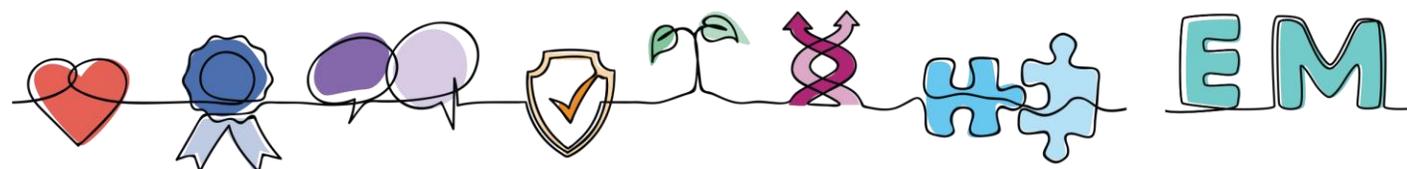


2025 NHS Staff Survey National results briefing



Version 1

Published: March 2026

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2025 National results briefing

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- **2** Technical details



NHS Staff Survey

Survey results

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- **4** We are recognised and rewarded
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- **6** We are safe and healthy
- **7** We are always learning
- **8** We work flexibly
- **9** We are a team
- **10** Staff Engagement (Theme)
- **11** Morale (Theme)
- **12** Patient Safety Questions

1. Introduction



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- The NHS Staff Survey (NSS) is one of the largest workforce surveys in the world and has been conducted every year since 2003.
- It asks NHS staff* in England about their experiences of working for their respective NHS organisations. The NSS core questionnaire can be downloaded from the link below.
- The survey provides essential information to employers and national stakeholders about staff experience across the NHS in England.
- Participation is mandatory for trusts. The results of organisations taking part on a voluntary basis are not included in this report.
- This report provides a concise summary of national results.
- Detailed national, regional, system-level and local (organisation-level) results are also available through the link provided below.



NHS Staff Survey



[2025 NSS core questionnaire](#)



[Results](#)

* Please note, results for bank-only workers and those employed in General Practice are reported elsewhere in separate surveys. Some other staff are also not included in NSS. Please see the [staff survey website](#) for more information.



Participation

766,285

staff responded
(774,820 in 2024)



729,423

online responses
(731,885 in 2024)



36,862

paper responses
(42,935 in 2024)

49%

response rate

(down from 51% in 2024)

Note: These are overall figures which include trusts and non-trust organisations.

- Over 1.5 million NHS employees in England were invited to participate in the survey between September and November 2025.
- 238 NHS organisations took part, including all 206 trusts* in England.
- At each organisation, all eligible staff were invited to take part in the survey.
- Staff were sent either an email containing a link to the online survey or a paper questionnaire along with a letter containing a QR code for the online survey.
- Since 2021, the survey questions have been aligned with the [NHS People Promise](#), which sets out in the words of NHS staff the things that would most improve their working experience.
- The reporting is designed to track progress against the seven People Promise elements, and against two theme scores reported in previous years (see [Technical Details](#)). Sub-scores are reported across all measures**.
- The 2025 survey used the same methodology and timings as in previous years. Most questions and key indicators reported since 2021 were retained in order to maintain comparability of trend data***.
- The survey was nationally administered by the **Survey Coordination Centre**, on behalf of **NHS England**.
- Please note, results for the 2025 NHS Staff Survey for bank only workers and the 2025 General Practice Staff Survey are reported separately.

* For reporting purposes, the integrated Isle of Wight NHS Trust is treated as two trusts, covering acute and acute & community services, and ambulance services.

** Except for "We are recognised and rewarded" which has no sub-scores.

*** q31b is not comparable to results prior to 2022 due to a wording change, and q11b, q15 and q16c are not comparable to results prior to 2025 due to wording changes.

How has the survey mode changed over the last 5 years?

The chart on the right shows the number of responses to the survey per year and how staff responded (via a paper questionnaire or online)*.

More than nine in ten staff who took part completed the survey online. This proportion has increased year on year and is now at 95%.

Meanwhile the number of staff completing on paper has decreased by 14% this year.

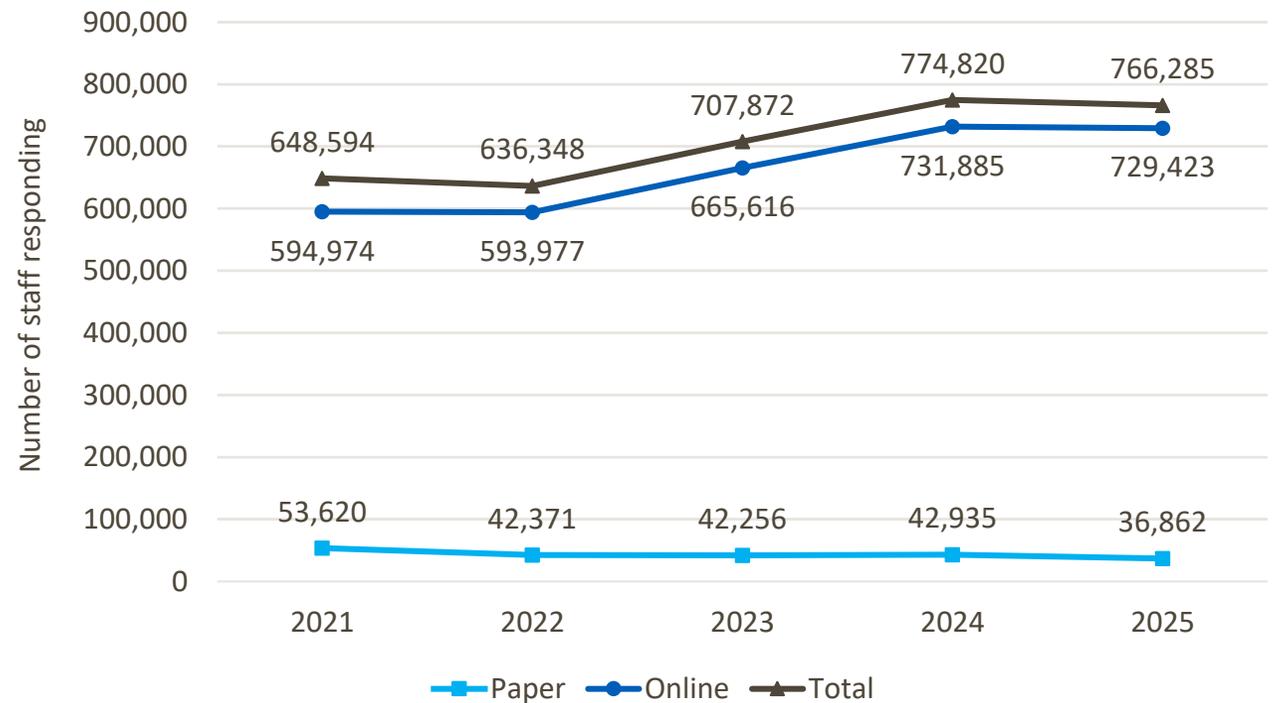
Paper: 2024: 42,935
2025: 36,862



Online: 2024: 731,885
2025: 729,423



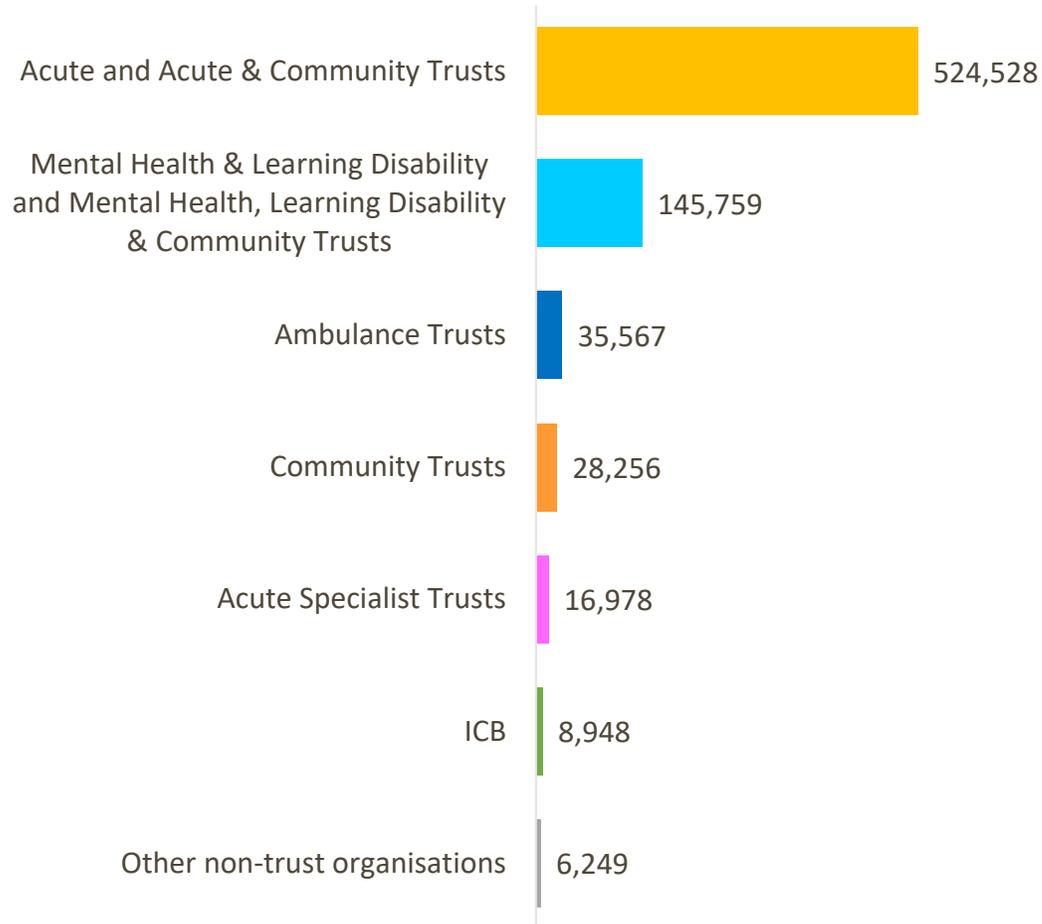
Mode of survey completion over the last 5 years



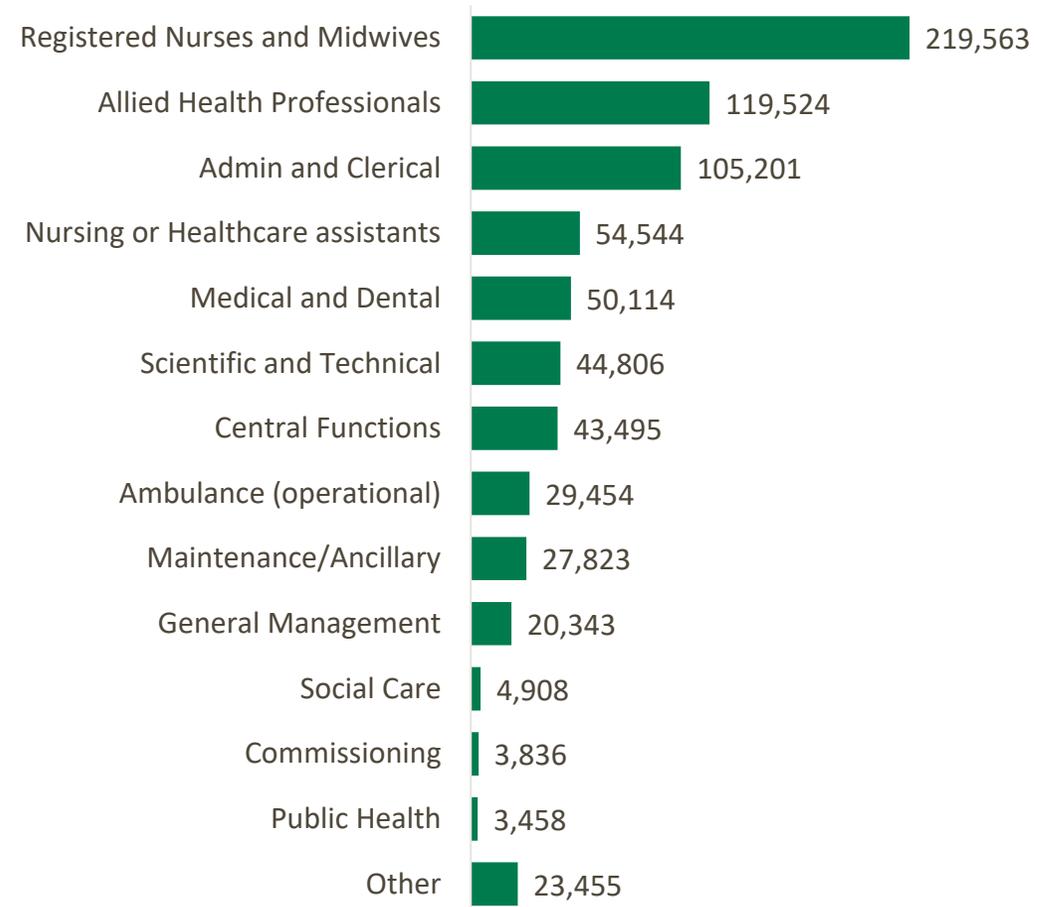
* These are overall figures which include trusts and non-trust organisations. For the first time in 2021, some staff who received the survey on paper were given the option to complete it online. This option was extended to all staff in 2022.



By organisation type



By occupation group*



2. Technical details



- **The results presented in the remainder of this report only cover the 206 NHS trusts that took part in the survey.** Organisations that participated on a voluntary basis are excluded from the national results as we do not hold representative data for these groups.
- Data in this report have been weighted to adjust for differences in occupational group proportions between trusts and for differences in trust size*, except where otherwise stated. Historical data have been re-weighted to improve comparisons over time. Base sizes are presented unweighted.
- Summary indicators have been created from the responses to certain individual survey questions. These are scored for all appropriate response options (e.g. 'don't know' is typically excluded) on a scale that ranges from 0 to 10, where a higher score always equates to a more positive outcome. Scores have been calculated for previous years where appropriate. All figures reported are results for 2025, unless otherwise indicated.
- Unless otherwise stated, results for individual questions are reported as the sum of two response options. For example, the percentage of staff reported as agreeing with a question will include those who responded either "strongly agree" or "agree". To view all response options, please see the interactive dashboards or detailed spreadsheets on the survey results website at www.nhsstaffsurveys.com/results/.
- Results that have changed by at least 1 percentage point are highlighted: green shows improvements and red shows a deterioration. Differences below this threshold may be described as "similar", but this does not imply there is no change.
- Results are displayed to two decimal places. Where differences between results are shown, these are calculated before any rounding.
- Vertical scales on charts vary and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.
- Further information about the technical details of the survey and the result outputs can be found in the [Technical Guide](#).

National participation and response rate



751,088 responses from
staff at NHS trusts

49% response rate

* The weighting does not adjust for differences in the occupation group profile of any of the subgroups of staff reported in this document (e.g. White staff vs Staff from other ethnic groups). This may affect the comparability of the results of these subgroups.

