

Our Voice Survey 2025

Deeper dive national results

Prepared for the NHSBT Board

Our Voice project team

20th October 2025

- Introduction
- Response Rates
- 2025 Headline Results
- Recommended Priorities for 2025
- Appendices

2025 results: Deep Dive

- These results show the picture for the whole organisation and show the 2025 Our Voice responses plus comparison to 2024 historical Our Voice responses
- There are benchmarks provided via the Qualtrics internal benchmarks for all other Qualtrics users, the UK Healthcare sector and (where applicable) the wider 2024 NHS Survey results



Headline metrics

Thrive

Overall response rate:



Responses
4640 of 7084

Our Voice 2024:

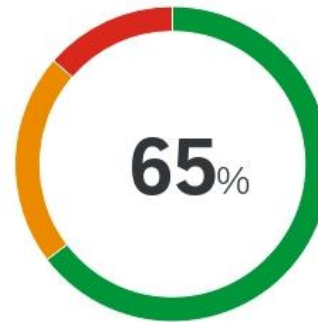
62% (+3)

NHS Staff

Survey 2024:

50% (+15%)

Overall Core Engagement score:



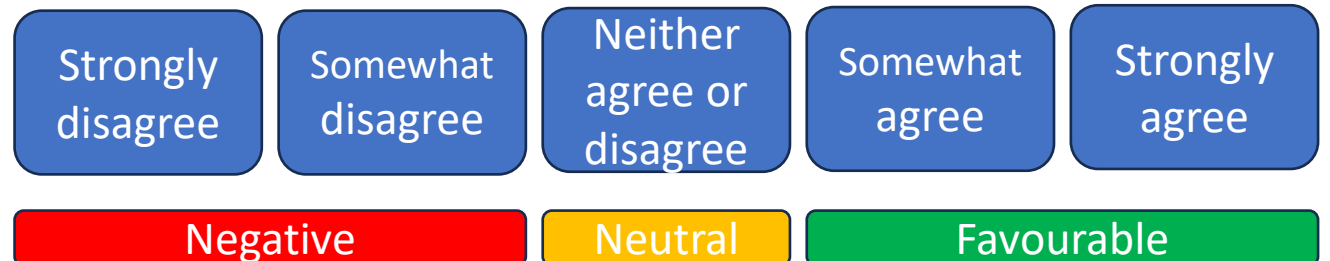
Sentiment analysis:



Favourable

Neutral Negative

Score methodology:



Directorate Response Rate

Thrive

Directorate	Invited	Completed	
Blood Supply BD	2098	1121	<div><div>53%</div></div>
Blood Supply M&L	1528	899	<div><div>59%</div></div>
Plasma for Medicine	148	102	<div><div>69%</div></div>
Organ and Tissue Donation and Transplantation	683	476	<div><div>70%</div></div>
Clinical Services	1273	914	<div><div>72%</div></div>
Donor Experience	210	153	<div><div>73%</div></div>
Nursing	160	125	<div><div>78%</div></div>
Finance Planning and Performance	216	173	<div><div>80%</div></div>
Communications and Engagement	48	41	<div><div>85%</div></div>
DDTS	364	314	<div><div>86%</div></div>
People	165	143	<div><div>87%</div></div>
Strategy and Transformation	23	21	<div><div>91%</div></div>
Quality & Governance	160	148	<div><div>93%</div></div>

Centre	Invited	Completed	
Basildon	129	70	<div><div>54%</div></div>
Oxford	261	144	<div><div>55%</div></div>
Tooting	741	432	<div><div>58%</div></div>
Southampton	215	132	<div><div>61%</div></div>
Manchester	652	405	<div><div>62%</div></div>
Colindale	864	538	<div><div>62%</div></div>
Barnsley	969	630	<div><div>65%</div></div>
Plymouth	64	43	<div><div>67%</div></div>
Cambridge	290	196	<div><div>68%</div></div>
Liverpool	476	328	<div><div>69%</div></div>
Newcastle	345	241	<div><div>70%</div></div>
Birmingham	634	443	<div><div>70%</div></div>
Lancaster	65	46	<div><div>71%</div></div>
Bristol-Filton	1373	985	<div><div>72%</div></div>

All Directorates achieving over 50% response rate.

Response rate by band

Thrive

Band	Invited	Completed	
Band 2	159	46	<div><div>29%</div></div>
Other	3	1	<div><div>33%</div></div>
Medical	56	29	<div><div>52%</div></div>
Band 3	2325	1232	<div><div>53%</div></div>
Band 4	968	636	<div><div>66%</div></div>
Band 6	886	588	<div><div>66%</div></div>
Band 5	550	379	<div><div>69%</div></div>
Band 7	1223	946	<div><div>77%</div></div>
Band 8a	468	390	<div><div>83%</div></div>
Band 8b	232	200	<div><div>86%</div></div>
Band 8d	71	63	<div><div>89%</div></div>
Other - Senior	9	8	<div><div>89%</div></div>
Band 8c	117	105	<div><div>90%</div></div>
Band 9	14	13	<div><div>93%</div></div>

Encouraging response from Bands 3 and 4 given the scale of these groups.

Directorate Analysis

Thrive






Comparison:		Breakout:															
2025 Our Voic... ▾		Team Level 1 ▾		2025 Our Voice natio...	Blood Supply BD	Blood Supply M&L	Clinical Services	Communications an...	DDTS	Donor Experience	Finance Planning an...	Nursing	Organ and Tissue Do...	People	Plasma for Medicine	Quality & Governance	Strategy and Transo...
Response Counts		4641	1121	899	914	41	314	193	173	125	476	143	102	148	21		
> Core Engagement	65%	52% ▾	66%	60% ▾	67%	79% ▾	67%	67%	60%	72% ▾	69%	67%	72%	68%			
> Engagement	69%	57% ▾	67%	73% ▾	78%	81% ▾	75%	72%	68%	75% ▾	72%	63%	79% ▾	81%			
> Environment	78%	76%	71% ▾	78%	68%	82%	80%	86% ▾	85%	81%	91% ▾	80%	85% ▾	86%			
> Freedom of Opinions	75%	69% ▾	69% ▾	77%	80%	88% ▾	82% ▾	80%	80%	75%	86% ▾	69%	90% ▾	95% ▾			
> Goal-Setting	86%	90% ▾	88%	83%	71% ▾	83%	76% ▾	78% ▾	76% ▾	89% ▾	76% ▾	87%	84%	81%			
> Growth	56%	44% ▾	55%	63% ▾	53%	69% ▾	58%	61%	55%	59%	59%	57%	63%	55%			
> Management Support	77%	70% ▾	71% ▾	79%	83%	88% ▾	84% ▾	82%	83%	82% ▾	83%	76%	90% ▾	89%			
> Meaningful Work	90%	92% ▾	88%	90%	85%	91%	87%	83% ▾	89%	95% ▾	78% ▾	89%	81% ▾	76% ▾			
> Organisational Fit	71%	66% ▾	68% ▾	73%	74%	83% ▾	73%	69%	70%	76% ▾	74%	72%	76%	74%			
> Peer Relationships	86%	89% ▾	81% ▾	85%	88%	91% ▾	90%	87%	82%	88%	87%	82%	91%	90%			
> Recognition	63%	57% ▾	58% ▾	64%	55%	76% ▾	66%	64%	69%	67%	66%	68%	74% ▾	81%			
> Reward	45%	29% ▾	43%	49% ▾	59%	61% ▾	45%	53% ▾	50%	53% ▾	59% ▾	45%	58% ▾	57%			
> Strategy	54%	45% ▾	54%	57%	53%	70% ▾	52%	60%	52%	60% ▾	61%	57%	50%	56%			
> Wellbeing	64%	52% ▾	64%	67%	70%	80% ▾	74% ▾	69%	66%	67%	72%	64%	70%	79%			
> Workload	63%	49% ▾	70% ▾	65%	63%	73% ▾	70%	61%	63%	67%	61%	72% ▾	62%	75%			
> Transformation and Change	37%	31% ▾	41% ▾	39%	28%	51% ▾	25% ▾	40%	24% ▾	43% ▾	36%	46%	23% ▾	48%			
> Patient Safety and Speaking Up	63%	61%	63%	63%	58%	68%	58%	57%	57%	69% ▾	64%	63%	68%	53%			

*Please note: On any line, some Directorates may share the same score but different colours. This is because the colour is influenced by the scores and colours of the questions that make up that driver. By expanding the view to reveal all the questions this is then visible.

