

UKRI People Survey 2023: NERC-Head Office 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:

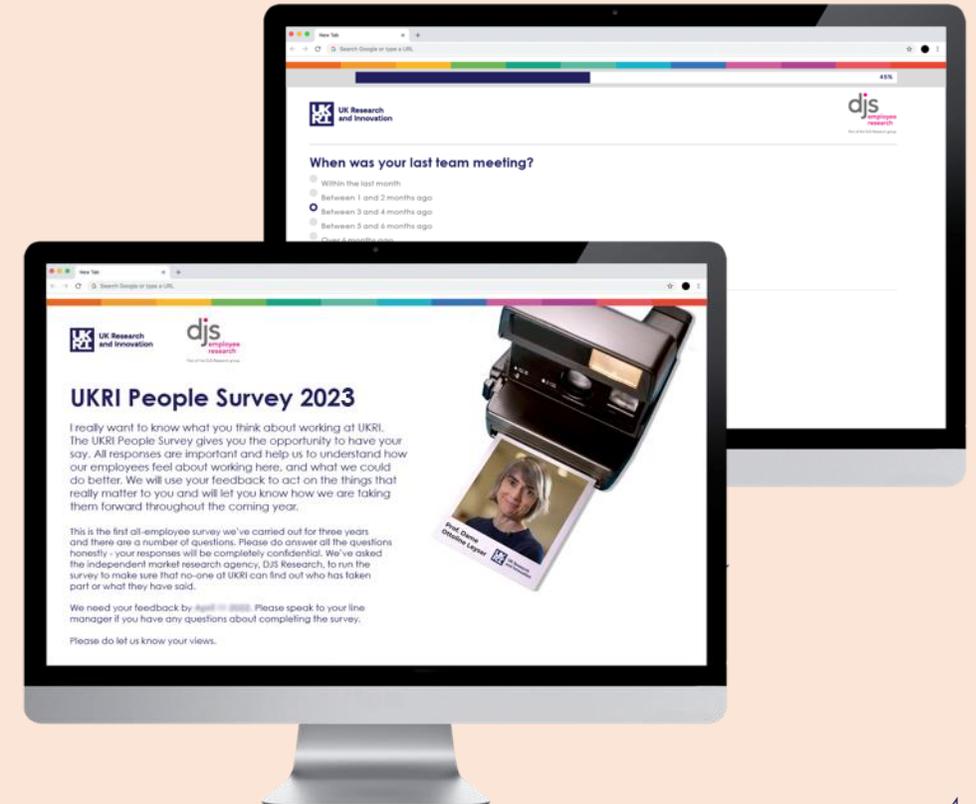
- Online survey emailed to work accounts
- Paper copies available for colleagues unable to complete the survey online
- The option of completing the survey over the telephone with one of the DJS Research project team

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

This report provides a summary of the results for **NERC-Head Office**, 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)

| | | | | |
|--|---|---|---|---|
| Engagement with UKRI 57% Difference to UKRI +1% Difference to parent* +6% | Engagement with NERC 70% Difference to UKRI +4% Difference to parent* +13% | My work 70% Difference to UKRI -3% Difference to parent* -4% | Organisational objectives and purpose 64% Difference to UKRI +3% Difference to parent* +8% | My manager 78% Difference to UKRI +2% Difference to parent* +4% |
| Support for managers 71% Difference to UKRI 0% Difference to parent* +1% | My team 80% Difference to UKRI -1% Difference to parent* +2% | Learning and development 55% Difference to UKRI 0% Difference to parent* +2% | Pay and benefits 38% Difference to UKRI +4% Difference to parent* +10% | Resources and workload 66% Difference to UKRI 0% Difference to parent* +2% |

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.

*Parent = NERC

Average scores per survey theme (2)

| | | | |
|--|--|---|--|
| Inclusion and fair treatment 71% Difference to UKRI -2% Difference to parent* -1% | Wellbeing 68% Difference to UKRI +2% Difference to parent* +5% | Senior leadership within UKRI 57% Difference to UKRI +4% Difference to parent* +4% | Senior leadership within NERC 60% Difference to UKRI +1% Difference to parent* +10% |
| Managing change 50% Difference to UKRI -1% Difference to parent* +1% | Organisational culture 68% Difference to UKRI -5% Difference to parent* -3% | Experienced discrimination 8% Difference to UKRI +3% Difference to parent* +1% | Experienced bullying or harassment 11% Difference to UKRI +4% Difference to parent* +2% |

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.

