

2025 YourSay Defence Workplace Surveys Summary Report - Whole of Defence



About this Summary Report

Prepared by Workforce Strategy Branch, this report provides an overview of Defence workforce experience based on the YourSayDefence Workplace Experience (WE) and Workplace Behaviours (WB) surveys conducted in **June 2025**. It covers organisational climate, workplace conditions, Psychosocial Safety Climate (PSC), and unacceptable behaviour (UB) to identify workforce wellbeing and retention risks.

2025 Participation Profile

Workplace Experience

Whole of Defence 9436 participation (17% of WOD sample)
ADF 5525 participation (12% of ADF sample)
Navy 1241 participation (14% of Navy sample)
Army 2324 participation (10% of Army sample)
Air Force 1960 participation (17% of Air Force sample)
APS 3911 participation (34% of APS sample)

Workplace Behaviour

Whole of Defence 7682 participation (16% of WOD sample)
ADF 4702 participation (12% of ADF sample)
Navy 1080 participation (14% of Navy sample)
Army 1985 participation (9% of Army sample)
Air Force 1637 participation (16% of Air Force sample)
APS 2980 participation (33% of APS sample)

KEY FINDINGS

Workplace Experience Survey: For Whole of Defence (WOD) respondents in 2025, there was an increase in positive responses for Recognition of 6 percentage points from 2024. There was also a slight increase in positive responses for Reward (4 percentage points) and Job Engagement (3 percentage points). Further, there has been a steady increase of at least one percentage point per year for the last 3 years in positive responses for Recognition. All other metrics remained relatively stable in 2025.

Workplace Behaviours Survey: More than half of WOD respondents (68 per cent) in 2025 were at low risk for poor wellbeing due to their workplace Psychosocial Safety Climate (PSC). This was a slight decrease of 4 percentage points from 2024. A further 24 per cent were considered at high or very high risk of adverse wellbeing outcomes due to poor workplace psychosocial safety. The proportion of WOD respondents who reported to have experienced unacceptable behaviour (UB) in 2025 was 38 per cent. This remains relatively stable from 2024. The most common type of UB experienced by WOD respondents in 2025 was Bullying (16 per cent), followed by Abuse of Power (8 per cent) and Discrimination (5 per cent).

Interpreting Data

Results from 2025 surveys are compared against previous years. The area graphs show the response composition to each indicator topic over time. Trend lines represent the proportion of 'positive' responses, including agreement or experience with a subject.

Trends are identified if there has been at least a 1% of consistent change for three consecutive years, or there has been a change of 5% or more from the previous year.

Rounding of numbers may result in minor variations to presented data or interpretations.

Trend line results

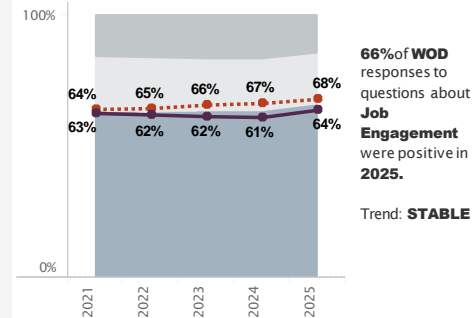
—●— ADF - - - ● - - APS

Area graph results (unless otherwise noted)

