



# Employee Engagement & Satisfaction Survey **Report & Guide**

GOVERNMENT OF THE NORTHWEST TERRITORIES



# 2025



Government of  
Northwest Territories

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# Understanding the Results

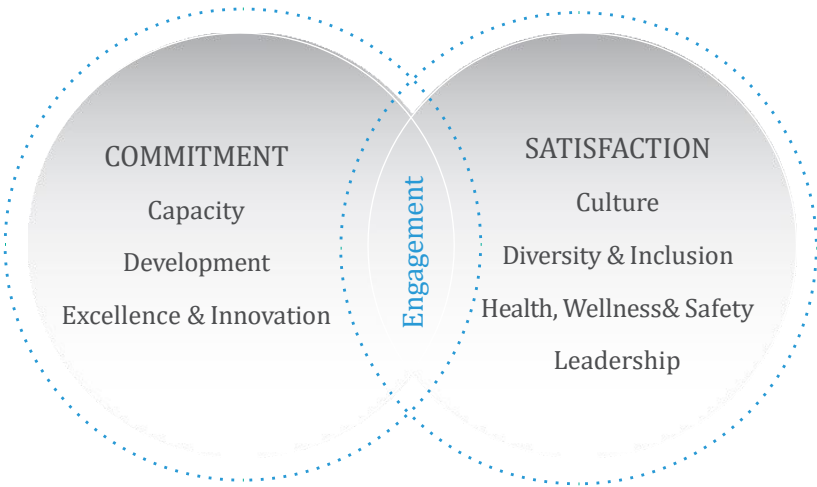
## Introduction

The Employee Engagement and Satisfaction Survey (EESS) provides insight into employee engagement, satisfaction, and workplace experiences across the Government of the Northwest Territories (GNWT). Results support discussions between leadership and employees and help identify workplace strengths, areas of concern, and broader organizational trends that may influence organizational performance and service delivery.

This report supports the Government of the Northwest Territories in interpreting their 2025 results and identifying strengths and priorities for improvement.

## The GNWT Engagement Model

The GNWT Employee Engagement Model identifies seven theme-based indices<sup>1</sup> (Indices) related to **Employee Commitment** and **Employee Satisfaction**. The Indices are drivers for the **Employee Engagement Index**, which reflects the results of select statements within each Index. The Indices are outlined below:



|              |                                                                                                                                      |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------|
| COMMITMENT   | <b>Capacity:</b> Available resources and support to perform work effectively.                                                        |
|              | <b>Development:</b> Available opportunities for career growth and development.                                                       |
|              | <b>Excellence &amp; Innovation:</b> Available opportunities to improve and innovate.                                                 |
| SATISFACTION | <b>Culture:</b> Satisfaction with work culture.                                                                                      |
|              | <b>Diversity &amp; Inclusion:</b> Satisfaction with the programs and services that promote a diverse and inclusive work environment. |
|              | <b>Health, Wellness &amp; Safety:</b> Satisfaction with the programs and services that promote health, wellness and safety.          |
|              | <b>Leadership:</b> Satisfaction with leadership and supervision.                                                                     |

<sup>1</sup> An index represents the average favourability score for all questions under each respective theme.

Results Framework

The EESS consists of forty-five (45) survey statements related to employee engagement, commitment, and satisfaction. Results are summarized at both the statement and Index level to support interpretation of workplace experiences across GNWT departments and agencies.

An Index represents the average favourability score across a group of related survey statements within a common workplace theme such as Culture or Leadership. Statement-level results provide additional context regarding specific employee experiences contributing to Index performance.

Favourability

Favourability scores reflect the proportion of respondents selecting positive response options for a survey statement or Index. Higher favourability reflects more positive employee perceptions; however, results should be interpreted alongside benchmark comparisons, historical movement, and broader workplace patterns.

Survey responses are summarized using a favourability scale to support interpretation of results.

- **Favourable** = Agree, Strongly Agree
- **Neutral** = Neither Agree nor Disagree
- **Unfavourable** = Disagree, Strongly Disagree

Benchmark Measures

Benchmark measures provide context for interpreting survey results relative to prior survey cycles and broader GNWT results.

GNWT Comparison

The following measures are used throughout the report to support interpretation of results relative to the GNWT.

- **+/- Department or Agency (Prior Survey Cycle)** = Percentage point change in favourability relative to the prior survey cycle. Positive values indicate increased favourability, while negative values indicate lower favourability.
- **+/- GNWT Overall** = Percentage point difference between departmental results and the GNWT average. Positive values indicate favourability above the GNWT average, while negative values indicate favourability below.
- **GNWT Range (Lowest-Highest %)** = Distribution of results across departments and agencies, providing context for results position within the broader public service.
- **Ranking** = Relative positioning compared to other GNWT departments and agencies.

| Rank                      | I       | II        | III        |
|---------------------------|---------|-----------|------------|
| Percentile (GNWT Average) | Top 25% | 25% - 75% | Bottom 25% |

## Survey Comparison

Current survey results are compared to the prior survey cycle to identify areas reflecting improvement, decline, or relative stability over time. Small differences between survey cycles may reflect normal variation and should be interpreted alongside broader workplace patterns.

**Historical Comparison Considerations:** Historical comparison to 2016 should be interpreted with caution, as several survey statements included in later survey cycles were not available in the 2016 GNWT Employee Engagement Survey. Where historical comparability is incomplete, observed movement should be interpreted as directional context rather than evidence of long-term change across the full reporting period.

## Workforce Measures

Workforce measures provide additional context supporting interpretation of survey findings, including participation rates and broader workforce indicators.

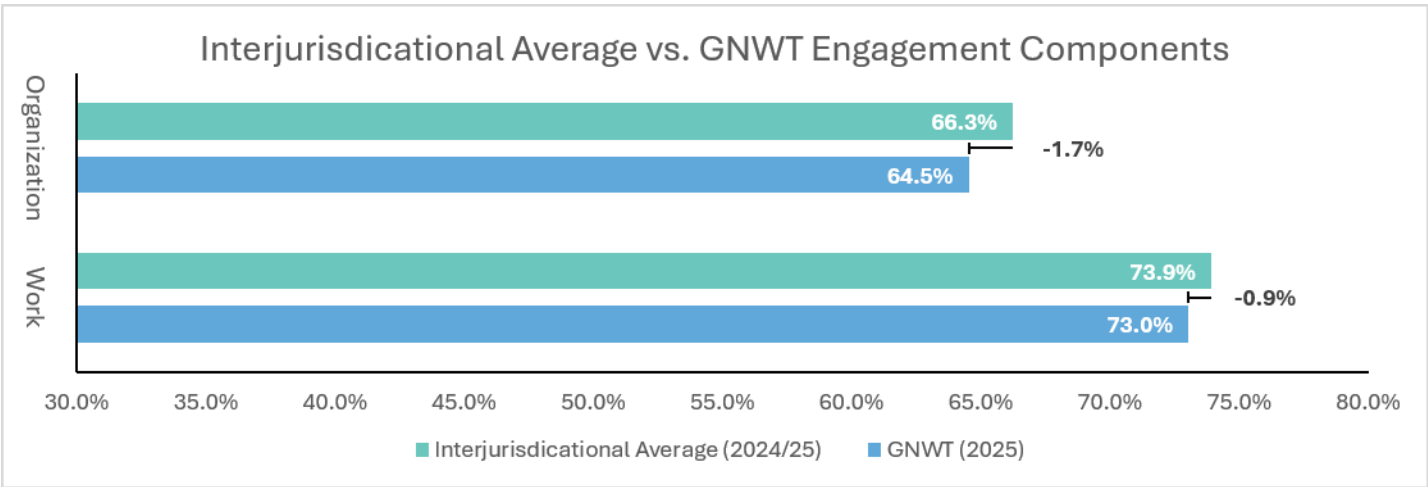
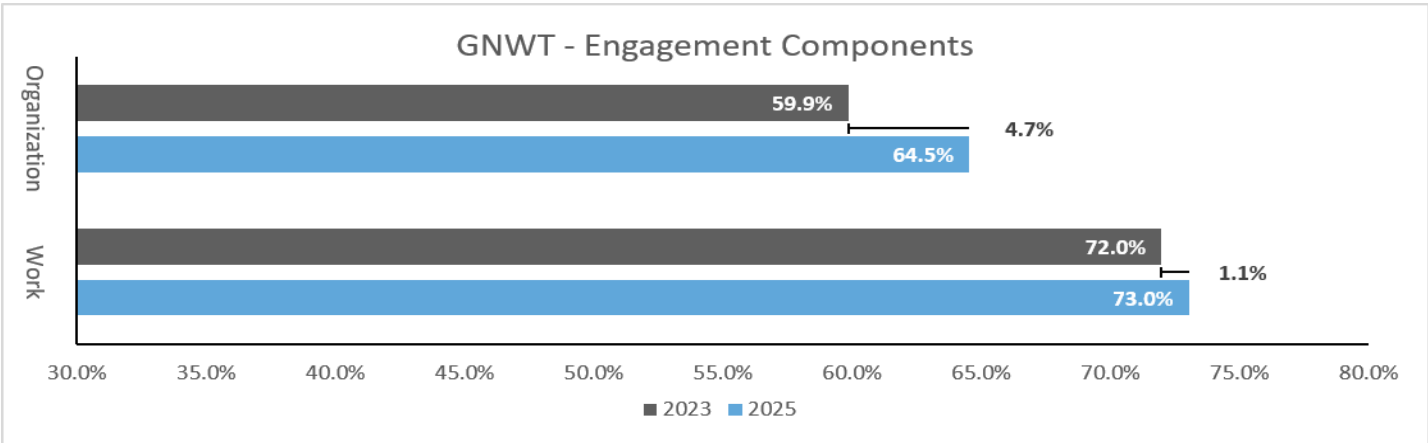
## Response Rate

