

People matter survey

2025

Have your say



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<ul style="list-style-type: none">• Senior leadership questions <p>Organisational climate</p> <ul style="list-style-type: none">• Scorecard• Organisational integrity• Collaboration• Safety climate	<ul style="list-style-type: none">• Scorecard• Quality service delivery• Innovation• Workgroup support• Safe to speak up	<ul style="list-style-type: none">• Scorecard• Manager leadership• Manager support• Workload• Learning and development• Job enrichment• Meaningful work• Flexible working	<ul style="list-style-type: none">• Scorecard• Responsiveness• Integrity• Impartiality• Accountability• Respect• Leadership• Human rights	<ul style="list-style-type: none">• Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice <p>Custom questions</p> <ul style="list-style-type: none">• Questions requested by your organisation	<ul style="list-style-type: none">• Age, gender, variations in sex characteristics and sexual orientation• Aboriginal and/or Torres Strait Islander• Disability• Cultural diversity• Employment• Adjustments• Caring



Report overview

About your report

The results in this report help your organisation build a positive workplace culture with integrity that lives the public sector values.

Report contents

The visual on the right shows you what sections we've included in this report for your organisation's survey results.

Comparing data in this report

Your organisation took part in the survey in 2024 and 2023.

This means you'll be able to compare about 92% of this year's survey with your previous results.

Rounding of percentages

In this report, we round numbers up or down to their nearest whole percentage. This means some percentages may not add up to 100%.

Survey questions and definitions

Download Survey questions: [Survey questions: People matter survey 2025 \(DOCX, 82 pages\)](#) to see how we asked questions and defined concepts in the 2025 survey.

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- Collaboration
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Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
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- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
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Report overview

Privacy and anonymity

To protect you, we:

- use an anonymous survey link and everyone in your organisation receives the same survey link
- de-identify all survey response data provided to your organisation
- don't collect your name, date of birth or employee ID
- don't release employee experience results when fewer than 10 people in a work group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total
- don't link the free-text comment reporting to any other survey information

Read more in [our privacy policy](#).

Report overview

Survey's theoretical framework

What this is

The framework provides an overview of the workplace factors and outcomes that the survey measures.

Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.

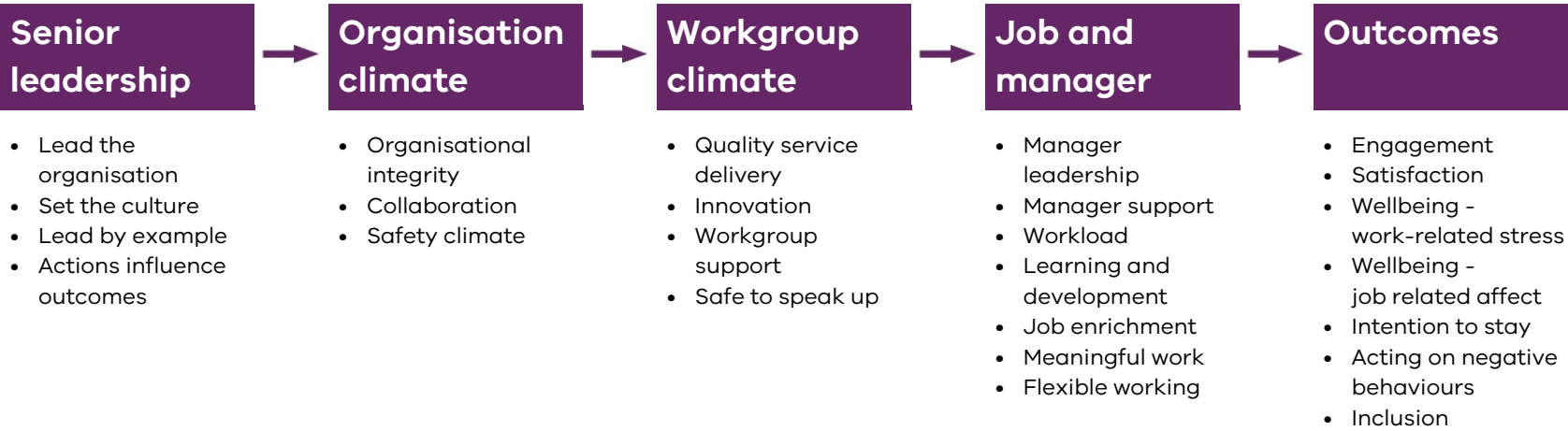
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

The public sector values inform the professional and ethical conduct of everyone who works in the public sector.

As such, these values underpin the theoretical framework of the survey.

There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.



The public sector values that underpin the framework and all public sector organisations



Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

We try to make sure they're in the same industry your organisation is in.

Some organisations may not have taken part in the survey previously. This means your comparator group may be different to previous years.

How we use this in your report

In this report, we compare your organisation's survey results to your comparator group's results.

This is so you can compare how your organisation is doing in your industry or to similar organisations.

We refer to your comparator group in this report as 'comparator'.

Cenitex

Commission for Children and Young People

Court Services Victoria

Emergency Services Superannuation Board

Essential Services Commission

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Integrity Oversight Victoria

Labour Hire Licensing Authority

Mental Health and Wellbeing Commission

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Information Commissioner

Portable Long Service Authority

Public Record Office Victoria

Safe Transport Victoria

Safer Care Victoria

Suburban Rail Loop Authority

Sustainability Victoria

VicGrid

Victorian Collaborative Centre for Mental Health and Wellbeing

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Gambling and Casino Control Commission

Victorian Government Solicitor's Office

Victorian Infrastructure Delivery Authority

Victorian Institute of Forensic Medicine

Victorian Public Sector Commission

Victorian Skills Authority

Wage Inspectorate Victoria

Report overview

Your response rate

What this is

This is how many staff in your organisation did the survey in 2025.

Why this is important

The higher the response rate, the more your results will reflect how staff feel. If less than 100 completed the survey, consider how much one person could change your results.

For example, if only 25 people did the survey, 1 person would account for 4% of any result. In this example, if your survey result and comparator group result or previous survey result are within 4% of each other, there is very little difference in the results.

How to read this

The number in the brackets () shows how many staff completed the survey this year.

2024

88%
(196)

Comparator	69%
Public Sector	65%

2025

90%
(172)

Comparator	53%
Public Sector	56%

People matter survey

2025

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Job and manager factors

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- Meaningful work
- Flexible working

Public sector values

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- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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People outcomes

Your employee engagement index

What is this

Engaged employees are committed to their organisation's goals and values, and motivated to contribute to organisational success.

The employee engagement index is a score out of 100. It is a weighting of all engagement question responses.

The weightings for each engagement response are:

- strongly agree is 100 points
- agree is 75 points
- neither agree nor disagree is 50 points
- disagree is 25 points
- strongly disagree is 0 points

Why this is important

High engagement may lead to greater satisfaction and lower absences, turnover and workplace stress.

2024

69

Comparator 71
Public Sector 68

2025

71

Comparator 69
Public Sector 67

People outcomes

Engagement question results 1 of 2

What is this

This is the overall sense of pride, attachment, inspiration, motivation and advocacy your employees have for your organisation.

Your organisation's engagement index

Your 2025 index is 71.

Why this is important

High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

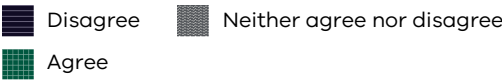
Example

85% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

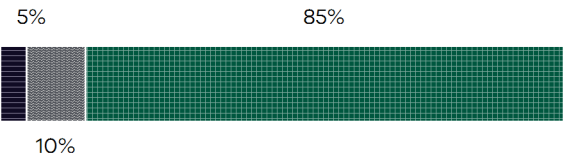
Survey question

Your results

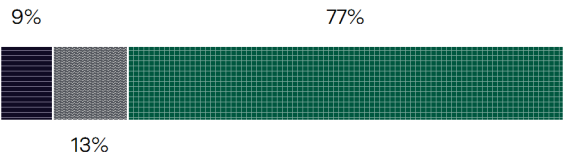
Benchmark agree results



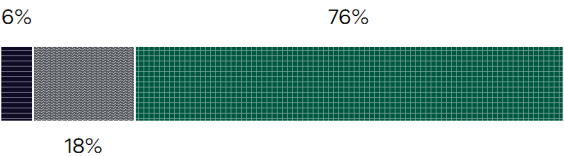
I am proud to tell others I work for my organisation



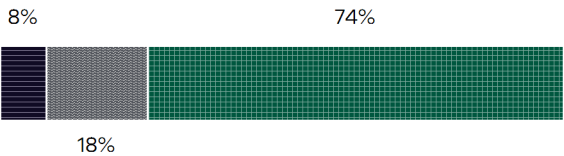
I would recommend my organisation as a good place to work



My organisation motivates me to help achieve its objectives



My organisation inspires me to do the best in my job



2023	You			Comparator		
	2024	2025		Lowest	Average	Highest
	82%	79%	85%	49%	75%	98%
	71%	71%	77%	30%	67%	97%
	68%	69%	76%	48%	67%	94%
	65%	68%	74%	48%	66%	92%

People outcomes

Engagement question results 2 of 2

What is this

This is the overall sense of pride, attachment, inspiration, motivation and advocacy your employees have for your organisation.

Your organisation's engagement index

Your 2025 index is 71.

Why this is important

High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

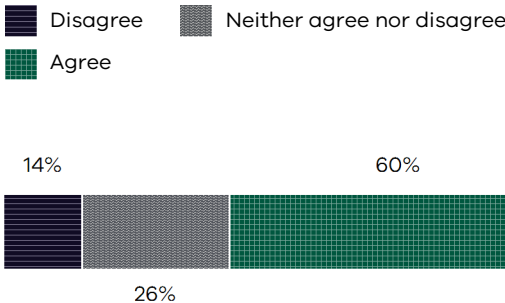
Example

60% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

I feel a strong personal attachment to my organisation

Your results



Benchmark agree results

2023	You			Comparator		
	2023	2024	2025	Lowest	Average	Highest
	56%	53%	60%	40%	58%	86%

People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What is this

This scorecard provides overall results for satisfaction, high to severe work-related stress, intention to stay and inclusion. There are more people outcomes scorecards throughout this report.

Why this is important

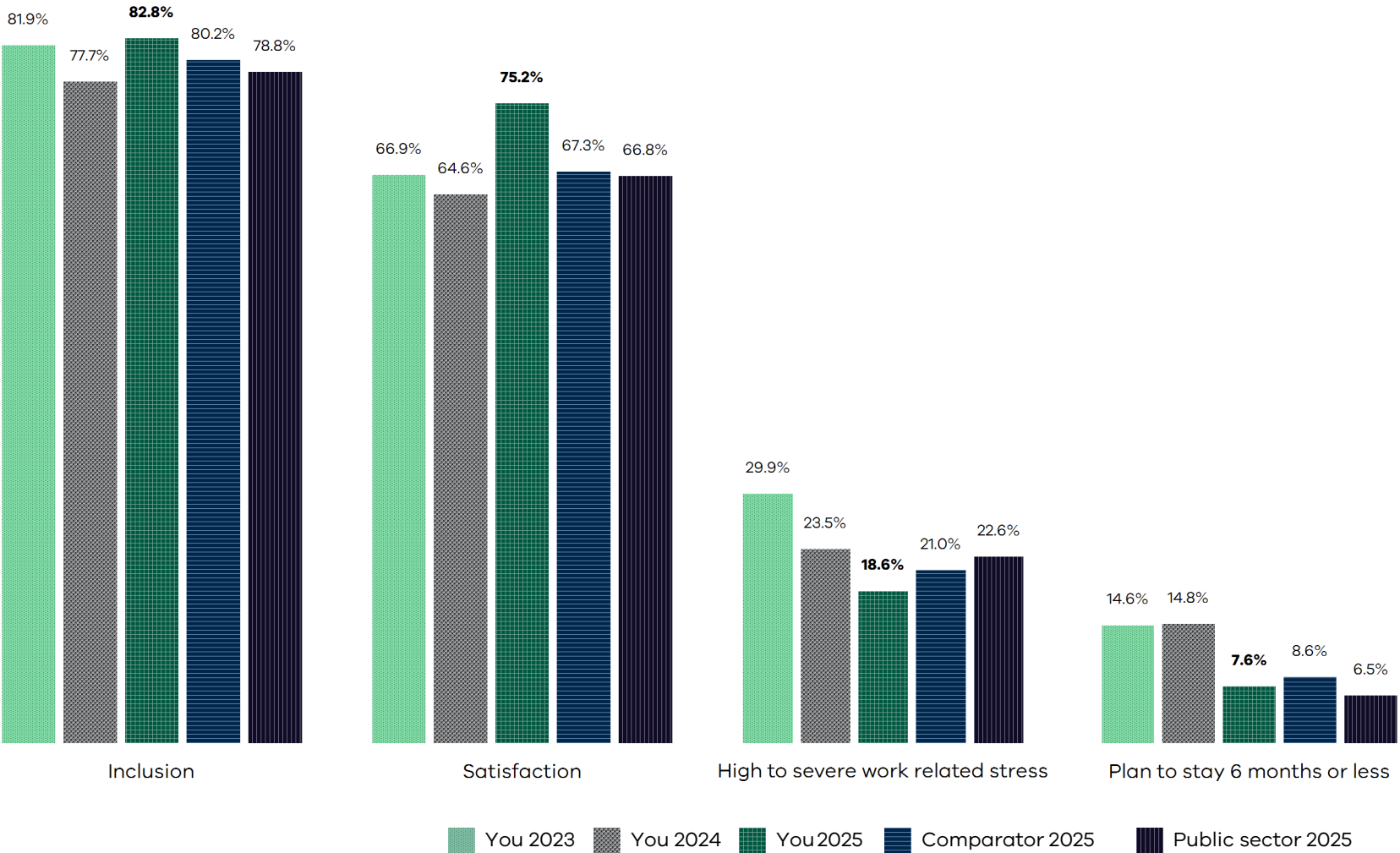
This page shows which outcomes are performing well and which outcomes you can look to improve.

How to read this

Each label represents a group of questions in the survey about people outcomes. Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2025:
- 82.8% of your staff who did the survey responded positively to questions about Inclusion.
- Compared to:
- 80.2% of staff in your comparator group and 78.8% of staff across the public sector.



People outcomes

Satisfaction question results

What is this

This is how satisfied staff are with their jobs, work-life balance and career development.

Why this is important

High satisfaction may lead to improved engagement, performance and lower absences and turnover.

How to read this

Under 'Your results' see results for each question in descending order by most satisfied.

'Satisfied' combines responses for satisfied and very satisfied and 'Dissatisfied' combines responses for dissatisfied and very dissatisfied.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

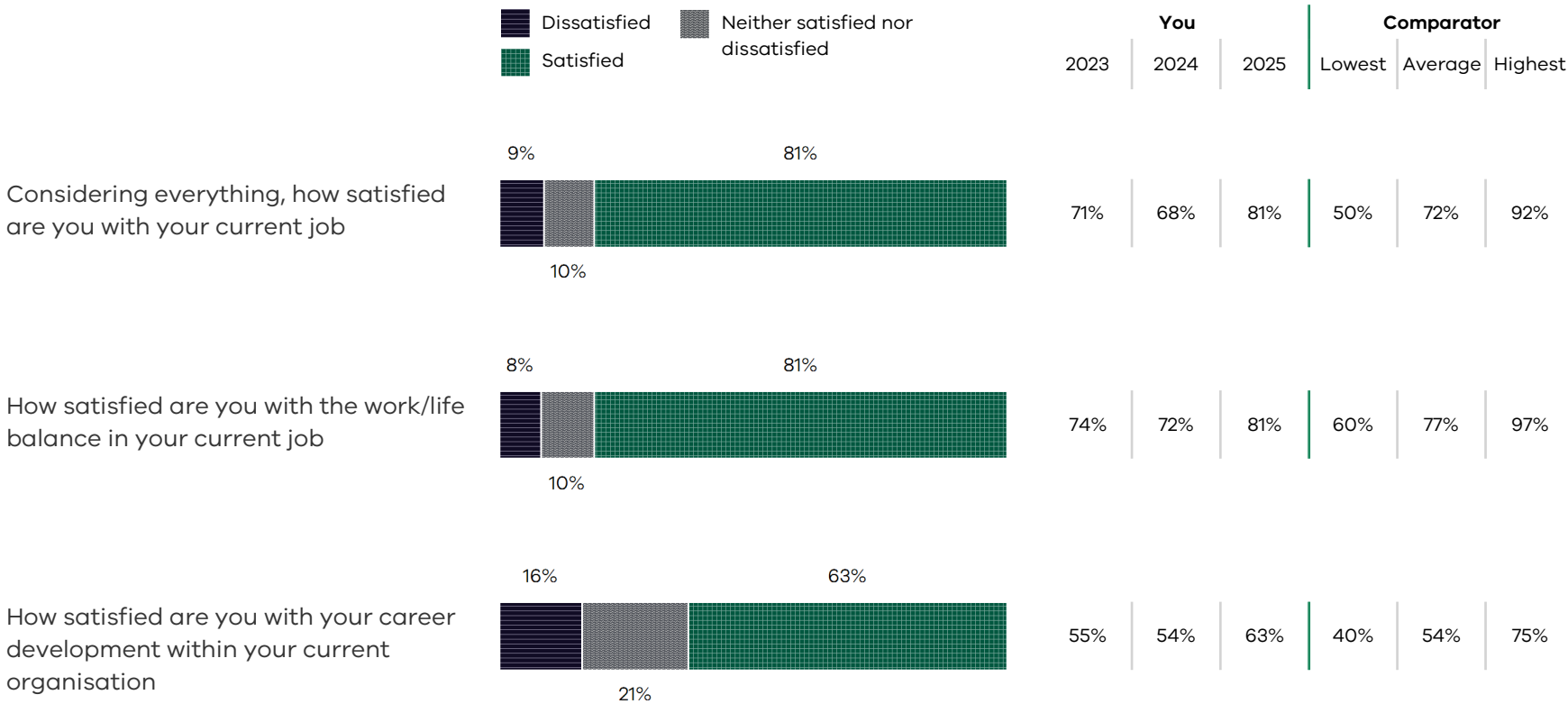
Example

81% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



People outcomes

Work-related stress levels

What is this

This is the level of stress experienced by employees in response to work-related factors.

Why this is important

Stress can negatively affect peoples health and wellbeing as well as their performance and behaviour.

How to read this

In this survey we asked staff to tell us their stress level.

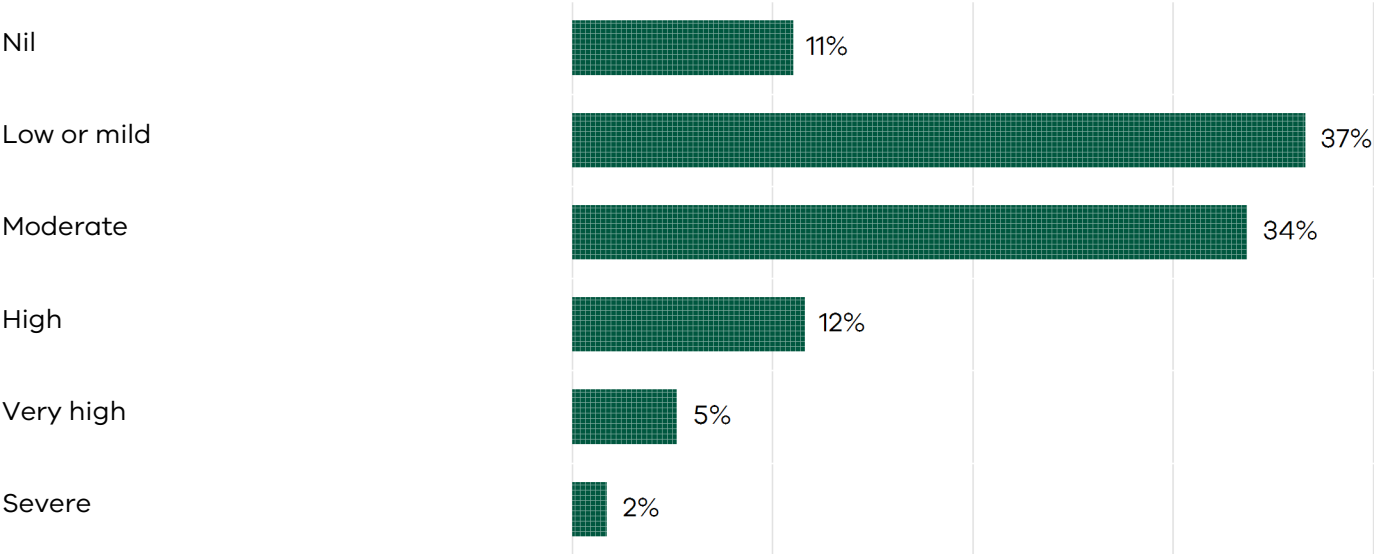
The graph at the top shows how staff in your group rated their current levels of work-related stress.

The numbers below show the percentage of staff in your group who said they experienced high to severe stress in 2025 compared to 2024, your comparator and the public sector.

