



2025 NHS England Staff Survey Summary Report

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Introduction

This report has been created with the purpose of presenting an overview of your organisation results for the NHSE Staff Survey, highlighting key results from the core questions of the survey and areas of significance to your organisation. Some of the main features included in this report are:

- Ranked Top and Bottom Results for your organisation
- Significant Results Over Time
- Region / Directorate percentiles showing the distribution of scores within the organisation

Response Rates

Questionnaires were sent to 15,085 staff in the organisation. After excluding respondents that were later known to be ineligible, such as staff who left the organisation between sampling and the close of fieldwork, a usable sample of 14,981 remained.

After response data was reviewed and non-usable responses such as blank surveys were removed, 9,900 eligible responses were received from the organisation, giving a response rate of 66%.

Measures and Question Scores

Measures are summary scores for groups of questions which, when taken together, give more information about a particular area. Measures are presented as scale scores (on a scale of 0 to 10).

There are three sets of measures within this report, which are:

1. People Promise Measures
 - 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
2. Staff Engagement
3. Morale

Individual question scores are expressed as percentages. Please note that it's not always possible to directly compare question scores to the measures, as there are specific rules in the measure calculations which act to limit the respondent base (e.g. a respondent must have answered a majority of the questions that compose the measure to be included in its calculation). The question scores do however provide a good indication of the strengths and weaknesses within the area addressed by the measures as well as areas not covered by the measures.

Introduction

Positive Findings

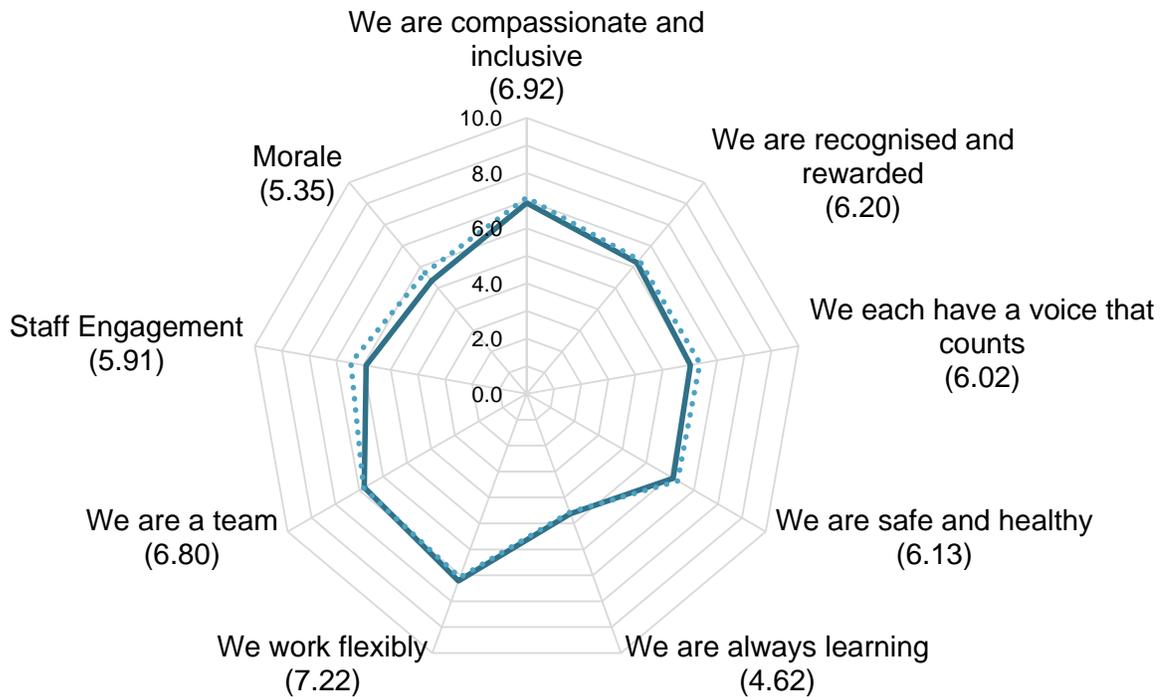
In most cases, questions ask about a positive aspect of staff experience. There are some questions that ask about negative aspects, however. An example of a negative question is Q14b: In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers. For these questions, the score has been produced from the positive element of the responses and so the measure is presented as 'Percentage of staff who have NOT personally experienced harassment, bullying or abuse at work from managers in the last 12 months'.

Statistical Significance

Throughout this report “significance” is used to refer to findings which have been proven to be statistically significant. The calculation we use to test the statistical significance of scores is a modified version of the “z-test”. Any result where the outcome of this test indicates a significant difference between two results, after factoring for the variation in the sample, is marked as “statistically significant”. Statistically significant findings are those where there can be real confidence that differences are of mathematical note.

Summary

— NHS England 2025 NHS England 2024



Response Rates

The final response rates for regions / directorates are shown below. These are based on the final dataset after data cleansing has been carried out, and ineligible records such as staff who have left the organisation or blank surveys have been removed.

Regions / directorates with fewer than 10 staff are excluded from the breakdown but remain in the overall figures.

Region / Directorate	Eligible	Complete	Non Returned	Response Rate
North East & Yorkshire	761	557	204	73%
South West	665	479	186	72%
Greater Manchester	60	43	17	72%
Nursing	304	215	89	71%
Finance	919	648	271	71%
Financial Reset and Accountability	116	81	35	70%
Chair and Chief Executive's Office	530	370	160	70%
North West and Greater Manchester	683	475	208	70%
South East	811	564	247	70%
PACE	256	178	78	70%
North West	623	432	191	69%
Elective Care, Cancer & Diagnostics	192	133	59	69%
Midlands	956	660	296	69%
Primary Care, Vaccination and Screening	574	390	184	68%
Commercial	304	206	98	68%
Medical	288	195	93	68%
Strategy and PACE	384	258	126	67%
East of England	691	461	230	67%
Deputy Chief Exec	511	329	182	64%
Urgent and Emergency Care and Operations	363	233	130	64%
Workforce Training and Education	948	604	344	64%
Strategy	128	80	48	63%
London	892	554	338	62%
NEW Transformation	4087	2487	1600	61%
NHSE Overall	14981	9900	5081	66%

Staff Engagement

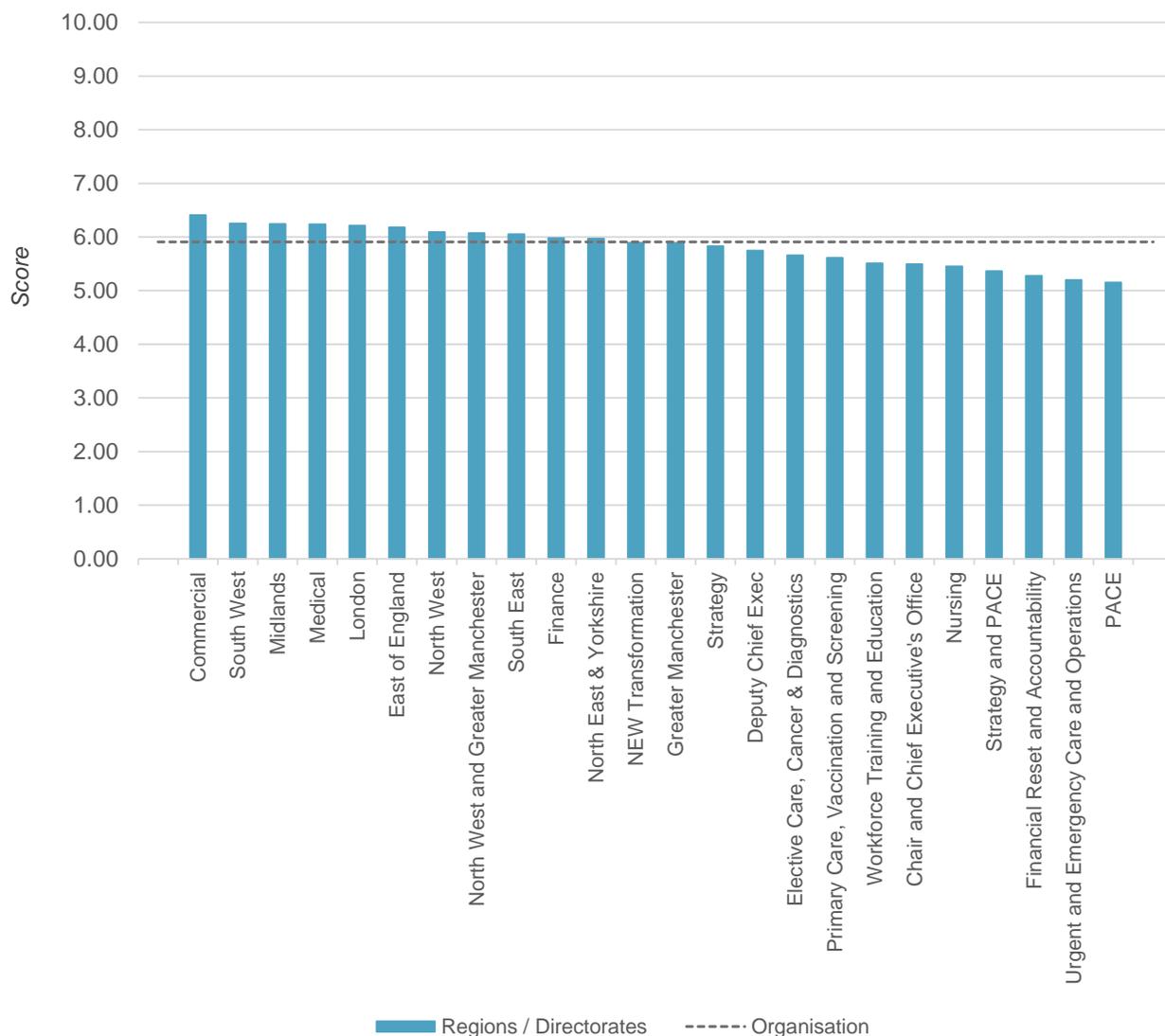
In the Staff Survey, Staff Engagement is measured across three subscores:

- **Motivation**, measured by Q2a, Q2b and Q2c
- **Involvement**, measured by Q3c, Q3d and Q3f
- **Advocacy**, measured by Q26a, Q26c and Q26d

Overall Staff Engagement is measured as an average across these three subscores. Staff Engagement scores fall between 0 and 10, where the higher the score, the more engaged the staff.

Regional / Directorate Results across NHSE

Presented in the chart below are the range of Overall Staff Engagement scores for regions / directorates across the organisation, shown in ranking order. The organisation's score is 5.91 and is indicated by the dashed line.



Staff Engagement

Year on Year Results

Presented below are the scores for each of the measures that comprise Staff Engagement. Scores from 2024 are presented for comparison. The percentage difference between the 2024 and 2025 scores is represented by the coloured gap between the bars. Significant differences between the years are also indicated.

Measure	Scores		
<i>Overall Staff Engagement</i>	2025	5.91	-0.56 (Sig.)
	2024	6.47	
<i>Motivation</i>	2025	5.96	-0.47 (Sig.)
	2024	6.43	
<i>Involvement</i>	2025	6.64	-0.31 (Sig.)
	2024	6.95	
<i>Advocacy</i>	2025	5.11	-0.91 (Sig.)
	2024	6.02	

Morale

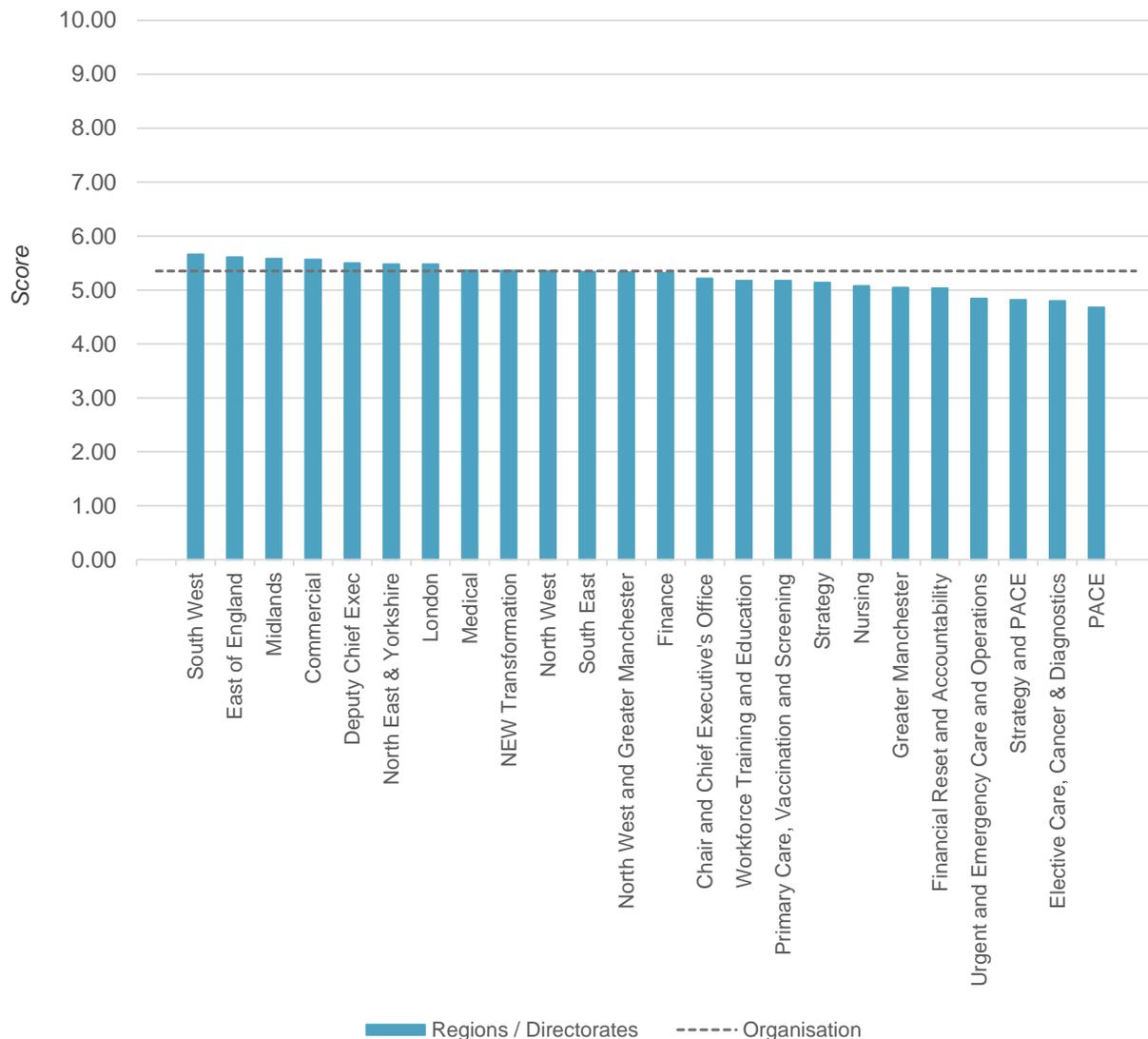
In the Staff Survey, Morale is measured across three subscores:

- **Thinking about leaving**, measured by Q27a, Q27b and Q27c
- **Work pressure**, measured by Q3g, Q3h, and Q3i
- **Stressors (HSE index)**, measured by Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, and Q9a

Morale is measured as an average across these three subscores. Morale scores fall between 0 and 10, where the higher the score, the more positive the response.

Regional / Directorate Results across NHSE

Presented in the chart below are the range of Morale scores for regions / directorates across the organisation, shown in ranking order. Your organisation's score is 5.35 and is indicated by the dashed line.



Morale

Year on Year Results

Presented below are the scores for each of the measures that comprise Morale. Scores from 2024 are presented for comparison. The percentage difference between the 2024 and 2025 scores is represented by the coloured gap between the bars. Significant differences between the years are also indicated.

