

People and Resources Committee

Meeting Date	11 June 2026
Title	HR Performance Report – Quarter 4 2025-26
Author(s)	Aditya Palai, HR Business Partner
Executive Sponsor	Alastair Bridges, Executive Director of Resources
<p>Executive Summary This report provides an assessment of the organisation's performance for the fourth quarter of 2025-26 against key Human Resources (HR) performance indicators (KPIs).</p> <p>Establishment The organisation maintained a stable establishment in Q4, operating within budget at 398 full-time equivalent (FTE).</p> <p>Recruitment Recruitment remained efficient and well-controlled, with strong candidate interest (1,151 applications) and a low time to hire of 19 days, exceeding KPI expectations.</p> <p>Sickness Absence Sickness absence improved significantly, with reductions in both short and long-term absence and overall rates remaining below national benchmarks (3% vs 4.4%). While respiratory illness remained the primary cause, overall absence levels in Q4 were notably lower than Q3, indicating effective absence management.</p> <p>Wellbeing, Recognition, Benefits and Employee Relations Recognition activity showed seasonal peaks, while wellbeing support demand remained low and stable. Benefits uptake was mixed, with stronger engagement in financial offerings. Employee relations activity increased in Q4, with a shift toward capability, disciplinary and dismissal cases, indicating a more formalised approach to performance management.</p> <p>Employee Turnover and Exit Insights Turnover stabilised in Q4, with balanced levels of leavers and joiners and a strong retention rate of 85%. Attrition was primarily driven by external factors.</p> <p>Learning and Development Strong progress was made in leadership and organisational capability development. Key programmes were successfully delivered with high engagement, alongside organisation-wide training, including artificial intelligence (AI) for leaders and compliance learning (91% completion rate). The annual performance review process was also launched.</p>	

Employee Turnover Diversity

Turnover remained concentrated among younger employees (21–30), with strong retention in older age groups. Exits were predominantly among non-disabled employees and largely within the white ethnic group.

Recruitment Candidate Diversity

The candidate pipeline remained skewed toward younger applicants, with balanced gender representation and low disability declaration rates. Ethnic diversity reflected the applicant pool, with no evidence of disproportionate progression outcomes, indicating fair recruitment practices.

Recruitment by Pay Band

Recruitment activity was concentrated in mid-level roles (Bands C and D), with limited activity at entry and senior levels. Progression across gender and ethnicity remained consistent, with outcomes largely driven by role profile rather than disparities in selection.

Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	HR KPI's are an ongoing set of data presented to ELT and the People and Resource Committee, previous report can be found here.
Next steps	Continue to review and analyse the data in light of the HR departmental workplan. HR to work with managers and Heads of departments to resolve any underlying issues within their team and deliver against the people strategy as agreed.
Financial and resource implications	Being managed within existing resource and budget as part of HR's workplan.
Associated strategic priority/priorities	Build a resilient, healthy, capable and sustainable organisation Be visible, engaged and informed Continuously improve and innovate
Associated strategic risk(s)	5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened to 5.a The resources we require to achieve our strategy are not in place or are not sustainable 4. We are unable to effectively build trust, engage with and influence our stakeholders, reducing our ability to understand their perspectives and regulate effectively
Risk appetite	People - open Compliance - measured
Communication and engagement	The report will also be published on the HCPC website.

Item 08

Equality, diversity and inclusion (EDI) impact and Welsh language standards	EDI data is provided in the report and will continue to be further developed in future reports.
Other impact assessments	
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

HR Performance Report Q4 2025 - 2026

Aditya Palai

HR Business Partner

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Appendix 1 – Q4 Pulse Surveys



Highlights

Areas of Strength

Culture

- Employee satisfaction remains high with an 80% overall satisfaction score from the Q4 pulse survey, indicating continued engagement and positive workplace culture.

Establishment

- The total average FTE of 373 remains within the budgeted establishment of 398, demonstrating efficient workforce planning.
- The average FTE for agency staff remained stable at 8, consistent with Q3 levels.

Recruitment

- Time to hire has steadily remained on target, driven by a strategic emphasis on direct recruitment and reduced dependence on external agencies.
- A consistently diverse talent pipeline continues to be attracted to HCPC across roles.
- In Q4, 59% of applications were received from female candidates, demonstrating sustained gender diversity within the applicant pool.
- Additionally, during 2025–26, 29% of roles were filled by internal employees, reflecting strong internal progression and development opportunities.

Retention & Turnover

- Voluntary turnover has slightly increased from 11% to 12%, reflecting pressures in a small number of operational areas.
- Employee retention remained stable at 85% in Q4, consistent with Q3.

Sickness Absence

- Both short-term and long-term sickness absence show a marked reduction during Q4.

Learning and Development

- Successful completion of aspiring to management, management development programme and operational leadership development programme.

Areas for Development and Action

Recruitment Activity

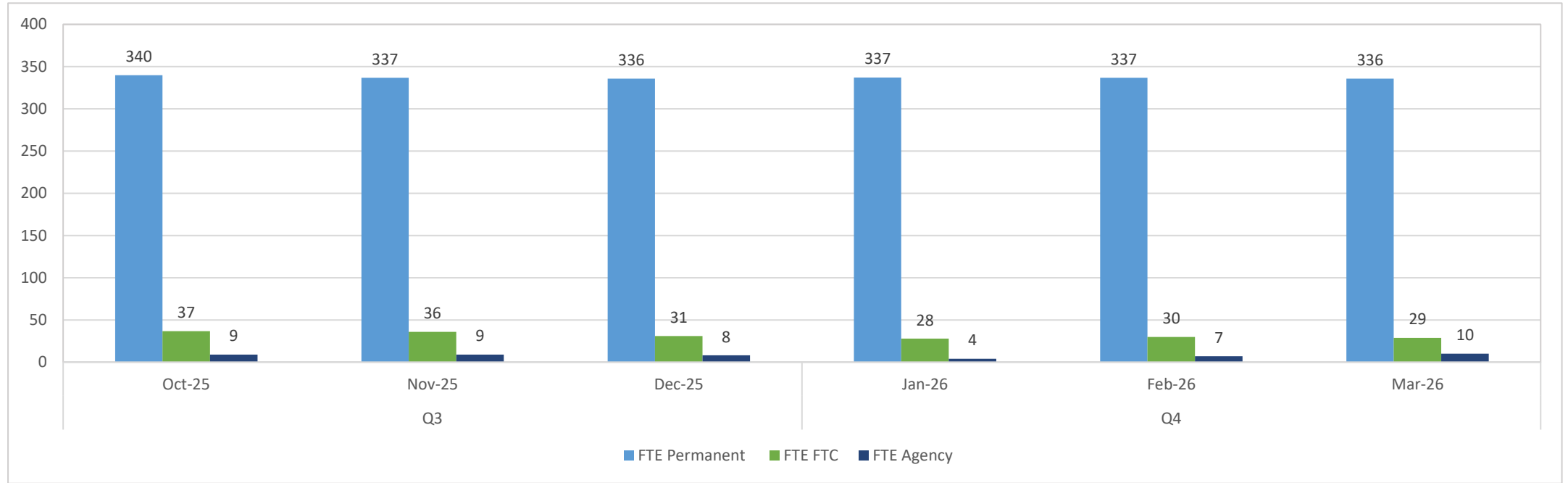
- The screening processes will continue to be reviewed and developed to speed up longlisting and shortlisting and improve strategies to attract high-quality candidates with a focus on particular operational pressure points.

Employee Feedback

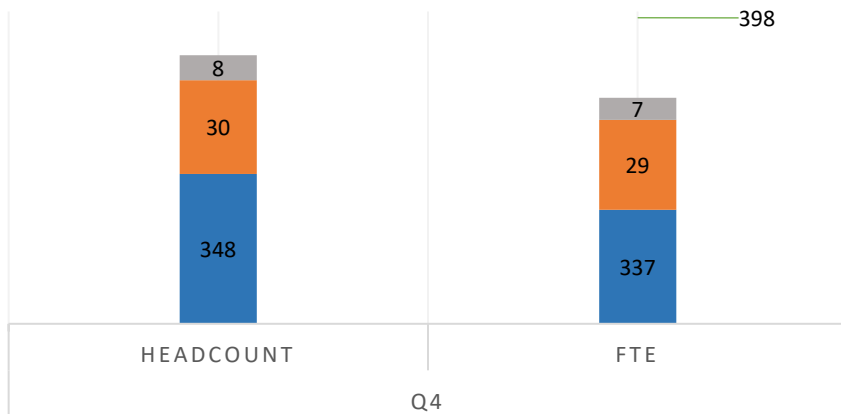
- Achieve and maintain improved exit interview completion rates.
- Continue engagement levels with pulse survey



Establishment

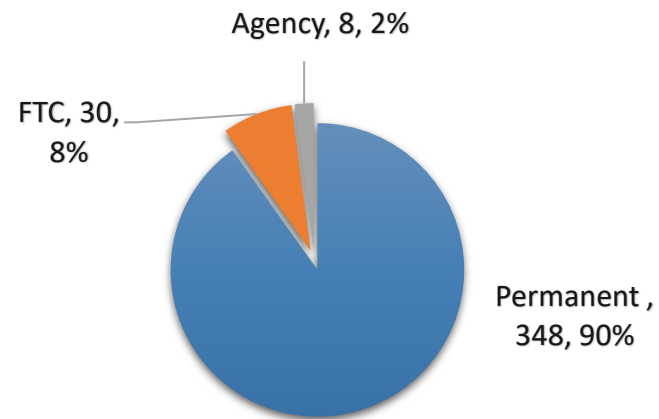


Total Headcount and FTE*



- 1. Permanent staff
- 2. FTC staff
- 3. Agency staff
- FY 2025-26 Total target

Workforce Proportion*



*Based on average in period
Total budgeted establishment of FTE figure -398



Recruitment Activity

Average job advertised:
8

Average in-progress vacancies:
17

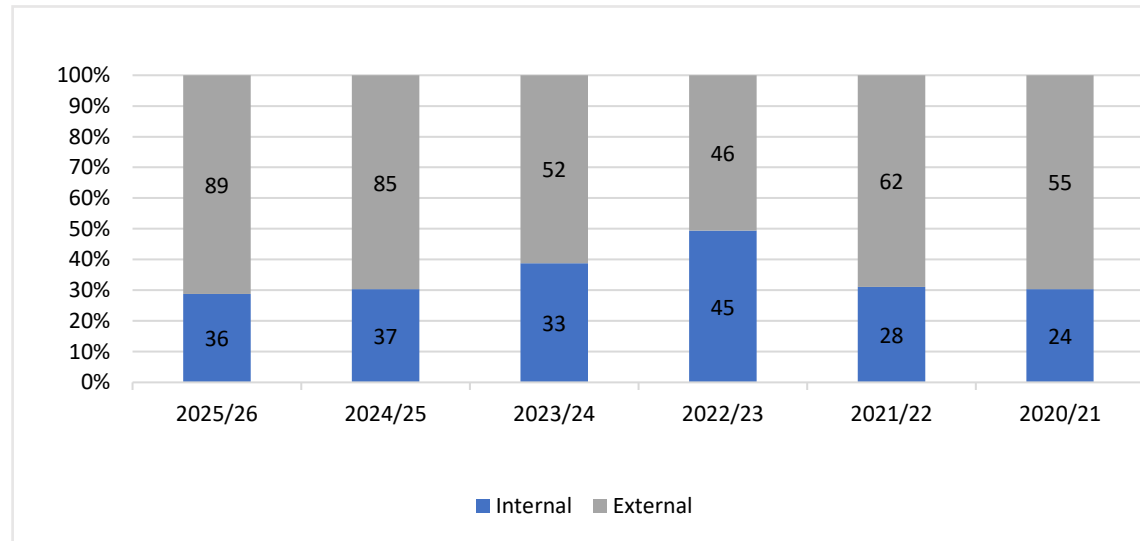
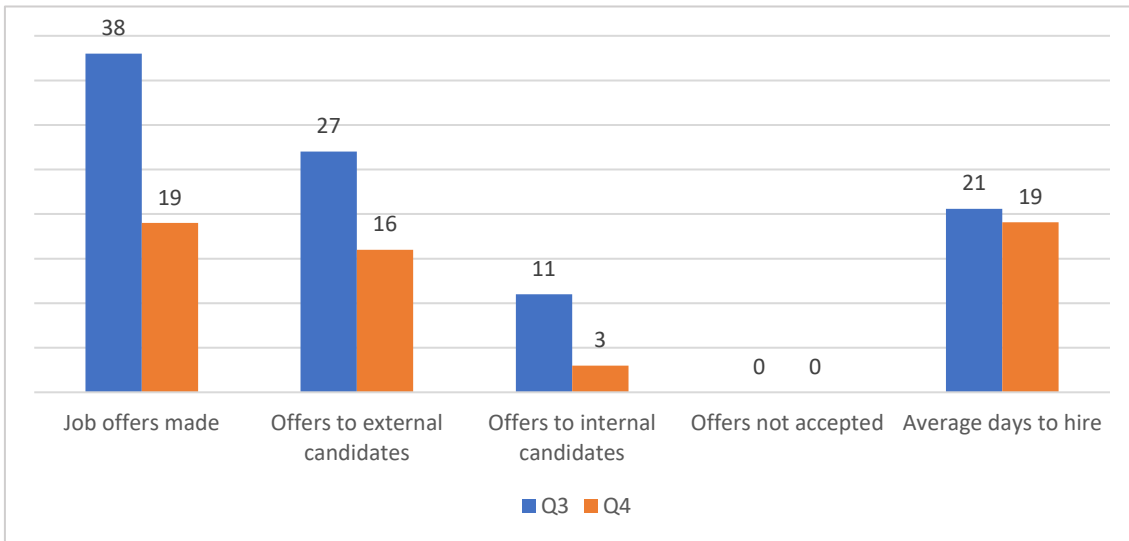
Total applications:
1151

