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2025 Value Our People Survey Results

#shapeyourfuture



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Culture Strategy Progress & Next Steps



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An Introduction to the Value Our People Survey

The Defence Forces partnered with Ernst & Young (EY) on the implementation of the 'Value Our People Survey', an annual staff survey, measuring culture and people experience within the Defence Forces. The survey was designed in collaboration between the DF and EY, with three key considerations in mind:

1. It must capture current lived experiences rather than historical data.
2. It must allow for exploration of both positive and negative aspects of working within the Defence Forces.
3. It must be science based, and enable data-driven decision making, allowing the DF to create a future roadmap.



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An Introduction to the Value Our People Survey

Objectives

✓ To assess morale, command climate, and underlying culture on an ongoing basis, addressing Strategic Framework action #31

✓ To explore factors affecting retention

✓ To position culture within a broader context through external benchmarks

✓ To provide a voice mechanism for Defence Force members to articulate their experience of culture and satisfaction levels regarding the organisation and its policies

✓ To address all forms of inappropriate behaviour and support the required behavioural change

✓ To foster a culture that encourages leadership and effective people management at all levels, empowering everyone to make informed decisions based on data

✓ To measure the impact of HR strategy and culture transformation initiatives over time and establish KPIs

✓ To provide insights to refine and enhance ongoing HR and culture transformation efforts

✓ To assess if people feel the Defence Forces is a safe place to work



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Value Our People Survey – A Snapshot

Survey Structure & Questions

Part 1: EY's Cultural Fitness Diagnostic Tool



Designed to measure the Cultural Health of the DF, based on **motivation, behavioural risk and positivity scores**



Identifies **the gap between current and desired culture**



Provides **industry-wide benchmarks** for comparative insights

Part 2: Customised questions reflecting the DF's unique context

Engagement and Communication

Values Based Culture

Psychological Safety

Physical Environment

Intent to Retire

Career and Talent Management Systems

Inclusion

Unacceptable Behaviour



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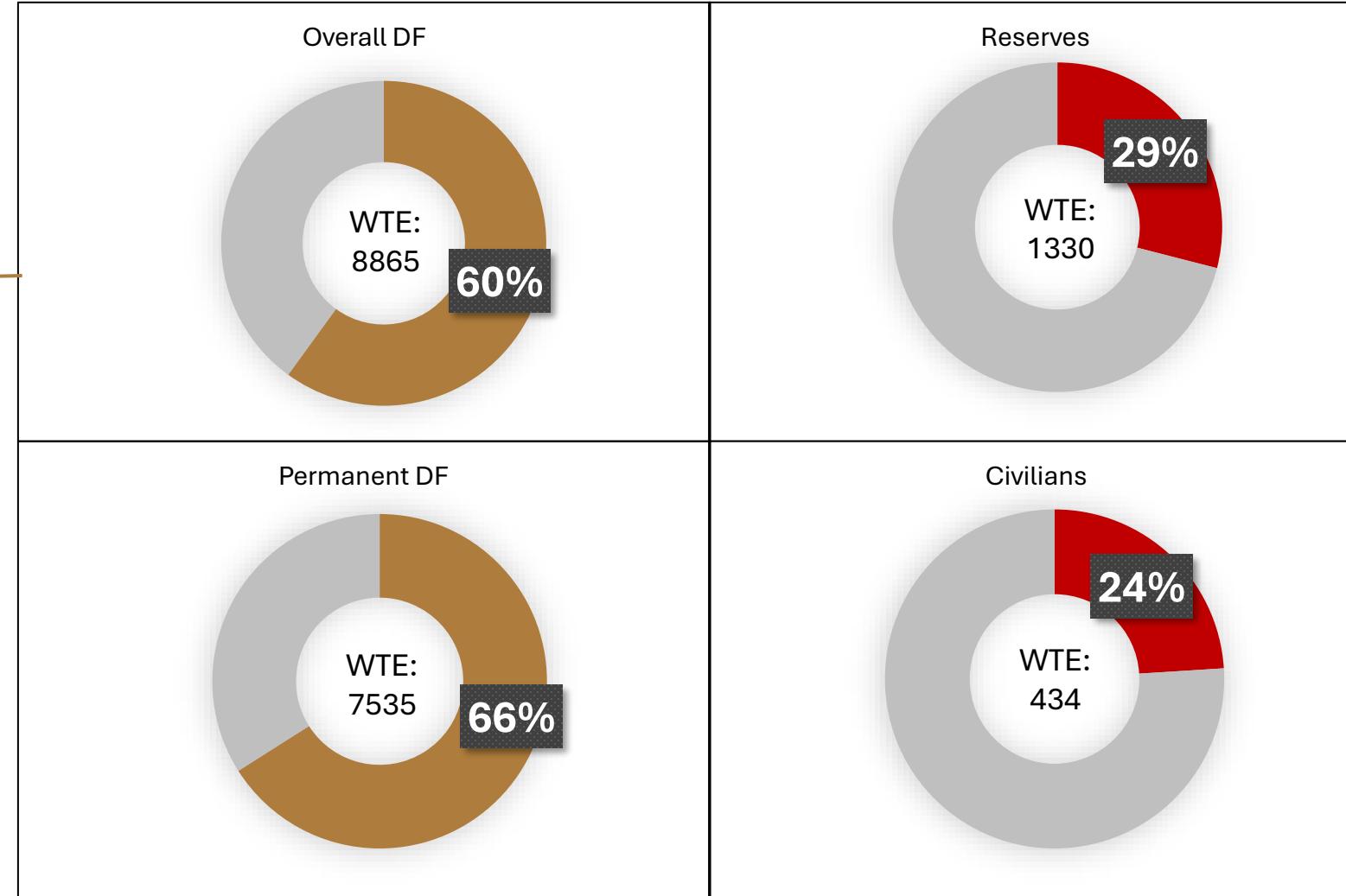
Participation Overview - 60% Completion Rate



This survey represents the **largest survey data set** collected within the Defence Forces to date



In total, **5332** **DF** personnel completed the survey, which represents **60%** of the organisation



While the overall participation levels were high, there were some cohorts where a **lower uptake was observed**, most notably the **Reserves and Civilian members**

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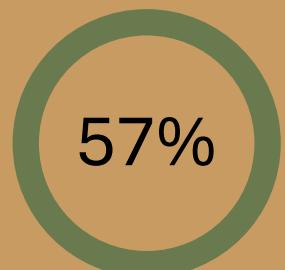
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2025 Value Our People Survey Executive Summary *#shapeyourfuture*

Executive Summary: Part 1 – EY Cultural Fitness Diagnostic - Culture Health Index and Current Culture

The Value Our People Survey consists of two parts. This Executive Summary slide focuses on the results from Part 1, EY's Cultural Fitness Diagnostic. This tool was used to evaluate the Cultural Health of the Defence Forces, which was assessed by examining motivation, behavioural risk, and positivity within the organisation.



Cultural Health Index

A measure of the overall cultural health of the DF, which is comprised of three metrics: Positivity, Workforce Motivation and Behavioural Risk

Positivity Score

60

Workforce Motivation Score

6.6

Behavioural Risk Score

33



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Current Culture

Positive

01

Teamwork, Camaraderie and Friendship

02

Challenging and Active Work

03

Pride in Service

04

Sense of Purpose

Negative

01

Undervalue People

02

Stuck in our Ways

03

Overworked

04

Slow & Resistant to Change

What staff hope to gain

01

Financial rewards

31%

02

Pride in the organisation

24%

03

Enjoyment in my job

23%

04

Work/life balance

22%

05

Growth of skills and capabilities

22%

06

Ability to do my job in a better way

18%

Cultural Risks

Abuse of Rank and Power

Not Taking Responsibility

Undervalue People

Overworked

Unacceptable Behaviours

Disrespectful

Lack of Inclusion

Key risk for only RDF and Civilians

Priorities for change

✓ Recognition and Reward

✓ Leadership Behaviours

✓ Work/Life Balance & Wellbeing

✓ Talent & Development

What staff want from their leaders



Listen to people



Support Modern Working



Big Picture Decisions



Tackle Unacceptable Behaviours

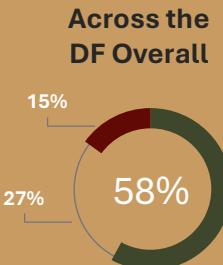
Executive Summary: Part 2 - Defence Forces Customised Questions

Agree
Disagree
No Opinion

This Executive Summary slide presents the results of part 2 of the survey, which consists of customised questions designed to gather insights on areas of interest for the DF.

01

Engagement and Communication

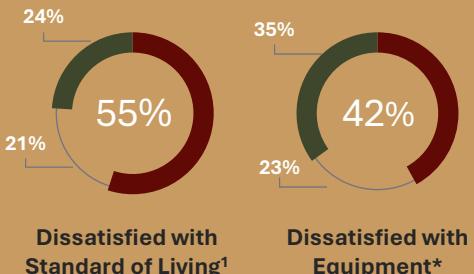


Find their work engaging, meaningful and fulfilling

- + A high level of staff find their work engaging and fulfilling.
- + A majority enjoy their work on a day-to-day basis.
- + This also aligns with the DF overall motivation score of 6.6.
- + Civilians are particularly engaged scoring 20% above the DF overall score.

02

Physical Environment



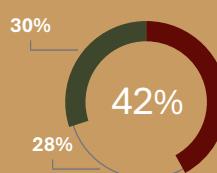
- Staff are not satisfied with the standard of living and the equipment provided.
- Level of dissatisfaction with standard of living is also related to frequency of use. Staff who use it as a primary residence have lower dissatisfaction scores (46%) than staff who use it for a course/exercise/duty (58%).
- Although staff were slightly more satisfied with their physical working environment and DF IT systems, the overall satisfaction was still low.



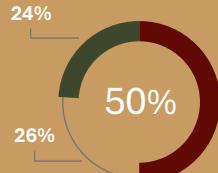
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03

Career and Talent Management



Feel that the performance appraisal process does not provide an accurate reflection of their work¹

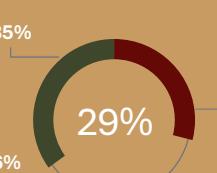


Believe the promotional systems in the DF are not fair¹

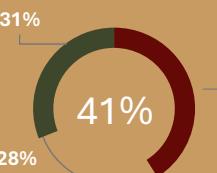
- There is a high perception of inaccuracy and inequity in the performance appraisal and promotion processes¹.
- Staff also lack clarity, with fewer than 50% having a clear understanding of the career and talent management systems¹.
- + 47% of staff feel supported by their leaders in their development and 67% feel comfortable in raising work-related concerns.
- + Staff also expressed a strong interest in mentoring and coaching.

04

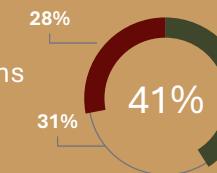
Values Based Culture



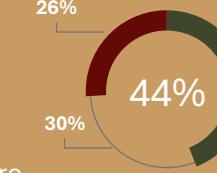
Of staff disagree that decisions made in their unit are clearly aligned with DF values. 36% neither agreed nor disagreed.



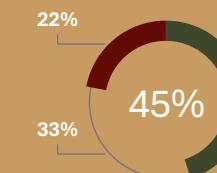
Of staff believe that the DF overall does not provide adequate resources to ensure work can be completed to a high standard



Of staff feel that when behaving in line with DF values, they are appropriately rewarded and recognised.



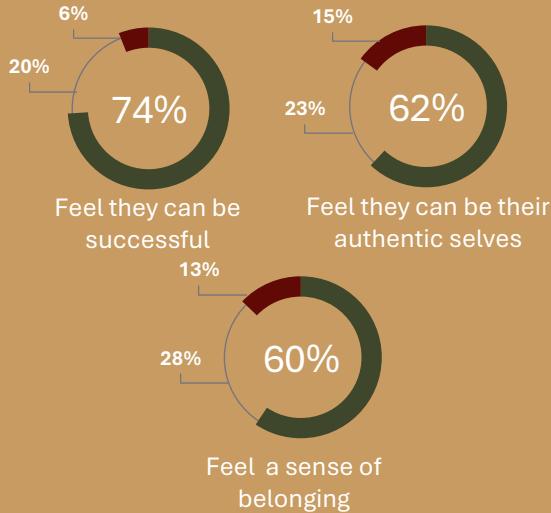
Of staff believe that their unit acts with integrity



Of staff believe that their unit communicates honestly and transparently about ethical matters

Note - High level of neutral scores across all questions from 26% to 39%

06 Inclusion



- + In general, staff feel they can be successful in the DF. They believe that they can be their authentic selves, feel they can be successful and have a sense of belonging.
- There are mixed feelings around whether the DF is doing enough to support DEI, with varying views on whether they should do more (14%) or less (19%).

