

# People Matter Employee Survey

## HAVE **YOUR** SAY

### Agency Report

Environment Protection Authority

- **Survey period:** 18 August to 12 September 2025
- **Completed surveys:** 748
- **Response rate:** 76% -8 compared to 2024



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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.

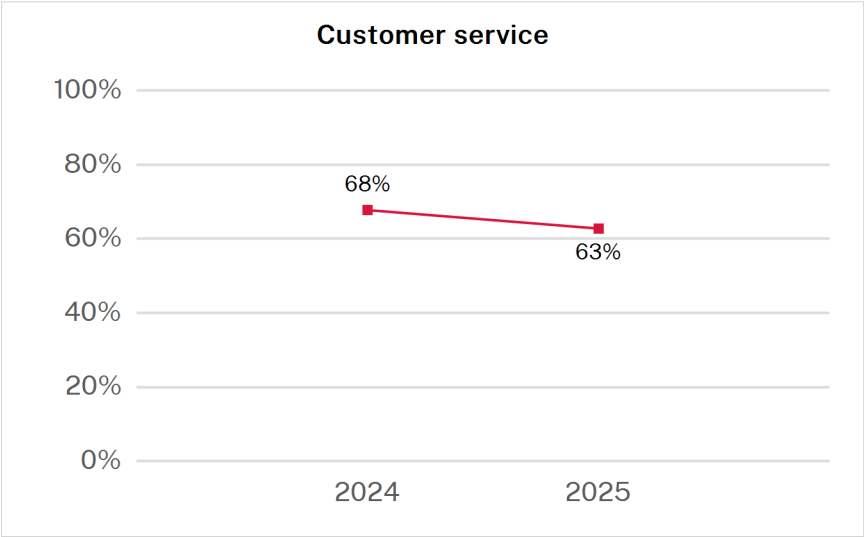
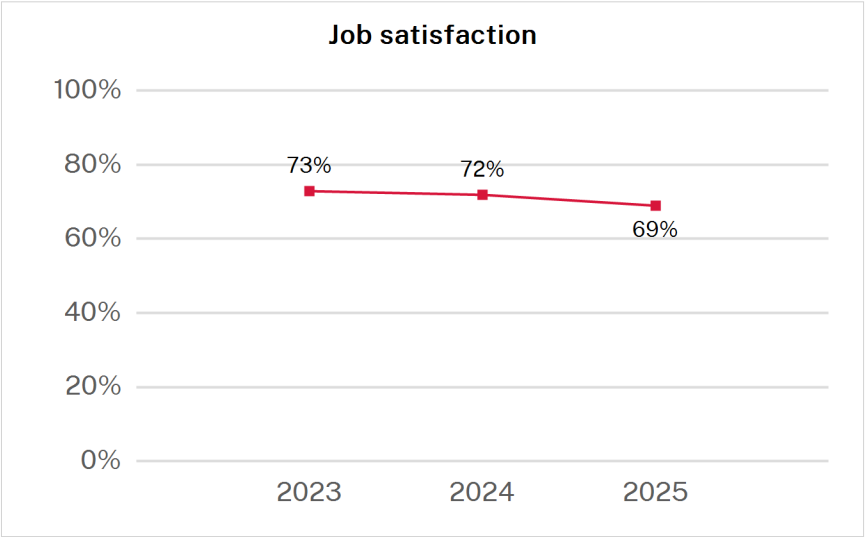
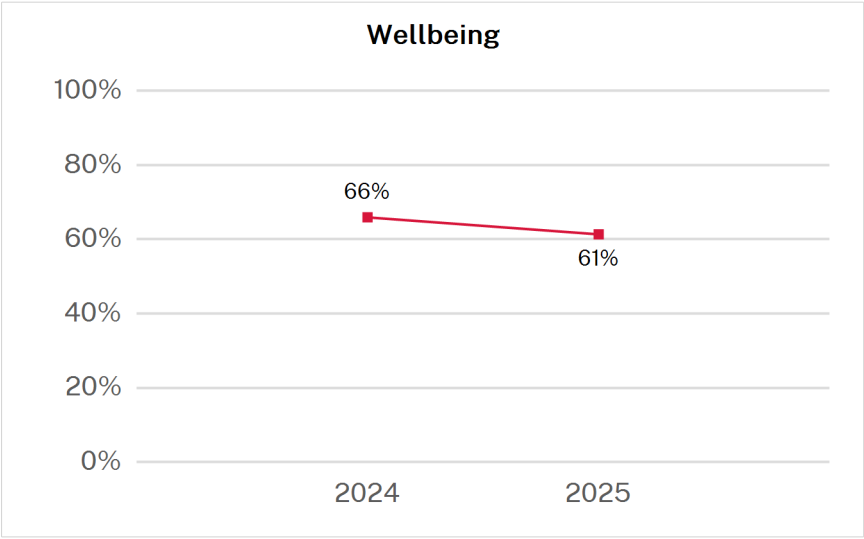
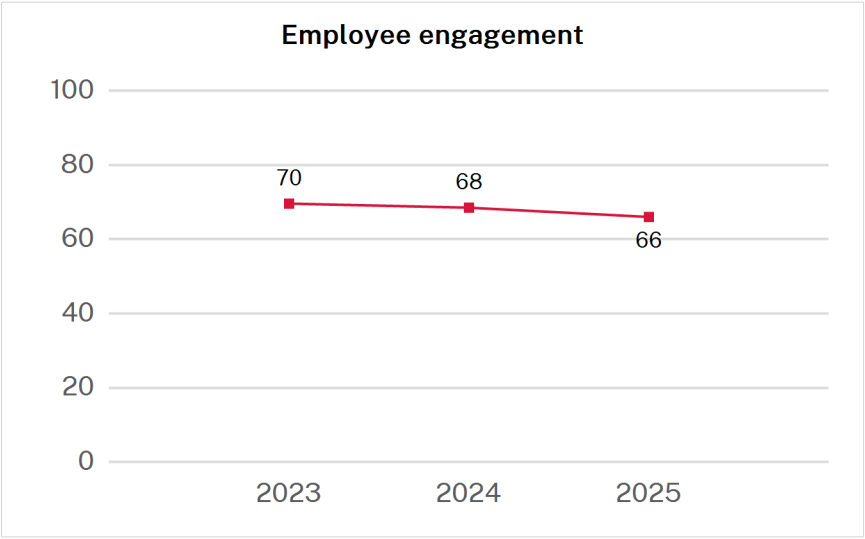
Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
<div>Role clarity and support</div> <div>67%</div> <div>↓ -2pp vs 2024</div>	<div>Teamwork and collaboration</div> <div>63%</div> <div>↓ -5pp vs 2024</div>	<div>Recruitment</div> <div>52%</div> <div></div>	<div>Decision making and accountability</div> <div>65%</div> <div>↓ -3pp vs 2024</div>	<div>Employee engagement</div> <div>66</div> <div>↓ -2 vs 2024</div>
<div>Job purpose and enrichment</div> <div>79%</div> <div>↓ -3pp vs 2024</div>	<div>Inclusion and diversity</div> <div>76%</div> <div></div>	<div>Learning and development</div> <div>58%</div> <div>↓ -5pp vs 2024</div>	<div>Communication and change management</div> <div>50%</div> <div>↓ -15pp vs 2024</div>	<div>Job satisfaction</div> <div>69%</div> <div>↓ -3pp vs 2024</div>
<div>Risk and innovation</div> <div>70%</div> <div>↓ -9pp vs 2024</div>	<div>Flexible working</div> <div>91%</div> <div>↓ -2pp vs 2024</div>	<div>Pay</div> <div>76%</div> <div>↑ +3pp vs 2024</div>	<div>Employee voice</div> <div>68%</div> <div>↓ -7pp vs 2024</div>	<div>Wellbeing</div> <div>61%</div> <div>↓ -5pp vs 2024</div>
<div>Ethics and values</div> <div>86%</div> <div>↓ -3pp vs 2024</div>	<div>Grievance handling</div> <div>66%</div> <div>↓ -2pp vs 2024</div>	<div>Recognition</div> <div>68%</div> <div>↓ -5pp vs 2024</div>	<div>Action on survey results</div> <div>44%</div> <div></div>	<div>Customer service</div> <div>63%</div> <div>↓ -5pp vs 2024</div>
	<div>Health and safety</div> <div>73%</div> <div>↓ -4pp vs 2024</div>	<div>Feedback and performance management</div> <div>61%</div> <div></div>		

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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

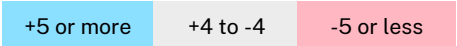
These are the most and least improved questions by **difference from the previous year**.