Measure	Scores	
<i>Morale</i>	2025	5.35
	2024	5.73
<i>Thinking about leaving</i>	2025	4.56
	2024	5.43
<i>Work pressure</i>	2025	5.26
	2024	5.36
<i>Stressors (HSE index)</i>	2025	6.22
	2024	6.39

Promise 1 - We are compassionate and inclusive

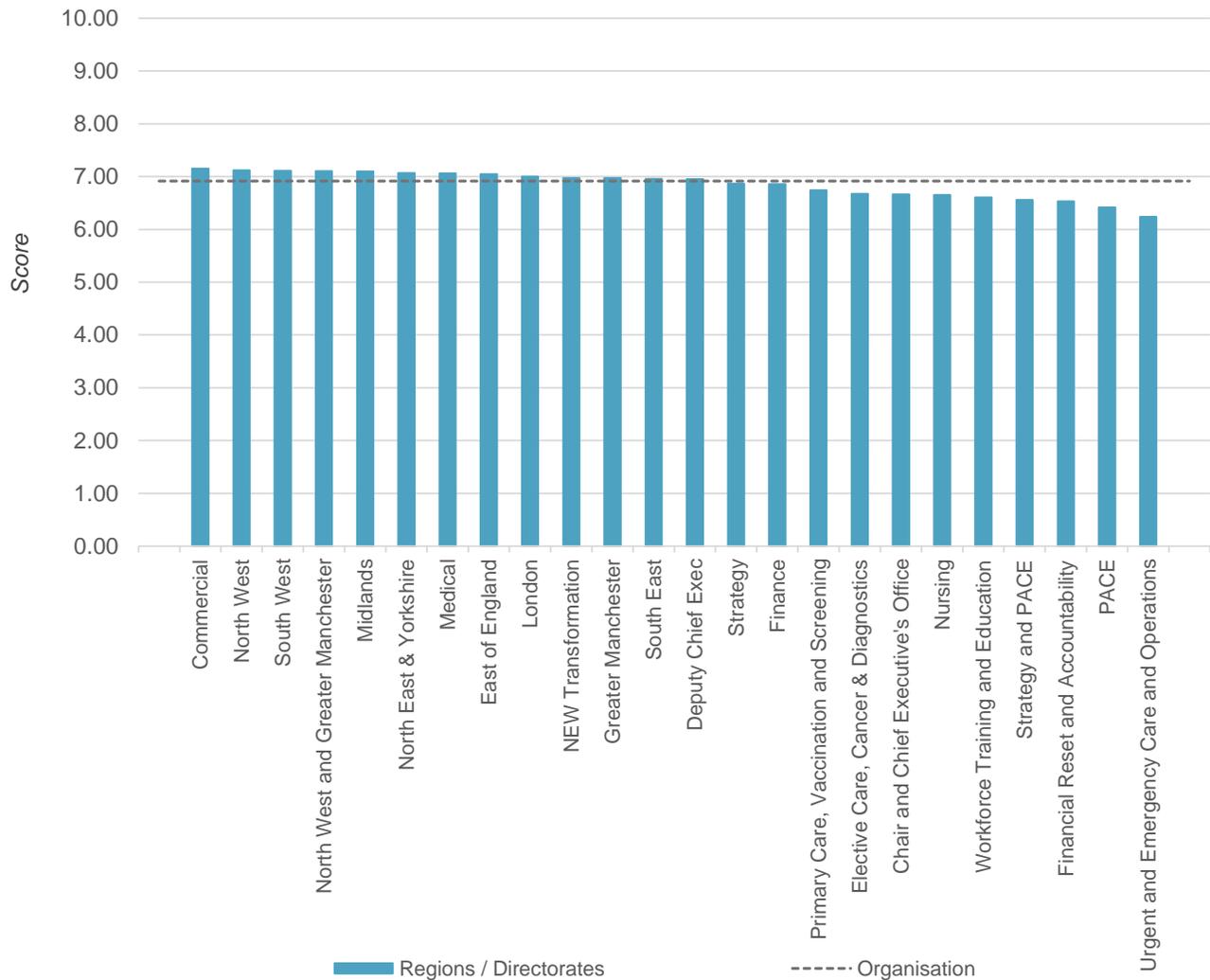
In the Staff Survey 'We are compassionate and inclusive' is measured across four subscores:

- **Compassionate culture**, measured by Q6a, Q26a, Q26b, and Q26c
- **Compassionate leadership**, measured by Q9f, Q9g, Q9h, Q9i
- **Diversity and equality**, measured by Q15, Q16a, Q16b, Q22
- **Inclusion**, measured by Q7h, Q7i, Q8b, Q8c

People Promises are measured as an average across these subscores. People Promise scores fall between 0 and 10, where the higher the score, the more positive the response.

Regional / Directorate Results across NHSE

Presented in the chart below are the range of Promise 1 scores for regions / directorates across the organisation, shown in ranking order. Your organisation's score is 6.92 and is indicated by the dashed line.



Promise 1 - We are compassionate and inclusive

Year on Year Results

Presented below are the scores for each of the measures that comprise Promise 1. Scores from 2024 are presented for comparison. The percentage difference between the 2024 and 2025 scores is represented by the coloured gap between the bars. Significant differences between the years are also indicated.

Measure	Scores	
<i>We are compassionate and inclusive</i>	2025	6.92
	2024	7.11
-0.20 (Sig.)		
<i>Compassionate culture</i>	2025	5.67
	2024	6.30
-0.63 (Sig.)		
<i>Compassionate leadership</i>	2025	7.47
	2024	7.38
+0.09 (Not sig.)		
<i>Diversity and equality</i>	2025	7.72
	2024	7.85
-0.12 (Sig.)		
<i>Inclusion</i>	2025	6.79
	2024	6.94
-0.15 (Sig.)		

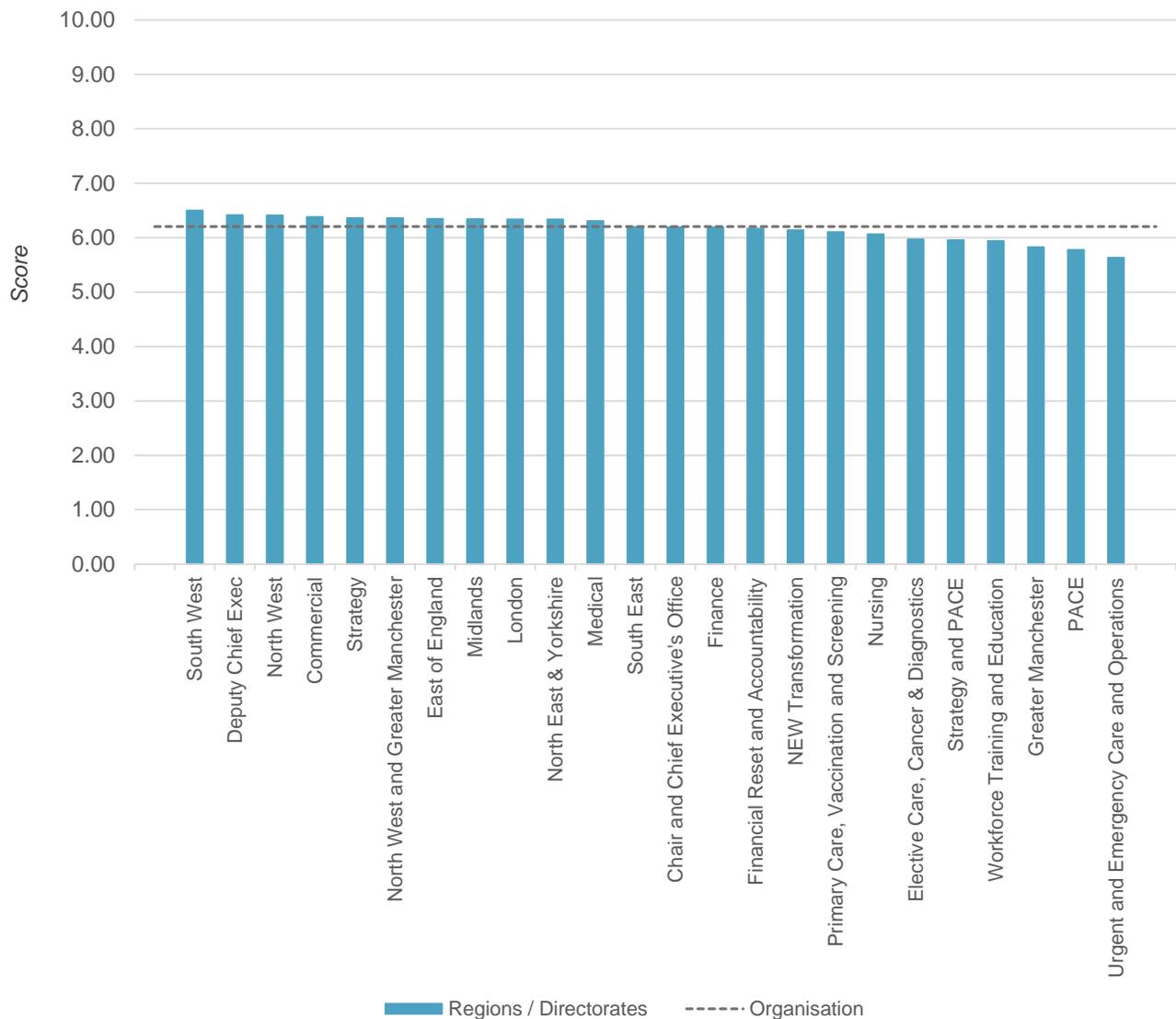
Promise 2 - We are recognised and rewarded

In the Staff Survey 'We are recognised and rewarded' is measured across five questions: Q4a, Q4b, Q4c, Q8d, and Q9e.

People Promises are measured as an average across these questions. People Promise scores fall between 0 and 10, where the higher the score, the more positive the response.

Regional / Directorate Results across NHSE

Presented in the chart below are the range of Promise 2 scores for regions / directorates across the organisation, shown in ranking order. Your organisation's score is 6.20 and is indicated by the dashed line.



Promise 2 - We are recognised and rewarded

Year on Year Results

Presented below are the scores for each of the measures that comprise Promise 2. Scores from 2024 are presented for comparison. The percentage difference between the 2024 and 2025 scores is represented by the coloured gap between the bars. Significant differences between the years are also indicated.

Measure	Scores	
<i>We are recognised and rewarded</i>	2025	6.20
	2024	6.34

Promise 3 - We each have a voice that counts

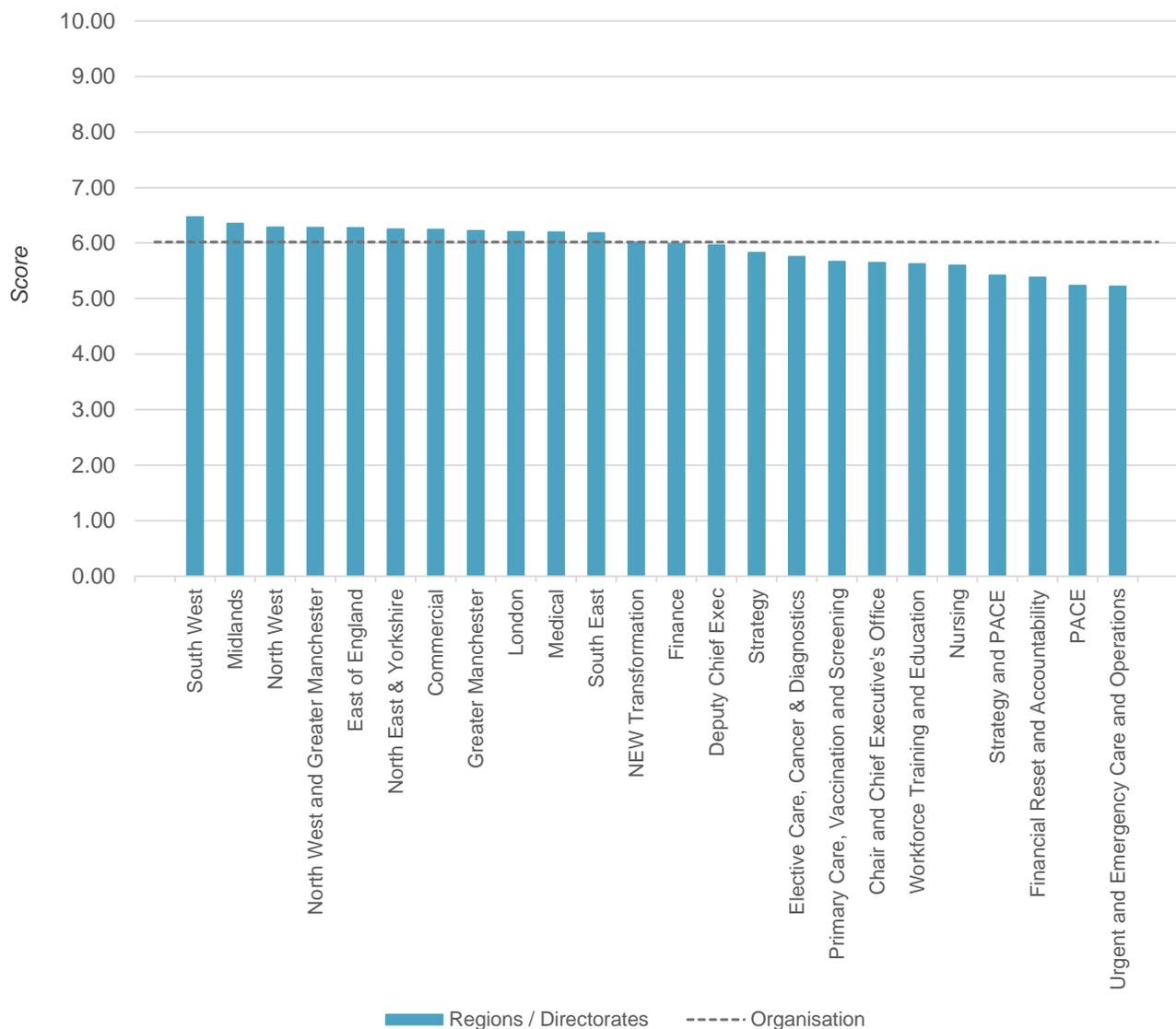
In the Staff Survey 'We each have a voice that counts' is measured across two subscores:

- **Autonomy and control**, measured by Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, and Q5b
- **Raising concerns**, measured by Q21a, Q21b, Q26d, Q26e

People Promises are measured as an average across these subscores. People Promise scores fall between 0 and 10, where the higher the score, the more positive the response.

Regional / Directorate Results across NHSE

Presented in the chart below are the range of Promise 3 scores for regions / directorates across the organisation, shown in ranking order. Your organisation's score is 6.02 and is indicated by the dashed line.



Promise 3 - We each have a voice that counts

Year on Year Results

Presented below are the scores for each of the measures that comprise Promise 3. Scores from 2024 are presented for comparison. The percentage difference between the 2024 and 2025 scores is represented by the coloured gap between the bars. Significant differences between the years are also indicated.

Measure	Scores	
<i>We each have a voice that counts</i>	2025	6.02
	2024	6.37
<i>Autonomy and control</i>	2025	6.57
	2024	6.83
<i>Raising concerns</i>	2025	5.47
	2024	5.91

Promise 4 - We are safe and healthy

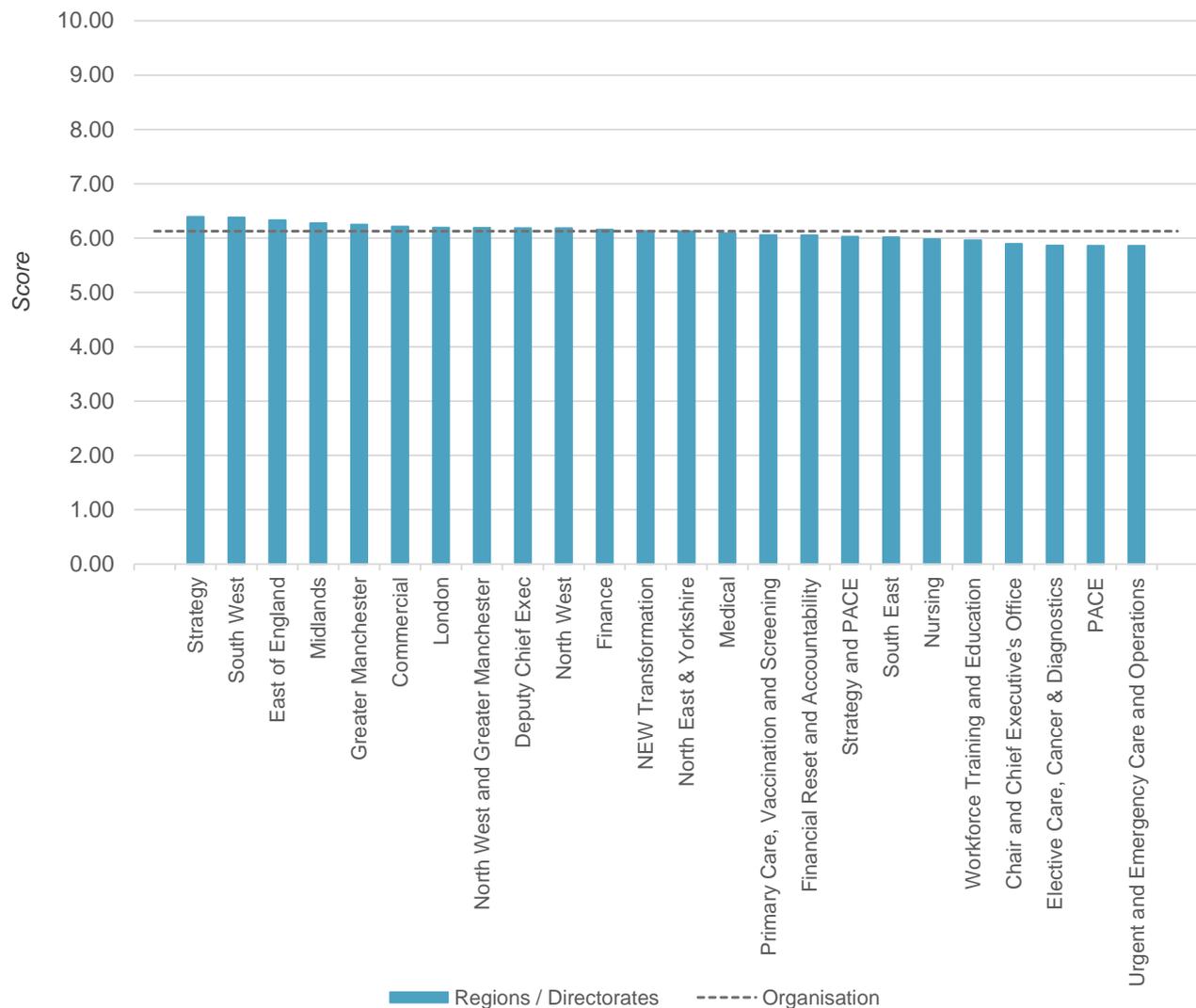
In the Staff Survey 'We are safe and healthy' is measured across three subscores:

- **Health and safety climate**, measured by Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, and Q14d
- **Burnout**, measured by Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, and Q12g
- **Negative experiences**, measured by Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, and Q14c

People Promises are measured as an average across these subscores. People Promise scores fall between 0 and 10, where the higher the score, the more positive the response.

Regional / Directorate Results across NHSE

Presented in the chart below are the range of Promise 4 scores for regions / directorates across the organisation, shown in ranking order. Your organisation's score is 6.13 and is indicated by the dashed line.



Promise 4 - We are safe and healthy

Year on Year Results

Presented below are the scores for each of the measures that comprise Promise 4. Scores from 2024 are presented for comparison. The percentage difference between the 2024 and 2025 scores is represented by the coloured gap between the bars. Significant differences between the years are also indicated.