07 Psychological Safety



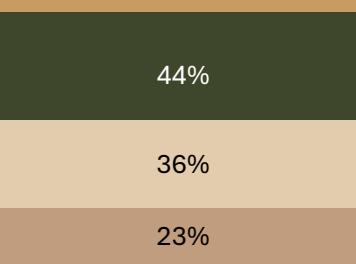
- + Employees are generally comfortable about speaking up and sharing their concerns or mistakes.
- However whilst loyalty is one of the core values of the Defence Forces, misplaced loyalty is a challenge. This is where personnel downplay or withhold information to protect colleagues or the organisation.



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08 Intent to Retire

Top 3 reasons for retiring early



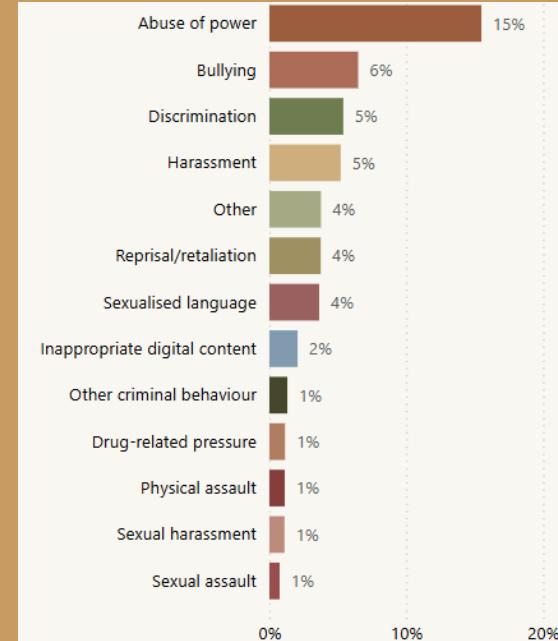
- Pay
- Pension & Benefits
- Work/Life/Impact on Personal Life

- + 67% Staff plan to remain for 6+ years
- 50% of staff plan to retire before the mandatory retirement age.
- 26% of staff plan to retire in the next 1 to 5 years.
- Key reasons for retiring include Pay, Pensions and Benefits and Work/life balance.

09 Unacceptable Behaviours

- 24% of staff experienced unacceptable behaviours.
- Abuse of Rank and Power is the most prevalent unacceptable behaviour. These behaviours are primarily occurring in the normal workplace and training course/exercise environment.
- 78% of staff who experienced unacceptable behaviours did not report them primarily due to lack of trust in the complaints process and fear of reprisal and retaliation.
- + Staff felt that MIO training¹ and a non-statutory civilian led process external to DF¹ increased/will increase trust in the complaints process (27% and 37% respectively).

Types of unacceptable behaviours experienced by 24% of Staff



1. Not applicable to civilians



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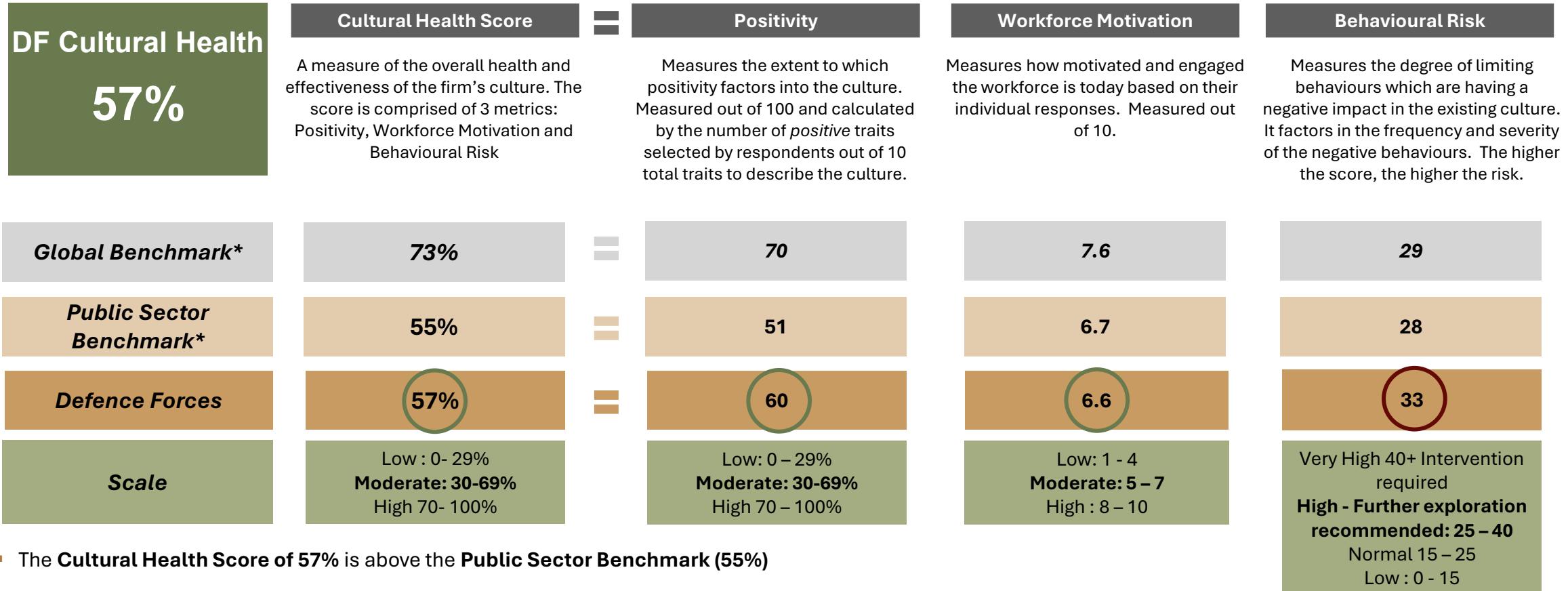
EY Cultural Fitness Diagnostic Tool

Cultural Health Index

Current & Desired Culture

Priorities for Change

Current Culture – Cultural Health Index



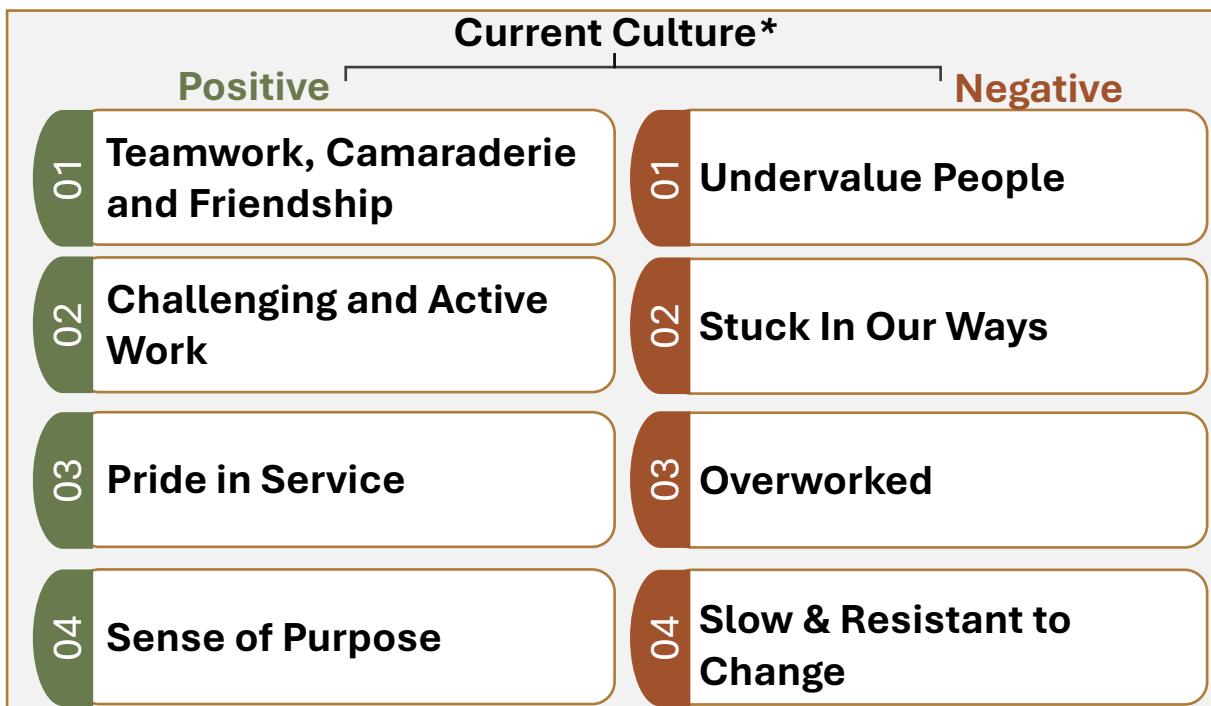
- The **Cultural Health Score** of 57% is above the **Public Sector Benchmark** (55%)
- The overall **Positivity Score** of the Defence Forces is higher than its public sector comparator group
- In terms of **Motivation**, the Defence Forces are on par with public sector benchmarks
- However, **Behavioural Risk** is 5 points higher than the public sector benchmarks, pointing to a greater presence of **limiting behaviours** impacting culture



Cultural Health Index Across the Defence Forces

Service/ Formation	Cultural Health	Positivity	Motivation	Behavioural Risk
Public Sector Benchmark	55%	51	6.7	28
DF Overall	57%	60	6.6	33
Army – 2 Brigade	59%	60	6.8	32
Army – 1 Brigade	57%	60	6.4	32
Army – DFTC	53%	50	6.6	31
Overseas	51%	50	6.5	35
Air Corps	50%	50	6.4	37
DFHQ	48%	40	7.0	33
Naval Service	46%	40	6.5	34
PDF, RDF, Civilians	Cultural Health	Positivity	Motivation	Behavioural Risk
PDF	57%	60	6.6	33
RDF	55%	50	7	30
Civilians	47%	36	7.4	34
Rank Group	Cultural Health	Positivity	Motivation	Behavioural Risk
Enlisted Personnel	57%	60	6.5	33
Commissioned Officers	54%	50	7	33
Gender	Cultural Health	Positivity	Motivation	Behavioural Risk
Female	57%	60	6.9	36
Male	58%	60	6.6	32
Other & Prefer not to say	35%	30	5.6	34

Current And Desired Culture As Indicated By Defence Forces Staff



*Staff identified traits that describe the DF culture from a list of pre-defined answers. They were also asked which positive aspects should be maintained within the culture.

↓ Key Cultural Risks* ↓



*The risks above were identified by staff as key organisational behaviours that must be stopped, based on their prevalence and severity. Staff were provided with a pre-defined list of stop traits to choose from.



*Staff identified areas where the DF culture could be enhanced from a pre-defined list of answers. They also selected priorities for change from a set list of options. Results defined the desired culture.

↓ Key Priorities for Leaders* ↓



*Derived from results to the question 'To achieve the desired culture you chose, what do you need to see most from our leaders?'

Improvements For Staff If The Desired Culture Was Achieved And Its Effect On Overall Motivation Score

Staff were asked to identify what they would personally hope to gain if a culture change was achieved, based on a list of pre-defined answer options. A majority of staff believe that their financial rewards would improve as a result of a culture change (31%). Staff were also asked to indicate the level to which their motivation would change if the DF culture was transformed.





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Defence Forces Customised Questions



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Engagement and Communication

01

Context

Employee engagement is linked to productivity, retention and morale.

1. Enjoyment Score: "How enjoyable have your day-to-day experiences in the Defence Forces been over the past 12 months?"

This data is represented by the line graph with scores are called out in the tan coloured boxes.

1. Engagement Level: "I find my work engaging, meaningful, and fulfilling" (Likert scale). This data is visualised in the bar chart.

