

# UKRI People Survey 2024: Overall report

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UK Research  
and Innovation



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# 1. Background and methodology



# Background and methodology

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

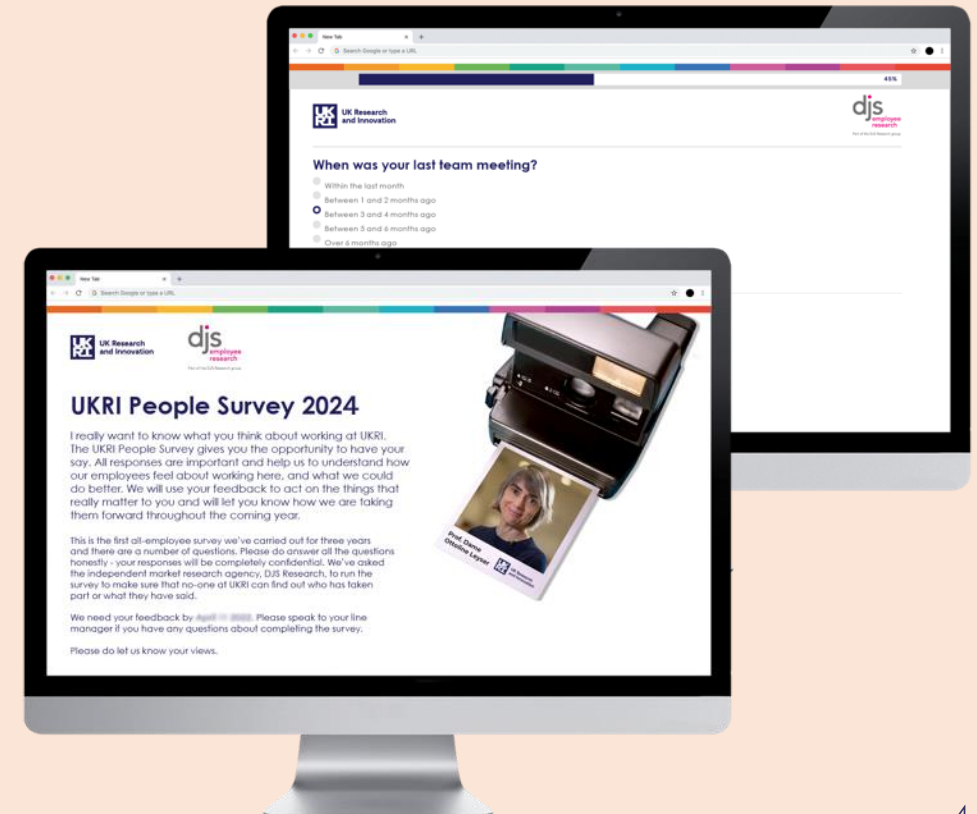
- Online survey emailed to work accounts
- The option of completing the survey over the telephone with one of the DJS Research project team

The survey was live between **22 April** and **17 May 2024**.

This report provides a summary of the results for UKRI overall.

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

- Engagement
- Line management and senior leadership
- Learning and development
- Performance management
- Objectives and purpose
- Team working
- Pay and benefits
- Resources and workload
- Inclusion and fair treatment, discrimination, bullying and harassment
- Health, safety and 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.

## Civil Service benchmark

The results have been compared to the Civil Service People Survey benchmarks, which were collected in late 2023 among 357,000 civil servants.

## 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 **fewer 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 a question that relates specifically to a person's council or area and not UKRI as a whole.

## 2. Headline findings





# Executive summary

1

2024 reflects a period of Incremental gains across most aspects of colleague engagement and satisfaction. The majority of measures have seen an improvement of between 1 and 5% points.

Measures regarding pay have increased the most (ranging from +11 to +19% points) after a large decrease in 2023.

Recommendation of UKRI as a good place to work (+%8 points) and the belief that roles 'current job makes the most of my skills and strengths' (+10% points) have seen increases larger than most.

There have been no notable decreases in satisfaction or engagement for any measure within the survey.

2

The Employee Engagement index has seen a 2 point increase since 2023, with a score of 58. In particular, this is driven by an increase in colleagues saying they would recommend UKRI as a great place to work (+8% points) and who feel motivated to help UKRI achieve its objectives (+5% points).

Overall, colleagues at UKRI show very high levels of satisfaction in regard to being trusted in their role, finding their work interesting, and in holding the skills needed to do their job well.

3

The most notable increase in satisfaction relates to pay and reward.

Both the belief that pay is fair for the work done and satisfaction with the total benefits package have increased by 19% points in 2024.

Perceptions that pay at UKRI is not reasonable in comparison to other organisations and not fairly applied across UKRI as a whole have softened. However, the majority of colleagues still do believe that pay is better outside of UKRI.

Satisfaction with pay differs between S1 (STEM 1) and S2 (STEM 2) colleagues, with S2 Colleagues demonstrating lower satisfaction than both S1 and main pay grade colleagues.

Attitudes towards pay are likely to be further improved if issues such as workloads and team resourcing are addressed.

# Executive summary

4

Small yet consistent gains have been made in terms of colleagues' perceptions of both UKRI's senior leadership and the leadership at council level.

UKRI's senior leadership has seen an increase in satisfaction across all ten measures of performance, ranging from +1% point to +5% points.

Perceptions of UKRI's senior leadership still sit substantially below the Civil Service average, most notably in regard to visibility (-22% points), consistency of action with UKRI's values (-20% points), and confidence in decisions made (-18% points).

5

Reflecting the early stages of the work undertaken in the realm of psychological safety, scores in this area have remained largely static.

Key driver analysis shows that the belief that one's opinions are valued is the single greatest driver of psychological safety, followed by feeling empowered to challenge inappropriate behaviour. UKRI performs reasonably well in both of these areas.

However, some areas in which UKRI performs less well (e.g., change perceived as for the better and the opportunity to contribute to decisions that affect colleagues) play a similarly important part in supporting psychological safety.

6

Fewer colleagues are looking to leave UKRI within the next 12 months than in 2023 and more colleagues view their long-term future as being with UKRI, too.

When asked why colleagues are intent on staying at UKRI, a broad spectrum of answers were given. However, the most common responses were that UKRI provides unique and interesting work among peers they enjoy working alongside.

Where colleagues do not feel valued and where they feel their skills are not being utilised, it is much more common to find colleagues looking to leave the organisation.

7

In 2024, colleagues registered a slight improvement across wellbeing measures returning scores broadly to the levels seen in 2022.

Stress is primarily attributed to workload, bureaucracy, and staff resource, with managers stating this to be even more acute in their case.

Line managers are more likely to say that they suffer from work-related stress and for this stress to be attributed to workloads, bureaucracy and resourcing.



# Questions with the strongest responses

**UKRI response rate:** 59% (61% in 2023)

**No. of responses (UKRI):** 5,130 of 8,631

**Strengths:** What are colleagues most positive about?



Most positively scoring questions	2024 % (percent) positive (net agree)
I am trusted to carry out my job effectively	93%
My manager trusts me to do my job effectively, whether or not I am working from the same location as them	93%
I am interested in my work	93%
I have the skills I need to do my job effectively	92%
My manager is considerate of my life outside work	90%

## Note for interpretation

The tables to the left shows the statements that received the most positive results in the survey: 93% of colleagues agreed that they are “trusted to carry out their job effectively”. Conversely, the table on the right shows the statements that received the most negative results in the survey: 56% of colleagues disagreed that “compared to people doing a similar job in other organisations, I feel my pay is reasonable”.

**Areas of concern:** What are colleagues most negative about?



Most negatively scoring questions	2024 % (percent) negative (net disagree)
Compared to people doing a similar job in other organisations, I feel my pay is reasonable	56%
There are opportunities for promotion within my current role	51%
I feel that my pay is fair for the work that I do	42%
I have the opportunity to contribute my views before decisions are made that affect me	38%
I would feel confident challenging the way things are done across UKRI	36%

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.

# Average scores per survey theme (1)

Engagement index (UKRI)	Engagement index (council/area)	My work	Objectives and purpose	My manager
<b>58</b> Difference to: • UKRI 2023: +2 • Civil Service: -2	<b>66</b> Difference to: • UKRI 2023: n/a	<b>75</b> Difference to: • UKRI 2023: +1	<b>62</b> Difference to: • UKRI 2023: 0	<b>79</b> Difference to: • UKRI 2023: n/a
Support for managers	My team	Learning and personal development	Pay and benefits	Resources and workload
<b>73</b> Difference to: • UKRI 2023: +1	<b>80</b> Difference to: • UKRI 2023: n/a	<b>57</b> Difference to: • UKRI 2023: +2	<b>46</b> Difference to: • UKRI 2023: +13	<b>67</b> Difference to: • UKRI 2023: +1

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 is equivalent to all colleagues saying strongly agree to all questions in the section, while a score of 0 is equivalent to all colleagues saying strongly disagree to all questions.

## Average scores per survey theme (2)

<b>Inclusion and fair treatment</b>	<b>Senior leadership within UKRI</b>	<b>Senior leadership within Council</b>	<b>Health, safety and wellbeing</b>
<b>73</b> Difference to: • UKRI 2023: +1	<b>55</b> Difference to: • UKRI 2023: +2	<b>60</b> Difference to: • UKRI 2023: n/a	<b>67</b> Difference to: • UKRI 2023: +1
<b>Managing change</b>	<b>Organisational culture</b>	<b>Experienced discrimination</b>	<b>Experienced bullying or harassment</b>
<b>54</b> Difference to: • UKRI 2023: n/a	<b>73</b> Difference to: • UKRI 2023: n/a	<b>5%</b> Difference to: • UKRI 2023: 0 • Approx. 470 colleagues	<b>7%</b> Difference to: • UKRI 2023: 0 • Approx. 610 colleagues

**What contributes to the health, safety and wellbeing score?**  
For this score, a higher number represents a greater sense of health, safety and wellbeing among colleagues.

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 is equivalent to all colleagues saying strongly agree to all questions in the section, while a score of 0 is equivalent to all colleagues saying strongly disagree to all questions.

# Comparisons to the Civil Service benchmark

Questions scoring most positively in comparison to the Civil Service benchmark	UKRI % (percent) positive	Difference to Civil Service average (% point)
I feel confident to challenge inappropriate behaviour in my workplace	68%	+21 ↑
I have a say over how I do my work	84%	+11 ↑
I am satisfied with the total benefits package	45%	+8 ↑
I am encouraged to try new ideas, even if they may not work	78%	+8 ↑
I think that my performance is evaluated fairly	78%	+7 ↑

Questions scoring least positively in comparison to the Civil Service benchmark	UKRI % (percent) positive	Difference to Civil Service average (% point)
I have a clear understanding of UKRI's objectives	57%	-24 ↓
I understand how my work contributes to UKRI's objectives	61%	-23 ↓
The Senior Leaders at UKRI are sufficiently visible	44%	-22 ↓
I believe the actions of the UKRI Senior Leaders are consistent with UKRI's values	41%	-20 ↓
UKRI motivates me to help it achieve its objectives	28%	-19 ↓

## Note for interpretation

In the tables below, the right-hand column shows the percentage point difference between the UKRI People Survey 2024 and the Civil Service People Survey (CSPS) average. For example, UKRI sits 24 percentage points below the CSPS average for agreement with the statement "I have a clear understanding of UKRI's objectives".

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



# Summary of Employee Engagement findings

1

The Employee Engagement index has seen a 2-point increase since 2023 to match its 2022 level, with a score of 58. This is driven by an increase in colleagues saying they would recommend UKRI as a great place to work (+8% points) and who feel motivated to help UKRI achieve its objectives (+5% points).

Engagement is 2 points below the Civil Service average, which itself has fallen by 1 point.

2

Higher levels of employee engagement translate into improved outcomes such as increased productivity, improved talent retention, reduced absenteeism and increased innovation (*Source: Engage for Success*).

Therefore, it is key for UKRI to explore how and where engagement can be improved so the organisation can benefit from these positive business outcomes.

It is notable that engagement varies widely by council/area, although scores have improved marginally or remained stable in all councils since 2023.

Engagement dips among S2 colleagues, higher management grades (E, F, G/H and X/Y) and is lowest among colleagues in service the longest (6+ years).

3

## So, how does UKRI further improve engagement?

As in previous years, key driver analysis revealed that colleagues who feel positive about the future of UKRI show stronger engagement with UKRI, so it is perhaps unsurprising that other the key drivers include the perception that:

- there are opportunities for career progression across UKRI,
- changes that are made across UKRI are for the better.

'Trust in UKRI's Senior Leaders' decisions' also features in the top 10 drivers of engagement, and we see that among colleagues who 'have confidence in the decisions made by UKRI's Senior Leaders', their engagement score is 72 (compared to the UKRI average of 58).



# Engagement with UKRI

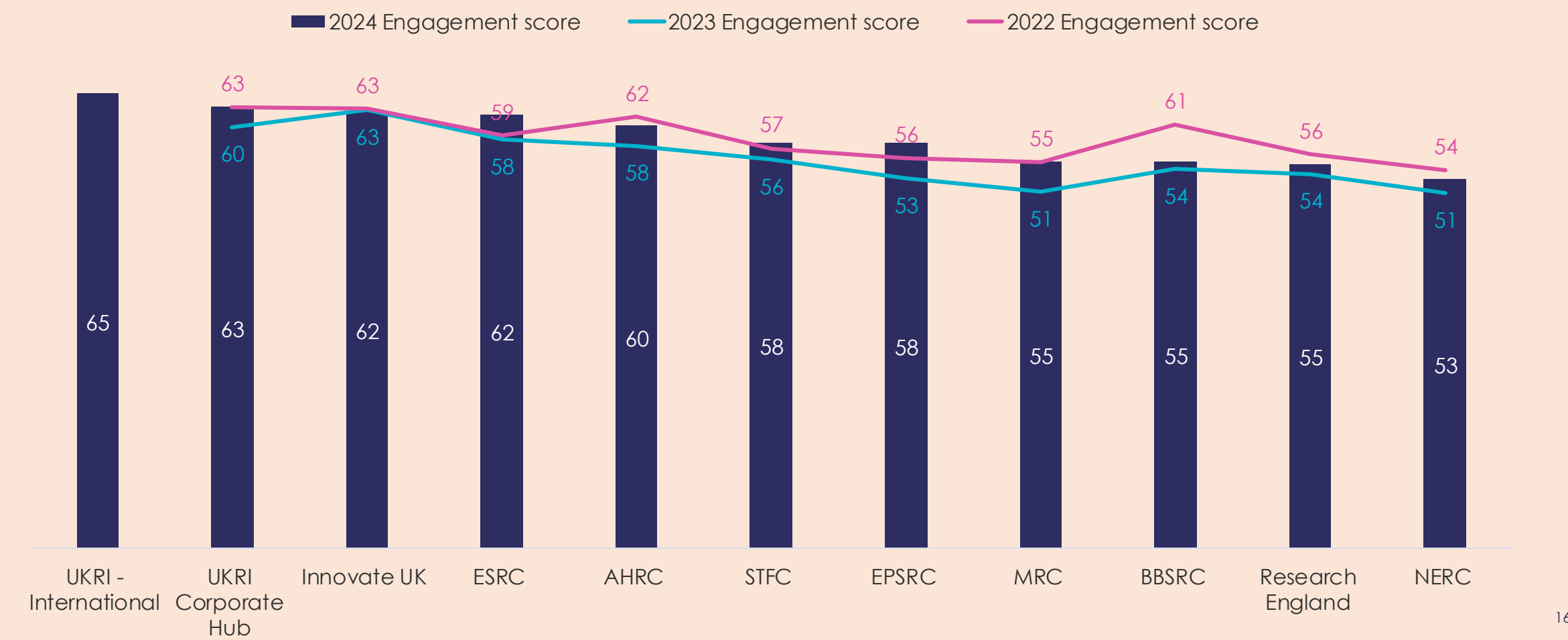
Engagement with UKRI			% (percent) positive difference				
<div><div></div> Strongly agree<div></div> Agree<div></div> Neither<div></div> Disagree<div></div> Strongly disagree</div>			% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Engagement with UKRI index score*			58		+2	0	-2
I am proud when I tell others I am part of UKRI	<div><div>18%</div><div>45%</div><div>30%</div><div>5%</div></div>		64%	6%	+3	0	+5 ↑
I would recommend UKRI as a great place to work	<div><div>15%</div><div>47%</div><div>27%</div><div>8%</div></div>		62%	10%	+8 ↑	0	+6 ↑
I feel a strong personal attachment to UKRI	<div><div>8%</div><div>25%</div><div>40%</div><div>21%</div><div>6%</div></div>		33%	27%	+3	+1	-15 ↓
UKRI inspires me to do the best in my job	<div><div>9%</div><div>31%</div><div>41%</div><div>15%</div></div>		40%	20%	+4	-1	-10 ↓
UKRI motivates me to help it achieve its objectives	<div><div>5%</div><div>24%</div><div>42%</div><div>23%</div><div>7%</div></div>		28%	30%	+5 ↑	+3	-19 ↓

**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 five questions in the above table, while a score of 0 percent is equivalent to all respondents saying strongly disagree to all five questions.

# Engagement with UKRI: by council/area

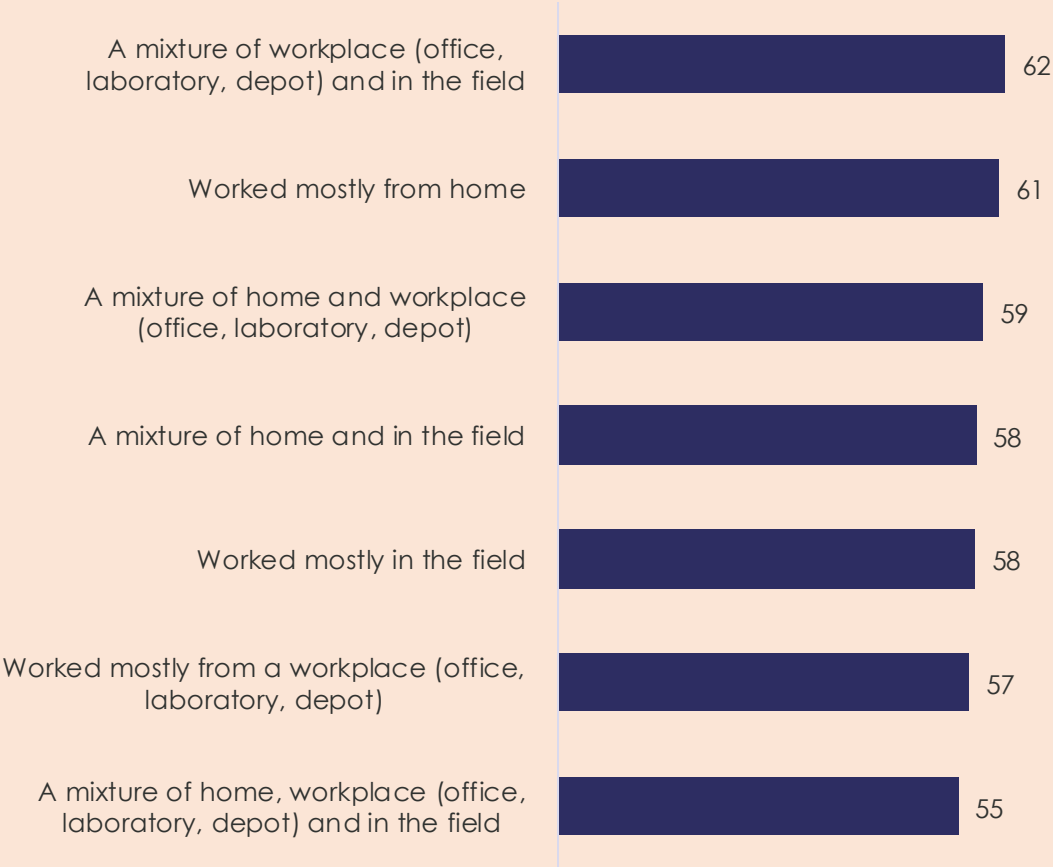
The Employee Engagement with UKRI index score ranges from a high of 65 in UKRI International, through to 53 in NERC and 55 in BBSRC, MRC and Research England. Engagement scores have improved marginally or remained stable in all councils since 2023.



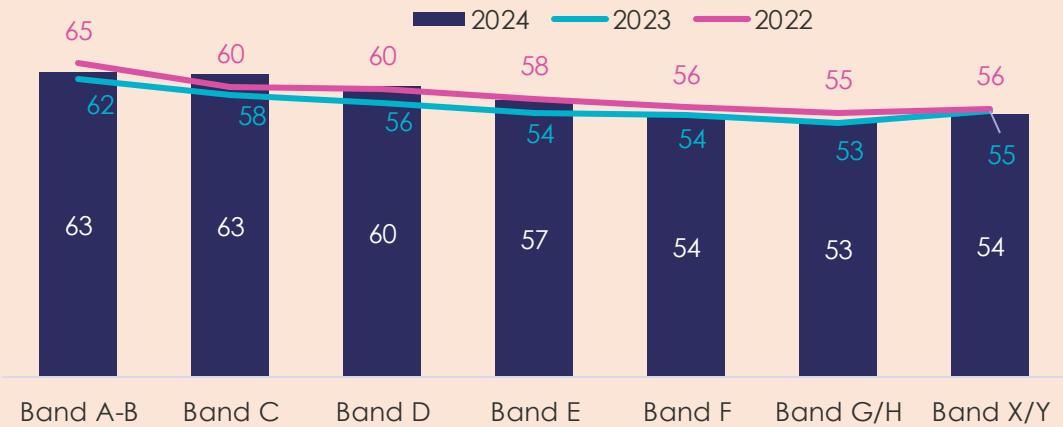
# Engagement with UKRI: by role sub-group

Engagement decreases with length of service and seniority.

