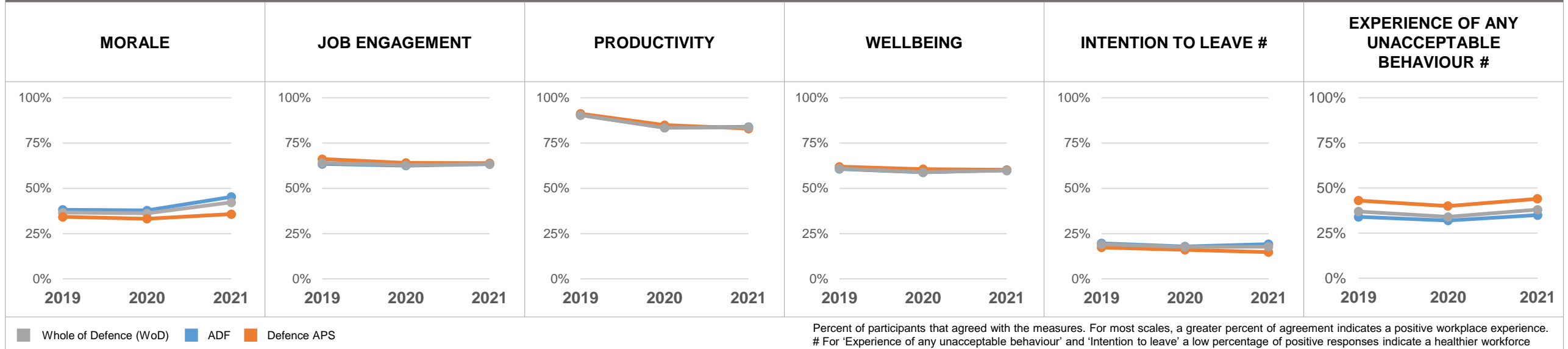




Workplace Experience in Whole of Defence – Q1 2021

ORGANISATIONAL CLIMATE INDICATORS - % POSITIVE



Percent of participants that agreed with the measures. For most scales, a greater percent of agreement indicates a positive workplace experience. # For 'Experience of any unacceptable behaviour' and 'Intention to leave' a low percentage of positive responses indicate a healthier workforce

DEFENCE VALUES

VALUE	SURVEY ITEM	% POSITIVE					
		WoD 2020	APS 2020	ADF 2020	WoD 2021	APS 2021	ADF 2021
SERVICE The selflessness of character to place the security and interests of our nation and its people ahead of my own.	I believe my work makes an important contribution to Defence.	75%	80%	73%	76%	79%	74%
COURAGE The strength of character to say and do the right thing, always, especially in the face of adversity.	Defence has a culture that supports individuals who report fraud, corruption and/or unethical behaviour.	60%	56%	62%	62%	54%	65%
RESPECT The humanity of character to value others and treat them with dignity.	The people in my work group treat each other with respect.	79%	78%	80%	79%	75%	81%
INTEGRITY The consistency of character to align my thoughts, words and actions to do what is right.	I would intervene if I saw someone else experiencing unacceptable behaviour. *	83%	82%	84%	86%	81%	89%
EXCELLENCE The willingness of character to strive each day to be the best I can be, both professionally and personally.	Defence inspires me to do my best work every day.	48%	48%	47%	51%	52%	51%

* This item is asked as selected / not selected.

DEFENCE BEHAVIOURS

BEHAVIOUR	SURVEY ITEM	% POSITIVE					
		WoD 2020	APS 2020	ADF 2020	WoD 2021	APS 2021	ADF 2021
ACT WITH PURPOSE FOR DEFENCE AND THE NATION	I have a clear understanding of how I contribute to my unit / section's goals.	79%	81%	78%	79%	78%	79%
BE ADAPTABLE, INNOVATIVE AND AGILE	I get the opportunity to develop new and better ways of doing my job.	58%	60%	56%	69%	70%	68%
COLLABORATE AND BE TEAM FOCUSED	People from different areas cooperate to achieve good outcomes for Defence.	64%	63%	65%	68%	65%	70%
BE ACCOUNTABLE AND TRUSTWORTHY	The people in my work group are open, honest and transparent.	71%	70%	72%	74%	70%	76%
REFLECT, LEARN AND IMPROVE	I have sufficient access to learning and development opportunities to improve my skills.	57%	66%	54%	69%	74%	67%
BE INCLUSIVE AND VALUE OTHERS	I feel like an accepted part of a team.	78%	78%	78%	80%	78%	81%

This report presents data collected in the YourSay Workplace Experience Survey and Workplace Behaviours Survey during the period September 2019 to March 2021. Please note that percentages may not always add up to 100% due to rounding.

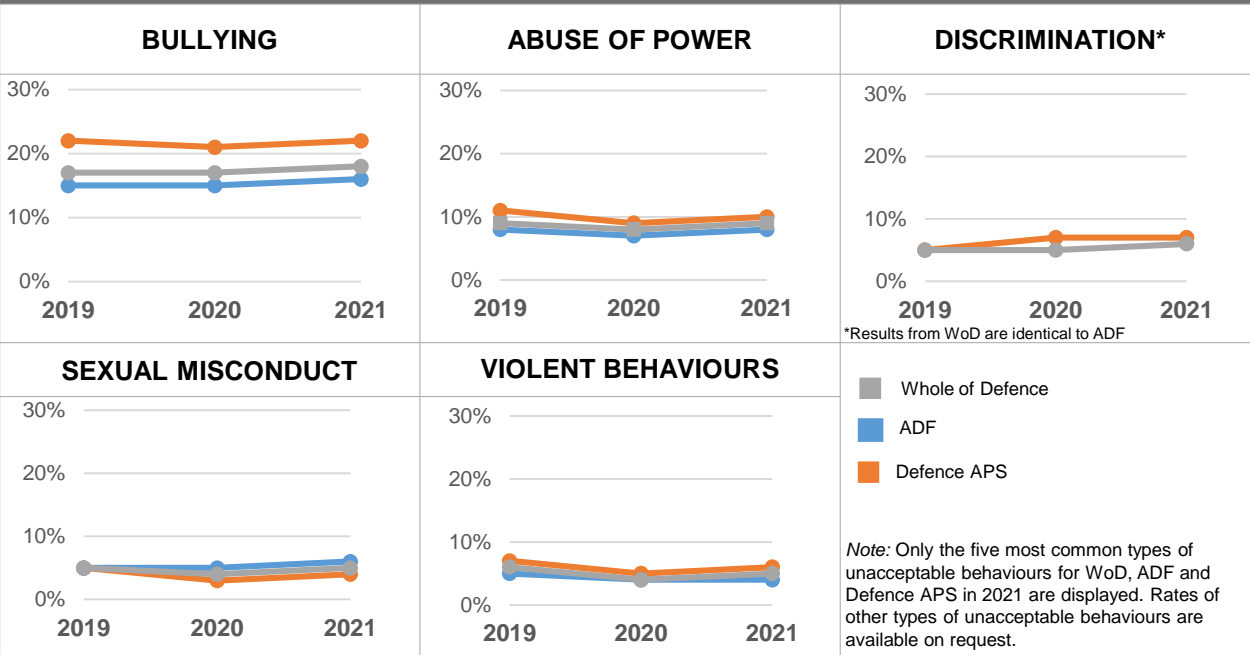
The results allow Defence to monitor the Defence Values and Behaviours based on current survey items. Defence People Group are working to develop a robust measurement model for use in the future.

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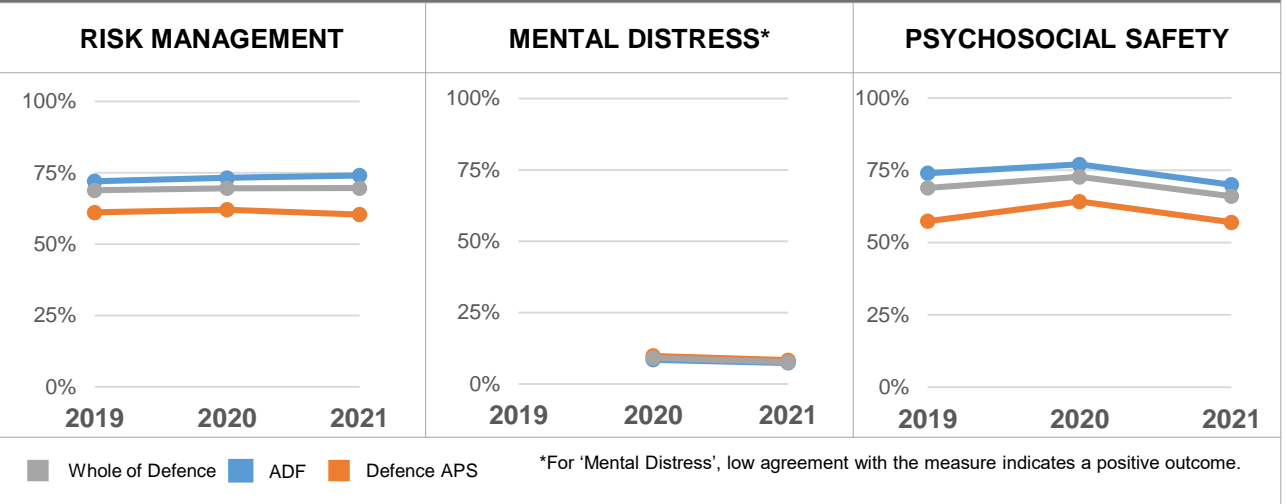


Workplace Experience in Whole of Defence – Q1 2021

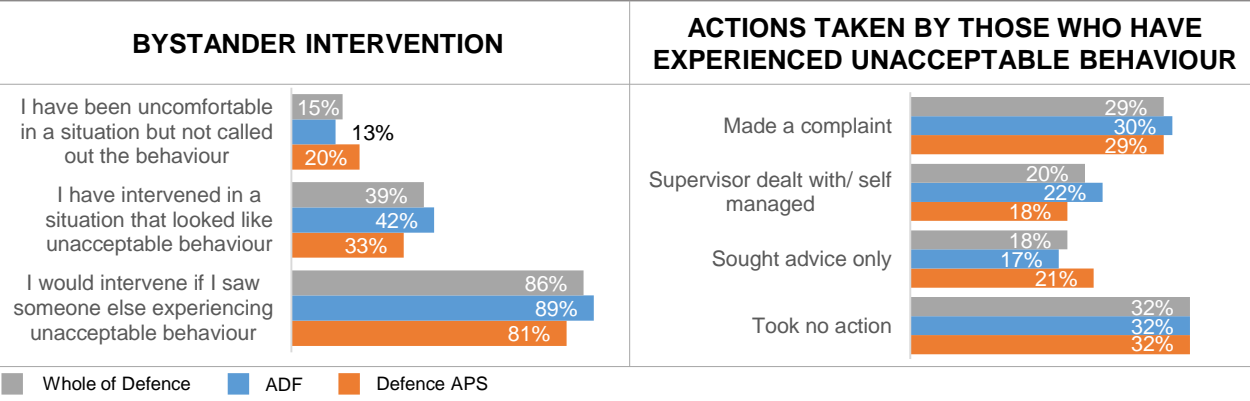
TYPES OF UNACCEPTABLE BEHAVIOUR



WORKPLACE SAFETY AND WELLBEING



2021 RESPONSES TO UNACCEPTABLE BEHAVIOURS



TALKING POINTS

- The interim measures of Defence Values and Behaviours are largely positive when compared to 2020. This includes significant improvements in behaviours such as 'Be Adaptable, Innovative and Agile' and 'Reflect, Learn and Improve'.
- Defence has a positive organisational climate, as evidenced by results in Job Engagement, Productivity and Wellbeing. Morale within Defence has improved, with 42% of the workforce reporting high levels of Morale. This is a 5% increase from 2020.
- Defence has a positive workplace safety and wellbeing. Risk Management remains stable, and only 8% of respondents reported Mental Distress (down from 9% in 2020).
- 41% of participants experienced any unacceptable behaviour in the first quarter in 2021. Bullying is the most common type of unacceptable behaviour followed by abuse of power, and discrimination.
- Bystander and reporting culture is strong in Defence. 86% of participants indicated that they would intervene when witnessing unacceptable behaviour and 68% of those who experienced unacceptable behaviour took some form of action.
- The perceptions of safety returned to pre-COVID levels in the first quarter of 2021 (60%). There was a small increase in 2020 (73%) which may indicate that personnel felt safe during the pandemic. This might be as a result of increased level of concern and communication from supervisors in relation to safety and mental wellbeing of personnel during 2020.

2021 Q1 SUMMARY RESULTS FOR DEFENCE BY GROUPS

The data presented in the table on the right show the percentage of positive responses from the YourSay Workplace Experience (YSWE) and Workplace Behaviours (WB) surveys.

For 'Intention to leave', 'Mental Distress' and 'UB Any', a low percentage of positive responses indicate a healthier workforce.

Groups with less than 30 respondents are presented with (-).

Key

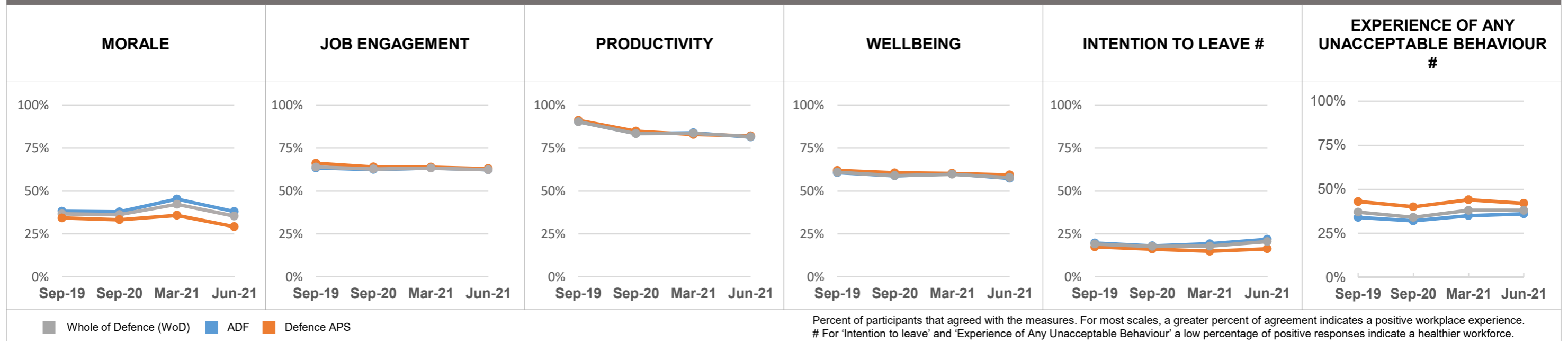
- Values are significantly higher than the Defence mean
- Values are moderately higher than the Defence mean
- Values not coloured are similar to the Defence mean
- Values are moderately lower than the Defence mean
- Values are significantly lower than the Defence mean

	Morale	Job Engagement	Productivity	Wellbeing	Intention to Leave #	Risk Management	Mental Distress#	YSWE response	UB Any#	Psychosocial Safety	WB response
Navy	46%	65%	83%	62%	20%	72%	8%	587	37%	68%	565
Army	43%	59%	82%	55%	22%	70%	9%	1066	33%	69%	820
Air Force	46%	64%	85%	62%	16%	78%	6%	830	32%	72%	452
Australian Defence Force HQ	53%	63%	87%	62%	24%	64%	9%	44	-	-	-
Capability Acquisition & Sustain Gp	37%	64%	82%	60%	14%	63%	6%	455	35%	63%	310
Chief Information Officer	33%	63%	75%	57%	16%	61%	9%	89	38%	58%	79
Defence Executive Support	38%	67%	86%	65%	13%	66%	7%	88	34%	51%	59
Defence Finance	39%	67%	83%	64%	7%	66%	10%	33	53%	49%	36
Defence Intelligence	47%	67%	87%	75%	14%	61%	2%	56	63%	61%	38
Defence People Group	42%	69%	91%	65%	13%	68%	8%	116	33%	66%	97
Def Science & Technology Gp	32%	60%	73%	57%	15%	57%	13%	109	25%	58%	92
Estate & Infrastructure Group	39%	66%	86%	62%	14%	63%	8%	162	45%	63%	129
Joint Capabilities	33%	64%	86%	58%	21%	66%	5%	210	44%	65%	161
Joint Operations Command	51%	72%	86%	63%	20%	74%	6%	58	36%	63%	36
Strategy, Policy, & Industry	43%	70%	92%	70%	11%	63%	8%	59	51%	51%	49
Defence	42%	63%	84%	60%	18%	70%	8%	3977	41%	60%	2953



