

2026 Staff Survey

The results (PHSO)



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Staff Survey 2026: PHSO

Response rate: 78%

No. of responses: 461

Engagement
Index: 65%

Largest improvement since 2024*	% positive	Difference	Largest deterioration since 2024*	% positive	Difference
I believe that there is a clear vision for the future**	58%	+17%	The people in my team are encouraged to come up with new and better ways of doing things	76%	-6%
I would recommend PHSO as a great place to work	72%	+13%	I have an acceptable workload	66%	-3%
PHSO inspires me to do the best in my job	57%	+9%	I achieve a good balance between my work life and my private life	77%	-2%
I believe the actions of Assistant and Deputy Directors are consistent with PHSO's values**	60%	+9%	I have the skills I need to do my job effectively	91%	-2%
There are opportunities for me to develop my career in PHSO	42%	+9%	I have a clear understanding of PHSO's objectives	72%	-2%

*Includes questions from headline scores (i.e. themes listed on slide 4) only.

**This question has been updated for 2026. Therefore, direct comparisons with the previous survey and CSPA should be treated with caution.

Headline scores

Engagement index	My work	Organisational objectives and purpose	My manager	My team
<p>65% Comparison: CSPS Benchmark: 65% +/-0 Staff Survey 2024: 62% +3</p>	<p>82% Comparison: CSPS Benchmark: 81% +1 Staff Survey 2024: 79% +3</p>	<p>76% Comparison: CSPS Benchmark: 83% -9 Staff Survey 2024: 77% -1</p>	<p>85% Comparison: CSPS Benchmark: 78% +7 Staff Survey 2024: 84% +1</p>	<p>84% Comparison: CSPS Benchmark: 82% +2 Staff Survey 2024: 86% -2</p>
Learning and development**	Resources and workload	Pay and benefits**	Leadership and managing change*	
<p>47% Comparison: CSPS Benchmark: 54% -7 Staff Survey 2024: 43% +3</p>	<p>77% Comparison: CSPS Benchmark: 75% +2 Staff Survey 2024: 79% -2</p>	<p>45% Comparison: CSPS Benchmark: 43% +2 Staff Survey 2024: 41% +4</p>	<p>53% Comparison: CSPS Benchmark: 53% +/-0 Staff Survey 2024: -</p>	

Further details about how the engagement index score and other headline scores are calculated is outlined in the final page of this report. We made some changes to questions for the 2026 survey, including removing some of the statements we had in previous years. To assist with comparability, we have recalculated 2024 theme scores to reflect the statements we have now. As such, scores for 2024 may have changed from previously reported figures.

*Leadership and managing change headline theme score cannot be compared to the previous years' theme score due to extensive wording changes within statements.

**Statements within theme have changed wording. As such, any comparison to theme scores in the Staff Survey 2024 should be treated with caution.

Other theme scores

Taking action**	Organisational culture**	Safe to challenge**	Intentions to stay for at least one year	Satisfaction with life nowadays*
<p>42% Comparison: CSPS Benchmark: N/A Staff Survey 2024: 31% +11</p>	<p>72% Comparison: CSPS Benchmark: N/A Staff Survey 2024: 72% +/-0</p>	<p>55% Comparison: CSPS Benchmark: N/A Staff Survey 2024: 56% -1</p>	<p>85% Comparison: CSPS Benchmark: 85% +/-0 Staff Survey 2024: 77% +8</p>	<p>66% Comparison: CSPS Benchmark: 68% -2 Staff Survey 2024: 61% +5</p>
Discrimination experienced	Bullying & harassment experienced			
<p>6% (experienced discrimination) Comparison: CSPS Benchmark: 7% -1 Staff Survey 2024: 10% -4</p>	<p>6% (experienced bullying & harassment) Comparison: CSPS Benchmark: N/A Staff Survey 2024: 8% -2</p>			


We made some changes to questions for the 2026 survey, including removing some of the statements we had in previous years. To assist with comparability, we have recalculated 2024 theme scores to reflect the statements we have now. As such, scores for 2024 may have changed from previously reported figures.


*‘Satisfaction with life nowadays’ is those scoring 7 or above on a scale of 0-10.

**Statements within theme have changed wording. As such, any comparison to theme scores in the Staff Survey 2024 should be treated with caution.

Questions with the strongest responses*

Here are the questions that received the most positive and negative responses from colleagues.