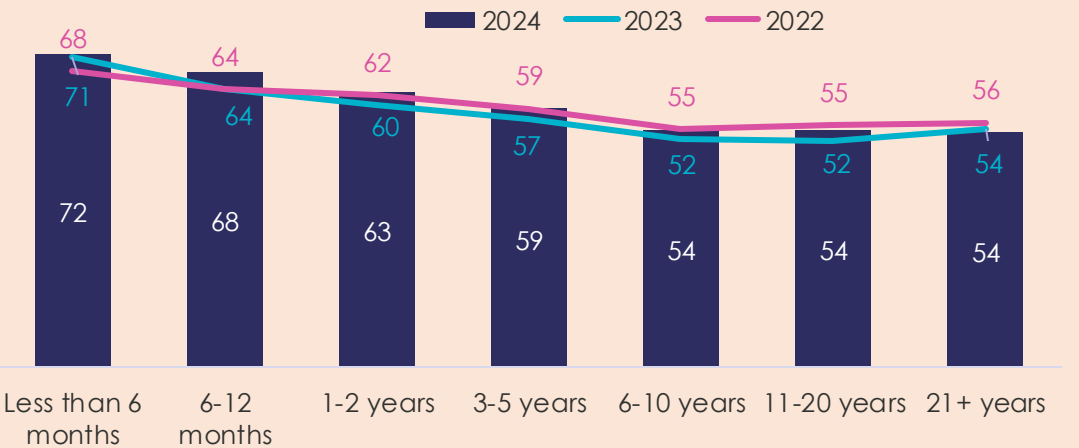
Employee engagement by working location



Employee engagement by UKRI grade



Employee engagement by length of service



# Key driver analysis: explaining relative importance

Key driver analysis allows us to identify which aspects of colleagues' working experience influence their engagement scores, as well as the strength of the influence for each. The 'relative importance' score is the metric for how much an aspect of their working lives influences their employee engagement score.

## Measuring how much the driver influences employee engagement:

- The higher the score, the greater the influence: the driver with the highest importance score is the one that has the greatest influence on employee engagement.
- In the example in the table, driver A has the greatest influence on employee engagement compared to all other drivers.
- The relative importance allows us to rank each of the key drivers in terms of their influence over employee engagement.

## Comparing drivers' influence between each other:

- Driver A has a relative importance of 0.20 which means that it is twice as influential on employee engagement than the third and fourth ranked drivers C and D with a relative importance of 0.10.
- It is also almost three times as influential as the fifth driver E with a relative importance of 0.07.

## Improving our understanding of how strong the influence is:

The relative importance score improves our understanding of the strength of the influence of each driver – so rather than just looking at the ranking, we can see that the third and fourth drivers have very similar levels of influence, whilst there is a big difference between the level of influence of the top driver (driver A) and the driver at the bottom (driver E).

Rank	Driver	Relative importance
1	driver A	0.20
2	driver B	0.12
3	driver C	0.10
4	driver D	0.10
5	driver E	0.07

# Key driver analysis: what is driving engagement?

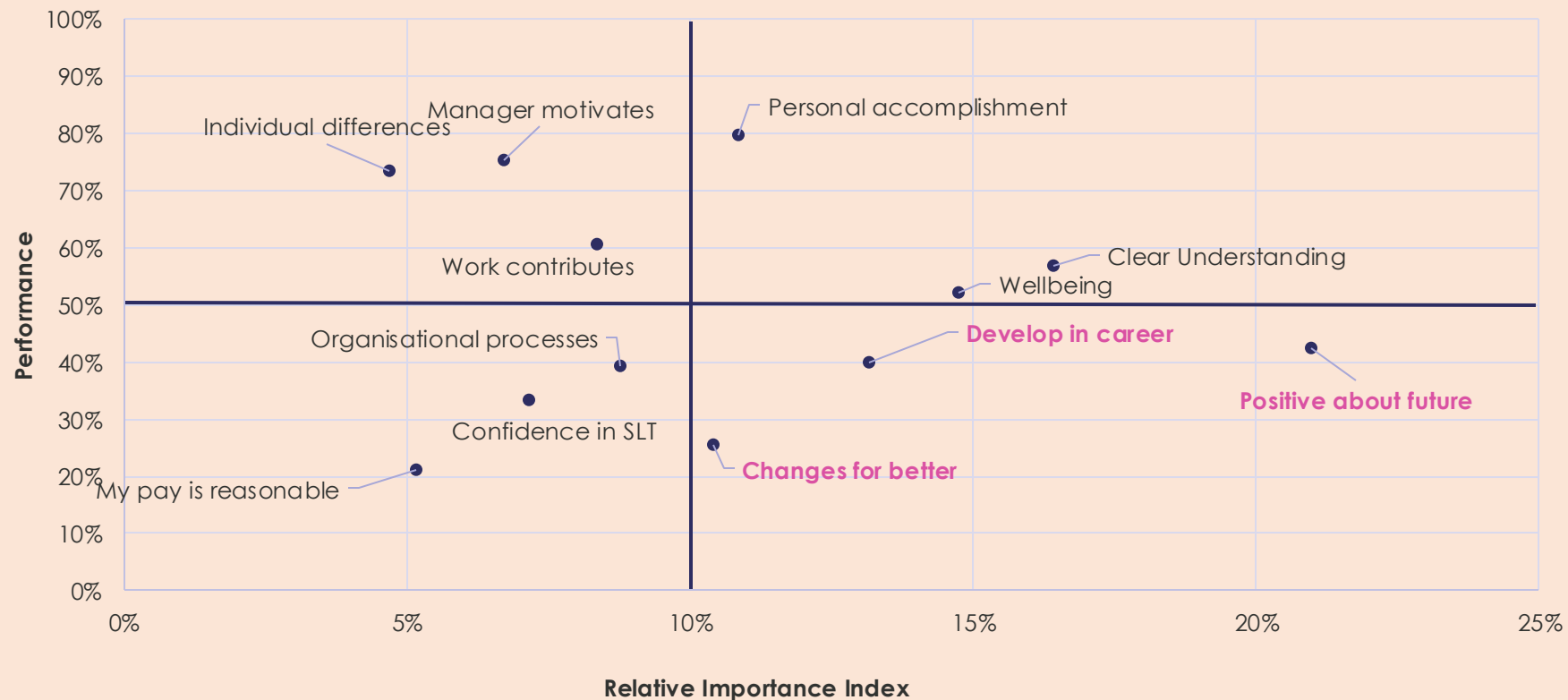
The most important driver of a person's engagement with UKRI is whether they 'feel positive about the future of UKRI' (as it was in 2023 and 2022). However, and just like in 2023, due to the poorer performance scores of 'opportunities for career development' (40%), 'organisation processes support people to work efficiently' (39%), and 'when changes are made they are usually for the better' (25%), these are also priorities for improvement (see next page).

Rank (rank in 2023/22)	Question	Relative importance	Performance (percent net agree or equivalent)
1 (1/1)	Q30 I feel positive about the future of UKRI	0.21	42%
2 (2/-)	Q4 I have a clear understanding of UKRI's objectives	0.16	57%
3 (4/3)	Q27 UKRI cares about my wellbeing	0.15	52%
4 (3/5)	Q9 There are opportunities for me to develop in my career across UKRI	0.13	40%
5 (5/4)	Q3 My work gives me a sense of personal accomplishment	0.11	80%
6 (6/7)	Q31 When changes are made across UKRI they are usually for the better	0.10	25%
7 (7/6)	Q11 Organisational processes support me to work efficiently	0.09	39%
8 (10/2)	Q4 I understand how my work contributes to UKRI's objectives	0.08	61%
9	Q30 I have confidence in the decisions made by UKRI's Senior Leaders	0.07	33%
10	Q5 My manager motivates me	0.07	75%
11	Q10 Compared to people doing a similar job in other organisations, I feel my pay is reasonable	0.05	21%
12 (9/-)	Q12 I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	0.05	73%

See **appendix 1** for a breakdown of the key drivers of engagement by council/area

# Key driver analysis: priorities for improvement

The below matrix plots the relative importance score (as a driver of engagement) against the performance of the question in the survey (e.g. % net agree). The drivers in the bottom right-hand quadrant (in dark pink) are high importance and low performance, making them the priorities for improvement.



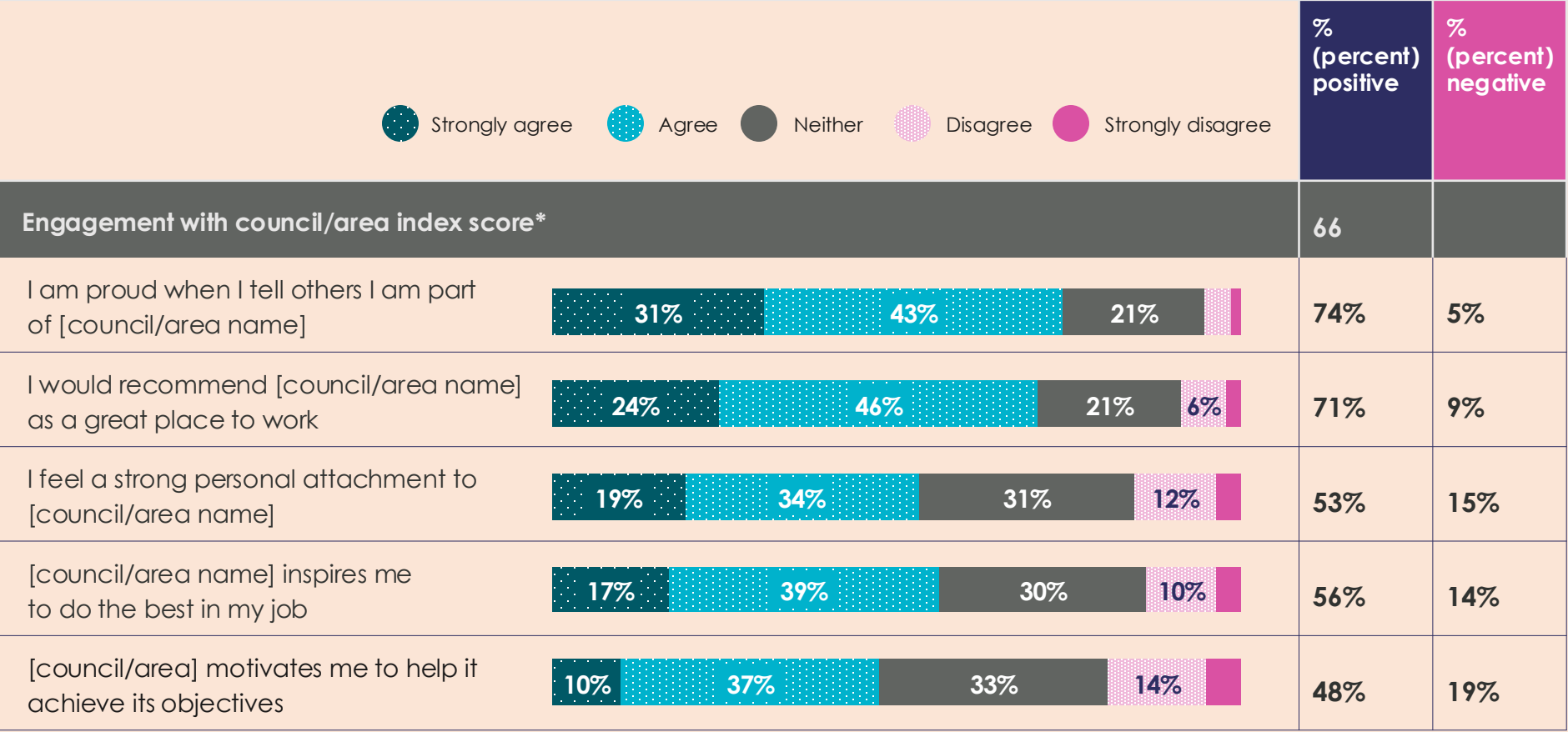


# The employee engagement score improves markedly among colleagues who...



The figures show the employee engagement score.  
(e.g. where employees feel that change is managed well across UKRI, their engagement score is 74 compared to the average of 58).

# Engagement with council/area



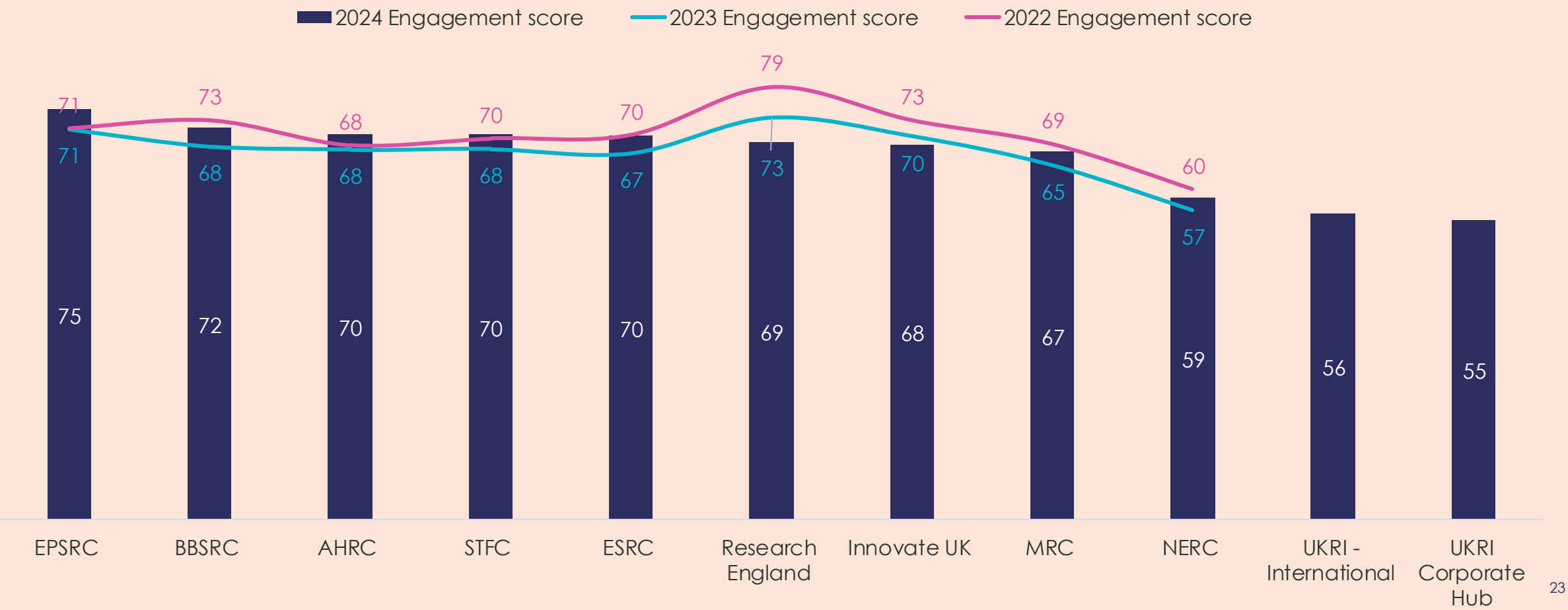
**Changes in 2024**  
Unlike in 2022 and 2023, in 2024 the questions that relate to colleagues' own council/area were also asked to those in UKRI International and UKRI Corporate Hub. In order to provide an accurate comparison to the 2022 and 2023 figures, in some instances UKRI International and Corporate Hub have been removed from the 2024 data. Where this is the case, we have included a note on the slide.

**Base:** All respondents. Note: data labels <5 percent not shown. The scores in 2024 are not comparable to previous years when Corporate Hub colleagues were excluded from the base and not asked the questions. For appropriate comparisons to previous waves, see slide 24.

\*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 five questions in the above table, while a score of 0 percent is equivalent to all respondents saying strongly disagree to all five questions.

# Engagement with council/area: by council/area

The Employee Engagement with council/area index score at a council level ranges from a high of 75 in EPSRC through to 55 in UKRI Corporate Hub and 56 in UKRI International. All of these scores are higher than the corresponding levels of engagement with UKRI except for UKRI Corporate Hub and UKRI International. All scores have improved since 2023, except for Research England (-4 points) and Innovate UK (-1 point).



# Engagement with council/area (excl. Corporate Hub for comparability)

				% (percent) positive difference	
		% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)
<div> <div>Strongly agree</div> <div>Agree</div> <div>Neither</div> <div>Disagree</div> <div>Strongly disagree</div> </div>					
Engagement with council/area index score**		68		+2	-1
I am proud when I tell others I am part of [council/area name]	<div> <div>35%</div> <div>45%</div> <div>17%</div> <div></div> <div></div> </div>	80%	3%	+1	-1
I would recommend [council/area name] as a great place to work	<div> <div>27%</div> <div>47%</div> <div>19%</div> <div>5%</div> <div></div> </div>	74%	7%	+8 ↑	+1
I feel a strong personal attachment to [council/area name]	<div> <div>22%</div> <div>36%</div> <div>30%</div> <div>10%</div> <div></div> </div>	57%	13%	+2	-2
[council/area name] inspires me to do the best in my job	<div> <div>18%</div> <div>41%</div> <div>29%</div> <div>9%</div> <div></div> </div>	59%	12%	+4	0
[council/area] motivates me to help it achieve its objectives	<div> <div>11%</div> <div>40%</div> <div>32%</div> <div>13%</div> <div></div> </div>	51%	17%	+4	+1

**Base:** All respondents excl. Corporate Hub for comparability with previous years. 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 five questions in the above table, while a score of 0 percent is equivalent to all respondents saying strongly disagree to all five questions.

## 4. Key theme: Psychological safety



# Historic psychological safety index

To quantify psychological safety across UKRI, an index was created in 2023 that combines the weighted scores of the four questions below. The score is out of 100, with a higher score representing a state of greater psychological safety. An overall index score of 64 is unchanged from 2023.



I would feel confident challenging the way things are done across UKRI



I am comfortable expressing my true feelings at work



In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk



I am encouraged to try new ideas, even if they may not work

## What is psychological safety?

"Psychological safety is the belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns or mistakes. In teams, it refers to team members believing that they can take risks without being shamed by other team members."

