

UKRI People Survey 2023: Overall report

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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:

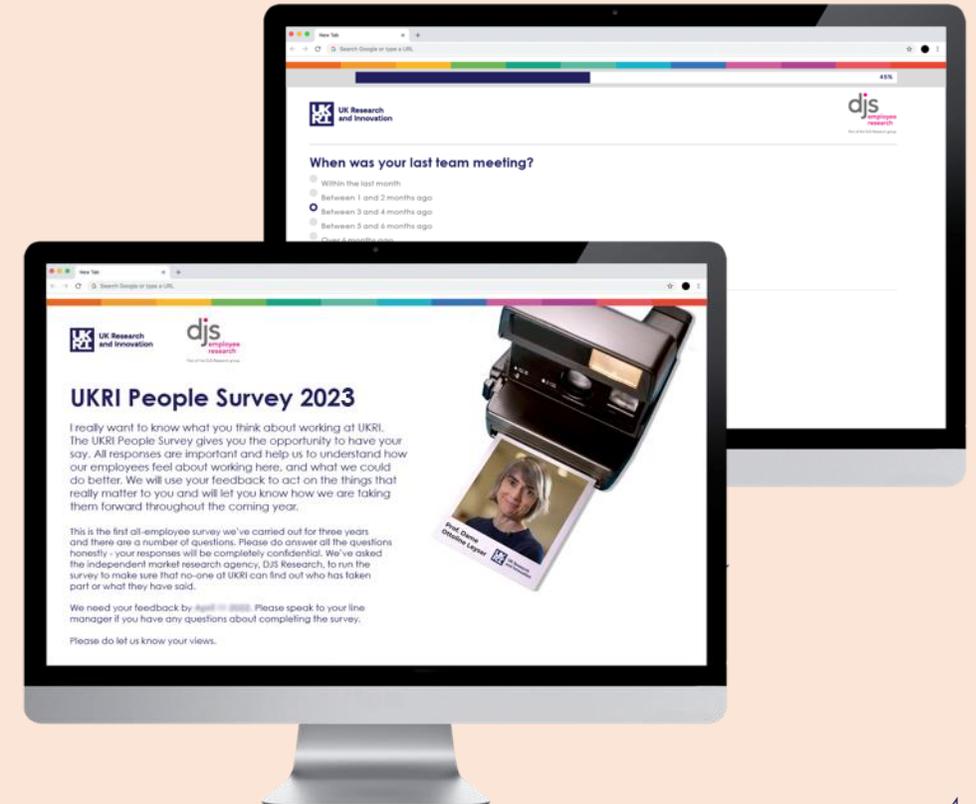
- Online survey emailed to work accounts
- Paper copies available for colleagues unable to complete the survey online
- The option of completing the survey over the telephone with one of the DJS Research project team

The survey was live between **24 April** and **19 May 2023**.

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 explored topics such as:

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



A guide to this report

Rounding

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

% (percent) positive

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

Civil Service benchmark

The results have been compared to the Civil Service People Survey benchmarks, which were collected in late 2022 among 330,000 Civil Service employees.

Confidentiality

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

Council/area labelling

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

2. Headline findings



Executive summary

1

In 2023, the People Survey has measured levels of employee satisfaction that is broadly in line with 2022 for a number of areas, including 'my work', 'my manager', performance management, organisational objectives, support for managers, 'my team', learning and personal development, inclusion and fair treatment, managing change, and organisational culture.

Reports of discrimination, bullying and harassment, and unfair treatment reported in the survey remain relatively low.

While satisfaction with most measures in relation to resourcing and workload have remained stable, agreement with the crucial measure 'I have a manageable workload' has decreased by five points.

2

The Employee Engagement index has seen a 2-point reduction since 2022, with a score of 56%. This is driven by a larger reduction in colleagues saying they would recommend UKRI as a great place to work (-7 points) and who feel inspired to do the best in their job (-5 points).

3

Large declines in employee satisfaction have been reported with pay and reward and with satisfaction with UKRI's senior leadership.

More widely, across the 2023 data set, it is clear that the trend is a small ebbing by a couple of points across the areas measured.

4

Decreased satisfaction has been seen across employees' likelihood to recommend UKRI as a great place to work (-7 points) and positivity about the future of UKRI (-7 points).

This reflects a wider cooling of personal investment in viewing UKRI as a long-term home for some employees (explored in more detail in section 8).

Executive summary

5

Compared to the Civil Service benchmark, UKRI senior leaders are less visible (-26 points) and less able to communicate the organisation's objectives (-25 points). It is notable that, in keeping with this, employee understanding (-25 points) and motivation (-24 points) regarding UKRI's objectives also underperform the Civil Service average.

In section 4, the report explores challenges that the lack of senior leader visibility presents to the organisation, including cementing the divide in engagement between employees' own councils and UKRI, and suppressing levels of trust in the organisation's leadership.

6

Section 5 of the report explores the idea of 'psychological safety' at UKRI. Psychological safety is the belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.

Key measures of psychological safety are lower in 2023 than they were in 2022 and are lower than the Civil Service benchmark. In particular, these measures are lower among bands C & D.

7

Pay continues to be an important issue for colleagues at UKRI with three quarters of staff (75%) disagreeing with the statement that they feel their pay is reasonable compared to other organisations (see section 6).

Variations in disagreement can be clearly seen both from a pay banding perspective but also from a council / area point of view.

8

Colleague views towards workload have worsened since the 2022 People Survey and are particularly poor amongst colleagues within the pay bands F-H.

Staff retention is commonly flagged by colleagues as an issue, with many noting that it can often take a long period of time to replace colleagues that have left the organisation, exacerbating issues with high workloads.

Colleagues also frequently mention the implications of their workload on their own professional development, noting that they do not have the time available to complete training and development opportunities.

Average scores per survey theme (1)

Engagement index (UKRI)	Engage. index (council/area)	My work	Organisational objectives and purpose	My manager
<p>56</p> <p>Difference to:</p> <ul style="list-style-type: none"> • UKRI 2022: -2 • Civil Service: -5 	<p>66</p> <p>Difference to:</p> <ul style="list-style-type: none"> • UKRI 2022: -3 • Civil Service: n/a 	<p>74</p> <p>Difference to:</p> <ul style="list-style-type: none"> • UKRI 2022: no change • Civil Service: -1 	<p>61</p> <p>Difference to:</p> <ul style="list-style-type: none"> • UKRI 2022: -1 • Civil Service: -20 	<p>76</p> <p>Difference to:</p> <ul style="list-style-type: none"> • UKRI 2022: +2 • Civil Service: no diff.
Support for managers	My team	Learning and development	Pay and benefits	Resources and workload
<p>71</p> <p>Difference to:</p> <ul style="list-style-type: none"> • UKRI 2022: no change • Civil Service: n/a 	<p>81</p> <p>Difference to:</p> <ul style="list-style-type: none"> • UKRI 2022: no change • Civil Service: -1 	<p>55</p> <p>Difference to:</p> <ul style="list-style-type: none"> • UKRI 2022: no change • Civil Service: -1 	<p>33</p> <p>Difference to:</p> <ul style="list-style-type: none"> • UKRI 2022: -7 • Civil Service: +4 	<p>66</p> <p>Difference to:</p> <ul style="list-style-type: none"> • UKRI 2022: -1 • Civil Service: -6

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)

Inclusion and fair treatment	Wellbeing	Senior leadership within UKRI	Senior leadership within [council/area]
73 Difference to <ul style="list-style-type: none"> • UKRI 2022: -1 • Civil Service: -6 	66 Difference to <ul style="list-style-type: none"> • UKRI 2022: -2 • Civil Service: n/a 	53 Difference to <ul style="list-style-type: none"> • UKRI 2022: -3 • Civil Service: n/a* 	59 Difference to <ul style="list-style-type: none"> • UKRI 2022: -2 • Civil Service: n/a*
Managing change	Organisational culture	Experienced discrimination	Experienced bullying or harassment
51 Difference to <ul style="list-style-type: none"> • UKRI 2022: +1 • Civil Service: n/a* 	73 Difference to <ul style="list-style-type: none"> • UKRI 2022: No change • Civil Service: n/a 	5% Difference to <ul style="list-style-type: none"> • UKRI 2022: No change • Civil Service: -4 	7% Difference to <ul style="list-style-type: none"> • UKRI 2022: No change • Civil Service: -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.

*Note, the Civil Service People Survey presents the senior leadership and managing change questions together to give a combined theme score. As such, it is not possible to present a comparable theme score for senior leadership or managing change separately.

Comparisons to the Civil Service benchmark



UKRI response rate: 61% (61% in 2022)

No. of responses (UKRI): 5,047 of 8,317

Note for interpretation

In the tables below, the right-hand column shows the percentage point difference between the UKRI People Survey 2023 and the Civil Service People Survey (CSPS) average. For example, UKRI sits 26 percentage points below the CSPS average for agreement with the statement "the Senior Leadership Team in UKRI are sufficiently visible".

Questions scoring most positively in comparison to the Civil Service benchmark	UKRI % (percent) positive	Difference to Civil Service average (% point)
I have a say over how I do my work	83%	+11 ↑
I have access to the tools and equipment I need to do my job effectively	78%	+8 ↑
I am encouraged to try new ideas, even if they may not work	78%	+8 ↑
My manager is open to my ideas	88%	+6 ↑
I have the skills I need to do my job effectively	92%	+5 ↑

Questions scoring least positively in comparison to the Civil Service benchmark	UKRI % (percent) positive	Difference to Civil Service average (% point)
The Senior Leadership Team in UKRI are sufficiently visible	41%	-26 ↓
I have a clear understanding of UKRI's objectives	54%	-25 ↓
I understand how my work contributes to UKRI's objectives	58%	-25 ↓
I believe the actions of the UKRI Senior Leaders are consistent with UKRI's values	37%	-24 ↓
UKRI motivates me to help it achieve its objectives	24%	-24 ↓

Comparisons to the 2022 People Survey

Questions improved the most since 2022	2023 % (percent) positive	Difference to 2022 (% point)
The reasons behind changes are communicated to me	36%	+9
I think the Senior Leaders at [council/area] took effective action on the results of the last survey in 2022	27%	+6
I think the Senior Leaders at UKRI took effective action on the results of the last survey in 2022	19%	+4
I feel confident to challenge inappropriate behaviour in the workplace	66%	+3
Poor performance is dealt with effectively in my team	42%	+3

Questions deteriorated the most since 2022	2023 % (percent) positive	Difference to 2022 (% point)
I would feel confident challenging the way things are done across UKRI	28%	-10
I am satisfied with the total benefits package	27%	-9
I feel that my pay is fair for the work that I do	17%	-8
I would recommend UKRI as a great place to work	55%	-7
I feel positive about the future of UKRI	39%	-7

Note for interpretation

In the tables above, the right-hand column shows the percentage point difference between the 2023 and 2022 People Surveys. For example, 2023 saw an increase by 9 percentage points in agreement with the statement “the reasons behind changes are communicated to me” compared to 2022.

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.

Questions with the strongest responses

Strengths: What are colleagues most positive about?

Most positively scoring questions 	2023 % (percent) positive (net agree)
I am trusted to carry out my job effectively	94%
My manager trusts me to do my job effectively, whether or not I am not working from the same location as them	93%
I have the skills I need to do my job effectively	92%
I am interested in my work	91%
My manager is considerate of my life outside work	90%

Note for interpretation

The table to the left shows the statements that received the most positive results in the survey. For example, 94% 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. For example, 75% of colleagues disagreed that “compared to people doing a similar job in other organisations, I feel my pay is reasonable”.

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.

Areas of concern: What are colleagues most negative about?

Most negatively scoring questions 	2023 % (percent) negative (net disagree)
Compared to people doing a similar job in other organisations, I feel my pay is reasonable	75%
I feel that my pay is fair for the work that I do	67%
There are opportunities for promotion within my current role	56%
I am satisfied with the total benefits package	49%
Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable	42%

3. Employee engagement



Summary of Employee Engagement findings

1

The Employee Engagement index has seen a 2-point reduction since 2022, with a score of 56%. This is driven by a larger reduction in colleagues saying they would recommend UKRI as a great place to work (-7 points) and who feel inspired to do the best in their job (-5 points).

Engagement is 5 points below the Civil Service average.

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, and all but one council has seen a decrease in engagement since 2022 (some more than others). Engagement also dips among grades F, G/H and X/Y (the higher management grades) and is lowest among colleagues in service the longest (6+ years).

3

So, how does UKRI improve engagement?

The key driver analysis reveals that colleagues who feel positive about the future of UKRI are the most likely to be engaged, so it is perhaps unsurprising that the key drivers include whether there is:

- Opportunity for career progression across UKRI.
- And, whether changes that are made across UKRI are for the better.

'Fairness of pay' also features in the top 10 drivers of engagement, and we see that among colleagues who believe their pay is fair for the job they do, their engagement score is 69 (compared to the UKRI average of 56).

Engagement with UKRI



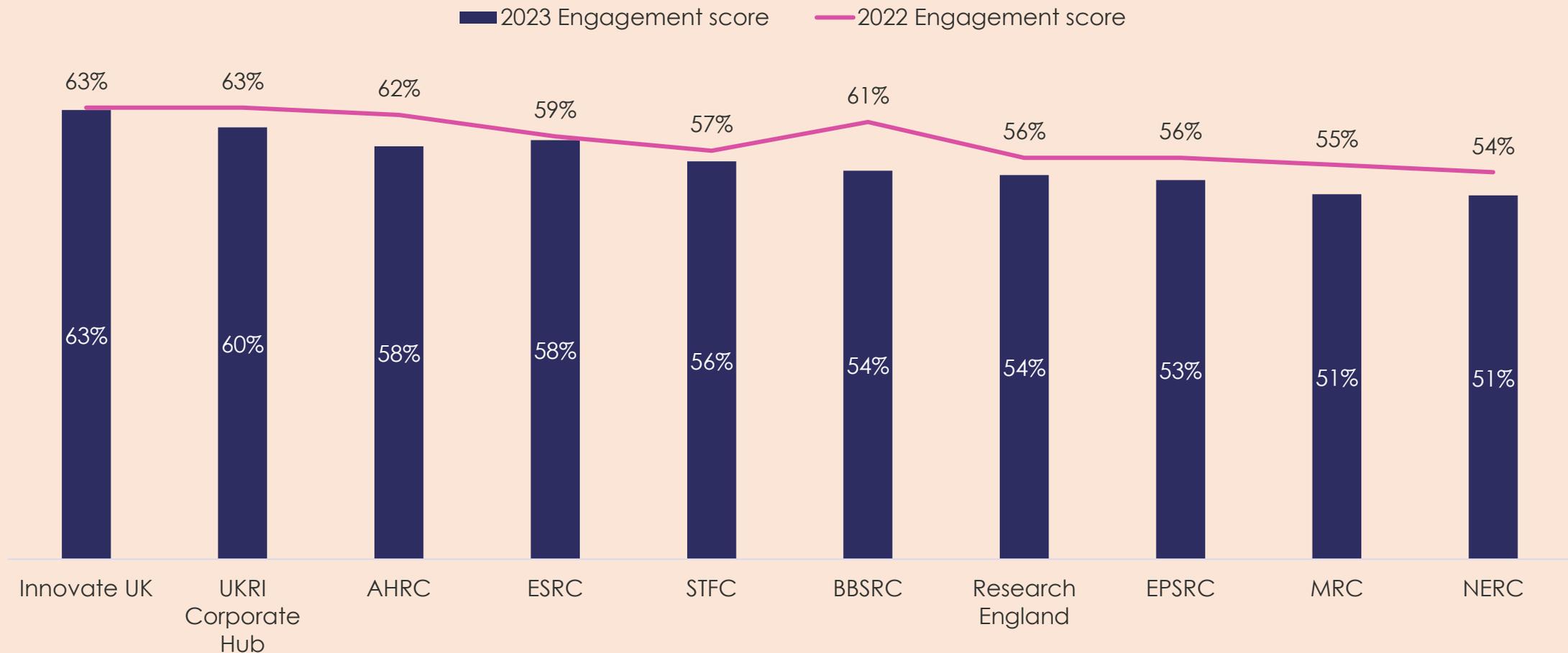
		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Engagement with UKRI index score*		56%	-2	-5	
I am proud when I tell others I am part of UKRI		61%	-3	+1	7%
I would recommend UKRI as a great place to work		55%	-7 ↓	-1	15%
I feel a strong personal attachment to UKRI		30%	-2	-19 ↓	30%
UKRI inspires me to do the best in my job		36%	-5 ↓	-15 ↓	22%
UKRI motivates me to help it achieve its objectives		24%	-1	-24 ↓	34%

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

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

Engagement with UKRI: by council/area

The Employee Engagement index score ranges from a high of 63% in Innovate UK and UKRI Corporate Hub, through to 54% in NERC and 55% in MRC. However, it is noteworthy that engagement has decreased by 7 points in BBSRC, where it has remained broadly stable in Innovate UK and ESRC.



