

People Matter Employee Survey

HAVE **YOUR** SAY

Agency Report

NSW Trustee and Guardian

- **Survey period:** 18 August to 12 September 2025
- **Completed surveys:** 478
- **Response rate:** 61% -7 compared to 2024
- **Portfolio:** Communities and Justice



Organisational hierarchy

This shows where the report unit sits in the survey’s organisational hierarchy.

NSW public sector

- Communities and Justice
 - NSW Trustee and Guardian

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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.

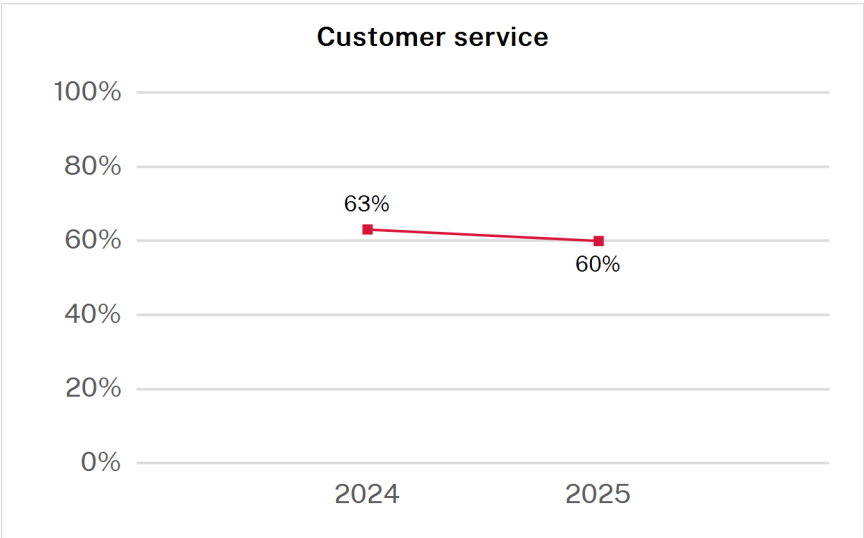
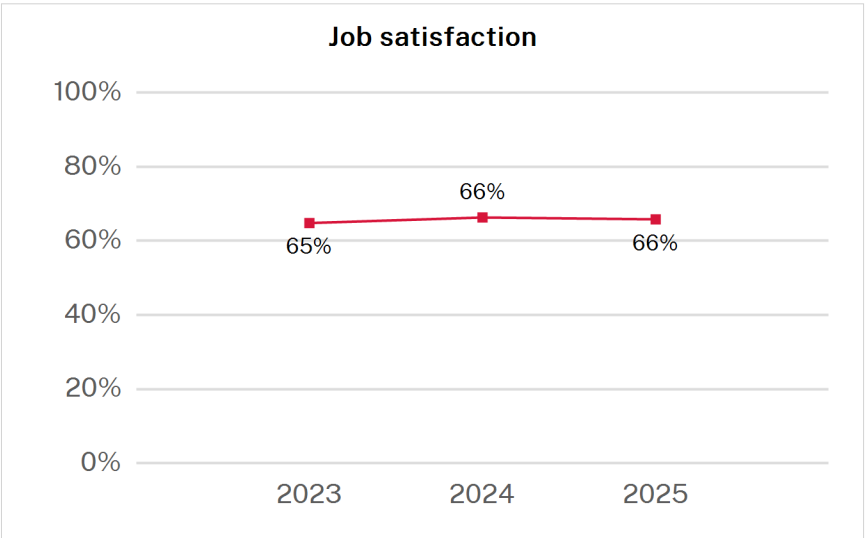
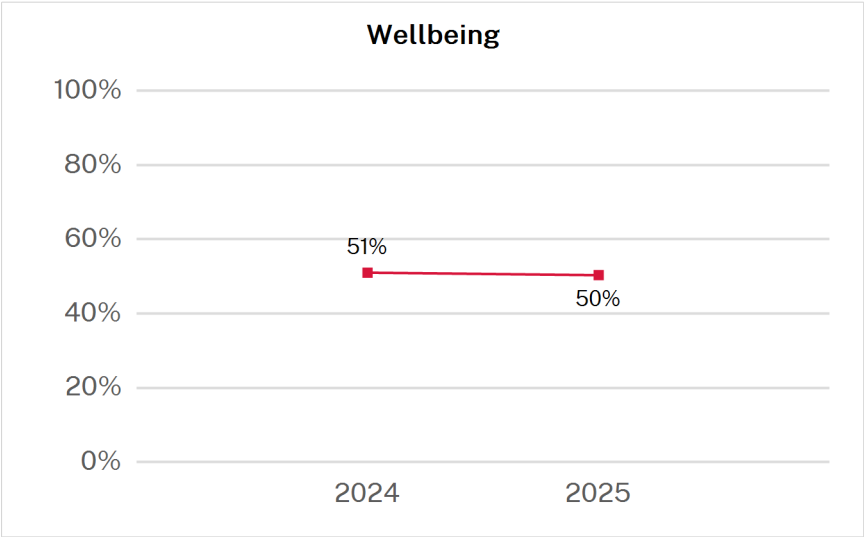
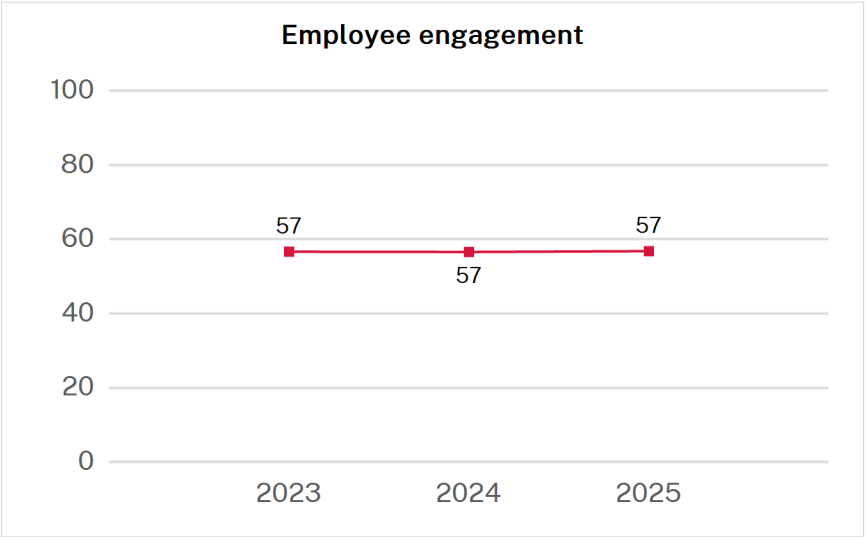


