National Anti-Corruption Commission

Commonwealth Integrity Survey

Highlights Report

Overall results

2024 Commonwealth Integrity Survey
- ✓ Perceive
- ✓ Measure
- ✓ Enhance

Contents	Page

Response rate (overall)

21%

(58,309 out of 278,406 invitees/registrants)

Executive summary

Background

The 2024 Commonwealth Integrity Survey was conducted by the National **Anti-Corruption Commission (the Commission) to help understand the nature and extent of risk, and perceptions of integrity and corruption in the Australian public sector. The survey was conducted between** 19 August and 20 September 2024.

Of the 191 agencies identified as potential participating agencies, 171 had at least one staff member respond to the survey (including 168 with a designated survey coordinator promoting the survey). Across the participating agencies with a survey coordinator, response rates ranged from 3% to 100%, with a median response rate of 33%. A total of 58,309 survey responses were collected.

The survey consisted of 53 evaluative questions (plus an additional nine demographic questions to facilitate further analysis). Results from these 53 questions have been grouped into three high-level factors:

- **Organisational controls**—employees' assessment of their agency's overall integrity, its ability to detect and prevent corruption, and the extent to which the agency's culture provides opportunities for corruption to occur

- **Employee comprehension**—employees' ability to identify corruption (measured by both their confidence in doing so, and their responses to hypothetical scenarios)

- **Reporting likelihood**—this measure of likelihood is comprised of employees' willingness to report corruption and the extent to which they know (or can readily find out) how to do so

Findings

Organisational controls: Employees largely had faith in the integrity of their agency (an average of 79% positive sentiment across component questions), and to a lesser extent also had faith in the strength of the agency's anti-corruption controls (67%). This lower average rating was largely due to mixed rather than negative sentiment—for instance, while only 63% felt their agency's controls were strong, 92% considered these controls at least 'satisfactory'.

Employee comprehension: Almost all employees (96%) were confident they could identify corruption within their area of responsibility. When presented with five scenarios (four of which constituted some form of corrupt practice), 84% of respondents provided the best response in at least three of the scenarios; however, only 20% provided the best response across all five.

Reporting likelihood: Most employees indicated willingness to report corruption if they had direct access to specific details (88%) but were less likely to if they were merely *told* about specific details (69%), had a suspicion but no details (45%), or learned through hearsay, but with no details (34%). Most employees believed they knew or could readily find out how to report corruption either internally (83%) or to the Commission (72%).

Analysis of the results was conducted across various demographic cohorts. Some of the key findings include:

- The 1,128 respondents who indicated they had a **monitoring and audit** role had much the same assessment of the strength of organisational controls as did other staff. These staff also did slightly better at identifying corruption in the hypothetical examples—although even among these staff, only 22% provided the best response across all five scenarios.

- Across different **agency sizes**, the most positive results were recorded among 'micro' and 'extra small' agencies (those with 100 or fewer staff)—particularly with regards to organisational integrity and anti-corruption controls. Results were broadly similar across other agency sizes.

This baseline survey has highlighted a range of areas for the Commission to focus on. Future surveys will facilitate tracking the progress of the Commission's initiatives, and the culture of integrity within the APS.

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How to read this report

Percentages in this report are based on the total number of valid responses made to the particular question being reported. 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 unless otherwise specified (although respondents who did not provide demographic responses have still been included in the overall results).

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 Quality Standard ISO 20252 and ISO 27001 and has complied with the Australian Privacy Principles contained in the *Privacy Act 1988*.

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How to read this report (cont'd)

This report contains a series of tables that illustrate the high-level results for the 2024 Commonwealth Integrity Survey. Information on how to read these tables is provided below.

Factor scores are calculated by averaging the percentage positive of all factor questions.

Factor name		Factor score: **XX%**

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

Factor question(s)

Question 1 (n=xx,xxx): 75% | 15% | 5% | 5%

Question 2 (n=xx,xxx): 50% | 25% | 20% | 5%

Question 3 (n=xx,xxx): 25% | 30% | 40% | 5%

Related question(s)

Question 4 (n=xx,xxx): 75% | 15% | 5% | 5%

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.

Results have been condensed into four categories:

- Positive responses (e.g. strongly agree/agree, very satisfied/satisfied)

- Mixed responses (e.g. neither agree nor disagree)

- Negative responses (e.g. strongly disagree/disagree)

- Unsure (e.g. not applicable / not sure)

