

# UKRI People Survey 2023: Innovate UK 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:

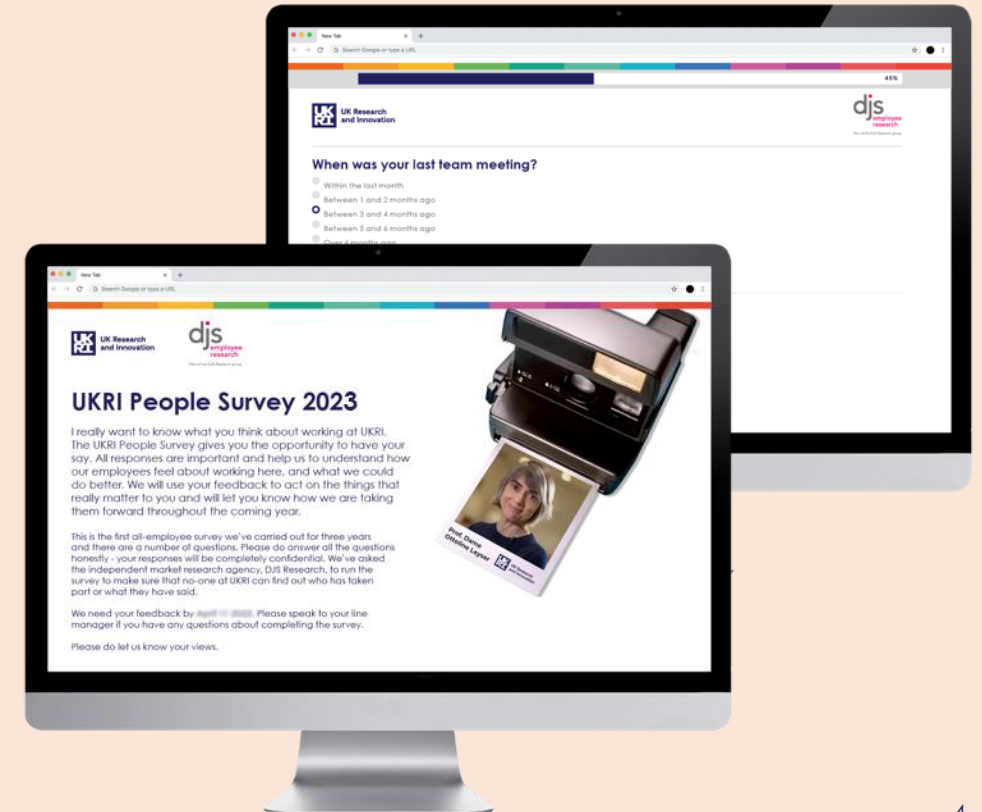
- Online survey emailed to work accounts
- Paper copies available for colleagues unable to complete the survey online
- The option of completing the survey over the telephone with one of the DJS Research project team

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

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

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

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



# A guide to this report

## Rounding

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

## % (percent) positive

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

## Confidentiality

It is DJS Research's practice not to present the results of groups to the extent where the confidentiality of individuals may be compromised. Results for teams or departments where **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 where a question was asked of a person's council or area and not UKRI as a whole.

## 2. Headline findings





# Average scores per survey theme (1)

<b>Engagement with UKRI</b>	<b>Engagement with Innovate UK</b>	<b>My work</b>	<b>Organisational objectives and purpose</b>	<b>My manager</b>
<b>63%</b> Difference to UKRI +7%	<b>70%</b> Difference to UKRI +4%	<b>74%</b> Difference to UKRI 0%	<b>63%</b> Difference to UKRI +1%	<b>77%</b> Difference to UKRI +1%
<b>Support for managers</b>	<b>My team</b>	<b>Learning and development</b>	<b>Pay and benefits</b>	<b>Resources and workload</b>
<b>75%</b> Difference to UKRI +3%	<b>83%</b> Difference to UKRI +3%	<b>55%</b> Difference to UKRI 0%	<b>45%</b> Difference to UKRI +12%	<b>65%</b> Difference to UKRI 0%

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

## Average scores per survey theme (2)

Inclusion and fair treatment	Wellbeing	Senior leadership within UKRI	Senior leadership within Innovate UK
<b>74%</b> Difference to UKRI +1%	<b>69%</b> Difference to UKRI +3%	<b>56%</b> Difference to UKRI +3%	<b>59%</b> Difference to UKRI 0%
Managing change	Organisational culture	Experienced discrimination	Experienced bullying or harassment
<b>52%</b> Difference to UKRI +2%	<b>74%</b> Difference to UKRI 0%	<b>5%</b> Difference to UKRI 0%	<b>7%</b> Difference to UKRI 0%