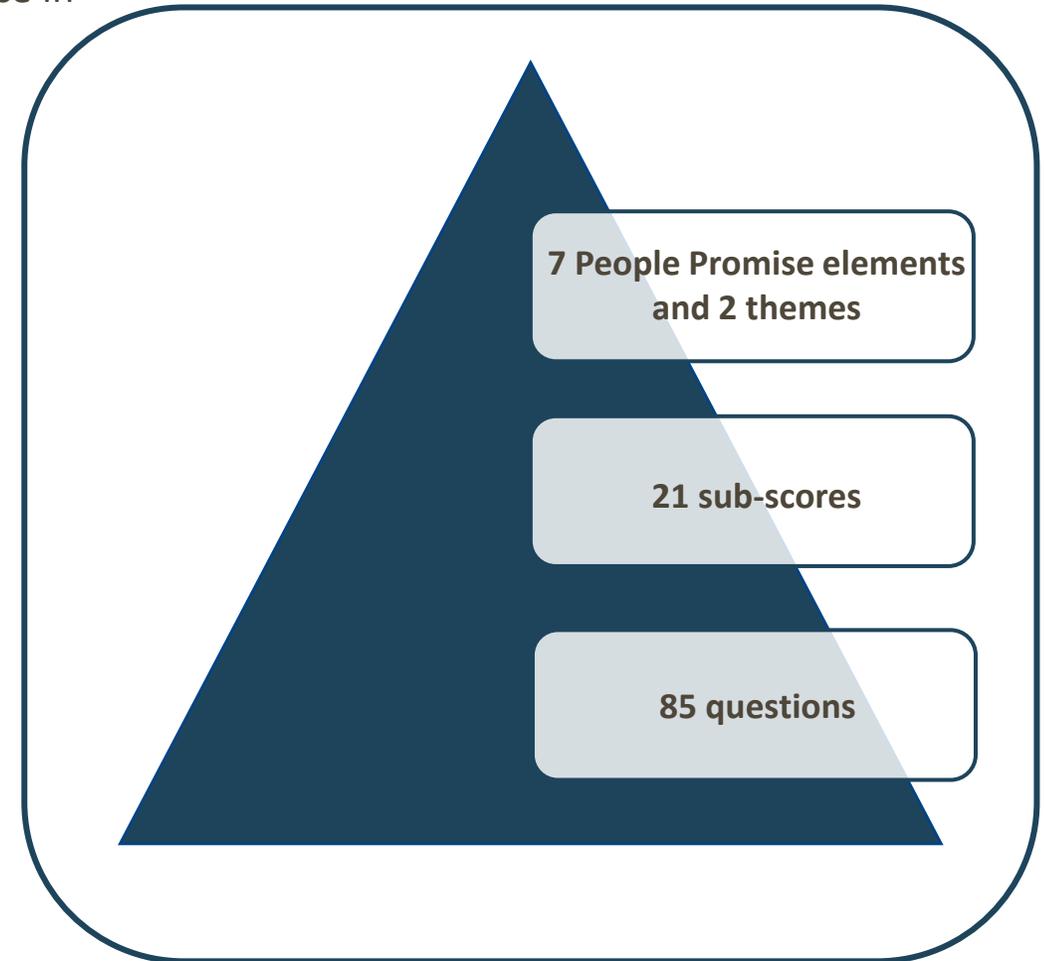
The **People Promise summary indicators** provide an overview of staff experience in relation to the seven elements of the People Promise:

-  *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*

Scores are also reported for two long-standing themes:

-  *Staff Engagement*
-  *Morale*

The score for each People Promise element and theme is based on between two and four sub-scores*, with each sub-score calculated from the responses to between one and eight aligned questions. Sub-scores are also reported.



* With the exception of the People Promise element “*We are recognised and rewarded*” which uses no sub-scores in its calculation



3. We are compassionate and inclusive

- Compassionate culture
- Compassionate leadership
- Diversity and equality
- Inclusion



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We are compassionate and inclusive: Overview of sub-scores and questions

People Promise element score: 7.33 (2024: 7.35, 2023: 7.37, 2022: 7.30, 2021: 7.31)

In 2025, the 'We are compassionate and inclusive' score has remained at a similar level to the previous four years.

Compassionate culture

- Q6a - *I feel that my role makes a difference to patients / service users*
- Q25a - *Care of patients / service users is my organisation's top priority*
- Q25b - *My organisation acts on concerns raised by patients / service users*
- Q25c - *I would recommend my organisation as a place to work*
- Q25d - *If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation*

Compassionate leadership

- Q9 - *My immediate manager...*
- f ...*works together with me to come to an understanding of problems*
- g ...*is interested in listening to me when I describe challenges I face*
- h ...*cares about my concerns*
- i ...*takes effective action to help me with any problems I face*

Diversity and equality

- Q15 - *Does your organisation act fairly with regard to career progression / promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation? (Not included in scoring for 2025)**
- Q16a/b - *Experience of discrimination at work in the past 12 months*
- Q21 - *I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)*

Inclusion

- Q7h - *I feel valued by my team*
- Q7i - *I feel a strong personal attachment to my team*
- Q8b - *The people I work with are understanding and kind to one another*
- Q8c - *The people I work with are polite and treat each other with respect*



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

➤ We are compassionate and inclusive: Compassionate culture

Compassionate culture sub-score: 6.99 (2024: 7.08, 2023: 7.09, 2022: 6.98, 2021: 7.11)

Care of patients and service users

87.78% say they feel their **role makes a difference** to patients / service users (q6a) (2024: 87.81%, 2023: 87.82%, 2022: 86.99%, 2021: 87.51%)

71.78% say that **care of patients / service users is their organisation's top priority** (q25a) (2024: 74.37%, 2023: 75.14%, 2022: 74.05%, 2021: 75.62%)

69.18% agree that their organisation **acts on concerns raised by patients / services users** (q25b) (2024: 70.90%, 2023: 70.62%, 2022: 69.15%, 2021: 72.10%)

Recommend as a place to work

58.05% would recommend their organisation as a place to work (q25c) (2024: 60.79%, 2023: 61.12%, 2022: 57.38%, 2021: 59.39%)

Standard of care

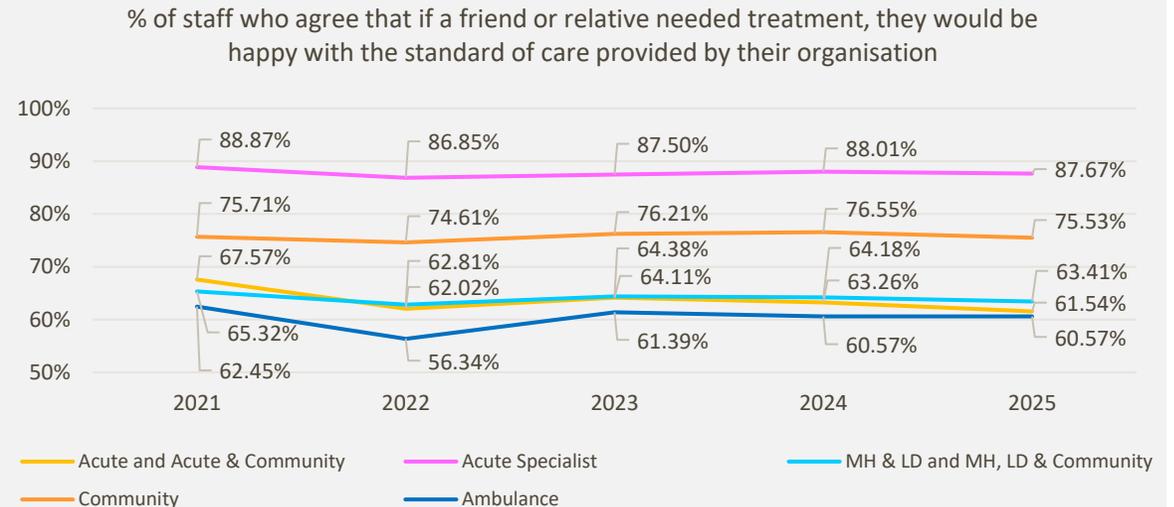
62.84% say that if a friend or relative needed treatment, they would be **happy with the standard of care** provided by their organisation (q25d) (2024: 64.26%, 2023: 64.94%, 2022: 62.88%, 2021: 67.72%)

Standard of care – trends by trust type

The 'Compassionate culture' sub-score has dropped below 7 for the first time since 2022, with four of the contributing measures decreasing this year.

The percentage of staff who would be happy with the standard of care provided by their organisation if a friend or relative needed treatment is at its lowest level for five years. This percentage has decreased by more than 1 percentage point in 2025 and is almost 5 points lower than 2021.

Acute and Acute & Community Trusts have seen the largest decrease in this measure from 2024 (63.26%) to 2025 (61.54%) with Community Trusts also experiencing a decrease of more than 1 percentage point this year.



➤ We are compassionate and inclusive: Compassionate leadership

Compassionate leadership sub-score: 7.08 (2024: 7.08, 2023: 7.06, 2022: 6.94, 2021: 6.88)

Listening and understanding

70.25% say their immediate manager **works together with them to come to an understanding of problems** (q9f) (2024: 70.03%, 2023: 69.73%, 2022: 68.00%, 2021: 67.00%)

72.65% agree that their immediate manager is **interested in listening to them when they describe challenges** they face (q9g) (2024: 72.57%, 2023: 72.30%, 2022: 70.70%, 2021: 69.52%)

Caring and acting

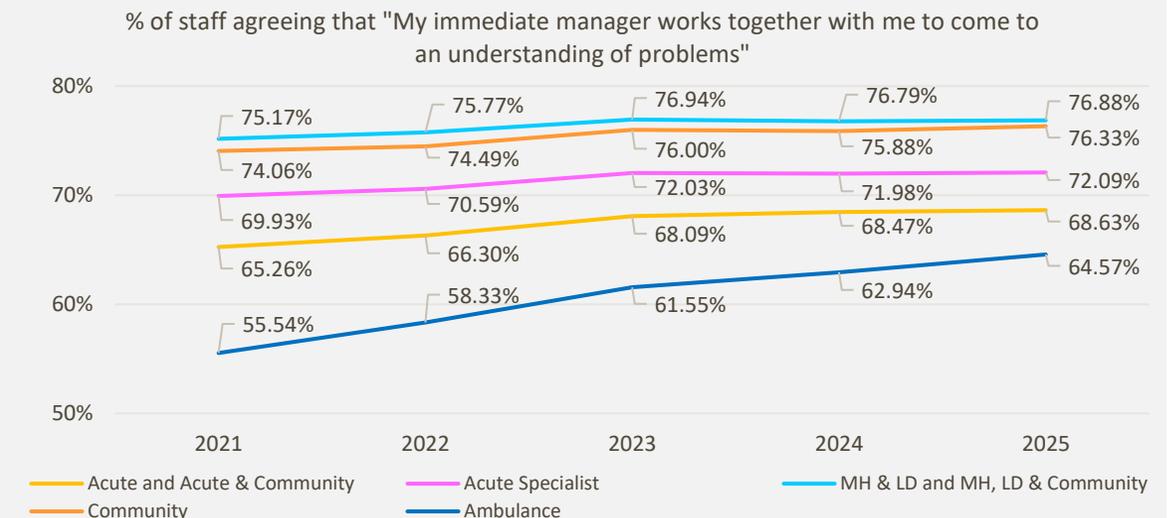
71.28% agree that their immediate manager **cares about their concerns** (q9h) (2024: 71.23%, 2023: 71.04%, 2022: 69.56%, 2021: 68.56%)

68.08% say their immediate manager **takes effective action** to help them with any problems they face (q9i) (2024: 68.12%, 2023: 67.84%, 2022: 65.73%, 2021: 64.73%)

Working together and taking effective action

The 'Compassionate leadership' sub-score has remained similar in 2025, as have all contributing measures. Three of the four measures are at their highest levels for the five-year period since the sub-score was first reported in 2021.

Almost seven in ten staff say their manager takes effective action to help them with any problem they face, and more than seven in ten say their manager works with them to come to an understanding of problems. For staff at Ambulance Trusts the proportion agreeing that their manager works with them to come to an understanding of problems has improved each year since 2021.



➤ We are compassionate and inclusive: Diversity and equality

Diversity and equality sub-score: 8.38 (2024: 8.38, 2023: 8.41, 2022: 8.40, 2021: 8.41)

Discrimination

The following percentages of staff report personally **experiencing discrimination at work** in the last 12 months:

9.26% ...from patients / service users, their relatives or other members of the public (q16a) (2024: 9.25%, 2023: 8.57%, 2022: 8.38%, 2021: 7.91%)

8.77% ...from managers, team leaders or colleagues (q16b) (2024: 9.22%, 2023: 9.08%, 2022: 9.01%, 2021: 9.04%)

Respect for individual differences

69.74% of staff feel their organisation **respects individual differences**, such as different cultures, working styles, backgrounds and ideas (q21) (2024: 70.70%, 2023: 70.63%, 2022: 69.52%, 2021: 68.58%)

Equal opportunities (not included in sub-score)

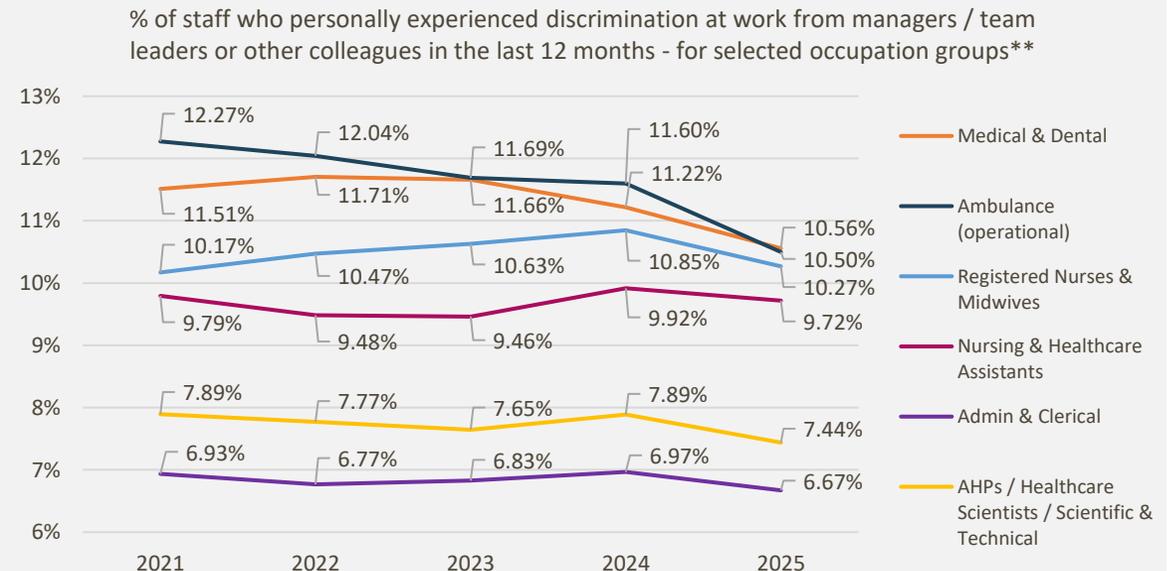
53.74% of staff feel their organisation **acts fairly with regard to career progression or promotion**, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation (q15)*

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

Discrimination from colleagues

The result for the 'Diversity and equality' sub-score is unchanged for 2025 compared to last year.

The percentage of staff who have experienced discrimination in the last 12 months from service users is at a five-year high, while the percentage of staff experiencing discrimination from managers or colleagues is at its lowest level in the same time period. For ambulance staff, the proportion who have experienced discrimination from managers or colleagues has decreased in 2025 (10.50%) compared to last year (11.60%).



**Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/

➤ We are compassionate and inclusive: Inclusion

Inclusion sub-score: 6.86 (2024: 6.88, 2023: 6.92, 2022: 6.89, 2021: 6.86)

Part of a team

69.62% of staff say they **feel valued by their team** (q7h)
(2024: 69.89%, 2023: 70.46%, 2022: 69.45%, 2021: 68.75%)

62.91% of staff say they **feel a strong personal attachment to their team** (q7i) (2024: 63.19%, 2023: 64.08%, 2022: 63.84%, 2021: 63.65%)

Respect and civility

The following percentage of staff reported that the people they work with are:

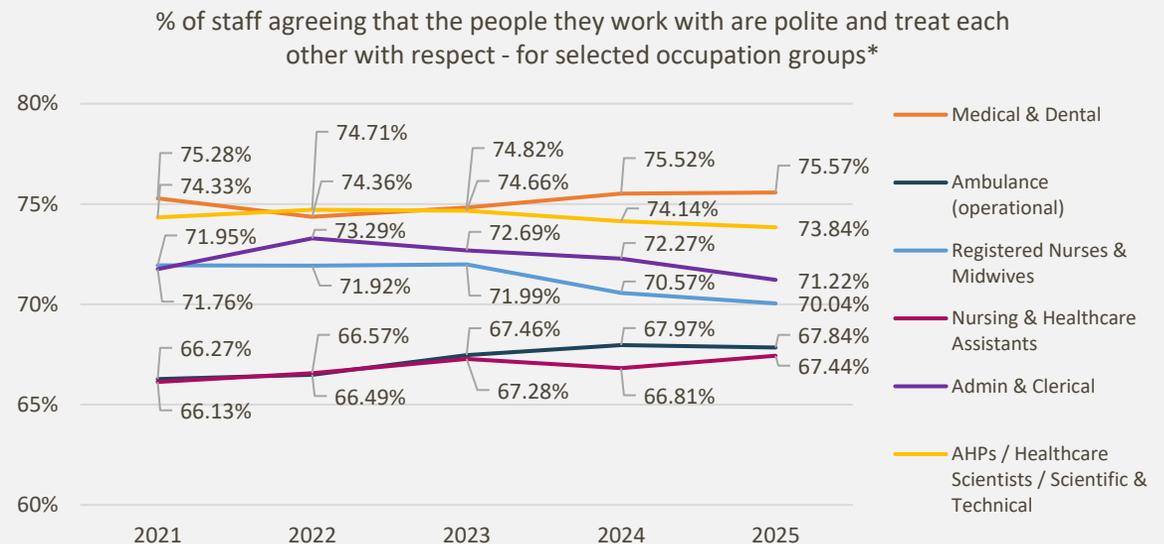
70.13% ... **understanding and kind to one another** (q8b) (2024: 70.55%, 2023: 71.26%, 2022: 71.11%, 2021: 70.59%)

71.23% ... **polite and treat each other with respect** (q8c) (2024: 71.70%, 2023: 72.36%, 2022: 72.40%, 2021: 71.99%)

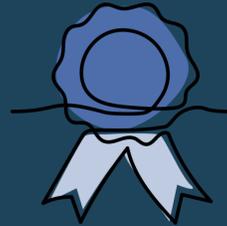
Receiving respect at work

The 'Inclusion' sub-score has remained similar compared to 2024. All four of the questions that contribute to this sub-score are at five-year lows.

At 71.23%, the proportion of staff reporting that the people they work with are polite and treat each other with respect has decreased compared to its level in 2023. This year, a lower proportion of respondents in admin and clerical roles agree that their colleagues are polite and treat each other with respect (71.22%) compared with last year (72.27%). For both medical and dental staff, and nursing and healthcare assistants this measure is at a five-year high.



*Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/



4. We are recognised and rewarded



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People Promise element score: 5.95 (2024: 5.99, 2023: 5.99, 2022: 5.80, 2021: 5.89)

The 'We are recognised and rewarded' score is similar compared to 2024.

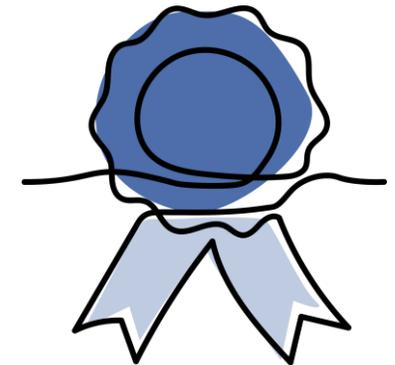
There are no sub-scores for this People Promise element. Instead, the score is based on the following five questions:

Q4 - Satisfaction with...

- a** *...the recognition I get for good work*
- b** *...the extent to which my organisation values my work*
- c** *...my level of pay*

Q8d - *The people I work with show appreciation to one another*

Q9e - *My immediate manager values my work*



People Promise element score: 5.95 (2024: 5.99, 2023: 5.99, 2022: 5.80, 2021: 5.89)

Recognition

53.10% of staff are **satisfied with the recognition they get for good work** (q4a) (2024: 53.98%, 2023: 54.67%, 2022: 52.39%, 2021: 51.89%)

Feeling valued and appreciated

42.95% are **satisfied with the extent to which their organisation values their work** (q4b) (2024: 44.41%, 2023: 44.87%, 2022: 42.08%, 2021: 42.04%)

67.34% of staff say that **the people they work with show appreciation to one another** (q8d) (2024: 67.75%, 2023: 68.29%, 2022: 68.04%, 2021: 67.51%)

72.84% agree that **their immediate manager values their work** (q9e) (2024: 72.73%, 2023: 72.69%, 2022: 71.51%, 2021: 70.74%)

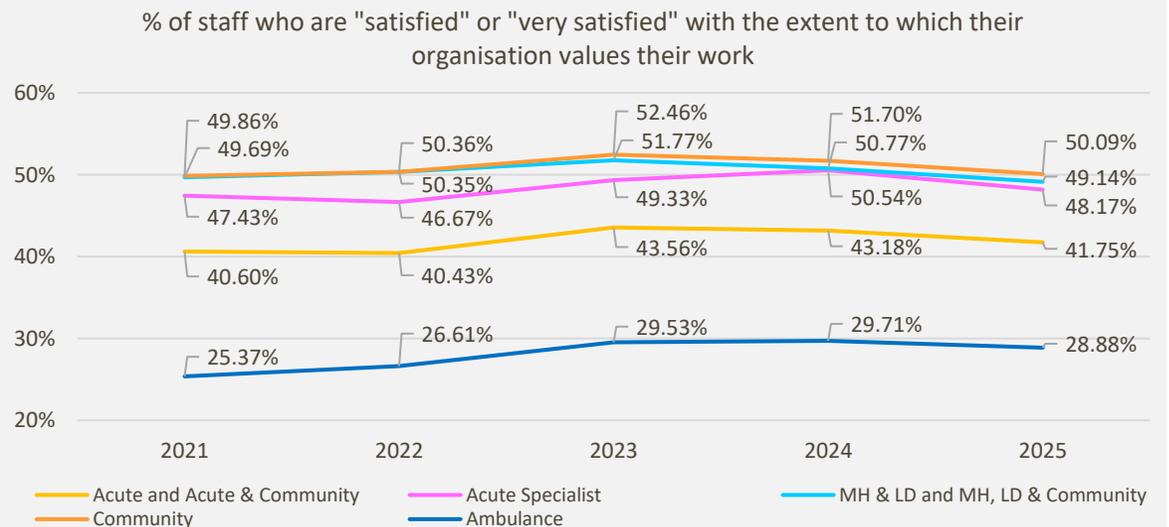
Satisfaction with pay

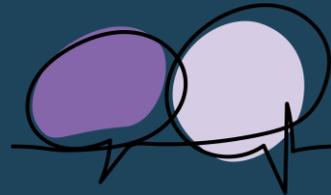
32.14% of staff are **satisfied with their level of pay** (q4c) (2024: 32.09%, 2023: 31.18%, 2022: 25.51%, 2021: 32.50%)

Feeling valued at work

Nationally, NHS staff satisfaction with pay has remained similar for three years following its steep increase between 2022 and 2023.

When staff were asked how satisfied they were with the extent to which their organisation values their work, 42.95% responded “satisfied” or “very satisfied”. This proportion has decreased compared to last year but remains higher than in 2022 and 2021. Satisfaction with the extent to which their organisation values their work has decreased for staff across several trust types including Acute Trusts, Acute Specialist Trusts, and Mental Health & Learning Disability and Mental Health, Learning Disability and Community Trusts.





5. We each have a voice that counts

- **Autonomy and control**
- **Raising concerns**



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We each have a voice that counts: Overview of sub-scores and questions

People Promise element score: 6.63 (2024: 6.69, 2023: 6.72, 2022: 6.68, 2021: 6.72)

The 'We each have a voice that counts' score is at a five-year low.

Autonomy and control

Q3a - *I always know what my work responsibilities are*

Q3b - *I am trusted to do my job*

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

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

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

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

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

Raising concerns

Q20a - *I would feel secure raising concerns about unsafe clinical practice*

Q20b - *I am confident that my organisation would address my concern*

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

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



➤ We each have a voice that counts: Autonomy and control

Autonomy and control sub-score: 6.89 (2024: 6.94, 2023: 6.97, 2022: 6.92, 2021: 6.89)

86.06% of staff **always know what their responsibilities are** (q3a) (2024: 86.00%, 2023: 86.10%, 2022: 85.57%, 2021: 85.76%)

89.38% **feel trusted to do their job** (q3b) (2024: 89.73%, 2023: 90.15%, 2022: 90.31%, 2021: 90.46%)

72.37% say there are **frequent opportunities for them to show initiative in their role** (q3c) (2024: 73.23%, 2023: 73.94%, 2022: 72.95%, 2021: 72.54%)

69.94% of staff say they are **able to make suggestions** to improve the work of their team/department (q3d) (2024: 70.84%, 2023: 71.62%, 2022: 70.97%, 2021: 70.41%)

48.63% of staff say they are **involved in deciding on changes** introduced that affect their work area / team /department (q3e) (2024: 50.12%, 2023: 51.28%, 2022: 50.23%, 2021: 49.13%)

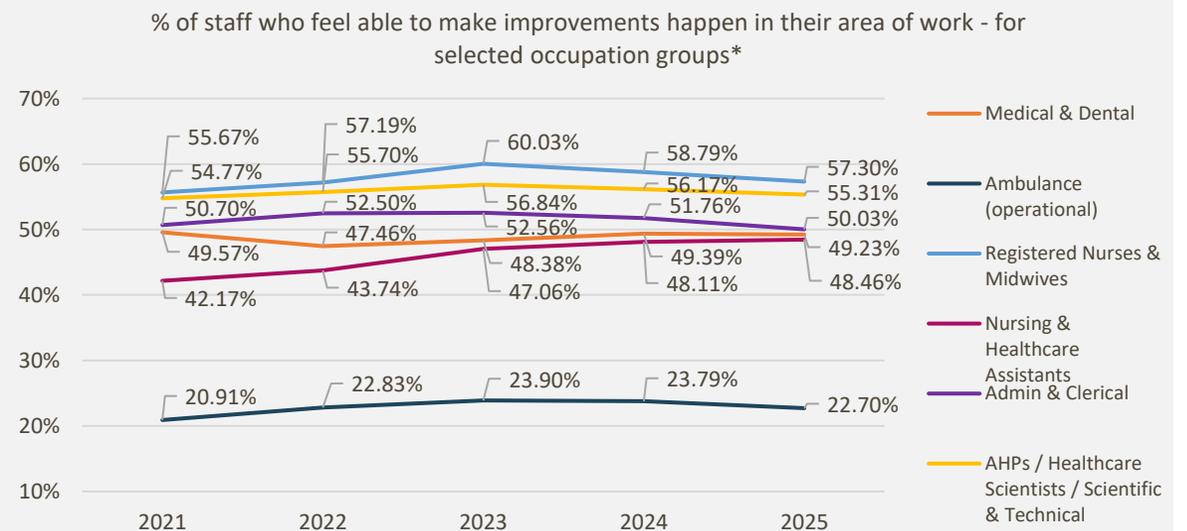
54.16% **feel able to make improvements happen** in their area of work (q3f) (2024: 55.18%, 2023: 55.86%, 2022: 54.37%, 2021: 53.21%)

53.02% say they often or always **have a choice in how to do their work** (q5b) (2024: 53.68%, 2023: 54.33%, 2022: 53.59%, 2021: 53.29%)

Making improvements happen

While the 'Autonomy and control' sub-score has remained similar this year, two of its constituent measures have declined when compared to their 2024 levels.

A lower proportion of staff feel they are able to make improvements happen in their area of work this year compared to last year; however, the 2025 proportion remains above the 2021 proportion. This varies by occupation group – the proportion of medical and dental staff who feel they are able to make improvements happen remains similar this year, but this measure decreased for registered nurses and midwives, ambulance staff and admin and clerical staff in 2025.



*Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/

Raising concerns sub-score: 6.37 (2024: 6.45, 2023: 6.46, 2022: 6.44, 2021: 6.54)

Concerns about clinical safety

The following percentage of staff say they...

71.10% ...would feel secure raising concerns about unsafe clinical practice (q20a) (2024: 71.56%, 2023: 71.47%, 2022: 72.07%, 2021: 75.17%)

55.49% ...are confident that their organisation would address their concern (q20b) (2024: 56.82%, 2023: 56.86%, 2022: 56.75%, 2021: 59.52%)

Speaking up about concerns

The following percentage of staff say they...

60.29% ...feel safe to speak up about anything that concerns them in their organisation (q25e) (2024: 61.83%, 2023: 62.35%, 2022: 61.54%, 2021: 62.08%)

47.59% ...are confident that their organisation would address their concern (q25f) (2024: 49.51%, 2023: 50.06%, 2022: 48.66%, 2021: 49.77%)

Feeling safe to speak up

The 'Raising concerns' sub-score is at a five-year low, as are all four of the measures which contribute to this sub-score. Three of these measures have decreased by more than 1 percentage point this year.

When asked about speaking up about concerns, the proportion of staff who feel safe to speak up about anything that concerns them in their organisation and the proportion who are confident that their organisation would address their concern have both decreased this year. The latter proportion has decreased by almost 2 percentage points. The proportion of staff who feel safe to speak up about anything that concerns them has decreased by more than 1 percentage point for four of the five trust types.





6. We are safe and healthy

- Negative experiences
- Health and safety climate
- Burnout

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



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People Promise element score: 6.12 (2024: 6.17, 2023: 6.16, 2022: 5.96, 2021: 5.97)

The 'We are safe and healthy' score has remained similar this year.

Negative experiences*

Q13a-c* - Experience of physical violence in the last 12 months

Q14a-c* - Experience of harassment, bullying or abuse in the last 12 months

Q11b - Experience of musculoskeletal problems as a result of work activities in the last 12 months (**not included in scoring for 2025**)**

Q11c - Whether felt unwell as a result of work-related stress in the last 12 months

Q11d - Whether attended work despite not feeling well enough in the last three months

Health and safety climate*

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

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

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

Q5a - I have unrealistic time pressures

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

Q13d* - Whether experiences of physical violence were reported

Q14d* - Whether experiences of harassment, bullying or abuse were reported

Burnout

Q12 - How often, if at all....

a ...do you find your work emotionally exhausting?

b ...do you feel burnt out because of your work?

c ...does your work frustrate you?

d ...are you exhausted at the thought of another day/shift at work?

e ...do you feel worn out at the end of your working day/shift?

f ...do you feel that every working hour is tiring for you?

g ... do you not have enough energy for family and friends during leisure time?

Questions not contributing to the score***

Q17a-b - Experience of unwanted behaviour of a sexual nature at work in the last 12 months

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

* 2023 results for the 'We are safe and healthy' score, the 'Negative experiences' and 'Health and safety climate' sub-scores, q13a-d and q14a-d are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

** Due to changes in the Q11b question wording in 2025, reported results for the 'We are safe and healthy' score and the 'Negative experiences' sub-score have been recalculated to exclude Q11b for all years. For more information, please refer to the Technical Guide: <https://www.nhsstaffsurveys.com/survey-documents/>

*** These questions relate to staff health and well-being but do not contribute to the calculations of any People Promise element score, theme score or sub-score.