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
Pay	4	I am paid fairly for the work I do	76%	+3
Feedback and performance management	3d	In the last 12 months, I have received feedback to help me improve my work	74%	+2
Feedback and performance management	3e	My performance is assessed against clear criteria	48%	+2
Risk and innovation	1k	I know how to manage risks related to my role	83%	+1
Role clarity and support	1a	I understand what is expected of me to do well in my job	78%	0

- Least improved questions			2025 % favourable	difference from 2024
Risk and innovation	7a	My organisation is making improvements to meet future challenges	49%	-23
Communication and change management	7b	Change is managed well in my organisation	21%	-22
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	45%	-21
Communication and change management	7q	I have the opportunity to provide feedback on change processes that directly affect me	54%	-18
Communication and change management	7p	I am supported through changes that affect my work	52%	-13

Difference from (percentage point)



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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	98%	0
Ethics and values	7r	I understand what ethical behaviour means within my workplace	96%	-1
Flexible working	8h	My manager supports flexible working in my team	93%	-1
Ethics and values	7o	I support my organisation's values	91%	-3
Ethics and values	7s	I would know how to report unethical behaviour if I became aware of it	90%	-1

- Questions with the lowest favourable scores			2025 % favourable	difference from 2024
Communication and change management	7b	Change is managed well in my organisation	21%	-22
Other wellbeing	1o	I feel burned out by my work (disagree)	38%	-5
Customer service	7f	The processes in my organisation are designed to support the best experience for customers	39%	-3
Other wellbeing	1q	I am struggling to maintain enthusiasm for my work (disagree)	40%	-7
Other wellbeing	1p	I feel mentally exhausted by my work on most days (disagree)	40%	-7

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	7n	My organisation shows a commitment to ethical behaviours		80		12 8	80%	Maintain
Communication and change management	7p	I am supported through changes that affect my work		52		27 21	52%	Improve
Role clarity and support	1b	I get the support I need to do my job well		67		17 17	67%	Maintain
Other wellbeing	1q	I am struggling to maintain enthusiasm for my work (disagree)		40		21 39	40%	Improve
Employee voice	6e	My senior executives listen to employees		44		28 27	44%	Improve
Customer service	7g	My organisation meets the needs of the communities, people, and/or businesses of NSW		65		25 10	65%	Maintain

**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
Flexible working	8h	My manager supports flexible working in my team		93			93%	-1	+25
Employee voice	5c	My manager encourages and values employee input		81 9 9			81%	-4	+6
Recognition	5f	My manager provides recognition for the work I do		80 11 9			80%	-3	+10
Communication and change management	5b	My manager communicates effectively with me		78 11 11			78%	-3	+4
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do		78 13 9			78%	-6	+3
Employee voice	5d	My manager involves my workgroup in decisions about our work		76 11 13			76%	-6	+6
Inclusion and diversity	5i	My manager supports my career advancement		74 16 9			74%	-	+9
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose		70 18 12			70%	-4	+2

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			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			69	21	10	69%	-8	+6
Ethics and values	6b	My senior executives model the values of my organisation			58	26	15	58%	-8	+6
Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with			55	30	15	55%	-6	+5
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation			45	26	29	45%	-21	-3
Employee voice	6e	My senior executives listen to employees			44	28	27	44%	-11	+1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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**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)*				66	-2	+2
7i I am proud to tell others I work for my organisation	72	20	8	72%	-4	+5
7h I would recommend my organisation as a great place to work	66	23	11	66%	-7	+6
7j I feel a strong personal attachment to my organisation	64	23	13	64%	-2	+5
7k My organisation motivates me to help it achieve its goals	57	28	15	57%	-6	+5
7l My organisation inspires me to do the best in my job	56	30	15	56%	-7	+2

\*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)					69%	-3	-1
1g	My job gives me a feeling of personal accomplishment	70 15 14			70%	-3	-2
1h	I am satisfied with my job	68 15 17			68%	-3	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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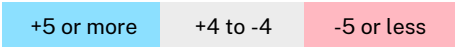
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# Wellbeing - overall

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
Wellbeing (total score)					61%	-5	+4
7w	There are effective resources in my organisation to support employee wellbeing	69 20 11			69%	-4	+6
1i	The amount of stress in my job is manageable	62 20 18			62%	-4	+8
7t	I am satisfied with current workplace practices to help me manage my wellbeing	59 22 19			59%	-5	+4
1l	In general, my sense of wellbeing is..	56 34 11			56%	-5	-2