Average applications per role:
61

Average days to hire:
19 days*

Total response of talent network:
81

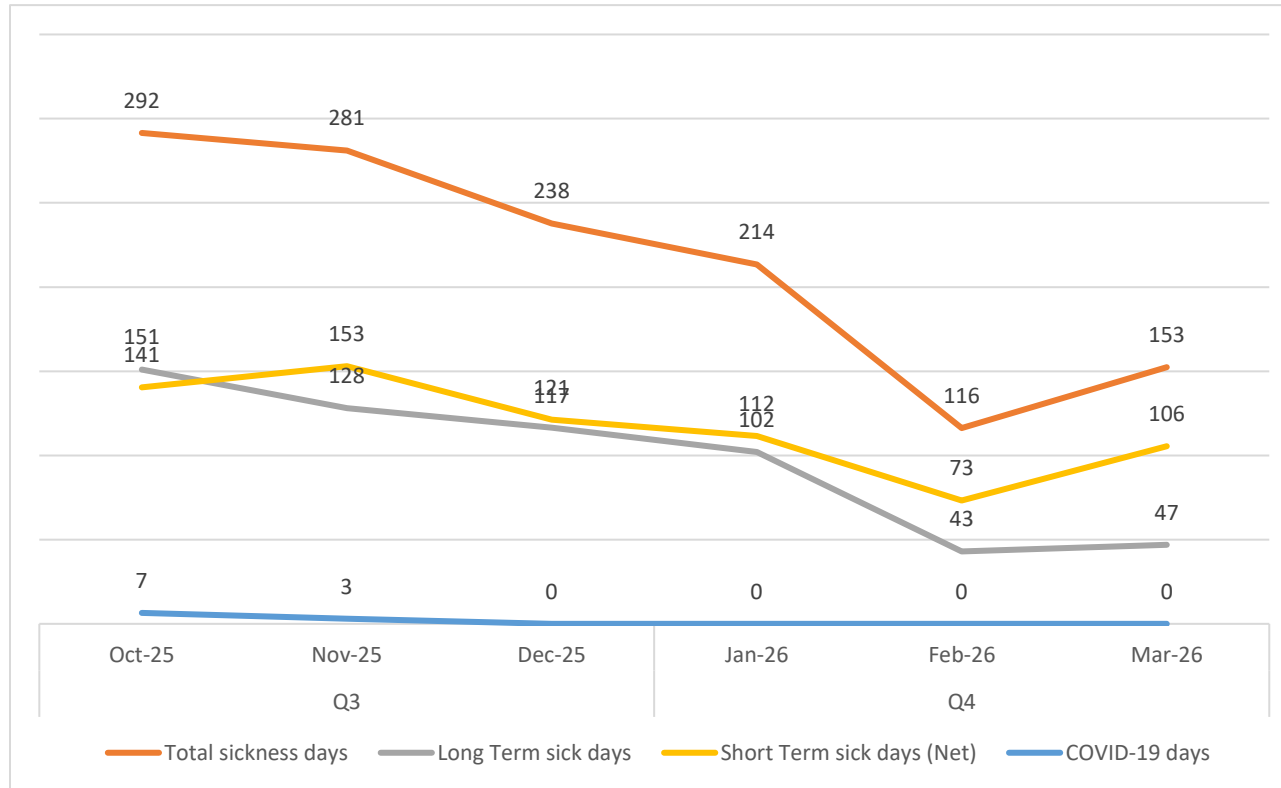
Total shortlisted:
75



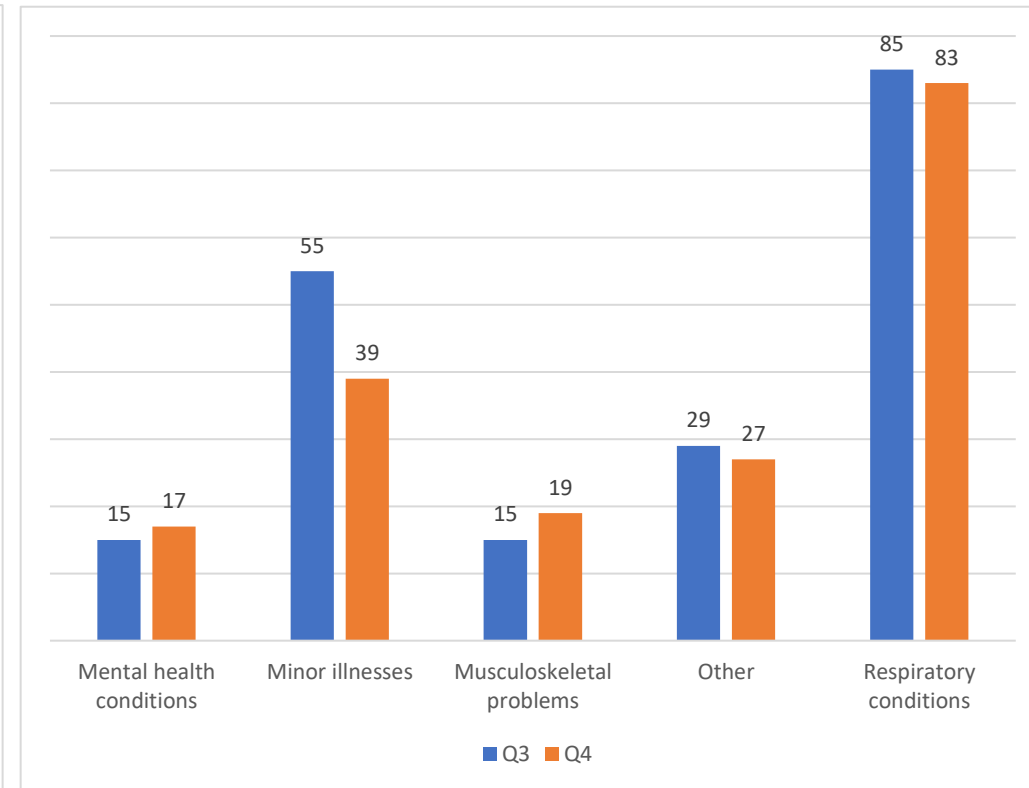
*KPI <42 days



Sickness Absence



Occurrences of sickness absence (by top 5 reasons in 2022, UK*)



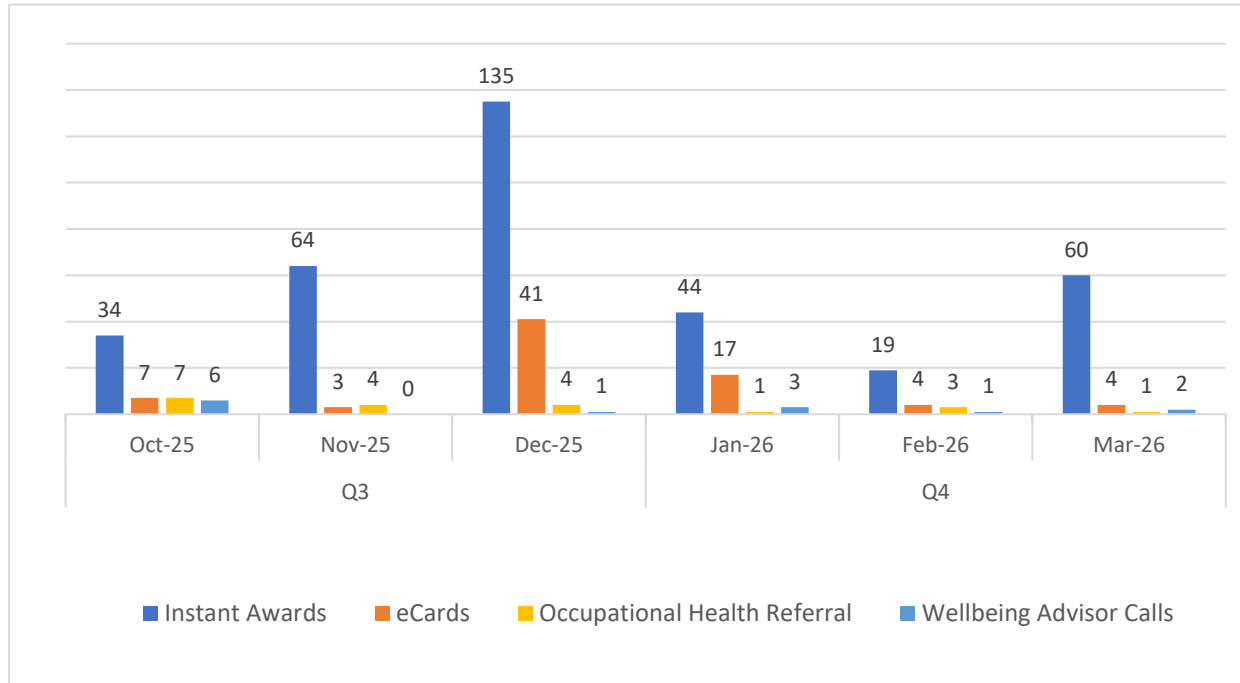
- 1.2%** Short-term sickness
- 0.8%** Long-term sickness
- 8 days** Average sick days YTD
- 2%** Average sick days (YTD ST)
- 3%** Average sick days (YTD Total)

