

Contents of report

This report contains information on the results of the **2025 NHS Wales Staff Survey** for **Swansea Bay University Health Board**, including:

- 1. Survey response rate**
- 2. Staff Engagement Index score**
- 3. Summary of results by theme and sub-theme**
- 4. Question-level results**
- 5. Information on respondents**

For information

The 2025 NHS Wales Staff survey was open to all employees in NHS Wales for the 2 month period of 6th October to 1st December 2025. The survey is organised by 10 themes and 20 sub-themes.

Data source

The data presented in this report has been provided by IQVIA Inc., the organisation responsible for delivering the 2025, 2024 and 2023 NHS Wales Staff Surveys. The data is stored, and has been collected from, the Health Education and Improvement Wales (HEIW) data warehouse.

Methodology

To preserve the anonymity of survey respondents, the data in section 5 of this report has been suppressed for instances of less than 10 responses. For example, where less than 10 people with a particular characteristic completed a survey, the number and % of people completing a survey with this particular characteristic is not shown. Any blank responses to questions have also been excluded from the analysis.

Positivity and negativity scores have been calculated for each theme and sub-theme, and are based on the percentage of people that responded positively or negatively to each question included in each theme and sub-theme. To calculate the Staff Engagement Index score, responses to the 7 relevant questions were weighted based on their scale position from 1 to 5 (on a scale of strongly disagree to strongly agree, or Never to Always). The index score was then calculated as the average of: the weighted percentage scores for (i) questions 22a, 22b, and 22c, (ii) questions 23a and 23d, and (iii) questions 23b and 23c. The higher the staff engagement index score, the higher the proportion of people that responded positively to the questions. The Staff Engagement Index score therefore increases as the proportion of people responding positively to these seven questions increases.

For the purpose of benchmarking, organisations have been grouped and a separate NHS Wales organisational average has been calculated for 'Health Board' organisations and 'Trust/Authority' organisations. The NHS Wales organisational average reported in this document therefore relates to Health Board organisations. The organisations included in this benchmark group are: Aneurin Bevan UHB, Betsi Cadwaladr UHB, Cardiff and Vale UHB, Cwm Taf Morgannwg UHB, Hywel Dda UHB, Powys Teaching HB, Swansea Bay UHB, and Velindre University NHS Trust.

Contact details: This report has been developed by the Data and Analytics Team at Health Education and Improvement Wales (HEIW). Please contact HEIW.ATeam@wales.nhs.uk with any queries or feedback.

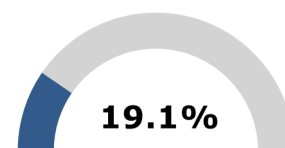


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1. Survey response rate

2,954 staff employed at **Swansea Bay University Health Board** completed the survey in 2025 (out of an eligible **15,456**). This equates to a response rate of **19.1%**. This is compared with the 30.0% overall NHS Wales response rate for 2025.



2. Staff Engagement Index score

Swansea Bay University Health Board achieved a **Staff Engagement Index score of 70.3%** in 2025. This is compared with the 70.8% NHS Wales Staff Engagement Index score for 2025.

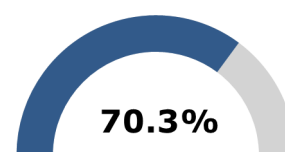


Table 1: Responses to Staff Engagement Index questions from the 2025 survey, where respondents were asked to rate their agreement with each statement on a scale from 1 to 5 (ranging from strongly disagree to strongly agree, or from never to always).

Sub-theme and question	Positive responses (%)	Benchmark	Variance	Negative responses (%)	Benchmark
Ability to contribute towards improvement at work (Involvement)					
23a) I am able to make improvements in my area of work.	57.7%	58.2%	▼ -0.54 pp	18.0%	16.9%
23d) I am involved in deciding on changes introduced that affect my work/area/team/department.	44.1%	44.7%	▼ -0.65 pp	30.7%	29.5%
Intrinsic psychological engagement (Motivation)					
22a) I look forward to going to work.	47.3%	48.5%	▼ -1.20 pp	18.8%	17.4%
22b) I am enthusiastic about my job.	64.4%	64.1%	▲ 0.36 pp	10.3%	10.3%
22c) I am happy to go the extra mile at work when required.	78.7%	77.2%	▲ 1.49 pp	5.6%	5.8%
Staff Advocacy and recommendation (Advocacy)					
23b) I would recommend my organisation as a place to work.	52.0%	53.2%	▼ -1.26 pp	20.8%	19.2%
23c) I am proud to tell people I work for my organisation.	56.7%	58.0%	▼ -1.31 pp	14.1%	14.5%

3. Summary of results by theme and sub-theme

Table 2: Positivity scores by theme in 2025, ordered by positivity score highest to lowest, and compared with the NHS Wales average for Health Board organisations

Theme	Positivity score	Benchmark	Variance
We are compassionate and inclusive	68.5%	69.6%	▼ -1.12 pp
We are stronger together	68.1%	68.7%	▼ -0.64 pp
We are all able to speak up	64.6%	65.6%	▼ -0.95 pp
We are continuously learning and improving	62.9%	63.1%	▼ -0.23 pp
We recognise everyone's contribution	60.2%	61.2%	▼ -0.98 pp
We champion flexible working	59.1%	60.8%	▼ -1.67 pp
Patient safety	58.7%	59.7%	▼ -1.09 pp
Staff engagement	57.3%	57.7%	▼ -0.44 pp
We nurture healthy working environments	54.0%	54.9%	▼ -0.84 pp
Morale	53.2%	53.7%	▼ -0.50 pp

Table 3: Negativity scores by theme in 2025, ordered by negativity score highest to lowest, and compared with the NHS Wales average for Health Board organisations

Theme	Negativity score	Benchmark	Variance
We nurture healthy working environments	24.4%	23.3%	▲ 1.16 pp
Morale	22.4%	21.5%	▲ 0.85 pp
We are continuously learning and improving	22.3%	21.5%	▲ 0.82 pp
We champion flexible working	20.9%	19.1%	▲ 1.72 pp
We recognise everyone's contribution	18.4%	16.5%	▲ 1.86 pp
We are all able to speak up	17.1%	15.8%	▲ 1.26 pp
Staff engagement	16.9%	16.2%	▲ 0.69 pp
We are stronger together	16.5%	15.4%	▲ 1.11 pp
Patient safety	16.0%	15.1%	▲ 0.88 pp
We are compassionate and inclusive	13.5%	12.3%	▲ 1.20 pp

Table 4: Positivity scores by theme in 2025, 2024 and 2023, compared with the NHS Wales average for Health Board organisations

Theme	Year	Positivity score	Annual trend	Benchmark	Variance
Morale	2023	55.0%		54.1%	▲ 0.90 pp
	2024	55.0%	▼ -0.02 pp	54.6%	▲ 0.34 pp
	2025	53.2%	▼ -1.83 pp	53.7%	▼ -0.50 pp
Patient safety	2023	56.2%		53.8%	▲ 2.37 pp
	2024	57.8%	▲ 1.57 pp	58.7%	▼ -0.92 pp
	2025	58.7%	▲ 0.90 pp	59.7%	▼ -1.09 pp
Staff engagement	2023	61.9%		60.3%	▲ 1.53 pp
	2024	60.1%	▼ -1.76 pp	59.6%	▲ 0.54 pp
	2025	57.3%	▼ -2.84 pp	57.7%	▼ -0.44 pp
We are all able to speak up	2023	66.3%		65.8%	▲ 0.48 pp
	2024	65.2%	▼ -1.11 pp	66.2%	▼ -1.01 pp
	2025	64.6%	▼ -0.56 pp	65.6%	▼ -0.95 pp
We are compassionate and inclusive	2023	69.7%		69.6%	▲ 0.14 pp
	2024	69.0%	▼ -0.72 pp	70.0%	▼ -0.94 pp
	2025	68.5%	▼ -0.54 pp	69.6%	▼ -1.12 pp
We are continuously learning and improving	2023	66.6%		64.1%	▲ 2.47 pp
	2024	64.5%	▼ -2.06 pp	64.0%	▲ 0.57 pp
	2025	62.9%	▼ -1.62 pp	63.1%	▼ -0.23 pp
We are stronger together	2023	68.5%		68.5%	0.00 pp
	2024	68.2%	▼ -0.28 pp	69.2%	▼ -0.97 pp
	2025	68.1%	▼ -0.09 pp	68.7%	▼ -0.64 pp
We champion flexible working	2023	57.9%		58.1%	▼ -0.18 pp
	2024	60.9%	▲ 2.97 pp	61.5%	▼ -0.60 pp
	2025	59.1%	▼ -1.71 pp	60.8%	▼ -1.67 pp
We nurture healthy working environments	2023	55.9%		56.1%	▼ -0.20 pp
	2024	57.6%	▲ 1.68 pp	57.8%	▼ -0.20 pp
	2025	54.0%	▼ -3.58 pp	54.9%	▼ -0.84 pp
We recognise everyone's contribution	2023	61.0%		61.5%	▼ -0.51 pp
	2024	61.2%	▲ 0.19 pp	62.1%	▼ -0.93 pp
	2025	60.2%	▼ -0.94 pp	61.2%	▼ -0.98 pp

Table 5: Positivity scores by theme and sub-theme, compared with the NHS Wales average for Health Board organisations