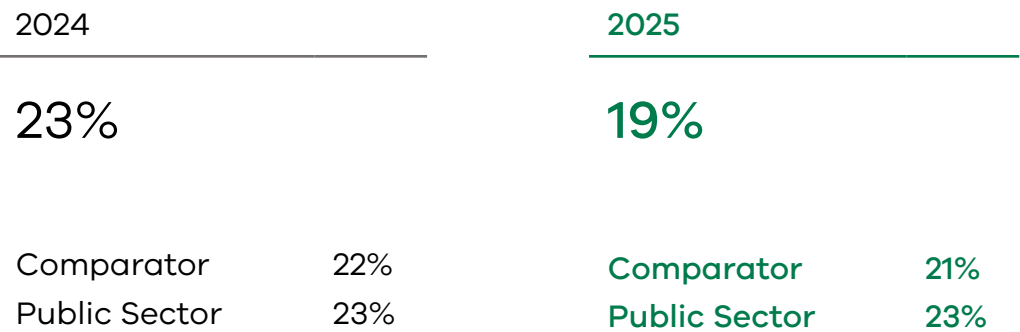
Example

19% of your staff who did the survey said they had high to severe stress in 2025. This is compared to 21% of staff in your comparator group and 23% of staff across the public sector.

How would you rate your current level of work-related stress? (You 2025)



Reported levels of high to severe stress



People outcomes

Work-related stress causes

What is this

This is the main work-related causes of stress reported by staff.

Why this is important

Stress can negatively affect peoples health and wellbeing as well as their performance and behaviour.

How to read this

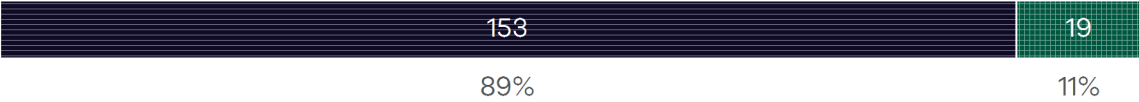
In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

In descending order, the table shows the top 10 causes.

Example

89% of your staff who did the survey said they experienced mild to severe stress. Of that 89%, 57% said the top reason was 'Time pressure'.



Experienced some work-related stress Did not experience some work-related stress

Of those that experienced work related stress it was from ...	You 2024	You 2025	Comparator 2025	Public sector 2025
Time pressure	60%	57%	41%	41%
Workload	49%	48%	45%	46%
Dealing with clients, patients or stakeholders	14%	18%	17%	17%
Management of work (e.g. supervision, training, information, support)	17%	18%	12%	12%
Content, variety, or difficulty of work	17%	17%	14%	11%
Organisation or workplace change	11%	15%	17%	15%
Competing home and work responsibilities	13%	14%	12%	12%
Unclear job expectations	16%	14%	15%	13%
Ability to choose how my work is done	4%	9%	6%	5%
Other	4%	6%	10%	12%

People outcomes

Work-related stress

What is this

This is how manageable your staff feel their stress is at your organisation.

Why this is important

Stress can negatively affect peoples health and wellbeing as well as their performance and behaviour.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

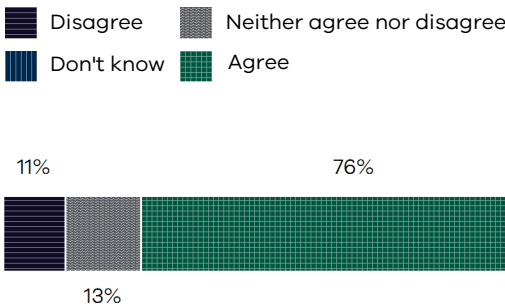
Example

76% of your staff who did the survey said the amount of stress in their job was manageable.

Survey question

The amount of stress in my job is manageable

Your results



Benchmark agree results

Year	You			Comparator		
	2023	2024	2025	Lowest	Average	Highest
	Not asked	64%	76%	49%	69%	92%

People outcomes

Intention to stay

What is this

This is what your staff intend to do with their careers in the near future.

Why this is important

In the public sector, we want to attract, keep, motivate and engage staff.

How to read this

In the survey, we ask staff to tell us how long they intend to work at their organisation.

Example

16% of your group who did the survey said they intended to work for your organisation for 'Over 6 months and up to 1 year'.

Employees plan to work at your organisation for...	You 2024	You 2025	Comparator 2025	Public sector 2025
6 months or less	15%	8%	9%	7%
Over 6 months and up to 1 year	15%	16%	13%	9%
Over 1 year and up to 3 years	29%	34%	29%	24%
Over 3 years and up to 5 years	20%	19%	17%	15%
Over 5 years	22%	24%	33%	45%

People outcomes

Intention to stay factors

What is this

These factors influence your employees' decision to stay working in your organisation the most.

Why this is important

Knowing what influences your employees' decision to stay working in your organisation helps you understand their motivations and what's important to them.

How to read this

In the survey, we ask employees to tell us what factors influence their decision to stay working in your organisation. The table shows the top 10 factors in order of influence for your employees. We've also included the results from your comparator and the public sector.

Example

84% of respondents said 'Non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)' influenced their decision the most.

Which factors most influence your decision to stay working in your organisation?	You 2025	Comparator 2025	Public sector 2025
Non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	84%	61%	58%
Remuneration (e.g. salary, superannuation)	58%	55%	55%
Job security	55%	49%	51%
Type/nature of work (e.g. interesting, challenging, specialised, autonomous)	51%	59%	54%
Workplace relationships with colleagues	51%	60%	58%
Quality of leadership (e.g. supportive, clear communication)	40%	39%	34%
Service to the Victorian public	35%	36%	31%
Professional development (e.g. learning new skills or developing current skills)	35%	30%	28%
Location of work	34%	34%	42%
Inclusive work environment	33%	34%	32%

People outcomes

Inclusion question results

What is this

This is how many staff experience that they belong, and can be themselves, at work.

Why this is important

When people feel like they belong, they can bring their true selves and lived experience to their work and workplace. This leads to increased productivity, wellbeing and better outcomes for the community.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

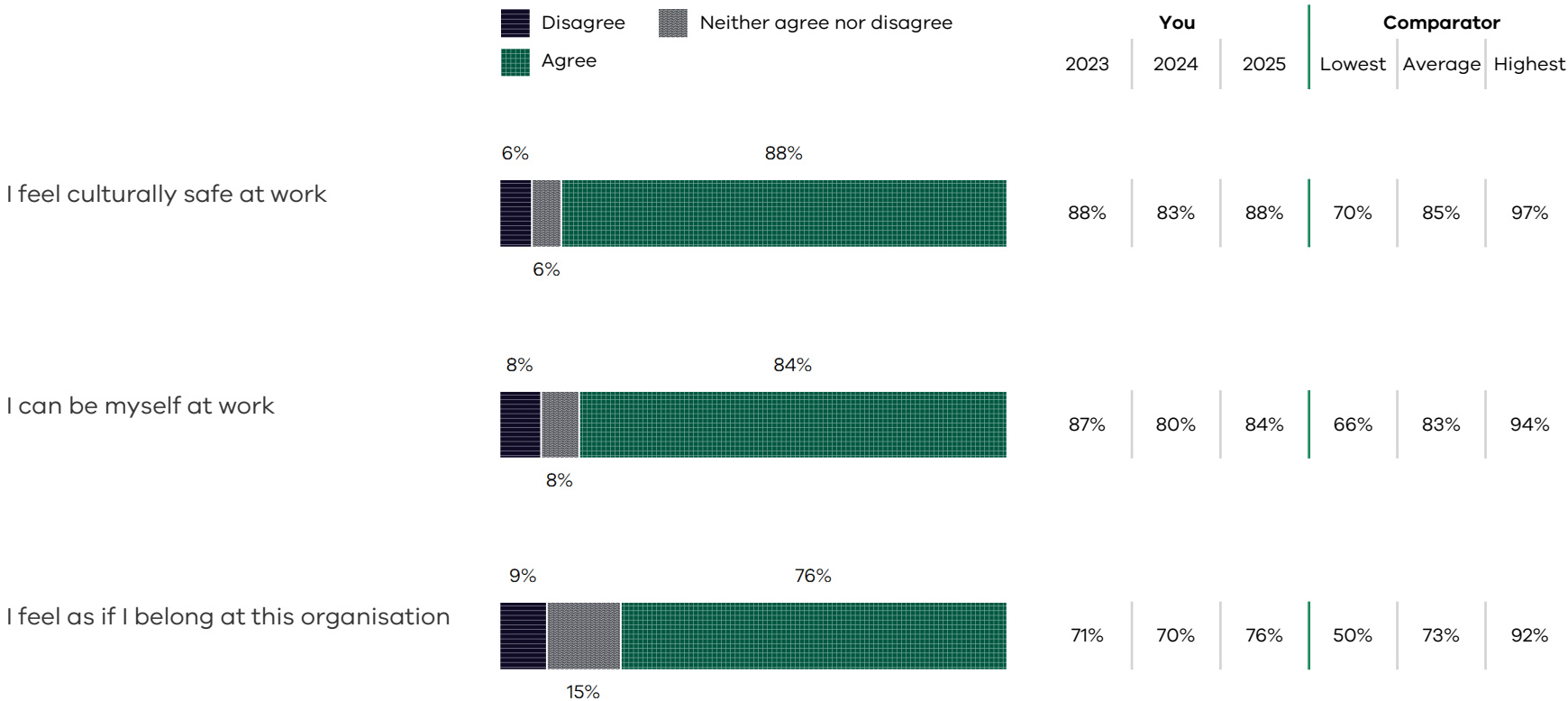
Example

88% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question

Your results

Benchmark agree results



People outcomes

Inclusion - Barriers to success

What is this

This is a list of things that staff felt were barriers to their success at work.

Why this is important

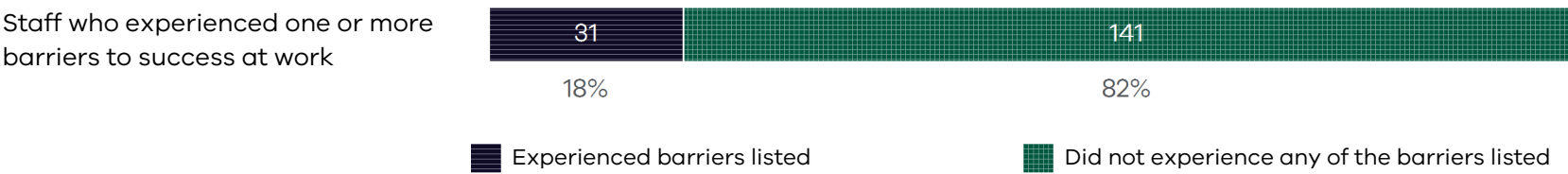
These results can show areas of focus for improvement to enable employee success in the workplace.

How to read this

In the survey, we ask staff to select from a list, any barriers they have experienced and believe to have hindered their success at work. They can select more than one option.
In descending order, the table shows the top 10 answers.

Example

6% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My mental health'.



During the last 12 months, employees experienced barriers to their success due to ...	You 2024	You 2025	Comparator 2025	Public sector 2025
My mental health	8%	6%	7%	8%

People outcomes

Inclusion - Witnessed barriers to success

What is this

This is a list of things that staff witnessed were barriers to the success of other employees at work.

Why this is important

These results can show areas of focus for improvement to enable employee success in the workplace.

How to read this

In the survey, we ask staff to choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one option.

In descending order, the table shows the top 10 answers.

Example

6% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Flexible working'.

Staff who witnessed one or more barriers to success at work



During the last 12 months, employees witnessed barriers to the success of other employees due to their ...

	You 2024	You 2025	Comparator 2025	Public sector 2025
Flexible working	10%	6%	7%	9%

People outcomes

Scorecard: emotional effects of work

What is this

This is the level of positive and negative feelings experienced by staff in the 3 months before the survey.

Why this is important

Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

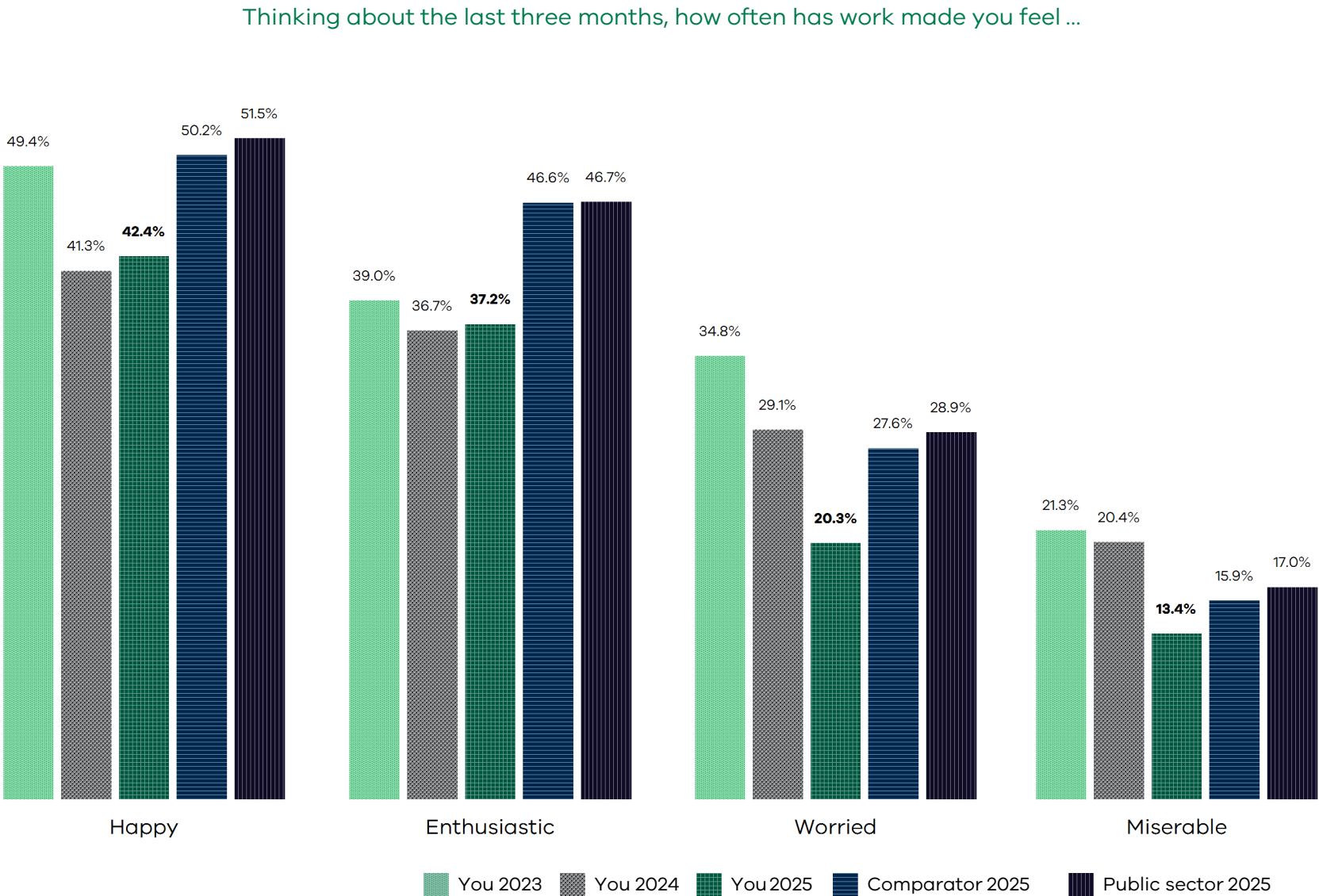
How to read this

Each label represents a question in the survey about emotional effects of work. Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

You can compare these with your comparator group and the public sector.

Example

- In 2025:
- 42.4% of your staff who did the survey said work made them feel happy.
- Compared to:
- 50.2% of staff in your comparator group and 51.5% of staff across the public sector.



People outcomes

Scorecard: negative behaviours

What is this

This is how many staff have experienced negative behaviours at work in the past 12 months.

Why this is important

Negative behaviours can be detrimental to health and wellbeing as well as performance and behaviour.

How to read this

Each label represents a question in the survey about negative behaviour. Each result is the percentage of staff who said they experienced bullying, sexual harassment, discrimination or violence and aggression in the past 12 months.

You can compare these with your comparator group and the public sector.

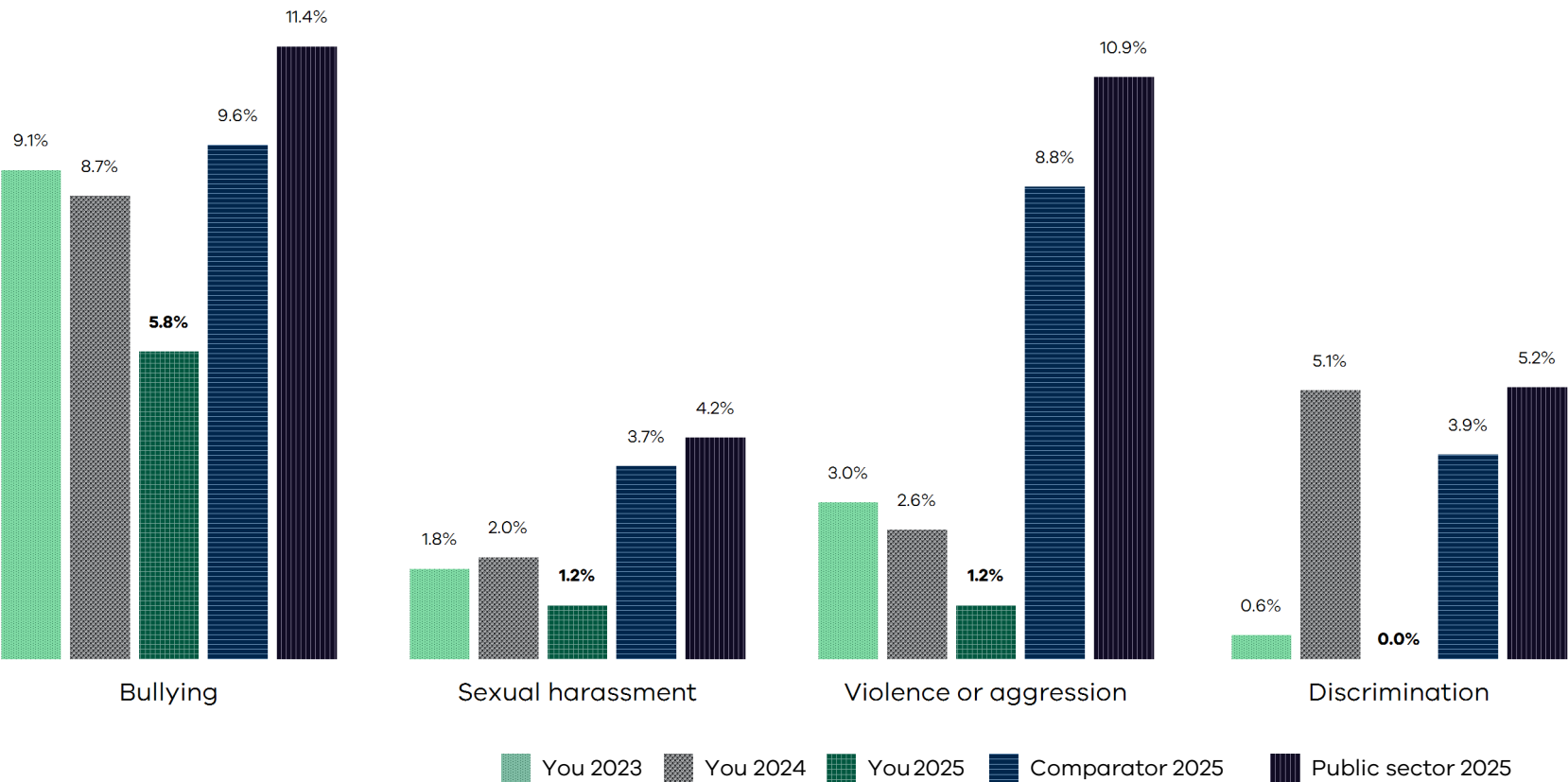
Example

In 2025:

- 5.8% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 9.6% of staff in your comparator group and 11.4% of staff across the public sector.



People outcomes

Bullying

What is this

This is repeated unreasonable behaviour directed at an employee that creates a risk to their health and safety.

Why this is important

Bullying can have an immediate and long-term negative impact on those involved, including those who witness bullying.

How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work.

If they did, they could tell us with one or more answers what they experienced.

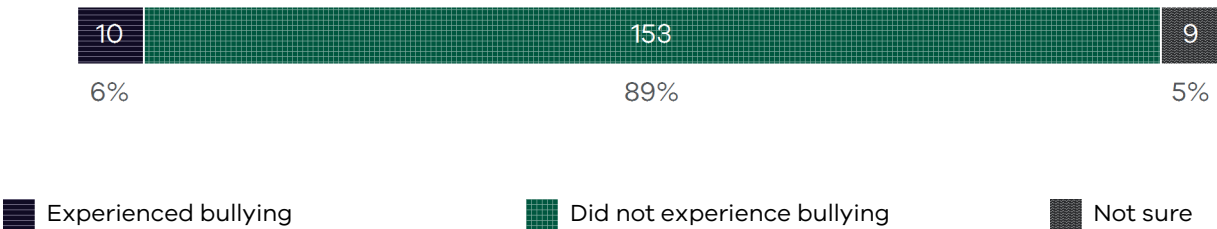
In descending order, the table shows the answers.

Example

6% of your staff who did the survey said they experienced bullying, of which:

- 90% said the type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

Have you experienced bullying at work in the last 12 months?