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



# Comparisons to the UKRI average

**Response rate:** 63%

**No. of responses:** 510 of 812

Questions scoring most positively in comparison to the UKRI average	% (percent) positive	Difference to UKRI average (% point)
I feel that my pay is fair for the work that I do	34%	+16 ↑
I am satisfied with the total benefits package	41%	+14 ↑
I am proud when I tell others I am part of UKRI	75%	+14 ↑
I feel positive about the future of UKRI	52%	+13 ↑
UKRI inspires me to do the best in my job	49%	+13 ↑

Questions scoring least positively in comparison to the UKRI average	% (percent) positive	Difference to UKRI average (% point)
I have access to the tools and equipment I need to do my job effectively	73%	-5 ↓
I am able to access the right learning and development opportunities for my current role when I need them	59%	-3
I can find the information I need to do my job effectively	64%	-3
I think that my performance is evaluated fairly	73%	-3
I receive, or have access to, the training I need in order to be an effective manager	66%	-2

# Comparisons to the 2022 People Survey

Questions improved the most since 2022	% (percent) positive	Difference to 2022 (% point)
The reasons behind changes are communicated to me	<b>41%</b>	<b>+10</b> ↑
UKRI motivates me to help it achieve its objectives	<b>36%</b>	<b>+4</b>
I can find the information I need to do my job effectively	<b>64%</b>	<b>+4</b>
I am sufficiently challenged by my work	<b>82%</b>	<b>+4</b>
As an organisation, UKRI adapts well to change	<b>33%</b>	<b>+3</b>


Questions deteriorated the most since 2022	% (percent) positive	Difference to 2022 (% point)
I have confidence in the decisions made by [council/area]'s Senior Leaders	<b>51%</b>	<b>-10</b> ↓
I feel confident in addressing poor performance in my team	<b>73%</b>	<b>-9</b> ↓
I believe that the Senior Leaders at [council/area] will take action on the results from this survey	<b>46%</b>	<b>-9</b> ↓
In general, how often do you discuss your personal wellbeing and/or work-related stress with your manager? (% at least monthly)	<b>70%</b>	<b>-8</b> ↓
Learning and development activities I have completed in the past 12 months have helped to improve my performance	<b>52%</b>	<b>-8</b> ↓

# Questions with the strongest responses

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

Most positively scoring questions		% (percent) positive (net agree)
I am interested in my work		94%
My manager trusts me to do my job effectively, whether or not I am working from the same location as them		94%
I feel confident in supporting the health, safety and wellbeing of the people I manage		93%
I am trusted to carry out my job effectively		93%
I have the skills I need to do my job effectively		93%

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

Most negatively scoring questions		% (percent) negative (net disagree)
Compared to people doing a similar job in other organisations, I feel my pay is reasonable		54%
There are opportunities for promotion within my current role		54%
I feel that my pay is fair for the work that I do		47%
I have the opportunity to contribute my views before decisions are made that affect me		40%
Organisational processes support me to work efficiently		39%

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

### 3. Employee engagement



# Engagement with UKRI

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<div> <div>Strongly agree</div> <div>Agree</div> <div>Neither</div> <div>Disagree</div> <div>Strongly disagree</div> </div>				
Engagement with UKRI index score*		63%	+7	0
I am proud when I tell others I am part of UKRI	<div> <div>28%</div> <div>46%</div> <div>21%</div> <div></div> <div></div> </div>	75%	+14 ↑	-1
I would recommend UKRI as a great place to work	<div> <div>23%</div> <div>44%</div> <div>23%</div> <div>9%</div> <div></div> </div>	67%	+12 ↑	-2
I feel a strong personal attachment to UKRI	<div> <div>14%</div> <div>29%</div> <div>36%</div> <div>18%</div> <div></div> </div>	42%	+12 ↑	-3
UKRI inspires me to do the best in my job	<div> <div>15%</div> <div>34%</div> <div>33%</div> <div>14%</div> <div></div> </div>	49%	+13 ↑	-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.