Difference from (percentage point)



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# 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		0%	0	0
Disagree		2%	0	0
Neither agree nor disagree		11%	+2	+2
Agree		68%	0	+3
Strongly agree		18%	-2	-4
1n What best describes your current workload?				
Well above capacity - too much work		18%	-	-2
Slightly above capacity - lots of work to do		39%	-	+2
At capacity - about the right amount of work to do		31%	-	-4
Slightly below capacity - available for more work		10%	-	+4
Well below capacity - not enough work		2%	-	0
1o I feel burned out by my work				
Strongly disagree		8%	-1	0
Disagree		30%	-4	+3
Neither agree nor disagree		28%	+2	0
Agree		26%	+2	+1
Strongly agree		8%	0	-3

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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.

		2025 % respondents	Difference from 2024	Difference from Sector
1p I feel mentally exhausted by my work on most days				
Strongly disagree		8%	-1	+1
Disagree		32%	-6	+4
Neither agree nor disagree		26%	+3	+1
Agree		27%	+3	-2
Strongly agree		8%	+1	-4
1q I am struggling to maintain enthusiasm for my work				
Strongly disagree		9%	+1	-1
Disagree		30%	-8	-4
Neither agree nor disagree		21%	+1	-1
Agree		29%	+6	+7
Strongly agree		10%	0	-1
1r I feel I am not as effective in my role as I used to be				
Strongly disagree		13%	-1	0
Disagree		36%	-6	-2
Neither agree nor disagree		22%	+3	0
Agree		21%	+3	+2
Strongly agree		9%	+1	0
% respondents who experienced all three dimensions of burnout		15%	+1	-2

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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)				63%	-5	-3
2c My workgroup considers customer needs when planning our work	79	13	8	79%	-5	0
6d My senior executives communicate the importance of customers in our work	69	21	10	69%	-8	+6
7g My organisation meets the needs of the communities, people, and/or businesses of NSW	65	25	10	65%	-4	0
7f The processes in my organisation are designed to support the best experience for customers	39	36	25	39%	-3	-18

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					78%	0	-6
1b	I get the support I need to do my job well					67%	-3	+2
1c	I have the tools and technology to do my job well					65%	0	-4
1d	I have the time to do my job well					57%	-3	+4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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.

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Job purpose and enrichment (total score)					79%	-3	+5
1f	I have a choice in deciding how I carry out day to day work tasks	85			85%	-1	+13
1e	My job gives me opportunities to use a variety of skills	80			80%	-3	+1
5h	My manager communicates how my role contributes to my organisation's purpose	70			70%	-4	+2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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
Risk and innovation (total score)					70%	-9	0
1k	I know how to manage risks related to my role	83			83%	+1	0
5a	My manager encourages people in my workgroup to keep improving the work they do	78			78%	-6	+3
7a	My organisation is making improvements to meet future challenges	49			49%	-23	-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)					86%	-3	+4
7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	98			98%	0	+3
7r	I understand what ethical behaviour means within my workplace	96			96%	-1	+3
7o	I support my organisation's values	91		9	91%	-3	+3
7s	I would know how to report unethical behaviour if I became aware of it	90		7	90%	-1	+1
7n	My organisation shows a commitment to ethical behaviours	80		12 8	80%	-4	+9
6b	My senior executives model the values of my organisation	58		26 15	58%	-8	+6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

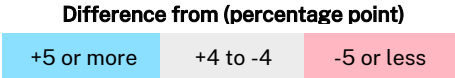
# Teamwork and collaboration

## 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)					63%	-5	+3
2a	My workgroup works collaboratively to achieve its goals	82 9 9			82%	-2	+6
6c	My senior executives promote collaboration between my organisation and other organisations we work with	55 30 15			55%	-6	+5
7d	There is good co-operation between teams across my organisation	53 26 21			53%	-6	-3



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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)				76%	-	+5
2b People in my workgroup treat each other with respect	86	7	7	86%	-3	+9
8c I feel culturally safe at work	78	15	7	78%	-3	+2
5i My manager supports my career advancement	74	16	9	74%	-	+9
8d If I chose to, I would feel safe sharing personal aspects about myself at work	72	18	10	72%	-1	+4
8b I feel that I belong in my organisation	70	20	11	70%	-1	+2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

