



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.

NOV 2024 YourSay Participant Profile

Navy 1091 **responses** (12% of Navy sample)
Army 2260 **responses** (10% of Army sample)
Air Force 1897 **responses** (18% of Air Force sample)
APS 3325 **responses** (30% of APS sample)

NOV 2024 WB Participant Profile

Navy 994 **responses** (12% of Navy sample)
Army 1564 **responses** (7% of Army sample)
Air Force 1405 **responses** (15% of Air Force sample)
APS 2299 **responses** (30% of APS sample)

KEY FINDINGS

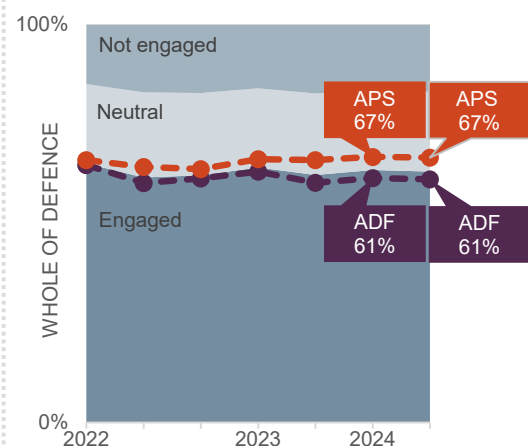
Organisational Climate remains stable in November 2024, with the exception of a reduction in intentions to leave. There has been a small 2-point drop in ADF intentions from April to November 2024, and overall drops of 1-point for the past three reporting periods in Defence overall figures. This is likely a fluctuation due to the small timeframe, but is worth tracking in future administrations to see if the trend continues.

Workplace Conditions have greater fluctuations over time than organisational climate, and are only recorded once a year instead of every administration. The largest change was a 9-point increase in recognition scores for APS between 2023 and 2024, while ADF only increased by 2-points. Skills and learning scores saw the largest decrease, 7-points for APS and 5-points for ADF, suggesting the cause of the drop effects both workforces. Minor drops were present for perceptions towards rewards and resources, with the latter trending down in the past three years. These both suggest slightly less satisfaction with pay, benefits and resources provided to work areas.

Workplace Behaviours in Defence are positive, with the majority of ADF and APS in the low risk Psychosocial Safety Climate (PSC) category in 2024. There is however a difference between ADF and APS personnel, with 77% of ADF compared to 65% of APS in the low risk PSC category. A greater proportion of APS (10%) are in the high risk PSC category than ADF (7%). This trend has remained stable for the past 5 years. The proportion of Defence who experienced unacceptable behaviour has also remained stable from 2020 onwards. However, APS and ADF are diverging on this indicator with the proportion remaining the same for ADF, while increasing for APS. This may be associated with the greater proportion of APS considered high risk compared to ADF personnel. The type of unacceptable behaviour most commonly experienced in 2024 by both ADF and APS was bullying, followed by abuse of power, and then discrimination.

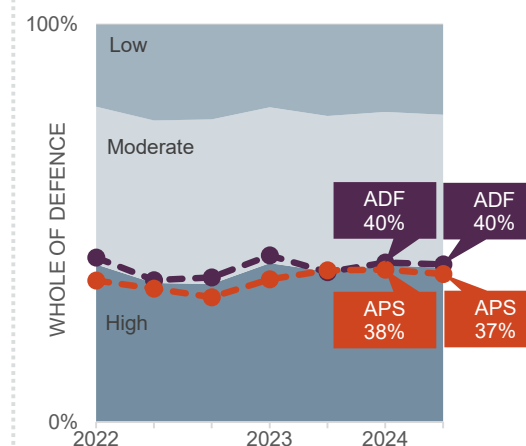
ORGANISATIONAL CLIMATE (past 3 years)

JOB ENGAGEMENT



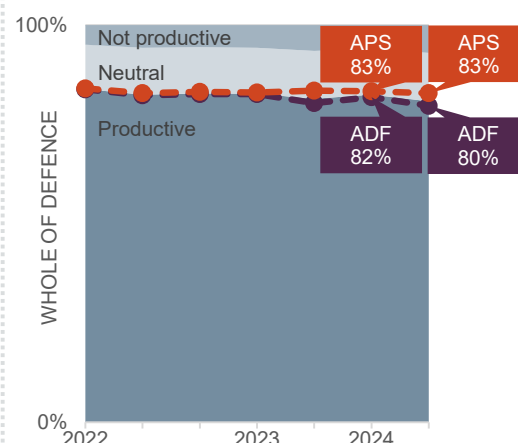
63% of Defence were engaged with their work in November 2024.

MORALE



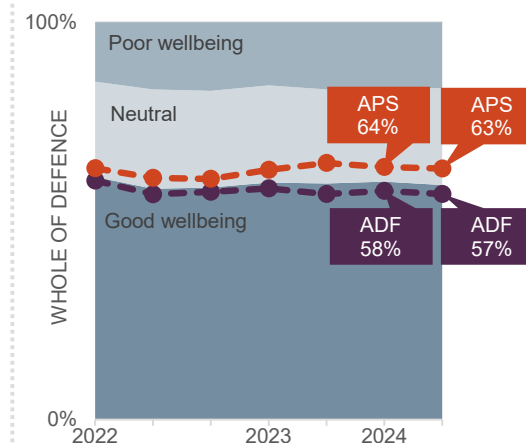
39% of Defence had high morale in November 2024.

