

UKRI People Survey 2022: Innovate UK report

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Contents

Background and methodology	04
A guide to this report	05
Headline findings	07
Questions with the strongest responses	10
Employee engagement	12
Open text comment themes	14
All questions breakdown	16

1. Background and methodology



Background and methodology

The UKRI People Survey was made available to all colleagues across UKRI via the following methods:

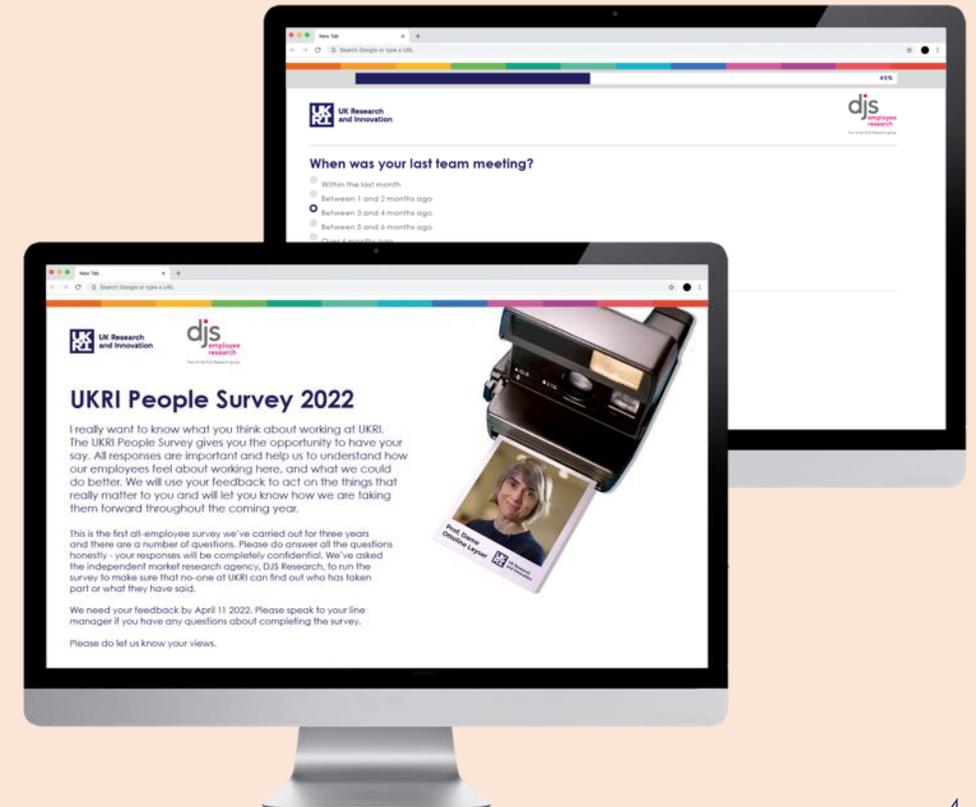
- Online survey emailed to work accounts
- Paper copies available for colleagues unable to complete the survey online
- The option of completing the survey over the telephone with one of the DJS Research project team

The survey was live between **7** and **29 April 2022**.

This report provides a summary of the results for **Innovate UK**, with comparisons to the UKRI average.

The survey questions were designed in close consultation with colleagues across UKRI through focus groups and a user-testing pilot. The survey explored topics such as:

- Engagement
- Line management and senior leadership
- Learning and development
- Performance management
- Organisational objectives and purpose
- Team working
- Pay and benefits
- Resources and workload
- Inclusion and fair treatment, discrimination, bullying and harassment
- Wellbeing



A guide to this report

Rounding

Results are presented as whole numbers for ease of reading and interpretation. Rounding is performed at the last stage of calculation for maximum accuracy. Therefore, where results are presented as % (percent) positive, % (percent) neutral or % (percent) negative, there may be instances where the results do not total 100 percent.

% (percent) positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses (e.g. “strongly agree + agree”) and dividing by the number of respondents who answered the question.

Confidentiality

It is DJS Research’s practice not to present the results of groups to the extent where the confidentiality of individuals may be compromised. Results for teams or departments where **less than 10 responses** have been received will not be presented in the reports. However, their data will still contribute to the scores for their council/area and the organisation overall.

