



Headquarters
New Zealand Defence Force
Defence House
Private Bag 39997
Wellington Mail Centre
Lower Hutt 5045
New Zealand

OIA-2023-4629

22 March 2023

[REDACTED]
[REDACTED] myvuw.ac.nz

Dear [REDACTED]

I refer to your email of 1 February 2023 to the Ministry of Defence, requesting documents and/or information on the New Zealand Defence Force (NZDF) *gender non-binary, transgender, and gender fluid workforce* under the Official Information Act 1982 (OIA). As the Ministry of Defence is not responsible for the operation of the NZDF your request was transferred in accordance with the OIA.

The NZDF recognises that the gender transition process is unique to each individual. NZDF personnel can undergo gender transition while employed with the organisation. Alternatively, a person who has transitioned may apply to join the NZDF if it is at least a year since they transitioned (i.e. that they have been stable in their gender affirming identity for 12 months). The NZDF Gender Transition Handbook (Enclosure 1) provides guidance for transitioning personnel as well as commanders and managers. The handbook is currently under review to reflect best practice and updated terminology.

There is no specific NZDF policy covering transgender personnel transitioning while in service. As there are a number of ways a person can transition (medical, legal, and social affirmations), the NZDF's approach to those transitioning is that the required support should be determined between the transgender person and their immediate commander/manager. For those needing time off work, the current sick leave provisions are deemed appropriate and may be used for the transition if required (e.g. for surgery if occurring).

An able-bodied transgender person applying to join the NZDF faces no impediments, as long as they satisfy the medical standards and pass the physical and aptitude testing. The medical standard requires a transgender candidate to complete full medical transition, because the ongoing medical support and medication requirements would make them unfit for service. This is a similar situation for any other able-bodied person who is on long-term medication. There are a few exceptions to this medical standard, but these are discussed with the senior medical officer and determined on a case-by-case basis. The NZDF recognises that transgender people are required to remain on hormonal therapy for life.

For those in service who are seeking support, the NZDF provides primary health care for any health issue including gender-affirming health support. Any specialist or tertiary care is through the public health system or self-funded and coordinated by the NZDF primary health care service. The impact of transition choices on service in the short term will depend

on the level of health support that is required (if any) and is assessed on a case-by-case basis.

Gender inclusive toilets are a positive way to ensure facilities are inclusive for transgender personnel. Waiouru Army Camp (where new Army recruits are trained) has some gender inclusive bathrooms that may be used by any gender. Portable toilets are also provided in the field that may be used by any gender.

Gender inclusive toilets are not always available across the NZDF because of existing infrastructure or operational constraints. Nevertheless, since 2016, the NZDF has made alterations to many existing toilets and showers on camps and bases to better suit use by all genders, with an emphasis on facilities in barracks. Many of these facilities were originally built as single sex facilities and in many cases built in the era of an all-male Defence Force. Enclosure 2 is a Minute describing the approach to improvements implemented over the past five years.

Design standards for new-build barracks have self-contained bathrooms in the individual rooms, moving away from the shared toilets and showers that are in most existing barracks. The NZDF Instructions for Ablutions Design Standards for both new build and retrofit facilities are under development and will include requirements for all-gender ablution facilities including toilets, showers and changing rooms.

The NZDF Wayfinding Design Standards include a pictogram for an “all-gender toilet”. Defence House in Wellington has accessible gender inclusive toilets on each floor which are identified using this pictogram. The signage is starting to be used in other locations for all-gender facilities.

While there are NZDF-wide standards and guidelines, individual Services (Army, Navy and Air Force) may implement specifications that are consistent with existing NZDF protocols. For example, on 15 October 2019, the Chief of Navy announced the following changes to the Navy’s grooming policy to promote equality and inclusiveness:

1. *We are modernising the Navy hair and accessory policy to promote equality and inclusiveness. This will go some way to ensure that the Navy is welcoming to people of all cultures, genders, and walks of life.*
2. *Following suggestions and submissions from sailors in recent years, and after careful consideration of the role of traditions, social norms and the visual representation of our Navy in the community, I have approved the following with effect 01 Nov 19:*
 - a. *Removal of gender restrictions and definitions from hair and accessory policy e.g. males are able to have long hair worn iaw the regulations.*
 - b. *Allowing RNZN personnel to grow moustaches.*
 - c. *Allowing RNZN personnel to wear full head braids on the grounds of religious or cultural reasons.*
 - d. *Removal of the restriction on bald personnel wearing beards.*
 - e. *Addition of policy regarding accessories iaw cultural and Army/Air Force guidelines.*

As per Defence Force Orders (DFO 3 Human Resources Manual), non-discriminatory, gender neutral, non-abusive and inoffensive language is to be used in all NZDF communications. The NZDF also promotes the use of pronouns. On 17 May 2021, Chief of Defence Force Air Marshal Kevin Short sent the following message via the NZDF intranet to all NZDF staff:

The NZDF is committed to diversity and inclusion. You will notice in email correspondence that I now include my pronouns in my signature block. Adding pronouns is a simple but meaningful change that we can all make to support the LGBTTIQ+ community, and I encourage you to also consider including your pronouns in your signature block. This small change normalises the use of pronouns for everyone and helps make our workplaces more inclusive. An inclusive culture benefits us all. I am proud to lead an organisation that is actively seeking to be a positive, safe and inclusive place for all people.

For the past 3 years, Air Marshal Short has been one of three public sector Chief Executives on the Rainbow Chief Executive network supporting LGBTTIQA+ inclusion in the public sector as part of the Papa Pounamu (Diversity and Inclusion) Public Service work programme.

Communication channels such as the NZDF's Directorate of Diversity and Inclusion (DDI) Resource Hub provide useful information for NZDF staff. Enclosure 3 is a screenshot from the Resource Hub showing information related to the use of pronouns. The Hub also provides links to other open source resources and information about inclusive language and non-binary definitions.

As well as producing guidelines and online resources, DDI staff engage directly with NZDF personnel throughout the organisation. This includes the facilitation of education on rainbow awareness and inclusion, with unit-specific training as required. To date in 2023, DDI has facilitated the training of two groups of instructors at Waiouru Army training camp as well as psychologists, social workers, chaplains (pastoral care services) and other members of Defence Health. Further training is planned for the year with other members of the NZDF.

The NZDF LGBTTIQ+ Inclusion Plan 2020-2025 is available through the Resource Hub and a copy is provided at Enclosure 4. Services and portfolios throughout the organisation have been encouraged to identify and implement the action that will work best for their people. This plan supports the NZDF to meet the needs of the NZDF Rainbow community and is based around three levers for change: Leadership and Capability; Unit Culture; and Inclusive Policy and Practice.

The NZDF has maintained Rainbow Tick accreditation since 2019 and is currently going through the annual re-accreditation process. Certification tests whether the NZDF is safe, welcoming and inclusive for rainbow communities, and supports the NZDF to continue to develop and improve its inclusivity and diversity. Rainbow Tick evaluation areas have been incorporated into the NZDF LGBTTIQA+ Inclusion Plan.

In addition, the NZDF has had a partnership with Pride Pledge since 2022. The partnership builds on the work underway within DDI. Partnership supports the NZDF Rainbow Tick accreditation with additional benefits including rainbow awareness training, policy consultation, access to resources and networking, and collaboration opportunities for the OverWatch network (LGBTTIQA+ communities, their whanau and allies). Enclosure 5 is a presentation outlining recent highlights in the NZDF's work for LGBTTIQ inclusivity.

The NZDF's process for the collection of sex and gender data is under review. At present, the process is to capture information from military and civilian employees during recruitment. This information is entered into the NZDF Human Resources data management system and disaggregated to a binary sex at birth option of male or female. For operational reasons, the

requirement remains for the collection of sex at birth and gender information for military personnel. Civilian staff have no requirement for the recording of sex at birth data but gender is needed to support the NZDF's work in relation to addressing the civilian gender pay gap. A two-step method for the collections of 'sex at birth' and 'gender' is being recommended for military personnel. A 'gender by default' principle is being recommended for civilian staff.

As mentioned above, the NZDF Gender transitioning guidelines are still in use but are under review. The NZDF acknowledges that the current content is outdated and some terminology is no longer in use. The updated guidelines will be based on the public sector guidelines being produced by the Cross Agency Rainbow Network (CARN). The NZDF is a contributing member of CARN, and is involved with the creation of the updated public sector guidelines.

Further educational and support resources are in development for NZDF families/whānau with transgender (including non-binary) whānau. Existing resources have been supplied to NZDF pastoral care providers. NZDF support for transgender inclusion includes supporting members in relation to their whānau.

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review this response to your request. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that responses to official information requests are proactively released where possible. This response to your request will be published shortly on the NZDF website, with your personal information removed.

Yours sincerely

AJ WOODS

Air Commodore

Chief of Staff HQNZDF

Enclosures:

1. NZDF Gender Transition Handbook
2. Defence Estate and Infrastructure Minute, December 2016
3. Information from NZDF Resource Hub
4. NZDF LGBTTQIA+ Inclusion Plan 2020 – 2025
5. LGBTTQIA+ highlights 2021/22



GENDER TRANSITION

A HANDBOOK FOR COMMANDERS/MANAGERS AND
TRANSITIONING PERSONNEL

FOREWORD FROM DEBBIE FRANCIS, CHIEF PEOPLE OFFICER



I am pleased to present the Gender Transition guidelines for NZDF.

The NZDF is a whanau. Our whanau is built on comradeship, courage and commitment. When one of our people decides to transition, this will be one of the bravest decisions and one of the biggest personal commitments they ever make. They will need any support the rest of us can provide along the way.

The NZDF strives to be an inclusive organisation. We see our people as our most important asset. We value their diversity: in gender, sexual orientation, ethnicity, religion, disability status and nationality. From our people's diversity comes greater operational effectiveness and better engagement with all our communities.

These guidelines are a practical application of the values we hold dear at NZDF. They are intended for three audiences: the individual undergoing transition, their colleagues and their commander/managers.

The guidelines show you how to get and give the best possible support for gender transition.

Such transition can create many challenges for the individual and their colleagues in the work place. At NZDF, we are good at rising to challenges of all kinds. My expectation is that we will all work together to ensure that the very best care and comradeship is in place at every stage in what can be a long journey.

We respect, celebrate and support those of our whanau who have chosen to make the decision to transition. We hope these guidelines make it as easy as possible for them to access the support they need.

FOREWORD FROM LUCY JORDAN, AIR FORCE SERGEANT (RETIRED)



My transition in 2010 was uncharted territory for the NZDF. I was blessed to have a sympathetic Commanding Officer and a supportive workplace in lieu of any official policy at the time.

The overwhelmingly positive outcome of my transition owed a lot to that support, a bit to some luck and good timing, and to the experience of overseas militaries and government agencies.

These were invaluable, proving that transition could occur in a military environment with official support enshrined in policy.

These guidelines have sought to take the best approach from these documents and apply it to an NZDF context. I believe the NZDF values its people and I would hope anyone transitioning would enjoy the level of support I received.

Transitioning is never easy and can be a very lonely, challenging experience. I believe these guidelines will be beneficial to anyone transitioning in the NZDF or managing someone in their unit who is.

It is thus both a privilege and a pleasure to write the foreword to these guidelines and I acknowledge the work done by the [Directorate of Diversity and Inclusion](#) staff in their creation.

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ACRONYMS

BDM	Births, Deaths and Marriages
CPL	Corporal
DFO	Defence Force Order
DFSS	Defence Force Superannuation Scheme
DIXS	Defence Information eXchange Service
DPM	Disruptive Pattern Material (clothing)
ERA	Employment Relations Act 2000
FtM	Female to Male
HR	Human Resources
HRA	Human Rights Act 1993
HRC	Human Rights Commission
HRSC	Human Resources Service Centre
MCU	Multi-terrain Cam Uniform (clothing)
MO	Medical Officer
MtF	Male to Female
NZDF	New Zealand Defence Force
PTI	Physical Training Instructor
RLE	Real Life Experience
Rtd	Retired
SAP HCM	Systems, Applications and Products Human Capital Management (NZDF's content management system)
SGT	Sergeant
SIC	Staff-in-Confidence
USA	United States of America
WPATH	World Professional Association for Transgender Health

SECTION 1 – TERMINOLOGY

In order for members of the NZDF to understand the terms used in this document, the following section outlines terminology used within the transgender community.

There is no universally accepted umbrella term that adequately conveys the rich diversity of gender identities. Many transgender people who have transitioned prefer to be known simply as a man or a woman.

The Human Rights Commission uses the term ‘trans’ or ‘transgender people/person’ where it is necessary to use a generic term.

Cisgender: A person whose identity conforms to the gender that they were assigned at birth. Cisgender means not transgender.

Cross-dresser: A person who wears the clothing and/or accessories considered by society to correspond to the opposite gender.

Fa’afafine (Samoa, American Samoa and Tokelau), **Fakaleiti** or **Leiti** (Tonga), **Fakafifine** (Niue), **Akava’ine** (Cook Islands), **Mahu** (Tahiti and Hawaii), **Vakasalewalewa** (Fiji), **Palopa** (Papua New Guinea): Terms Pasifika transgender women and ‘third sex’ people use to describe themselves, which have wider meanings that are best understood within their cultural context.

FtM/Transgender man: Female-to-male/someone who was assigned female at birth but is a man/has a male gender identity.

Gender Dysphoria: When one’s feelings and identity correspond with either male or female but these feelings are in opposition to their biological sex. This is a medical diagnosis determined by the health sector for the transition process.

Gender expression: How someone expresses their sense of masculinity and/or femininity externally.

Gender identity: A person’s internal, deeply felt sense of being male or female (or something other or in between). A person’s gender identity may or may not correspond with their sex.

Gender Realisation: The individual realises that they want to transition gender and is medically diagnosed accordingly.

Gender reassignment services: The full range of medical services that transgender people may require in order to medically transition, including counselling, psychotherapy, hormone treatment, electrolysis, initial surgeries such as a mastectomy, hysterectomy or orchiectomy, and a range of genital reconstruction surgeries.

Gender: The social and cultural construction of what it means to be a man or a woman, including roles, expectations and behaviour. **Sex** is sometimes used interchangeably in everyday situations. These guidelines will use both terms as defined in the terminology section.

Genderqueer: People who do not conform to traditional gender norms and express a non-standard gender identity. Some may not medically transition or cross-dress, but identify as genderqueer, gender neutral or androgynous.

Intersex: A general term used for a variety of conditions in which a person is born with reproductive or sexual anatomy that does not seem to fit the typical biological definitions of female or male. Some people now call themselves ‘intersex’.

MtF/Transgender woman: Male-to-female/someone who was assigned male at birth who has a female gender identity.

Non-binary: Similar to genderqueer, someone who doesn't identify with being a man or a woman.

Queen: Another term for someone born with a male body who has a female gender identity.

Real Life Experience (RLE): A period of time in which transgender individuals live full-time in their preferred gender role.

Sex assigned at birth: The sex someone is designated at birth, typically based on external physical appearance. May or may not match their sex, and can be male, female or indeterminate.

Sex: This is someone's biological makeup, based on chromosomes/DNA. Can be male, female, or indeterminate.

Takatāpui: An intimate companion of the same sex. Today used to describe Māori gay, lesbian, bisexual and transgender people.

Tangata ira tane: A Māori term describing someone born with a female body who has a male gender identity.

Transgender/Trans: A person whose gender identity is different from their assigned sex at birth. *It is not appropriate to treat or refer to a trans person as anything other than their gender identity.* The only exception to this will be in a medical setting with regard to biological sexual organs.

Transitioning: Steps taken by transgender people to live in their gender identity. Transitioning often involves medical treatment to change one's physicality through hormone therapy, and may involve gender reassignment surgeries (sometimes referred to as gender realignment surgeries by transgender people).

Transsexual: A person whose biological sex at birth does not match their identity. (It is not appropriate to treat a transsexual person at any time as belonging to a 'biological sex classification that they do not identify with'.)

