People Matter Employee Survey

HAVE YOUR SAY

Agency Report

Transport for NSW

- **Survey period:** 18 August to 12 September 2025
- **Completed surveys:** 8,960
- **Response rate:** 59%
- **Portfolio:** Transport

NSW GOVERNMENT

Ipsos

Organisational hierarchy

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

NSW public sector

▸ Transport

▸ Transport for NSW

Contents

High level results
Discover key employee experience insights

Headline results for key topics

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

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

See 'Additional information about the survey' for interpretation guidance and details about the survey model.

| Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support 65%	Teamwork and collaboration 54%	Recruitment 40%	Decision making and accountability 53%	Employee engagement 56
Job purpose and enrichment 72%	Inclusion and diversity 67%	Learning and development 49%	Communication and change management 41%	Job satisfaction 61%
Risk and innovation 62%	Flexible working 84%	Pay 60%	Employee voice 60%	Wellbeing 53%
Ethics and values 77%	Grievance handling 58%	Recognition 58%	Action on survey results 22%	Customer service 60%
	Health and safety 64%	Feedback and performance management 55%		

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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

			2025 % favourable
Ethics and values	7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	95%
Ethics and values	7r	I understand what ethical behaviour means within my workplace	93%
Ethics and values	7s	I would know how to report unethical behaviour if I became aware of it	88%
Flexible working	8h	My manager supports flexible working in my team	85%
Ethics and values	7o	I support my organisation's values	84%

➖ Questions with the lowest favourable scores

2025
% favourable

			2025 % favourable
Communication and change management	7b	Change is managed well in my organisation	16%
Action on survey results	9a	My organisation has made improvements based on the survey results from last year	20%
Action on survey results	9b	I am confident my organisation will act on the results of this survey	24%
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	31%
Employee voice	6e	My senior executives listen to employees	32%

Difference from (percentage point)

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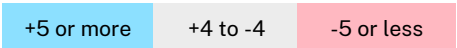
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Key drivers of engagement

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

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

Topic		Engagement key driver questions	Favourable	Neutral	Unfavourable	2025 % favourable	Action
Wellbeing	7t	I am satisfied with current workplace practices to help me manage my wellbeing	50	23	27	50%	Improve
Communication and change management	7p	I am supported through changes that affect my work	38	29	34	38%	Improve
Other wellbeing	1q	I am struggling to maintain enthusiasm for my work (disagree)	34	22	44	34%	Improve
Ethics and values	6b	My senior executives model the values of my organisation	41	28	31	41%	Improve
Employee voice	6e	My senior executives listen to employees	32	27	40	32%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	34	29	37	34%	Improve

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

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

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

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

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Manager

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

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

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

Topic		Questions related to manager	Favourable / Neutral / Unfavourable	2025 % favourable	Difference from Sector	Difference from Portfolio
Flexible working	8h	My manager supports flexible working in my team	85 / 9	85%	+17	+11
Employee voice	5c	My manager encourages and values employee input	75 / 13 / 12	75%	0	+1
Communication and change management	5b	My manager communicates effectively with me	72 / 13 / 15	72%	-2	-2
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do	72 / 16 / 12	72%	-3	0
Recognition	5f	My manager provides recognition for the work I do	71 / 15 / 15	71%	0	+1
Employee voice	5d	My manager involves my workgroup in decisions about our work	69 / 15 / 15	69%	0	+1
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	65 / 20 / 15	65%	-3	-1
Inclusion and diversity	5i	My manager supports my career advancement	63 / 22 / 14	63%	-2	0

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 Sector	Difference from Portfolio
Customer service	6d	My senior executives communicate the importance of customers in our work	58	23	19	58%	-4	-1
Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with	42	32	27	42%	-9	-1
Ethics and values	6b	My senior executives model the values of my organisation	41	28	31	41%	-12	-2
Employee voice	6e	My senior executives listen to employees	32	27	40	32%	-11	-2
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	31	25	44	31%	-18	-4