Workplace Experience in Whole of Defence – Q2 2021

ORGANISATIONAL CLIMATE INDICATORS - % POSITIVE



INTERIM MEASURES OF VALUES

% POSITIVE

VALUE	SURVEY ITEM	WoD 2020	APS 2020	ADF 2020	WoD 2021	APS 2021	ADF 2021
SERVICE The selflessness of character to place the security and interests of our nation and its people ahead of my own.	I believe my work makes an important contribution to Defence.	75%	80%	73%	77%	79%	75%
COURAGE The strength of character to say and do the right thing, always, especially in the face of adversity.	Defence has a culture that supports individuals who report fraud, corruption and/or unethical behaviour.	60%	56%	62%	61%	55%	67%
RESPECT The humanity of character to value others and treat them with dignity.	The people in my work group treat each other with respect.	79%	78%	80%	78%	76%	81%
INTEGRITY The consistency of character to align my thoughts, words and actions to do what is right.	I would intervene if I saw someone else experiencing unacceptable behaviour. <i>This item is asked as selected / not selected.</i>	83%	82%	84%	85%	79%	88%
EXCELLENCE The willingness of character to strive each day to be the best I can be, both professionally and personally.	Defence inspires me to do my best work every day.	48%	48%	47%	53%	54%	52%
CULTURAL ALIGNMENT	This Scale is used to benchmark cultural alignment within Defence. Higher values (5) indicate better cultural alignment; as part of Phase One of the Measures of Defence Values & Behaviours Culture Measurement Research Program. Data first collected in Q2 2021.				3.65	3.57	3.67

INTERIM MEASURES OF BEHAVIOURS

% POSITIVE

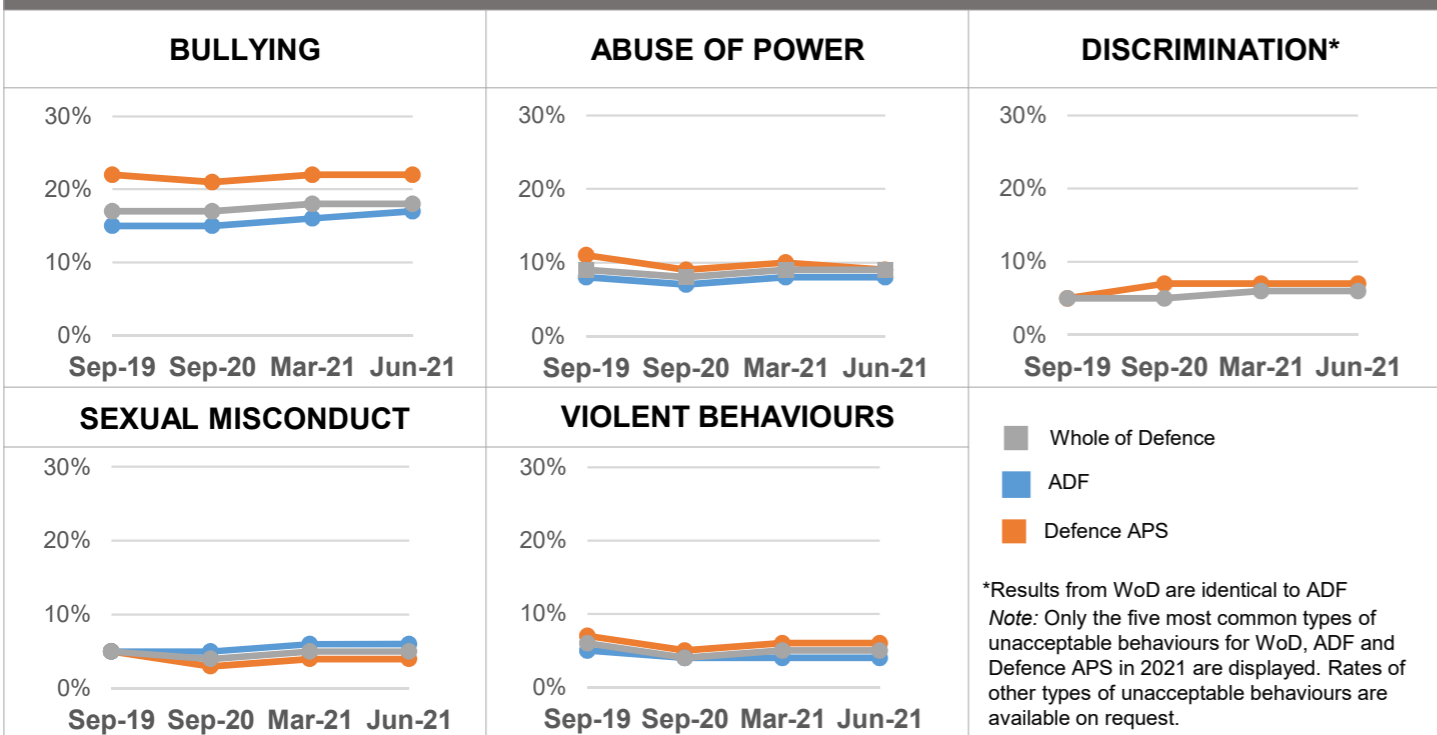
BEHAVIOUR	SURVEY ITEM	WoD 2020	APS 2020	ADF 2020	WoD 2021	APS 2021	ADF 2021
ACT WITH PURPOSE FOR DEFENCE AND THE NATION	I have a clear understanding of how I contribute to my unit / section's goals.	79%	81%	78%	78%	78%	79%
BE ADAPTABLE, INNOVATIVE AND AGILE	I get the opportunity to develop new and better ways of doing my job.	58%	60%	56%	67%	69%	66%
COLLABORATE AND BE TEAM FOCUSED	People from different areas cooperate to achieve good outcomes for Defence.	64%	63%	65%	65%	64%	67%
BE ACCOUNTABLE AND TRUSTWORTHY	The people in my work group are open, honest and transparent.	71%	70%	72%	72%	71%	74%
REFLECT, LEARN AND IMPROVE	I have sufficient access to learning and development opportunities to improve my skills.	57%	66%	54%	70%	74%	66%
BE INCLUSIVE AND VALUE OTHERS	I feel like an accepted part of a team.	78%	78%	78%	79%	78%	80%

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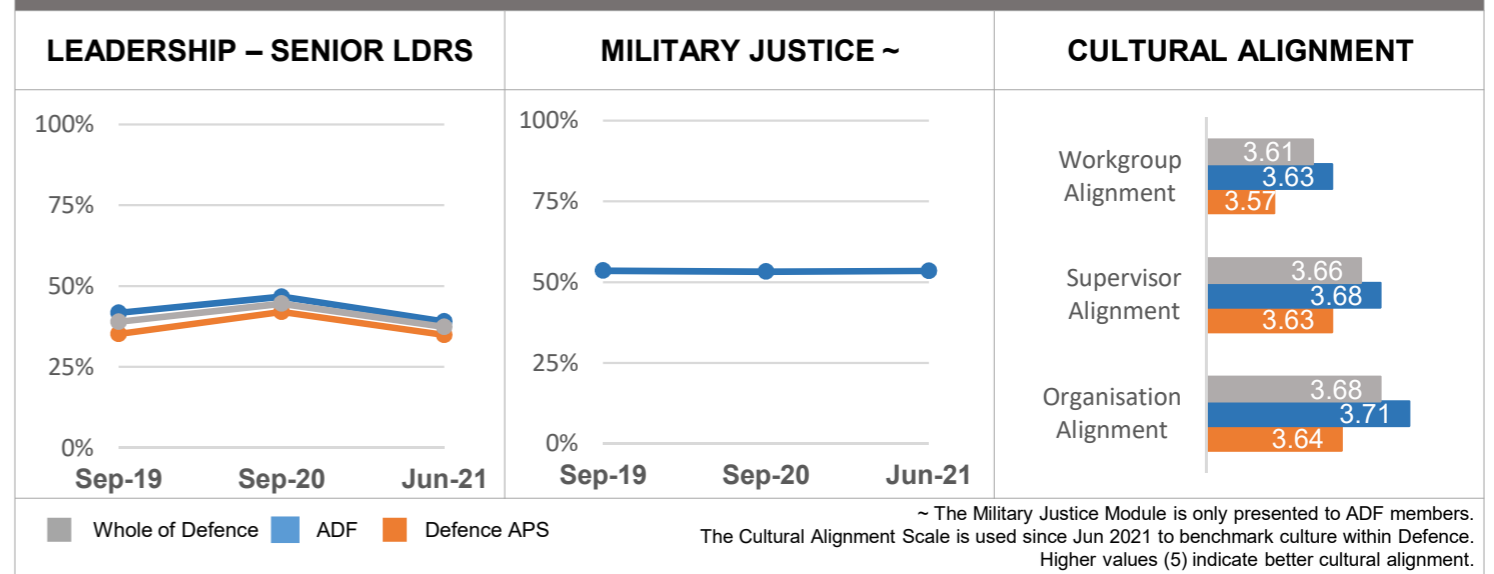


Workplace Experience in Whole of Defence – Q2 2021

TYPES OF UNACCEPTABLE BEHAVIOUR



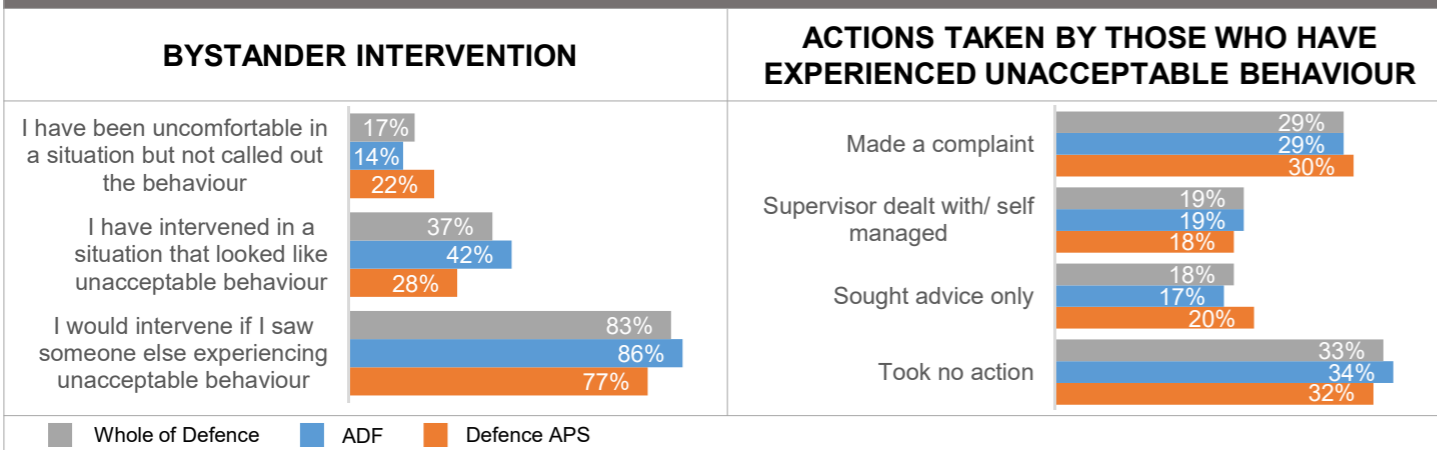
WORKPLACE SAFETY AND WELLBEING



TALKING POINTS

- The interim measures of Defence Values and Behaviours are comparable to, or higher than 2020 results. 2021 results show significant improvement in behaviours such as 'Be Adaptable, Innovative and Agile' and 'Reflect, Learn and Improve'.
- Defence has a positive organisational climate, as evidenced by results in Job Engagement, Productivity and Wellbeing. Morale within Defence has improved in Q1 and returned to levels comparable to previous years in Q2. Quarterly fluctuations in the Levels of Morale have not been monitored in the past, and will be assessed once sufficient data has been collected.
- 37% of participants indicated that they have confidence in Senior Leaders; this represents a 7% decrease in the measure from 2020. Confidence in the Military Justice System remains steady at 53% when compared to previous years.
- 38% of participants experienced Any Unacceptable Behaviour in Q2 2021. Bullying is the most common type of unacceptable behaviour followed by abuse of power and discrimination.
- Bystander and reporting culture is strong in Defence. 83% of participants indicated that they would intervene when witnessing Unacceptable Behaviour, and 67% of those who experienced Unacceptable Behaviour took some form of action.
- The perceptions of safety fell to 66% in Q2 2021, which is below the pre-COVID levels (69%). A small increase to 73% recorded in 2020 may have indicated that personnel felt safer at the beginning of the COVID-19 pandemic as a result of increased level of supervisors' concern for their safety and mental wellbeing.

2021 Q2 RESPONSES TO UNACCEPTABLE BEHAVIOURS



2021 Q2 SUMMARY RESULTS FOR DEFENCE BY GROUPS

The data presented in the table on the right show the percentage of positive responses from the YourSay Workplace Experience (YSWE) and Workplace Behaviours (WB) surveys.

For 'Intention to leave' and 'UB Any', a low percentage of positive responses indicate a healthier workforce. The Military Justice Module is only presented to ADF members.

The group *Defence Corporate Programs-DPG* has less than 30 respondents and will not be presented in this table. Questions with less than 30 respondents will be presented with (-).