If you experienced bullying, what type of bullying did you experience?	You 2024	You 2025	Comparator 2025	Public sector 2025
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	76%	90%	72%	69%
Being given impossible assignment(s)	35%	40%	10%	11%
Exclusion or isolation	29%	20%	45%	46%
Being assigned meaningless tasks unrelated to my job	12%	10%	14%	16%
Intimidation and/or threats	47%	10%	28%	28%
Other	18%	10%	16%	15%
Verbal abuse	24%	10%	18%	19%
Withholding essential information for me to do my job	53%	10%	29%	32%
Interference with my personal property and/or work equipment	0%	0%	3%	4%

People outcomes

Telling someone about the bullying

What is this

This is if staff told someone when they experienced bullying.

Why this is important

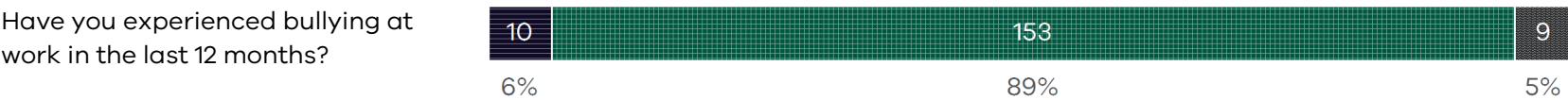
By understanding how staff report bullying, organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work. If they did, they could tell us with one or more answers who they told about it. In descending order, the table shows the answers.

Example

- 6% of your staff who did the survey said they experienced bullying, of which:
- 60% said the way they reported the bullying was 'Told a colleague'.
 - 100% said they didn't submit a formal complaint.



Experienced bullying Did not experience bullying Not sure

Did you tell anyone about the bullying?	You 2024	You 2025	Comparator 2025	Public sector 2025
Told a colleague	65%	60%	41%	41%
Told a friend or family member	47%	50%	37%	34%
I did not tell anyone about the bullying	29%	30%	10%	11%
Told a manager	41%	30%	56%	53%
Told someone else	29%	30%	11%	12%
Told employee assistance program (EAP) or peer support	24%	20%	14%	13%
Told the person the behaviour was not OK	18%	10%	15%	17%
Submitted a formal complaint	0%	0%	10%	14%
Told human resources	35%	0%	20%	15%

People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

This is why staff who experienced bullying chose not to submit a formal complaint.

Why this is important

By understanding this, organisations can plan how to support and protect staff.

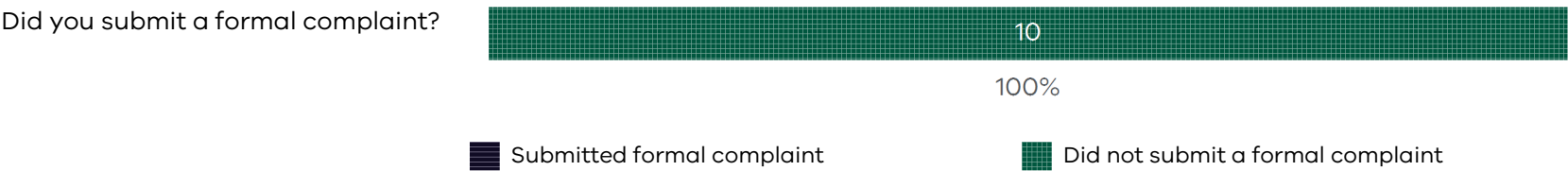
How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work. We then asked them if they submitted a formal complaint. If they didn't, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

100% of your staff who experienced bullying did not submit a formal complaint, of which:

- 80% said the reason was 'I believed there would be negative consequences for my reputation'.



What was your reason for not submitting a formal complaint?	You 2024	You 2025	Comparator 2025	Public sector 2025
I believed there would be negative consequences for my reputation	65%	80%	61%	56%
I believed there would be negative consequences for my career	59%	70%	49%	47%
I didn't think it would make a difference	65%	60%	52%	51%
I thought the complaint process would be embarrassing or difficult	29%	40%	14%	13%
I didn't feel safe to report the incident	53%	30%	24%	22%
I didn't need to because I no longer had contact with the person(s) who bullied me	6%	10%	7%	6%
I didn't think it was serious enough	6%	10%	18%	17%
Other	12%	10%	15%	16%
I believed there would be negative consequences for the person I was going to complain about	0%	0%	10%	9%
I didn't know how to make a complaint	0%	0%	4%	4%

People outcomes

Perpetrators of bullying

What is this

This is who staff have said are responsible for bullying.

Why this is important

Understanding where bullying happens means organisations can work out what action to take.

How to read this

In this year's survey, 6% of your staff said they experienced bullying.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the bar chart shows the perpetrators with the largest number of responses.

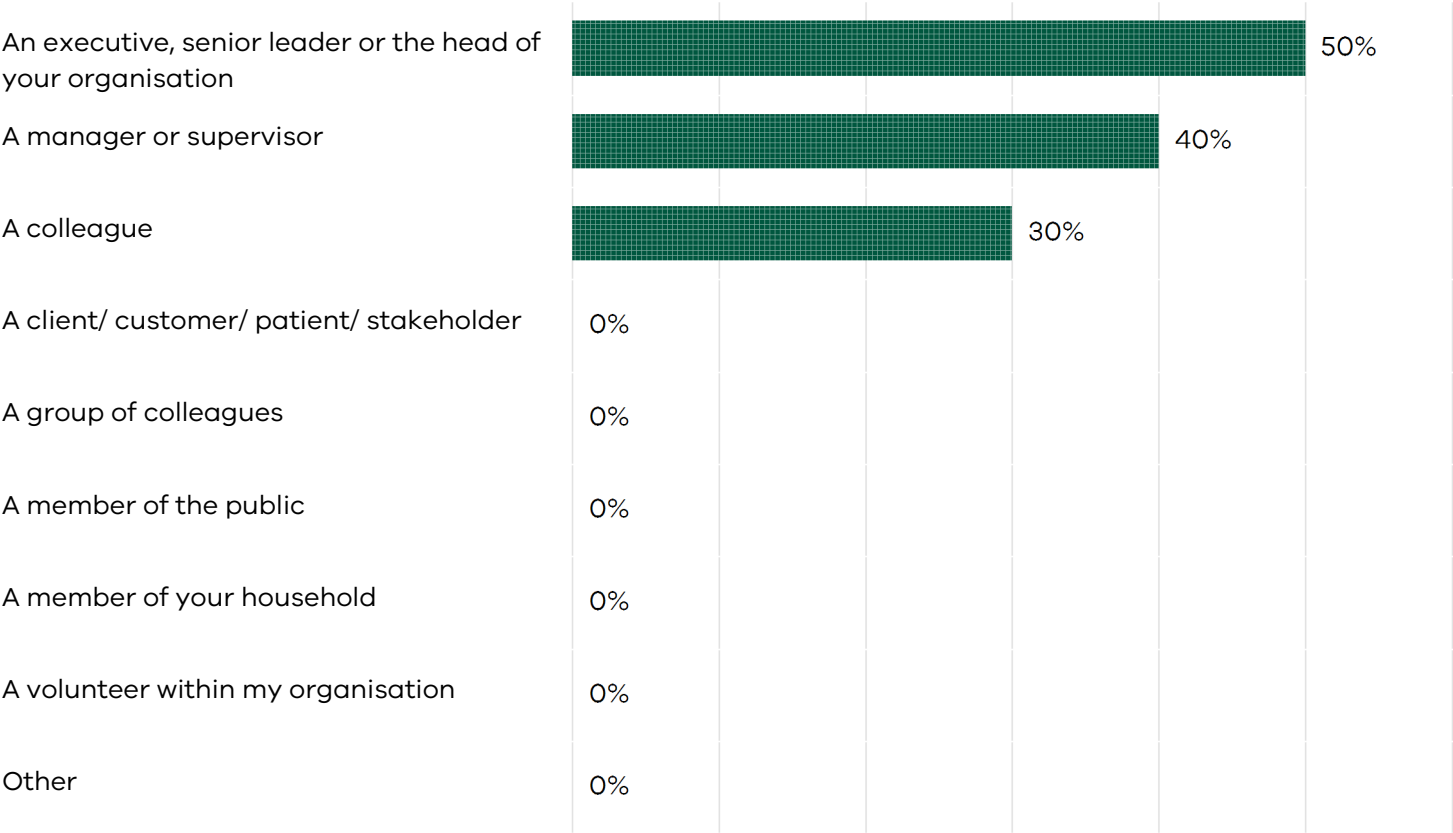
Each row is one perpetrator or group of perpetrators.

Example

6% of your staff who did the survey said they experienced bullying, of which:

- 50% said it was by 'An executive, senior leader or the head of your organisation'.

10 people (6% of staff) experienced bullying (You 2025)



People outcomes

Relationship to perpetrator

What is this

This provides further detail on who staff have said are responsible for bullying within your organisation.

Why this is important

Understanding where bullying happens means organisations can work out what action to take.

How to read this

In this year's survey, 6% of your staff said they experienced bullying.

If they experienced bullying from within the organisation, they could tell us their relationship to the perpetrator.

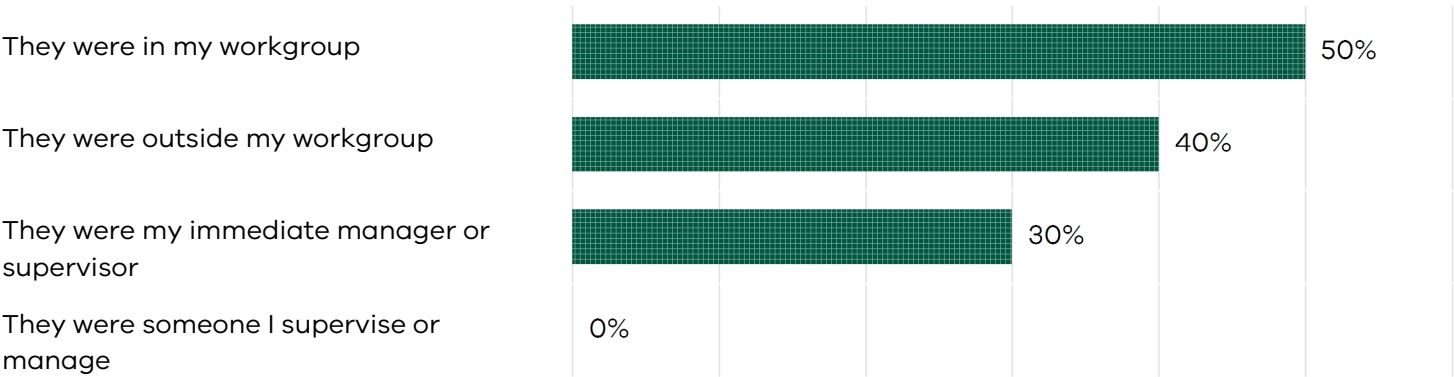
The bar chart shows, in descending order, how many employees linked the bullying to different workplace relationships.

Example

6% of your staff who did the survey said they experienced bullying, of which:

- 100% said it was by someone within the organisation.
- Of that 100%, 50% said 'They were in my workgroup'.

10 people (100% of staff who experienced bullying) experienced bullying from within your organisation (You 2025)



People outcomes

Sexual harassment

What is this

This is non-consensual or unwelcome sexual behaviour that could cause an employee to feel offended, humiliated or intimidated.

Why this is important

Sexual harassment can have an immediate and long-term negative impact on those involved, including those who witness sexual harassment.

Why there is no data here

We've not published the results for this section because less than 10 people said they experienced sexual harassment. We do this to protect the respondents.

People outcomes

Discrimination

What is this

Discrimination is when a person treats, or proposes to treat, a person unfavourably because of their personal characteristics, such as their age or gender, or other attributes.

Why this is important

Staff expect to have a safe and inclusive working environment to work in that is free of discrimination.

Why there is no data here

We've not published the results for this section because less than 10 people said they experienced discrimination.

We do this to protect the respondents.

People outcomes

Violence and aggression

What is this

This is when staff are abused, threatened or assaulted in a situation related to their work.

Why this is important

Violence and aggression can have an immediate and long-term negative impact on those involved, including those who witness violence and aggression.

Why there is no data here

We've not published the results for this section because less than 10 people said they experienced violence or aggression. We do this to protect the respondents.



Negative behaviour

Witnessing negative behaviours

What is this

This is where staff witnessed people acting in a negative way against a colleague.

Why this is important

Witnessing negative behaviour can still have a negative impact on the person, as it does on the victim.

How to read this

In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work.

They could tell us with one or more answers if they witnessed negative behaviour and what type they witnessed.

In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they witnessed some negative behaviour at work.

92% said 'No, I have not witnessed any of the situations above'.



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2024	You 2025	Comparator 2025	Public sector 2025
No, I have not witnessed any of the situations above	83%	92%	82%	80%
Bullying of a colleague	14%	6%	13%	14%
Discrimination against a colleague	6%	3%	6%	8%
Violence or aggression against a colleague	4%	1%	3%	4%
Sexual harassment of a colleague	1%	0%	1%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What is this

This is what your staff did when they witnessed negative behaviour at work.

Why this is important

What staff do when they witness negative behaviour may help organisations understand what support their staff need.

How to read this

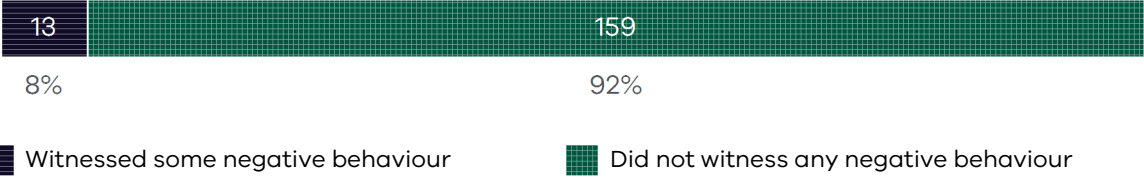
In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work.
If they did, they could tell us with one or more answers what action they took.
In descending order, the table shows the answers.

Example

8% of your staff who did the survey witnessed negative behaviour, of which:

- 92% said the action they took was 'Spoke to the person who experienced the behaviour'.

Have you witnessed any negative behaviour at work in the last 12 months?



When you witnessed these behaviour(s), did you do any of the following?	You 2024	You 2025	Comparator 2025	Public sector 2025
Spoke to the person who experienced the behaviour	53%	92%	74%	70%

People matter survey

2025

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- Biggest positive difference from your comparator
- Biggest negative difference from your comparator

Taking action

- Taking action questions

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Senior leadership	Workgroup climate	Job and manager factors	Public sector values	Topical questions	Demographics
<ul style="list-style-type: none">• Senior leadership questions <p>Organisational climate</p> <ul style="list-style-type: none">• Scorecard• Organisational integrity• Collaboration• Safety climate	<ul style="list-style-type: none">• Scorecard• Quality service delivery• Innovation• Workgroup support• Safe to speak up	<ul style="list-style-type: none">• Scorecard• Manager leadership• Manager support• Workload• Learning and development• Job enrichment• Meaningful work• Flexible working	<ul style="list-style-type: none">• Scorecard• Responsiveness• Integrity• Impartiality• Accountability• Respect• Leadership• Human rights	<ul style="list-style-type: none">• Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice <p>Custom questions</p> <ul style="list-style-type: none">• Questions requested by your organisation	<ul style="list-style-type: none">• Age, gender, variations in sex characteristics and sexual orientation• Aboriginal and/or Torres Strait Islander• Disability• Cultural diversity• Employment• Adjustments• Caring



Key differences

Highest scoring questions

What is this

These are the questions your organisation had the highest agreement or satisfaction with in 2025.

How to read this

Use this data to see where your organisation has the highest agreement or satisfaction with questions from the 2025 survey.

In this table, your score for this year is shown in the 'You 2025' column.

You can also compare your 2025 scores against your 2024 scores and your 2025 comparator group.

Example

On the first row 'Flexible working', the 'You 2025' column shows 97% of your staff who did the survey agreed with 'My direct line manager supports working flexibly'. In the 'Change from 2024' column, you have a +5% change, which is a positive trend.

Question group	Highest scoring questions	You 2025	Change from 2024	Comparator 2025
Flexible working	My direct line manager supports working flexibly	97%	+5%	90%
Job enrichment	I understand how my job helps my organisation achieve its goals	95%	+5%	92%
Safety climate	My organisation provides a physically safe work environment	94%	+3%	90%
Job enrichment	I can use my skills and knowledge in my job	94%	+5%	90%
Manager leadership	My direct line manager demonstrates honesty and integrity	92%	+7%	89%
Manager leadership	My direct line manager treats employees with dignity and respect	92%	+5%	90%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	92%	+6%	80%
Organisational integrity	My organisation is committed to earning a high level of public trust	92%	+5%	81%
Manager leadership	My direct line manager models my organisation's values	91%	+7%	87%
Workgroup support	People in my workgroup treat each other with respect	91%	+4%	88%

Key differences

Lowest scoring questions

What is this

These are the questions your organisation had the lowest agreement or satisfaction with in 2025.

How to read this

Use this data to see where your organisation has the lowest agreement or satisfaction with questions from the 2025 survey.

In this table, your score for this year is shown in the 'You 2025' column.

You can also compare your 2025 scores against your 2024 scores and your 2025 comparator group.

Example

On the first row 'Topical', the 'You 2025' column shows 37% of your staff who did the survey agreed with 'My workgroup gives frank and impartial advice to our Ministers'. In the 'Change from 2024' column, you have a -3% change, which is a negative trend.

Question group	Lowest scoring questions	You 2025	Change from 2024	Comparator 2025
Topical	My workgroup gives frank and impartial advice to our Ministers	37%	-3%	34%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	53%	+3%	54%
Learning and development	I am satisfied with the opportunities to progress in my organisation	53%	+8%	43%
Safety climate	All levels of my organisation are involved in the prevention of stress	54%	-1%	53%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	56%	+0%	60%
Organisational integrity	I believe the promotion processes in my organisation are fair	56%	+2%	45%
Organisational integrity	I have an equal chance at promotion in my organisation	58%	+6%	46%
Engagement	I feel a strong personal attachment to my organisation	60%	+7%	58%
Workload	I have enough time to do my job effectively	61%	-0%	63%
Taking action	My organisation has made improvements based on the survey results from last year	61%	+13%	44%

Key differences

Most improved

What is this

This is where staff feel your organisation has most improved.

How to read this

Use this data to see if your organisation has a developing or changing trend.

In this table, your trend is shown in the 'Increase from 2024' column.

When you use this data, focus on the increase instead of individual numbers.

This is because the increase from 2024 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Satisfaction', the 'You 2025' column shows 81% of your staff who did the survey agreed with 'Considering everything, how satisfied are you with your current job'.

In the 'Increase from 2024' column, you have a 13% increase, which is a positive trend.

Question group	Most improved from last year	You 2025	Increase from 2024	Comparator 2025
Satisfaction	Considering everything, how satisfied are you with your current job	81%	+13%	72%
Taking action	My organisation has made improvements based on the survey results from last year	61%	+13%	44%
Work-related stress	The amount of stress in my job is manageable	76%	+12%	69%
Manager support	I receive meaningful recognition when I do good work	72%	+10%	67%
Organisational integrity	My organisation encourages respectful workplace behaviours	91%	+10%	85%
Satisfaction	How satisfied are you with the work/life balance in your current job	81%	+9%	77%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	63%	+9%	58%
Satisfaction	How satisfied are you with your career development within your current organisation	63%	+9%	54%
Manager support	My direct line manager listens to what I have to say	90%	+9%	86%
Learning and development	I am developing and learning in my role	80%	+9%	73%

Key differences

Most declined

What is this

This is where staff feel your organisation has most declined.

How to read this

Use this data to see if your organisation has a developing or changing trend.

In this table, your trend is shown in the 'Decrease from 2024' column.

When you use this data, focus on the decrease instead of individual numbers.

This is because the decrease from 2024 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Collaboration', the 'You 2025' column shows 65% of your staff who did the survey agreed with 'Workgroups across my organisation willingly share information with each other'.

In the 'Decrease from 2024' column, you have a 4% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2025	Decrease from 2024	Comparator 2025
Collaboration	Workgroups across my organisation willingly share information with each other	65%	-4%	63%
Topical	My workgroup gives frank and impartial advice to our Ministers	37%	-3%	34%
Workgroup support	People in my workgroup are politically impartial in their work	87%	-3%	84%
Workgroup support	People in my workgroup work together effectively to get the job done	79%	-3%	85%
Topical	I am proud to work in the public sector	85%	-2%	82%
Safety climate	All levels of my organisation are involved in the prevention of stress	54%	-1%	53%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	69%	-1%	81%
Quality service delivery	My workgroup uses its resources well	67%	-0%	72%
Innovation	My workgroup encourages employee creativity	72%	-0%	69%
Workload	I have enough time to do my job effectively	61%	-0%	63%

Key differences

Biggest positive difference from comparator

What is this

This is where your staff have agreed more to a question compared to staff at similar organisations.

How to read this

Use this data to see where your organisation has the biggest positive difference with questions from the 2025 survey compared to your comparator group.

In this table, the difference to your comparator is shown in the 'Difference' column.

Example

On the first row 'Topical', the 'You2025' column shows 73% of your staff who did the survey agreed with 'Senior leaders regularly talk with staff about the importance of integrity'.

The 'Difference' column, shows that agreement for this question was 19% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2025	Difference	Comparator 2025
Topical	Senior leaders regularly talk with staff about the importance of integrity	73%	+19%	53%
Taking action	My organisation has made improvements based on the survey results from last year	61%	+17%	44%
Senior leadership	Senior leaders provide clear strategy and direction	77%	+17%	60%
Senior leadership	Senior leaders demonstrate honesty and integrity	84%	+14%	69%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	65%	+12%	53%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	92%	+11%	80%
Organisational integrity	I have an equal chance at promotion in my organisation	58%	+11%	46%
Organisational integrity	I believe the recruitment processes in my organisation are fair	74%	+11%	63%
Organisational integrity	I believe the promotion processes in my organisation are fair	56%	+11%	45%
Organisational integrity	My organisation is committed to earning a high level of public trust	92%	+10%	81%

Key differences

Biggest negative difference from comparator

What is this

This is where your staff have agreed less to a question compared to staff at similar organisations.

