



APPETITE FOR

The Engineer's latest salary survey reveals a UK engineering workforce that's emerging from

THE ENGINEER REPORTS

Every year, The Engineer surveys professionals from across industry to ask how much they are earning, where in the UK they are based, what sector they're working in and a host of other questions related to job satisfaction, employee benefits, and attitudes to the big issues facing industry.

Whilst most areas of the economy are - at the time of writing - mercifully emerging from the challenges posed by the pandemic, the impact of the of the past two years still looms large across industry and we awaited this year's survey (which was carried out during December 2021 - January 2022) with great interest.

How, we wondered, have engineering salaries been affected? Which sectors and regions have fared best in terms of salaries and job security? And now that the worst of the pandemic seems to be behind us, have attitudes to job seeking shifted? Are engineers still largely content to stay put? Or, with recruitment returning to pre-pandemic levels, and emerging sectors crying out for transferable skills, is there an increased appetite for change?

All of these issues and more are analysed over the following pages and - by comparing our results for this year with those of our previous survey (published in March 2021) we're able to offer a telling snapshot of how life has changed over the past 20 months.

This year's survey attracted responses from 788 engineers working across 11 different broad sectors.

The demographics are largely in line with previous salary surveys, with 94 per cent of respondents working full-time and 90 per cent in permanent roles. 90 per cent describe themselves as senior engineers or above, 85 per cent have worked in engineering for 10 years or more and 80 per cent are aged 40 and over. Just under 94 per cent of respondents are male.

In terms of disciplines, the largest segment of those surveyed work in engineering design (29 per cent) followed by production (18 per cent) and R&D (15 per cent). Again, this response profile closely mirrors last year's sample group. The survey attracted responses from across UK industry with the largest subset working in manufacturing (21 per cent).

Engineering salaries overall have shown little change since last year's report. The mean average salary across this

40 per cent of respondents are happy with their salary

AVERAGE SALARY BY SECTOR

MANUFACTURING	£65,340
ENERGY/RENEWABLES/NUCLEAR	£62,709
CHEMICALS & PHARMA/MEDICAL	£61,331
OIL & GAS	£58,714
TELECOMMS/UTILITIES/ELECTRONICS	£58,682
AUTOMOTIVE	£57,996
MATERIALS	£57,892
DEFENCE & SECURITY/MARINE	£57,533
RAIL/CIVIL & STRUCTURAL	£53,244
AEROSPACE	£51,914
FOOD & DRINK/CONSUMER GOODS	£50,589
NONE OF THESE	£48,776
ACADEMIA	£47,999

Average salary for UK engineers

£58,108

FACING UP TO THE TALENT DROUGHT

With the skills shortage intensifying CBSbutler Managing Director Robert Harper comments on the measures employers can take to attract the top talent.

Yet again, the headline figures from the salary survey are relatively positive for those working in the engineering sector. This is, however, just a snapshot of what happened over the previous 12 months, and it is clear that the market is continuing to develop apace. We are noticing a spike in the number of vacancies being advertised, and whilst there is also an increase in the number of engineers looking for new roles (be that permanent or contract), that increase is not sufficient to fill all the new vacancies. We are in the midst of a skills shortage.

The engineering industry is evolving rapidly to survive the talent drought. The speed of which has become business critical in many quarters.

Whilst salary is usually the main determinant as to whether someone accepts a new job, or indeed starts to look for one, there are a range of other factors that organisations must confront to recruit and retain top talent. In fact, in many respects, the actions taken to retain engineers are the same as those used to recruit them.

One key area is benefits. A duvet day, fruit in the office and membership to the gym around the corner are of no use to people when they are working from home. Benefits need to evolve, and a growing number of companies are now offering personalised benefits that are moulded around the individual.

The benefits that are most in demand are flexibility and home working. Organisations in engineering have often been slower than others to accept change, but we are noticing that flexibility of start and finish times and working patterns are increasingly becoming the norm, whilst those who can work from home are being given the opportunity in some form or another.

Similarly, the way that engineers are being interviewed has changed, with more relying on video interviewing techniques. Initially part of the wave of change created by the pandemic, this has become an indicator of the talent drought. Organisations realise that unless they can act quickly and be nimble during the hiring process, they will struggle to recruit.

Finally, many engineering organisations have had to take a longer-term view of recruitment, with many starting or increasing efforts to promote STEM to the next generation of workers, in particular to females. Just 14.5% of UK engineers are female, according to Engineering UK—but this represents a dramatic 25.7% increase since 2016. Accelerating this trend could represent a long-term solution to the talent drought.

The last 24 months have seen a huge shift in the way engineers are working, and there are still well-publicised challenges ahead for the industry and the economy in general. Whilst the new way of working is slicker and has provided access to a larger audience, and recruitment ratios may have improved, organisations still have a lot of work to do if they want to remain on top.

CHANGE

year's response group is £58,108, which marks a 2.3 per cent increase on last year's figure. And whilst more than half of our respondents (56 per cent) have received a pay increase over the past 12 months, for most this has been below the current rate of inflation.

Nevertheless, 50 per cent of respondents are happy with their current salary and just over half are happy in their current roles. Indeed, 50 per cent are on bonus schemes and 84 per cent of have seen these pay out in the past 12 months.

In a significant shift from last year's figures, 42 per cent of respondents to our latest survey told us that they are considering a change of job (a 14 per cent YOY increase) whilst 67 per cent would consider transferring to a different sector.

In previous years engineers working in the oil and gas sector have regularly emerged as our highest earners. However, in a reflection of industry's shifting priorities this no longer appears to be the case. Amongst our sample group, average salaries in fossil fuels have been overtaken by those offered in the energy/nuclear and renewables sectors (£63K). The highest average salaries amongst this year's sample group are to be found in the manufacturing sector (£65K).