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Overall integrity measures

Organisational controls
Measures the strength of an organisation's anti-corruption controls, views on organisation integrity, and the risk of corruption within an organisation
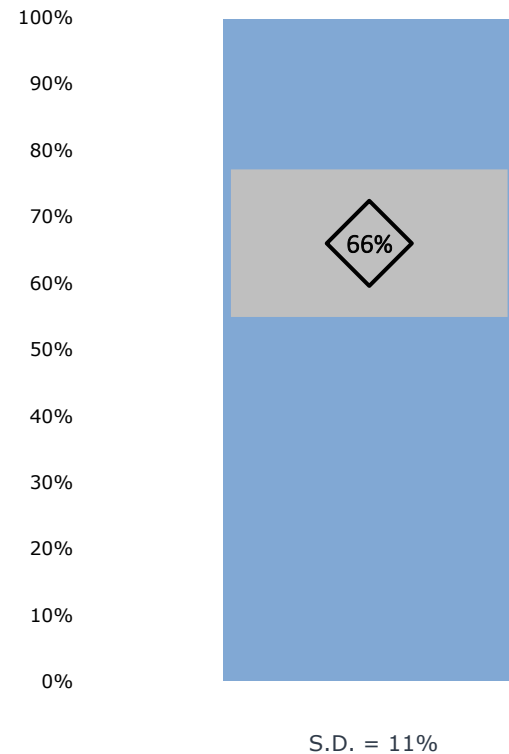
Employee comprehension
Measures the level of employee confidence in identifying corruption within the workplace
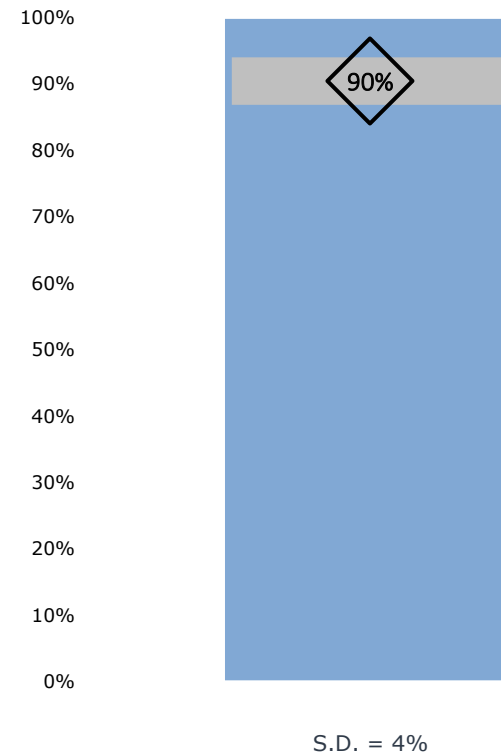
Reporting likelihood
Measures the propensity to report corruption, as well as the general awareness of reporting mechanisms
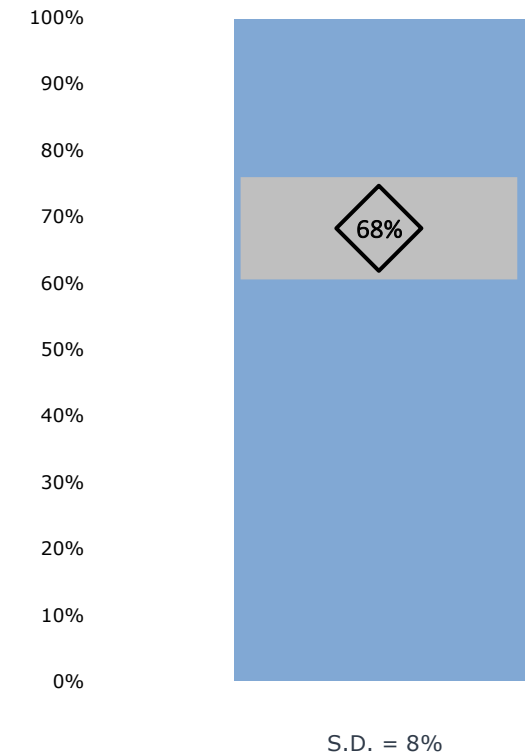
66%

S.D. = 11%

90%

S.D. = 4%

68%

S.D. = 8%

◇ Overall average

The grey box signifies the standard deviation (S.D.) across all agencies, above or below the overall average

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Factor summary

This report uses factors to summarise the findings related to particular themes canvassed in the survey. These factors are determined through factor analysis, which groups questions that are closely correlated with one another.

