

People Matter Employee Survey

HAVE **YOUR** SAY

Agency Report

The Cabinet Office

- **Survey period:** 18 August to 12 September 2025
- **Completed surveys:** 278
- **Response rate:** >100%
- **Portfolio:** The Cabinet Office Portfolio



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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.

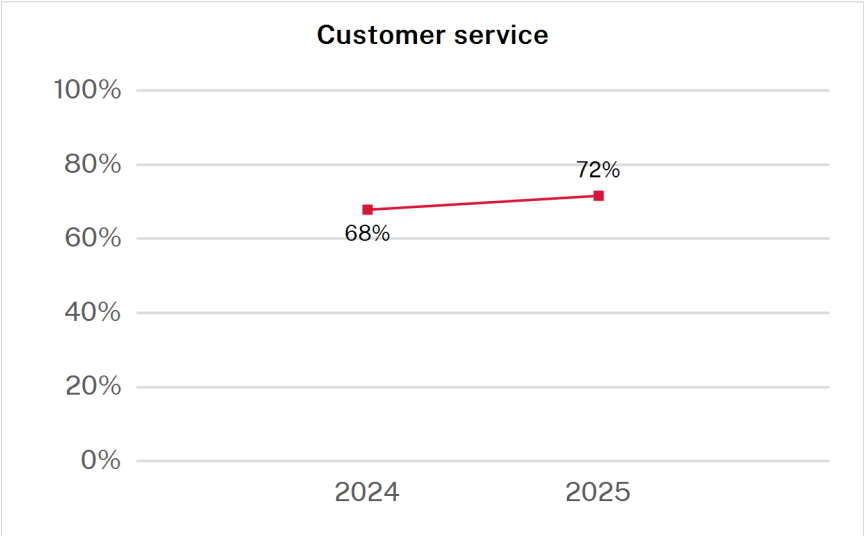
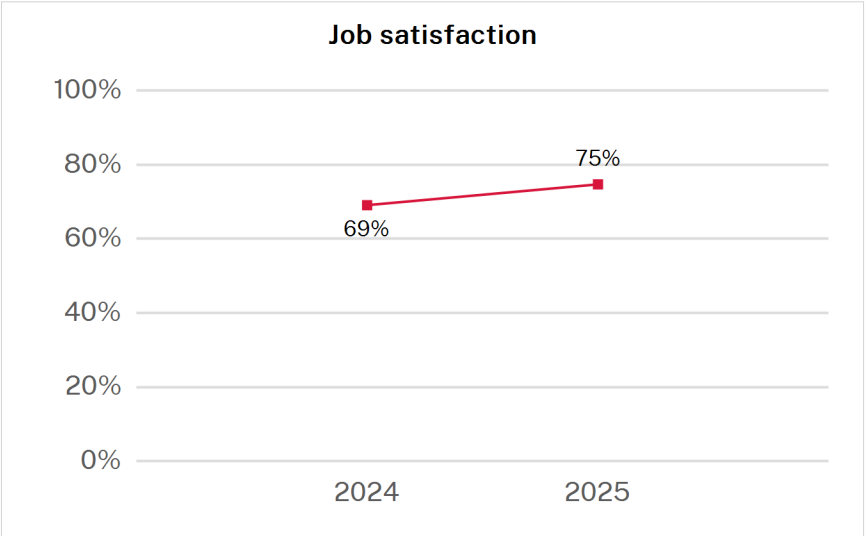
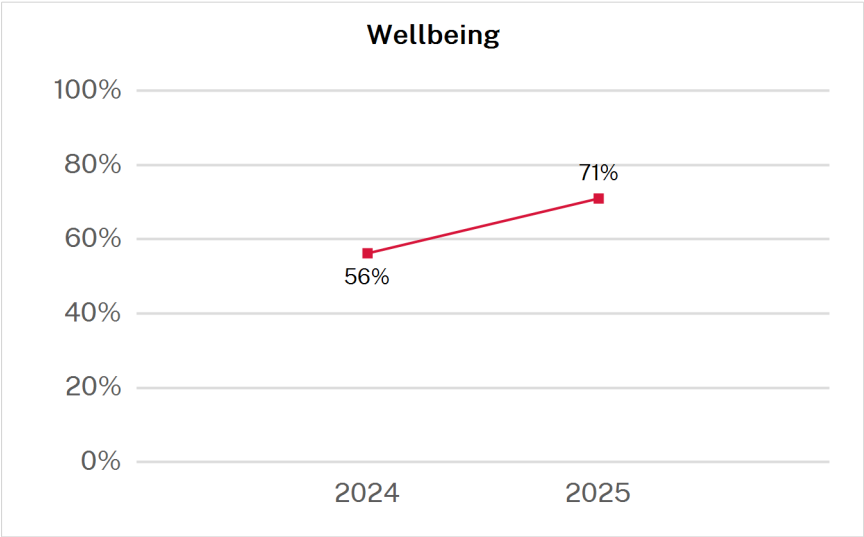
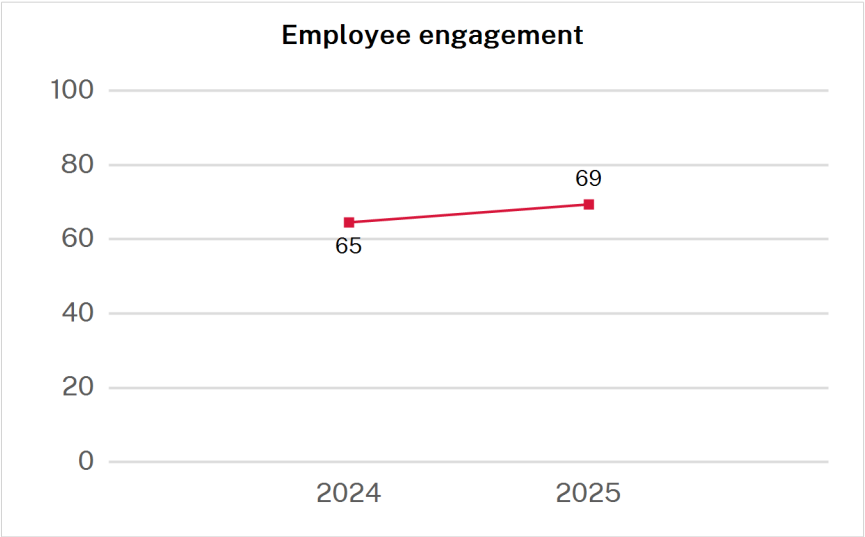
Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
<div>Role clarity and support</div> <div>74%</div> <div>↑ +9pp vs 2024</div>	<div>Teamwork and collaboration</div> <div>80%</div> <div>↑ +2pp vs 2024</div>	<div>Recruitment</div> <div>67%</div> <div></div>	<div>Decision making and accountability</div> <div>78%</div> <div>↑ +3pp vs 2024</div>	<div>Employee engagement</div> <div>69</div> <div>↑ +5 vs 2024</div>
