



NHS Wales Staff Survey 2024 National Findings Report

**Report produced by Health Education and Improvement Wales
for Welsh Partnership Forum**



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Executive Summary

The 2024 NHS Wales Staff Survey provides crucial insights into workforce engagement, morale, and organisational culture across NHS Wales. The survey saw an increase in response rates to 21.9%, with most staff participating online. While most organisations saw improved response rates, declines in others emphasise the crucial role of local efforts in enhancing staff survey engagement.

The Staff Engagement Index for 2024 declined by 1.1 percentage points to an average of 71%, reflecting a decrease in overall workforce sentiment. Four organisations reported an improvement to their 2023 score.

Key findings from the survey reveal both progress and ongoing challenges:

- Positive Developments:
 - Patient safety perceptions improved by 5.1 percentage points, indicating strengthened organisational responsiveness and learning cultures.
 - Support for flexible working increased by 3.1 percentage points, suggesting greater organisational commitment to work-life balance.
 - Compassionate leadership and recognition showed slight improvements, reinforcing efforts to enhance managerial support and staff appreciation.
- Areas for Improvement:
 - Staff involvement in decision-making declined by 6.5 percentage points, indicating that many feel excluded from important decisions affecting their team, work, or department. This may reduce their sense of ownership and weaken commitment to organisational change.
 - Inclusion positivity score decreased by 1.7 percentage points. Key findings indicate a slight decline in perceptions of feeling valued, kindness, and respect among colleagues, pointing to emerging concerns around workplace relationships and team culture.
 - The team working positivity score fell marginally, by 0.8 percentage points. However, this slight drop is accompanied by declines in trust, reduced confidence in speaking up about poor practice and seeking support from team members—factors that are critical to maintaining a safe and effective healthcare environment.
 - Staff feeling safe from abuse by patients and the public dropped sharply from 83.6% to 74.8%, a total of 8.8 percentage points. This notable decline emphasises an urgent need to address staff safeguards and reinforce a zero-tolerance approach to abuse.

To respond to these findings, NHS Wales will need to take targeted, system-wide and locally driven action to strengthen staff voice, rebuild trust within teams, and prioritise staff safety—ensuring that every member of the workforce feels heard, supported, and protected in their roles.

Introduction

The 2024 NHS Wales Staff Survey was distributed to staff employed by NHS Wales organisations, and bank staff. Staff could complete the survey bilingually in either Welsh or English, using various methods, including online submission via staff intranet pages and mobile devices, paper copies returned via prepaid envelopes, and telephone interviews in their preferred language.

A total of 24,883 responses were received, with 24,588 submissions completed online and 246 via paper copies. Of these, 225 responses were completed in Welsh. The NHS Wales Staff Survey team continued their collaboration with survey experts, applying international best practices in data analysis, staff engagement insights, and evidence-based methodologies. This ongoing refinement ensures the survey aligns with national and local policies while identifying key areas for improvement.

Survey Design and Structure

The survey structure is grounded in evidence-based practice and was designed to reflect the priorities of NHS Wales. The question set focuses on three key areas:

- **Predictors** – factors influencing both staff and patient/service user satisfaction, including Compassionate and Inclusive Leadership, Teamworking, Workload, Inclusion and Discrimination, and Bullying, Harassment and Violence.
- **Processes** – workplace drivers of staff wellbeing and engagement, aligned with the ABC of core needs at work: Autonomy, Belonging, and Contribution.
- **Outcomes** – the effects of workplace experience on staff, such as Burnout, Job Satisfaction, Engagement, and Intention to Leave.

The survey also incorporates recognised standards and indices, including the Staff Engagement Index, Copenhagen Burnout Inventory, HSE Stress Measures, and Workforce Race Equality Standards (WRES).

The 2024 survey retained the same core questions as the 2023 version to ensure consistency. However, based on feedback from respondents and Equality Leads across NHS Wales, the background and demographic questions were revised to encourage greater participation. Initially, a decision was made not to provide paper copies due to low returns in 2023. However, following stakeholder feedback, paper surveys were printed and distributed to organisations two weeks after the survey launch.

The 2024 survey remained open for a two-month period, running from 1st October 2024 to 29th November 2024. The questions were structured into 10 key themes and 20 sub-themes, providing a comprehensive insight into staff experiences.

Data Source and Methodology

The data presented in this report has been provided by IQVIA Inc., the organisation responsible for delivering the 2024 and 2023 NHS Wales Staff Surveys.

IQVIA Inc. uses a range of methodologies and technologies to gather insight and feedback from staff and service users, in a wide range of settings. Working across the NHS for over 40 years, they have been instrumental in the development, mobilisation and delivery of key programmes

within the NHS and have worked in every NHS Trust in England, as well as in organisations across the UK and internationally. Currently they are supporting over 50% of the NHS England National Staff Survey Programme, alongside providing data gathering services for NHS Wales Staff Survey.

Data collection and storage were managed through the Health Education and Improvement Wales (HEIW) data warehouse which is maintained by the in-house Data and Analytics team.

To maintain anonymity, any response data where fewer than 10 individuals shared a particular characteristic has been suppressed. This ensures that individuals cannot be identified based on their responses. Additionally, any blank responses have been excluded from the analysis.

Positivity scores were calculated for each theme and sub-theme, reflecting the proportion of staff who responded positively to relevant questions. The Staff Engagement Index score was determined using weighted responses from seven key questions, ranked on a 1 to 5 scale (ranging from strongly disagree to strongly agree or Never to Always). The final index score was calculated as the average of:

- The weighted percentage scores for questions 22a, 22b, and 22c.
- The weighted percentage scores for questions 23a and 23d.
- The weighted percentage scores for questions 23b and 23c.

A higher Staff Engagement Index score indicates a greater proportion of staff responding positively to engagement-related questions.

Organisations Included

The following NHS Wales organisations were included in this report:

Health Boards

- Aneurin Bevan University Health Board (ABUHB)
- Betsi Cadwaladr University Health Board (BCUHB)
- Cardiff and Vale University Health Board (CAVUHB)
- Cwm Taf Morgannwg University Health Board (CTMUHB)
- Hywel Dda University Health Board (HDUHB)
- Powys Teaching Health Board (PTHB)
- Swansea Bay University Health Board (SBUHB)

Trusts/Authorities

- Digital Health and Care Wales (DHCW)
- Health Education and Improvement Wales (HEIW)
- Public Health Wales (PHW)
- Velindre University NHS Trust (VUNHST)
- Welsh Ambulance Services University NHS Trust (WAST)
- NHS Executive (NHSEx)
- NHS Wales Shared Services Partnership (NWSSP)

Response Rates

Response rates by Tier 1

*rates highlighted green and pink indicate rates higher and lower than the overall NHS Wales response rate.

Tier 1 (Organisation)	Sample size	Responses	Response rate*	vs. 2023 rate	2023 rate
Aneurin Bevan University Health Board	15318	2030	13.3%	▼ -4.87%	18.1%
Betsi Cadwaladr University Health Board	20591	3577	17.4%	▼ -2.84%	20.2%
Cardiff and Vale University Health Board	17295	4639	26.8%	▲ 5.40%	21.4%
Cwm Taf Morgannwg University Health Board	13269	3560	26.8%	▲ 8.70%	18.1%
Digital Health and Care Wales	1271	792	62.3%	▲ 1.78%	60.5%
Health Education and Improvement Wales (HEIW)	506	438	86.6%	▲ 11.40%	75.2%
Hywel Dda University Health Board	12160	2396	19.7%	▲ 7.68%	12.0%
NHS Wales Executive	455	237	52.1%	▼ -5.71%	57.8%
NHS Wales Shared Services Partnership	6182	936	15.1%	▼ -5.26%	20.4%
Powys Teaching Health Board	2577	780	30.3%	▲ 2.28%	28.0%
Public Health Wales	2149	1301	60.5%	▲ 6.79%	53.8%
Swansea Bay University Health Board	15601	2008	12.9%	▼ -5.97%	18.8%
Velindre University NHS trust	1837	619	33.7%	▼ -0.25%	33.9%
Welsh Ambulances Services University NHS Trust	4314	1520	35.2%	▲ 12.08%	23.2%
NHS Wales Total	113525	24833	21.9%	▲ 1.13%	20.7%

The 2024 NHS Wales staff survey response rates show mixed results, with some organisations improving while others experienced declines. Overall, responses increased by 1.13 percentage points to 21.9%. Most responses were delivered online (24,588), compared to paper (245).

Several organisations reported increased response rates. Welsh Ambulance Services University NHS Trust saw the highest rise of 12.08%, from 2023. Health Education and Improvement Wales (HEIW) followed closely behind at an improvement of 11.4% whilst Cwm Taf Morgannwg University Health Board also improved significantly, by 7.68%

Equally, some organisations experienced declines in their participation rates and five organisations in total fall below the average NHS Wales response rate of 21.9%.

Below is a breakdown of 2024 survey respondents by Occupational group (Self-reported)

Number and percentage of respondents by Occupational group: All organisations

Occupational group	Count	%	
Additional Clinical Services	1082	4.4%	
Additional Professional, Scientific and Technical	714	2.9%	
Administrative and Clerical	9465	38.1%	
Allied Health Professionals	2612	10.5%	
Ambulance Service (Professional & Support)	1018	4.1%	
Estates and Ancillary	1193	4.8%	
Healthcare Science Professionals	1618	6.5%	
Medical and Dental	1620	6.5%	
Nursing and Midwifery Registered	5412	21.8%	
Students	78	0.3%	
Unknown	21	0.1%	
Total	24,833	100%	

Staff Engagement Index

The Staff Engagement Index is a key metric used to assess the level of engagement among NHS Wales staff. It provides an overall measure of how valued, motivated, and involved employees feel within their work environment. The index is derived from survey responses related to themes such as staff morale, organisational commitment, and the extent to which employees feel supported in their roles. High engagement scores are associated with improved job satisfaction, retention, and ultimately, better patient outcomes.

Monitoring the Staff Engagement Index is crucial for understanding workforce sentiment and identifying areas for improvement. By benchmarking results year-on-year, NHS organisations can track progress, implement targeted initiatives, and support a more engaged and resilient workforce.

