People Matter Employee Survey

HAVE YOUR SAY

Portfolio Report

Communities and Justice

- **Survey period:** 18 August to 12 September 2025
- **Completed surveys:** 29,194
- **Response rate:** 53% -3 compared to 2024

NSW GOVERNMENT

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People Matter Employee Survey

HAVE **YOUR** SAY

Contents

High level results

Discover key employee experience insights

Headline results for key topics

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.

We've flagged the top 3 and bottom 3 topics. Use these topics as a starting point for exploring your results.

See 'Additional information about the survey' for interpretation guidance and details about the survey model.
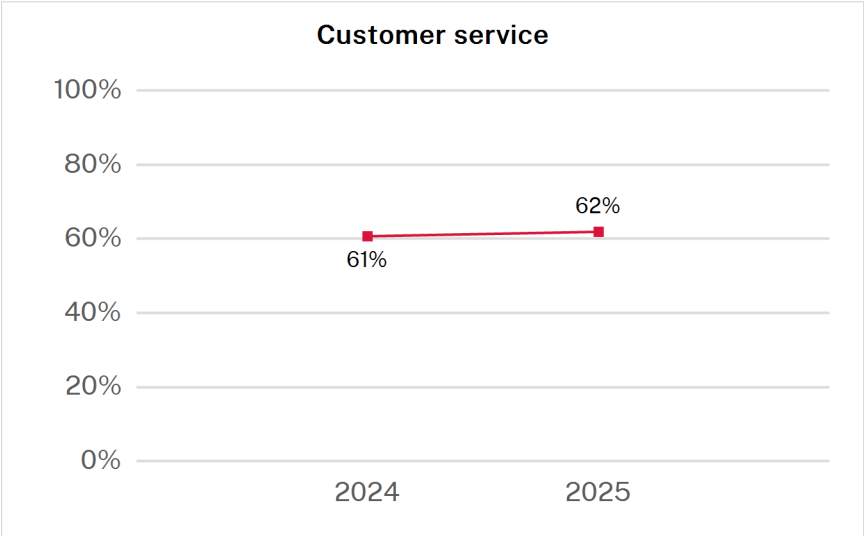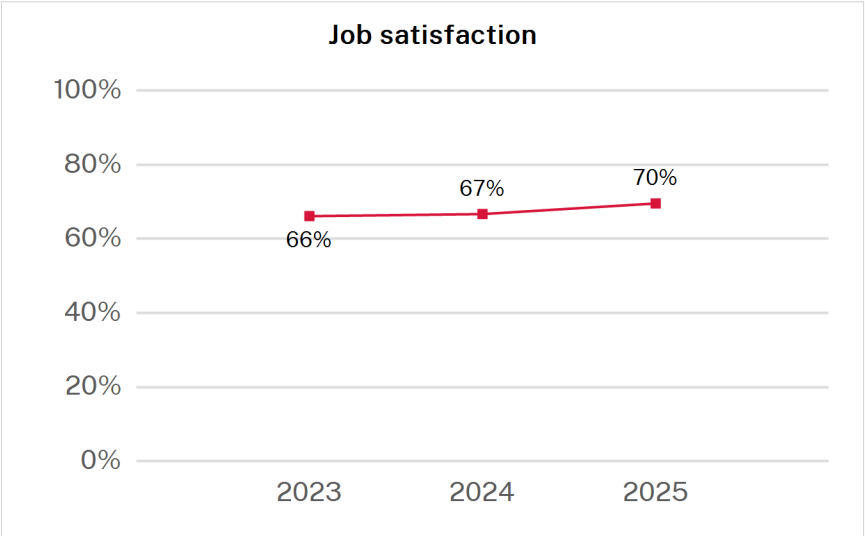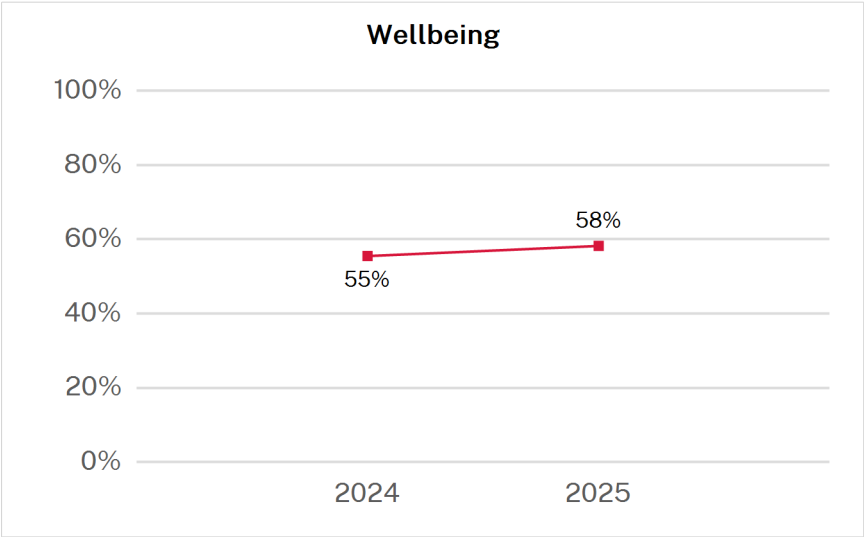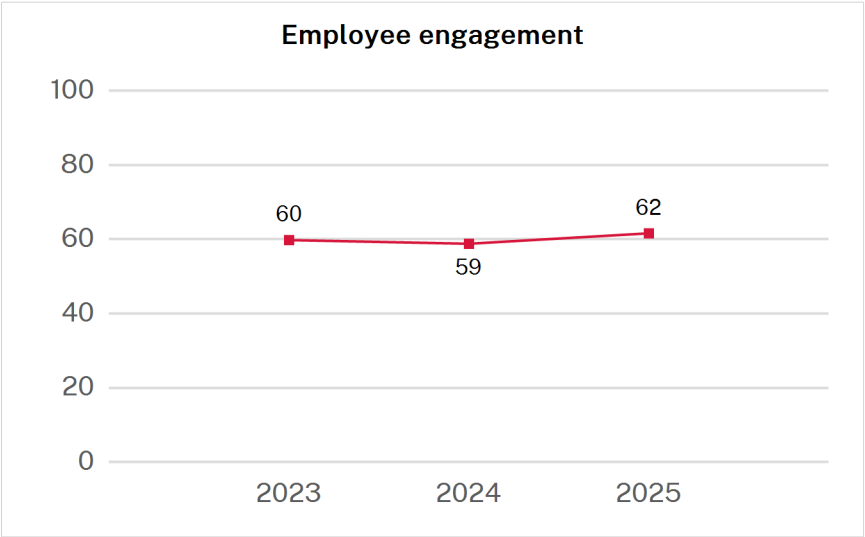
Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support 67% ↑ +2pp vs 2024	**Teamwork and collaboration** 60% ↑ +1pp vs 2024	**Recruitment** 45%	**Decision making and accountability** 55% ↑ +1pp vs 2024	**Employee engagement** 62 ↑ +3 vs 2024
Job purpose and enrichment 72% ↑ +2pp vs 2024	**Inclusion and diversity** 69%	**Learning and development** 56% ↑ +1pp vs 2024	**Communication and change management** 50% ↑ +2pp vs 2024	**Job satisfaction** 70% ↑ +3pp vs 2024
Risk and innovation 68% ↑ +2pp vs 2024	**Flexible working** 67% ↑ +3pp vs 2024	**Pay** 55% ↑ +11pp vs 2024	**Employee voice** 62% ↑ +1pp vs 2024	**Wellbeing** 58% ↑ +3pp vs 2024
Ethics and values 81% ↑ +2pp vs 2024	**Grievance handling** 60% ↑ +3pp vs 2024	**Recognition** 59% ↑ +2pp vs 2024	**Action on survey results** 33%	**Customer service** 62% ↑ +1pp vs 2024
	Health and safety 63% ↑ +2pp vs 2024	**Feedback and performance management** 56%		