Over the following pages, we have analysed in more detail what the results of our survey tell us about the state of the UK engineering profession in 2021/22.

As always, this year's results will be fed into The Engineer's online salary benchmarking tool, so do visit our website www.theengineer.co.uk to find out how your salary compares to that of your industry peers.

AVERAGE SALARY BY SENIORITY

JUNIOR ENGINEER/ GRAD	£35,356
SENIOR ENGINEER / MANAGER	£54,134
DIRECTOR	£102,162

UK engineers are considering a change of job

42%

UK engineers have received a pay increase in the past 12 months

56%



SENIORITY

In common with previous surveys the majority of respondents (90 per cent) describe themselves as senior engineers or above with senior engineers accounting for 43 per cent of the overall sample followed by managers (33 per cent), and C-suite executives (13 per cent). Junior and graduate engineers accounted for 10 per cent with CEOs and directors making up 13 per cent of the response group.

Whilst the mean average salary across the entire sample group has shown a modest increase since last year, this isn't mirrored across all levels of seniority. For instance, average salaries enjoyed by junior & graduate engineers have seen an increase of just under five percent, whilst senior engineers and managers (the largest portion of our response group) have actually seen a YOY decline from an average of £56,506 to £54,134. Those at director level or above appear to have seen a larger increase (21 per cent), although this is partially explained by the relatively low size of this particular sample group (100 respondents in total).

Earning power at different seniority levels also varies from sector to sector. For instance, junior engineer respondents working in the automotive and aerospace sectors appear to have seen a decline in their annual salaries compared to last year's results, whilst those working in the energy and food and drink sectors have seen YOY increases of 31 and 33 per cent respectively.

At senior engineer level, with a couple of exceptions (most notably oil and gas which has seen a decline of 20 per cent) salaries have seen a modest annual increase across all sectors, with the energy / renewables and nuclear sectors topping the table.

At director level and above there is considerably more variability from year to year. Amongst our 2022 respondents, directors in the defence & security / marine sectors top the table with a whopping £174,750 whilst the world of academia, where average salaries are £55k, appears to be the least lucrative destination for this level of seniority.

Whilst some of these wilder variations may be skewed by relatively small sample sizes perhaps the most statistically robust indicator of how life has changed for engineers at this level can be found in the manufacturing sector, where average salaries amongst our sample group have risen from £54,049 to £65,340 (an increase of 21 per cent).

In terms of the gender diversity at different seniority levels, this year's results point to a slightly reduced female representation towards the higher end of the career ladder, with women accounting for just 3 per cent of our director level sample group (down from 4.7 per cent in 2021) and just 5 per cent at senior engineer level. More promisingly however female engineers accounted for 20 per cent of respondents at junior engineer / graduate level (This is up from 13 per cent in last year's survey).

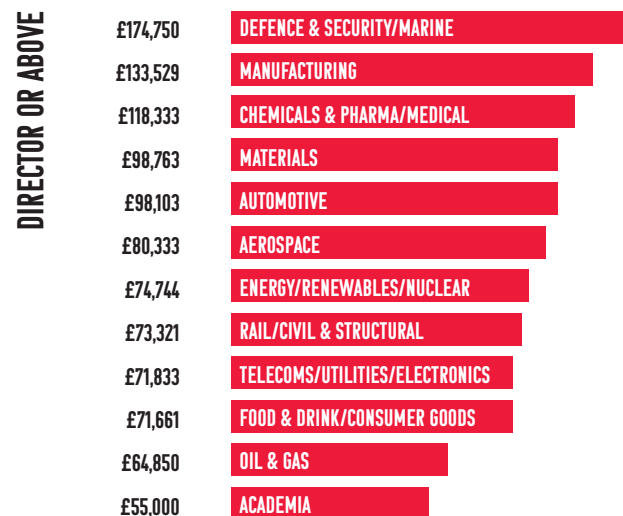
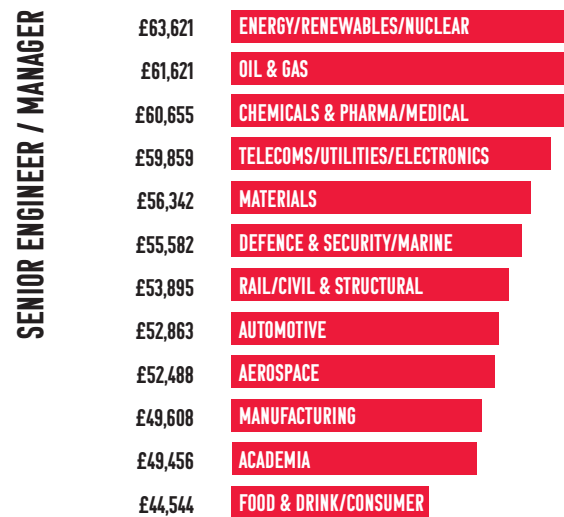
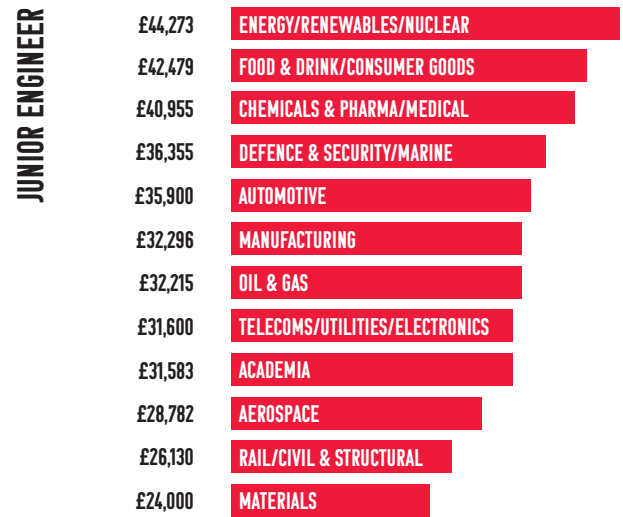
90 per cent – of respondents are senior engineers or above

Average junior engineer salary
£35k

Average senior engineer salary
£54k

Average director salary
£102k

AVERAGE SALARY BY SECTOR-SENIORITY





REGIONS

As ever, The Engineer salary survey drew responses from across the UK, helping to paint a picture of the evolving pay landscape for engineers in different regions.