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

# 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: Innovate UK

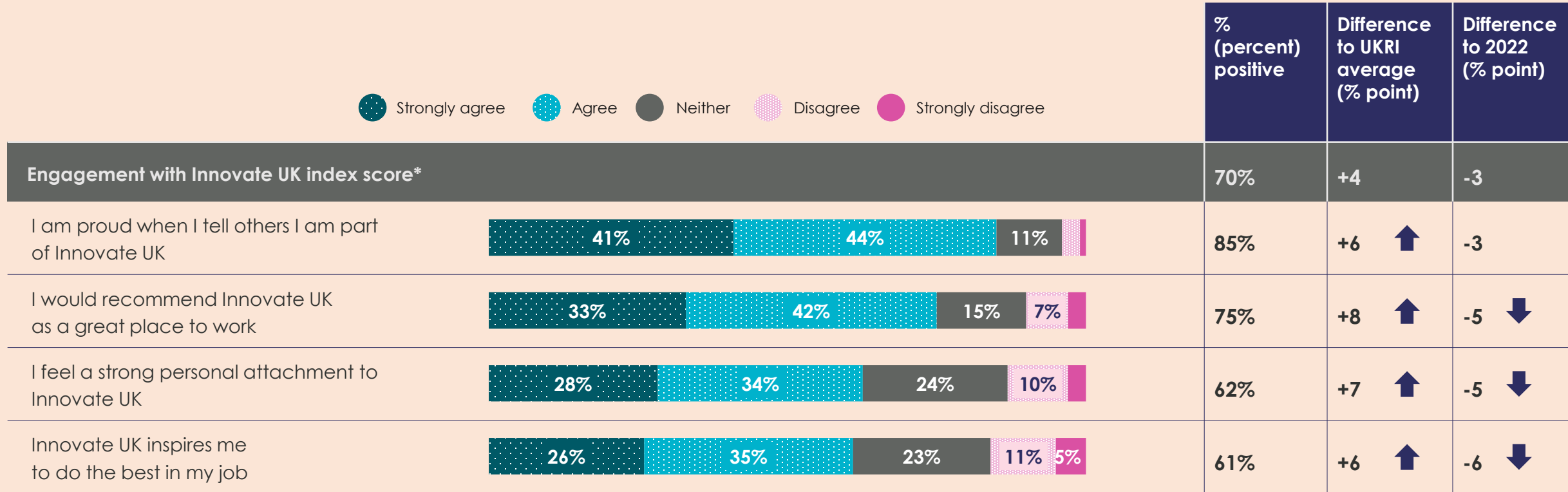
The drivers of engagement with UKRI for Innovate UK are relatively diverse, with no single driver standing out as a priority in terms of their importance. However, when taking the performance of the drivers into account, it is notable that the priorities for improvement are 'confidence in the decisions 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.



# Engagement with Innovate UK



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

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

## 4. Open text themes



# What one change would improve your working life at UKRI?



Base: All respondents. Only showing responses of 2% and above. 60% No comment.

## 5. All questions by survey theme



# My work

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

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>My work index score</b>		<b>74%</b>	<b>0</b>	<b>0</b>
I am interested in my work		<b>94%</b>	<b>+2</b>	<b>+1</b>
I am sufficiently challenged by my work		<b>82%</b>	<b>0</b>	<b>+4</b>
My work gives me a sense of personal accomplishment		<b>78%</b>	<b>0</b>	<b>+1</b>
I feel involved in the decisions that affect my work		<b>59%</b>	<b>-1</b>	<b>-1</b>
I am recognised for the way in which I approach my work, not just for what I contribute		<b>65%</b>	<b>+2</b>	<b>-3</b>
I have a say over how I do my work		<b>84%</b>	<b>0</b>	<b>-3</b>

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

# Organisational objectives and purpose

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<div> <div>Strongly agree</div> <div>Agree</div> <div>Neither</div> <div>Disagree</div> <div>Strongly disagree</div> </div>				
Organisational objectives and purpose index score		63%	+1	-1
I have a clear understanding of UKRI's objectives	<div> <div>9%</div> <div>49%</div> <div>22%</div> <div>15%</div> <div></div> </div>	58%	+4	+1
I understand how my work contributes to UKRI's objectives	<div> <div>13%</div> <div>48%</div> <div>20%</div> <div>14%</div> <div>5%</div> </div>	61%	+3	0
UKRI motivates me to help it achieve its objectives	<div> <div>8%</div> <div>28%</div> <div>34%</div> <div>21%</div> <div>10%</div> </div>	36%	+12 ↑	+4
I have a clear understanding of Innovate UK's objectives*	<div> <div>20%</div> <div>56%</div> <div>11%</div> <div>9%</div> <div></div> </div>	76%	+4	-3
I understand how my work contributes to Innovate UK's objectives*	<div> <div>24%</div> <div>54%</div> <div>12%</div> <div>7%</div> <div></div> </div>	78%	+2	-2
Innovate UK motivates me to help it achieve its objectives*	<div> <div>14%</div> <div>43%</div> <div>23%</div> <div>12%</div> <div>8%</div> </div>	57%	+10 ↑	-1

