



New Zealand
**DEFENCE
FORCE**
Te Ope Kātua O Aotearoa

WOMEN IN THE NZDF

REPORT 2020

DIRECTORATE OF DIVERSITY AND INCLUSION

July 2020

**A FORCE FOR
NEW ZEALAND**

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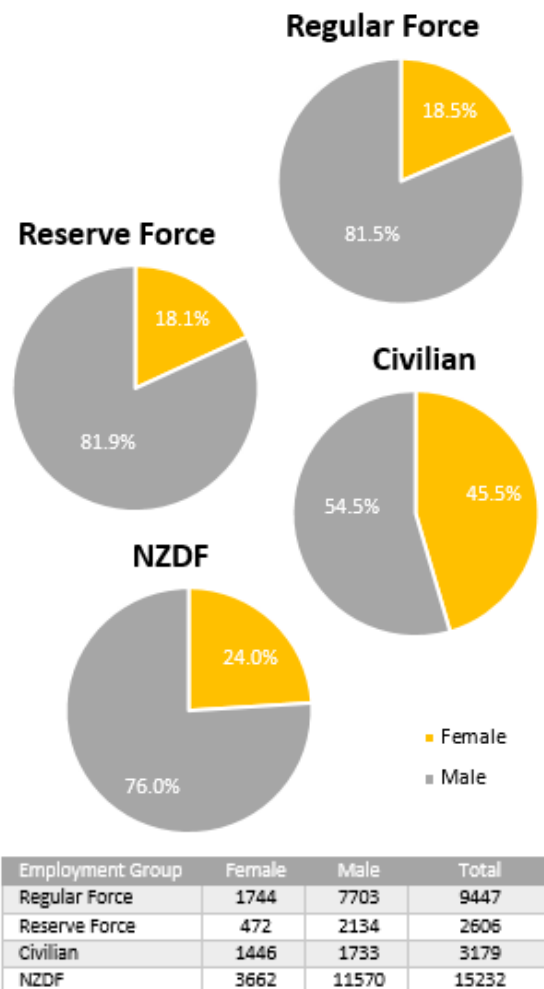
Executive Summary

The Women in the NZDF Report is an annual report, and provides transparency around the participation of women in the NZDF. The report includes NZDF’s gender-related strategic initiatives and highlights successes, and opportunities for improvement for the period 01 July 2019 – 30 June 2020.

This is the second Women in NZDF report produced by the Directorate of Diversity and Inclusion. It provides a baseline for data comparison to be able to measure successes, track progress and support greater transparency of gender data and associated activity to improve our gender diversity.

Key findings

- Around a fifth (18.5%) of Regular Force military members are female.
- A quarter (24%) across the total NZDF workforce are female.
- Over the last 12 months NZDF has seen a 5.6% (n=93) increase in female representation in the Regular Force.
- Regular Force women are more ethnically diverse than their male counterparts.
- The Gender Pay Gap (GPG) (mean salary) for NZDF is 6.3%; when calculating the GPG using the median salary the overall NZDF GPG is 7.7%.
- Women contributed to 23.6% of the total number of Regular Force enlistments.



- Applications by females to join the NZDF have increased by just under a third (29.1%).
- As at 30 Jun 20 Regular Force male attrition sits at 8.5%, which is higher than female attrition at 7.4%.
- Regular Force males’ average length of service has been consistently higher than females across all Services over the last 5 years. It appears this gap has increased over the last 5 years.
- Progress is being made towards establishing employee led networks.
- Just over one in ten (13.1%) of Senior Leadership (Colonel (E) or above) in the Regular Force are women (n=13).
- One fifth (19%) of personnel deployed offshore were women.
- NZDF have adopted the United Nations Women’s Empowerment Principles (WEPs).
- In the last 12 months there has been an increase in personnel resourcing within single Services to support gender equality work.
- Gender recruitment targets have been set for all three Services.

Fig: 01 Graphical Representation of Gender NZDF

- Defence Recruiting Organisation have undertaken a substantive external review of their processes to identify and mitigate barriers to women in the recruitment process.
- Progress is being made in developing and supporting Employee-Led Networks through the Gender Equality Network.

Future Focus

- The implementation of a number of attraction and recruiting initiatives aimed at females.
- Establishment of a gender representation directive for all senior decision making boards.
- Enhanced reporting on gender participation on service boards and leadership teams.
- Development of a gender participation strategy for leadership activities.
- Progress reporting of Wāhine Toa strategic activities against the WEPs.
- Development of a flexible working work plan and Working Group to progress *change*¹.
- Elimination of gender bias in our processes and systems.
- Growing the numbers of women participating in NZDF mentoring schemes (as both mentors and mentees).
- NZDF is committed to preventing harmful and inappropriate behaviour through its OP RESPECT programme.
- Inclusion of ethnic pay gap reporting in the NZDF Gender Pay Gap Report.

¹ NZDF has a flexible working policy but is seeking to raise awareness and uptake of flexible working where it is sought and where roles allow.

1.0 Women in NZDF Report

The Women in the NZDF Report is an annual report, and provides transparency around the participation of women in the NZDF. This information is provided as part of the NZDF commitment to measure and report on progress towards gender equality under the United Nations Women's Empowerment Principles (WEPs). It also forms part of the Wāhine Toa Programme strategy to annually benchmark progress that has been made over the reporting period. The report is published externally on the New Zealand Defence Force website. The report includes NZDF's gender-related strategic initiatives and highlights both successes and areas requiring further effort. This report describes NZDF progress towards enhancing the participation of women over the period 01 July 2019 – 30 June 2020.

This is the second Women in NZDF report produced by the Directorate of Diversity and Inclusion. The specific focus of this report is on military women (i.e. women in uniform). The intent is for the report to be extended next year (2020/2021) to include further reporting on Civil Staff data.

2.0 Demographic Representation of Women in NZDF

2.1 Total Organisational Representation

As at 30 June 2020, the total number of NZDF members (including Civil Staff) was 15,232, and of this around a fifth (24%) were females.

Service	Female	Male	Total
RNZN	25.0% (n=703)	75.0% (n=2108)	(N=2811)
NZ ARMY	14.4% (n=924)	85.6% (n=5491)	(N=6415)
RNZAF	20.8% (n=589)	79.2% (n=2238)	(N=2827)
CIVIL STAFF	45.5% (n=1446)	54.5% (n=1733)	(N=3179)
Total	24.0% (n=3662)	76.0% (n=11570)	(N=15232)

Table 01: Gender Representation NZDF – 30 Jun 20

2.2 NZDF – Regular Force

The total number of Regular Force (not including Civil Staff) was 9,447. The breakdown by Service (Regular Force) is shown below.

Service	Female	Male	Total
RNZN	25.5% (n=579)	74.5% (n=1689)	(N=2268)
NZ ARMY	14.0% (n=648)	86.0% (n=3989)	(N=4637)
RNZAF	20.3% (n=517)	79.7% (n=2025)	(N=2542)
Total	18.5% (n=1744)	81.5% (n=7703)	(N=9447)

Table 02: Regular Force Gender Representation NZDF – 30 Jun 20

2.3 NZDF – Reserve Force

NZDF has a Reserve Force (ResF) of 2,606 members, of this just under a fifth (18%, n=472) are female.

Service	Female	Male	Total
RNZN	22.8% (n=124)	77.2% (n=419)	(N=543)
NZ ARMY	15.5% (n=276)	84.5% (n=1502)	(N=1778)
RNZAF	25.3% (n=72)	74.7% (n=213)	(N=285)
Total	18.1% (n=472)	81.9% (n=2134)	(N=2606)

Table 03: Reserve Force Gender Representation NZDF – 30 Jun 20

Dashboards for NZDF and single Services are included as Annexes A-D providing further information on gender representation by trades and ranks.

2.4 Gender and Ethnicity

The table below shows the number of females within each of the Services by ethnicity in the Regular Force². Personnel can record up to three ethnic preferences they identify with. The data presented is reflective of personnel declaring multiple ethnicities³.

MĀORI	RNZN	NZ ARMY	RNZAF	Total
Female	31.1% (n=180)	25.3% (n=164)	13.0% (n=67)	23.6% (n=411)
Male	17.9% (n=303)	18.9% (n=753)	6.9% (n=139)	15.5% (n=1195)

PACIFIC PEOPLES	RNZN	NZ ARMY	RNZAF	Total
Female	9.7% (n=56)	4.9% (n=32)	2.3% (n=12)	5.7% (n=100)
Male	6.0% (n=101)	6.2% (n=246)	3.0% (n=61)	5.3% (n=408)

NZ EUROPEAN	RNZN	NZ ARMY	RNZAF	Total
Female	55.3% (n=320)	58.8% (n=381)	68.1% (n=352)	60.4% (n=1053)
Male	63.6% (n=1074)	62.7% (n=2501)	70.5% (n=1427)	64.9% (n=5002)

EUROPEAN	RNZN	NZ ARMY	RNZAF	Total
Female	11.1% (n=64)	14.2% (n=92)	16.8% (n=87)	13.9% (n=243)
Male	16.0% (n=271)	13.0% (n=518)	17.8% (n=360)	14.9% (n=1149)

ASIAN	RNZN	NZ ARMY	RNZAF	Total
Female	1.2% (n=7)	0.9% (n=6)	2.3% (n=12)	1.4% (n=25)
Male	2.8% (n=48)	2.5% (n=98)	4.0% (n=82)	3.0% (n= 228)

OTHER ⁴	RNZN	NZ ARMY	RNZAF	Total
Female	4.8% (n=28)	4.9% (n=32)	4.4% (n=23)	4.8% (n=83)
Male	3.8% (n=64)	5.0% (n=199)	5.5% (n=111)	4.9% (n=374)

Table 04: Gender and Ethnicity Representation NZDF – 30 Jun 20

A greater proportion of women are Māori across all Services in the Regular Force compared to the proportion of men who identify as Māori. Additionally, Navy appear be attracting and retaining a higher proportion of Pacific People than Air Force or Army. Overall, our Regular Force women are ethnically more diverse than their male counterparts.

² The percentages reflect the ethnic group percentage for that gender in that service (i.e. the denominator is the total number of Regular Force women in the service).

³ Multiple responses mean that total percentages are greater than 100%.

⁴ 'Other' includes MELAA, Not elsewhere included, and Other responses within the ethnicity dataset.

3.0 Wāhine Toa Programme

3.1 Programme Overview

Wāhine Toa⁵ is a programme of work designed to enhance the participation of women in the NZDF and sits within the Directorate of Diversity and Inclusion (DDI). Wāhine Toa was developed from the 'More Military Women' programme initially established in 2014. The programme was implemented to achieve the recommendations from the Ministry of Defence Equity Review.⁶

There are 25 recommendations from the Equity Review, which along with the WEPs form the basis of the work plan for Wāhine Toa. As an organisation, the NZDF continues to work through the recommendations. The Wāhine Toa Programme works closely with the single Services to drive progress in women's representation and development. Current areas of work focus on the promotion of flexible working, supporting employee-led networks, reducing unconscious bias, and aligning progress of work effort across NZDF.

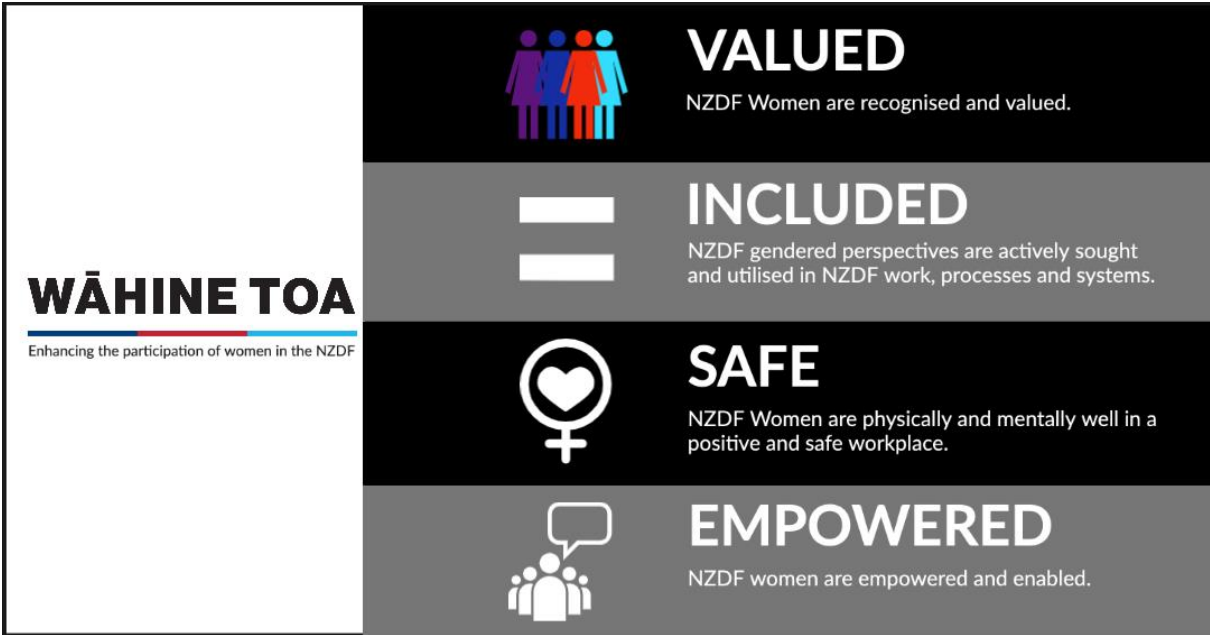


Fig: 02 Wāhine Toa Programme Purpose

⁵ Wāhine Toa translates to *strong women* or *female warriors*.

⁶ The Equity Review is the 2014 Ministry of Defence review titled "Maximising opportunities for Military Women in the NZDF".

The Wāhine Toa Programme has four key areas of focus (Attract, Recruit, Retain, and Advance) which are supported by Senior NZDF Leadership through a range of strategic activities. These focus areas are depicted in the graphic below (Fig 03.). This report will discuss the progress made in each of these areas over the last twelve months.⁷

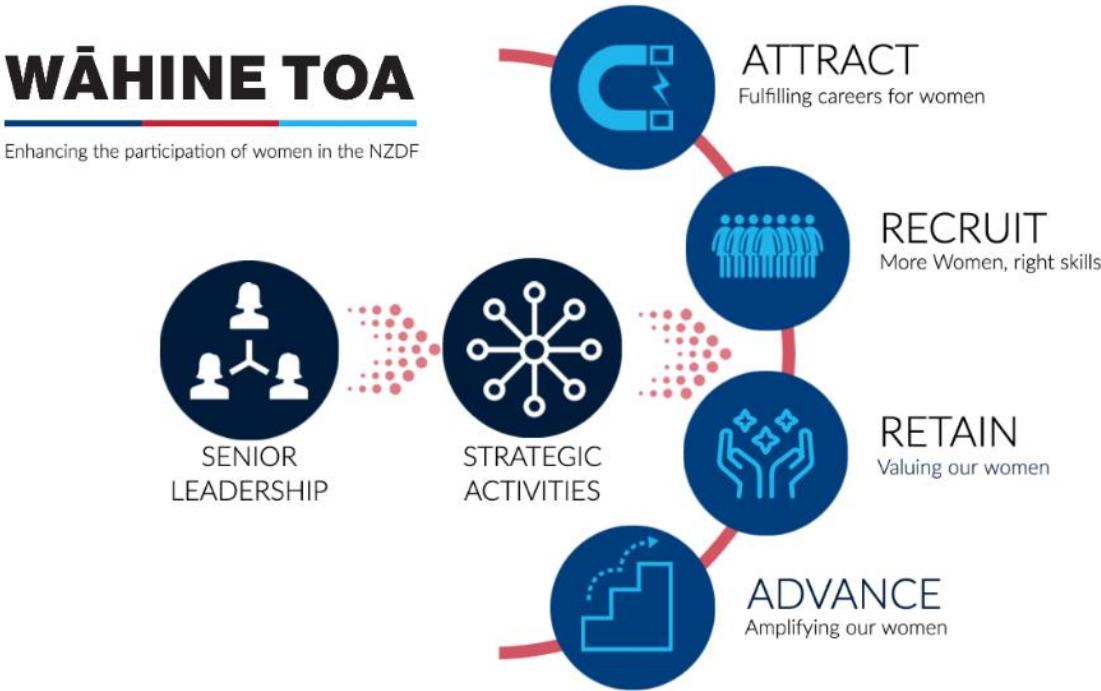


Fig: 03 Wāhine Toa Workstream

3.2 Adoption of the United Nations Women’s Empowerment Principles (WEPs)

On 11 March 2020, as part of the NZDF recognition of International Women’s Day, the NZDF formally adopted the WEPs. This adoption demonstrates the NZDF’s commitment to progressing gender equality and empowering women at work.

Established by UN Global Compact and UN Women, the WEPs are informed by international labour and human rights standards. The WEPs provide a ‘gender lens’ for the NZDF and a framework for promoting and advancing gender equality across the organisation. The WEPs framework ensures women and men’s experiences and concerns are integral to the development of policies, practices, and actions.

⁷ July 2019 – June 2020.

There are seven principles included in the WEPs framework. These principles are linked to a comprehensive list of strategic outcomes for organisations to pursue which link most closely to the Wāhine Toa themes of 'Retain' and 'Advance'.

WOMEN'S EMPOWERMENT PRINCIPLES EMPOWERMENT PRINCIPLES WOMEN'S PRINCIPLES EQUALITY MEANS BUSINESS

1 Establish high-level corporate leadership for gender equality.

2 Treat all women and men fairly at work – respect and support human rights and nondiscrimination.

3 Ensure the health, safety and well-being of all women and men workers.

4 Promote education, training and professional development for women.

5 Implement enterprise development, supply chain and marketing practices that empower women.

6 Promote equality through community initiatives and advocacy.

7 Measure and publicly report on progress to achieve gender equality.

UN PHOTO/STEPHANE HOLLIVAN

THE GLOBAL COMPACT **United Nations** Global Compact

UN WOMEN
United Nations Entity for Gender Equality and the Empowerment of Women

Fig: 04 United Nations Women's Empowerment Principles

The adoption of the WEPs framework provided an opportunity for NZDF to both review and realign its progress towards gender equality. These principles now underpin the gender diversity work within the Wāhine Toa programme and across the single Services.

3.3 Programme Review

In February 2020 Wāhine Toa reviewed NZDF's progress against the original recommendations from the NZDF Equity Review. As a result of this work a revised set of strategic outcomes was developed which also incorporated the WEPs. This new framework was collaboratively developed with input from the single Services, and will enable outcomes identified from the benefits mapping process (single Service and HQNZDF) to be captured in a consistent and measurable manner.

The subsequent framework identified five key recommendation areas (from the NZDF Equity Review) where NZDF has continued to improve the conditions for women in NZDF, these are as follows:

- **Family Friendly Policies:** The Breast-Feeding policy was significantly updated in 2018 to align with contemporary practice and provide better support for women returning to work post-partum. Additionally, Army (with input from DDI) has recently developed a guidebook providing parental information which was released in July 2020. This was shared with RNZN and RNZAF.
- **Flexible Employment Opportunities (FEO):** NZDF has a flexible working policy and an implementation guide on FEO was developed in 2019. Additionally, some work has been done to shape the culture and expectations of both leaders and staff engaging in FEO. It should be noted that there are ongoing opportunities to further accelerate FEO within NZDF (and these will be advanced as part of NZDF's gender pay gap action plan and WEPs work).
- **Female Representation on Boards:** This directive was implemented in 2019 and directs that all decision-making boards include at least 30% women. This directive is still to be formally endorsed by the NZDF Executive Committee, however has been informally endorsed by the single Services in principle, and the intent is to apply this across the majority of boards within NZDF. The updated work plan has identified a task to review the implementation of this directive to ensure it is not creating a burden for women in the Services.
- **Female Representation on Deployment:** NZDF has continued to meet commitments to New Zealand's National Action Plan to support the implementation of UNSCR 1325⁸ and has made progress towards building greater capability through trained Gender Advisors and Focal Points.
- **Implementation of Op Respect:** This includes the implementation of enhanced systems, processes, practices, and policy to address incidents of sexual violence and raise awareness about sexual assault and our responsibilities for prevention and response. Whilst there is still work to be done within the Op Respect programme, NZDF has made progress since its establishment in mid-2016⁹.

Over the last year there have been several key areas where NZDF has been successful in initiating change to support gender equality. This progress is discussed throughout the remainder of this report.

⁸ This includes meeting the requirements for the UN Quota of 15% women in UN Deployments.

⁹ The Ministry of Defence commissioned a report on Op Respect in early 2020 (authored by Debbie Teale and Dr Carol MacDonald). This report was released in Jul 2020.

4.0 Senior Leadership

4.1 Vocal support for gender participation and diversity from Senior Leadership

The NZDF senior leadership has clearly vocalised a requirement for greater diversity and gender participation and has been active in supporting both the Directorate of Diversity and Inclusion and Wāhine Toa initiatives. A clear example of this is the International Women's Day celebration and adoption of the WEPs held at Premier House. This is a significant milestone for NZDF, where CDF on behalf of NZDF made a public commitment of accountability for advancing gender equality. Additionally, current messaging from Service Chiefs positioning gender equality as a priority supports a promising step-change for NZDF.

4.2 Resourcing of effort

The NZDF has continued to support the resourcing of Wāhine Toa through the provision of a military staff officer position¹⁰ within DDI. This has enabled considerable work to be undertaken both at the pan-NZDF level and within the single Services. This has included the provision of a Civil Staff member on fixed term contract for a period of 12 months. Additional strategic resourcing has enabled greater capability to capitalise on momentum and support grass roots initiatives. It has also further ensured continuity of programme work which has previously been affected due to military staff turnover and posting cycles.

Recently, the commitment to improve gender equality within the NZDF has been demonstrated via the provision of Gender Participation Leads being appointed within each service¹¹. This includes:

- RNZN - 1 x CDR FTE (appointed in Mar 20).
- NZ Army - 1 x LTCOL FTE (appointed Aug 20).
- RNZAF - 1 x SQNLDR 0.8 FTE. This position has been established since 2017¹².

4.3 Gender Representation on Senior Decision Making Boards

Work is underway within NZDF to formalise the requirements for gender representation on boards and within decision making forums. In June 2019, the Chief People Officer informed the NZDF Board of the NZDF intent to implement a 30% gender representation target on all major decision making boards. This initiative is aimed at providing a gendered perspective to help remove bias, consider gender implications in decision making, provide visible leadership role models and commitment to the gender programme, and provide opportunity for senior women to develop skills in these areas. Due to delays as a result of COVID-19 the proposed paper was reprioritised and is planned to be presented to the NZDF Executive Committee in the 2020/2021 FY.

¹⁰ This position is a LT COL (E).

¹¹ The NZDF Response to the 2018 MoD review (Military Women: A Stocktake of Recommendations) signalled a level of resourcing required to achieve the recommendations, this included a FTE gender representative for each service, in addition to Wāhine Toa resourcing. This level of resourcing has yet to be met.

¹² This role is a Diversity and Inclusion role (i.e. not solely supporting Gender Equality).

The responsibility for gender representation on Service specific boards rests with Service Chiefs (as noted in DFO3 below):

The composition of each Service career board is to be determined by the respective Service Chief (or delegate). Service Chiefs are to ensure that the board composition is a diversified board (on a gender basis)¹³.

NZ Army is the only service to date to have provided a targeted directive regarding gender representation. The Chief of Army has directed that 30% gender diversity is to be maintained on all Army Boards and Committees in decision-making roles¹⁴.

Gender representation data for membership on key NZDF decision making boards is presented in Table 05 below. A detailed breakdown of representation for each meeting is included in Annex H.

Board	# Meetings held (Jul19-Jun20)	Average % Male	Average % Female
NZDF Board	5	86.8%	13.2%
Executive Committee	17	75.5%	24.5%
Outputs Committee	6	100%	0%
Organisation Committee	12	82.1%	17.9%
Risk and Assurance Committee	5	82%	18%
Navy Leadership Board	7	49.4%	50.6%
Army Leadership Board	7	66%	34%
Air Force Leadership Board	6	72%	28%

Table 05: Gender Participation in Senior Decision Making Boards

In the next reporting period research will be conducted into the impact this initiative is having on work equity for senior women in the NZDF, as it has been noted that the drive to have more women on decision-making boards has resulted in some senior women being asked to support significantly more governance boards than their male counterparts, resulting in increased work inequity. It is important to note that the gender representation on boards proposal was not intended to be fulfilled solely by NZDF Regular Force women, it was intended that in addition to Regular Force women other women (e.g. reservists, Civil Staff, ex-serving personnel, academics and other female experts) were utilised.

¹³ Para 11.1.74

¹⁴ Commitment to NZDF Board (Dec 19) and CA Comd Dir FY20/21 dated 1 July 20 para. 9 c (4).

4.5 Senior Leadership - Service Initiatives

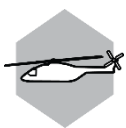


Navy: Senior leadership have made a firm commitment to increasing Navy's gender participation to 30% by December 2025. This has been formalised through the development of a Navy Gender Strategy and associated strategic benefits map and acknowledging the commitment to achieving a more gender inclusive workforce. The benefits map includes 31 initiatives to deliver on this goal. Chief of Navy (CN) has also appointed a Strategic Women's Advisor¹⁵ (SWA) in recognition of needing a gendered input separate from the formal leadership structure. The SWA provides CN with a gendered perspective and input into decision making from the women across the RNZN. The Navy has committed to having 30% gender diversity on strategic decision making boards, and have also implemented gender neutral grooming and dress standards¹⁶.



Army: The NZ Army has commenced a number of key activities and identified areas of work conducted in the past six months including:

- Direction for career and decision making board representation to include 30% female representation.
- Supporting several bodies of research including contemporary research into the experiences of women.
- Conducting a deep dive into women in combat - as a pre-cursor to a broader piece of work that has now been commissioned between Army and Massey University (three year study).
- Attraction initiatives are being implemented in conjunction with Defence Recruiting Organisation.
- Establishment of gender targets for trade groups and the Tertiary Education Scheme¹⁷.
- Several tactical initiatives to support greater inclusiveness and support to women including a comprehensive parental support guide.



Air Force: RNZAF Senior leadership has identified a number of leadership commitments towards enhancing the participation of women. These include:

- Increase female representation to 25% by December 2025, adopting a combined approach¹⁸ to achieving this goal.
- Provide resources to support to Defence Recruiting Organisation in attracting and recruiting more women, particularly those with STEM interests.
- Provide specific trade marketing to female audiences.
- Continue to foster an inclusive and discrimination free environment that enables advancement and supports increased retention of our future female leaders.

¹⁵ This SWA role is a supernumerary role.

¹⁶ These standards relate to aspects such as hair length and enable both men and women to have long hair which is maintained (or cut/tied up) in a similar manner.

¹⁷ These targets are discussed in section 7.2 of this report.

¹⁸ The strategy includes setting individual trade targets to ensure growth in currently under-represented trades as well as achieving overall organisational growth.

5.0 Strategic Activities

5.1 Wāhine Toa Programme Activities

The Wāhine Toa Programme is responsible for supporting and delivering on a wide range of activities across the NZDF. The scope of key programme activities is shown below in Fig 05. These activities are also reflected in the wider gender work-plan that encompasses the work being done by portfolio holders, single Services, and the centre. Information relating to key strategic activities progressed during the 2019/2020 FY is presented.

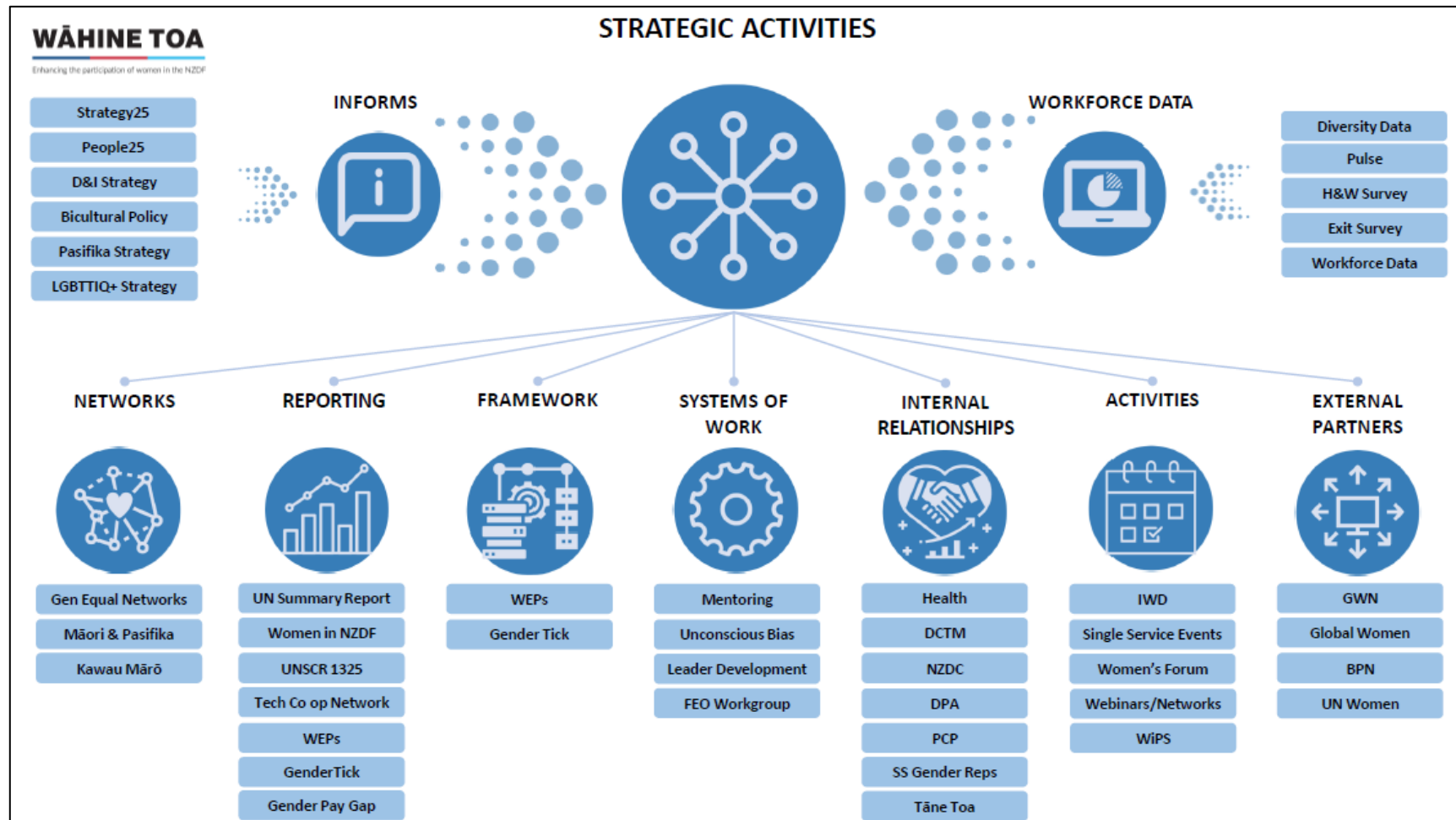


Fig: 05 Wāhine Toa Strategic Activities

5.2 Gender Pay Gap

The gender pay gap is a high level indicator of the difference between men and women's earnings¹⁹. Te Kawa Mataaho (Public Service Commission) reports the Gender Pay Gap (GPG) using average (mean) pay. This approach differs to Statistics New Zealand approach of using the median pay gap for the entire workforce (i.e. the middle point of which half the workforce earns more, and half earns less²⁰). The Te Kawa Mataaho (Public Service Commission) Gender Pay Gap and Pay Equity Taskforce recommends calculating both the mean and median earnings in order to understand the gender pay gap.

As at 30 June 2020, the overall gender pay gap (GPG) (mean salary) for NZDF was 6.3%; when calculating the GPG using the median salary the overall NZDF GPG is 7.7%. The Regular Force GPG (mean salary) was 5.2%; this has remained relatively static over the last five years (and is slightly decreased from 2015 when it was 5.7%; refer to Fig 06 below). The Civil Staff GPG (mean salary) was 14.4%. The Civil Staff GPG has reduced year on year from 19.1% in 2015 as shown in Fig 06 below.

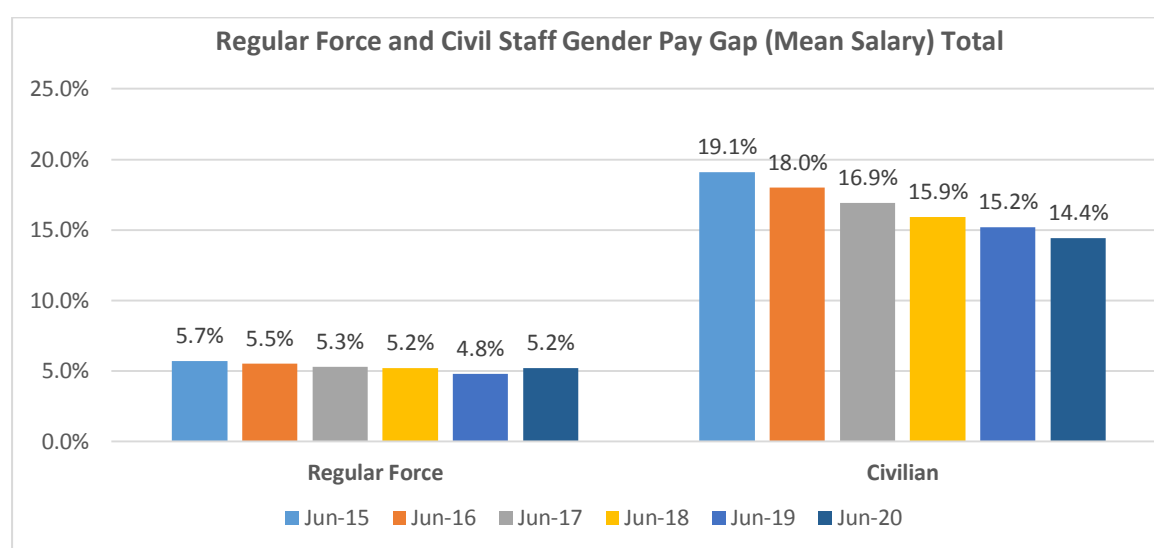


Fig: 06 Regular Force and Civil Staff gender pay gap 2015-2020

Within NZDF, Regular Force women and men are paid equally for the same occupation, rank level and tenure. Gender discrepancies (i.e. a vertical gender pay gap) are due to structural factors and not pay inequity. For Regular Force, the GPG is impacted by the trade sector that personnel are employed within (i.e. more women are in the lower paid trade sectors relative to men, and more men are in the higher paid trade sectors). For Civil Staff, the GPG is impacted by having more women in junior staff roles and more men in team leader, management and senior management roles.

The Civil Staff GPG is higher than the Regular Force GPG, there are some key differences in the remuneration approach for military and Civil Staff, as follows:

- Negotiation (and associated potential bias) is removed from the Military pay bands (e.g. starting salaries are fixed and progression within the pay band is based on completion of courses, time etc.)

¹⁹ <https://women.govt.nz/work-skills/income/gender-pay-gap>

²⁰ <https://ssc.govt.nz/our-work/workforce-data/gender-pay-gap-comparison/>

- There is greater potential for bias within the pay grades for Civil Staff as they negotiate their starting salary and (unlike Regular Force personnel) annual remuneration reviews are performance based.

NZDF has developed a Gender Pay Gap Action Plan. A key initiative of this plan for the 2020/2021 reporting year is to investigate and report on the ethnic pay gap. This will provide greater insight into the impacts of intersectionality on the NZDF pay gap.

5.3 Inclusion of Gendered Perspectives and Gender Based Analysis

Contemporary organisational practice regarding bias has widened to consider the inclusion of gendered perspectives and gender-based analysis approaches to mitigate both individual and group unconscious biases.

During the reporting period Navy undertook research to investigate the suitability of GBA+²¹ for Navy (and NZDF). GBA+²² is an analytical process developed by Status of Women Canada which takes an intersectional approach to promote equality. The 'plus' acknowledges that an intersectional approach will include other factors such as race, ethnicity, religion, age, mental or physical disability, education, sexual orientation, income, culture, and geography will be considered (Fig 07).