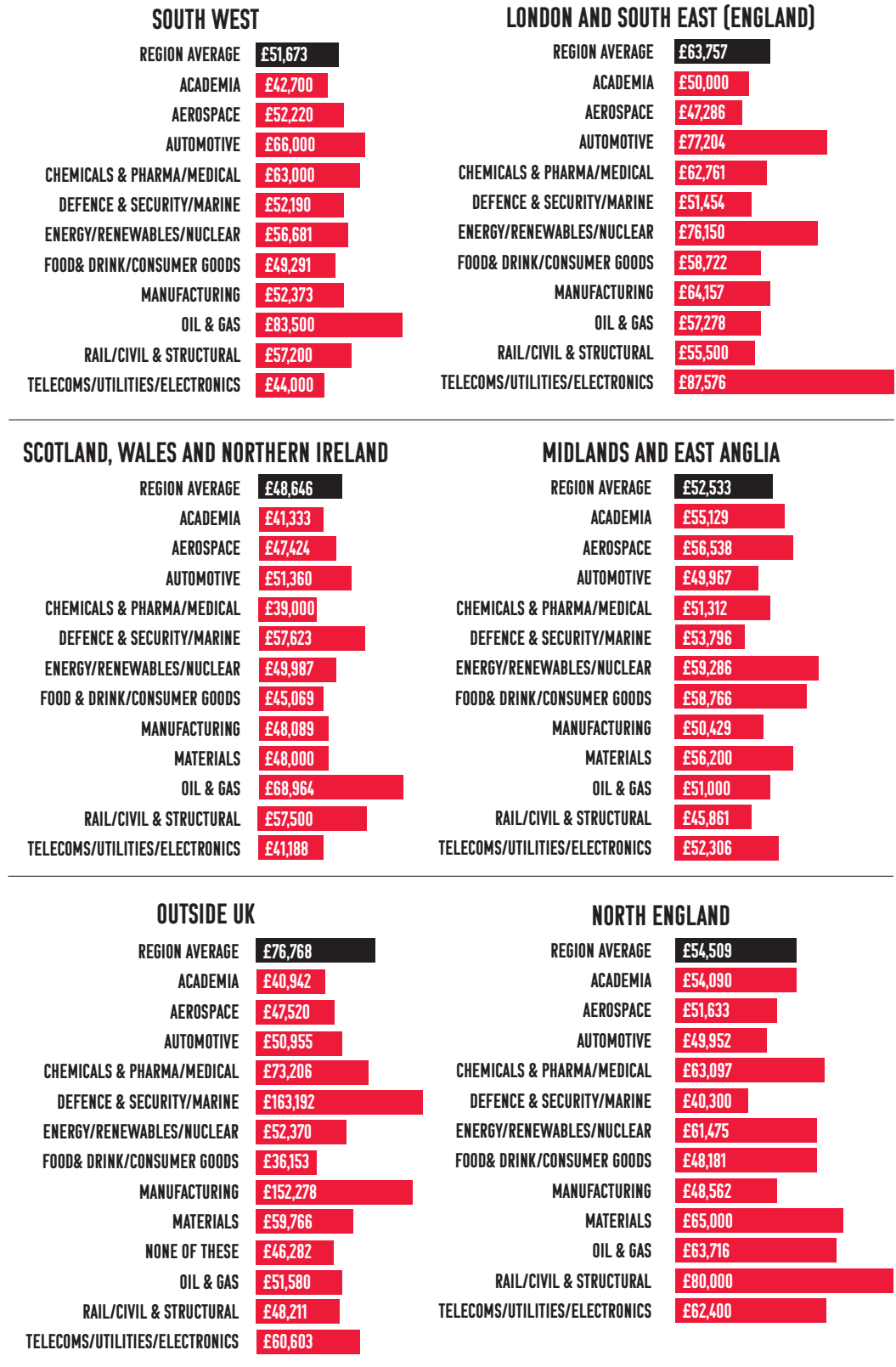
Britain's traditional manufacturing heartland in the Midlands remains a key driver of employment, with it (and East Anglia) accounting for almost a quarter (26 per cent) of respondents. However, average salaries in this region appear to have dropped for the second year in a row, from £53,250 in last year's survey to £52,533 this time around. Nevertheless, engineers employed by organisations in this region appear to be amongst the most content in the UK, with 57 per cent of respondents from this region telling us that they are happy in their roles.

A more marked YOY decline has been seen in Scotland, Wales and Northern Ireland, which last year topped the regional table with an average of £57,308 but has since seen average salaries amongst our response group drop by 7.5 per cent to £48,646, placing the region below this survey's UK national average (£58,108).

Elsewhere, it's a tale of modest increases. In London and the South East, which tops the regional salary table and accounts for our second biggest cohort of respondents (24 per cent), average salaries have continued to rise, going from £60,000 in 2020 to £63,757 in this year's survey (a 6 per cent increase). For the second year in a row, engineers working in these regions also appear to be most likely to enjoy a bonus with 84 per cent of respondents from this group telling us that they have received a bonus in the past 12 months.

