Survey Coordination Centre

NHS

Bradford District Care NHS Foundation Trust

2025 NHS Staff Survey Benchmark Report

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Introduction

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.

About this Report

About this report

This benchmark report for Bradford District Care 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

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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

Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q24f, Q26d, Q31b

Report structure

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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.

Using the report

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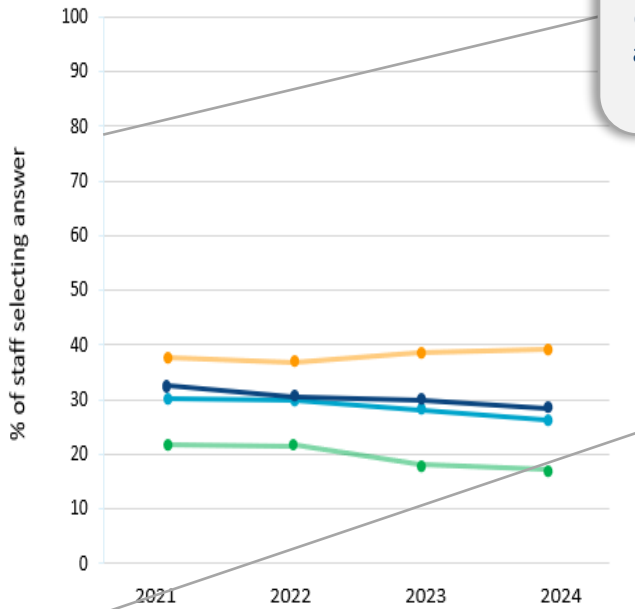
Note this is example data

Key features

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

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.

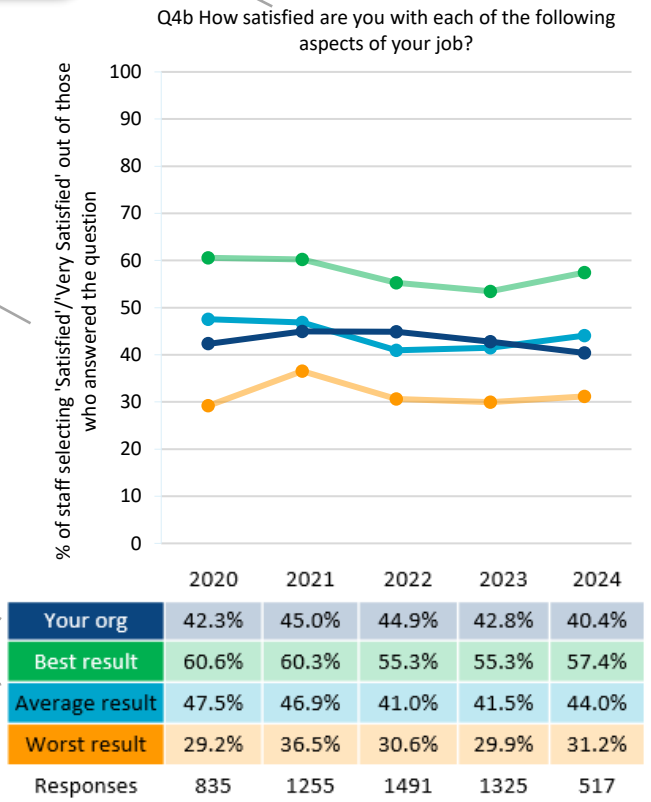


	2021	2022	2023	2024
Your org	32.6%	30.6%	30.0%	28.5%
Best result	21.8%	21.7%	18.0%	17.1%
Average result	30.2%	29.8%	28.1%	26.4%
Worst result	37.6%	36.9%	38.5%	39.2%
Responses	480	500	515	520

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

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

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



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

Number of responses for the organisation for the given question.

Note: Charts will only display data for the years where an organisation has data. For example, an organisation with three years of trend data will see charts such as q4b with data only in the 2023, 2024 and 2025 portions of the chart and table.

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Organisation details

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.

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Bradford District Care NHS Foundation Trust

2025 NHS Staff Survey

Organisation details

Completed questionnaires	1690
2025 response rate	50%

Survey details

Survey mode	Online

This organisation is benchmarked against:

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

2025 benchmarking group details

Organisations in group: 48

Median response rate: 52%

No. of completed questionnaires: 145759

For more information on benchmarking group definitions please see the Technical Guide.

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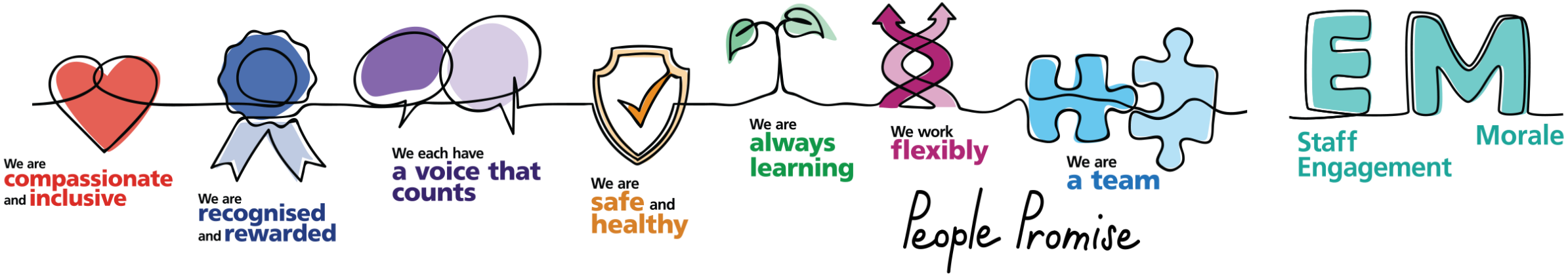

People Promise elements, themes and sub-score results

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.

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People Promise elements, themes and sub-scores: Overview

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.

People Promise elements and themes: Overview

Survey Coordination Centre NHS

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**.

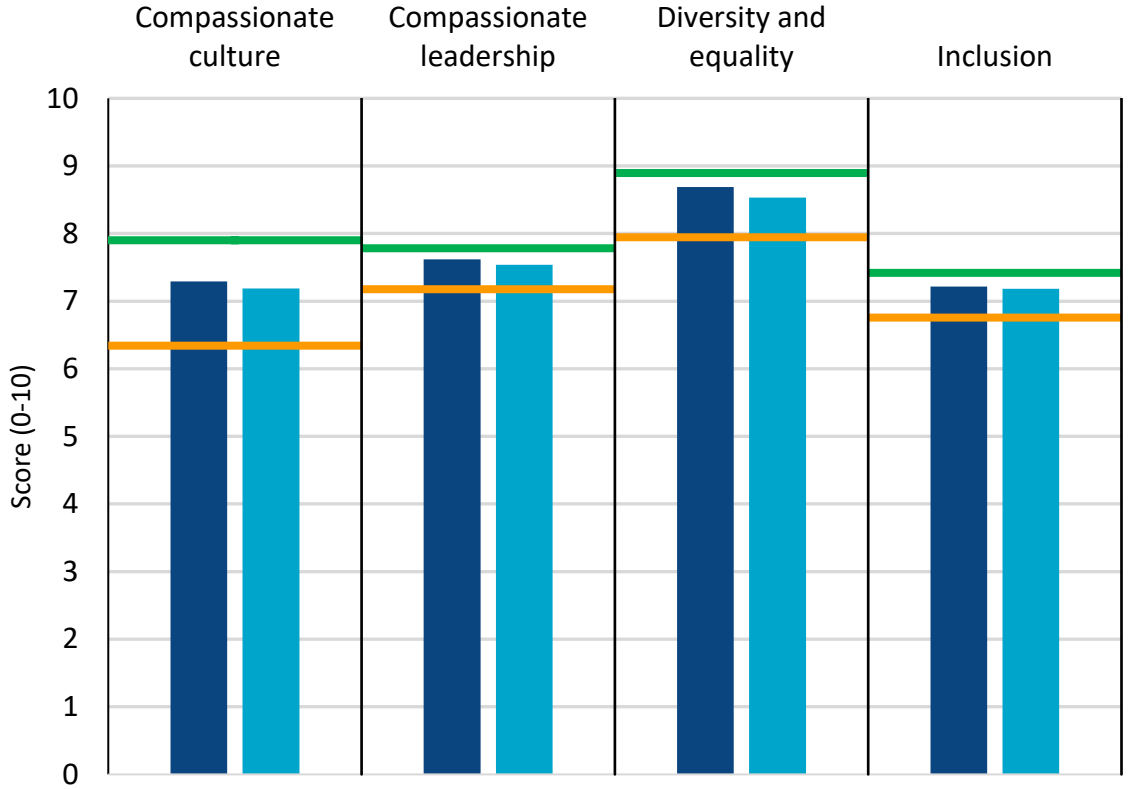
	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagement	Morale
Your org	7.70	6.53	6.98	6.48	5.93	7.10	7.23	7.06	6.30
Best result	7.94	6.72	7.31	6.72	6.38	7.20	7.43	7.48	6.57
Average result	7.61	6.37	6.89	6.34	5.83	6.84	7.17	7.02	6.12
Worst result	7.15	5.92	6.23	5.89	5.14	6.18	6.79	6.37	5.48
Responses	1689	1689	1679	1682	1631	1680	1685	1690	1690

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

Survey Coordination Centre

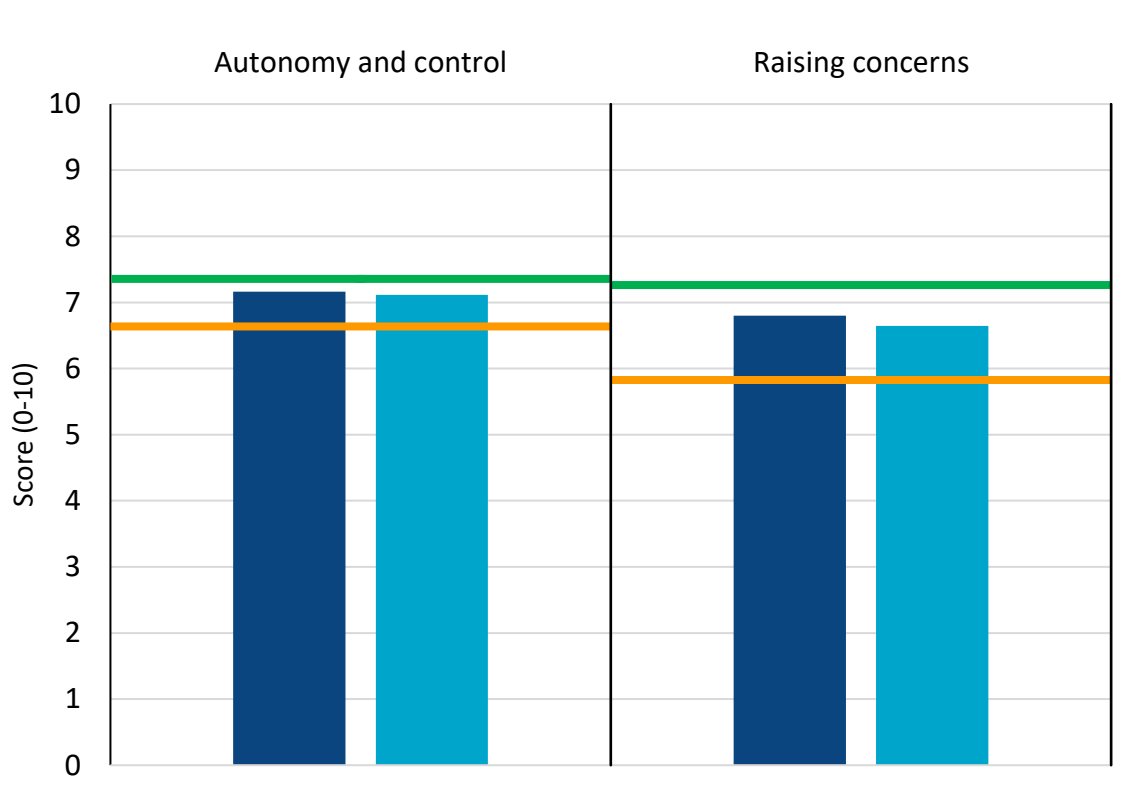
People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 1: We are compassionate and inclusive



	Compassionate culture	Compassionate leadership	Diversity and equality	Inclusion
Your org	7.29	7.62	8.69	7.22
Best result	7.90	7.78	8.90	7.42
Average result	7.19	7.54	8.53	7.18
Worst result	6.34	7.18	7.95	6.76
Responses	1685	1685	1689	1681

Promise element 3: We each have a voice that counts



	Autonomy and control	Raising concerns
Your org	7.16	6.80
Best result	7.36	7.26
Average result	7.11	6.64
Worst result	6.64	5.83
Responses	1690	1679

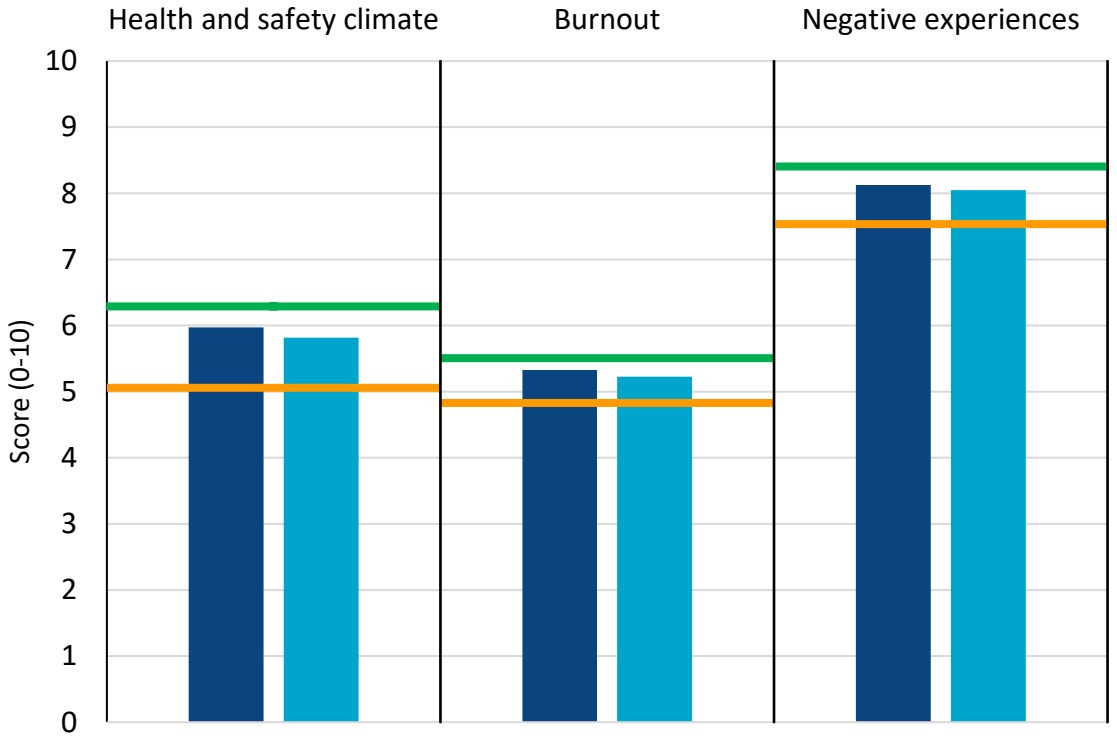
Note: People Promise element 2 'We are recognised and rewarded' does not have any sub-scores. Overall trend score data for this element is reported on slide 21.

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

Survey Coordination Centre

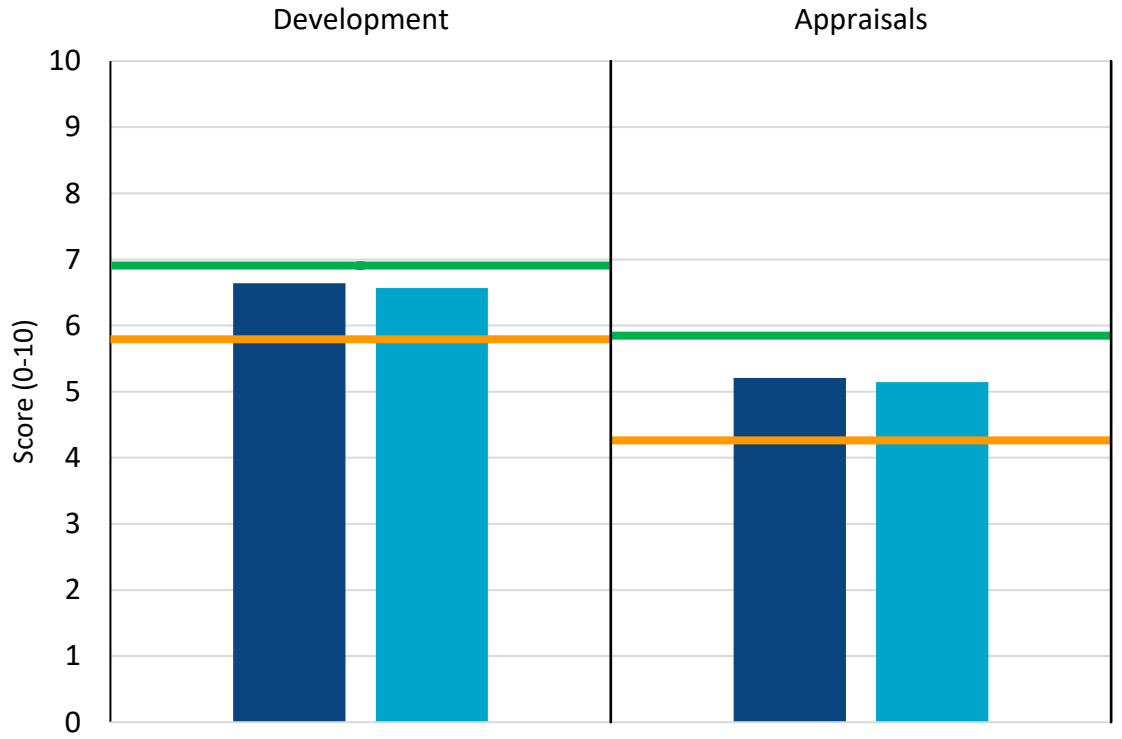
People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 4: We are safe and healthy



	Health and safety climate	Burnout	Negative experiences
Your org	5.97	5.33	8.13
Best result	6.29	5.51	8.40
Average result	5.82	5.23	8.05
Worst result	5.06	4.83	7.53
Responses	1690	1689	1682

Promise element 5: We are always learning

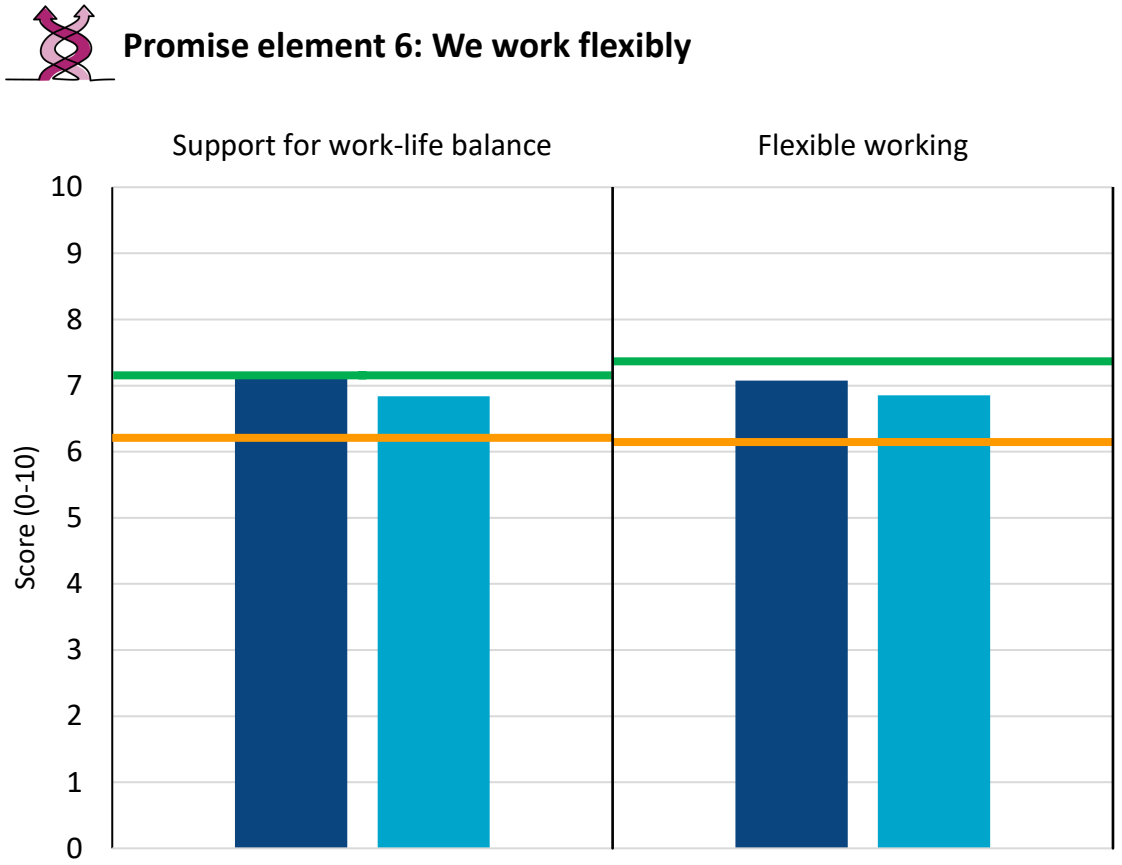


	Development	Appraisals
Your org	6.64	5.21
Best result	6.91	5.85
Average result	6.57	5.14
Worst result	5.79	4.26
Responses	1687	1632

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

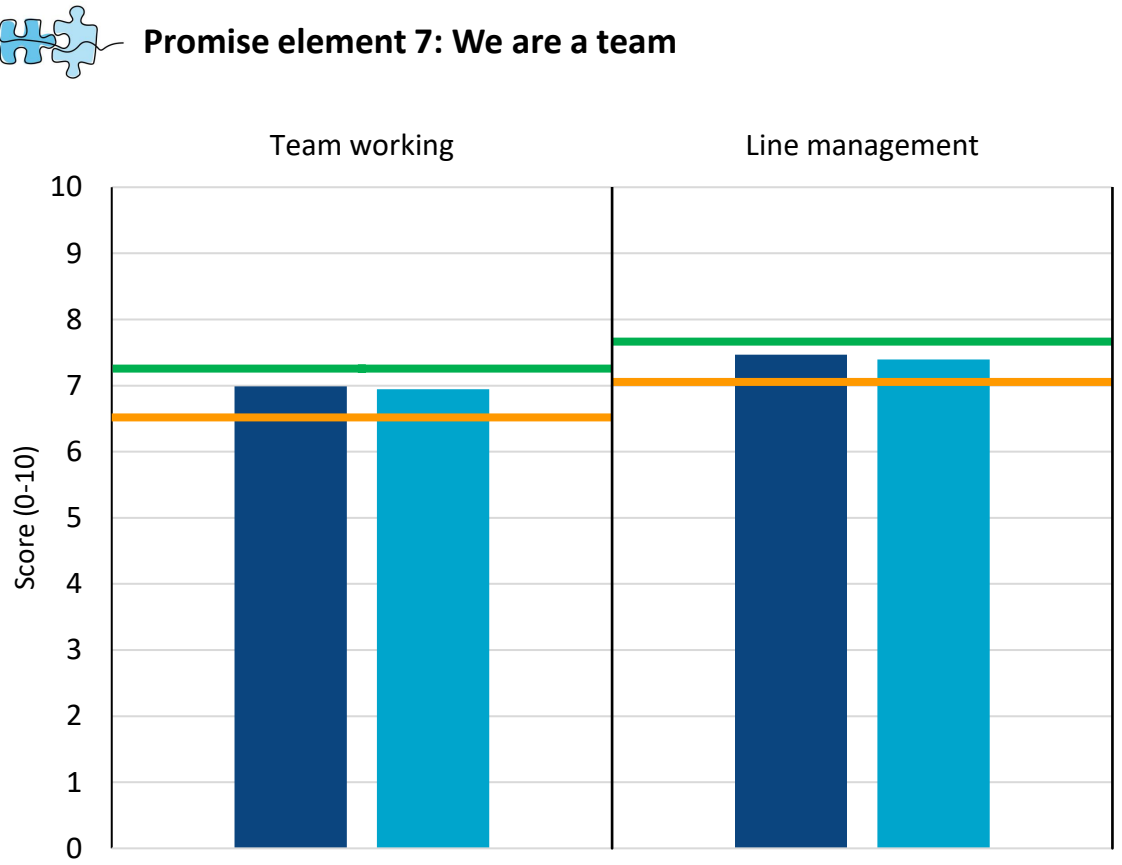
People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 6: We work flexibly



	Support for work-life balance	Flexible working
Your org	7.13	7.07
Best result	7.15	7.37
Average result	6.84	6.85
Worst result	6.21	6.15
Responses	1690	1680

Promise element 7: We are a team



	Team working	Line management
Your org	6.99	7.47
Best result	7.26	7.66
Average result	6.94	7.40
Worst result	6.52	7.05
Responses	1687	1687

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

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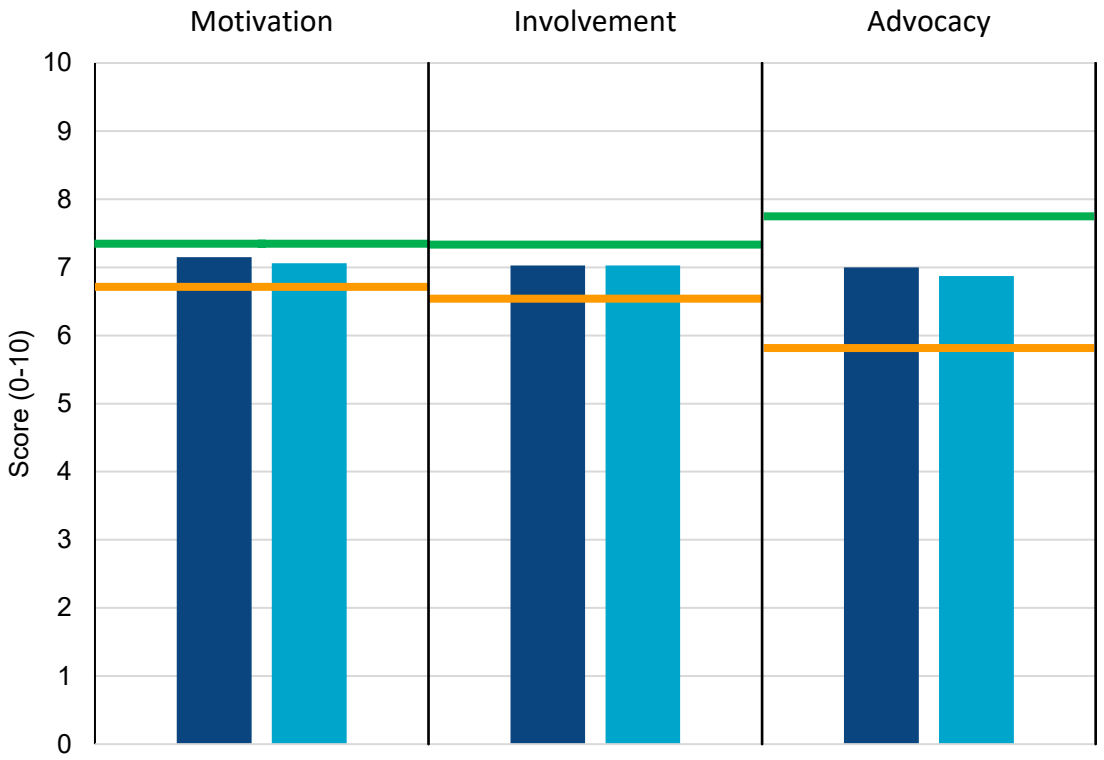
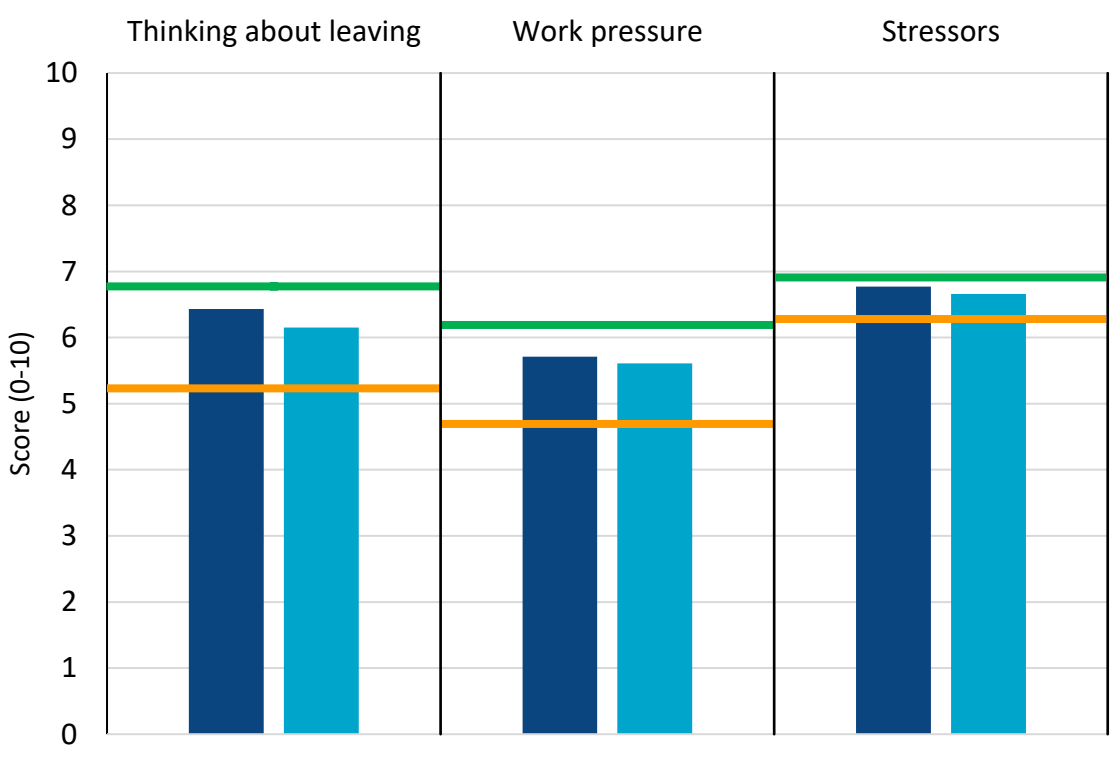
People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Theme: Staff engagement



	Motivation	Involvement	Advocacy
Your org	7.15	7.03	7.00
Best result	7.35	7.33	7.75
Average result	7.06	7.03	6.87
Worst result	6.71	6.54	5.82
Responses	1675	1690	1685

Theme: Morale



	Thinking about leaving	Work pressure	Stressors
Your org	6.43	5.71	6.77
Best result	6.77	6.19	6.91
Average result	6.15	5.61	6.66
Worst result	5.23	4.69	6.28
Responses	1684	1690	1687

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People Promise elements, themes and sub-scores: Trends

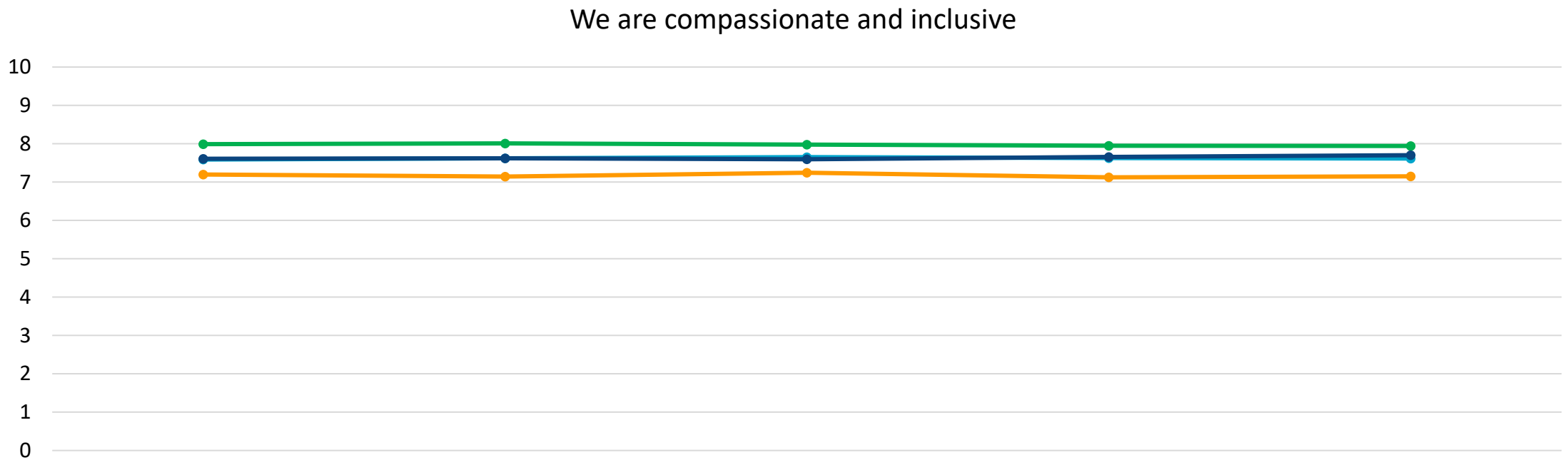
Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise elements and themes: Trends

Survey Coordination Centre NHS

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



	2021	2022	2023	2024	2025
Your org	7.61	7.62	7.59	7.65	7.70
Best result	7.99	8.01	7.98	7.95	7.94
Average result	7.59	7.62	7.65	7.63	7.61
Worst result	7.20	7.15	7.24	7.12	7.15
Responses	1416	1335	1677	1762	1689

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/

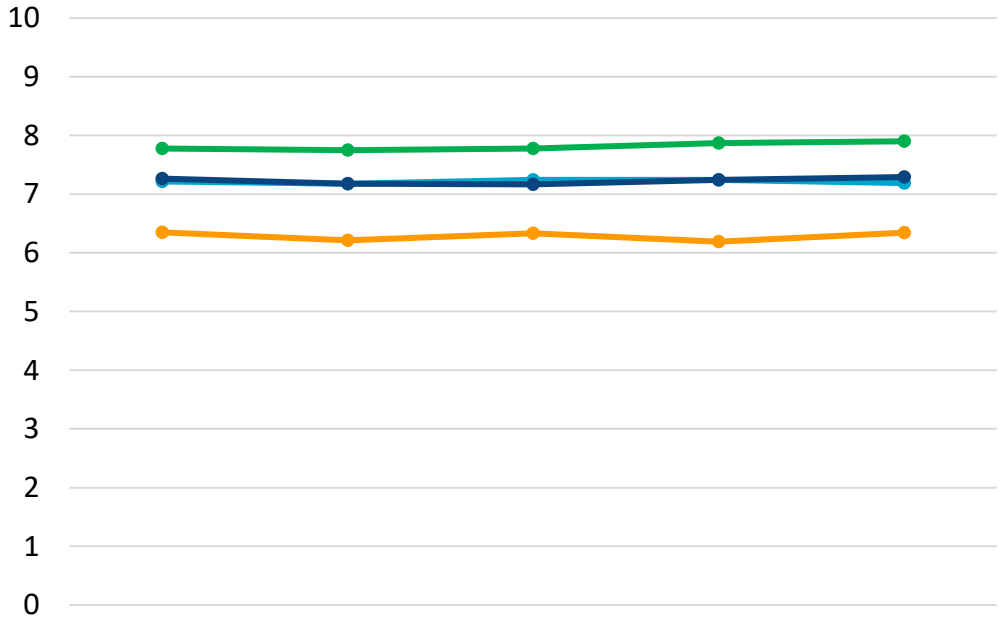
People Promise elements, themes and sub-scores: Sub-score trends

Survey Coordination Centre NHS

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**.

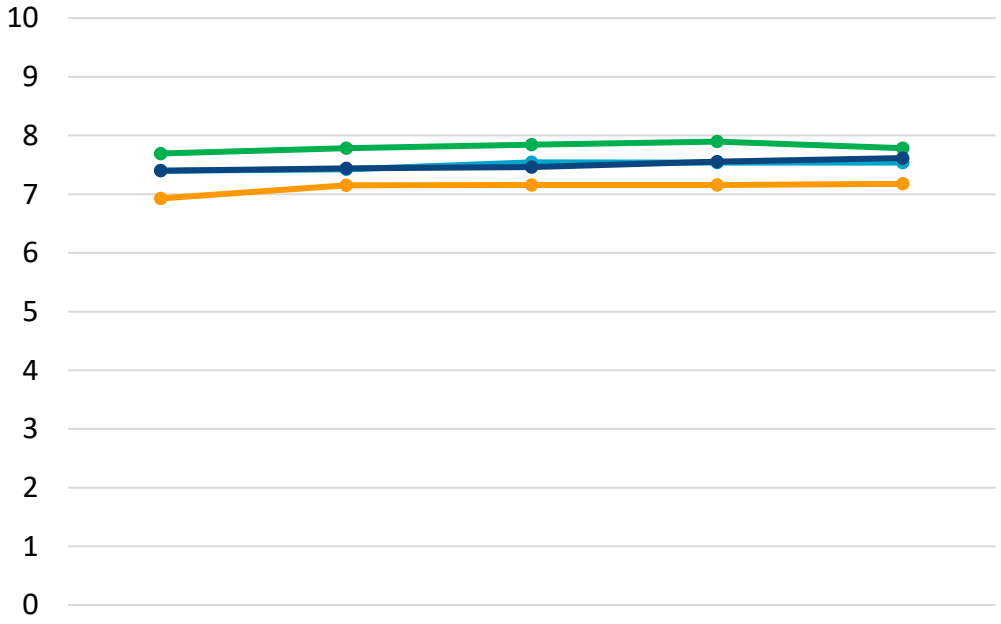
Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



	2021	2022	2023	2024	2025
Your org	7.27	7.18	7.17	7.24	7.29
Best result	7.78	7.75	7.78	7.87	7.90
Average result	7.22	7.18	7.24	7.24	7.19
Worst result	6.35	6.21	6.33	6.19	6.34
Responses	1415	1332	1672	1757	1685

Compassionate leadership



	2021	2022	2023	2024	2025
Your org	7.40	7.44	7.46	7.55	7.62
Best result	7.69	7.79	7.85	7.90	7.78
Average result	7.40	7.42	7.54	7.54	7.54
Worst result	6.93	7.15	7.15	7.15	7.18
Responses	1416	1334	1677	1762	1685

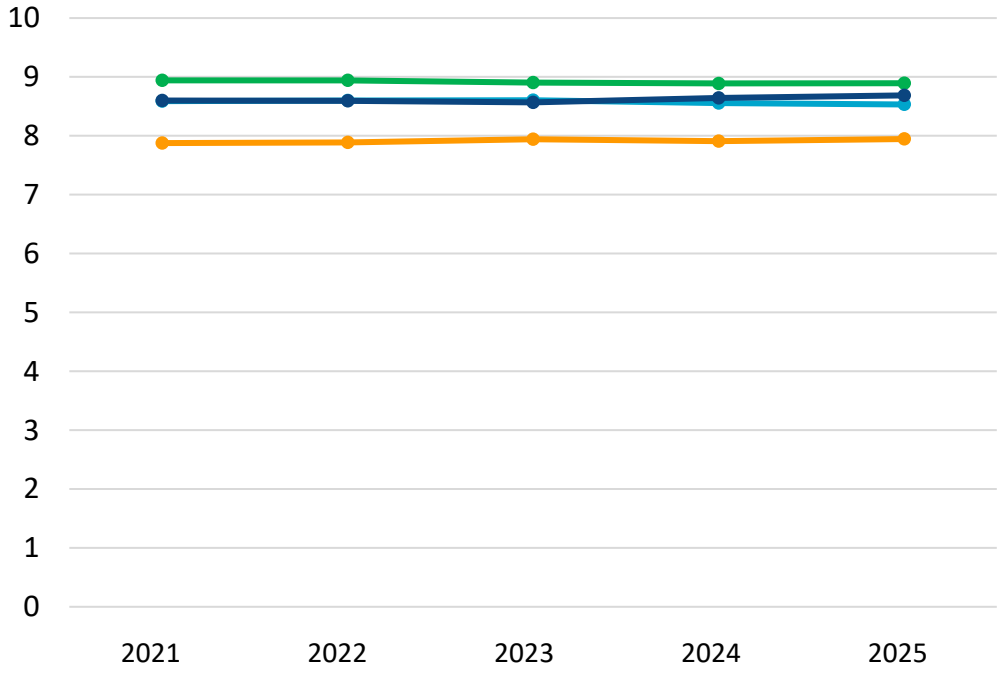
People Promise elements, themes and sub-scores: Sub-score trends

Survey Coordination Centre

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**.

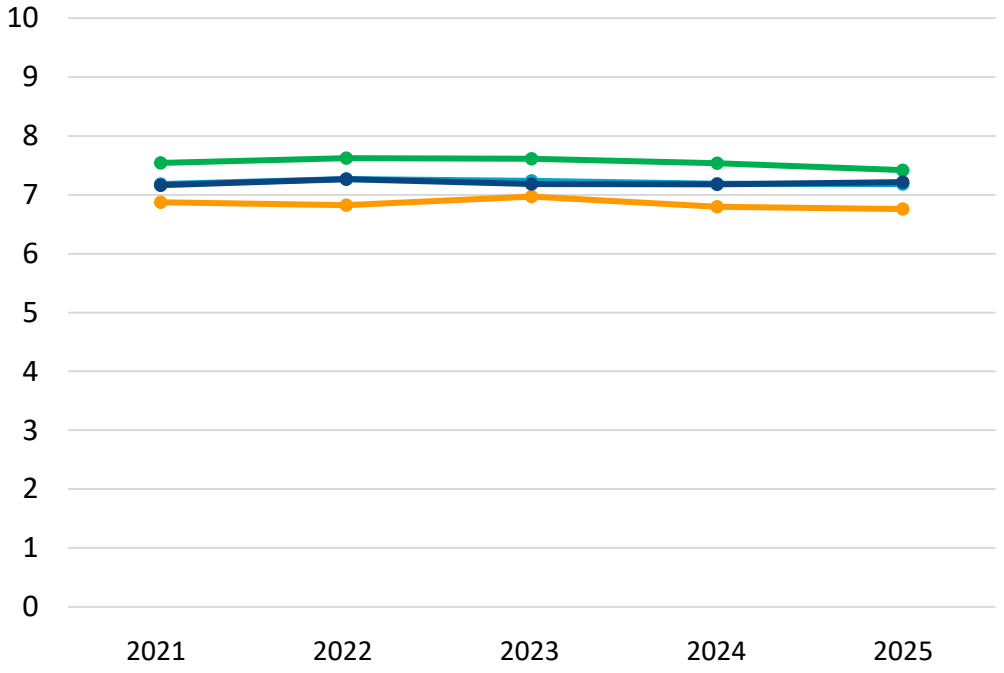
Promise element 1: We are compassionate and inclusive (2)

Diversity and equality



	2021	2022	2023	2024	2025
Your org	8.60	8.59	8.57	8.64	8.69
Best result	8.94	8.94	8.90	8.89	8.90
Average result	8.59	8.60	8.60	8.55	8.53
Worst result	7.88	7.89	7.94	7.91	7.95
Responses	1412	1334	1676	1758	1689

Inclusion



	2021	2022	2023	2024	2025
Your org	7.16	7.26	7.18	7.18	7.22
Best result	7.54	7.62	7.61	7.54	7.42
Average result	7.18	7.27	7.24	7.19	7.18
Worst result	6.87	6.83	6.97	6.80	6.76
Responses	1411	1328	1670	1758	1681

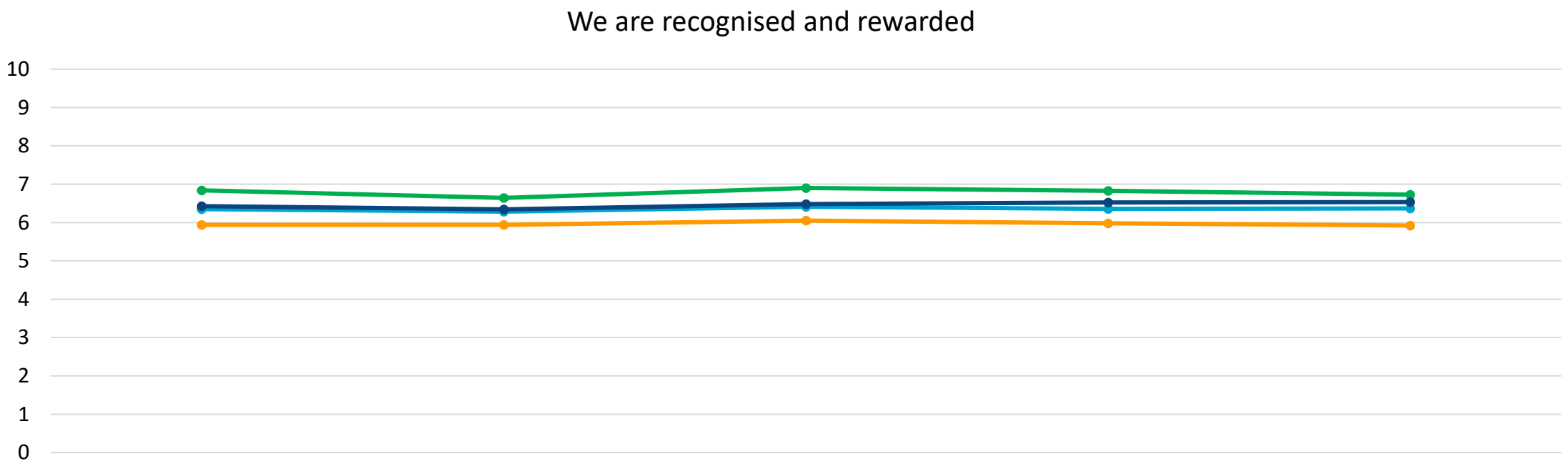
Note: Due to changes in the Q15 question wording in 2025, reported results for 'Diversity and equality' have been recalculated to exclude Q15 for all years. For more information, please refer to the *Technical Guide:* https://www.nhsstaffsurveys.com/survey-documents/

People Promise elements and themes: Trends

Survey Coordination Centre NHS

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



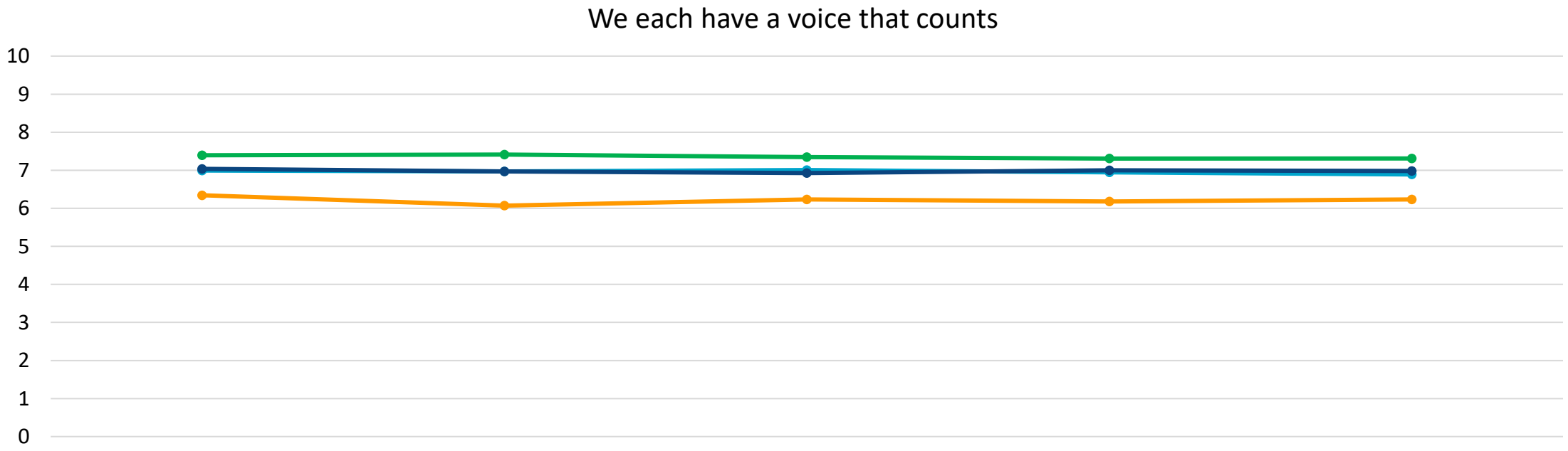
	2021	2022	2023	2024	2025
Your org	6.42	6.34	6.48	6.52	6.53
Best result	6.84	6.64	6.90	6.83	6.72
Average result	6.35	6.28	6.41	6.35	6.37
Worst result	5.94	5.94	6.05	5.98	5.92
Responses	1413	1328	1677	1762	1689

People Promise elements and themes: Trends

Survey Coordination Centre NHS

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



	2021	2022	2023	2024	2025
Your org	7.04	6.97	6.93	7.00	6.98
Best result	7.40	7.41	7.35	7.31	7.31
Average result	6.99	6.97	7.01	6.94	6.89
Worst result	6.34	6.07	6.23	6.18	6.23
Responses	1405	1326	1667	1744	1679

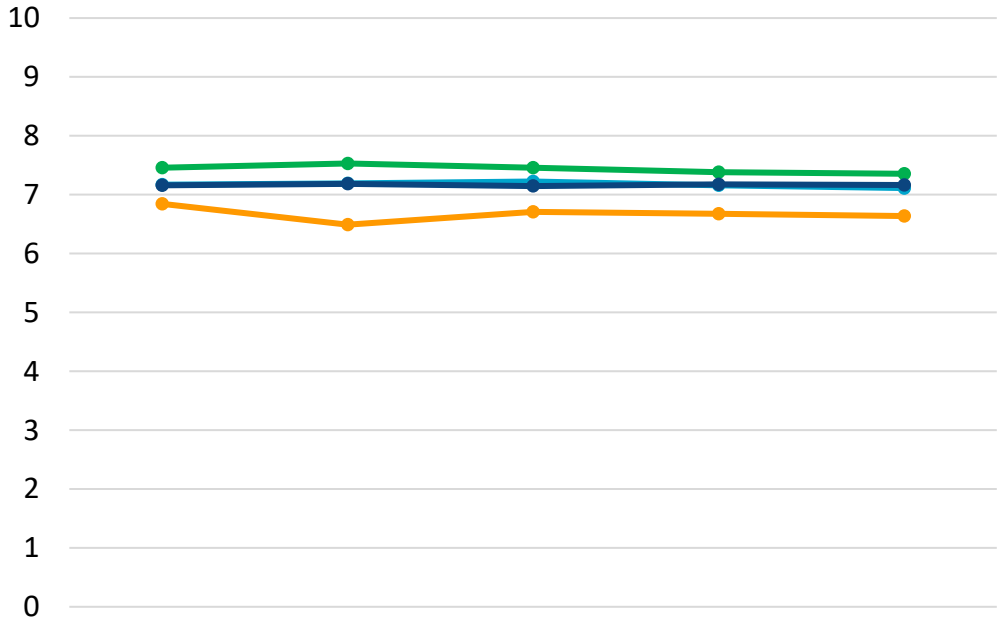
People Promise elements, themes and sub-scores: Sub-score trends

Survey Coordination Centre NHS

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

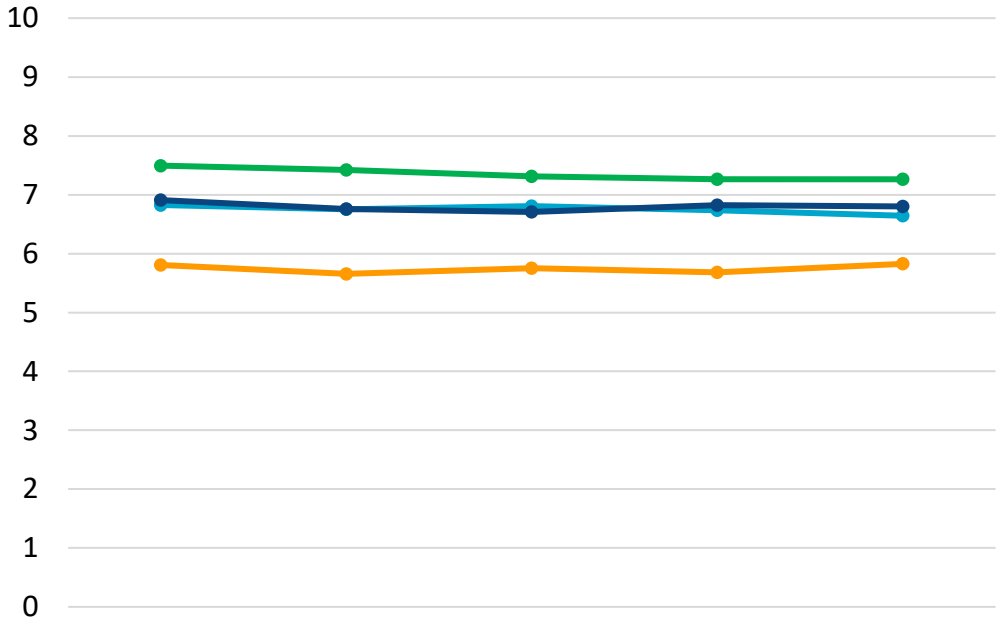
Promise element 3: We each have a voice that counts

Autonomy and control



	2021	2022	2023	2024	2025
Your org	7.16	7.18	7.15	7.17	7.16
Best result	7.46	7.53	7.46	7.38	7.36
Average result	7.17	7.19	7.22	7.16	7.11
Worst result	6.84	6.49	6.71	6.68	6.64
Responses	1417	1335	1677	1763	1690

Raising concerns



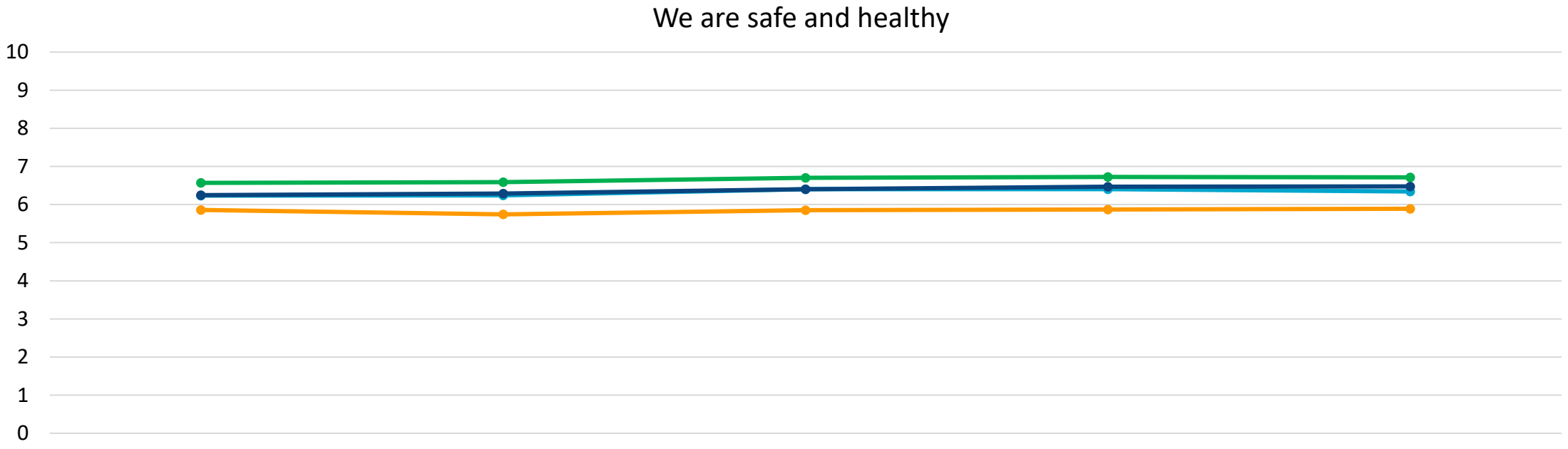
	2021	2022	2023	2024	2025
Your org	6.91	6.76	6.71	6.82	6.80
Best result	7.49	7.42	7.31	7.26	7.26
Average result	6.83	6.76	6.81	6.74	6.64
Worst result	5.81	5.66	5.75	5.68	5.83
Responses	1406	1327	1668	1746	1679

People Promise elements and themes: Trends

Survey Coordination Centre NHS

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



	2021	2022	2023	2024	2025
Your org	6.25	6.29	6.40	6.47	6.48
Best result	6.57	6.59	6.70	6.72	6.72
Average result	6.23	6.24	6.40	6.40	6.34
Worst result	5.86	5.74	5.85	5.87	5.89
Responses	1409	1331	1666	1754	1682

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.

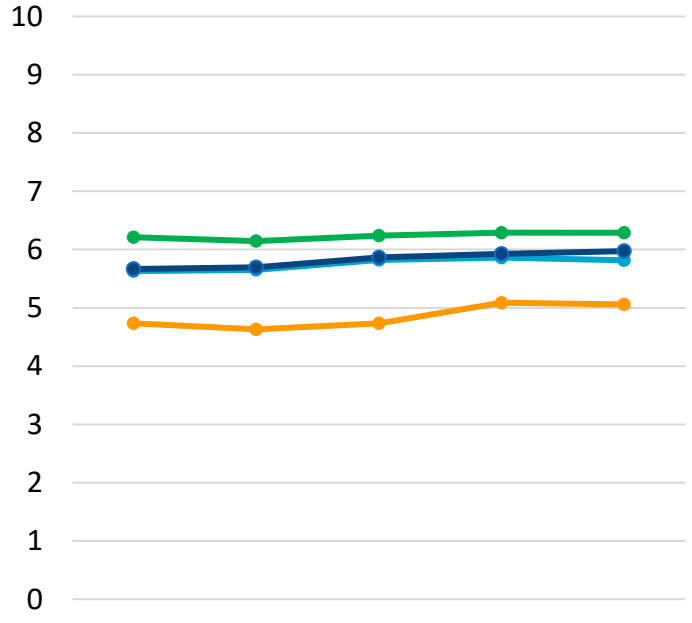
People Promise elements, themes and sub-scores: Sub-score trends

Survey Coordination Centre

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**.

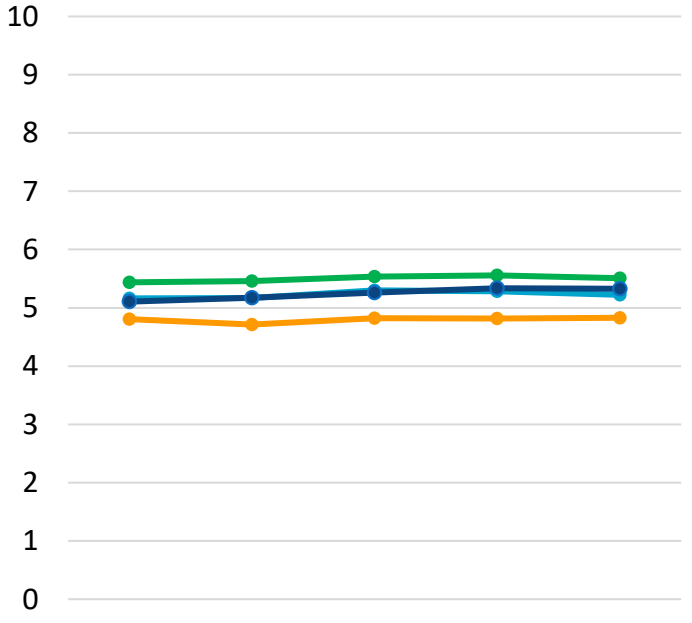
Promise element 4: We are safe and healthy

Health and safety climate



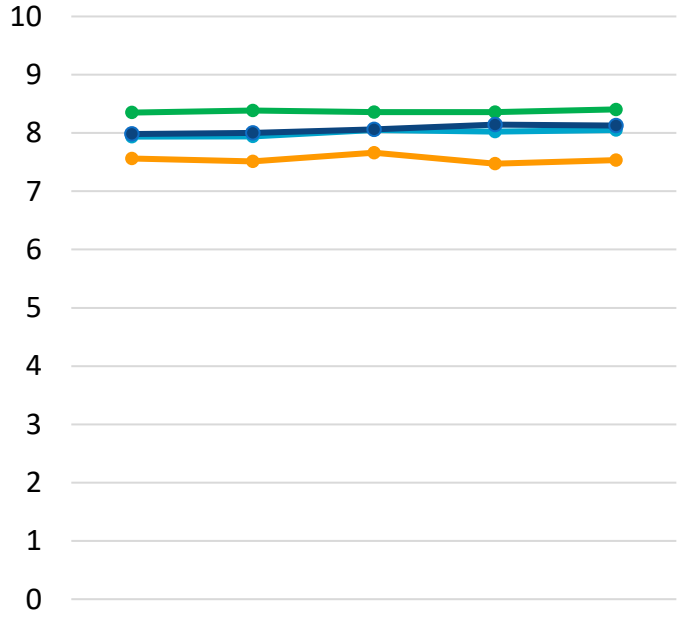
	2021	2022	2023	2024	2025
Your org	5.67	5.70	5.87	5.93	5.97
Best result	6.21	6.14	6.24	6.29	6.29
Average result	5.63	5.65	5.82	5.86	5.82
Worst result	4.74	4.63	4.74	5.09	5.06
Responses	1417	1335	1677	1762	1690

Burnout



	2021	2022	2023	2024	2025
Your org	5.11	5.17	5.26	5.34	5.33
Best result	5.44	5.46	5.53	5.56	5.51
Average result	5.16	5.17	5.30	5.28	5.23
Worst result	4.81	4.71	4.82	4.82	4.83
Responses	1416	1334	1677	1762	1689

Negative experiences



	2021	2022	2023	2024	2025
Your org	7.98	8.00	8.06	8.14	8.13
Best result	8.35	8.39	8.36	8.36	8.40
Average result	7.94	7.94	8.05	8.02	8.05
Worst result	7.56	7.51	7.66	7.47	7.53
Responses	1411	1333	1667	1758	1682

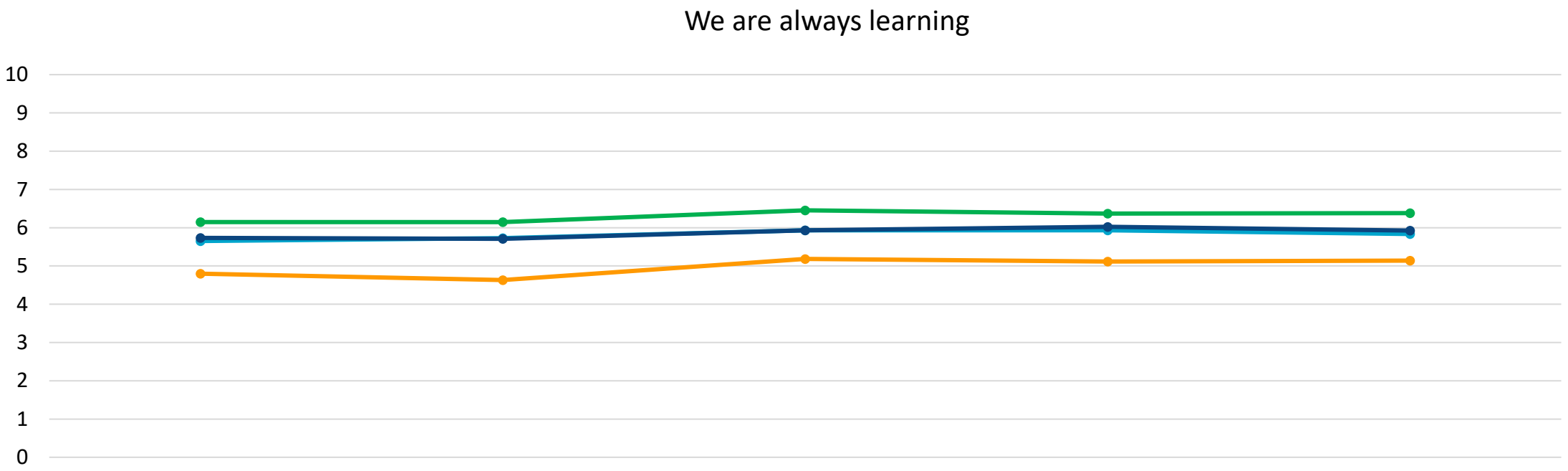
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years. Please see *Additional Information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

People Promise elements and themes: Trends

Survey Coordination Centre NHS

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



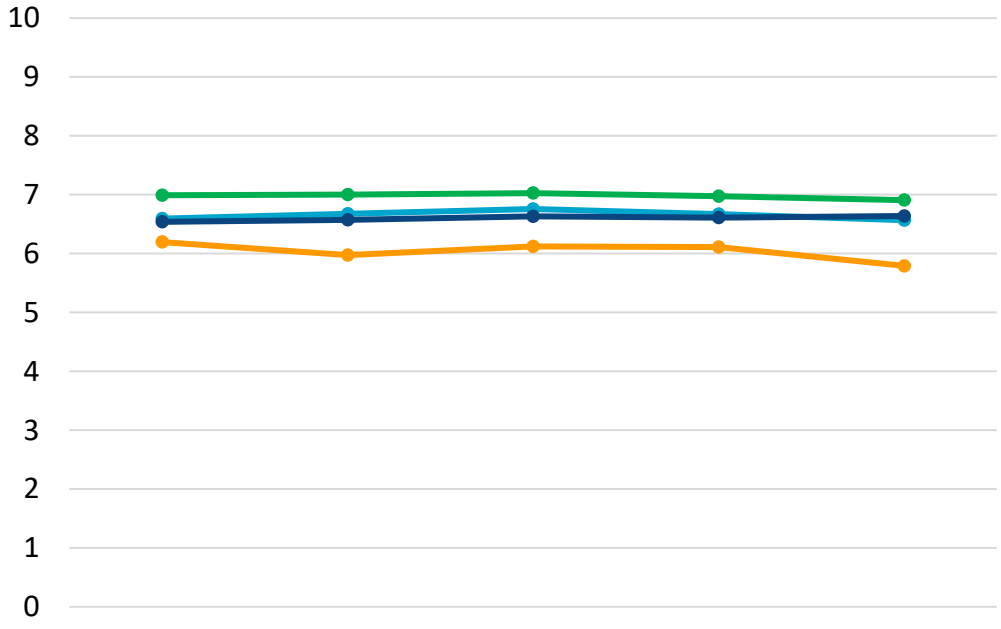
	2021	2022	2023	2024	2025
Your org	5.73	5.71	5.93	6.02	5.93
Best result	6.15	6.15	6.45	6.37	6.38
Average result	5.65	5.72	5.93	5.93	5.83
Worst result	4.80	4.63	5.18	5.11	5.14
Responses	1358	1282	1615	1685	1631

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**.