Whakawahine, Hinehi, Hinehua: Māori terms describing someone born with a male body who has a female gender identity.

The use of terminology is constantly evolving. Many of the terms are self generated to help define the individual. It is important to ask what term a person is most comfortable using.

SECTION 2 – INTRODUCTION

This guide is not an Order, a Policy, or a Standing Operating Procedure – it is a handbook and educational resource to support commanders/managers and transitioning personnel during what may be a challenging time. Therefore, nothing in this handbook is to be construed as prevailing over any relevant Act of Parliament or any orders, rules, instructions or procedures issued within the NZDF. Any conflict between this guide and the aforementioned documents is to be reported to [Directorate of Diversity and Inclusion](#), NZDF HR and, where there is conflict, the Act of Parliament or Order is to prevail.

In New Zealand, transgender people often struggle for acceptance in society. The Human Rights Commission's *Inquiry into Discrimination Experienced by Transgender People* (2008) confirmed that transgender people face significant discrimination in daily life. The majority of submissions to the inquiry correlated discrimination with where they work.

There are very few openly transgender personnel in the NZDF. However, the Youth 2000 survey of high school age New Zealanders (2012 data) shows that 1.2 per cent (96/8166) identify as transgender. Confidence in the NZDF's treatment of transgender personnel combined with an increasingly gender diverse youth population suggests that the NZDF can expect an increase in types of gender expression and identity amongst personnel in the future. As a result, it is likely there could be an increase in gender transitions in the NZDF.

The guidelines focus on the process of transitioning from one gender identity to another. There may also be useful information here for genderqueer and transgender members who do not intend to transition. The guidelines are intended to be used by members of the NZDF.

Organisations that foster an inclusive workplace have higher levels of performance and morale. Absenteeism is reduced. Such a workplace allows an environment of trust and openness. People are more likely to be comfortable, to demonstrate their initiative and be more efficient and effective.

The NZDF is committed to providing an environment free from discrimination, harassment and bullying¹. This guide will inform and assist personnel who intend to transition during their service or employment. The guide also provides advice to commanders and managers. It is a guide rather than orders or official policy because it needs to be adaptable to suit a range of personal situations.

Human Rights Protections

The Human Rights Act 1993 (HRA) prohibits discrimination on 13 different grounds, including sex. These same grounds are also found in the Employment Relations Act 2000 (ERA). The ERA applies only to civilian members. The NZDF is statutorily required to observe the obligations prescribed by the HRA. A Crown law opinion (2006) concluded that transgender people are likely to be protected by the prohibition on sex discrimination. This opinion researched decisions made by the Canadian, United Kingdom and European Courts. The HRC has interpreted sex to include gender and gender identity.

¹ DFO 3, Part 5, Chapter 3

The protection against discrimination applies to all aspects of employment. It is illegal to discriminate on grounds of sex by failing to offer the same terms of employment given to other employees with similar qualifications or experience levels.

It should be noted that the ERA contains several provisions that apply when an employment relationship has been established. These provisions are covered in civilian member's contracts. One is a duty of good faith, which includes employers and employees being responsive and communicative. Whilst the ERA only applies to members of the civil members, the intent and principles are applied to members of the Armed Forces insofar as is applicable.

SECTION 3 – UNDERSTANDING GENDER TRANSITION

Gender Identity

It is important to be clear from the outset that sex assigned at birth, gender identity, and sexual orientation are three distinctly different matters and they should not be confused. Sex assigned at birth is the sex assigned based on physical appearance at birth. Gender identity is about someone's personal sense of maleness and/or femaleness. It is different from sexual orientation, which is about to whom someone is attracted or chooses as a sexual or romantic partner. Transgender people may be heterosexual/straight, lesbian, gay or bisexual – just like cisgender people.

Individuals define their own gender identity; therefore, gender identity and its expression vary greatly. The term gender transition (or reassignment) refers to the process that some transgender people go through to present themselves permanently in their affirmed gender. This usually includes a regime of specialist psychiatric evaluation, hormone treatment, RLE and, sometimes, reconstructive surgery.

The following sets out the five stages in the transition process through which individuals may follow as outlined by the WPATH:

1. **Gender Realisation.** The individual realises that he or she wants to transition gender and is medically diagnosed accordingly.
2. **Social Reassignment (Transition).** The individual dresses and lives in their new gender role and is treated as being of the gender with which they identify. It is a requirement of the WPATH International Standards of Care that an individual must live and work in their new gender role for a period of one-year minimum prior to any irreversible surgical intervention. This is often known as the RLE. For NZDF, this means that the person is likely to need to work in their new gender role before undertaking gender-affirming surgery.
3. **Medical Treatment/Hormonal Reassignment.** There is no single model of treatment but a typical approach will utilise counselling and psychotherapy, hormones and anti-androgens, facial hair removal (for MtF), and speech therapy. Hormone treatment is taken to change the individual's body shape, appearance and behaviour. Hormone therapy is normally required for the rest of the individual's life.
4. **Surgical Reassignment.** The individual undergoes surgery and acquires physical characteristics appropriate to their affirmed gender. Surgical treatment may include genital surgery, breast augmentation or removal, facial feminization surgery, reduction of the external appearance of larynx and modification of the vocal chords. Surgical procedures may be carried out over a number of years.
5. **Post-operative.** The individual returns to a normal routine in their new identity. Individuals should have access to post-operative monitoring and ongoing counselling if desired, although both of these will taper off over time.

It should be stressed that not all transgender people choose to go through all these steps. Others may not be able to for various reasons (usually medical or financial). These steps may overlap, especially steps 2 and 3, which often run concurrently. The transition process from initial diagnosis of gender dysphoria to surgical reassignment is lengthy (possibly up to three years) so careful and sensitive management of the individual's assignment and well-being is needed.

Private surgery in New Zealand is expensive and the public health system only funds a handful of operations every year. Most MtFs in New Zealand seeking surgery will look to Thailand, which has a number of highly regarded surgeons. FtMs usually have to go further afield to the USA or England. Should an individual decide to pursue this option, getting the support to recover post-operation are important and could be a significant period.

Recognising that someone has gender dysphoria may not be straightforward. An individual who has gender dysphoria may show symptoms similar to those from a stress- or anxiety-related condition. In addition, people who have gender-related issues are used to concealing them, especially from authority figures. Members of the NZDF who consider themselves transgender are likely to have been through a turbulent and emotional period of coming to terms with their gender identity. Sensitive management of the individual is therefore essential. Any individual who declares themselves to be transgender should be offered the appropriate level of care and support whilst they consider, or pursue, gender reassignment. Once the commander/manager becomes aware of an individual who declares themselves as transgender, they should immediately research the relevant information and seek out assistance to enable and empower themselves in order to appropriately manage this sensitive situation. Further avenues for information on transitioning and other issues are at the end of this guide. [Refer Section 8.](#)

SECTION 4 – ROLE OF THE COMMANDER OR MANAGER

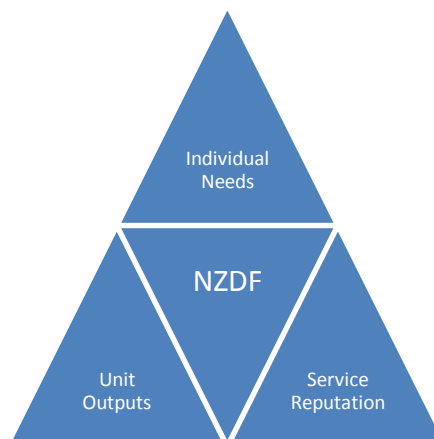
Leadership

When a member discloses to their commander/manager that they are transgender, this is a very significant step. They need to share what is highly sensitive and personal information. All decisions on transitioning remain the member's responsibility, including their transition process. However, NZDF, as an employer, has a duty of care to both that member and the others in the workplace. Unlike other workplace scenarios, overt and unique changes are required. When the member comes to you, they realise that command needs to be jointly consulted and involved in the management of their journey.

When the initial contact is made, it could be informal. It may be as simple as a request for a meeting. It is quite likely that the person has taken some private steps to prepare for disclosure. Give them time to discuss with you their current situation and their plans for the future. It is acceptable to let them know if you need to seek advice to help them. Be open and supportive. The process is different in every case with regard to timelines and other factors. Gaining their confidence in you as a commander/manager is imperative. The transgender member will set the pace of change.

Always keep in mind that transgender people generally prefer simply to be either a man or a woman. Ask them for their preference. As you agree to how their journey will develop, keep these wishes to the forefront of any planning required.

The commander/manager has a powerful role in setting the tone. Specifically, you define the degree of inclusion within your team. Your leadership and attitude towards transgender members has a strong impact on how they are treated and respected by others. Transgender members who do not feel safe or confident managing their gender dysphoria can spend a significant amount of their available capacity feeling anxious or hiding aspects of themselves. Therefore, they are not performing at their best. Time spent building an inclusive workplace that encourages everyone to be themselves allows NZDF to capitalise on the strengths of all individuals and reduces the likelihood of harmful behaviours within the unit. Commanders/Managers should look equally, openly and fairly to addressing the three elements of service.



Unit Standards and Outputs

Unit standards and outputs may be affected in some way as the individual, unit colleagues and command/management adapt to the new situation. It is normal for all staff to have mixed feelings about the transition. The level of knowledge and the camaraderie within the workplace are both factors that could affect staff opinions. Proactive leadership with open honest communication and supportive education is necessary. This approach can create positive effects and benefits within the unit and wider Base/Camp. It is recommended that commanders/managers should initiate regular and overt monitoring of all staff within the unit.

Education

The most effective way to prepare people for acceptance of diversity is to educate and inform them. It is important that any educational material should be offered as voluntary information. This was the basis of the plan for a previous gender transition case in the NZDF. The depth of voluntary education was provided based on the different relationships with the transitioning member. In consultation with the transitioning member, close colleagues and friends were offered full educational packages. Seminars and handouts were offered to the wider Base audience for their awareness/education. The educational seminars were well received/attended and went some way to ensuring that the individual did not suffer from harassment or discriminatory behaviour.

Encourage your team to read and understand the topic. SGT (Rtd.) Jordan's case study in these guidelines is a good place to start. Education will be the foundation of effective and proactive management of the transition.

Support for the Transitioning Member

Ensure that the member is aware of available support services. Members of the Armed Forces have NZDF Health Services for referral. Members of civilian staff can utilise VITAE. The NZDF4U mental health helpline (0800 693348) is also available to all members of NZDF and their families.

To provide assistance with regard to current Health policy, with the consent of the transitioning member, the MO is involved or kept informed of any plans or arrangements that are in place. If the transgender person is a civilian member, then the MO can provide some advice for the commander/manager.

Commanders/Managers may encourage and assist the transitioning member to identify a suitable and willing mentor from either within their workplace or external to it. Mentors can be invaluable in the provision of advice and guidance on the day-to-day practicalities of living in the affirmed gender, such as teaching hairstyling or the fundamentals of shaving facial hair.

The commander/manager should also consider using a mentor who has experience/skills in managing transgender or other significant/sensitive personnel situations. This person could even be from another organisation. Having an appropriate sounding board to bounce ideas off helps with better decision-making, and using someone outside of the NZDF can strengthen confidentiality. Discuss this approach with the individual to obtain consent and establish confidence in your relationship.

Action Plan

To assist a transgender member to complete their transition successfully, the commander/manager can co-design an action plan with the individual. Precise content and timeframes in the plan will be different in each individual case. Because of the possible variance, regular revisits may be required.

Consider the following points when putting together an action plan:

- a) Whether the individual wishes to stay in their current role or be reassigned or posted. Reassignment/posting will not be automatic, therefore consideration should be taken into account in regards to closeness to family and personal support.
- b) The expected timeline of any medical and surgical procedures. This will probably develop as the transition progresses and individuals are not expected to precisely know times and dates at the start.
- c) The amount of time off required for medical appointments, treatments and surgical procedures. An appropriate amount of time needs to be considered for the initial transition where the individual might need some time away to adjust to their affirmed gender before returning to work.
- d) The expected time for change of name, personal details and social gender.
- e) Whether the individual wishes to inform their colleagues personally or would prefer this to be done for them. Provision of information and support structures to colleagues will also be necessary.
- f) Which amendments will need to be made to records and systems, and the expected point in time in the transition process that these will occur.
- g) A procedure for changing to the uniform or civilian clothing of the acquired gender.
- h) Arranging for the individual to be moved to accommodation appropriate to their affirmed gender if required.
- i) Updating recognised relationship details if applicable.
- j) Ensure that details of the action plan and notes of any discussions or meetings will be kept strictly confidential, with information only being released by consent of the transitioning individual.
- k) Identify potential triggers and appropriate responses, e.g. 'if X happens, we will do Y'. Always keep in mind that situations may arise that were not considered, therefore, it is important to ensure mechanisms are in place to maintain trust and support.

It is important to remember that each case will differ. The circumstances and preferences of the individual undergoing transition carry unique complexity. The plan must remain fluid, be frequently updated, and the transitioning member owns and controls the plan in terms of timelines and events. These requirements need to be balanced with the requirements of the workplace, the Service and any support needs. For example, it is up to the individual to dictate the length of time they stay at the social/medical reassignment stage before moving to surgical reassignment (if planned). It is a good idea to hold regular (monthly is recommended) meetings to adjust the plan as required.

In addition to the need for sensitive management of the individual, the interests of the Service also need to be considered at an early stage. Early notification by the transitioning individual will help command/management manage potential impacts on the unit/workplace to ensure that the effect on operational capability is minimised.

The disclosure of information about an individual's transition must be managed carefully and sensitively to prevent harassment or discrimination occurring. Obtaining consent of the individual is required and should be part of the agreed action plan.

Colleagues

It is important to provide support within the workplace. This is not only for the transgender member, but also for the wider team. In order to provide a supportive environment, other colleagues may need further support. This can be a challenging issue for some. They too can access support and counselling through NZDF channels.

Commanders/Managers are strongly advised to engage with other team members and assess their understanding and support requirements. They need to ensure that appropriate, additional support is in place for transgender personnel. Commanders/Managers also have to balance this with appropriate support for their colleagues. Uncomfortable situations such as facing challenging questions or inappropriate comments due to their association with the transitioning person may arise. It is important to support those people with education and further information so that they are comfortable and confident when responding to colleagues. It is important to provide the same level of support for them as for the transitioning member.

Commanders/Managers can contact [Directorate of Diversity and Inclusion](#) staff for ideas on team education and raising awareness. The transgender member's right to privacy and the requirement for confidentiality should be clearly explained to peers and colleagues.

Sick Leave and Care Requirements

A transitioning member may require some time away from their unit to cope with the demands of hormone therapy and recovery from surgery. Each case varies depending on the procedures and the individual requirements; there is no generic rule to be applied. The effect of hormones takes some time to develop but can cause a significant change when they do. Hormone therapy usually coincides with the commencement of the RLE, so it may be appropriate to grant some sick leave to allow the individual to start their transition away from any external pressures and let them get used to the changes in their mental and physical state.

Individuals that have had reassignment surgery should be granted an appropriate amount of sick leave to let their body recover from the major surgery they have undertaken. As each case is different, the commander/manager must ensure they remain updated on the transitioning member's progress and give the appropriate support on a case-by-case basis. The individual will require a bed, sink and as much privacy as possible, if they have barrack accommodation.

Commander/Manager Responsibilities

Commanders/Managers are reminded that the management of a transgender staff member comes with additional workload and responsibilities. This can be overwhelming at times and you should seek appropriate support for yourself during the process. If managed appropriately, the reward is invaluable. You have had a direct role in the success of an individual achieving the greatest personal goal of their life. Take each step one at a time. As you monitor the effects on the team, also reflect on your management. Respond as the situation requires.