<div>Job purpose and enrichment</div> <div>81%</div> <div>↑ +4pp vs 2024</div>	<div>Inclusion and diversity</div> <div>78%</div> <div></div>	<div>Learning and development</div> <div>69%</div> <div>↑ +11pp vs 2024</div>	<div>Communication and change management</div> <div>63%</div> <div>↑ +9pp vs 2024</div>	<div>Job satisfaction</div> <div>75%</div> <div>↑ +6pp vs 2024</div>
<div>Risk and innovation</div> <div>80%</div> <div>↑ +5pp vs 2024</div>	<div>Flexible working</div> <div>94%</div> <div>↑ +6pp vs 2024</div>	<div>Pay</div> <div>80%</div> <div>↑ +7pp vs 2024</div>	<div>Employee voice</div> <div>79%</div> <div>↑ +7pp vs 2024</div>	<div>Wellbeing</div> <div>71%</div> <div>↑ +15pp vs 2024</div>
<div>Ethics and values</div> <div>91%</div> <div>↑ +3pp vs 2024</div>	<div>Grievance handling</div> <div>73%</div> <div>↑ +1pp vs 2024</div>	<div>Recognition</div> <div>76%</div> <div>↑ +5pp vs 2024</div>	<div>Action on survey results</div> <div>58%</div> <div></div>	<div>Customer service</div> <div>72%</div> <div>↑ +4pp vs 2024</div>
	<div>Health and safety</div> <div>77%</div> <div>↑ +7pp vs 2024</div>	<div>Feedback and performance management</div> <div>68%</div> <div></div>		

