| 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 | 7456 | 6941 | 6528 | 7141 | 6033 |

Theme - Morale



Questions included:

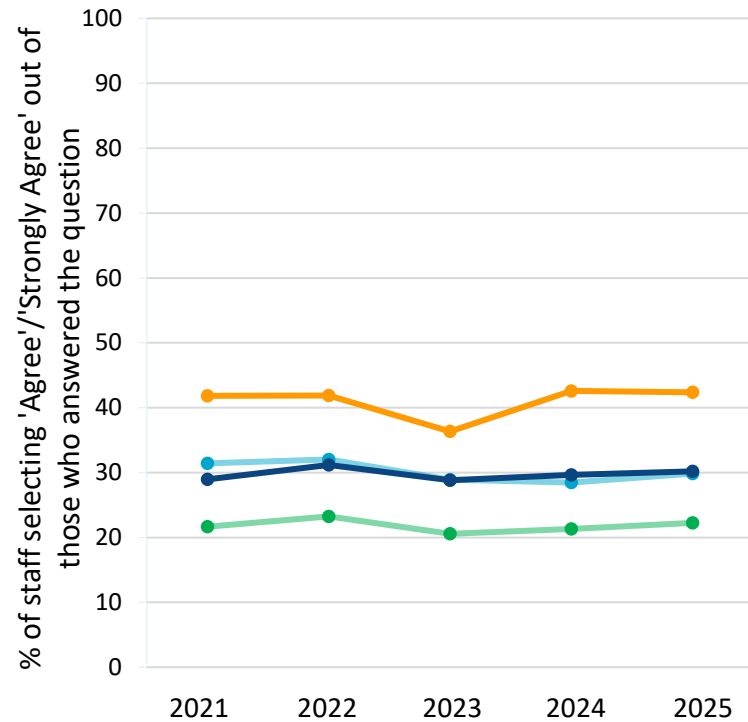
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

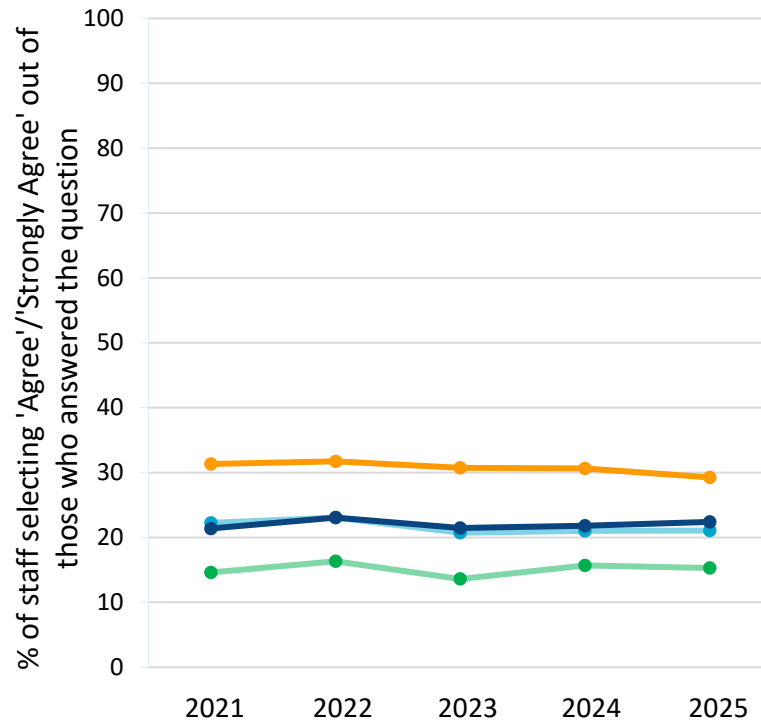


Q26a I often think about leaving this organisation.



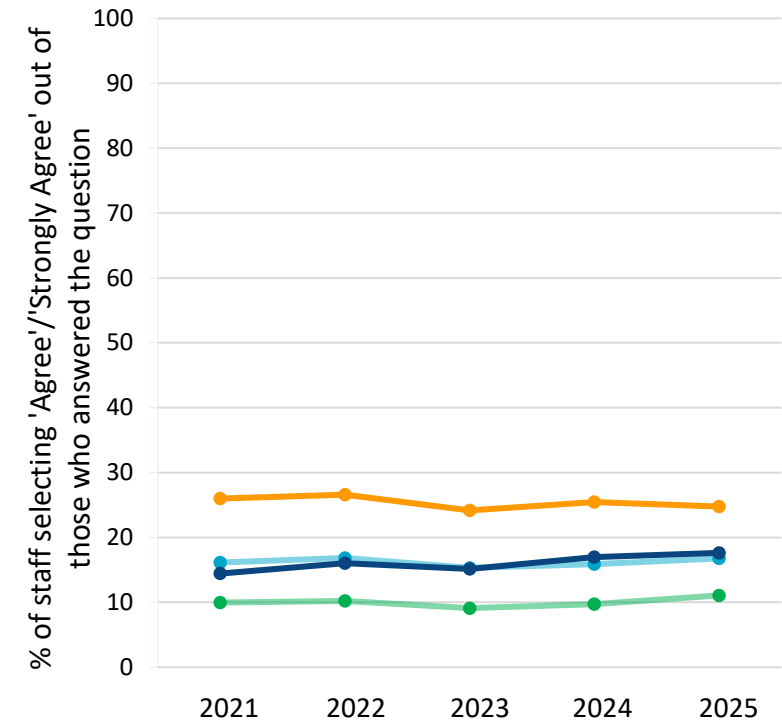
| Your org | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Best result | 21.67% | 23.25% | 20.56% | 21.31% | 22.27% |
| Average result | 31.44% | 32.02% | 28.90% | 28.46% | 29.83% |
| Worst result | 41.82% | 41.89% | 36.33% | 42.59% | 42.38% |
| Responses | 7424 | 6913 | 6539 | 7175 | 6045 |

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 | 7425 | 6908 | 6535 | 7156 | 6032 |

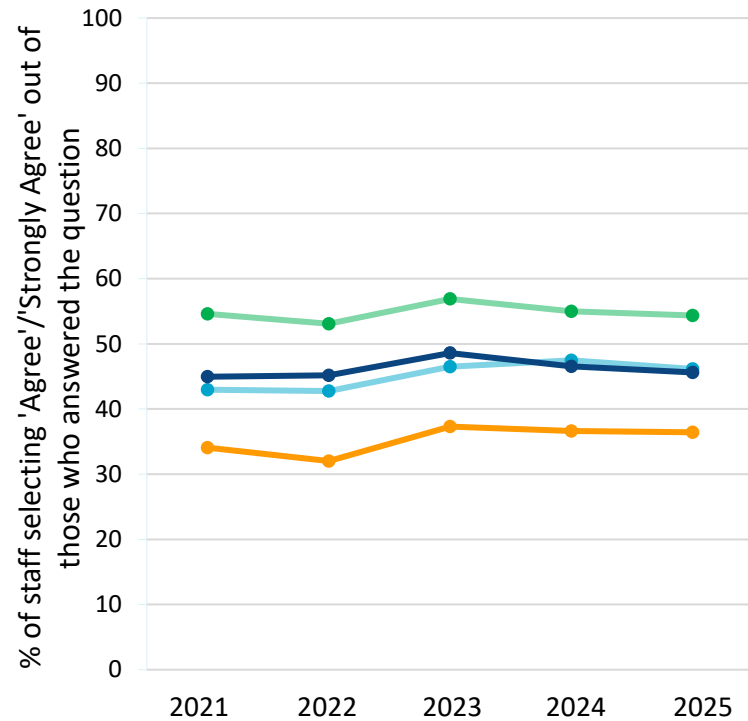
Q26c As soon as I can find another job, I will leave this organisation.



| 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 | 7414 | 6904 | 6524 | 7121 | 6011 |

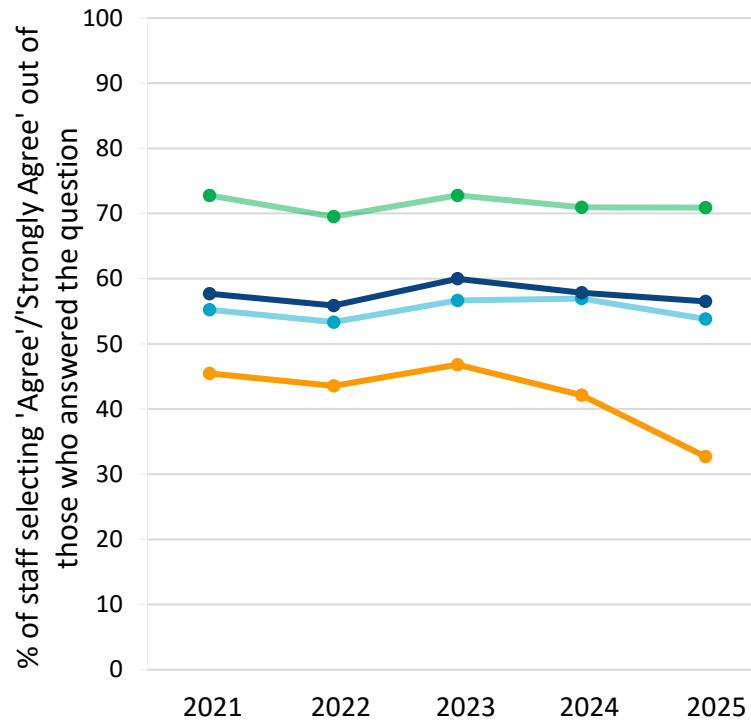


Q3g I am able to meet all the conflicting demands on my time at work.



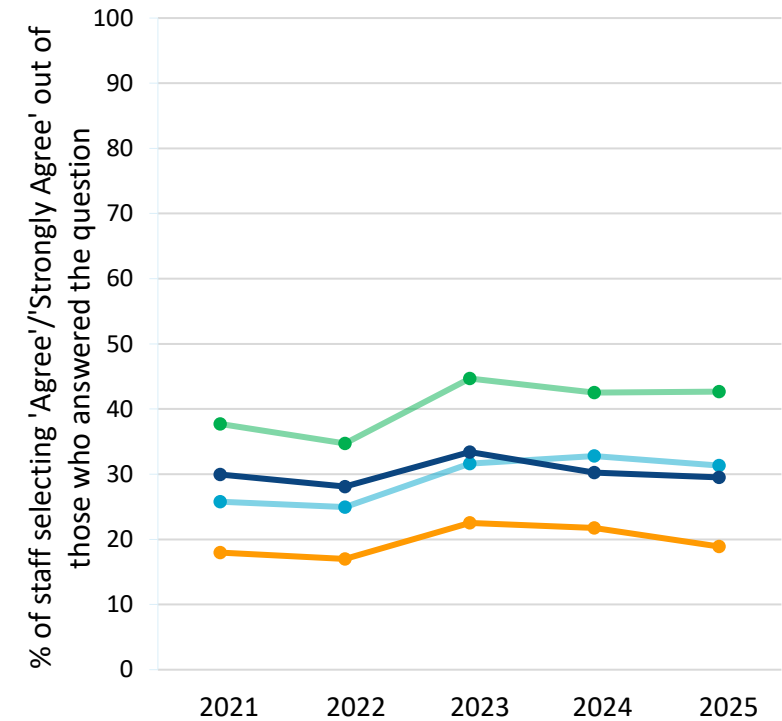
| Your org | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 44.96% | 45.19% | 48.59% | 46.54% | 45.60% |
| Best result | 54.61% | 53.09% | 56.89% | 54.99% | 54.34% |
| Average result | 42.96% | 42.76% | 46.52% | 47.47% | 46.14% |
| Worst result | 34.06% | 32.02% | 37.31% | 36.63% | 36.45% |
| Responses | 7679 | 6954 | 6545 | 7148 | 6027 |

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



| Your org | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 57.72% | 55.89% | 59.98% | 57.82% | 56.53% |
| Best result | 72.77% | 69.52% | 72.79% | 70.96% | 70.92% |
| Average result | 55.26% | 53.34% | 56.68% | 56.94% | 53.84% |
| Worst result | 45.45% | 43.54% | 46.82% | 42.11% | 32.70% |
| Responses | 7683 | 6963 | 6544 | 7116 | 5999 |

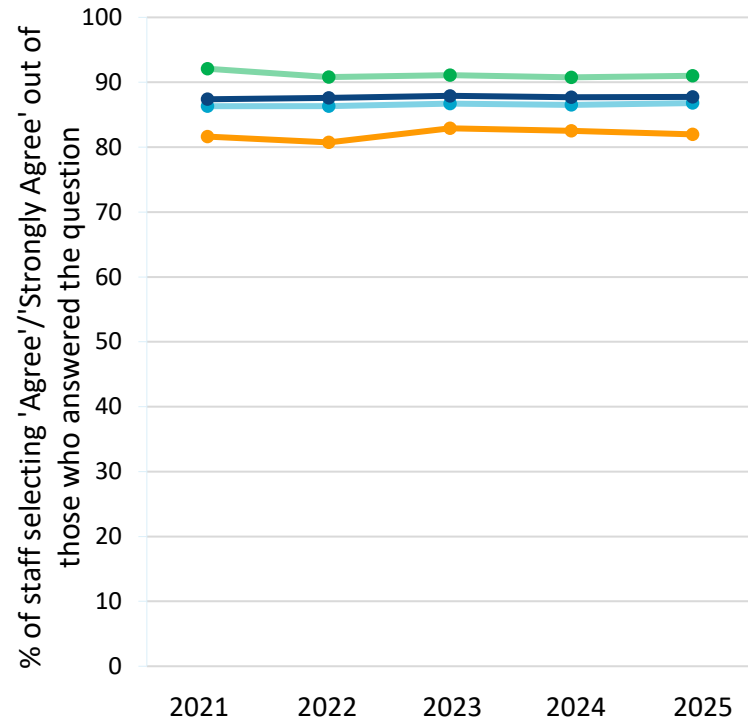
Q3i There are enough staff at this organisation for me to do my job properly.



| Your org | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 29.97% | 28.10% | 33.40% | 30.26% | 29.49% |
| Best result | 37.72% | 34.72% | 44.68% | 42.50% | 42.65% |
| Average result | 25.79% | 24.95% | 31.62% | 32.78% | 31.34% |
| Worst result | 17.94% | 17.00% | 22.52% | 21.73% | 18.91% |
| Responses | 7691 | 6959 | 6551 | 7166 | 6045 |

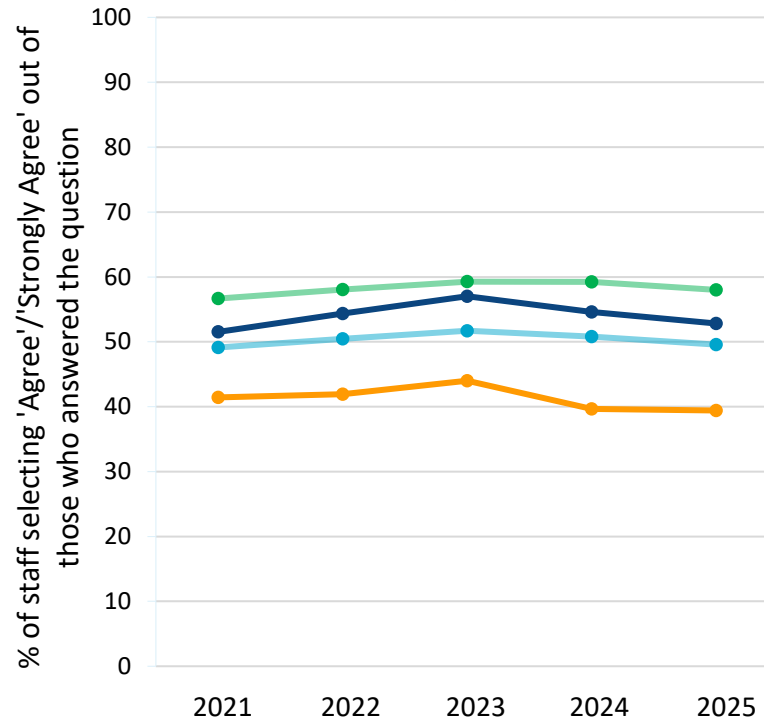


Q3a I always know what my work responsibilities are.



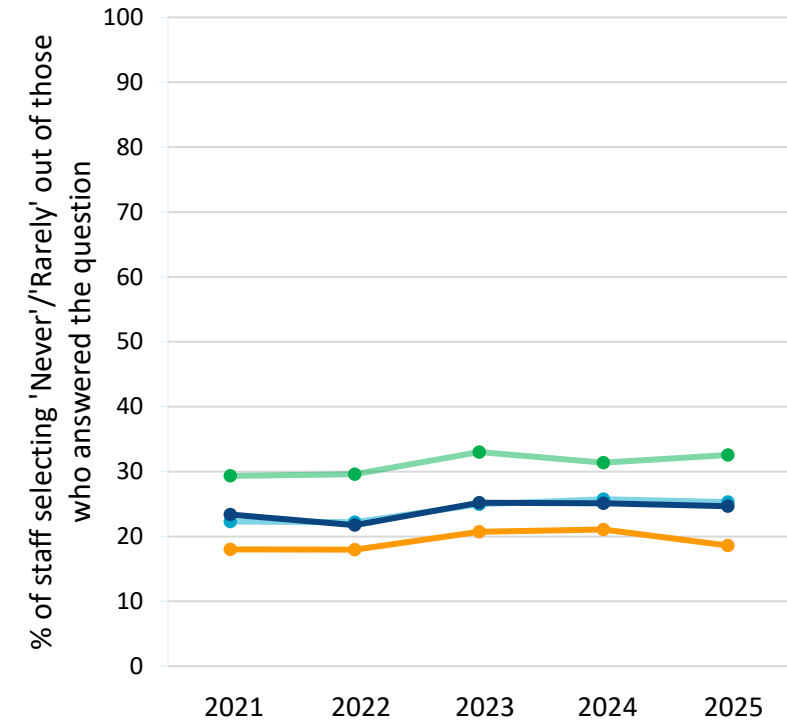
| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 87.38% | 87.58% | 87.91% | 87.70% | 87.74% |
| Best result | 92.09% | 90.81% | 91.10% | 90.75% | 91.00% |
| Average result | 86.33% | 86.32% | 86.69% | 86.53% | 86.79% |
| Worst result | 81.63% | 80.73% | 82.90% | 82.49% | 81.95% |
| Responses | 7673 | 6950 | 6558 | 7192 | 6055 |

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



| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 51.52% | 54.34% | 57.02% | 54.61% | 52.84% |
| 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 | 7692 | 6966 | 6555 | 7142 | 6031 |

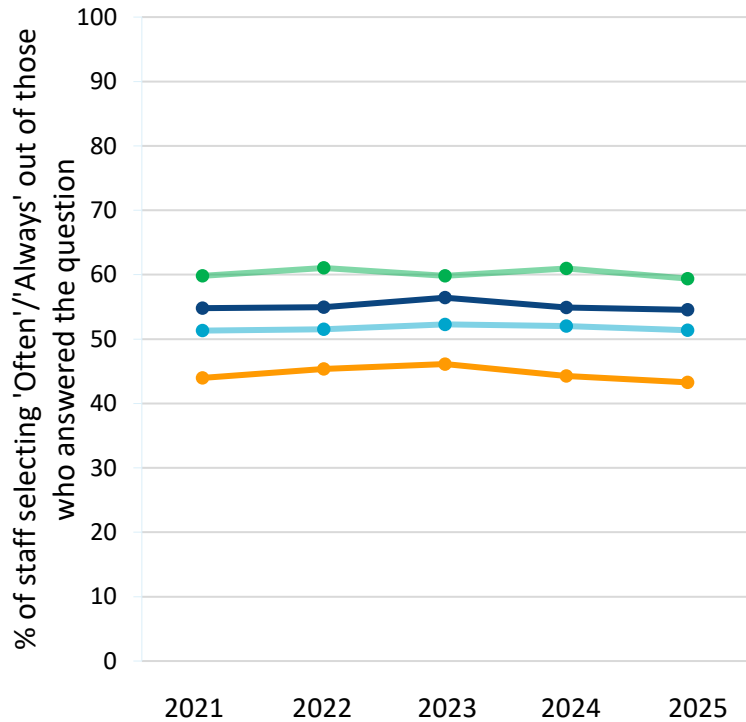
Q5a I have unrealistic time pressures.



| | | | | | |
|----------------|--------|--------|--------|--------|--------|
| Your org | 23.38% | 21.74% | 25.20% | 25.12% | 24.65% |
| 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 | 7639 | 6947 | 6543 | 7167 | 6035 |

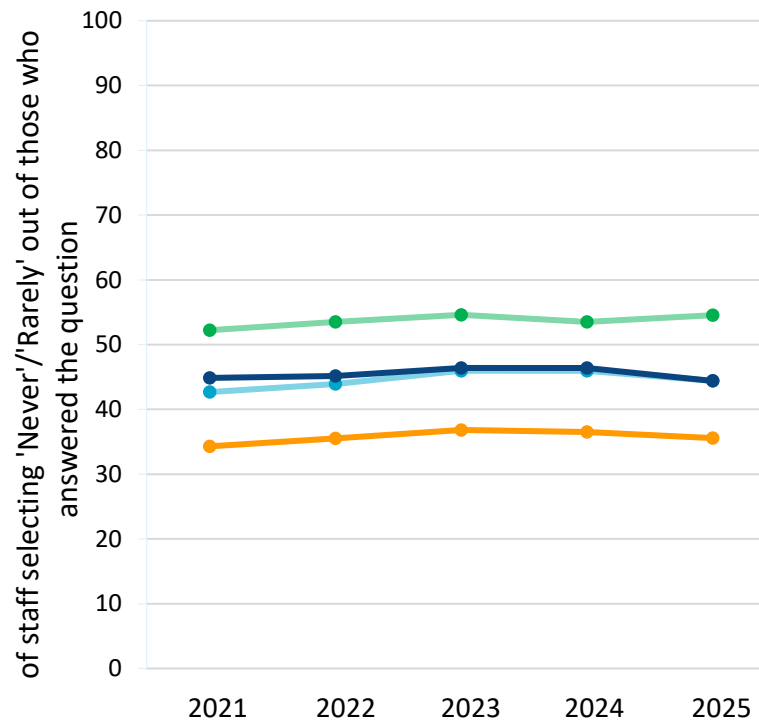


Q5b I have a choice in deciding how to do my work.