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 Sector	Difference from Portfolio
Employee engagement (total score)*				**56**	**-8**	**-4**
7i I am proud to tell others I work for my organisation	53	29	19	53%	-14	-7
7h I would recommend my organisation as a great place to work	49	28	23	49%	-10	-8
7j I feel a strong personal attachment to my organisation	49	29	23	49%	-10	-6
7k My organisation motivates me to help it achieve its goals	41	31	27	41%	-11	-5
7l My organisation inspires me to do the best in my job	41	32	27	41%	-13	-6

*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

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 **Sector**	Difference from **Portfolio**
Job satisfaction (total score)				**61**%	-9	-5
1g My job gives me a feeling of personal accomplishment	63	18	19	**63**%	-10	-4
1h I am satisfied with my job	59	19	22	**59**%	-9	-6

Difference from (percentage point)

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

r = below privacy cut-off

Wellbeing - overall

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from Sector	Difference from Portfolio
	Wellbeing (total score)				**53%**	-4	-6
7w	There are effective resources in my organisation to support employee wellbeing	62	22	16	62%	0	-4
1i	The amount of stress in my job is manageable	54	22	24	54%	0	-5
7t	I am satisfied with current workplace practices to help me manage my wellbeing	50	23	27	50%	-5	-6
1l	In general, my sense of wellbeing is..	47	32	21	47%	-11	-10

Difference from (percentage point)

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

r = below privacy cut-off

Other wellbeing questions

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

1m I am able to adapt when changes occur

	2025 % respondents	Difference from **Sector**	Difference from **Portfolio**
Strongly disagree	2%	+1	+1
Disagree	5%	+3	+1
Neither agree nor disagree	15%	+6	+2
Agree	62%	-3	-1
Strongly agree	16%	-6	-3

1n What best describes your current workload?

Well above capacity - too much work	18%	-3	+3
Slightly above capacity - lots of work to do	33%	-4	+3
At capacity - about the right amount of work to do	37%	+2	-7
Slightly below capacity - available for more work	9%	+3	0
Well below capacity - not enough work	3%	+2	0

1o I feel burned out by my work

Strongly disagree	6%	-2	-1
Disagree	28%	+1	-2
Neither agree nor disagree	31%	+2	-1
Agree	23%	-2	+2
Strongly agree	12%	+1	+2

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Other wellbeing questions

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

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

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

	2025 % respondents	Difference from **Sector**	Difference from **Portfolio**
Strongly disagree	6%	-1	-2
Disagree	30%	+1	-3
Neither agree nor disagree	27%	+3	-1
Agree	25%	-3	+3
Strongly agree	12%	0	+3

1q I am struggling to maintain enthusiasm for my work

Strongly disagree	7%	-3	-2
Disagree	28%	-7	-4
Neither agree nor disagree	22%	-1	-2
Agree	27%	+4	+4
Strongly agree	17%	+7	+4

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

Strongly disagree	11%	-3	-3
Disagree	33%	-4	-4
Neither agree nor disagree	21%	0	-1
Agree	21%	+3	+4
Strongly agree	13%	+4	+3
% respondents who experienced all three dimensions of burnout	20%	+4	+4

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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 Sector	Difference from Portfolio
	Customer service (total score)				**60%**	-5	-1
2c	My workgroup considers customer needs when planning our work	78	13	9	78%	0	+3
7g	My organisation meets the needs of the communities, people, and/or businesses of NSW	60	27	14	60%	-4	-1
6d	My senior executives communicate the importance of customers in our work	58	23	19	58%	-4	-1
7f	The processes in my organisation are designed to support the best experience for customers	44	31	25	44%	-13	-5

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 Sector	Difference from Portfolio
Role clarity and support (total score)					**65**%	-3	-4
1a	I understand what is expected of me to do well in my job	74	12	14	**74**%	-10	-5
1c	I have the tools and technology to do my job well	68	16	17	**68**%	-1	-3
1d	I have the time to do my job well	60	18	22	**60**%	+7	-5
1b	I get the support I need to do my job well	59	18	23	**59**%	-6	-4

Difference from (percentage point)

