n = 158,181 respondents

Nursing & Midwifery: Last 10 years



Employee Future Intention	\rightarrow	Re	etention Zo	one (53% o	f Employee	s)		At Risk Zo	one (28%)		Turnover Z	one (20%)
		TOP	² 5 MOT	IVATO	RS TO S	TAY	T	OP 5 N	OTIVA	TORS T	O LEAV	E
Narrative Text Questions →	What Initially	Why I Have	Why I Would	My Main	Why it is a	Why I Score	Why It's NOT a	My Biggest	My Main	Why I Score	Why I Would	Why I've Now
	Attracted Me to the Orgn	Stayed So far	Want to Stay in the Future	Expectations That Are Met	"Truly Great Place to Work"	High on the NPS®	"Truly Great Place to Work"	Daily Frustrations	Expectations that Aren't Met	Low on the NPS®	Want to Leave in the Future	Decided to Leave
Main Themes in the Text	n = 82,083	n = 58,144	n = 48,190	n = 107,470	n = 70,553	n = 7,336	n = 40,891	n = 98,392	n = 16,949	n = 8,464	n = 26,535	n = 8,014
%age of employee answers that triggered each theme												
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	23%											
Type of Work, Position or Services	16%											
Desirable or Convenient Location	20%											
Pay, Security & Conditions	17%	17%	32%								23%	29%
Employment & Development Opportunities	28%	20%	29%	34%							27%	21%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		46%	40%		20%	29%						11%
Personal Wellbeing											20%	14%
Experiences with Clients								28%				
Experiences with Colleagues		23%	39%		39%	22%	27%			27%		
Respect & Understanding				33%					35%			
Values & Standards of Behaviour				35%					40%			
WORK ENABLERS How to Get the Job Done												
Effective Teamwork		14%	23%		26%	15%						
Support from Others				37%	20%	17%			30%			
Communication & Listening				27%			24%	36%	34%			
Attention to Quality & Standards					15%	17%	23%	34%	29%	19%		
Management & Leadership Skills							34%			22%	24%	15%
Problem Resolution & Improvement										20%		
Appropriate Workloads & Staffing							25%	44%		19%	21%	
Being Organised & Efficient								28%				
Clear Decisions & Direction												
Appropriate Work-spaces & Technology			_									
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 49,493 respondents

Covid Times: Nursing & Midwifery



Employee Future Intention	\rightarrow	Re	etention Zo	ne (49% o	f Employee	s)		At Risk Zo	one (28%)		Turnover Z	one (22%)
		TOP	5 MOT	IVATO	RS TO S	TAY	Т	OP 5 N	AVITON	TORS T	O LEAV	E
Narrative Text Questions →	What Initially	Why I Have	Why I Would	My Main	Why it is a	Why I Score	Why It's NOT a	My Biggest	My Main	Why I Score	Why I Would	Why I've Now
	Attracted Me to the Orgn	Stayed So far	Want to Stay	Expectations That Are Met	"Truly Great Place to Work"	High on the	"Truly Great Place to Work"	Daily Frustrations	Expectations that Aren't Met	Low on the	Want to Leave	Decided to Leave
Main Themes in the Text	n = 16,523	n = 6,992	n = 13,882	n = 25,074	n = 18,662	n = 3,551	n = 12,933	n = 27,754	n = 4,502	n = 3,274	n = 7,933	n = 1,791
%age of employee answers that triggered each theme	ı											
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	23%											
Type of Work, Position or Services	16%											
Desirable or Convenient Location	21%											
Pay, Security & Conditions	18%		35%								25%	32%
Employment & Development Opportunities	29%	17%	30%	32%		16%					26%	18%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		50%	41%		21%	29%						
Personal Wellbeing											26%	16%
Experiences with Clients		16%						26%				
Experiences with Colleagues		20%	35%		37%	22%	29%			28%		10%
Respect & Understanding				31%					32%			
Values & Standards of Behaviour				37%					40%			
WORK ENABLERS How to Get the Job Done										-	•	
Effective Teamwork		16%	24%		30%							
Support from Others				38%	22%	18%			32%			
Communication & Listening				28%	-		24%	35%	33%			
Attention to Quality & Standards					16%	16%	24%	33%	28%	19%		
Management & Leadership Skills							34%			24%	26%	16%
Problem Resolution & Improvement										22%		
Appropriate Workloads & Staffing							32%	47%		18%	27%	
Being Organised & Efficient								26%				
Clear Decisions & Direction												
Appropriate Work-spaces & Technology												
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 284,284 respondents

Nursing & Midwifery: Long-Term Norms



Employee Future Intention	\rightarrow	Re	etention Zo	ne (46% o	f Employee	s)		At Risk Zo	one (30%)		Turnover Z	one (24%)
		TOP	5 MOT	IVATO	RS TO S	TAY	T	OP 5 N	AVITON	TORS T	O LEAV	E
Narrative Text Questions →	What Initially	Why I Have	Why I Would	My Main	Why it is a	Why I Score	Why It's NOT a	My Biggest	My Main	Why I Score	Why I Would	Why I've Now
	Attracted Me to the Orgn	Stayed So far	Want to Stay in the Future	Expectations That Are Met	"Truly Great Place to Work"	High on the NPS®	"Truly Great Place to Work"	Daily Frustrations	Expectations that Aren't Met	Low on the NPS®	Want to Leave in the Future	Decided to Leave
Main Themes in the Text	n = 165,727	n = 146,486	n = 123,212	n = 202,420	n = 119,452	n = 7,336	n = 81,437	n = 112,762	n = 32,977	n = 8,464	n = 76,149	n = 16,755
%age of employee answers that triggered each theme												
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	23%											
Type of Work, Position or Services	15%											
Desirable or Convenient Location	24%	15%	20%									
Pay, Security & Conditions	15%	17%	29%								25%	28%
Employment & Development Opportunities	25%	18%	24%	31%							23%	21%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		44%	38%		19%	29%						
Personal Wellbeing												13%
Experiences with Clients								28%				
Experiences with Colleagues		23%	44%		40%	22%	22%			27%		
Respect & Understanding				34%					37%			
Values & Standards of Behaviour				31%					35%			
WORK ENABLERS How to Get the Job Done				-								
Effective Teamwork					22%	15%						
Support from Others				39%	18%	17%			32%			
Communication & Listening							21%	37%	31%			
Attention to Quality & Standards				26%	15%	17%	23%	35%	27%	19%	18%	12%
Management & Leadership Skills							33%			22%	20%	14%
Problem Resolution & Improvement					1					20%		
Appropriate Workloads & Staffing							25%	43%		19%	24%	
Being Organised & Efficient								28%				
Clear Decisions & Direction												
Appropriate Work-spaces & Technology												
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 118,511 respondents