r = below privacy cut-off

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
Wellbeing	7t	I am satisfied with current workplace practices to help me manage my wellbeing		70%	+18
Health and safety	7w	There are effective resources in my organisation to support employee wellbeing		73%	+17
Communication and change management	7b	Change is managed well in my organisation		45%	+17
Other wellbeing	1r	I feel I am not as effective in my role as I used to be (disagree)		69%	+16
Learning and development	3f	I have received the training and development I need to do my job well		72%	+15

- Least improved questions				2025 % favourable	difference from 2024
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals		83%	-6
Inclusion and diversity	2b	People in my workgroup treat each other with respect		86%	-6
Flexible working	8h	My manager supports flexible working in my team		93%	-1
Decision making and accountability	5e	I have confidence in the decisions my manager makes		82%	-1
Employee voice	8a	I am comfortable sharing a different view to others in my organisation		74%	0

Difference from (percentage point)



r = below privacy cut-off

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%	+1
Ethics and values	7r	I understand what ethical behaviour means within my workplace	98%	+3
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	94%	+13
Other wellbeing	1m	I am able to adapt when changes occur	94%	0
Ethics and values	7o	I support my organisation's values	94%	+2

- Questions with the lowest favourable scores			2025 % favourable	difference from 2024
Communication and change management	7b	Change is managed well in my organisation	45%	+17
Customer service	7f	The processes in my organisation are designed to support the best experience for customers	51%	+6
Feedback and performance management	3e	My performance is assessed against clear criteria	52%	+12
Other wellbeing	1p	I feel mentally exhausted by my work on most days (disagree)	52%	+11
Other wellbeing	1o	I feel burned out by my work (disagree)	55%	+14

Difference from (percentage point)



r = below privacy cut-off

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
Inclusion and diversity	8c	I feel culturally safe at work		78	12	9	78%	Maintain
Other wellbeing	1q	I am struggling to maintain enthusiasm for my work (disagree)		56	16	28	56%	Improve
Customer service	7g	My organisation meets the needs of the communities, people, and/or businesses of NSW		74	21		74%	Maintain
Ethics and values	7n	My organisation shows a commitment to ethical behaviours		86	8		86%	Maintain
Inclusion and diversity	8d	If I chose to, I would feel safe sharing personal aspects about myself at work		78	12	10	78%	Maintain
Role clarity and support	1b	I get the support I need to do my job well		77	14	9	77%	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	Difference from Portfolio
Flexible working	8h	My manager supports flexible working in my team	93			93%	-1	+26	+1
Employee voice	5c	My manager encourages and values employee input	89			89%	+6	+14	+2
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do	86			86%	+1	+11	+2
Recognition	5f	My manager provides recognition for the work I do	83			83%	+5	+13	0
Communication and change management	5b	My manager communicates effectively with me	82			82%	+5	+8	+1
Employee voice	5d	My manager involves my workgroup in decisions about our work	81			81%	+6	+12	+3
Inclusion and diversity	5i	My manager supports my career advancement	80			80%	-	+15	+2
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	75			75%	0	+7	0

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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	Difference from Portfolio
Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with	<div><div></div><div></div><div></div></div> 83			83%	+4	+32	+3
	6b	My senior executives model the values of my organisation	<div><div></div><div></div><div></div></div> 82			82%	+12	+29	+5
Customer service	6d	My senior executives communicate the importance of customers in our work	<div><div></div><div></div><div></div></div> 79			79%	+4	+16	+2
	6e	My senior executives listen to employees	<div><div></div><div></div><div></div></div> 70			70%	+14	+27	+3
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	<div><div></div><div></div><div></div></div> 65			65%	+9	+17	+2

Difference from (percentage point)

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

r = below privacy cut-off

Results by topic

Discover more about your results

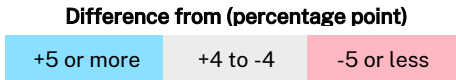
Employee engagement

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

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Employee engagement (total score)*					69	+5	+6	0
7i	I am proud to tell others I work for my organisation	<div><div>78</div><div>17</div></div>			78%	0	+11	0
7h	I would recommend my organisation as a great place to work	<div><div>68</div><div>21</div><div>11</div></div>			68%	+4	+9	+2
7l	My organisation inspires me to do the best in my job	<div><div>67</div><div>22</div><div>12</div></div>			67%	+10	+13	+1
7k	My organisation motivates me to help it achieve its goals	<div><div>64</div><div>23</div><div>13</div></div>			64%	+7	+12	+1
7j	I feel a strong personal attachment to my organisation	<div><div>57</div><div>26</div><div>17</div></div>			57%	+11	-2	-1

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



r = below privacy cut-off

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	Difference from Portfolio
Job satisfaction (total score)					75%	+6	+5	+1
1g	My job gives me a feeling of personal accomplishment	761212			76%	+5	+4	+1
1h	I am satisfied with my job	731413			73%	+7	+5	0

Difference from (percentage point)

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

Wellbeing - overall

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Wellbeing (total score)					71%	+15	+14	+1
7w	There are effective resources in my organisation to support employee wellbeing	73 17 10			73%	+17	+11	+2
1l	In general, my sense of wellbeing is..	71 19 10			71%	+11	+13	0
1i	The amount of stress in my job is manageable	71 15 14			71%	+13	+16	-1
7t	I am satisfied with current workplace practices to help me manage my wellbeing	70 19 11			70%	+18	+15	+3