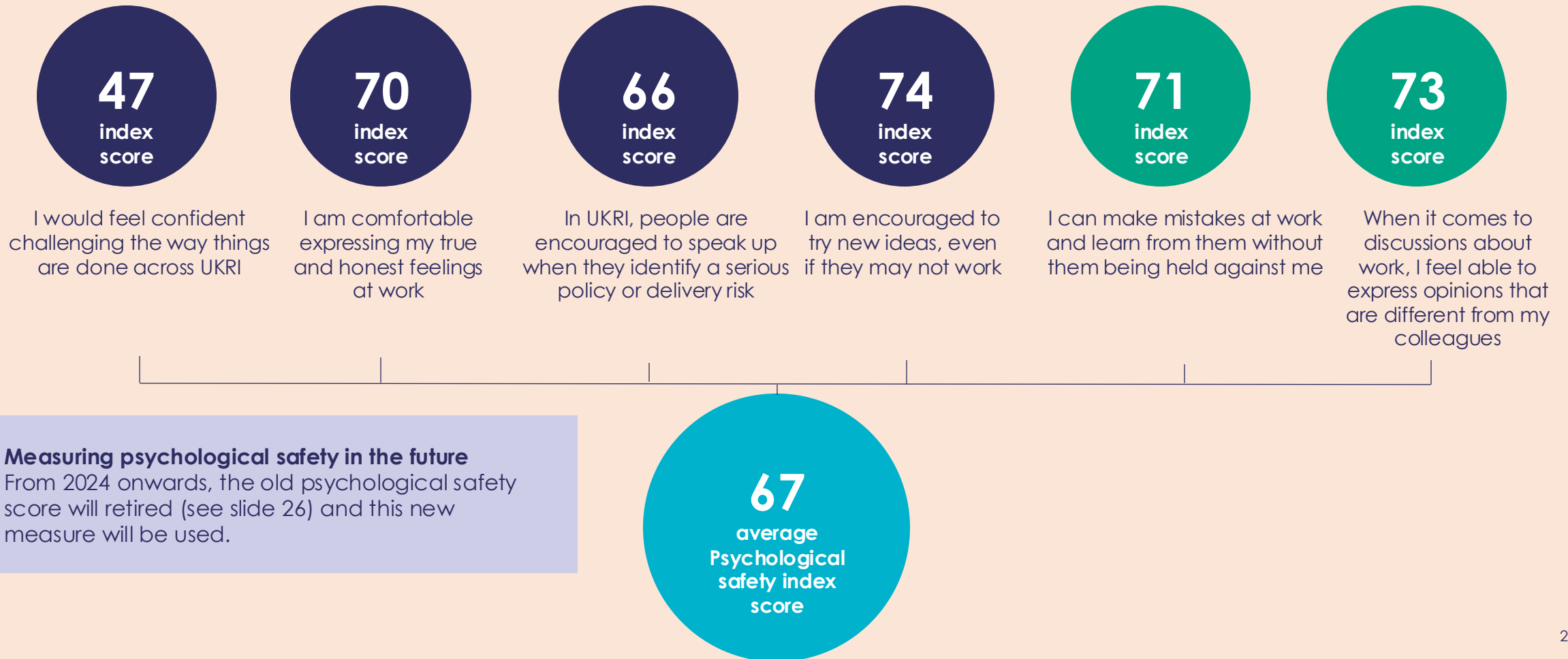


Note: change since 2023 in brackets



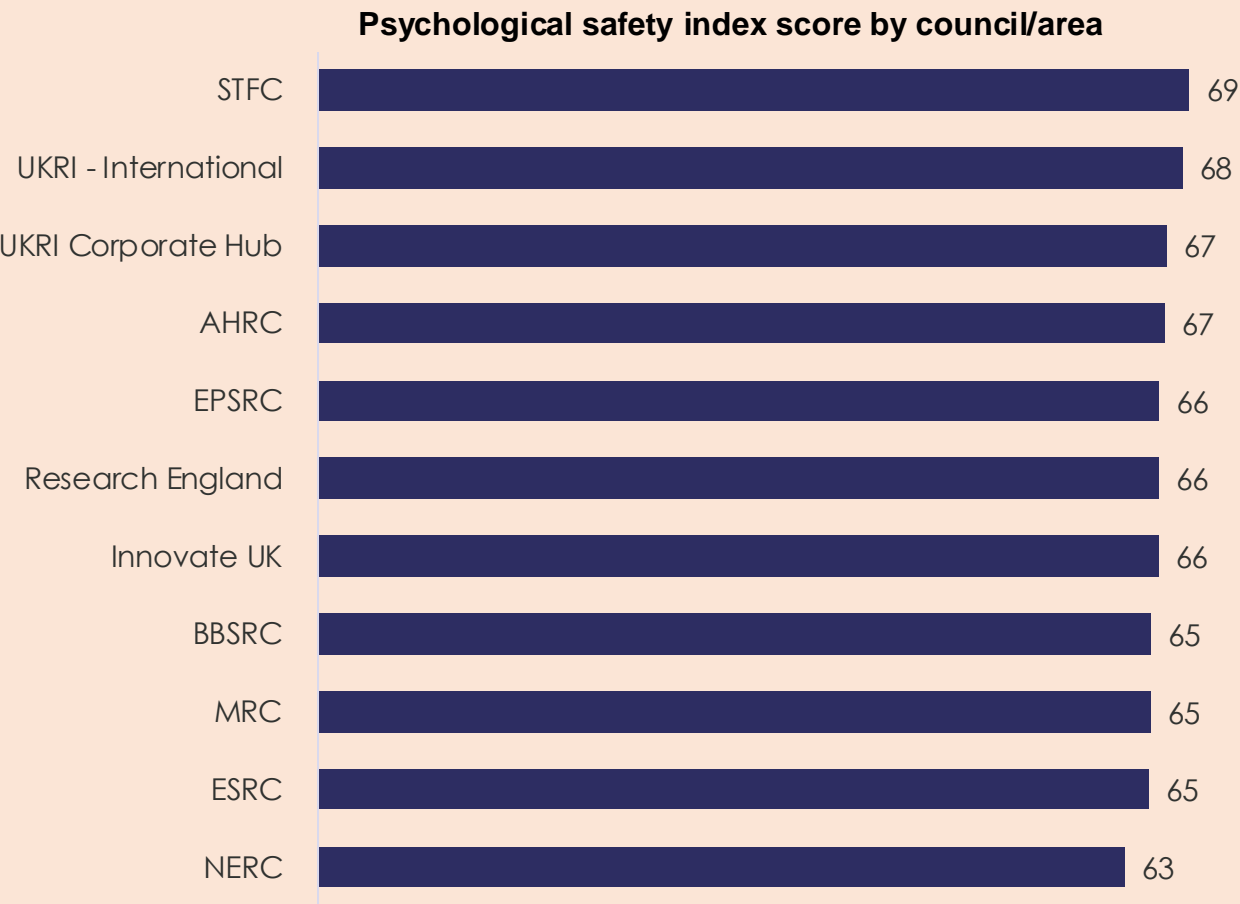
# New psychological safety index

In 2024, two new measures were added to the psychological safety index in order to allow it to represent a broader view of colleagues' experiences and to reflect good practice. These statements were "I can make mistakes at work and learn from them without them being held against me" and "I am encouraged to try new ideas, even if they may not work".



# Key theme: psychological safety (1)

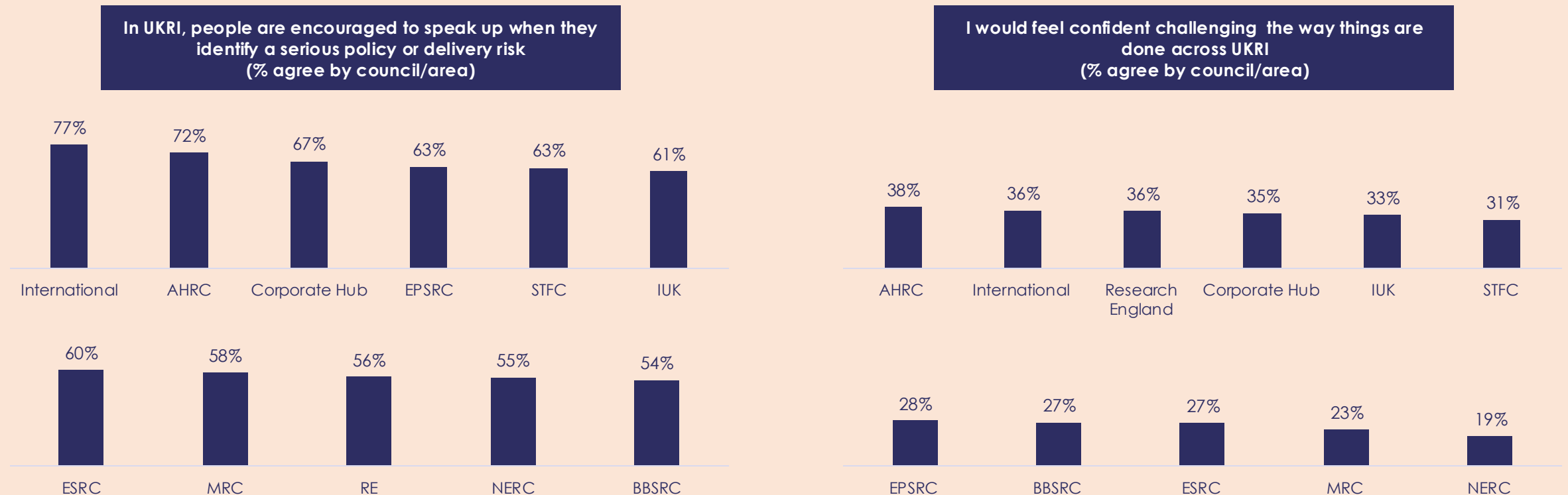
Across the councils, the psychological safety score ranges from 69 (STFC) through to 63 (NERC).



# Key theme: psychological safety (2)

The greatest variation between councils comes in response to the statement “In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk”, with confidence highest among those in AHRC and International, and lowest in BBSRC, NERC and Research England.

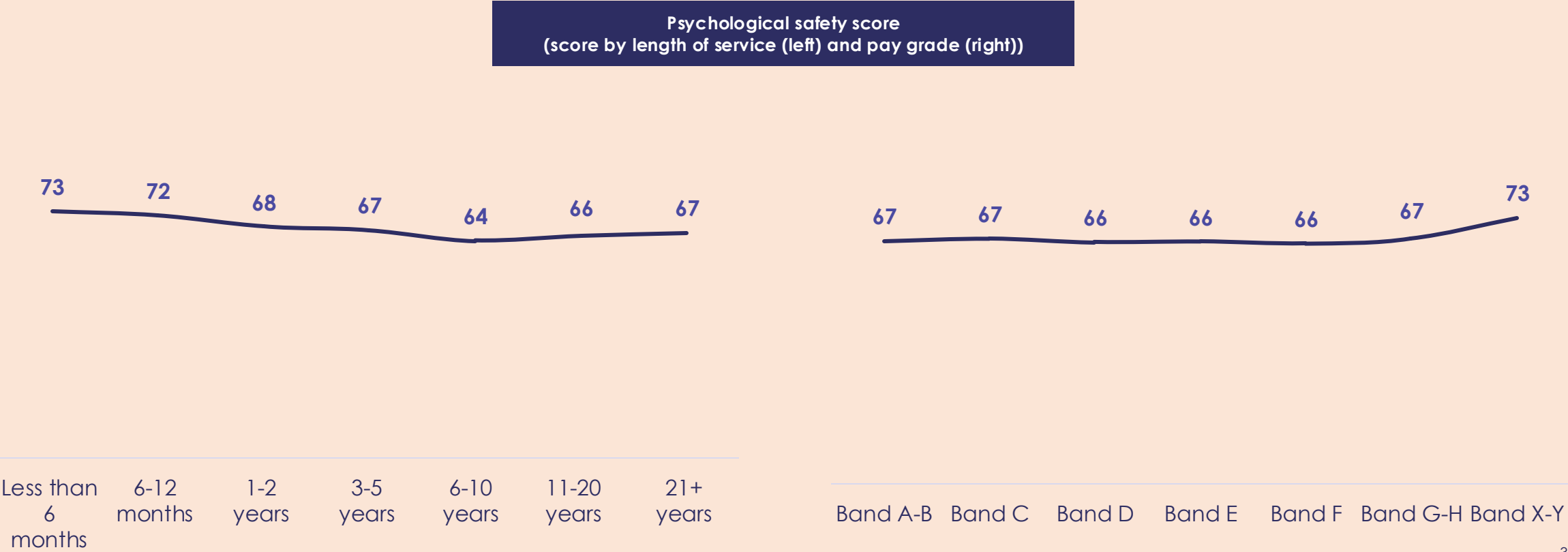
Colleagues at NERC showed low levels of confidence “challenging the way things are done across UKRI”, with only 19% agreeing to this statement.



# Key theme: psychological safety (3)

Colleagues' psychological safety score varies little according to length of service or with seniority, with the exception of those who have joined the organisation most recently (in the last year) and those in the most senior roles (X-Y).

In both cases, psychological safety registers as higher.



# Key theme: psychological safety (4)

**Running a statistical analysis on the key drivers of a high psychological safety score highlights the importance of providing an open and supportive environment for sharing ideas.**

A colleague's belief that their opinions are valued in the workplace is the single greatest driver of their psychological safety, followed by feeling empowered to challenge inappropriate behaviour when they encounter it. This second statement represents an area of notable improvement for UKRI, with agreement having increased 21 points since 2022.

These are two areas in which UKRI currently performs reasonably well.

However, two areas of lower performance for UKRI, both relating to managing organisational change, score highly for importance: 'when changes are made across UKRI they are usually for the better' and 'I have the opportunity to contribute my views before decisions are made that affect me'.

Rank	Question (positive correlation)	Relative importance	Performance (% net agree/ top 2 options)
1	Q32 I believe my opinion is valued at work	0.25	80%
2	Q12 I feel confident to challenge inappropriate behaviour in my workplace	0.19	68%
3	Q31 When changes are made across UKRI they are usually for the better	0.16	26%
4	Q32 I am trusted to carry out my job effectively	0.14	93%
5	Q31 I have the opportunity to contribute my views before decisions are made that affect me	0.12	26%
6	Q27 UKRI cares about my wellbeing	0.09	52%
7	Q3 I have a say over how I do my work	0.07	84%
8	Q9 Learning and development opportunities I have completed while working within UKRI are helping me to develop my career	0.06	48%
9	Q31 I feel I adapt well to changes in our ways of working	0.05	69%
10	Q12 I am treated fairly at work	0.05	84%
11	Q12 I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	0.04	73%
12	Q30 I believe that UKRI's Senior Leaders will take action on the results from this survey	0.04	37%
13	Q5 I think that my performance is evaluated fairly	0.04	78%

## 5. Key theme: pay





# Key theme: pay and reward (1)

In 2024, we can see an increase in satisfaction regarding pay and reward following a dip in satisfaction in 2023.

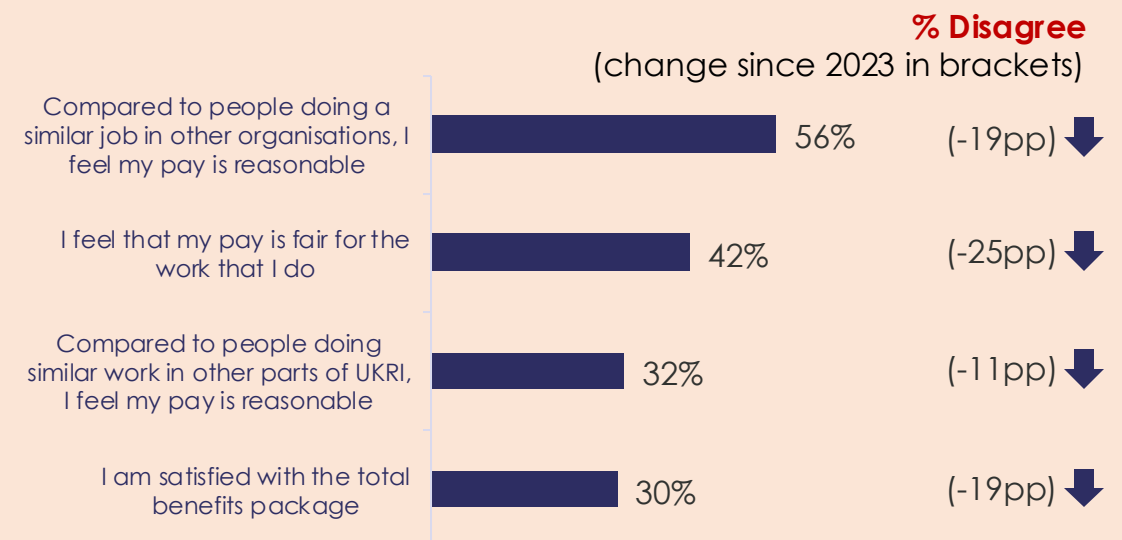
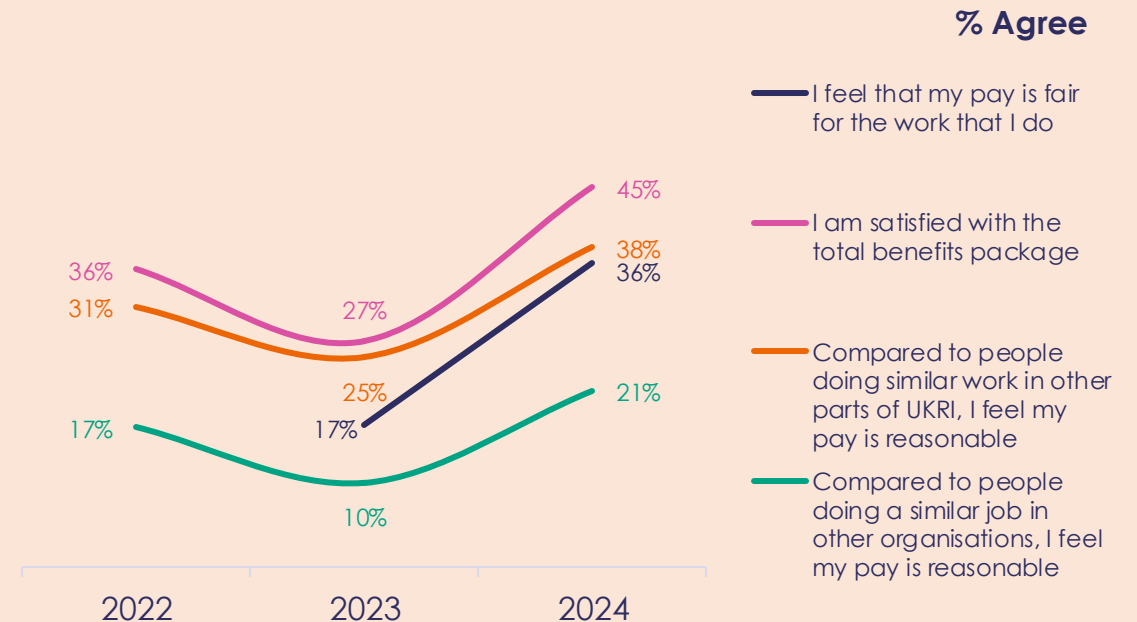
In 2023, 27% of colleagues stated they were satisfied with their overall benefits package, a drop from 36% in 2022. In 2024, the proportion of those satisfied with their benefits package increased to 45%. A similar sized increase has been seen in those believing that their pay is fair for the work they do (from 17% in 2023 to 36% in 2024). Both now sit above the Civil Service average (+8% points and +5 % points, respectively).

These two measures have seen corresponding decreases in the proportion of colleagues who disagree with them: -19pp and -25pp respectively.

Negative views towards pay and reward have decreased among those at EPSRC, MRC, NERC, and STFC, after registering high levels of dissatisfaction in 2023 (see slides 34 and 35).

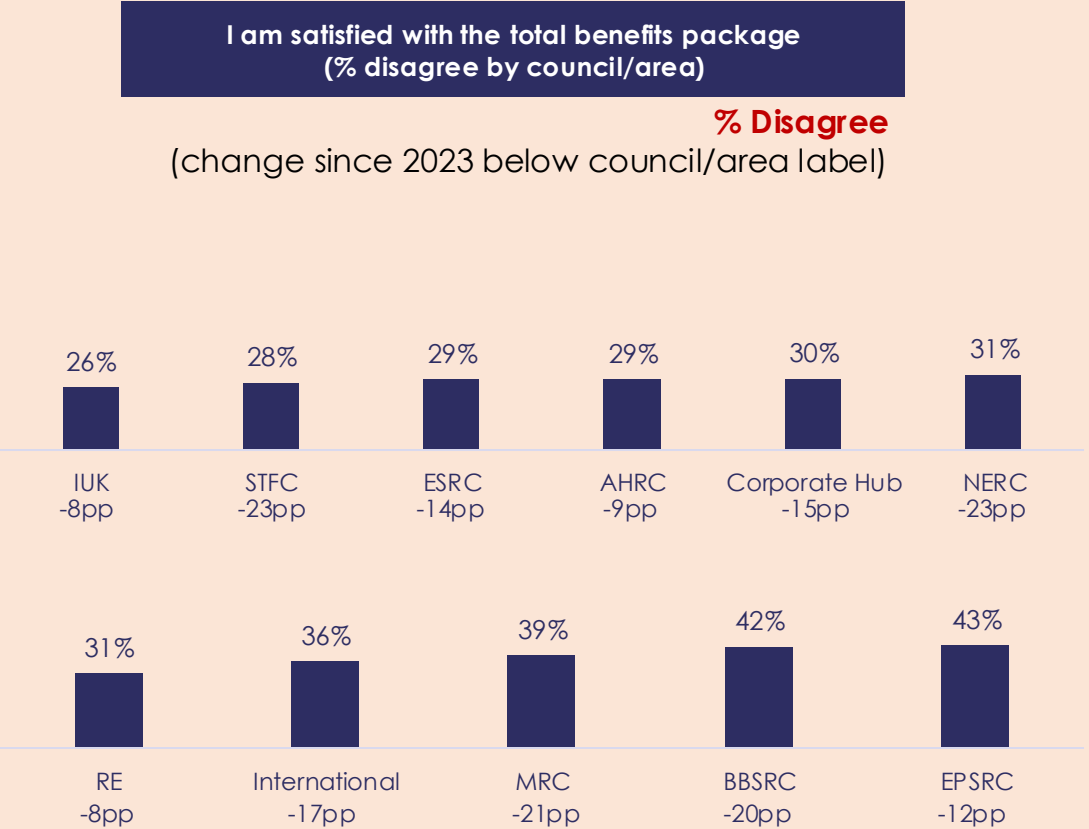
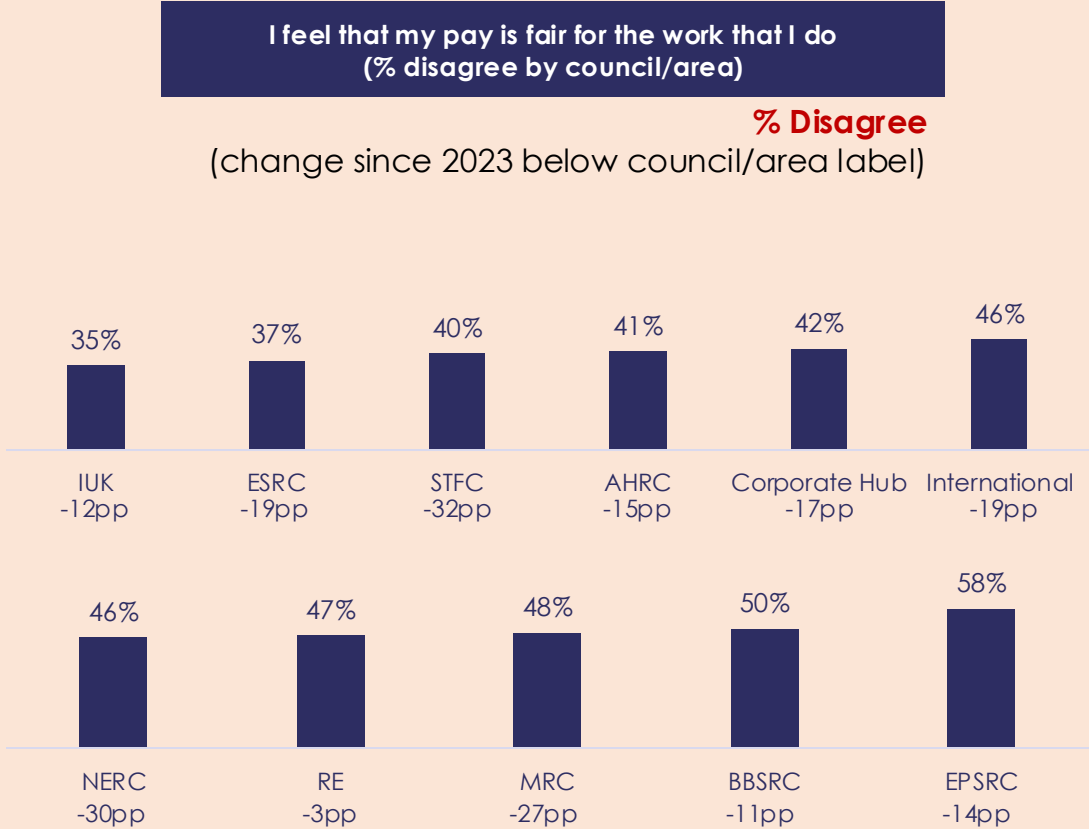
There is still a perception across the organisation that pay is not in line with the wider sector, although the view that pay is not fairly applied across UKRI has lessened.