How to read this

Use this data to see where your organisation has the biggest negative difference with questions from the 2025 survey compared to your comparator group.

In this table, the difference to your comparator is shown in the 'Difference' column.

Example

On the first row 'Human rights', the 'You 2025' column shows 69% of your staff who did the survey agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'. The 'Difference' column, shows that agreement for this question was 13% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2025	Difference	Comparator 2025
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	69%	-13%	81%
Workgroup support	People in my workgroup work together effectively to get the job done	79%	-6%	85%
Quality service delivery	My workgroup uses its resources well	67%	-5%	72%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	56%	-4%	60%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	90%	-3%	93%
Workload	I have enough time to do my job effectively	61%	-2%	63%
Quality service delivery	My workgroup provides high quality advice and services	85%	-2%	88%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	53%	-2%	54%
Meaningful work	I get a sense of accomplishment from my work	82%	-1%	83%
Topical	My direct line manager places equal value on my behaviour and the delivery of results	83%	-1%	84%

People matter survey

2025

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Report overview <ul style="list-style-type: none">About your reportPrivacy and anonymitySurvey's theoretical frameworkYour comparator groupYour response rate	People outcomes <ul style="list-style-type: none">Scorecard: engagement indexEngagementScorecard: satisfaction, stress, intention to stay, inclusionSatisfactionWork-related stressIntention to stayInclusion	Key differences <ul style="list-style-type: none">Scorecard: emotional effects of workScorecard: negative behaviourBullyingSexual harassmentDiscriminationViolence and aggressionWitnessing negative behaviours	Key differences <ul style="list-style-type: none">Highest scoringLowest scoringMost improvedMost declinedBiggest positive difference from your comparatorBiggest negative difference from your comparator	Taking action <ul style="list-style-type: none">Taking action questions

Detailed results					
Senior leadership	Workgroup climate	Job and manager factors	Public sector values	Topical questions	Demographics
<ul style="list-style-type: none">Senior leadership questions Organisational climate <ul style="list-style-type: none">ScorecardOrganisational integrityCollaborationSafety climate	<ul style="list-style-type: none">ScorecardQuality service deliveryInnovationWorkgroup supportSafe to speak up	<ul style="list-style-type: none">ScorecardManager leadershipManager supportWorkloadLearning and developmentJob enrichmentMeaningful workFlexible working	<ul style="list-style-type: none">ScorecardResponsivenessIntegrityImpartialityAccountabilityRespectLeadershipHuman rights	<ul style="list-style-type: none">Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice Custom questions <ul style="list-style-type: none">Questions requested by your organisation	<ul style="list-style-type: none">Age, gender, variations in sex characteristics and sexual orientationAboriginal and/or Torres Strait IslanderDisabilityCultural diversityEmploymentAdjustmentsCaring



Taking action

What is this

This is how well staff feel their organisation takes action and makes improvements from your survey results.

Why this is important

If your organisation takes action as a result of survey results, your staff may feel their feedback is valuable.

How to read this

Under 'Your results', see results for this question.
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

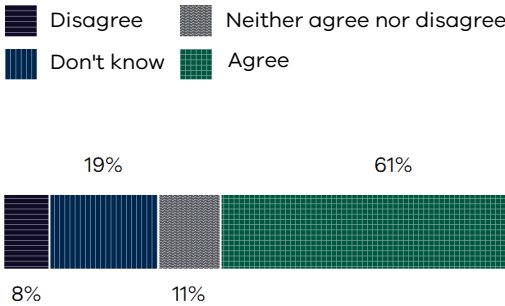
Example

61% of your staff who did the survey agreed or strongly agreed with 'My organisation has made improvements based on the survey results from last year'.

Survey question

My organisation has made improvements based on the survey results from last year

Your results



Benchmark agree results

2023	You			Comparator		
	2023	2024	2025	Lowest	Average	Highest
	45%	48%	61%	18%	44%	76%

People matter survey

2025

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- Flexible working

Public sector values

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Topical questions

- Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring



Senior leadership

Senior leadership

What is this

This is how supported staff feel by senior leaders in their organisation and how well they believe senior leaders communicate.

Why this is important

Supportive senior leaders who communicate well mean staff may feel more connected to their work and organisation.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

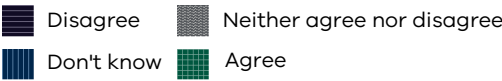
Example

84% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

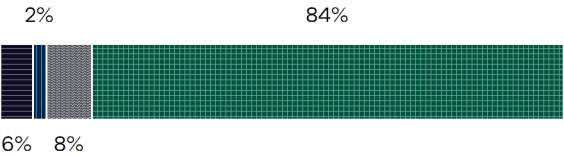
Survey question

Your results

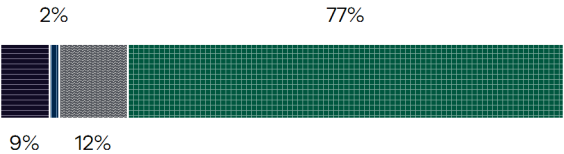
Benchmark agree results



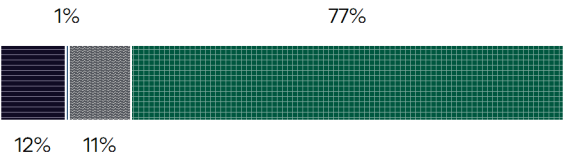
Senior leaders demonstrate honesty and integrity



Senior leaders model my organisation's values



Senior leaders provide clear strategy and direction



2023	You			Comparator		
	2024	2025		Lowest	Average	Highest
	79%	76%	84%	48%	69%	96%
	71%	69%	77%	49%	68%	93%
	67%	74%	77%	41%	60%	97%

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2025

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- Collaboration
- Safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring



Organisational climate

Scorecard

What is this

This scorecard provides overall results for each factor in the organisation climate part of the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about organisational climate. Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

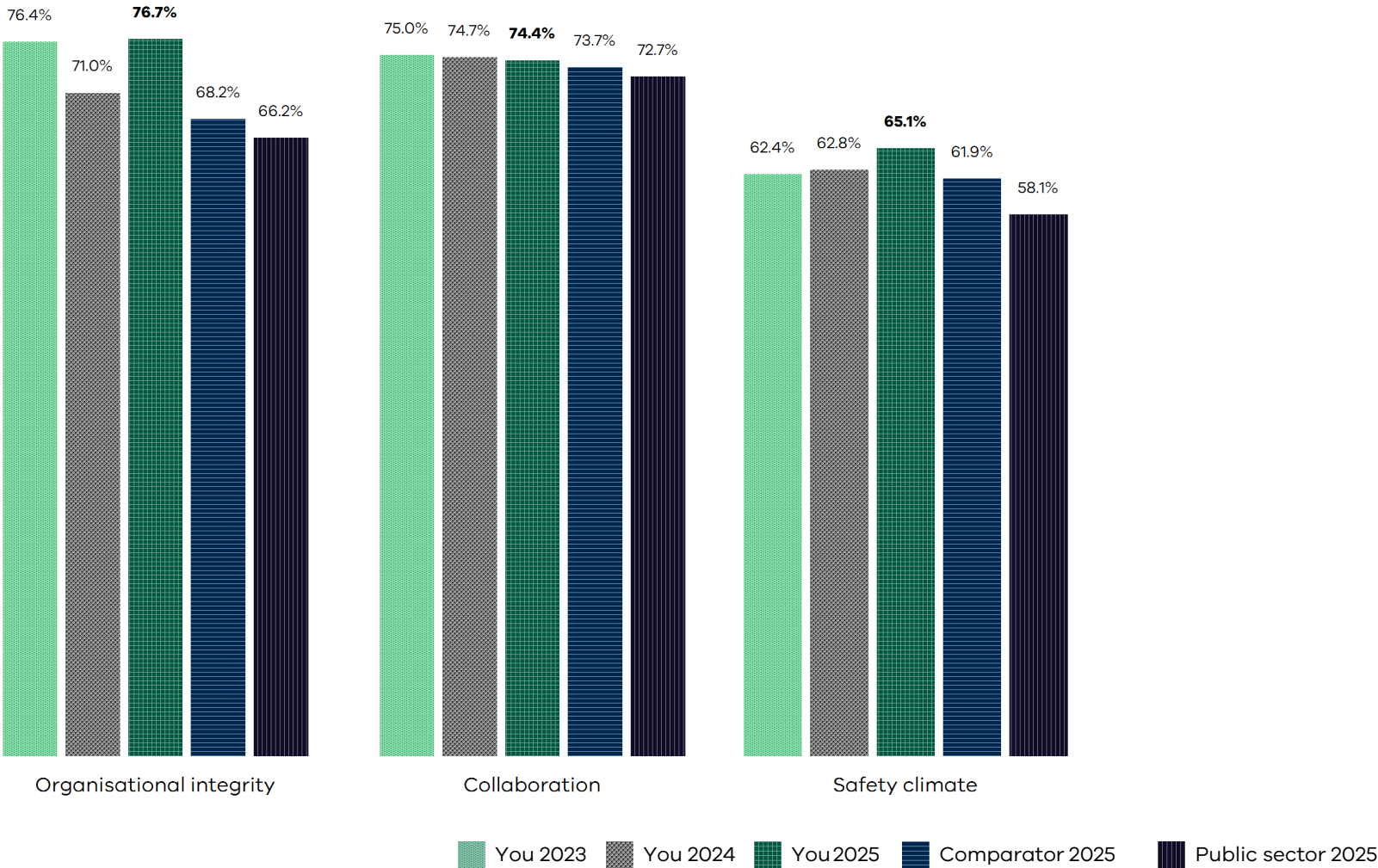
Example

In 2025:

- 76.7% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 68.2% of staff in your comparator group and 66.2% of staff across the public sector.



Organisational climate

Organisational integrity 1 of 2

What is this

This is how much trust staff have in your organisation's ability to operate, implement policy and deliver services for Victorians.

Why this is important

We need the community to have high trust in how we work and what we do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

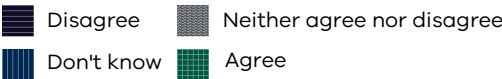
Example

92% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

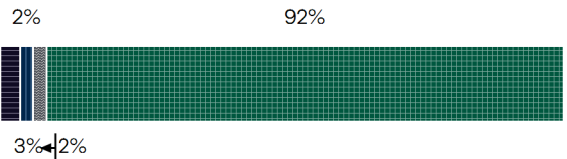
Survey question

Your results

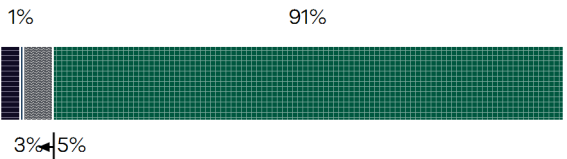
Benchmark agree results



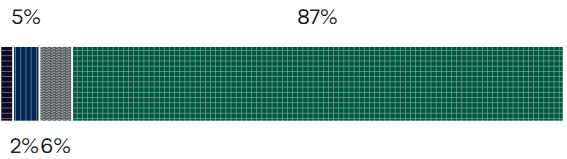
My organisation is committed to earning a high level of public trust



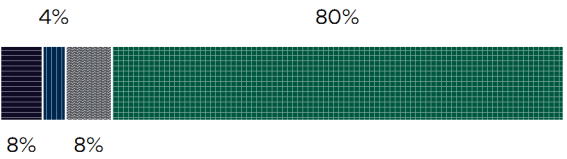
My organisation encourages respectful workplace behaviours



My organisation encourages employees to act in ways that are consistent with human rights



My organisation does not tolerate improper conduct



2023	You			Comparator		
	2024	2025		Lowest	Average	Highest
	93%	87%	92%	50%	81%	100%
	90%	81%	91%	69%	85%	97%
	88%	79%	87%	68%	85%	100%
	81%	77%	80%	50%	72%	96%

Organisational climate

Organisational integrity 2 of 2

What is this

This is how much trust staff have in your organisation's ability to operate, implement policy and deliver services for Victorians.

Why this is important

We need the community to have high trust in how we work and what we do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

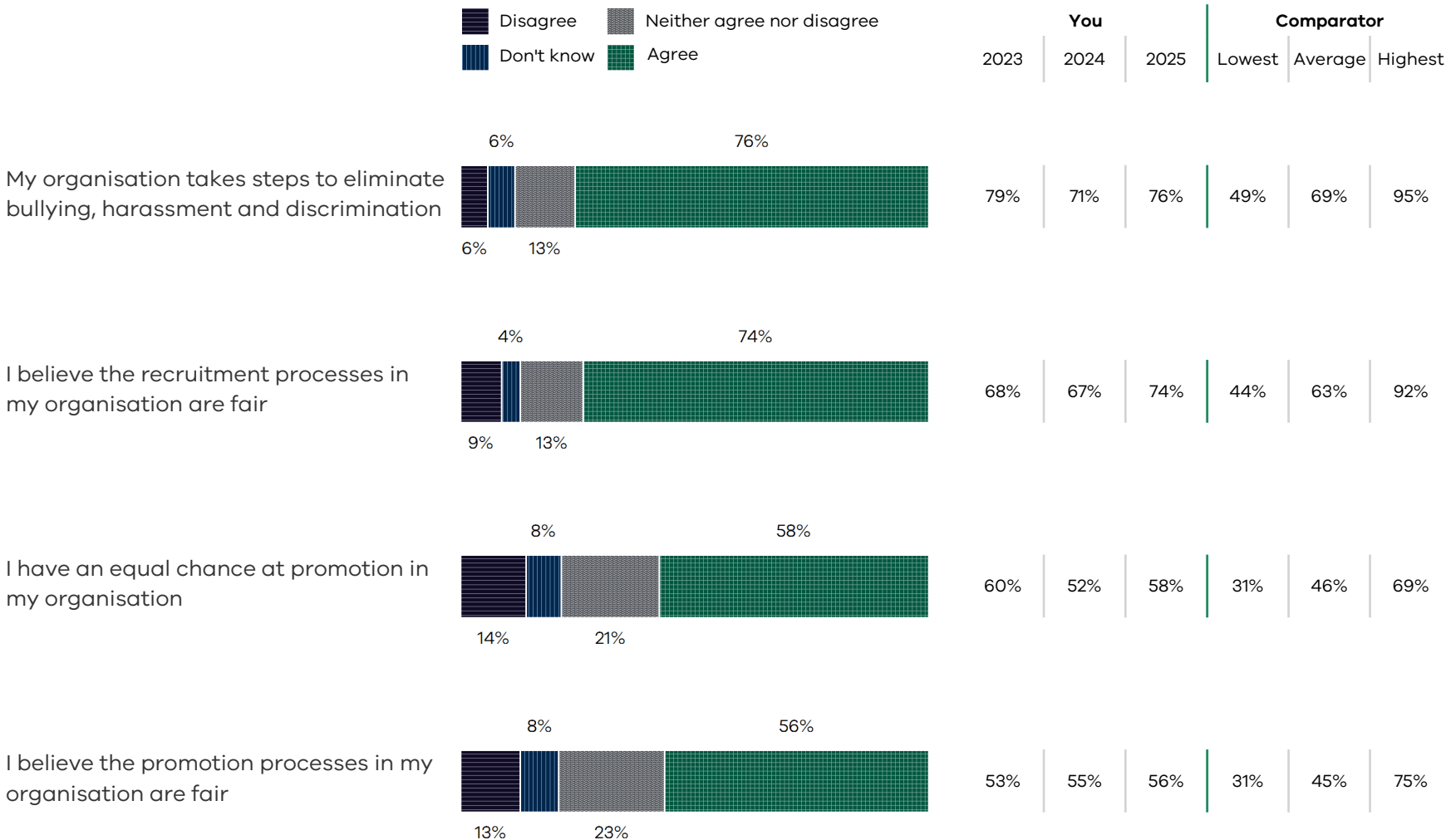
Example

76% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

Benchmark agree results



Organisational climate

Collaboration

What is this

This shows how well the workgroups in your organisation work together and share information.

Why this is important

Improving these results can improve the cohesiveness of your organisation and allow for greater intra-organisational collaboration.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

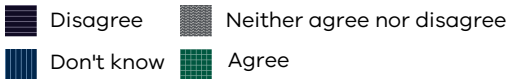
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

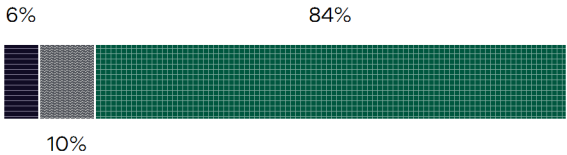
Survey question

Your results

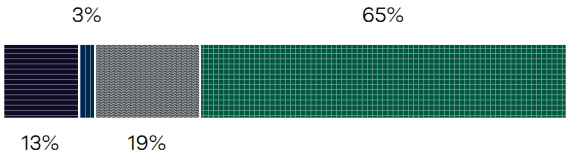
Benchmark agree results



I am able to work effectively with others outside my immediate workgroup



Workgroups across my organisation willingly share information with each other



2023	You			Comparator		
	2023	2024	2025	Lowest	Average	Highest
	79%	81%	84%	70%	85%	100%
	71%	69%	65%	39%	63%	94%

Organisational climate

Safety climate 1 of 2

What is this

This is how well staff feel your organisation supports safety at work.

Why this is important

A safe workplace is a key outcome of Leading the way and the Victorian Public Sector Mental Health and Wellbeing Charter.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

94% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

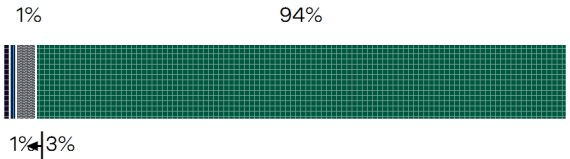
Survey question

Your results

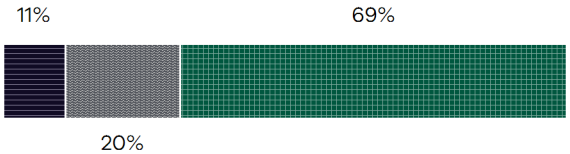
Benchmark agree results



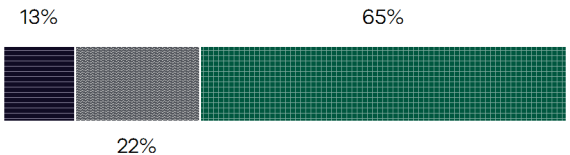
My organisation provides a physically safe work environment



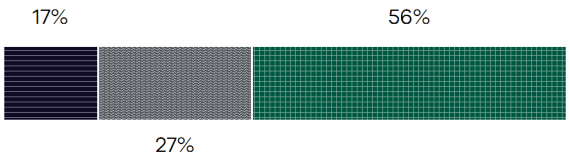
Senior leaders consider the psychological health of employees to be as important as productivity



Senior leaders show support for stress prevention through involvement and commitment



In my workplace, there is good communication about psychological safety issues that affect me



2023	You			Comparator		
	2024	2025		Lowest	Average	Highest

93%	91%	94%	75%	90%	100%
-----	-----	-----	-----	-----	------

70%	65%	69%	40%	61%	91%
-----	-----	-----	-----	-----	-----

57%	60%	65%	34%	53%	87%
-----	-----	-----	-----	-----	-----

52%	56%	56%	39%	60%	91%
-----	-----	-----	-----	-----	-----

Organisational climate

Safety climate 2 of 2

What is this

This is how well staff feel your organisation supports safety at work.

Why this is important

A safe workplace is a key outcome of Leading the way and the Victorian Public Sector Mental Health and Wellbeing Charter.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

54% of your staff who did the survey agreed or strongly agreed with 'All levels of my organisation are involved in the prevention of stress'.

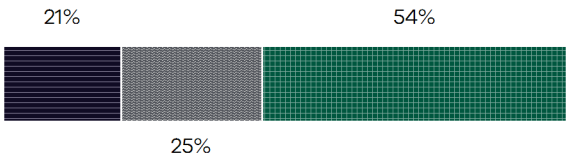
Survey question

Your results

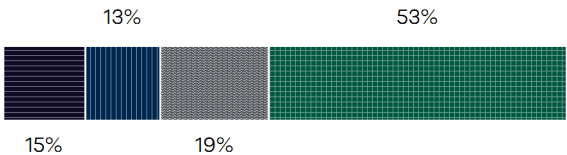
Benchmark agree results



All levels of my organisation are involved in the prevention of stress



My organisation has effective procedures in place to support employees who may experience stress



2023	You			Comparator		
	2024	2025		Lowest	Average	Highest
	54%	55%	54%	34%	53%	89%
	49%	50%	53%	34%	54%	87%

People matter survey

2025

Have your say

Overview

Result summary

Report overview

- About your report
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from your comparator
- Biggest negative difference from your comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring



Workgroup climate

Scorecard

What is this

This scorecard provides overall results for each factor in the workgroup climate part of the survey's theoretical framework.