Fig: 07 GBA+ Intersectionality Approach (Status of Women Canada, 2018)

The use of GBA+ can help in addressing systemic issues present in the organisation that may be impacting diversity. It also highlights the importance of an individual to be able to identify how their own perspectives and background can impact the work that they do on policies, processes and initiatives, and how this reflects on others. Recommendations from this research report will be available in the 2020/2021 reporting year.

Wāhine Toa has led discussions with NZDF Directorate of Psychology, the NZDF Organisational Research and Ethic Committee, and Organisational Development to consider ways in which gendered perspectives can be included in the research and reporting conducted by these workgroups. This includes:

²¹ Consideration of the 'Bringing Gender In' tool developed by the Ministry of Women was also provided in the research report. <https://women.govt.nz/gender-tool>

²² <https://cfc.gc.ca/gba-ac/s/index-en.html>

- Consideration of gender when developing research proposals, selecting consultation groups, and determining research or reporting populations.
- Collecting data on gender groups, including statistical analysis by gender as part of normal reporting practices.
- Compulsory inclusion of a section within the discussion or summary of reports on the considerations and impacts for different gender groups.
- Access to subject matter experts from the Directorate of Diversity and Inclusion to support researchers during development of research and reports.
- Support in developing resources to effect this change and support researchers.

These initiatives will be further developed as part of the Wāhine Toa work plan in 2020.

Within the operational deployment space, in 2020 an updated Women, Peace and Security module was included in the NZDF Joint Operations Planning Course to better embed gender perspectives in the planning and execution of NZDF operations and exercises. Over this reporting period the NZDF trained a further 6 new gender advisors through attendance at courses run by international training centres and partner militaries (raising the total number to 12). The NZDF is also currently in the final stages of development for its own Gender Focal Point Advisor training course to be run in New Zealand at the end of this year.

5.4 GenderTick™

NZDF are currently applying for accreditation for the GenderTick™. Similar to the RainbowTick™, the GenderTick™ accreditation is a framework that provides an external benchmark for organisations to report progress in advancing gender equality. The GenderTick™ programme also seeks to address factors which drive the gender discrimination and perpetrate the gender pay gap. These factors include; flexible working arrangements, career development pathways, workplace culture and sexual harassment in the workplace. This accreditation will build on the work of the Wāhine Toa and Tāne Toa²³ programmes and continue to progress momentum towards gender equality in the NZDF.

5.5 Gendered Perspectives in Training

The New Zealand Defence College (NZDC) has developed a revised command philosophy regarding business practices that support greater flexibility at work and during the conduct of training courses within NZDF. Wāhine Toa has contributed to this discussion and recommended an alignment to the WEPs to further support these guidelines. NZDC are proactively implementing and supporting change to support greater opportunities for diversity and inclusion in training.



This has extended to the introduction of a newly refurbished Caregivers and Privacy Space at the Hokowhitu campus, named 'Te Waahi Whakamaaria o Hokowhitu', to provide a calm and welcoming area for caregivers to use, to support mothers during the Breastfeeding Support Period (and beyond), and a place for reflection or time out.

Fig: 8 Te Waahi Whakamaaria o Hokowhitu

²³ Tāne Toa (meaning male warrior or strong man) is a programme of work aimed at valuing men in an inclusive NZDF.

5.6 Flexible Employment Opportunities (FEO)

In March 2019 NZDF released a guide called 'Flexible Working in the NZDF - Explore the possibilities' to support both staff and managers to have conversations about, and make decisions regarding, flexible employment²⁴. During the last reporting period progress in this space continues to be made with ongoing discussions within the People and Capability Group about opportunities to promote flexible working. The COVID-19 lockdown provided an opportunity for NZDF to pilot different working approaches, and created urgency around the provision of resources (such as login tokens) that facilitate remote working. Over the next reporting period a working group will be established to further progress NZDF flexible working culture. This work will leverage the reporting metrics provided in the WEPs.

5.7 Single Service Culture Reviews

Over the last 18 months the Directorate of Diversity and Inclusion (DDI) has worked with single Services to identify aspects of organisational culture that remain barriers to progressing gender equality. This has been initiated through Cultural Audits (environmental scans) on camps and bases, and through focus group work with the WIRES²⁵ board in Army (co-chaired by DDI and 1 (NZ) BDE). The last 12 months has also seen an increased focus from Services to critically analyse their organisational culture and attitudes about gendered experiences. This preparedness to challenge the underlying assumptions, artefacts and practices of our organisation are necessary to support the desired NZDF outcomes of increased gender participation and equality.

5.8 Updating online systems

Significant progress has been completed to update the document management and online presence of both Wāhine Toa and NZDF gender networks. This has included the centralisation of documents from across the three Services, More Military Women Programme, and a range of previous document folders and ILP sites. The refreshed Wāhine Toa DDMS and ILP sites provide a single searchable location for all work, projects, and references relating to gender specific initiatives. This information can be accessed from the internal ILP <http://orgs/sites/wdsg/Pages/WahineToa.aspx>

²⁴ This was developed by the Directorate of Diversity and Inclusion and is available on the Defence HR toolkit (on the intranet).

²⁵ WIRES stands for Well, Included, Respected, Enabled and Safe (outcomes sought for personnel).

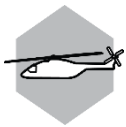
5.9 Strategic Activities - Service Initiatives



Navy: RNZN has developed and formalised a strategic benefits map to deliver on a more gender inclusive Navy in order to achieve the initial target of increasing gender participation to 30% by 2025. This sits alongside the three other strategic benefits maps within the Navy People strategic goal. This gender benefits map has 31 initiatives that sit across four work streams of: attraction, recruitment, retention, advancement and environment and is aligned to both the Wāhine Toa programme of work as well as the WEPs framework. A dedicated programme manager has been appointed to lead the programme of work.



Army: NZ Army has established and resourced the 'Gender Inclusive Army' Project which was directed and currently has oversight by the Army Leadership Board. Army has supported this work by developing the Army Gender Inclusion Benefits Map which identifies key work streams that sit across the five streams of development and advancement, environment, attract, culture and retain. As with the Navy initiative, this work is aligned to both the Wāhine Toa programme of work as well as the WEPs framework. This structure and resources will help ensure Army prioritises the most important initiatives for best effect. This project has high level leadership support and oversight.



Air Force: Alongside the organisational goal of achieving 25% females by December 2025, RNZAF has recognised the need to ensure increases in female numbers occur within particular trade groups that are currently under-represented by women; namely operational and technical roles. Specific female trade targets have been set in these much needed areas to drive growth. A strategy and workplan combining both these organisational outcomes and specific trade outcomes has been developed. The initiatives of this workplan sit across the five work streams; senior leadership, attract, recruit, retain and advance, and are aligned to the WEPs framework.

6.0 Attraction

6.1 Research

Defence Force Recruiting has commissioned dedicated and ongoing research to identify the motivators and barriers to young women considering a military career. By better understanding the attitudes and aspirations of 18-24 year old females towards personal development, education and career options we can address negative perceptions and inform them of the benefits of career in the Defence Force. This research has directly impacted the style and messaging of the Defence Force's recruiting content to make it more relevant and attractive to females.

This has been achieved by:

- Increasing the representation of females in NZDF recruiting content, with the majority of all new content featuring a greater proportion of women than men. Research conducted has shown this change has had a positive impact on female perceptions with no negative impact on male perceptions.
- Developing recruiting messaging that directly appeals to females and their barriers and perceptions about a career in the NZDF. Examples of this include the 'Lives With Purpose' video series.
- Allocating more funding to target content across digital channels towards female audiences, resulting in more women having visibility of the messaging.

A separate piece of research has also been conducted focussing on STEM education and career options, including the views of young women.

6.2 Female attraction and engagement initiatives

Increasing the awareness of young women (and their influencers²⁶) of the career opportunities within the NZDF requires a number of attraction and engagement touchpoints to de-mystify, personalise and normalise Service life. Raising awareness is intended to increase the propensity to commence and complete the NZDF recruiting journey. The attraction and engagement touchpoints are provided through a range of activities including:

- Increasing the focus on females in general engagement material and advertising.
- Holding female-focused experience days and careers expos.
- Linking female applicants with female Recruit Ambassadors in the Defence Force and the implementation of a mentoring scheme for female Army applicants.

The Defence Force is also developing a female-specific attraction campaign that will be in-market late 2020.

²⁶ Working with influencers is important to ensure that military careers are within their recommended consideration set when providing career advice.

6.3 Female registrations and applications

The research, attraction and engagement activities conducted by the Defence Force in the last 12 months has significantly increased the number of females who have registered and then applied as shown below²⁷.

	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Registrations	3978	3804	4116	5327
Applications	1561	1827	2020	2607

Table 06: Female Attraction numbers over the last four years

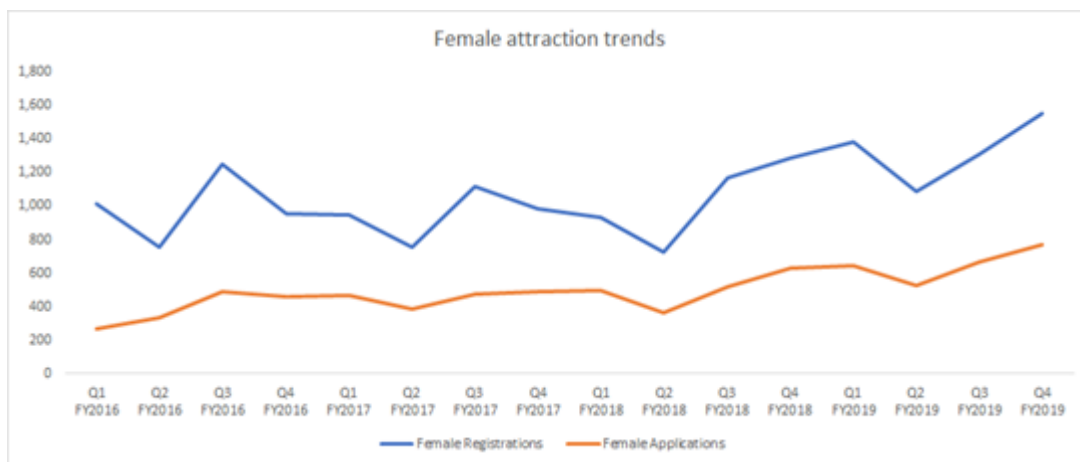


Fig: 9 Female registrations and applications by quarter FYs 16-19

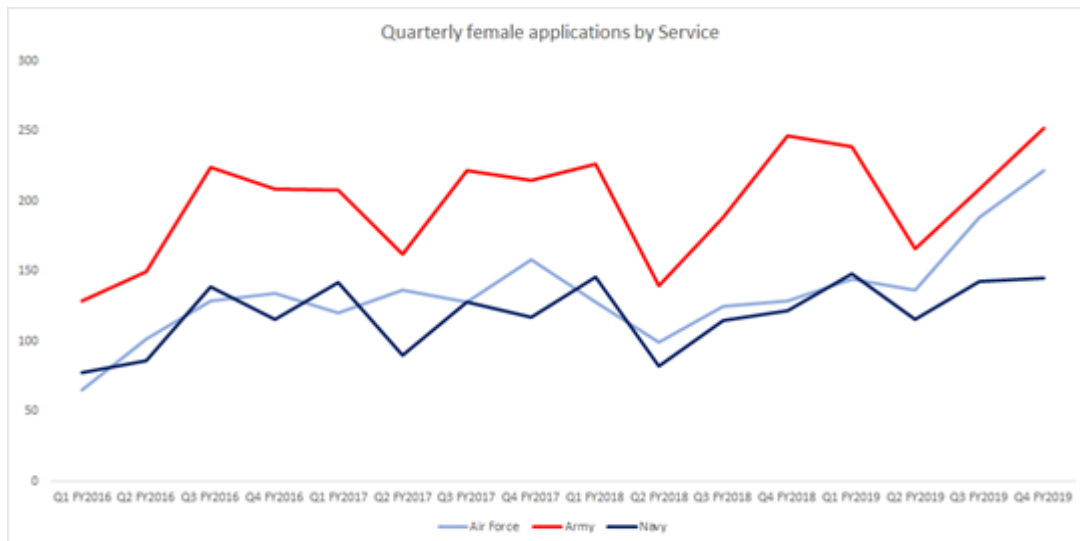


Fig: 10 Female applications by Service FYs 16-19

²⁷ COVID 19 may also have had an impact on applications to join.

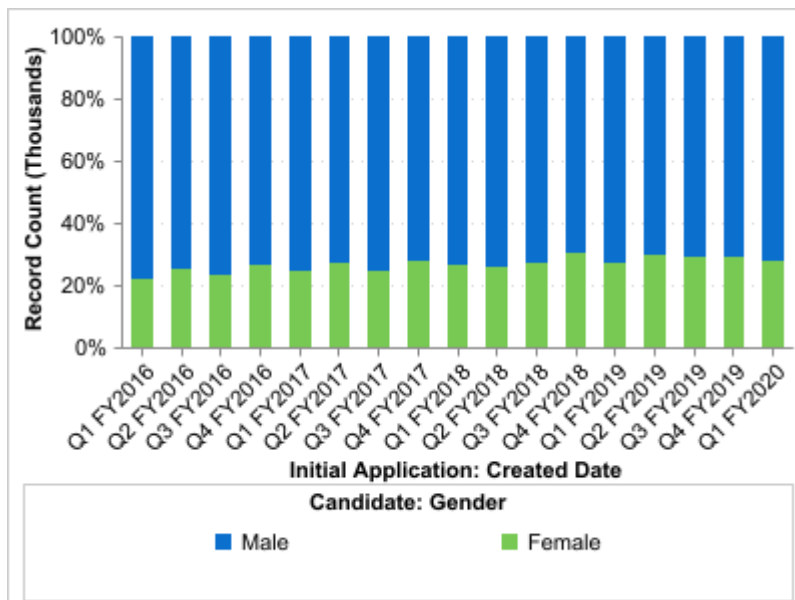


Fig: 11 Number of female applications as a percentage of all applications FYs 16-19

This data shows that more females are registering and applying to join the Defence Force and that they comprise a greater proportion of all applications. While it is acknowledged that female application statistics vary between Services and trades, a strong positive trend has been achieved in this year which will allow the Defence Force to focus on more specific targets in the coming year.

The total numbers of male and female registrations and applications by Service for FY 19/20 are shown below.

Registrations:

Service	Female		Male		Total
RNZN	35%	1138	65%	2078	3216
NZ ARMY	21%	1811	79%	6813	8624
RNZAF	32%	1283	68%	2674	3957
NOT SURE	40%	1223	60%	1826	3049
Total	29%	5455	71%	13391	18846

Table 07: Registration numbers by Service Preference for the 2019/2020 FY

Applications:

Service	Female		Male		Total
RNZN	35%	552	65%	1019	1571
NZ ARMY	21%	864	79%	3214	4078
RNZAF	35%	693	65%	1297	1990
ANY	33%	497	67%	994	1491
Total	29%	2606	71%	6524	9130

Table 08: Application numbers by Service Preference for the 2019/2020 FY

6.4 Recruiting Selection Processes

The Defence Force has identified and is implementing a new cognitive ability test. This is intended to improve the ability to identify and select those applicants with the greatest performance potential. The design and online delivery of the new test will result in a more equitable testing environment that will provide a more accurate assessment of the ability of female applicants and those from ethnic minorities. The anticipated delivery date for the new test is December 2020.

6.5 Recruitment - Service Initiatives

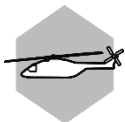
Single Services are responsible for attraction and engagement aspects of the recruitment continuum and continue to implement a number of initiatives to attract women into the NZDF. These initiatives include:



Navy: Key areas of focus are on positive and balanced marketing imagery, storytelling, investigating the implementation of the recruiting mentoring programme in to the Navy and supporting the Recruit Ambassador Programme. The Navy School to Seas programme has had a delayed introduction due to the impacts of the lockdowns related to COVID 19, but is due to be run for the first time in Dec 2020. In addition Navy has continued to ensure that there is 30% gender participation on selection boards.



Army: NZ Army will continue to support the Recruitment Ambassador Program and is developing a school-based engagement programme. The introduction of a Tertiary Education Scheme for junior officers has been approved and will commence in January 2021, and additional resources are being invested in to support engagement and attraction such as investigating the establishment of an Army Engagement Team in South Auckland.



Air Force: RNZAF are investing resources into targeted attraction based activities to support the increase in interest by women in a military career.

- The RNZAF Schools to Skies (S2S) programme²⁸ is now into its fourth year. To date, 14 S2S alumnae have been recruited as pilots, warfare officers, avionics technicians and aircraft technicians among other trades²⁹.
- Operation Tangata Kanorau (OP TK) engages with young people in school years 7–12, offering hands on learning experiences in aviation to introduce STEM based career options both within the RNZAF and outside.
- Air continue to expand its partnership programme with external organisations. These mutually beneficial relationships enable a wider reach into the community through existing partner networks.
- Air have increased the female presence in promotional content across social media channels. This will continue to grow to support the target of 25% females by 2025 strategy.

²⁸ A technical and aviation camp for females in school Year 13 who share an interest in STEM careers." www.schooltoskies.co.nz

²⁹ This only includes those alumnae who have enlisted (i.e. does not include those currently in the application process, waiting for an Offer of Service, or who have progressed into STEM tertiary education or apprenticeships).

7.0 Recruitment

7.1 Enlistments into the NZDF

The tables below display the number of women and men recruited into the Regular Force, Reserve Force and as Defence Civil Staff in during the 2019/2020 Financial Year³⁰.

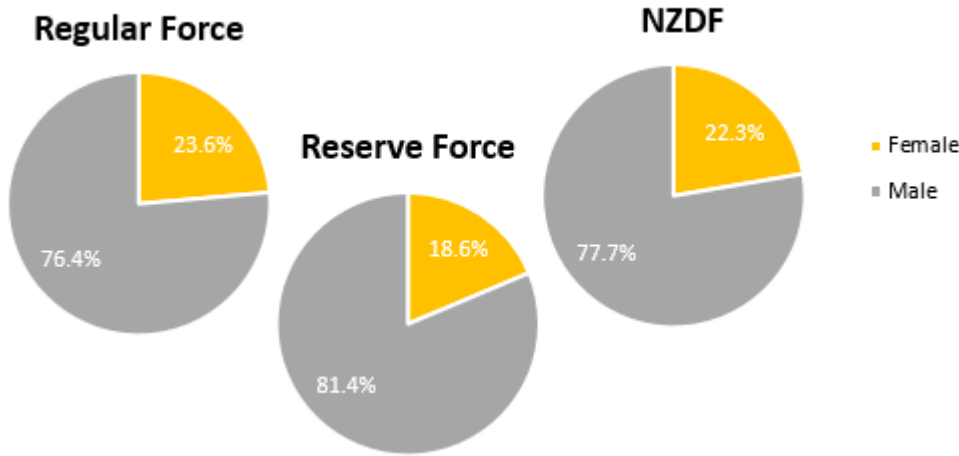
Regular Force:

Service	Female	Male	Total
RNZN	32.8% (n=89)	67.2% (n=182)	(N=271)
NZ ARMY	15.7% (n=68)	84.3% (n=365)	(N=433)
RNZAF	28.6% (n=53)	71.4% (n=132)	(N=185)
Total	23.6% (n=210)	76.4% (n=679)	(N=889)

Reserve Force:

Service	Female	Male	Total
RNZN	21.3% (n=13)	78.7% (n=48)	(N=61)
NZ ARMY	17.6% (n=39)	82.4% (n=182)	(N=221)
RNZAF	20.7% (n=6)	79.3% (n=23)	(N=29)
Total	18.6% (n=58)	81.4% (n=253)	(N=311)

Table 09: Enlistments for Regular Force by Gender



31

Employment Group	Female	Male	Total
Regular Force	210	679	889
Reserve Force	58	253	311

³⁰ Civil Staff and military recruitment were impacted due to the COVID-19 pandemic.

³¹ The NZDF pie chart shown here reflects the total Regular Force and Reserve Force enlistments for the reporting period. It does not include Civil Staff recruited.

7.2 Recruitment - Service Initiatives

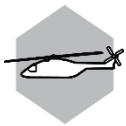


Navy: The RNZN has set a gender target of 30% women with a focus on STEM related trades and branches by 2025. To assist Navy with this target, trade specific targets have been set, focusing in particular on STEM related trades in the operational and technical branches. A project officer has been appointed to focus on supporting recruitment activities.



Army: The NZ Army has set targets with an aim to increase Army's overall female ratio from 14.3% to 17.1% by Jun 2025. This includes setting gender recruitment targets for all non-combat trades at:

- 40% Tertiary Education Scheme and New Zealand Commissioning Course.
- 25% Combat Support trades.
- 35% Combat Service Support trades.



Air Force: The RNZAF has set a gender target of 25% women, targeting specifically identified trades by 2025. RNZAF recognises that empowering and supporting quality applicants throughout their recruitment journey, keeping candidates engaged and preparing them for what is expected of them during the selection process is vital. A project coordinator has been appointed to improve engagement with candidates using the Recruiting Ambassador Programme (RAP)³². The RAP is used to connect servicewomen with prospects and candidates to offer support and guidance throughout their recruitment journey to achieve better outcomes.

³² The RAP is a programme whereby service personnel volunteer to support DRO with attract and recruit based activities.

8.0 Retention

This section examines retention by gender through the analysis of attrition from the organisation, as well as noting a number of activities NZDF has underway to improve retention.

8.1 Growth in the Representation of Women

Over the last 12 months we have seen a 5.6% (n=93) increase in female representation in the Regular Force. This can predominately be attributed to growth in representation within the Navy (9.9%) and Airforce (6.6%), while Army shows growth of 1.4%. Overall growth data for the Regular Force is presented for each service in Annex E-G.

The female Civil Staff workforce has seen an overall growth of 7.0% (n=95). This growth has mainly occurred in management roles (13.6%) and SME Team Lead level positions (20.5%) while senior management has seen growth of 3.0% (n=1) and Junior Staff 1.7% (n=15).

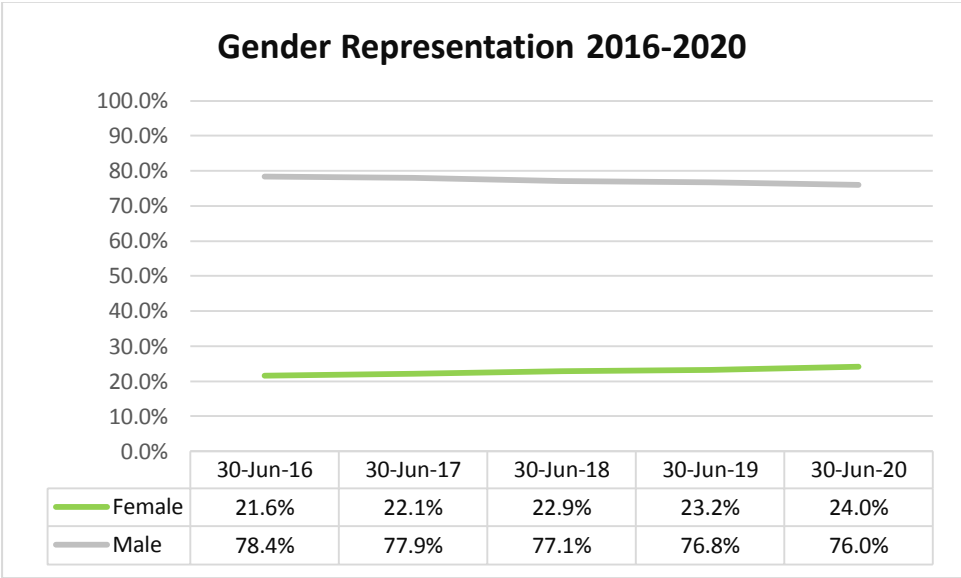


Fig: 12 Comparative Gender Representation from 2016-2020

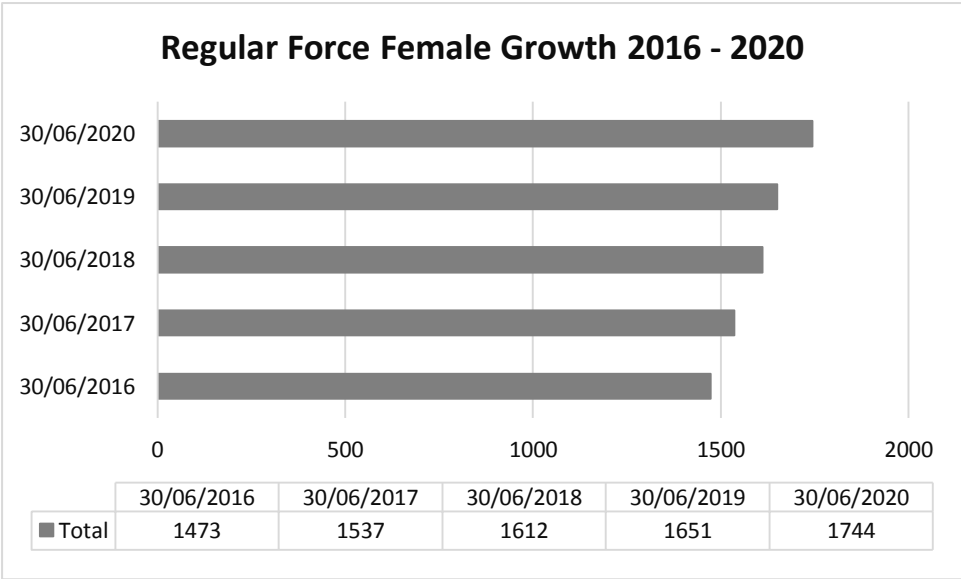


Fig: 13 Growth in Gender Representation from 2016-2020

8.2 Attrition

Regular Force female and male attrition has increased over the last 5 years. Female attrition peaked in 2018 at 9.1%, while male attrition peaked in 2019 at 9.5%. As at 30 Jun 20 Regular Force male attrition sits at 8.5%, this is higher than female attrition at 7.4%³³. Regular Force gender attrition by Service can be found in the dashboards to add further insight.

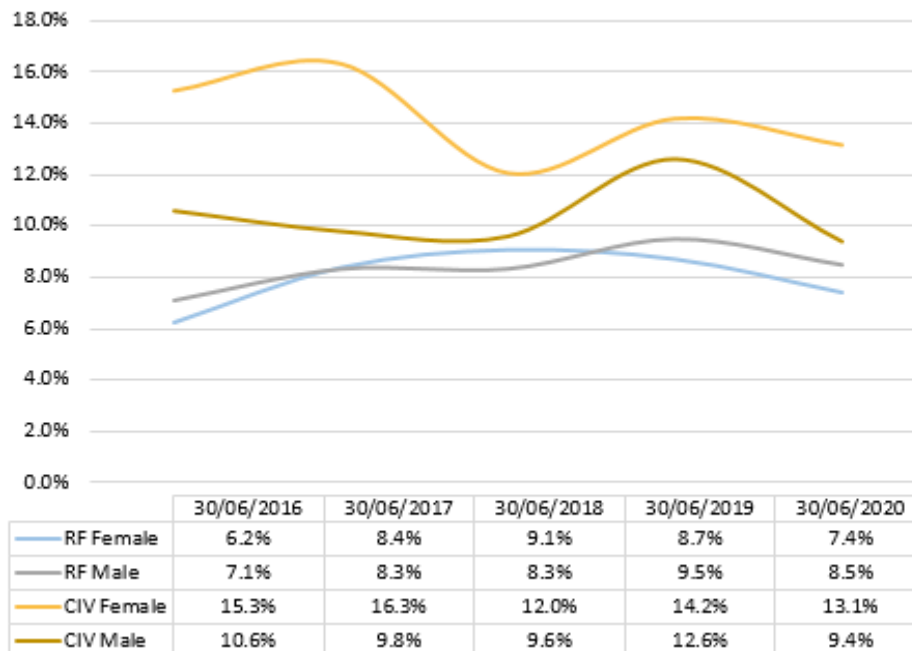


Fig: 14 Attrition for Regular Force and Civil Staff by Gender 2016-2020

8.3 Reasons for Leaving the NZDF

Members exiting the NZDF are asked to complete an Exit Survey to capture data about factors that are influencing employee decisions to leave. Between 1 July and 30 June 2020 there were 1484 members who exited the NZDF. The survey was completed by 583 members (177 female, 406 male; 403 uniformed staff, 180 Defence Civil Staff) indicating a 39% response rate. Identifying any gender differences in the reasons why members choose to leave can help NZDF to develop targeted strategies to improve retention. The top five reasons for leaving for females and males are listed below (Table 10.). The survey results also found that:³⁴

- 47% of females who leave responded to the survey compared to 37% of males.
- 51% of females cited 'Did not like how my career was being managed' as a reason for leaving, compared to 41% of men. This was the most common reason provided for leaving.

³³ Civil Staff female attrition is currently at 13.1% compared to Civil Staff male attrition (9.4%).

³⁴ Caution is required in generalising the findings given the small numbers of female respondents (additionally, note the data includes both regular force and civil members of NZDF). Note people are able to give multiple responses (i.e. reasons for leaving).

Female top 5 reasons for leaving	
Did not like how my career was being managed	51%
Not able to use my knowledge and skills	44%
Not able to get the training and development I need	36%
Do not have confidence in NZDF senior leadership	36%
Lack of teamwork and cohesion in my unit	35%

Male top 5 reasons for leaving	
Unable to manage family commitments	41%
Did not like how my career was being managed	41%
Not able to use my knowledge and skills	40%
Do not have confidence in NZDF senior leadership	37%
Not enough deployment opportunities	36%

Table 10: Attrition for Regular Force and Civil Staff by Gender 2016-2020

Items in the Exit Survey relating to discrimination, harassment and bullying showed that:

- Around a quarter (27%) of those who left (males and females) reported discrimination, harassment and bullying as a factor in them leaving.
- Consistent with the 2018/19 report, females were more likely than males to report discrimination, bullying and sexual harassment as being important factors in their reason for leaving the NZDF and more likely than males to report each of these reasons (dissatisfactory handling of a complaint, and career damage caused by a complaint) as important factors in their decision to leave the NZDF.
- Note – the data below is multiple response (i.e. one person can select multiple incidents).

Question	Females	Males	Variance
Bullied by my colleagues	22%	13%	9%
Bullied by my supervisor / leader	21%	15%	6%
Sexually harassed by NZDF personnel	2%	1%	1%
Discriminated against because of my gender	10%	6%	4%
Discriminated against because of my ethnic group	5%	4%	1%
Discriminated against because of my sexual orientation	1%	1%	0%
Discriminated against because of my religion	1%	1%	0%
Discriminated against because of my physical or mental health	8%	7%	1%
Complaint I made about harassment/bullying not handled to my satisfaction	14%	8%	6%
Complaint I made about harassment/bullying damaged my career	8%	5%	3%
Other	9%	6%	3%

Table 11: Attrition for Regular Force and Civil Staff by Gender 2016-2020

8.4 Demographic Data on the Proportion of Women Leaving the NZDF³⁵

Regular Force:

Service	Female	Male	Total
RNZN	20.9% (n=45)	79.1% (n=170)	(N=215)
NZ ARMY	13.8% (n=62)	86.2% (n=386)	(N=448)
RNZAF	15.5% (n=22)	84.5% (n=120)	(N=142)
Total	16.0% (n=129)	84% (n=676)	(N=805)

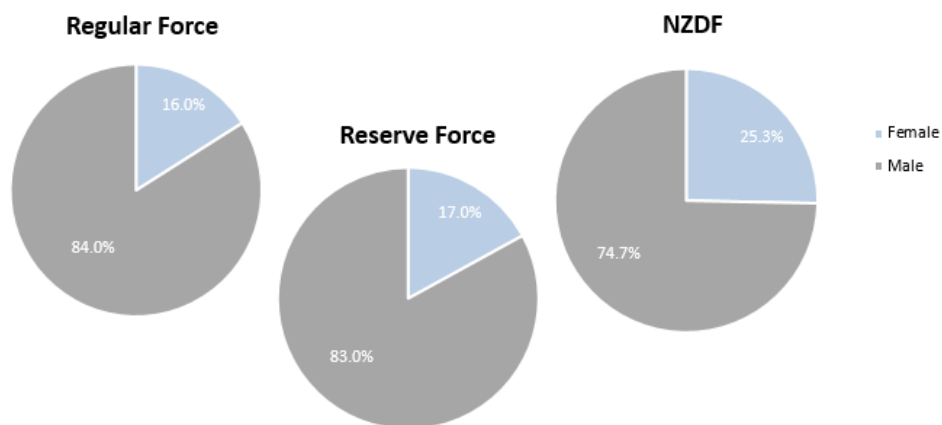
Reserve Force:

Service	Female	Male	Total
RNZN	27.7% (n=13)	72.3% (n=34)	(N=47)
NZ ARMY	14.8% (n=35)	85.2% (n=202)	(N=237)
RNZAF	17.9% (n=7)	82.1% (n=32)	(N=39)
Total	17.0% (n=55)	83.0% (n=268)	(N=323)

NZDF³⁶:

Service	Female	Male	Total
NZDF	25.3% (n=376)	74.7% (n=1108)	(N=1484)

Table 12: Attrition data by Gender for the Regular Force, Reserve Force and NZDF Total



Employment Group	Female	Male	Total
Regular Force	129	676	805
Reserve Force	55	268	323
NZDF	376	1108	1484

³⁵ Leaving data from July 2019 – 30th June 2020 (12 months).

³⁶ For Civil Staff, there were 356 employees who left NZDF (53.9%, n=192 female: 46.1%, n=164 male)

8.5 Length of Service

Length of service data for Regular Force personnel is reported in the appended Dashboards by rank and Service (Annexes A-D). The tables below show the average number of years of service for females and males over the last 5 years. The average length of service for Regular Force women has increased slightly over the last five years across all Services. Of note is that Regular Force male average length of service has been consistently higher than females across all Services over the last 5 years. It appears this gap has also increased over the last 5 years.

Regular Force Total	Female	Male	Variance
30/06/2016	8.4	10.1	1.7
30/06/2017	8.5	10.3	1.8
30/06/2018	8.5	10.5	2.0
30/06/2019	8.7	10.7	2.0
20/06/2020	8.8	11.0	2.3
Variance	0.3	0.6	0.3

RNZN	Female	Male	Variance
30/06/2016	7.5	9.8	2.3
30/06/2017	7.6	10.2	2.6
30/06/2018	7.8	10.6	2.8
30/06/2019	7.7	10.4	2.7
20/06/2020	7.6	10.7	3.0
Variance	0.2	0.6	0.4

NZ Army	Female	Male	Variance
30/06/2016	8.6	9.6	1.0
30/06/2017	8.9	9.9	1.0
30/06/2018	8.9	10.1	1.1
30/06/2019	9.1	10.4	1.3
20/06/2020	9.3	10.7	1.4
Variance	0.5	0.8	0.3

RNZAF	Female	Male	Variance
30/06/2016	9.0	11.3	2.3
30/06/2017	8.8	11.2	2.4
30/06/2018	8.8	11.4	2.6
30/06/2019	9.2	11.7	2.5
20/06/2020	9.4	11.9	2.6
Variance	0.3	0.4	0.2

Table 13: Average Length of Service (years served) Tables for NZDF and single Services for the period 2016-2020

Average length of service data was also analysed by ethnicity and is presented below (Table 14). The tables below show the average number of years of service for females and males by gender and ethnic group. Regular Force male average length of service is consistently higher than females across all ethnicities with the exception of those who identify as Asian in NZ Army and RNZAF. The data presented is reflective of personnel declaring multiple ethnicities³⁷. Note caution is required when interpreting this data, given the smaller numbers within the non-European categories.

MĀORI	RNZN	NZ ARMY	RNZAF	Total
Female	6.6	10.1	9.7	8.5
Male	11.0	12.5	12.4	12.1

PACIFIC PEOPLES	RNZN	NZ ARMY	RNZAF	Total
Female	6.3	9.8	7.2	7.5
Male	9.5	10.5	11.2	10.4

NZ EUROPEAN	RNZN	NZ ARMY	RNZAF	Total
Female	8.5	9.7	9.6	9.3
Male	11.4	11.3	12.6	11.7

EUROPEAN	RNZN	NZ ARMY	RNZAF	Total
Female	6.6	7.0	8.7	7.5
Male	9.9	8.5	10.6	9.5

ASIAN	RNZN	NZ ARMY	RNZAF	Total
Female	4.6	6.6	7.5	6.4
Male	5.7	5.6	6.4	5.9

OTHER³⁸	RNZN	NZ ARMY	RNZAF	Total
Female	6.3	9.8	7.2	7.5
Male	9.5	10.5	11.2	10.4

Table 14: Average Length of Service (years served) by Service, Ethnicity and Gender

³⁷ Multiple responses mean that total percentages are greater than 100%.

