

People matter survey

2026

Have your say

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Have your say

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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.

Survey questions and definitions

Download Survey questions: [Survey questions: People matter survey 2026 \(DOCX, 89 pages\)](#) to see how we asked questions and defined concepts in the 2026 survey.

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Report overview

Survey changes in 2026

In 2026, **we refreshed the survey** to make it shorter, clearer and easier for employees to complete. To improve the survey, we:

- **reviewed every survey question** for relevance, clarity, length and usefulness
- worked with organisations across the public sector through workshops, written feedback and follow-up discussions to **understand what was working well and what needed to improve**
- **simplified question wording and used more plain language**, clearer definitions and behavioural examples to make questions easier to understand
- **reduced the number of questions** to make the survey faster and easier to complete, especially for frontline staff and employees with limited uninterrupted time
- **improved readability** across the whole survey
- **tested revised questions with employees**, including frontline staff, to check that questions were clear and easy to answer
- **kept a core set of questions** to support comparison with previous survey years where possible.

Comparing data from previous years

Because we changed parts of the survey in 2026, you can no longer compare data from previous years for 19 questions.

This includes questions where:

- we changed the way questions were asked
- the wording was changed enough that people may understand or answer the question differently
- as an outcome of this, results changed significantly from previous years.

It may also include some question groups where we removed questions.

If a question or question group has been affected, you will see an asterisk (*) next to it.

Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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 workgroup 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 free-text comments to any survey data that will identify the employee who wrote it

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

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%.

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

Environment Protection Authority

Essential Services Commission

Family Violence Prevention Agency

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

Victorian Collaborative Centre for Mental Health and Wellbeing

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Gambling and Casino Control Commission

Victorian Government Solicitor's Office

Victorian Infrastructure Delivery Authority

Victorian Public Sector Commission

Victorian Skills Authority

Workforce Inspectorate Victoria

Report overview

Your response rate

What this is

This is how many staff in your organisation did the survey in 2026.

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.

2025

90%
(172)

Comparator	53%
Public Sector	33%

2026

79%
(176)

Comparator	62%
Public Sector	49%

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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.

Comparing data in this report

Past results are calculated based on current questions. Your 2025 engagement index has been calculated using the 4 questions asked in the 2026 survey.

2025

72

Comparator	69
Public Sector	68

2026

75

Comparator	71
Public Sector	71

People outcomes

Engagement question results

What is this

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

Your organisation's employee engagement index

Your 2026 index is 75.

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.

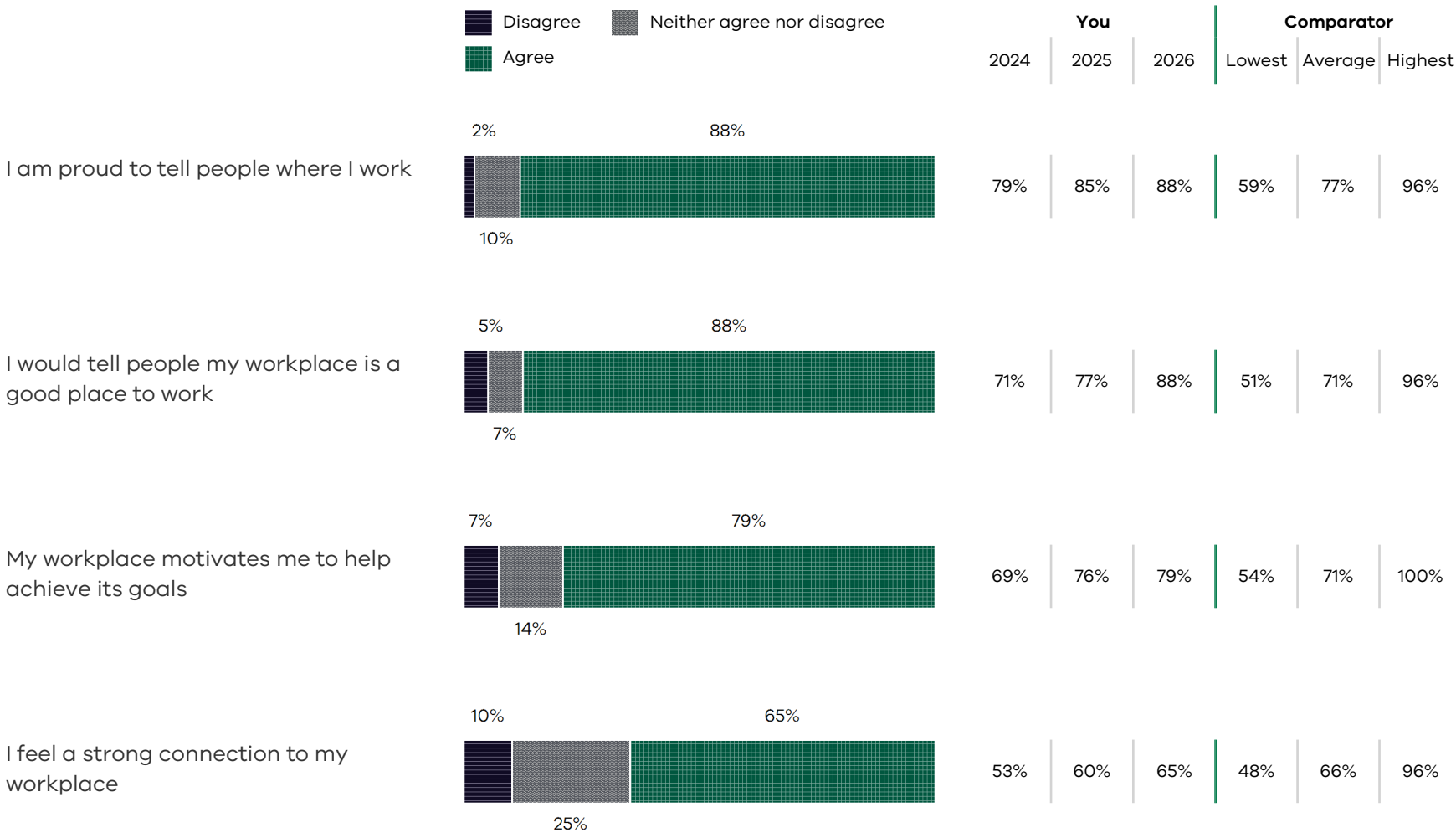
Example

88% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell people where I work'.

Survey question

Your results

Benchmark agree results



People outcomes

Scorecard: inclusion, stress, intention to stay

What is this

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

Why this is important

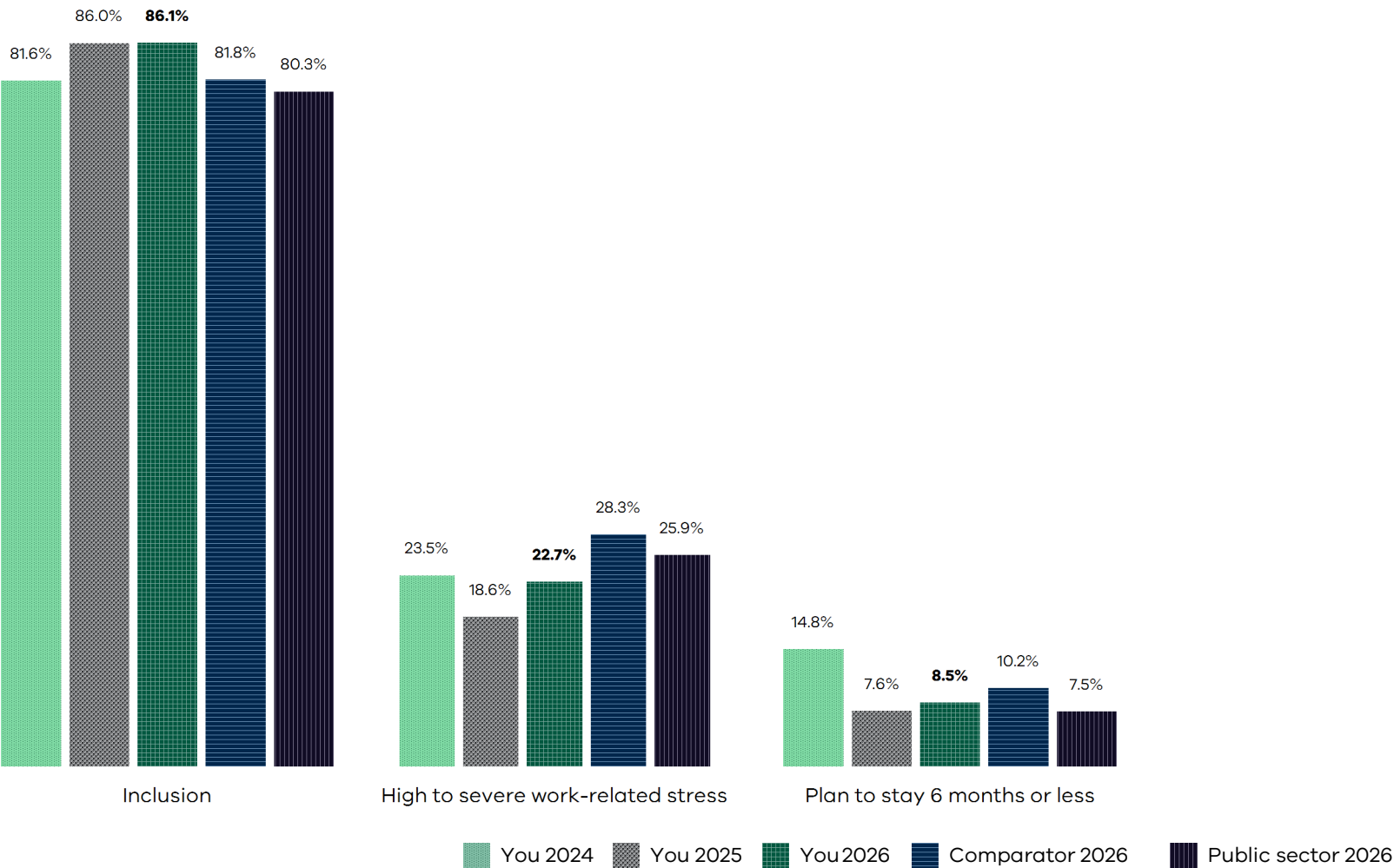
This page shows which outcomes are performing well and which outcomes you can look to improve.

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 2026:
- 86.1% of your staff who did the survey responded positively to questions about Inclusion.
- Compared to:
- 81.8% of staff in your comparator group and 80.3% of staff across the public sector.



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 people's 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.

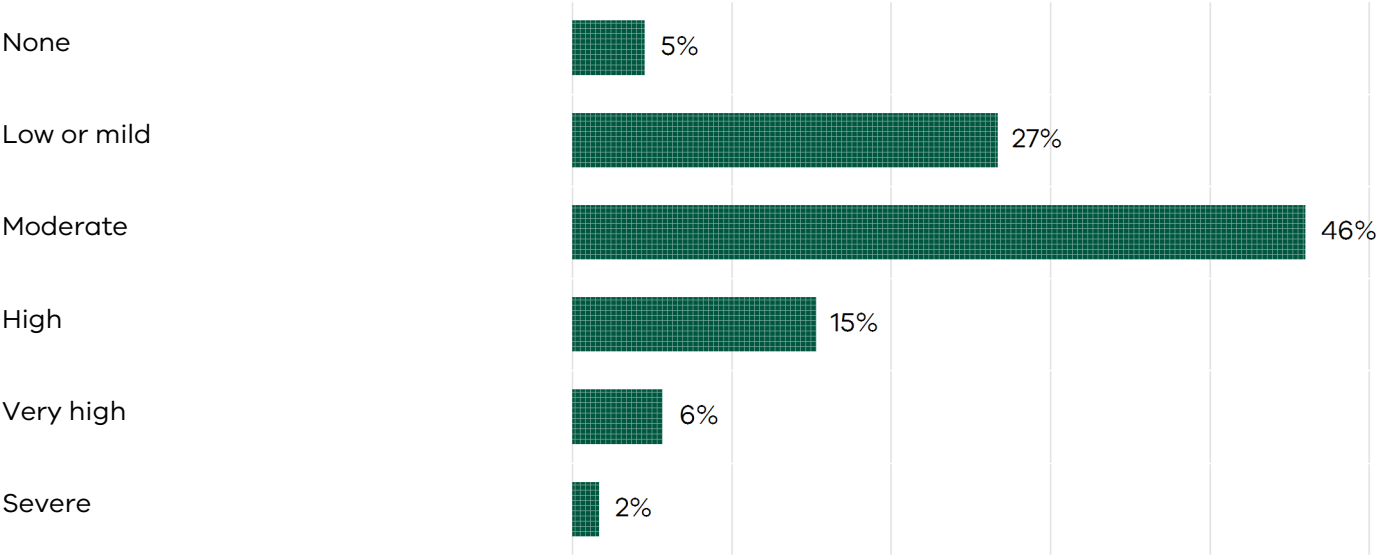
The graph at the top shows how staff in your group rated their current levels of work-related stress.

The numbers below show the percentage of staff in your group who said they experienced high to severe stress in 2026 compared to 2025, your comparator and the public sector.

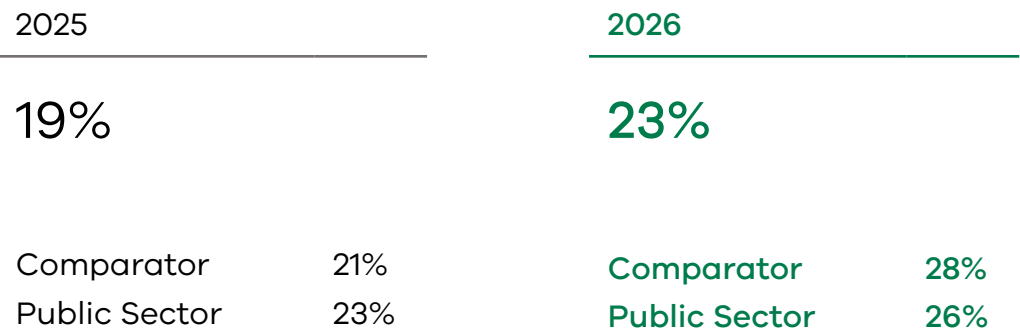
Example

23% of your staff who did the survey said they had high to severe stress in 2026. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

How would you rate your current level of work-related stress? (You 2026)



Reported levels of high to severe stress



People outcomes

Work-related stress causes

What is this

These are the main work-related causes of stress reported by staff.

Why this is important

Stress can negatively affect people's health and wellbeing as well as their performance and behaviour.

How to read this

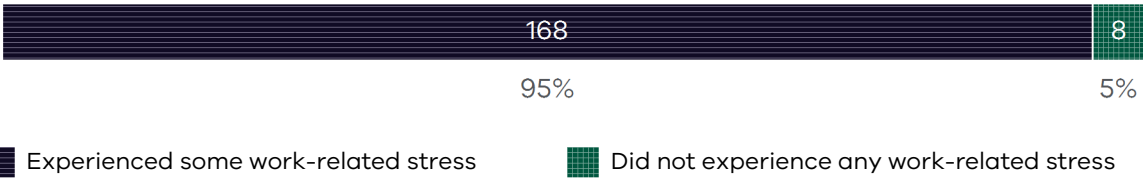
In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

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

95% of your staff who did the survey said they experienced mild to severe stress, of which: 56% said the top reason was 'Time pressure' .



Of those that experienced work related stress it was from ...	You 2025	You 2026	Comparator 2026	Public sector 2026
Time pressure	57%	56%	43%	40%
Workload	48%	54%	48%	48%
Dealing with clients, patients or stakeholders	18%	23%	19%	19%
The type, variety or difficulty of work	17%	18%	14%	14%
Competing home and work responsibilities, including caring responsibilities	14%	17%	13%	13%
Unclear job expectations	14%	15%	13%	10%
How work is managed, such as supervision, training, information or support	18%	11%	12%	12%
Other reason	6%	11%	10%	11%
Social environment, such as relationships with colleagues, managers or senior leaders	5%	7%	10%	12%
Work that doesn't match my skills or experience	5%	7%	6%	5%

People outcomes

Wellbeing support and Work-related stress

What is this

This is how manageable your staff feel their stress is and if they have access to the wellbeing support they need at your organisation.

Why this is important

Stress can negatively affect people's health and wellbeing as well as their performance and behaviour. Wellbeing support is one of the most effective ways to prevent the negative impacts of 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.

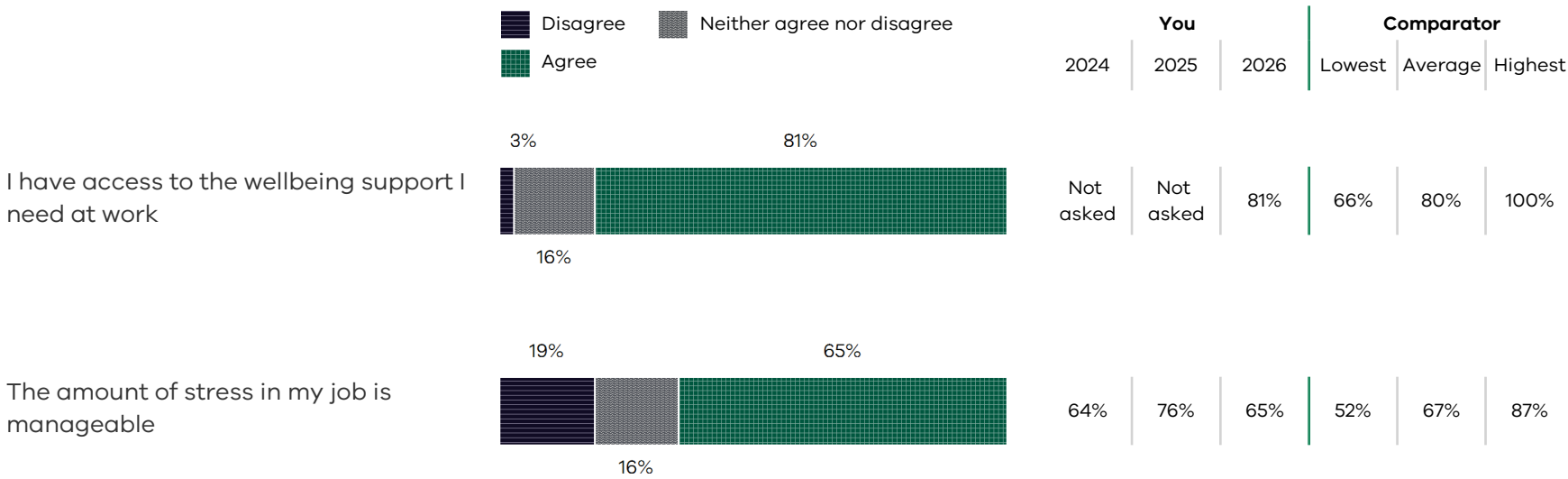
Example

81% of your staff who did the survey said the amount of stress in their job was manageable.