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		0%	0	0	0
Disagree		0%	-1	-2	-1
Neither agree nor disagree		5%	+1	-4	-1
Agree		66%	0	+1	+2
Strongly agree		28%	-1	+5	0
1n What best describes your current workload?					
Well above capacity - too much work		8%	-	-13	-1
Slightly above capacity - lots of work to do		36%	-	-1	0
At capacity - about the right amount of work to do		43%	-	+8	+1
Slightly below capacity - available for more work		11%	-	+5	0
Well below capacity - not enough work		2%	-	+1	-1
1o I feel burned out by my work					
Strongly disagree		10%	+3	+2	-2
Disagree		45%	+10	+18	+1
Neither agree nor disagree		20%	+2	-9	+1
Agree		19%	-8	-6	0
Strongly agree		6%	-7	-5	0

r = below privacy cut-off

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>	10%	+3	+3	-1
Disagree	<div></div>	42%	+8	+14	+1
Neither agree nor disagree	<div></div>	21%	+2	-3	+1
Agree	<div></div>	21%	-9	-8	-1
Strongly agree	<div></div>	6%	-4	-6	+1
1q I am struggling to maintain enthusiasm for my work					
Strongly disagree	<div></div>	13%	+5	+3	-1
Disagree	<div></div>	43%	+3	+9	+1
Neither agree nor disagree	<div></div>	16%	-1	-6	0
Agree	<div></div>	17%	-6	-5	-1
Strongly agree	<div></div>	11%	-2	0	+1
1r I feel I am not as effective in my role as I used to be					
Strongly disagree	<div></div>	22%	+6	+8	-2
Disagree	<div></div>	47%	+9	+10	+3
Neither agree nor disagree	<div></div>	14%	-6	-7	0
Agree	<div></div>	12%	-5	-7	-1
Strongly agree	<div></div>	5%	-5	-3	-1
% respondents who experienced all three dimensions of burnout		9%	-7	-7	-1

r = below privacy cut-off

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)					72%	+4	+6	-1
2c	My workgroup considers customer needs when planning our work	82 9 9			82%	+2	+4	-1
6d	My senior executives communicate the importance of customers in our work	79 16			79%	+4	+16	+2
7g	My organisation meets the needs of the communities, people, and/or businesses of NSW	74 21			74%	+3	+10	-3
7f	The processes in my organisation are designed to support the best experience for customers	51 30 19			51%	+6	-6	-1

Difference from (percentage point)

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

Role clarity and support

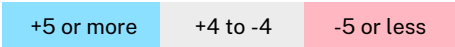
Purpose and direction

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)				74%	+9	+6	0
1c	I have the tools and technology to do my job well		<div><div>78</div><div>12</div><div>10</div></div>	78%	+6	+10	0
1a	I understand what is expected of me to do well in my job		<div><div>78</div><div>14</div><div>8</div></div>	78%	+7	-7	0
1b	I get the support I need to do my job well		<div><div>77</div><div>14</div><div>9</div></div>	77%	+12	+12	+2
1d	I have the time to do my job well		<div><div>62</div><div>19</div><div>19</div></div>	62%	+12	+8	0

Difference from (percentage point)



r = below privacy cut-off

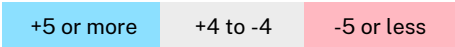
Job purpose and enrichment

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.

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Job purpose and enrichment (total score)					81%	+4	+7	+1
1f	I have a choice in deciding how I carry out day to day work tasks	<div><div>87</div><div>7</div></div>			87%	+13	+15	0
1e	My job gives me opportunities to use a variety of skills	<div><div>80</div><div>9</div><div>10</div></div>			80%	0	+1	+1
5h	My manager communicates how my role contributes to my organisation's purpose	<div><div>75</div><div>13</div><div>12</div></div>			75%	0	+7	0

Difference from (percentage point)



r = below privacy cut-off

Risk and innovation

Purpose and direction

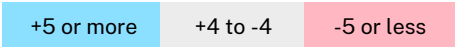
Risk refers to the effect of uncertainty in achieving work goals and organisational objectives. Workplace risks can have negative or positive effects on your objectives.

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)					80%	+5	+10	+2
1k	I know how to manage risks related to my role	<div><div>87</div><div>10</div></div>			87%	+2	+4	+2
5a	My manager encourages people in my workgroup to keep improving the work they do	<div><div>86</div><div>10</div></div>			86%	+1	+11	+2
7a	My organisation is making improvements to meet future challenges	<div><div>68</div><div>23</div><div>9</div></div>			68%	+13	+15	+1

Difference from (percentage point)



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)					91%	+3	+10	+2
7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	98			98%	+1	+3	0
7r	I understand what ethical behaviour means within my workplace	98			98%	+3	+4	+1
7o	I support my organisation's values	94			94%	+2	+6	0
7s	I would know how to report unethical behaviour if I became aware of it	90			90%	+1	+2	+2
7n	My organisation shows a commitment to ethical behaviours	86			86%	+1	+15	+3
6b	My senior executives model the values of my organisation	82			82%	+12	+29	+5

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)					80%	+2	+20	+1
2a	My workgroup works collaboratively to achieve its goals	83			83%	-6	+7	-1
6c	My senior executives promote collaboration between my organisation and other organisations we work with	83			83%	+4	+32	+3
7d	There is good co-operation between teams across my organisation	76			76%	+9	+20	+2

Difference from (percentage point)