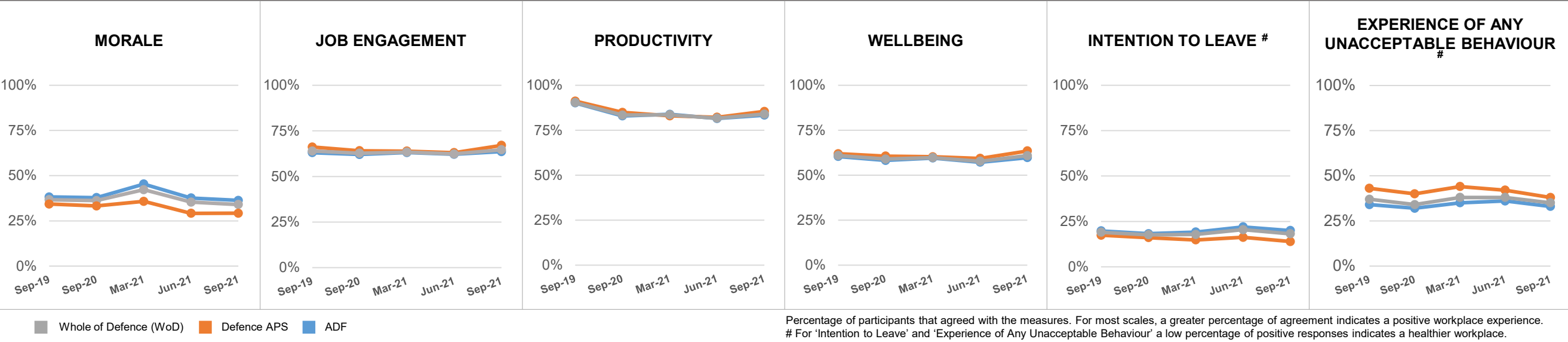
- Measures of Workplace Experience are:
- Significantly positive compared to the WoD mean
 - Moderately positive compared to the WoD mean
 - Similar to the WoD mean
 - Moderately negative compared to the WoD mean
 - Significantly negative compared to the WoD mean

Group	Morale	Job Engagement	Productivity	Wellbeing	Intention to Leave #	Leadership Senior Ldrs	Military Justice	YSWE responses	Experience of any UB #	Psychosocial Safety	WB responses
Navy	37%	63%	80%	58%	22%	41%	53%	640	40%	69%	529
Army	36%	60%	81%	56%	24%	33%	55%	1153	34%	69%	848
Air Force	37%	62%	83%	56%	21%	40%	50%	876	33%	70%	627
Australian Defence Force HQ	53%	68%	91%	68%	22%	46%	-	35	36%	81%	33
Capability Acq & Sustain Gp	35%	65%	81%	60%	15%	40%	58%	392	31%	67%	363
Chief Information Officer	28%	64%	76%	57%	20%	32%	-	93	46%	54%	88
Defence Executive Support	32%	64%	85%	61%	17%	38%	-	67	35%	38%	51
Defence Finance	24%	64%	86%	61%	13%	48%	-	34	42%	71%	31
Defence Intelligence	31%	64%	86%	61%	16%	35%	-	52	31%	73%	55
Defence People Group	32%	68%	86%	66%	8%	39%	-	107	42%	58%	107
Def Science & Technology Gp	27%	67%	81%	61%	15%	32%	-	100	44%	47%	98
Estate & Infrastructure Group	25%	58%	78%	55%	19%	38%	-	111	42%	53%	113
Joint Capabilities	37%	67%	84%	62%	19%	35%	60%	189	34%	64%	134
Joint Operations Command	30%	64%	80%	56%	23%	44%	53%	44	29%	68%	41
Strategy, Policy, & Industry	30%	60%	84%	60%	25%	49%	-	40	44%	46%	54
Defence	35%	62%	82%	58%	20%	37%	54%	3948	38%	66%	3470



Workplace Experience in Whole of Defence – Q3 2021

ORGANISATIONAL CLIMATE INDICATORS - % POSITIVE



INTERIM MEASURES OF VALUES

VALUE	SURVEY ITEM	% POSITIVE					
		WoD 2020	APS 2020	ADF 2020	WoD 2021	APS 2021	ADF 2021
SERVICE The selflessness of character to place the security and interests of our nation and its people ahead of my own.	I believe my work makes an important contribution to Defence.	75%	80%	73%	76%	80%	74%
COURAGE The strength of character to say and do the right thing, always, especially in the face of adversity.	Defence has a culture that supports individuals who report fraud, corruption and/or unethical behaviour.	60%	56%	62%	65%	58%	68%
RESPECT The humanity of character to value others and treat them with dignity.	The people in my work group treat each other with respect.	79%	78%	80%	80%	78%	81%
INTEGRITY The consistency of character to align my thoughts, words and actions to do what is right.	I would intervene if I saw someone else experiencing unacceptable behaviour. <i>This item is asked as selected / not selected.</i>	83%	82%	84%	84%	79%	87%
EXCELLENCE The willingness of character to strive each day to be the best I can be, both professionally and personally.	Defence inspires me to do my best work every day.	47%	48%	47%	54%	56%	53%
CULTURAL ALIGNMENT	This scale is used to benchmark cultural alignment within Defence as part of the Measures of Defence Values & Behaviours Culture Measurement Research Program. Higher values (5) indicate better cultural alignment. Data first collected in Jun 2021.				3.69	3.68	3.70

INTERIM MEASURES OF BEHAVIOURS

BEHAVIOUR	SURVEY ITEM	% POSITIVE					
		WoD 2020	APS 2020	ADF 2020	WoD 2021	APS 2021	ADF 2021
ACT WITH PURPOSE FOR DEFENCE AND THE NATION	I have a clear understanding of how I contribute to my unit / section's goals.	78%	81%	78%	79%	78%	79%
BE ADAPTABLE, INNOVATIVE AND AGILE	I get the opportunity to develop new and better ways of doing my job.	58%	60%	57%	66%	69%	65%
COLLABORATE AND BE TEAM FOCUSED	People from different areas cooperate to achieve good outcomes for Defence.	64%	63%	65%	65%	64%	66%
BE ACCOUNTABLE AND TRUSTWORTHY	The people in my work group are open, honest and transparent.	71%	70%	72%	74%	72%	74%
REFLECT, LEARN AND IMPROVE	I have sufficient access to learning and development opportunities to improve my skills.	57%	66%	54%	69%	75%	67%
BE INCLUSIVE AND VALUE OTHERS	I feel like an accepted part of a team.	78%	78%	78%	80%	79%	80%

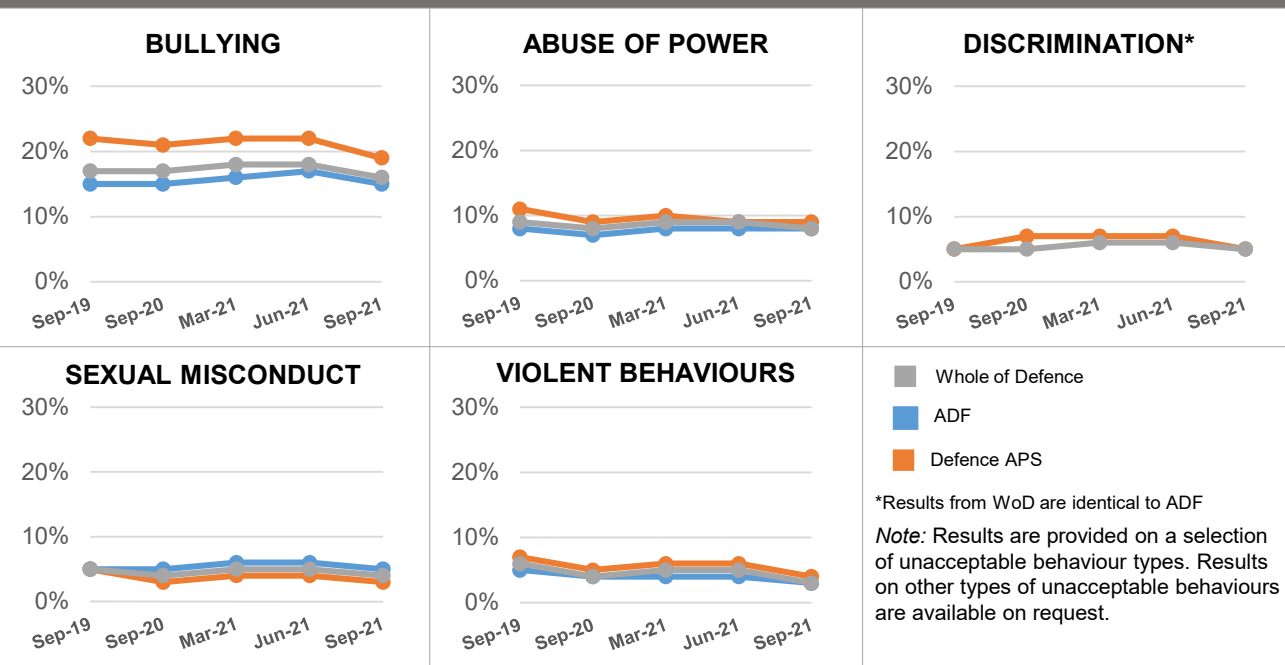
This report presents data collected in the YourSay Workplace Experience (YSWE) and Workplace Behaviours (WB) surveys during the period September 2019 to September 2021. Percentages may not always add up to 100% due to rounding. Defence People Group is working to develop a robust culture measurement model for use in the future.

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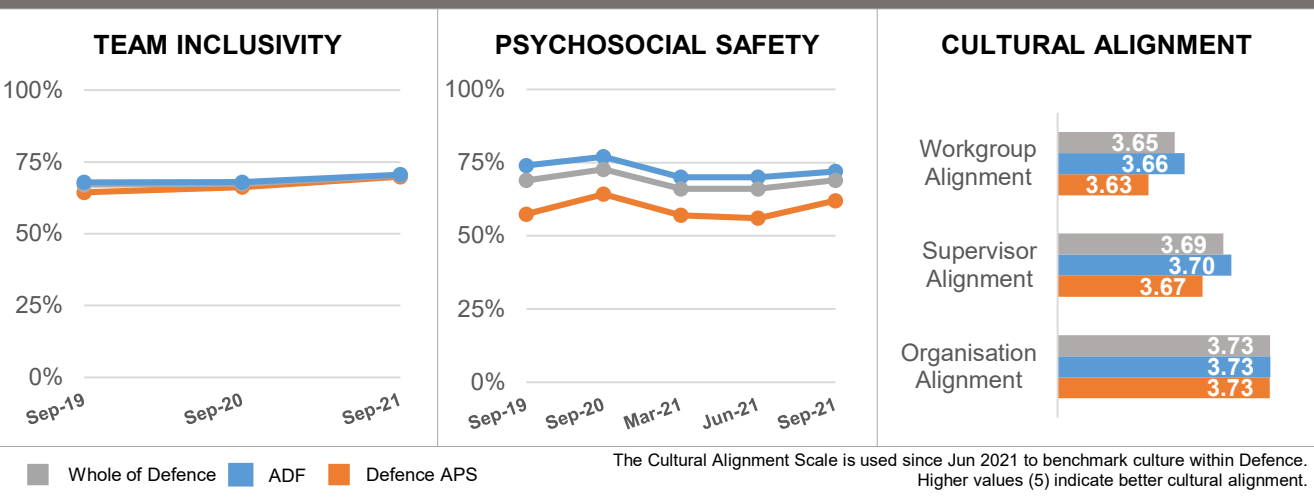


Workplace Experience in Whole of Defence – Q3 2021

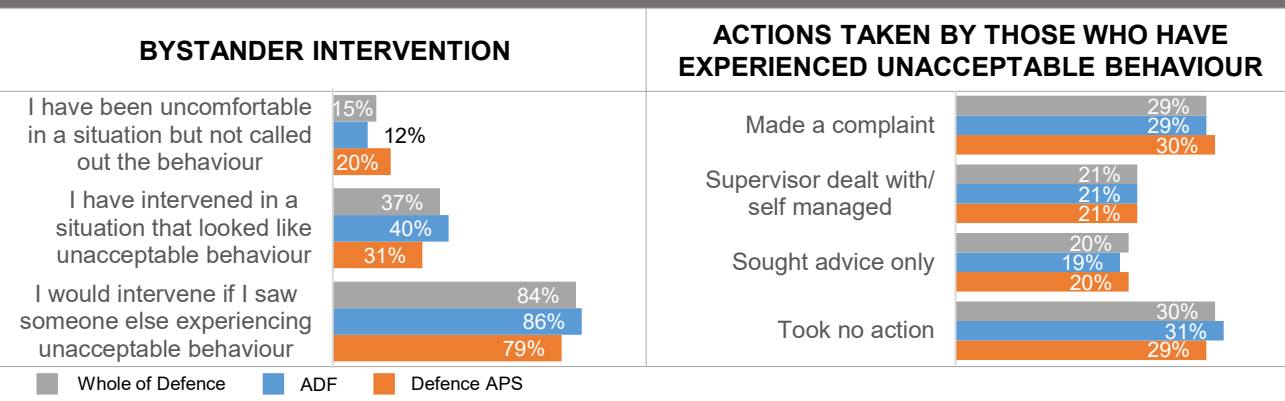
TYPES OF UNACCEPTABLE BEHAVIOUR - % POSITIVE



WORKPLACE SAFETY AND WELLBEING - % POSITIVE



2021 Q3 RESPONSES TO UNACCEPTABLE BEHAVIOURS - % POSITIVE



TALKING POINTS

- The interim measures of Defence Values and Behaviours are comparable to, or higher than 2020 results. 2021 results show improvement in all values and behaviours including 'Be Adaptable, Innovative and Agile' and 'Reflect, Learn and Improve'.
- Defence has a positive organisational climate, as evidenced by results in Job Engagement, Productivity and Wellbeing. Morale within Defence showed an improvement in Q1 and returned to levels comparable to previous years in Q2 and Q3. Quarterly fluctuations in the levels of Morale have not been monitored in the past, and will be assessed once sufficient information has been collected.
- Team inclusivity presents a positive trend over time. Over 70% of the workforce feel valued and respected in their team and cooperate across Defence to achieve good results.
- 35% of participants experienced Any Unacceptable Behaviour in Q3 2021. Of the unacceptable behaviour types selected for reporting, Bullying is the most common followed by Abuse of Power and Discrimination. Bystander intervention and reporting culture is strong in Defence. 84% of participants indicated that they would intervene when witnessing unacceptable behaviour, and 70% of those who experienced unacceptable behaviour took some form of action.
- Perceptions of safety have returned to pre-COVID levels (69%) in Q3 2021. A small increase to 73% recorded in 2020 may have indicated that personnel felt safer at the beginning of the COVID-19 pandemic as a result of increased level of supervisors' concern for their safety and mental wellbeing.

2021 Q3 SUMMARY RESULTS FOR DEFENCE BY GROUPS - % POSITIVE

The data presented in the table on the right show the percentage of positive responses from the YourSay Workplace Experience (YSWE) and Workplace Behaviours (WB) surveys.

For 'Intention to Leave' and 'UB Any', a low percentage of positive responses indicate a healthier workforce.

The group *Defence Corporate Programs-DPG* has less than 30 respondents and is not presented in this table.

Measures of Workplace Experience are:

- Significantly positive compared to the WoD mean
- Moderately positive compared to the WoD mean
- Similar to the WoD mean
- Moderately negative compared to the WoD mean
- Significantly negative compared to the WoD mean

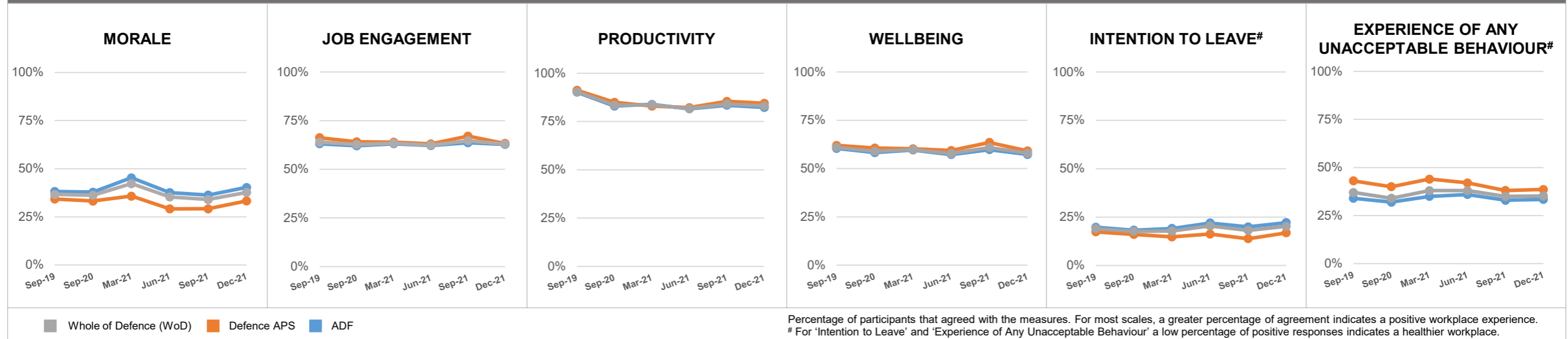
Group	Morale	Job Engagement	Productivity	Wellbeing	Intention to Leave #	Team Inclusivity	WE responses	Experience of any UB #	Psychosocial Safety	WB responses
Navy	36%	64%	82%	61%	19%	71%	550	35%	73%	471
Army	36%	62%	83%	59%	21%	69%	1105	33%	68%	786
Air Force	35%	65%	85%	60%	17%	71%	890	28%	74%	821
Australian Defence Force HQ	49%	78%	91%	71%	6%	76%	41	29%	74%	38
Capability Acquisition & Sustain Group	33%	66%	85%	63%	15%	74%	432	30%	66%	378
Chief Information Officer	23%	61%	75%	54%	21%	64%	74	44%	49%	87
Defence Executive Support	25%	60%	88%	62%	13%	68%	72	45%	55%	67
Defence Finance	32%	67%	87%	60%	18%	68%	44	25%	65%	40
Defence Intelligence	35%	74%	90%	75%	10%	76%	78	26%	77%	66
Defence People Group	34%	69%	89%	69%	13%	71%	116	34%	69%	100
Defence Science & Technology Group	18%	63%	80%	57%	12%	67%	106	40%	63%	101
Estate & Infrastructure Group	32%	65%	84%	60%	21%	68%	131	32%	64%	120
Joint Capabilities	28%	66%	83%	59%	22%	67%	184	38%	70%	134
Joint Operations Command	38%	67%	85%	62%	15%	71%	46	35%	74%	31
Strategy, Policy & Industry	42%	71%	93%	74%	11%	71%	44	44%	53%	36
Whole of Defence	34%	65%	84%	61%	18%	70%	3963	35%	69%	3577