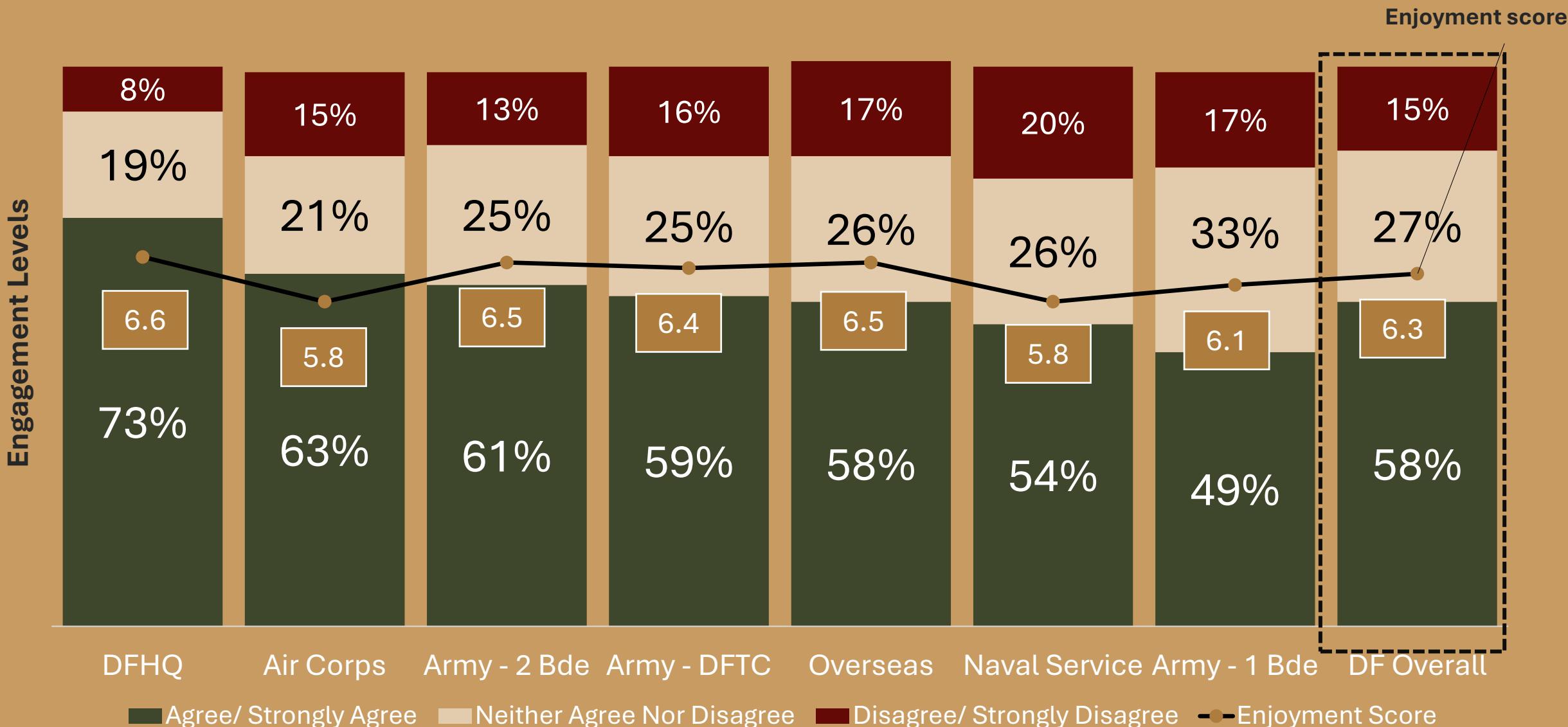


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02

Enjoyment Scores & Engagement Levels Across Formations/ Services



02

Key Messages

Enjoyment Score

Staff rate their day-to-day experiences at



6.3

...out of 10

The overall enjoyment score is similar to the motivation score of 6.6



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Engagement Level

Across the DF

15%

27%

58%

find their work engaging, meaningful and fulfilling

Engagement Levels vary between Formations/ Services

DFHQ Highest Engagement Level
DFHQ (73%)



Army – 1 BDE Lowest Engagement Level
DF Overall (58%)



01 Context

The section presents the results regarding staff satisfaction with internal communication across a number of areas.

02 Satisfaction with the availability of information in the DF and the standard of internal communications

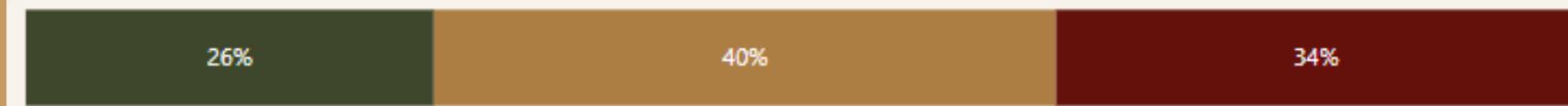
Pay, Expenses, Healthcare



Career Opportunities



Strategic/organisation level information



Routine Administration within your unit



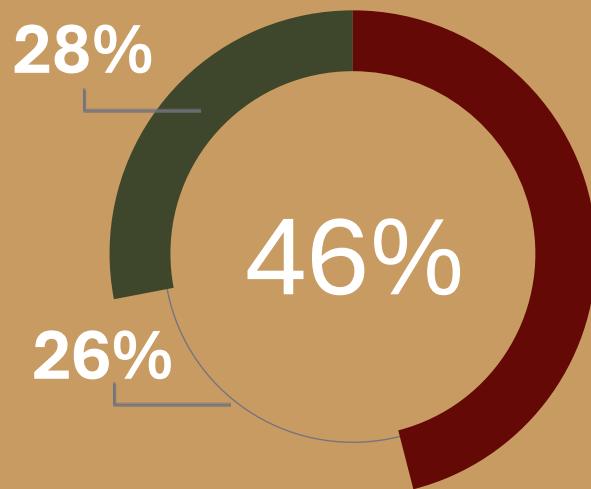
Support to individuals and their families



03

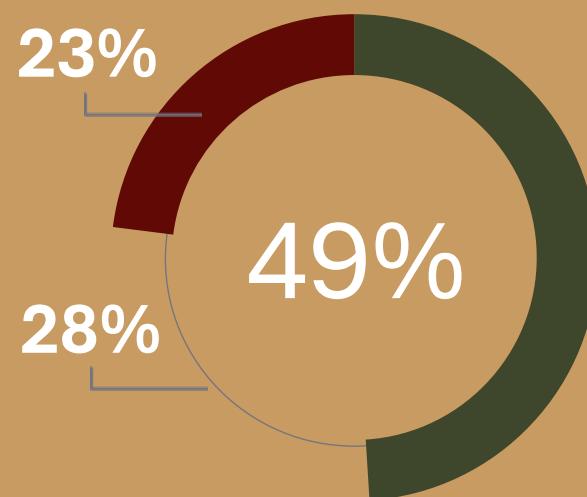
Key Messages

Information regarding pay, expenses and healthcare



Of staff are dissatisfied with the level of information regarding pay, expenses and healthcare

Information regarding routine administration



Are satisfied with the level of information regarding routine administration within their unit. Only 26% were satisfied with strategic level information.



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Values Based Culture

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01

Context

The Values Based Culture section assesses whether organisational processes are in line with DF values. It also assesses the level to which staff act with integrity and communicate honestly.

All Values Based Culture questions are measured on unit and organisational level.

The questions in this section are part of a standardised question set developed by EY. EY collects global benchmark information for these questions, which is presented in the table below. Please note that the global benchmark figures combine results from both team (unit) and organisational levels.

02

Values Based Culture

We reward and recognise behaviours that are in line with our values

We provide adequate resources (i.e. training, people, logistical, and financial) to ensure work can be completed to a high standard

We make decisions clearly based on our values

We act with integrity – walk the talk

We communicate honestly and transparently about ethical matters

Unit -

DF Overall -

41%

31%

28%

28%

34%

37%

41%

26%

33%

31%

28%

41%

35%

36%

29%

28%

38%

34%

44%

30%

26%

29%

37%

34%

45%

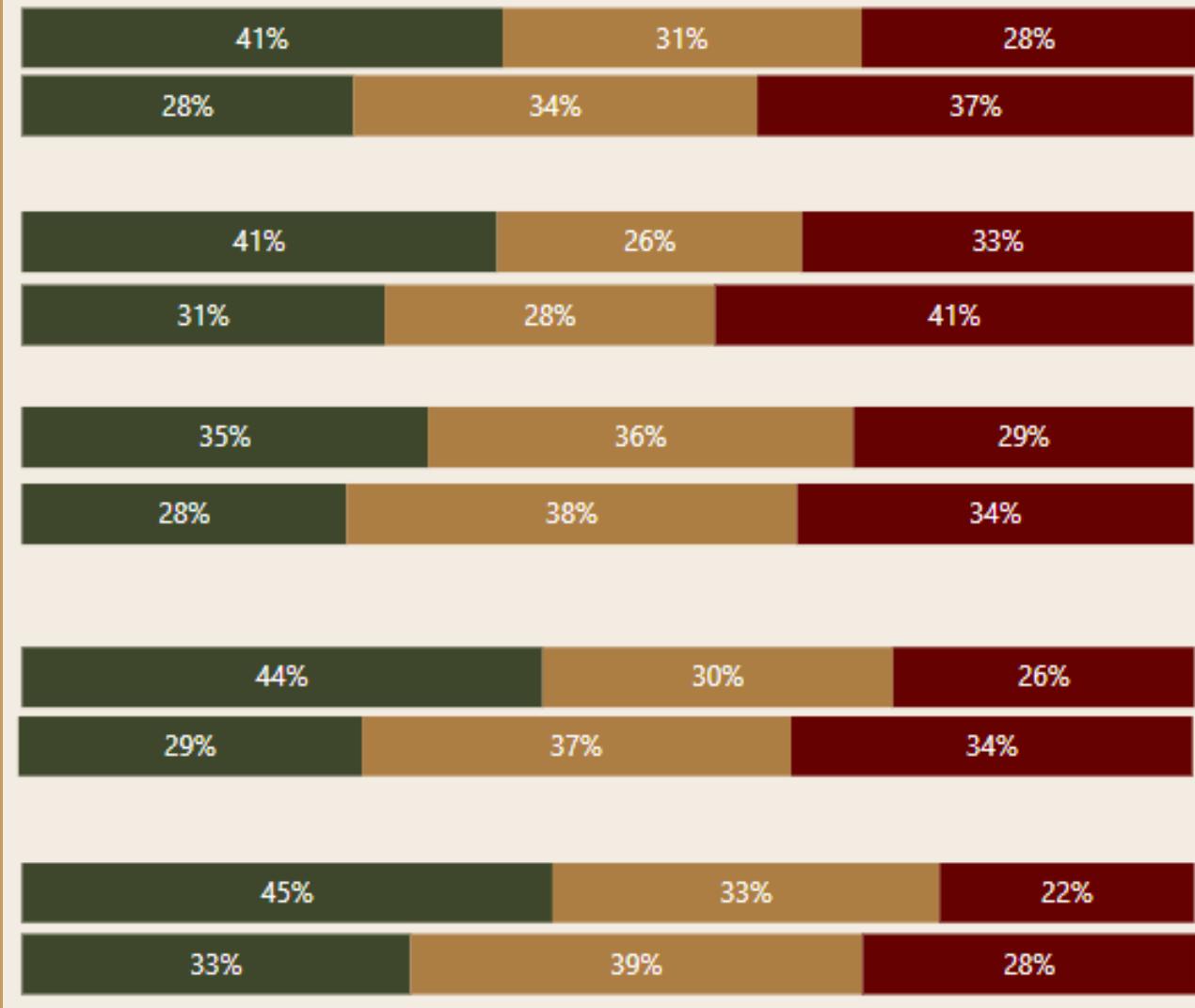
33%

22%

33%

39%

28%



Values Based Culture	Average Unit & DF Scores	Global Benchmark
Statements	% agree/ strongly agree *	
Reward and recognise behaviours that are in line with our values	35%	52%
Provide adequate resources (i.e., onboarding, training) to ensure work can be completed within policy and procedure guidelines	36%	54%
Make decisions clearly based on our values	32%	62%
Act with integrity – walk the talk	37%	72%
Communicate honestly and transparently about ethical matters	39%	68%

Across all areas of Values Based Culture, unit scores are higher than those for the DF overall

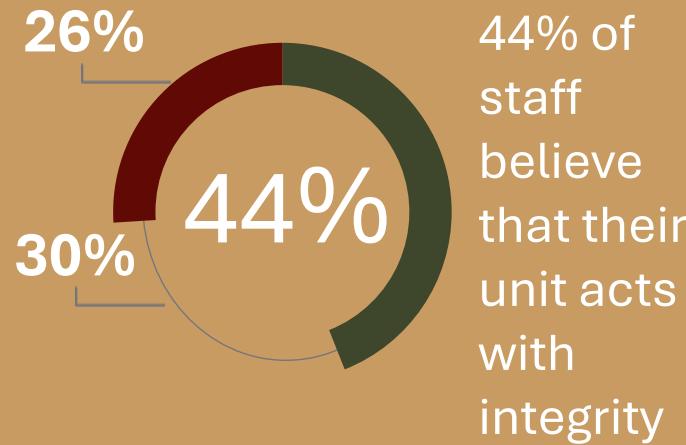
DF scores are lower than the global benchmark

There are high levels of 'neutral' answers (neither agree nor disagree) across all area. For the indicators of 'value-based decisions,' 'acting with integrity,' and 'honest communication,' the proportion of neutral answers exceeds that of global benchmarks.