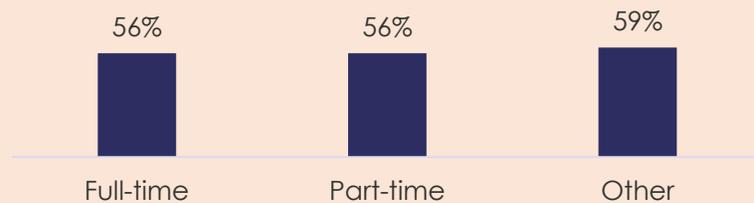
Engagement with UKRI: by role sub-group

Engagement is shown to be lowest among bands F to X/Y (as it was in 2022) and it decreases with length of service.

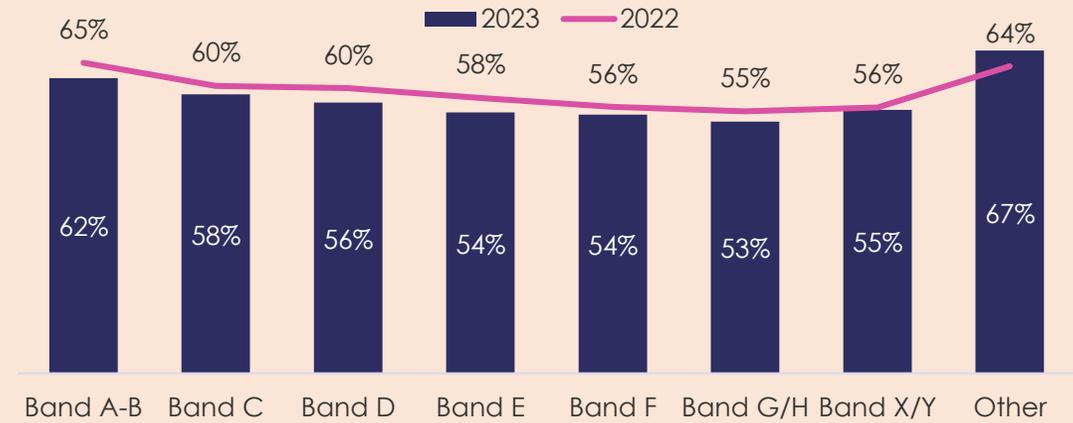
Employee engagement by working arrangement



Employee engagement by working hours



Employee engagement by UKRI grade



Employee engagement by length of service



Key driver analysis: explaining relative importance

Regression models are used to examine the extent to which each of the key drivers influence the overall measure of employee engagement. The relative importance score is a measure of how much the driver influences employee engagement. It also allows us to identify how much more influential a driver is compared to another and improves understanding of the strength of the influence of each.

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 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?

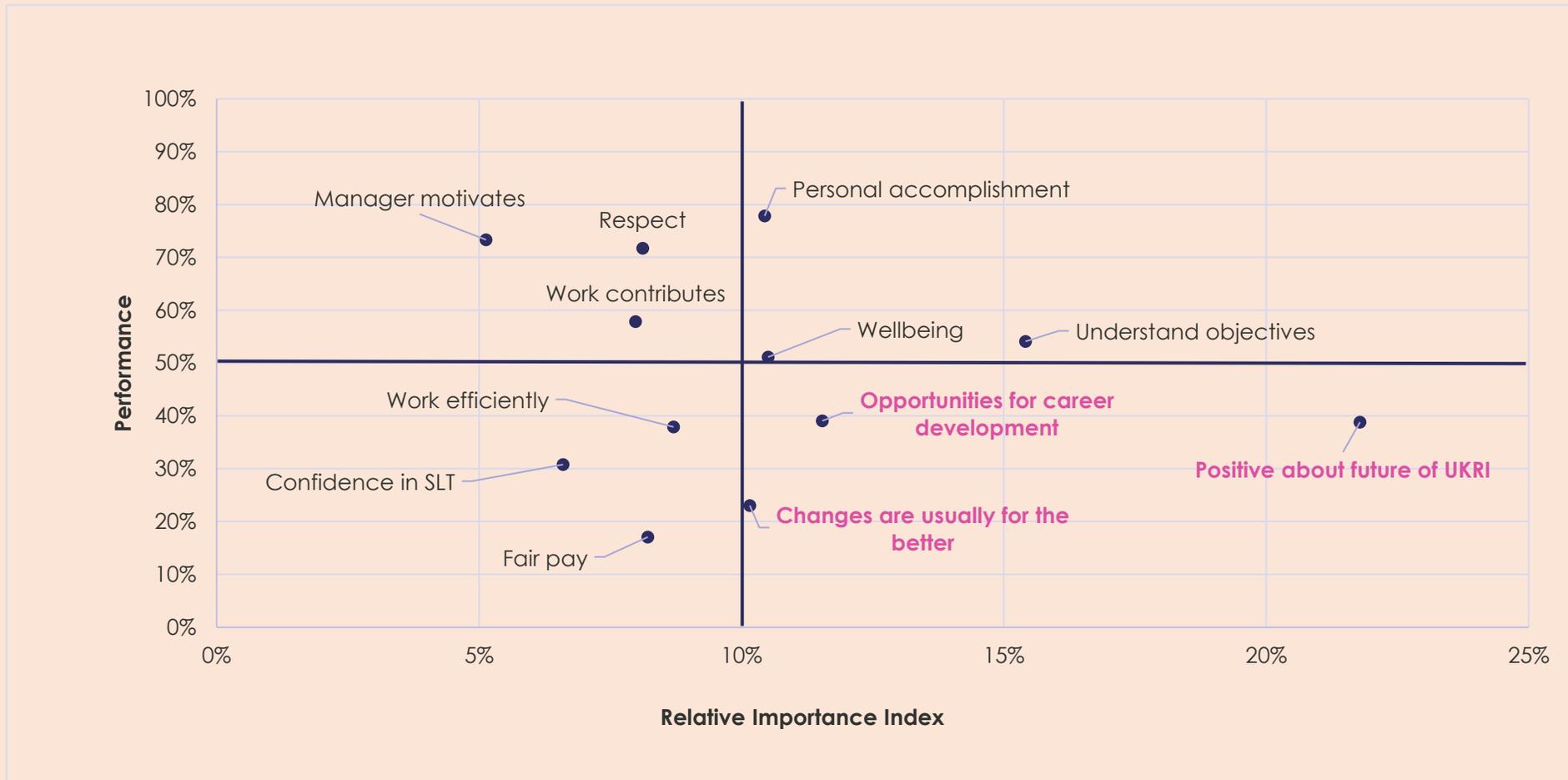
The most important driver of a person's engagement with UKRI is whether they 'feel positive about the future of UKRI' (as it was in 2022). However, due to the poorer performance scores of 'opportunities for career development' (39%), 'organisation processes support people to work efficiently' (39%), and 'when changes are made they are usually for the better' (23%), these are also priorities for improvement (see next page).

Rank (rank in 2022)	Question	Relative importance	Performance (percent net agree or equivalent)
1 (1)	Q30. I feel positive about the future of UKRI	0.22	39%
2	Q4. I have a clear understanding of UKRI's objectives	0.15	54%
3 (5)	Q9. There are opportunities for me to develop in my career across UKRI	0.12	39%
4 (3)	Q27. UKRI cares about my wellbeing	0.10	51%
5 (4)	Q3. My work gives me a sense of personal accomplishment	0.10	78%
6 (7)	Q31. When changes are made across UKRI they are usually for the better	0.10	23%
7 (6)	Q11. Organisational processes support me to work efficiently	0.09	38%
8	Q10. I feel that my pay is fair for the work that I do	0.08	17%
9	Q12. I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	0.08	72%
10 (2)	Q4. I understand how my work contributes to UKRI's objectives	0.08	58%

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...

66%



...feel there are opportunities to develop their career across UKRI

56%

Average employee engagement score

69%



...believe their pay is reasonable in comparison to people doing a similar job in other organisations

73%



...feel that change is managed well across UKRI

70%



...have confidence in the decisions made by UKRI's Senior Leadership Team

The percentages show the employee engagement score.
(e.g. where employees feel that change is managed well across UKRI, their engagement score is 73% compared to the average of 56%).

Engagement with [council/area]

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

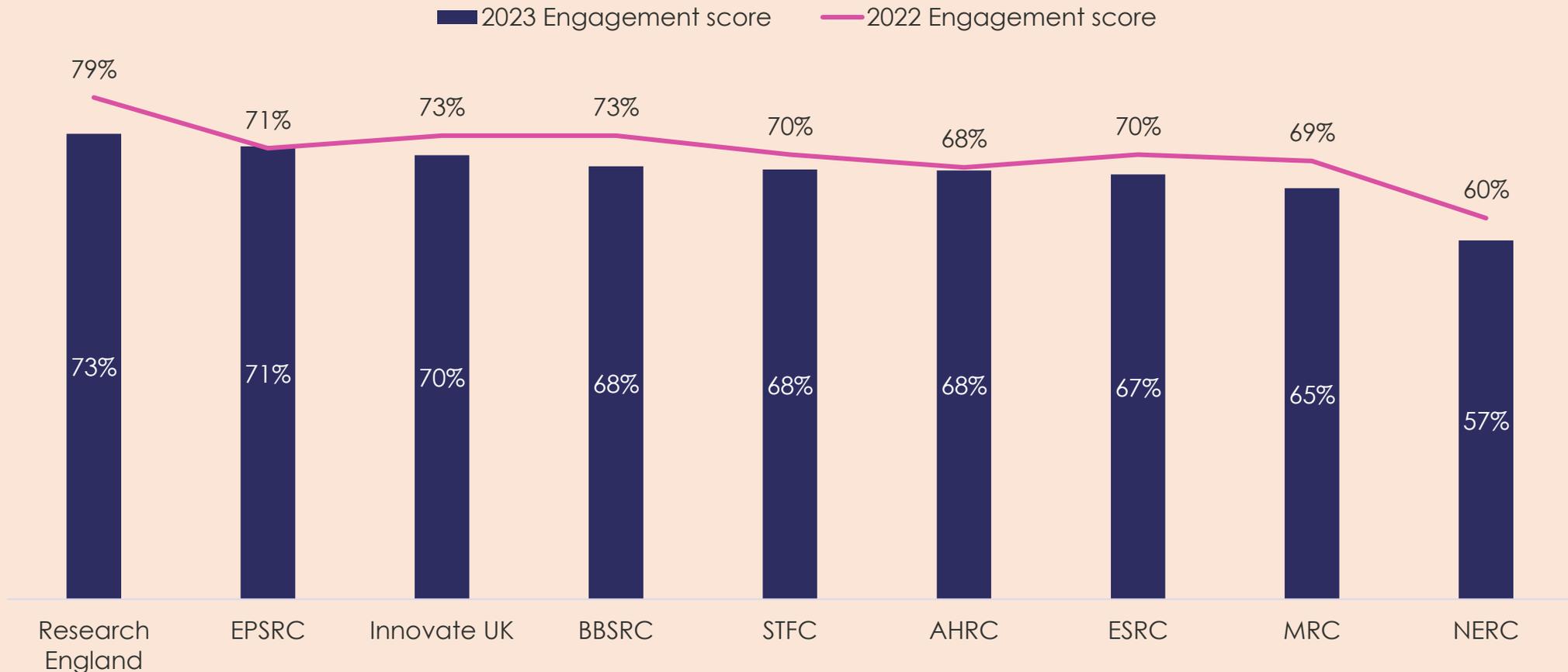
		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Engagement with [council/area] index score*		66	-3	-	
I am proud when I tell others I am part of [council/area]		79%	-3	-	4%
I would recommend [council/area] as a great place to work		67%	-6 ↓	-	11%
I feel a strong personal attachment to [council/area]		55%	-4	-	16%
[council/area] inspires me to do the best in my job		55%	-5 ↓	-	14%
[council/area] motivates me to help it achieve its objectives		47%	-3	-	20%

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

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

Engagement with [council]: by council

The Employee Engagement index score at a council level ranges from a high of 73% in Research England through to 57% in NERC. All of these scores are higher than the corresponding levels of engagement with UKRI. It is important to highlight that the engagement score has decreased by 6 points in Research England and 5 points in BBSRC since 2022.



Note: these questions were not asked of UKRI Corporate Hub colleagues.

4. Key theme: Trends in attitudes towards UKRI's senior leaders



Key theme: senior leaders at UKRI (1)

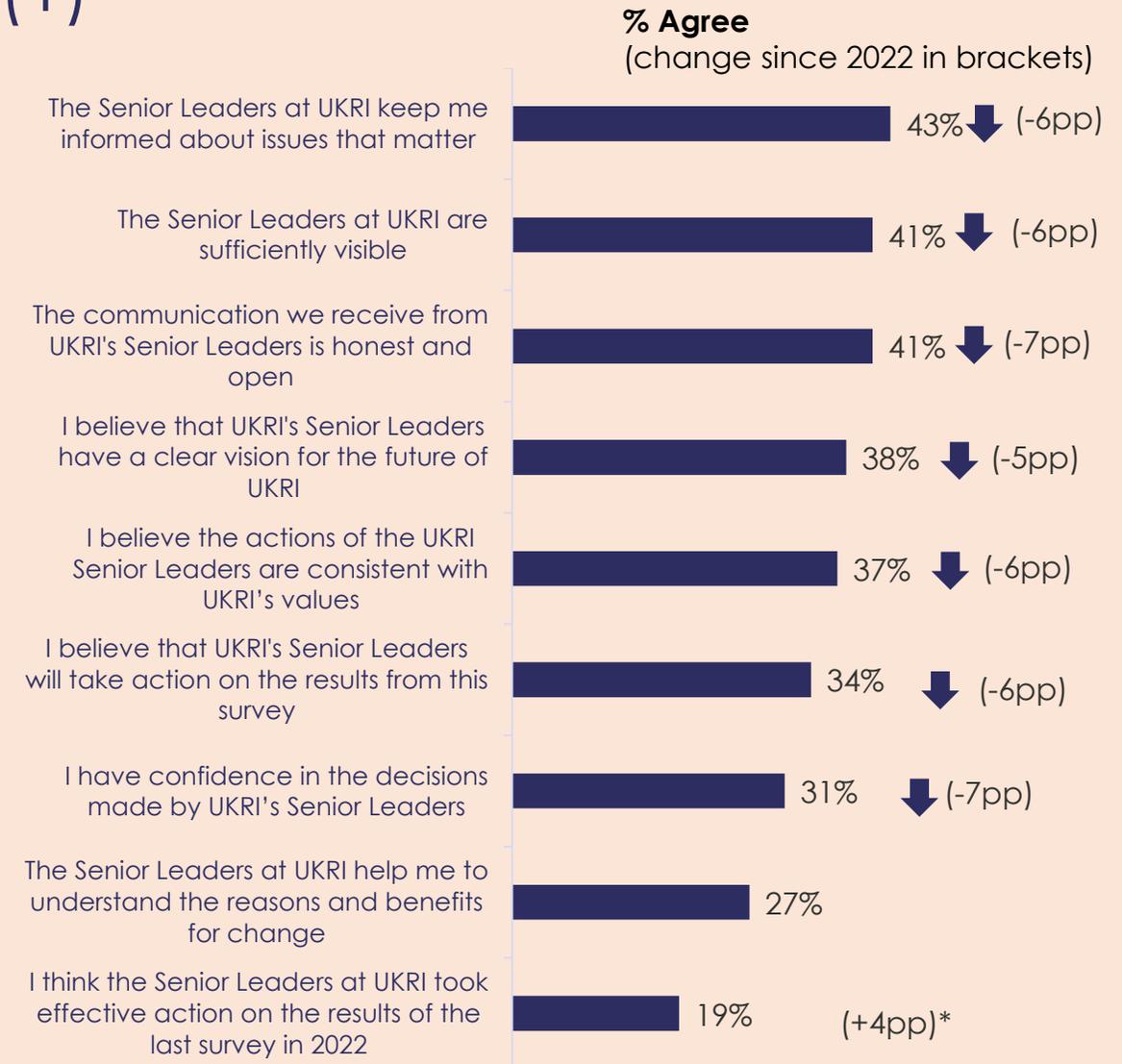
As in 2022, the 2023 UKRI People Survey highlights a disconnection between colleagues and senior leaders. Across a number of key measures of leadership, UKRI senior leaders perform poorly in comparison to the Civil Service benchmark, a situation that has worsened since 2022.