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Long-term trend

This page shows results for the past three years (2023-2025) for the key outcomes.

Comparing results side by side highlights changes over time, showing where progress has been made, where outcomes are stable, and where further focus may be needed.

Employee engagement

60
59
62

2023   2024   2025

Wellbeing

55%
58%

2024   2025

Job satisfaction

66%
67%
70%

2023   2024   2025

Customer service

61%
62%

2024   2025

Most and least improved questions

These are the most and least improved questions by **difference from the previous year**.

Consider why these scores have shifted. Was it due to actions taken in response to last year's survey results or something else?

➕ Most improved questions

				2025 % favourable	difference from 2024
Pay	4	I am paid fairly for the work I do		55%	+11
Employee engagement	7h	I would recommend my organisation as a great place to work		56%	+5
Employee engagement	7l	My organisation inspires me to do the best in my job		50%	+4
Employee engagement	7k	My organisation motivates me to help it achieve its goals		49%	+4
Health and safety	7w	There are effective resources in my organisation to support employee wellbeing		65%	+3

➖ Least improved questions

				2025 % favourable	difference from 2024
Customer service	2c	My workgroup considers customer needs when planning our work		75%	-1
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals		75%	-1
Other wellbeing	1p	I feel mentally exhausted by my work on most days (disagree)		38%	-1
Employee voice	8a	I am comfortable sharing a different view to others in my organisation		65%	-1
Action on survey results	9b	I am confident my organisation will act on the results of this survey		35%	-1

Difference from (percentage point)

| +5 or more	+4 to -4	-5 or less

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Highest and lowest scoring questions

These are the questions with the highest and lowest % favourable scores. % favourable is based on the respondents who selected 'strongly agree' or 'agree'.

⊕ Questions with the highest favourable scores

				2025 % favourable	difference from 2024
Ethics and values	7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation		96%	+1
Ethics and values	7r	I understand what ethical behaviour means within my workplace		94%	+1
Ethics and values	7s	I would know how to report unethical behaviour if I became aware of it		89%	+1
Ethics and values	7o	I support my organisation's values		88%	+2
Other wellbeing	1m	I am able to adapt when changes occur		87%	+2

⊖ Questions with the lowest favourable scores

				2025 % favourable	difference from 2024
Communication and change management	7b	Change is managed well in my organisation		29%	+1
Action on survey results	9a	My organisation has made improvements based on the survey results from last year		31%	-
Action on survey results	9b	I am confident my organisation will act on the results of this survey		35%	-1
Other wellbeing	1p	I feel mentally exhausted by my work on most days (disagree)		38%	-1
Other wellbeing	1o	I feel burned out by my work (disagree)		38%	+2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
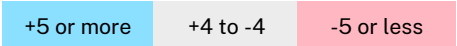
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Key drivers of engagement

The key driver analysis identifies questions with the strongest influence on your employees' engagement.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). Look for ways to maintain your strengths and improve your priorities.