Pay only is a minor key driver of engagement and, even then, only in the context of comparability of pay to the wider sector (see slide 18).



# Key theme: pay and reward (2)

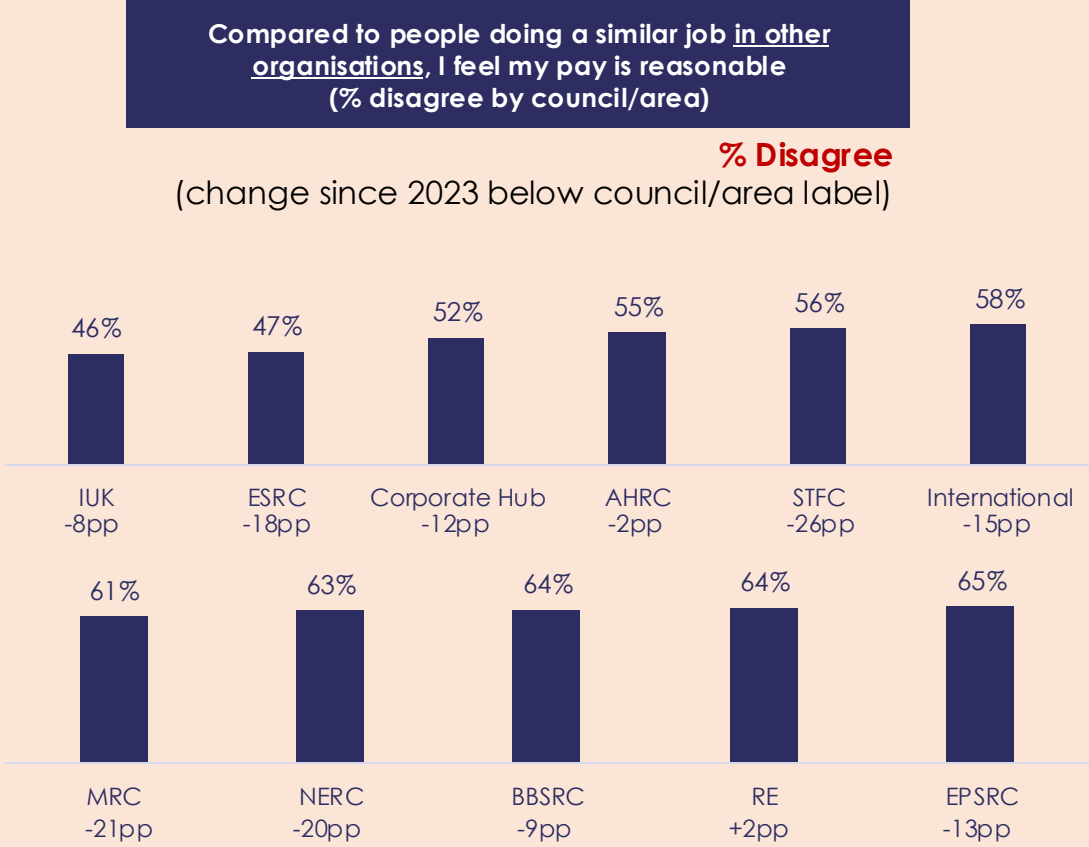
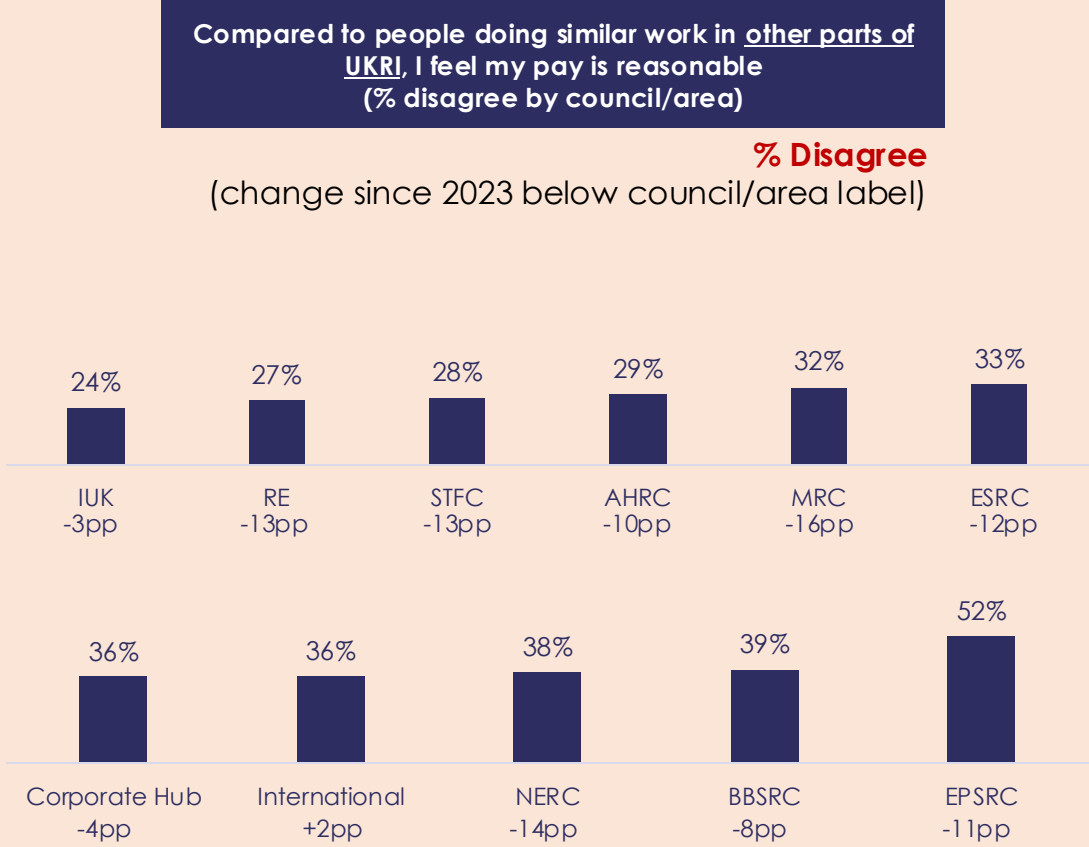
Dissatisfaction with the fairness of pay, as well as with the benefits package as a whole, fell across all councils, with particularly sharp decreases in dissatisfaction found at MRC, NERC, and STFC.



# Key theme: pay and reward (3)

In 2023, two-thirds of colleagues in EPSRC believed their pay was not reasonable compared to others across UKRI. This has fallen to just over half in 2024, still making them the most likely council to feel this way, but significantly improved.

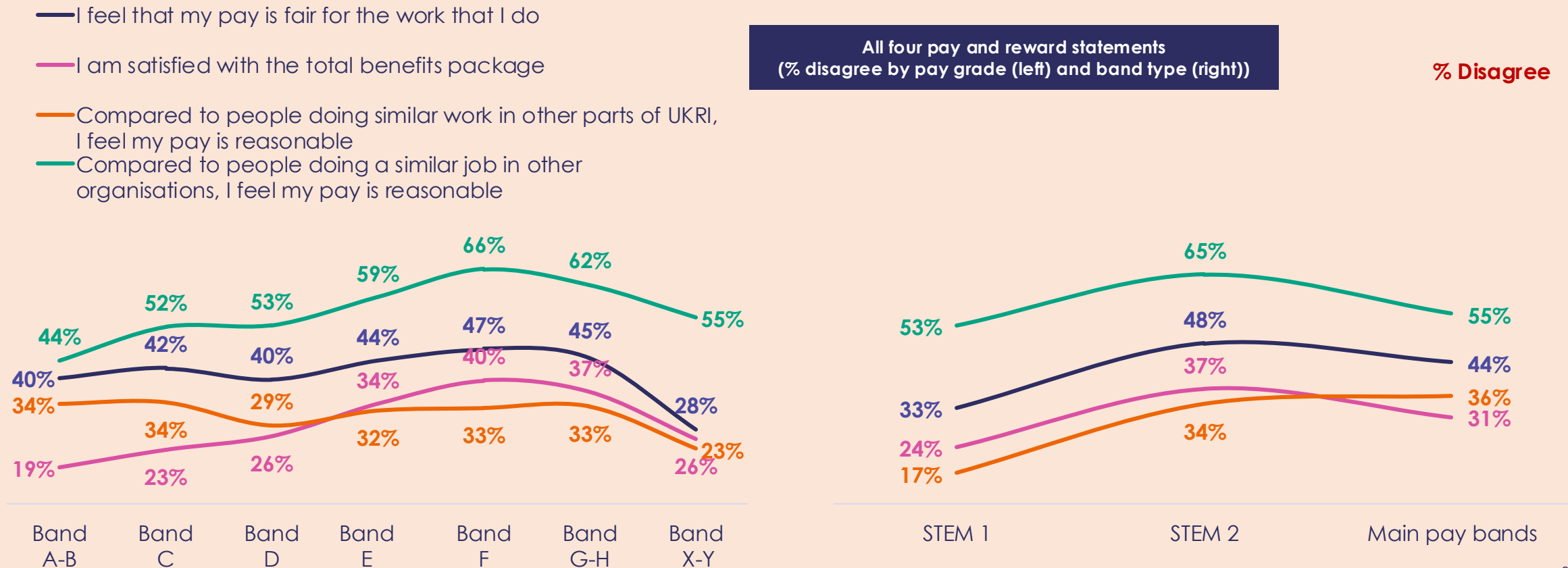
The belief that colleagues are underpaid compared to those in other organisations remain prevalent across all councils. However, significant improvements have been seen across most councils, with STFC (-26pp) the most notable of these.



# Key theme: pay and reward (4)

Those at the highest (X-Y) grades are least likely to be dissatisfied with their pay or to compare it unfavourably with others'.  
Colleagues, with grades E-H most likely to be unhappy with their pay.

Those on the 'STEM 2' pay band are notably less positive than those on the 'STEM 1' band (and to a lesser extent those on the main pay bands) about their pay, especially in regard to how well it compares to people doing a similar role in the wider sector.



# Key theme: pay and reward (5)

When we intersect pay grade with the two STEM pay bands, we see how the two characteristics interact. Regardless of pay grade, those on a STEM 2 band show higher levels of discontentment with pay than those in the STEM 1 band.

Across the bands, seniority had little influence on STEM pay bands' attitudes to the unreasonableness of their pay compared to others in UKRI. However, when pay is compared to the wider sector, the two characteristics interact strongly, making STEM 2 grade F/G/H colleagues 21% point more likely to be dissatisfied than those on the STEM 1 band and a D/E grade.

— I feel that my pay is fair for the work that I do

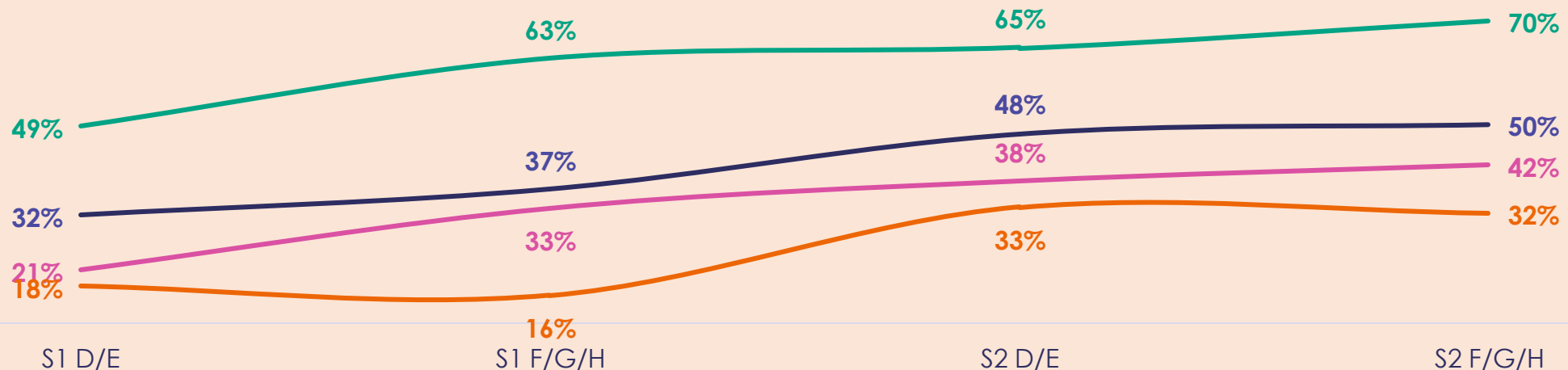
— I am satisfied with the total benefits package

— Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable

— Compared to people doing a similar job in other organisations, I feel my pay is reasonable

All four pay and reward statements  
(% disagree by pay grade by band type)

% Disagree



# Key theme: pay and reward (5)

**We looked\* across the survey results to identify the factors that most influence whether or not a colleague is dissatisfied with their pay.**

The analysis shows that the most influential factor is having a manageable workload; colleagues who do not feel that their workload is manageable are more likely to also be dissatisfied with their pay.

In this case, moving the average response to this question one unit on this scale (i.e, from agree to strongly agree or from disagree to neither/nor) would likely decrease disagreement that 'pay is fair for the work I do' by 4.7%.

As such, satisfaction with pay is likely to be most positively impacted by addressing colleague workloads, the visibility of SLT action, and colleague skills and training.

\*using a binary logistic regression technique

Rank	Question (positive correlation)	Influence	Change per unit increase
1	Q11 I have a manageable workload	0.156	-4.7%
2	Q30 I believe that UKRI's Senior Leaders will take action on the results from this survey	0.153	-4.5%
3	Q11 I have the skills I need to do my job effectively	0.097	-4.4%
4	Q9 There are opportunities for promotion within my current role	0.089	-3.7%
5	Q3 I am recognised for the way in which I approach my work, not just for what I contribute	0.085	-3.0%
6	Q5 I receive regular constructive feedback on my performance	0.074	-3.0%
7	Q5 I think that my performance is evaluated fairly	0.068	-2.9%
8	Q3 My work gives me a sense of personal accomplishment	0.058	-2.9%
9	Q12 I am treated fairly at work	0.052	-2.9%
10	Q9 There are opportunities for me to develop in my career across UKRI	0.044	-2.6%
11	Q12 I am treated with respect by the people I work with	0.042	-2.4%
12	Q12 I feel valued for the work I do	0.032	-2.3%
13	Q30 I have confidence in the decisions made by UKRI's Senior Leaders	0.030	-1.9%
14	Q11 I achieve a good balance between my work life and my private life	0.023	-1.8%

## 6. Key theme: intention to stay at UKRI



# Key theme: plans for the future (1)

At the end of the People Survey, colleagues are asked about their intention in regard to staying at UKRI or moving on.

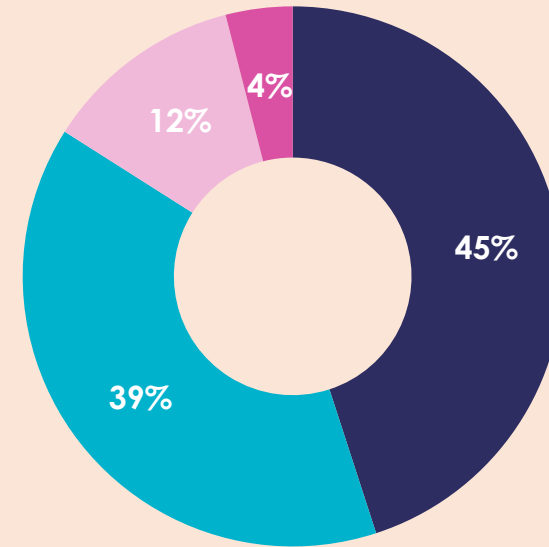
Eighty-four percent of colleagues indicated that they intended to stay at UKRI for at least the next year, up from 79% in 2023. Accordingly, intention to leave in 12 months or less has dropped from 21% to 16%.

Colleagues at Research England show the highest propensity to wish to leave the organisation in 12 months or less.

"I love my job and my colleagues. I have worked here for over 20 years and have gained a huge amount of knowledge and skills in that time."

**Band D Colleague**

Intention to leave or stay at UKRI



- I'm planning to stay working within UKRI for at least the next three years
- I'm planning to stay working within UKRI for at least the next year
- I'm planning to leave UKRI within the next 12 months
- I'm planning to leave UKRI as soon as possible

**Note of interest:** 16% of colleagues indicated an intention to leave within 12 months or less. This figure comes from 3% who expect to leave due to retirement or the end of a fixed-term contract and 13% who are looking to leave for another reason (referred to in this report as '**elective leavers**').



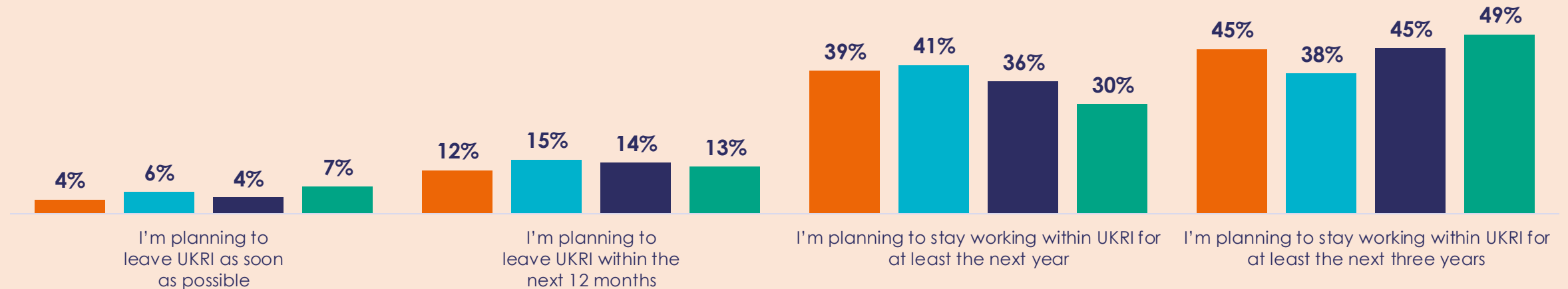
## Key theme: plans for the future (2)

The figure of 16% of colleagues looking to leave UKRI in 12 months or less is lower than in 2023 (21%) and in comparison to the Civil Service average (20%).

In addition to this, there is a 7pp increase in the number of colleagues who see their long-term future at UKRI (3+ years), reversing a notable decline (also 7% points) seen in 2023.

### Intention to leave or stay at UKRI

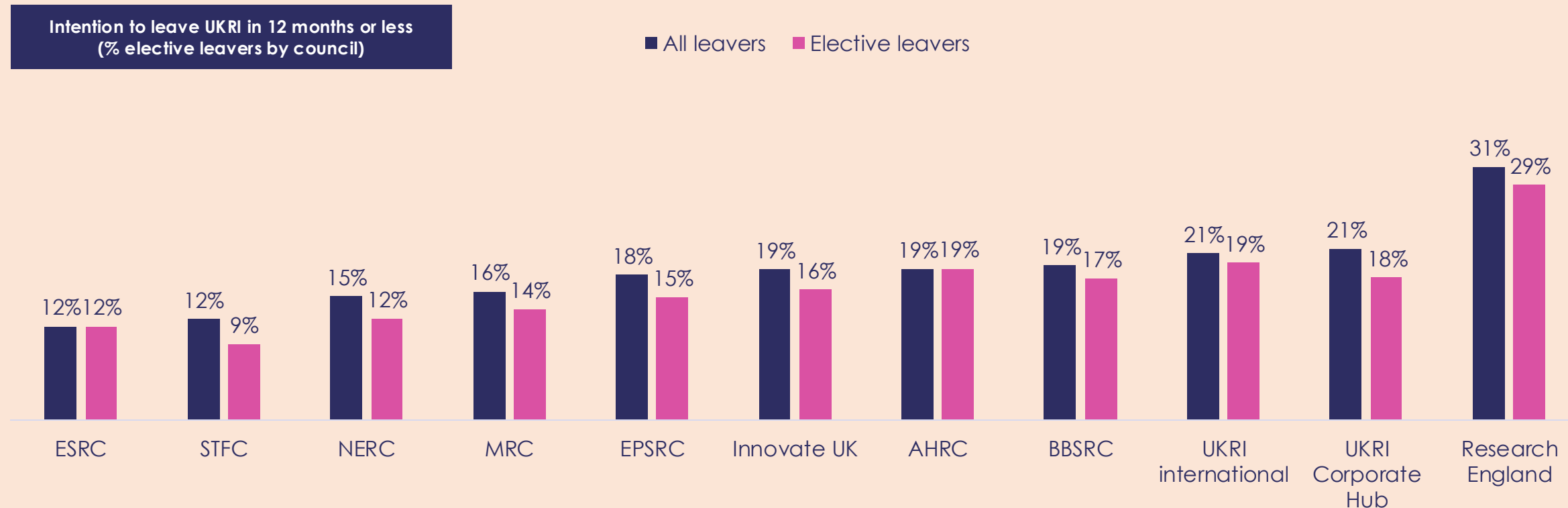
2024 2023 2022 Civil Service



## Key theme: plans for the future (2)

Looking specifically at elective leavers, who intend to leave UKRI in the next 12 months or less and not because of retirement or the end of a fixed term contract, Research England shows a notably higher propensity here, with almost a third of colleagues (29%) categorised this way.