Survey question

Your results

Benchmark agree results



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

10% 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 2025	You 2026	Comparator 2026	Public sector 2026
6 months or less	8%	9%	10%	7%
Over 6 months and up to 1 year	16%	10%	15%	11%
Over 1 year and up to 3 years	34%	34%	30%	25%
Over 3 years and up to 5 years	19%	19%	16%	16%
Over 5 years	24%	28%	29%	41%

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

90% of respondents said 'Working conditions other than pay, such as leave, flexible work or other benefits' influenced their decision the most.

Why do you want to stay working in your workplace?	You 2025	You 2026	Comparator 2026	Public sector 2026
Working conditions other than pay, such as leave, flexible work or other benefits	84%	90%	65%	54%
Job security	55%	56%	43%	46%
The type of work I do, such as work that is interesting, challenging, specialised or allows autonomy	51%	53%	56%	54%
Relationships with colleagues at work	51%	53%	60%	60%
Pay and benefits, such as salary and superannuation	58%	49%	50%	47%
Opportunities to learn and develop skills	35%	38%	33%	34%
Serving the Victorian community	35%	38%	38%	32%
Quality of leadership, such as being supportive and communicating clearly	40%	38%	33%	31%
Belief in the purpose and goals of the Victorian public sector	33%	28%	27%	20%
An inclusive workplace	33%	26%	31%	28%

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.

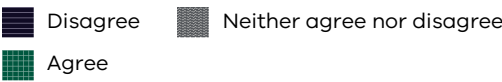
Example

89% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

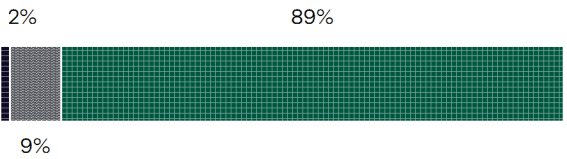
Survey question

Your results

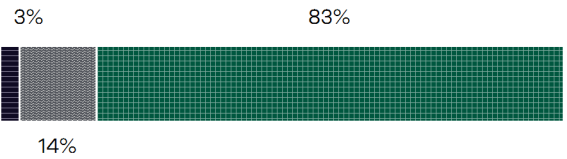
Benchmark agree results



I feel culturally safe at work



I can be myself at work



	You			Comparator		
	2024	2025	2026	Lowest	Average	Highest
I feel culturally safe at work	83%	88%	89%	70%	84%	100%
I can be myself at work	80%	84%	83%	67%	80%	96%

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

7% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My caring responsibilities'.

Staff who experienced one or more barriers to success at work



During the last 12 months, employees experienced barriers to their success due to ...

	You 2025	You 2026	Comparator 2026	Public sector 2026
My caring responsibilities	-	7%	6%	6%

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

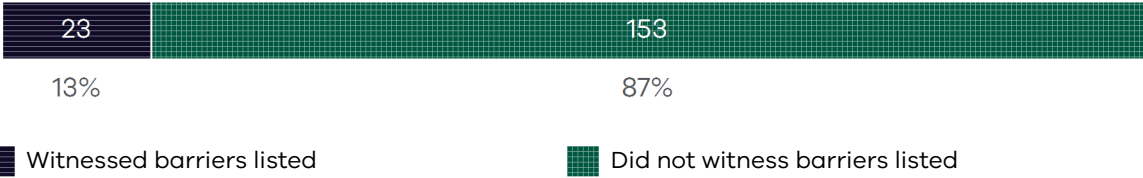
In the survey, we ask staff to choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one option.

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 'Caring responsibilities'.

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 2025	You 2026	Comparator 2026	Public sector 2026
Caring responsibilities	-	6%	6%	7%

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 or aggression in the past 12 months.

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

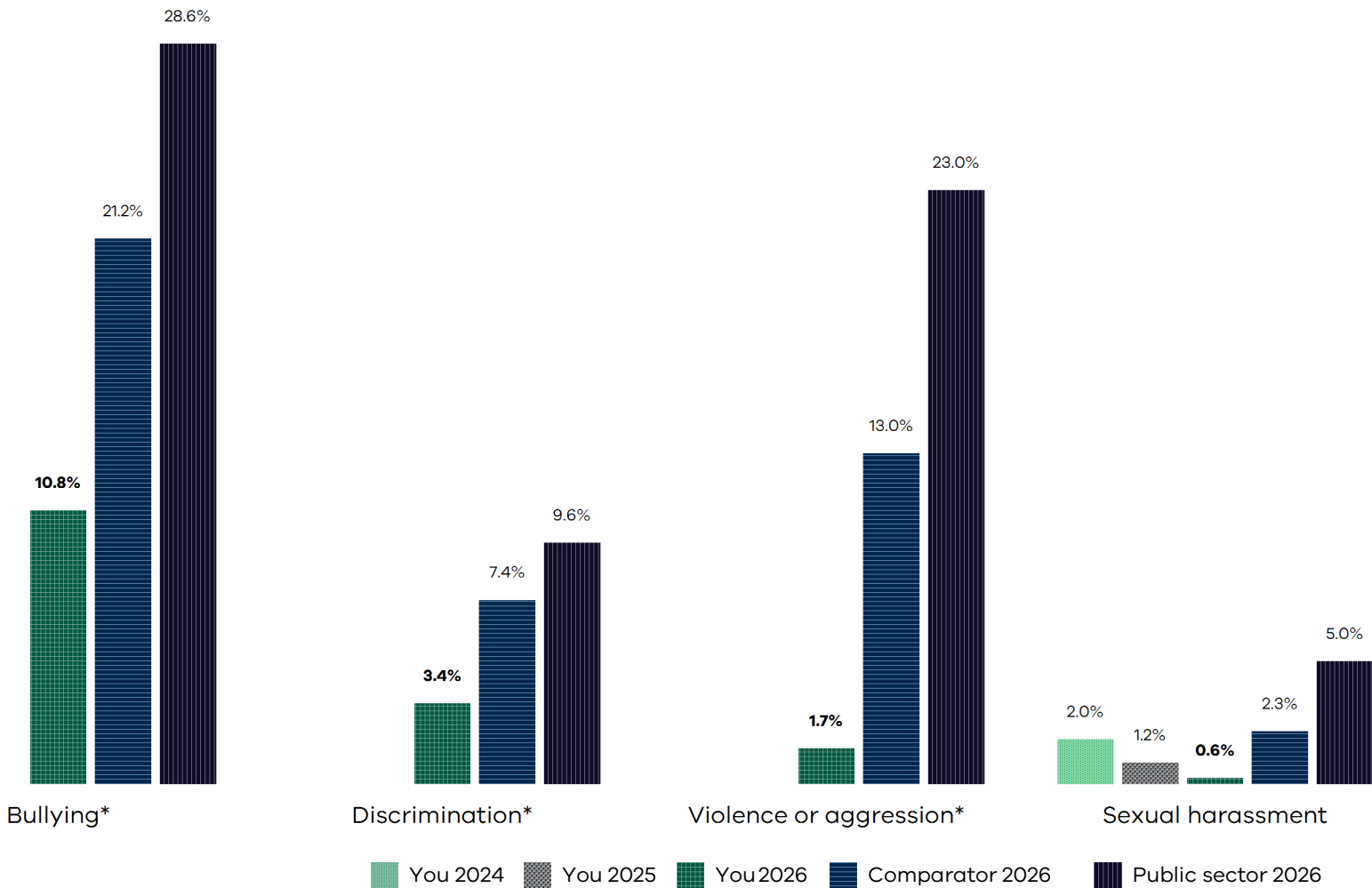
Example

In 2026:

- 10.8% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 21.2% of staff in your comparator group and 28.6% of staff across the public sector.



* We changed the wording of this question group in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

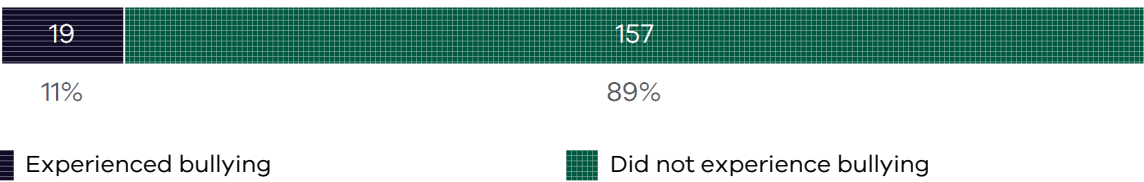
In descending order, the table shows the answers.

Example

11% of your staff who did the survey said they experienced bullying, of which:

- 84% said the type was 'Rude or disrespectful behaviour'.

Experienced bullying at work in the last 12 months:



Behaviours reported*

	You 2026	Comparator 2026	Public sector 2026
Rude or disrespectful behaviour	84%	78%	80%
Not being given the information I need to do my job	37%	37%	27%
Being left out or isolated	21%	38%	30%
Threats or intimidation	16%	16%	21%
Verbal abuse	16%	24%	35%
Being given tasks that are impossible to complete	11%	11%	8%
Interference with my personal things or work equipment	5%	4%	5%
Being given meaningless tasks that are not part of my job	0%	16%	13%
Other	0%	8%	7%

* We changed the wording of the parent question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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

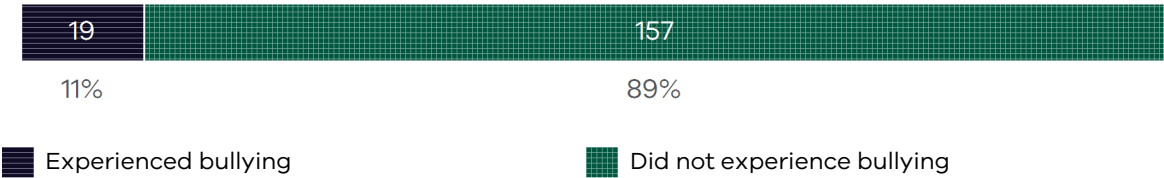
In the survey, we asked staff to tell us if they'd experienced bullying at work. If they did, they could tell us with one or more answers how they responded. In descending order, the table shows the answers.

Example

11% of your staff who did the survey said they experienced bullying, of which:

- 37% said they 'Told a friend or family member'.
- 84% said they didn't submit a formal complaint.

Experienced bullying at work in the last 12 months:



What did you do about it?*

	You 2026	Comparator 2026	Public sector 2026
Told a friend or family member	37%	29%	29%
Told a colleague	26%	31%	31%
Told a manager	26%	47%	45%
Told Human Resources	26%	11%	8%
I did nothing about the bullying	21%	21%	19%
Told the Employee Assistance Program or peer support	21%	8%	6%
Told the person or people who bullied me that the behaviour was not OK	21%	16%	21%
Made a formal complaint	16%	8%	12%
Told someone else	16%	9%	10%

* We changed the wording of the parent question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

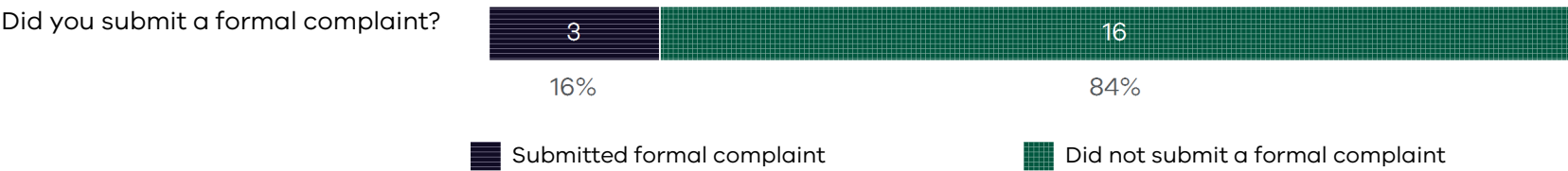
How to read this

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

84% of your staff who experienced bullying did not submit a formal complaint, of which:

- 56% said the reason was 'I didn't think it was serious enough'.



What was your reason for not submitting a formal complaint?*	You 2026	Comparator 2026	Public sector 2026
I didn't think it was serious enough	56%	30%	28%
I didn't think it would make a difference	50%	48%	49%
I thought making a complaint would be embarrassing or difficult	38%	11%	9%
I didn't feel safe reporting it	31%	22%	19%
I was worried it would affect my career	31%	36%	27%
I was worried it would affect my reputation	25%	36%	32%
I was worried about what would happen to the person I would report	13%	6%	6%
I didn't know who to talk to	6%	4%	4%
I didn't need to because I made the behaviour stop	6%	8%	10%
Other reason	6%	17%	17%

* We changed the wording of the parent question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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, 11% 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.

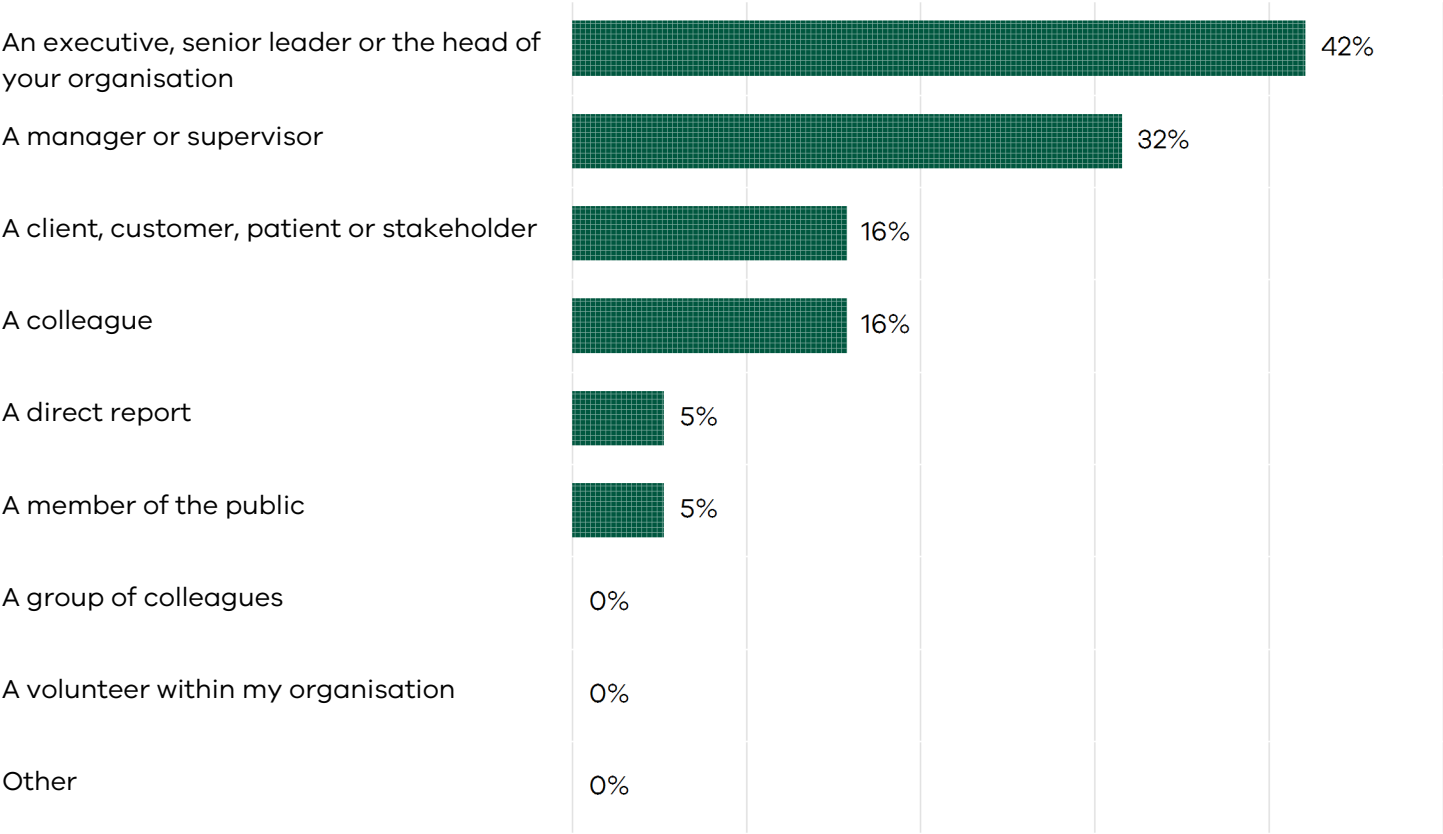
Each row is one perpetrator or group of perpetrators.

Example

11% of your staff who did the survey said they experienced bullying, of which:

- 42% said it was by 'An executive, senior leader or the head of your organisation'.

19 people (11% of staff) experienced bullying (You 2026)



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, 11% of your staff said they experienced bullying.