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Long-term trend

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.



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
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	53%	+7
Risk and innovation	7a	My organisation is making improvements to meet future challenges	57%	+7
Pay	4	I am paid fairly for the work I do	57%	+6
Ethics and values	7o	I support my organisation's values	93%	+3
Ethics and values	6b	My senior executives model the values of my organisation	51%	+3

- Least improved questions			2025 % favourable	difference from 2024
Learning and development	3g	I am satisfied with the opportunities available for professional development in my organisation	38%	-10
Feedback and performance management	3d	In the last 12 months, I have received feedback to help me improve my work	59%	-8
Feedback and performance management	3e	My performance is assessed against clear criteria	52%	-7
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	72%	-7
Other wellbeing	1q	I am struggling to maintain enthusiasm for my work (disagree)	40%	-7

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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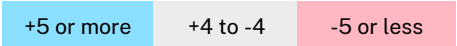
Highest and lowest scoring questions

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%	+2
Ethics and values	7r	I understand what ethical behaviour means within my workplace	96%	+2
Ethics and values	7o	I support my organisation's values	93%	+3
Other wellbeing	1m	I am able to adapt when changes occur	86%	+1
Ethics and values	7s	I would know how to report unethical behaviour if I became aware of it	86%	+2

- Questions with the lowest favourable scores			2025 % favourable	difference from 2024
Communication and change management	7b	Change is managed well in my organisation	26%	0
Action on survey results	9a	My organisation has made improvements based on the survey results from last year	33%	-
Other wellbeing	1p	I feel mentally exhausted by my work on most days (disagree)	33%	-3
Decision making and accountability	7e	People in my organisation take responsibility for their own actions	34%	0
Other wellbeing	1o	I feel burned out by my work (disagree)	36%	-2

Difference from (percentage point)



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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
Ethics and values	6b	My senior executives model the values of my organisation		51	27	23	51%	Improve
Ethics and values	7n	My organisation shows a commitment to ethical behaviours		67	18	15	67%	Maintain
Communication and change management	7p	I am supported through changes that affect my work		52	25	24	52%	Improve
Wellbeing	7t	I am satisfied with current workplace practices to help me manage my wellbeing		50	26	25	50%	Improve
Communication and change management	7b	Change is managed well in my organisation		26	33	41	26%	Improve
Employee voice	6e	My senior executives listen to employees		37	32	31	37%	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	Difference from Portfolio
Flexible working	8h	My manager supports flexible working in my team		79			79%	-4	+12	+9
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do		73			73%	-4	-2	0
Communication and change management	5b	My manager communicates effectively with me		72			72%	-4	-2	-1
Employee voice	5c	My manager encourages and values employee input		72			72%	-3	-3	-1
Recognition	5f	My manager provides recognition for the work I do		69			69%	-5	-2	-1
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose		67			67%	-5	-2	0
Employee voice	5d	My manager involves my workgroup in decisions about our work		66			66%	-5	-3	-1
Inclusion and diversity	5i	My manager supports my career advancement		60			60%	-	-5	-6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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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			2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Customer service	6d	My senior executives communicate the importance of customers in our work			70%	0	+8	+9
	6a	My senior executives provide clear direction for the future of the organisation			53%	+7	+5	+8
	6b	My senior executives model the values of my organisation			51%	+3	-2	-2
	6c	My senior executives promote collaboration between my organisation and other organisations we work with			48%	+1	-3	-4
	6e	My senior executives listen to employees			37%	-2	-6	-4