Australian Government
Department of Defence
Defence People Group

Workplace Experience in Whole of Defence – Q4 2021

ORGANISATIONAL CLIMATE INDICATORS - % POSITIVE



INTERIM MEASURES OF VALUES - % POSITIVE

VALUE	SURVEY ITEM	WoD 2020	APS 2020	ADF 2020	WoD 2021	APS 2021	ADF 2021
SERVICE The selflessness of character to place the security and interests of our nation and its people ahead of my own.	I believe my work makes an important contribution to Defence.	75%	80%	73%	76%	80%	74%
COURAGE The strength of character to say and do the right thing, always, especially in the face of adversity.	Defence has a culture that supports individuals who report fraud, corruption and/or unethical behaviour.	60%	56%	62%	65%	58%	68%
RESPECT The humanity of character to value others and treat them with dignity.	The people in my work group treat each other with respect.	79%	78%	80%	80%	78%	81%
INTEGRITY The consistency of character to align my thoughts, words and actions to do what is right.	I would intervene if I saw someone else experiencing unacceptable behaviour. <i>This item is asked as selected / not selected.</i>	83%	82%	84%	83%	79%	85%
EXCELLENCE The willingness of character to strive each day to be the best I can be, both professionally and personally.	Defence inspires me to do my best work every day.	47%	48%	47%	54%	56%	53%
CULTURAL ALIGNMENT	This scale is used to benchmark cultural alignment within Defence as part of the Defence Values & Behaviours Culture Measurement Research Program. Higher values (5) indicate better cultural alignment. Data first collected in Jun 2021.				3.69	3.69	3.69

INTERIM MEASURES OF BEHAVIOURS - % POSITIVE

BEHAVIOUR	SURVEY ITEM	WoD 2020	APS 2020	ADF 2020	WoD 2021	APS 2021	ADF 2021
ACT WITH PURPOSE FOR DEFENCE AND THE NATION	I have a clear understanding of how I contribute to my unit / section's goals.	78%	81%	78%	79%	79%	79%
BE ADAPTABLE, INNOVATIVE AND AGILE	I get the opportunity to develop new and better ways of doing my job.	58%	60%	57%	65%	67%	65%
COLLABORATE AND BE TEAM FOCUSED	People from different areas cooperate to achieve good outcomes for Defence.	64%	63%	65%	65%	64%	66%
BE ACCOUNTABLE AND TRUSTWORTHY	The people in my work group are open, honest and transparent.	71%	70%	72%	74%	72%	74%
REFLECT, LEARN AND IMPROVE	I have sufficient access to learning and development opportunities to improve my skills.	57%	66%	54%	69%	74%	66%
BE INCLUSIVE AND VALUE OTHERS	I feel like an accepted part of a team.	78%	78%	78%	80%	79%	80%

This report presents data collected in the YourSay Workplace Experience (YSWE) and Workplace Behaviours (WB) surveys during the period September 2019 to December 2021. Percentages may not always add up to 100% due to rounding. Defence People Group is working to develop a robust culture measurement model for use in the future.

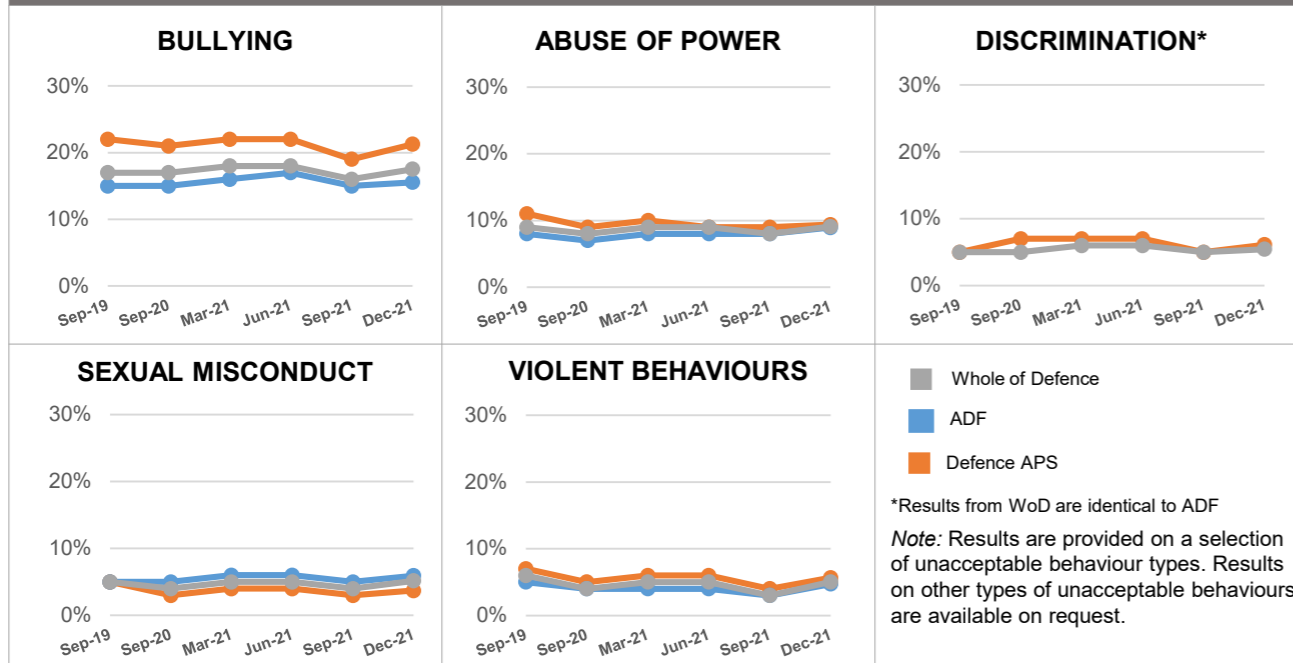
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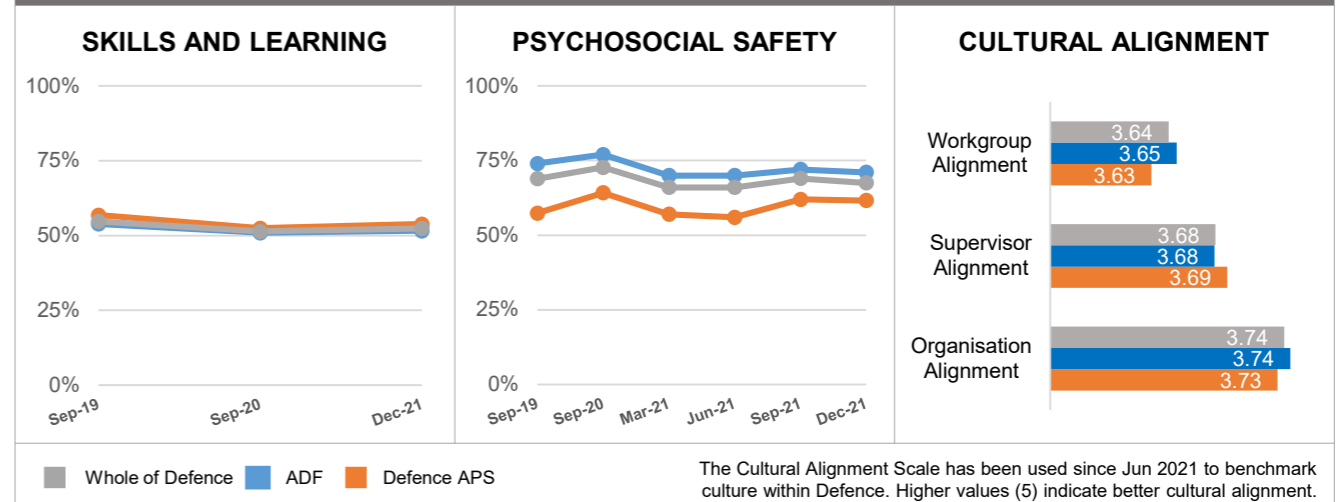
Australian Government
Department of Defence
Defence People Group

Workplace Experience in Whole of Defence – Q4 2021

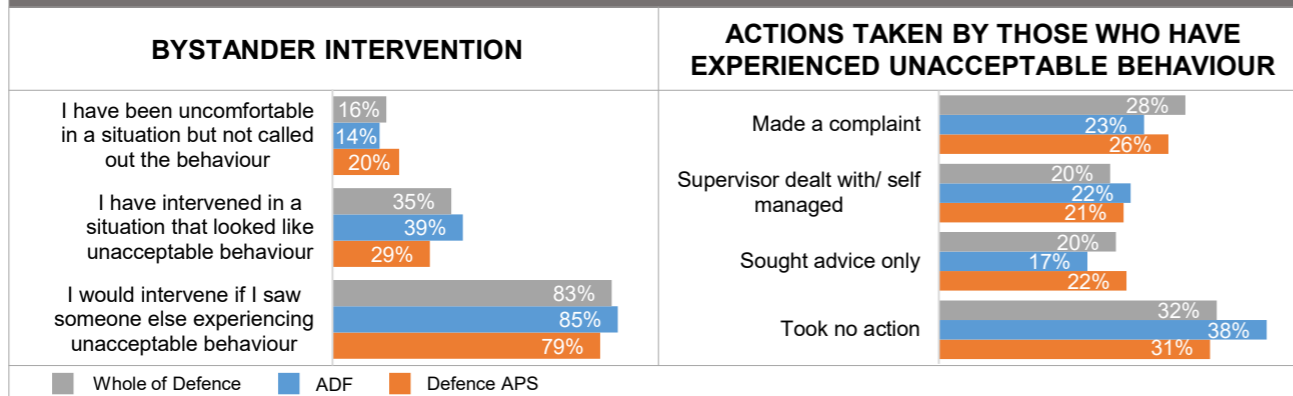
TYPES OF UNACCEPTABLE BEHAVIOUR - % POSITIVE



LEARNING, WELLBEING AND CULTURAL ALIGNMENT - % POSITIVE



2021 Q4 RESPONSES TO UNACCEPTABLE BEHAVIOURS - % POSITIVE



TALKING POINTS

- Defence showed improvement across the interim measures of Defence Values and Behaviours in 2021, particularly 'Be Adaptable, Innovative and Agile' and 'Reflect, Learn and Improve'.
- Defence has a positive organisational climate, as evidenced by results in job engagement, productivity and wellbeing. Morale within Defence showed an improvement in Q1 2021 and returned to levels comparable to previous years in subsequent quarters. Quarterly fluctuations in the levels of morale have not been monitored in the past, and will be assessed once sufficient information has been collected.
- Opportunities to learn and utilise skills have remained stable from 2019 to 2021. Over half of the workforce feel that they have sufficient access to learning and development opportunities and find new and better ways of doing their job.
- 35% of participants experienced Any Unacceptable Behaviour in Q3 and Q4 of 2021. This is a decline from the Q1 and Q2 results (38%). Of the unacceptable behaviour types selected for reporting, Bullying is the most common, followed by Abuse of Power and Discrimination.
- Bystander intervention and reporting culture is strong in Defence. 83% of participants indicated that they would intervene when witnessing unacceptable behaviour, and 68% of those who experienced unacceptable behaviour took some form of action.
- Perceptions of psychosocial safety were almost the same as pre-COVID levels (69%) in Q4 2021 (68%). There was a small increase to 73% in 2020. This may indicate that personnel felt safer at the beginning of the COVID-19 pandemic because of increased communication from leaders and supervisors about concern for individuals' safety and mental wellbeing.

2021 Q4 SUMMARY RESULTS FOR DEFENCE BY GROUPS - % POSITIVE

The data presented in the table on the right show the percentage of positive responses from the YourSay Workplace Experience (YSWE) and Workplace Behaviours (WB) surveys.

Australian Defence Force HQ, Defence Corporate Programs-DPG, Joint Operational Command, and Strategic Policy and Industry had less than 30 respondents and are not presented in this table. Security and Estate Group was established while Q4 2021 data was in collection; personnel are allocated to their previous groups.

For 'Intention to Leave' and 'Experience of any UB', a low percentage of positive responses indicates a healthier workforce.

Measures of workplace experience are:

- Significantly positive compared to the WoD mean
- Moderately positive compared to the WoD mean
- Similar to the WoD mean
- Moderately negative compared to the WoD mean
- Significantly negative compared to the WoD mean

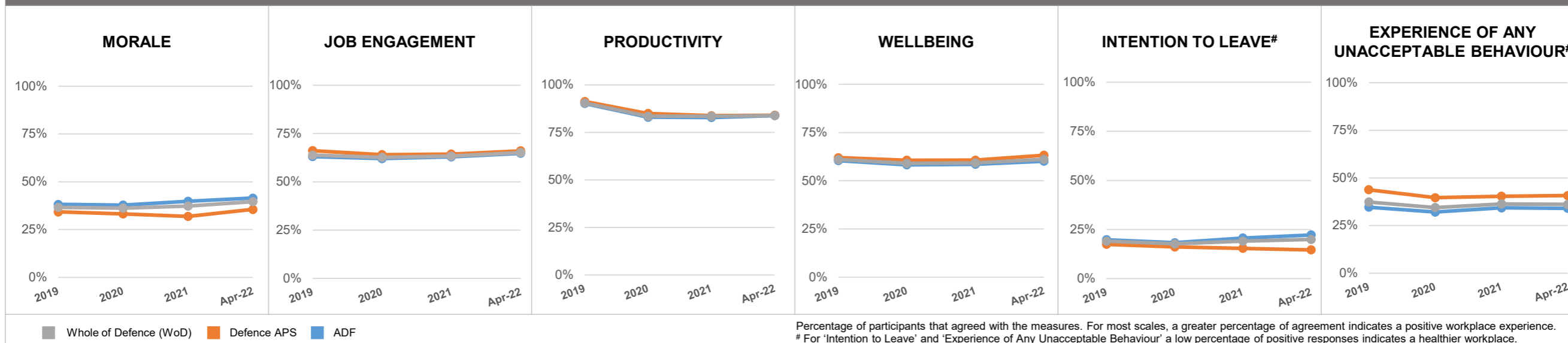
Group	Morale	Job Engagement	Productivity	Wellbeing	Intention to Leave#	Skills and Learning	Number of responses (YSWE)	Experience of any UB#	Psychosocial Safety	Number of responses (WB)
Navy	42%	64%	82%	58%	27%	52%	425	37%	71%	341
Army	40%	61%	81%	57%	21%	51%	723	34%	66%	480
Air Force	40%	63%	84%	55%	19%	51%	531	28%	73%	565
Capability Acq & Sustain Gp	34%	66%	83%	59%	18%	56%	341	29%	65%	298
Chief Information Officer	27%	57%	76%	52%	20%	51%	69	39%	70%	57
Defence Executive Support	41%	63%	83%	62%	17%	53%	64	43%	62%	54
Defence Finance	30%	61%	79%	58%	17%	55%	37	-	-	26
Defence Intelligence	30%	60%	86%	57%	22%	50%	47	33%	63%	46
Defence People Group	41%	64%	89%	64%	16%	56%	121	34%	61%	86
Def Science & Technology Gp	29%	61%	82%	56%	14%	54%	72	39%	59%	56
Estate & Infrastructure Group	35%	66%	89%	62%	17%	58%	127	34%	64%	97
Joint Capabilities	33%	63%	82%	59%	21%	52%	139	38%	66%	87
Defence	38%	63%	83%	58%	20%	52%	2794	35%	68%	2499