Council/area labelling

Some questions within the survey asked colleagues to consider their council or area specifically and not UKRI as a whole. Throughout this report, where we show the term **[council/area]**, this indicates where a question was asked of a person’s council or area and not UKRI as a whole.

2. Headline findings



Average scores per survey theme (1)

Engagement with UKRI	Engagement with [council/area]	My work	Organisational objectives and purpose	My manager
63% Difference to UKRI +4%	73% Difference to UKRI +4%	74% Difference to UKRI +1%	64% Difference to UKRI +2%	77% Difference to UKRI +3%
Support for managers	My team	Learning and development	Pay and benefits	Resources and workload
76% Difference to UKRI +5%	83% Difference to UKRI +3%	57% Difference to UKRI +2%	47% Difference to UKRI +7%	67% Difference to UKRI 0%

The scores shown above are calculated by applying a weighting to each response on the 5-point agreement scale. This approach means that a score of 100 percent is equivalent to all colleagues saying strongly agree to all questions in the section, while a score of 0 percent is equivalent to all colleagues saying strongly disagree to all questions.

Average scores per survey theme (2)

Inclusion and fair treatment	Wellbeing	Senior leadership within UKRI	Senior leadership within [council/area]
76% Difference to UKRI +3%	71% Difference to UKRI +4%	57% Difference to UKRI 0%	63% Difference to UKRI +1%
Managing change	Organisational culture	Experienced discrimination	Experienced bullying or harassment
51% Difference to UKRI +1%	75% Difference to UKRI +1%	4% Difference to UKRI -1%	7% Difference to UKRI 0%

The scores shown above are calculated by applying a weighting to each response on the 5-point agreement scale. This approach means that a score of 100 percent is equivalent to all colleagues saying strongly agree to all questions in the section, while a score of 0 percent is equivalent to all colleagues saying strongly disagree to all questions.

Comparisons to the UKRI average

Response rate: 63%

No. of responses: 439 of 697

Questions scoring most positively in comparison to the UKRI average	% (percent) positive	Difference to UKRI average (% point)
I feel confident in addressing poor performance in my team	82%	+17 ↑
I feel a strong personal attachment to UKRI	45%	+13 ↑
In general, how often do you discuss your personal wellbeing and/or work-related stress with your manager? (% at least monthly)	78%	+12 ↑
I am proud when I tell others I am part of UKRI	76%	+11 ↑
I believe that the Senior Leadership Team in [council/area] will take action on the results from this survey	55%	+11 ↑

Questions scoring least positively in comparison to the UKRI average	% (percent) positive	Difference to UKRI average (% point)
I can find the information I need to do my job effectively	60%	-7 ↓
I have access to the tools and equipment I need to do my job effectively	74%	-5 ↓
Overall, how anxious did you feel yesterday? (% score 6-10)	30%	-5 ↓
I am sufficiently challenged by my work	79%	-3
I feel involved in the decisions that affect my work	60%	-1

Questions with the strongest responses

Strengths: What are colleagues most positive about?

Most positively scoring questions 	% (percent) positive (net agree)
My manager trusts me to do my job effectively, even if I am not working from the same location as them	95%
I have the skills I need to do my job effectively	94%
I am trusted to carry out my job effectively	94%
I am interested in my work	93%
My manager is considerate of my life outside work	92%

Areas of concern: What are colleagues most negative about?

Most negatively scoring questions 	% (percent) negative (net disagree)
There are opportunities for promotion within my current role	54%
Compared to people doing a similar job in other organisations, I feel my pay is reasonable	48%
I feel that my pay adequately reflects my performance	43%
Organisational processes support me to work efficiently	38%
I have the opportunity to contribute my views before decisions are made that affect me	32%

Note: only agree/disagree scale questions asked to all colleagues are included in this analysis. Yes/no questions and agree/disagree scale questions not asked to all have been excluded to ensure consistent and like for like comparisons.