The chart on the right illustrates the results for the key factor scores overall.
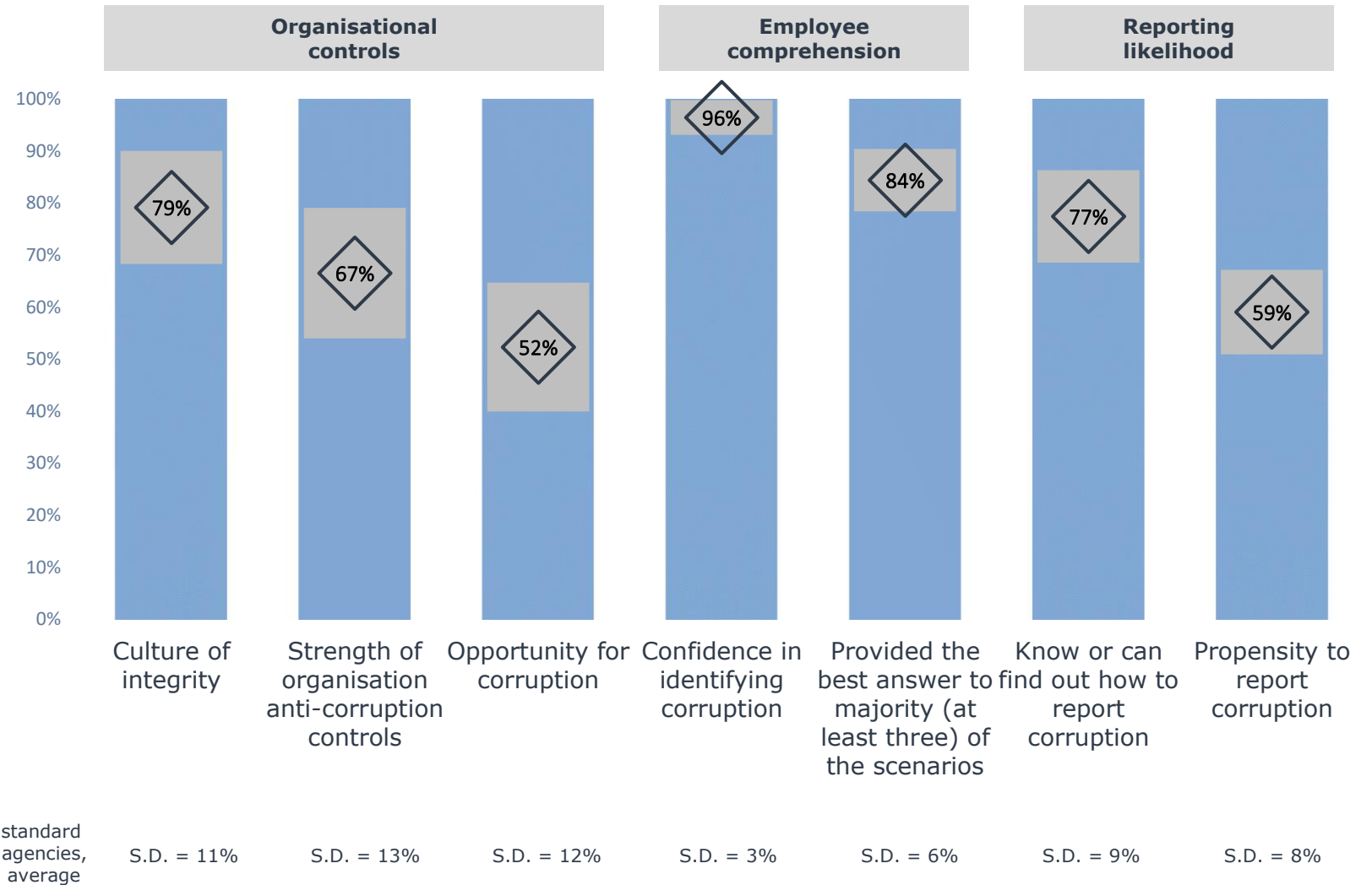
Organisational controls			Employee comprehension		Reporting likelihood	
Culture of integrity	Strength of organisation anti-corruption controls	Opportunity for corruption	Confidence in identifying corruption	Provided the best answer to majority (at least three) of the scenarios	Know or can find out how to report corruption	Propensity to report corruption
79%	67%	52%	96%	84%	77%	59%
S.D. = 11%	S.D. = 13%	S.D. = 12%	S.D. = 3%	S.D. = 6%	S.D. = 9%	S.D. = 8%

◇ Overall average

The grey box signifies the standard deviation (S.D.) across all agencies, above or below the overall average

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Detailed results:
Organisational controls

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Organisational Controls

| | Strength of organisation anti-corruption controls | | | | | Factor score: **67%** |

		% Positive	% Mixed	% Negative	% Unsure
Factor question(s)	My organisation is able to detect corruption (n=49,700)	70%	18%	6%	6%
	My organisation is able to prevent corruption (n=49,036)	66%	20%	8%	5%
	My organisation's anti-corruption controls are… (n=50,447)*	63%	29%	8%	

Key: ■ % Positive ■ % Mixed ■ % Negative ■ % Unsure

* % Positive: Very strong, Strong | % Mixed: Satisfactory | % Negative: Weak, Non-existent

Anti-corruption controls are taken seriously by… (n=50,446)

All employees	35%
Most employees	53%
Some employees	9%
A few employees	3%
Nobody	1%

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Organisational Controls

Culture of integrity	Factor score: **79%**

Factor question(s)

The culture in my organisation supports people to act with integrity (n=51,107)
84% | **9%** | **7%**

My organisation makes a conscious effort to consider the risk of fraud in our activities (n=51,008)
82% | **11%**

My organisation has high ethical standards (n=51,054)
80% | **13%** | **6%**

Senior management in the organisation lead by example in ethical behaviour (n=51,067)
71% | **15%** | **12%**

Key: ■ % Positive   ■ % Mixed   ■ % Negative   ■ % Unsure

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Organisational Controls

		Factor score:	**52%**
Opportunity for corruption			

Scale: % Positive: Strongly disagree, Disagree | % Mixed: Neither agree nor disagree | % Negative: Strongly agree, Agree

Factor question(s)

There is petty crime (such as theft, vandalism, and intimidation) (n=50,606) — 77% | 10% | 8% | 6%

Rules and procedures can be easily bypassed (n=50,785) — 53% | 22% | 23%

I think some people act for personal gain, or in the interests of personal associates, rather than for the best organisational outcomes (n=50,752) — 47% | 19% | 30%

People manage information with excessive secrecy (more than what is required for their role/function) (n=50,751) — 47% | 29% | 20%

There are small, informal sub-groups (or cliques) that exclude others and have their own way of doing things (n=50,715) — 38% | 22% | 35% | 6%

Related question(s)

I don't like the way my organisation is changing (n=50,712) — 53% | 28% | 14%

People take leave to escape the workplace culture (n=50,685) — 41% | 22% | 28% | 8%

Key: ■ % Positive ■ % Mixed ■ % Negative ■ % Unsure

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Organisation Controls

Opportunity for corruption (cont'd)   Factor score: **52%**

Opportunities for corrupt conduct in my organisation... (n=50,175)