³⁸ 'Other' includes MELAA, Not elsewhere included, and Other responses within the ethnicity dataset.

8.6 Parental Leave Applications

The figures below show the number of staff within NZDF that have taken parental leave during the reporting period. Across all three Services and Civil Staff, significantly more women take parental leave, and take longer periods of parental leave (on average) than men. Within the Services, the average number of days taken for parental leave are higher for women in RNZAF than RNZN and NZ Army, whereas men in RNZAF take less parental leave (on average) than men in RNZN and NZ Army.

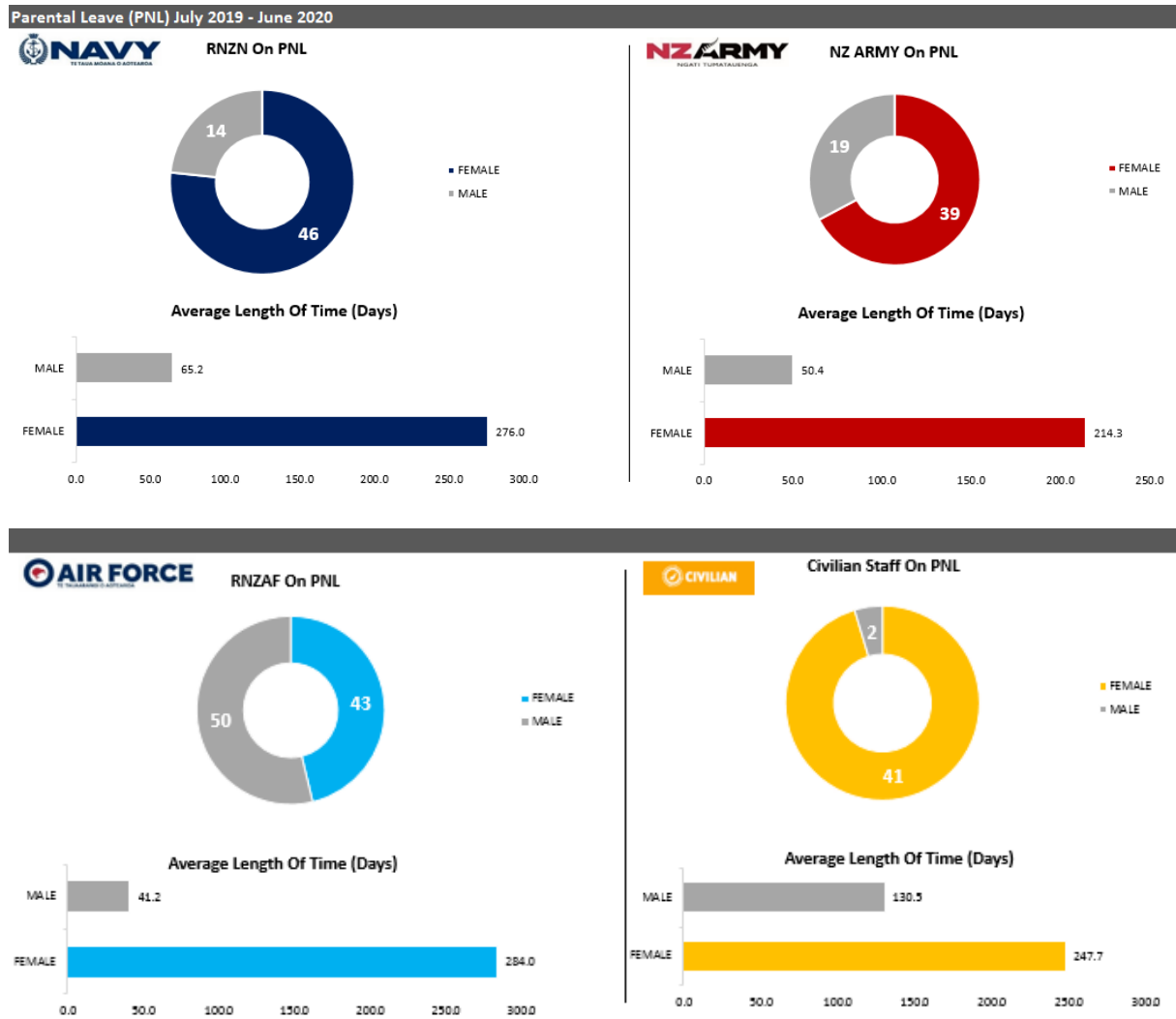


Fig: 15 Number of employees taking Parental Leave by Gender and Service (over the period 01 Jul 19-20 Jun 20)

Average Length of Time (Days) PNL	RNZN	NZ ARMY	RNZAF	Civil Staff
Female	276.0	214.3	284.0	247.7
Male	65.2	50.4	41.2	130.5

Table 15: Figures of employees taking Parental Leave and Leave without Pay by Gender and Service (over the period 01 Jul 19-20 Jun 20)

8.7 Flexible Work Arrangements

NZDF recognises the importance of practices such as flexible working in supporting staff retention in general and for supporting greater gender diversity specifically. NZDF has a flexible working policy and an implementation guide for that policy available via the intranet based HR Tool Kit. A Flexible Working – Working Group has been established within the People Capability Portfolio³⁹ to further promote flexible working across the NZDF. A paper to the Executive Committee will be presented in the 2020/2021 Financial Year to confirm that our policy and associated collateral is fit for purpose.

NZDF personnel can apply for flexible working online via SAP (our personnel data system). Flexible Working (Location) is defined as anyone who works 40 hours a week, 5 days a week but has variation in their location of work (e.g. remote working arrangements). Flexible Working (Hours) is defined as anyone who works less than a standard working week⁴⁰ and less than 5 days a week (e.g. reduced hours). Personnel can chose either or both types of flexible working dependent on their requirements, and what is able to work for their role.

The PULSE19 internal staff engagement survey⁴¹ asked about the uptake of flexible working. 39.4% of women (compared to 28.1% of men) agreed that in the past 12 months they had undertaken flexible working as either part of a formal or ad hoc arrangement. The data presented below related to formal arrangements that have been recorded in SAP.

	Flexible Working (Location)		Flexible Working (Hours)	
	Female	Male	Female	Male
RNZN (Jun 19)	50	139	7	2
RNZN (Jun 20)	68	213	6	3
NZ ARMY (Jun 19)	14	13	7	6
NZ ARMY (Jun 20)	24	19	4	3
RNZAF (Jun 19)	16	29	12	4
RNZAF (Jun 20)	23	48	9	4
CIVIL STAFF (Jun 19)	53	59	25	14
CIVIL STAFF (Jun 20)	109	106	30	18

Table 16: Comparison of the number of employees Working Flexibly (Location / Hours) by Gender and Service (Jun 19 and Jun 20)

Across NZDF there has been a significant increase in the uptake of Flexible Working (Location) compared to the 2018/2019 reporting period. This is in part due to the impact of COVID-19 and staff requirement to work from home where possible, and encouragement from leadership for staff who are working flexibly to formalise their working arrangements within the SAP system. RNZN has significantly higher numbers of staff participating in Flexible Working (Location) than the NZ Army or RNZAF. This is a reflection on actions taken to reduce the impact of traffic congestion and commute times within Auckland, by encouraging staff to have flexible start and finish times. It is interesting to note that the number of people working reduced hours is very low across the NZDF, and that less military

³⁹ This is currently lead by the Director Diversity and inclusion.

⁴⁰ Noting there are differences in the standard working week for each Service and Civil Staff (i.e. varies between 35-40 hours per week).

⁴¹ More information on PULSE 19 results is included in section 8.11.

staff are working reduced hours compared to 2018/2019 reporting period. This suggests that for military staff it is still fairly uncommon to work less than 40 hours a week.

8.8 Leave Without Pay Applications

Fig:16 and Table 17. below show the number of staff within NZDF that have taken Leave Without Pay (LWOP) during the reporting period. It is interesting to note that for all three services, the average length of Leave Without Pay is longer for women than men.

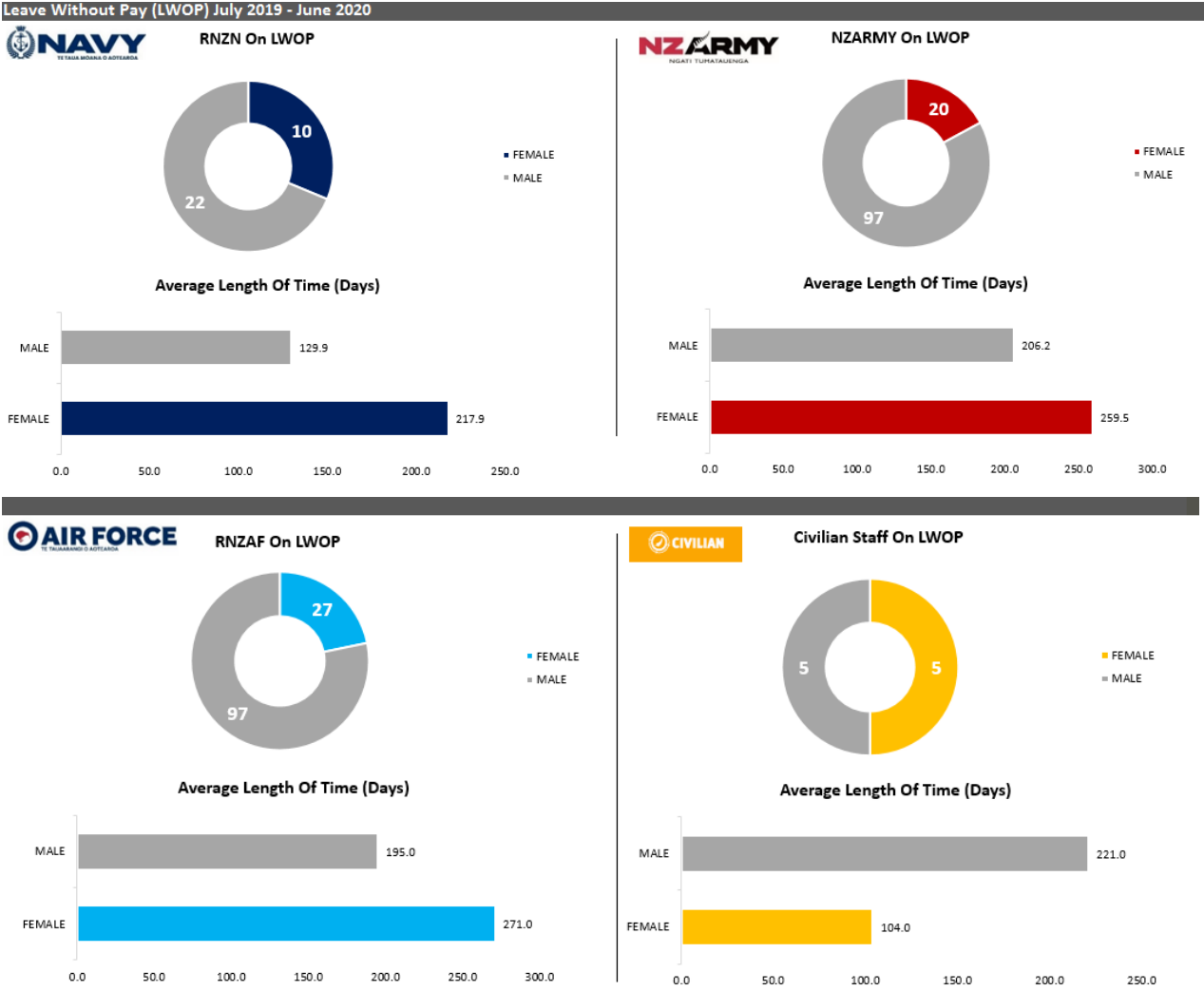


Fig: 16 Number of employees taking Leave Without Pay by Gender and Service (over the period 01 Jul 19-20 Jun 20)

Average Length of Time (Days) LWOP	RNZN	NZ ARMY	RNZAF	Civil Staff
Female	217.9	259.5	271.0	104.0
Male	129.9	206.2	195.0	221.0

Table 17: Figures of employees taking Leave without Pay by Gender and Service (over the period 01 Jul 19-20 Jun 20)

8.9 Employee-Led Networks

NZDF has promoted the establishment of two gender specific employee-led networks over the reporting period (the Gender Equality Networks and Kawau Mārō⁴²). The single Services are responsible for the establishment and maintenance of their service gender networks. Work has been completed to align the participation in networks with the NZDF Leadership Framework (i.e. demonstration of the key leadership components of: Live the Ethos and Values, Think Smart, Influence Others, Develop Teams, Develop Positive Culture, and Mission Focus). This has been further enhanced through the provision of cultural inclusions linking network purpose and participation to key aspects of te ao Māori⁴³.

Listed below are the core functions of the NZDF gender networks.

Ngā Pou

Literally speaking, pou are the central posts that are used to support the whareniui (meeting house) and provide the building strength. Used here, these pou help to further describe the core purpose and functions of the NZDF gender networks.

Pou Manaakitanga

This is the central pou, which aligns with where the heart is in the whare. Its role is to define the primary function of the network to welcome others and enable awahi (support) to diverse members of the NZDF. At its core this pou is about being generous with our time, resources, and care. Another component of Pou Manaakitanga is about mana, celebrating the success of our members and raising our people up to their potential. This pou is supported by traits such as hospitality, generosity, caring, confidence, and patience.

Pou Māramatanga

This is the front pou and is about providing opportunities for learning, development, and growth to achieve enlightenment and understanding together. It is associated with hinengaro (the thoughts and feelings of our mind, heart and conscience). At its heart this is about reciprocal learning and growth. This pou is supported by skills such as openness, curiosity, passion and humility.

Pou Whakawhanaungatanga

This is the rear pou of our whare, located near our whakapapa. The role of this pou is to enable opportunities for members to connect and build relationships. This is a fundamental component of our networks, taking the time to get to know one another, share perspectives and ideas, and understand our individual journeys with NZDF. This pou is dedicated to ensuring psychological safety and seeks to create spaces that support robust korero. It is supported by skills such as kindness, empathy, tolerance, and acceptance.

⁴² These networks are described in more detail in sections 8.8 - 8.10.

⁴³ Te ao Māori means the Māori world view, or 'all things Māori'.

8.10 Gender Equality Network

The Women's Advisory Network (WAN) (previously the Women's Development Steering Group) has been rebranded as the Gender Equality Network (GEN). The GEN is a network of women and men working for the organisation who believe in gender equality and work to develop and promote initiatives that foster gender equality within NZDF. The theme of gender equality is perceived as more inclusive (i.e. improving the status for all people). Gender equality also more readily invites participation from men. Whilst this framing is more inclusive, it still signals the importance of enhancing women's empowerment, and at its core the work of the GEN is directed towards women in the NZDF. The Service Warrant Officers have been appointed as the Senior Sponsors for each of the single Service GEN. There are four core networks being established across NZDF⁴⁴, these are:

- Navy GEN
- Army GEN
- Air Force GEN, and
- Te Whanganui-a-Tara GEN: a network for staff working in the Wellington region, covering Headquarters NZDF (HQNZDF), Headquarters Joint Forces New Zealand (HQJFNZ), and Trentham Camp.

8.11 Gender Equality Network Steering Group

The GEN is enabled through a Steering Group of leaders (the GEN-SG) who support and enable the four core networks. The GEN-SG is chaired by an external representative from the Public Sector and includes representatives from each of the main networks, Diversity and Inclusion (including the Wāhine Toa and Tāne Toa programme leads), the Chief People Officer, and the Service gender representatives. The GEN-SG is coordinated by Wāhine Toa and is established to enable communication from the GEN (i.e. grass roots of the organisation) so that the GEN-SG can make positive change for where the groups need it most.

The establishment and functioning of the GEN-SG is a key work stream in the Wāhine Toa Programme. Actions and issues identified through the single Service/Te Whanganui-a-Tara GEN feed directly into the GEN-SG and then into the Wāhine Toa Work plan.

The key responsibilities of the GEN-SG are:

- **Kaitiakitanga** – to act as a carer or guardian for the networks as a community and for the members of the networks as individuals. This includes providing the necessary support and guidance to the GENs to establish and maintain enduring networks.
- **Advocacy** – members of the GEN-SG are responsible to act as active advocates for the GEN and gender equality. They proactively advocate for individuals, groups, and issues as their respective roles enable.
- **Accountability** – The GEN-SG are accountable to the GENs for raising and advancing issues of importance with senior leadership, and where possible providing open pathways for networks to engage with leadership about gender equality.

⁴⁴ The GEN networks are inclusive and any staff member from NZDF can attend or join a network (i.e. Civil Staff and uniformed staff, all genders, etc).

8.12 Kawau Mārō Network

Kawau Mārō is the name for the NZDF Senior Women's Networks. These networks were established during the national lockdown that occurred as part of the Government response to COVID-19. The lockdown created an opportunity to leverage the increased uptake in virtual means to connect women from across the country. The networks were established on an informal basis and targeted towards connecting senior women in the NZDF, to share experiences and provide support, and more importantly discuss the unique pressures and perspective that are associated with championing gender equality within the senior levels of the organisation.

Three groups have been established within the Kawau Mārō initiative (Navy, Air Force, and Army Warrant Officers). The groups are inclusive of all women at the senior leader level (i.e. Lead Capability upwards) and any NZDF women (or those that associate as women) can participate. The intent of Kawau Mārō is to keep the dialogue relevant and tailored to the specific groups. The conduct of the meetings is purposefully 'low drag', respecting the need to balance the workload demands of women operating within the senior levels of the organisation. These groups have continued to meet over virtual platforms with the intent to build on this initiative over the next reporting period. The following whakatauki represents the sentiment of Kawau Mārō:

Kia urupū tatou; kua e taukumekume.

Let us be united, not pulling against one another.

8.13 Organisational Culture Reporting from PULSE Surveys

NZDF conducts an annual internal staff engagement survey called the PULSE. PULSE19 was conducted from 5-16 Aug 2019 (during the reporting year). There were 7582 respondents. Detailed gendered analysis on PULSE data is available on request. Key gender differences are reported below.

Overall women report higher sense of connection to the organisational purpose⁴⁵. Women also expressed greater confidence in the senior leadership of NZDF than men (59.0% of women Strongly agree/Agree compared to 49.6% of men), but are less satisfied with the leadership provided by immediate supervisor (68.8% of women Strongly agree/Agree compared to 75.9% of men).

Interestingly, when asked about their ability to maintain balance between personal and working life women scored higher than men with 69.4% Strongly agree/Agree that they were able to maintain balance between work and personal life compared to 58.0% of men. Overall, women report higher levels of satisfaction regarding the benefits received for the work they do. However, they report feeling that their input is less valued at work.

The key statements where gender differences were identified across the 46 survey statements are identified below.

Survey Statement	RNZN		NZ Army		RNZAF		NZDF	
	Female	Male	Female	Male	Female	Male	Female	Male
I understand why increased diversity will make the NZDF better on military operations.	87.5	71.8	79.3	60.9	88.4	71.0	84.0	67.2
Within the NZDF I am able to perform my duties free from inappropriate and harmful behaviour.	80.6	87.6	72.3	80.2	81.3	91.1	79.0	84.4
If I experience inappropriate behaviour in my workplace, I understand how I can raise the issue.	91.1	92.7	82.2	84.4	87.6	94.1	88.2	88.9
If I raise a complaint about inappropriate behaviour in my workplace, I trust that the complaint will be handled effectively by the NZDF.	67.4	70.4	56.4	66.9	66.5	79.4	62.8	70.2
The level of work related stress I experience is acceptable.	60.4	58.4	47.1	54.3	57.4	69.4	57.7	59.4
My input is valued at work.	65.9	72.8	58.1	62.8	73.3	79.8	69.2	70.2
I have a plan to support my career goals and aspirations.	59.6	68.4	62.8	68.4	61.2	66.9	58.4	65.7
I am satisfied with the opportunities that they are provided to learn and grow in the NZDF	67.5	58.1	49.7	55.3	61.9	65.4	57.5	57.9

Table 18: Percentage of Personnel who Strongly Agree/Agree with PULSE19 Survey Statements

⁴⁵ This is linked to items related to understanding about the meaning of and connection with the organisational values and purpose, and understanding how their work contributes to NZDF purpose.

8.14 Op RESPECT

Operation RESPECT (Op RESPECT) is the NZDF's ongoing commitment to address harmful and inappropriate behaviour including sexual violence⁴⁶. Its aim is to create a workplace where all our people can perform their duties free from harmful and inappropriate behaviour in a safe and respectful environment. Since its establishment in 2016, there have been 237⁴⁷ disclosures of harmful sexual behaviour incidents reported to the Sexual Assault Response Team (SART)⁴⁸.

Research shows that excessive alcohol is strongly correlated with incidents of harmful sexual behaviour, and minimising harm from alcohol will also have positive impacts on preventing other harmful behaviour (e.g. sexual violence). NZDF has another program of work called Op STAND which is led by the Directorate of Health. This program focuses on minimising harm (to the individual and others) from substances.

To support the NZDF to monitor the progress of Op RESPECT, there are a series of questions about respectful behaviours in the annual internal staff engagement survey⁴⁹. This data indicates that while the NZDF is making progress, there is more work to do so that our people have full trust that the system will respond to their needs in an effective way.

In 2019 a communications refresh of Op RESPECT was delivered across the organisation that included development of online resources and tools for managers to have conversations with their staff of expected behaviours. This was designed for our leaders to be able to localise the messages for their units and to reinforce the messages of Op RESPECT.

As part of NZDF's continued commitment to Op RESPECT, our Sexual Assault Prevention and Response Advisors (SARPAs) have begun work on designing a Bystander Intervention pilot course with the intent (depending on the results of the pilot) to roll out to NZDF. NZDF has worked with the independent review division of the Ministry of Defence and external contractors to support the review of Op RESPECT. This is due to be released in early FY 20/21 including recommendations for the NZDF to consider and implemented accordingly⁵⁰.

⁴⁶ Further information on Op RESPECT reporting is presented in the NZDF Annual Report.

⁴⁷ This number does not include the number of historic cases which occurred before the member joined the NZDF (both military and civilian).

⁴⁸ As at 30 June 2020.

⁴⁹ This data is presented in section 8.11 of this report.

⁵⁰ The Ministry of Defence Report on Op Respect was released in Jul 2020.

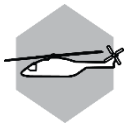
8.15 Retention - Service Initiatives



Navy: RNZN is commissioning research to understand push/pull factors for women. This will be conducted in Oct 2020 and the results utilised to direct further initiatives within the gender benefits map. An additional project looking at Auckland Lifestyle Factors has commenced, which is looking at a number of factors that impact on Navy personnel's work life balance. It is expected that this work will encompass many initiatives that will assist in the retention of women.



Army: NZ Army conducted a wānanga for their female Warrant Officers as part of Kawau Mārō. This activity resulted in greater empowerment through the establishment of a cohort identity, and has provided enhanced understanding and commitment to supporting diversity and inclusion through enhanced participation of women in the Army. NZ Army has also commenced the 'Gender Inclusive Army' Project. This programme seeks to address a range of factors in order to create a more positive, safe and inclusive culture; encourage greater recruitment and set the conditions to retain more females for longer.



Air Force: RNZAF will continue to develop a positive, safe and inclusive culture through OP Respect engagement, cultural reviews, embracing flexible working practices and building its GEN programme and Kawau Mārō network. A project to research push/pull factors for RNZAF women will be undertaken in 2020. Engagement with junior personnel will also feature in 2020 as a focused area of work, to identify retention initiatives that will be meaningful to Air's future female workforce.

9.0 Advance

NZDF actively works to promote activities and initiatives to improve female members' readiness and competitiveness for promotion, and remove barriers to female participation in senior leadership. With regards to the advancement of women in NZDF, the Directorate of Career and Talent Management (DCTM) and single Service Career Managers play an important role as the primary workgroups responsible for military career management. While DCTM doesn't have gender-specific targeted work, they actively seek to maintain awareness of gender balance in their work, and act to achieve equal access to opportunities that arise both here and abroad. DCTM's key area of focus is on supporting implementation of organisational decisions and outputs that support women in the NZDF.

9.1 Female Attendance on Initial Training Courses

During the reporting period there were a number of Initial Training courses conducted across the three Services. The gender representation for these course is presented below (Table 19). NZ Army also conducts training for reserve soldiers (Other Ranks [OR]), however the statistics are not included below due to the modularisation of this training. Given this training is conducted at entry level, these statistics are representative of the women being recruited and enlisted into the NZDF.

Course	Female	Male	Total
RNZN OFFICER (x2)	29% (n=12)	71% (n=30)	(N=42)
RNZN OR (x2)	32% (n=62)	68% (n=133)	(N=195)
NZ ARMY OFFICER (RF)⁵¹	4% (n=1)	96% (n=22)	(N=23)
NZ ARMY OFFICER (Res)	29% (n=4)	71% (n=10)	(N=14)
NZ ARMY OR (x3)	12% (n=35)	88% (n=251)	(N=286)
RNZAF OFFICER (x2)	40% (n=12)	60% (n=18)	(N=30)
RNZAF OR	32% (n=37)	68% (n=80)	(N=117)
TOTAL	23% (n=162)	77% (n=544)	(N=706)

Table 19: Number of students graduating from Initial Training Courses by Gender

9.2 Senior Leadership and Development Courses

There are a number of courses conducted within NZDF and internationally that provide the professional and technical skill development to grow leaders. Information about these courses and their respective gender representation is presented in (Table 20).

Participation on these courses is competitive and course members are selected via single Service career management. Often there are a number of particulars that are taken into consideration for selection (including trade or branch training requirements, posting cycles for staff college courses, and individual personal circumstances). There are limited women graduating on the Warrant Officer courses across all three Services, however this is constrained by the number of women in the rank bracket who are eligible to be selected for the course. DCTM and single Service career management are cognisant of these concerns and this has been discussed at a number of selection boards.

⁵¹ This includes graduates from both the New Zealand Commissioning Course and the Royal Military College.

Course	Female	Male	Total
RNZN WO	1	9	10
NZ ARMY – GRADE II (x2)	3	25	28
NZ ARMY WO	1	23	24
RNZAF WO	1	22	22
Advanced Command and Staff College (ACSC)	9	19	28
Command and War College	9	27	36
JWOAC	1	8	9

Table 20: Number of graduates from Senior Leadership and Development Courses by Gender

- **Service Specific Promotion Courses:**
 - In terms of officer promotion courses, the Army is the only Service that has a dedicated promotion course to obtain the rank of Major (E). Army conducted two ‘Grade 2’ courses during the reporting period.
 - All three Services conducted only one Warrant Officer (E) promotional course during the reporting period. There was a total of 3 females graduating, one from each service.
- **Joint Promotion Courses (New Zealand):**
 - There was no Intermediate Command and Staff Course (Joint) conducted during the reporting period. This course is a professional development course for officers at the Captain (E) rank level.
 - The Advanced Command and Staff Course (Joint) starts at the beginning of each calendar year, therefore only one course was captured during the reporting period.
 - The Joint Warrant Officers Advanced Course (JWOAC) is conducted annually. This course is designed to assist with development of Warrant Officers and build the skills to step into the Senior Warrant Officer environment.
- **Command and War College (International)**
 - There are a variety of locations around the world that NZDF personnel were sent to obtain higher education.
- **Commission from the Ranks (CFR)**
 - Each Service conducts at least one CFR Board annually, with a variety of results. However, during the reporting period, only Navy had female CFR applications (n=6). Successful CFR candidates from RNZN and RNZAF attend their respective service commissioning courses.

9.3 Women’s Leadership Development Courses

Currently the only targeted course for women within the senior leadership of NZDF is the Halifax Course, which is held annually. Opportunities to attend new or bespoke development courses that arise within New Zealand or internationally are managed via the DCTM. A structured process is applied to transparently identify nominations and determine who is best suited for those courses.

9.4 Women in Senior Leadership⁵²

The tables below show the demographic data on the proportion of women in senior leadership roles⁵³ as at 30 June 2020. Women make up 18.5 % of the Regular Force but only 13.1% are in senior leadership roles. As shown below, NZ Army have more women in senior leadership roles compared to RNZN and RNZAF. NZDF is acutely aware that given our apprenticeship model and limited ability to laterally recruit into the services (unless from a like military) it is imperative to retain women at all levels of the organisation in order to ensure there are women to promote into senior leadership roles in the future. A third of the civilian senior leadership roles are held by female staff⁵⁴.

Regular Force:

Service	Female	Male	Total
RNZN	11.1% (n=3)	88.9% (n=24)	(N=27)
NZ ARMY	17.0% (n=8)	83% (n=39)	(N=47)
RNZAF	8.0% (n=2)	92% (n=23)	(N=25)
Total	13.1% (n=13)	86.9% (n=86)	(N=99)

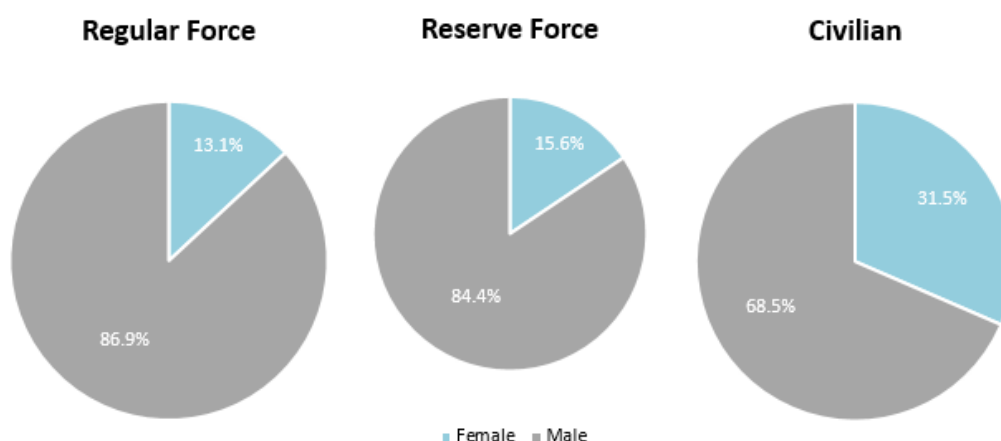
Reserve Force:

Service	Female	Male	Total
RNZN	40% (n=2)	60% (n=3)	(N=5)
NZ ARMY	8.3% (n=2)	91.7% (n=22)	(N=24)
RNZAF	33.3% (n=1)	66.7% (n=2)	(N=3)
Total	15.6% (n=5)	84.4% (n=27)	(N=32)

Civil Staff:

Employment Group	Female	Male	Total
Civil Staff	31.5% (n=34)	68.5% (n=74)	(N=108)

Table 21: Gender Participation in senior leadership for the Regular Force, Reserve Force, and Civil Staff



⁵² Senior Leadership is defined as COL(E) military rank and Civil Staff SMGRAD1+ or higher.

⁵³ Data presented represents COL(E) and Civil Staff SMGRAD1+ or higher (NATO OF-5 or higher).

⁵⁴ Almost half of Civil Staff are females, and the majority of females are below the team leader level.

9.5 Gender Representation on NZDF Leadership Development Courses

The Institute for Leader Development conducts a number of leadership courses⁵⁵ each year to develop and enhance leadership skills across NZDF. Single Service Career Management are responsible for prioritising nominations for each course. Women's participation is also actively sought via informal mechanisms (i.e. direct approach to the individual or their supervisor) to encourage greater gender participation. This approach is more frequently employed to identify course participants for the top level courses.

Wherever possible the facilitators work to create a balance of female participation across the course syndicates to promote diversity within the discussion workshops. Experience has indicated that having more than one female per syndicate is better as participation is enhanced. Additionally, there is a recognition that gender representation of facilitation staff is also important. Currently 3 out of 4 Programme Principals/Facilitators for the senior courses conducted are female. During the reporting period there were⁵⁶:

- 21.5% of participants on the Lead Systems Courses were women (20/93 NZDF Personnel)
- 21.6% of participants on Lead Capability Courses were women (21/97 NZDF Personnel)
- 17.9% of participants on the Lead Integrated Capability Courses were women (5/28 NZDF Personnel)
- 8.3% of participants on the Lead Organisation Course were women (1/12 NZDF Personnel)

The Directorate of Diversity and Inclusion is also supporting the Institute for Leader Development regarding the inclusion of the WEPs into leadership training and development programs.

9.6 Gender Representation on Senior Appointments and Career Management Boards

DCTM is responsible for senior military leader career management⁵⁷ and supporting single Service Career Management workgroups. The Senior Appointments Board (SAB) is the main promotion board within NZDF which focuses on COL (E) and above. The SAB sits four times a year, with the ability to hold 'out of session' boards as required. The SAB applies a policy of 30% gender representation on the board.

All three Services have respective policies regarding gender/diversity attendance at their promotion boards. Both Navy and Army aim to achieve 30% inclusion, whilst Air Force's policy dictates there is a requirement of one female per board. The intent for the next reporting period is to report on the gender representation for all career management boards held during the year.

⁵⁵ Further information on the NZDF Leadership Development Framework courses can be requested from the Institute of Leader Development.

⁵⁶ These figures include NZDF civilian personnel.

⁵⁷ From COL(E) level and above.

9.7 Promotions

The graphs below represent the percentage of promotions **by gender** for each rank group using the gender representation statistics as at 30 June⁵⁸. When reviewing these tables, it is important to take into account the total number of people in each rank (i.e. the bar graphs and variance column show percentages). As a result, we would expect to see greater fluctuations in the percentages at the most junior officer ranks, and also the most senior officer and Non-Commissioned Officer ranks.

The figures below (Fig 17-19.) show the percentage of promotions of men and women by rank group, and the tables (Table 22-24.) below shows the variance in these promotion percentages. Where the variance is green (negative), more females have been promoted (proportionally) than males. Where the variance is red (positive), more males have been promoted (proportionally) than females.

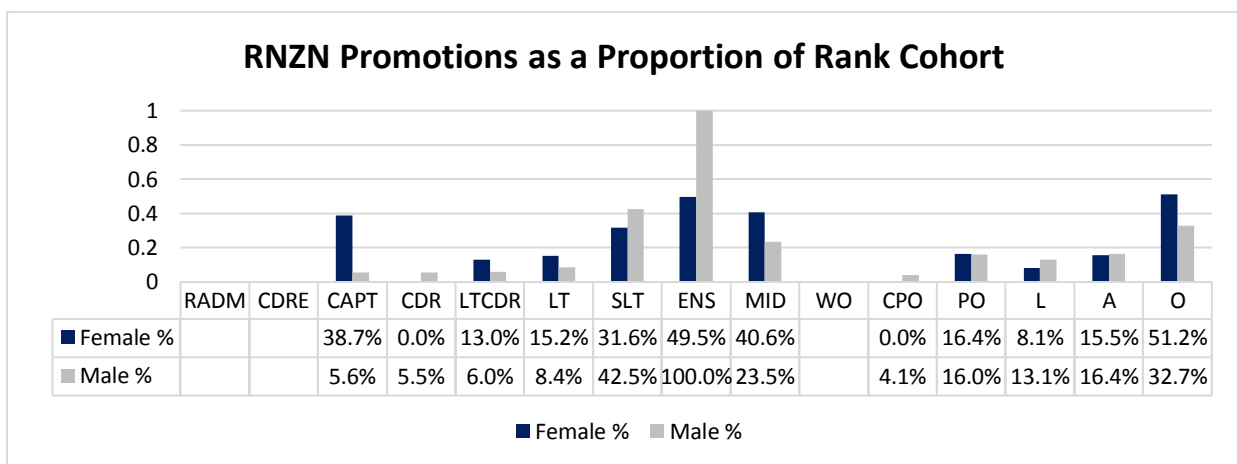


Fig: 17 RNZN Promotions as a Proportion of Rank

RNZN Rank	Promotions		% Promotion Group		
	Female	Male	Female %	Male %	Variance
RADM					
CDRE					
CAPT	1	1	38.7%	5.6%	-33.2%
CDR	0	4	0.0%	5.5%	5.5%
LTCDR	5	8	13.0%	6.0%	-7.0%
LT	5	10	15.2%	8.4%	-6.8%
SLT	5	26	31.6%	42.5%	10.9%
ENS	4	15	49.5%	100.0%	50.5%
MID	7	6	40.6%	23.5%	-17.1%
WO					
CPO	0	7	0.0%	4.1%	4.1%
PO	8	24	16.4%	16.0%	-0.4%
L	7	29	8.1%	13.1%	5.0%
A	23	59	15.5%	16.4%	0.9%
O	45	81	51.2%	32.7%	-18.5%

Table 22: RNZN % Variance of Male and Female promotions based on Gender

⁵⁸ The denominator for each percentage calculation is the number of women **or** men at the rank level prior to promotion rank. For example, there were 38 women at the rank of LT (Navy). There were 5 females promoted to LTCDR (the next rank up) over the reporting period, this number is equivalent to 13% of the women from the LT (Navy) rank group.