Top 5 Scoring Questions

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Top 5 Scoring Questions

Question	Distribution ↓	2024 Our Voice	2024 NHS	2024 Healthcare UKI Ext.
The work I do is meaningful to me	 90%	+8 ^	-	+16 ^
I believe in the organisation's values	 86%	+20 ^	-	-
I can count on my coworkers to help out when required	 86%	+10 ^	-	-
I have a clear understanding of what is expected of me	 86%	+4 ^	-	0
My manager cares about my well-being	 83%	+7 ^	+12 ^	+3 ^

Responses indicate engagement with our **core purpose** and **values**, and an understanding of our impact on the wider NHS system.

Encouraging to see colleagues recognising their **Wellbeing** is being cared for by their **Manager**.

Bottom 5 Scoring Questions

Thrive

Bottom 5 Scoring Questions

Question	Distribution ↓	2024 Our Voice	2024 NHS	2024 Healthcare UKI Ext.
If I spoke up about something that concerned me I am confident NHSBT would address my concern	<div><div>48%</div><div>31%</div><div>22%</div></div>	+3 ^	-2 v	-
I am fairly rewarded (e.g. pay, promotion, training) for my contributions to NHSBT	<div><div>45%</div><div>26%</div><div>29%</div></div>	+5 ^	+13 ^	-4 v
I have confidence in senior leadership to make the right decisions for NHSBT	<div><div>42%</div><div>33%</div><div>25%</div></div>	-4 v	-	-19 v
NHSBT does a good job of helping me understand how changes will affect my work	<div><div>42%</div><div>35%</div><div>23%</div></div>	0	-	-18 v
Organisational transformation and change is managed well at NHSBT	<div><div>33%</div><div>39%</div><div>28%</div></div>	-2 v	-	-27 v

Responses highlight an opportunity to improve colleagues experience of **Strategy, Transformation & Change**.

Colleagues expressed dissatisfaction with **Reward**, however we are scoring higher than the wider NHS.

One **Speaking Up** question has performed poorly and warrants further investigation.

- In 2024, the Executive Team agreed our priorities would focus on Growth and Harassment, Bullying, Abuse & Discrimination to improve engagement.

Growth

- *Second lowest scoring driver*, however an improvement of 5.6 to **5.8 in 2024**
- Lowest Scoring Segment: Healthcare Assistants in **Bands 3 and 4 scoring 4.4**

Harassment, Bullying, Abuse & Discrimination

- **12.1%** internal bullying (improvement of 1.1 from 2023)
- Focus on LGBT+ Colleagues (**14.7%**), Disabled Colleagues (**21.8%**)

2024 National Action Plan delivered several initiatives to focus on these priorities.

Growth

- Deep Dive Sessions
- Career Connected Conversations
- Career Development Handbook
- Roadshows were held at 10 NHSBT locations
- Visits to 5 Mobile Teams
- Communications Campaign (Nov 2024)

Harassment, Bullying, Abuse & Discrimination

- Forward Together & Anti-Racism Framework
- Resolution Policy Launch
- Increase in FTSU Team Champions
- New Mediators
- Network Engagement (LGBT+ & DAWN)
- Mentoring and development
- Inclusive recruitment initiatives
- Inclusive leadership training
- Review of Central D&I Structure
- Communications and anchor events

2025 Growth Insights

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+ 11%
2024

Name	Responses	Average	Distribution	2025 Our Voice	2024 Our Voice	
▼ Growth		3.44	<div><div>56%</div><div>23%</div><div>21%</div></div>	56%	45%	
I feel that my career goals can be met at this NHSBT	4632	3.38	<div><div>52%</div><div>26%</div><div>22%</div></div>	52%	35%	+ 15%
I have good opportunities to learn and develop in my role	4612	3.51	<div><div>60%</div><div>21%</div><div>19%</div></div>	60%	56%	+ 4%

Despite progress in this space, in particular for higher bands, lower band colleagues continue to score lower around opportunities for Growth.

	2025 Our Voice	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8a	Band 8b	Band 8c	Band 8d	Band 9	Medical	Other - Senior
▼ Growth	56%	58%	42% ▼	49% ▼	60%	60%	62% ^	69% ^	69% ^	70% ^	75% ^	77%	86% ^	88%
I feel that my career goals can be met at this NHSBT	52%	52%	39% ▼	46% ▼	57%	57% ^	57% ^	65% ^	62% ^	67% ^	70% ^	69%	83% ^	88% ^
I have good opportunities to learn and develop in my role	60%	63%	44% ▼	52% ▼	63%	63%	67% ^	73% ^	76% ^	72% ^	81% ^	85%	90% ^	88%

2025 Growth Insights

The Thrive logo is a blue triangle pointing to the right, with the word "Thrive" in white text inside.

The data below identifies that colleagues at Band 3 & 4 in Blood Donation are scoring this question lower than other groups; in particular those identifying as Disabled.

GROWTH - I have good opportunities to learn and develop							
all NHSBT							
60%							
B3 / 4				Other Bands			
47%				68%			
BD		Not BD		BD		Not BD	
41%		52%		65%		68%	
Disability	No Disability	Disability	No Disability	Disability	No Disability	Disability	No Disability
27%	45%	42%	54%	60%	66%	63%	69%

Response rates and engagement for minority groups in comparison to national scores



	Respondents (sent to 7087)	Response Rate (out of 7087)	Response Rate (out of Total ESR Count)	Core Engagement Score
National	4641	65.4%	N/A	65%
Ethnic Minority	1221	17.2%	67.5%	68%
LGBT+	274	3.8%	74%	62%
Disability	875	12.3%	88%	56%
Neurodiv erse	635	5.1%	N/A	59%

The data highlights that **ethnic minority colleagues** are **more engaged than other ethnic groups**, which is encouraging, indicating the likely progress being made through initiatives such as Forward Together and other inclusive culture activity.

Harassment, Bullying and Abuse: Numbers and % of colleagues declaring instances of harm October 2025 compared to May 2024

Thrive

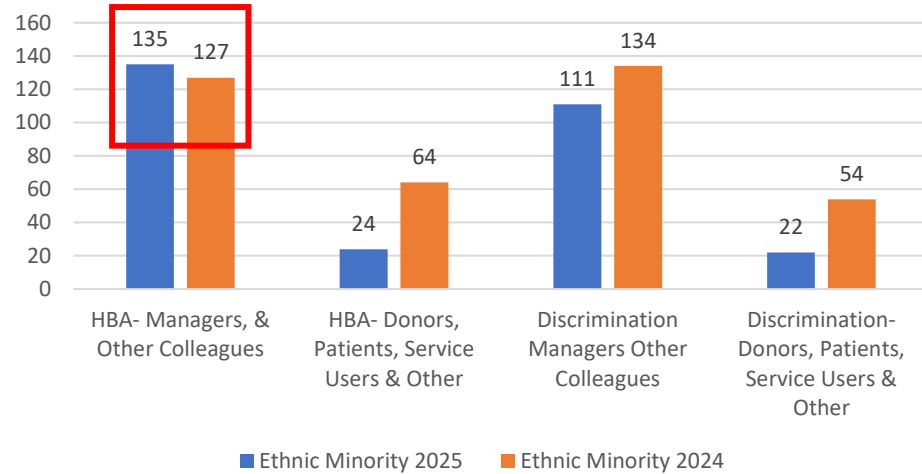
	HBA- Managers, & Other Colleagues	HBA- Donors, Patients, Service Users & Other	Discrimination- Managers Other Colleagues	Discrimination- Donors, Patients, Service Users & Other
National 2025	9.4 % (429)	1.9% (90)	5.9% (273)	1.1% (52)
National 2024	12.1% (589)	7.3% (353)	9.9% (483)	2.9% (140)
Ethnic Minority 2025	11.2% (135)	1.9% (24)	9.1% (111)	1.8% (22)
Ethnic Minority 2024	12.5% (127)	6.3%(64)	14.3%(134)	5.2% (54)
LGBT+ 2025	14.3% (39)	5.1% (14)	9.5% (26)	3.6% (10)
LGBT+ 2024	14.7% (43)	13.4%(39)	14%(41)	4.8%(14)
Disabled 2025	15.5% (133)	2.6% (23)	11.2% (98)	1.4% (13)
Disabled 2024	21.8% (137)	9.3% (59)	19.8%(124)	4.5%(29)
Neurodiverse 2025	16.4% (102)	4.6% (29)	11.8% (75)	3.1% (20)
Neurodiverse 2024	19.8% (73)	8.4% (31)	15.6% (57)	5.7%(21)