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

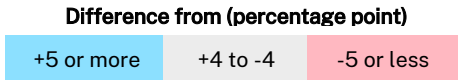
Employee engagement

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.

				2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Employee engagement (total score)*				57	0	-7	-5
7j	I feel a strong personal attachment to my organisation	50	35 15	50%	-1	-9	-8
7l	My organisation inspires me to do the best in my job	47	30 23	47%	+1	-7	-4
7i	I am proud to tell others I work for my organisation	46	35 18	46%	-6	-21	-18
7k	My organisation motivates me to help it achieve its goals	46	32 22	46%	+2	-7	-4
7h	I would recommend my organisation as a great place to work	41	34 25	41%	-2	-18	-14

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



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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.

				2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Job satisfaction (total score)				66%	0	-4	-4
1g	My job gives me a feeling of personal accomplishment	<div><div>Favourable</div><div>70</div><div>Neutral</div><div>18</div><div>Unfavourable</div><div>13</div></div>		70%	0	-3	-1
1h	I am satisfied with my job	<div><div>Favourable</div><div>62</div><div>Neutral</div><div>19</div><div>Unfavourable</div><div>20</div></div>		62%	-1	-6	-6

Difference from (percentage point)



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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	Difference from Portfolio
Wellbeing (total score)					50%	-1	-7	-8
7w	There are effective resources in my organisation to support employee wellbeing	55	23	22	55%	0	-8	-10
1l	In general, my sense of wellbeing is..	53	30	18	53%	-1	-5	-5
7t	I am satisfied with current workplace practices to help me manage my wellbeing	50	26	25	50%	-2	-6	-7
1i	The amount of stress in my job is manageable	45	22	34	45%	0	-10	-10

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	Difference from Portfolio
Strongly disagree	<div></div>	1%	0	0	0
Disagree	<div></div>	3%	0	+1	+1
Neither agree nor disagree	<div></div>	10%	-1	+1	0
Agree	<div></div>	63%	-4	-2	-3
Strongly agree	<div></div>	23%	+5	+1	+2
1n What best describes your current workload?					
Well above capacity - too much work	<div></div>	37%	-	+17	+18
Slightly above capacity - lots of work to do	<div></div>	31%	-	-5	-4
At capacity - about the right amount of work to do	<div></div>	25%	-	-10	-11
Slightly below capacity - available for more work	<div></div>	5%	-	-1	-3
Well below capacity - not enough work	<div></div>	1%	-	0	0
1o I feel burned out by my work					
Strongly disagree	<div></div>	9%	+2	+2	+1
Disagree	<div></div>	26%	-3	-1	-3
Neither agree nor disagree	<div></div>	25%	+4	-4	-4
Agree	<div></div>	25%	-4	0	+1
Strongly agree	<div></div>	15%	+2	+4	+5

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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	Difference from Portfolio
Strongly disagree	<div></div>	7%	0	0	-1
Disagree	<div></div>	27%	-3	-2	-4
Neither agree nor disagree	<div></div>	22%	+5	-3	-3
Agree	<div></div>	30%	-3	+1	+2
Strongly agree	<div></div>	15%	+1	+3	+5
1q I am struggling to maintain enthusiasm for my work					
Strongly disagree	<div></div>	10%	+1	0	-1
Disagree	<div></div>	30%	-8	-5	-6
Neither agree nor disagree	<div></div>	22%	+3	0	+1
Agree	<div></div>	24%	+1	+2	+2
Strongly agree	<div></div>	14%	+4	+3	+4
1r I feel I am not as effective in my role as I used to be					
Strongly disagree	<div></div>	13%	+2	0	-1
Disagree	<div></div>	34%	-5	-3	-4
Neither agree nor disagree	<div></div>	21%	-2	0	+1
Agree	<div></div>	19%	+1	0	+1
Strongly agree	<div></div>	12%	+4	+4	+3
% respondents who experienced all three dimensions of burnout		19%	+1	+2	+3

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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	Difference from Portfolio
Customer service (total score)					60%	-3	-6	-2
2c	My workgroup considers customer needs when planning our work	76 14 10			76%	-6	-2	+1
6d	My senior executives communicate the importance of customers in our work	70 18 12			70%	0	+8	+9
7g	My organisation meets the needs of the communities, people, and/or businesses of NSW	54 28 18			54%	0	-11	-8
7f	The processes in my organisation are designed to support the best experience for customers	39 27 34			39%	-5	-17	-10

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.