Topic		Engagement key driver questions	Favourable	Neutral	Unfavourable	**2025** % favourable	Action
Communication and change management	7p	I am supported through changes that affect my work	51	27	22	51%	Improve
Wellbeing	7t	I am satisfied with current workplace practices to help me manage my wellbeing	56	21	22	56%	Improve
Recognition	7m	I receive adequate recognition for my contributions from my organisation	48	26	27	48%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	49	28	23	49%	Improve
Ethics and values	7n	My organisation shows a commitment to ethical behaviours	67	19	14	67%	Maintain
Employee voice	6e	My senior executives listen to employees	41	29	31	41%	Improve

Maintain (high correlation, high score) - Questions that have a high correlation with engagement and also have a high favourable score.

Improve (high correlation, low score) - Questions that have a high correlation with engagement but a low favourable score.

Monitor (low correlation, low score) - Questions that have a low correlation with engagement and a low favourable score.

Review (low correlation, high score) - Questions that have a low correlation with engagement but a high favourable score.

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Manager

Managers are key in translating strategy into action, driving day-to-day performance, fostering engagement, and ensuring a safe, inclusive, and productive team environment.

This page shows all survey questions related to employees' managers, drawn from various thematic topics.

The term 'manager' refers to the person in the workgroup, team or project that the employee reports to.

Topic		Questions related to manager	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Employee voice	5c	My manager encourages and values employee input	73	14	13	73%	+2	-2
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do	73	15	12	73%	+1	-1
Communication and change management	5b	My manager communicates effectively with me	73	13	14	73%	+1	-1
Flexible working	8h	My manager supports flexible working in my team	70	18	12	70%	+3	+2
Recognition	5f	My manager provides recognition for the work I do	70	15	15	70%	+2	-1
Employee voice	5d	My manager involves my workgroup in decisions about our work	68	16	16	68%	+1	-2
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	66	19	15	66%	+1	-2
Inclusion and diversity	5i	My manager supports my career advancement	66	22	13	66%	-	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

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Senior executives

Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

The term 'senior executives' refers to the group of senior executives in your organisation, not an individual manager.

Topic		Questions related to senior executives	Favourable / Neutral / Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Customer service	6d	My senior executives communicate the importance of customers in our work	61 / 24 / 15	61%	+2	-1
Ethics and values	6b	My senior executives model the values of my organisation	52 / 28 / 20	52%	+3	-1
Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with	52 / 30 / 18	52%	+3	+1
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	46 / 28 / 26	46%	+3	-3
Employee voice	6e	My senior executives listen to employees	41 / 29 / 31	41%	+2	-3

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Results by topic
**Discover more about your results**

Employee engagement

Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience.

Many factors influence engagement: leadership, a positive and inclusive work culture, wellbeing, manager support, accountability, and flexible work to name a few.

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Employee engagement (total score)*					**62**	+3	-2
7i	I am proud to tell others I work for my organisation	64	23	13	64%	+3	-3
7j	I feel a strong personal attachment to my organisation	58	26	16	58%	+2	-1
7h	I would recommend my organisation as a great place to work	56	26	18	56%	+5	-4
7l	My organisation inspires me to do the best in my job	50	29	21	50%	+4	-3
7k	My organisation motivates me to help it achieve its goals	49	29	21	49%	+4	-3

*The 'Additional information about the survey' section explains how the engagement score is calculated

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
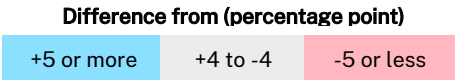
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Job satisfaction

Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

	Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
Job satisfaction (total score)				**70**%	+3	-1
1g My job gives me a feeling of personal accomplishment	71	16	13	**71**%	+3	-1
1h I am satisfied with my job	68	17	15	**68**%	+3	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Wellbeing - overall

Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
	Wellbeing (total score)				**58**%	+3	+1
7w	There are effective resources in my organisation to support employee wellbeing	65	19	17	**65**%	+3	+2
1l	In general, my sense of wellbeing is..	58	30	12	**58**%	+3	0
7t	I am satisfied with current workplace practices to help me manage my wellbeing	56	21	22	**56**%	+3	+1
1i	The amount of stress in my job is manageable	54	22	24	**54**%	+2	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Other wellbeing questions

Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

1m I am able to adapt when changes occur

	2025 % respondents	Difference from **2024**	Difference from **Sector**
Strongly disagree	1%	0	0
Disagree	2%	0	0
Neither agree nor disagree	10%	-1	0
Agree	66%	-2	+1
Strongly agree	22%	+3	-1

1n What best describes your current workload?

	2025	2024	Sector
Well above capacity - too much work	19%	-	-2
Slightly above capacity - lots of work to do	35%	-	-2
At capacity - about the right amount of work to do	36%	-	+1
Slightly below capacity - available for more work	9%	-	+2
Well below capacity - not enough work	2%	-	0

1o I feel burned out by my work

	2025	2024	Sector
Strongly disagree	8%	+1	+1
Disagree	30%	0	+2
Neither agree nor disagree	29%	+4	0
Agree	23%	-2	-2
Strongly agree	10%	-3	-1

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Other wellbeing questions

The World Health Organisation has defined burnout as a syndrome resulting from chronic workplace stress which has not been properly managed.

These questions relate to the three dimensions of burnout: exhaustion, cynicism and reduced professional efficacy.

1p I feel mentally exhausted by my work on most days

	2025 % respondents	Difference from **2024**	Difference from **Sector**
Strongly disagree	8%	0	0
Disagree	30%	-1	+2
Neither agree nor disagree	25%	+2	0
Agree	28%	0	-1
Strongly agree	10%	-2	-2

1q I am struggling to maintain enthusiasm for my work

Strongly disagree	11%	+1	+1
Disagree	35%	+1	+1
Neither agree nor disagree	21%	+1	-1
Agree	22%	-1	0
Strongly agree	11%	-2	0

1r I feel I am not as effective in my role as I used to be

Strongly disagree	14%	+1	+1
Disagree	38%	0	+1
Neither agree nor disagree	20%	+1	-1
Agree	18%	-1	0
Strongly agree	9%	-1	0

% respondents who experienced all three dimensions of burnout	16%	-2	-1

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Customer service

Customer means the people who you or your organisation provide a service to.