Workplace Experience in Whole of Defence – Q1 2022

Service – Courage – Respect – Integrity – Excellence

ORGANISATIONAL CLIMATE INDICATORS - % POSITIVE



INTERIM MEASURES OF VALUES - % POSITIVE

VALUE	SURVEY ITEM	WoD 2021	APS 2021	ADF 2021	WoD 2022	APS 2022	ADF 2022
SERVICE The selflessness of character to place the security and interests of our nation and its people ahead of my own.	I believe my work makes an important contribution to Defence.	76%	80%	74%	78%	82%	77%
COURAGE The strength of character to say and do the right thing, always, especially in the face of adversity.	Defence has a culture that supports individuals who report fraud, corruption and/or unethical behaviour.	65%	58%	68%	70%	64%	73%
RESPECT The humanity of character to value others and treat them with dignity.	The people in my work group treat each other with respect.	80%	78%	81%	82%	80%	83%
INTEGRITY The consistency of character to align my thoughts, words and actions to do what is right.	I would intervene if I saw someone else experiencing unacceptable behaviour. <i>This item is asked as selected / not selected.</i>	83%	79%	85%	87%	82%	88%
EXCELLENCE The willingness of character to strive each day to be the best I can be, both professionally and personally.	Defence inspires me to do my best work every day.	54%	56%	53%	57%	61%	56%
CULTURAL ALIGNMENT	This scale is used to benchmark cultural alignment within Defence as part of the Defence Values & Behaviours Culture Measurement Research Program. Higher values (5) indicate better cultural alignment. Data first collected in Jun 2021.	3.69	3.69	3.69	3.74	3.74	3.74

INTERIM MEASURES OF BEHAVIOURS - % POSITIVE

BEHAVIOUR	SURVEY ITEM	WoD 2021	APS 2021	ADF 2021	WoD 2022	APS 2022	ADF 2022
ACT WITH PURPOSE FOR DEFENCE AND THE NATION	I have a clear understanding of how I contribute to my unit / section's goals.	79%	79%	79%	81%	81%	81%
BE ADAPTABLE, INNOVATIVE AND AGILE	I get the opportunity to develop new and better ways of doing my job.	65%	67%	65%	68%	70%	67%
COLLABORATE AND BE TEAM FOCUSED	People from different areas cooperate to achieve good outcomes for Defence.	65%	64%	66%	67%	65%	68%
BE ACCOUNTABLE AND TRUSTWORTHY	The people in my work group are open, honest and transparent.	74%	72%	74%	76%	73%	77%
REFLECT, LEARN AND IMPROVE	I have sufficient access to learning and development opportunities to improve my skills.	69%	74%	66%	71%	77%	69%
BE INCLUSIVE AND VALUE OTHERS	I feel like an accepted part of a team.	80%	79%	80%	82%	80%	82%

This report presents data collected in the YourSay Workplace Experience (YSWE) and Workplace Behaviours (WB). Percentages may not always add up to 100% due to rounding. Defence People Group is working to develop a robust culture measurement model for use in the future.

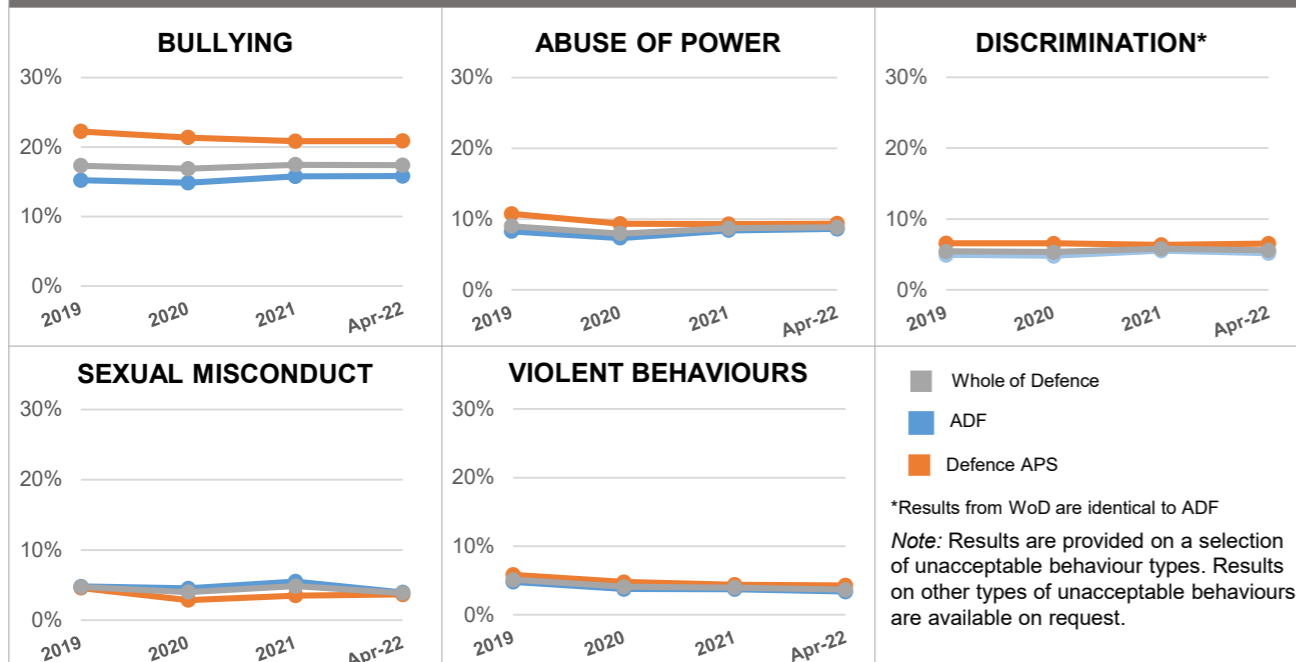
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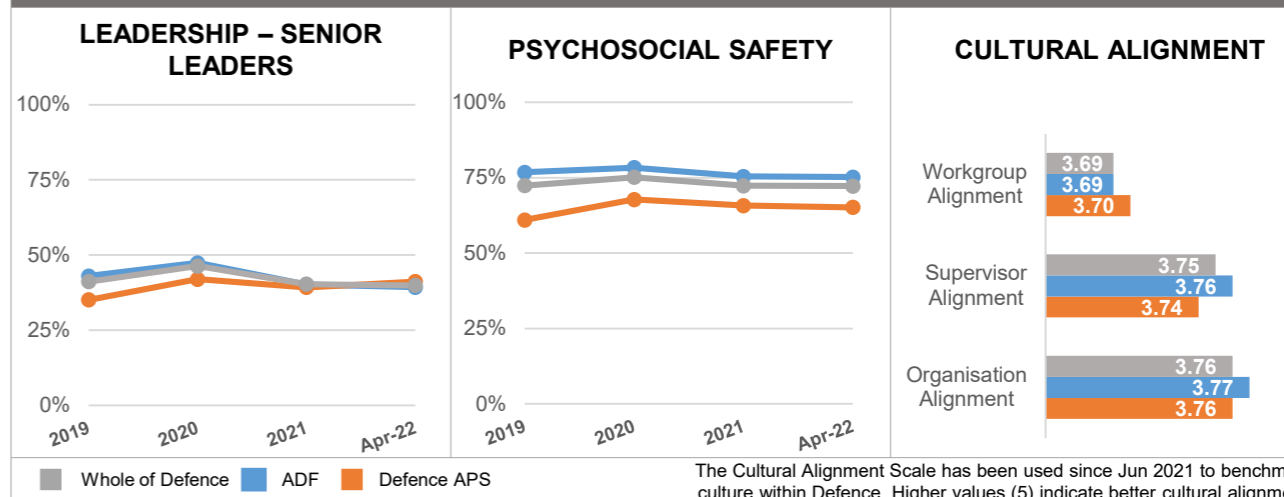
Workplace Experience in Whole of Defence – Q1 2022

Service – Courage – Respect – Integrity – Excellence

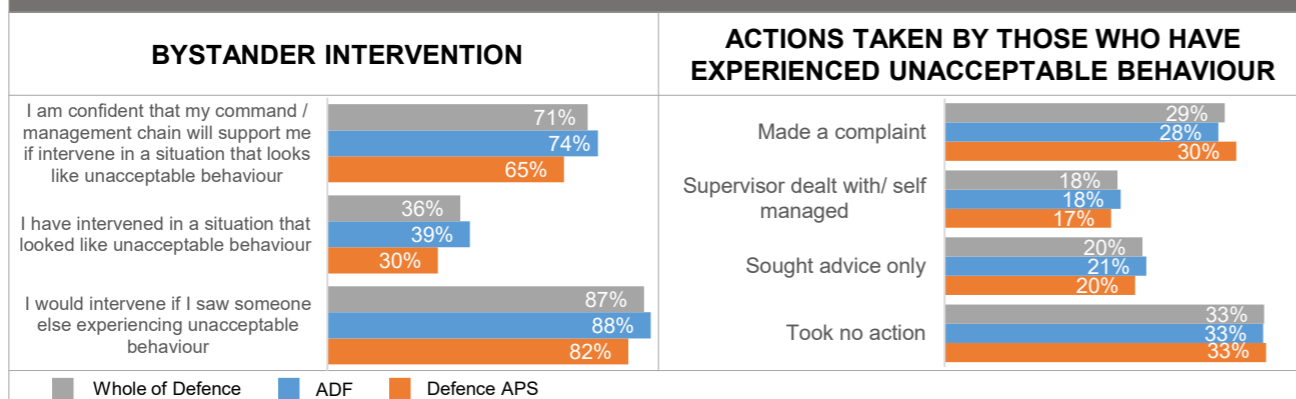
TYPES OF UNACCEPTABLE BEHAVIOUR - % POSITIVE



LEADERSHIP, WELLBEING AND CULTURAL ALIGNMENT - % POSITIVE



2022 Q1 RESPONSES TO UNACCEPTABLE BEHAVIOURS - % POSITIVE



TALKING POINTS

- Defence showed improvement across the interim measures of Defence Values and Behaviours in 2022, particularly 'Courage' and 'Be Adaptable, Innovative and Agile'.
- Defence has a positive organisational climate, as evidenced by results in job engagement, productivity and wellbeing. Morale within Defence showed an improvement in Q1 2022. A similar trend was shown in Q1 2021 and morale will need to be monitored over the next two quarters to see if overall 2022 results average out to be comparable to previous years.
- The Q1 2022 results indicate that Defence personnel's perception of Senior Leadership has remained consistent since 2021. The APS did suggest that Q1 2022 had more favourable perceptions (41.2%) compared to 2021 (39.3%), although this will need to be monitored over the remaining quarters to identify whether this is a quarterly fluctuation or a genuine trend.
- 36% of participants experienced some form of Unacceptable Behaviour in Q1 2022. This is similar to Q4 2021 results (35%). More unacceptable behaviour is experienced by APS employees (41%) than ADF members (34%). Of the unacceptable behaviour types selected for reporting, Bullying is the most common, followed by Abuse of Power and Discrimination.
- Bystander and reporting culture is strong in Defence. 87% of participants indicated that they would intervene when witnessing unacceptable behaviour, and 67% of those who experienced unacceptable behaviour took some form of action.
- Perceptions of psychosocial safety have improved from Q4 2021 (68%) to 72 per cent in Q1 2022.

2022 Q1 SUMMARY RESULTS FOR DEFENCE BY GROUPS - % POSITIVE

The data presented in the table on the right show the percentage of positive responses from the YourSay Workplace Experience (YSWE) and Workplace Behaviours (WB) surveys.

Defence Corporate Programs-DPG had less than 30 respondents and are not presented in this table.

For 'Intention to Leave' and 'Experience of any UB', a low percentage of positive responses indicates a healthier workforce.

Measures of workplace experience are:

- Significantly positive compared to the WoD mean
- Moderately positive compared to the WoD mean
- Similar to the WoD mean
- Moderately negative compared to the WoD mean
- Significantly negative compared to the WoD mean

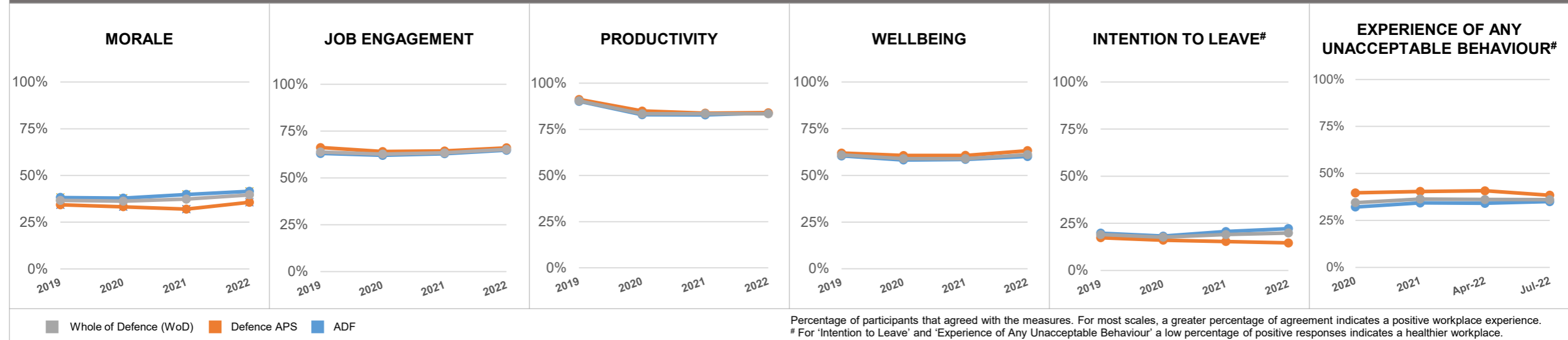
Group	Morale	Job Engagement	Productivity	Wellbeing	Intention to Leave#	Leadership - Senior Leaders	Number of responses (YSWE)	Experience of any UB#	Number of responses	Psychosocial Safety	Number of responses
Navy	40%	65%	83%	61%	24%	37%	554	38%	438	79%	388
Army	40%	63%	83%	58%	24%	34%	1041	35%	673	74%	612
Air Force	42%	66%	85%	61%	20%	43%	816	26%	668	77%	582
Australian Defence Force HQ	60%	81%	94%	76%	16%	65%	36	-	-	-	-
Capability Acq & Sustain Gp	37%	66%	82%	62%	15%	42%	399	36%	294	69%	248
Chief Information Officer	41%	67%	82%	66%	9%	39%	75	37%	46	65%	40
Defence Executive Support	48%	74%	89%	76%	6%	51%	57	34%	38	71%	34
Defence Finance	24%	64%	87%	57%	10%	51%	40	-	-	-	-
Defence Intelligence	28%	65%	84%	66%	15%	41%	73	37%	54	67%	42
Defence People Group	38%	64%	89%	64%	14%	50%	110	37%	86	62%	76
Def Science & Technology Gp	31%	61%	76%	61%	16%	32%	98	36%	77	66%	64
Joint Capabilities	46%	69%	84%	65%	18%	40%	186	28%	140	73%	129
Joint Operations Command	33%	61%	78%	57%	21%	44%	36	-	-	-	-
Security & Estate Group	34%	63%	84%	59%	20%	38%	166	48%	134	61%	112
Strategy, Policy & Industry	56%	79%	93%	80%	16%	59%	48	-	-	-	-
Defence	40%	65%	84%	61%	20%	40%	3735	36%	3028	72%	2464



