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Response statistics
<b>62%</b>
5,063* out of 8,170 staff

Number of questions
<b>126 questions</b>

\* A total of 98 contractors participated in the survey. These are not included in the response rate calculation but are included in the overall analysis.



# Background and summary

- The JD-R Model and summary results
- How to read this report

# How to read this report

## Interpreting this report

Percentages in this report are based on the total number of valid responses made to the particular question being reported on. In most cases, results reflect those respondents who expressed a view and for whom the questions were applicable. 'Don't know' and 'prefer not to say' responses have generally been excluded from attitudinal questions.

Percentage results throughout the report may not add up to 100% (particularly when displayed in chart form) due to rounding or where respondents were able to select more than one response.

Note that respondents were not required to answer all questions and therefore the base number of respondents for each question may differ.

This project has been undertaken in accordance with the International Standard AS ISO 2052 and has complied with the Australian Privacy Principles contained in the Privacy Act 1988.

## How to read this report

This report contains a series of tables that illustrate the high-level results for the AFP 2025 All Staff Survey. Information from how to read these tables is provided on the right.

### Factor scores for 2022-2025

Factor scores take into account all question response scales, excluding not applicable and not sure (e.g. Strongly agree, agree, neither agree nor disagree, disagree, strongly disagree). A factor score of 100 is equivalent to all respondents providing the highest possible positive rating (e.g. very satisfied/strongly agree), whereas a factor score of 0 is equivalent to all respondents providing the most negative response (very dissatisfied/strongly disagree).

Factor name	Factor scores			AFP	AFP	AFP
	2025	2023	2022	2025	2023	2022
	77	70	68	% positive	% positive	% positive

Factor question(s)	Question 1 text (n=respondent count)	Factor scores			AFP	AFP	AFP
		2025	2023	2022	2025	2023	2022
Factor question(s)	Question 1 text (n=respondent count)	91%	6%	8%	91%	79%	80%
	Question 2 text (n=respondent count)	81%	11%	8%	81%	65%	67%
	Question 3 text (n=respondent count)	79%	13%	8%	79%	64%	66%
	Question 4 text (n=respondent count)	74%	14%	12%	74%	65%	61%
Related question(s)	Question 1 text (n=respondent count)	71%	15%	14%	71%	74%	76%

Related question(s) include questions that are related to relevant workplace factors, but are not included in the factor calculations.

Question text, followed by number of valid responses to the specific question

Percentage positive scores for the questions, for each reportable year, from 2022 to 2025 (e.g. Strongly agree + agree)

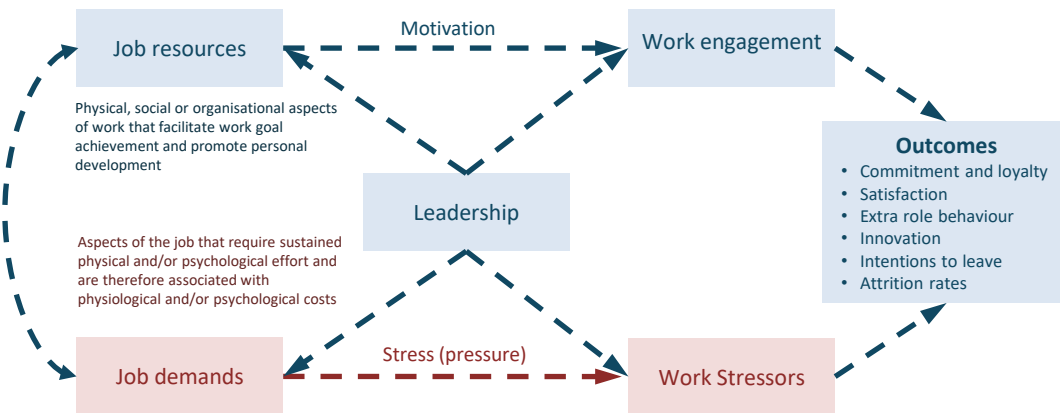
Workplace factors are determined by factor analysis, which groups questions on how closely correlated they are with one another. The components of each workplace factor are grouped as Factor question(s)

- Results have been condensed from a five or six points scale into three categories:
- Positive responses (e.g. strongly agree/agree, very satisfied/satisfied, etc.)
  - Neutral responses (e.g. neither agree nor disagree)
  - Negative responses (e.g. strongly disagree/disagree)

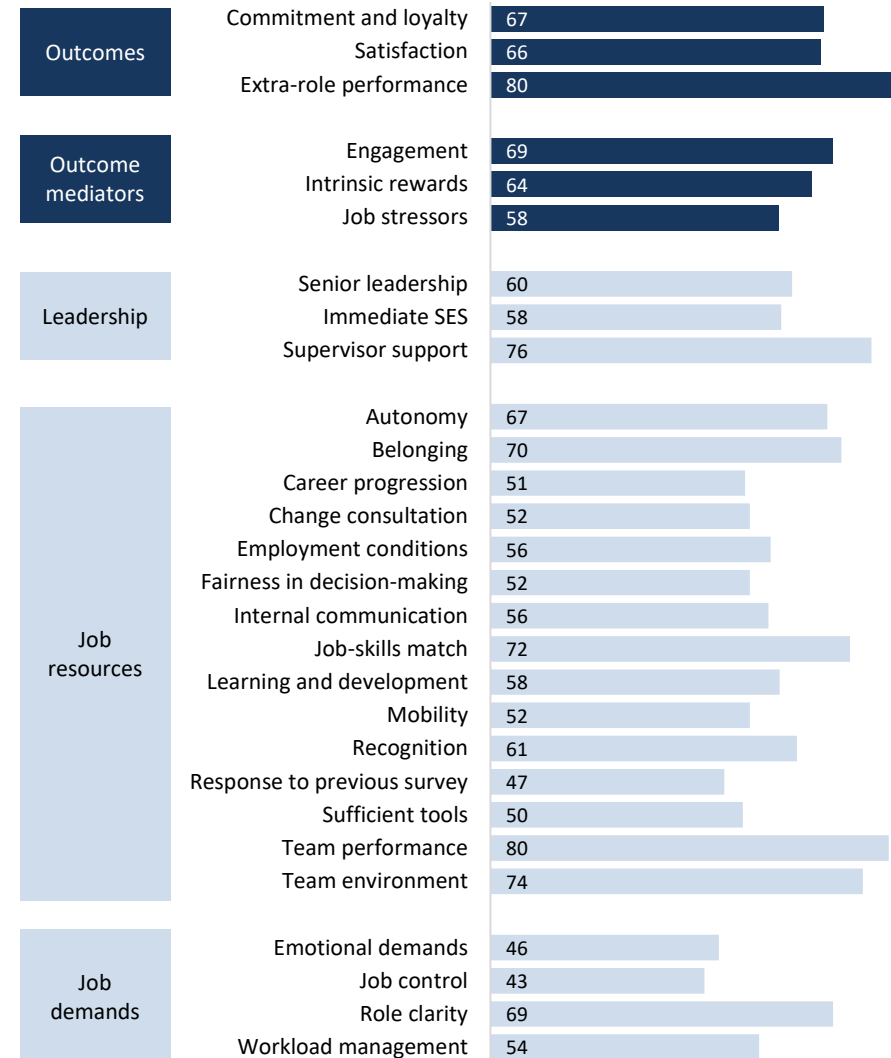
# The JD-R Model and summary results

The 2025 AFP All Staff Survey applies the **Job Demands-Resources Model (JD-R Model)** as its underlying framework. This well validated framework was developed to help understand how positive (Job Resources) and negative (Job Demands) job characteristics impact employee wellbeing and work outcomes. The specific components of the JD-R Model are:

- **Job resources:** physical, social or organisational aspects of work that facilitate work goal achievement, promote personal development, motivate and contribute to employee engagement.
- **Job demands:** aspects of the job that require sustained physical and/or psychological effort and are therefore associated with physiological and/or psychological costs, such as pressure and work stress.
- **Leadership:** By inspiring, strengthening and connecting with their employees, **leaders** promote the fulfillment of basic psychological needs for autonomy, competence and relatedness. This in turn, has an indirect effect on preventing burnout and increasing work engagement by reducing Job Demands and increasing Job Resources, respectively leading to more positive work **outcomes** (commitment and loyalty, satisfaction, extra role behaviour, innovation and lower attrition rates).