Commanders/Managers are reminded that the individual may be displaying the highest level of NZDF values before, during, and after their transition in the following ways:

- a) Courage. Having the courage to change gender is a big life decision and they wish to express an important part of who they are.
- b) Commitment. Unless the individual is underperforming, to go about their duties while personally managing their transformation and minimising disruption to unit outputs illustrates a high degree of professionalism and commitment to the service.
- c) Comradeship. To have the confidence to transition requires open communication and a strong sense of loyalty and trust toward work colleagues, commanders and managers.
- d) Integrity. To openly change your outward appearance to reflect your inward 'self-honesty' must be based on very strong moral principles and values.

"As I reflect back on my 25 years of service, the greatest thing I achieved in my duty of managing staff was helping Lucy achieve her ultimate personal goal. The smile, hug and "thank you" on the anniversary of her transition were the greatest rewards possible!"

SECTION 5 – GUIDANCE FOR TRANSITIONING INDIVIDUALS

The following section sets out areas that an individual may need to address when transitioning. It was written by SGT (Rtd) Lucy Jordan, while she was still serving. Although it is primarily aimed at the transitioning individual, it is important for commanders/managers to read and understand, too. As this case study is written by a former member of the Armed Forces, there will be some differences in administration of civilian staff. Seek advice from HR or [Directorate of Diversity and Inclusion](#) about these differences.

Lucy's Advice to Personnel: Communicating Your Intent to Transition

Agreement between command/management and the individual is imperative before communication and disclosure of the impending gender identity transition. How this is done depends not only on the individual's wishes but also on the size and structure of the unit or organisation where the individual is serving. In a small unit, informing all personnel together may be the best approach. In a large unit or organisation, it may be unnecessary to inform colleagues who have no direct contact with the individual. Sufficient detail should be provided to explain the facts in an appropriate manner and at a suitable level, without going into unnecessary personal or graphic detail.

Revealing your gender identity at work is often one of the last steps to take before living and working in your preferred gender role. You may have already told your family and some friends, and you may be dealing with consequences of this admission such as estrangement, child custody, and/or exclusion from social networks.

Informing your commander/manager

Advising your chain of command may be very daunting for you and it may be the first time they have needed to consider transgender issues, particularly in the work environment. It is important that you are open, honest, upfront and understanding with your colleagues and commanders/managers to ensure that the communication channels are open both ways. This will enable you to convey your needs as well as address any questions or concerns your manager may have.

Communication between you and your commander/manager is important as your needs will change as you go through the transition process. You may need to consider whether you want to transition whilst staying in your current unit or upon arrival at a new unit. There are advantages and disadvantages to both. The latter has the advantage of leaving your old life in your old posting location and arriving in your new unit ready to start your new life. However, the disadvantage is that you will have to re-establish your transition support networks in the new location. Other factors to consider are the size of your unit, and how well your colleagues know you.

Informing your colleagues

Communication with colleagues is very important. While you have probably had many months, or years, to understand your need to transition, this may be the first time your work colleagues have dealt with issues of gender incongruence. They may have difficulty reconciling your different identities; between being a colleague/superior/subordinate and the notion of you undertaking such a personal journey. Effective communication relies on an accurate assessment of each situation and the people involved. This will help implement the best strategy to make it a comfortable work environment.

There are many ways to respectfully disclose your gender identity to your work colleagues. How you wish to have it announced is something you will need to discuss with your

commander or manager. It is important that you state what information you are happy to have discussed and what you are not. Some possible options include command or management calling a unit meeting and making an announcement on your behalf. This could involve welfare staff and specialists being present to answer questions. Addressing your unit in person can be very beneficial for everyone, but it will take courage to do so and you will need to be prepared for the questions and concerns other individuals may have.

The initial disclosure may not be enough information for some personnel in your work area. You may wish to also discuss with your commander/manager about how you would like your workmates to get good information. At a minimum you should be identifying and providing some information rather than letting individuals wade through a copious amount of information on the internet. Consider setting up an environment where people are allowed to ask you, your mentor or another specialist questions to which they will receive open, honest and factually correct information.

Lucy's Advice to Personnel: Managing the Real Life Experience

This mid-transition period may be awkward for you and those around you but this can be greatly reduced with some careful planning and forethought.

It is important to feel that you are able to be yourself – a unique situation whilst going through gender transition. Just because you are transitioning gender does not mean the workplace has any further rights to your private or personal situations or that they can disregard diversity principles. An inclusive workplace means accepting everyone for who they are, irrespective of their age, sex, gender identity, sexual preference, religion, marital status or cultural background. You should not feel the need to put on a façade at work; adopting a fake persona will only lead to unhappiness and a lack of willingness to remain in the NZDF. All members who demonstrate and personify values of the NZDF should feel empowered to be themselves.

After you have announced your plan to transition you may initially wish to keep a low profile and take a short period of leave while you adjust your appearance/grooming. Doing so may reduce any confusion for others with your potential gender ambiguity during transition, but this can also be a time for your work colleagues to get used to the idea of you turning up to work as the opposite gender.

Adjusting your appearance and grooming can take some time, for example if you are transitioning from male to female you may want to grow your hair. Your gender transition is likely to be more obvious or even successful if your workplace's dress is Service working dress because there are male/female differences in styles; however, you may find this task more challenging if you usually wear DPMs or MCUs in your workplace. To overcome some of this workplace awkwardness, particularly during the early stages of social and hormonal realignment, it may be appropriate to negotiate a combination of administrative or sick leave. Consider working at home if possible or in a more secluded work environment. I worked in the photo archives of the RNZAF Museum, which provided an appropriate level of privacy while still maintaining contact with other people in a well-briefed and supportive workplace.

For the majority of your transition, you will not need to access sick leave until undertaking surgery treatment. Sick leave for a period greater than three months will trigger a review of employment for Service members. For civilian staff, your commander/manager should refer to DFO 3 *New Zealand Defence Force Human Resource Manual* Part 8, Chapter 8A. It is therefore important to keep constant communication between yourself and your commander/manager to ensure that both parties are informed and comfortable with the level of support being provided.

To assist you in your transition, you may like to utilise a mentor. The role of the mentor can be whatever you negotiate it to be. Obviously, both you and the mentor have to be comfortable with the arrangement, but it can include the following:

- a) Providing advice on military issues related to the correct wearing of your affirmed gender's uniform, and related grooming issues.
- b) Being a supportive sounding board.
- c) Provision of frank and honest advice.
- d) Being a unit point of contact, or conduit, for questions from the workplace related to gender transition.

Most people choose a mentor of their affirmed gender and it is most appropriate to choose someone from your peer group or one rank level up (i.e. if you are a CPL, then find another CPL or a SGT). Your selection of a mentor is likely to work better if your relationship can develop into a supportive friendship. If you cannot suggest your own potential mentors to your command/management, consider seeking advice from [Directorate of Diversity and Inclusion](#) or [OverWatch](#).

SECTION 6 – PRACTICALITIES

Ablutions and Accommodation

Once the RLE commences, the transitioning member must be permitted to use the ablution facilities appropriate to their affirmed gender if they so choose. A transitioning individual may choose to use separate facilities such as an accessible toilet for disabled people. However, it is discriminatory to insist that the transitioning person only use facilities for the disabled or those of their sex assigned at birth.

Should the situation arise where open, communal, same sex showers/changing rooms are the only facilities available (e.g. field exercises/deployments), the transitioning member and their commander/manager should discuss and agree upon an appropriate arrangement to ensure the needs of *all* people are met. This would only apply to those who have not undergone reassignment surgery.

People working in the same work environment as the transitioning member should discuss any concerns with their commander/manager. Open, honest and timely communication will go a long way to preventing issues from arising.

Prior to the commencement of the RLE, the individual should remain in their current living accommodation. Once the RLE begins, the transitioning person should be allowed to move into gender-specific accommodation if such accommodation exists. This raises some potential issues where the accommodation is open and/or communal. This includes messing on-board Navy ships or dormitory accommodation on course, or similar. As with ablutions, this needs to be discussed openly with all parties so a solution that all are comfortable with can be reached. Further support considerations may be required throughout this process.

Attachments to Other Units or Deployments

Once the RLE begins, commanders/managers should, with the consent of the transitioning individual, engage early with other units or commanders/managers before the individual (if appropriate) is attached/temporarily posted/deployed as part of their duties. This is to ensure the complexities of managing transitioning individuals are understood, they can be appropriately catered for, it does not excessively affect the unit outputs, and that the individual remains protected and safe.

In addition, consideration needs to be around public perception and service reputation. Commanders/managers will need to consider the following:

- a) Are there any deployment accommodation issues that need to be addressed?
- b) Risks/issues associated with duties conducted within a public environment.
- c) After hours unit social situations conducted in a public environment.
- d) Ensuring the media focus on NZDF activity is not distorted or changed by the individual's participation.
- e) Ensuring the individual remains safe.

Medical

Gender dysphoria is a recognised medical condition. It is when one's feelings identify with either male or female but this identity is opposite to their biological sex. Transitioning serving members of the NZDF are entitled to the same medical treatment given to any other serving member. The healthcare requirement with gender realignment differs depending on the circumstances of the case. Every case has different factors that have to be individually assessed. Service personnel may have the following funded while they are going through transition:

- a) Access to counselling with an appropriately qualified clinical psychiatrist or gender specialist.
- b) Hormone therapy. All medicines for FtM and MtF are subsidised in New Zealand and are usually provided by an endocrinologist in the public health system, but may also be funded by NZDF.

Procedures considered cosmetic, such as facial hair removal and speech therapy are unlikely to be funded by NZDF. Gender reassignment surgery is not funded by the NZDF.

Personnel need to inform and update medical of their treatment regime and any subsequent changes. There are particular risks associated with transition that will need to be monitored. These should be explained to the individual through their doctor. Do not be afraid to ask questions to fully understand your case. Members of civilian staff should access services through their general practitioner.

Initial actions for serving personnel wishing to undergo gender transition

As stated above, gender dysphoria is a medical condition and a Service person who gives notification of wishing to undergo gender transition to the chain of command should be referred to their MO for an initial clinical assessment and onward referral as appropriate. For civilians they should contact their own general practitioner and seek advice.

Once a psychiatrist or psychologist has confirmed a diagnosis of gender dysphoria, it will be necessary to allocate a medical category appropriate to the stage of transition and the treatment being undertaken, commensurate with safety considerations for the individual.

The proposed medical grading should be discussed with the individual by medical staff in order to ensure that they understand the process of medical grading, the reasons for it, and that they have no concerns about it.

Medical grading of members of the Armed Forces not wishing to undergo treatment with hormones or surgery

Serving members with gender dysphoria who do not wish to undergo hormone treatment or surgery may remain fully deployable. As with any deployments, medical recommendations are a part of the NZDF Health role. Appropriate screening and assessments will be undertaken to ensure that those members are deemed medically fit to deploy.

Medical grading of members of the Armed Forces who undergo hormone treatment or surgery

Serving members with gender dysphoria who choose to undergo hormone treatment or surgery will require medical downgrading (this is likely to mean being based in New Zealand with no sea service). This grading will last until the hormone treatment is stabilised, the treatment no longer precludes deployment overseas and/or the recovery from surgery is completed. Deployment overseas may be precluded as some medications prescribed to transgender people have specific storage requirements, which may not be available in cold or hot environments.

Medical grading of members of the Armed Forces who have completed transition and who are living in their affirmed gender

Transgender serving members who have completed transition (and where appropriate have been stabilised on hormone medication and have fully recovered from surgery) may be medically graded, subject to fulfilling normal medical standards according to their legal gender.

Service personnel who retain a reduced medical grading for a significant period may need to be permanently downgraded or invalidated. Permanent grading will be undertaken in accordance with single Service medical board procedures. A decision to recommend medical discharge should be made in accordance with DFO 3. Transgender personnel are treated no differently in this respect.

Fitness Testing

Physical fitness is a fundamental requirement for all members of the Armed Forces. Members are required to take fitness tests at regular intervals to meet their single Service fitness requirements. To account for physiological differences between males and females, tests of general fitness set appropriate standards relative to the gender and age of those taking the test.

As each transition is different there needs to be some leeway applied to personnel who are in the process of transitioning. For example, personnel transitioning from male to female should be allowed to sit the female test immediately on commencing transition, as the effect of hormones on the body will significantly reduce their physical strength. Conversely, personnel transitioning from female to male should not be expected to meet the male fitness standard straight away as the impact of hormones and muscle development will take some time to show. This can be mitigated in part if personnel make a point of completing a fitness test in their sex assigned at birth just prior to transitioning. A G1 grading will provide a one-year grace period.

There is an expectation that, in principle, transgender personnel will meet the fitness standards of their affirmed gender once transition has been completed and they are considered medically fit to conduct the test. There may be, on rare occasions, FtM transgender personnel who cannot achieve the male standard in the fitness test. A FtM Service member who is unable to pass the required fitness test (of their affirmed gender) should be referred for a medical assessment. In these circumstances Command, the individual, Health, and PTIs will assess the individual's case and design a plan to meet their fitness requirements.

Administration

When the transitioning person commences the social realignment phase, the NZDF will accommodate the individual's desire to live the lifestyle of their preferred gender to the extent possible. This will usually involve, but is not limited to, gender appropriate clothing and grooming, forms of address and change of name. The following paragraphs offer guidance to individuals, commanders and managers on the administrative issues that may require attention and action.

Approval Levels

Approval of new uniform, name badges, medals, service record changes etc. should be conducted by commanders/managers and senior HR personnel who are directly managing the individual's transition. This is to ensure that the requests/entitlements are in line with the agreed plan and that subordinate commanders/managers are not put in positions of doubt or exposed to confidential information.

Name change and forms of address

When the transitioning member commences the social realignment phase, they usually want to be known by a name that is more gender appropriate. Everyone should be advised to use the chosen name when addressing or referring to the transitioning individual.

It is also important to use the correct pronouns such as 'she' and 'her' in the case of a MtF, or 'he' and 'him' in the case of a FtM. Using the term 'it' is disrespectful and completely unacceptable. The continued deliberate use of pronouns and names relating to a person's previous gender constitutes harassment and will be treated as such by the NZDF. For further advice please read the *Conventions for Service Writing* guideline.

New Zealand law allows an individual over 18 to change their name by statutory declaration. When completed, this becomes their legal name and the NZDF must recognise this. The NZDF has a number of mechanisms in place that allow an individual to be recognised by their preferred name in addition to their legal name.

Name change by statutory declaration is arranged through Births, Deaths and Marriages (BDM) within the Department of Internal Affairs and identifying documentation, under the new name is issued. A change to the gender on the certificate involves an application to the Family Court, and usually requires certification from a doctor that gender reassignment surgery has taken place. (There are some cases where medical surgery may not be possible and evidence of a long held and intended desire to live in the affirmed gender may suffice.) BDM will inform the electoral commission to change the electoral roll. The individual will have to inform the other government agencies. This process can only occur if the member was born in New Zealand. See advice from the appropriate consulate/embassy on that process otherwise.

Names on NZDF records, including identity cards, cannot be updated until the transitioning person presents their legal change of name documentation. All military records and documentation should use the new name from the day of declaration.

Service Records

Once official evidence of a name change is provided, the member's name is amended on the following Service records:

- a) Identity card and identity tags.
- b) Medical records.
- c) Dental records.
- d) Internal records such as personal files, SIC files, records, SAP HCM, Superannuation (DFSS or NZDF Kiwisaver).
- e) Computer details, Outlook, DIXS.
- f) Security information.

The HRSC coordinates the transfer of all relevant data to the individual's new record. Most civilian records require a declaration of gender change in order to change the official gender. It is strongly recommended that gender on Service records be changed when the individual commences their RLE. This will affirm the new gender for the individual and reduce the potential for embarrassment and harassment if there is a noticeable disconnect between the individual's name and gender.

Privacy

Units and organisations are to manage the disclosure of information about a person's transition carefully and sensitively. The person's right to privacy and the requirement for confidentiality are to be clearly explained to peers and colleagues. It is imperative that normal privacy procedures are correctly administered.