➤ We are safe and healthy: Negative experiences (1)

Negative experiences sub-score: 7.91 (2024: 7.91, 2023: 7.92*, 2022: 7.78, 2021: 7.79)

Staff health

42.36% of staff have **felt unwell as a result of work-related stress** in the last 12 months (q11c) (2024: 41.65%, 2023: 41.82%, 2022: 44.91%, 2021: 47.08%)

56.01% of staff have **gone into work in the last three months despite not feeling well enough to perform their duties** (q11d) (2024: 55.77%, 2023: 54.87%, 2022: 56.69%, 2021: 54.74%)

Staff health (not included in sub-score)

39.74% of staff have experienced **musculoskeletal problems** as a result of work activities in the last 12 months. Examples may include back pain, neck or arm strains, and joint pain. (q11b)**

* 2023 results for the 'Negative experiences' sub-score are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

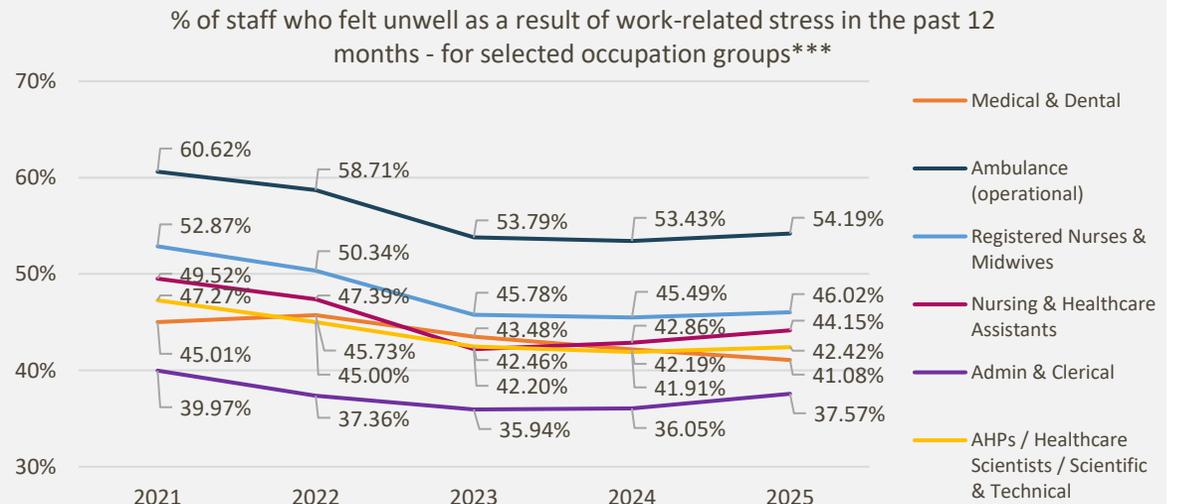
** Due to changes in the question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years, and previous years' results for Q11b are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

Work-related stress

The 'Negative experiences' sub-score is unchanged for 2025.

Every year since 2021, more than half of the staff responding to the survey have gone to work in the last three months despite not feeling well enough to perform their duties, with 56.01% having done so this year.

Nationally, the percentage of staff who have felt unwell as a result of work-related stress in the last 12 months is similar when compared to 2024. For medical and dental staff, this percentage has decreased from 2024 (42.19%) to 2025 (41.08%) whilst for both nursing and healthcare assistants and admin and clerical staff it has increased.



***Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/

Negative experiences sub-score: 7.91 (2024: 7.91, 2023: 7.92*, 2022: 7.78, 2021: 7.79)

Physical violence

The following percentage of staff experienced at least one incident of **physical violence** in the last 12 months:

- 14.47%** from **patients / service users, their relatives or other members of the public** (q13a) (2024: 14.38%, 2023: 13.88%*, 2022: 14.82%, 2021: 14.57%)
- 0.75%** from **managers** (q13b) (2024: 0.78%, 2023: 0.72%*, 2022: 0.78%, 2021: 0.66%)
- 1.80%** from **other colleagues** (q13c) (2024: 1.89%, 2023: 1.73%*, 2022: 1.77%, 2021: 1.59%)

Harassment, bullying and abuse

The following percentage of staff experienced at least one incident of **harassment, bullying or abuse** in the last 12 months:

- 25.25%** from **patients / service users, their relatives or other members of the public** (q14a) (2024: 25.06%, 2023: 25.32%*, 2022: 27.86%, 2021: 27.82%)
- 9.11%** from **managers** (q14b) (2024: 9.45%, 2023: 9.93%*, 2022: 11.10%, 2021: 11.54%)
- 17.01%** from **other colleagues** (q14c) (2024: 17.53%, 2023: 17.69%*, 2022: 18.76%, 2021: 18.71%)

* 2023 results for the 'Negative experiences' sub-score, q13a-c and q14a-c are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Harassment, bullying and abuse from service users

The proportion of staff experiencing at least one incident of physical violence from patients / service users in the past 12 months is at its highest level since 2022, while more than one in four staff have experienced harassment, bullying or abuse from patients / service users.

More than half of ambulance staff experienced at least one incident of harassment, bullying or abuse from patients / service users in 2025. The percentage experiencing such behaviour has increased from 50.92% last year to 52.07% this year.

% of staff who experienced at least one incident of harassment, bullying or abuse in the last 12 months from patients / service users, their relatives or other members of the public - for selected occupation groups**



**Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/

Health and safety climate sub-score: 5.48 (2024: 5.56, 2023: 5.51*, 2022: 5.25, 2021: 5.28)

Workload and resources

46.51% of staff are able to meet all the conflicting demands on their time at work (q3g) (2024: 47.20%, 2023: 46.53%, 2022: 42.79%, 2021: 42.85%)

56.06% of staff say they have adequate materials, supplies and equipment to do their work (q3h) (2024: 58.01%, 2023: 58.33%, 2022: 55.45%, 2021: 57.15%)

32.82% of staff say there are enough staff at their organisation for them to do their job properly (q3i) (2024: 33.98%, 2023: 32.24%, 2022: 26.21%, 2021: 26.89%)

26.40% of staff say they never or rarely have unrealistic time pressures (q5a) (2024: 27.00%, 2023: 26.08%, 2022: 23.26%, 2021: 23.19%)

* 2023 results for the 'Health and safety climate' sub-score are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

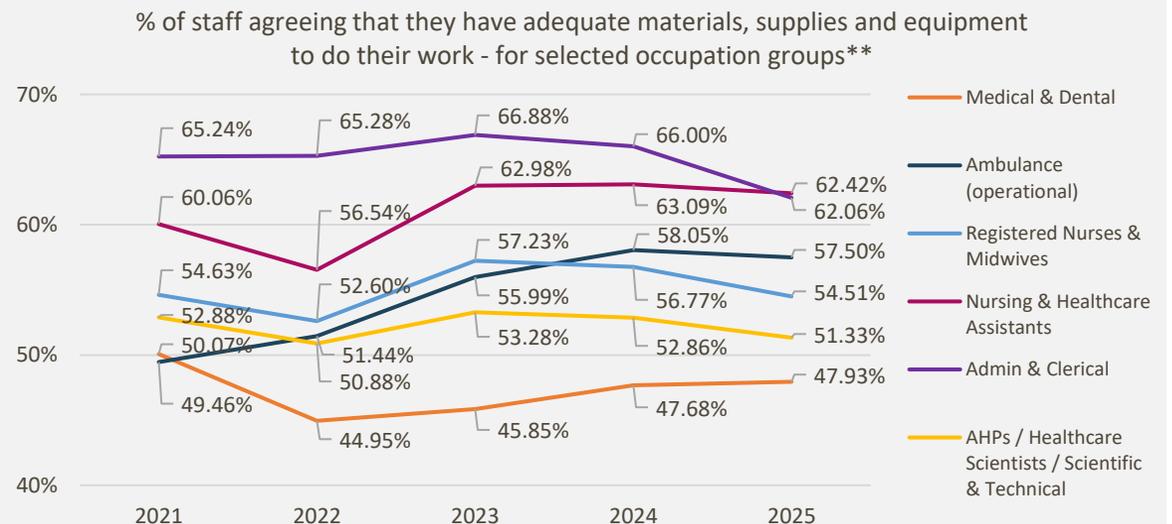
** Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/

Adequate resources at work

Following an improvement in 2023, the 'Health and safety climate' sub-score has remained similar since.

Less than half of staff are able to meet all of the conflicting demands on their time at work, which has been the case each year since 2021.

When asked whether they have adequate materials, supplies and equipment to do their work, the proportion of staff responding "agree" or "strongly agree" has decreased by almost 2 percentage points this year. Decreases in this measure are seen across several occupation groups, including admin and clerical staff who have a nearly 4 percentage point decrease in 2025.



Health and safety climate sub-score: 5.48 (2024: 5.56, 2023: 5.51*, 2022: 5.25, 2021: 5.28)

Organisational action

54.80% of staff say their **organisation takes positive action on health and well-being** (q11a) (2024: 57.05%, 2023: 57.82%, 2022: 56.48%, 2021: 57.00%)

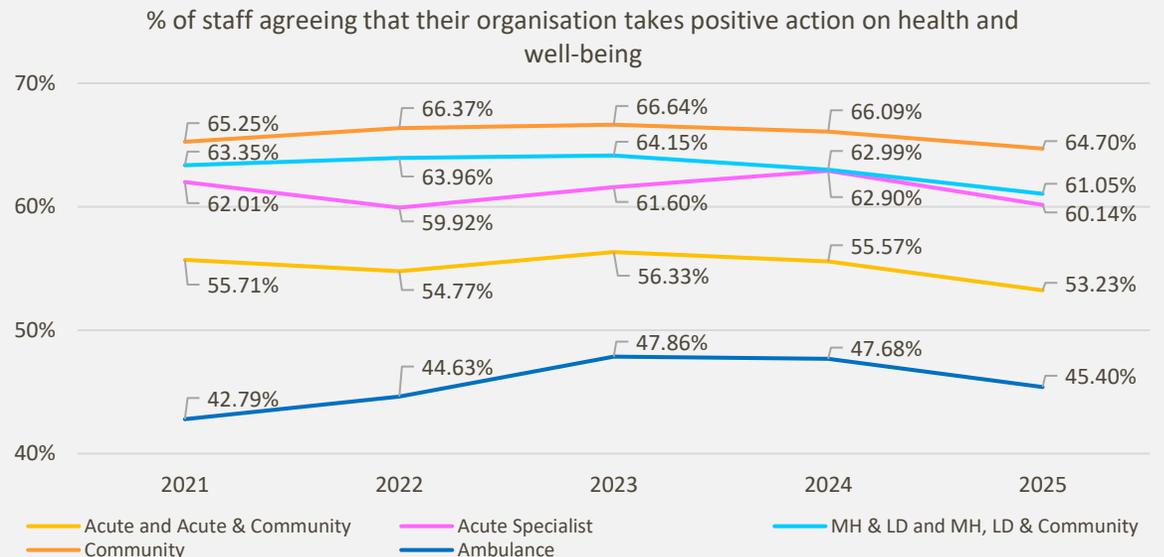
75.36% of staff who have experienced physical violence say that they or a colleague reported it (q13d) (2024: 74.69%, 2023: 73.62%*, 2022: 72.49%, 2021: 71.46%)

54.89% of staff who have experienced harassment, bullying or abuse say that they or a colleague reported it (q14d) (2024: 53.99%, 2023: 51.82%*, 2022: 49.83%, 2021: 48.89%)

Reporting incidents and taking action

More than three quarters of staff say that incidents of physical violence they had experienced were reported by themselves or a colleague, which is a five-year high for this measure. The proportion of staff saying that incidents of harassment, bullying or abuse were reported is also at a five-year high.

However, the proportion of staff agreeing that their organisation takes positive action on health and well-being has declined by more than 2 percentage points in 2025. This decrease is seen across all trust types with the largest decrease for staff at Acute Specialist Trusts.



* 2023 results for the 'Health and safety climate' sub-score, q13d and q14d are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Burnout sub-score: 4.98 (2024: 5.04, 2023: 5.03, 2022: 4.85, 2021: 4.83)

The following percentage of staff say:

- 35.05%** they **find their work emotionally exhausting** (q12a) (2024: 34.10%, 2023: 34.37%, 2022: 37.65%, 2021: 38.45%)
- 31.47%** they **feel burnt out because of their work** (q12b) (2024: 30.26%, 2023: 30.51%, 2022: 34.14%, 2021: 34.66%)
- 36.51%** their **work frustrates them** (q12c) (2024: 35.48%, 2023: 36.23%, 2022: 39.96%, 2021: 39.64%)
- 28.51%** they **feel exhausted at the thought of another day/shift at work** (q12d) (2024: 27.41%, 2023: 27.84%, 2022: 30.99%, 2021: 31.40%)
- 43.03%** they **feel worn out at the end of their working day/shift** (q12e) (2024: 42.25%, 2023: 42.94%, 2022: 46.54%, 2021: 46.97%)
- 20.05%** they **feel that every working hour is tiring for them** (q12f) (2024: 18.94%, 2023: 19.07%, 2022: 21.47%, 2021: 21.34%)
- 29.67%** they **do not have enough energy for family and friends during leisure time** (q12g) (2024: 29.32%, 2023: 29.84%, 2022: 31.90%, 2021: 31.55%)

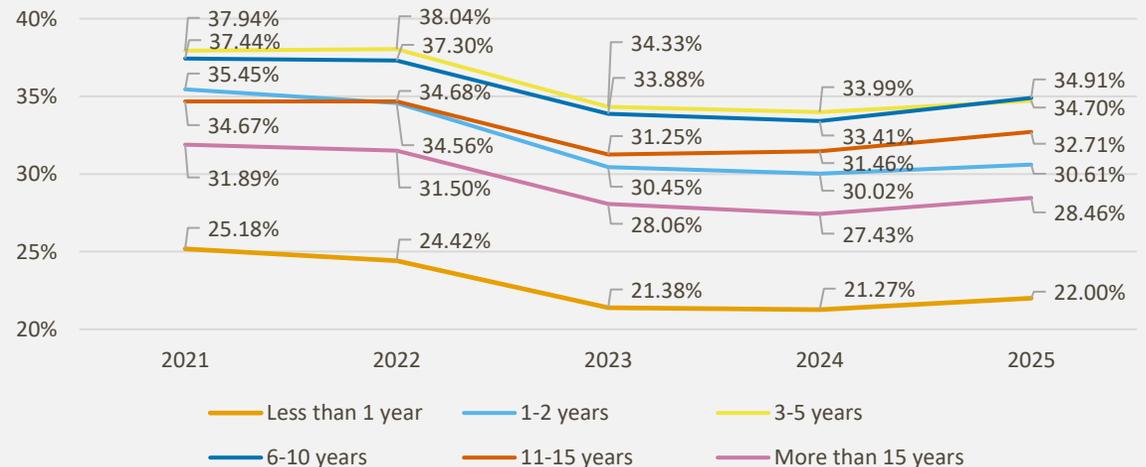
*The questions contributing to the Burnout sub-score form part of the Copenhagen Burnout Inventory.

Frustration and burnout

As with all scores reported, a higher score indicates a better result. The 'Burnout' sub-score has dropped below 5 for the first time since 2022.

A higher proportion of staff say their work "often" or "always" frustrates them this year, and more staff report feeling burnt out because of their work. Staff who have worked for their organisation for 6-10 years, 11-15 years and more than 15 years have seen increases of more than 1 percentage point in the proportion saying they feel burnt out in 2025. Staff with less than 1 year, 1-2 years and 3-5 years at their organisation report similar levels of burnout to 2024.

% of staff who "often" or "always" feel burnt out because of their work - split by number of years worked for their organisation





We are safe and healthy: Questions not contributing to the score*

* These questions relate to staff health and well-being but do not contribute to the calculations of any People Promise element score, theme score or sub-score

Unwanted behaviour of a sexual nature in the workplace

Since 2023, staff have been asked:

“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.”