None	8%
Rarely	51%
Occasional	31%
Frequent	10%
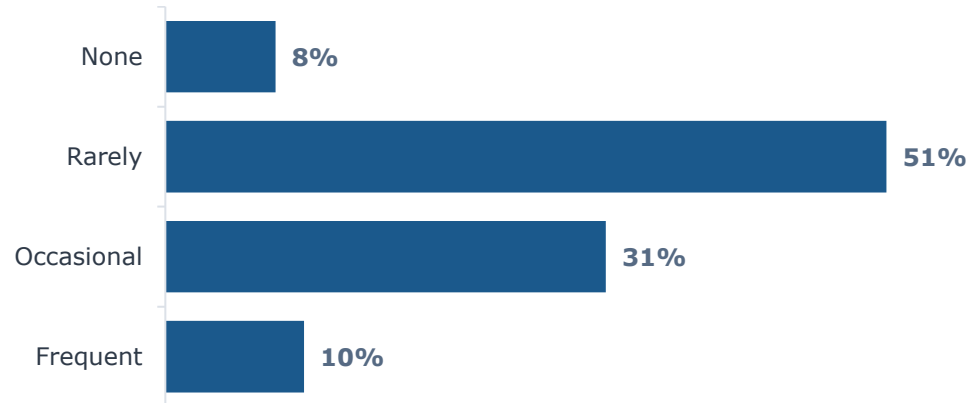
Top 5 most likely corrupting influence (Multiple response) (n=55,298)

A private business associate/association	33%
An official business stakeholder	27%
Criminals	26%
Foreign government	24%
A senior leader	22%

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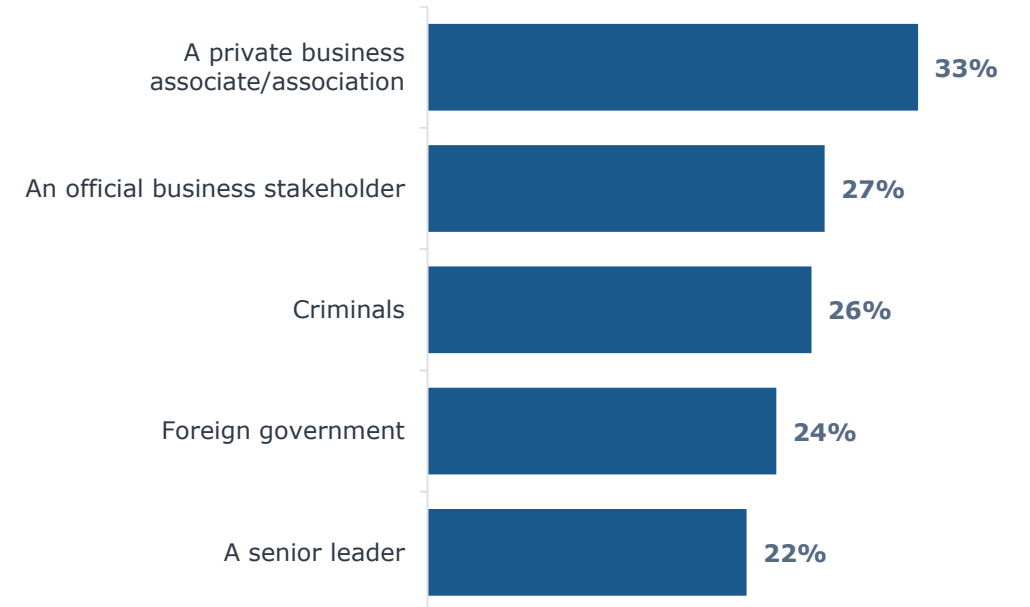
Detailed results:
Employee comprehension

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Employee comprehension

Confidence in identifying corruption Factor score: **96%**

Factor question	I am confident that I can identify what constitutes corruption within my area of responsibility (n=57,526)	96%

Scenario 1
An employee was part of a procurement process involving their friend's business and didn't declare it. The employee's friend won the contract and went on to provide good quality services for your organisation.

Scenario 2
An employee regularly accesses records they had no reason to access. The records contain sensitive personal information about people.

Scenario 3
An employee uses their official letterhead to communicate with someone outside the organisation during a personal matter because they believed they would get favourable treatment.

Scenario 4
An employee deliberately bypassed the usual processes to get an ineligible candidate into a grant program.

Scenario 5
An employee repeatedly fills a vacancy using temporary or acting staff to avoid running a competitive, merit-based recruitment process

66%
provided the best answer

63%
provided the best answer

71%
provided the best answer

94%
provided the best answer

65%
provided the best answer

84%
of respondents gave the best answer to the majority (at least 3) of the scenarios

Best answer to:

5 scenarios	4 scenarios	3 scenarios	2 scenarios	1 scenario	None
20%	39%	26%	11%	3%	1%

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Scenario 1

An employee was part of a procurement process involving their friend's business and didn't declare it. The employee's friend won the contract and went on to provide good quality services for your organisation.