The lowest level of elective leavers are found at STFC (9%), NERC (12%), and ESRC (12%).



## Key theme: plans for the future (3)

Of those who said they intended to leave UKRI in 12 months or less, 8% were reaching the end of a fixed-term contract and 7% were expecting to retire in this time.

The most common reasons for wishing to leave UKRI are low pay, workload/stress, and a lack of support from senior leadership.

“Reducing the workload... would increase mine and others' productivity [and] would go a long way for my own mental health and my outlook on UKRI.”

**Band D Colleague**

### Reasons for intending to leave UKRI



**Base:** all respondents looking to leave in the next year (781).  
3% Prefer not to say.

# Key theme: plans for the future (4)

## Leading reasons for wishing to leave UKRI, by council.

Please note the low number of responses for some councils (response numbers for each council are in brackets) .

AHRC (16)	BBSRC (23)	EPSRC (29)	ESRC (17)	Innovate UK (91)
<b>19%</b> elect. leavers Leading reason(s): <ul style="list-style-type: none"><li>• Stress/workload 63%</li><li>• Pay 56%</li></ul>	<b>17%</b> elect. leavers Leading reason(s): <ul style="list-style-type: none"><li>• Pay 52%</li></ul>	<b>15%</b> elect. leavers Leading reason(s): <ul style="list-style-type: none"><li>• Pay 59%</li><li>• Stress/workload 38%</li></ul>	<b>12%</b> elect. leavers Leading reason(s): <ul style="list-style-type: none"><li>• Pay 53%</li><li>• Stress/workload 37%</li></ul>	<b>16%</b> elect. leavers Leading reason(s): <ul style="list-style-type: none"><li>• Pay 44%</li><li>• Senior l'ship support 40%</li></ul>
MRC (90)	NERC (84)	Research England (14)	STFC (250)	UKRI Corporate Hub (811)
<b>14%</b> elect. leavers Leading reason(s): <ul style="list-style-type: none"><li>• Pay 57%</li></ul>	<b>12%</b> elect. leavers Leading reason(s): <ul style="list-style-type: none"><li>• Pay 44%</li><li>• Stress/workload 38%</li></ul>	<b>29%</b> elect. leavers Leading reason(s): <ul style="list-style-type: none"><li>• Pay 44%</li><li>• Career break/change 43%</li></ul>	<b>9%</b> elect. leavers Leading reason(s): <ul style="list-style-type: none"><li>• Pay 48%</li><li>• Stress/workload 34%</li></ul>	<b>18%</b> elect. leavers Leading reason(s): <ul style="list-style-type: none"><li>• Pay 39%</li><li>• Stress/workload 34%</li><li>• Senior l'ship support 32%</li></ul>

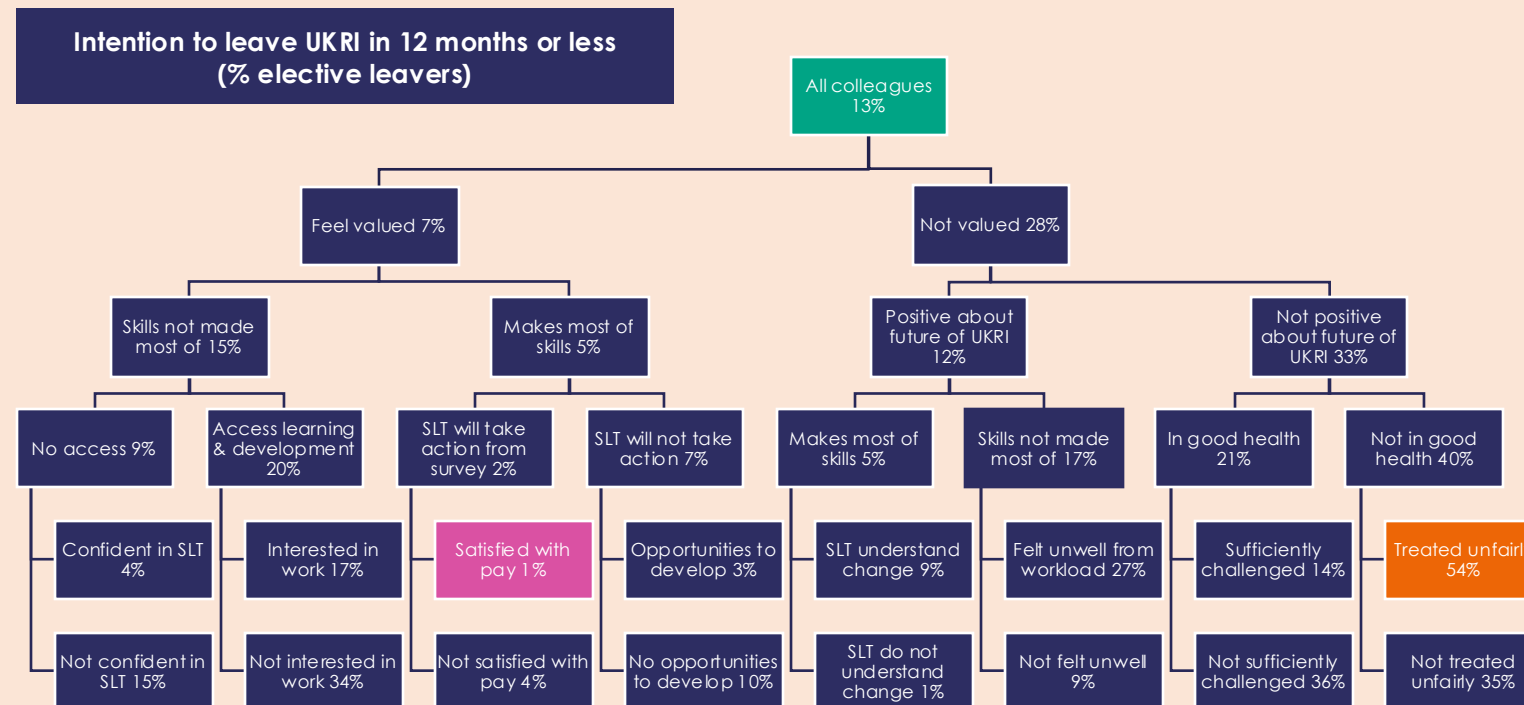
Leading reasons are derived as a percentage of all leavers, not just elective leavers.

# Key theme: plans for the future (5)

Again, using a CHAID analysis, we looked at the colleagues most and least likely to wish to leave UKRI.

The most influential attitude underpinning the intention to leave UKRI is a combination of not feeling valued and not having a positive outlook for the future of UKRI. Within this group, poor health, not feeling challenged in a role, and being treated unfairly have a significant impact on the decision to look to leave UKRI.

Views that limit the desire to leave include feeling valued, making the most of one's skills, feeling supported by the SLT, having access to learning/development opportunities, and feeling satisfied with pay.



## How do we read a CHAID analysis?

The CHAID analysis works through all the available responses in the survey data set and divides colleagues by the responses which have the largest difference in likelihood to wish to leave.

On the second tier, beneath 'all colleagues', is the attitude that produces the largest difference in likelihood to wish to leave: in this case feeling valued or not feeling valued.

Towards the bottom of each branch we can identify the group(s) that, when the full string of responses is combined, show the lowest (in pink) and highest (in orange) propensity to wish to leave.

## 7. Key theme: colleague wellbeing



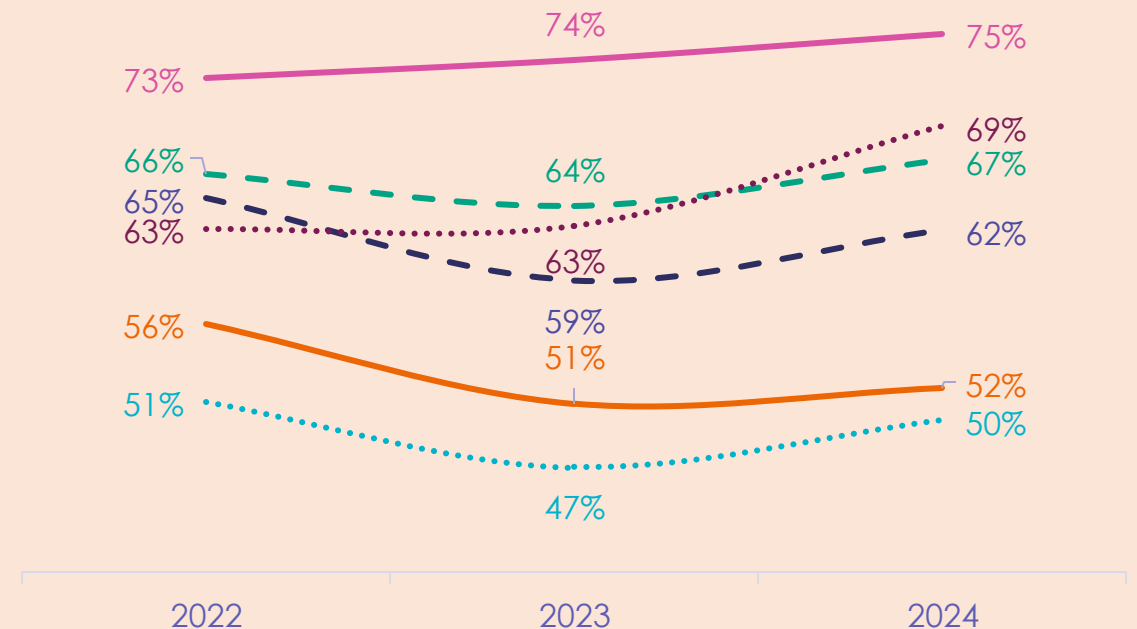
# Key theme: wellbeing (1)

**In 2024, colleagues registered a slight improvement across wellbeing measures in the survey, compared to 2023. This had the net effect of returning scores broadly to the levels seen in 2022.**

Overall physical and mental health scores both saw a 3% point increase in those rating each as 'good' to 'excellent'. Illness related to work stress has also decreased by 3% points and musculoskeletal problems by 6% points.

Stress is primarily attributed to workload, bureaucracy, and staff resource (see slide 48), with managers stating this to be even more acute in their case (see slide 53).

- In general, how would you rate your overall mental health now? (% good, very good, or excellent)
- - In general, how would you rate your overall physical health now? (% good, very good, or excellent)
- UKRI cares about my wellbeing (% agree)
- My manager creates a positive atmosphere at work which supports my health and wellbeing (% agree)
- ..... During the last 12 months, I have felt unwell as a result of work-related stress (% disagree)
- ..... In the last 12 months, I have experienced work-related musculoskeletal problems (% disagree)



## Key theme: wellbeing (2)

In the previous question you said that you had felt unwell as a result of work-related stress in the last 12 months. Which, if any, of the following do you think is or was the cause of your work-related stress?



**Base:** All respondents who have felt unwell due to work-related stress. Only showing top 10 answers. 10% Other, 0% Don't know, 1% Prefer not to say.



## 8. Key theme: the experience of line managers



# Key theme: the experience of line managers (1)

	% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)
Support for managers index score	73		+2
I feel confident in supporting the health, safety and wellbeing of the people I manage	90%	3%	+2
I feel confident in addressing poor performance in my team	71%	11%	+3
I receive, or have access to, the training I need in order to be an effective manager	70%	9%	+2
I am confident in how to manage and support my team through change	78%	5%	+2

**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.

**Note of interest:** while the engagement score among managers is lower than that for non-managers (see below), the key drivers of engagement are very closely aligned between the two groups.

Managers	56
Non-managers	60

Engagement among both groups is primarily driven by feeling positive about the future of UKRI, having a clear understanding of its objectives, feeling the organisation cares about their wellbeing, and identifying opportunities to develop their career.

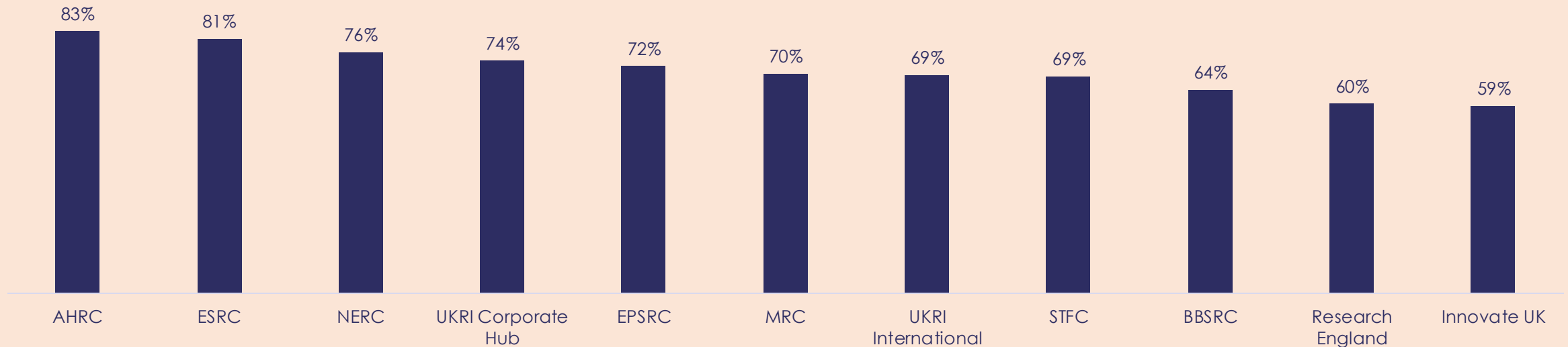
However, receiving regular constructive feedback on performance does seem to drive engagement for managers, albeit to a minor extent.

## Key theme: the experience of line managers (2)

**Agreement with the statement “I receive, or have access to, the training I need in order to be an effective manager” is lower than for other statements relating to line management.**

In particular, managers in Innovate UK, Research England, and BBSRC are least likely to agree that they have access to the training they need, with AHRC and ESRC most likely to agree.

I receive, or have access to, the training I need in order to be an effective manager  
(% agree by council/area)



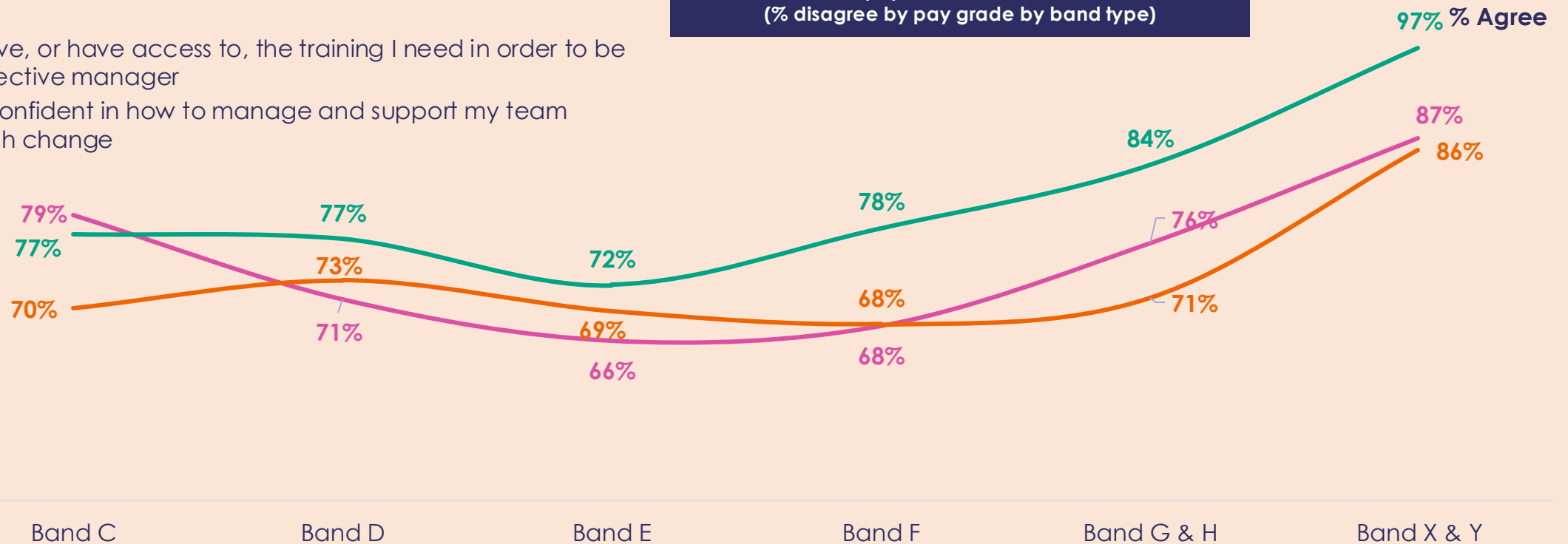
# Key theme: the experience of line managers (3)

Managers on the most senior X/Y pay grades report much greater confidence managing change, addressing poor performance, and accessing necessary training than managers at a less senior grade.

In particular, confidence dips for managers in Band E.

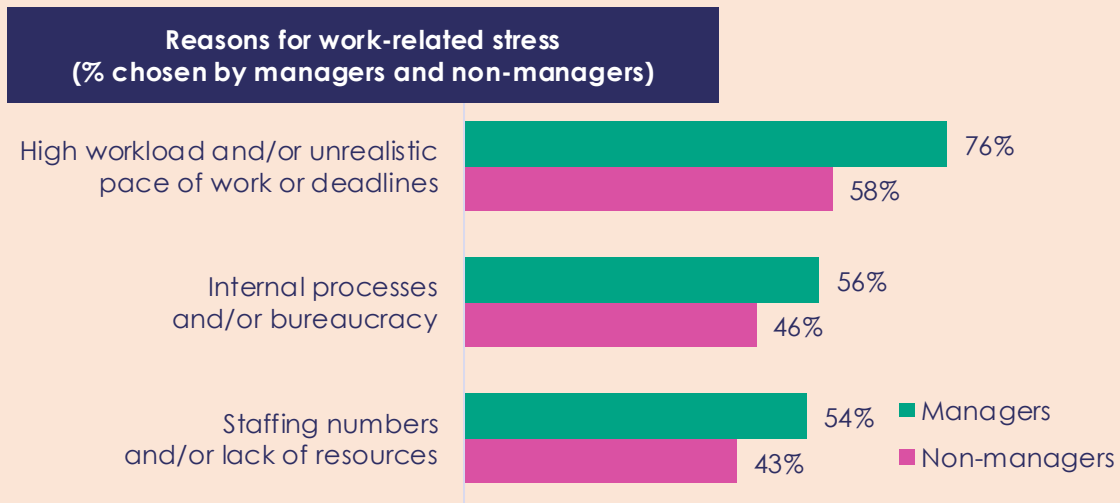
- I feel confident in addressing poor performance in my team
- I receive, or have access to, the training I need in order to be an effective manager
- I am confident in how to manage and support my team through change

All four pay and reward statements  
(% disagree by pay grade by band type)



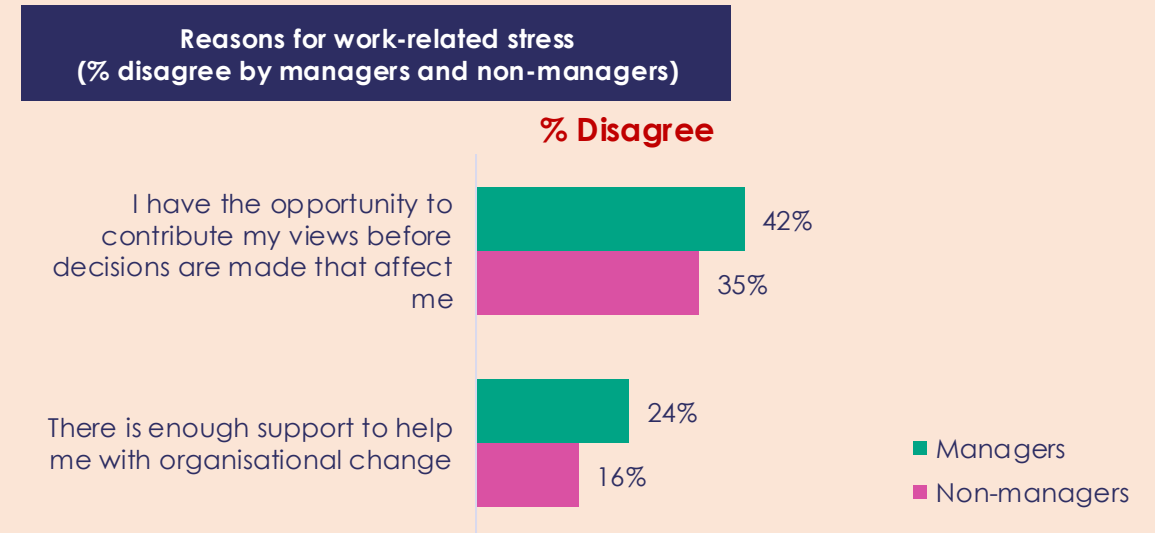
# Key theme: the experience of line managers (4)

Line managers are more likely to report feeling unwell due to work-related stress (40% vs 30%) and, when they do, to attribute this stress to issues related to workload, deadlines, bureaucracy, and resourcing.



We should bear in mind that the profile of managers is by definition different to non-managers and, as such, we should not rush to attribute these differences solely to their management role, but also consider aspects such as seniority and length of service as contributors.

Line managers are also more likely than non-managers to feel that they lack the opportunity to be involved in decisions that affect them, and to disagree with the notion that they have sufficient support through organisational change.



# Appendix 1: Colleagues' suggested improvements (free text)



# What one change would improve your working life at UKRI? (coded themes from open text comments)



**Comparison to 2023:** In 2023, the top three recommendations were 'better pay, contracts and benefits' (21%), 'increase career & progression opportunities' (6%), and 'staff wellbeing and morale' (5%).