The response options include *Never; 1-2; 3-5; 6-10; More than 10*

The following percentage of staff have been the target of at least one incident of **unwanted behaviour of a sexual nature** in the workplace in the last 12 months:

9.07% from patients / service users, their relatives or other members of the public (q17a) (2024: 8.85%, 2023: 8.82%)

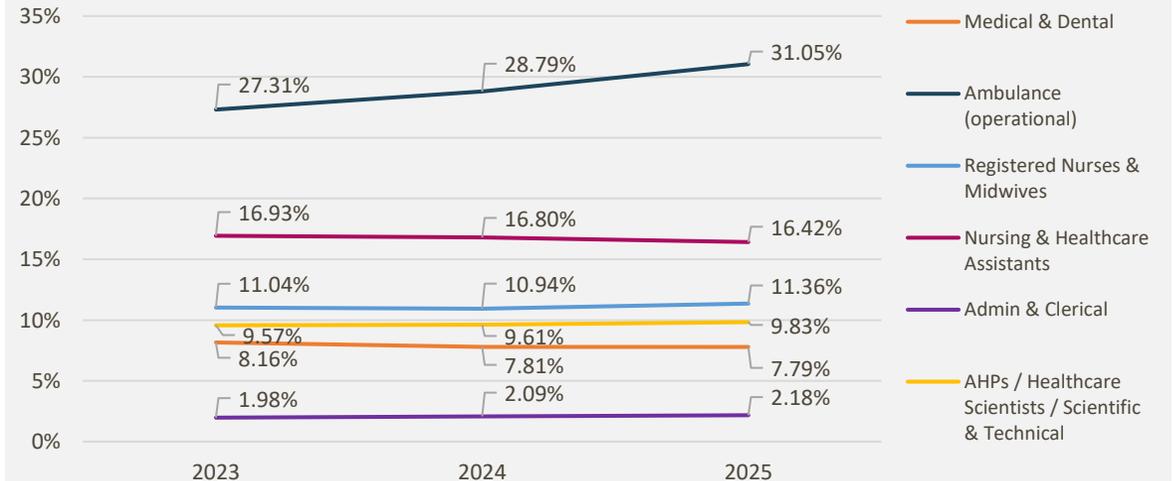
3.51% from staff / colleagues (q17b) (2024: 3.67%, 2023: 3.86%)

Experience by occupation

Of the three years that staff have been asked about unwanted behaviour of a sexual nature, this year has the highest proportion of staff saying that they have experienced this behaviour from patients / service users, and the lowest proportion who have experienced it from staff / colleagues.

The percentage of ambulance staff who have experienced at least one incident of unwanted behaviour of a sexual nature from patients / service users has increased for a second consecutive year and is now more than three in ten (31.05%). For nursing and healthcare assistants, this measure it at its lowest level since the question was first asked in 2023.

% of staff that have been the target of at least one incident of unwanted behaviour of a sexual nature in the workplace in the last 12 months from patients / service users, their relatives or other members of the public - for selected occupation groups**



*Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/



We are safe and healthy: Questions not contributing to the score*

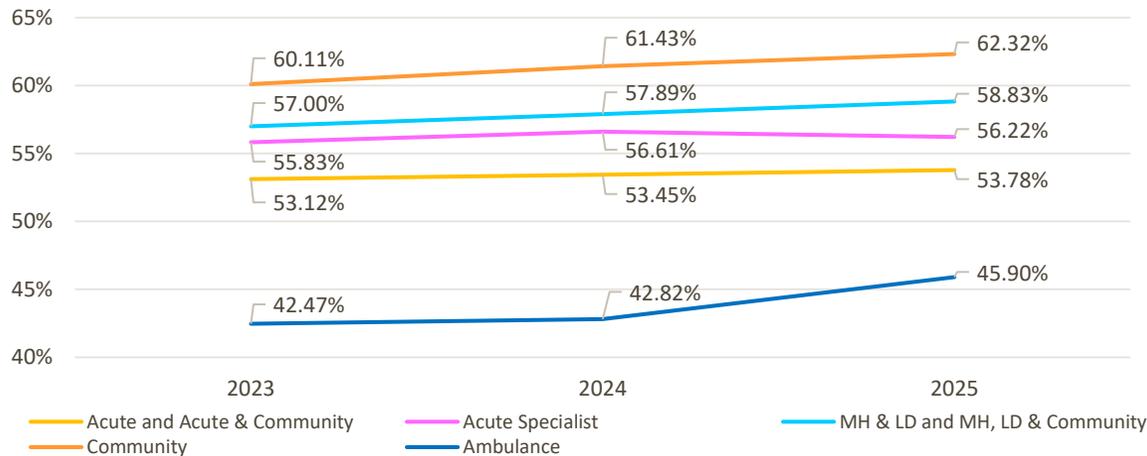
* These questions relate to staff health and well-being but do not contribute to the calculations of any People Promise element score, theme score or sub-score

Food and nutrition

54.68% say they can often or always eat nutritious and affordable food while they are working** (q22) (2024: 54.12%, 2023: 53.67%)

- Community Trusts continue to have the highest proportion of staff who can “often” or “always” eat affordable food while working. This measure has improved for staff at Ambulance Trusts this year.

% of staff who can "often" or "always" eat nutritious and affordable food while they are working



**Question notes that “this could be food you buy or prepare yourself”

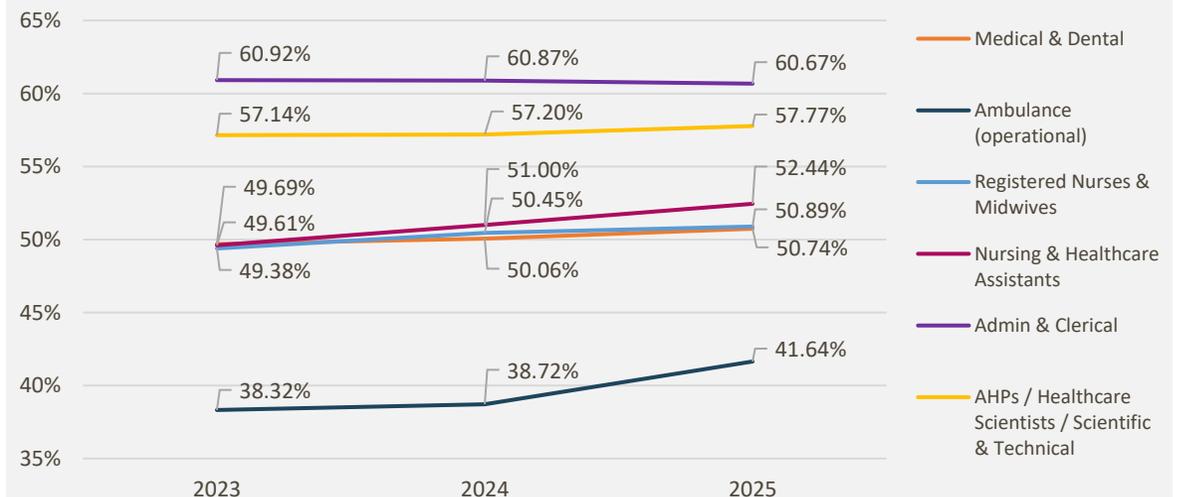
***Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/

Eating well at work

The proportion of staff who can “often” or “always” eat nutritious and affordable food while they are working has improved when compared to 2023 and is now at 54.68%.

A higher proportion of nursing and healthcare assistants report being able to eat nutritious and affordable food while they are working this year and the measure for ambulance staff has improved by almost 3 percentage points in 2025 (41.64%) compared to 2024 (38.72%). The proportions of both medical and dental staff and registered nurses and midwives who can eat nutritious and affordable food at work have both increased compared to 2023.

% of staff who can "often" or "always" eat nutritious and affordable food while they are working - for selected occupation groups***





7. We are always learning

- Appraisals
- Development



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People Promise element score: 5.63 (2024: 5.67, 2023: 5.64, 2022: 5.39, 2021: 5.29)

The 'We are always learning' score is similar in 2025 compared to last year.

Appraisals

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

If yes:

b *It helped me to improve how I do my job*

c *It helped me agree clear objectives for my work*

d *It left me feeling that my work is valued by my organisation*

Question not contributing to the score*

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

Development

Q24a - *This organisation offers me challenging work*

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

Q24c - *I have opportunities to improve my knowledge and skills*

Q24d - *I feel supported to develop my potential*

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



*This question relates to staff learning and development but does not contribute to the calculations of any People Promise element score, theme score or sub-score.

Appraisals sub-score: 4.90 (2024: 4.88, 2023: 4.77, 2022: 4.39, 2021: 4.25)

86.42% say they have had an **appraisal, annual review, development review, or Knowledge and Skills Framework development review in the last 12 months** (q23a) (2024: 85.44%, 2023: 83.56%, 2022: 81.31%, 2021: 79.93%)

The following percentage of staff say that their appraisal has definitely...

26.01% ...helped them to **improve how they do their job** (q23b) (2024: 26.04%, 2023: 25.52%, 2022: 21.92%, 2021: 20.41%)

35.32% ...helped them to **agree clear objectives** for their work (q23c) (2024: 35.53%, 2023: 35.49%, 2022: 32.08%, 2021: 30.95%)

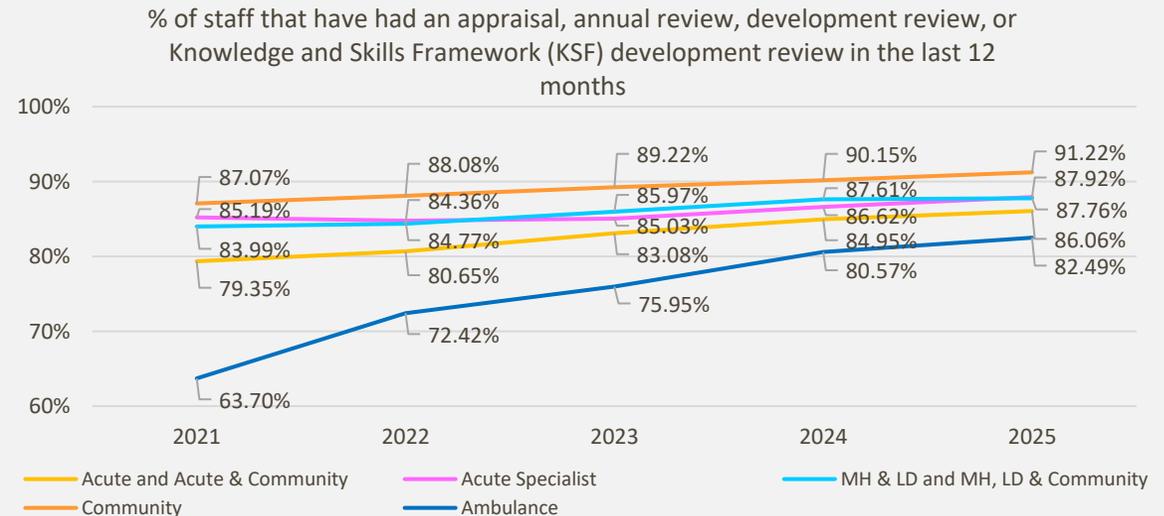
32.86% ...left them **feeling that their work is valued** by their organisation (q23d) (2024: 33.41%, 2023: 33.59%, 2022: 31.01%, 2021: 29.80%)

Appraisals and their quality

The 'Appraisals' sub-score is at its highest level for five years and has improved by more than 0.60 since 2021.

While the measures that make up the sub-score remain similar compared to 2024, the percentage of staff saying their appraisal has definitely helped them to improve how they do their job has increased more than 5 percentage points in five years.

86.42% of staff say they have had an appraisal, annual review, development review, or Knowledge and Skills Framework development review in the last 12 months, which is a five-year high. This measure has increased this year for staff at four of the five trust types.



Development sub-score: 6.33 (2024: 6.44, 2023: 6.49, 2022: 6.39, 2021: 6.31)

68.23% feel their organisation **offers them challenging work** (q24a) (2024: 69.00%, 2023: 70.17%, 2022: 70.64%, 2021: 69.80%)

51.15% say there are **opportunities for them to develop their career** in their organisation (q24b) (2024: 54.65%, 2023: 56.13%, 2022: 54.63%, 2021: 53.04%)

68.47% say they have **opportunities to improve their knowledge and skills** (q24c) (2024: 70.35%, 2023: 71.00%, 2022: 68.92%, 2021: 67.42%)

55.24% feel **supported to develop their potential** (q24d) (2024: 56.91%, 2023: 57.50%, 2022: 54.73%, 2021: 52.66%)

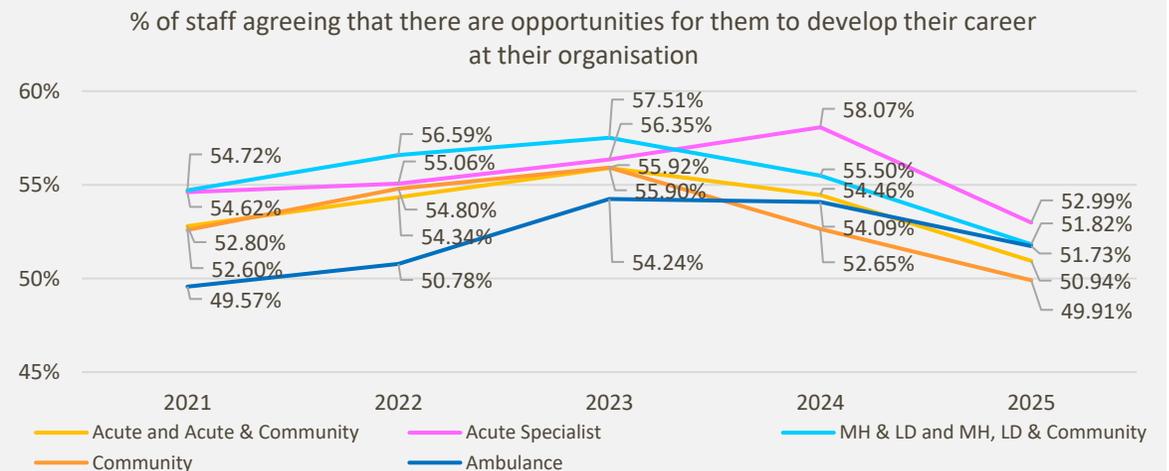
58.24% are able to **access the right learning and development opportunities** when they need to (q24e) (2024: 60.02%, 2023: 60.43%, 2022: 57.33%, 2021: 55.11%)

Knowledge and career development

The 'Development' sub-score has decreased in 2025 and is at its lowest level since 2021. Four of the five measures which make up the sub-score have decreased this year.

Nationally, 68.47% of staff agree that they have opportunities to develop their knowledge and skills, which has declined by almost 2 percentage points since 2024. Meanwhile, the percentage of staff saying there are opportunities to develop their career in their organisation has decreased for a second consecutive year.

There are decreases in the proportion of staff agreeing that there are opportunities for them to develop their career in their organisation for all trust types in 2025.



➤ We are always learning: Question not contributing to the score*

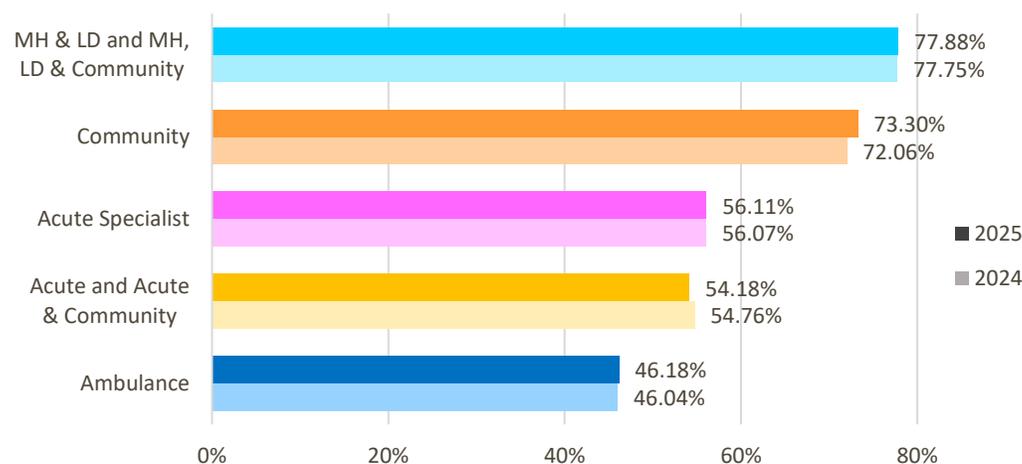
* This question relates to staff learning and development but does not contribute to the calculations of any People Promise element score, theme score or sub-score

Clinical supervision

58.96% are able to **access clinical supervision opportunities** when they need to (q24f) (2024: 59.26%)

- Across trust types, access to clinical supervision opportunities remains highest for staff working in Mental Health & Learning Disability and Mental Health, Learning Disability and Community Trusts (77.88%).
- This measure has improved for staff at Community Trusts this year.