Engineers in our next largest regional sample - the North - have also enjoyed an increase, seeing average salaries rise from £52,024 to £54,509. Just under half of respondents from this region (45 per cent) told us they believe they are appropriately remunerated and 53 per cent are content in their jobs.

Unsurprisingly, whilst London and the South East top the table for salaries across most sectors, there is some regional variation within specific sectors. For instance, engineers



pursuing a career in the manufacturing sector are likely to command a higher salary in the South West (£52,373) according to our results. Similarly, those

interested in the world of renewable energy appear to be better remunerated in the North of England (£61,475) than anywhere else in the UK. →



JOB SATISFACTION / SECTORS

After a year of relatively modest salary increases across industry, it's not particularly surprising to see a slight YOY decline in satisfaction levels.

Whilst last year's survey suggested 43 per cent of engineers are happy with their pay, this figure has declined in our most recent sample to 40 per cent. Meanwhile, just over 30 per cent are distinctly unhappy with their pay level and 22 per cent are uncomfortable with their workloads. This year's figures also point to relatively small decline in overall job satisfaction, with just over half of our latest set of respondents telling us that they are happy in their roles. This compares to a 59 per cent level of contentment amongst our previous survey's respondents.

Across the sectors the highest levels of salary satisfaction are found in the materials, automotive and energy / renewables sectors.

Materials tops the table with 62 per cent, and is closely followed by automotive on 60 per cent.

Interestingly, in manufacturing, the sector which according to our survey commands the highest average (£65,340), only 42 per cent of respondents are happy with their pay levels. Nevertheless, those working in manufacturing are amongst the most likely to stay put in their current roles, with 34 per cent of respondents from this sector telling us that they are considering a change of job

The lowest levels of salary satisfaction are found in academia and the food & drink / consumer goods sectors, where just 27 per cent and 26 per cent respectively are content with their pay levels. Interestingly, despite the relatively poor financial rewards, engineers in academia appear to be more content than many of their colleagues, with 67 per cent of

respondents from this sector telling us they are happy in their roles.

At the other end of the scale, engineers in the oil and gas sector - which remains one of the highest paying fields (£58,714) - report the lowest level of job satisfaction, with just 36 per cent of respondents telling us they are happy in their roles. This marks a decline from last year's figure of 55 per cent.

Whilst the changes are reasonably small, this year's survey points to a clear decline in job satisfaction across most metrics, and with the competition for skilled engineers more intense than it has been for decades the message to employers is clear: think carefully about what you can do to make your organisation an attractive destination, not just in terms of the money you offer, but how you ensure that your workers feel fulfilled and valued in their roles.

SECTORS	AVG SALARY	% CONTENT WITH SALARY	% HAPPY IN CURRENT JOB	% CONSIDERING CHANGE OF JOB	% LIKELY TO STAY IN INDUSTRY FOR 5 YEARS	% FEEL VALUED IN ROLE
ACADEMIA	£47,999	27	67	43	79	39
AEROSPACE	£51,914	43	51	46	74	43
AUTOMOTIVE	£57,996	60	60	46	74	48
CHEMICALS & PHARMA, MEDICAL	£61,331	40	48	42	77	41
DEFENCE & SECURITY / MARINE	£57,533	52	49	49	85	43
ENERGY / RENEWABLE / NUCLEAR	£62,709	41	53	41	68	43
FOOD & DRINK / CONSUMER GOODS	£50,589	26	39	48	74	33
MATERIALS	£57,892	62	75	31	77	54
MANUFACTURING	£65,340	42	57	34	77	50
OIL & GAS	£58,714	31	36	51	89	37
RAIL / CIVIL & STRUCTURAL	£53,244	40	60	40	87	53
TELECOMS / UTILITIES & ELECTRONICS	£58,682	29	57	40	78	36





CHANGE OF JOB

With job satisfaction levels waning, pre-pandemic confidence levels returning, and the industry-wide skills shortage becoming ever more pronounced, increasing numbers of engineers (42 per cent of our overall response group) are actively considering a change of role.

With 78 per cent of respondents telling us that they are likely to remain in industry for next five years and just 12 per cent telling us they're actively planning to leave the sector, most of these movers look set to remain in the engineering. However, a large proportion appear to keen to explore opportunities in other sectors of industry. Indeed, 67 per cent respondents told us they would consider a sideways move into a different sector.

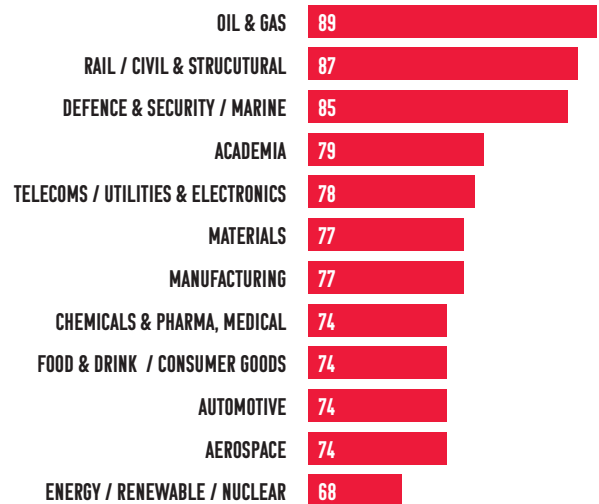
Unsurprisingly, given the high levels of activity and investment in the area, the energy and renewables sectors are viewed as the most attractive destinations, with 54 per cent of those surveyed keen to explore opportunities in these sectors. The least attractive destinations amongst our sample group are food and drink and telecoms and utilities, with just 11 per cent prepared to consider a move to those areas of industry.