Staff Engagement Index Scores by Organisation (Tier 1)

**scores highlighted green and pink indicate scores higher and lower than the overall 2024 NHS Wales engagement index score.*

Tier 1	2020	2023	2024	vs. 2023
Aneurin Bevan University Health Board	76%	72%	71%	▼ -1.4%
Betsi Cadwaladr University Health Board	73%	72%	71%	▼ -1.1%
Cardiff and Vale University Health Board	74%	73%	71%	▼ -1.9%
Cwm Taf Morgannwg University Health Board	71%	71%	70%	▼ -0.6%
Digital Health and Care Wales	82%	80%	76%	▼ -4.5%
Health Education and Improvement Wales (HEIW)	81%	79%	80%	▲ 0.9%
Hywel Dda University Health Board	76%	72%	71%	▼ -0.7%
NHS Wales Executive	N/A	75%	76%	▲ 1.2%
NHS Wales Shared Services Partnership	79%	76%	77%	▲ 1.4%
Powys Teaching Health Board	78%	76%	75%	▼ -1.1%
Public Health Wales	76%	75%	74%	▼ -0.6%
Swansea Bay University Health Board	75%	73%	71%	▼ -1.8%
Velindre University NHS Trust	78%	76%	77%	▲ 0.5%
Welsh Ambulances Services University NHS Trust	72%	67%	66%	▼ -1.2%

The NHS Wales staff engagement score for 2024 declined by 1.1 percentage points to an average of 71%. Most organisations experienced a decline in engagement scores compared to 2023.

NHS Wales Shared Services Partnership and NHS Wales Executive saw the highest percentage point increase from 2023, 1.4% and 1.2% respectively. Whilst Health Education and Improvement Wales (HEIW) recorded the highest Staff Engagement Index score of 80% (an increase of 0.9 percentage points, from 2023).

In terms of variance from the NHS Wales average, alongside HEIW, NHS Wales Shared Services Partnership and Velindre University NHS Trust also scored significantly above average. On the other hand, Welsh Ambulance Services University NHS Trust had the lowest engagement score, falling 5.9 percentage points below the NHS Wales average.

Reporting on the results

Mirroring last year, we have once again structured staff survey reporting around the NHS Wales People Commitments.

Theme	Sub Theme
We are all able to speak up	Autonomy and control
	Raising concerns
We are compassionate and inclusive	Compassionate culture
	Compassionate Leadership
	Diversity and Equality
	Inclusion
We are continuously learning and improving	Development
	PDR/Appraisal
We are stronger together	Line management
	Team working
We champion flexible working	Support for work-life balance
We nurture healthy working environments	Burnout
	Health and safety climate
	Negative experiences
We recognise everyone's contribution	No related sub-theme

In addition to grouping questions by our People Commitments, there are three broader themes utilised; staff engagement, morale and patient safety across NHS Wales.

Theme	Sub Theme
Morale	Stressors
	Thinking about leaving
	Work pressure
Patient safety	No related sub-theme
Staff engagement	Ability to contribute towards improvement at work (Involvement)
	Intrinsic psychological engagement (Motivation)
	Staff Advocacy and recommendation (Advocacy)

This allows NHS Wales to measure performance against each commitment and theme, focus efforts on areas needing improvement, and demonstrate to staff the value of the survey questions.

Results by Theme

Theme	Year	Positivity score	Annual trend
Morale	2023	55.0%	
	2024	55.3%	0.3% ▲
Patient safety	2023	54.0%	
	2024	59.1%	5.1% ▲
Staff engagement	2023	61.0%	
	2024	60.0%	-1.0% ▼
We are all able to speak up	2023	66.0%	
	2024	66.2%	0.2% ▲
We are compassionate and inclusive	2023	69.8%	
	2024	70.3%	0.5% ▲
We are continuously learning and improving	2023	65.1%	
	2024	64.8%	-0.3% ▼
We are stronger together	2023	69.2%	
	2024	69.7%	0.5% ▲
We champion flexible working	2023	59.7%	
	2024	62.8%	3.1% ▲
We nurture healthy working environments	2023	57.3%	
	2024	58.9%	1.6% ▲
We recognise everyone's contribution	2023	62.5%	
	2024	62.8%	0.3% ▲

**Please note the Staff engagement theme positivity score is independent of the Staff Engagement Index.*

The analysis of the 2024 survey data shows a varied picture across different themes. Morale saw a marginal improvement of 0.4 percentage points from 2023, indicating some stability in staff sentiment. Patient safety reported a significant 5.1 percentage point increase, suggesting positive developments in staff confidence regarding workplace safety measures.

Several cultural and organisational themes showed slight improvements. We are all able to speak up rose by 0.2 percentage points, while we are compassionate and inclusive increased by 0.4 percentage points, reinforcing ongoing efforts to foster an inclusive work environment. We are stronger together and we recognise everyone's contribution also saw modest gains of 0.6 and 0.3 percentage points respectively, indicating a continued emphasis on team cohesion and recognition.

Meanwhile, we champion flexible working saw a notable 3.1 percentage point rise, demonstrating progress in accommodating staff needs for work-life balance. We nurture healthy working environments also increased by 1.6 percentage points, reflecting improvements in workplace conditions and staff wellbeing initiatives. We are continuously learning and improving, and the staff engagement theme saw decline, although small, decreasing by 0.3 and 1.0 percentage points from 2023.

Results by Sub Theme and Question

Morale

Theme	Sub Theme	Question
Morale	Stressors	02a) I have unrealistic time pressures.
		04a) My immediate manager (line manager) encourages me at work.
		14a) I always know what my work responsibilities are.
		14d) I have a choice in deciding how to do my work.
		15f) Relationships at work are strained.
		23d) I am involved in deciding on changes introduced that affect my work/area/team/department.
	Thinking about leaving	24a) I am satisfied in my current role and intend to remain in it for the foreseeable future.
		24b) I often think about leaving this organisation.
		24c) I will probably look for a job at a new organisation in the next 12 months.
		24d) As soon as I can find another job, I will leave this organisation.
	Work pressure	02b) I am able to meet all the conflicting demands on my time at work.
		02c) I have adequate supplies, materials and equipment to do my work.
		02d) There are enough staff at this organisation for me to do my job properly.

Theme	Sub-theme	Year	Positivity	Annual
Morale	Stressors	2023	58.0%	
		2024	58.0%	0.0% ▼
	Thinking about leaving	2023	55.4%	
		2024	56.3%	0.9% ▲
	Work pressure	2023	48.2%	
		2024	48.6%	0.4% ▲

Stressors

The positivity score for stressors remained unchanged at 58.0% from 2023 to 2024, indicating that while stress levels have not worsened, no significant improvements have been achieved in alleviating work-related pressures.

At a question level:

- **Unrealistic time pressures** saw a slight increase in positivity from **28.8% to 30.0%**, suggesting a small reduction in workload concerns.
- **Line manager encouragement** increased from **70.6% to 72.3%**, reflecting improved managerial support.

- **Clarity of work responsibilities** remained relatively stable at **81.2% (down from 81.6%)**, maintaining consistency in role expectations.
- **Autonomy in work decisions** improved from **67.4% to 70.7%**, suggesting greater staff empowerment in how they manage their work.
- **Strained workplace relationships** saw a slight decrease in positivity from **48.1% to 47.9%**, with a concurrent increase in variance, indicating that workplace dynamics remain a challenge.
- **Involvement in decision-making** declined from **54.5% to 48.0%**, indicating reduced staff participation in workplace changes, which may contribute to disengagement.

Thinking About Leaving

The positivity score for this sub-theme increased from 55.4% to 56.3%, reflecting a 0.9 percentage point improvement. This indicates a slight reduction in staff intent to leave their roles, suggesting that some efforts to improve retention and job satisfaction may be having a positive effect. However, with nearly 44% of staff still expressing concerns about remaining in their roles, further focus on job satisfaction, work-life balance, and career development opportunities is necessary.

At a question level:

- **Job satisfaction and retention** saw a marginal decline, with positivity dropping from **57.2% to 56.6%**, indicating slight uncertainty among staff.
- Fewer staff are **considering leaving the organisation**, with scores rising slightly from **48.2% to 48.8%**, indicating a potential improvement in retention efforts.
- Fewer staff **intend to seek new employment within a year**, with an increase from **54.2% to 55.8%**, possibly suggesting a growing awareness of external job opportunities.
- Fewer staff are **actively planning to leave as soon as possible**, with scores rising from **62.1% to 64.2%**, highlighting an improvement in immediate turnover concerns.

Work Pressure

The positivity score for work pressure increased slightly from 48.2% in 2023 to 48.6% in 2024. Although the change is minimal (0.4 percentage points), this suggests a marginal improvement in staff perceptions of their ability to manage workload demands. However, with positivity levels still below 50%, this remains a critical area requiring further intervention. Addressing staffing levels, resource allocation, and workload distribution could contribute to more substantial improvements.

At a question level:

- **Balancing work demands** saw a minimal increase from **52.3% to 52.7%**, with a decline in variance suggesting slight stability.
- **Availability of necessary resources** declined from **60.9% to 59.7%**, indicating potential resource constraints that may impact job effectiveness.
- **Staffing levels** showed a mixed outcome, with positivity increasing from **33.7% to 35.8%**, but variance data suggesting continued challenges in ensuring adequate staffing.

Patient Safety

Theme	Sub Theme	Question
Patient safety	No related sub-theme	13b) My organisation treats staff who are involved in an error, near miss or incident, fairly.
		13c) My organisation encourages us to report errors, near misses or incidents.
		13d) When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.
		13e) We are given feedback about changes made in response to reported errors, near misses and incidents.

Theme	Sub-theme	Year	Positivity	Annual
Patient safety	No related sub-theme	2023	54.0%	
		2024	59.1%	5.1% ▲

The positivity score for patient safety has improved significantly, rising from 54.0% in 2023 to 59.1% in 2024, marking a 5.1 percentage point increase. This upward trend indicates a growing confidence among staff in the organisation’s commitment to patient safety, underpinned by an enhanced culture of learning, accountability, and proactive risk management.

At a question level:

- **Fair Treatment of Staff Involved in Errors, Near Misses, or Incidents** improved from **44.9%** in 2023 to **53.0%** in 2024. This 8.1 percentage point increase suggests a notable rise in staff confidence that errors and near misses are handled fairly. A just culture—where staff are supported rather than blamed—is essential for continued progress in patient safety.
- **Encouragement to Report Errors, Near Misses, or Incidents** increased from **74.1%** to **76.3%**. This indicates a continued emphasis on transparency and learning from incidents, reinforcing a culture where staff feel encouraged to report concerns without fear of reprisal.
- **Taking Action to Prevent Recurrence of Errors, Near Misses, or Incidents** rose from **53.8%** to **58.2%**. This increase suggests that staff perceive the organisation as becoming more proactive in responding to incidents and implementing preventive measures.
- **Providing Feedback on Changes Made in Response to Reported Incidents** increased from **44.1%** to **49.2%**. While this area shows improvement, it remains under 50.0% and needs more focus. Clear and timely communication about the actions taken following an incident is crucial to reinforcing trust and demonstrating organisational learning.

Staff Engagement

Theme	Sub Theme	Question
Staff engagement	Ability to contribute towards improvement at work (Involvement)	23a) I am able to make improvements in my area of work.
		23d) I am involved in deciding on changes introduced that affect my work/area/team/department.
	Intrinsic psychological engagement (Motivation)	22a) I look forward to going to work.
		22b) I am enthusiastic about my job.
		22c) I am happy to go the extra mile at work when required.
	Staff Advocacy and recommendation (Advocacy)	23b) I would recommend my organisation as a place to work.
23c) I am proud to tell people I work for my organisation.		