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

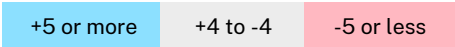
Inclusion and diversity

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)					78%	-	+8	0
2b	People in my workgroup treat each other with respect	<div><div>86</div><div>9</div><div></div></div>			86%	-6	+8	0
5i	My manager supports my career advancement	<div><div>80</div><div>11</div><div>8</div></div>			80%	-	+15	+2
8c	I feel culturally safe at work	<div><div>78</div><div>12</div><div>9</div></div>			78%	+2	+2	+1
8d	If I chose to, I would feel safe sharing personal aspects about myself at work	<div><div>78</div><div>12</div><div>10</div></div>			78%	+2	+10	0
8b	I feel that I belong in my organisation	<div><div>70</div><div>16</div><div>14</div></div>			70%	+3	+3	0

Difference from (percentage point)



r = below privacy cut-off

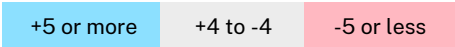
Flexible working

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)					94%	+6	+29	+1
8g	How satisfied are you with your ability to access and use flexible working arrangements?	94			94%	+13	+33	+2
8h	My manager supports flexible working in my team	93			93%	-1	+26	+1

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.

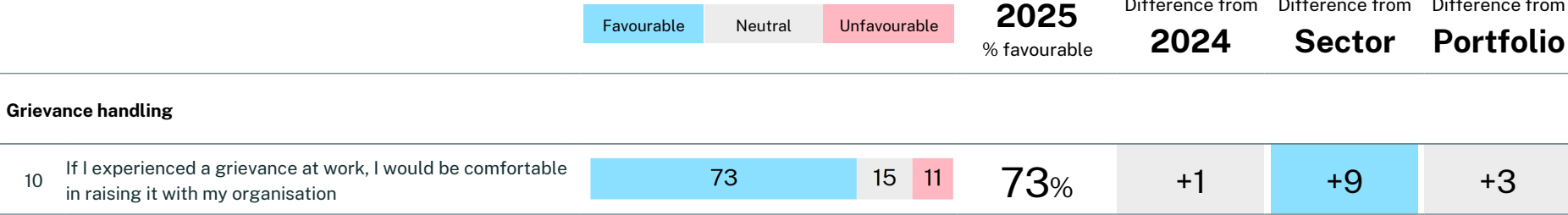
8f Type of flexible working		2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Working from home	<div></div>	93%	-3	+51	+1
Flexible start and finish times	<div></div>	84%	+3	+40	+1
Working additional hours to make up for time off	<div></div>	33%	0	+15	+2
Working from different locations	<div></div>	20%	-5	0	+2
Part-time work	<div></div>	15%	0	+2	0
Working more hours over fewer days	<div></div>	13%	-5	+4	+1
Leave without pay	<div></div>	10%	+2	+1	0
Job sharing	<div></div>	7%	0	+3	+1
Other	<div></div>	4%	r	+1	0
Study leave		r	-	-	-
Purchasing annual leave		r	-	-	-
Flexible scheduling for rostered workers		r	-	-	-
I did not use any flexible working arrangements		r	-	-	-

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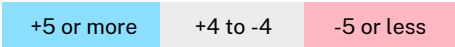
Grievance handling

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.



Difference from (percentage point)



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	77			15 8	77%	+7	+9	0

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	67	15	18	67%	-	+16	+1

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.

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Learning and development (total score)					69%	+11	+9	+2
1j	I have the opportunity to develop the skills that I need to do my job well	74 16 10			74%	+10	+8	+2
3f	I have received the training and development I need to do my job well	72 18 9			72%	+15	+9	+1
3g	I am satisfied with the opportunities available for professional development in my organisation	60 16 24			60%	+10	+9	+2

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 visible opportunities	<div></div>	36%	+4	+6	0
Lack of promotion opportunities	<div></div>	36%	-1	+4	0
There are no major barriers to my career progression	<div></div>	28%	+2	0	-1
Personal / family considerations	<div></div>	23%	-1	-4	+1
The application / recruitment process is too cumbersome or time consuming	<div></div>	22%	-8	+1	+1
Lack of required capabilities or experience	<div></div>	16%	+4	+5	0
Lack of support for temporary assignments / secondments	<div></div>	14%	-1	-1	-2
Geographic location considerations	<div></div>	12%	-5	-11	0
Insufficient training and development	<div></div>	10%	-3	-5	-1
Other	<div></div>	7%	0	-3	-1
Lack of support from my manager / supervisor	<div></div>	5%	-3	-7	-2

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	80		11 8	80%	+7	+34	+2

Difference from (percentage point)

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

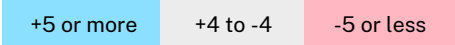
Recognition

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)					76%	+5	+15	+1
5f	My manager provides recognition for the work I do	83107			83%	+5	+13	0
7m	I receive adequate recognition for my contributions from my organisation	671814			67%	+4	+17	+1