*Parent = NERC

Comparisons to the UKRI average

Response rate: 73%

No. of responses: 133 of 182

| Questions scoring most positively in comparison to the UKRI average | % (percent) positive | Difference to UKRI average (% point) |
|---|----------------------|--------------------------------------|
| The Senior Leaders at UKRI are sufficiently visible | 58% | +17 ↑ |
| In general, how often do you discuss your personal wellbeing and/or work-related stress with your manager? (% at least monthly) | 80% | +17 ↑ |
| I receive, or have access to, the training I need in order to be an effective manager | 83% | +15 ↑ |
| The Senior Leaders at UKRI keep me informed about issues that matter | 57% | +14 ↑ |
| The Senior Leaders at UKRI help me to understand the reasons and benefits for change | 41% | +14 ↑ |

| Questions scoring least positively in comparison to the UKRI average | % (percent) positive | Difference to UKRI average (% point) |
|---|----------------------|--------------------------------------|
| I feel involved in the decisions that affect my work | 45% | -15 ↓ |
| I feel confident to challenge inappropriate behaviour in the workplace | 52% | -14 ↓ |
| I am comfortable expressing my true feelings at work | 56% | -12 ↓ |
| During the last 12 months, I have felt unwell as a result of work-related stress (% disagree) | 37% | -10 ↓ |
| I would feel confident challenging the way things are done across UKRI | 20% | -9 ↓ |

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 | 46% | +17 ↑ |
| I receive, or have access to, the training I need in order to be an effective manager | 83% | +12 ↑ |
| Poor performance is dealt with effectively in my team | 47% | +7 ↑ |
| My manager creates a positive atmosphere at work which supports my health and wellbeing | 80% | +7 ↑ |
| I think the Senior Leaders at UKRI took effective action on the results of the last survey in 2022 | 23% | +6 ↑ |

| Questions deteriorated the most since 2022 | % (percent) positive | Difference to 2022 (% point) |
|--|----------------------|------------------------------|
| In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk | 51% | -14 ↓ |
| I would feel confident challenging the way things are done across UKRI | 20% | -13 ↓ |
| During the last 12 months, I have felt unwell as a result of work-related stress (% disagree) | 37% | -13 ↓ |
| Learning and development activities I have completed in the past 12 months have helped to improve my performance | 53% | -12 ↓ |
| I would recommend UKRI as a great place to work | 53% | -12 ↓ |

Questions with the strongest responses

Strengths: What are colleagues most positive about?

| Most positively scoring questions  | % (percent) positive (net agree) |
|--|---|
| My manager is considerate of my life outside work | 95% |
| I have the skills I need to do my job effectively | 95% |
| The people in my team can be relied upon to help when we are under pressure | 92% |
| My manager trusts me to do my job effectively, whether or not I am working from the same location as them | 90% |
| My manager is open to my ideas | 89% |
| I am trusted to carry out my job effectively | 89% |

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 | 65% |
| There are opportunities for promotion within my current role | 62% |
| I feel that my pay is fair for the work that I do | 57% |
| I have the opportunity to contribute my views before decisions are made that affect me | 50% |
| I would feel confident challenging the way things are done across UKRI | 50% |

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

3. Employee engagement



Engagement with UKRI

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

| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|---|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Engagement with UKRI index score* | | 57% | +1 | +6 | -3 |
| I am proud when I tell others I am part of UKRI | | 69% | +8 ↑ | +20 ↑ | -1 |
| I would recommend UKRI as a great place to work | | 53% | -2 | +12 ↑ | -12 ↓ |
| I feel a strong personal attachment to UKRI | | 39% | +9 ↑ | +19 ↑ | +5 ↑ |
| UKRI inspires me to do the best in my job | | 32% | -4 | +10 ↑ | -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.