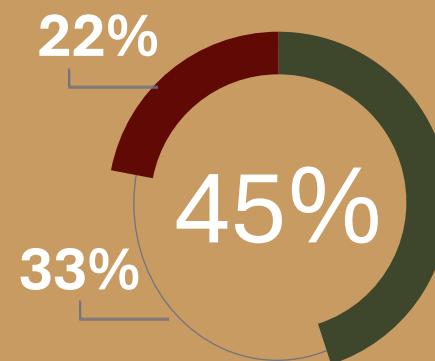
03

Key Messages

Integrity

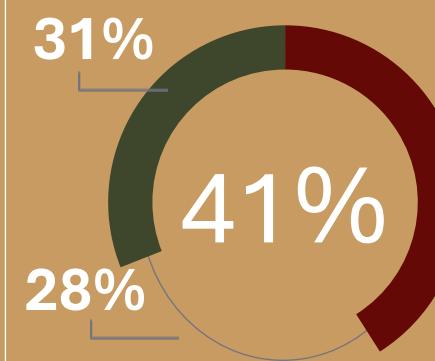


Honest and Transparent Communication



45% of staff believe that their unit communicates honestly and transparently about ethical matters

Adequate Resources



41% of staff believe that the DF overall does not provide adequate resources to ensure work can be completed to a high standard





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Psychological Safety

01

Context

This section assess the level of psychological safety experienced by DF staff, i.e. the extent to which employees are comfortable speaking up about their ideas, concerns, or mistakes.

The two statements used to asses this were:

1. If I saw something wrong, I would feel safe to speak up.
2. We treat mistakes as chances to learn instead of punishing people for them.

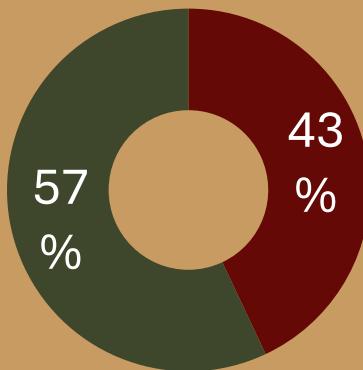
Another key area of assessment within the DF context is the occurrence of misplaced loyalty, where personnel downplay or withhold information to protect colleagues or the organisation. Staff were asked whether they experience this behaviour within the organisation.



03

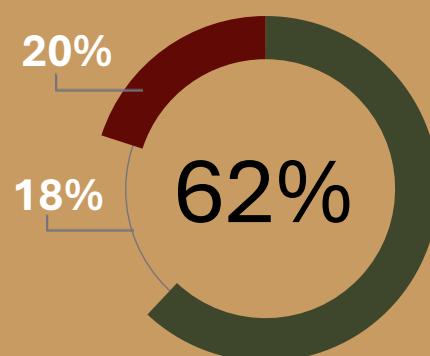
Key Messages

Misplaced Loyalty



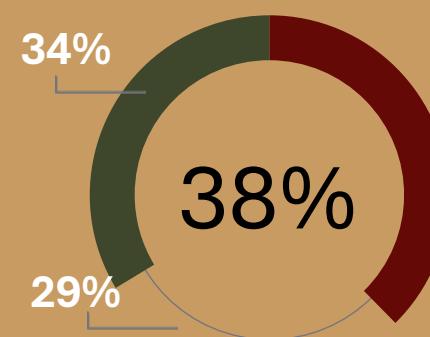
43% of staff have witnessed misplaced loyalty in the past 12 months. OR-4 and OR-5 ranks are most likely to have witnessed misplaced loyalty

Safety To Speak Up



of staff would feel safe to speak up if they saw something wrong

Learning From Mistakes



of staff do not agree that mistakes are treated as a chance to learn. Staff currently overseas are most likely to disagree with this statement.





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Physical Environment

01 Context

This section assess a number of indicators across the DF's physical environment.

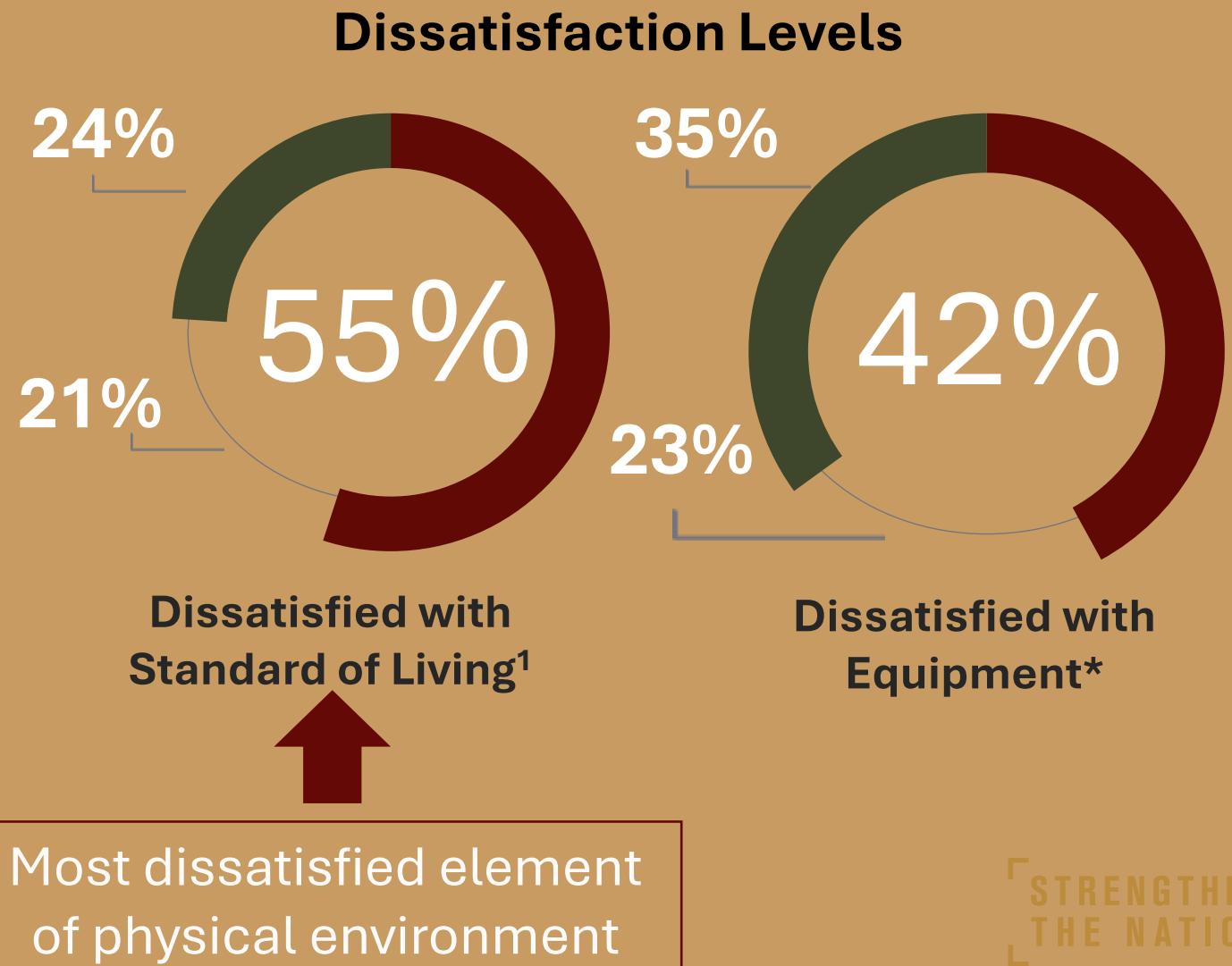
Staff were asked to disclose their satisfaction levels for

- Standard of living,
- DF equipment
- IT systems
- Physical working environment



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02 Physical Environment

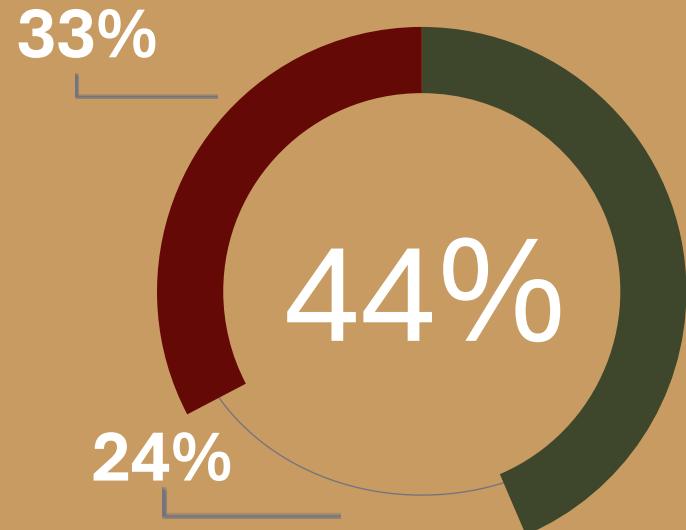


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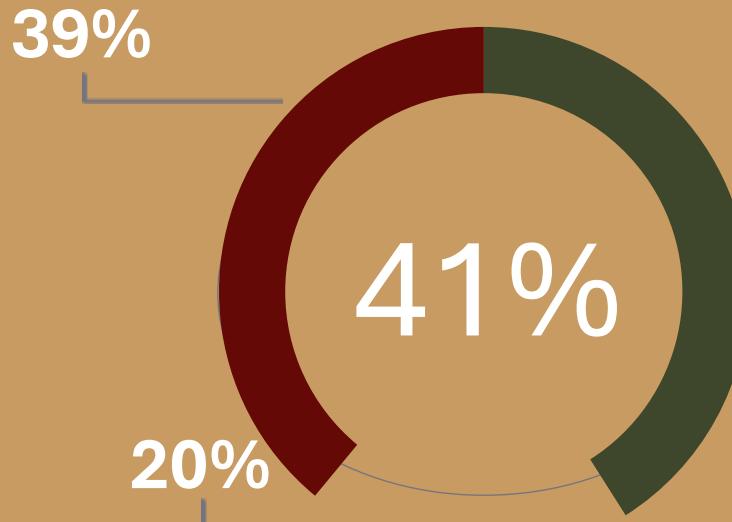
Physical Environment

Satisfaction Levels



IT Systems

Most satisfied element of physical environment



Physical Working Environment

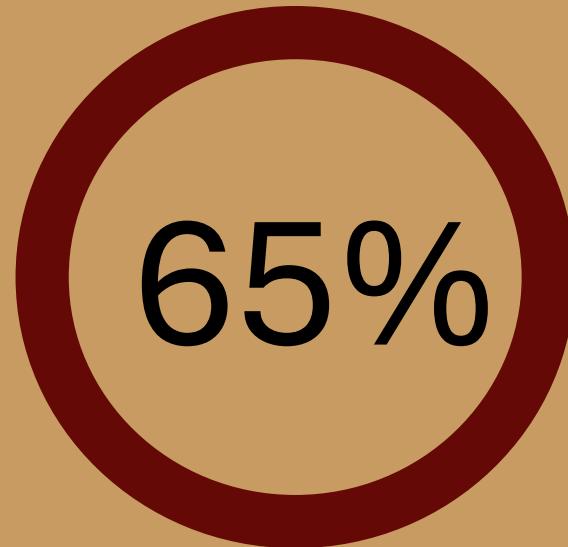


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Physical Environment

**Equipment***

of staff currently overseas indicated that they were dissatisfied / very dissatisfied with the equipment provided

**Equipment includes uniforms, protective equipment, weapons, vehicles, tools, etc.*



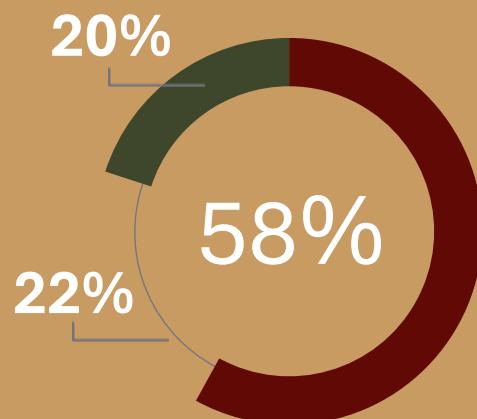
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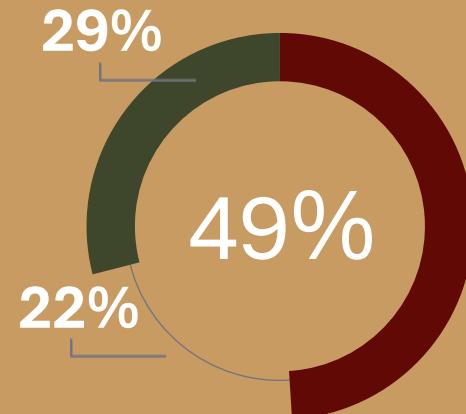
03

Dissatisfaction with standard of living relative to frequency of use¹

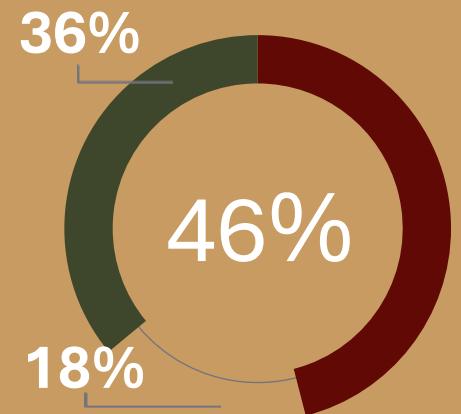
Dissatisfaction Levels



Course/Exercise/
Duty



Once a week



Primary
Residence

- Most staff (3136) avail of accommodation only when on a course/ exercise/ duty/ operation, and this staff cohort is the most dissatisfied with the standard of living (58% dissatisfied)
- 46% of Living In personnel are not satisfied with the standard of accommodation provided.