Why this is important

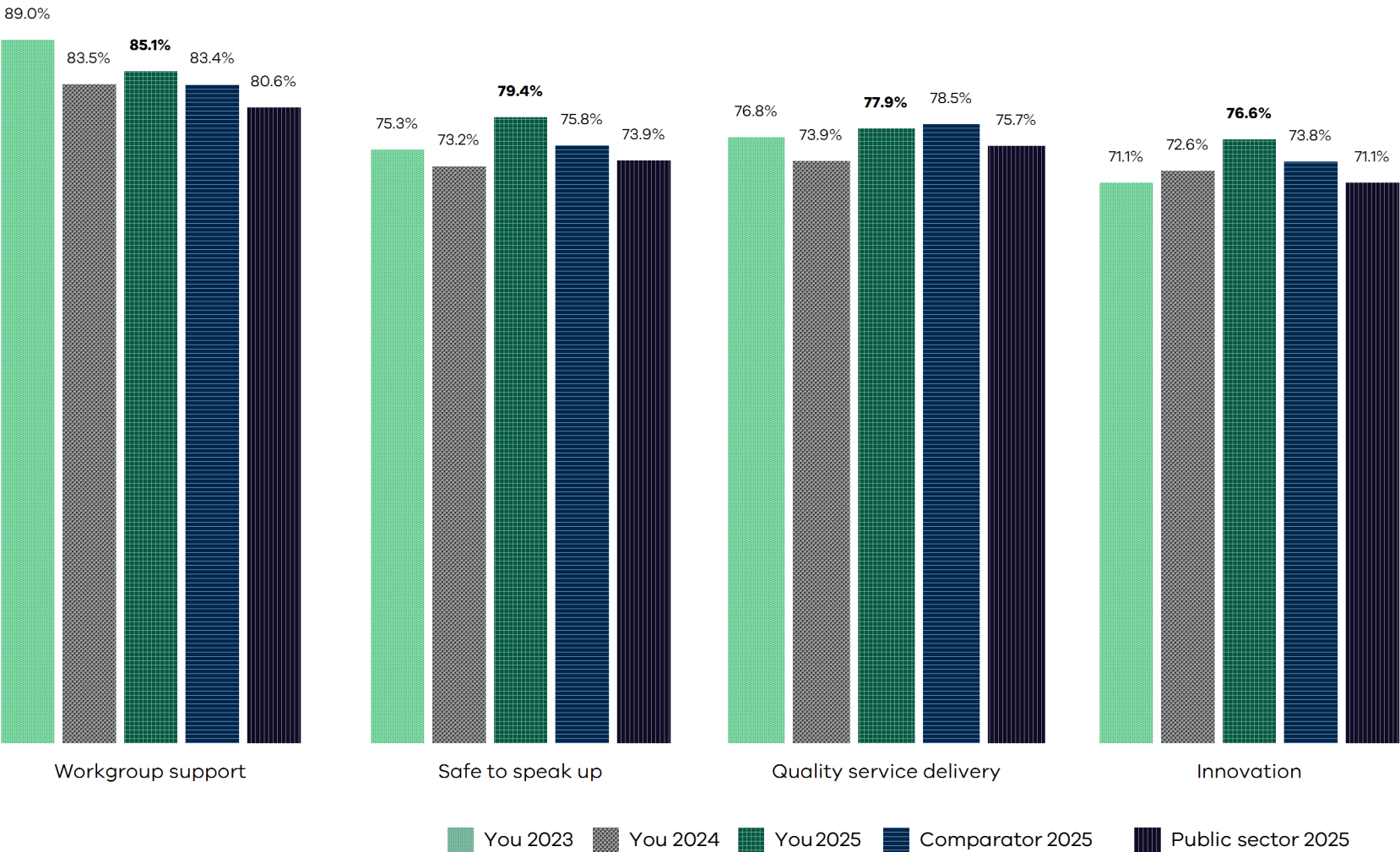
This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about workgroup climate. Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2025:
- 85.1% of your staff who did the survey responded positively to questions about Workgroup support
- Compared to:
- 83.4% of staff in your comparator group and 80.6% of staff across the public sector.



Workgroup climate

Quality service delivery

What is this

This is how well workgroups in your organisation operate to deliver quality services.

Why this is important

The public sector must provide high-quality services in a timely way to meet the needs of Victorians.

Workgroups need to be motivated, make impartial decisions and have clear accountabilities.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

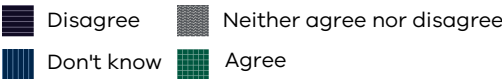
Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

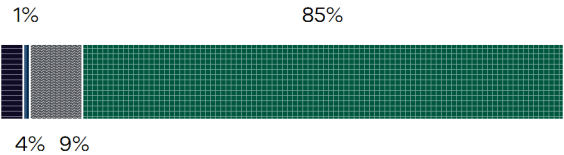
Survey question

Your results

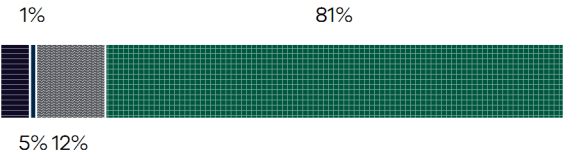
Benchmark agree results



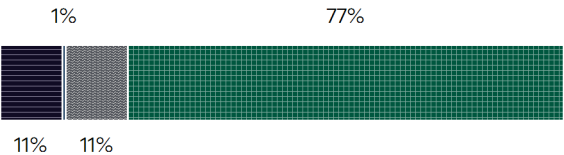
My workgroup provides high quality advice and services



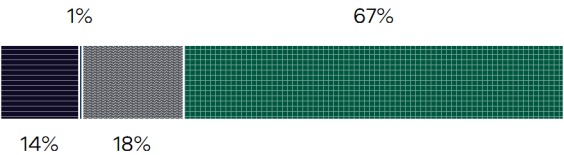
My workgroup acts fairly and without bias



My workgroup has clear lines of responsibility



My workgroup uses its resources well



2023	You			Comparator		
	2024	2025		Lowest	Average	Highest
	84%	78%	85%	30%	88%	100%
	85%	78%	81%	60%	80%	100%
	71%	72%	77%	20%	75%	94%
	68%	68%	67%	30%	72%	93%

Workgroup climate

Innovation

What is this

This is how well staff feel their workgroup innovates its operations.

Why this is important

Innovation can reduce costs, create public value and lead to higher quality services.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

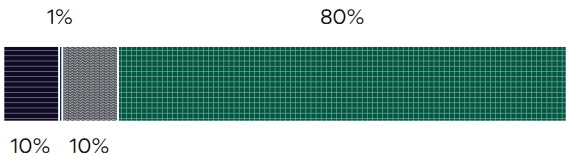
Survey question

Your results

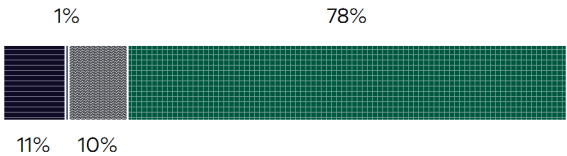
Benchmark agree results



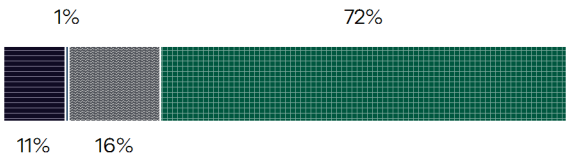
My workgroup learns from failures and mistakes



My workgroup is quick to respond to opportunities to do things better



My workgroup encourages employee creativity



2023	You		2025	Comparator		
	2024			Lowest	Average	Highest
	72%	73%	80%	59%	76%	97%
	70%	72%	78%	53%	76%	94%
	71%	72%	72%	46%	69%	86%

Workgroup climate

Workgroup support 1 of 2

What is this

This is how well staff feel people work together and support each other in your organisation.

Why this is important

Collaboration can lead to higher team satisfaction, performance and effectiveness.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

91% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

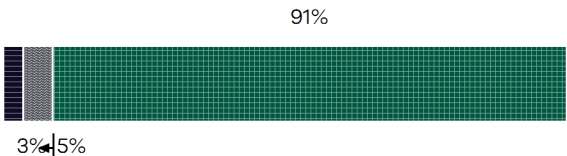
Survey question

Your results

Benchmark agree results



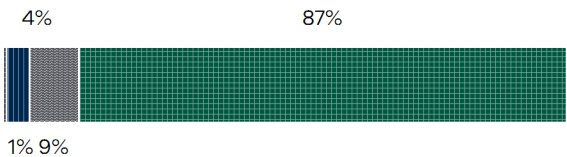
People in my workgroup treat each other with respect



2023	You		2025	Comparator		
	2024			Lowest	Average	Highest

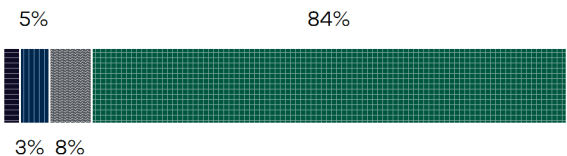
93%	88%	91%	74%	88%	100%
-----	-----	-----	-----	-----	------

People in my workgroup are politically impartial in their work



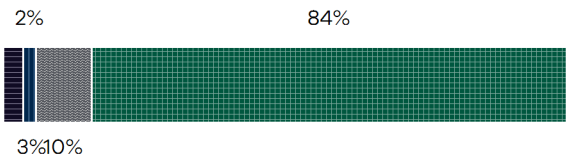
93%	89%	87%	70%	84%	100%
-----	-----	-----	-----	-----	------

People in my workgroup appropriately manage conflicts of interest



82%	79%	84%	58%	79%	94%
-----	-----	-----	-----	-----	-----

People in my workgroup are honest, open and transparent in their dealings



88%	80%	84%	68%	82%	100%
-----	-----	-----	-----	-----	------

Workgroup climate

Workgroup support 2 of 2

What is this

This is how well staff feel people work together and support each other in your organisation.

Why this is important

Collaboration can lead to higher team satisfaction, performance and effectiveness.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

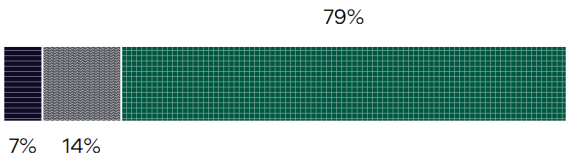
Survey question

Your results

Benchmark agree results



People in my workgroup work together effectively to get the job done



You			Comparator		
2023	2024	2025	Lowest	Average	Highest

88%	82%	79%	70%	85%	97%
-----	-----	-----	-----	-----	-----

Workgroup climate

Safe to speak up

What is this

This is how freely and confidently staff feel they can talk about issues without fear of retribution.

Why this is important

Organisations with psychologically safe cultures empower staff to report negative behaviour and integrity issues.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

81% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

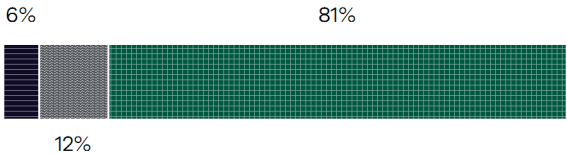
Survey question

Your results

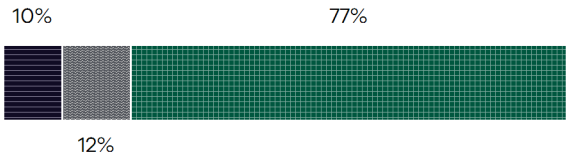
Benchmark agree results



People in my workgroup are able to bring up problems and tough issues



I feel safe to call out inappropriate behaviour at work



You			Comparator		
2023	2024	2025	Lowest	Average	Highest
75%	74%	81%	59%	78%	100%
76%	72%	77%	60%	74%	89%

People matter survey

2025

Have your say

Overview

Result summary

Report overview

- About your report
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from your comparator
- Biggest negative difference from your comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring



Job and manager factors

Scorecard 1 of 2

What is this

This scorecard provides overall results for each job and manager factor in the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about job and manager factors.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

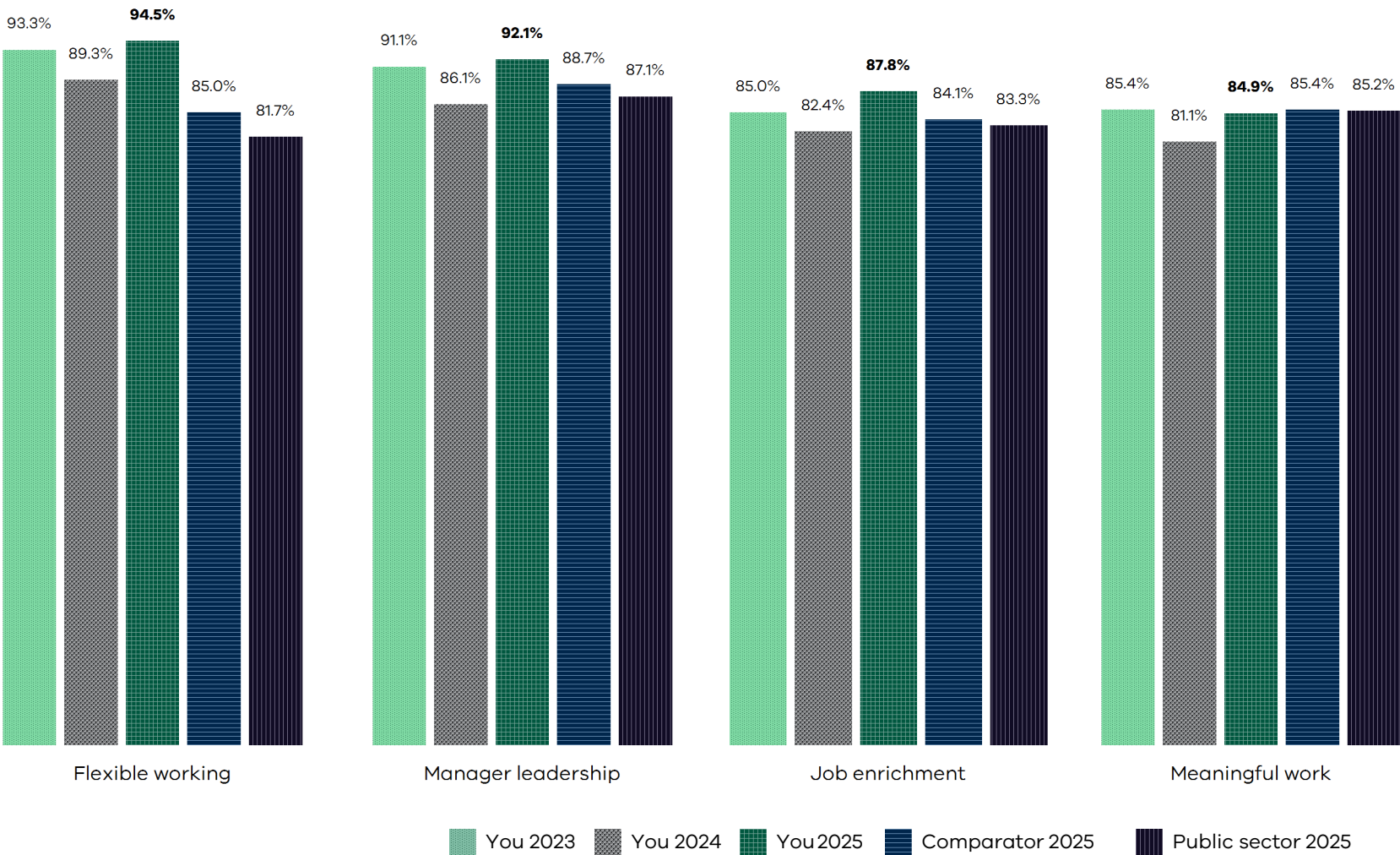
Example

In 2025:

- 94.5% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 85.0% of staff in your comparator group and 81.7% of staff across the public sector.



Job and manager factors

Scorecard 2 of 2

What is this

This scorecard provides overall results for each job and manager factor in the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about job and manager factors.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

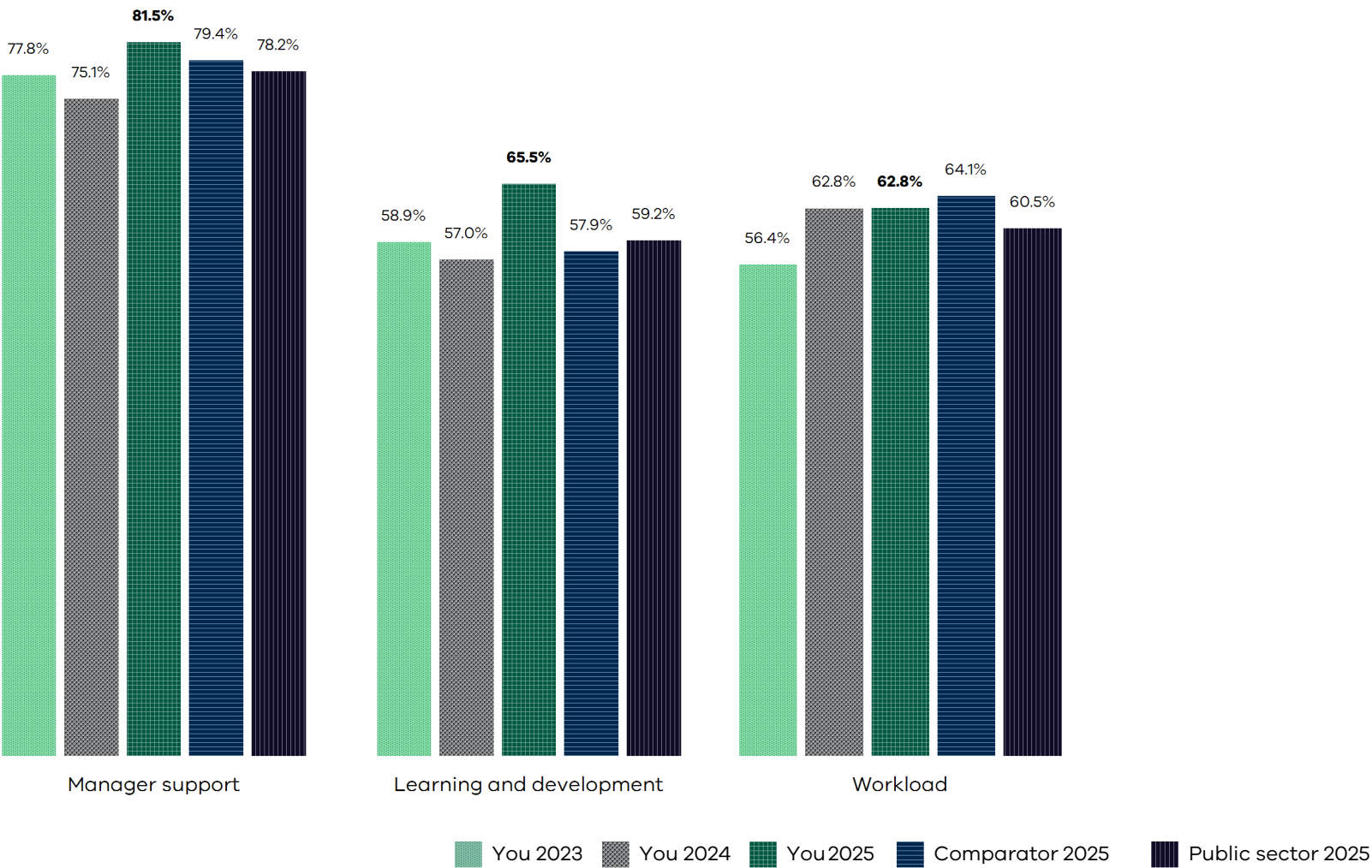
Example

In 2025:

- 81.5% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 79.4% of staff in your comparator group and 78.2% of staff across the public sector.



Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement. They can act as role models for your organisation’s strategy and values.

How to read this

Under 'Your results', see results for each question in descending order by most agreed. 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

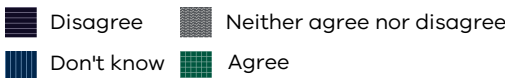
Example

92% of your staff who did the survey agreed or strongly agreed with 'My direct line manager demonstrates honesty and integrity'.

Survey question

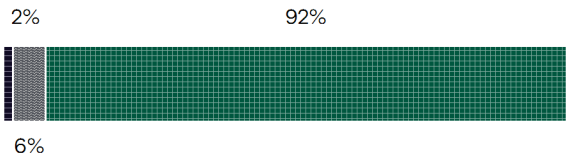
Your results

Benchmark agree results



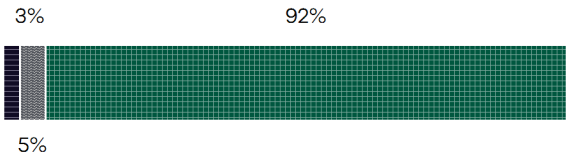
You			Comparator		
2023	2024	2025	Lowest	Average	Highest

My direct line manager demonstrates honesty and integrity



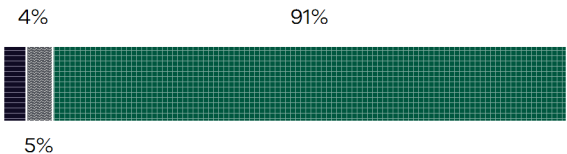
94%	86%	92%	78%	89%	98%
-----	-----	-----	-----	-----	-----

My direct line manager treats employees with dignity and respect



90%	88%	92%	76%	90%	100%
-----	-----	-----	-----	-----	------

My direct line manager models my organisation's values



89%	85%	91%	70%	87%	97%
-----	-----	-----	-----	-----	-----

Job and manager factors

Manager support 1 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

Supportive managers can give staff clarity, appreciation and positive feedback and coaching.