**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)

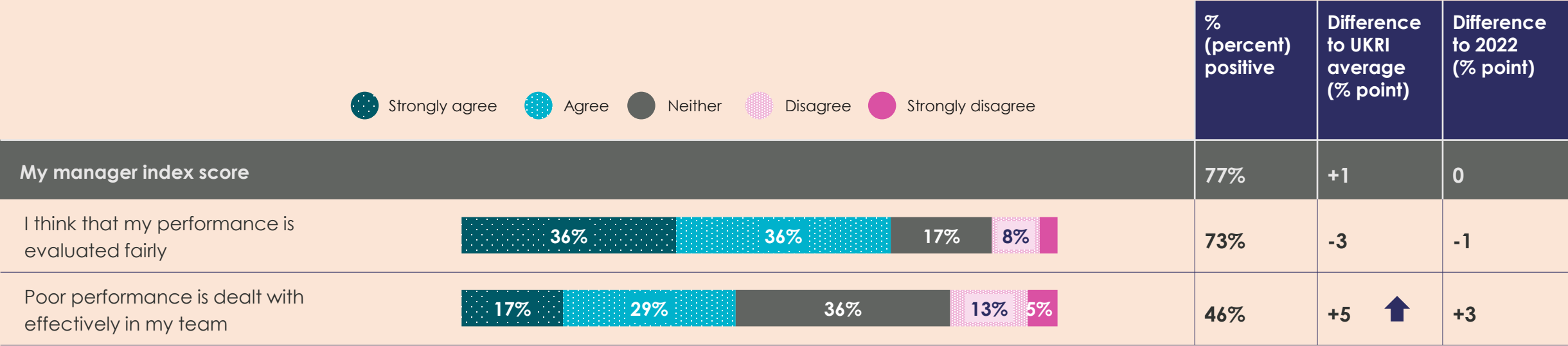
Strongly agree
Agree
Neither
Disagree
Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>My manager index score</b>		<b>77%</b>	<b>+1</b>	<b>0</b>
My manager motivates me		<b>72%</b>	<b>-1</b>	<b>-3</b>
My manager is considerate of my life outside work		<b>89%</b>	<b>-1</b>	<b>-4</b>
My manager is open to my ideas		<b>87%</b>	<b>-1</b>	<b>-1</b>
My manager recognises when I have done my job well		<b>82%</b>	<b>-2</b>	<b>-1</b>
I receive regular constructive feedback on my performance		<b>67%</b>	<b>+1</b>	<b>+2</b>
My manager trusts me to do my job effectively, whether or not I am working from the same location as them		<b>94%</b>	<b>+1</b>	<b>-1</b>

**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)



**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.

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# Performance management

Weekly
Monthly
Quarterly
Annually
Never

		% (percent) at least monthly	Difference to UKRI average (% point)	Difference to 2022 (% point)
In general, how often do you discuss the following with your manager?				
How well you're meeting your objectives	<p>19% 28% 28% 21% 5%</p>	46%	0	-1
Your development needs and career goals	<p>7% 26% 27% 27% 12%</p>	34%	+7 ↑	-2
Your personal wellbeing and/or work-related stress	<p>40% 30% 11% 6% 13%</p>	70%	+7 ↑	-8 ↓

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

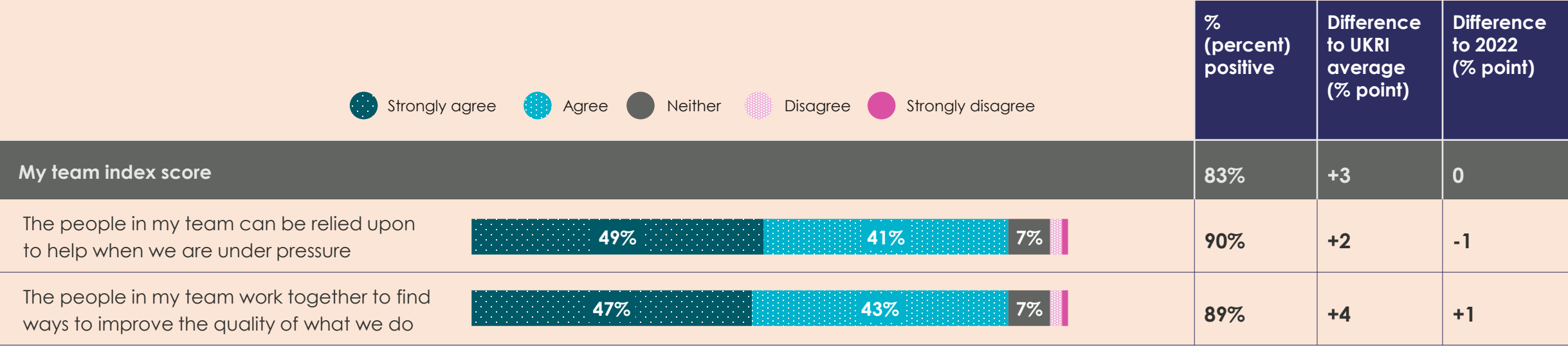
# Support for managers

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

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>Support for managers index score</b>		75%	+3	-1
I feel confident in supporting the health, safety and wellbeing of the people I manage		93%	+5 ↑	+2
I feel confident in addressing poor performance in my team		73%	+6 ↑	-9 ↓
I receive, or have access to, the training I need in order to be an effective manager		66%	-2	-3
I am confident in how to manage and support my team through change		88%	+12 ↑	