2024 Priority

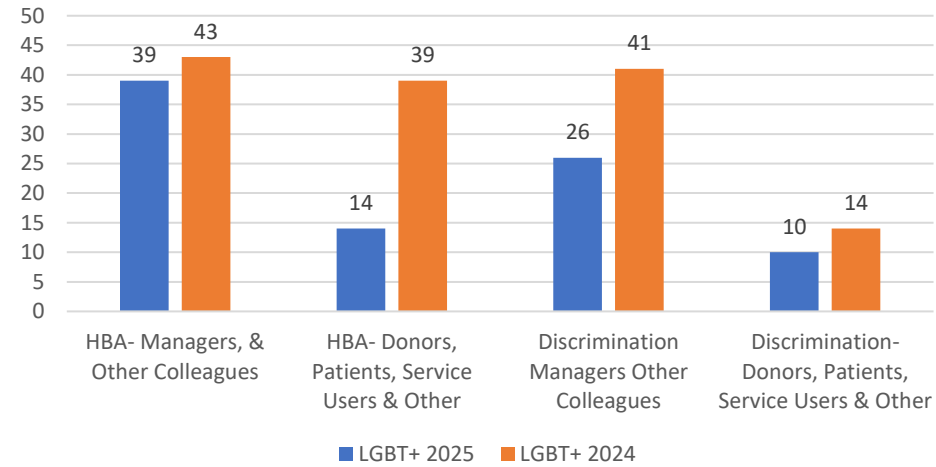
Harassment, Bullying and Abuse: Instances of harm October 2025 compared to May 2024 (by number of individuals)

Thrive

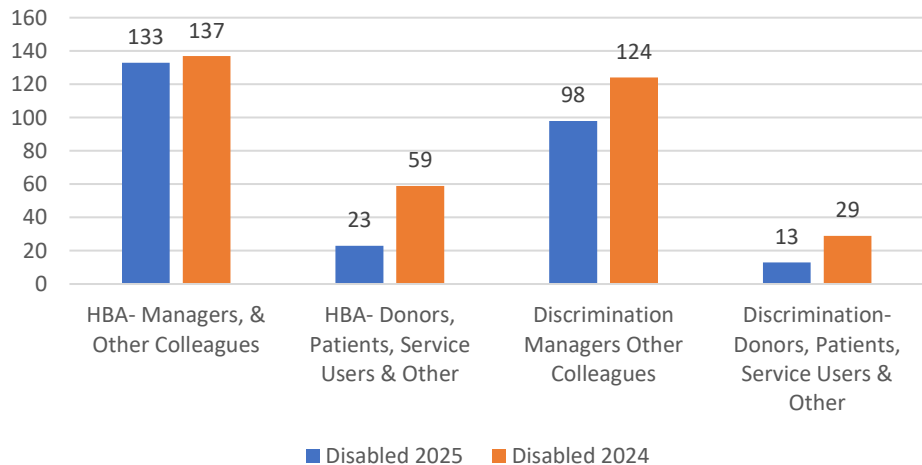
Ethnic Minority



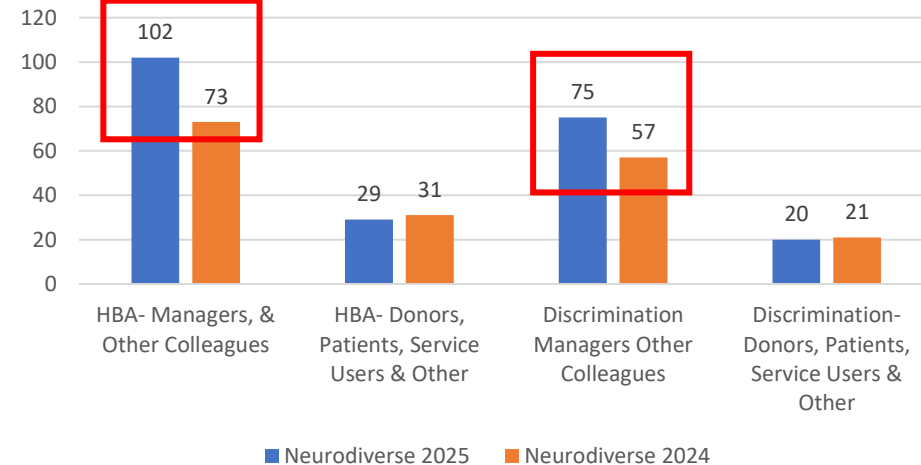
LGBT+



Disability



Neurodiverse



In most cases we see a drop in the **numbers** of colleagues indicating that they have experienced Harassment, Bullying and Abuse, or Discrimination compared to last year.

Exceptions are:

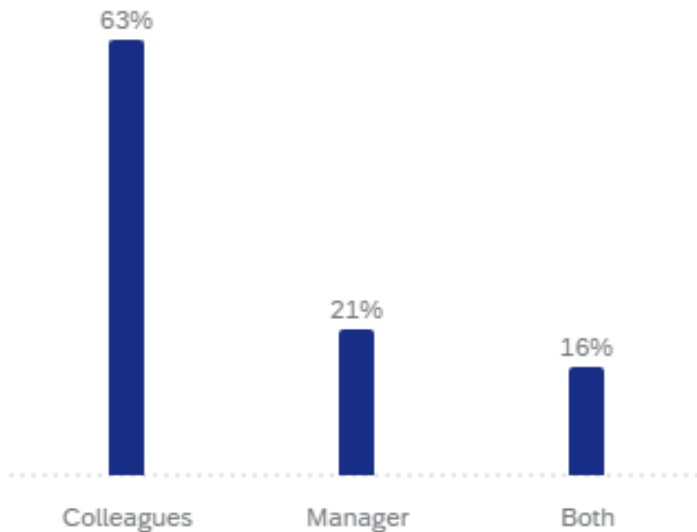
- Ethnic minority colleagues.
- Neurodiverse colleagues.

Harassment, Bullying and Abuse: New data for 2025 – insight into who is doing the HBA

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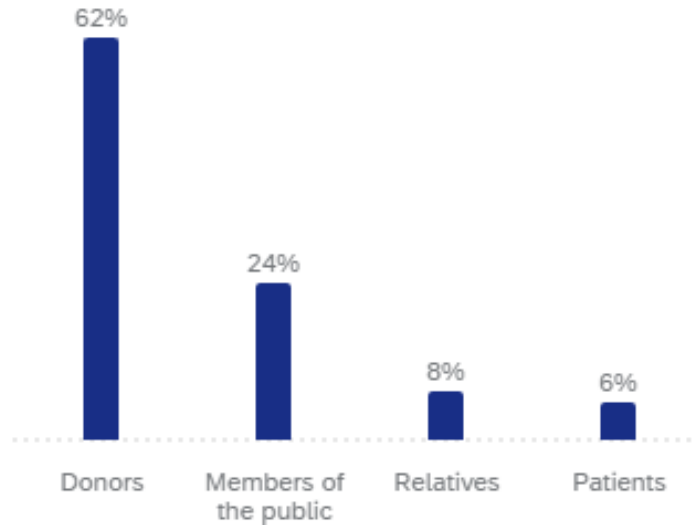
Who harassed, bullied or abused you?

424



Who harassed, bullied or abused you?

89



Those who reported having experienced HBA:

- **63% (268)** of those who experienced HBA **said the HBA experienced was from their peers** (not their **Manager** which was **21% (90)**).
- This identifies a **need for action to address HBA peer to peer** as well as via Manager.
- Of those who specified having experienced HBA from Donors, Patients or members of the public **62% (74)** said the HBA they experienced was from Donors.

Transformation & Change (Noteworthy Driver)

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Name	Distribution			2025 Our Voice national	2024 Our Voice	2024 NHS
▼ Transformation and Change	37%	37%	25%	37%	39%	-
Organisational transformation and change is managed well at NHSBT	33%	39%	28%	33%	35%	-
NHSBT does a good job of helping me understand how changes will affect my work	42%	35%	23%	42%	42%	-



2025 Our Voice

-2%
2024

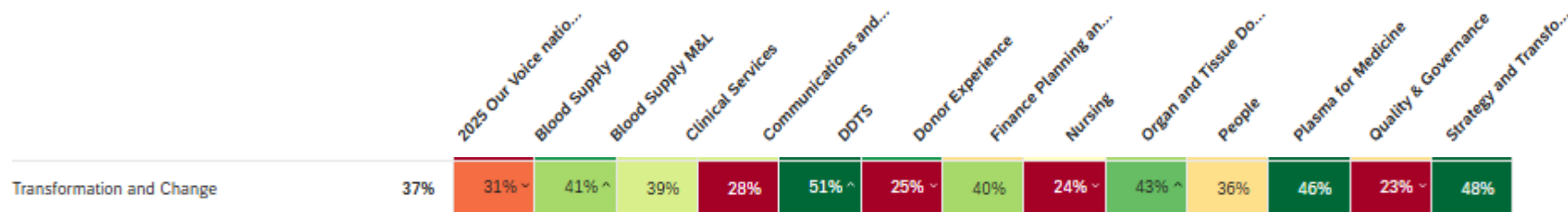
The biggest influence on our performance against this driver is how well Transformation & Change is perceived to be managed, rather than how well we communicate the impact of the changes.