The survey questions were grouped together into workplace factors, assigned under the key components of the JD-R Model: Outcomes, Outcome mediators, Leadership, Job resources, and Job demands. The 2025 survey results are illustrated in the chart on the right.





# Outcomes

- Commitment and loyalty
- Satisfaction
- Extra-role performance

# Commitment and loyalty

Commitment and loyalty		Factor scores						AFP	AFP	AFP
		2025	2023	2022				2025	2023	2022
		67	71	72				% positive	% positive	% positive
Factor question(s)	I feel committed to the AFP's goals (n=4,593)	<div><div>79%</div><div>15%</div><div>6%</div></div>			79%	83%	84%			
	I am proud to work in the AFP (n=4,595)	<div><div>74%</div><div>15%</div><div>11%</div></div>			74%	80%	82%			
	I feel a strong personal attachment to the AFP (n=4,597)	<div><div>55%</div><div>24%</div><div>21%</div></div>			55%	65%	65%			
	I would recommend the AFP as a good place to work (n=4,588)	<div><div>52%</div><div>23%</div><div>25%</div></div>			52%	62%	66%			
Related question(s)	I believe strongly in the purpose and objectives of the AFP (n=4,591)	<div><div>81%</div><div>11%</div><div>7%</div></div>			81%	-	84%			

# Satisfaction & Extra-role performance

Satisfaction		Factor scores						AFP	AFP	AFP
		2025	2023	2022	2025	2023	2022	% positive	% positive	% positive
		66	66	71						
Factor question(s)	Overall, I am satisfied with my role (n=4,753)		67%			16%	17%	67%	68%	75%
Extra-role performance		Factor scores						AFP	AFP	AFP
		2025	2023	2022	2025	2023	2022	% positive	% positive	% positive
		80	-	-						
Factor question(s)	I try to learn new things at work (n=4,730)		93%			5%		93%	-	-
	I believe my responsibility is to find new ways to improve how we work (n=4,721)		88%			8%		88%	-	89%
	At work I know exactly what results I want to achieve (n=4,725)		84%			11%	5%	84%	-	-



## Outcome mediators

- Engagement
- Intrinsic rewards
- Job stressors



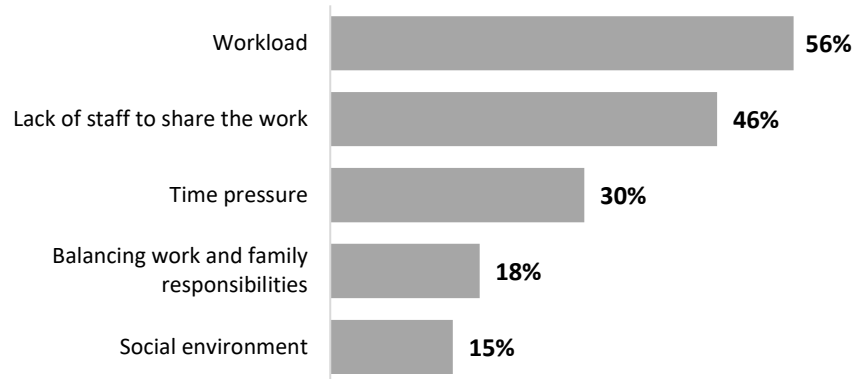


# Job stressors

Job stressors	Factor scores			AFP	AFP	AFP
	2025	2023	2022	2025	2023	2022
	58	55	57	% positive	% positive	% positive

Factor question(s)	I feel burnt out by work (n=4,607) (% positive: never, rarely)	40%	37%	23%	40%	38%	39%
	Current level of work-related stress (n=4,659) (% positive: nil, low, moderate)	70%		30%	70%	65%	72%
Related question(s)	Would you say that your health is: (% positive: excellent, very good) (n=4,654)	50%	35%	15%	50%	-	56%

## Main causes of work-related stress (Multiple response, top 5)





# Leadership

- Senior leadership
- Immediate SES
- Supervisor support

# Senior leadership

Senior leadership	Factor scores			AFP	AFP	AFP
	2025	2023	2022	2025	2023	2022
	60	-	-	% positive	% positive	% positive

**My Assistant Commissioner (SES 2)...**

Factor question(s)	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Refused
Models the values of the AFP (n=4,699)	56%	33%	11%		56%	-
Values the contribution my team makes to the AFP's mission (n=4,702)	47%	33%	20%		47%	-
I am confident in their vision and direction for my Command (n=4,687)	44%	35%	21%		44%	-

# Immediate SES

Immediate SES		Factor scores					
		2025	2023	2022	AFP 2025	AFP 2023	AFP 2022
		58	-	-	% positive	% positive	% positive
<b>My Commander (SES 1)...</b>							
Factor question(s)	Models the values of the AFP (n=4,693)	<div> <div>59%</div> <div>27%</div> <div>14%</div> </div>			59%	-	-
	Keeps employees informed about what is going on in our Command (n=4,734)	<div> <div>56%</div> <div>22%</div> <div>23%</div> </div>			56%	-	-
	Ensures that work effort contributes to the strategic direction of the AFP (n=4,711)	<div> <div>55%</div> <div>30%</div> <div>15%</div> </div>			55%	-	62%
	Values the contribution my team makes to the AFP's mission (n=4,711)	<div> <div>51%</div> <div>24%</div> <div>24%</div> </div>			51%	60%	-
	Clearly articulates the direction and priorities for our Command (n=4,715)	<div> <div>50%</div> <div>24%</div> <div>25%</div> </div>			50%	-	55%
	I have faith in their leadership (n=4,676)	<div> <div>50%</div> <div>26%</div> <div>24%</div> </div>			50%	-	-
	Makes team members feel that they contribute to something important (n=4,708)	<div> <div>46%</div> <div>26%</div> <div>27%</div> </div>			46%	-	-
	Creates an environment that enables us to deliver our best (n=4,703)	<div> <div>43%</div> <div>27%</div> <div>30%</div> </div>			43%	-	46%
	Is able to enthuse team members with their plans (n=4,705)	<div> <div>37%</div> <div>31%</div> <div>32%</div> </div>			37%	-	-