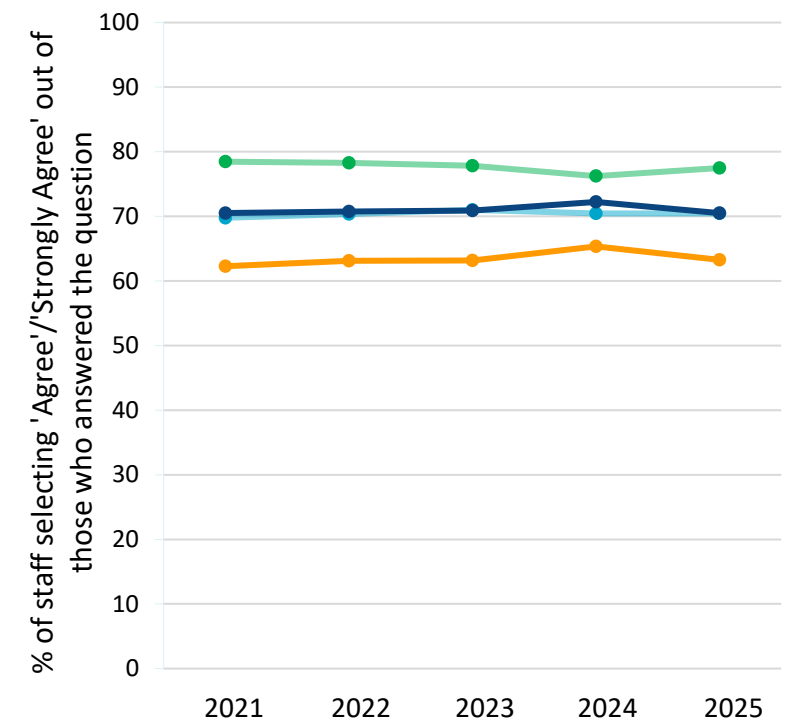
| Year | Best result | Average result | Your org | Worst result |
|------|-------------|----------------|----------|--------------|
| 2021 | 59.84% | 51.31% | 54.82% | 43.95% |
| 2022 | 61.04% | 51.54% | 54.95% | 45.34% |
| 2023 | 59.83% | 52.28% | 56.42% | 46.12% |
| 2024 | 60.94% | 52.02% | 54.90% | 44.25% |
| 2025 | 59.39% | 51.37% | 54.54% | 43.28% |

Q5c Relationships at work are strained.



| Year | Best result | Average result | Your org | Worst result |
|------|-------------|----------------|----------|--------------|
| 2021 | 52.22% | 42.67% | 44.86% | 34.29% |
| 2022 | 53.50% | 43.93% | 45.16% | 35.52% |
| 2023 | 54.61% | 45.97% | 46.40% | 36.82% |
| 2024 | 53.52% | 45.95% | 46.39% | 36.49% |
| 2025 | 54.55% | 44.43% | 44.40% | 35.57% |

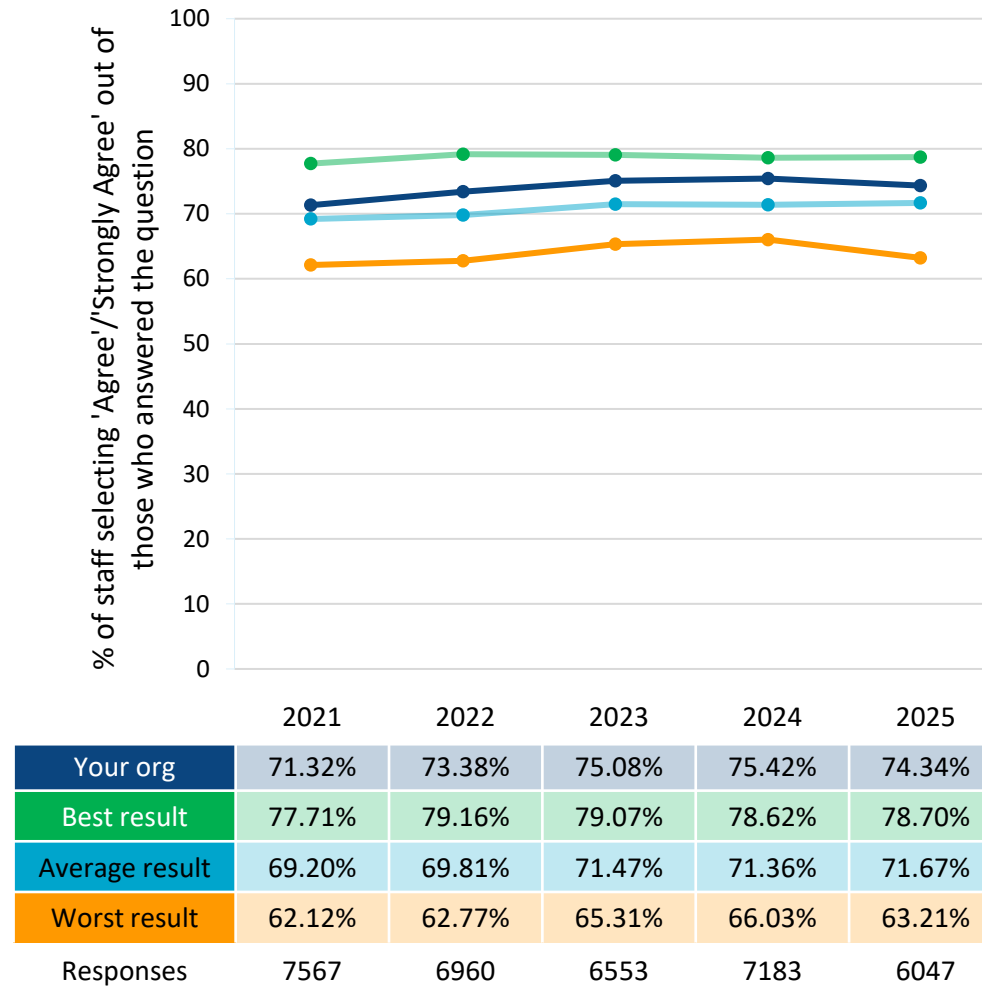
Q7c I receive the respect I deserve from my colleagues at work.



| Year | Best result | Average result | Your org | Worst result |
|------|-------------|----------------|----------|--------------|
| 2021 | 78.46% | 69.78% | 70.51% | 62.28% |
| 2022 | 78.30% | 70.35% | 70.76% | 63.13% |
| 2023 | 77.85% | 71.00% | 70.87% | 63.18% |
| 2024 | 76.23% | 70.47% | 72.23% | 65.35% |
| 2025 | 77.49% | 70.43% | 70.52% | 63.28% |



Q9a My immediate manager encourages me at work.



Questions not linked to People Promise elements or themes

Questions included:*

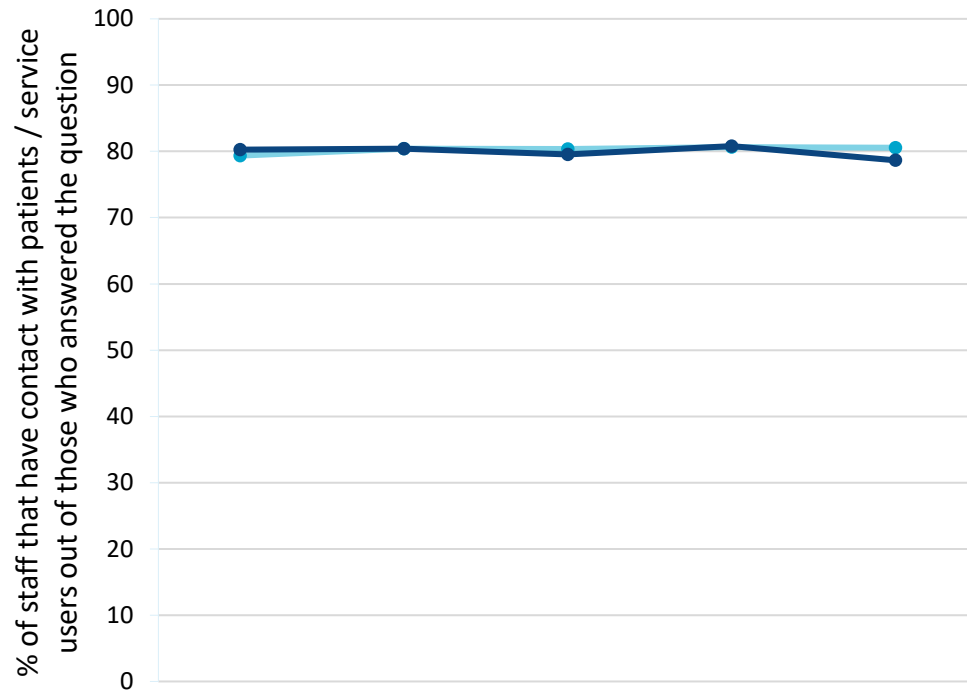
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*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?

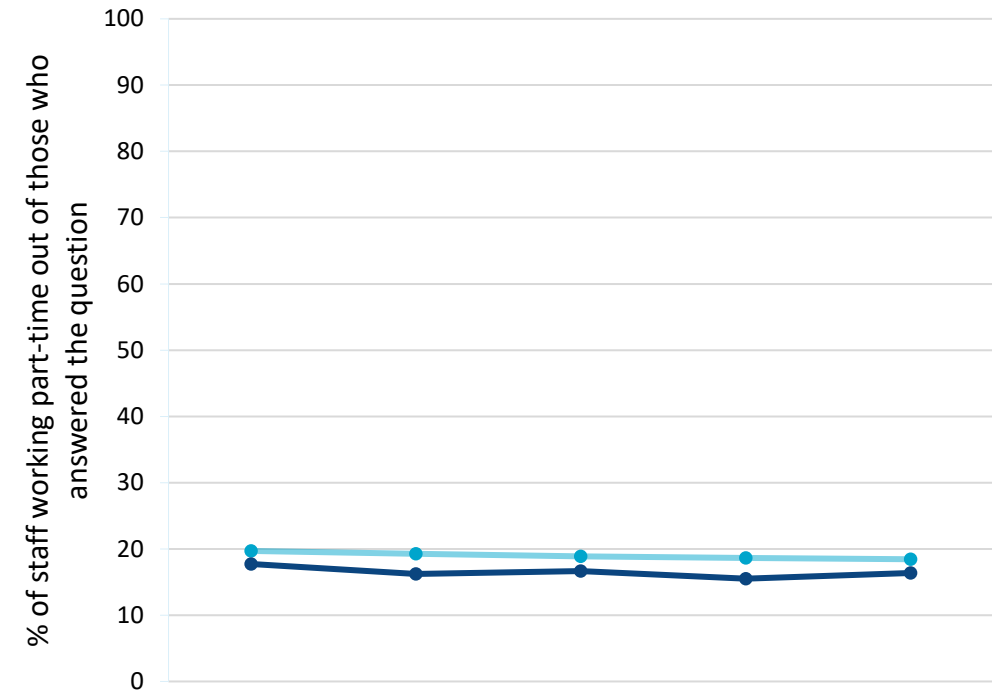


2021 2022 2023 2024 2025

| | | | | | |
|----------|--------|--------|--------|--------|--------|
| Your org | 80.25% | 80.43% | 79.56% | 80.79% | 78.65% |
| Average | 79.36% | 80.42% | 80.37% | 80.65% | 80.54% |

Responses 7720 6933 6530 7154 6024

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



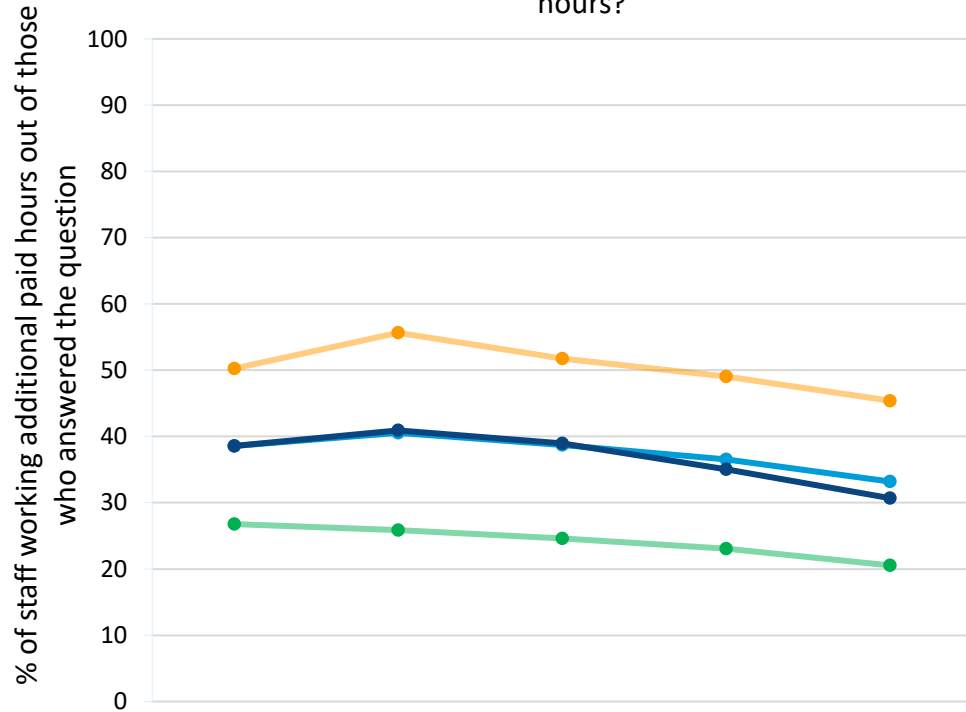
2021 2022 2023 2024 2025

| | | | | | |
|----------|--------|--------|--------|--------|--------|
| Your org | 17.73% | 16.23% | 16.67% | 15.51% | 16.36% |
| Average | 19.69% | 19.24% | 18.88% | 18.64% | 18.44% |

Responses 7429 6828 6424 6563 5557



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

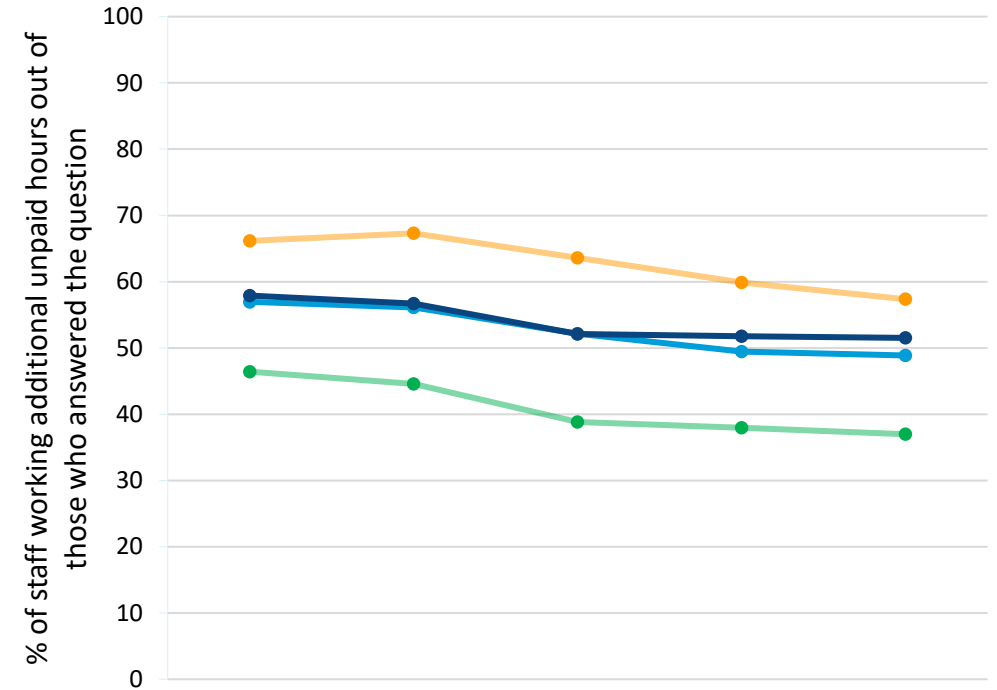


2021 2022 2023 2024 2025

| | | | | | |
|----------|--------|--------|--------|--------|--------|
| Your org | 38.56% | 40.92% | 38.94% | 35.04% | 30.69% |
| 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 7541 6922 6518 6919 5853

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



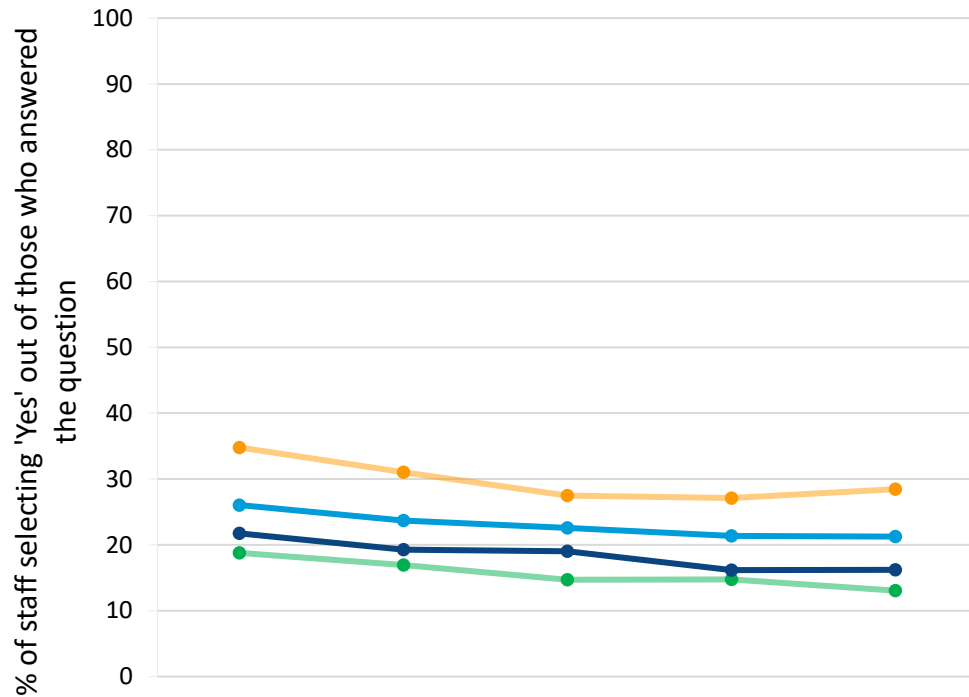
2021 2022 2023 2024 2025

| | | | | | |
|----------|--------|--------|--------|--------|--------|
| Your org | 57.91% | 56.72% | 52.10% | 51.78% | 51.52% |
| 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 7537 6907 6505 6929 5857

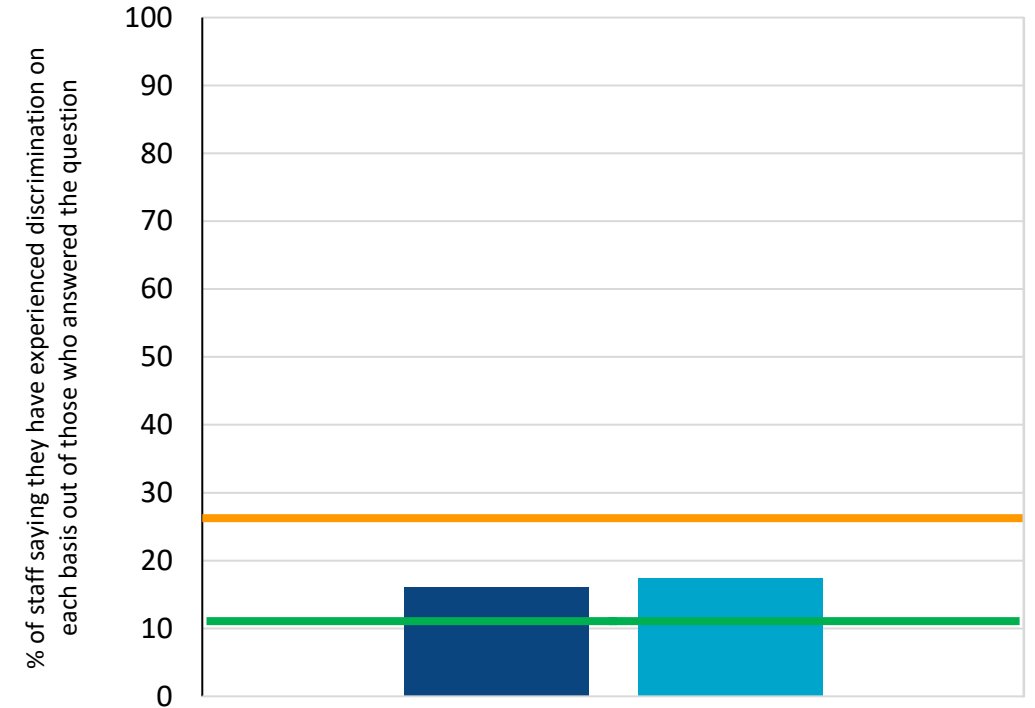


Q11e* Have you felt pressure from your manager to come to work?



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|--------|--------|
| Your org | 21.74% | 19.26% | 19.03% | 16.17% | 16.21% |
| 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 | 3686 | 3505 | 3121 | 3662 | 3101 |

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



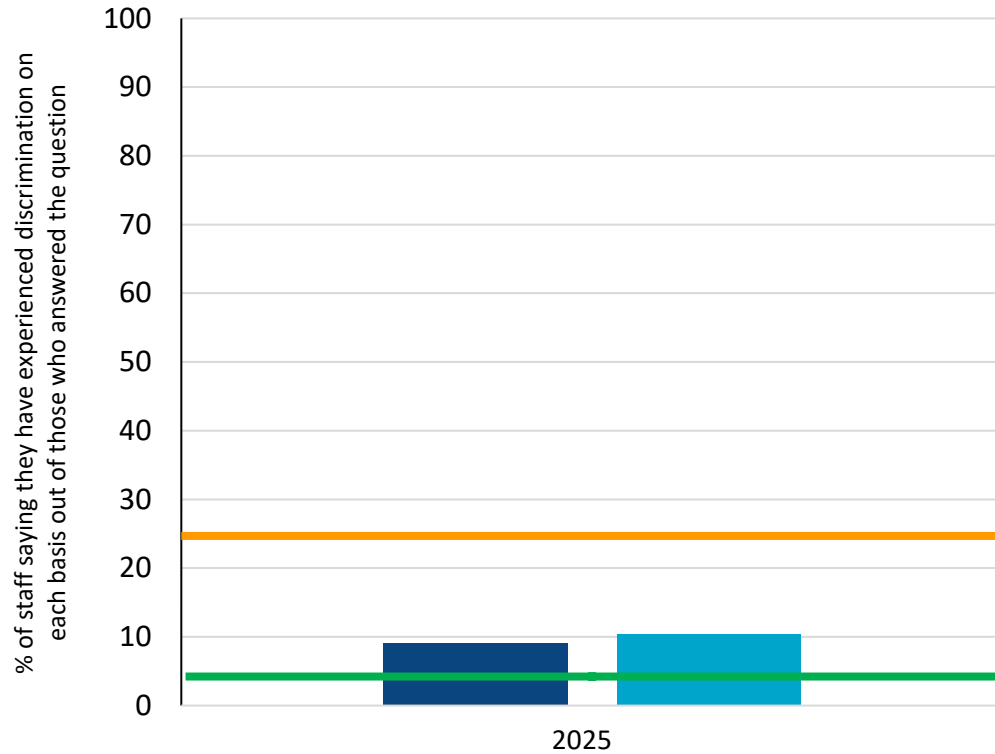
| | 2025 |
|----------------|--------|
| Your org | 16.12% |
| Best result | 11.08% |
| Average result | 17.46% |
| Worst result | 26.25% |
| Responses | 831 |

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

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

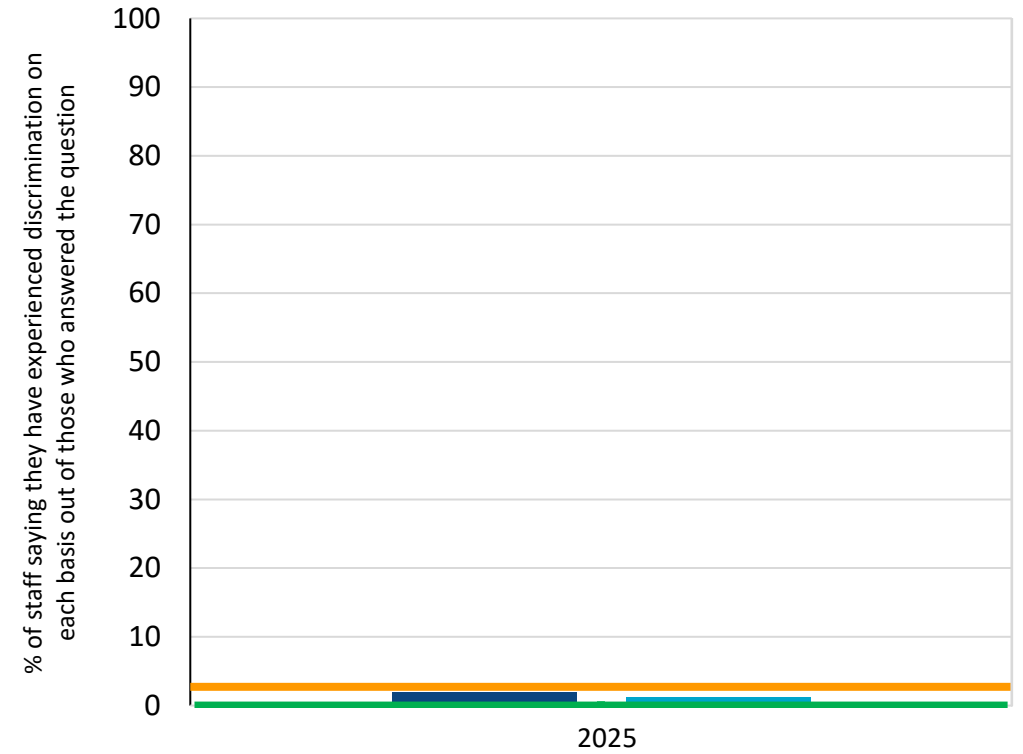


Q16c.2 On what grounds have you experienced discrimination?
– Disability.



| | |
|----------------|--------|
| 2025 | |
| Your org | 9.03% |
| Best result | 4.23% |
| Average result | 10.47% |
| Worst result | 24.69% |
| Responses | 831 |

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

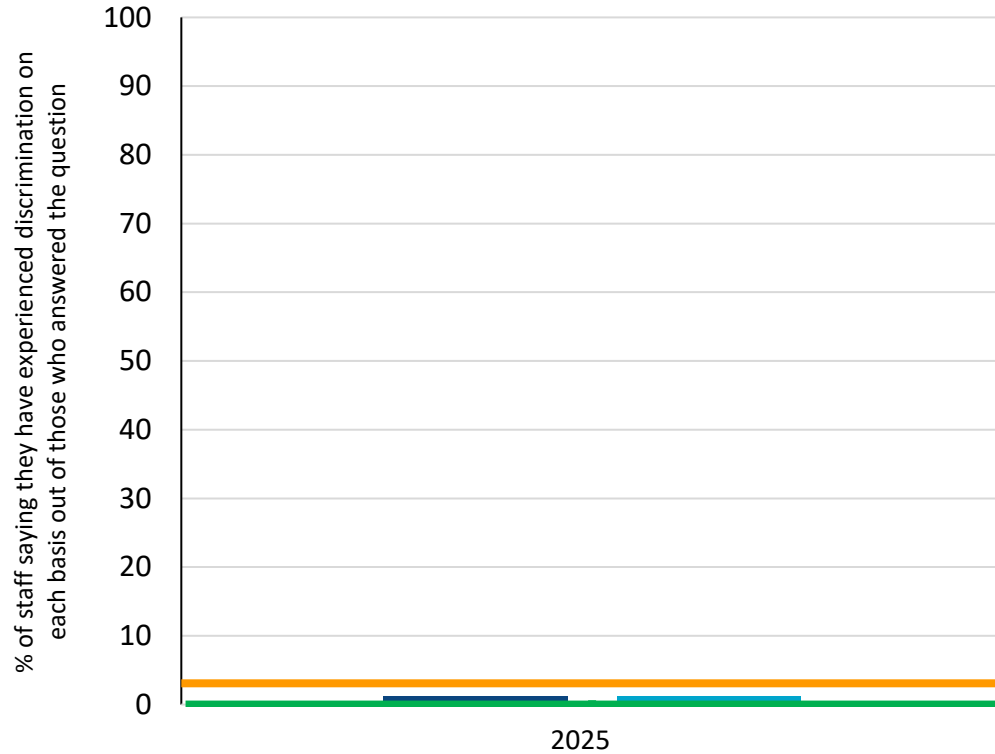


| | |
|----------------|-------|
| 2025 | |
| Your org | 1.95% |
| Best result | 0.00% |
| Average result | 1.25% |
| Worst result | 2.73% |
| Responses | 831 |