Survey findings reflect the perspectives of employees who participated in the 2025 GNWT EESS and should be considered in the context of participation rates. Lower participation may influence variability in results, particularly when comparing trends across survey cycles, and may increase the potential for response bias. While lower participation does not invalidate findings, results should be understood as indicative of employee experiences among respondents rather than a complete representation of all employee perspectives.

## Engagement Components

The Employee Engagement Index may be interpreted through two complementary engagement components: **Work Engagement** and **Organizational Engagement**. Work Engagement reflects employees' connection to the work they perform, including job satisfaction, motivation, accomplishment, and alignment with work responsibilities. Organizational Engagement reflects employee connection to their department and the GNWT, including commitment, workplace advocacy, pride, and organizational motivation. Collectively, these components provide context for interpreting how employees experience engagement within the workplace.

The graphs below illustrate engagement component results for the GNWT across the 2023 and 2025 survey cycles, as well as a comparable to the interjurisdictional average.



Employee engagement within the GNWT demonstrated positive momentum between 2023 and 2025, with improvements observed in both Work and Organizational Engagement. Work Engagement increased modestly from 72.0% to 73.0%, reflecting sustained positive perceptions of employees’ day-to-day roles and responsibilities. Organizational Engagement showed a more substantial increase, rising from 59.9% to 64.5%, indicating strengthened confidence in leadership, organizational culture, and overall effectiveness.

Relative to the interjurisdictional benchmark, the GNWT continues to perform at levels comparable to peer organizations. Work Engagement is 0.9 percentage points below the benchmark average, while Organizational Engagement is 1.7 points below the benchmark of 66.3%. Overall, these results highlight meaningful progress in employee engagement and suggest that the GNWT is performing near benchmark levels, with further opportunity to strengthen organizational engagement and close the remaining gap with peer jurisdictions.

# GNWT Results: Report Card

The following report card summarizes GNWT results for the 2025 EESS, highlighting favourability, response rates, and change relative to 2023. Results are organized across the Engagement, Commitment, and Satisfaction categories of the GNWT Employee Engagement Model to support interpretation of employee experiences.

| Engagement   |                                       |  |       | GNWT (2023) | +/- Change |      |
|--------------|---------------------------------------|--|-------|-------------|------------|------|
|              | 67.6%                                 |  | 18.2% | 13.2%       | 65.8%      | +1.8 |
|              | ■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE |  |       |             |            |      |
| COMMITMENT   | CAPACITY                              |  |       |             |            |      |
|              | 70.9%                                 |  | 13.2% | 15.3%       | 68.8%      | +2.1 |
|              | DEVELOPMENT                           |  |       |             |            |      |
|              | 54.9%                                 |  | 23.3% | 21.2%       | 54.5%      | +0.3 |
|              | EXCELLENCE & INNOVATION               |  |       |             |            |      |
|              | 64.1%                                 |  | 19.7% | 16.0%       | 63.0%      | +1.0 |
| SATISFACTION | CULTURE                               |  |       |             |            |      |
|              | 68.2%                                 |  | 15.0% | 15.8%       | 66.2%      | +2.1 |
|              | DIVERSITY & INCLUSION                 |  |       |             |            |      |
|              | 61.5%                                 |  | 21.1% | 16.2%       | 63.6%      | -2.1 |
|              | HEALTH, WELLNESS & SAFETY             |  |       |             |            |      |
|              | 69.1%                                 |  | 16.7% | 13.5%       | 66.9%      | +2.1 |
|              | LEADERSHIP                            |  |       |             |            |      |
|              | 65.4%                                 |  | 15.9% | 18.4%       | 62.7%      | +2.7 |

|                                     | 2025  | 2023  |
|-------------------------------------|-------|-------|
| GNWT Engagement Favourability Score | 67.6% | 65.8% |
| GNWT Response Rate                  | 44.5% | 50.1% |

## Report Card Interpretation & Insights

GNWT results reflected mixed movement in 2025 relative to 2023, with comparatively stronger favourability evident in commitment-related experiences and broader improvement across several workplace and organizational measures. Leadership, Capacity, Health, Wellness and Safety, and Culture reflected the strongest improvement, with increases exceeding 2.0 percentage points across each Index, suggesting increasing confidence in leadership, workplace supports, and the overall workplace environment. Development and Diversity and Inclusion continued to reflect comparatively lower favourability than other workplace experience measures, with Diversity and Inclusion representing the only Index to decline (-2.1 percentage points) and Development representing the lowest favourability score overall.

Findings suggest employee experiences remained comparatively stronger in work and role-related experiences than broader workplace measures related to development and inclusion, despite modest improvement across most Indices.

# Historical Trends

The following historical trends summary highlights long-term movement across workplace measures and provides additional context regarding areas demonstrating sustained improvement, stability, fluctuation, and recurring pressure over time. Where historical comparability is incomplete, observed movement should be interpreted as directional context beginning from the earliest comparable survey cycle. Within the sparklines (mini graphs), the red point identifies the lowest favourability result reported across available survey cycles.

| Participation Rates | 2016  | 2021  | 2023  | 2025  |  |
|---------------------|-------|-------|-------|-------|--|
| Participation Rate  | 58.4% | 48.0% | 50.1% | 44.5% |  |

| Index Favourability Scores | 2016  | 2021  | 2023  | 2025  |  |
|----------------------------|-------|-------|-------|-------|--|
| Capacity                   | 73.1% | 70.2% | 68.8% | 70.9% |  |
| Culture                    | 69.4% | 68.1% | 66.2% | 68.2% |  |
| Development                | 54.5% | 55.4% | 54.5% | 54.9% |  |
| Diversity & Inclusion      | 58.5% | 64.3% | 63.6% | 61.5% |  |
| Employee Engagement        | 69.2% | 68.6% | 65.8% | 67.6% |  |
| Excellence & Innovation    | 67.0% | 65.8% | 63.0% | 64.1% |  |
| Health, Wellness & Safety  | 72.7% | 70.4% | 66.9% | 69.1% |  |
| Leadership                 | 65.1% | 66.2% | 62.7% | 65.4% |  |

| Category Favourability Scores | 2016  | 2021  | 2023  | 2025  |  |
|-------------------------------|-------|-------|-------|-------|--|
| Engagement                    | 69.2% | 68.6% | 65.8% | 67.6% |  |
| Commitment                    | 64.9% | 63.8% | 62.1% | 63.3% |  |
| Satisfaction                  | 66.4% | 67.2% | 64.9% | 66.1% |  |

## Historical Interpretation & Insights

The 2025 response rate for the GNWT was 44.5%, representing a decline from 50.1% in 2023, 48.0% in 2021, and 58.4% in 2016. While participation rate increased slightly between 2021 and 2023, the long-term trend shows a gradual decrease in survey participation over the past decade.