Theme	Sub-theme	Year	Positivity	Annual
Staff engagement	Ability to contribute towards improvement at work (Involvement)	2023	56.5%	
		2024	54.1%	-2.4% ▼
	Intrinsic psychological engagement (Motivation)	2023	65.5%	
		2024	64.3%	-1.2% ▼
	Staff Advocacy and recommendation (Advocacy)	2023	58.7%	
		2024	59.4%	0.7% ▲

Staff engagement plays a pivotal role in organisational success, impacting job satisfaction, productivity, and overall morale. The latest data reveals a mixed trend in engagement indicators—declines in Involvement and Motivation, but a slight improvement in Advocacy.

Ability to Contribute Towards Improvement at Work (Involvement)

Positivity declined from 56.5% in 2023 to 54.1% in 2024 (-2.4 percentage points), suggesting a reduction in staff empowerment to drive workplace improvements.

At a question level:

- **Making improvements in the work area** increased from **59.5% to 60.9%**, indicating that some staff still feel empowered to implement change.
- **Involvement in decision-making** declined from **54.5% to 48.0%**, highlighting growing concerns about staff participation in shaping organisational changes.

Intrinsic Psychological Engagement (Motivation)

Positivity declined from 65.5% to 64.3% (-1.1 percentage points), suggesting early signs of disengagement.

At a question level:

- **Looking forward to work** remained stable at **50.4%**, indicating no significant change in anticipation for daily job tasks.

- **Enthusiasm for the job** dropped from **66.7% to 64.7%**, reflecting a reduction in overall workplace passion.
- **Willingness to go the extra mile** declined from **80.1% to 78.4%**, though still maintaining a high positive response.

Staff Advocacy and Recommendation (Advocacy)

Positivity improved slightly from 58.7% to 59.4% (+0.8 percentage points), suggesting a stable or slightly improving perception of the organisation. This indicates that while engagement levels may be declining in some areas, staff still see value in recommending their workplace.

At a question level:

- **Recommending the organisation as a workplace** saw a minor increase from **57.3% to 57.7%**, suggesting stability in staff advocacy.
- **Pride in working for the organisation** improved from **61.3% to 62.4%**, reflecting a slight uplift in staff morale and organisational loyalty.

We are all able to speak up

Theme	Sub Theme	Question
We are all able to speak up	Autonomy and control	14a) I always know what my work responsibilities are.
		14b) I am trusted to do my job.
		14c) There are frequent opportunities for me to show initiative in my role.
		14d) I have a choice in deciding how to do my work.
		23d) I am involved in deciding on changes introduced that affect my work/area/team/department.
	Raising concerns	14i) I would feel secure raising concerns about unsafe clinical practice.
		14j) I would feel secure raising concerns about unethical behaviour.
		14k) I am confident my organisation would address my concern.
		17d) I feel safe to speak up about anything that concerns me in this organisation.
		17e) If I spoke up about something that concerned me, I am confident my organisation would address my concern.

Theme	Sub-theme	Year	Positivity	Annual
We are all able to speak up	Autonomy and control	2023	72.6%	
		2024	71.5%	-1.1% ▼
	Raising concerns	2023	59.5%	
		2024	60.9%	1.4% ▲

Autonomy and Control

The positivity score for autonomy and control declined slightly from 72.6% in 2023 to 71.5% in 2024, reflecting a 1.0 percentage point decrease. While this suggests a minor reduction in perceived autonomy, the overall response remains relatively stable. However, a closer look at question-level data highlights contrasting trends within this theme.

- **Role clarity remained stable**, with **81.6%** in 2023 and **81.2%** in 2024, suggesting staff continue to have a clear understanding of their responsibilities.
- **Trust in staff to do their job** remains high but saw a slight dip from **87.4% to 86.6%**, indicating a small reduction in confidence from managers or colleagues.
- **Opportunities to show initiative** decreased from **72.8% to 71.6%**, suggesting that while most staff still feel empowered, there is a minor decline in their ability to take independent action.
- **Choice in how to complete work** improved, rising from **67.4% to 70.7%**, which signals increased flexibility and empowerment in day-to-day tasks.
- **Involvement in decision-making** saw a more significant drop, falling from **54.5% in 2023 to 48.0% in 2024**, suggesting that fewer staff feel included in shaping workplace changes and strategic decisions.

This mixed picture indicates that while day-to-day autonomy (such as role clarity and task execution) remains stable or improving, there is a notable decline in staff involvement in broader decision-making processes. This may contribute to an overall sense of reduced control in the workplace.

Raising Concerns

The positivity score for raising concerns increased from 59.5% in 2023 to 60.9% in 2024, reflecting a 1.4 percentage point improvement. While this indicates progress in staff confidence to speak up, further improvements are needed to strengthen a culture of openness and trust.

- **Confidence in raising concerns about unsafe clinical practice** improved from **72.5% to 73.8%**, suggesting a growing sense of security in reporting safety risks.
- **Feeling secure in reporting unethical behaviour** declined slightly, from **76.8% to 75.2%**, indicating a small reduction in trust regarding reporting ethical concerns.
- **Confidence that concerns will be addressed** increased from **52.6% to 53.7%**, yet an increase in negative responses suggests persistent scepticism about organisational responsiveness.
- **Feeling safe to speak up about any concerns** improved, from **56.6% to 58.8%**, indicating slow but steady progress in workplace culture.
- **Confidence that the organisation will act on concerns** rose from **41.6% to 44.6%**, demonstrating incremental improvements in trust, though significant gaps remain.

We are compassionate and inclusive

Theme	Sub Theme	Question
We are compassionate and inclusive	Compassionate culture	01j) I'd feel able to speak up in my team if I noticed poor or incorrect practice.
		16a) People here are compassionate towards colleagues when they face problems.
		16b) People here give good support to colleagues who are distressed.
		16c) People here are compassionate in the way they behave towards patients/ service users.
		16d) People here take effective action to help patients/service users in distress.
		17a) Care of patients / service users is my organisation's top priority.
		17b) My organisation acts on concerns raised by patients / service users.
		17c) If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.
	17d) I feel safe to speak up about anything that concerns me in this organisation.	
	Compassionate Leaders	04f) My immediate manager (line manager) works together with me to come to an understanding of problems.
		04g) My immediate manager (line manager) is interested in listening to me when I describe challenges I face.
		04i) My immediate manager (line manager) takes effective action to help me with any problems I face.
	Diversity and Equality	14l) I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)
	Inclusion	01h) I feel valued by my team.
		15c) The people I work with are understanding and kind to one another.
15d) The people I work with are polite and treat each other with respect.		

Theme	Sub-theme	Year	Positivity	Annual
We are compassionate and inclusive	Compassionate Culture	2023	69.9%	
		2024	70.5%	0.6% ▲
	Compassionate Leadership	2023	67.7%	
		2024	69.6%	1.9% ▲
	Diversity and Equality	2023	64.2%	
		2024	65.3%	1.1% ▲
	Inclusion	2023	73.6%	
		2024	71.9%	-1.7% ▼

Compassionate Culture

The positivity score for compassionate culture remained relatively stable, with some minor fluctuations across individual aspects. While improvements in patient care and responsiveness are encouraging, the slight decline in speaking up about poor practice and supporting colleagues suggests a need for continued focus on internal team dynamics.

At a question level:

- **Speaking up in the team about poor practice** declined from **74.7%** in 2023 to **72.6%** in 2024, indicating a slight drop in confidence when raising concerns within teams.
- **Compassion towards colleagues facing problems** decreased slightly from **76.8% to 76.2%**, suggesting a marginal decline in perceived supportiveness.
- **Support for distressed colleagues** remained largely stable, with a small dip from **77.8% to 77.6%**, indicating that overall, staff continue to feel well supported.
- **Compassionate behaviour towards patients/service users** improved slightly from **81.5% to 81.8%**, reinforcing NHS Wales' commitment to patient-centred care.
- **Effective action to help distressed patients/service users** rose from **80.7% to 81.3%**, demonstrating a continued commitment in staff responsiveness to patient needs.
- **Care of patients/service users as the top priority** increased from **67.1% to 68.0%**, reflecting stronger confidence in patient care commitments.
- **Organisation acting on concerns raised by patients/service users** improved from **63.3% to 64.6%**, demonstrating better responsiveness to patient feedback.
- **Confidence in the standard of care provided** saw an increase from **53.8%** in 2023 to **55.6%** in 2024, suggesting growing staff trust in the quality of services.
- **Feeling safe to speak up about concerns in the organisation** rose from **56.6% to 58.8%**, indicating progress towards fostering a culture of openness and transparency.

Compassionate Leadership

The positivity score for compassionate leadership increased from 67.7% in 2023 to 69.6% in 2024, reflecting a 1.9 percentage point improvement. This suggests that leadership behaviours are being increasingly recognised as supportive and engaged, with particular improvements in how line managers respond to staff challenges.

At a question level:

- **Line managers working to understand problems** improved from **68.2% to 69.8%**, showing increased managerial support.
- **Line managers taking an interest in staff challenges** rose from **70.8% to 72.1%**, reinforcing positive leadership engagement.
- **Line managers taking effective action to help with problems** increased from **66.9% to 68.7%**, indicating that more staff feel their concerns are being addressed by leadership.

These results suggest that managers are becoming more responsive and proactive in addressing staff concerns, contributing to the broader improvements in compassionate leadership. Sustaining this progress will be essential in ensuring that all staff feel well-supported in their roles.

Diversity and Equality

The positivity score for diversity and equality increased from 64.2% in 2023 to 65.3% in 2024, a 1.1 percentage point improvement. This suggests that organisational efforts towards inclusivity and respect for individual differences are gaining traction.

At a question level:

- **Perceptions of the organisation respecting individual differences** improved from **64.7% to 65.8%**, reinforcing a growing recognition of diversity initiatives.

While this increase is positive, the overall score remains relatively low, suggesting that while progress is being made, continued focus on embedding diversity and equity into everyday workplace practices is needed.

Inclusion

The positivity score for inclusion declined from 73.6% in 2023 to 71.9% in 2024, a 1.7 percentage point decrease. This drop suggests that while compassionate leadership and diversity efforts have improved, they may not yet be translating into a stronger sense of belonging for staff.

At a question level:

- **Feeling valued by the team** declined slightly from **67.9% to 67.0%**, suggesting room for improvement in recognition and appreciation.
- **Colleagues being understanding and kind** fell from **76.0% to 74.3%**, highlighting potential concerns about workplace relationships.
- **Colleagues being polite and respectful** declined from **76.7% to 74.3%**, suggesting a need for continued efforts in fostering mutual respect in the workplace.