Key:		Best answer

How would you categorise the type of practice described? (n=52,953)

- Corrupt practice — **66%**
- Not good practice, but not corrupt — **29%**
- Against procedure but not bad practice — **3%**
- Acceptable practice — **<1%**
- Good practice — **<1%**
- I don't know — **2%**

What course of action would you take? (Multiple response) (n=46,864)

- Talk to my manager or executive about my concerns — **68%**
- Make a formal report of the conduct within my organisation — **34%**
- Talk to the individual about my concerns — **14%**
- Talk to others in my organisation about my concerns — **12%**
- Make a formal report of the conduct outside my organisation — **5%**
- I wouldn't take any action — **3%**

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Scenario 2

An employee regularly accesses records they had no reason to access.
The records contain sensitive personal information about people.

Key: ▬ **Best answer**

How would you categorise the type of practice described? (n=52,836)

Category	Percentage
Corrupt practice	63%
Not good practice, but not corrupt	35%
Against procedure but not bad practice	1%
Acceptable practice	<1%
Good practice	<1%
I don't know	1%

What course of action would you take? (Multiple response) (n=46,889)

Action	Percentage
Talk to my manager or executive about my concerns	66%
Make a formal report of the conduct within my organisation	38%
Talk to the individual about my concerns	17%
Talk to others in my organisation about my concerns	9%
Make a formal report of the conduct outside my organisation	3%
I wouldn't take any action	2%

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Scenario 3

An employee uses their official letterhead to communicate with someone outside the organisation during a personal matter because they believed they would get favourable treatment.

Key: ■ **Best answer**

How would you categorise the type of practice described? (n=52,726)

- Corrupt practice — **71%**
- Not good practice, but not corrupt — **25%**
- Against procedure but not bad practice — **2%**
- Acceptable practice — **<1%**
- Good practice — **<1%**
- I don't know — **1%**

What course of action would you take? (Multiple response) (n=46,506)

- Talk to my manager or executive about my concerns — **59%**
- Make a formal report of the conduct within my organisation — **31%**
- Talk to the individual about my concerns — **23%**
- Talk to others in my organisation about my concerns — **10%**
- I wouldn't take any action — **4%**
- Make a formal report of the conduct outside my organisation — **3%**

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Scenario 4

An employee deliberately bypassed the usual processes to get an ineligible candidate into a grant program.
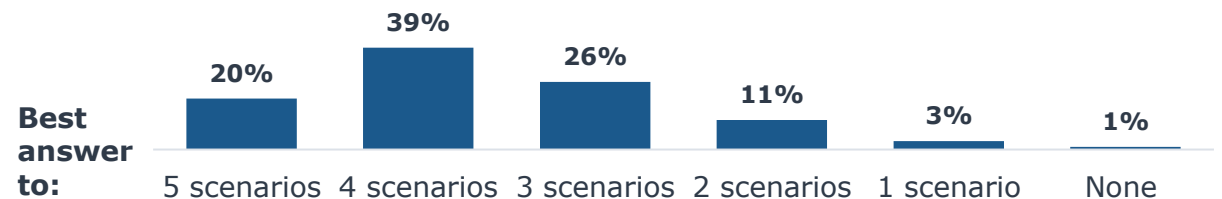
Key: Best answer

How would you categorise the type of practice described? (n=52,690)

Corrupt practice	**94%**
Not good practice, but not corrupt	**4%**
Against procedure but not bad practice	**<1%**
Acceptable practice	**<1%**
Good practice	**<1%**
I don't know	**1%**

What course of action would you take? (Multiple response) (n=46,239)

Talk to my manager or executive about my concerns	**57%**
Make a formal report of the conduct within my organisation	**52%**
Talk to others in my organisation about my concerns	**11%**
Make a formal report of the conduct outside my organisation	**10%**
Talk to the individual about my concerns	**7%**
I wouldn't take any action	**2%**

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Scenario 5

An employee repeatedly fills a vacancy using temporary or acting staff to avoid running a competitive, merit-based recruitment process.

Key: ▉ **Best answer**

How would you categorise the type of practice described? (n=52,574)

Category	Percentage
Corrupt practice	25%
Not good practice, but not corrupt	65%
Against procedure but not bad practice	5%
Acceptable practice	1%
Good practice	<1%
I don't know	3%

What course of action would you take? (Multiple response) (n=47,432)

Action	Percentage
Talk to my manager or executive about my concerns	66%
Talk to others in my organisation about my concerns	17%
Make a formal report of the conduct within my organisation	17%
Talk to the individual about my concerns	16%
I wouldn't take any action	8%
Make a formal report of the conduct outside my organisation	3%

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Detailed results:
Reporting likelihood

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Reporting Likelihood

Know or can find out how to report corruption	Factor score: **77%**

Factor question(s)

I know or can easily find out how to report corrupt conduct to my organisation's integrity area (n=57,415)

83%	10%	7%

I know or can easily find out how to report corrupt conduct to the National Anti-Corruption Commission (n=57,161)

72%	18%	11%

Related question(s)

I understand my organisation's integrity values and expectations. (n=58,093)

97%

I have discussed the topic of corruption (in general) with my work colleagues in the last 12 months (n=57,000)