What are colleagues most positive about?		% agree
The people in my team can be relied upon to help when things get difficult in my job		91%
I have the skills I need to do my job effectively		91%
I am interested in my work		91%
My manager recognises when I have done my job well		89%
I am sufficiently challenged by my work		87%

What are colleagues most negative about?		% disagree
I feel that my pay adequately reflects my performance		37%
Compared to people doing a similar job in other organisations I feel my pay is reasonable		36%
I have the opportunity to contribute my views before decisions are made that affect me		35%
There are opportunities for me to develop my career in PHSO		30%
I am satisfied with the total benefits package (for example, basic pay, benefits and pension)		30%


*Includes questions from headline scores (i.e. themes listed on slide 4) only.


Comparing our results to CSPA*

Where PHSO compares most positively

Where PHSO compares least positively

Civil Service Benchmark 2025

Questions higher than CSPA benchmark 	PHSO (% positive)	Difference from CSPA (% point)
I am satisfied with the total benefits package (for example base pay, benefits and pension)	54%	+11
My manager motivates me to be more effective in my job	86%	+10
I would recommend PHSO as a great place to work	72%	+10
I think that my performance is evaluated fairly	82%	+7
My manager recognises when I have done my job well	89%	+7
I believe that there is a clear vision for the future**	58%	+6
I am sufficiently challenged by my work	87%	+5

Questions lower than CSPA benchmark 	PHSO (% positive)	Difference from CSPA (% point)
Learning and development activities I have completed while working for PHSO are helping me to develop my career	41%	-10
Learning and development activities I have completed in the past 12 months have helped to improve my performance	43%	-9
I have a clear understanding of PHSO's objectives	72%	-9
I think it is safe to challenge the way things are done in PHSO	42%	-9
There are opportunities for me to develop my career in PHSO	42%	-7
I understand how my work contributes to PHSO's objectives	80%	-5
I believe the actions of the Ombudsman and Executive Team are consistent with PHSO's values ♦	59%	-5

*Includes questions from headline scores (i.e. themes listed on slide 4) only.

**This question has been updated for 2026. Therefore, direct comparisons with the previous survey and CSPA should be treated with caution.

♦ CSPA benchmark wording 'I believe the actions of senior managers are consistent with [my organisation]'s values'. Direct comparison of results should be treated with caution.

Questions by theme

My work

82%

+3

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPS Benchmark

I am interested in my work

42%

49%

6%

3%

91%

+4

+2

I am sufficiently challenged by my work

42%

44%

8%

5%

1%

87%

+3

+5

My work gives me a sense of personal accomplishment

28%

47%

13%

9%

2%

76%

+3

+/-0

I have a choice in deciding how I do my work

28%

47%

12%

11%

2%

76%

+3

-2

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

Questions by theme

Organisational objectives and purpose

76%

-1

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPA Benchmark

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA Benchmark
I have a clear understanding of PHSO's objectives	20%	52%	18%	8%	2%	72%	-2	-9
I understand how my work contributes to PHSO's objectives	25%	55%	12%	7%	1%	80%	+/-0	-5
I understand how to demonstrate PHSO values in my role*	33%	56%	7%	3%	1%	88%	+2	-

*Question is not included in the overall score for Organisational objectives and purpose.

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

Questions by theme

My manager

85%

+1

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPA Benchmark

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA Benchmark
My manager motivates me to be more effective in my job	46%	40%	9%	4%	2%	86%	+1	+10
Overall, I have confidence in the decisions made by my manager	49%	36%	8%	5%	1%	86%	+/-0	+8
My manager recognises when I have done my job well	54%	35%	7%	4%	1%	89%	+1	+7
I think that my performance is evaluated fairly	43%	38%	10%	6%	2%	82%	+2	+7

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

Questions by theme

My team

84%

-3

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPA Benchmark

The people in my team can be relied upon to help when things get difficult in my job



91%

+/-0

+4

The people in my team are encouraged to come up with new and better ways of doing things



76%

-6

-1

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

Learning and development

47%

+3

Difference from previous survey**

% positive

Difference from previous survey

Difference from CSPS Benchmark

I am able to access the right learning and development opportunities when I need to*



63%

+1

-3

Learning and development activities I have completed in the past 12 months have helped to improve my performance



43%

+3

-9

There are opportunities for me to develop my career in PHSO



42%

+9

-7

Learning and development activities I have completed while working for PHSO are helping me to develop my career (whether at PHSO or elsewhere)♦



41%

+1

-9

*This question has been updated for 2026. Therefore, direct comparisons with the previous survey should be treated with caution.