# Supervisor support

Supervisor support		Factor scores			AFP	AFP	AFP
		2025	2023	2022	2025	2023	2022
		76	-	-	% positive	% positive	% positive
Factor question(s)	My Supervisor (or equivalent)...						
	Gives team members freedom and responsibility to complete tasks (n=4,907)	85%	8%	7%	85%	-	-
	Delegates tasks and responsibilities to the team (n=4,918)	83%	9%	7%	83%	-	-
	Encourages collaboration among team members (n=4,911)	82%	11%	7%	82%	-	-
	Encourages team members to share their own opinion (n=4,904)	81%	11%	8%	81%	-	78%
	Encourages team members to develop their skills as much as possible (n=4,933)	81%	10%	9%	81%	-	-
	Actively encourages team members to work towards same team goals (n=4,905)	81%	12%	7%	81%	-	-
	Recognises team members contributions (n=4,899)	80%	10%	9%	80%	-	-
	Encourages team members to use their own strengths (n=4,921)	80%	12%	8%	80%	-	-
	I can count on my supervisor for support when I need it (n=4,893)	79%	11%	10%	79%	-	-
	Is able to enthuse team members with their plans (n=4,907)	67%	18%	15%	67%	-	-
Provides me with helpful feedback to improve my performance (n=4,670)	67%	19%	14%	67%	-	72%	
KEY		Only factor questions are included in factor score calculation					
		% Positive	% Neutral	% Negative			
		Page 14					



## Job resources

- Autonomy
- Belonging
- Career progression
- Change consultation
- Employment conditions
- Fairness in decision-making
- Internal communication
- Job-skills match
- Learning and development
- Mobility
- Recognition
- Response to previous survey
- Sufficient tools
- Team performance
- Team environment

# Autonomy & Belonging

Autonomy		Factor scores				AFP 2025 % positive	AFP 2023 % positive	AFP 2022 % positive
		2025	2023	2022				
		67	65	67				
Factor question(s)	I have a choice in deciding how I do my work (n=4,727)	<div><div>69%</div><div>17%</div><div>14%</div></div>			69%	68%	63%	
	Where appropriate, I am able to take part in decisions that affect my role (n=4,762)	<div><div>67%</div><div>14%</div><div>19%</div></div>			67%	63%	71%	
Related question(s)	The level of autonomy I have at work matches my role and band level (n=4,754)	<div><div>73%</div><div>12%</div><div>14%</div></div>			73%	-	-	

Belonging		Factor scores				AFP 2025 % positive	AFP 2023 % positive	AFP 2022 % positive
		2025	2023	2022				
		70	71	-				
Factor question(s)	There is a sense of camaraderie in my workplace (n=4,600)	<div><div>75%</div><div>13%</div><div>13%</div></div>			75%	77%	-	
	I feel included in the social aspects of work (n=4,594)	<div><div>73%</div><div>17%</div><div>9%</div></div>			73%	75%	-	
	I feel a sense of belonging with others at work (n=4,599)	<div><div>72%</div><div>17%</div><div>11%</div></div>			72%	72%	-	

KEY

Only factor questions are included in factor score calculation

% Positive

% Neutral

% Negative

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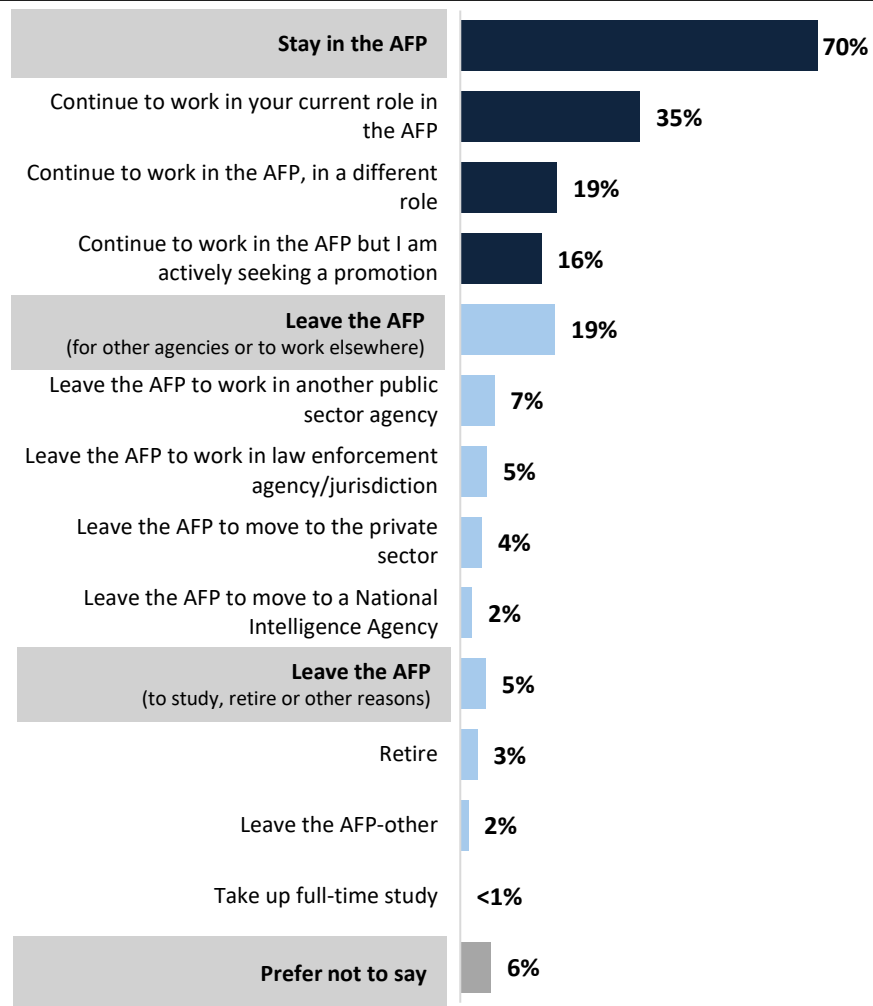


# Career progression

Career progression	Factor scores			AFP 2025 % positive	AFP 2023 % positive	AFP 2022 % positive
	2025	2023	2022			
	51	-	50			
Factor question(s)	I am satisfied with opportunities for career progression in the AFP (n=4,619)			42%	26%	33%
Related question(s)	I am interested in acting, higher duties and other advancement opportunities (n=4,623)			67%	17%	16%

# Career intentions

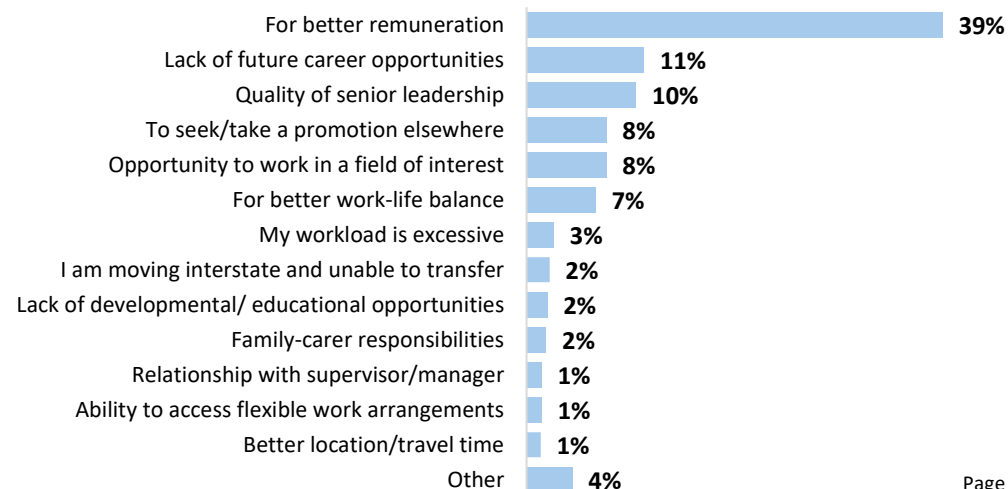
## Most likely career plan for the next two years