**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



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

# Learning and personal development

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<div> <div>Strongly agree</div> <div>Agree</div> <div>Neither</div> <div>Disagree</div> <div>Strongly disagree</div> </div>				
<b>Learning and personal development index score</b>		<b>55%</b>	<b>0</b>	<b>-2</b>
I am able to access the right learning and development opportunities for my current role when I need them	<div> <div>12%</div> <div>47%</div> <div>24%</div> <div>12%</div> <div>5%</div> </div>	59%	-3	-5 ↓
Learning and development activities I have completed in the past 12 months have helped to improve my performance	<div> <div>13%</div> <div>40%</div> <div>32%</div> <div>11%</div> <div>5%</div> </div>	52%	+1	-8 ↓
There are opportunities for me to develop in my career across UKRI	<div> <div>12%</div> <div>34%</div> <div>24%</div> <div>19%</div> <div>12%</div> </div>	45%	+6 ↑	-2
There are opportunities for promotion within my current role	<div> <div>5%</div> <div>18%</div> <div>23%</div> <div>28%</div> <div>26%</div> </div>	23%	+2	0
Learning and development opportunities I have completed while working within UKRI are helping me to develop my career	<div> <div>9%</div> <div>36%</div> <div>33%</div> <div>12%</div> <div>9%</div> </div>	45%	+1	-4
I think my current job makes the most of my skills and strengths	<div> <div>15%</div> <div>41%</div> <div>17%</div> <div>17%</div> <div>9%</div> </div>	57%	+1	0

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

# Pay and benefits

Strongly agree
  Agree
  Neither
  Disagree
  Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>Pay and benefits index score</b>		<b>45%</b>	<b>+12</b>	<b>-2</b>
I feel that my pay is fair for the work that I do	<div> <div>5%</div> <div>29%</div> <div>19%</div> <div>29%</div> <div>19%</div> </div>	<b>34%</b>	<b>+16</b> ↑	<b>0</b>