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Role clarity and support (total score)					58%	-3	-9	-8
1a	I understand what is expected of me to do well in my job			<div><div>78</div><div>13</div><div>9</div></div>	78%	-2	-6	-4
1b	I get the support I need to do my job well			<div><div>57</div><div>18</div><div>25</div></div>	57%	-5	-8	-6
1c	I have the tools and technology to do my job well			<div><div>55</div><div>16</div><div>29</div></div>	55%	-6	-14	-12
1d	I have the time to do my job well			<div><div>43</div><div>16</div><div>41</div></div>	43%	+1	-10	-11

Difference from (percentage point)



r = below privacy cut-off

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.

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Job purpose and enrichment (total score)					72%	-3	-1	0
1e	My job gives me opportunities to use a variety of skills			<div><div>77</div><div>12</div><div>12</div></div>	77%	0	-3	-2
1f	I have a choice in deciding how I carry out day to day work tasks			<div><div>73</div><div>12</div><div>15</div></div>	73%	-4	+2	+2
5h	My manager communicates how my role contributes to my organisation's purpose			<div><div>67</div><div>20</div><div>13</div></div>	67%	-5	-2	0

Difference from (percentage point)



r = below privacy cut-off

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	Difference from Portfolio
Risk and innovation (total score)				69%				+1	-1	+1
1k	I know how to manage risks related to my role			77		14 8	77%	+1	-5	-5
5a	My manager encourages people in my workgroup to keep improving the work they do			73		18 10	73%	-4	-2	0
7a	My organisation is making improvements to meet future challenges			57		24 19	57%	+7	+4	+9

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	Difference from Portfolio
Ethics and values (total score)					81%	+2	0	+1
7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	96			96%	+2	+1	+1
7r	I understand what ethical behaviour means within my workplace	96			96%	+2	+2	+1
7o	I support my organisation's values	93			93%	+3	+5	+5
7s	I would know how to report unethical behaviour if I became aware of it	86			86%	+2	-2	-3
7n	My organisation shows a commitment to ethical behaviours	67			67%	+1	-4	0
6b	My senior executives model the values of my organisation	51			51%	+3	-2	-2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	Difference from Portfolio
Teamwork and collaboration (total score)					52%	-4	-9	-8
2a	My workgroup works collaboratively to achieve its goals	72 13 16			72%	-7	-4	-3
6c	My senior executives promote collaboration between my organisation and other organisations we work with	48 31 21			48%	+1	-3	-4
7d	There is good co-operation between teams across my organisation	36 27 37			36%	-6	-19	-16

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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	Difference from Portfolio
Inclusion and diversity (total score)					66%	-	-5	-2
2b	People in my workgroup treat each other with respect	76	10	14	76%	-6	-1	-1
8c	I feel culturally safe at work	72	17	10	72%	-2	-4	+1
8d	If I chose to, I would feel safe sharing personal aspects about myself at work	62	22	16	62%	0	-6	-2
8b	I feel that I belong in my organisation	61	23	16	61%	-1	-6	-3
5i	My manager supports my career advancement	60	27	13	60%	-	-5	-6

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	Difference from Portfolio
Flexible working (total score)					78%	-2	+14	+12
8h	My manager supports flexible working in my team	79 10 10			79%	-4	+12	+9
8g	How satisfied are you with your ability to access and use flexible working arrangements?	77 12 10			77%	-1	+16	+14

Difference from (percentage point)



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	Difference from Portfolio
Working from home	<div></div>	86%	0	+45	+33
Flexible start and finish times	<div></div>	80%	-2	+37	+24
Working from different locations	<div></div>	32%	-1	+12	+7
Working additional hours to make up for time off	<div></div>	29%	-5	+12	+12
Working more hours over fewer days	<div></div>	16%	0	+7	+6
Leave without pay	<div></div>	7%	-1	-3	+2
Part-time work	<div></div>	6%	-1	-7	-1
Flexible scheduling for rostered workers	<div></div>	6%	-1	-1	-2
I did not use any flexible working arrangements	<div></div>	4%	0	-24	-20
Other	<div></div>	2%	0	-1	0
Study leave		r	-	-	-
Job sharing		r	-	-	-
Purchasing annual leave		r	-	-	-

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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	Difference from Portfolio
Grievance handling								
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	55	17	28	55%	+1	-10	-5

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	Difference from Portfolio
Health and safety								
7x	I am confident work health and safety issues I raise will be addressed promptly	55	22	23	55%	0	-13	-9