Index scores indicate a positive shift in employee perceptions, with improvements across most workplace dimensions compared to 2023. While several indices remain below their 2016 levels, the results suggest a recovery from declines observed between 2021 and 2023 and demonstrate renewed momentum in key areas of the employee experience.

Capacity (70.9%) remained the highest-rated index and improved by 2.1 points from 2023, although it remains below its 2016 level of 73.1%. Culture (68.2%), Health, Wellness & Safety (69.1%), and Leadership (65.4%) all showed notable gains, with Leadership experiencing the largest increase (+2.7 points). Leadership has now returned to levels comparable to 2016, reflecting strengthened confidence in organizational leadership. Engagement (67.7%) and Excellence & Innovation (64.1%) also improved from 2023, indicating a more engaged workforce and continued focus on organizational effectiveness.

Development (54.9%) has remained largely unchanged over the past decade, fluctuating within a narrow range and continuing to be the lowest-scoring index. This suggests ongoing challenges related to learning, career development, and advancement opportunities. Diversity & Inclusion (61.5%) declined by 2.1 points from 2023 and represents the only index to move downward in 2025. Despite remaining above its 2016 score, the decline may indicate emerging concerns related to inclusion, belonging, and equity that require further exploration.

Overall, the scores point to a workforce that is increasingly positive about its work environment, leadership, and organizational support systems. While the upward trend across most indices is encouraging, sustained focus on employee development and diversity and inclusion will be important to build on these gains and further strengthen employee experience.

Additional visuals at the statement level are available in **Appendix A: Historical Tables**.

## Leadership Considerations

Recurring themes across report card, benchmark, and historical results suggest particular consideration may be given to the following areas:

1. **Strengthen Employee Development and Career Growth**

Development remains the lowest-rated index and has shown slight improvement over the past decade. This suggests a persistent and continued need to enhance career development, learning opportunities, succession planning, and employee growth pathways. Continued investment in employee development will be critical to supporting engagement and future workforce capacity.

2. **Rebuild Momentum in Diversity, Inclusion, and Belonging**

Diversity & Inclusion was the only index to decline in 2025, reversing some of the gains achieved in previous years. While results remain above 2016 levels, the decline suggests employees may be looking for stronger and more visible inclusion efforts.

3. **Sustain Gains in Leadership and Culture**

Leadership and Culture showed some of the strongest improvements in 2025, indicating increased employee confidence in leadership practices and the workplace environment. Maintaining this momentum will require continued focus on transparent communication, visible leadership, employee involvement in decision-making, and reinforcing organizational values across all levels of the organization.

4. **Increase Employee Voice and Survey Participation**

Survey participation has declined steadily from 58.4% in 2016 to 44.5% in 2025. While overall results remain positive, lower participation may limit the extent to which survey findings reflect the experiences of the broader workforce. Sustaining employee engagement requires more than gathering feedback, it requires demonstrating that employee input informs decisions and drives meaningful change. The 2024 Employee Satisfaction Action Plan (ESAP) established several initiatives in response to employee feedback, including actions focused on leadership, communication, psychological health and safety, employee recognition, diversity and inclusion, and workforce development. Continued emphasis on these priorities, combined with transparent communication on progress and outcomes, can help reinforce employee confidence in the survey process and strengthen trust in organizational decision-making.

Additional resources are available in **Appendix B: Leadership Resources**.

## Results Analysis

### Engagement

Engagement reflects employee perceptions related to employee connection to work, workplace experience, organizational commitment, and motivation to contribute to departmental and organizational success.

#### Employee Engagement Index

|                                                                               | Employee Engagement                   |       |       | +/- GNWT (2023) | +/- Interjurisdictional Average (2024/25) <sup>2</sup> | GNWT Range Lowest - Highest % |
|-------------------------------------------------------------------------------|---------------------------------------|-------|-------|-----------------|--------------------------------------------------------|-------------------------------|
| ENGAGEMENT                                                                    | 67.6%                                 | 18.2% | 13.2% | +1.8            | -2.5                                                   | 55% - 82%                     |
|                                                                               | ■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE |       |       |                 |                                                        |                               |
| I enjoy the type of work I do.                                                | 85.2%                                 | 8.7%  | 4.2%  | +1.3            | +2.2                                                   | 76% - 92%                     |
| The work I do gives me a sense of accomplishment.                             | 78.1%                                 | 12.0% | 8.2%  | +0.7            | +2.8                                                   | 65% - 90%                     |
| I am satisfied with my job.                                                   | 72.2%                                 | 15.7% | 10.3% | +0.7            | -2.5                                                   | 60% - 88%                     |
| Overall, I am satisfied in my work as a GNWT employee.                        | 70.8%                                 | 16.7% | 12.2% | +1.5            | N/A                                                    | 52% - 86%                     |
| I am inspired to give my very best.                                           | 69.5%                                 | 14.8% | 15.4% | +2.0            | N/A                                                    | 56% - 86%                     |
| I am satisfied with my department.                                            | 66.8%                                 | 15.9% | 17.0% | +2.5            | -0.4                                                   | 48% - 84%                     |
| I would recommend the GNWT as a great place to work.                          | 64.1%                                 | 23.3% | 12.3% | +2.6            | -4.6                                                   | 41% - 76%                     |
| I am proud to tell people I work for the GNWT.                                | 61.7%                                 | 25.6% | 12.6% | +2.1            | N/A                                                    | 48% - 84%                     |
| I am motivated by my department to help achieve its objectives.               | 60.6%                                 | 20.6% | 17.0% | +0.7            | -5.7                                                   | 44% - 83%                     |
| I would prefer to stay with the GNWT even if offered a similar job elsewhere. | 58.3%                                 | 26.3% | 15.3% | +4.7            | -4.4                                                   | 43% - 76%                     |
| I feel energized by my work.                                                  | 56.8%                                 | 20.7% | 20.6% | +1.5            | -6.0                                                   | 44% - 86%                     |

<sup>2</sup> A total of 12 statements in the survey are reported on across jurisdictions within the Engagement and Leadership indices.

The 2025 Engagement Index increased by 1.8 percentage points from 2023 to 67.6% favourability, reflecting continued improvement in employee engagement. The results indicate a workforce that remains strongly connected to its work, with gains also observed in measures of organizational commitment and pride. While the GNWT's engagement score remains 2.5 points below the interjurisdictional average, the results suggest positive momentum and opportunities to further strengthen employees' connection to the organization.

### ***Work Engagement***

- GNWT employees reported high favourability for enjoying the type of work they do (85.2%) and finding a sense of accomplishment from their work (78.1%), with both measures exceeding the interjurisdictional average by 2.2 and 2.8 percentage points respectively.
- 56.8% of GNWT reported feeling energized by their work; however, 41.3% expressed either neutral (20.7%) or unfavourable (20.6%) views, indicating that employee energy and motivation remain areas for improvement. It remains the largest gap relative to the interjurisdictional benchmark (-6.0).