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

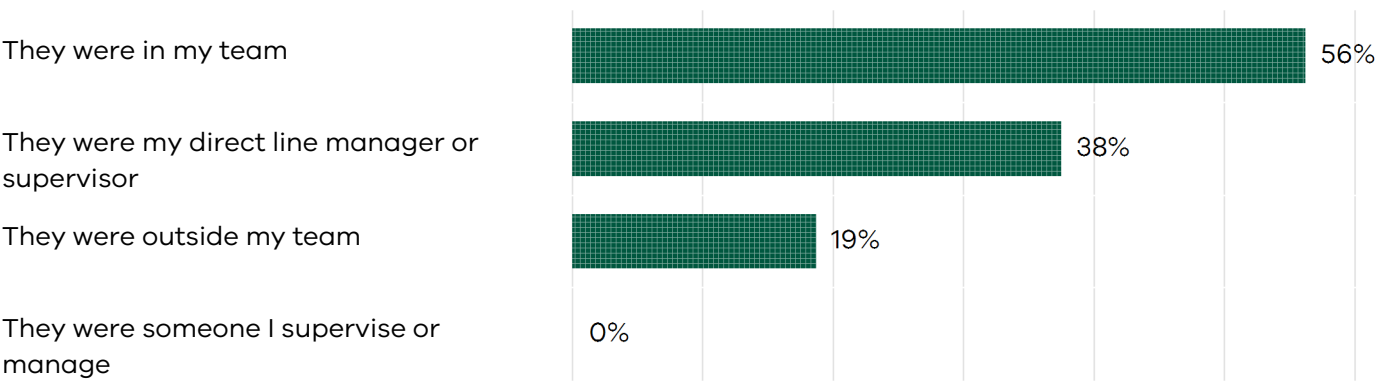
The bar chart shows, in descending order, how many employees linked the bullying to different workplace relationships.

Example

11% of your staff who did the survey said they experienced bullying, of which:

- 84% said it was by someone within the organisation.
- Of that 84%, 56% said 'They were in my team'.

16 people (84% of staff who experienced bullying) experienced bullying from within your organisation (You 2026)



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

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

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

10% of your staff who did the survey said they witnessed some negative behaviour at work.

90% said 'No, I have not seen 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 2025	You 2026	Comparator 2026	Public sector 2026
No, I have not seen any of the situations above	92%	90%	82%	76%
Bullying of a colleague	6%	8%	13%	16%
Discrimination against a colleague	3%	2%	7%	9%
Violence or aggression against a colleague	1%	1%	3%	6%
Sexual harassment of a colleague	0%	0%	1%	2%

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

- 10% of your staff who did the survey witnessed negative behaviour, of which:
- 71% 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?



■ Witnessed some negative behaviour ■ Did not witness any negative behaviour

When you witnessed the above behaviour, did you do any of the following?	You 2025	You 2026	Comparator 2026	Public sector 2026
Spoke to the person who experienced the behaviour	92%	71%	73%	71%

People matter survey

2026

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- Work-related stress
- Intention to stay
- Inclusion
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- Sexual harassment
- Violence or aggression
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Custom questions

- Questions requested by your organisation

Demographics

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- Adjustments
- Employment categories



Key differences

Highest scoring questions

What is this

These are the questions your organisation had the highest agreement with in 2026.

How to read this

Use this data to see where your organisation has the highest agreement with questions from the 2026 survey.

In this table, your score for this year is shown in the 'You 2026' column.

You can also compare your 2026 scores against your 2025 scores and your 2026 comparator group.

Example

On the first row 'Workgroup support', the 'You 2026' column shows 98% of your staff who did the survey agreed with 'If I had to declare a conflict of interest, I would know what to do'.

Question group	Highest scoring questions	You 2026	Change from 2025	Comparator 2026
Workgroup support	If I had to declare a conflict of interest, I would know what to do	98%	Not asked	95%
Flexible working	My direct line manager lets me work flexibly if I need to	98%	+1%	93%
Job enrichment	I understand how my job helps my workplace reach its goals	98%	+2%	91%
Safety climate	My workplace is physically safe	97%	+3%	91%
Organisation integrity	I understand my Code of Conduct obligations as a public sector employee	96%	Not asked	97%
Organisation integrity	My workplace is committed to earning a high level of public trust	96%	+4%	82%
Job enrichment	I can use my skills and knowledge in my job	95%	+2%	88%
Manager leadership	My direct line manager treats people with respect	94%	+2%	90%
Organisation integrity	I know how to raise an integrity concern	92%	+8%	87%
Manager leadership	My direct line manager is honest and does the right thing	91%	-1%	88%

Key differences

Lowest scoring questions

What is this

These are the questions your organisation had the lowest agreement with in 2026.

How to read this

Use this data to see where your organisation has the lowest agreement with questions from the 2026 survey.

In this table, your score for this year is shown in the 'You 2026' column.

You can also compare your 2026 scores against your 2025 scores and your 2026 comparator group.

Example

On the first row 'Organisation integrity', the 'You 2026' column shows 34% of your staff who did the survey agreed with 'My team gives frank and impartial advice to our ministers'. In the 'Change from 2025' column, you have a -4% change, which is a negative trend.

Question group	Lowest scoring questions	You 2026	Change from 2025	Comparator 2026
Organisation integrity	My team gives frank and impartial advice to our ministers	34%	-4%	32%
Safety climate	My workplace has strong procedures in place to support people who feel stressed	48%	-5%	53%
Safety climate	Senior leaders (for example, roles like the CEO, executives or directors) help prevent stress in my workplace	51%	Not asked	41%
Organisation integrity	My workplace promotes people fairly	54%	-2%	48%
Taking action	My workplace has used results from the last survey to improve	57%	-4%	41%
Safety climate	Senior leaders (for example, roles like the CEO, executives or directors) view the mental health of staff as just as important as getting work done	63%	Not asked	56%
Workload	My workload is reasonable for my job	64%	-0%	65%
Engagement	I feel a strong connection to my workplace	65%	+5%	66%
Work-related stress	The amount of stress in my job is manageable	65%	-11%	67%
Organisation integrity	My workplace puts a stop to unacceptable behaviour	67%	Not asked	63%

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 2025' column.

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

This is because the increase from 2025 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Safety climate', the 'You 2026' column shows 68% of your staff who did the survey agreed with 'At work, there is good communication about psychological safety issues that affect me'.

In the 'Increase from 2025' column, you have a 12% increase, which is a positive trend.

Question group	Most improved from last year	You 2026	Increase from 2025	Comparator 2026
Safety climate	At work, there is good communication about psychological safety issues that affect me	68%	+12%	70%
Engagement	I would tell people my workplace is a good place to work	88%	+10%	71%
Organisation integrity	I know how to raise an integrity concern	92%	+8%	87%
Workgroup support	People in my team work well together to get the work done	86%	+7%	88%
Collaboration	I can work well with people in other teams	90%	+6%	93%
Quality service delivery	My team provides good advice and services	91%	+6%	91%
Manager support	My direct line manager gives me feedback that helps me do my job better	82%	+6%	78%
Learning and development	I develop and learn in my role	85%	+5%	77%
Engagement	I feel a strong connection to my workplace	65%	+5%	66%
Organisation integrity	My workplace is committed to earning a high level of public trust	96%	+4%	82%

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 2025' column.

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

This is because the decrease from 2025 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Work-related stress', the 'You 2026' column shows 65% of your staff who did the survey agreed with 'The amount of stress in my job is manageable'.

In the 'Decrease from 2025' column, you have a 11% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2026	Decrease from 2025	Comparator 2026
Work-related stress	The amount of stress in my job is manageable	65%	-11%	67%
Innovation	My team is quick to act on ways to do things better	73%	-5%	74%
Safety climate	My workplace has strong procedures in place to support people who feel stressed	48%	-5%	53%
Safe to speak up	People in my team can bring up problems and tough issues	77%	-4%	79%
Taking action	My workplace has used results from the last survey to improve	57%	-4%	41%
Organisation integrity	My team gives frank and impartial advice to our ministers	34%	-4%	32%
Meaningful work	I achieve something important through my work	85%	-3%	87%
Organisation integrity	My workplace promotes people fairly	54%	-2%	48%
Manager support	I can talk about problems with my direct line manager	85%	-2%	83%
Safe to speak up	I feel safe to call out unacceptable behaviour	76%	-2%	73%

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 2026 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 'Senior leadership', the 'You 2026' column shows 76% of your staff who did the survey agreed with 'The plans and direction set by senior leaders (for example, roles like the CEO, executives or directors) are clear to me'.

The 'Difference' column, shows that agreement for this question was 22% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2026	Difference	Comparator 2026
Senior leadership	The plans and direction set by senior leaders (for example, roles like the CEO, executives or directors) are clear to me	76%	+22%	54%
Senior leadership	Senior leaders (for example, roles like the CEO, executives or directors) regularly talk with staff about the importance of integrity	78%	+21%	56%
Senior leadership	Senior leaders (for example, roles like the CEO, executives or directors) are honest and do the right thing	80%	+19%	61%
Engagement	I would tell people my workplace is a good place to work	88%	+17%	71%
Taking action	My workplace has used results from the last survey to improve	57%	+16%	41%
Organisation integrity	My workplace is committed to earning a high level of public trust	96%	+15%	82%
Senior leadership	Senior leaders (for example, roles like the CEO, executives or directors) act in line with the values of my workplace	78%	+14%	65%
Engagement	I am proud to tell people where I work	88%	+11%	77%
Safety climate	Senior leaders (for example, roles like the CEO, executives or directors) help prevent stress in my workplace	51%	+10%	41%
Organisation integrity	My workplace hires people fairly	73%	+10%	63%

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 2026 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 'Safety climate', the 'You 2026' column shows 48% of your staff who did the survey agreed with 'My workplace has strong procedures in place to support people who feel stressed'.

The 'Difference' column, shows that agreement for this question was 5% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2026	Difference	Comparator 2026
Safety climate	My workplace has strong procedures in place to support people who feel stressed	48%	-5%	53%
Organisation integrity	I understand my human rights obligations as a public sector employee	89%	-4%	93%
Flexible working	I have a good work/life balance	75%	-3%	78%
Collaboration	I can work well with people in other teams	90%	-3%	93%
Safety climate	At work, there is good communication about psychological safety issues that affect me	68%	-3%	70%
Meaningful work	I achieve something important through my work	85%	-2%	87%
Safe to speak up	People in my team can bring up problems and tough issues	77%	-2%	79%
Workgroup support	People in my team work well together to get the work done	86%	-2%	88%
Work-related stress	The amount of stress in my job is manageable	65%	-2%	67%
Organisation integrity	I understand my Code of Conduct obligations as a public sector employee	96%	-1%	97%

People matter survey

2026

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Detailed results				
Senior leadership	Workgroup climate	Job and manager factors	Public sector values	Demographics
Senior leadership questions	- Scorecard - Quality service delivery - Innovation - Workgroup support - Safe to speak up	- Scorecard - Manager leadership - Manager support - Workload - Learning and development - Job enrichment - Meaningful work - Flexible working	- Scorecard - Responsiveness - Integrity - Impartiality - Accountability - Respect - Leadership - Human rights	- Age, gender, variations in sex characteristics and sexual orientation - Aboriginal and/or Torres Strait Islander - Disability - Cultural diversity - Caring - Employment characteristics - Adjustments - Employment categories
Organisation climate			Custom questions	
- Scorecard - Organisation integrity - Collaboration - Safety climate			Questions requested by your organisation	



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.

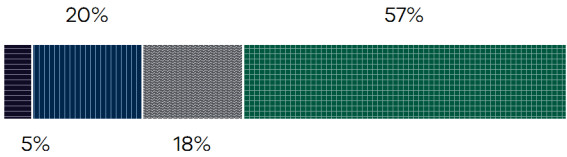
Example

57% of your staff who did the survey agreed or strongly agreed with 'My workplace has used results from the last survey to improve'.

Survey question

My workplace has used results from the last survey to improve

Your results



Benchmark agree results

	You			Comparator		
	2024	2025	2026	Lowest	Average	Highest
	48%	61%	57%	10%	41%	87%

People matter survey

2026

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Custom questions

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- Caring
- Employment characteristics
- Adjustments
- Employment categories



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.

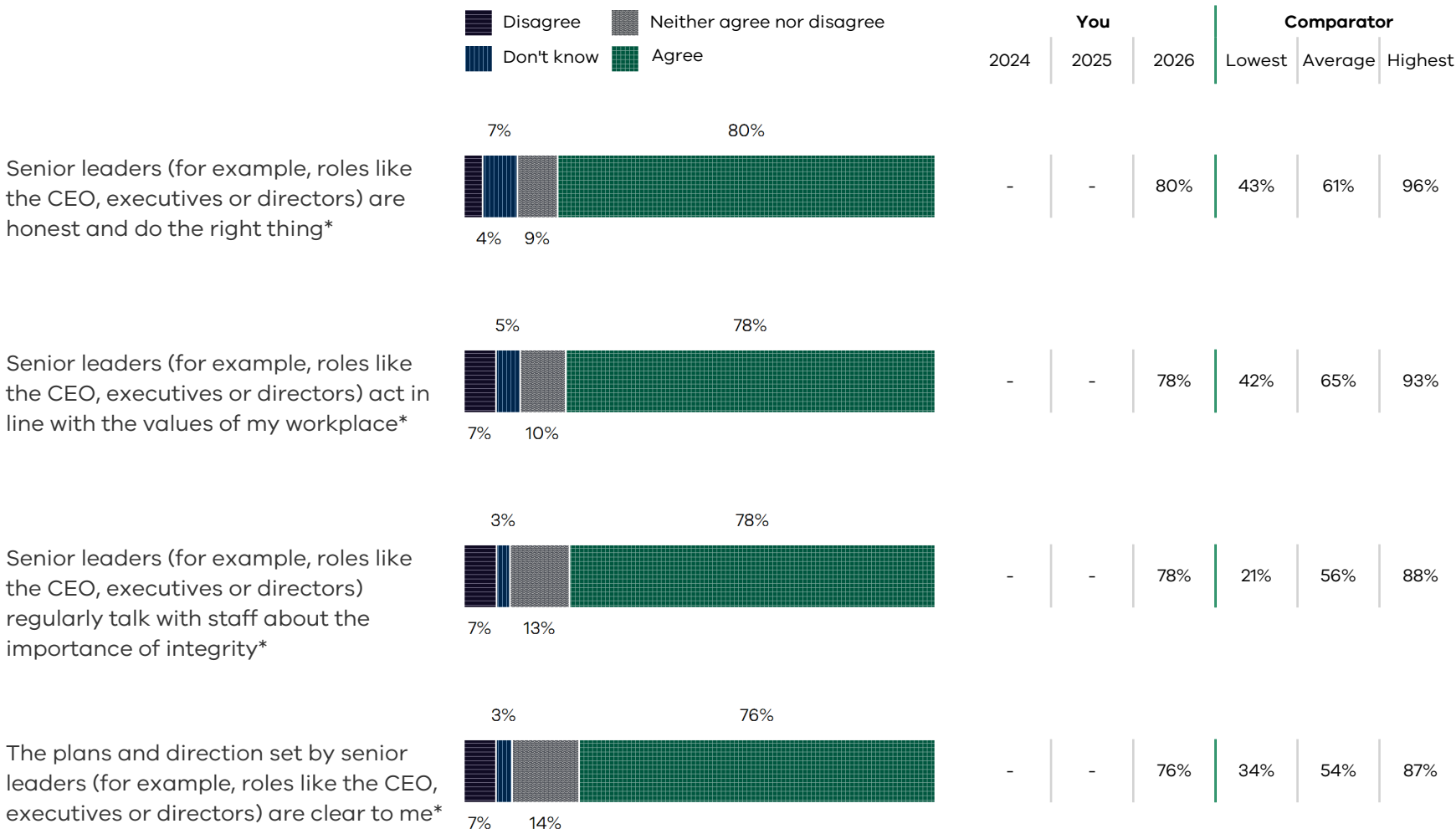
Example

80% of your staff who did the survey agreed or strongly agreed with 'Senior leaders (for example, roles like the CEO, executives or directors) are honest and do the right thing'.

Survey question

Your results

Benchmark agree results



* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

People matter survey

2026

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- Flexible working

Public sector values

- Scorecard
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Custom questions

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Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- Cultural diversity
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Organisation 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 organisation climate. Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

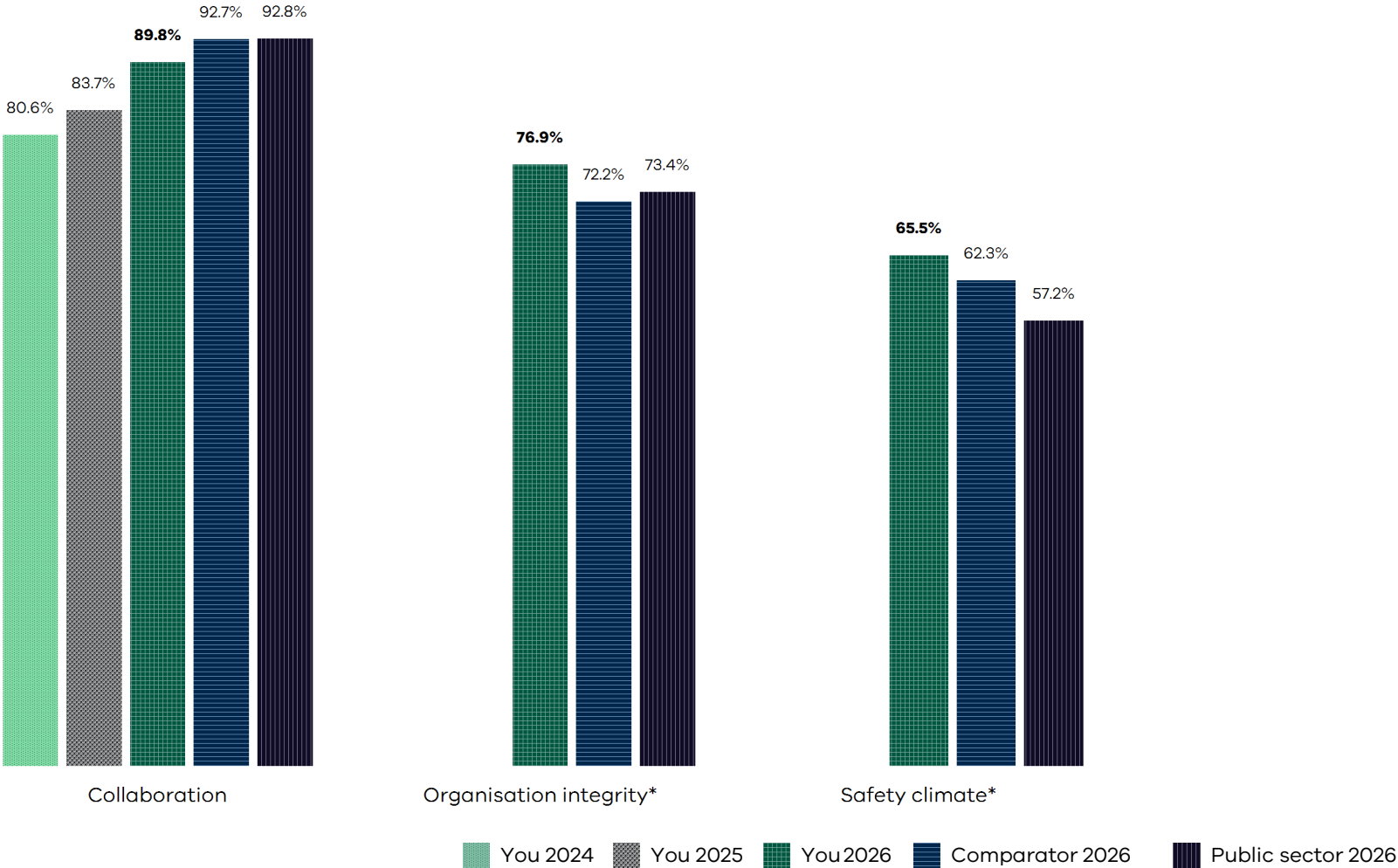
Example

In 2026:

- 89.8% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 92.7% of staff in your comparator group and 92.8% of staff across the public sector.