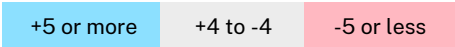
# Flexible working

## 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)					91%	-2	+27
8h	My manager supports flexible working in my team	93			93%	-1	+25
8g	How satisfied are you with your ability to access and use flexible working arrangements?	89			89%	-4	+28

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
Working from home	<div></div>	96%	0	+55
Flexible start and finish times	<div></div>	84%	-6	+40
Working from different locations	<div></div>	44%	-3	+24
Working additional hours to make up for time off	<div></div>	27%	-7	+10
Part-time work	<div></div>	14%	+2	+1
Working more hours over fewer days	<div></div>	12%	-5	+2
Leave without pay	<div></div>	7%	-4	-2
Other	<div></div>	3%	+1	0
Job sharing	<div></div>	2%	-1	-1
Purchasing annual leave	<div></div>	2%	0	0
Flexible scheduling for rostered workers	<div></div>	2%	-2	-5
Study leave		r	-	-
I did not use any flexible working arrangements		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
Grievance handling							
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	66	18	16	66%	-2	+1

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
Health and safety							
7x	I am confident work health and safety issues I raise will be addressed promptly	73	17	10	73%	-4	+5

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		52	24	24	52%	-	+1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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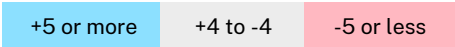
# Learning and development

## 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)						58%	-5	-2
1j	I have the opportunity to develop the skills that I need to do my job well					67%	-4	+1
3f	I have received the training and development I need to do my job well					62%	-2	-1
3g	I am satisfied with the opportunities available for professional development in my organisation					47%	-10	-4

Difference from (percentage point)



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# 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	<div></div>	52%	+18	+19
Lack of visible opportunities	<div></div>	43%	+13	+12
The application / recruitment process is too cumbersome or time consuming	<div></div>	33%	0	+12
Lack of support for temporary assignments / secondments	<div></div>	30%	+15	+15
Personal / family considerations	<div></div>	28%	-6	+1
Geographic location considerations	<div></div>	28%	-1	+5
There are no major barriers to my career progression	<div></div>	13%	-5	-15
Lack of required capabilities or experience	<div></div>	13%	-1	+2
Insufficient training and development	<div></div>	12%	+1	-3
Lack of support from my manager / supervisor	<div></div>	12%	+2	-1
Other	<div></div>	10%	+1	-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	761212			76%	+3	+30

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
Recognition (total score)					68%	-5	+7
5f	My manager provides recognition for the work I do	80119			80%	-3	+10
7m	I receive adequate recognition for my contributions from my organisation	552520			55%	-8	+5

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)				61%	-	+1
3d In the last 12 months, I have received feedback to help me improve my work	74	13	13	74%	+2	+10
5g I am confident my manager would appropriately deal with employees who perform poorly	61	20	19	61%	-	0
3e My performance is assessed against clear criteria	48	25	27	48%	+2	-6

	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	81%	+7	+5
3b I have informal feedback conversations with my manager	88%	+2	+8
3c I have scheduled feedback conversations with my manager	81%	+2	+14

Difference from (percentage point)

+5 or more   +4 to -4   -5 or less

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.

			Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Decision making and accountability (total score)						65%	-3	+5
5e	I have confidence in the decisions my manager makes					76131176%	-2	+5
7e	People in my organisation take responsibility for their own actions					53281953%	-3	+4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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
Communication and change management (total score)				50%	-15	-4
5b My manager communicates effectively with me	78	11	11	78%	-3	+4
7q I have the opportunity to provide feedback on change processes that directly affect me	54	22	24	54%	-18	-2
7p I am supported through changes that affect my work	52	27	21	52%	-13	-4
6a My senior executives provide clear direction for the future of the organisation	45	26	29	45%	-21	-3
7b Change is managed well in my organisation	21	36	44	21%	-22	-15

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
Employee voice (total score)					68%	-7	+4
5c	My manager encourages and values employee input	81 9 9			81%	-4	+6
5d	My manager involves my workgroup in decisions about our work	76 11 13			76%	-6	+6
8a	I am comfortable sharing a different view to others in my organisation	68 16 16			68%	-6	+2
6e	My senior executives listen to employees	44 28 27			44%	-11	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Negative workplace behaviours

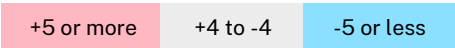
In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...		2025 % respondents	Difference from 2024	Difference from Sector
been aware of any misconduct in your organisation		7%	-2	-7
witnessed bullying		13%	-1	-5
experienced bullying		8%	-1	-4
witnessed sexual harassment		0%	r	-2
experienced sexual harassment		r	-	-
experienced threats or physical harm		0%	r	-2
witnessed discrimination		7%	-1	-1
experienced discrimination		5%	-4	-1
witnessed racism		4%	0	-2
experienced racism		1%	-1	-1

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)



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.

				Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector
Action on survey results (total score)							44%	-	+10
9b	I am confident my organisation will act on the results of this survey			44	31	25	44%	-12	+6
9a	My organisation has made improvements based on the survey results from last year			44	36	20	44%	-	+14

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	<div></div>	10%	0	+2
1 year to less than 2 years	<div></div>	12%	+1	+3
2 years to less than 5 years	<div></div>	24%	-4	+5
5 years to less than 10 years	<div></div>	29%	+4	+3
10 years to less than 20 years	<div></div>	17%	+2	-7
More than 20 years	<div></div>	8%	-3	-7
21l What best describes your plans involved with leaving your current organisation?				
I am planning to retire		r	-	-
I am applying for/intend to apply for new roles in another NSW public sector organisation	<div></div>	56%	-5	+26
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	<div></div>	7%	+1	-1
Other	<div></div>	22%	+10	-4

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
There are a lack of future career opportunities in my organisation	<div></div>	49%	+12	+14
My immediate supervisor's leadership is of a poor quality	<div></div>	26%	+12	+11
I am not satisfied with the work	<div></div>	25%	+3	+8
Senior leadership is of a poor quality	<div></div>	25%	+10	-1
I am looking to further my skills in another area	<div></div>	20%	+3	+7

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	52	Yes	r	Frontline	21
Man or male	30	No	67	Non-frontline	79
Non-binary	r	I don't know	r		
Use a different term	r	Prefer not to answer	22		
Prefer not to answer	16				
		<b>Trans or gender diverse</b>		<b>Type of work</b>	
<b>Age</b>		Yes	r	Service delivery involving direct contact with the public	21
15-34 years	22	No	82	Other service delivery work	7
35-54 years	46	I don't know	r	Administrative support	r
55+ years	10	Prefer not to answer	r	Corporate services	8
Prefer not to answer	23			Policy	13
		<b>Person with an intersex variation</b>		Research	r
<b>Aboriginal and/or Torres Strait Islander</b>		Yes	r	Program and project management support	17
Yes	r	No	84	Legal	5
No	86	Prefer not to answer	16	Other	22
Prefer not to answer	r				
		<b>Working arrangement</b>		<b>Salary</b>	
<b>LOTE spoken at home</b>		Full-time	89	\$97,026 and below	7
Yes	13	Part-time	11	\$97,027 - \$125,692	25
No	74			\$125,693 - \$168,129	40
Prefer not to answer	14	<b>Caring responsibilities</b>		\$168,130 and above	10
		Yes	50	Prefer not to answer	18
<b>Cultural minority</b>		No	35		
Yes	12	Prefer not to answer	14	<b>Employment status</b>	
No	72			Senior executive	3
Prefer not to answer	16	<b>Organisation tenure</b>		Ongoing / permanent	88
		Less than 1 year	6	Temporary	6
<b>Disability</b>		1 year to less than 2 years	16	Casual	r
Yes	10	2 years to less than 5 years	33	Contract-non-executive	r
No	76	5 years to less than 10 years	23	Labour hire	r
Prefer not to answer	14	10 years to less than 20 years	15	Other	r
		More than 20 years	8	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	CEO's Office	Corporate Affairs	Legal, Governance & People	Operations	Programs & Innovation	Regulatory Practice & Services	Strategy & Policy
Employee engagement	66	r	61	68	61	72	68	68
Wellbeing	61%	r	45%	63%	57%	60%	68%	66%
Role clarity and support	67%	70%	52%	73%	59%	67%	74%	72%
Inclusion and diversity	76%	r	72%	77%	72%	79%	79%	76%
Teamwork and collaboration	63%	r	57%	66%	60%	68%	69%	59%
Learning and development	58%	r	31%	65%	59%	56%	62%	59%
Communication and change management	50%	r	36%	59%	47%	49%	53%	48%
Employee voice	68%	r	62%	70%	65%	72%	72%	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