Underpinning this is a view that senior leaders in UKRI are not visible to colleagues, leading colleagues to state in the free text comments that senior leaders appear distant, uninterested, and out of touch. In turn, this exacerbates the divide between colleague's feeling of distance to UKRI, in opposition to their own council and/or directorate.

Despite this, there is a route through to greater engagement, with colleagues showing a genuine desire to see greater visibility from senior leaders.

"I feel senior leaders are becoming more remote, communicating via PAs or only through hierarchy even for more senior non-senior leader grades, e.g., F and G. I used to often engage at Executive Chair leader, now I can only communicate via PAs or through my Director or Deputy Director."

Band G Colleague

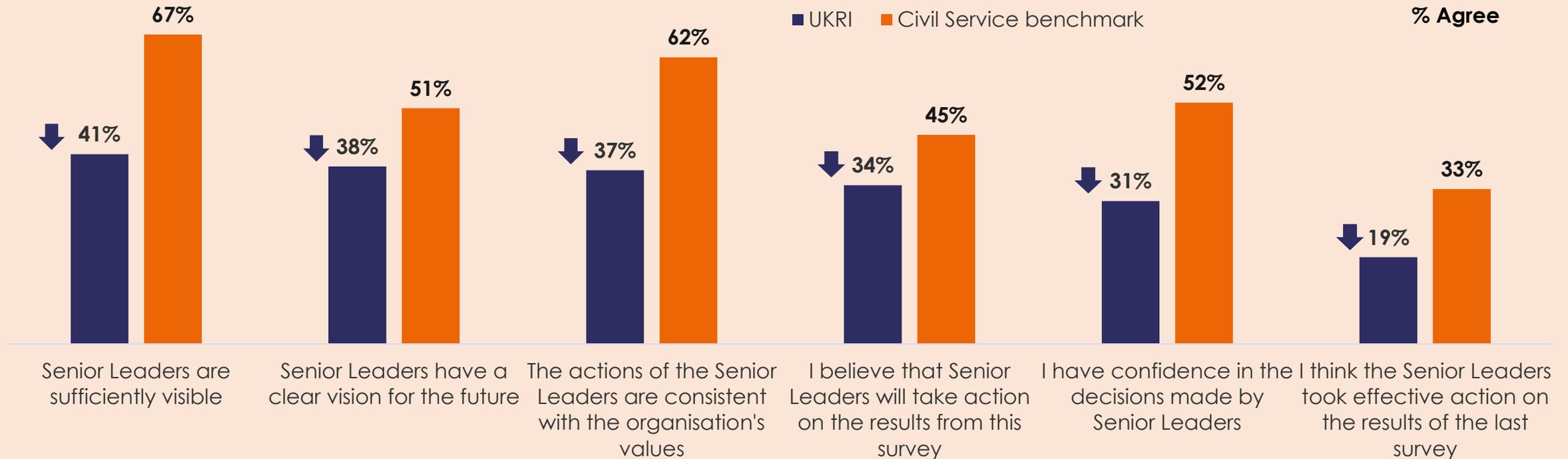


*Please note, disagreement also increased for this statement (+6pp)

Key theme: senior leaders at UKRI (2)

As context for the performance of UKRI senior leaders, we can refer to the Civil Service benchmark from 2022. UKRI's senior leaders perform poorer than the benchmark across all measures, most significantly being 'sufficiently visible' (-26% points) and acting in a way that is 'consistent with the organisation's values' (-24% points).

Perhaps most concerning, less than a third of colleagues say they have confidence in the decisions made by UKRI's senior leaders, 21% points below the Civil Service benchmark.



Key theme: senior leaders at UKRI (3)

Colleagues are more likely to rate their own council's senior leaders more positively than UKRI's across all comparable measures.

In particular, council leadership are more likely to appear to act consistently with its own values (+20% points), to be sufficiently visible (+17% points), instill greater confidence in decision making (+17% points), and have a clearer vision (+16% points).

	UKRI senior leaders (% positive)	Own council's senior leaders (% positive)
Senior leadership index score	53	59
The Senior Leaders are sufficiently visible	41%	58% ↑
I believe the actions of Senior Leaders are consistent with [UKRI's/council's] values	37%	57% ↑
I believe that Senior Leaders have a clear vision for the future of UKRI	38%	54% ↑
I have confidence in the decisions made by Senior Leaders	31%	48% ↑
The Senior Leaders keep me informed about issues that matter	43%	51% ↑

	UKRI senior leaders (% positive)	Own council's senior leaders (% positive)
Senior leadership index score	53	59
The communication we receive from Senior Leaders is honest and open	41%	51% ↑
I believe that Senior Leaders will take action on the results from this survey	34%	41% ↑
I think the Senior Leaders took effective action on the results of the last survey in 2022	19%	27% ↑
The Senior Leaders help me to understand the reasons and benefits for change	27%	38% ↑

Base: UKRI senior leaders all respondents, Council senior leaders all respondents excluding UKRI Corporate Hub. Note: Scores in the "difference" column show arrows to denote where the score is at least **5 percent above** or **5 percent below** the comparator.

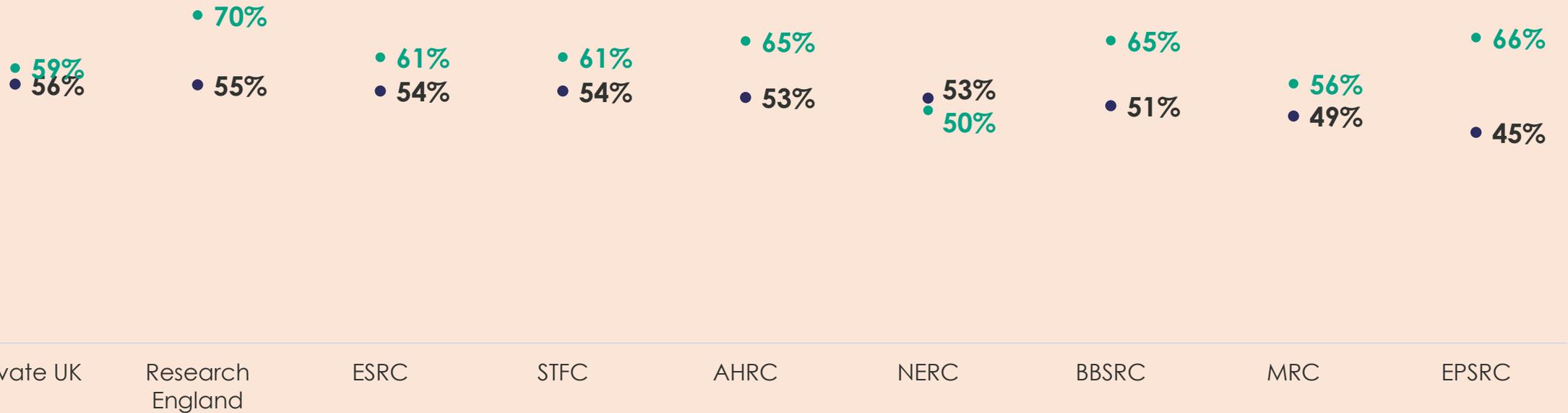
Key theme: senior leaders at UKRI (4)

While, with the exception of NERC, colleagues from all councils are more likely to rate the performance of their own council's senior leaders more positively than UKRI senior leaders, the size of this gap in perceived performance varies between councils.

In particular, EPSRC (+20% points) and Research England (+15% points) show much higher satisfaction with their own council senior leaders than UKRI's (shown below using comparative senior leadership index scores).

Senior leadership index score

- UKRI senior leaders
- Council senior leaders



Note: the senior leaders within council/area question was not asked of UKRI Corporate Hub colleagues.

Key theme: senior leaders at UKRI (5)

All colleagues who completed the 2023 survey were given the opportunity to provide free text feedback on UKRI's senior leaders. Of those who took this opportunity, the primary criticism levied was senior leaders' distance from colleagues, owing to poor or limited communication, low visibility, and a perceived 'them and us' culture.

This distance is impeding senior leaders as they try to build faith among colleagues that successful change can be delivered and that important areas, such as addressing pay, progression and benefits, can be resolved.



"I think the senior leaders have lost a bit of their visibility. I feel less compelled to attend Wednesday webinars as they have lost their personality for me and are less engaging. If I'm honest, I delete most of the source emails that come as they don't engage me or tell me anything I wasn't already getting from elsewhere. To some extent, the inspiration has gone and UKRI feels a bit tired by all the pressures and problems around here lately - where has the inspiration about all the awesome research and innovation we enable to happen gone? I don't hear about it anymore and yet, it's what motivates me to want to work here!"

Band F Colleague

Key theme: senior leaders at UKRI (6)

While the nature of the question invites more critical than positive statements, the free text comments provide helpful insight into how colleagues perceive the 'personality' of senior leadership at UKRI.

Remote/hidden

Senior leaders appear unwilling to make themselves available to colleagues.

Out-of-touch

Seen as disconnected to those delivering UKRI's work, leading to a lack of understanding of the reality on the ground.

This overlaps with a view that senior leaders do not understand the real-world context surrounding pay and staff retention.

Common perceptions of UKRI senior leaders

Broadcasting, not engaged

Wednesday webinars seen as the only direct access that most have to senior leaders.

This minimises the two-way flow of information between colleagues and senior leaders.

Faceless/unknown

Many colleagues are unfamiliar with the names and faces of most senior leaders.

This is particularly true for positions for which turnover has been high.

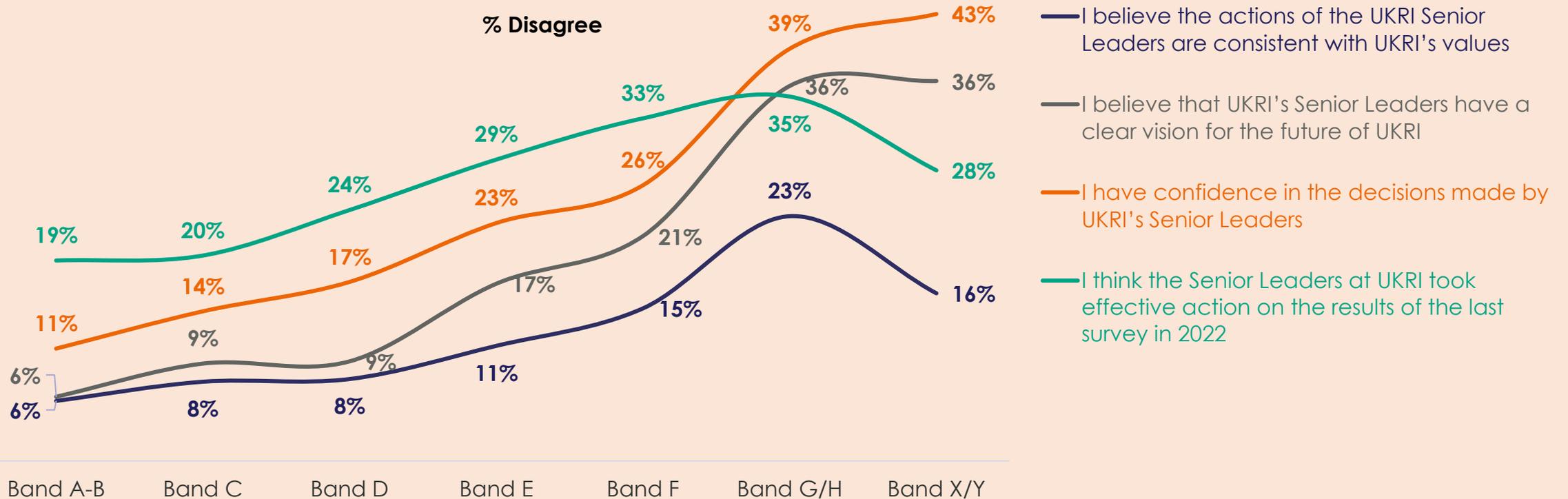
Hands tied by Government

Senior leaders prioritise Government influence over addressing issues that will make a difference to colleagues and their work.

Key theme: senior leaders at UKRI (7)

Scepticism regarding the decisions and actions made by UKRI's senior leaders is higher among colleagues on a higher pay band.

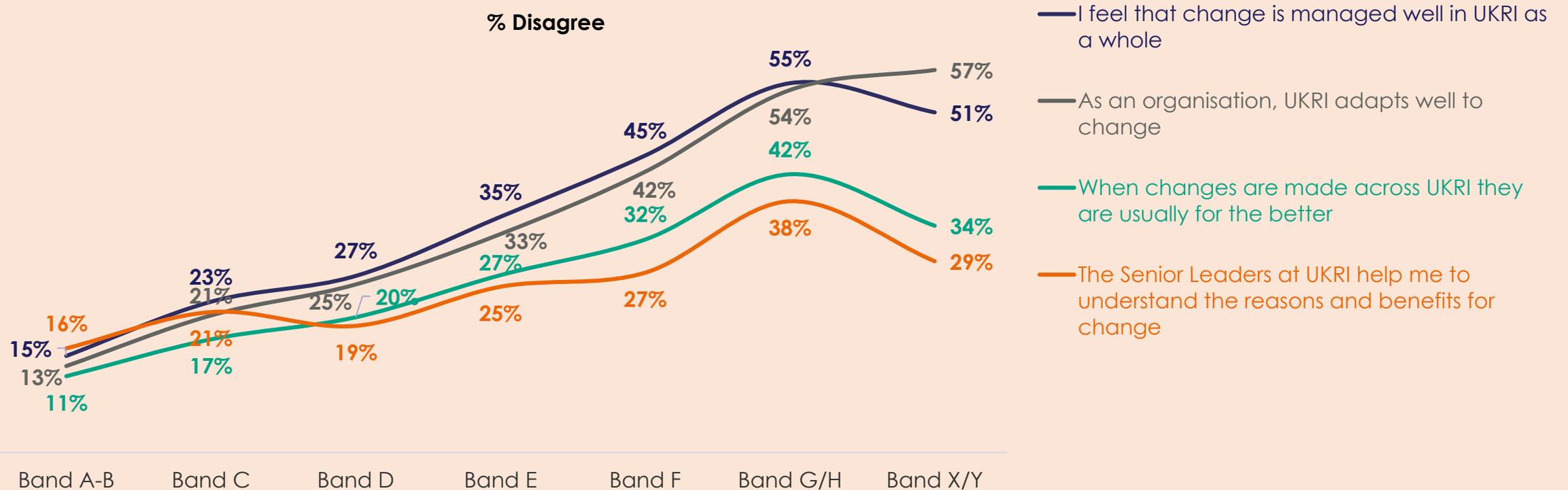
The chart below details the levels of **disagreement** with four key statements about how senior leaders act, with band X/Y showing least confidence in senior leaders' decision making and band G/H most critical of senior leaders' consistency of action with the organisation's values and the action taken since the 2022 survey.



Key theme: senior leaders at UKRI (8)

A similar pattern is seen regarding measures of successful communication and implementation of change by UKRI senior leaders.

Looking at levels of **disagreement** with four key statements regarding change management, again band G/H show lowest confidence in how well change is managed, and lowest satisfaction regarding the success of previous change and the quality of communication around change. Along with band G/H, Band X/Y are least likely to perceive UKRI as an organisation that reacts well to change.

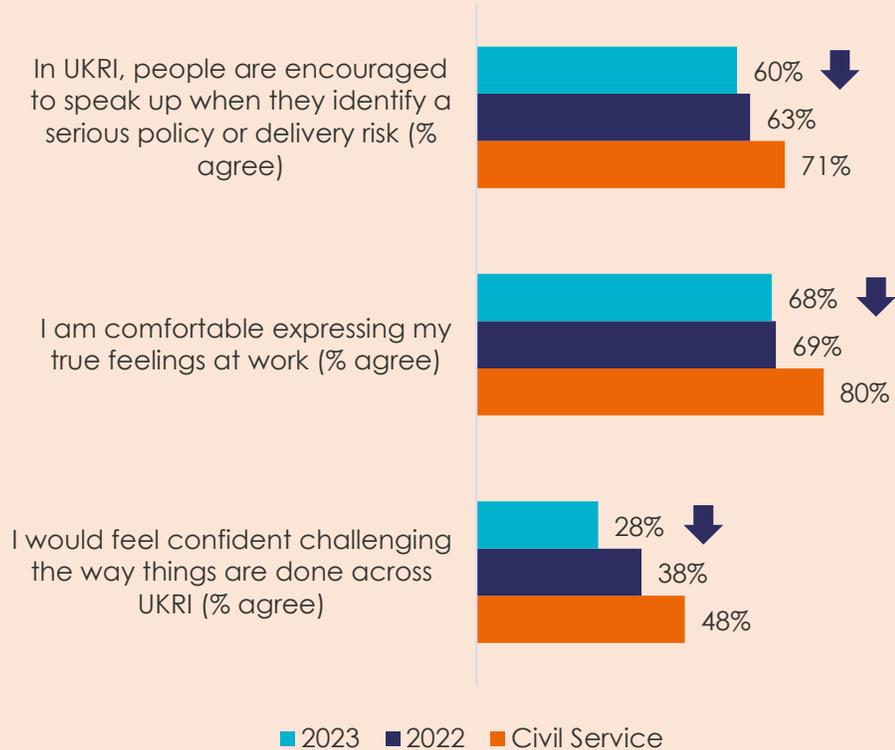


5. Key theme: Psychological safety



Key theme: psychological safety

Colleagues across UKRI are markedly less likely to feel confident challenging the way things are done across UKRI. Agreement with this statement is 19% points below the Civil Service average. Colleagues are also less likely than the Civil Service average to feel comfortable expressing their true feelings at work (-12% points) and to feel encouraged to speak up when they identify a serious policy or delivery risk (-12% points).