Measure	Scores		
<i>We are safe and healthy</i>	2025	6.13	-0.18 (Sig.)
	2024	6.31	
<i>Health and safety climate</i>	2025	5.25	-0.14 (Not sig.)
	2024	5.39	
<i>Burnout</i>	2025	5.05	-0.26 (Sig.)
	2024	5.32	
<i>Negative experiences</i>	2025	8.08	-0.15 (Sig.)
	2024	8.22	

Promise 5 - We are always learning

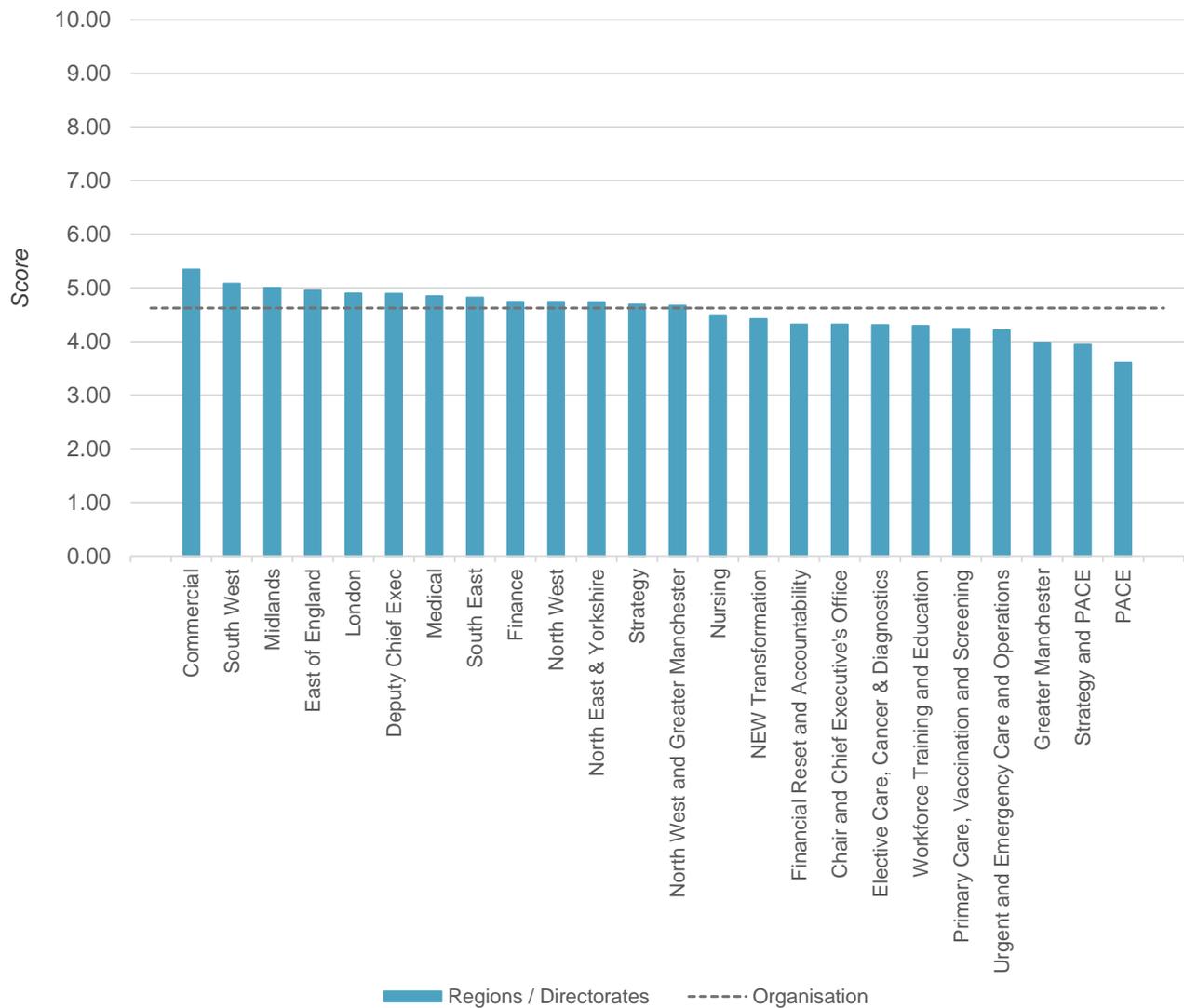
In the Staff Survey 'We are always learning' is measured across two subscores:

- **Development**, measured by Q25a, Q25b, Q25c, Q25d, and Q25e
- **Appraisals**, measured by Q24a, Q24b, Q24c, and Q24d

People Promises are measured as an average across these subscores. People Promise scores fall between 0 and 10, where the higher the score, the more positive the response.

Regional / Directorate Results across NHSE

Presented in the chart below are the range of Promise 5 scores for regions / directorates across the organisation, shown in ranking order. Your organisation's score is 4.62 and is indicated by the dashed line.



Promise 5 - We are always learning

Year on Year Results

Presented below are the scores for each of the measures that comprise Promise 5. Scores from 2024 are presented for comparison. The percentage difference between the 2024 and 2025 scores is represented by the coloured gap between the bars. Significant differences between the years are also indicated.

Measure	Scores	
<i>We are always learning</i>	2025	4.62
	2024	4.57
	+0.05 (Not sig.)	
<i>Development</i>	2025	5.09
	2024	5.97
	-0.88 (Sig.)	
<i>Appraisals</i>	2025	4.14
	2024	3.17
	+0.97 (Sig.)	

Promise 6 - We work flexibly

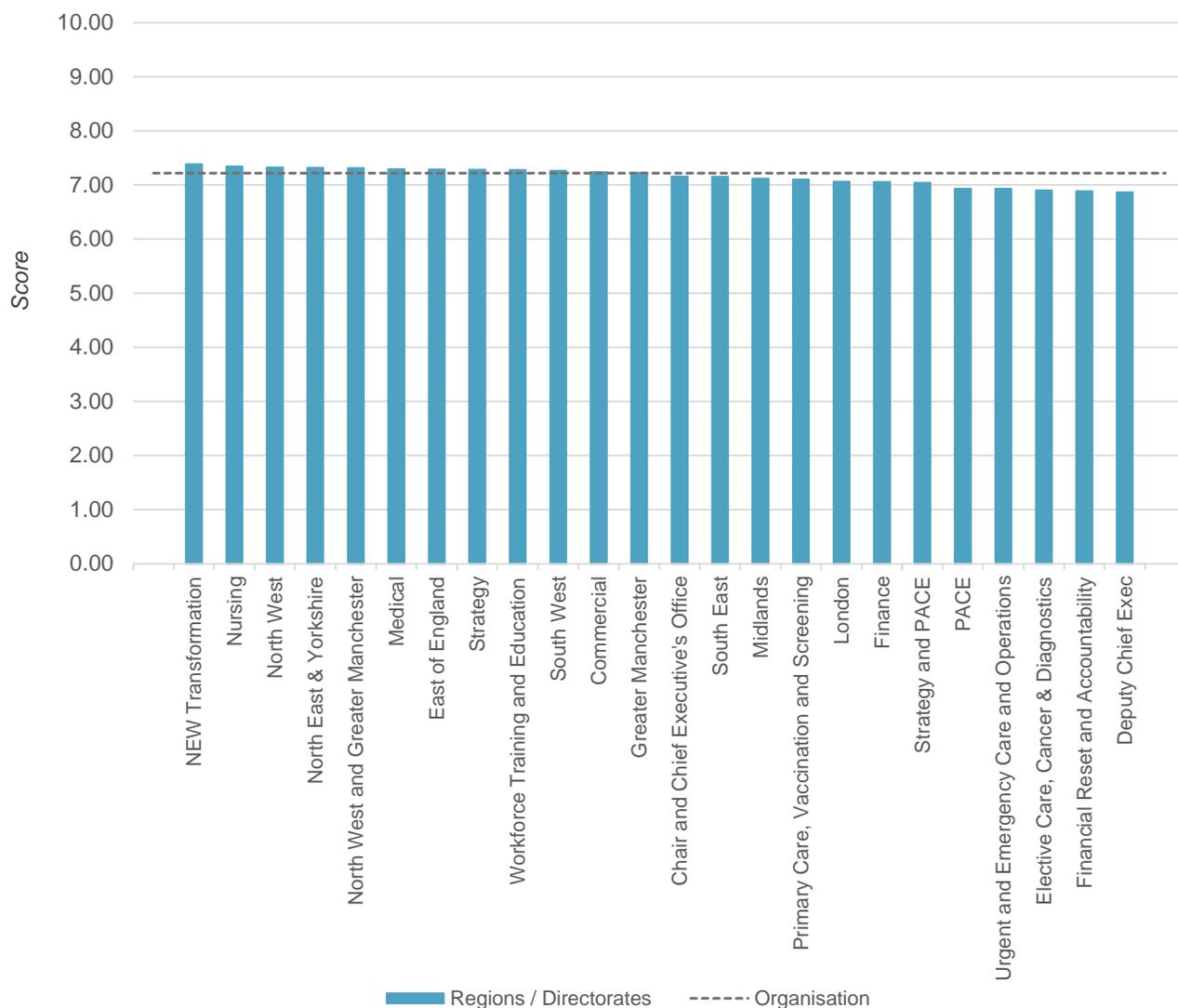
In the Staff Survey 'We work flexibly' is measured across two subscores:

- **Support for work-life balance**, measured by Q6b, Q6c, and Q6d
- **Flexible working**, measured by Q4d

People Promises are measured as an average across these subscores. People Promise scores fall between 0 and 10, where the higher the score, the more positive the response.

Regional / Directorate Results across NHSE

Presented in the chart below are the range of Promise 6 scores for regions / directorates across the organisation, shown in ranking order. Your organisation's score is 7.22 and is indicated by the dashed line.



Promise 6 - We work flexibly

Year on Year Results

Presented below are the scores for each of the measures that comprise Promise 6. Scores from 2024 are presented for comparison. The percentage difference between the 2024 and 2025 scores is represented by the coloured gap between the bars. Significant differences between the years are also indicated.

Measure	Scores	
<i>We work flexibly</i>	2025	7.22
	2024	7.09 +0.13 (Sig.)
<i>Support for work-life balance</i>	2025	6.93
	2024	6.81 +0.11 (Not sig.)
<i>Flexible working</i>	2025	7.51
	2024	7.36 +0.15 (Sig.)

Promise 7 - We are a team

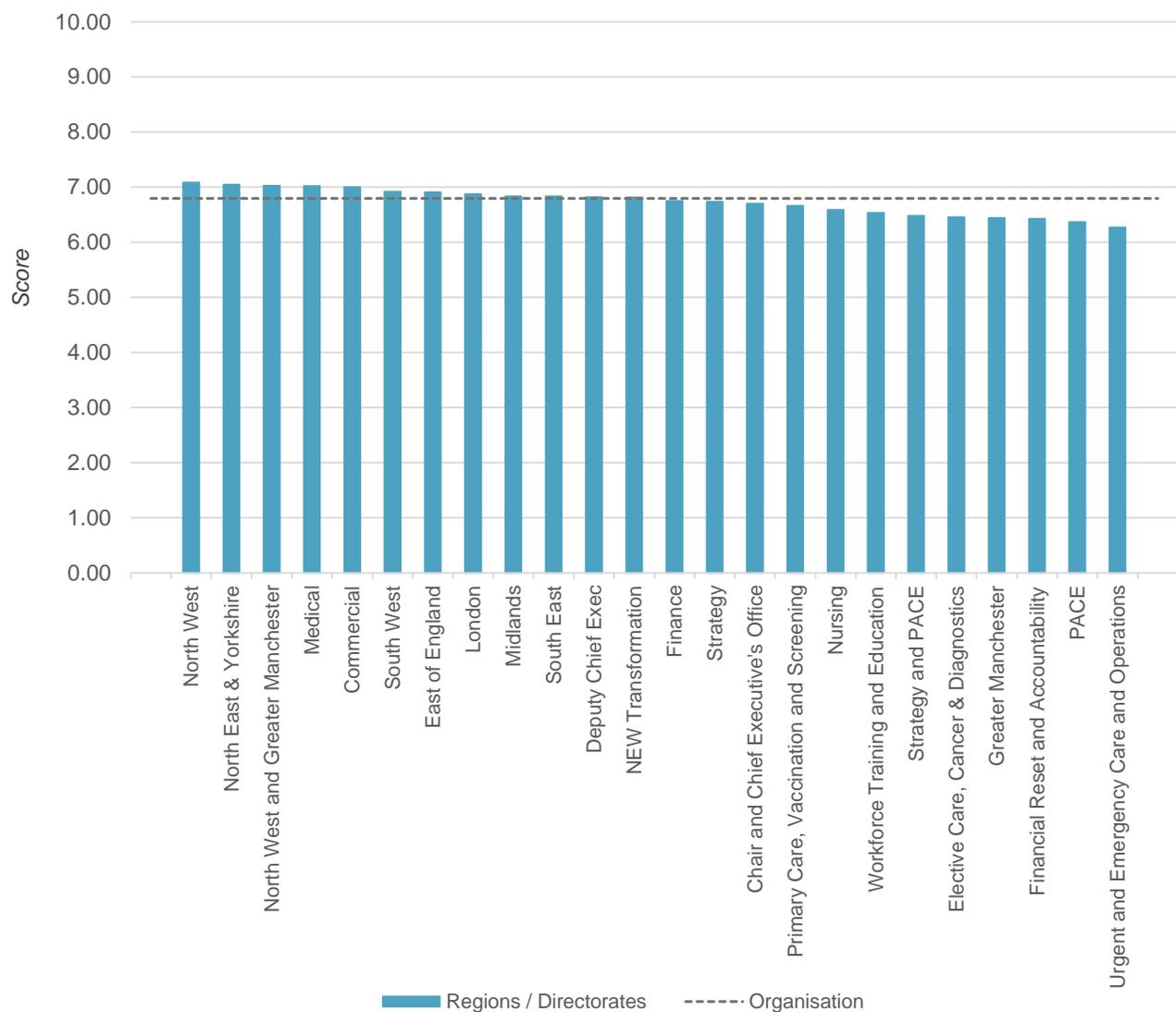
In the Staff Survey 'We are a team' is measured across two subscores:

- **Team working**, measured by Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, and Q8a
- **Line management**, measured by Q9a, Q9b, Q9c, and Q9d

People Promises are measured as an average across these subscores. People Promise scores fall between 0 and 10, where the higher the score, the more positive the response.

Regional / Directorate Results across NHSE

Presented in the chart below are the range of Promise 7 scores for regions / directorates across the organisation, shown in ranking order. Your organisation's score is 6.80 and is indicated by the dashed line.



Promise 7 - We are a team

Year on Year Results

Presented below are the scores for each of the measures that comprise Promise 7. Scores from 2024 are presented for comparison. The percentage difference between the 2024 and 2025 scores is represented by the coloured gap between the bars. Significant differences between the years are also indicated.

Measure	Scores		
<i>We are a team</i>	2025	6.80	-0.03 (Not sig.)
	2024	6.83	
<i>Team working</i>	2025	6.27	-0.15 (Sig.)
	2024	6.43	
<i>Line management</i>	2025	7.32	+0.09 (Not sig.)
	2024	7.23	

Ranked People Promise Measures

The People Promise measures ranked for your organisation are shown below. Measures can be considered as summary scores for groups of questions which, when taken together, give more information about a particular area. Measures are presented as scale scores (on a scale of 0 to 10).

Ranked People Promise Measures for your organisation

Score

1	Promise 6	We work flexibly	7.22
2	Promise 1	We are compassionate and inclusive	6.92
3	Promise 7	We are a team	6.80
4	Promise 2	We are recognised and rewarded	6.20
5	Promise 4	We are safe and healthy	6.13
6	Promise 3	We each have a voice that counts	6.02
7	Promise 5	We are always learning	4.62

Top and Bottom Questions Scores

Top 10 Scores for your organisation

		Score
1	Q13b In the last 12 months have not experienced physical violence at work from managers.	100%
2	Q13c In the last 12 months have not experienced physical violence at work from other colleagues.	100%
3	Q13a In the last 12 months have not experienced physical violence at work from patients / service users, their relatives or other members of the public.	100%
4	Q17a Have not 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.	100%
5	Q16a Have not personally experienced discrimination at work from patients / service users, their relatives or other members of the public.	99%
6	Q16c03 Have not experienced discrimination based on gender reassignment.	99%
7	Q16c04 Have not experienced discrimination based on marriage and civil partnership.	99%
8	Q17b Have not been the target of unwanted behaviour of a sexual nature in the workplace from staff / colleagues.	98%
9	Q14a In the last 12 months have not experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public.	98%
10	Q16c05 Have not experienced discrimination based on pregnancy and maternity.	96%

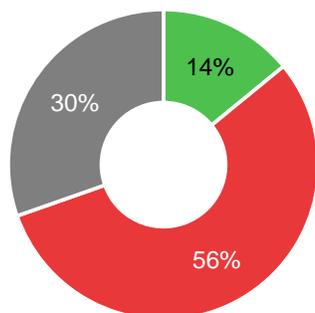
Bottom 10 Scores for your organisation

		Score
1	Q32a I feel that change is managed well by NHS England.	3%
2	Q30 My organisation has a clear vision for the future.	12%
3	Q12c Never / rarely feels frustrated because of work.	12%
4	Q24b [Appraisal or review] helped me to improve how I do my job.	14%
5	Q32b I feel that change is managed well in my Directorate or Region.	18%
6	Q24d [Appraisal or review] left me feeling that my work is valued by my organisation.	21%
7	Q12e Never / rarely feels worn out at the end of a working day / shift.	23%
8	Q28d Learning and development activities I have completed in the last 12 months have helped to improve my chances of career progression.	23%
9	Q28a There are opportunities for me to develop my career in this organisation.	24%
10	Q27a Do not often think about leaving this organisation.	25%

Significant Questions

Compared to 2024

This section summarises questions that have show statistically significant improvements or declines since the 2024 NHSE Staff Survey. Of the 135 scored questions:



- 19 (14%) question(s) scored significantly better than 2024
- 75 (56%) question(s) scored significantly worse than 2024
- 41 (30%) question(s) showed no significant difference or comparisons could not be drawn

Significant question scores are summarised below. Scores from 2024 and 2025 are set side by side, with the percentage difference between the two represented by the coloured bar to the right.