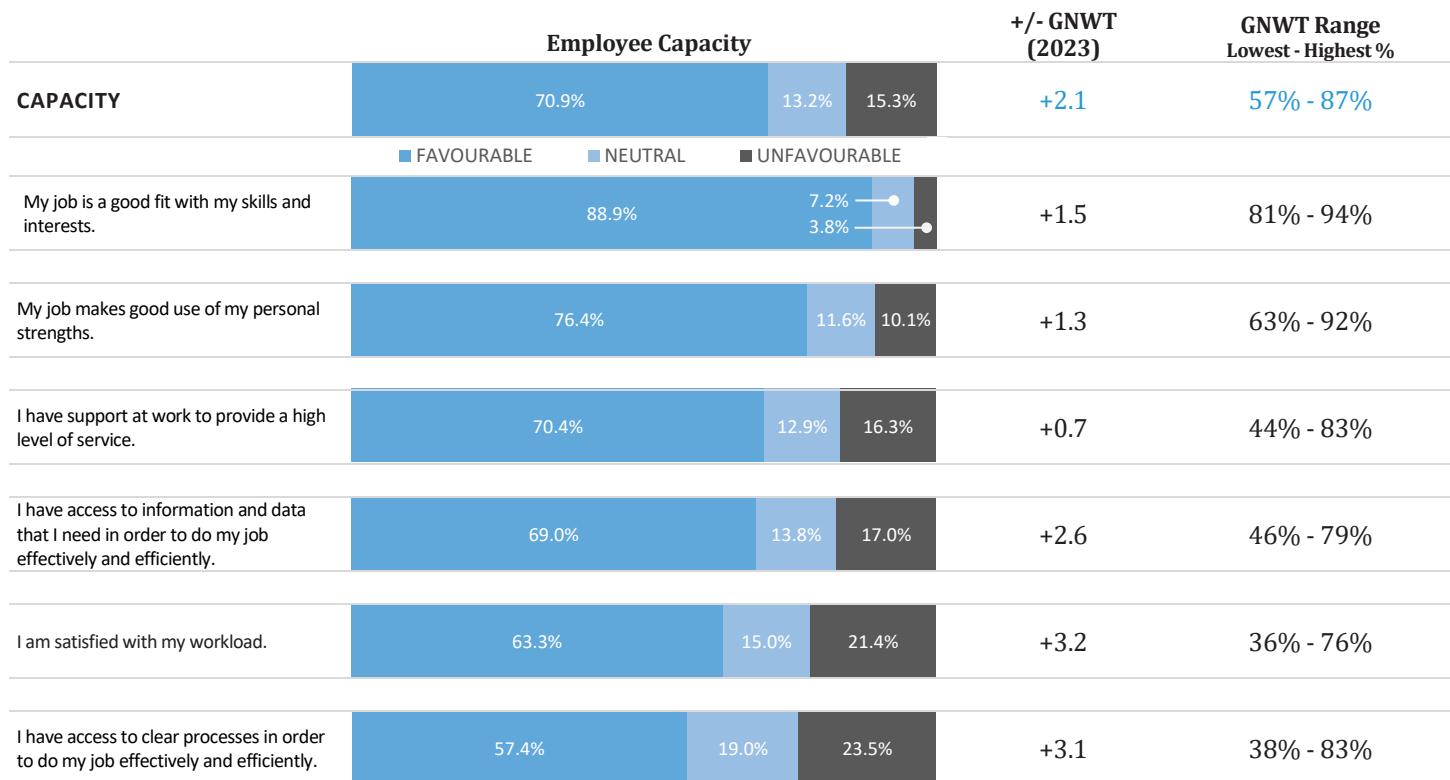
### ***Organizational Engagement***

- Several indicators related to commitment and organizational pride continued to trend positively in 2025. Employees reported higher levels of motivation, organizational pride, and intent to remain with the GNWT compared to 2023. Notably:
  - 69.5% of GNWT employees reported being inspired to give their very best, while 61.7% indicated they are proud to tell people they work for the GNWT; 64.1% would recommend the GNWT as a great place to work, and 58.3 % would prefer to stay with the GNWT even if offered a similar job elsewhere.
  - All four (4) measures increased from 2023 levels, rising by +2.0, +2.1, +2.6, and +4.7 points, respectively, demonstrating continued growth in employee loyalty, pride, and commitment to the organization.
- 60.6% reported that they are motivated by their department to help achieve its objectives; although this measure improved by 0.7 points, it remains 5.7 points below the interjurisdictional average.

## Commitment

Commitment reflects employee perceptions related to role alignment, workplace effectiveness, contribution, and opportunities supporting employee growth and organizational improvement.

### Capacity Index



The Capacity Index increased by 2.1 points from 2023 to 70.9% and remains the highest scoring index overall. The results show that employees generally feel they have the skills, strengths, resources, and support needed to perform their roles effectively. Improvements across all capacity measures indicate positive progress in employees' ability to meet workplace demands and deliver results.

### ***Role Fit & Contributions***

- GNWT employees continue to report a strong alignment between roles and their capabilities. 88.9% of employees indicated that their job is a good fit with their skills and interests, with very few expressing a neutral or unfavourable stance. Employees also generally agreed that their work allows them to make effective use of their personal strengths (76.4%). These results suggest that most employees feel well-matched to their roles and can apply their skills and abilities effectively in their work.

### ***Workplace Supports & Resources***

- Notable gains were observed in areas related to workplace resources and efficiency. Employees reported improved access to the information and data needed to perform their jobs effectively, moving 2.6 percentage to 69.0% in 2025. Improvements were also seen with employees having access to clear processes and procedures, jumping 3.1 points from 54.3% in 2023 to 57.4% in 2025. These improvements may indicate progress in reducing barriers to productivity and enabling employees to work more effectively.

### ***Workload Supports***

- Satisfaction with workload showed the largest improvement among the Capacity measures compared with 2023, increasing by 3.2 points to 63.3% favourability. This result suggests that employees increasingly view their workloads as manageable and may be experiencing fewer workload-related pressures than in recent survey cycles. Historically, workload satisfaction has remained relatively stable, with the latest survey results representing the highest level reported over the past decade.

## Development Index

| DEVELOPMENT                                                                                                   | Employee Development                  |       |       | +/- GNWT<br>(2023) | GNWT Range<br>Lowest - Highest % |
|---------------------------------------------------------------------------------------------------------------|---------------------------------------|-------|-------|--------------------|----------------------------------|
|                                                                                                               | 54.9%                                 | 23.3% | 21.2% |                    |                                  |
|                                                                                                               | ■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE |       |       |                    |                                  |
| My organization supports my work related learning and development.                                            | 68.9%                                 | 16.8% | 14.1% | -1.9               | 48% - 83%                        |
| I am satisfied with the way my career is progressing in the GNWT.                                             | 59.4%                                 | 24.0% | 16.4% | +0.5               | 44% - 73%                        |
| I have opportunities for career growth within the GNWT.                                                       | 52.1%                                 | 25.0% | 22.7% | -1.9               | 36% - 65%                        |
| The GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts. | 39.1%                                 | 27.4% | 31.7% | +4.7               | 16% - 69%                        |

The Development Index increased by a modest 0.3 points, moving from 54.5% in 2023 to 54.9% in 2025. This continues a pattern of relative stability over the past decade: 54.5% in 2016, 55.4% in 2021, 54.5% in 2023, and 54.9% in 2025. While just over half of employees reported favourable perceptions of development-related opportunities, a substantial proportion of employees expressed either neutral or unfavourable views. It remains the lowest-scoring index overall, highlighting employee development as an ongoing area of opportunity for the GNWT.

### Learning & Career Progression

- GNWT employees generally reported positive perceptions of organizational support for learning and professional development. However, the declining trend since 2016 suggests that a growing number of employees may feel existing learning opportunities do not fully meet their needs or expectations. Neutral responses in this area may indicate uncertainty about available development opportunities or uneven access across the organization.
- Nearly six in ten employees reported satisfaction with their career progression, indicating that a majority of GNWT employees are satisfied with how their careers are progressing. The remaining respondents reported either neutral (24.0%) or unfavourable (16.4%), suggesting that career advancement experiences are not universally positive.
- Career growth opportunities remain a key area of concern within the employee experience. With just over half of GNWT employees reporting favourable perceptions, results suggest that many do not see clear or consistent pathways for advancement within the GNWT. This measure has declined since 2021 and 2023, reflecting a continuing downward trend and highlighting the need to strengthen career mobility and development pathways across the organization. Nearly half of the respondents reported either neutral (25.0%) or unfavourable (22.7%), reinforcing the importance of focused action in this area.