* We changed the wording of this question group in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

Organisation climate

Organisation integrity 1 of 4

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.

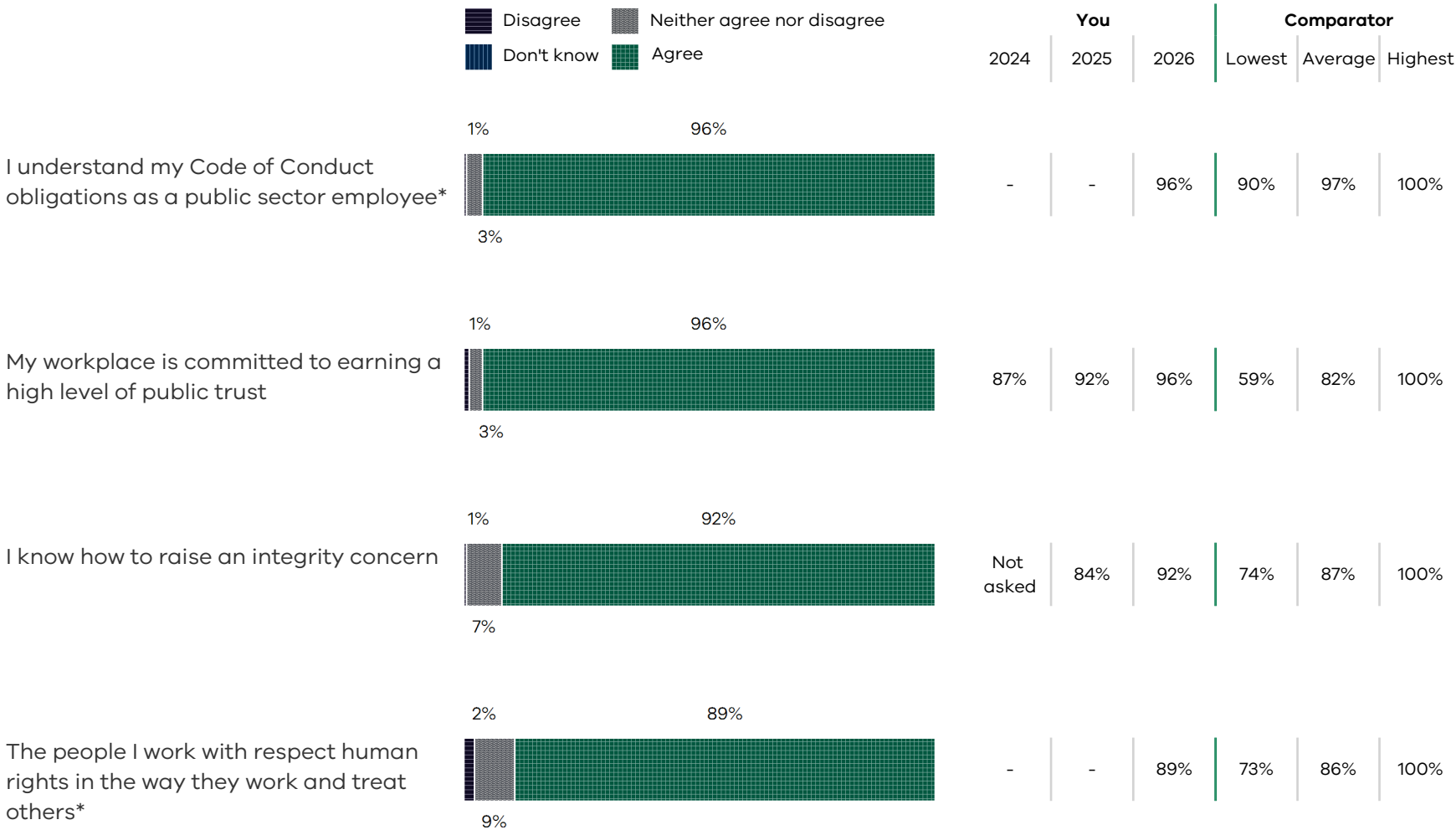
Example

96% of your staff who did the survey agreed or strongly agreed with 'I understand my Code of Conduct obligations as a public sector employee'.

Survey question

Your results

Benchmark agree results



* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

Organisation climate

Organisation integrity 2 of 4

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.

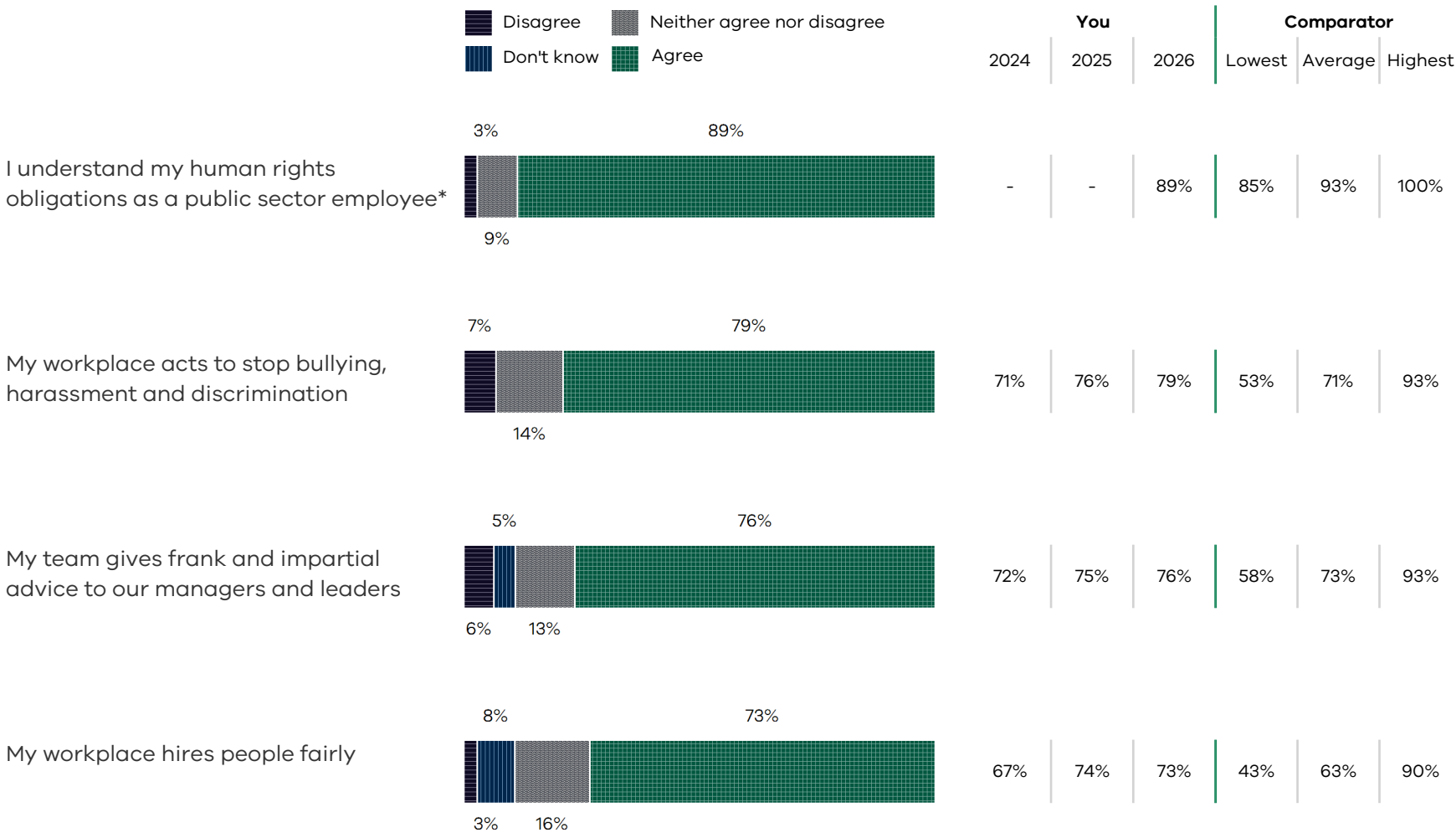
Example

89% of your staff who did the survey agreed or strongly agreed with 'I understand my human rights obligations as a public sector employee'.

Survey question

Your results

Benchmark agree results



* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

Organisation climate

Organisation integrity 3 of 4

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.

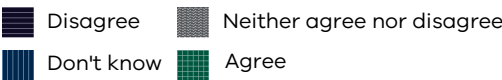
Example

67% of your staff who did the survey agreed or strongly agreed with 'My workplace puts a stop to unacceptable behaviour'.

Survey question

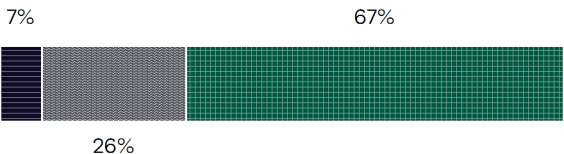
Your results

Benchmark agree results



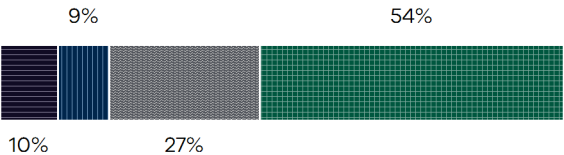
2024	You			Comparator		
	2025	2026		Lowest	Average	Highest

My workplace puts a stop to unacceptable behaviour*



-	-	67%	46%	63%	91%
---	---	-----	-----	-----	-----

My workplace promotes people fairly



55%	56%	54%	37%	48%	72%
-----	-----	-----	-----	-----	-----

* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

Organisation climate

Organisation integrity 4 of 4

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

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.

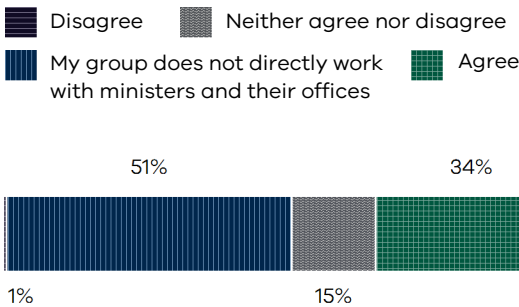
Example

34% of your staff who did the survey agreed or strongly agreed with 'My team gives frank and impartial advice to our ministers'.

Survey question

My team gives frank and impartial advice to our ministers

Your results



Benchmark agree results

	You			Comparator		
	2024	2025	2026	Lowest	Average	Highest
	41%	37%	34%	0%	32%	67%

Organisation 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.

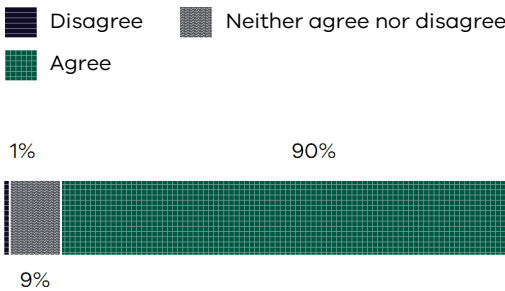
Example

90% of your staff who did the survey agreed or strongly agreed with 'I can work well with people in other teams'.

Survey question

I can work well with people in other teams

Your results



Benchmark agree results

	You			Comparator		
	2024	2025	2026	Lowest	Average	Highest
	81%	84%	90%	82%	93%	100%

Organisation 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.

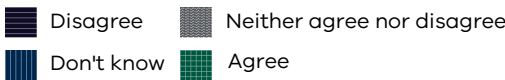
Example

97% of your staff who did the survey agreed or strongly agreed with 'My workplace is physically safe'.

Survey question

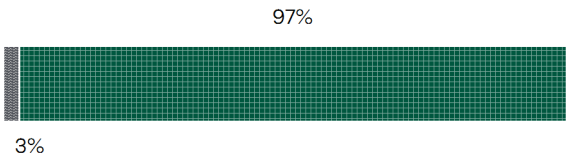
Your results

Benchmark agree results



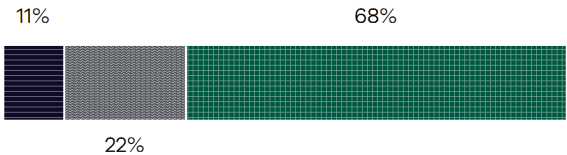
2024	You			Comparator		
	2025	2026		Lowest	Average	Highest

My workplace is physically safe



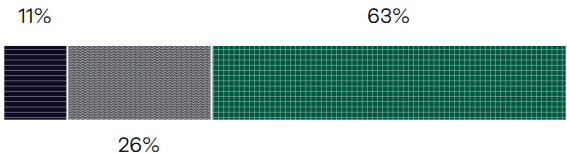
91%	94%	97%	65%	91%	100%
-----	-----	-----	-----	-----	------

At work, there is good communication about psychological safety issues that affect me



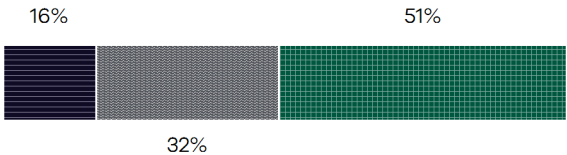
56%	56%	68%	51%	70%	91%
-----	-----	-----	-----	-----	-----

Senior leaders (for example, roles like the CEO, executives or directors) view the mental health of staff as just as important as getting work done*



-	-	63%	40%	56%	93%
---	---	-----	-----	-----	-----

Senior leaders (for example, roles like the CEO, executives or directors) help prevent stress in my workplace*



-	-	51%	29%	41%	74%
---	---	-----	-----	-----	-----

* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

Organisation 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.

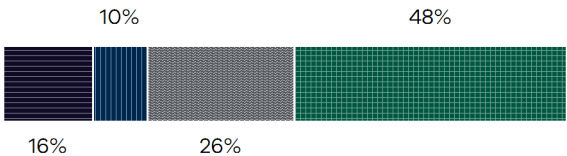
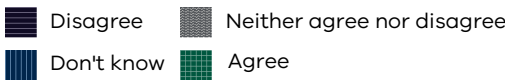
Example

48% of your staff who did the survey agreed or strongly agreed with 'My workplace has strong procedures in place to support people who feel stressed'.

Survey question

My workplace has strong procedures in place to support people who feel stressed

Your results



Benchmark agree results

	You			Comparator		
	2024	2025	2026	Lowest	Average	Highest
	50%	53%	48%	36%	53%	72%

* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

People matter survey

2026

Have your say

Overview

Result summary

Report overview

- About your report
- Survey changes in 2026
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

People outcomes

- Scorecard: employee engagement index
- Engagement
- Scorecard: inclusion, stress, intention to stay
- Work-related stress
- Intention to stay
- Inclusion
- Scorecard: negative behaviour
- Bullying
- Discrimination
- Sexual harassment
- Violence or 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 question

Detailed results

Senior leadership

- Senior leadership questions

Organisation climate

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- Safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

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
- Caring
- Employment characteristics
- Adjustments
- Employment categories



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.