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

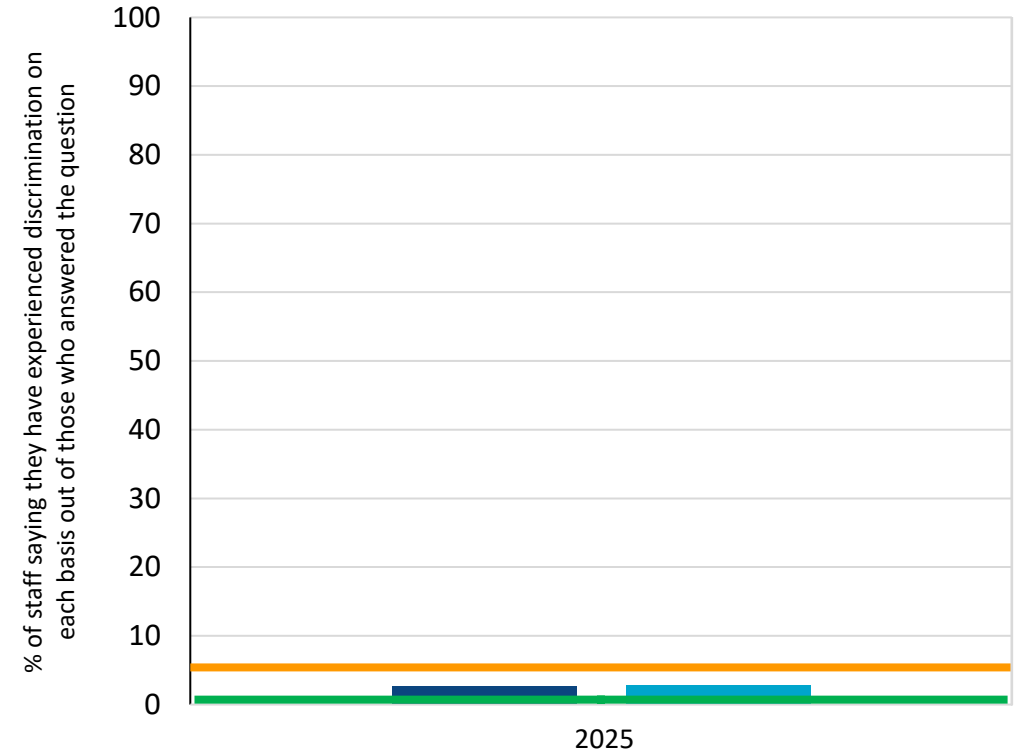


Q16c.4 On what grounds have you experienced discrimination?
– Marriage and civil partnership.



| | |
|----------------|-------|
| 2025 | |
| Your org | 1.26% |
| Best result | 0.00% |
| Average result | 1.23% |
| Worst result | 3.09% |
| Responses | 831 |

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

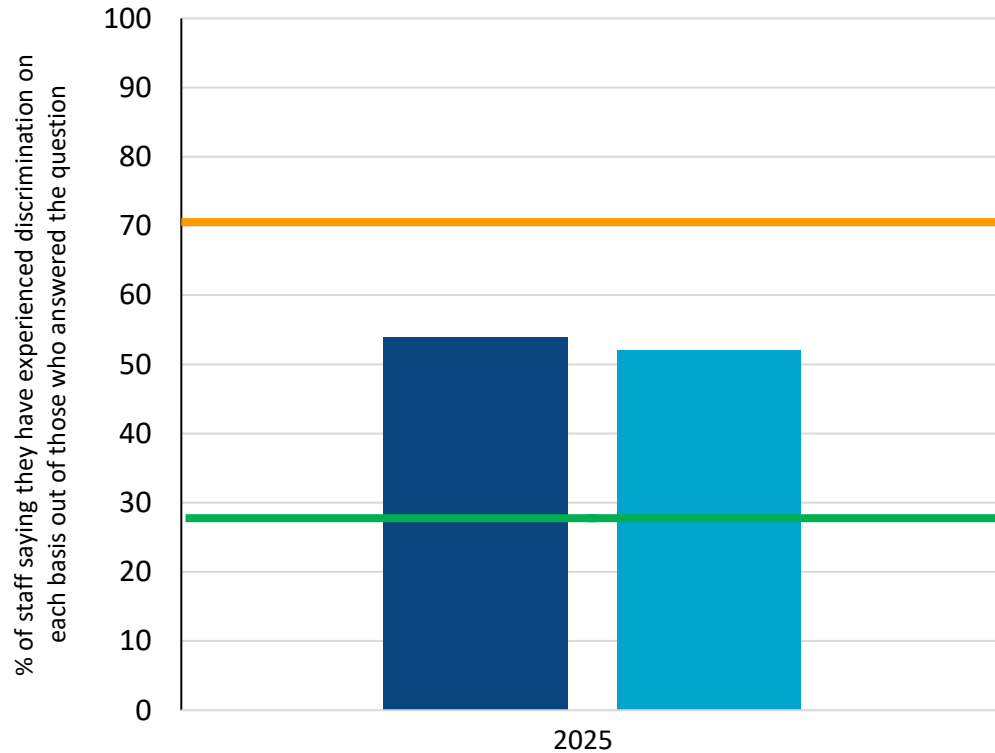


| | |
|----------------|-------|
| 2025 | |
| Your org | 2.72% |
| Best result | 0.72% |
| Average result | 2.83% |
| Worst result | 5.41% |
| Responses | 831 |

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/>

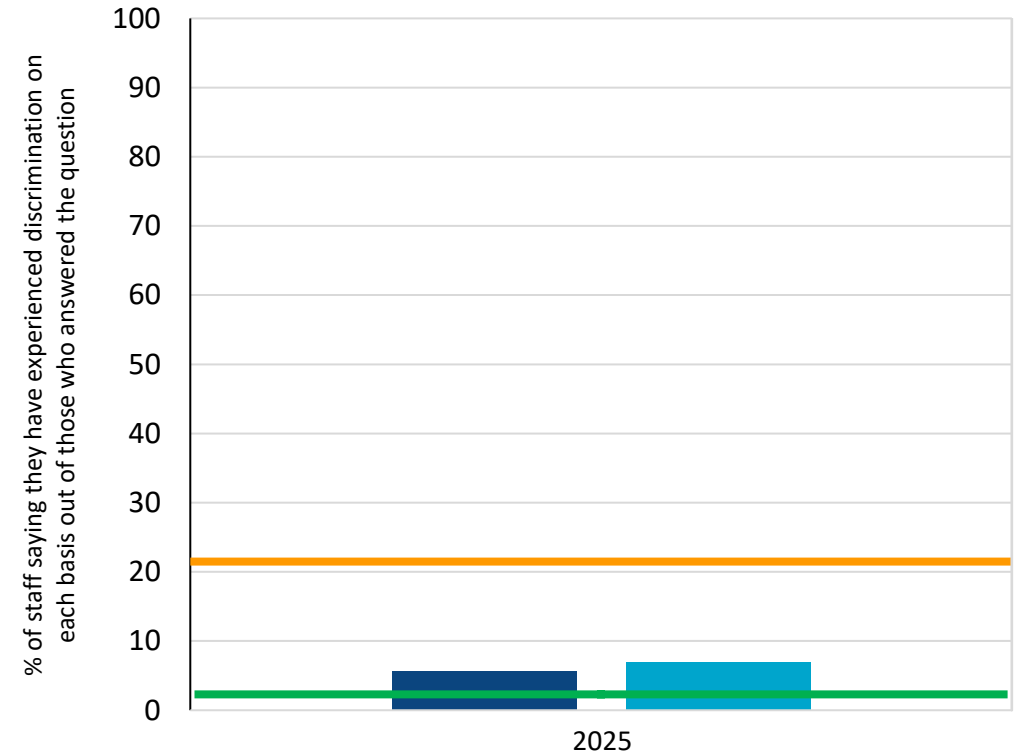


Q16c.6 On what grounds have you experienced discrimination?
– Race.



| | |
|----------------|--------|
| 2025 | |
| Your org | 53.97% |
| Best result | 27.76% |
| Average result | 52.00% |
| Worst result | 70.56% |
| Responses | 831 |

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

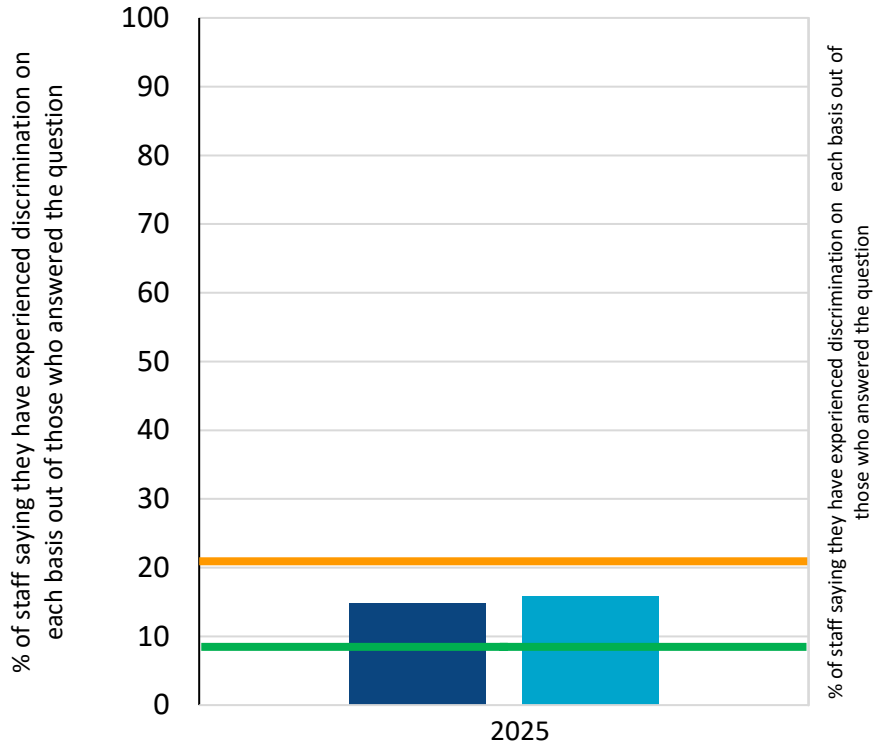


| | |
|----------------|--------|
| 2025 | |
| Your org | 5.59% |
| Best result | 2.29% |
| Average result | 6.87% |
| Worst result | 21.49% |
| Responses | 831 |

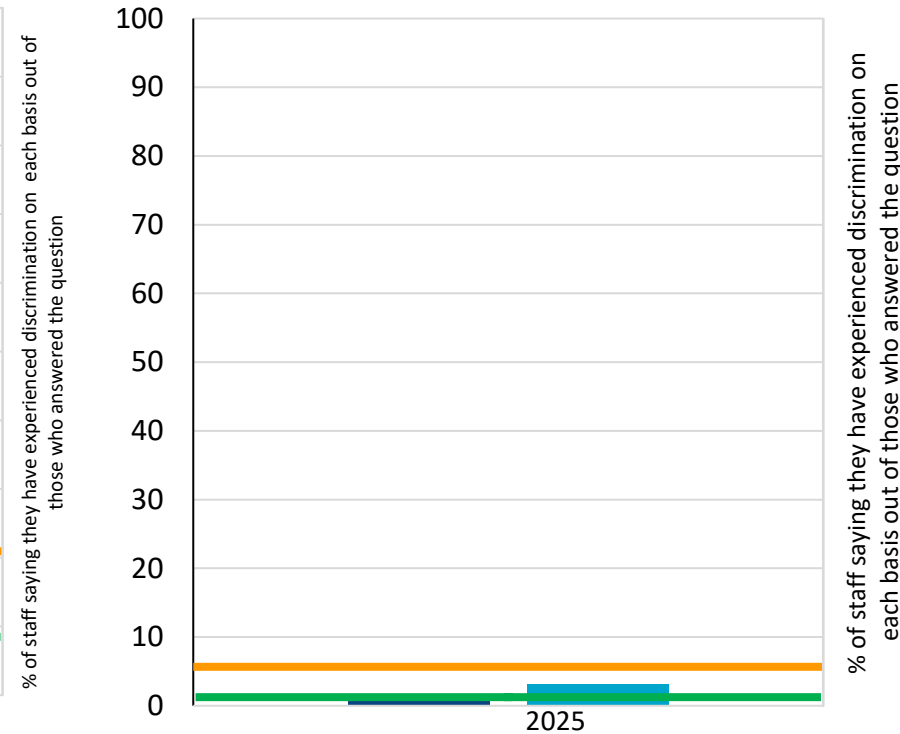
Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>



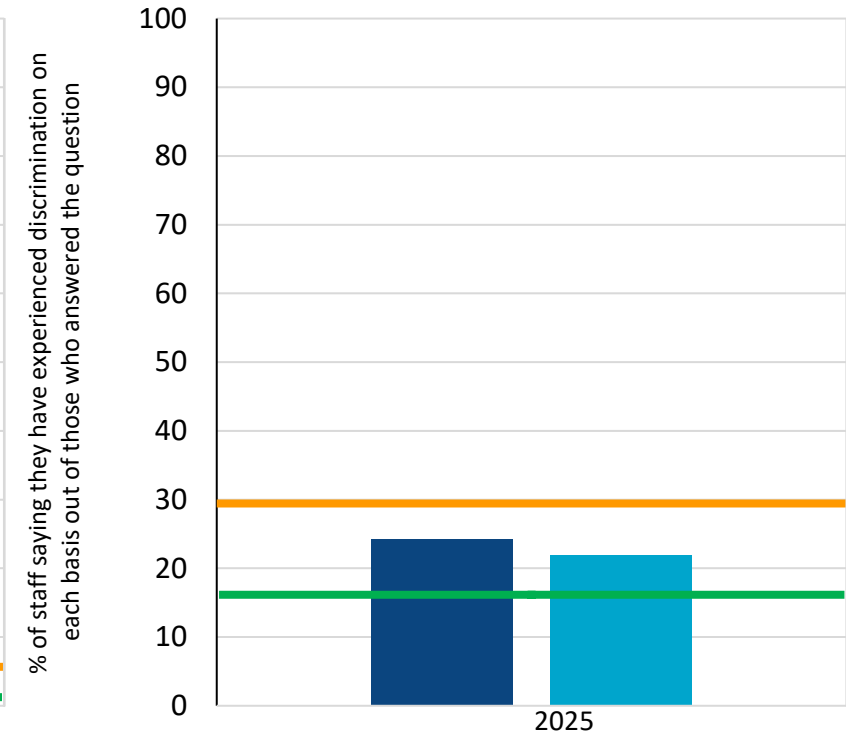
Q16c.8 On what grounds have you experienced discrimination? -- Sex.



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



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



| | |
|----------------|--------|
| Your org | 14.81% |
| Best result | 8.47% |
| Average result | 15.75% |
| Worst result | 20.93% |
| Responses | 831 |

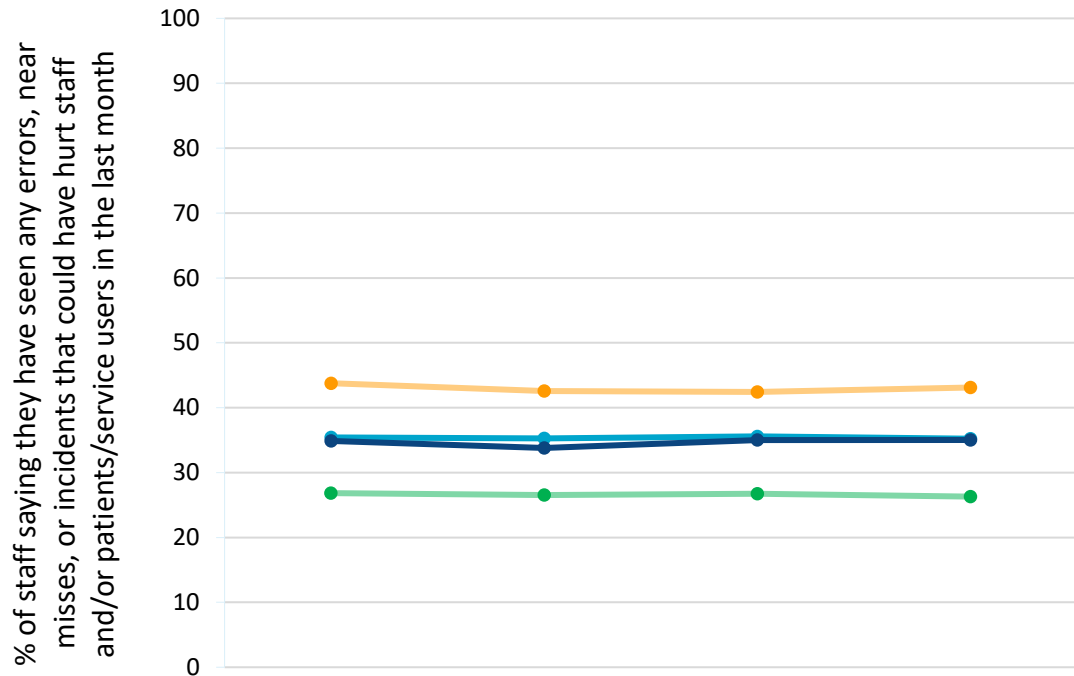
| | |
|----------------|-------|
| Your org | 1.25% |
| Best result | 1.25% |
| Average result | 3.12% |
| Worst result | 5.67% |
| Responses | 831 |

| | |
|----------------|--------|
| Your org | 24.28% |
| Best result | 16.16% |
| Average result | 21.87% |
| Worst result | 29.43% |
| Responses | 831 |

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



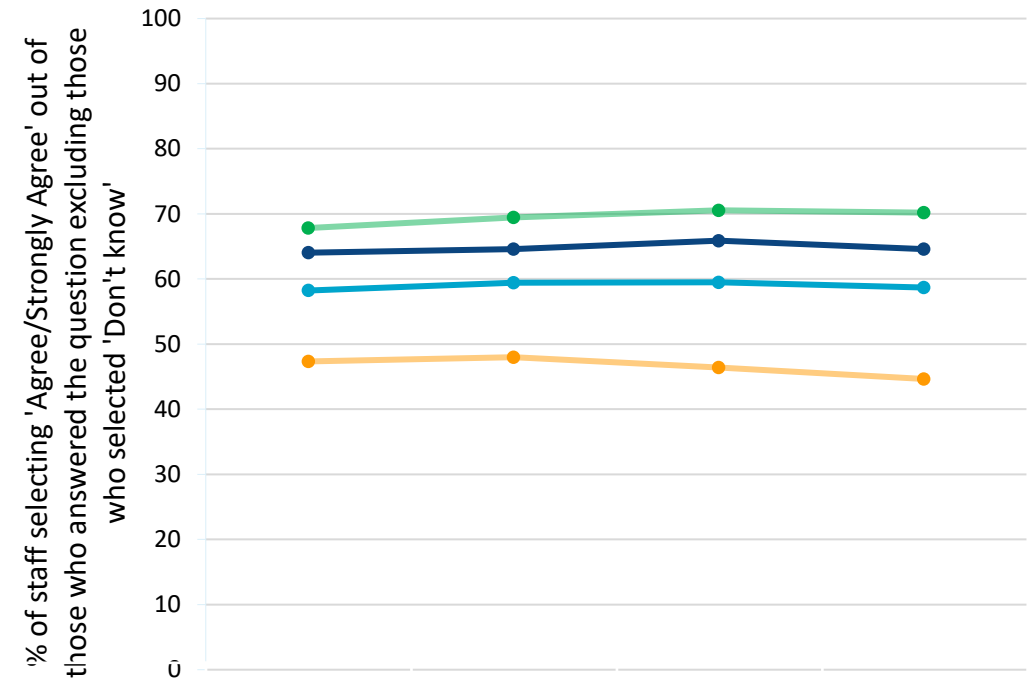
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



| | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|
| Your org | 34.86% | 33.79% | 35.01% | 35.00% |
| Best result | 26.83% | 26.55% | 26.76% | 26.30% |
| Average result | 35.40% | 35.27% | 35.58% | 35.22% |
| Worst result | 43.77% | 42.55% | 42.43% | 43.10% |

| Responses | 6842 | 6449 | 7023 | 5906 |
|-----------|------|------|------|------|
|-----------|------|------|------|------|

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

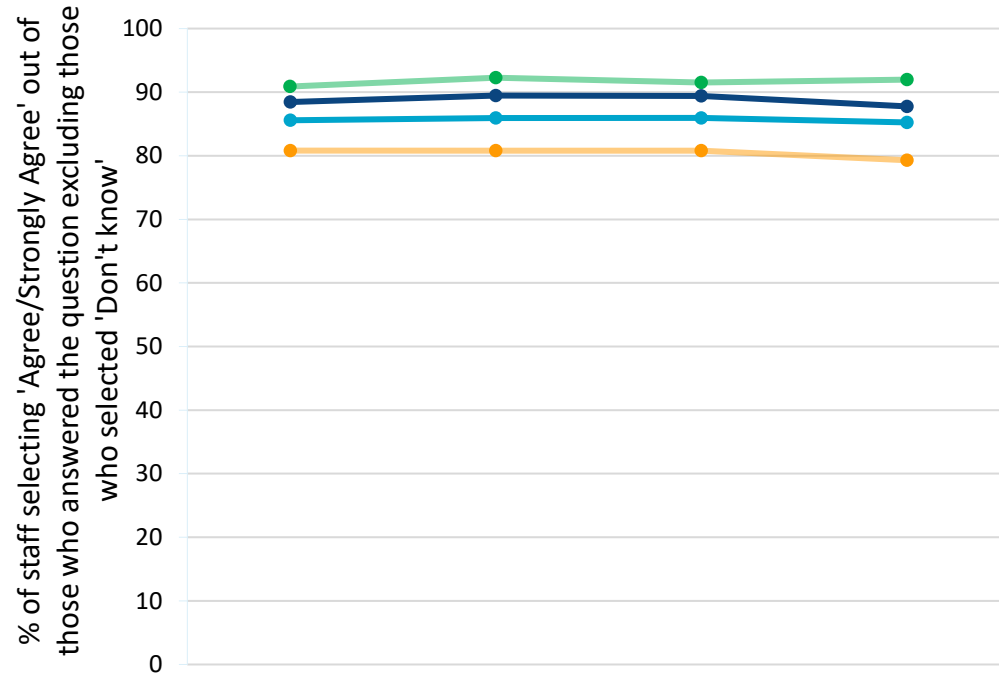


| | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|
| Your org | 64.04% | 64.61% | 65.89% | 64.61% |
| Best result | 67.83% | 69.44% | 70.55% | 70.22% |
| Average result | 58.23% | 59.41% | 59.50% | 58.69% |
| Worst result | 47.33% | 47.99% | 46.42% | 44.65% |

| Responses | 5396 | 5049 | 5718 | 4768 |
|-----------|------|------|------|------|
|-----------|------|------|------|------|