Registered Nurses: Public Health



Employee Future Intentic	$ons \rightarrow$	Re	etention Zo	one (52% o	f Employee	s)		At Risk Zo	one (28%)		Turnover Z	one (20%)
. ,												
		T05	. F . 407		00 TO 0	T 4 \ /	_	OD 5 1	40 TIV (A T		01541/	
		IOF	5 MOI	IVATO	RS TO S	IAY	ı	OP 5 N	AVIION	IORS I	O LEAVI	=
Narrative Text Questions →	What Initially	Why I Have	Why I Would	My Main	Why it is a	Why I Score	Why It's NOT a	My Biggest	My Main	Why I Score	Why I Would	Why I've Now
_	Attracted Me	Stayed So far	Want to Stay	Expectations	"Truly Great	High on the	"Truly Great	Daily	Expectations	Low on the	Want to Leave	Decided to
	to the Orgn		in the Future	That Are Met	Place to Work"	NPS®	Place to Work"	Frustrations	that Aren't Met	NPS®	in the Future	Leave
Main Themes in the Text	n = 65,374	n = 46,221	n = 43,955	n = 82,110	n = 52,528	n = 4,995	n = 31,638	n = 76,919	n = 13,034	n = 6,184	n = 24,058	n = 6,175
%age of employee answers that triggered each theme	•											
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	22%											
Type of Work, Position or Services	17%											
Desirable or Convenient Location	20%											
Pay, Security & Conditions	17%	17%	32%								23%	29%
Employment & Development Opportunities	31%	21%	30%	35%	16%	17%					27%	21%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		46%	41%		20%	29%				16%		10%
Personal Wellbeing											21%	14%
Experiences with Clients								27%				
Experiences with Colleagues		22%	38%		38%	20%	27%			27%		
Respect & Understanding				32%					34%			
Values & Standards of Behaviour				35%					41%			
WORK ENABLERS How to Get the Job Done												
Effective Teamwork		14%	23%		27%							
Support from Others				38%	21%	18%			31%			
Communication & Listening				27%			24%	37%	35%			
Attention to Quality & Standards						17%		34%	28%	18%		
Management & Leadership Skills							35%			23%	24%	15%
Problem Resolution & Improvement							23%			21%		
Appropriate Workloads & Staffing							23%	41%			19%	
Being Organised & Efficient								28%				
Clear Decisions & Direction												
Appropriate Work-spaces & Technology												
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 38,069 respondents

Registered Nurses: Private Health



En	mployee Future Intentic	\rightarrow	Re	etention Zo	ne (52% of	^f Employee	s)		At Risk Z	one (27%)		Turnover 2	Zone (21%)
	. ,												
			TOP	^o 5 MOT	IVATO	RS TO S	TAY	T	OP 5 N	AVITON	TORS T	O LEAVI	E
Narrat	tive Text Questions →	What Initially	Why I Have	Why I Would	My Main	Why it is a	Why I Score	Why It's NOT a	My Biggest	My Main	Why I Score	Why I Would	Why I've Now
	-	Attracted Me	Stayed So far	Want to Stay	Expectations	"Truly Great	High on the	"Truly Great	Daily	Expectations	Low on the	Want to Leave	Decided to
		to the Orgn		in the Future	That Are Met	Place to Work"	NPS®	Place to Work"	Frustrations	that Aren't Met	NPS®	in the Future	Leave
Main	Themes in the Text	n = 13,893	n = 10,307	n = 2,228	n = 26,014	n = 18,179	n = 1,241	n = 9,599	n = 20,711	n = 4,129	n = 1,430	n = 1,588	n = 1,544
%age of e	employee answers that triggered each theme)											
	NGIBLE BENEFITS You Get												
	Organisational Purposes & Reputation	31%											
	Type of Work, Position or Services												
	Desirable or Convenient Location	16%											
	Pay, Security & Conditions		15%	26%								26%	25%
	Employment & Development Opportunities	20%	16%	25%	32%							26%	23%
	Hours or Shifts												
	Workplace Safety												
	ANGIBLE BENEFITS You Feel & How You Are Treated												
	Enjoyment & Commitment		44%	39%		21%	27%						
	Personal Wellbeing												12%
	Experiences with Clients								32%				
	Experiences with Colleagues	15%	31%	53%		43%	28%	26%			27%		
	Respect & Understanding				37%					39%			
	Values & Standards of Behaviour				34%					37%			
_	ORK ENABLERS o Get the Job Done												
	Effective Teamwork		16%	24%		25%	15%						
	Support from Others				36%	17%	16%			28%			
	Communication & Listening							23%	36%	33%			
	Attention to Quality & Standards	14%			28%		19%	26%	36%	31%	23%	22%	13%
	Management & Leadership Skills					15%		33%			20%	22%	15%
	Problem Resolution & Improvement										20%		
	Appropriate Workloads & Staffing							27%	49%		29%	32%	
	Being Organised & Efficient												
	Clear Decisions & Direction												
	Appropriate Work-spaces & Technology								32%				
	Flexibility & Reasonableness												
	Knowledge & Skill Levels												