# Appendix 2: All questions by survey theme





# My work

				% (percent) positive difference				
<div><div></div> Strongly agree<div></div> Agree<div></div> Neither<div></div> Disagree<div></div> Strongly disagree</div>				% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
My work index score				75		+1	+1	-
I am interested in my work	<div><div>48%</div><div>45%</div><div>5%</div></div>			93%	2%	+1	+1	+4
I am sufficiently challenged by my work	<div><div>39%</div><div>44%</div><div>10%</div><div>6%</div></div>			83%	7%	0	+1	+1
My work gives me a sense of personal accomplishment	<div><div>33%</div><div>47%</div><div>12%</div><div>6%</div></div>			80%	8%	+2	+2	+4
I feel involved in the decisions that affect my work	<div><div>20%</div><div>43%</div><div>18%</div><div>13%</div><div>5%</div></div>			64%	18%	+4	+2	+7 ↑
I am recognised for the way in which I approach my work, not just for what I contribute	<div><div>23%</div><div>44%</div><div>18%</div><div>10%</div><div>5%</div></div>			67%	15%	+3	+4	-
I have a say over how I do my work	<div><div>33%</div><div>51%</div><div>11%</div></div>			84%	5%	+1	+1	+11 ↑

**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. A dash represents a lack of appropriate comparator.

# Objectives and purpose

			% (percent) positive difference				
			% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
<div> <div>● Strongly agree</div> <div>● Agree</div> <div>● Neither</div> <div>● Disagree</div> <div>● Strongly disagree</div> </div>							
Objectives and purpose index score			62		0	-1	-
I have a clear understanding of UKRI's objectives	<div> <div>9%</div> <div>47%</div> <div>26%</div> <div>14%</div> <div></div> </div>		57%	17%	+3	+2	-24 ↓
I understand how my work contributes to UKRI's objectives	<div> <div>11%</div> <div>49%</div> <div>25%</div> <div>12%</div> <div></div> </div>		61%	15%	+3	+3	-23 ↓
UKRI motivates me to help it achieve its objectives	<div> <div>5%</div> <div>24%</div> <div>42%</div> <div>23%</div> <div>7%</div> </div>		28%	30%	+5 ↑	+3	-19 ↓
I have a clear understanding of [council/area]'s objectives	<div> <div>16%</div> <div>52%</div> <div>19%</div> <div>10%</div> <div></div> </div>		68%	13%	-	-	-
I understand how my work contributes to [council/area]'s objectives	<div> <div>19%</div> <div>52%</div> <div>18%</div> <div>8%</div> <div></div> </div>		72%	10%	-	-	-
[council/area] motivates me to help it achieve its objectives	<div> <div>10%</div> <div>37%</div> <div>33%</div> <div>14%</div> <div>5%</div> </div>		48%	19%	-	-	-

**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. A dash represents a lack of appropriate comparator.

# My manager (1)

			% (percent) positive difference				
<div> <div>● Strongly agree</div> <div>● Agree</div> <div>● Neither</div> <div>● Disagree</div> <div>● Strongly disagree</div> </div>			% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
My manager index score			79		-	-	-
My manager motivates me	<div> <div>33%</div> <div>42%</div> <div>15%</div> <div>7%</div> </div>		75%	9%	+2	+4	0
My manager is considerate of my life outside work	<div> <div>56%</div> <div>34%</div> <div>7%</div> </div>		90%	3%	+1	+1	+3
My manager is open to my ideas	<div> <div>50%</div> <div>38%</div> <div>7%</div> </div>		88%	4%	0	+1	+5 ↑
My manager recognises when I have done my job well	<div> <div>46%</div> <div>39%</div> <div>10%</div> </div>		85%	5%	+1	+2	+3
I receive regular constructive feedback on my performance	<div> <div>30%</div> <div>37%</div> <div>19%</div> <div>10%</div> </div>		68%	13%	+1	+3	-4
My manager trusts me to do my job effectively, whether or not I am working from the same location as them	<div> <div>60%</div> <div>33%</div> <div>5%</div> </div>		93%	3%	0	0	+2

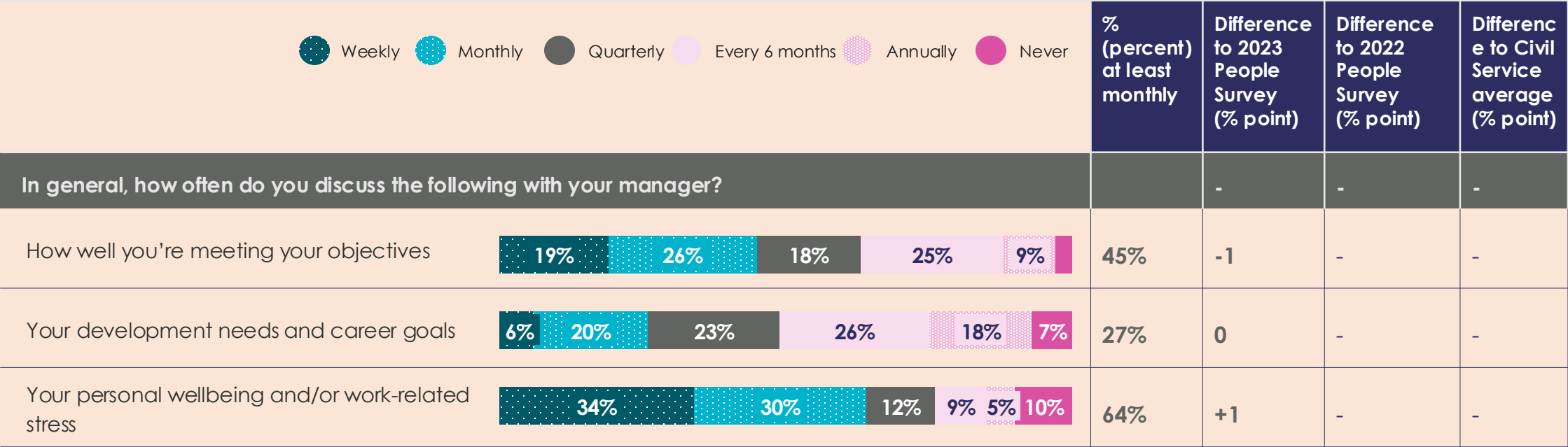
**Base:** All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator. A dash represents a lack of appropriate comparator.

# My manager (2)

			% (percent) positive difference				
<div><div><div></div> Strongly agree</div><div><div></div> Agree</div><div><div></div> Neither</div><div><div></div> Disagree</div><div><div></div> Strongly disagree</div></div>			% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
My manager index score			79		-	-	-
I think that my performance is evaluated fairly	<div><div><div></div> 38%</div><div><div></div> 40%</div><div><div></div> 14%</div><div><div></div> 5%</div></div>		78%	8%	+3	+6 <div></div>	+7 <div></div>
I trust my manager to deal with poor performance effectively	<div><div><div></div> 30%</div><div><div></div> 39%</div><div><div></div> 20%</div><div><div></div> 7%</div></div>		70%	11%	-	-	-

**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. A dash represents a lack of appropriate comparator.

# Performance management



**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. A dash represents a lack of appropriate comparator.

61

# Support for managers

			% (percent) positive difference				
<div><div>Strongly agree</div><div>Agree</div><div>Neither</div><div>Disagree</div><div>Strongly disagree</div></div>			% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Support for managers index score			73		+1	+2	-
I feel confident in supporting the health, safety and wellbeing of the people I manage	<div><div>28%</div><div>62%</div><div>7%</div></div>		90%	3%	+2	+1	-
I feel confident in addressing poor performance in my team	<div><div>17%</div><div>53%</div><div>18%</div><div>10%</div></div>		71%	11%	+3	+5 ↑	-
I receive, or have access to, the training I need in order to be an effective manager	<div><div>17%</div><div>53%</div><div>21%</div><div>7%</div></div>		70%	9%	+2	+2	-
I am confident in how to manage and support my team through change	<div><div>21%</div><div>57%</div><div>17%</div><div>5%</div></div>		78%	5%	+2	-	-

**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. A dash represents a lack of appropriate comparator.

# My team

			% (percent) positive difference				
<div><div><div></div> Strongly agree</div><div><div></div> Agree</div><div><div></div> Neither</div><div><div></div> Disagree</div><div><div></div> Strongly disagree</div></div>			% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
My team index score			80		-	-	-
The people in my team can be relied upon to help each other if we are under pressure	<div><div><div>46%</div></div><div><div>44%</div></div><div><div>7%</div></div><div></div><div></div></div>	90%	3%	+2	+3	+3	
The people in my team work together to find ways to improve the quality of what we do	<div><div><div>40%</div></div><div><div>46%</div></div><div><div>9%</div></div><div></div><div></div></div>	86%	4%	+1	+1	+3	
The people in my team work together to find ways to improve the efficiency of what we do	<div><div><div>36%</div></div><div><div>46%</div></div><div><div>12%</div></div><div></div><div></div></div>	82%	6%	-	-	-	

**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. A dash represents a lack of appropriate comparator.

# Learning and personal development

				% (percent) positive difference				
<div><div></div> Strongly agree<div></div> Agree<div></div> Neither<div></div> Disagree<div></div> Strongly disagree</div>				% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Learning and personal development index score				57		+2	+2	-
I think my current job makes the most of my skills and strengths	<div><div>18%</div><div>47%</div><div>17%</div><div>13%</div><div></div></div>	66%	17%	+10 ↑	+9 ↑	-		
I am able to access the right learning and development opportunities for my current role when I need them	<div><div>15%</div><div>48%</div><div>24%</div><div>11%</div><div></div></div>	62%	14%	+1	0	-5 ↓		
Learning and development activities I have completed in the past 12 months have helped to improve my performance	<div><div>15%</div><div>39%</div><div>32%</div><div>10%</div><div></div></div>	54%	14%	+3	+2	+1		
There are opportunities for me to develop in my career across UKRI	<div><div>8%</div><div>31%</div><div>31%</div><div>19%</div><div>10%</div></div>	40%	29%	+1	+1	-18 ↓		
There are opportunities for promotion within my current role	<div><div></div><div>20%</div><div>25%</div><div>28%</div><div>22%</div></div>	24%	51%	+3	+3	-		
Learning and development opportunities I have completed while working within UKRI are helping me to develop my career	<div><div>11%</div><div>37%</div><div>32%</div><div>14%</div><div>7%</div></div>	48%	20%	+4	+4	-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. A dash represents a lack of appropriate comparator.

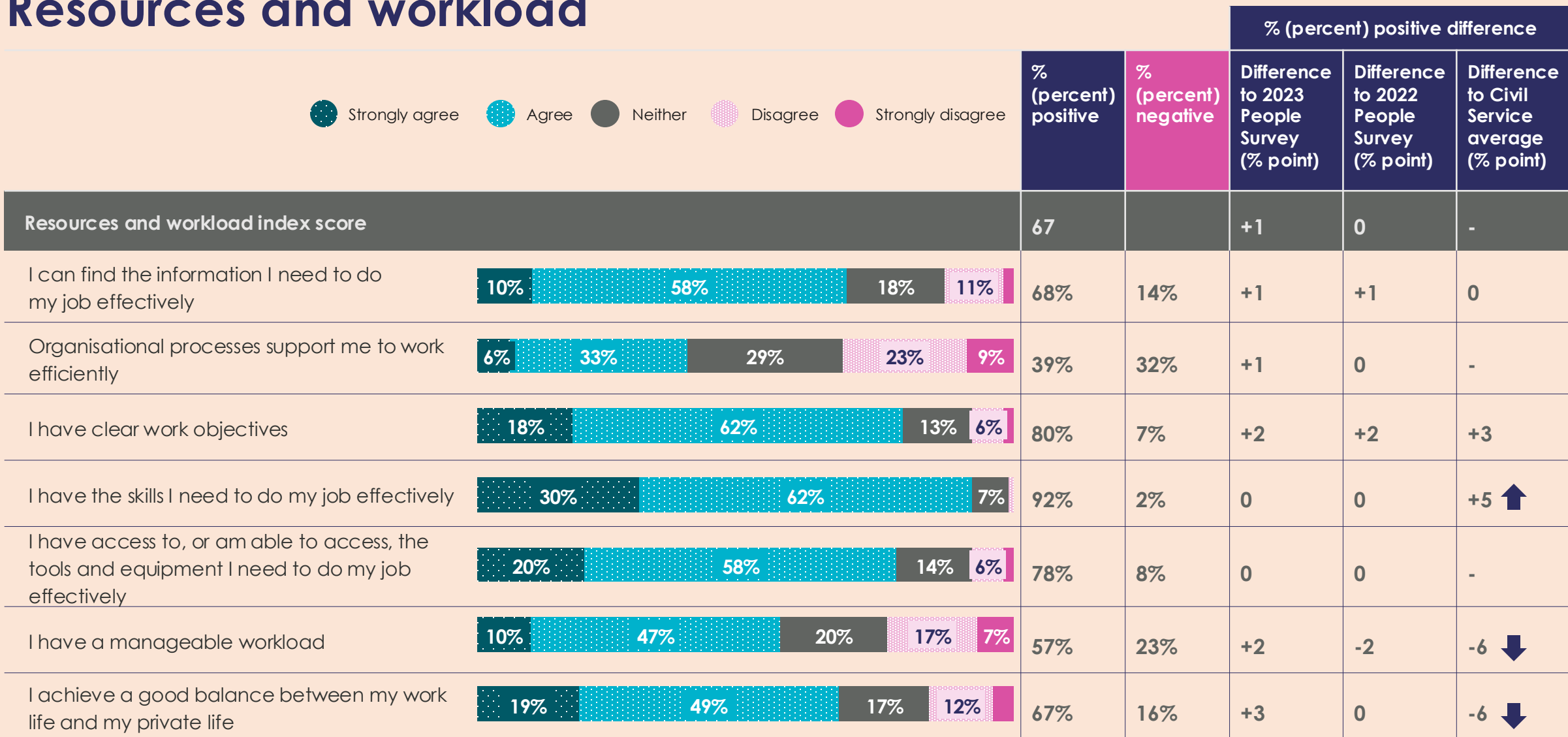


# Pay and benefits

		% (percent) positive difference				
<div><div></div> Strongly agree</div> <div><div></div> Agree</div> <div><div></div> Neither</div> <div><div></div> Disagree</div> <div><div></div> Strongly disagree</div>		% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Pay and benefits index score		46		+13	+6	-
I feel that my pay is fair for the work that I do	<div><div>5%</div><div>31%</div><div>21%</div><div>26%</div><div>16%</div></div>	36%	42%	+19 ↑	+12 ↑	+5 ↑
I am satisfied with the total benefits package	<div><div>8%</div><div>37%</div><div>24%</div><div>20%</div><div>10%</div></div>	45%	30%	+19 ↑	+10 ↑	+8 ↑
Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable	<div><div>6%</div><div>33%</div><div>30%</div><div>19%</div><div>13%</div></div>	38%	32%	+14 ↑	+7 ↑	-
Compared to people doing a similar job in other organisations, I feel my pay is reasonable	<div><div>18%</div><div>23%</div><div>30%</div><div>26%</div></div>	21%	56%	+11 ↑	+4	-6 ↓

**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. A dash represents a lack of appropriate comparator.

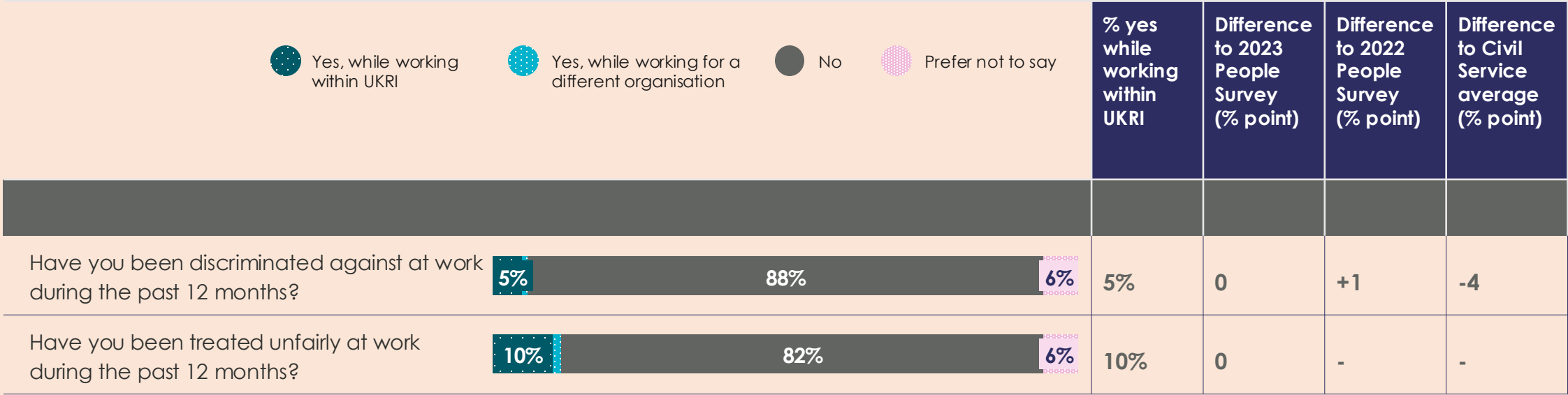
## Resources and workload



**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. A dash represents a lack of appropriate comparator.

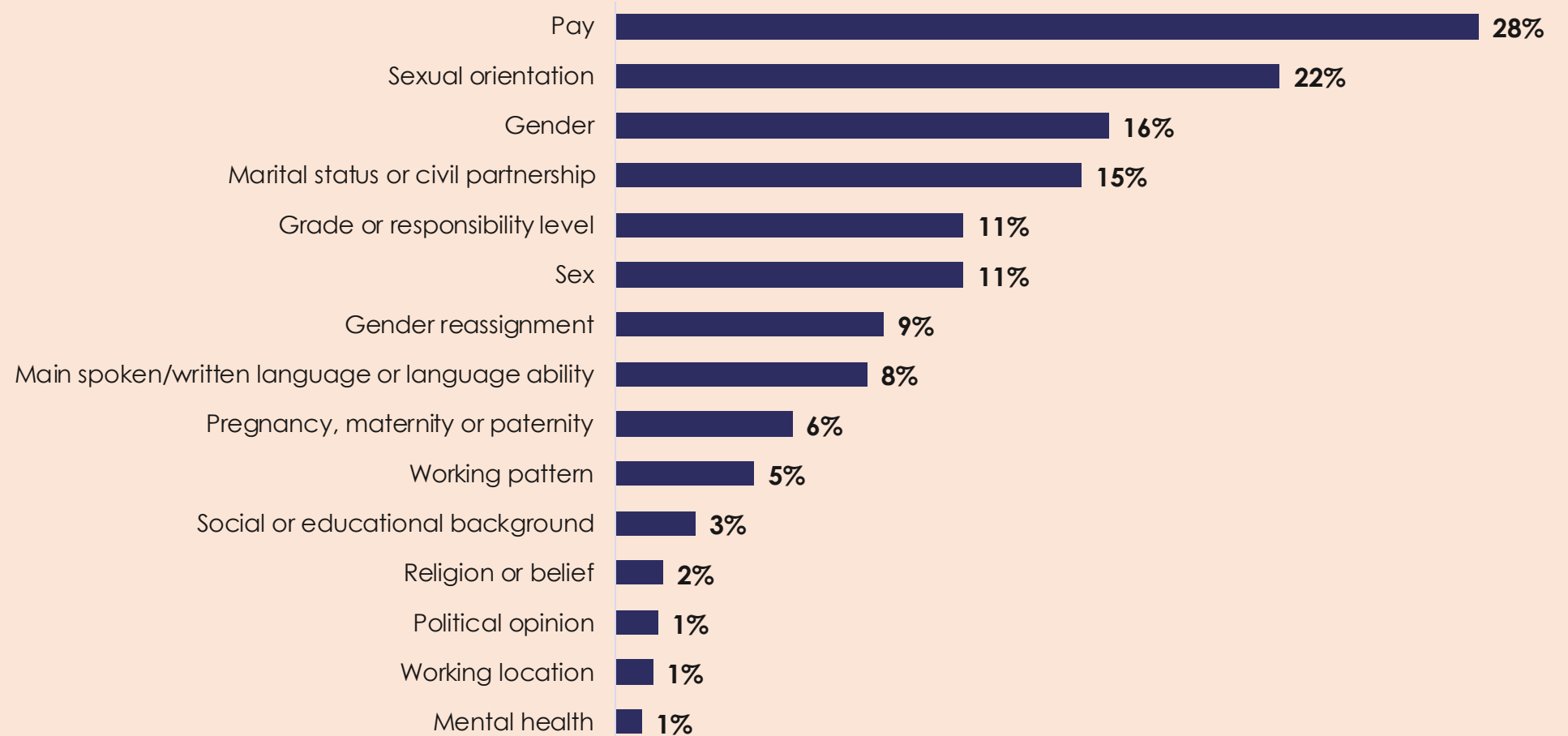


# Discrimination and unfair treatment (1)



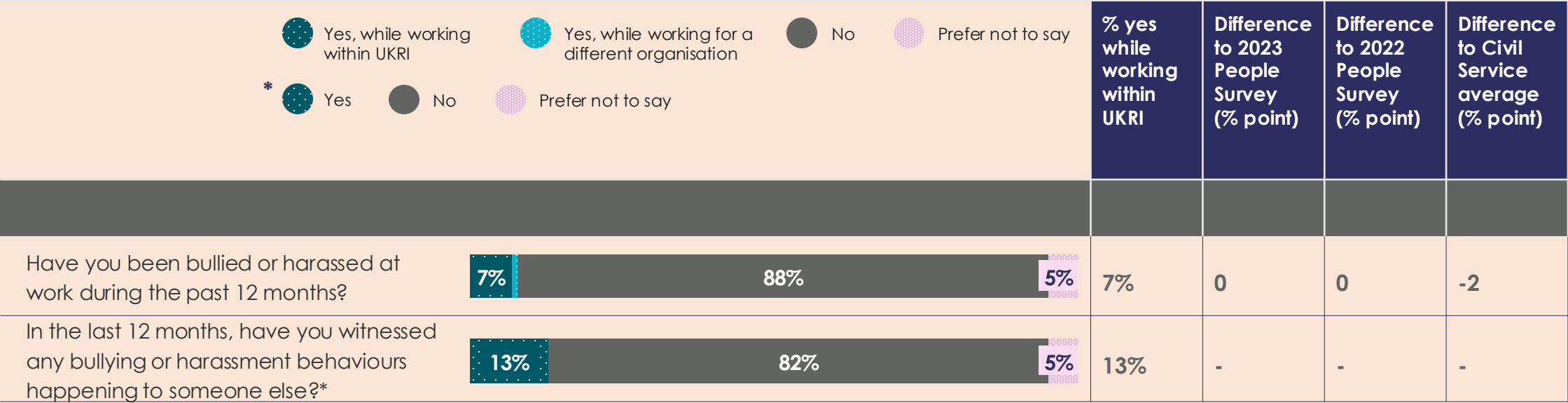
# Discrimination and unfair treatment (2)

## Nature of discrimination/unfair treatment experienced at UKRI in the last 12 months



**Base:** those who experienced discrimination/unfair treatment (n=569). 8% Other, 12% Prefer not to say.  
Respondents could provide more than one response to this question.