## Reasons for staying in the AFP

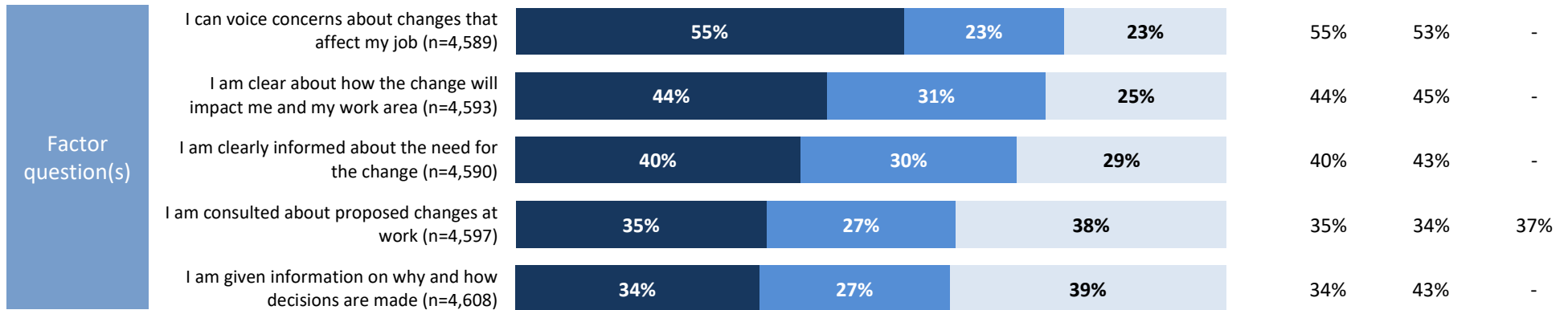


## Reasons for leaving the AFP

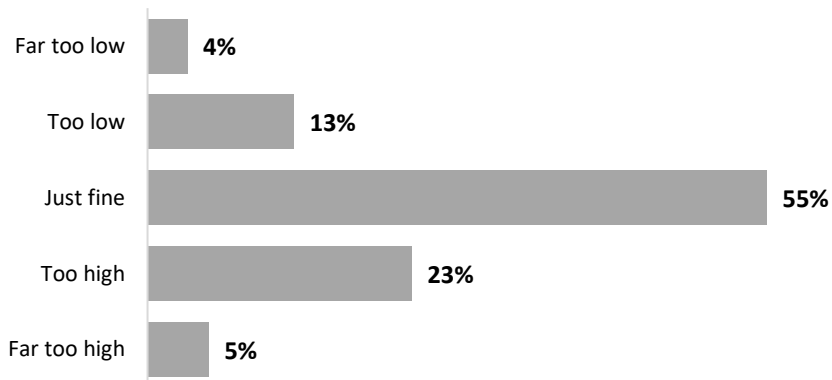


# Change consultation

Change consultation	Factor scores			AFP	AFP	AFP
	2025	2023	2022	2025	2023	2022
	52	52	-	% positive	% positive	% positive



## Pace of change in my work area is generally



# Employment conditions

Employment conditions	Factor scores			AFP 2025 % positive	AFP 2023 % positive	AFP 2022 % positive	
	2025	2023	2022				
	56	-	65				
Factor question(s)	I am satisfied with my non-monetary employment conditions (n=4,751)	<div><div>71%</div><div>11%</div><div>18%</div></div>			71%	-	79%
	I am fairly remunerated for the work that I do (n=4,753)	<div><div>42%</div><div>12%</div><div>47%</div></div>	42%	-	54%		

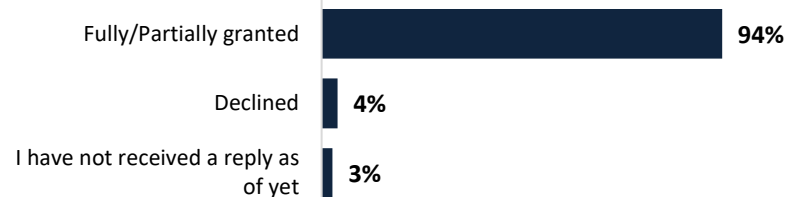
# Employment conditions

Employment conditions	Factor scores		
	2025	2023	2022
	56	-	65

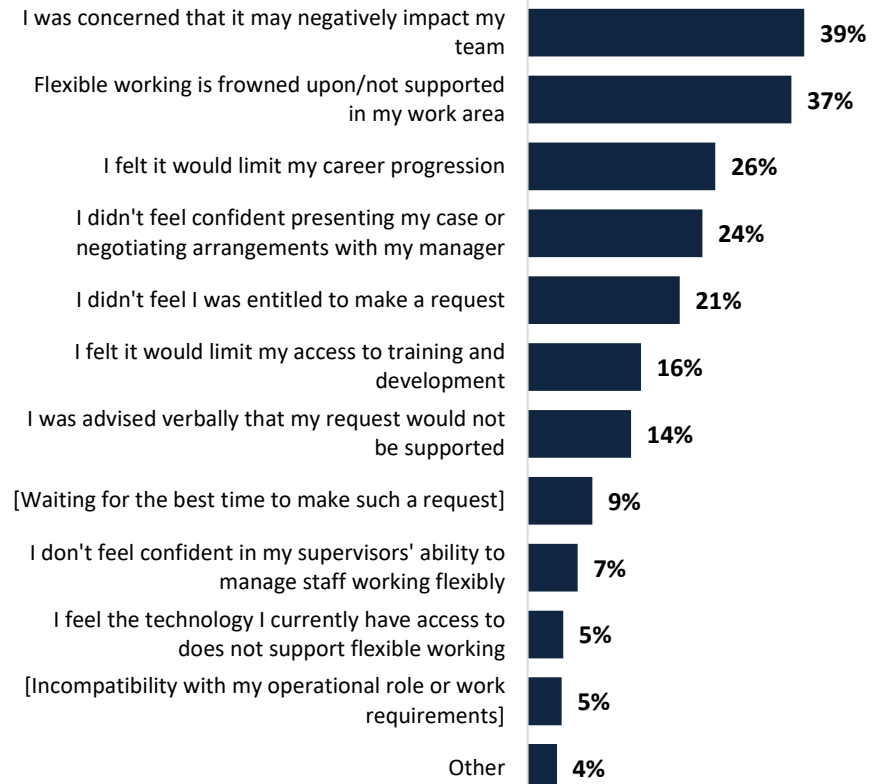
## Have you made a request regarding flexible work arrangements?



## Outcome of request for flexible work arrangements



## Reasons for not making a request to change your work arrangements



\*Note that options in [square brackets] were not offered to respondents in the survey, but were coded from their free-text responses.