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	Difference from Portfolio
Recruitment								
7u	My organisation follows a merit-based process for recruitment and promotion decisions	44	28	28	44%	-	-7	0

Difference from (percentage point)

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

				2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Learning and development (total score)				49%	-6	-11	-7
1j	I have the opportunity to develop the skills that I need to do my job well	56	19 25	56%	-4	-10	-8
3f	I have received the training and development I need to do my job well	54	24 22	54%	-5	-9	-4
3g	I am satisfied with the opportunities available for professional development in my organisation	38	25 37	38%	-10	-13	-8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	Difference from Portfolio
Lack of promotion opportunities	<div></div>	41%	+6	+8	+8
The application / recruitment process is too cumbersome or time consuming	<div></div>	38%	+5	+16	+13
Lack of visible opportunities	<div></div>	35%	+2	+5	+5
Lack of support for temporary assignments / secondments	<div></div>	26%	+4	+10	+6
Personal / family considerations	<div></div>	24%	-8	-3	-6
Geographic location considerations	<div></div>	23%	-1	0	-8
Insufficient training and development	<div></div>	21%	+4	+6	+3
There are no major barriers to my career progression	<div></div>	20%	-4	-8	-4
Lack of support from my manager / supervisor	<div></div>	15%	+4	+3	0
Other	<div></div>	12%	+3	+2	+1
Lack of required capabilities or experience	<div></div>	11%	-1	0	-1

r = below privacy cut-off

Pay

Enabling practices

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Pay								
4	I am paid fairly for the work I do	57	20	22	57%	+6	+11	+2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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	Difference from Portfolio
Recognition (total score)					57%	-4	-4	-2
5f	My manager provides recognition for the work I do	69 17 14			69%	-5	-2	-1
7m	I receive adequate recognition for my contributions from my organisation	44 27 29			44%	-2	-6	-4

Difference from (percentage point)

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

				2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Feedback and performance management (total score)				56%	-	-4	0
3d	In the last 12 months, I have received feedback to help me improve my work	59	22 18	59%	-8	-4	-1
5g	I am confident my manager would appropriately deal with employees who perform poorly	56	21 23	56%	-	-6	-3
3e	My performance is assessed against clear criteria	52	25 24	52%	-7	-3	+4

				2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
3a	I have a performance and development plan that sets out my individual goals	82%		82%	-1	+6	+23
3b	I have informal feedback conversations with my manager	83%		83%	-4	+3	+7
3c	I have scheduled feedback conversations with my manager	75%		75%	-4	+8	+17

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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.

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Decision making and accountability (total score)					51%	-3	-9	-5
5e	I have confidence in the decisions my manager makes			<div><div>67</div><div>18</div><div>15</div></div>	67%	-5	-4	-3
7e	People in my organisation take responsibility for their own actions			<div><div>34</div><div>36</div><div>30</div></div>	34%	0	-15	-7

Difference from (percentage point)



r = below privacy cut-off

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	Difference from Portfolio
Communication and change management (total score)					51%	0	-4	+1
5b	My manager communicates effectively with me	72	14	14	72%	-4	-2	-1
6a	My senior executives provide clear direction for the future of the organisation	53	23	23	53%	+7	+5	+8
7p	I am supported through changes that affect my work	52	25	24	52%	-1	-4	0
7q	I have the opportunity to provide feedback on change processes that directly affect me	50	24	26	50%	-3	-6	0
7b	Change is managed well in my organisation	26	33	41	26%	0	-10	-3

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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	Difference from Portfolio
Employee voice (total score)					59%	-3	-5	-3
5c	My manager encourages and values employee input	72 15 14			72%	-3	-3	-1
5d	My manager involves my workgroup in decisions about our work	66 18 16			66%	-5	-3	-1
8a	I am comfortable sharing a different view to others in my organisation	60 22 19			60%	-3	-6	-5
6e	My senior executives listen to employees	37 32 31			37%	-2	-6	-4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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	Difference from Portfolio
been aware of any misconduct in your organisation	17%	+2	+4	-1
witnessed bullying	27%	+1	+8	+6
experienced bullying	17%	-2	+4	+3
witnessed sexual harassment	2%	r	-1	-2
experienced sexual harassment	4%	r	0	0
experienced threats or physical harm	3%	-7	0	+1
witnessed discrimination	10%	-1	+1	0
experienced discrimination	7%	-5	+1	0
witnessed racism	5%	-2	-1	-1
experienced racism	5%	-1	+2	+2

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

r = below privacy cut-off

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.