There is opportunity to improve both the management of change and transformation and the communication to help our people understand the impact.

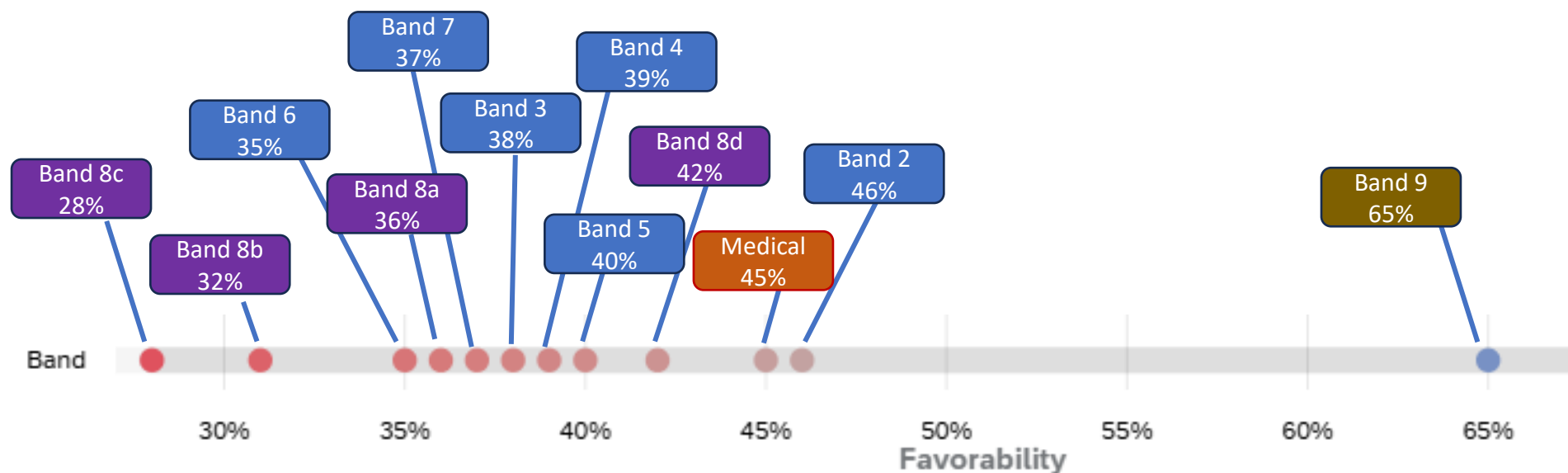
Transformation & Change Insights

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There appears to be a direct correlation between Directorates who have experienced change processes (such as consultations or movements in Directorate) in the last twelve months and lower scores.



In addition, **Band 8c** and **Band 8b** colleagues scored this driver the lowest, as they are likely to be those implementing the bulk of any change and experiencing/managing any corresponding impact.



Strategy (Noteworthy Driver)

Thrive



2025 Our Voice



No Change
2024

Name	Responses	Average	Distribution	2025 Our Voice national	2024 Our Voice
▼ Strategy		3.45	<div><div>54%</div><div>28%</div><div></div></div>	54%	54%
I have confidence in senior leadership to make the right decisions for NHSBT	4630	3.18	<div><div>42%</div><div>33%</div><div>25%</div></div>	42%	46%
NHSBT does a good job of communicating the goals and strategies set by senior leadership	4620	3.29	<div><div>48%</div><div>30%</div><div>22%</div></div>	48%	45%
I'm inspired by the purpose and mission of our organisation	4620	3.87	<div><div>72%</div><div>21%</div><div></div></div>	72%	72%
At NHSBT everyone can succeed to their full potential, no matter who they are	4631	3.46	<div><div>55%</div><div>26%</div><div>19%</div></div>	55%	55%

To improve engagement for this driver, we need to shift the perception of senior leadership and build confidence in the strategic direction of the organisation. The communication of change can also be improved, but alone, this will not move the metric overall.

Strategy Insights

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Comparison:

2025 Our Voic... ▾

Breakout:

Team Level 1 ▾

Collapse all

		2025 Our Voice ratio...	Blood Supply BD	Blood Supply M&L	Clinical Services	Communications and...	DDTS	Donor Experience	Finance Planning an...	Nursing	Organ and Tissue Do...	People	Plasma for Medicine	Quality & Governance	Strategy and Transfo...
Response Counts	4641	1121	899	914	41	314	153	173	125	476	143	102	148	21	
▾ Strategy	54%	45% ▾	54%	57%	53%	70% ▴	52%	60%	52%	60% ▴	61%	57%	50%	56%	
I have confidence in senior leadership to make the right decisions for NHSBT	42%	32% ▾	42%	45%	29%	58% ▴	35%	54% ▴	37%	50% ▴	50%	50%	34% ▾	38%	
NHSBT does a good job of communicating the goals and strategies set by senior leadership	48%	37% ▾	49%	52% ▴	46%	65% ▴	42%	51%	46%	56% ▴	55%	46%	33% ▾	43%	

In common with the **Transformation & Change** driver, scores are lower for those Directorates who have recently experienced change processes.

Patient Safety & Speaking Up (Noteworthy Driver)

Thrive

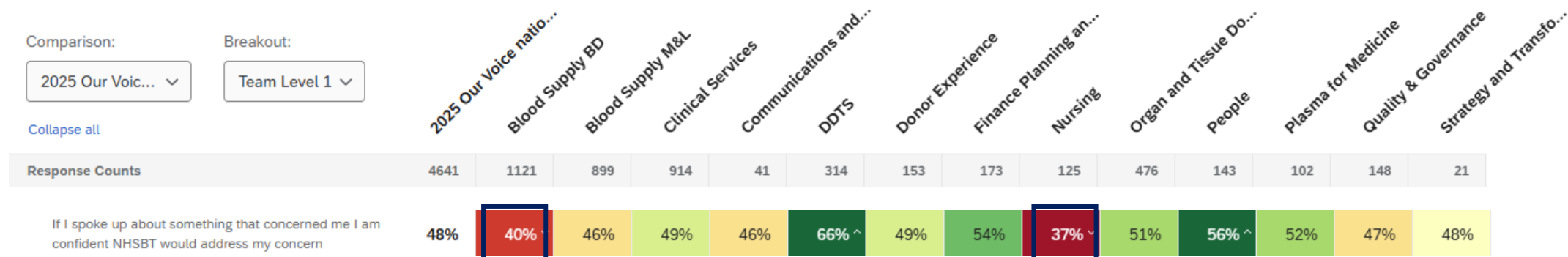


Name	Responses	Average	Distribution	2025 Our Voice national	2024 Our Voice	2024 NHS
▼ Patient Safety and Speaking Up		3.63	<div><div>63%</div><div>25%</div><div>12%</div></div>	63%	-	57%
I am confident that NHSBT would address my clinical practice concern	4607	3.77	<div><div>68%</div><div>26%</div><div>6%</div></div>	68%	63%	57%
I feel safe to speak up about anything that concerns me at NHSBT	4633	3.61	<div><div>65%</div><div>19%</div><div>16%</div></div>	65%	57%	62%
If I spoke up about something that concerned me I am confident NHSBT would address my concern	4601	3.30	<div><div>48%</div><div>31%</div><div>22%</div></div>	48%	45%	50%
NHSBT treats staff who are involved in an error, near miss or incident fairly	4600	3.61	<div><div>60%</div><div>32%</div><div>9%</div></div>	60%	-	46%
I would feel secure raising concerns about unsafe clinical practice	4599	3.87	<div><div>74%</div><div>20%</div><div></div></div>	74%	71%	72%

One question has scored significantly lower than the other Speaking Up questions and is worth further diagnosis.

Patient Safety & Speaking Up Insights

Thrive



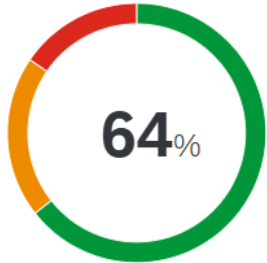
Our analysis suggests colleagues have doubts about expressing concern, including fear that nothing will happen, or worse there could be repercussions in speaking out.