We are continuously learning and improving

Theme	Sub Theme	Question
We are continuously learning and improving	Development	18a) This organisation offers me challenging work.
		18b) There are opportunities for me to develop my career in this organisation.
		18c) I have opportunities to improve my knowledge and skills.
		18d) I feel supported to develop my potential.
		18e) I am able to access the right learning and development opportunities when I need to.
	PDR/Appraisal	19a) In the last 12 months, have you had an appraisal, PADR, annual review or development review?
		19b) If yes, to what extent do you agree with the following statements? It helped me to improve how I do my job.
		19c) It helped me agree clear objectives for my work.
		19d) It left me feeling that my work is valued by my organisation.

Theme	Sub-theme	Year	Positivity	Annual
We are continuously learning and improving	Development	2023	61.6%	
		2024	61.3%	-0.3% ▼
	PDR/Appraisal	2023	72.4%	
		2024	71.9%	-0.5% ▼

Development

The positivity score for development declined slightly from 61.6% in 2023 to 61.3% in 2024, reflecting a 0.4 percentage point decrease. This suggests that while learning opportunities remain available, employees may not feel significant growth in their professional development or career progression.

At a question level:

- **Challenging work** decreased from **72.8% to 71.6%**, indicating a small reduction in employees feeling stimulated and engaged in their roles.
- **Opportunities to develop a career within the organisation** dropped from **53.5% to 52.6%**, suggesting that career advancement pathways may not be clearly defined or accessible for all staff.
- **Opportunities to improve knowledge and skills** remained stable at **68.7%**, indicating consistency in access to professional development resources.
- **Feeling supported to develop potential** decreased slightly from **56.5% to 56.4%**, reflecting a minor drop in employees feeling encouraged to reach their full potential.
- **Access to learning and development opportunities** saw a marginal improvement from **56.2% to 56.3%**, indicating small gains in accessibility to training and learning programmes.

The overall stability in access to development resources suggests that training and skill-building opportunities are maintained, but perceptions of career growth, role challenge, and potential development support have seen slight declines, which may contribute to concerns about long-term progression within the organisation.

PDR/Appraisal

The positivity score for PDR/Appraisal declined slightly from 72.4% in 2023 to 71.9% in 2024, reflecting a 0.5 percentage point decrease. This suggests that although employees are engaging with performance evaluations, but the effectiveness of appraisals/reviews in supporting professional growth remains an area for improvement.

At a question level:

- **Participation in PDR/Appraisals** increased from **80.3% to 83.1%**, highlighting a positive shift in performance evaluation engagement.
- **Effectiveness of PDR/Appraisal in job improvement** declined slightly from **65.4% to 64.8%**, suggesting that while appraisals/reviews are being conducted more frequently, their impact on performance growth remains limited.
- **Clarity of objective setting through PDR/Appraisal** dropped from **79.7% to 78.7%**, indicating a slight decline in structured goal-setting and alignment of expectations.
- **Feeling valued through the PDR/Appraisal process** decreased from **73.3% to 72.8%**, suggesting that while more staff are engaging with appraisals, they may not necessarily feel recognised or motivated by the process.

We are stronger together

Theme	Sub Theme	Question
We are stronger together	Line management	04a) My immediate manager (line manager) encourages me at work.
		04b) My immediate manager (line manager) gives me clear feedback on my work.
		04c) My immediate manager (line manager) asks for my opinion before making decisions that affect my work.
		04d) My immediate manager (line manager) takes a positive interest in my health and well-being.
		04e) My immediate manager (line manager) values my work.
		04f) My immediate manager (line manager) works together with me to come to an understanding of problems.
		04g) My immediate manager (line manager) is interested in listening to me when I describe challenges I face.
		04h) My immediate manager (line manager) recognises the importance of staff emotional wellbeing.
		04i) My immediate manager (line manager) takes effective action to help me with any problems I face.
		Team working
	01b) The team I work in often meets to discuss the team's effectiveness.	
	01c) Team members trust each other.	
	01d) Team members understand each other's roles.	
	01e) Team members take time out to reflect and learn.	
	01f) Team members are able to communicate closely with each other to achieve the team's objectives.	
	01g) I enjoy working with the colleagues in my team.	
	01h) I feel valued by my team.	
	01i) I feel able to ask other members of this team for help when I need it.	
	01j) I'd feel able to speak up in my team if I noticed poor or incorrect practice.	
	01k) Team members work well with other teams.	

Theme	Sub-theme	Year	Positivity	Annual
We are stronger together	Line management	2023	66.9%	
		2024	69.0%	2.1% ▲
	Team working	2023	71.0%	
		2024	70.3%	-0.7% ▼

Line Management

The positivity score for line management improved from 66.9% in 2023 to 69.0% in 2024, reflecting a 2.2 percentage point increase. The overall improvements in line management suggest that leadership efforts to engage staff, provide clearer communication, recognise employees' contributions, and support well-being are having a positive effect.

At a question level:

- **Encouragement at work** improved from **70.6% to 72.3%**, indicating stronger managerial support for staff.
- **Clear feedback on work** increased from **63.7% to 65.8%**, reflecting improvements in communication and expectations.
- **Managers asking for opinions before decisions** improved from **58.1% to 60.4%**, reflecting an improvement in leadership practices.

- **Positive interest in staff health and well-being** increased from **69.5% to 72.0%**, reinforcing a greater focus on employee welfare.
- **Managers valuing employees' work** improved from **72.1% to 73.4%**, indicating stronger recognition and appreciation.
- **Understanding of problems** rose from **68.2% to 69.8%**, suggesting better engagement in resolving workplace challenges.
- **Interest in listening to challenges** increased from **70.8% to 72.1%**, demonstrating a growing commitment to staff concerns.
- **Recognition of emotional well-being** improved from **71.0% to 72.3%**, reinforcing the importance of staff support.
- **Taking effective action to help with problems** increased from **66.9% to 68.7%**, reflecting more proactive managerial intervention.

Team Working

The team working positivity score fell from 71.0% in 2023 to 70.3% in 2024—a small decrease of 0.8 percentage points. However, this slight drop is accompanied by declines in trust, role clarity, communication, enjoyment of working with colleagues, alongside reduced confidence in speaking up about poor practice and seeking support from team members—factors that are critical to maintaining a safe and effective healthcare environment.

At a question level:

- **Shared objectives within the team** remained stable at **76.0%**, indicating consistency in team goals.
- **Meetings to discuss team effectiveness** were unchanged at **63.1%**, suggesting that teams continue to engage in reflective discussions.
- **Trust among team members** declined from **67.8% to 66.8%**, highlighting potential concerns about interpersonal team relationships.
- **Understanding of team roles** saw a slight decline from **71.4% to 70.5%**, suggesting minor reductions in role clarity.
- **Time taken to reflect and learn** improved from **52.7% to 53.9%**, indicating small gains in team learning opportunities.
- **Communication within teams** declined from **70.6% to 69.8%**, suggesting emerging challenges in internal team discussions.
- **Enjoyment of working with colleagues** decreased from **81.8% to 80.0%**, pointing to a slight reduction in job satisfaction related to teamwork.
- **Feeling valued by the team** dropped from **67.9% to 67.0%**, indicating a minor decline in team recognition.
- **Comfort in seeking help from team members** declined from **84.5% to 82.1%**, suggesting growing hesitations in collaboration.
- **Confidence in speaking up about poor practice** decreased from **74.7% to 72.6%**, reflecting a slight reduction in staff willingness to raise concerns within their teams.
- **Teams working well with others** remained stable at **71.5% to 71.4%**, indicating consistency in inter-team cooperation.

While shared objectives, meetings for team effectiveness, and inter-team cooperation remained stable, there were declines in trust among team members, understanding of roles, communication, job satisfaction, feeling valued, and confidence in speaking up about poor practice. These changes suggest emerging challenges in team cohesion, collaboration, and recognition. A possible contributing factor could be the continued role of hybrid working amongst

administrative staff groups, where reduced face-to-face interaction can weaken interpersonal connections and hinder effective communication and trust within teams.

We champion flexible working

Theme	Sub-theme	Question
We champion flexible working	Support for work-life balance	14e) I am satisfied with the opportunity for flexible working patterns.
		14f) My organisation is committed to helping me balance my work and home life.
		14g) I achieve a good balance between my work life and my home life.
		14h) I can approach my immediate manager (line manager) to talk openly about flexible working.

Theme	Sub-theme	Year	Positivity	Annual
We champion flexible working	Support for work-life balance	2023	59.7%	
		2024	62.8%	3.1% ▲

Support for work-life balance

The positivity score for support for work-life balance increased from 59.7% in 2023 to 62.8% in 2024, reflecting a 3.1 percentage point improvement. This suggests that employees are experiencing greater flexibility and support in balancing work and home responsibilities, contributing to a more sustainable and positive work environment. The overall increase indicates that recent efforts to promote flexible working arrangements and encourage work-life balance are having a meaningful impact on staff perceptions.

At a question level:

- **Satisfaction with flexible working patterns** increased from **61.3% to 64.9%**, reflecting **greater appreciation of available flexible work options**. This suggests that employees feel more accommodated in their work schedules.
- **Commitment to helping staff balance work and home life** improved from **53.9% to 57.0%**, indicating a stronger organisational focus on supporting employees in managing their professional and personal commitments.
- **Achieving a good balance between work and home life** rose from **58.8% to 60.4%**, showing a growing number of employees feel they can successfully manage both aspects of their lives.
- **Confidence in approaching line managers about flexible working** increased from **69.5% to 72.0%**, suggesting that employees feel more comfortable discussing flexible work arrangements with their managers, potentially due to greater managerial openness and support in this area.

These improvements indicate that work-life balance initiatives are becoming more embedded in workplace culture, with increased confidence in discussing flexible work arrangements and higher satisfaction with organisational support.

We nurture healthy working environments

Theme	Sub Theme	Question
We nurture healthy working environments	Burnout	20a) How often, if at all, do you find your work emotionally exhausting?
		20b) How often, if at all, do you feel burnt out because of your work?
		20c) How often, if at all, does your work frustrate you?
		20d) How often, if at all, are you exhausted at the thought of another day/shift at work?
		20e) How often, if at all, do you feel worn out at the end of your working day/shift?
		20f) How often, if at all, do you feel that every working hour is tiring for you?
		20g) How often, if at all, do you not have enough energy for family and friends during leisure time?
	Health and safety climate	02a) I have unrealistic time pressures.
		02b) I am able to meet all the conflicting demands on my time at work.
		02c) I have adequate supplies, materials and equipment to do my work.
		02d) There are enough staff at this organisation for me to do my job properly.
		21a) My organisation takes positive action on health and wellbeing.
	Negative experiences	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
		09b) In the last 12 months how many times have you personally experienced harassment or bullying at work from...? Managers / Team leaders
		09c) In the last 12 months how many times have you personally experienced harassment or bullying at work from...? Other colleagues
		09d) The last time you experienced harassment or bullying at work, did you or a colleague report it?
		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
		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
		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?
		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?
		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
		12b) In the last 12 months how many times have you personally experienced physical violence at work from...? Managers / Team leaders
		12c) In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues
		12d) The last time you experienced physical violence at work, did you or a colleague report it?
		21b) In the last 12 months, have you experienced musculoskeletal problems (MSK) as a result of work activities?
		21c) During the last 12 months have you felt unwell as a result of work-related stress?
		21d) In the last three months have you ever come to work despite not feeling well enough to perform your duties?
		21e) Have you felt pressure from your manager to come to work?