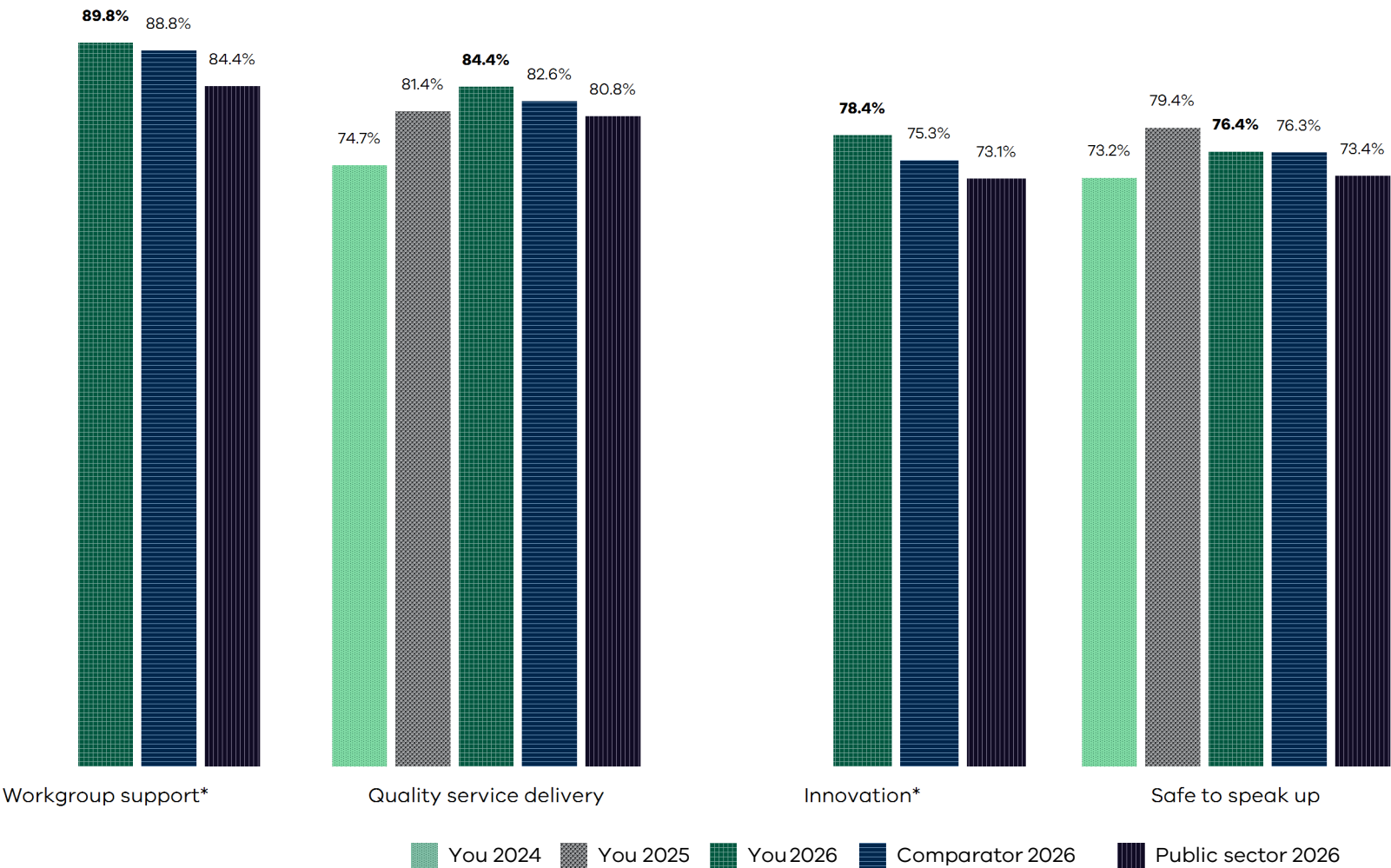
Example

In 2026:

- 89.8% of your staff who did the survey responded positively to questions about Workgroup support

Compared to:

- 88.8% of staff in your comparator group and 84.4% of staff across the public sector.



* We changed the wording of this question group in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

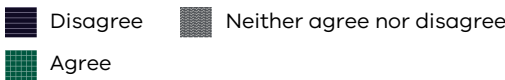
Example

91% of your staff who did the survey agreed or strongly agreed with 'My team provides good advice and services'.

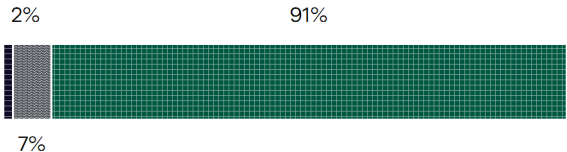
Survey question

Your results

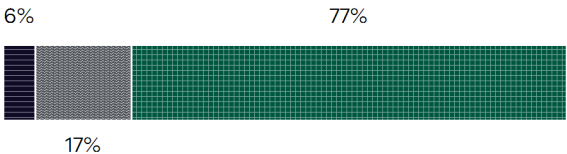
Benchmark agree results



My team provides good advice and services



In my team, it is clear who is responsible for what



	You			Comparator		
	2024	2025	2026	Lowest	Average	Highest
My team provides good advice and services	78%	85%	91%	80%	91%	100%
In my team, it is clear who is responsible for what	72%	77%	77%	57%	74%	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.

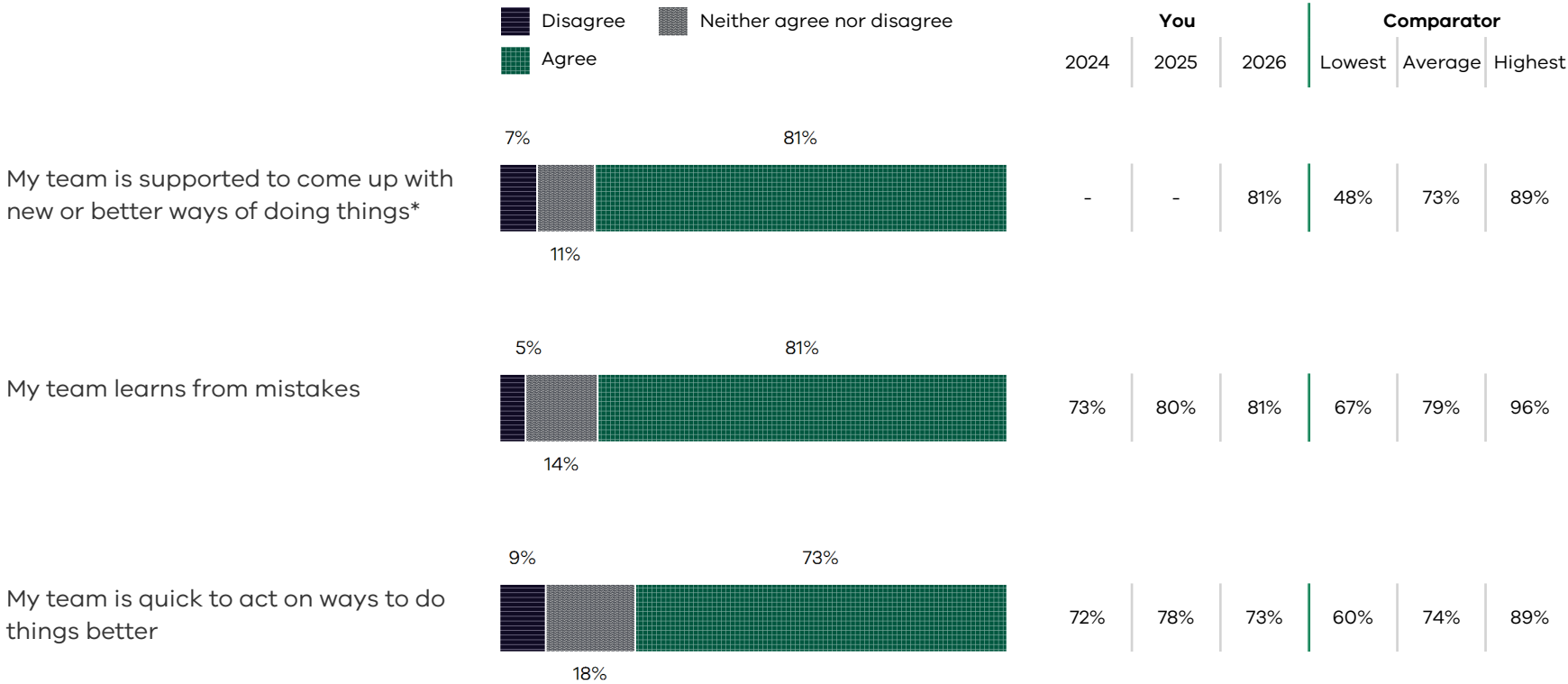
Example

81% of your staff who did the survey agreed or strongly agreed with 'My team is supported to come up with new or better ways of doing things'.

Survey question

Your results

Benchmark agree results



* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

Workgroup climate

Workgroup support

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.

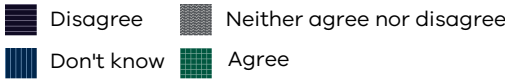
Example

98% of your staff who did the survey agreed or strongly agreed with 'If I had to declare a conflict of interest, I would know what to do'.

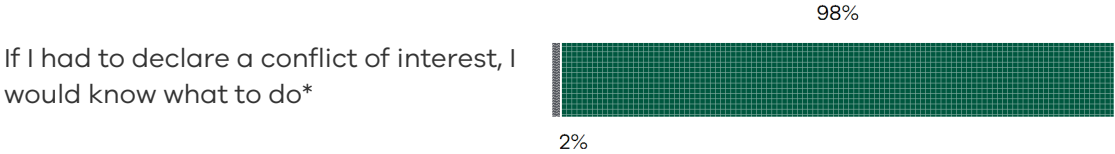
Survey question

Your results

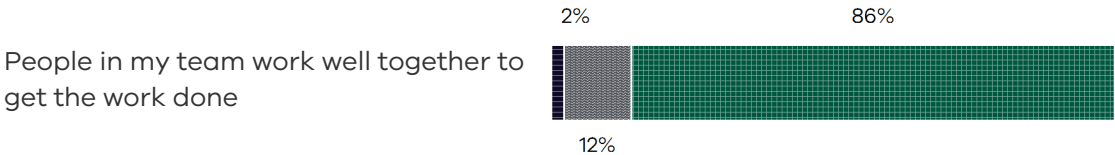
Benchmark agree results



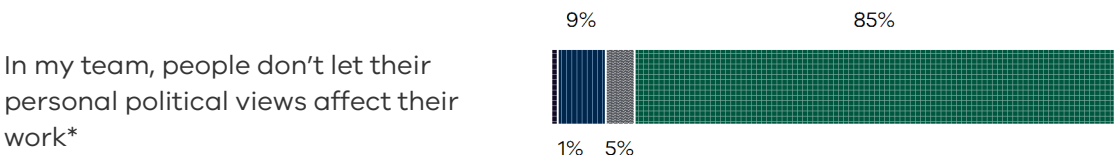
2024	You			Comparator		
	2025	2026		Lowest	Average	Highest



-	-	98%	86%	95%	100%
---	---	-----	-----	-----	------



82%	79%	86%	79%	88%	100%
-----	-----	-----	-----	-----	------



-	-	85%	61%	84%	100%
---	---	-----	-----	-----	------

* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

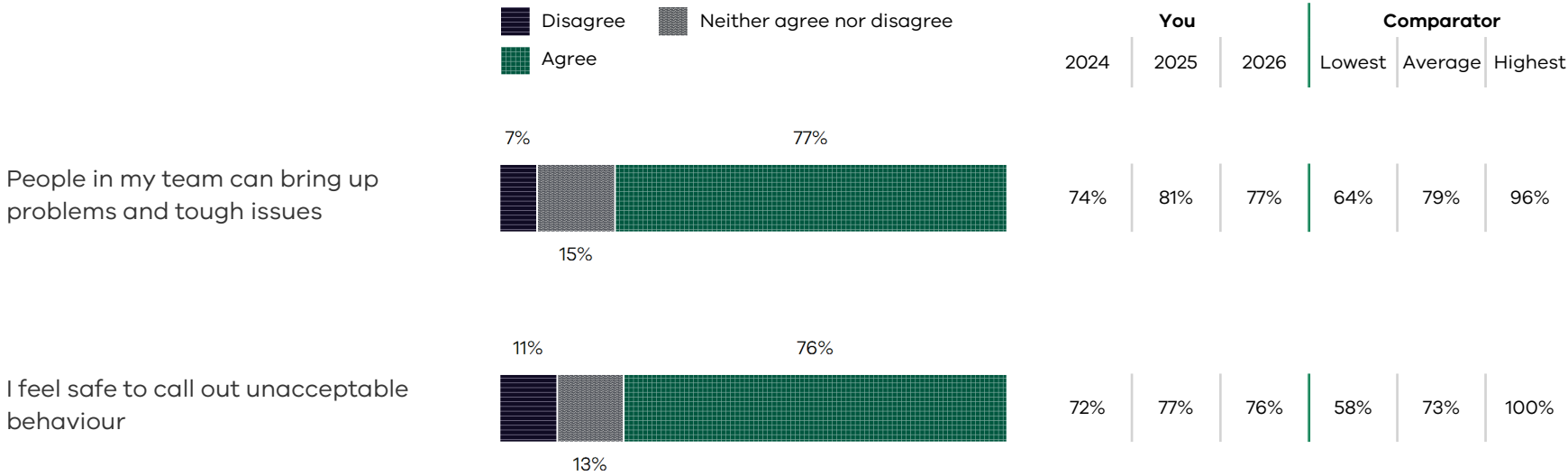
Example

77% of your staff who did the survey agreed or strongly agreed with 'People in my team can bring up problems and tough issues'.

Survey question

Your results

Benchmark agree results



People matter survey

2026

Have your say

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 - Scorecard: inclusion, stress, intention to stay
 - Work-related stress
 - Intention to stay
 - Inclusion
- Scorecard: negative behaviour
 - Bullying
 - Discrimination
 - Sexual harassment
 - Violence or aggression
 - Witnessing negative behaviours

Key differences

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

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- Taking action question

Detailed results

Senior leadership

- Senior leadership questions

Organisation climate

- Scorecard
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- Collaboration
- Safety climate

Workgroup climate

- Scorecard
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- Workgroup support
- Safe to speak up

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

Public sector values

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

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- Questions requested by your organisation

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- Disability
- Cultural diversity
- Caring
- Employment characteristics
- Adjustments
- Employment categories



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.

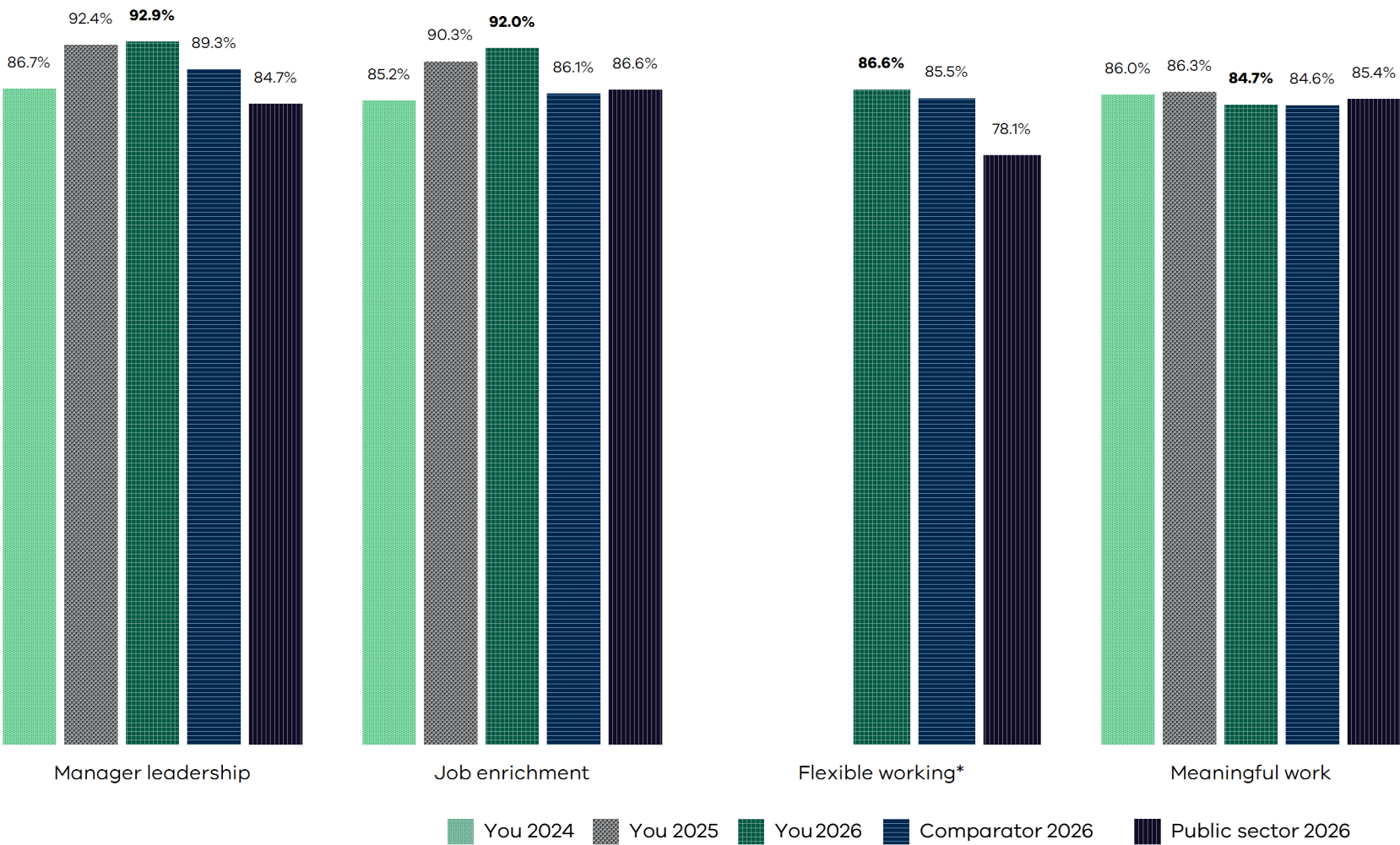
Example

In 2026:

- 92.9% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 89.3% of staff in your comparator group and 84.7% of staff across the public sector.