Looking at the appetite for change on a sector by sector basis, engineers currently working in oil and gas appear to be most likely to be considering a change of role (51 per cent) followed by defence & security (49 per cent) and food & drink (28 per cent). According to our survey results, the least likely engineers to be considering a move are currently working in the manufacturing (34 per cent) and materials (31 per cent) sectors.

As in previous years, there is a strong appetite amongst the UK engineering community to explore opportunities further afield with 45 per cent of respondents telling us they would consider taking a position overseas. Europe (excluding the UK) was viewed as the most appealing destination, closely followed by North America.

Unsurprisingly, the enticement of better pay is the most popular motivation for contemplating a switch of engineering sector, with 73 per cent citing it as a key factor. However, as other parts of this survey have highlighted, pay is by no means the only factor influencing workplace satisfaction. Almost the same number (68 per cent) told us that the possibility of a new

% LIKELY TO REMAIN IN INDUSTRY (NEXT 5 YEARS)

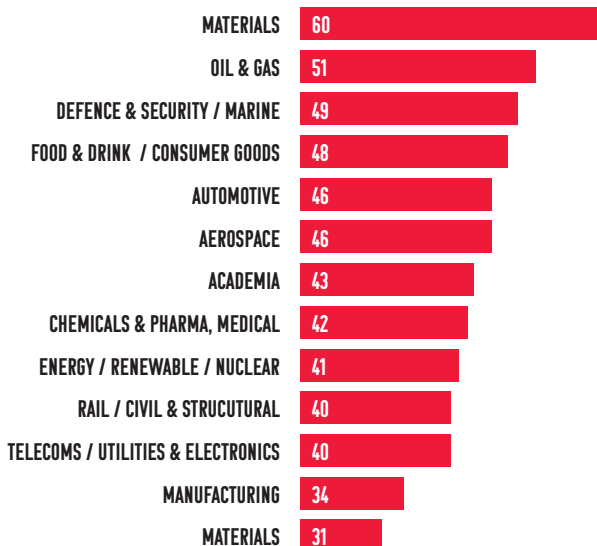


challenge is important, with just under half of respondents (44 per cent) pointing to limited opportunities in their existing roles. Interestingly, for those considering a move away from engineering, the most important motivating factor appears to be a desire for a fresh challenge (72 per cent).

Again, these motivating factors do appear to vary from sector to sector. Amongst our aerospace respondents, for instance, the desire for a new challenge is the biggest motivation for active job seekers, with 77 per cent ranking this most highly.

67 per cent considering a move into another sector

% CONSIDERING A CHANGE OF JOB



42% Considering a change of job

TOP THREE MOTIVATIONS FOR CONSIDERING A CHANGE OF JOB



78% Expect to remain in industry for next five years





BENEFITS AND BONUSES

Overall, 50.5 per cent of respondents to this year's survey are on bonus schemes, marking an increase from last year's figure of 48.5 per cent. Perhaps more significantly, 85 per cent of those involved in bonus schemes have actually seen them pay out within the past 12 months, which again marks an increase on last year's figures

Amongst those receiving a bonus, 47 per cent received between 0-5 per cent of their basic salary whilst a lucky 14 per cent received windfalls that represented at least 16 per cent of their salaries.

As in previous years, engineers working in academia are the least likely to receive a bonus, with just 9 per cent of respondents from this group telling us that they are included in such a scheme.

Last year's most generous sector in this regard, aerospace, has slipped down the rankings a little with 39 per cent of respondents (compared to 54 per cent last year) involved in a company bonus scheme.

According to our results, the most generous sectors in terms of bonuses are food & drink / consumer goods (64 per cent) and chemicals & pharma (67 per cent).

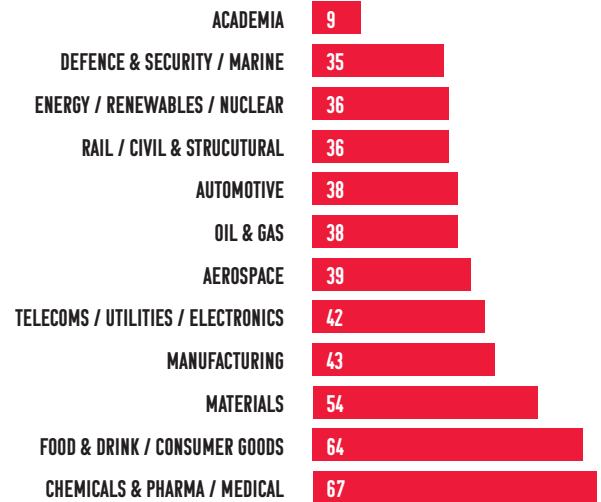
In terms of other key benefits, 74 per cent of our entire sample group enjoy contributory pension schemes and 38 per cent benefit from private medical insurance. 91 per cent are entitled to 21+ days of paid holiday. The largest slice of the response group (46 per cent) receive between 21 - 25 days per year.

Flexible working levels - which saw an understandable spike in last year's survey - have held up with 46.5 per cent overall enjoying flexible arrangements. The highest levels of flexible working are seen in the defence & security sector (72 per cent) closely followed by academia (70 per cent). Unsurprisingly, the most heavily represented sector overall (manufacturing) sees some of the lowest levels of flexible working with just 29 per cent of respondents enjoying this approach.