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

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Job purpose and enrichment
Purpose and direction

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

		Favourable / Neutral / Unfavourable	2025 % favourable	Difference from Sector	Difference from Portfolio
	Job purpose and enrichment (total score)		**72**%	-2	0
1f	I have a choice in deciding how I carry out day to day work tasks	78 | 12 | 10	**78**%	+6	+4
1e	My job gives me opportunities to use a variety of skills	72 | 14 | 14	**72**%	-7	-1
5h	My manager communicates how my role contributes to my organisation's purpose	65 | 20 | 15	**65**%	-3	-1

Difference from (percentage point)

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

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Risk and innovation
Purpose and direction

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

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

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from Sector	Difference from Portfolio
	Risk and innovation (total score)				**62**%	-8	-4
1k	I know how to manage risks related to my role	80	13	7	80%	-3	-4
5a	My manager encourages people in my workgroup to keep improving the work they do	72	16	12	72%	-3	0
7a	My organisation is making improvements to meet future challenges	34	29	37	34%	-19	-8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
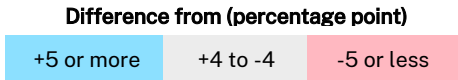
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Ethics and values

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 Sector	Difference from Portfolio
	Ethics and values (total score)		**77%**	-4	0
7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	95	95%	0	+2
7r	I understand what ethical behaviour means within my workplace	93	93%	-1	+1
7s	I would know how to report unethical behaviour if I became aware of it	88 / 8	88%	0	+1
7o	I support my organisation's values	84 / 13	84%	-4	+1
7n	My organisation shows a commitment to ethical behaviours	63 / 20 / 17	63%	-8	-2
6b	My senior executives model the values of my organisation	41 / 28 / 31	41%	-12	-2

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 Sector	Difference from Portfolio
	Teamwork and collaboration (total score)				**54%**	-7	-1
2a	My workgroup works collaboratively to achieve its goals	73	13	14	73%	-2	+1
7d	There is good co-operation between teams across my organisation	47	27	27	47%	-9	-2
6c	My senior executives promote collaboration between my organisation and other organisations we work with	42	32	27	42%	-9	-1

Difference from (percentage point)

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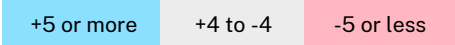
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Inclusion and diversity
Work environment

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from Sector	Difference from Portfolio
	Inclusion and diversity (total score)				**67%**	-4	0
2b	People in my workgroup treat each other with respect	77	11	12	77%	0	+1
8c	I feel culturally safe at work	72	16	11	72%	-4	+1
5i	My manager supports my career advancement	63	22	14	63%	-2	0
8d	If I chose to, I would feel safe sharing personal aspects about myself at work	63	20	17	63%	-5	0
8b	I feel that I belong in my organisation	58	25	17	58%	-10	-5

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 **Sector**	Difference from **Portfolio**
	Flexible working (total score)				**84**%	+19	+12
8h	My manager supports flexible working in my team	85	9		**85**%	+17	+11
8g	How satisfied are you with your ability to access and use flexible working arrangements?	82	10	8	**82**%	+21	+13

Difference from (percentage point)

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

r = below privacy cut-off

Use of flexible working

Work environment

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

8f Type of flexible working	2025 % respondents	Difference from Sector	Difference from Portfolio
Working from home	84%	+42	+22
Flexible start and finish times	81%	+37	+21
Working from different locations	50%	+30	+12
Working additional hours to make up for time off	35%	+18	+9
Working more hours over fewer days	20%	+10	+5
I did not use any flexible working arrangements	7%	-22	-18
Leave without pay	5%	-4	0
Flexible scheduling for rostered workers	4%	-3	-1
Part-time work	4%	-9	+1
Other	2%	-1	0
Purchasing annual leave	2%	0	0
Job sharing	2%	-2	0
Study leave	2%	-3	+1

r = below privacy cut-off

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 Sector	Difference from Portfolio

Grievance handling

| 10 | If I experienced a grievance at work, I would be comfortable in raising it with my organisation | 58 | 21 | 21 | 58% | -6 | -3 |