n = 19,686 respondents

Registered Nurses: Aged up to 30 years



Employee Future Intentio	\rightarrow	Re	etention Zo	ne (60% of	f Employee	s)		At Risk Zo	one (25%)		Turnover Z	one (15%)
		TOP	5 MOT	IVATO	RS TO S	TAY	T	OP 5 N	AVITON	TORS T	O LEAVI	E
Narrative Text Questions →	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations That Are Met	Why it is a "Truly Great Place to Work"	Why I Score High on the NPS®	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Score Low on the NPS®	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave
Main Themes in the Text	n = 11,330	n = 8,238	n = 6,306	n = 14,724	n = 10,352	n = 779	n = 4,015	n = 13,154	n = 1,476	n = 731	n = 3,872	n = 1,108
%age of employee answers that triggered each theme)											
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	28%											
Type of Work, Position or Services	16%											
Desirable or Convenient Location	16%											19%
Pay, Security & Conditions		15%	27%								25%	19%
Employment & Development Opportunities	38%	30%	41%	43%	18%	20%			28%		30%	32%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated										•		
Enjoyment & Commitment		41%	31%		20%	26%						13%
Personal Wellbeing											22%	
Experiences with Clients								34%				
Experiences with Colleagues		27%	42%		41%	24%	31%	26%		29%		
Respect & Understanding				29%					28%			
Values & Standards of Behaviour				27%								
WORK ENABLERS How to Get the Job Done												
Effective Teamwork		16%	24%		29%							
Support from Others				45%	27%	27%			37%			
Communication & Listening			-					32%				
Attention to Quality & Standards	18%			26%		19%	28%	37%	30%	21%	20%	13%
Management & Leadership Skills							31%			20%		
Problem Resolution & Improvement							23%			22%		
Appropriate Workloads & Staffing							36%	50%	29%	29%	27%	
Being Organised & Efficient												
Clear Decisions & Direction												
Appropriate Work-spaces & Technology												
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 22,802 respondents

Registered Nurses: Aged 31 to 40 years



Employee Future Intention	\rightarrow	Re	etention Zo	ne (56% o	f Employee	s)		At Risk Zo	one (25%)		Turnover 2	one (19%)
		TOP	5 MOT	IVATO	RS TO S	TAY	Т	OP 5 N	OTIVA	TORS T	O LEAVI	E
Narrative Text Questions →	What Initially	Why I Have	Why I Would	My Main	Why it is a	Why I Score	Why It's NOT a	My Biggest	My Main	Why I Score	Why I Would	Why I've Now
	Attracted Me to the Orgn	Stayed So far	Want to Stay in the Future	Expectations That Are Met	"Truly Great Place to Work"	High on the NPS®	"Truly Great Place to Work"	Daily Frustrations	Expectations that Aren't Met	Low on the NPS®	Want to Leave in the Future	Decided to Leave
Main Themes in the Text	n = 12,861	n = 9,346	n = 7,329	n = 16,973	n = 11,040	n = 1,161	n = 5,482	n = 15,339	n = 2,365	n = 1,073	n = 4,322	n = 1,090
%age of employee answers that triggered each theme												
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	24%											
Type of Work, Position or Services	14%											
Desirable or Convenient Location	21%											
Pay, Security & Conditions	15%	15%	29%								21%	18%
Employment & Development Opportunities	29%	21%	31%	38%							28%	28%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		42%	35%		19%	28%						
Personal Wellbeing											24%	16%
Experiences with Clients								30%				
Experiences with Colleagues		23%	38%		37%	20%	29%			29%		
Respect & Understanding				29%					32%			
Values & Standards of Behaviour				31%					36%			
WORK ENABLERS How to Get the Job Done												
Effective Teamwork		17%	25%		28%	17%						
Support from Others				39%	21%	21%			34%			
Communication & Listening								34%	31%			
Attention to Quality & Standards				27%		18%	26%	35%	29%	21%		13%
Management & Leadership Skills					16%		33%			21%	23%	17%
Problem Resolution & Improvement							24%			22%		
Appropriate Workloads & Staffing							27%	47%		20%	25%	
Being Organised & Efficient								27%				
Clear Decisions & Direction												
Appropriate Work-spaces & Technology												
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 24,248 respondents

Registered Nurses: Aged 41 to 50 years



Employee Future Intention	\rightarrow	Re	etention Zo	ne (54% o	f Employee	s)		At Risk Z	one (27%)		Turnover 2	one (19%)
		TOE	5 MO1		RS TO S	TAV	т	OP 5 N	/ ○TI\/	TODS T	O LEAVI	_
		101	3 IVIO I	IVAIO	K3 10 3	IAI	'	OF 3 K	MOTIVA	IOKS I	OLLAVI	_
Narrative Text Questions →	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations That Are Met	Why it is a "Truly Great Place to Work"	Why I Score High on the NPS®	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Score Low on the NPS®	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave
Main Themes in the Text	n = 14,011	n = 10,198	n = 7,639	n = 18,935	n = 11,997	n = 1,210	n = 6,625	n = 17,450	n = 2,996	n = 1,253	n = 4,027	n = 1,118
%age of employee answers that triggered each theme)											
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	24%											
Type of Work, Position or Services	15%											
Desirable or Convenient Location	23%											
Pay, Security & Conditions	14%	14%	28%								21%	19%
Employment & Development Opportunities	25%	17%	27%	35%							26%	22%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated			r									
Enjoyment & Commitment		47%	43%		20%	28%						
Personal Wellbeing							i			ĺ	21%	15%
Experiences with Clients								29%				
Experiences with Colleagues		24%	39%		39%	22%	27%			28%		
Respect & Understanding				33%					37%			
Values & Standards of Behaviour				34%					38%			
WORK ENABLERS How to Get the Job Done												
Effective Teamwork		14%	23%		26%	15%						
Support from Others		1770	2070	37%	19%	15%			28%			
Communication & Listening				3776	1070	1370	24%	37%	34%			
Attention to Quality & Standards				29%		17%	24%	35%	32%	21%		14%
Management & Leadership Skills				2070	16%	1770	33%	0070	-5276	24%	24%	18%
Problem Resolution & Improvement				-	1076		3376			21%	2-7/0	10 70
Appropriate Workloads & Staffing		 		+	 		25%	44%	<u> </u>	18%	22%	
Being Organised & Efficient		<u> </u>		-	 		2576	28%		10 /0	22/0	
Clear Decisions & Direction		 	-	-				20 /0				
					-							
Appropriate Work-spaces & Technology												
Flexibility & Reasonableness		<u> </u>									1	
Knowledge & Skill Levels												