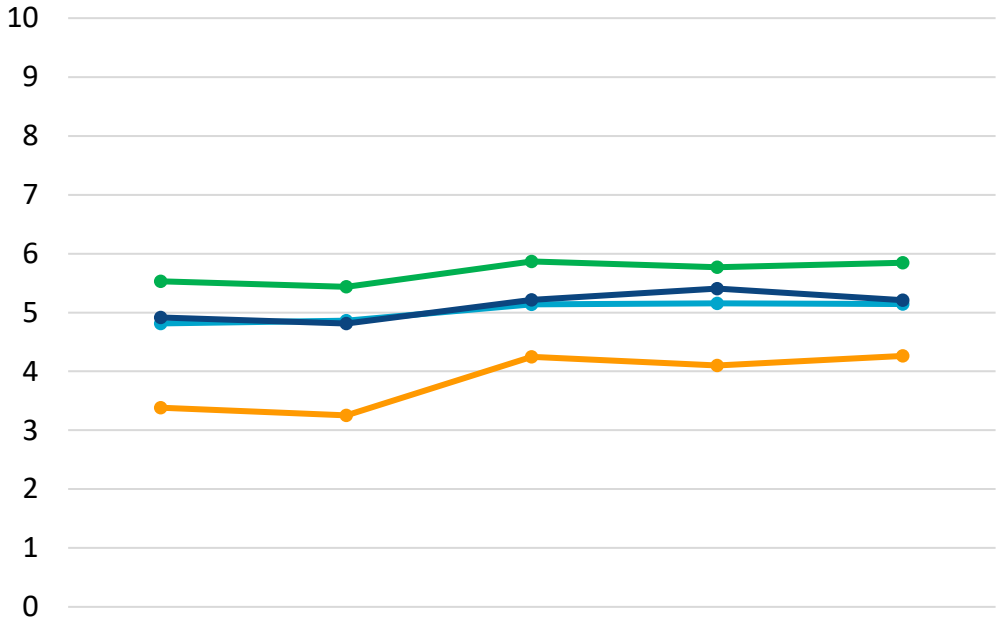
Promise element 5: We are always learning

Development



	2021	2022	2023	2024	2025
Your org	6.54	6.57	6.63	6.61	6.64
Best result	6.99	7.00	7.03	6.97	6.91
Average result	6.59	6.68	6.76	6.67	6.57
Worst result	6.19	5.98	6.12	6.11	5.79
Responses	1408	1332	1676	1759	1687

Appraisals



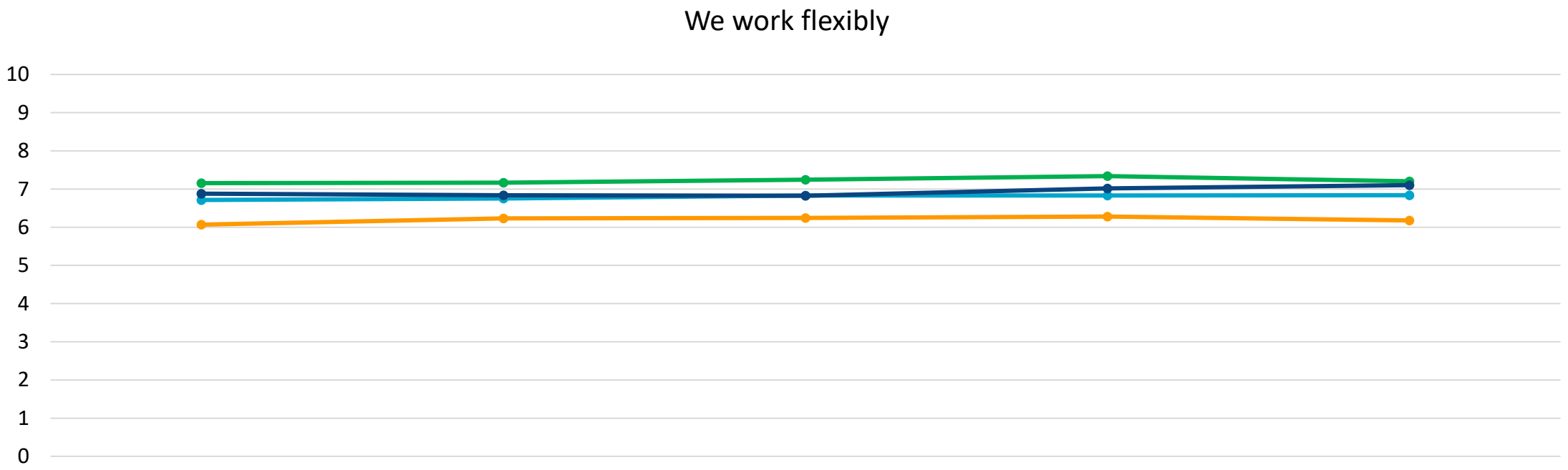
	2021	2022	2023	2024	2025
Your org	4.92	4.81	5.21	5.41	5.21
Best result	5.53	5.44	5.87	5.77	5.85
Average result	4.81	4.86	5.14	5.16	5.14
Worst result	3.38	3.25	4.25	4.10	4.26
Responses	1365	1283	1616	1688	1632

People Promise elements and themes: Trends

Survey Coordination Centre NHS

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



	2021	2022	2023	2024	2025
Your org	6.88	6.83	6.82	7.02	7.10
Best result	7.15	7.17	7.25	7.34	7.20
Average result	6.71	6.75	6.83	6.83	6.84
Worst result	6.07	6.23	6.24	6.28	6.18
Responses	1403	1325	1671	1752	1680

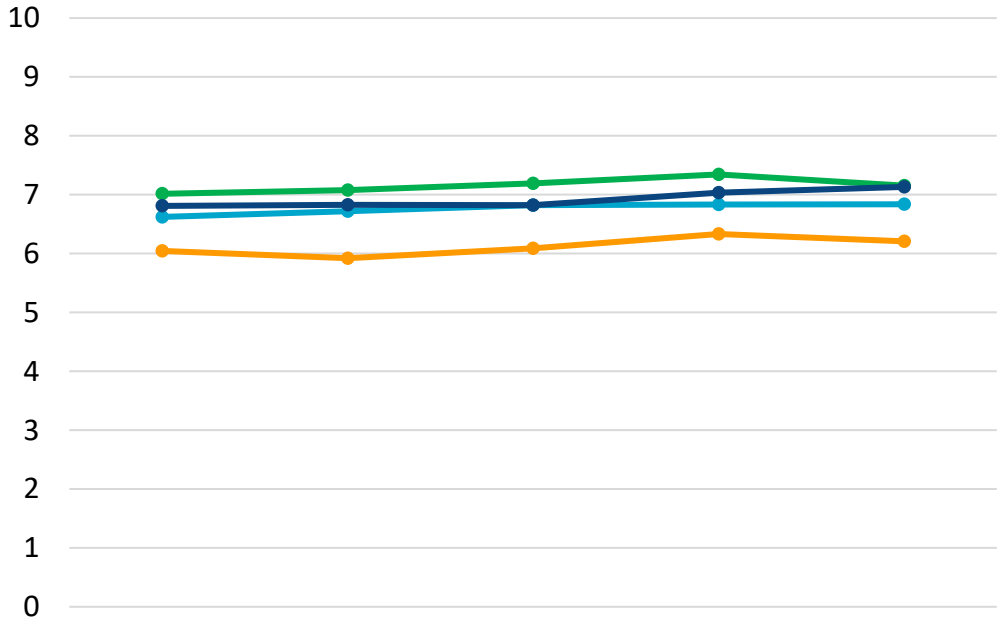
People Promise elements, themes and sub-scores: Sub-score trends

Survey Coordination Centre NHS

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**.

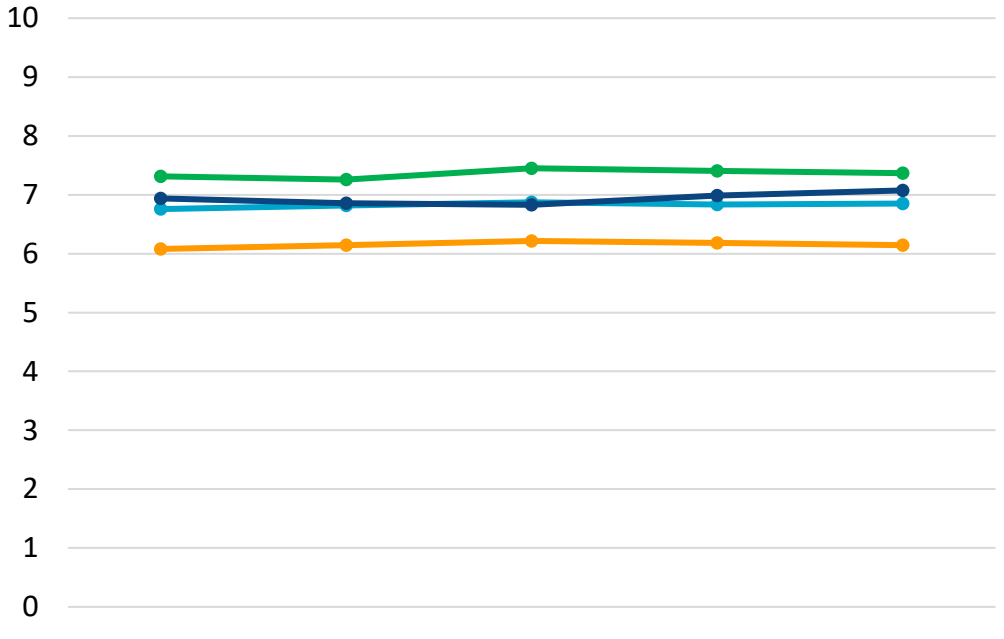
Promise element 6: We work flexibly

Support for work-life balance



	2021	2022	2023	2024	2025
Your org	6.81	6.83	6.82	7.03	7.13
Best result	7.02	7.08	7.19	7.34	7.15
Average result	6.62	6.72	6.82	6.84	6.84
Worst result	6.05	5.92	6.09	6.33	6.21
Responses	1415	1335	1677	1760	1690

Flexible working



	2021	2022	2023	2024	2025
Your org	6.94	6.85	6.83	6.99	7.07
Best result	7.31	7.26	7.45	7.40	7.37
Average result	6.76	6.82	6.87	6.84	6.85
Worst result	6.08	6.15	6.22	6.18	6.15
Responses	1407	1325	1671	1756	1680

People Promise elements and themes: 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 7: We are a team

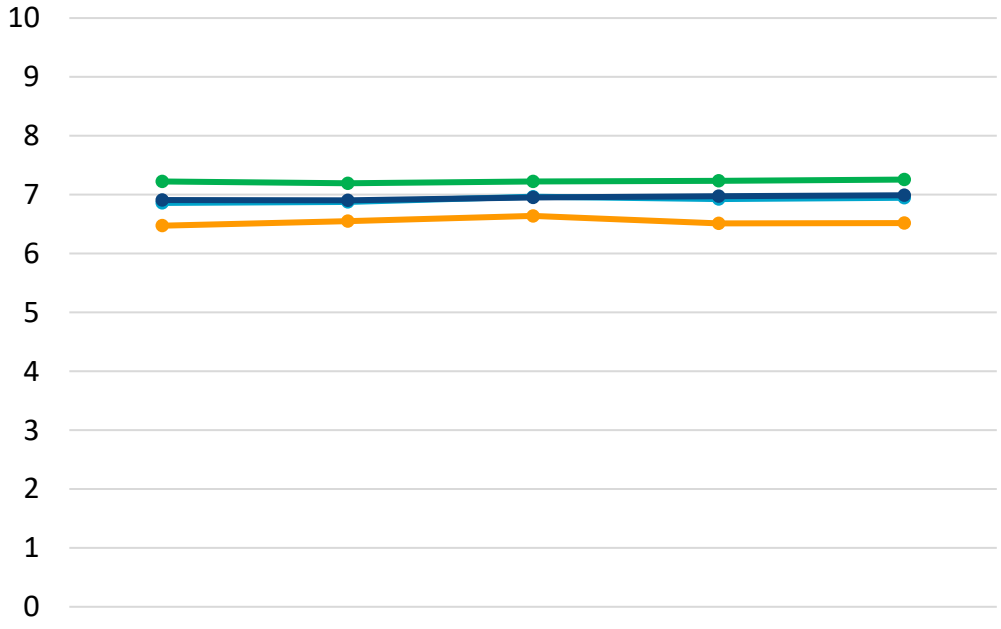
	2021	2022	2023	2024	2025
Your org	7.09	7.12	7.15	7.21	7.23
Best result	7.36	7.40	7.47	7.48	7.43
Average result	7.06	7.10	7.18	7.15	7.17
Worst result	6.60	6.73	6.91	6.78	6.79
Responses	1413	1334	1675	1761	1685

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**.

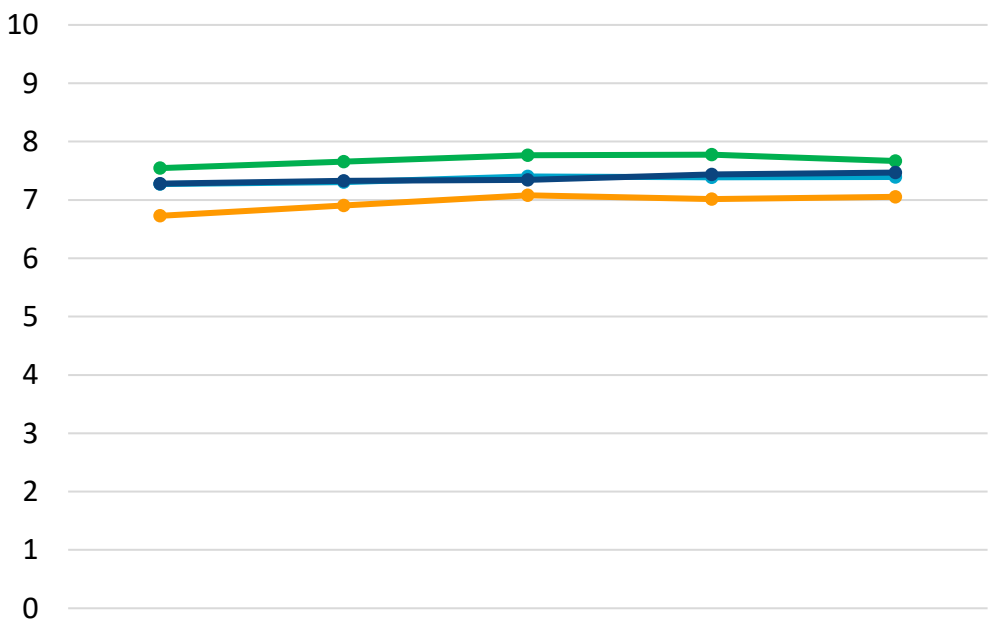
Promise element 7: We are a team

Team working



	2021	2022	2023	2024	2025
Your org	6.91	6.90	6.95	6.97	6.99
Best result	7.23	7.19	7.22	7.23	7.26
Average result	6.86	6.88	6.97	6.92	6.94
Worst result	6.47	6.55	6.64	6.51	6.52
Responses	1415	1334	1676	1763	1687

Line management

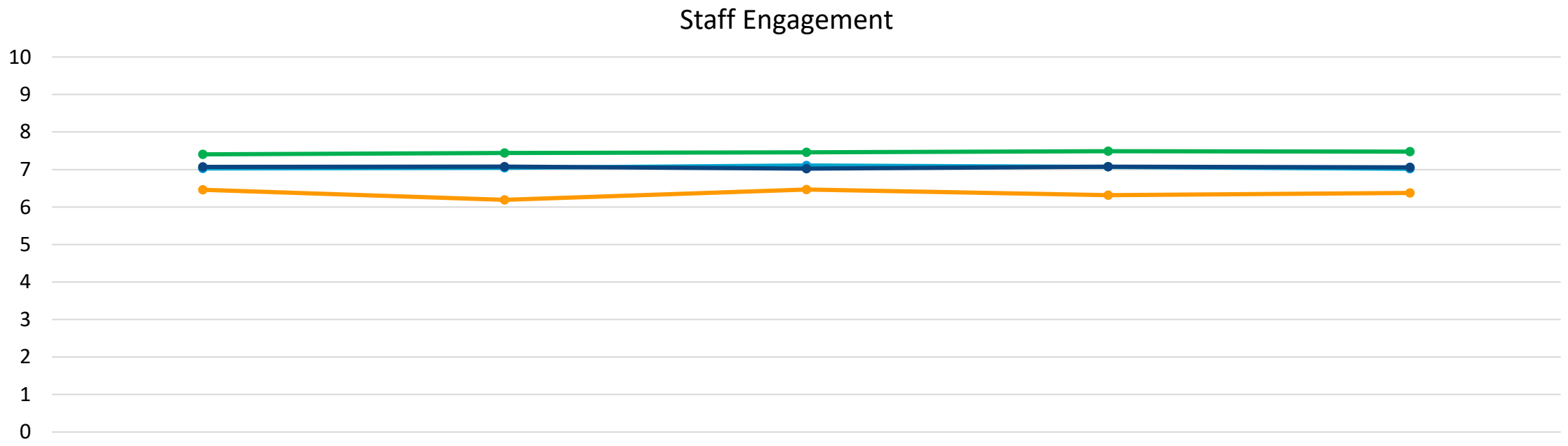


	2021	2022	2023	2024	2025
Your org	7.28	7.33	7.34	7.44	7.47
Best result	7.54	7.66	7.76	7.78	7.66
Average result	7.27	7.31	7.40	7.39	7.40
Worst result	6.73	6.91	7.08	7.01	7.05
Responses	1415	1335	1677	1761	1687

People Promise elements and themes: 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



	2021	2022	2023	2024	2025
Your org	7.07	7.08	7.02	7.08	7.06
Best result	7.40	7.44	7.46	7.49	7.48
Average result	7.03	7.05	7.11	7.07	7.02
Worst result	6.46	6.19	6.47	6.32	6.37
Responses	1416	1336	1677	1763	1690

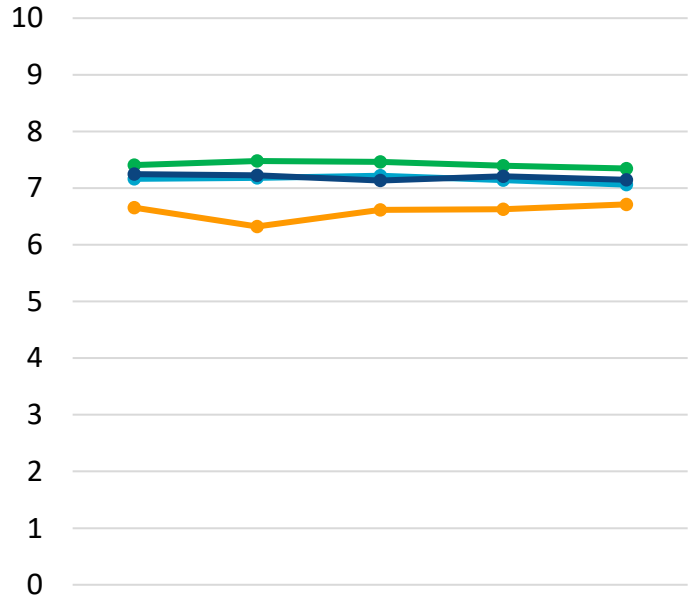
People Promise elements, themes and sub-scores: Sub-score trends

Survey Coordination Centre NHS

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**.

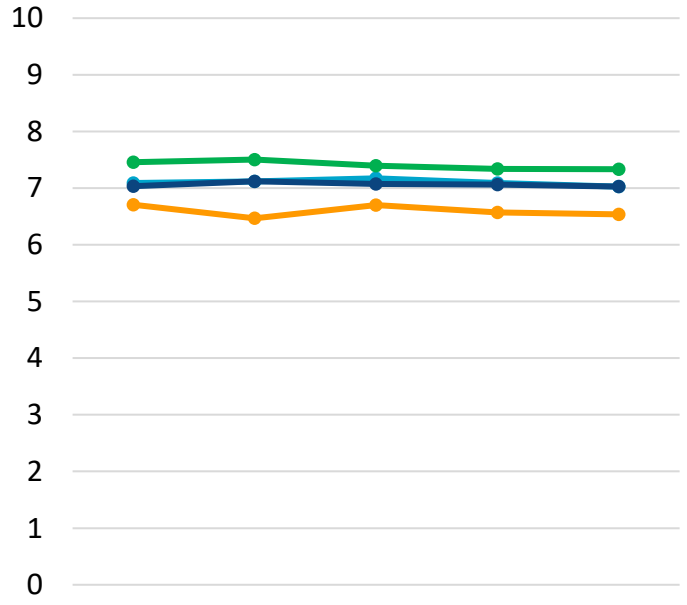
Theme: Staff Engagement

Motivation



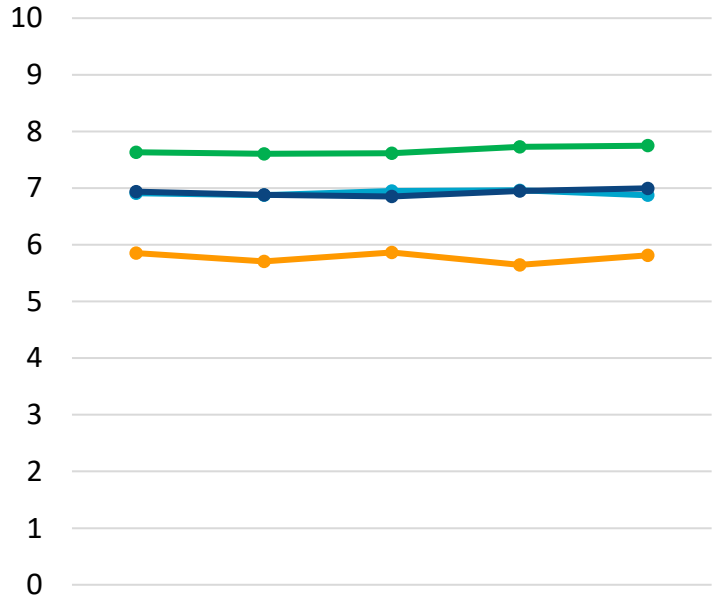
	2021	2022	2023	2024	2025
Your org	7.25	7.23	7.13	7.21	7.15
Best result	7.41	7.48	7.46	7.39	7.35
Average result	7.16	7.18	7.22	7.14	7.06
Worst result	6.66	6.32	6.62	6.63	6.71
Responses	1402	1327	1663	1742	1675

Involvement



	2021	2022	2023	2024	2025
Your org	7.04	7.12	7.08	7.06	7.03
Best result	7.46	7.50	7.39	7.34	7.33
Average result	7.09	7.12	7.17	7.09	7.03
Worst result	6.71	6.47	6.70	6.57	6.54
Responses	1417	1335	1676	1763	1690

Advocacy



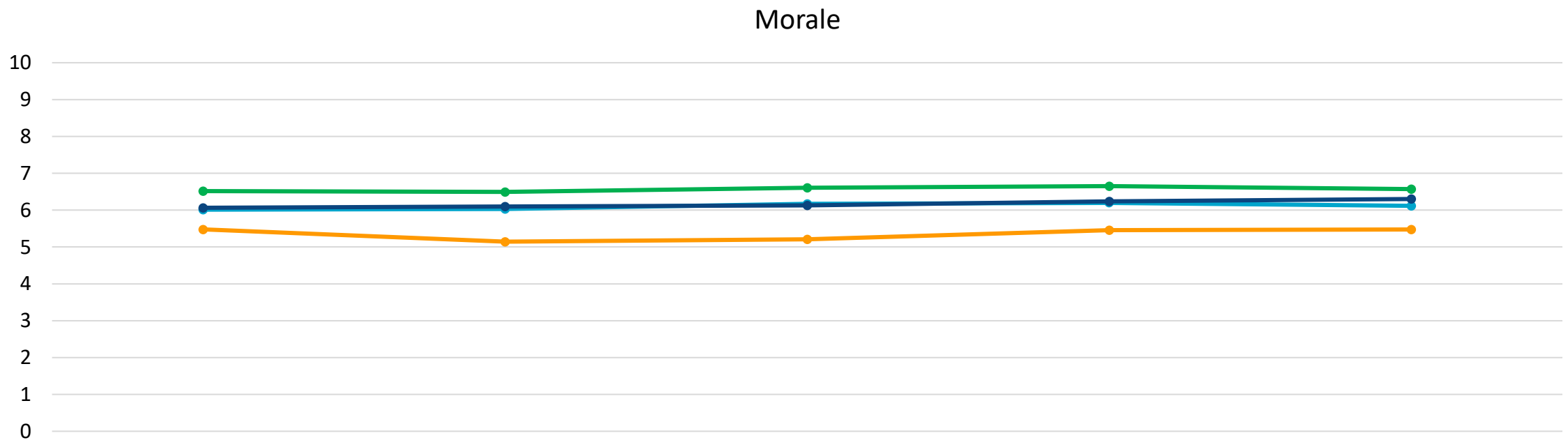
	2021	2022	2023	2024	2025
Your org	6.94	6.88	6.85	6.95	7.00
Best result	7.64	7.61	7.62	7.73	7.75
Average result	6.91	6.88	6.95	6.96	6.87
Worst result	5.85	5.71	5.87	5.65	5.82
Responses	1413	1333	1674	1757	1685

People Promise elements and themes: Trends

Survey Coordination Centre NHS

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



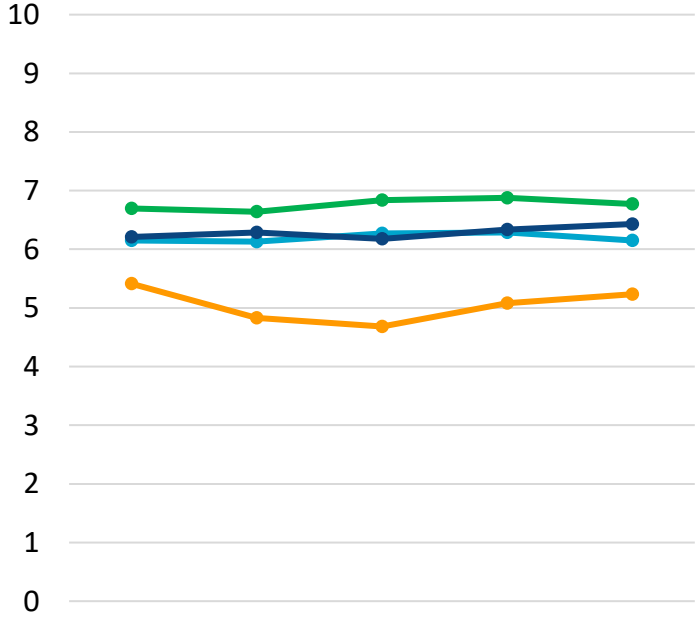
	2021	2022	2023	2024	2025
Your org	6.06	6.10	6.13	6.24	6.30
Best result	6.52	6.49	6.60	6.65	6.57
Average result	6.01	6.03	6.17	6.20	6.12
Worst result	5.48	5.14	5.21	5.46	5.48
Responses	1417	1335	1677	1763	1690

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

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

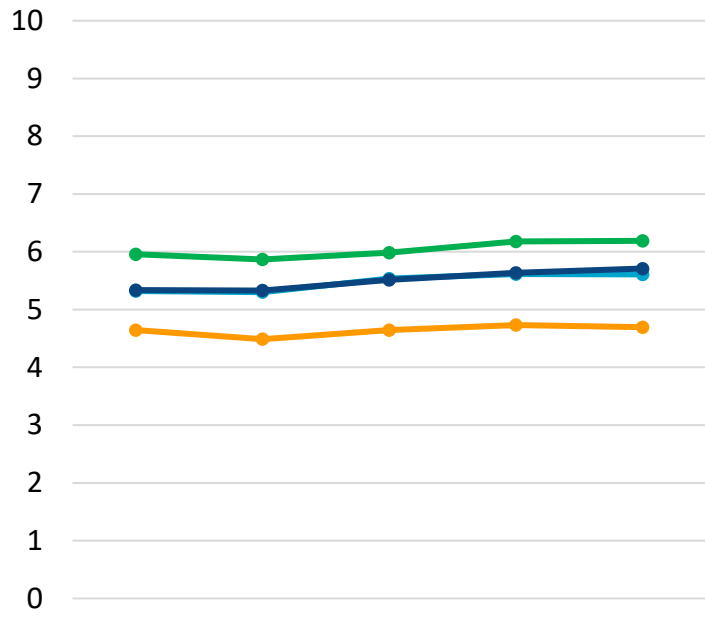
Theme: Morale

Thinking about leaving



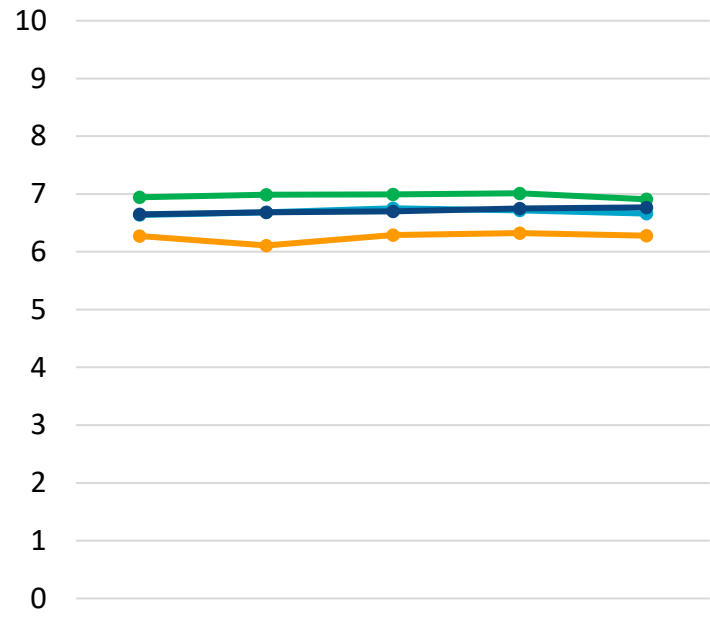
	2021	2022	2023	2024	2025
Your org	6.21	6.28	6.18	6.34	6.43
Best result	6.70	6.64	6.83	6.88	6.77
Average result	6.15	6.13	6.27	6.29	6.15
Worst result	5.41	4.83	4.68	5.08	5.23
Responses	1414	1334	1675	1753	1684

Work pressure



	2021	2022	2023	2024	2025
Your org	5.34	5.33	5.52	5.64	5.71
Best result	5.96	5.87	5.99	6.18	6.19
Average result	5.32	5.30	5.54	5.61	5.61
Worst result	4.64	4.49	4.64	4.73	4.69
Responses	1417	1335	1677	1762	1690

Stressors



	2021	2022	2023	2024	2025
Your org	6.65	6.68	6.70	6.75	6.77
Best result	6.94	6.99	6.99	7.01	6.91
Average result	6.64	6.68	6.75	6.72	6.66
Worst result	6.27	6.11	6.29	6.32	6.28
Responses	1415	1331	1674	1756	1687

Survey Coordination Centre

NHS

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

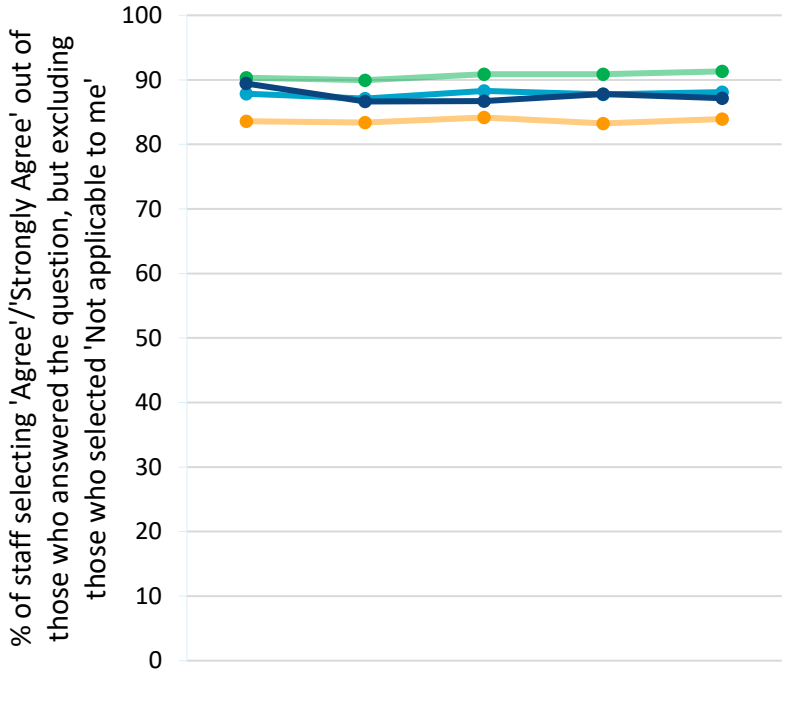
Inclusion – Q7h, Q7i, Q8b, Q8c

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.

Survey Coordination Centre

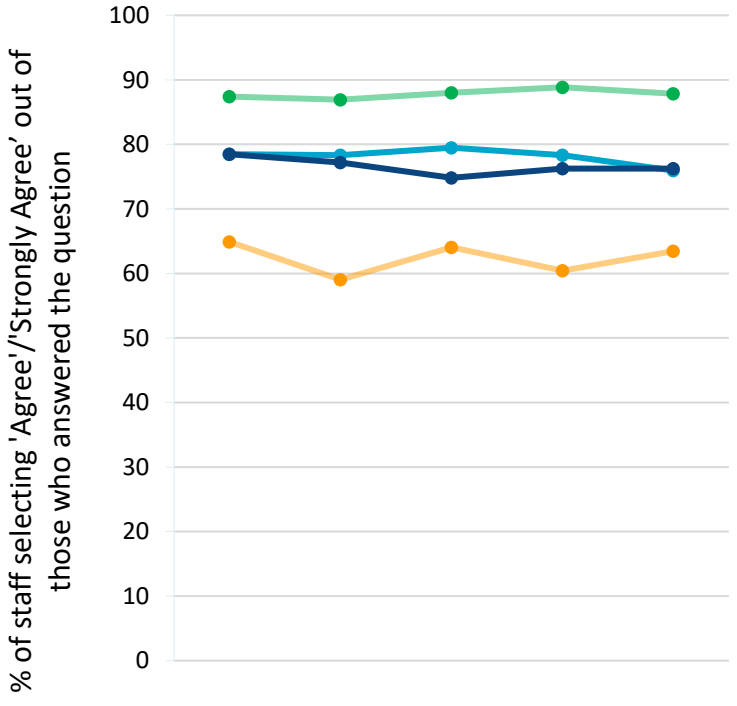
NHS

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



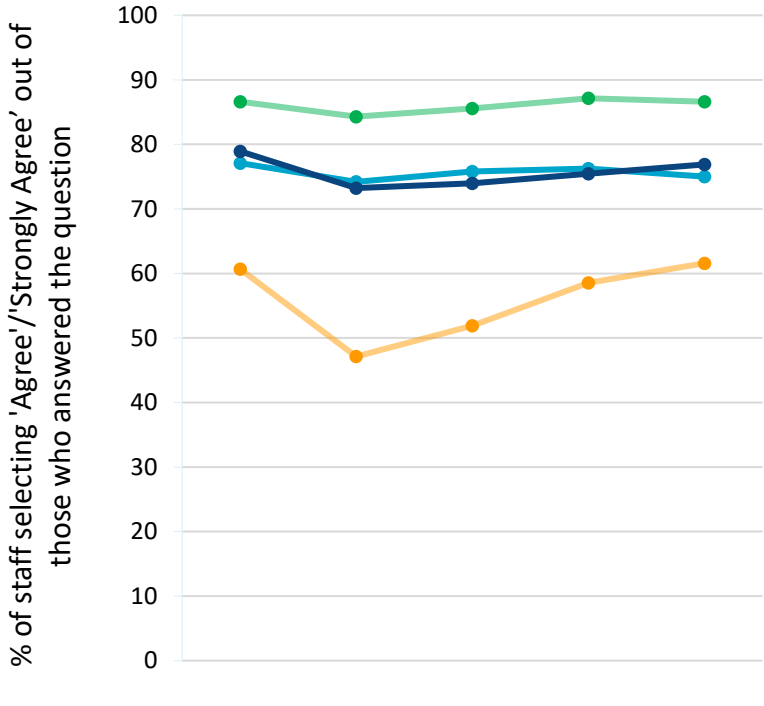
	2021	2022	2023	2024	2025
Your org	89.43%	86.65%	86.74%	87.81%	87.14%
Best result	90.35%	89.95%	90.88%	90.89%	91.31%
Average result	87.86%	87.10%	88.29%	87.76%	88.09%
Worst result	83.61%	83.37%	84.17%	83.25%	83.96%
Responses	1341	1273	1591	1675	1598

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



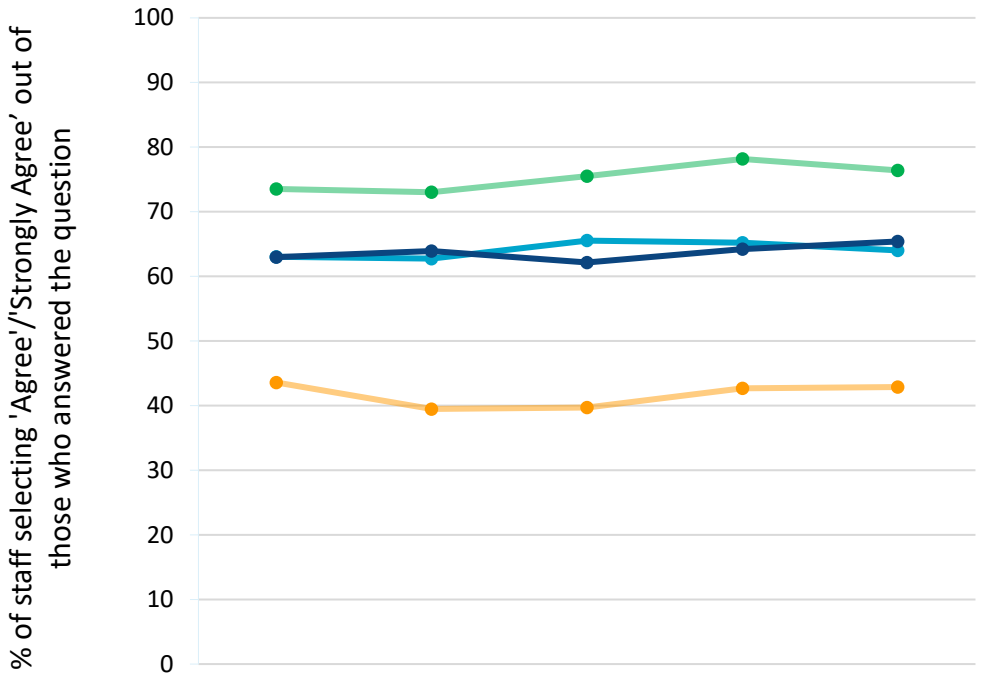
	2021	2022	2023	2024	2025
Your org	78.48%	77.17%	74.83%	76.23%	76.27%
Best result	87.43%	86.93%	87.99%	88.86%	87.85%
Average result	78.46%	78.32%	79.49%	78.32%	75.94%
Worst result	64.89%	59.04%	64.03%	60.43%	63.46%
Responses	1412	1332	1672	1757	1684

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



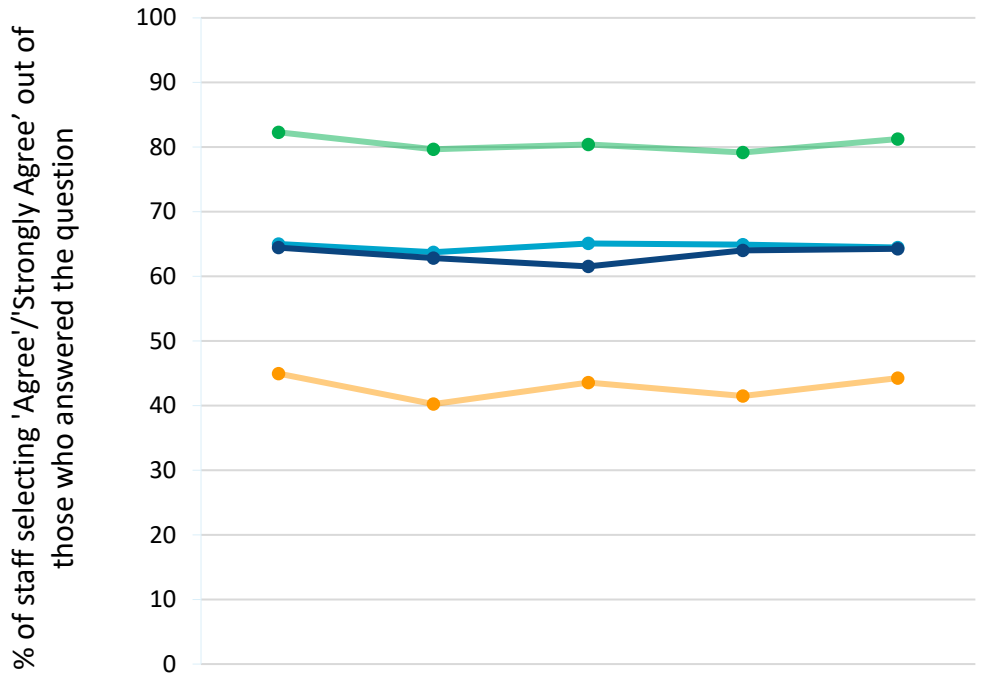
	2021	2022	2023	2024	2025
Your org	78.93%	73.23%	73.97%	75.45%	76.91%
Best result	86.63%	84.30%	85.58%	87.14%	86.59%
Average result	77.10%	74.19%	75.80%	76.23%	75.03%
Worst result	60.68%	47.13%	51.90%	58.53%	61.59%
Responses	1409	1330	1669	1751	1683

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



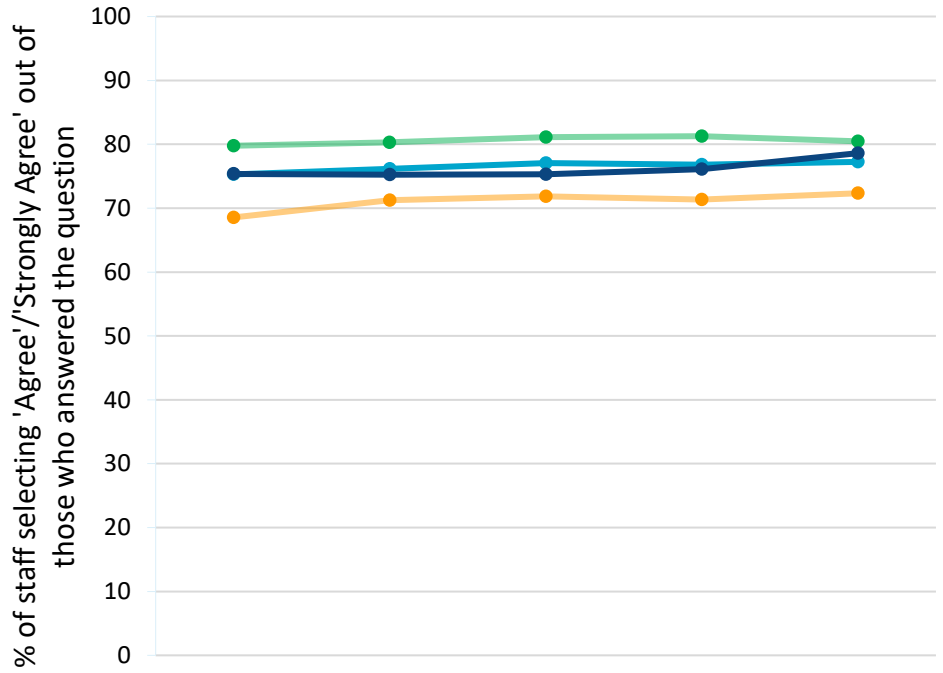
	2021	2022	2023	2024	2025
Your org	62.98%	63.93%	62.15%	64.24%	65.40%
Best result	73.53%	73.02%	75.50%	78.17%	76.39%
Average result	63.05%	62.75%	65.53%	65.22%	64.00%
Worst result	43.58%	39.48%	39.70%	42.69%	42.89%
Responses	1412	1329	1671	1755	1682

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



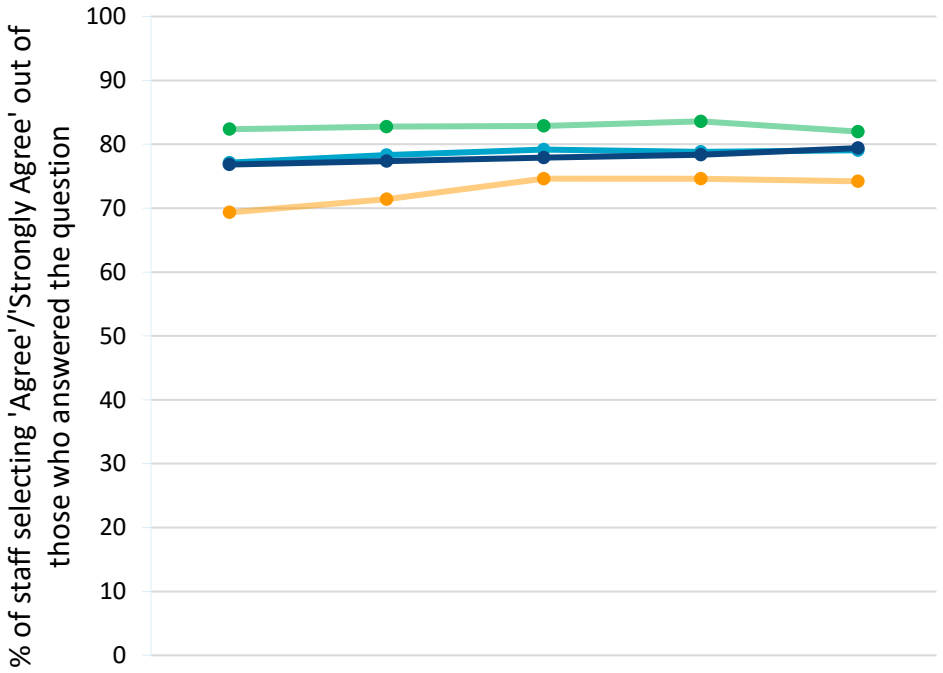
	2021	2022	2023	2024	2025
Your org	64.45%	62.85%	61.55%	64.00%	64.27%
Best result	82.30%	79.65%	80.41%	79.17%	81.28%
Average result	64.99%	63.74%	65.09%	64.91%	64.45%
Worst result	44.96%	40.24%	43.56%	41.49%	44.25%
Responses	1410	1332	1665	1752	1680

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



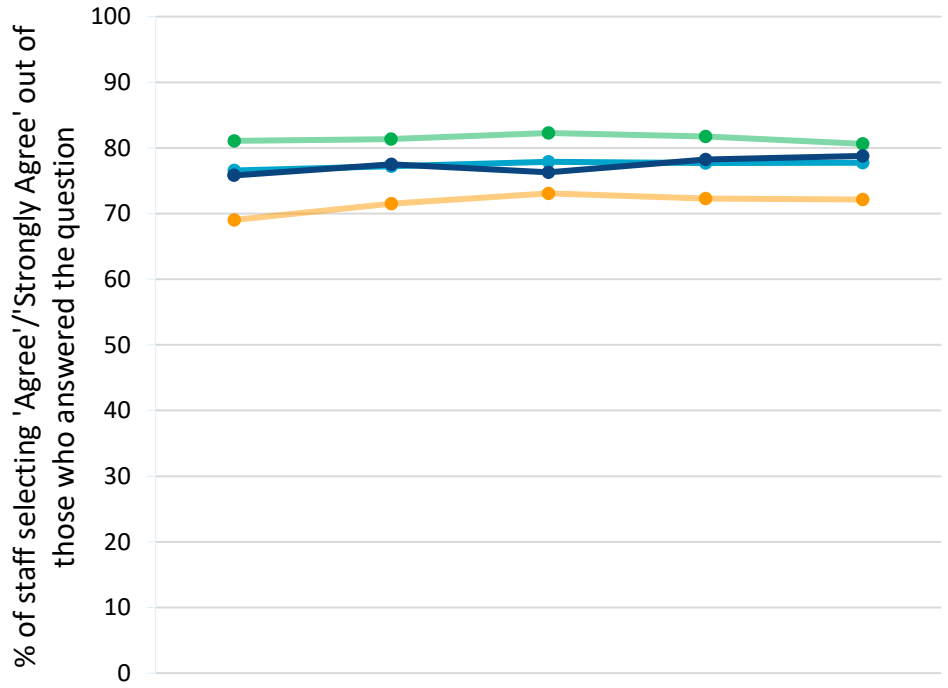
	2021	2022	2023	2024	2025
Your org	75.36%	75.24%	75.29%	76.09%	78.61%
Best result	79.77%	80.30%	81.14%	81.27%	80.49%
Average result	75.29%	76.14%	77.08%	76.81%	77.25%
Worst result	68.55%	71.23%	71.83%	71.36%	72.33%
Responses	1410	1333	1674	1760	1685

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



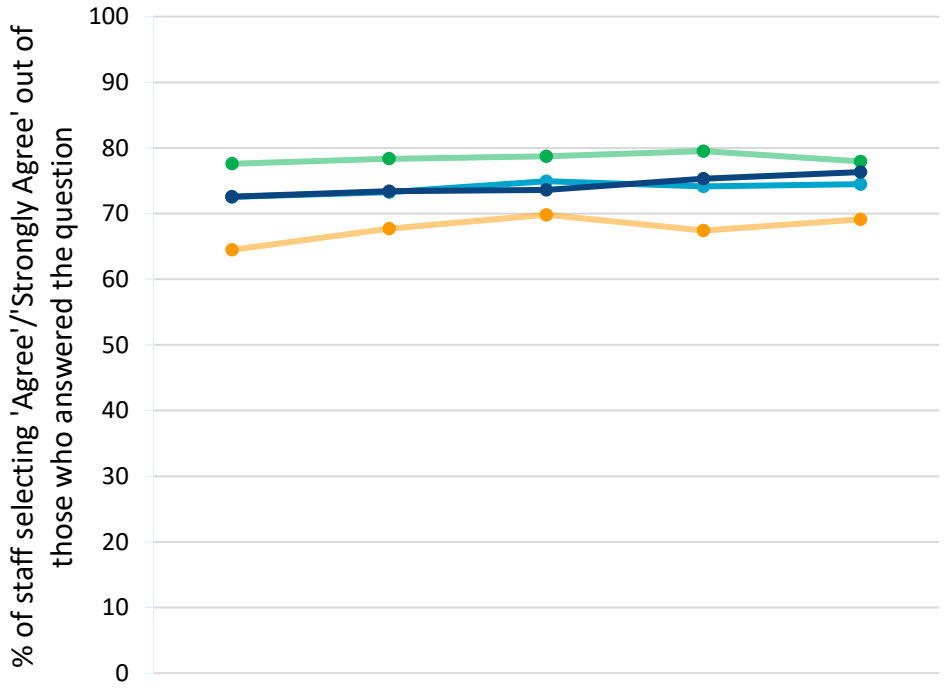
	2021	2022	2023	2024	2025
Your org	76.83%	77.34%	77.90%	78.38%	79.40%
Best result	82.35%	82.77%	82.85%	83.59%	81.99%
Average result	77.13%	78.33%	79.17%	78.83%	79.06%
Worst result	69.33%	71.39%	74.62%	74.61%	74.20%
Responses	1414	1333	1670	1754	1684

Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024	2025
Your org	75.81%	77.48%	76.30%	78.25%	78.78%
Best result	81.08%	81.33%	82.27%	81.76%	80.62%
Average result	76.56%	77.19%	77.88%	77.70%	77.74%
Worst result	69.03%	71.51%	73.07%	72.27%	72.15%
Responses	1412	1333	1673	1756	1677

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

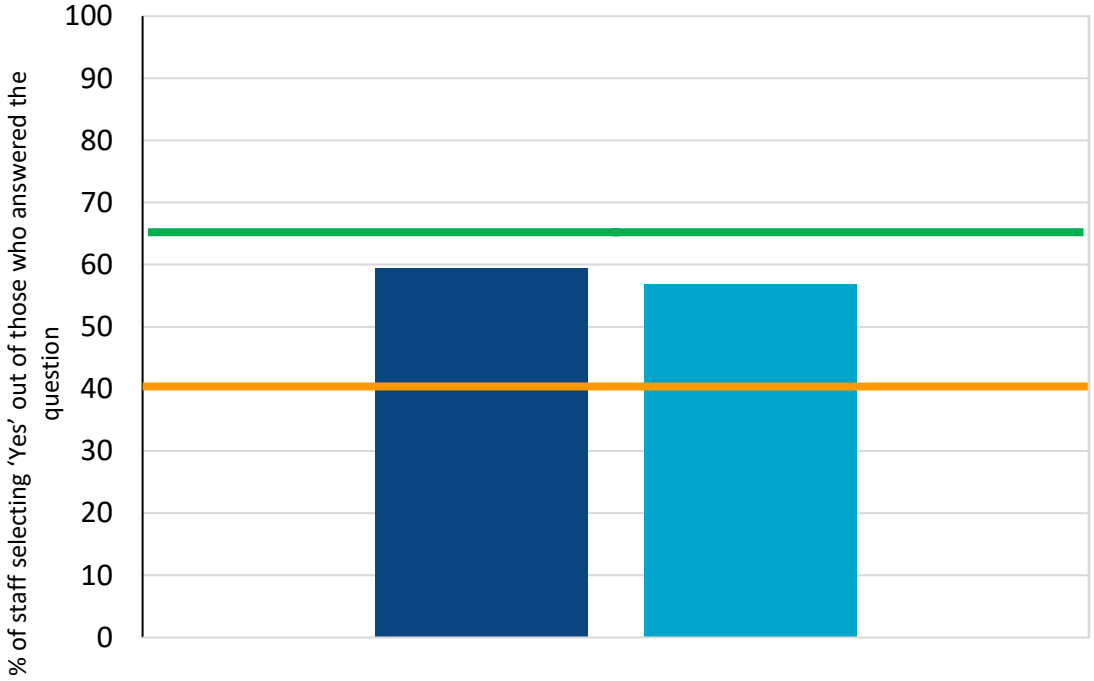


	2021	2022	2023	2024	2025
Your org	72.57%	73.40%	73.61%	75.31%	76.32%
Best result	77.59%	78.35%	78.73%	79.52%	77.94%
Average result	72.55%	73.25%	74.93%	74.14%	74.50%
Worst result	64.47%	67.71%	69.83%	67.39%	69.11%
Responses	1412	1332	1672	1758	1682

Survey Coordination Centre

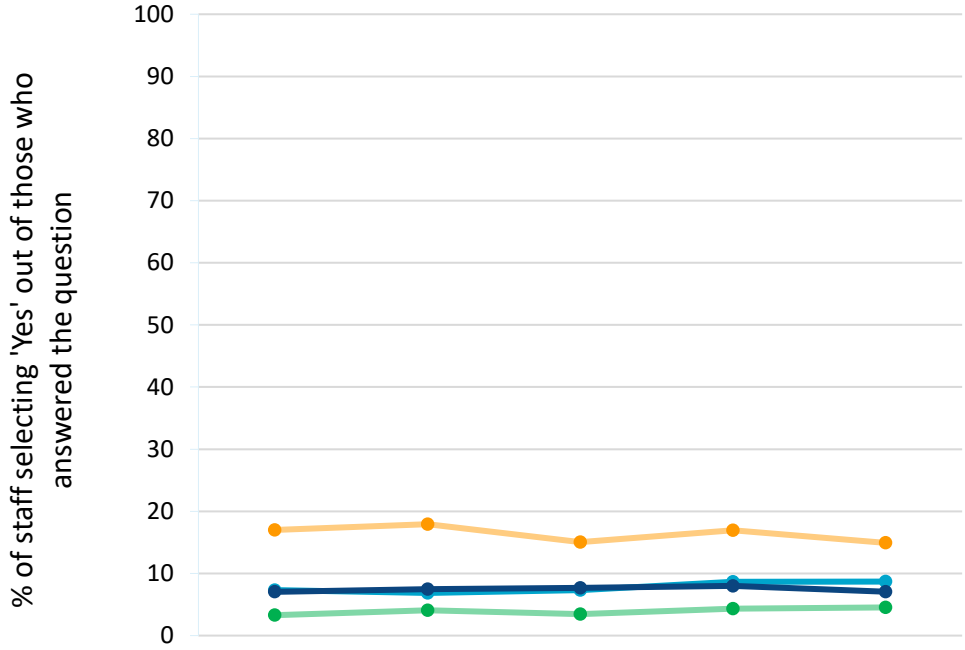
NHS

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



	2025
Your org	59.45%
Best result	65.22%
Average result	56.86%
Worst result	40.40%
Responses	1677

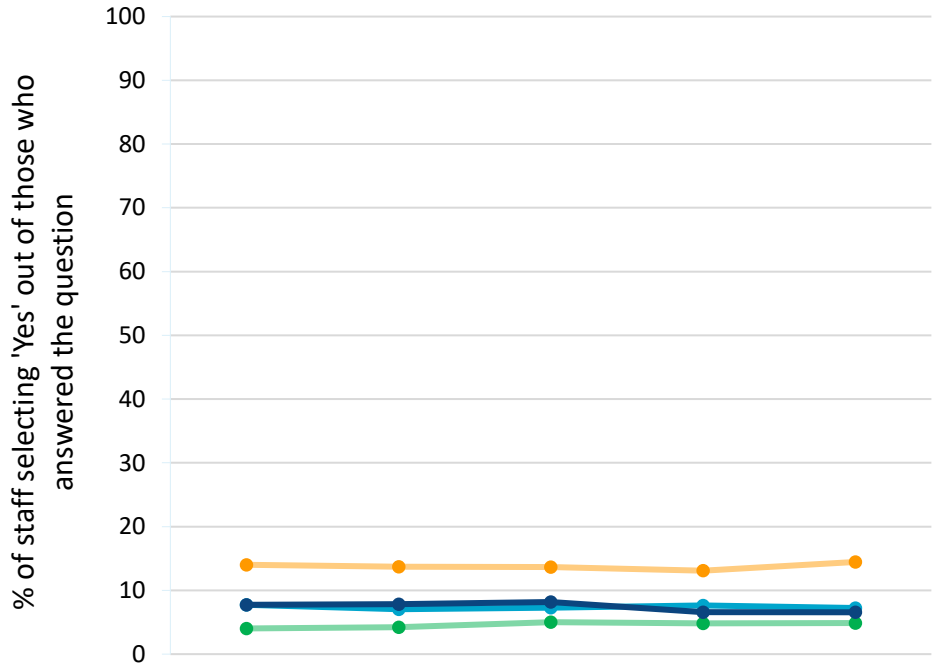
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2021	2022	2023	2024	2025
Your org	7.04%	7.48%	7.69%	8.00%	7.05%
Best result	3.28%	4.09%	3.47%	4.32%	4.53%
Average result	7.32%	6.86%	7.30%	8.63%	8.69%
Worst result	17.02%	17.93%	15.06%	16.96%	14.92%
Responses	1410	1327	1664	1751	1682

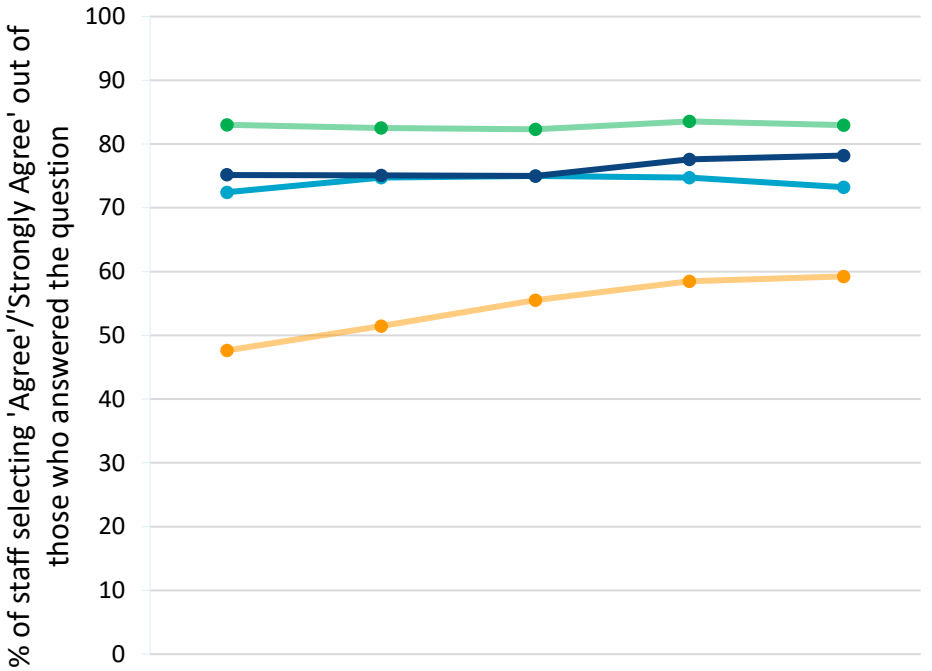
Note: Due to changes in the question wording in 2025, previous years' results for Q15 are not reported. For more information, please refer to the *Technical Guide:* https://www.nhsstaffsurveys.com/survey-documents/

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



	2021	2022	2023	2024	2025
Your org	7.74%	7.82%	8.17%	6.60%	6.56%
Best result	4.02%	4.24%	5.01%	4.83%	4.87%
Average result	7.74%	7.04%	7.31%	7.64%	7.25%
Worst result	14.01%	13.71%	13.67%	13.09%	14.46%
Responses	1392	1322	1666	1741	1677

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

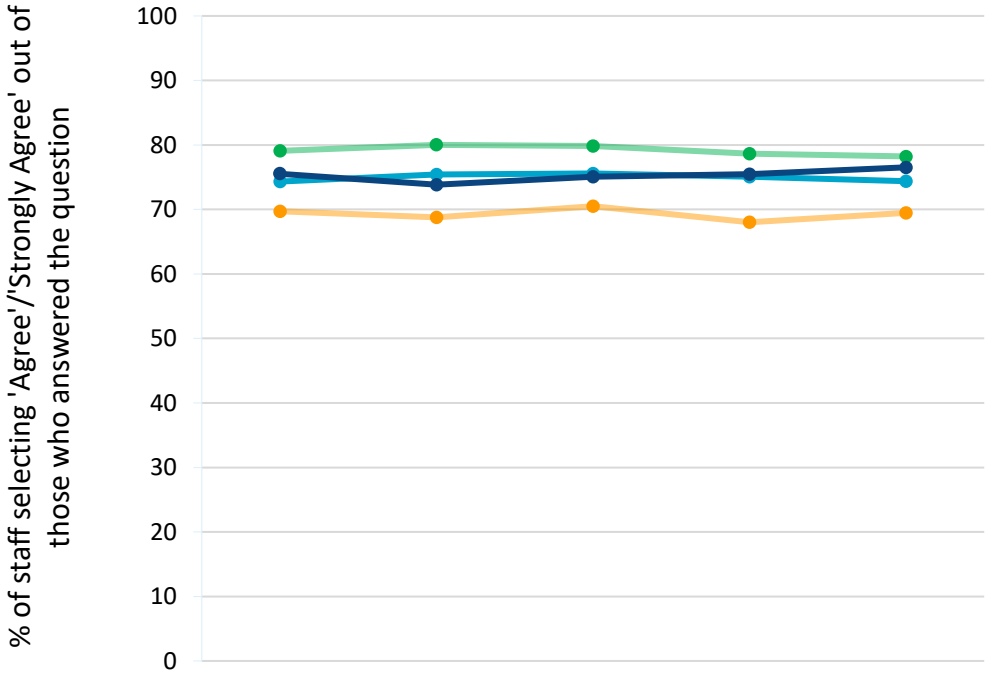


	2021	2022	2023	2024	2025
Your org	75.17%	75.11%	75.00%	77.59%	78.20%
Best result	83.02%	82.52%	82.32%	83.55%	82.98%
Average result	72.45%	74.73%	75.00%	74.76%	73.22%
Worst result	47.64%	51.45%	55.51%	58.46%	59.25%
Responses	1416	1328	1660	1748	1681

Survey Coordination Centre

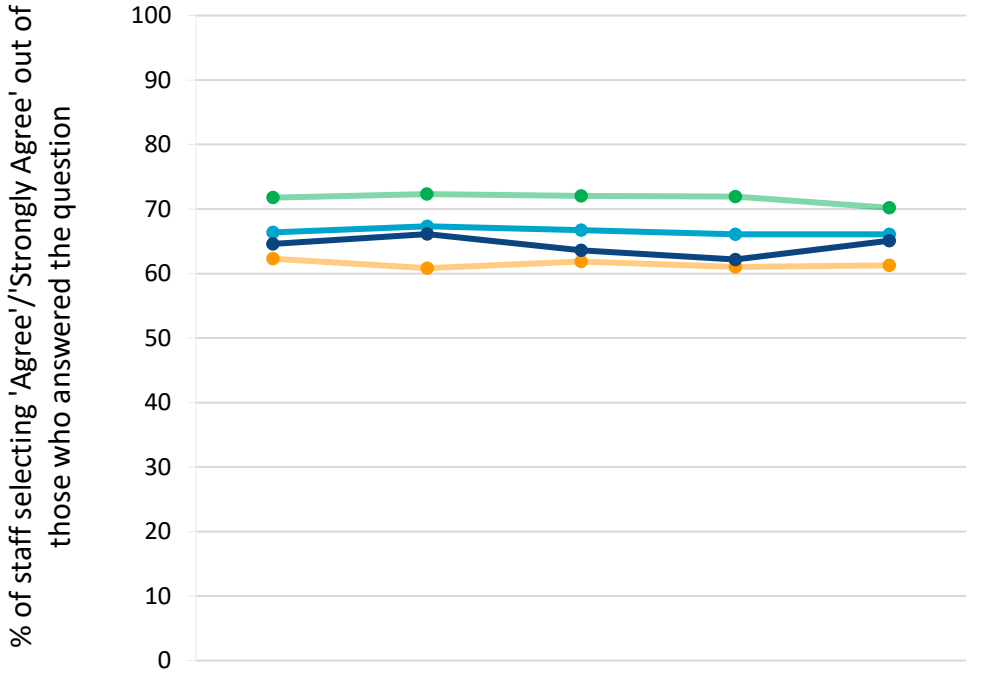
NHS

Q7h I feel valued by my team.