# Fairness in decision-making & Internal communication

Fairness in decision-making	Factor scores			AFP	AFP	AFP
	2025	2023	2022	2025	2023	2022
	52	52	-	% positive	% positive	% positive

Factor question(s)	Policies and processes are applied consistently in my work area (n=4,590)	44%	27%	29%	44%	44%	-
	Application of policies and processes are free from bias in my work area (n=4,569)	42%	30%	27%	42%	45%	-
	Processes for assigning higher duties are transparent (n=4,614)	37%	29%	34%	37%	44%	38%

Internal communication	Factor scores			AFP	AFP	AFP
	2025	2023	2022	2025	2023	2022
	56	-	-	% positive	% positive	% positive

Factor question(s)	I receive the information needed to do my job well (n=4,608)	60%	23%	17%	60%	-	-
	I am sufficiently informed about developments within the AFP (n=4,606)	51%	27%	22%	51%	-	-
	Internal communication within the AFP is effective (n=4,610)	39%	30%	31%	39%	-	45%
	The internal communication within the AFP (is not barrier, n=4,683)	37%	33%	30%	37%	-	39%

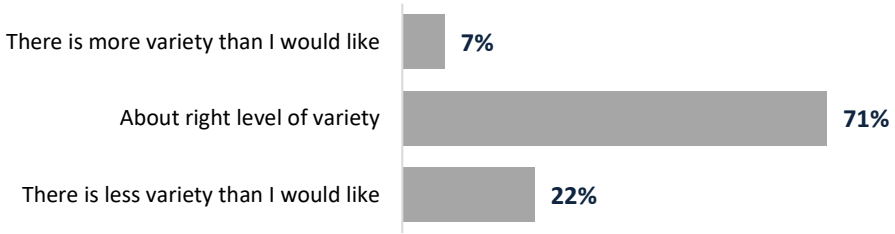
# Job-skills match

Job-skills match		Factor scores					
		2025	2023	2022	AFP	AFP	AFP
		72	70	73	2025	2023	2022
					% positive	% positive	% positive
Factor question(s)	My job gives me opportunities to utilise my skills (n=4,772)	<div><div>77%</div><div>10%</div><div>13%</div></div>			77%	75%	80%
Related question(s)	My current job fits well with what I can do (n=4,727)	<div><div>80%</div><div>10%</div><div>10%</div></div>			80%	-	-

# Learning and development

Learning and development		Factor scores			AFP		
		2025	2023	2022	2025	2023	2022
		58	-	-	% positive	% positive	% positive
Factor question(s)	Learning and development are important goals in my work area (n=4,673)	<div><div>62%</div><div>22%</div><div>16%</div></div>			62%	-	-
	My workplace provides informal opportunities to develop my skills (n=4,658)	<div><div>50%</div><div>26%</div><div>24%</div></div>			50%	-	-
	The AFP provides L&D opportunities that support my career goals (n=4,662)	<div><div>50%</div><div>26%</div><div>24%</div></div>			50%	-	-
	In my job, I have enough time to develop my skills (n=4,668)	<div><div>40%</div><div>26%</div><div>34%</div></div>			40%	-	-

## Level of variety in your tasks





Mobility		Factor scores			AFP 2025 % positive	AFP 2023 % positive	AFP 2022 % positive
		2025	2023	2022			
		52	-	-			
Factor question(s)	Mobility opportunities are not supported (is not a barrier, n=4,514)	<div><div>59%</div><div>21%</div><div>20%</div></div>			59%	-	58%
	The AFP provides opportunities for moves within the AFP (n=4,615)	<div><div>39%</div><div>28%</div><div>32%</div></div>			39%	-	55%
	Requests for internal transfer would be given reasonable consideration (n=4,556)	<div><div>38%</div><div>36%</div><div>27%</div></div>			38%	-	-
	The process for internal mobility is fair and transparent (n=4,574)	<div><div>21%</div><div>38%</div><div>42%</div></div>			21%	-	-

Mobility	Factor scores		
	2025	2023	2022
	52	-	-

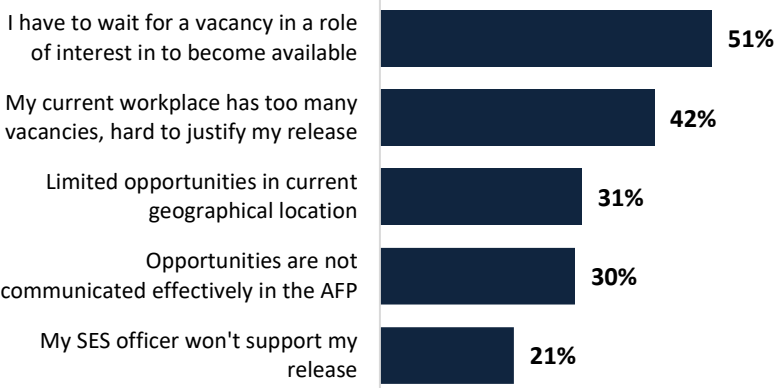
Would you consider changing roles in the next 12 months?



Are there barriers to you changing roles?



Types of barriers to changing roles (Top 5)



# Recognition & Response to previous survey

Recognition		Factor scores					
		2025	2023	2022	AFP 2025 % positive	AFP 2023 % positive	AFP 2022 % positive
		61	57	62			
Factor question(s)	I am satisfied with the recognition I receive for doing a good job (n=4,754)	<div> <div>58%</div> <div>20%</div> <div>22%</div> </div>			58%	51%	60%
Response to previous survey		Factor scores					
		2025	2023	2022	AFP 2025 % positive	AFP 2023 % positive	AFP 2022 % positive
		47	-	-			
Factor question(s)	I have been provided an opportunity to discuss the previous survey results (n=4,478)	<div> <div>34%</div> <div>36%</div> <div>30%</div> </div>			34%	-	-
	I have seen positive changes take place from the previous staff survey (n=4,513)	<div> <div>24%</div> <div>40%</div> <div>37%</div> </div>			24%	30%	-

# Sufficient tools & Team performance

Sufficient tools		Factor scores			AFP 2025 % positive	AFP 2023 % positive	AFP 2022 % positive
		2025	2023	2022			
		50	-	52			
Factor question(s)	I have all the tools needed to do my job safely (n=4,754)	<div> <div>64%</div> <div>13%</div> <div>23%</div> </div>			64%	71%	74%
	The technology within the AFP (is not a barrier, n=4,689)	<div> <div>35%</div> <div>33%</div> <div>32%</div> </div>			35%	-	29%
	Administrative processes within the AFP (is not a barrier, n=4,687)	<div> <div>21%</div> <div>32%</div> <div>47%</div> </div>			21%	-	20%
Team performance		Factor scores			AFP 2025 % positive	AFP 2023 % positive	AFP 2022 % positive
		2025	2023	2022			
		80	-	81			
Factor question(s)	The people in my team cooperate to get the job done (n=4,986)	<div> <div>86%</div> <div>8%</div> <div>6%</div> </div>			86%	-	89%
	My team can readily adapt to new priorities and tasks (n=4,980)	<div> <div>85%</div> <div>9%</div> <div>7%</div> </div>			85%	-	88%

# Team environment

Team environment		Factor scores			AFP 2025 % positive	AFP 2023 % positive	AFP 2022 % positive
		2025 74	2023 71	2022 -			
Factor question(s)	It is easy for me to ask other members of my team for help (n=4,995)	<div><div>87%</div><div>7%</div><div>6%</div></div>			87%	86%	-
	I feel I am able to bring up problems and tough issues in my team (n=4,995)	<div><div>81%</div><div>9%</div><div>10%</div></div>			81%	79%	-
	My team do not reject others for being different and nobody is left out (n=4,987)	<div><div>80%</div><div>10%</div><div>11%</div></div>			80%	80%	-
	Nobody in my team deliberately acts in a way that undermines my efforts (n=4,987)	<div><div>76%</div><div>11%</div><div>13%</div></div>			76%	76%	-
	If I make a mistake in my team, it is never held against me (n=5,005)	<div><div>71%</div><div>15%</div><div>14%</div></div>			71%	68%	-
	My unique skills and talents are valued and utilised in my work (n=4,980)	<div><div>71%</div><div>14%</div><div>15%</div></div>			71%	54%	-
Related question(s)	Relationships at work are strained (n=4,603) (% positive: never, rarely)	<div><div>56%</div><div>30%</div><div>14%</div></div>			56%	-	58%