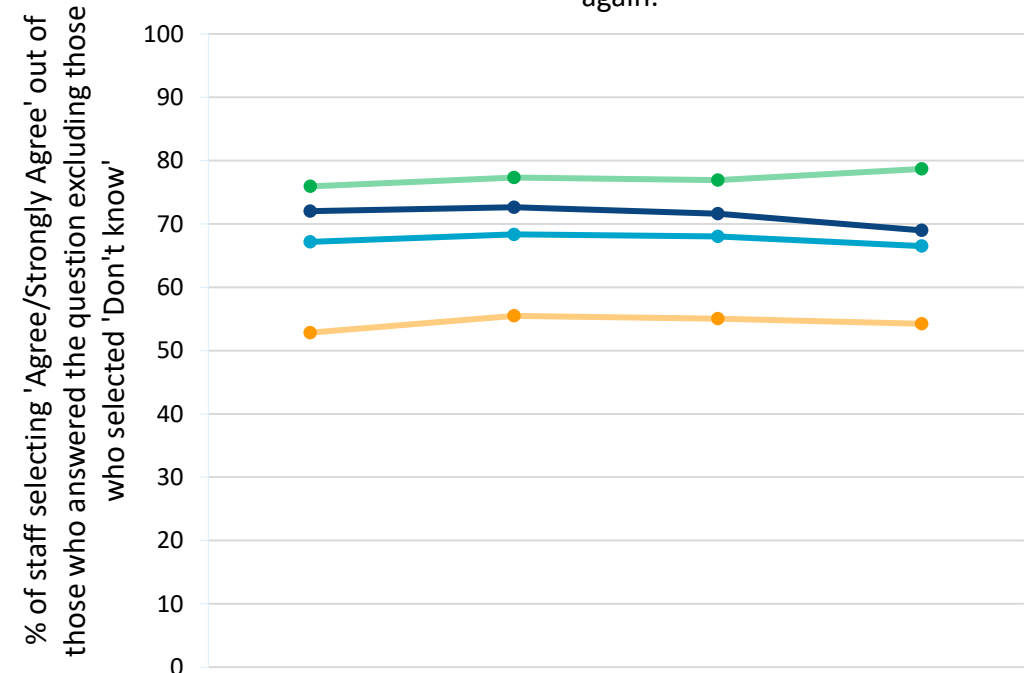


Q19b My organisation encourages us to report errors, near misses or incidents.



| | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|
| Your org | 88.42% | 89.46% | 89.39% | 87.76% |
| Best result | 90.89% | 92.27% | 91.54% | 91.95% |
| Average result | 85.58% | 85.93% | 85.95% | 85.24% |
| Worst result | 80.81% | 80.78% | 80.79% | 79.29% |
| Responses | 6710 | 6307 | 6906 | 5784 |

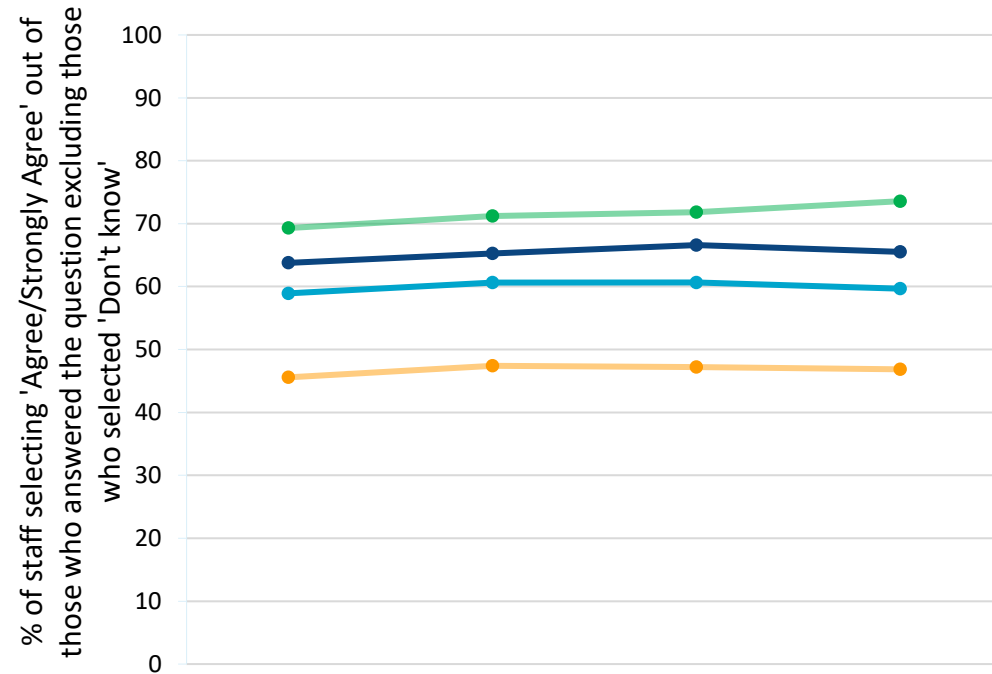
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



| | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|
| Your org | 72.02% | 72.64% | 71.61% | 68.98% |
| Best result | 75.93% | 77.33% | 76.90% | 78.69% |
| Average result | 67.15% | 68.35% | 68.04% | 66.50% |
| Worst result | 52.84% | 55.47% | 55.03% | 54.21% |
| Responses | 6178 | 5818 | 6465 | 5374 |

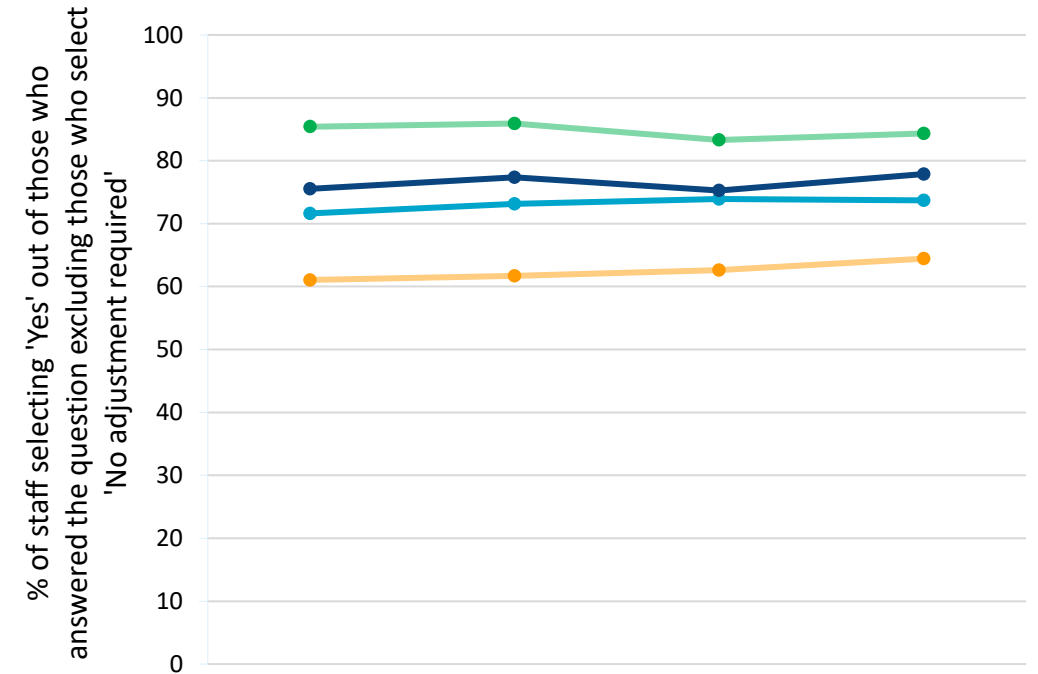


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



| | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|
| Your org | 63.77% | 65.26% | 66.60% | 65.49% |
| Best result | 69.30% | 71.19% | 71.81% | 73.58% |
| Average result | 58.93% | 60.62% | 60.66% | 59.69% |
| Worst result | 45.58% | 47.41% | 47.19% | 46.87% |
| Responses | 6250 | 5878 | 6504 | 5452 |

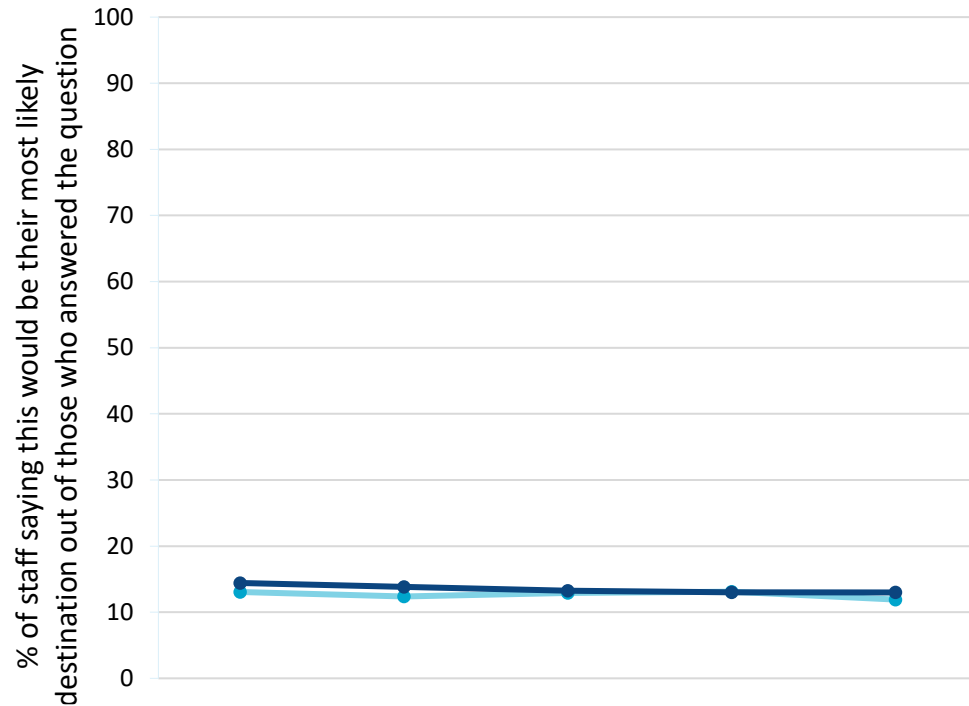
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



| | 2022 | 2023 | 2024 | 2025 |
|-----------------------|--------|--------|--------|--------|
| Your org | 75.55% | 77.38% | 75.27% | 77.89% |
| Best result | 85.42% | 85.92% | 83.30% | 84.36% |
| Average result | 71.63% | 73.15% | 73.92% | 73.70% |
| Worst result | 61.05% | 61.73% | 62.61% | 64.44% |
| Responses | 777 | 780 | 877 | 763 |



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

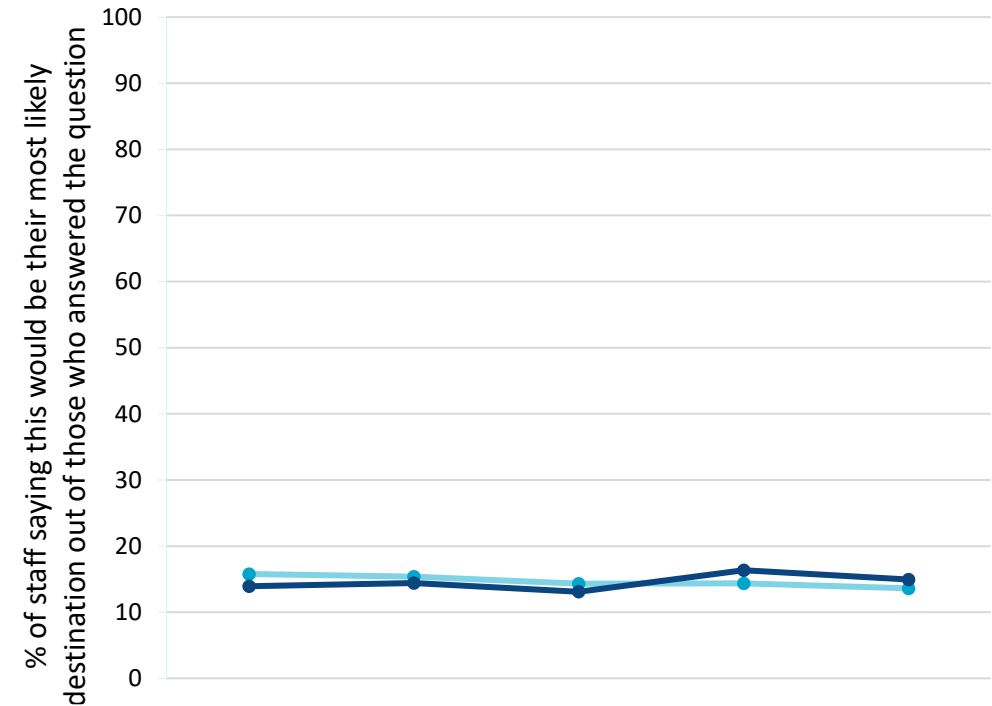


2021 2022 2023 2024 2025

| | | | | | |
|----------|--------|--------|--------|--------|--------|
| Your org | 14.42% | 13.83% | 13.23% | 13.01% | 12.99% |
| Average | 13.04% | 12.40% | 12.94% | 13.10% | 11.91% |

Responses 7032 6617 6310 6508 5512

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.



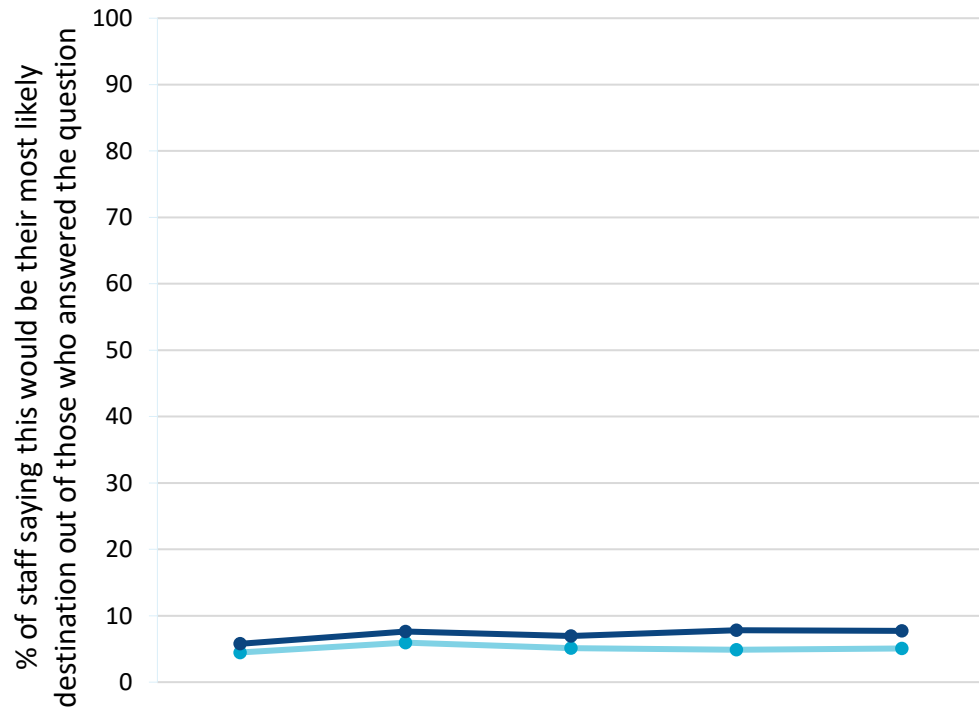
2021 2022 2023 2024 2025

| | | | | | |
|----------|--------|--------|--------|--------|--------|
| Your org | 13.95% | 14.43% | 13.09% | 16.35% | 14.95% |
| Average | 15.78% | 15.37% | 14.32% | 14.36% | 13.61% |

Responses 7032 6617 6310 6508 5512



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

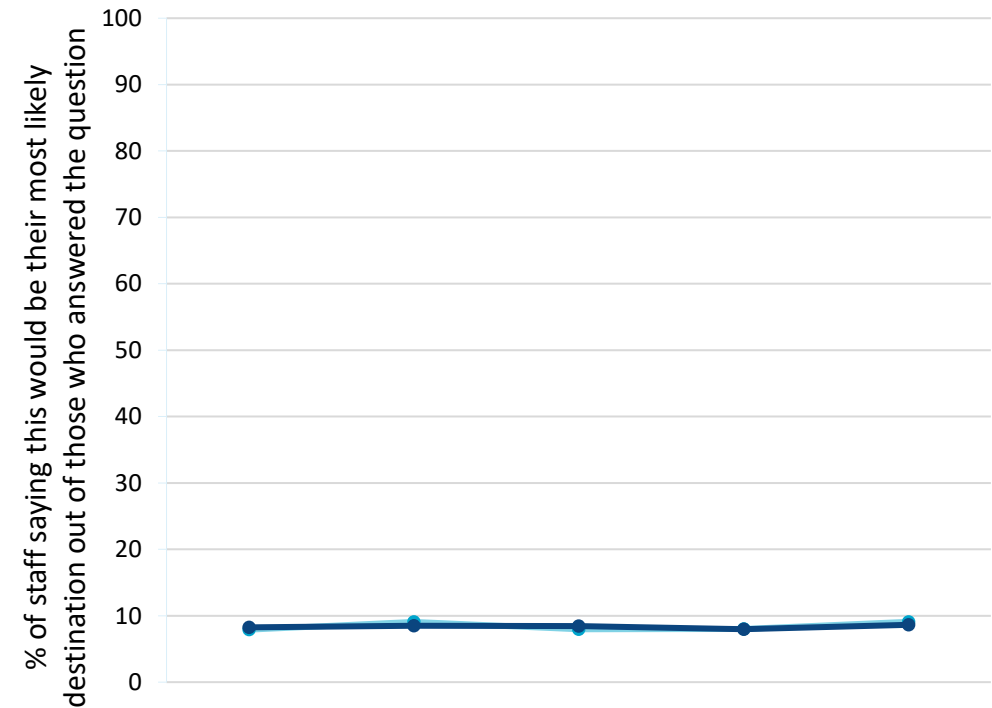


2021 2022 2023 2024 2025

| | | | | | |
|----------|-------|-------|-------|-------|-------|
| Your org | 5.77% | 7.65% | 6.96% | 7.82% | 7.71% |
| Average | 4.47% | 5.95% | 5.12% | 4.90% | 5.07% |

Responses 7032 6617 6310 6508 5512

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



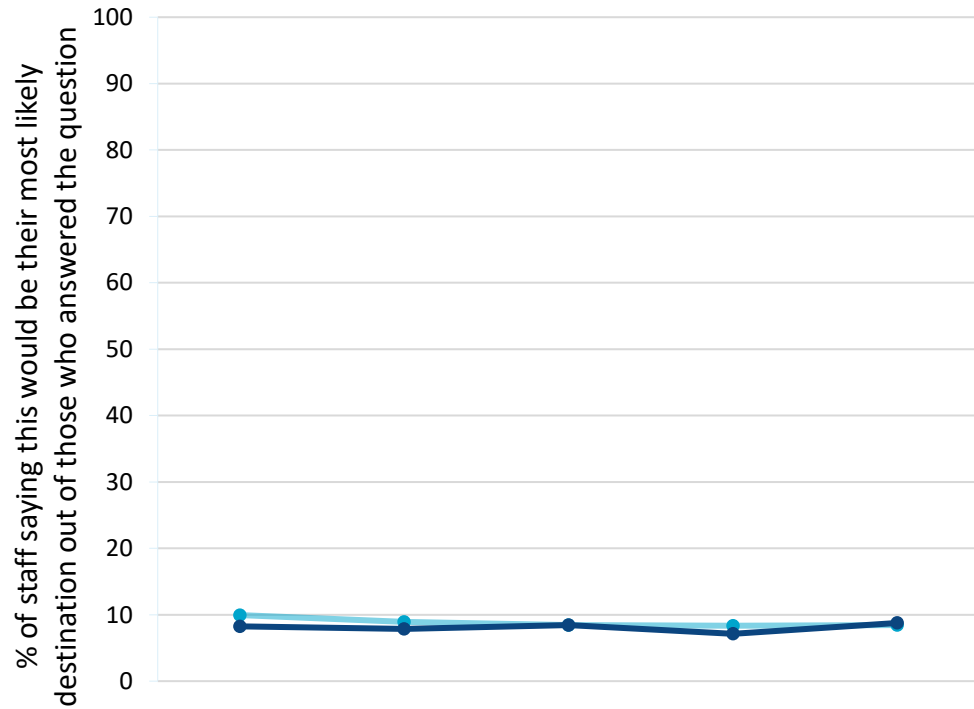
2021 2022 2023 2024 2025

| | | | | | |
|----------|-------|-------|-------|-------|-------|
| Your org | 8.25% | 8.48% | 8.45% | 7.97% | 8.64% |
| Average | 7.91% | 9.06% | 7.96% | 8.00% | 9.09% |

Responses 7032 6617 6310 6508 5512

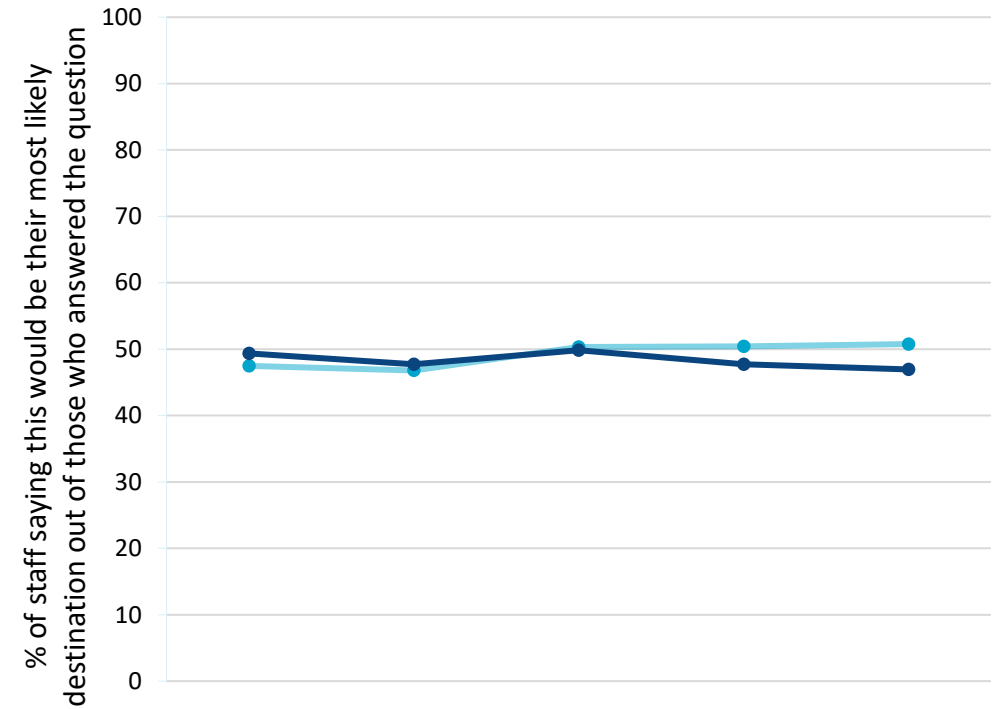


Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------|-------|-------|-------|-------|-------|
| Your org | 8.25% | 7.89% | 8.43% | 7.13% | 8.76% |
| Average | 9.95% | 8.94% | 8.46% | 8.35% | 8.42% |
| Responses | 7032 | 6617 | 6310 | 6508 | 5512 |

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 | 49.36% | 47.73% | 49.84% | 47.71% | 46.95% |
| Average | 47.46% | 46.79% | 50.34% | 50.41% | 50.77% |
| Responses | 7032 | 6617 | 6310 | 6508 | 5512 |

Workforce Equality Standards

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

Workforce Race Equality Standards (WRES)

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

Workforce Disability Equality Standards (WDES)

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

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

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

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

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

Workforce Race Equality Standards (WRES)

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

Workforce Disability Equality Standards (WDES)

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

*Staff with a long term condition

Workforce Race Equality Standards (WRES)

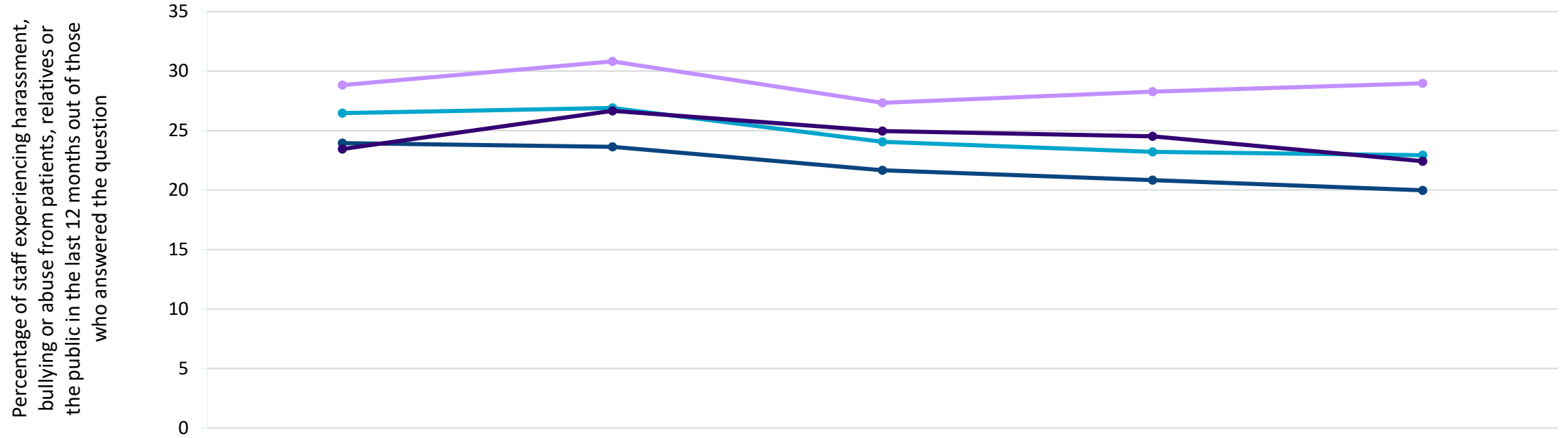
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

Data shown in the WRES charts are unweighted.