3. Employee engagement



Engagement with UKRI

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Engagement with UKRI index score*		63%	+4
I am proud when I tell others I am part of UKRI		76%	+11 ↑
I would recommend UKRI as a great place to work		69%	+7 ↑
I feel a strong personal attachment to UKRI		45%	+13 ↑
UKRI inspires me to do the best in my job		50%	+10 ↑

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

*The employee engagement index is calculated by applying a weighting to each response on the 5-point agreement scale. This approach means that a score of 100 percent is equivalent to all respondents saying strongly agree to the four questions in the above table, while a score of 0 percent is equivalent to all respondents saying strongly disagree to all four questions.

Engagement with Innovate UK

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Engagement with Innovate UK index score*		73%	+4
I am proud when I tell others I am part of Innovate UK		88%	+7 ↑
I would recommend Innovate UK as a great place to work		79%	+7 ↑
I feel a strong personal attachment to Innovate UK		68%	+9 ↑
Innovate UK inspires me to do the best in my job		67%	+7 ↑

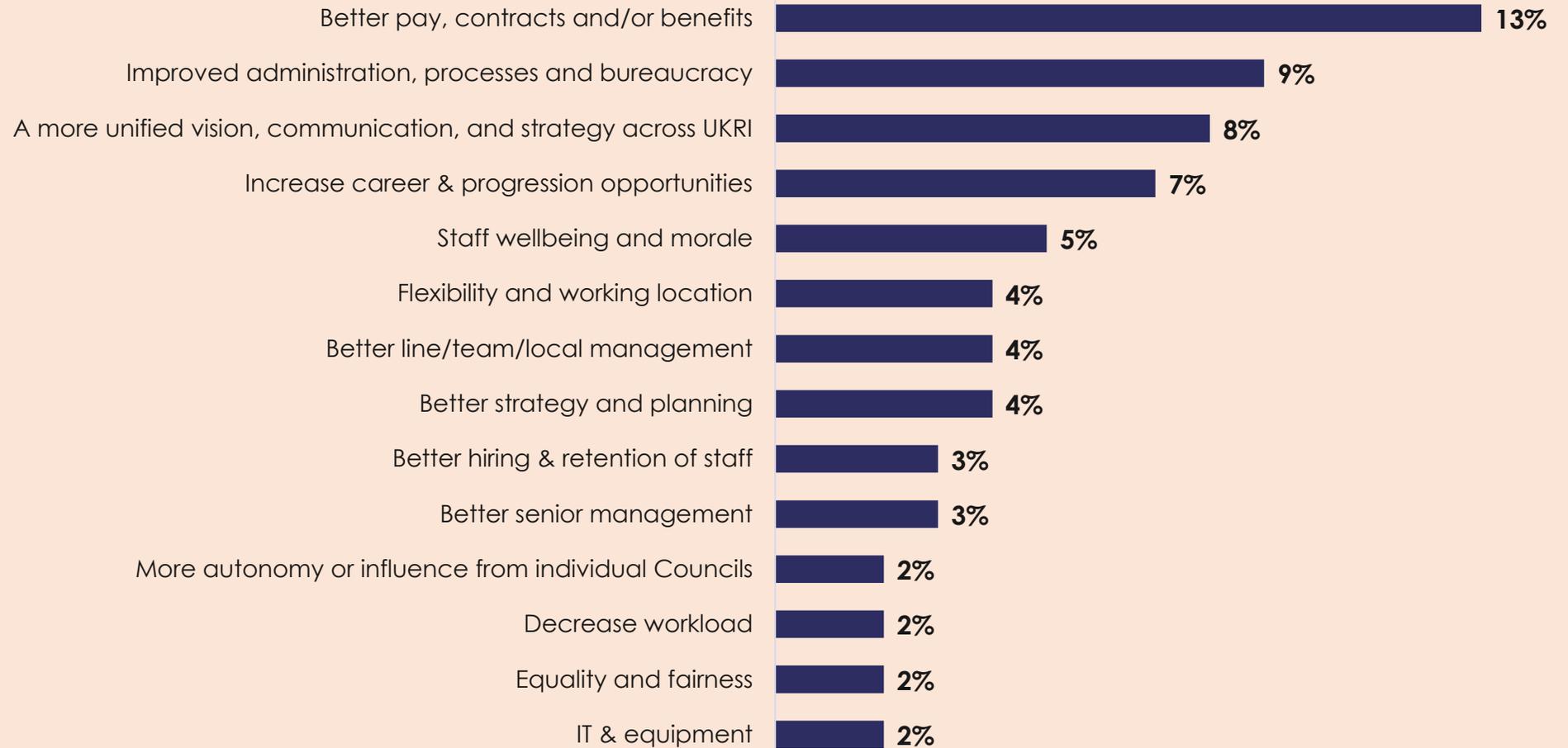
Base: All respondents, excluding UKRI Corporate Hub. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