	2021	2022	2023	2024	2025
Your org	75.54%	73.84%	75.09%	75.47%	76.53%
Best result	79.08%	80.01%	79.85%	78.66%	78.22%
Average result	74.32%	75.44%	75.58%	75.08%	74.37%
Worst result	69.70%	68.79%	70.50%	68.01%	69.48%
Responses	1405	1331	1659	1749	1680

Q7i I feel a strong personal attachment to my team.

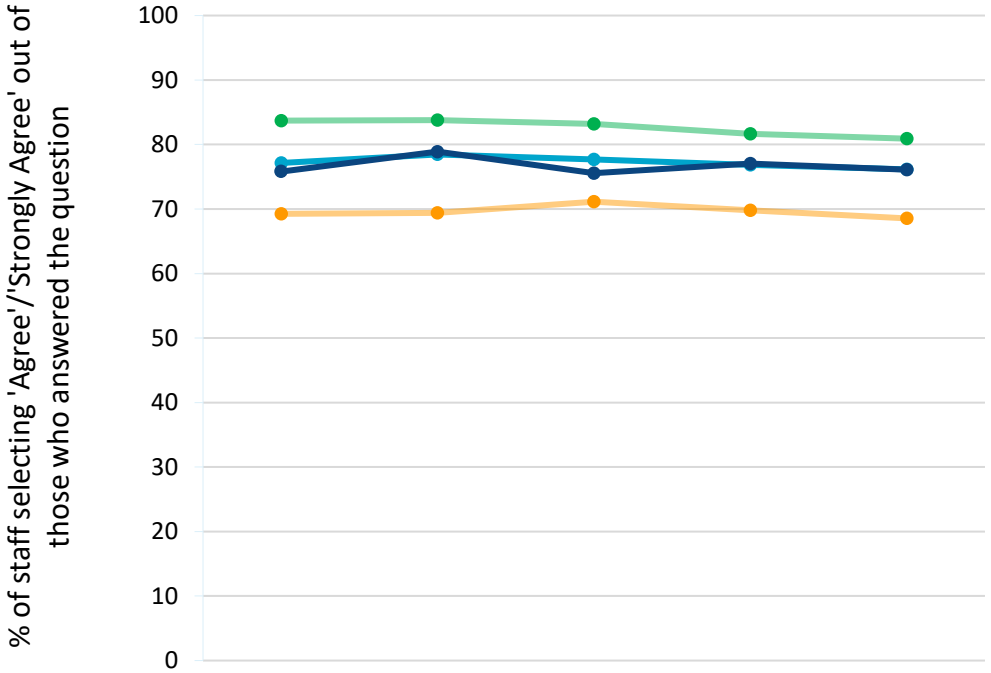


	2021	2022	2023	2024	2025
Your org	64.58%	66.11%	63.58%	62.18%	65.09%
Best result	71.77%	72.32%	72.01%	71.95%	70.19%
Average result	66.37%	67.33%	66.74%	66.08%	66.08%
Worst result	62.30%	60.84%	61.87%	61.01%	61.26%
Responses	1407	1330	1671	1755	1676

Survey Coordination Centre

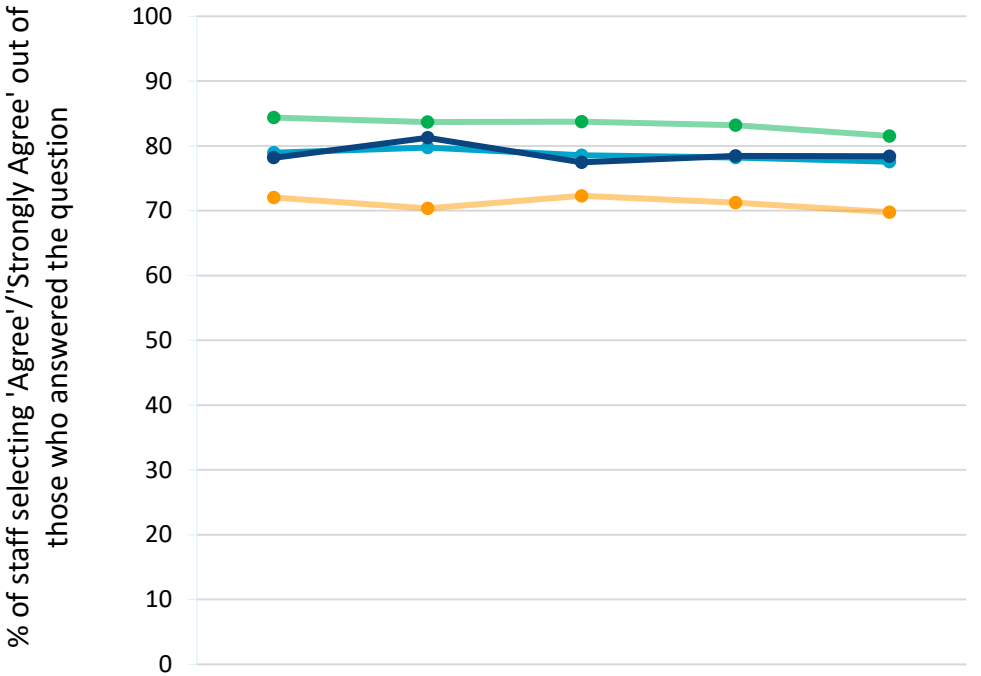
NHS

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



	2021	2022	2023	2024	2025
Your org	75.81%	78.90%	75.56%	77.06%	76.09%
Best result	83.71%	83.78%	83.21%	81.67%	80.91%
Average result	77.15%	78.46%	77.68%	76.83%	76.15%
Worst result	69.25%	69.43%	71.14%	69.81%	68.55%
Responses	1411	1328	1669	1759	1682

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



	2021	2022	2023	2024	2025
Your org	78.16%	81.26%	77.47%	78.47%	78.40%
Best result	84.38%	83.68%	83.73%	83.18%	81.54%
Average result	78.95%	79.75%	78.57%	78.20%	77.56%
Worst result	72.06%	70.37%	72.31%	71.25%	69.77%
Responses	1409	1327	1668	1753	1675

Survey Coordination Centre

NHS

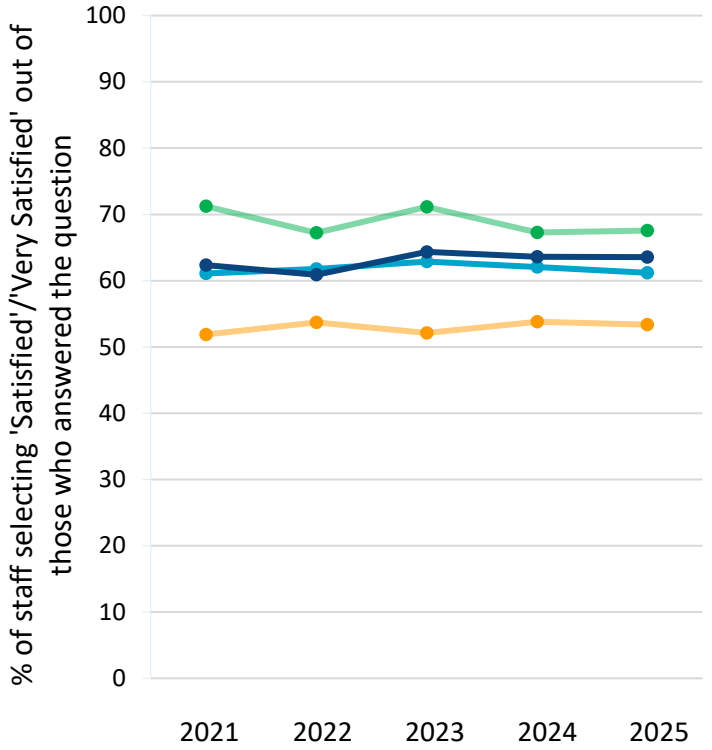
People Promise element – We are recognised and rewarded

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

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.

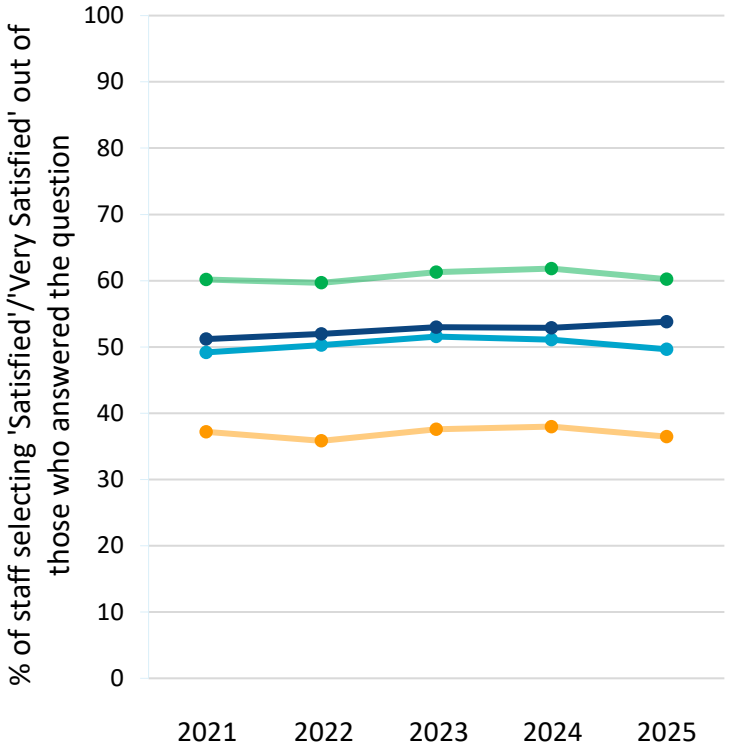
Survey Coordination Centre NHS

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



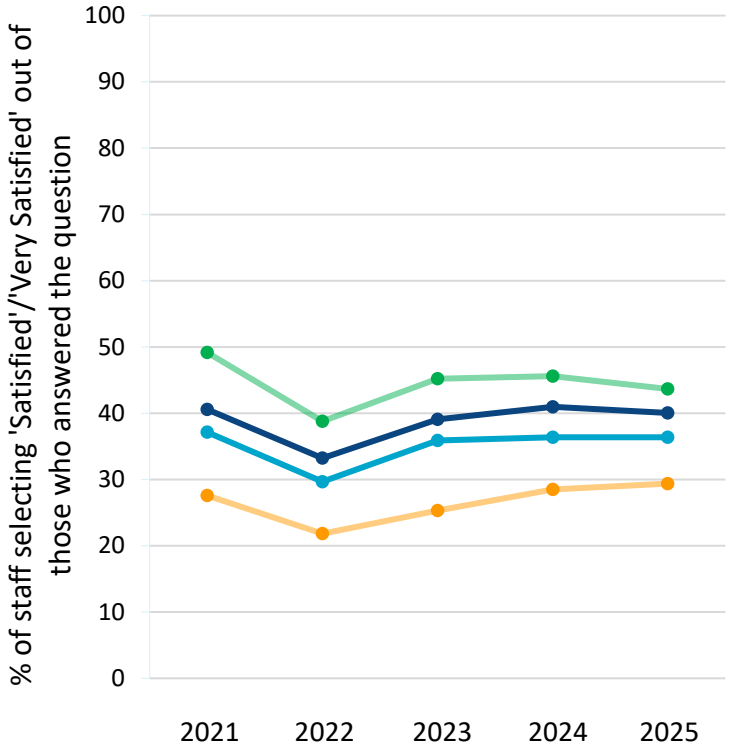
	2021	2022	2023	2024	2025
Your org	62.34%	60.89%	64.35%	63.58%	63.57%
Best result	71.23%	67.22%	71.13%	67.28%	67.56%
Average result	61.09%	61.77%	62.88%	62.07%	61.20%
Worst result	51.87%	53.73%	52.10%	53.80%	53.35%
Responses	1413	1327	1677	1763	1688

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	51.19%	51.98%	52.96%	52.89%	53.80%
Best result	60.16%	59.67%	61.26%	61.83%	60.23%
Average result	49.18%	50.29%	51.57%	51.12%	49.65%
Worst result	37.20%	35.83%	37.56%	37.98%	36.47%
Responses	1408	1325	1667	1756	1684

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

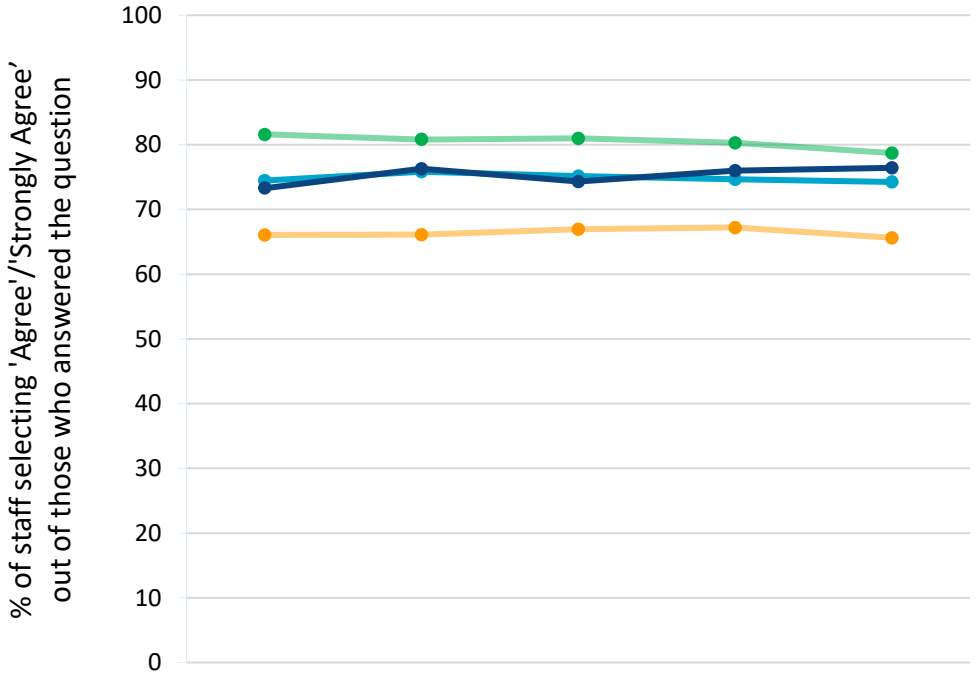


	2021	2022	2023	2024	2025
Your org	40.57%	33.22%	39.10%	40.97%	40.04%
Best result	49.16%	38.78%	45.20%	45.61%	43.65%
Average result	37.13%	29.67%	35.91%	36.39%	36.35%
Worst result	27.59%	21.82%	25.30%	28.49%	29.38%
Responses	1409	1328	1666	1754	1681

Survey Coordination Centre

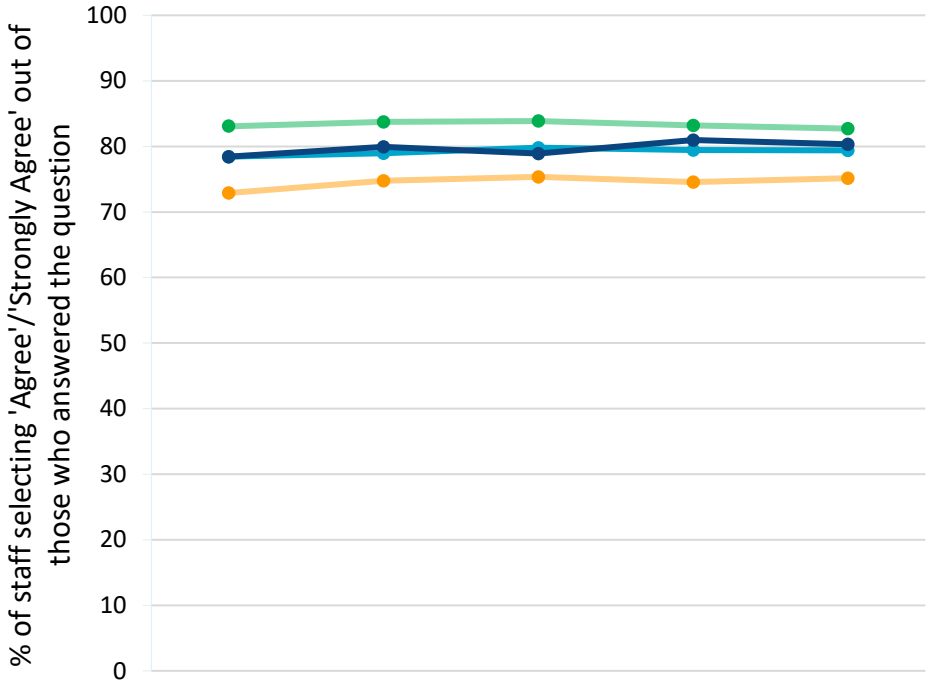
NHS

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



	2021	2022	2023	2024	2025
Your org	73.28%	76.28%	74.32%	75.98%	76.43%
Best result	81.60%	80.79%	81.01%	80.29%	78.71%
Average result	74.44%	75.82%	75.16%	74.65%	74.24%
Worst result	66.08%	66.10%	66.95%	67.22%	65.62%
Responses	1406	1328	1660	1756	1677

Q9e My immediate manager values my work.



	2021	2022	2023	2024	2025
Your org	78.44%	79.95%	78.89%	80.97%	80.35%
Best result	83.06%	83.76%	83.86%	83.22%	82.71%
Average result	78.44%	78.97%	79.81%	79.43%	79.40%
Worst result	72.89%	74.74%	75.36%	74.58%	75.16%
Responses	1417	1334	1674	1762	1687

Survey Coordination Centre

NHS

People Promise element – We each have a voice that counts

Questions included:

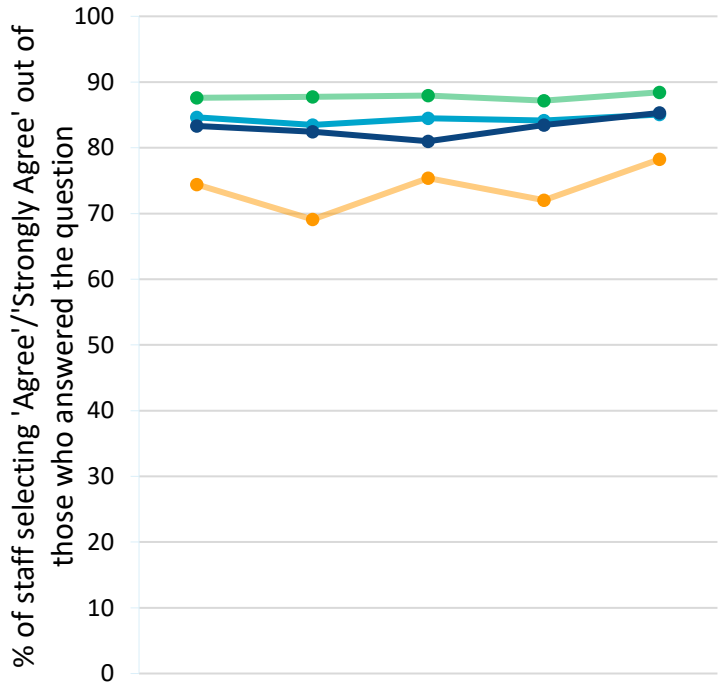
Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b

Raising concerns – Q20a, Q20b, Q25e, Q25f

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.

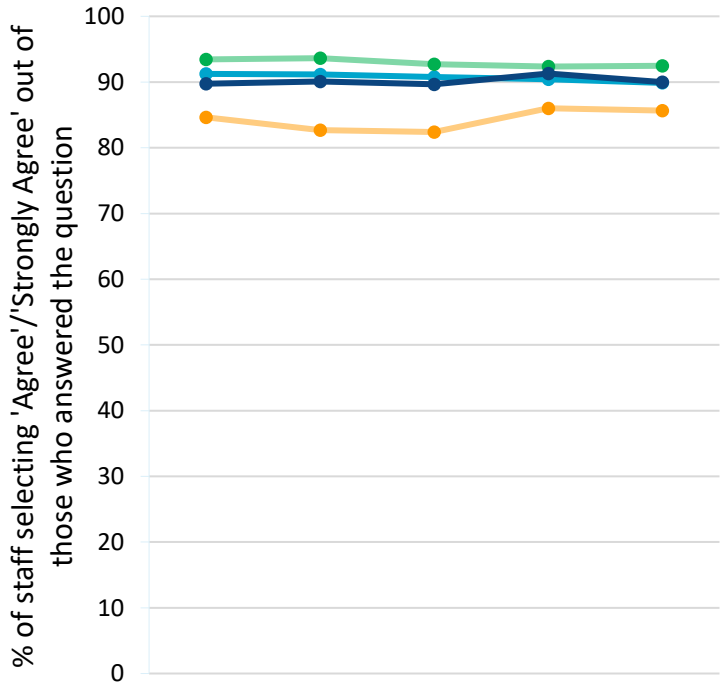
Survey Coordination Centre NHS

Q3a I always know what my work responsibilities are.



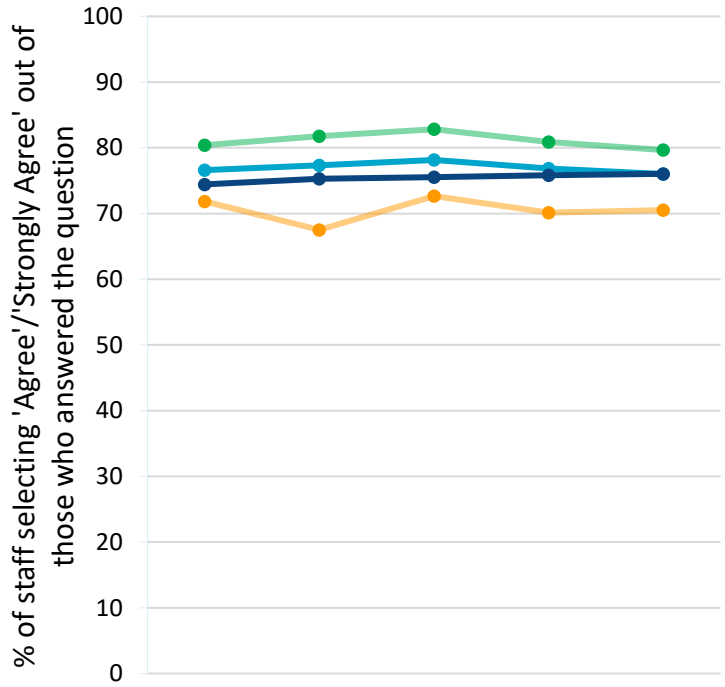
	2021	2022	2023	2024	2025
Your org	83.33%	82.45%	80.99%	83.46%	85.30%
Best result	87.60%	87.75%	87.93%	87.17%	88.44%
Average result	84.62%	83.48%	84.50%	84.15%	85.06%
Worst result	74.42%	69.09%	75.40%	72.01%	78.25%
Responses	1416	1335	1678	1763	1689

Q3b I am trusted to do my job.



	2021	2022	2023	2024	2025
Your org	89.74%	90.11%	89.66%	91.30%	90.01%
Best result	93.45%	93.63%	92.73%	92.36%	92.46%
Average result	91.24%	91.17%	90.78%	90.43%	89.87%
Worst result	84.63%	82.67%	82.40%	86.01%	85.67%
Responses	1413	1331	1669	1760	1686

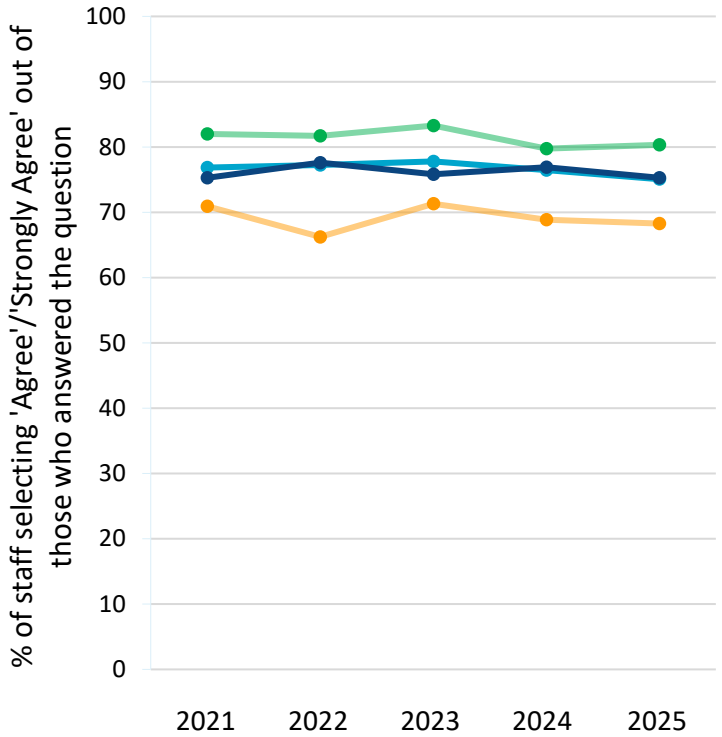
Q3c There are frequent opportunities for me to show initiative in my role.



	2021	2022	2023	2024	2025
Your org	74.43%	75.27%	75.51%	75.81%	76.03%
Best result	80.42%	81.74%	82.81%	80.86%	79.65%
Average result	76.61%	77.35%	78.14%	76.83%	76.00%
Worst result	71.81%	67.51%	72.65%	70.14%	70.50%
Responses	1413	1331	1670	1755	1687

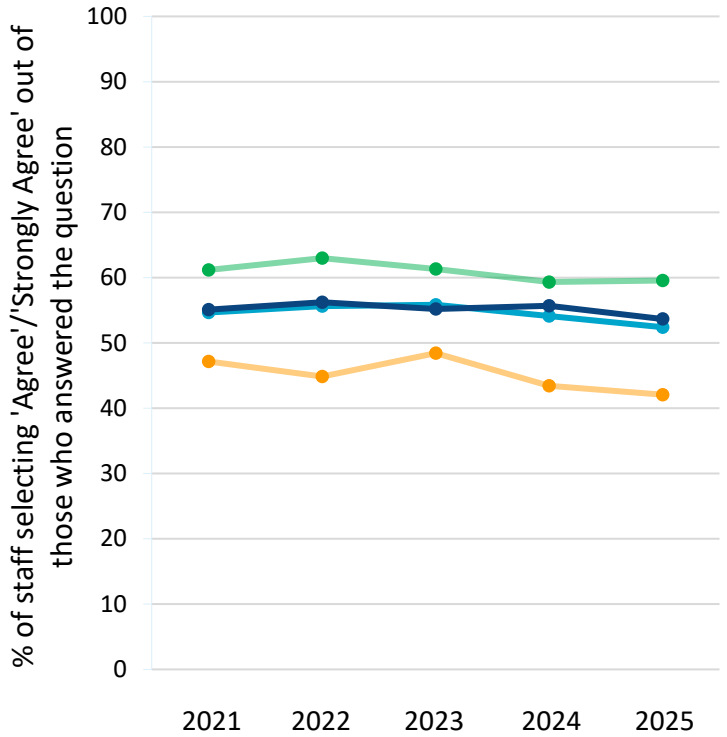
Survey Coordination Centre NHS

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



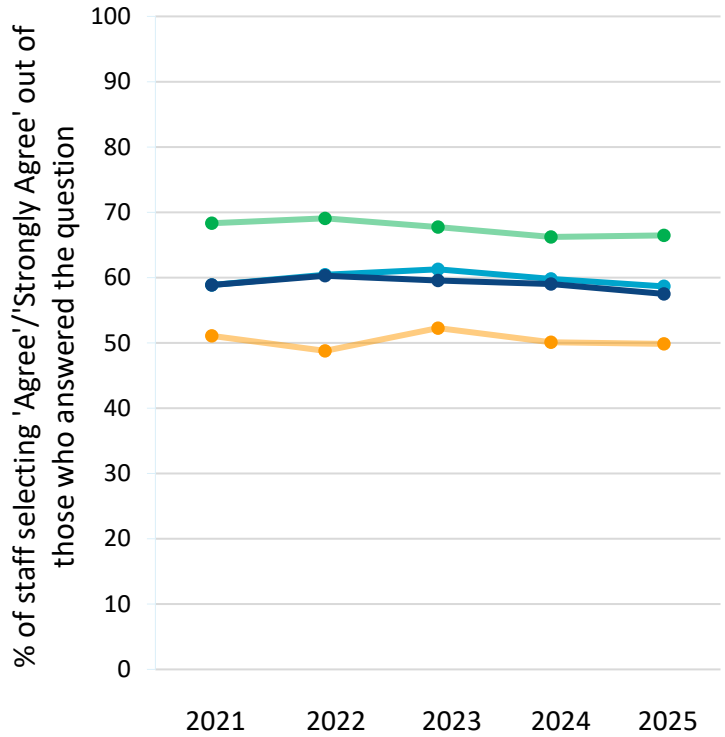
	2021	2022	2023	2024	2025
Your org	75.30%	77.61%	75.84%	76.92%	75.29%
Best result	82.02%	81.70%	83.28%	79.75%	80.32%
Average result	76.84%	77.22%	77.79%	76.46%	75.07%
Worst result	70.93%	66.24%	71.30%	68.88%	68.27%
Responses	1407	1330	1668	1753	1681

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



	2021	2022	2023	2024	2025
Your org	55.09%	56.23%	55.18%	55.68%	53.66%
Best result	61.19%	62.98%	61.34%	59.33%	59.56%
Average result	54.66%	55.65%	55.83%	54.09%	52.40%
Worst result	47.16%	44.85%	48.43%	43.44%	42.07%
Responses	1409	1330	1671	1752	1685

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

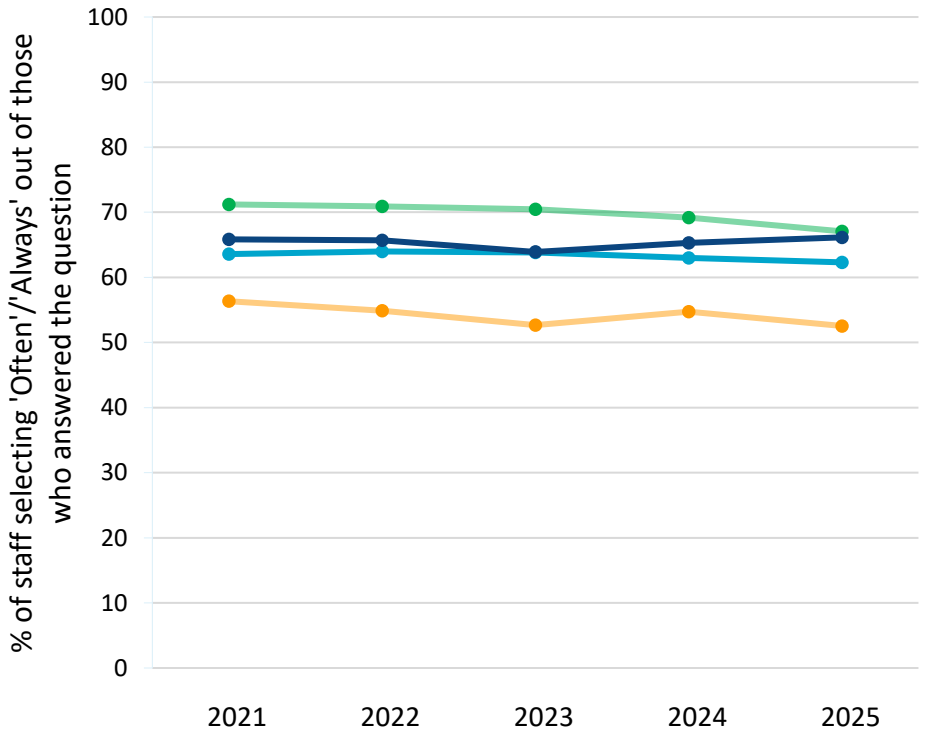


	2021	2022	2023	2024	2025
Your org	58.87%	60.28%	59.54%	59.00%	57.50%
Best result	68.32%	69.08%	67.76%	66.23%	66.45%
Average result	58.87%	60.41%	61.27%	59.82%	58.65%
Worst result	51.10%	48.78%	52.28%	50.11%	49.87%
Responses	1405	1331	1664	1748	1683

Survey Coordination Centre

NHS

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

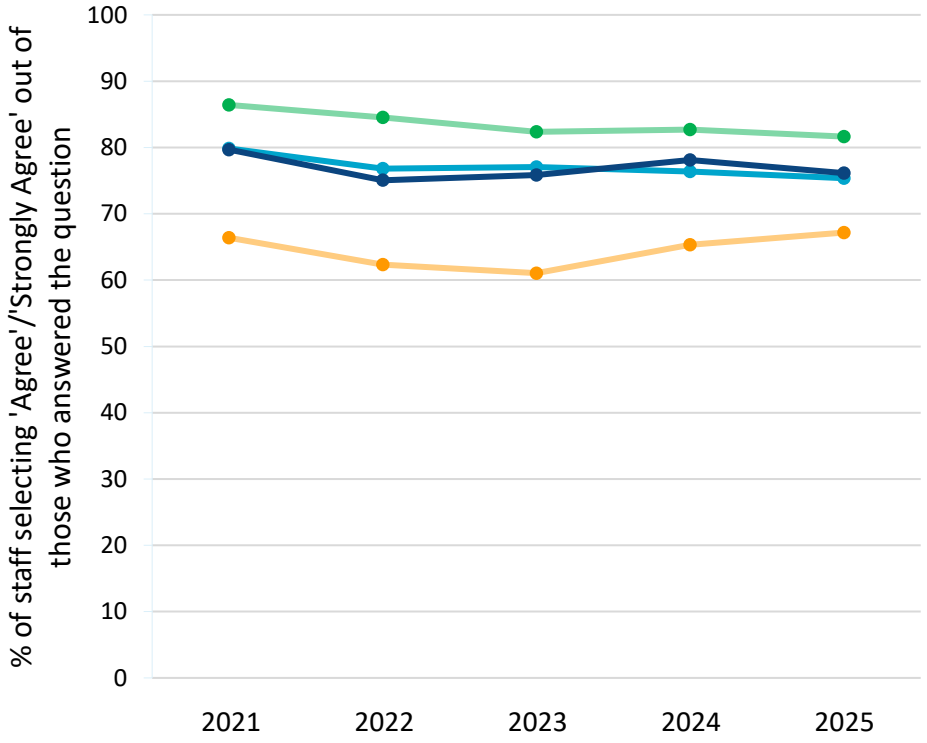


	2021	2022	2023	2024	2025
Your org	65.83%	65.70%	63.91%	65.29%	66.15%
Best result	71.21%	70.91%	70.48%	69.21%	67.08%
Average result	63.57%	63.98%	63.83%	63.01%	62.31%
Worst result	56.34%	54.90%	52.66%	54.73%	52.55%
Responses	1407	1325	1666	1747	1680

Survey Coordination Centre

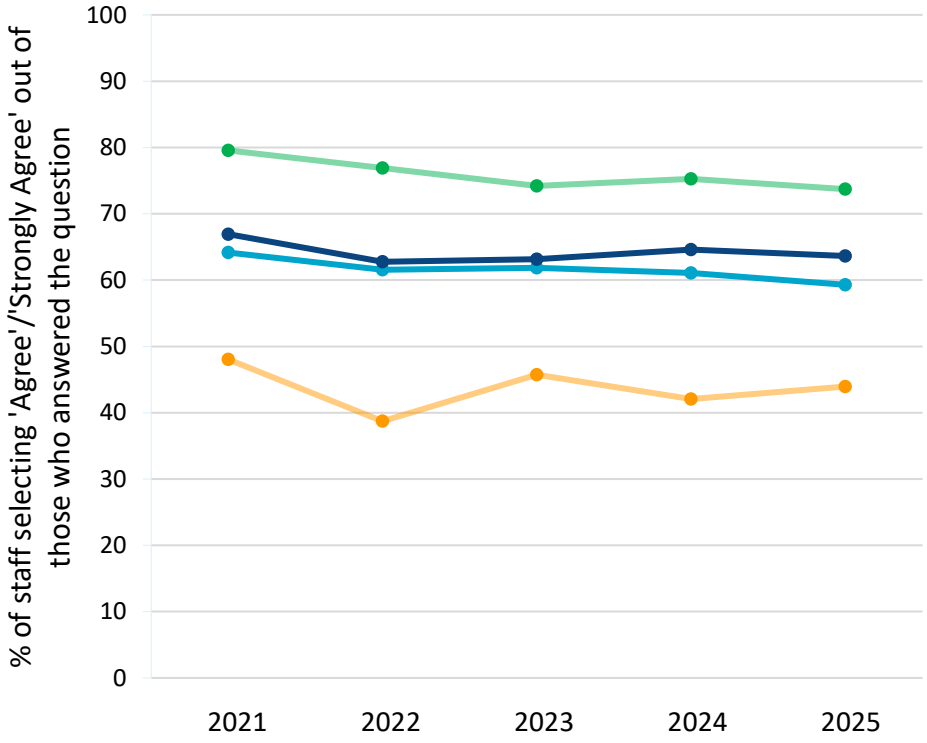
NHS

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



	2021	2022	2023	2024	2025
Your org	79.68%	75.05%	75.86%	78.11%	76.14%
Best result	86.42%	84.52%	82.35%	82.70%	81.64%
Average result	79.85%	76.83%	77.03%	76.38%	75.37%
Worst result	66.36%	62.35%	61.05%	65.31%	67.17%
Responses	1409	1328	1670	1755	1683

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

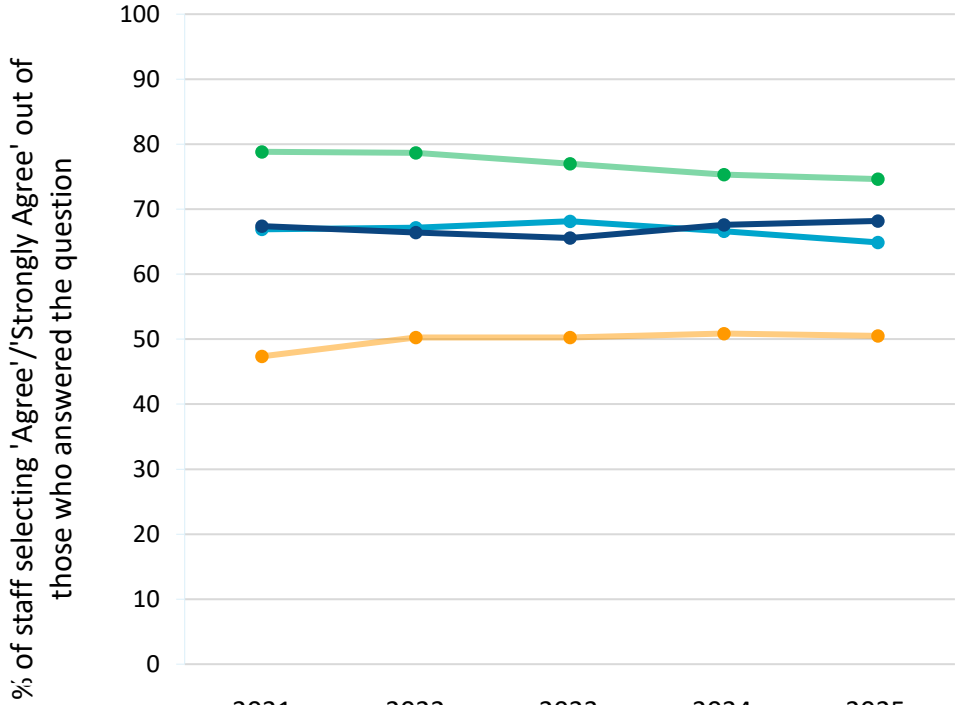


	2021	2022	2023	2024	2025
Your org	66.93%	62.76%	63.17%	64.61%	63.63%
Best result	79.56%	76.90%	74.19%	75.29%	73.72%
Average result	64.16%	61.56%	61.87%	61.07%	59.29%
Worst result	48.03%	38.71%	45.71%	42.06%	43.94%
Responses	1405	1324	1666	1750	1678

Survey Coordination Centre

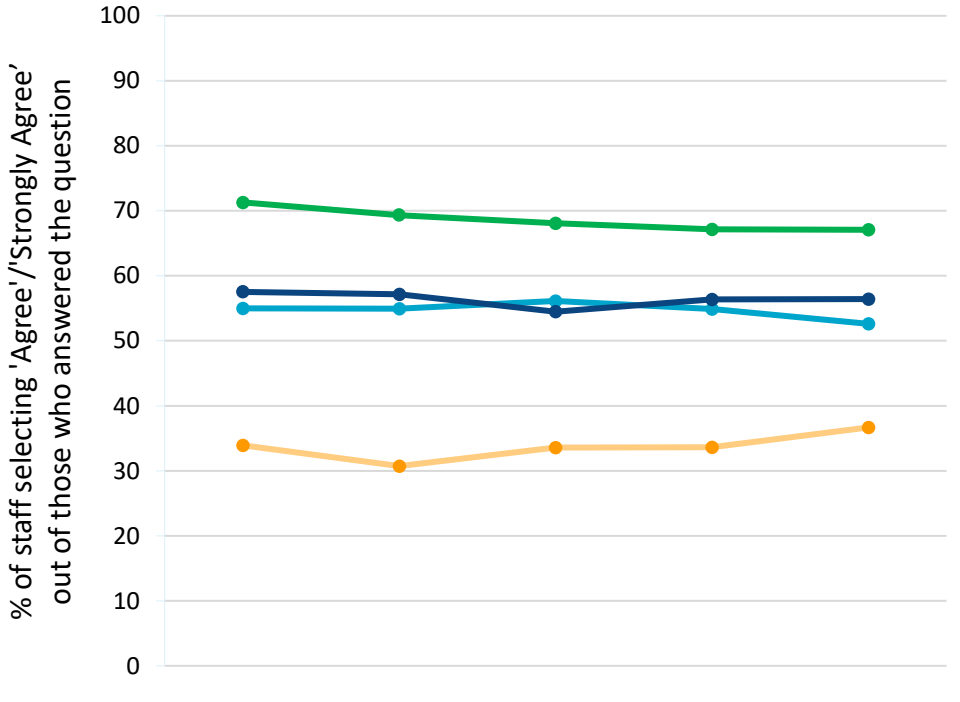
NHS

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



	2021	2022	2023	2024	2025
Your org	67.41%	66.43%	65.56%	67.57%	68.19%
Best result	78.82%	78.66%	77.01%	75.34%	74.63%
Average result	66.88%	67.15%	68.14%	66.62%	64.89%
Worst result	47.35%	50.28%	50.25%	50.87%	50.51%
Responses	1401	1328	1672	1747	1676

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	57.52%	57.14%	54.48%	56.37%	56.42%
Best result	71.30%	69.33%	68.11%	67.14%	67.08%
Average result	55.01%	54.96%	56.13%	54.91%	52.62%
Worst result	33.93%	30.73%	33.57%	33.61%	36.67%
Responses	1406	1326	1669	1750	1678

Survey Coordination Centre

NHS

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

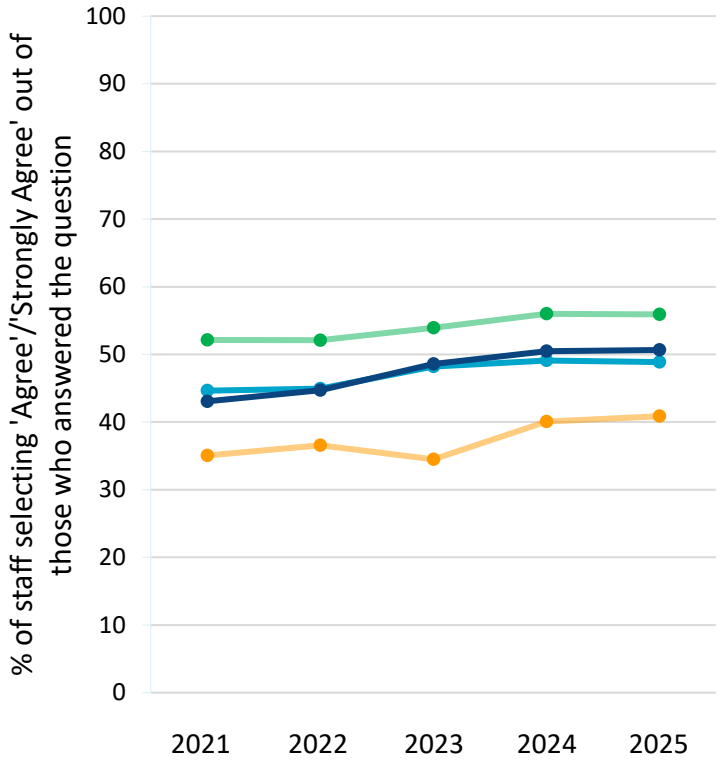
Other questions:* Q17a, Q17b, Q22

*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.

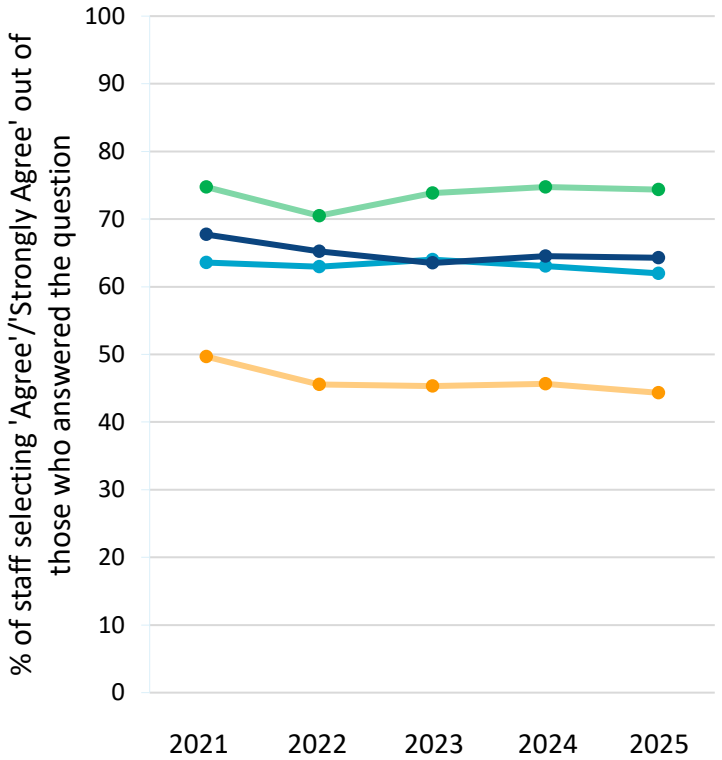
Survey Coordination Centre NHS

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



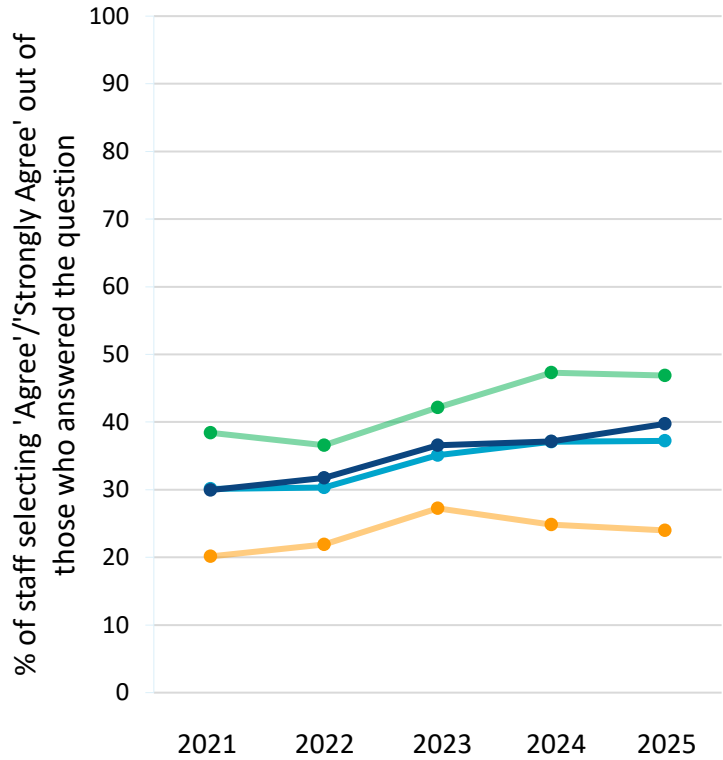
	2021	2022	2023	2024	2025
Your org	43.06%	44.70%	48.56%	50.46%	50.64%
Best result	52.13%	52.10%	53.91%	55.99%	55.93%
Average result	44.64%	44.95%	48.22%	49.09%	48.87%
Worst result	35.06%	36.54%	34.49%	40.06%	40.86%
Responses	1409	1330	1671	1751	1683

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



	2021	2022	2023	2024	2025
Your org	67.71%	65.24%	63.51%	64.52%	64.26%
Best result	74.72%	70.49%	73.85%	74.74%	74.34%
Average result	63.57%	62.94%	64.00%	63.07%	61.98%
Worst result	49.67%	45.58%	45.31%	45.65%	44.32%
Responses	1408	1326	1666	1752	1672

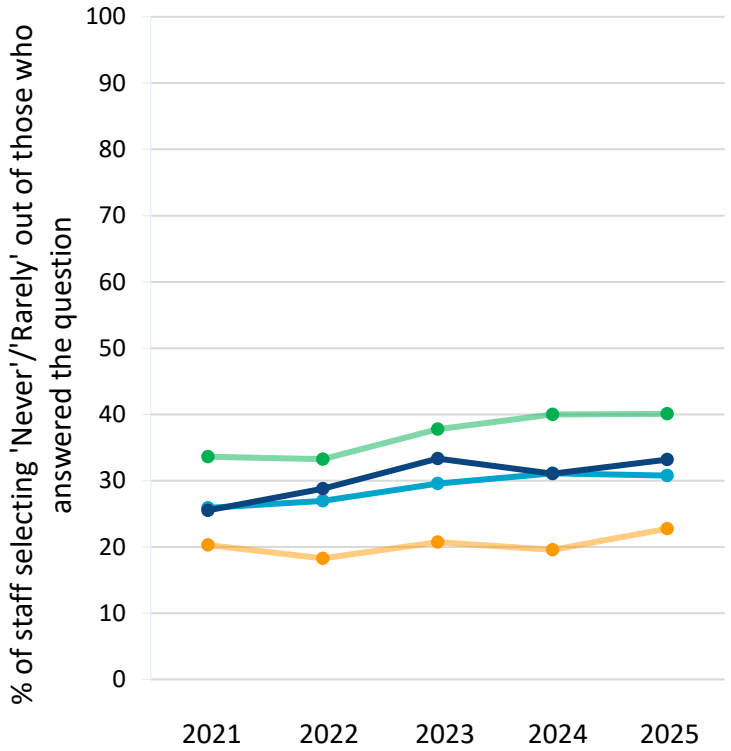
Q3i There are enough staff at this organisation for me to do my job properly.



	2021	2022	2023	2024	2025
Your org	29.95%	31.76%	36.56%	37.14%	39.73%
Best result	38.43%	36.57%	42.15%	47.29%	46.88%
Average result	30.11%	30.32%	35.08%	37.06%	37.21%
Worst result	20.14%	21.89%	27.24%	24.83%	23.97%
Responses	1412	1331	1675	1759	1690

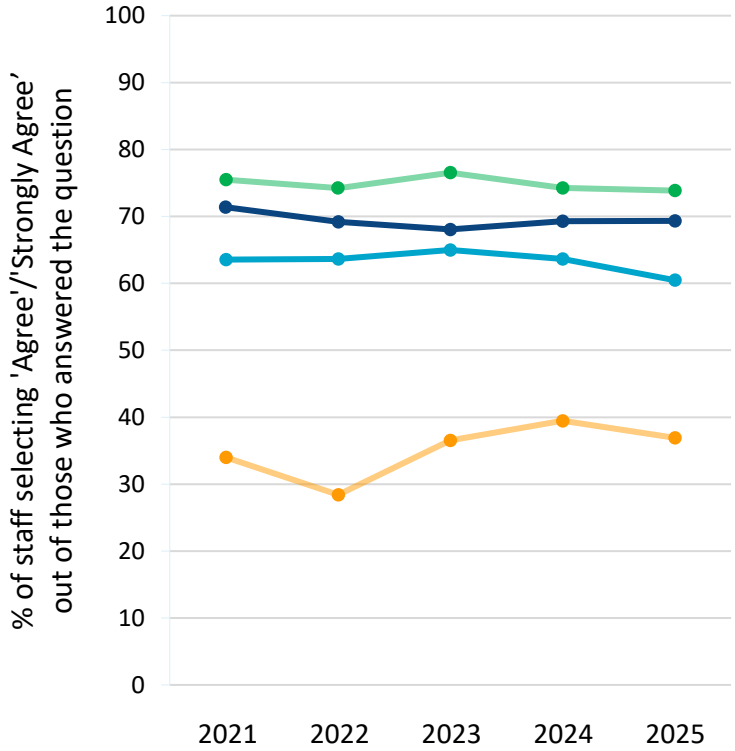
Survey Coordination Centre NHS

Q5a I have unrealistic time pressures.



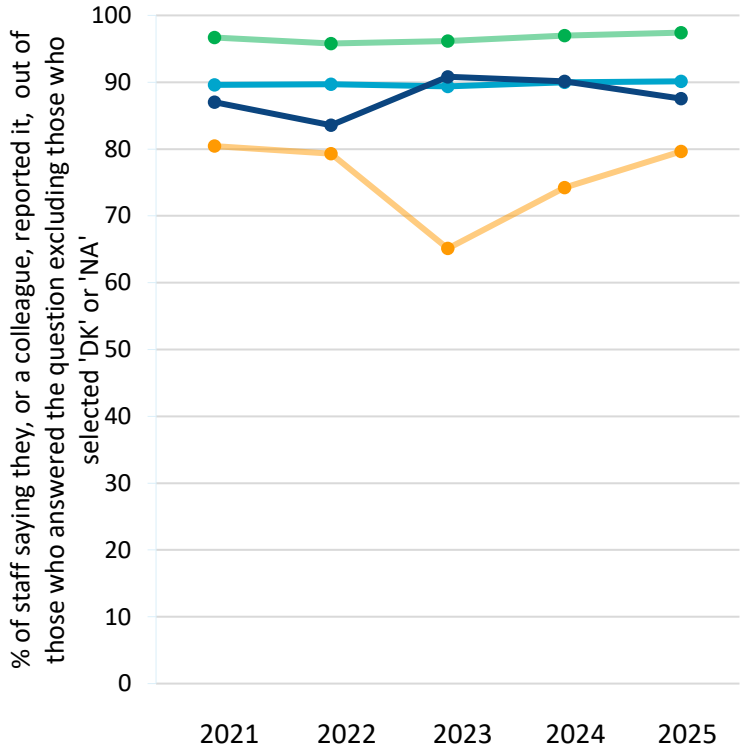
	2021	2022	2023	2024	2025
Your org	25.53%	28.78%	33.33%	31.08%	33.20%
Best result	33.60%	33.24%	37.75%	39.97%	40.08%
Average result	25.89%	26.96%	29.56%	31.10%	30.76%
Worst result	20.27%	18.28%	20.74%	19.56%	22.75%
Responses	1414	1329	1669	1752	1685

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



	2021	2022	2023	2024	2025
Your org	71.38%	69.21%	68.06%	69.31%	69.33%
Best result	75.49%	74.24%	76.54%	74.28%	73.86%
Average result	63.53%	63.66%	64.99%	63.66%	60.47%
Worst result	33.99%	28.41%	36.56%	39.47%	36.94%
Responses	1401	1318	1650	1732	1657

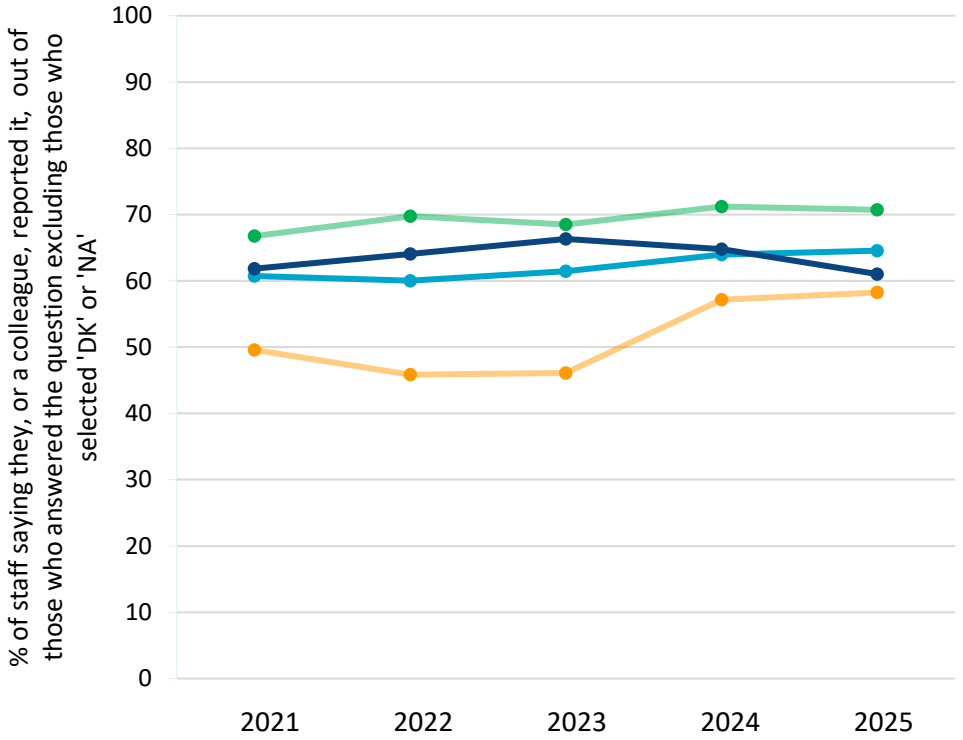
Q13d The last time you experienced physical violence at work, did you or a colleague report it?



	2021	2022	2023	2024	2025
Your org	87.01%	83.56%	90.82%	90.15%	87.54%
Best result	96.67%	95.80%	96.17%	96.97%	97.42%
Average result	89.60%	89.72%	89.38%	89.98%	90.13%
Worst result	80.44%	79.29%	65.11%	74.25%	79.66%
Responses	126	131	168	175	172

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?