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.”

“I feel some people within UKRI are committed to creating an inclusive and fair workplace but those who don't aren't challenged...There is still a gradeist culture and some people are untouchable with regards to their behaviour and the expectations from them. Lower grades do not get respect for the jobs they do from the SLT. Too much onus is put on education and titles while knowledge and experience are unrewarded.”

Band D colleague

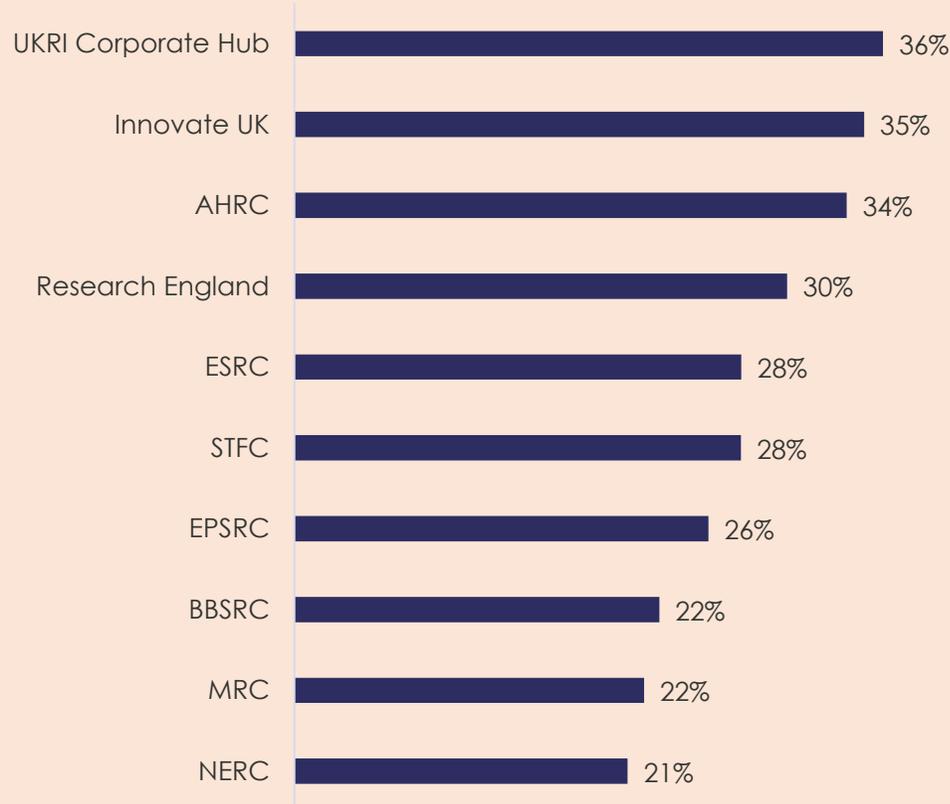
“I was called a distraction in the office by senior management therefore I keep my mouth shut and just do my job.”

Band C colleague

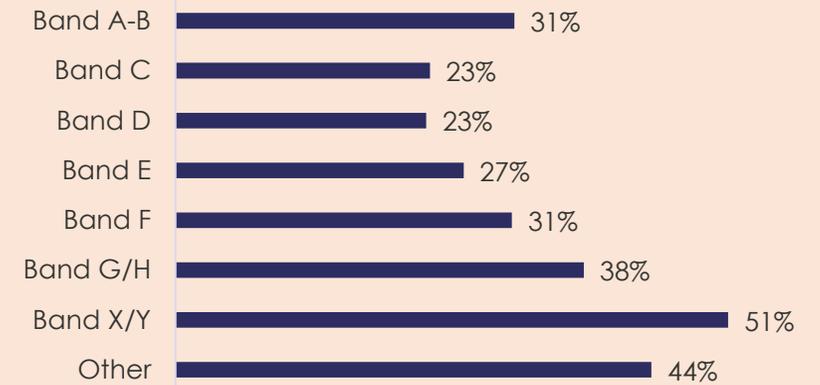
Feel confident challenging the way things are done: by sub-group

There are wide variations in confidence across UKRI.

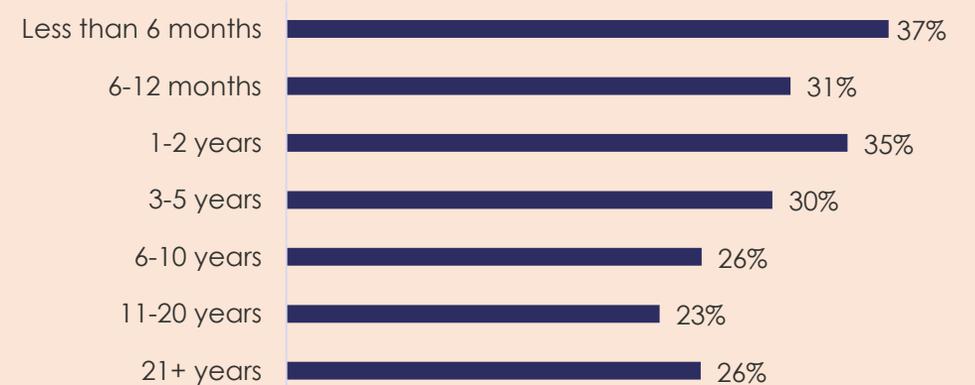
% agree by council/area



% agree by UKRI grade



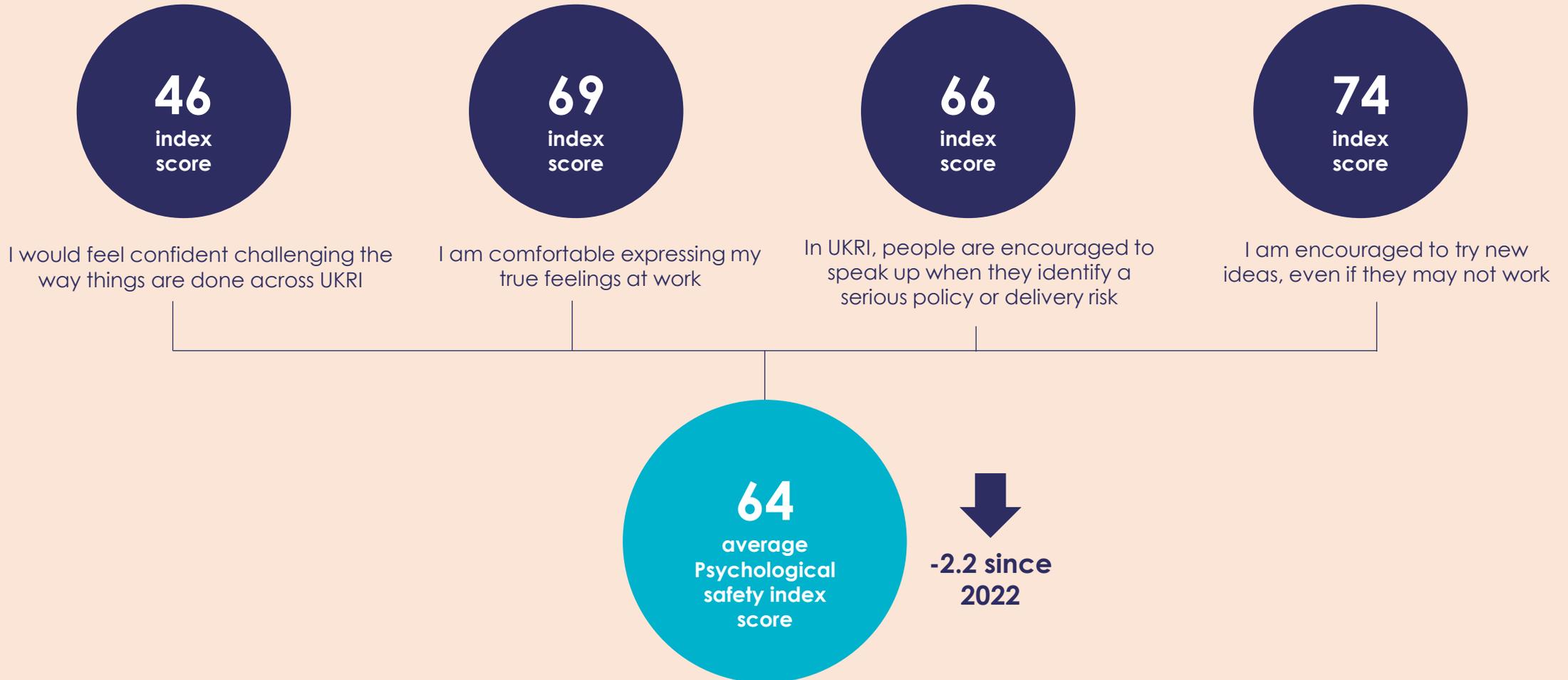
% agree by length of service



Base: All respondents (n=5047). Q31_8. I would feel confident challenging the way things are done across UKRI.

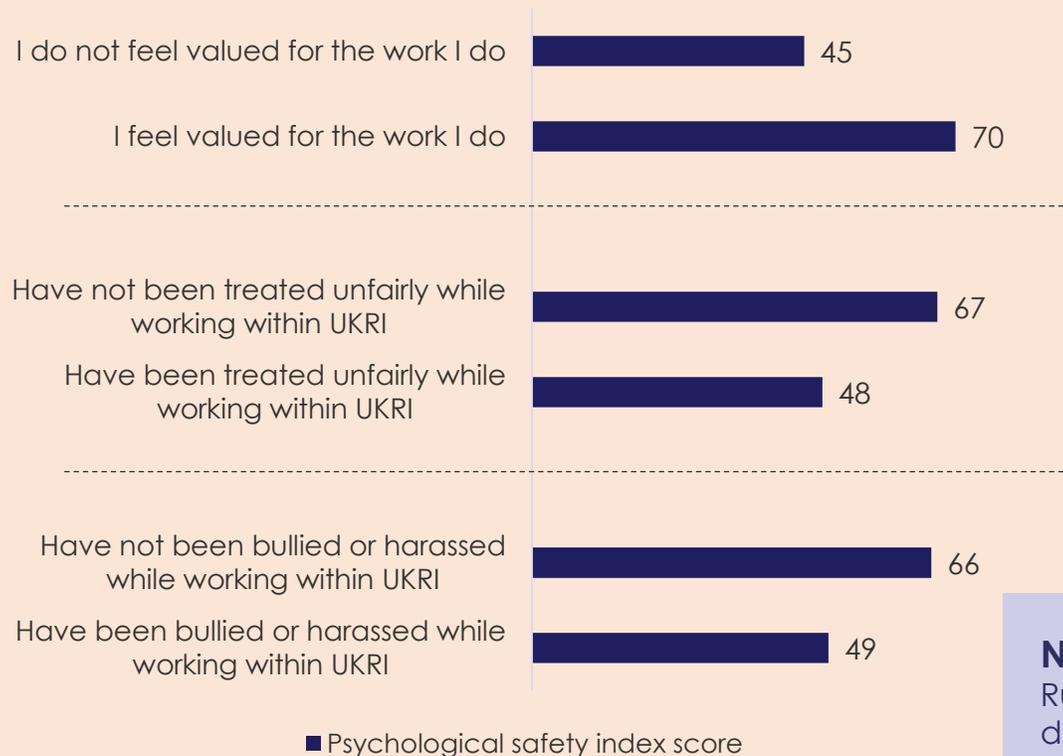
Psychological safety index

To quantify psychological safety across UKRI, an index has been created that combines the weighted scores of the four questions below. This allows variations in feelings of psychological safety to be tracked across UKRI and over time. The score is out of 100, with a higher score representing a state of greater psychological safety.

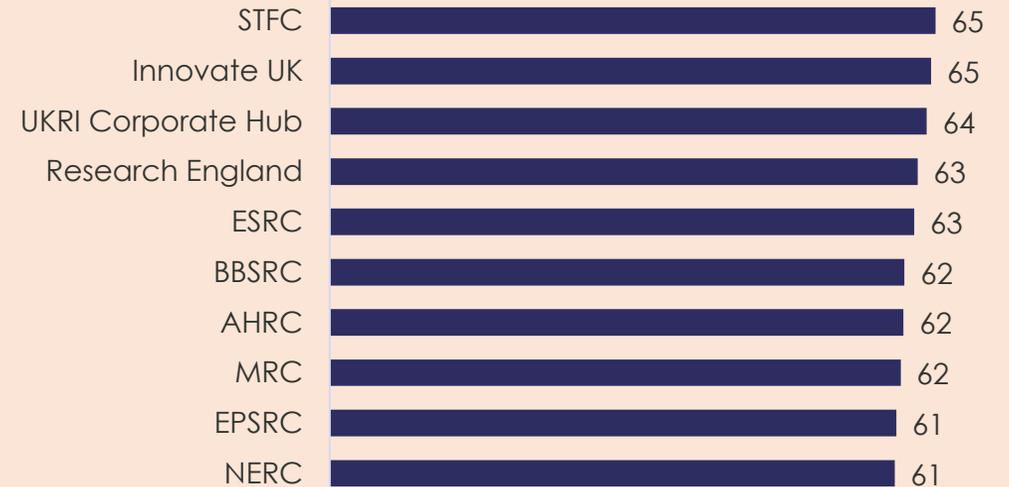


Psychological safety across UKRI

Colleagues who say they feel valued for the work they do have a psychological safety score of 25% points higher than those who do not feel valued. This is similarly the case among colleagues who have not been treated unfairly or have not been bullied or harassed while working within UKRI.



Psychological safety index score by council/area



Next steps?

Run a series of focus groups and/or depth interviews to help understand whether psychological safety is a perception or a reality

6. Key theme: Pay and reward



Key theme: pay and reward (1)

As in 2022, the 2023 UKRI People Survey highlights that pay continues to be an important issue for colleagues. Across all measures of pay and reward, UKRI performs poorly not only in comparison to the Civil Service benchmark, but also in comparison to last year's results.