Significantly Better Scores

Question	2024	2025	Difference
Q04c Satisfied with my level of pay.	54%	59%	+5.39%
Q04d Satisfied with the opportunities for flexible working patterns.	78%	80%	+2.51%
Q06d I can approach my immediate manager to talk openly about flexible working.	83%	86%	+2.88%
Q07a The team I work in has a set of shared objectives.	67%	69%	+2.34%
Q09a My immediate manager encourages me at work.	78%	79%	+1.51%
Q09b My immediate manager gives me clear feedback on my work.	66%	69%	+2.44%
Q09d My immediate manager takes a positive interest in my health and well-being.	79%	81%	+2.35%
Q09e My immediate manager values my work.	78%	80%	+1.30%

Q09f	My immediate manager works together with me to come to an understanding of problems.	76%	78%		+1.96%
Q09g	My immediate manager is interested in listening to me when I describe challenges I face.	78%	80%		+1.83%
Q09h	My immediate manager cares about my concerns.	78%	79%		+1.75%
Q10b	Does not work additional paid hours.	95%	95%		+0.76%
Q10c	Does not work additional unpaid hours.	31%	35%		+3.73%
Q11d	In the last three months have not ever come to work despite not feeling well enough to perform duties.	40%	42%		+1.55%
Q13a	In the last 12 months have not experienced physical violence at work from patients / service users, their relatives or other members of the public.	100%	100%		+0.22%
Q24a	Have had an appraisal or review in the last 12 months.	57%	89%		+32.75%
Q31a	In the last 12 months, had a conversation with manager about fulfilling potential at work.	46%	49%		+3.79%
Q40b	Reasonable adjustment(s) have been made to enable you to carry out your work.	76%	79%		+2.97%
Q44a	Aware of the NHS England Values.	68%	87%		+18.58%

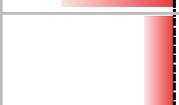
Significantly Worse Scores

Question	2024	2025	Difference
Q02a I look forward to going to work.	45%	36%	-8.74%
Q02b I am enthusiastic about my job.	56%	48%	-8.42%
Q02c Time passes quickly when I am working.	66%	58%	-7.68%
Q03a I always know what my work responsibilities are.	69%	66%	-2.10%
Q03b I am trusted to do my job.	83%	80%	-2.55%
Q03c There are frequent opportunities for me to show initiative in my role.	72%	66%	-5.57%
Q03d I am able to make suggestions to improve the work of my team / department.	78%	74%	-3.48%
Q03e I am involved in deciding on changes introduced that affect my work area / team / department.	50%	46%	-4.25%
Q03f I am able to make improvements happen in my area of work.	63%	60%	-3.57%
Q03h I have adequate materials, supplies and equipment to do my work.	68%	64%	-3.46%
Q04a Satisfied with the recognition I get for good work.	60%	56%	-3.61%
Q04b Satisfied with the extent to which my organisation values my work.	42%	33%	-9.64%
Q05b I have a choice in deciding how to do my work.	68%	66%	-2.49%
Q05c Relationships at work are never/rarely strained.	52%	45%	-7.57%
Q07c I receive the respect I deserve from my colleagues at work.	74%	72%	-2.00%

Q07e	I enjoy working with the colleagues in my team.	81%	78%		-2.62%
Q07f	My team has enough freedom in how to do its work.	62%	56%		-5.58%
Q07g	In my team disagreements are dealt with constructively.	60%	58%		-2.55%
Q07h	I feel valued by my team.	71%	69%		-2.08%
Q07i	I feel a strong personal attachment to my team.	62%	59%		-2.68%
Q08a	Teams within this organisation work well together to achieve their objectives.	39%	33%		-5.11%
Q08b	The people I work with are understanding and kind to one another.	75%	73%		-2.23%
Q08c	The people I work with are polite and treat each other with respect.	77%	75%		-2.64%
Q08d	The people I work with show appreciation to one another.	71%	69%		-2.54%
Q11a	My organisation takes positive action on health and well-being.	54%	49%		-5.27%
Q11c	In the last 12 months have not felt unwell as a result of work related stress.	56%	53%		-2.99%
Q12a	Never / rarely finds work emotionally exhausting.	33%	29%		-3.69%
Q12b	Never / rarely feels burnt out because of work.	38%	34%		-3.48%
Q12c	Never / rarely feels frustrated because of work.	15%	12%		-2.65%
Q12d	Never / rarely feels exhausted at the thought of another day / shift at work.	45%	40%		-4.74%
Q12e	Never / rarely feels worn out at the end of a working day / shift.	26%	23%		-2.54%
Q12f	Never / rarely feels that every working hour is tiring.	60%	54%		-5.78%

Q12g	Never / rarely does not have enough energy for family and friends during leisure time.	40%	37%		-3.10%
Q13d	Experience of physical violence at work was reported.	61%	48%		-13.33%
Q14b	In the last 12 months have not experienced harassment, bullying or abuse at work from managers.	88%	86%		-1.71%
Q14c	In the last 12 months have not experienced harassment, bullying or abuse at work from other colleagues.	85%	84%		-1.16%
Q20a	My organisation treats staff who are involved in an error, near miss or incident fairly.	50%	44%		-5.50%
Q20b	My organisation encourages us to report errors, near misses or incidents.	70%	67%		-2.55%
Q20c	When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.	54%	50%		-4.23%
Q20d	We are given feedback about changes made in response to reported errors, near misses and incidents.	41%	37%		-3.61%
Q21a	I would feel secure raising concerns about unsafe clinical practice.	55%	52%		-3.20%
Q21b	I am confident that my organisation would address my concern.	43%	37%		-5.83%
Q22	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).	64%	60%		-4.06%
Q24b	[Appraisal or review] helped me to improve how I do my job.	19%	14%		-4.71%
Q24c	[Appraisal or review] helped me agree clear objectives for my work.	32%	26%		-5.28%
Q24d	[Appraisal or review] left me feeling that my work is valued by my organisation.	29%	21%		-7.73%
Q25a	This organisation offers me challenging work.	73%	67%		-5.95%
Q25b	There are opportunities for me to develop my career in this organisation.	48%	26%		-22.06%
Q25c	I have opportunities to improve my knowledge and skills.	66%	54%		-12.17%

Q25d	I feel supported to develop my potential.	50%	39%		-10.94%
Q25e	I am able to access the right learning and development opportunities when I need to.	46%	34%		-11.76%
Q26a	Care of patients / service users is my organisation's top priority.	61%	53%		-7.47%
Q26b	My organisation acts on concerns raised by patients / service users.	49%	43%		-5.77%
Q26c	I would recommend my organisation as a place to work.	50%	28%		-21.40%
Q26d	I feel safe to speak up about anything that concerns me in this organisation.	53%	43%		-9.68%
Q26e	If I spoke up about something that concerned me I am confident my organisation would address my concern.	36%	27%		-9.56%
Q27a	Do not often think about leaving this organisation.	38%	25%		-12.81%
Q27b	Will not probably look for a job at a new organisation in the next 12 months.	40%	29%		-10.58%
Q27c	Will not leave this organisation as soon as I can find another job.	51%	39%		-12.09%
Q28a	There are opportunities for me to develop my career in this organisation.	47%	24%		-22.50%
Q28b	The person I report to creates opportunities for my professional growth.	50%	46%		-3.80%
Q28c	I am able to access the right learning and development materials when I need to.	46%	36%		-10.08%
Q28d	Learning and development activities I have completed in the last 12 months have helped to improve my chances of career progression.	32%	23%		-8.78%
Q29a	I take into account feedback from colleagues when making positive changes in my area of work.	91%	89%		-1.73%
Q29b	I am encouraged to become a leader in my area of work.	61%	57%		-4.06%
Q29c	I have the capability to become a leader in my area of work.	79%	76%		-2.44%

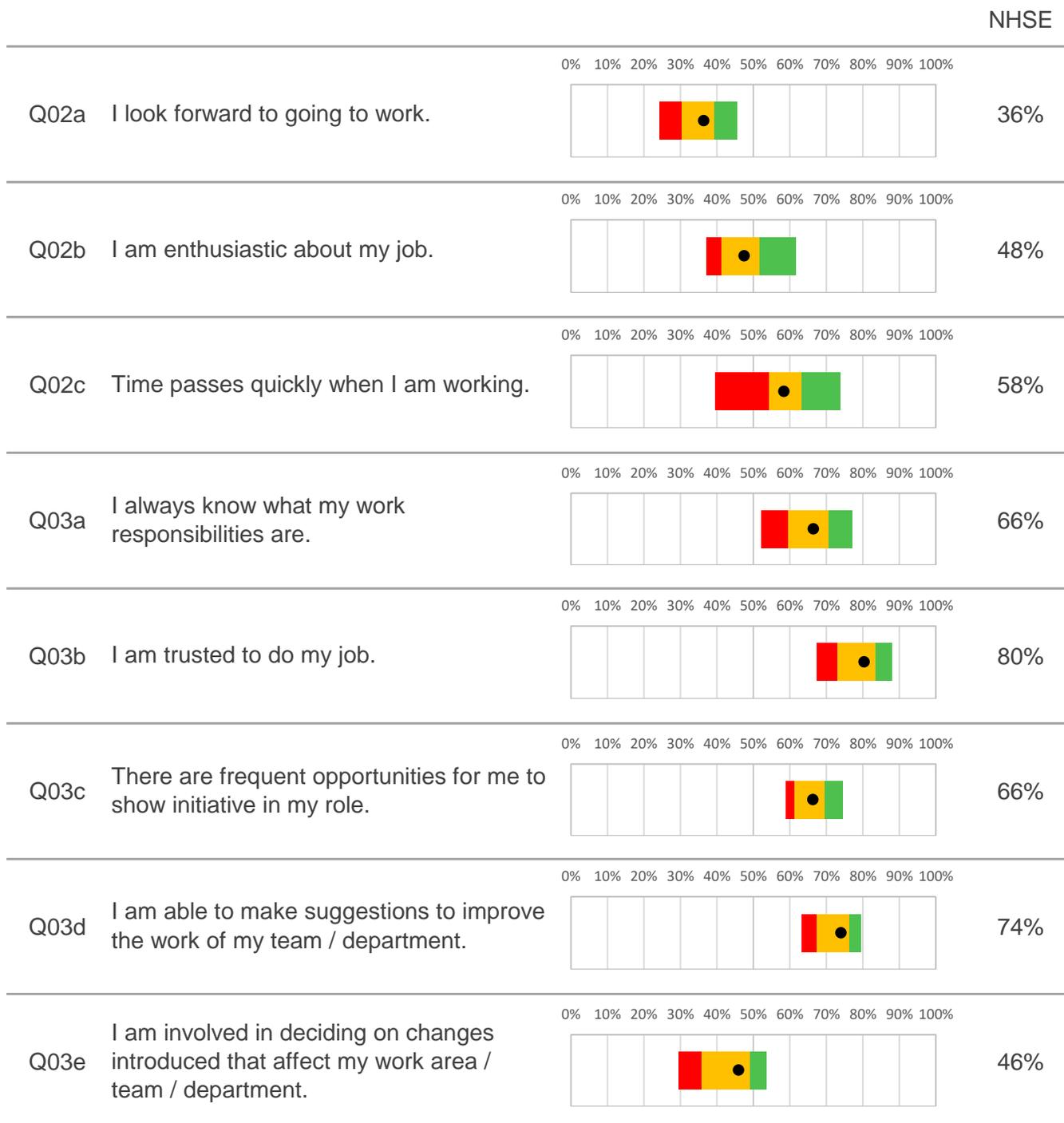
Q29d	I feel encouraged to motivate others in my area of work.	70%	64%		-6.18%
Q29e	It is important for me to be a positive role model to others in my organisation.	88%	85%		-3.36%
Q29f	It is important for me to be accountable for the decisions I make in my area of work.	93%	91%		-1.83%
Q30	My organisation has a clear vision for the future.	33%	12%		-21.46%
Q31b	The conversation [about fulfilling your potential at work] left me feeling valued.	80%	74%		-5.59%
Q31c	The conversation [about fulfilling your potential at work] helped me identify how I can achieve my full potential at work.	67%	59%		-7.44%
Q31d	The conversation [about fulfilling your potential at work] encouraged me to perform the best I can in my role.	78%	74%		-4.32%
Q31e	The conversation [about fulfilling your potential at work] led to an opportunity for my professional development.	50%	42%		-8.10%
Q31f	The conversation [about fulfilling your potential at work] has made me more engaged in my role.	56%	49%		-7.61%

Region / Directorate Percentiles

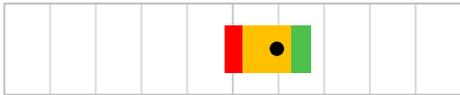
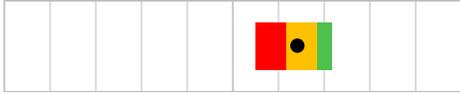
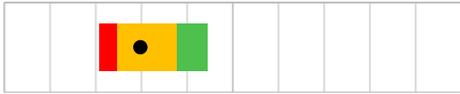
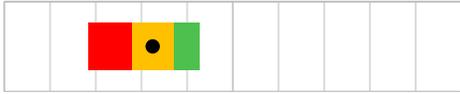
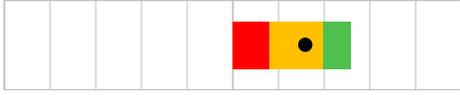
The percentile charts below show the range of region/directorate scores achieved for each question.

The red segment of the chart begins at the lowest score achieved by a region/directorate and shows the range of scores achieved by the bottom 20% of NHSE regions/directorates, the amber segment shows the range of scores achieved by the middle 60% and the green segment shows the range of scores achieved by the top 20% and concludes at the highest score achieved.

The NHSE overall score is indicated by the black dot and is shown to the right of the chart.



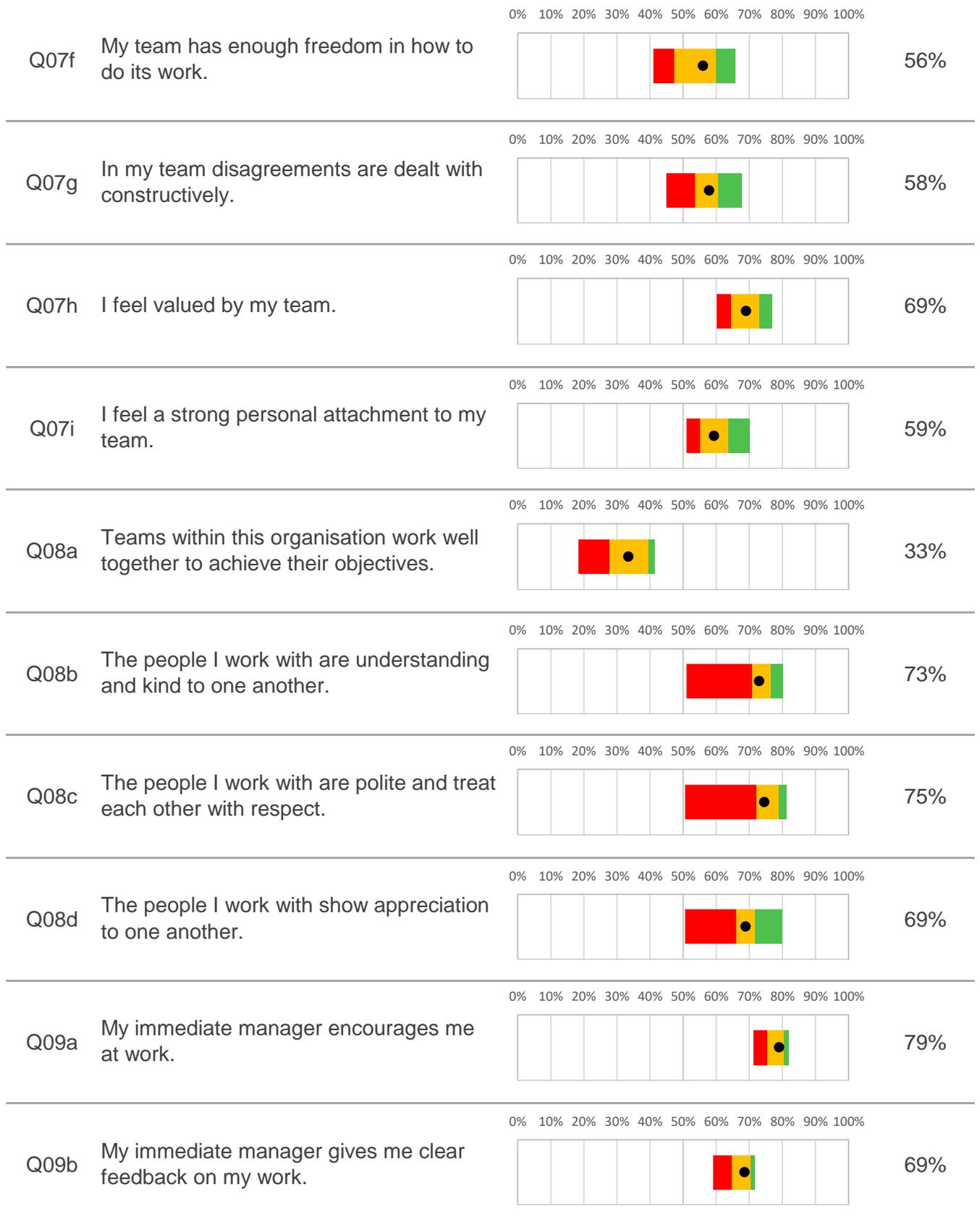
Region / Directorate Percentiles

Q03f	I am able to make improvements happen in my area of work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		60%
Q03g	I am able to meet all the conflicting demands on my time at work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		47%
Q03h	I have adequate materials, supplies and equipment to do my work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		64%
Q03i	There are enough staff at this organisation for me to do my job properly.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		30%
Q04a	Satisfied with the recognition I get for good work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		56%
Q04b	Satisfied with the extent to which my organisation values my work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		33%
Q04c	Satisfied with my level of pay.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		59%
Q04d	Satisfied with the opportunities for flexible working patterns.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		80%
Q05a	Never/rarely have unrealistic time pressures.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		26%
Q05b	I have a choice in deciding how to do my work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		66%