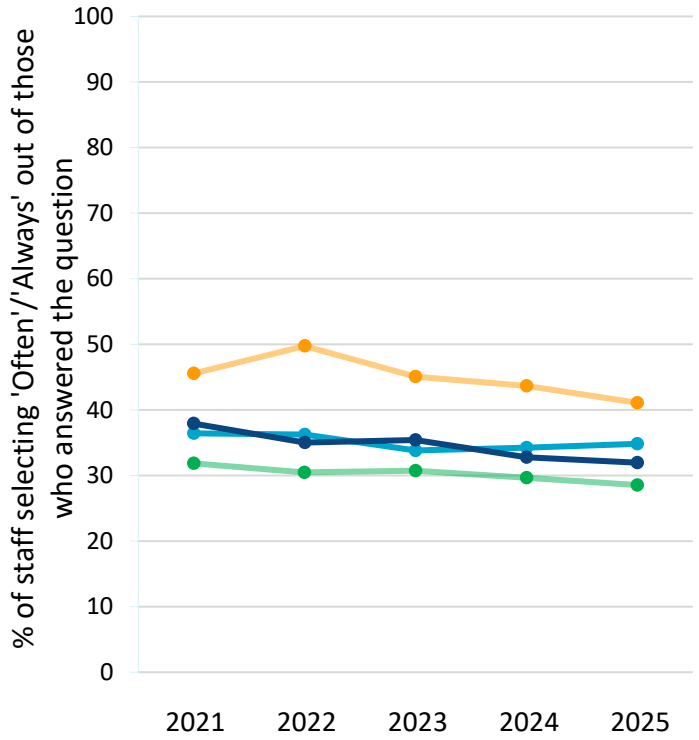


	2021	2022	2023	2024	2025
Your org	61.84%	64.06%	66.32%	64.78%	61.02%
Best result	66.75%	69.74%	68.49%	71.21%	70.72%
Average result	60.73%	60.03%	61.47%	63.97%	64.55%
Worst result	49.55%	45.85%	46.10%	57.13%	58.25%
Responses	426	382	487	468	451

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

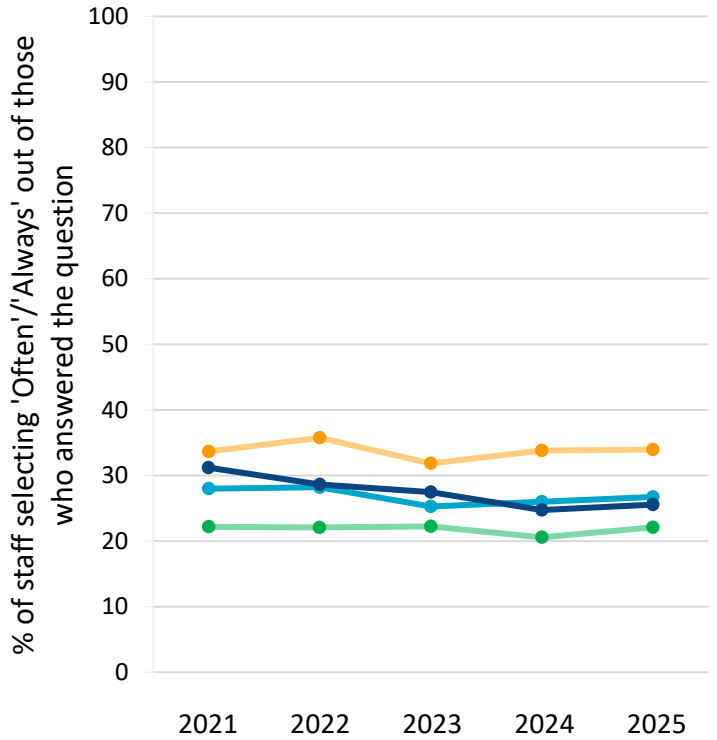
Survey Coordination Centre NHS

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



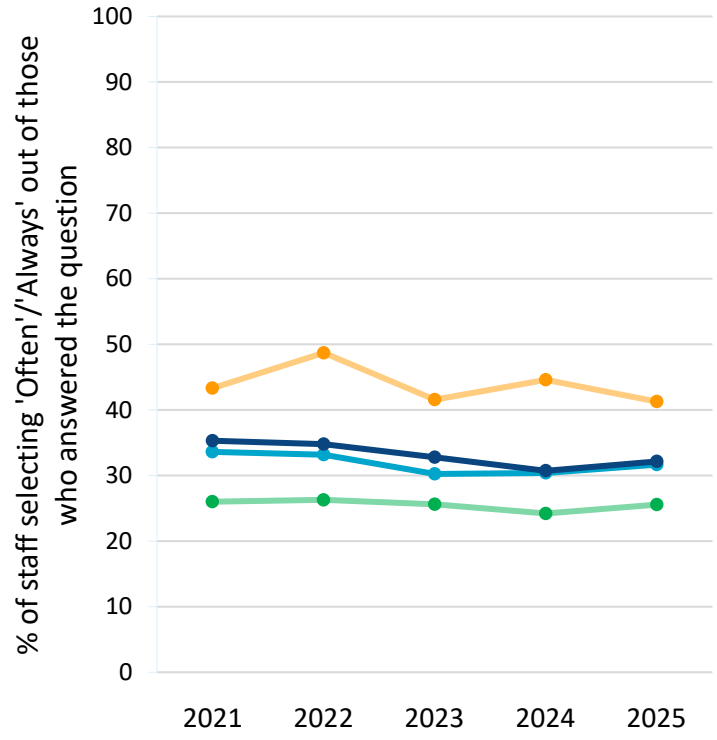
	2021	2022	2023	2024	2025
Your org	37.91%	35.01%	35.42%	32.80%	31.95%
Best result	31.85%	30.46%	30.74%	29.64%	28.54%
Average result	36.42%	36.22%	33.82%	34.24%	34.81%
Worst result	45.58%	49.74%	45.06%	43.68%	41.09%
Responses	1416	1335	1677	1763	1688

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



	2021	2022	2023	2024	2025
Your org	31.19%	28.64%	27.44%	24.73%	25.55%
Best result	22.17%	22.08%	22.23%	20.57%	22.09%
Average result	27.99%	28.21%	25.27%	25.97%	26.70%
Worst result	33.65%	35.75%	31.84%	33.80%	33.94%
Responses	1417	1331	1673	1759	1685

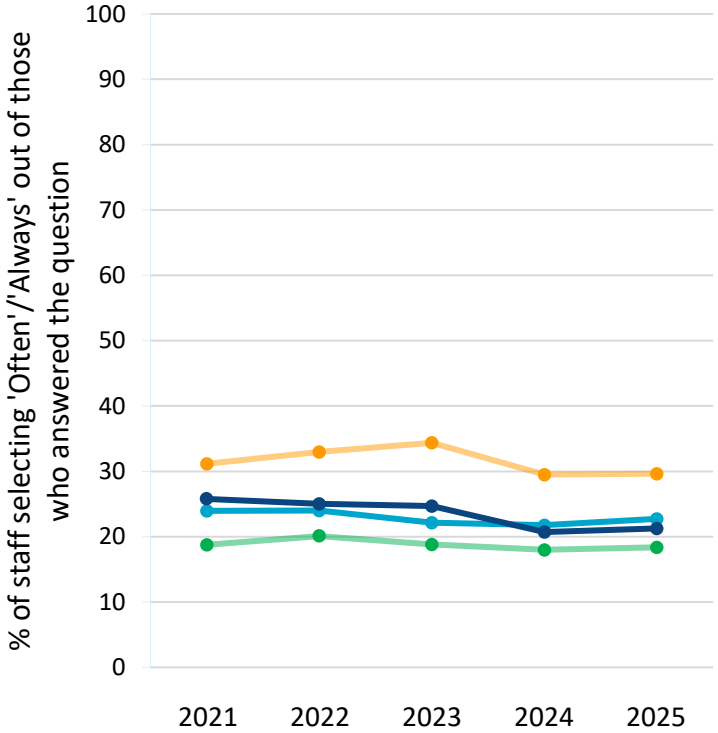
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024	2025
Your org	35.30%	34.79%	32.77%	30.71%	32.16%
Best result	26.00%	26.29%	25.63%	24.21%	25.54%
Average result	33.60%	33.18%	30.23%	30.39%	31.68%
Worst result	43.29%	48.71%	41.56%	44.56%	41.26%
Responses	1415	1330	1673	1760	1683

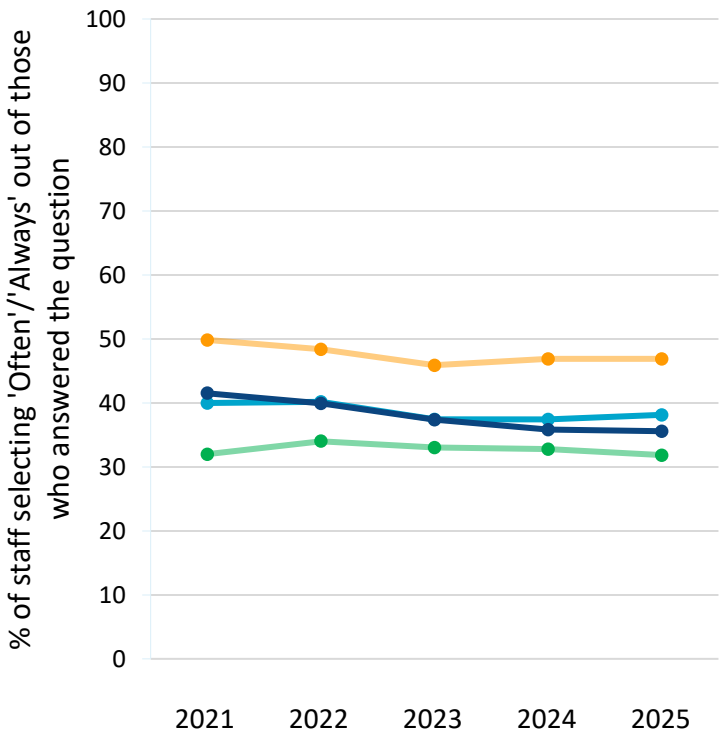
Survey Coordination Centre NHS

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



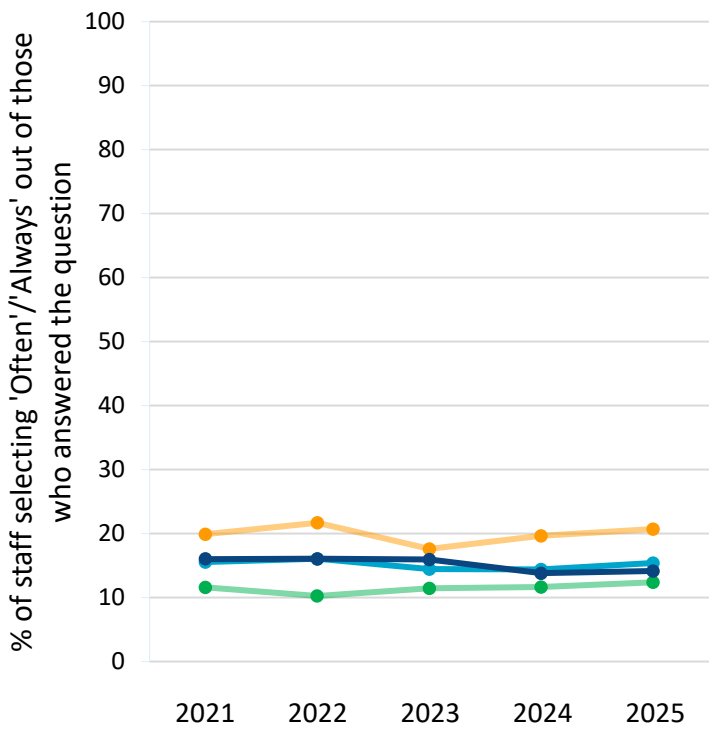
	2021	2022	2023	2024	2025
Your org	25.77%	25.03%	24.66%	20.70%	21.24%
Best result	18.75%	20.08%	18.83%	18.00%	18.38%
Average result	23.97%	24.00%	22.12%	21.77%	22.70%
Worst result	31.14%	32.98%	34.37%	29.50%	29.64%
Responses	1409	1330	1672	1761	1686

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	41.50%	39.94%	37.37%	35.85%	35.58%
Best result	32.00%	34.00%	33.06%	32.79%	31.85%
Average result	40.00%	40.17%	37.43%	37.43%	38.14%
Worst result	49.84%	48.40%	45.90%	46.91%	46.89%
Responses	1411	1328	1672	1754	1679

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

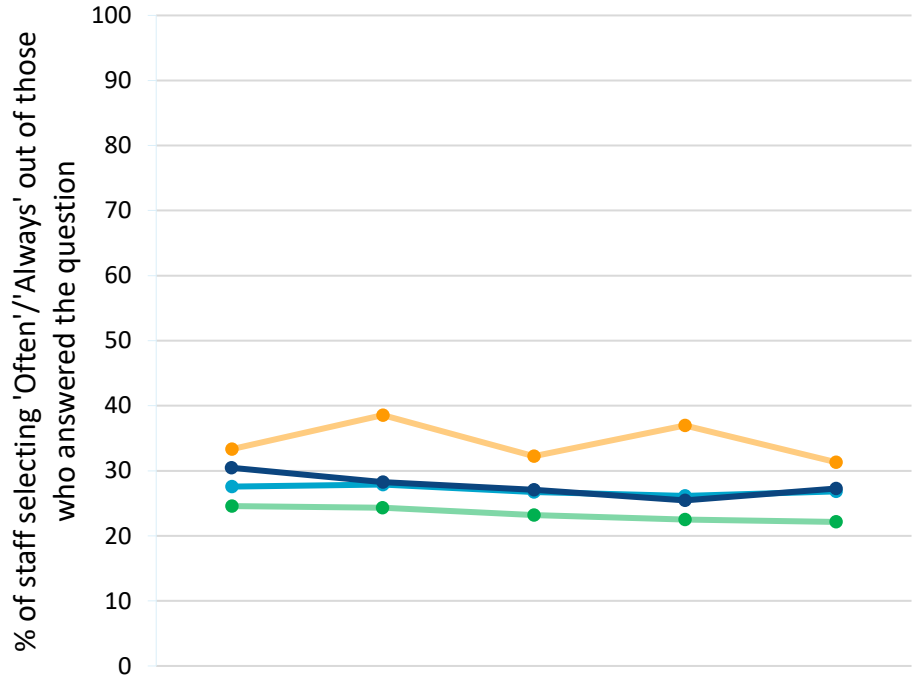


	2021	2022	2023	2024	2025
Your org	16.02%	16.07%	15.95%	13.82%	14.15%
Best result	11.59%	10.24%	11.44%	11.66%	12.38%
Average result	15.54%	16.07%	14.45%	14.40%	15.41%
Worst result	19.90%	21.68%	17.60%	19.67%	20.70%
Responses	1410	1330	1669	1746	1682

Survey Coordination Centre

NHS

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

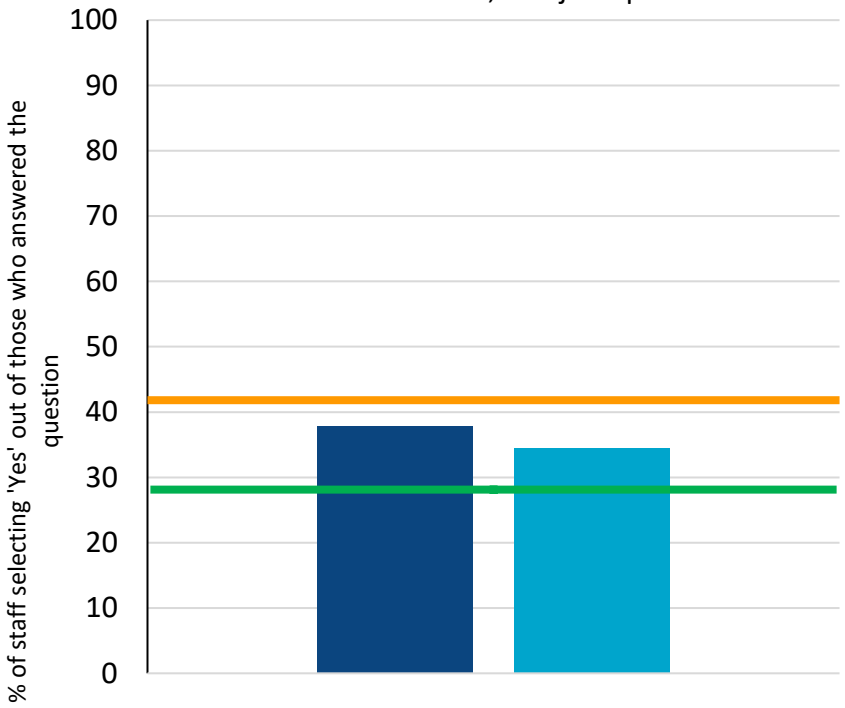


	2021	2022	2023	2024	2025
Your org	30.46%	28.28%	27.05%	25.45%	27.28%
Best result	24.57%	24.32%	23.18%	22.51%	22.14%
Average result	27.59%	27.88%	26.72%	26.14%	26.82%
Worst result	33.33%	38.56%	32.27%	36.96%	31.32%
Responses	1411	1331	1670	1757	1687

Survey Coordination Centre

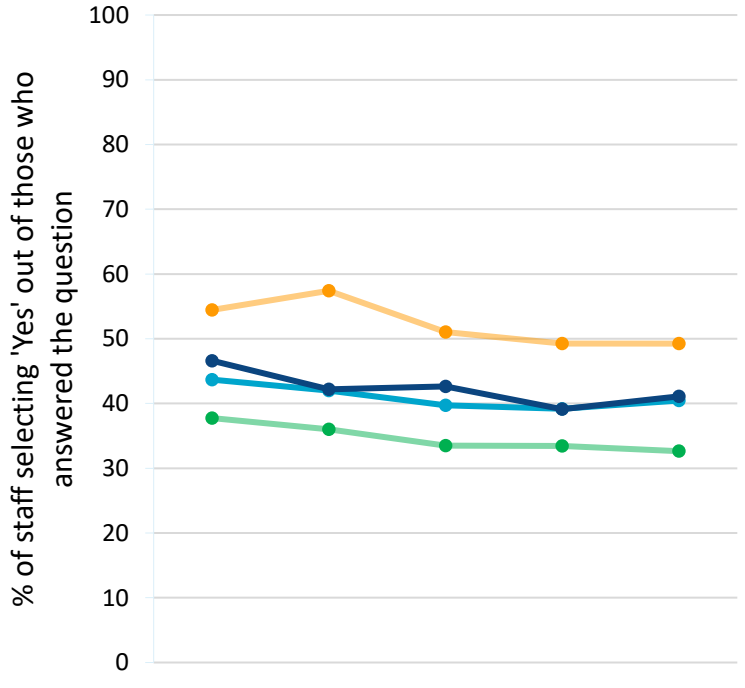
NHS

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



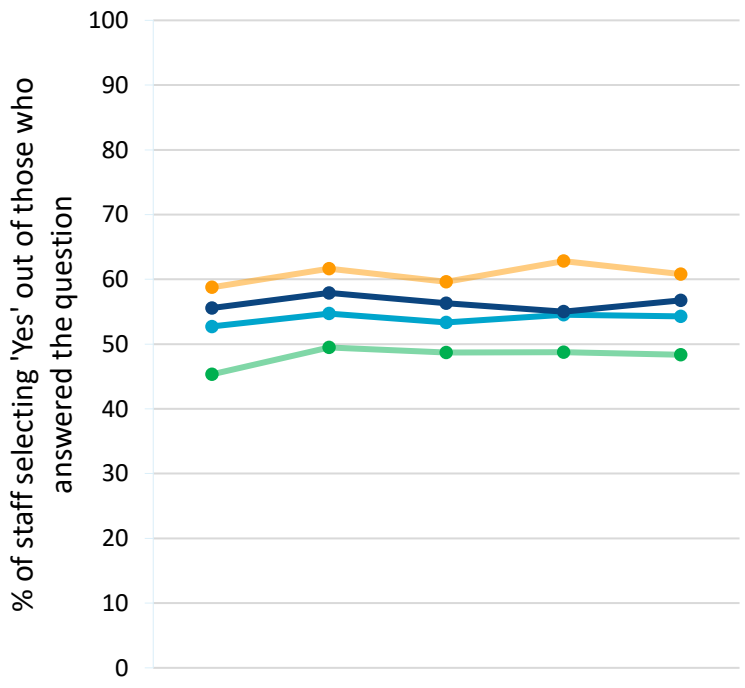
	2025
Your org	37.82%
Best result	28.13%
Average result	34.54%
Worst result	41.81%
Responses	1682

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



	2021	2022	2023	2024	2025
Your org	46.61%	42.20%	42.63%	39.12%	41.10%
Best result	37.75%	35.99%	33.48%	33.47%	32.64%
Average result	43.69%	42.01%	39.74%	39.19%	40.48%
Worst result	54.45%	57.41%	51.02%	49.27%	49.25%
Responses	1406	1330	1667	1756	1677

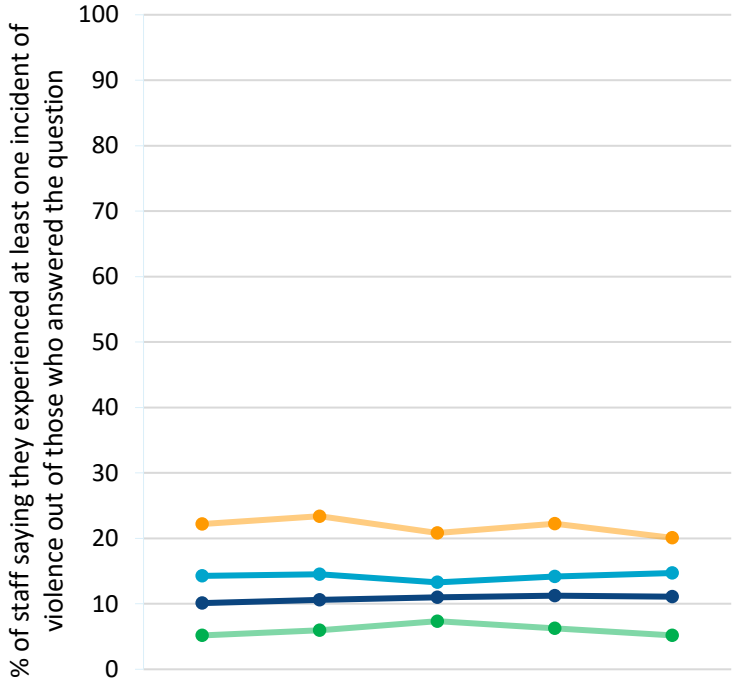
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



	2021	2022	2023	2024	2025
Your org	55.55%	57.91%	56.29%	55.01%	56.77%
Best result	45.33%	49.48%	48.68%	48.77%	48.36%
Average result	52.73%	54.71%	53.32%	54.53%	54.30%
Worst result	58.77%	61.67%	59.60%	62.81%	60.83%
Responses	1402	1330	1669	1755	1680

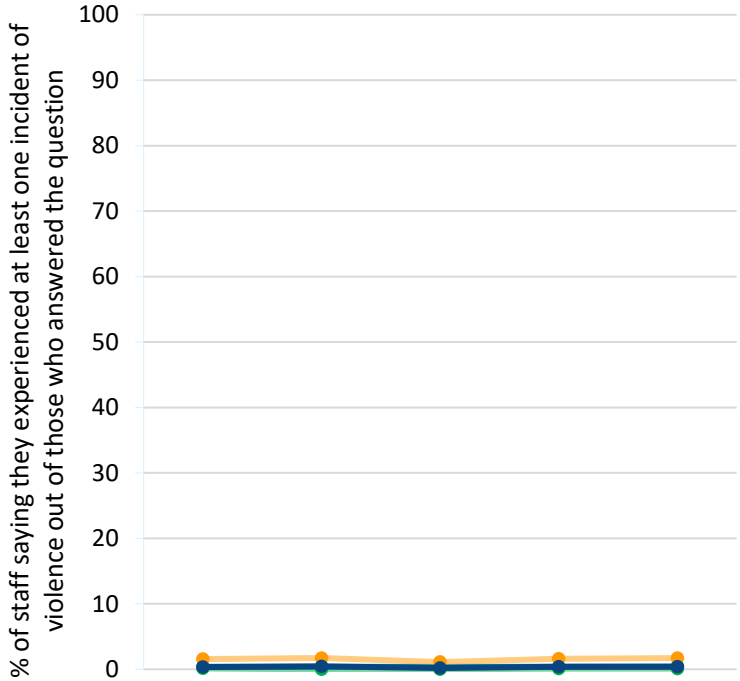
Note: Due to changes in the question wording in 2025, previous years' results for Q11b are not reported. For more information, please refer to the *Technical Guide:* https://www.nhsstaffsurveys.com/survey-documents/

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



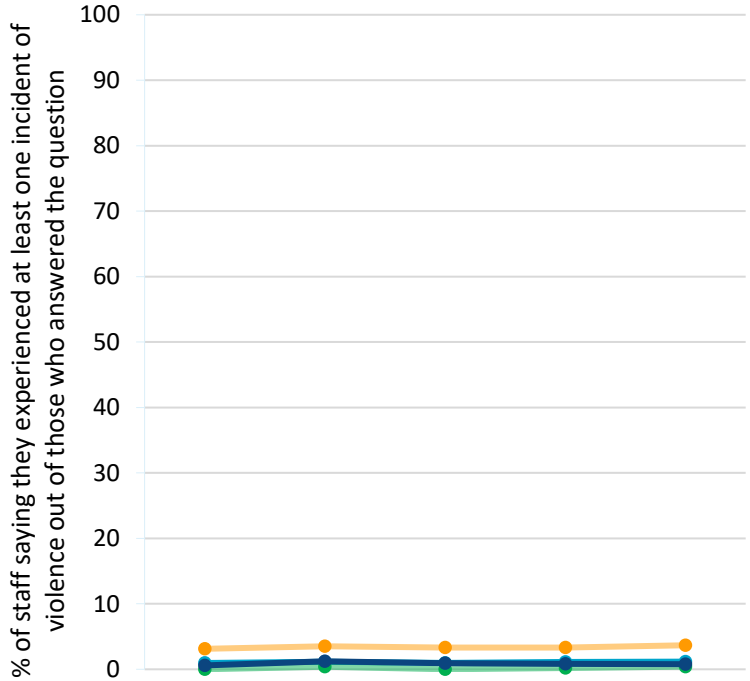
	2021	2022	2023	2024	2025
Your org	10.11%	10.62%	11.00%	11.25%	11.08%
Best result	5.18%	5.96%	7.35%	6.26%	5.20%
Average result	14.28%	14.50%	13.28%	14.18%	14.71%
Worst result	22.19%	23.39%	20.81%	22.23%	20.08%
Responses	1412	1330	1666	1754	1683

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



	2021	2022	2023	2024	2025
Your org	0.35%	0.45%	0.20%	0.37%	0.39%
Best result	0.12%	0.00%	0.00%	0.08%	0.09%
Average result	0.38%	0.40%	0.37%	0.41%	0.42%
Worst result	1.54%	1.73%	1.10%	1.61%	1.71%
Responses	1405	1326	1657	1748	1671

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

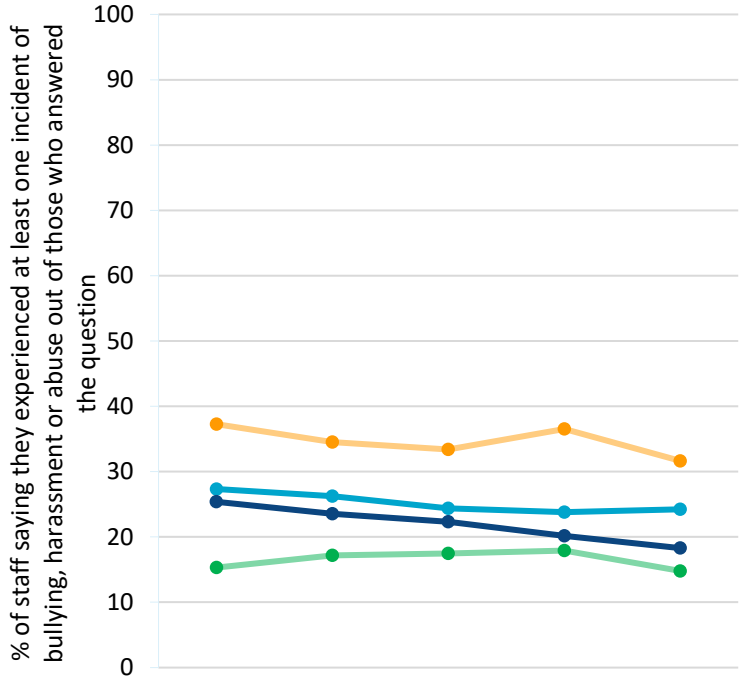


	2021	2022	2023	2024	2025
Your org	0.59%	1.22%	0.92%	0.81%	0.77%
Best result	0.00%	0.40%	0.00%	0.19%	0.41%
Average result	0.96%	1.16%	0.99%	1.15%	1.15%
Worst result	3.13%	3.53%	3.33%	3.32%	3.67%
Responses	1386	1310	1643	1727	1663

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

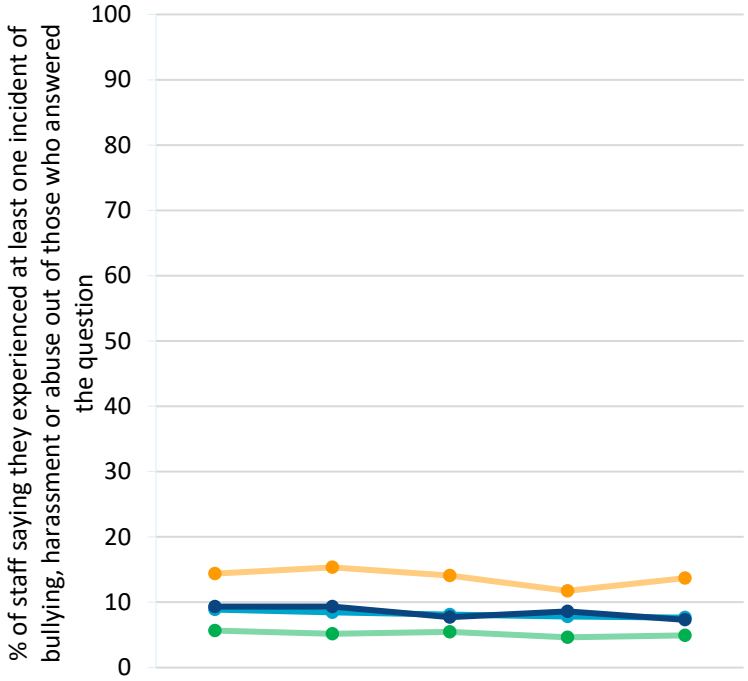
Survey Coordination Centre NHS

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.



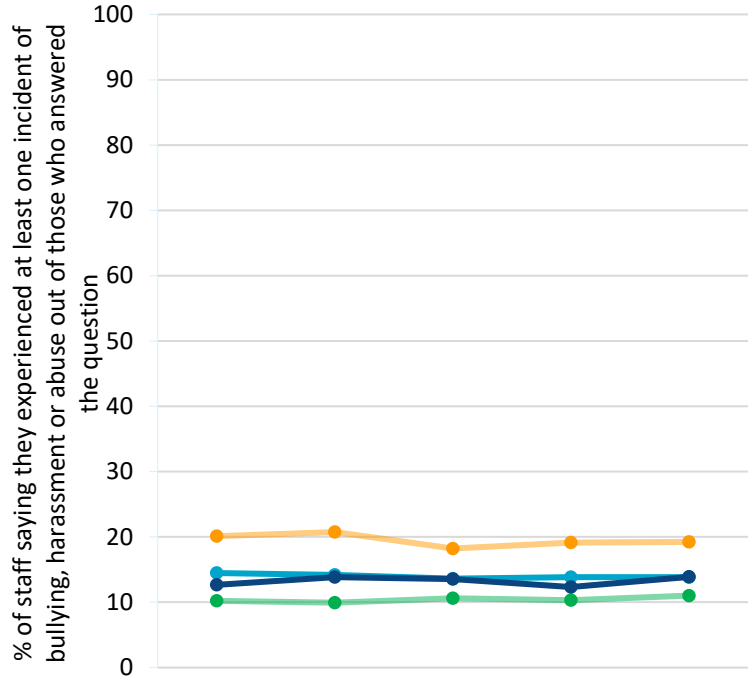
	2021	2022	2023	2024	2025
Your org	25.38%	23.54%	22.32%	20.18%	18.29%
Best result	15.34%	17.17%	17.49%	17.91%	14.80%
Average result	27.34%	26.24%	24.36%	23.80%	24.24%
Worst result	37.27%	34.53%	33.40%	36.55%	31.65%
Responses	1410	1329	1667	1756	1680

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



	2021	2022	2023	2024	2025
Your org	9.34%	9.34%	7.74%	8.60%	7.31%
Best result	5.67%	5.19%	5.47%	4.63%	4.90%
Average result	8.88%	8.47%	8.10%	7.84%	7.65%
Worst result	14.41%	15.34%	14.11%	11.75%	13.71%
Responses	1397	1322	1657	1748	1675

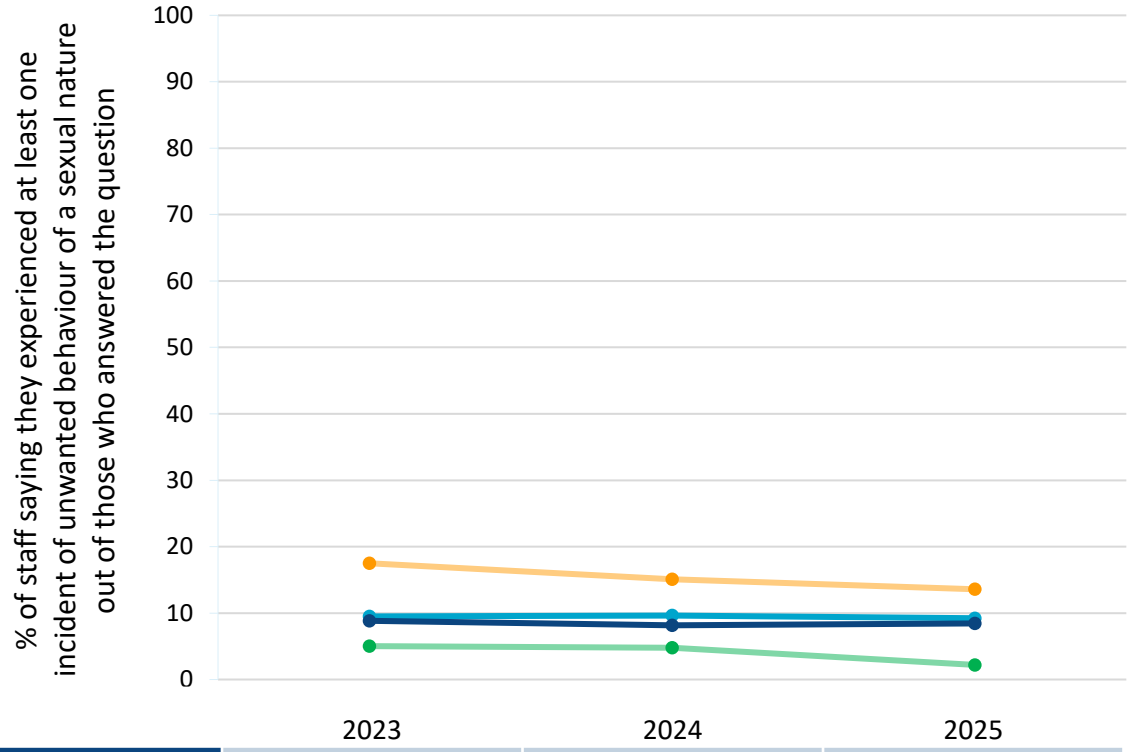
Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues.



	2021	2022	2023	2024	2025
Your org	12.66%	13.86%	13.53%	12.33%	13.88%
Best result	10.20%	9.93%	10.59%	10.33%	11.02%
Average result	14.47%	14.16%	13.62%	13.83%	13.87%
Worst result	20.11%	20.75%	18.23%	19.15%	19.22%
Responses	1385	1311	1657	1748	1669

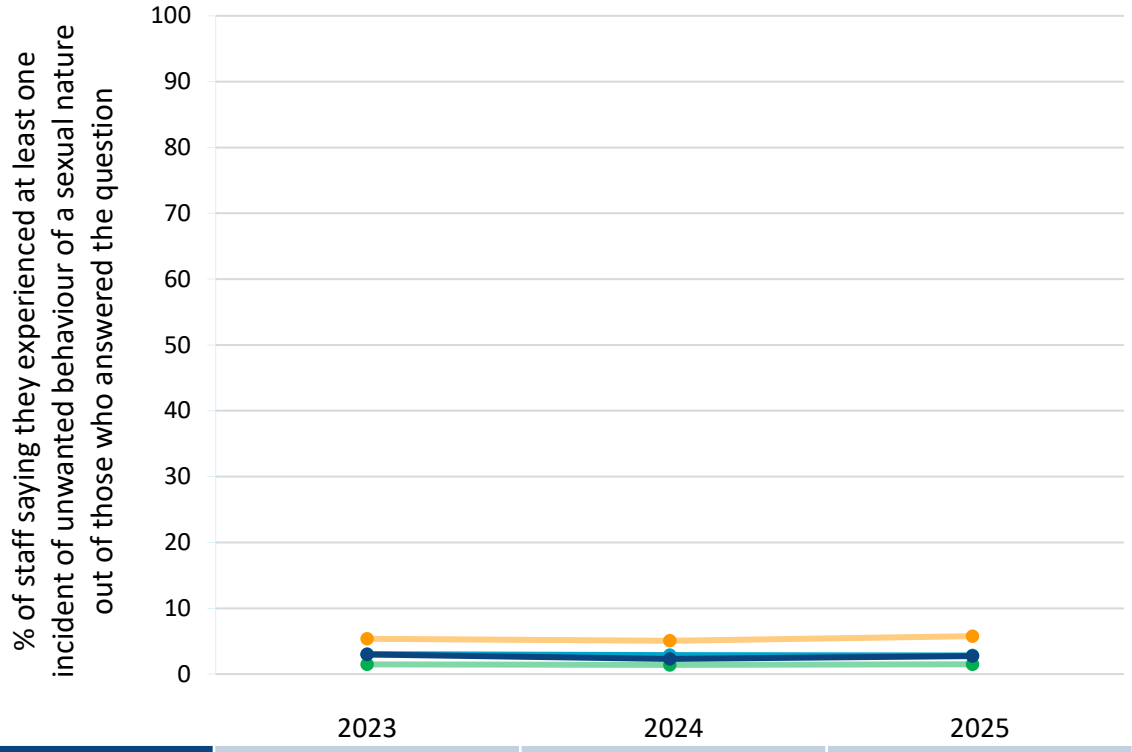
Note: 2023 results for Q14a-c are reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.

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	8.84%	8.16%	8.43%
Best result	5.03%	4.79%	2.20%
Average result	9.49%	9.63%	9.23%
Worst result	17.50%	15.11%	13.59%
Responses	1673	1761	1685

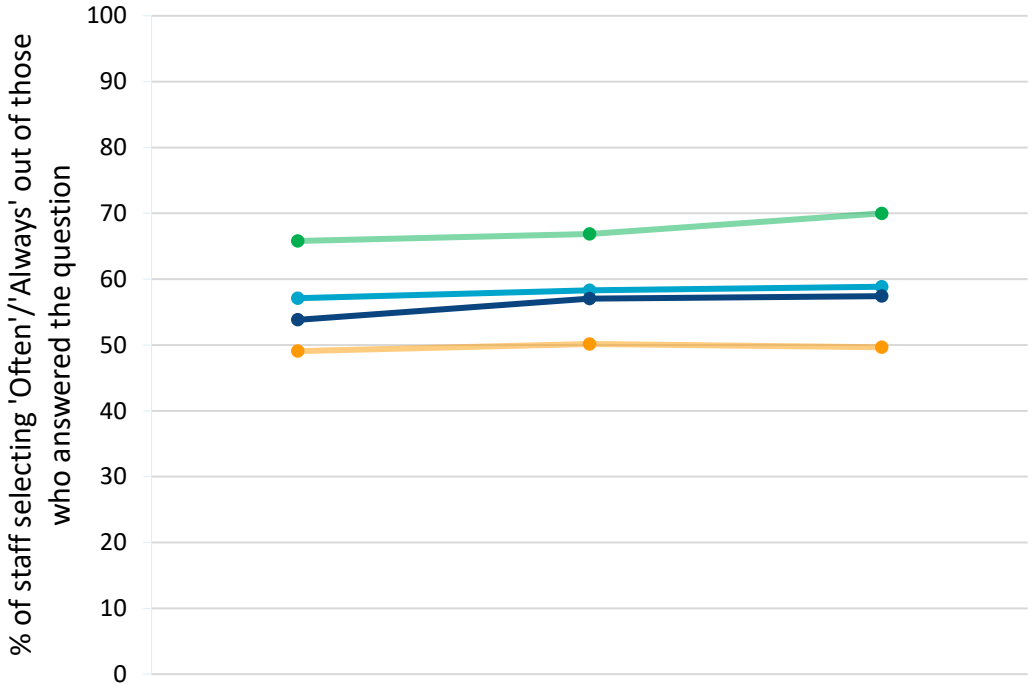
Q17b In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From staff / colleagues



	2023	2024	2025
Your org	2.98%	2.30%	2.73%
Best result	1.48%	1.40%	1.49%
Average result	3.03%	2.88%	2.82%
Worst result	5.35%	5.06%	5.75%
Responses	1669	1753	1679

*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	53.82%	57.04%	57.42%
Best result	65.80%	66.87%	69.99%
Average result	57.11%	58.29%	58.85%
Worst result	49.06%	50.15%	49.63%
Responses	1673	1759	1684

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

Survey Coordination Centre

NHS

People Promise element – We are always learning

Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

Appraisals – Q23a*, Q23b, Q23c, Q23d

Other questions** - Q24f

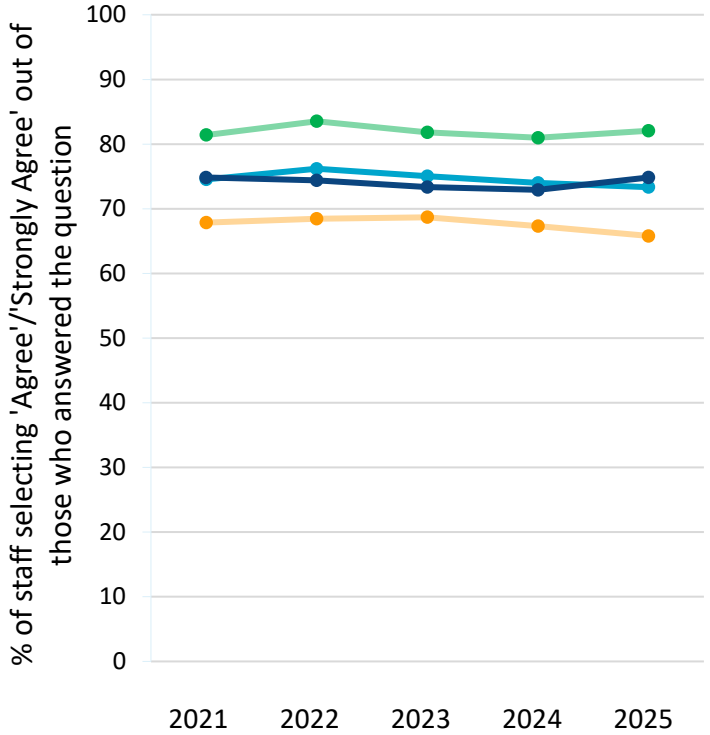
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

**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.

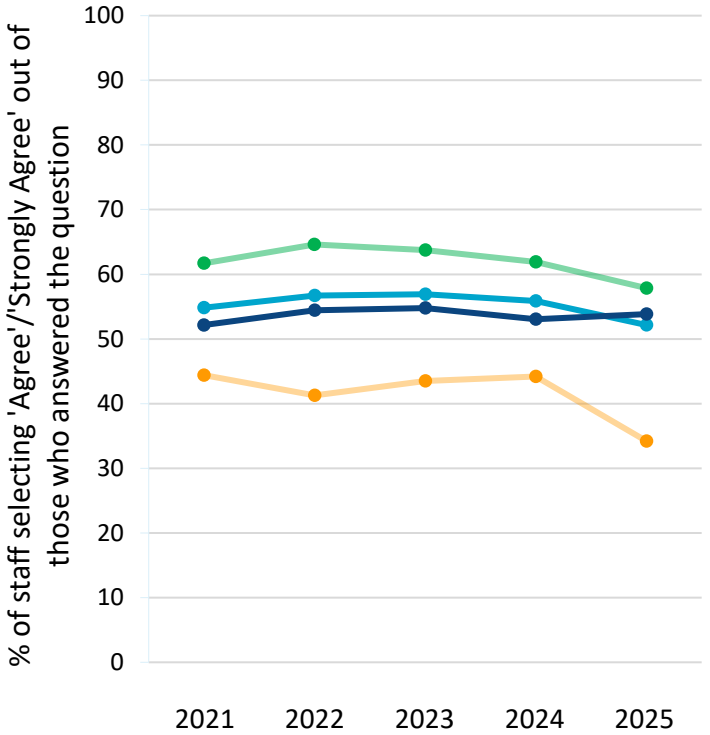
Survey Coordination Centre NHS

Q24a This organisation offers me challenging work.



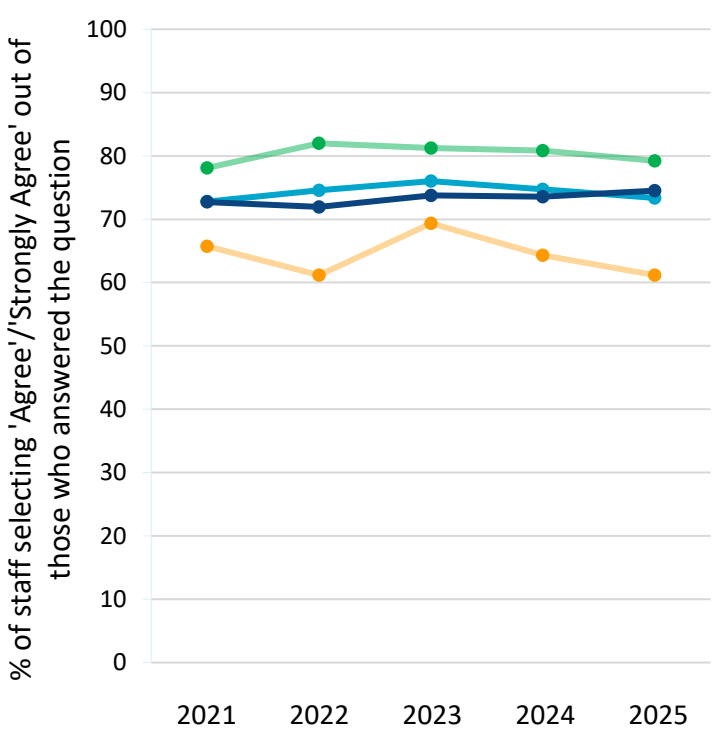
	2021	2022	2023	2024	2025
Your org	74.83%	74.41%	73.37%	72.93%	74.84%
Best result	81.39%	83.53%	81.82%	80.98%	82.07%
Average result	74.55%	76.19%	75.02%	74.00%	73.34%
Worst result	67.84%	68.43%	68.68%	67.32%	65.80%
Responses	1407	1330	1672	1757	1685

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



	2021	2022	2023	2024	2025
Your org	52.16%	54.46%	54.77%	53.05%	53.82%
Best result	61.70%	64.61%	63.73%	61.91%	57.87%
Average result	54.83%	56.74%	56.91%	55.85%	52.16%
Worst result	44.41%	41.27%	43.49%	44.17%	34.21%
Responses	1406	1332	1676	1754	1683

Q24c I have opportunities to improve my knowledge and skills.

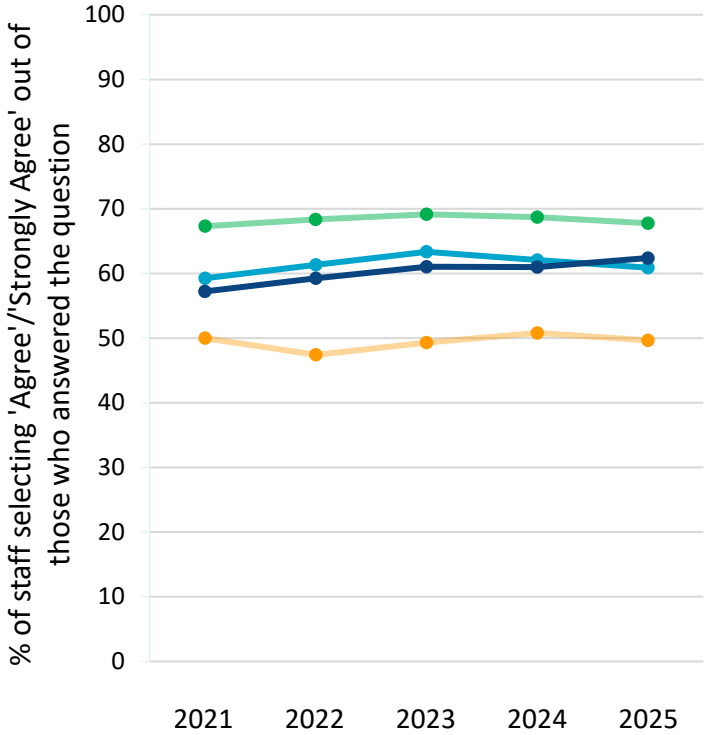


	2021	2022	2023	2024	2025
Your org	72.72%	71.95%	73.74%	73.57%	74.51%
Best result	78.11%	81.99%	81.25%	80.82%	79.21%
Average result	72.79%	74.60%	76.02%	74.73%	73.37%
Worst result	65.75%	61.17%	69.35%	64.33%	61.20%
Responses	1405	1330	1668	1752	1681

Survey Coordination Centre

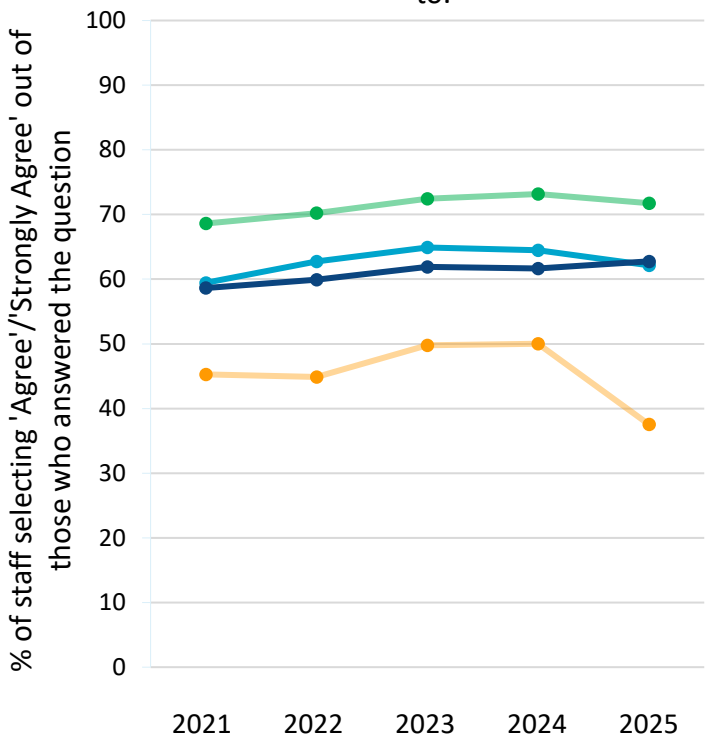
NHS

Q24d I feel supported to develop my potential.



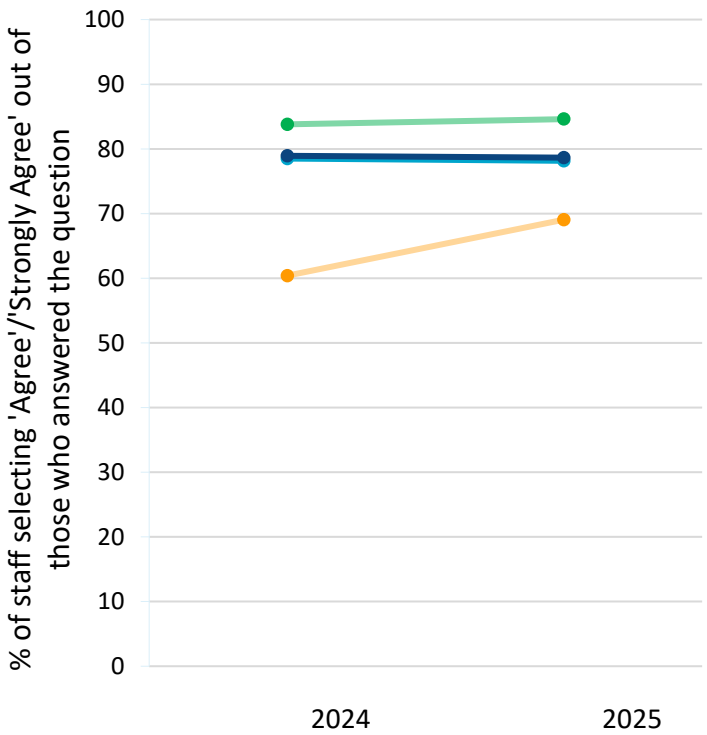
	2021	2022	2023	2024	2025
Your org	57.22%	59.24%	61.03%	61.00%	62.39%
Best result	67.30%	68.36%	69.14%	68.73%	67.75%
Average result	59.26%	61.36%	63.35%	62.07%	60.87%
Worst result	50.01%	47.41%	49.30%	50.81%	49.65%
Responses	1407	1329	1671	1751	1678

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



	2021	2022	2023	2024	2025
Your org	58.63%	59.94%	61.90%	61.65%	62.75%
Best result	68.61%	70.20%	72.42%	73.17%	71.73%
Average result	59.45%	62.73%	64.90%	64.46%	62.17%
Worst result	45.28%	44.90%	49.80%	50.01%	37.54%
Responses	1406	1328	1671	1732	1671

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



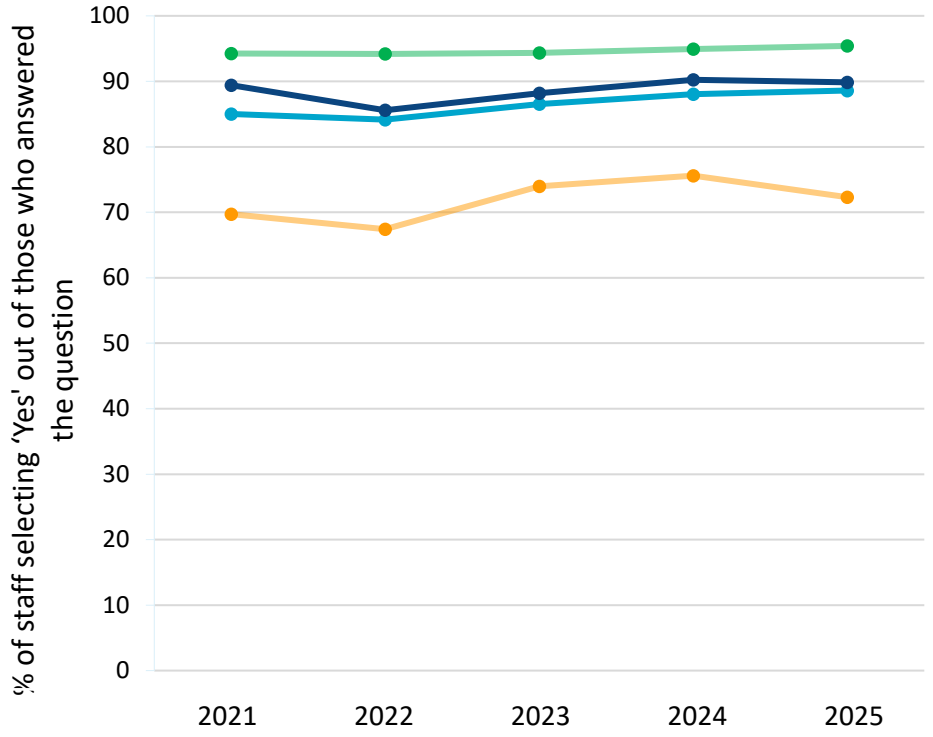
	2024	2025
Your org	78.93%	78.65%
Best result	83.80%	84.60%
Average result	78.50%	78.16%
Worst result	60.41%	69.05%
Responses	1398	1341

*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.

Survey Coordination Centre

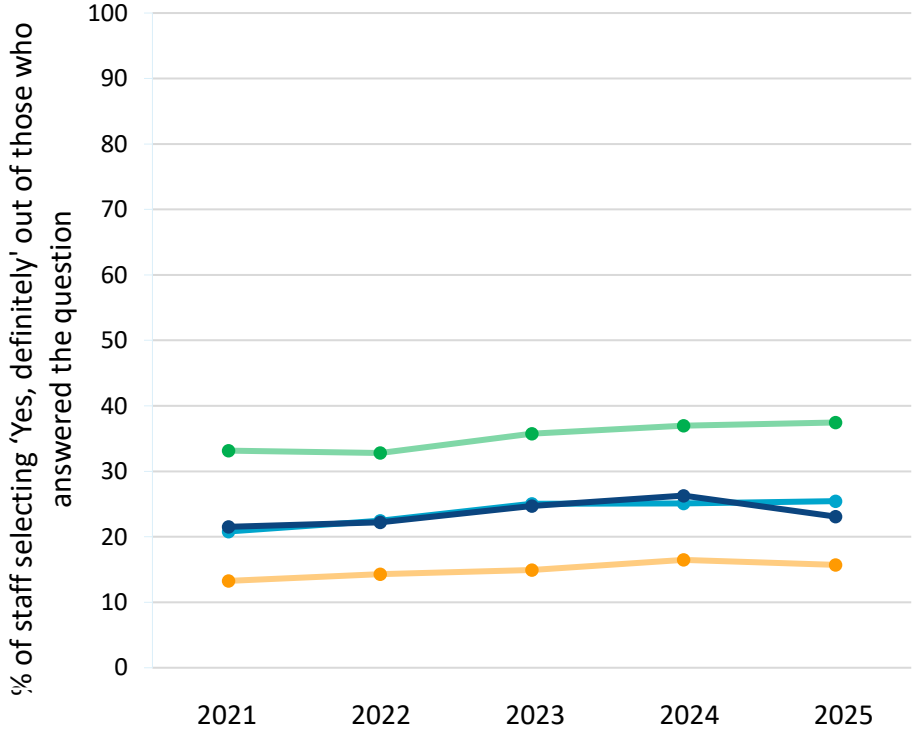
NHS

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	89.43%	85.58%	88.21%	90.23%	89.83%
Best result	94.25%	94.18%	94.35%	94.93%	95.41%
Average result	85.01%	84.15%	86.51%	88.04%	88.60%
Worst result	69.70%	67.41%	73.95%	75.59%	72.29%
Responses	1403	1325	1670	1750	1678

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



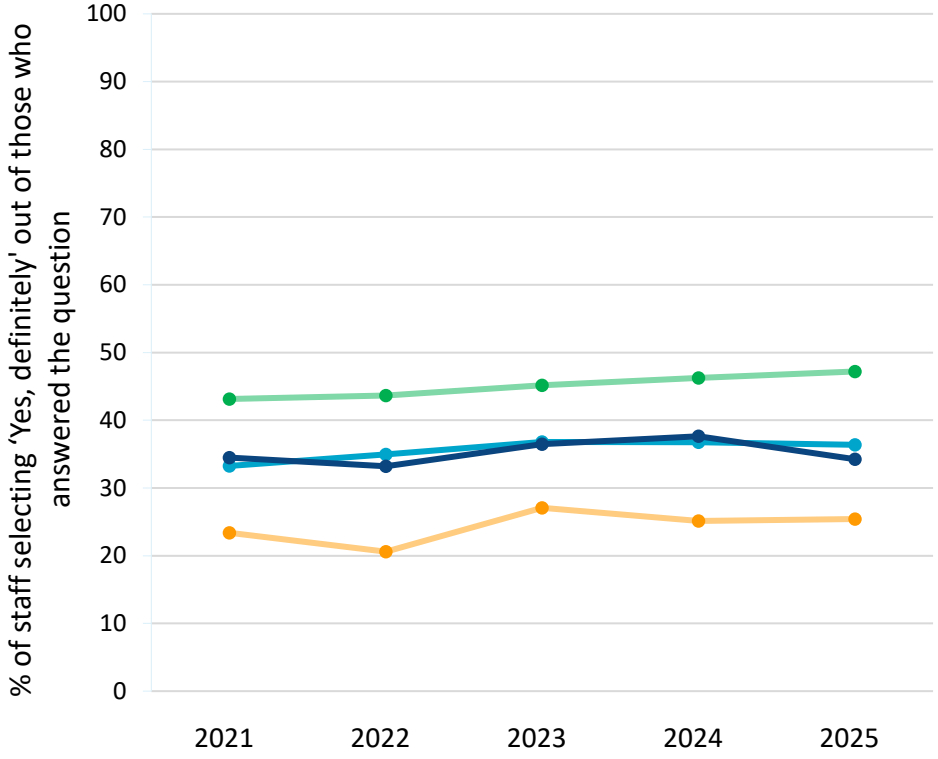
	2021	2022	2023	2024	2025
Your org	21.53%	22.23%	24.69%	26.29%	23.10%
Best result	33.15%	32.80%	35.73%	36.96%	37.46%
Average result	20.81%	22.46%	25.04%	25.11%	25.45%
Worst result	13.27%	14.29%	14.92%	16.48%	15.71%
Responses	1245	1125	1474	1577	1498

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

Survey Coordination Centre

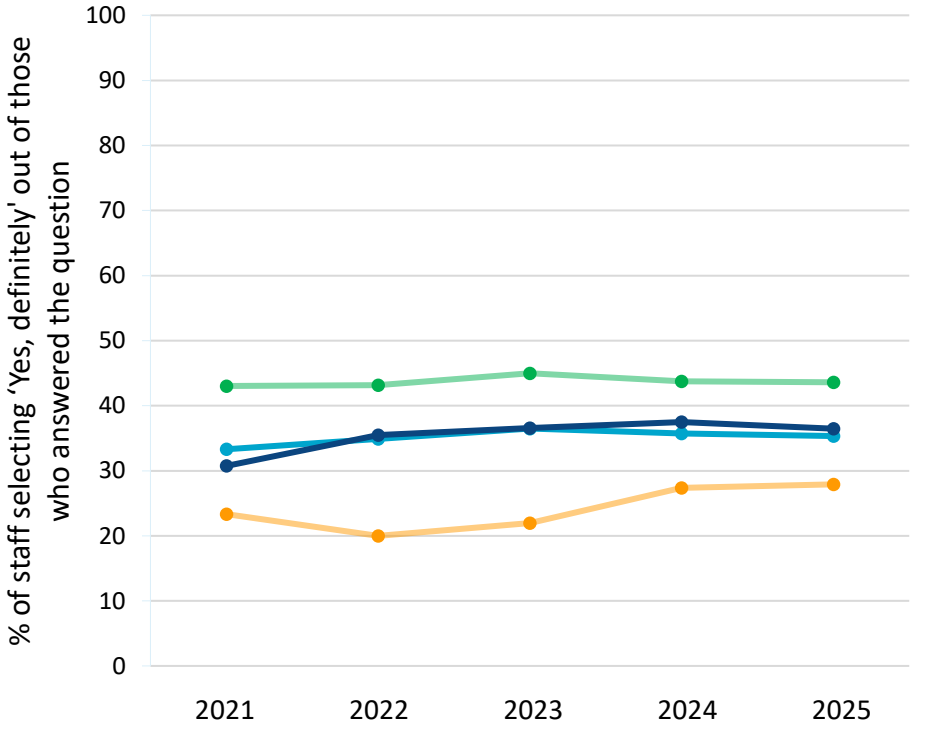
NHS

Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024	2025
Your org	34.46%	33.20%	36.47%	37.63%	34.25%
Best result	43.14%	43.65%	45.14%	46.27%	47.20%
Average result	33.25%	34.97%	36.79%	36.75%	36.37%
Worst result	23.38%	20.59%	27.07%	25.15%	25.40%
Responses	1242	1124	1472	1570	1496

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



	2021	2022	2023	2024	2025
Your org	30.74%	35.48%	36.56%	37.49%	36.48%
Best result	43.03%	43.17%	44.98%	43.74%	43.58%
Average result	33.30%	34.89%	36.49%	35.74%	35.35%
Worst result	23.32%	19.99%	21.97%	27.36%	27.91%
Responses	1242	1123	1475	1568	1496

Survey Coordination Centre

NHS

People Promise element – We work flexibly

Questions included:

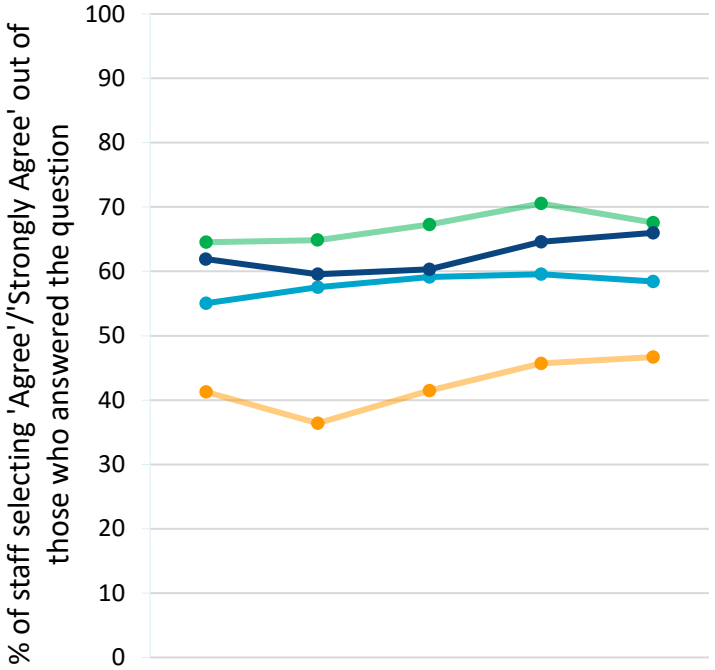
Support for work-life balance – Q6b, Q6c, Q6d

Flexible working – Q4d

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.