				2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Action on survey results (total score)				36%	-	+2	+3
9b	I am confident my organisation will act on the results of this survey	40	3524	40%	-4	+2	+5
9a	My organisation has made improvements based on the survey results from last year	33	4622	33%	-	+2	+2

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	Difference from Portfolio
Less than 1 year	<div></div>	11%	0	+4	+5
1 year to less than 2 years	<div></div>	12%	-2	+4	+5
2 years to less than 5 years	<div></div>	23%	+1	+4	+6
5 years to less than 10 years	<div></div>	25%	0	-1	0
10 years to less than 20 years	<div></div>	18%	+1	-6	-9
More than 20 years	<div></div>	11%	+1	-5	-8
21l What best describes your plans involved with leaving your current organisation?					
I am planning to retire	<div></div>	10%	r	-5	-3
I am applying for/intend to apply for new roles in another NSW public sector organisation	<div></div>	58%	+3	+28	+21
I am applying for/intend to apply for roles in the private sector		r	-	-	-
I am applying for/intend to apply for new roles in the not for profit / community sector		r	-	-	-
It is the end of my non-ongoing, casual or contracted employment		r	-	-	-
Other	<div></div>	14%	-1	-12	-9

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.

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	Difference from Portfolio
There are a lack of future career opportunities in my organisation		39%	+1	+4	+4
I am expected to do more work than I reasonably can		35%	+13	+17	+13
I am emotionally exhausted		30%	+12	+12	+9
Senior leadership is of a poor quality		30%	+5	+5	+1
I am not satisfied with the work		20%	+7	+3	+3

r = below privacy cut-off

Communities and Justice questions

	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Portfolio
Communities and Justice questions						
I understand how my work links to the strategic outcomes in my organisation	80	14		80%	+2	+1
My manager communicates the importance of the people to whom we provide a service in achieving our objectives	78	14	8	78%	-3	+2
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	77	16	7	77%	+3	0
My manager is committed to, and supportive of, diverse workgroups	74	18	8	74%	-3	-4
Our workplace respects different cultures and adapts its services accordingly	73	18	9	73%	+1	-2
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	67	25	8	67%	-4	-4
All things considered, I feel my organisation provides good support for my mental health and well-being	49	27	24	49%	-2	-11

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

Communities and Justice questions

What is your role?	2025 % respondents	Difference from 2024	Difference from Portfolio
Administration	14%	-5	+2
Business Enabler (Legal, IT, Finance, HR, Procurement, Training & other corporate services)	15%	+5	+7
Custodial Officer	r	-	-
Youth Worker	r	-	-
Sheriff's Officer	r	-	-
Community Corrections Officer	r	-	-
Caseworker - Child Protection & Permanency	r	-	-
Community Worker	r	-	-
Caseworker - Helpline	r	-	-
Contact Centre Operator	r	-	-
Contact Centre Manager	r	-	-
Casework Support Worker	r	-	-
Casework Specialist	r	-	-

r = below privacy cut-off

Communities and Justice questions

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

r = below privacy cut-off

Communities and Justice questions

What is your role?	2025 % respondents	Difference from 2024	Difference from Portfolio
Teacher	r	-	-
Senior Manager	4%	0	+2
Senior Executive Band 1	r	-	-
Senior Executive Band 2 and 3	r	-	-
Permanent Fire fighter	r	-	-
Retained Fire fighter	r	-	-
Tradesperson (e.g. engineer, mechanic, technician)	r	-	-
NSW SES Zone Commander/Deputy Zone Commander	r	-	-
Guardian	9%	-2	+9
Client Service Officer (EM and EP&A)	26%	+3	+24
Other	14%	-2	-1

r = below privacy cut-off

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	LGBQA+	% respondents	Frontline / Non-frontline	% respondents
Woman or female	55	Yes	r	Frontline	41
Man or male	24	No	69	Non-frontline	59
Non-binary	r	I don't know	r		
Use a different term	r	Prefer not to answer	27		
Prefer not to answer	r				
		Trans or gender diverse		Type of work	
Age		Yes	r	Service delivery involving direct contact with the public	41
15-34 years	14	No	81	Other service delivery work	6
35-54 years	40	I don't know	r	Administrative support	6
55+ years	17	Prefer not to answer	r	Corporate services	17
Prefer not to answer	29			Policy	r
		Person with an intersex variation		Research	r
Aboriginal and/or Torres Strait Islander		Yes	r	Program and project management support	2
Yes	r	No	81	Legal	5
No	83	Prefer not to answer	19	Other	20
Prefer not to answer	r				
		Working arrangement		Salary	
LOTE spoken at home		Full-time	96	\$97,026 and below	28
Yes	27	Part-time	4	\$97,027 - \$125,692	33
No	56			\$125,693 - \$168,129	13
Prefer not to answer	17	Caring responsibilities		\$168,130 and above	4
		Yes	46	Prefer not to answer	22
Cultural minority		No	40		
Yes	20	Prefer not to answer	14	Employment status	
No	55			Senior executive	r
Prefer not to answer	24	Organisation tenure		Ongoing / permanent	88
		Less than 1 year	11	Temporary	3
Disability		1 year to less than 2 years	13	Casual	r
Yes	13	2 years to less than 5 years	27	Contract-non-executive	2
No	73	5 years to less than 10 years	21	Labour hire	3
Prefer not to answer	15	10 years to less than 20 years	15	Other	r
		More than 20 years	13	Don't know	r