* We changed the wording of this question group in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

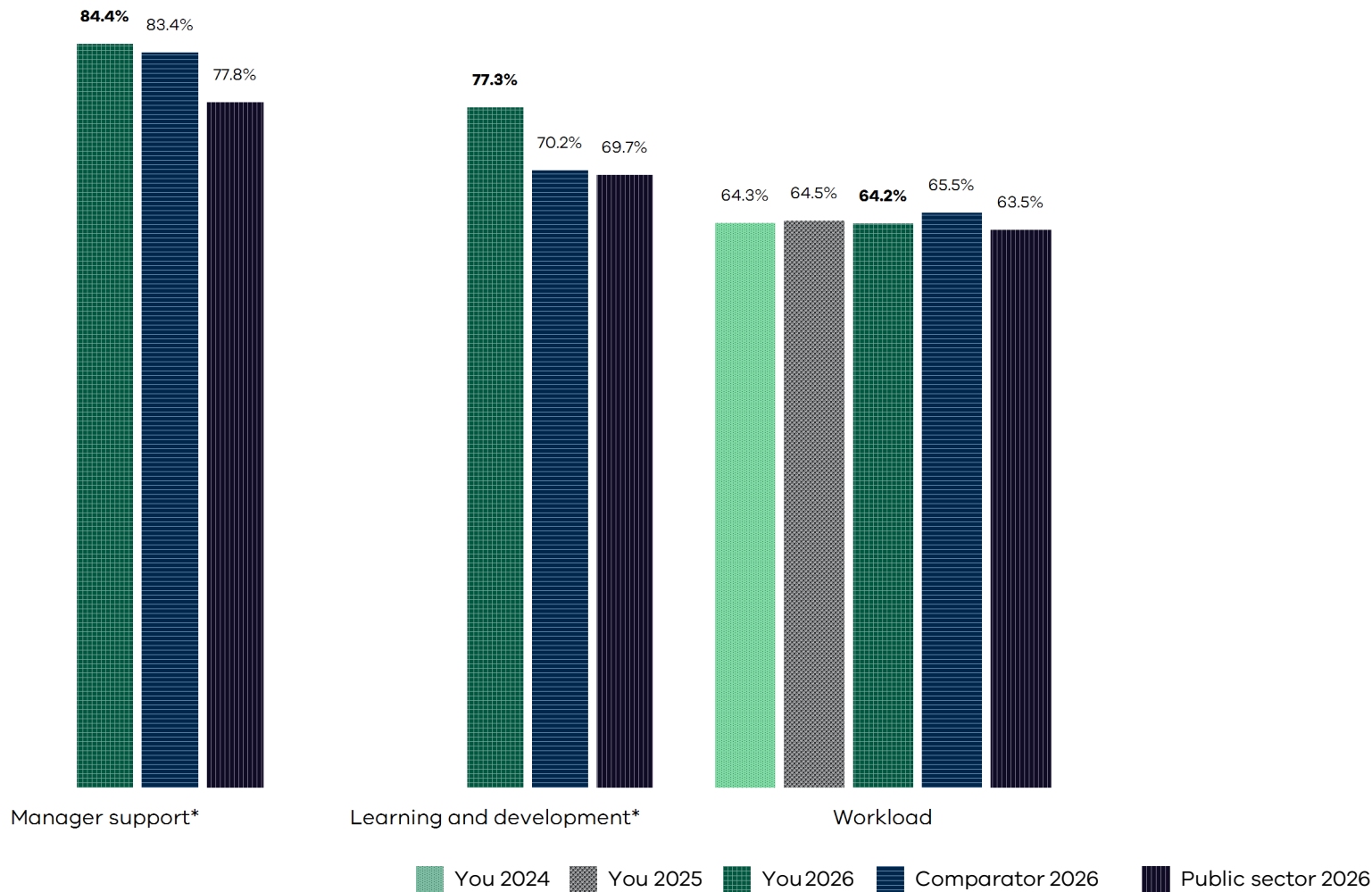
Example

In 2026:

- 84.4% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 83.4% of staff in your comparator group and 77.8% of staff across the public sector.



* We changed the wording of this question group in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

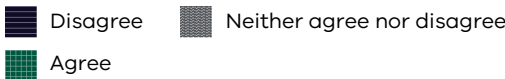
Example

94% of your staff who did the survey agreed or strongly agreed with 'My direct line manager treats people with respect'.

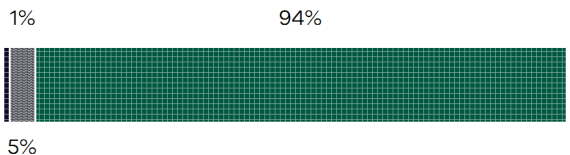
Survey question

Your results

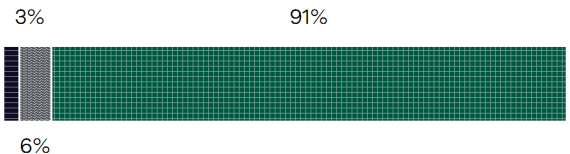
Benchmark agree results



My direct line manager treats people with respect



My direct line manager is honest and does the right thing



2024	You			Comparator		
	2025	2026		Lowest	Average	Highest
	88%	92%	94%	81%	90%	96%
	86%	92%	91%	77%	88%	96%

Job and manager factors

Manager support

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.

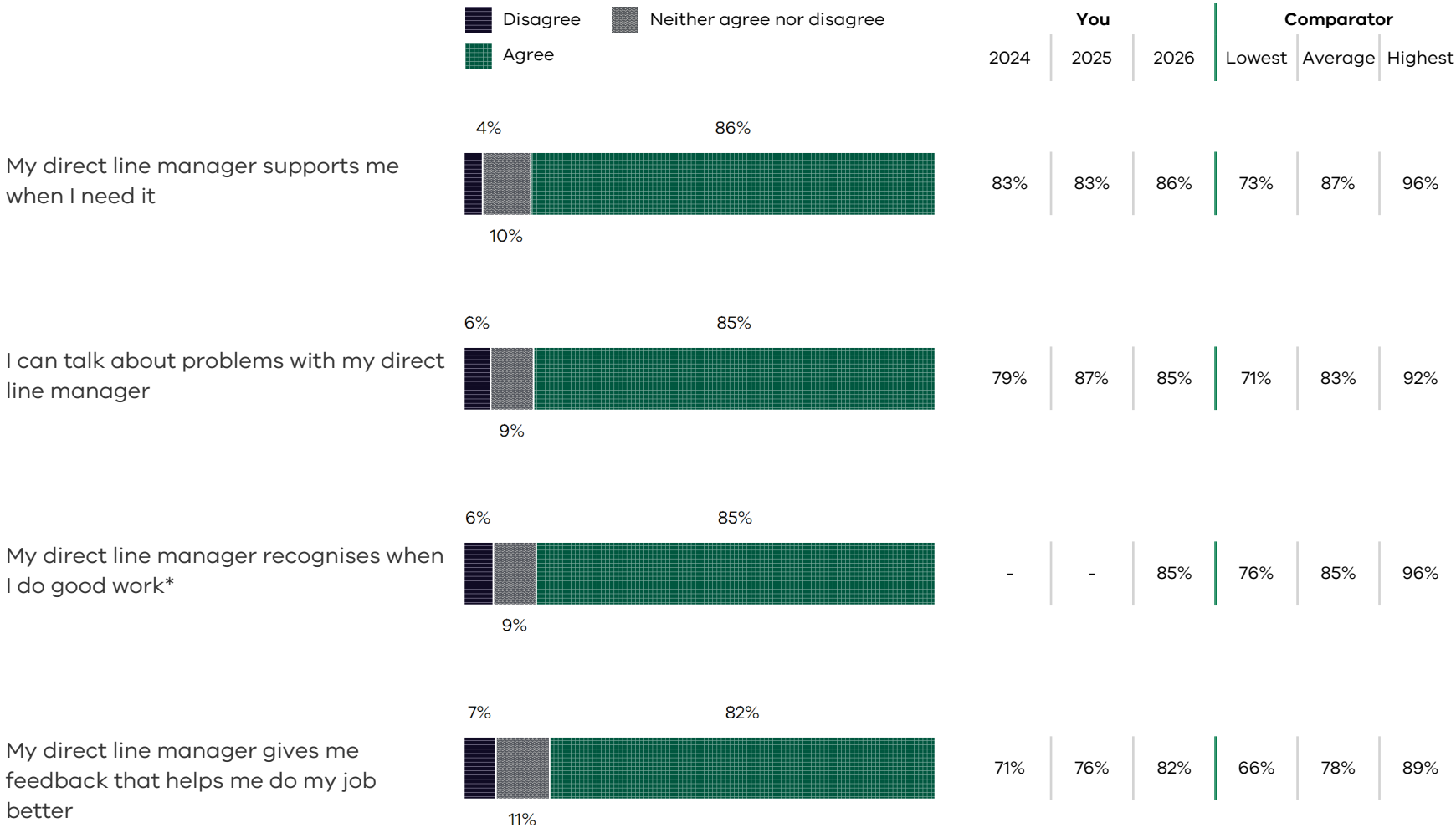
Example

86% of your staff who did the survey agreed or strongly agreed with 'My direct line manager supports me when I need it'.

Survey question

Your results

Benchmark agree results



* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

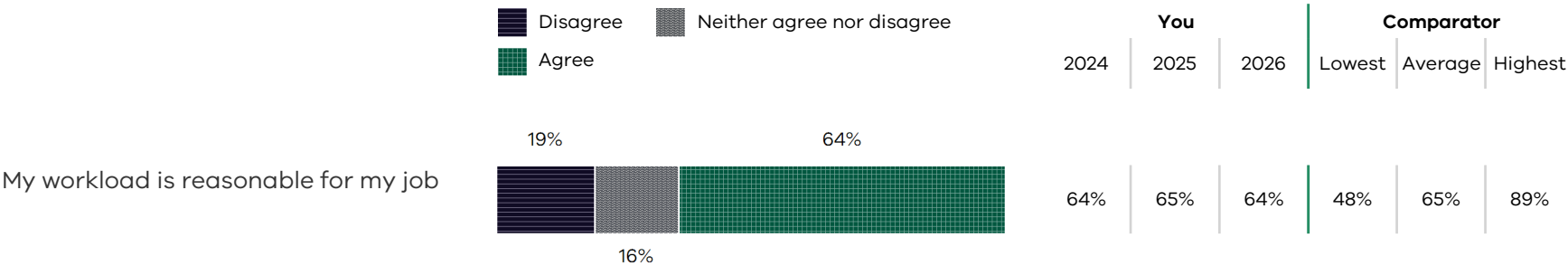
Example

64% of your staff who did the survey agreed or strongly agreed with 'My workload is reasonable for my job'.

Survey question

Your results

Benchmark agree results



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.

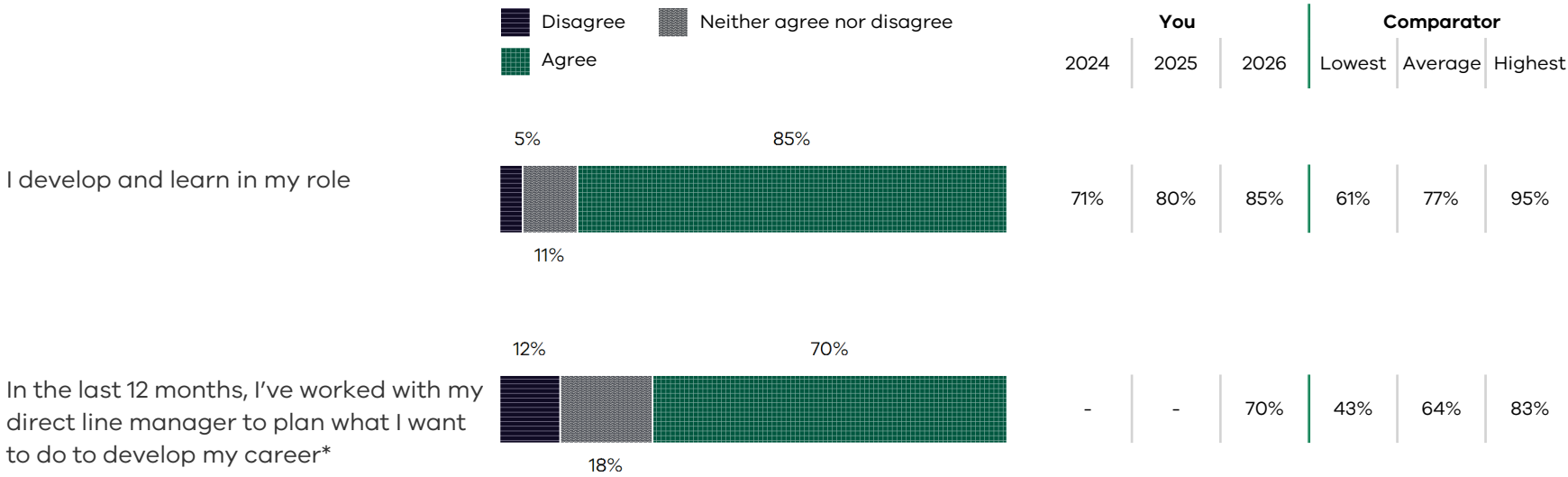
Example

85% of your staff who did the survey agreed or strongly agreed with 'I develop and learn in my role'.

Survey question

Your results

Benchmark agree results



* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

Job and manager factors

Job enrichment

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.

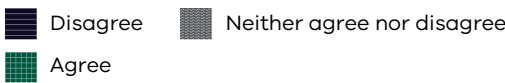
Example

98% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my workplace reach its goals'.

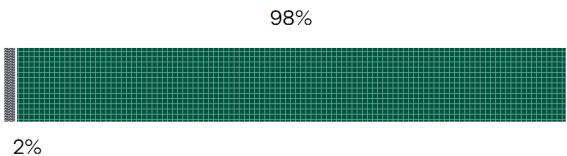
Survey question

Your results

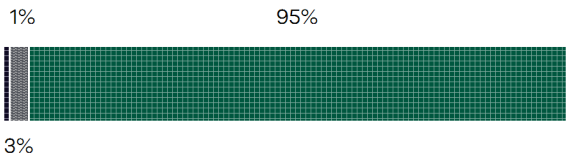
Benchmark agree results



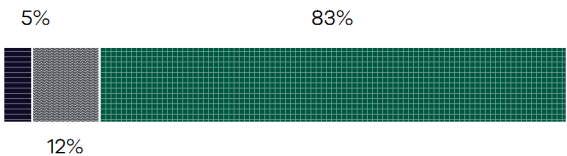
I understand how my job helps my workplace reach its goals



I can use my skills and knowledge in my job



I have the authority to do my job well



2024	You			Comparator		
	2025	2026		Lowest	Average	Highest

91%	95%	98%	79%	91%	100%
-----	-----	-----	-----	-----	------

89%	94%	95%	76%	88%	100%
-----	-----	-----	-----	-----	------

76%	82%	83%	52%	79%	100%
-----	-----	-----	-----	-----	------

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.

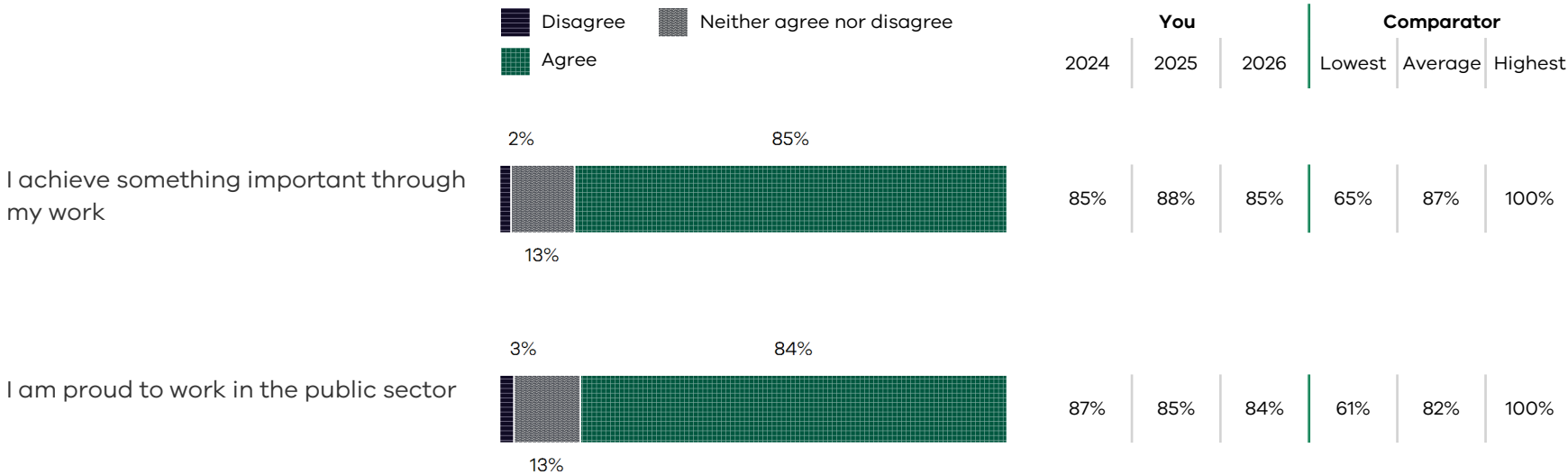
Example

85% 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



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.

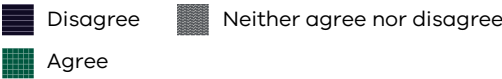
Example

98% of your staff who did the survey agreed or strongly agreed with 'My direct line manager lets me work flexibly if I need to'.

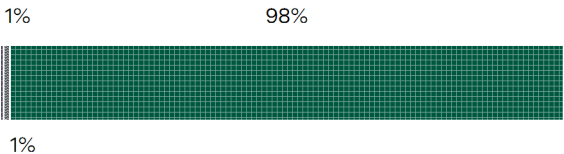
Survey question

Your results

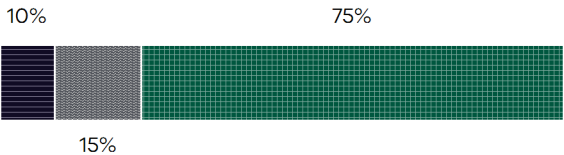
Benchmark agree results



My direct line manager lets me work flexibly if I need to



I have a good work/life balance*



2024	You			Comparator		
	2025	2026		Lowest	Average	Highest
	92%	97%	98%	85%	93%	100%
	-	-	75%	57%	78%	96%

* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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2026

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- Scorecard: inclusion, stress, intention to stay
- Work-related stress
- Intention to stay
- Inclusion
- Scorecard: negative behaviour
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- Discrimination
- Sexual harassment
- Violence or aggression
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- Biggest positive difference from your comparator
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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.