Difference from (percentage point)

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

r = below privacy cut-off

Health and safety

Work environment

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

			Favourable	Neutral	Unfavourable	2025 % favourable	Difference from Sector	Difference from Portfolio

Health and safety

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from Sector	Difference from Portfolio
7x	I am confident work health and safety issues I raise will be addressed promptly	64	20	16	64%	-4	-2

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 Sector	Difference from Portfolio
Recruitment							
7u	My organisation follows a merit-based process for recruitment and promotion decisions	40	27	33	40%	-11	-2

Difference from (percentage point)

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

r = below privacy cut-off

Learning and development
Enabling practices

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

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **Sector**	Difference from **Portfolio**
Learning and development (total score)					**49**%	-11	-6
1j	I have the opportunity to develop the skills that I need to do my job well	57	20	22	57%	-9	-5
3f	I have received the training and development I need to do my job well	50	27	23	50%	-13	-7
3g	I am satisfied with the opportunities available for professional development in my organisation	39	24	37	39%	-12	-5

Difference from (percentage point)

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

r = below privacy cut-off

Mobility
Enabling practices

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

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

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

	2025 % respondents	Difference from **Sector**	Difference from **Portfolio**
Lack of promotion opportunities	47%	+14	+8
Lack of visible opportunities	43%	+13	+8
Geographic location considerations	25%	+3	+4
Personal / family considerations	23%	-4	+1
Lack of support for temporary assignments / secondments	22%	+7	+2
The application / recruitment process is too cumbersome or time consuming	22%	+1	0
Insufficient training and development	19%	+4	+1
There are no major barriers to my career progression	18%	-10	-6
Lack of support from my manager / supervisor	15%	+3	+1
Other	14%	+4	0
Lack of required capabilities or experience	12%	+1	0

r = below privacy cut-off

Pay
Enabling practices

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **Sector**	Difference from **Portfolio**

Pay

4	I am paid fairly for the work I do	60	18	22	**60**%	**+14**	**-1**

Difference from (percentage point)

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

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 Sector	Difference from Portfolio
Recognition (total score)					**58**%	-3	0
5f	My manager provides recognition for the work I do	71	15	15	71%	0	+1
7m	I receive adequate recognition for my contributions from my organisation	45	28	27	45%	-6	-2

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 Sector	Difference from Portfolio
Feedback and performance management (total score)					**55%**	-5	-2
3d	In the last 12 months, I have received feedback to help me improve my work	60	21	19	60%	-3	+2
5g	I am confident my manager would appropriately deal with employees who perform poorly	56	21	23	56%	-5	-3
3e	My performance is assessed against clear criteria	49	26	25	49%	-5	-4

		2025 % respondents	Difference from Sector	Difference from Portfolio
Performance management process				
3a	I have a performance and development plan that sets out my individual goals	75%	-1	+6
3b	I have informal feedback conversations with my manager	80%	0	+2
3c	I have scheduled feedback conversations with my manager	70%	+3	+7

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 Sector	Difference from Portfolio
Decision making and accountability (total score)		**53**%	-7	-2
5e I have confidence in the decisions my manager makes	68 / 17 / 15	68%	-3	-1
7e People in my organisation take responsibility for their own actions	38 / 31 / 31	38%	-11	-3

Difference from (percentage point)

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

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 Sector	Difference from Portfolio
	Communication and change management (total score)		**41**%	-13	-5
5b	My manager communicates effectively with me	72 / 13 / 15	72%	-2	-2
7q	I have the opportunity to provide feedback on change processes that directly affect me	48 / 24 / 28	48%	-8	-3
7p	I am supported through changes that affect my work	38 / 29 / 34	38%	-18	-8
6a	My senior executives provide clear direction for the future of the organisation	31 / 25 / 44	31%	-18	-4
7b	Change is managed well in my organisation	16 / 21 / 64	16%	-20	-8

Difference from (percentage point)