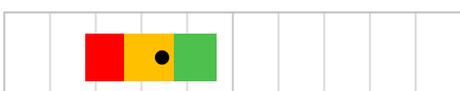
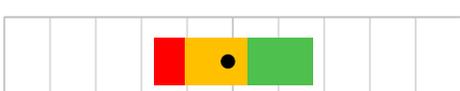
Region / Directorate Percentiles

Question ID	Statement	Percentile
Q05c	Relationships at work are never/rarely strained.	45%
Q06a	I feel that my role makes a difference to patients / service users.	67%
Q06b	My organisation is committed to helping me balance my work and home life.	59%
Q06c	I achieve a good balance between my work life and my home life.	67%
Q06d	I can approach my immediate manager to talk openly about flexible working.	86%
Q07a	The team I work in has a set of shared objectives.	69%
Q07b	The team I work in often meets to discuss the team's effectiveness.	65%
Q07c	I receive the respect I deserve from my colleagues at work.	72%
Q07d	Team members understand each other's roles.	58%
Q07e	I enjoy working with the colleagues in my team.	78%

Region / Directorate Percentiles



Region / Directorate Percentiles

Q09c	My immediate manager asks for my opinion before making decisions that affect my work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		71%
Q09d	My immediate manager takes a positive interest in my health and well-being.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		81%
Q09e	My immediate manager values my work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		80%
Q09f	My immediate manager works together with me to come to an understanding of problems.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		78%
Q09g	My immediate manager is interested in listening to me when I describe challenges I face.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		80%
Q09h	My immediate manager cares about my concerns.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		79%
Q09i	My immediate manager takes effective action to help me with any problems I face.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		73%
Q10b	Does not work additional paid hours.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		95%
Q10c	Does not work additional unpaid hours.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		35%
Q11a	My organisation takes positive action on health and well-being.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		49%

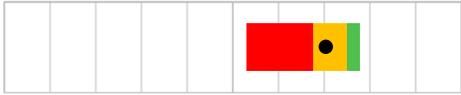
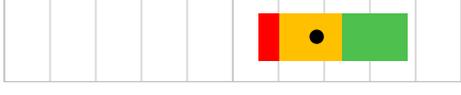
Region / Directorate Percentiles

Q11b	In the last 12 months have not experienced musculoskeletal problems (MSK) as a result of work activities.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		65%
Q11c	In the last 12 months have not felt unwell as a result of work related stress.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		53%
Q11d	In the last three months have not ever come to work despite not feeling well enough to perform duties.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		42%
Q11e	Have not felt pressure from manager to come to work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		89%
Q12a	Never / rarely finds work emotionally exhausting.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		29%
Q12b	Never / rarely feels burnt out because of work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		34%
Q12c	Never / rarely feels frustrated because of work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		12%
Q12d	Never / rarely feels exhausted at the thought of another day / shift at work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		40%
Q12e	Never / rarely feels worn out at the end of a working day / shift.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		23%
Q12f	Never / rarely feels that every working hour is tiring.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		54%

Region / Directorate Percentiles

Q12g	Never / rarely does not have enough energy for family and friends during leisure time.		37%
Q13a	In the last 12 months have not experienced physical violence at work from patients / service users, their relatives or other members of the public.		100%
Q13b	In the last 12 months have not experienced physical violence at work from managers.		100%
Q13c	In the last 12 months have not experienced physical violence at work from other colleagues.		100%
Q13d	Experience of physical violence at work was reported.		48%
Q14a	In the last 12 months have not experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public.		98%
Q14b	In the last 12 months have not experienced harassment, bullying or abuse at work from managers.		86%
Q14c	In the last 12 months have not experienced harassment, bullying or abuse at work from other colleagues.		84%
Q14d	Experience of harassment, bullying or abuse at work was reported.		44%
Q15	Organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.		40%

Region / Directorate Percentiles

Q16a	Have not personally experienced discrimination at work from patients / service users, their relatives or other members of the public.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		99%
Q16b	Have not personally experienced discrimination at work from managers / team leaders or other colleagues.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		89%
Q16c01	Have not experienced discrimination based on age.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		70%
Q16c02	Have not experienced discrimination based on disability.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		77%
Q16c03	Have not experienced discrimination based on gender reassignment.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		99%
Q16c04	Have not experienced discrimination based on marriage and civil partnership.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		99%
Q16c05	Have not experienced discrimination based on pregnancy and maternity.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		96%
Q16c06	Have not experienced discrimination based on race.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		68%
Q16c07	Have not experienced discrimination based on religion or belief.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		92%
Q16c08	Have not experienced discrimination based on sex.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		76%

Region / Directorate Percentiles

Question ID	Question Text	Percentile
Q16c09	Have not experienced discrimination based on sexual orientation.	95%
Q16c10	Have not experienced discrimination based on other.	76%
Q17a	Have not 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.	100%
Q17b	Have not been the target of unwanted behaviour of a sexual nature in the workplace from staff / colleagues.	98%
Q19	In the last month have not seen any errors, near misses or incidents that could have hurt staff and / or patients / service users.	94%
Q20a	My organisation treats staff who are involved in an error, near miss or incident fairly.	44%
Q20b	My organisation encourages us to report errors, near misses or incidents.	67%
Q20c	When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.	50%
Q20d	We are given feedback about changes made in response to reported errors, near misses and incidents.	37%
Q21a	I would feel secure raising concerns about unsafe clinical practice.	52%

Region / Directorate Percentiles

Question ID	Question Text	Percentile
Q21b	I am confident that my organisation would address my concern.	37%
Q22	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).	60%
Q23	Can eat nutritious and affordable food while working.	68%
Q24a	Have had an appraisal or review in the last 12 months.	89%
Q24b	[Appraisal or review] helped me to improve how I do my job.	14%
Q24c	[Appraisal or review] helped me agree clear objectives for my work.	26%
Q24d	[Appraisal or review] left me feeling that my work is valued by my organisation.	21%
Q25a	This organisation offers me challenging work.	67%
Q25b	There are opportunities for me to develop my career in this organisation.	26%
Q25c	I have opportunities to improve my knowledge and skills.	54%

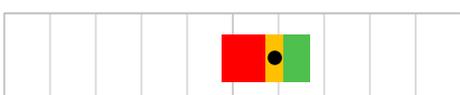
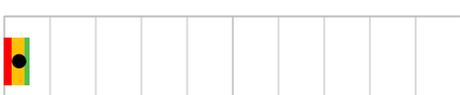
Region / Directorate Percentiles

Question	Percentile
Q25d I feel supported to develop my potential.	39%
Q25e I am able to access the right learning and development opportunities when I need to.	34%
Q25f I am able to access clinical supervision opportunities when I need to.	35%
Q26a Care of patients / service users is my organisation's top priority.	53%
Q26b My organisation acts on concerns raised by patients / service users.	43%
Q26c I would recommend my organisation as a place to work.	28%
Q26d I feel safe to speak up about anything that concerns me in this organisation.	43%
Q26e If I spoke up about something that concerned me I am confident my organisation would address my concern.	27%
Q27a Do not often think about leaving this organisation.	25%
Q27b Will not probably look for a job at a new organisation in the next 12 months.	29%

Region / Directorate Percentiles

Question ID	Statement	Percentile
Q27c	Will not leave this organisation as soon as I can find another job.	39%
Q28a	There are opportunities for me to develop my career in this organisation.	24%
Q28b	The person I report to creates opportunities for my professional growth.	46%
Q28c	I am able to access the right learning and development materials when I need to.	36%
Q28d	Learning and development activities I have completed in the last 12 months have helped to improve my chances of career progression.	23%
Q29a	I take into account feedback from colleagues when making positive changes in my area of work.	89%
Q29b	I am encouraged to become a leader in my area of work.	57%
Q29c	I have the capability to become a leader in my area of work.	76%
Q29d	I feel encouraged to motivate others in my area of work.	64%
Q29e	It is important for me to be a positive role model to others in my organisation.	85%

Region / Directorate Percentiles

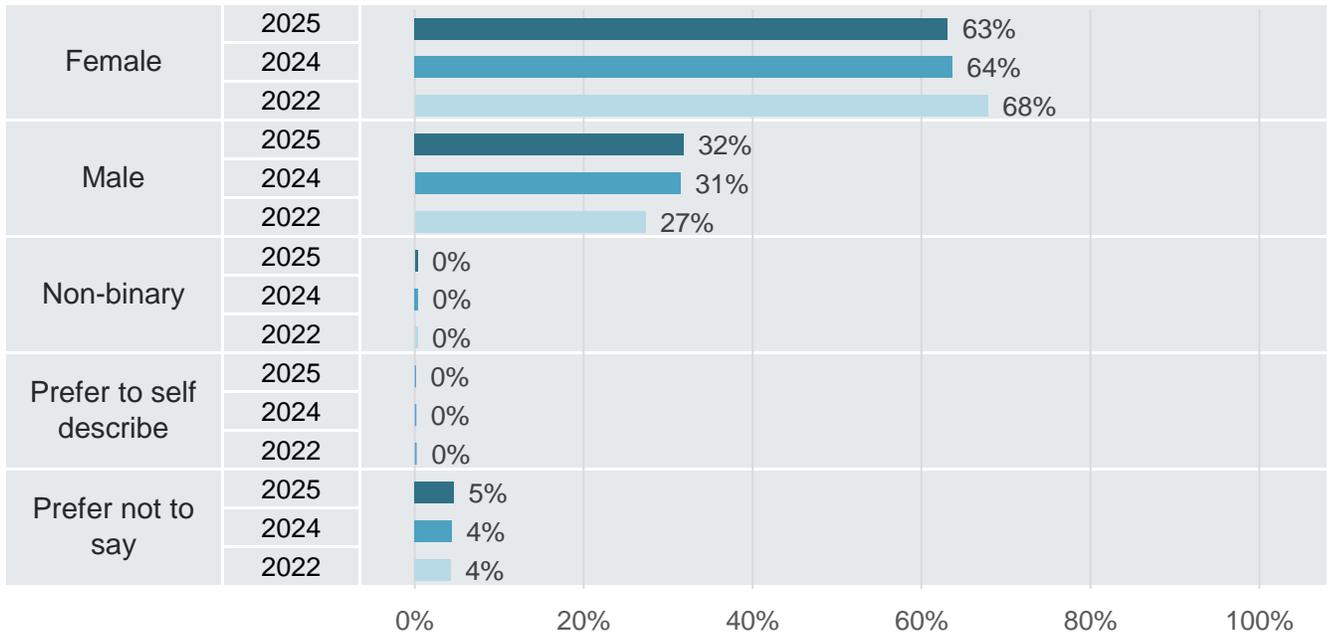
Q29f	It is important for me to be accountable for the decisions I make in my area of work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		91%
Q30	My organisation has a clear vision for the future.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		12%
Q31a	In the last 12 months, had a conversation with manager about fulfilling potential at work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		49%
Q31b	The conversation [about fulfilling your potential at work] left me feeling valued.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		74%
Q31c	The conversation [about fulfilling your potential at work] helped me identify how I can achieve my full potential at work.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		59%
Q31d	The conversation [about fulfilling your potential at work] encouraged me to perform the best I can in my role.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		74%
Q31e	The conversation [about fulfilling your potential at work] led to an opportunity for my professional development.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		42%
Q31f	The conversation [about fulfilling your potential at work] has made me more engaged in my role.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		49%
Q32a	I feel that change is managed well by NHS England.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		3%
Q32b	I feel that change is managed well in my Directorate or Region.	0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%		18%

Region / Directorate Percentiles

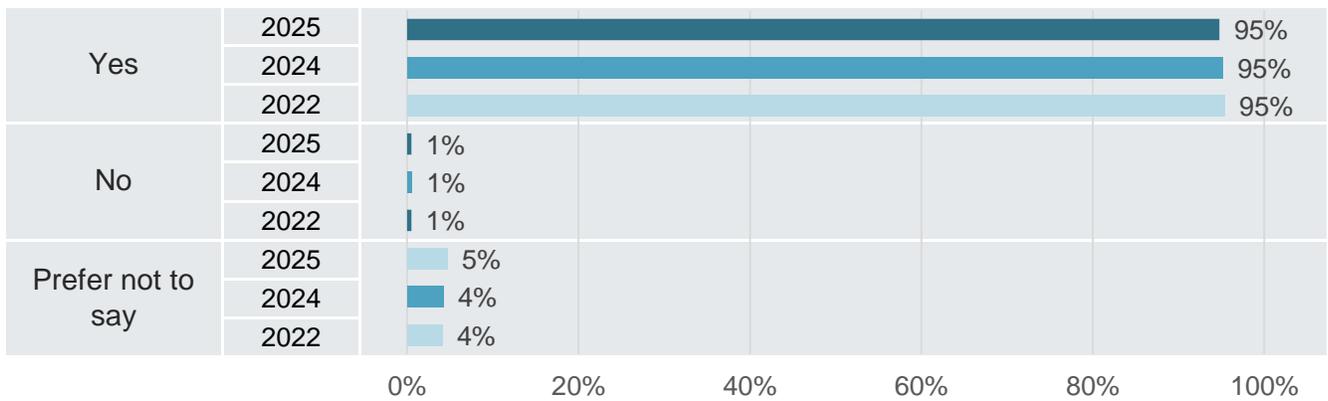
Q32c	I understand the reasons for changes that happen in NHS England.		33%
Q32d	I understand what support is available to me, including during organisational change.		52%
Q33	The technology provided by NHS England enables me to easily connect and collaborate with the colleagues that I need to, for me to do my job effectively, from any location.		68%
Q40b	Reasonable adjustment(s) have been made to enable you to carry out your work.		79%
Q44a	Aware of the NHS England Values.		87%
Q44b	Managers demonstrate the values at work.		52%
Q44c	Colleagues demonstrate the values at work.		53%

Demographics

36a - What of the following best describes you?

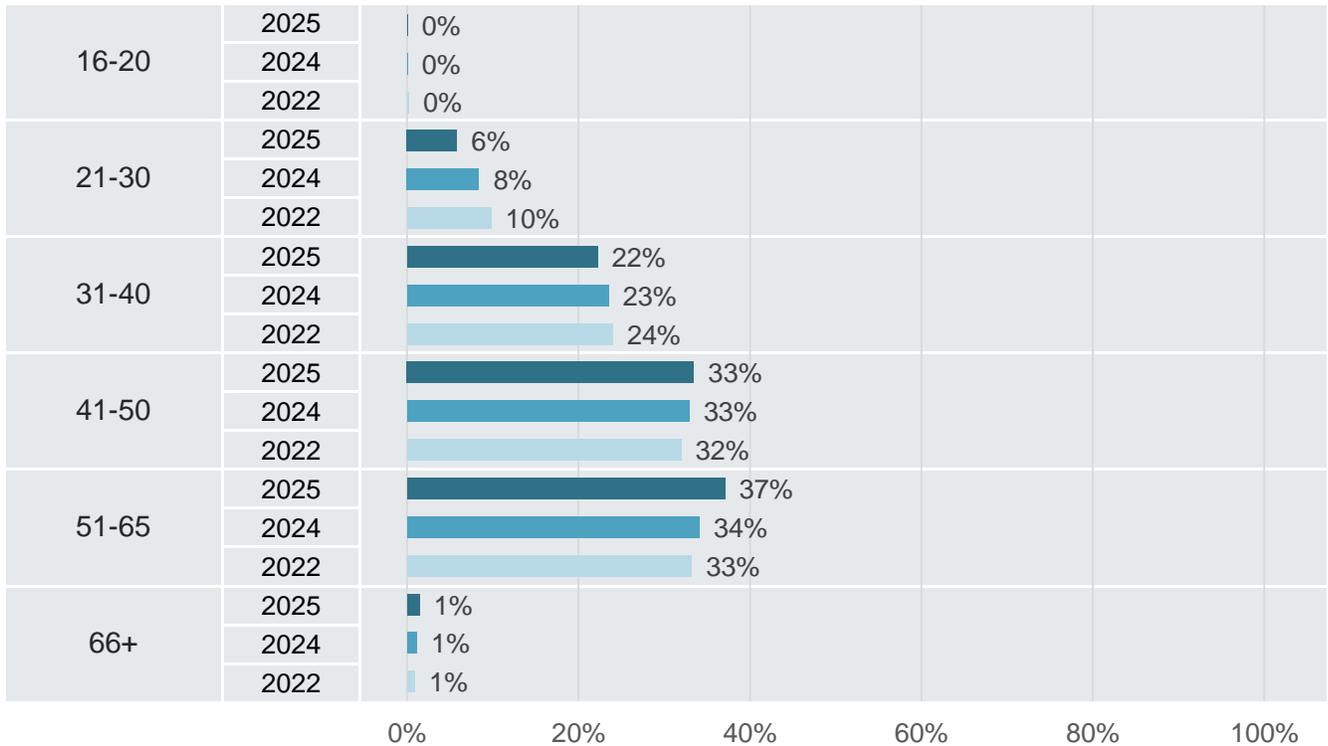


36b - Is your gender identity the same as the sex you were registered at birth?