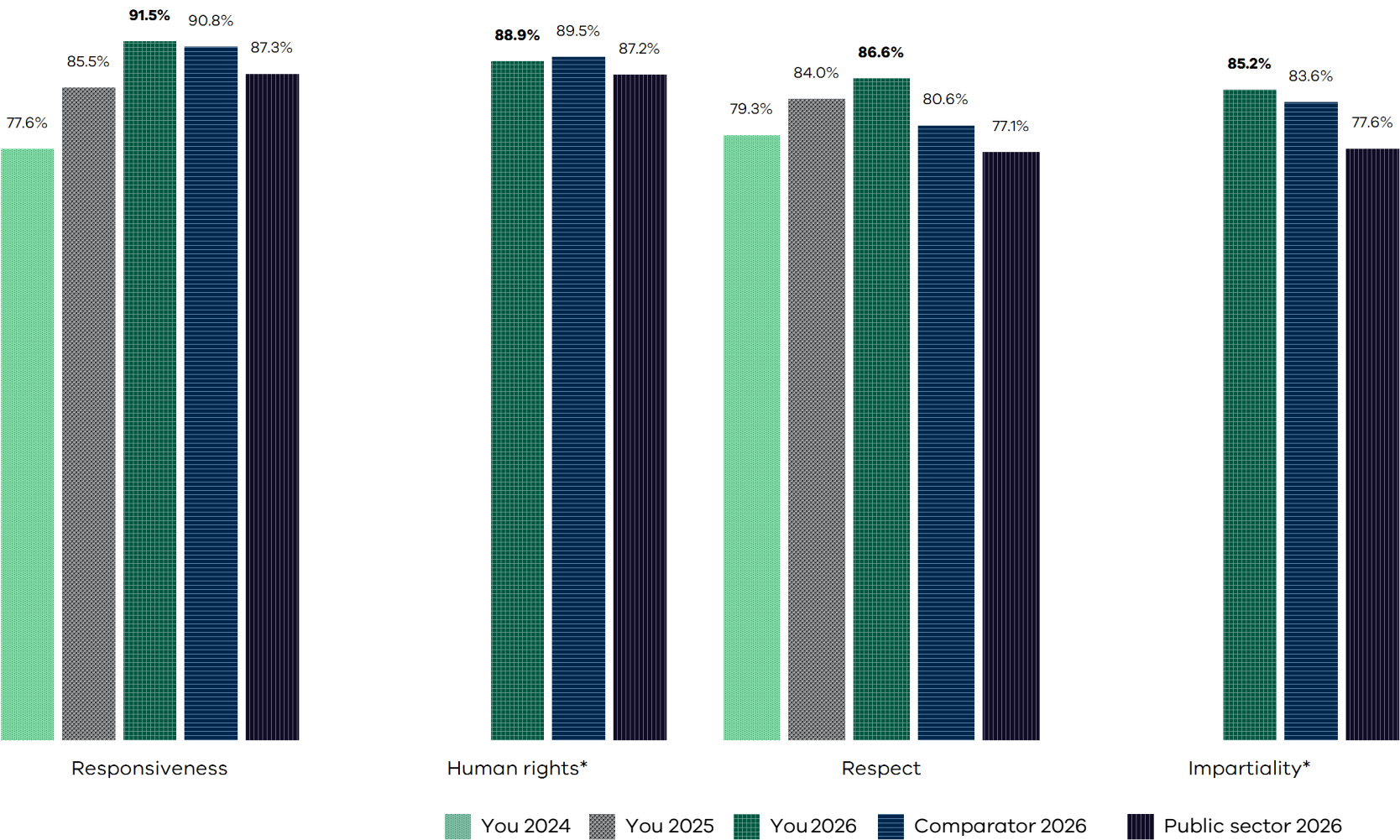
Example

In 2026:

- 91.5% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 90.8% of staff in your comparator group and 87.3% of staff across the public sector.



* We changed the wording of this question group in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

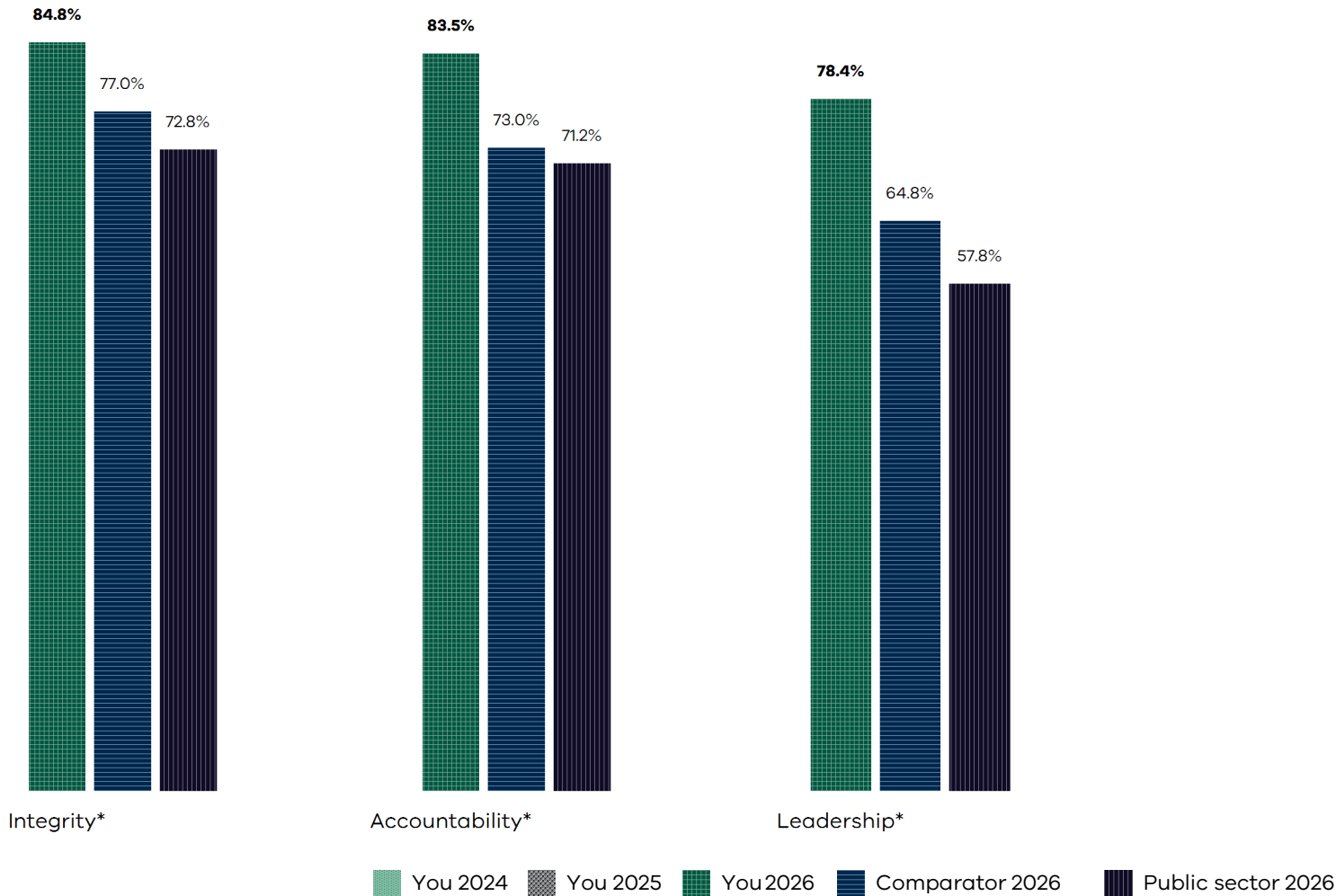
Example

In 2026:

- 84.8% of your staff who did the survey responded positively to questions about Integrity.

Compared to:

- 77.0% of staff in your comparator group and 72.8% of staff across the public sector.



* We changed the wording of this question group in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

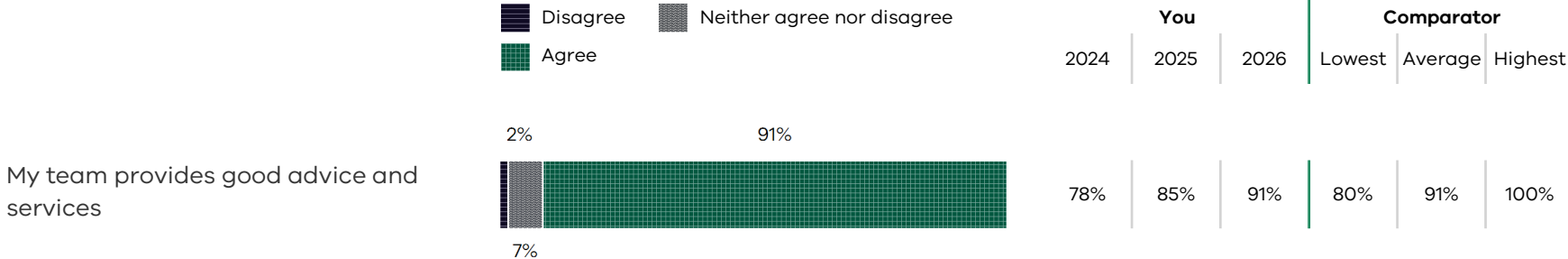
Example

91% of your staff who did the survey agreed or strongly agreed with 'My team provides good 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

98% of your staff who did the survey agreed or strongly agreed with 'If I had to declare a conflict of interest, I would know what to do'.

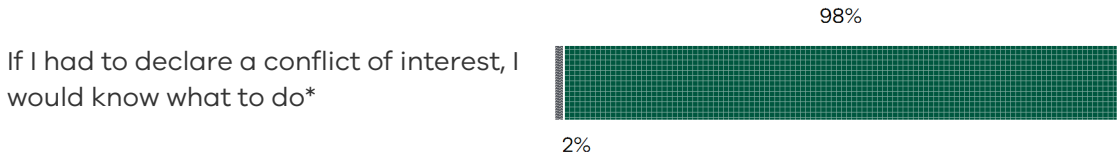
Survey question

Your results

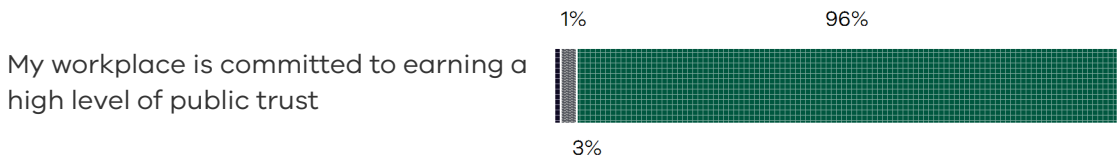
Benchmark agree results



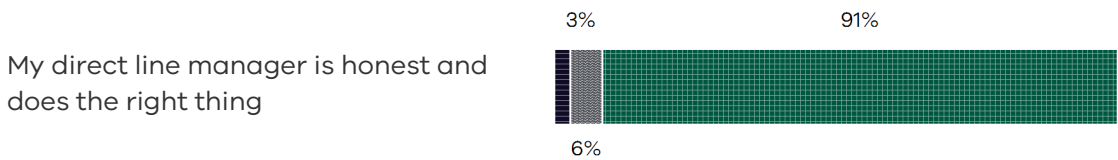
2024	You			Comparator		
	2025	2026		Lowest	Average	Highest



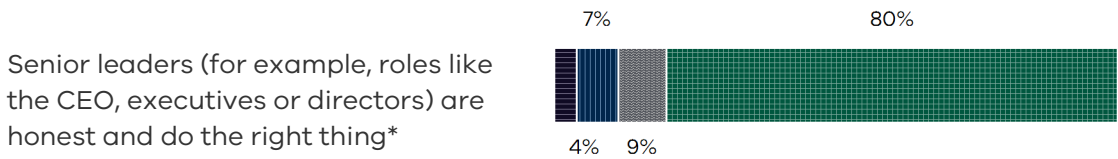
-	-	98%	86%	95%	100%
---	---	-----	-----	-----	------



87%	92%	96%	59%	82%	100%
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86%	92%	91%	77%	88%	96%
-----	-----	-----	-----	-----	-----



-	-	80%	43%	61%	96%
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* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

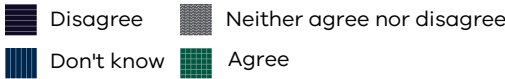
Example

76% of your staff who did the survey agreed or strongly agreed with 'I feel safe to call out unacceptable behaviour'.

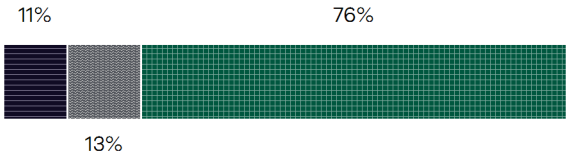
Survey question

Your results

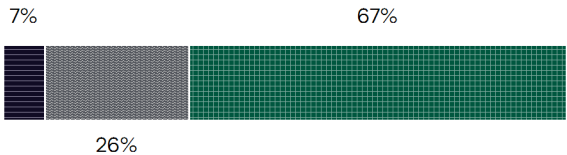
Benchmark agree results



I feel safe to call out unacceptable behaviour



My workplace puts a stop to unacceptable behaviour*



2024	You			Comparator		
	2025	2026		Lowest	Average	Highest
	72%	77%	76%	58%	73%	100%
	-	-	67%	46%	63%	91%

* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

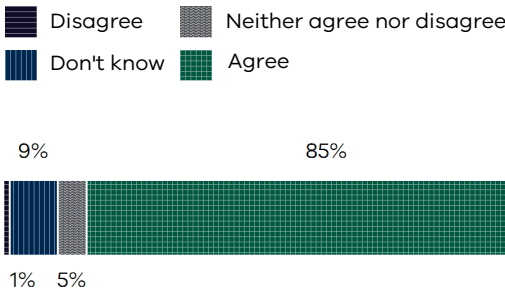
Example

85% of your staff who did the survey agreed or strongly agreed with 'In my team, people don't let their personal political views affect their work'.

Survey question

In my team, people don't let their personal political views affect their work*

Your results



Benchmark agree results

2024	You			Comparator		
	2024	2025	2026	Lowest	Average	Highest
	-	-	85%	61%	84%	100%

* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

Public sector values

Accountability

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.

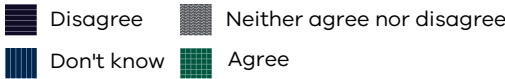
Example

98% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my workplace reach its goals'.

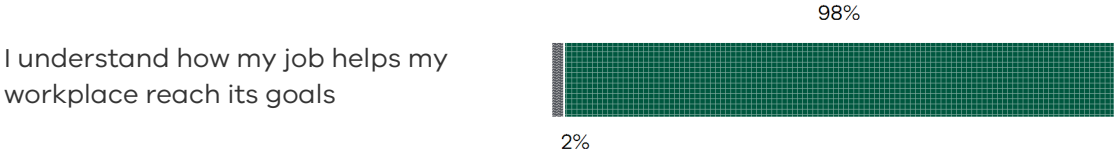
Survey question

Your results

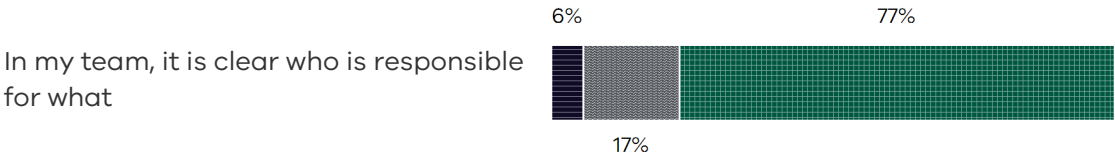
Benchmark agree results



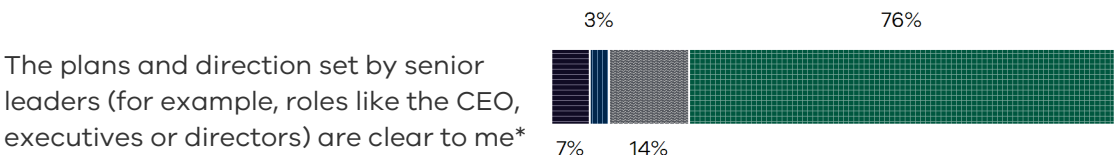
2024	You			Comparator		
	2025	2026		Lowest	Average	Highest



91%	95%	98%	79%	91%	100%
-----	-----	-----	-----	-----	------



72%	77%	77%	57%	74%	93%
-----	-----	-----	-----	-----	-----



-	-	76%	34%	54%	87%
---	---	-----	-----	-----	-----

* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

Public sector values

Respect

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.