It should also be noted that promotion rates for junior officers are of less relevance as these promotions are completed based on time (generally a one or two year period). However, the promotion rates for Junior Non-Commissioned Officers and mid-level officers indicate how well the organisation is preparing to grow the pool of women for senior leadership. Additionally it is worth noting that some trades have longer 'times to promote' than others⁵⁹, and the distribution of women across these trade groups also impacts promotion rates by gender.

A key aspect to note from these tables is that for NZDF to grow the proportion of women in leadership positions across the rank levels, the proportionate percentage of women promoted at the lower rank levels needs to be equivalent **or greater** than the proportion percentage of men within these rank levels.

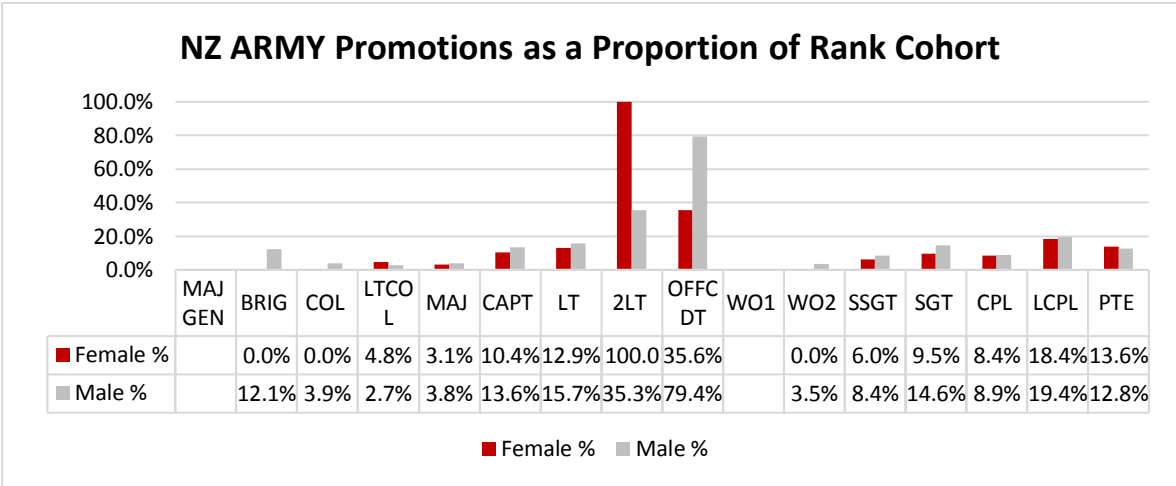


Fig: 18 NZ Army Promotions as a Proportion of Rank

NZ Army Promotions		% Promotion Group		Variance
Rank	Female	Male	Female %	Male %
MAJGEN				
BRIG	0	1	0.0%	12.1%
COL	0	1	0.0%	3.9%
LTCOL	1	3	4.8%	2.7%
MAJ	1	8	3.1%	3.8%
CAPT	4	25	10.4%	13.6%
LT	5	18	12.9%	15.7%
2LT	6	20	100.0%	35.3%
OFFCDT	3	28	35.6%	79.4%
WO1				
WO2	0	5	0.0%	3.5%
SSGT	2	24	6.0%	8.4%
SGT	5	42	9.5%	14.6%
CPL	8	51	8.4%	8.9%
LCPL	16	101	18.4%	19.4%
PTE	25	168	13.6%	12.8%

Table 23: NZ Army % Variance of Male and Female promotions based on Gender

⁵⁹ That is, some trade groups have higher turnover, or hollowness in ranks, creating more opportunity to promote once trade qualified.

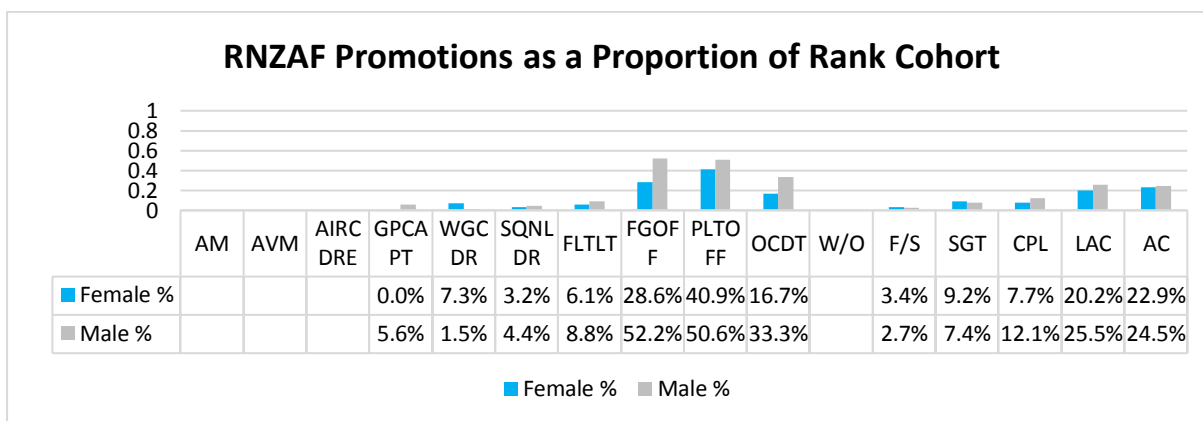


Fig: 19 RNZAF Promotions as a Proportion of Rank

RNZAF Promotions		% Promotion Group		Variance	
Rank	Female	Male	Female %	Male %	Variance
AM					
AVM					
AIRCDRE					
GPCAPT	0	1	0.0%	5.6%	5.6%
WGCDR	1	1	7.3%	1.5%	-5.7%
SQNLDR	1	8	3.2%	4.4%	1.2%
FLTLT	3	16	6.1%	8.8%	2.7%
FGOFF	5	26	28.6%	52.2%	23.6%
PLTOFF	3	14	40.9%	50.6%	9.7%
OCDT	1	3	16.7%	33.3%	16.7%
W/O					
F/S	1	5	3.4%	2.7%	-0.8%
SGT	5	23	9.2%	7.4%	-1.7%
CPL	6	39	7.7%	12.1%	4.4%
LAC	13	63	20.2%	25.5%	5.3%
AC	24	74	22.9%	24.5%	1.6%

Table 24: RNZAF % Variance of Male and Female promotions based on Gender

Data on promotions for each Service by gender is presented on each respective Service Dashboard (Annex B-D).

9.8 Deployments

The table below show active duty military personnel deployed on Operational Deployment⁶⁰ for the period 01 Jul 2019-30 Jun 2020.

Rank Level	RNZN		NZ ARMY		RNZAF		NZDF TOTAL		% of Total	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
OF-6 and higher <i>BRIG(E) and higher</i>	0	0	0	0	0	0	0	0	0	0
OF-3 to OF-5 <i>MAJ(E) to COL(E)</i>	2	5	2	50	7	12	11	67	2%	12%
OF-1 to OF-2 <i>2LT(E) – CAPT(E)</i>	4	8	17	43	13	23	34	74	6%	13%
OR-5 to OR-9 <i>SGT(E) – WO(E)</i>	1	3	9	78	3	29	13	110	2%	19%
OR-1 to OR-4 <i>PTE(E)-CPL(E)</i>	2	4	26	145	20	65	48	214	8%	37%
Total Number	9	20	54	316	43	129	106	465	19%	81%

Table 25: Gender Representation on Deployment by rank and service⁶¹

The NZDF has deployed 106 uniformed women over this period which equates to 19% of those deploying being female. Noting that total deployment numbers each year are dependent on the size and type of deployments occurring, using the latter measure (i.e. percentage of women deploying) is more reflective of progress being made in this space.

A comparison to the previous reporting year indicates that this is an increase of 3% (16% of those deploying were female in 2018/2019 reporting period). It is also worthwhile to note that the number of Service women deployed is at a rate equal to the percentage of women in the Regular Force and that New Zealand remains one of the top contributing nations in terms of percentage of women deploying with the UN.

Over this period the NZDF has been working closely with the Ministry of Defence (MoD) who has been leading an assessment on Gender and Security. This work will provide strategic direction to integrate the core principles of Women, Peace and Security (WPS) in NZ Defence (MoD and NZDF) policies and doctrine. Additionally the NZDF has completed reporting on the progress of the NZ WPS National Action Plan over the timeframe 2015-2019 and will be one of the lead agencies developing the new National Action Plan.

The United Nations has a target of 15% of military contingents being female by 2028 (and 25% of military observers). While the NZDF supports a number of operational deployments, there are currently only two which are United Nations Missions (UNMISS and UNTSO). The NZDF aims for 15% women on all deployments (including United Nations Missions) and on average across all NZDF deployments this target has been met. It is noted however, that

⁶⁰ This data refers to operational deployment classified as Output 5.1.

⁶¹ A comparative ranks table explaining NZDF rank against NATO equivalents is included as Annex I.

due to the small numbers of personnel required for some missions (i.e. 2 people) the 15% threshold is not consistently met for individual deployments.

In March 2020 the NZDF stood up Operation Protect to coordinate their internal response and contribution to the NZ All-of-Government (AoG) response to COVID-19. From the start small numbers of experienced NZDF personnel were deployed to support the AoG response management centre and the first round of pre-deployment training (PDT) for military personnel included a gender brief. This provided an overview of the gendered aspects of COVID-19, material drawn from international gender research and also based on NZ population data. Reference was made to the disproportionate effect on women from both COVID-19 and the lockdown, the need to address these impacts in planning, and the importance of NZDF teams to include females.

As COVID-19 unfolded over the next four months (March – June) over 250 NZDF personnel were tasked to support the Managed-Isolation and Quarantine Facilities (MIQFs) at any one time and the PDT gender perspective brief was adapted to include gendered considerations specific to this setting. Drawing on the lessons learnt from Internally Displaced Persons (IDP) camps and also from discussions with those personnel already involved with the MIQFs, the refined brief highlighted a number of valuable insights including risk of gender-based violence, disruptions to sexual and reproductive health, restricted access to feminine hygiene products and additional challenges associated with single parenting, compounded further by multiple or high needs children. Constantly evolving, NZDF personnel working in the MIQFs have been providing valuable feedback on the gendered impact of the MIQF experience and this information is being used to improve the MIQF experience and better prepare the next rotation of personnel.

9.9 Valuing our People

NZDF rewards excellence and outstanding service through honours, awards and commendations. In 2019 there were 35 nominations for awards submitted:

- 27 Male nominees (24 of these resulted in awards)
- 8 Female nominees (all of these nominations received awards).

From the Jan 2020-Jun 2020 period there have been 12 nominations received by DCTM. Further information regarding the distribution of awards (and type of award given) from the 2014-2019 period is included in Annex J.

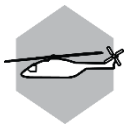
9.10 Advance - Service Initiatives



Navy: A dedicated project officer has commenced work on a project to operationalise and introduce the Canadian Gender-Based Analysis Plus (GBA+) approach for use within the RNZN. The GBA+ approach will ensure all major policy and process developments, and any projects with personnel implications, are free from gender bias and barriers. 30% gender participation on career management boards has been introduced to ensure that a gendered perspective is provided. A policy is in draft that will introduce a tertiary studies board which will enable access to tertiary studies for personnel at the ranks of Petty Officer (PO) and Lieutenant (LT) and above.



Army: Within the People theme of Army25, A Diverse Force is a key line of effort. NZ Army has also commenced the 'Gender Inclusive Army' Project, with the purpose of being able to identify and manage the changes required in the organisation to achieve gender inclusivity. There are in excess of 70 initiatives identified through the result of research specific to army and best practice from other militaries and within New Zealand and internationally. The key benefits include improved ability for Army to meet operational outputs; obtaining a safe, inclusive and respectful cultural norm where all perspectives are sought heard and improved likelihood of retaining women in the Army. Furthermore, it was considered important to ensure Army contributes to Government diversity outcomes, including ensuring compliance with UNSCR1325 and the WEPS.



Air Force: A programme of work is underway to grow the uptake of women into the RNZAF mentoring programme. A minimum of 30% female representation is required on career management boards. Air are actively pursuing increased profile and speaking opportunities for female service personnel, including engagement opportunities between senior females and junior personnel. Posting and promotion opportunities must also be transparently advertised.

10.0 Gender Diversity in Sport

10.1 Gender Representation

In late Jun 2019 the NZDF Sport Committee completed a survey of NZDF members to better understand the Defence Communities needs and commitments with regards to sports⁶². The results of this survey have informed “Sport25” the NZDF Sport Strategy for 2019-2025 which was produced this reporting period. Sport25 has included Diversity and Inclusion as one of the five themes towards achieving the Sport25 vision, with specific reference towards progressing gender equality in sport.

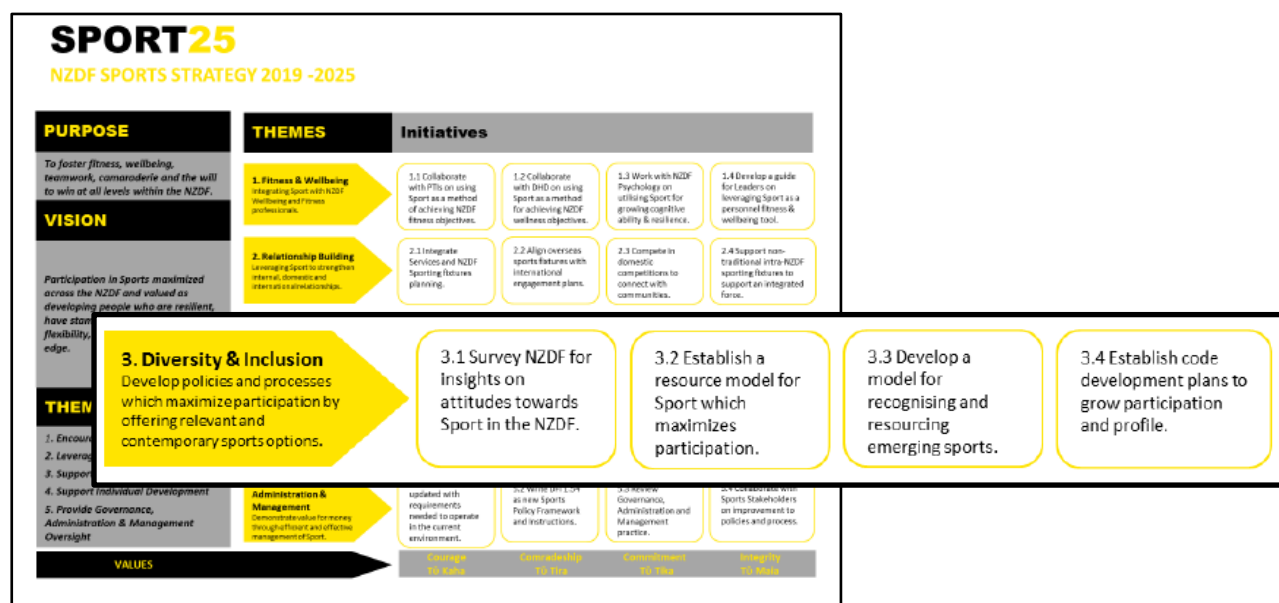


Fig: 20 Sport25 Strategy and the Diversity and Inclusion theme

The NZDF recognised sports are listed below in Table 26.

Sport	Male	Female	Mixed	Comments
Adaptive Sport	✓	✓	✓	
Basketball	✓	✓		
Cricket	✓			Developing female competition at service level
Football	✓	✓		
Golf	✓			Attempting to generate interest
Hockey	✓	✓		Struggling to support IS competition for females
Netball		✓	✓	
Rugby League	✓	✓		Struggling to support IS competition for females
Rugby Union	✓	✓		Holding adapted competition for females at IS
Softball	✓	✓		
Touch	✓	✓		
Volleyball	✓	✓		

Table 26: NZDF Recognised Sports noting gender of teams

⁶² There were 762 respondents to the survey with 22% (n=166) women responding.

NZDF Sports are overseen by the NZDF Sports Council. The NZDF Sports Council usually meet quarterly. There are currently eight members on the Sports Council, five men and three women (38% gender representation).

The NZDF Sports Council are actively looking to attract more women into management roles within NZDF sport. There is plenty of scope for females to be involved in management as it is not necessary to understand the details of the sport, instead the focus is on the skills to manage the business of the sport code within a committee context. The current gender representation of management of sports code is presented below (Table 27.)

Sport	Gender of OIC		Comments
	Male	Female	
Adaptive Sport			Still in development
Basketball	✓		Committee has more females
Cricket	✓		
Football	✓	✓	Shared due to work circumstances
Golf	✓		
Hockey	✓		
Netball		✓	Mixed committee
Rugby League	✓		
Rugby Union	✓		
Softball	✓		
Touch	✓		
Volleyball	✓		

Table 27: Gender of Officer in Charge (OIC) for NZDF Recognised Sports

During the 2020/2021 reporting period the NZDF Sport Committee will review the DFO relating to sports and update the policy to include a more contemporary focus and include a diversity and inclusion perspective.

The NZDF Sports Council has also identified a need to support transgender sports people and is developing policy, in consultation with Defence Diversity and Inclusion, Defence Health Directorate and Defence Health and Safety Directorate, to allow a safe and inclusive level of play for all who choose to play sport. This will be modelled on National Sports Organisations existing policies and take into consideration the special nature of the NZDF.

11.0 Annexes

List of Annexes:

- A. NZDF Gender Representation Dashboard
- B. RNZN Gender Representation Dashboard
- C. NZ Army Gender Representation Dashboard
- D. RNZAF Gender Representation Dashboard
- E. Five Years Comparative Data of NZDF Gender Representation for RNZN (2016-2020)
- F. Five Years Comparative Data of NZDF Gender Representation for NZ Army (2016-2020)
- G. Five Years Comparative Data of NZDF Gender Representation for RNZAF (2016-2020)
- H. Gender Representation on Decision-Making Boards
- I. Comparative Ranks for NATO Rank and NZDF Rank
- J. Awards and Nominations
- K. Women in NZDF – Timeline of Events

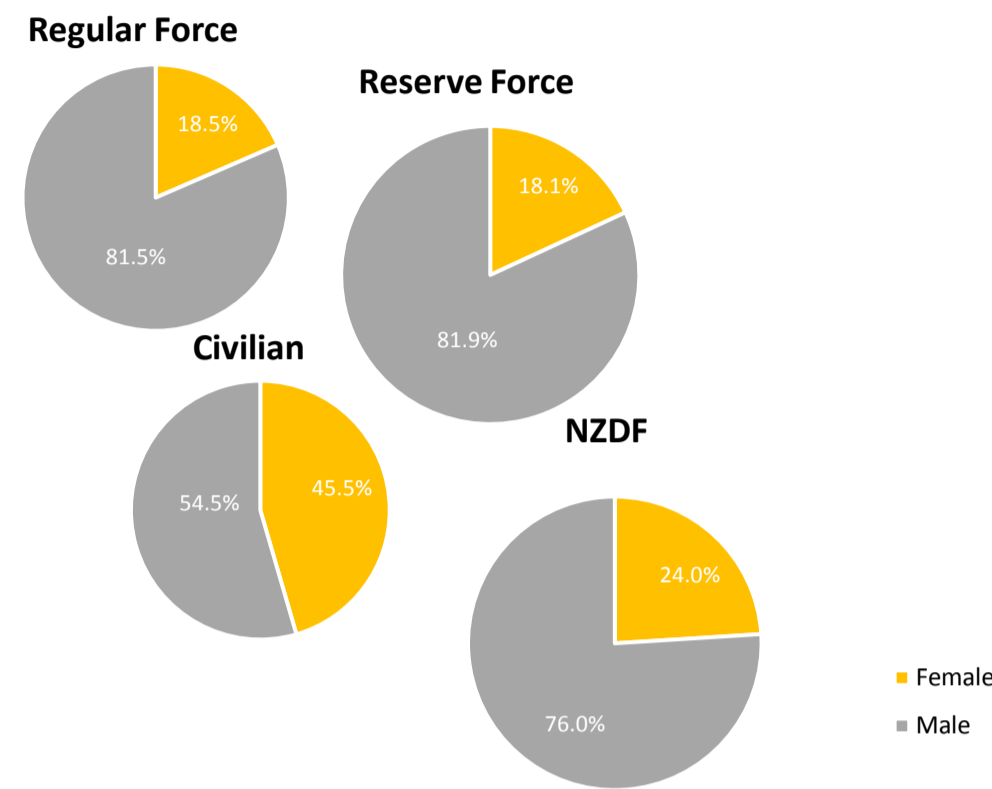


NZDF Gender Representation

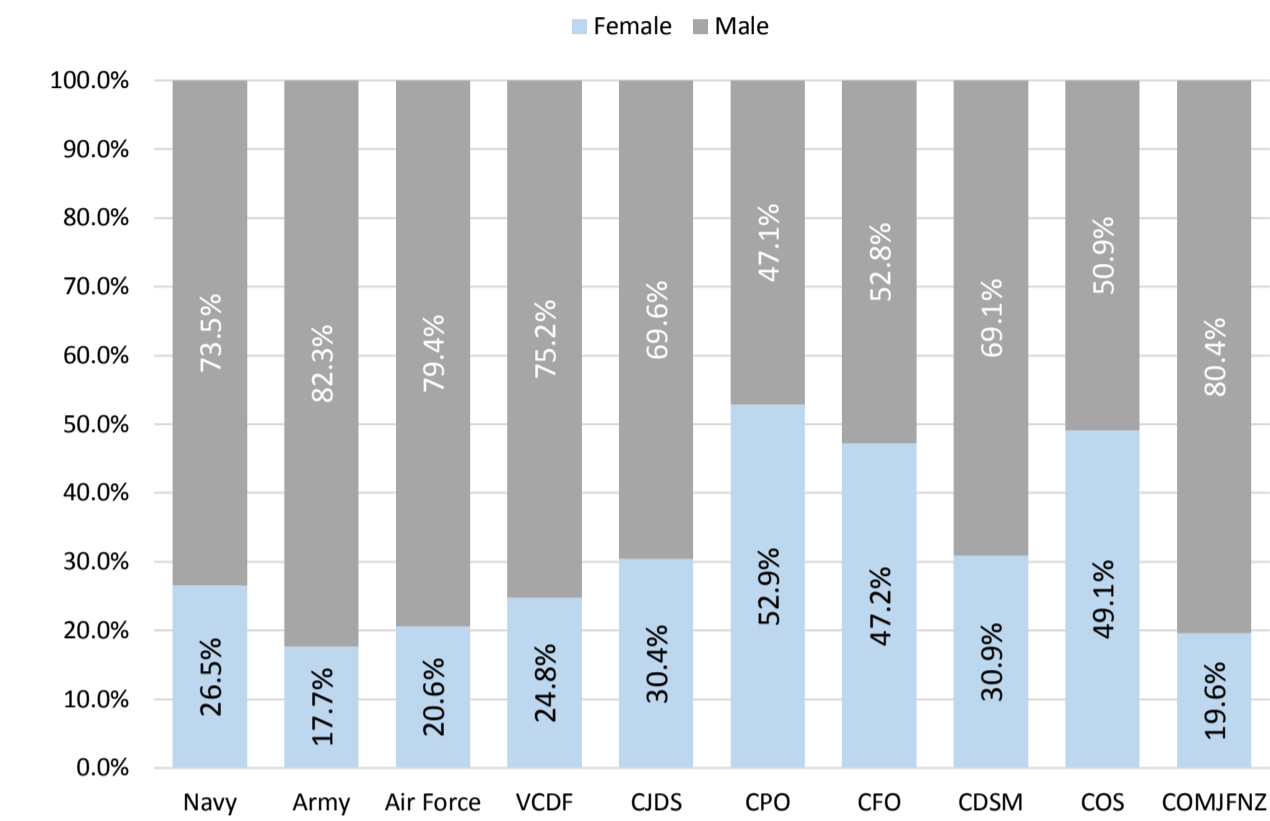
Regular Force, Reserve Force and Civilian Personnel

30-Jun-20

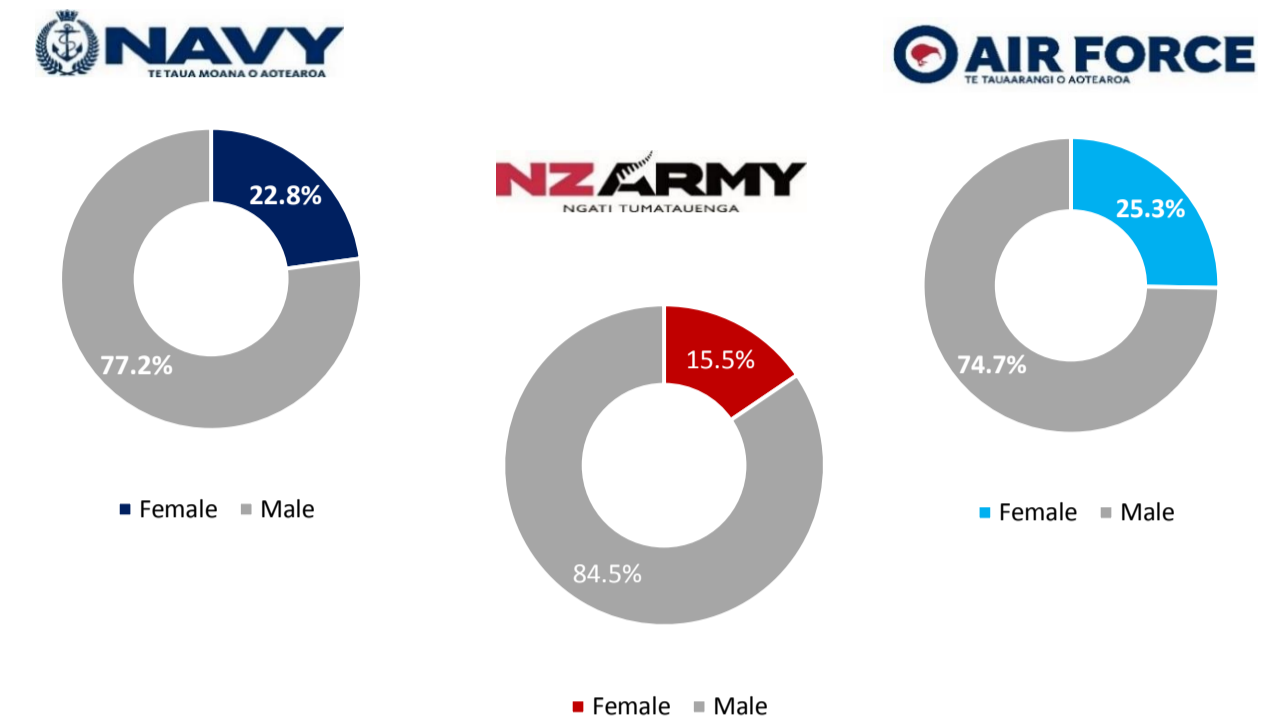
Gender Representation



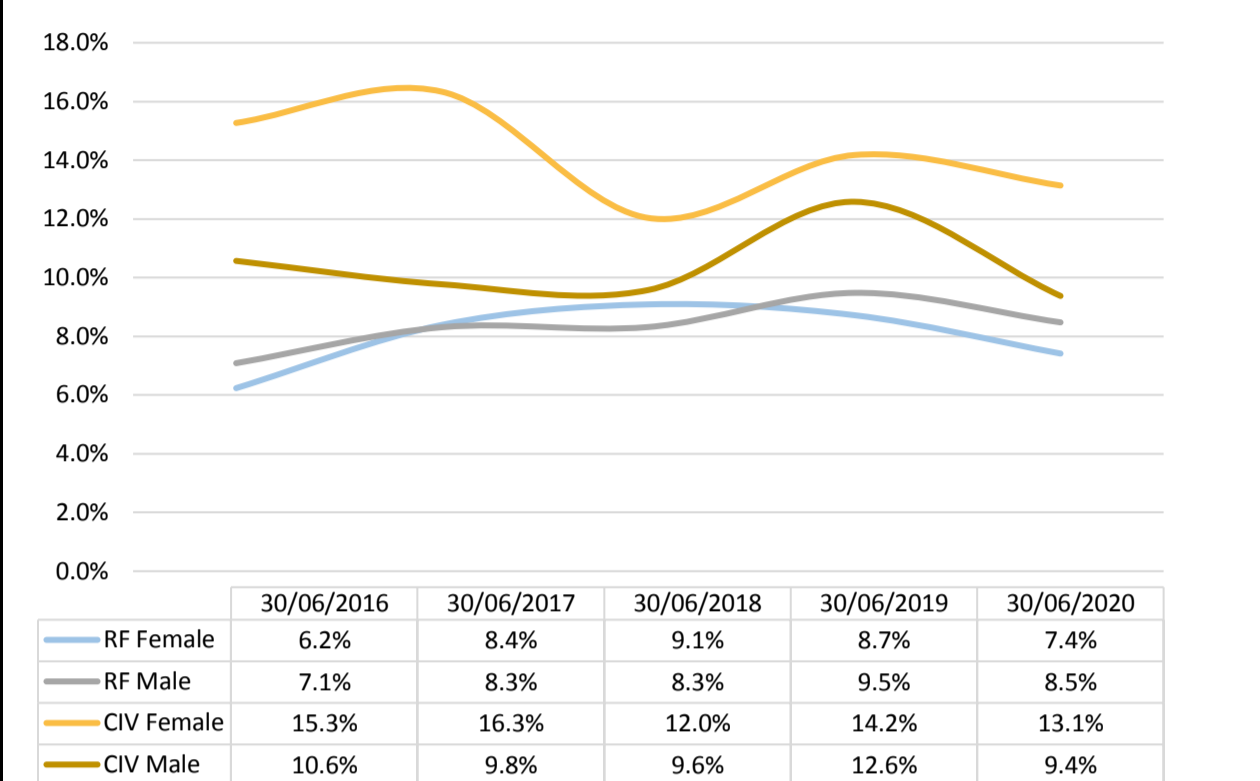
Gender By Portfolio



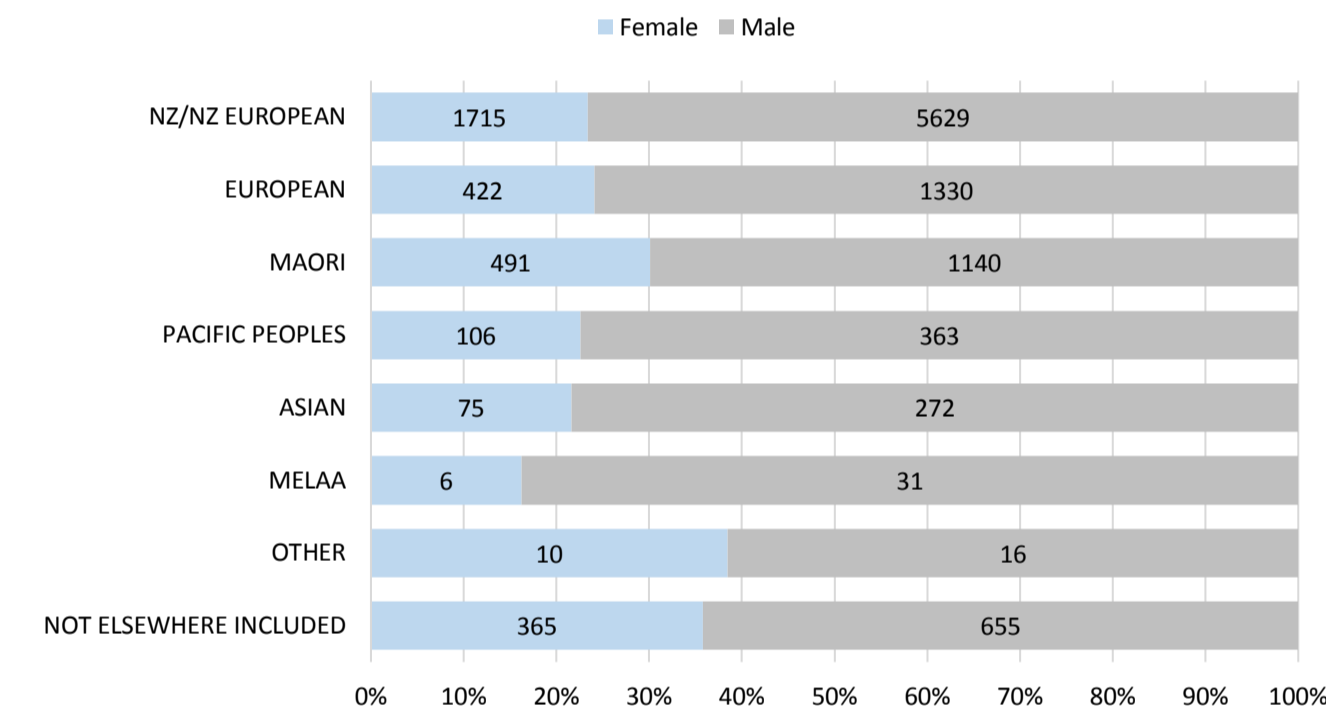
Reserve Force By Gender



Attrition By Gender

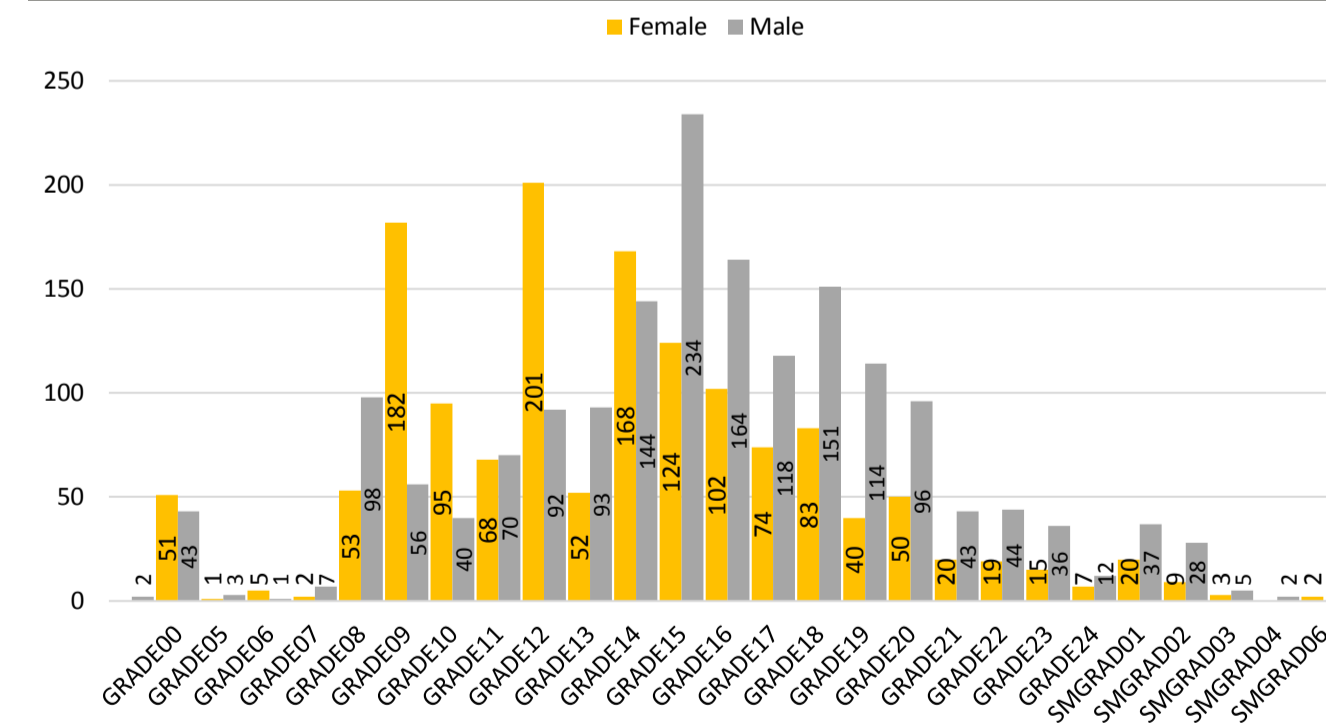


Ethnicity By Gender



'Other' also includes Not Elsewhere Included and MELAA.