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
	Customer service (total score)				**62**%	+1	-4
2c	My workgroup considers customer needs when planning our work	75	16	9	75%	-1	-3
6d	My senior executives communicate the importance of customers in our work	61	24	15	61%	+2	-1
7g	My organisation meets the needs of the communities, people, and/or businesses of NSW	61	25	13	61%	+3	-3
7f	The processes in my organisation are designed to support the best experience for customers	49	32	19	49%	+1	-7

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Role clarity and support

Purpose and direction

An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy.

Employees also need the right support to deliver what is expected in their role such as time to do their job well, tools and technology, and training.

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
Role clarity and support (total score)					**67**%	**+2**	**-1**
1a	I understand what is expected of me to do well in my job	82	10	8	**82**%	**+1**	**-2**
1c	I have the tools and technology to do my job well	67	15	18	**67**%	**+3**	**-2**
1b	I get the support I need to do my job well	63	17	20	**63**%	**+3**	**-2**
1d	I have the time to do my job well	54	18	28	**54**%	**+2**	**+1**

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Job purpose and enrichment
Purpose and direction

In addition to role clarity and support, employees are likely
to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

			Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
	Job purpose and enrichment (total score)					**72**%	+2	-1
1e	My job gives me opportunities to use a variety of skills		79	12	10	**79**%	+2	-1
1f	I have a choice in deciding how I carry out day to day work tasks		72	14	14	**72**%	+3	0
5h	My manager communicates how my role contributes to my organisation's purpose		66	19	15	**66**%	+1	-2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
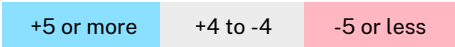
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Risk and innovation
Purpose and direction

Risk refers to the effect of uncertainty in achieving work goals and organisational objectives. Workplace risks can have negative or positive effects on your objectives.

Innovation means creating new and better products, processes services, and technologies to improve outcomes for the people of NSW.

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
	Risk and innovation (total score)				68%	+2	-2
1k	I know how to manage risks related to my role	82	12		82%	+2	0
5a	My manager encourages people in my workgroup to keep improving the work they do	73	15	12	73%	+1	-1
7a	My organisation is making improvements to meet future challenges	49	28	23	49%	+3	-4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Ethics and values
Purpose and direction

Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.

Values are beliefs that guide and motivate attitudes and actions. An organisation's values are a set of guiding beliefs upon which the organisation is based. They help people function together as one and shape the way employees should operate and achieve outcomes.

		Favourable / Neutral / Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
	Ethics and values (total score)		**81%**	+2	-1
7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	96	96%	+1	0
7r	I understand what ethical behaviour means within my workplace	94	94%	+1	+1
7s	I would know how to report unethical behaviour if I became aware of it	89 / 7	89%	+1	0
7o	I support my organisation's values	88 / 10	88%	+2	0
7n	My organisation shows a commitment to ethical behaviours	67 / 19 / 14	67%	+2	-4
6b	My senior executives model the values of my organisation	52 / 28 / 20	52%	+3	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Teamwork and collaboration
Work environment

Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

Well executed collaboration enables agencies to share knowledge ideas, resources, skills, networks, and assets, leading to better outcomes for customers.

	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Teamwork and collaboration (total score)				**60**%	+1	-1
2a My workgroup works collaboratively to achieve its goals	75	13	12	**75**%	-1	-1
7d There is good co-operation between teams across my organisation	52	25	23	**52**%	+1	-3
6c My senior executives promote collaboration between my organisation and other organisations we work with	52	30	18	**52**%	+3	+1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
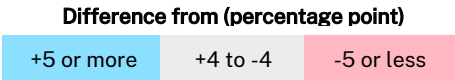
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Inclusion and diversity
Work environment

An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
	Inclusion and diversity (total score)				**69**%	-	-2
2b	People in my workgroup treat each other with respect	77	11	12	77%	0	0
8c	I feel culturally safe at work	72	17	11	72%	0	-5
5i	My manager supports my career advancement	66	22	13	66%	-	0
8b	I feel that I belong in my organisation	65	23	13	65%	+2	-2
8d	If I chose to, I would feel safe sharing personal aspects about myself at work	64	19	17	64%	+1	-4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Flexible working

Work environment

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
	Flexible working (total score)				**67**%	+3	+2
8h	My manager supports flexible working in my team	70	18	12	**70**%	+3	+2
8g	How satisfied are you with your ability to access and use flexible working arrangements?	63	22	15	**63**%	+2	+2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Use of flexible working

Work environment

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

8f Type of flexible working		2025 % respondents	Difference from 2024	Difference from Sector
Flexible start and finish times		57%	+1	+13
Working from home		54%	+6	+12
I did not use any flexible working arrangements		25%	-3	-4
Working from different locations		25%	+2	+5
Working additional hours to make up for time off		17%	0	-1
Working more hours over fewer days		10%	0	+1
Flexible scheduling for rostered workers		7%	0	0
Part-time work		7%	0	-6
Leave without pay		5%	0	-4
Other		3%	0	0
Job sharing		2%	0	-2
Study leave		2%	0	-3
Purchasing annual leave		1%	0	-1

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Grievance handling
Work environment

A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Grievance handling							
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	60	18	22	60%	+3	-4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Health and safety

Work environment

Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
Health and safety							
7x	I am confident work health and safety issues I raise will be addressed promptly	63	19	18	**63**%	+2	-4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Recruitment
Enabling practices

Recruitment refers to the process of attracting, screening, and onboarding people.

	Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
Recruitment						
7u My organisation follows a merit-based process for recruitment and promotion decisions	45	24	31	45%	-	-6

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Learning and development
Enabling practices

Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

		Favourable / Neutral / Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
	Learning and development (total score)		**56**%	**+1**	**-4**
1j	I have the opportunity to develop the skills that I need to do my job well	64 / 18 / 18	**64**%	**+3**	**-2**
3f	I have received the training and development I need to do my job well	58 / 23 / 19	**58**%	**+1**	**-5**
3g	I am satisfied with the opportunities available for professional development in my organisation	47 / 22 / 31	**47**%	**0**	**-4**

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Mobility
Enabling practices

Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

3h Are there barriers preventing you from moving to another role? If so, what are they?

	2025 % respondents	Difference from 2024	Difference from Sector
Lack of promotion opportunities	33%	+4	0
Geographic location considerations	31%	-2	+8
Lack of visible opportunities	31%	+2	0
Personal / family considerations	30%	-4	+3
There are no major barriers to my career progression	25%	0	-3
The application / recruitment process is too cumbersome or time consuming	24%	0	+3
Lack of support for temporary assignments / secondments	20%	+1	+5
Insufficient training and development	18%	+1	+3
Lack of support from my manager / supervisor	15%	0	+2
Lack of required capabilities or experience	12%	0	+1
Other	11%	0	+1

r = below privacy cut-off

Pay
Enabling practices

	Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
Pay						
4 I am paid fairly for the work I do	55	18	27	**55**%	+11	+9

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Recognition
Enabling practices

Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Recognition (total score)				**59**%	+2	-2
5f My manager provides recognition for the work I do	70	15	15	**70**%	+2	-1
7m I receive adequate recognition for my contributions from my organisation	48	26	27	**48**%	+3	-3

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

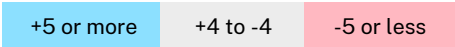r = below privacy cut-off

Feedback and performance management
Enabling practices

Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Feedback and performance management (total score)				**56**%	-	-4
3d In the last 12 months, I have received feedback to help me improve my work	60	19	21	60%	+1	-3
5g I am confident my manager would appropriately deal with employees who perform poorly	59	18	23	59%	-	-2
3e My performance is assessed against clear criteria	48	28	24	48%	0	-7

	2025 % respondents	Difference from 2024	Difference from Sector
Performance management process			
3a I have a performance and development plan that sets out my individual goals	59%	+1	-17
3b I have informal feedback conversations with my manager	76%	+2	-3
3c I have scheduled feedback conversations with my manager	58%	+3	-9

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Decision making and accountability

Leadership

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

	Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
Decision making and accountability (total score)				**55**%	+1	-5
5e I have confidence in the decisions my manager makes	70	16	14	**70**%	+1	-1
7e People in my organisation take responsibility for their own actions	41	30	29	**41**%	+1	-8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Communication and change management
Leadership

Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Communication and change management (total score)				**50%**	+2	-4
5b My manager communicates effectively with me	73	13	14	73%	+1	-1
7p I am supported through changes that affect my work	51	27	22	51%	+2	-4
7q I have the opportunity to provide feedback on change processes that directly affect me	50	23	27	50%	+2	-6
6a My senior executives provide clear direction for the future of the organisation	46	28	26	46%	+3	-3
7b Change is managed well in my organisation	29	30	42	29%	+1	-7

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Employee voice
Leadership

Ensuring employees feel like they can share a different view to others and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
	Employee voice (total score)				**62**%	+1	-2
5c	My manager encourages and values employee input	73	14	13	73%	+2	-2
5d	My manager involves my workgroup in decisions about our work	68	16	16	68%	+1	-2
8a	I am comfortable sharing a different view to others in my organisation	65	18	17	65%	-1	-1
6e	My senior executives listen to employees	41	29	31	41%	+2	-3

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Negative workplace behaviours

In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

| In the last 12 months, have you...		**2025** % respondents	Difference from **2024**	Difference from **Sector**
been aware of any misconduct in your organisation		19%	-1	+5
witnessed bullying		20%	-2	+1
experienced bullying		14%	-1	+2
witnessed sexual harassment		3%	0	+1
experienced sexual harassment		4%	-1	0
experienced threats or physical harm		1%	-9	-1
witnessed discrimination		10%	-4	+1
experienced discrimination		7%	-4	+1
witnessed racism		6%	-2	0
experienced racism		3%	-2	0

Definitions

- **Misconduct:** behaviour that is unethical, illegal, corrupt, or that breaches your organisation's code of conduct

- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers

- **Sexual harassment:** unwelcome behaviour of a sexual nature that would offend, humiliate or intimidate someone

- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics

- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
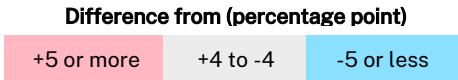
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Action on survey results

Leadership

To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**
	Action on survey results (total score)				**33**%	-	-2
9b	I am confident my organisation will act on the results of this survey	35	31	33	**35**%	-1	-3
9a	My organisation has made improvements based on the survey results from last year	31	43	27	**31**%	-	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Intention to stay

Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

Intention to stay is a leading indicator for turnover. However, intention doesn't always translate into action.

21k   How long do you think you will continue to work in your current organisation?