This can lead to higher satisfaction, performance and capacity to do work.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

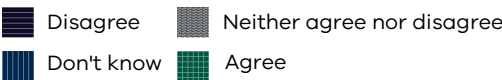
Example

90% of your staff who did the survey agreed or strongly agreed with 'My direct line manager listens to what I have to say'.

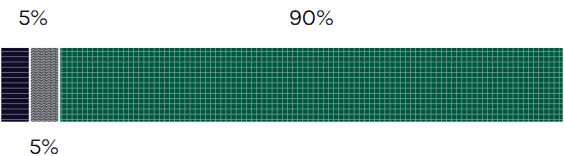
Survey question

Your results

Benchmark agree results



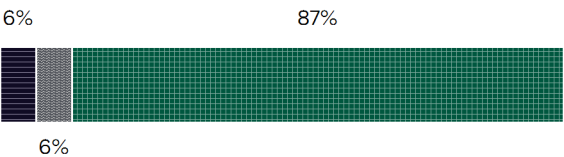
My direct line manager listens to what I have to say



2023	You		2025	Comparator		
	2024			Lowest	Average	Highest

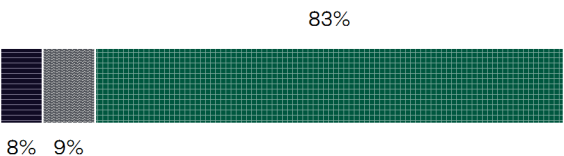
88%	81%	90%	73%	86%	100%
-----	-----	-----	-----	-----	------

I can discuss problems or issues with my direct line manager



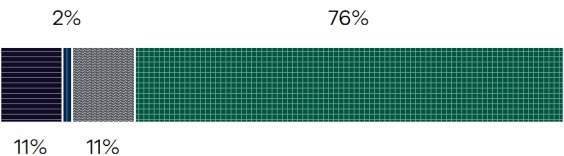
85%	79%	87%	74%	86%	97%
-----	-----	-----	-----	-----	-----

My direct line manager provides me with enough support when I need it



79%	83%	83%	68%	82%	96%
-----	-----	-----	-----	-----	-----

My direct line manager gives me feedback that helps me improve my performance



72%	71%	76%	66%	77%	89%
-----	-----	-----	-----	-----	-----

Job and manager factors

Manager support 2 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

Supportive managers can give staff clarity, appreciation and positive feedback and coaching.

This can lead to higher satisfaction, performance and capacity to do work.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

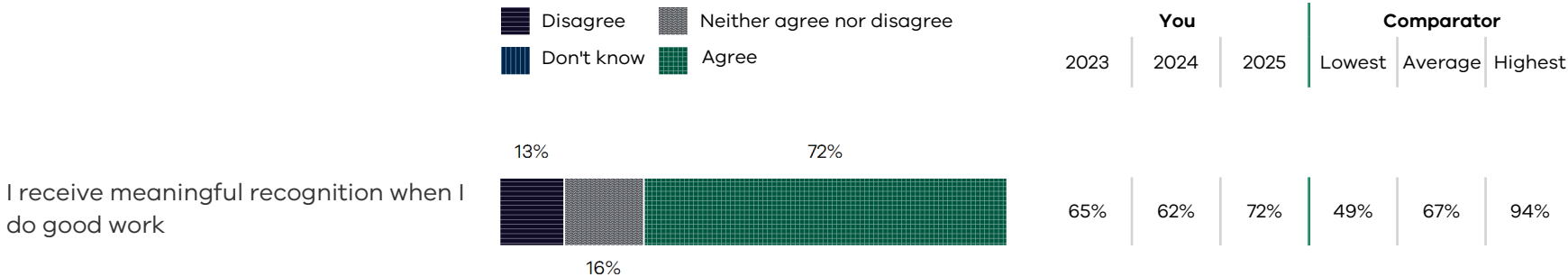
Example

72% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Workload

What is this

This is how staff feel about workload and time pressure.

Why this is important

Workload and time pressure are the most prominent causes of work-related stress.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

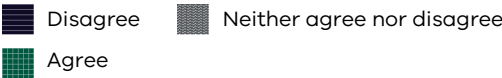
Example

65% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

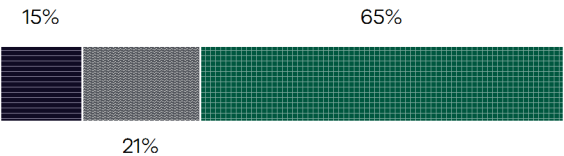
Survey question

Your results

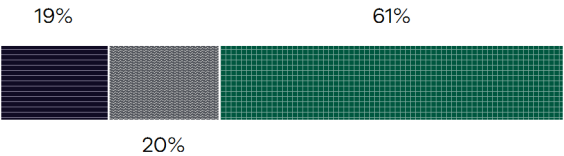
Benchmark agree results



The workload I have is appropriate for the job that I do



I have enough time to do my job effectively



	You			Comparator		
	2023	2024	2025	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	59%	64%	65%	44%	65%	92%
I have enough time to do my job effectively	54%	61%	61%	34%	63%	96%

Job and manager factors

Learning and development

What is this

This is how well staff feel they can learn and grow in your organisation.

Why this is important

Good learning and career development can build engagement, efficiency and capability in organisations. It may also help staff retention.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

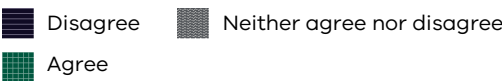
Example

80% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

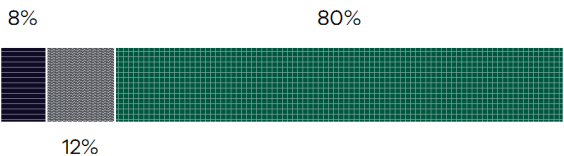
Survey question

Your results

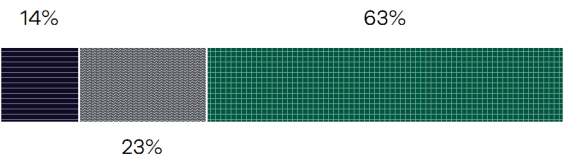
Benchmark agree results



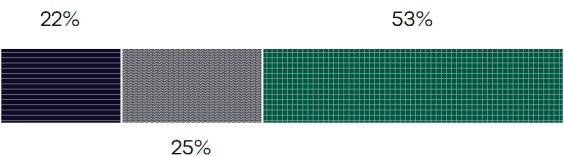
I am developing and learning in my role



I am satisfied with the way my learning and development needs have been addressed in the last 12 months



I am satisfied with the opportunities to progress in my organisation



2023	You		2025	Comparator		
	2024			Lowest	Average	Highest
	82%	71%	80%	60%	73%	96%
	51%	54%	63%	38%	58%	86%
	45%	46%	53%	28%	43%	75%

Job and manager factors

Job enrichment 1 of 2

What is this

This is how staff feel about their autonomy at work and role clarity.

Why this is important

Job enrichment is one of the main drivers of employee engagement and workplace wellbeing.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

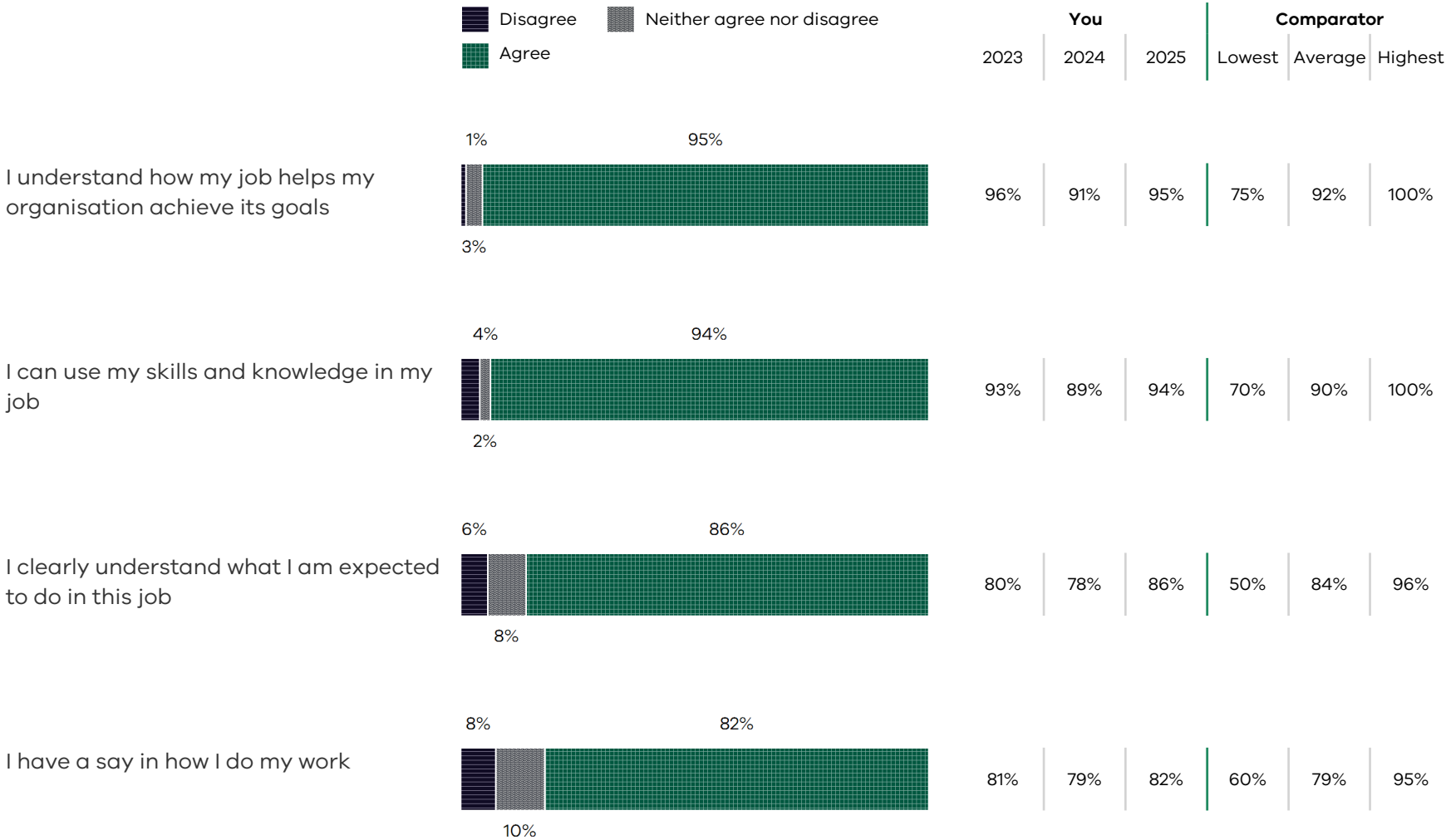
Example

95% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Job enrichment 2 of 2

What is this

This is how staff feel about their autonomy at work and role clarity.

Why this is important

Job enrichment is one of the main drivers of employee engagement and workplace wellbeing.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

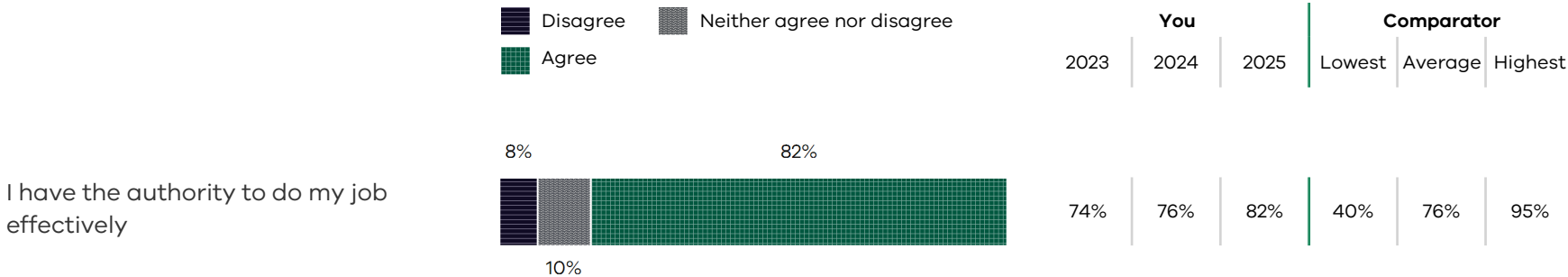
Example

82% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Meaningful work

What is this

This is how staff feel about their contribution and how worthwhile their work is.

Why this is important

Staff who feel their work is meaningful can help achieve individual, team and organisational outcomes.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

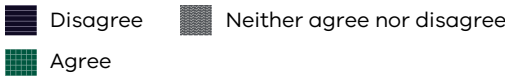
Example

88% of your staff who did the survey agreed or strongly agreed with 'I achieve something important through my work'.

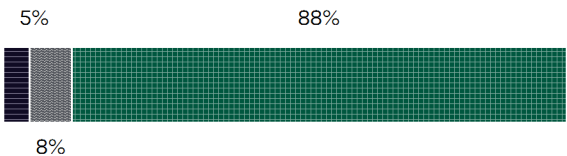
Survey question

Your results

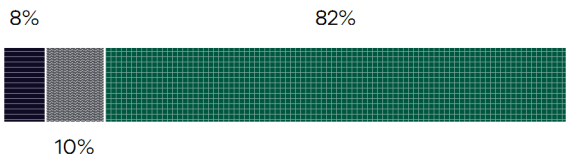
Benchmark agree results



I achieve something important through my work



I get a sense of accomplishment from my work



2023	You		2025	Comparator		
	2024			Lowest	Average	Highest

90%	85%	88%	70%	88%	100%
-----	-----	-----	-----	-----	------

80%	78%	82%	60%	83%	97%
-----	-----	-----	-----	-----	-----

Job and manager factors

Flexible working

What is this

This is how well your organisation supports staff to work flexibly.

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

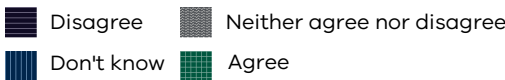
Example

97% of your staff who did the survey agreed or strongly agreed with 'My direct line manager supports working flexibly'.

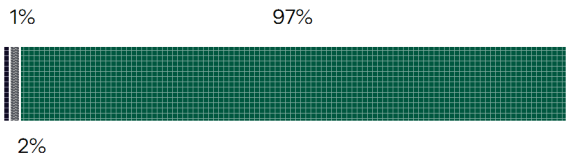
Survey question

Your results

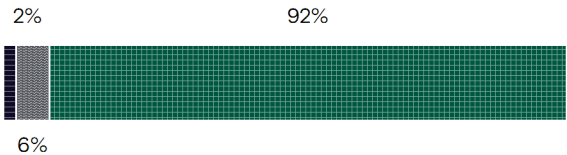
Benchmark agree results



My direct line manager supports working flexibly



I am confident that if I requested a flexible work arrangement, it would be given due consideration



You			Comparator		
2023	2024	2025	Lowest	Average	Highest
94%	92%	97%	68%	90%	100%
93%	86%	92%	55%	80%	100%

People matter survey

2025

Have your say

Overview

Result summary

Report overview

- About your report
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from your comparator
- Biggest negative difference from your comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring



Public sector values

Scorecard 1 of 2

What is this

This is a set of 7 values that form the basis for the professional and ethical conduct of everyone who works in the public sector.

Why this is important

There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

How to read this

Each label represents a group of questions in the survey about public sector values. Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

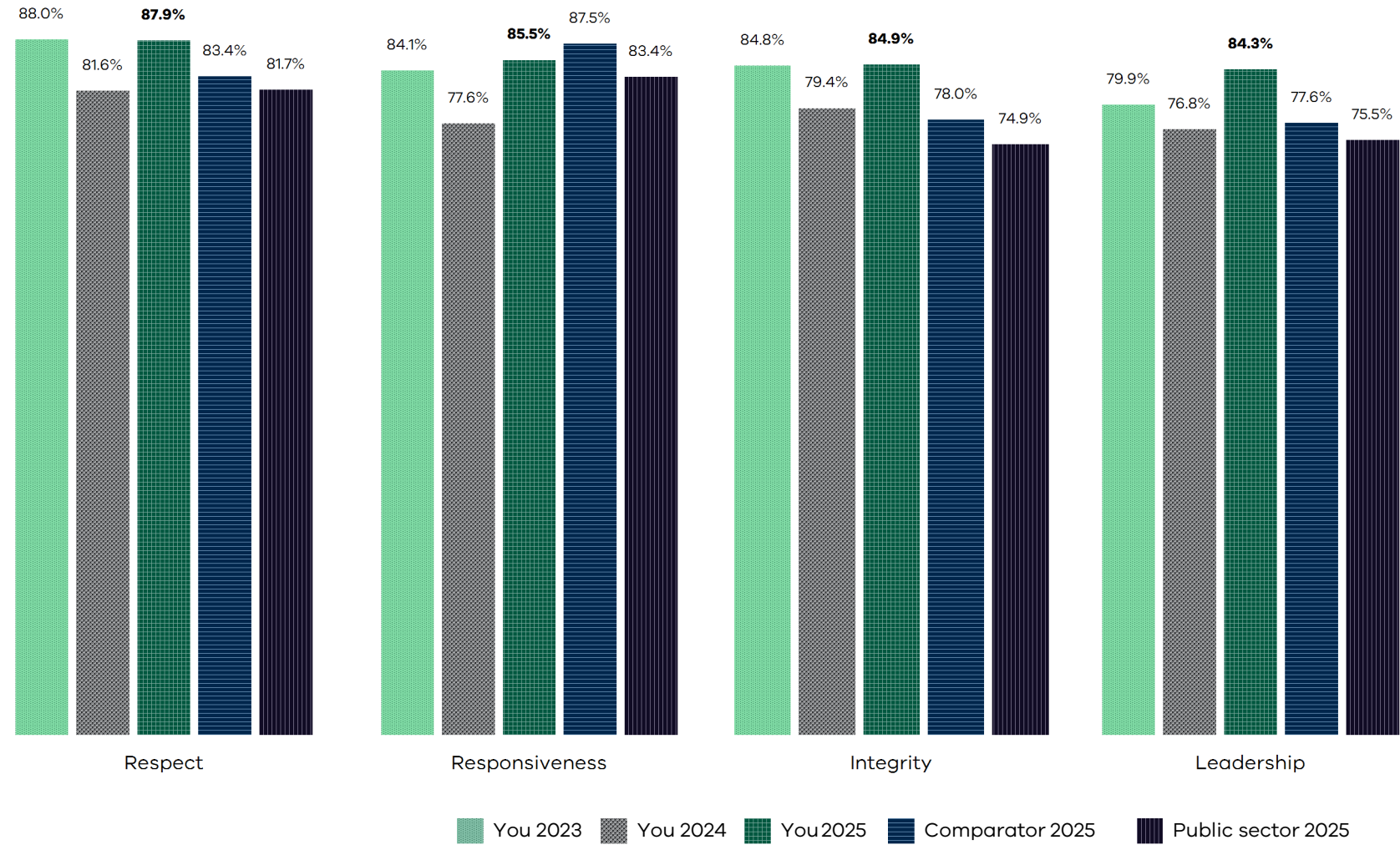
Example

In 2025:

- 87.9% of your staff who did the survey responded positively to questions about Respect.

Compared to:

- 83.4% of staff in your comparator group and 81.7% of staff across the public sector.



Public sector values

Scorecard 2 of 2

What is this

This is a set of 7 values that form the basis for the professional and ethical conduct of everyone who works in the public sector.