Averages are calculated as the median for the benchmark group.

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

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

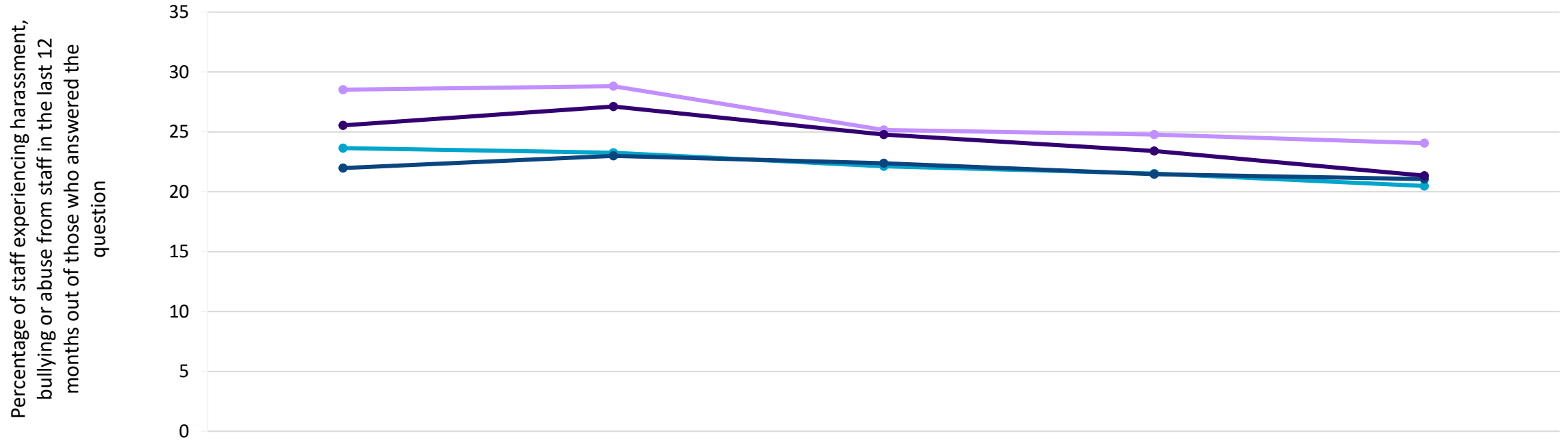


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-------------------------------------|--------|--------|--------|--------|--------|
| White staff: Your org | 23.95% | 23.63% | 21.66% | 20.83% | 19.98% |
| All other ethnic groups*: Your org | 23.45% | 26.66% | 24.95% | 24.52% | 22.43% |
| White staff: Average | 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 | 5378 | 4959 | 4345 | 4723 | 4059 |
| All other ethnic groups*: Responses | 1727 | 1894 | 1778 | 2296 | 1828 |

*Staff from all other ethnic groups combined

Note: 2023 results for WRES indicator 5 (Q14a) are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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

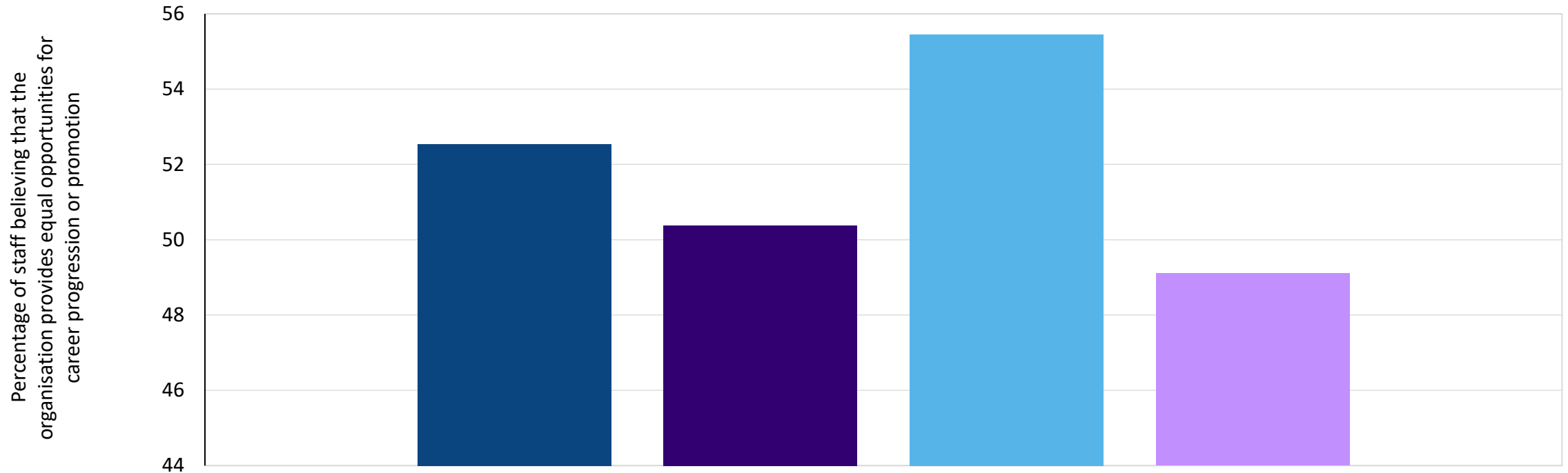


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-------------------------------------|--------|--------|--------|--------|--------|
| White staff: Your org | 21.99% | 23.00% | 22.38% | 21.47% | 21.06% |
| All other ethnic groups*: Your org | 25.55% | 27.12% | 24.77% | 23.41% | 21.35% |
| White staff: Average | 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 | 5376 | 4957 | 4346 | 4723 | 4065 |
| All other ethnic groups*: Responses | 1726 | 1888 | 1769 | 2298 | 1827 |

*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 | 52.54% |
| All other ethnic groups*: Your org | 50.38% |
| White staff: Average | 55.46% |
| All other ethnic groups*: Average | 49.11% |

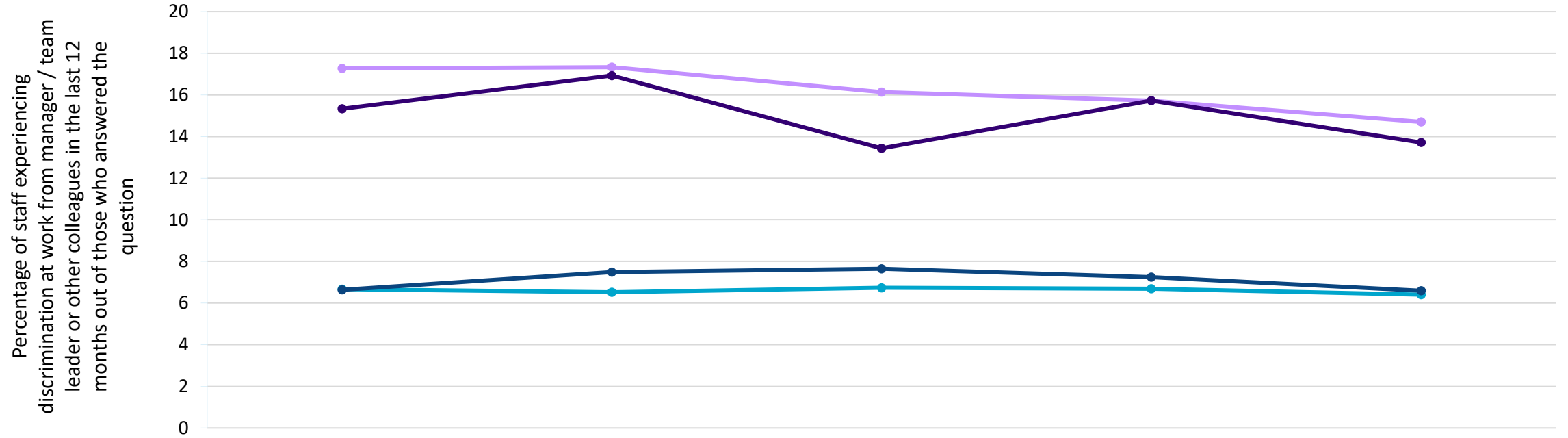
White staff: Responses 4052

All other ethnic groups*: Responses 1828

*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 | 6.63% | 7.49% | 7.65% | 7.25% | 6.59% |
| All other ethnic groups*: Your org | 15.34% | 16.93% | 13.44% | 15.72% | 13.71% |
| 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 | 5505 | 4953 | 4472 | 4691 | 4020 |
| All other ethnic groups*: Responses | 1773 | 1890 | 1950 | 2264 | 1801 |

*Staff from all other ethnic groups combined

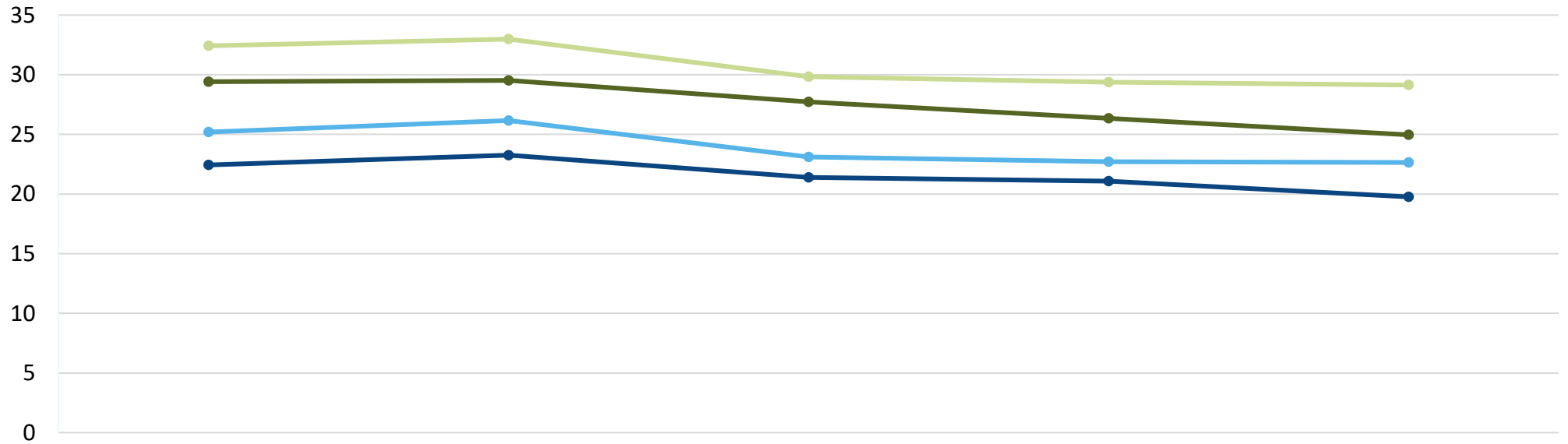
Workforce Disability Equality Standards (WDES)

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.

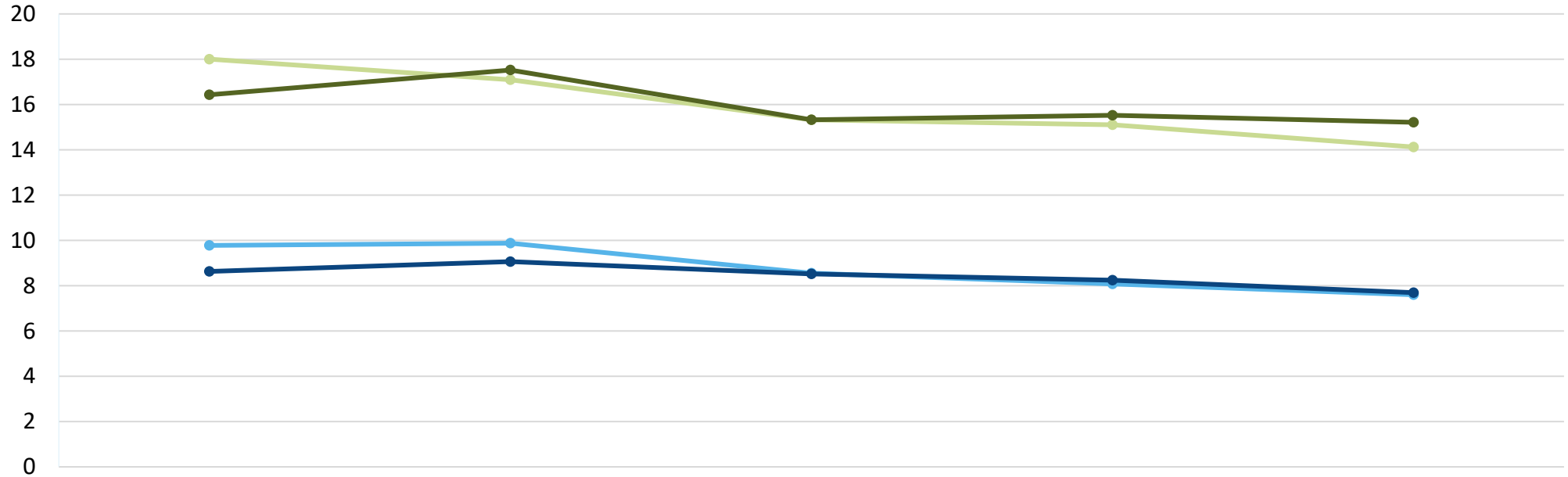


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 29.42% | 29.52% | 27.73% | 26.34% | 24.96% |
| Staff without a LTC or illness: Your org | 22.44% | 23.26% | 21.39% | 21.07% | 19.76% |
| Staff with a LTC or illness: Average | 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 | 1424 | 1321 | 1265 | 1435 | 1262 |
| Staff without a LTC or illness: Responses | 5784 | 5538 | 4782 | 5591 | 4635 |

Note: 2023 results for WDES metric 4a (Q14a) are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.

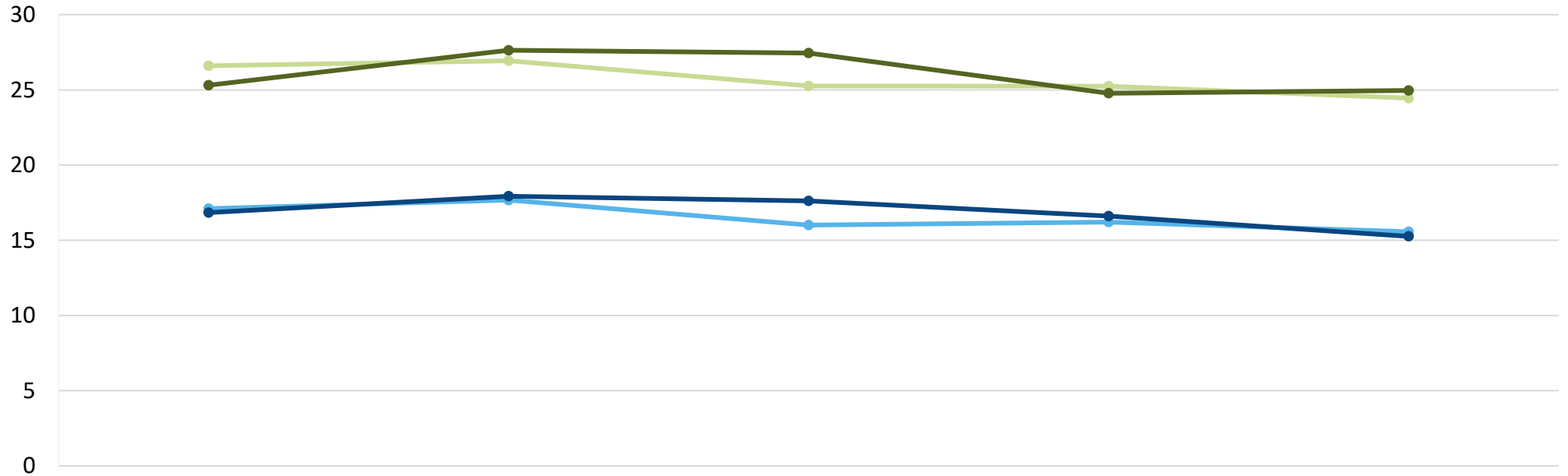


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 16.43% | 17.52% | 15.32% | 15.52% | 15.21% |
| Staff without a LTC or illness: Your org | 8.62% | 9.06% | 8.52% | 8.25% | 7.69% |
| Staff with a LTC or illness: Average | 18.00% | 17.09% | 15.33% | 15.10% | 14.12% |
| Staff without a LTC or illness: Average | 9.77% | 9.88% | 8.56% | 8.08% | 7.60% |
| Staff with a LTC or illness: Responses | 1412 | 1307 | 1255 | 1424 | 1262 |
| Staff without a LTC or illness: Responses | 5751 | 5495 | 4747 | 5578 | 4615 |

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.

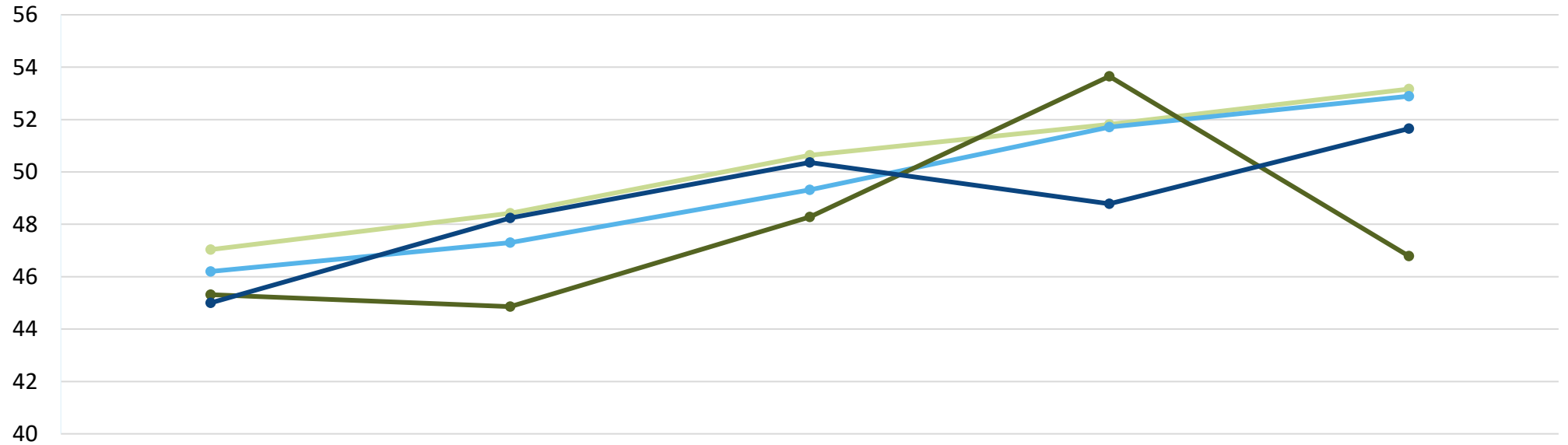


| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 25.30% | 27.63% | 27.44% | 24.77% | 24.96% |
| Staff without a LTC or illness: Your org | 16.84% | 17.93% | 17.62% | 16.61% | 15.26% |
| Staff with a LTC or illness: Average | 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 | 1411 | 1310 | 1255 | 1425 | 1262 |
| Staff without a LTC or illness: Responses | 5732 | 5478 | 4720 | 5576 | 4621 |

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

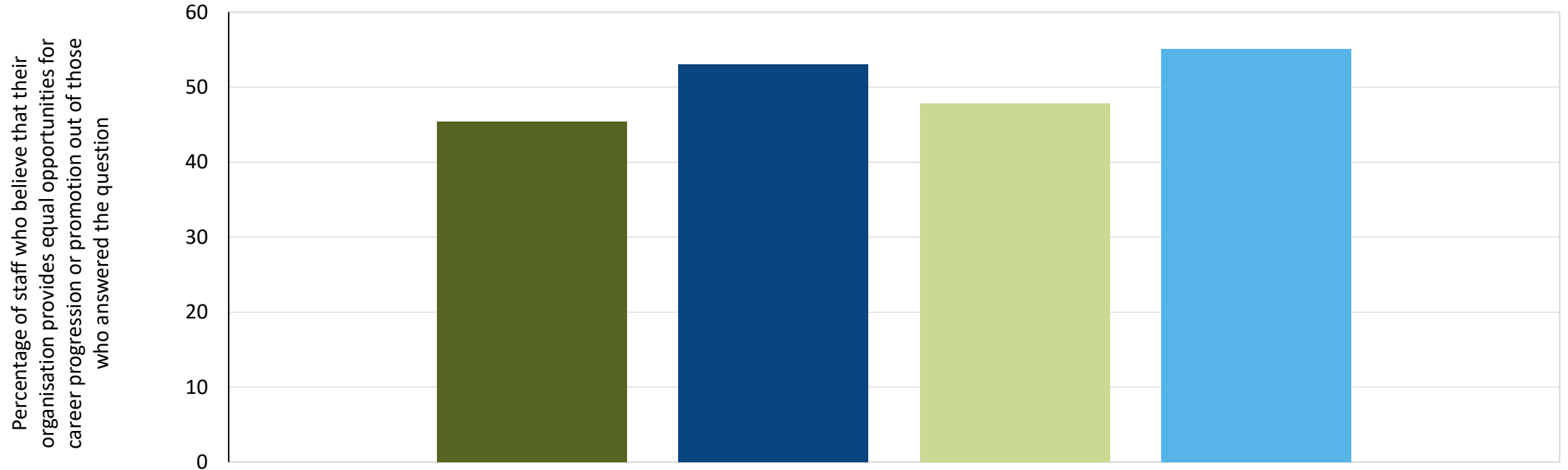
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 45.32% | 44.86% | 48.28% | 53.65% | 46.79% |
| Staff without a LTC or illness: Your org | 45.00% | 48.24% | 50.36% | 48.78% | 51.65% |
| 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 | 598 | 593 | 528 | 589 | 483 |
| Staff without a LTC or illness: Responses | 1740 | 1677 | 1362 | 1638 | 1301 |

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

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



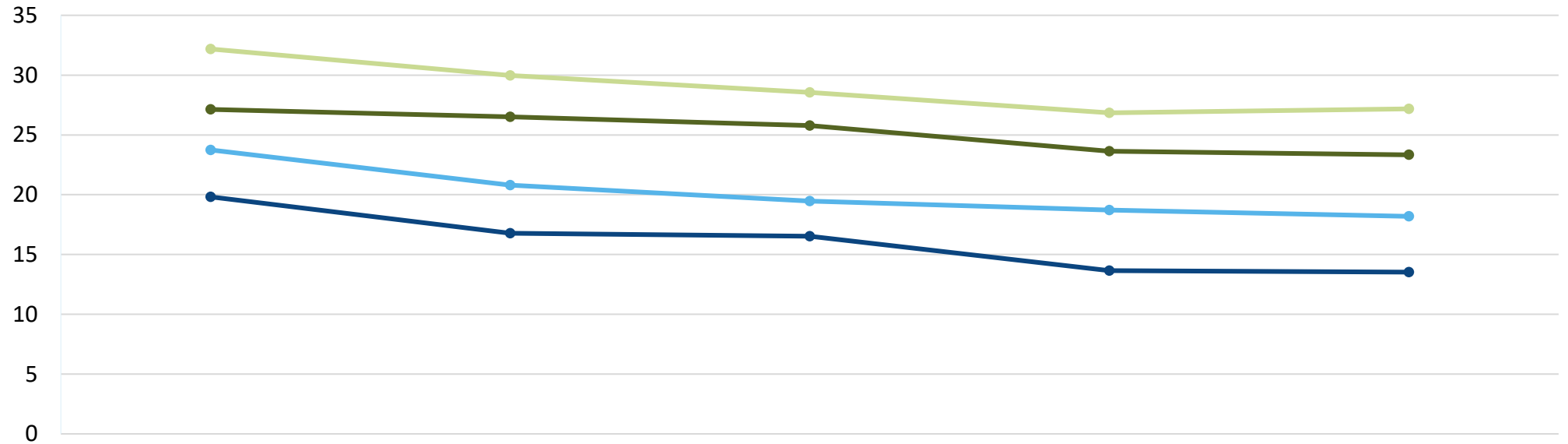
2025

| | |
|---|--------|
| Staff with a LTC or illness: Your org | 45.43% |
| Staff without a LTC or illness: Your org | 53.05% |
| 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 | 1268 |
| Staff without a LTC or illness: Responses | 4626 |