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

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 **Sector**	Difference from **Portfolio**
Employee voice (total score)					**60**%	-3	0
5c	My manager encourages and values employee input	75	13	12	**75**%	0	+1
5d	My manager involves my workgroup in decisions about our work	69	15	15	**69**%	0	+1
8a	I am comfortable sharing a different view to others in my organisation	63	18	18	**63**%	-2	-1
6e	My senior executives listen to employees	32	27	40	**32**%	-11	-2

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 Sector	Difference from Portfolio
been aware of any misconduct in your organisation		14%	0	0
witnessed bullying		18%	-1	+1
experienced bullying		13%	+1	+1
witnessed sexual harassment		1%	-1	-1
experienced sexual harassment		2%	-2	-1
experienced threats or physical harm		1%	-2	-1
witnessed discrimination		9%	0	-1
experienced discrimination		7%	+1	0
witnessed racism		4%	-2	-1
experienced racism		2%	-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)

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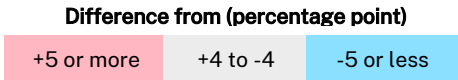
r = below privacy cut-off

Action on survey results
Leadership

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

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from Sector	Difference from Portfolio
Action on survey results (total score)					**22**%	-13	-6
9b	I am confident my organisation will act on the results of this survey	24	31	45	24%	-14	-6
9a	My organisation has made improvements based on the survey results from last year	20	39	42	20%	-11	-5

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 Sector	Difference from Portfolio
Less than 1 year	10%	+3	+3
1 year to less than 2 years	8%	-1	+1
2 years to less than 5 years	18%	-1	+2
5 years to less than 10 years	25%	-1	+1
10 years to less than 20 years	23%	-1	-3
More than 20 years	16%	+1	-5

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

	2025 % respondents	Difference from Sector	Difference from Portfolio
I am planning to retire	9%	-6	-5
I am applying for/intend to apply for new roles in another NSW public sector organisation	22%	-7	+1
I am applying for/intend to apply for roles in the private sector	22%	+5	0
I am applying for/intend to apply for new roles in the not for profit / community sector	2%	-1	+1
It is the end of my non-ongoing, casual or contracted employment	11%	+3	0
Other	33%	+7	+3

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 **Sector**	Difference from **Portfolio**
There are a lack of future career opportunities in my organisation	48%	+13	0
Senior leadership is of a poor quality	41%	+16	+4
I am not satisfied with the work	21%	+4	0
I am emotionally exhausted	19%	0	+2
My immediate supervisor's leadership is of a poor quality	16%	0	+1

r = below privacy cut-off

Transport questions

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

Transport questions

Question	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from Portfolio
I am confident in my ability to provide quality customer service to customers/passengers	85	11		85%	-1
My workgroup demonstrates good health and safety behaviour	80	13	7	80%	0
I am able to work productively to deliver what is required of me	76	14	10	76%	-3
My organisation works towards achieving the greater good for the community	72	18	10	72%	0
I see people in my workgroup being respectful and demonstrating the five ways of leading behaviours	66	20	14	66%	0
My manager prepares me effectively for changes that affect my work	57	24	19	57%	-3
People in this organisation are able to speak up about problems and tough issues in their workplace	48	27	25	48%	-4
I believe that over the past 12 months my organisation has taken positive action to address negative workplace behaviours	37	35	29	37%	-7
I see senior managers of my organisation actively putting people at the heart of the decisions they make	34	29	37	34%	-5
Senior executives inspire me about the future of this organisation	28	30	42	28%	-4

Difference from (percentage point)

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

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
Woman or female	37
Man or male	45
Non-binary	0.4
Use a different term	0.3
Prefer not to answer	18