### ***Recognition Programs***

- Reward and recognition programs demonstrated the greatest improvement with the Development Index, with favourability increasing from 34.3% to 39.1%. While the measure remained the lowest-rated within the index and many employees continued to report high levels of neutrality or unfavourability, the year-over-year improvement suggests positive momentum. Employee recognition has historically been an area of opportunity across the GNWT; however, the 2025 result approaches the level observed in 2016 (42.2%), indicating gradual and sustained progress.

## Excellence & Innovation Index

|                                                                    | Employee Excellence & Innovation      |       |       | +/- GNWT<br>(2023) | GNWT Range<br>Lowest - Highest % |
|--------------------------------------------------------------------|---------------------------------------|-------|-------|--------------------|----------------------------------|
| <b>EXCELLENCE &amp; INNOVATION</b>                                 | 64.1%                                 | 19.7% | 16.0% | +1.0               | 52% - 79%                        |
|                                                                    | ■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE |       |       |                    |                                  |
| My job gives me the chance to do challenging and interesting work. | 81.1%                                 | 10.4% | 8.2%  | +0.9               | 68% - 93%                        |
| Innovation is valued in my work.                                   | 59.3%                                 | 21.9% | 18.4% | +0.9               | 39% - 76%                        |
| Overall, people in the GNWT strive to improve its results.         | 51.7%                                 | 26.7% | 21.4% | +1.3               | 40% - 72%                        |

The Excellence & Innovation Index increased from 63.0% in 2023 to 64.1% in 2025, representing a 1.0 point improvement. While this marks a positive shift from 2023, the index remains below its 2016 level of 67.0%, suggesting that perceptions of innovation and continuous improvement have not fully recovered to historical highs.

### ***Innovation & Improvement***

- Perceptions that innovation is valued in the workplace increased modestly from 58.4% in 2023 to 59.3% in 2025. This measure remains below the levels reported in 2016 and 2021, and a substantial proportion of employees remain neutral or unfavourable in their responses. This suggests that while some progress has been made, further opportunities exist to strengthen a culture of innovation and improve awareness of how employees can contribute and share new ideas across the organization.
- Similarly, perceptions that employees across the GNWT strive to improve organizational results increased slightly from 2023 to 2025. While this represents the largest gain within the Index (+1.3), results remain below 2016 levels and slightly below those reported in 2021. In addition, nearly half of survey respondents (48.1%) provided neutral or unfavourable responses, the highest proportion across the Index.

### ***Meaningful & Challenging Work***

- GNWT employees continue to report strong levels of engagement with their work. 81.1% of respondents agreed that their job provides the opportunity to do challenging and interesting work, reflecting a slight increase from 2023 and remaining above 2016 levels (78.8%), while closely approaching the 2021 result (82.2%). This remains the strongest-performing measure within the Index and suggests that employees continue to find their work meaningful, stimulating, and engaging.

## Satisfaction

Satisfaction reflects employee perceptions related to workplace culture, inclusion, leadership, wellness, organizational support, and broader workplace experiences influencing how employees experience the workplace.

### Culture Index

| CULTURE                                                                                         | Employee Culture |           |                | +/- GNWT<br>(2023) | GNWT Range<br>Lowest - Highest % |
|-------------------------------------------------------------------------------------------------|------------------|-----------|----------------|--------------------|----------------------------------|
|                                                                                                 | 68.2%            | 15.0%     | 15.8%          |                    |                                  |
|                                                                                                 | ■ FAVOURABLE     | ■ NEUTRAL | ■ UNFAVOURABLE |                    |                                  |
| I have positive working relationships with my co-workers.                                       | 89.6%            | 5.9%      | 4.4%           | +0.3               | 70% - 95%                        |
| I am treated respectfully at work.                                                              | 80.0%            | 9.2%      | 10.5%          | +1.3               | 48% - 90%                        |
| My supervisor supports my health and wellness.                                                  | 77.3%            | 10.5%     | 10.3%          | +2.5               | 52% - 88%                        |
| I have support at work to balance my work and personal life.                                    | 73.9%            | 12.5%     | 13.3%          | +3.8               | 44% - 86%                        |
| Employees feel supported in our workplace when they are dealing with personal or family issues. | 72.4%            | 14.2%     | 11.6%          | +1.4               | 54% - 86%                        |
| People at work show sincere respect for others' ideas, values, and beliefs.                     | 70.2%            | 15.7%     | 12.3%          | +2.5               | 44% - 83%                        |
| I have opportunities to provide input into decisions that affect my work.                       | 68.0%            | 14.7%     | 17.0%          | +2.4               | 51% - 83%                        |
| I receive meaningful recognition for work well done.                                            | 57.3%            | 19.6%     | 22.8%          | +1.7               | 26% - 86%                        |
| Overall, I feel valued as a GNWT employee.                                                      | 54.5%            | 21.0%     | 22.6%          | +2.7               | 24% - 76%                        |
| Commitment to quality is a high priority in the GNWT.                                           | 54.2%            | 22.7%     | 22.7%          | +2.2               | 37% - 69%                        |
| I would describe our workplace as being psychologically healthy.                                | 53.1%            | 18.6%     | 26.4%          | +2.1               | 41% - 72%                        |

The Culture Index increased from 66.2% in 2023 to 68.2% in 2025, representing a 2.1 percentage point improvement and reversing the decline observed since 2016. While the Index remains slightly below its 2016 score (69.4%), the 2025 results indicate a positive shift in employees' perceptions of workplace culture, support, respect, and inclusion.

### *Workplace Respect & Inclusion*

- Positive working relationships with co-workers remain one of the most stable and highly rated aspects of the employee experience, consistently ranking among the strongest results across survey cycles and reflecting a

strong foundation of collaboration across the GNWT.

- GNWT employees also report high levels of respectful treatment in the workplace (80.0%), with results showing continued improvement compared with previous years and exceeding earlier survey cycles. In addition, perceptions that colleagues demonstrate sincere respect for others' ideas, values, and beliefs have increased, representing one of the more notable gains within the Index (+2.5 points). Together these results indicate ongoing strengthening of workplace respect, inclusivity, and positive interpersonal relationships across the GNWT.

### ***Well-Being & Workplace Environment***

- Support for work-life balance has increased over time, representing the largest gain among the measures since 2023 (+3.8) and surpassing results from previous survey cycles. Supervisor support for employee health and wellness has also improved, and more employees report feeling supported when managing personal or family-related issues. Overall, these scores show that GNWT employees are increasingly experiencing stronger support in balancing work responsibilities with personal well-being.

### ***Employee Voice & Value***

- Perceptions of having opportunities to provide input into decisions affecting their work increased from 65.6% in 2023 to 68.0% in 2025, returning to the same level reported in 2016. This reflects progress in creating opportunities for employees to contribute to workplace decisions.
- Perceptions of recognition and feeling valued have shown continued improvement since 2023. More GNWT employees report receiving meaningful recognition for work well done (57.3%, +1.7 from 2023), and an increasing proportion feel valued as a GNWT employee (54.5%, +2.7 from 2023). These gains indicate positive momentum in strengthening recognition practices and enhancing employees' sense of value within the GNWT, even as further opportunities for improvement remain.

### ***Organizational Quality Culture***

- 54.2% of respondents agreed that commitment to quality is a high priority in the GNWT, increasing by +2.2 percentage points from the 2023 score of 52.0%. Perceptions of a psychologically healthy workplace also saw improvement, moving +2.1 points from 51.0% to 53.1%. With a large proportion of respondents remaining neutral or unfavourable, there remains an opportunity to further strengthen and build on recent gains.