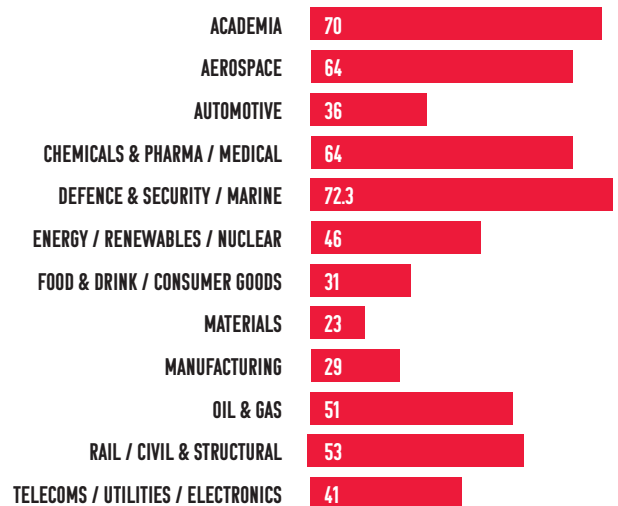
Enjoy flexible working arrangements

46.5%

% RECEIVING BONUS IN PAST 12 MONTHS



FLEXIBLE WORKING



50.5%

On bonus schemes





AGE & EXPERIENCE

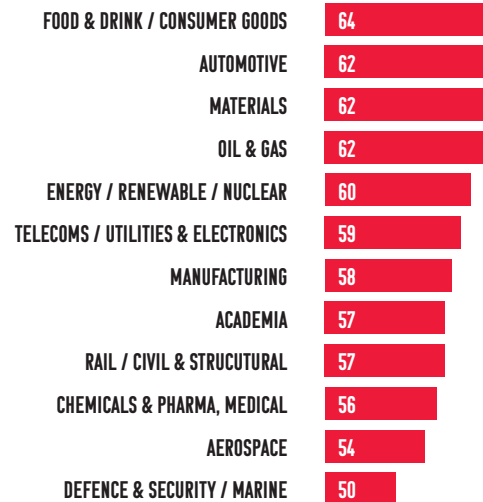
The rising age of the engineering sector is an ever-present concern, with industry struggling to attract the requisite numbers of young graduates and the average age of engineers steadily increasing. This year's survey results do nothing to allay these concerns with engineers over 50 accounting for over half (57 per cent) of all respondents.

As in previous years, engineers in their 50s make up the biggest cohort, with 33 per cent of this year's respondents in the 50-59 age range. This represents a slight decrease on last year's figure of 35 per cent. Meanwhile, the 60+ segment saw a jump in representation from 20 per cent in 2021 to 24 per cent in this year's survey.

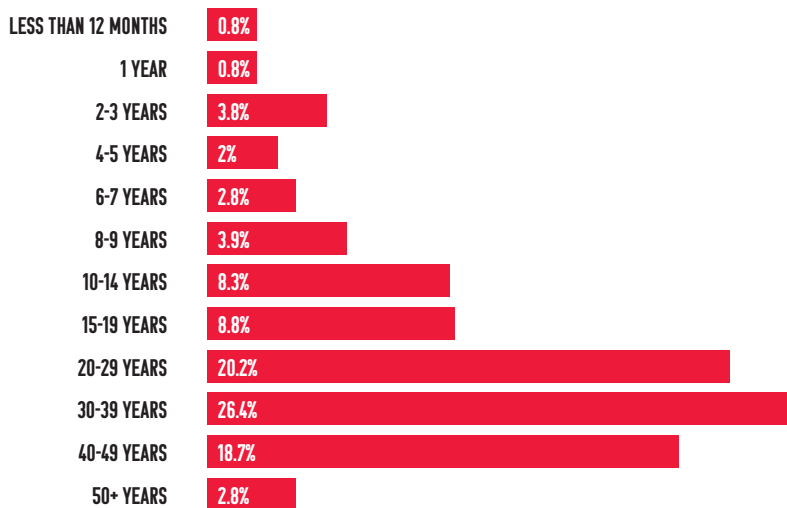
Nearly half (47 per cent) have been working in engineering for at least 30 years, a potentially worrying finding for a profession that needs an expanded pipeline of youth to take up the torch for those nearing retirement.

According to our results, the food and drink and consumer goods industries have the highest proportion of engineers over 50 in their workforce (64 per cent), followed by the automotive, materials and oil and gas sectors (all on 62 per cent). The sectors which appear to be doing the best job at attracting a younger workforce are the defence & security and aerospace sectors, where 25 and 21 per cent respectively are under 35.