Difference from (percentage point)



r = below privacy cut-off

Feedback and performance management

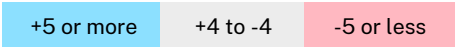
Enabling practices

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	Difference from Portfolio
Feedback and performance management (total score)					68%	-	+8	+1
3d	In the last 12 months, I have received feedback to help me improve my work	79137			79%	+2	+16	+2
5g	I am confident my manager would appropriately deal with employees who perform poorly	731215			73%	-	+11	+1
3e	My performance is assessed against clear criteria	522523			52%	+12	-3	+1

		2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Performance management process					
3a	I have a performance and development plan that sets out my individual goals	68%	+18	-8	0
3b	I have informal feedback conversations with my manager	87%	+4	+7	+3
3c	I have scheduled feedback conversations with my manager	81%	+10	+14	+3

Difference from (percentage point)



r = below privacy cut-off

Decision making and accountability

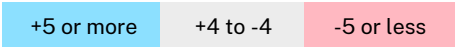
Leadership

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)					78%	+3	+18	+2
5e	I have confidence in the decisions my manager makes			<div><div>82</div><div>11</div><div>7</div></div>	82%	-1	+11	+2
7e	People in my organisation take responsibility for their own actions			<div><div>73</div><div>18</div><div>9</div></div>	73%	+7	+24	+2

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)					63%	+9	+9	+2
5b	My manager communicates effectively with me	82			82%	+5	+8	+1
6a	My senior executives provide clear direction for the future of the organisation	65			65%	+9	+17	+2
7p	I am supported through changes that affect my work	64			64%	+11	+8	+3
7q	I have the opportunity to provide feedback on change processes that directly affect me	60			60%	0	+3	+1
7b	Change is managed well in my organisation	45			45%	+17	+9	+2

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)					79%	+7	+15	+3
5c	My manager encourages and values employee input	89			89%	+6	+14	+2
5d	My manager involves my workgroup in decisions about our work	81			81%	+6	+12	+3
8a	I am comfortable sharing a different view to others in my organisation	74			74%	0	+8	+3
6e	My senior executives listen to employees	70			70%	+14	+27	+3

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	7%	r	-7	0
witnessed bullying	14%	+7	-4	-1
experienced bullying	6%	+1	-7	0
witnessed sexual harassment	3%	r	+1	0
experienced sexual harassment	r	-	-	-
experienced threats or physical harm	0%	r	-3	0
witnessed discrimination	8%	+3	0	0
experienced discrimination	3%	-2	-3	0
witnessed racism	4%	r	-2	0
experienced racism	2%	r	0	0

Definitions

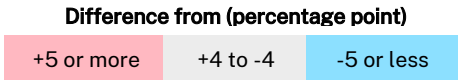
- **Misconduct:** behaviour that is unethical, illegal, corrupt, or that breaches your organisation's code of conduct

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

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

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

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



r = below privacy cut-off

Action on survey results

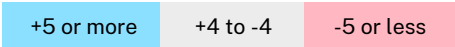
Leadership

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.

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Action on survey results (total score)					58%	-	+24	-3
9b	I am confident my organisation will act on the results of this survey	58	27	14	58%	+14	+20	-1
9a	My organisation has made improvements based on the survey results from last year	58	32	10	58%	-	+27	-4

Difference from (percentage point)



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>	16%	-5	+9	+1
1 year to less than 2 years	<div></div>	22%	+1	+13	+1
2 years to less than 5 years	<div></div>	36%	+3	+16	+1
5 years to less than 10 years	<div></div>	17%	-2	-9	-1
10 years to less than 20 years		r	-	-	-
More than 20 years		r	-	-	-
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>	54%	-6	+24	+2
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>	22%	+2	-4	-2

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	<div></div>	42%	+4	+7	-2
I wish to pursue a promotion opportunity	<div></div>	34%	-1	+26	+1
I am looking to further my skills in another area	<div></div>	31%	0	+17	+2
I have achieved all I can in my current position	<div></div>	23%	+8	+12	+1