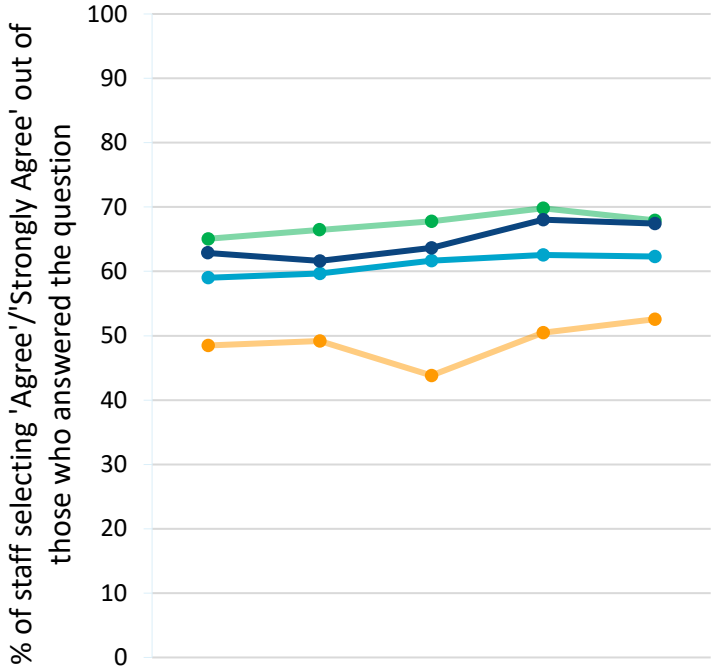
Survey Coordination Centre NHS

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



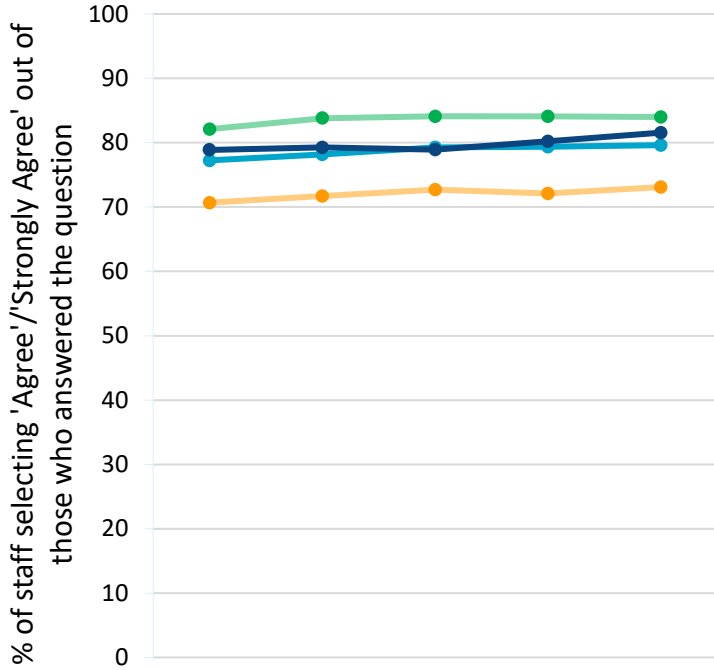
	2021	2022	2023	2024	2025
Your org	61.90%	59.55%	60.34%	64.59%	65.99%
Best result	64.53%	64.85%	67.29%	70.55%	67.60%
Average result	55.05%	57.54%	59.15%	59.56%	58.41%
Worst result	41.27%	36.40%	41.49%	45.70%	46.68%
Responses	1415	1334	1672	1760	1689

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



	2021	2022	2023	2024	2025
Your org	62.86%	61.63%	63.63%	68.03%	67.45%
Best result	65.06%	66.45%	67.78%	69.80%	67.91%
Average result	59.00%	59.65%	61.64%	62.55%	62.29%
Worst result	48.47%	49.18%	43.82%	50.48%	52.57%
Responses	1410	1330	1668	1753	1687

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

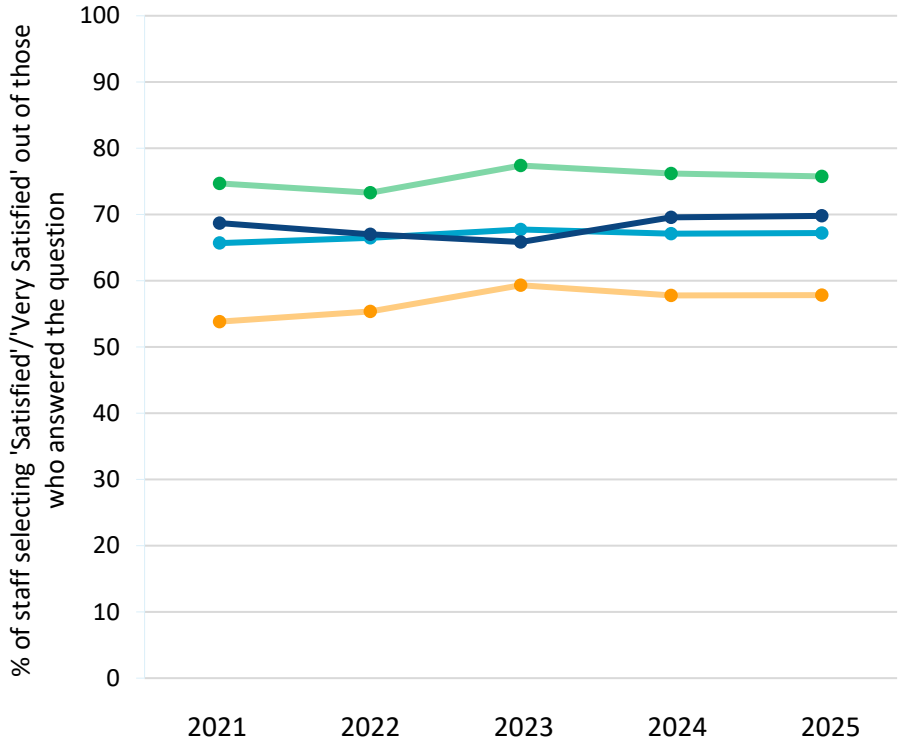


	2021	2022	2023	2024	2025
Your org	78.87%	79.26%	78.93%	80.20%	81.56%
Best result	82.10%	83.79%	84.10%	84.08%	83.97%
Average result	77.25%	78.18%	79.26%	79.39%	79.62%
Worst result	70.68%	71.71%	72.70%	72.10%	73.10%
Responses	1411	1335	1673	1758	1687

Survey Coordination Centre

NHS

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

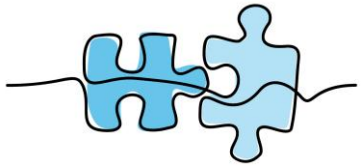


	2021	2022	2023	2024	2025
Your org	68.70%	66.99%	65.84%	69.57%	69.79%
Best result	74.71%	73.29%	77.39%	76.19%	75.77%
Average result	65.68%	66.46%	67.74%	67.09%	67.21%
Worst result	53.83%	55.37%	59.32%	57.76%	57.81%
Responses	1407	1325	1671	1756	1680

Survey Coordination Centre

NHS

People Promise element – We are a team



Questions included:

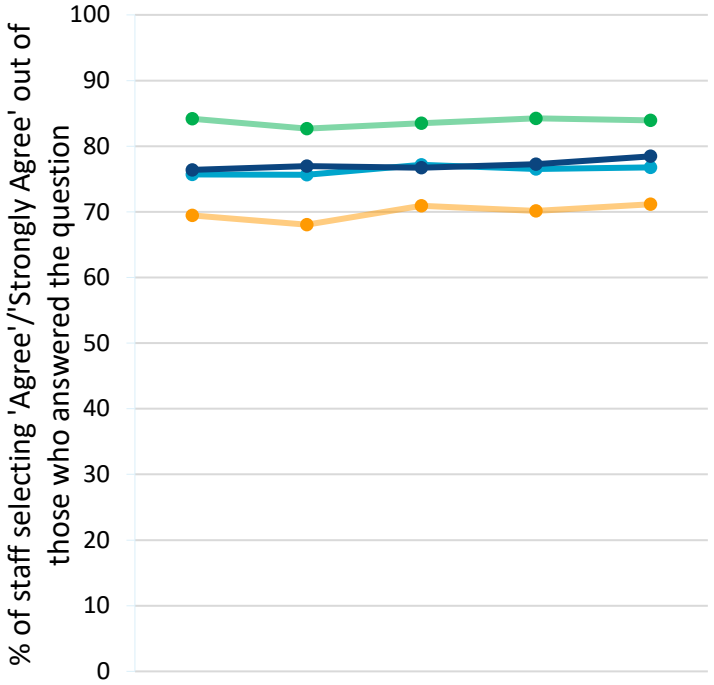
Team working – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a

Line management – Q9a, Q9b, Q9c, Q9d

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.

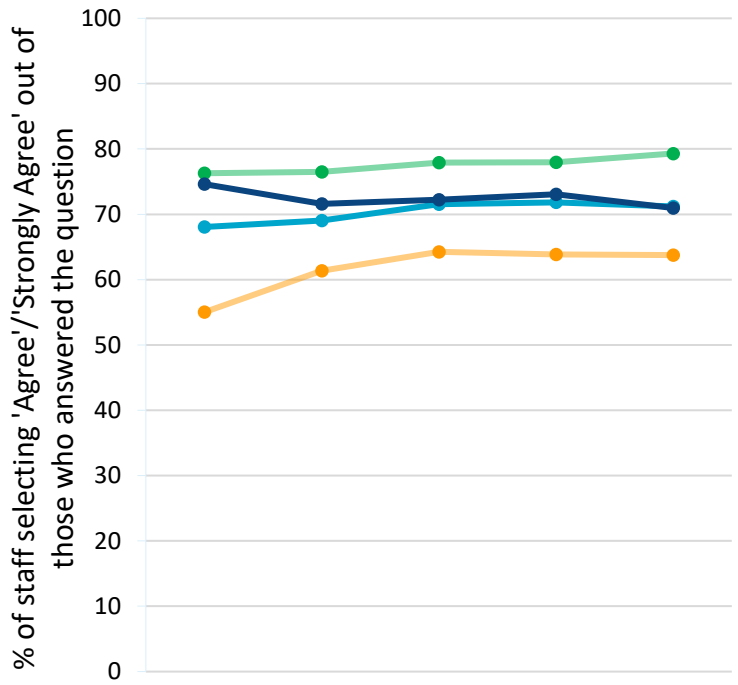
Survey Coordination Centre NHS

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



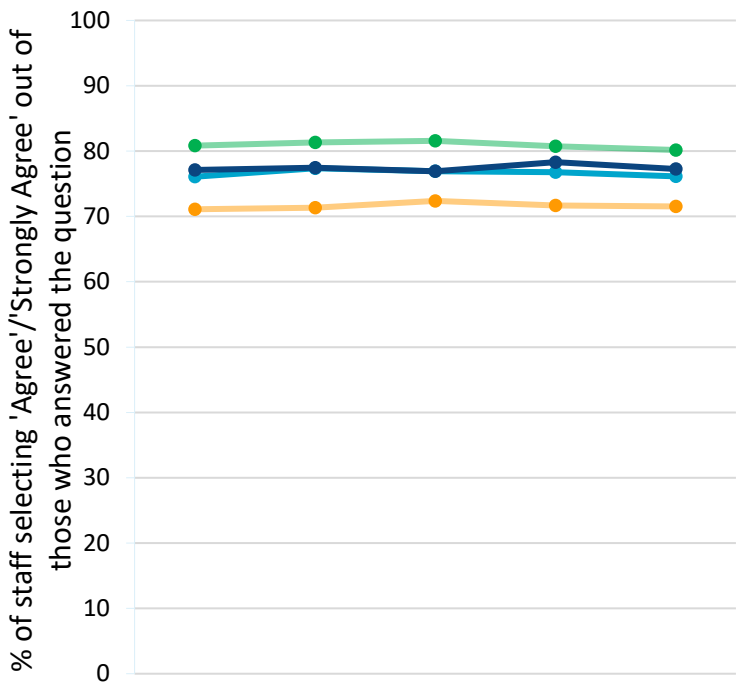
	2021	2022	2023	2024	2025
Your org	76.39%	76.96%	76.71%	77.24%	78.45%
Best result	84.18%	82.68%	83.48%	84.25%	83.91%
Average result	75.69%	75.64%	77.16%	76.53%	76.78%
Worst result	69.48%	68.04%	70.90%	70.16%	71.15%
Responses	1412	1333	1675	1759	1687

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



	2021	2022	2023	2024	2025
Your org	74.62%	71.61%	72.24%	73.05%	70.96%
Best result	76.29%	76.50%	77.94%	77.99%	79.31%
Average result	68.06%	69.06%	71.57%	71.82%	71.21%
Worst result	55.02%	61.38%	64.26%	63.88%	63.77%
Responses	1413	1331	1672	1759	1684

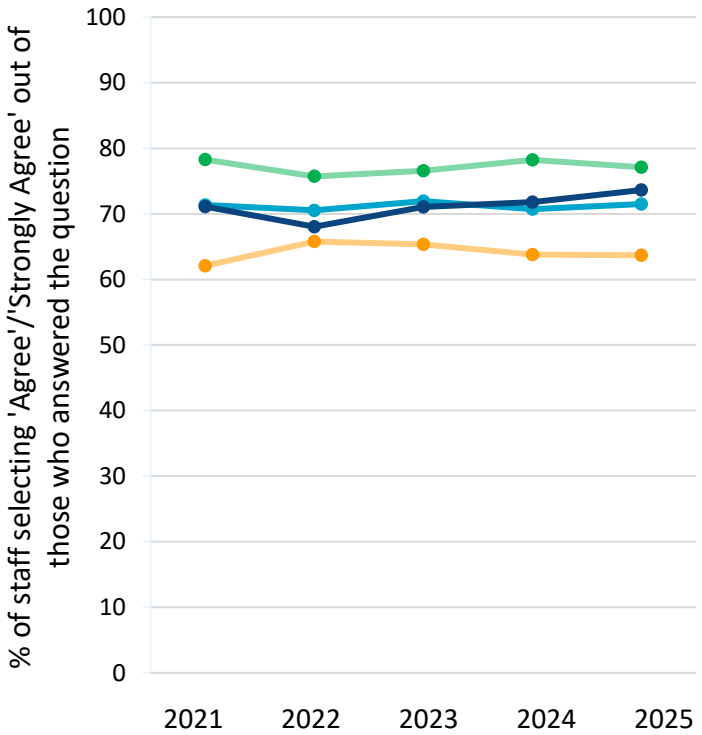
Q7c I receive the respect I deserve from my colleagues at work.



	2021	2022	2023	2024	2025
Your org	77.13%	77.47%	76.91%	78.31%	77.26%
Best result	80.83%	81.33%	81.58%	80.74%	80.17%
Average result	76.08%	77.37%	76.94%	76.79%	76.14%
Worst result	71.10%	71.34%	72.38%	71.67%	71.53%
Responses	1414	1332	1674	1760	1683

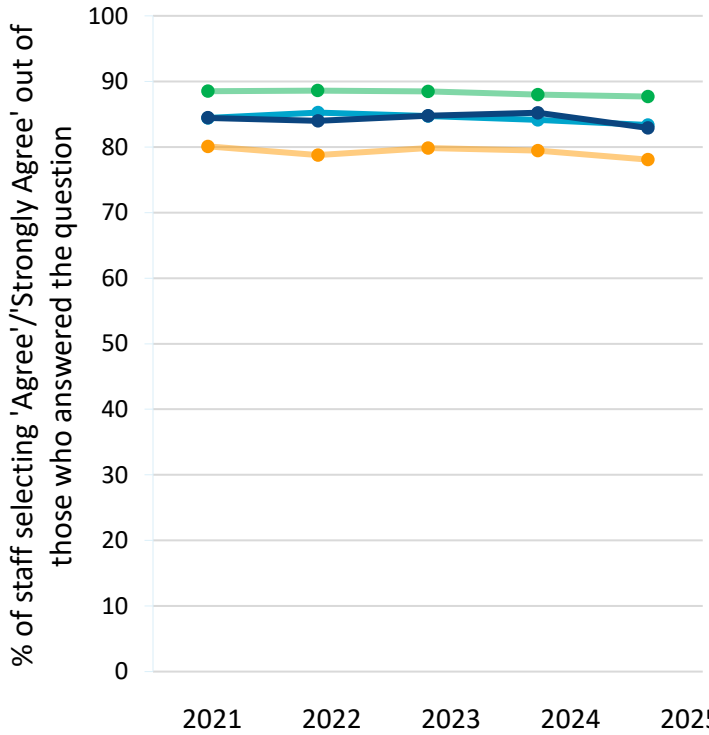
Survey Coordination Centre NHS

Q7d Team members understand each other's roles.



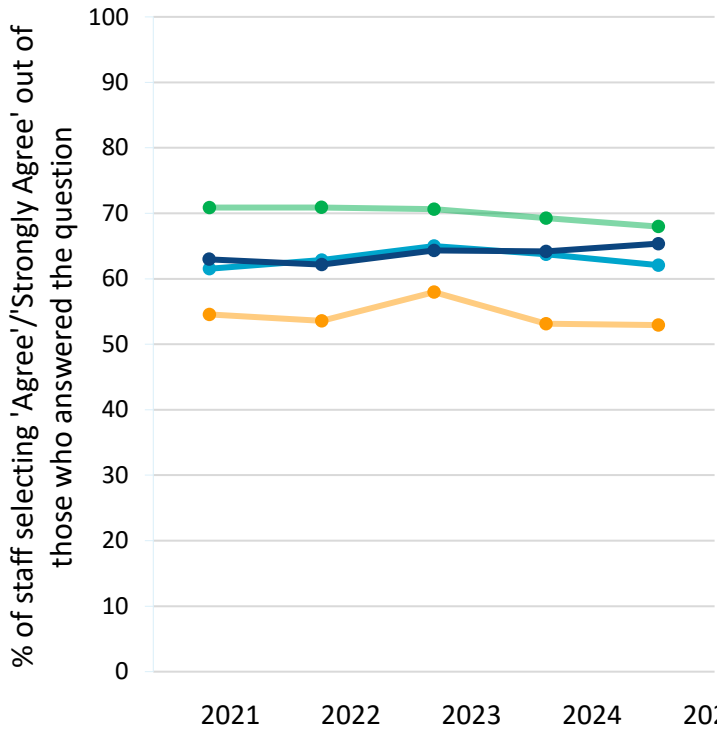
	2021	2022	2023	2024	2025
Your org	71.10%	68.04%	71.06%	71.79%	73.63%
Best result	78.26%	75.70%	76.57%	78.24%	77.11%
Average result	71.32%	70.54%	71.94%	70.71%	71.47%
Worst result	62.08%	65.77%	65.34%	63.76%	63.71%
Responses	1411	1333	1672	1760	1683

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023	2024	2025
Your org	84.44%	84.00%	84.76%	85.22%	82.91%
Best result	88.51%	88.59%	88.49%	87.98%	87.70%
Average result	84.44%	85.25%	84.71%	84.13%	83.36%
Worst result	80.10%	78.76%	79.82%	79.46%	78.08%
Responses	1412	1330	1674	1758	1685

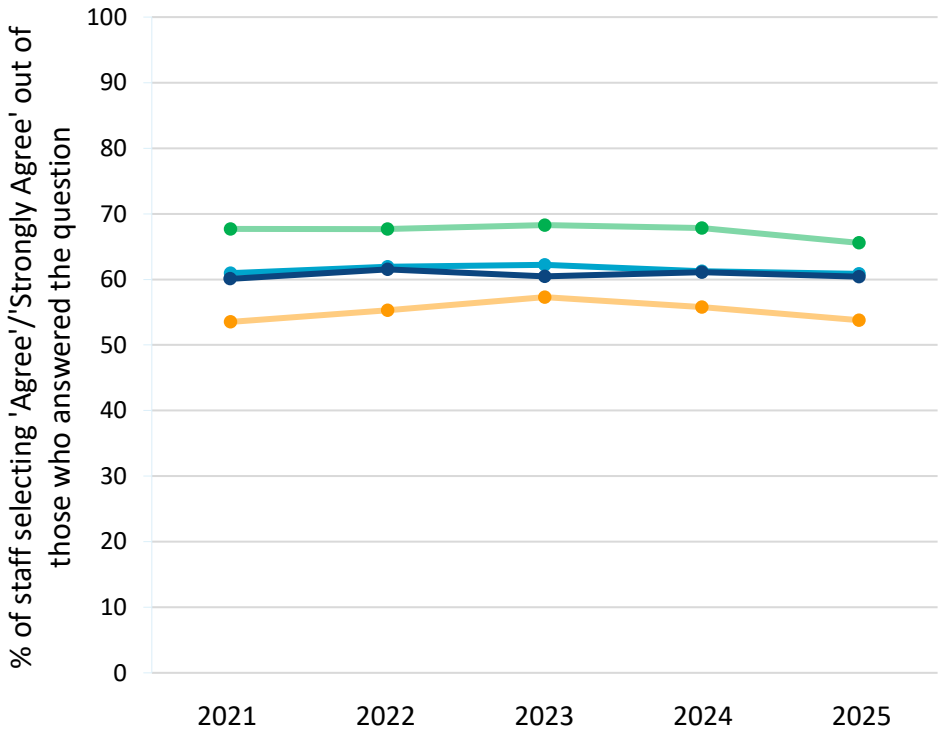
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024	2025
Your org	62.98%	62.17%	64.34%	64.19%	65.37%
Best result	70.88%	70.88%	70.64%	69.28%	67.97%
Average result	61.54%	62.89%	65.00%	63.75%	62.07%
Worst result	54.58%	53.56%	57.96%	53.14%	52.93%
Responses	1403	1329	1667	1760	1682

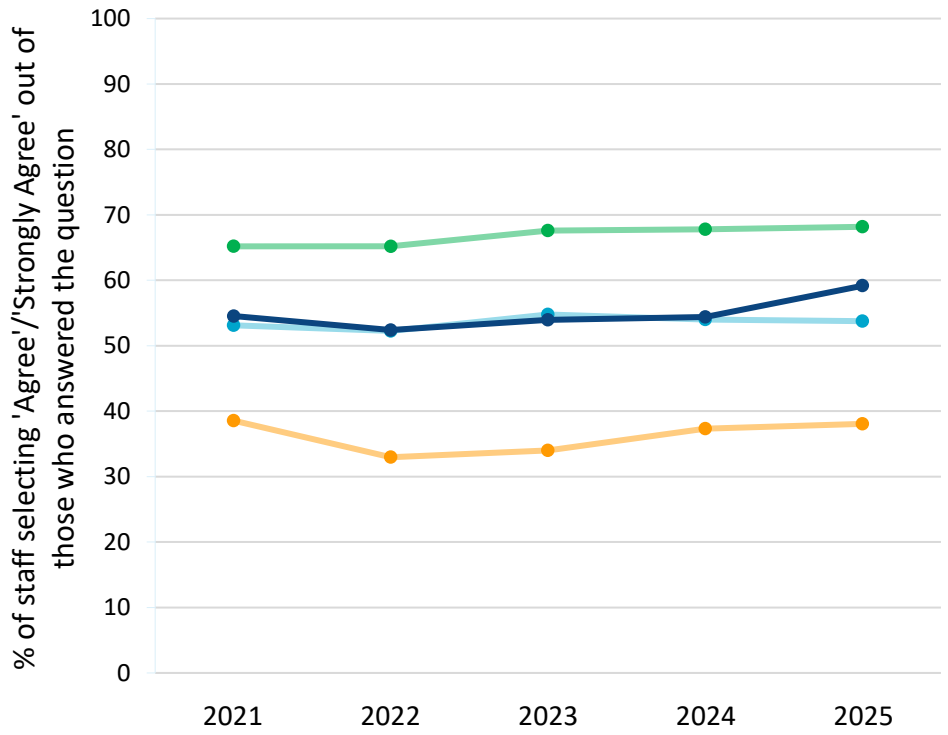
Survey Coordination Centre NHS

Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023	2024	2025
Your org	60.08%	61.52%	60.45%	61.10%	60.41%
Best result	67.70%	67.67%	68.29%	67.83%	65.57%
Average result	60.93%	61.95%	62.22%	61.27%	60.84%
Worst result	53.51%	55.29%	57.30%	55.80%	53.78%
Responses	1410	1330	1675	1757	1682

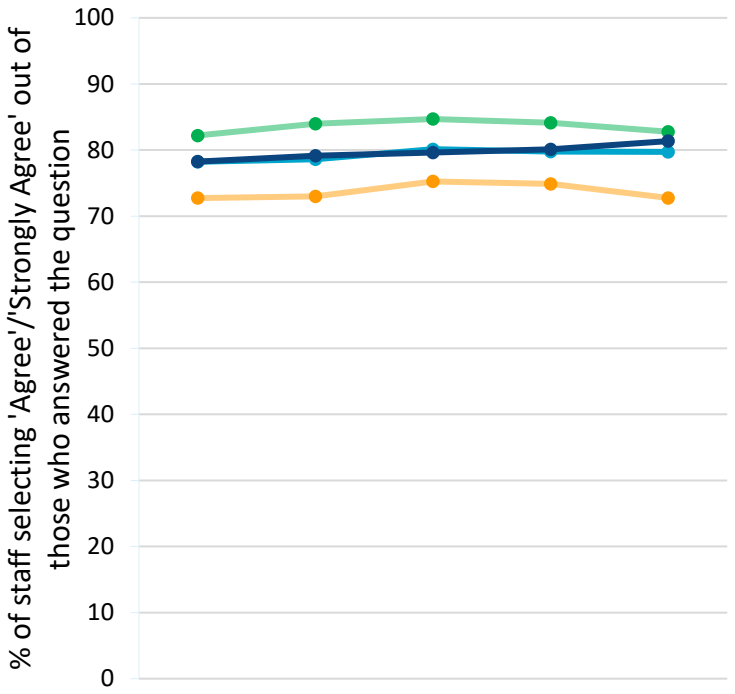
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024	2025
Your org	54.54%	52.41%	53.94%	54.37%	59.16%
Best result	65.19%	65.20%	67.58%	67.80%	68.18%
Average result	53.13%	52.26%	54.78%	54.02%	53.77%
Worst result	38.55%	32.96%	34.02%	37.34%	38.06%
Responses	1412	1329	1672	1760	1685

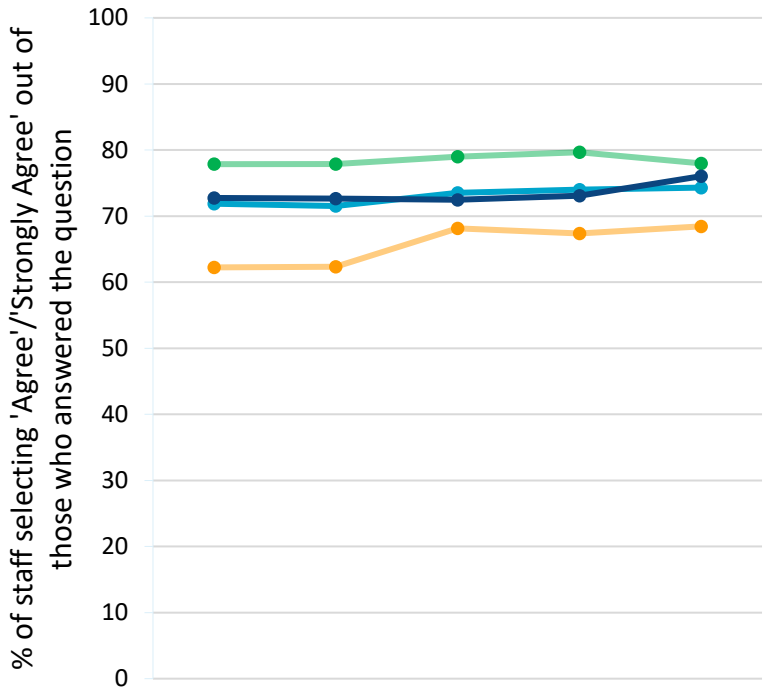
Survey Coordination Centre NHS

Q9a My immediate manager encourages me at work.



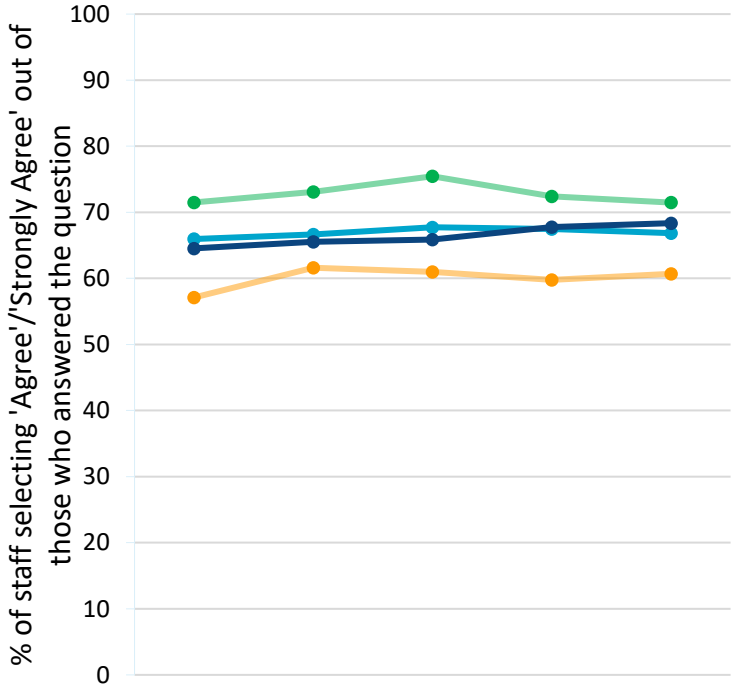
	2021	2022	2023	2024	2025
Your org	78.25%	79.15%	79.61%	80.12%	81.35%
Best result	82.21%	83.97%	84.69%	84.11%	82.77%
Average result	78.22%	78.61%	80.13%	79.75%	79.72%
Worst result	72.73%	73.00%	75.24%	74.90%	72.75%
Responses	1414	1334	1677	1761	1688

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



	2021	2022	2023	2024	2025
Your org	72.76%	72.66%	72.48%	73.10%	76.04%
Best result	77.86%	77.86%	78.98%	79.66%	78.00%
Average result	71.87%	71.53%	73.53%	74.02%	74.31%
Worst result	62.24%	62.32%	68.14%	67.38%	68.45%
Responses	1415	1335	1674	1762	1683

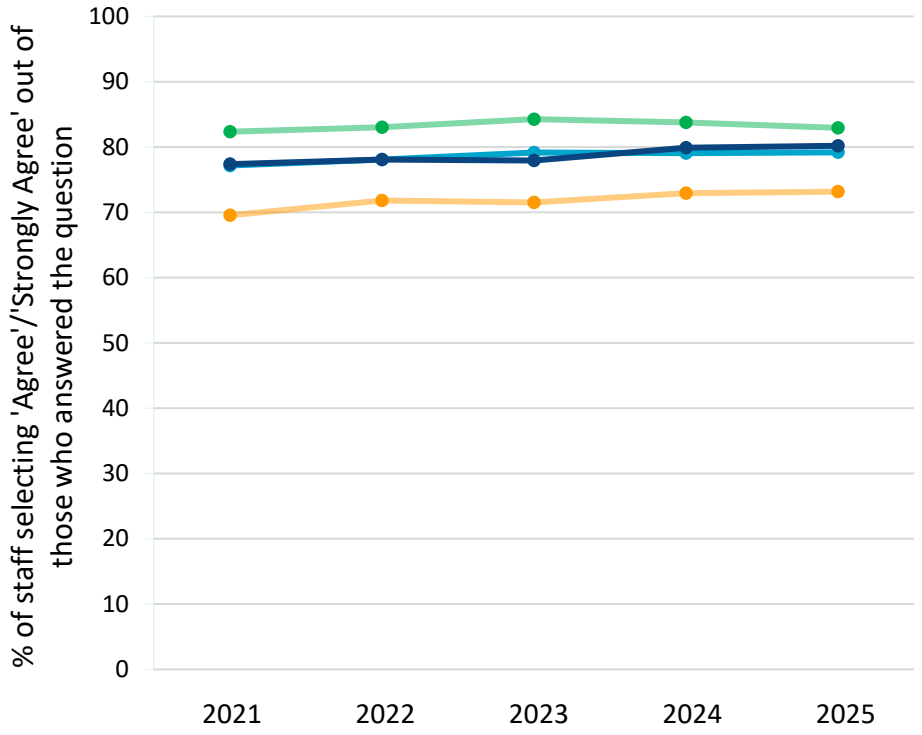
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



	2021	2022	2023	2024	2025
Your org	64.55%	65.55%	65.89%	67.75%	68.36%
Best result	71.50%	73.08%	75.45%	72.40%	71.48%
Average result	65.96%	66.63%	67.74%	67.49%	66.84%
Worst result	57.12%	61.61%	60.97%	59.76%	60.69%
Responses	1411	1333	1674	1756	1684

Survey Coordination Centre NHS

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



	2021	2022	2023	2024	2025
Your org	77.37%	78.08%	77.95%	79.88%	80.18%
Best result	82.34%	83.04%	84.27%	83.79%	82.91%
Average result	77.16%	78.08%	79.13%	79.07%	79.18%
Worst result	69.54%	71.81%	71.49%	72.94%	73.16%
Responses	1416	1332	1676	1760	1685

Survey Coordination Centre

NHS

Theme – Staff engagement

Questions included:

Motivation – Q2a, Q2b, Q2c

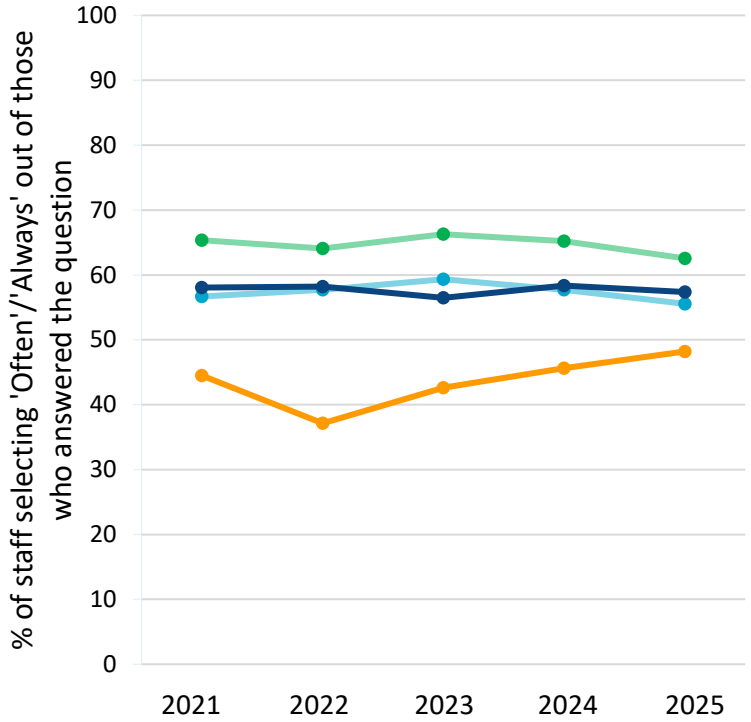
Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

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.

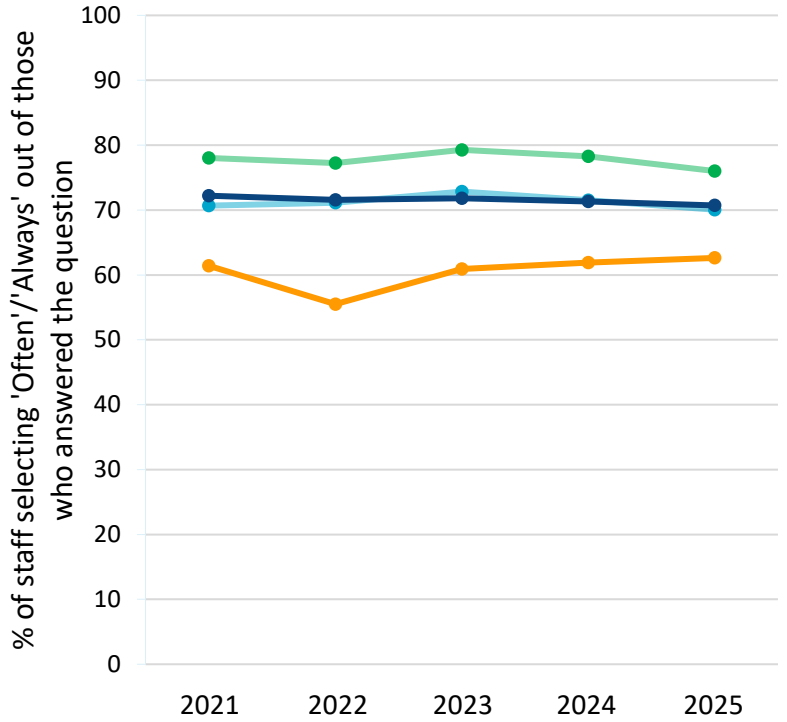
Survey Coordination Centre NHS

Q2a I look forward to going to work.



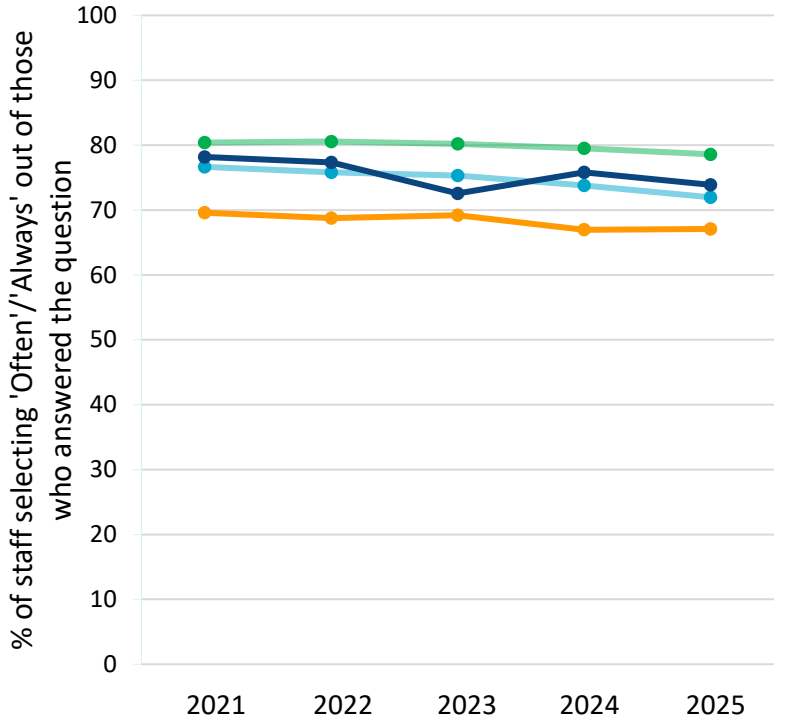
	2021	2022	2023	2024	2025
Your org	58.04%	58.18%	56.47%	58.36%	57.34%
Best result	65.35%	64.09%	66.28%	65.18%	62.55%
Average result	56.67%	57.71%	59.33%	57.73%	55.55%
Worst result	44.51%	37.13%	42.64%	45.63%	48.20%
Responses	1413	1331	1672	1749	1681

Q2b I am enthusiastic about my job.



	2021	2022	2023	2024	2025
Your org	72.20%	71.57%	71.83%	71.34%	70.71%
Best result	78.01%	77.24%	79.27%	78.29%	76.01%
Average result	70.69%	71.13%	72.84%	71.51%	70.05%
Worst result	61.42%	55.50%	60.92%	61.90%	62.62%
Responses	1398	1325	1662	1744	1675

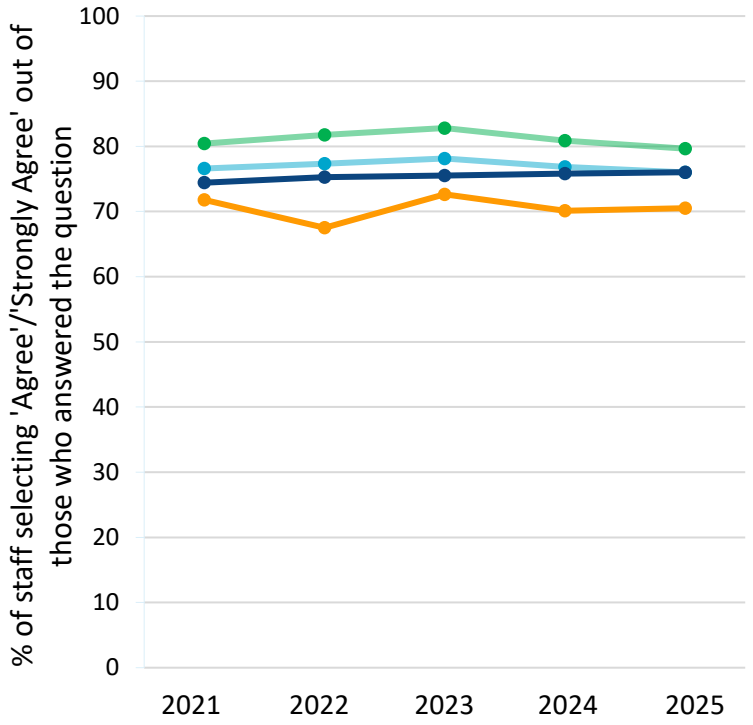
Q2c Time passes quickly when I am working.



	2021	2022	2023	2024	2025
Your org	78.18%	77.34%	72.56%	75.80%	73.88%
Best result	80.39%	80.56%	80.22%	79.52%	78.59%
Average result	76.65%	75.80%	75.31%	73.80%	71.97%
Worst result	69.58%	68.74%	69.22%	66.95%	67.08%
Responses	1399	1325	1662	1741	1674

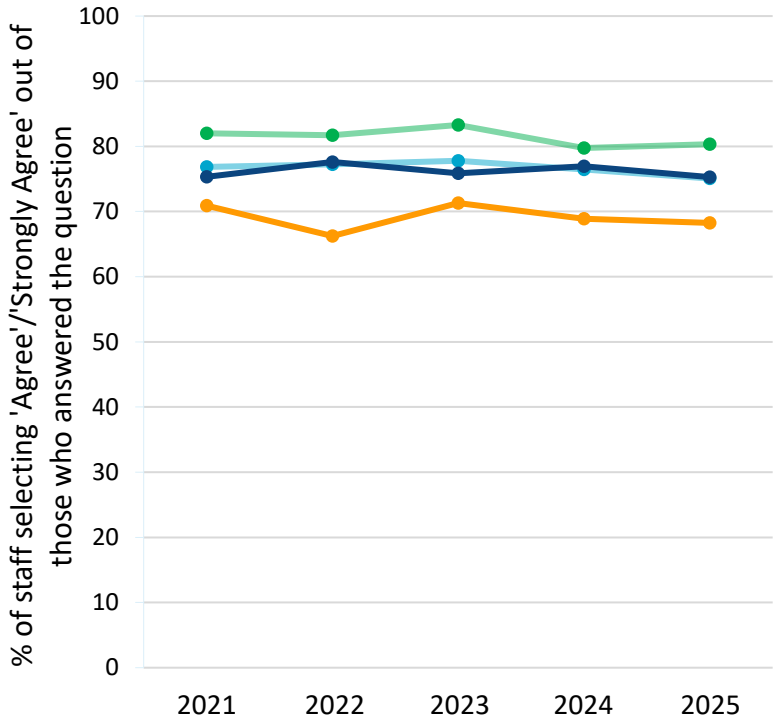
Survey Coordination Centre NHS

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



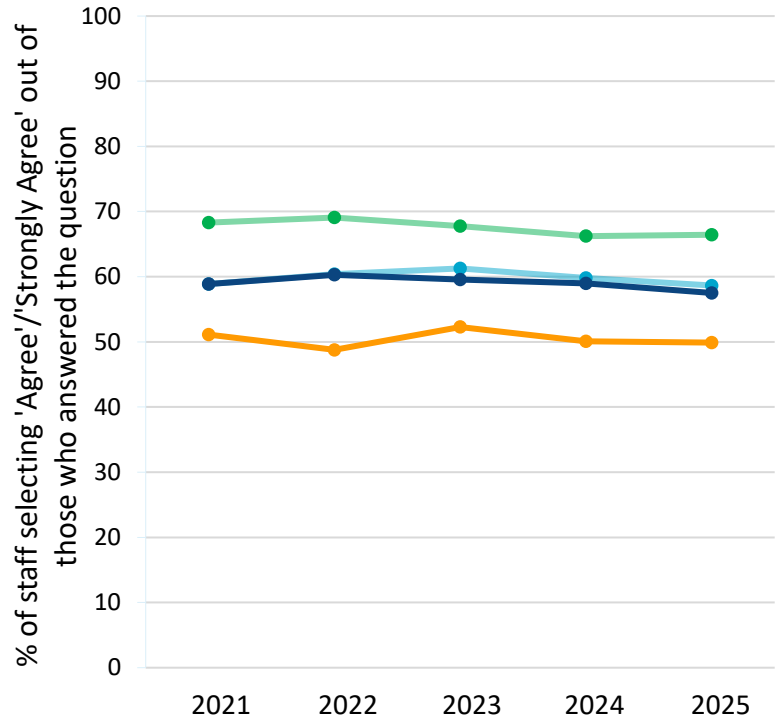
	2021	2022	2023	2024	2025
Your org	74.43%	75.27%	75.51%	75.81%	76.03%
Best result	80.42%	81.74%	82.81%	80.86%	79.65%
Average result	76.61%	77.35%	78.14%	76.83%	76.00%
Worst result	71.81%	67.51%	72.65%	70.14%	70.50%
Responses	1413	1331	1670	1755	1687

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



	2021	2022	2023	2024	2025
Your org	75.30%	77.61%	75.84%	76.92%	75.29%
Best result	82.02%	81.70%	83.28%	79.75%	80.32%
Average result	76.84%	77.22%	77.79%	76.46%	75.07%
Worst result	70.93%	66.24%	71.30%	68.88%	68.27%
Responses	1407	1330	1668	1753	1681

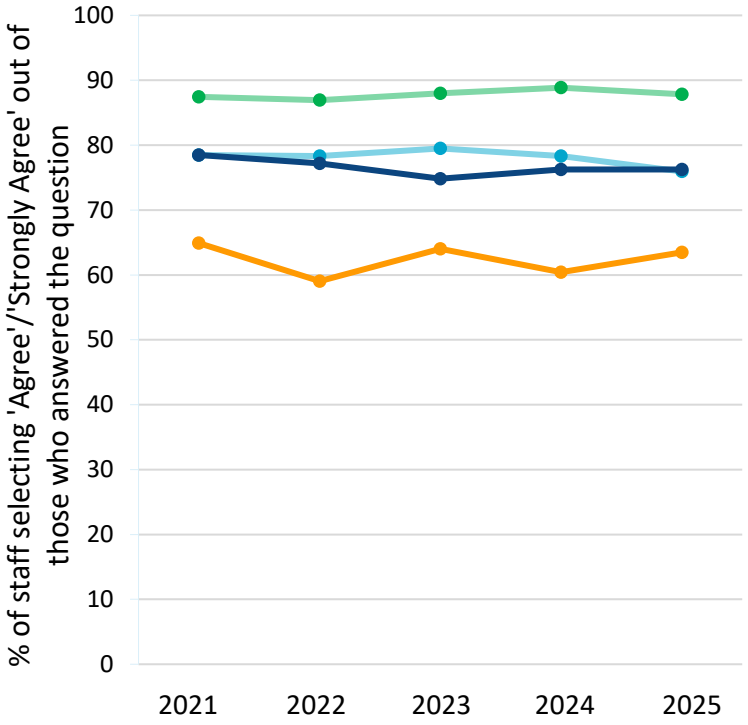
Q3f I am able to make improvements happen in my area of work.



	2021	2022	2023	2024	2025
Your org	58.87%	60.28%	59.54%	59.00%	57.50%
Best result	68.32%	69.08%	67.76%	66.23%	66.45%
Average result	58.87%	60.41%	61.27%	59.82%	58.65%
Worst result	51.10%	48.78%	52.28%	50.11%	49.87%
Responses	1405	1331	1664	1748	1683

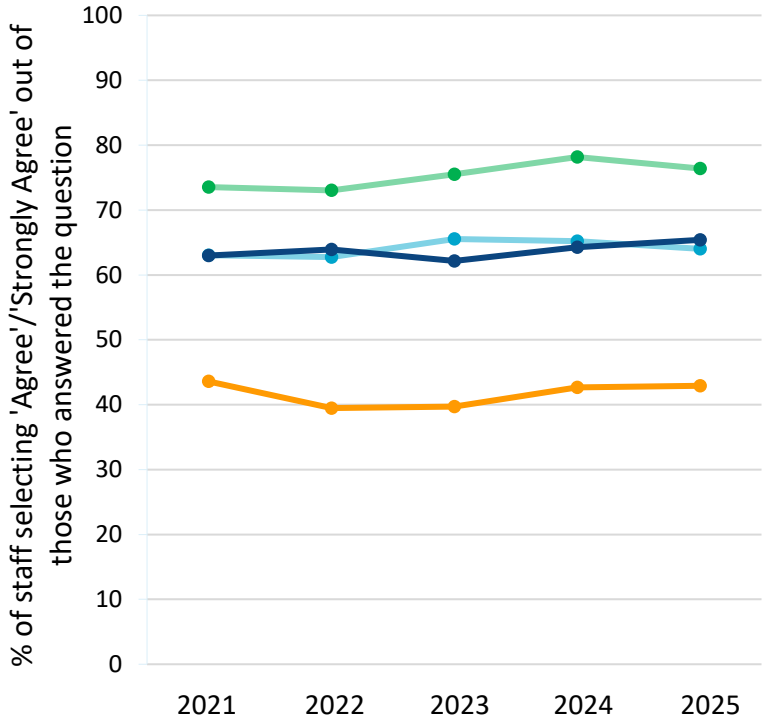
Survey Coordination Centre NHS

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



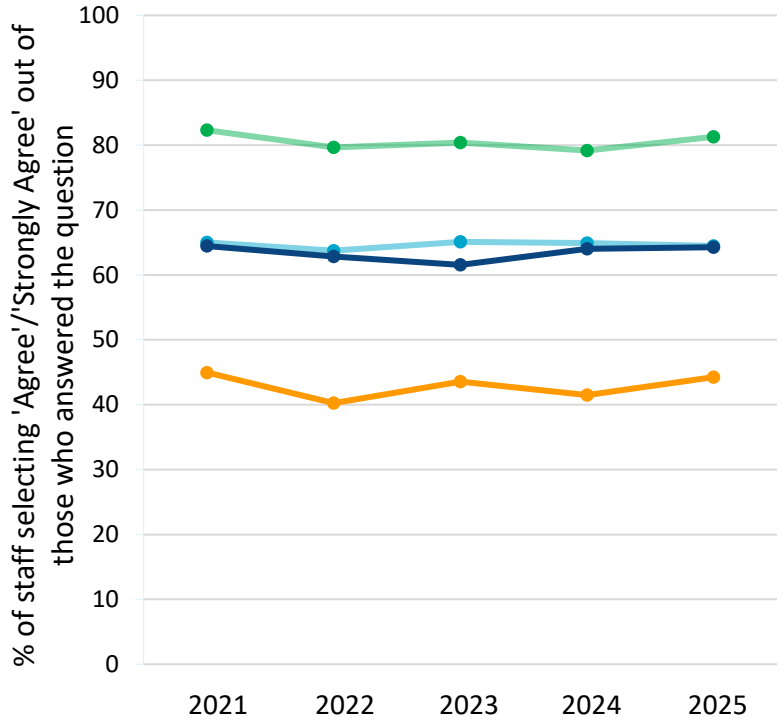
	2021	2022	2023	2024	2025
Your org	78.48%	77.17%	74.83%	76.23%	76.27%
Best result	87.43%	86.93%	87.99%	88.86%	87.85%
Average result	78.46%	78.32%	79.49%	78.32%	75.94%
Worst result	64.89%	59.04%	64.03%	60.43%	63.46%
Responses	1412	1332	1672	1757	1684

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



	2021	2022	2023	2024	2025
Your org	62.98%	63.93%	62.15%	64.24%	65.40%
Best result	73.53%	73.02%	75.50%	78.17%	76.39%
Average result	63.05%	62.75%	65.53%	65.22%	64.00%
Worst result	43.58%	39.48%	39.70%	42.69%	42.89%
Responses	1412	1329	1671	1755	1682

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	64.45%	62.85%	61.55%	64.00%	64.27%
Best result	82.30%	79.65%	80.41%	79.17%	81.28%
Average result	64.99%	63.74%	65.09%	64.91%	64.45%
Worst result	44.96%	40.24%	43.56%	41.49%	44.25%
Responses	1410	1332	1665	1752	1680

Survey Coordination Centre

NHS

Theme - Morale

Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

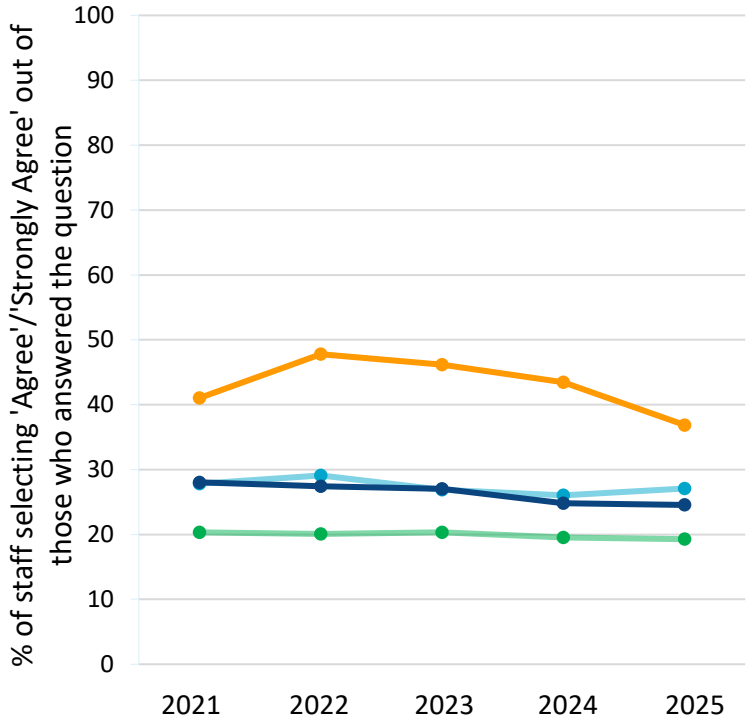
Work pressure – Q3g, Q3h, Q3i

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

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.

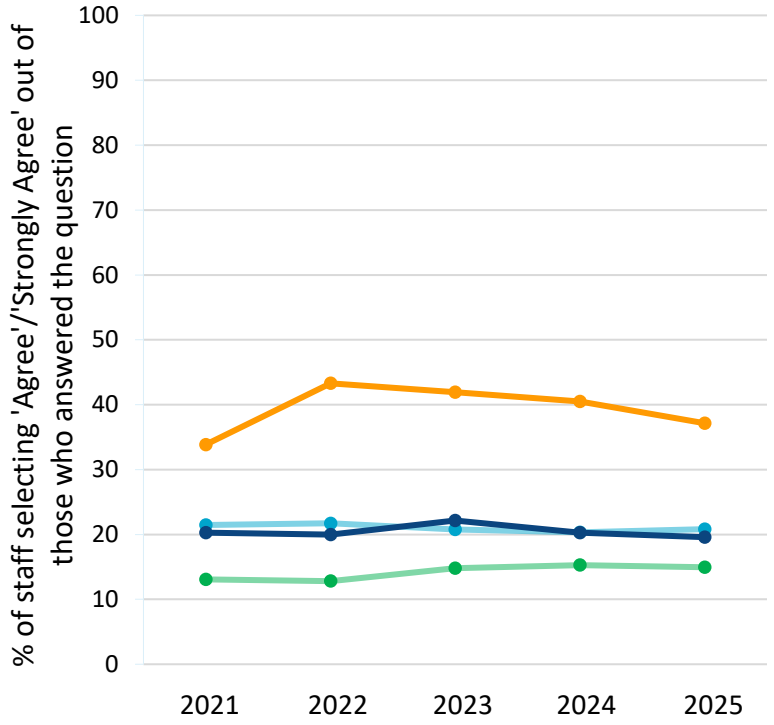
Survey Coordination Centre NHS

Q26a I often think about leaving this organisation.



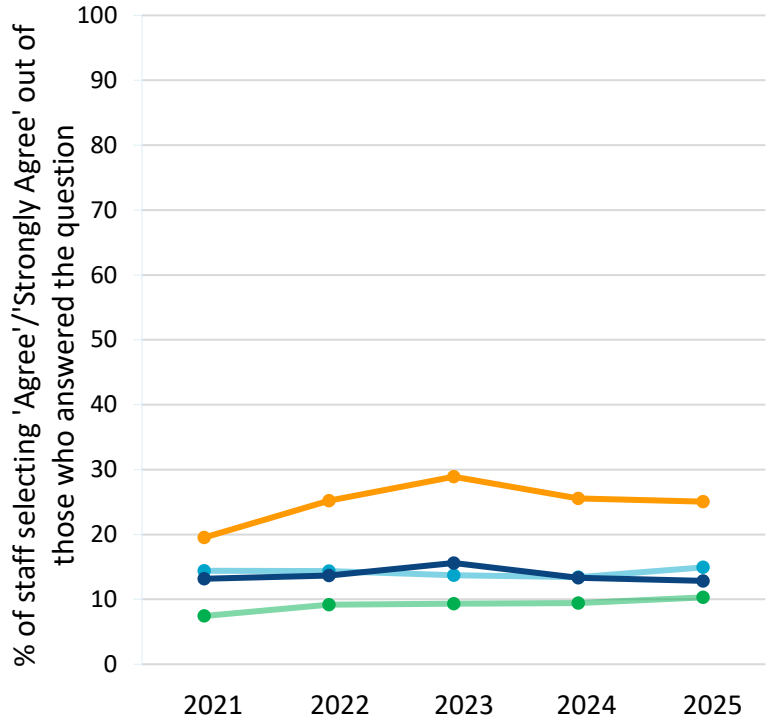
	2021	2022	2023	2024	2025
Your org	28.04%	27.40%	27.04%	24.82%	24.55%
Best result	20.32%	20.09%	20.33%	19.55%	19.27%
Average result	27.82%	29.10%	26.87%	26.03%	27.11%
Worst result	41.04%	47.78%	46.16%	43.45%	36.87%
Responses	1415	1333	1675	1755	1684

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



	2021	2022	2023	2024	2025
Your org	20.26%	19.97%	22.15%	20.29%	19.59%
Best result	13.08%	12.81%	14.81%	15.27%	14.94%
Average result	21.46%	21.73%	20.77%	20.33%	20.84%
Worst result	33.85%	43.29%	41.93%	40.48%	37.14%
Responses	1412	1330	1672	1752	1681

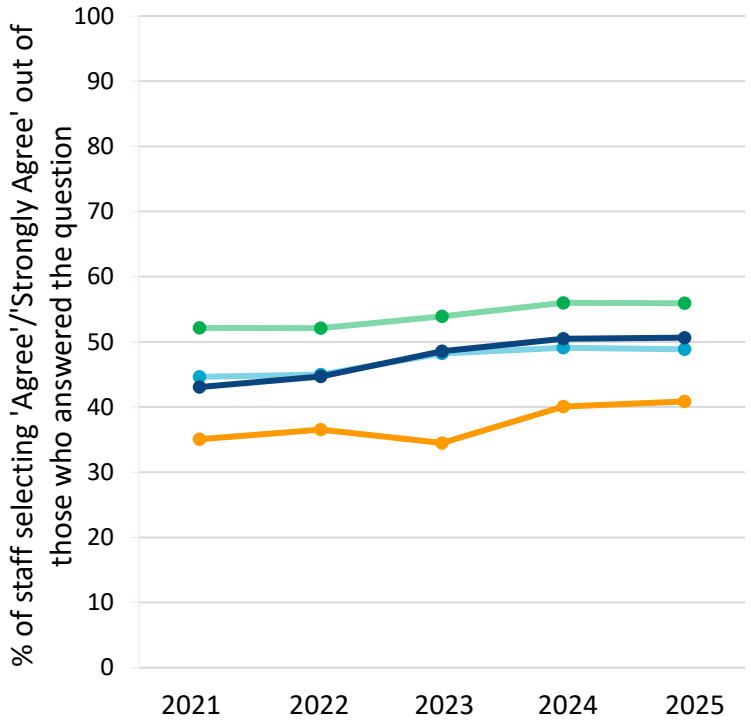
Q26c As soon as I can find another job, I will leave this organisation.