Civilian records (External to NZDF)

The transgender member will need to arrange to have the following civilian records changed to reflect their new name and gender status:

- a) Passport – New Zealand passports can be issued with an X if preferred over male or female.
- b) Bank details.
- c) Insurance.
- d) Driver's licence.
- e) Will and power of attorney.

In making this declaration the person must have assumed and intend to maintain their preferred gender. (DFO 3, 14.1.45 refers to this action being at the cost of the individual as with any other change of process.)

Uniform Issue

On commencement of the RLE the individual should be reissued an allocation of the uniform appropriate to their affirmed gender. This should ideally be done in a single issue. The clothing store should be briefed in advance to avoid any unnecessary embarrassment to the individual, especially if their transition has yet to be public knowledge. Enough lead-in time is required to allow time for specialised clothing to be sourced (i.e. female shoes larger than is normally held in stock).

Medals and qualification badges

Full-size medals administered by the NZDF can be reissued with the individual's new name. This is at public expense.

NOTE: NZDF does not administer the stocks of Royal Honours, which includes gallantry and bravery awards.

Bullying and Harassment

Transphobic attitudes and harassment are some of the most pervasive, frightening, and potentially damaging threats members can face. If a member is being bullied, called names, threatened, or physically harmed at their workplace because of their gender identity, it is a command/management responsibility to act to stop the harassment and rectify the situation. Command/Management can be held liable if it does not do anything to protect the individual. Some examples of discrimination on the grounds of gender identity or reassignment may include:

- a) refusing to address the person by their new name or failing to use the correct pronouns for their new gender,
- b) failing to maintain confidentiality of information about a person's intersex or transgender status,
- c) probing into the person's private life and relationships or spreading malicious gossip, and/or
- d) refusal to allow use of the appropriate ablutions and changing facilities after a reasonable transition period.

The process of transition can take several years and it is expected that mistakes will be made with names and pronouns as people adjust to the new identity. A common sense approach needs to be adopted by all concerned to ensure people are not fearful of making a mistake or punished for an inadvertent slip but swiftly addresses any deliberate acts of harassment.

The transitioning individual's right to privacy needs to be held with the utmost importance. Unnecessary or malicious sharing of information about the transgender person or their transition is unacceptable and needs to be viewed as such.

Arrest, Searching and Custody of Transitioning Members

A transgender member who is undergoing, or has undergone, transition should be treated according to their affirmed gender if they are arrested, taken into legal custody or there is a requirement for them to be searched. If transition has not begun, the individual should be treated as their sex designated at birth. In cases where there is any question about the detained person's gender, the individual should be asked by which gender they wish to be addressed. While in custody, a detained person may be placed in a cell or other secure room. Because of the potential vulnerability of transgender personnel, it is recommended that they should be detained in a cell on their own.

Any search involving the removal of garments other than an outer coat, jacket, gloves, headgear or footwear, or any other item concealing gender identity, may only be made by a police officer of the same gender as the affirmed gender of the person being searched. This search may not be made in the presence of anyone of the opposite gender unless the person being searched specifically requests it. Particular sensitivity is required when searching someone who is in the transitional phase of gender reassignment. At this time, the individual

will be presenting in their affirmed gender and they will feel that they are a person of that gender. The views of all parties involved in the search should be fully taken into account before reaching any decision on who should conduct the search. The custody records should reflect all the actions taken by custody staff to comply with the detainee's requests.

If a person of the requested gender is not available, or is available but does not wish to carry out the search, and there is no other member of custody staff available, this must be fully recorded on the custody records.

External Media

Instances of gender transitioning may attract attention from national and local media, especially when it relates to a service member. This creates a potential reputational risk to the NZDF, if the process is not managed correctly or if there is perceived discrimination from within the organisation. Media attention could have a significant negative impact on the well-being of the individual concerned, especially if an attempt is made to sensationalise their transition or aspects thereof.

Responsibility for managing any media enquiries lies with the Senior Communications Advisor for the individual's particular Service. It would be prudent (with the individual's permission) to prepare a brief statement should Defence Public Affairs receive any requests for information. Key messages that could be included are:

- a) the NZDF/Army/Navy/Air Force respects the rights of individuals to make their own decisions with respect to their sexuality and gender identity;
- b) individual X is a valued member of the Army/Navy/Air Force and is afforded the same level of support we would give to any member of our team;
- c) the men and women of the Army/Navy/Air Force are professional and dedicated service personnel. We expect that other members of the organisation will accept X's right to undergo this process and act professionally around him/her; and
- d) the Army/Navy/Air Force respects X's right to privacy and won't comment on any personal or medical aspects.

The member, as well as other NZDF members, should not initiate contact with the media and all enquiries should be referred to Defence Public Affairs. Where media contact is collectively approved between commanders/managers and the individual, the transitioning person should carefully consider the subsequent implications, especially regarding their privacy.

SECTION 7 – RECRUITMENT AND CAREER MANAGEMENT

Recruitment

Applications to join the NZDF should be processed in the same way as any other application. It would be unlawful to reject an applicant on the grounds that they are (or may be) transgender. Any transgender people wishing to join the NZDF have to fulfil and achieve the same physical and mental entry requirements as any other eligible applicant.

Potential recruits may reveal that they are transgender or they may be found to be undergoing or have completed transition at their initial medical examination. This assessment may determine in part:

- a) the sex of the applicant,
- b) medicinal treatment currently being undertaken, and
- c) evidence of any previous surgical procedures.

Any false declaration regarding health status or history made during this process may result in administrative or disciplinary action. However, potential recruits who have changed gender identity prior to applying to join the NZDF are under no obligation to inform the recruiting staff of their gender history. It runs counter to the HRA for an employer to ask an individual if they are transgender. Care should be taken to ensure that information contained in references from schools or colleges attended, previous employers, or evidence of educational qualifications that disclose a previous name and gender identity is handled with extreme confidentiality.

Transition is often very challenging and transgender people undergoing this process may feel isolated and distressed. For this reason, recruitment into the Armed Forces and initial training are not considered compatible with transition. The NZDF will advise any transgender applicants who intend to transition to apply once they have completed any surgical procedures.

Career Management

Transition is a complex process, which requires the support of external agencies, both medical and psychological. There needs to be clear discussion with the individual and, with their consent, their career managers in order to facilitate access to the support services required over this period. This may involve exempting an individual from regular posting cycles in order for them to maintain those links that will get them through their transition. Some individuals may request a posting in order to have a fresh start in a new location once their RLE begins.

The process of transition can have a significant impact on an individual's performance at work. This will be determined in part by the amount of support from peers and colleagues but there are a number of factors that are not so obvious, namely the psychological impact of hormone therapy, self-imposed expectations, and the pressures associated with becoming one's true self after years of hiding. Commanders/Managers and career managers should be prepared to consider this when assessing an individual's yearly performance appraisal.

There is the possibility that once the transgender individual completes the RLE, they may choose to remain there indefinitely without reverting back to their sex at birth or undertaking gender reassignment surgery. This could be because of financial or medical constraints. If this occurs, it does create potential deployability issues. The commander/manager needs to contact the [Directorate of Diversity and Inclusion](#) to seek further advice.

SECTION 8 – FURTHER SUPPORT

Internal avenues of support and advice for managers and individuals include:

- a) The [Directorate of Diversity and Inclusion](mailto:equity.diversity@nzdf.mil.nz) (equity.diversity@nzdf.mil.nz),
- b) NZDF Health Services,
- c) HR Advisors,
- d) [OverWatch](mailto:OverWatch@nzdf.mil.nz) (OverWatch@nzdf.mil.nz),
- e) Family and Community Services, and
- f) Commanders/managers who have previously managed transgender staff.

External avenues of support and advice include:

- a) Rainbow Youth. Phone (09) 376 4155. Email info@ry.org.nz
- b) Human Rights Commission. Phone 0800 496 877. Email infoline@hrc.co.nz
- c) Diversity NZ. Phone (09) 93764830. Email hello@diversitynz.com



HEADQUARTERS NEW ZEALAND DEFENCE FORCE
Defence Property Group
MINUTE 16/096

NZDF 7600/1

15 Dec 16

DDFM Northern
DDFM Central
RFM Wellington
RFM Tasman
RFM Southern

For information:

Director Facilities Management
Director Capital Delivery
General Manager Estate Regeneration

**OPERATION RESPECT – REVIEW OF ESTATE UNISEX ABLUTION FACILITIES
– MANDATORY REQUIREMENTS TO ADDRESS NON-COMPLIANCE**

References:

- A. CDF Directive 20/2016 Operation Respect, 18 April 2016.
- B. DPG scoping exercise – NZDF Unisex Ablutions Review 2016.

Purpose

1. To advise required actions to address non-compliant Unisex ablution facilities across the NZDF Estate.

Background

2. At Reference A, OP RESPECT was launched to eliminate inappropriate and harmful sexual behaviours in the New Zealand Defence Force. In order to support OP RESPECT the Defence Property Group has been undertaking a review of Unisex bathroom/toilet facilities across the Defence Estate in order to identify areas where safety and privacy improvements are required.
3. The DPG intent is to create a professional work environment that promotes dignity and respect through ensuring that bathroom/toilet facilities do not compromise personal safety and privacy irrespective of gender or culture.

Scoping exercise

4. A scoping exercise has been carried out across the main sites to identify typical problem issues with Unisex facilities (Ref B). These issues can be categorised as:

- a. ceiling and floor separations;
- b. other line of sight vulnerabilities (e.g. glass doors);
- c. urinals mixed in with some facilities;
- d. no sanitary disposal units;
- e. no hand basins; and
- f. doors missing to common entrance ways.

5. The variety and ad hoc nature of many of these facilities is the legacy of an aged estate which has been subject to rolling modification under various iterations of the Building Code.

The NZDF 'mandatory requirement'

6. The following principles are mandatory requirements to be applied to all currently designated Unisex toilet/shower facilities.

7. Facilities are **not** to be designated for 'Unisex' use where:

- a. the toilet/shower cubicle has ceiling and floor separation;
- b. there is a clear line of sight vulnerability at ground level; and
- c. there are urinals mixed in with the unisex facility.

8. The provision of sanitary disposal units is a readily solvable issue and these must be provided within the cubicle where it is being used in a Unisex capacity.

9. Where a Unisex facility is unable to meet the requirements above it is to be redesignated for single sex usage with immediate effect.

10. Various facilities contain handbasins within 'common areas'. These facilities are not code compliant in terms of the current Building Code requirements but pose minimal risk to users from a safety perspective. These facilities will be replaced with code compliant infrastructure as the Defence Estate is regenerated through the Estate Regeneration Programme 2016-2030.

Financial implications

11. It is acknowledged that that some facilities will require significant expenditure to rectify ceiling and floor separation issues. Where the future use of these facilities justifies conversion to compliant Unisex facilities, the costs for each facility are to be identified and prioritised with local command. Bids for this work are to be made against the FY 17/18 Planned Maintenance Programme.

Consultation with Command

12. Consultation will be required with local Command structures where a facility has to be redesignated for single sex usage may present inconvenience to local users.

13. Where the redesignation of a facility to single sex use causes *unreasonable inconvenience* to the affected personnel, adequate temporary portable facilities should be provided until a more permanent solution is found (unreasonable inconvenience for example could be defined as too long a distance to the nearest suitable facility, inadequate number of toilets and hand basins, exposure to inclement weather, or concerns about individual security during hours of darkness).

Required actions

14. The following actions are now required:

- a. The returns at Ref B are to be assessed in terms of non-compliance with para 7 (a) to (c) above;
- b. Non-compliant facilities are to be advised/discussed with local Command and redesignated for single sex usage with immediate effect;
- c. Temporary portable facilities are to be provided if required, in accordance with para 13 above;
- d. Those facilities which can be modified are to be prioritised and included in bids for work on the FY 17/18 Planned Maintenance Programme noting that all bids will be reviewed for alignment with the estate regeneration programme;
- e. Facilities which cannot be modified given technical or cost implications will be addressed through the Estate Regeneration Programme 2016-2030.

Timeframe

15. **Given the urgency to eliminate inappropriate and harmful sexual behaviours, the action directed at 14 a and b above must be addressed as soon as possible but no later than 31 January 2017.**

Point of contact

16. Implementation enquiries on this matter are to be directed to the Director Facilities Management.



P. M. CUNNINGHAME
General Manager
Defence Property Group

Pronoun use in NZDF email signatures



The NZDF is committed to diversity & inclusion. We want to acknowledge and celebrate all voices and experiences across our organisation. When we get pronouns and names right it helps create respect and belonging at work.

What are pronouns?

Pronouns are words used to refer to people (for example, she/her, he/him, or they/them).

An easy way to normalise the use of pronouns is to include them in your email signature.

Why use Pronouns?

When we use pronouns, it normalises it for everyone and protects trans and gender diverse people when they include their pronouns.

Signals that you are a LGBTTIQ+ Ally.

How to include pronouns?

In your email signature, first add a comma (,) after your name, then add your pronouns (for example, she/her, he/him, or they/them)

If you are experiencing discrimination or negativity for using your pronouns in your workplace, please contact an AHA, your 1UP / Team Leader / Commander / Manager. There are some additional resources that may help:

[NZDF LGBTTIQ+ Inclusion Plan](#) (DDMS)

[NZDF Gender Transition Handbook](#) (DDMS)

[NZDF Social Workers](#) (DDMS)

Click [here](#) to view a list of all NZDF Anti-Harassment Advisors (AHA)

Te Kawa Mataaho – [Pronoun use in email signatures](#)

Te Kawa Mataaho – [Positive and Safe Workplaces Model Standards](#) (External Site)

Te Kawa Mataaho – [Speaking Up Model Standards](#) (External Site)

[Gender Minorities Aotearoa](#) (External Site)

OverWatch (LGBTTIQ+ Support network) – overwatch@nzdf.mil.nz

Getting Help and Advice		
Support Services		
Looking for someone to speak with?		
Social workers* Can provide advice and support on a range of issues including mental health, substance use, and family violence.	Defence Health Advisors* Can provide advice and support on a range of issues including mental health, substance use, and family violence.	CO/Manager Can provide advice and support on a range of issues including mental health, substance use, and family violence.
NZDF Wellbeing Support* Can provide advice and support on a range of issues including mental health, substance use, and family violence.	Welfare & Branch Liaison* Can provide advice and support on a range of issues including mental health, substance use, and family violence.	Sexual Assault Prevention and Response Advisor* Can provide advice and support on a range of issues including mental health, substance use, and family violence.
Chaplains* Can provide spiritual and emotional support on a range of issues including mental health, substance use, and family violence.	Anti-Harassment Advisors* Can provide advice and support on a range of issues including mental health, substance use, and family violence.	Defence Community Facilitator Can provide advice and support on a range of issues including mental health, substance use, and family violence.
Defence Psychologist Can provide advice and support on a range of issues including mental health, substance use, and family violence.	Physical Training Instructor Can provide advice and support on a range of issues including mental health, substance use, and family violence.	Human Resources Advisor Can provide advice and support on a range of issues including mental health, substance use, and family violence.

*Contact details can be found at the bottom of this list.

[LINK Support Services Resource – Integrated Wellness](#)

**A FORCE FOR
NEW ZEALAND**



**WOMEN'S
EMPOWERMENT
PRINCIPLES**



2020 | Adopted Women's Empowerment Principles (WEPs)

2019 | Accredited: Rainbow Tick

2018 | Supreme Award Winner: Diversity Works Awards

2018 | Winner: Emerging Diversity and Inclusion Awards

2017 | Accredited: White Ribbon Organisation

FOR MORE INFORMATION:

Contact Directorate Diversity & Inclusion
diversityandinclusion@nzdf.mil.nz



LGBTTIQ+ INCLUSION PLAN

2020-2025

MAINTAINING AND SUSTAINING
LGBTTIQ+ INCLUSION

DIRECTORATE OF DIVERSITY AND INCLUSION

A FORCE FOR
NEW ZEALAND

Foreward



Air Marshal Kevin Short
Chief of Defence Force
New Zealand Defence Force

There is a quotation attributed to first Century Jewish scholar and leader Hillel the Elder that asks the question: “If not now, when? If not you, who?” It is a call to action. It asks us not to be bystanders but to be active in bringing about the change we want to see around us.