Theme	Sub-theme	Year	Positivity	Annual
We nurture healthy working environments	Burnout	2023	28.0%	
		2024	31.8%	3.8% ▲
	Health and safety climate	2023	44.1%	
		2024	45.0%	0.9% ▲
	Negative experiences	2023	87.4%	
		2024	87.7%	0.3% ▲

Burnout

The positivity score for burnout increased from 28.0% in 2023 to 31.8% in 2024, reflecting a 3.8 percentage point increase. Simultaneously the negativity scores decreased, suggesting burnout levels have slightly declined, with less staff experiencing emotional fatigue and workplace dissatisfaction.

At a question level:

- Fewer **staff found work emotionally exhausting**, with positivity scores improving from **21.1% to 23.3%**, suggesting a slight boost in emotional resilience.
- More staff reported **not feeling burnt out because of work**, with an increase from **27.2% to 31.3%**, reflecting reduced workplace stress.
- An improvement in **work frustration levels** was seen, rising from **16.2% to 20.9%**, indicating better job satisfaction.
- More staff felt less **exhausted at the thought of another workday**, with scores increasing from **33.0% to 40.1%**, highlighting an improved outlook on daily workload.
- **Feeling worn out at the end of the working day** improved, rising from **18.7% to 22.7%**, suggesting reduced end-of-day fatigue.
- **Every working hour feeling tiring** improved from **49.2% to 55.1%**, pointing to decreased workplace fatigue.
- An increase from **49.2% to 55.1%** in those not **finding every hour tiring** points to improved stamina during the workday.
- Fewer staff reported **having energy for family and friends during leisure time**, with scores declining from 32.6% to 30.7%, suggesting a slight drop in work-life balance.

Overall, staff wellbeing indicators have improved across most measures, with notable gains in emotional resilience, reduced burnout, and improved energy levels throughout the workday. However, a slight decline in work-life balance suggests some staff may still be struggling to maintain energy for personal time. Continued focus on workload management and support for maintaining boundaries outside of work is recommended to sustain and build on these improvements.

Health and Safety Climate

The positivity score for health and safety climate saw a slight improvement, rising from 44.1% in 2023 to 45.0% in 2024, reflecting a 0.9 percentage point increase. While there are some marginal improvements in staffing adequacy and ongoing workload pressures, resource constraints still remain a challenge.

At a question level:

- Less staff reported **unrealistic time pressures**, with scores improving slightly from **28.8% to 30.0%**, though workload demands remain a concern.
- A larger proportion of staff felt able to **meet conflicting demands at work**, with a small increase from **52.3% to 52.7%**, suggesting improved task balance.
- Fewer staff felt they had **adequate supplies, materials, and equipment**, as scores declined from **60.9% to 59.7%**, indicating ongoing resource challenges.
- More staff felt there were **enough colleagues to do the job properly**, with scores improving from **33.7% to 35.8%**, pointing to slightly better staffing levels.

- More staff agreed the **organisation is taking positive action on health and well-being**, with scores increasing from 49.1% to 50.8%, reflecting small gains in well-being support.

Negative Experiences

The positivity score for negative experiences rose slightly from 87.4% in 2023 to 87.7% in 2024, marking a 0.3 percentage point improvement. While this suggests a marginal reduction in harassment, bullying, and physical violence, a sharp rise in reported abuse from patients and the public highlights the need to strengthen staff safety measures in patient/public facing environments.

At a question level:

- Fewer staff experienced **harassment or bullying from patients/public**, with scores improving from **74.6% to 77.6%**, suggesting a reduction in incidents.
- More staff felt free from **harassment or bullying by managers/team leaders**, with an increase from **80.1% to 82.2%**, indicating positive progress in leadership behaviour.
- Fewer staff reported **harassment or bullying from colleagues** with scores improving from **77.3% to 78.8%**, pointing to better workplace relationships.
- More staff reported not experiencing **physical violence from patients/public**, with scores rising from **91.8% to 93.1%**, indicating positive steps in creating a safer environment.
- Reports of not experiencing **physical violence from managers/team leaders** increased marginally from **99.2% to 99.3%**, showing little variation.
- Fewer staff reported **physical violence from colleagues**, with a small improvement from **98.8% to 99.0%**, indicating a reduction in incidents.
- Staff feeling safe from **abuse by patients/public** declined from **83.6% to 74.8%**, highlighting a significant rise in safety concerns.
- More staff **reported abuse incidents**, with reporting scores improving from **42.2% to 49.7%**, suggesting increased confidence in reporting mechanisms.
- Fewer staff avoided **coming to work while unwell**, with a slight increase from **39.9% to 40.2%**, reflecting ongoing concerns with presenteeism.
- Fewer staff **felt pressured by managers to attend work when unwell**, with a small improvement from 79.7% to 78.9%, indicating slight progress in reducing pressure.

The findings show modest improvements in staff experiences with harassment, bullying, and physical violence, particularly in interactions with managers, colleagues, and the public, as well as increased confidence in reporting abuse. However, a significant decline in staff feeling safe from abuse by patients or the public raises concerns about workplace safety. Presenteeism remains an issue, though slight improvements suggest reduced pressure from managers to attend work while unwell.

We recognise everyone's contribution

Theme	Sub Theme	Question
We recognise everyone's contribution	No related sub-theme	04e) My immediate manager (line manager) values my work.
		15a) I get recognition for good work.
		15b) The organisation values my work.
		15e) The people I work with show appreciation to one another.

Theme	Sub-theme	Year	Positivity	Annual
We recognise everyone's contribution	No related sub-theme	2023	62.5%	
		2024	62.8%	0.3% ▲

The positivity score for recognising contributions showed a slight increase from 62.5% in 2023 to 62.8% in 2024, reflecting a 0.3 percentage point improvement. This suggests marginal progress in staff feeling valued, indicating that recognition efforts have not yet led to a significant shift in workplace appreciation.

At a question level:

- **Line manager valuing staff work** improved from **72.1% to 73.4%**, suggesting an increase in managerial recognition of employee contributions.
- **Receiving recognition for good work** saw a minor increase from **58.3% to 58.5%**, indicating consistent but limited improvement in direct recognition.
- **Organisation valuing staff work** increased slightly from **49.5% to 50.1%**, reflecting only a small improvement in overall organisational appreciation.
- **Colleagues showing appreciation to each other** declined from **72.4% to 70.8%**, suggesting a downward trend in peer-to-peer recognition and support.

While managers are increasingly recognising staff contributions, broader organisational appreciation and peer recognition remain areas for improvement. Ensuring that recognition is embedded across all levels of the organisation, not just through line managers, will be crucial in fostering a more supportive and appreciative workplace culture.

Conclusion

The 2024 NHS Wales Staff Survey highlights the complexities and challenges of workforce engagement in a demanding healthcare environment.

Although response rates have improved since 2023, they still represent just under 22% of the eligible respondent pool, highlighting the need for further efforts to amplify staff voices across NHS Wales. Additionally, there is significant variation in response rates between NHS organisations, which should be addressed at the senior leadership level. To ensure continued participation, it is essential to demonstrate the value of the NHS Wales Staff Survey both nationally and locally.

While there has only been a 1.0 percentage point decline in the Staff Engagement Index from 2023 for NHS Wales, this slight decrease still warrants attention as it may indicate emerging challenges in maintaining staff engagement levels.

One of the seven questions in the Staff Engagement Index asks if staff feel involved or engaged in decisions about changes affecting their work, area, team, or department. In 2024, only 48.0% of respondents felt engaged, down from 54.5% in 2023. The 6.5 percentage point drop suggests a decline in staff perception of being included or consulted in key decisions, which could impact overall morale and their sense of ownership and commitment to organisational changes.

NHS Wales remains committed to fostering inclusive and healthier working environments for staff, patients, service users, and local communities. While survey findings show positive improvements in staff experiences with harassment, bullying, physical violence, and sexual violence, there has been a significant rise in staff reporting abuse from patients and the public. This highlights the need for targeted intervention to reinforce NHS Wales' priority of safeguarding staff while delivering excellent care.

The survey results on teamworking revealed declines in trust among team members, clarity of roles, communication, job satisfaction, feeling valued, and confidence in speaking up about poor practice. There is also a decline in perceptions of colleagues being understanding, kind, polite, and respectful. These changes suggest rising challenges regarding workplace relationships, mutual respect, team cohesion, and recognition.

A mutual contributing factor to these findings could be the impact of boundary less hybrid working, where reduced face-to-face interaction can lead to a sense of disconnection and decreased feelings of belonging, making it harder for team members to maintain strong, supportive relationships and a respectful work environment. Staff recruited and inducted into office-based roles, where hybrid working is the norm, may not have had enough opportunities for face-to-face interaction with their teams early on, potentially hindering their sense of connection to the team and the organisation.

Recent studies have shown that remote and hybrid working can lead to feelings of isolation, reduced team bonding, and communication breakdowns. A balance between remote and in-person work is crucial for maintaining strong team dynamics and ensuring staff feel supported and engaged.

While participation in PDR/Appraisals has increased from 80.3% to 83.1%, the effectiveness and impact of the process have seen slight declines. Staff report lower clarity in objective setting and feeling less valued through the process, suggesting a need to enhance the quality and meaningfulness of appraisals to better support performance, motivation, and development.

The 2024 staff survey results underscore the continued need to address key areas across NHS Wales. While there have been marginal improvements, efforts must persist to reduce workload pressures by improving staffing levels and distributing work more effectively. Strengthening leadership and organisational support is also essential—empowering managers to recognise, engage, and support staff can significantly boost engagement. Finally, embedding a culture of safety and inclusion remains critical, with improvements seen in most areas of raising concerns, though challenges remain in reporting unethical behaviour and poor practice within teams.

With the release of both local and national findings, it is essential for local organisations to continue developing their annual action plans and to visibly implement even small, meaningful

improvements. Demonstrating progress in response to staff feedback reinforces the value of the national survey and fosters ongoing engagement. Greater participation strengthens the people's voice across NHS Wales, supporting the creation of inclusive, healthier working environments where staff feel empowered to be their authentic selves—ultimately boosting retention, nurturing internal talent, and driving improvements in patient care and service delivery across our healthcare system.