r = below privacy cut-off

The Cabinet Office questions

	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Portfolio
The Cabinet Office questions						
I understand how my work contributes to the wider purpose of the department	90			90%	+4	+6
My direct manager actively supports a diverse and inclusive work environment	87	11		87%	-3	+6
Dedicated TCO training programs have improved my ability to deliver on The Cabinet Office's charter	60	32	8	60%	-	+8
Since the last PMES Survey, The Cabinet Office has delivered various activities to enhance understanding of our purpose and functions, including all staff meetings, a 2025 PMES Action Plan launch, and various learning and development opportunities. These activities have helped me develop a better understanding of how my role contributes to The Cabinet Office's purpose	58	33	9	58%	-	+8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	62	Yes	r	Frontline	r
Man or male	23	No	65	Non-frontline	r
Non-binary	r	I don't know	r		
Use a different term	r	Prefer not to answer	21		
Prefer not to answer	15			Type of work	
		Trans or gender diverse		Service delivery involving direct contact with the public	r
Age		Yes	r	Other service delivery work	r
15-34 years	41	No	85	Administrative support	8
35-54 years	35	I don't know	r	Corporate services	5
55+ years	4	Prefer not to answer	r	Policy	57
Prefer not to answer	20			Research	r
		Person with an intersex variation		Program and project management support	r
Aboriginal and/or Torres Strait Islander		Yes	r	Legal	14
Yes	r	No	86	Other	8
No	90	Prefer not to answer	14		
Prefer not to answer	r			Salary	
		Working arrangement		\$97,026 and below	r
LOTE spoken at home		Full-time	87	\$97,027 - \$125,692	25
Yes	18	Part-time	13	\$125,693 - \$168,129	35
No	71			\$168,130 and above	23
Prefer not to answer	12	Caring responsibilities		Prefer not to answer	r
		Yes	40		
Cultural minority		No	45	Employment status	
Yes	18	Prefer not to answer	15	Senior executive	13
No	65			Ongoing / permanent	71
Prefer not to answer	16	Organisation tenure		Temporary	12
		Less than 1 year	25	Casual	r
Disability		1 year to less than 2 years	26	Contract-non-executive	r
Yes	10	2 years to less than 5 years	29	Labour hire	r
No	78	5 years to less than 10 years	12	Other	r
Prefer not to answer	12	10 years to less than 20 years	r	Don't know	r
		More than 20 years	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	Economic, Housing and Infrastructure	Energy, Environment and Evidence	Office of the General Counsel	Social Policy and Intergovernmental Relations	TCO - The Office of the Secretary
Employee engagement	69	66	76	68	67	80
Wellbeing	71%	69%	82%	70%	66%	87%
Role clarity and support	74%	72%	81%	69%	74%	79%
Inclusion and diversity	78%	79%	84%	77%	76%	90%
Teamwork and collaboration	80%	81%	90%	71%	81%	89%
Learning and development	69%	70%	81%	58%	70%	78%
Communication and change management	63%	56%	74%	56%	63%	89%
Employee voice	79%	76%	86%	71%	81%	89%

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	69	71	74	r	r	65	r	72	73	75	61	72	71
Wellbeing	71%	73%	75%	r	r	60%	r	73%	72%	78%	r	72%	75%
Role clarity and support	74%	76%	75%	r	r	66%	r	78%	78%	75%	68%	74%	77%
Inclusion and diversity	78%	81%	82%	r	r	70%	r	74%	82%	86%	70%	82%	72%
Teamwork and collaboration	80%	84%	81%	r	r	87%	r	79%	81%	88%	83%	85%	80%
Learning and development	69%	70%	76%	r	r	49%	r	66%	74%	74%	53%	69%	67%
Communication and change management	63%	65%	68%	r	r	60%	r	66%	63%	72%	r	69%	62%
Employee voice	79%	80%	81%	r	r	76%	r	75%	80%	84%	68%	81%	74%

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	69	r	r	r	r	76	70	71	r	r	72	61
Wellbeing	71%	r	r	r	r	89%	63%	70%	r	r	78%	56%
Role clarity and support	74%	r	r	r	r	91%	54%	74%	r	r	77%	66%
Inclusion and diversity	78%	r	r	r	r	85%	77%	81%	r	r	84%	63%
Teamwork and collaboration	80%	r	r	r	r	88%	62%	86%	r	r	76%	65%
Learning and development	69%	r	r	r	r	82%	64%	74%	r	r	70%	47%
Communication and change management	63%	r	r	r	r	83%	56%	63%	r	r	61%	51%
Employee voice	79%	r	r	r	r	87%	75%	82%	r	r	73%	63%

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	69	74	70	66	72	r	r
Wellbeing	71%	83%	65%	65%	78%	r	r
Role clarity and support	74%	78%	74%	68%	78%	r	r
Inclusion and diversity	78%	83%	76%	79%	81%	r	r
Teamwork and collaboration	80%	90%	75%	78%	88%	r	r
Learning and development	69%	78%	68%	62%	72%	r	r
Communication and change management	63%	71%	59%	56%	70%	r	r
Employee voice	79%	83%	76%	75%	81%	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 (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	69	r	r	r	r	r	r	r	r	r	r
Wellbeing	71%	r	r	r	r	r	r	r	r	r	r
Role clarity and support	74%	r	r	r	r	r	r	r	r	r	r
Inclusion and diversity	78%	r	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	80%	r	r	r	r	r	r	r	r	r	r
Learning and development	69%	r	r	r	r	r	r	r	r	r	r
Communication and change management	63%	r	r	r	r	r	r	r	r	r	r
Employee voice	79%	r	r	r	r	r	r	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	69	r	r	r	r	r	r	r	r	r
Wellbeing	71%	r	r	r	r	r	r	r	r	r
Role clarity and support	74%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	78%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	80%	r	r	r	r	r	r	r	r	r
Learning and development	69%	r	r	r	r	r	r	r	r	r
Communication and change management	63%	r	r	r	r	r	r	r	r	r
Employee voice	79%	r	r	r	r	r	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