The story of recognising and better responding to the needs of LGBTTIQ+ people within our Defence Force has firstly been about members of our NZDF Rainbow community having the courage to speak up, and ask for greater support from leadership. In response, there has been a commitment by leaders to listen, to understand, and actively support change.

So the NZDF’s transformation is the product of grass-roots energy and activism being met with top-down leader support, to change for the better the inclusiveness of our Defence Force: In 2014 the NZDF was recognised as being the world’s most LGBT+ inclusive military by The Hague Centre for Strategic Studies; and in late 2019 we were awarded the Rainbow Tick.

In receiving such recognition, the NZDF did not declare “mission accomplished”. Rather, we reconfirmed our pledge to continue the march towards being a more diverse, inclusive and respectful organisation. This LGBTTIQ+ Inclusion Plan is about formalising the next steps in that journey. If not now, then when? If not us, then who?

Together, we are a Force for New Zealand.



Liz Huckerby
Chief People Officer
New Zealand Defence Force

NZDF is a values led organisation committed to being a respectful, safe and inclusive environment for all its people. As an organisation we recognise the importance of diversity and understand that diversity makes us smarter and stronger. The value of diversity can only be realised through genuine inclusion.

This LGBTTIQ+ Inclusion Plan supports NZDF to meet the needs of the LGBTTIQ+ community. The Inclusion Plan is based around three levers for change - Leadership and Capability, Unit Culture and Inclusive Policy and Practice. These levers aim to increase the visibility of LGBTTIQ+ people, and ensure they are treated equally and that their rights are protected.

Our LGBTTIQ+ Inclusion Plan is based on recommendations from the Rainbow Tick accreditation process, and we will continue to work with the Rainbow Tick organisation to ensure the identified priority areas for improvement are addressed.

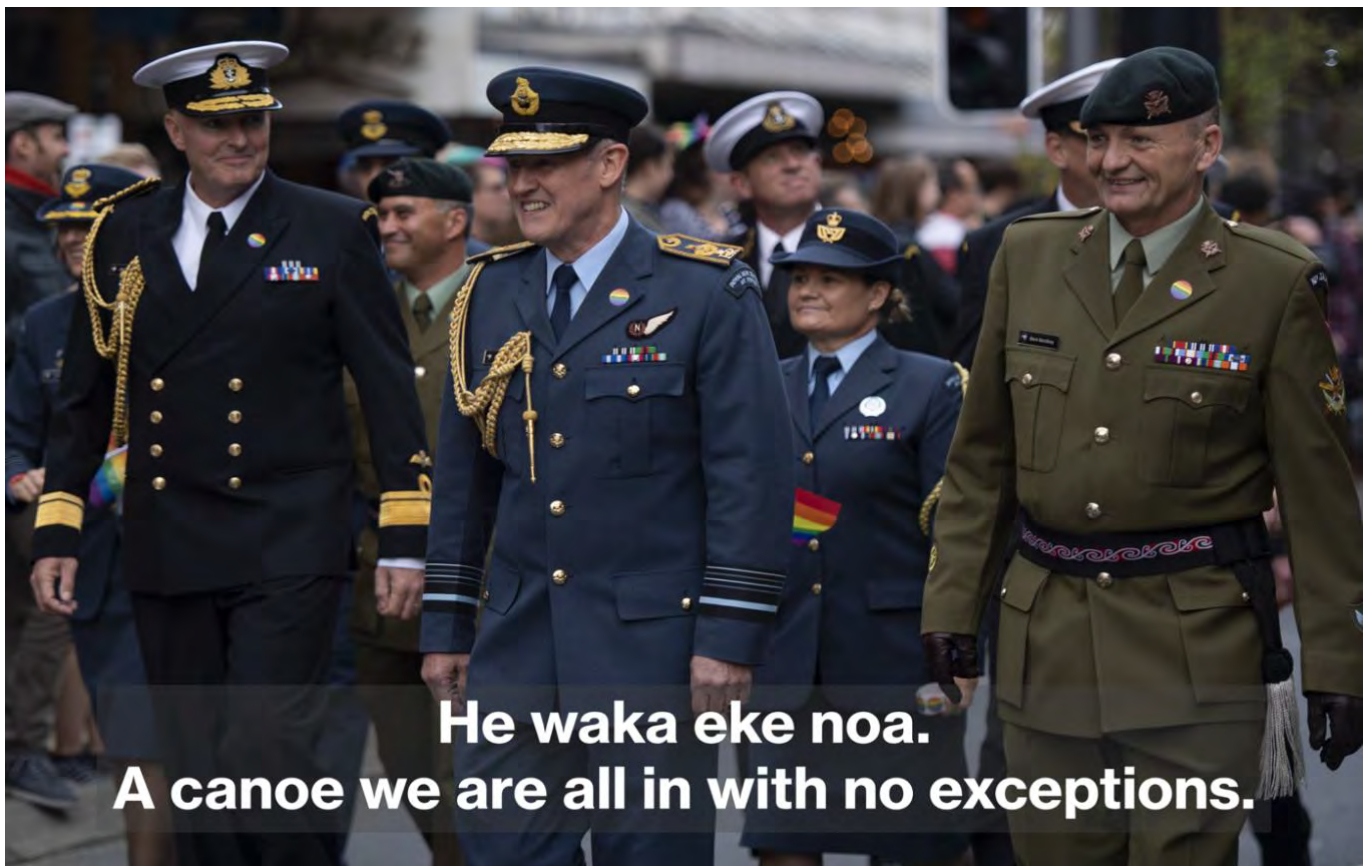
Each of us has an important part to play in ensuring that this Inclusion Plan is a success. To echo the words of the Chief of Defence “If not now, when? If not you, who?”.

Whether in peacetime or in theatre, our strength is team work, and that means living our values and treating each other with decency and respect.

In closing I would also like to acknowledge the generous contribution of the NZDF support network OverWatch. Formed in 2012, OverWatch members have put in significant amounts of their own time, skill and passion to support LGBTTIQ+ inclusion within the NZDF.

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1.0 Executive Summary

This Inclusion Plan is for all NZDF, it is intended for LGBTTIQ+ people, for LGBTTIQ+ allies and will enable the NZDF to continue to take action collaboratively to improve the lived experience of LGBTTIQ+. It includes actions to promote the visibility of LGBTTIQ+ people, and to create an inclusive unit/workplace culture that supports them.

Despite recent improvements to LGBTTIQ+ inclusion such as New Zealand recognising marriage equality in 2013, challenges still remain for LGBTTIQ+ who, as a collective, remain to be considered a marginalised group. In recent data from the New Zealand Health Monitor (2019) shows a fifth (19%) of LGBTTIQ+ are less likely to report feeling satisfied with life overall and are also three-quarters (75%) more likely to report being socially excluded compared with the general population.

In 2019, NZDF were accredited the Rainbow Tick, this being external validation that the NZDF is safe, welcoming and an inclusive place for people of diverse gender identity and sexual orientation. While celebrating this achievement, we know there is still work to be done.

The LGBTTIQ+ Inclusion Plan builds on the significant progress made by OverWatch for the NZDF Rainbow Community.

This Inclusion Plan seeks to ensure a pan NZDF top down / bottom up approach to further enhance the lives of LGBTTIQ+ and will make a significant contribution towards the Te Kawa Mataaho (Public Service Commission) broader commitment to strive for the full inclusion of LGBTTIQ+ within the public sector.

The LGBTTIQ+ Inclusion Plan builds on the significant progress made by OverWatch (NZDF LGBTTIQ+ support network) for the NZDF Rainbow Community. This is a living document recognising that actions and outcomes will need to be adapted as progress is made, and as new challenges and opportunities present themselves. The Directorate of Diversity and Inclusion, in consultation with OverWatch and Rainbow Tick, will have the role of recommending actions and outcomes to be modified or added as our organisation matures. We all have a role in living our NZDF values and in promoting equality for LGBTTIQ+ people and their whānau.

We have come a long way!

In 2019, Pride 25 acknowledged those who had to once served in silence in our Navy, Army and Air Force. Prior to 1995 LGBTTIQ+ people were legally discriminated against on the basis of their sexuality, including those serving within the NZDF. Being homosexual was considered incompatible with service in uniform. In those times lesbian, gay, bisexual and transgender staff members were forced to hide their true selves from their Service and colleagues. There were good people who left during that time because they didn't feel welcome, safe or valued.

Today, the NZDF is a global leader in military LGBTTIQ+ inclusion and as we reflect on how far we have come in 25 years whilst noting we have more work to do, we think the organisation's journey from exclusion to inclusion is worth sharing and celebrating.

Pride25
Te Kaitiaki | Te Kaitiaki | Te Kaitiaki
Te Kaitiaki | Te Kaitiaki | Te Kaitiaki

2.0 Terminology

The LGBTTIQ+ acronym is used throughout this document to represent the NZDF Rainbow Community (inclusive of takatāpui and diverse Māori gender identities). The acronym LGBTTIQ+ stands for lesbian, gay, bisexual, transgender, takatāpui, intersex and queer/ questioning, and the + represents other identities not captured in the letters of the acronym.

Takatāpui embraces all Māori with diverse gender identities, sexualities and sex characteristics including whakawāhine, tangata ira tāne, lesbian, gay, bisexual, trans, intersex and queer. It emphasises Māori cultural and spiritual identity as equal to gender identity, sexuality or having diverse sex characteristics (Kerekere, 2017).

Despite the intent, the acronym used to refer to the Rainbow Community can be limiting, with times and attitudes changing, along with the language used to discuss sexual orientation and gender identity. The widely used acronym 'LGBT' has evolved and changed in recent years with currently no universally accepted umbrella term that adequately conveys the rich diversity of gender identities.

Alternative versions of the acronym recognise increasingly nuanced ways of understanding and defining people's lived experiences of gender and sexuality. As a result the established 'LGBT' has acquired a few extra letters. There is no consensus over which acronym to use, LGBTTIQ+ is welcomed, with other variations such as LGBT+, LGBTIQ+ and 'Rainbow Community' commonly used and accepted within NZDF and the wider community.

The Rainbow Community have terms and language preferred when describing their own intersex or variations in sex characteristics, gender and sexual orientation. The use of these collective terms is not intended to be limiting or exclusive of certain groups, although not all LGBTTIQ+ people will use these specific terms. The NZ Human Rights Commission for their newly released report PRISM refer to Sexual Orientation, Gender Identity and Expression, and Sex Characteristics (SOGIESC) (Human Rights Commission 2020). The use of terminology is constantly evolving. For detailed terminology refer to glossary of terms.

Pacific Island countries each have their own history and perspective on sexuality, sex and gender diversity that is not correctly captured by western concepts of LGBTTIQ+. The umbrella term LGBTTIQ+ as a term has no reference to Pacific peoples, but rather a reference term akin to something more medical, or to fit groups within groups within groups, which goes against the very fabric of traditional Pacific terminology (Brown-Acton, 2011).

An acronym to help understand the different perspectives of Pacific Island countries is 'MVPFAFF'. Mahu in Tahiti and Hawai'i; Vaka sa lewa lewa in Fiji; Palopa in Papua New Guinea; Fa'afafine in Samoa and American Samoa; Akava'ine in the Cook Islands; Fakaleiti or leiti in the Kingdom of Tonga; Fakafefine in Niue.

“There is no consensus over which acronym to use, LGBTTIQ+ is welcomed, with other variations such as LGBT+, LGBTIQ+ and ‘Rainbow Community’ commonly used and accepted within. NZDF and the wider community.”

3.0 Introduction

The NZDF strives to be an inclusive organisation. We see our people as our most important asset and we value their diversity.



Vision

A NZDF that reflects the diversity of the community and leads social change, where people of all sexual orientations, gender identities and intersex characteristics feel safe, accepted and valued.

NZDF Values

We are and will remain a values-based force. Values are the moral principles and standards upon which we interact with others, make judgements and take actions. Our values are the foundation upon which the Defence Force's culture and professionalism are based. The four core values of the NZDF that represent our traditional and continuing anchors through a diversity and inclusion lens are:

Tū Kaha COURAGE

- Courage to advocate for different and diverse perspectives that may challenge consensus
- Courage to speak up, to challenge disrespectful, discriminatory and inappropriate behaviour, and to challenge the status quo of entrenched organisational attitudes and practices that promote homogeneity.

Tū Tira COMRADESHIP

- Treating others as individuals and making an effort to understand and value the uniqueness of every member of your team
- Asking curious questions and actively listening to deepen your connection and understanding of others
- Considering ways to include all members of your team.

Tū Tika COMMITMENT

- Committed to put in the time and effort required to be inclusive of diversity and to manage the challenge and conflict it can bring, to demonstrate it is a priority
- Committed to ideals of fairness, impartiality and equality
- Committed to demonstrating best practice in diversity and inclusion leadership.

Tū Maia INTEGRITY

- Committed to ideals of fairness and equality
- Being accountable for your actions
- Having a high standard of behaviour in your interactions with all people
- Employing transparent, consistent and informed decisionmaking

3.1 The Case for Ongoing Change

A diverse workforce is one of the NZDF's key strengths. Genuinely diverse and inclusive workplaces consistently report higher employee engagement, resilience, productivity and performance, all of which lead to better outcomes leading to greater operational effectiveness.

While everyone may know someone, who identifies as a part of the Rainbow community, research shows that not all LGBTTIQ+ people feel comfortable or safe bringing their whole selves to work. Evidence shows that people continue to experience discrimination, harassment and stigma based on their sexual orientation, gender identity or intersex characteristics, and feel excluded and invisible in their workplaces (PricewaterhouseCoopers, 2016). This inclusion plan is about changing that experience.

The concepts of equality and dignity underpin many of New Zealand's legal obligations under international human rights law and such obligations extend to, without exception, LGBTTIQ+. New Zealand legislation states that discrimination cannot be based on sexual orientation (Human Rights Act 1993). The NZDF has a responsibility to provide all NZDF personnel a healthy and safe working environment and an environment free from harassment, discrimination and bullying (Health and Safety at Work Act 2015).

“Day to day there is always more to do to build a diverse, inclusive and respectful organisation.”

Chief of Defence Force, Air Marshal Kevin Short (2019)



Counting Ourselves

Counting Ourselves (2019) was the first comprehensive national survey of the health and wellbeing of trans and non-binary people in New Zealand. This survey was completed by 1,178 trans and non binary aged between 14 and 83 years.

The results showed high levels of discrimination, with 67% of participants having experienced discrimination at some point. Just over two fifths (44%) of respondents had been discriminated against in the past 12 months compared with 17% of respondents in the General Social Survey.

Respondents had higher rates of discrimination than the general population in every specified situation in the survey, including on the street in a shop or restaurant and trying to get a job or at work.