Highest Peak: Oct 2025
Lowest: Feb 2026

HCPC	National (ONS)
3%	4.4%



Wellbeing, Recognition and Benefits



Cycle to Work

0



Eye Care Vouchers

10



New Flexible Working Requests

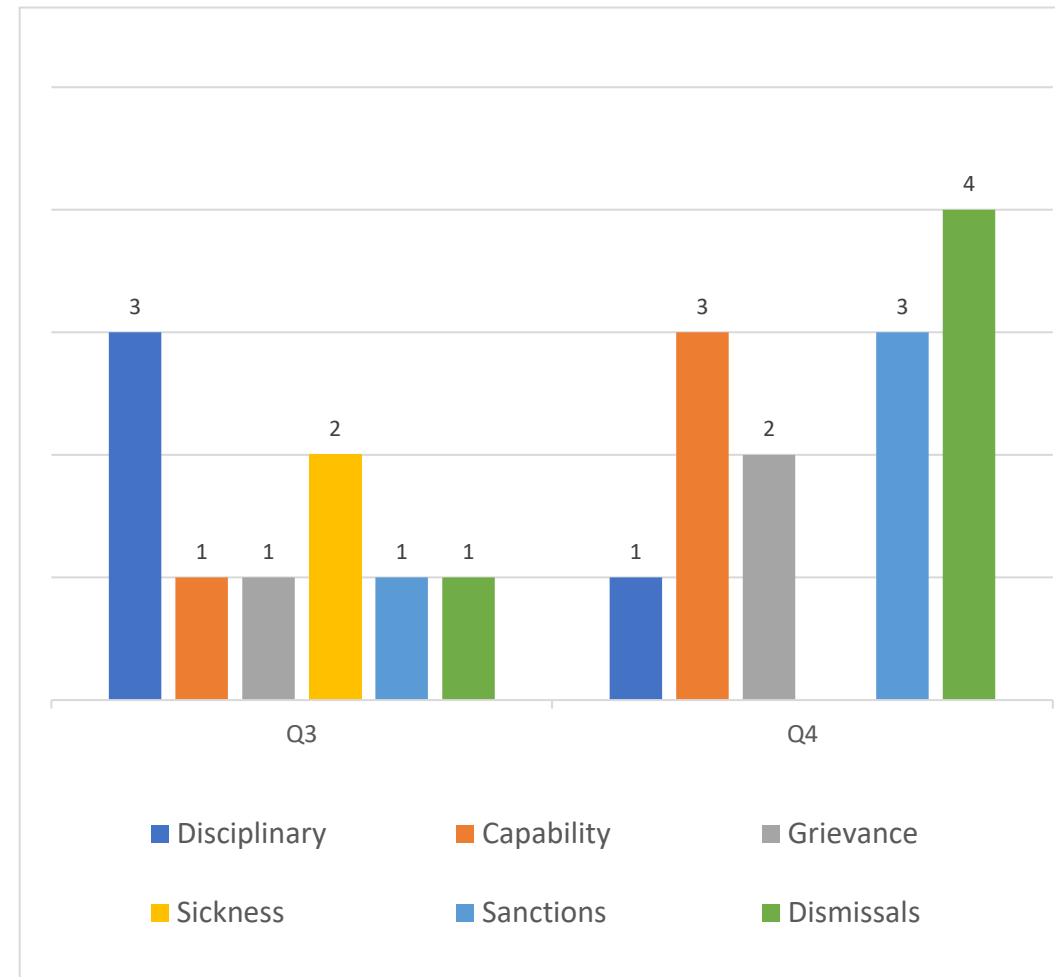
10



Reward Gateway Savings

£1,296

Employee Relation Cases

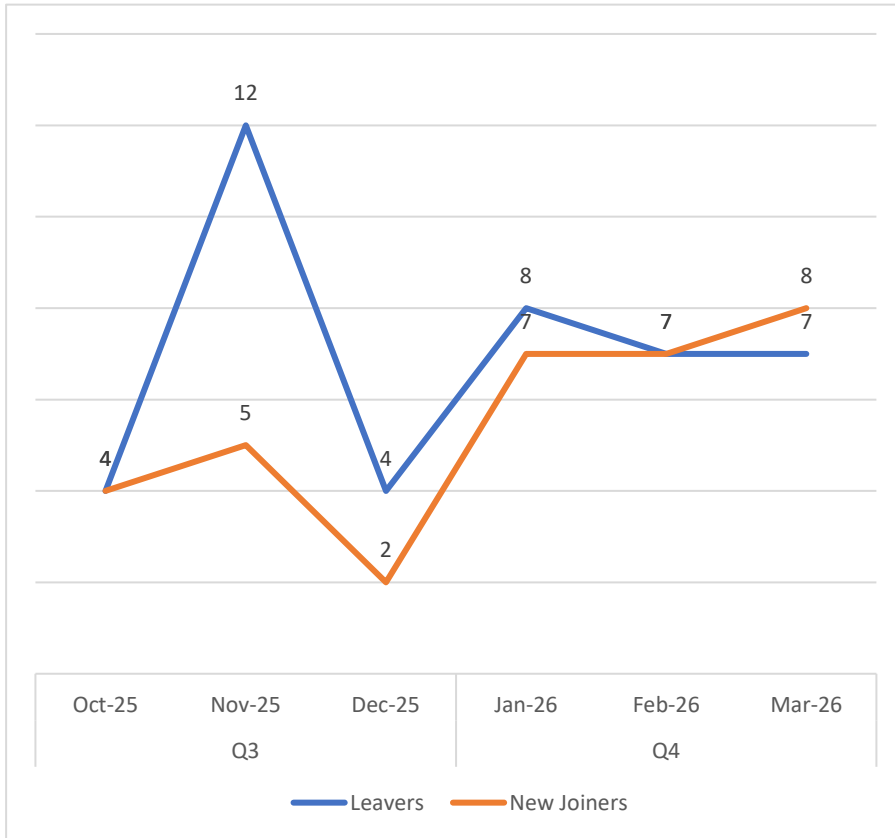


*Formal proceedings

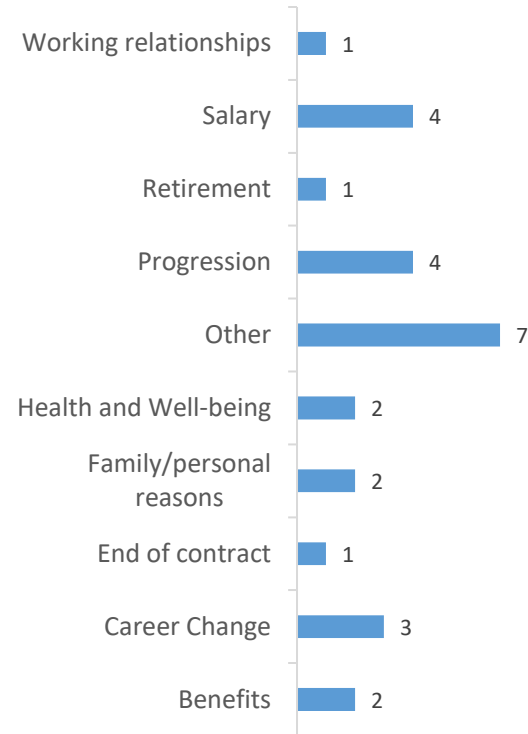


Employee Turnover and Exit Interview Feedback

Leavers and Joiners

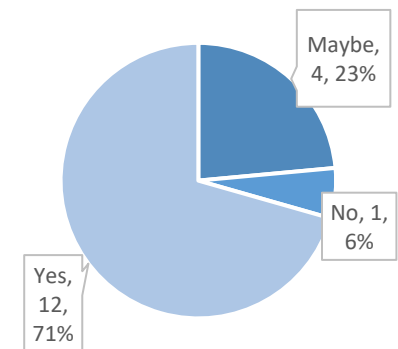


Reasons for leaving



- Average Leavers* **7**
- Average Length of Service*** **2.4 yrs**
- Average New Joiners* **7**
- Average Vacancies (FTE)** **6.5%**

Recommend HCPC



*Based on quarterly reporting

**Based on number of vacancies and target establishment

***Average length of service based on total number of leavers

Total Leavers :
22

Voluntary Turnover
Rate (YTD) : 13%

Overall Turnover
Rate (YTD) : 17%
*Average UK
turnover rate: 34%*

Exit Interview
completion rate:
77%

Retention Rate:
85%



Learning/Organisational Development Activity

Training/Workshop	Number of Attendance
Interview Skills	5
Artificial Intelligence (AI) for Leaders Training - 6x workshops	83
Feedback & Coaching Skills for Managers	3
Presentation Skills	13
Performance & Career Conversations for Manager Workshop	9
Performance & Career Conversations for Employee Workshop	3
Corporate Induction Event	19
Employee Wellbeing Workshop for Managers	5
Resilience Training for Fitness to Practise directorate	30
Aspiring to Management Programme (ATM)	
ATM Workshop 4: Managing & Motivating Others and Coaching	10
ATM Workshop 5: Managing Relationships and Inclusivity	10
ATM Workshop 6: Managing Change & Hybrids Teams	10
Management Development Programme (MDP)	
MDP - Module 4: Inclusive Leadership Module	15
MDP - Module 5: Managing and Developing your Team	15
MDP - Module 6: Managing and Leading Change	15
Operational Leadership Development Programme (OLDP)	
OLDP Workshop 2: Building Richer Relationships	12
OLDP Workshop 3: Taking the Rough with the Smooth	12
OLDP Workshop 4: Leading with Impact & Empathy	12
Grand total	281

Corporate Induction Feedback

HCPC Welcome and orientation:

100% of new starters felt the corporation induction event is a useful means of learning about HCPC and meeting senior managers

Future outlook:

100% of new starters are excited to be working for the HCPC

Culture: values and behavioural standards:

100% of new starters are fully aware of the HCPC values and the behaviours expected of them

Individual contribution to HCPC:

100% new starters are aware of the importance of their role.

Line manager support:

100% of new starters felt that they are supported by their line managers

Recruitment process:

75% of new starters felt they had a positive experience with the recruitment & selection process.

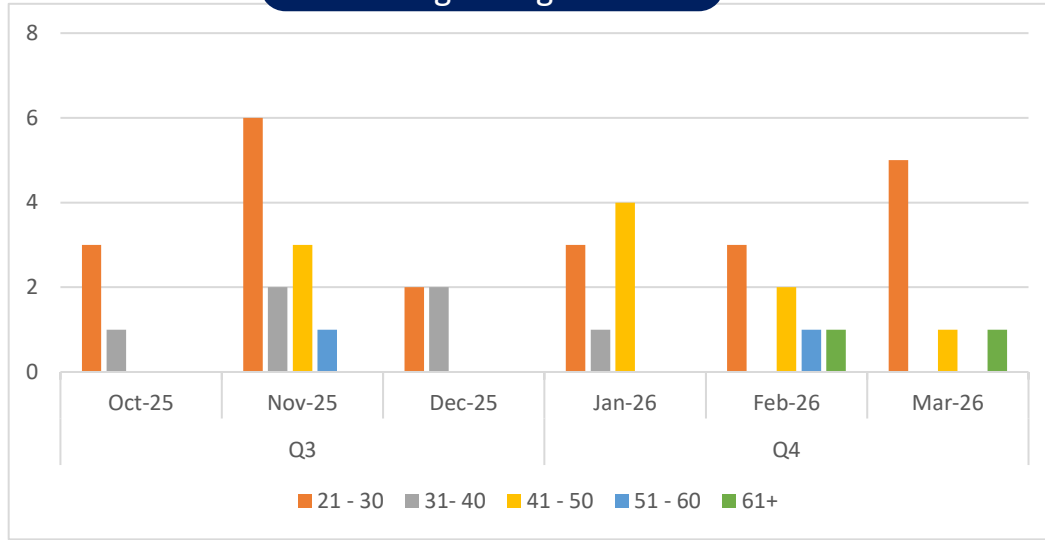
Information Security Compliance eLearning completion rate
91%

Apprenticeship programmes	Progress update
Accounting and Taxation Professional Level 7 Apprenticeship (39 months)	X2 learners progressing well
Safety, Health & Environment Technician Level 3	Progressing well
Data & AI Foundations – Level 3	Progressing well