Theme	Sub-theme	Year	Positivity score	Annual trend	Benchmark	Variance	
Morale	Stressors	2023	57.6%		57.6%	▼ -0.04 pp	
		2024	57.3%	▼ -0.24 pp	57.8%	▼ -0.47 pp	
		2025	56.3%	▼ -1.01 pp	56.6%	▼ -0.29 pp	
	Thinking about leaving	2023	56.8%		54.7%	▲ 2.14 pp	
		2024	57.3%	▲ 0.50 pp	55.9%	▲ 1.44 pp	
		2025	55.1%	▼ -2.18 pp	55.2%	▼ -0.08 pp	
	Work pressure	2023	47.5%		46.4%	▲ 1.12 pp	
		2024	47.2%	▼ -0.25 pp	46.7%	▲ 0.51 pp	
		2025	44.3%	▼ -2.99 pp	45.7%	▼ -1.47 pp	
Patient safety	No related sub-theme	2023	56.2%		53.8%	▲ 2.37 pp	
		2024	57.8%	▲ 1.57 pp	58.7%	▼ -0.92 pp	
		2025	58.7%	▲ 0.90 pp	59.7%	▼ -1.09 pp	
Staff engagement	Ability to contribute towards improvement at work (Involvement)	2023	57.4%		56.3%	▲ 1.11 pp	
		2024	54.4%	▼ -2.99 pp	53.9%	▲ 0.53 pp	
		2025	50.9%	▼ -3.50 pp	51.5%	▼ -0.60 pp	
	Intrinsic psychological engagement (Motivation)	2023	65.9%		65.5%	▲ 0.45 pp	
		2024	64.7%	▼ -1.24 pp	64.7%	▲ 0.04 pp	
		2025	63.4%	▼ -1.26 pp	63.2%	▲ 0.21 pp	
	Staff Advocacy and recommendation (Advocacy)	2023	60.3%		56.7%	▲ 3.56 pp	
		2024	58.9%	▼ -1.32 pp	57.7%	▲ 1.28 pp	
		2025	54.3%	▼ -4.59 pp	55.6%	▼ -1.29 pp	
	We are all able to speak up	Autonomy and control	2023	72.8%		72.7%	▲ 0.09 pp
			2024	70.9%	▼ -1.82 pp	71.9%	▼ -1.00 pp
			2025	70.5%	▼ -0.46 pp	70.9%	▼ -0.46 pp
Raising concerns		2023	59.9%		59.0%	▲ 0.88 pp	
		2024	59.4%	▼ -0.42 pp	60.5%	▼ -1.02 pp	
		2025	58.8%	▼ -0.66 pp	60.2%	▼ -1.44 pp	
We are compassionate and inclusive	Compassionate culture	2023	70.5%		70.3%	▲ 0.21 pp	
		2024	69.7%	▼ -0.79 pp	70.7%	▼ -0.93 pp	
		2025	69.2%	▼ -0.52 pp	70.3%	▼ -1.14 pp	
	Compassionate Leadership	2023	67.5%		66.7%	▲ 0.75 pp	
		2024	67.8%	▲ 0.31 pp	68.7%	▼ -0.92 pp	
		2025	68.6%	▲ 0.77 pp	68.2%	▲ 0.39 pp	
	Diversity and Equality	2023	64.1%		62.6%	▲ 1.58 pp	
		2024	63.0%	▼ -1.12 pp	64.1%	▼ -1.05 pp	
		2025	59.9%	▼ -3.07 pp	63.1%	▼ -3.15 pp	
	Inclusion	2023	71.6%		72.7%	▼ -1.15 pp	
		2024	70.1%	▼ -1.41 pp	71.1%	▼ -0.98 pp	
		2025	69.1%	▼ -1.07 pp	71.0%	▼ -1.91 pp	

Theme	Sub-theme	Year	Positivity score	Annual trend	Benchmark	Variance
We are continuously learning and improving	Development	2023	63.1%		60.3%	▲ 2.80 pp
		2024	61.1%	▼ -2.03 pp	60.2%	▲ 0.96 pp
		2025	58.7%	▼ -2.40 pp	58.8%	▼ -0.11 pp
	PDR/Appraisal	2023	73.7%		72.0%	▲ 1.63 pp
		2024	71.3%	▼ -2.40 pp	71.6%	▼ -0.35 pp
		2025	71.2%	▼ -0.06 pp	71.9%	▼ -0.71 pp
We are stronger together	Line management	2023	66.5%		66.1%	▲ 0.42 pp
		2024	67.3%	▲ 0.85 pp	68.3%	▼ -0.93 pp
		2025	67.8%	▲ 0.40 pp	67.6%	▲ 0.19 pp
	Team working	2023	70.1%		70.4%	▼ -0.35 pp
		2024	68.9%	▼ -1.20 pp	69.9%	▼ -1.01 pp
		2025	68.4%	▼ -0.49 pp	69.7%	▼ -1.32 pp
We champion flexible working	Support for work-life balance	2023	57.9%		58.1%	▼ -0.18 pp
		2024	60.9%	▲ 2.97 pp	61.5%	▼ -0.60 pp
		2025	59.1%	▼ -1.71 pp	60.8%	▼ -1.67 pp
We nurture healthy working environments	Burnout	2023	25.6%		26.4%	▼ -0.78 pp
		2024	29.7%	▲ 4.11 pp	30.7%	▼ -0.94 pp
		2025	27.7%	▼ -2.01 pp	29.2%	▼ -1.45 pp
	Health and safety climate	2023	43.8%		42.3%	▲ 1.49 pp
		2024	44.1%	▲ 0.34 pp	43.3%	▲ 0.81 pp
		2025	41.2%	▼ -2.96 pp	42.0%	▼ -0.86 pp
	Negative experiences	2023	86.2%		86.9%	▼ -0.69 pp
		2024	86.8%	▲ 0.61 pp	87.0%	▼ -0.20 pp
		2025	85.2%	▼ -1.67 pp	85.5%	▼ -0.32 pp
We recognise everyone's contribution	No related sub-theme	2023	61.0%		61.5%	▼ -0.51 pp
		2024	61.2%	▲ 0.19 pp	62.1%	▼ -0.93 pp
		2025	60.2%	▼ -0.94 pp	61.2%	▼ -0.98 pp

4. Question-level results

Table 6: Percentage of respondents who answered positively and negatively to the core questions included in the 2025 survey, grouped by theme

Question	Year	Positive responses (%)	Annual trend	Benchmark	Variance	Negative responses (%)	Benchmark
Morale							
02a) I have unrealistic time pressures.	2023	26.9%		27.2%	▼ -0.31 pp	31.9%	33.1%
	2024	27.4%	▲ 0.53 pp	28.7%	▼ -1.27 pp	30.5%	30.1%
	2025	26.3%	▼ -1.14 pp	28.0%	▼ -1.75 pp	33.4%	32.0%
02b) I am able to meet all the conflicting demands on my time at work.	2023	50.9%		50.6%	▲ 0.28 pp	15.3%	15.8%
	2024	49.4%	▼ -1.43 pp	51.1%	▼ -1.65 pp	15.2%	15.4%
	2025	48.7%	▼ -0.70 pp	50.0%	▼ -1.28 pp	16.6%	15.8%
02c) I have adequate supplies, materials and equipment to do my work.	2023	58.1%		57.7%	▲ 0.38 pp	15.1%	15.2%
	2024	57.6%	▼ -0.48 pp	55.9%	▲ 1.70 pp	17.5%	17.5%
	2025	54.3%	▼ -3.29 pp	54.7%	▼ -0.39 pp	18.1%	17.6%
02d) There are enough staff at this organisation for me to do my job properly.	2023	33.5%		30.9%	▲ 2.69 pp	34.2%	37.0%
	2024	34.8%	▲ 1.25 pp	33.3%	▲ 1.53 pp	34.0%	34.8%
	2025	29.8%	▼ -4.99 pp	32.5%	▼ -2.73 pp	37.2%	35.7%
04a) My immediate manager (line manager) encourages me at work.	2023	69.4%		69.0%	▲ 0.47 pp	14.1%	13.6%
	2024	70.0%	▲ 0.55 pp	71.0%	▼ -0.98 pp	14.2%	12.9%
	2025	70.8%	▲ 0.84 pp	70.7%	▲ 0.11 pp	13.9%	12.8%
14a) I always know what my work responsibilities are.	2023	81.1%		81.6%	▼ -0.53 pp	9.6%	9.1%
	2024	79.9%	▼ -1.20 pp	81.6%	▼ -1.74 pp	10.2%	9.1%
	2025	81.8%	▲ 1.91 pp	82.4%	▼ -0.61 pp	9.7%	8.6%
14d) I have a choice in deciding how to do my work.	2023	66.5%		66.9%	▼ -0.37 pp	15.3%	14.2%
	2024	70.2%	▲ 3.65 pp	71.1%	▼ -0.98 pp	13.5%	12.9%
	2025	68.5%	▼ -1.63 pp	68.6%	▼ -0.10 pp	14.3%	13.7%
15f) Relationships at work are strained.	2023	47.0%		46.6%	▲ 0.38 pp	27.3%	27.1%
	2024	48.1%	▲ 1.07 pp	46.5%	▲ 1.54 pp	27.4%	28.1%
	2025	46.2%	▼ -1.83 pp	45.0%	▲ 1.26 pp	29.1%	29.5%
23d) I am involved in deciding on changes introduced that affect my work/area/team/department.	2023	54.4%		54.3%	▲ 0.13 pp	25.5%	24.6%
	2024	48.3%	▼ -6.10 pp	47.7%	▲ 0.64 pp	29.0%	28.0%
	2025	44.1%	▼ -4.22 pp	44.7%	▼ -0.65 pp	30.7%	29.5%
24a) I am satisfied in my current role and intend to remain in it for the foreseeable future.	2023	58.4%		56.6%	▲ 1.75 pp	18.0%	19.0%
	2024	57.5%	▼ -0.81 pp	56.5%	▲ 1.03 pp	21.5%	19.8%
	2025	56.2%	▼ -1.29 pp	56.8%	▼ -0.54 pp	21.1%	19.5%
24b) I often think about leaving this organisation.	2023	50.2%		47.0%	▲ 3.16 pp	27.2%	29.4%
	2024	49.8%	▼ -0.37 pp	47.7%	▲ 2.12 pp	29.8%	28.9%
	2025	46.2%	▼ -3.60 pp	46.8%	▼ -0.56 pp	30.4%	29.5%
24c) I will probably look for a job at a new organisation in the next 12 months.	2023	54.7%		53.7%	▲ 1.01 pp	20.3%	20.8%
	2024	56.9%	▲ 2.18 pp	55.7%	▲ 1.20 pp	20.8%	20.3%

