



## 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

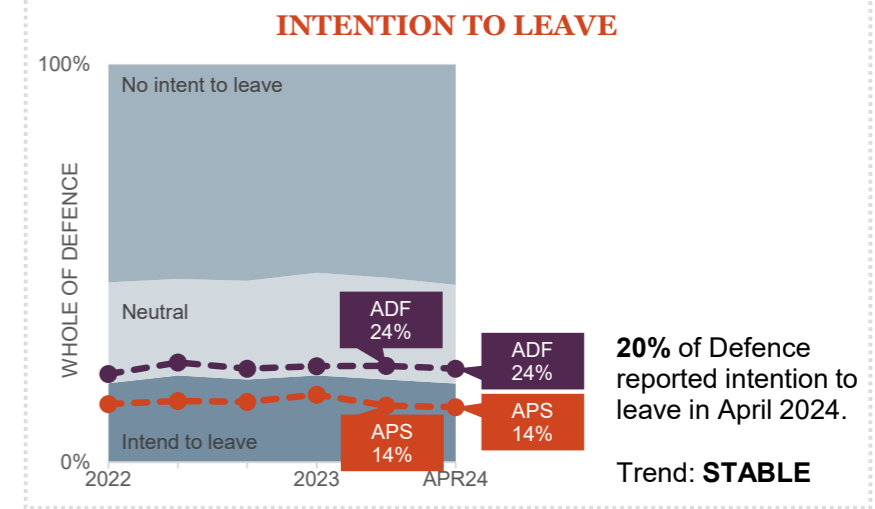
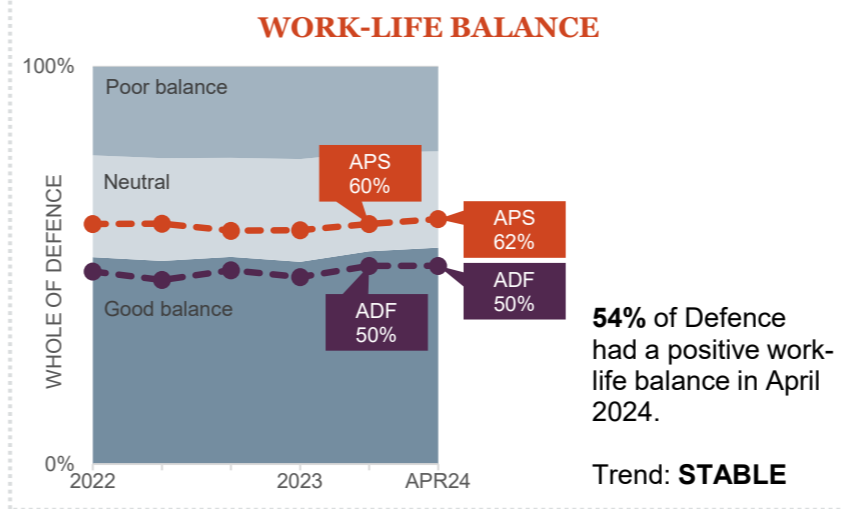
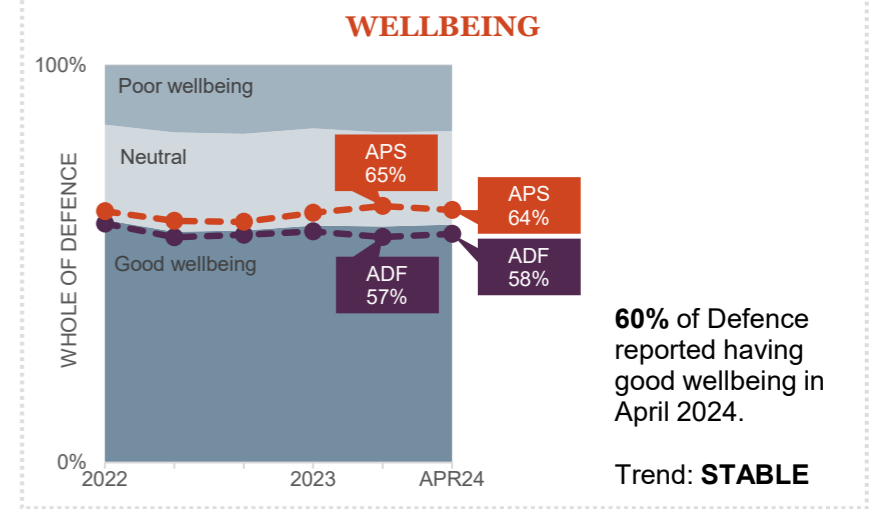
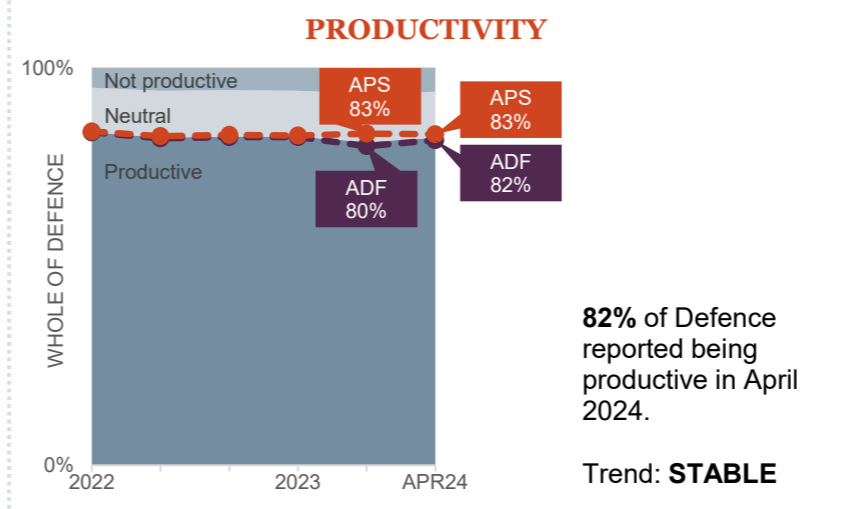
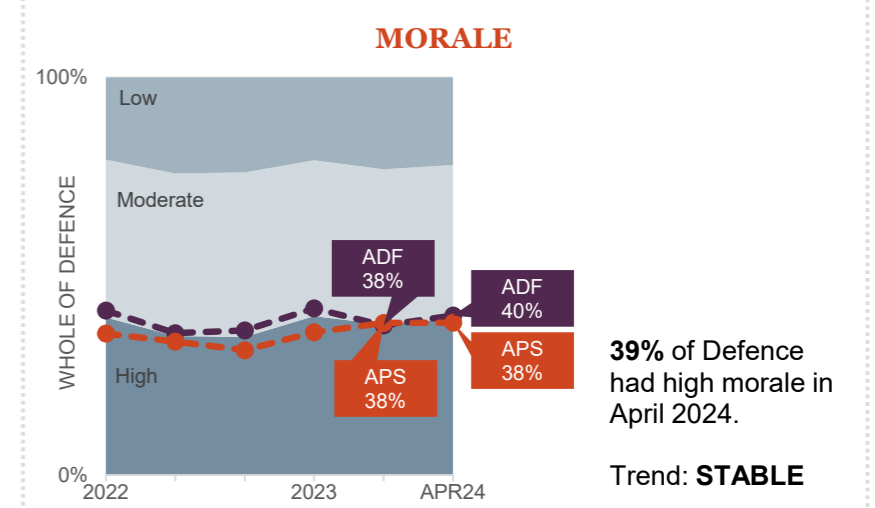