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

Engagement with NERC



| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|---|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Engagement with NERC index score* | | 70% | +4 | +13 | -6 |
| I am proud when I tell others I am part of NERC | | 88% | +9 ↑ | +26 ↑ | -4 |
| I would recommend NERC as a great place to work | | 65% | -2 | +18 ↑ | -12 ↓ |
| I feel a strong personal attachment to NERC | | 68% | +12 ↑ | +32 ↑ | -11 ↓ |
| NERC inspires me to do the best in my job | | 59% | +5 ↑ | +25 ↑ | -12 ↓ |

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. 45% 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 NERC average (% point) | Difference to 2022 (% point) |
|---|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| My work index score | | 70% | -3 | -4 | -2 |
| I am interested in my work | | 88% | -3 | -4 | -4 |
| I am sufficiently challenged by my work | | 77% | -5 ↓ | -7 ↓ | 0 |
| My work gives me a sense of personal accomplishment | | 71% | -6 ↓ | -8 ↓ | -3 |
| I feel involved in the decisions that affect my work | | 45% | -15 ↓ | -13 ↓ | -9 ↓ |
| I am recognised for the way in which I approach my work, not just for what I contribute | | 69% | +6 ↑ | +10 ↑ | +3 |
| I have a say over how I do my work | | 77% | -6 ↓ | -5 ↓ | -6 ↓ |

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

Organisational objectives and purpose

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

| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Organisational objectives and purpose index score | | 64% | +3 | +8 | -3 |
| I have a clear understanding of UKRI's objectives | | 66% | +12 ↑ | +21 ↑ | -1 |
| I understand how my work contributes to UKRI's objectives | | 64% | +6 ↑ | +12 ↑ | 0 |
| UKRI motivates me to help it achieve its objectives | | 25% | +1 | +9 ↑ | -5 ↓ |
| I have a clear understanding of NERC's objectives* | | 80% | +8 ↑ | +21 ↑ | -6 ↓ |
| I understand how my work contributes to NERC's objectives* | | 82% | +6 ↑ | +19 ↑ | -10 ↓ |
| NERC motivates me to help it achieve its objectives* | | 56% | +9 ↑ | +28 ↑ | -7 ↓ |

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

My manager (1)

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

| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|---|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| My manager index score | | 78% | +2 | +4 | +1 |
| My manager motivates me | | 80% | +7 ↑ | +13 ↑ | +6 ↑ |
| My manager is considerate of my life outside work | | 95% | +6 ↑ | +8 ↑ | +2 |
| My manager is open to my ideas | | 89% | +1 | +3 | 0 |
| My manager recognises when I have done my job well | | 89% | +5 ↑ | +7 ↑ | +6 ↑ |
| I receive regular constructive feedback on my performance | | 73% | +6 ↑ | +13 ↑ | +3 |
| My manager trusts me to do my job effectively, whether or not I am working from the same location as them | | 90% | -3 | 0 | -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.

My manager (2)

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

| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|---|--|----------------------|---|--|---|
| My manager index score | | 78% | +2 | +4 | +1 |
| I think that my performance is evaluated fairly | | 79% | +4 | +6 ▲ | +3 |
| Poor performance is dealt with effectively in my team | | 47% | +5 ▲ | +12 ▲ | +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.

Performance management



| | | % (percent) at least monthly | Difference to UKRI average (% point) | Difference to NERC 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 | | 38% | -8 ↓ | -2 | -3 |
| Your development needs and career goals | | 29% | +2 | +10 ↑ | -3 |
| Your personal wellbeing and/or work-related stress | | 80% | +17 ↑ | +21 ↑ | -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.

Support for managers



| | | | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|--|--|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Support for managers index score | | | | 71% | 0 | +1 | +2 |
| I feel confident in supporting the health, safety and wellbeing of the people I manage | | | | 82% | -7 ↓ | -3 | +2 |
| I feel confident in addressing poor performance in my team | | | | 68% | +1 | +5 ↑ | +4 |
| I receive, or have access to, the training I need in order to be an effective manager | | | | 83% | +15 ↑ | +13 ↑ | +12 ↑ |
| I am confident in how to manage and support my team through change | | | | 75% | -1 | 0 | |