Question	Year	Positive responses (%)	Annual trend	Benchmark	Variance	Negative responses (%)	Benchmark
24c) I will probably look for a job at a new organisation in the next 12 months.	2025	55.7%	▼ -1.20 pp	55.3%	▲ 0.34 pp	20.7%	20.2%
24d) As soon as I can find another job, I will leave this organisation.	2023	64.1%		61.4%	▲ 2.63 pp	14.3%	14.7%
	2024	65.1%	▲ 1.01 pp	63.6%	▲ 1.43 pp	14.6%	14.4%
	2025	62.5%	▼ -2.61 pp	62.0%	▲ 0.45 pp	15.4%	15.0%
Patient safety							
13b) My organisation treats staff who are involved in an error, near miss or incident, fairly.	2023	45.6%		44.2%	▲ 1.40 pp	12.1%	11.4%
	2024	51.1%	▲ 5.46 pp	52.0%	▼ -0.93 pp	16.1%	14.1%
	2025	50.8%	▼ -0.29 pp	52.3%	▼ -1.53 pp	15.0%	14.4%
13c) My organisation encourages us to report errors, near misses or incidents.	2023	75.6%		74.0%	▲ 1.60 pp	8.2%	7.7%
	2024	75.7%	▲ 0.06 pp	75.9%	▼ -0.23 pp	11.9%	9.6%
	2025	76.6%	▲ 0.90 pp	76.5%	▲ 0.13 pp	9.9%	9.3%
13d) When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.	2023	56.6%		53.4%	▲ 3.17 pp	12.2%	12.0%
	2024	55.9%	▼ -0.68 pp	57.6%	▼ -1.70 pp	16.6%	14.9%
	2025	56.9%	▲ 1.00 pp	58.8%	▼ -1.94 pp	15.6%	14.6%
13e) We are given feedback about changes made in response to reported errors, near misses and incidents.	2023	46.9%		43.6%	▲ 3.30 pp	19.3%	20.1%
	2024	47.8%	▲ 0.84 pp	48.5%	▼ -0.74 pp	24.6%	23.2%
	2025	49.7%	▲ 2.00 pp	50.8%	▼ -1.01 pp	23.5%	22.2%
Staff engagement							
22a) I look forward to going to work.	2023	50.2%		49.7%	▲ 0.50 pp	16.5%	15.1%
	2024	50.6%	▲ 0.36 pp	50.4%	▲ 0.19 pp	16.8%	15.7%
	2025	47.3%	▼ -3.31 pp	48.5%	▼ -1.20 pp	18.8%	17.4%
22b) I am enthusiastic about my job.	2023	68.0%		66.7%	▲ 1.22 pp	8.4%	8.4%
	2024	65.1%	▼ -2.90 pp	65.3%	▼ -0.19 pp	10.3%	9.4%
	2025	64.4%	▼ -0.63 pp	64.1%	▲ 0.36 pp	10.3%	10.3%
22c) I am happy to go the extra mile at work when required.	2023	79.6%		80.0%	▼ -0.37 pp	4.5%	4.4%
	2024	78.5%	▼ -1.13 pp	78.4%	▲ 0.10 pp	6.2%	5.0%
	2025	78.7%	▲ 0.17 pp	77.2%	▲ 1.49 pp	5.6%	5.8%
23a) I am able to make improvements in my area of work.	2023	60.4%		58.3%	▲ 2.09 pp	14.6%	15.3%
	2024	60.5%	▲ 0.11 pp	60.1%	▲ 0.41 pp	17.7%	16.4%
	2025	57.7%	▼ -2.76 pp	58.2%	▼ -0.54 pp	18.0%	16.9%
23b) I would recommend my organisation as a place to work.	2023	57.7%		54.7%	▲ 3.02 pp	16.2%	17.7%
	2024	56.7%	▼ -0.96 pp	55.5%	▲ 1.21 pp	18.2%	17.8%
	2025	52.0%	▼ -4.77 pp	53.2%	▼ -1.26 pp	20.8%	19.2%
23c) I am proud to tell people I work for my organisation.	2023	62.8%		58.7%	▲ 4.10 pp	9.7%	12.9%
	2024	61.1%	▼ -1.67 pp	59.8%	▲ 1.36 pp	13.2%	13.7%
	2025	56.7%	▼ -4.40 pp	58.0%	▼ -1.31 pp	14.1%	14.5%
23d) I am involved in deciding on changes introduced that affect my work/area/team/department.	2023	54.4%		54.3%	▲ 0.13 pp	25.5%	24.6%
	2024	48.3%	▼ -6.10 pp	47.7%	▲ 0.64 pp	29.0%	28.0%
	2025	44.1%	▼ -4.22 pp	44.7%	▼ -0.65 pp	30.7%	29.5%

Question	Year	Positive responses (%)	Annual trend	Benchmark	Variance	Negative responses (%)	Benchmark
We are all able to speak up							
14a) I always know what my work responsibilities are.	2023	81.1%		81.6%	▼ -0.53 pp	9.6%	9.1%
	2024	79.9%	▼ -1.20 pp	81.6%	▼ -1.74 pp	10.2%	9.1%
	2025	81.8%	▲ 1.91 pp	82.4%	▼ -0.61 pp	9.7%	8.6%
14b) I am trusted to do my job.	2023	87.5%		87.6%	▼ -0.18 pp	5.1%	5.1%
	2024	85.0%	▼ -2.50 pp	87.0%	▼ -2.07 pp	7.2%	5.7%
	2025	86.7%	▲ 1.79 pp	87.4%	▼ -0.61 pp	6.2%	5.5%
14c) There are frequent opportunities for me to show initiative in my role.	2023	74.3%		73.0%	▲ 1.39 pp	11.2%	11.3%
	2024	71.4%	▼ -2.96 pp	72.2%	▼ -0.82 pp	14.3%	12.3%
	2025	71.2%	▼ -0.17 pp	71.5%	▼ -0.27 pp	12.8%	12.2%
14d) I have a choice in deciding how to do my work.	2023	66.5%		66.9%	▼ -0.37 pp	15.3%	14.2%
	2024	70.2%	▲ 3.65 pp	71.1%	▼ -0.98 pp	13.5%	12.9%
	2025	68.5%	▼ -1.63 pp	68.6%	▼ -0.10 pp	14.3%	13.7%
14i) I would feel secure raising concerns about unsafe clinical practice.	2023	74.5%		73.6%	▲ 0.92 pp	9.6%	9.3%
	2024	73.4%	▼ -1.14 pp	74.2%	▼ -0.81 pp	11.7%	10.5%
	2025	74.5%	▲ 1.14 pp	74.8%	▼ -0.25 pp	11.2%	10.4%
14j) I would feel secure raising concerns about unethical behaviour.	2023	76.7%		76.4%	▲ 0.32 pp	10.6%	10.5%
	2024	74.2%	▼ -2.53 pp	74.9%	▼ -0.72 pp	13.7%	12.2%
	2025	74.9%	▲ 0.65 pp	75.0%	▼ -0.15 pp	13.0%	11.9%
14k) I am confident my organisation would address my concern.	2023	52.0%		50.6%	▲ 1.39 pp	18.0%	19.1%
	2024	51.1%	▼ -0.88 pp	52.5%	▼ -1.45 pp	22.7%	21.2%
	2025	49.5%	▼ -1.60 pp	52.2%	▼ -2.67 pp	23.3%	21.0%
17d) I feel safe to speak up about anything that concerns me in this organisation.	2023	56.3%		55.2%	▲ 1.17 pp	19.2%	19.7%
	2024	56.5%	▲ 0.17 pp	57.8%	▼ -1.33 pp	20.9%	19.5%
	2025	55.4%	▼ -1.10 pp	56.7%	▼ -1.36 pp	21.1%	19.7%
17e) If I spoke up about something that concerned me, I am confident my organisation would address my concern.	2023	39.7%		39.1%	▲ 0.62 pp	24.2%	24.8%
	2024	42.0%	▲ 2.32 pp	42.8%	▼ -0.81 pp	26.8%	25.5%
	2025	39.6%	▼ -2.46 pp	42.4%	▼ -2.80 pp	28.6%	26.1%
23d) I am involved in deciding on changes introduced that affect my work/area/team/department.	2023	54.4%		54.3%	▲ 0.13 pp	25.5%	24.6%
	2024	48.3%	▼ -6.10 pp	47.7%	▲ 0.64 pp	29.0%	28.0%
	2025	44.1%	▼ -4.22 pp	44.7%	▼ -0.65 pp	30.7%	29.5%
We are compassionate and inclusive							
01h) I feel valued by my team.	2023	66.5%		67.3%	▼ -0.78 pp	17.1%	16.3%
	2024	65.2%	▼ -1.35 pp	66.7%	▼ -1.50 pp	20.6%	17.8%
	2025	65.0%	▼ -0.20 pp	66.7%	▼ -1.70 pp	19.8%	17.2%
01j) I'd feel able to speak up in my team if I noticed poor or incorrect practice.	2023	74.3%		74.7%	▼ -0.46 pp	13.2%	12.4%
	2024	71.6%	▼ -2.71 pp	72.6%	▼ -1.08 pp	16.0%	15.1%
	2025	72.1%	▲ 0.55 pp	72.1%	▲ 0.07 pp	15.6%	14.8%
04f) My immediate manager (line manager) works together with me to come to an understanding of problems.	2023	66.7%		66.2%	▲ 0.50 pp	15.5%	15.2%
	2024	67.7%	▲ 1.00 pp	68.3%	▼ -0.63 pp	16.7%	14.7%

Question	Year	Positive responses (%)	Annual trend	Benchmark	Variance	Negative responses (%)	Benchmark
04f) My immediate manager (line manager) works together with me to come to an understanding of problems.	2025	68.9%	▲ 1.21 pp	67.9%	▲ 1.03 pp	15.4%	14.8%
04g) My immediate manager (line manager) is interested in listening to me when I describe challenges I face.	2023	70.0%		69.1%	▲ 0.88 pp	14.6%	14.4%
	2024	69.9%	▼ -0.09 pp	70.7%	▼ -0.83 pp	16.5%	14.7%
	2025	70.0%	▲ 0.04 pp	69.9%	▲ 0.06 pp	16.0%	14.5%
04i) My immediate manager (line manager) takes effective action to help me with any problems I face.	2023	65.8%		64.9%	▲ 0.87 pp	15.3%	14.8%
	2024	65.8%	▲ 0.03 pp	67.1%	▼ -1.29 pp	15.9%	15.1%
	2025	66.9%	▲ 1.07 pp	66.8%	▲ 0.06 pp	15.3%	14.8%
14l) I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	2023	64.1%		62.6%	▲ 1.58 pp	11.1%	10.9%
	2024	63.0%	▼ -1.12 pp	64.1%	▼ -1.05 pp	13.6%	11.6%
	2025	59.9%	▼ -3.07 pp	63.1%	▼ -3.15 pp	14.1%	11.8%
15c) The people I work with are understanding and kind to one another.	2023	73.9%		75.1%	▼ -1.22 pp	9.5%	9.2%
	2024	72.4%	▼ -1.43 pp	73.3%	▼ -0.92 pp	12.0%	10.3%
	2025	71.5%	▼ -0.96 pp	73.2%	▼ -1.76 pp	11.0%	10.2%
15d) The people I work with are polite and treat each other with respect.	2023	74.3%		75.8%	▼ -1.44 pp	8.2%	8.5%
	2024	72.9%	▼ -1.45 pp	73.4%	▼ -0.52 pp	10.5%	9.8%
	2025	70.8%	▼ -2.05 pp	73.1%	▼ -2.28 pp	11.3%	10.1%
16a) People here are compassionate towards colleagues when they face problems.	2023	75.8%		75.9%	▼ -0.10 pp	7.9%	7.8%
	2024	74.6%	▼ -1.15 pp	75.1%	▼ -0.44 pp	10.0%	8.8%
	2025	74.2%	▼ -0.49 pp	74.7%	▼ -0.50 pp	10.4%	9.2%
16b) People here give good support to colleagues who are distressed.	2023	76.6%		77.0%	▼ -0.40 pp	7.4%	7.8%
	2024	76.8%	▲ 0.14 pp	76.8%	▼ -0.02 pp	9.4%	8.6%
	2025	75.9%	▼ -0.84 pp	76.3%	▼ -0.42 pp	9.9%	8.7%
16c) People here are compassionate in the way they behave towards patients/ service users.	2023	83.5%		83.3%	▲ 0.12 pp	3.3%	2.8%
	2024	83.9%	▲ 0.49 pp	83.3%	▲ 0.67 pp	4.4%	4.0%
	2025	83.6%	▼ -0.30 pp	83.3%	▲ 0.33 pp	4.0%	4.0%
16d) People here take effective action to help patients/service users in distress.	2023	83.7%		82.9%	▲ 0.76 pp	2.7%	2.5%
	2024	83.9%	▲ 0.23 pp	83.0%	▲ 0.93 pp	3.7%	3.5%
	2025	83.8%	▼ -0.12 pp	83.3%	▲ 0.50 pp	3.5%	3.5%
17a) Care of patients / service users is my organisation's top priority.	2023	66.7%		67.1%	▼ -0.43 pp	14.2%	12.8%
	2024	66.1%	▼ -0.56 pp	67.8%	▼ -1.70 pp	14.3%	12.7%
	2025	63.2%	▼ -2.93 pp	66.7%	▼ -3.54 pp	17.6%	14.6%
17b) My organisation acts on concerns raised by patients / service users.	2023	64.5%		63.1%	▲ 1.41 pp	9.1%	8.7%
	2024	63.2%	▼ -1.30 pp	64.4%	▼ -1.20 pp	10.6%	9.5%
	2025	63.1%	▼ -0.15 pp	64.7%	▼ -1.68 pp	10.4%	9.7%
17c) If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	2023	53.3%		53.5%	▼ -0.18 pp	20.2%	19.3%
	2024	51.0%	▼ -2.34 pp	55.2%	▼ -4.20 pp	22.6%	19.0%
	2025	51.6%	▲ 0.64 pp	55.3%	▼ -3.64 pp	20.6%	19.1%
17d) I feel safe to speak up about anything that concerns me in this organisation.	2023	56.3%		55.2%	▲ 1.17 pp	19.2%	19.7%
	2024	56.5%	▲ 0.17 pp	57.8%	▼ -1.33 pp	20.9%	19.5%