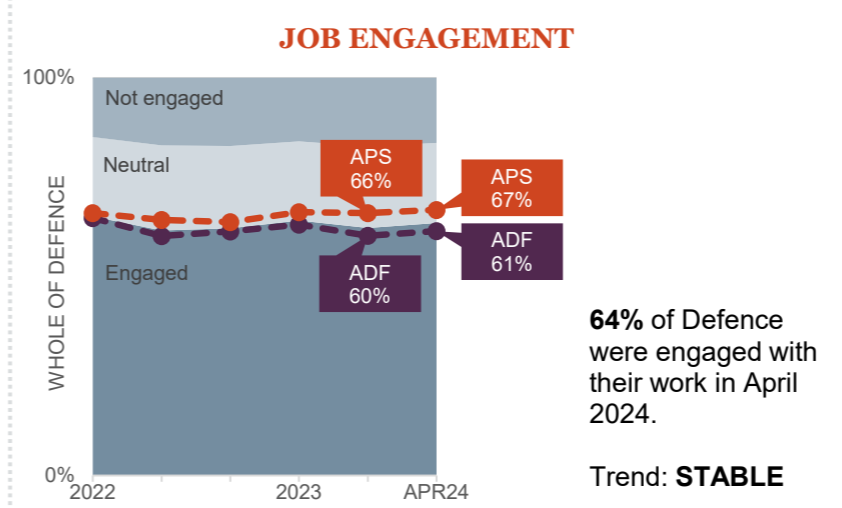
**Organisational Climate** in Defence is stable. There are slight positive trends in APS, with consecutive increases in high morale and work-life balance over the last three reporting periods.