PRODUCTIVITY



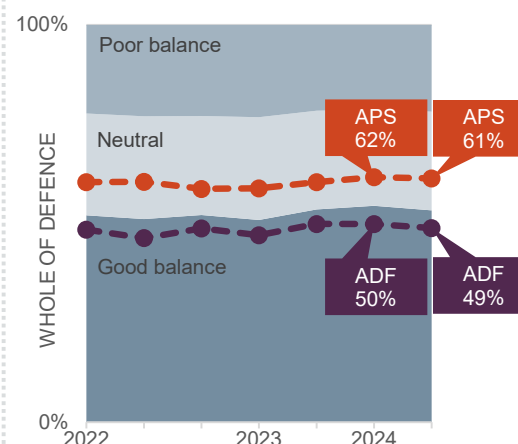
81% of Defence reported being productive in November 2024.

WELLBEING



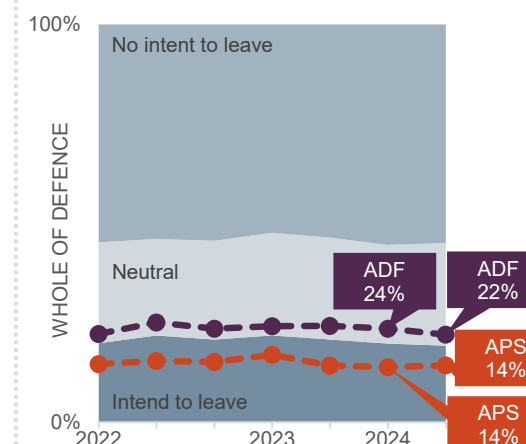
59% of Defence reported having good wellbeing in November 2024.

WORK-LIFE BALANCE



53% of Defence had a positive work-life balance in November 2024.

INTENTION TO LEAVE



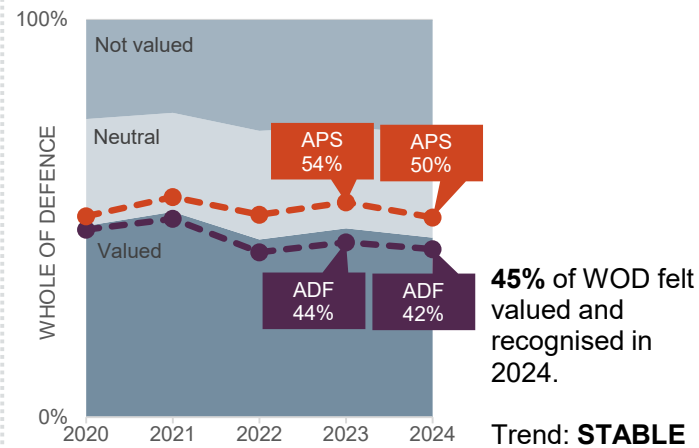
19% of Defence reported intention to leave in November 2024.



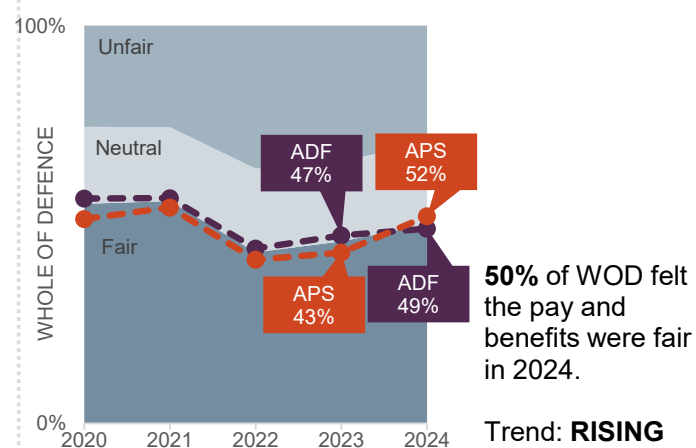


WORKPLACE CONDITIONS (past 5 years)