- Many employees feel confident speaking up about clinical concerns, particularly regarding patient safety, and believe these issues are generally addressed effectively at the local level.
- There is widespread skepticism about the effectiveness of raising concerns beyond immediate managers, with many employees reporting that issues are often ignored, dismissed, or inadequately addressed by senior management.
- A significant number of respondents expressed concerns about a lack of confidentiality and fear of retaliation or negative consequences when speaking up, particularly regarding behavioral or leadership issues.
- Several employees highlighted a perceived culture of favoritism, inconsistency, and blame, where some staff are treated unfairly or differently based on their relationships with management or their position within the organization.
- The Freedom to Speak Up process received mixed feedback, with some employees finding it supportive and effective, while others criticized it as ineffective, biased, or a mere formality without meaningful outcomes.
- Many respondents noted a lack of feedback or follow-up after raising concerns, leading to frustration and a sense that their input is not valued or acted upon.

- Many employees feel safe to raise concerns about clinical safety and patient safety, but there is widespread skepticism about whether these concerns are effectively addressed or lead to meaningful change.
- There are frequent mentions of a perceived blame culture, with some employees feeling unfairly treated or humiliated after reporting errors or concerns, which discourages further reporting.
- Bullying and harassment are recurring issues, with several employees stating that such claims are not taken seriously, and some fear retaliation or hostility after raising concerns.
- Staffing issues, including unsafe staff-to-donor ratios and inadequate support during clinical sessions, are highlighted as significant safety concerns that need urgent attention.
- While some employees trust their immediate managers to address safety concerns, there is a lack of confidence in senior management and HR to take appropriate action, especially regarding behavioral and workplace culture issues.
- Several employees report that feedback on reported incidents, such as near misses, is often lacking, leaving them feeling ignored and undervalued.
- There are isolated mentions of concerns about transport safety, donor honesty, and the handling of specific incidents, indicating a need for more comprehensive and transparent safety protocols.

Wellbeing

Thrive



Name	Distribution	2025 Our Voice national	2024 Our Voice	2024 Healthcare Ext.	2024 NHS
Wellbeing	64% 20% 15%	64%	-	-	-
I have trusting relationships at work	78% 16% 7%	78%	74%	81%	-
The amount of stress in my job is manageable	62% 24% 15%	62%	60%	66%	-
I am able to look after my mental health, working at NHSBT	67% 19% 14%	67%	58%	-	-
Senior leaders at NHSBT show that employee wellbeing is important to them	51% 26% 23%	51%	53%	71%	57%
I feel able to take time away from work when I am unwell	72% 14% 14%	72%	64%	-	-
Employee wellbeing is a Priority at NHSBT	53% 26% 21%	53%	46%	71%	-
I can manage my job responsibilities in a way that enables healthy work-life balance	68% 18% 15%	68%	-	74%	57%

No available overall 2024 benchmark. However, all comparable questions have seen an increase in scores apart from the Senior Leader perception question highlighted.

Wellbeing Insights

Thrive

Name	Distribution	2025 Our Voice national	2024 Our Voice	2024 NHS
Senior leaders at NHSBT show that employee wellbeing is important to them	<div><div>51%</div><div>26%</div><div>23%</div></div>	51%	53%	57%
My manager cares about my well-being	<div><div>83%</div><div>10%</div><div>7%</div></div>	83%	77%	71%

The workforce reports their Manager supports their Wellbeing (locally).

In contrast they do not consider that senior leaders care about their Wellbeing as much.

The comments expand on why this is.

- Many employees expressed concerns about high stress levels and heavy workloads, often exacerbated by staff shortages, inadequate resources, and unrealistic expectations, which negatively impact their mental and physical wellbeing.
- A significant number of respondents highlighted challenges with work-life balance, citing long hours, inconsistent shift patterns, and weekend work as major contributors to stress and difficulty in managing personal responsibilities.
- While some employees feel supported by their immediate managers and teams in managing their wellbeing, there is widespread dissatisfaction with senior leadership, who are perceived as prioritizing targets and operational demands over employee health and wellbeing.
- Several employees mentioned the removal or reduction of wellbeing initiatives, such as team time and flexible working arrangements, as a factor that has diminished their ability to manage stress and maintain a healthy work-life balance.
- There is appreciation for existing support services like the Employee Assistance Program (EAP) and flexible working policies, but many feel these measures are insufficient or inconsistently applied across departments, leaving some staff feeling unsupported.
- A recurring theme is the guilt and pressure employees feel about taking sick leave, as they worry about overburdening their already short-staffed teams, which further impacts their mental health and recovery.
- Some employees shared positive experiences of being able to manage their stress and wellbeing due to supportive managers, flexible roles, or personal resilience, but these experiences appear to be less common across the organization.

Agreed areas of focus / next steps

The Thrive logo is a blue triangle pointing to the right, with the word "Thrive" in white text inside.

The following were agreed by ET as **priority focus areas** based on this year's results:

1

Growth

Assessing the organisational appetite for investment in our Band 3 & 4 frontline colleagues. We will engage with these colleagues to surface their lived experiences, ambitions and perceptions of current development pathways; applying an employee experience lens to identify what meaningful growth looks like for this group and exploring inclusive development models.

2

Transformation & Change (and Strategy)

Colleagues who experienced change processes in the last twelve months scored lower than others, related to the perception of how well managed the change was rather than how it was communicated or understood. We will look to enhance change and transformation through leadership, culture and design - placing colleague experience at the heart of change design and delivery. This will include embedding change leadership capability across all levels, designing transformation initiatives with people in mind, strengthening our employee experience lens in change programmes and fostering an inclusive culture of change. We believe this would not only improve engagement; it will build trust, resilience and alignment across the organisation.

3

Harassment, Bullying & Abuse

We recommend a targeted and systemic approach to strengthen our culture of respect, equity and accountability. Continuing to embed inclusive leadership behaviours, ensuring our structures, processes and decision-making frameworks promote fairness and transparency; creating psychological safe spaces for dialogue, learning and allyship and enhancing our employee experience approach to include proactive listening, safe reporting mechanisms and visible follow through on concerns.

To be included in the Inclusive Culture Action Plan

Above actions to be built into an overall Employee Experience Action Plan

Agreed areas of focus / next steps

The Thrive logo is a blue triangle pointing to the right, with the word "Thrive" in white text inside.

The following areas were also agreed by ET for **deeper analysis and investigation**:

1

Age / length of service

Scores given by younger (18-24 y/o) colleagues are markedly lower than other age groups suggesting a disconnect between organisational culture and the expectations or needs of younger, early career professionals. We will examine this trend further to understand the drivers behind the scores and to ensure we are creating an environment where all colleagues can thrive from the outset of their careers with us.

2

Deepening understanding of minority and unidentified colleague experience

Consistently, all colleagues who are in the minority in any given protected characteristic are expressing a poorer experience than other colleagues. We will be analysing this trend further to understand the nature of the issues facing these colleagues, in which scenarios, and what actions would support them. In addition, there is a cohort of colleagues who are reluctant to give any demographic information yet score their experience very poorly. We will be seeking to understand the drivers behind these disparities to ensure our culture and systems are inclusive and psychologically safe for all.

3

Patient Safety & Speaking Out

Colleagues' expressed doubts regarding the likelihood action would be taken should they Speak Up in NHSBT. We will take action to better understand why these views exist, the barriers (real and/or perceived) and what actions could be taken to strengthen our speak up culture.