Age	
15-34 years	15
35-54 years	49
55+ years	14
Prefer not to answer	22

Aboriginal and/or Torres Strait Islander	
Yes	3
No	81
Prefer not to answer	16

LOTE spoken at home	
Yes	28
No	56
Prefer not to answer	16

Cultural minority	
Yes	18
No	60
Prefer not to answer	22

Disability	
Yes	7
No	79
Prefer not to answer	14

LGBQA+	% respondents
Yes	5
No	71
I don't know	1
Prefer not to answer	24

Trans or gender diverse	
Yes	0.3
No	80
I don't know	1
Prefer not to answer	19

Person with an intersex variation	
Yes	0.2
No	80
Prefer not to answer	20

Working arrangement	
Full-time	97
Part-time	3

Caring responsibilities	
Yes	51
No	36
Prefer not to answer	13

Organisation tenure	
Less than 1 year	5
1 year to less than 2 years	6
2 years to less than 5 years	35
5 years to less than 10 years	26
10 years to less than 20 years	19
More than 20 years	9

Frontline / Non-frontline	% respondents
Frontline	7
Non-frontline	93

Type of work	
Service delivery involving direct contact with the public	7
Other service delivery work	20
Administrative support	5
Corporate services	23
Policy	2
Research	1
Program and project management support	24
Legal	1
Other	17

Salary	
$97,026 and below	10
$97,027 - $125,692	15
$125,693 - $168,129	28
$168,130 and above	26
Prefer not to answer	22

Employment status	
Senior executive	8
Ongoing / permanent	77
Temporary	6
Casual	0.2
Contract-non-executive	3
Labour hire	2
Other	1
Don't know	3

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	Coordinator General	Entry Level Talent Programs	Finance, Technology & Commercial	Infrastructure Projects & Engineering	Legal & Governance	NSW Motorways	NSW Point to Point Commission	Office of Transport Safety Investigation	People, Communication & Workplaces	Planning, Integration & Passenger	Road Maintenance & Resilience	Safety, Policy, Environment & Regulation	Security, Crisis & Emergency Management
Employee engagement	56	60	69	59	52	59	57	70	65	57	52	57	54	50
Wellbeing	53%	59%	82%	56%	49%	54%	51%	68%	84%	54%	45%	55%	51%	57%
Role clarity and support	65%	68%	86%	67%	62%	70%	65%	72%	86%	66%	60%	66%	65%	66%
Inclusion and diversity	67%	67%	84%	68%	64%	68%	60%	78%	78%	68%	66%	64%	66%	65%
Teamwork and collaboration	54%	59%	73%	55%	52%	53%	48%	62%	66%	54%	51%	53%	53%	43%
Learning and development	49%	55%	70%	50%	45%	56%	53%	64%	65%	48%	42%	53%	44%	44%
Communication and change management	41%	46%	62%	44%	35%	47%	43%	64%	64%	45%	33%	43%	37%	39%
Employee voice	60%	63%	77%	62%	57%	62%	61%	73%	78%	60%	58%	61%	59%	57%

Legend:
- 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 child unit (continued)

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	Strategy	Transport Asset Manager (TAM)
Employee engagement	56	51	62
Wellbeing	53%	48%	74%
Role clarity and support	65%	60%	77%
Inclusion and diversity	67%	68%	91%
Teamwork and collaboration	54%	46%	91%
Learning and development	49%	42%	54%
Communication and change management	41%	39%	64%
Employee voice	60%	59%	93%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by select demographics

	Report total	Woman or female	Man or male	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTIQA+	People who speak a language other than English	15-34 years	35-54 years	55+ years	Caring responsibilities*	Cultural minority
Employee engagement	56	59	59	36	58	49	53	65	61	58	59	58	61
Wellbeing	53%	57%	59%	32%	53%	39%	47%	63%	60%	57%	60%	55%	58%
Role clarity and support	65%	69%	69%	49%	68%	59%	62%	74%	72%	68%	70%	66%	70%
Inclusion and diversity	67%	71%	71%	45%	61%	57%	65%	73%	75%	70%	68%	69%	70%
Teamwork and collaboration	54%	58%	57%	30%	55%	47%	51%	61%	58%	57%	58%	56%	58%
Learning and development	49%	53%	53%	37%	50%	40%	46%	56%	57%	51%	54%	49%	52%
Communication and change management	41%	44%	45%	28%	45%	33%	35%	51%	46%	44%	45%	42%	45%
Employee voice	60%	64%	64%	37%	59%	52%	59%	67%	66%	64%	63%	62%	64%