**Statements within theme have changed wording. As such, any comparison to theme scores in the Staff Survey 2024 should be treated with caution.

♦CSPS benchmark wording 'Learning and development activities I have completed while working for [my organisation] are helping me to develop my career'. Direct comparison of results should be treated with caution.

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

Resources and workload

77%

-2

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPA Benchmark

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA Benchmark
I get the information I need to do my job well	16%	54%	17%	12%	2%	70%	-1	+/-0
I have clear work objectives	25%	55%	11%	7%	2%	80%	-1	+2
I have the skills I need to do my job effectively	38%	53%	7%	1%		91%	-2	+/-0
I have the tools I need to do my job effectively	25%	54%	11%	8%	2%	79%	+2	+4
I have an acceptable workload	15%	51%	15%	15%	4%	66%	-3	+2
I achieve a good balance between my work life and my private life	28%	49%	13%	7%	3%	77%	-2	+2

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

Questions by theme

Pay and benefits

45%

+4

Difference from previous survey**

% positive

Difference from previous survey

Difference from CSPA Benchmark

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA Benchmark
I am satisfied with the total benefits package (for example basic pay, benefits and pension)	16%	38%	16%	21%	10%	54%	+6	+11
I am fully aware of the benefits available in PHSO, in addition to pay*	26%	59%	12%	1%	1%	84%	+1	+12
I feel that my pay adequately reflects my performance	12%	30%	22%	25%	12%	41%	+3	-
Compared to people doing a similar job in other organisations I feel my pay is reasonable	12%	28%	24%	23%	13%	40%	+3	-

*Question is not included in the overall score for Pay and benefits.

**Statements within theme have changed wording. As such, any comparison to theme scores in the Staff Survey 2024 should be treated with caution.

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

Questions by theme

Leadership and managing change

53%

		% positive	Difference from previous survey	Difference from CSPS Benchmark
I receive regular updates from the Ombudsman and Executive Team that help me to understand the current priorities of the organisation*	19% 62% 13% 5%	81%	-	-
I receive regular updates from Assistant and Deputy Directors that help me to understand the current priorities for my team*	15% 51% 16% 16% 2%	66%	-	-
I believe the actions of the Ombudsman and Executive Team are consistent with PHSO's values** ♦	11% 48% 26% 12% 3%	59%	+7	-5
I believe the actions of Assistant and Deputy Directors are consistent with PHSO's values** ♦	12% 48% 27% 10% 3%	60%	+9	-4
I believe that there is a clear vision for the future**	10% 47% 23% 16% 4%	58%	+17	-

*New question for 2026. It is not included in overall score for Leadership and managing change.

**This question has been updated for 2026. Therefore, direct comparisons with the previous survey should be treated with caution.

♦ CSPS benchmark wording 'I believe the actions of senior managers are consistent with [my organisation]'s values'. Direct comparison of results should be treated with caution. Leadership and managing change headline theme score cannot be compared to the previous years' theme score due to extensive wording changes within statements.

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

Leadership and managing change

		% positive	Difference from previous survey	Difference from CSPA Benchmark
I feel that organisation-wide change in the last 12 months has been managed well* ♦		43%	-	+10
I understand the reasons behind any upcoming organisation-wide changes and how they support our vision*		53%	-	-
I feel that change within my directorate in the last 12 months has been managed well*		47%	-	-
I feel that change within my team in the last 12 months has been managed well*		63%	-	-
PHSO keeps me informed about matters that affect me		60%	+7	+/-0

*New question for 2026. It is not included in overall score for Leadership and managing change.

♦CSPA benchmark wording 'I feel that change is managed well in [my organisation]'. Direct comparison of results should be treated with caution.

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

Leadership and managing change

		% positive	Difference from previous survey	Difference from CSPS Benchmark
I have the opportunity to contribute my views before decisions are made that affect me		38%	+6	-3
I think it is safe to challenge the way things are done in PHSO		42%	+4	-9
In PHSO, it is clear what is expected of leaders*		45%	+8	-

*Question is not included in the overall score for Leadership and managing change.