	2025 % respondents	Difference from **2024**	Difference from **Sector**
Less than 1 year	6%	-2	-1
1 year to less than 2 years	7%	-1	-1
2 years to less than 5 years	17%	0	-2
5 years to less than 10 years	25%	+1	0
10 years to less than 20 years	27%	+2	+3
More than 20 years	18%	+1	+3

21l   What best describes your plans involved with leaving your current organisation?

	2025	**2024**	**Sector**
I am planning to retire	13%	+3	-2
I am applying for/intend to apply for new roles in another NSW public sector organisation	37%	+2	+7
I am applying for/intend to apply for roles in the private sector	16%	-6	-1
I am applying for/intend to apply for new roles in the not for profit / community sector	4%	0	+1
It is the end of my non-ongoing, casual or contracted employment	6%	-1	-2
Other	23%	+2	-4

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Intention to stay

Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

Intention to stay is a leading indicator for turnover. However, intention doesn't always translate into action.

21m What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)

		2025 % respondents	Difference from 2024	Difference from Sector
There are a lack of future career opportunities in my organisation		35%	+3	0
Senior leadership is of a poor quality		30%	-1	+4
I am emotionally exhausted		22%	+2	+3
I am expected to do more work than I reasonably can		21%	+1	+4
I am not satisfied with the work		17%	-2	0

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Communities and Justice questions

	Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**

Communities and Justice questions

Question	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024
I understand how my work links to the strategic outcomes in my organisation	79	15		79%	+1
My manager is committed to, and supportive of, diverse workgroups	78	15	7	78%	+2
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	77	16	7	77%	+1
My manager communicates the importance of the people to whom we provide a service in achieving our objectives	76	16	8	76%	+2
Our workplace respects different cultures and adapts its services accordingly	75	18	7	75%	+2
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	71	23		71%	+3
All things considered, I feel my organisation provides good support for my mental health and well-being	59	21	19	59%	+1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Communities and Justice questions

What is your role?	2025 % respondents	Difference from 2024
Administration	12%	0
Business Enabler (Legal, IT, Finance, HR, Procurement, Training & other corporate services)	9%	0
Custodial Officer	6%	-4
Youth Worker	0%	-1
Sheriff's Officer	1%	0
Community Corrections Officer	5%	+1
Caseworker - Child Protection & Permanency	9%	+2
Community Worker	0%	0
Caseworker - Helpline	1%	0
Contact Centre Operator	2%	0
Contact Centre Manager	0%	0
Casework Support Worker	1%	0
Casework Specialist	1%	0

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Communities and Justice questions

What is your role?	2025 % respondents	Difference from 2024
Manager Child Protection & Permanency (inc Districts, OSP, CSSS)	2%	0
Permanency Co-ordinator	0%	0
Asset or Property Management	2%	+1
Client Liaison Officer / Client Service Officer (field and HCC)	4%	+1
Housing Manager / Housing Team Leader	1%	0
Disability Case Manager	r	-
Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)	r	-
Legal officer or other legal professional (Legal support,Paralegal)	3%	0
Policy/Program/Project/Research Officer	6%	+1
Policy/Program/Project/Research Manager	2%	0
Analyst	2%	0
Analyst Manager	0%	0
Psychologist	1%	0

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Communities and Justice questions

What is your role?	2025 % respondents	Difference from 2024
Teacher	0%	0
Senior Manager	2%	0
Senior Executive Band 1	1%	0
Senior Executive Band 2 and 3	0%	0
Permanent Fire fighter	4%	-1
Retained Fire fighter	3%	-1
Tradesperson (e.g. engineer, mechanic, technician)	1%	0
NSW SES Zone Commander/Deputy Zone Commander	r	-
Guardian	0%	0
Client Service Officer (EM and EP&A)	3%	0
Other	15%	0

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Results by child unit and demographic group

Discover if employees in different groups have different views

Respondent profile

This section provides a snapshot of survey respondents. Use it to assess whether the respondent group reflects your broader organisation or team.

Gender	% respondents
Woman or female	47
Man or male	38
Non-binary	0.5
Use a different term	0.2
Prefer not to answer	14

Age	
15-34 years	22
35-54 years	46
55+ years	14
Prefer not to answer	19

Aboriginal and/or Torres Strait Islander	
Yes	5
No	81
Prefer not to answer	14

LOTE spoken at home	
Yes	18
No	70
Prefer not to answer	11

Cultural minority	
Yes	15
No	68
Prefer not to answer	17

Disability	
Yes	8
No	81
Prefer not to answer	11

LGBQA+	% respondents
Yes	7
No	74
I don't know	1
Prefer not to answer	19

Trans or gender diverse	
Yes	0.4
No	85
I don't know	1
Prefer not to answer	14

Person with an intersex variation	
Yes	0.1
No	85
Prefer not to answer	14

Working arrangement	
Full-time	91
Part-time	9

Caring responsibilities	
Yes	50
No	38
Prefer not to answer	11

Organisation tenure	
Less than 1 year	9
1 year to less than 2 years	9
2 years to less than 5 years	20
5 years to less than 10 years	21
10 years to less than 20 years	23
More than 20 years	19

Frontline / Non-frontline	% respondents
Frontline	45
Non-frontline	55

Type of work	
Service delivery involving direct contact with the public	45
Other service delivery work	7
Administrative support	8
Corporate services	9
Policy	2
Research	1
Program and project management support	7
Legal	4
Other	18

Salary	
$97,026 and below	24
$97,027 - $125,692	32
$125,693 - $168,129	23
$168,130 and above	6
Prefer not to answer	15