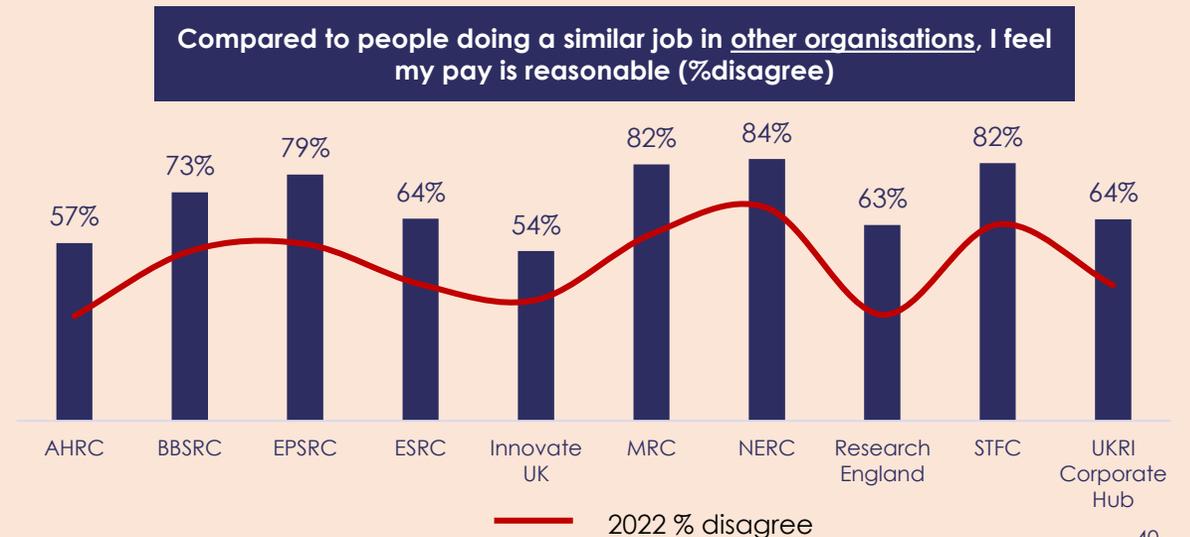
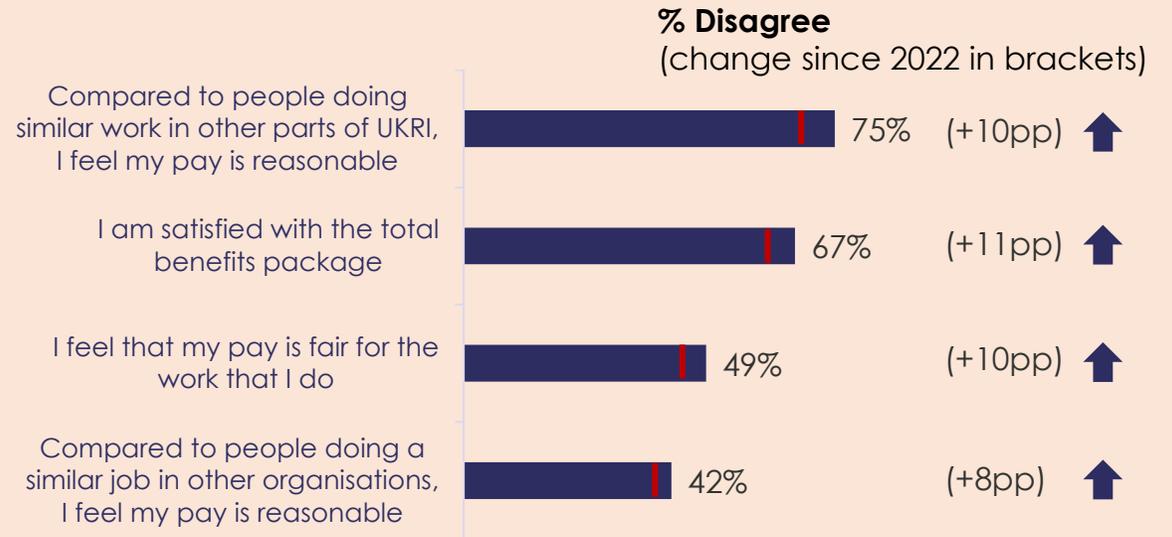
The most negatively scoring measure when it comes to pay and reward is that colleagues at UKRI feel as though their pay is not reasonable in comparison to people doing similar jobs in other organisations. Variations can also be seen at a council level, with some councils scoring UKRI more negatively for this metric in comparison to other councils.

UKRI is performing less well than the Civil Service benchmark and last year's results across all metrics for pay and reward. However, the Civil Service People Survey has also experienced changes to its benchmarks in comparison to last year, with all metrics experiencing more negative scoring.

Ultimately, UKRI colleagues feel there is a need for greater openness and transparency surrounding the issue of pay. Acknowledging that there is an issue and outlining what is being done to address this would go a long way for colleagues.

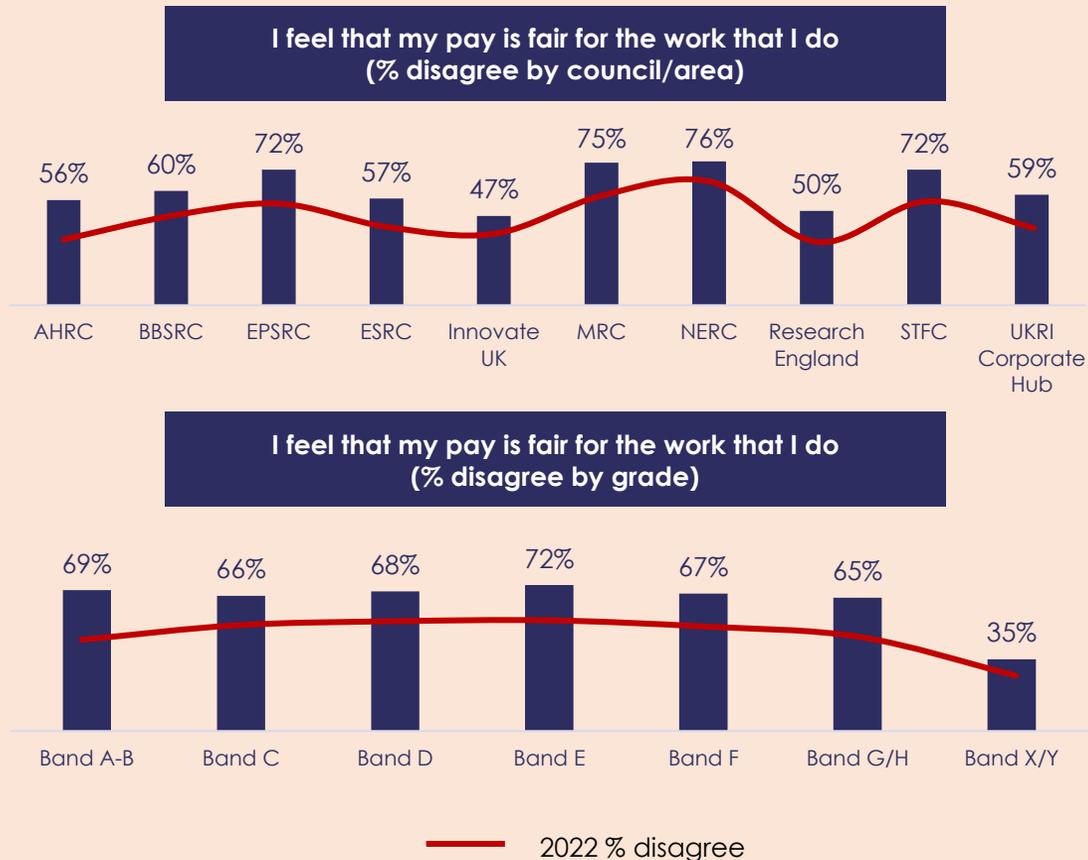
"A salary which reflects my knowledge, experience and service, and recognition from Senior Leaders in my area and beyond, that pay is a real issue that needs to be addressed before good staff leave."

Band D colleague



Key theme: pay and reward (2)

Feeling as though their pay is fair for the work they do is also a negatively scoring metric by UKRI colleagues, and differences in scoring begin to emerge when we look at this metric by council and grade.



Some councils score UKRI more negatively than others for this metric, with the highest levels of disagreement found among NERC (76%), MRC (75%), STFC (72%), and EPSRC (72%).

Those in bands A-H are significantly more likely to say that they do not feel their pay is fair for the work they do (particularly band E), whereas those in bands X-Y disagree to a far lesser extent.

The Civil Service benchmark has also experienced notable declines in agreement with this metric compared to its 2021 results (-9%), but overall UKRI is still performing poorly for this metric in comparison to the Civil Service benchmark (-11%).

“Pay has not increased in line with inflation, and I get paid less for the work I do now than I did when I had first started, with more experience.”

Band E colleague

Key theme: pay and reward (3)

Overall satisfaction with the total benefits package has also decreased significantly in comparison to the 2022 People Survey (-9%) and is markedly lower than the Civil Service benchmark (-7%).

The starkest changes from the 2022 People Survey can be seen when we look at variations by grade. Dissatisfaction with the benefits package from those on grades A-B has more than doubled since the last survey (+21% points).

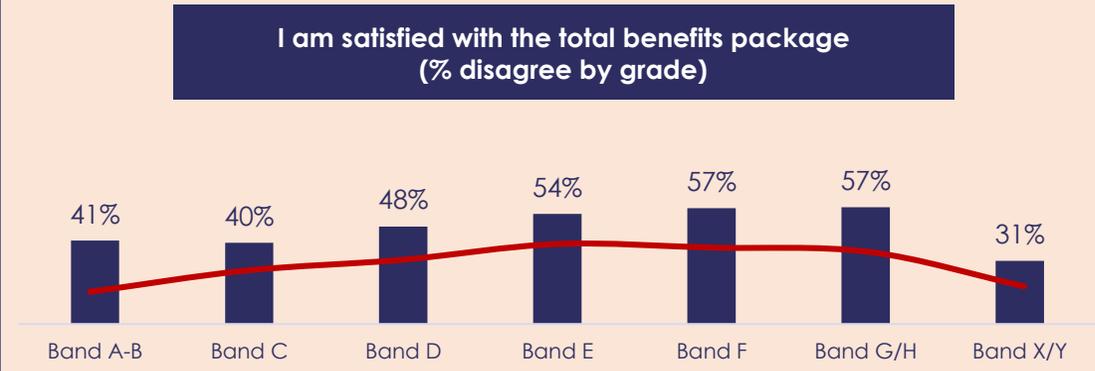
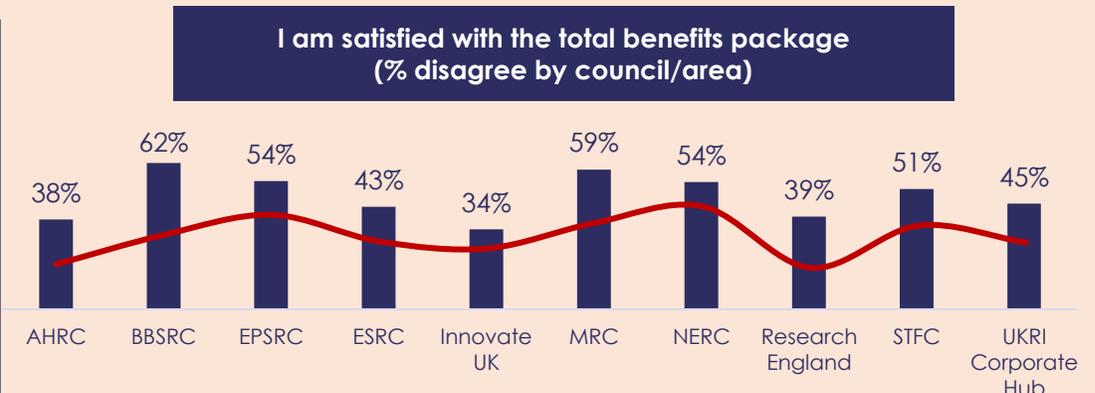
Again, we see some councils scoring UKRI more negatively for this metric, suggesting that they feel the current benefits package is not reflective of their contribution to UKRI.

While disagreement has more than doubled among those on grades A-B, negative views of the benefits package are highest among grades F and G/H.

Overall, the number of colleagues disagreeing that they are satisfied with the total benefits package has increased despite the benefits package being recently reviewed and improved by UKRI. When looking at the open-ended comments from colleagues, the removal of certain benefits was frequently mentioned, and this could be an underlying reason for the decline in satisfaction.

"It's such a shame that benefits that attracted people to UKRI have slowed/stopped (flexi time for xmas meals, Beneden health care etc)."

Band C colleague



— 2022 % disagree

Key theme: pay and reward (4)

As in 2022, the least negatively scoring metric with regards to pay relates to feelings that pay is reasonable compared to people doing similar work in other parts of UKRI.

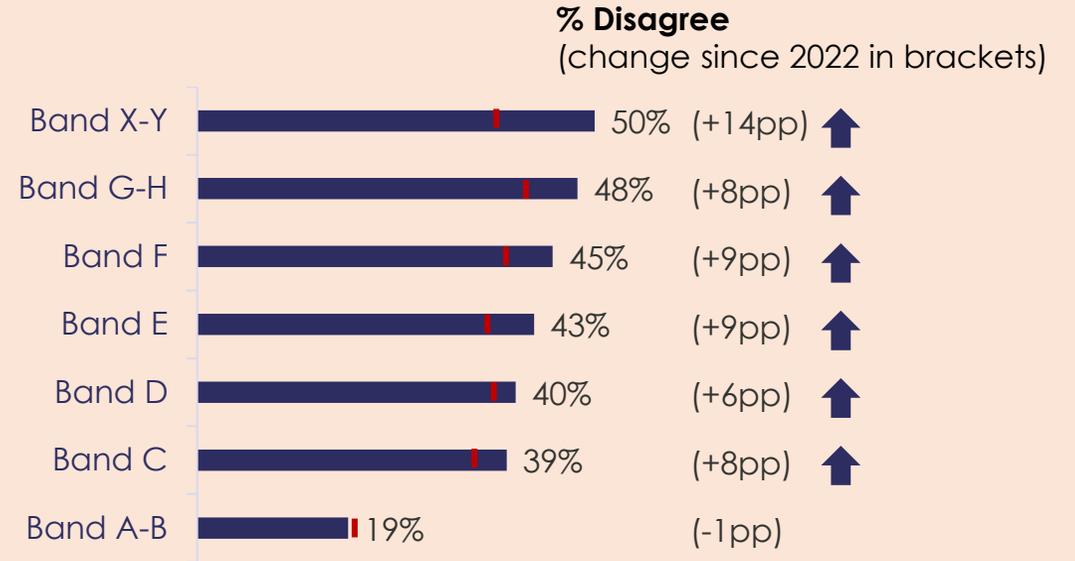
Differences do emerge by grade and council, with the highest levels of disagreement among those in EPSRC (64%). Conversely, only 27% of those at Innovate UK disagreed with this measure.

Colleagues mention that pay is not consistently applied across UKRI, and this causes discontent.

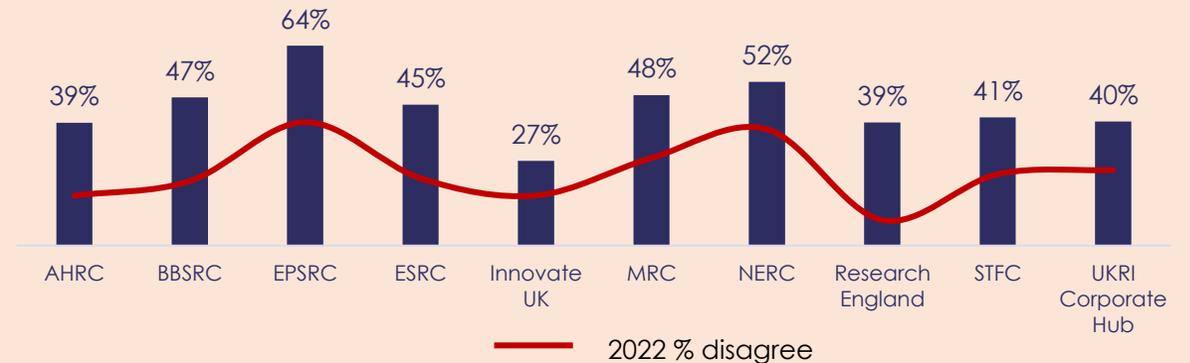
It is evident that disagreement with fairness of pay decreases by grade, from 50% on grades A-B through to 19% on grades X-Y. Disagreement has increased the most since 2022 among grades A-B.

“The problem is that we are paying our people at the lowest possible rate within our pay bands, and our people see that some other parts of UKRI are paying higher salaries.”

Band F colleague



Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable (% disagree)



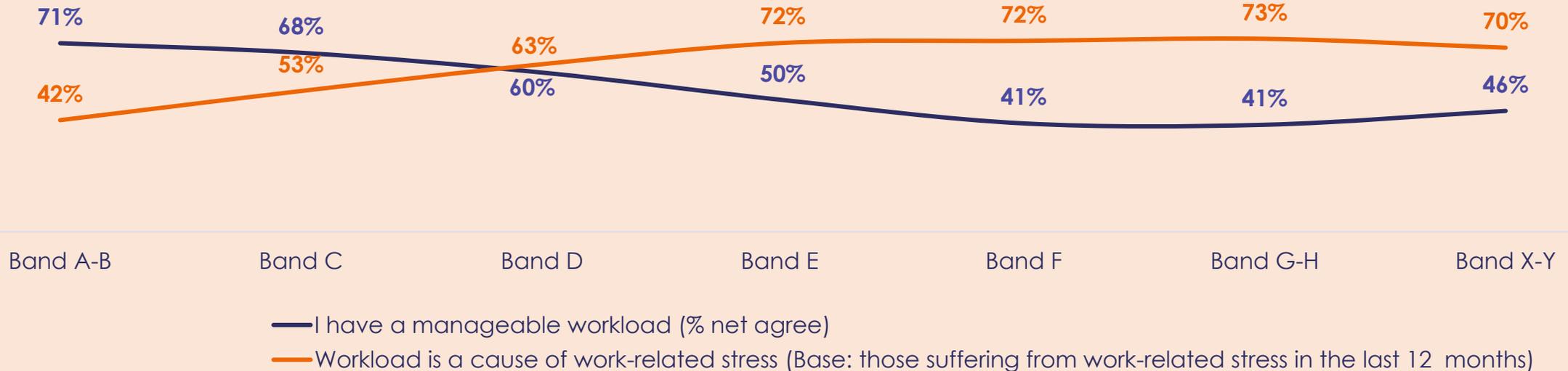
7. Key theme: Workloads



Key theme: workloads (1)

It is evident that workloads become more of an issue for colleagues in the bands E-Y, with colleagues in these bands commonly stating that workload is the cause of their work-related stress.

