

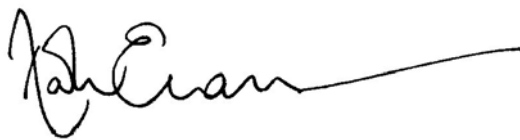
FOREWORD

The first *Defence Personnel Environmental Scan (Scan 2020)* was completed in 2001 and provided a significant foundation document on which to build the Department of Defence's personnel knowledge base.

The *Defence Personnel Environment Scan 2025 (Scan 2025)* continues this approach providing information and analysis of future personnel challenges. *Scan 2025* thus facilitates a better appreciation of the context in which long term decisions on the total Defence workforce should be made. This will allow Defence to develop the appropriate policies to recruit, develop, sustain, retain and transition all our people.

We confront a challenging environment with significant national and global security demands on the one hand and changing demographic and workforce profiles on the other. The strategic personnel issues covered in *Scan 2025* are demography, workforce, society, economy, education, health, climate, energy and water resources, technology, and future workplace, security and warfare trends. *Scan 2025* highlights the complex and often diverse inter-relationships between these issues.

In developing *Scan 2025* significant numbers of policy makers, human resource practitioners, subject matter experts, researchers and planners were engaged from across Defence and also from academia, other government agencies, the union movement and industry. It is important that such interagency work continues in order that personnel factors are holistically considered when planning to meet the challenges of the future.



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