**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.

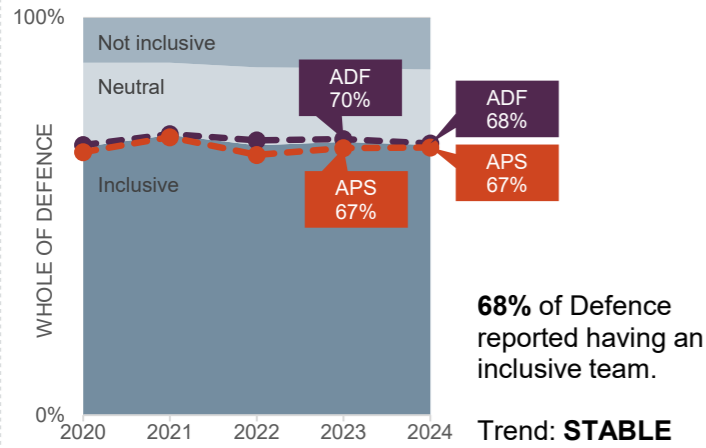
## ORGANISATIONAL CLIMATE (past 3 years)



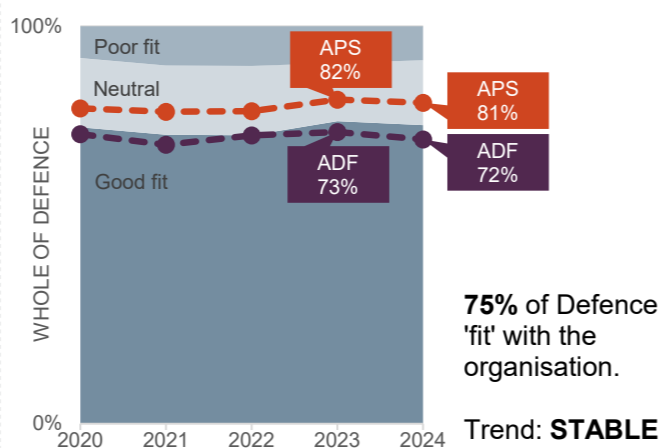


## WORKPLACE CONDITIONS (past 5 years)

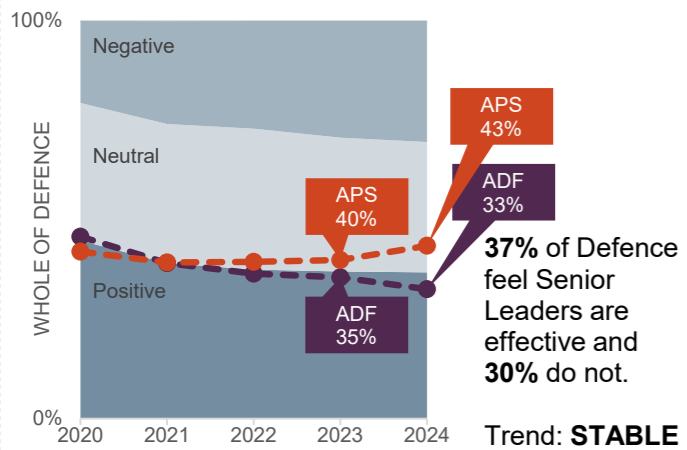
### TEAM INCLUSIVITY



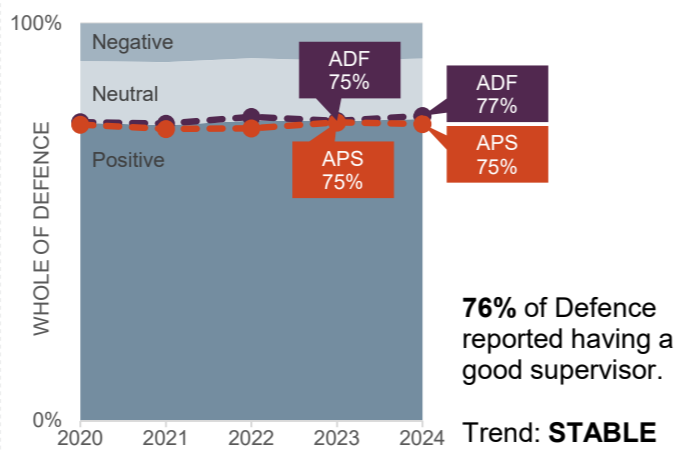
### ORGANISATIONAL FIT



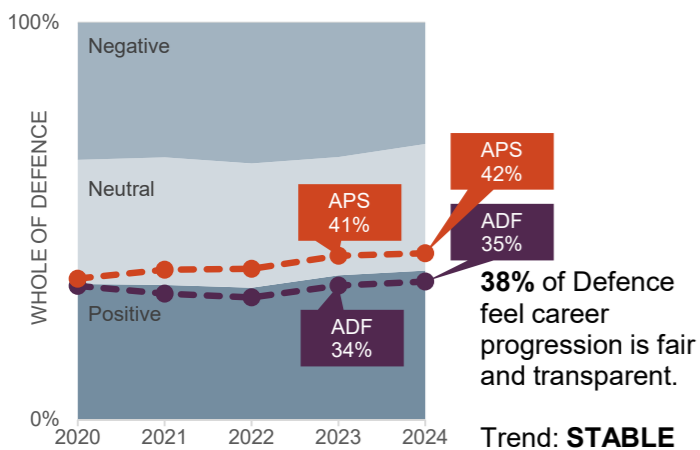
### SENIOR LEADERSHIP



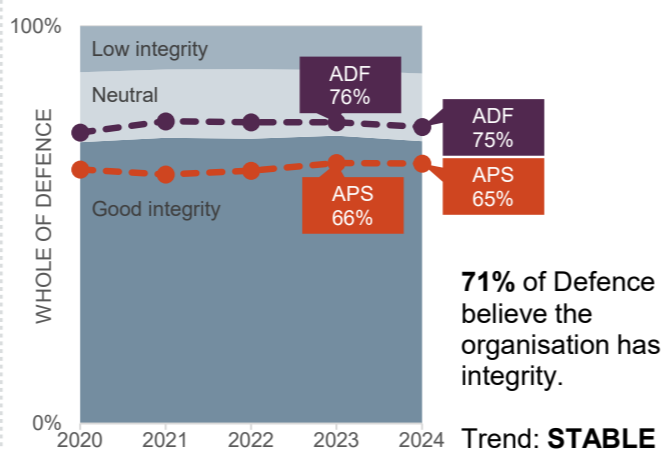
### SUPERVISOR LEADERSHIP



### 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%

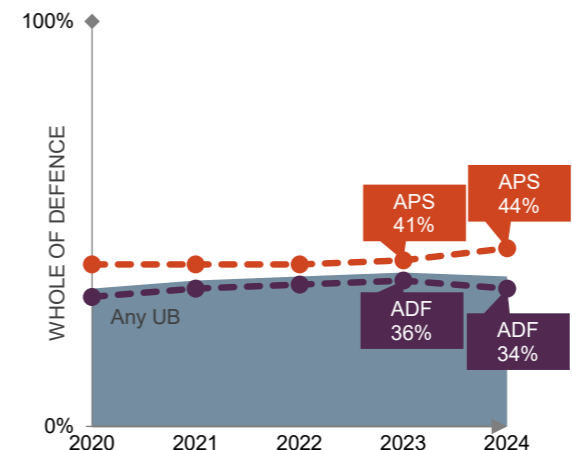
**Psychosocial Safety Climate** refers to the shared perceptions of the policies and practices implemented for the protection of employee's psychological health in a workplace.

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%