I am satisfied with the total benefits package	<div> <div>7%</div> <div>34%</div> <div>25%</div> <div>22%</div> <div>12%</div> </div>	<b>41%</b>	<b>+14</b> ↑	<b>0</b>
Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable	<div> <div>5%</div> <div>31%</div> <div>37%</div> <div>17%</div> <div>10%</div> </div>	<b>36%</b>	<b>+11</b> ↑	<b>-5</b> ↓
Compared to people doing a similar job in other organisations, I feel my pay is reasonable	<div> <div>5%</div> <div>18%</div> <div>24%</div> <div>29%</div> <div>25%</div> </div>	<b>22%</b>	<b>+12</b> ↑	<b>-4</b>

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

# Resources and workload

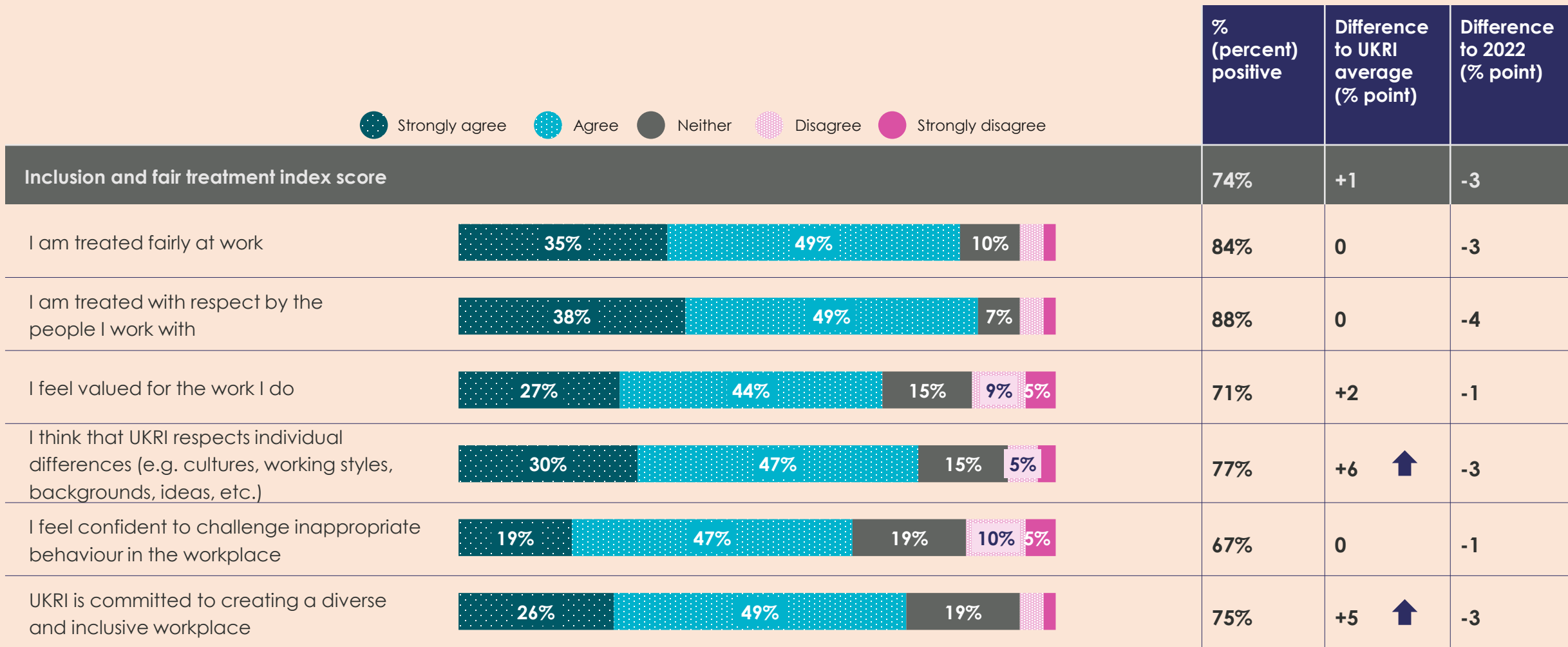
● Strongly agree  
 ● Agree  
 ● Neither  
 ● Disagree  
 ● Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>Resources and workload index score</b>		<b>65%</b>	<b>0</b>	<b>-1</b>
I can find the information I need to do my job effectively	<div> <div>8%</div> <div>56%</div> <div>19%</div> <div>14%</div> <div></div> </div>	64%	-3	+4
Organisational processes support me to work efficiently	<div> <div>6%</div> <div>36%</div> <div>19%</div> <div>26%</div> <div>14%</div> </div>	42%	+4	+1
I have clear work objectives	<div> <div>15%</div> <div>63%</div> <div>12%</div> <div>8%</div> <div></div> </div>	78%	-1	-1
I have the skills I need to do my job effectively	<div> <div>31%</div> <div>62%</div> <div>5%</div> <div></div> <div></div> </div>	93%	+1	-1
I have access to the tools and equipment I need to do my job effectively	<div> <div>16%</div> <div>57%</div> <div>15%</div> <div>9%</div> <div></div> </div>	73%	-5 ↓	-1
I have a manageable workload	<div> <div>11%</div> <div>50%</div> <div>17%</div> <div>15%</div> <div>8%</div> </div>	60%	+6 ↑	-3
I achieve a good balance between my work life and my private life	<div> <div>19%</div> <div>50%</div> <div>16%</div> <div>10%</div> <div>5%</div> </div>	69%	+5 ↑	-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.