*The employee engagement index is calculated by applying a weighting to each response on the 5-point agreement scale. This approach means that a score of 100 percent is equivalent to all respondents saying strongly agree to the four questions in the above table, while a score of 0 percent is equivalent to all respondents saying strongly disagree to all four questions.

4. Open text themes



What one change would improve your working life at UKRI?



Base: All respondents. Only showing responses of 2% and above. 4% Other, 0% Don't know, 55% No comment.

5. All questions by survey theme



My work

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
My work index score		74%	+1
I am interested in my work		93%	+1
I am sufficiently challenged by my work		79%	-3
My work gives me a sense of personal accomplishment		77%	-1
I feel involved in the decisions that affect my work		60%	-1
I am recognised for the way in which I approach my work, not just for what I contribute		68%	+5
I have a choice in deciding how I do my work		86%	+3

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Organisational objectives and purpose



					% (percent) positive	Difference to UKRI average (% point)	
Organisational objectives and purpose index score					64%	+2	
I have a clear understanding of UKRI's objectives	9%	49%	23%	17%	58%	+3	
I understand how my work contributes to UKRI's objectives	11%	49%	22%	14%	61%	+3	
UKRI motivates me to help it achieve its objectives	5%	26%	38%	23%	6%	32%	+7
I have a clear understanding of Innovate UK's objectives*	20%	59%	12%	6%	79%	+4	
I understand how my work contributes to Innovate UK's objectives*	26%	54%	13%	5%	80%	+2	
Innovate UK motivates me to help it achieve its objectives*	18%	40%	27%	11%	58%	+8	

Base: All respondents (*excluding UKRI Corporate Hub). Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

My manager (1)



		% (percent) positive	Difference to UKRI average (% point)
My manager index score		77%	+3
My manager motivates me to be more effective in my job		75%	+4
My manager is considerate of my life outside work		92%	+3
My manager is open to my ideas		88%	0
My manager recognises when I have done my job well		83%	0
I receive regular feedback on my performance		66%	+1
My manager trusts me to do my job effectively, even if I am not working from the same location as them		95%	+2

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

My manager (2)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
My manager index score		77%	+3
The feedback I receive helps me to improve my performance		73%	+5 ↑
I think that my performance is evaluated fairly		74%	+2
Poor performance is dealt with effectively in my team		44%	+5 ↑
The one-to-one conversations I have with my manager are helping me to achieve my full potential		69%	+5 ↑

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Performance management

● Weekly
 ● Monthly
 ● Quarterly
 ● Annually
 ● Never

		% (percent) at least monthly	Difference to UKRI average (% point)
In general, how often do you discuss the following with your manager?			
How well you're meeting your objectives		47%	+4
Your development needs and career goals		36%	+10 ↑
Your personal wellbeing and/or work-related stress		78%	+12 ↑

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Support for managers

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Support for managers index score		76%	+5
I feel confident in supporting the health, safety and wellbeing of the people I manage		91%	+2
I feel confident in addressing poor performance in my team		82%	+17
I receive, or have access to, the training I need in order to be an effective manager		69%	+1

Base: All respondents who line manage or supervise others. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

My team

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
My team index score		83%	+3
The people in my team can be relied upon to help when things get difficult in my job		91%	+4
The people in my team work together to find ways to improve the service we provide		88%	+3

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Learning and personal development



		% (percent) positive	Difference to UKRI average (% point)
Learning and personal development index score		57%	+2
I am able to access the right learning and development opportunities for my current role when I need to		64%	+2
Learning and development activities I have completed in the past 12 months have helped to improve my performance		60%	+8 ↑
There are opportunities for me to develop in my career across UKRI		47%	+8 ↑
There are opportunities for promotion within my current role		23%	+2
Learning and development opportunities I have completed while working within UKRI are helping me to develop my career		49%	+5 ↑
I think my current job makes the most of my skills and strengths		57%	0