47%	19%	34%

I have discussed the work of the National Anti-Corruption Commission with my work colleagues in the last 12 months (n=56,761)
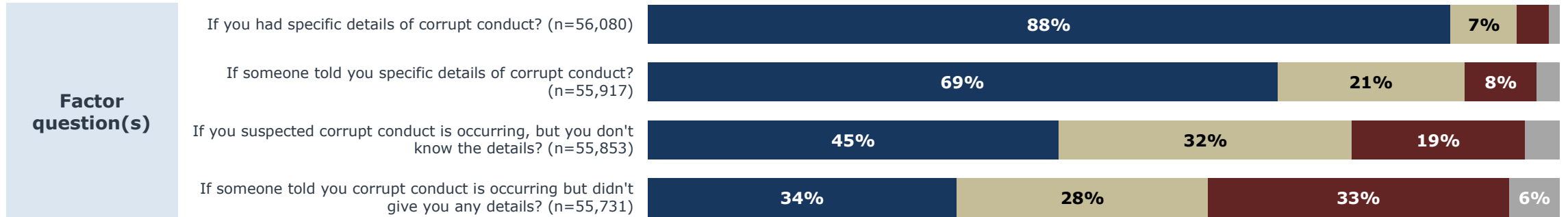
22%	19%	58%

Key: ■ % Positive   ■ % Mixed   ■ % Negative

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Reporting Likelihood

Propensity to report corruption	Factor score: **59%**

How likely would you be able to make an official report under the following circumstances...

Factor question(s)				
If you had specific details of corrupt conduct? (n=56,080)	88%		7%	
If someone told you specific details of corrupt conduct? (n=55,917)	69%	21%	8%	
If you suspected corrupt conduct is occurring, but you don't know the details? (n=55,853)	45%	32%	19%	
If someone told you corrupt conduct is occurring but didn't give you any details? (n=55,731)	34%	28%	33%	6%

Key: ■ % Positive ■ % Mixed ■ % Negative ■ % Unsure
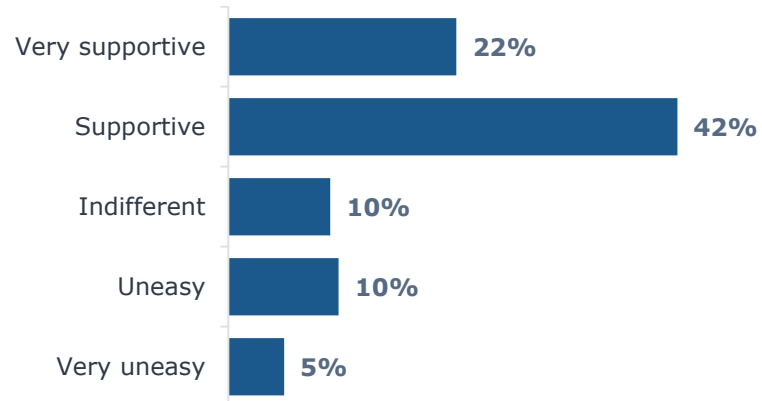
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Reporting Likelihood

Propensity to report corruption (cont'd)	Factor score: **59%**

Reactions of colleagues to those who report corrupt conduct (n=54,781)

Very supportive	**22%**
Supportive	**42%**
Indifferent	**10%**
Uneasy	**10%**
Very uneasy	**5%**

Top 10 reasons for not reporting corrupt conduct (Multiple response) (n=54,428)

They may not have sufficient proof	**66%**
It could affect their career	**42%**
Fear of retaliation or reprisals	**42%**
They don't think action would be taken	**36%**
They don't know how to report	**33%**
Lack of confidentiality	**27%**
Repercussions beyond career impacts	**22%**
Not supported by management	**22%**
Too busy doing other work	**20%**
Don't want to ruin someone's career	**19%**

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Detailed results:
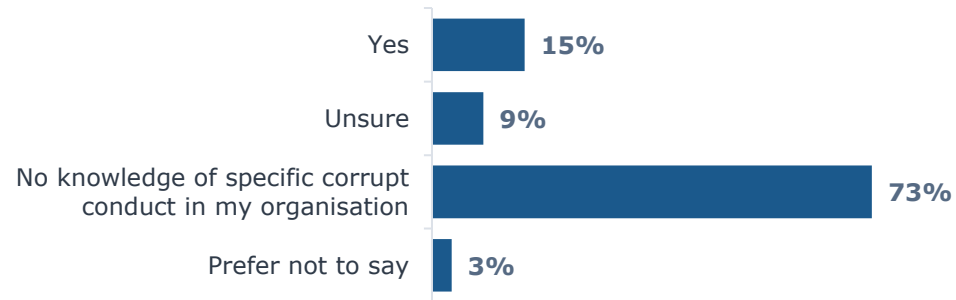Corruption in the workplace

2024
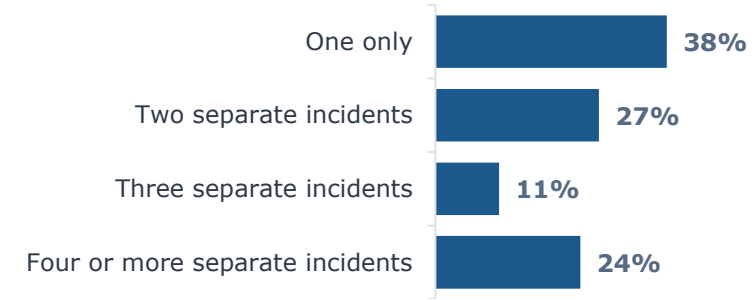**Commonwealth Integrity Survey**

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- ✓ Enhance

Awareness of corruption

Awareness of allegations or incidents of corruption in your organisation

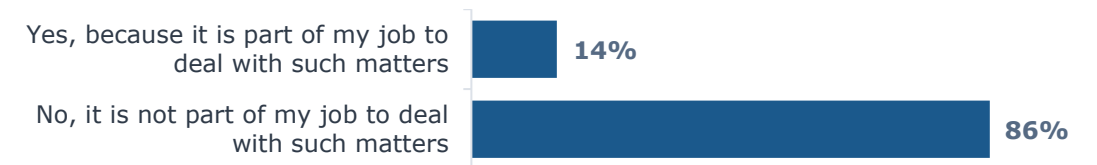**Specific knowledge of corrupt conduct in agency (n=50,452)**