Civilian Grade By Gender

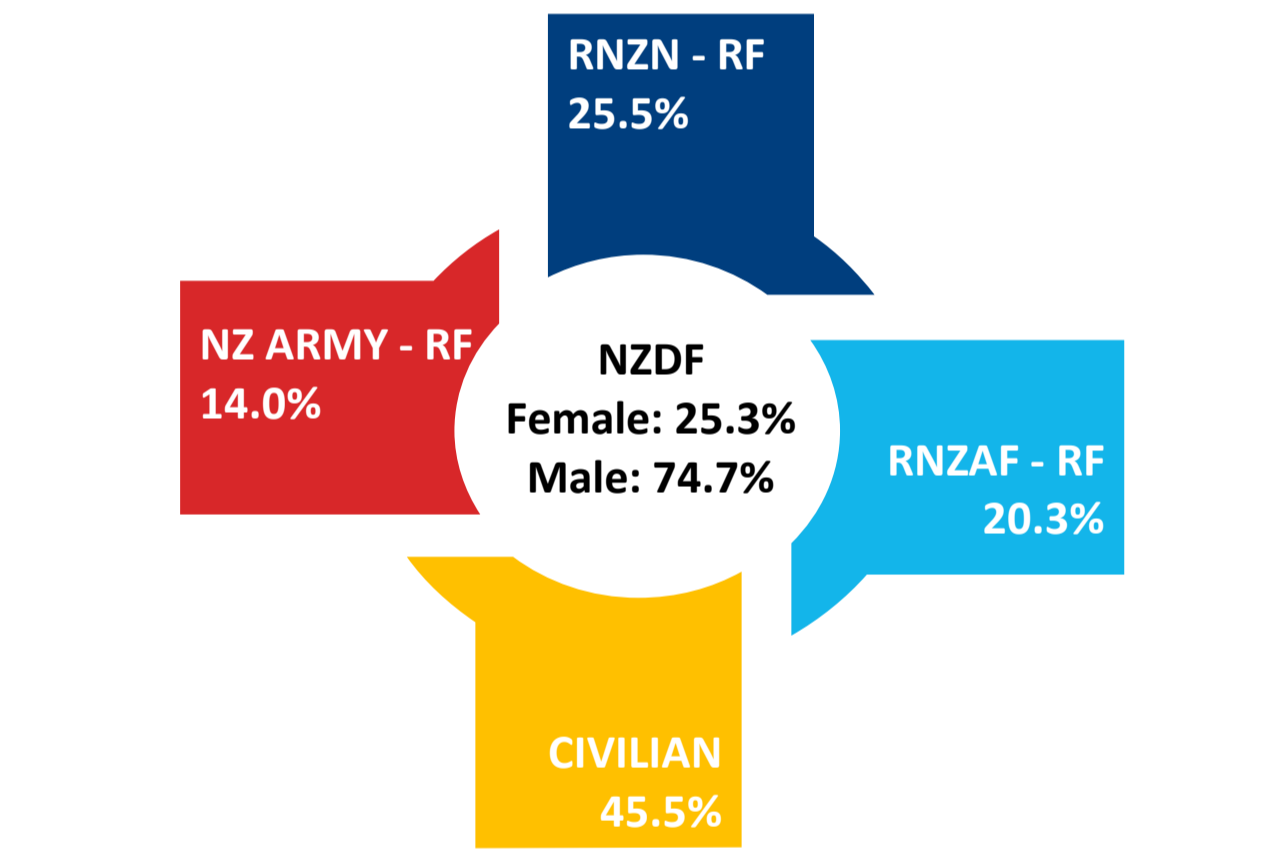


Gender Pay Gap

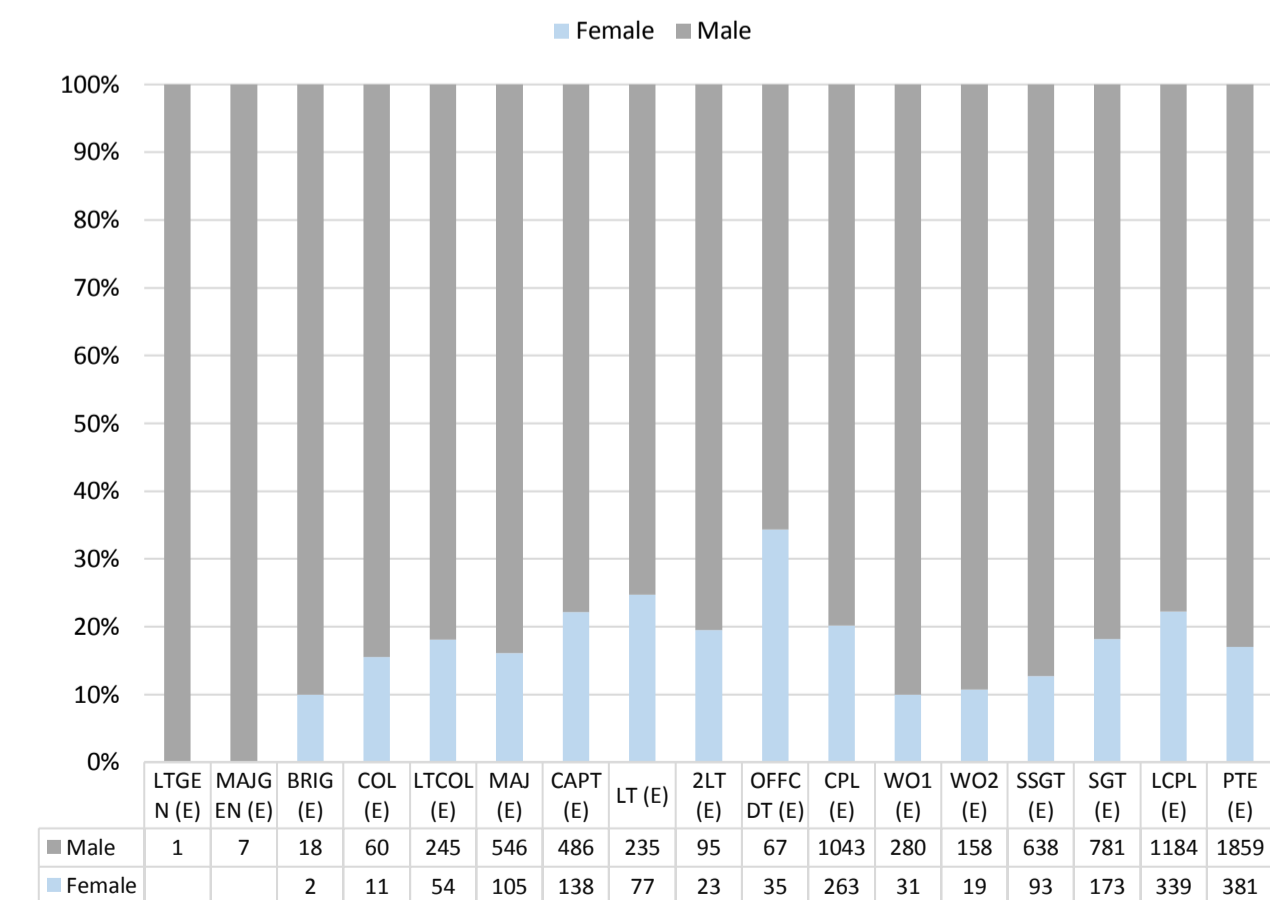
Regular Force		Average Salary				
Date	Female	Male	Jun-19		Jun-20	
Jun-19	\$ 70,413.70	\$ 73,978.24	4.8%	▲	5.2%	
Jun-20	\$ 72,320.62	\$ 76,275.03				

Civilian		Average Salary				
Date	Female	Male	Jun-19		Jun-20	
Jun-19	\$ 71,770.98	\$ 84,637.04	15.2%	▼	14.4%	
Jun-20	\$ 74,425.05	\$ 86,904.60				

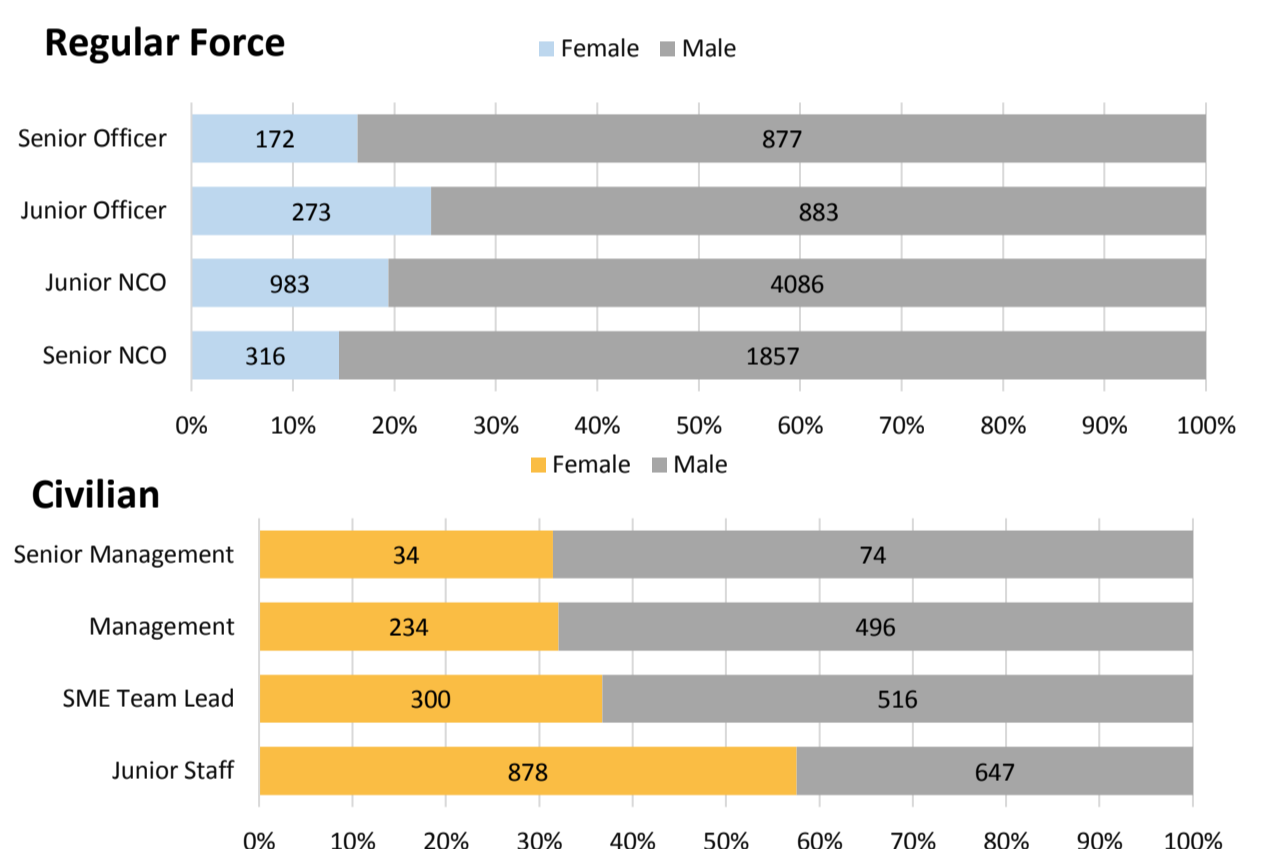
Female Representation



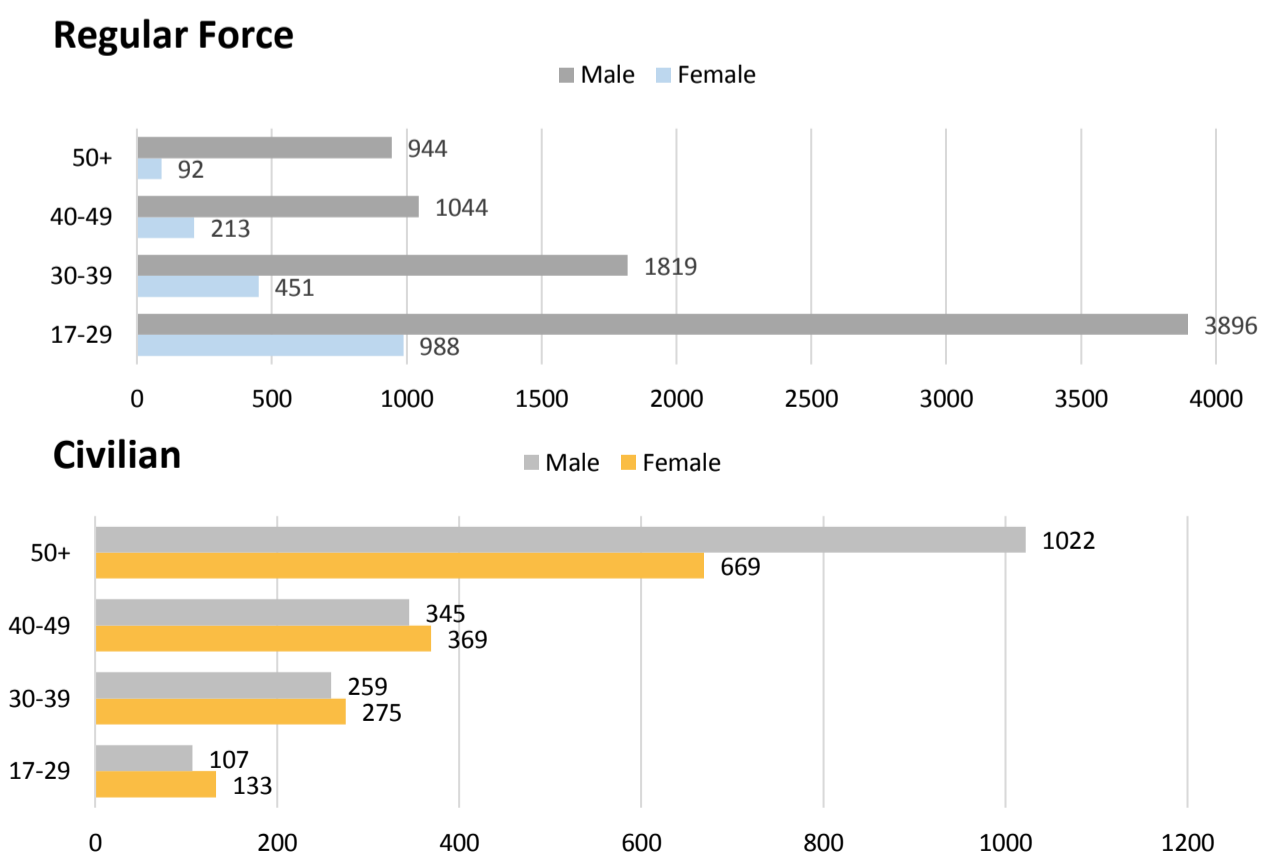
Regular Force Gender By Rank (E)



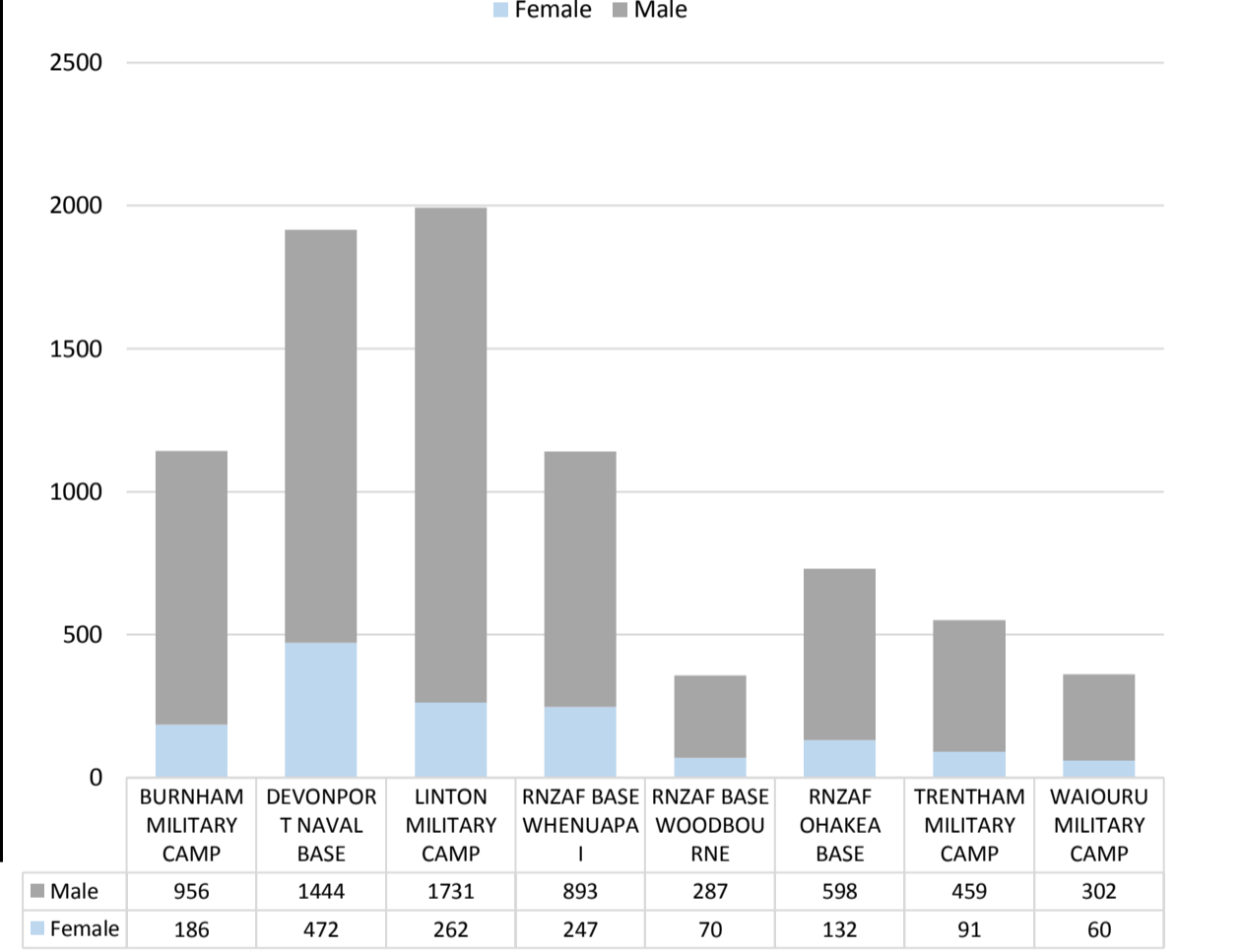
Seniority By Gender



Gender by Age Groups



Regular Force By Camp/Base



Insights

As at 30th June 2020, 25.3% of the Regular Force and Civilian workforce are females, while 74.7% are males.

Seniority By Gender shows a substantially higher percentage of males proportionally and by headcount across junior and senior staff. Female Regular Force representation is seen in junior staff, this is shown with over 20% of women in Junior NCO's and Junior Officers, and under 20% of women in Senior NCO and Senior Officer ranks.

This trend is also seen for Civilian females where the majority are in Junior Staff roles and trend to the lower grades (yellow) as the males trend to the higher grades (grey), this may have a negative impact on the GPG and attrition.

The Regular Force GPG has increased (0.4%) while the Civilian GPG has decreased by (0.8%). Civilian female attrition (13.1%) is higher than male attrition (9.4%), whilst Regular Force see male attrition (8.5%) being higher than female attrition (7.4%).

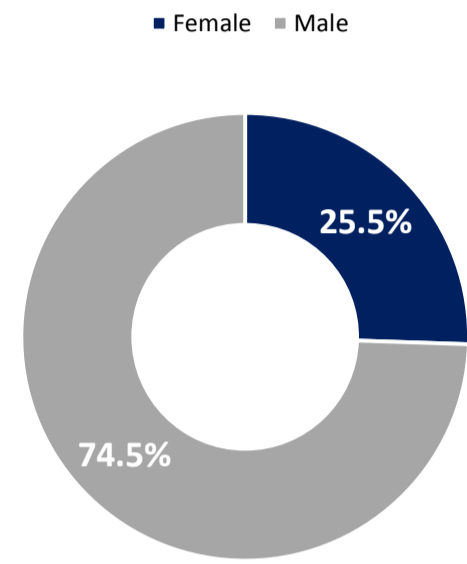


RNZN Gender Representation

Regular Force Personnel

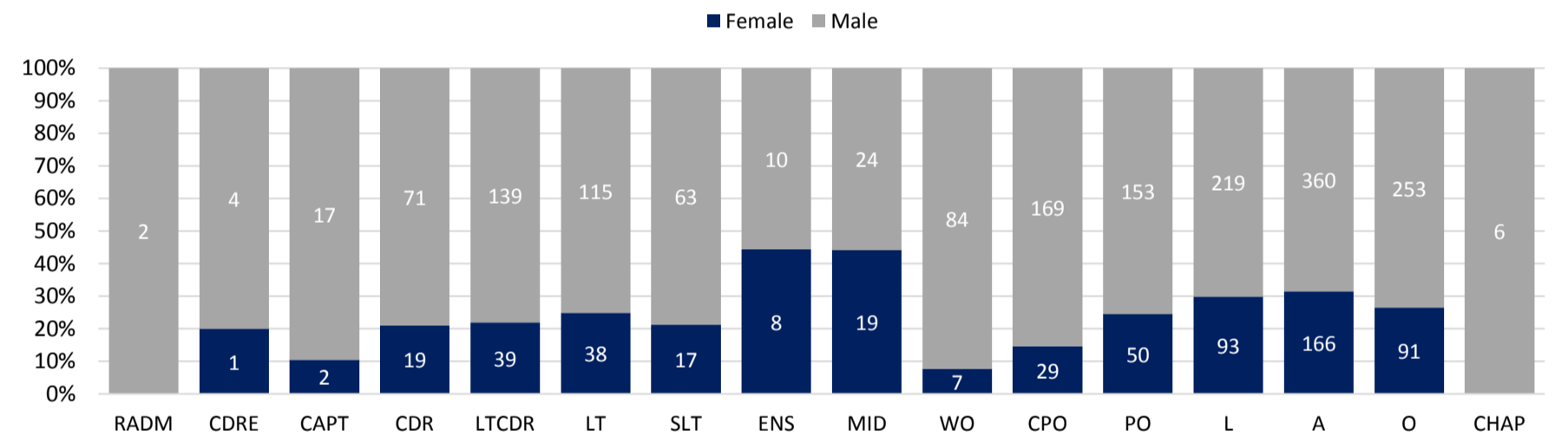
30-Jun-20

Current Gender Representation

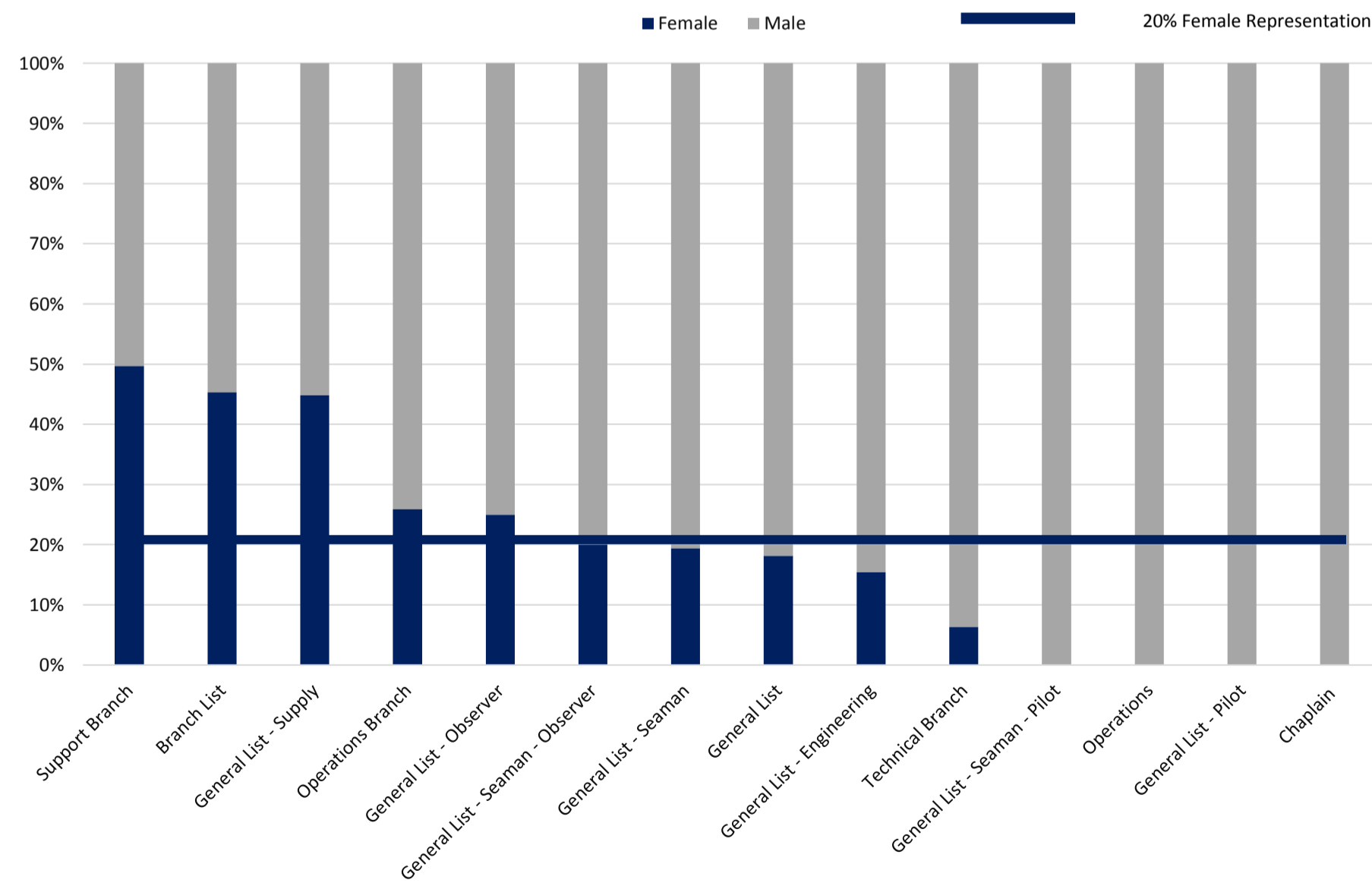


Service	Female	Male	Total
RNZN	579	1689	2268
Branch	Female	Male	Total
Support Branch	246	249	495
Operations Branch	153	438	591
General List - Seaman	43	179	222
General List - Supply	39	48	87
Technical Branch	37	550	587
Branch List	29	35	64
General List - Engineering	25	137	162
General List	4	18	22
General List - Observer	2	6	8
General List - Seaman - Observer	1	4	5
General List - Pilot		14	14
General List - Seaman - Pilot		4	4
Operations		1	1
Chaplain		6	6
Grand Total	579	1689	2268

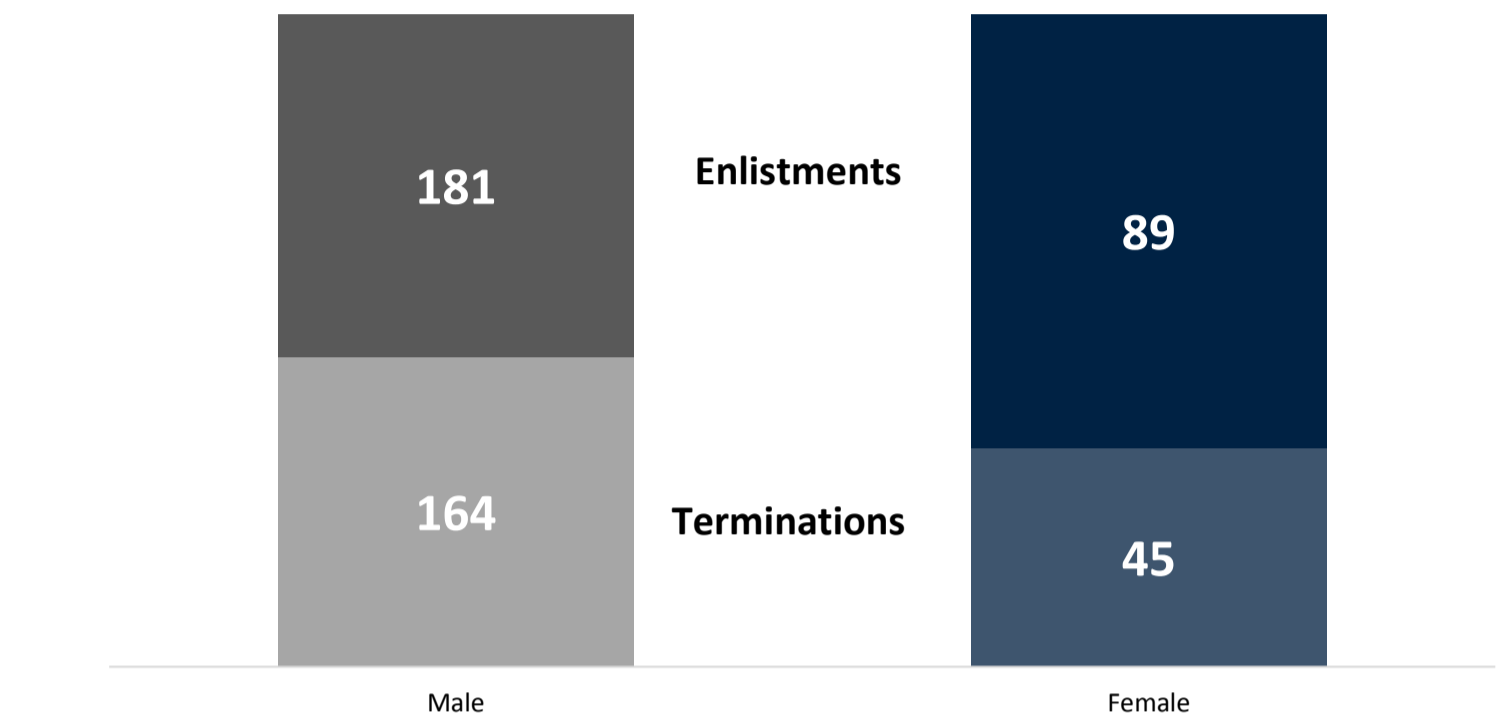
Gender By Rank



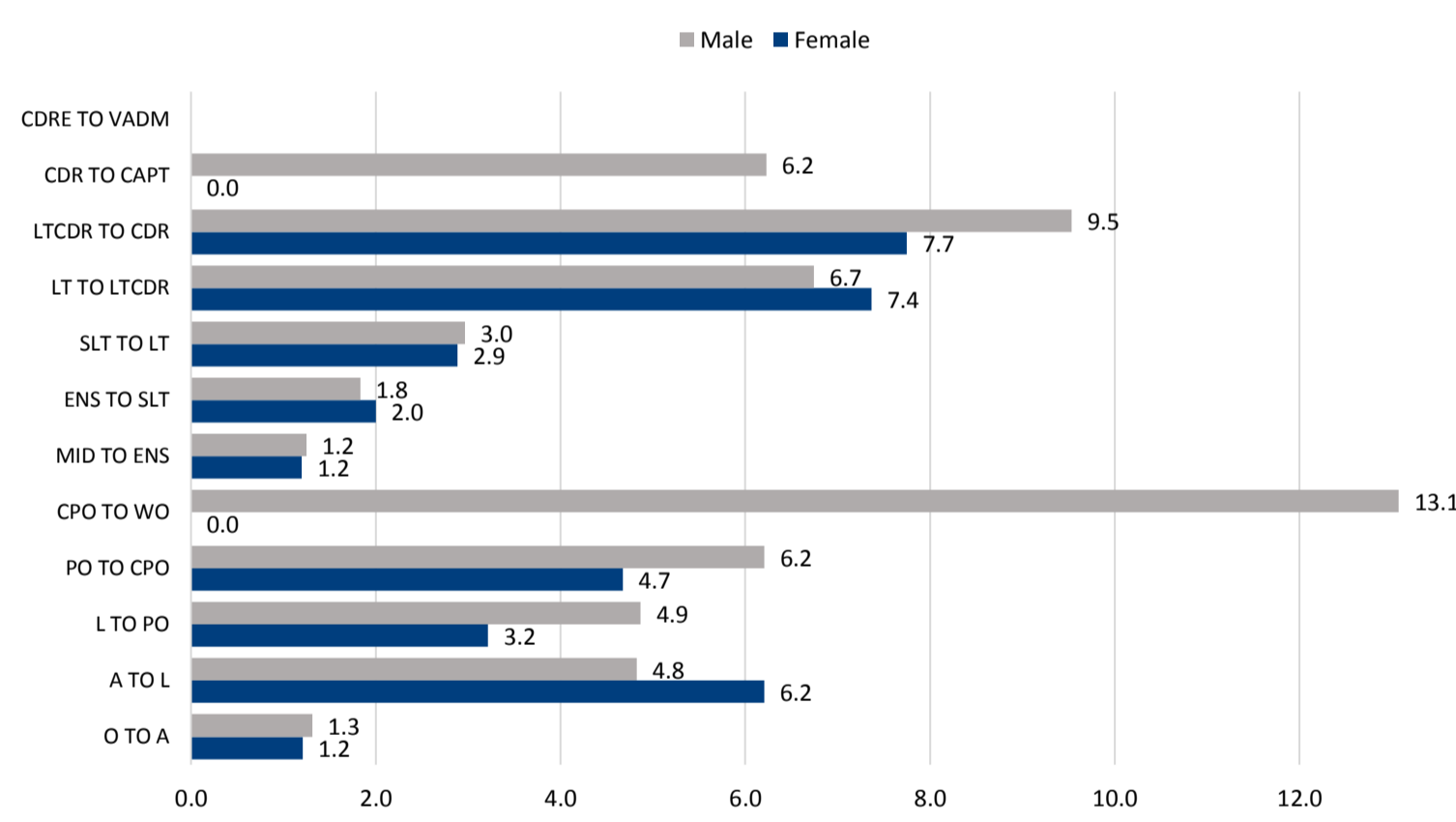
Gender By Branch



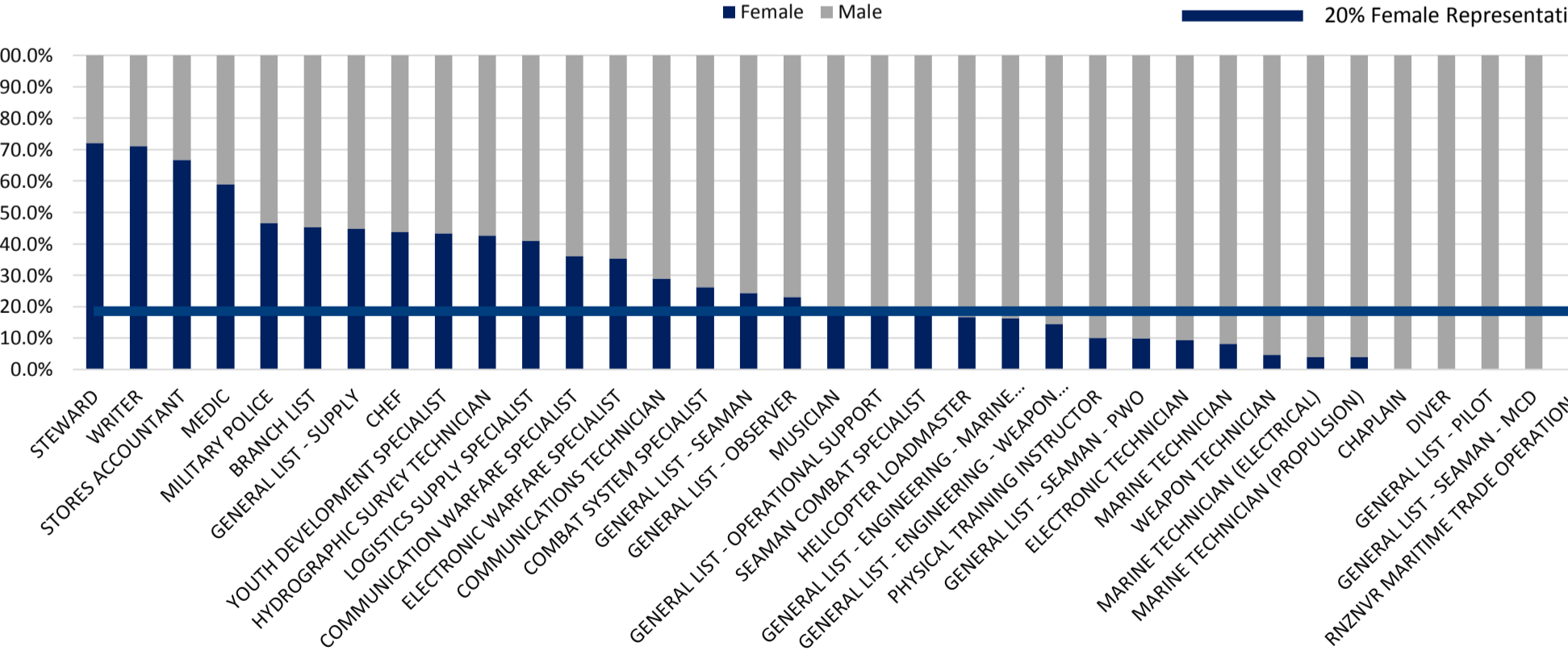
Recruitment vs Terminations (Total in previous 12 months)