# Bullying and harassment (1)



**\* New to 2024:** added this year to understand more about reactions to bullying and harassment within the organisation.

**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. A dash represents a lack of appropriate comparator.

## Bullying and harassment (2): nature of bullying/harassment experienced at UKRI in the last 12 months

The most common types of bullying or harassing behaviours experienced involve diminishing a colleague's reputation (67%) and unpleasant remarks (65%).

Over half (53%) of those who have experienced bullying or harassment noted poor management practices as part of this.



**Base:** those who experienced bullying/harassment (n=362). 4% Other, 1% Prefer not to say  
Respondents could provide more than one response to this question. .

# Bullying and harassment (3)

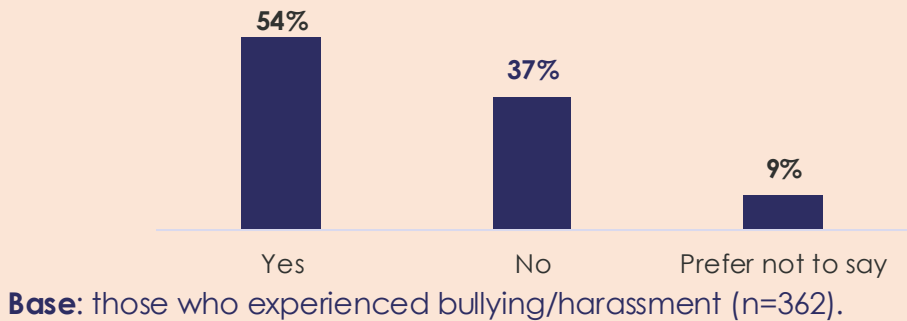
## Who bullied and/or harassed you?



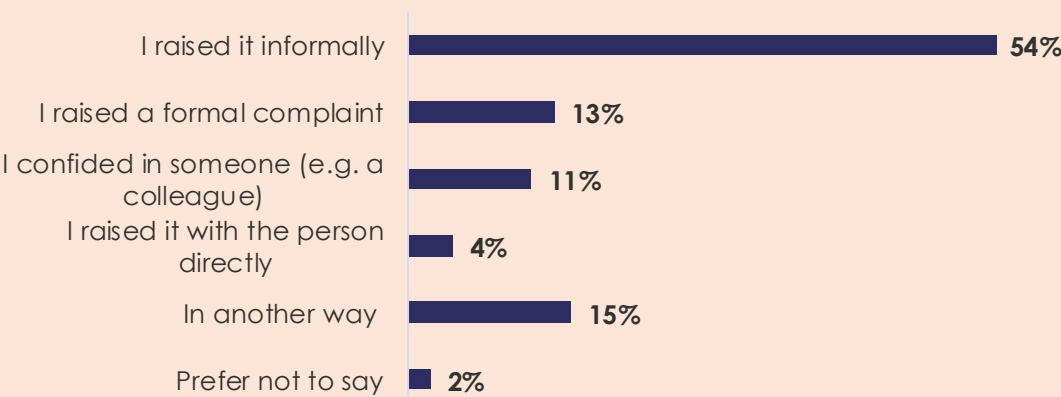
**Base:** those who experienced bullying/harassment (n=362).  
3% Other, 7% Prefer not to say.  
Respondents could provide more than one response to this question.

**Reporting bullying/harassment:** In 2024, more colleagues who had been subject to bullying and/or harassment chose to report it in some manner (formally or informally).

## Did you report your experience of bullying and/or harassment?



## How did you report your experience?



**Base:** those who reported bullying/harassment (n=194)  
Respondents could provide more than one response to this question. .

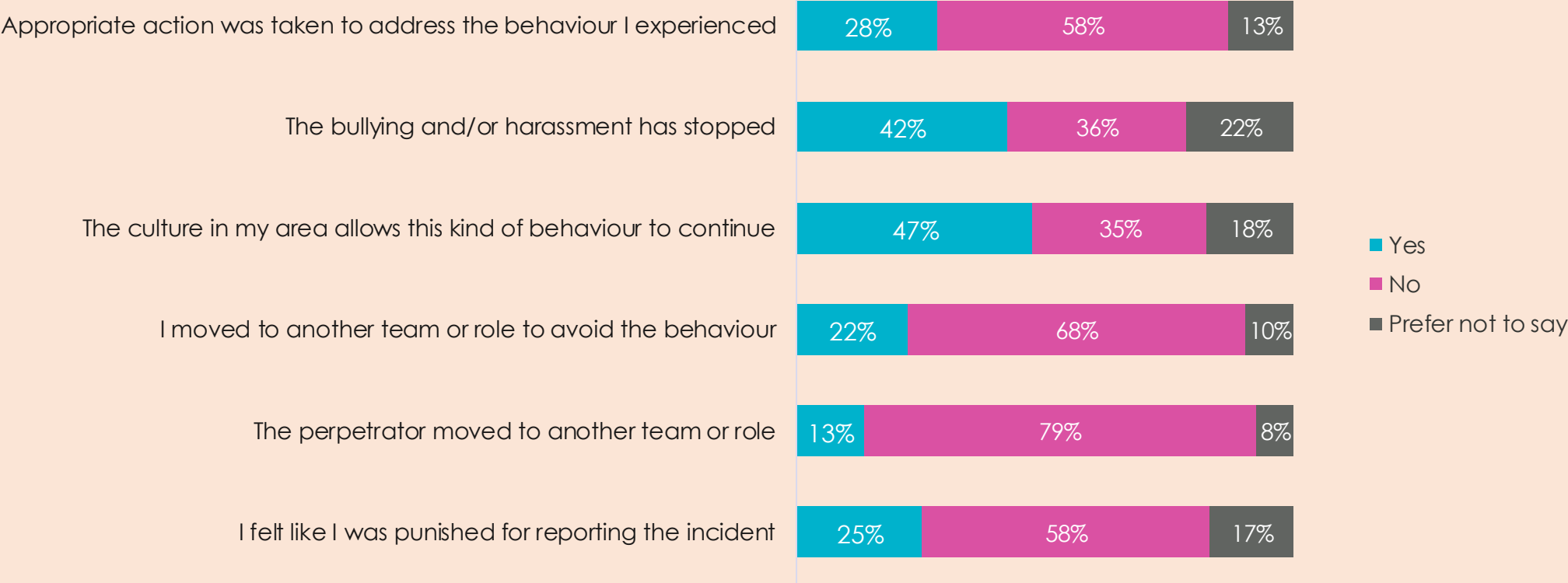


# Bullying and harassment (4)

Forty two percent of those who had reported their instances of bullying or harassment stated that the behaviours had subsequently stopped. Half (47%) felt that the culture allowed that kind of behaviour to continue more widely (down from 54% in 2023).

A quarter (25%) reported feeling punished for reporting the incident.

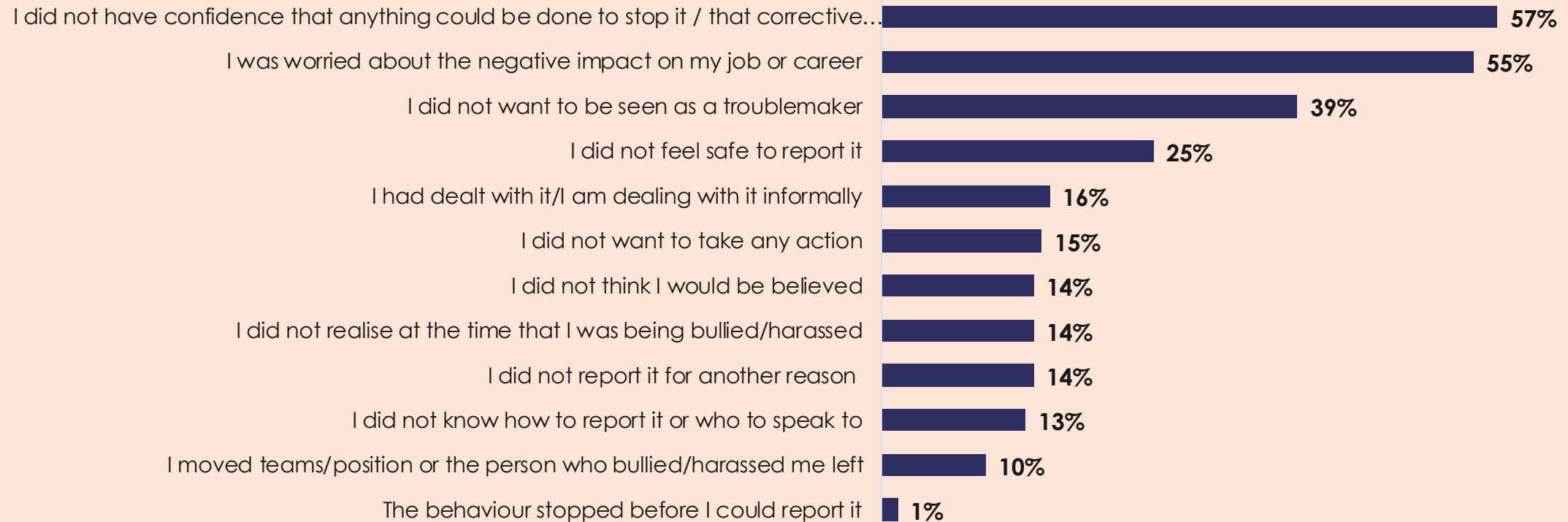
## How would you describe your situation now?



Base: those who reported bullying/harassment (n=194).

# Bullying and harassment (5): why did you decide not to report the incident?

**A lack of belief that the issue would be corrected (57%) and concerns about the impact on one's career (55%) act as the main barrier to reporting an incident of bullying and/or harassment.**

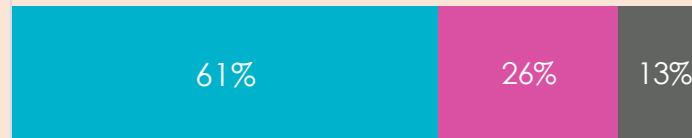


**Base:** Those who experienced bullying/harassment and did not report it (n=134). 1% Prefer not to say  
Respondents could provide more than one response to this question. .

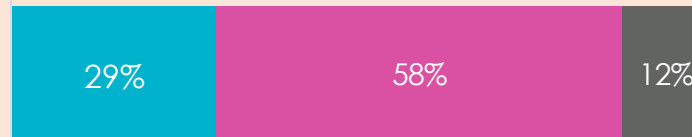
## Bullying and harassment (6): witnesses of bullying or harassment behaviours happening to someone else

In 2024, for the first time the survey measured instances of bullying and/or harassment targeted at others. Of those who had witnessed this, 61% reported it (formally or informally) and 29% raised the issue with the person responsible.

I raised it, either formally or informally, with someone else at work



I talked to or challenged the individual who was responsible for the bullying or harassment about their behaviour



■ Yes ■ No ■ Prefer not to say

**Base:** those who witnessed bullying or harassment behaviours happening to someone else (n=660).

# Health, safety and wellbeing (1)

			% (percent) positive difference				
<div><div>Excellent</div><div>Very good</div><div>Good</div><div>Fair</div><div>Poor</div></div>			% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Health, safety and wellbeing index score			67		+1	-1	-
In general, how would you rate your overall mental health now?	<div><div>9%</div><div>23%</div><div>31%</div><div>25%</div><div>12%</div></div>		62%	38%	+3	-2	-7 ↓
In general, how would you rate your overall physical health now?	<div><div>8%</div><div>25%</div><div>35%</div><div>25%</div><div>8%</div></div>		67%	33%	+3	+1	-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. A dash represents a lack of appropriate comparator.

# Health, safety and wellbeing (2)

			% (percent) positive difference				
<div> <div>● Strongly agree</div> <div>● Agree</div> <div>● Neither</div> <div>● Disagree</div> <div>● Strongly disagree</div> </div>			% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Health, safety and wellbeing index score			67		+1	-1	-
UKRI cares about my wellbeing	<div> <div>9%</div> <div>44%</div> <div>33%</div> <div>10%</div> <div>5%</div> </div>		52%	15%	+1	-4	-
My manager creates a positive atmosphere at work which supports my health and wellbeing	<div> <div>27%</div> <div>48%</div> <div>17%</div> <div>5%</div> </div>		75%	8%	+2	+3	-
During the last 12 months, I have felt unwell as a result of work-related stress*	<div> <div>10%</div> <div>24%</div> <div>16%</div> <div>31%</div> <div>19%</div> </div>		50%	34%	+3	-1	-
In the last 12 months, I have experienced work-related musculoskeletal problems (MSD)	<div> <div>14%</div> <div>12%</div> <div>39%</div> <div>31%</div> </div>		69%	18%	+6 ↑	+7 ↑	-

**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. A dash represents a lack of appropriate comparator.

# Health, safety and wellbeing (3)

In the previous question you said that you had felt unwell as a result of work-related stress in the last 12 months. Which, if any, of the following do you think is or was the cause of your work-related stress?



**Base:** All respondents who have felt unwell due to work-related stress. Only showing top 10 answers. 10% Other, 0% Don't know, 1% Prefer not to say. Respondents could provide more than one response to this question.

# Senior leadership within UKRI (1)

			% (percent) positive difference				
<div><div></div> Strongly agree</div> <div><div></div> Agree</div> <div><div></div> Neither</div> <div><div></div> Disagree</div> <div><div></div> Strongly disagree</div>			% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Senior leadership within UKRI index score			55		+2	-2	-
The Senior Leaders at UKRI are sufficiently visible	<div><div>6%</div><div>38%</div><div>32%</div><div>18%</div><div>6%</div></div>	44%	24%	+3	-3	-22 ↓	
I believe the actions of UKRI's Senior Leaders are consistent with UKRI's values	<div><div>5%</div><div>35%</div><div>49%</div><div>7%</div></div>	41%	10%	+3	-2	-20 ↓	
I believe that UKRI's Senior Leaders have a clear vision for the future of UKRI	<div><div>5%</div><div>34%</div><div>45%</div><div>11%</div></div>	40%	16%	+1	-5 ↓	-11 ↓	
I have confidence in the decisions made by UKRI's Senior Leaders	<div><div>5%</div><div>29%</div><div>47%</div><div>14%</div><div>6%</div></div>	33%	20%	+2	-5 ↓	-18 ↓	
The Senior Leaders at UKRI keep me informed about issues that matter	<div><div>5%</div><div>41%</div><div>38%</div><div>11%</div></div>	47%	15%	+4	-2	-	

Note, the following definition of senior leadership was provided to participants: "This section asks you to consider the Senior Leaders at UKRI. For clarity, this group comprises UKRI's Chief Executive Officer, Chief Operating Officer, Chief People Officer, Chief Finance Officer and the Executive Committee."

**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. A dash represents a lack of appropriate comparator.

## Senior leadership within UKRI (2)

				% (percent) positive difference				
<div><div></div> Strongly agree<div></div> Agree<div></div> Neither<div></div> Disagree<div></div> Strongly disagree</div>				% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Senior leadership within UKRI index score				55		+2	-2	-
The communication we receive from UKRI's Senior Leaders is honest and open	<div><div>6%</div><div>38%</div><div>43%</div><div>9%</div><div></div></div>			44%	13%	+4	-3	-
I feel positive about the future of UKRI	<div><div>7%</div><div>36%</div><div>40%</div><div>13%</div><div>5%</div></div>			42%	18%	+4	-4	-
I believe that UKRI's Senior Leaders will take action on the results from this survey	<div><div>6%</div><div>32%</div><div>39%</div><div>15%</div><div>9%</div></div>			37%	24%	+3	-2	-8 ↓
I think the Senior Leaders at UKRI took effective action on the results of the last survey in 2023	<div><div></div><div>20%</div><div>55%</div><div>13%</div><div>8%</div></div>			24%	21%	+5 ↑	+9 ↑	-12 ↓
The Senior Leaders at UKRI help me to understand the reasons and benefits that change will bring	<div><div></div><div>27%</div><div>48%</div><div>15%</div><div>6%</div></div>			31%	21%	+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. A dash represents a lack of appropriate comparator.



# Senior leadership within [council/area] (1)

			% (percent) positive difference				
<div><div></div> Strongly agree</div> <div><div></div> Agree</div> <div><div></div> Neither</div> <div><div></div> Disagree</div> <div><div></div> Strongly disagree</div>			% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Senior leadership within council/area index score			60		-	-	-
The Senior Leaders at [council/area] are sufficiently visible	<div><div>12%</div><div>47%</div><div>24%</div><div>13%</div><div>5%</div></div>		58%	18%	-	-	-
I believe the actions of [council/area]'s Senior Leaders are consistent with UKRI's / [council/area]'s values	<div><div>10%</div><div>46%</div><div>36%</div><div>6%</div><div></div></div>		56%	9%	-	-	-
I believe that Senior Leaders have a clear vision for the future of [council/area]	<div><div>10%</div><div>42%</div><div>35%</div><div>10%</div><div></div></div>		52%	13%	-	-	-
I have confidence in the decisions made by [council/area]'s Senior Leaders	<div><div>9%</div><div>39%</div><div>38%</div><div>10%</div><div></div></div>		48%	15%	-	-	-

**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. A dash represents a lack of appropriate comparator.

## Senior leadership within [council/area] (2)

				% (percent) positive difference				
<div><div></div> Strongly agree<div></div> Agree<div></div> Neither<div></div> Disagree<div></div> Strongly disagree</div>				% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Senior leadership within [council/area] index score				60		-	-	-
The Senior Leaders at [council/area] keep me informed about issues that matter		<div><div>10%</div><div>44%</div><div>32%</div><div>11%</div><div></div></div>		53%	15%	-	-	-
The communication we receive from [council/area]'s Senior Leaders is honest and open		<div><div>11%</div><div>41%</div><div>37%</div><div>8%</div><div></div></div>		51%	12%	-	-	-
I believe that Senior Leaders at [council/area] will take action on the results from this survey		<div><div>8%</div><div>36%</div><div>38%</div><div>11%</div><div>7%</div></div>		44%	18%	-	-	-
I think Senior Leaders at [council/area] took effective action on the results of the last survey in 2023		<div><div>6%</div><div>25%</div><div>52%</div><div>10%</div><div>6%</div></div>		31%	16%	-	-	-
The Senior Leaders at [council/area] help me to understand the reasons and benefits that change will bring		<div><div>7%</div><div>34%</div><div>43%</div><div>11%</div><div>5%</div></div>		41%	16%	-	-	-

**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. A dash represents a lack of appropriate comparator.

# Managing change (1)

				% (percent) positive difference				
<div><div></div> Strongly agree<div></div> Agree<div></div> Neither<div></div> Disagree<div></div> Strongly disagree</div>				% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Managing change index score				54		-	-	-
I feel that change is managed well in [council/area]	<div><div></div><div>30%</div><div>39%</div><div>21%</div><div>6%</div></div>			34%	26%	+1	0	-
I feel that change is managed well in UKRI as a whole	<div><div></div><div>21%</div><div>45%</div><div>23%</div><div>9%</div></div>			23%	32%	+2	-1	-9 ↓
As an organisation, UKRI adapts well to change	<div><div></div><div>22%</div><div>45%</div><div>22%</div><div>8%</div></div>			25%	30%	+2	-3	-
When changes are made across UKRI they are usually for the better	<div><div></div><div>22%</div><div>51%</div><div>17%</div><div>7%</div></div>			25%	24%	+2	+2	-4
I understand the benefits of organisational change	<div><div></div><div>11%</div><div>52%</div><div>28%</div><div>7%</div></div>			63%	9%	-	-	-
There is enough support to help me with organisational change	<div><div></div><div>32%</div><div>45%</div><div>15%</div><div></div></div>			36%	19%	-	-	-

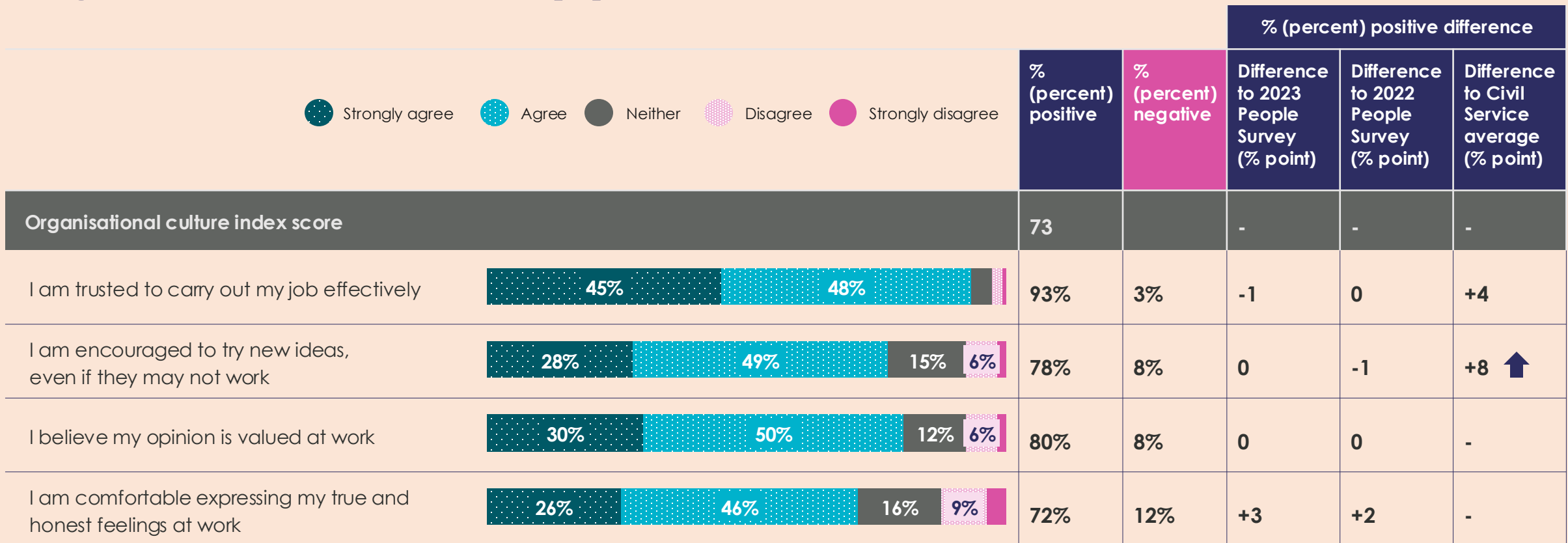
**Base:** All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator. A dash represents a lack of appropriate comparator.