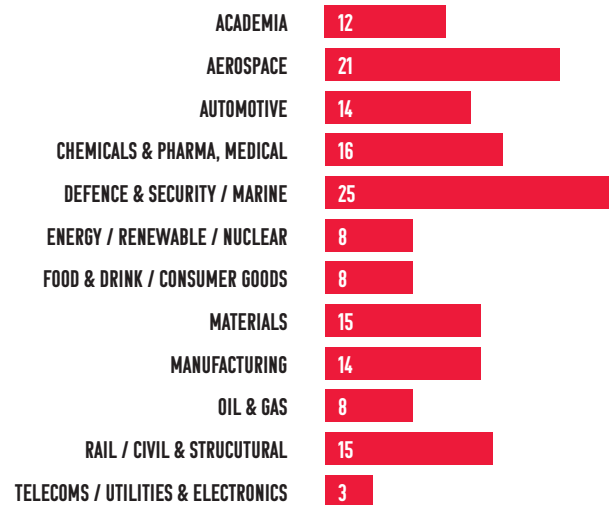
% OF ENGINEERS OVER 50 BY SECTOR



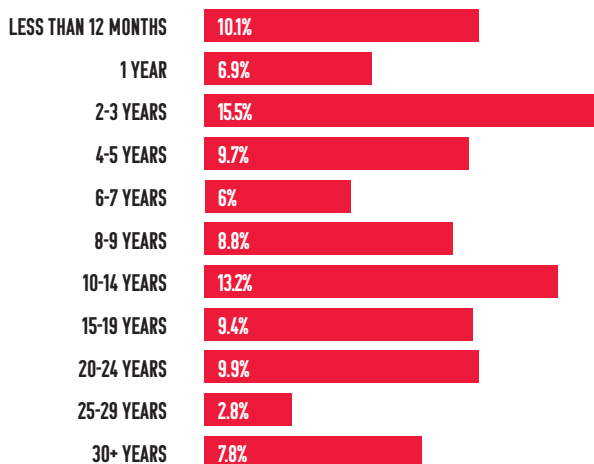
YEARS IN ENGINEERING



% OF ENGINEERS UNDER 35 BY SECTOR



YEARS IN CURRENT JOB





ROUTES INTO INDUSTRY & PROFESSIONAL REGISTRATION

Despite efforts to encourage more young people into apprenticeships, there is little sign of change reflected in this year's survey findings. Indeed, the routes engineers use to enter the profession have remained fairly consistent since The Engineer's first annual salary survey in 2015.

Once again, just over half of our overall sample group (52 per cent) have a degree, whilst 34 per cent entered the profession via an apprenticeship, a slight increase on last year's figure (32 per cent).

Many respondents have also pursued further academic qualifications, with 32 per cent having received a masters degree, and eight per cent possessing a doctorate.

The highest level of apprentice trained engineers are to be found in the food, drink and consumer goods sectors, with 54 per cent of respondents from these areas choosing this route. The survey results also point to relatively high levels of apprenticeship trained engineers in materials (46 per cent), defence & security / marine (43 per cent) and manufacturing (42 per cent).

Meanwhile, the highest proportions of university educated engineers are found in the chemical & pharma / medical sectors (73 per cent) and academia (61 per cent).

Across the age groups the highest proportion of apprenticed engineers are again found in the higher age brackets, with – for instance - 57 per cent of respondents in the 60+ age bracket entering the profession via this route. As with last year's results the lowest levels of apprentice trained engineers are found in the 30 - 39 age bracket (19 per cent), whilst our youngest sample group – the under 30s – is slightly more likely to have taken this path (22 per cent).

Once again, more than half of all engineers responding to our survey have not chosen to pursue professional registration, although levels of professionally registered engineers do appear to have increased slightly YOY (from 43.2 per cent to 46 per cent).

Registration levels are roughly the same across different age groups, suggesting that the engineering bodies' efforts to broaden the appeal of registration are meeting with some success. Indeed, amongst this year's sample group 48 per cent of under thirties are professionally registered.

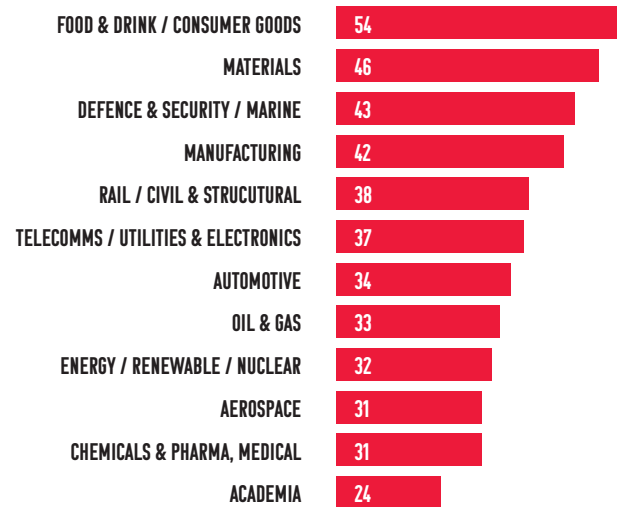
Despite this, respondents are - in general - unconvinced by the salary boosting potential of registration with just 17 per cent of our overall sample group believing this to be the case and 37 per cent actively disagreeing with the notion that it improved their prospects.

Our results once more suggest that under-represented ethnic groups are more likely to believe in the value of professional registration with 55 per cent of ethnic minority respondents (compared with 42.5 per cent of white respondents) professionally registered.

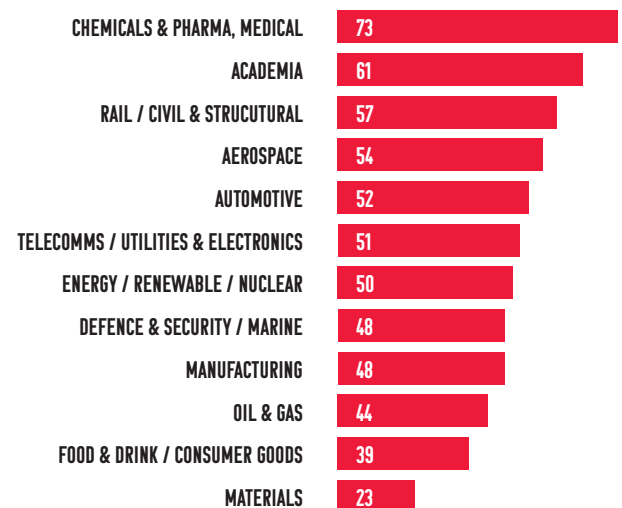
However, in a further concerning sign for those pushing the benefits of registration, levels amongst female respondents have dropped from 51 per cent last year to 39 per cent this year.

This year's survey uncovered significant variations from sector to sector with engineers working in the rail, civil and structural sectors once more demonstrating the highest levels of registration (67 per cent). This sector was followed by energy / renewables and nuclear, where 66 per cent of respondents are registered, whilst the lowest levels of registration are found amongst respondents working in the materials sector (14 per cent).