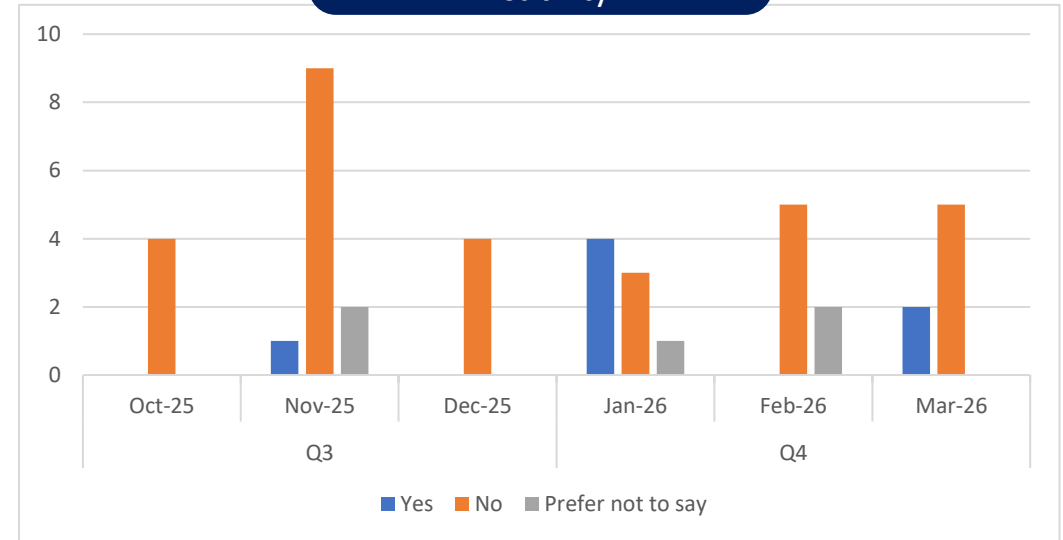


Employee Turnover Diversity

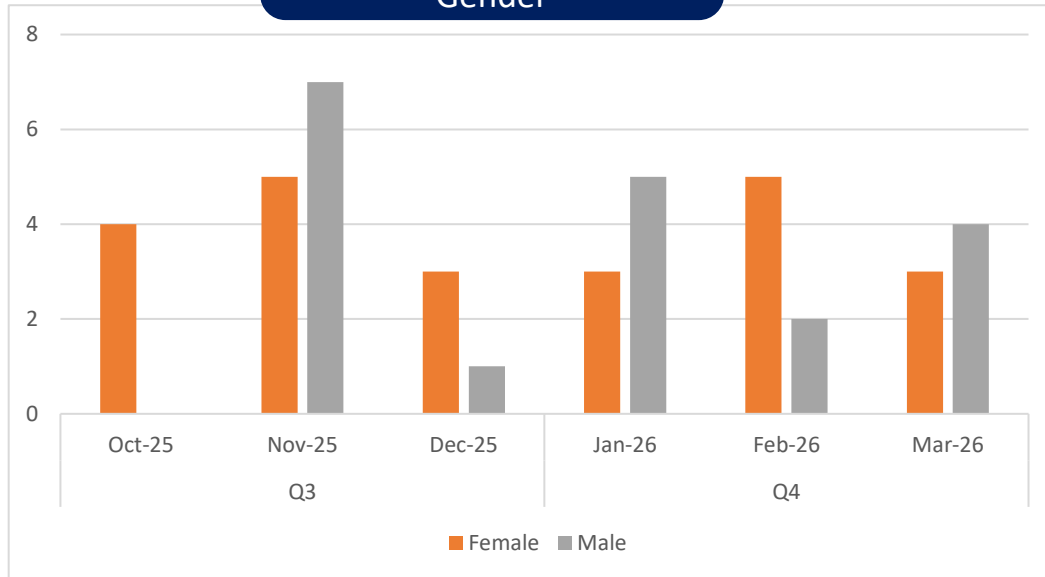
Age Range



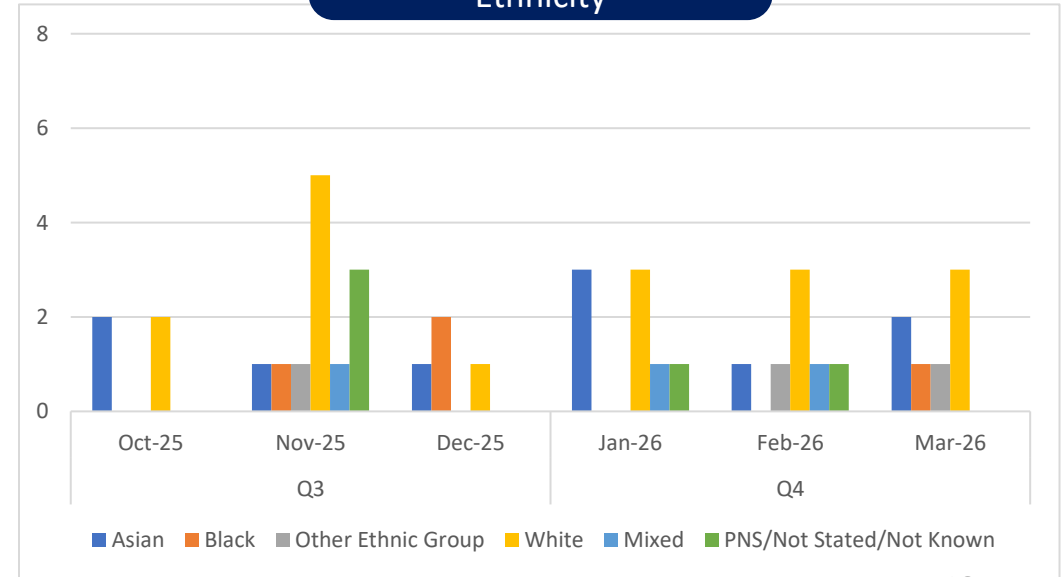
Disability



Gender

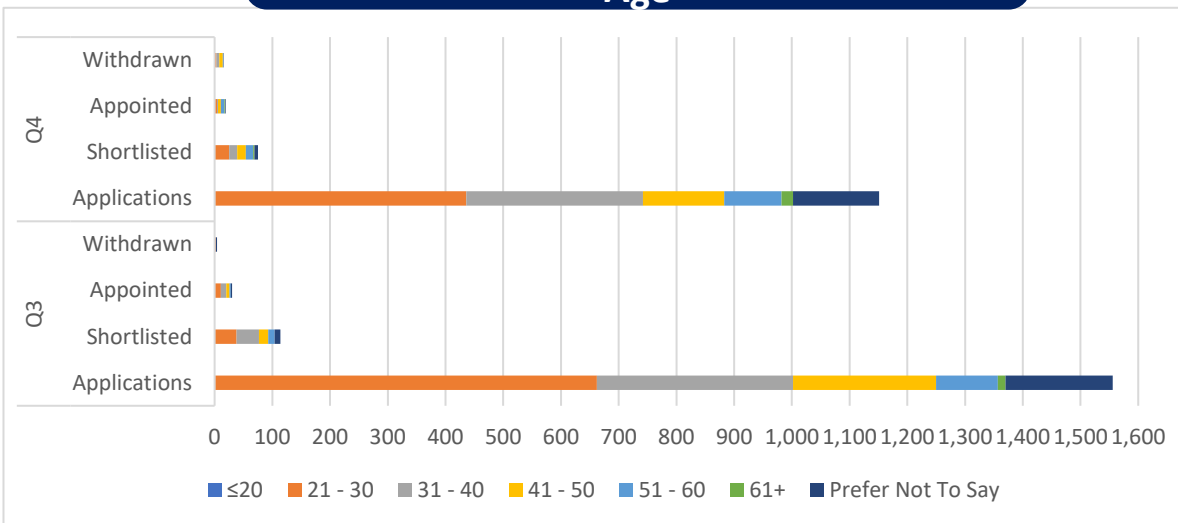


Ethnicity

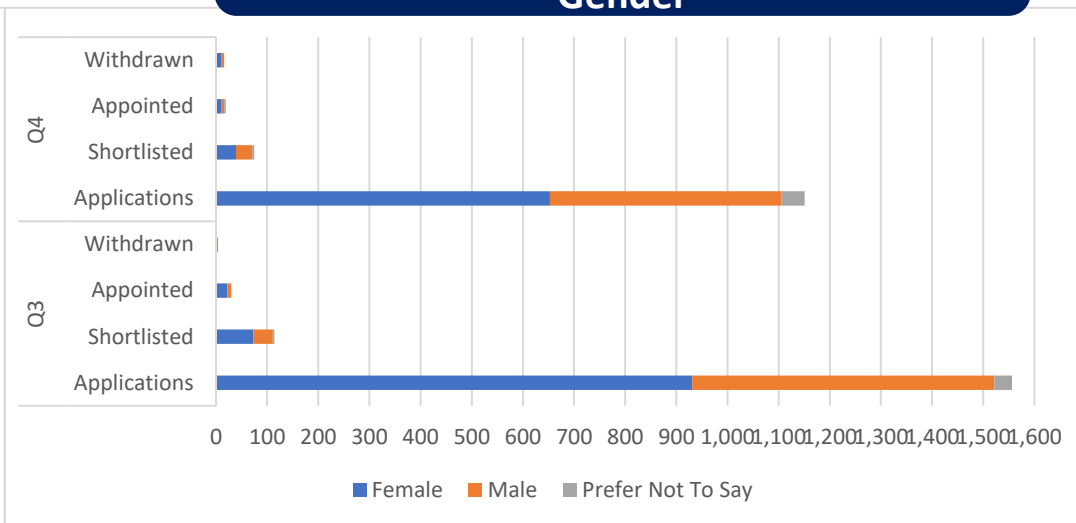


Recruitment Candidate Diversity

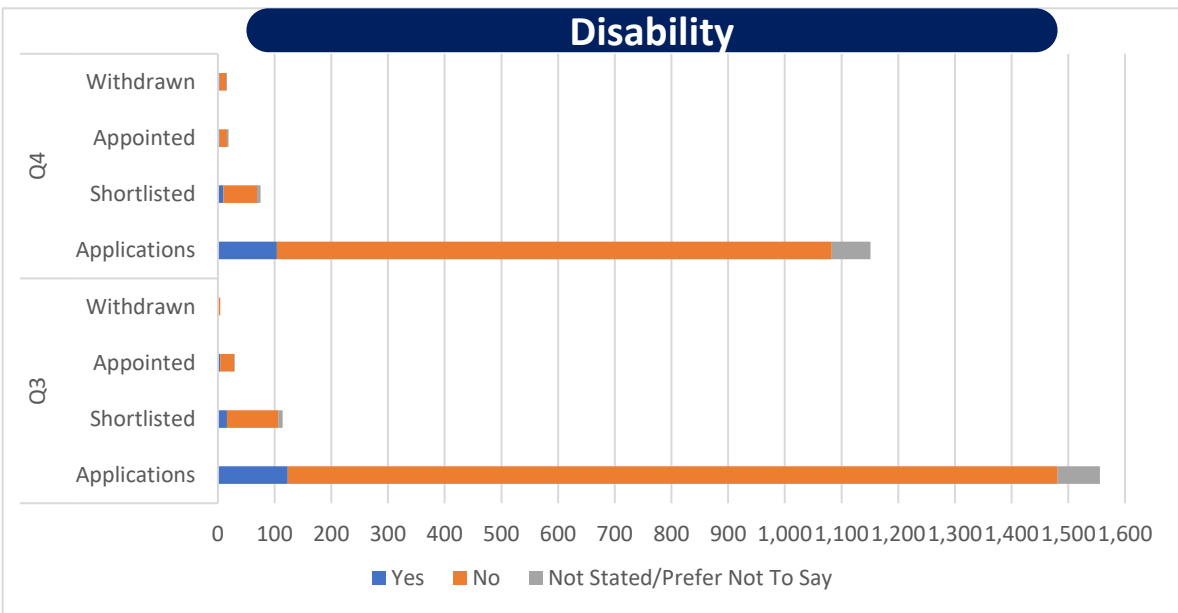
Age



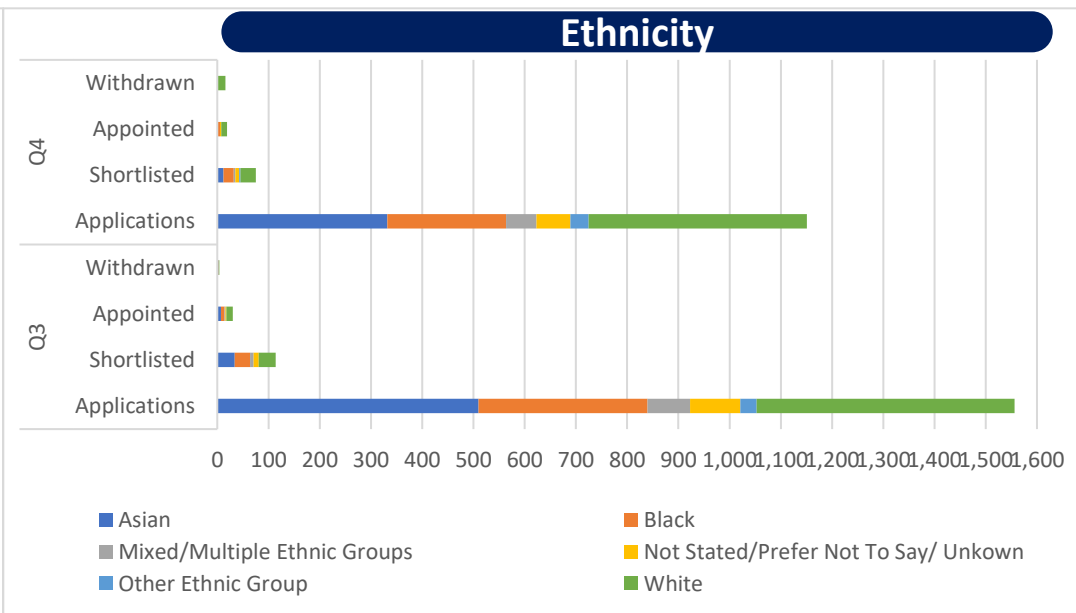
Gender



Disability

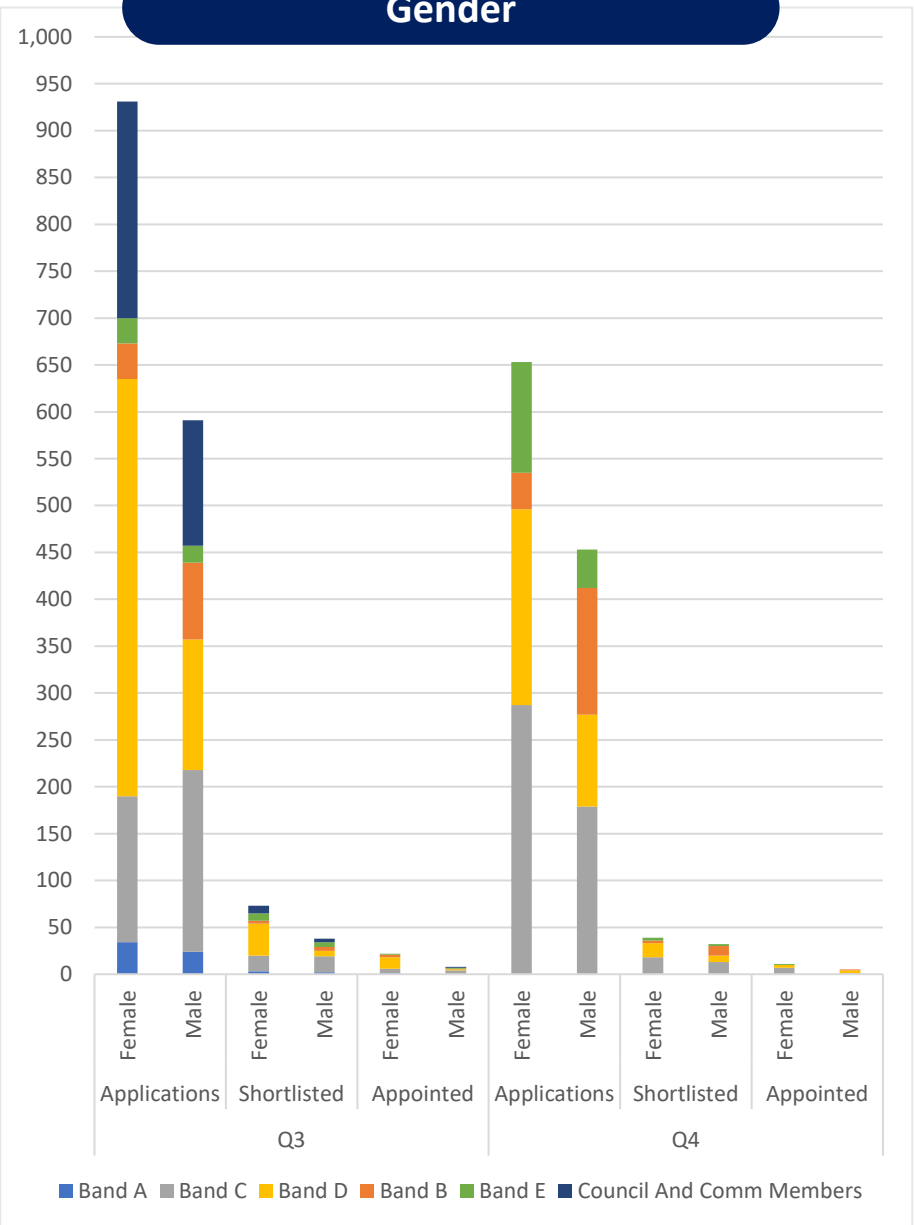


Ethnicity

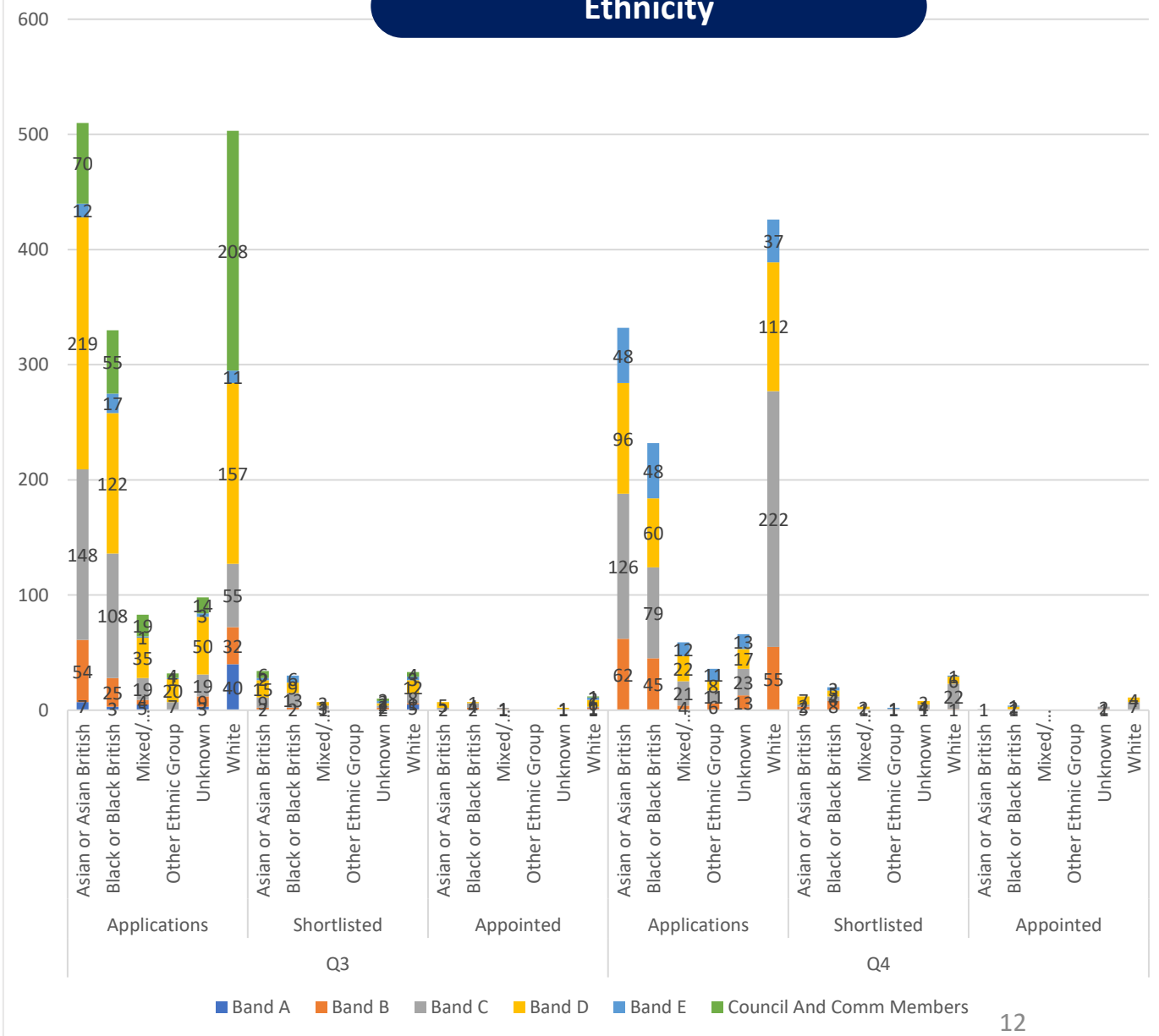


Recruitment Candidate Pay Band Breakdown

Gender



Ethnicity



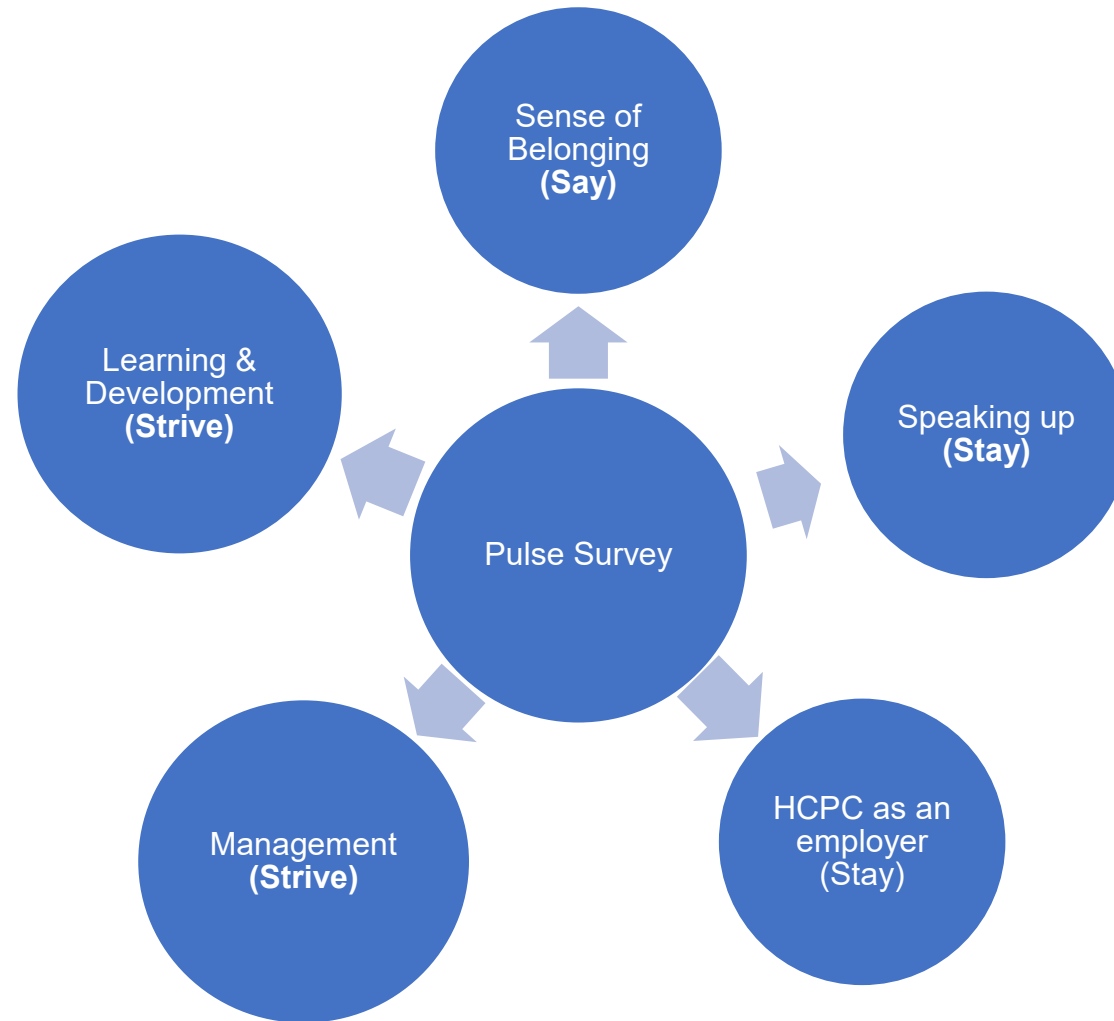
Our core aims are threefold:

1. Making the HCPC a place where people are proud and excited to work
2. Ensuring teams and individuals are trusted with responsibility and accountable for what they do
3. Development and wellbeing of our staff are recognised as fundamental

Employee Pulse Survey

Q4 2025-2026

1. 25-26 Pulse Survey Themes



You Said, We Did Q4 Highlights



Investing in Our People and Future

26 new colleagues joined the HCPC in critical roles, including 17 appointments into FTP and TS, strengthening key operational areas and supporting service delivery



Recognising Outstanding Contributions

125 employees received a “Making a Difference” Award, celebrating the incredible impact and dedication shown across the organisation.



Reward and Pay Progression

New pay bands developed to create a more competitive reward framework for employees.

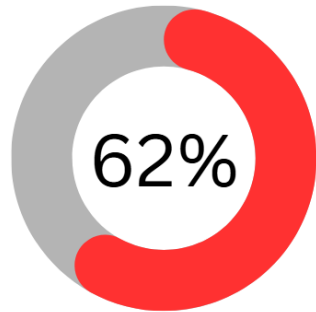
109 employees received pay uplifts in April.
All eligible employees received a pay award in April.

2. Key Takeaways for Q4 Survey

- While there was a 6% decrease in the overall response rate for this quarter, a response rate of 68% is still a strong score and the second highest response rate received.
- The overall employee satisfaction score of 80% is marginally below the 82% recorded in Q3, indicating continued high satisfaction among the majority of respondents.
- This quarter's survey data show some positive increases in scores in areas including :
 - ❖ Awareness of avenues to raise a concern (increasing from 85% in Q3 to 91% in Q4)
 - ❖ My manager sets clear goals (increasing from 86% in Q3 to 88.8% in Q4)
 - ❖ I feel connected to the HCPC's values (increasing from 78% in Q3 to 81% in Q4)
 - ❖ I feel informed about what is currently happening at the HCPC (increasing from 79% in Q3 to 81% in Q4)