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 UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|---|--|----------------------|--------------------------------------|---|------------------------------|
| My team index score | | 80% | -1 | +2 | -5 |
| The people in my team can be relied upon to help when we are under pressure | | 92% | +4 | +5 ↑ | +1 |
| The people in my team work together to find ways to improve the quality of what we do | | 86% | 0 | +4 | -3 |

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

Learning and personal development



| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|---|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Learning and personal development index score | | 55% | 0 | +2 | 0 |
| I am able to access the right learning and development opportunities for my current role when I need them | | 67% | +5 ↑ | +3 | +2 |
| Learning and development activities I have completed in the past 12 months have helped to improve my performance | | 53% | +2 | +5 ↑ | -12 ↓ |
| There are opportunities for me to develop in my career across UKRI | | 41% | +2 | +9 ↑ | -2 |
| There are opportunities for promotion within my current role | | 17% | -5 ↓ | -2 | +2 |
| Learning and development opportunities I have completed while working within UKRI are helping me to develop my career | | 46% | +2 | +7 ↑ | 0 |
| I think my current job makes the most of my skills and strengths | | 50% | -5 ↓ | -4 | -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.

Pay and benefits

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

| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Pay and benefits index score | | 38% | +4 | +10 | -3 |
| I feel that my pay is fair for the work that I do | | 26% | +9 ↑ | +13 ↑ | 0 |
| I am satisfied with the total benefits package | | 32% | +6 ↑ | +8 ↑ | -3 |
| Compared to people doing similar work in other parts of UKRI, I feel my pay is reasonable | | 29% | +5 ↑ | +13 ↑ | -5 ↓ |
| Compared to people doing a similar job in other organisations, I feel my pay is reasonable | | 17% | +6 ↑ | +11 ↑ | -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.

Resources and workload

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

| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|--|----------------------|--------------------------------------|---|---|
| Resources and workload index score | | 66% | 0 | +2 | -1 |
| I can find the information I need to do my job effectively | | 68% | +1 | +2 | +3 |
| Organisational processes support me to work efficiently | | 36% | -2 | +1 | -4 |
| I have clear work objectives | | 81% | +3 | +5 ▲ | -5 ▼ |
| I have the skills I need to do my job effectively | | 95% | +3 | +2 | -1 |
| I have access to the tools and equipment I need to do my job effectively | | 80% | +2 | +3 | -4 |
| I have a manageable workload | | 57% | +2 | +7 ▲ | 0 |
| I achieve a good balance between my work life and my private life | | 66% | +2 | +8 ▲ | -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

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

| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|---|--|----------------------|--|--|------------------------------|
| Inclusion and fair treatment index score | | 71% | -2 | -1 | -1 |
| I am treated fairly at work | | 80% | -3 | -1 | -3 |
| I am treated with respect by the people I work with | | 86% | -2 | +1 | -1 |
| I feel valued for the work I do | | 67% | -2 | +3 | -2 |
| I think that UKRI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.) | | 75% | +3 | +6 ▲ | +2 |
| I feel confident to challenge inappropriate behaviour in the workplace | | 52% | -14 ▼ | -15 ▼ | -1 |
| UKRI is committed to creating a diverse and inclusive workplace | | 72% | +2 | +2 | -1 |

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

Discrimination and unfair treatment

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

| | | % yes while working within UKRI | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|--|---------------------------------|--|--------------------------------------|------------------------------|
| Have you been discriminated against at work during the past 12 months? | | 8% | +3 | +1 | +1 |
| Have you been treated unfairly at work during the past 12 months? | | 16% | +6 ↑ | +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.

Bullying and harassment



| | | % yes while working within UKRI | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|--|---------------------------------|--------------------------------------|--------------------------------------|------------------------------|
| Have you been bullied or harassed at work during the past 12 months? | | 11% | +4 | +2 | -1 |

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

Wellbeing (1)



| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| | | | | | |
| In general, how would you rate your overall mental health now? | | 59% | 0 | +2 | -10 ↓ |
| In general, how would you rate your overall physical health now? | | 61% | -3 | -3 | -9 ↓ |