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

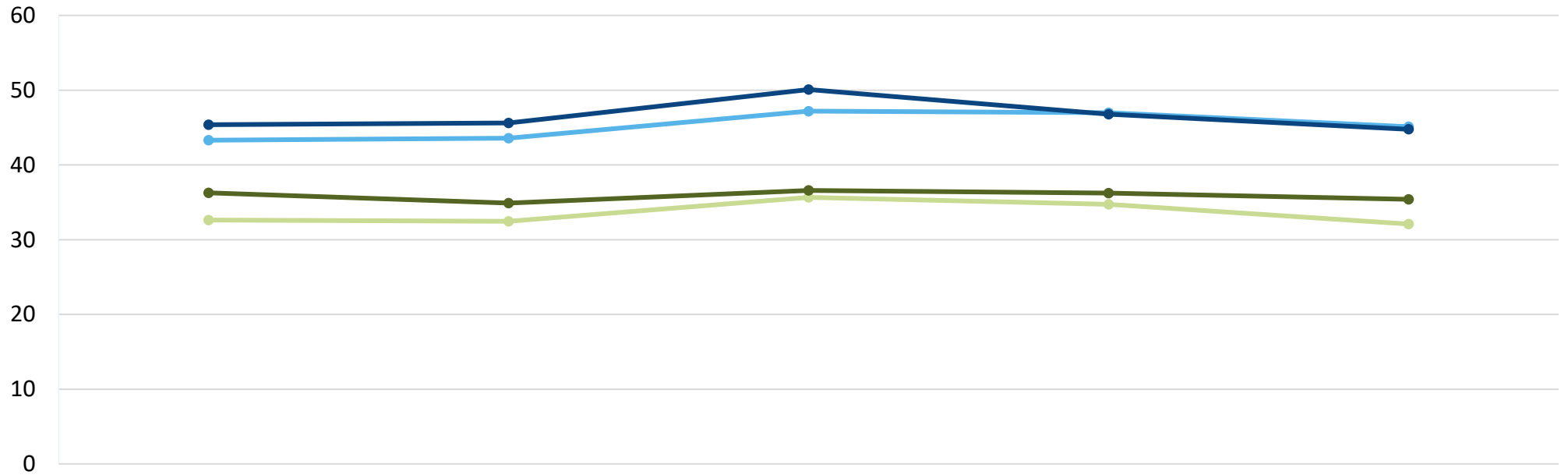
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 27.13% | 26.52% | 25.78% | 23.64% | 23.33% |
| Staff without a LTC or illness: Your org | 19.82% | 16.79% | 16.53% | 13.64% | 13.53% |
| 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 | 962 | 939 | 896 | 990 | 870 |
| Staff without a LTC or illness: Responses | 2649 | 2520 | 2148 | 2602 | 2181 |

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

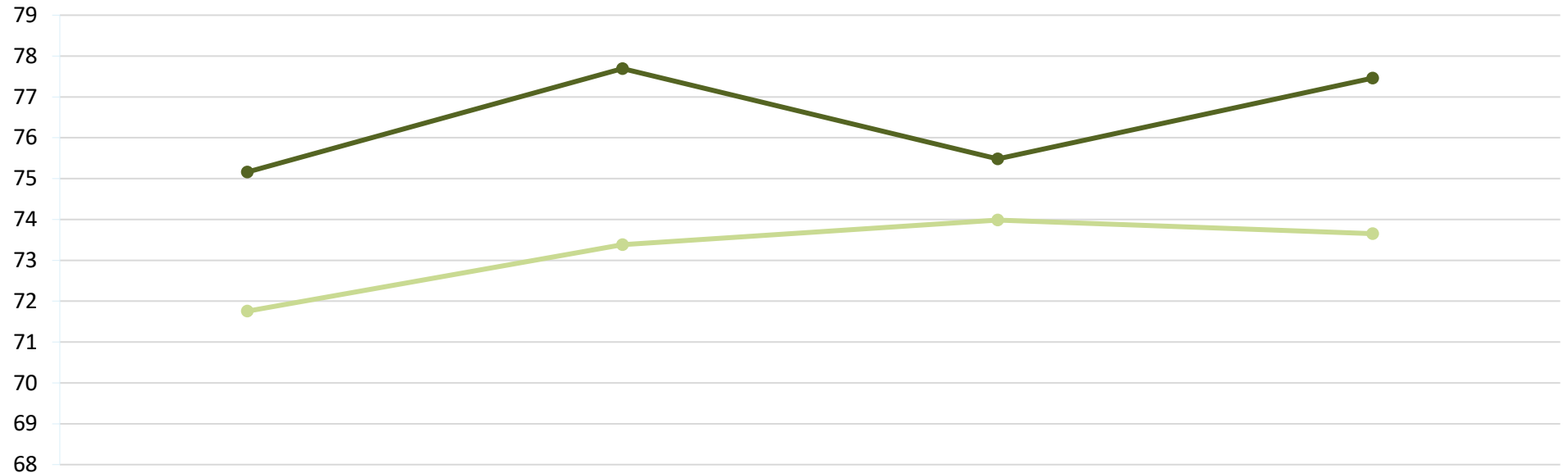
Percentage of staff satisfied with the extent to which their organisation values their work.



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|--------|--------|--------|--------|--------|
| Staff with a LTC or illness: Your org | 36.27% | 34.89% | 36.58% | 36.24% | 35.41% |
| Staff without a LTC or illness: Your org | 45.38% | 45.62% | 50.08% | 46.78% | 44.76% |
| 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 | 1453 | 1327 | 1323 | 1432 | 1268 |
| Staff without a LTC or illness: Responses | 5954 | 5548 | 5068 | 5586 | 4638 |

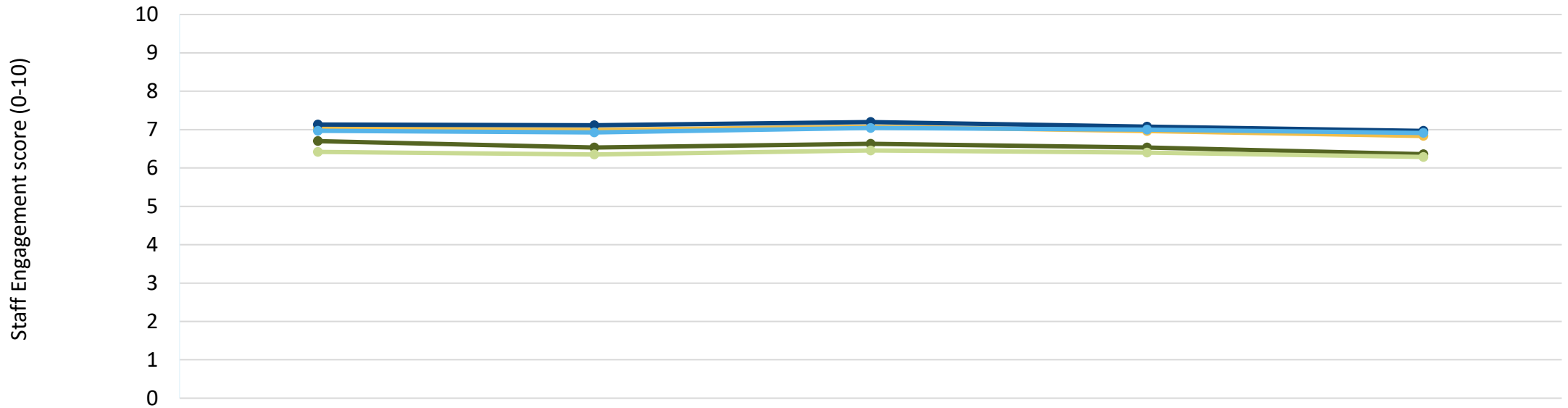
Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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 | 75.16% | 77.69% | 75.48% | 77.46% |
| Staff with a LTC or illness: Average | 71.76% | 73.38% | 73.98% | 73.65% |
| Staff with a LTC or illness: Responses | 777 | 780 | 877 | 763 |

Staff engagement score (0-10)



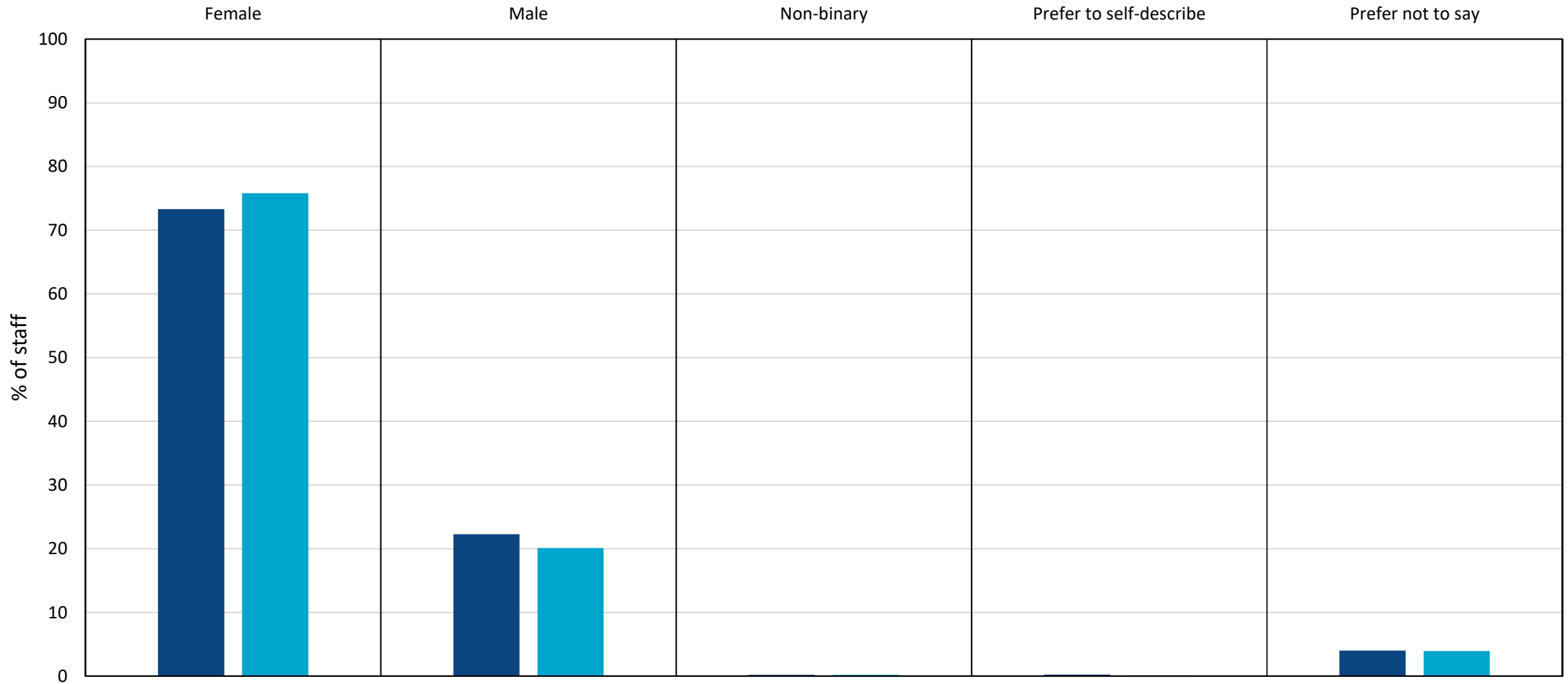
| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|------|------|------|------|------|
| Organisation average | 7.04 | 7.00 | 7.08 | 6.96 | 6.83 |
| Staff with a LTC or illness: Your org | 6.70 | 6.53 | 6.63 | 6.53 | 6.36 |
| Staff without a LTC or illness: Your org | 7.13 | 7.11 | 7.20 | 7.08 | 6.97 |
| Staff 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 | 1456 | 1330 | 1324 | 1440 | 1273 |
| Staff without a LTC or illness: Responses | 5961 | 5560 | 5088 | 5614 | 4662 |

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

About your respondents

This section shows demographic and other background information for 2025.

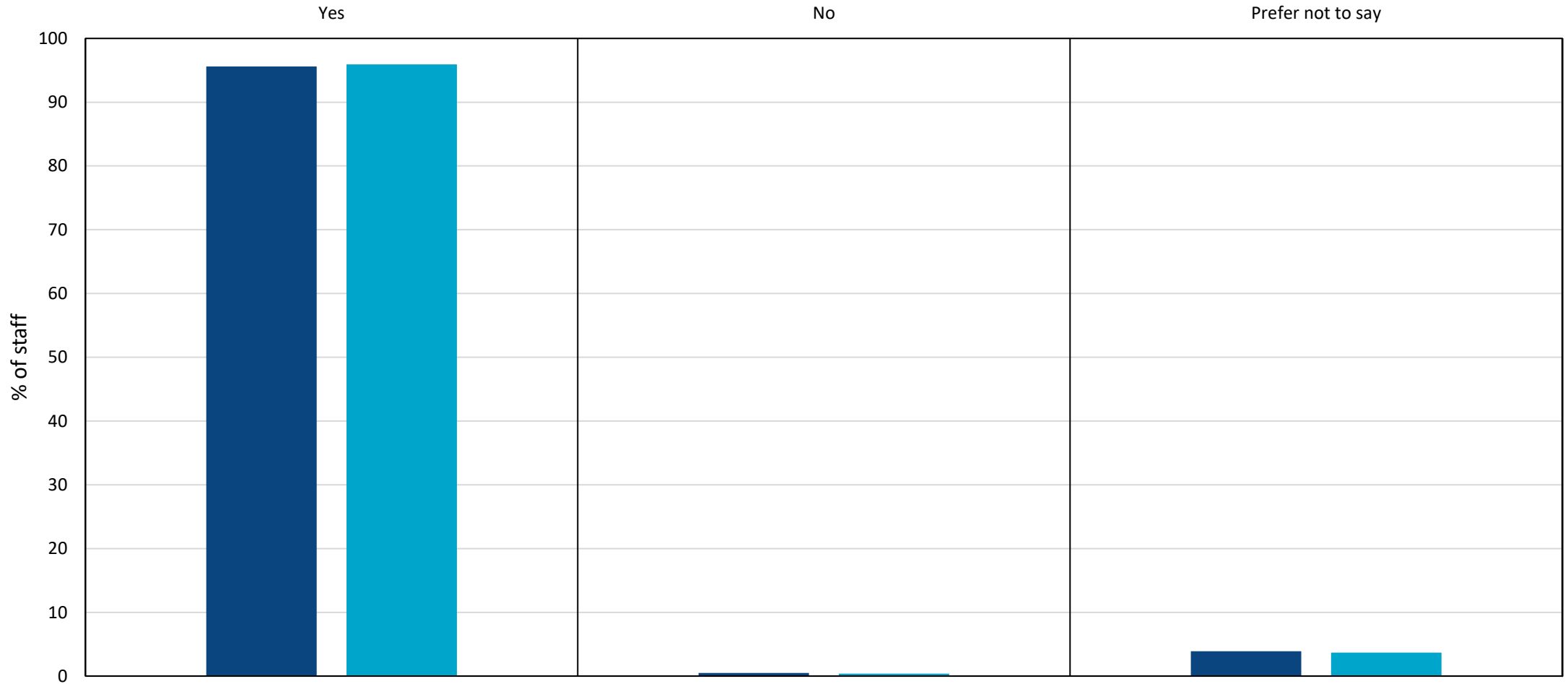
Background details - Which of the following best describes you?



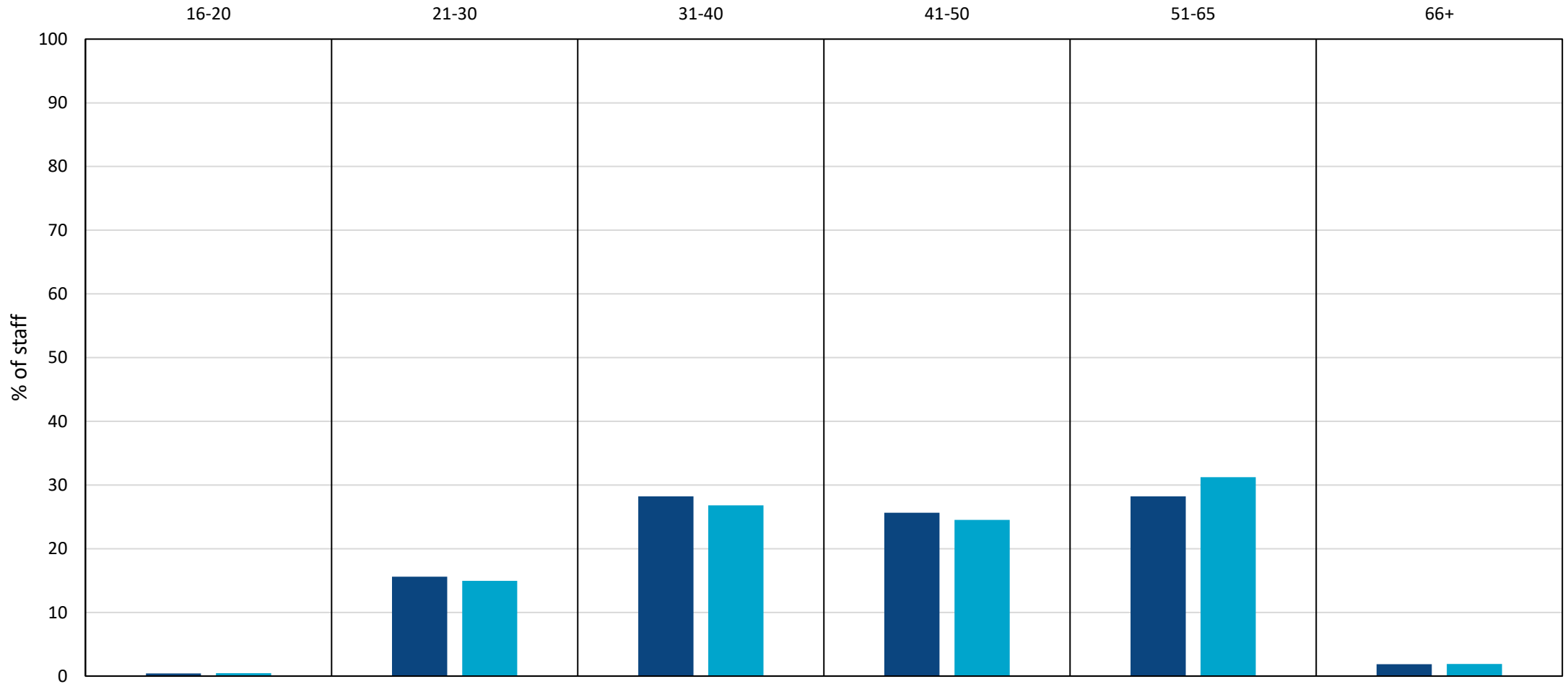
| | Female | Male | Non-binary | Prefer to self-describe | Prefer not to say |
|------------------|--------|--------|------------|-------------------------|-------------------|
| Your org | 73.30% | 22.26% | 0.20% | 0.23% | 4.01% |
| Average | 75.82% | 20.10% | 0.19% | 0.12% | 3.92% |
| Responses | 6015 | 6015 | 6015 | 6015 | 6015 |



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

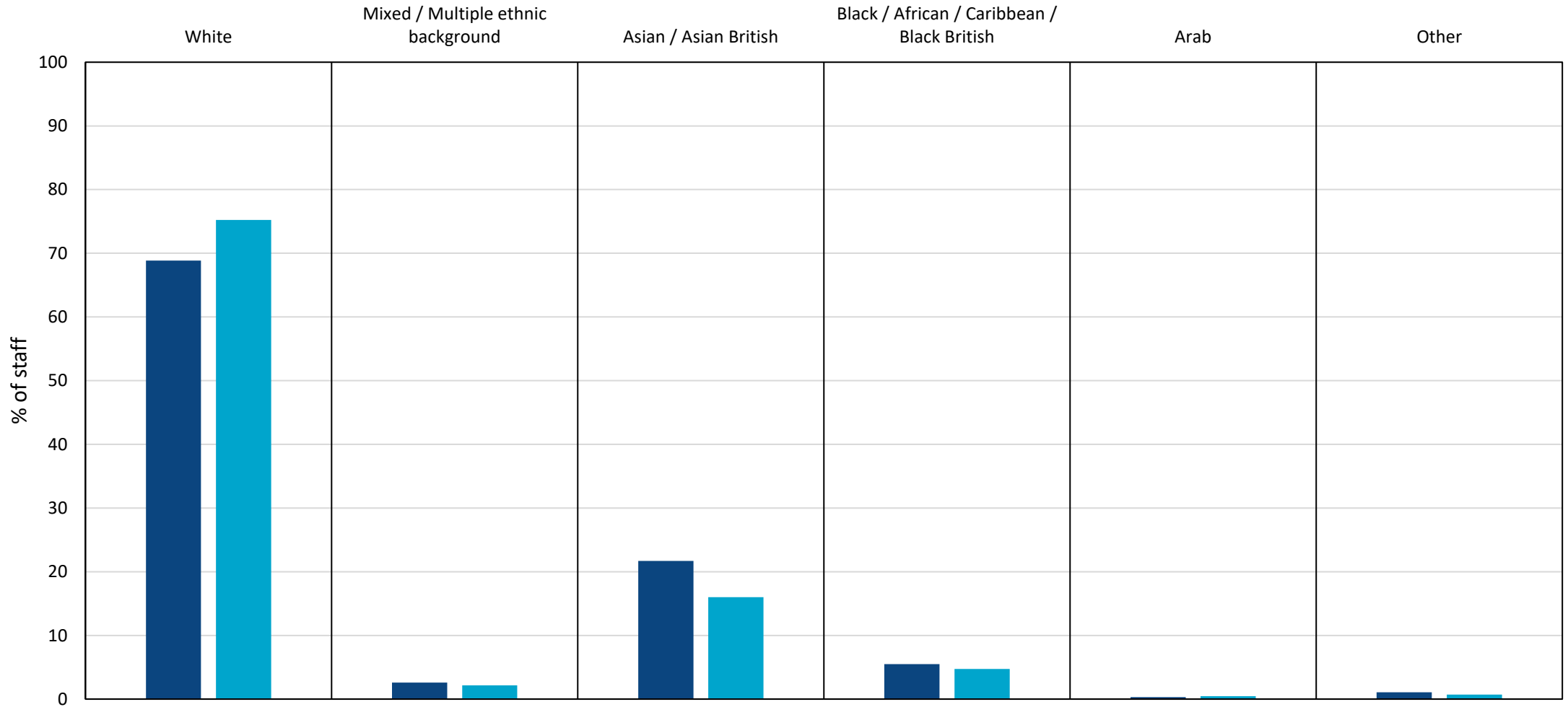


| | Yes | No | Prefer not to say |
|------------------|--------|-------|-------------------|
| Your org | 95.61% | 0.49% | 3.90% |
| Average | 95.94% | 0.37% | 3.67% |
| Responses | 5672 | 5672 | 5672 |



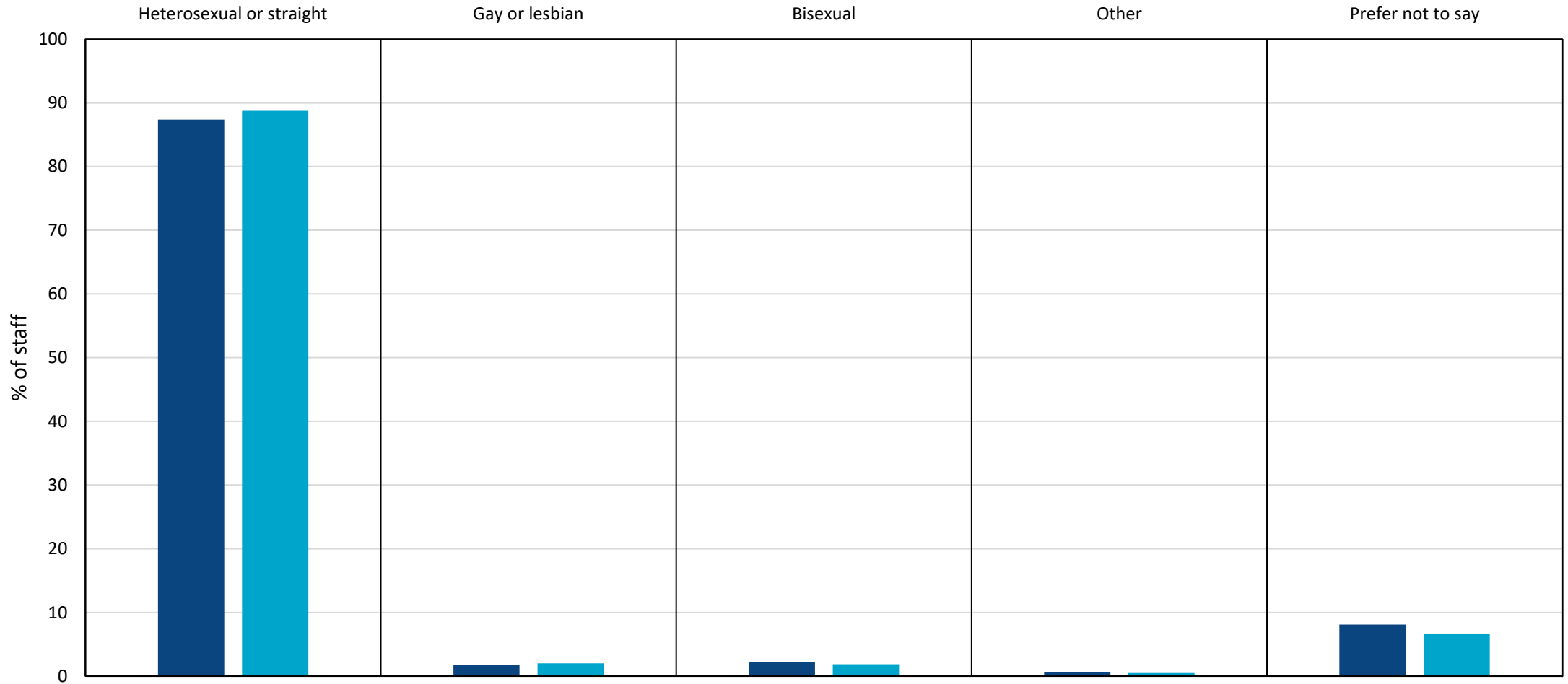
| | | | | | | |
|------------------|-------|--------|--------|--------|--------|-------|
| Your org | 0.42% | 15.60% | 28.23% | 25.66% | 28.22% | 1.87% |
| Average | 0.44% | 14.95% | 26.81% | 24.51% | 31.23% | 1.89% |
| Responses | 5979 | 5979 | 5979 | 5979 | 5979 | 5979 |