Question	Year	Positive responses (%)	Annual trend	Benchmark	Variance	Negative responses (%)	Benchmark
17d) I feel safe to speak up about anything that concerns me in this organisation.	2025	55.4%	▼ -1.10 pp	56.7%	▼ -1.36 pp	21.1%	19.7%
We are continuously learning and improving							
18a) This organisation offers me challenging work.	2023	72.4%		71.9%	▲ 0.53 pp	7.1%	7.4%
	2024	73.1%	▲ 0.64 pp	71.1%	▲ 1.97 pp	7.7%	8.0%
	2025	72.7%	▼ -0.38 pp	69.9%	▲ 2.76 pp	7.9%	8.5%
18b) There are opportunities for me to develop my career in this organisation.	2023	55.7%		52.2%	▲ 3.48 pp	20.6%	23.0%
	2024	52.4%	▼ -3.26 pp	51.5%	▲ 0.92 pp	24.4%	24.2%
	2025	47.8%	▼ -4.61 pp	49.6%	▼ -1.74 pp	26.7%	25.3%
18c) I have opportunities to improve my knowledge and skills.	2023	70.2%		67.4%	▲ 2.84 pp	13.3%	14.3%
	2024	68.8%	▼ -1.45 pp	67.7%	▲ 1.09 pp	15.0%	15.1%
	2025	66.2%	▼ -2.60 pp	66.3%	▼ -0.08 pp	16.5%	15.6%
18d) I feel supported to develop my potential.	2023	58.2%		55.1%	▲ 3.10 pp	19.5%	20.2%
	2024	54.5%	▼ -3.66 pp	55.2%	▼ -0.64 pp	22.0%	21.5%
	2025	53.0%	▼ -1.57 pp	53.7%	▼ -0.74 pp	23.1%	21.7%
18e) I am able to access the right learning and development opportunities when I need to.	2023	59.2%		55.1%	▲ 4.04 pp	18.1%	19.2%
	2024	56.7%	▼ -2.44 pp	55.3%	▲ 1.42 pp	19.8%	19.7%
	2025	53.9%	▼ -2.83 pp	54.7%	▼ -0.75 pp	20.9%	20.0%
19b) If yes, to what extent do you agree with the following statements? It helped me to improve how I do my job.	2023	68.1%		64.6%	▲ 3.53 pp	31.9%	35.4%
	2024	64.8%	▼ -3.36 pp	64.5%	▲ 0.31 pp	35.2%	35.5%
	2025	65.1%	▲ 0.27 pp	65.3%	▼ -0.26 pp	34.9%	34.7%
19c) It helped me agree clear objectives for my work.	2023	81.0%		78.8%	▲ 2.26 pp	19.0%	21.2%
	2024	79.3%	▼ -1.69 pp	77.8%	▲ 1.53 pp	20.7%	22.2%
	2025	78.7%	▼ -0.62 pp	77.8%	▲ 0.87 pp	21.3%	22.2%
19d) It left me feeling that my work is valued by my organisation.	2023	71.8%		72.7%	▼ -0.89 pp	28.2%	27.3%
	2024	69.7%	▼ -2.14 pp	72.6%	▼ -2.89 pp	30.3%	27.4%
	2025	69.8%	▲ 0.18 pp	72.6%	▼ -2.75 pp	30.2%	27.4%
We are stronger together							
01a) The team I work in has a set of shared objectives.	2023	74.3%		74.8%	▼ -0.51 pp	11.7%	10.9%
	2024	74.5%	▲ 0.21 pp	75.4%	▼ -0.86 pp	13.6%	12.0%
	2025	74.9%	▲ 0.35 pp	76.2%	▼ -1.31 pp	13.0%	11.5%
01b) The team I work in often meets to discuss the team's effectiveness.	2023	62.1%		62.1%	▲ 0.08 pp	24.0%	24.0%
	2024	62.3%	▲ 0.19 pp	62.6%	▼ -0.26 pp	26.1%	24.1%
	2025	61.6%	▼ -0.73 pp	61.9%	▼ -0.30 pp	24.7%	23.8%
01c) Team members trust each other.	2023	65.5%		66.8%	▼ -1.34 pp	16.3%	15.9%
	2024	64.8%	▼ -0.75 pp	66.2%	▼ -1.48 pp	18.8%	17.2%
	2025	63.5%	▼ -1.26 pp	65.6%	▼ -2.13 pp	19.0%	17.1%
01d) Team members understand each other's roles.	2023	70.9%		71.0%	▼ -0.07 pp	15.7%	15.5%
	2024	68.9%	▼ -2.00 pp	70.3%	▼ -1.41 pp	16.2%	16.1%
	2025	68.2%	▼ -0.79 pp	70.7%	▼ -2.59 pp	17.8%	15.9%


































Question	Year	Positive responses (%)	Annual trend	Benchmark	Variance	Negative responses (%)	Benchmark
01e) Team members take time out to reflect and learn.	2023	52.4%		51.8%	▲ 0.57 pp	24.7%	24.2%
	2024	52.8%	▲ 0.37 pp	53.4%	▼ -0.66 pp	25.6%	23.7%
	2025	52.6%	▼ -0.18 pp	53.7%	▼ -1.16 pp	25.1%	23.6%
01f) Team members are able to communicate closely with each other to achieve the team's objectives.	2023	69.8%		69.6%	▲ 0.23 pp	14.2%	14.1%
	2024	68.2%	▼ -1.61 pp	69.1%	▼ -0.89 pp	16.8%	15.7%
	2025	67.0%	▼ -1.23 pp	68.7%	▼ -1.73 pp	17.0%	15.5%
01g) I enjoy working with the colleagues in my team.	2023	80.0%		81.3%	▼ -1.26 pp	6.1%	5.8%
	2024	78.4%	▼ -1.61 pp	79.4%	▼ -1.05 pp	8.1%	8.2%
	2025	77.9%	▼ -0.50 pp	79.6%	▼ -1.67 pp	9.0%	8.1%
01h) I feel valued by my team.	2023	66.5%		67.3%	▼ -0.78 pp	17.1%	16.3%
	2024	65.2%	▼ -1.35 pp	66.7%	▼ -1.50 pp	20.6%	17.8%
	2025	65.0%	▼ -0.20 pp	66.7%	▼ -1.70 pp	19.8%	17.2%
01i) I feel able to ask other members of this team for help when I need it.	2023	83.1%		83.9%	▼ -0.80 pp	6.8%	6.6%
	2024	80.5%	▼ -2.63 pp	81.4%	▼ -0.96 pp	9.5%	9.0%
	2025	80.1%	▼ -0.40 pp	81.1%	▼ -0.97 pp	9.4%	8.9%
01j) I'd feel able to speak up in my team if I noticed poor or incorrect practice.	2023	74.3%		74.7%	▼ -0.46 pp	13.2%	12.4%
	2024	71.6%	▼ -2.71 pp	72.6%	▼ -1.08 pp	16.0%	15.1%
	2025	72.1%	▲ 0.55 pp	72.1%	▲ 0.07 pp	15.6%	14.8%
01k) Team members work well with other teams.	2023	71.6%		71.1%	▲ 0.52 pp	10.2%	10.4%
	2024	70.3%	▼ -1.30 pp	71.2%	▼ -0.94 pp	12.6%	11.5%
	2025	69.4%	▼ -0.96 pp	70.4%	▼ -1.03 pp	12.8%	11.7%
04a) My immediate manager (line manager) encourages me at work.	2023	69.4%		69.0%	▲ 0.47 pp	14.1%	13.6%
	2024	70.0%	▲ 0.55 pp	71.0%	▼ -0.98 pp	14.2%	12.9%
	2025	70.8%	▲ 0.84 pp	70.7%	▲ 0.11 pp	13.9%	12.8%
04b) My immediate manager (line manager) gives me clear feedback on my work.	2023	62.1%		61.7%	▲ 0.36 pp	18.1%	18.1%
	2024	63.4%	▲ 1.25 pp	64.3%	▼ -0.96 pp	18.0%	17.2%
	2025	64.1%	▲ 0.80 pp	63.9%	▲ 0.28 pp	18.6%	17.4%
04c) My immediate manager (line manager) asks for my opinion before making decisions that affect my work.	2023	56.7%		56.3%	▲ 0.45 pp	24.8%	24.4%
	2024	59.8%	▲ 3.09 pp	59.2%	▲ 0.60 pp	24.5%	22.8%
	2025	58.8%	▼ -0.95 pp	58.0%	▲ 0.90 pp	24.0%	23.2%
04d) My immediate manager (line manager) takes a positive interest in my health and well-being.	2023	67.6%		67.7%	▼ -0.12 pp	15.8%	15.6%
	2024	68.8%	▲ 1.25 pp	70.5%	▼ -1.71 pp	15.7%	14.6%
	2025	69.3%	▲ 0.42 pp	69.6%	▼ -0.30 pp	15.1%	14.9%
04e) My immediate manager (line manager) values my work.	2023	70.4%		70.6%	▼ -0.13 pp	13.3%	12.1%
	2024	70.2%	▼ -0.19 pp	72.4%	▼ -2.11 pp	14.7%	12.5%
	2025	71.0%	▲ 0.77 pp	71.5%	▼ -0.44 pp	13.5%	12.1%
04f) My immediate manager (line manager) works together with me to come to an understanding of problems.	2023	66.7%		66.2%	▲ 0.50 pp	15.5%	15.2%
	2024	67.7%	▲ 1.00 pp	68.3%	▼ -0.63 pp	16.7%	14.7%
	2025	68.9%	▲ 1.21 pp	67.9%	▲ 1.03 pp	15.4%	14.8%