- There were also some areas where there was a noted decrease in scoring like:
 - ❖ HCPC offers a variety of career development opportunities (9% decrease, falling from 71% in Q3 to 62% in Q4)
 - ❖ I am given opportunities to learn new skills (4% decrease, falling from 69% in Q3 to 65.3% in Q4)

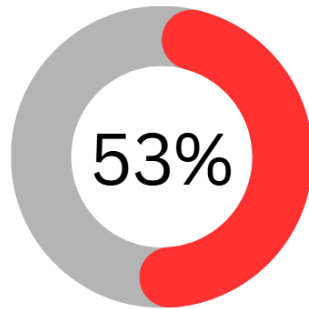
3. Respondents

2025/26 – Quarter 1



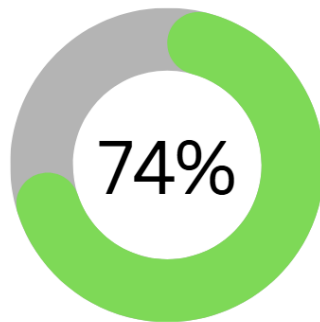
220 Responses

2025/26 – Quarter 2



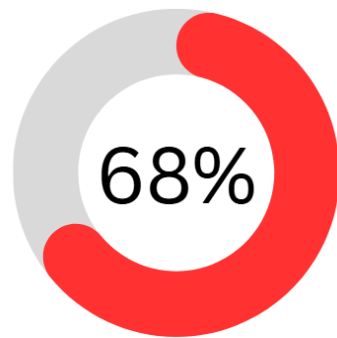
196 Responses

2025/26 – Quarter 3



265 Responses

2025/26 – Quarter 4



251 Responses

Department (s)	Number of Responses	Q3 Response Rate	Q4 Response Rate
Assurance and Compliance	10	62%	83%
Business Change	9	100%	75%
Communications, Engagement and Public Affairs	10	92%	83%
Education	8	100%	80%
Finance	14	94%	82%
FTP Tribunal service	29	73%	66%
FTP Case Progression and Quality	51	56%	60%
FTP Legal Services	21	81%	68%
Governance, Partners and OCCE	7	89%	70%
Human Resources	13	100%	93%
Insight, Intelligence and Analytics	6	-	100%
IT	16	83%	89%
Office Services	7	100%	70%
Policy, Standards and EDI	9	-	82%
Professionalism and upstream regulation	3	100%	60%
Registration and Regulatory Development and Performance	38	66%	58%
Total	251	74%	68%

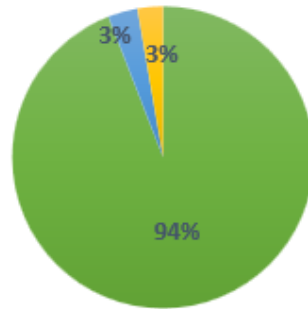
4. Sense of Belonging (Say)

I understand the goals of my team

4
Develop and embed an organisational culture where morale is high

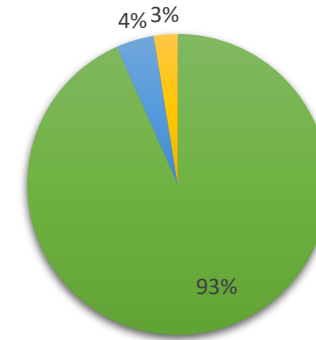
207 respondents strongly agreed or agreed with question

2025/26 – Quarter 1



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

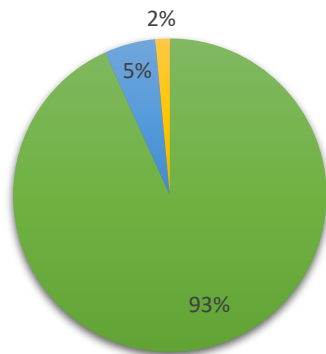
2025/26 - Quarter 2



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

183 respondents strongly agreed or agreed with question

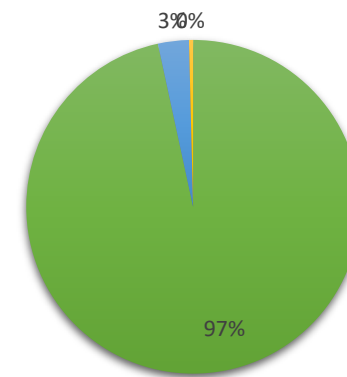
2025/26 - Quarter 3



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

247 respondents strongly agreed or agreed with question

2025/26 - Quarter 4



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

243 respondents strongly agreed or agreed with question

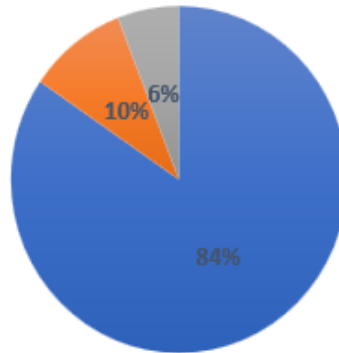
4. Sense of Belonging (Say)

4 Develop and embed an organisational culture where morale is high

I feel connected to the HCPC's values

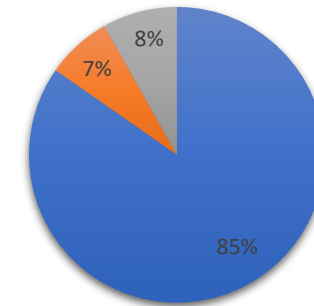
186 responders strongly agreed or agreed with question