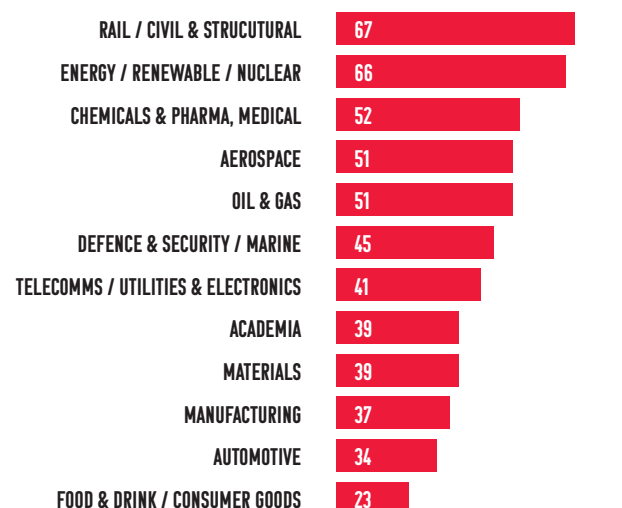
% QUALIFIED BY APPRENTICESHIPS



% QUALIFIED BY DEGREES



% PROFESSIONALLY REGISTERED





GENDER & DIVERSITY

Despite some good news on pay difference, the overall response continues to reflect industry's gender imbalance, with female engineers accounting for just 6.3 per cent of the overall response group. This is the same as last year's figure and - it should be noted - is considerably less than the commonly accepted figure of around 12 per cent. The survey also received two responses from people of other genders.

The individual sector with the highest percentage of response from female engineers is defence & security, where 12 per cent of respondents are female. This is followed by rail, civil and structural where 9 per cent of respondents are female.

Women were poorly represented in the automotive and manufacturing sectors where they accounted for just 3 per cent of the overall sample, and there were no non-male respondents in the materials and food and drink sectors. However given the relatively small size of the female sample group (49 respondents) we should be careful about drawing any concrete conclusions from these more granular slices of the data.

In better news, the average salary for female engineers responding to this year's salary is £55,004 up from £53,294 in 2021. This compares to an average salary among male engineers of £58,286 and represents a further tightening in the gender salary gap from an average of £5,000 to just over £3,000 in 2022.

The size of this gap shows some interesting variations across the seniority levels, with female engineers at junior / grad level earning on average around £2,000 more per year than their male colleagues, whilst female respondents at senior engineer / manager level are actually earning on average £10k more than their male colleagues. At director level or above, average male salaries were considerably higher (£103,986 for men compared to £57,833 for women).

In terms of benefits, a far greater proportion of male respondents told us that they benefit from a bonus scheme (51 per cent compared to 41 per cent for women). Conversely, a far greater proportion of female respondents (59 per cent compared to 46 per cent for men) enjoy flexible working arrangements.

Despite these differences, levels of job satisfaction show little gender based variation with both male and female respondents telling us that they are generally happy in their jobs (53 per cent for men, 57 per cent for women). Meanwhile, in line with earlier surveys, female respondents appear generally more positive about their employers' efforts to encourage a work life balance (48 per cent women, compared to 38 per cent of male respondents).

The survey findings tell a similar story in terms of industry's ethnic diversity challenge with 87 per cent of respondents describing themselves as white: the same proportion as in last year's findings.

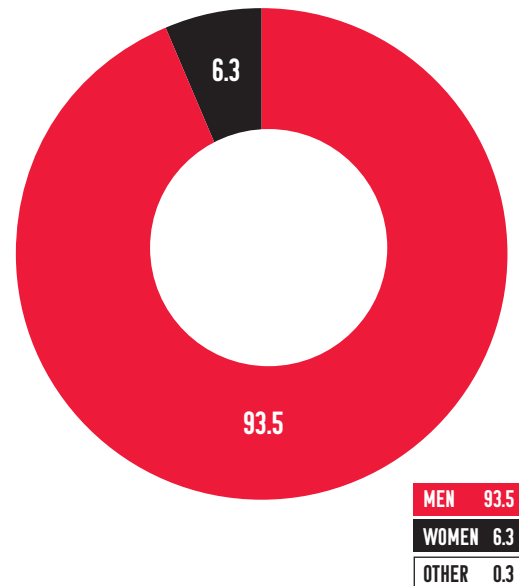
Amongst ethnic minority respondents, 0.8 per cent describe themselves as black, and 1.4 per cent as coming from mixed / multi-ethnic groups. Engineers of Asian descent are the largest ethnic minority group in the overall sample, and account for 7 per cent of total respondents.

Whilst previous surveys had identified lower average earnings amongst UK industry's ethnic minority groups, this year's survey paints a somewhat more positive picture with average salaries broadly the same across all levels of seniority.

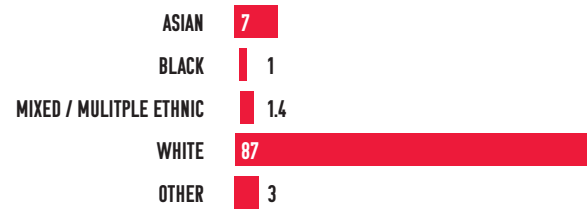
However, there are some areas of concern. For instance, whilst 58 per cent of white respondents saw their salaries increase over the past 12 months, just 45 per cent of those from ethnic minorities enjoyed a rise. According to our results, white engineers are also more likely to be enrolled on bonus schemes (52 per cent compared to 42 per cent).

These differences do not appear to be reflected in overall satisfaction levels however, with 58.8 per cent of respondents from ethnic minority groups telling us they are happy in the current role, compared to 53 per cent of their white colleagues.

GENDER %



ETHNICITY %



% NON WHITE BY SECTOR