Appendix 1: Heatmaps

Monitoring questions were included in both the 2023 and 2024 staff surveys to gather data on the experiences of different staff groups, helping to identify and understand any differences in how individuals are treated or how they feel within the organisation.

The following heatmaps demonstrate a comparison of positivity scores by themes for staff occupational groups and monitoring questions asked in 2024.

This includes

• Age	• Caregiver status
• Disability -	• Ethnicity
• Gender	• Grade
• Homeworking status	• Neurodiversity
• Recruited from outside of UK	• Religion
• Sex	• Sexual Orientation
• Tenure	• Works in Mental Health

Note: Scores highlighted in green fall above the all Wales average and scores highlighted in pink fall below the all Wales average.

Occupational Group

Comparison of positivity scores (%) by Occupational group for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Occupational group	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
Additional Clinical Services	56.1%	50.5%	59.7%	64.2%	68.4%	62.8%	66.8%	61.8%	59.0%	61.3%
Administrative and Clerical	61.3%	52.7%	70.0%	71.4%	74.1%	72.4%	76.9%	76.0%	64.0%	72.8%
Allied Health Professionals / Healthcare Scientists / Scientific and Technical	54.1%	59.4%	60.7%	67.1%	71.0%	68.0%	70.4%	57.0%	55.8%	62.2%
Ambulance Service (Professional & Support)	39.2%	43.0%	41.6%	46.9%	56.4%	54.1%	52.2%	34.0%	44.4%	41.0%
Medical and Dental	50.7%	51.8%	57.2%	62.5%	66.6%	68.4%	65.3%	45.6%	52.6%	56.9%
Nursing and Midwifery Registered	52.4%	59.9%	59.6%	68.2%	72.0%	68.4%	70.3%	55.1%	50.9%	61.2%
Public Health	59.6%	52.1%	64.1%	67.3%	71.3%	67.1%	70.7%	70.4%	65.4%	67.5%
Unknown	44.1%	40.3%	43.4%	51.6%	48.3%	43.2%	39.3%	39.6%	51.1%	39.7%

Comparison of positivity scores (%) by Occupational group for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Occupational group	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
Additional Clinical Services	54.5%	60.1%	56.8%	64.2%	68.6%	64.0%	66.7%	58.0%	58.0%	59.9%
Additional Professional, Scientific and Technical	54.2%	64.6%	60.5%	68.1%	72.3%	69.5%	74.0%	62.9%	58.8%	66.1%
Administrative and Clerical	60.6%	60.1%	64.5%	68.9%	72.9%	68.7%	73.8%	73.4%	65.2%	69.0%
Allied Health Professionals	56.0%	59.1%	63.4%	69.4%	74.3%	71.2%	75.2%	63.7%	57.2%	67.5%
Ambulance Service (Professional & Support)	43.6%	49.1%	45.0%	49.8%	60.1%	55.1%	56.7%	42.1%	47.0%	44.9%
Estates and Ancillary	50.9%	52.0%	53.4%	60.8%	59.4%	56.8%	56.0%	57.7%	56.8%	51.8%
Healthcare Science Professionals	53.6%	65.0%	57.4%	64.5%	68.4%	64.0%	65.9%	56.1%	57.9%	57.9%
Medical and Dental	50.0%	53.1%	54.9%	61.6%	65.7%	66.3%	63.5%	50.6%	54.0%	55.5%
Nursing and Midwifery Registered	53.0%	61.2%	59.3%	67.4%	71.4%	67.4%	69.9%	59.0%	53.0%	61.2%
Students	51.0%	66.7%	55.1%	59.8%	63.8%	62.4%	58.1%	56.8%	57.9%	55.6%
Unknown	61.2%	65.7%	60.0%	71.5%	64.1%	60.6%	59.9%	68.4%	64.5%	54.4%

Age

Comparison of positivity scores (%) by Age group for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Age group	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
16-20	64.1%	55.1%	63.1%	71.1%	73.4%	70.1%	70.3%	67.1%	64.9%	63.5%
21-30	55.6%	59.1%	60.4%	67.3%	72.8%	71.5%	71.1%	56.3%	58.1%	65.4%
31-40	55.5%	56.8%	62.9%	68.6%	72.7%	71.1%	72.4%	61.4%	57.6%	65.7%
41-50	54.8%	54.9%	63.1%	67.5%	71.0%	68.3%	70.8%	61.8%	56.5%	64.0%
51-65	56.2%	51.8%	60.7%	65.3%	68.6%	63.9%	67.6%	60.4%	57.3%	60.8%
66+	59.8%	50.3%	63.0%	64.5%	66.7%	59.2%	62.8%	59.6%	62.5%	57.1%
Prefer not to say	36.7%	33.8%	33.4%	43.7%	48.1%	48.0%	49.9%	41.1%	46.6%	41.1%
Unknown	47.1%	45.2%	51.7%	54.0%	49.6%	51.6%	39.5%	39.5%	48.0%	39.0%

Comparison of positivity scores (%) by Age group for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Age group	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
16-20	61.3%	74.3%	62.7%	70.4%	76.5%	68.3%	74.8%	67.2%	67.2%	70.5%
21-30	56.1%	64.1%	59.6%	67.5%	73.1%	70.7%	71.6%	59.9%	60.0%	66.0%
31-40	56.3%	62.7%	62.0%	69.2%	73.0%	70.7%	72.7%	65.5%	59.5%	65.7%
41-50	56.2%	60.3%	62.6%	68.3%	71.9%	68.8%	71.7%	65.2%	58.3%	64.6%
51-65	58.1%	57.9%	62.0%	67.4%	70.8%	66.2%	70.1%	64.7%	59.5%	63.6%
66+	65.0%	61.6%	69.5%	69.8%	74.8%	67.6%	73.6%	71.0%	67.4%	68.8%
Prefer not to say	37.0%	41.5%	38.6%	44.9%	51.4%	49.2%	51.0%	44.7%	49.3%	40.9%
Unknown	54.2%	58.3%	62.4%	69.4%	67.5%	65.7%	68.0%	67.3%	60.7%	63.4%

Caregiver status

Comparison of positivity scores (%) by Caregiver status for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Caregiver status	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
No	56.2%	55.5%	62.1%	67.4%	71.2%	68.5%	70.4%	60.8%	58.2%	63.9%
Prefer not to say	39.5%	34.8%	43.1%	47.4%	50.1%	50.8%	53.2%	42.6%	46.5%	44.6%
Unknown										
Yes	52.1%	50.4%	59.2%	63.1%	67.0%	62.5%	66.2%	57.6%	53.4%	59.4%

Comparison of positivity scores (%) by Caregiver status for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Caregiver status	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environment	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
No	57.1%	61.2%	62.0%	68.3%	72.2%	69.1%	71.5%	64.3%	60.0%	64.9%
Prefer not to say	38.1%	43.3%	39.3%	46.9%	52.1%	50.0%	53.2%	46.1%	49.1%	43.0%
Unknown	54.6%	61.1%	59.9%	66.9%	71.1%	63.5%	70.0%	62.9%	59.7%	63.2%
Yes	53.3%	55.2%	58.4%	63.7%	68.3%	63.8%	67.7%	61.8%	55.4%	60.4%

Disability

Comparison of positivity scores (%) by Disability for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Disability	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
No	56.4%	55.7%	62.8%	67.9%	71.5%	68.9%	70.7%	61.5%	58.3%	64.3%
Prefer not to say	42.7%	37.3%	45.4%	49.9%	53.9%	52.2%	55.1%	44.7%	48.8%	46.2%
Unknown										
Yes	49.6%	48.3%	54.3%	59.1%	64.6%	59.3%	63.5%	53.0%	51.4%	55.9%

Comparison of positivity scores (%) by Disability for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Disability	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
No	58.0%	61.8%	63.3%	69.5%	73.0%	69.7%	72.3%	65.6%	60.6%	65.9%
Prefer not to say	40.9%	45.5%	43.0%	49.8%	55.9%	53.1%	56.2%	48.4%	50.4%	46.9%
Unknown	51.9%	46.7%	55.8%	62.3%	66.0%	63.4%	66.0%	60.8%	55.3%	59.4%
Yes	51.0%	54.2%	54.4%	60.1%	65.5%	61.9%	65.1%	57.7%	53.2%	57.2%

Ethnicity

Comparison of positivity scores (%) by Ethnicity for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Ethnicity	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
Another race or ethnicity - please identify	48.3%	52.6%	57.9%	60.3%	64.1%	65.0%	65.0%	54.6%	51.2%	58.3%
Arabic	56.1%	61.7%	65.2%	70.9%	79.0%	77.7%	78.0%	59.8%	59.5%	66.4%
Asian/British Asian: Bangladeshi	60.2%	71.1%	69.7%	69.8%	77.6%	73.8%	76.5%	63.7%	65.8%	67.2%
Asian/British Asian: Chinese	51.6%	62.1%	59.4%	67.9%	71.6%	74.6%	68.9%	60.9%	60.2%	69.0%
Asian/British Asian: Indian	56.0%	64.7%	71.5%	68.9%	73.0%	73.7%	71.1%	59.1%	60.3%	66.6%
Asian/British Asian: Other	51.5%	57.6%	61.5%	64.3%	67.9%	69.6%	64.2%	60.4%	55.2%	63.3%
Asian/British Asian: Pakistani	54.1%	54.3%	66.6%	64.8%	64.6%	68.7%	64.8%	51.2%	54.4%	59.9%
Black/British Black: African	58.3%	62.2%	71.3%	68.4%	75.7%	72.8%	75.7%	56.9%	62.3%	70.9%
Black/British Black: Caribbean	55.9%	63.2%	62.0%	60.0%	71.9%	66.0%	73.4%	61.2%	59.2%	65.1%
Black/British Black: Other	50.0%	42.2%	57.1%	60.6%	66.8%	68.7%	55.9%	53.1%	52.2%	51.6%
Mixed Race: Asian & White	54.4%	48.9%	59.7%	63.1%	66.6%	66.8%	66.2%	57.5%	57.4%	62.5%
Mixed Race: Black & Asian										
Mixed Race: Black & White	48.7%	52.7%	53.2%	57.7%	65.3%	62.2%	63.9%	56.3%	52.8%	51.8%
Mixed Race: Other	50.4%	50.8%	56.9%	60.3%	66.3%	62.4%	67.5%	54.4%	54.3%	58.9%
Prefer not to say	38.8%	36.7%	42.9%	47.1%	51.5%	52.1%	53.3%	41.8%	47.2%	44.5%
Traveller: Gypsy or Roma										
Traveller: Irish										
Unknown	51.6%	50.5%	64.4%	59.0%	61.4%	54.6%	50.8%	51.6%	56.4%	62.2%
White: British (British/English/Northern Irish/Scottish/Welsh)	56.0%	54.4%	61.6%	67.1%	70.8%	67.4%	70.0%	60.9%	57.5%	63.4%
White: European	52.0%	51.8%	57.1%	62.5%	67.5%	64.4%	66.3%	55.0%	55.4%	58.6%
White: Irish	49.6%	50.1%	60.0%	64.1%	68.5%	68.8%	69.3%	57.1%	53.2%	62.9%