The point at which the net agreement score drops for 'I have a manageable workload' and 'workload is a cause of work-related stress' is at pay band D, where colleagues are likely to take on additional managerial work within UKRI.



“Pay and a more manageable workload. I work part time and yet the responsibilities I have are not deliverable in my contracted hours which means most weeks I end up working more than I am contracted.”

Band D colleague

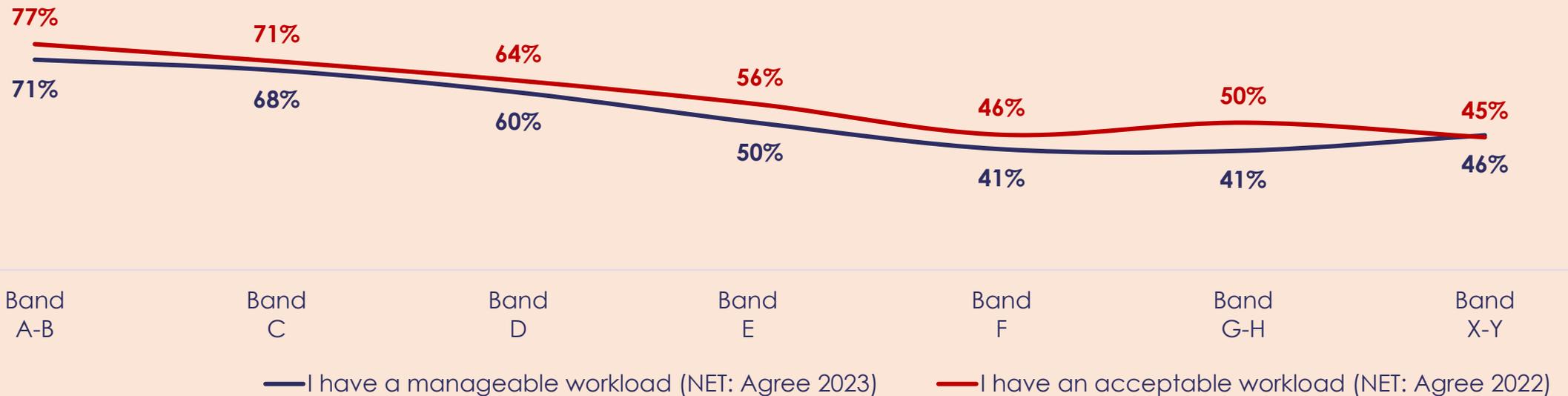
“I have serious concerns about how vacant roles are covered - i.e. the level of additional work that falls on others and with the expectation that they will just pick it up with little support or consideration for workload/wellbeing.”

Band F colleague

Key theme: workloads (2)

The issue of workload has only got worse since the 2022 People Survey, with each pay band aside from X-Y reporting lower levels of agreement that they feel they have a manageable/acceptable workload (particularly bands G-H).

Agreement is historically particularly low amongst colleagues who fall into the pay bands F-H, but we see even greater decreases in agreement for this year's survey amongst these colleagues.



"I feel over-worked and severely underpaid for my ability...This is especially frustrating given the current un-balance in my work-life as well as the on-going and worsening issues around recruitment and retention."

Band E colleague

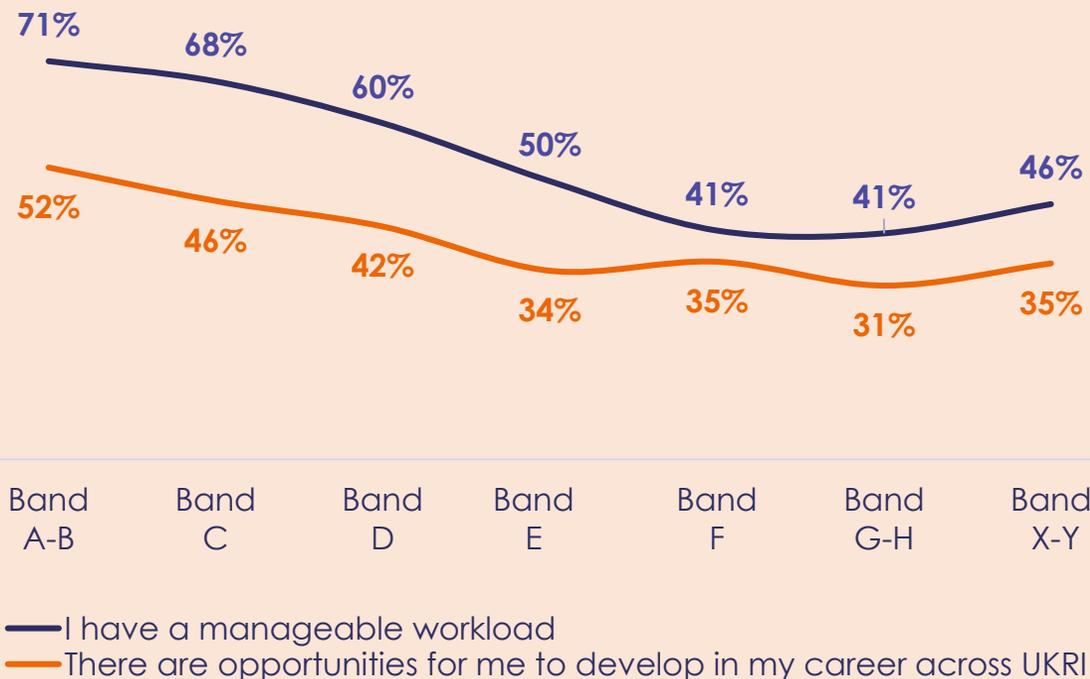
"Workloads are impossible, across the organisation, owing to restrictions on headcount and the exceedingly slow timelines for recruitment. Pay is totally unreasonable for the work we're doing."

Band F colleague

Key theme: workloads (3)

The impact of workload on learning and development is also commonly voiced by UKRI colleagues, with many feeling as though they have little or no time to spend on their own learning and development.

Agreement that workloads are manageable and agreement that there are opportunities to develop across UKRI both decline as colleagues progress up the bay bands and this is commonly voiced by colleagues in open ended comments.



“Due to workloads and resource shortages, I have not had time to do much in this space the past 12 months; I am looking forward in using the new L&D library and find relevant shorter training bits that could be useful.”

Band E colleague

“I find I am unable to spare any time to learning and development because of the workload. I find myself thinking I will pursue this when a projects/jobs are finished but that has not happened for many years now.”

Band C colleague

“The workload is so high that I have little time to think about L&D. I did a training course earlier in the year but have not had time to do the exam which will lead to the qualification due to too much work.”

Band E colleague

“Training is only useful if you have time to do it in the first place and then use what you have learned consistently afterwards. Colleagues are under resourced and overstretched.”

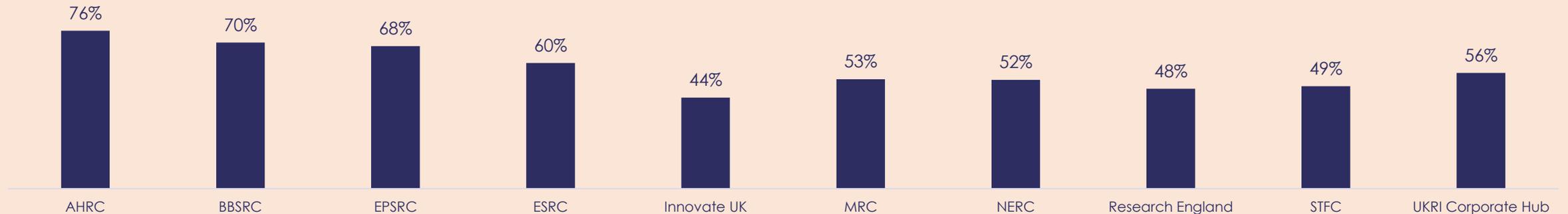
Band B colleague

Key theme: staffing and resource

Colleagues are also openly vocal about the added workload pressures that come from colleagues leaving UKRI and how long it can take to replace these colleagues, which ultimately increases the workloads of current members of staff.

Looking ahead to the future, 21% of colleagues report in the 2023 People Survey that they are planning to leave UKRI within the next year. This suggests that there is a need to improve the retainment of colleagues in order to ensure that all colleagues have a manageable workload, particularly in certain councils whereby this is a bigger issue.

Which, if any, of the following do you think is or was the cause of your work-related stress? (% staffing / resource)



“As staff leave, they are not replaced, and this leads to the expectation that current staff will pick up the work that needs to be done. This makes it harder to feel that you can ask people to do something for you as you know their workload is already large and you don't want to make it any larger and lead to an increase in stress for them.”

Band E colleague

Base: Reported feeling unwell due to work-related stress

8. Key theme: Plans for the future



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.

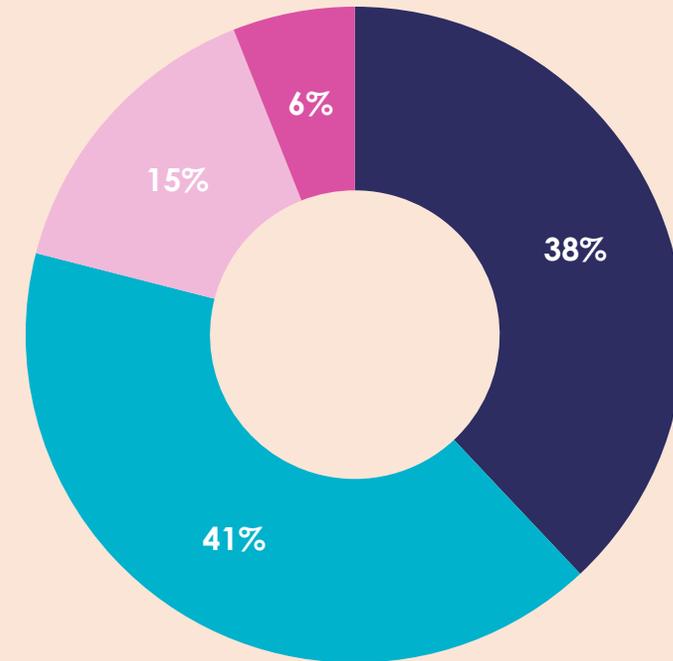
As in 2022, the majority of colleagues (79%) indicate that they are intending to stay at UKRI for at least the next year, with just under two in five (38%) seeing their future at UKRI lasting at least three years longer.

While these figures are, to an extent, reassuring, they do reflect an upcoming turnover of staff that is greater than seen in the 2022 People Survey (+3% points intending to leave within the next 12 months).

“Everyone knows recruitment and retention is a major problem but senior staff within UKRI seem to believe this isn't the case. In engineering we are suffering terribly, staff really are leaving, [and] recruiting is impossible.”

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

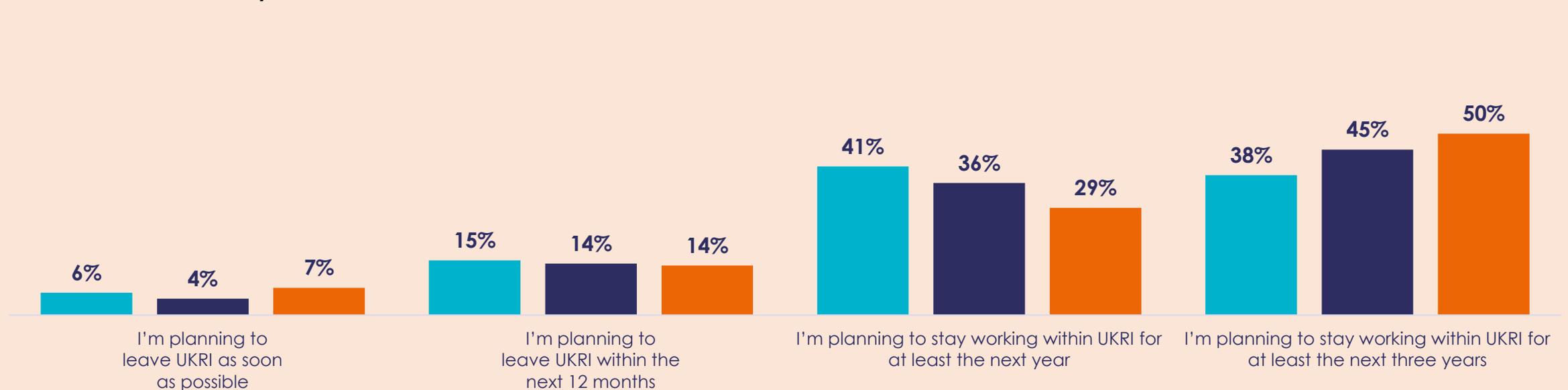
Key theme: plans for the future (2)

In regard to the short term, approximately one-fifth (21%) of colleagues state that they are looking to leave UKRI in the next 12 months. This sits in line with both the Civil Service average (also 21%), but below the results from the 2022 People Survey (19%).

However, the 2023 People Survey shows a marked shift in relation to longer term planning, with 38% now intending to stay at least three years, down from 45% in 2022 and 50% across the Civil Service. So, while this does not suggest a short-term jump in those leaving the organisation, it is apparent that fewer now consider their long-term future to lie with UKRI.

Intention to leave or stay at UKRI

■ 2023 ■ 2022 ■ Civil Service

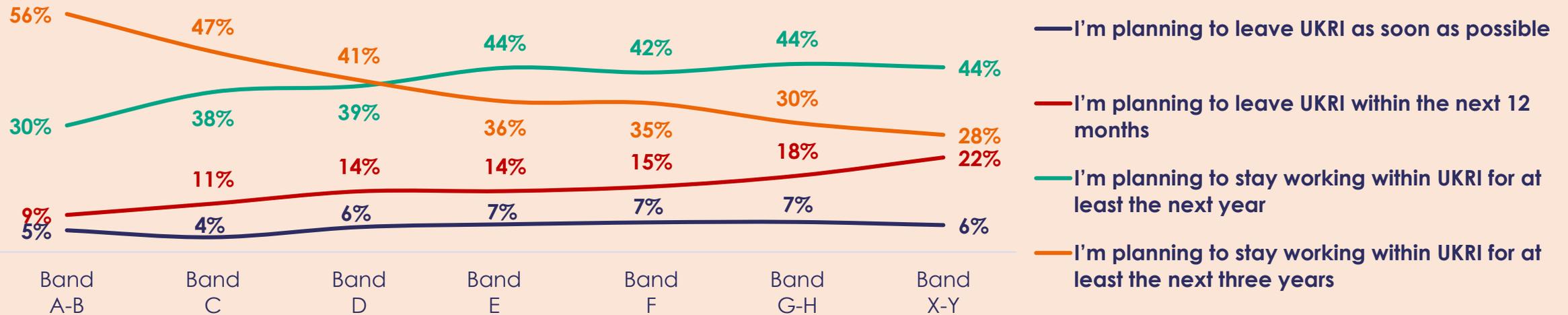


Key theme: plans for the future (3)

The likelihood that a colleague will intend to stay with UKRI long-term decreases steadily with seniority.

More than half (56%) of those in band A/B say they intend to stay with UKRI for three years or more. Band D colleagues are as likely to state that they intend to stay for at least one year as they are to stay three years or more (39% cf. 41%). Among band X/Y, 29% of colleagues state that they intend to leave UKRI in the next 12 months, similar to the proportion committed to staying for at least three years (28%).

Intention to leave or stay at UKRI



Key theme: plans for the future – key driver analysis

Key driver analysis reveals that a lack of ‘confidence in the decisions made by senior leaders’ is the strongest driver of intentions to leave UKRI within the next 12 months. This is followed by colleague’s ‘understanding of their contribution to the UKRI objectives’.

The decision to leave UKRI as soon as possible is found to be linked strongly to colleagues not ‘feeling positive about the future of UKRI’ and disagreeing that ‘UKRI respects individual differences’. As such, those looking to leave UKRI soonest often appear to have formed the view that the organisation simply is no longer a long-term, safe space for them in which to work.