	2021	2022	2023	2024	2025
Your org	13.19%	13.69%	15.60%	13.34%	12.85%
Best result	7.44%	9.19%	9.32%	9.44%	10.30%
Average result	14.43%	14.36%	13.70%	13.42%	14.93%
Worst result	19.52%	25.22%	28.90%	25.57%	25.04%
Responses	1403	1329	1667	1739	1673

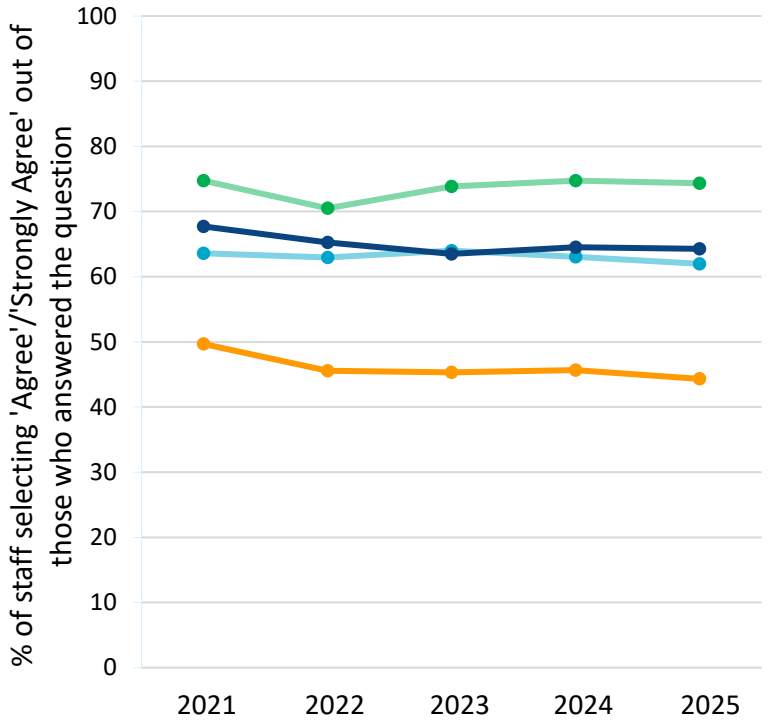
Survey Coordination Centre NHS

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



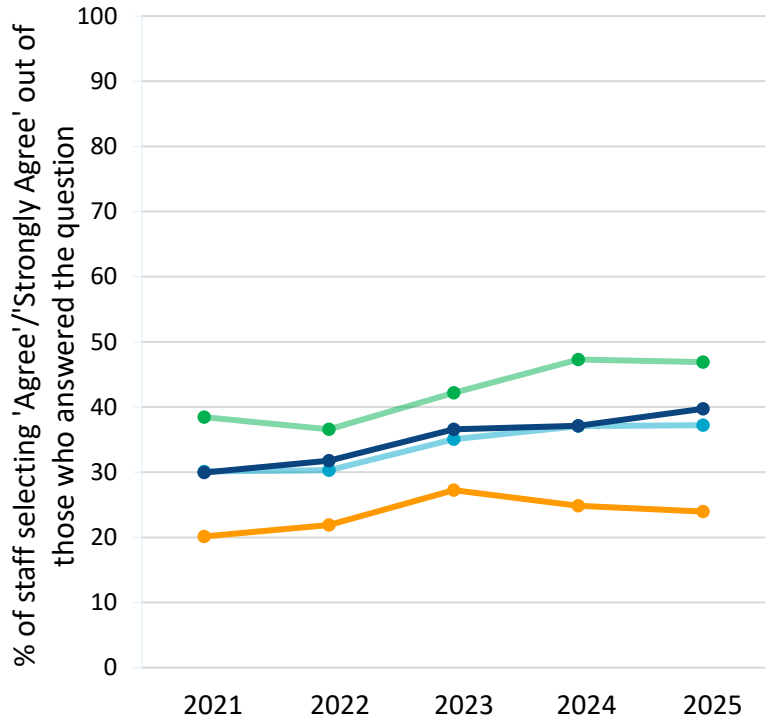
	2021	2022	2023	2024	2025
Your org	43.06%	44.70%	48.56%	50.46%	50.64%
Best result	52.13%	52.10%	53.91%	55.99%	55.93%
Average result	44.64%	44.95%	48.22%	49.09%	48.87%
Worst result	35.06%	36.54%	34.49%	40.06%	40.86%
Responses	1409	1330	1671	1751	1683

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



	2021	2022	2023	2024	2025
Your org	67.71%	65.24%	63.51%	64.52%	64.26%
Best result	74.72%	70.49%	73.85%	74.74%	74.34%
Average result	63.57%	62.94%	64.00%	63.07%	61.98%
Worst result	49.67%	45.58%	45.31%	45.65%	44.32%
Responses	1408	1326	1666	1752	1672

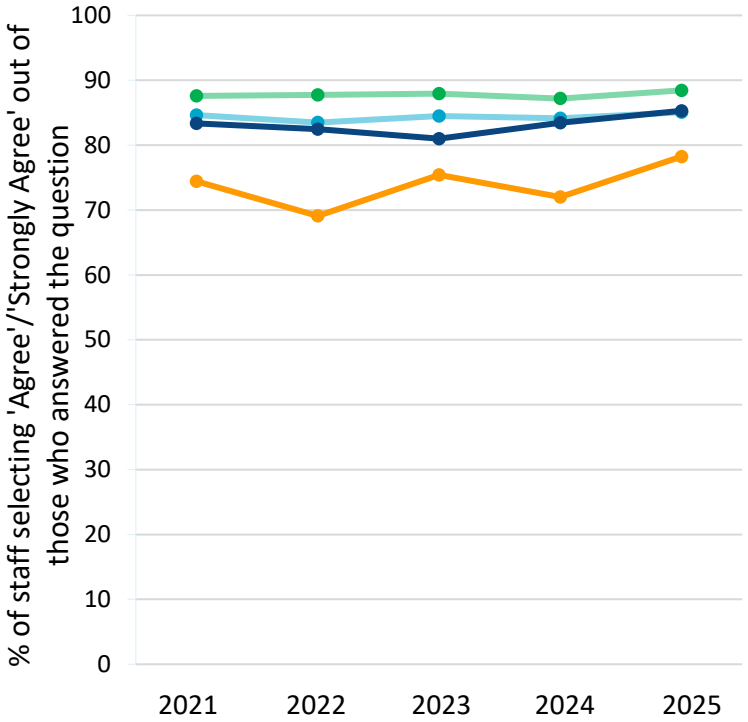
Q3i There are enough staff at this organisation for me to do my job properly.



	2021	2022	2023	2024	2025
Your org	29.95%	31.76%	36.56%	37.14%	39.73%
Best result	38.43%	36.57%	42.15%	47.29%	46.88%
Average result	30.11%	30.32%	35.08%	37.06%	37.21%
Worst result	20.14%	21.89%	27.24%	24.83%	23.97%
Responses	1412	1331	1675	1759	1690

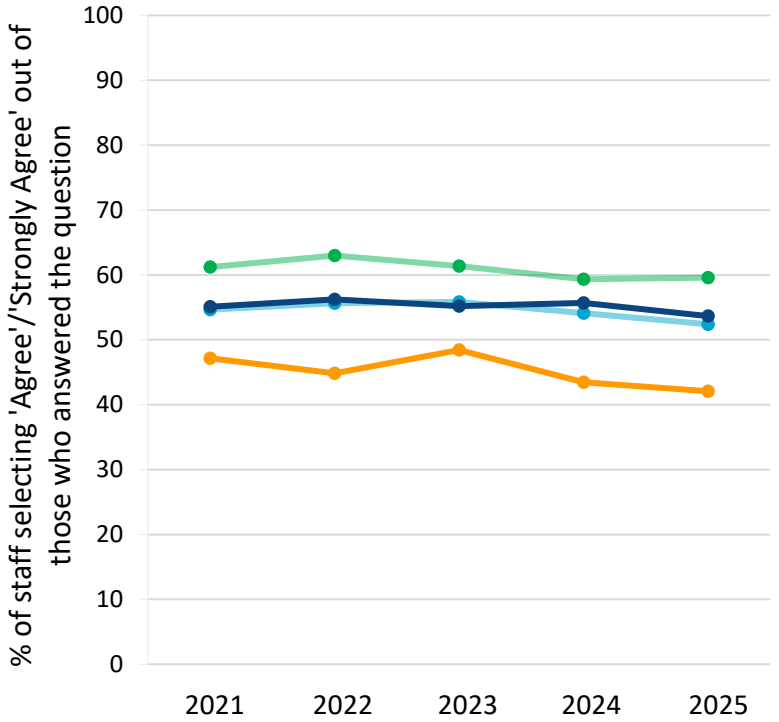
Survey Coordination Centre NHS

Q3a I always know what my work responsibilities are.



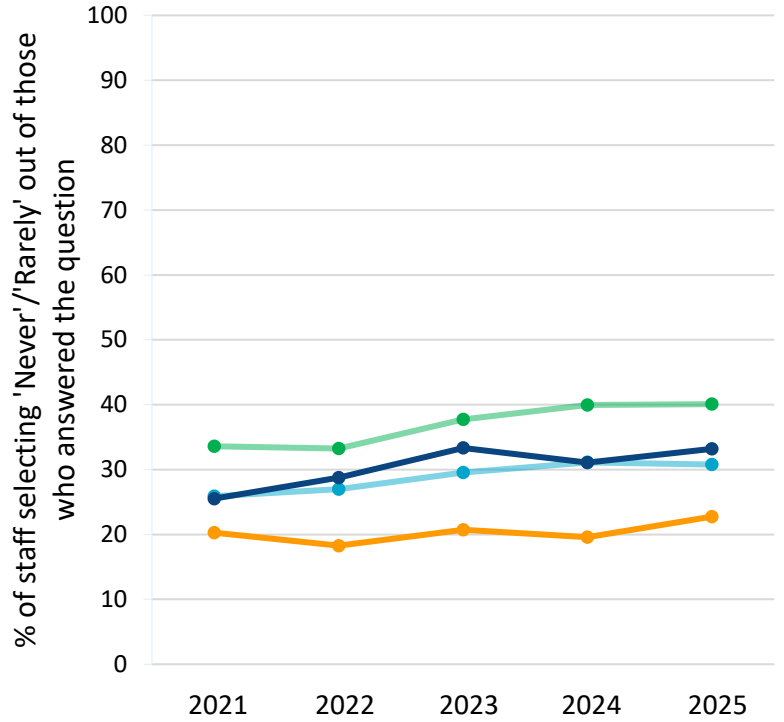
	2021	2022	2023	2024	2025
Your org	83.33%	82.45%	80.99%	83.46%	85.30%
Best result	87.60%	87.75%	87.93%	87.17%	88.44%
Average result	84.62%	83.48%	84.50%	84.15%	85.06%
Worst result	74.42%	69.09%	75.40%	72.01%	78.25%
Responses	1416	1335	1678	1763	1689

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



	2021	2022	2023	2024	2025
Your org	55.09%	56.23%	55.18%	55.68%	53.66%
Best result	61.19%	62.98%	61.34%	59.33%	59.56%
Average result	54.66%	55.65%	55.83%	54.09%	52.40%
Worst result	47.16%	44.85%	48.43%	43.44%	42.07%
Responses	1409	1330	1671	1752	1685

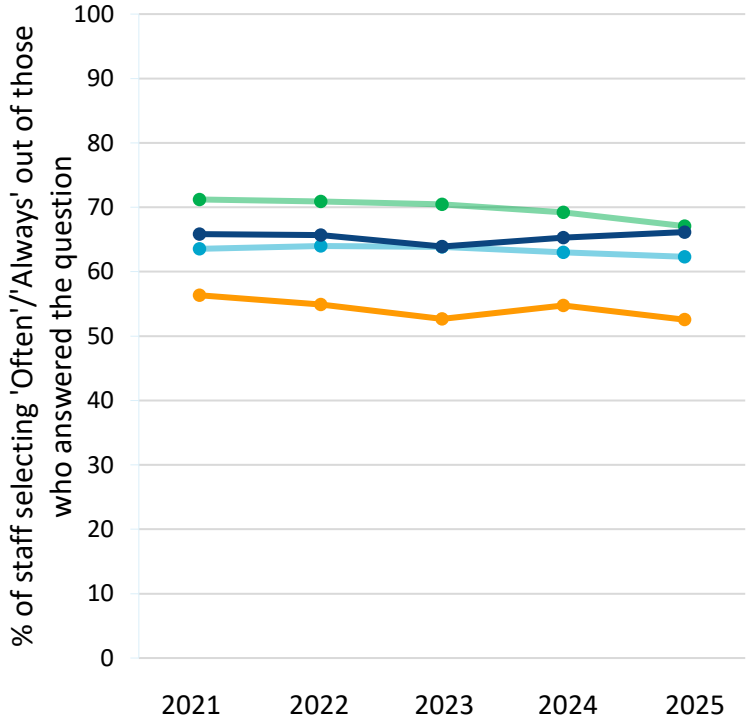
Q5a I have unrealistic time pressures.



	2021	2022	2023	2024	2025
Your org	25.53%	28.78%	33.33%	31.08%	33.20%
Best result	33.60%	33.24%	37.75%	39.97%	40.08%
Average result	25.89%	26.96%	29.56%	31.10%	30.76%
Worst result	20.27%	18.28%	20.74%	19.56%	22.75%
Responses	1414	1329	1669	1752	1685

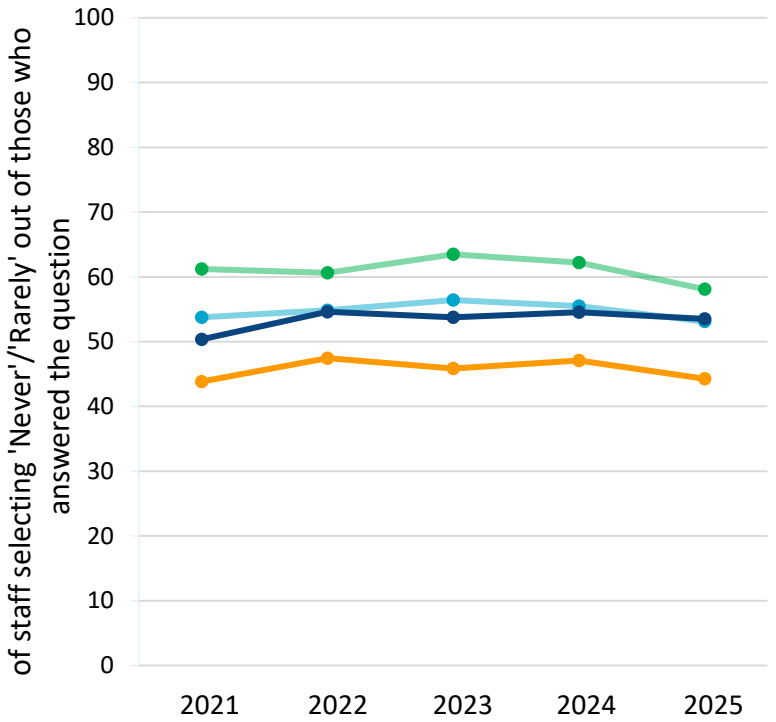
Survey Coordination Centre NHS

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



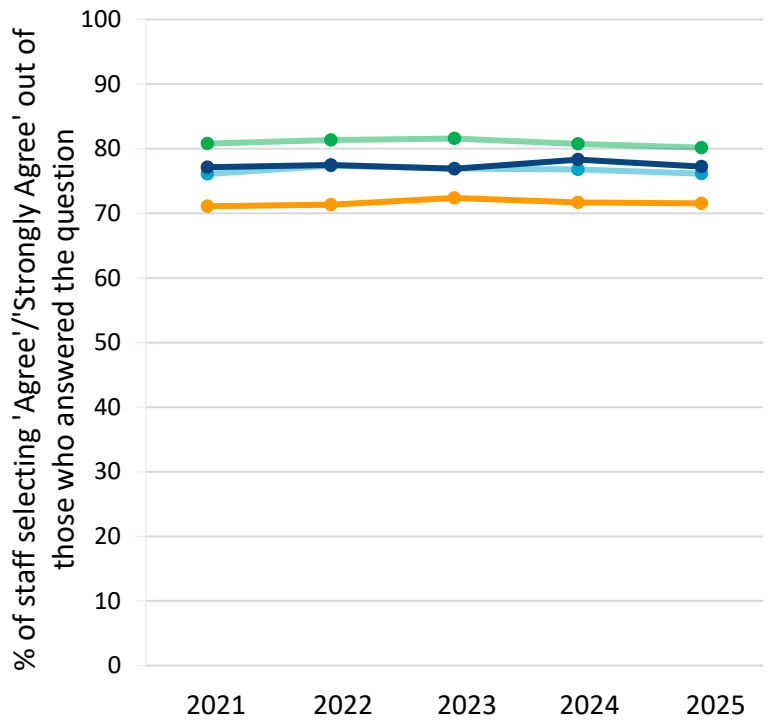
	2021	2022	2023	2024	2025
Your org	65.83%	65.70%	63.91%	65.29%	66.15%
Best result	71.21%	70.91%	70.48%	69.21%	67.08%
Average result	63.57%	63.98%	63.83%	63.01%	62.31%
Worst result	56.34%	54.90%	52.66%	54.73%	52.55%
Responses	1407	1325	1666	1747	1680

Q5c Relationships at work are strained.



	2021	2022	2023	2024	2025
Your org	50.35%	54.61%	53.78%	54.56%	53.51%
Best result	61.21%	60.64%	63.47%	62.19%	58.10%
Average result	53.74%	54.83%	56.42%	55.50%	53.09%
Worst result	43.83%	47.45%	45.83%	47.11%	44.25%
Responses	1409	1330	1667	1748	1684

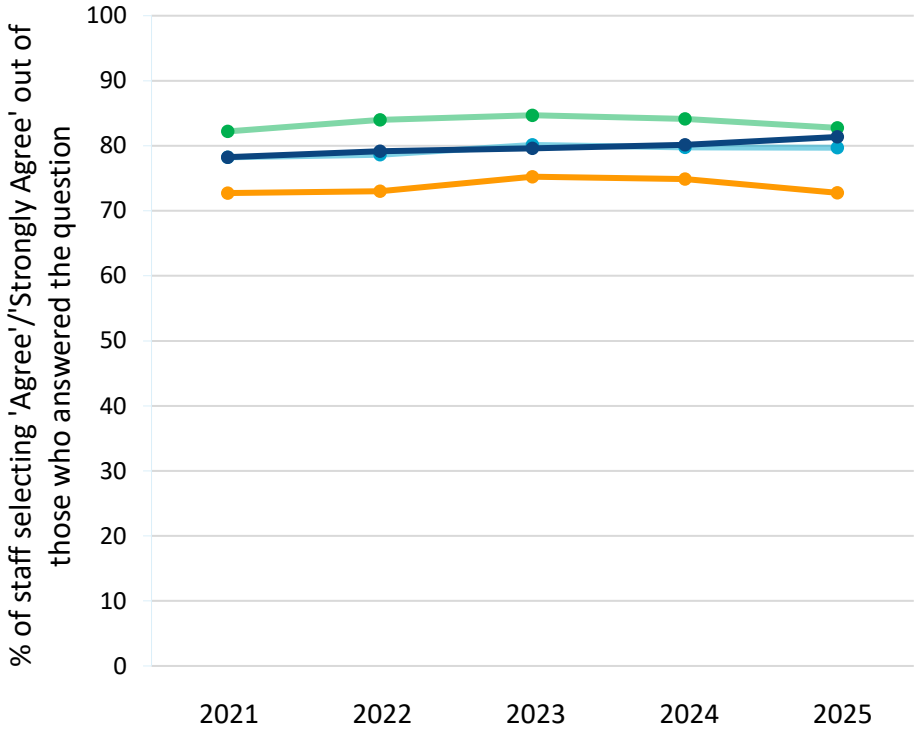
Q7c I receive the respect I deserve from my colleagues at work.



	2021	2022	2023	2024	2025
Your org	77.13%	77.47%	76.91%	78.31%	77.26%
Best result	80.83%	81.33%	81.58%	80.74%	80.17%
Average result	76.08%	77.37%	76.94%	76.79%	76.14%
Worst result	71.10%	71.34%	72.38%	71.67%	71.53%
Responses	1414	1332	1674	1760	1683

Survey Coordination Centre NHS

Q9a My immediate manager encourages me at work.



	2021	2022	2023	2024	2025
Your org	78.25%	79.15%	79.61%	80.12%	81.35%
Best result	82.21%	83.97%	84.69%	84.11%	82.77%
Average result	78.22%	78.61%	80.13%	79.75%	79.72%
Worst result	72.73%	73.00%	75.24%	74.90%	72.75%
Responses	1414	1334	1677	1761	1688

Questions not linked to People Promise elements or themes

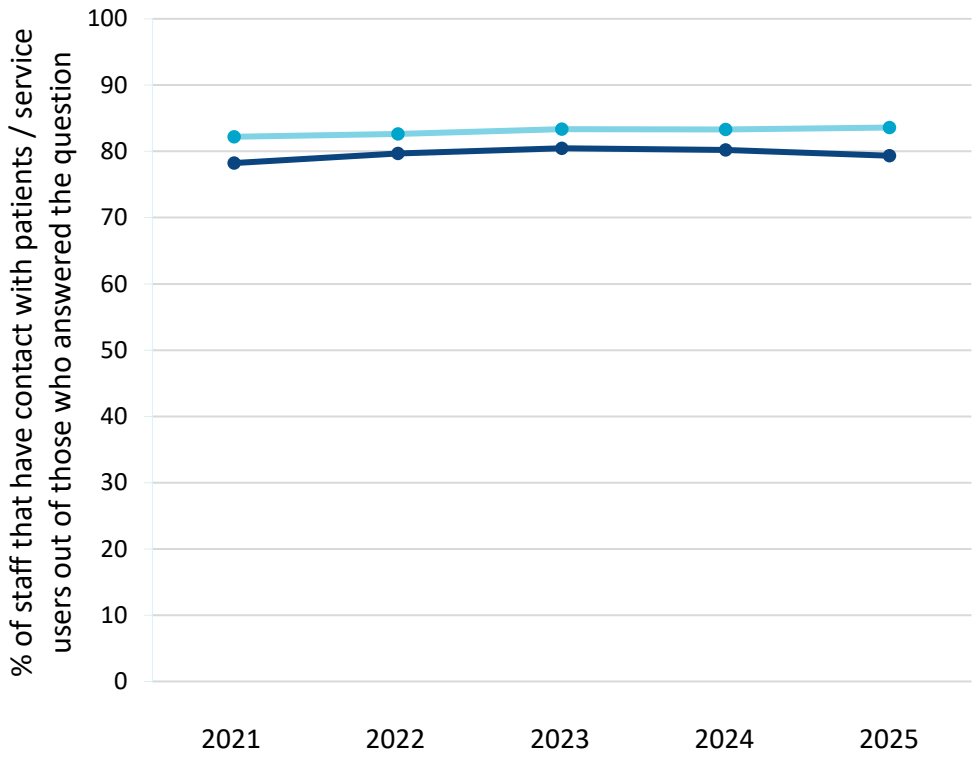
Questions included:*

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.

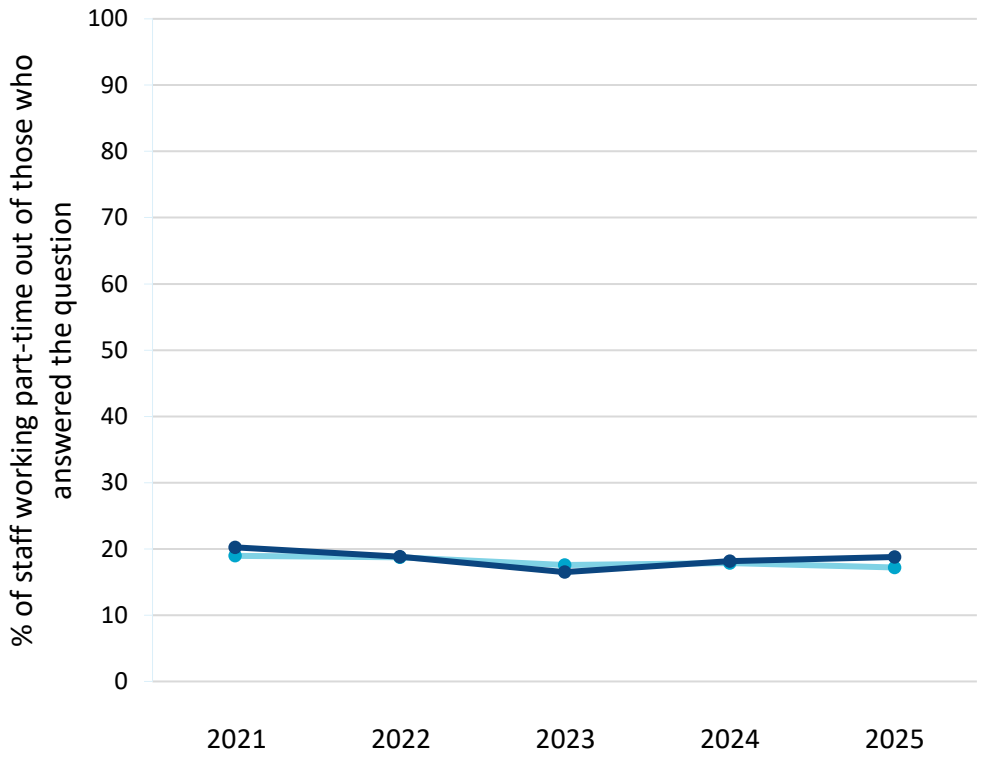
Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

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	78.24%	79.68%	80.47%	80.23%	79.33%
Average	82.21%	82.64%	83.36%	83.33%	83.60%
Responses	1406	1329	1664	1755	1679

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

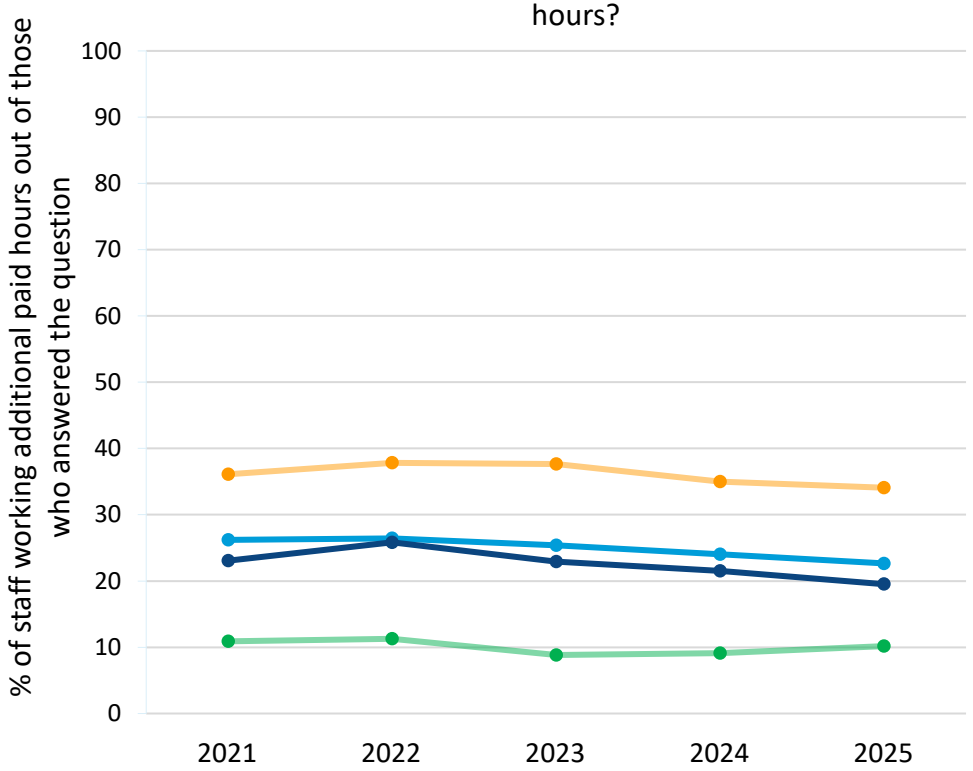


	2021	2022	2023	2024	2025
Your org	20.24%	18.83%	16.50%	18.15%	18.79%
Average	18.96%	18.74%	17.59%	17.87%	17.20%
Responses	1255	1211	1479	1570	1554

Survey Coordination Centre

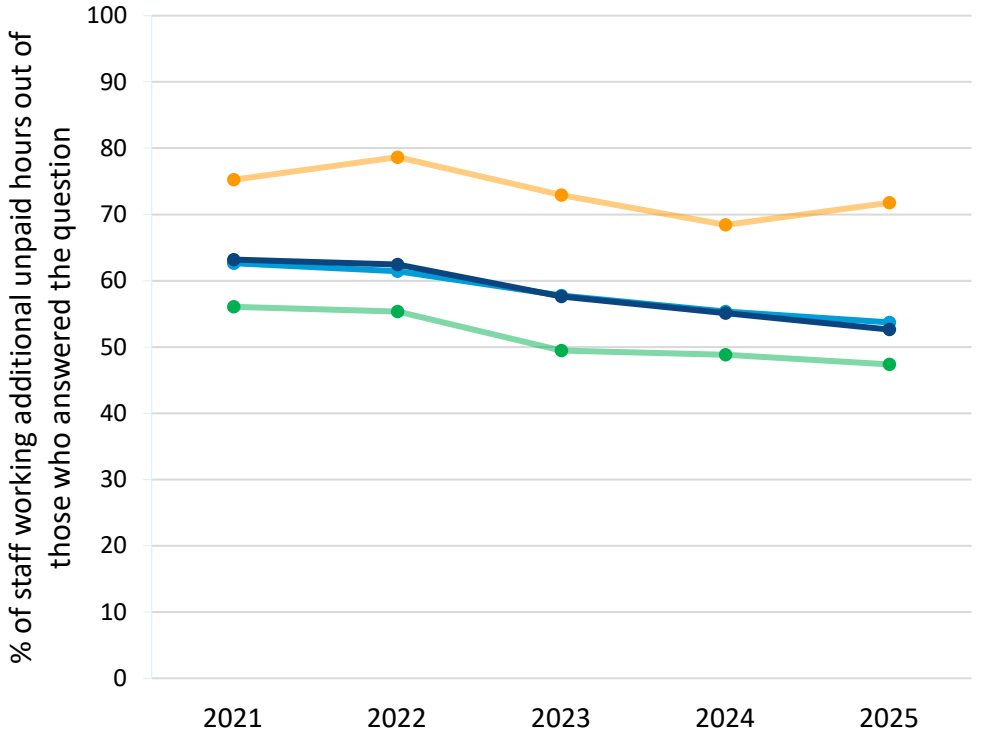
NHS

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	23.07%	25.83%	22.90%	21.50%	19.52%
Lowest	10.91%	11.28%	8.83%	9.09%	10.18%
Average	26.23%	26.43%	25.40%	24.06%	22.66%
Highest	36.11%	37.83%	37.63%	35.02%	34.08%
Responses	1367	1303	1623	1721	1636

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	63.19%	62.46%	57.63%	55.11%	52.62%
Lowest	56.06%	55.35%	49.45%	48.83%	47.36%
Average	62.64%	61.41%	57.78%	55.34%	53.71%
Highest	75.26%	78.65%	72.94%	68.42%	71.76%
Responses	1372	1299	1642	1721	1641

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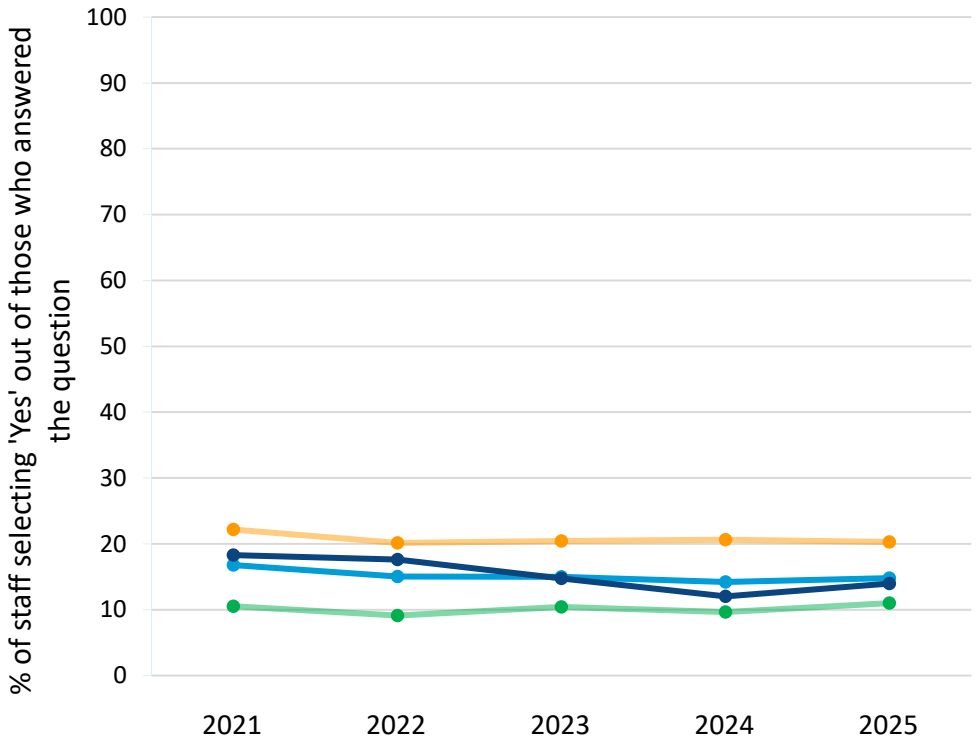
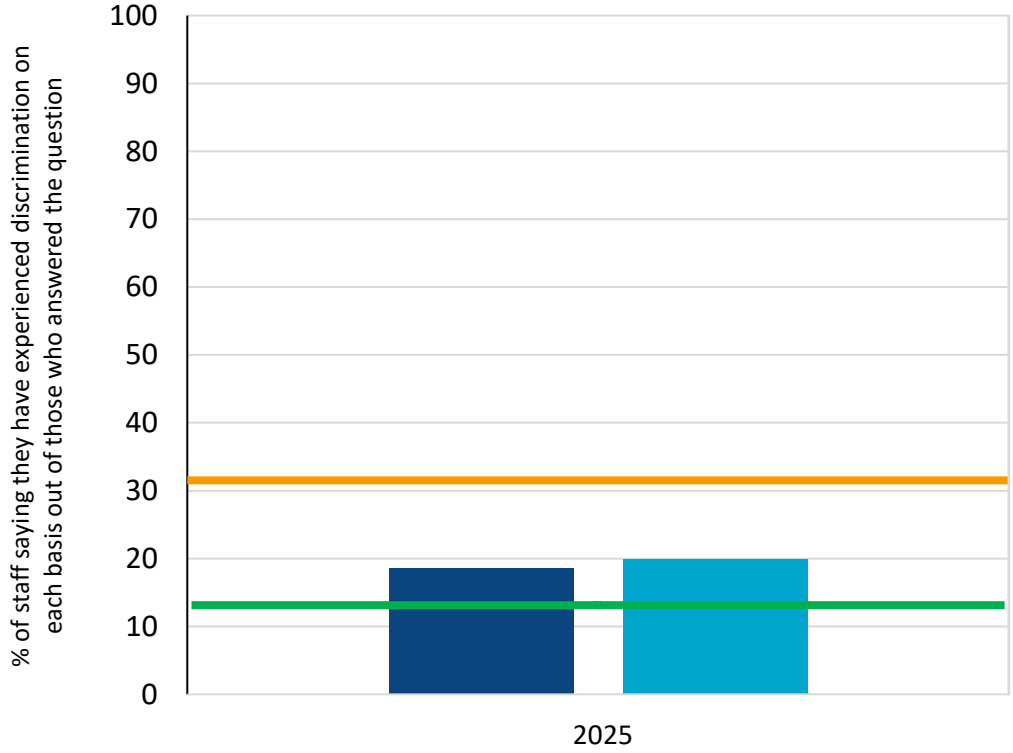
Q11e* Have you felt pressure from your manager to come to work?



	2021	2022	2023	2024	2025
Your org	18.29%	17.59%	14.74%	12.03%	13.96%
Best result	10.54%	9.11%	10.43%	9.63%	11.00%
Average result	16.78%	15.06%	14.99%	14.21%	14.81%
Worst result	22.17%	20.14%	20.44%	20.64%	20.29%
Responses	765	759	918	943	952

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

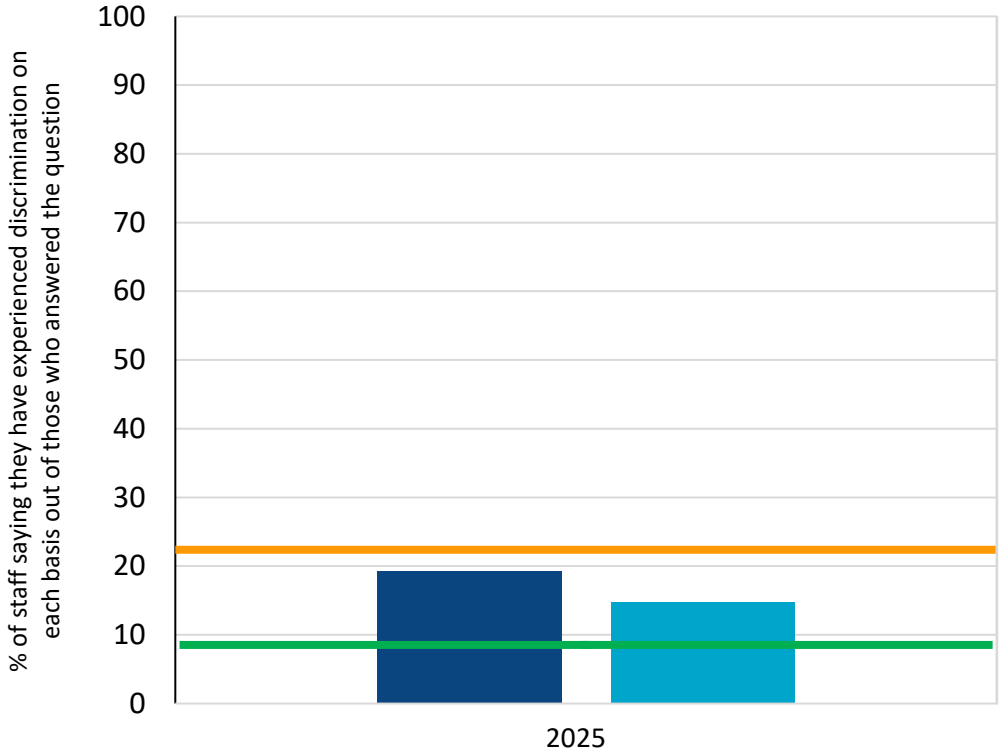


	2025
Your org	18.55%
Best result	13.14%
Average result	19.99%
Worst result	31.53%
Responses	193

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

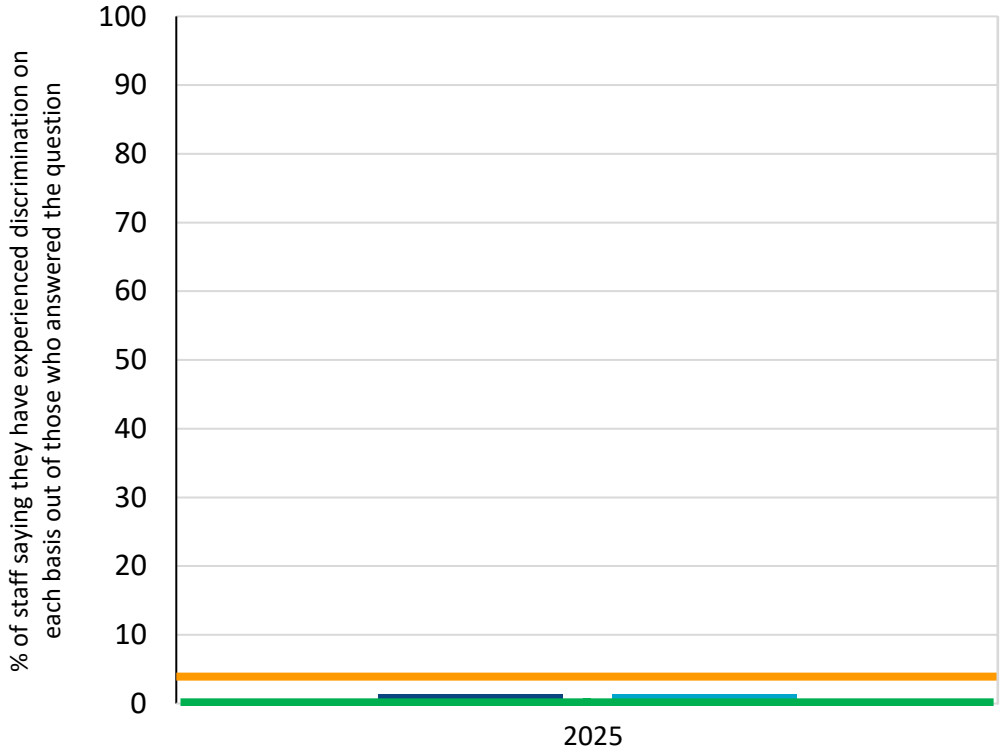
Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide:* https://www.nhsstaffsurveys.com/survey-documents/

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



Your org	19.26%
Best result	8.53%
Average result	14.78%
Worst result	22.39%
Responses	193

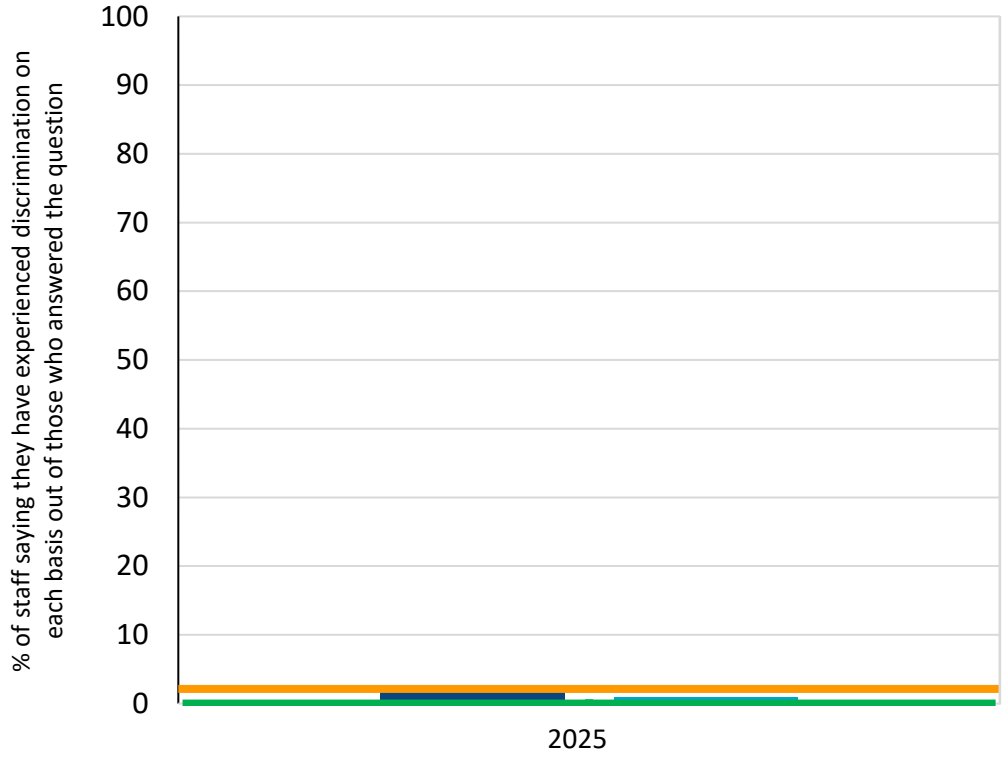
Q16c.3 On what grounds have you experienced discrimination? – Gender reassignment.



Your org	1.46%
Best result	0.18%
Average result	1.46%
Worst result	3.92%
Responses	193

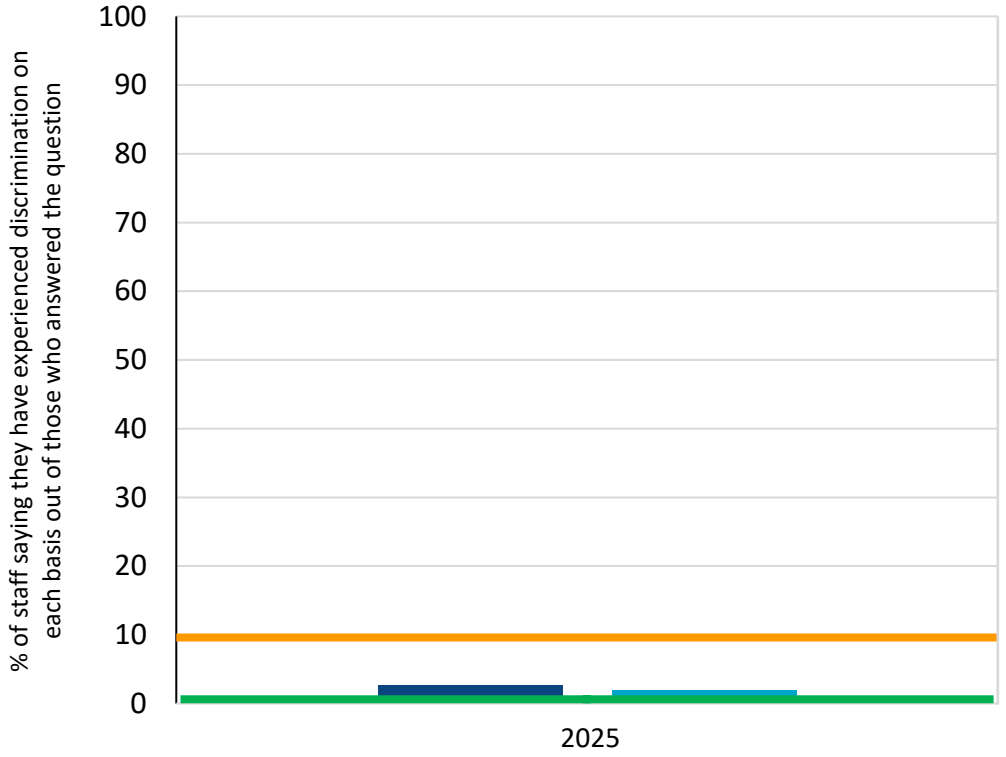
Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide:* https://www.nhsstaffsurveys.com/survey-documents/

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



Your org	2.08%
Best result	0.00%
Average result	0.90%
Worst result	2.13%
Responses	193

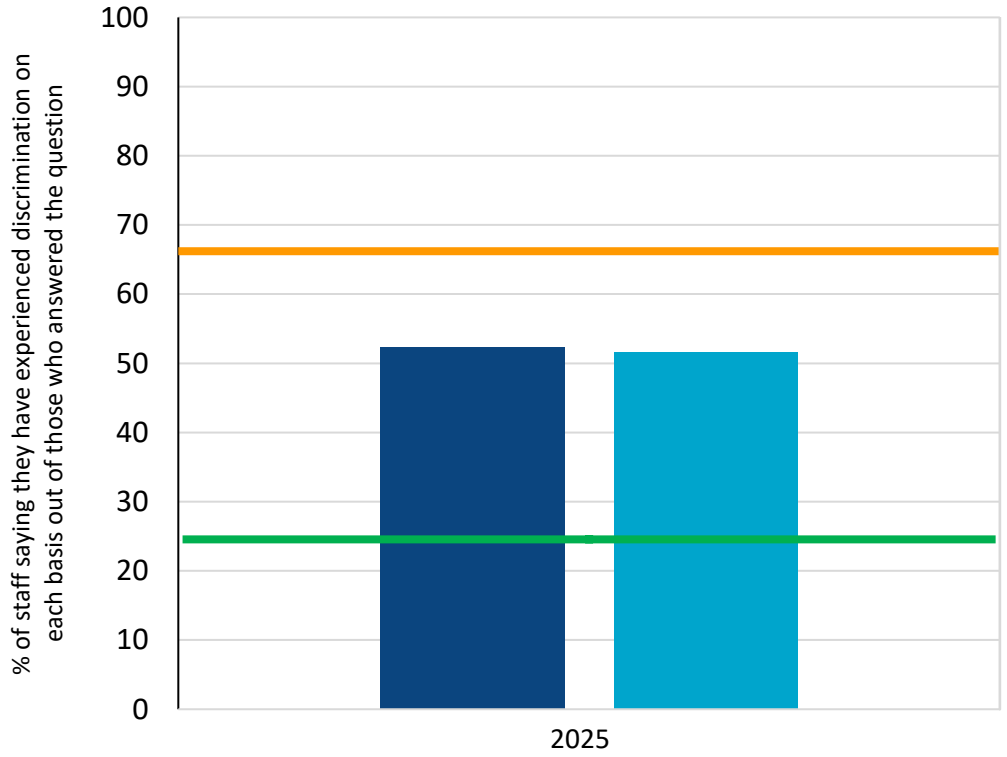
Q16c.5 On what grounds have you experienced discrimination? – Pregnancy and maternity.



Your org	2.63%
Best result	0.63%
Average result	1.91%
Worst result	9.61%
Responses	193

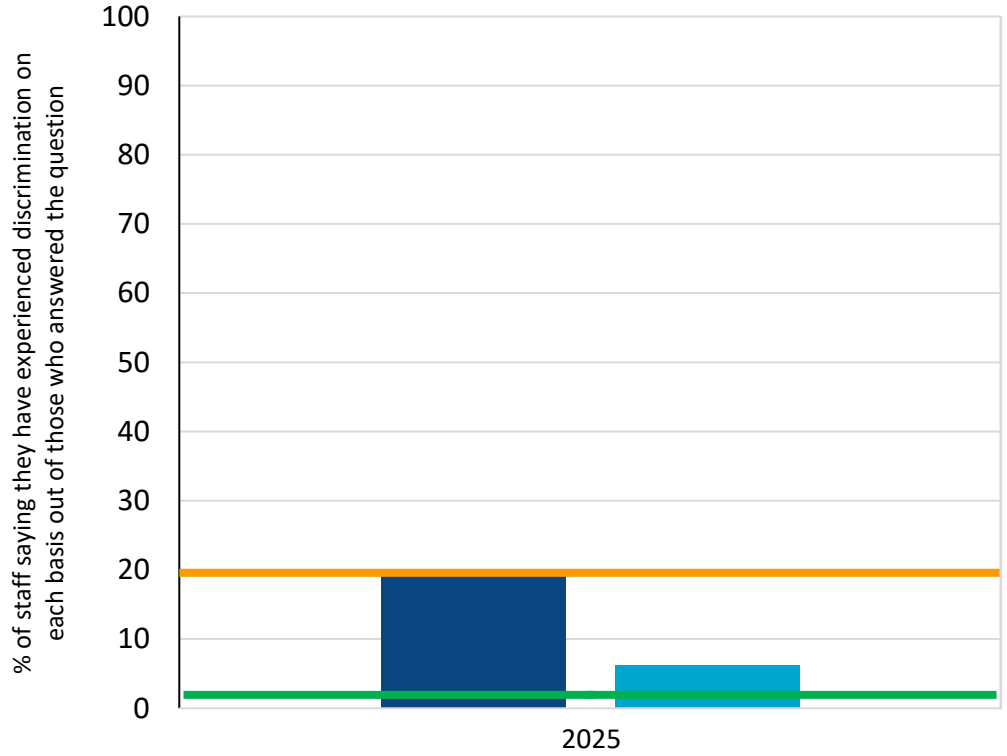
Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide:* https://www.nhsstaffsurveys.com/survey-documents/

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



Your org	52.28%
Best result	24.55%
Average result	51.59%
Worst result	66.20%
Responses	193

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



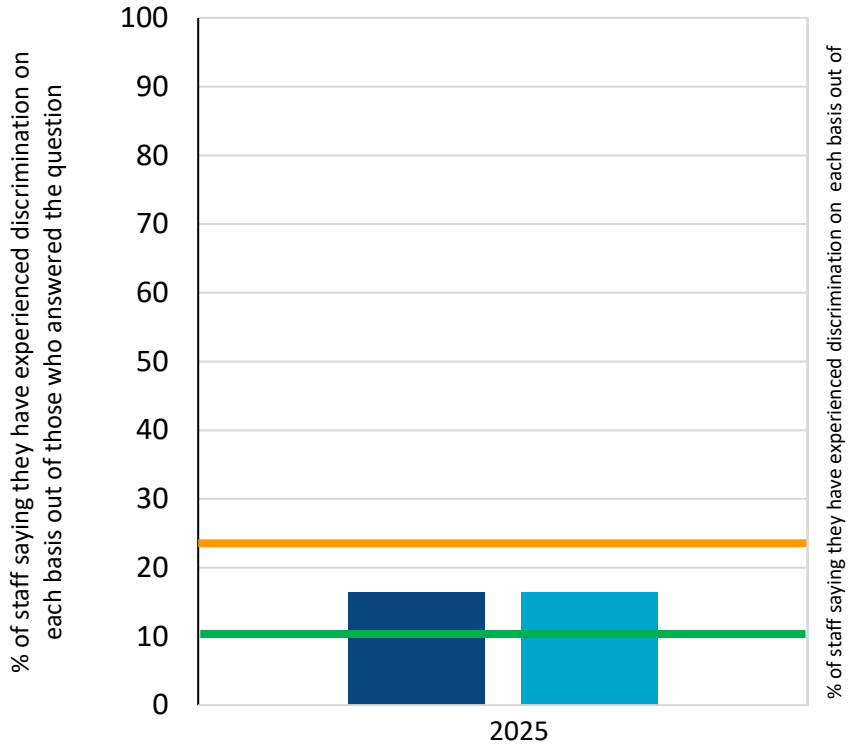
Your org	19.57%
Best result	1.93%
Average result	6.29%
Worst result	19.57%
Responses	193

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/

Survey Coordination Centre

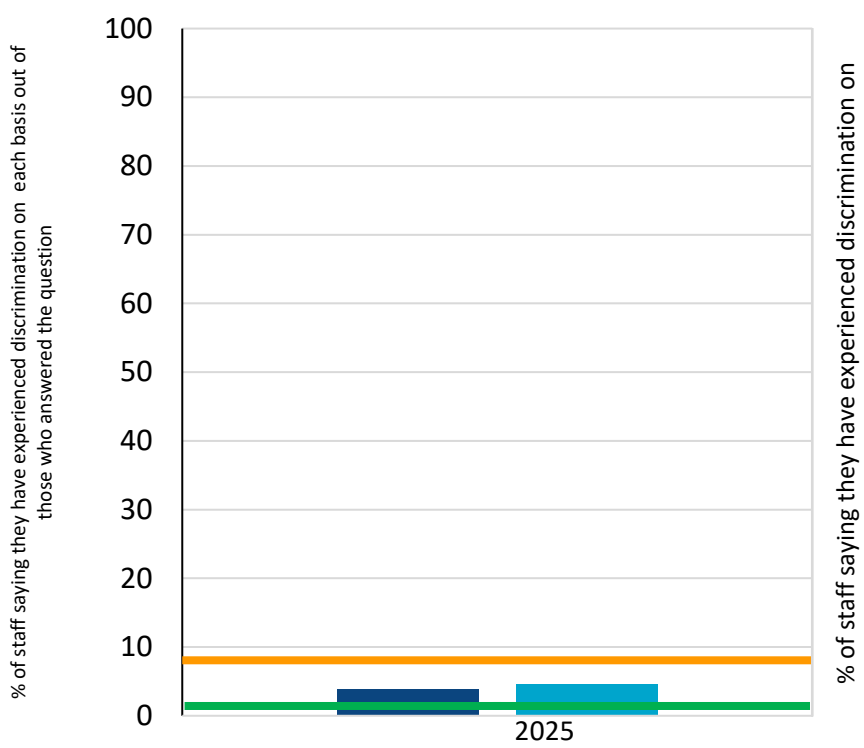
NHS

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



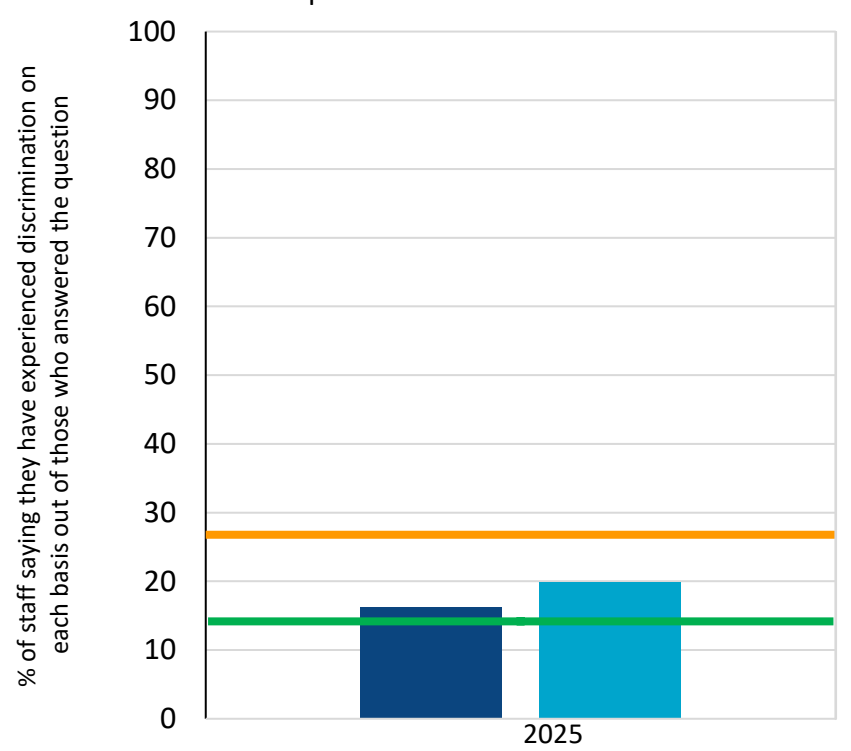
Your org	16.36%
Best result	10.35%
Average result	16.48%
Worst result	23.54%
Responses	193

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



Your org	3.90%
Best result	1.42%
Average result	4.54%
Worst result	8.07%
Responses	193

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



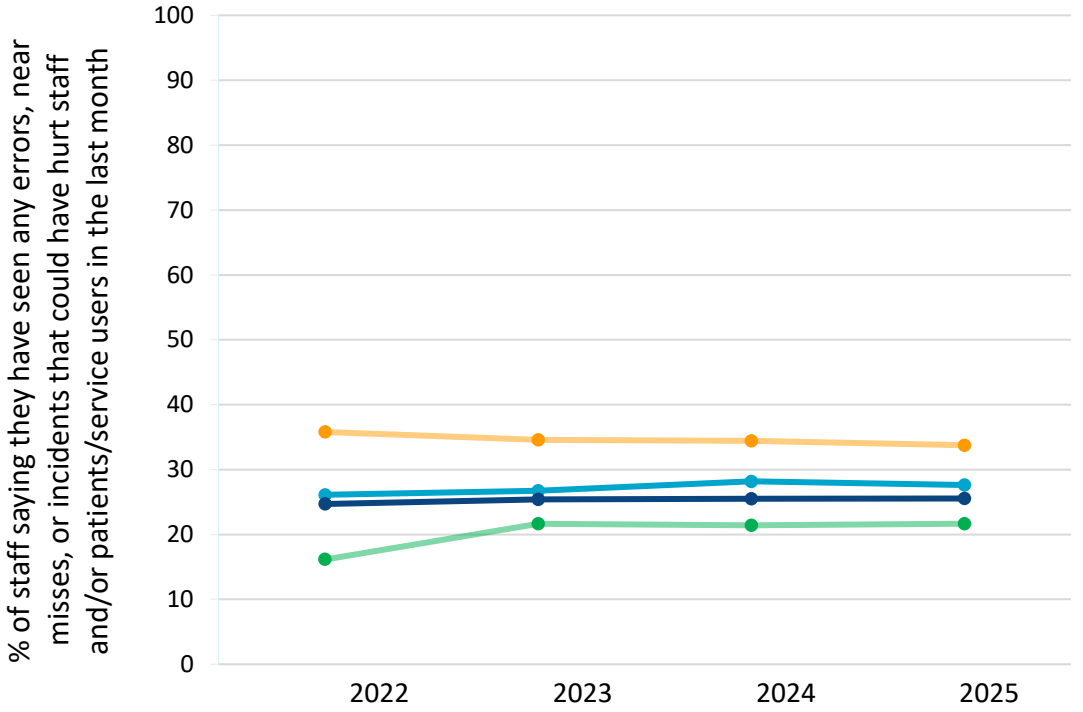
Your org	16.22%
Best result	14.17%
Average result	19.88%
Worst result	26.78%
Responses	193

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/

Survey Coordination Centre

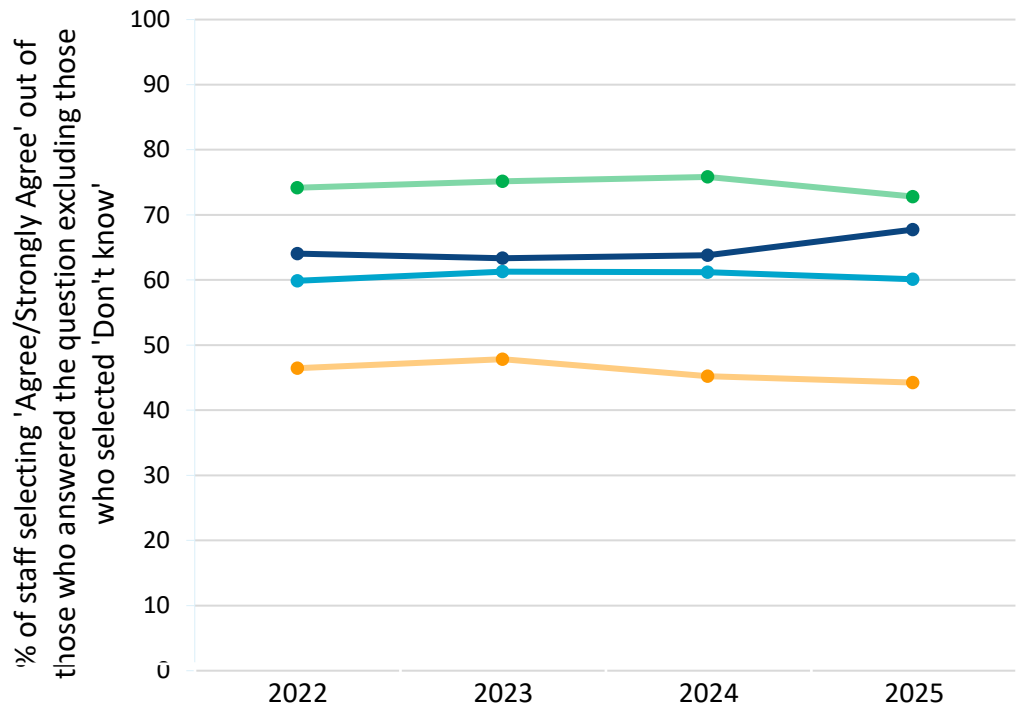
NHS

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



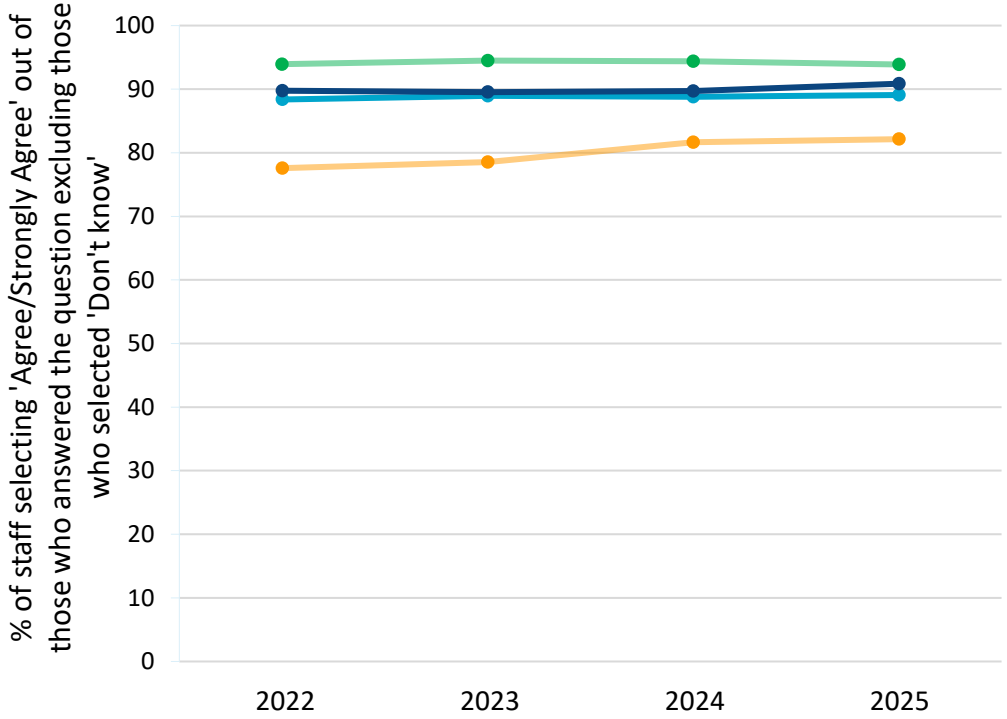
	2022	2023	2024	2025
Your org	24.70%	25.40%	25.51%	25.55%
Best result	16.14%	21.64%	21.40%	21.63%
Average result	26.12%	26.72%	28.19%	27.64%
Worst result	35.79%	34.56%	34.41%	33.76%
Responses	1327	1631	1722	1652