n = 25,999 respondents

Registered Nurses: Aged over 50 years



Employee Future Intentio	\rightarrow	Re	etention Zo	ne (49% o	f Employee	s)		At Risk Z	one (31%)		Turnover Z	one (20%)
		TOF	5 MO1	IVATO	RS TO S	TAY	Т	OP 5 N	AVITON	TORS T	O LEAVI	E
Narrative Text Questions →	What Initially Attracted Me	Why I Have Stayed So far	Why I Would Want to Stay	My Main Expectations	Why it is a "Truly Great	Why I Score High on the	Why It's NOT a "Truly Great	My Biggest Daily	My Main Expectations	Why I Score Low on the	Why I Would Want to Leave	Why I've Now Decided to
Main Themes in the Text	to the Orgn n = 15,123	n = 10,762	in the Future n = 7,627	That Are Met n = 20,155	Place to Work" n = 13,146	NPS® n = 1,588	Place to Work" n = 7,885	Frustrations n = 19,002	that Aren't Met n = 3,302	NPS® n = 1,605	in the Future n = 3,618	Leave n = 1,873
%age of employee answers that triggered each theme												•
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	22%											
Type of Work, Position or Services	16%											
Desirable or Convenient Location	21%											
Pay, Security & Conditions		16%	32%								28%	50%
Employment & Development Opportunities	21%	14%	21%									
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment	16%	55%	51%		21%	29%					20%	
Personal Wellbeing											22%	15%
Experiences with Clients		14%			16%							
Experiences with Colleagues		22%	39%		40%	21%	24%			26%		
Respect & Understanding				39%					39%			
Values & Standards of Behaviour				37%		14%			40%			
WORK ENABLERS How to Get the Job Done												
Effective Teamwork			21%		25%							
Support from Others				36%	17%	17%			29%			
Communication & Listening				30%	-		25%	39%	37%			
Attention to Quality & Standards				29%		20%	23%	33%	29%	20%		
Management & Leadership Skills							32%			21%	23%	11%
Problem Resolution & Improvement										22%		
Appropriate Workloads & Staffing							25%	44%		19%	21%	
Being Organised & Efficient								29%				
Clear Decisions & Direction												
Appropriate Work-spaces & Technology								31%				
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 10,451 respondents

CNCs, CNSs or Clinical Educators



Employee Future Intentio	\rightarrow	Re	etention Zo	ne (52% of	Employee	s)		At Risk Zo	one (28%)		Turnover Z	one (20%)
		TOP	9 5 MOT	TVATO	RS TO S	TAY	Т	OP 5 N	OTIVA	TORS T	O LEAVI	E
Narrative Text Questions →	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations That Are Met	Why it is a "Truly Great Place to Work"	Why I Score High on the NPS®	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Score Low on the NPS®	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave
Main Themes in the Text	n = 4,120	n = 2,884	n = 2,882	n = 8,259	n = 4,998	n = 709	n = 3,241	n = 7,967	n = 1,360	n = 761	n = 1,600	n = 443
%age of employee answers that triggered each theme												
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	26%											
Type of Work, Position or Services	20%	13%										
Desirable or Convenient Location	26%											
Pay, Security & Conditions			26%									35%
Employment & Development Opportunities	34%	25%	32%	34%	19%	20%					26%	15%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		49%	47%		21%	26%				15%		
Personal Wellbeing											24%	18%
Experiences with Clients								29%				
Experiences with Colleagues		23%	37%		36%	19%	26%			26%		
Respect & Understanding				35%					36%			
Values & Standards of Behaviour				39%					41%	15%		
WORK ENABLERS How to Get the Job Done												
Effective Teamwork		17%	26%		25%							
Support from Others				42%	21%	18%			36%			
Communication & Listening							26%	40%	35%			
Attention to Quality & Standards	14%			31%		20%	25%	38%	34%	20%	22%	
Management & Leadership Skills							35%			23%	28%	15%
Problem Resolution & Improvement							26%	31%		24%		12%
Appropriate Workloads & Staffing								43%				
Being Organised & Efficient												
Clear Decisions & Direction											23%	13%
Appropriate Work-spaces & Technology												
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 7,268 respondents

NUMs, ANUMs & Nurse Managers



	Employee Future Intention	\rightarrow	Re	etention Zo	ne (50% of	f Employee	s)		At Risk Zo	one (28%)		Turnover Z	one (23%)
	1 /												
								_		40-111/4			_
			IOF	' 5 MOI	IVATO	RS TO S	IAY		OP 5 N	AVITON	IORS I	O LEAVI	E
N	arrative Text Questions →	What Initially Attracted Me	Why I Have Stayed So far	Why I Would Want to Stay	My Main Expectations	Why it is a "Truly Great	Why I Score High on the	Why It's NOT a	My Biggest Daily	My Main Expectations	Why I Score Low on the	Why I Would Want to Leave	Why I've Now Decided to
N	Main Themes in the Text	to the Orgn n = 4,558	n = 2,846	in the Future n = 2,860	That Are Met n = 5,489	Place to Work" n = 3,521	NPS®	Place to Work" n = 1,985	Frustrations n = 5,243	that Aren't Met n = 881	NPS®	in the Future n = 1,597	Leave n = 551
c			11 2,040	11 2,000	11 0,400	11 0,021		11 1,000	11 0,240	11 001		11 1,007	11 001
7	6age of employee answers that triggered each theme)											
	TANGIBLE BENEFITS What You Get												
	Organisational Purposes & Reputation	24%											
	Type of Work, Position or Services	16%											
	Desirable or Convenient Location	24%											
	Pay, Security & Conditions			26%									34%
	Employment & Development Opportunities	32%	24%	30%	32%	21%						23%	15%
	Hours or Shifts												
	Workplace Safety												
	INTANGIBLE BENEFITS How You Feel & How You Are Treated												
	Enjoyment & Commitment		49%	47%		20%							
	Personal Wellbeing												14%
	Experiences with Clients												
	Experiences with Colleagues		23%	38%		37%		1					
	Respect & Understanding				37%			1		42%			
	Values & Standards of Behaviour				40%			25%		47%			
	WORK ENABLERS												
	How to Get the Job Done Effective Teamwork		15%	26%		24%							
	Support from Others		1370	2070	43%	20%			31%	35%			
	Communication & Listening				33%	20%		25%	42%	41%			
	Attention to Quality & Standards	13%	13%		3378			25%	38%	28%		23%	
	Management & Leadership Skills	1070	1070					37%	3076	2076		30%	19%
	•							25%	34%			23%	1376
	Problem Resolution & Improvement Appropriate Workloads & Staffing							25%	47%			25%	
	Being Organised & Efficient		<u> </u>									2576	
	Clear Decisions & Direction			<u> </u>				26%					14%
			-					20%					1470
	Appropriate Work-spaces & Technology		-										
	Flexibility & Reasonableness		<u> </u>			<u> </u>		<u> </u>				1	
	Knowledge & Skill Levels		1										