Key drivers of desire to leave UKRI within the next 12 months

Rank	Question (negative correlation)	Relative importance
1	Q30. I have confidence in the decisions made by UKRI's Senior Leaders	0.19
2	Q4. I understand how my work contributes to UKRI's objectives	0.18
3	Q3. My work gives me a sense of personal accomplishment	0.17
4	Q30. I feel positive about the future of UKRI	0.15
5	Q9. There are opportunities for me to develop in my career across UKRI	0.14
6	Q31. When changes are made across UKRI they are usually for the better	0.11
7	Q10. I feel that my pay is fair for the work that I do	0.10

Key drivers of desire to leave UKRI as soon as possible

Rank	Question (negative correlation)	Relative importance
1	Q30. I feel positive about the future of UKRI	0.29
2	Q12. I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	0.26
3	Q4. I have a clear understanding of UKRI's objectives	0.19
4	Q3. My work gives me a sense of personal accomplishment	0.18
5	Q31. When changes are made across UKRI they are usually for the better	0.13
6	Q10. I am satisfied with the total benefits package	0.13
7	Q5. My manager motivates me	0.12
8	Q9. There are opportunities for me to develop in my career across UKRI	0.11

Appendix 1: Colleagues' suggested improvements (free text)



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



Base: All respondents. 0% Don't know, 58% No comment.

Appendix 2: All questions by survey theme



My work

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

		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
My work index score		74	=	-1	
I am interested in my work		91%	-1	+3	3%
I am sufficiently challenged by my work		83%	+1	+1	8%
My work gives me a sense of personal accomplishment		78%	=	+2	9%
I feel involved in the decisions that affect my work		60%	-1	+3	20%
I am recognised for the way in which I approach my work, not just for what I contribute		64%	+1	-	17%
I have a say over how I do my work		83%	=	+11 	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.

Organisational objectives and purpose



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Organisational objectives and purpose index score		61	-1	-20	
I have a clear understanding of UKRI's objectives		54%	-1	-25 ↓	18%
I understand how my work contributes to UKRI's objectives		58%	=	-25 ↓	17%
UKRI motivates me to help it achieve its objectives		24%	-1	-24 ↓	34%
I have a clear understanding of [council/area]'s objectives*		73%	-3	-	9%
I understand how my work contributes to [council/area]'s objectives*		76%	-3	-	8%
[council/area] motivates me to help it achieve its objectives*		47%	-3	-	20%

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

My manager (1)



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
My manager index score		76	+2	=	
My manager motivates me		73%	+2	-2	10%
My manager is considerate of my life outside work		90%	=	+3	3%
My manager is open to my ideas		88%	+1	+6 ↑	4%
My manager recognises when I have done my job well		84%	+1	+2	6%
I receive regular constructive feedback on my performance		67%	+2	-4	15%
My manager trusts me to do my job effectively, whether or not I am working from the same location as them		93%	=	+2	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.

My manager (2)



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
My manager index score		76	+2	=	
I think that my performance is evaluated fairly		75%	+3	+5 ↓	9%
Poor performance is dealt with effectively in my team		42%	+3	-	20%

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

Performance management



% At least monthly	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% Never
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In general, how often do you discuss the following with your manager?

How well you're meeting your objectives		46%	+3	-	3%
Your development needs and career goals		27%	+2	-	9%
Your personal wellbeing and/or work-related stress		63%	-3	-	12%

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

Support for managers



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Support for managers index score		71	=	-	
I feel confident in supporting the health, safety and wellbeing of the people I manage		89%	=	-	3%
I feel confident in addressing poor performance in my team		68%	+2	-	12%
I receive, or have access to, the training I need in order to be an effective manager		69%	+1	-	12%
I am confident in how to manage and support my team through change		76%	-	-	6%

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

My team



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
My team index score		81	=	-1	
The people in my team can be relied upon to help when we are under pressure		88%	+1	+1	4%
The people in my team work together to find ways to improve the quality of what we do		85%	=	+2	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.

Learning and personal development



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Learning and personal development index score		55	=	-1	
I am able to access the right learning and development opportunities for my current role when I need them		62%	-1	-4	14%
Learning and development activities I have completed in the past 12 months have helped to improve my performance		52%	=	=	15%
There are opportunities for me to develop in my career across UKRI		39%	=	-18 ↓	31%
There are opportunities for promotion within my current role		21%	+1	-	56%
Learning and development opportunities I have completed while working within UKRI are helping me to develop my career		44%	+1	-6 ↓	23%
I think my current job makes the most of my skills and strengths		56%	-1	-	23%

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

Pay and benefits



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Pay and benefits index score		33	-7	+4	
I feel that my pay is fair for the work that I do		17%	-8 ↓	-11 ↓	67%
I am satisfied with the total benefits package		27%	-9 ↓	-7 ↓	49%
Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable		25%	-6 ↓	-	42%
Compared to people doing a similar job in other organisations, I feel my pay is reasonable		10%	-7 ↓	-14 ↓	75%

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

Resources and workload



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Resources and workload index score		66	-1	-6	
I can find the information I need to do my job effectively		67%	=	-	15%
Organisational processes support me to work efficiently		38%	-1	-	34%
I have clear work objectives		78%	=	+2	8%
I have the skills I need to do my job effectively		92%	=	+5 ↑	2%
I have access to the tools and equipment I need to do my job effectively		78%	=	+8 ↑	8%
I have a manageable workload		55%	-5 ↓	-8 ↓	26%
I achieve a good balance between my work life and my private life		64%	-3	-8 ↓	18%

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

Inclusion and fair treatment



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Inclusion and fair treatment index score		73	=	-6	
I am treated fairly at work		84%	-1	+1	6%
I am treated with respect by the people I work with		88%	-1	=	5%
I feel valued for the work I do		69%	-2	+1	14%
I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)		72%	-1	-6 ↓	8%
I feel confident to challenge inappropriate behaviour in the workplace		66%	+3	-5 ↓	13%
UKRI is committed to creating a diverse and inclusive workplace		70%	-1	-8 ↓	7%

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

Discrimination, bullying and harassment

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

			% (percent) yes, while working within UKRI	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)
Have you been discriminated against at work during the past 12 months?			5%	=	-4%
Have you been bullied or harassed at work during the past 12 months?			7%	=	-1%
Have you been treated unfairly at work during the past 12 months?			10%	-	-

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

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



Base: Those who experienced discrimination/unfair treatment (n=555). 15% Other, 9% Prefer not to say.

Discrimination versus unfair treatment

The profile of the nature of discrimination seen at UKRI is broadly similar to that of unfair treatment.

However, instances of discrimination are more likely than unfair treatment to be related to:

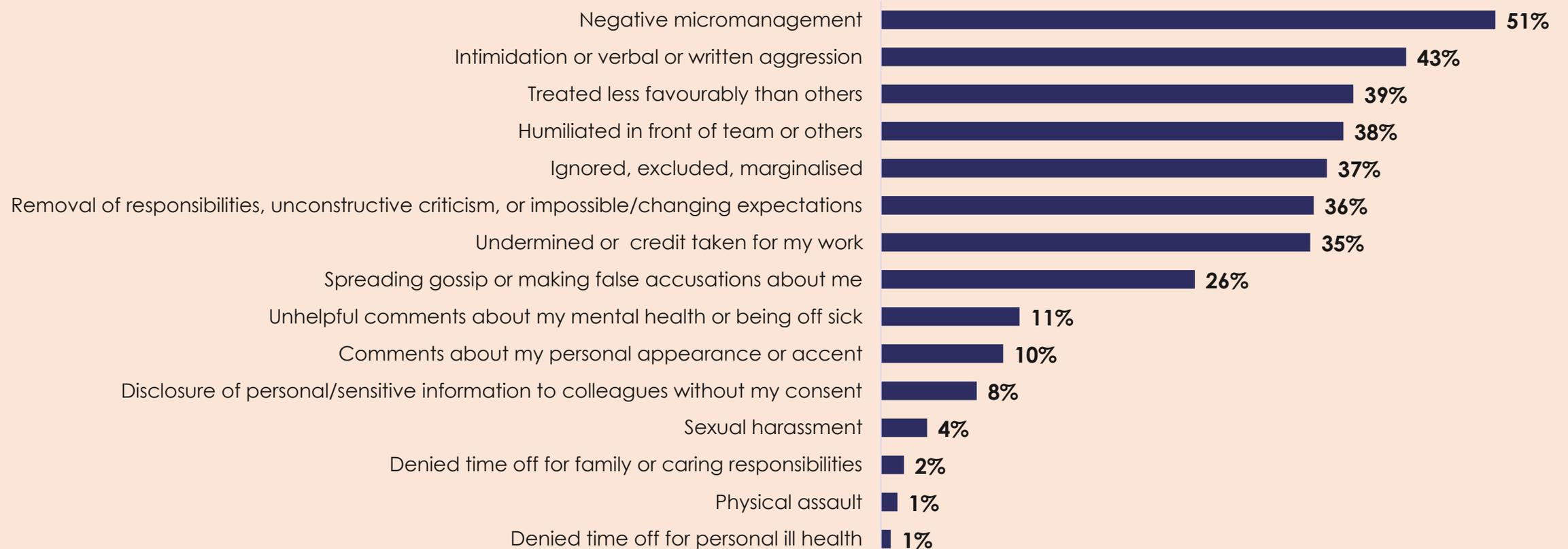
- Age (35% cf. 18%)
- Gender (25% cf. 16%)
- Disability (20% cf. 11%)
- Ethnicity (12% cf. 6%)

Conversely, reports of unfair treatment are a little more likely than those of discrimination to relate to grade or responsibility level (33% cf. 29%).

Unfair treatment can include bullying, discrimination, harassment or victimisation.

Discrimination, as defined in UK law, is when someone is treated unfairly because they have a 'protected characteristic' under the Equality Act (2010), which covers England, Scotland and Wales, or on 'grounds of discrimination' in Northern Ireland. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, with the addition of political opinion as a ground for discrimination in Northern Ireland.

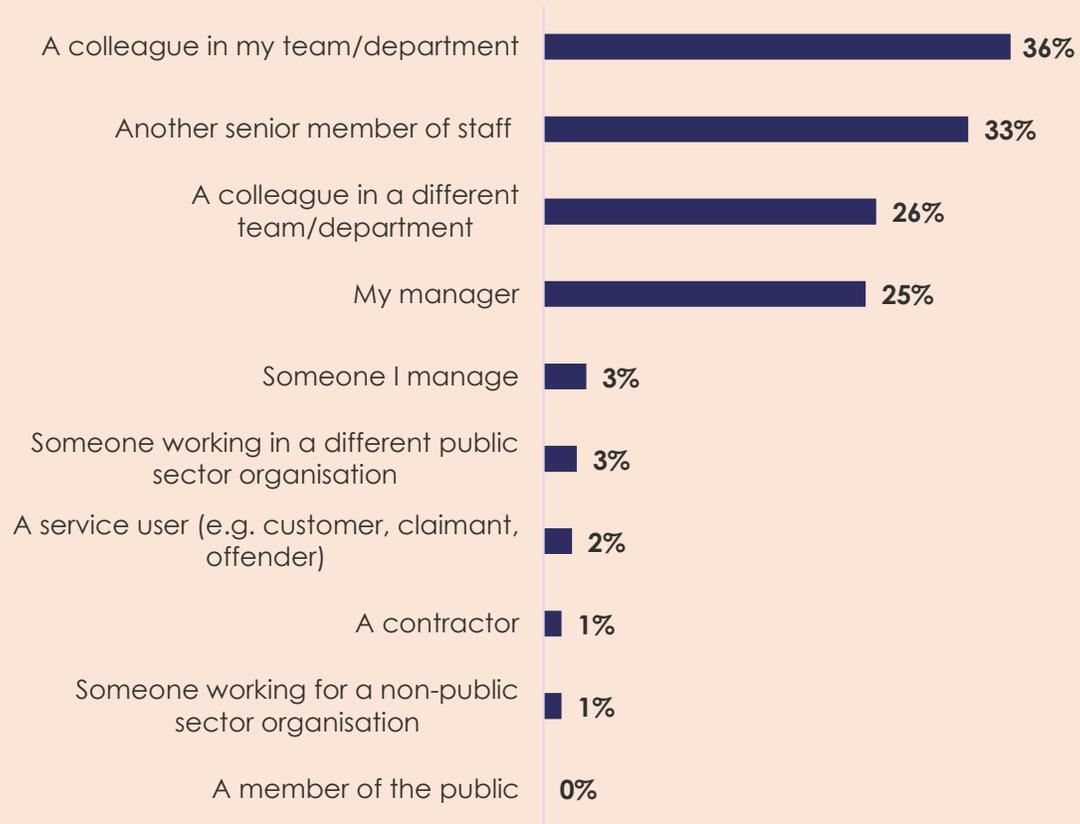
Nature of bullying/harassment experienced at UKRI in the last 12 months (1)



Base: Those who experienced bullying/harassment (n=368). 9% Other, 2% Prefer not to say.

Bullying and harassment (2)

Who bullied and/or harassed you?



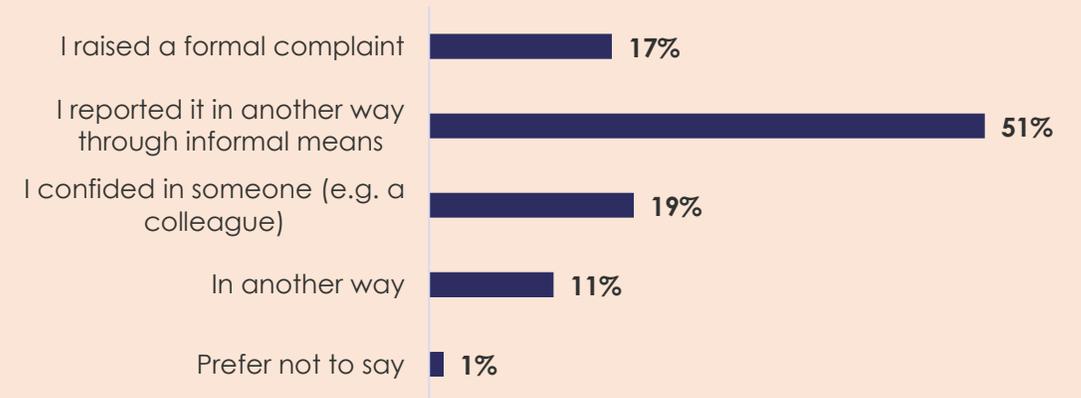
Base: Those who experienced bullying/harassment (n=368).
5% Other, 7% Prefer not to say.

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



Base: Those who experienced bullying/harassment (n=368).

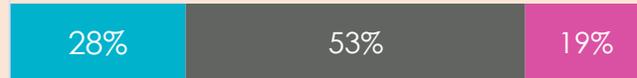
How did you report your experience?



Base: Those who reported bullying/harassment (n=148).