Workplace Experience in Whole of Defence – Q2 2022

Service – Courage – Respect – Integrity – Excellence

ORGANISATIONAL CLIMATE INDICATORS - % POSITIVE



INTERIM MEASURES OF VALUES - % POSITIVE

VALUE	SURVEY ITEM	WoD Q1	APS Q1	ADF Q1	WoD Q2	APS Q2	ADF Q2
SERVICE The selflessness of character to place the security and interests of our nation and its people ahead of my own.	I believe my work makes an important contribution to Defence.	76%	80%	74%	78%	82%	77%
COURAGE The strength of character to say and do the right thing, always, especially in the face of adversity.	Defence has a culture that supports individuals who report fraud, corruption and/or unethical behaviour.	65%	58%	68%	70%	64%	73%
RESPECT The humanity of character to value others and treat them with dignity.	The people in my work group treat each other with respect.	80%	78%	81%	82%	80%	83%
INTEGRITY The consistency of character to align my thoughts, words and actions to do what is right.	I would intervene if I saw someone else experiencing unacceptable behaviour. <i>This item is asked as selected / not selected.</i>	87%	82%	89%	86%	83%	87%
EXCELLENCE The willingness of character to strive each day to be the best I can be, both professionally and personally.	Defence inspires me to do my best work every day.	54%	56%	53%	57%	61%	56%
CULTURAL ALIGNMENT	This scale is used to benchmark cultural alignment within Defence as part of the Defence Values & Behaviours Culture Measurement Research Program. Higher values (5) indicate better cultural alignment. Data first collected in Jun 2021.	3.69	3.69	3.69	3.74	3.74	3.74

INTERIM MEASURES OF BEHAVIOURS - % POSITIVE

BEHAVIOUR	SURVEY ITEM	WoD Q1	APS Q1	ADF Q1	WoD Q2	APS Q2	ADF Q2
ACT WITH PURPOSE FOR DEFENCE AND THE NATION	I have a clear understanding of how I contribute to my unit / section's goals.	79%	79%	79%	81%	81%	81%
BE ADAPTABLE, INNOVATIVE AND AGILE	I get the opportunity to develop new and better ways of doing my job.	65%	67%	65%	68%	70%	67%
COLLABORATE AND BE TEAM FOCUSED	People from different areas cooperate to achieve good outcomes for Defence.	65%	64%	66%	67%	65%	68%
BE ACCOUNTABLE AND TRUSTWORTHY	The people in my work group are open, honest and transparent.	74%	72%	74%	76%	73%	77%
REFLECT, LEARN AND IMPROVE	I have sufficient access to learning and development opportunities to improve my skills.	69%	74%	66%	71%	77%	69%
BE INCLUSIVE AND VALUE OTHERS	I feel like an accepted part of a team.	80%	79%	80%	82%	80%	82%

This report presents data collected in the YourSay Workplace Experience (YSWE) and Workplace Behaviours (WB). Percentages may not always add up to 100% due to rounding. Defence People Group is working to develop a robust culture measurement model for use in the future.

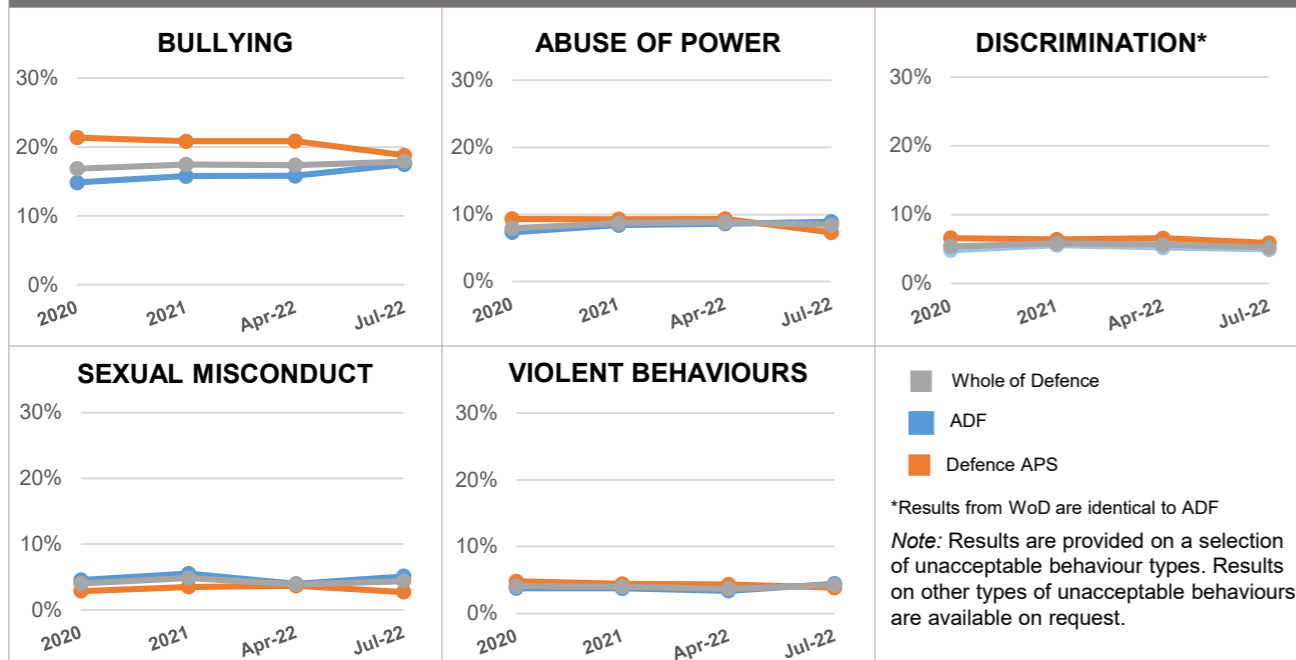
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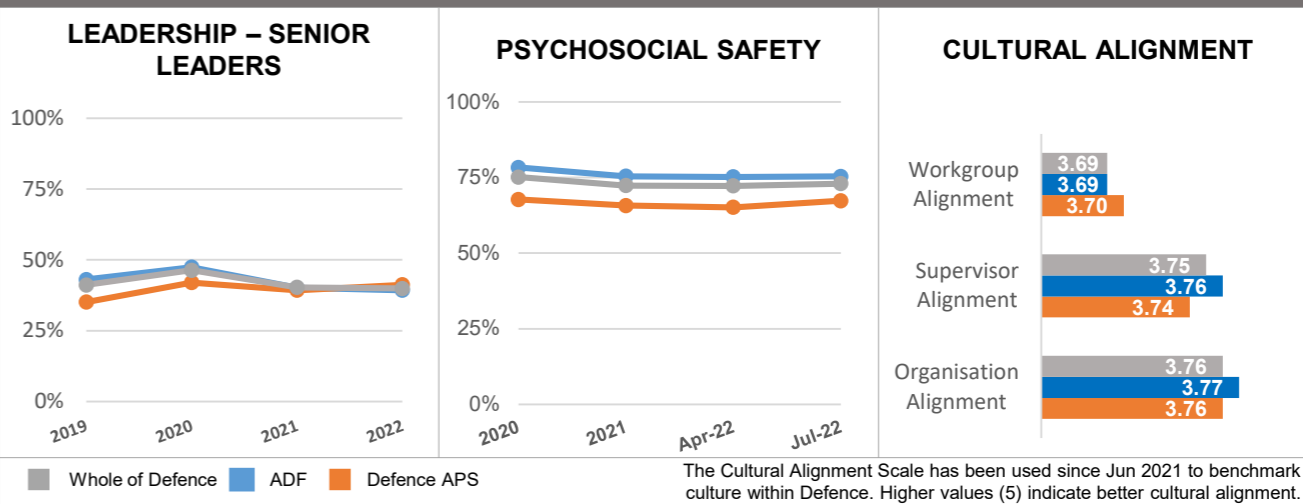
Workplace Experience in Whole of Defence – Q2 2022

Service – Courage – Respect – Integrity – Excellence

TYPES OF UNACCEPTABLE BEHAVIOUR - % POSITIVE



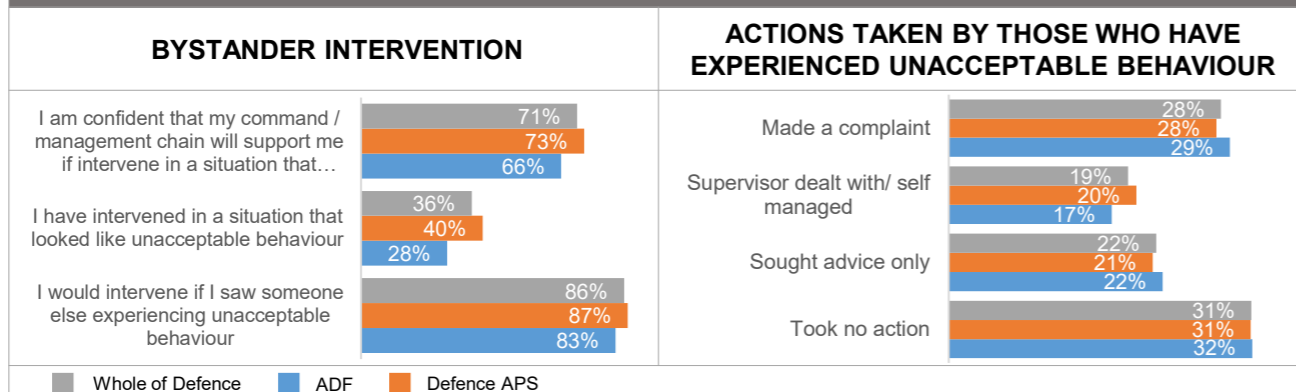
LEADERSHIP, WELLBEING AND CULTURAL ALIGNMENT - % POSITIVE



TALKING POINTS

- Defence showed improvement across the interim measures of Defence Values and Behaviours in 2022, particularly 'Courage' and 'Be Adaptable, Innovative and Agile'.
- Defence has a positive organisational climate, as evidenced by results in job engagement, productivity and wellbeing. Morale within Defence showed an improvement in Q1 2022. A similar trend was shown in Q1 2021 and morale will need to be monitored over the next two quarters to see if overall 2022 results average out to be comparable to previous years.
- The Q1 2022 results indicate that Defence personnel's perception of Senior Leadership has remained consistent since 2021. The APS did suggest that Q1 2022 had more favourable perceptions (41.2%) compared to 2021 (39.3%), although this will need to be monitored over the remaining quarters to identify whether this is a quarterly fluctuation or a genuine trend.
- In Q2 2022, 36% of participants indicated experiencing some form of Unacceptable Behaviour. This is consistent with Q1 2022 and 2021 results (36%). More unacceptable behaviour is experienced by APS employees (38%) than ADF members (35%). Of the unacceptable behaviour types selected for reporting, Bullying is the most common, followed by Abuse of Power and Discrimination.
- Bystander and reporting culture is strong in Defence. 86% of participants indicated that they would intervene when witnessing unacceptable behaviour, and 69% of those who experienced unacceptable behaviour took some form of action.
- Perceptions of psychosocial safety have improved from Q1 2022 (72%) to 73 per cent in Q2 2022.

2022 Q2 RESPONSES TO UNACCEPTABLE BEHAVIOURS - % POSITIVE



2022 Q2 SUMMARY RESULTS FOR DEFENCE BY GROUPS - % POSITIVE

The data presented in the table on the right show the percentage of positive responses from the YourSay Workplace Experience (YSWE) and Workplace Behaviours (WB) surveys.

Defence Corporate Programs-DPG had less than 30 respondents and are not presented in this table.

For 'Intention to Leave' and 'Experience of any UB', a low percentage of positive responses indicates a healthier workforce.

Measures of workplace experience are:

- Significantly positive compared to the WoD mean
- Moderately positive compared to the WoD mean
- Similar to the WoD mean
- Moderately negative compared to the WoD mean
- Significantly negative compared to the WoD mean

Group	Morale	Job Engagement	Productivity	Wellbeing	Intention to Leave#	Leadership - Senior Leaders	Number of responses (YSWE)	Experience of any UB#	Number of responses	Psychosocial Safety	Number of responses
Navy	40%	65%	83%	61%	24%	37%	554	38%	405	77%	362
Army	40%	63%	83%	58%	24%	34%	1041	30%	713	74%	637
Air Force	42%	66%	85%	61%	20%	43%	816	32%	558	76%	505
Australian Defence Force HQ	60%	81%	94%	76%	16%	65%	36	-	-	-	-
Capability Acq & Sustain Gp	37%	66%	82%	62%	15%	42%	399	26%	266	77%	220
Chief Information Officer	41%	67%	82%	66%	9%	39%	75	33%	58	69%	49
Defence Executive Support	48%	74%	89%	76%	6%	51%	57	-	-	-	-
Defence Finance	24%	64%	87%	57%	10%	51%	40	-	-	-	-
Defence Intelligence	28%	65%	84%	66%	15%	41%	73	40%	50	78%	49
Defence People Group	38%	64%	89%	64%	14%	50%	110	32%	94	67%	81
Def Science & Technology Gp	31%	61%	76%	61%	16%	32%	98	38%	87	62%	69
Joint Capabilities	46%	69%	84%	65%	18%	40%	186	36%	132	67%	115
Joint Operations Command	33%	61%	78%	57%	21%	44%	36	-	-	-	-
Naval Ship Build & Sustain Gp	34%	63%	84%	59%	20%	38%	166	31%	101	69%	88
Security & Estate Group	56%	79%	93%	80%	16%	59%	48	-	-	-	-
Strategy, Policy & Industry	56%	79%	93%	80%	16%	59%	48	-	-	-	-
Defence	40%	65%	84%	61%	20%	40%	3735	36%	2896	73%	2351

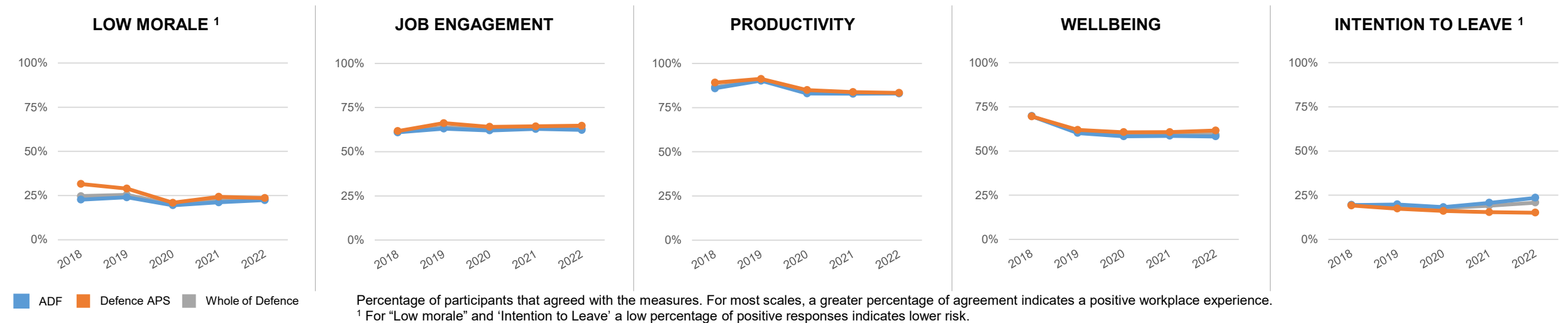
2022 Defence Workforce Experience - Summary

Service – Courage – Respect – Integrity – Excellence

A summary of the 2022 Defence Workforce Experience Report that shows organisational climate, workplace conditions and workplace culture for Defence in 2022. The report uses data from the YourSay Workplace Experience and Workplace Behaviours surveys to highlighting workforce and retention risks.

ORGANISATIONAL CLIMATE - % POSITIVE

KEY RESULTS: There are seasonal variations in organisational climate and minimal changes overall. Low morale and intention to leave have increased over the last three years.



ORGANISATIONAL CLIMATE BY GROUP - % POSITIVE

KEY RESULTS: Low organisational climate in Joint Operations Command and Defence Science & Technology Group suggest greater retention risk for these areas.

The data presented in the table on the right show the percentage of positive responses to organisational climate indicators from the YourSay Workplace Experience (YSWE).