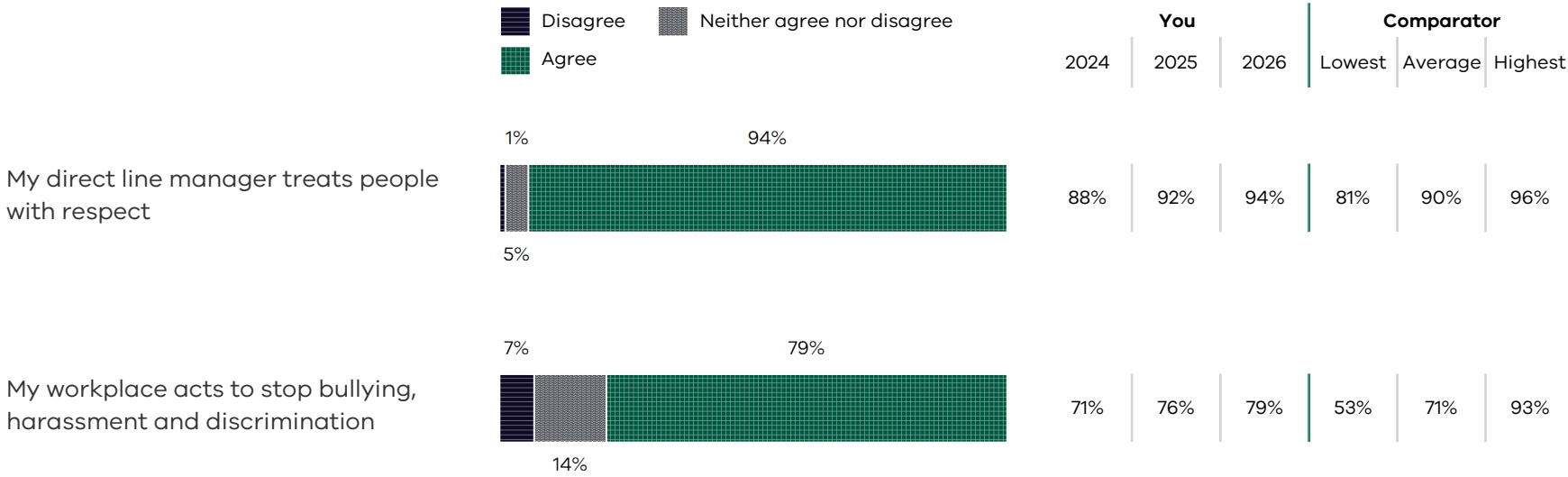
Example

94% of your staff who did the survey agreed or strongly agreed with 'My direct line manager treats people with respect'.

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.

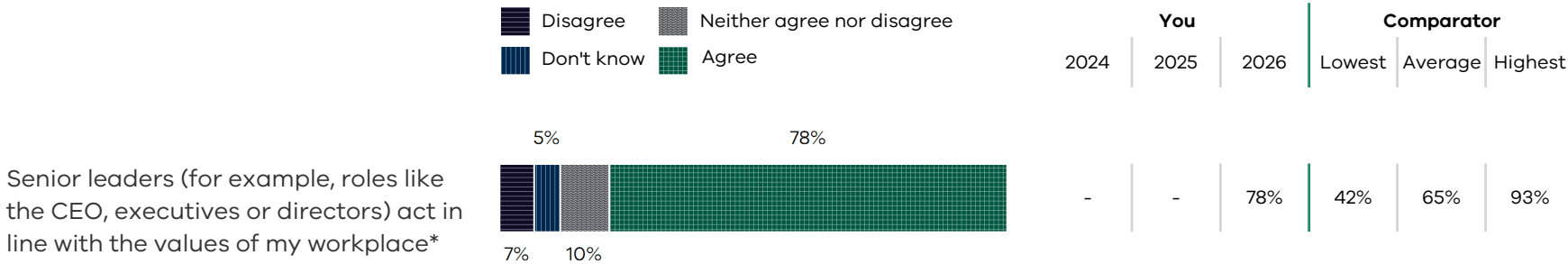
Example

78% of your staff who did the survey agreed or strongly agreed with 'Senior leaders (for example, roles like the CEO, executives or directors) act in line with the values of my workplace'.

Survey question

Your results

Benchmark agree results



* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

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.

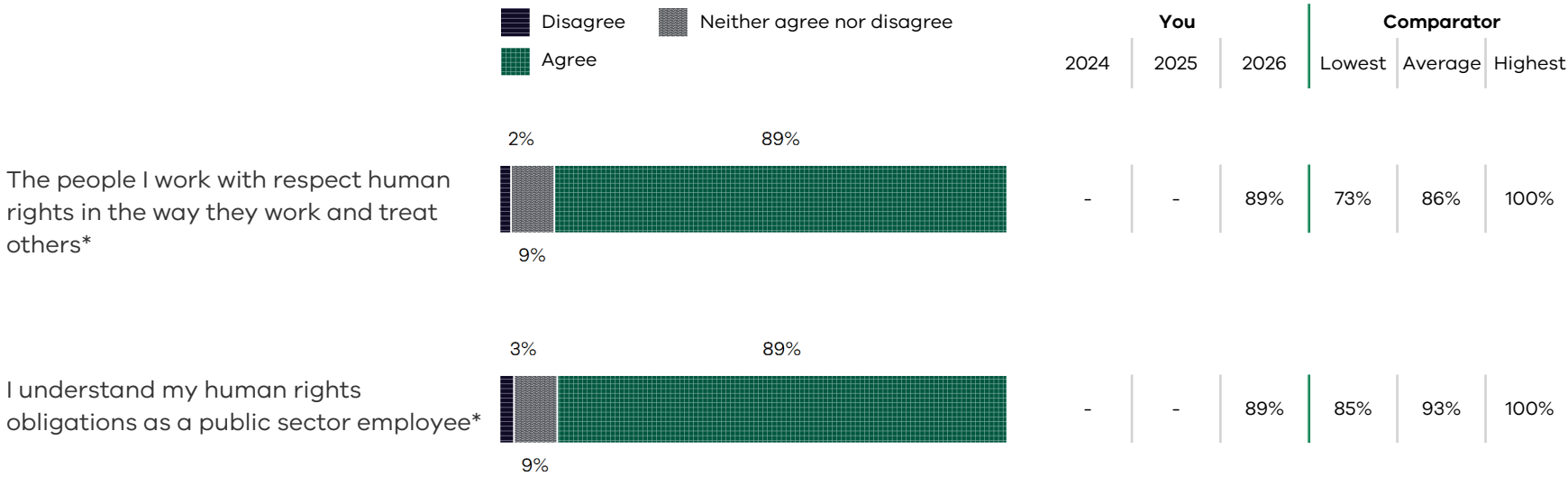
Example

89% of your staff who did the survey agreed or strongly agreed with 'The people I work with respect human rights in the way they work and treat others'.

Survey question

Your results

Benchmark agree results



* We changed the wording of this question in 2026, so results are not directly comparable with previous years. Read our [Interpreting your 2026 People matter survey results](#) to find out more.

People matter survey

2026

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- Work-related stress
- Intention to stay
- Inclusion
- Scorecard: negative behaviour
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- Discrimination
- Sexual harassment
- Violence or aggression
- Witnessing negative behaviours

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

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- Flexible working

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- Questions requested by your organisation

Demographics

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



Custom questions

What is this

Your organisation asked 5 custom questions as part of the 2026 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.

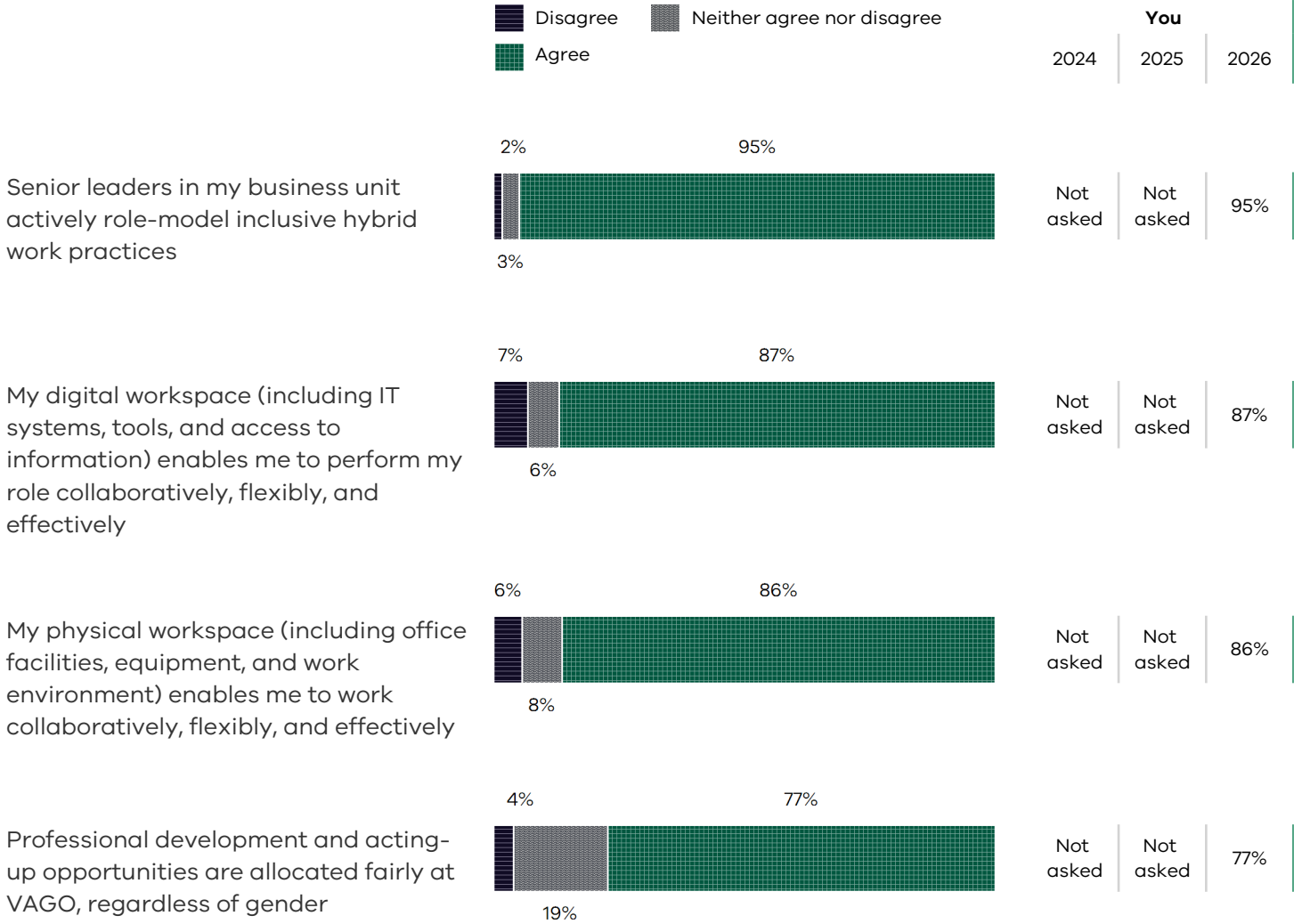
Example

95% of staff who did the survey agreed with the question 'Senior leaders in my business unit actively role-model inclusive hybrid work practices'.

Survey question

Your results

Benchmark agree results



Custom questions

What is this

Your organisation asked 5 custom questions as part of the 2026 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.

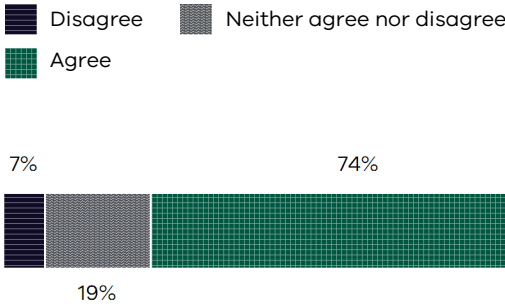
Example

74% of staff who did the survey agreed with the question 'Staff are held accountable for their actions at VAGO'.

Survey question

Staff are held accountable for their actions at VAGO

Your results



Benchmark agree results

You		
2024	2025	2026
89%	92%	74%

People matter survey

2026

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- Cultural diversity
- Caring
- Employment characteristics
- Adjustments
- Employment categories



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 to 34 years	66	38%
35 to 54 years	84	48%
55 years and older	5	3%
Prefer not to say	21	12%

Gender	(n)	%
Woman	96	55%
Man	54	31%
Prefer not to say	19	11%
Non-binary and I use a different term	7	4%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	6	3%
No	153	87%
Prefer not to say	17	10%

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

	(n)	%
Yes	0	0%
No	159	90%
Don't know	1	1%
Prefer not to say	16	9%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	128	73%
Prefer not to say	23	13%
Bisexual	10	6%
Gay or lesbian	9	5%
Asexual	3	2%
I use a different term	2	1%
Don't know	1	1%
Pansexual	0	0%

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
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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	167	95%
Prefer not to say	9	5%

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	14	8%
No	151	86%
Prefer not to say	11	6%

Have you shared your disability information at work (such as to your manager or HR team)?	(n)	%
Yes	13	93%
No	0	0%
Prefer not to say	1	7%

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	83	47%
Not born in Australia	66	38%
Prefer not to say	27	15%

What language do you use with your family or community?	(n)	%
Mandarin	21	28%
Other language	14	18%
Cantonese	10	13%
Hindi	8	11%
Sinhalese	7	9%
Urdu	6	8%
Spanish	5	7%
Vietnamese	4	5%
Filipino	3	4%
Malayalam	3	4%
Tamil	3	4%
Italian	2	3%

Language other than English used with family or community	(n)	%
Yes	76	43%
No	75	43%
Prefer not to say	25	14%

What language do you use with your family or community?	(n)	%
Arabic	1	1%
Greek	1	1%
Gujarati	1	1%
Persian	1	1%
Punjabi	1	1%
Telugu	1	1%
Turkish	1	1%
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.

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Cultural identity	(n)	%
Australian	76	43%
East and/or South-East Asian	41	23%
Prefer not to say	25	14%
South Asian, including Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka	17	10%
English, Irish, Scottish and/or Welsh	12	7%
European, including Western, Eastern and South-Eastern European, and Scandinavian	12	7%
New Zealander	8	5%
Central and/or South American	3	2%
Central Asian	3	2%
Middle Eastern	3	2%
African	2	1%
Maori	1	1%
Other cultural identity	1	1%
Aboriginal and/or Torres Strait Islander	0	0%
North American	0	0%
Pacific Islander	0	0%

Religion	(n)	%
No religion	73	41%
Christianity	46	26%
Prefer not to say	27	15%
Buddhism	12	7%
Islam	7	4%
Hinduism	5	3%
Other religion	5	3%
Sikhism	1	1%
Judaism	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

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Caring responsibilities	(n)	%
None of the above	77	44%
Primary school aged children	35	20%
Secondary school aged children	23	13%
Children younger than preschool age	21	12%
Prefer not to say	20	11%
Preschool aged children	15	9%
Frail or older people	14	8%
People with disability	10	6%
People with a medical condition	6	3%
Other	3	2%
People with a mental illness	3	2%

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.
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Working arrangement	(n)	%
Full time	152	86%
Part time	24	14%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$80k	14	8%
\$80k to \$120k	73	42%
\$120k to \$160k	28	16%
\$160k to \$200k	23	13%
\$200k or more	11	6%
Prefer not to say	26	15%

Organisational tenure	(n)	%
<1 year	28	16%
1 to less than 2 years	27	15%
2 to less than 5 years	69	39%
5 to less than 10 years	35	20%
10 to less than 20 years	11	6%
More than 20 years	6	3%

Management responsibility	(n)	%
Non-manager	101	57%
Other manager	47	27%
Manager of other manager(s)	28	16%

Employment type	(n)	%
Ongoing and executive	159	90%
Fixed term	14	8%
Other	3	2%

Which of the following best describes the work you do?

	(n)	%
I am not a frontline worker	174	99%
I am a frontline worker	2	1%

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.

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Primary Victorian workplace location over the last 3 months	(n)	%
Melbourne Suburbs	88	50%
Melbourne CBD	74	42%
Regional city, such as Geelong, Bendigo and Ballarat	7	4%
Rural location in Victoria that is outside of regional cities	4	2%
Other location	3	2%

What have been your main places of work over the last 3 months?	(n)	%
Your employer's office	122	69%
A frontline or service delivery location	6	3%
Home or private location	158	90%
A shared office space where two or more organisations share the same workspace	1	1%
Isolated or remote locations where access to communications and help from others is difficult	0	0%
International office	0	0%
Other location	4	2%

Flexible work	(n)	%
Working from an alternative location such as home or a shared workspace	107	61%
Flexible start and finish times	102	58%
I do not use any flexible work arrangements	32	18%
Part time	24	14%
Study leave	16	9%
Using leave to work flexible hours, including annual leave, long-service leave, personal leave and leave without pay	16	9%
Working more hours over fewer days	15	9%
Shift swap	3	2%
Other arrangement	2	1%
Job sharing	1	1%
Purchased leave	1	1%

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 an adjustment at work?	(n)	%
No, I have not requested an adjustment	136	77%
Flexible working arrangements, such as changes to hours, work location or regular breaks	33	19%
Physical changes to the workplace, such as non-standard equipment like a standing desk, accessible lifts, lighting, ramps or a dedicated office workspace	8	5%
Accessible communication or technology, such as screen readers, vertical mouse, live captions or an Auslan interpreter	1	1%
Job redesign or job sharing	1	1%
Other adjustment	1	1%
Career development support	0	0%

Why did you make this request?	(n)	%
Caring responsibilities	16	40%
Work-life balance	16	40%
Family responsibilities	12	30%
Health	6	15%
Study commitments	4	10%
Disability	3	8%
Other reason	1	3%

What was your experience with making this request?	(n)	%
The adjustment was made and the process was satisfactory	37	93%
The adjustment was made but the process was unsatisfactory	2	5%
The adjustment was not made	1	3%

Demographics

Employment categories

What is this

This shows the VPS grade and type of work your staff do day-to-day.

Why this is important

Understanding how many people you have in each role helps you understand if you have the right balance of staff.

How to read this

Each demographic area shows the breakdown of responses from your survey results.

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VPS Classification	(n)	%
Senior Executive Service	15	9%
VPS 7 (Senior Technical Specialist)	1	1%
VPS 6	36	21%
VPS 5	38	22%
VPS 4	28	16%
VPS 1 to 3 including Cadet	48	28%
Other classification	1	1%
Don't Know	7	4%

Type of work	(n)	%
Accounting and finance	76	44%
Administration	2	1%
Business services	5	3%
Communications and community engagement	2	1%
Community services	0	0%
Data analytics and research	14	8%
Digital and technology	6	3%
Economics	0	0%
Emergency management	0	0%
Engineering	0	0%
Health	0	0%
Human resources	9	5%
Legal	0	0%
Policing	0	0%
Policy and strategy	6	3%
Project and program management	7	4%
Regulation, governance and risk	25	14%
Science	0	0%
Service delivery to the public, such as teaching, customer support or corrections	0	0%
Other role	22	13%



**Victorian
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