Why this is important

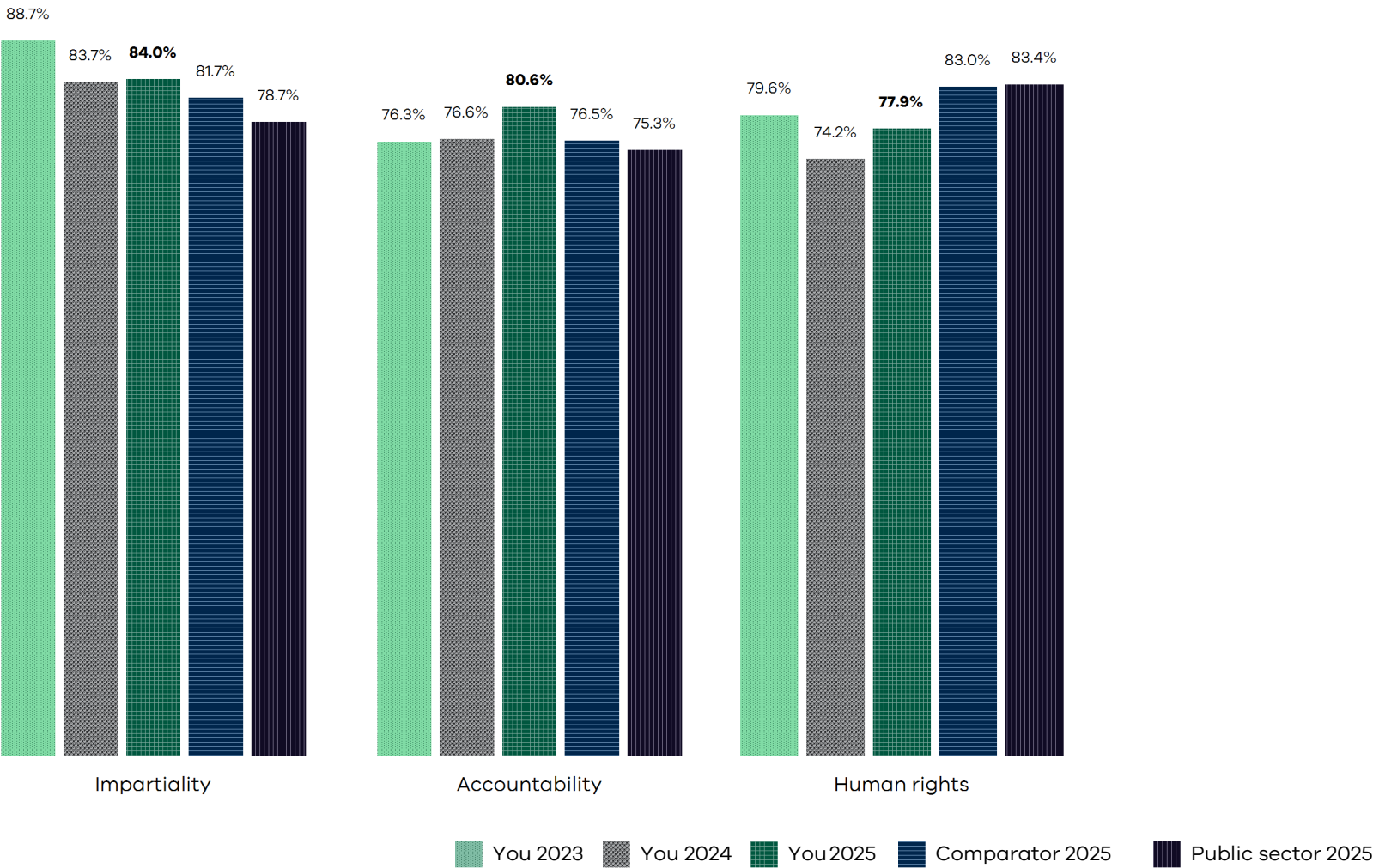
There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

How to read this

Each label represents a group of questions in the survey about public sector values. Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2025:
- 84.0% of your staff who did the survey responded positively to questions about Impartiality.
- Compared to:
- 81.7% of staff in your comparator group and 78.7% of staff across the public sector.



Public sector values

Responsiveness

What is this

This is how responsive your staff feel they are to the community.

Why this is important

Staff need to feel they can adapt to the changing demands and circumstances of our clients and stakeholders.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

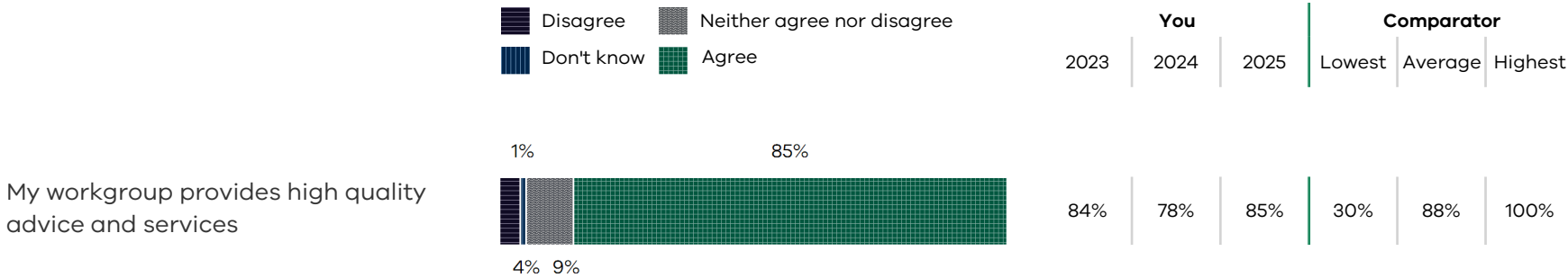
Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

Your results

Benchmark agree results



Public sector values

Integrity 1 of 2

What is this

Integrity is being honest and transparent, conducting ourselves properly and using our powers responsibly.

Why this is important

The Victorian community needs high trust in how everyone in the public sector works and what they do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

92% of your staff who did the survey agreed or strongly agreed with 'My direct line manager demonstrates honesty and integrity'.

Survey question

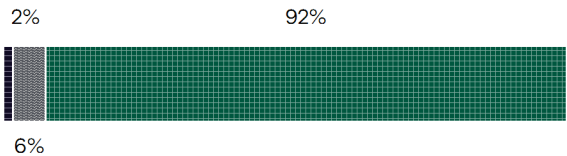
Your results

Benchmark agree results



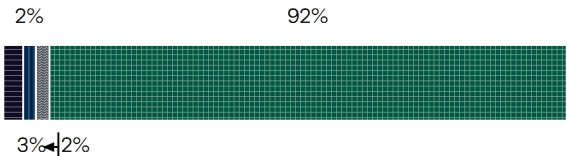
You			Comparator		
2023	2024	2025	Lowest	Average	Highest

My direct line manager demonstrates honesty and integrity



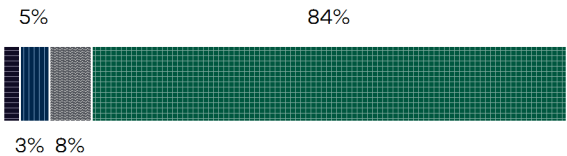
94%	86%	92%	78%	89%	98%
-----	-----	-----	-----	-----	-----

My organisation is committed to earning a high level of public trust



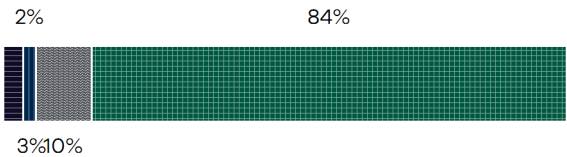
93%	87%	92%	50%	81%	100%
-----	-----	-----	-----	-----	------

People in my workgroup appropriately manage conflicts of interest



82%	79%	84%	58%	79%	94%
-----	-----	-----	-----	-----	-----

People in my workgroup are honest, open and transparent in their dealings



88%	80%	84%	68%	82%	100%
-----	-----	-----	-----	-----	------

Public sector values

Integrity 2 of 2

What is this

Integrity is being honest and transparent, conducting ourselves properly and using our powers responsibly.

Why this is important

The Victorian community needs high trust in how everyone in the public sector works and what they do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

84% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

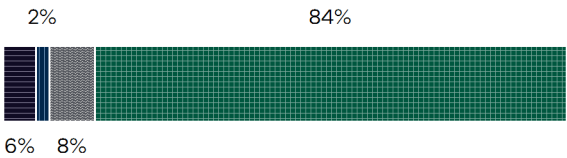
Your results

Benchmark agree results



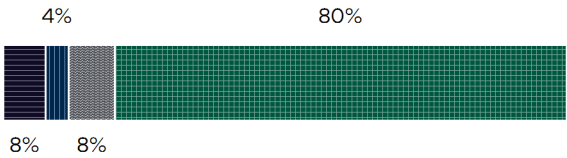
2023	You		2025	Comparator		
	2024			Lowest	Average	Highest

Senior leaders demonstrate honesty and integrity



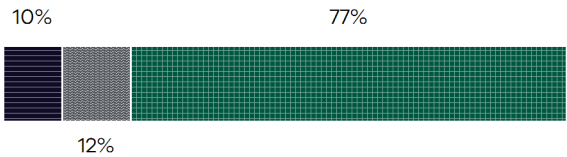
79%	76%	84%	48%	69%	96%
-----	-----	-----	-----	-----	-----

My organisation does not tolerate improper conduct



81%	77%	80%	50%	72%	96%
-----	-----	-----	-----	-----	-----

I feel safe to call out inappropriate behaviour at work



76%	72%	77%	60%	74%	89%
-----	-----	-----	-----	-----	-----

Public sector values

Impartiality

What is this

Impartiality is how your staff feel their organisation makes informed decisions and provides stable advice on merit, without bias, favouritism or self interest.

Why this is important

We all have an obligation to be impartial and make objective and fair decisions that are open to scrutiny.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

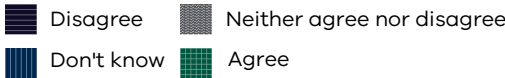
Example

87% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

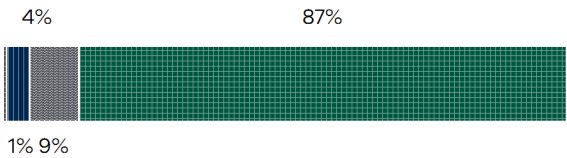
Your results

Benchmark agree results



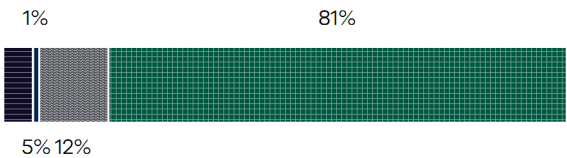
You			Comparator		
2023	2024	2025	Lowest	Average	Highest

People in my workgroup are politically impartial in their work



93%	89%	87%	70%	84%	100%
-----	-----	-----	-----	-----	------

My workgroup acts fairly and without bias



85%	78%	81%	60%	80%	100%
-----	-----	-----	-----	-----	------

Public sector values

Accountability 1 of 2

What is this

Accountability is if your staff feel they work to clear objectives in a transparent manner and can accept responsibility for decisions.

Why this is important

As we all make decisions on behalf of Victorians, we must be accountable in the resources we use.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

95% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question

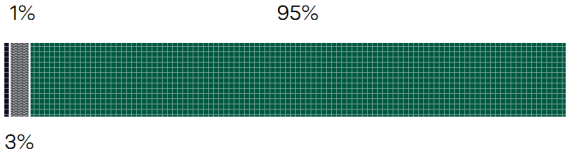
Your results

Benchmark agree results



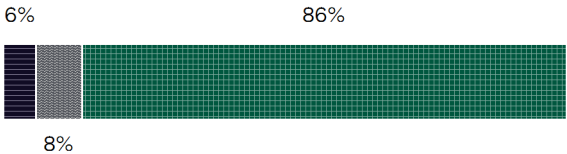
You			Comparator		
2023	2024	2025	Lowest	Average	Highest

I understand how my job helps my organisation achieve its goals



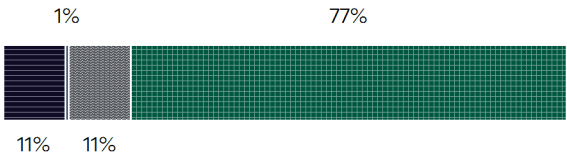
96%	91%	95%	75%	92%	100%
-----	-----	-----	-----	-----	------

I clearly understand what I am expected to do in this job



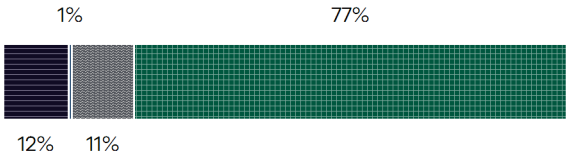
80%	78%	86%	50%	84%	96%
-----	-----	-----	-----	-----	-----

My workgroup has clear lines of responsibility



71%	72%	77%	20%	75%	94%
-----	-----	-----	-----	-----	-----

Senior leaders provide clear strategy and direction



67%	74%	77%	41%	60%	97%
-----	-----	-----	-----	-----	-----

Public sector values

Accountability 2 of 2

What is this

Accountability is if your staff feel they work to clear objectives in a transparent manner and can accept responsibility for decisions.

Why this is important

As we all make decisions on behalf of Victorians, we must be accountable in the resources we use.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

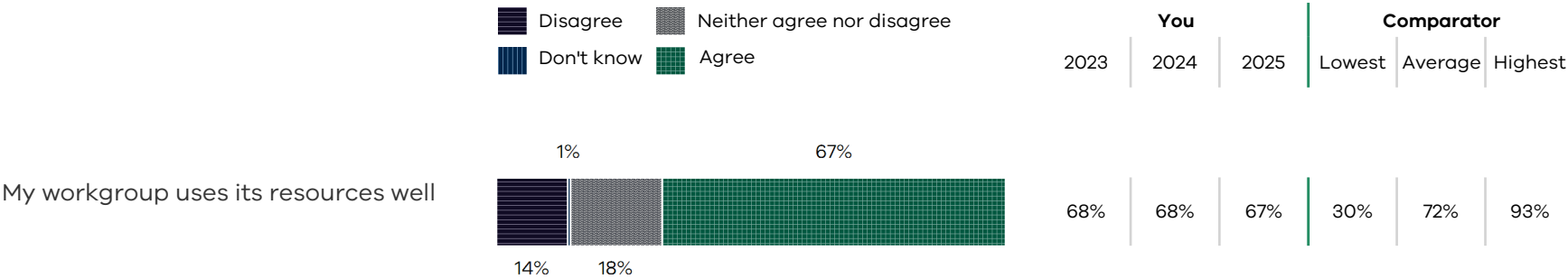
Example

67% of your staff who did the survey agreed or strongly agreed with 'My workgroup uses its resources well'.

Survey question

Your results

Benchmark agree results



Public sector values

Respect 1 of 2

What is this

Respect is how your staff feel they're treated in the workplace and community.

Why this is important

All staff need to treat their colleagues and Victorians with respect.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

92% of your staff who did the survey agreed or strongly agreed with 'My direct line manager treats employees with dignity and respect'.

Survey question

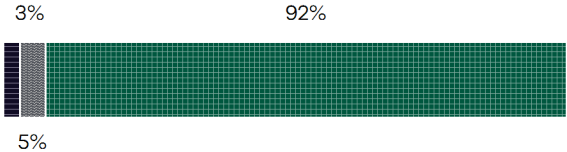
Your results

Benchmark agree results



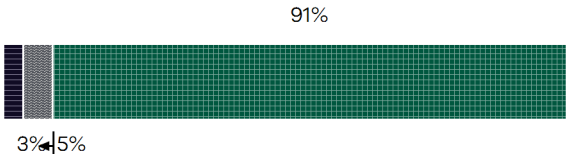
2023	You		2025	Comparator		
	2024			Lowest	Average	Highest

My direct line manager treats employees with dignity and respect



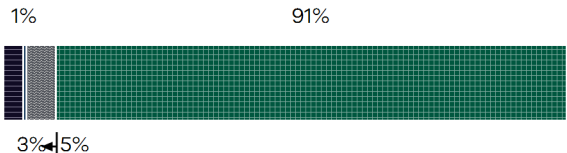
90%	88%	92%	76%	90%	100%
-----	-----	-----	-----	-----	------

People in my workgroup treat each other with respect



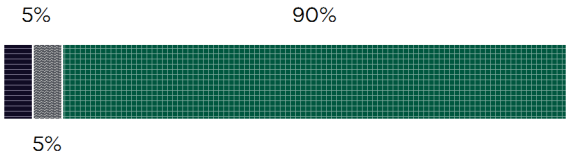
93%	88%	91%	74%	88%	100%
-----	-----	-----	-----	-----	------

My organisation encourages respectful workplace behaviours



90%	81%	91%	69%	85%	97%
-----	-----	-----	-----	-----	-----

My direct line manager listens to what I have to say



88%	81%	90%	73%	86%	100%
-----	-----	-----	-----	-----	------

Public sector values

Respect 2 of 2

What is this

Respect is how your staff feel they're treated in the workplace and community.

Why this is important

All staff need to treat their colleagues and Victorians with respect.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

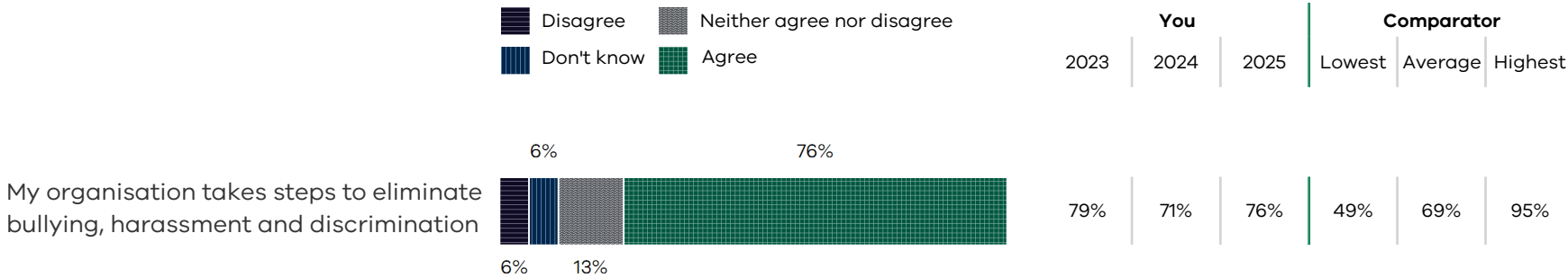
Example

76% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

Benchmark agree results



Public sector values

Leadership

What is this

Leadership is how your staff feel their organisation implements and promotes the public sector values.

Why this is important

Good leadership plays a role in the development of workplace culture. It also gives Victorians confidence that staff in the public sector behave to a high standard.

How to read this

Under 'Your results', see results for each question in descending order by most agreed. 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

91% of your staff who did the survey agreed or strongly agreed with 'My direct line manager models my organisation's values'.

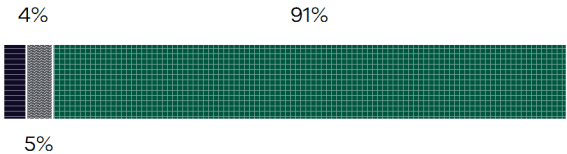
Survey question

Your results

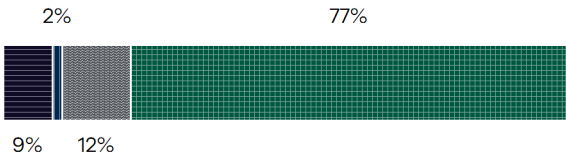
Benchmark agree results



My direct line manager models my organisation's values



Senior leaders model my organisation's values



2023	You			Comparator		
	2024	2025		Lowest	Average	Highest

89%	85%	91%	70%	87%	97%
-----	-----	-----	-----	-----	-----

71%	69%	77%	49%	68%	93%
-----	-----	-----	-----	-----	-----

Public sector values

Human rights

What is this

Human rights is how your staff feel their organisation upholds basic human rights.

Why this is important

Using the Victorian Charter of Human Rights, organisations must consider human rights in how they work and act.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

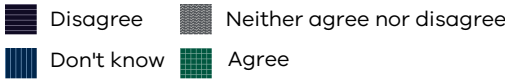
Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

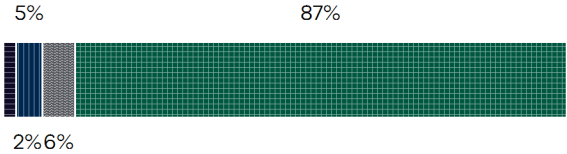
Your results

Benchmark agree results



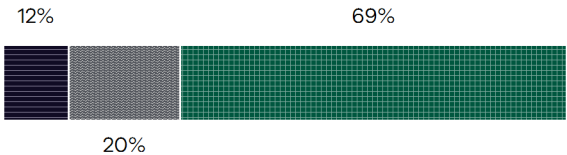
You			Comparator		
2023	2024	2025	Lowest	Average	Highest

My organisation encourages employees to act in ways that are consistent with human rights



88%	79%	87%	68%	85%	100%
-----	-----	-----	-----	-----	------

I understand how the Charter of Human Rights and Responsibilities applies to my work



71%	69%	69%	66%	81%	100%
-----	-----	-----	-----	-----	------

People matter survey

2025

Have your say

Overview

Result summary

Report overview

- About your report
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from your comparator
- Biggest negative difference from your comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring



Topical questions

Topical questions 1 of 3

What is this

This is a group of survey questions that don't fit into our existing factor groups.

Why this is important

Answers to these questions provide useful information to help you understand your employees.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

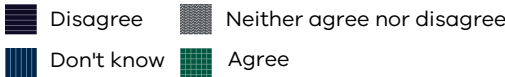
Example

90% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

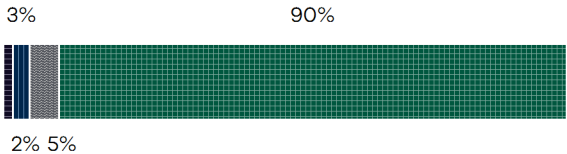
Survey question

Your results

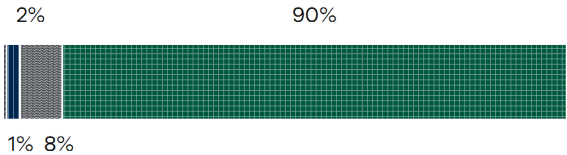
Benchmark agree results



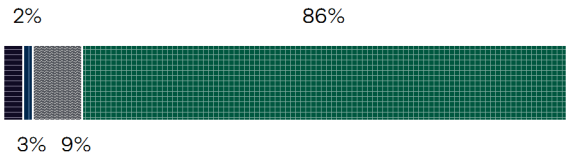
I understand how the Code of Conduct for Victorian public sector employees applies to my work



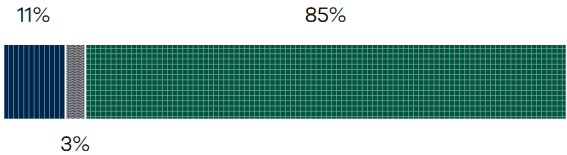
My organisation uses inclusive and respectful images and language



In my workgroup, work is allocated fairly, regardless of gender



My organisation would support me if I needed to take family violence leave



You			Comparator		
2023	2024	2025	Lowest	Average	Highest
90%	87%	90%	75%	93%	100%
90%	Not asked	90%	69%	87%	100%
90%	Not asked	86%	73%	84%	100%
78%	Not asked	85%	66%	84%	100%

Topical questions

Topical questions 2 of 3

What is this

This is a group of survey questions that don't fit into our existing factor groups.