## Diversity & Inclusion Index

| Employee Diversity & Inclusion                                                                               |       |       |       | +/- GNWT (2023) | GNWT Range<br>Lowest - Highest % |
|--------------------------------------------------------------------------------------------------------------|-------|-------|-------|-----------------|----------------------------------|
| <b>DIVERSITY &amp; INCLUSION</b>                                                                             | 61.5% | 21.1% | 16.2% | -2.1            | 46% - 79%                        |
| <div> <div></div> FAVOURABLE           <div></div> NEUTRAL           <div></div> UNFAVOURABLE         </div> |       |       |       |                 |                                  |
| The GNWT promotes cross-cultural awareness opportunities for employees.                                      | 68.4% | 17.8% | 12.0% | -5.9            | 54% - 84%                        |
| I feel the GNWT promotes an inclusive public service where staff are treated equitably.                      | 58.9% | 19.8% | 21.3% | +0.8            | 39% - 79%                        |
| The GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace.   | 57.4% | 25.6% | 15.3% | -1.3            | 38% - 67%                        |

Diversity & Inclusion declined from 63.6% in 2023 to 61.5% in 2025, a decrease of 2.1 points. While the Index remains above the 2016 baseline of 58.5%, it represents a decline from the peak observed in 2021 (64.3%). As the only Index to decrease in 2025, the scores suggest that employee perceptions of diversity and inclusion may be weakening in some areas and warrant further attention.

### Inclusion Workplace Culture

- Perceptions that the GNWT promotes an inclusive public service where staff are treated equitably have increased slightly. This result is largely consistent with historical trends (59.0% in 2016, 59.5% in 2021 and 58.0% in 2023), suggesting that perceptions of equity and inclusion have remained relatively stable over time. However, with fewer than six in ten employees expressing a favourable view, there remains an opportunity to strengthen employees' confidence in the organization's commitment to equity and inclusion.

### Inclusion Supports & Awareness

- The most significant decline was observed in perceptions that the GNWT promotes cross-cultural awareness opportunities for employees, which fell from 74.2% in 2023 to 68.4% in 2025, showing a decrease of 5.9 points. When looking at historical data, although this measure remains above the 2016 score (65.7%), it represents a notable decline from the strong results reported in 2021 (75.1%) and 2023. GNWT employees may be seeing fewer opportunities for cultural learning and awareness or may perceive these efforts as less visible or impactful than in recent years.
- Perceptions regarding sensitivity training related to people with disabilities in the workplace declined modestly from 2023 to 2025 (-1.3 points). Despite this decrease, results remain significantly higher than the 2016 score of 50.8% and are only slightly below the 2021 result of 58.3%. This shows that progress has been made over the longer term, although employees may continue to see opportunities to improve accessibility awareness and disability inclusion within the workplace.

## Health, Wellness & Safety Index

| Employee Health, Wellness & Safety                                                                           |       |       |       | +/- GNWT (2023) | GNWT Range<br>Lowest - Highest % |
|--------------------------------------------------------------------------------------------------------------|-------|-------|-------|-----------------|----------------------------------|
| HEALTH, WELLNESS & SAFETY                                                                                    | 69.1% | 16.7% | 13.5% | +2.1            | 54% - 87%                        |
| <div> <div></div> FAVOURABLE           <div></div> NEUTRAL           <div></div> UNFAVOURABLE         </div> |       |       |       |                 |                                  |
| I am satisfied with my physical workplace conditions.                                                        | 73.3% | 10.6% | 16.0% | +1.6            | 43% - 85%                        |
| I am satisfied with the safety measures that are in place in the GNWT.                                       | 71.5% | 15.8% | 10.9% | +3.5            | 55% - 86%                        |
| I am satisfied with the health and wellness programs that are available to me as a GNWT employee.            | 62.4% | 23.9% | 13.5% | +1.3            | 43% - 79%                        |

The Health, Wellness & Safety Index increased from 66.9% in 2023 to 69.1% in 2025, representing a 2.1 percentage point improvement. Historical data shows this is a positive shift following a gradual decline from 72.7% in 2016 to 70.4% in 2021 and 66.9% in 2023. While the 2025 results have not yet returned to pre-2023 levels, they suggest improving employee perceptions of workplace safety, physical work environments, and wellness supports.

### Workplace Conditions & Safety Processes

- The most significant improvement was observed in satisfaction with safety measures in place within the GNWT, which increased from 67.9% in 2023 to 71.5% in 2025, showing an increase of 3.5 percentage points.
- GNWT employees also reported improved satisfaction with their physical workplace conditions, increasing 1.6 points to 73.3%. This result has been steady for the past decade and represents the strongest performing measure within the Index.

### Health & Wellness Programs

- Satisfaction of health and wellness programs available to employees increased modestly of 1.3 points to 62.4%. The relatively high proportion of neutral responses suggests that some employees may be unaware of available wellness supports or uncertain about their effectiveness, while the unfavourable responses (13.5%) indicate there may be opportunities to enhance the accessibility, relevance, or visibility of wellness programs across the organization.

Leadership Index

|                                                                             | Employee Leadership                   |       |       | +/- GNWT<br>(2023) | +/-<br>Interjurisdictional<br>Average (2024/25) <sup>3</sup> | GNWT Range<br>Lowest - Highest % |
|-----------------------------------------------------------------------------|---------------------------------------|-------|-------|--------------------|--------------------------------------------------------------|----------------------------------|
| LEADERSHIP                                                                  | 65.4%                                 | 15.9% | 18.4% | +2.7               | -1.8                                                         | 47% - 81%                        |
|                                                                             | ■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE |       |       |                    |                                                              |                                  |
| I know how my work contributes to the achievement of my department's goals. | 82.4%                                 | 8.9%  | 8.4%  | +1.6               | +6.3                                                         | 70% - 93%                        |
| I am satisfied with the quality of supervision I receive.                   | 72.8%                                 | 12.2% | 14.7% | +1.7               | -4.4                                                         | 60% - 83%                        |
| I have confidence in the senior leadership of my department.                | 56.4%                                 | 20.0% | 23.3% | +2.6               | -4.8                                                         | 27% - 86%                        |
| Essential information flows effectively from senior leadership to staff.    | 49.9%                                 | 22.6% | 27.4% | +4.9               | -4.2                                                         | 22% - 72%                        |

The Leadership Index increased 2.7 percentage points from 2023, representing the largest improvement among all survey indices. The overall Leadership score remains 1.8 points below the interjurisdictional average (67.2%), suggesting that GNWT employees in comparable public-sector organizations continue to report somewhat stronger perceptions of leadership.

Role Alignment & Organizational Contribution

- One of the strongest leadership results relates to employees' understanding of organizational goals. GNWT employees reported high levels of favourability that they know how their work contributes to the achievement of their department's goals, increasing by 1.6 percentage points from 2023. Notably, this measure exceeds the interjurisdictional average by 6.3 percentage points. This suggests that GNWT employees generally have a strong understanding of how their work supports departmental objectives when compared to their peers from other public-sector organizations.
- 56.4% of GNWT employees have stated they have confidence in the senior leadership of their department, moving +2.6 points from the 2023 score and reflecting growing trust levels in senior leaders. While perceptions remain below the interjurisdictional average (-4.8), the continued improvement provides a solid foundation for further strengthening leadership confidence across the GNWT.

Supervision & Leadership Communication

- Perceptions of the quality of supervision also improved, increasing by 1.7 percentage points from 2023. While this indicates growing satisfaction with direct supervisors, the result remains 4.4 percentage points below

<sup>3</sup> A total of 12 statements in the survey are reported on across jurisdictions within the Engagement and Leadership indices.

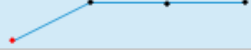
the interjurisdictional average.

- The largest improvement was observed in perceptions that essential information flows effectively from senior leadership to staff, which increased by 4.9 percentage points from 2023. This positive movement indicates encouraging progress and suggests that recent efforts to strengthen internal communication are beginning to take effect. While the measure remains below the interjurisdictional average and is among the lower-scoring leadership indicators, the upward trend points to meaningful opportunity to continue building on this momentum and further enhance information flow across the GNWT.