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

Engagement

65%

+3

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPS Benchmark

I am proud when I tell others I am part of PHSO



64%

+3

-1

I would recommend PHSO as a great place to work



72%

+13

+9

I feel a strong personal attachment to PHSO



49%

+3

-2

PHSO inspires me to do the best in my job



57%

+9

+1

PHSO motivates me to help it achieve its objectives



53%


+6

+/-0

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

Questions by theme

Engagement

		% positive	Difference from previous survey	Difference from CSPA Benchmark
I consider how my work impacts upon the public in the course of carrying out my duties*		87%	-	-

*Question is not included in the overall score for Engagement.

Often or always
 Most of the time
 Occasionally
 Hardly ever
 Never

Questions by theme

Taking action

42%

+11

Difference from previous survey**

% positive

Difference from previous survey

Difference from CSPA Benchmark

I believe that senior leaders in PHSO will take action on the results of this survey*



48%

+15

-1

I think effective action has been taken on the results of the last survey*



36%

+7

-1

*This question has been updated for 2026. Therefore, direct comparisons with the previous survey should be treated with caution.

**Statements within theme have changed wording. As such, any comparison to theme scores in the Staff Survey 2024 should be treated with caution.

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

Organisational culture

72%

+/-0

Difference from previous survey*

% positive

Difference from previous survey

Difference from CSPA Benchmark

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA Benchmark
I am trusted to carry out my job effectively	37%	51%	6%	4%	2%	89%	-1	+/-0
I believe I would be supported if I try a new idea, even if it may not work	19%	46%	21%	11%	3%	65%	-3	-9
In PHSO, people are encouraged to speak up when they identify a serious policy or delivery risk	16%	44%	23%	12%	4%	61%	-5	-12
I feel able to challenge inappropriate behaviour in the workplace	16%	51%	19%	10%	4%	67%	+5	-3
PHSO is committed to creating a diverse and inclusive workplace where individual differences are respected**	25%	52%	12%	7%	3%	78%	+3	+1
I feel safe in raising concerns in my organisation***	15%	44%	21%	13%	6%	59%	-	-

*Statements within theme have changed wording. As such, any comparison to theme scores in the Staff Survey 2024 should be treated with caution.

**This question has been updated for 2026. Therefore, direct comparisons with the previous survey and CSPA should be treated with caution.

***New question for 2026. It is not included in overall score for Organisational culture.

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

Safe to challenge

55%

-1

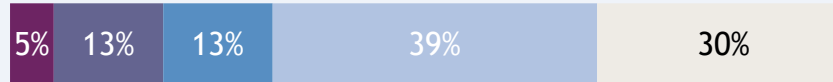
Difference from previous survey**

% positive

Difference from previous survey

Difference from CSPA Benchmark

In the last 12 months, I have seen someone else being bullied or treated unfairly in PHSO*



18%

-

-

I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me



60%

-4

-

I feel comfortable speaking to those more senior than me about their actions and impact

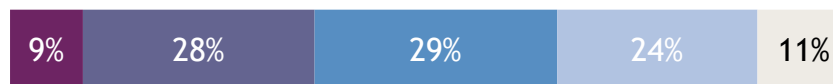


41%

-2

-

I feel confident that if I challenged someone more senior than me in my area or directorate, they would be open to receiving the challenge

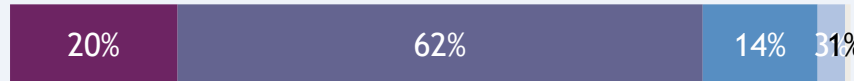


36%

+1

-

If I see or experience any form of wrongdoing in PHSO, I know how to raise a concern



82%

+2





-

*Question is not included in the overall score for Safe to challenge. The response scale has changed this year; therefore, comparisons cannot be made with the previous year.

**Statements within theme have changed wording. As such, any comparison to theme scores in the Staff Survey 2024 should be treated with caution.