Employment status	
Senior executive	2
Ongoing / permanent	86
Temporary	5
Casual	1
Contract-non-executive	2
Labour hire	1
Other	1
Don't know	2

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Selected key topic results by child unit

This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

	Report total	Corrective Services NSW	Crown Solicitor's Office	Department of Communities and Justice	Fire and Rescue NSW	Multicultural NSW	NSW Police Force	NSW Rural Fire Service	NSW State Emergency Service	NSW Trustee and Guardian
Employee engagement	62	57	70	64	66	84	58	62	70	57
Wellbeing	58%	54%	64%	60%	65%	86%	56%	53%	65%	50%
Role clarity and support	67%	67%	72%	70%	65%	83%	63%	59%	67%	58%
Inclusion and diversity	69%	59%	79%	73%	69%	87%	68%	62%	74%	66%
Teamwork and collaboration	60%	51%	66%	65%	59%	85%	57%	52%	59%	52%
Learning and development	56%	56%	66%	61%	43%	77%	54%	46%	55%	49%
Communication and change management	50%	45%	63%	56%	45%	82%	44%	39%	52%	51%
Employee voice	62%	57%	72%	67%	59%	85%	56%	54%	68%	59%

At least 5 percentage points higher than report unit	Within 5 percentage points of the report unit	At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by select demographics

	Report total	Woman or female	Man or male	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTIQA+	People who speak a language other than English	15-34 years	35-54 years	55+ years	Caring responsibilities*	Cultural minority
Employee engagement	62	65	62	53	61	59	61	68	64	63	64	62	66
Wellbeing	58%	62%	60%	38%	55%	49%	56%	65%	60%	61%	64%	59%	62%
Role clarity and support	67%	71%	67%	52%	67%	61%	66%	74%	69%	69%	71%	67%	71%
Inclusion and diversity	69%	73%	70%	51%	64%	63%	69%	72%	74%	72%	69%	70%	70%
Teamwork and collaboration	60%	63%	60%	44%	58%	55%	59%	65%	63%	62%	62%	61%	64%
Learning and development	56%	62%	56%	41%	57%	50%	57%	62%	62%	59%	58%	57%	60%
Communication and change management	50%	55%	49%	36%	51%	45%	48%	60%	55%	52%	52%	50%	56%
Employee voice	62%	67%	62%	48%	63%	58%	63%	67%	66%	65%	63%	63%	66%

🟦	At least 5 percentage points higher than report unit	⬜ Within 5 percentage points of the report unit	🟥 At least 5 percentage points lower than report unit	r = below privacy cut-off

* See interpretation guide for the definition of who is included in this group

Selected key topic results by type of work

	Report total	Frontline	Non-frontline	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	62	58	65	58	63	69	70	66	68	67	69	59
Wellbeing	58%	53%	63%	53%	62%	70%	72%	68%	70%	69%	64%	53%
Role clarity and support	67%	62%	71%	62%	69%	78%	77%	73%	75%	75%	69%	64%
Inclusion and diversity	69%	68%	71%	68%	70%	74%	78%	77%	78%	76%	79%	60%
Teamwork and collaboration	60%	58%	62%	58%	60%	67%	68%	70%	70%	67%	68%	53%
Learning and development	56%	54%	60%	54%	58%	64%	65%	66%	61%	63%	68%	51%
Communication and change management	50%	45%	54%	45%	51%	61%	63%	57%	61%	56%	60%	45%
Employee voice	62%	58%	65%	58%	63%	69%	73%	77%	71%	72%	72%	55%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

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Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	62	73	68	64	59	57	60
Wellbeing	58%	75%	66%	58%	55%	55%	58%
Role clarity and support	67%	78%	72%	67%	64%	64%	67%
Inclusion and diversity	69%	79%	75%	71%	66%	66%	68%
Teamwork and collaboration	60%	72%	65%	60%	56%	57%	60%
Learning and development	56%	70%	61%	57%	54%	54%	55%
Communication and change management	50%	67%	60%	52%	47%	45%	46%
Employee voice	62%	76%	69%	63%	59%	59%	60%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

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People Matter
Employee Survey
HAVE YOUR SAY

	Report total	Metro	Regional	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	62	64	60	62	65	62	61	59	60	61	55
Wellbeing	58%	62%	56%	60%	63%	59%	57%	54%	55%	59%	50%
Role clarity and support	67%	70%	64%	68%	71%	68%	63%	62%	61%	66%	59%
Inclusion and diversity	69%	72%	67%	71%	73%	68%	71%	66%	68%	66%	63%
Teamwork and collaboration	60%	63%	57%	61%	64%	60%	59%	55%	55%	57%	51%
Learning and development	56%	60%	54%	58%	61%	59%	54%	51%	49%	56%	50%
Communication and change management	50%	54%	47%	51%	55%	48%	52%	43%	43%	48%	41%
Employee voice	62%	65%	60%	63%	66%	61%	63%	59%	59%	61%	55%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

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Selected key topic results by geographic region

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	62	65	59	62	58	59	63	61	58	59
Wellbeing	58%	60%	50%	60%	52%	52%	59%	57%	54%	50%
Role clarity and support	67%	67%	61%	71%	64%	61%	63%	66%	65%	63%
Inclusion and diversity	69%	73%	63%	69%	62%	67%	68%	66%	61%	67%
Teamwork and collaboration	60%	63%	54%	61%	52%	58%	59%	57%	56%	59%
Learning and development	56%	58%	51%	57%	53%	52%	52%	55%	52%	46%
Communication and change management	50%	52%	43%	49%	44%	44%	47%	48%	45%	45%
Employee voice	62%	65%	56%	63%	58%	59%	62%	60%	59%	61%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Additional information about the survey