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Intent to Retire

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V

01 Context

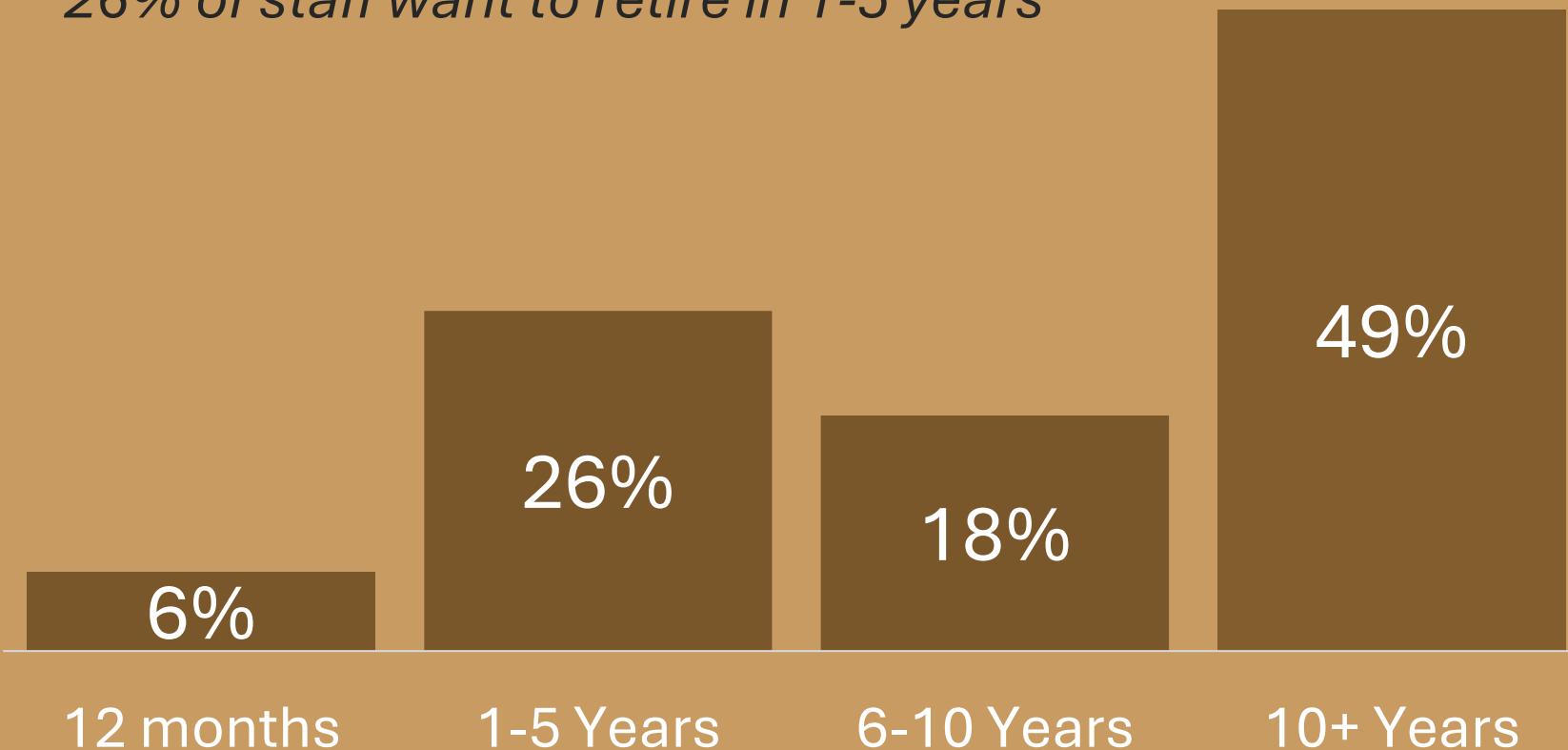
02 Retirement

The Intent to Retire section provides an overview of:

1. Staff's anticipated timing of retirement
2. The percentage of staff who intend to retire before the mandatory retirement age
3. The reasons that staff want to retire early

Timing of Retirement

26% of staff want to retire in 1-5 years



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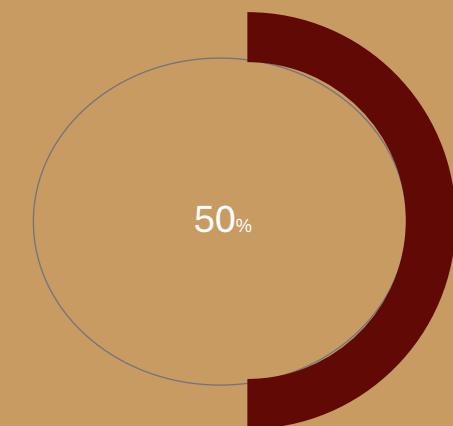
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1. The percentage of staff who intend to retire before the mandatory retirement age

Early Retirement

Around 50% of staff intend to retire before the mandatory retirement age. Similar trends are observed across formations/ services.

The Air Corps, where 68% want to retire early, is an outlier.



Plan to retire before the mandatory retirement age

PDF: 53%

RDF: 25%

Civilians: 24%

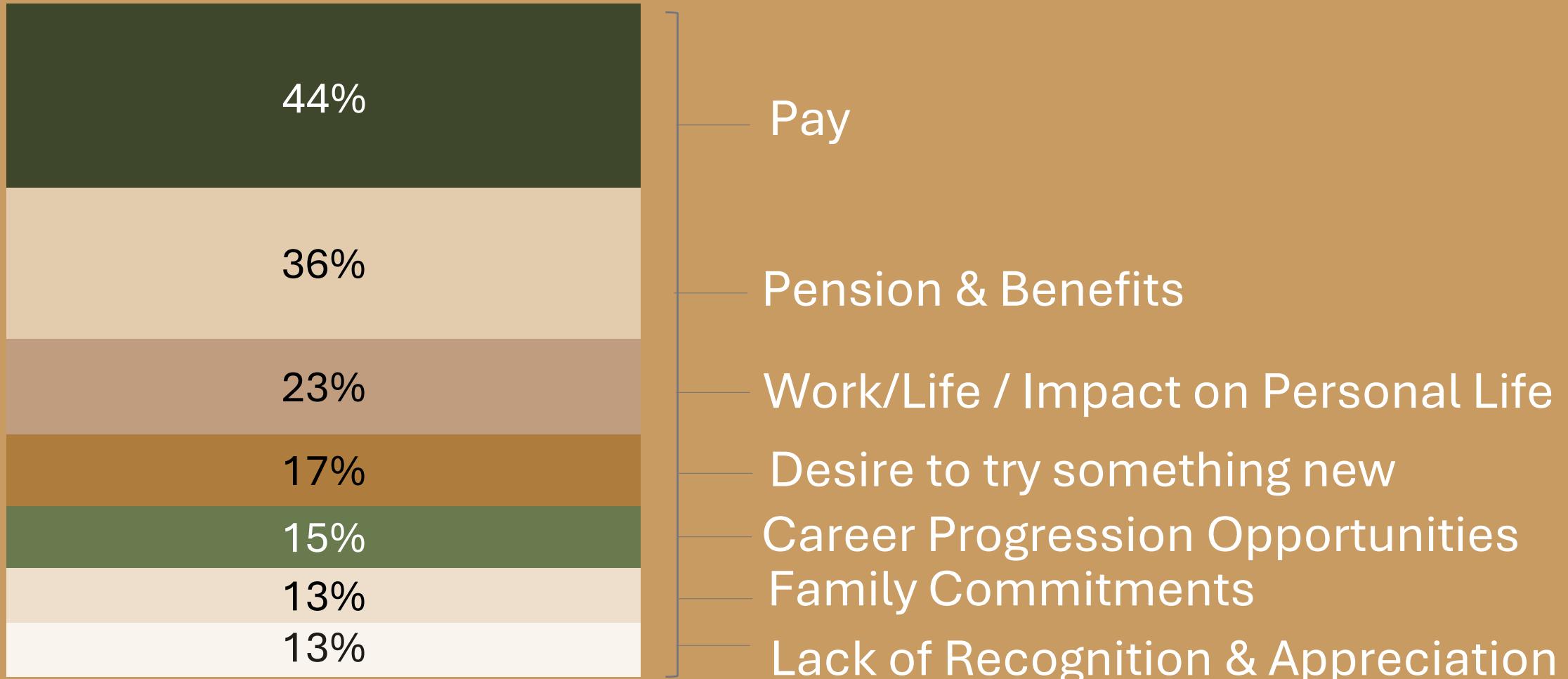
Permanent staff plan to retire early at twice the rate of Civilians and the Reserve



03

Top reasons staff retire early

Pay and Pension & Benefits are key reasons for intent to retire early. Work/Life Balance was a bigger factor amongst female staff, along with family commitments and a lack of flexible work, but pay remained the key reason for wanting to leave the DF early.



04

Reasons for Retiring Early - PDF, RDF and Civilian staff cohorts

PDF – Pay and Pension & Benefits are the key reasons for intent to retire early

46%

Pay

37%

Pension & Benefits

23%

Work/Life Balance / Impact on Personal Life

Civilians – Pay is a less significant factor. The absence of flexible work is a greater concern

24%

Other (Unspecified)