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



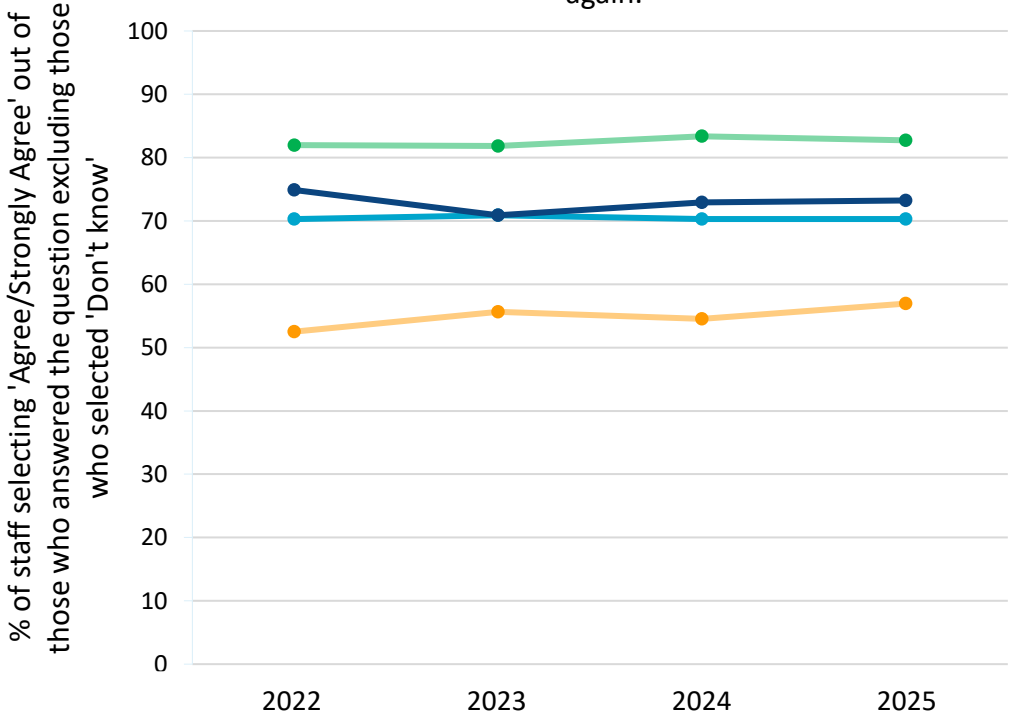
	2022	2023	2024	2025
Your org	64.07%	63.34%	63.81%	67.74%
Best result	74.16%	75.16%	75.83%	72.82%
Average result	59.88%	61.28%	61.21%	60.14%
Worst result	46.46%	47.84%	45.25%	44.25%
Responses	1012	1312	1355	1324

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



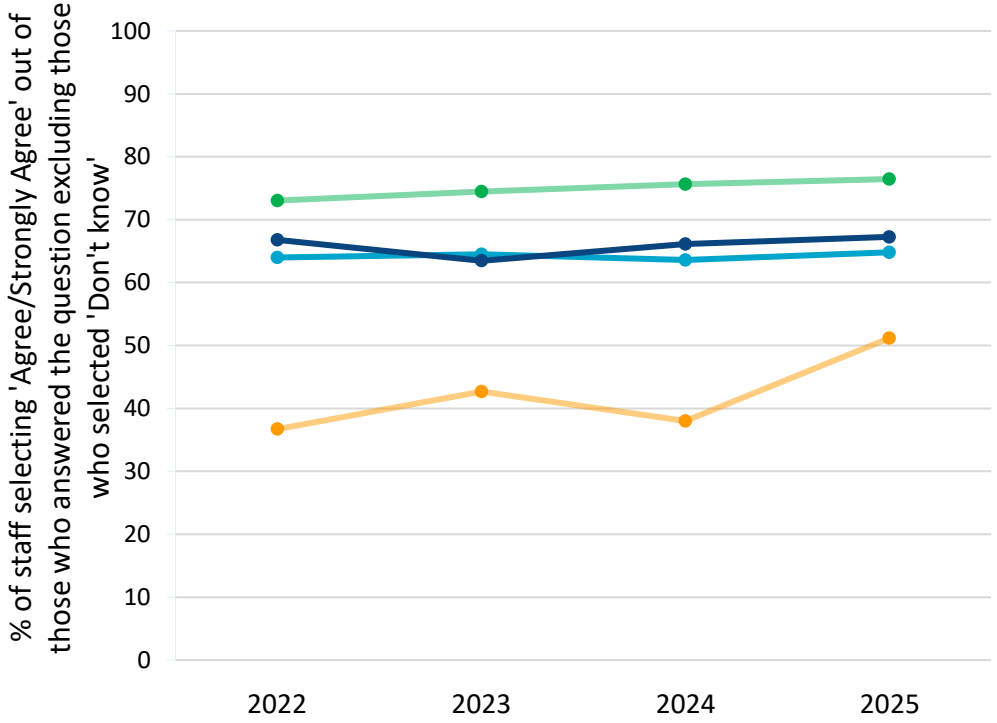
	2022	2023	2024	2025
Your org	89.74%	89.53%	89.68%	90.85%
Best result	93.93%	94.49%	94.40%	93.88%
Average result	88.37%	88.93%	88.78%	89.08%
Worst result	77.58%	78.52%	81.66%	82.13%
Responses	1270	1616	1702	1614

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



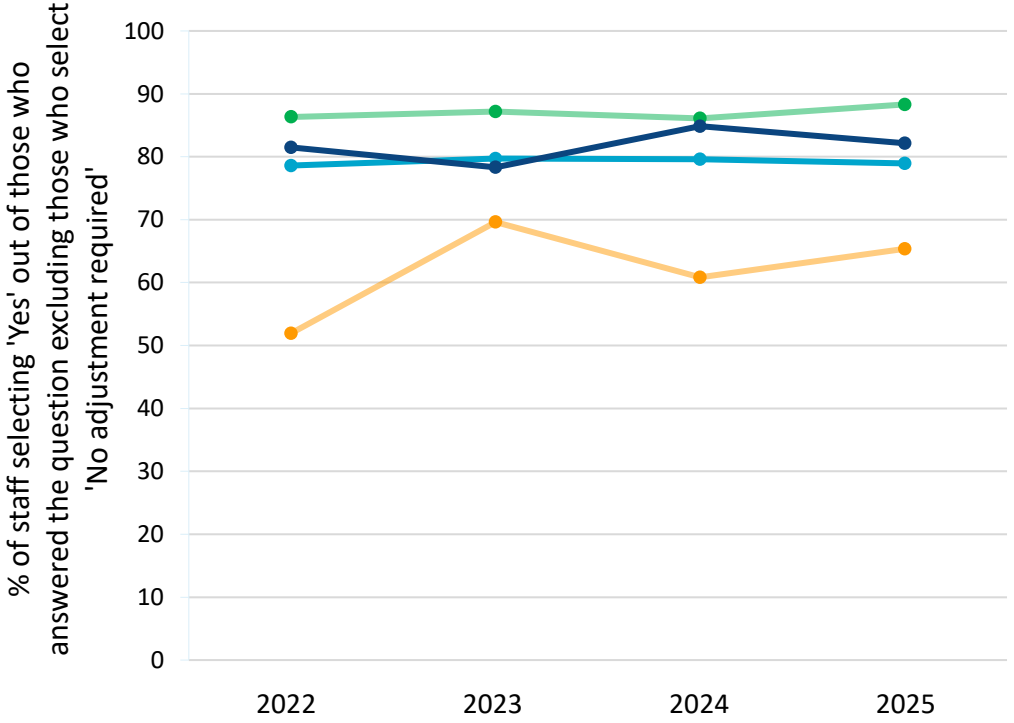
	2022	2023	2024	2025
Your org	74.89%	70.89%	72.93%	73.22%
Best result	81.97%	81.84%	83.37%	82.74%
Average result	70.29%	70.89%	70.32%	70.31%
Worst result	52.52%	55.65%	54.54%	56.95%
Responses	1155	1474	1554	1478

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



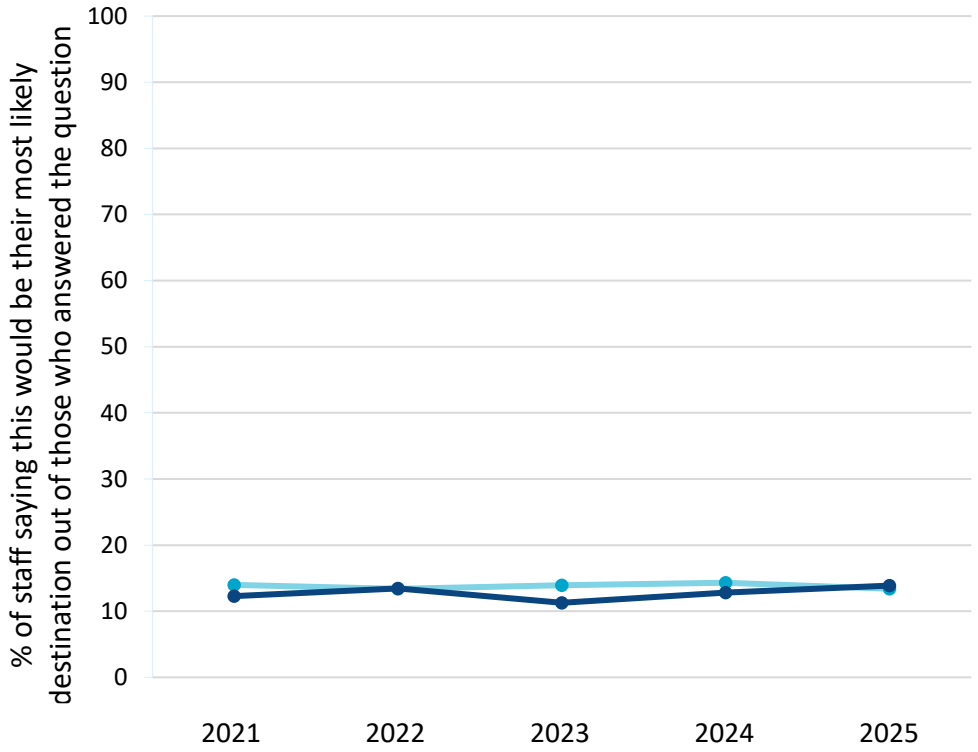
	2022	2023	2024	2025
Your org	66.80%	63.46%	66.15%	67.27%
Best result	73.04%	74.48%	75.65%	76.45%
Average result	63.99%	64.48%	63.59%	64.82%
Worst result	36.71%	42.69%	38.01%	51.16%
Responses	1162	1502	1578	1492

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



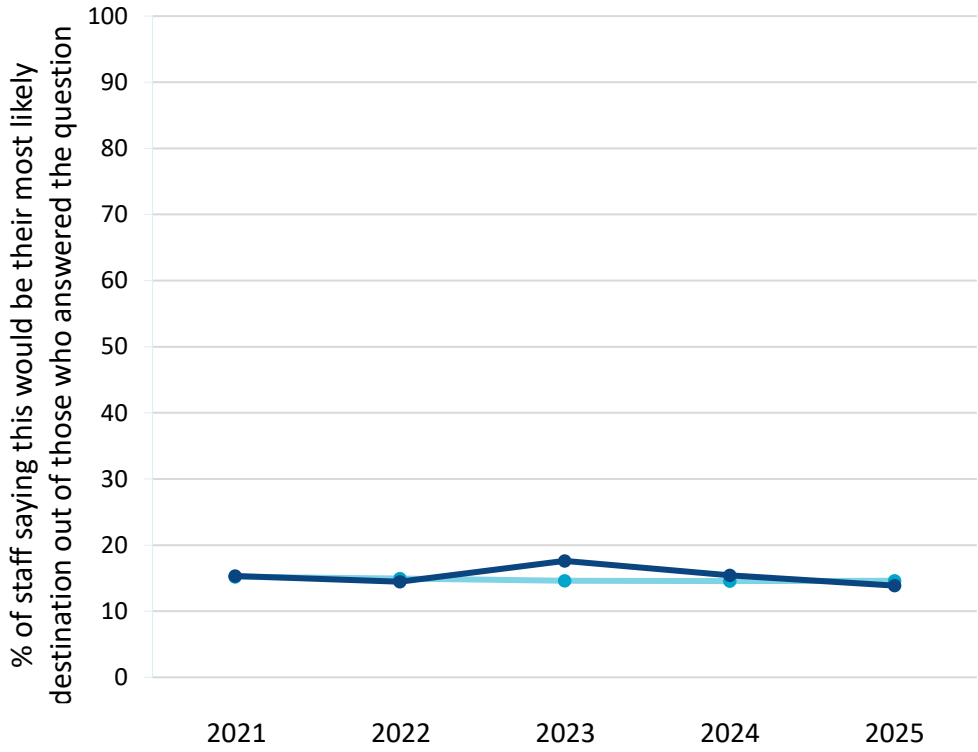
	2022	2023	2024	2025
Your org	81.48%	78.32%	84.86%	82.16%
Best result	86.32%	87.17%	86.10%	88.32%
Average result	78.61%	79.72%	79.60%	78.92%
Worst result	51.94%	69.62%	60.85%	65.39%
Responses	234	327	364	391

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.



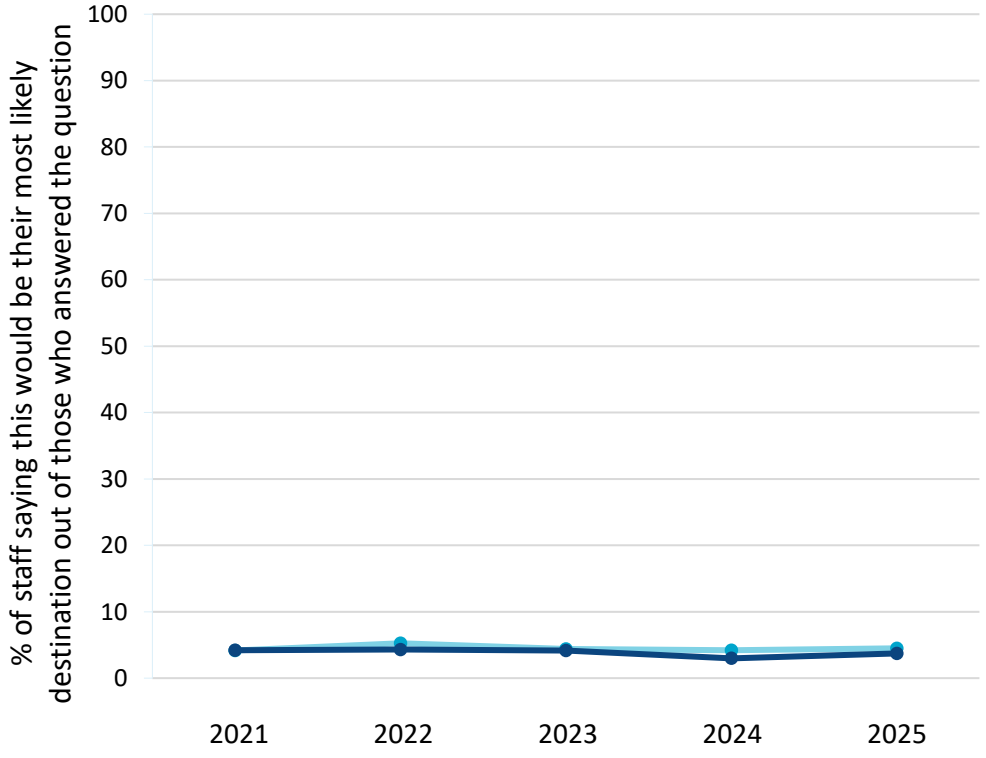
	2021	2022	2023	2024	2025
Your org	12.30%	13.46%	11.27%	12.81%	13.87%
Average	13.95%	13.38%	13.92%	14.31%	13.42%
Responses	1285	1204	1499	1577	1528

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.



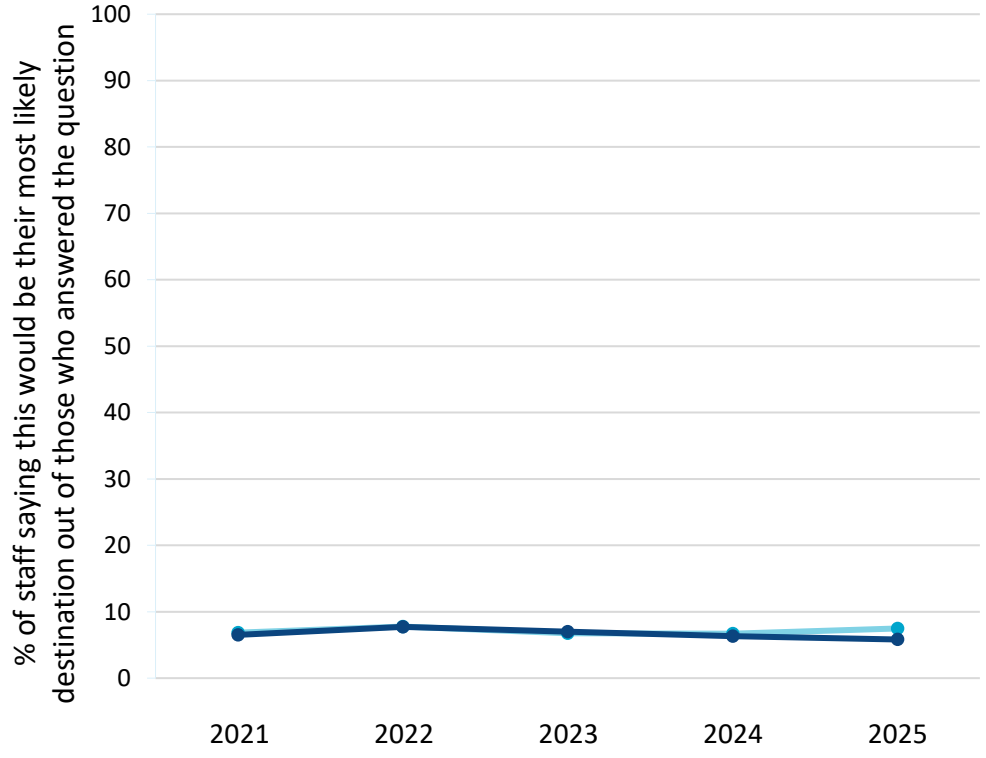
	2021	2022	2023	2024	2025
Your org	15.33%	14.45%	17.61%	15.41%	13.87%
Average	15.20%	14.94%	14.63%	14.55%	14.58%
Responses	1285	1204	1499	1577	1528

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



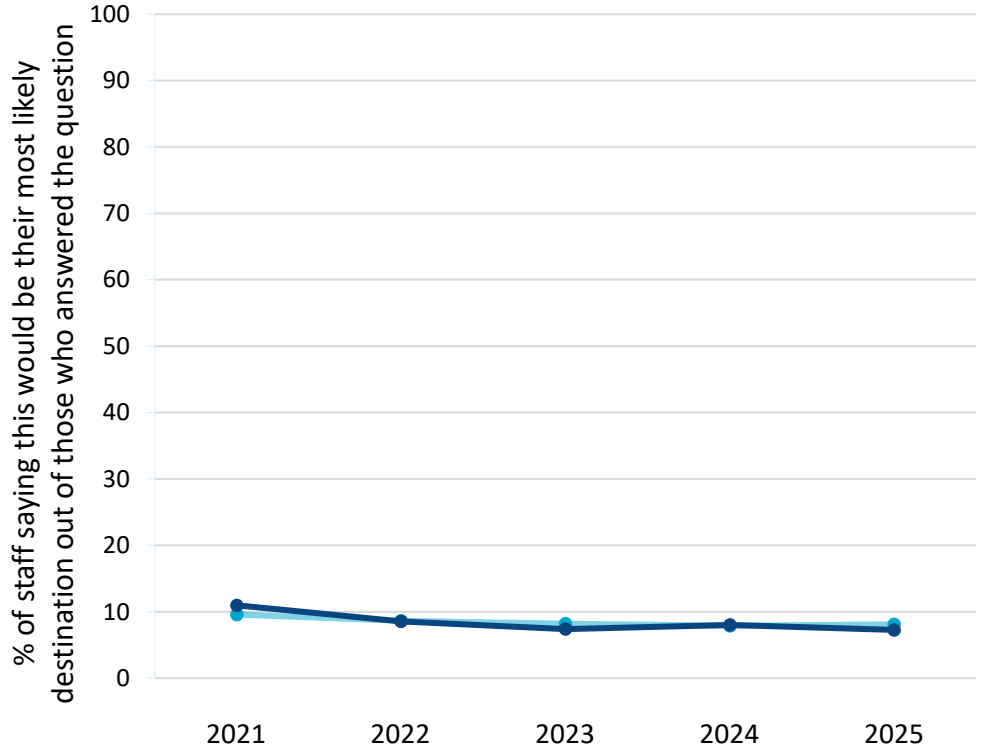
	2021	2022	2023	2024	2025
Your org	4.20%	4.32%	4.14%	2.98%	3.73%
Average	4.17%	5.26%	4.39%	4.23%	4.51%
Responses	1285	1204	1499	1577	1528

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.



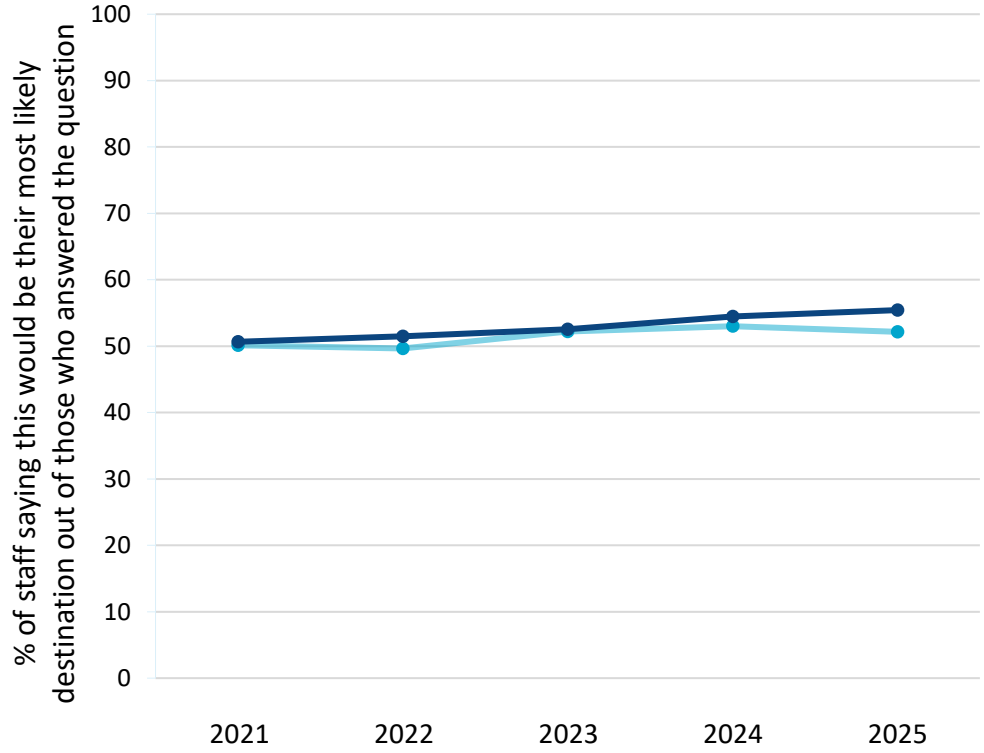
	2021	2022	2023	2024	2025
Your org	6.54%	7.72%	7.00%	6.34%	5.82%
Average	6.83%	7.77%	6.78%	6.70%	7.50%
Responses	1285	1204	1499	1577	1528

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



	2021	2022	2023	2024	2025
Your org	10.97%	8.55%	7.40%	7.99%	7.26%
Average	9.57%	8.64%	8.18%	7.89%	8.10%
Responses	1285	1204	1499	1577	1528

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	50.66%	51.50%	52.57%	54.47%	55.43%
Average	50.12%	49.65%	52.22%	53.01%	52.17%
Responses	1285	1204	1499	1577	1528

Survey Coordination Centre

NHS

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 Equality Standards

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/

Workforce Equality Standards

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

Survey Coordination Centre

NHS

Workforce Race Equality Standards (WRES)

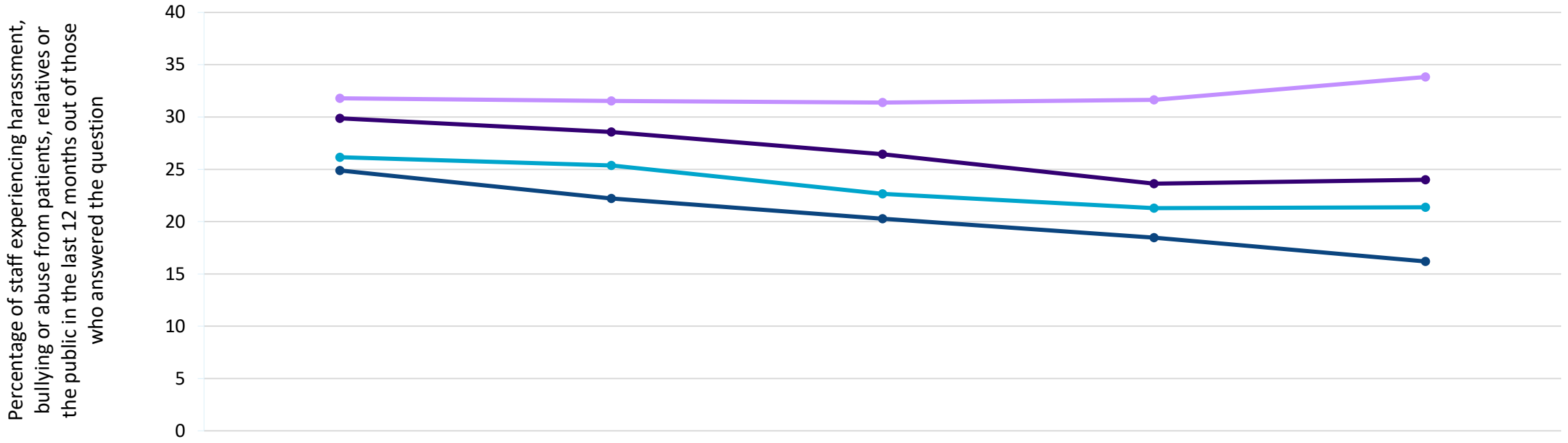
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.
Data shown in the WRES charts are unweighted.
Averages are calculated as the 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.

Workforce Race Equality Standard (WRES)

Survey Coordination Centre NHS

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	24.89%	22.21%	20.28%	18.47%	16.19%
All other ethnic groups*: Your org	29.88%	28.57%	26.45%	23.63%	24.01%
White staff: Average	26.16%	25.37%	22.66%	21.29%	21.38%
All other ethnic groups*: Average	31.79%	31.54%	31.38%	31.64%	33.83%
White staff: Responses	1149	1076	1277	1321	1272
All other ethnic groups*: Responses	241	224	363	402	379

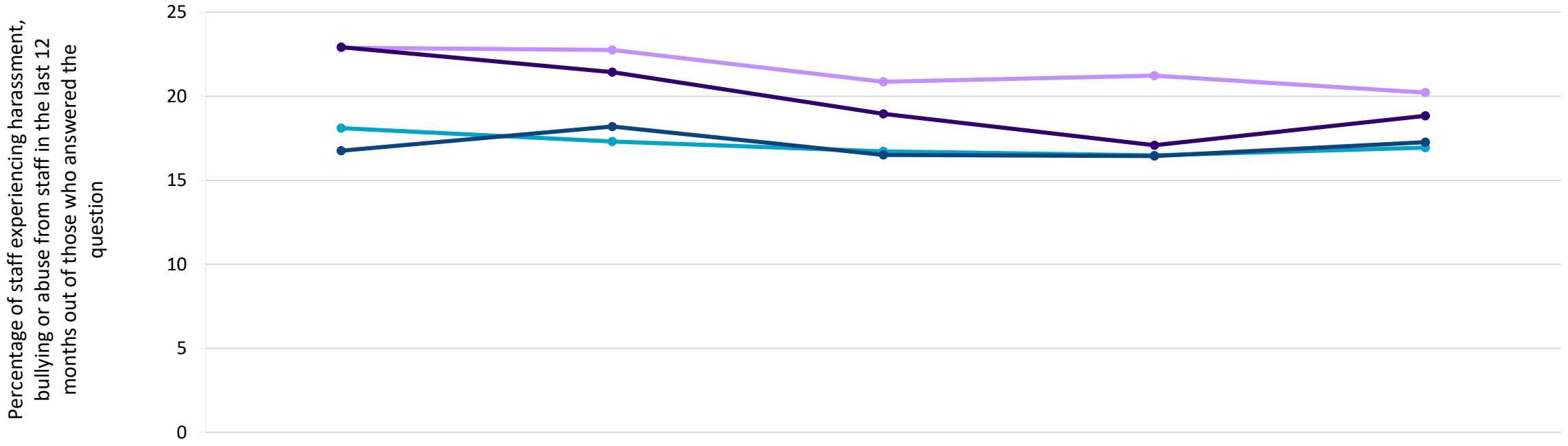
*Staff from all other ethnic groups combined

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

Workforce Race Equality Standard (WRES)

Survey Coordination Centre NHS

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



	2021	2022	2023	2024	2025
White staff: Your org	16.75%	18.20%	16.51%	16.44%	17.27%
All other ethnic groups*: Your org	22.92%	21.43%	18.96%	17.09%	18.83%
White staff: Average	18.10%	17.31%	16.72%	16.48%	16.94%
All other ethnic groups*: Average	22.88%	22.75%	20.86%	21.23%	20.22%
White staff: Responses	1146	1077	1272	1326	1274
All other ethnic groups*: Responses	240	224	364	398	377

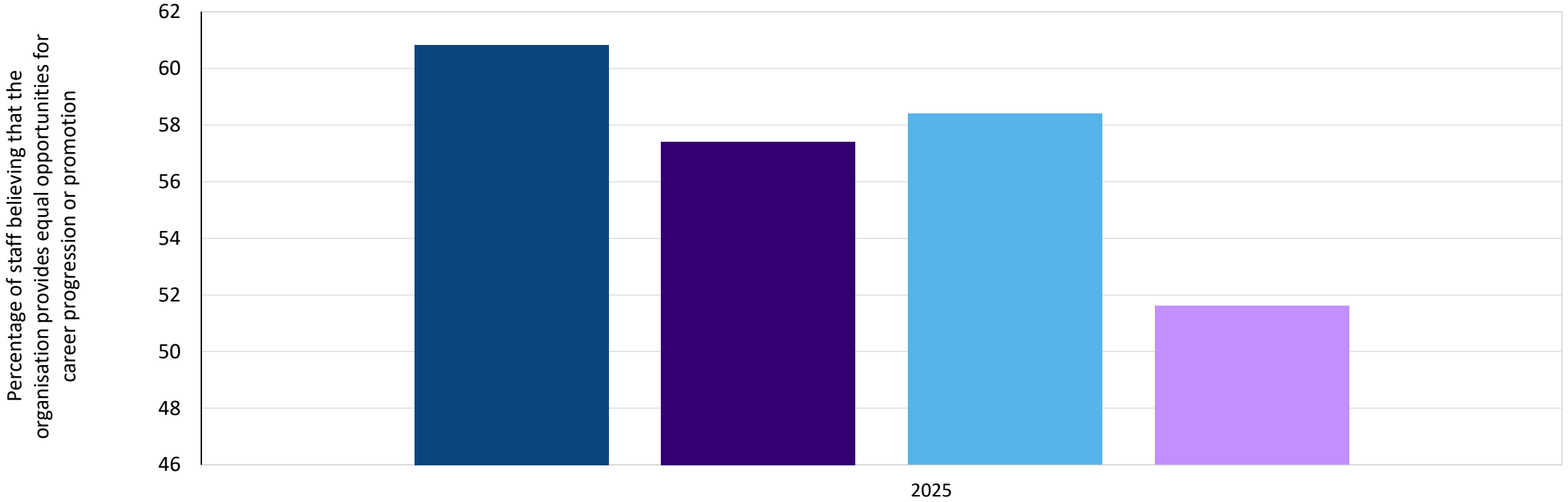
*Staff from all other ethnic groups combined

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.

Workforce Race Equality Standard (WRES)

Survey Coordination Centre NHS

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



White staff: Your org	60.84%
All other ethnic groups*: Your org	57.41%
White staff: Average	58.40%
All other ethnic groups*: Average	51.61%
White staff: Responses	1269
All other ethnic groups*: Responses	378

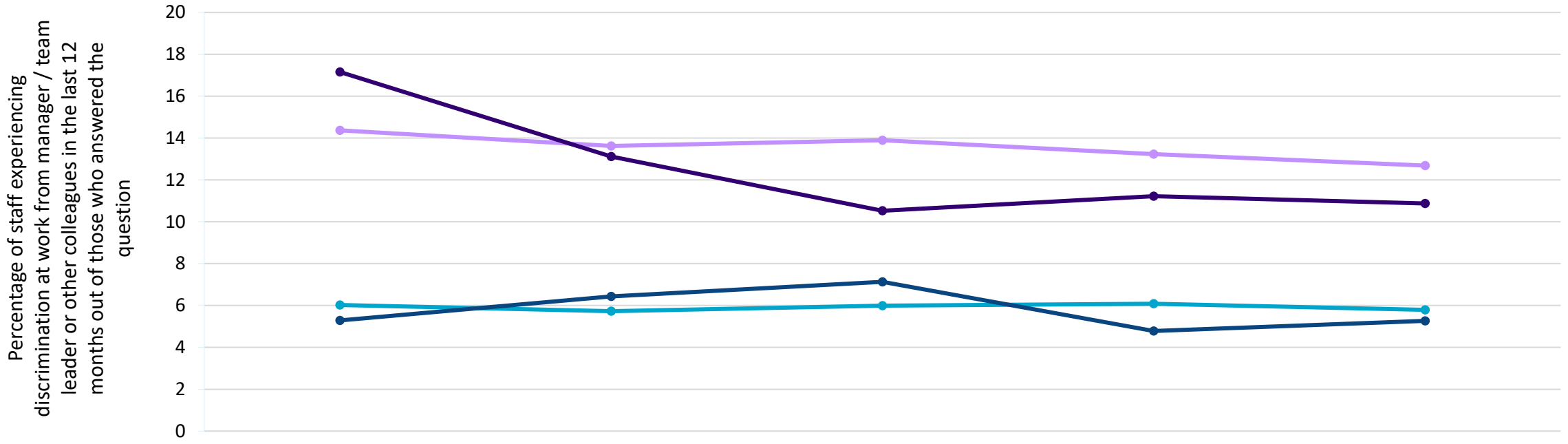
*Staff from all other ethnic groups combined.

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/

Workforce Race Equality Standard (WRES)

Survey Coordination Centre NHS

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



	2021	2022	2023	2024	2025
White staff: Your org	5.29%	6.43%	7.13%	4.78%	5.27%
All other ethnic groups*: Your org	17.15%	13.12%	10.53%	11.22%	10.88%
White staff: Average	6.02%	5.73%	5.99%	6.08%	5.80%
All other ethnic groups*: Average	14.37%	13.63%	13.90%	13.23%	12.69%
White staff: Responses	1134	1073	1276	1317	1271
All other ethnic groups*: Responses	239	221	361	392	377

*Staff from all other ethnic groups combined

Survey Coordination Centre

NHS

Workforce Disability Equality Standards (WDES)

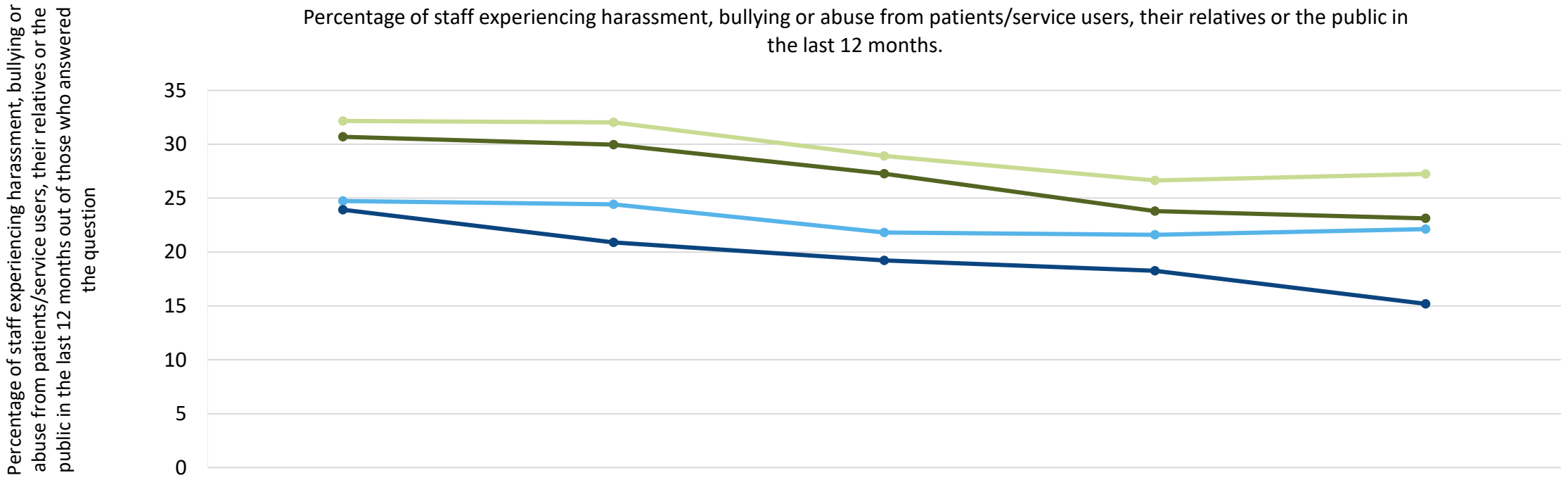
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.
Data shown in the WDES charts are unweighted.

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.

Workforce Disability Equality Standards

Survey Coordination Centre NHS

Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.

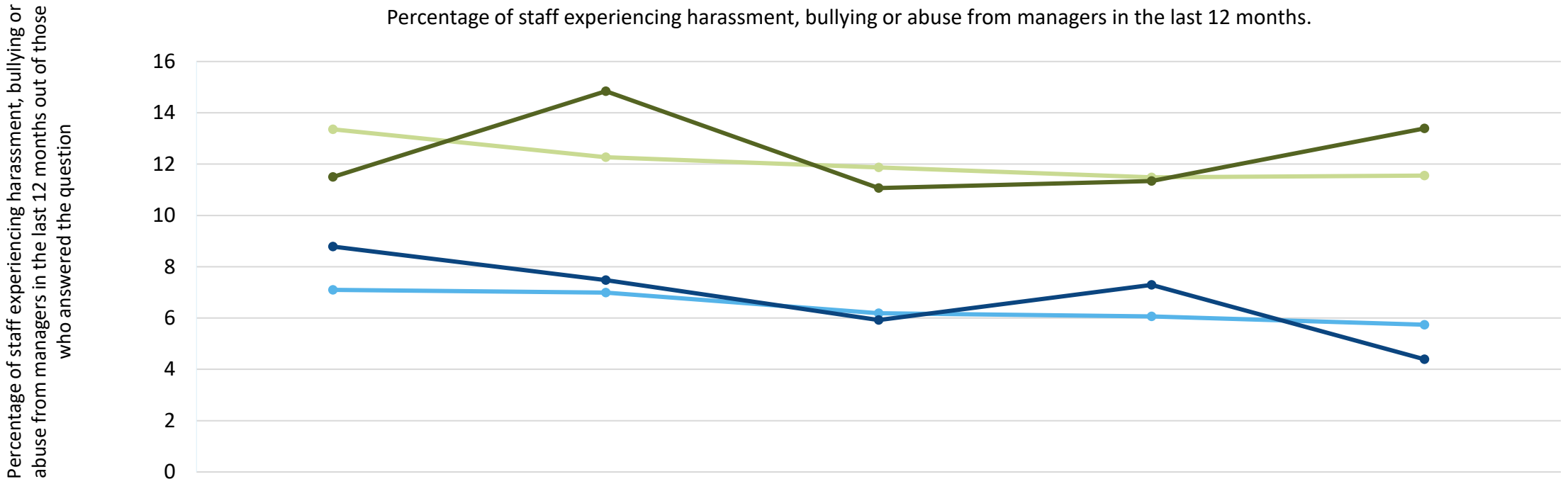


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	30.69%	29.95%	27.25%	23.80%	23.12%
Staff without a LTC or illness: Your org	23.92%	20.88%	19.23%	18.26%	15.20%
Staff with a LTC or illness: Average	32.16%	32.04%	28.92%	26.64%	27.24%
Staff without a LTC or illness: Average	24.73%	24.42%	21.82%	21.60%	22.13%
Staff with a LTC or illness: Responses	378	384	499	542	545
Staff without a LTC or illness: Responses	1020	929	1139	1183	1099

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

Workforce Disability Equality Standards

Survey Coordination Centre NHS

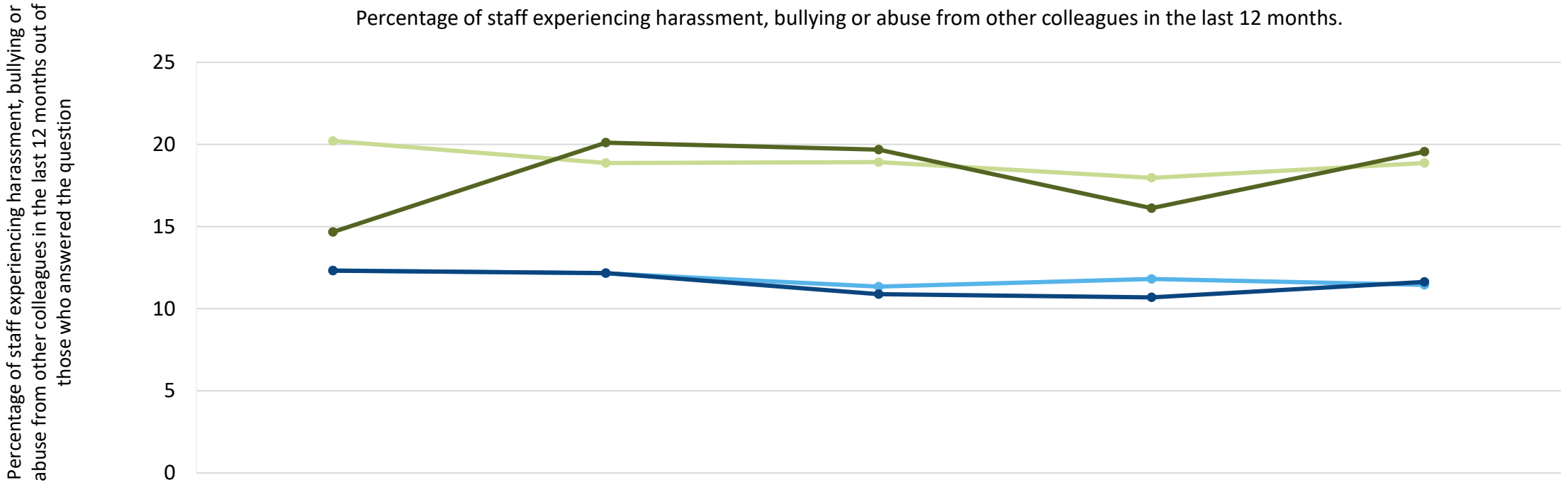


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	11.50%	14.84%	11.07%	11.34%	13.39%
Staff without a LTC or illness: Your org	8.79%	7.48%	5.92%	7.29%	4.39%
Staff with a LTC or illness: Average	13.36%	12.27%	11.87%	11.49%	11.55%
Staff without a LTC or illness: Average	7.10%	6.99%	6.19%	6.07%	5.74%
Staff with a LTC or illness: Responses	374	384	497	538	545
Staff without a LTC or illness: Responses	1013	923	1131	1179	1093

Note: 2023 results for WDES metric 4b (Q14b) are reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.

Workforce Disability Equality Standards

Survey Coordination Centre NHS

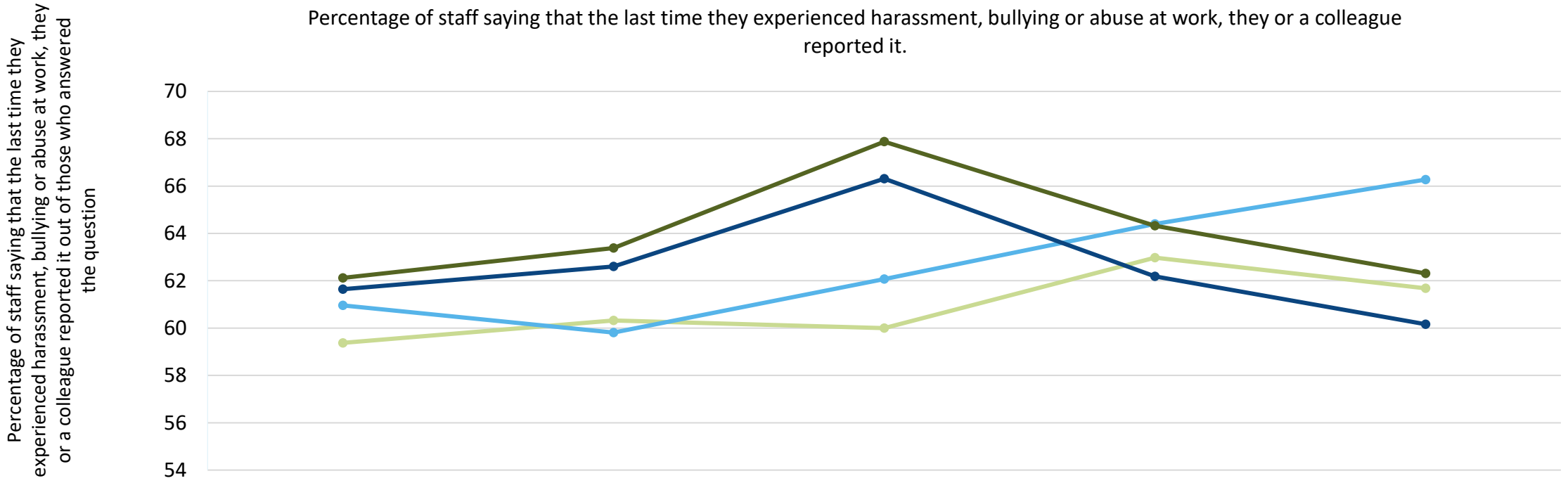


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	14.67%	20.10%	19.68%	16.11%	19.56%
Staff without a LTC or illness: Your org	12.31%	12.17%	10.88%	10.69%	11.63%
Staff with a LTC or illness: Average	20.21%	18.86%	18.93%	17.96%	18.87%
Staff without a LTC or illness: Average	12.33%	12.15%	11.34%	11.81%	11.45%
Staff with a LTC or illness: Responses	375	383	498	540	542
Staff without a LTC or illness: Responses	999	912	1130	1179	1092

Note: 2023 results for WDES metric 4c (Q14c) are reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.

Workforce Disability Equality Standards

Survey Coordination Centre NHS



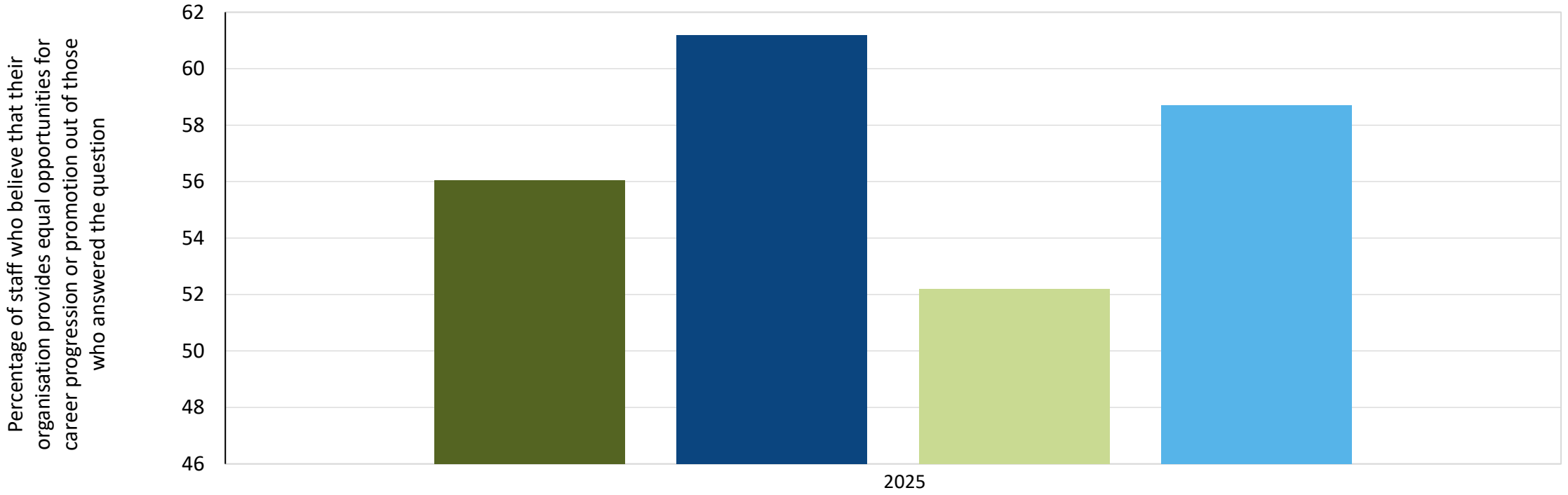
	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	62.12%	63.38%	67.88%	64.32%	62.30%
Staff without a LTC or illness: Your org	61.64%	62.61%	66.31%	62.18%	60.16%
Staff with a LTC or illness: Average	59.38%	60.32%	60.00%	62.98%	61.68%
Staff without a LTC or illness: Average	60.96%	59.81%	62.07%	64.40%	66.28%
Staff with a LTC or illness: Responses	132	142	193	185	191
Staff without a LTC or illness: Responses	292	238	282	275	246

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

Workforce Disability Equality Standards

Survey Coordination Centre NHS

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



Staff with a LTC or illness: Your org	56.04%
Staff without a LTC or illness: Your org	61.19%
Staff with a LTC or illness: Average	52.19%
Staff without a LTC or illness: Average	58.71%
Staff with a LTC or illness: Responses	546
Staff without a LTC or illness: Responses	1095

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/

Workforce Disability Equality Standards

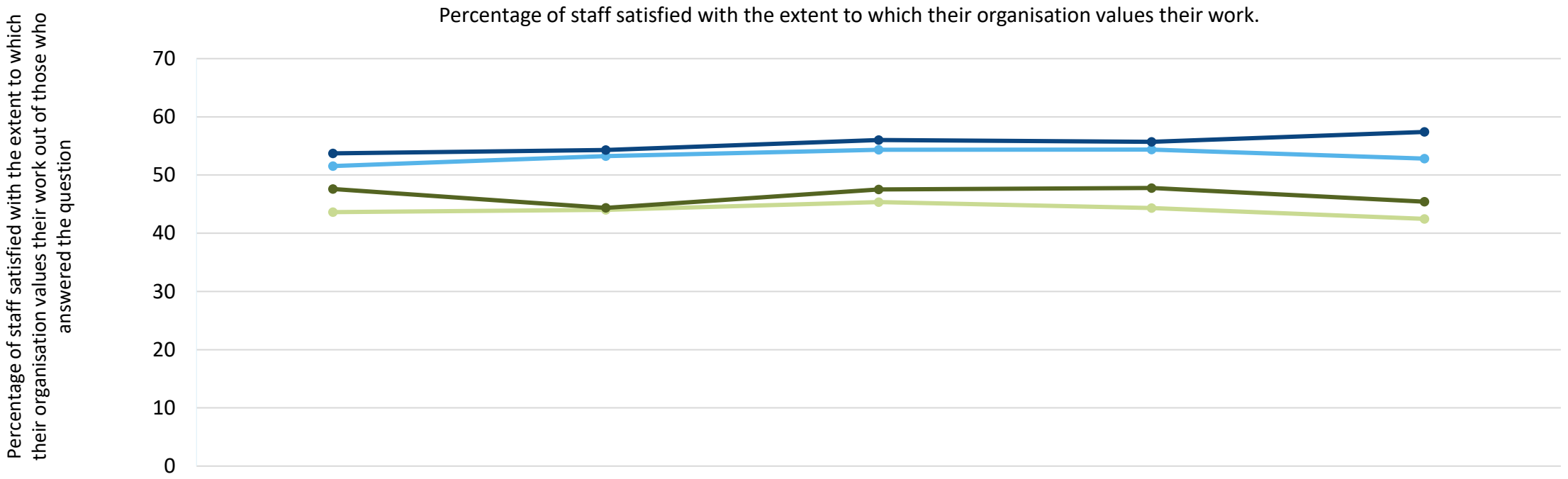
Survey Coordination Centre NHS

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

	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	19.10%	24.81%	18.44%	15.30%	18.80%
Staff without a LTC or illness: Your org	17.44%	14.49%	12.64%	11.05%	10.47%
Staff with a LTC or illness: Average	20.85%	18.93%	19.35%	17.91%	18.26%
Staff without a LTC or illness: Average	14.74%	12.67%	12.27%	11.86%	12.09%
Staff with a LTC or illness: Responses	267	270	358	366	399
Staff without a LTC or illness: Responses	493	483	546	561	535

Workforce Disability Equality Standards

Survey Coordination Centre NHS

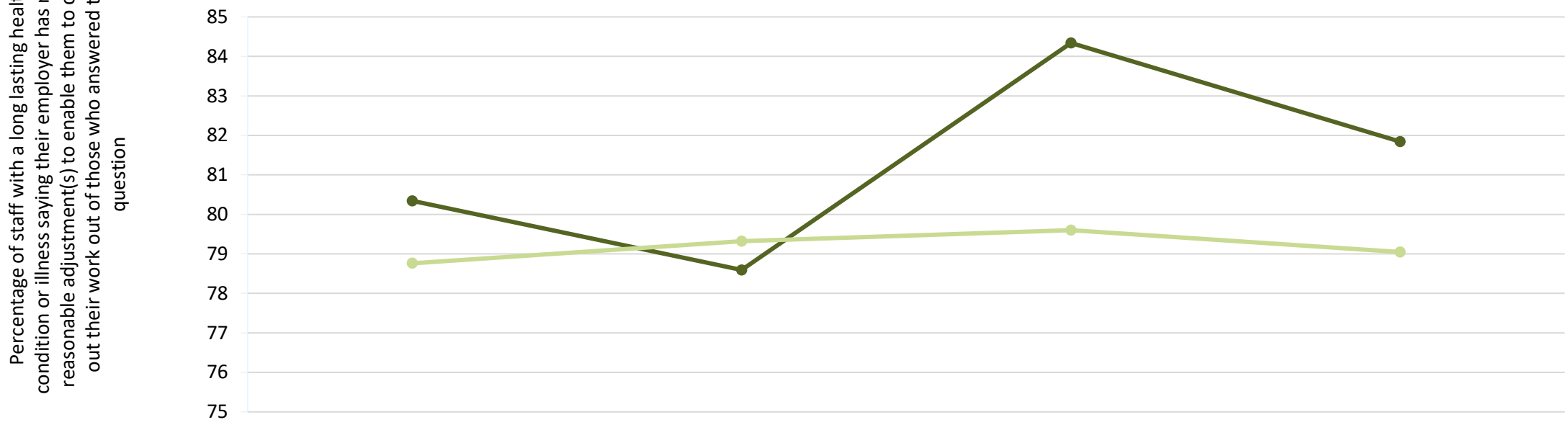


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	47.61%	44.36%	47.51%	47.78%	45.42%
Staff without a LTC or illness: Your org	53.73%	54.31%	56.04%	55.70%	57.40%
Staff with a LTC or illness: Average	43.63%	44.02%	45.36%	44.33%	42.47%
Staff without a LTC or illness: Average	51.54%	53.25%	54.35%	54.37%	52.81%
Staff with a LTC or illness: Responses	376	381	503	540	546
Staff without a LTC or illness: Responses	1020	928	1135	1185	1101

Workforce Disability Equality Standards

Survey Coordination Centre NHS

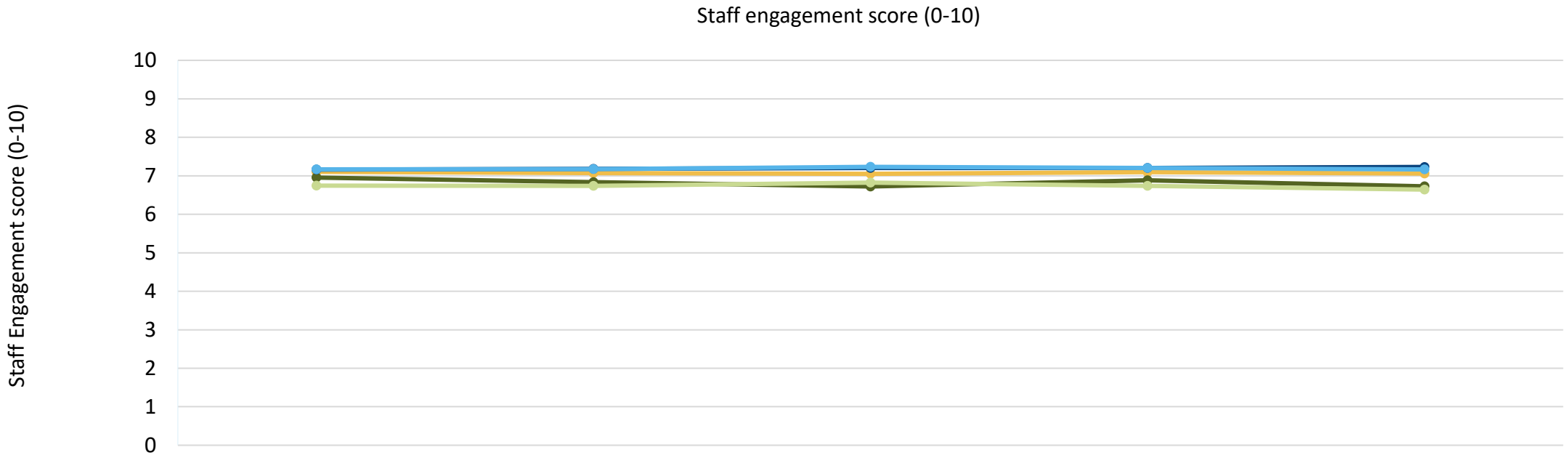
Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.



	2022	2023	2024	2025
Staff with a LTC or illness: Your org	80.34%	78.59%	84.34%	81.84%
Staff with a LTC or illness: Average	78.76%	79.32%	79.60%	79.05%
Staff with a LTC or illness: Responses	234	327	364	391

Workforce Disability Equality Standards

Survey Coordination Centre NHS



	2021	2022	2023	2024	2025
Organisation average	7.10	7.07	7.05	7.10	7.06
Staff with a LTC or illness: Your org	6.95	6.83	6.72	6.89	6.73
Staff without a LTC or illness: Your org	7.16	7.18	7.20	7.20	7.23
Staff with a LTC or illness: Average	6.74	6.74	6.82	6.74	6.64
Staff without a LTC or illness: Average	7.17	7.18	7.23	7.20	7.17
Staff with a LTC or illness: Responses	379	385	504	543	548
Staff without a LTC or illness: Responses	1025	935	1144	1188	1105

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

Survey Coordination Centre

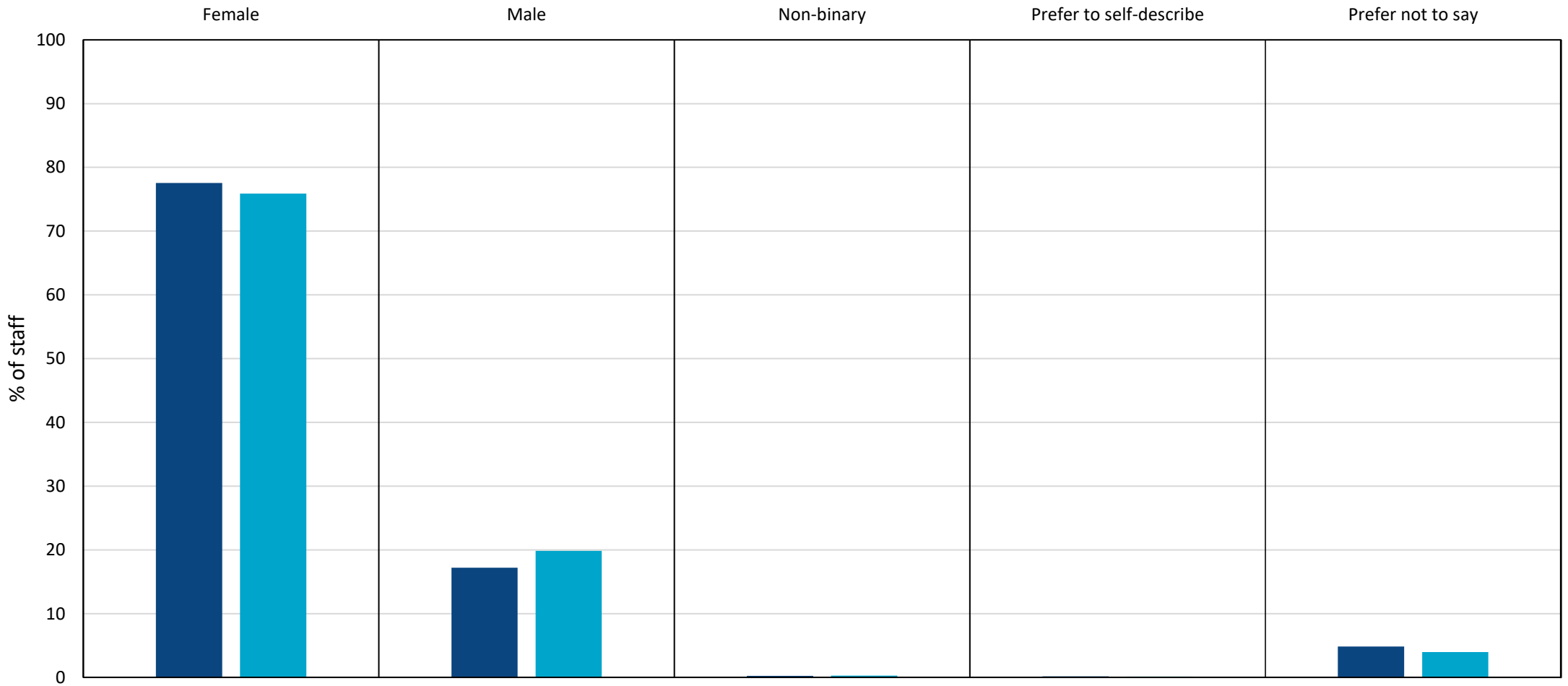
NHS

About your respondents

This section shows demographic and other background information for 2025.