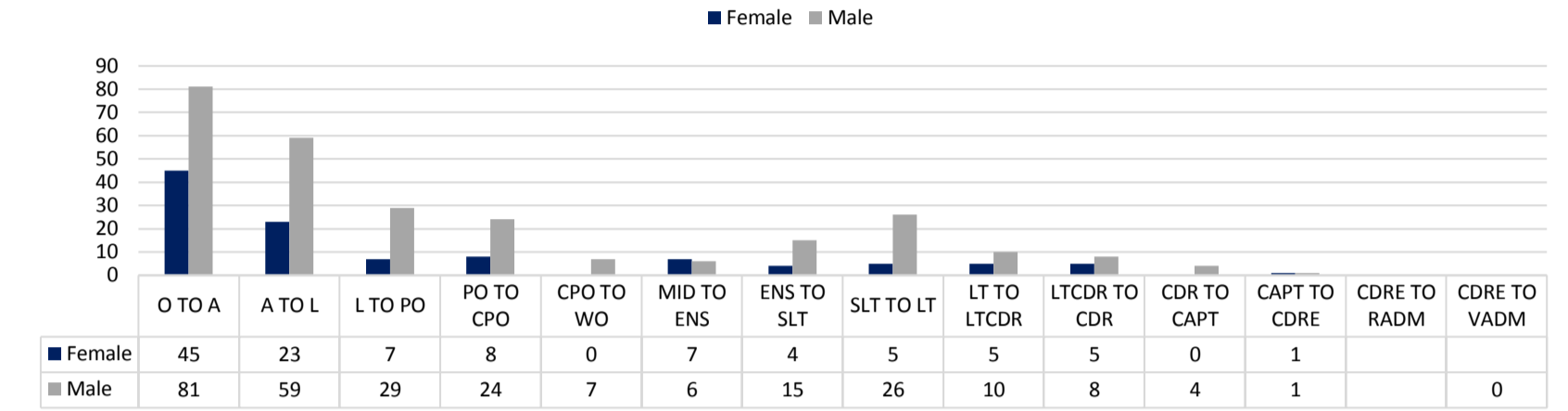
Average Time To Promotion over the last 12 months



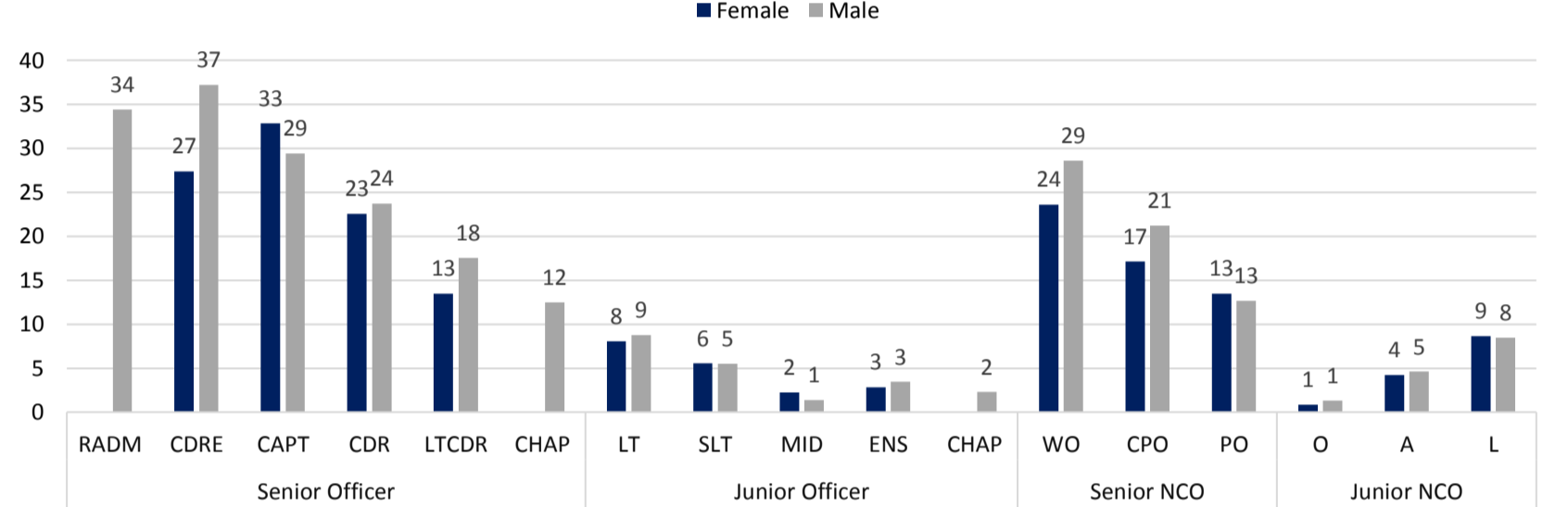
Gender by Trade



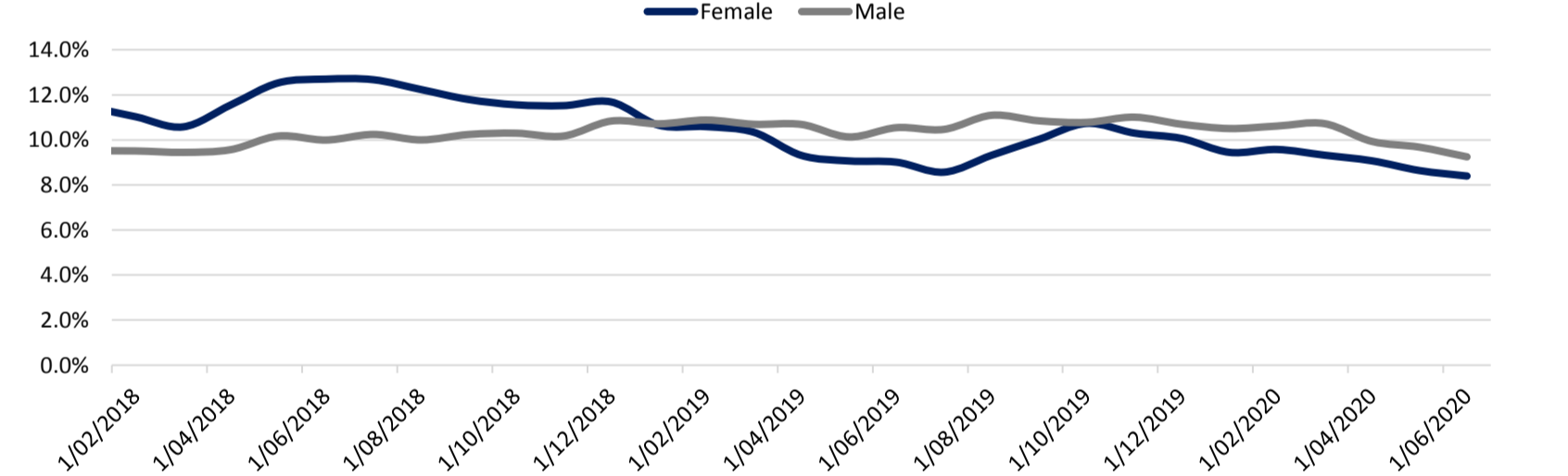
Promotions By Gender from the previous 12 months



Length of Service By Gender & Seniority



Attrition By Gender



Insights

Terminations - RNZN has had 209 terminations over the last 12 months; 45 females and 164 males. On average, this equates to 3.8 females per month, and 13.7 males per month. This represents 7.8% of the current female Regular Force, and 9.7% of the current male Regular Force.

Time to promotion remains relatively similar throughout the ranks. In the last 12 months it took females 7.7 years to promote to CDR vs males it took 9.5 years. In the majority of ranks, women have a shorter length of service at almost every rank level, except at CAPT, where the difference is relatively small (4 years). However, it is interesting to note there has been no promotions from CPO to WO for female Regular Force, but there have been 7 promotions for males.

Female Regular Force attrition in 2018 started above male attrition at 11.5%, in 2019 we saw a steady decline concluding FY 19/20 with female attrition below male attrition at 8.4%.

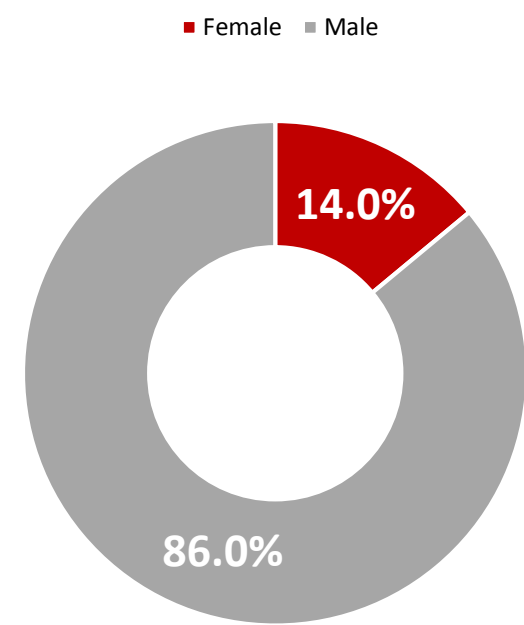


NZ ARMY Gender Representation

Regular Force Personnel

30-Jun-20

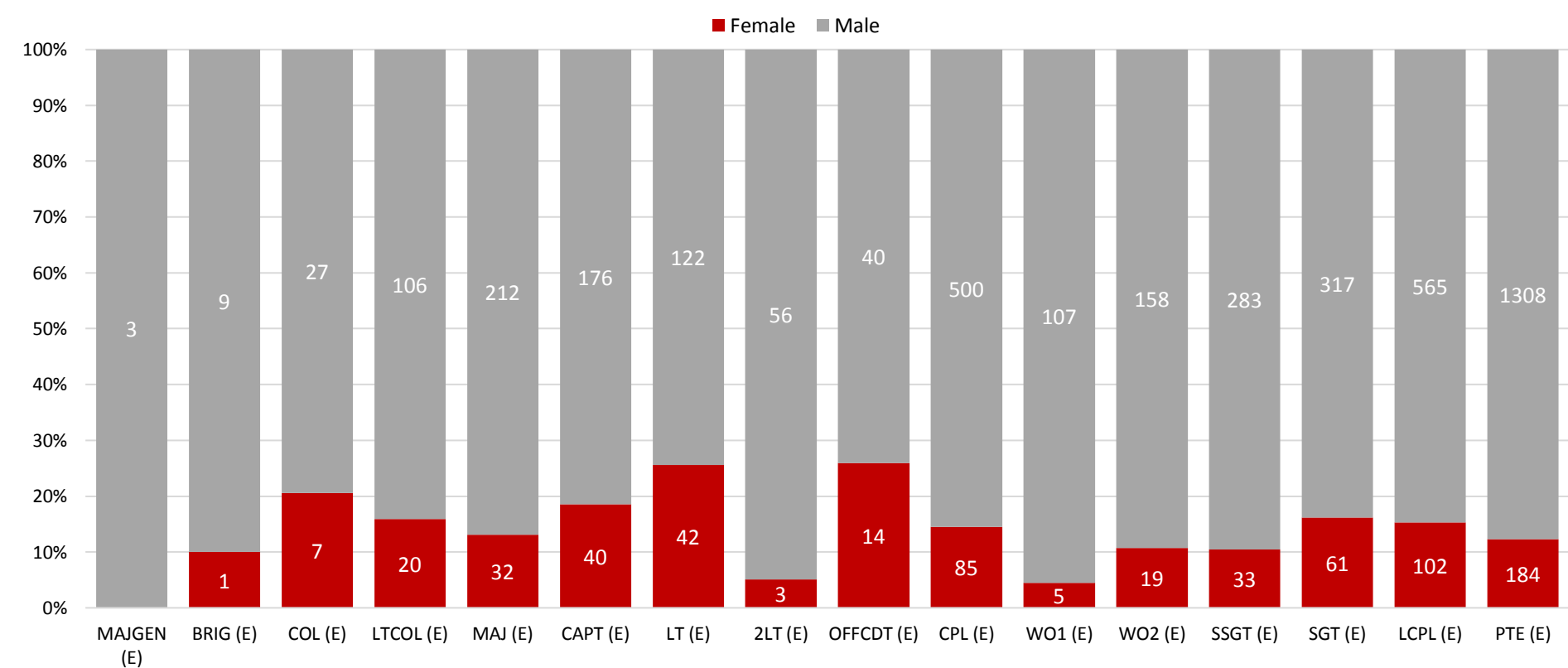
Current Gender Representation



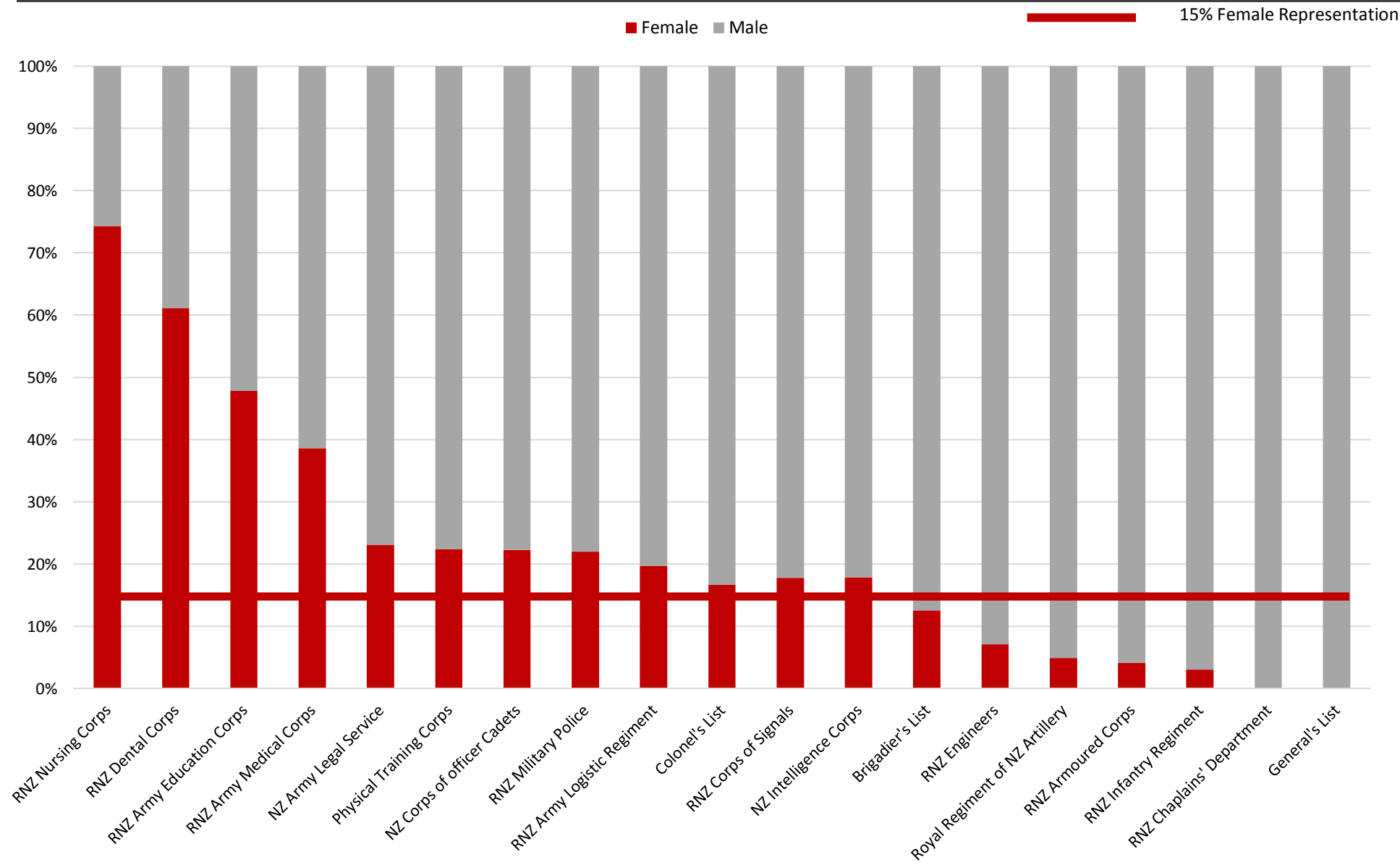
Service	Female	Male	Total
NZ ARMY	648	3989	4637

Branch	Female	Male	Total
Brigadier's List	1	7	8
Colonel's List	5	25	30
New Zealand Army Legal Service	3	10	13
New Zealand Corps of officer Cadets	10	35	45
New Zealand Intelligence Corps	33	152	185
NZ Army Physical Training Corps	13	45	58
Royal New Zealand Armoured Corps	9	209	218
Royal New Zealand Army Education Corps	11	12	23
Royal New Zealand Army Logistic Regiment	271	1106	1377
Royal New Zealand Army Medical Corps	83	132	215
Royal New Zealand Chaplains' Department	0	14	14
Royal New Zealand Corps of Signals	71	328	399
Royal New Zealand Dental Corps	22	14	36
Royal New Zealand Engineers	37	484	521
Royal New Zealand Infantry Regiment	33	1057	1090
Royal New Zealand Military Police	9	32	41
Royal New Zealand Nursing Corps	26	9	35
Royal Regiment of New Zealand Artillery	11	214	225
General's List	0	3	3
Grand Total	648	3989	4637

Gender By Rank

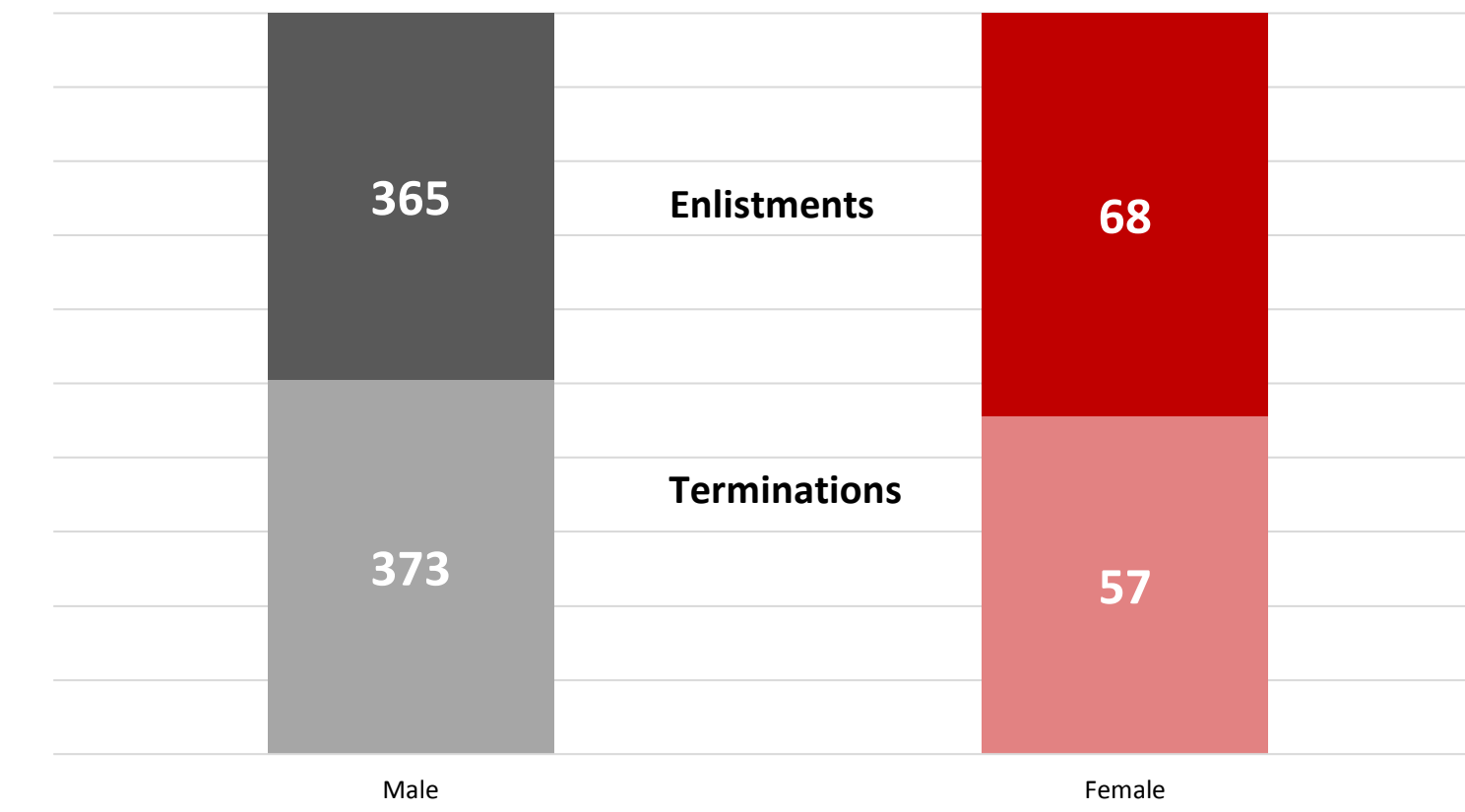


Gender By Branch

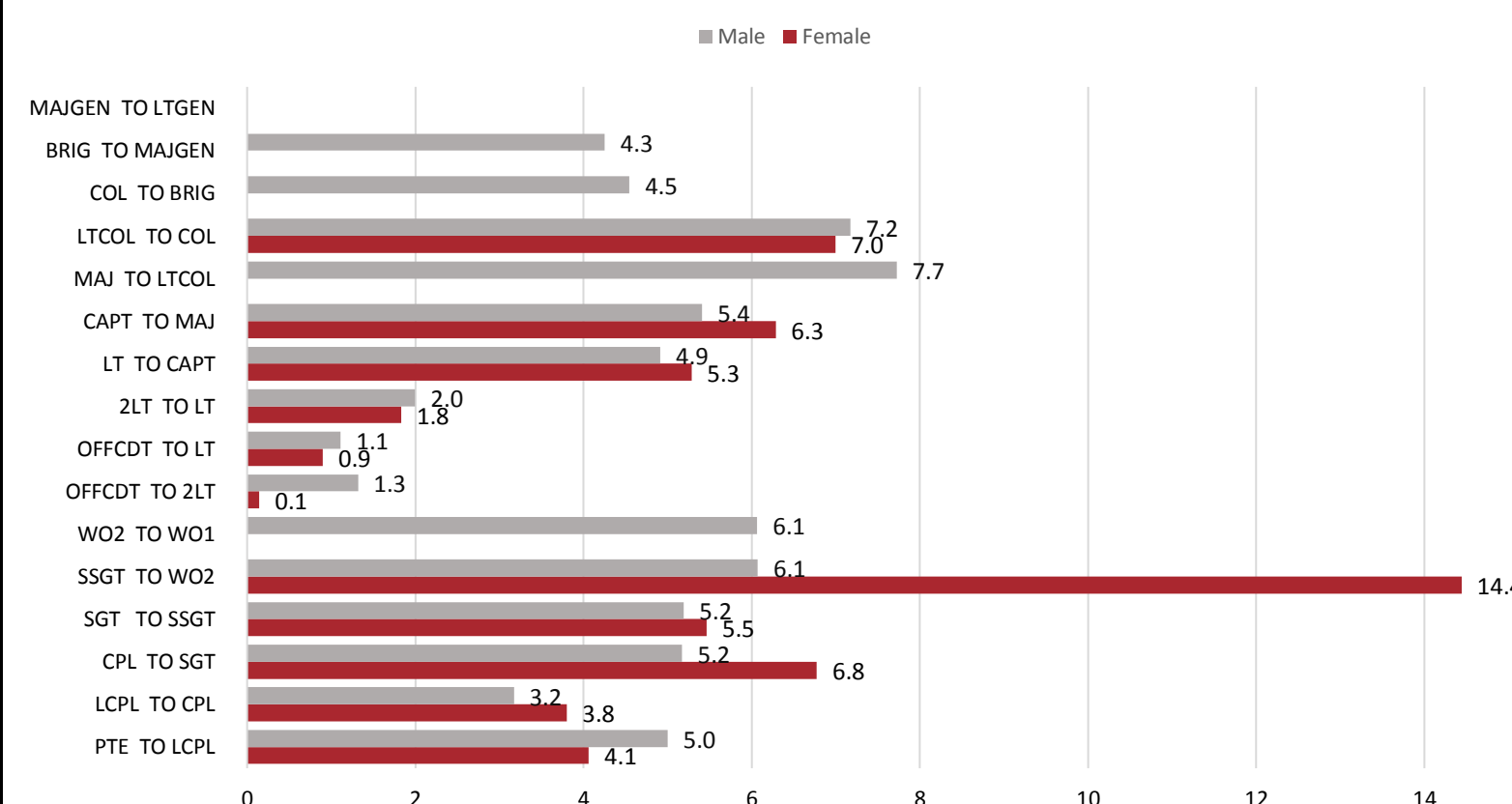


Attrition is calculated using a 12 month rolling average

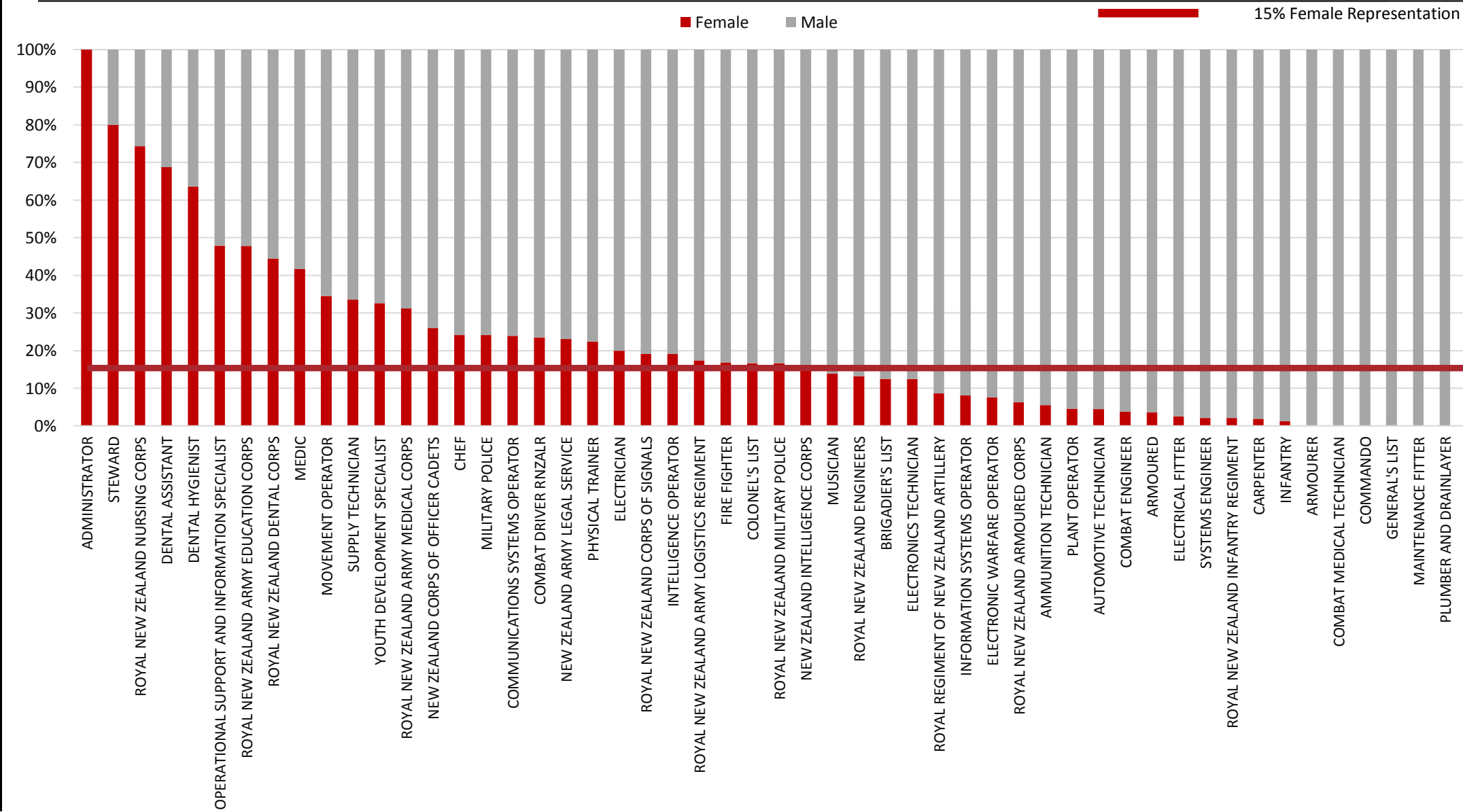
Recruitment vs Terminations (Total in previous 12 months)



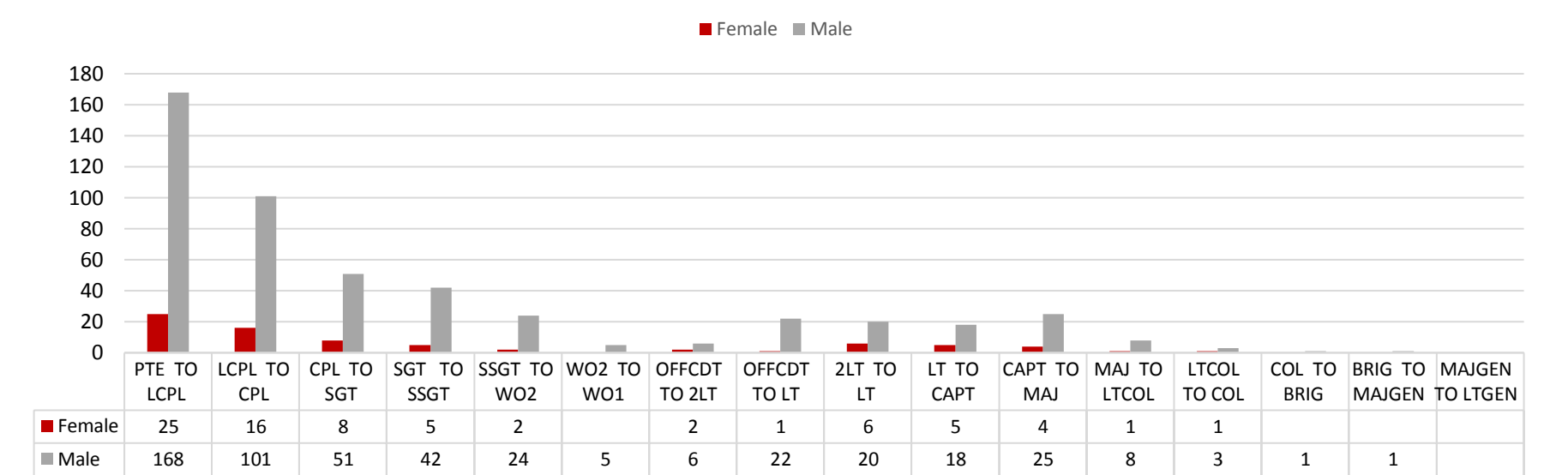
Time To Promotion over the past 12 months



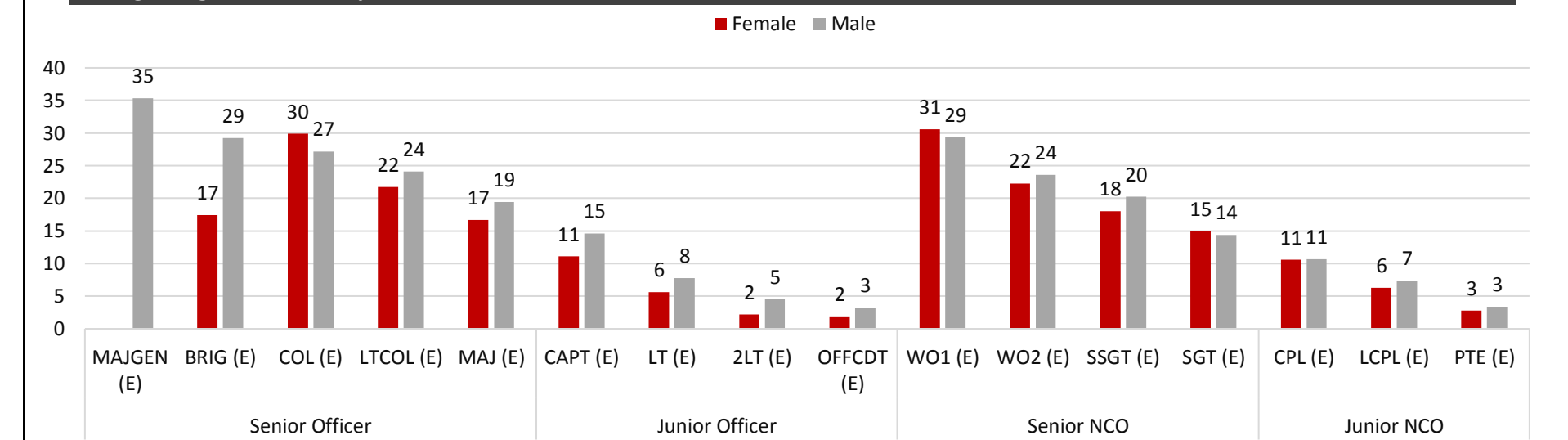
Gender By Trade



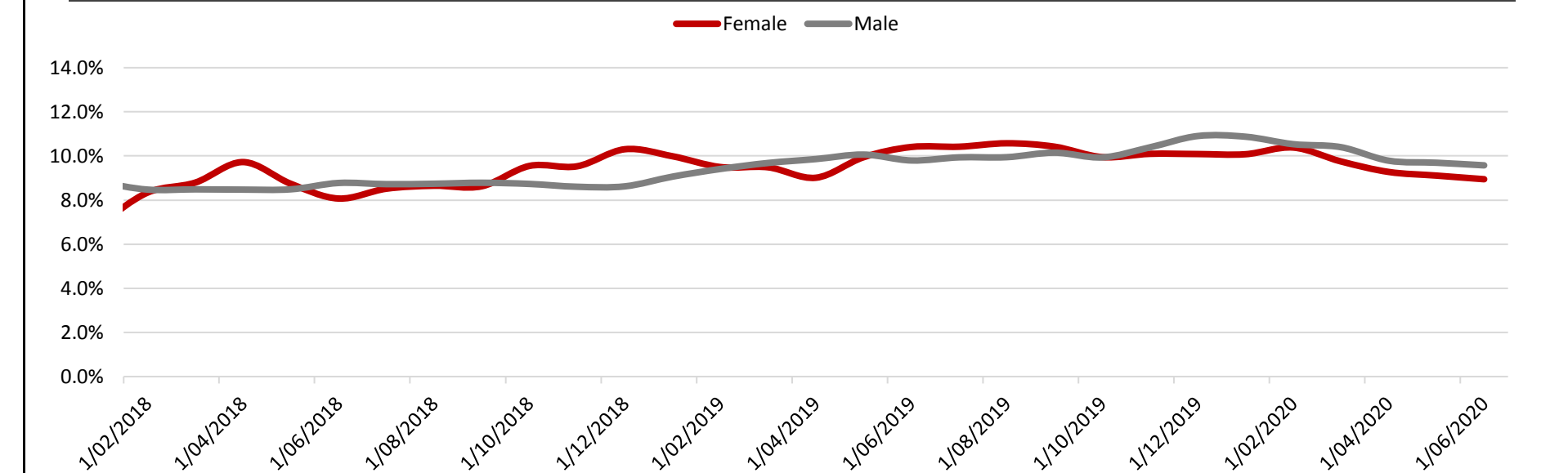
Promotions By Gender over the last 12 months



Average Length Of Service By Gender



Attrition By Gender



Insights

Terminations - NZ ARMY has had 430 terminations over the last 12 months; 57 females and 373 males. On average, this equates to 4.8 females per month, and 31.1 males per month. This represents 8.8% of the current female Regular Force, and 9.4% of the current male Regular Force.