Why this is important

Answers to these questions provide useful information to help you understand your employees.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

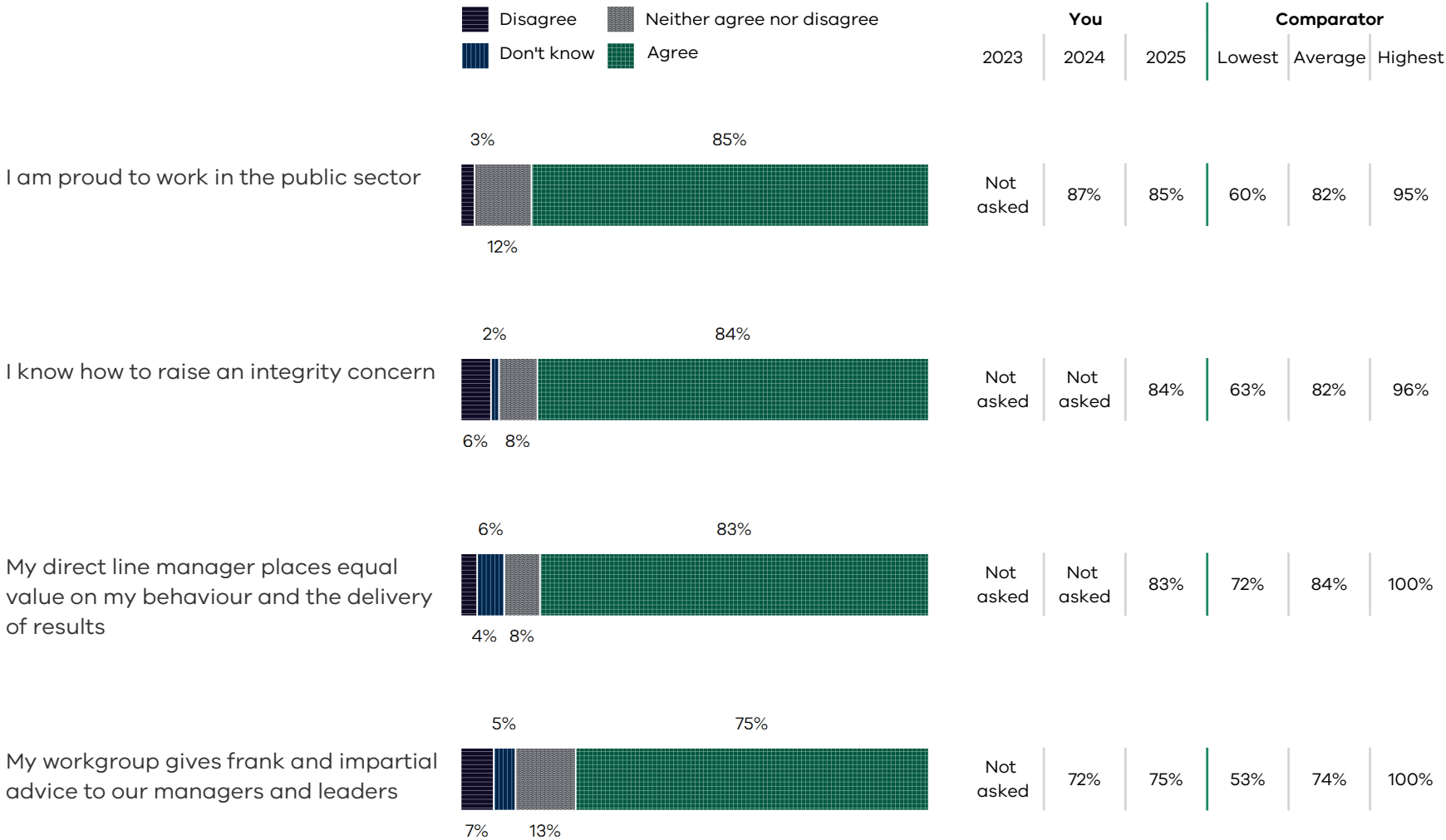
Example

85% of your staff who did the survey agreed or strongly agreed with 'I am proud to work in the public sector'.

Survey question

Your results

Benchmark agree results



Topical questions

Topical questions 3 of 3

What is this

This is a group of survey questions that don't fit into our existing factor groups.

Why this is important

Answers to these questions provide useful information to help you understand your employees.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

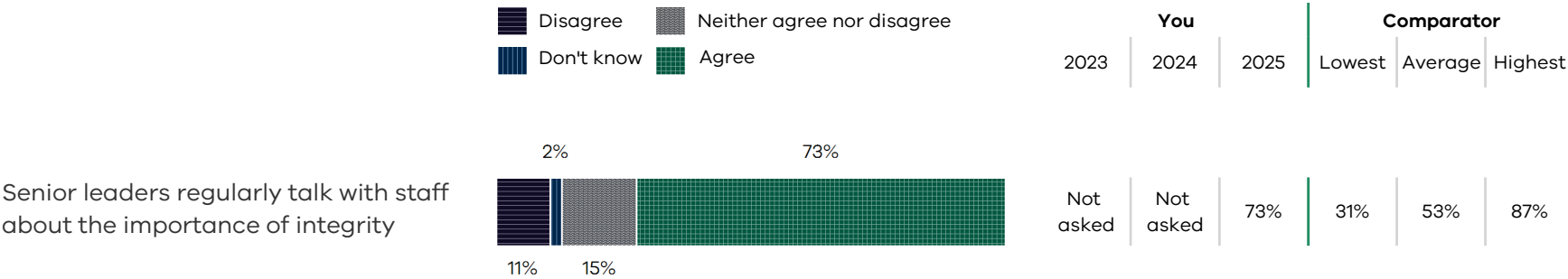
Example

73% of your staff who did the survey agreed or strongly agreed with 'Senior leaders regularly talk with staff about the importance of integrity'.

Survey question

Your results

Benchmark agree results



Topical questions

Frank and impartial advice to ministers

What is this

This is the percentage of employees that feel their workgroup gives frank and impartial advice to ministers.

Why this is important

Integrity is one of the public sector values. Providing frank and impartial advice to ministers is one way we demonstrate integrity.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

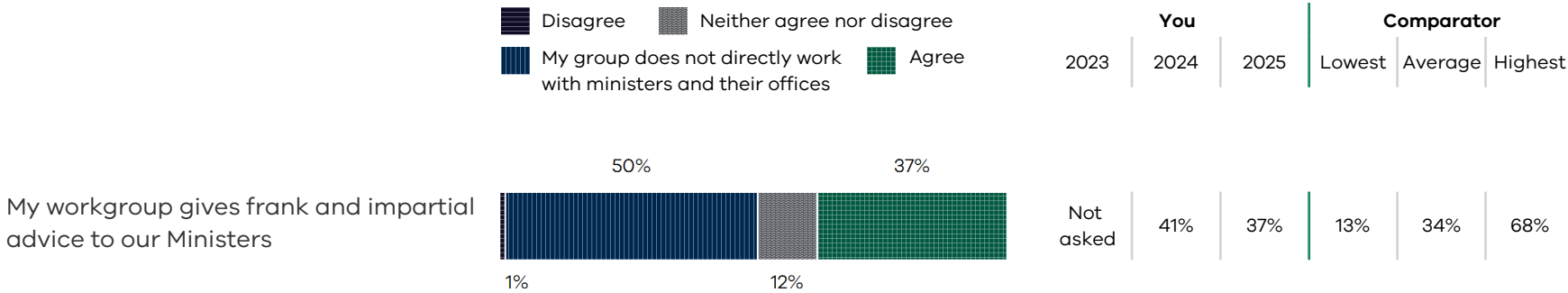
Example

37% of your staff who did the survey agreed or strongly agreed with 'My workgroup gives frank and impartial advice to our Ministers'.

Survey question

Your results

Benchmark agree results



Topical questions

Hybrid work

What is this

This is how much staff feel their productivity is impacted by hybrid work.

Why this is important

Understanding how hybrid work arrangements impact productivity helps you understand if your current hybrid work arrangements are right for your staff.

How to read this

Under 'Your results', see results for this question.

'Increases productivity' shows the number of staff who said hybrid work increased their productivity and their ability to get work done in a timely manner.

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

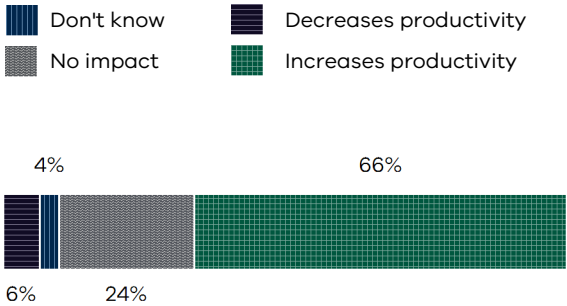
Example

66% of your staff who did the survey said that hybrid work increases their productivity.

Survey question

What impact does hybrid work (including working from home arrangements) have on your team's productivity/ability to get their work done in a timely manner?

Your results



Benchmark increases productivity results

2023	You		Comparator		
	2024	2025	Lowest	Average	Highest
Not asked	Not asked	66%	13%	63%	81%

Topical questions

Achieving objectives

What is this

This is how successful your staff feel their team has been at achieving its objectives over the last 12 months.

Why this is important

When staff feel a sense of achievement from their work, it can have a positive impact on organisational culture and employee engagement.

How to read this

In the survey, we ask your staff to tell us how successful their workgroup has been at achieving its objectives.

Example

14% of your staff who did the survey said their workgroup has been extremely successful at achieving its objectives.

Over the last 12 months, how successful has your workgroup been at achieving its objectives?	You 2025	Comparator 2025	Public sector 2025
Extremely	14%	25%	22%
Very	53%	46%	44%
Moderately	22%	18%	21%
Slightly	5%	4%	5%
Not at all	3%	2%	2%
Don't know	3%	5%	5%

People matter survey

2025

Have your say

Overview

Result summary

Report overview

- About your report
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
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- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from your comparator
- Biggest negative difference from your comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues including hybrid work, achieving objectives and providing frank and impartial advice

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring



What is this

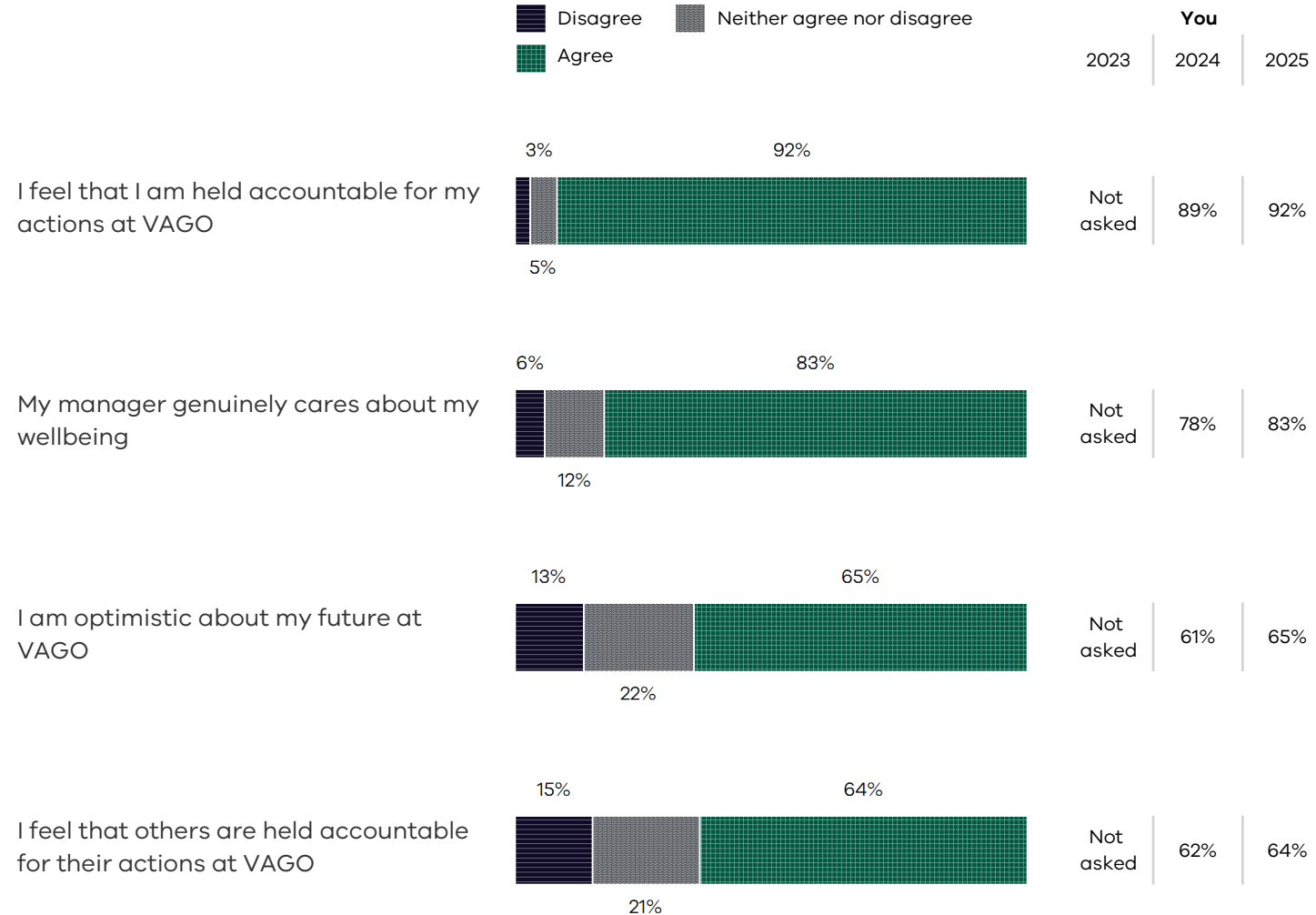
Why this is important

How to read this

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

92% of staff who did the survey agreed with the question 'I feel that I am held accountable for my actions at VAGO'.

Benchmark agree results



Custom questions

What is this

Your organisation asked 5 custom questions as part of the 2025 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who responded favourably to each question. In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

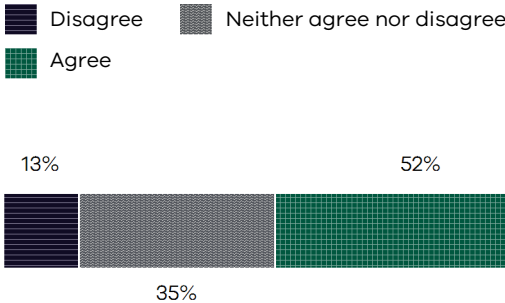
Example

52% of staff who did the survey agreed with the question 'People matter more than work outcomes at VAGO'.

Survey question

People matter more than work outcomes at VAGO

Your results



Benchmark agree results

You		
2023	2024	2025
Not asked	55%	52%

People matter survey

2025

Have your say

Overview

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Report overview

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- Taking action questions

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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring



Demographics

Age, gender, variations in sex characteristics and sexual orientation

What is this

This is how staff describe their age, gender, variations in sex characteristics and sexual orientation.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
- don't release employee experience results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total

Age	(n)	%
15-34 years	69	40%
35-54 years	76	44%
55+ years	3	2%
Prefer not to say	24	14%

Gender	(n)	%
Woman	87	51%
Man	55	32%
Prefer not to say	25	15%
Non-binary and I use a different term	5	3%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	4	2%
No	147	85%
Prefer not to say	21	12%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?

	(n)	%
Yes	0	0%
No	154	90%
Don't know	2	1%
Prefer not to say	16	9%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	118	69%
Prefer not to say	33	19%
Gay or lesbian	8	5%
Asexual	4	2%
Bisexual	4	2%
I use a different term	3	2%
Don't know	1	1%
Pansexual	1	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What is this

This is staff who identify as Aboriginal and/or Torres Strait Islander.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
- don't release employee experience results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	159	92%
Prefer not to say	13	8%

Demographics

Disability

What is this

This is staff who identify as a person with disability and how they share that information.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

This is staff who identify as a person with disability and how they share that information.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
- don't release employee experience results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Are you a person with disability?	(n)	%
Yes	10	6%
No	143	83%
Prefer not to say	19	11%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	4	40%
No	6	60%
Prefer not to say	0	0%

Demographics

Cultural diversity 1 of 2

What is this

This is the country of birth and languages used by staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
- don't release employee experience results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total

Country of birth	(n)	%
Born in Australia	77	45%
Not born in Australia	59	34%
Prefer not to say	36	21%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Mandarin	20	30%
Cantonese	13	20%
Other	13	20%
Sinhalese	5	8%
Spanish	4	6%
Filipino	3	5%
Hindi	3	5%
Tamil	3	5%
Vietnamese	3	5%
Arabic	2	3%
Italian	2	3%
Greek	1	2%

Language other than English used with family or community	(n)	%
Yes	66	38%
No	75	44%
Prefer not to say	31	18%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Gujarati	1	2%
Malayalam	1	2%
Persian	1	2%
Punjabi	1	2%
Telugu	1	2%
Turkish	1	2%
Urdu	1	2%
Auslan	0	0%
Australian Indigenous Language	0	0%
Macedonian	0	0%
Tagalog	0	0%

Demographics

Cultural diversity 2 of 2

What is this

This is the cultural identity and religion of staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
- don't release employee experience results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total

Cultural identity	(n)	%
Australian	79	46%
East and/or South-East Asian	35	20%
Prefer not to say	34	20%
English, Irish, Scottish and/or Welsh	15	9%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	14	8%
South Asian	10	6%
New Zealander	6	3%
African	5	3%
Central and/or South American	3	2%
Central Asian	3	2%
Middle Eastern	3	2%
Other	3	2%
Maori	1	1%
North American	1	1%
Pacific Islander	1	1%
Aboriginal and/or Torres Strait Islander	0	0%

Religion	(n)	%
No religion	74	43%
Christianity	46	27%
Prefer not to say	29	17%
Buddhism	13	8%
Islam	4	2%
Hinduism	3	2%
Judaism	1	1%
Other	1	1%
Sikhism	1	1%

Demographics

Employment characteristics 1 of 2

What is this

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
- don't release employee experience results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total

Working arrangement	(n)	%
Full-Time	155	90%
Part-Time	17	10%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$80k	14	8%
\$80k to \$120k	71	42%
\$120k to \$160k	34	20%
\$160k to \$200k	12	7%
\$200k or more	14	8%
Prefer not to say	26	15%

Organisational tenure	(n)	%
<1 year	35	20%
1 to less than 2 years	33	19%
2 to less than 5 years	51	30%
5 to less than 10 years	39	23%
10 to less than 20 years	8	5%
More than 20 years	6	3%

Management responsibility	(n)	%
Non-manager	101	59%
Other manager	48	28%
Manager of other manager(s)	23	13%

Employment type	(n)	%
Ongoing and executive	150	87%
Fixed term	20	12%
Other	2	1%

Which of the following best describes the work you do?

	(n)	%
I am not a frontline worker	166	97%
I am a frontline worker	6	3%

Demographics

Employment characteristics 2 of 2

What is this

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total

Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	100	58%
Melbourne CBD	62	36%
Regional city (e.g. Geelong, Bendigo, Ballarat)	6	3%
Other	2	1%
Rural location in Victoria (outside of regional cities)	2	1%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	113	66%
A frontline or service delivery location	5	3%
Home or private location	159	92%
A shared office space (where two or more organisations share the same workspace)	2	1%
Isolated or remote location/s where access to communications and help from others is difficult	0	0%
International office	0	0%
Other	1	1%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	95	55%
Flexible start and finish times	81	47%
I do not use any flexible work arrangements	38	22%
Part-time	17	10%
Study leave	16	9%
Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours	12	7%
Working more hours over fewer days	12	7%
Other	4	2%
Purchased leave	1	1%
Shift swap	1	1%
Job sharing	0	0%

Demographics

Adjustments

What is this

These are adjustments staff requested to perform in their role.

Why this is important

This shows organisations how flexible they are in adjusting for staff.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

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Have you requested any of the following adjustments at work?

	(n)	%
No, I have not requested adjustments	141	82%
Flexible working arrangements	29	17%
Physical modifications or improvements to the workplace	6	3%
Accessible communications technologies	1	1%
Career development support strategies	1	1%
Other	1	1%
Job redesign or role sharing	0	0%

Why did you make this request?

	(n)	%
Work-life balance	16	52%
Family responsibilities	10	32%
Caring responsibilities	9	29%
Health	8	26%
Study commitments	3	10%
Disability	1	3%
Other	1	3%

What was your experience with making this request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	30	97%
The adjustments I needed were made but the process was unsatisfactory	1	3%
The adjustments I needed were not made	0	0%

Demographics

Caring

What is this

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

Each table shows the breakdown of responses from your survey. The (n) column shows the number of respondents in each category.

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Caring responsibilities	(n)	%
None of the above	72	42%
Primary school aged child(ren)	35	20%
Prefer not to say	30	17%
Secondary school aged child(ren)	18	10%
Child(ren) - younger than preschool age	16	9%
Frail or aged person(s)	11	6%
Preschool aged child(ren)	11	6%
Person(s) with disability	9	5%
Other	5	3%
Person(s) with a medical condition	5	3%
Person(s) with a mental illness	3	2%



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