Bullying and harassment (3)

Appropriate action was taken to address the behaviour I experienced



The bullying and/or harassment has stopped



The culture in my area allows this kind of behaviour to continue



I moved to another team or role to avoid the behaviour



I felt like I was punished for reporting the incident

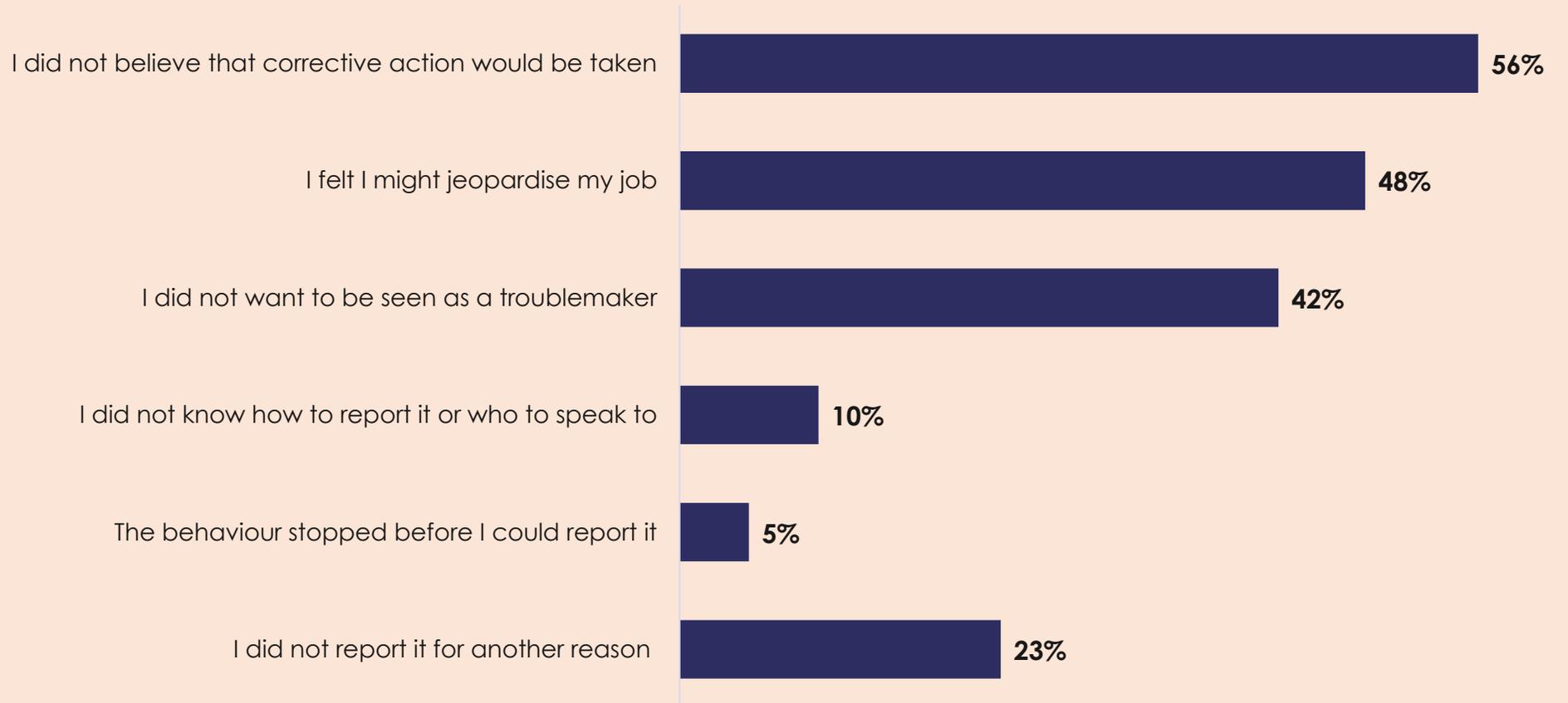


The culture in my area has changed



■ Yes
■ No
■ Prefer not to say

Why did you decide not to report the incident? (4)



Base: Those who experienced bullying/harassment and did not report it (n=163). 4% Prefer not to say.

Wellbeing (1)



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Wellbeing index score		66	-1	-	
In general, how would you rate your overall mental health now?		59%	-5 ↓	-10% ↓	41%
In general, how would you rate your overall physical health now?		64%	-2	-5% ↓	36%

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

Wellbeing (2)



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Wellbeing index score		66	-1	-	
UKRI cares about my wellbeing		51%	-5 ↓	-	15%
My manager creates a positive atmosphere at work which supports my health and wellbeing		74%	+1	-	8%
During the last 12 months, I have felt unwell as a result of work-related stress*					
In the last 12 months, I have experienced musculoskeletal problems (MSD)*					

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

Wellbeing (3) – causes of work-related stress



Base: Those who have felt unwell as a result of work-related stress (n=1821). 9% other, 1% Prefer not to say.

Senior leadership within UKRI (1)



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Senior leadership within UKRI index score		53	-4	-	
The Senior Leaders at UKRI are sufficiently visible		41%	-6 ↓	-26 ↓	26%
I believe the actions of the UKRI Senior Leaders are consistent with UKRI's values		37%	-5 ↓	-24 ↓	11%
I believe that UKRI's Senior Leaders have a clear vision for the future of UKRI		38%	-6 ↓	-13 ↓	16%
I have confidence in the decisions made by UKRI's Senior Leaders		31%	-7 ↓	-21 ↓	21%
The Senior Leaders at UKRI keep me informed about issues that matter		43%	-6 ↓	-	18%

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

Senior leadership within UKRI (2)

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

		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Senior leadership within UKRI index score		53	-4	-	
The communication we receive from UKRI's Senior Leaders is honest and open		41%	-7 ↓	-	15%
I feel positive about the future of UKRI		39%	-7 ↓	-	21%
I believe that UKRI's Senior Leaders will take action on the results from this survey		34%	-6 ↓	-11 ↓	27%
I think the Senior Leaders at UKRI took effective action on the results of the last survey in 2022		19%	+4	-15 ↓	26%
The Senior Leaders at UKRI help me to understand the reasons and benefits for change		27%	-	-	24%

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

Senior leadership within own council or area (1)

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

		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Senior leadership within [council/area] index score		59	-2	-	
The Senior Leaders at my department are sufficiently visible	<p>12% (Strongly agree), 46% (Agree), 24% (Neither), 14% (Disagree), 5% (Strongly disagree)</p>	58%	-2	-	18%
I believe the actions of my department's Senior Leaders are consistent with [council/area]'s values	<p>10% (Strongly agree), 47% (Agree), 35% (Neither), 5% (Disagree), 5% (Strongly disagree)</p>	57%	-4	-	8%
I believe that Senior Leaders in my department have a clear vision for the future	<p>10% (Strongly agree), 44% (Agree), 35% (Neither), 8% (Disagree), 5% (Strongly disagree)</p>	54%	-3	-	11%
I have confidence in the decisions made by my department's Senior Leaders	<p>8% (Strongly agree), 40% (Agree), 38% (Neither), 9% (Disagree), 5% (Strongly disagree)</p>	48%	-5 ↓	-	14%
My departmental Senior Leaders keep me informed about issues that matter	<p>8% (Strongly agree), 43% (Agree), 34% (Neither), 11% (Disagree), 5% (Strongly disagree)</p>	51%	-5 ↓	-	15%

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

Senior leadership within own council or area (2)



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Senior leadership within [council/area] index score		59	-2	-	
The communication we receive from my department's Senior Leaders is honest and open		51%	-4	-	11%
I believe that the Senior Leaders at my department will take action on the results from this survey		41%	-3	-	21%
I think the Senior Leaders at [council/area] took effective action on the results of the last survey in 2022		27%	+6	-	20%
The Senior Leadership Team at [insert name of council/area] helps me to understand the reasons and benefits that change will bring		38%	-	-	16%

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

Managing change (1)



		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Managing change index score		51	+1	-	
I feel that change is managed well in [council/area]		33%	-1	-	27%
I feel that change is managed well in UKRI as a whole		21%	-3	-13 ↓	33%
As an organisation, UKRI adapts well to change		23%	-4	-	32%
When changes are made across UKRI they are usually for the better		23%	-1	-8 ↓	25%

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

Managing change (2)

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

		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Managing change index score		51	+1	-	
The reasons behind changes are communicated to me		36%	+9	-	25%
I understand what support is available to me as I am affected by change within UKRI		34%	=	-	25%
I have the opportunity to contribute my views before decisions are made that affect me		25%	-1	-10 ↓	38%
I would feel confident challenging the way things are done across UKRI		28%	-10 ↓	-19 ↓	36%
As an individual, I accept and adapt well to changes in working practices in the workplace		71%	-	-	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.

Organisational culture

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

		% (percent) positive	Difference to 2022 People Survey (% point)	Difference to Civil Service average (% point)	% (percent) negative
Organisational culture index score		73	-1	-	
I am trusted to carry out my job effectively		94%	=	+4	2%
I am encouraged to try new ideas, even if they may not work		78%	=	+8 ↑	7%
I believe my opinion is valued at work		80%	=	-	8%
I am comfortable expressing my true feelings at work		68%	-1		14%
In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk		60%	-4	-12 ↓	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.

Your plans for the future

		% (percent)	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		6%	+2	-1
I'm planning to leave UKRI within the next 12 months		15%	+1	+1
I'm planning to stay working within UKRI for at least the next year		41%	+5 ↑	+11 ↑
I'm planning to stay working within UKRI for at least the next three years		38%	-7 ↓	-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.

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



Key driver analysis: AHRC

At AHRC, as in 2022, the most important driver of a person's engagement with UKRI is whether their work 'gives them a sense of personal accomplishment' (0.28). However, given their low relative performance within the survey, the priorities for improvement within AHRC are: 'Senior Leaders at UKRI help me to understand the reasons and benefits for change' and 'There are opportunities for promotion within my current role'.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q3. My work gives me a sense of personal accomplishment	0.28	66%
2	Q30. The Senior Leaders at UKRI help me to understand the reasons and benefits for change	0.22	28%
3	Q32. In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk	0.22	56%
4	Q11. I have access to the tools and equipment I need to do my job effectively	0.21	81%
5	Q9. There are opportunities for promotion within my current role	0.17	25%
6	Q12. UKRI is committed to creating a diverse and inclusive workplace	0.16	57%

Base: All AHRC respondents.

Key driver analysis: BBSRC

For BBSRC, the top driver of engagement with UKRI is whether colleagues 'feel involved in the decisions that affect their work'. With 53% agreeing with this statement, it falls 7% points below the UKRI average, making it a priority for improvement. Likewise, only half of BBSRC colleagues believe 'UKRI cares about their wellbeing', which is a strong driver of engagement.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q3. I feel involved in the decisions that affect my work	0.29	53%
2	Q4. I have a clear understanding of UKRI's objectives	0.25	63%
3	Q27. UKRI cares about my wellbeing	0.24	51%
4	Q30. I feel positive about the future of UKRI	0.19	26%
5	Q3. My work gives me a sense of personal accomplishment	0.19	64%
6	Q11. I can find the information I need to do my job effectively	0.15	48%
7	Q30. I believe the actions of the UKRI Senior Leaders are consistent with UKRI's values	0.15	38%
8	Q27. In the last 12 months, I have experienced musculoskeletal problems (MSD)	0.15	35%

Base: All BBSRC respondents.

Key driver analysis: EPSRC

The key driver of engagement within EPSRC is whether colleagues 'feel positive about the future of UKRI'. With 28% agreeing with this statement, however, it falls 11% points below the UKRI average, making it a priority for improvement. Perhaps linked to this, just 13% believe changes made across UKRI are usually for the better, which is 10% 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	28%
2	Q12. I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	0.24	64%
3	Q9. Learning and development opportunities I have completed while working within UKRI are helping me to develop my career	0.22	38%
4	Q4. I understand how my work contributes to UKRI's objectives	0.20	70%
5	Q31. When changes are made across UKRI they are usually for the better	0.17	13%
6	Q3. I am sufficiently challenged by my work	0.16	77%
7	Q10. I feel that my pay is fair for the work that I do	0.15	14%
8	Q31. I feel that change is managed well in EPSRC	0.12	46%

Base: All EPSRC respondents.

Key driver analysis: ESRC

For ESRC, as in 2022, the most prominent driver is whether colleagues 'feel positive about the future of UKRI' (0.39), and with agreement at just 41%, this is an area for attention within ESRC. Of higher importance to people's engagement within ESRC specifically, people's perceived pay in comparison to others in UKRI features as the fourth highest driver.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30. I feel positive about the future of UKRI	0.39	41%
2	Q11. I have clear work objectives	0.25	78%
3	Q3. I am interested in my work	0.25	81%
4	Q10. Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable	0.23	28%
5	Q11. Organisational processes support me to work efficiently	0.22	34%
6	Q4. I have a clear understanding of UKRI's objectives	0.18	67%
7	Q5. I think that my performance is evaluated fairly	0.14	82%
8	Q5. I receive regular constructive feedback on my performance	0.13	75%

Base: All ESRC respondents.

Key driver analysis: Innovate UK

The drivers of engagement with UKRI for Innovate UK are relatively diverse, with no single driver standing out as a priority in terms of their importance. However, when taking the performance of the drivers into account, it is notable that the priorities for improvement are 'confidence in the decisions of UKRI's Senior Leaders' (just 40% agree with this) and 'feeling that change is managed well in UKRI as a whole' (just 27% agree with this).

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30. I have confidence in the decisions made by UKRI's Senior Leaders	0.18	40%
2	Q4. I understand how my work contributes to UKRI's objectives	0.17	61%
3	Q27. UKRI cares about my wellbeing	0.15	62%
4	Q3. My work gives me a sense of personal accomplishment	0.14	78%
5	Q31. I feel that change is managed well in UKRI as a whole	0.14	27%
6	Q30. I feel positive about the future of UKRI	0.13	52%
7	Q11. Organisational processes support me to work efficiently	0.12	42%
8	Q9. There are opportunities for me to develop in my career across UKRI	0.10	45%

Base: All Innovate UK respondents.

Key driver analysis: MRC

In common with some other councils, MRC sees feeling 'positive about the future of UKRI' (0.26) as the key driver of engagement with UKRI overall; a statement with which only 26% of MRC colleagues agree (a decrease of 12% points since 2022). The fourth key driver, 'I feel that change is well managed in UKRI as a whole', is poor performing (just 16% agree with this – 5% points below the UKRI average), which also makes this 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	26%
2	Q9. There are opportunities for me to develop in my career across UKRI	0.23	30%
3	Q4. I understand how my work contributes to UKRI's objectives	0.19	46%
4	Q31. I feel that change is managed well in UKRI as a whole	0.14	16%
5	Q12. I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	0.14	62%

Base: All MRC respondents.

Key driver analysis: NERC

As in 2022, feeling 'positive about the future of UKRI' (0.27) is the primary driver of engagement with UKRI among colleagues in NERC, and this is both a drop since 2022 (-5% points) and lower than the UKRI average (-4% points). Addressing concerns about career progression across UKRI is also a priority, with just 33% of NERC colleagues agreeing with this, which is 6% 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	0.27	34%
2	Q4. I have a clear understanding of UKRI's objectives	0.23	46%
3	Q9. There are opportunities for me to develop in my career across UKRI	0.17	33%
4	Q27. UKRI cares about my wellbeing	0.15	45%
5	Q10. I am satisfied with the total benefits package	0.13	24%
6	Q12. I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	0.12	69%
7	Q30. I have confidence in the decisions made by UKRI's Senior Leaders	0.11	26%

Base: All NERC respondents.

Key driver analysis: Research England

The perception that UKRI cares about people's wellbeing is by far the strongest driver of engagement in Research England – making up almost half the variance in engagement (0.46). With 50% agreeing with this, it is a 10% point drop since 2022, making it a clear priority for attention.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q27. UKRI cares about my wellbeing	0.46	50%
2	Q10. I feel that my pay is fair for the work that I do	0.26	34%
3	Q3. My work gives me a sense of personal accomplishment	0.26	71%
4	Q11. I have a manageable workload	0.22	50%

Base: All Research England respondents.

Key driver analysis: STFC

For STFC, as with other councils, 'I feel positive about the future of UKRI' (0.25) emerges as the most important driver of engagement with UKRI. Agreement with this measure has seen a downward trend since 2022 (-7% points), however.

Further to this, there is a lack of clarity and understanding of the UKRI objectives, with just 48% agreeing to this (6% points below the UKRI average). As the second highest driver, this is also an area for attention.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30. I feel positive about the future of UKRI	0.25	41%
2	Q4. I have a clear understanding of UKRI's objectives	0.23	48%
3	Q9. There are opportunities for me to develop in my career across UKRI	0.12	40%
4	Q11. Organisational processes support me to work efficiently	0.11	37%
5	Q30. I have confidence in the decisions made by UKRI's Senior Leaders	0.11	31%
6	Q3. My work gives me a sense of personal accomplishment	0.11	82%
7	Q31. When changes are made across UKRI they are usually for the better	0.09	23%
8	Q27. UKRI cares about my wellbeing	0.07	52%

Base: All STFC respondents.

Key driver analysis: UKRI Corporate Hub

For UKRI Corporate Hub, as in 2022, feeling ‘positive about the future of UKRI’ (0.21) and their work giving them ‘a sense of personal accomplishment’ (0.19) are the leading drivers of engagement with UKRI. Improvements are required with the former of these, as just 41% feel positive about the future of UKRI, which is a 9% point decrease since 2022.

Rank	Question	Relative importance	Performance (percent net agree or equivalent)
1	Q30. I feel positive about the future of UKRI	0.21	41%
2	Q3. My work gives me a sense of personal accomplishment	0.19	71%
3	Q27. UKRI cares about my wellbeing	0.15	57%
4	Q4. I have a clear understanding of UKRI's objectives	0.15	71%
5	Q9. Learning and development opportunities I have completed while working within UKRI are helping me to develop my career	0.12	45%
6	Q3. I am recognised for the way in which I approach my work, not just for what I contribute	0.09	65%
7	Q31. As an organisation, UKRI adapts well to change	0.09	23%
8	Q12. UKRI is committed to creating a diverse and inclusive workplace	0.09	71%

Base: All UKRI Corporate Hub respondents.

For more information



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