Time to promotion remains relatively similar throughout the Junior Officers and Junior Other Ranks. We can start to see the variance with Senior Officers (with the exception of LTCOL to COL) & Senior Other Ranks. In the last 12 months, there is a significant variance in how much longer it takes females to promote from SSGT to WO2. This difference in seniority is reflected in length of service.

From 2018 attrition, across both males and females, has fluctuated with no seasonal pattern. However, NZ Army concludes FY 19/20 with female Regular Force attrition below male attrition at 8.9%.

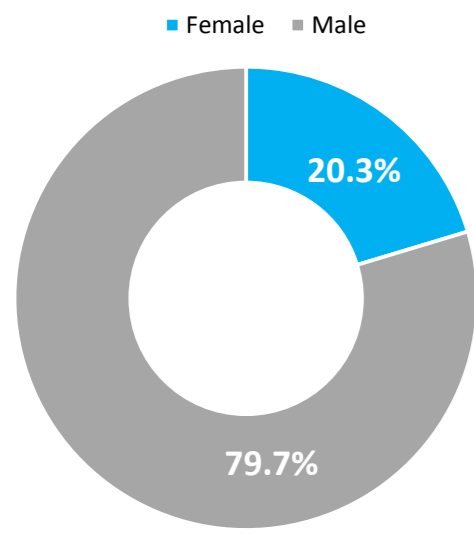


RNZAF Gender Representation

Regular Force Personnel

30-Jun-20

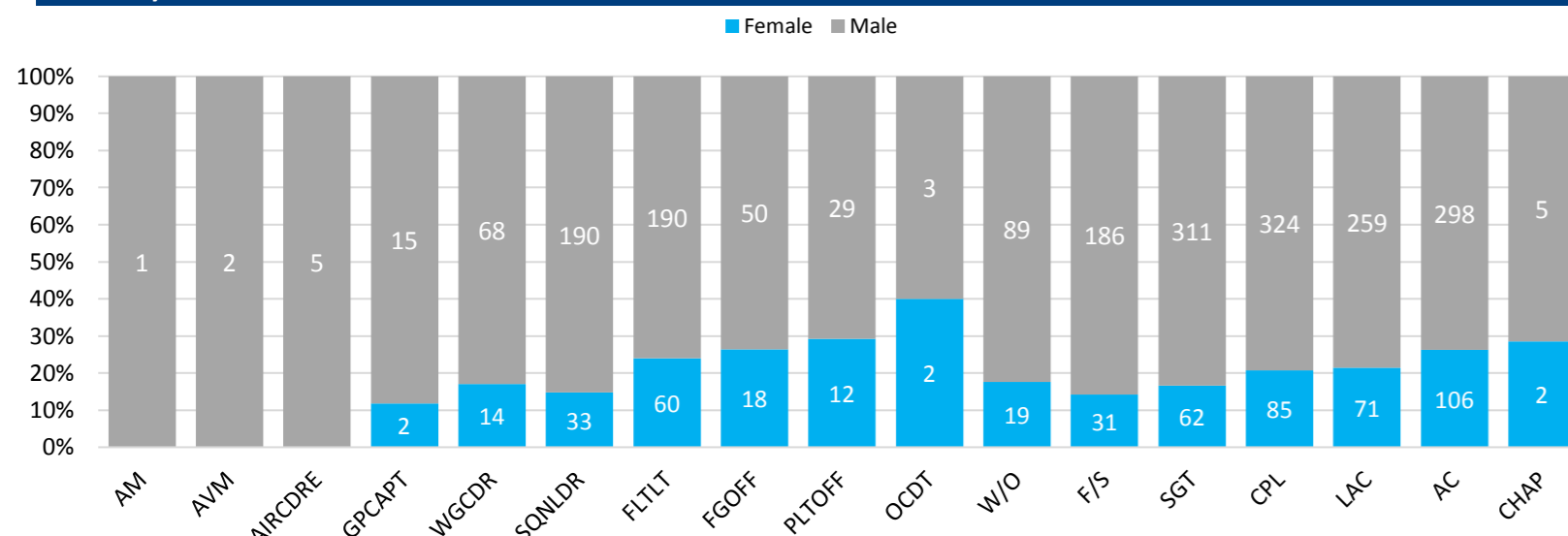
Current Gender Representation



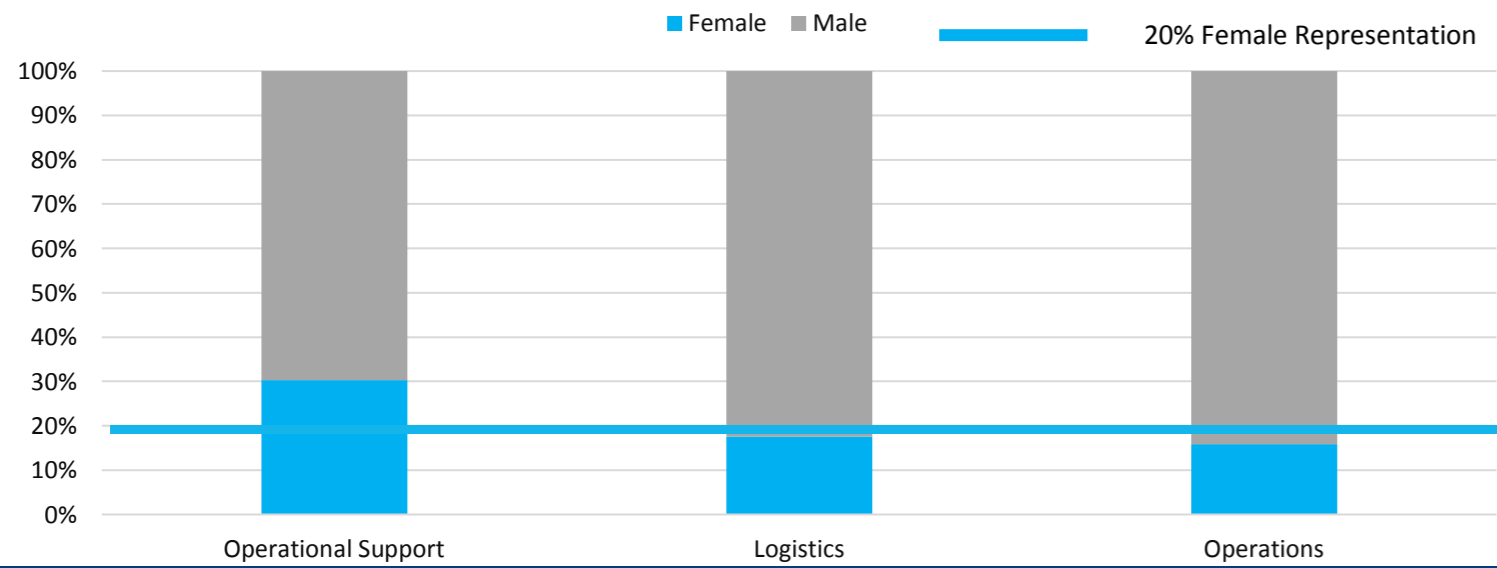
Service	Female	Male	Total
RNZAF	517	2025	2542

Branch	Female	Male	Total
Logistics	255	1197	1452
Operational Support	187	430	617
Operations	75	398	473
Grand Total	517	2025	2542

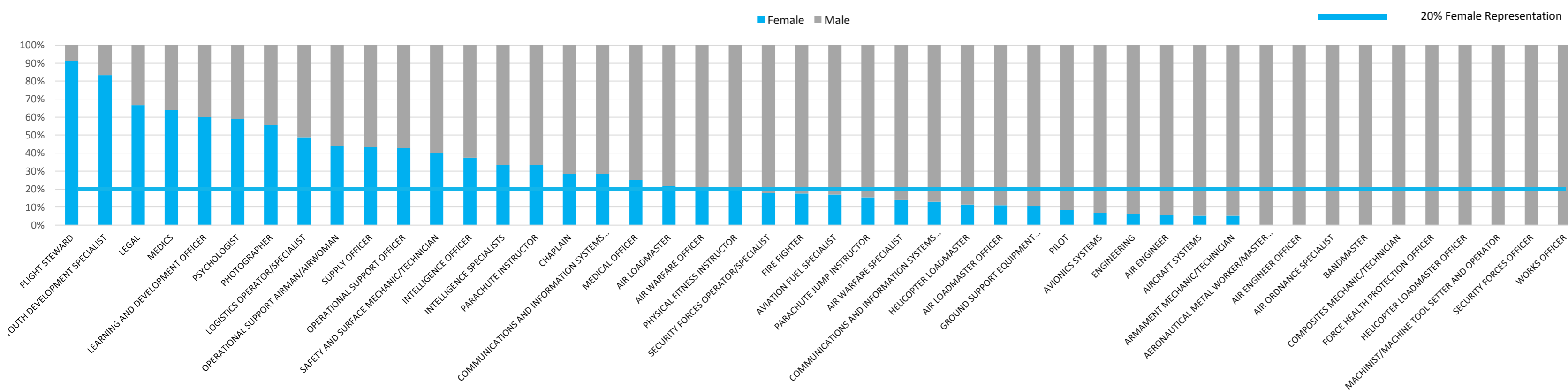
Gender By Rank



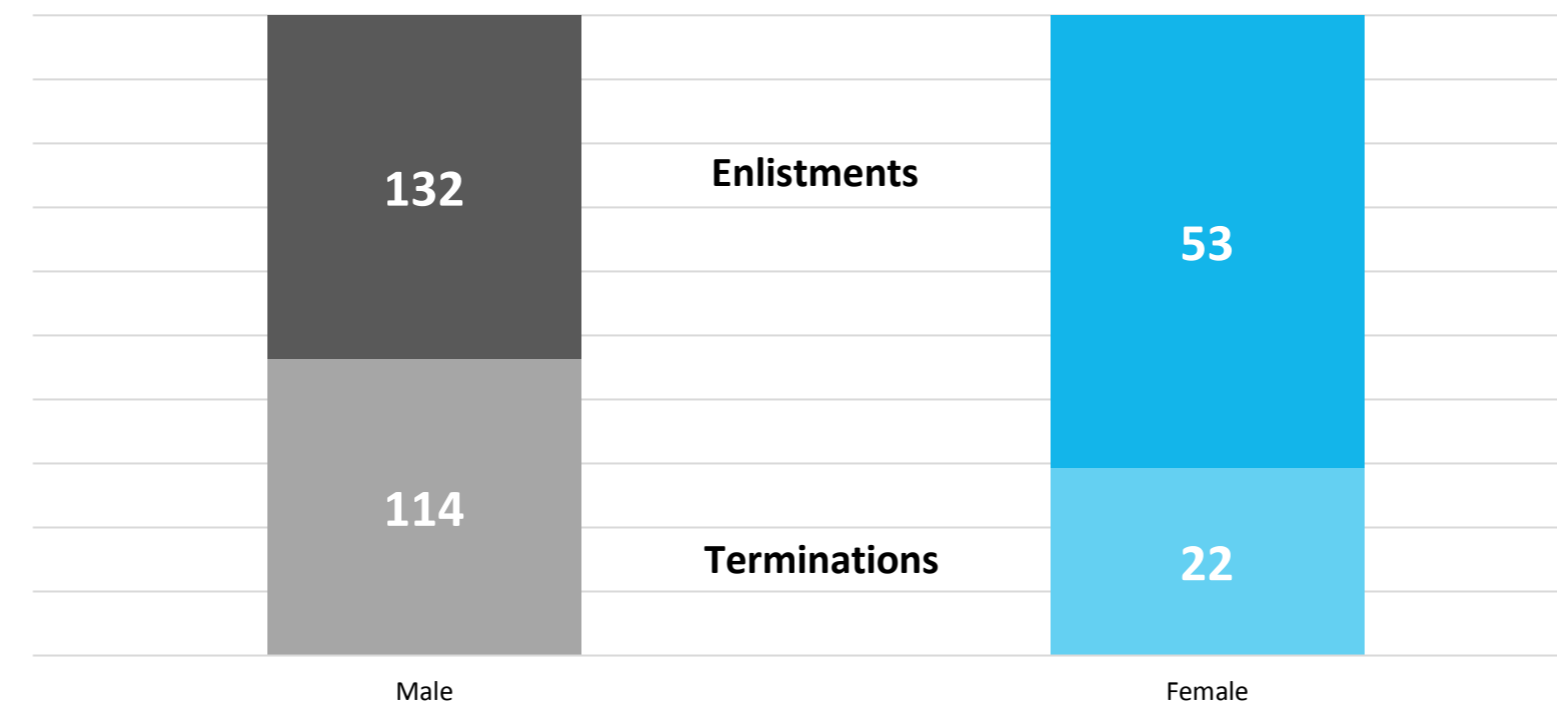
Gender By Branch



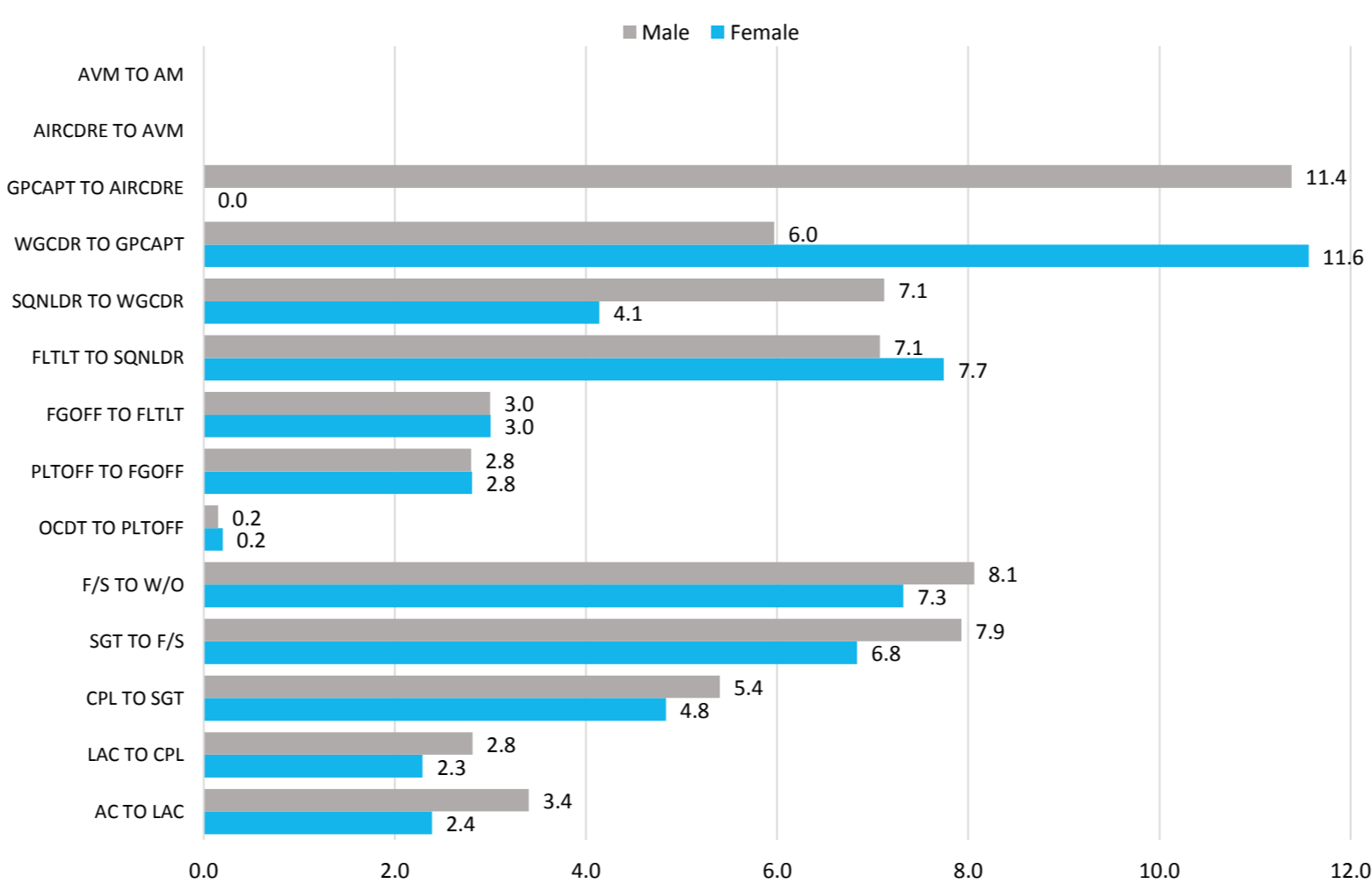
Gender By Trade



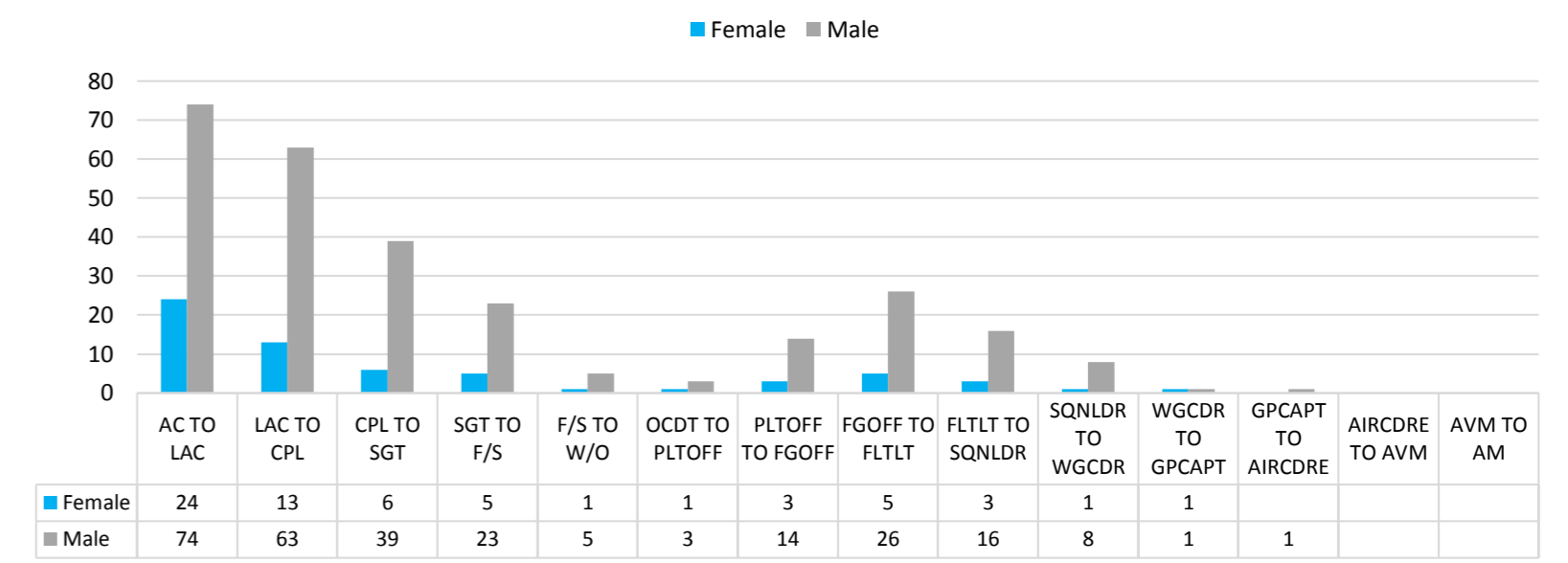
Recruitment vs Terminations (Total in previous 12 months)



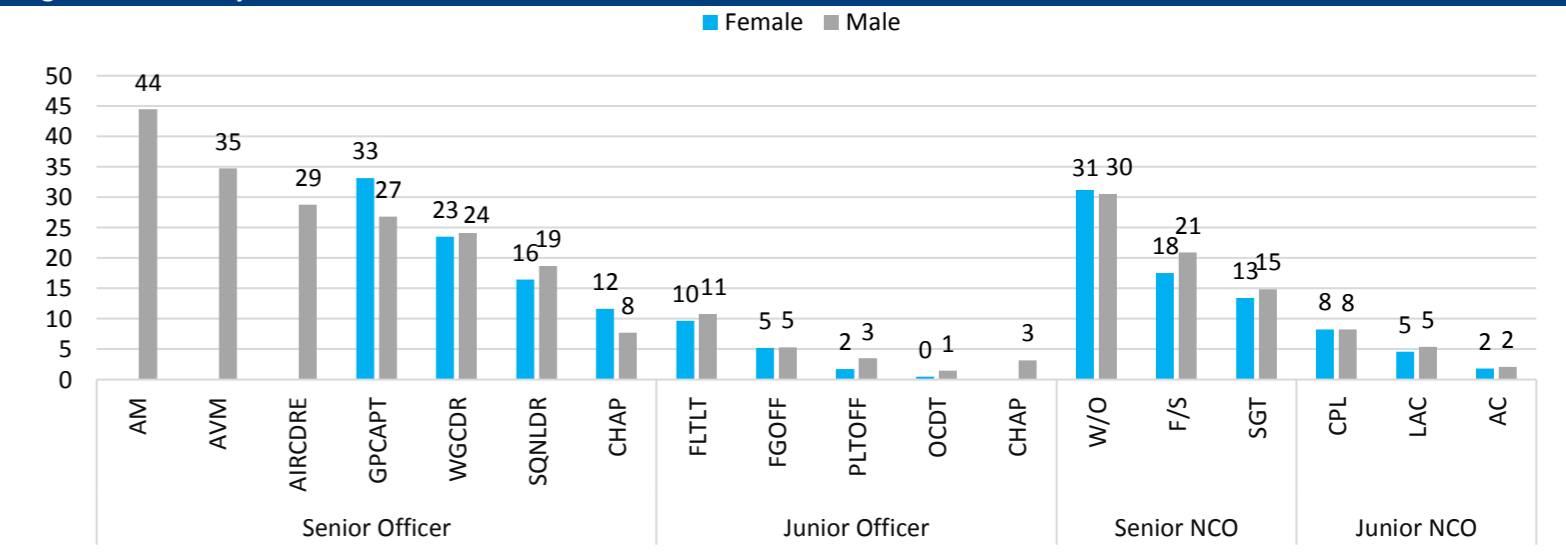
Time To Promotion By Gender over the last 12 months



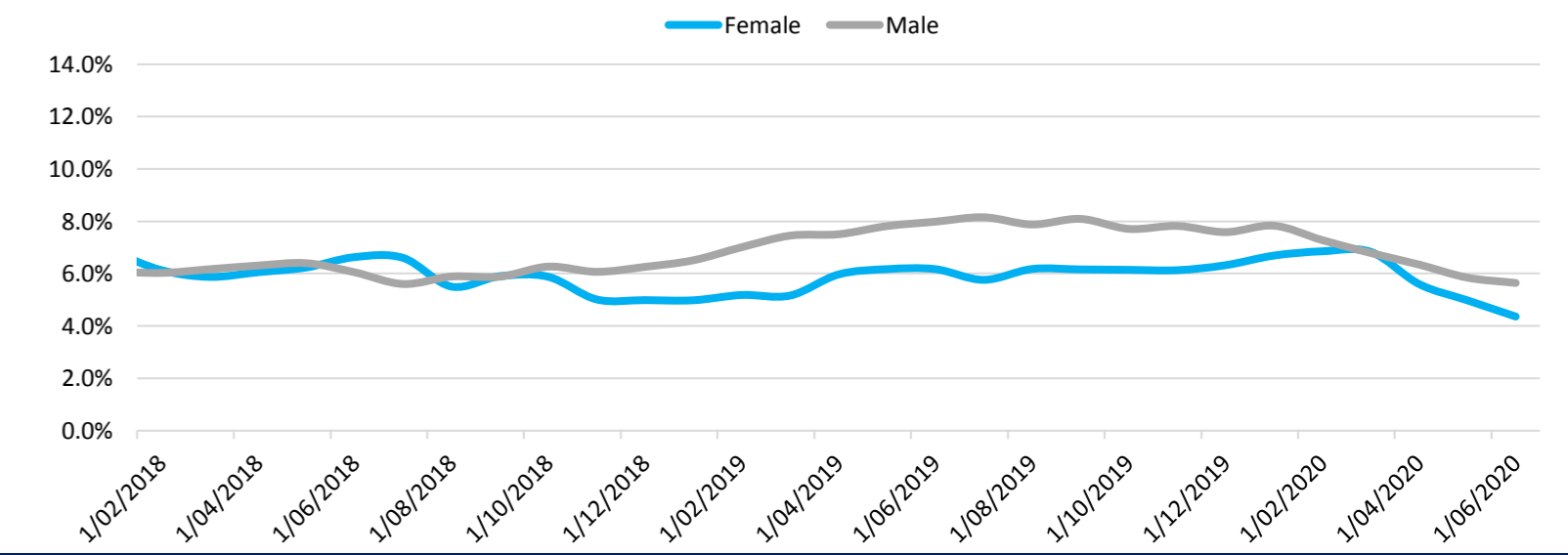
Promotions By Gender over the last 12 months



Length Of Service By Gender



Attrition By Gender



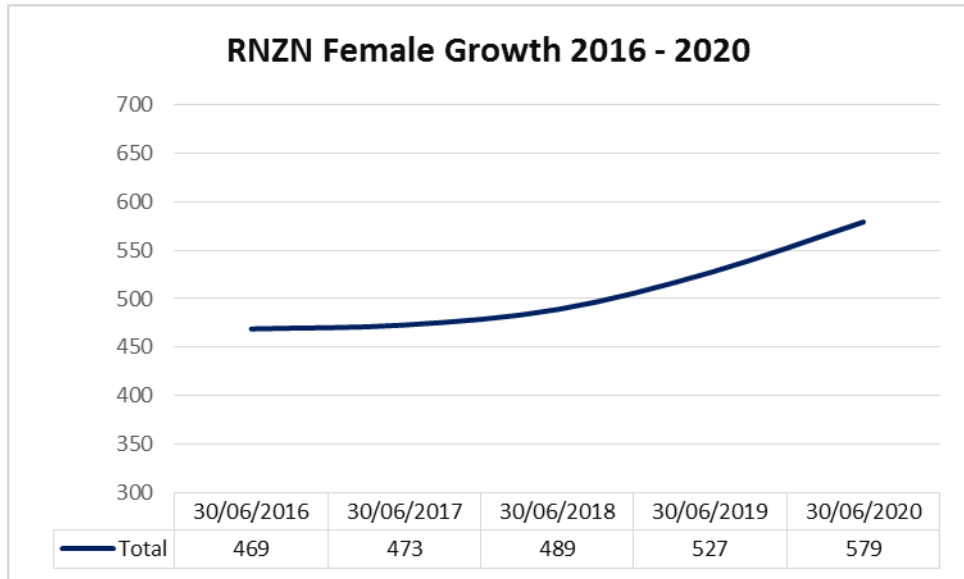
Insights

Terminations - RNZAF has had 136 terminations over the last 12 months; 22 females and 114 males. On average, this equates to 2.2 females per month, and 9.5 males per month. This represents 4.3% of the current female Regular Force, and 5.6% of the current male Regular Force.

Time to promotion remains relatively similar throughout the ranks, with female NCO's promoting faster than males. However, when we come to SQNLDR to WGCDR promotions and above, females are taking longer to promote. This difference in seniority is reflected in length of service as there is a small variance in the junior ranks but males are staying longer in senior ranks.

Female Regular Force attrition in 2018 started above male attrition at 6.8%. From 2019 female attrition was relatively stable and concluded FY 19/20 below male attrition at 4.4%.

Annex E. Five Years Comparative Data of NZDF Gender Representation for RNZN (2016-2020)



RNZN Females

Date	Total
30/06/2016	469
30/06/2017	473
30/06/2018	489
30/06/2019	527
30/06/2020	579
Variance	110

RNZN Males

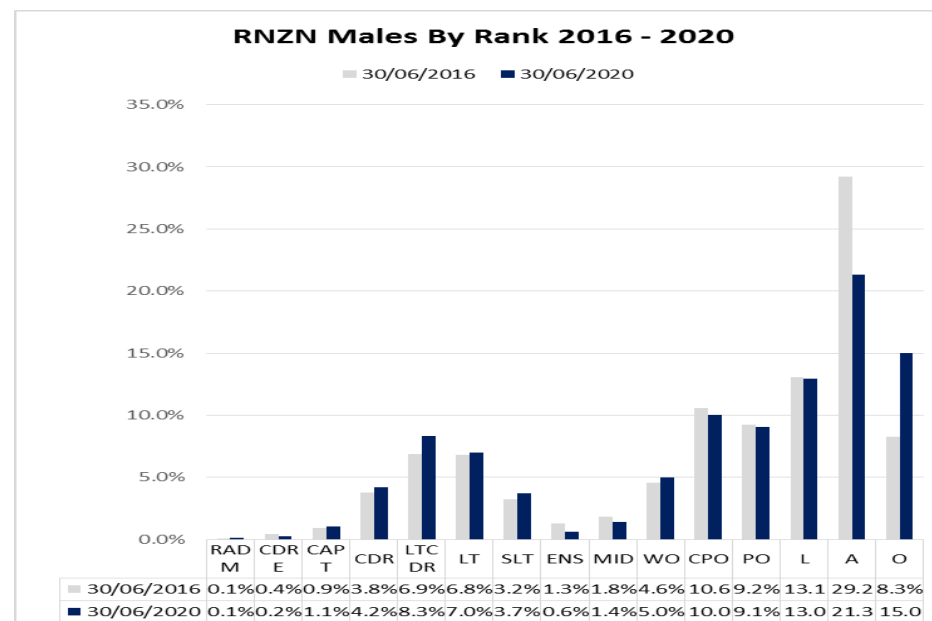
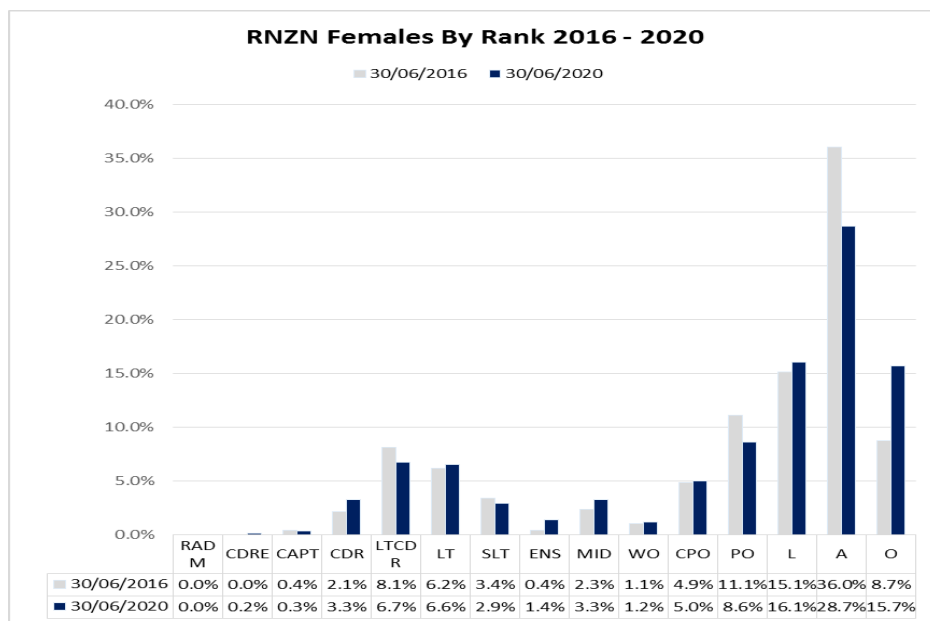
Date	Total
30/06/2016	1646
30/06/2017	1642
30/06/2018	1637
30/06/2019	1655
30/06/2020	1687
Variance	41

RNZN Females

Date/Rank	RADM	CDRE	CAPT	CDR	LTCDR	LT	SLT	ENS	MID	WO	CPO	PO	L	A	O	Total	
30/06/2016				2	10	38	29	16	2	11	5	23	52	71	169	41	259
30/06/2017				3	13	42	31	12	6	9	5	21	52	71	149	59	265
30/06/2018				3	13	42	36	13	3	15	6	20	54	78	143	63	283
30/06/2019				4	14	43	34	14	6	15	8	24	51	92	143	79	305
30/06/2020		1	2	19	39	38	17	8	19	7	29	50	93	166	91	322	
Variance		1	0	9	1	9	1	6	8	2	6	-2	22	-3	50	63	

RNZN Males

Date/Rank	RADM	CDRE	CAPT	CDR	LTCDR	LT	SLT	ENS	MID	WO	CPO	PO	L	A	O	Total
30/06/2016	1	7	15	62	113	112	53	21	30	75	174	152	215	481	136	1029
30/06/2017	1	5	17	63	128	103	63	19	33	77	186	155	214	423	156	1063
30/06/2018	1	5	19	66	130	113	66	20	22	80	180	160	201	410	165	1062
30/06/2019	2	3	16	72	135	108	70	20	16	78	167	156	221	361	232	1062
30/06/2020	2	4	18	71	141	118	63	10	24	84	169	153	219	360	253	1074
Variance	1	-3	3	9	28	6	10	-11	-6	9	-5	1	4	-121	117	45



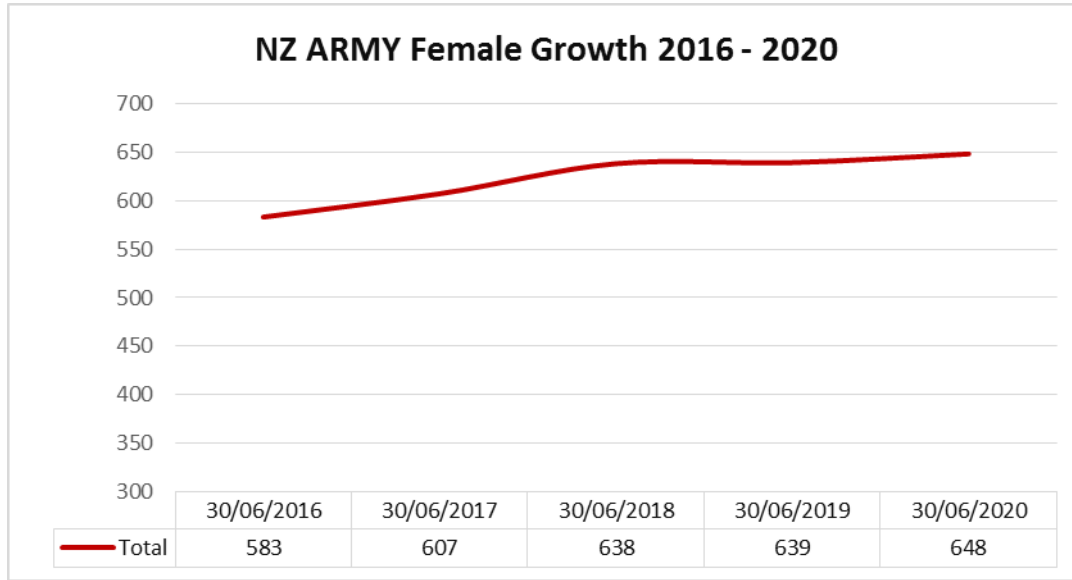
RNZN Females

Date/Rank	RADM	CDRE	CAPT	CDR	LTCDR	LT	SLT	ENS	MID	WO	CPO	PO	L	A	O
30/06/2016	0.0%	0.0%	0.4%	2.1%	8.1%	6.2%	3.4%	0.4%	2.3%	1.1%	4.9%	11.1%	15.1%	36.0%	8.7%
30/06/2017	0.0%	0.0%	0.6%	2.7%	8.9%	6.6%	2.5%	1.3%	1.9%	1.1%	4.4%	11.0%	15.0%	31.5%	12.5%
30/06/2018	0.0%	0.0%	0.6%	2.7%	8.6%	7.4%	2.7%	0.6%	3.1%	1.2%	4.1%	11.0%	16.0%	29.2%	12.9%
30/06/2019	0.0%	0.0%	0.8%	2.7%	8.2%	6.5%	2.7%	1.1%	2.8%	1.5%	4.6%	9.7%	17.5%	27.1%	15.0%
30/06/2020	0.0%	0.2%	0.3%	3.3%	6.7%	6.6%	2.9%	1.4%	3.3%	1.2%	5.0%	8.6%	16.1%	28.7%	15.7%
Variance	0.0%	0.2%	-0.1%	1.1%	-1.4%	0.4%	-0.5%	1.0%	0.9%	0.1%	0.1%	-2.5%	0.9%	-7.4%	7.0%