2025/26 – Quarter 1



Strongly agree/agree Neutral Strongly disagree/disagree

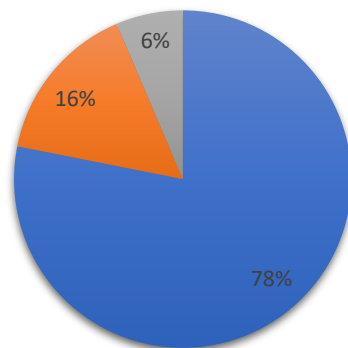
2025/26 - Quarter 2



Strongly agree/agree Neutral Strongly disagree/disagree

166 responders strongly agreed or agreed with question

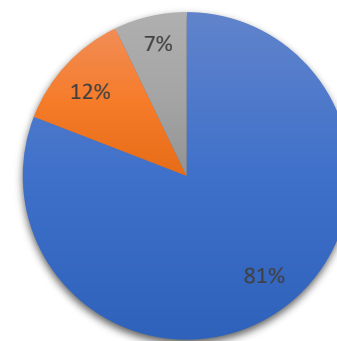
2025/26 - Quarter 3



Strongly agree/agree Neutral Strongly disagree/disagree

207 responders strongly agreed or agreed with question

2025/26 - Quarter 4



Strongly agree/agree Neutral Strongly disagree/disagree

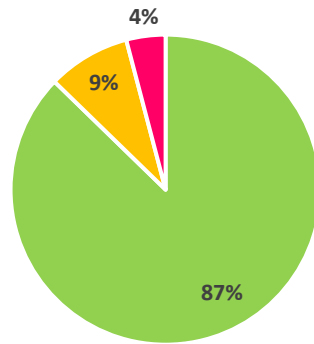
203 responders strongly agreed or agreed with question

4. Sense of Belonging (Say)

I am confident that HCPC is a diverse employer

2025/26 - Quarter 1

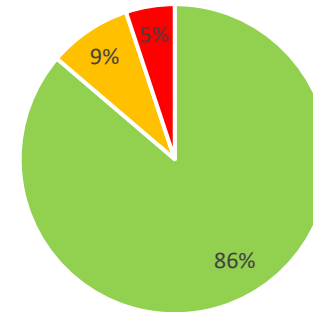
192
respondents
strongly agreed
or agreed



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

2025/26 - Quarter 2

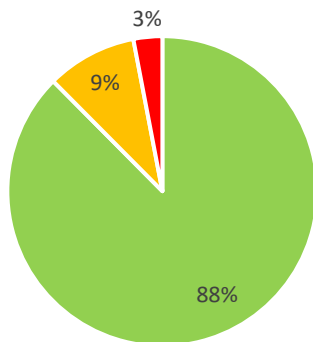
169
respondents
strongly agreed
or agreed



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

2025/26 - Quarter 3

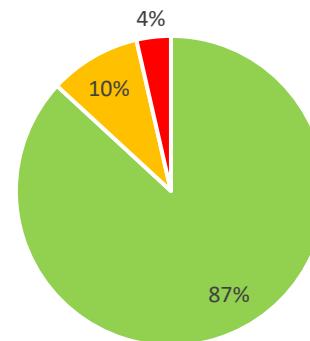
232
respondents
strongly agreed
or agreed



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

2025/26 - Quarter 4

218
respondents
strongly agreed
or agreed



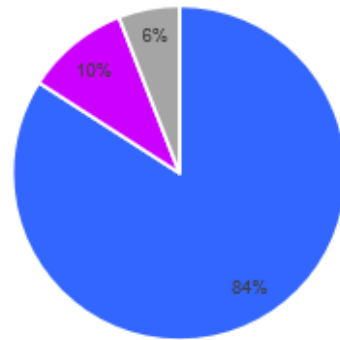
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

4. Sense of Belonging (Say)

I feel proud to work for the HCPC

2025/26 - Quarter 1

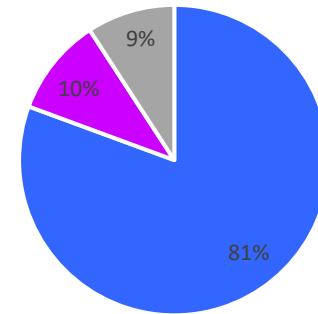
185 respondents agreed or strongly agreed with the question



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

2025/26 - Quarter 2

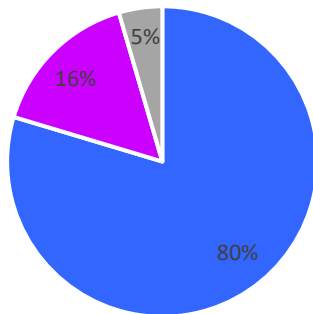
158 respondents agreed or strongly agreed with the question



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

2025/26 - Quarter 3

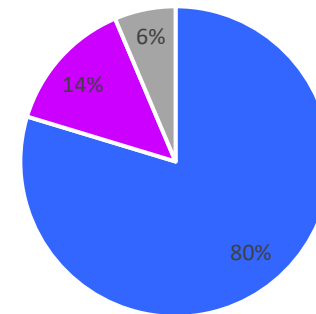
211 respondents agreed or strongly agreed with the question



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

2025/26 - Quarter 4

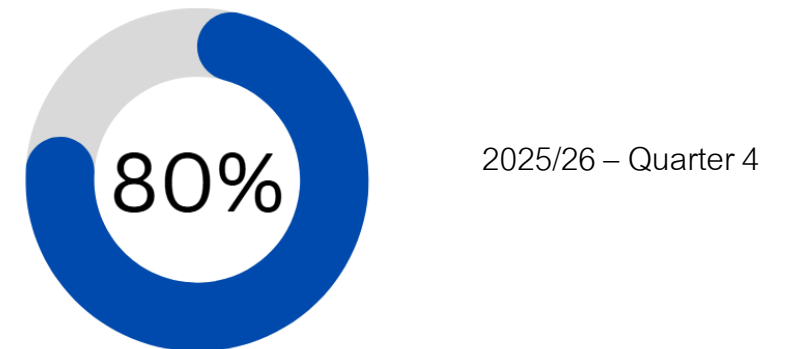
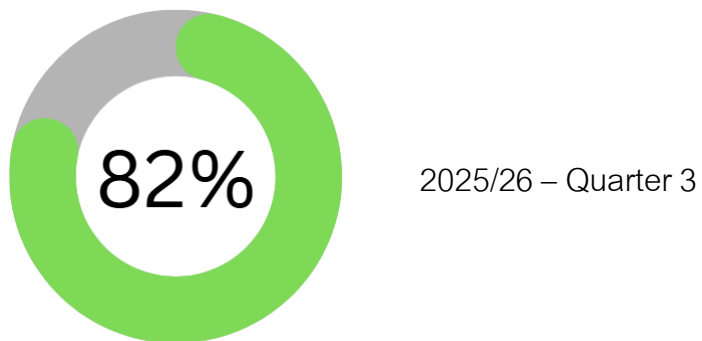
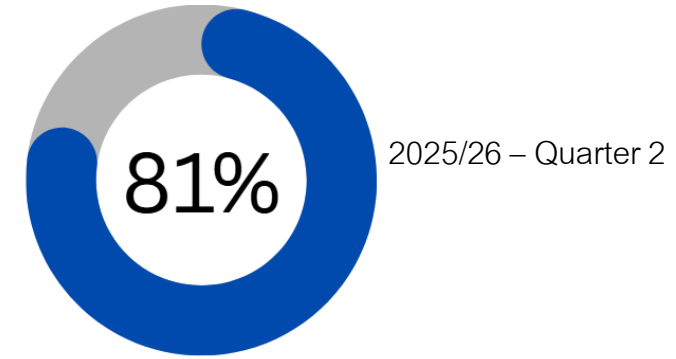
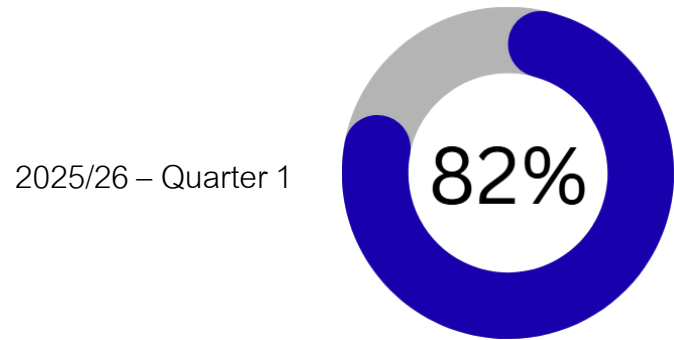
200 respondents agreed or strongly agreed with the question



■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

5. HCPC as an Employer

Employee Satisfaction Score



5. HCPC as an employer (Stay)

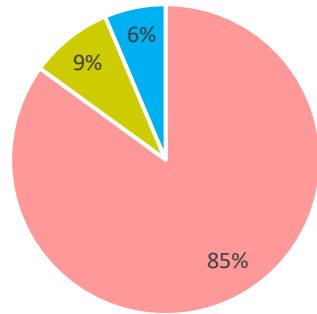
3 Compassionate, inclusive and effective leadership at all levels

I feel informed about what is currently happening at the HCPC

4 Develop and embed an organisational culture where morale is high

2025/26 - Quarter 1

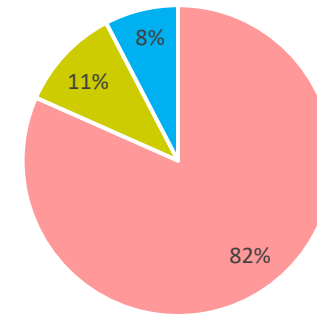
185 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 2

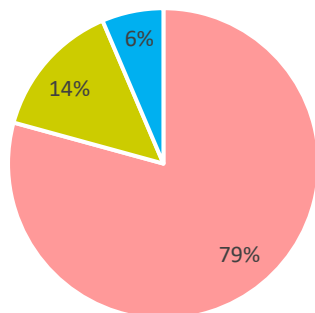
160 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 3

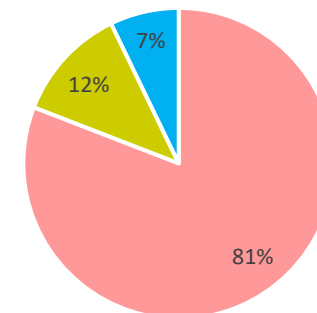
210 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 4

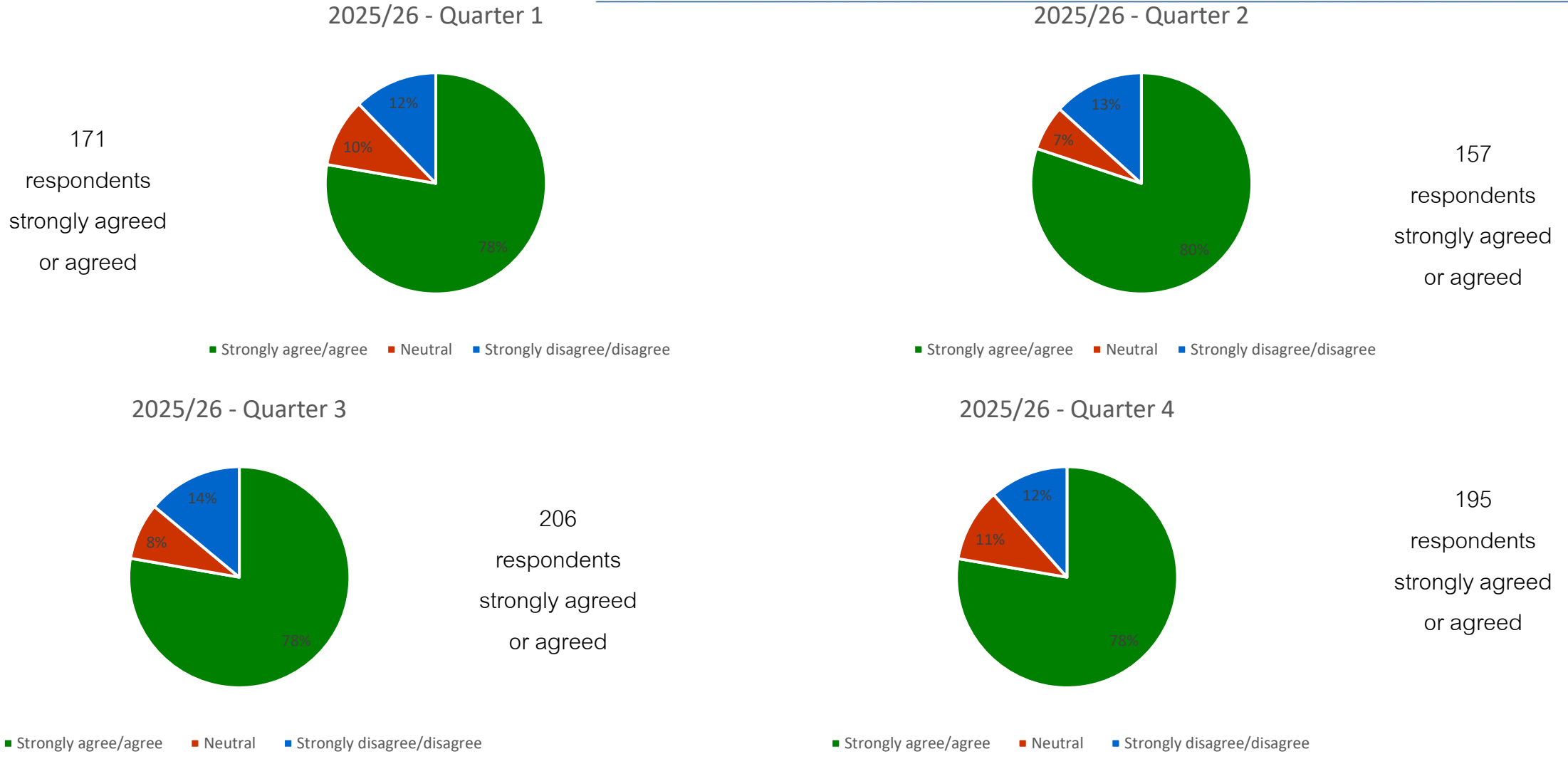
203 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

5. HCPC as an Employer (Stay)

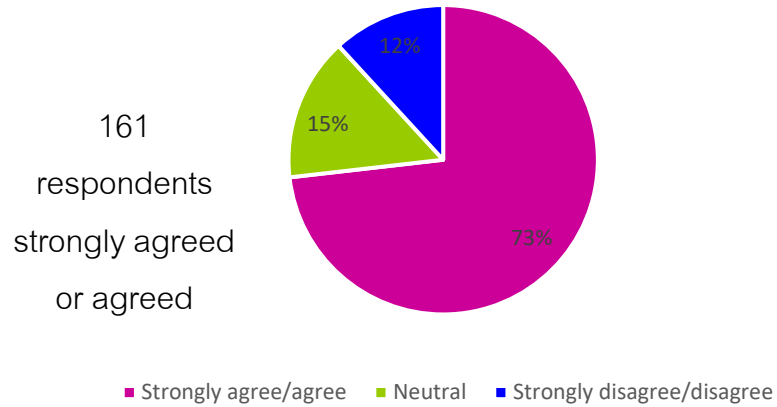
I am able to manage boundaries between my work and personal time in a way that works for me.