Insights to be developed to inform an overall Employee Experience and/or Inclusive Culture Action Plans

Appendices

Appendix 1: All driver categories

Name	Average	Distribution ↓	2024 Our Voice	2024 Healthcare UKI Ext.	2024 NHS
Meaningful Work	4.31	<div><div>90%</div><div>8%</div><div></div></div>	81%	74%	-
Peer Relationships	4.24	<div><div>86%</div><div>10%</div><div></div></div>	77%	-	-
Goal-Setting	4.11	<div><div>86%</div><div>9%</div><div>5%</div></div>	82%	86%	-
Environment	3.96	<div><div>78%</div><div>12%</div><div>11%</div></div>	49%	70%	58%
Management Support	3.98	<div><div>77%</div><div>13%</div><div>10%</div></div>	73%	-	-
Freedom of Opinions	3.92	<div><div>75%</div><div>15%</div><div>10%</div></div>	57%	-	60%
Organisational Fit	3.83	<div><div>71%</div><div>18%</div><div>11%</div></div>	59%	-	-
Engagement	3.72	<div><div>69%</div><div>17%</div><div>14%</div></div>	60%	-	-
Core Engagement	3.66	<div><div>65%</div><div>22%</div><div>14%</div></div>	57%	-	-
Wellbeing	3.62	<div><div>64%</div><div>20%</div><div>15%</div></div>	-	-	-
Recognition	3.63	<div><div>63%</div><div>23%</div><div>14%</div></div>	56%	70%	60%
Patient Safety and Speaking Up	3.63	<div><div>63%</div><div>25%</div><div>12%</div></div>	-	-	57%
Workload	3.56	<div><div>63%</div><div>21%</div><div>16%</div></div>	50%	65%	-
Growth	3.44	<div><div>56%</div><div>23%</div><div>21%</div></div>	45%	61%	62%
Strategy	3.45	<div><div>54%</div><div>28%</div><div>18%</div></div>	54%	-	-
Reward	3.15	<div><div>45%</div><div>26%</div><div>29%</div></div>	40%	49%	32%
Transformation and Change	3.11	<div><div>37%</div><div>37%</div><div>25%</div></div>	39%	60%	-

As we have seen in previous surveys, we continue to do well in drivers related to areas such as the understanding of the impact of our work, the focus on delivery and clear expectations, plus relationships with the colleagues around them.

Appendix 2:

Ethnicity Heat Map

Comparison:		Breakout:							
2025 Our Voic...		Ethnicity (self ...		2025 Our Voice natio...	Another Ethnic Group	Asian/Asian British	Black/African/Caribb...	Mixed/multiple Ethni...	White
Response Counts		4641	120	612	383	106	3369		
> Core Engagement	65%	53% ▾	72% ▴	68%	60%	64%			
> Engagement	69%	54% ▾	70%	72%	67%	69%			
> Environment	78%	65% ▾	81%	84% ▴	76%	77%			
> Freedom of Opinions	75%	64% ▾	72%	76%	77%	76%			
> Goal-Setting	86%	73% ▾	86%	90% ▴	82%	86%			
> Growth	56%	43% ▾	60%	60%	50%	56%			
> Management Support	77%	65% ▾	77%	80%	80%	77%			
> Meaningful Work	90%	78% ▾	91%	94% ▴	86%	89%			
> Organisational Fit	71%	61% ▾	78% ▴	75%	70%	70%			
> Peer Relationships	86%	75% ▾	84%	87%	86%	87%			
> Recognition	63%	54% ▾	67%	71% ▴	66%	62%			
> Reward	45%	38%	44%	46%	34% ▾	46%			
> Strategy	54%	45% ▾	62% ▴	63% ▴	51%	53%			
> Wellbeing	64%	57%	70% ▴	70% ▴	60%	63%			
> Workload	63%	53% ▾	69% ▴	69% ▴	64%	61%			
> Transformation and Change	37%	33%	54% ▴	53% ▴	35%	33% ▾			
> Patient Safety and Speaking Up	63%	54% ▾	68% ▴	65%	61%	63%			

Appendix 3:

Age Heatmap

Comparison:		Breakout:		2025 Our Voice ratio...						
2025 Our Voic... ▾		Age Category ▾		18-24	25-34	35-44	45-54	55-64	65+	
Expand all										
Response Counts		4641	134	896	1205	1214	1045	141		
>	Core Engagement	65%	59%	65%	68% ^	64%	62%	65%		
>	Engagement	69%	56% ▾	69%	69%	70%	67%	73%		
>	Environment	78%	83%	79%	78%	78%	75% ▾	80%		
>	Freedom of Opinions	75%	60% ▾	73%	79% ^	76%	74%	73%		
>	Goal-Setting	86%	85%	84%	85%	86%	87%	88%		
>	Growth	56%	48%	58%	58%	54%	54%	61%		
>	Management Support	77%	69% ▾	78%	80%	77%	75%	76%		
>	Meaningful Work	90%	83% ▾	86% ▾	88%	91% ^	92% ^	97% ^		
>	Organisational Fit	71%	73%	74%	72%	71%	69%	68%		
>	Peer Relationships	86%	87%	85%	86%	87%	87%	93% ^		
>	Recognition	63%	62%	63%	65%	63%	61%	64%		
>	Reward	45%	32% ▾	42%	46%	47%	45%	48%		
>	Strategy	54%	61%	59% ^	55%	54%	50% ▾	51%		
>	Wellbeing	64%	59%	68%	65%	63%	62%	69%		
>	Workload	63%	57%	70% ^	62%	61%	59% ▾	70%		
>	Transformation and Change	37%	48% ^	45% ^	37%	36%	32% ▾	38%		

Appendix 4:

Gender Heatmap

Comparison:		Breakout:		2025 Our Voice ratio...		2025 Our Voice ratio...		2025 Our Voice ratio...		2025 Our Voice ratio...	
2025 Our Voic... ▾		Gender Identif... ▾		Female		Male		Non Binary		Prefer Not To Answer	
Response Counts				4641		3050		1424		19	
Core Engagement		65%		65%		67%		60%		38% ▾	
Engagement		69%		69%		70%		58%		46% ▾	
Environment		78%		80% ^		74% ▾		58% ▾		63% ▾	
Freedom of Opinions		75%		76%		76%		68%		60% ▾	
Goal-Setting		86%		87%		86%		68% ▾		59% ▾	
Growth		56%		57%		57%		41%		33% ▾	
Management Support		77%		78%		78%		64%		59% ▾	
Meaningful Work		90%		92% ^		88%		68% ▾		64% ▾	
Organisational Fit		71%		72%		71%		61%		49% ▾	
Peer Relationships		86%		87%		86%		79%		73% ▾	
Recognition		63%		64%		64%		65%		38% ▾	
Reward		45%		45%		46%		21% ▾		31% ▾	
Strategy		54%		55%		55%		49%		31% ▾	
Wellbeing		64%		64%		68% ^		56%		41% ▾	
Workload		63%		61%		68% ^		68%		43% ▾	
Transformation and Change		37%		37%		40%		34%		16% ▾	
Patient Safety and Speaking Up		63%		63%		66%		63%		37% ▾	

Appendix 5: Sexual Orientation Heatmap

Comparison:

2025 Our Voic... ▾

Breakout:

SexualOrienta... ▾

2025 Our Voice natio...

Bisexual

Gay or Lesbian

Heterosexual or Strai...

Not stated (person a...

Other sexual orienta...

Undecided

Response Counts	4641	100	134	3565	416	21	20
> Core Engagement	65%	59%	64%	67% ^	54% ▾	57%	65%
> Engagement	69%	64%	71%	70%	64%	51%	65%
> Environment	78%	76%	79%	79%	73% ▾	67%	85%
> Freedom of Opinions	75%	70%	76%	76%	71%	67%	70%
> Goal-Setting	86%	83%	86%	87%	80% ▾	57% ▾	75%
> Growth	56%	45% ▾	57%	58%	52%	48%	58%
> Management Support	77%	76%	78%	78%	72% ▾	76%	79%
> Meaningful Work	90%	85%	90%	90%	84% ▾	71% ▾	85%
> Organisational Fit	71%	70%	71%	73%	64% ▾	69%	70%
> Peer Relationships	86%	85%	90%	87%	84%	80%	80%
> Recognition	63%	64%	66%	65%	55% ▾	62%	60%
> Reward	45%	31% ▾	47%	46%	44%	24%	45%
> Strategy	54%	50%	57%	57% ^	46% ▾	48%	48%
> Wellbeing	64%	60%	66%	66%	58% ▾	49%	70%
> Workload	63%	62%	63%	64%	57% ▾	62%	65%
> Transformation and Change	37%	31%	35%	40% ^	30% ▾	29%	43%
> Patient Safety and Speaking Up	63%	58%	63%	65%	56% ▾	48%	63%

Appendix 6:

Disability Heatmap

Comparison:		Breakout:		2025 Our Voice ratio...		No		Not Declared		Prefer Not To Answer		Yes	
2025 Our Voic... ▾		Disability Status ▾											
Response Counts		4641		3465		18		275		883			
Core Engagement		65%		68% ^		76%		43% ▾		56% ▾			
Engagement		69%		72% ^		76%		52% ▾		62% ▾			
Environment		78%		80% ^		67%		63% ▾		74% ▾			
Freedom of Opinions		75%		78% ^		83%		56% ▾		70% ▾			
Goal-Setting		86%		88% ^		89%		69% ▾		83% ▾			
Growth		56%		60% ^		68%		38% ▾		47% ▾			
Management Support		77%		80% ^		83%		62% ▾		73% ▾			
Meaningful Work		90%		91% ^		89%		78% ▾		87% ▾			
Organisational Fit		71%		74% ^		82%		57% ▾		65% ▾			
Peer Relationships		86%		88% ^		89%		76% ▾		82% ▾			
Recognition		63%		67% ^		69%		45% ▾		55% ▾			
Reward		45%		48% ^		56%		28% ▾		37% ▾			
Strategy		54%		58% ^		56%		38% ▾		47% ▾			
Wellbeing		64%		68% ^		75%		44% ▾		55% ▾			
Workload		63%		66% ^		59%		47% ▾		56% ▾			
Transformation and Change		37%		41% ^		47%		23% ▾		28% ▾			
Patient Safety and Speaking Up		63%		67% ^		65%		44% ▾		55% ▾			

Appendix 7: Neurodiverse Heatmap



Comparison:		Breakout:		2025 Our Voice natio...		Prefer Not To Answer	
2025 Our Voic...		Neurodiverse ...		No		Yes	
Response Counts		4641	3557	363	635		
> Core Engagement	65%	68% ^	45% v	59% v			
> Engagement	69%	71% ^	53% v	65%			
> Environment	78%	80% ^	66% v	73% v			
> Freedom of Opinions	75%	77% ^	60% v	71% v			
> Goal-Setting	86%	87% ^	73% v	84%			
> Growth	56%	59% ^	38% v	48% v			
> Management Support	77%	79% ^	63% v	74%			
> Meaningful Work	90%	91%	80% v	89%			
> Organisational Fit	71%	73% ^	59% v	66% v			
> Peer Relationships	86%	88% ^	73% v	84%			
> Recognition	63%	66% ^	44% v	57% v			
> Reward	45%	48% ^	29% v	40% v			
> Strategy	54%	57% ^	39% v	49% v			
> Wellbeing	64%	68% ^	46% v	58% v			
> Workload	63%	66% ^	51% v	54% v			
> Transformation and Change	37%	39%	23% v	34%			
> Patient Safety and Speaking Up	63%	66% ^	47% v	57% v			

Appendix 8: Directorates

Comparison:		Breakout:													
2025 Our Voice...		Team Level 1													
		2025 Our Voice ratio...	Blood Supply BD	Blood Supply M&L	Clinical Services	Communications an...	DDTS	Donor Experience	Finance Planning an...	Nursing	Organ and Tissue Do...	People	Plasma for Medicine	Quality & Governance	Strategy and Transfo...
Response Counts		4641	1121	999	914	41	314	153	173	125	476	143	102	148	21
> Core Engagement	65%	52% ^	66%	68% ^	67%	79% ^	67%	67%	60%	72% ^	69%	67%	72%	68%	
> Engagement	69%	57% ^	67%	73% ^	78%	81% ^	75%	72%	68%	75% ^	72%	63%	79% ^	81%	
> Environment	78%	76%	71% ^	78%	68%	82%	80%	86% ^	85%	81%	91% ^	80%	85% ^	86%	
> Freedom of Opinions	75%	69% ^	69% ^	77%	80%	88% ^	82% ^	80%	80%	75%	86% ^	69%	90% ^	95% ^	
> Goal-Setting	86%	90% ^	88%	83%	71% ^	83%	76% ^	78% ^	76% ^	89% ^	76% ^	87%	84%	81%	
> Growth	56%	44% ^	55%	63% ^	53%	69% ^	58%	61%	55%	59%	59%	57%	63%	55%	
> Management Support	77%	70% ^	71% ^	79%	83%	88% ^	84% ^	82%	83%	82% ^	83%	76%	90% ^	89%	
> Meaningful Work	90%	92% ^	88%	90%	85%	91%	87%	83% ^	89%	95% ^	78% ^	89%	81% ^	76% ^	
> Organisational Fit	71%	66% ^	68% ^	73%	74%	83% ^	73%	69%	70%	76% ^	74%	72%	76%	74%	
> Peer Relationships	86%	89% ^	81% ^	85%	88%	91% ^	90%	87%	82%	88%	87%	82%	91%	90%	
> Recognition	63%	57% ^	58% ^	64%	55%	76% ^	66%	64%	69%	67%	66%	68%	74% ^	81%	
> Reward	45%	29% ^	43%	49% ^	59%	61% ^	45%	53% ^	50%	53% ^	59% ^	45%	58% ^	57%	
> Strategy	54%	45% ^	54%	57%	53%	70% ^	52%	60%	52%	60% ^	61%	57%	50%	56%	
> Wellbeing	64%	52% ^	64%	67%	70%	80% ^	74% ^	69%	66%	67%	72%	64%	70%	79%	
> Workload	63%	49% ^	70% ^	65%	63%	73% ^	70%	61%	63%	67%	61%	72% ^	62%	75%	
> Transformation and Change	37%	31% ^	41% ^	39%	28%	51% ^	25% ^	40%	24% ^	43% ^	36%	46%	23% ^	48%	
> Patient Safety and Speaking Up	63%	61%	63%	63%	58%	68%	58%	57%	57%	69% ^	64%	63%	68%	53%	

Appendix 9: Centres

Comparison:	Breakout:	2025 Our Voice nation...	Barnsley	Basildon	Birmingham	Bristol-Filton	Cambridge	Colindale	Lancaster	Liverpool	Manchester	Newcastle	Oxford	Plymouth	Southampton	Tooting
2025 Our Voic...	Centre															
Response Counts	4641	630	70	443	985	196	538	46	328	405	241	144	43	132	432	
> Core Engagement	65%	69%	60%	67%	65%	60%	60%	75%	67%	67%	66%	67%	76%	58%	59%	
> Engagement	69%	70%	71%	72%	69%	69%	66%	75%	66%	69%	68%	69%	74%	69%	64%	
> Environment	78%	86%	71%	84%	77%	74%	71%	71%	75%	76%	82%	73%	86%	83%	75%	
> Freedom of Opinions	75%	81%	74%	77%	78%	74%	71%	87%	71%	70%	77%	68%	77%	82%	69%	
> Goal-Setting	86%	86%	84%	86%	85%	87%	85%	98%	81%	83%	87%	89%	88%	92%	85%	
> Growth	56%	58%	55%	59%	58%	50%	54%	62%	54%	58%	59%	56%	50%	44%	53%	
> Management Support	77%	80%	76%	80%	79%	80%	74%	85%	75%	74%	78%	76%	78%	84%	72%	
> Meaningful Work	90%	90%	93%	91%	87%	93%	90%	100%	87%	85%	90%	92%	98%	93%	94%	
> Organisational Fit	71%	74%	61%	74%	71%	69%	70%	84%	73%	70%	71%	74%	80%	66%	66%	
> Peer Relationships	86%	86%	93%	88%	85%	87%	83%	98%	89%	88%	88%	89%	95%	91%	82%	
> Recognition	63%	67%	62%	65%	63%	65%	63%	67%	61%	58%	62%	69%	74%	63%	59%	
> Reward	45%	50%	34%	47%	46%	35%	41%	39%	44%	47%	54%	42%	48%	36%	41%	
> Strategy	54%	58%	49%	58%	54%	54%	54%	52%	53%	55%	54%	57%	57%	47%	51%	
> Wellbeing	64%	67%	63%	64%	66%	63%	62%	71%	64%	65%	65%	66%	63%	61%	59%	
> Workload	63%	65%	63%	67%	65%	54%	59%	72%	63%	70%	60%	61%	72%	56%	54%	
> Transformation and Change	37%	39%	36%	44%	37%	35%	38%	38%	34%	38%	36%	44%	28%	27%	33%	
> Patient Safety and Speaking Up	63%	65%	57%	65%	62%	60%	60%	76%	64%	63%	65%	66%	71%	66%	60%	