# Managing change (2)

				% (percent) positive difference				
<div><div></div> Strongly agree<div></div> Agree<div></div> Neither<div></div> Disagree<div></div> Strongly disagree</div>				% (percent) positive	% (percent) negative	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Managing change index score				54		-	-	-
I know where to find out information about our organisational change programme	<div><div></div><div>35%</div><div></div><div>33%</div><div></div><div>22%</div><div>6%</div></div>	39%	28%	-	-	-		
I have the opportunity to contribute my views before decisions are made that affect me	<div><div></div><div>23%</div><div></div><div>36%</div><div></div><div>26%</div><div>12%</div></div>	26%	38%	+1	0	-9 ↓		
I would feel confident challenging the way things are done across UKRI	<div><div></div><div>5%</div><div>25%</div><div></div><div>35%</div><div></div><div>26%</div><div>10%</div></div>	29%	36%	+1	-9 ↓	-18 ↓		
I feel I adapt well to changes in our ways of working	<div><div>12%</div><div></div><div>57%</div><div></div><div>26%</div><div></div></div>	69%	5%	-	-	-		
I feel ready to accept changes in our ways of working	<div><div>13%</div><div></div><div>55%</div><div></div><div>28%</div><div></div></div>	67%	5%	-	-	-		

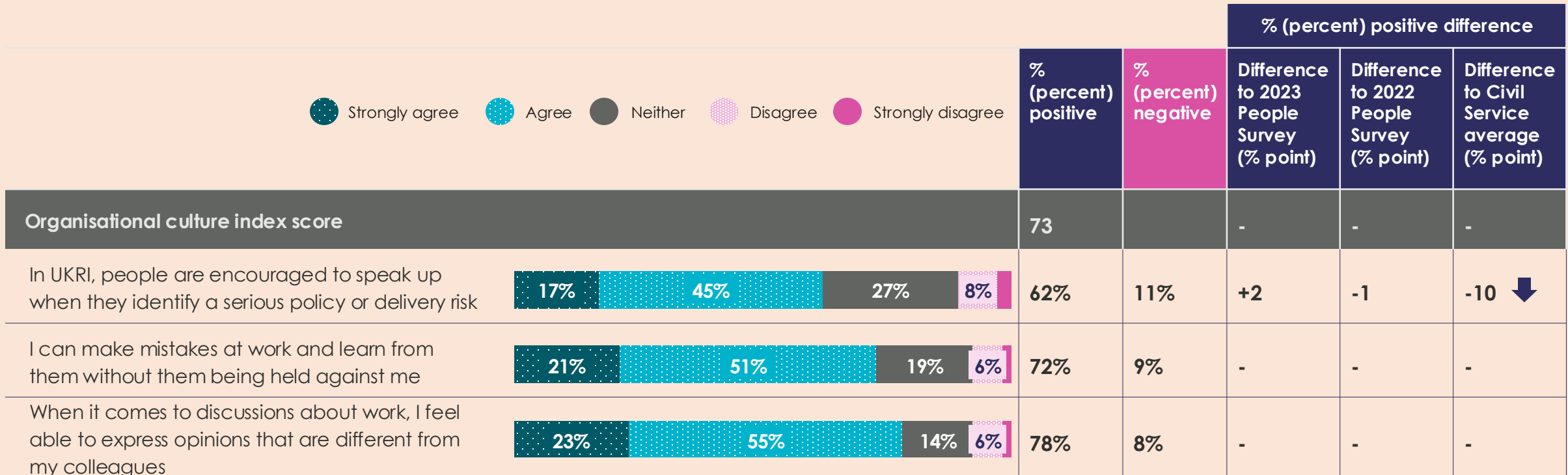
**Base:** All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator. A dash represents a lack of appropriate comparator.

# Organisational culture (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. A dash represents a lack of appropriate comparator.

# Organisational culture (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. A dash represents a lack of appropriate comparator.

# Your plans for the future (1)

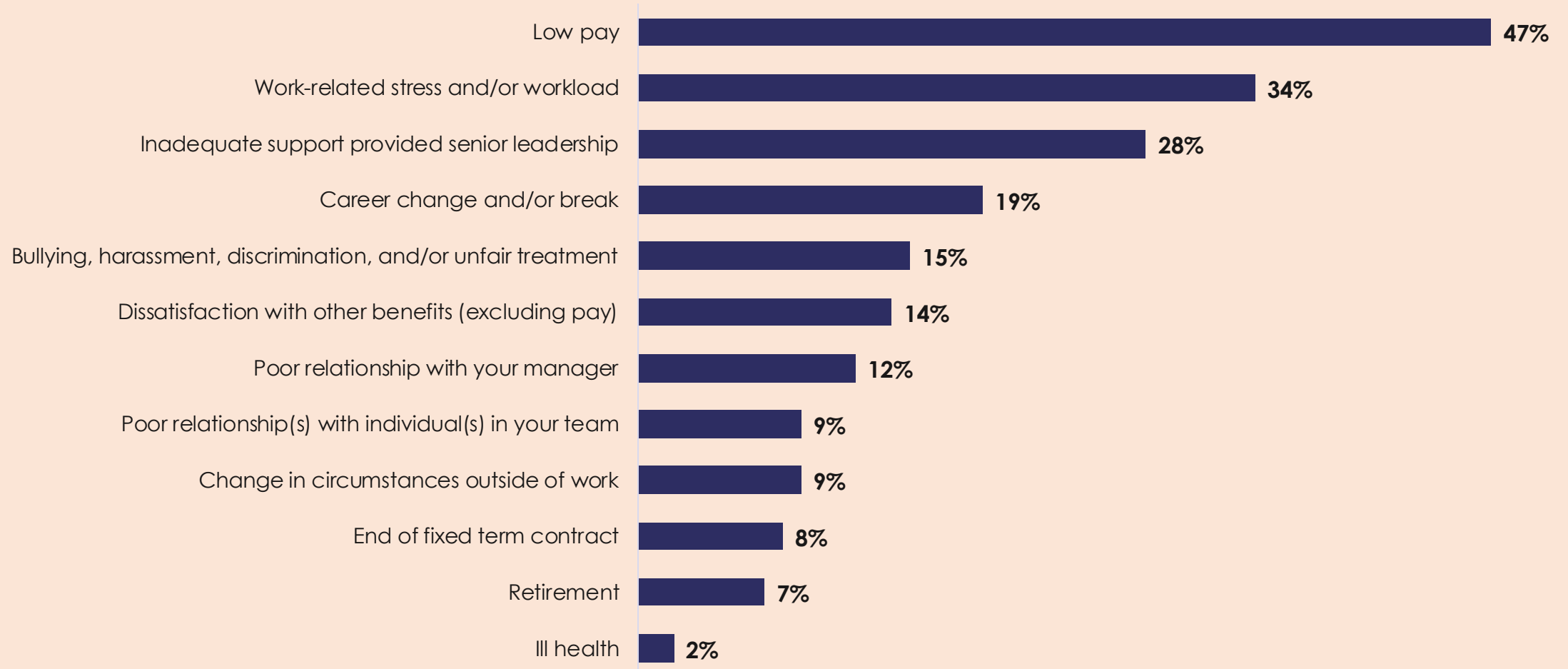
		% (percent) positive difference			
		% (percent) positive	Difference to 2023 People Survey (% point)	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Which of the following statements most accurately reflects your current thoughts about working within UKRI?					
I'm planning to leave UKRI as soon as possible	4%	4%	-2	0	-3
I'm planning to leave UKRI within the next 12 months	12%	12%	-3	-3	-2
I'm planning to stay working within UKRI for at least the next year	39%	39%	-2	+3	+9 ↑
I'm planning to stay working within UKRI for at least the next three years	45%	45%	+7 ↑	0	+4

**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. A dash represents a lack of appropriate comparator.

## Your plans for the future (2)

You mentioned that you were planning to leave UKRI.

Which, if any, of the following have contributed to your decision to consider leaving UKRI?



**Base:** All respondents looking to leave in next year. 5% Other, 0% Don't know, 0% Prefer not to say.



# Appendix 3: Individual councils' key drivers of engagement with UKRI



# Key driver analysis: AHRC

At AHRC, as in the previous years, the top driver of engagement remains whether their work 'gives them a sense of personal accomplishment' (0.30). However, areas needing improvement are 'I feel that change is managed well in UKRI as a whole' and 'I feel positive about the future of UKRI,' which continue to lag in performance.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q3 My work gives me a sense of personal accomplishment	0.30	66%
2	Q31 I feel that change is managed well in UKRI as a whole	0.29	17%
3	Q27 UKRI cares about my wellbeing	0.23	56%
4	Q4 I have a clear understanding of the council's objectives	0.20	84%
5	Q30 I feel positive about the future of UKRI	0.19	37%
6	Q11 I have a manageable workload	0.18	42%
7	Q9 There are opportunities for me to develop in my career across UKRI	0.15	53%

**Base:** All AHRC respondents.

# Key driver analysis: BBSRC

For BBSRC, the primary driver of engagement with UKRI is colleagues' outlook on the future of UKRI. Currently, only 33% are positive, which is 9 percentage points below the UKRI average, highlighting a need for improvement. Similarly, less than half feel that 'UKRI cares about their wellbeing,' which significantly influences engagement. Additionally, change management is an area of concern, with a mere 7% feeling it is handled well within UKRI.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30 I feel positive about the future of UKRI	0.22	33%
2	Q27 UKRI cares about my wellbeing	0.22	47%
3	Q3 I feel involved in the decisions that affect my work	0.20	61%
4	Q32 In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk	0.19	54%
5	Q31 I feel that change is managed well in UKRI as a whole	0.16	7%
6	Q3 I am sufficiently challenged by my work	0.15	75%
7	Q12 I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	0.13	68%

**Base:** All BBSRC respondents.

# Key driver analysis: EPSRC

The leading engagement driver within EPSRC is colleagues' positivity about the future of UKRI. However, with only 37% agreeing, this is 5 percentage points below the UKRI average, indicating a need for improvement. Relatedly, although matching the UKRI average, only 40% believe 'UKRI's Senior Leaders have a clear vision for the future'.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30 I feel positive about the future of UKRI	0.26	37%
2	Q9 There are opportunities for me to develop in my career across UKRI	0.23	46%
3	Q12 I am treated fairly at work	0.20	88%
4	Q30 I believe that UKRI's Senior Leaders have a clear vision for the future of UKRI	0.19	40%
5	Q29 I think the Senior Leaders at the council took effective action on the results of the last survey in 2023	0.15	43%
6	Q12 I feel confident to challenge inappropriate behaviour in my workplace	0.15	70%
7	Q3 I am interested in my work	0.14	95%
8	Q30 I believe the actions of the UKRI Senior Leaders are consistent with UKRI's values (Integrity, Collaboration, Innovation and Excellence)	0.12	43%
9	Q32 I can make mistakes at work and learn from them without them being held against me	0.11	73%
10	Q32 I am trusted to carry out my job effectively	0.11	95%

**Base:** All EPSRC respondents.

# Key driver analysis: ESRC

For ESRC, as in previous years, the main driver of engagement is whether colleagues feel 'positive about the future of UKRI' (0.32). With only 43% agreement, this remains an area needing attention. Additionally, less than half believe there are opportunities for career development across UKRI, suggesting further improvement is needed to boost engagement.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30 I feel positive about the future of UKRI	0.32	43%
2	Q3 My work gives me a sense of personal accomplishment	0.29	71%
3	Q27 UKRI cares about my wellbeing	0.27	55%
4	Q9 There are opportunities for me to develop in my career across UKRI	0.23	48%
5	Q12 UKRI is committed to creating a diverse and inclusive workplace	0.19	68%
6	Q4 I have a clear understanding of UKRI's objectives	0.18	71%
7	Q9 Learning and development activities I have completed in the past 12 months have helped to improve my performance	0.17	55%
8	Q13 Have you been discriminated against at work during the past 12 months?	0.17	2%
9	Q3 I am recognised for the way in which I approach my work, not just for what I contribute	0.16	71%
10	Q5 My manager motivates me	0.14	80%
11	Q12 I am treated fairly at work	0.13	90%

**Base:** All ESRC respondents.

# Key driver analysis: Innovate UK

At Innovate UK, engagement drivers are varied, but change management and career development opportunities are prominent areas for improvement. These aspects have low agreement levels (24% and 39% net agree, respectively), indicating they should be prioritised.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30 I feel positive about the future of UKRI	0.17	51%
2	Q4 I understand how my work contributes to UKRI's objectives	0.17	63%
3	Q9 There are opportunities for me to develop in my career across UKRI	0.16	39%
4	Q31 I feel that change is managed well in UKRI as a whole	0.15	24%
5	Q3 My work gives me a sense of personal accomplishment	0.15	75%
6	Q27 UKRI cares about my wellbeing	0.14	57%
7	Q30 I have confidence in the decisions made by UKRI's Senior Leaders	0.13	40%
8	Q4 I have a clear understanding of UKRI's objectives	0.11	63%
9	Q13 Have you been discriminated against at work during the past 12 months?	0.11	6%
10	Q10 I am satisfied with the total benefits package	0.08	50%
11	Q10 Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable	0.06	46%

**Base:** All Innovate UK respondents.

# Key driver analysis: MRC

For MRC, feeling 'positive about the future of UKRI' (0.26) is the main engagement driver, with only 37% of colleagues agreeing. Another critical area is career development opportunities across UKRI, where just 32% agree, 8 percentage points below the UKRI average, making it a priority for improvement.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30 I feel positive about the future of UKRI	0.26	37%
2	Q4 I understand how my work contributes to UKRI's objectives	0.21	54%
3	Q27 UKRI cares about my wellbeing	0.20	41%
4	Q9 There are opportunities for me to develop in my career across UKRI	0.19	32%
5	Q30 I have confidence in the decisions made by UKRI's Senior Leaders	0.15	30%
6	Q4 I have a clear understanding of UKRI's objectives	0.15	51%
7	Q4 I understand how my work contributes to the council's objectives	0.14	74%
8	Q30 The communication we receive from UKRI's Senior Leaders is honest and open	0.13	37%
9	Q10 I am satisfied with the total benefits package	0.09	37%
10	Q29 The Senior Leaders at the council keep me informed about issues that matter	0.08	44%
11	Q5 My manager motivates me	0.07	75%

**Base:** All MRC respondents.

# Key driver analysis: NERC

In NERC, as in previous years, feeling 'positive about the future of UKRI' (0.25) remains the key driver of engagement. This measure has dropped since previous years and is 11 percentage points below the UKRI average. Career progression is also a concern, with only 34% agreement, which is 6 percentage points below the UKRI average.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30 I feel positive about the future of UKRI	0.25	31%
2	Q4 I understand how my work contributes to UKRI's objectives	0.20	51%
3	Q27 UKRI cares about my wellbeing	0.16	44%
4	Q9 There are opportunities for me to develop in my career across UKRI	0.14	34%
5	Q29 The Senior Leaders at the council help me to understand the reasons and benefits that change will bring	0.12	22%
6	Q11 I can find the information I need to do my job effectively	0.11	70%
7	Q12 I feel valued for the work I do	0.10	69%
8	Q4 I have a clear understanding of UKRI's objectives	0.09	46%
9	Q9 I am able to access the right learning and development opportunities for my current role when I need them	0.07	64%
10	Q32 In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk	0.07	55%

**Base:** All NERC respondents.



# Key driver analysis: Research England

For Research England, the perception that UKRI cares about people's wellbeing remains the top driver of engagement (0.33). With only 44% agreeing, a 6-percentage point drop from 2023, this remains a priority area for 2024.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q27 UKRI cares about my wellbeing	0.33	44%
2	Q30 I believe that UKRI's Senior Leaders have a clear vision for the future of UKRI	0.31	44%
3	Q4 I have a clear understanding of UKRI's objectives	0.30	60%
4	Q9 There are opportunities for me to develop in my career across UKRI	0.23	33%

Base: All Research England respondents.

# Key driver analysis: STFC

At STFC, 'I feel positive about the future of UKRI' (0.25) is the primary engagement driver. Positively, agreement with this has increased by 5 percentage points since 2023. However, clarity and understanding of UKRI objectives remain an issue, with only 51% agreement, 6 percentage points below the UKRI average, marking it as a key area for improvement.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30 I feel positive about the future of UKRI	0.25	46%
2	Q4 I have a clear understanding of UKRI's objectives	0.23	51%
3	Q9 There are opportunities for me to develop in my career across UKRI	0.11	42%
4	Q5 My manager motivates me	0.10	75%
5	Q27 UKRI cares about my wellbeing	0.10	53%
6	Q31 When changes are made across UKRI they are usually for the better	0.10	27%
7	Q3 My work gives me a sense of personal accomplishment	0.10	83%
8	Q11 Organisational processes support me to work efficiently	0.09	37%
9	Q30 I have confidence in the decisions made by UKRI's Senior Leaders	0.09	33%
10	Q4 I have a clear understanding of the council's objectives	0.08	75%
11	Q10 I feel that my pay is fair for the work that I do	0.08	38%
12	Q4 I understand how my work contributes to UKRI's objectives	0.07	57%

**Base:** All STFC respondents.

# Key driver analysis: UKRI International

For UKRI International, the strongest engagement driver in 2024 is the perception that UKRI cares about people's wellbeing (0.38). However, change management is an area needing improvement, with only 31% feeling it is managed well at council/area level, and just 39% agreeing that changes made across UKRI are beneficial.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q27 UKRI cares about my wellbeing	0.38	57%
2	Q3 My work gives me a sense of personal accomplishment	0.25	71%
3	Q31 When changes are made across UKRI they are usually for the better	0.23	39%
4	Q30 I have confidence in the decisions made by UKRI's Senior Leaders	0.22	51%
5	Q29 I believe that the Senior Leaders at the council will take action on the results from this survey	0.20	61%
6	Q4 I understand how my work contributes to UKRI's objectives	0.20	82%
7	Q31 I feel that change is managed well in the council	0.19	31%
8	Q12 UKRI is committed to creating a diverse and inclusive workplace	0.14	70%
9	Q12 I feel confident to challenge inappropriate behaviour in my workplace	0.13	58%

**Base:** All UKRI International respondents.

# Key driver analysis: UKRI Corporate Hub

For UKRI Corporate Hub, as in previous years, feeling 'positive about the future of UKRI' (0.29) and having work that provides 'a sense of personal accomplishment' (0.22) are the top engagement drivers. Improvements are still needed in the former, with only 44% feeling positive about the future of UKRI.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30 I feel positive about the future of UKRI	0.29	44%
2	Q3 My work gives me a sense of personal accomplishment	0.22	75%
3	Q27 UKRI cares about my wellbeing	0.14	62%
4	Q4 I understand how my work contributes to UKRI's objectives	0.13	76%
5	Q11 Organisational processes support me to work efficiently	0.11	44%
6	Q4 I have a clear understanding of the council's objectives	0.10	39%
7	Q12 I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	0.09	77%
8	Q31 When changes are made across UKRI they are usually for the better	0.09	33%
9	Q9 There are opportunities for me to develop in my career across UKRI	0.08	41%
10	Q3 I am interested in my work	0.08	91%
11	Q12 I feel valued for the work I do	0.07	72%

**Base:** All UKRI Corporate Hub respondents.

# For more information



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