Question	Year	Positive responses (%)	Annual trend	Benchmark	Variance	Negative responses (%)	Benchmark
04g) My immediate manager (line manager) is interested in listening to me when I describe challenges I face.	2023	70.0%		69.1%	▲ 0.88 pp	14.6%	14.4%
	2024	69.9%	▼ -0.09 pp	70.7%	▼ -0.83 pp	16.5%	14.7%
	2025	70.0%	▲ 0.04 pp	69.9%	▲ 0.06 pp	16.0%	14.5%
04h) My immediate manager (line manager) recognises the importance of staff emotional wellbeing.	2023	69.7%		69.2%	▲ 0.49 pp	14.9%	14.3%
	2024	70.5%	▲ 0.73 pp	70.9%	▼ -0.46 pp	15.7%	14.4%
	2025	69.9%	▼ -0.55 pp	69.9%	▼ -0.01 pp	14.5%	14.6%
04i) My immediate manager (line manager) takes effective action to help me with any problems I face.	2023	65.8%		64.9%	▲ 0.87 pp	15.3%	14.8%
	2024	65.8%	▲ 0.03 pp	67.1%	▼ -1.29 pp	15.9%	15.1%
	2025	66.9%	▲ 1.07 pp	66.8%	▲ 0.06 pp	15.3%	14.8%
We champion flexible working							
14e) I am satisfied with the opportunity for flexible working patterns.	2023	57.2%		58.2%	▼ -0.97 pp	22.0%	21.4%
	2024	61.6%	▲ 4.37 pp	62.5%	▼ -0.93 pp	19.8%	19.3%
	2025	59.4%	▼ -2.21 pp	60.8%	▼ -1.41 pp	22.0%	19.8%
14f) My organisation is committed to helping me balance my work and home life.	2023	51.6%		50.5%	▲ 1.12 pp	23.4%	23.3%
	2024	54.7%	▲ 3.08 pp	54.8%	▼ -0.08 pp	22.8%	21.1%
	2025	52.3%	▼ -2.35 pp	53.9%	▼ -1.59 pp	23.5%	21.9%
14g) I achieve a good balance between my work life and my home life.	2023	57.4%		56.5%	▲ 0.97 pp	22.6%	23.0%
	2024	58.2%	▲ 0.78 pp	58.6%	▼ -0.35 pp	22.4%	21.5%
	2025	56.9%	▼ -1.33 pp	58.8%	▼ -1.90 pp	22.3%	20.8%
14h) I can approach my immediate manager (line manager) to talk openly about flexible working.	2023	65.3%		67.1%	▼ -1.85 pp	16.1%	14.7%
	2024	68.9%	▲ 3.64 pp	70.0%	▼ -1.05 pp	17.0%	14.1%
	2025	68.0%	▼ -0.96 pp	69.8%	▼ -1.81 pp	15.7%	14.1%
We nurture healthy working environments							
02a) I have unrealistic time pressures.	2023	26.9%		27.2%	▼ -0.31 pp	31.9%	33.1%
	2024	27.4%	▲ 0.53 pp	28.7%	▼ -1.27 pp	30.5%	30.1%
	2025	26.3%	▼ -1.14 pp	28.0%	▼ -1.75 pp	33.4%	32.0%
02b) I am able to meet all the conflicting demands on my time at work.	2023	50.9%		50.6%	▲ 0.28 pp	15.3%	15.8%
	2024	49.4%	▼ -1.43 pp	51.1%	▼ -1.65 pp	15.2%	15.4%
	2025	48.7%	▼ -0.70 pp	50.0%	▼ -1.28 pp	16.6%	15.8%
02c) I have adequate supplies, materials and equipment to do my work.	2023	58.1%		57.7%	▲ 0.38 pp	15.1%	15.2%
	2024	57.6%	▼ -0.48 pp	55.9%	▲ 1.70 pp	17.5%	17.5%
	2025	54.3%	▼ -3.29 pp	54.7%	▼ -0.39 pp	18.1%	17.6%
02d) There are enough staff at this organisation for me to do my job properly.	2023	33.5%		30.9%	▲ 2.69 pp	34.2%	37.0%
	2024	34.8%	▲ 1.25 pp	33.3%	▲ 1.53 pp	34.0%	34.8%
	2025	29.8%	▼ -4.99 pp	32.5%	▼ -2.73 pp	37.2%	35.7%
12b) In the last 12 months how many times have you personally experienced physical violence at work from...? Managers / Team leaders	2023	99.3%		99.3%	▲ 0.04 pp	0.2%	0.3%
	2024	99.5%	▲ 0.19 pp	99.2%	▲ 0.30 pp	0.4%	0.5%
	2025	99.6%	▲ 0.09 pp	99.2%	▲ 0.35 pp	0.2%	0.3%
20a) How often, if at all, do you find your work emotionally exhausting?	2023	17.1%		18.3%	▼ -1.18 pp	44.5%	43.1%
	2024	19.3%	▲ 2.14 pp	20.8%	▼ -1.53 pp	39.5%	36.3%


































Question	Year	Positive responses (%)	Annual trend	Benchmark	Variance	Negative responses (%)	Benchmark
20a) How often, if at all, do you find your work emotionally exhausting?	2025	17.5%	▼ -1.78 pp	19.8%	▼ -2.29 pp	42.1%	38.9%
20b) How often, if at all, do you feel burnt out because of your work?	2023	24.5%		25.3%	▼ -0.84 pp	38.6%	37.9%
	2024	28.3%	▲ 3.78 pp	29.9%	▼ -1.66 pp	34.2%	31.5%
	2025	25.9%	▼ -2.37 pp	28.0%	▼ -2.09 pp	37.8%	34.5%
20c) How often, if at all, does your work frustrate you?	2023	15.7%		15.3%	▲ 0.40 pp	45.1%	45.9%
	2024	18.3%	▲ 2.60 pp	20.5%	▼ -2.24 pp	40.4%	37.6%
	2025	19.2%	▲ 0.96 pp	20.9%	▼ -1.67 pp	41.0%	38.5%
20d) How often, if at all, are you exhausted at the thought of another day/shift at work?	2023	29.8%		30.7%	▼ -0.93 pp	36.1%	34.8%
	2024	37.1%	▲ 7.33 pp	38.6%	▼ -1.49 pp	29.9%	27.1%
	2025	35.2%	▼ -1.89 pp	36.2%	▼ -0.96 pp	31.8%	30.0%
20e) How often, if at all, do you feel worn out at the end of your working day/shift?	2023	15.8%		16.9%	▼ -1.14 pp	48.9%	46.9%
	2024	20.7%	▲ 4.92 pp	21.2%	▼ -0.46 pp	41.1%	38.7%
	2025	18.5%	▼ -2.19 pp	19.9%	▼ -1.39 pp	44.3%	41.5%
20f) How often, if at all, do you feel that every working hour is tiring for you?	2023	46.6%		47.2%	▼ -0.65 pp	22.4%	21.8%
	2024	54.0%	▲ 7.46 pp	53.7%	▲ 0.31 pp	19.1%	18.0%
	2025	49.4%	▼ -4.64 pp	50.2%	▼ -0.84 pp	20.9%	20.5%
20g) How often, if at all, do you not have enough energy for family and friends during leisure time?	2023	29.9%		31.0%	▼ -1.14 pp	33.3%	31.8%
	2024	30.5%	▲ 0.68 pp	30.0%	▲ 0.55 pp	34.4%	33.9%
	2025	28.3%	▼ -2.25 pp	29.3%	▼ -0.96 pp	34.0%	34.5%
21a) My organisation takes positive action on health and wellbeing.	2023	49.6%		45.2%	▲ 4.39 pp	17.0%	18.5%
	2024	51.6%	▲ 1.99 pp	47.8%	▲ 3.80 pp	17.9%	18.9%
	2025	46.9%	▼ -4.67 pp	45.0%	▲ 1.87 pp	20.2%	20.8%
We recognise everyone's contribution							
04e) My immediate manager (line manager) values my work.	2023	70.4%		70.6%	▼ -0.13 pp	13.3%	12.1%
	2024	70.2%	▼ -0.19 pp	72.4%	▼ -2.11 pp	14.7%	12.5%
	2025	71.0%	▲ 0.77 pp	71.5%	▼ -0.44 pp	13.5%	12.1%
15a) I get recognition for good work.	2023	55.9%		56.7%	▼ -0.81 pp	21.0%	20.1%
	2024	56.5%	▲ 0.59 pp	57.5%	▼ -1.00 pp	21.9%	20.3%
	2025	55.0%	▼ -1.52 pp	56.2%	▼ -1.18 pp	22.9%	20.8%
15b) The organisation values my work.	2023	48.0%		47.2%	▲ 0.77 pp	21.2%	21.6%
	2024	50.1%	▲ 2.08 pp	48.8%	▲ 1.31 pp	22.8%	21.3%
	2025	46.8%	▼ -3.25 pp	47.6%	▼ -0.82 pp	24.7%	22.1%
15e) The people I work with show appreciation to one another.	2023	69.6%		71.5%	▼ -1.87 pp	10.5%	9.7%
	2024	68.0%	▼ -1.63 pp	69.9%	▼ -1.90 pp	12.6%	11.1%
	2025	68.2%	▲ 0.20 pp	69.7%	▼ -1.48 pp	12.4%	11.1%



































Table 7: Number and percentage of responses to each question in the 2025 survey. %s are rounded so may not add up to 100%.

Question and response	Total responses	%	
01a) The team I work in has a set of shared objectives.			
Strongly agree	865	29.4%	
Agree	1,337	45.5%	
Neither agree nor disagree	358	12.2%	
Disagree	245	8.3%	
Strongly disagree	136	4.6%	
	2,941		
01b) The team I work in often meets to discuss the team's effectiveness.			
Strongly agree	772	26.3%	
Agree	1,039	35.3%	
Neither agree nor disagree	403	13.7%	
Disagree	449	15.3%	
Strongly disagree	277	9.4%	
	2,940		
01c) Team members trust each other.			
Strongly agree	798	27.1%	
Agree	1,074	36.4%	
Neither agree nor disagree	516	17.5%	
Disagree	346	11.7%	
Strongly disagree	214	7.3%	
	2,948		
01d) Team members understand each other's roles.			
Strongly agree	747	25.4%	
Agree	1,258	42.8%	
Neither agree nor disagree	413	14.0%	
Disagree	343	11.7%	
Strongly disagree	181	6.2%	
	2,942		
01e) Team members take time out to reflect and learn.			
Strongly agree	537	18.3%	
Agree	1,007	34.3%	
Neither agree nor disagree	656	22.3%	
Disagree	488	16.6%	
Strongly disagree	249	8.5%	
	2,937		
01f) Team members are able to communicate closely with each other to achieve the team's objectives.			
Strongly agree	761	25.9%	
Agree	1,206	41.1%	
Neither agree nor disagree	472	16.1%	
Disagree	305	10.4%	
Strongly disagree	193	6.6%	
	2,937		