# Appendix A: Historical Tables

## Engagement

Engagement highlights historical movement in employee connection to work, workplace experience, organizational commitment, and motivation to contribute to departmental and organizational success.

| Employee Engagement Index                                                     | 2016  | 2021  | 2023  | 2025  |                                                                                       |
|-------------------------------------------------------------------------------|-------|-------|-------|-------|---------------------------------------------------------------------------------------|
| I am inspired to give my very best.                                           | 71.9% | 68.1% | 67.5% | 69.5% |    |
| I am motivated by my department to help achieve its objectives.               | -     | 61.6% | 59.9% | 60.6% |    |
| I am proud to tell people I work for the GNWT.                                | 70.9% | 64.6% | 59.6% | 61.7% |    |
| I am satisfied with my department.                                            | 66.0% | 65.7% | 64.3% | 66.8% |    |
| I am satisfied with my job.                                                   | -     | 72.5% | 71.4% | 72.2% |    |
| I enjoy the type of work I do.                                                | -     | 85.7% | 83.9% | 85.2% |    |
| I feel energized by my work.                                                  | -     | 60.6% | 55.2% | 56.8% |    |
| I would prefer to stay with the GNWT even if offered a similar job elsewhere. | 59.7% | 57.4% | 53.6% | 58.3% |    |
| I would recommend the GNWT as a great place to work.                          | 71.7% | 65.7% | 61.5% | 64.1% |   |
| Overall, I am satisfied in my work as a GNWT employee.                        | 74.9% | 74.3% | 69.3% | 70.8% |  |
| The work I do gives me a sense of accomplishment                              | -     | 78.2% | 77.4% | 78.1% |  |
| Index Average                                                                 | 69.2% | 68.6% | 65.8% | 67.6% |  |

## Commitment

Commitment highlights historical movement related to role alignment, workplace effectiveness, contribution, and opportunities supporting employee growth and organizational improvement.

| Capacity Index                                                                                       | 2016         | 2021         | 2023         | 2025         |  |
|------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--|
| I am satisfied with my workload.                                                                     | 61.2%        | 62.1%        | 60.1%        | 63.3%        |  |
| I have access to clear processes in order to do my job effectively and efficiently.                  | 59.7%        | 56.5%        | 54.3%        | 57.4%        |  |
| I have access to information and data that I need in order to do my job effectively and efficiently. | 73.2%        | 70.2%        | 66.4%        | 69.0%        |  |
| I have support at work to provide a high level of service.                                           | 71.3%        | 70.2%        | 69.7%        | 70.4%        |  |
| My job is a good fit with my skills and interests.                                                   | 86.9%        | 86.9%        | 87.4%        | 88.9%        |  |
| My job makes good use of my personal strengths                                                       | -            | 75.0%        | 75.1%        | 76.4%        |  |
| <b>Index Average</b>                                                                                 | <b>73.1%</b> | <b>70.2%</b> | <b>68.8%</b> | <b>70.9%</b> |  |

| Development Index                                                                                             | 2016         | 2021         | 2023         | 2025         |  |
|---------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--|
| I am satisfied with the way my career is progressing in the GNWT.                                             | 58.0%        | 58.7%        | 58.9%        | 59.4%        |  |
| I have opportunities for career growth within the GNWT.                                                       | 50.0%        | 54.2%        | 54.0%        | 52.1%        |  |
| My organization supports my work related learning and development.                                            | 71.4%        | 71.9%        | 70.8%        | 68.9%        |  |
| The GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts. | 42.2%        | 36.7%        | 34.3%        | 39.1%        |  |
| <b>Index Average</b>                                                                                          | <b>54.5%</b> | <b>55.4%</b> | <b>54.5%</b> | <b>54.9%</b> |  |

| Excellence & Innovation Index                                      | 2016         | 2021         | 2023         | 2025         |  |
|--------------------------------------------------------------------|--------------|--------------|--------------|--------------|--|
| Innovation is valued in my work.                                   | 61.5%        | 61.1%        | 58.4%        | 59.3%        |  |
| My job gives me the chance to do challenging and interesting work. | 78.8%        | 82.2%        | 80.3%        | 81.1%        |  |
| Overall, people in the GNWT strive to improve its results.         | 60.6%        | 54.2%        | 50.4%        | 51.7%        |  |
| <b>Index Average</b>                                               | <b>67.0%</b> | <b>65.8%</b> | <b>63.0%</b> | <b>64.1%</b> |  |

## Satisfaction

Satisfaction highlights historical movement related to workplace culture, inclusion, leadership, wellness, organizational support, and broader workplace experiences influencing how employees experience the workplace.

| Culture Index                                                                                   | 2016         | 2021         | 2023         | 2025         |  |
|-------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--|
| Commitment to quality is a high priority in the GNWT.                                           | 59.7%        | 57.0%        | 52.0%        | 54.2%        |  |
| Employees feel supported in our workplace when they are dealing with personal or family issues. | -            | 69.9%        | 71.1%        | 72.4%        |  |
| I am treated respectfully at work.                                                              | 78.4%        | 79.2%        | 78.8%        | 80.0%        |  |
| I have opportunities to provide input into decisions that affect my work.                       | 68.0%        | 69.6%        | 65.6%        | 68.0%        |  |
| I have positive working relationships with my co-workers.                                       | 89.7%        | 89.9%        | 89.3%        | 89.6%        |  |
| I have support at work to balance my work and personal life.                                    | 72.8%        | 70.1%        | 70.2%        | 73.9%        |  |
| I receive meaningful recognition for work well done.                                            | 57.1%        | 58.3%        | 55.6%        | 57.3%        |  |
| I would describe our workplace as being psychologically healthy.                                | -            | 52.6%        | 51.0%        | 53.1%        |  |
| My supervisor supports my health and wellness.                                                  | -            | 76.8%        | 74.9%        | 77.3%        |  |
| Overall, I feel valued as a GNWT employee                                                       | 60.4%        | 56.9%        | 51.8%        | 54.5%        |  |
| People at work show sincere respect for others' ideas, values, and beliefs.                     | -            | 68.4%        | 67.7%        | 70.2%        |  |
| <b>Index Average</b>                                                                            | <b>69.4%</b> | <b>68.1%</b> | <b>66.2%</b> | <b>68.2%</b> |  |

| Diversity & Inclusion                                                                                      | 2016         | 2021         | 2023         | 2025         |  |
|------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--|
| I feel the GNWT promotes an inclusive public service where staff are treated equitably.                    | 59.0%        | 59.5%        | 58.0%        | 58.9%        |  |
| The GNWT promotes cross-cultural awareness opportunities for employees.                                    | 65.7%        | 75.1%        | 74.2%        | 68.4%        |  |
| The GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace. | 50.8%        | 58.3%        | 58.7%        | 57.4%        |  |
| <b>Index Average</b>                                                                                       | <b>58.5%</b> | <b>64.3%</b> | <b>63.6%</b> | <b>61.5%</b> |  |

| Health, Wellness & Safety Index                                                                   | 2016         | 2021         | 2023         | 2025         |  |
|---------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--|
| I am satisfied with my physical workplace conditions.                                             | 73.2%        | 73.5%        | 71.8%        | 73.3%        |  |
| I am satisfied with the health and wellness programs that are available to me as a GNWT employee. | 68.4%        | 64.0%        | 61.2%        | 62.4%        |  |
| I am satisfied with the safety measures that are in place in the GNWT.                            | 76.5%        | 73.6%        | 67.9%        | 71.5%        |  |
| <b>Index Average</b>                                                                              | <b>72.7%</b> | <b>70.4%</b> | <b>66.9%</b> | <b>69.1%</b> |  |

| Leadership Index                                                            | 2016  | 2021  | 2023  | 2025  |                                                                                     |
|-----------------------------------------------------------------------------|-------|-------|-------|-------|-------------------------------------------------------------------------------------|
| Essential information flows effectively from senior leadership to staff.    | 48.5% | 49.4% | 45.0% | 49.9% |  |
| I am satisfied with the quality of supervision I receive.                   | 72.0% | 72.4% | 71.0% | 72.8% |  |
| I have confidence in the senior leadership of my department.                | 58.4% | 56.3% | 53.9% | 56.4% |  |
| I know how my work contributes to the achievement of my department's goals. | 81.5% | 86.7% | 80.8% | 82.4% |  |
| Index Average                                                               | 65.1% | 66.2% | 62.7% | 65.4% |  |

## Appendix B: Leadership Resources

This section provides leadership resources designed to identify next steps for improvement priorities or provide opportunities to build upon performance strengths.