n = 3,389 respondents

Midwives



Employee Future Intentio	\rightarrow	Re	etention Zo	ne (45% o	f Employee	s)		At Risk Zo	one (29%)		Turnover 2	one (27%)
		ТОР	² 5 MOT	IVATOI	RS TO S	TAY	Т	OP 5 N	OTIVA	TORS T	O LEAV	E
Narrative Text Questions →	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations That Are Met	Why it is a "Truly Great Place to Work"	Why I Score High on the NPS®	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Score Low on the NPS®	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave
Main Themes in the Text	n = 1,742	n = 1,118	n = 1,005	n = 2,373	n = 1,278	_	n = 1,263	n = 2,125	n = 4,713	-	n = 594	_
%age of employee answers that triggered each theme												
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	24%											
Type of Work, Position or Services	22%	16%						34%				
Desirable or Convenient Location	37%	21%	25%									
Pay, Security & Conditions		16%	25%									
Employment & Development Opportunities	25%		26%	31%							22%	
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		50%	47%		21%							
Personal Wellbeing											28%	
Experiences with Clients												
Experiences with Colleagues		28%	43%		44%		28%				23%	
Respect & Understanding				35%					33%			
Values & Standards of Behaviour				33%					42%			
WORK ENABLERS How to Get the Job Done											•	
Effective Teamwork					29%							
Support from Others				41%	22%				29%			
Communication & Listening							22%	36%	33%			
Attention to Quality & Standards	12%			30%	15%			35%	26%		23%	
Management & Leadership Skills							32%					
Problem Resolution & Improvement							23%					
Appropriate Workloads & Staffing							35%	57%			28%	
Being Organised & Efficient												
Clear Decisions & Direction												
Appropriate Work-spaces & Technology								34%				
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 5,672 respondents

Nursing & Midwifery Executive



Employee Future Intentio	\rightarrow	Retention Zone (60% of Employees)					At Risk Zone (26%)				Turnover Zone (15%)		
		ТОР	² 5 MOT	IVATO	RS TO S	TAY	Т	OP 5 N	OTIVA	TORS T	O LEAV	E	
Narrative Text Questions →	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations That Are Met	Why it is a "Truly Great Place to Work"	Why I Score High on the NPS®	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Score Low on the NPS®	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave	
Main Themes in the Text	n = 3,267	n = 3,085	n = 2,096	n = 4,316	n = 2,988	n = 388	n = 1,414	n = 3,613	n = 610	-	n = 1,049	_	
%age of employee answers that triggered each theme													
TANGIBLE BENEFITS What You Get													
Organisational Purposes & Reputation	28%												
Type of Work, Position or Services	15%												
Desirable or Convenient Location	20%												
Pay, Security & Conditions		15%	25%								21%		
Employment & Development Opportunities	30%	24%	33%	35%		24%					28%		
Hours or Shifts													
Workplace Safety													
INTANGIBLE BENEFITS How You Feel & How You Are Treated													
Enjoyment & Commitment	14%	46%	43%		20%	29%							
Personal Wellbeing											21%		
Experiences with Clients													
Experiences with Colleagues		24%	38%		37%	17%	27%						
Respect & Understanding				33%					41%				
Values & Standards of Behaviour				38%					44%				
WORK ENABLERS How to Get the Job Done													
Effective Teamwork		16%	27%		25%								
Support from Others				39%	21%	19%			30%				
Communication & Listening								40%	32%				
Attention to Quality & Standards				29%	18%	20%	25%	37%	29%				
Management & Leadership Skills							34%				24%		
Problem Resolution & Improvement							25%	30%			21%		
Appropriate Workloads & Staffing								38%					
Being Organised & Efficient								30%					
Clear Decisions & Direction							28%						
Appropriate Work-spaces & Technology													
Flexibility & Reasonableness													
Knowledge & Skill Levels													

n = 44,859 respondents

Registered Nurses: Full-time



Employee Future Intention	ons Retention Zone (53% of Employees)					At Risk Zone (27%)				Turnover Zone (20%)		
. ,												
		TOF	S E MOI			T A \/	_	ODEA	40TI\	TODO T		_
		TOF	, p MOI	IVAIO	RS TO S	IAY	ı	OP 5 N	AVIION	IORS I	O LEAVI	
Narrative Text Questions →	What Initially	Why I Have	Why I Would	My Main	Why it is a	Why I Score	Why It's NOT a	My Biggest	My Main	Why I Score	Why I Would	Why I've Now
	Attracted Me	Stayed So far	Want to Stay	Expectations	"Truly Great	High on the	"Truly Great	Daily	Expectations	Low on the	Want to Leave	Decided to
	to the Orgn		in the Future	That Are Met	Place to Work"	NPS®	Place to Work"	Frustrations	that Aren't Met	NPS®	in the Future	Leave
Main Themes in the Text	n = 25,474	n = 19,862	n = 13,825	n = 33,029	n = 22,181	n = 2,079	n = 12,063	n = 31,314	n = 5,037	n = 2,182	n = 8,065	n = 2,588
%age of employee answers that triggered each theme												
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	24%											
Type of Work, Position or Services	17%											
Desirable or Convenient Location	18%											
Pay, Security & Conditions	15%	16%	29%								24%	26%
Employment & Development Opportunities	31%	23%	31%	36%	17%	18%					27%	22%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		47%	42%		20%	28%						
Personal Wellbeing											22%	13%
Experiences with Clients												
Experiences with Colleagues		23%	39%		38%	20%	28%			27%		
Respect & Understanding				33%					35%			
Values & Standards of Behaviour				36%					41%			
WORK ENABLERS												
How to Get the Job Done Effective Teamwork		15%	24%		27%							
Support from Others		15%	2470	39%	21%	19%			31%			
Communication & Listening				39%	21/0	1976	25%	38%	35%			
Attention to Quality & Standards			<u> </u>	28%		19%	25%	36%	29%	19%		
Management & Leadership Skills			1	20%		1976	35%	30%	29%	23%	25%	16%
Problem Resolution & Improvement			1				24%	28%		23%	2576	10 76
Appropriate Workloads & Staffing					1		24%	44%		18%	23%	
Being Organised & Efficient		<u> </u>]				2470	28%		10 //	2576	
Clear Decisions & Direction]		-			2076				11%
Appropriate Work-spaces & Technology]									1170
Flexibility & Reasonableness			1		1							
Knowledge & Skill Levels		<u> </u>	1									
knowledge & skill Levels	I	1					1					