RNZN Males

Date/Rank	RADM	CDRE	CAPT	CDR	LTCDR	LT	SLT	ENS	MID	WO	CPO	PO	L	A	O
30/06/2016	0.1%	0.4%	0.9%	3.8%	6.9%	6.8%	3.2%	1.3%	1.8%	4.6%	10.6%	9.2%	13.1%	29.2%	8.3%
30/06/2017	0.1%	0.3%	1.0%	3.8%	7.8%	6.3%	3.8%	1.2%	2.0%	4.7%	11.3%	9.4%	13.0%	25.7%	9.5%
30/06/2018	0.1%	0.3%	1.2%	4.0%	7.9%	6.9%	4.0%	1.2%	1.3%	4.9%	11.0%	9.8%	12.3%	25.0%	10.1%
30/06/2019	0.1%	0.2%	1.0%	4.3%	8.1%	6.5%	4.2%	1.2%	1.0%	4.7%	10.1%	9.4%	13.3%	21.8%	14.0%
30/06/2020	0.1%	0.2%	1.1%	4.2%	8.3%	7.0%	3.7%	0.6%	1.4%	5.0%	10.0%	9.1%	13.0%	21.3%	15.0%
Variance	0.1%	-0.2%	0.2%	0.4%	1.5%	0.2%	0.5%	-0.7%	-0.4%	0.4%	-0.6%	-0.2%	-0.1%	-7.9%	6.7%

Annex F. Five Years Comparative Data of NZDF Gender Representation for NZ Army (2016-2020)



NZ ARMY Females

Date	Total
30/06/2016	583
30/06/2017	607
30/06/2018	638
30/06/2019	639
30/06/2020	648
Variance	65

NZ ARMY Males

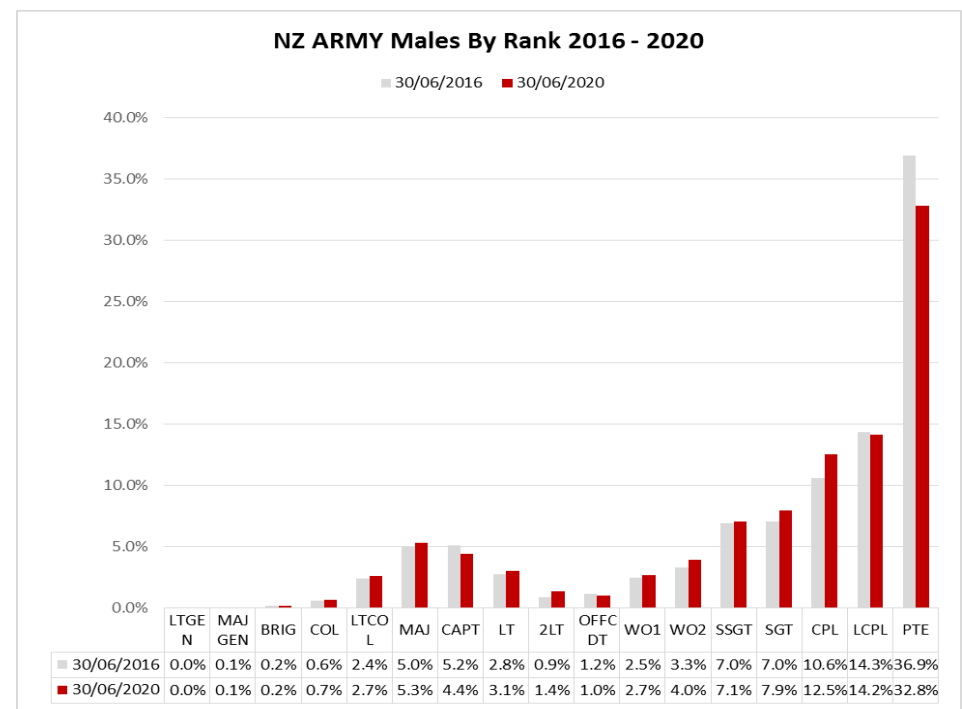
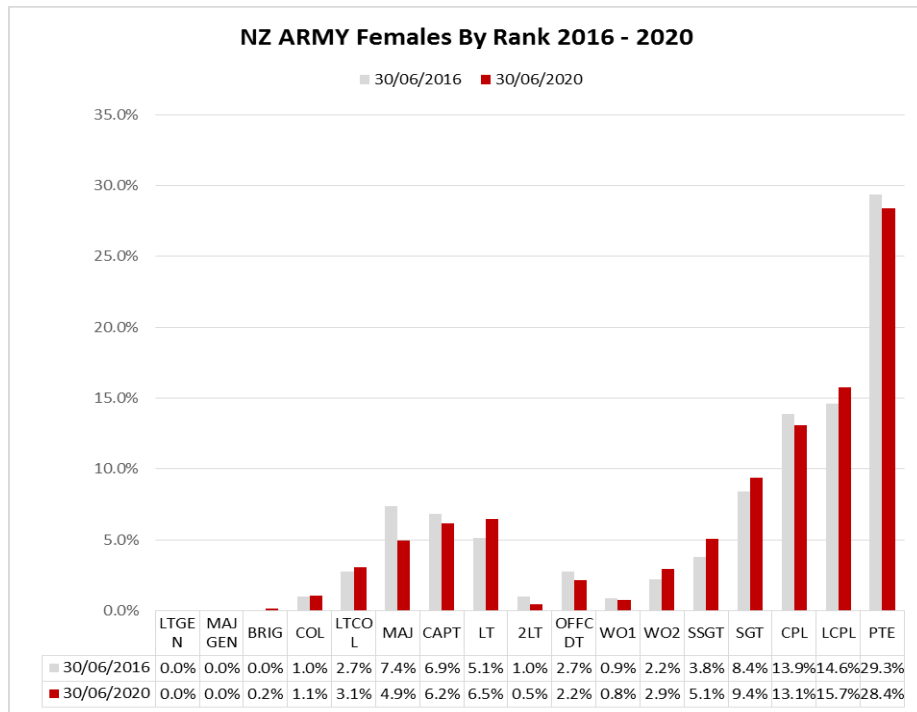
Date	Total
30/06/2016	3938
30/06/2017	3989
30/06/2018	4035
30/06/2019	4016
30/06/2020	3989
Variance	51

NZ ARMY Females

Date/Rank	LTGEN	MAJGEN	BRIG	COL	LTCOL	MAJ	CAPT	LT	2LT	OFFCDT	WO1	WO2	SSGT	SGT	CPL	LCPL	PTE	Total	
30/06/2016					6	16	43	40	30	6	16	5	13	22	49	81	85	171	583
30/06/2017					8	14	44	38	42	8	15	6	15	27	56	74	90	170	607
30/06/2018				1	7	15	41	45	41	9	12	6	17	28	52	78	89	197	638
30/06/2019				1	6	22	32	43	41	7	10	7	15	30	49	93	103	180	639
30/06/2020				1	7	20	32	40	42	3	14	5	19	33	61	85	102	184	648
Variance				1	1	4	-11	0	12	-3	-2	0	6	11	12	4	17	13	65

NZ ARMY Males

Date/Rank	LTGEN	MAJGEN	BRIG	COL	LTCOL	MAJ	CAPT	LT	2LT	OFFCDT	WO1	WO2	SSGT	SGT	CPL	LCPL	PTE	Total
30/06/2016	1	3	8	23	96	198	203	109	34	47	98	131	274	277	417	565	1454	3938
30/06/2017	1	3	10	22	102	193	206	120	41	44	100	131	295	280	465	578	1398	3989
30/06/2018		3	8	25	110	197	207	110	62	56	113	129	286	271	494	573	1391	4035
30/06/2019		2	10	21	111	210	196	114	57	38	114	136	283	277	535	585	1327	4016
30/06/2020		3	9	27	106	212	176	122	56	40	107	158	283	317	500	565	1308	3989
Variance	-1	0	1	4	10	14	-27	13	22	-7	9	27	9	40	83	0	-146	51



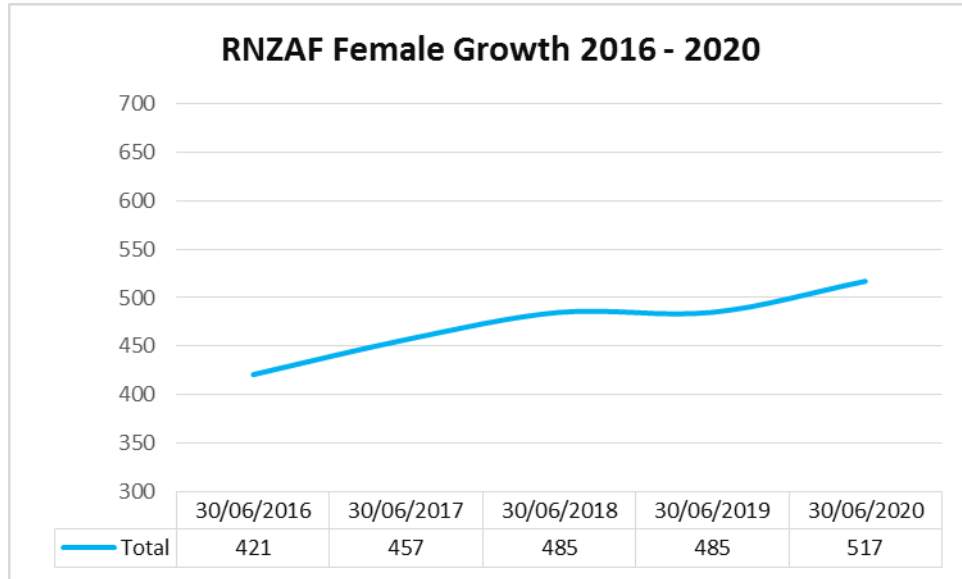
NZ ARMY Females

Date/Rank	LTGEN	MAJGEN	BRIG	COL	LTCOL	MAJ	CAPT	LT	2LT	OFFCDT	WO1	WO2	SSGT	SGT	CPL	LCPL	PTE	
30/06/2016		0.0%	0.0%	0.0%	1.0%	2.7%	7.4%	6.9%	5.1%	1.0%	2.7%	0.9%	2.2%	3.8%	8.4%	13.9%	14.6%	29.3%
30/06/2017		0.0%	0.0%	0.0%	1.3%	2.3%	7.2%	6.3%	6.9%	1.3%	2.5%	1.0%	2.5%	4.4%	9.2%	12.2%	14.8%	28.0%
30/06/2018		0.0%	0.0%	0.2%	1.1%	2.4%	6.4%	7.1%	6.4%	1.4%	1.9%	0.9%	2.7%	4.4%	8.2%	12.2%	13.9%	30.9%
30/06/2019		0.0%	0.0%	0.2%	0.9%	3.4%	5.0%	6.7%	6.4%	1.1%	1.6%	1.1%	2.3%	4.7%	7.7%	14.6%	16.1%	28.2%
30/06/2020		0.0%	0.0%	0.2%	1.1%	3.1%	4.9%	6.2%	6.5%	0.5%	2.2%	0.8%	2.9%	5.1%	9.4%	13.1%	15.7%	28.4%
Variance		0.0%	0.0%	0.2%	0.1%	0.3%	-2.4%	-0.7%	1.3%	-0.6%	-0.6%	-0.1%	0.7%	1.3%	1.0%	-0.8%	1.2%	-0.9%

NZ ARMY Males

Date/Rank	LTGEN	MAJGEN	BRIG	COL	LTCOL	MAJ	CAPT	LT	2LT	OFFCDT	WO1	WO2	SSGT	SGT	CPL	LCPL	PTE	
30/06/2016		0.0%	0.1%	0.2%	0.6%	2.4%	5.0%	5.2%	2.8%	0.9%	1.2%	2.5%	3.3%	7.0%	7.0%	10.6%	14.3%	36.9%
30/06/2017		0.0%	0.1%	0.3%	0.6%	2.6%	4.8%	5.2%	3.0%	1.0%	1.1%	2.5%	3.3%	7.4%	7.0%	11.7%	14.5%	35.0%
30/06/2018		0.0%	0.1%	0.2%	0.6%	2.7%	4.9%	5.1%	2.7%	1.5%	1.4%	2.8%	3.2%	7.1%	6.7%	12.2%	14.2%	34.5%
30/06/2019		0.0%	0.0%	0.2%	0.5%	2.8%	5.2%	4.9%	2.8%	1.4%	0.9%	2.8%	3.4%	7.0%	6.9%	13.3%	14.6%	33.0%
30/06/2020		0.0%	0.1%	0.2%	0.7%	2.7%	5.3%	4.4%	3.1%	1.4%	1.0%	2.7%	4.0%	7.1%	7.9%	12.5%	14.2%	32.8%
Variance		0.0%	0.0%	0.0%	0.1%	0.2%	0.3%	-0.7%	0.3%	0.5%	-0.2%	0.2%	0.6%	0.1%	0.9%	1.9%	-0.2%	-4.1%

Annex G. Five Years Comparative Data of NZDF Gender Representation for RNZAF (2016-2020)



RNZAF Females

Date	Total
30/06/2016	421
30/06/2017	457
30/06/2018	485
30/06/2019	485
30/06/2020	517
Variance	96

RNZAF Males

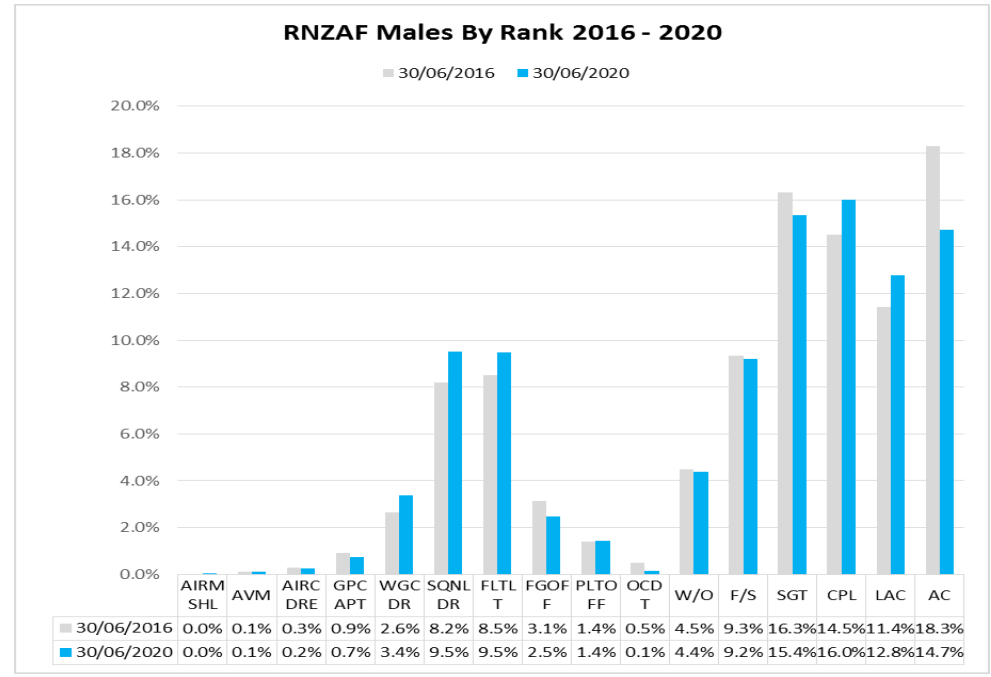
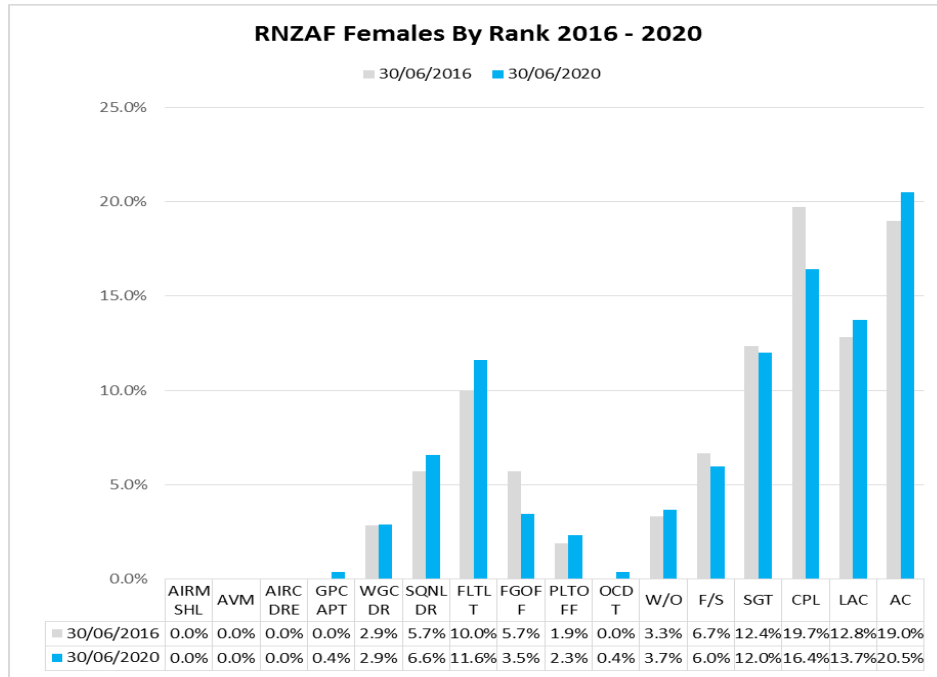
Date	Total
30/06/2016	2012
30/06/2017	2040
30/06/2018	2069
30/06/2019	2004
30/06/2020	2025
Variance	13

RNZAF Females

Date/Rank	AIRMSHL	AVM	AIRCDRE	GPCAPT	WGCDR	SQNLDR	FLTLT	FGOFF	PLTOFF	OCDT	W/O	F/S	SGT	CPL	LAC	AC	Total
30/06/2016					12	24	42	24	8	14	28	52	83	54	80	341	
30/06/2017				2	14	27	49	17	7	9	17	27	50	81	64	93	364
30/06/2018				3	15	29	51	27	5	2	16	31	56	76	62	112	373
30/06/2019			1	1	15	30	60	15	7	4	16	29	58	83	65	101	384
30/06/2020				2	15	34	60	18	12	2	19	31	62	85	71	106	411
Variance			0	2	3	10	18	-6	4	2	5	3	10	2	17	26	70

RNZAF Males

Date/Rank	AIRMSHL	AVM	AIRCDRE	GPCAPT	WGCDR	SQNLDR	FLTLT	FGOFF	PLTOFF	OCDT	W/O	F/S	SGT	CPL	LAC	AC	Total
30/06/2016		2	6	18	53	165	171	63	28	10	90	188	328	292	230	368	2012
30/06/2017		2	5	18	61	162	180	49	15	30	92	193	321	299	263	350	2040
30/06/2018		2	6	19	65	175	181	54	8	33	94	193	313	305	261	360	2069
30/06/2019	1	2	4	20	63	175	177	50	30	12	87	191	317	310	265	300	2004
30/06/2020	1	2	5	15	68	193	192	50	29	3	89	186	311	324	259	298	2025
Variance	1	0	-1	-3	15	28	21	-13	1	-7	-1	-2	-17	32	29	-70	13



RNZAF Females

Date/Rank	AIRMSH	AVM	AIRC DRE	GPCAPT	WGCDR	SQNLDR	FLTLT	FGOFF	PLTOFF	OCDT	W/O	F/S	SGT	CPL	LAC	AC
30/06/2016	0.0%	0.0%	0.0%	0.0%	2.9%	5.7%	10.0%	5.7%	1.9%	0.0%	3.3%	6.7%	12.4%	19.7%	12.8%	19.0%
30/06/2017	0.0%	0.0%	0.0%	0.4%	3.1%	5.9%	10.7%	3.7%	1.5%	2.0%	3.7%	5.9%	10.9%	17.7%	14.0%	20.4%
30/06/2018	0.0%	0.0%	0.0%	0.6%	3.1%	6.0%	10.5%	5.6%	1.0%	0.4%	3.3%	6.4%	11.5%	15.7%	12.8%	23.1%
30/06/2019	0.0%	0.0%	0.2%	0.2%	3.1%	6.2%	12.4%	3.1%	1.4%	0.8%	3.3%	6.0%	12.0%	17.1%	13.4%	20.8%
30/06/2020	0.0%	0.0%	0.0%	0.4%	2.9%	6.6%	11.6%	3.5%	2.3%	0.4%	3.7%	6.0%	12.0%	16.4%	13.7%	20.5%
Variance	0.0%	0.0%	0.0%	0.4%	0.1%	0.9%	1.6%	-2.2%	0.4%	0.4%	0.3%	-0.7%	-0.4%	-3.3%	0.9%	1.5%

RNZAF Males

Date/Rank	AIRMSH	AVM	AIRC DRE	GPCAPT	WGCDR	SQNLDR	FLTLT	FGOFF	PLTOFF	OCDT	W/O	F/S	SGT	CPL	LAC	AC
30/06/2016	0.0%	0.1%	0.3%	0.9%	2.6%	8.2%	8.5%	3.1%	1.4%	0.5%	4.5%	9.3%	16.3%	14.5%	11.4%	18.3%
30/06/2017	0.0%	0.1%	0.2%	0.9%	3.0%	7.9%	8.8%	2.4%	0.7%	1.5%	4.5%	9.5%	15.7%	14.7%	12.9%	17.2%
30/06/2018	0.0%	0.1%	0.3%	0.9%	3.1%	8.5%	8.7%	2.6%	0.4%	1.6%	4.5%	9.3%	15.1%	14.7%	12.6%	17.4%
30/06/2019	0.0%	0.1%	0.2%	1.0%	3.1%	8.7%	8.8%	2.5%	1.5%	0.6%	4.3%	9.5%	15.8%	15.5%	13.2%	15.0%
30/06/2020	0.0%	0.1%	0.2%	0.7%	3.4%	9.5%	9.5%	2.5%	1.4%	0.1%	4.4%	9.2%	15.4%	16.0%	12.8%	14.7%
Variance	0.0%	0.0%	-0.1%	-0.2%	0.7%	1.3%	1.0%	-0.7%	0.0%	-0.3%	-0.1%	-0.2%	-0.9%	1.5%	1.4%	-3.6%

Annex H. Gender Representation on Decision-Making Boards**NZDF Board**

Meeting Date	Male	% Male	Female*	% Female
16 Aug	6	86%	1	14%
24 Oct	5	83%	1	17%
13 Dec	7	87%	1	13%
09 Mar	8	89%	1	11%
22 Jun	8	89%	1	11%

* The female Board Member noted in these statistics is the NZDF Board Chair, Dame Paula Rebstock (external)

Executive Committee

Meeting Date	Male	% Male	Female	% Female
9 Jul	9	75%	3	25%
30 Jul	9	82%	2	18%
13 Aug	10	77%	3	23%
27 Aug	7	64%	4	36%
10 Sept	8	67%	4	33%
24 Sept	8	67%	4	33%
8 Oct	9	82%	2	18%
29 Oct	9	82%	2	18%
12 Nov	8	75%	2	25%
10 Dec	11	85%	2	15%
28 Jan	8	73%	3	27%
11 Feb	9	69%	4	31%
25 Feb	10	77%	3	23%
10 Mar	10	77%	3	23%
15 Apr	10	77%	3	23%
12 May	10	77%	3	23%
09 Jun	10	77%	3	23%

Outputs Committee

Meeting Date	Male	% Male	Female	% Female
16 Jul	8	100%	0	0%
03 Sept	6	100%	0	0%
15 Oct	6	100%	0	0%
19 Nov	6	100%	0	0%
27 Feb	8	100%	0	0%
16 Jun	9	100%	0	0%

Organisation Committee

Meeting Date	Male	% Male	Female	% Female
25 Jul	8	80%	2	20%
22 Aug	7	70%	3	30%
19 Sep	9	75%	3	25%
24 Oct	9	90%	1	10%
21 Nov	9	90%	1	10%
12 Dec	9	75%	3	25%
23 Jan	10	83%	2	17%
20 Feb	11	92%	1	8%
26 Mar*	11	85%	2	15%
30 Apr	10	83%	2	17%
26 May	11	85%	2	15%
25 Jun	10	77%	3	23%

* Virtual Meeting

Risk and Assurance Committee**

Meeting Date	Male	% Male	Female	% Female
09 Sept	3	75%	1	25%
5 Dec	3	75%	1	25%
20 Feb	4	100%	0	0%
11 May	4	80%	1	20%
12 Jun	4	80%	1	20%

** Predominately external committee, SME Board.

Navy Leadership Board (NLB):

Meeting Date	Male	% Male	Female	% Female
27 Jun 19	3	60%	2	40%
29 Aug 19	2	50%	2	50%
05 Nov 19	3	60%	2	40%
12 Dec 19	2	40%	3	60%
02 Mar 20	3	50%	3	50%
22 Apr 20	3	43%	4	57%
11 Jun 20	3	43%	4	57%

Naval Systems Management Group (NSMG):

Meeting Date	Male	% Male	Female	% Female
16 Jul 19	10	62%	6	38%
14 Aug 19	8	62%	5	38%
17 Sep 19	8	62%	5	38%
18 Oct 19	8	62%	5	38%
19 Nov 19	8	62%	5	38%
29 Jan 20	11	85%	2	15%
04 Mar 20	11	85%	2	15%
07 Apr 20	9	69%	4	31%
05 May 20	9	69%	4	31%
02 Jul 20	9	75%	3	25%

Navy Seaworthiness Board

Board	Date	Male	% Male	Female	% Female
Offshore Patrol Vessel (OPV)	10 Jul 2019	5	100%	0	0%
Diving	26 Sep 2019	5	100%	0	0%
HMNZS MANAWANUI Capability Integration Phase 1 and 2	10 Feb 2020	4	80%	1	20%
HMNZS CANTERBURY and Logistics Over the Shore (LOTS)	5 Jun 2020	4	80%	1	20%

Army Leadership Board (ALB)

Meeting Date	Male	% Male	Female	% Female
31-Jul-19	6	67%	3	33%
17-Sep-19	5	62%	3	38%
23-Oct-19	6	75%	2	25%
5-Dec-19	6	67%	3	33%
26-Feb-20	5	62%	3	38%
15-May-20	5	62%	3	38%
17-Jun-20	6	67%	3	33%

Army Management Board (AMB)

Meeting Date	Male	% Male	Female	% Female
4-Jul-19	6	67%	3	33%
7-Aug-19	7	78%	2	22%
4-Sep-19	6	67%	3	33%
21-Oct-19	7	78%	2	22%
2-Dec-19	7	78%	2	22%
18-Feb-20	6	75%	2	25%
11-Mar-20	7	78%	2	22%
17 May 20	7	78%	2	22%

Air Force Leadership Board (AFLB)

Meeting Date	Male	% Male	Female	% Female
07 Mar 2019	8	73%	3	27%
02 May 2019	8	73%	3	27%
03 Oct 2019	6	60%	4	40%
11 Dec 2019	9	82%	2	18%
19 Mar 2020*	9	75%	3	25%
27 May 2020*	9	69%	4	31%

*Part of the meeting was held virtually

Air Worthiness Board

Board	Date	Male	% Male	Female	% Female
P-3K2 2019	6/08/2019	11	100%	0	0%
Airfields 2019	26/09/2019	9	89%	1	11%
T-6C	20/11/2019	10	100%	0	0%
General	12/12/2019	5	83%	1	17%
A109LUH	23/04/2020	8	89%	1	11%
SH-2GI	23/04/2020	9	90%	1	10%
B757	17/06/2020	13	92%	1	8%
Parachute	17/06/2020	8	89%	1	11%

Annex I. Comparative Ranks for NATO Rank and NZDF Rank

NATO RANK	NZDF OFFICER RANKS	NATO	NZDF ENLISTED RANKS
OF1	P/O FGOFF	OR1	AC
OF2	FLLT	OR2	LAC
OF3	SQNLDR	OR3	NO EQUIVALENT
OF4	WGCDR	OR4	CPL
OF5	GPCAPT	OR5	NO EQUIVALENT
OF6	AIR COMMODORE	OR6	SGT
OF7	AIR VICE-MARSHAL	OR7	F/S
OF8	NO EQUIVALENT	OR8	NO EQUIVALENT
OF9	NO EQUIVALENT	OR9	WO
OF10	NO EQUIVALENT	OR10	NO EQUIVALENT
OF1	2 nd LIEUTENANT/LIEUTENANT	OR1	PRIVATE
OF2	CAPT	OR2	NO EQUIVALENT
OF3	MAJOR	OR3	LANCE CPL
OF4	LTCOL	OR4	CPL
OF5	COL	OR5	NO EQUIVALENT
OF6	BRIGADIER	OR6	SGT
OF7	MAJOR GENERAL	OR7	SSGT
OF8	LIEUTENANT GENERAL	OR8	WO2
OF9	NO EQUIVALENT	OR9	WO1
OF10	NO EQUIVALENT	OR10	NO EQUIVALENT
OF1	ENSIGN/SUB LIEUTENANT	OR1	ORDINARY RATE
OF2	LIEUTENANT	OR2	ABLE RATE
OF3	LIEUTENANT COMMANDER	OR3	NO EQUIVALENT
OF4	COMMANDER	OR4	LEADING HAND
OF5	CAPTAIN	OR5	NO EQUIVALENT
OF6	COMMODORE	OR6	PETTY OFFICER
OF7	REAR ADMIRAL	OR7	CHIEF PETTY OFFICER
OF8	VICE ADMIRAL	OR8	NO EQUIVALENT
OF9	NO EQUIVALENT	OR9	WO
OF10	NO EQUIVALENT	OR10	NO EQUIVALENT

Annex J. Awards and Nominations

Category	2014		2015		2016		2017		2018		2019		2020	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Nominations received	80	11	38	8	53	9	46	10	53	6	27	8	8	4
Award outcomes:														
New Zealand Order of Merit	2		2		2		2		1					
Distinguished Service Decoration	13	1	3		5	2		2	5		2			
Defence Meritorious Service Medal	18	4	5	2	7		5	3	8	2	2	1	2	
CDF Commendation	13	5	9	1	8	1	11	1	18	2	12	3		
Referred to Service Chiefs	10		13	2	6	2	6	1	7		1	2		
Referred for NZDF Commendation	-	-	-	-	11		8	3	2	1	7	2	6	4
No Awards	20	1	6	3	14	4	14		12	1	3			
Gallantry and Bravery awards														
NZ Gallantry Star	1													
NZ Gallantry Decoration	1													
NZ Gallantry Medal	2													

Notes

Royal Honours include the NZ Order of Merit - KNZM/CNZM/ONZM/MNZM and the Distinguished Service Decoration (Military Division).

Organisational Honours include Defence Meritorious Service Medal, CDF Commendation, Service Chief and NZDF Commendations.

Commendations awarded by Service Chiefs are not included in this database.

Annex K. Women in NZDF – Timeline of key events

2020	<ul style="list-style-type: none"> NZDF formally adopts the Women’s Empowerment Principles. The Wāhine Toa programme is aligned to this framework. Army commits to a target of at least 40% women entering its tertiary education scheme and commissioning courses The GPG action plan for 20/21 is developed The Women’s Advisory Network becomes the Gender Equality Network.
2019	<ul style="list-style-type: none"> RNZN commits to a gender target of 30% women by 2025 RNZAF commits to a gender target of 25% women by 2025 NZDF commits to a gender target of 30% on decision making boards NZDF produces its gender pay gap (GPG) action plan An implementation guide on flexible working was developed to support the NZDF flexible working policy An internal diversity and recruitment working group was established DRO reintroduced a research and analysis work program specifically aimed at better understanding the barriers to attracting and recruiting. This research has directly influenced the new content being created within the bounds of the current advertising campaign structure. First annual Women in NZDF report produced. The Women’s Development Steering group is refreshed to become the Women’s Advisory Network. NZDF undertakes three environmental scans (one for each service) to identify environmental factors that support or are a barrier to gender diversity.
2018	<ul style="list-style-type: none"> MoD publishes a short report updating the data from the original 2014 report. The Breast-Feeding policy is significantly updated in 2018 to align with contemporary practice and provide better support for women returning to work post-partum.
2016	<ul style="list-style-type: none"> NZDF stood up OP RESPECT programme to address harmful sexual behaviour (NB OR is for all personnel, not only women) MoD published a short report updating the data from the original 2014 report. Jo Cribb was commissioned by then CPO to undertake a short external review be commissioned to answer the question: “what would NZDF need to do to accelerate progress against the objective of its More Military Women programme?”
2014	<ul style="list-style-type: none"> The Ministry of Defence (MoD) published a study titled <i>Maximising Opportunities for Military Women in the New Zealand Defence Force</i> (also known as the ‘Equity Review’). The Equity Review found that there had been substantial progress towards gender equity since the Burton Report. It confirmed, for example, that the NZDF had higher levels of representation of women in the Regular Forces compared with the US, Australia, Canada or the UK. However, it also found that there was still much more to be done, particularly with respect to recruitment, retention and progression through to more senior ranks. The More Military Women programme was stood up (subsequently rebranded to be the Wāhine Toa programme in 2018)
2000	<ul style="list-style-type: none"> NZDF published two important Defence Force Orders: The first removed all policy barriers to the employment of women in combat. The second directs that all NZDF communications are to be written in gender inclusive and non-discriminatory language. The Diving branch was also opened to women.
1998	<ul style="list-style-type: none"> Chief of Defence Force contracting the Human Rights Commission to carry out a Gender Integration Audit of the NZDF (one of the first formal considerations of women in the New Zealand armed forces). Dr Clare Burton conducted this audit which resulted in 121 recommendations.
1995	<ul style="list-style-type: none"> In 1995, women deployed into combat zone on HMNZS WELLINGTON.
1993	<ul style="list-style-type: none"> All branches of the Navy were opened to women (except diving) in 1993.

1989	<ul style="list-style-type: none"> The permanent employment of women at sea in the New Zealand Navy was authorised.
1988	<ul style="list-style-type: none"> Women became eligible for any role in the Royal New Zealand Air Force and they graduated their first female pilot.
1987	<ul style="list-style-type: none"> The Parental Leave and Employment Protection Act was passed which introduced minimum entitlements with regards to parental leave for male and female employees and protected the rights of employees during pregnancy and parental leave.
1980	<ul style="list-style-type: none"> The Maternity Leave and Employment Protection Act was passed, previously women were able to be dismissed from employment on the grounds of pregnancy.
1977	<ul style="list-style-type: none"> Separate women's Services were disbanded in 1977 and women were integrated into each of the Services When women were first integrated into their respective Services in 1977 there were many restrictions on where and how they served; legislation allowed discrimination against women serving in combat and the NZDF was neither culturally nor organisationally prepared for the necessary changes that would allow women to contribute in the same manner as their male counterparts. However, human-rights laws reserved the right of the armed forces to give preferential treatment on the basis of gender in relation to combat roles. The Human Rights Commission Act of 1977 and the Human Rights Act of 1993 both contained particular provisions which allowed this discrimination.
1942	<ul style="list-style-type: none"> The Women's Royal New Zealand Naval Service was established in 1942. Its inception allowed women to do the jobs of the men, so that they could be released to serve at sea. After the war Women's Royal New Zealand Naval Service members continued to serve overseas and in various parts of New Zealand, ashore and afloat. The New Zealand Women's Royal Army Corps had its beginnings in the New Zealand Women's Army Auxiliary Corps which was established as part of the NZDF Force in 1942. After the war, women's armed Services were retained but participation was low – they were only 4 to 5% of the forces in the 1950s and 1960s.