Comparison of positivity scores (%) by Ethnicity for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Ethnicity	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
Another race or ethnicity - please identify	54.0%	54.1%	60.0%	61.2%	67.1%	66.4%	68.6%	64.3%	58.0%	62.1%
Arabic	47.5%	64.7%	48.5%	64.4%	67.1%	62.7%	61.5%	61.4%	53.2%	63.6%
Asian / British Asian: Bangladeshi	53.9%	72.6%	61.7%	66.0%	73.4%	74.8%	72.1%	58.7%	62.8%	60.6%
Asian / British Asian: Chinese	60.6%	71.3%	63.8%	77.8%	80.7%	80.1%	81.6%	63.9%	60.6%	77.2%
Asian / British Asian: Indian	58.6%	67.9%	71.1%	70.5%	73.3%	71.1%	71.2%	70.3%	65.5%	67.6%
Asian / British Asian: Other	57.0%	72.0%	70.2%	73.6%	75.7%	76.0%	73.7%	70.5%	60.6%	68.6%
Asian / British Asian: Pakistani	51.9%	77.2%	57.7%	69.2%	73.9%	69.7%	72.4%	57.4%	60.7%	68.9%
Black / British Black: African	60.0%	65.1%	73.5%	70.2%	78.4%	73.7%	75.7%	67.7%	67.6%	68.8%
Black / British Black: Caribbean	53.3%	51.5%	54.3%	57.8%	62.3%	60.5%	64.5%	58.5%	57.7%	56.3%
Black / British Black: Other	51.1%	55.8%	61.3%	66.3%	67.5%	64.2%	66.3%	60.3%	56.0%	66.2%
Mixed Race: Asian & White	63.0%	63.9%	69.1%	74.5%	75.4%	73.6%	74.1%	66.0%	61.6%	65.0%
Mixed Race: Black & Asian										
Mixed Race: Black & White	54.2%	60.6%	56.2%	65.6%	66.1%	62.5%	68.7%	60.5%	58.8%	59.0%
Mixed Race: Other	53.8%	55.7%	58.3%	65.1%	67.7%	65.1%	66.7%	61.2%	57.0%	60.8%
Prefer not to say	37.3%	41.5%	39.6%	46.4%	52.0%	50.9%	52.1%	44.6%	48.5%	42.8%
Traveller: Gypsy or Roma	44.4%	47.9%	38.5%	55.4%	57.7%	51.5%	58.5%	51.9%	41.3%	50.0%
Traveller: Irish	36.1%	46.2%	41.1%	60.6%	67.5%	58.0%	71.2%	57.8%	45.5%	57.8%
Unknown	46.5%	45.4%	50.0%	56.1%	60.3%	54.0%	59.8%	55.1%	55.6%	49.3%
White: British (British / English / Northern Irish / Scottish / Welsh)	57.4%	60.8%	61.9%	68.3%	72.3%	68.7%	71.8%	64.8%	59.5%	64.9%
White: European	53.6%	56.7%	58.4%	64.1%	68.0%	64.8%	67.7%	60.5%	57.1%	60.4%
White: Irish	54.8%	62.0%	63.4%	69.2%	73.4%	70.4%	73.0%	58.9%	56.8%	69.2%

Gender

Comparison of positivity scores (%) by Gender for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Gender	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
Female	56.1%	55.0%	61.9%	67.1%	71.0%	67.5%	69.9%	60.6%	58.9%	63.1%
Male	54.3%	53.8%	61.4%	66.0%	69.4%	67.8%	69.4%	59.8%	58.6%	63.5%
Non-binary	54.7%	40.2%	57.5%	63.9%	65.1%	57.6%	69.5%	59.2%	52.3%	67.4%
Prefer not to say	37.3%	34.3%	39.5%	45.9%	49.8%	50.5%	52.6%	39.8%	47.0%	42.7%
Prefer to self describe (please specify)	37.3%	35.3%	37.3%	43.4%	48.5%	46.3%	51.2%	43.3%	45.2%	44.4%
Unknown										

Comparison of positivity scores (%) by Gender for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Gender	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
Female	57.6%	61.2%	62.3%	68.6%	72.6%	68.7%	71.6%	64.8%	59.2%	64.8%
Male	55.1%	53.3%	60.8%	66.3%	70.7%	68.2%	70.9%	63.5%	60.1%	64.5%
Non-binary	49.5%	48.0%	50.7%	53.9%	64.8%	65.4%	69.0%	46.8%	51.1%	60.7%
Prefer not to say	36.2%	40.9%	37.6%	43.8%	49.3%	48.0%	49.9%	42.8%	48.5%	39.9%
Prefer to self describe (please specify)	35.2%	33.6%	35.3%	42.0%	48.9%	48.5%	49.6%	42.6%	44.4%	39.3%
Unknown	54.6%	54.2%	59.2%	67.4%	68.1%	61.9%	67.0%	69.2%	60.2%	63.4%

Grade

Comparison of positivity scores (%) by Grade for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

*This question was not asked in 2023.

Grade	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
Band 1-4	55.3%	56.2%	55.6%	63.0%	67.6%	60.0%	64.2%	60.6%	60.8%	58.8%
Band 5-7	55.4%	60.2%	60.2%	66.7%	71.3%	68.2%	71.3%	63.6%	57.8%	63.6%
Band 8 and above	58.7%	65.7%	70.4%	73.8%	75.6%	75.7%	79.0%	72.2%	59.3%	72.2%
Consultant	49.8%	52.0%	56.9%	62.6%	65.1%	68.9%	63.8%	51.3%	53.2%	55.2%
Doctors in Training	45.8%	51.7%	48.9%	58.2%	66.0%	70.9%	67.0%	39.8%	53.0%	60.5%
Medical & Dental Other	53.4%	54.3%	58.7%	65.2%	68.5%	69.9%	67.6%	55.4%	56.0%	59.8%
Medical SAS	44.5%	56.3%	49.4%	52.3%	61.6%	57.7%	57.7%	45.2%	52.3%	43.7%
Other	54.8%	58.2%	60.3%	65.1%	67.5%	65.8%	66.3%	63.0%	59.5%	61.7%
Salaried Primary Care Dentist	49.1%	52.4%	43.4%	53.9%	52.3%	46.7%	45.3%	36.1%	52.3%	44.1%
Unknown										

Homeworking frequency

Comparison of positivity scores (%) by Homeworking frequency for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Homeworking frequency	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
Always	65.6%	51.6%	68.8%	72.1%	74.9%	72.6%	79.3%	83.4%	68.2%	75.3%
Never	48.8%	51.5%	52.0%	58.9%	63.8%	58.1%	59.8%	44.5%	52.5%	51.8%
Often	62.2%	54.9%	70.2%	73.1%	75.5%	75.1%	78.3%	78.8%	63.8%	73.7%
Rarely	53.6%	56.6%	61.6%	66.5%	71.0%	68.4%	70.4%	54.1%	54.2%	62.7%
Sometimes	56.4%	56.8%	65.5%	70.0%	72.9%	72.1%	73.4%	64.5%	56.5%	66.6%
Unknown										

Comparison of positivity scores (%) by Homeworking frequency for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Homeworking frequency	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
Always	65.4%	63.4%	66.0%	72.0%	76.1%	72.7%	78.2%	83.5%	68.8%	73.9%
Never	49.6%	55.2%	51.1%	59.6%	64.5%	58.4%	60.7%	49.8%	54.4%	52.8%
Often	62.6%	63.7%	69.6%	73.1%	76.3%	75.2%	79.0%	79.3%	65.4%	74.2%
Rarely	54.5%	60.4%	61.6%	66.9%	72.1%	68.9%	72.2%	59.1%	56.2%	63.6%
Sometimes	56.4%	61.4%	64.1%	69.4%	72.3%	71.3%	73.1%	67.2%	58.0%	66.4%
Unknown	51.0%	52.6%	57.6%	61.9%	65.0%	61.0%	64.2%	58.6%	58.3%	56.0%

Neurodiversity

Comparison of positivity scores (%) by Neurodiversity for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Neurodiversity	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
No	56.0%	54.8%	62.1%	67.1%	70.7%	67.7%	69.9%	60.8%	57.8%	63.3%
Prefer not to say	42.7%	39.8%	46.3%	50.9%	54.6%	54.6%	56.9%	45.0%	48.6%	48.9%
Unknown										
Yes	50.6%	52.0%	56.7%	61.9%	68.2%	65.0%	67.6%	55.2%	52.5%	60.4%

Comparison of positivity scores (%) by Neurodiversity for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Neurodiversity	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
No	57.4%	60.9%	62.4%	68.5%	72.2%	68.7%	71.4%	65.1%	60.0%	64.8%
Prefer not to say	41.3%	45.6%	43.5%	50.1%	56.1%	54.1%	56.8%	48.3%	50.7%	47.7%
Unknown	56.0%	58.1%	62.2%	65.6%	69.9%	64.4%	69.1%	61.4%	58.8%	62.8%
Yes	51.0%	56.5%	55.7%	61.9%	67.9%	64.7%	67.8%	57.7%	53.9%	59.9%

Recruited from outside UK

Comparison of positivity scores (%) by Recruited from outside UK for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Recruited from outside UK	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
No	55.2%	54.0%	61.1%	66.2%	70.0%	67.0%	69.4%	59.8%	57.1%	62.6%
Prefer not to say	34.2%	30.3%	38.1%	41.0%	46.0%	48.6%	47.6%	39.7%	40.7%	39.3%
Unknown										
Yes	53.9%	61.4%	66.8%	67.8%	70.9%	71.9%	69.4%	60.6%	57.7%	65.4%

Comparison of positivity scores (%) by Recruited from outside UK for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Recruited from outside UK	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
No	55.9%	59.5%	60.5%	66.7%	70.9%	67.4%	70.4%	63.3%	58.8%	63.4%
Prefer not to say	32.0%	37.1%	33.0%	40.4%	45.4%	45.4%	45.8%	38.9%	44.5%	36.2%
Unknown	48.6%	52.1%	54.3%	61.6%	63.2%	61.7%	62.2%	56.2%	57.0%	58.0%
Yes	53.9%	63.2%	63.7%	67.0%	68.6%	68.1%	65.9%	62.0%	58.8%	61.9%