Question and response	Total responses	%	
01g) I enjoy working with the colleagues in my team.			
Strongly agree	1,186	40.2%	
Agree	1,110	37.7%	
Neither agree nor disagree	388	13.2%	
Disagree	144	4.9%	
Strongly disagree	120	4.1%	
	2,948		
01h) I feel valued by my team.			
Strongly agree	917	31.1%	
Agree	997	33.8%	
Neither agree nor disagree	450	15.3%	
Disagree	291	9.9%	
Strongly disagree	291	9.9%	
	2,946		
01i) I feel able to ask other members of this team for help when I need it.			
Strongly agree	1,188	40.5%	
Agree	1,162	39.6%	
Neither agree nor disagree	309	10.5%	
Disagree	162	5.5%	
Strongly disagree	113	3.9%	
	2,934		
01j) I'd feel able to speak up in my team if I noticed poor or incorrect practice.			
Strongly agree	905	30.9%	
Agree	1,209	41.2%	
Neither agree nor disagree	359	12.2%	
Disagree	233	7.9%	
Strongly disagree	225	7.7%	
	2,931		
01k) Team members work well with other teams.			
Strongly agree	820	27.9%	
Agree	1,219	41.5%	
Neither agree nor disagree	524	17.8%	
Disagree	216	7.3%	
Strongly disagree	161	5.5%	
	2,940		
02a) I have unrealistic time pressures.			
Always	348	11.8%	
Often	634	21.5%	
Sometimes	1,188	40.4%	
Rarely	609	20.7%	
Never	164	5.6%	
	2,943		
02b) I am able to meet all the conflicting demands on my time at work.			
Always	299	10.2%	
Often	1,133	38.6%	
Sometimes	1,020	34.7%	

Question and response	Total responses	%
Rarely	383	13.0%
Never	104	3.5%
	2,939	
02c) I have adequate supplies, materials and equipment to do my work.		
Always	607	20.7%
Often	984	33.6%
Sometimes	810	27.6%
Rarely	384	13.1%
Never	146	5.0%
	2,931	
02d) There are enough staff at this organisation for me to do my job properly.		
Always	278	9.4%
Often	600	20.4%
Sometimes	970	32.9%
Rarely	663	22.5%
Never	434	14.7%
	2,945	
03a) How many hours a week are you contracted to work?		
Up to 29 hours	386	13.2%
30 or more hours	2,504	85.3%
I am a bank worker	44	1.5%
	2,934	
03b) On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours? Please include paid overtime, bank shifts, and additional paid hours on-call.		
6 - 10 hours	174	6.0%
0 Hours	2,258	77.3%
Up to 5 hours	303	10.4%
11 or more hours	187	6.4%
	2,922	
03c) On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours? Please include unpaid overtime and additional unpaid hours on-call.		
6 - 10 hours	267	9.1%
0 Hours	1,332	45.2%
Up to 5 hours	1,239	42.1%
11 or more hours	106	3.6%
	2,944	
04a) My immediate manager (line manager) encourages me at work.		
Strongly agree	1,047	35.5%
Agree	1,042	35.3%
Neither agree nor disagree	451	15.3%
Disagree	242	8.2%
Strongly disagree	167	5.7%
	2,949	
04b) My immediate manager (line manager) gives me clear feedback on my work.		
Strongly agree	907	30.8%
Agree	984	33.4%
Neither agree nor disagree	510	17.3%

Question and response	Total responses	%	
Disagree	351	11.9%	
Strongly disagree	196	6.6%	
2,948			
04c) My immediate manager (line manager) asks for my opinion before making decisions that affect my work.			
Strongly agree	846	28.7%	
Agree	887	30.1%	
Neither agree nor disagree	504	17.1%	
Disagree	393	13.3%	
Strongly disagree	315	10.7%	
2,945			
04d) My immediate manager (line manager) takes a positive interest in my health and well-being.			
Strongly agree	1,134	38.4%	
Agree	909	30.8%	
Neither agree nor disagree	463	15.7%	
Disagree	235	8.0%	
Strongly disagree	209	7.1%	
2,950			
04e) My immediate manager (line manager) values my work.			
Strongly agree	1,101	37.4%	
Agree	991	33.6%	
Neither agree nor disagree	456	15.5%	
Disagree	200	6.8%	
Strongly disagree	198	6.7%	
2,946			
04f) My immediate manager (line manager) works together with me to come to an understanding of problems.			
Strongly agree	1,023	34.8%	
Agree	1,005	34.1%	
Neither agree nor disagree	462	15.7%	
Disagree	231	7.8%	
Strongly disagree	222	7.5%	
2,943			
04g) My immediate manager (line manager) is interested in listening to me when I describe challenges I face.			
Strongly agree	1,087	36.9%	
Agree	976	33.1%	
Neither agree nor disagree	415	14.1%	
Disagree	243	8.2%	
Strongly disagree	228	7.7%	
2,949			
04h) My immediate manager (line manager) recognises the importance of staff emotional wellbeing.			
Strongly agree	1,173	39.9%	
Agree	884	30.0%	
Neither agree nor disagree	457	15.5%	
Disagree	195	6.6%	
Strongly disagree	233	7.9%	
2,942			
04i) My immediate manager (line manager) takes effective action to help me with any problems I face.			
Strongly agree	1,036	35.2%	

Question and response	Total responses	%	
Agree	934	31.7%	
Neither agree nor disagree	525	17.8%	
Disagree	221	7.5%	
Strongly disagree	230	7.8%	
	2,946		
05a) Does your organisation act fairly with regard to career progression/promotion, regardless of age, disability, ethnic background, gender, gender identity, religion or sexual orientation?			
Yes	1,574	53.5%	
Don't know	787	26.7%	
No	445	15.1%	
Prefer not to say	136	4.6%	
42	01	0.0%	
	2,943		
05b) In the last 12 months have you sought a progression opportunity in your workplace?			
No	1,794	61.0%	
Yes	935	31.8%	
Prefer not to say	109	3.7%	
Don't know	105	3.6%	
	2,943		
05c) If no, please tick the reasons for this.			
You enjoy the team you work with now	788	44.4%	
Other (please specify)	695	39.2%	
You haven't received encouragement or mentorship	142	8.0%	
You don't feel like you fit in the organisation	57	3.2%	
Previous unfair unsuccessful attempts	31	1.7%	
Personal experience of discrimination	27	1.5%	
Witnessed discrimination of other staff	27	1.5%	
Your line manager says you are not ready	04	0.2%	
You can't because of visa reasons	03	0.2%	
	1,774		
05d) In the coming 12 months would you consider applying for a progression opportunity in your workplace?			
Yes	1,225	41.6%	
No	1,094	37.1%	
Don't know	536	18.2%	
Prefer not to say	91	3.1%	
	2,946		
05e) If no, please tick the reasons for this.			
You enjoy the team you work with now	457	42.3%	
Other (please specify)	429	39.7%	
You don't feel like you fit in the organisation	62	5.7%	
You haven't received encouragement or mentorship	46	4.3%	
Previous unfair unsuccessful attempts	35	3.2%	
Personal experience of discrimination	27	2.5%	
Witnessed discrimination of other staff	18	1.7%	
Your line manager says you are not ready	04	0.4%	
You can't because of visa reasons	02	0.2%	
	1,080		

Question and response	Total responses	%	
06a) In the last 12 months have you personally experienced discrimination at work from patients/service users, their relatives, or other members of the public?			
No	2,545	86.6%	<div style="width: 86.6%;"></div>
Yes	287	9.8%	<div style="width: 9.8%;"></div>
Prefer not to say	107	3.6%	<div style="width: 3.6%;"></div>
	2,939		
06b) If yes, on what grounds have you experienced discrimination?			
	2,878	87.6%	<div style="width: 87.6%;"></div>
Ethnic background	95	2.9%	<div style="width: 2.9%;"></div>
Gender	76	2.3%	<div style="width: 2.3%;"></div>
Age	74	2.3%	<div style="width: 2.3%;"></div>
Other (please specify)	62	1.9%	<div style="width: 1.9%;"></div>
Disability	36	1.1%	<div style="width: 1.1%;"></div>
Sex	26	0.8%	<div style="width: 0.8%;"></div>
Sexual orientation	21	0.6%	<div style="width: 0.6%;"></div>
Religion	09	0.3%	<div style="width: 0.3%;"></div>
Pregnancy / maternity	07	0.2%	<div style="width: 0.2%;"></div>
Gender identity	02	0.1%	<div style="width: 0.1%;"></div>
	3,286		
07a) In the last 12 months have you personally experienced discrimination at work from a manager/ team leader?			
No	2,474	86.7%	<div style="width: 86.7%;"></div>
Yes	214	7.5%	<div style="width: 7.5%;"></div>
Prefer not to say	165	5.8%	<div style="width: 5.8%;"></div>
	2,853		
07b) If yes, on what grounds have you experienced discrimination?			
Other (please specify)	98	37.3%	<div style="width: 37.3%;"></div>
Disability	49	18.6%	<div style="width: 18.6%;"></div>
Age	40	15.2%	<div style="width: 15.2%;"></div>
Ethnic background	38	14.4%	<div style="width: 14.4%;"></div>
Gender	15	5.7%	<div style="width: 5.7%;"></div>
Sex	09	3.4%	<div style="width: 3.4%;"></div>
Pregnancy / maternity	07	2.7%	<div style="width: 2.7%;"></div>
Sexual orientation	03	1.1%	<div style="width: 1.1%;"></div>
Religion	03	1.1%	<div style="width: 1.1%;"></div>
Gender identity	01	0.4%	<div style="width: 0.4%;"></div>
	263		
08a) In the last 12 months have you personally experienced discrimination at work from other colleagues?			
No	2,494	87.1%	<div style="width: 87.1%;"></div>
Yes	233	8.1%	<div style="width: 8.1%;"></div>
Prefer not to say	135	4.7%	<div style="width: 4.7%;"></div>
	2,862		
08b) If yes, on what grounds have you experienced discrimination?			
	2,902	90.9%	<div style="width: 90.9%;"></div>
Other (please specify)	80	2.5%	<div style="width: 2.5%;"></div>
Ethnic background	61	1.9%	<div style="width: 1.9%;"></div>
Age	52	1.6%	<div style="width: 1.6%;"></div>
Disability	38	1.2%	<div style="width: 1.2%;"></div>

Question and response	Total responses	%
Gender	26	0.8%
Sexual orientation	11	0.3%
Sex	09	0.3%
Religion	08	0.3%
Pregnancy / maternity	05	0.2%
Gender identity	01	0.0%

3,193

09a) In the last 12 months how many times have you personally experienced harassment or bullying at work from...? Patients / service users, their relatives, or other members of the public

1-2	414	14.2%
3-5	187	6.4%
More than 10	101	3.5%
6-10	77	2.6%
Prefer not to say	30	1.0%
Never	2,105	72.2%

2,914

09b) In the last 12 months how many times have you personally experienced harassment or bullying at work from...? Managers / Team leaders

1-2	258	8.9%
3-5	117	4.0%
6-10	66	2.3%
Prefer not to say	63	2.2%
More than 10	60	2.1%
Never	2,349	80.6%

2,913

09c) In the last 12 months how many times have you personally experienced harassment or bullying at work from...? Other colleagues

1-2	352	12.2%
3-5	125	4.3%
Prefer not to say	68	2.3%
6-10	59	2.0%
More than 10	52	1.8%
Never	2,239	77.3%

2,895

09d) The last time you experienced harassment or bullying at work, did you or a colleague report it?

