



YOUR VOICE MATTERS

Hello everyone,

I want to start by thanking everyone who took the time to complete this year's Your Voice Matters survey, with the highest percentage of Estates & Facilities colleagues ever taking part. Your feedback is hugely important in helping us understand what it's really like to work in our directorate and where we need to focus our efforts.

A positive picture, with more to do

There is a lot to be encouraged by in this year's results. Across a number of key areas, colleagues are telling us that E&F is a supportive, committed, and inclusive place to work.

81% of colleagues reported positive engagement, and 75% positive sentiment in 'Purpose', showing that many of you feel connected to the work we do and the role we play in supporting the University. This is reflected in responses such as 86% of colleagues saying they care about the future of the University, and 67% saying they feel enthusiastic about their job.

We also continue to see strong results in 'EDI', with 78% positive sentiment. The survey shows that most colleagues feel they are treated with respect and work in an inclusive environment, with high positive responses relating to discrimination (93%), bullying (89%) and harassment (90%).

There is also clear evidence of strong team culture across E&F. 91% of colleagues agreed they are trusted to get on with their job, highlighting the level of autonomy and trust that exists in many parts of the Directorate.

Where we need to improve

Alongside these strengths, the results also highlight areas where we need to do better.

While overall engagement is strong, only 74% of colleagues said they feel like they belong at the University. Similarly, although 68% believe the University is doing a good job in improving lives and contributing to society, this has not improved compared to last year.

There are also clear signals around leadership. While scores have improved, there is more to do — 54% of colleagues feel the University Executive Team listens to colleagues, and 52% feel it leads the University well. At a Directorate level, the

'Leadership' theme sits at 60% positive sentiment, and this aligns with wider feedback about communication, visibility and how we support colleagues through change.

Reward is another area to focus on, with 60% positive sentiment. We know from previous conversations and survey feedback that recognition and feeling valued remain important areas for us to improve.

Themes across the Directorate

Looking across the seven survey themes:

- Engagement (81%), EDI (78%) and Purpose (75%) remain our strongest areas
- Enablement (73%) and Autonomy (66%) show generally positive sentiment, but with variation across teams
- Reward (60%) and Leadership (60%) are areas where we need to focus our attention

As always, the headline figures only tell part of the story. The detail within teams and services will be key to understanding colleagues' experiences, and not all results will apply in the same way across the Directorate.

Turning feedback into action

Our next step is to spend time understanding the results in more detail and, importantly, listening further to colleagues about what sits behind the scores.

At a local level, leadership teams will use their own data to identify priorities and agree actions that reflect the experiences of their teams. This is where we can be most responsive and make changes that are meaningful day to day.

Let's continue to build on this progress

It is equally important that we learn from what is working well. The survey highlights strong levels of trust, supportive teams and a shared commitment to the University's purpose. We need to understand where these experiences are strongest and how we can embed that more consistently across E&F.

There's a lot to celebrate – let's keep going

This is not the end of the conversation, but a continuation of the work we've been doing since last year from the listening exercise to the team meetings.

Over the coming months, we will share updates on what we are doing in response to your feedback and create opportunities for you to get involved, ask questions and shape the actions we take.

Thank you again for taking the time to share your views. Your feedback gives us a clear direction on where to focus, and we remain committed to making sure we turn this into meaningful change across Estates & Facilities.

Take care,

Barra