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

Future intentions

		% yes 2026	% yes 2024	% yes CSPS Benchmark
I want to leave PHSO as soon as possible		4%	6%	6%
I want to leave PHSO within the next 12 months		11%	17%	13%
I want to stay working at PHSO for at least the next year		36%	37%	35%
I want to stay working for PHSO for at least the next three years		49%	40%	46%

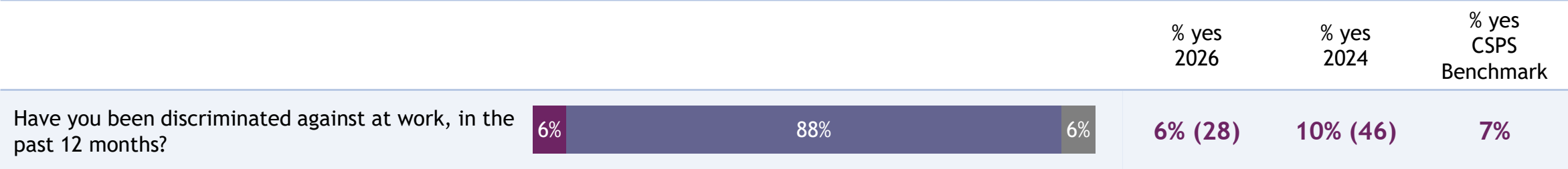
Future intentions

Why do you want to leave PHSO immediately or within the next 12 months?*	% 2026	% 2024	% CSPS Benchmark
End of my current contract	-	1%	3%
A promotion or career progression in a different organisation**	44%	48%	-
For a better pay and benefit package	51%	47%	39%
For more interesting work	31%	25%	30%
Due to unmanageable workload	23%	12%	17%
For a better work-life balance	16%	17%	20%
Lack of inclusion and fair treatment	14%	14%	15%
Don't like the organisational culture	36%	30%	29%
Due to poor line management	10%	13%	18%
Due to poor work relationships	6%	-	8%
Due to poor leadership	27%	41%	30%
Personal circumstances (for example, caring responsibilities, ill health)	4%	9%	7%
Retiring	1%	3%	7%
Just want a change	23%	21%	17%
Other	9%	6%	8%

*Staff were able to select multiple answers to this question, which is why the figures do not sum to 100%.

**This reason does not have a direct comparison in the CSPS results

Discrimination



● Yes ● No ● Prefer not to say

Discrimination

On which of the following grounds were you discriminated against?	Number of responses*
Age	-
Disability	-
Gender Reassignment	-
Pregnancy and maternity	-
Race or Ethnicity	-
Religion or belief	-
Sex	-
Sexual orientation	-
Any other grounds	-
Prefer not to say	-

*Answers with number of responses less than 10 have been suppressed and shown as ‘-’

(Base: 28)

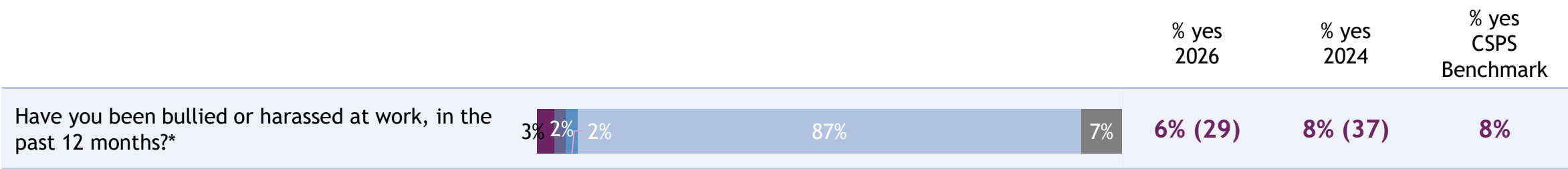
Discrimination

Who was the perpetrator of this discrimination?	Number of responses*
A colleague in my area or directorate	-
A colleague in a different area or directorate	-
My manager	-
Another senior member of staff in PHSO	-
Someone I manage	-
Someone working in a different organisation	-
A contractor	-
A service user (e.g. customer, claimant, offender)	-
A member of the public	-
Someone else not listed here	-
Prefer not to say	-

(Base: 28)

*Answers with number of responses less than 10 have been suppressed and shown as ‘-’

Bullying and harassment



*The response scale has changed this year; however, comparisons can be made with previous year.