## About this gender supplement

Feeling safe, belonging, valued, supported and respected in the workplace are critical conditions to deliver a diverse, committed and capable workforce. Despite continued efforts and some improvement in the past decade, women continue to experience barriers and challenges in the workplace (see Women in ADF Report). A gendered breakdown of workplace experience allows us to monitor changes in organisational climate, workplace conditions, and Psychosocial Safety Climate (PSC) that may indicate workforce risks or opportunities.

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. Differences are identified if there is a difference of 5% or more between reported groups (significance has not been tested).

### Apr 2024 YourSay Participant Profile

Men 4797 responses (12% of male sample)

Women 2368 responses (17% of female sample)

### Apr 2024 WB Participant Profile

Men 4387 responses (12% of male sample)

Women 2269 responses (20% of female sample)

## KEY FINDINGS

### Take away points

Men and women have different experiences of ADF and APS workplaces.

**Perceptions of Organisational Climate** are similar for men and women. Women are 5 percentage points or more higher than men on work-life balance.

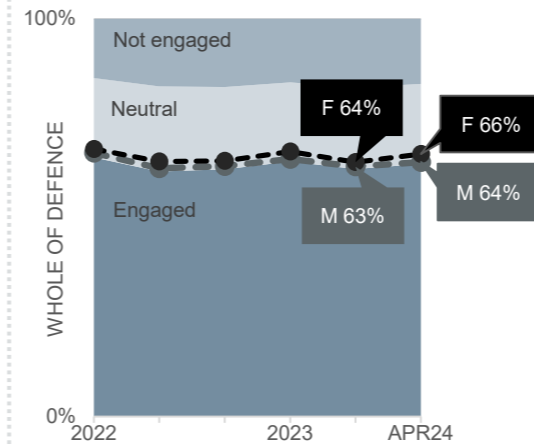
**Workplace Conditions** differ depending on gender and service. A larger proportion of men than women feel their teams are inclusive and that Defence has integrity. Women hold more positive views of senior leaders than men. Women in APS have the highest levels of organisational fit.

**Workplace Behaviours** are more negative for women than men in both the ADF and APS. More men than women are in the low risk Psychosocial Safety Climate (PSC) category. There is a noticeably larger proportion of women (24% of ADF women and 30% of APS women) and of APS men (24%) in the high and very high risk PSC categories, compared to ADF men (16%).

In terms of experiencing unacceptable behaviour, a larger proportion of women than men in have experienced at least one type of unacceptable behaviour.