Yes	**15%**
Unsure	**9%**
No knowledge of specific corrupt conduct in my organisation	**73%**
Prefer not to say	**3%**

How many incidents of corrupt conduct are you aware of? (n=11,104)

One only	**38%**
Two separate incidents	**27%**
Three separate incidents	**11%**
Four or more separate incidents	**24%**

Is the conduct something that: (n=11,383)

Is happening now, ongoing	**19%**
Happened in the last 12 months	**30%**
Happened more than 12 months ago	**41%**
I don't know when it happened	**10%**

Did you know about the conduct because it was your job to do so? (n=11,931)

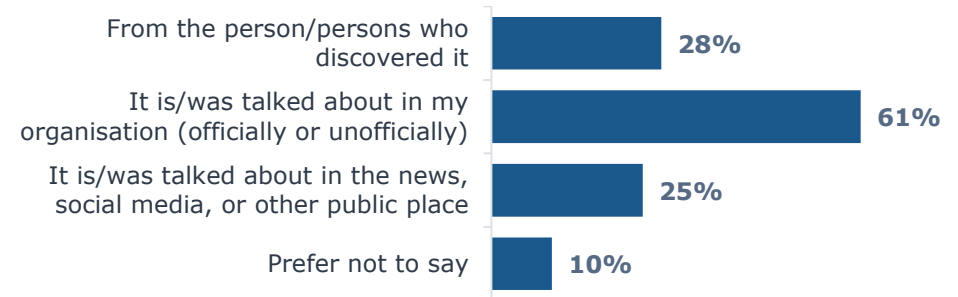|	
Yes, because it is part of my job to deal with such matters	**14%**
No, it is not part of my job to deal with such matters	**86%**

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Awareness of corruption

Awareness of allegations or incidents of corruption in your organisation (cont'd)

How did you become aware of the corrupt conduct? (n=11,272)

Response	Percentage
I discovered/witnessed it myself	36%
I heard about it only	64%

Where did you hear about the corrupt conduct? (Multiple response) (n=7,124)

Response	Percentage
From the person/persons who discovered it	28%
It is/was talked about in my organisation (officially or unofficially)	61%
It is/was talked about in the news, social media, or other public place	25%
Prefer not to say	10%

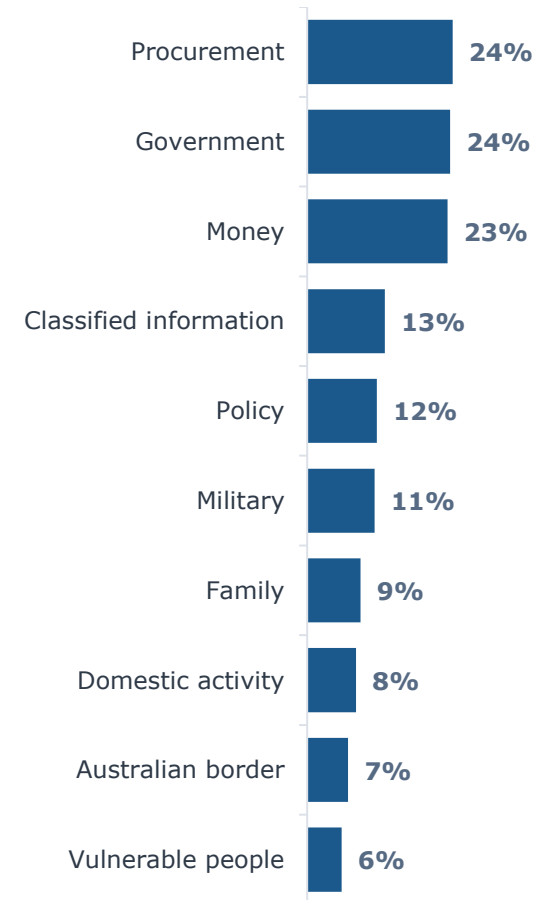National Anti-Corruption Commission

Responding to the most recent incident

Which of the following best describes the corrupt behaviour?(Multiple response) (n=11,303)