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Pay and benefits

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Pay and benefits index score		47%	+7
I feel that my pay adequately reflects my performance		33%	+9 ↑
I am satisfied with the total benefits package		41%	+6 ↑
Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable		41%	+10 ↑
Compared to people doing a similar job in other organisations, I feel my pay is reasonable		26%	+10 ↑

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Resources and workload

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Resources and workload index score		67%	0
I can find the information I need to do my job effectively		60%	-7 ↓
Organisational processes support me to work efficiently		41%	+2
I have clear work objectives		79%	+1
I have the skills I need to do my job effectively		94%	+2
I have access to the tools and equipment I need to do my job effectively		74%	-5 ↓
I have an acceptable workload		64%	+4
I achieve a good balance between my work life and my private life		72%	+5 ↑

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Inclusion and fair treatment

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Inclusion and fair treatment index score		76%	+3
I am treated fairly at work		87%	+3
I am treated with respect by the people I work with		91%	+2
I feel valued for the work I do		73%	+1
I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)		80%	+8 ↑
I feel able to challenge inappropriate behaviour in the workplace		67%	+4
UKRI is committed to creating a diverse and inclusive workplace		78%	+7 ↑

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Discrimination, bullying and harassment

● Yes, while working within UKRI
 ● Yes, while working for a different organisation
 ● No
 ● Prefer not to say

		% (percent) yes, while working within UKRI	Difference to UKRI average (% point)
Have you been discriminated against at work during the past 12 months?		4%	-1
Have you been bullied or harassed at work during the past 12 months?		7%	0

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Wellbeing (1)

								% (percent) positive (7-10)	Difference to UKRI average (% point)
		<ul style="list-style-type: none"> Very high (9-10) High (7-8) Medium (5-6) Low (0-4) 							
Overall, how satisfied are you with your life nowadays? (10 is completely satisfied)		<ul style="list-style-type: none"> 13% 53% 23% 12% 						65%	+5 ↑
Overall, to what extent do you feel that the things you do in your life are worthwhile? (10 is completely worthwhile)		<ul style="list-style-type: none"> 24% 50% 17% 9% 						74%	+6 ↑
Overall, how happy did you feel yesterday? (10 is completely happy)		<ul style="list-style-type: none"> 23% 43% 19% 15% 						66%	+7 ↑
		<ul style="list-style-type: none"> High (6-10) Medium (4-5) Low (2-3) Very low (0-1) 						% (percent) negative (6-10)	Difference to UKRI average (% point)
Overall, how anxious did you feel yesterday? (10 is completely anxious)		<ul style="list-style-type: none"> 30% 20% 29% 21% 						30%	-5 ↓

Base: All respondents, excluding prefer not to say. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Wellbeing (2)



		% (percent) positive	Difference to UKRI average (% point)
In general, how would you rate your overall mental health now?		68%	+4
In general, how would you rate your overall physical health now?		68%	+2

Base: All respondents, excluding prefer not to say. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Wellbeing (3)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Wellbeing index score		71%	+4
UKRI cares about my wellbeing		65%	+9 ↑
My manager creates a positive atmosphere at work which supports my health and wellbeing		79%	+6 ↑
During the last 12 months, I have felt unwell as a result of work-related stress*		54%	+3
In the last 12 months, I have experienced musculoskeletal problems (MSD)*		62%	-1

Base: All respondents (*excluding prefer not to say). Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Senior leadership within UKRI (1)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

					% (percent) positive	Difference to UKRI average (% point)	
Senior leadership within UKRI index score					57%	0	
The Senior Leadership Team in UKRI are sufficiently visible	5%	41%	27%	20%	6%	47%	0
I believe the actions of the UKRI Senior Leadership Team are consistent with UKRI's values	5%	45%	41%	5%		50%	+7 ↑
I believe that UKRI's Senior Leadership Team have a clear vision for the future of UKRI	5%	41%	35%	13%	6%	46%	+1
Overall, I have confidence in the decisions made by UKRI's Senior Leadership Team	5%	37%	38%	13%	6%	42%	+4
The Senior Leadership Team in UKRI keeps me informed about matters that affect me	5%	46%	32%	12%	5%	51%	+2