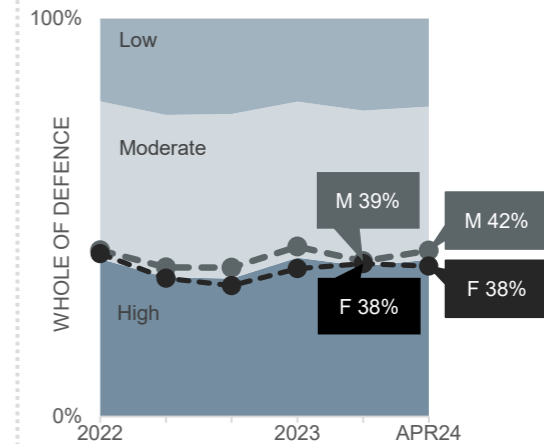
## ORGANISATIONAL CLIMATE (past 3 years)

### JOB ENGAGEMENT



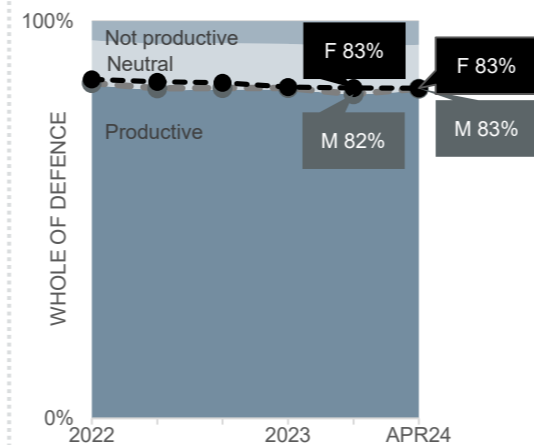
Job engagement has increased in both men and women in APS, but declined in women in ADF.

### MORALE



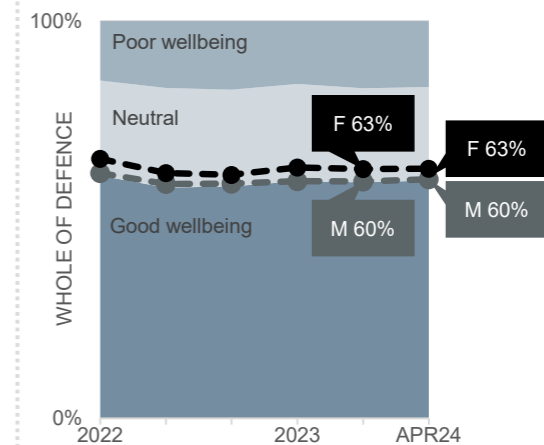
Women in the ADF have had a decline in high morale.

### PRODUCTIVITY



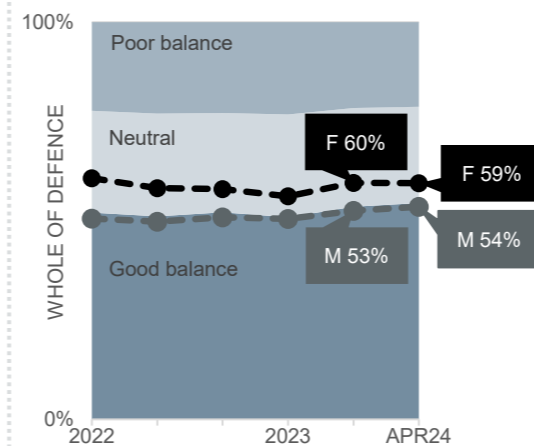
Men and women report similar levels of productivity.

### WELLBEING



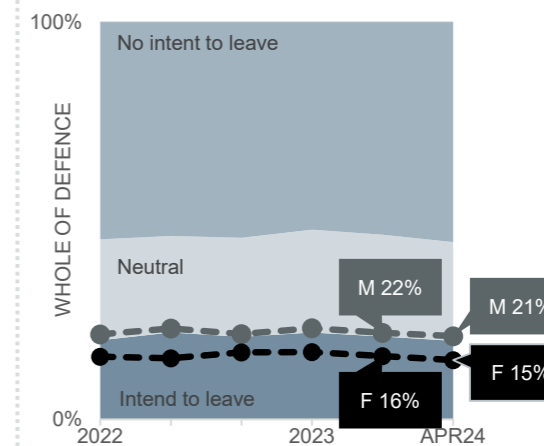
Men and women report similar levels of wellbeing.