- Yes - bullied
- Yes - harassed
- Yes - both bullied and harassed
- No - neither
- Prefer not to say

Bullying and harassment

How would you describe the nature of the bullying and/or harassment you experienced?	Number of responses*
Comments about my personal appearance or accent	-
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	-
Spreading gossip or making false accusations about me	-
Intimidation, or verbal or written aggression (e.g. shouting, making threats, sending aggressive emails)	-
Physical assault (e.g. object thrown at me, pushed, hit)	-
Humiliated in front of team or others	14
Negative micromanagement (e.g. excessive control; made to feel incompetent)	14
Removal of job responsibilities, unconstructive criticism, or changing expectations	-
Treated less favourably to others	10
Ignored, excluded, marginalised	12
Undermining or taking credit for my work	-
Denied time off for personal ill health	-
Denied time off for family or caring responsibilities	-
Disclosure of personal/sensitive information to colleagues without my consent	-
Unhelpful comments about my mental health or being off sick	-
Something else not listed here	-
Prefer not to say	-

(Base: 29)

*Answers with number of responses less than 10 have been suppressed and shown as ‘-’

**Staff were able to select multiple answers to this question, which is why the number of responses does not equal the baseline

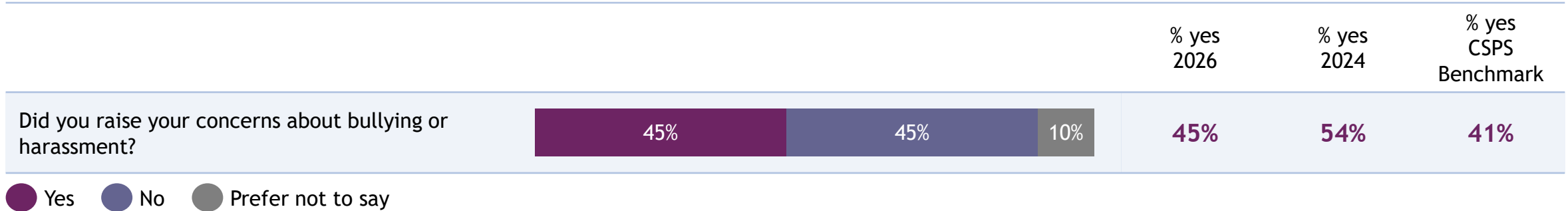
Bullying and harassment

Who bullied or harassed you?	Number of responses*
A colleague in my area or directorate	-
A colleague in a different area or directorate	-
My manager	-
Another senior member of staff in PHSO	-
Someone I manage	-
Someone working in a different organisation	-
A contractor	-
A service user (e.g. complainant)	-
A member of the public	-
Someone else not listed here	-
Prefer not to say	-

(Base: 29)

*Answers with number of responses less than 10 have been suppressed and shown as ‘-’

Bullying and harassment



How did you raise your experience of bullying and harassment?	No. of responses	No. of responses 2024	No. of responses CSPS:
I raised a formal complaint	-	-	-
I raised it in another way, through less formal means	-	14	-
I confided in someone	-	-	-
In another way	-	-	-

(Base: 13)

Bullying and harassment

Why did you not raise your experience of bullying and harassment?

	No. of responses	No. of responses 2024	No. of responses CSPS:
I felt it might jeopardise my job	-	-	-
I did not want to be seen as a troublemaker	-	-	-
I did not believe that corrective action would be taken	-	11	-
I did not know how to report it or who to speak to	-	-	-
The behaviour stopped before I could report it	-	-	-
Did not report it for another reason	-	-	-

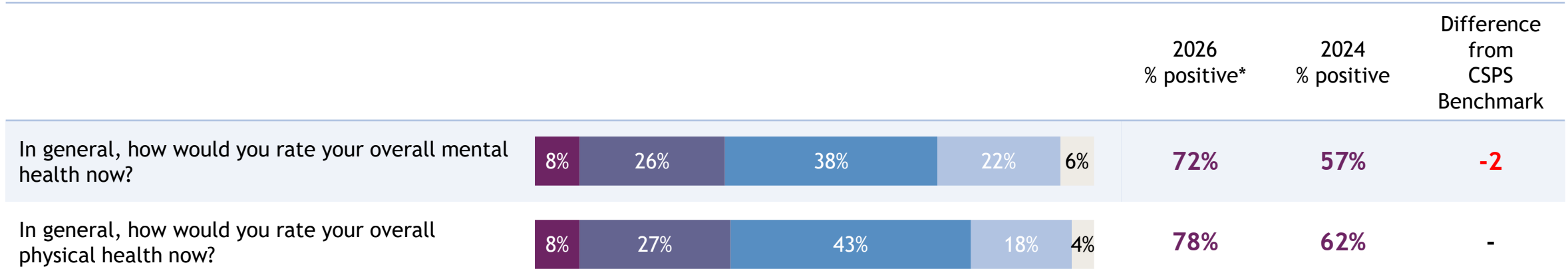
(Base: 13)