## Job demands

- Emotional demands
- Job control
- Role clarity
- Workload management

# Emotional demands & Job control

Emotional demands	Factor scores			AFP	AFP	AFP
	2025	2023	2022	2025	2023	2022
	46	44	-	% positive	% positive	% positive

Factor question(s)	Work is emotionally demanding (n=4,659) (% positive: nil, very small/small extent)	40%	60%	40%	35%	-
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Job control	Factor scores			AFP	AFP	AFP
	2025	2023	2022	2025	2023	2022
	43	42	47	% positive	% positive	% positive

Factor question(s)	Authority for decision making is higher than required (is not a barrier, n=4,670)	34%	29%	38%	34%	30%	37%
	Multiple layers of decision making within the AFP (is not a barrier, n=4,679)	22%	31%	48%	22%	19%	25%
Related question(s)	I cannot undertake my work properly because of unnecessary rules (n=4,579) (% positive: never, rarely)	54%	29%	18%	54%	-	-
	Approval processes in the AFP balance risk and efficiency (n=4,701)	39%	28%	33%	39%	-	-

# Role clarity

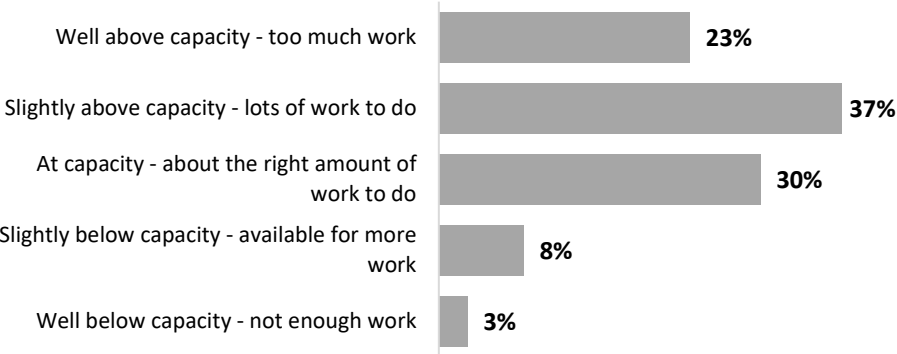
Role clarity		Factor scores						AFP	AFP	AFP
		2025	2023	2022				2025	2023	2022
		69	66	70				% positive	% positive	% positive
Factor question(s)	I am clear what my duties and responsibilities are (n=4,757)	<div><div>78%</div><div>11%</div><div>11%</div></div>			78%	77%	78%			
	Lack of clarity on role and responsibilities (is not a barrier, n=4,686)	<div><div>66%</div><div>23%</div><div>11%</div></div>			66%	62%	64%			
	Lack of clarity around priorities (is not a barrier, n=4,678)	<div><div>54%</div><div>27%</div><div>19%</div></div>			54%	51%	56%			
Related question(s)	I have a clear understanding of what is expected of me in my job (n=4,732)	<div><div>81%</div><div>10%</div><div>9%</div></div>			81%	-	-			



# Workload management

Workload management		Factor scores			AFP	AFP	AFP
		2025	2023	2022	2025	2023	2022
		54	-	-	% positive	% positive	% positive
Factor question(s)	Different people at work expect conflicting things from me (n=4,579) (% positive: rarely, never)	<div><div>54%</div><div>29%</div><div>17%</div></div>			54%	-	-
	I can complete my tasks and responsibilities without working extra hours (n=4,715)	<div><div>48%</div><div>15%</div><div>37%</div></div>			48%	-	-
	Too many competing priorities (is not a barrier, n=4,690)	<div><div>32%</div><div>30%</div><div>38%</div></div>			32%	26%	32%

## Current workload





# Detractors

- Bullying and harassment
- Discrimination
- Sexual harassment
- Violence and aggression
- Corruption
- Productivity barriers

# Bullying and harassment

During the past 12 months, have you personally experienced bullying at work? (Multiple Response)

AFP  
2022

Yes, personally experienced



15%

13%

Of the 15% who selected yes, type of harassment/bullying personally experienced (Multiple response, three most common types, n=251-385)

Belittling or humiliating comments



55%

Exclusion or isolation



50%

Withholding essential information for me to do my job



36%

Of the 15% who selected yes, which of the following best describes the person(s) who bullied and/or harassed you? (Multiple response, three most common person(s), n=145-283)

Colleague



41%

My immediate supervisor or manager



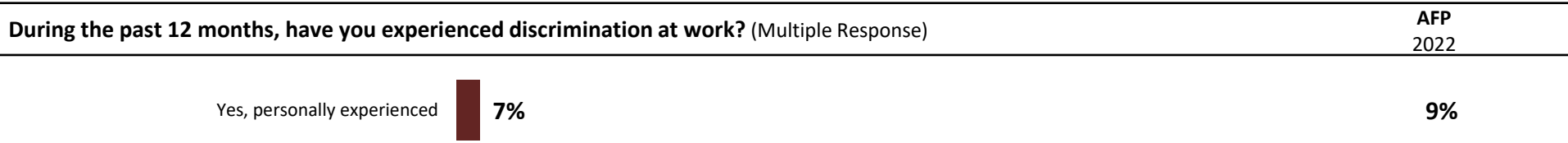
28%

A more senior manager than my direct supervisor

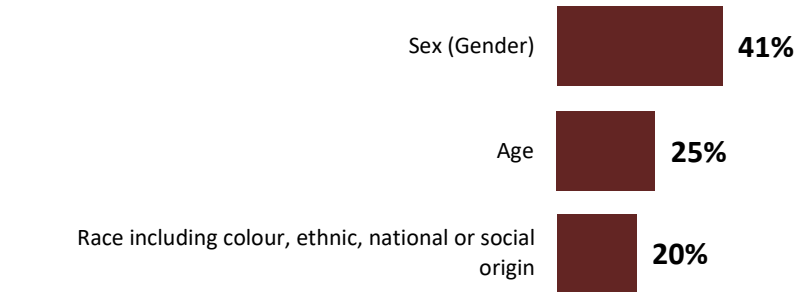


21%

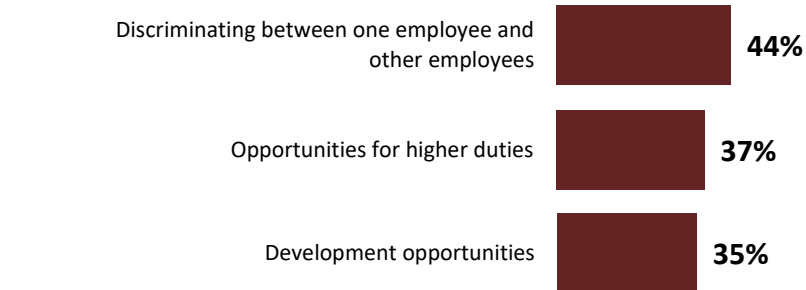
# Discrimination



Of the 7% who selected yes, for the discrimination you personally experienced, which of the following attribute(s) was the discrimination based on? (Multiple response, three most common types, n=64-134)



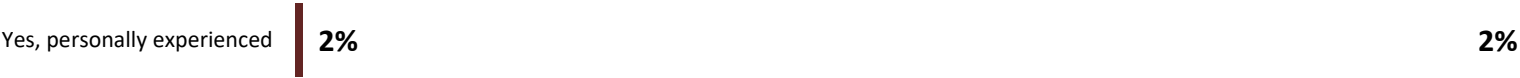
Of the 7% who selected yes, what type of discrimination did you experience? (Multiple response, three most common person(s), n=112-140)



# Sexual harassment

During the past 12 months, have you personally experienced sexual harassment at work?  
(Multiple Response)