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

Wellbeing (2)



| | | | | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) | |
|---|-----|-----|-----|-----|----------------------|--------------------------------------|--------------------------------------|------------------------------|-------|
| Wellbeing index score | | | | | 68% | +2 | +5 | 0 | |
| UKRI cares about my wellbeing | 10% | 47% | 29% | 8% | 6% | 57% | +6 ↑ | +13 ↑ | -3 |
| My manager creates a positive atmosphere at work which supports my health and wellbeing | 31% | 50% | 11% | 6% | 80% | +7 ↑ | +13 ↑ | +7 ↑ | |
| During the last 12 months, I have felt unwell as a result of work-related stress* | 15% | 30% | 18% | 26% | 11% | 37% | -10 ↓ | -4 | -13 ↓ |
| In the last 12 months, I have experienced musculoskeletal problems (MSD)* | 6% | 24% | 13% | 30% | 27% | 57% | -6 ↓ | -6 ↓ | -3 |

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. 12% Other, 0% Don't know, 2% 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 NERC average (% point) | Difference to 2022 (% point) |
|--|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Senior leadership within UKRI index score | | 57% | +4 | +4 | -2 |
| The Senior Leaders at UKRI are sufficiently visible | <p>6% Strongly agree, 52% Agree, 24% Neither, 14% Disagree, 5% Strongly disagree</p> | 58% | +17 ↑ | +24 ↑ | -1 |
| I believe the actions of UKRI's Senior Leaders are consistent with UKRI's values | <p>6% Strongly agree, 42% Agree, 41% Neither, 9% Disagree, 5% Strongly disagree</p> | 48% | +11 ↑ | +17 ↑ | -5 ↓ |
| I believe that UKRI's Senior Leaders have a clear vision for the future of UKRI | <p>8% Strongly agree, 43% Agree, 33% Neither, 11% Disagree, 5% Strongly disagree</p> | 50% | +12 ↑ | +17 ↑ | -5 ↓ |
| I have confidence in the decisions made by UKRI's Senior Leaders | <p>5% Strongly agree, 37% Agree, 39% Neither, 17% Disagree, 5% Strongly disagree</p> | 41% | +11 ↑ | +15 ↑ | -7 ↓ |
| The Senior Leaders at UKRI keep me informed about issues that matter | <p>5% Strongly agree, 53% Agree, 27% Neither, 13% Disagree, 5% Strongly disagree</p> | 57% | +14 ↑ | +19 ↑ | 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.

Senior leadership within UKRI (2)

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

| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Senior leadership within UKRI index score | | 57% | +4 | +4 | -2 |
| The communication we receive from UKRI's Senior Leaders is honest and open | | 46% | +5 ↑ | +10 ↑ | -4 |
| I feel positive about the future of UKRI | | 48% | +9 ↑ | +14 ↑ | -5 ↓ |
| I believe that UKRI's Senior Leaders will take action on the results from this survey | | 41% | +7 ↑ | +10 ↑ | -2 |
| I think the Senior Leaders at UKRI took effective action on the results of the last survey in 2022 | | 23% | +4 | +7 ↑ | +6 ↑ |
| The Senior Leaders at UKRI help me to understand the reasons and benefits that change will bring | | 41% | +14 ↑ | +19 ↑ | |

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

Senior leadership within NERC (1)

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

| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|---|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Senior leadership within NERC index score | | 60% | +1 | +10 | -4 |
| The Senior Leaders at NERC are sufficiently visible | <p>18% Strongly agree, 51% Agree, 15% Neither, 11% Disagree, 5% Strongly disagree</p> | 69% | +11 ↑ | +39 ↑ | -9 ↓ |
| I believe the actions of NERC's Senior Leaders are consistent with NERC's values | <p>12% Strongly agree, 50% Agree, 25% Neither, 11% Disagree, 5% Strongly disagree</p> | 62% | +5 ↑ | +31 ↑ | -9 ↓ |
| I believe that Senior Leaders have a clear vision for the future of NERC | <p>15% Strongly agree, 41% Agree, 26% Neither, 15% Disagree, 5% Strongly disagree</p> | 56% | +2 | +25 ↑ | -10 ↓ |
| I have confidence in the decisions made by NERC's Senior Leaders | <p>14% Strongly agree, 41% Agree, 24% Neither, 17% Disagree, 5% Strongly disagree</p> | 54% | +6 ↑ | +27 ↑ | -10 ↓ |

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.