n = 46,871 respondents

Registered Nurses: Part-time



Employee Future Intention	\rightarrow	Retention Zone (53% of Employees)					At Risk Zone (28%)				Turnover Zone (19%)		
		TOP	5 MOT	IVATO	RS TO S	TAY	Т	OP 5 N	AVITON	TORS T	O LEAVI	E	
Narrative Text Questions →	What Initially	Why I Have	Why I Would	My Main	Why it is a	Why I Score	Why It's NOT a	My Biggest	My Main	Why I Score	Why I Would	Why I've Now	
	Attracted Me to the Orgn	Stayed So far	Want to Stay	Expectations That Are Met	"Truly Great Place to Work"	High on the	"Truly Great Place to Work"	Daily Frustrations	Expectations that Aren't Met	Low on the	Want to Leave	Decided to Leave	
Main Themes in the Text	n = 25,944	n = 18,098	n = 13,096	n = 36,126	n = 22,988	n = 2,215	n = 13,123	n = 33,653	n = 5,339	n = 2,502	n = 7,139	n = 2,467	
%age of employee answers that triggered each theme	•												
TANGIBLE BENEFITS What You Get													
Organisational Purposes & Reputation	25%												
Type of Work, Position or Services	15%												
Desirable or Convenient Location	24%												
Pay, Security & Conditions		15%	29%								22%	32%	
Employment & Development Opportunities	26%	17%	27%	34%							25%	18%	
Hours or Shifts													
Workplace Safety													
INTANGIBLE BENEFITS How You Feel & How You Are Treated													
Enjoyment & Commitment		48%	40%		20%	28%							
Personal Wellbeing											24%	15%	
Experiences with Clients								33%					
Experiences with Colleagues		25%	40%		41%	24%	27%			27%			
Respect & Understanding				34%					36%				
Values & Standards of Behaviour				31%					34%				
WORK ENABLERS How to Get the Job Done										-			
Effective Teamwork		14%	23%		27%	16%							
Support from Others				39%	20%	18%			31%				
Communication & Listening							23%	35%	33%				
Attention to Quality & Standards	14%			28%	15%	18%	26%	35%	32%	21%		12%	
Management & Leadership Skills							32%			21%	21%	14%	
Problem Resolution & Improvement										21%			
Appropriate Workloads & Staffing							29%	48%		23%	24%		
Being Organised & Efficient													
Clear Decisions & Direction													
Appropriate Work-spaces & Technology								29%					
Flexibility & Reasonableness													
Knowledge & Skill Levels													

n = 82,271 respondents

Registered Nurses: Female



Employee Future Intention	ions -> Retention Zone (54% of Employees)					At Risk Zone (27%)				Turnover Zone (19%)		
		TOF	2 5 MOI	ΊνΔτοι	RS TO S	ΤΔΥ	т	OP 5 N	ΛΟΤΙ <u>Υ</u> Δ΄	TORS T	O LEAVI	F
			0 1010 1	IVAIO		171	•			i Oito i		
Narrative Text Questions →	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations That Are Met	Why it is a "Truly Great Place to Work"	Why I Score High on the NPS®	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Score Low on the NPS®	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave
Main Themes in the Text	n = 47,674	n = 35,421	n = 25,943	n = 62,600	n = 41,254	n = 4,149	n = 22,171	n = 58,745	n = 9,056	n = 4,244	n = 14,092	n = 4,404
%age of employee answers that triggered each theme)											
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	25%											
Type of Work, Position or Services	16%											
Desirable or Convenient Location	22%											
Pay, Security & Conditions	14%	15%	28%								23%	31%
Employment & Development Opportunities	28%	20%	29%	35%							25%	20%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated			<u>.</u>									
Enjoyment & Commitment		48%	42%		21%	30%				17%		11%
Personal Wellbeing											23%	15%
Experiences with Clients								31%				
Experiences with Colleagues		24%	40%		40%	22%	28%			28%		
Respect & Understanding				34%					37%			
Values & Standards of Behaviour				33%					37%			
WORK ENABLERS How to Get the Job Done												
Effective Teamwork		15%	24%		27%	15%						
Support from Others				40%	21%	20%			31%			
Communication & Listening							24%	37%	34%			
Attention to Quality & Standards				28%	16%	19%	25%	35%	30%	21%		
Management & Leadership Skills						-	33%			22%	23%	14%
Problem Resolution & Improvement										21%		•
Appropriate Workloads & Staffing			<u> </u>				28%	47%		22%	25%	
Being Organised & Efficient								28%				
Clear Decisions & Direction												
Appropriate Work-spaces & Technology				 			 					
Flexibility & Reasonableness					 		+			<u> </u>		
Knowledge & Skill Levels												

n = 10,958 respondents

Registered Nurses: Male



Employee Future Intention	rions → Retention Zone (55% of Employees)						At Risk Zo	one (27%)		Turnover Zone (19%)		
		TOF	2 5 MO1	Ινατοι	RS TO S	ΤΔΥ	т	OP 5 N	ΛΟΤΙ\/Δ ⁻	TORS T	O LEAVI	F
			O IVIO	IVAIO		IAI					LLAVI	Ī.
Narrative Text Questions →	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations That Are Met	Why it is a "Truly Great Place to Work"	Why I Score High on the NPS®	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Score Low on the NPS®	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave
Main Themes in the Text	n = 6,254	n = 4,511	n = 3,556	n = 8,229	n = 5,541	n = 626	n = 2,720	n = 7,428	n = 1,184	n = 595	n = 1,979	n = 690
%age of employee answers that triggered each theme)											
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	21%											
Type of Work, Position or Services	14%											
Desirable or Convenient Location	17%											
Pay, Security & Conditions	17%	17%	31%								26%	28%
Employment & Development Opportunities	28%	23%	30%	33%		13%					28%	23%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated			•									
Enjoyment & Commitment		39%	33%		17%	19%						
Personal Wellbeing												
Experiences with Clients												
Experiences with Colleagues		19%	38%		35%	23%	25%			27%		
Respect & Understanding				28%					29%			
Values & Standards of Behaviour				33%					38%	15%		
WORK ENABLERS How to Get the Job Done												
Effective Teamwork		11%	20%		22%							
Support from Others		.170	2070	33%	18%	15%			28%			
Communication & Listening				- 5570	1070	1070		34%	29%			
Attention to Quality & Standards				27%	15%	14%	24%	33%	30%	19%	19%	12%
Management & Leadership Skills				2770	.070	1470	34%	- 5570	2070	22%	23%	16%
Problem Resolution & Improvement				-	+	<u> </u>	23%	25%		23%	2070	1070
Appropriate Workloads & Staffing							2070	37%		2070		
Being Organised & Efficient		<u> </u>		 	-			25%				
Clear Decisions & Direction					+		23%	2070			19%	12%
Appropriate Work-spaces & Technology				-	-	<u> </u>	2070			<u> </u>	1070	1270
Flexibility & Reasonableness				-								
Knowledge & Skill Levels		<u> </u>		-	-							
knowledge & skill Levels	I	I					1					4