24%

Lack of Flexible Work/
Family Friendly Policies

16%

Career Progression, Feelings of not belonging, Lack of Appreciation, Pay

RDF – Work/Life balance & family commitments are most important to RDF staff

29%

Work/Life Balance /
Impact on Personal Life

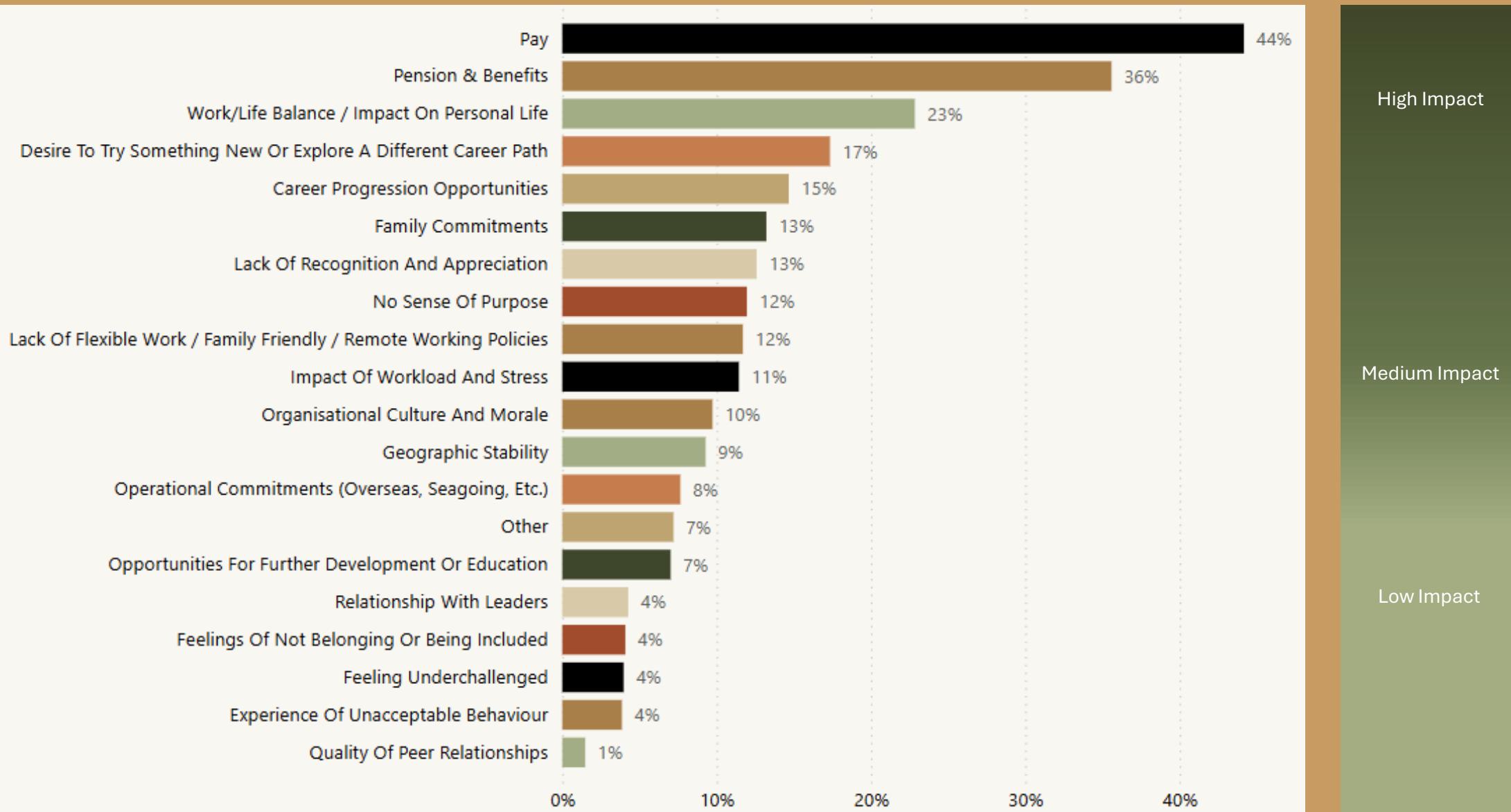
25%

Family Commitments

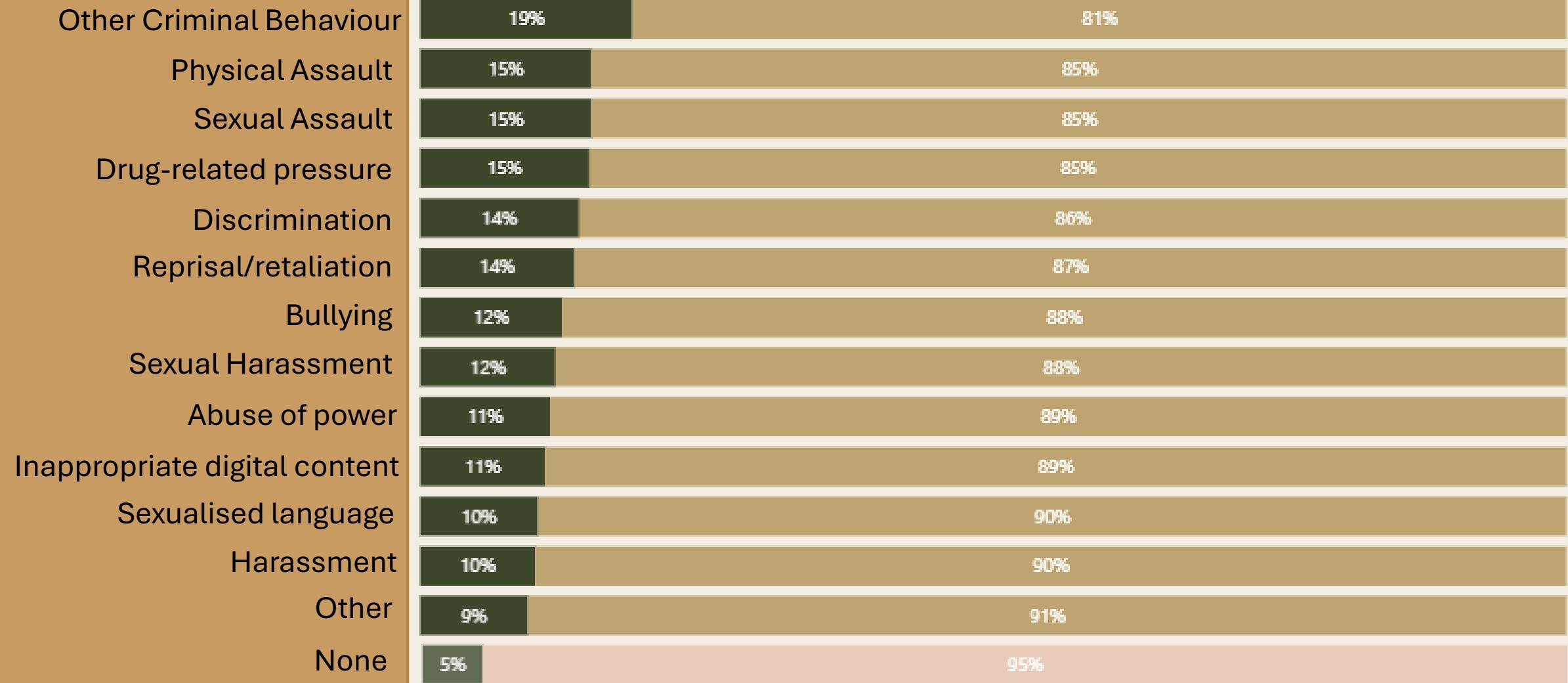
25%

No Sense of Purpose

Reasons for Retiring Early



Relationship between Unacceptable Behaviour Experienced and Intent to Retire



● % Retiring in 12 Months

● % Not Retiring in 12 Months



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Career and Talent Management
Systems

VI

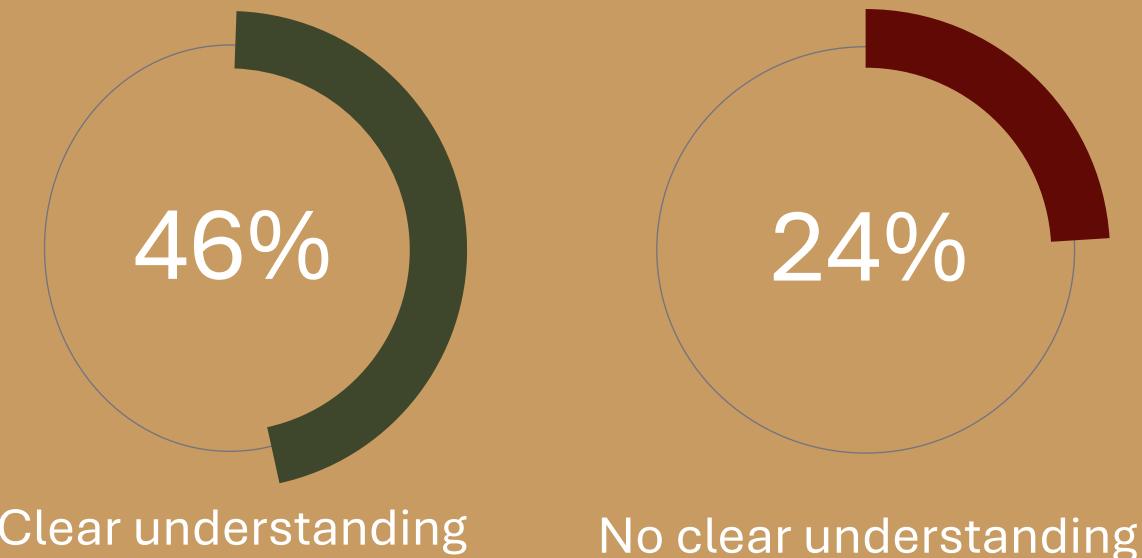
01 Context

This section explores the perceptions and experiences of personnel regarding the DF Career and Talent Management Systems. The key focus areas are the fairness of the career course selection process and career progression opportunities, the effectiveness of performance appraisals as well as leadership support for growth.

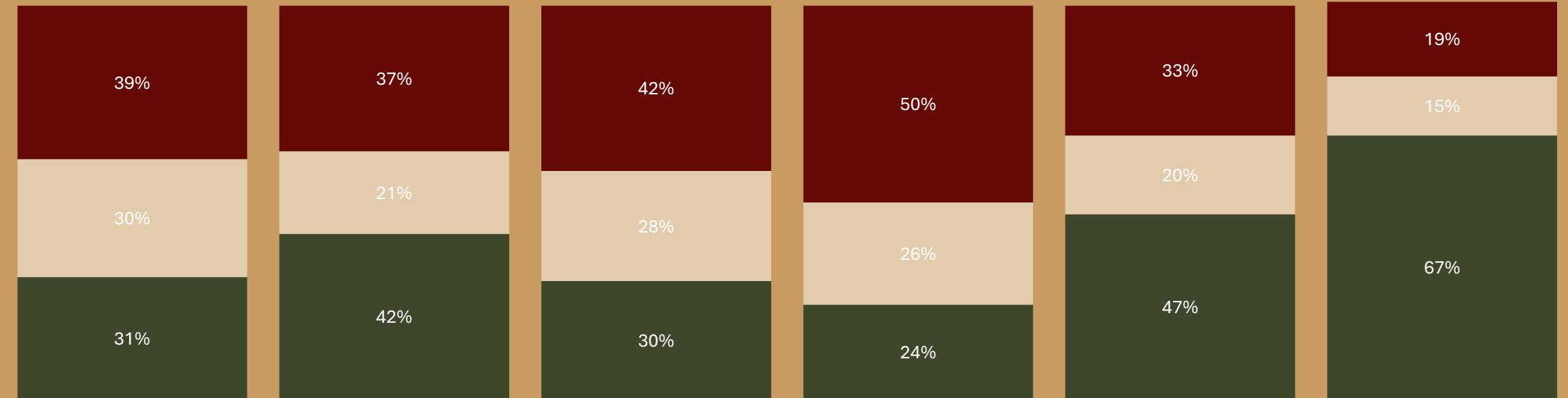
02 Career & Talent Management Summary

Staff who had a clear understanding of the career and talent management process were significantly less dissatisfied across all categories

Understanding of career and talent management systems¹



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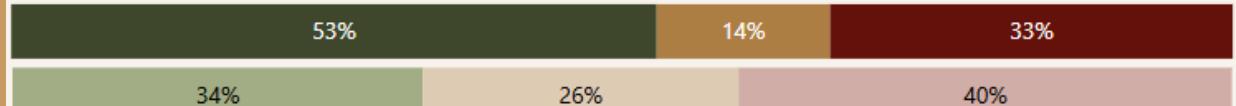
I think the process of being selected for career courses is fair/ transparent

Clear Understanding
Lack understanding



I feel I have the equality of opportunity to progress in my career

Clear Understanding
Lack understanding



The performance appraisal process provides an accurate reflection of my work

Clear Understanding
Lack understanding



The promotional systems are fair, such that the top performing people are promoted

Clear Understanding
Lack understanding



The leaders in my immediate chain of command are committed to growth development and help me be a better professional

Clear Understanding
Lack understanding



I feel comfortable approaching my manager or senior leader with work related questions and concerns