Not applicable	1,472	50.3%
No	700	23.9%
Yes, I reported it	603	20.6%
Yes, a colleague reported it	90	3.1%
Don't know	63	2.2%

2,928


































10a) In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? This may include offensive or inappropriate sexualised conversation (including jokes), touching or assault. From patients / service users

1-2	203	6.9%
3-5	72	2.4%
More than 10	28	1.0%
6-10	24	0.8%


































Question and response	Total responses	%
Prefer not to say	15	0.5%
Never	2,598	88.4%
	2,940	
10b) In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? This may include offensive or inappropriate sexualised conversation (including jokes), touching or assault. From staff / colleagues		
1-2	96	3.3%
3-5	30	1.0%
Prefer not to say	19	0.6%
More than 10	13	0.4%
6-10	06	0.2%
Never	2,776	94.4%
	2,940	
11a) In the last 12 months how many times have you personally experienced abuse at work from patients / service users, their relatives, or other members of the public?		
1-2	438	14.9%
3-5	252	8.6%
More than 10	125	4.3%
6-10	69	2.3%
Prefer not to say	18	0.6%
Never	2,036	69.3%
	2,938	
11b) The last time you experienced abuse at work (work from patients / service users, their relatives, or other members of the public) did you or a colleague report it?		
No	401	43.1%
Yes, I reported it	383	41.2%
Yes, a colleague reported it	71	7.6%
Not applicable	50	5.4%
Don't know	25	2.7%
	930	
12a) 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		
1-2	209	7.1%
3-5	61	2.1%
More than 10	33	1.1%
6-10	19	0.6%
Prefer not to say	06	0.2%
13	01	0.0%
Never	2,617	88.8%
	2,946	
12b) In the last 12 months how many times have you personally experienced physical violence at work from...? Managers / Team leaders		
1-2	05	0.2%
Prefer not to say	05	0.2%
3 - 5	02	0.1%
Never	2,917	99.6%
	2,929	
12c) In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues		
1-2	16	0.5%

Question and response	Total responses	%
Prefer not to say	08	0.3%
3-5	01	0.0%
Never	2,907	99.1%
	2,932	
12d) The last time you experienced physical violence at work, did you or a colleague report it?		
Yes, I reported it	198	54.7%
No	63	17.4%
Yes, a colleague reported it	61	16.9%
Not applicable	25	6.9%
Don't know	15	4.1%
	362	
13a) In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?		
No	1,541	52.8%
Yes	1,044	35.8%
Not applicable	206	7.1%
Prefer not to say	127	4.3%
5	02	0.1%
	2,920	
13b) My organisation treats staff who are involved in an error, near miss or incident, fairly.		
Not applicable	200	7.3%
Strongly agree	399	14.5%
Agree	894	32.6%
Neither agree nor disagree	870	31.7%
Disagree	244	8.9%
Strongly disagree	138	5.0%
	2,745	
13c) My organisation encourages us to report errors, near misses or incidents.		
Not applicable	83	3.0%
Strongly agree	816	29.8%
Agree	1,221	44.5%
Neither agree nor disagree	358	13.1%
Disagree	148	5.4%
Strongly disagree	116	4.2%
	2,742	
13d) When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.		
Not applicable	129	4.7%
Strongly agree	531	19.4%
Agree	953	34.8%
Neither agree nor disagree	719	26.3%
Disagree	251	9.2%
Strongly disagree	155	5.7%
	2,738	
13e) We are given feedback about changes made in response to reported errors, near misses and incidents.		
Not applicable	143	5.2%
Strongly agree	456	16.6%
Agree	836	30.5%
































Question and response	Total responses	%	
Neither agree nor disagree	694	25.3%	
Disagree	379	13.8%	
Strongly disagree	232	8.5%	
	2,740		
14a) I always know what my work responsibilities are.			
Strongly agree	967	32.8%	
Agree	1,442	49.0%	
Neither agree nor disagree	249	8.5%	
Disagree	213	7.2%	
Strongly disagree	74	2.5%	
	2,945		
14b) I am trusted to do my job.			
Strongly agree	1,277	43.4%	
Agree	1,276	43.4%	
Neither agree nor disagree	207	7.0%	
Disagree	115	3.9%	
Strongly disagree	68	2.3%	
	2,943		
14c) There are frequent opportunities for me to show initiative in my role.			
Strongly agree	909	30.9%	
Agree	1,186	40.3%	
Neither agree nor disagree	469	15.9%	
Disagree	256	8.7%	
Strongly disagree	122	4.1%	
	2,942		
14d) I have a choice in deciding how to do my work.			
Strongly agree	815	27.7%	
Agree	1,203	40.8%	
Neither agree nor disagree	505	17.1%	
Disagree	284	9.6%	
Strongly disagree	138	4.7%	
	2,945		
14e) I am satisfied with the opportunity for flexible working patterns.			
Strongly agree	805	27.4%	
Agree	943	32.0%	
Neither agree nor disagree	547	18.6%	
Disagree	357	12.1%	
Strongly disagree	291	9.9%	
	2,943		
14f) My organisation is committed to helping me balance my work and home life.			
Strongly agree	634	21.6%	
Agree	905	30.8%	
Neither agree nor disagree	712	24.2%	
Disagree	387	13.2%	
Strongly disagree	303	10.3%	
	2,941		






























Question and response	Total responses	%	
14g) I achieve a good balance between my work life and my home life.			
Strongly agree	620	21.1%	
Agree	1,053	35.8%	
Neither agree nor disagree	613	20.8%	
Disagree	387	13.2%	
Strongly disagree	268	9.1%	
	2,941		
14h) I can approach my immediate manager (line manager) to talk openly about flexible working.			
Strongly agree	971	33.0%	
Agree	1,031	35.0%	
Neither agree nor disagree	481	16.3%	
Disagree	231	7.8%	
Strongly disagree	232	7.9%	
	2,946		
14i) I would feel secure raising concerns about unsafe clinical practice.			
Strongly agree	961	32.7%	
Agree	1,229	41.8%	
Neither agree nor disagree	420	14.3%	
Disagree	177	6.0%	
Strongly disagree	151	5.1%	
	2,938		
14j) I would feel secure raising concerns about unethical behaviour.			
Strongly agree	962	32.8%	
Agree	1,235	42.1%	
Neither agree nor disagree	356	12.1%	
Disagree	207	7.1%	
Strongly disagree	175	6.0%	
	2,935		
14k) I am confident my organisation would address my concern.			
Strongly agree	547	18.7%	
Agree	904	30.8%	
Neither agree nor disagree	796	27.2%	
Disagree	396	13.5%	
Strongly disagree	288	9.8%	
	2,931		
14l) I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)			
Strongly agree	456	15.5%	
Agree	1,310	44.5%	
Neither agree nor disagree	765	26.0%	
Disagree	270	9.2%	
Strongly disagree	145	4.9%	
	2,946		
15a) I get recognition for good work.			
Strongly agree	499	16.9%	
Agree	1,120	38.0%	
Neither agree nor disagree	651	22.1%	

Question and response	Total responses	%
Disagree	436	14.8%
Strongly disagree	239	8.1%
	2,945	
15b) The organisation values my work.		
Strongly agree	360	12.2%
Agree	1,017	34.6%
Neither agree nor disagree	839	28.5%
Disagree	462	15.7%
Strongly disagree	263	8.9%
	2,941	
15c) The people I work with are understanding and kind to one another.		
Strongly agree	785	26.6%
Agree	1,321	44.8%
Neither agree nor disagree	517	17.5%
Disagree	216	7.3%
Strongly disagree	108	3.7%
	2,947	
15d) The people I work with are polite and treat each other with respect.		
Strongly agree	778	26.5%
Agree	1,303	44.3%
Neither agree nor disagree	525	17.9%
Disagree	231	7.9%
Strongly disagree	102	3.5%
	2,939	
15e) The people I work with show appreciation to one another.		
Strongly agree	735	25.1%
Agree	1,259	43.1%
Neither agree nor disagree	566	19.4%
Disagree	258	8.8%
Strongly disagree	106	3.6%
	2,924	
15f) Relationships at work are strained.		
Strongly agree	291	9.9%
Agree	566	19.2%
Neither agree nor disagree	724	24.6%
Disagree	891	30.3%
Strongly disagree	469	15.9%
	2,941	
16a) People here are compassionate towards colleagues when they face problems.		
Strongly agree	728	24.7%
Agree	1,455	49.4%
Neither agree nor disagree	455	15.5%
Disagree	209	7.1%
Strongly disagree	97	3.3%
	2,944	
16b) People here give good support to colleagues who are distressed.		
Strongly agree	814	27.7%

Question and response	Total responses	%	
Agree	1,416	48.2%	
Neither agree nor disagree	415	14.1%	
Disagree	197	6.7%	
Strongly disagree	95	3.2%	
	2,937		
16c) People here are compassionate in the way they behave towards patients/ service users.			
Strongly agree	948	32.4%	
Agree	1,502	51.3%	
Neither agree nor disagree	363	12.4%	
Disagree	70	2.4%	
Strongly disagree	46	1.6%	
	2,929		
16d) People here take effective action to help patients/service users in distress.			
Strongly agree	1,012	34.7%	
Agree	1,434	49.1%	
Neither agree nor disagree	371	12.7%	
Disagree	59	2.0%	
Strongly disagree	43	1.5%	
	2,919		
17a) Care of patients / service users is my organisation's top priority.			
Strongly agree	720	24.5%	
Agree	1,140	38.7%	
Neither agree nor disagree	565	19.2%	
Disagree	359	12.2%	
Strongly disagree	159	5.4%	
	2,943		
17b) My organisation acts on concerns raised by patients / service users.			
Strongly agree	595	20.3%	
Agree	1,254	42.8%	
Neither agree nor disagree	777	26.5%	
Disagree	221	7.5%	
Strongly disagree	85	2.9%	
	2,932		
17c) If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.			
Strongly agree	451	15.4%	
Agree	1,065	36.3%	
Neither agree nor disagree	816	27.8%	
Disagree	404	13.8%	
Strongly disagree	201	6.8%	
	2,937		
17d) I feel safe to speak up about anything that concerns me in this organisation.			
Strongly agree	524	17.9%	
Agree	1,100	37.5%	
Neither agree nor disagree	690	23.5%	
Disagree	399	13.6%	