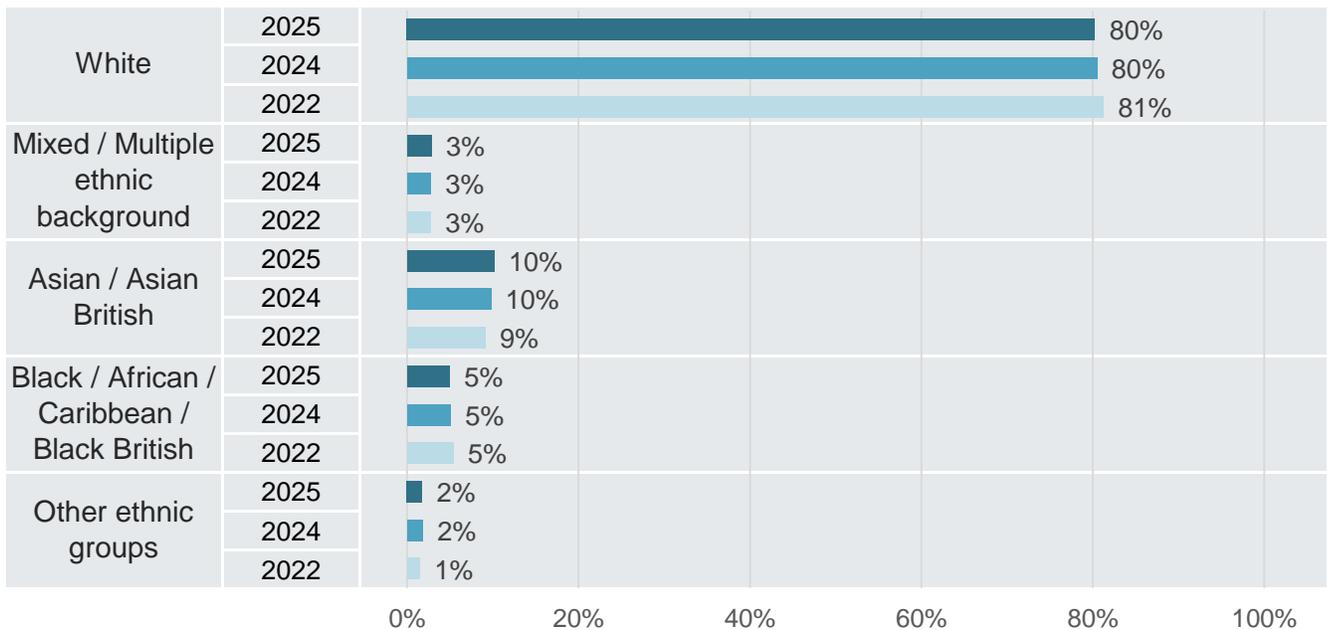


Demographics

36d - Age:

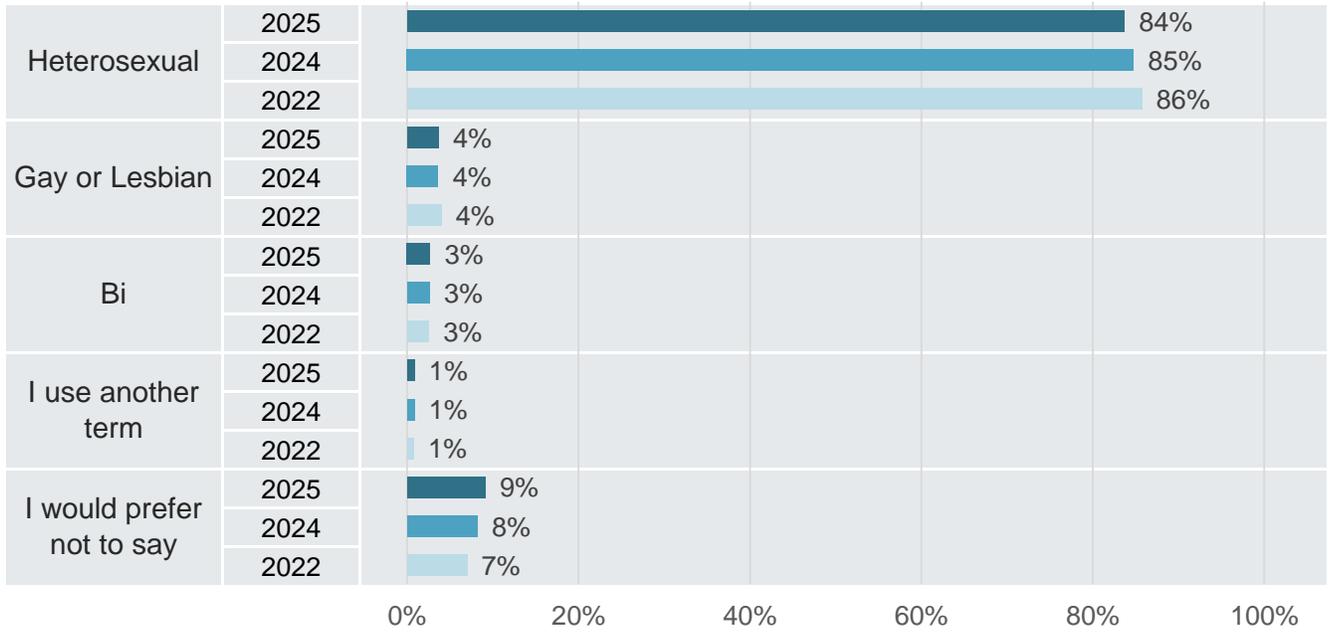


37 - What is your ethnic group?



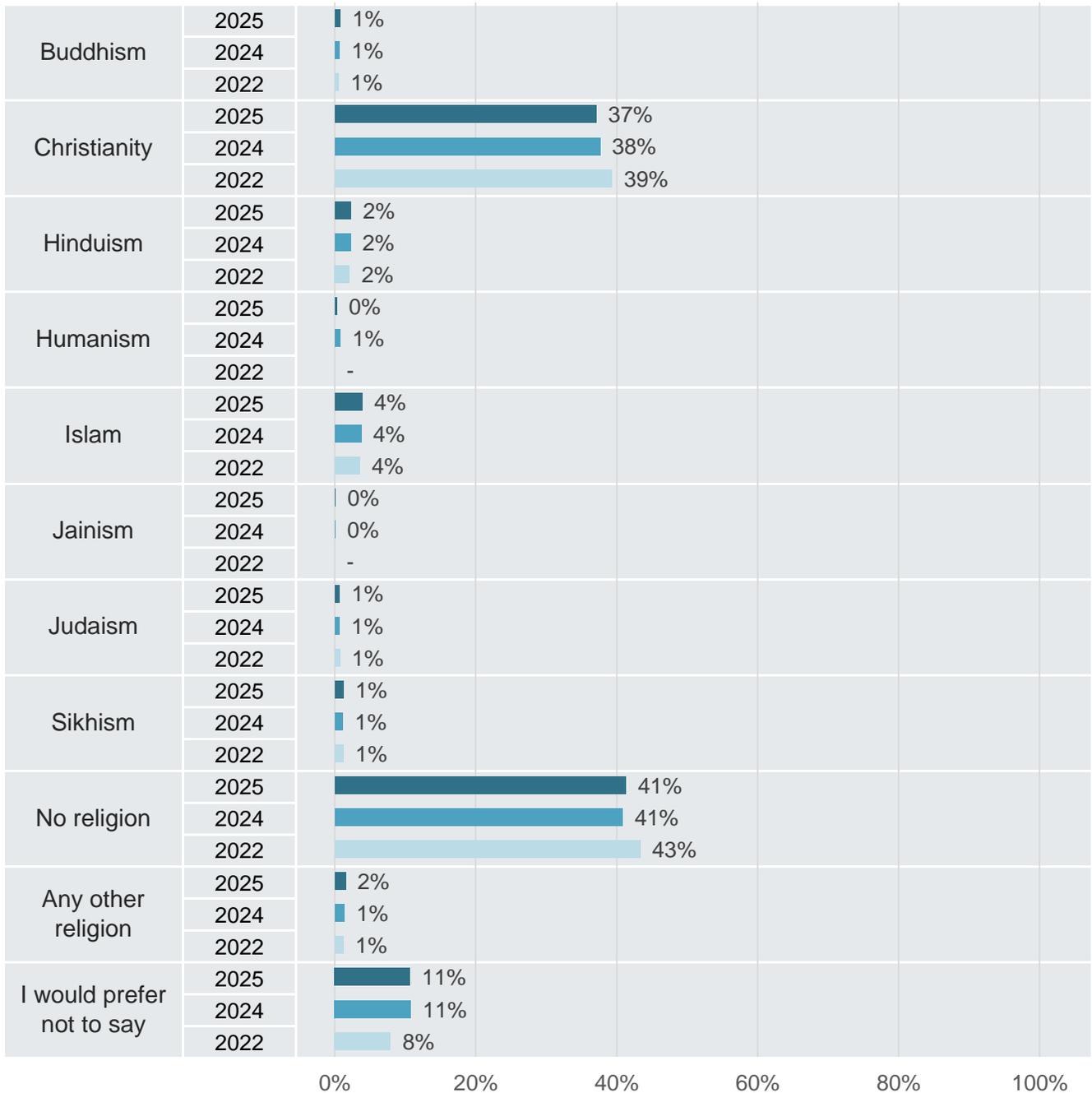
Demographics

38 - How would you describe your sexual orientation?



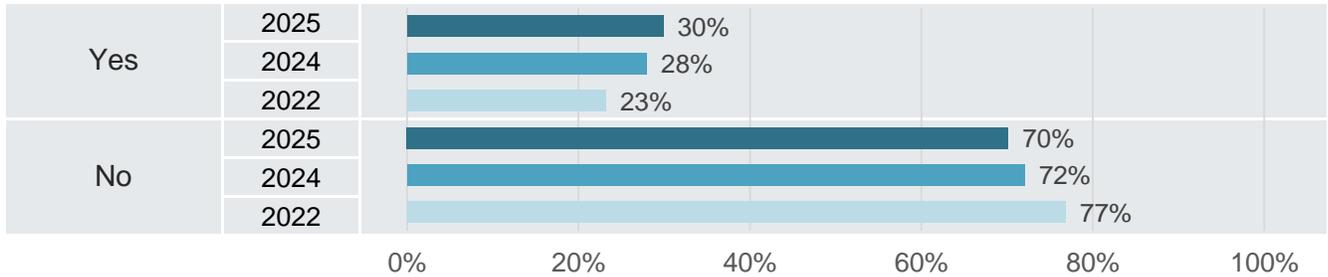
Demographics

39 - What is your religion or belief?

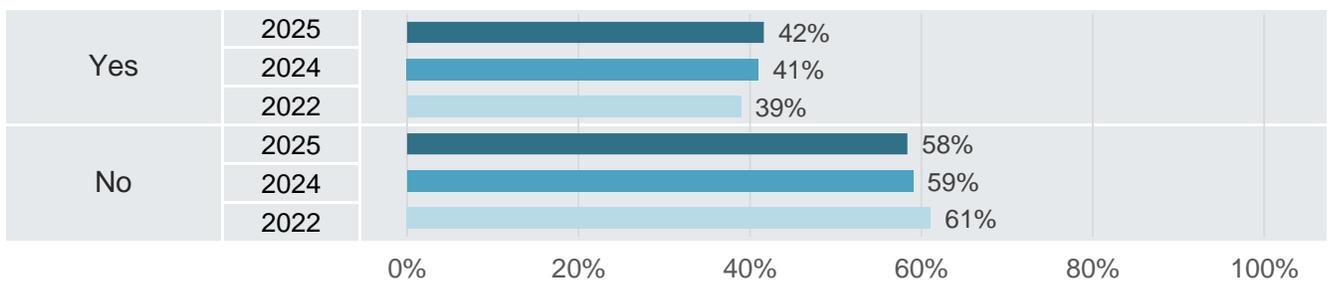


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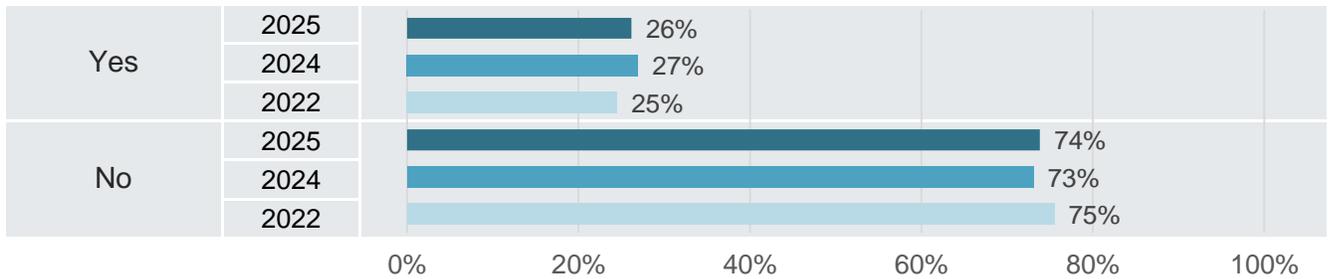
40a - Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



41a - Do you have parental responsibility for any children aged from 0 to 17?

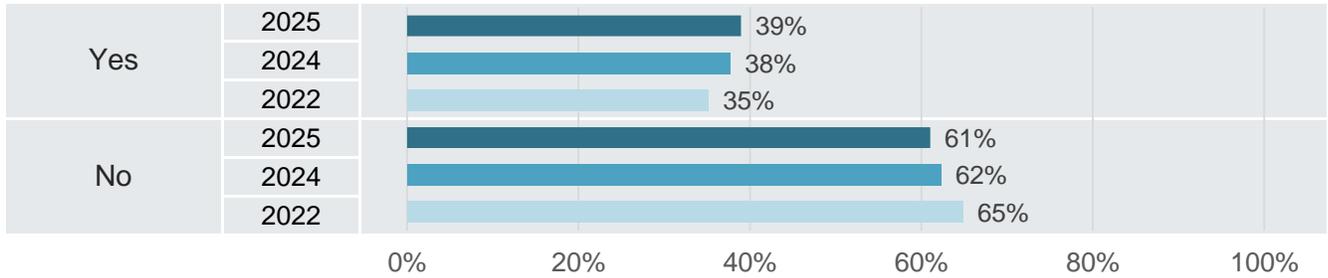


41b - Do you have regular caring responsibility for any children aged from 0 to 17?

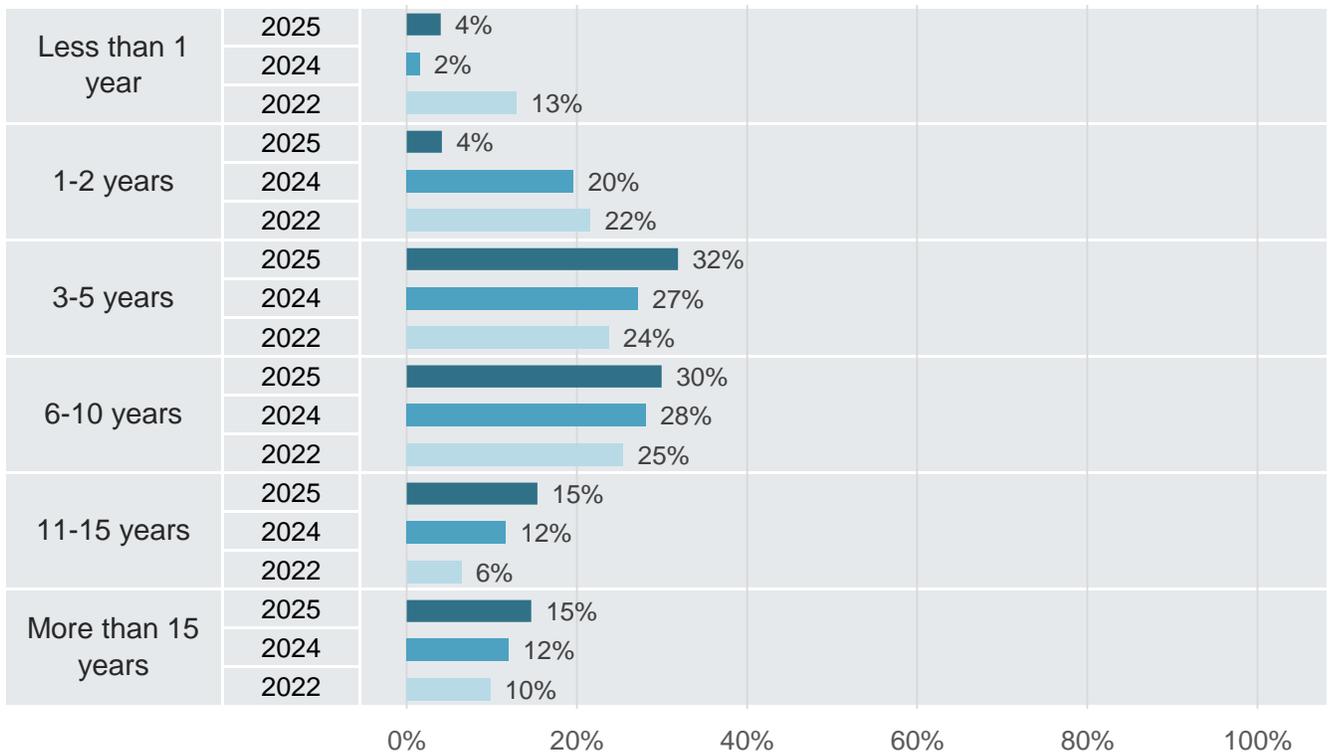


Demographics

41c - Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age?