Nepotism	35%
Fraud	34%
Undisclosed conflict of interest	32%
Cronyism	31%
Green-lighting	19%
Stealing/theft	13%
Kickbacks	9%
Perverting the course of justice	8%
Bribery	8%
Insider trading	7%
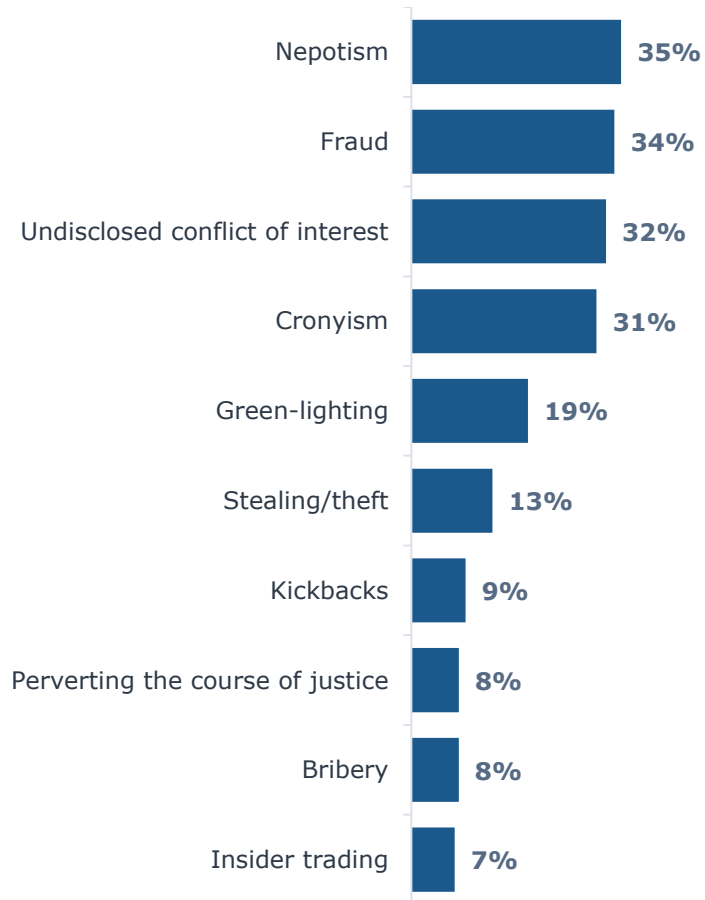
Which of the following did the corrupt behaviour involve? (Multiple response) (n=10,740)

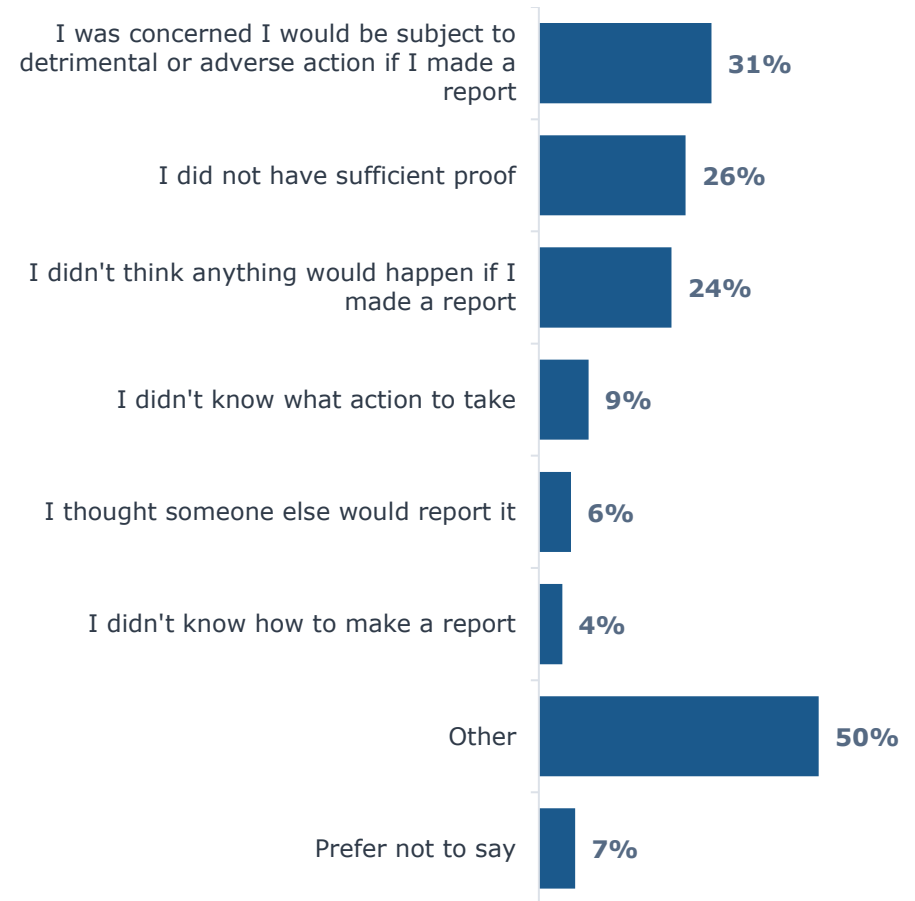| Procurement | 24% |
Government	24%
Money	23%
Classified information	13%
Policy	12%
Military	11%
Family	9%
Domestic activity	8%
Australian border	7%
Vulnerable people	6%

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Responding to the most recent incident

What action did you take in relation to this incident? (Multiple Response) (n=11,150)

Why did you not take any action? (Multiple response) (n=3,969)

Action taken	%
Talked to my manager or executive about my concerns	31%
Talked to others in my organisation about my concerns	24%
Made a formal report of the conduct within my organisation	15%
Talked to the individual about my concerns	7%
Made a formal report of the conduct outside my organisation	4%
Other action	16%
I did not take any action	36%

Reason	%
I was concerned I would be subject to detrimental or adverse action if I made a report	31%
I did not have sufficient proof	26%
I didn't think anything would happen if I made a report	24%
I didn't know what action to take	9%
I thought someone else would report it	6%
I didn't know how to make a report	4%
Other	50%
Prefer not to say	7%

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