### Workforce Capacity & Development

Providing employees with the right supports, tools, and opportunities helps create a workplace where people can do their jobs well, grow in their careers, and contribute new ideas. These efforts connect directly to the Capacity, Development, and Excellence and Innovation indices.

#### Capacity Index

The Capacity Index reflects whether employees feel they have what they need to do their work effectively day to day, including clear expectations, manageable workloads, and supporting leadership. Key supports include:

Initiatives such as **Performance Development** improve capacity by clarifying work expectations, priorities, and workload through regular check-ins between employees and supervisors. This supports more effective workload management and early identification of challenges.

The **Leadership Development Program (LDP)** and **Management Series Program**, strengthen supervisory capacity to support teams, manage workload distribution, and communicate expectations effectively.

#### Development Index

The Development Index reflects access to learning, skill-building, and career growth opportunities that support employees in building capability over time.

Programs such as the Regional Recruitment Program (RRP), Indigenous Career Gateway Program (ICGP), Indigenous Development and Training Program (IDTP), and Leadership Development Program (LDP) support structured career development through training, mentorship, and progression pathways.

Additional supports, including ELM (PeopleSoft) learning tools, education leave, professional development funding, and professional membership support, increase access to ongoing learning opportunities.

Career mobility options such as secondments, transfer assignments, job-sharing, and casual staffing, along with structured onboarding resources, further support skill development and career progression by exposing employees to new roles and experiences.

#### Excellence & Innovation Index

The Excellence and Innovation Index reflects employees' ability to contribute ideas, improve processes, and participate in meaningful improvements across the organization.

- **Performance Development** supports innovation by encouraging employees to identify improvements, contribute ideas, and align their work with organizational priorities through regular dialogue with supervisors.

- Mentorship, such as the **Indigenous Mentorship Program (IMP)**, acting assignments, and **targeted training** support innovation by exposing employees to new perspectives and encouraging knowledge sharing across departments.
- Recognition initiatives such as BearNet communications, departmental acknowledgements, awards (Premier's Award, Kristine McLeod Emerging Indigenous Leader Award, the Dave Ramsden Career Excellence Award), Long Service Awards, and Pay-for-Performance reinforce a culture that values contribution, creativity, and continuous improvement.
- Internal communication and knowledge-sharing practices that help share successful ideas and best practices across departments.

## Workplace Culture, Wellness & Inclusion

The **Culture, Diversity and Inclusion, and Health, Wellness and Safety** Indices show whether employees feel respected, supported, included, safe, and able to maintain a healthy work-life balance. The results highlight strengths and areas for improvement, helping guide departments in strengthening workplace practices, supports, leadership, and learning that promotes a positive, healthy, and inclusive public service.

### Culture Index

The GNWT has a range of policies, programs, and services that strengthen respect, flexibility, communication, and wellbeing in the workplace. Supervisors support this by ensuring employees are aware of and able to access these resources. Examples include:

- **The GNWT Remote Work Policy**, which supports flexibility and work-life balance.
- The **Harassment Free and Respectful Workplace Policy**, which supports respectful interactions and helps address workplace concerns.
- The **Employee and Family Assistance Program (EAP) through GreenShield+**, which provides confidential support for personal and work-related challenges.

### Diversity & Inclusion Index

The Diversity and Inclusion Index reflects whether employees feel the GNWT is creating a workplace where people are respected, valued, and able to contribute fully, regardless of background or identity. It focuses on employees' experience of fairness, belonging, and inclusion in everyday work.

- Training and learning opportunities play a key role in improving this Index by building awareness, strengthening inclusive behaviours, and supporting fair and respectful workplace practices. The GNWT offers training that supports these outcomes, including:
  - **Indigenous Cultural Awareness and Sensitivity Training – Living Well Together** - helps GNWT employees further develop cultural competencies and play a more active role in reconciliation.
  - **2SLGBTQIA+ Inclusive Workplace Training** - is designed to provide all GNWT employees with the necessary knowledge and tools to recognize key terms associated with the LGBTQ2S+ community,

identify and apply respectful behaviour and to support co-workers and clients within the LGBTQ2S+ community.

- **Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship and Mitigating Unconscious Bias Training** - a workshop series that creates space for learners to explore their own personal experiences with racism and allyship, identifying how these behaviours impact our lives daily, especially within the workplace.
- **Diversity and Inclusion in the Workplace** –helps employees become more knowledgeable and aware of diversity and inclusion in the workplace, find the tools to build a more inclusive workplace, and create an inclusive workplace for all.
- **The Working Mind** - an education-based program designed by the Mental Health Commission of Canada (MHCC) to address and promote mental health and reduce the stigma of mental illness in a workplace setting.
- These programs support Diversity and Inclusion results by helping employees and leaders better understand different perspectives and create more respectful and inclusive interactions. Additional training for supervisors and managers, such as the **Harassment Free and Respectful Workplace Workshop, and Duty to Accommodate Training** helps ensure employees are treated fairly and supported appropriately when needs arise.
- Opportunities like **secondments and transfer assignments** also strengthen Diversity and Inclusion results by exposing employees to different teams, communities, and ways of working, which builds understanding and connection across the organization.

**Departmental Indigenous Employment Plans (DIEP)** help departments plan ways to recruit, support, develop, and retain Indigenous employees within the GNWT. These plans include short-, medium-, and long-term goals, along with department specific actions to increase Indigenous representation and support career growth and retention.

### Health, Wellness & Safety Index

Health, Wellness and Safety reflects whether employees feel their physical, mental, and psychological wellbeing is supported at work, and whether they have access to the resources they need to stay healthy and maintain a sustainable work-life balance. Key supports that contribute to this include:

- Workplace safety training such as **Supervisor Safety Training, Harassment Free and Respectful Workplace Training, and Labour Relations Training**, which help create safer and more respectful workplaces.
- **Duty to Accommodate Injury and Disability Training**, which supports fair and appropriate responses to employee needs.
- **Occupational Health and Safety programs, including committees, inspections, and ergonomics supports**, which help prevent workplace injuries and improve working conditions.
- **The Employee and Family Assistance Program (EAP) through GreenShield+**, which provide confidential mental health and wellbeing resources.

- Flexible work arrangements and leave options, which help employees manage workload pressures and maintain work-life balance.

Together, these supports strengthen Health, Wellness and Safety results by improving employees' sense that their wellbeing is protected, supported, and taken seriously in the workplace.

## Leadership & Communication

### Leadership Index

Leadership is measured by employee satisfaction in supervisors and senior leadership, including how well leaders communicate, support employees, make fair decisions, and create a positive work environment. Improving communication, transparency, consistency, and support further strengthen employee confidence in leadership. Key initiatives that support stronger Leadership results include:

- **Performance Development** processes, which encourage regular communication between employees and supervisors through goal setting, check-ins, and performance discussions. This helps employees understand expectations, receive feedback, and feel supported in their work.
- **Leadership development programs** such as the **Indigenous Development and Training Program (IMTP)**, **Leadership Development Program (LDP)**, **Coaching for Success**, and **Management Series**, which help supervisors strengthen skills in communication, coaching, decision-making, and people management.
- **Improved operational communication through townhall meetings and quarterly departmental communication** ensures employees receive timely, clear, and consistent information, helping build trust and confidence in leadership.
- **Clear communication of organizational priorities and plans**, including the **Human Resource Implementation Plan** and the **Departmental Indigenous Employment Plans**, which helps employees understand organizational direction and how their work contributes to broader goals.

Together, these efforts help strengthen trust in leadership, improve communication, accountability, and reinforce employees' confidence that leaders are supportive, responsive, and aligned with organizational priorities.

### Contact Information

Contact your Human Resources Client Services Representative or Regional Service Centre for support in guide navigation, result interpretation and possible next steps.