% of staff agreeing that they can access clinical supervision when they need to

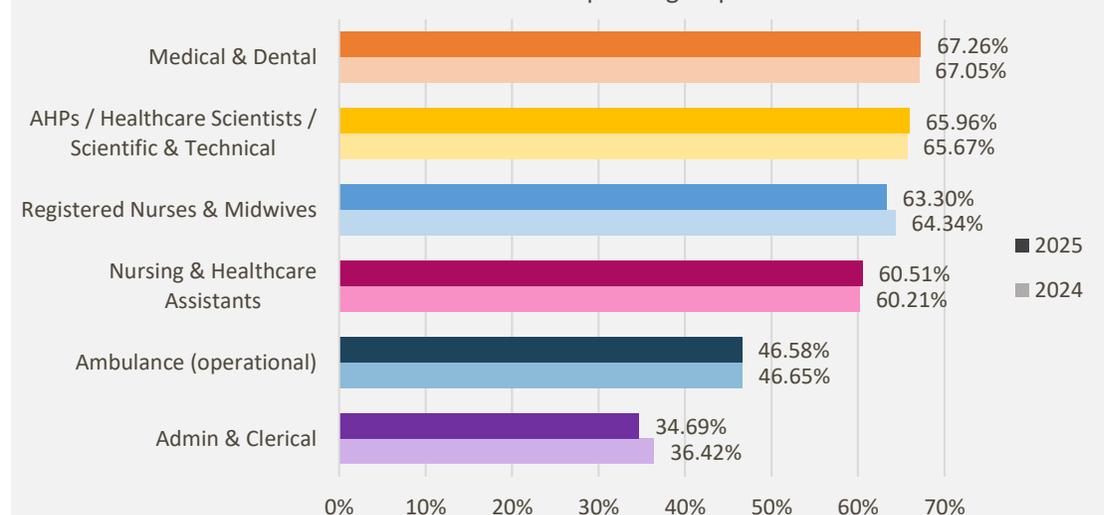


Accessing clinical supervision

In 2025, the proportion of staff reporting that they are able to access clinical supervision opportunities when they need to is similar to 2024, at approximately six in ten.

Two in three medical and dental staff said they could access clinical supervision opportunities in 2024 and this proportion has remained consistent in 2025. The ability to access clinical supervision opportunities has decreased for several staff groups in 2025**, including registered nurses and midwives and admin and clerical staff, the latter of which has seen an almost 2 percentage point decrease.

% of staff agreeing that they can access clinical supervision when they need to - for selected occupation groups**



**Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/



8. We work flexibly

- Support for work-life balance
- Flexible working



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People Promise element score: 6.31 (2024: 6.31, 2023: 6.28, 2022: 6.09, 2021: 6.05)

The 'We work flexibly' score is unchanged compared to 2024.

Support for work-life balance

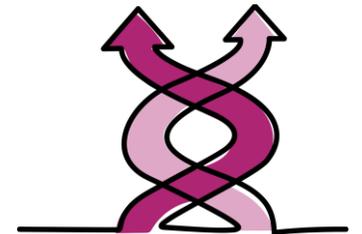
Q6b - *My organisation is committed to helping me balance my work and home life*

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

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

Flexible working

Q4d - *Satisfaction with...The opportunities for flexible working patterns*



Support for work-life balance sub-score: 6.36 (2024: 6.36, 2023: 6.31, 2022: 6.11, 2021: 6.05)

49.77% say their organisation is **committed to helping them balance their work and home life** (q6b) (2024: 50.32%, 2023: 49.50%, 2022: 45.68%, 2021: 44.40%)

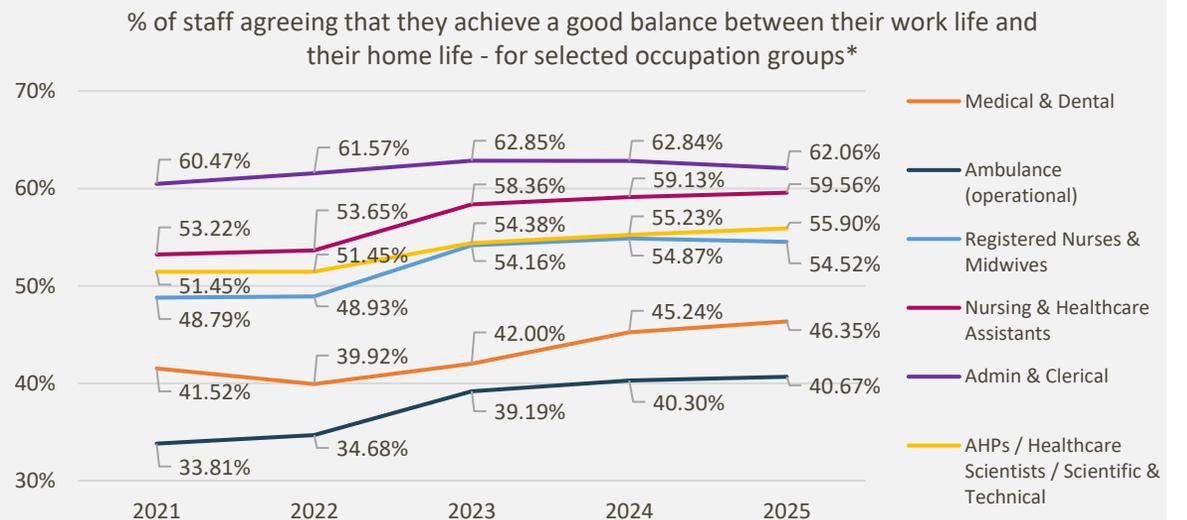
56.63% of staff say they **achieve a good balance between their work life and their home life** (q6c) (2024: 56.58%, 2023: 55.74%, 2022: 52.40%, 2021: 52.00%)

71.75% say they **can approach their immediate manager to talk openly about flexible working** (q6d) (2024: 71.29%, 2023: 70.66%, 2022: 68.58%, 2021: 66.93%)

Trends in work-life balance

The 'Support for work-life balance' sub-score is unchanged since last year but remains above the levels of 2021 and 2022.

While more than seven in ten staff agree that they can approach their manager to talk openly about flexible working, fewer than six in ten say they achieve a good balance between their work life and home life. The proportion of ambulance staff who agree that they achieve a good balance between their work life and home life is low relative to other staff groups* but, at 40.67% in 2025, agreement has increased almost 7 percentage points over five years. Compared to last year, a higher proportion of medical and dental staff report achieving a good balance.



*Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/



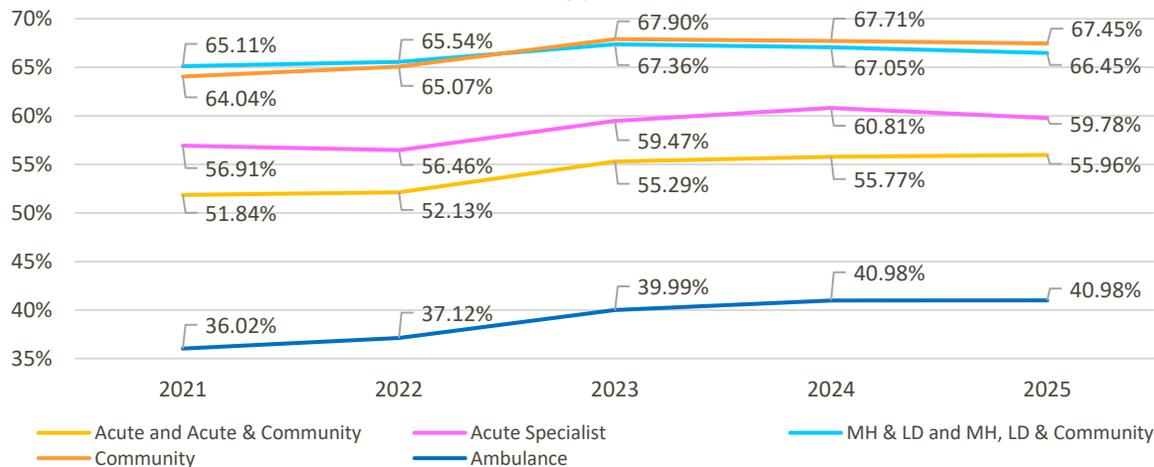
We work flexibly: Flexible working

Flexible working sub-score: 6.25 (2024: 6.26, 2023: 6.24, 2022: 6.06, 2021: 6.05)

57.66% say they are **satisfied with the opportunities they have for flexible working patterns (q4d)** (2024: 57.65%, 2023: 57.31%, 2022: 54.40%, 2021: 54.05%)

- Satisfaction with opportunities for flexible working has decreased for staff at Acute Specialist Trusts, while Acute and Acute & Community Trusts have their highest level of satisfaction for five years.

% of staff who are satisfied with the opportunities they have for flexible working patterns

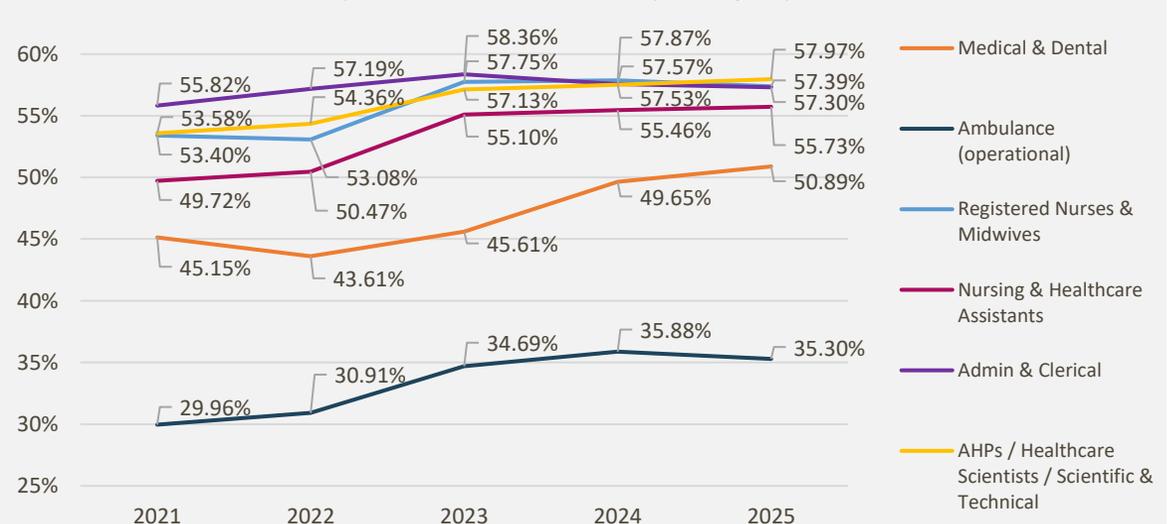


Satisfaction with flexible working opportunities

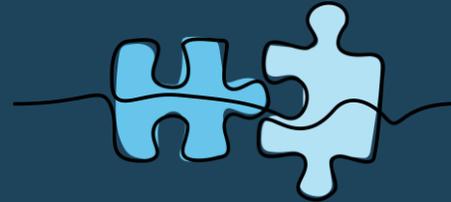
At 6.25, the 'Flexible working' sub-score has remained similar for the past three years. More than half of staff are satisfied with the opportunities they have for flexible working patterns.

Allied health professionals, healthcare scientists and scientific and technical staff have a five-year high in this measure, as do nursing and healthcare assistants. Satisfaction amongst medical and dental staff has improved since last year so now more than half of this staff group are satisfied with their flexible working opportunities.

% of staff who are satisfied with the opportunities they have for flexible working patterns - for selected occupation groups*



*Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/



9. We are a team

- Team working
- Line management



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People Promise element score: 6.80 (2024: 6.80, 2023: 6.80, 2022: 6.69, 2021: 6.64)

The 'We are a team' score is unchanged since 2023 and remains above the 2022 level.

Team working

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

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

Q7c - *I receive the respect I deserve from my colleagues at work*

Q7d - *Team members understand each other's roles*

Q7e - *I enjoy working with the colleagues in my team*

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

Q7g - *In my team disagreements are dealt with constructively*

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

Line management

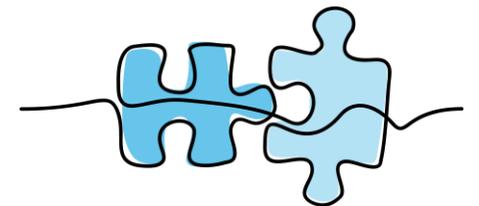
Q9 - *My immediate manager*...*

a ...*encourages me at work*

b ...*gives me clear feedback on my work*

c ...*asks for my opinion before making decisions that affect my work*

d ...*takes a positive interest in my health and well-being*



*Question wording notes your immediate manager "may be referred to as your line manager"

Team working sub-score: 6.67 (2024: 6.69, 2023: 6.70, 2022: 6.61, 2021: 6.58)

73.56% say the team they work in has a **set of shared objectives** (q7a) (2024: 73.58%, 2023: 73.63%, 2022: 72.49%, 2021: 72.24%)

62.65% say the team they work in **often meets to discuss the team's effectiveness** (q7b) (2024: 62.76%, 2023: 62.22%, 2022: 59.05%, 2021: 56.98%)

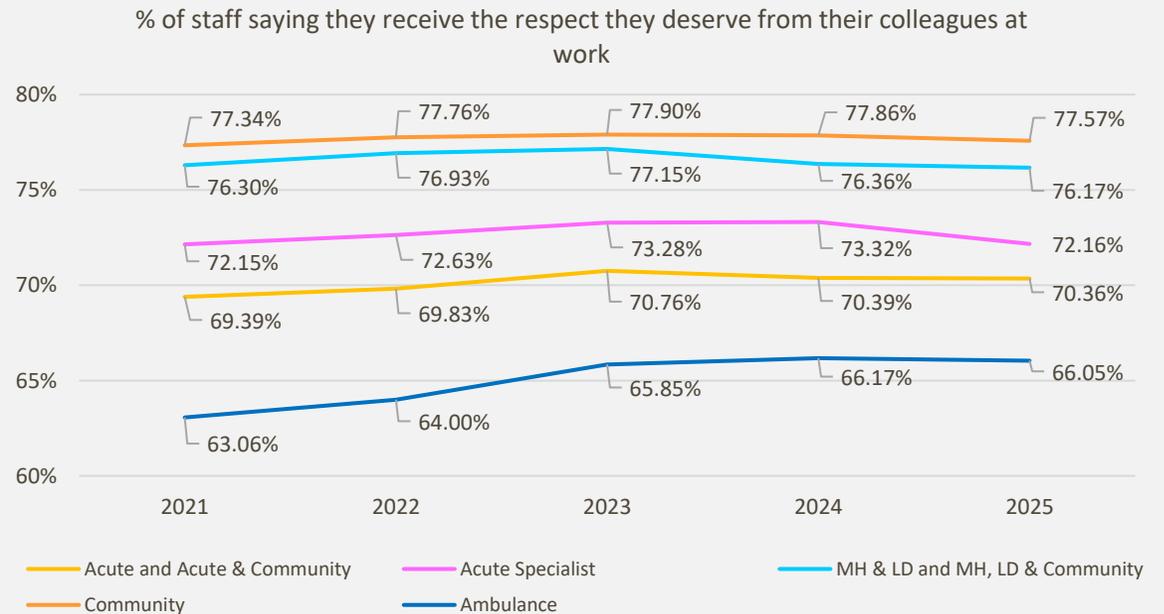
71.48% feel they receive the **respect they deserve from their colleagues** at work (q7c) (2024: 71.57%, 2023: 71.97%, 2022: 71.16%, 2021: 70.67%)

71.41% feel that **team members understand each other's roles** (q7d) (2024: 71.17%, 2023: 71.58%, 2022: 70.72%, 2021: 71.36%)

Understanding and respect within teams

The result for the 'Team working' sub-score in 2025 is similar compared to the previous year. All measures to the left are also similar this year.