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	56	61	56	61	56	57	57	52	52	54	58	55
Wellbeing	53%	59%	53%	59%	55%	56%	56%	46%	48%	51%	48%	51%
Role clarity and support	65%	67%	65%	67%	65%	71%	68%	63%	58%	64%	66%	63%
Inclusion and diversity	67%	66%	67%	66%	68%	65%	70%	65%	60%	67%	68%	63%
Teamwork and collaboration	54%	57%	54%	57%	54%	57%	56%	50%	53%	54%	52%	51%
Learning and development	49%	55%	48%	55%	51%	52%	50%	43%	35%	45%	53%	47%
Communication and change management	41%	47%	41%	47%	41%	44%	45%	36%	33%	36%	43%	41%
Employee voice	60%	62%	61%	62%	61%	61%	63%	58%	58%	60%	61%	58%

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	56	72	65	57	54	53	55
Wellbeing	53%	79%	69%	55%	48%	49%	53%
Role clarity and support	65%	84%	76%	67%	62%	62%	63%
Inclusion and diversity	67%	80%	73%	69%	64%	65%	63%
Teamwork and collaboration	54%	71%	60%	55%	51%	53%	55%
Learning and development	49%	69%	61%	49%	44%	47%	52%
Communication and change management	41%	65%	52%	42%	37%	37%	41%
Employee voice	60%	77%	69%	62%	58%	58%	59%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by 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	56	57	57	55	61	57	61	61	60	63	56
Wellbeing	53%	55%	56%	53%	59%	55%	54%	59%	62%	64%	52%
Role clarity and support	65%	67%	67%	66%	70%	69%	69%	70%	68%	74%	59%
Inclusion and diversity	67%	68%	69%	67%	71%	62%	71%	76%	72%	73%	52%
Teamwork and collaboration	54%	56%	55%	54%	59%	54%	58%	61%	58%	63%	38%
Learning and development	49%	49%	53%	48%	54%	50%	53%	57%	55%	65%	47%
Communication and change management	41%	42%	42%	41%	45%	43%	43%	41%	47%	52%	32%
Employee voice	60%	62%	62%	61%	64%	59%	63%	66%	64%	64%	48%

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	56	56	53	61	63	50	55	59	55	58
Wellbeing	53%	54%	55%	64%	56%	49%	51%	57%	50%	54%
Role clarity and support	65%	66%	63%	79%	69%	62%	69%	71%	54%	62%
Inclusion and diversity	67%	73%	64%	68%	62%	67%	59%	72%	54%	58%
Teamwork and collaboration	54%	54%	58%	61%	54%	53%	46%	55%	48%	49%
Learning and development	49%	49%	45%	65%	57%	45%	55%	61%	47%	46%
Communication and change management	41%	35%	46%	54%	46%	35%	40%	43%	34%	46%
Employee voice	60%	63%	65%	66%	62%	59%	55%	66%	52%	56%

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

Additional information about the survey

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

Survey model

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

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

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

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

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

Interpretation guide

Privacy

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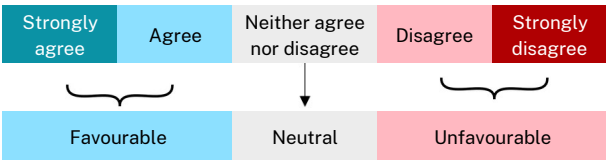
Headline Results – Key topics

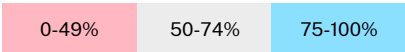Due to changes in the survey questions some topics do not have a comparison to the previous year. Where a comparison is available, the change is displayed in the box.

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

% favourable calculation

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

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

% favourable scores are colour coded based on these ranges:

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

Rounding

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

Methodology - Burnout questions (disagree)

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

## Employee engagement score calculation

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

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

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

Difference scores

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

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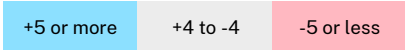
A '-' represents there is no applicable comparison available.

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

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.				