

Thu 25/06/26

Dear Colleagues,

I want to focus in this Catch Up on the results from our Investors in People and Pulse surveys but I would like to begin by thanking all of you who have toiled away in the exceptionally intense heat of the last few days, whether it be in the blazing sun with groups of learners, the steamy kitchen preparing meals, the sweltering laundry room or the stuffy office you have all worked above and beyond to give our customers an exceptional but also a safe experience, well done and thank you.

Turning to the surveys, the response to the Pulse Survey was the highest we've seen since May 2024, with 190 colleagues taking part and 149 sharing written comments. Alongside the feedback gathered through Investors in People, this has given us valuable insight into how colleagues are feeling and what matters most to you.

We've taken time to look beyond the headline survey scores to understand the story behind them. While the recommendation score has reduced since the last Pulse Survey (from 6.5 to 5.2), the feedback paints a more balanced picture than the headline figure alone.

One message came through particularly strongly: colleagues continue to care deeply about Field Studies Council, our purpose and the people they work alongside. Many of you spoke positively about our culture, our values and the difference we make through our work. Those are real strengths that we should recognise and continue to build upon.

At the same time, many of you told us that the financial challenges facing the organisation and the changes we've been through have affected your confidence in recommending Field Studies Council as a place to work. That's understandable. Recent months have brought uncertainty, difficult decisions and change, and I recognise the impact this has had across the organisation.

What struck me most was that your feedback does not tell us that colleagues have stopped believing in Field Studies Council. Quite the opposite. People remain committed to our purpose and to one another, while being honest about the impact recent months have had on confidence, morale and the overall employee experience.

The Pulse Survey also reinforced many of the themes highlighted through our Investors in People assessment, including communication, leadership, recognition, workload and career development. The consistency of that feedback gives us confidence that we are focusing on the right areas.

Our financial resilience remains a priority, and we know there are challenges ahead. We will continue to make the timely decisions needed to secure the long-term future of Field Studies Council, recognising that some of those decisions will continue to be difficult.

At the same time, the feedback we've received has reinforced a fundamental truth: you, our people, are central to the resilience and long-term success of our organisation. The survey has highlighted that morale is fragile in parts of the organisation. I recognise that trust and confidence are earned, and morale must be continually nurtured through open communication, visible leadership, and meaningful action.

Many of you told us that you would like clearer communication and a better understanding of the decisions being made. While we will not always have all the answers, or be able to share everything immediately, we can continue to be open about the challenges we face, the

decisions we make and the reasons behind them. That is something I am committed to improving.

There is no single solution to every issue raised. Some challenges, particularly around pay, are influenced by the financial realities we continue to face. Others, including communication, recognition, leadership and career development, are areas where we can continue to make progress.

What happens next?

Over the coming months, we will use the feedback alongside the Investors in People findings to refresh our people priorities and refocus the People Roadmap so that it remains aligned to the areas colleagues have told us matter most. We will focus on the areas where we can have the greatest impact, share the actions we are taking, and provide regular updates on the progress being made. While we won't be able to address every issue immediately, you will be able to see how your feedback is influencing our decisions and helping to shape the organisation's future.

Thank you once again for your honesty, professionalism, and continued commitment during what remains a challenging period for the organisation.

Best regards

Mark