Question and response	Total responses	%
Strongly disagree	219	7.5%
2,932		
17e) If I spoke up about something that concerned me, I am confident my organisation would address my concern.		
Strongly agree	361	12.3%
Agree	801	27.3%
Neither agree nor disagree	933	31.8%
Disagree	528	18.0%
Strongly disagree	313	10.7%
2,936		
18a) This organisation offers me challenging work.		
Strongly agree	697	23.7%
Agree	1,438	48.9%
Neither agree nor disagree	570	19.4%
Disagree	165	5.6%
Strongly disagree	68	2.3%
2,938		
18b) There are opportunities for me to develop my career in this organisation.		
Strongly agree	374	12.7%
Agree	1,031	35.1%
Neither agree nor disagree	749	25.5%
Disagree	484	16.5%
Strongly disagree	299	10.2%
2,937		
18c) I have opportunities to improve my knowledge and skills.		
Strongly agree	534	18.2%
Agree	1,406	48.0%
Neither agree nor disagree	507	17.3%
Disagree	303	10.3%
Strongly disagree	181	6.2%
2,931		
18d) I feel supported to develop my potential.		
Strongly agree	487	16.6%
Agree	1,066	36.4%
Neither agree nor disagree	703	24.0%
Disagree	405	13.8%
Strongly disagree	271	9.2%
2,932		
18e) I am able to access the right learning and development opportunities when I need to.		
Strongly agree	434	14.8%
Agree	1,149	39.1%
Neither agree nor disagree	739	25.2%
Disagree	389	13.2%
Strongly disagree	225	7.7%
2,936		
19a) In the last 12 months, have you had an appraisal, PADR, annual review or development review?		
Yes	2,480	84.2%

Question and response	Total responses	%	
No	400	13.6%	
Can't Remember	67	2.3%	
	2,947		
19b) If yes, to what extent do you agree with the following statements? It helped me to improve how I do my job.			
Yes, to some extent	1,169	47.1%	
No	867	34.9%	
Yes, definitely	445	17.9%	
	2,481		
19c) It helped me agree clear objectives for my work.			
Yes, to some extent	1,190	48.1%	
Yes, definitely	759	30.7%	
No	527	21.3%	
	2,476		
19d) It left me feeling that my work is valued by my organisation.			
Yes, to some extent	1,062	42.9%	
No	746	30.2%	
Yes, definitely	666	26.9%	
	2,474		
20a) How often, if at all, do you find your work emotionally exhausting?			
Always	330	11.2%	
Often	908	30.9%	
Sometimes	1,187	40.4%	
Rarely	389	13.2%	
Never	125	4.3%	
	2,939		
20b) How often, if at all, do you feel burnt out because of your work?			
Always	336	11.4%	
Often	774	26.3%	
Sometimes	1,068	36.3%	
Rarely	556	18.9%	
Never	205	7.0%	
	2,939		
20c) How often, if at all, does your work frustrate you?			
Always	319	10.9%	
Often	885	30.1%	
Sometimes	1,168	39.8%	
Rarely	416	14.2%	
Never	149	5.1%	
	2,937		
20d) How often, if at all, are you exhausted at the thought of another day/shift at work?			
Always	334	11.4%	
Often	597	20.4%	
Sometimes	967	33.0%	
Rarely	687	23.4%	
Never	346	11.8%	
	2,931		

Question and response	Total responses	%	
20e) How often, if at all, do you feel worn out at the end of your working day/shift?			
Always	460	15.7%	
Often	838	28.6%	
Sometimes	1,090	37.2%	
Rarely	407	13.9%	
Never	136	4.6%	
	2,931		
20f) How often, if at all, do you feel that every working hour is tiring for you?			
Always	239	8.2%	
Often	372	12.7%	
Sometimes	872	29.8%	
Rarely	914	31.2%	
Never	533	18.2%	
	2,930		
20g) How often, if at all, do you not have enough energy for family and friends during leisure time?			
Always	306	10.4%	
Often	693	23.6%	
Sometimes	1,107	37.7%	
Rarely	562	19.1%	
Never	269	9.2%	
	2,937		
21a) My organisation takes positive action on health and wellbeing.			
Strongly agree	271	9.3%	
Agree	1,098	37.6%	
Neither agree nor disagree	959	32.9%	
Disagree	396	13.6%	
Strongly disagree	194	6.6%	
	2,918		
21b) In the last 12 months, have you experienced musculoskeletal problems (MSK) as a result of work activities?			
No	2,131	73.0%	
Yes	790	27.0%	
	2,921		
21c) During the last 12 months have you felt unwell as a result of work-related stress?			
No	1,669	56.9%	
Yes	1,263	43.1%	
	2,932		
21d) In the last three months have you ever come to work despite not feeling well enough to perform your duties?			
Yes	1,850	62.8%	
No	1,095	37.2%	
	2,945		
21e) Have you felt pressure from your manager to come to work?			
No	1,454	77.6%	
Yes	420	22.4%	
	1,874		
22a) I look forward to going to work.			
Always	368	12.5%	
Often	1,025	34.8%	

Question and response	Total responses	%	
Sometimes	999	33.9%	
Rarely	397	13.5%	
Never	158	5.4%	
	2,947		
22b) I am enthusiastic about my job.			
Always	775	26.3%	
Often	1,122	38.1%	
Sometimes	743	25.2%	
Rarely	222	7.5%	
Never	82	2.8%	
	2,944		
22c) I am happy to go the extra mile at work when required.			
Always	1,211	41.2%	
Often	1,099	37.4%	
Sometimes	462	15.7%	
Rarely	113	3.8%	
Never	51	1.7%	
	2,936		
23a) I am able to make improvements in my area of work.			
Strongly agree	460	15.6%	
Agree	1,238	42.1%	
Neither agree nor disagree	714	24.3%	
Disagree	362	12.3%	
Strongly disagree	169	5.7%	
	2,943		
23b) I would recommend my organisation as a place to work.			
Strongly agree	436	14.8%	
Agree	1,093	37.2%	
Neither agree nor disagree	802	27.3%	
Disagree	359	12.2%	
Strongly disagree	252	8.6%	
	2,942		
23c) I am proud to tell people I work for my organisation.			
Strongly agree	585	20.0%	
Agree	1,074	36.7%	
Neither agree nor disagree	854	29.2%	
Disagree	237	8.1%	
Strongly disagree	174	6.0%	
	2,924		
23d) I am involved in deciding on changes introduced that affect my work/area/team/department.			
Strongly agree	407	13.8%	
Agree	890	30.3%	
Neither agree nor disagree	741	25.2%	
Disagree	514	17.5%	
Strongly disagree	389	13.2%	
	2,941		

Question and response	Total responses	%
24a) I am satisfied in my current role and intend to remain in it for the foreseeable future.		
Strongly agree	603	20.6%
Agree	1,045	35.7%
Neither agree nor disagree	664	22.7%
Disagree	372	12.7%
Strongly disagree	246	8.4%
	2,930	
24b) I often think about leaving this organisation.		
Strongly agree	302	10.3%
Agree	587	20.0%
Neither agree nor disagree	686	23.4%
Disagree	785	26.8%
Strongly disagree	569	19.4%
	2,929	
24c) I will probably look for a job at a new organisation in the next 12 months.		
Strongly agree	234	8.0%
Agree	370	12.7%
Neither agree nor disagree	689	23.6%
Disagree	852	29.2%
Strongly disagree	773	26.5%
	2,918	
24d) As soon as I can find another job, I will leave this organisation.		
Strongly agree	230	7.9%
Agree	218	7.5%
Neither agree nor disagree	647	22.2%
Disagree	828	28.4%
Strongly disagree	994	34.1%
	2,917	

















5. Information on respondents

This section of the report provides background information on the **2,954 staff at Swansea Bay University Health Board** that completed a survey in 2025. This includes a breakdown of the number and percentage of survey respondents by the following characteristics:











- Age
- Sex
- Gender reassignment
- Sexual orientation
- Race
- Religion or belief
- Disability

To preserve the anonymity of survey respondents, data in Table 8 has been suppressed where fewer than 10 respondents provided the same response to a question. In such cases, the number and percentage of staff selecting that response are not shown. Blank responses have been excluded from the analysis.

Table 8: Background information on respondents to the 2025 survey

Question and response	Total responses	%	
25) What best describes your gender?			
Female	2,059	70.4%	
Male	640	21.9%	
Non-binary	<10	<10	
Prefer not to say	200	6.8%	
Prefer to self describe (please specify)	20	0.7%	
	2,926		
26) Is this the same as the sex you were assigned at birth?			
No	<10	<10	
Prefer not to say	173	5.9%	
Yes	2,735	93.8%	
	2,915		
26a) Sex assigned at birth			
Female	2,059	70.4%	
Male	640	21.9%	
Non-binary	<10	<10	
Prefer not to say	200	6.8%	
Prefer to self describe (please specify)	20	0.7%	
	2,926		
27) Which of the following terms best describes your sexual orientation?			
Asexual	35	1.2%	
Bisexual	83	2.8%	
Gay or lesbian	60	2.1%	
Heterosexual or Straight	2,448	83.8%	
Prefer not to say	259	8.9%	
Prefer to self-describe (please specify)	37	1.3%	
	2,922		

Question and response	Total responses	%
28) Age		
16 - 20	<10	<10%
21 - 30	352	12.0%
31 - 40	647	22.0%
41 - 50	724	24.6%
51 - 65	938	31.9%
66+	35	1.2%
Prefer not to say	237	8.1%
	2,938	
29) Which race or ethnicity best describes you?		
Another race or ethnicity – please identify	22	0.7%
Arabic	11	0.4%
Asian / British Asian: Bangladeshi	<10	<10%
Asian / British Asian: Chinese	<10	<10%
Asian / British Asian: Indian	71	2.4%
Asian / British Asian: Other	23	0.8%
Asian / British Asian: Pakistani	<10	<10%
Black / British Black: African	38	1.3%
Black / British Black: Caribbean	<10	<10%
Black / British Black: Other	<10	<10%
Mixed Race: Asian & White	<10	<10%
Mixed Race: Black & White	<10	<10%
Mixed Race: Other	111	3.8%
Prefer not to say	228	7.8%
Traveller: Gypsy or Roma	<10	<10%
Traveller: Irish	<10	<10%
White: British (British / English / Northern Irish / Scottish / Welsh)	2,228	75.9%
White: European	152	5.2%
White: Irish	20	0.7%
	2,937	
30) What do you consider your religion to be?		
Buddhist	15	0.5%
Christian	1,078	36.9%
Hindu	31	1.1%
Jewish	12	0.4%
Muslim	35	1.2%
No religion	1,357	46.4%
Prefer not to say	325	11.1%
Prefer to self-describe (please specify)	67	2.3%
Sikh	<10	<10%
	2,922	
31) Do you have an impairment that can affect day-to-day activities, this can be either a physical or hidden disability?		
No	2,217	75.6%
Prefer not to say	215	7.3%
Yes	499	17.0%
	2,931	

Question and response	Total responses	%	
32) Has your employer made adjustment(s) to accommodate your disability, long-term illness or health condition, which support you in carrying out your work?			
	2,445	82.8%	
No	148	5.0%	
No adjustment required	109	3.7%	
Yes	252	8.5%	
	2,954		
33) Do you consider yourself Neurodiverse or Neurodivergent? (E.g., Autism, ADHD, Dyslexia)			
No	2,284	79.5%	
Prefer not to say	229	8.0%	
Yes	360	12.5%	
	2,873		
34) Do you provide unpaid care by looking after someone (a family member, friend or neighbour) who is older, disabled or seriously ill?			
No	2,150	74.9%	
Prefer not to say	146	5.1%	
Yes	574	20.0%	
	2,870		