Appendix 10 : Length of service

Comparison:		Breakout:		2025 Our Voice nation-wide							
2025 Our Voice nation-wide		NHSBT Length of time		<3 Months	>=20 Years	1-2 Years	10-15 Years	15-20 Years	2-5 Years	3-12 Months	5-10 Years
Response Counts		4641	125	585	501	469	415	1173	427	941	
>	Core Engagement	65%	78% ^	63%	68%	65%	66%	63%	73% ^	60% v	
>	Engagement	69%	77%	68%	69%	72%	69%	66%	74% ^	66%	
>	Environment	78%	86% ^	74% v	84% ^	79%	77%	76%	83% ^	75% v	
>	Freedom of Opinions	75%	78%	74%	75%	77%	79%	73%	80% ^	74%	
>	Goal-Setting	86%	87%	82% v	88%	85%	85%	87%	89%	85%	
>	Growth	56%	72% ^	55%	58%	56%	59%	54%	65% ^	51% v	
>	Management Support	77%	84%	74%	79%	77%	79%	76%	83% ^	75%	
>	Meaningful Work	90%	91%	91%	88%	90%	91%	90%	92%	87% v	
>	Organisational Fit	71%	90% ^	66% v	78% ^	69%	69%	70%	82% ^	67% v	
>	Peer Relationships	86%	94% ^	85%	86%	87%	86%	85%	91% ^	85%	
>	Recognition	63%	81% ^	62%	65%	59%	62%	61%	75% ^	61%	
>	Reward	45%	61% ^	48%	45%	49%	49%	40% v	52% ^	40% v	
>	Strategy	54%	77% ^	48% v	64% ^	53%	47% v	53%	70% ^	49% v	
>	Wellbeing	64%	78% ^	59% v	70% ^	65%	64%	62%	73% ^	61%	
>	Workload	63%	80% ^	56% v	68% ^	63%	61%	61%	74% ^	60%	
>	Transformation and Change	37%	55% ^	27% v	49% ^	31% v	30% v	39%	51% ^	34% v	
>	Patient Safety and Speaking Up	63%	77% ^	60%	67%	63%	63%	62%	69% ^	60%	

Appendix 11: High Level Diversity Data

	HBA- Managers, & Other Colleagues	HBA- Donors, Patients, Service Users & Other	Discrimination Managers Other Colleagues	Discrimination- Donors, Patients, Service Users & Other	
National 2025	9.4 % (429)	(1.2%) (90)	5.8% (273)	1.1% (52)	
National 2024	12.1% (589)	7.3% (353)	9.9% (483)	2.9% (140)	
Ethnic Minority 2025	11.2% (135)	1.9% (24)	9.1% (111)	1.8% (22)	
Ethnic Minority 2024	12.5% (127)	6.3%(64)	14.3%(134)	5.2% (54)	
LGBT+ 2025	15.5% (38)	11.4% (28)	10% (25)	4% (10)	2024 Priority
LGBT+ 2024	14.6% (43)	13.4%(39)	14%(41)	4.8%(14)	
Disabled 2025	15.5% (133)	2.6% (23)	11.2% (98)	1.4% (13)	
Disabled 2024	21.8% (137)	9.3% (59)	19.8%(124)	4.5%(29)	
Neurodiverse 2025	16.4% (102)	4.6% (29)	11.8% (75)	3.1% (20)	
Neurodiverse 2024	19.8% (73)	8.4% (31)	15.6% (57)	5.7%(21)	

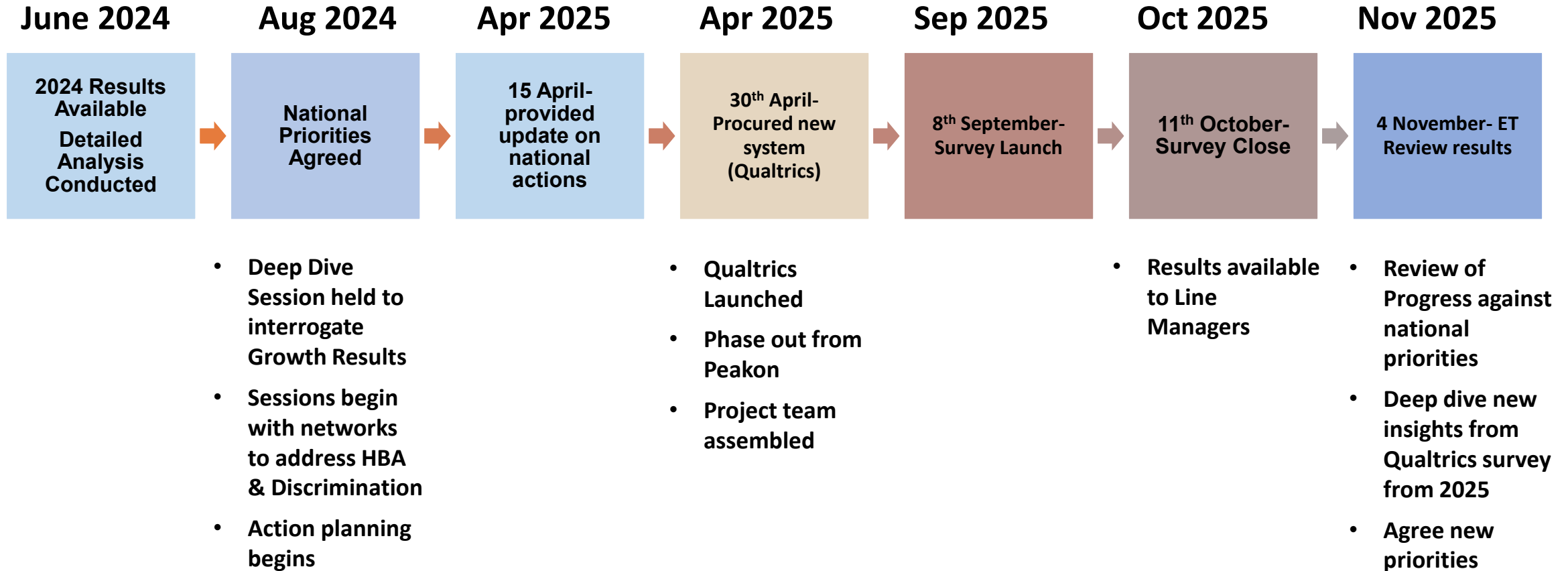
Appendix 12: Correlations

Transformation and Change	Positive Link to all other drivers
Management Support	Positive Link to all other drivers
Recognition Wellbeing Management Support Strategy Wellbeing	Positive link with Engagement Score

This shows the driver categories where if we made improvements it would have a significant impact positive on other related drivers.

Appendix 13: Timeline

We are here



Appendix 14: 2024 Our Voice conversion

As the scoring methodology used by Peakon for the 2024 survey is different to the new Qualtrics platform, we needed to apply a conversion formula to the data to make it compatible with.

The key differences:

- The Qualtrics platform uses a 5-point scale versus a 0-10 eleven-point scale in the 2024 Peakon results.
- A core metric of Qualtrics is the percentage of respondents scoring 4 or 5, which is classed as % **favourable responses**, it is important therefore that the historical data threshold of a positive response is appropriately mapped across.

The Qualtrics system can only map whole numbers across i.e. you cannot map to 2.6 as a decimal into the system. This meant that every score given in Peakon out of 10 needed to be mapped to a whole (1-5) category number. Therefore, we needed to round up or round down in the mapping to create a comparator for Qualtrics, meaning none of the options are a precise science or exact like for like match.

Original Peakon 0-10 score	Calculated conversion		Option one	Option two	Net Promotor Score
0	1		Negative	Negative	Negative
1	1.4		Negative	Negative	Negative
2	1.8		Negative	Negative	Negative
3	2.2		Negative	Negative	Negative
4	2.6		Neutral	Negative	Negative
5	3		Neutral	Neutral	Negative
6	3.4		Neutral	Neutral	Neutral
7	3.8		Positive	Neutral	Neutral
8	4.2		Positive	Positive	Neutral
9	4.6		Positive	Positive	Positive
10	5		Positive	Positive	Positive

Following advice from our DDTS data colleagues, the project team agreed Option 2 as the most appropriate methodology to apply to the 2024 data conversion, and this has been applied to the data you will see in the platform. This applies a moderate conversion and attempts to mitigate the risk of either over or under-representing historical results.

Appendix 15: Qualtrics Identified Strengths & Opportunities

Comparison: 2024 Our Voice ▾

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Strength

Impact

I would choose to stay with NHSBT even if I were offered the same job at another

Improve



● 54% Your Score
● 50% 2024 Our Voice

Strength

Impact

I am satisfied with NHSBT as a place to work

Strength

Impact

I would recommend NHSBT to people I know as a great place to work

Comparison: 2024 Our Voice ▾

Opportunity

Impact

I have confidence in senior leadership to make the right decisions for NHSBT

Improve



● 42% Your Score
● 46% 2024 Our Voice

Opportunity

Impact

Organisational transformation and change is managed well at NHSBT

Opportunity

Impact

Senior leaders at NHSBT show that employee wellbeing is important to them

Scores and feedback indicating we are doing well with high level **Core Engagement**, with opportunities to improve indicated in **Strategy, Change and Wellbeing**