Background details - Ethnic group



| | White | Mixed / Multiple ethnic background | Asian / Asian British | Black / African / Caribbean / Black British | Arab | Other |
|------------------|--------|------------------------------------|-----------------------|---|-------|-------|
| Your org | 68.84% | 2.59% | 21.69% | 5.49% | 0.32% | 1.06% |
| Average | 75.23% | 2.15% | 16.00% | 4.74% | 0.47% | 0.69% |
| Responses | 5938 | 5938 | 5938 | 5938 | 5938 | 5938 |

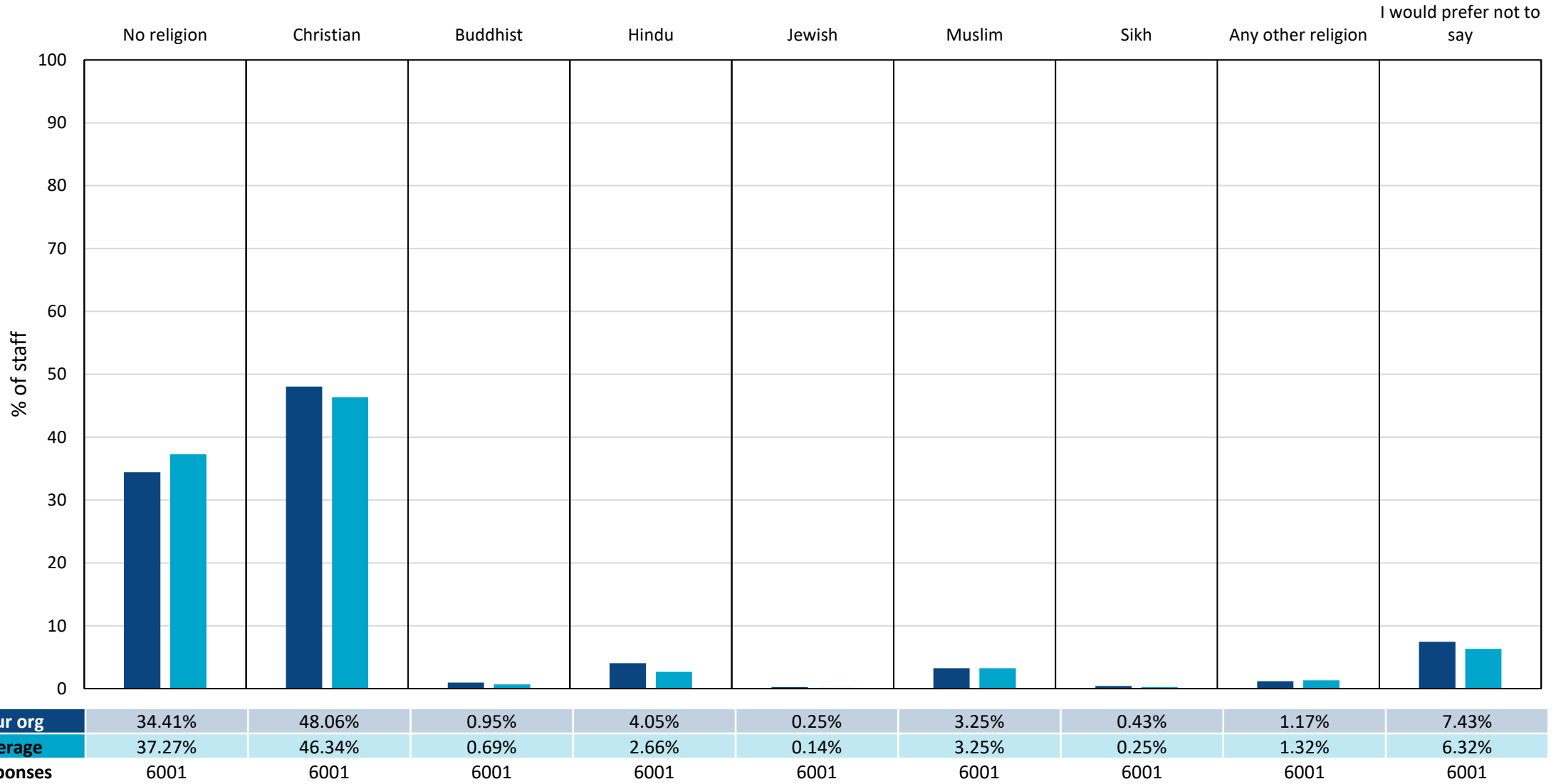
Background details - Sexual orientation



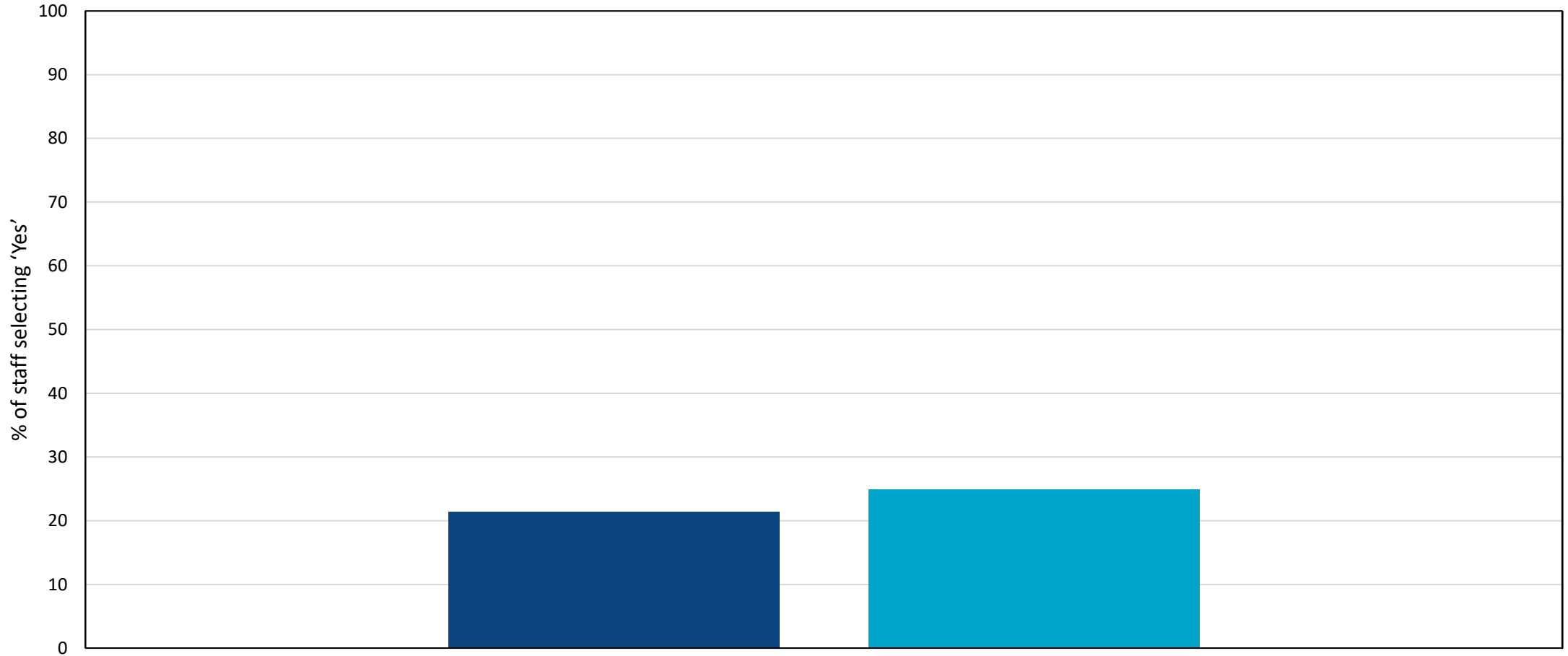
| Responses | 6004 | 6004 | 6004 | 6004 | 6004 |
|-----------------|--------|-------|-------|-------|-------|
| Your org | 87.39% | 1.77% | 2.15% | 0.60% | 8.09% |
| Average | 88.76% | 2.01% | 1.86% | 0.49% | 6.59% |



Background details - Religion or belief



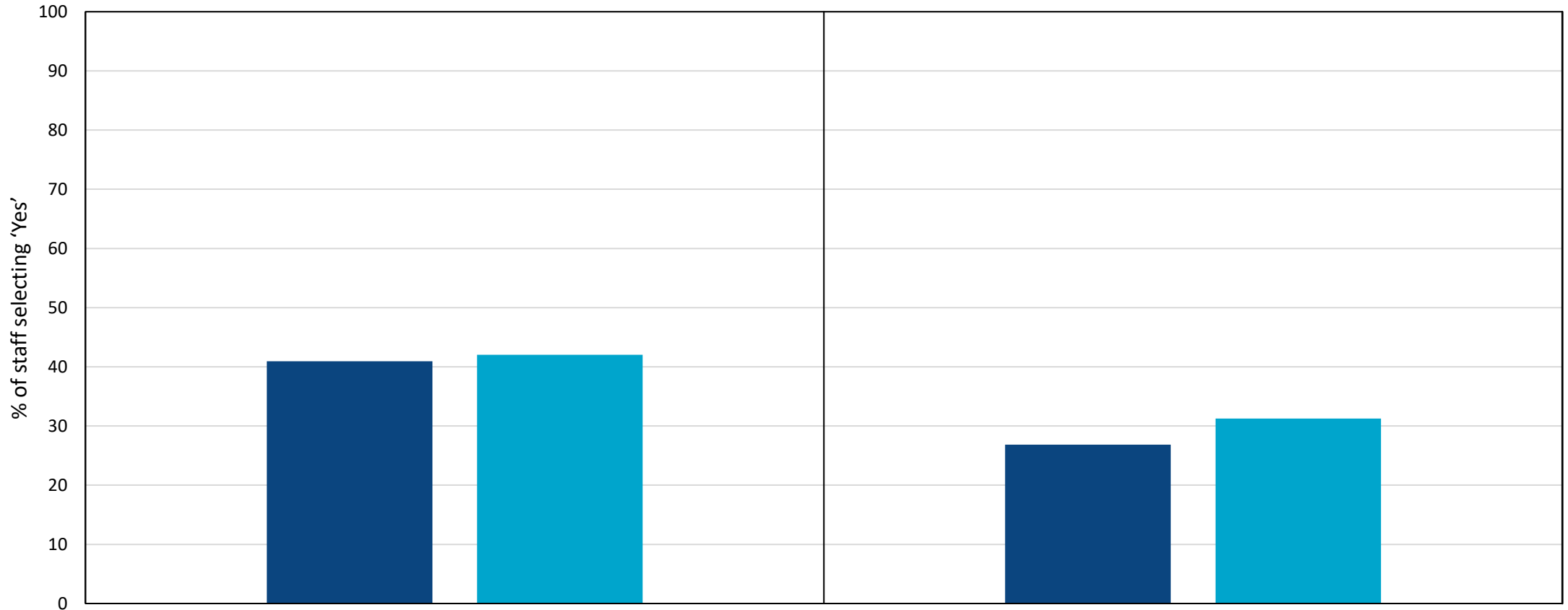
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



| | |
|------------------|--------|
| Your org | 21.41% |
| Average | 24.90% |
| Responses | 5947 |

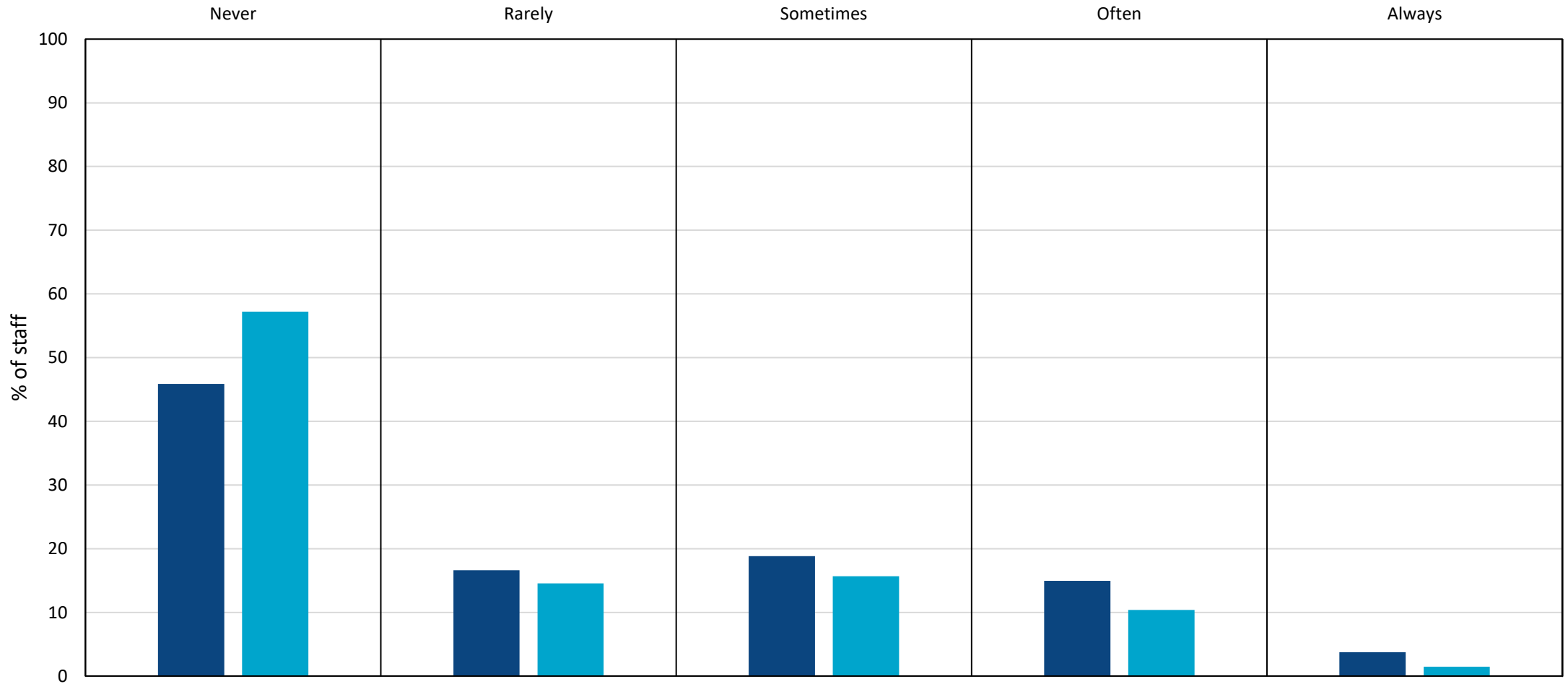
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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



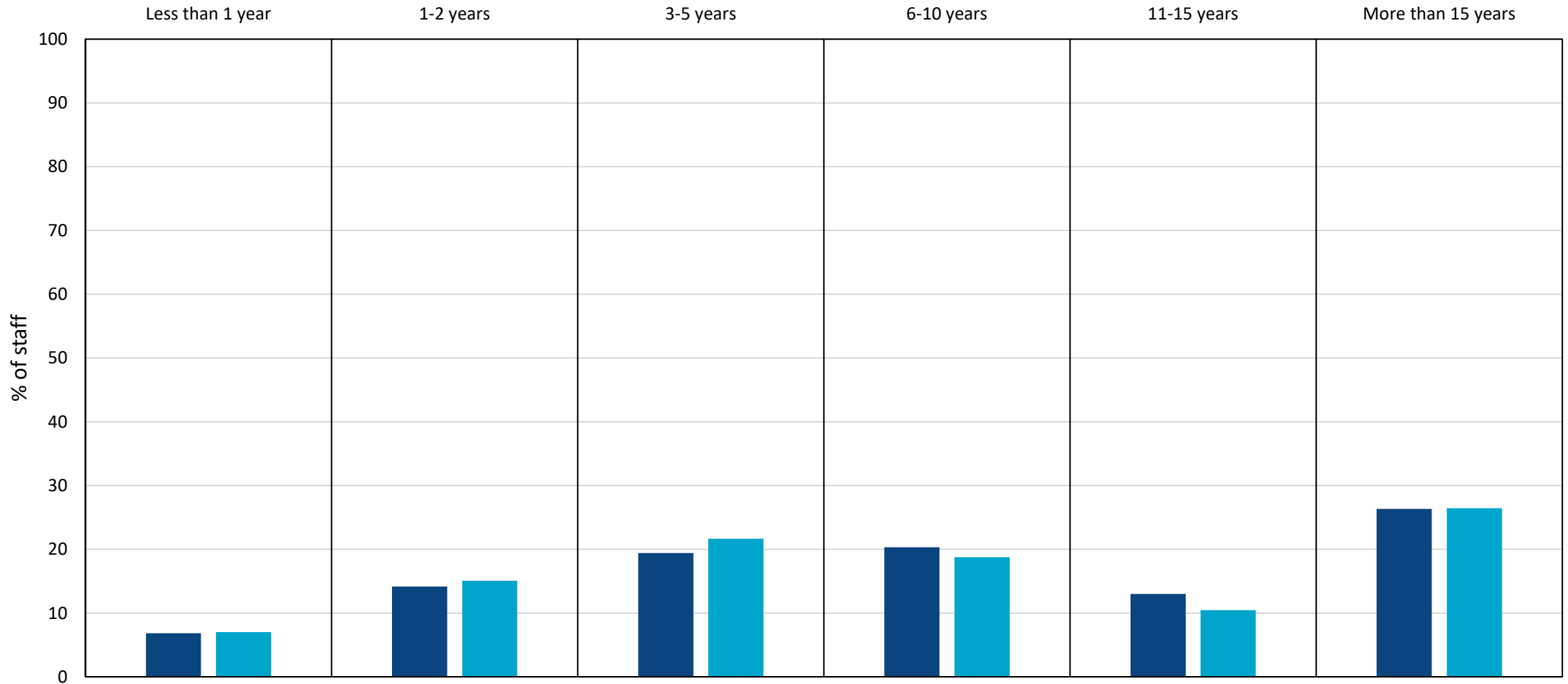
| | | |
|------------------|--------|--------|
| Your org | 40.92% | 26.85% |
| Average | 42.03% | 31.25% |
| Responses | 5997 | 6001 |

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



| Responses | 6011 | 6011 | 6011 | 6011 | 6011 |
|-----------------|--------|--------|--------|--------|-------|
| Your org | 45.88% | 16.62% | 18.82% | 14.94% | 3.74% |
| Average | 57.23% | 14.54% | 15.67% | 10.40% | 1.48% |

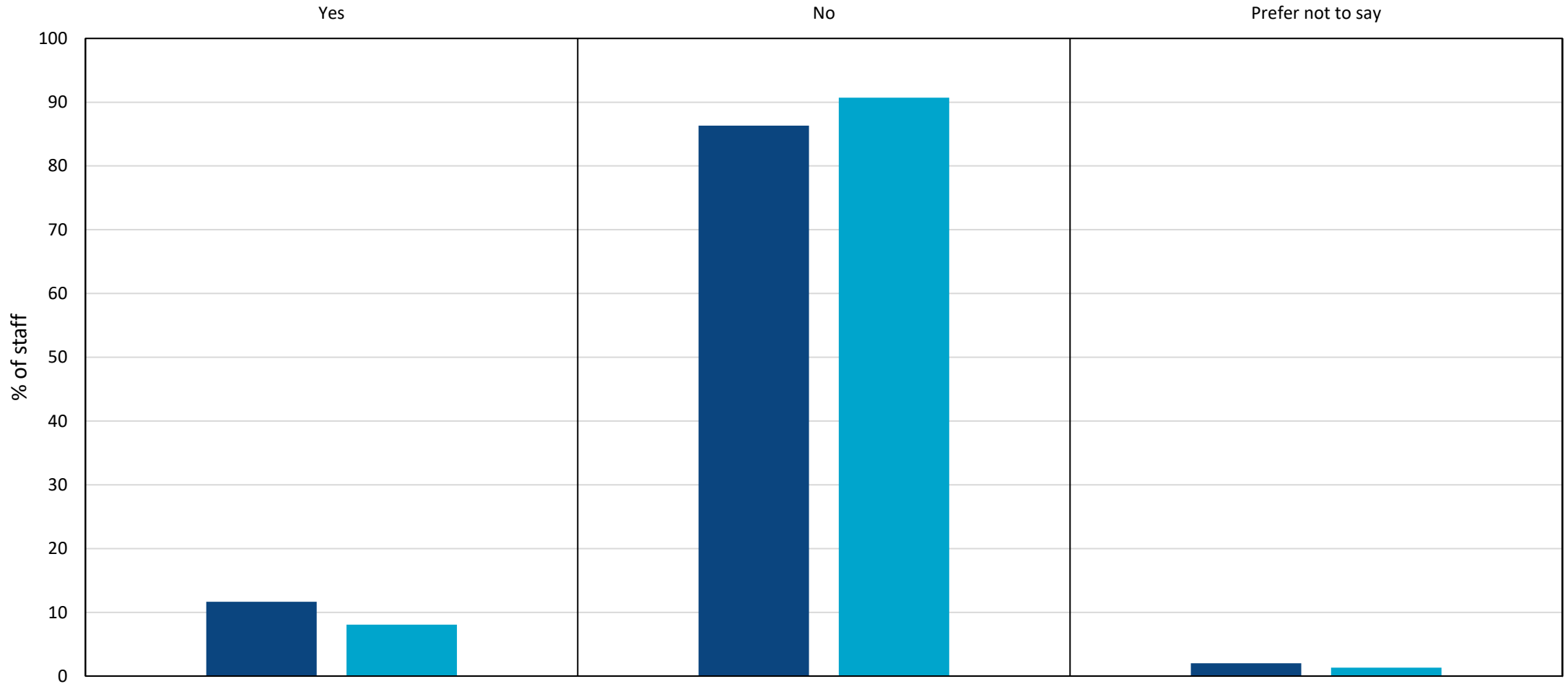
Background details - Length of service



| | | | | | | |
|------------------|-------|--------|--------|--------|--------|--------|
| Your org | 6.82% | 14.15% | 19.39% | 20.30% | 12.99% | 26.34% |
| Average | 7.03% | 15.07% | 21.68% | 18.76% | 10.47% | 26.44% |
| Responses | 6043 | 6043 | 6043 | 6043 | 6043 | 6043 |

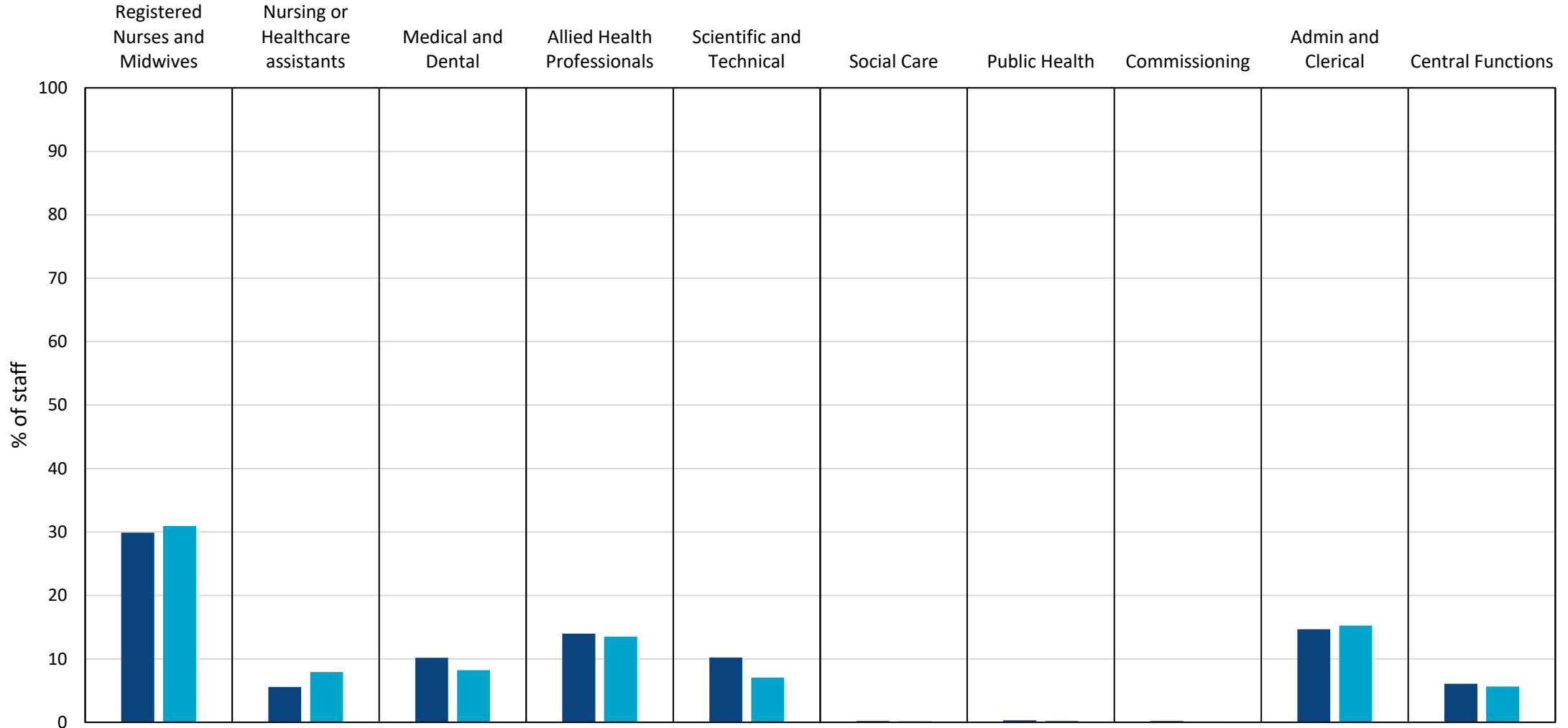


Background details - When you joined this organisation, were you recruited from outside of the UK?