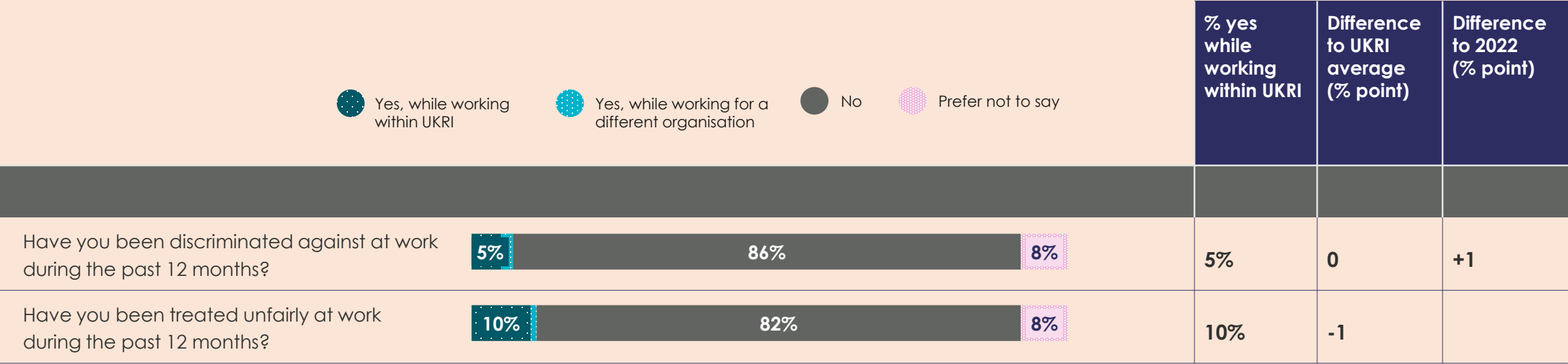


# Inclusion and fair treatment



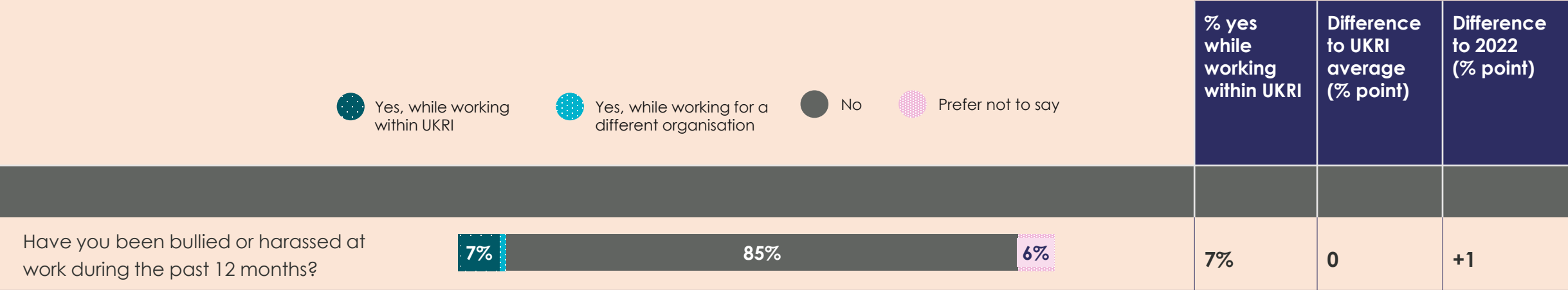
**Base:** All respondents. Note: data labels <5 percent not shown. Scores in the “difference” column show arrows to denote where the report score is at least **5 percent above** or **5 percent below** the comparator.

# Discrimination and unfair treatment



**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.

# Bullying and harassment



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

# Wellbeing (1)

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<div> <div>Excellent</div> <div>Very good</div> <div>Good</div> <div>Fair</div> <div>Poor</div> </div>				
In general, how would you rate your overall mental health now?	<div> <div>9%</div> <div>23%</div> <div>30%</div> <div>25%</div> <div>13%</div> </div>	62%	+2	-7 ↓
In general, how would you rate your overall physical health now?	<div> <div>7%</div> <div>23%</div> <div>34%</div> <div>26%</div> <div>10%</div> </div>	64%	0	-4

**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)

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

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
Wellbeing index score		69%	+3	-2
UKRI cares about my wellbeing	<div> <div>13%</div> <div>49%</div> <div>27%</div> <div>8%</div> </div>	62%	+11 ↑	-3
My manager creates a positive atmosphere at work which supports my health and wellbeing	<div> <div>27%</div> <div>49%</div> <div>16%</div> <div>5%</div> </div>	76%	+2	-3
During the last 12 months, I have felt unwell as a result of work-related stress*	<div> <div>8%</div> <div>26%</div> <div>18%</div> <div>29%</div> <div>18%</div> </div>			
In the last 12 months, I have experienced musculoskeletal problems (MSD)*	<div> <div>6%</div> <div>19%</div> <div>11%</div> <div>35%</div> <div>29%</div> </div>			

**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)

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. 7% Other, 0% Don't know, 1% Prefer not to say.

# Senior leadership within UKRI (1)

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

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>Senior leadership within UKRI index score</b>		<b>56%</b>	<b>+3</b>	<b>-1</b>
The Senior Leaders at UKRI are sufficiently visible	<div> <div>8%</div> <div>38%</div> <div>26%</div> <div>20%</div> <div>8%</div> </div>	46%	+5 ↑	-1
I believe the actions of UKRI's Senior Leaders are consistent with UKRI's values	<div> <div>7%</div> <div>42%</div> <div>37%</div> <div>9%</div> <div></div> </div>	50%	+12 ↑	0
I believe that UKRI's Senior Leaders have a clear vision for the future of UKRI	<div> <div>7%</div> <div>40%</div> <div>33%</div> <div>14%</div> <div>6%</div> </div>	47%	+9 ↑	+1
I have confidence in the decisions made by UKRI's Senior Leaders	<div> <div>7%</div> <div>32%</div> <div>38%</div> <div>15%</div> <div>8%</div> </div>	40%	+9 ↑	-2
The Senior Leaders at UKRI keep me informed about issues that matter	<div> <div>7%</div> <div>41%</div> <div>33%</div> <div>13%</div> <div>7%</div> </div>	47%	+5 ↑	-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.



## Senior leadership within UKRI (2)

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

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>Senior leadership within UKRI index score</b>		<b>56%</b>	<b>+3</b>	<b>-1</b>
The communication we receive from UKRI's Senior Leaders is honest and open		48%	+7 ↑	-4
I feel positive about the future of UKRI		52%	+13 ↑	-3
I believe that UKRI's Senior Leaders will take action on the results from this survey		40%	+5 ↑	-6 ↓
I think the Senior Leaders at UKRI took effective action on the results of the last survey in 2022		23%	+5 ↑	+3
The Senior Leaders at UKRI help me to understand the reasons and benefits that change will bring		33%	+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.