### WORK-LIFE BALANCE



Men in the APS have had an increase in work-life balance. Women report better work-life balance than men.

### INTENTION TO LEAVE



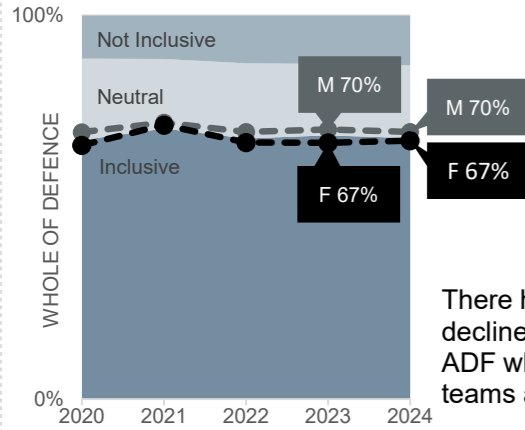
Men report greater intention to leave than women.





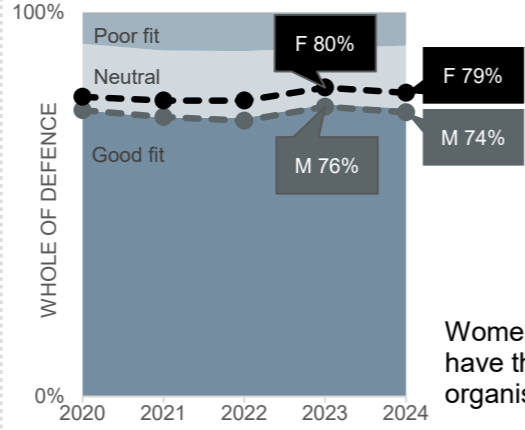
**WORKPLACE CONDITIONS (past 5 years)**

**TEAM INCLUSIVITY**



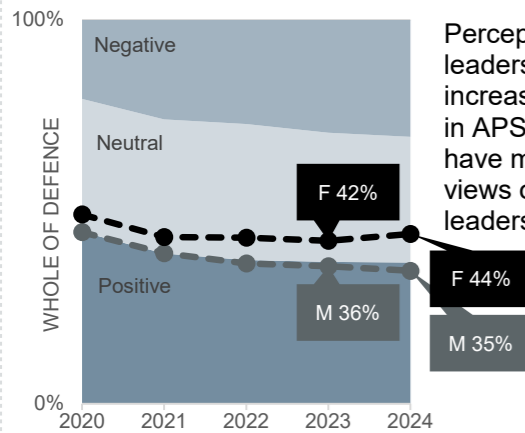
There has been a decline in men in ADF who feel their teams are inclusive.

**ORGANISATIONAL FIT**



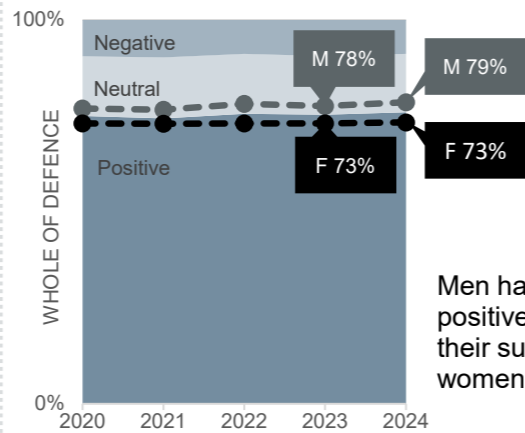
Women in APS have the greatest organisational 'fit'.