71.41% of staff feel that team members understand each other's roles, and 71.48% feel they receive the respect they deserve from their colleagues at work. Agreement that they receive the respect they deserve from colleagues has decreased for staff at Acute Specialist Trusts. Across all trust types agreement remains lowest for staff at Ambulance Trusts, but this has increased by 3 percentage points when compared with 2021.



Team working sub-score: 6.67 (2024: 6.69, 2023: 6.70, 2022: 6.61, 2021: 6.58)

80.36% enjoy working with the colleagues in their team (q7e) (2024: 80.79%, 2023: 81.61%, 2022: 81.61%, 2021: 81.50%)

58.59% say their team has enough freedom in how to do its work (q7f) (2024: 59.62%, 2023: 59.89%, 2022: 57.44%, 2021: 56.79%)

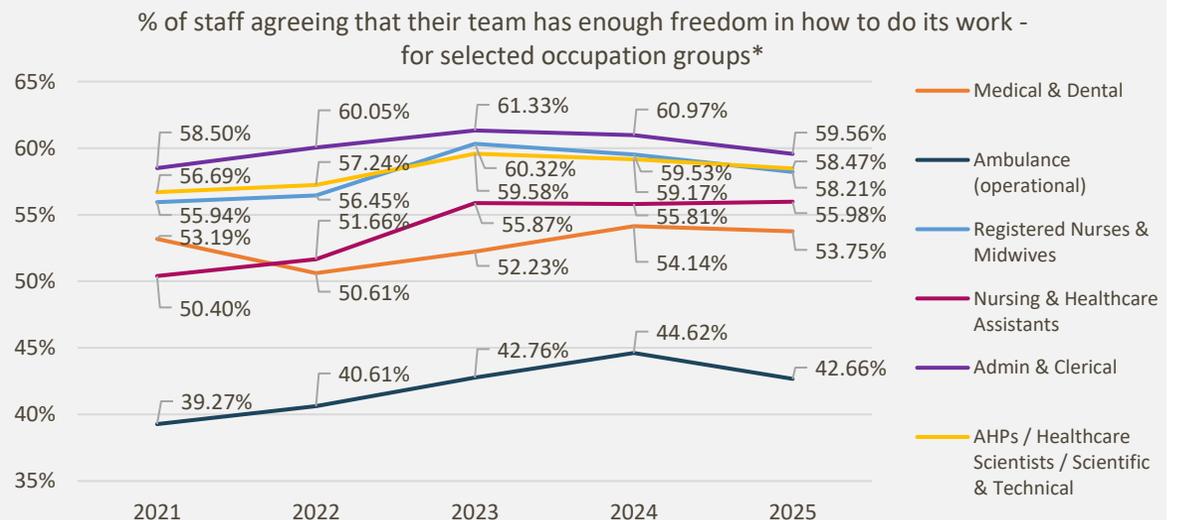
56.27% believe that in their team disagreements are dealt with constructively (q7g) (2024: 56.75%, 2023: 57.12%, 2022: 56.01%, 2021: 55.31%)

53.73% say teams within their organisation work well together to achieve their objectives (q8a) (2024: 54.32%, 2023: 54.21%, 2022: 51.40%, 2021: 52.44%)

Team autonomy

More than eight in ten staff enjoy working with the colleagues in their team but the proportion of staff agreeing with this question has decreased when compared to 2023.

A lower proportion of staff say their team has enough freedom in how to do its work since last year, with this proportion now at 58.59%. However, this proportion remains above 2022 and 2021 levels. There is variation between occupation groups, with a 2 point decrease in the proportion of ambulance staff agreeing that their team has enough freedom in how to do its work, while nursing and healthcare assistants have their highest level of agreement in five years.



*Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/

Line management sub-score: 6.92 (2024: 6.91, 2023: 6.89, 2022: 6.77, 2021: 6.70)

73.04% say their immediate manager **encourages them at work** (q9a) (2024: 73.02%, 2023: 72.85%, 2022: 71.12%, 2021: 70.11%)

66.55% say their immediate manager **gives them clear feedback** on their work (q9b) (2024: 66.26%, 2023: 65.71%, 2022: 63.50%, 2021: 62.43%)

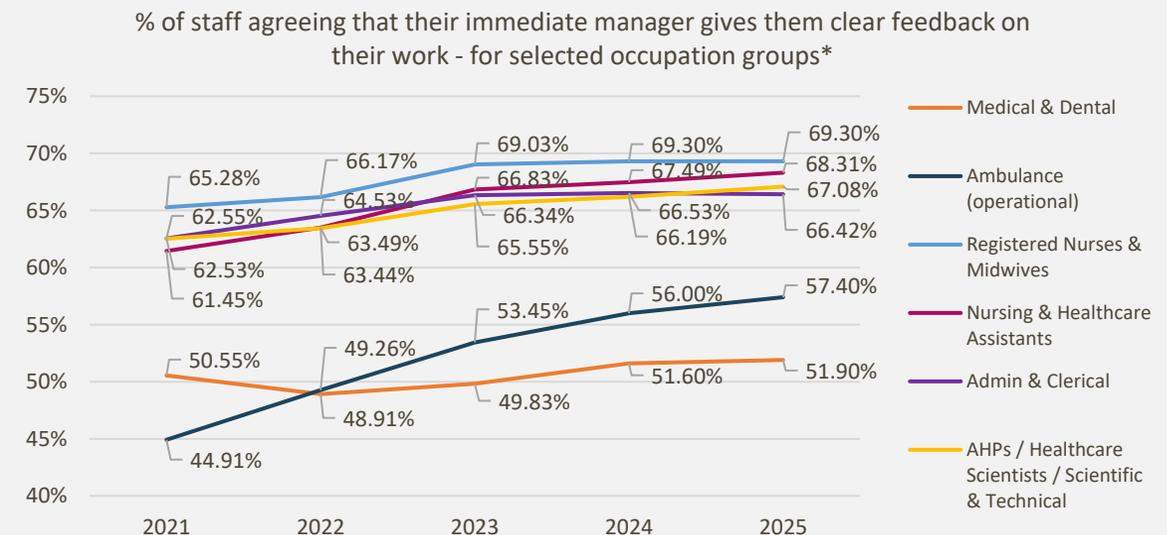
60.05% say their immediate manager **asks for their opinion before making decisions** that affect their work (q9c) (2024: 59.99%, 2023: 59.89%, 2022: 58.21%, 2021: 57.12%)

71.64% say their immediate manager **takes a positive interest in their health and well-being** (q9d) (2024: 71.47%, 2023: 70.99%, 2022: 69.11%, 2021: 68.15%)

Clear feedback from managers

In 2025, the 'Line management' sub-score is 6.92 which is its highest level since it was first reported in 2021. All four constituent measures are similar this year when compared with 2024.

Approximately two thirds of staff say their immediate manager gives them clear feedback on their work. For nursing and healthcare assistants, the percentage agreeing that their manager gives them clear feedback has increased by almost 7 percentage points since 2021. This measure has improved by over 12 percentage points for ambulance staff in the same period – in 2025, ambulance staff have seen an increase in agreement since last year from 56.00% to 57.40%.



*Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/



10. Staff Engagement

- Motivation
- Involvement
- Advocacy



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Theme score: 6.75 (2024: 6.85, 2023: 6.89, 2022: 6.79, 2021: 6.84)

The Staff Engagement score has **decreased by 0.10** since 2024.

Motivation

Q2a - *I look forward to going to work*

Q2b - *I am enthusiastic about my job*

Q2c - *Time passes quickly when I am working*

Advocacy

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

Q25c - *I would recommend my organisation as a place to work*

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

Involvement

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

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

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



Motivation sub-score: 6.87 (2024: 6.96, 2023: 7.02, 2022: 6.94, 2021: 6.96)

52.32% of staff look forward to going to work (q2a) (2024: 54.23%, 2023: 55.18%, 2022: 52.56%, 2021: 52.39%)

66.32% are enthusiastic about their job (q2b) (2024: 68.07%, 2023: 69.09%, 2022: 66.94%, 2021: 67.43%)

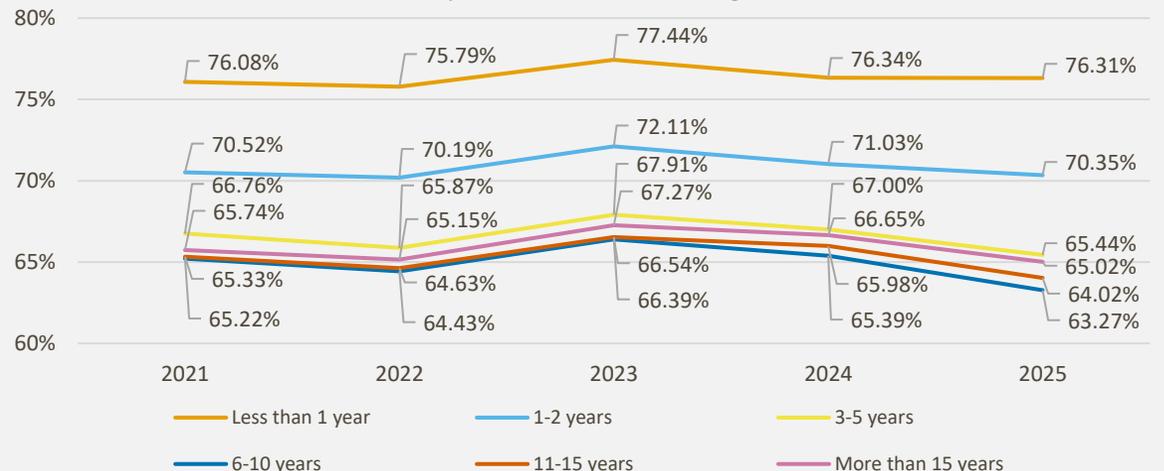
69.33% say time passes quickly when they are working (q2c) (2024: 70.53%, 2023: 71.97%, 2022: 72.16%, 2021: 72.88%)

Enthusiasm and looking forward to work

The 'Motivation' score is at its lowest level for five years and all three questions which contribute to the score have decreased in 2025.

Nationally, the proportion of staff who "often" or "always" look forward to going to work has decreased by almost 2 percentage points this year. The percentage of staff who are enthusiastic about their job has also declined. This varies by length of service: Staff who have worked at their organisation for less than 1 year and 1-2 years reported relatively higher levels of enthusiasm which are similar to last year, whereas staff who have worked at their organisation for 3 years or longer are less enthusiastic about their jobs and have seen decreases in enthusiasm this year.

% of staff that are "often" or "always" enthusiastic about their job - split by number of years worked for their organisation



Involvement sub-score: 6.75 (2024: 6.81, 2023: 6.85, 2022: 6.78, 2021: 6.74)

72.37% of staff feel there are **frequent opportunities for them to show initiative** in their role (q3c) (2024: 73.23%, 2023: 73.94%, 2022: 72.95%, 2021: 72.54%)

69.94% say they are **able to make suggestions** to improve the work of their team / department (q3d) (2024: 70.84%, 2023: 71.62%, 2022: 70.97%, 2021: 70.41%)

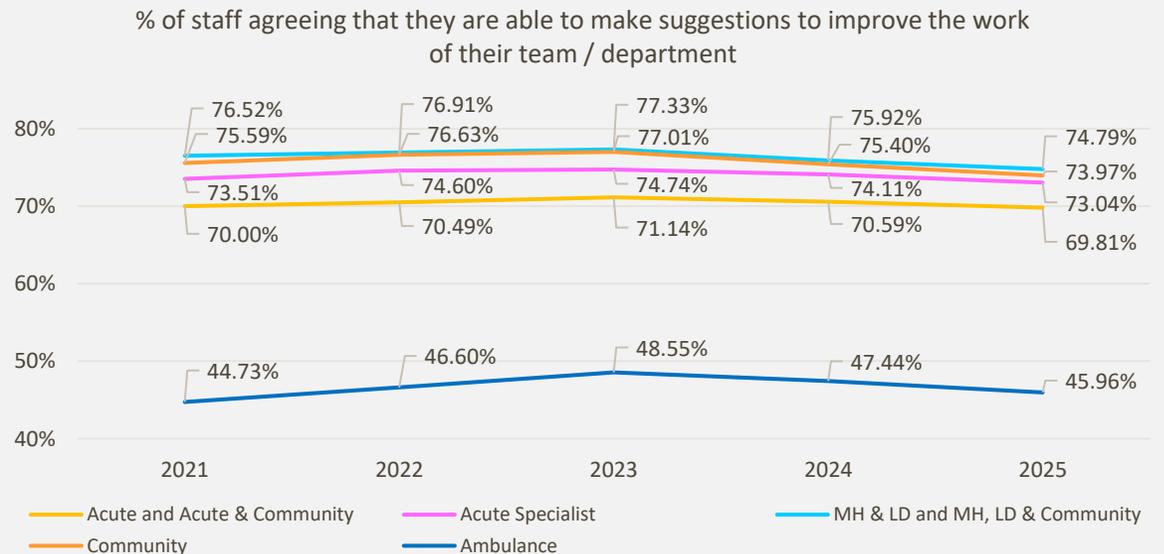
54.16% feel they are **able to make improvements happen** in their area of work (q3f) (2024: 55.18%, 2023: 55.86%, 2022: 54.37%, 2021: 53.21%)

Making improvements and showing initiative

At 6.75, the 'Involvement' sub-score is similar to 2024. One contributing question has decreased this year: a lower proportion of staff feel they are able to make improvements happen in their area of work in 2025.

Additionally, while more than seven in ten staff feel that there are frequent opportunities for them to show initiative in their role, the percentage of staff agreeing with this question is at a five-year low.

The percentage of staff who say they are able to make suggestions to improve the work of their team / department has decreased by more than 1 percentage point for four of the five trust types this year.



Advocacy sub-score: 6.64 (2024: 6.77, 2023: 6.80, 2022: 6.66, 2021: 6.83)

71.78% say that **care of patients / service users is their organisation's top priority** (q25a) (2024: 74.37%, 2023: 75.14%, 2022: 74.05%, 2021: 75.62%)

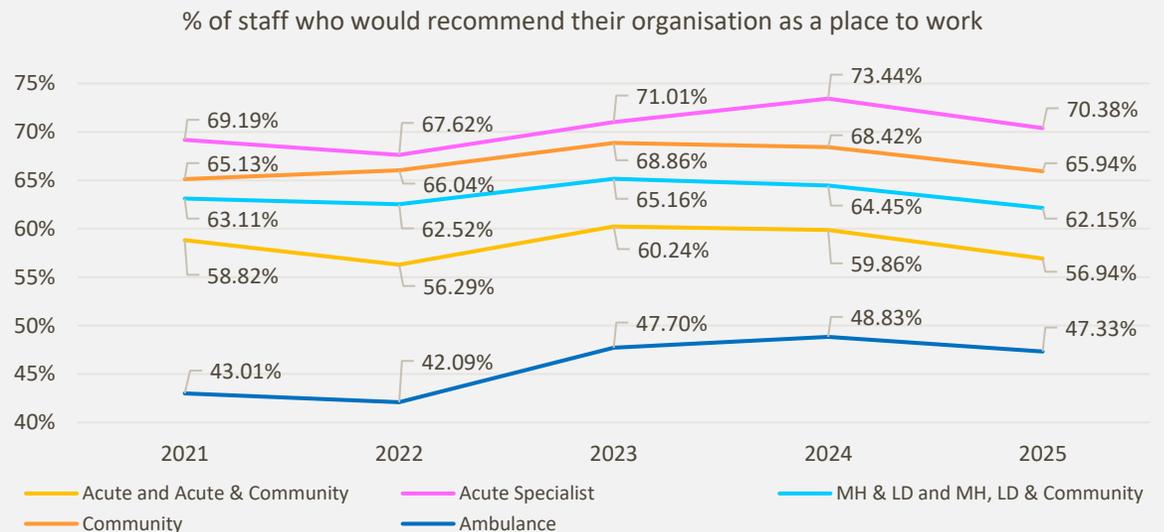
58.05% would **recommend their organisation as a place to work** (q25c) (2024: 60.79%, 2023: 61.12%, 2022: 57.38%, 2021: 59.39%)

62.84% say that if a friend or relative needed treatment, they would be **happy with the standard of care provided** by the organisation (q25d) (2024: 64.26%, 2023: 64.94%, 2022: 62.88%, 2021: 67.72%)

Trends in advocacy

The 'Advocacy' sub-score has decreased in 2025. There have been notable decreases in both the proportion of staff saying that care of patients/service users is their organisation's top priority as well as those saying they would recommend their organisation as a place to work.