r = below privacy cut-off

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	Customer Experience	Estate Management	Estate Planning & Administration	Financial Performance & Investments	Information & Technology	Legal & Professional Services	Office of the CEO	People & Culture	Public Guardian
Employee engagement	57	57	49	55	60	72	50	62	51	61
Wellbeing	50%	66%	34%	47%	65%	73%	47%	74%	55%	37%
Role clarity and support	58%	67%	40%	55%	75%	84%	48%	87%	50%	51%
Inclusion and diversity	66%	72%	58%	60%	73%	80%	66%	89%	56%	67%
Teamwork and collaboration	52%	52%	40%	50%	61%	74%	46%	70%	49%	48%
Learning and development	49%	52%	34%	54%	58%	69%	42%	73%	41%	42%
Communication and change management	51%	57%	36%	48%	61%	71%	39%	68%	55%	48%
Employee voice	59%	70%	48%	53%	67%	71%	52%	81%	54%	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

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 LGBTQIA+	People who speak a language other than English	15-34 years	35-54 years	55+ years	Caring responsibilities*	Cultural minority
Employee engagement	57	59	61	r	r	54	r	59	65	57	61	56	60
Wellbeing	50%	53%	59%	r	r	41%	r	58%	59%	51%	62%	49%	57%
Role clarity and support	58%	62%	65%	r	r	53%	r	72%	68%	61%	69%	61%	69%
Inclusion and diversity	66%	70%	72%	r	r	66%	r	67%	74%	68%	71%	70%	68%
Teamwork and collaboration	52%	53%	58%	r	r	43%	r	56%	53%	54%	58%	51%	55%
Learning and development	49%	53%	61%	r	r	45%	r	56%	63%	50%	58%	51%	59%
Communication and change management	51%	54%	57%	r	r	42%	r	57%	59%	53%	56%	52%	57%
Employee voice	59%	63%	65%	r	r	57%	r	62%	63%	61%	65%	59%	62%

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	57	54	59	54	61	62	63	r	r	57	60	55
Wellbeing	50%	37%	60%	37%	65%	63%	69%	r	r	r	55%	51%
Role clarity and support	58%	48%	67%	48%	65%	88%	73%	r	r	68%	60%	57%
Inclusion and diversity	66%	64%	69%	64%	75%	67%	75%	r	r	66%	82%	60%
Teamwork and collaboration	52%	47%	56%	47%	59%	52%	63%	r	r	53%	58%	52%
Learning and development	49%	42%	55%	42%	63%	63%	62%	r	r	47%	64%	46%
Communication and change management	51%	44%	56%	44%	62%	54%	66%	r	r	r	47%	48%
Employee voice	59%	56%	62%	56%	73%	60%	68%	r	r	65%	64%	53%

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 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	57	73	60	57	52	52	52
Wellbeing	50%	80%	53%	47%	45%	48%	45%
Role clarity and support	58%	79%	55%	62%	52%	55%	56%
Inclusion and diversity	66%	77%	69%	68%	62%	64%	66%
Teamwork and collaboration	52%	66%	50%	51%	46%	49%	53%
Learning and development	49%	65%	48%	47%	44%	47%	62%
Communication and change management	51%	73%	56%	53%	42%	45%	50%
Employee voice	59%	76%	66%	57%	54%	56%	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

r = below privacy cut-off

Selected key topic results by geographic region (continued)

	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	57	58	57	57	59	r	56	r	r	r	r
Wellbeing	50%	55%	43%	55%	55%	r	31%	r	r	r	r
Role clarity and support	58%	62%	47%	63%	62%	r	45%	r	r	r	r
Inclusion and diversity	66%	69%	65%	72%	67%	r	66%	r	r	r	r
Teamwork and collaboration	52%	54%	47%	54%	54%	r	45%	r	r	r	r
Learning and development	49%	53%	42%	54%	53%	r	29%	r	r	r	r
Communication and change management	51%	54%	45%	52%	55%	r	42%	r	r	r	r
Employee voice	59%	61%	55%	66%	59%	r	56%	r	r	r	r

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 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	57	47	r	r	r	62	r	r	r	r
Wellbeing	50%	29%	r	r	r	56%	r	r	r	r
Role clarity and support	58%	38%	r	r	r	49%	r	r	r	r
Inclusion and diversity	66%	55%	r	r	r	71%	r	r	r	r
Teamwork and collaboration	52%	33%	r	r	r	52%	r	r	r	r
Learning and development	49%	31%	r	r	r	54%	r	r	r	r
Communication and change management	51%	30%	r	r	r	53%	r	r	r	r
Employee voice	59%	42%	r	r	r	54%	r	r	r	r