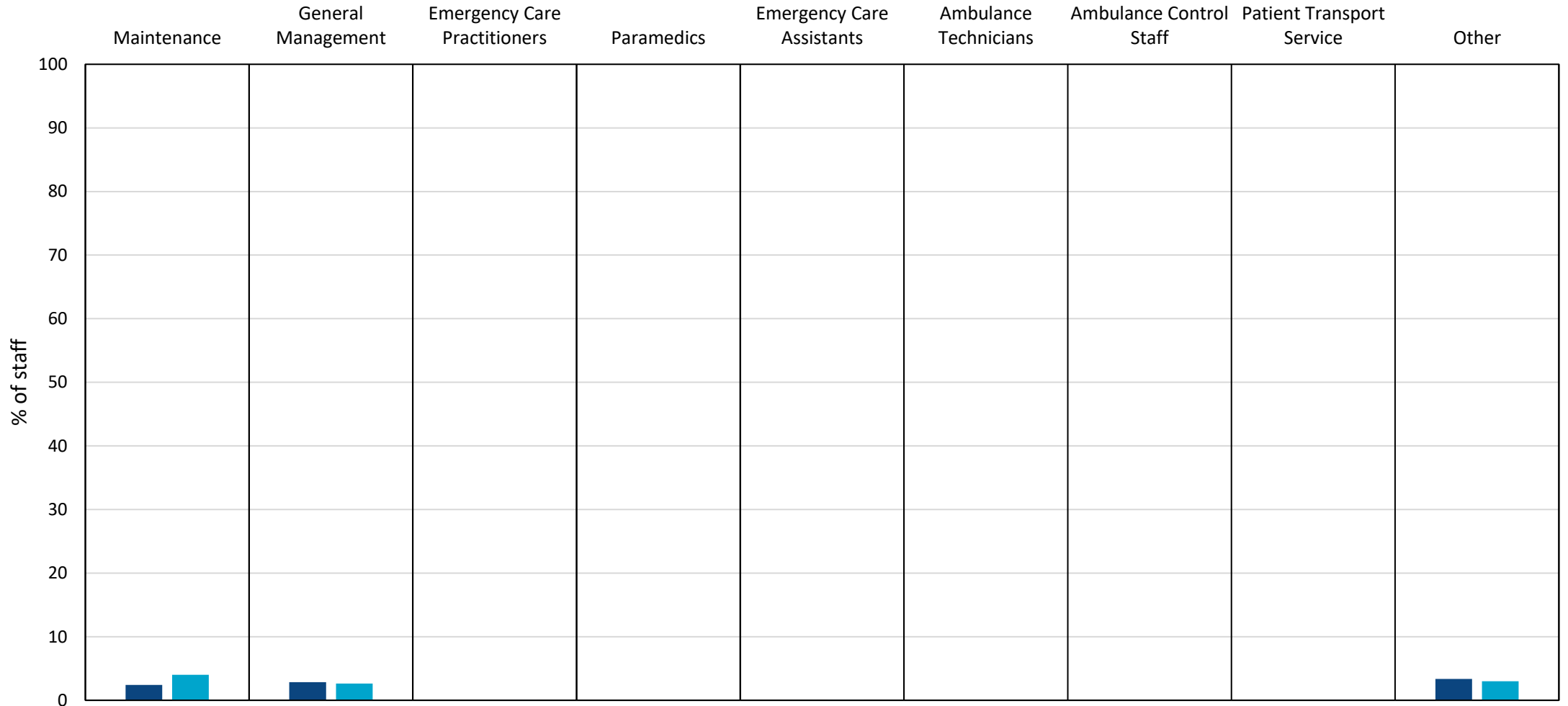
| | Yes | No | Prefer not to say |
|------------------|--------|--------|-------------------|
| Your org | 11.65% | 86.33% | 2.02% |
| Average | 8.07% | 90.72% | 1.31% |
| Responses | 5990 | 5990 | 5990 |

Background details - Occupational group



| | | | | | | | | | | |
|------------------|--------|-------|--------|--------|--------|-------|-------|-------|--------|-------|
| Your org | 29.90% | 5.58% | 10.18% | 13.97% | 10.20% | 0.22% | 0.30% | 0.22% | 14.67% | 6.09% |
| Average | 30.95% | 7.91% | 8.21% | 13.49% | 7.06% | 0.18% | 0.25% | 0.08% | 15.26% | 5.63% |
| Responses | 5963 | 5963 | 5963 | 5963 | 5963 | 5963 | 5963 | 5963 | 5963 | 5963 |

Background details - Occupational group



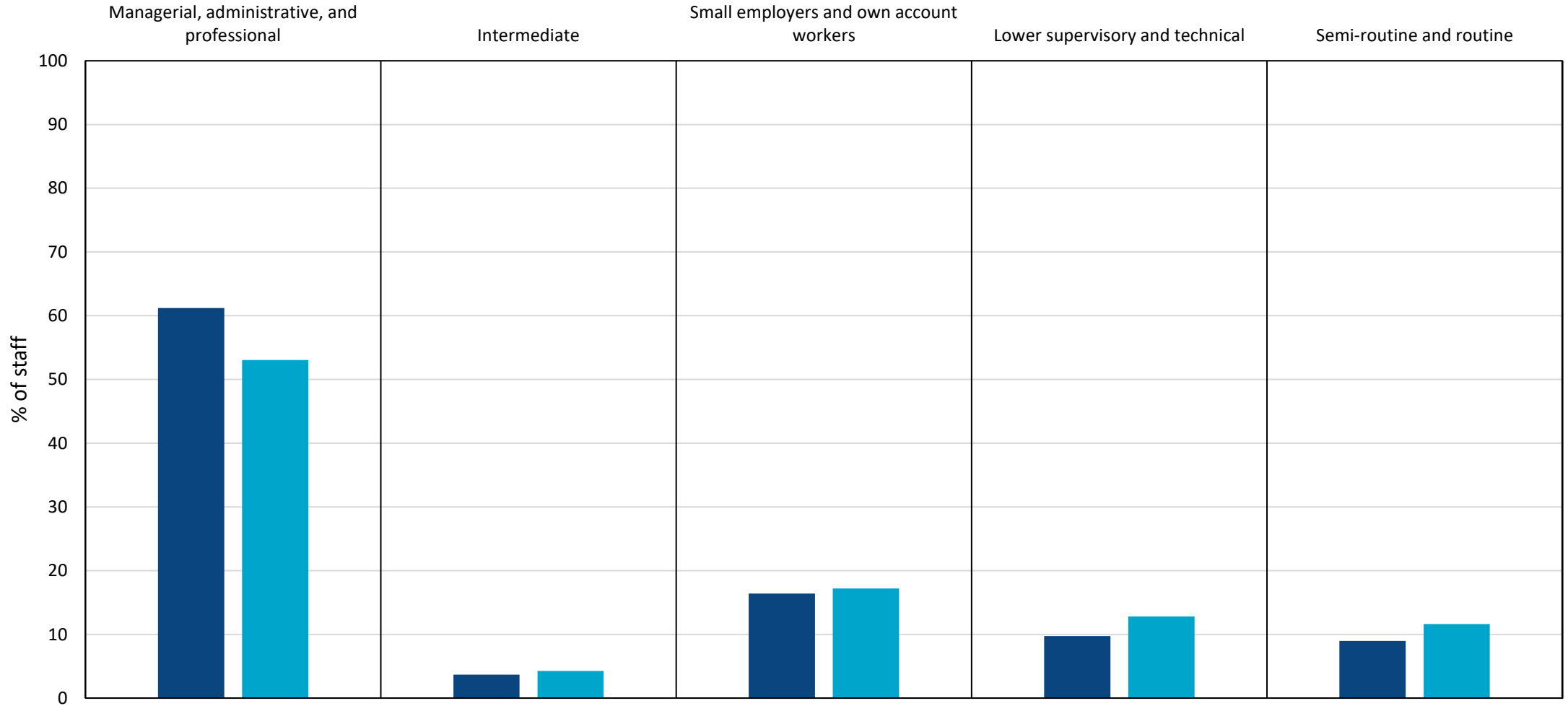
| | | | | | | | | | |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Your org | 2.43% | 2.83% | 0.00% | 0.00% | 0.02% | 0.00% | 0.00% | 0.03% | 3.35% |
| Average | 3.99% | 2.62% | 0.01% | 0.02% | 0.04% | 0.00% | 0.00% | 0.01% | 2.99% |
| Responses | 5963 | 5963 | 5963 | 5963 | 5963 | 5963 | 5963 | 5963 | 5963 |

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

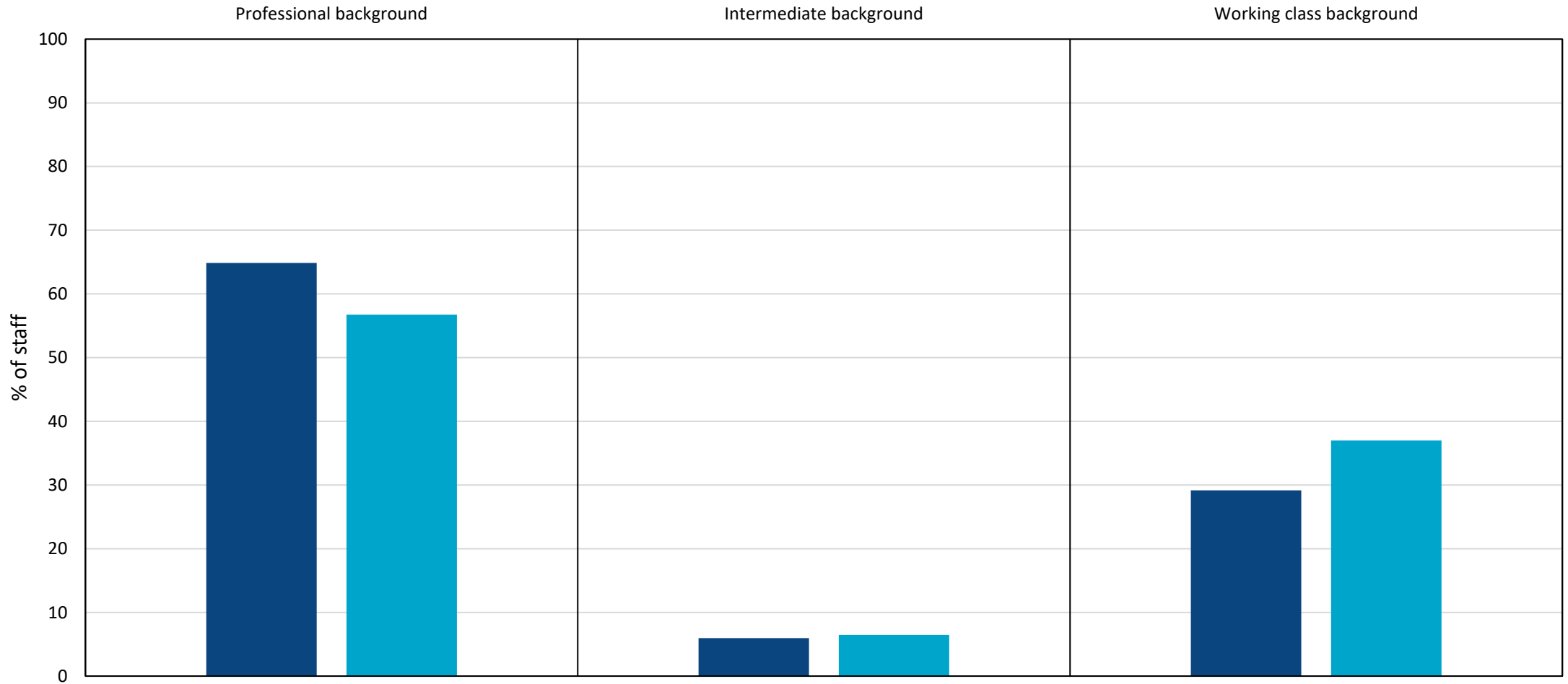


| | | | | | |
|------------------|--------|-------|--------|--------|--------|
| Your org | 61.20% | 3.69% | 16.41% | 9.74% | 8.96% |
| Average | 53.05% | 4.27% | 17.19% | 12.81% | 11.63% |
| Responses | 3224 | 3224 | 3224 | 3224 | 3224 |

Please note – These questions are online only.

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

Socio-economic background: Three classes



| | | | |
|------------------|--------|-------|--------|
| Your org | 64.87% | 5.98% | 29.15% |
| Average | 56.73% | 6.48% | 36.98% |
| Responses | 4381 | 4381 | 4381 |

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 | 7.39 | 6.04 | 6.61 | 6.05 | 5.65 | 6.27 | 6.84 | 6.81 | 5.74 |
| 2 Intermediate | 7.35 | 5.76 | 6.45 | 6.11 | 5.66 | 6.02 | 6.77 | 6.61 | 5.69 |
| 3 Small employers and own account workers | 7.40 | 5.85 | 6.67 | 6.05 | 5.73 | 6.27 | 6.82 | 6.88 | 5.71 |
| 4 Lower supervisory and technical | 7.49 | 6.04 | 6.90 | 6.25 | 5.51 | 6.40 | 6.92 | 7.00 | 5.94 |
| 5 Semi-routine and routine | 7.68 | 6.36 | 7.01 | 6.39 | 5.85 | 6.69 | 7.16 | 7.13 | 6.15 |

| 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 | 7.38 | 6.01 | 6.61 | 6.06 | 5.68 | 6.27 | 6.83 | 6.81 | 5.74 |
| 2 Intermediate | 7.38 | 5.85 | 6.64 | 6.08 | 5.72 | 6.15 | 6.88 | 6.84 | 5.78 |
| 3 Working class | 7.46 | 6.01 | 6.78 | 6.22 | 5.61 | 6.38 | 6.94 | 6.92 | 5.93 |

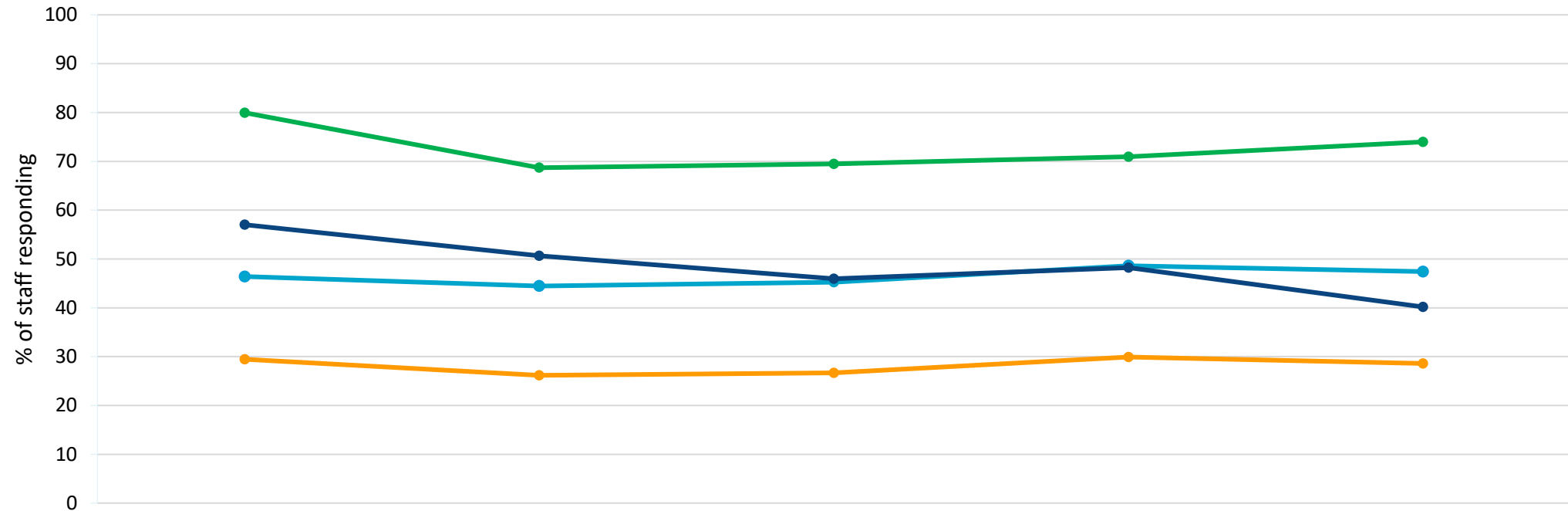
Please note – These questions are online only.

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

Appendices

Appendix A: Response rate

Response rate



| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------|--------|--------|--------|--------|--------|
| Your org | 57.02% | 50.68% | 45.95% | 48.21% | 40.17% |
| Highest | 79.95% | 68.69% | 69.45% | 70.92% | 73.97% |
| Average | 46.38% | 44.46% | 45.23% | 48.61% | 47.42% |
| Lowest | 29.47% | 26.17% | 26.65% | 29.91% | 28.60% |
| Responses | 7774 | 6979 | 6576 | 7211 | 6072 |

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 | 7.42 | 7185 | 7.34 | 6051 | Significantly lower |
| We are recognised and rewarded | 5.96 | 7191 | 5.93 | 6054 | Not significant |
| We each have a voice that counts | 6.76 | 7088 | 6.65 | 6007 | Significantly lower |
| We are safe and healthy | 6.20 | 7141 | 6.14 | 6019 | Not significant |
| We are always learning | 5.92 | 6974 | 5.73 | 5898 | Significantly lower |
| We work flexibly | 6.25 | 7128 | 6.27 | 6009 | Not significant |
| We are a team | 6.91 | 7171 | 6.84 | 6046 | Significantly lower |
| Themes | | | | | |
| Staff Engagement | 6.98 | 7191 | 6.85 | 6056 | Significantly lower |
| Morale | 5.92 | 7194 | 5.83 | 6058 | Significantly lower |

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

Appendix C: Tips on using your benchmark report

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

Key points to note



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



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



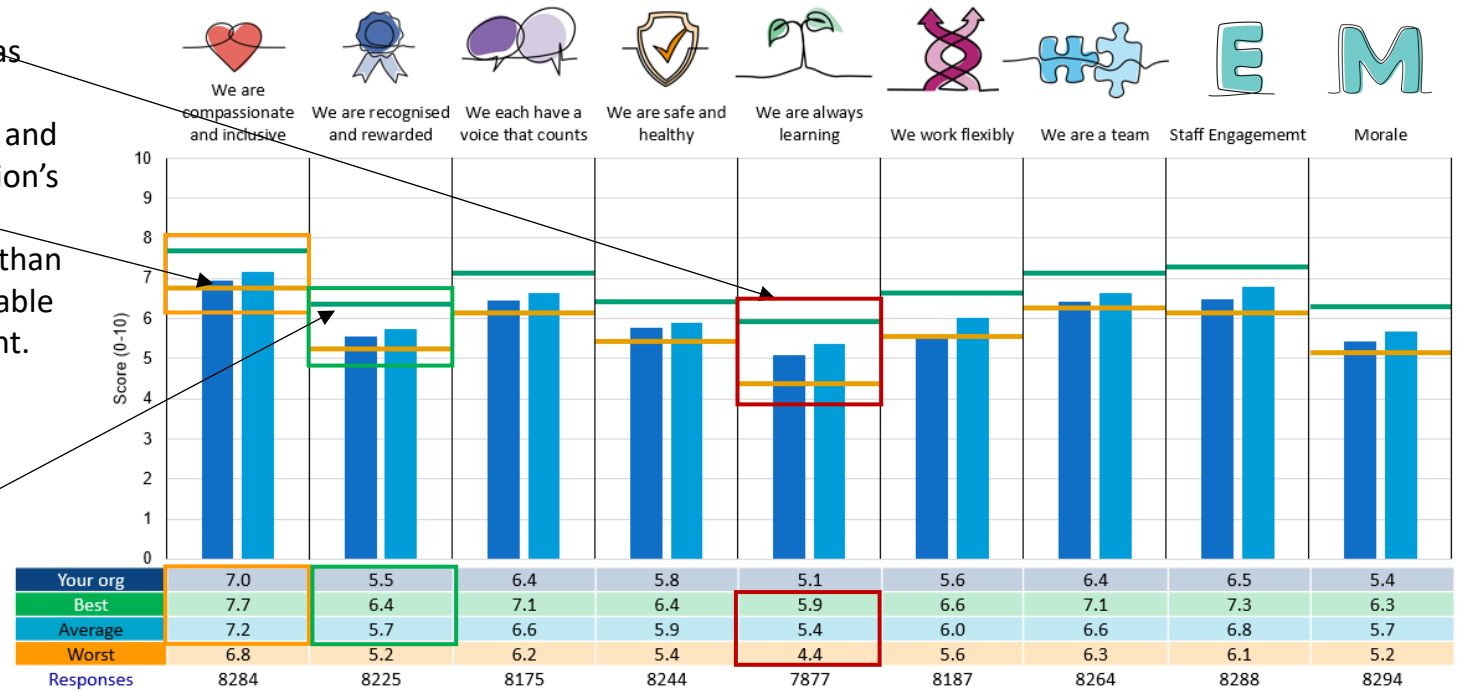
People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are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

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

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

Areas to improve

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



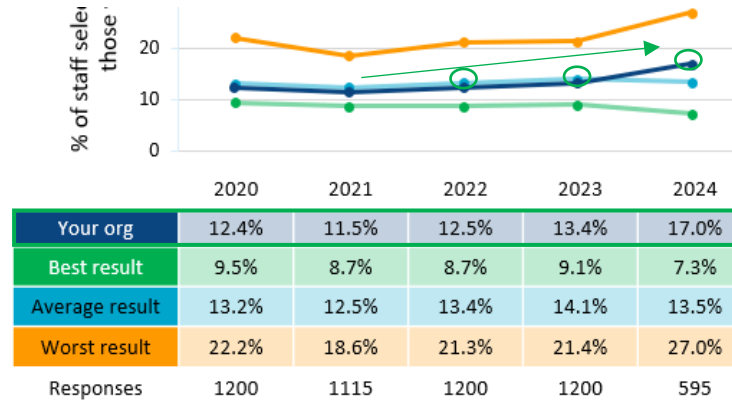
Only one example is highlighted for each point

Positive outcomes

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

Review trend data

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

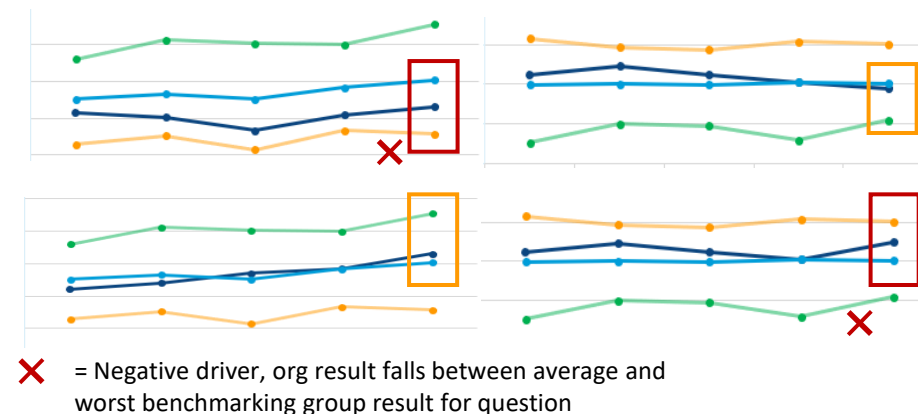


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

Identifying questions of interest

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

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

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

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



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

Appendix D: Socio-economic background

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

What is socio-economic background?

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

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

Measuring socio-economic background

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

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

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

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

Comparison of Three and Five Class approaches

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

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

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

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

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

Appendix E: Additional reporting outputs

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

Supporting documents



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



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

Other reporting outputs



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



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