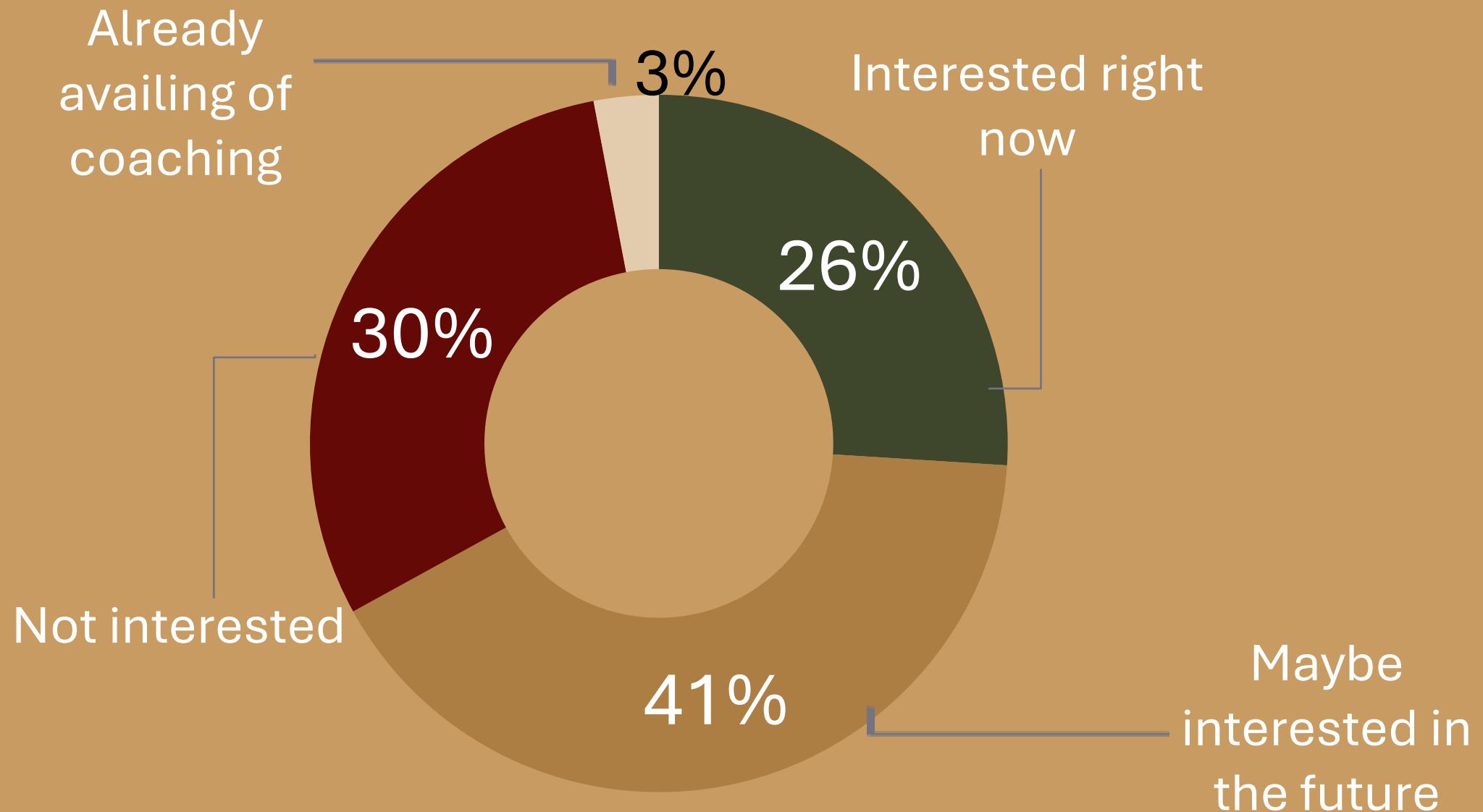
Clear Understanding
Lack understanding



● 1 - Yes ● 2 - No Opinion ● 3 - No

03

Interest In Coaching





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Inclusion

VII

01

Context

The inclusion section assesses the extent to which staff feel that they belong, can be themselves, and that they are treated fairly.

Higher levels of inclusion are linked to increased wellbeing and productivity.

02

Inclusion Insights

Confidence in Success

74%

Of staff feel that they can be successful in the Defence Forces

Sense Of Belonging

60%

Of staff feel a sense of belonging in the organisation

Active Inclusion

55%

Of staff feel actively included. However, this number drops to 33% for Civilians

Authenticity

62%

Of staff agree that they can be their authentic selves

Fair Treatment

57%

Of staff feel that they are treated fairly

Inclusion Of Reserves²

46%

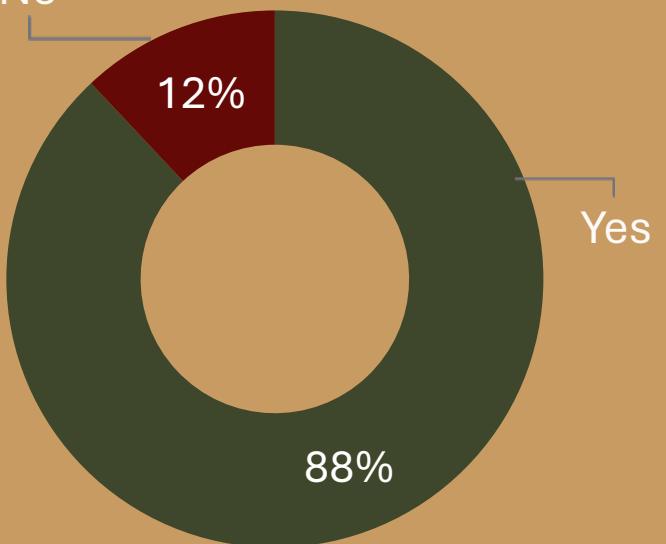
of Reserves do not feel included and connected to the PDF

Would you avail of work/life balance policies (e.g. remote working, job sharing, flexible working, hot desking, compressed hours)

No

12%

Yes



03

DE&I Support Insights

Is The DF Doing Enough To Support DEI?

37%

Of staff feel that the DF is doing enough to support DEI initiatives

15%

Of staff feel that the DF should do more to support DEI. However, females scored it significantly higher at 32%

28%

Of staff are not sure if the DF is doing enough to support DEI

20%

Of staff feel that the DF should do less to support DE&I

Senior Leadership Support Of DEI

45%

Of staff feel that leaders take actions that support DEI

04

Inclusion Summary

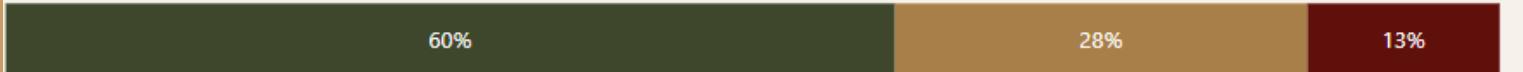
I can be successful in the DF



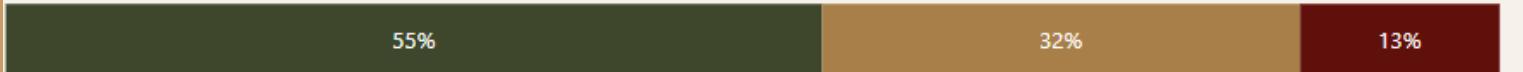
I can be my full authentic self



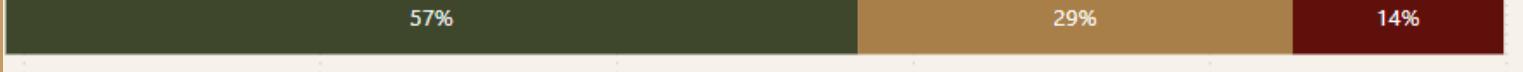
I feel a sense of belonging



I feel actively included



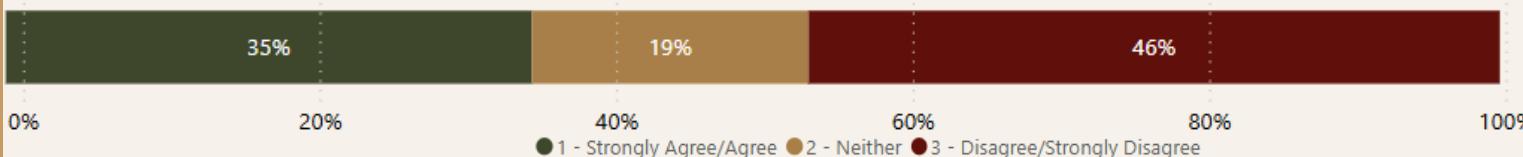
I am treated fairly



Our senior leaders take actions that support DEI



As a reservist, I feel included & connected



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05

Key Messages

Commissioned Officers scored more positively across all inclusion questions than Enlisted Personnel.

The most significant differences observed in the categories of 'feeling a sense of belonging' and 'senior leaders supporting DEI', where the scores were 20% higher for Commissioned Officers.



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Unacceptable Behaviours

VIII

01

Context

The IRG Report (2023) highlighted significant concerns about the Defence Forces as a workplace. It highlights that the organisation does not fully adhere to the principles of dignity, equality, mutual respect, and duty of care. The report describes a disabling workplace culture that undermines dignity and respect, and is dominated by disrespect and resistance to change. These practices have led to a lack of trust in leadership.

The Value Our People Survey aimed to further investigate the prevalence of unacceptable behaviours within the Defence Forces. The EY CFD tool results, presented in the first section of the report, identified key cultural risks including 'Abuse of Rank and Power', 'Unacceptable Behaviours', and 'Disrespectful' attitudes. These findings indicate a workplace culture that is not aligned with the principles of dignity and respect.

This section delves deeper into current reports of unacceptable behaviours within the Defence Forces. The survey explored the types and levels of these behaviours experienced within the past 12 months, providing a timestamp for the findings over the past year.

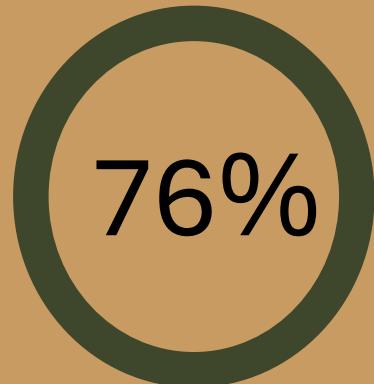


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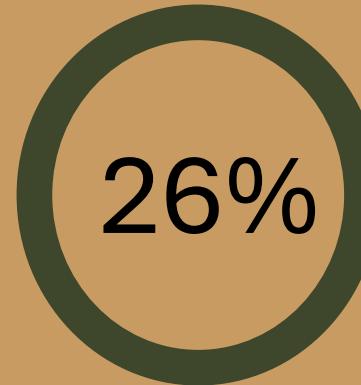
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02

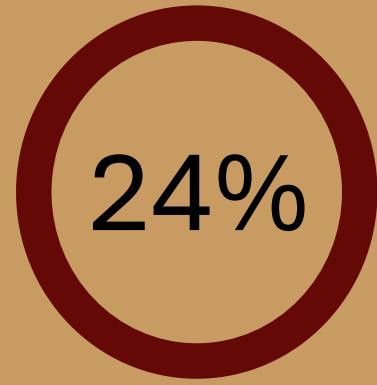
Level of Unacceptable Behaviour



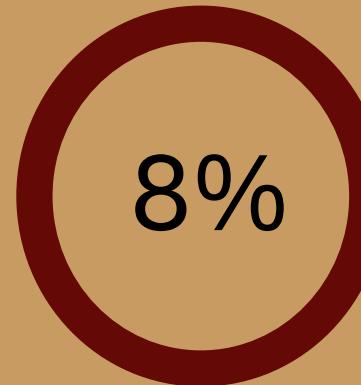
Of staff **did not experience** unacceptable behaviours



Of staff feel that **increased awareness about unacceptable behaviour has led to it becoming less common**



Of staff **experienced** unacceptable behaviours



Of staff report that unacceptable behaviour **is a regular experience** for them/ those around them



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Types Of Unacceptable Behaviours Experienced By 24% Of Staff in the past 12 months

76% of respondents did not experience unacceptable behaviours.



Note: This was a multi-select question.

Types Of Unacceptable Behaviours Experienced By 24% Of Staff in the past 12 months

Abuse Of Rank And Power	Bullying	Discrimination	Harassment	Other
826	346	288	278	201

Reprisal And Retaliation	Use Of Sexualised Language	Inappropriate Or Explicit Content	Other Criminal Behaviour
200	194	110	70

Peer Pressure To Use Drugs	Physical Assault	Sexual Harassment	Sexual Assault
61	60	59	40

04

Where These Behaviours Occur - Unacceptable behaviours primarily occur in the normal workplace

Normal Workplace

42%

**Training Course/
Exercise Environment**

24%

Social Event

7%

**Online /Social
Media / Phone**

6%

**Operational
Environment**

17%

**Not A Military Property
Or Location**

4%

05

Leadership Response - Staff felt that a zero-tolerance stance toward unacceptable behaviour was more evident at unit level

Unit Level

22%

Of staff felt that a **zero-tolerance stance** toward unacceptable behaviour was evident at unit level

Failure To Act

16%

Of staff have witnessed leaders **failing to act appropriately in response to unacceptable behaviours**

Strategic Level

18%

Of staff felt that a **zero-tolerance stance** toward unacceptable behaviour was evident at strategic level

Leadership Response

20%

Of staff have **witnessed leaders taking action in response to unacceptable behaviours**

Reporting Process

Non-Reporting

78%

Of staff who experienced unacceptable behaviours did not report them.

Lack of trust in the complaints process and **fear of reprisal and retaliation** were the top two reasons informing the decision not to report.