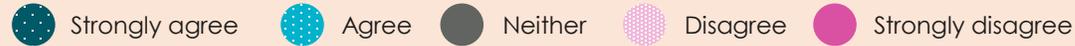
Senior leadership within NERC (2)



| | | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|---|-----|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Senior leadership within NERC index score | | | 60% | +1 | +10 | -4 |
| The Senior Leaders at NERC keep me informed about issues that matter | <p>13% Strongly agree, 45% Agree, 22% Neither, 14% Disagree, 7% Strongly disagree</p> | 58% | +6 ↑ | +32 ↑ | -7 ↓ | |
| The communication we receive from NERC's Senior Leaders is honest and open | <p>14% Strongly agree, 39% Agree, 32% Neither, 9% Disagree, 6% Strongly disagree</p> | 53% | +2 | +27 ↑ | -6 ↓ | |
| I believe that Senior Leaders at NERC will take action on the results from this survey | <p>13% Strongly agree, 29% Agree, 37% Neither, 13% Disagree, 8% Strongly disagree</p> | 42% | +1 | +18 ↑ | -11 ↓ | |
| I think Senior Leaders at NERC took effective action on the results of the last survey in 2022 | <p>9% Strongly agree, 22% Agree, 50% Neither, 11% Disagree, 8% Strongly disagree</p> | 31% | +4 | +16 ↑ | +3 | |
| The Senior Leaders at NERC help me to understand the reasons and benefits that change will bring | <p>10% Strongly agree, 33% Agree, 38% Neither, 12% Disagree, 8% Strongly disagree</p> | 43% | +5 ↑ | +22 ↑ | | |

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 UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|---|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Managing change index score | | 50% | -1 | +1 | +1 |
| I feel that change is managed well in NERC | | 37% | +4 | +16 ↑ | -4 |
| I feel that change is managed well in UKRI as a whole | | 24% | +3 | +5 ↑ | -3 |
| As an organisation, UKRI adapts well to change | | 28% | +5 ↑ | +5 ↑ | -6 ↓ |
| When changes are made across UKRI they are usually for the better | | 26% | +3 | +8 ↑ | +1 |

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

Managing change (2)



| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|--|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Managing change index score | | 50% | -1 | +1 | +1 |
| The reasons behind changes are communicated to me | | 46% | +10 ↑ | +15 ↑ | +17 ↑ |
| I understand what support is available to me as I am affected by change within UKRI | | 46% | +11 ↑ | +16 ↑ | +3 |
| I have the opportunity to contribute my views before decisions are made that affect me | | 26% | +1 | +6 ↑ | +2 |
| I would feel confident challenging the way things are done across UKRI | | 20% | -9 ↓ | -1 | -13 ↓ |
| As an individual, I accept and adapt well to changes in working practices in the workplace | | 77% | +5 ↑ | +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.

Organisational culture



| | | % (percent) positive | Difference to UKRI average (% point) | Difference to NERC average (% point) | Difference to 2022 (% point) |
|---|--|----------------------|--------------------------------------|--------------------------------------|------------------------------|
| Organisational culture index score | | 68% | -5 | -3 | -3 |
| I am trusted to carry out my job effectively | | 89% | -4 | -4 | -3 |
| I am encouraged to try new ideas, even if they may not work | | 70% | -8 ↓ | -5 ↓ | +2 |
| I believe my opinion is valued at work | | 71% | -8 ↓ | -4 | -7 ↓ |
| I am comfortable expressing my true feelings at work | | 56% | -12 ↓ | -7 ↓ | -1 |
| In UKRI, people are encouraged to speak up when they identify a serious policy or delivery risk | | 51% | -8 ↓ | -4 | -14 ↓ |

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 NERC 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 |  | 8% | +1 | +1 | +1 |
| I'm planning to leave UKRI within the next 12 months |  | 13% | -2 | -1 | -1 |
| I'm planning to stay working within UKRI for at least the next year |  | 44% | +3 | +1 | +10  |
| I'm planning to stay working within UKRI for at least the next three years |  | 36% | -2 | -1 | -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.

For more information



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