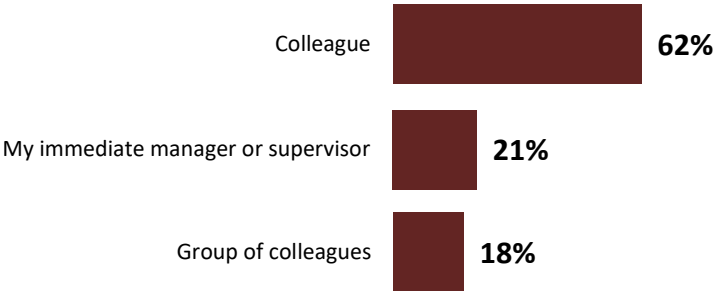
AFP  
2022



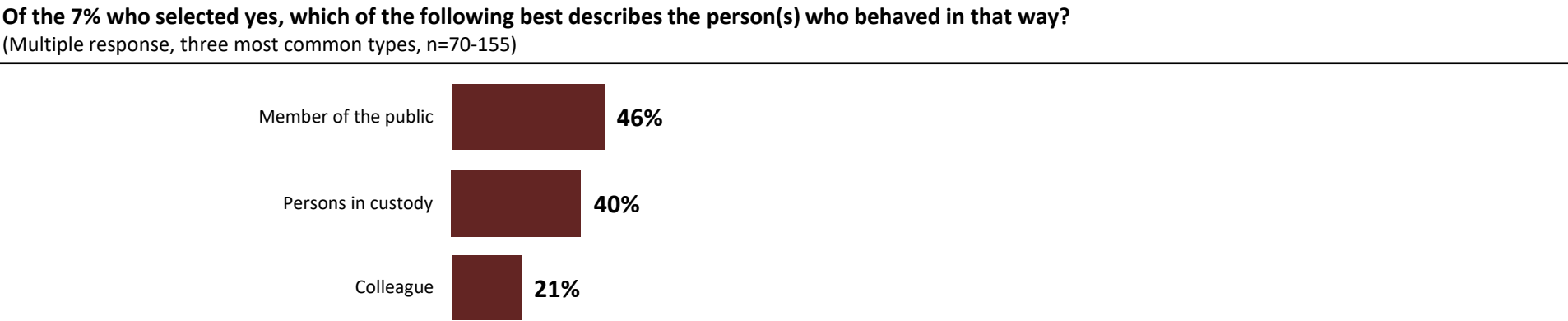
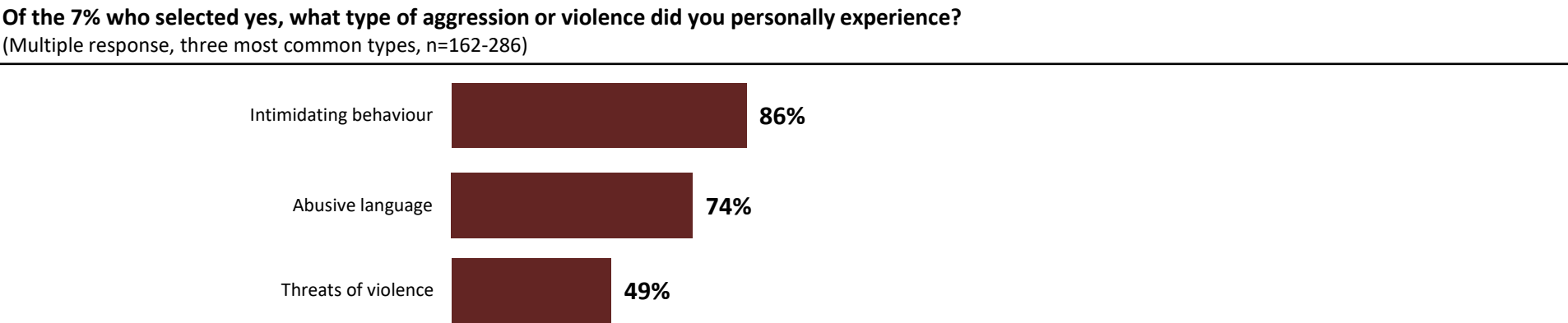
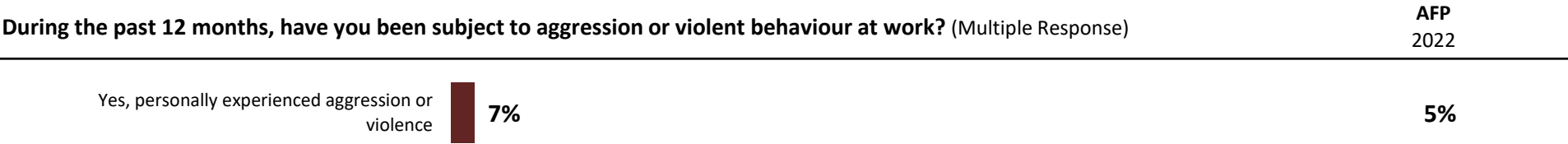
Of the 2% who selected yes, during the past 12 months, have you experienced any of the following behaviours at work?  
(Multiple response, three most common types, n=23-59)



Of the 2% who selected yes, for the behaviours you personally experienced, which of the following best describes the person(s) who behaved in that way?  
(Multiple response, three most common types, n=15-53)



# Violence and aggression

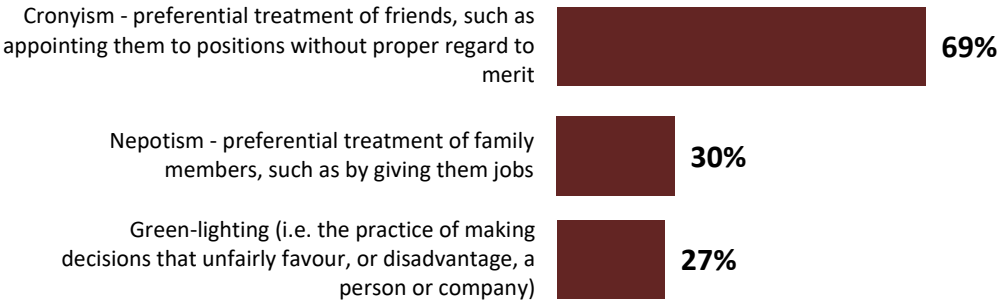


# Corruption

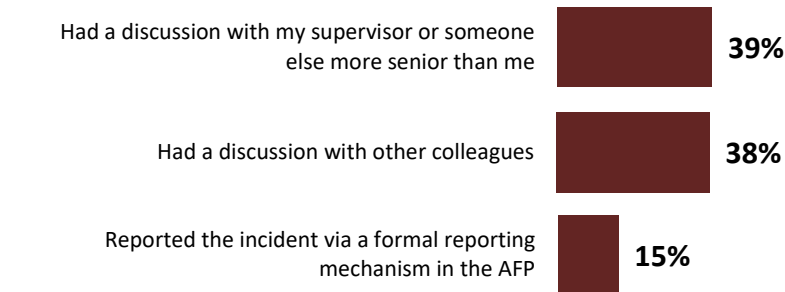
Excluding behaviour reported to you as part of your duties, in the past 12 months have you witnessed anyone working in or for the AFP who was engaging in behaviour that you consider may be serious enough to be viewed as corruption?	AFP 2022
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Of the 5% who selected yes, which of the following best describes the corrupt behaviours you witnessed?  
(Multiple response, three most common types, n=59-151)



Of the 5% who selected yes, did you do any of the following in response to the incident you witnessed?  
(Multiple response, three most common types, n=33-84)