Not Reported Due To Informal Resolution

25%

of non-reported incidents were resolved informally

Complaints Resolved

15%

Of staff believe that when unacceptable behaviour is reported, it is addressed and resolved appropriately

Trust in Complaints System

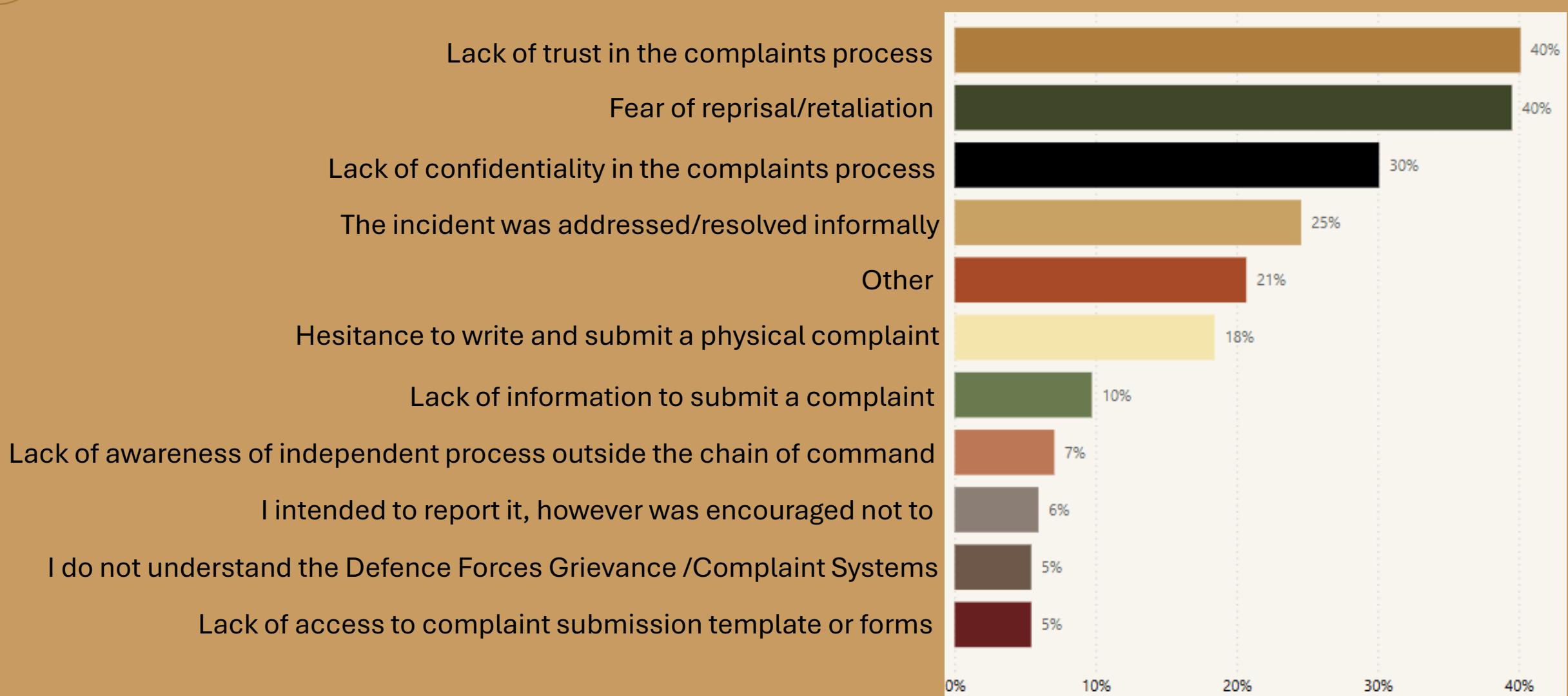
37%

Of staff believe than an interim non-statutory civilian led process, that is external to DF would increase trust in the process

27%

Of staff feel that the MIOs training course increased trust in the complaints process

Reporting Process- Reasons why unacceptable behaviours go unreported.



Support Services Information

If you have experienced any form of unacceptable behaviour, or if you found any of this distressing, please reach out for support. You are not alone, and help is available.

You are encouraged to report any unacceptable behaviour you experience through the appropriate reporting channels. If you need information on how to report unacceptable behaviour, please contact your unit adjutant, a trusted NCO/Officer or the support services provided in the links below.

Internal Support		
Personnel Support Services	Supports Defence Forces personnel and their families in times of crisis and general difficulty. Services are confidential and include the provision of a wide range of information and advice, stress management, counselling and referral to specialist assistance.	For more information, and contact information, please visit: https://military.ie/en/members-area/pss-chaplaincy-service-service/contacts/
Chaplaincy Service	Provides confidential, comprehensive pastoral support and spiritual care to personnel at home and overseas.	
External Supports & Services		
Raiseaconcern (CCP)	Provides a safe, secure, confidential and impartial service for raising concerns. Assists personnel in documenting their allegations and provides guidance on follow-on options open to them.	(01)6107929 / (086)0299929
Dublin Rape Crisis Centre	National 24-hour Helpline for those who need support.	1800 778888
INSPIRE	24-hour external confidential counselling service providing a referral and support service on a wide range of personal and work-related issues.	1800 817433 Overseas Number: 00-353-1800-817-433.



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5

2025 VALUE OUR PEOPLE SURVEY ACTION PLANNING



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WHAT WE HAVE DONE



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Unacceptable Behaviour (1/2)

- The Defence Forces is committed to holding members of all ranks accountable for their actions and conduct. The primary function of the military justice system is the maintenance of discipline in the Defence Forces. Allegations of misconduct that may constitute a breach of military discipline are addressed through the military justice system. Where appropriate, matters are investigated in accordance with the Defence Acts and charges instigated by the Director of Military Prosecution, which may then be referred to court-martial for hearing and determination. The court-martial system is independent of the chain-of-command. The Defence Act provides for a range of punishments including custodial sentences, discharge or dismissal from the Defence Forces, reduction in rank, seniority or pay, monetary fines and formal reprimands. Punishments are proportionate to the circumstances of each individual case. The full range of punishments are available to the court-martial in each case and are awarded as deemed appropriate.
- The Defence Forces continue to monitor Civil Court proceedings involving serving members.. Where a member is convicted, the outcome is formally assessed and may result in administrative action up to and including discharge from the Defence Forces.
- All allegations of sexual misconduct are now referred to An Garda Síochána for investigation.



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Unacceptable Behaviour (2/2)

- Mandatory Sexual Ethics and Respectful Relationships Training has been developed and more than 3,000 of our members have completed this training. The training educates members on appropriate behaviour, consent, and respectful communication, and promotes a culture in which all individuals feel safe, valued, and heard.
- An Unconscious Bias Training syllabus has also been developed. Over 4,600 members completed this training to date. This training helps personnel increase awareness of their biases and assists with fostering a more equitable and respectful workplace culture.
- The recruitment of new occupational social workers along with existing occupation social workers strengthens our ability to deliver this training organically and at scale, while also enhancing the Defence Forces capacity to provide professional support to members.
- Local Leave, special leave, restricted duties or reassigned duties continue to be utilised, where appropriate, on foot of alleged misconduct or inappropriate behaviour.



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Grievance Management Reform

We have a new independent Interim Grievance Manager offering members a non-statutory process to have a complaint investigated outside the chain of command.

We have introduced professional training for Military Investigating Officers to ensure they have the skills and competence required to investigate complaints that are raised through the chain of command.

Organisational Cultural Standing Committee

The Organisational Cultural Standing Committee is a symbol of our institutional commitment to cultural transformation. The committee provides strategic direction, monitors progress and ensures accountability in implementing cultural change communicated through initiatives such as 'IT STOPS NOW' Key Messages, Operations and Training Musters.

Working Time Directive

The Implementation of the Working Time Directive in 2025 has been an important retention measure, which sets out statutory rights in respect of daily breaks, weekly rest, and maximum working time over a given period with protections for exempted activities. A number of additional health and safety provisions have also been implemented, including the provision of WiFi in UNIFIL and the provision of 1 x home reunion flight to Ireland per 6 month deployment where it is not possible for security reasons to take annual leave in the area of operation.



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Inclusion and Policy Updates

- Defence Forces Policy for Maternity and Associated Protected Leave has been updated and published.
- Military Officer instructors of inductees receive specialised inclusion training aimed at ensuring a greater understanding of inclusion and the challenges faced by personnel coming from under represented or marginalised communities.
- Increased mandatory retirement age to 62 years and recruitment age to 39 years.
- Extension of the provision of semi-private secondary healthcare to all members of the Permanent Defence Forces in addition to the existing dental care, physiotherapy and pharmacy services.
- We have updated our Personal Appearance Standards to align with best practice in modern militaries and 21st Century Irish societal norms.



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Retention

Retention in the Defence Forces is addressed through an integrated framework of measures spanning pay, conditions of service, career structures, workforce planning, and quality of life initiatives. These include:

- Implementation of pay and allowance improvements under successive Public Service Pay Agreements, including targeted military allowances.
- Progression of retention measures through the Local Bargaining process, in engagement with the Representative Associations, within public pay policy parameters.
- Development and implementation of non-pay retention initiatives, including improvements to training pipelines, enhanced career mobility, leadership development, and improved access to education and accreditation.
- Structural reforms arising from the Commission on the Defence Forces, including increased establishment ceilings, enhanced promotion opportunities, and modernised human resource governance.
- Ongoing development of a Defence Forces Strategic Workforce Plan, which will provide a long-term, evidence-based approach to workforce regeneration, retention, and capability sustainment across all Services.



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NEXT STEPS.



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Value Our People Strategy

Following a comprehensive analysis of the survey results we are developing a dedicated Value our People strategy under the umbrella of the HR Strategy. This strategy brings together all of the important activities already underway, while also introducing new initiatives based on what our people have told us through the Value Our People Survey.

Grievance Management Reform

Building on the introduction of the Interim Grievance Manager in 2025 and the review of the Redress of Wrongs process, we will commence the design of a new digitally enabled, Grievance Management system, which will be transparent, accessible and will create greater levels of trust for our people. This reform will build trust in our systems and empower personnel to report issues with greater confidence and to ensure that grievances are addressed promptly and impartially.

Reprisal and Retaliation

We will formally address workplace reprisal and retaliation. In that context, we will develop a policy around issues related to reprisal so that we foster a culture where people feel safer to speak up.



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Redeveloped Career and Talent Management Systems

We will design and implement revised promotion processes, career development plans and career course selection processes that recognise each individual's contribution through a new, digital, performance appraisal system.

Digital Time Management System

We will introduce a new digitalised time management system to enhance work life balance and support the recording of working hours as required by the Working Time Directive. The system will reach full operational capability by 30 SEP 2026 and will include;

- ~250 Scanners for 'Clocking in/out' with DF ID Card
- Software for Clerks and Leaders that will support administration
- Mobile Phone Application available for self-service by users
- Training to be delivered to >300 personnel (Trainers, Supervisors, Clerks)



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Working Time Directive Additional Health and Safety Measures

Additional health and safety protections associated with Working Time Directive implementation are in the process of being implemented including;

- Continued progress on physical infrastructure, including Welfare & Recreational Facilities , Recreation Rooms, Gym/Training Sports and Equipment upgrades,
- Enhanced extension of WiFi in O/S missions where possible and in line with security constraints,
- Extension of Tele-medical facilities where required and appropriate,
- Additional bottled water to overseas missions where required,
- Provision for additional Care Packages for Overseas missions,
- Enhanced Supplementary rations for troops missions,
- Enhanced hygiene Items and medical supplies



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Inclusion and Modern Ways of Working

We will launch an Inclusion Strategy. This will provide a deliberate approach to cultivating a culture where inclusion is deeply embedded in every facet of operations, setting out a methodology for attracting, developing, and retaining diverse personnel and embedding inclusion in our ways of working & communication.

We are considering the introduction of more modern, family-friendly and appropriate flexible work options to facilitate better work-life balance at times when our people need it most. Types of Flexible Work Arrangements that are under consideration include;

- Part-time work,
- Job-sharing,
- Blended Working,
- Shorter Working Year
- Career Breaks.



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Infrastructure Development

The DF in partnership with the DOD remains committed to delivering the remainder of the Infrastructure Development Plan up to 2027 within the financial resource of the Subhead, after which installation masterplans are being developed across the DF to ensure that the DF continues to transform and develop its infrastructure for the future force. Infrastructural priorities will be focused on existing and new capability requirements as well as facilities to support welfare, recruitment, and retention.

New projects will include accommodation centres, dining complexes, and gymnasiums for the Army, Naval Service and Air Corps, significant capability supporting infrastructure such as the new hangar at Casement aerodrome and the ground remediation works at Haulbowline, a new National Stores Reception Centre in the Defence Forces Training Centre, further development of the Joint Induction Training Centre, and the new Army Ranger Wing HQ.



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Equipment & Capability Development

We will continue to work collaboratively with the Department of Defence on the development of long-term capability. Alongside major capability developments, the dress, appearance, weaponry, communications and personal protective equipment utilised by the Defence Forces will be modernised significantly over the next 2 years and will be visually noticeable and provide a boost to the morale of all DF personnel. These capability development and equipment acquisition projects include;

- Sub Sea Domain Awareness (SSDA) towed array programme,
- The Military Radar Programme (MRP),
- Defence Force Combat Uniform System (DFCUS),
- Integrated Modular Body Armour Systems (IMBAS),
- Designated Marksman Rifles (DMR),
- Software Defined Radio (SDR).

In addition to the above-mentioned projects there are a range of other procurement activities the Defence Forces and Department of Defence will engage on including Super Medium Helicopters, Naval Service Secondary Gun Replacement, UAV Capability, Multi Weapon Direct Fire Sighting System and Night Vision Equipment.



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