# Senior leadership within Innovate UK (1)

Strongly agree
  Agree
  Neither
  Disagree
  Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>Senior leadership within Innovate UK index score</b>		<b>59%</b>	<b>0</b>	<b>-4</b>
The Senior Leaders at Innovate UK are sufficiently visible	<div> <div>12%</div> <div>49%</div> <div>18%</div> <div>14%</div> <div>6%</div> </div>	<b>62%</b>	<b>+4</b>	<b>-5</b> ↓
I believe the actions of Innovate UK's Senior Leaders are consistent with Innovate UK's values	<div> <div>11%</div> <div>49%</div> <div>26%</div> <div>8%</div> <div>6%</div> </div>	<b>61%</b>	<b>+4</b>	<b>-6</b> ↓
I believe that Senior Leaders have a clear vision for the future of Innovate UK	<div> <div>13%</div> <div>45%</div> <div>26%</div> <div>10%</div> <div>7%</div> </div>	<b>58%</b>	<b>+3</b>	<b>-5</b> ↓
I have confidence in the decisions made by Innovate UK's Senior Leaders	<div> <div>10%</div> <div>40%</div> <div>30%</div> <div>11%</div> <div>8%</div> </div>	<b>51%</b>	<b>+2</b>	<b>-10</b> ↓

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

# Senior leadership within Innovate UK (2)

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

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>Senior leadership within Innovate UK index score</b>		<b>59%</b>	<b>0</b>	<b>-4</b>
The Senior Leaders at Innovate UK keep me informed about issues that matter		<b>54%</b>	<b>+3</b>	<b>-5</b> ↓
The communication we receive from Innovate UK's Senior Leaders is honest and open		<b>55%</b>	<b>+4</b>	<b>-7</b> ↓
I believe that Senior Leaders at Innovate UK will take action on the results from this survey		<b>46%</b>	<b>+5</b> ↑	<b>-9</b> ↓
I think Senior Leaders at Innovate UK took effective action on the results of the last survey in 2022		<b>28%</b>	<b>+2</b>	<b>+1</b>
The Senior Leaders at Innovate UK help me to understand the reasons and benefits that change will bring		<b>46%</b>	<b>+8</b> ↑	

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

# Managing change (1)

Strongly agree
  Agree
  Neither
  Disagree
  Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>Managing change index score</b>		<b>52%</b>	<b>+2</b>	<b>+1</b>
I feel that change is managed well in Innovate UK	<div> <div>6%</div> <div>30%</div> <div>31%</div> <div>23%</div> <div>10%</div> </div>	36%	+3	-3
I feel that change is managed well in UKRI as a whole	<div> <div>5%</div> <div>23%</div> <div>39%</div> <div>24%</div> <div>10%</div> </div>	27%	+6 ↑	0
As an organisation, UKRI adapts well to change	<div> <div>5%</div> <div>27%</div> <div>36%</div> <div>23%</div> <div>9%</div> </div>	33%	+10 ↑	+3
When changes are made across UKRI they are usually for the better	<div> <div>5%</div> <div>26%</div> <div>50%</div> <div>14%</div> <div>6%</div> </div>	30%	+7 ↑	-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.

# Managing change (2)

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

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>Managing change index score</b>		<b>52%</b>	<b>+2</b>	<b>+1</b>
The reasons behind changes are communicated to me	<div> <div>5%</div> <div>37%</div> <div>33%</div> <div>19%</div> <div>7%</div> </div>	41%	+5 ↑	+10 ↑
I understand what support is available to me as I am affected by change within UKRI	<div> <div>5%</div> <div>33%</div> <div>35%</div> <div>19%</div> <div>7%</div> </div>	38%	+3	-1
I have the opportunity to contribute my views before decisions are made that affect me	<div> <div>24%</div> <div>33%</div> <div>26%</div> <div>14%</div> </div>	28%	+3	-2
I would feel confident challenging the way things are done across UKRI	<div> <div>6%</div> <div>29%</div> <div>32%</div> <div>23%</div> <div>9%</div> </div>	35%	+7 ↑	-5 ↓
As an individual, I accept and adapt well to changes in working practices in the workplace	<div> <div>17%</div> <div>62%</div> <div>17%</div> </div>	79%	+8 ↑	

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

# Organisational culture

Strongly agree
Agree
Neither
Disagree
Strongly disagree

		% (percent) positive	Difference to UKRI average (% point)	Difference to 2022 (% point)
<b>Organisational culture index score</b>		<b>74%</b>	<b>0</b>	<b>-1</b>
I am trusted to carry out my job effectively		<b>93%</b>	<b>0</b>	<b>0</b>
I am encouraged to try new ideas, even if they may not work		<b>77%</b>	<b>-1</b>	<b>-4</b>
I believe my opinion is valued at work		<b>81%</b>	<b>+1</b>	<b>+2</b>
I am comfortable expressing my true feelings at work		<b>72%</b>	<b>+4</b>	<b>-2</b>
In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk		<b>60%</b>	<b>0</b>	<b>-5</b> ↓

**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) positive	Difference to UKRI average (% point)	Difference to 2022 (% 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%	6%	0	0
I'm planning to leave UKRI within the next 12 months	15%	15%	0	+1
I'm planning to stay working within UKRI for at least the next year	39%	39%	-2	+5 ↑
I'm planning to stay working within UKRI for at least the next three years	40%	40%	+1	-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.

# For more information



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