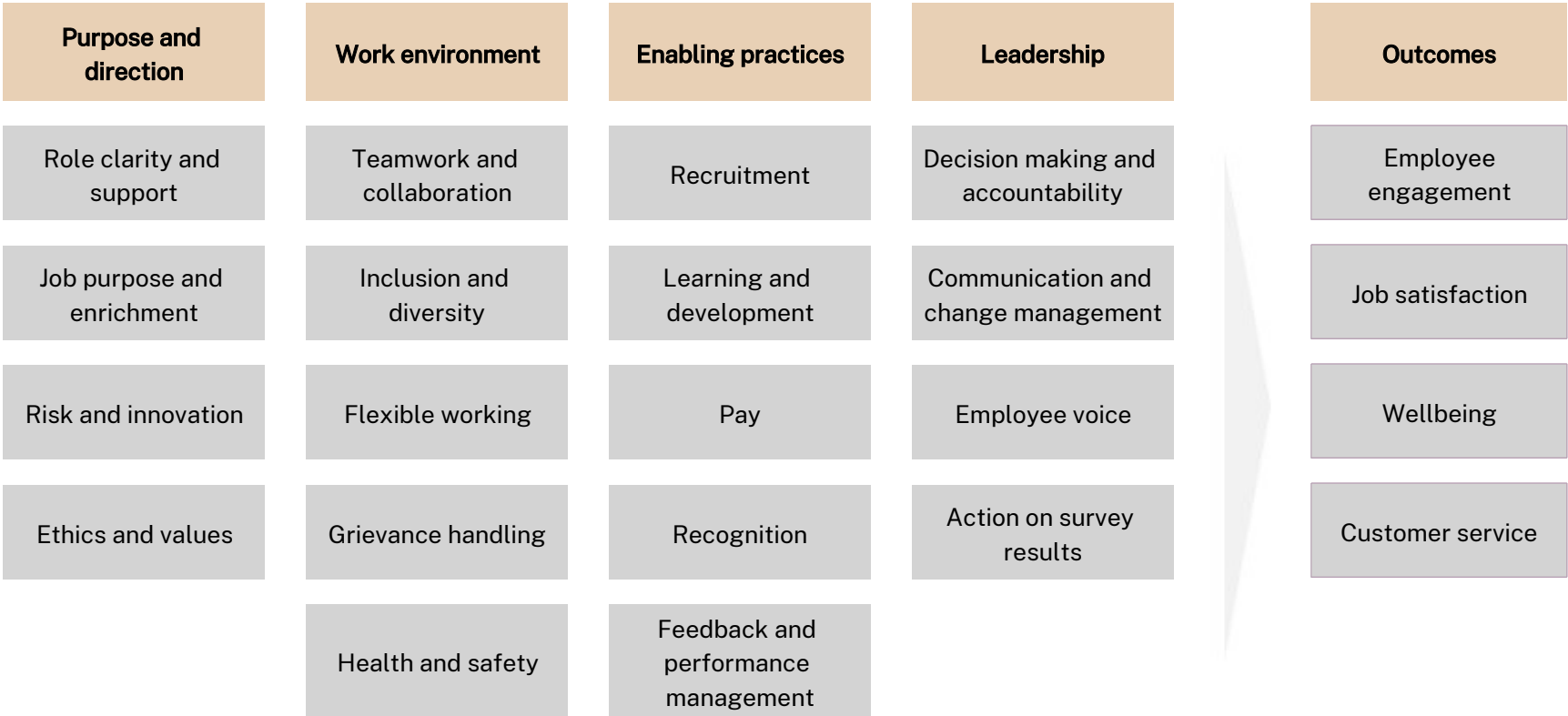
Survey model

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.

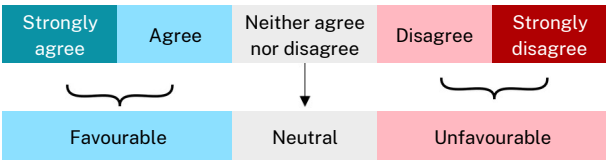
Headline Results – Key topics

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.

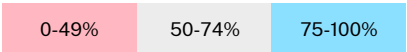
To improve clarity, survey questions that previously sat under multiple topics have now been assigned to a single, most relevant thematic topic. As a result, previous years' topic scores have been recalculated and may differ slightly from past reports.

% 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

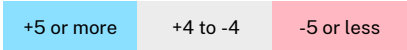
Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 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.				