n = 10,984 respondents

Registered Nurses: Employed < 1 year



Employee Future Intention	ons -> Retention Zone (72% of Employees)					At Risk Zone (20%)				Turnover Zone (8%)		
,												
		T 05		/ A T O I		- • > /	_		40 TIV (4 T			_
		IOP	' 5 MOI	IVATO	RS TO S	IAY	ı	OP 5 N	AVITON	IORS I	O LEAVI	E
Narrative Text Questions →	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations That Are Met	Why it is a "Truly Great Place to Work"	Why I Score High on the NPS®	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Score Low on the NPS®	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave
Main Themes in the Text	n = 6,368	n = 4,554	n = 3,483	n = 7,835	n = 6,318	n = 751	n = 1,466	n = 6,237		_	n = 1,365	-
%age of employee answers that triggered each theme	• e											
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	28%											
Type of Work, Position or Services	15%											
Desirable or Convenient Location	15%											
Pay, Security & Conditions		15%	24%								27%	
Employment & Development Opportunities	32%	29%	44%	46%		14%					24%	
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		42%	33%		19%	27%						
Personal Wellbeing											17%	
Experiences with Clients					17%			28%				
Experiences with Colleagues		21%	38%		39%	24%	32%					
Respect & Understanding				27%								
Values & Standards of Behaviour				26%								
WORK ENABLERS How to Get the Job Done											•	
Effective Teamwork			22%		28%							
Support from Others		15%		45%	29%	24%						
Communication & Listening							22%	33%				
Attention to Quality & Standards	16%			26%		15%	26%	33%			17%	
Management & Leadership Skills							23%					
Problem Resolution & Improvement												
Appropriate Workloads & Staffing							30%	41%			20%	
Being Organised & Efficient		Ì										
Clear Decisions & Direction												
Appropriate Work-spaces & Technology								26%				
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 14,783 respondents

Registered Nurses: Employed 1 - 2 years



Employee Future Intentio	Retention Zone (61% of Employees)					At Risk Zone (25%)				Turnover Zone (14%)		
		TOP	5 MOT		RS TO S	TAV	т	OP 5 N	OTIVA	TORS T	OLEAV	F
		101	O IVIO I	IVAIO		171	'				LLAVI	_
Narrative Text Questions →	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations That Are Met	Why it is a "Truly Great Place to Work"	Why I Score High on the NPS®	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Score Low on the NPS®	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave
Main Themes in the Text	n = 8,715	n = 6,297	n = 4,458	n = 10,682	n = 7,794	n = 733	n = 3,110	n = 9,433	n = 1,104	n = 636	n = 2,283	n = 760
%age of employee answers that triggered each theme												
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	26%											
Type of Work, Position or Services	15%											
Desirable or Convenient Location	16%											15%
Pay, Security & Conditions	15%	14%	26%								27%	23%
Employment & Development Opportunities	30%	23%	36%	42%					29%		28%	27%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		45%	36%		20%	29%						14%
Personal Wellbeing												
Experiences with Clients								29%				
Experiences with Colleagues		24%	40%		39%	24%	29%			31%	19%	
Respect & Understanding				29%					31%			
Values & Standards of Behaviour				28%					31%			
WORK ENABLERS How to Get the Job Done												
Effective Teamwork		17%	25%		29%	18%						
Support from Others				41%	25%	22%			31%			
Communication & Listening							23%	35%	31%			
Attention to Quality & Standards				26%	16%	21%	26%	35%	29%	20%		
Management & Leadership Skills							30%			19%	20%	16%
Problem Resolution & Improvement										21%		
Appropriate Workloads & Staffing							29%	46%		25%	23%	
Being Organised & Efficient								27%				
Clear Decisions & Direction												
Appropriate Work-spaces & Technology												
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 22,094 respondents

Registered Nurses: Employed 3 - 5 years



Employee Future Intentio	\rightarrow	Retention Zone (54% of Employees)					At Risk Zone (27%)				Turnover Zone (20%)		
		TOD	SE MOT		oc to c	T A \/	_	ODEA		CODC T	\bigcirc LEAV/	_	
		TOP	' 5 MOI	IVATO	RS TO S	IAY	ı	OP 5 N	MOTIVAT	IORS I	O LEAVI		
Narrative Text Questions →	What Initially	Why I Have	Why I Would	My Main	Why it is a	Why I Score	Why It's NOT a	My Biggest	My Main	Why I Score	Why I Would	Why I've Now	
	Attracted Me	Stayed So far	Want to Stay	Expectations	"Truly Great	High on the	"Truly Great	Daily	Expectations	Low on the	Want to Leave	Decided to	
Main Thomas in the Tayt	to the Orgn		in the Future	That Are Met	Place to Work"	NPS®	Place to Work"	Frustrations	that Aren't Met	NPS®	in the Future	Leave	
Main Themes in the Text	n = 12,972	n = 9,565	n = 7,017	n = 16,446	n = 10,633	n = 943	n = 5,804	n = 15,211	n = 2,389	n = 1,037	n = 4,155	n = 1,279	
%age of employee answers that triggered each theme													
TANGIBLE BENEFITS What You Get													
Organisational Purposes & Reputation	25%												
Type of Work, Position or Services	15%												
Desirable or Convenient Location	19%											12%	
Pay, Security & Conditions	16%	14%	27%								22%	19%	
Employment & Development Opportunities	29%	21%	31%	38%							28%	27%	
Hours or Shifts													
Workplace Safety													
INTANGIBLE BENEFITS How You Feel & How You Are Treated													
Enjoyment & Commitment		45%	38%		20%	28%							
Personal Wellbeing												13%	
Experiences with Clients								31%					
Experiences with Colleagues		25%	40%		38%	21%	29%			30%	20%		
Respect & Understanding				31%					32%				
Values & Standards of Behaviour				32%					35%				
WORK ENABLERS													
How to Get the Job Done		100/	0.40/		00%	100/					<u> </u>		
Effective Teamwork		16%	24%	2004	28%	16%			2004				
Support from Others				39%	21%	19%		3F9/	32%				
Communication & Listening				27%		17%	OF 0/	35%	31%	010/		12%	
Attention to Quality & Standards				2/%	150/	1/%	25%	36%	30%	21%	000/		
Management & Leadership Skills					15%		33%			19%	22%	15%	
Problem Resolution & Improvement							23%	470/		20%	0.40/		
Appropriate Workloads & Staffing		<u> </u>					27%	47%		24%	24%		
Being Organised & Efficient								27%					
Clear Decisions & Direction													
Appropriate Work-spaces & Technology]										
Flexibility & Reasonableness													
Knowledge & Skill Levels													