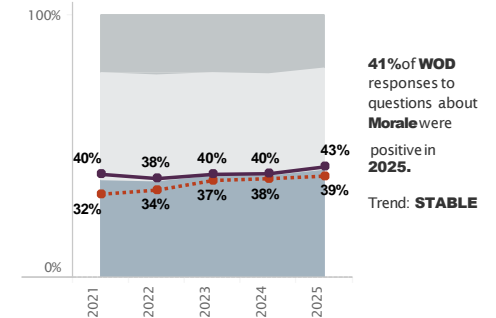
■ Negative ■ Neutral ■ Positive

WORKPLACE EXPERIENCE

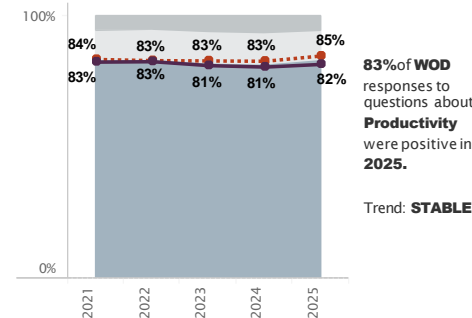
JOB ENGAGEMENT



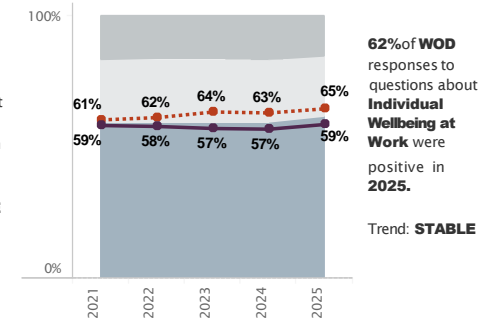
MORALE



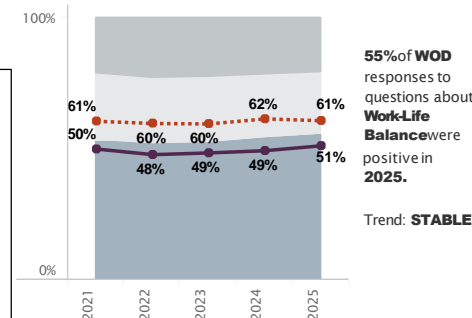
PRODUCTIVITY



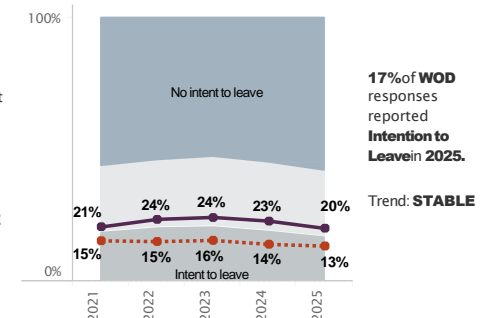
INDIVIDUAL WELLBEING AT WORK



WORK-LIFE BALANCE



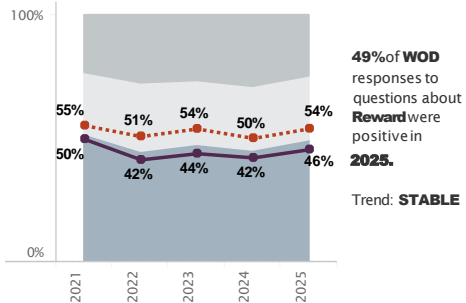
INTENTION TO LEAVE



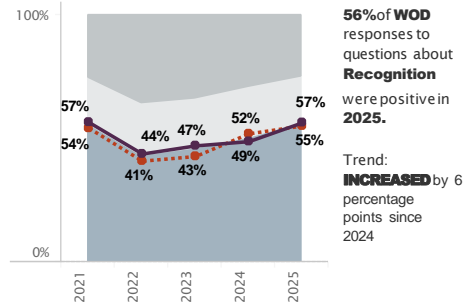
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WORKPLACE EXPERIENCE

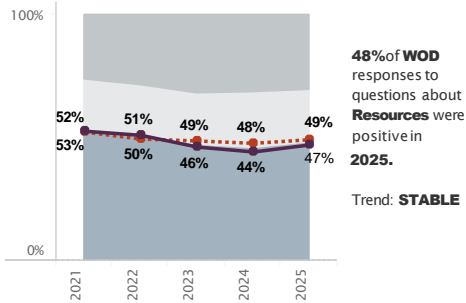
REWARD



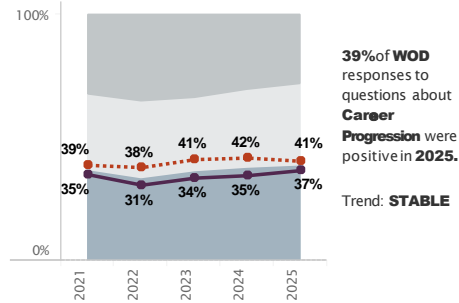
RECOGNITION



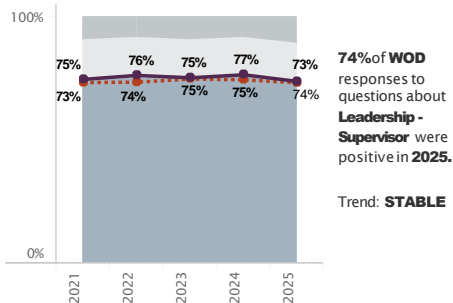
RESOURCES



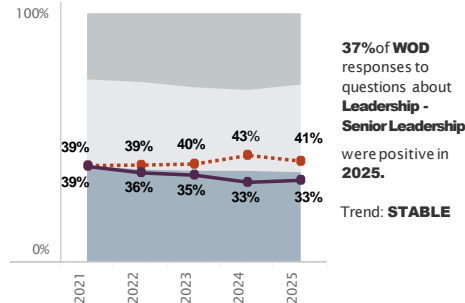
CAREER PROGRESSION



LEADERSHIP - SUPERVISOR



LEADERSHIP - SENIOR LEADERSHIP



WORKPLACE BEHAVIOURS

PSYCHOSOCIAL SAFETY CLIMATE (PSC)

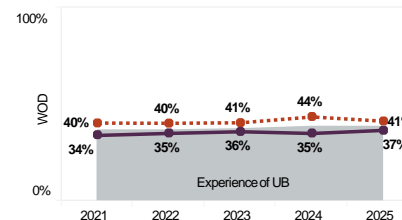
	Low Risk (High PSC score)	Medium Risk	High Risk	Very High Risk (Very low PSC score)
2021	72% WOD	6% WOD	13% WOD	9% WOD
2022	72% WOD	7% WOD	13% WOD	8% WOD
2023	72% WOD	6% WOD	14% WOD	8% WOD
2024	72% WOD	5% WOD	14% WOD	8% WOD
2025	68% WOD	7% WOD	16% WOD	9% WOD

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 2025, **68%** of WOD respondents were at **Low Risk workplace environment for PSC**.

EXPERIENCES OF UNACCEPTABLE BEHAVIOUR (UB)



Types of UB Experienced

	WOD	Navy	Army	Air Force	Defence APS
Abuse of Power	8%	7%	7%	7%	8%
Bullying	16%	16%	13%	14%	19%
Discrimination	5%	5%	4%	5%	5%
Sexual Harassment	1%	1%	1%	1%	1%
Sexual Misconduct*	3%	4%	3%	3%	3%
Violent Behaviour	3%	3%	3%	3%	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 was designed to identify all potentially inappropriate sexualised behaviours experienced by survey respondents.

	2021	2022	2023	2024	2025
WOD	36%	37%	37%	38%	38%
Navy	38%	41%	42%	40%	42%
Army	34%	34%	35%	33%	35%
Air Force	32%	33%	33%	34%	35%
Defence APS	40%	40%	41%	44%	41%