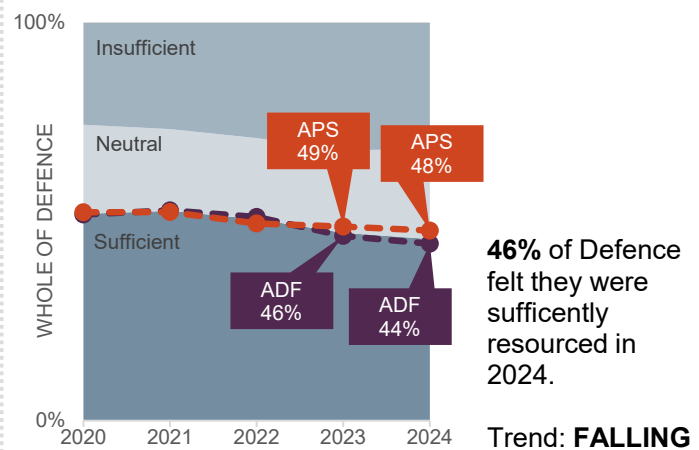
REWARD



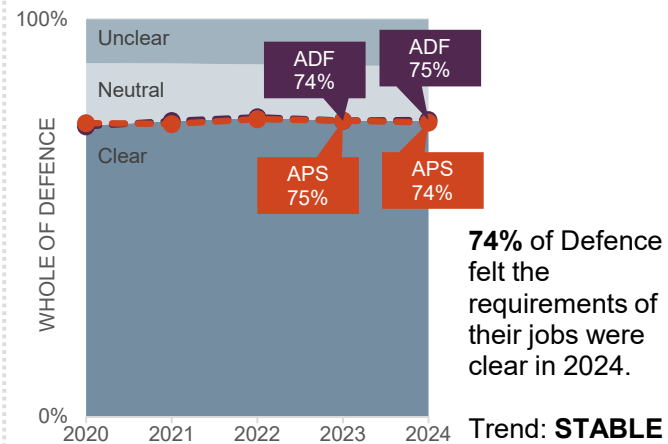
RECOGNITION (Remuneration)



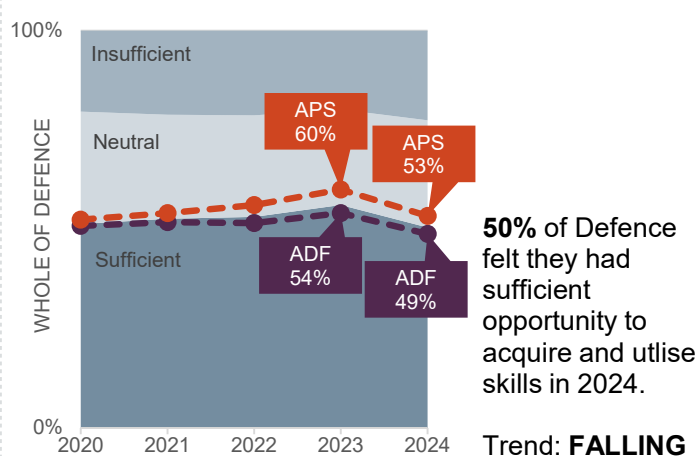
RESOURCES



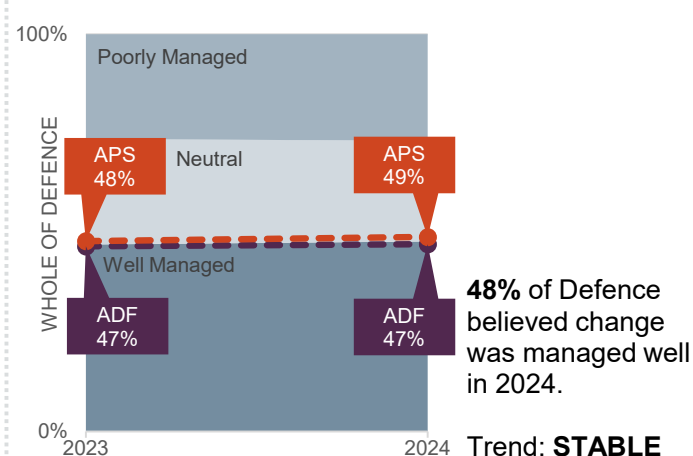
JOB CLARITY



SKILLS AND LEARNING



CHANGE MANAGEMENT



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	77%	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	65%	7%	18%	10%

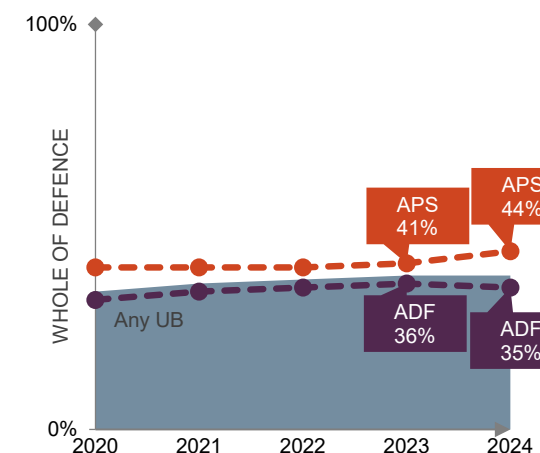
Psychosocial Safety Climate refers to the shared perceptions of the policies and practices implemented for the protection of employee's psychological health in a workplace.

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 2024, **77%** of ADF and **65%** of APS worked in a **Low Risk** environment.

Trend: **STABLE**

PROPORTION OF RESPONDENTS WHO EXPERIENCED UNACCEPTABLE BEHAVIOUR



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

38% of Defence personnel experienced a form of unacceptable behaviour (UB) in 2024.

Trend: **STABLE**

Types of UB Experienced	
Abuse of Power	9%
Bullying	18%
Discrimination	6%
Sexual Harrassment	2%
Sexual Misconduct*	5%
Violent Behaviour	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.