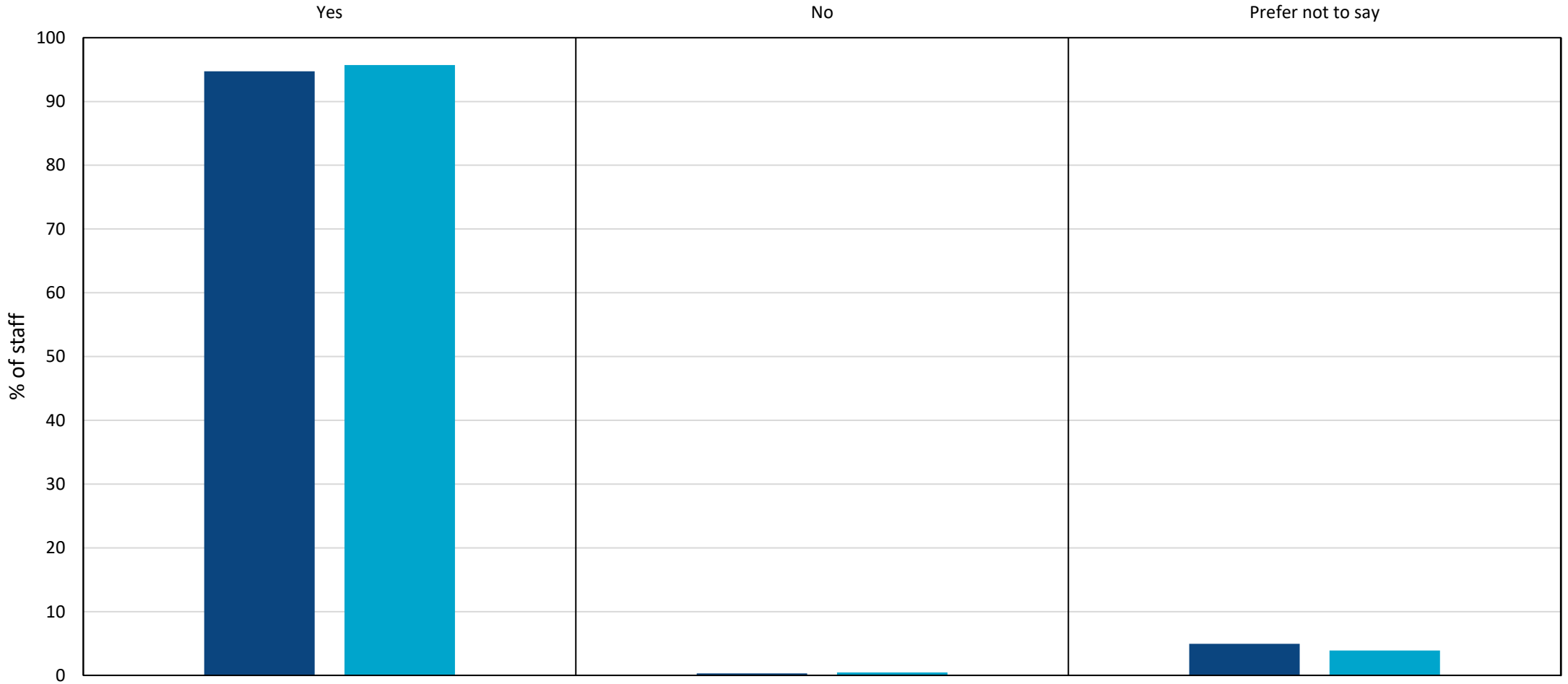
Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Background details - Which of the following best describes you?



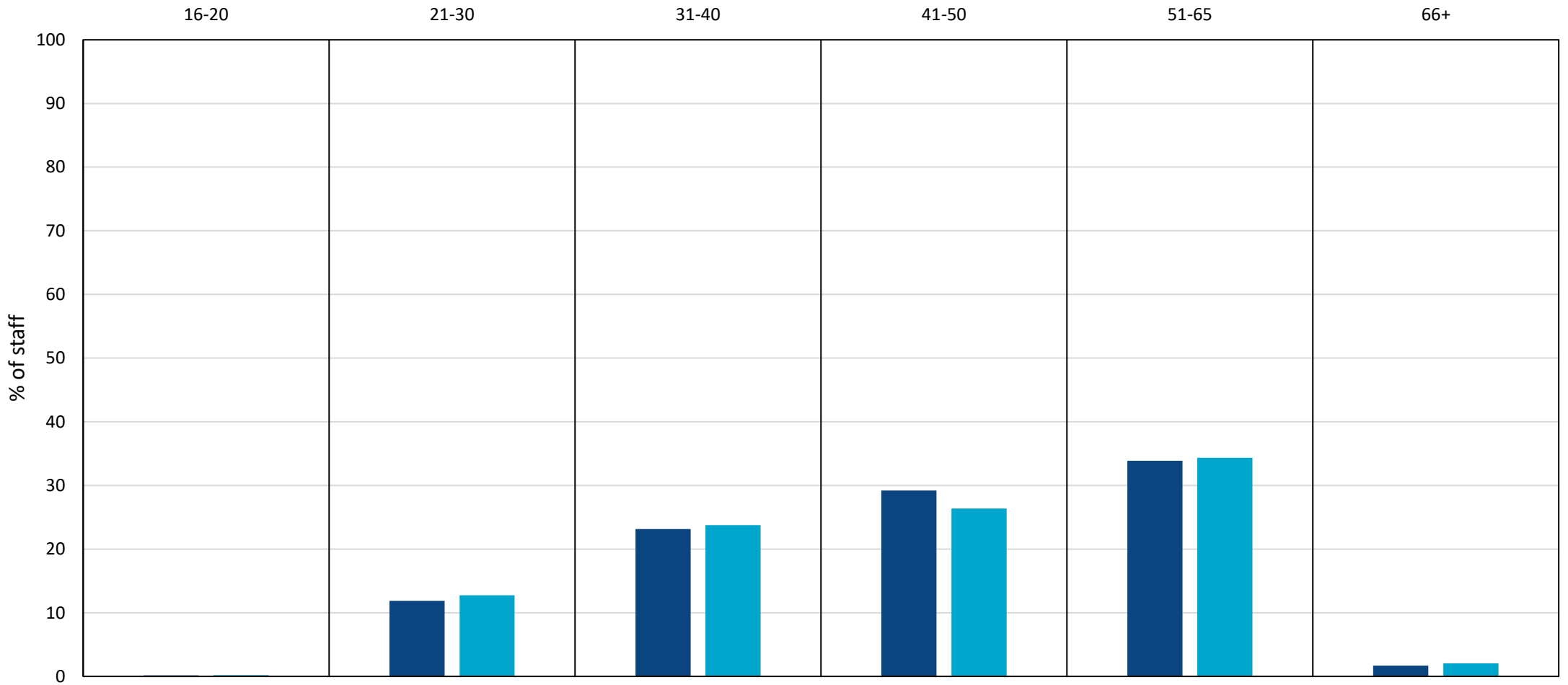
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	77.55%	17.21%	0.24%	0.18%	4.82%
Average	75.87%	19.86%	0.27%	0.13%	3.97%
Responses	1679	1679	1679	1679	1679

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



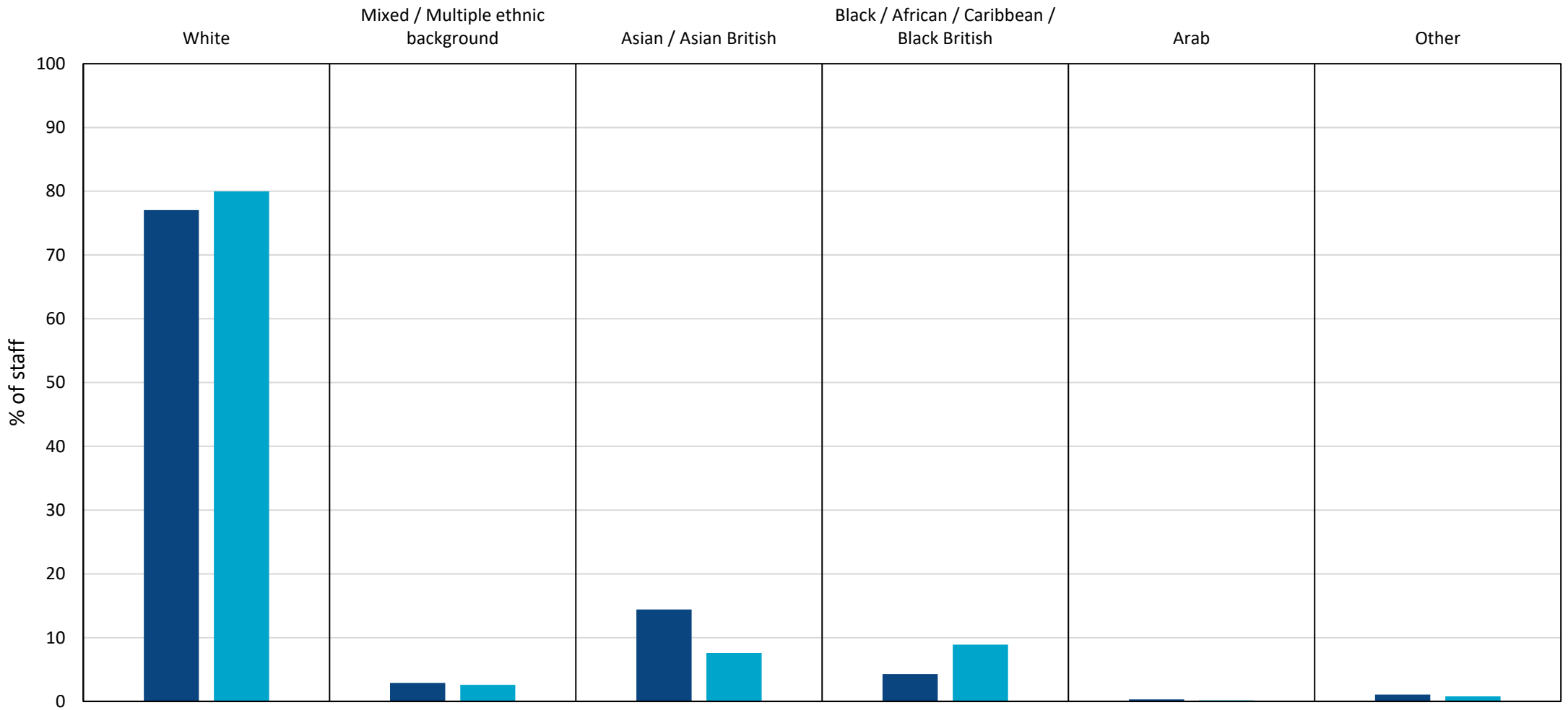
	Yes	No	Prefer not to say
Your org	94.73%	0.31%	4.96%
Average	95.70%	0.46%	3.91%
Responses	1594	1594	1594

Background details - Age



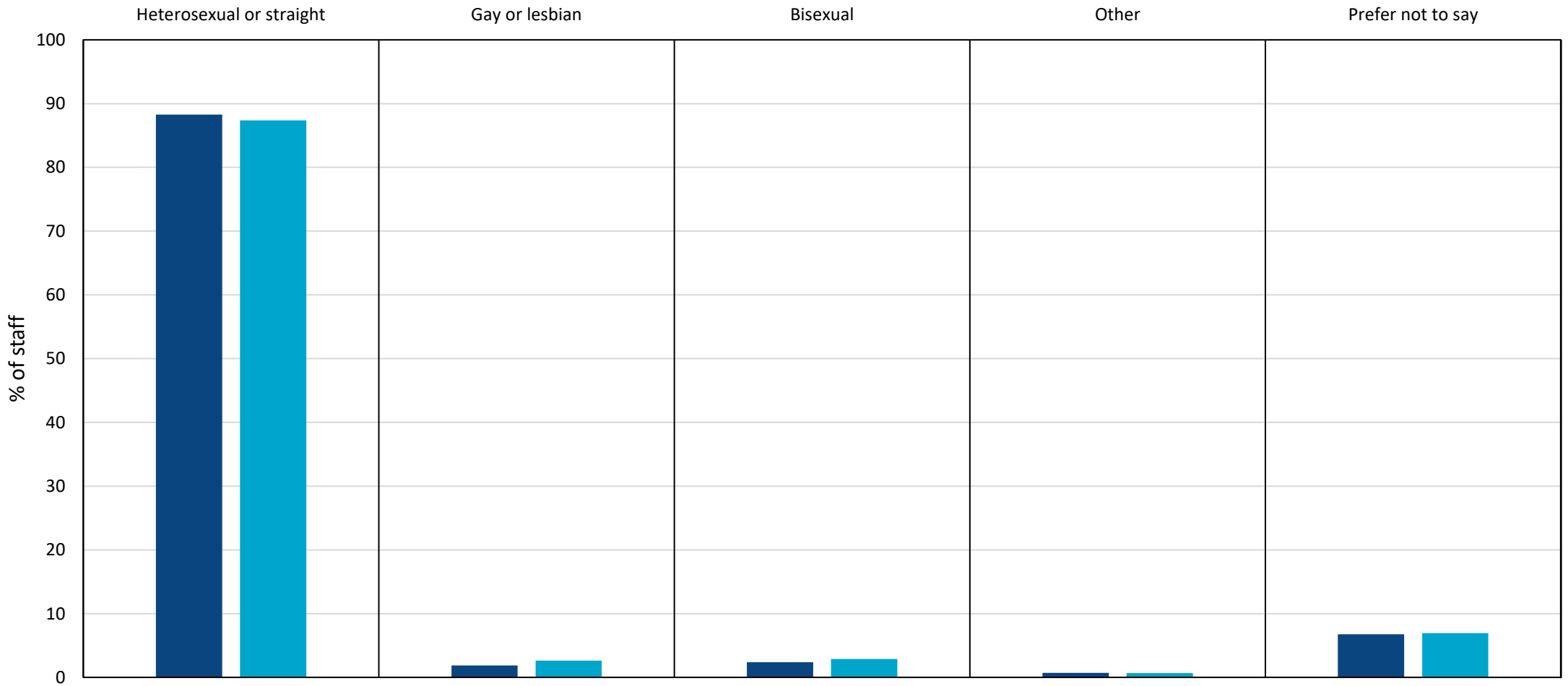
	16-20	21-30	31-40	41-50	51-65	66+
Your org	0.18%	11.88%	23.15%	29.21%	33.88%	1.70%
Average	0.20%	12.74%	23.77%	26.37%	34.34%	2.04%
Responses	1650	1650	1650	1650	1650	1650

Background details - Ethnic group



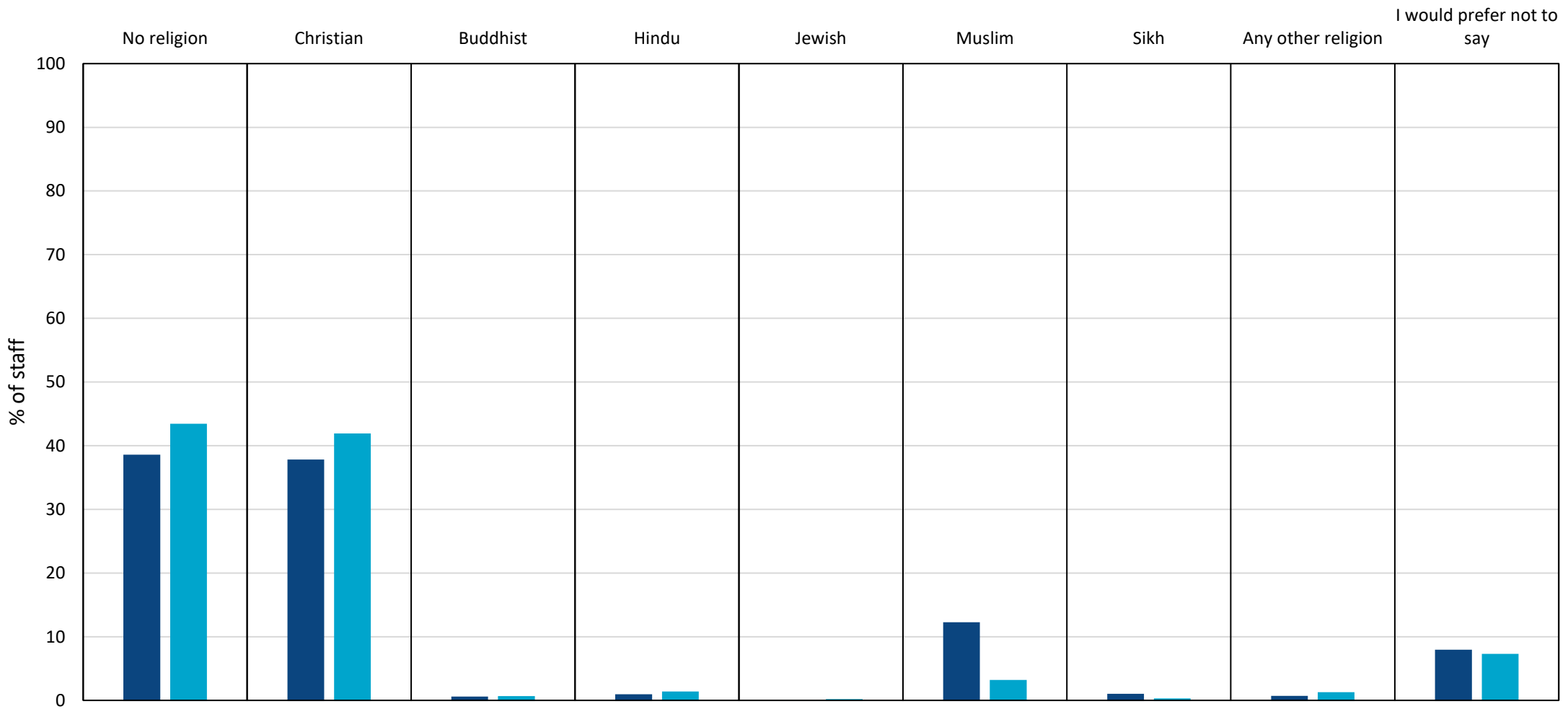
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	77.03%	2.89%	14.41%	4.28%	0.30%	1.08%
Average	79.97%	2.61%	7.60%	8.89%	0.18%	0.77%
Responses	1659	1659	1659	1659	1659	1659

Background details - Sexual orientation



	Heterosexual or straight	Gay or lesbian	Bisexual	Other	Prefer not to say
Your org	88.30%	1.85%	2.39%	0.72%	6.75%
Average	87.38%	2.62%	2.87%	0.66%	6.95%
Responses	1675	1675	1675	1675	1675

Background details - Religion or belief



	No religion	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Any other religion	I would prefer not to say
Your org	38.59%	37.81%	0.60%	0.96%	0.06%	12.28%	1.02%	0.72%	7.97%
Average	43.43%	41.93%	0.68%	1.41%	0.21%	3.21%	0.29%	1.28%	7.29%
Responses	1669	1669	1669	1669	1669	1669	1669	1669	1669

Background details - Long lasting health condition or illness

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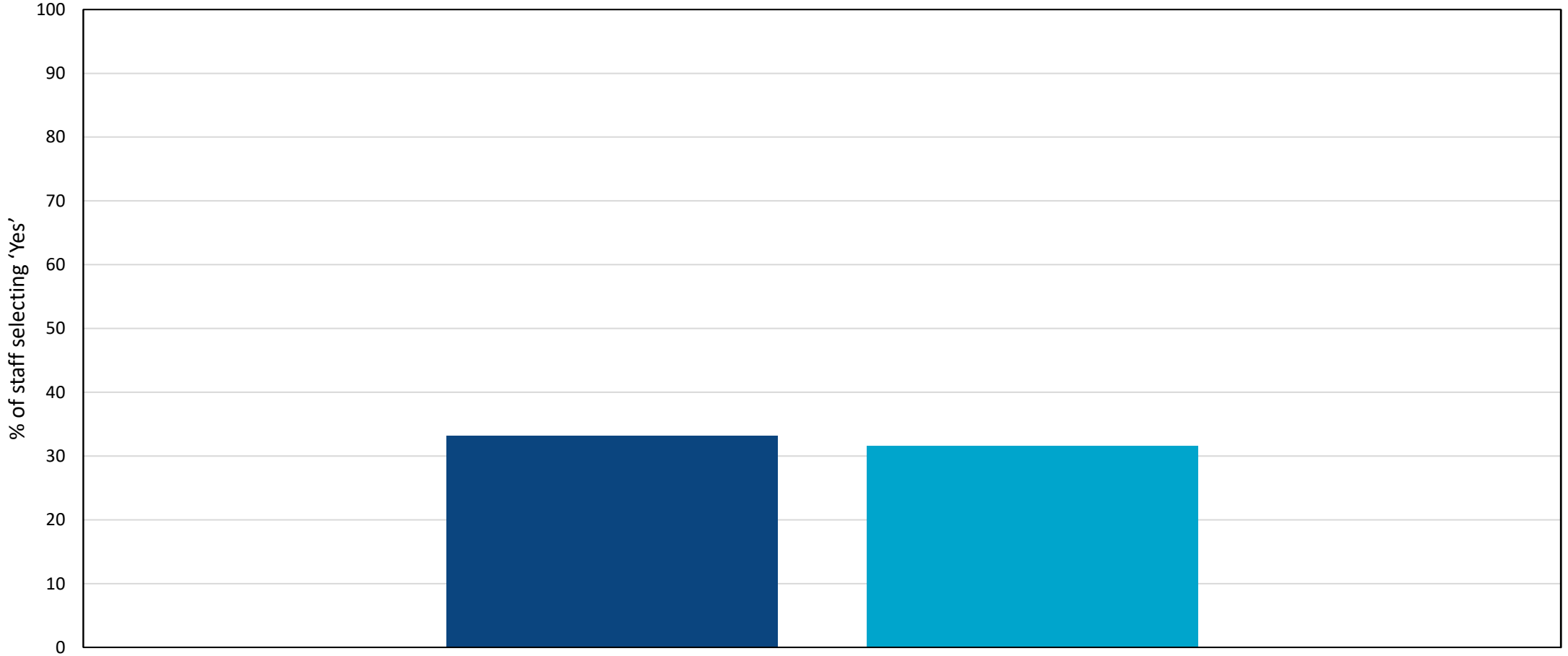
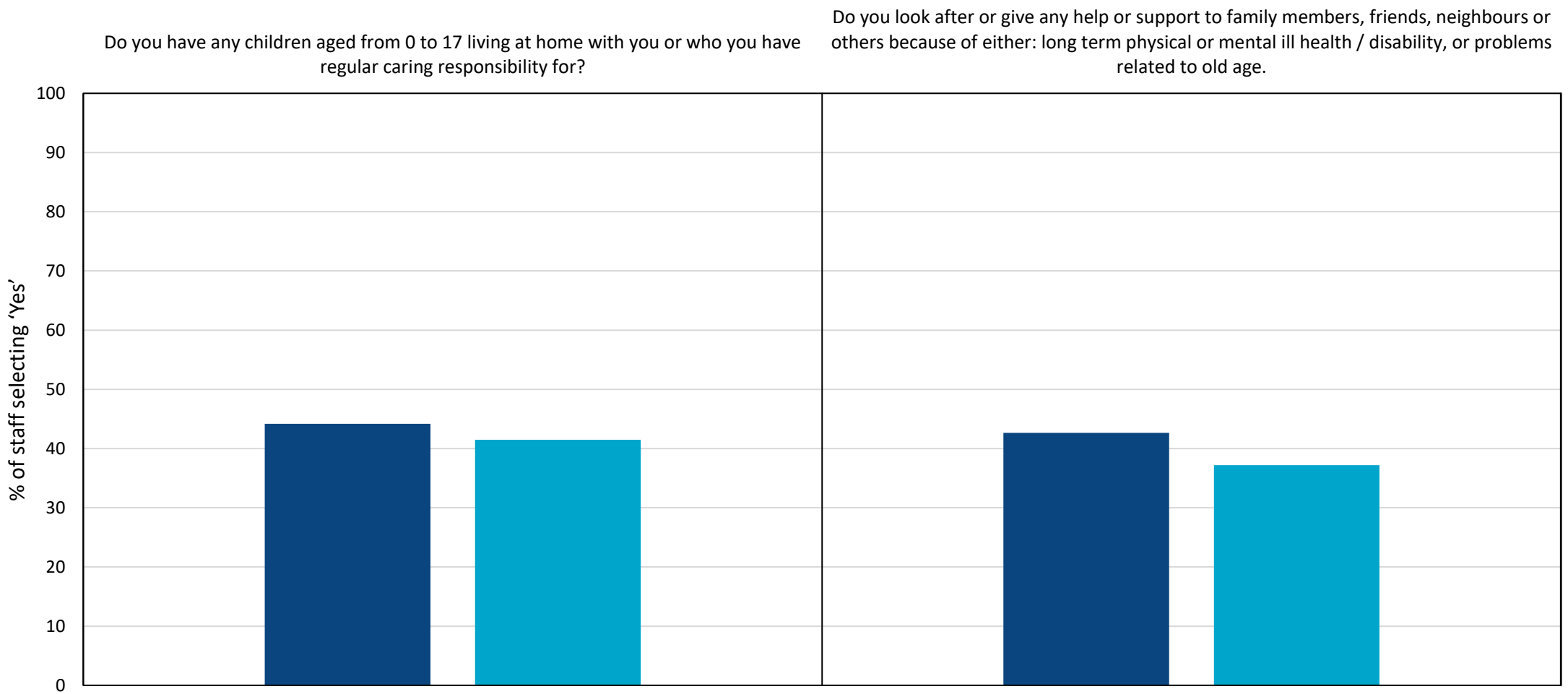
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



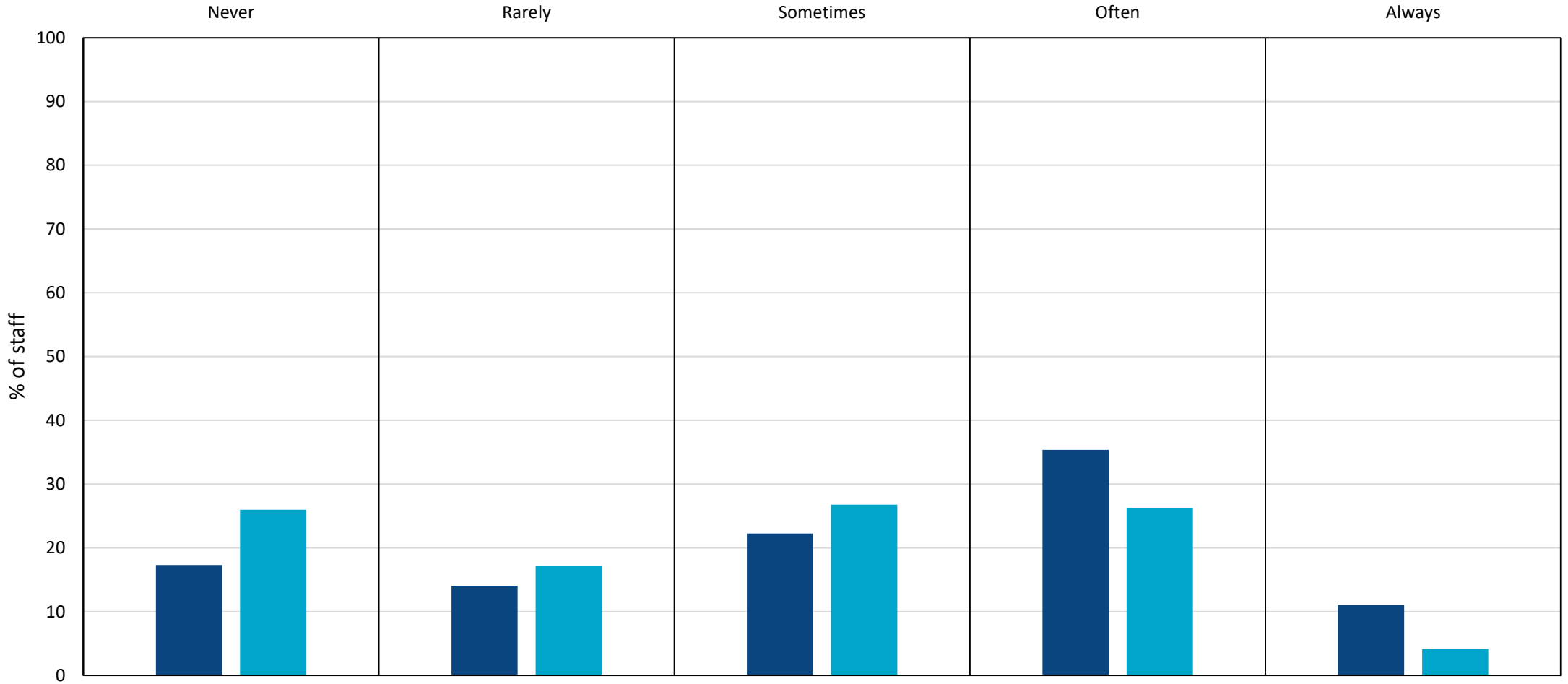
Your org	33.15%
Average	31.53%
Responses	1653

Background details - Parental / caring responsibilities



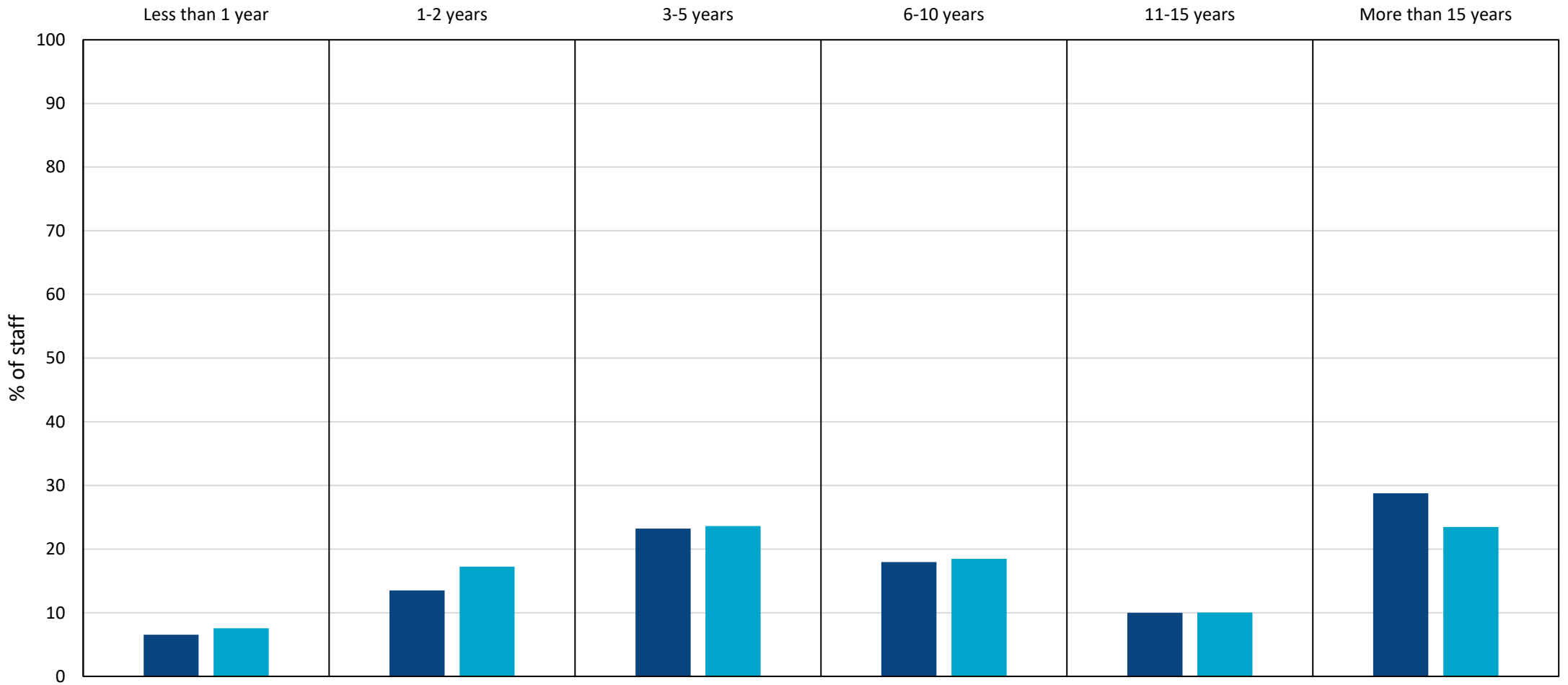
Your org	44.18%	42.66%
Average	41.47%	37.17%
Responses	1659	1662

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



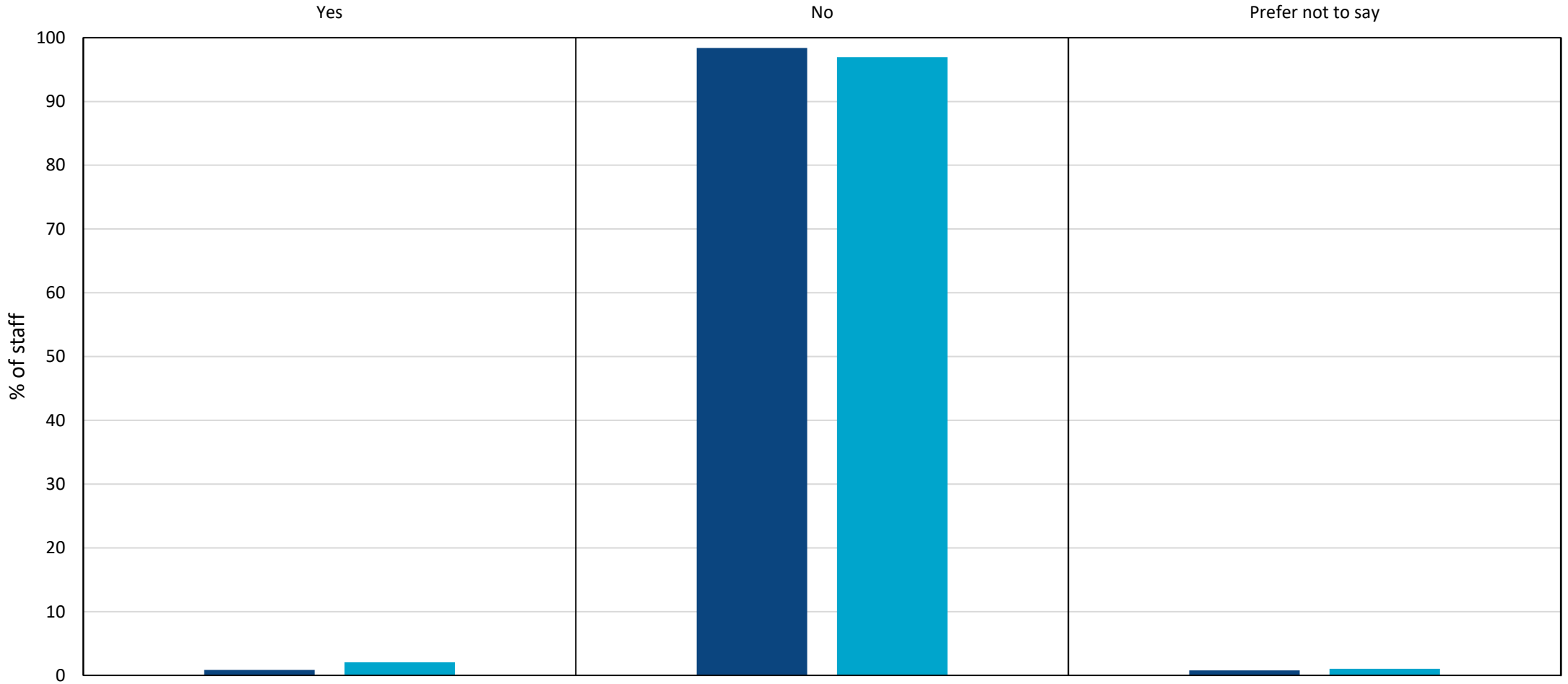
	Never	Rarely	Sometimes	Often	Always
Your org	17.32%	14.04%	22.22%	35.36%	11.05%
Average	25.98%	17.11%	26.78%	26.24%	4.11%
Responses	1674	1674	1674	1674	1674

Background details - Length of service



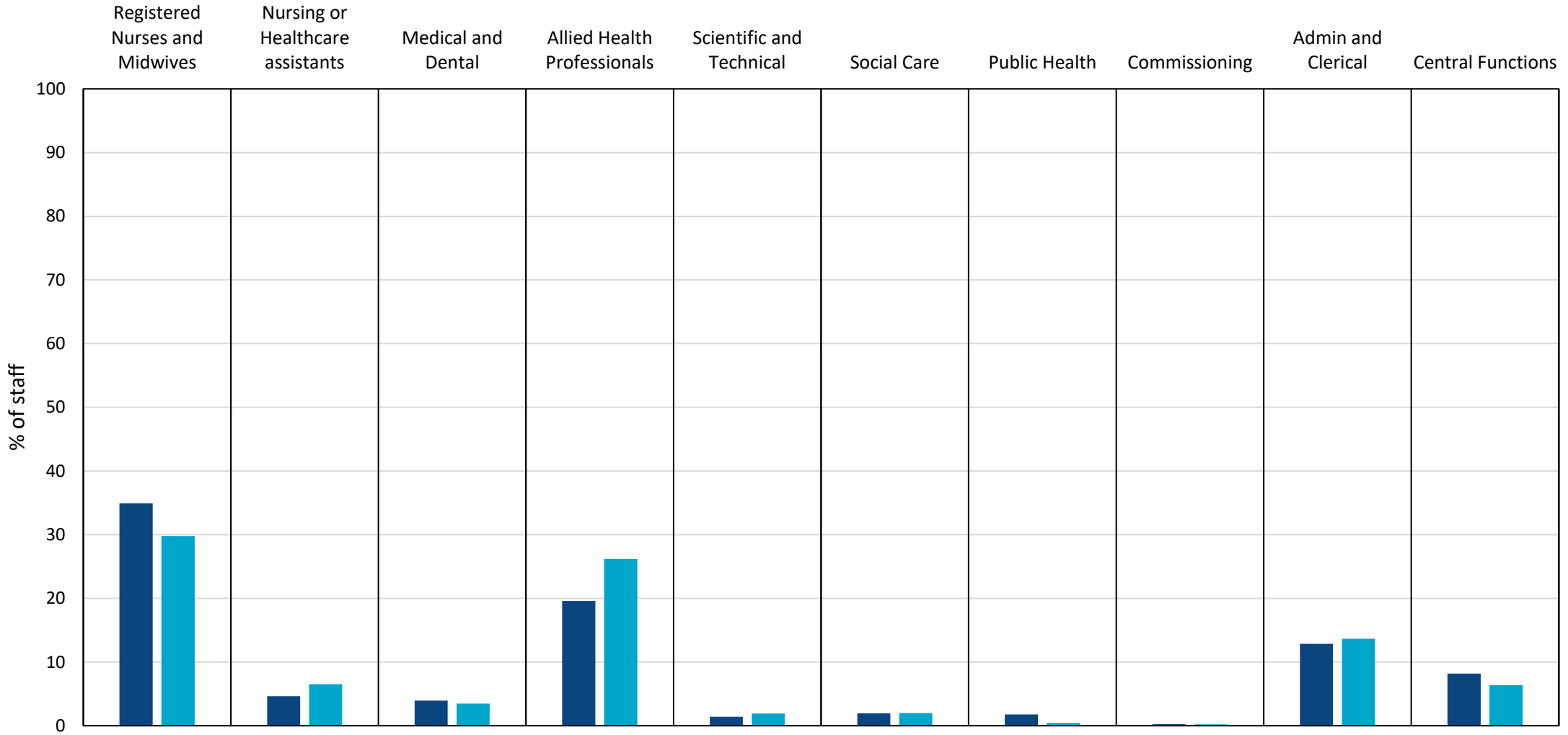
	Less than 1 year	1-2 years	3-5 years	6-10 years	11-15 years	More than 15 years
Your org	6.55%	13.51%	23.21%	17.98%	10.00%	28.75%
Average	7.57%	17.24%	23.62%	18.45%	10.03%	23.49%
Responses	1680	1680	1680	1680	1680	1680

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



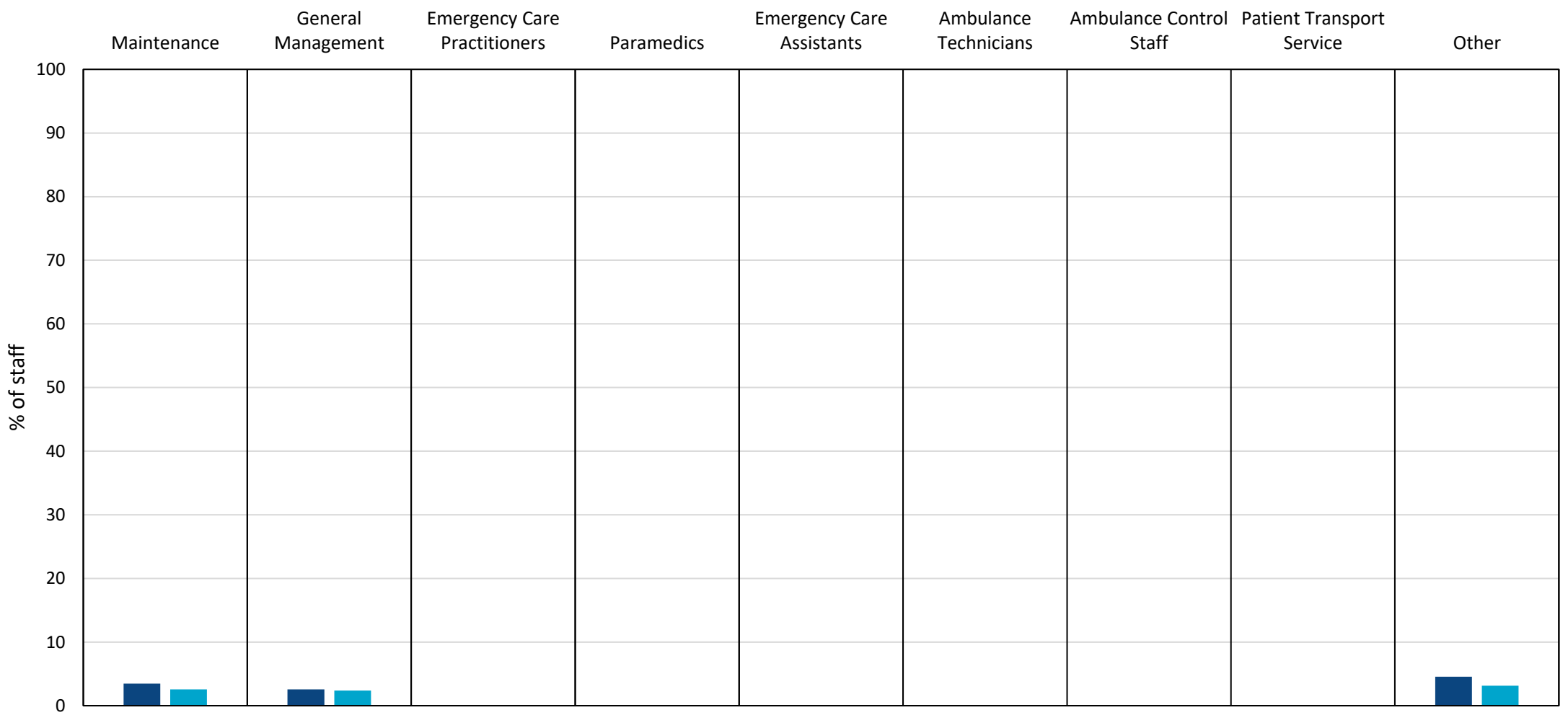
	Yes	No	Prefer not to say
Your org	0.84%	98.38%	0.78%
Average	2.05%	96.93%	1.02%
Responses	1662	1662	1662

Background details - Occupational group



	Registered Nurses and Midwives	Nursing or Healthcare assistants	Medical and Dental	Allied Health Professionals	Scientific and Technical	Social Care	Public Health	Commissioning	Admin and Clerical	Central Functions
Your org	34.93%	4.61%	3.94%	19.59%	1.39%	1.94%	1.76%	0.24%	12.86%	8.19%
Average	29.78%	6.52%	3.47%	26.18%	1.91%	1.99%	0.41%	0.20%	13.66%	6.35%
Responses	1649	1649	1649	1649	1649	1649	1649	1649	1649	1649

Background details - Occupational group



	Maintenance	General Management	Emergency Care Practitioners	Paramedics	Emergency Care Assistants	Ambulance Technicians	Ambulance Control Staff	Patient Transport Service	Other
Your org	3.46%	2.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.55%
Average	2.55%	2.39%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.15%
Responses	1649	1649	1649	1649	1649	1649	1649	1649	1649

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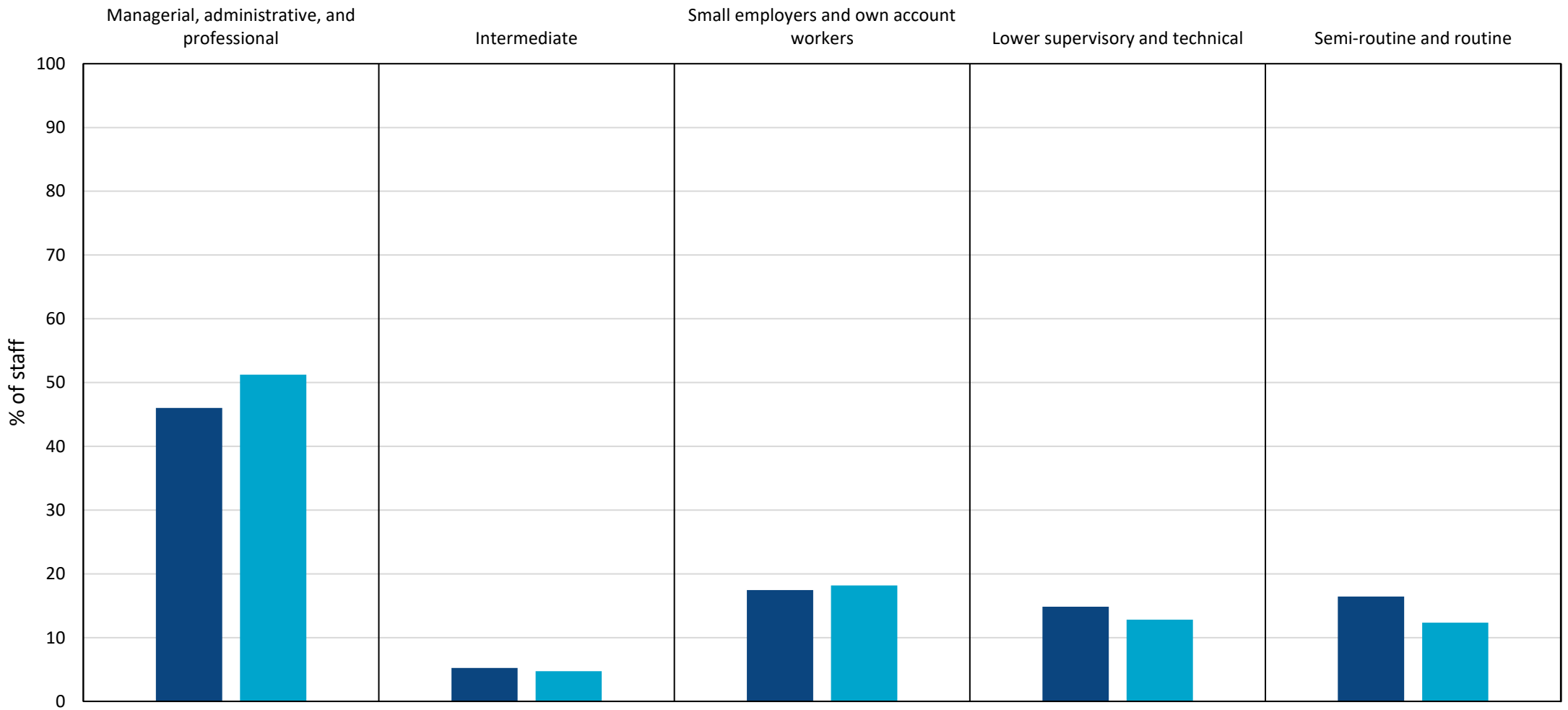
Socio-economic Background

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.

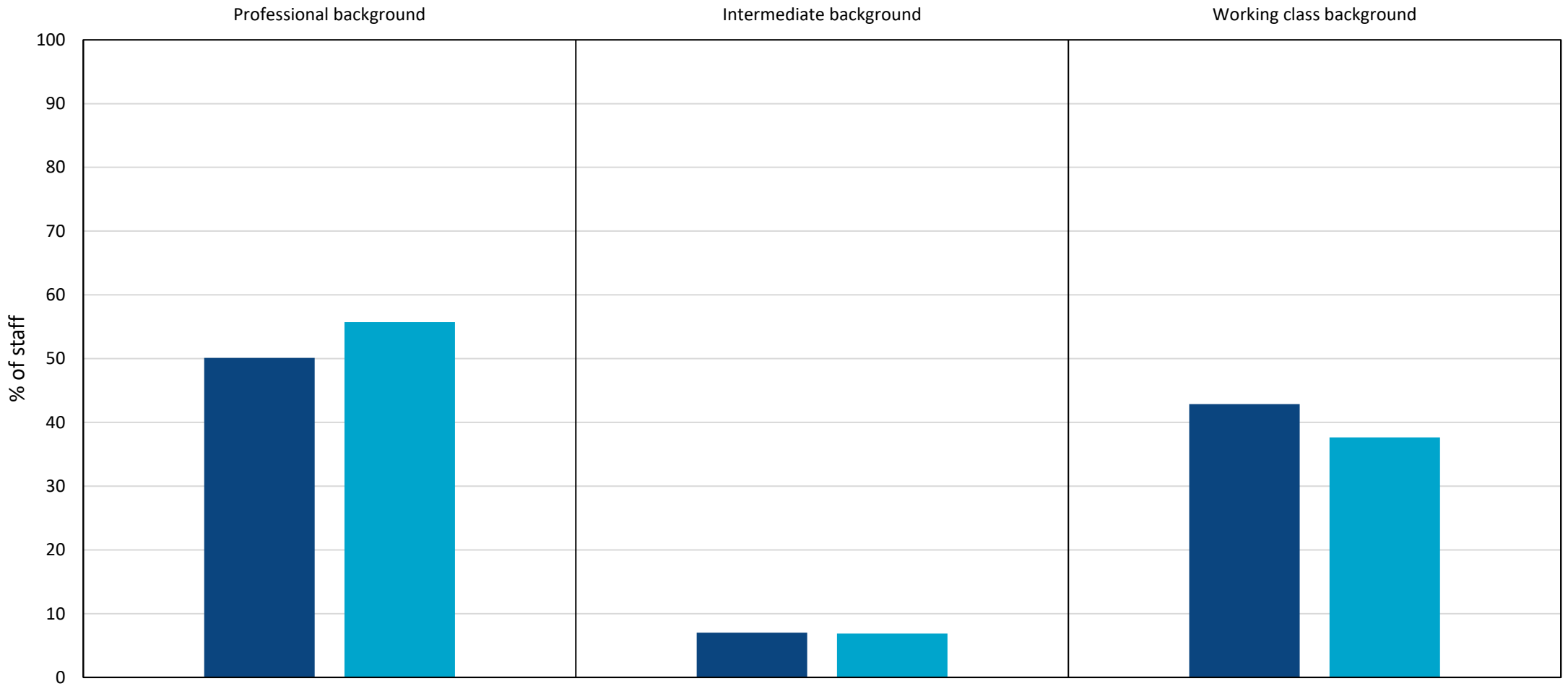
Socio-economic background: Five classes



	Managerial, administrative, and professional	Intermediate	Small employers and own account workers	Lower supervisory and technical	Semi-routine and routine
Your org	46.00%	5.25%	17.47%	14.84%	16.44%
Average	51.24%	4.73%	18.19%	12.82%	12.35%
Responses	876	876	876	876	876

Please note – These questions are online only.
There was a higher than typical level of non-response to the socio-economic background questions, which resulted in 48.02% of respondents not receiving a Five class score at the national level. For more information about socio-economic background, please see appendix D.

Socio-economic background: Three classes



	Professional background	Intermediate background	Working class background
Your org	50.12%	7.01%	42.87%
Average	55.73%	6.86%	37.66%
Responses	1241	1241	1241

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

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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	7.81	6.64	6.99	6.48	6.10	7.22	7.32	7.07	6.32
2 Intermediate	7.76	6.35	6.82	6.53	5.50	7.02	7.16	6.87	6.17
3 Small employers and own account workers	7.60	6.28	6.95	6.42	5.51	7.33	7.02	7.02	6.33
4 Lower supervisory and technical	7.89	6.71	7.34	6.55	5.91	7.29	7.40	7.31	6.52
5 Semi-routine and routine	7.72	6.64	7.01	6.42	6.14	7.01	7.19	7.04	6.27

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	7.78	6.63	6.99	6.49	5.98	7.23	7.28	7.05	6.32
2 Intermediate	7.80	6.45	7.01	6.48	5.82	6.94	7.26	7.04	6.23
3 Working class	7.74	6.55	7.05	6.49	5.87	7.17	7.24	7.10	6.35

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.

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Appendices

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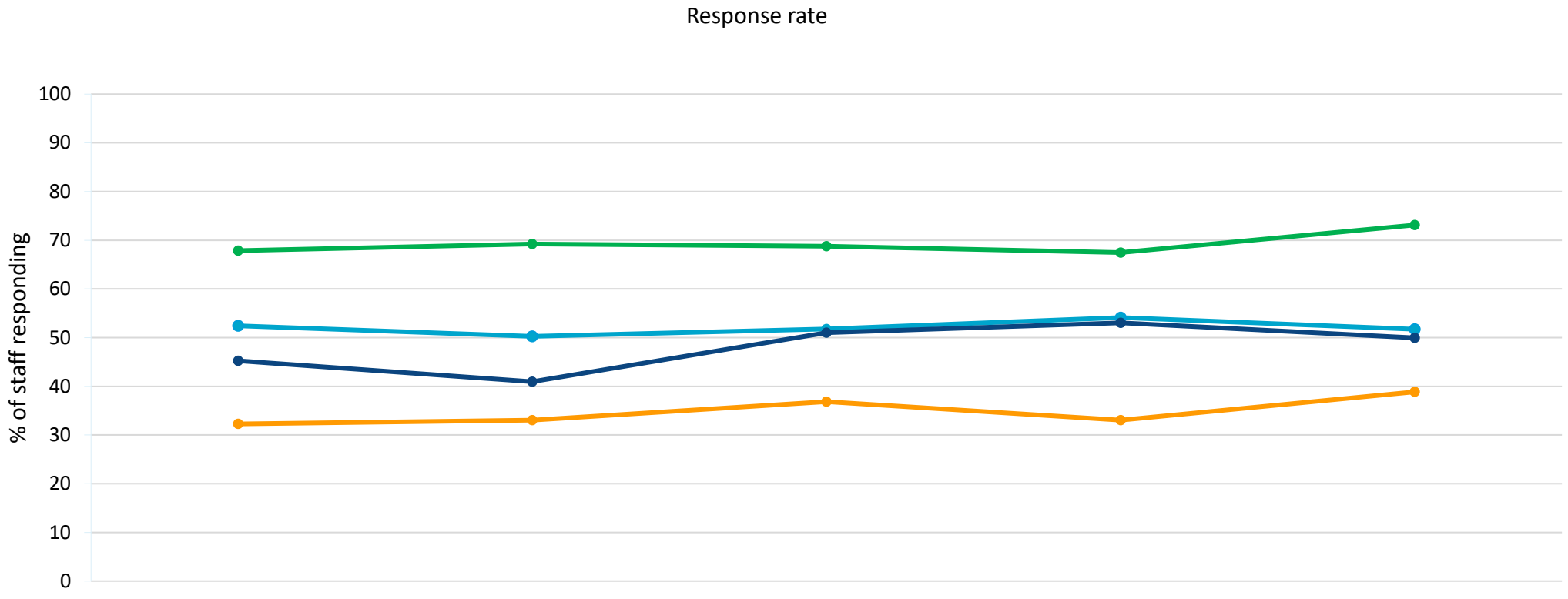
Appendix A: Response rate

Appendix A: Response rate



	2021	2022	2023	2024	2025
Your org	45.22%	40.94%	51.00%	53.03%	49.94%
Highest	67.86%	69.24%	68.76%	67.46%	73.12%
Average	52.40%	50.26%	51.76%	54.12%	51.72%
Lowest	32.27%	33.04%	36.86%	33.03%	38.85%
Responses	1419	1336	1678	1766	1690

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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	7.65	1762	7.70	1689	Not significant
We are recognised and rewarded	6.52	1762	6.53	1689	Not significant
We each have a voice that counts	7.00	1744	6.98	1679	Not significant
We are safe and healthy	6.47	1754	6.48	1682	Not significant
We are always learning	6.02	1685	5.93	1631	Not significant
We work flexibly	7.02	1752	7.10	1680	Not significant
We are a team	7.21	1761	7.23	1685	Not significant
Themes					
Staff Engagement	7.08	1763	7.06	1690	Not significant
Morale	6.24	1763	6.30	1690	Not significant

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

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Appendix C: Tips on using your benchmark report

Appendix C: Data in the benchmark reports

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.

Appendix C: 1. Reviewing People Promise and theme results

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

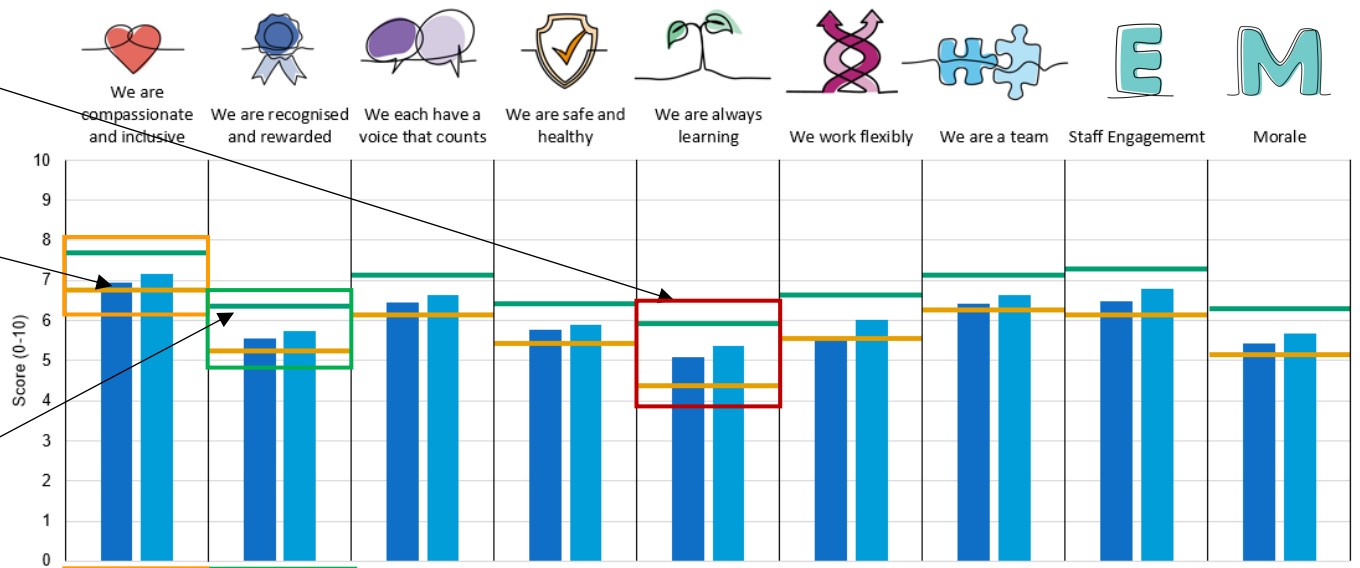
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another point of reference.

Areas to improve

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

Positive outcomes

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



	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 Engagememt	Morale
Your org	7.0	5.5	6.4	5.8	5.1	5.6	6.4	6.5	5.4
Best	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3
Average	7.2	5.7	6.6	5.9	5.4	6.0	6.6	6.8	5.7
Worst	6.8	5.2	6.2	5.4	4.4	5.6	6.3	6.1	5.2
Responses	8284	8225	8175	8244	7877	8187	8264	8288	8294

Only one example is highlighted for each point

Appendix C: 2. Reviewing results in more detail

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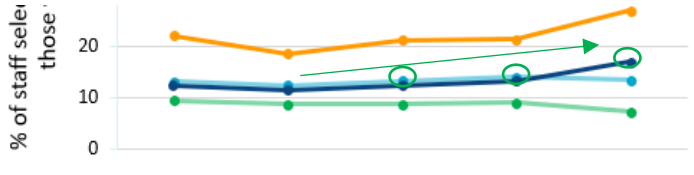
Review trend data

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.



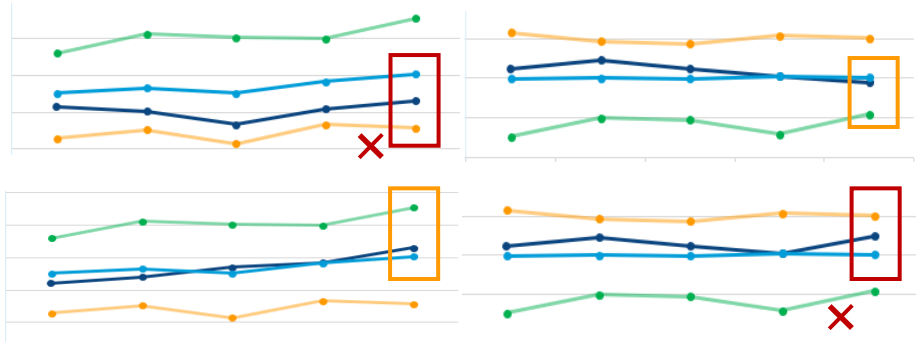
	2020	2021	2022	2023	2024
Your org	12.4%	11.5%	12.5%	13.4%	17.0%
Best result	9.5%	8.7%	8.7%	9.1%	7.3%
Average result	13.2%	12.5%	13.4%	14.1%	13.5%
Worst result	22.2%	18.6%	21.3%	21.4%	27.0%
Responses	1200	1115	1200	1200	595

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

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

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

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



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

Appendix C: 3. Reviewing question results

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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.

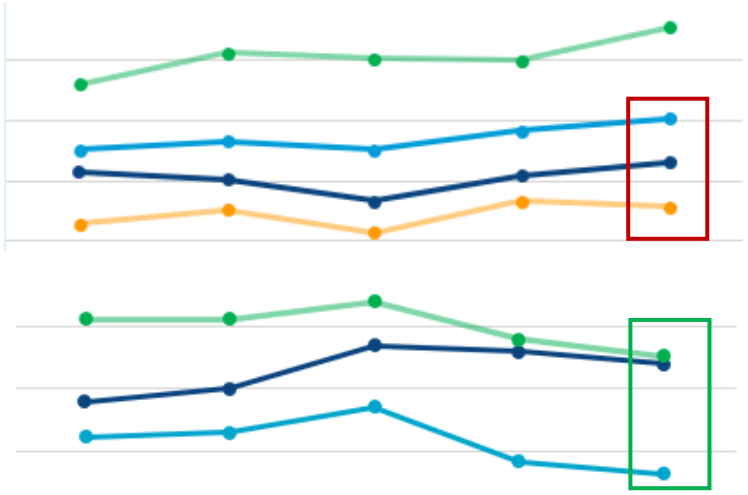
Identifying questions of interest

- **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.

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Appendix D: Socio-economic background

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.

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.

Appendix D: Socio-economic background

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Comparison of Three and Five Class approaches

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

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

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

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

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

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Appendix E: Additional reporting outputs

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.

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 Bradford District Care 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.