Religion

Comparison of positivity scores (%) by Religion for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Religion	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
Buddhist	49.2%	52.7%	59.5%	64.4%	68.0%	65.6%	70.1%	61.2%	56.2%	63.3%
Christian	56.8%	55.7%	64.0%	67.8%	71.5%	68.0%	70.6%	61.8%	57.8%	63.8%
Hindu	58.2%	63.3%	73.0%	69.7%	73.6%	76.7%	71.8%	59.8%	62.1%	70.1%
Jewish	45.0%	33.3%	45.5%	50.7%	53.0%	45.5%	60.6%	42.6%	47.0%	47.2%
Muslim	53.9%	62.0%	66.5%	67.7%	71.6%	70.8%	70.3%	56.2%	57.0%	64.3%
No religion	55.1%	54.2%	60.0%	66.7%	70.5%	67.6%	69.7%	59.8%	57.4%	63.1%
Prefer not to say	44.3%	41.1%	48.5%	53.1%	56.6%	56.2%	57.6%	48.1%	50.1%	50.3%
Prefer to self-describe (please specify)	49.9%	46.5%	53.3%	56.5%	62.2%	58.3%	63.0%	54.5%	51.8%	56.4%
Sikh	51.3%	53.7%	59.8%	53.7%	72.0%	65.8%	73.0%	47.2%	57.0%	54.6%
Unknown	51.7%	38.5%	63.0%	64.7%	61.9%	52.6%	55.7%	58.9%	50.5%	64.3%

Comparison of positivity scores (%) by Religion for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Religion	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
Buddhist	58.9%	60.1%	64.0%	70.6%	75.3%	70.8%	75.8%	65.9%	61.1%	70.2%
Christian	58.6%	62.1%	64.9%	69.8%	73.4%	69.9%	72.5%	66.2%	60.0%	66.2%
Hindu	57.5%	64.2%	72.4%	67.1%	71.7%	70.3%	71.6%	67.8%	64.9%	65.4%
Jewish	51.4%	52.1%	54.2%	59.2%	63.8%	58.7%	61.3%	57.5%	54.9%	52.0%
Muslim	57.1%	73.3%	66.9%	73.7%	77.2%	75.5%	74.7%	68.6%	63.3%	71.9%
No religion	56.5%	60.4%	60.3%	67.7%	71.9%	68.2%	71.5%	64.0%	59.3%	64.5%
Prefer not to say	41.6%	45.6%	44.1%	50.6%	55.6%	53.9%	55.7%	48.7%	51.3%	47.0%
Prefer to self-describe (please specify)	47.2%	47.6%	49.4%	55.3%	61.6%	58.9%	61.0%	52.6%	52.9%	53.7%
Sikh	54.7%	54.3%	63.7%	64.0%	61.1%	62.0%	68.1%	62.9%	53.5%	61.3%
Unknown	52.2%	55.0%	56.5%	64.5%	68.2%	64.1%	67.0%	62.3%	57.5%	58.6%

Sex

Comparison of positivity scores (%) by Sex for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Sex	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
Female	56.1%	55.0%	61.9%	67.1%	71.0%	67.5%	69.9%	60.6%	57.0%	63.1%
Male	54.4%	54.0%	61.5%	66.1%	69.6%	68.0%	69.5%	60.0%	58.7%	63.6%
Non-binary	48.1%	18.8%	54.8%	65.0%	57.8%	37.6%	63.3%	54.2%	49.8%	64.6%
Not stated	57.4%	53.2%	59.8%	63.3%	66.4%	63.1%	71.4%	54.0%	55.7%	65.9%
Prefer not to say	37.6%	34.4%	40.1%	46.1%	50.2%	49.9%	52.8%	40.5%	46.8%	43.7%
Prefer to self describe (please specify)	30.8%	38.1%	33.3%	39.0%	47.9%	43.9%	50.0%	39.3%	43.3%	39.3%
Unknown										

Comparison of positivity scores (%) by Sex for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Sex	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
Female	57.7%	61.3%	62.5%	68.7%	72.7%	68.9%	71.8%	64.9%	59.2%	65.0%
Male	55.3%	59.6%	61.0%	67.1%	70.8%	68.4%	71.0%	63.6%	60.2%	64.6%
Non-binary										
Not stated	45.4%	46.5%	41.6%	52.4%	59.2%	52.9%	58.2%	49.2%	51.7%	53.6%
Prefer not to say	36.4%	40.6%	37.9%	44.0%	49.8%	48.0%	50.3%	43.6%	48.4%	40.6%
Prefer to self describe (please specify)	47.3%	39.7%	48.5%	51.3%	54.2%	57.0%	57.5%	47.4%	50.1%	50.6%
Unknown	53.3%	51.6%	57.8%	64.3%	66.9%	63.6%	65.5%	63.6%	58.1%	60.8%

Sexual orientation

Comparison of positivity scores (%) by Sexual orientation for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Sexual orientation	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
Asexual	55.8%	57.7%	61.8%	67.5%	68.9%	60.8%	68.6%	55.3%	57.3%	63.0%
Bisexual	52.4%	54.8%	59.6%	63.1%	70.9%	68.3%	70.6%	55.9%	53.9%	63.1%
Gay man	49.3%	52.2%	56.3%	63.8%	68.7%	66.1%	68.3%	58.3%	55.4%	61.6%
Gay woman or lesbian	55.0%	51.7%	57.4%	62.4%	70.0%	66.4%	68.7%	56.7%	54.8%	63.3%
Heterosexual or Straight	56.1%	55.1%	62.3%	67.3%	71.0%	67.9%	70.1%	61.0%	57.7%	63.6%
Prefer not to say	42.1%	39.4%	45.9%	51.4%	55.0%	54.6%	57.0%	44.5%	49.5%	48.4%
Prefer to self-describe (please specify)	42.9%	38.0%	45.9%	49.5%	54.3%	54.5%	56.7%	46.2%	47.2%	49.4%
Unknown	38.8%	27.1%	38.1%	41.7%	40.1%	47.3%	41.7%	27.8%	41.4%	37.0%

Comparison of positivity scores (%) by Sexual orientation for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Sexual orientation	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
Asexual	55.3%	59.8%	59.3%	65.8%	69.5%	65.1%	66.3%	65.3%	60.0%	61.0%
Bisexual	53.9%	58.5%	58.2%	64.0%	70.2%	66.9%	70.5%	61.4%	55.8%	64.3%
Gay or lesbian	54.1%	58.6%	58.7%	66.9%	71.0%	67.6%	71.8%	62.4%	57.4%	63.7%
Heterosexual or Straight	57.3%	61.0%	62.4%	68.4%	72.3%	68.8%	71.6%	64.7%	59.7%	64.9%
Prefer not to say	41.5%	45.3%	43.3%	50.1%	55.8%	54.0%	56.0%	49.2%	51.1%	47.7%
Prefer to self-describe (please specify)	41.2%	45.4%	42.5%	49.6%	53.7%	48.9%	54.1%	47.6%	49.9%	46.9%
Unknown	48.8%	50.2%	53.0%	60.5%	61.8%	58.8%	60.3%	58.4%	55.8%	52.8%

Tenure

Comparison of positivity scores (%) by Tenure for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Tenure	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
Less than 1 year	65.7%	58.1%	72.5%	73.1%	77.9%	73.9%	76.8%	68.5%	68.2%	74.7%
1-2 years	57.6%	55.6%	64.9%	68.4%	73.1%	71.8%	72.2%	62.5%	61.1%	68.0%
3-5 years	54.3%	54.0%	60.8%	65.7%	70.0%	69.1%	69.6%	59.1%	56.9%	63.3%
6-10 years	53.1%	53.2%	59.9%	65.1%	69.3%	66.7%	69.1%	58.2%	55.2%	61.2%
11-15 years	50.9%	52.0%	57.4%	63.0%	67.0%	63.9%	66.7%	55.9%	53.5%	58.3%
More than 15 years	53.2%	53.0%	57.7%	64.6%	67.2%	63.1%	66.3%	58.0%	54.1%	58.1%
Unknown										

Comparison of positivity scores (%) by Tenure for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Tenure	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
Less than 1 year	66.8%	68.1%	73.0%	75.2%	79.7%	74.0%	78.7%	72.2%	70.9%	76.7%
1-2 years	59.0%	62.5%	64.7%	69.3%	74.1%	72.4%	73.3%	66.9%	63.5%	68.6%
3-5 years	54.5%	59.5%	60.4%	66.0%	70.6%	68.8%	70.0%	62.9%	59.0%	63.5%
6-10 years	52.7%	58.2%	56.5%	64.0%	68.3%	65.0%	67.9%	60.9%	56.1%	60.1%
11-15 years	51.4%	56.5%	57.0%	63.2%	67.7%	64.4%	67.3%	59.6%	54.9%	58.6%
More than 15 years	54.3%	57.3%	57.7%	65.2%	68.4%	64.1%	68.0%	60.9%	55.6%	59.6%
Unknown	42.6%	48.3%	47.1%	53.1%	56.5%	55.1%	54.8%	51.6%	53.6%	47.3%

Works in mental health

Comparison of positivity scores (%) by Works in mental health for each theme: 2023 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Works in mental health	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.0%	54.0%	61.0%	66.0%	69.8%	66.9%	69.2%	59.7%	57.0%	62.5%
No	55.1%	54.4%	61.1%	66.2%	69.8%	67.0%	69.1%	59.6%	57.3%	62.4%
Prefer not to say	36.8%	34.0%	42.9%	44.1%	48.1%	50.3%	51.3%	44.7%	44.0%	44.9%
Unknown	53.3%	45.3%	53.6%	58.5%	53.0%	53.5%	46.9%	50.0%	51.6%	46.9%
Yes	55.4%	52.0%	62.6%	67.5%	73.5%	69.4%	72.9%	62.3%	55.2%	66.3%

Comparison of positivity scores (%) by Works in mental health for each theme: 2024 for All NHS Wales

With scores highlighted in green and pink scores above and below the all Wales average score. Blank rows represent instances where the data has been suppressed because the total number of surveys was less than 10.

Works in mental health	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
All	55.3%	59.1%	60.0%	66.2%	70.3%	67.0%	69.7%	62.8%	58.5%	62.8%
No	55.9%	60.0%	60.6%	66.7%	70.6%	67.3%	69.9%	63.2%	59.1%	63.0%
Prefer not to say	33.2%	36.8%	34.8%	42.1%	47.2%	45.2%	48.6%	42.4%	46.2%	38.7%
Unknown	47.0%	50.7%	52.2%	60.2%	62.5%	60.0%	59.3%	56.8%	56.2%	54.0%
Yes	55.7%	56.0%	61.3%	67.8%	73.2%	69.4%	73.8%	64.7%	56.1%	67.7%

Appendix 2: 2024 NHS Wales Staff Survey Report: All Wales Summary



Eng - Appendix 2 -
National Findings Sun

This report contains a summary on the results of the 2024 NHS Wales Staff Survey for all Wales.