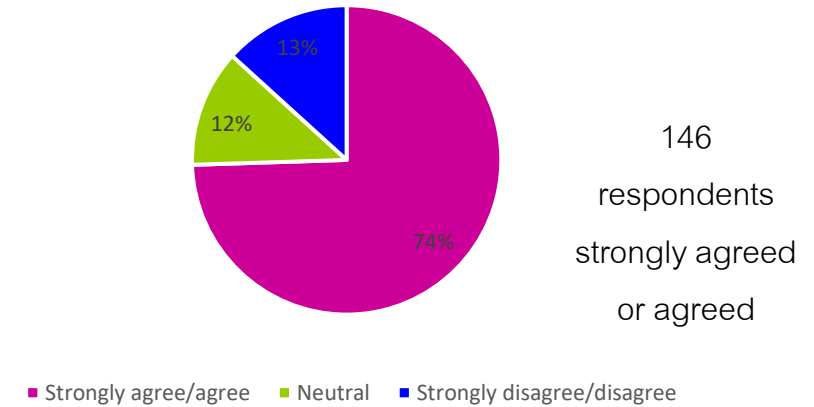
5. HCPC as an Employer (Stay)

The HCPC demonstrates it is a caring organisation

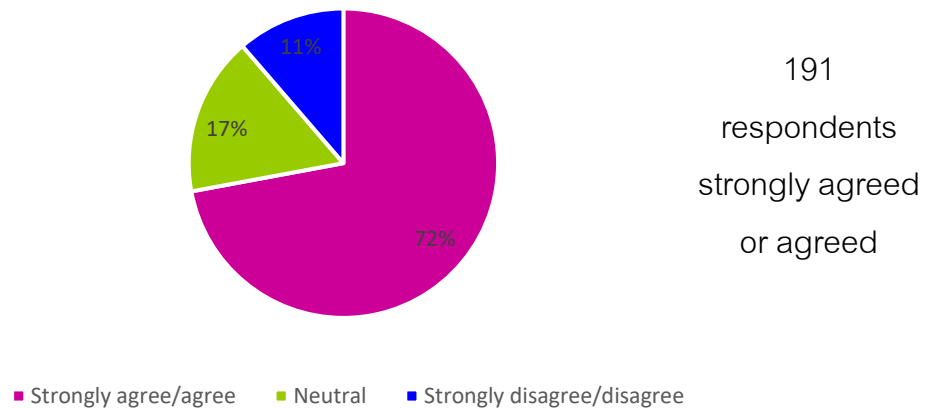
2025/26 - Quarter 1



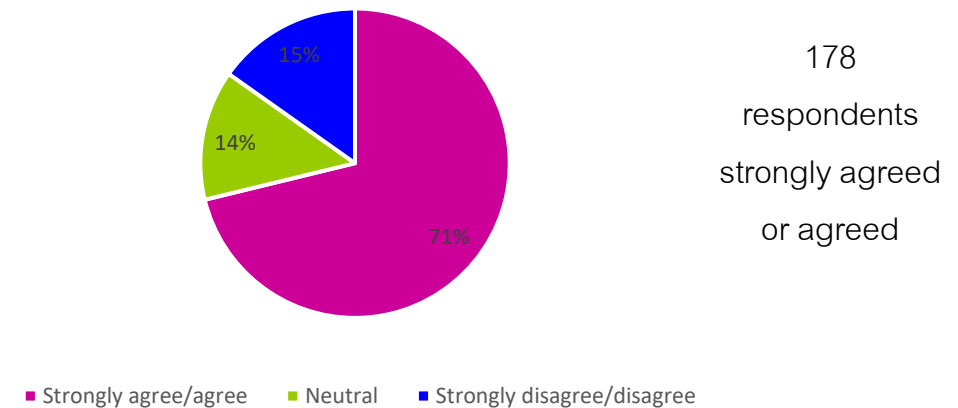
2025/26 - Quarter 2



2025/26 - Quarter 3



2025/26 - Quarter 4

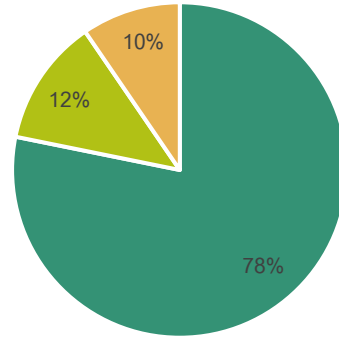


5. HCPC as an Employer (Stay)

I receive recognition for my work

2025/26 - Quarter 1

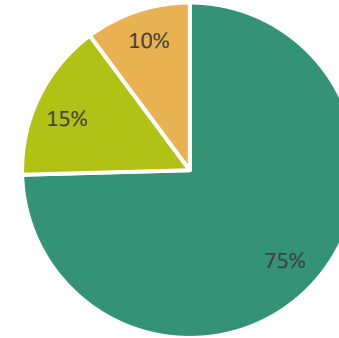
172 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 2

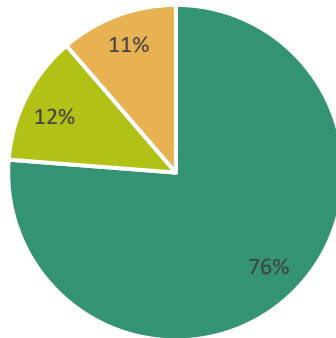
146 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 3

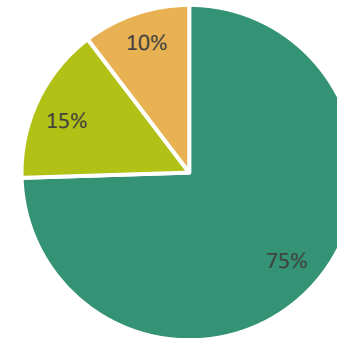
202 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 4

187 respondents strongly agreed or agreed

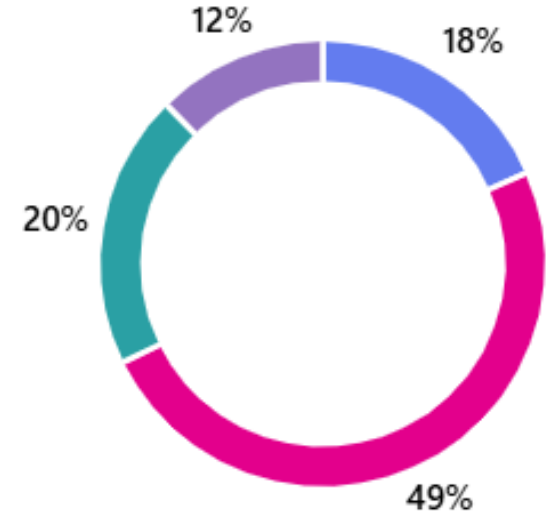


Strongly agree/agree Neutral Strongly disagree/disagree

5. HCPC as an Employer (Stay)

Which statement best reflects your experience over the past [3] months? (NEW QUESTION)

● My workload is consistently manageable	46
● My workload fluctuates but is usually manageable	124
● My workload is often difficult to manage	50
● My workload is consistently difficult to manage	31



6. Management (Strive)

3 Compassionate, inclusive and effective leadership at all levels

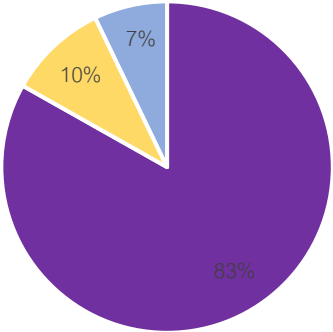
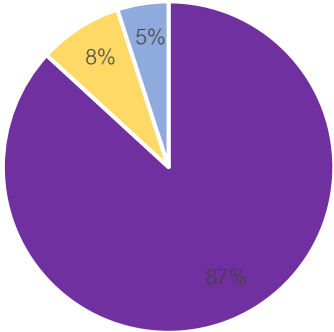
4 Develop and embed an organisational culture where morale is high

My manager sets clear goals

2025/26 - Quarter 1

2025/26 - Quarter 2

191 respondents agreed or strongly agreed to this question



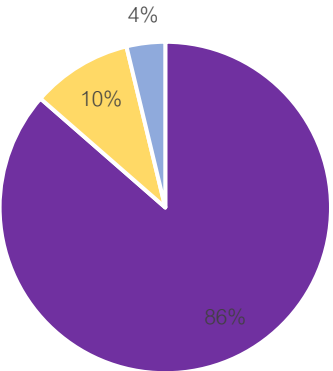
163 respondents agreed or strongly agreed to this question

Strongly agree/agree Neutral Strongly disagree/disagree

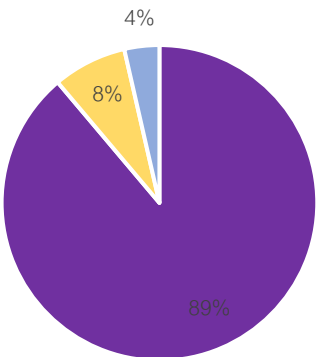
Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 3

2025/26 - Quarter 4



229 respondents agreed or strongly agreed to this question



223 respondents agreed or strongly agreed to this question

Strongly agree/agree Neutral Strongly disagree/disagree

Strongly agree/agree Neutral Strongly disagree/disagree

6. Management (Strive)

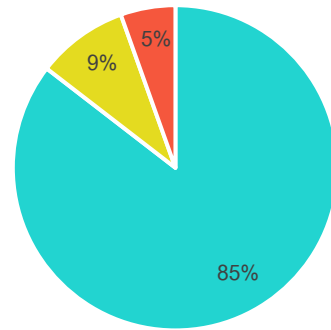
3 Compassionate, inclusive and effective leadership at all levels

My manager provides me with constructive feedback

4 Develop and embed an organisational culture where morale is high

2025/26 - Quarter 1

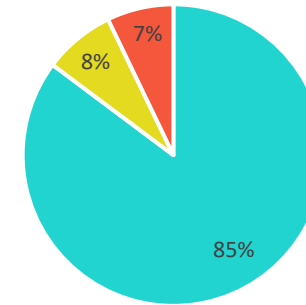
188 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 2

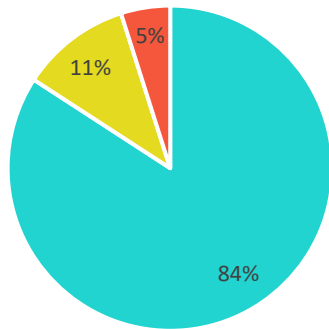
167 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 3

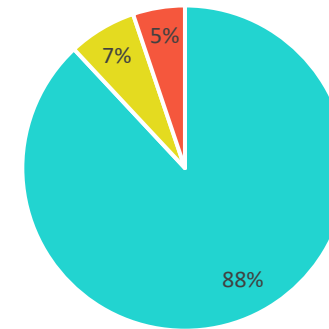
223 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 4

221 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

6. Management (Strive)

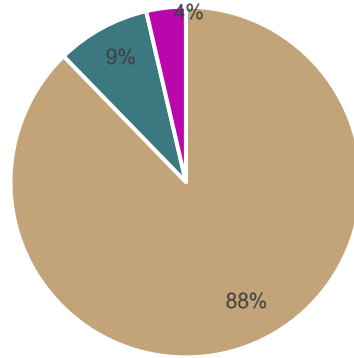
3 Compassionate, inclusive and effective leadership at all levels

I feel my manager values my opinions and feedback

4 Develop and embed an organisational culture where morale is high

2025/26 - Quarter 1

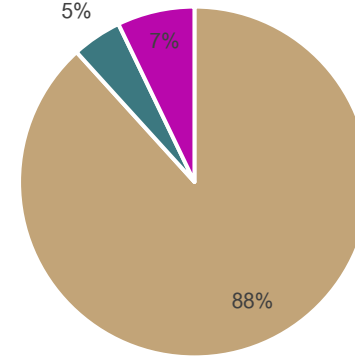
193 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 2

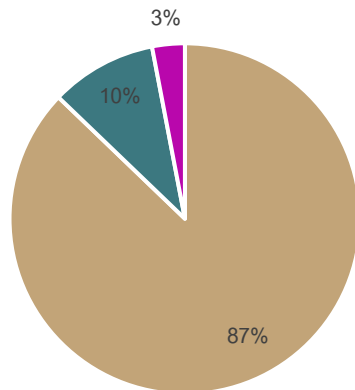
173 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 3

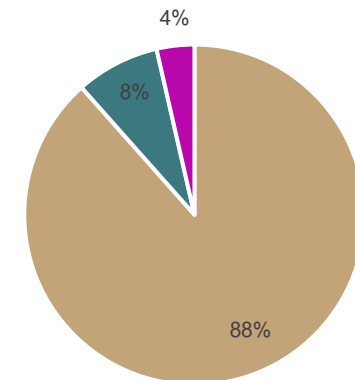
231 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 4