Discover more about how the survey works and how to act on results

Survey model

The People Matter Employee Survey provides an important opportunity for more than 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Teamwork and collaboration	Recruitment	Decision making and accountability	Employee engagement
Job purpose and enrichment	Inclusion and diversity	Learning and development	Communication and change management	Job satisfaction
Risk and innovation	Flexible working	Pay	Employee voice	Wellbeing
Ethics and values	Grievance handling	Recognition	Action on survey results	Customer service
	Health and safety	Feedback and performance management		

Interpretation guide

Privacy

Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.
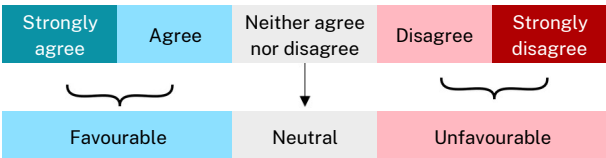
Headline Results – Key topics

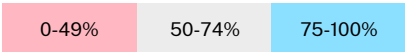Due to changes in the survey questions some topics do not have a comparison to the previous year. Where a comparison is available, the change is displayed in the box.

To improve clarity, survey questions that previously sat under multiple topics have now been assigned to a single, most relevant thematic topic. As a result, previous years' topic scores have been recalculated and may differ slightly from past reports.

% favourable calculation

Most scores are shown as % favourable, which is the sum of the 'strongly agree' and 'agree' percentages.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Favourable		Neutral	Unfavourable	

% favourable scores are colour coded based on these ranges:

0-49%	50-74%	75-100%

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Methodology - Burnout questions (disagree)

Burnout (disagree) questions are reported using a 5-point Likert scale from 'strongly disagree' to 'strongly agree'. For negatively framed questions, lower scores ('strongly disagree' and 'disagree') indicate more favourable responses (less burnout), while higher scores ('agree' and 'strongly agree') indicate less favourable scores (more burnout). To interpret the results, the further responses are towards 'strongly disagree', the less burnout is reported; the further towards 'strongly agree', the more burnout is reported.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

100 to 'strongly agree'
75 to 'agree'
50 to 'neither agree nor disagree'
25 to 'disagree'
0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

Difference scores

Difference scores are displayed as a percentage point where available. Differences are colour coded based on these ranges:

+5 or more	+4 to -4	-5 or less
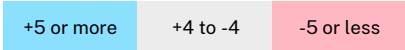
A '-' represents there is no applicable comparison available.

Sector: The NSW public sector as a whole, including all NSW Government employees who participated in the survey.

Interpretation guide

Key driver analysis

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). We recommend looking for ways to maintain your strengths and improve your priority areas.

Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Metro and Regional

The survey collects suburb and postcode data which is mapped to the Statistical Areas 4 (SA4) geographical from the Australian Bureau of Statistics (ABS) geographical framework. They are the largest sub-state regions in the Australian Statistical Geography Standard.

Metro includes all Sydney SA4s and is divided into Sydney East and Sydney West.

Sydney East includes Sydney - City and Inner South, Sydney - Eastern Suburbs, Sydney - Inner South West, Sydney - Inner West, Sydney - North Sydney and Hornsby, Sydney - Northern Beaches, Sydney - Ryde and Sydney - Sutherland SA4s.

Sydney West includes Sydney – Baulkham Hills and Hawkesbury, Sydney – Blacktown, Sydney – Outer South West, Sydney – Outer West and Blue Mountains, Sydney – Parramatta and Sydney – South West SA4s.

Regional includes Capital Region; Central Coast; Central West; Coffs Harbour– Grafton, Far West and Orana; Hunter Valley excluding Newcastle; Illawarra; Mid North Coast; Murray; New England and North West; Newcastle and Lake Macquarie; Richmond – Tweed; Riverina; and Southern Highlands and Shoalhaven SA4s.

Frontline and Non-frontline

Frontline roles are those where employees spend at least 70% of their time delivering services directly to members of the public. In the PMES, frontline and non-frontline status is determined by responses to the question: "Which of the following best describes the work you do?"

Frontline is defined as 'Service delivery involving direct contact with the public (e.g., teaching, nursing, policing, shopfront / counter service, train driver, customer service)'.

Non-frontline includes all other types of work:

- Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g., maintenance, technical support catering, cleaning, laundry)
- Administrative support (e.g., executive / personal assistant, receptionist)
- Corporate services (e.g., HR, finance, IT, ministerial or parliamentary processes)
- Policy
- Research
- Program and project management support
- Legal (including developing and/or reviewing legislation) or
- Other

Caring responsibilities

These are employees who selected at least one of the below options from the question; 'Do you have caring responsibilities outside of work?'

- Yes, for a child
- Yes, for a child who needs support due to disability, chronic illness, mental illness or other circumstances
- Yes, for an adult who needs support due to disability, chronic illness, mental illness, dementia, frail age or other circumstances

Action planning

We are all responsible for building a world class public service. Improving employee experience is one way to work towards this goal.

Survey communication and action planning: Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

🏆 CELEBRATE	💬 INVESTIGATE FURTHER WITH OUR TEAMS	✛ OPPORTUNITIES
The things we do well: _____ _____ _____ Think about how we can build on our strengths and learn from what we are good at.	Are there any other opportunities coming out of the results that we want to explore further? _____ _____ _____ How could we investigate? Through looking at the data in in more detail or through discussions with staff?	Areas we need to focus on and turn into action plans: _____ _____ _____ What are the key things we need to improve to make working here better?

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				