# 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	66	70	66	r	r	64	r	72	68	68	71	68	72
Wellbeing	61%	65%	66%	r	r	53%	r	72%	61%	67%	74%	64%	65%
Role clarity and support	67%	71%	68%	r	r	67%	r	72%	68%	72%	75%	70%	72%
Inclusion and diversity	76%	80%	77%	r	r	74%	r	83%	79%	80%	81%	79%	81%
Teamwork and collaboration	63%	67%	66%	r	r	60%	r	72%	64%	68%	73%	65%	71%
Learning and development	58%	61%	65%	r	r	62%	r	63%	55%	65%	75%	62%	60%
Communication and change management	50%	54%	53%	r	r	42%	r	60%	50%	53%	62%	52%	57%
Employee voice	68%	71%	71%	r	r	63%	r	75%	71%	71%	75%	70%	72%

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	66	66	67	66	70	r	70	68	r	68	76	61
Wellbeing	61%	62%	62%	62%	66%	r	69%	67%	r	59%	53%	57%
Role clarity and support	67%	67%	67%	67%	71%	r	75%	74%	r	66%	67%	57%
Inclusion and diversity	76%	76%	77%	76%	81%	r	78%	78%	r	78%	83%	72%
Teamwork and collaboration	63%	66%	64%	66%	77%	r	67%	60%	r	65%	70%	56%
Learning and development	58%	67%	57%	67%	71%	r	60%	61%	r	53%	66%	49%
Communication and change management	50%	51%	51%	51%	51%	r	56%	50%	r	51%	59%	45%
Employee voice	68%	70%	67%	70%	74%	r	67%	63%	r	71%	72%	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 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	66	74	70	65	65	66	70
Wellbeing	61%	68%	72%	58%	57%	65%	67%
Role clarity and support	67%	72%	72%	65%	61%	72%	69%
Inclusion and diversity	76%	84%	80%	74%	73%	81%	81%
Teamwork and collaboration	63%	67%	67%	59%	64%	68%	76%
Learning and development	58%	60%	62%	57%	55%	66%	70%
Communication and change management	50%	64%	52%	50%	48%	52%	54%
Employee voice	68%	75%	71%	65%	65%	73%	73%



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	66	69	61	r	69	66	r	r	58	49	r
Wellbeing	61%	62%	62%	r	62%	70%	r	r	60%	63%	r
Role clarity and support	67%	69%	65%	r	68%	77%	r	r	46%	70%	r
Inclusion and diversity	76%	79%	73%	r	79%	71%	r	r	76%	58%	r
Teamwork and collaboration	63%	66%	65%	r	66%	67%	r	r	61%	57%	r
Learning and development	58%	61%	60%	r	61%	71%	r	r	36%	60%	r
Communication and change management	50%	53%	49%	r	53%	59%	r	r	39%	r	r
Employee voice	68%	70%	68%	r	70%	70%	r	r	63%	58%	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	66	68	r	r	53	68	r	r	r	r
Wellbeing	61%	76%	r	r	52%	63%	r	r	r	r
Role clarity and support	67%	73%	r	r	58%	74%	r	r	r	r
Inclusion and diversity	76%	79%	r	r	52%	81%	r	r	r	r
Teamwork and collaboration	63%	74%	r	r	49%	73%	r	r	r	r
Learning and development	58%	72%	r	r	63%	65%	r	r	r	r
Communication and change management	50%	61%	r	r	37%	50%	r	r	r	r
Employee voice	68%	82%	r	r	50%	71%	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.

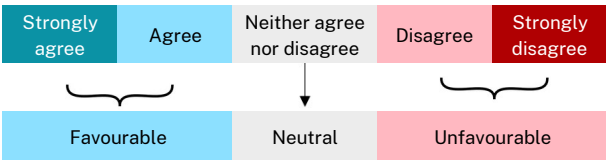
## Headline Results – Key topics

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.

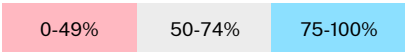
To improve clarity, survey questions that previously sat under multiple topics have now been assigned to a single, most relevant thematic topic. As a result, previous years' topic scores have been recalculated and may differ slightly from past reports.

## % 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.

# 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.

 <b>CELEBRATE</b>	 <b>INVESTIGATE FURTHER WITH OUR TEAMS</b>	 <b>OPPORTUNITIES</b>
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.				