222 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

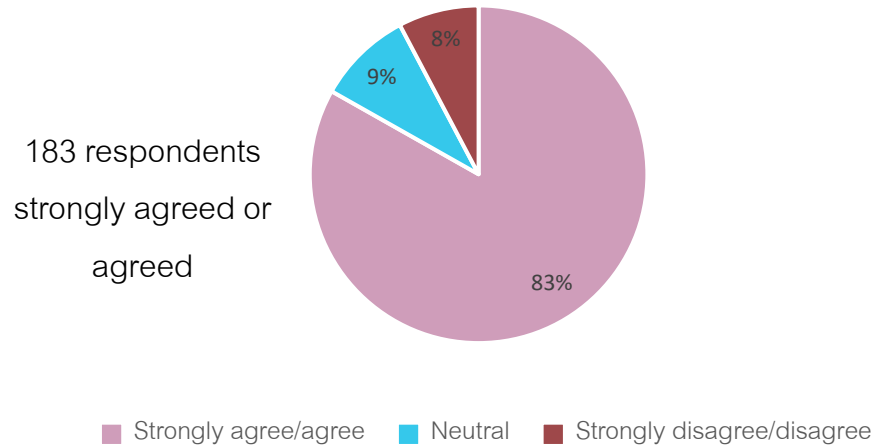
6. Management (Strive)

3
Compassionate, inclusive and effective leadership at all levels

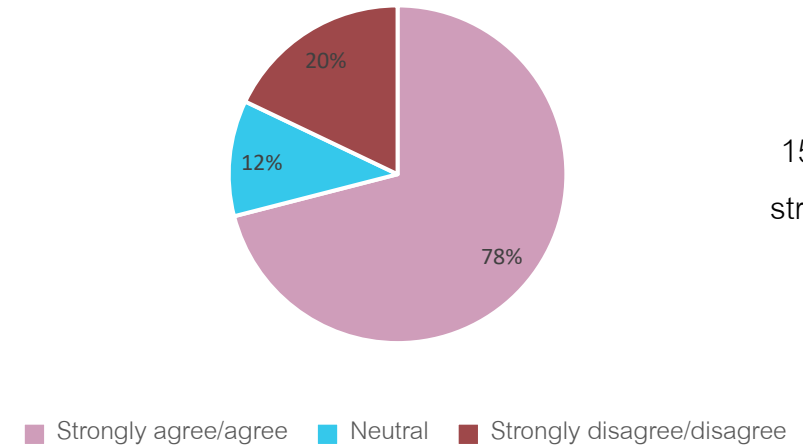
I am able to easily access the Senior Leadership Team (Head of Departments and ELT) if/as and when required

4
Develop and embed an organisational culture where morale is high

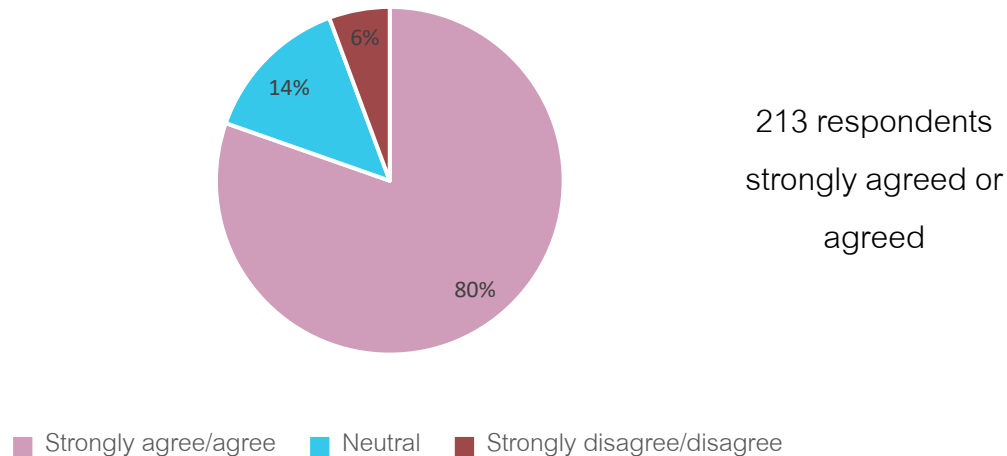
2025/26 - Quarter 1



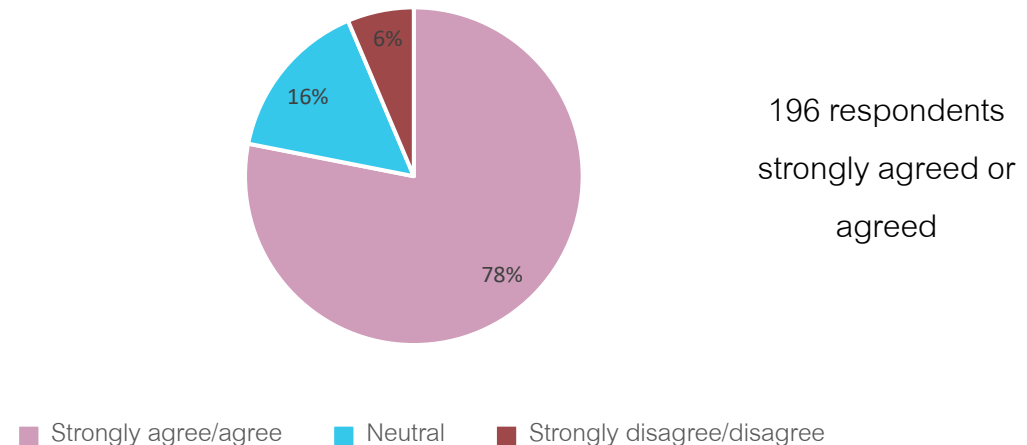
2025/26 - Quarter 2



2025/26 - Quarter 3



2025/26 - Quarter 4



7. Learning and development (Strive)

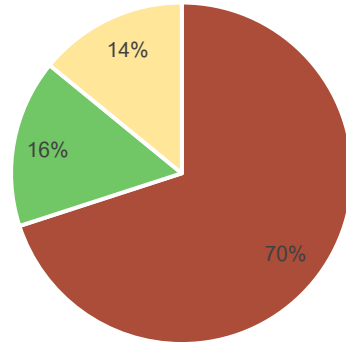
2 High performing, capable and skilled organisation

HCPC offers a variety of Career development opportunities

4 Develop and embed an organisational culture where morale is high

2025/26 - Quarter 1

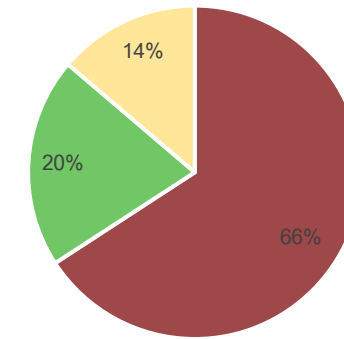
154 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 2

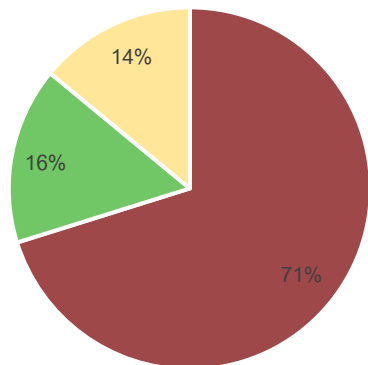
129 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 3

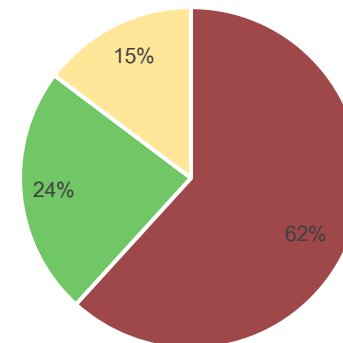
187 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 4

155 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

7. Learning and development (Strive)

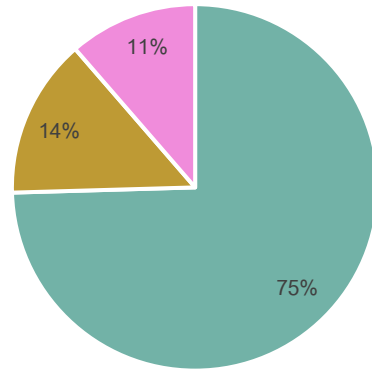
2 High performing, capable and skilled organisation

4 Develop and embed an organisational culture where morale is high

I am given opportunities to learn new skills

2025/26 - Quarter 1

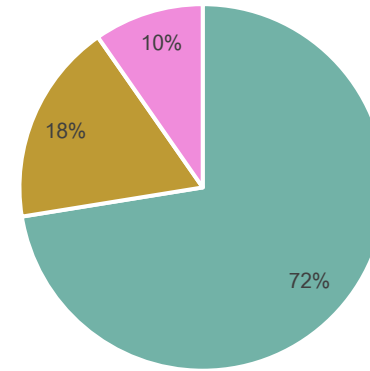
164 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 2

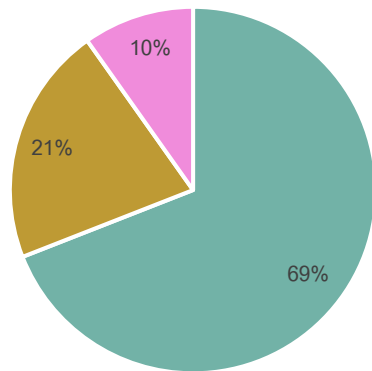
142 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 3

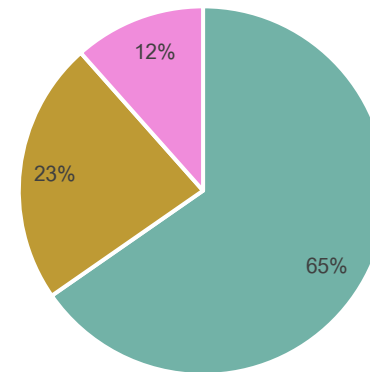
183 respondents strongly agreed or agreed



Strongly agree/agree Neutral Strongly disagree/disagree

2025/26 - Quarter 4

164 respondents strongly agreed or agreed

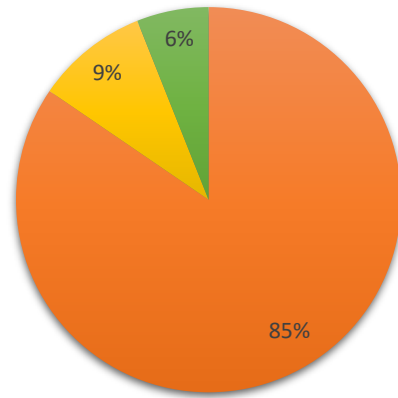


Strongly agree/agree Neutral Strongly disagree/disagree

8. Speaking up (Say/Stay)

I am aware of the different avenues available to me if I need to raise a concern
(NEW QUESTION)

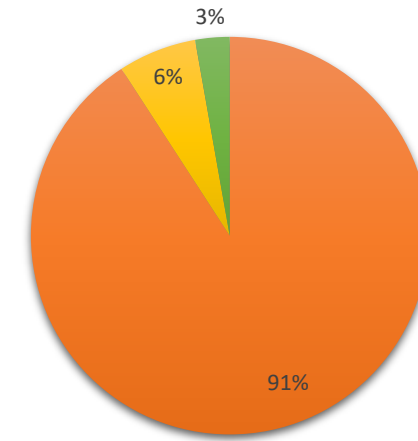
2025/26 - Quarter 3



Strongly agree/agree Neutral Strongly disagree/disagree

164 respondents strongly agreed or agreed

2025/26 - Quarter 4



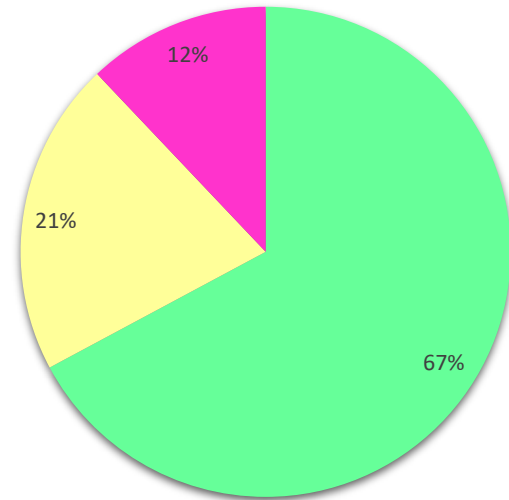
Strongly agree/agree Neutral Strongly disagree/disagree

228 respondents strongly agreed or agreed

8. Speaking up (Say/Stay)

I feel confident any concerns raised would be addressed
(NEW QUESTION)

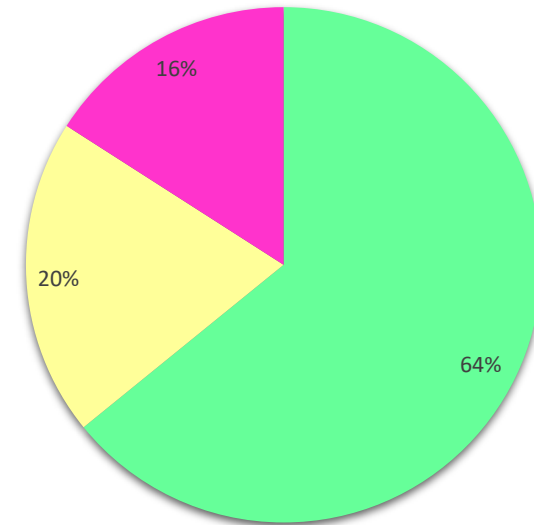
2025/26 - Quarter 3



Strongly agree/agree Neutral Strongly disagree/disagree

183 respondents strongly agreed
or agreed

2025/26 - Quarter 4



Strongly agree/agree Neutral Strongly disagree/disagree

161 respondents strongly agreed
or agreed