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

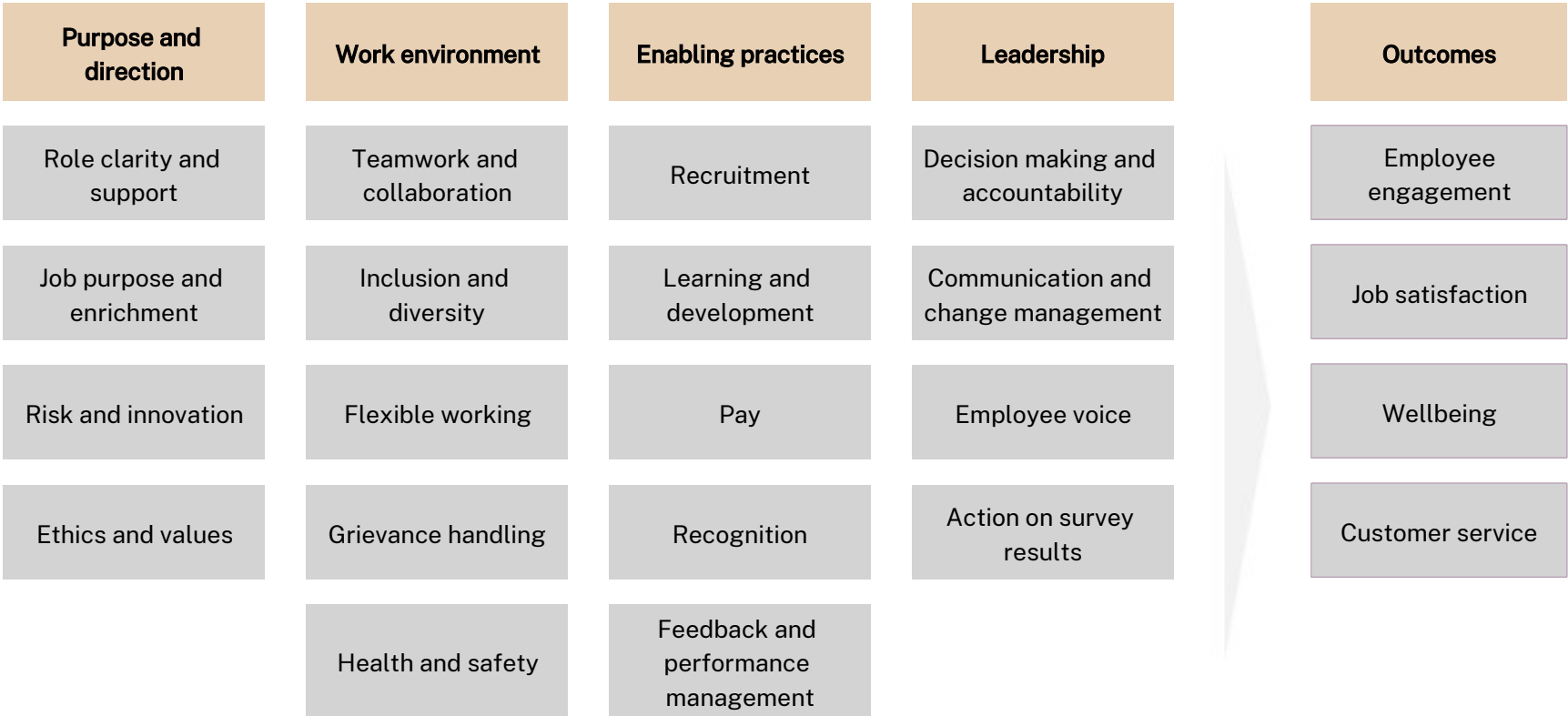
Survey model

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.



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.

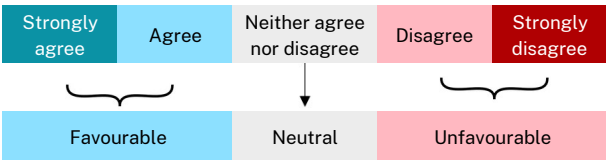
Headline Results – Key topics

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.

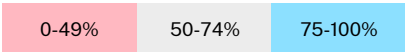
To improve clarity, survey questions that previously sat under multiple topics have now been assigned to a single, most relevant thematic topic. As a result, previous years' topic scores have been recalculated and may differ slightly from past reports.

% favourable calculation

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



% favourable scores are colour coded based on these ranges:



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

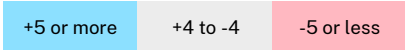
Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 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:



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.

Portfolio: NSW Government departments and organisations are grouped into 12 portfolios. See cover page for details.

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.				