Advocacy in the form of recommending their organisation as a place to work has decreased for staff at all organisation types. For staff at Mental Health & Learning Disability and Mental Health, Learning Disability and Community Trusts this measure has decreased by more than 2 percentage points, while for staff at Acute Specialist Trusts it has decreased by more than 3 percentage points this year.





11. Morale

- Thinking about leaving
- Work pressure
- Stressors (HSE index)



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Theme score: 5.90 (2024: 5.96, 2023: 5.94, 2022: 5.73, 2021: 5.77)

The Morale score is similar to last year and remains above 2022 and 2021.

Thinking about leaving

Q26a - *I often think about leaving this organisation*

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

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

Work pressure

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

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

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

Stressors

Q3a - *I always know what my work responsibilities are*

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

Q5a - *I have unrealistic time pressures*

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

Q5c - *Relationships at work are strained*

Q7c - *I receive the respect I deserve from my colleagues at work*

Q9a - *My immediate manager encourages me at work*



Thinking about leaving sub-score: 6.01 (2024: 6.06, 2023: 6.06, 2022: 5.87, 2021: 5.96)

29.55% say they **often think about leaving this organisation** (q26a)
(2024: 28.84%, 2023: 29.16%, 2022: 32.44%, 2021: 31.29%)

21.43% say they **will probably look for a job at a new organisation in the next 12 months** (q26b) (2024: 21.44%, 2023: 21.45%, 2022: 23.76%, 2021: 23.08%)

16.75% say that they **will leave this organisation as soon as they can find another job** (q26c) (2024: 16.08%, 2023: 15.70%, 2022: 17.38%, 2021: 16.67%)

Thinking about leaving – trends by trust type

The 2025 ‘Thinking about leaving’ sub-score is 6.01 which is similar when compared to the previous year.

29.55% of staff this year agreed that they often think about leaving their current organisation, while 16.75% say they will leave as soon as they can find another job.

There has been an increase this year in staff at Acute Specialist Trusts agreeing that they often think about leaving their organisation, while the percentage of staff at Ambulance Trusts who often think about leaving is at a five-year low.



Work pressure sub-score: 5.30 (2024: 5.39, 2023: 5.33, 2022: 5.00, 2021: 5.06)

46.51% say they are able to meet all the conflicting demands on their time at work (q3g) (2024: 47.20%, 2023: 46.53%, 2022: 42.79%, 2021: 42.85%)

56.06% say they have adequate materials, supplies and equipment to do their work (q3h) (2024: 58.01%, 2023: 58.33%, 2022: 55.45%, 2021: 57.15%)

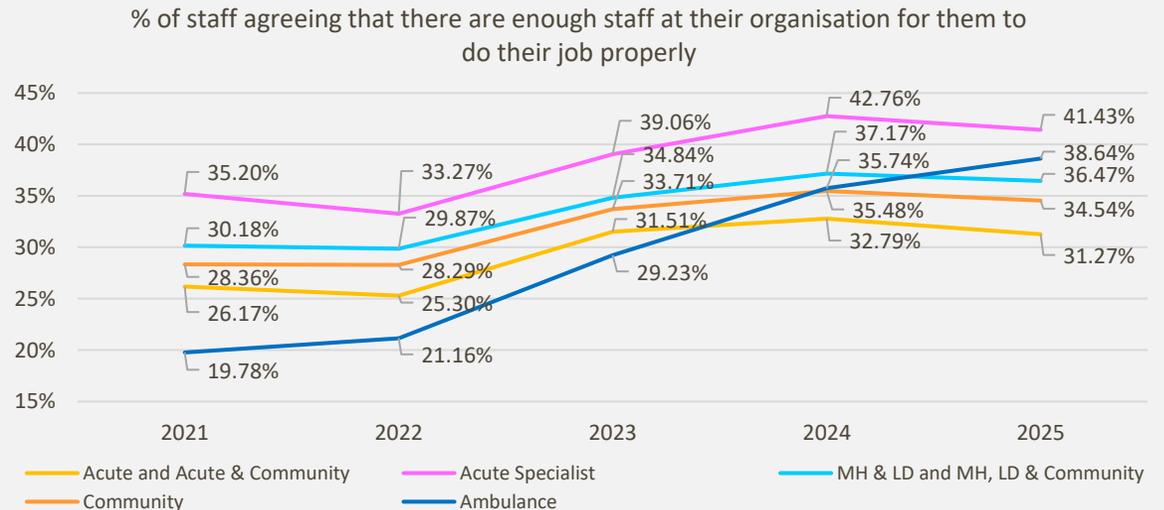
32.82% say there are enough staff at their organisation for them to do their job properly (q3i) (2024: 33.98%, 2023: 32.24%, 2022: 26.21%, 2021: 26.89%)

Staffing levels

While similar to last year, the ‘Work pressure’ sub-score is at its lowest level since 2023.

Less than half of staff say they are able to meet all of the conflicting demands on their time at work, which has been the case since 2021.

After improving between 2023 and 2024, the proportion of respondents saying there are enough staff at their organisation for them to do their job properly has declined this year. This is the case across several trust types. Ambulance Trusts had the lowest levels of this measure for several years but since 2023 they have experienced a notable improvement, including an almost 3 percentage point increase in 2025.



Stressors sub-score: 6.39 (2024: 6.42, 2023: 6.43, 2022: 6.33, 2021: 6.30)

Relationships at work

46.73% say relationships at work are never or rarely strained (q5c) (2024: 47.94%, 2023: 48.12%, 2022: 45.84%, 2021: 44.67%)

71.48% say they receive the respect they deserve from their colleagues at work (q7c) (2024: 71.57%, 2023: 71.97%, 2022: 71.16%, 2021: 70.67%)

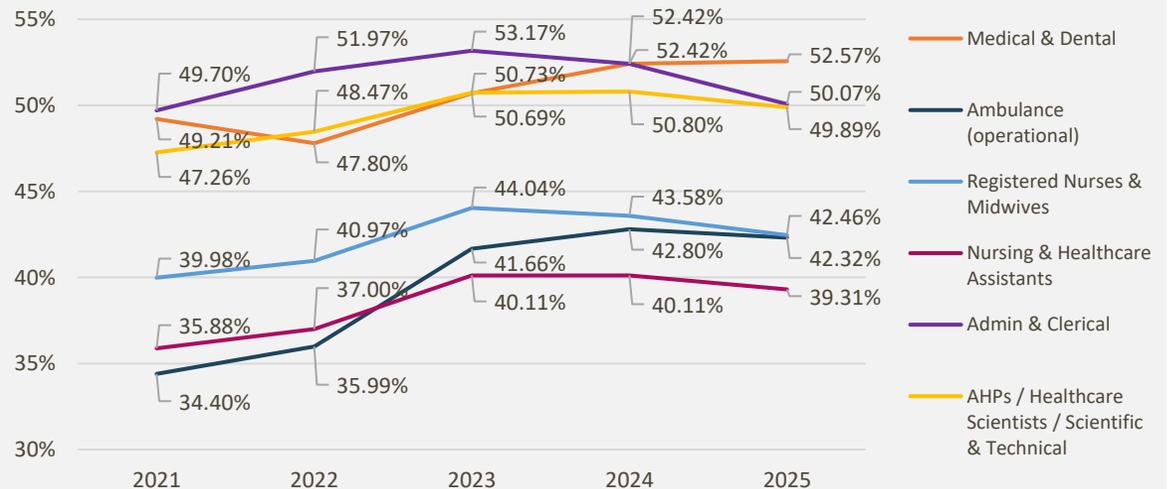
73.04% say their immediate manager encourages them at work (q9a) (2024: 73.02%, 2023: 72.85%, 2022: 71.12%, 2021: 70.11%)

Strained relationships at work

The 'Stressors' sub-score is similar to 2024, and five of the seven constituent measures are similar this year.

More than seven in ten staff say their immediate manager encourages them at work, but less than half say that work relationships are never or rarely strained – this proportion has decreased in 2025. Across different staff groups, the proportion of registered nurses and midwives saying relationships are never or rarely strained has decreased from 43.58% to 42.46%. This measure has also decreased for admin and clerical staff by more than 2 percentage points.

% of staff who say relationships at work are "never" or "rarely" strained - for selected occupation groups*



*Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/

Stressors sub-score: 6.39 (2024: 6.42, 2023: 6.43, 2022: 6.33, 2021: 6.30)

Ways of working

86.06% of staff **always know what their responsibilities are** (q3a) (2024: 86.00%, 2023: 86.10%, 2022: 85.57%, 2021: 85.76%)

48.63% are **involved in deciding on changes introduced** that affect their work area / team / department (q3e) (2024: 50.12%, 2023: 51.28%, 2022: 50.23%, 2021: 49.13%)

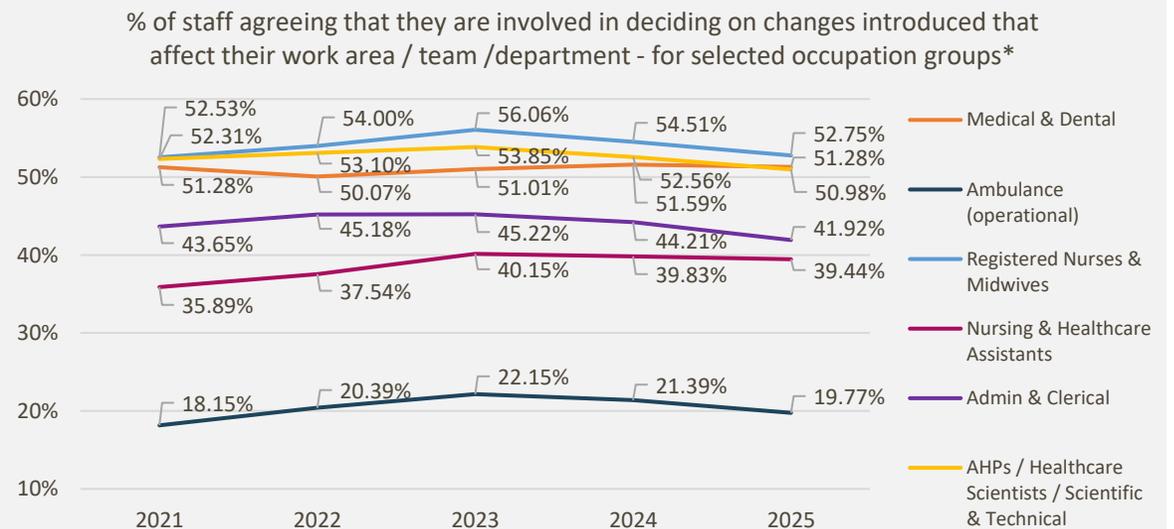
26.40% say they **never or rarely have unrealistic time pressures** (q5a) (2024: 27.00%, 2023: 26.08%, 2022: 23.26%, 2021: 23.19%)

53.02% often or always have a **choice in deciding how to do their work** (q5b) (2024: 53.68%, 2023: 54.33%, 2022: 53.59%, 2021: 53.29%)

Involvement in change

When asked about being involved in deciding on changes introduced which affect their work, the proportion of staff agreeing that they are involved has decreased for a second consecutive year and is now less than half of respondents for the first time in four years.

There is variation in the results for different staff groups* when they respond to this question. Similar proportions of medical and dental staff and nursing and healthcare assistants agreed that they are involved in deciding on changes when compared with 2024. Meanwhile, several other occupation groups have seen a decrease in this measure, including allied health professionals, healthcare scientists and scientific & technical staff.



*Chart shows selected occupation groups only. For other groups see www.nhsstaffsurveys.com/results/

12. Patient Safety



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Reporting of errors, near misses and incidents

33.71% of staff have **seen errors, near misses, or incidents** that could have hurt staff and/or patients/service users in the last month (q18) (2024: 33.64%, 2023: 33.50%, 2022: 33.72%)

59.29% of staff say **their organisation treats staff who are involved in an error, near miss or incident fairly** (q19a) (2024: 59.72%, 2023: 59.51%, 2022: 58.22%)

86.16% of staff say **their organisation encourages staff to report errors, near misses or incidents** (q19b) (2024: 86.43%, 2023: 86.41%, 2022: 86.14%)

67.30% of staff say that when errors, near misses or incidents are reported, **their organisation takes action to ensure that they do not happen again** (q19c) (2024: 68.19%, 2023: 68.20%, 2022: 67.40%)

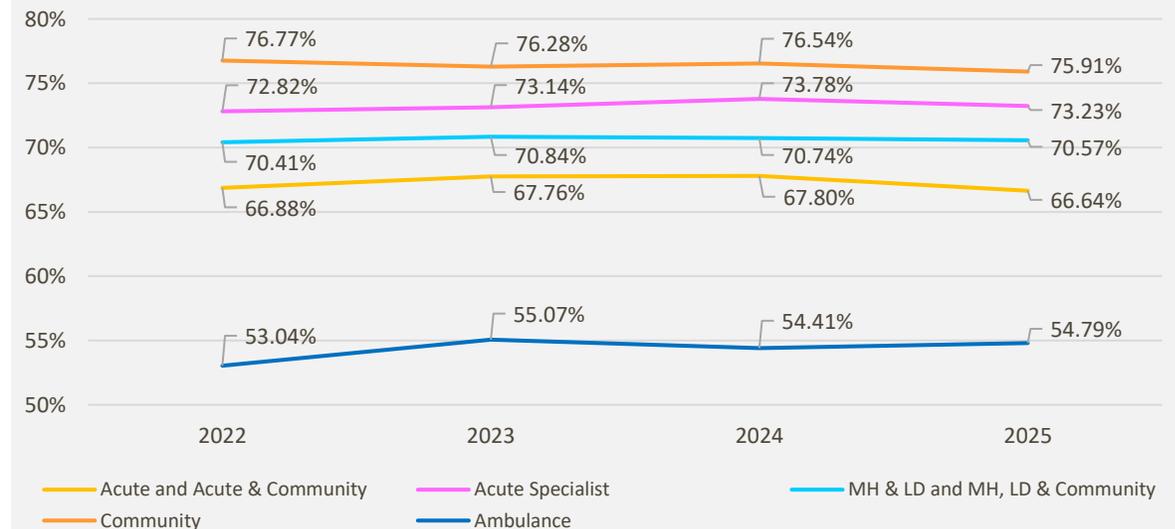
61.02% of staff say that **they are given feedback about changes made in response** to reported errors, near misses and incidents (q19d) (2024: 61.28%, 2023: 61.03%, 2022: 59.89%)

Organisations taking action

This year 33.71% of staff have seen an error, near miss or incident that could have hurt staff and/or patients/service users in the last month. This proportion has remained similar since this question was first asked in 2022.

Approximately two in three staff say that when errors, near misses or incidents are reported, their organisation takes action to ensure they do not happen again. This proportion has decreased for staff at Acute and Acute & Community Trusts this year from 67.80% to 66.64%. At more than three quarters of respondents, Community Trusts continue to have the highest proportion of staff agreeing that their organisation takes action to ensure reported errors, near misses or incidents do not happen again.

% of staff agreeing that when errors, near misses or incidents are reported their organisation takes action to ensure that they do not happen again



➤ For further information...



For more information about the NHS Staff Survey please visit our website:

www.nhsstaffsurveys.com

Our results website provides data from the survey via interactive dashboards:

www.nhsstaffsurveys.com/results/interactive-results/

If you have any questions about any aspect of the NHS Staff Survey please do not hesitate to get in touch with the **Survey Coordination Centre**:



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