Defence Corporate Programs-DPG had less than 30 respondents and are not presented in this table.

¹ For "Low Morale" and "Intention to Leave" a low percentage of positive responses indicates lower risk.

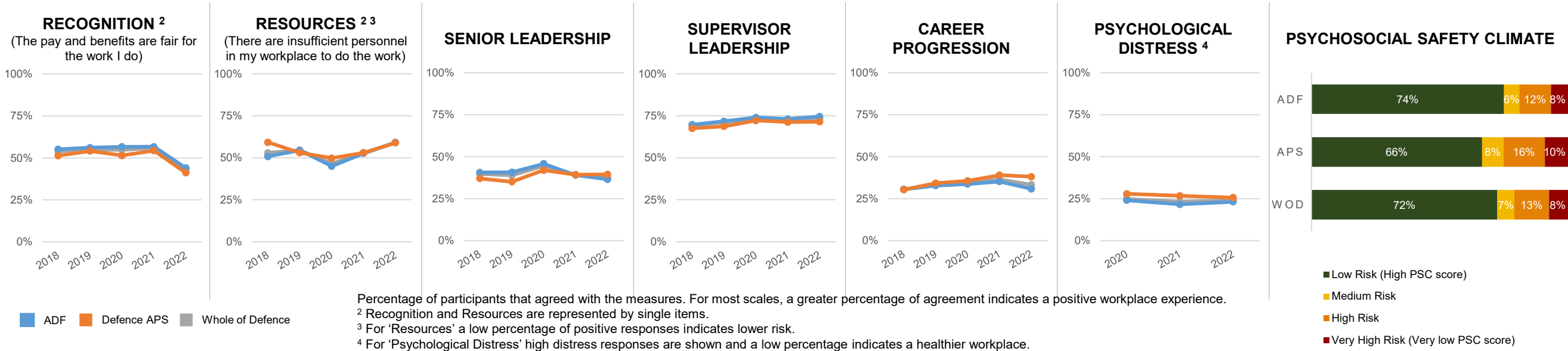
Measures of workplace experience are:

- Significantly positive compared to the Defence mean
- Moderately positive compared to the Defence mean
- Similar to the Defence mean
- Moderately negative compared to the Defence mean
- Significantly negative compared to the Defence mean

	Job Engagement	Productivity	Wellbeing	Low Morale ¹	Intention to Leave ¹	Number of Responses
Navy	61%	81%	57%	21%	26%	1520
Army	61%	83%	56%	25%	23%	2701
Air Force	64%	85%	60%	21%	21%	2172
Australian Defence Force HQ	77%	91%	73%	12%	16%	100
Capability Acquisition & Sustainment Group	64%	81%	60%	22%	17%	1046
Chief Information Officer Group	64%	81%	59%	24%	13%	214
Defence Executive Support	69%	85%	69%	22%	14%	163
Defence Finance	65%	89%	63%	21%	13%	104
Defence Intelligence	64%	83%	63%	32%	18%	211
Defence People Group	66%	88%	64%	20%	15%	346
Defence Science & Technology Group	62%	75%	60%	30%	15%	320
Joint Capabilities	64%	82%	59%	22%	19%	487
Joint Operations Command	58%	80%	55%	27%	25%	84
Naval Shipbuilding & Sustainment Group	67%	80%	67%	21%	16%	123
Security & Estate Group	64%	84%	60%	24%	14%	454
Strategy, Policy & Industry	73%	93%	74%	16%	17%	124
Defence	63%	83%	59%	23%	21%	10263

WORKPLACE CONDITIONS - % POSITIVE and RISK CATEGORY

KEY RESULTS: There is a decrease in satisfaction with recognition and resources, which may relate to low morale and poses risks to wellness and retention. Although the majority of Defence are at low psychosocial risk, there are still 21% of Defence at high to very high psychosocial risk. People within this grouping are at increased risk of psychological problems and job strain.



ORGANISATIONAL CULTURE (DEFENCE VALUES AND UNACCEPTABLE BEHAVIOUR) – MEAN and % POSITIVE

KEY RESULTS: Defence personnel identify high personal alignment with each of the five Defence values. The workforce are most aligned with the values of Respect and Integrity. Over a third of Defence personnel (35% ADF and 40% APS) experienced unacceptable behaviour in the last 12 months.



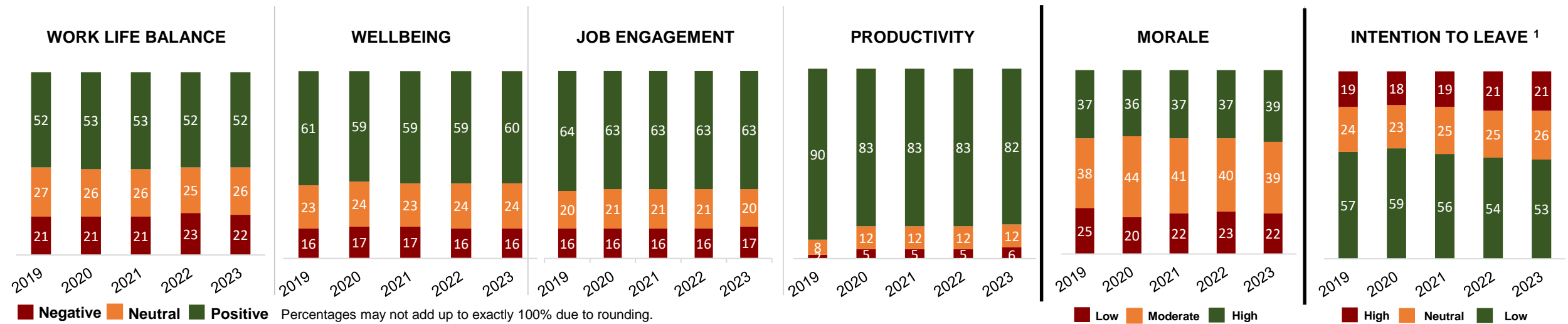
2023 Defence Workforce Experience – WOD Summary

Service – Courage – Respect – Integrity – Excellence

A summary of the 2023 Defence Workforce Experience Report that shows organisational climate, workplace conditions and psychosocial safety climate for Defence in 2023. The report uses data from the YourSay Workplace Experience and Workplace Behaviours surveys to highlighting workforce and retention risks.

ORGANISATIONAL CLIMATE

KEY RESULTS: Across the whole of Defence, climate indicators have remained relatively stable between 2022 and 2023. There has been an increase in high morale in 2023. Perceptions of productivity remain stable but below pre-COVID levels and since 2020 intention to leave has been trending up.



SEPTEMBER ORGANISATIONAL CLIMATE BY GROUP - % POSITIVE

KEY RESULTS: The Defence Strategic Review saw a large shift in the Defence organisational structures. Results from September were positive for groups like DFG & SP&I. Low morale appears to be a concern in DSTG with a result 20 percentage points above the overall Defence result.

The data presented in the table on the right show the percentage of positive responses to organisational climate indicators from the YourSay Workplace Experience (YSWE). **Results may differ slightly from the above tables due to organisational structure changes since March, therefore only September data is used.**

Defence Corporate Programs-DPG had less than 30 respondents and are not presented in this table.

¹ For 'low morale' and 'Intention to Leave' a low percentage of positive responses indicates lower risk.

	WLB	Job Engagement	Productivity	Wellbeing	Low Morale ¹	Intention to Leave ¹	N
Navy	47%	59%	78%	56%	25%	30%	1116
Army	47%	59%	81%	56%	24%	24%	2077
Air Force	54%	62%	83%	58%	23%	21%	1653
Associate Secretary Group	58%	64%	85%	62%	20%	18%	180
Australian Defence Force HQ	63%	70%	86%	66%	15%	19%	90
Capability Acquisition & Sustainment Group	59%	66%	82%	63%	21%	17%	696
Chief Information Officer Group	56%	63%	73%	57%	20%	13%	116
Defence Finance	58%	70%	92%	72%	13%	14%	148
Defence Intelligence	63%	67%	83%	68%	21%	15%	144
Defence People Group - Military Personnel	61%	67%	84%	65%	22%	15%	289
Defence People Group - People Strategy	65%	66%	85%	66%	19%	10%	234
Defence Science & Technology Group	57%	56%	75%	59%	43%	21%	164
Guided Weapons & Explosive Ordnance Group	64%	70%	84%	70%	21%	13%	71
Joint Capabilities	53%	60%	77%	56%	28%	20%	347
Joint Operations Command	50%	65%	82%	61%	17%	21%	101
Naval Shipbuilding & Sustainment Group	61%	62%	80%	63%	24%	14%	229
Security & Estate Group	65%	67%	86%	65%	20%	15%	385
Strategy, Policy & Industry	50%	72%	90%	70%	19%	15%	109
Australian Submarine Agency	41%	61%	82%	62%	28%	20%	79
Defence (September)	53%	62%	81%	59%	23%	21%	8240

Measures of workplace experience are:

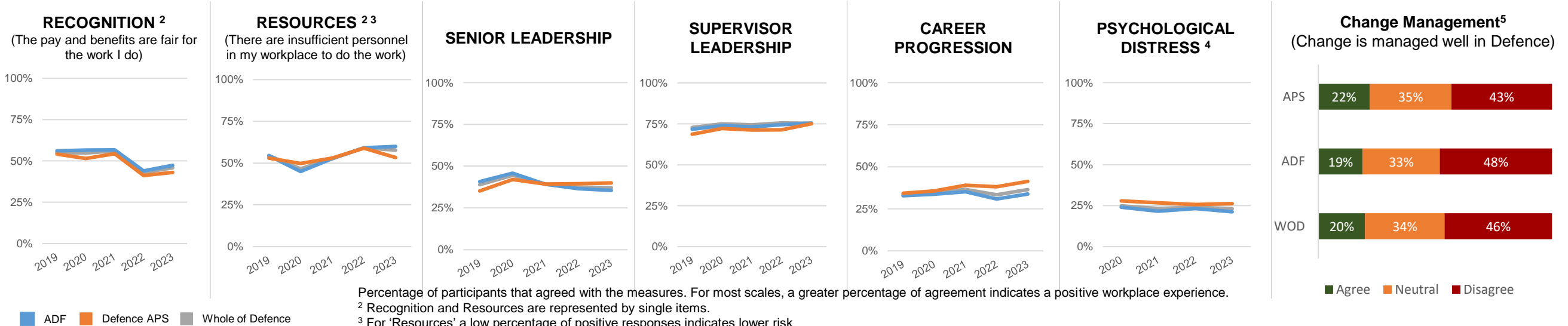
- Very positive compared to the Defence results
- Moderately positive compared to the Defence results
- Similar to the Defence results
- Moderately negative compared to the Defence results
- Very negative compared to the Defence results

2023 Defence Workforce Experience – WOD Summary

Service – Courage – Respect – Integrity – Excellence

WORKPLACE CONDITIONS - % POSITIVE

KEY RESULTS: While similar trends can be seen across ADF and APS, views on workplace conditions did differ. Compared with last year, the APS have seen a decline in the percentage of personnel who feel that there is insufficient personnel, while personnel levels in the ADF continue to be a challenge. A lower percentage of the ADF workforce report experiencing high levels of psychological distress, while positive perceptions of leadership are relatively similar across Defence.



PSYCHOSOCIAL SAFETY CLIMATE and UNACCEPTABLE BEHAVIOUR – Risk Category and % POSITIVE

KEY RESULTS: Although the majority of Defence are in the low psychosocial risk category, 22% of Defence (19% ADF and 27% APS) are in the high to very high psychosocial risk categories. People in this groups are at increased risk of psychosocial problems and job strain. Over a third of Defence personnel (36% ADF and 41% APS) experienced unacceptable behaviour in the last 12 months with the most common types being Bullying and Abuse of Power.





About this Summary Report

This report has been produced by Workforce Strategy Branch and offers an overview of the organisational climate, workplace conditions and Psychosocial Safety Climate (PSC) for Defence in 2024. The report uses data from the YourSay Workplace Experience (YourSay) and the Workplace Behaviours (WB) surveys to highlight workforce and retention risks.

This report is based on survey results from those who responded to the survey in 2024 (see participant profiles below) and previous years. The area graphs display results as cumulative percentages, adding to 100% (minor variation due to rounding). The trend line represents percentage of responses that have or experience the indicator topic. Trends are identified if the direction of change has been consistent for three consecutive reporting periods, or there has been a change of 5% or more over the last three years.

Apr 2024 YourSay Participant Profile

Navy 1093 responses (12% of Navy sample)
Army 2263 responses (10% of Army sample)
Air Force 1901 responses (18% of Air Force sample)
APS 3335 responses (30% of APS sample)

Apr 2024 WB Participant Profile

Navy 946 responses (11% of Navy sample)
Army 1775 responses (8% of Army sample)
Air Force 1761 responses (18% of Air Force sample)
APS 2285 responses (29% of APS sample)