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Senior leadership within UKRI (2)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Senior leadership within UKRI index score			% (percent) positive	Difference to UKRI average (% point)
The communication we receive from UKRI's Senior Leadership Team is honest and open			57%	0
I feel positive about the future of UKRI			55%	+9 ↑
I believe that the UKRI Senior Leadership Team will take action on the results from this survey			46%	+6 ↑
I think the senior leaders in UKRI took effective action on the results of the last survey in 2019			20%	+5 ↑

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Senior leadership within Innovate UK (1)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Senior leadership within Innovate UK index score		63%	+1
The Senior Leadership Team in Innovate UK are sufficiently visible	<p>12% Strongly agree, 54% Agree, 18% Neither, 13% Disagree, 5% Strongly disagree</p>	66%	+7 ↑
I believe the actions of Innovate UK's Senior Leadership Team are consistent with Innovate UK's values	<p>12% Strongly agree, 54% Agree, 25% Neither, 6% Disagree, 3% Strongly disagree</p>	67%	+6 ↑
I believe that the Senior Leadership Team have a clear vision for the future of Innovate UK	<p>15% Strongly agree, 47% Agree, 24% Neither, 8% Disagree, 5% Strongly disagree</p>	62%	+5 ↑
Overall, I have confidence in the decisions made by Innovate UK's Senior Leadership Team	<p>11% Strongly agree, 49% Agree, 25% Neither, 10% Disagree, 5% Strongly disagree</p>	60%	+7 ↑

Base: All respondents, excluding UKRI Corporate Hub. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Senior leadership within Innovate UK (2)



		% (percent) positive	Difference to UKRI average (% point)
Senior leadership within Innovate UK index score		63%	+1
The Senior Leadership Team at Innovate UK keeps me informed about matters that affect me	<p>10% Strongly agree, 49% Agree, 25% Neither, 10% Disagree, 5% Strongly disagree</p>	59%	+3
The communication we receive from Innovate UK's Senior Leadership Team is honest and open	<p>13% Strongly agree, 50% Agree, 26% Neither, 8% Disagree, 5% Strongly disagree</p>	63%	+8 ↑
I believe that the Senior Leadership Team in Innovate UK will take action on the results from this survey	<p>13% Strongly agree, 43% Agree, 31% Neither, 8% Disagree, 5% Strongly disagree</p>	55%	+11 ↑
I think the senior leaders in Innovate UK took effective action on the results of the last survey in 2019	<p>6% Strongly agree, 22% Agree, 59% Neither, 8% Disagree, 5% Strongly disagree</p>	28%	+7 ↑

Base: All respondents, excluding UKRI Corporate Hub. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Managing change (1)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Managing change index score		51%	+1
I feel that change is managed well in Innovate UK		40%	+5 ↑
I feel that change is managed well in UKRI as a whole		28%	+4
As an organisation, UKRI adapts well to change		29%	+2
When changes are made across UKRI they are usually for the better		32%	+8 ↑

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Managing change (2)

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Managing change index score		51%	+1
I get to find out the reasons behind key changes that happen across UKRI		31%	+3
I understand what support is available to me as I am affected by change within UKRI		39%	+5 ▲
I have the opportunity to contribute my views before decisions are made that affect me		30%	+4
I think it is safe to challenge the way things are done across UKRI		40%	+2

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Organisational culture

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)
Organisational culture index score		75%	+1
I am trusted to carry out my job effectively		94%	0
I believe I would be supported if I try a new idea, even if it may not work		80%	+2
I believe my opinion is valued at work		79%	0
I feel welcome to express my true feelings at work		74%	+5
In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk		64%	+1

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

Your plans for the future

		% (percent)	Difference to UKRI average (% point)
Which of the following statements most accurately reflects your current thoughts about working within UKRI?			
I want to leave UKRI as soon as possible		6%	+1
I want to leave UKRI within the next 12 months		14%	0
I want to stay working within UKRI for at least the next year		33%	-3
I want to stay working within UKRI for at least the next three years		47%	+1

Base: All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

For more information



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