# Productivity barriers

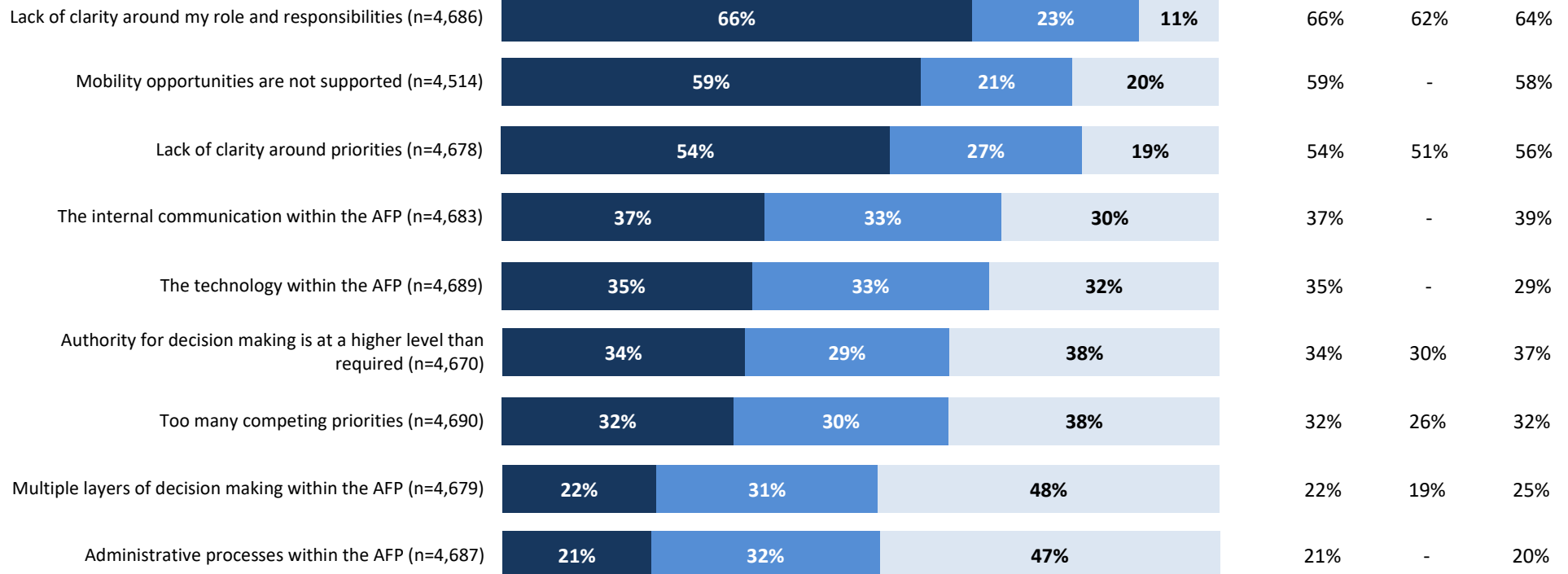
## Which the following acts as a barrier to you performing at your best

% Positive: Not at all, very little  
% Neutral: Somewhat  
% Negative: To a great extent, to a very great extent

AFP 2025  
% positive

AFP 2023  
% positive

AFP 2022  
% positive



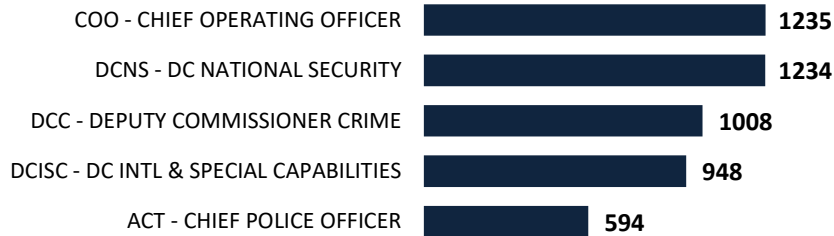


## **Respondent profile**

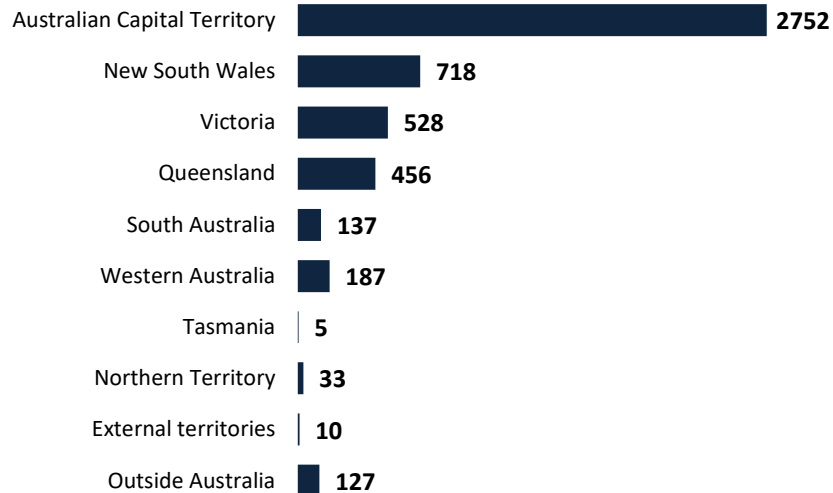


# Work-based profile

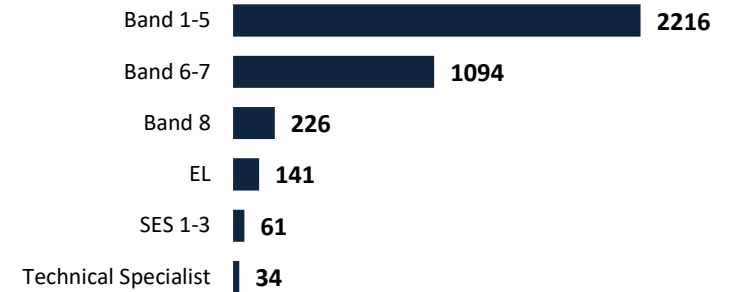
## Portfolio



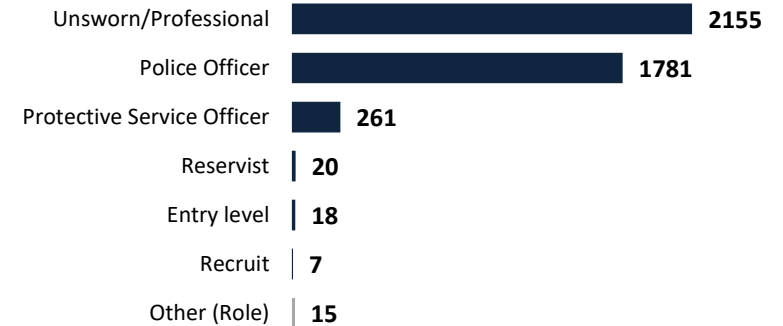
## Location



## Substantive classification bands

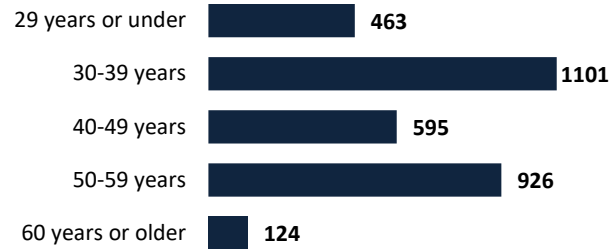


## Roles



# Personal profile

## Age



## Gender



## Diversity characteristics