KEY FINDINGS

Take away points

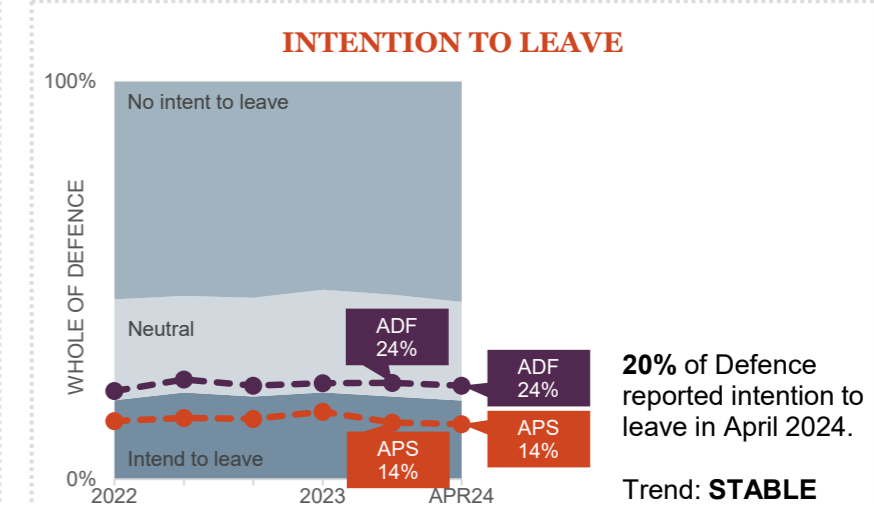
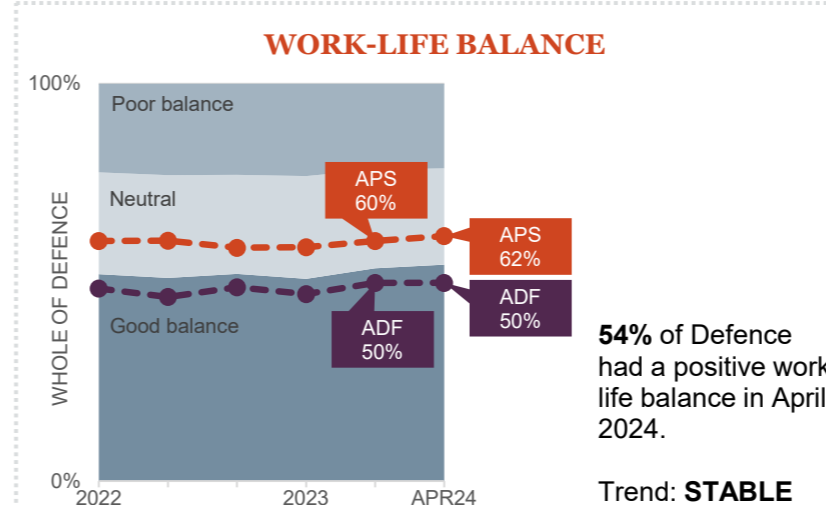
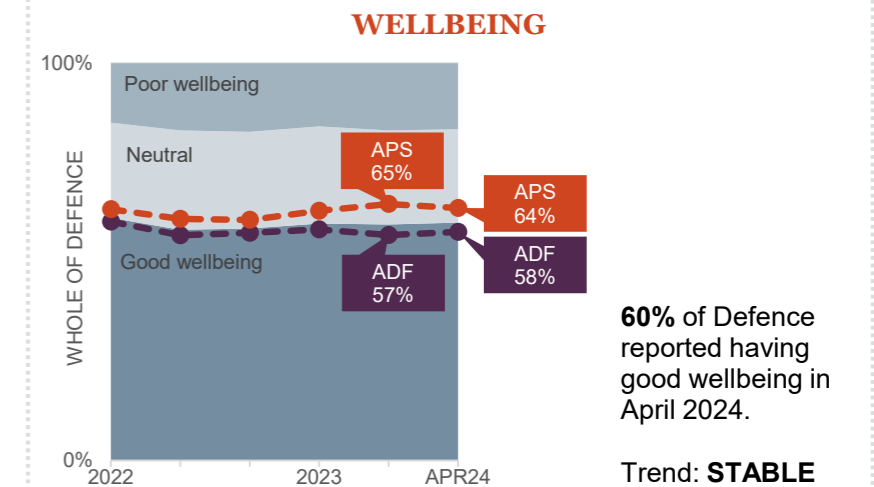
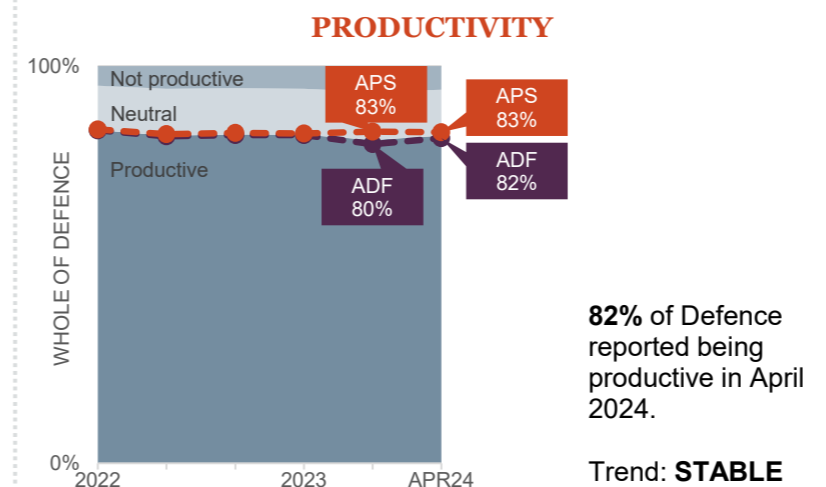
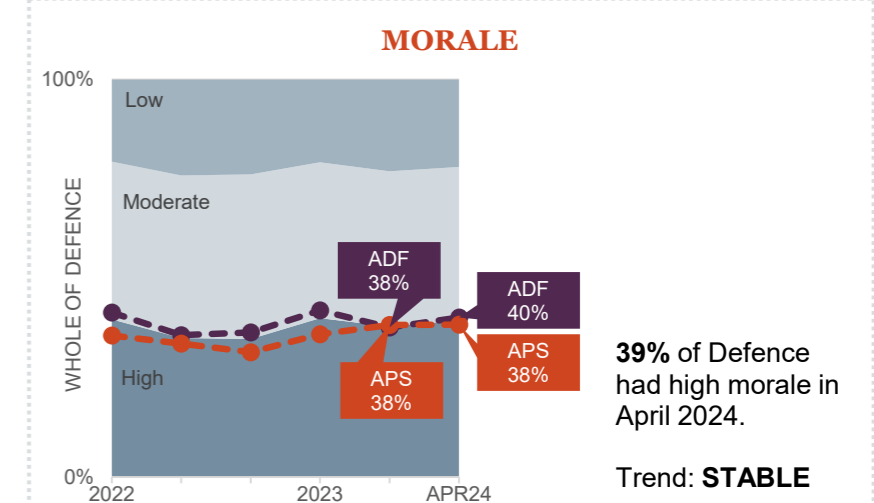
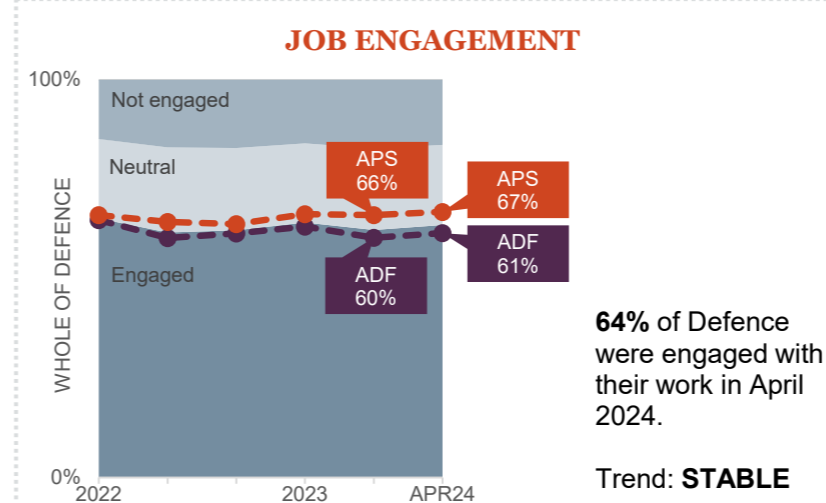
Organisational Climate in Defence is stable. There are slight positive trends in APS, with consecutive increases in high morale and work-life balance over the last three reporting periods.

Workplace Conditions in Defence are stable. While the workforce's view of senior leaders declined between 2020 (45% positive) and 2024 (37% positive), this has stabilised over the past few years. The change was driven by ADF, as there was little difference in how APS view senior leaders (42% positive in 2020 to 43% positive in 2024).

Workplace Behaviours in Defence are positive, with 73% of the Defence workforce in the low risk Psychosocial Safety Climate (PSC) category in 2024. This result, however rests largely on a difference between ADF and APS personnel, with 78% of ADF compared to 64% of APS in the low risk PSC category. Conversely, a greater proportion of APS (18%) are in the high risk PSC category than ADF (11%).

The proportion of Defence who experienced unacceptable behaviour has remained stable from 2020 onwards. However, APS and ADF are diverging on this indicator with the proportion dropping for ADF and increasing for APS. The difference between ADF and APS doubled from 2023 to 2024 and is now 10 percentage points. The type of unacceptable behaviour most commonly experienced in 2024 was bullying, followed by abuse of power, and then discrimination.

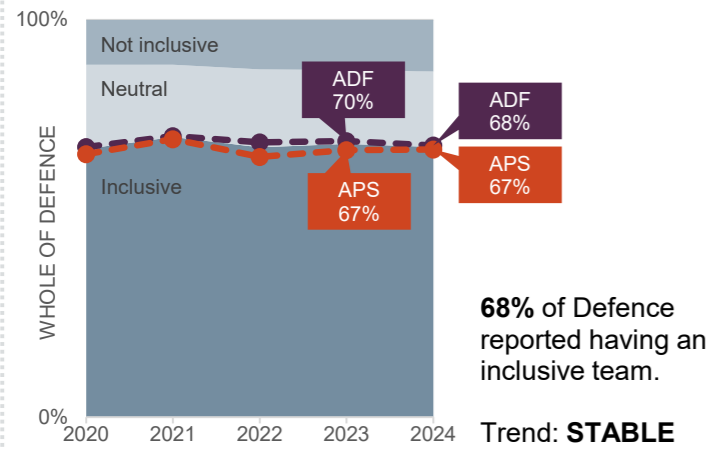
ORGANISATIONAL CLIMATE (past 3 years)



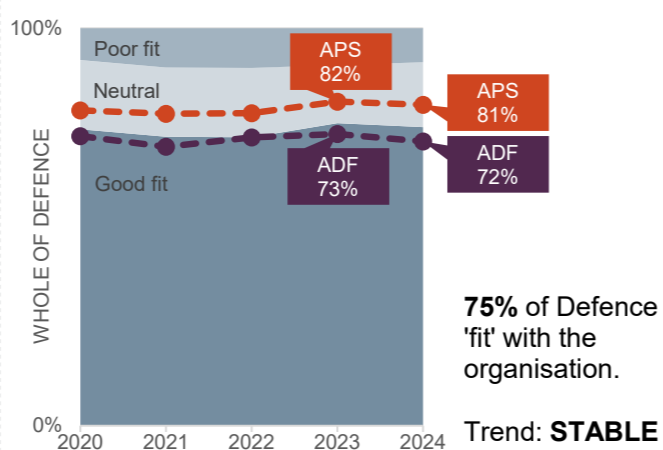


WORKPLACE CONDITIONS (past 5 years)

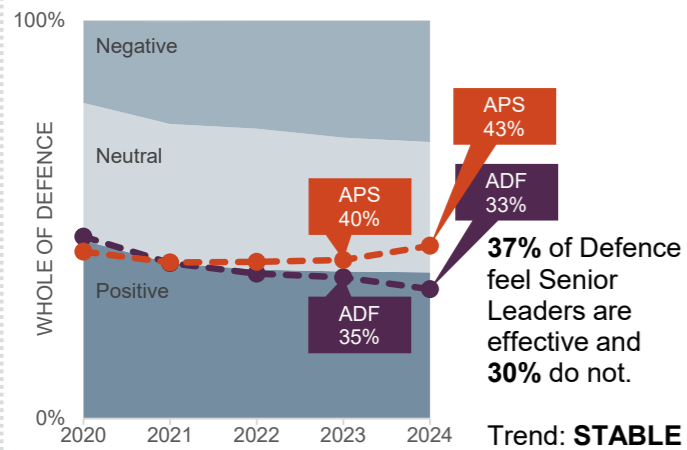
TEAM INCLUSIVITY



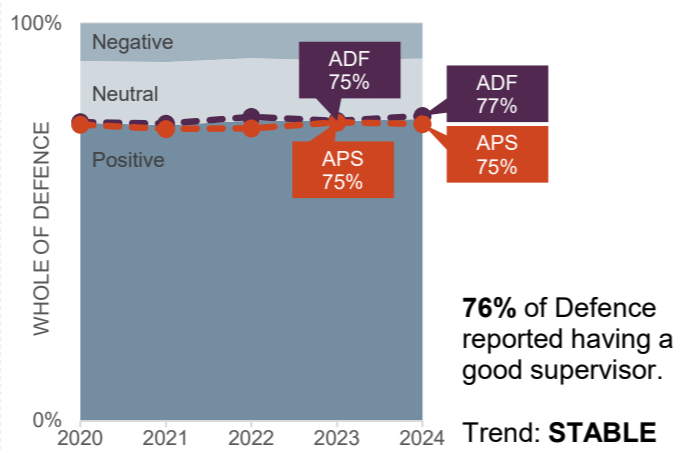
ORGANISATIONAL FIT



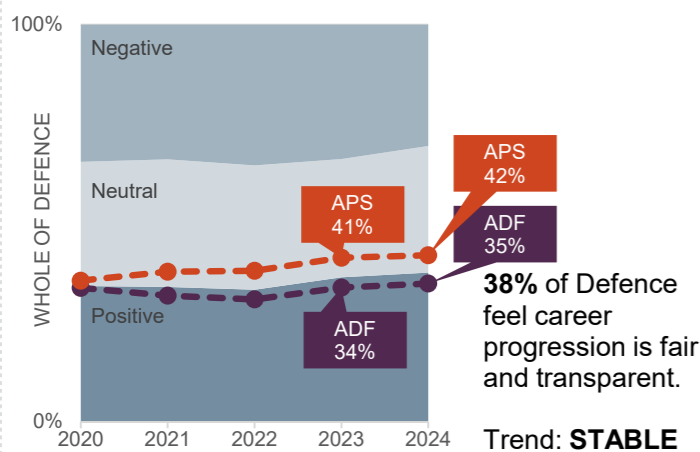
SENIOR LEADERSHIP



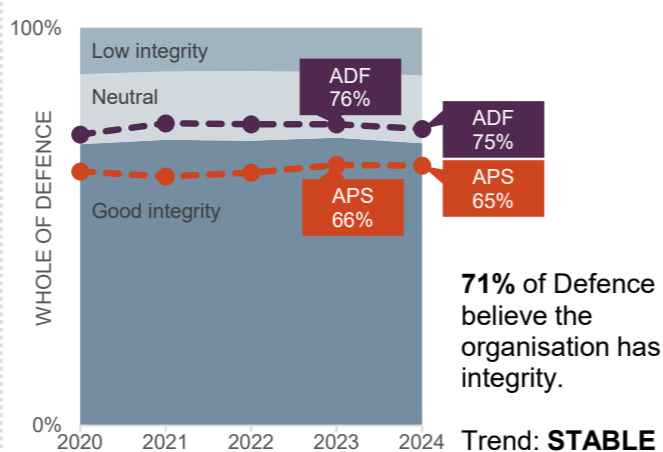
SUPERVISOR LEADERSHIP



CAREER PROGRESSION



ORGANISATIONAL INTEGRITY



PSYCHOSOCIAL SAFETY CLIMATE (PSC) AND UNACCEPTABLE BEHAVIOUR

PSYCHOSOCIAL SAFETY CLIMATE IN DEFENCE THROUGHOUT PAST FIVE YEARS

ADF	Low Risk	Medium Risk	High Risk	Very High Risk
2020	78%	5%	11%	6%
2021	75%	5%	11%	8%
2022	74%	6%	12%	8%
2023	75%	5%	12%	7%
2024	78%	4%	12%	7%

APS	Low Risk	Medium Risk	High Risk	Very High Risk
2020	68%	8%	15%	10%
2021	66%	8%	17%	10%
2022	66%	8%	16%	10%
2023	66%	7%	17%	10%
2024	64%	8%	18%	11%

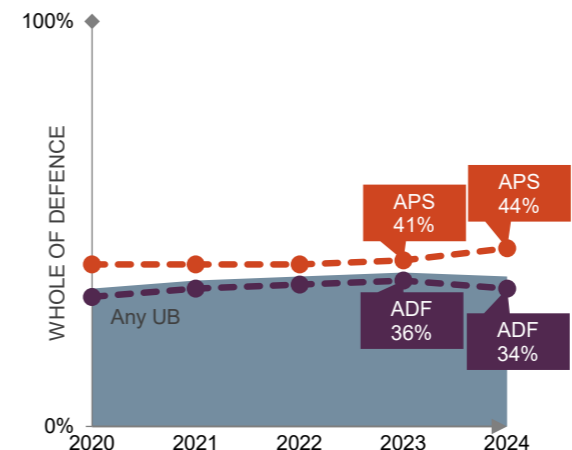
Psychosocial Safety Climate refers to the shared perceptions of the policies and practices implemented for the protection of employee's psychological health in a workplace.

This can be categorised into different levels of risk to wellbeing. A **Very High Risk** work environment can undermine psychological health and is associated with unacceptable behaviour, low job satisfaction, and intention to leave. A **Low Risk** work environment indicates that people feel safe and supported when challenges occur.

In April 2024, **78%** of ADF and **64%** of APS worked in a **Low Risk** environment.

Trend: **STABLE**

PROPORTION OF RESPONDENTS WHO EXPERIENCED UNACCEPTABLE BEHAVIOUR



37% of Defence personnel experienced a form of unacceptable behaviour (UB) in the 12 months to April 2024

Trend: **STABLE**

Types of UB Experienced	
Bullying	18%
Discrimination	6%
Abuse of Power	9%
Violent Behaviour	4%
Sexual Harrassment	2%
Sexual Misconduct*	4%

*Sexual Misconduct reported here differs in important ways from typical measures outside the Defence setting and should only be compared with caution. This bespoke indicator is designed to identify all potentially inappropriate sexualised behaviours experienced by survey respondents.

	2020	2021	2022	2023	2024
WOD	34%	36%	37%	38%	37%
ADF	32%	34%	35%	36%	34%
APS	40%	40%	40%	41%	44%