2019 WeCount Survey

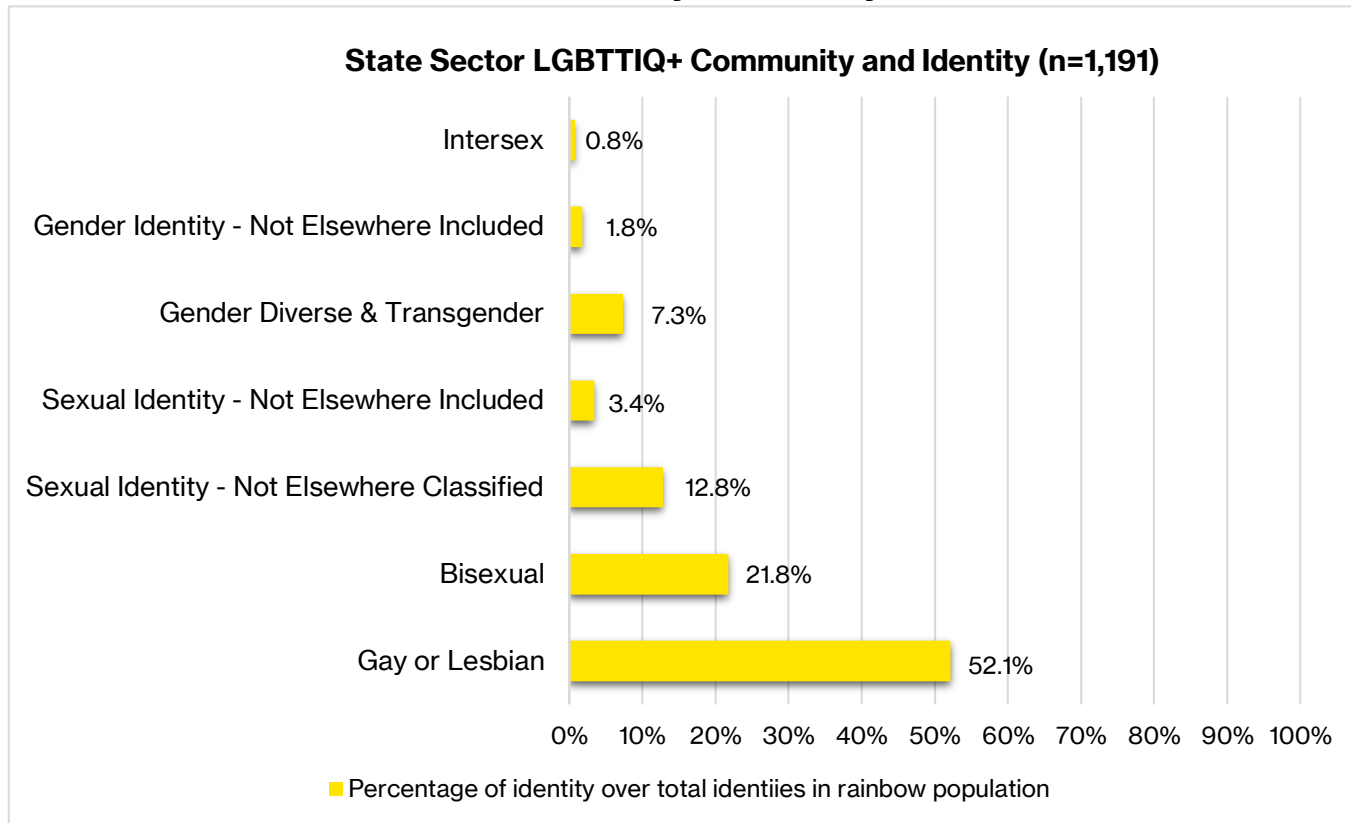
The State Services Commission worked with the Cross-Agency Rainbow Network (CARN) to develop the WeCount 2019 Survey to measure gender and sexual diversity in the Public Service, and to measure aspects of inclusiveness within the Public Service for the Rainbow communities.

WeCount was conducted in the first half of 2019; the LGBTTIQ+ population count of the public service workforce from this survey was 1,191. This count is greater than the number of complete responses (1,078) as some people have multiple identifiers (e.g. someone may identify as both gay and transgender).

There were respondents from all age groups. The highest proportion of respondents were 25 to 34 year olds at 37.7%. This is a higher proportion than in the overall public service workforce.

The response rate to the question regarding ethnicity was 95.6%. Of those, 93.1% of respondents identified as European and 12.1% identified as Māori (some people identified with more than one ethnicity).

Table 2. State Sector LGBTTIQ+ Community and Identity



From the WeCount survey, key themes were identified in regards to the following areas of improvement for the State Sector as follows:

- judgemental behaviour needs to be identified and appropriately dealt with
- ensure that no one feels vulnerable and/or intimidated at work
- ensure all of our [state sector] personnel are comfortable being themselves at work
- improve recruitment and progression practices.



Statistics New Zealand’s 2018 General Social

Survey






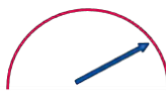



The Statistics New Zealand’s 2018 General Social Survey provides a picture of the social wellbeing in the New Zealand population.

The survey measured rates of discrimination amongst adult respondents aged 18 and over and found that 34% of those who identified as lesbian/gay and 39% of those of identified as bisexual faced higher rates of discrimination in the past year compared with heterosexual adults (16.3%).

2019 New Zealand Workplace Equality Study

The 2019 New Zealand Workplace Equality Study findings (shown below) indicates there is still much work to be done within New Zealand to support LGBTTTIQ+ in the workplace.

Table 1. LGBTTTIQ+ Inclusion in the Workplace

 <p>85% of LGBTTTIQ+ were confident their managers team leaders would address bullying or harassment of LGBTTTIQ+ staff.</p>  <p>41% of all employees feel their organisation should do more when it comes to LGBTTTIQ+ workplace inclusion.</p>  <p>89% of employees say they understand why LGBTTTIQ+ inclusion is important in workplace.</p> <p>A third of LGB employees feel being out has made them more productive, none said it's made them less productive.</p>	<p>2019 New Zealand Workplace Equality Study Amongst the participants were 14 CEO's, 142 senior leadership team members, 545 middle management, and 1,026 employees.</p>  <p>22% LGBTTTIQ+ employees indicated they've heard negative commentary from leaders in their workplace.</p>  <p>73% LGB employees are out to their managers at work.</p>  <p>83% LGB employees feel they can be themselves at work.</p>
 <p>56% of employees are aware of visible LGBTTTIQ+ Allies within their organisation.</p>  <p>58% believe their organisation should do more promotion of allies.</p>  <p>25% of allies have called out inappropriate comments/jokes targeting LGBTTTIQ+ people.</p>	<p>While all employment levels show strong belief and confidence, Leaders more strongly believe that a manager and the organisation at large genuinely supports LGBTTTIQ+ inclusion (more so than employees do). The same is seen in Leaders' more strongly believing that LGBTTTIQ+ employees can comfortably be themselves at work.</p> <p>Respondents to the 2019 survey included the majority (93%) of the participating employees employed within our main regions-Auckland (61%), Wellington (16%) and Canterbury (11%).</p>

Negative Mental Health and Wellbeing Outcomes Experienced by LGBTTTIQ+ in NZ

Workplaces have a significant role to play in supporting and providing inclusive spaces for LGBTTTIQ+ staff, not only because it increases productivity and reduces turnover, but because workplaces can directly influence wellbeing and address some of the unacceptable health disparities experienced by LGBTTTIQ+.

From Counting Ourselves (2019) report on health and wellbeing of transgender people in NZ – around three quarters of those surveyed (71%) reported high or very high psychological distress, including suicidality. Over half of those surveyed (56% had seriously thought about attempting suicide in the last 12 months).

From the Youth '12 (2012) survey of young people in NZ, same or both sex attracted young people - 59.4% had deliberately self-harmed and 41.3% experienced significant depressive symptoms.

International Research

International Research shows:

- Inclusion is more important than all other job factors (as reported by 85% of LGBTTIQ+ people in research by PricewaterhouseCoopers, 2016).
- There is a decrease in productivity where personnel feel they have to hide their identity (as reported by 30% of people in research by Human Rights Campaign 2014).
- A quarter of LGBTTIQ+ people have stayed in a job specifically because it was an inclusive environment (as reported by 25% of people in research by Human Rights Campaign 2014).
- A fifth of LGBTTIQ+ people have looked for a new job because they were made to feel unwelcome (as reported by 20% of people in research by Human Rights Campaign 2014).

“A quarter of LGBTTIQ+ people have stayed in a job specifically because it was an inclusive environment”

Human Rights Campaign 2014).



3.2 NZDF - Context Setting

OverWatch



Creating a welcoming and safe environment where LGBTTIQ+ are **Visible, Vocal and Valued**. OverWatch is an organisation of Regular, Reserve and Civilian volunteers from all across the NZDF Force.

OverWatch was established in 2012 and provides:

Support to ALL NZDF Personnel - OverWatch is an organisation established to provide peer support, guidance and advice to the NZDF's LGBTTIQ+ community, families, allies, and all members of the NZDF.

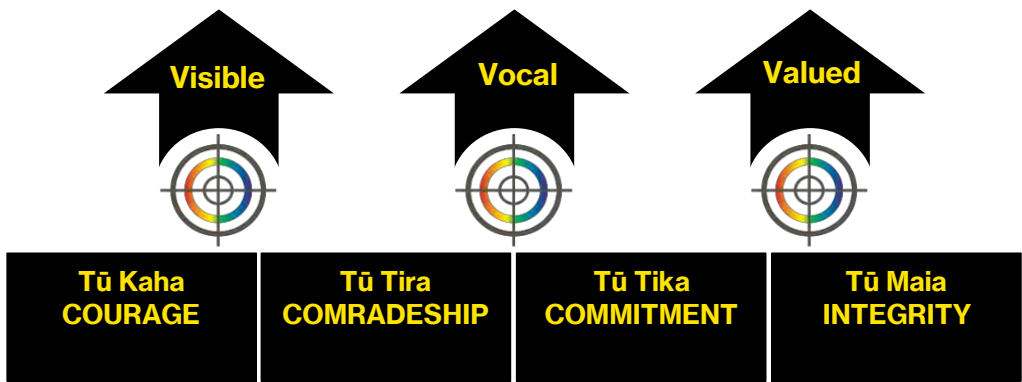
Support to Command - Support, guidance and advice to the Commanders, Managers and those in positions of command.

Advocacy - Providing a voice and representation to those within the NZDF. Holding the organisation to account for the support they provide and their policy relating to their LGBTTIQ people.

“One of the NZDF’s defining characteristics, and strengths, is its history of openness and inclusion. OverWatch is an excellent example of this culture at work.”

LTCOL Steve Kearney (2019)

OverWatch Principles:



Rainbow Tick Accreditation



The Rainbow Tick is a New Zealand based NGO offering a LGBTTIQ+ accreditation process, also called the Rainbow Tick. NZDF were accredited the Rainbow Tick in October 2019, after 13 months of working towards achieving this milestone.

Being awarded and maintaining the Rainbow Tick is external validation that the NZDF is safe, welcoming and an inclusive place for people of diverse gender identity and sexual orientation. It also is a mechanism that NZDF can use to ensure it has a continuous improvement approach to inclusiveness for the LGBTTIQ+ community within NZDF, and an approach that it supports organisational transparency and accountability.

Recommendations from the Rainbow Tick Certification Report 2019 have been incorporated into this LGBTTIQ+ Inclusion Plan which is reviewed annually by Rainbow Tick. The annual certification process evaluates the organisations level of LGBTTIQ+ in five areas:

1. Policies
2. Staff Training
3. Staff Engagement & Support
4. External Engagement
5. Monitoring

The improved processes and practices made to increase inclusion for LGBTTIQ+ people benefit all NZDF, these improvements are about the NZDF becoming a more modern, flexible, people-focussed organisation.

“The genuine commitment from the Chief of Defence and the executive leadership must be commended, along with their support for OverWatch as a driving force behind ensuring that NZDF is inclusive for all – both now and into the future.”

**Rainbow Tick Director
Martin King (2019)**



3.3 The Benefits of Inclusion

The NZDF's commitment to a diverse workforce is to foster an operating environment inclusive of LGBTTIQ+ people.

This will be achieved when units/ workplaces are actively and genuinely inclusive of all sexual orientations, gender identities and intersex characteristics. This inclusive environment can have a significant impact on the physical, mental and emotional wellbeing of LGBTTIQ+ people, especially those who may continue to experience harmful behaviour (discrimination, violence, isolation or marginalisation) in their personal lives.

To attract and retain talent, organisations must be inclusive. A Deloitte study (2017) on diversity and inclusion reported that 80% of the respondents said that inclusion is an important factor in choosing an employer, and 72% said they would leave an organisation for one they believe is more inclusive. From small, private companies to multinational, publicly owned corporations, fostering a culture that leverages acceptance and growth of all employees is important.

“Whether in peacetime or on operations, our strength is team work, and that means living our values and treating each other with decency and respect.”

Chief of Defence Force, Air Marshal Kevin Short (2019)

LGBTTIQ+ inclusion benefits all of the NZDF because:

When people feel safe bringing their whole selves to work, everyone benefits.

Open, inclusive workplace cultures create an environment where LGBTTIQ+ know they will be safe, valued and accepted for bringing their whole selves to work because no-one has to expend energy hiding who they are. This in turn leads to increased engagement and career satisfaction, and more open and respectful relationships, all of which contribute to higher performance. Also, open, inclusive workplace cultures will have a positive impact on the partners, spouses and children of LGBTTIQ+.

Organisational Effectiveness

An inclusive workplace leads to increased engagement and career satisfaction, and more open and respectful relationships, all of which contribute to higher performance. Inclusion is about creating an environment in which all our people can bring their whole selves to work and be valued for the contribution they make, not despite individual differences, but because of them. In return this will provide a productive and engaged NZDF.

To best protect and serve the community, we need to understand and embody its diversity.

NZDF has a responsibility to serve and make the best decisions for all NZDF members including the LGBTTIQ+ community. Actively recognising the diversity that exists in the LGBTTIQ+ community and valuing the experiences of LGBTTIQ+ not only enables a deeper understanding of the community's needs, but also creates empathy, promotes new ways of thinking and drives innovation (Pride in Diversity 2016).

LGBTTIQ+ inclusion positions us as an employer of choice.

To attract and retain the best talent, the NZDF needs to demonstrate genuine inclusion of all diverse groups. The new workforce, Gen Y and beyond, increasingly perceive a potential employer's diversity and inclusion track record as a critical factor in being an employer of choice (Pride in Diversity 2016).



4.0. Creating change

This Inclusion Plan provides a framework for strengthening LGBTTIQ+ inclusion across the NZDF.

The actions and approaches outlined in this document build on existing foundations which are already driving inclusion across the NZDF. These include:

- Establishment of OverWatch an LGBTTIQ+ employee network in 2012.
- NZDF's ongoing commitment to ensuring that OverWatch continues to be well supported and resourced (with activity funded out of the Directorate of Diversity and Inclusion's budget)
- Participation in a cross-agency rainbow network (CARN) to promote inclusion across the sector and support agencies to implement inclusion initiatives.
- OverWatch's review of NZDF's gender transition guidelines.
- Participation in regional Pride Marches / Festivals since 2013.
- Inclusive policies that allow NZDF members in same-sex relationships equal entitlements to leave, including parental, superannuation and domestic and family violence support.

4.1 Roles and Responsibilities

As an employer the NZDF has responsibility to provide all NZDF personnel a healthy and safe environment and an environment free from harassment, discrimination and bullying (Health and Safety at Work Act, 2015).

The CDF has overall responsibility for the culture within NZDF. Service/Portfolio Chiefs are responsible for the culture within their respective areas, this includes supporting diversity and inclusion efforts.

The Directorate of Diversity Inclusion, supported by NZDF's Executive Committee will lead the initiatives outlined in this strategy, and support the work and initiatives via the OverWatch network.

4.2 Strategic Links

People25 notes NZDF's commitment to increase the diversity of our workforce in order to be operationally effective in an increasingly complex security environment.

The requirement to recruit and retain diverse people with specific skillsets places the Defence Force in competition with other New Zealand employers and international militaries.

As a result, we need to continue to modernise and enhance the manner in which we attract, support and reward a more diverse workforce, noting that it is only through inclusion that we can make the most out of diversity.

4.3 Levers for Change

The three levers of change highlight the importance of leadership, education, visibility and inclusive policy for LGBTTIQ+ inclusion, as well as the important role that allies play in creating cultural change.

The new approaches and actions outlined under the Inclusion Plans three levers for change represent good practice and align with Rainbow Tick accreditation standards.

The actions include increasing the visibility of LGBTTIQ+ diversity in NZDF, building the awareness and capability of all NZDF members providing support for LGBTTIQ+. They also highlight the importance of non-LGBTTIQ+ allies in advocating and driving cultural change.