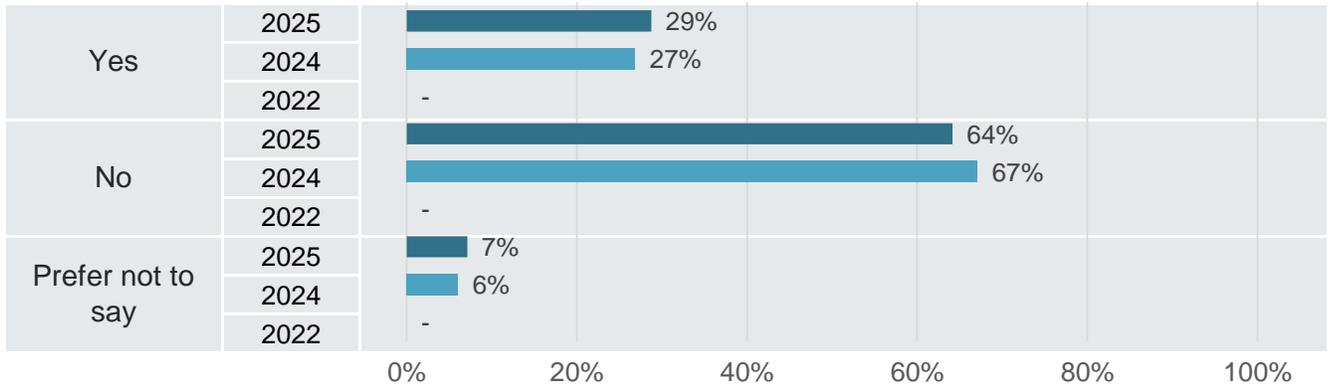


43a - How many years have you worked for this organisation?

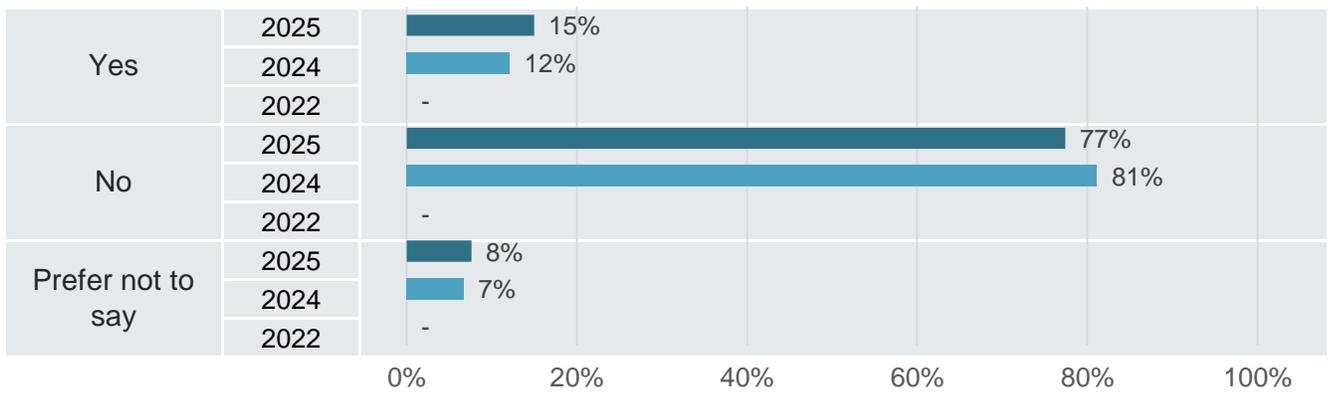


Demographics

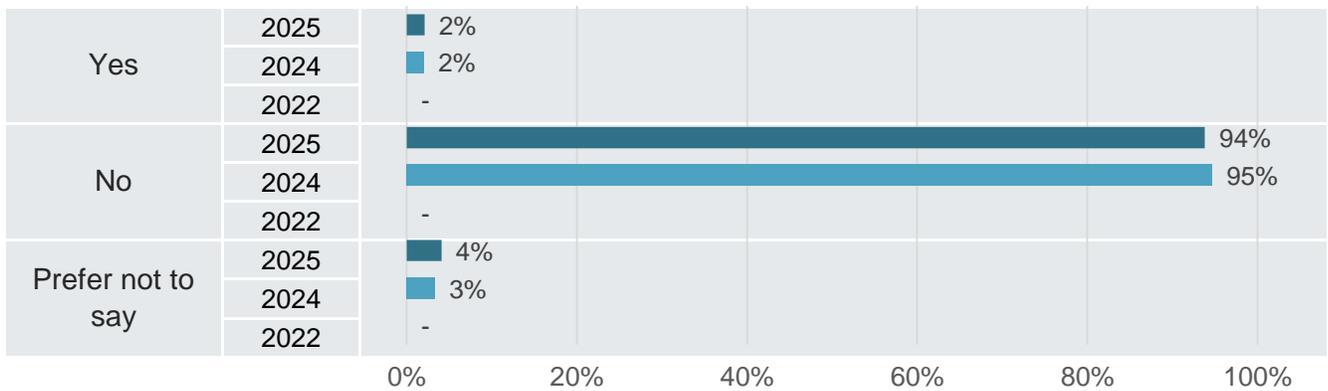
45a - Are you experiencing symptoms of the menopause?



46 - Do you consider yourself neurodivergent?

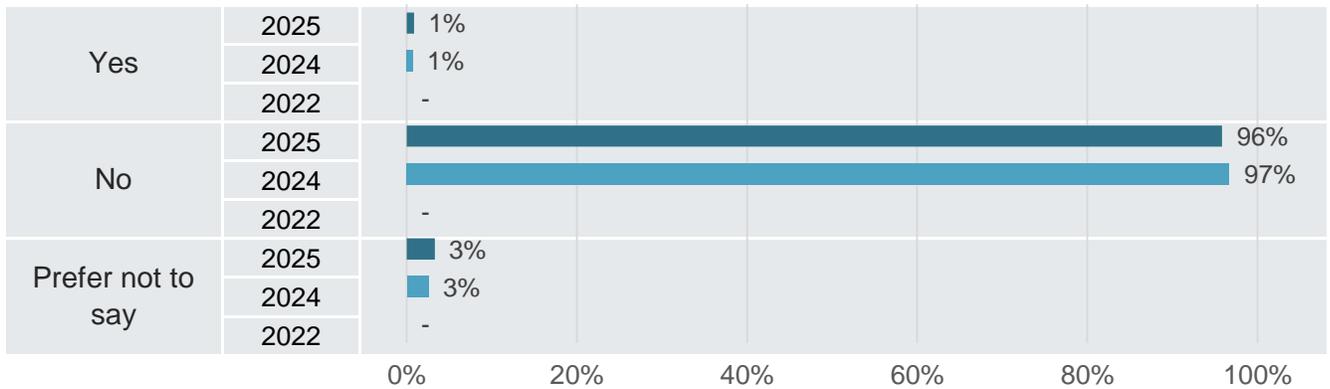


47 - Are you currently pregnant or have you been pregnant in the last 12 months?

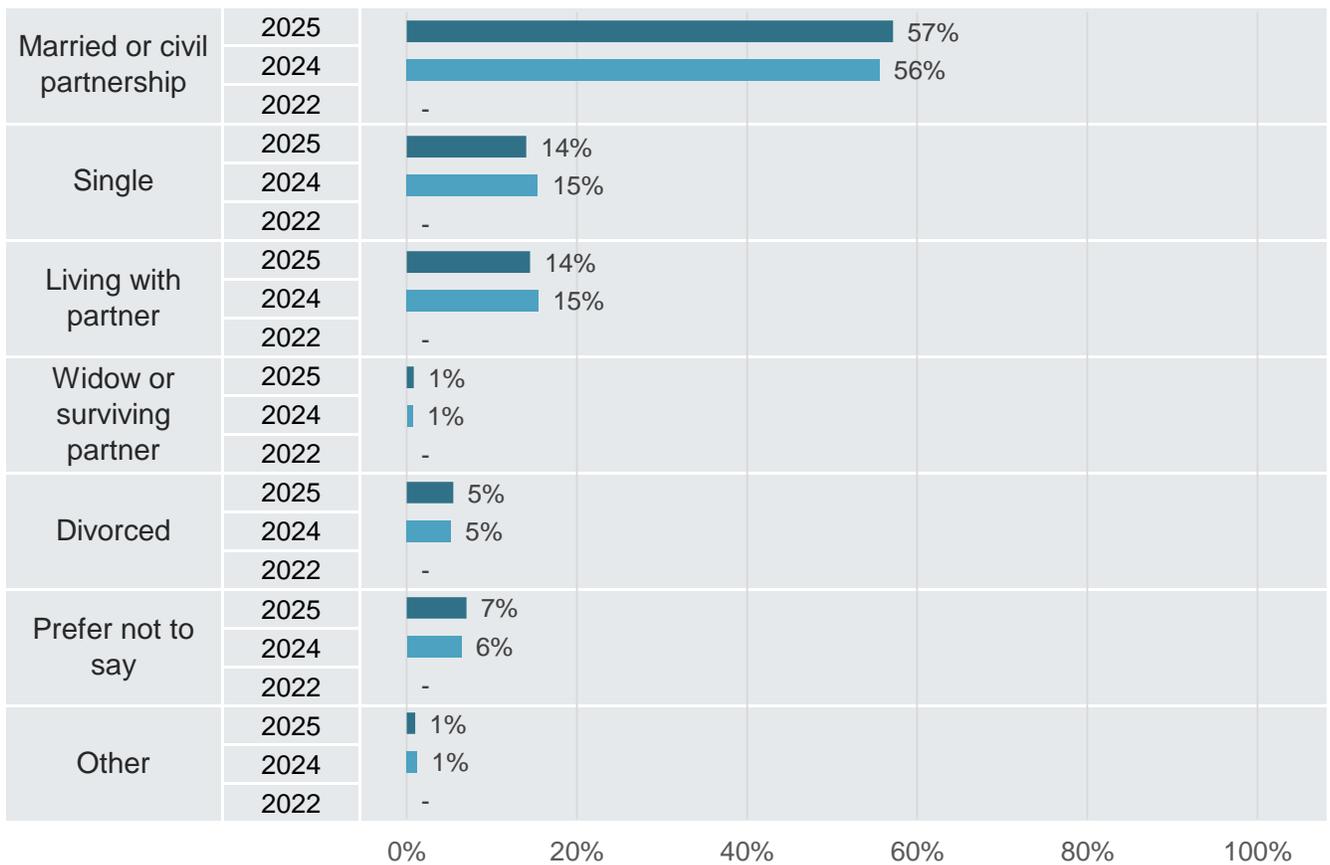


Demographics

48 - Are you a care leaver (an adult of any age who has previously spent time in care when under the age of 18)?

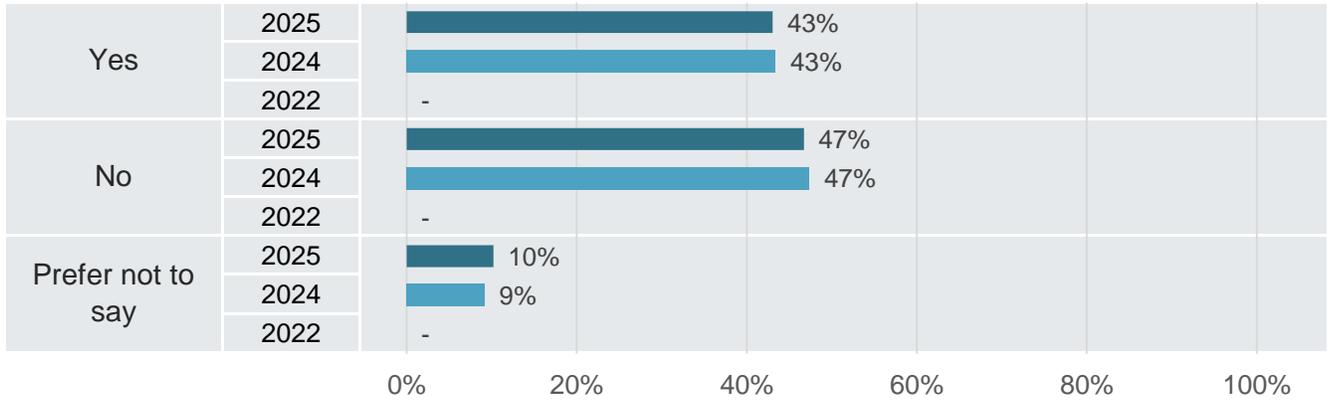


49 - What is your marital status?



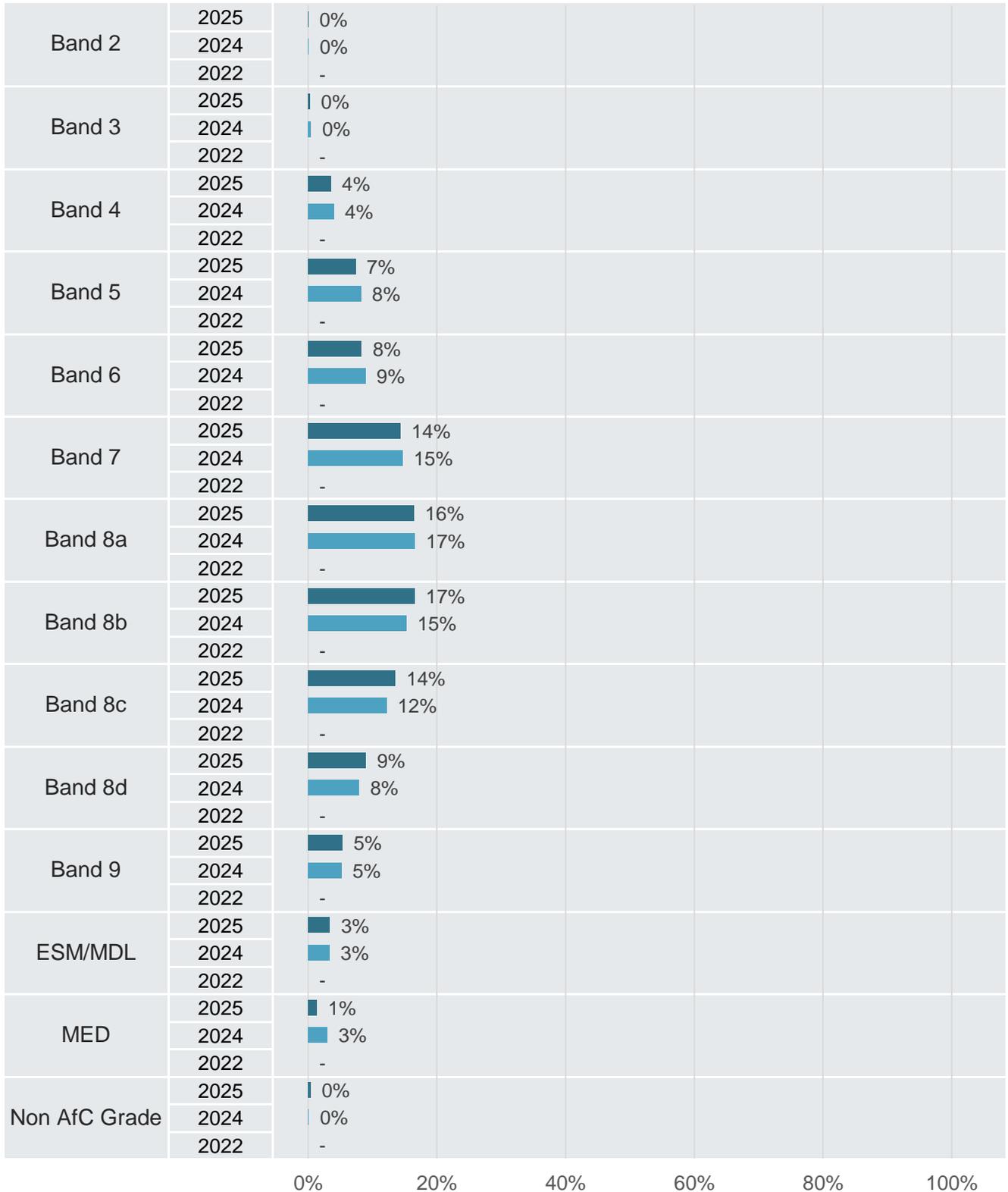
Demographics

50 - Do any of your parents have any higher education qualifications such as a degree, diploma or certificate of higher education?



Demographics

Pay Band



Workforce Race Equality Standard

The table below summarises the results for the questions used as part of the Workforce Race Equality Standard. For each question the first row gives the number of respondents from the group for that question and the second row gives the percentage responding positively.

Question	NHSE	
	White	BME
Q14a In the last 12 months have not experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public.	7,609	1,872
	98%	97%
Q14b In the last 12 months have not experienced harassment, bullying or abuse at work from managers.	7,597	1,868
	87%	83%
Q14c In the last 12 months have not experienced harassment, bullying or abuse at work from other colleagues.	7,531	1,854
	85%	80%
Q14b / Q14c In the last 12 months have not experienced harassment, bullying or abuse at work from members of staff.	7,631	1,880
	78%	72%
Q15 Organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.	7,618	1,874
	43%	30%
Q16b Have not personally experienced discrimination at work from managers / team leaders or other colleagues.	7,632	1,870
	91%	81%

Workforce Disability Equality Standard

The table below summarises the results for the questions used as part of the Workforce Disability Equality Standard. For each question the first row gives the number of respondents from the group for that question and the second row gives the percentage responding positively.

Question	NHSE	
	Long lasting health conditions or illnesses	
	Yes	No
Q14a In the last 12 months have not experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public.	2,863	6,729
	97%	98%
Q14b In the last 12 months have not experienced harassment, bullying or abuse at work from managers.	2,861	6,716
	80%	89%
Q14c In the last 12 months have not experienced harassment, bullying or abuse at work from other colleagues.	2,823	6,669
	78%	86%
Q14d Experience of harassment, bullying or abuse at work was reported.	985	1,519
	45%	43%
Q15 Organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.	2,865	6,742
	35%	42%
Q11e Have not felt pressure from manager to come to work.	2,074	3,520
	85%	90%
Q04b Satisfied with the extent to which my organisation values my work.	2,879	6,750
	26%	35%
Q40b Reasonable adjustment(s) have been made to enable you to carry out your work.	1,746	0
	79%	-
E Staff Engagement	2,886	6,772
	5.49	6.10

People Promise/Theme Breakdowns

36a - What of the following best describes you?