n = 24,704 respondents

Registered Nurses: Employed 6 - 10 years



Employee Future Intentions → Retention Zone (49% of Employees)						s)	At Risk Zone (29%) Turnover Zone					one (22%)
		TOD	E MOT			T A \/	-	ODEA	40TI\	TODO T	\bigcirc LEAV/	_
		TOP	' 5 MOI	IVATO	RS TO S	IAY	1	OP 5 N	1OTIVA	IORS I	O LEAVI	E
Narrative Text Questions →	What Initially	Why I Have	Why I Would	My Main	Why it is a	Why I Score	Why It's NOT a	My Biggest	My Main	Why I Score	Why I Would	Why I've Now
	Attracted Me	Stayed So far	Want to Stay	Expectations	"Truly Great	High on the	"Truly Great	Daily	Expectations	Low on the	Want to Leave	Decided to
	to the Orgn		in the Future	That Are Met	Place to Work"	NPS®	Place to Work"	Frustrations	that Aren't Met	NPS®	in the Future	Leave
Main Themes in the Text	n = 14,841	n = 11,149	n = 7,920	n = 18,296	n = 11,196	n = 863	n = 7,471	n = 17,378	n = 3,290	n = 1,254	n = 4,744	n = 1,467
%age of employee answers that triggered each theme												
TANGIBLE BENEFITS What You Get												
Organisational Purposes & Reputation	23%											
Type of Work, Position or Services	15%											
Desirable or Convenient Location	22%											
Pay, Security & Conditions	15%	16%	30%								21%	24%
Employment & Development Opportunities	27%	17%	27%	34%							26%	22%
Hours or Shifts												
Workplace Safety												
INTANGIBLE BENEFITS How You Feel & How You Are Treated												
Enjoyment & Commitment		45%	39%		20%	29%						
Personal Wellbeing											23%	15%
Experiences with Clients								30%				
Experiences with Colleagues		24%	39%		38%	23%	28%			27%		
Respect & Understanding				33%					35%			
Values & Standards of Behaviour				34%					38%	16%		
WORK ENABLERS How to Get the Job Done												
Effective Teamwork		14%	23%		27%	16%						
Support from Others				37%	18%	18%			32%			
Communication & Listening			1				24%	36%	33%			
Attention to Quality & Standards			1	27%		19%	24%	35%	29%	21%		
Management & Leadership Skills					16%		35%			25%	26%	17%
Problem Resolution & Improvement										21%	21%	12%
Appropriate Workloads & Staffing							25%	46%		18%	24%	
Being Organised & Efficient								28%				
Clear Decisions & Direction												
Appropriate Work-spaces & Technology												
Flexibility & Reasonableness												
Knowledge & Skill Levels												

n = 32,263 respondents

Registered Nurses: Employed > 10 years



Employee Future Intentio	\rightarrow	Retention Zone (45% of Employees)					At Risk Zone (31%)				Turnover Zone (24%)		
		ТОР	9 5 MOT	IVATO	RS TO S	TAY	Т	OP 5 N	OTIVA	TORS T	O LEAV	E	
Narrative Text Questions →	What Initially Attracted Me to the Orgn	Why I Have Stayed So far	Why I Would Want to Stay in the Future	My Main Expectations That Are Met	Why it is a "Truly Great Place to Work"	Why I Score High on the NPS®	Why It's NOT a "Truly Great Place to Work"	My Biggest Daily Frustrations	My Main Expectations that Aren't Met	Why I Score Low on the NPS®	Why I Would Want to Leave in the Future	Why I've Now Decided to Leave	
Main Themes in the Text	n = 18,217	n = 13,531	n = 9,901	n = 24,067	n = 14,933	n = 1,597	n = 10,616	n = 24,059	n = 4,422	n = 1,984	n = 5,784	n = 2,070	
%age of employee answers that triggered each theme													
TANGIBLE BENEFITS What You Get													
Organisational Purposes & Reputation	23%												
Type of Work, Position or Services	16%												
Desirable or Convenient Location	25%	14%											
Pay, Security & Conditions		16%	32%								24%	41%	
Employment & Development Opportunities	25%	16%	21%			15%					22%	13%	
Hours or Shifts													
Workplace Safety													
INTANGIBLE BENEFITS How You Feel & How You Are Treated													
Enjoyment & Commitment	15%	50%	46%		21%	28%							
Personal Wellbeing											25%	16%	
Experiences with Clients								30%					
Experiences with Colleagues		23%	39%		41%	20%	25%			27%	1		
Respect & Understanding				38%					40%				
Values & Standards of Behaviour				38%					41%				
WORK ENABLERS How to Get the Job Done													
Effective Teamwork			21%		24%								
Support from Others				37%	17%	15%			30%				
Communication & Listening				30%			25%	39%	37%				
Attention to Quality & Standards				30%	17%	20%	24%	35%	30%	21%			
Management & Leadership Skills							34%			23%	26%	14%	
Problem Resolution & Improvement										22%			
Appropriate Workloads & Staffing							27%	46%		19%	25%		
Being Organised & Efficient													
Clear Decisions & Direction													
Appropriate Work-spaces & Technology								29%					
Flexibility & Reasonableness													
Knowledge & Skill Levels													