All Services and Portfolios are encouraged to identify and implement the actions that will best work for them and their people. The Directorate of Diversity and Inclusion (and OverWatch) are available for advice to support the Services and Portfolios with regards to LGBTTIQ+ inclusive practices.

Levers for Change:



5.0 Leadership and Capability

Outcome

Visible and knowledgeable allies at all levels who actively champion diversity and inclusion within their service and amplify the voices of LGBTTIQ+.

EXCO / Senior Leaders will:

Demonstrate strong leadership to support LGBTTIQ+ inclusion within the NZDF by:

- Visibly demonstrating that Senior Leaders recognise the importance of LGBTTIQ+ inclusion and are committed to fostering inclusive and safe workplaces.
- Identifying visible LGBTTIQ+ allies and champions within services including the COL(E) and above level.

The Directorate of Diversity and Inclusion will:

Work with OverWatch, NZDF HR Business Partners and the NZDF Executive Committee (EXCO), the public sector via Te Kawa Mataaho (Public Service Commission), and the AoG Combined Agency Rainbow Network (CARN) to make LGBTTIQ+ an ongoing priority for diversity and inclusion.

Foster inter-agency shared learning via the CARN by promoting and sharing best practice LGBTTIQ+ workplace inclusion policies and practice.

Stay current with best practice in regard to LGBTTIQ+ inclusion.

Support OverWatch, LGBTTIQ+ and allies to connect, support each other, provide education and promote workplace inclusion.

Building the knowledge and capability of leaders, allies and wider NZDF in sexual and gender diversity by:

- Providing opportunities for allies and leaders to build capability across the NZDF.
- Providing resources about how to support LGBTTIQ+.
- Developing an understanding of the intersections between the LGBTTIQ+ community and other diverse groups e.g. based on gender, disability, ethnicity etc.

**Commanders /
Managers can:**

Demonstrate leadership and commitment to LGBTTIQ+ inclusion within NZDF by:

- Supporting local LGBTTIQ+ community events, including regional events and festivals.
- Partnering with other agencies and external organisations to share expertise and supporting them on their LGBTTIQ+ inclusion journey.
- Actively promote a culture of open and respectful discussion around sexual orientation, gender diversity and intersex.
- Encouraging team members to share resources and information with their colleagues to build knowledge and understanding.

Be inclusive of others within their workplace by:

- Looking for opportunities to develop understanding of the LGBTTIQ+ community and learn more about the experiences of LGBTTIQ+ who are willing to share.
- Being inclusive of peers irrespective of sexual orientation or gender.

**Units &
Individuals
can:**

Be inclusive of others within their workplace by:

- Looking for opportunities to develop understanding of the LGBTTIQ+ community and learn more about the experiences of LGBTTIQ+ who are willing to share.
- Being inclusive of peers irrespective of sexual orientation or gender.



6.0 Unit Culture

Outcome

Increased visibility and awareness about LGBTTIQ+ inclusion, creating a unit culture where people feel valued and supported to bring their whole selves to work every day.

EXCO / Senior Leaders will:

Communicate via the command chain and wider organisation their expectations of creating a diverse, inclusive and safe NZDF.

Actively promote the NZDF as an inclusive employer of choice for example by activities such as:

- Visually reflecting LGBTTIQ+ inclusion in internal and external documents and promotional materials, and using gender neutral language when referring to sex, gender or sexual orientation.
- Flying the rainbow flag on LGBTTIQ+ awareness days or during local LGBTTIQ+ events.
- Actively representing the NZDF as inclusive of LGBTTIQ+ people and communities at promotional, recruitment and community engagement events.

The Directorate of Diversity and Inclusion will:

Promote and encourage participation in New Zealand regional Pride events and LGBTTIQ+ awareness days within NZDF (e.g. International Day against Homophobia and Transphobia, Transgender Day of Visibility, Intersex Awareness Day) to show visible support for LGBTTIQ+.

Support the CARN with public sector wide awareness, engagement and inclusion initiatives for LGBTTIQ+ and allies.

Support OverWatch and NZDF networks for LGBTTIQ+ and allies to connect, support each other, provide education and promote workplace inclusion.

Communicate the importance of inclusive practices (e.g. not assuming the gender of someone's partner etc.).

**Commanders /
Managers can:**

Provide support for LGBTTIQ+ personnel within the NZDF by providing a workplace environment where transgender and gender diverse people feel safe to present as their affirmed gender.

Visibly demonstrate that LGBTTIQ+ people are recognised and accepted in workplaces by:

- Visibly showing support for LGBTTIQ+ inclusion in the workplace e.g. wearing rainbow lanyards.
- Displaying posters and resources, and actively communicating that homophobia and transphobia are unacceptable in the workplace and have negative effects on all.
- Celebrating LGBTTIQ+ awareness days within NZDF

Respect that not all LGBTTIQ+ feel safe or wish to disclose or talk about their sexual orientation, gender identity or intersex characteristics, and always be mindful of their privacy and discretion.

Speak out against homophobic, or other negative transphobic comments, jokes or behaviours, even when LGBTTIQ+ people are not present.

Participate in LGBTTIQ+ related networks or activities as an ally or advocate.

Take action on discriminatory behaviour, such as transphobia, biphobia and homophobia

**Units &
Individuals
can:**

Respect that not all LGBTTIQ+ feel safe or wish to disclose or talk about their sexual orientation, gender identity or intersex characteristics, and always be mindful of their privacy and discretion.

Speak out against homophobic, or other negative transphobic comments, jokes or behaviours, even when LGBTTIQ+ people are not present.

Participate in LGBTTIQ+ related networks or activities as an ally or advocate.

Take action on discriminatory behaviour, such as transphobia, biphobia and homophobia

7.0 Inclusive Policy & Practice

Outcome

LGBTTIQ+ inclusion is considered at all levels of policy and practice, and all areas of NZDF have the capability to support the needs of LGBTTIQ+ and measure progress towards specific outcomes.

EXCO / Senior Leaders will:

Ensure the organisation has safe and appropriate facilities (for example, via Defence Estate and Infrastructure, including access to gender neutral or 'all gender' bathrooms with visible signage, and ensure new building fit outs consider the needs of gender diverse and/or some intersex personnel).

Support DDI by Integrating LGBTTIQ+ inclusion into NZDF policies and diversity and inclusion programs by:

- Directing that the rights of NZDF members of all sexual orientations, gender identities and intersex characteristics are considered in all NZDF orders, policies and processes.
- Directing that LGBTTIQ+ awareness is incorporated into diversity and inclusion training and recruit / induction training.

The Directorate of Diversity and Inclusion will:

Broaden the NZDF's understanding of diversity, and explicitly incorporate sexual orientation, gender identity and intersex into diversity definitions and categories.

Support the governance of OverWatch.

Investigate options to expand sex and gender identification options and inclusive spousal references in HR and other data collection systems.

Investigate recommendations from Rainbow tick assessment including:

- Review of Diversity and Inclusion lesson plans to include LGBTTIQ+ awareness.
- Personnel having the opportunity in research surveys (e.g. 2020 pulse) to voluntarily record sexuality or gender identity as an optional data point.
- Update transgender guidelines and review as necessary
- Ensure that NZDF remains current with comparative international practice
- Support education and training necessary to ensure correct terminology is used

**Commanders /
Managers can:**

Develop approaches to support the specific needs of LGBTTIQ+ people by:

- Providing options accurately that indicate their gender identity or intersex characteristics if they wish to.
- Understanding guidelines to support gender diverse personnel through transition in the workplace.
- Setting the tone and expectations down their chain of command

Respect and use affirmed or preferred names and pronouns.

Behave respectfully and use inclusive or gender-neutral language when asking about or referring to partners, spouses and family members to avoid assumptions and stereotypes.

**Units &
Individuals
can:**

Respect and use affirmed or preferred names and pronouns.

Behave respectfully and use inclusive or gender-neutral language when asking about or referring to partners, spouses and family members to avoid assumptions and stereotypes.



8.0 Measuring Success

Cultural change can be difficult to achieve and measure, particularly when information about sexual orientation, gender identity and intersex is not accurately captured.

The success of LGBTTIQ+ inclusion and the goals of this strategic plan will be measured by:

Inclusion of a sexuality question in the annual NZDF Pulse survey and also in the three yearly NZDF Health and Wellbeing survey – this will allow NZDF to have visibility as to LGBTTIQ+ experience within NZDF, specifically:

- Perceptions about leadership, inclusion, experience of harmful behavior and trust in the organisation.
- Comparative data – e.g. does LGBTTIQ+ personnel perceptions of their workplaces (e.g. of workplace culture, fairness and inclusion), reflect those of non-LGBTTIQ+ personnel.
- Whether data about LGBTTIQ+ shows increased attraction, retention and job satisfaction as the NZDF's maturity in LGBTTIQ+ inclusion grows.

Annual reporting of progress against each of the three levers to the Executive Committee and reporting progress in NZDF's annual report.

Other indicators of success include:

Greater visibility and representation of LGBTTIQ+ people and allies in all services and at all rank levels (for example, at Pride Events).

Increased understanding of all aspects of sexual orientation, gender diversity and intersex by personnel, especially by leaders and allies.

Workplace cultures where sexual and gender diversity is openly valued and celebrated, rather than ignored or perceived as irrelevant.

Shared leadership on LGBTTIQ+ inclusion, with allies and LGBTTIQ+ working together to foster inclusive workplaces and practices.

Equitable access to support, benefits and policies for LGBTTIQ+ people.

NZDF maintaining its Rainbow Tick accreditation.

9.0 Next Steps

In order to maintain our Rainbow Tick (RT) status and progress we have detailed our strategic actions against the RT criteria.

Strategy & Policy



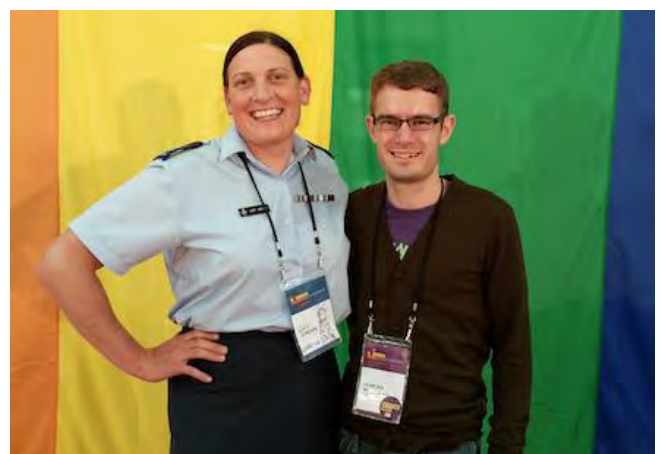
RT Strategy & Policy Expectations	NZDF requirements (for continuous improvement and RT maintenance)
Is Rainbow Diversity and Inclusion explicitly mentioned in any documents outlining the organisation's purpose or planning? (e.g. Strategic Plan, Values Statement)	Consider LGBTTIQ+ in strategic documents. Ensure DDI strategic plan and work plan includes Pride/LGBTTIQ+.
Is Rainbow Diversity and Inclusion specifically mentioned in documents setting out any policies or procedures (e.g. Non-discrimination policy, complaints process, meeting minutes)	Ensure NZDF policies (such as the parental leave policy) are non-heteronormative and inclusive of LGBTTIQ+.
Do the leaders of the organisation receive Rainbow-specific Diversity and Inclusion training?	Review LGBTTIQ+ awareness learning outcomes at all four levels of training spanning from recruit courses to senior leadership.
Is there a Diversity and Inclusion council or sub-committee at governance or senior management level or does the brief of any other committee include Diversity and Inclusion?	Continue to work with Employee Led Networks and conduct regular meetings working towards the formation of a Diversity council.
Are there any measures or indicators that are reviewed and reported on by this committee?	Ensure sexual orientation and gender identity questions are added to Pulse and Integrated Wellbeing Health Survey, this will create a baseline for future measures.
Is Rainbow Diversity and Inclusion a regular item in Board or senior management reporting?	DDI to remain as a standing item on the NZDF board. Consideration to be given to inclusion in other Senior management discussions.



Staff Engagement



RT Staff Engagement Expectations	NZDF requirements (for continuous improvement and RT maintenance)
Is the organisation's stance on Rainbow Diversity and Inclusion a topic that is raised in recruitment interviews or noted on application forms or recruitment webpages?	That military and civilian recruitment continue to include diversity statement in job advertisements and service offerings.
Does the organisation encourage and support staff to set up Rainbow networks internally and/or to link with external ones?	Continued support and resourcing to NZDF Employee Led Networks (including OverWatch)
Does the organisation encourage staff to mark occasions of relevance to Rainbow communities such as Pride festivals or Red Ribbon Day?	Continued support and celebration of events relevant to the NZDF Rainbow community via recommendations from OverWatch.
Does the organisation have processes and resources in place for staff who transition gender? (e.g. A support plan for staff who transition, access to unisex toilets for those who need it)	Ensuring NZDF transition guidelines remain up to date with reasonable accommodations for transgender personnel taken into account.
Does the organisation use the preferred name, title, and pronouns of people who have transitioned gender? (e.g. If gender on documents is incongruent with current gender identity)	Promote the use of pronouns NZDF wide. Removal of status identifiers from NZDF emails in a move away from heteronormative identifiers.
Are there visible Rainbow Allies across the organisation?	Continue to support visibility of OverWatch Work with Rainbow allies to ensure support of being inclusive for the NZDF LGBTTIQ+ community



External Engagement



RT External Engagement Expectations	NZDF requirements (for continuous improvement and RT maintenance)
Does your website or any publicity material specifically mention Rainbow Diversity and Inclusion anywhere? (e.g. under its “About Us” “Mission Statement” or “Values” section)	Continued integration with DRO and DPA to ensure internal and external Rainbow diversity including the use of Rainbow Tick branding.
As part of your commitment to corporate social responsibility, have you informed your customers and other stakeholders e.g. your supply chain, clients, contractors that you are committed to being a fair workplace in line with the Rainbow tick principles?	Adherence to international Human Rights standards ensuring that contractors comply with these standards to provide a workplace free from unlawful discrimination. Visible communications regarding NZDF as a fair place to work and promotion of Rainbow Tick status.
Does your organisation publicly sponsor or support any Rainbow community events or organisations? (e.g. pro bono work for a Rainbow NGO, a banner and stand at a Rainbow festival, participation in any community events)	Continued participation, support and publicly to Rainbow events. Participation in CARN network. Ongoing support for OverWatch.
Do Board members or senior staff ever attend any such events?	Promoting participation of all NZDF including Senior Leaders to be involved in Rainbow Events (such as Pride Parades).
Does the organisation use any imagery that reflects Rainbow communities?	Requesting DPA support at Rainbow events and use of imagery that reflects the diversity of NZDF personnel within Rainbow Communities.
Does the organisation publicly demonstrate engagement with the Rainbow Tick process?	Identify opportunities to publicly demonstrate engagement with the Rainbow Tick (DDI to work with DPA to identify a communications schedule to support this)



Organisational Development



RT Organisational Development Expectations	NZDF requirements (for continuous improvement and RT maintenance)
Is Rainbow Diversity and Inclusion training offered as a separate and specific training?	<p>Ensure training content includes information relevant to the LGBTTIQ+ community.</p> <p>Review LGBTTIQ+ awareness learning outcomes at all four levels of training spanning from recruit courses to senior leadership.</p> <p>Develop training resources and promulgate throughout org.</p>
Is Rainbow Diversity and Inclusion training routinely included in orientation or induction training?	<p>Review LGBTTIQ+ awareness learning outcomes at all four levels of training spanning from recruit courses to senior leadership.</p>
Is Rainbow Diversity and Inclusion training routinely included in training for leadership development?	
Is attendance and completion of Rainbow Diversity and Inclusion training monitored?	
Is training offered so as to capture all levels and aspects of the organisation?	
Is training evaluated in terms of attendance, and participant satisfaction?	