	No. of responses (Yes)	No. of responses 2024 (Yes)	% yes CSPS (Yes)
Has the bullying and harassment stopped?	38% (11)	38% (14)	38%
Do you feel confident your concerns were taken seriously and were addressed in a fair way?	-	-	%

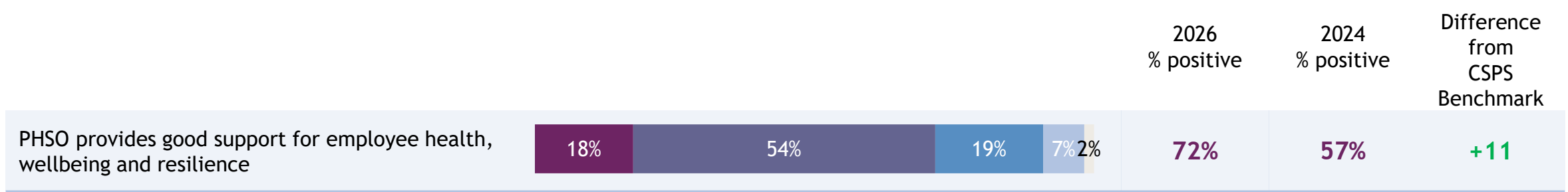
● Yes
 ● No
 ● Prefer not to say

Answers with number of responses less than 10 have been suppressed and shown as ‘-’

Health and wellbeing



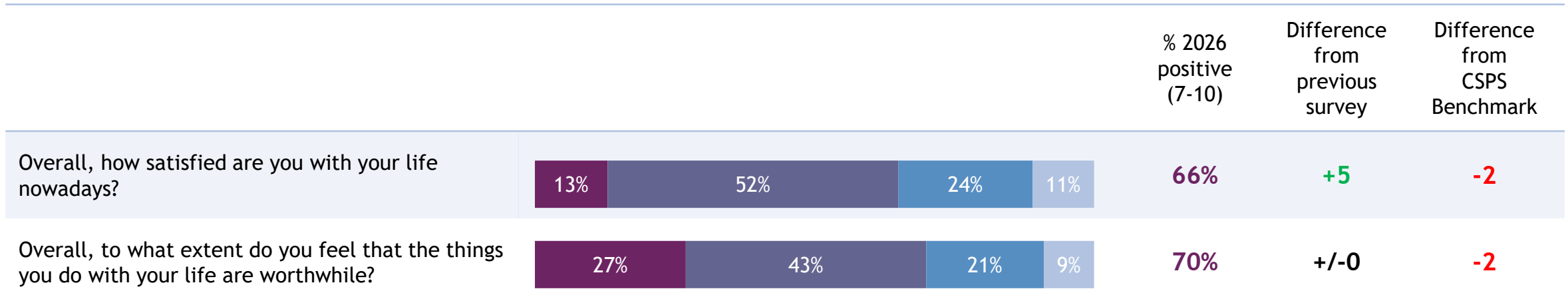
● Excellent
 ● Very good
 ● Good
 ● Fair
 ● Poor



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

*Percentage of positive responses calculated by adding Excellent, Very good, and Good scores

Personal wellbeing



A guide to this report

The benchmark data

The results are benchmarked against CSPS Benchmark data.

Rounding

Differences in scores are calculated based on the unrounded figures, rather than the rounded figures in this report. Figures in the tables may not sum to 100% due to rounding.

Anonymity

It is practice not to present the results of groups to the extent where the anonymity of individuals may be compromised. Results 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 group and the organisation overall.

Employee engagement index

Each of the answer options relating to the engagement questions are allocated a score (i.e. strongly disagree is equivalent to 0, disagree to 25, neither agree nor disagree to 50, agree to 75 and strongly agree to 100).

For each respondent, an engagement score is calculated as the average score across these questions. The engagement index is then calculated as the average engagement score in the organisation, or selected sub-group.

Overall theme scores

The overall scores for each theme are calculated by taking the mean of the percentage of people who selected either 'agree' or 'strongly agree' for all questions within that theme.

We made some changes to questions for the 2026 survey, including removing some of the statements we had in previous years. To assist with comparability, we have recalculated 2024 theme scores to reflect the statements we have now. As such, scores for 2024 may have changed from previously reported figures.

These calculation methods are consistent with those used in the Civil Service People Survey.