**SENIOR LEADERSHIP**



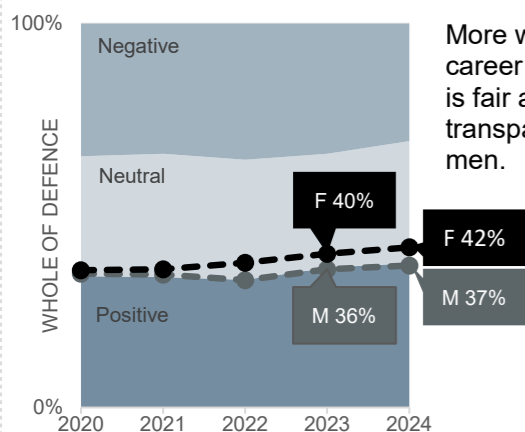
Perceptions of senior leaders have increased for women in APS. Women have more positive views of senior leaders than men.

**SUPERVISOR LEADERSHIP**



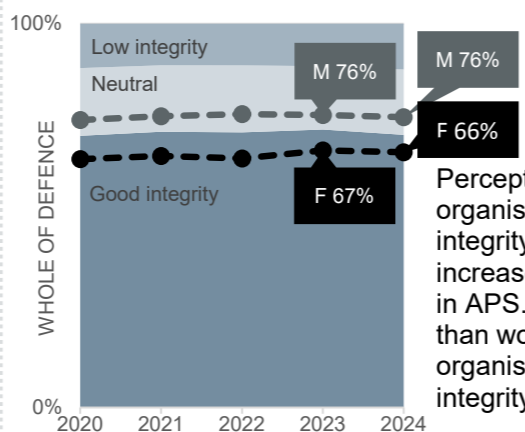
Men have more positive views of their supervisor than women.

**CAREER PROGRESSION**



More women feel career progression is fair and transparent than men.

**ORGANISATIONAL INTEGRITY**



Perceptions of organisational integrity have increased for women in APS. More men than women feel the organisation has integrity.

**PSYCHOSOCIAL SAFETY CLIMATE (PSC) AND UNACCEPTABLE BEHAVIOUR**

**PSYCHOSOCIAL SAFETY CLIMATE IN DEFENCE THROUGHOUT PAST FIVE YEARS**

M	Low Risk	Medium Risk	High Risk	Very High Risk
2020	79%	5%	10%	6%
2021	76%	6%	12%	7%
2022	75%	6%	12%	7%
2023	76%	5%	12%	7%
2024	78%	5%	12%	6%

F	Low Risk	Medium Risk	High Risk	Very High Risk
2020	67%	8%	16%	10%
2021	64%	7%	16%	8%
2022	65%	8%	17%	11%
2023	65%	7%	18%	11%
2024	65%	8%	17%	10%

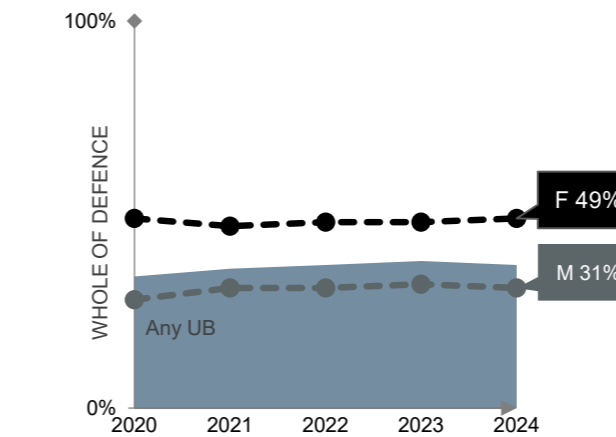
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In April 2024, **78%** of men and **65%** of women worked in a *Low Risk* environment.

Trend: **STABLE**

**PROPORTION OF RESPONDENTS WHO EXPERIENCED UNACCEPTABLE BEHAVIOUR**



A larger proportion of women in ADF and APS experience unacceptable behaviour than men.

Trend: **STABLE**

Types of UB Experienced		
	M	F
Bullying	13%	25%
Discrimination	4%	8%
Abuse of Power	8%	11%
Violent Behaviour	3%	6%
Sexual Harrassment	1%	3%
Sexual Misconduct*	2%	7%

\*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%
M	28%	31%	31%	32%	31%
F	49%	47%	48%	48%	49%