	NHSE	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
	9900	6147	3100	31	14	452
PP1 We are compassionate and inclusive	6.92	6.95	7.01	6.34	5.66	5.98
PP2 We are recognised and rewarded	6.20	6.29	6.23	5.87	5.14	4.98
PP3 We each have a voice that counts	6.02	6.04	6.14	5.74	4.52	5.00
PP4 We are safe and healthy	6.13	6.13	6.24	5.29	5.98	5.35
PP5 We are always learning	4.62	4.65	4.73	3.98	3.99	3.59
PP6 We work flexibly	7.22	7.26	7.30	6.94	6.13	6.22
PP7 We are a team	6.80	6.82	6.89	6.77	6.34	5.90
E Staff Engagement	5.91	5.96	5.97	5.24	4.70	4.86
M Morale	5.35	5.43	5.32	4.56	4.68	4.54

People Promise/Theme Breakdowns

36b - Is your gender identity the same as the sex you were registered at birth?

	NHSE	Yes	No	Prefer not to say
	9900	9223	50	458
PP1 We are compassionate and inclusive	6.92	6.98	6.67	5.92
PP2 We are recognised and rewarded	6.20	6.27	6.27	4.96
PP3 We each have a voice that counts	6.02	6.08	6.23	4.87
PP4 We are safe and healthy	6.13	6.18	5.83	5.31
PP5 We are always learning	4.62	4.69	4.15	3.47
PP6 We work flexibly	7.22	7.28	7.26	6.13
PP7 We are a team	6.80	6.85	6.98	5.82
E Staff Engagement	5.91	5.97	5.75	4.78
M Morale	5.35	5.41	5.16	4.40

People Promise/Theme Breakdowns

36d - Age:

	NHSE	16-20	21-30	31-40	41-50	51-65	66+
	9900	2	558	2134	3213	3562	137
PP1 We are compassionate and inclusive	6.92	-	7.22	6.95	6.89	6.91	7.33
PP2 We are recognised and rewarded	6.20	-	6.39	6.21	6.16	6.24	6.80
PP3 We each have a voice that counts	6.02	-	6.18	6.01	5.99	6.06	6.62
PP4 We are safe and healthy	6.13	-	6.41	6.17	6.01	6.17	6.78
PP5 We are always learning	4.62	-	4.77	4.58	4.59	4.67	5.21
PP6 We work flexibly	7.22	-	7.33	7.32	7.23	7.19	7.32
PP7 We are a team	6.80	-	7.13	6.86	6.75	6.77	7.14
E Staff Engagement	5.91	-	5.92	5.80	5.91	5.99	6.59
M Morale	5.35	-	5.49	5.30	5.25	5.46	6.14

People Promise/Theme Breakdowns

37 - What is your ethnic group?

	NHSE	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Other ethnic groups
	9900	7660	272	973	474	168
PP1 We are compassionate and inclusive	6.92	6.97	6.76	6.88	6.86	6.66
PP2 We are recognised and rewarded	6.20	6.29	6.04	6.01	6.08	5.93
PP3 We each have a voice that counts	6.02	6.06	5.85	6.12	6.01	5.70
PP4 We are safe and healthy	6.13	6.13	6.03	6.14	6.48	5.94
PP5 We are always learning	4.62	4.57	4.54	5.03	5.22	4.60
PP6 We work flexibly	7.22	7.29	7.06	7.10	7.20	7.10
PP7 We are a team	6.80	6.83	6.81	6.75	6.85	6.58
E Staff Engagement	5.91	5.87	5.86	6.30	6.25	5.76
M Morale	5.35	5.34	5.24	5.55	5.61	5.19

People Promise/Theme Breakdowns

38 - How would you describe your sexual orientation?

	NHSE	Heterosexual	Gay or Lesbian	Bi	I use another term	I would prefer not to say
	9900	8134	357	261	83	884
PP1 We are compassionate and inclusive	6.92	7.02	6.67	6.87	6.61	6.17
PP2 We are recognised and rewarded	6.20	6.32	5.92	6.30	6.34	5.31
PP3 We each have a voice that counts	6.02	6.14	5.67	5.90	5.67	5.21
PP4 We are safe and healthy	6.13	6.24	5.65	5.84	5.93	5.48
PP5 We are always learning	4.62	4.75	4.14	4.47	4.19	3.76
PP6 We work flexibly	7.22	7.32	6.96	7.27	7.07	6.45
PP7 We are a team	6.80	6.88	6.63	6.96	6.88	6.06
E Staff Engagement	5.91	6.04	5.50	5.69	5.39	5.08
M Morale	5.35	5.47	4.82	5.05	5.26	4.64

People Promise/Theme Breakdowns

39 - What is your religion or belief?

	NHSE	Buddhism	Christianity	Hinduism	Humanism	Islam	Jainism
	9900	79	3610	224	29	378	11
PP1 We are compassionate and inclusive	6.92	7.07	7.05	7.04	6.87	6.92	6.64
PP2 We are recognised and rewarded	6.20	6.36	6.32	6.09	6.13	6.01	5.68
PP3 We each have a voice that counts	6.02	6.19	6.21	6.38	5.61	6.10	-
PP4 We are safe and healthy	6.13	6.15	6.25	6.31	5.69	6.10	5.41
PP5 We are always learning	4.62	4.72	4.88	5.32	4.66	5.09	5.01
PP6 We work flexibly	7.22	7.68	7.29	7.32	6.95	7.12	6.40
PP7 We are a team	6.80	7.15	6.92	6.93	7.28	6.86	6.70
E Staff Engagement	5.91	6.09	6.15	6.71	5.61	6.23	6.16
M Morale	5.35	5.35	5.56	5.71	4.84	5.59	4.78

People Promise/Theme Breakdowns

39 - What is your religion or belief?

	NHSE	Judaism	Sikhism	No religion	Any other religion	I would prefer not to say
	9900	67	118	4019	150	1040
PP1 We are compassionate and inclusive	6.92	6.81	6.74	6.97	6.83	6.32
PP2 We are recognised and rewarded	6.20	5.99	5.90	6.33	6.23	5.52
PP3 We each have a voice that counts	6.02	5.75	5.99	6.04	5.87	5.34
PP4 We are safe and healthy	6.13	5.89	6.03	6.18	6.00	5.59
PP5 We are always learning	4.62	4.59	4.85	4.51	4.57	3.89
PP6 We work flexibly	7.22	7.30	6.91	7.35	7.39	6.57
PP7 We are a team	6.80	6.78	6.57	6.82	6.91	6.24
E Staff Engagement	5.91	5.73	6.12	5.81	5.72	5.24
M Morale	5.35	4.98	5.48	5.29	5.28	4.79

People Promise/Theme Breakdowns

40a - Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

	NHSE	Yes	No
	9900	2887	6775
PP1 We are compassionate and inclusive	6.92	6.63	7.05
PP2 We are recognised and rewarded	6.20	5.89	6.35
PP3 We each have a voice that counts	6.02	5.67	6.18
PP4 We are safe and healthy	6.13	5.64	6.34
PP5 We are always learning	4.62	4.19	4.82
PP6 We work flexibly	7.22	7.00	7.32
PP7 We are a team	6.80	6.57	6.91
E Staff Engagement	5.91	5.49	6.10
M Morale	5.35	5.01	5.50

People Promise/Theme Breakdowns

41a - Do you have parental responsibility for any children aged from 0 to 17?

	NHSE	Yes	No
	9900	4020	5638
PP1 We are compassionate and inclusive	6.92	6.97	6.91
PP2 We are recognised and rewarded	6.20	6.22	6.22
PP3 We each have a voice that counts	6.02	6.10	5.99
PP4 We are safe and healthy	6.13	6.16	6.12
PP5 We are always learning	4.62	4.68	4.60
PP6 We work flexibly	7.22	7.38	7.12
PP7 We are a team	6.80	6.82	6.81
E Staff Engagement	5.91	6.00	5.87
M Morale	5.35	5.35	5.37

People Promise/Theme Breakdowns

41b - Do you have regular caring responsibility for any children aged from 0 to 17?

	NHSE	Yes	No
	9900	2493	7028
PP1 We are compassionate and inclusive	6.92	6.92	6.94
PP2 We are recognised and rewarded	6.20	6.11	6.26
PP3 We each have a voice that counts	6.02	6.01	6.05
PP4 We are safe and healthy	6.13	6.05	6.18
PP5 We are always learning	4.62	4.65	4.63
PP6 We work flexibly	7.22	7.29	7.21
PP7 We are a team	6.80	6.78	6.83
E Staff Engagement	5.91	5.94	5.92
M Morale	5.35	5.31	5.39

People Promise/Theme Breakdowns

41c - Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age?

	NHSE	Yes	No
	9900	3783	5925
PP1 We are compassionate and inclusive	6.92	6.78	7.02
PP2 We are recognised and rewarded	6.20	6.02	6.34
PP3 We each have a voice that counts	6.02	5.88	6.13
PP4 We are safe and healthy	6.13	5.86	6.30
PP5 We are always learning	4.62	4.50	4.71
PP6 We work flexibly	7.22	7.07	7.32
PP7 We are a team	6.80	6.66	6.90
E Staff Engagement	5.91	5.82	5.98
M Morale	5.35	5.21	5.45

People Promise/Theme Breakdowns

43a - How many years have you worked for this organisation?

	NHSE	Less than 1 year	1-2 years	3-5 years	6-10 years	11-15 years	More than 15 years
	9900	392	406	3131	2943	1509	1437
PP1 We are compassionate and inclusive	6.92	7.65	7.17	6.98	6.79	6.81	6.89
PP2 We are recognised and rewarded	6.20	7.17	6.41	6.23	6.10	6.15	6.12
PP3 We each have a voice that counts	6.02	6.77	6.29	6.05	5.92	5.90	6.02
PP4 We are safe and healthy	6.13	7.16	6.35	6.18	6.03	5.99	6.05
PP5 We are always learning	4.62	5.43	5.13	4.72	4.50	4.44	4.50
PP6 We work flexibly	7.22	7.88	7.26	7.24	7.15	7.10	7.28
PP7 We are a team	6.80	7.53	6.94	6.85	6.65	6.77	6.79
E Staff Engagement	5.91	6.77	6.36	5.97	5.79	5.77	5.82
M Morale	5.35	6.29	5.53	5.32	5.25	5.29	5.40

People Promise/Theme Breakdowns

45a - Are you experiencing symptoms of the menopause?

	NHSE	Yes	No	Prefer not to say
	9900	2800	6247	693
PP1 We are compassionate and inclusive	6.92	6.92	6.99	6.33
PP2 We are recognised and rewarded	6.20	6.27	6.26	5.49
PP3 We each have a voice that counts	6.02	6.03	6.10	5.33
PP4 We are safe and healthy	6.13	5.95	6.27	5.60
PP5 We are always learning	4.62	4.64	4.71	3.87
PP6 We work flexibly	7.22	7.22	7.30	6.52
PP7 We are a team	6.80	6.78	6.87	6.27
E Staff Engagement	5.91	5.95	5.96	5.32
M Morale	5.35	5.33	5.42	4.85

People Promise/Theme Breakdowns

46 - Do you consider yourself neurodivergent?

	NHSE	Yes	No	Prefer not to say
	9900	1458	7532	741
PP1 We are compassionate and inclusive	6.92	6.57	7.04	6.44
PP2 We are recognised and rewarded	6.20	5.83	6.34	5.63
PP3 We each have a voice that counts	6.02	5.63	6.17	5.41
PP4 We are safe and healthy	6.13	5.52	6.30	5.62
PP5 We are always learning	4.62	4.16	4.78	3.99
PP6 We work flexibly	7.22	6.92	7.35	6.53
PP7 We are a team	6.80	6.52	6.90	6.38
E Staff Engagement	5.91	5.51	6.05	5.32
M Morale	5.35	4.89	5.49	4.91

People Promise/Theme Breakdowns

47 - Are you currently pregnant or have you been pregnant in the last 12 months?

	NHSE	Yes	No	Prefer not to say
	9900	207	9164	399
PP1 We are compassionate and inclusive	6.92	6.94	6.96	6.10
PP2 We are recognised and rewarded	6.20	6.34	6.25	5.16
PP3 We each have a voice that counts	6.02	6.02	6.07	4.94
PP4 We are safe and healthy	6.13	6.34	6.16	5.32
PP5 We are always learning	4.62	4.46	4.68	3.48
PP6 We work flexibly	7.22	7.37	7.26	6.23
PP7 We are a team	6.80	6.87	6.83	6.05
E Staff Engagement	5.91	5.88	5.96	4.97
M Morale	5.35	5.58	5.38	4.59

People Promise/Theme Breakdowns

48 - Are you a care leaver (an adult of any age who has previously spent time in care when under the age of 18)?

	NHSE	Yes	No	Prefer not to say
	9900	84	9259	318
PP1 We are compassionate and inclusive	6.92	6.57	6.95	6.14
PP2 We are recognised and rewarded	6.20	5.73	6.25	5.21
PP3 We each have a voice that counts	6.02	5.42	6.06	5.03
PP4 We are safe and healthy	6.13	5.53	6.16	5.37
PP5 We are always learning	4.62	4.18	4.68	3.43
PP6 We work flexibly	7.22	6.69	7.27	6.25
PP7 We are a team	6.80	6.58	6.83	6.09
E Staff Engagement	5.91	5.45	5.95	4.98
M Morale	5.35	4.94	5.39	4.52

People Promise/Theme Breakdowns

49 - What is your marital status?

	NHSE	Married or civil partnership	Single	Living with partner	Widow or surviving partner	Divorced	Prefer not to say	Other
	9900	5541	1363	1405	79	530	682	96
PP1 We are compassionate and inclusive	6.92	7.03	6.85	6.99	6.92	6.79	6.13	6.95
PP2 We are recognised and rewarded	6.20	6.33	6.14	6.32	6.22	6.03	5.29	6.31
PP3 We each have a voice that counts	6.02	6.17	5.86	6.06	6.23	5.93	5.14	6.09
PP4 We are safe and healthy	6.13	6.18	6.19	6.18	6.42	6.10	5.50	6.05
PP5 We are always learning	4.62	4.79	4.55	4.52	4.70	4.50	3.80	4.71
PP6 We work flexibly	7.22	7.34	7.12	7.28	7.36	7.17	6.41	7.38
PP7 We are a team	6.80	6.90	6.74	6.92	6.83	6.69	6.02	6.91
E Staff Engagement	5.91	6.09	5.76	5.84	5.99	5.83	5.05	5.84
M Morale	5.35	5.43	5.33	5.36	5.71	5.37	4.69	5.44

People Promise/Theme Breakdowns

50 - Do any of your parents have any higher education qualifications such as a degree, diploma or certificate of higher education?

	NHSE	Yes	No	Prefer not to say
	9900	4187	4544	993
PP1 We are compassionate and inclusive	6.92	6.95	7.02	6.36
PP2 We are recognised and rewarded	6.20	6.26	6.32	5.54
PP3 We each have a voice that counts	6.02	6.07	6.13	5.38
PP4 We are safe and healthy	6.13	6.17	6.17	5.75
PP5 We are always learning	4.62	4.72	4.70	3.93
PP6 We work flexibly	7.22	7.30	7.31	6.52
PP7 We are a team	6.80	6.83	6.89	6.27
E Staff Engagement	5.91	5.97	6.00	5.31
M Morale	5.35	5.33	5.46	4.97

People Promise/Theme Breakdowns

Pay Band							
	NHSE	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7
	9900	3	29	348	729	820	1416
PP1 We are compassionate and inclusive	6.92	-	7.20	7.29	7.17	7.12	7.07
PP2 We are recognised and rewarded	6.20	-	5.79	6.13	6.24	6.39	6.30
PP3 We each have a voice that counts	6.02	-	5.89	6.27	6.18	6.11	6.11
PP4 We are safe and healthy	6.13	-	6.90	6.60	6.58	6.46	6.36
PP5 We are always learning	4.62	-	4.34	5.11	4.87	4.67	4.58
PP6 We work flexibly	7.22	-	6.51	7.07	7.19	7.34	7.40
PP7 We are a team	6.80	-	7.29	7.20	7.07	7.05	6.98
E Staff Engagement	5.91	-	5.69	6.12	6.04	6.00	5.94
M Morale	5.35	-	5.63	6.07	5.90	5.75	5.60

People Promise/Theme Breakdowns

Pay Band							
	NHSE	Band 8a	Band 8b	Band 8c	Band 8d	Band 9	ESM/MDL
	9900	1625	1637	1338	885	526	335
PP1 We are compassionate and inclusive	6.92	6.92	6.80	6.68	6.63	6.81	7.12
PP2 We are recognised and rewarded	6.20	6.15	6.12	6.09	6.13	6.34	6.50
PP3 We each have a voice that counts	6.02	6.00	5.87	5.83	5.87	6.12	6.66
PP4 We are safe and healthy	6.13	6.15	6.06	5.83	5.68	5.68	6.22
PP5 We are always learning	4.62	4.45	4.41	4.44	4.54	4.96	5.65
PP6 We work flexibly	7.22	7.33	7.31	7.20	6.99	6.86	6.93
PP7 We are a team	6.80	6.75	6.66	6.56	6.54	6.73	6.99
E Staff Engagement	5.91	5.88	5.74	5.76	5.82	6.05	6.58
M Morale	5.35	5.36	5.24	5.01	4.87	4.83	5.51

People Promise/Theme Breakdowns

Pay Band

	NHSE	MED	Non AfC Grade
	9900	135	38
PP1 We are compassionate and inclusive	6.92	7.28	6.29
PP2 We are recognised and rewarded	6.20	6.49	5.22
PP3 We each have a voice that counts	6.02	6.40	5.16
PP4 We are safe and healthy	6.13	5.85	5.84
PP5 We are always learning	4.62	5.79	4.02
PP6 We work flexibly	7.22	6.86	6.45
PP7 We are a team	6.80	6.97	5.85
E Staff Engagement	5.91	6.45	4.94
M Morale	5.35	5.37	4.93



CONTACT US

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If you want to learn more about how our solutions can specifically help your organisation to improve value and patient outcomes, please contact **+44 (0) 1785 238 009** or nhssolutions@iqvia.com

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