Monitoring



RT Monitoring Expectations	NZDF requirements (for continuous improvement and RT maintenance)
Does your organisation regularly carry out internal surveys that measure employee perceptions of safety, dignity and inclusiveness at work?	Ensure that Pulse 2020 includes the opportunity to voluntary record sexuality or gender identity as an optional data point.
Are staff and/or customers given the opportunity of voluntarily recording their sexuality or gender identity as an optional data point in surveys or other forms of data-collection?	<p>Ensure the Health and Wellbeing Survey includes the opportunity to voluntary record sexuality or gender identity as an optional data point.</p> <p>Work with Org Research to ensure that sexuality/gender identity is considered in research projects where appropriate.</p>
When you make a decision on talent management, do you take diversity into account as a success factor in your talent acquisition?	<p>That Military and Civilian recruitments continue to include diversity statement in job advertisements and service offerings.</p> <p>Continued briefings by Legal prior to decision making boards. This verbal brief is aimed at reminding decision-makers of unconscious bias, discrimination, as well as natural justice, ensuring they adhere to their legal obligations as statutory decision-makers.</p> <p>NZDF continues to value diversity via Comms (internal and external)</p>
Is the topic of Rainbow Diversity and Inclusion an item that can be raised in exit interviews to help determine factors affecting staff retention?	Ensuring exit interview reports continues to collect data around sexual orientation.
Are incidents of harassment or discrimination against Rainbow community staff and/or customers monitored and causes addressed? (e.g. bullying, inappropriate comments or jokes)	<p>Investigate potential for granular detail of formal complaints to be collected for the purpose of analysis by sexuality.</p> <p>Roll out “just jokes” campaign to highlight that whilst humor is an important component of a healthy workplace it is never to demean or reduce someone’s mana.</p>
Are all relevant measures and indicators (for example, cross-team ratings of safety, dignity and inclusiveness) reported to senior management?	To undertake cross tabulations of data on sexuality with other staff wellbeing and engagement metrics.

10.0 Glossary of Terms¹

Asexual – A person who does not experience sexual attraction to others.

Bisexual – A person who experiences romantic and/or sexual attraction to their own and other genders.

Cisgender – A person whose gender aligns with their sex assigned at birth.

Gay – A person who experiences romantic and/ or sexual attraction to people of the same gender. More commonly used in relation to males.

Gender diverse – An umbrella term used by some who identify outside of the male/female gender binary. Being transgender can be one way of being gender diverse, but not all gender diverse people identify as transgender and vice versa.

Gender expression – refers to a person’s presentation of gender through physical appearance – including dress, hairstyles, accessories, cosmetics – and mannerisms, speech, behavioural patterns, names and personal references. Gender expression may or may not conform to a person’s gender identity.

Gender identity – refers to each person’s deeply felt internal and individual experience of gender, which may or may not correspond with the sex assigned at birth, including the personal sense of the body (which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical or other means) and other expressions of gender, including dress, speech and mannerisms.

Heterosexual – A person who experiences romantic attraction and/or sexual attraction to people of a different gender.

Homosexual – A person who experiences romantic attraction and/or sexual attraction to people of the same gender.

Intersex – A person whose sex characteristics are more diverse than typical definitions for male or female bodies, including sexual anatomy, reproductive organs, hormonal patterns, and/or chromosome patterns.

Lesbian – A woman who experiences romantic attraction and/or sexual attraction to other women.

LGBTTIQ+ – An acronym of different identities within Rainbow communities, including Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual. The plus denotes inclusion of other terms not listed.

Non-binary – An umbrella term for gender identities which are neither male nor female. Pacific communities have their own culturally specific terms relating to sexual orientation and gender identities. These concepts are more or just as much about familial, genealogical, social, and cultural selfhood. Fa’afafine (Samoa & American Samoa), Leiti/ Fakaleiti (Tonga), Fakaifine (Niue), Akava’ine (Cook Islands), Pina (Tuvalu), Māhū (Tahiti and Hawaii), Vakasalewalewa (Fiji) and Palopa (Papua New Guinea).

Pansexual – A person who experiences romantic and/or sexual attraction to people regardless of their sex or gender.

¹ Glossary of Terms obtained from New Zealand Human Rights Commission (2020). PRISM Report

Queer – A reclaimed umbrella term that encompasses identities and expressions outside of heterosexual, monogamous, and normative gender expressions.

Rainbow communities – An umbrella term commonly used in Aotearoa to describe those who have a diverse sexual orientation, gender identity or expression, and sex characteristics.

Sex assigned at birth – All babies are assigned a sex at birth, usually determined by a visual observation of external genitalia. A person's gender may or may not align with their sex assigned at birth.

Sex characteristics – refer to each person's physical features relating to sex, including genitalia and other sexual and reproductive anatomy, chromosomes, hormones, and secondary physical features emerging from puberty.

Sexual orientation – refers to each person's capacity for profound emotional, affectional and sexual attraction to, and intimate and sexual relations with, individuals of a different gender or the same gender, or more than one gender.

SOGIESC – An acronym including sexual orientation, gender expression and identity, and sex characteristics.

Takatāpui – A traditional Māori term which means 'intimate companion of the same sex.' It has been reclaimed by some Māori to describe their diverse sexual orientation, gender identity or expression, and sex characteristics.

Tangata ira tāne – A te reo Māori term which roughly translates as trans man.

Transgender – An umbrella term for a person whose gender differs from their sex assigned at birth. Transgender people may be binary or non-binary, and some opt for some form of medical intervention (such as hormone therapy or surgery). Used as an adjective rather than a noun, and often shortened to 'trans.'

Transition – Steps taken by trans people to live in their gender which may include social, legal, or medical aspects. A social transition may include changing clothes, hair, pronouns, or name; a legal transition may include changing name and/or gender marker on legal documents; and a medical transition may include medical treatments such as laser hair removal, hormone therapy, or various surgeries. There are no wrong or right ways to transition; each person will have their own personal goals.

Trans man – A man who was assigned female at birth.

Trans woman – A woman who was assigned male at birth.

Transsexual – An older term considered to be outdated by some younger populations. Transsexual is not an umbrella term; those who prefer this term often see it as an important distinction from transgender. It may refer to a person who has had or is in the process of changing their body to affirm their gender.

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**Directorate of
Diversity and Inclusion**



**Directorate of
Diversity & Inclusion**

LGBTQIA+ INCLUSION HIGHLIGHTS

2021 – 2022

UNCLASSIFIED

Rainbow Tick

NZDF have maintained Rainbow Tick accreditation since 2019 and are reassessed annually to maintain this accreditation.

Improved processes and practices made to increase inclusion for LGBTTTQIA+ people benefits all our people because it's about the NZDF becoming a more modern, flexible, people-focussed organisation.

As well as internal NZDF communications Rainbow Tick branding is displayed on external NZDF recruitment and Health websites.

www.defencecareers.mil.nz



www.health.nzdf.mil.nz



Pronoun Use

In 2021, communications were distributed NZDF wide promoting the use of pronouns.

During an OverWatch hui in 2021, Chief of Defence, Kevin Short (CDF) attended and asked what he could do as a leader to further support LGBTTQIA+ inclusion within NZDF.

CDF was asked by the OverWatch network if he could add pronouns to his signature block, where as a result, sent NZDF wide communications regarding pronoun use (and added pronouns to his signature block). This action encouraged pronoun use throughout NZDF (including senior leaders).

Air Marshal Kevin Short [\(he/him\)](#)
Chief of Defence Force
NEW ZEALAND DEFENCE FORCE
www.nzdf.mil.nz

BRIG Matthew Weston, [\(he/him\)](#)
Chief People Officer
People Capability Portfolio - HQNZDF
New Zealand Defence Force | Te Ope Kātua o Aotearoa

RADM David Proctor [\(he/him\)](#)
Chief Of Navy, Naval Staff
Royal New Zealand Navy



A message from the Chief

17 May 2021

The NZDF is committed to diversity and inclusion. You will notice in email correspondence that I now include my pronouns in my signature block. Adding pronouns is a simple but meaningful change that we can all make to support the LGBTIQ+ community, and I encourage you to also consider including your pronouns in your signature block. This small change normalises the use of pronouns for everyone and helps make our workplaces more inclusive.

An inclusive culture benefits us all. I am proud to lead an organisation that is actively seeking to be a positive, safe and inclusive place for all people.

If you would like more information on pronouns you can find it [here](#).

CDF

Rainbow Excellence Awards (online)

In 2021, NZDF won in two categories at Rainbow Excellence Awards based on the LGBTTQIA+ Inclusion Plan.

Rainbow Tick Non-Commercial Sector Award

Showcasing NZDF as a global leader in Rainbow Inclusion (domestically and internationally) by operationalising the Rainbow Tick Certification Framework across NZDF.

Simpson Grierson Impact (Program, Policy, Practice)

operationalising the Rainbow Tick Certification Framework across NZDF.

See CDF award speech here:

<https://www.youtube.com/watch?v=dx3JmEI-mP8>



LGBTTQIA+ Inclusion Plan

In 2021, the LGBTTQIA+ Inclusion Plan was published, which continues to be promulgated across camps and bases.

This LGBTTQIA+ Inclusion Plan supports NZDF to meet the needs of the LGBTTQIA+ community. The Inclusion Plan is based around three levers for change - Leadership and Capability, Unit Culture, and Inclusive Policy and Practice. These levers aim to increase the visibility of LGBTTQIA+ people, and ensure they are treated equally and that their rights are protected.

Our LGBTTQIA+ Inclusion Plan is based on recommendations from the Rainbow Tick accreditation process, and we will continue to work with the Rainbow Tick organisation to ensure the identified priority areas for improvement are addressed.



OverWatch Brand Refresh

A new look for OverWatch in 2021.

Recently, NZDF refreshed it's brand to enhance our bi-cultural identity. OverWatch aligned to this new, this is the first refresh since in the inception of the network in 2012.

Part of this rebranding journey was to investigate a Māori translation for OverWatch, committee members approached Tiwhanawhana Trust, a Takatāpui group based in Wellington, to ask if they would consider gifting OverWatch a significant name.

As a result, Ngā Mata o Niwa was gifted and translates to 'The Eyes of Niwa.' (Niwa being a shortened of Āniwaniwa or Rainbow).



OverWatch Brand Refresh cont...

The brand refresh included updated merchandise to create greater visibility of the network throughout the organisation.

Updated merchandise such as OverWatch branded pens, notebooks and 'rainbow' jellybeans were distributed throughout all camps and bases.

An updated batch of branded t-shirts were ordered in NZDF colours to allow military personnel to wear under certain uniforms. An alternative branded black t shirt can be worn by all NZDF pers (including our NZDF civilian workforce).

An updated banner can be used at Pride marches and at local Camp/base events.

Additionally, rainbow lanyards (around for the last couple of years) continue to be available (and requested).



A Proud NZDF

In 2021, approval was obtained for the official NZDF logo to be modified for official use at for Pride events.

Changes to the official NZDF branding is no easy feat, NZDF logos and badges are protected by the Flags, Emblems, and Names Protection Act 1981.

The modified logo is approved for external use at Pride events or when deemed appropriate (such as Pride Month).

This is a milestone for the OverWatch network, and a visible display of support from the organisation.



A Proud NZDF...

Our NZDF internal communications share updates and information from the OverWatch network.

The D&I newsletter is a quarterly publication released by the D&I Directorate and has a standing section containing updates and information regarding the OverWatch network. The newsletter is distributed across the entire NZDF.

Work is also underway to develop an allies guide in 2022.

NGĀ MATA O NIWA
LGBTIQ+ COMMUNITY | OVERWATCH

OverWatch is an organisation of Regular, Reserve and Civilian volunteers from across the NZDF providing opportunities for connection and support within the community, networking and social opportunities and access to information and support to the LGBTIQ+ community, their whānau and allies.

A change of leadership for the OverWatch Committee. We welcome Squadron Leader George Magdalinos as the interim network Chair and a huge thanks to Lance Corporal Sawyer Heskier who will be stepping down from this role. This month we also farewelled Trenham Rep, Major Leanne Chambers who is leaving NZDF, we wish Leanne all the best.

OverWatch Committee

F/S Annie Clarkson Chakoa Rep	SQNLDR 'George' Magdalinos Interim Chair
Adrian Charlesworth Strategic Advisor	Hugh Philip Events Manager
CPL Matthew Phillips Whararua Rep	Cruz Christiansen Comms Manager
LT Zia Yew Loo Burnham Rep	LMUS Michael Jamieson Devonport Rep
LCPL Cameron Turner Linton / Waiohau Rep	LTCDR Kim Hamilton Dunedin House Rep

No rep for your camp, base or workplace?
Any of the OverWatch committee members can be contacted. Get in touch for advice, to connect with the community and to see what's happening in your area. Email overwatch@nzdf.mil.nz

Sweat with Pride

Goal \$1000 Raised so far \$3185

As part of NZDF's commitment to Diversity and Inclusion, the organisation supported Sweat with Pride. Those participating joined other organisations and individuals across Aotearoa accepting the challenge to sweat for at least 21 minutes a day for the month of June. The funds raised during Sweat with Pride supported Rainbow communities across Aotearoa.

Why 21 minutes? Based on research, that's the minimum amount of activity we need for happy and healthy bodies and minds. It sounds easy, but currently 60% of Kiwis aren't meeting this goal.

Resources

NZDF has a resource hub containing content to support LGBTTTQIA+ inclusion

The resources include those provided by Rainbow Tick and Pride Pledge as well as other open source resources.

The link for the resource hub is:

<http://ddms-r/ds/D1-0110/05/Forms/ProgrammeProject.aspx>



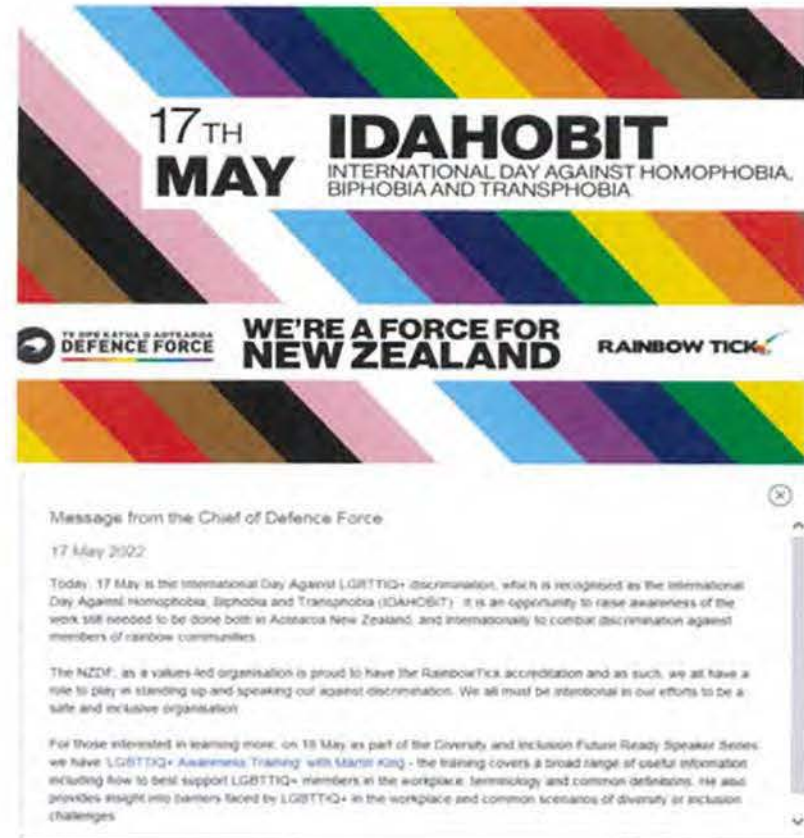
IDAHOBIT

In 2022 NZDF recognised the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT)

Prior to 1995 LGBTTQIA+ people were legally discriminated against on the basis of their sexuality, including those serving within the NZDF. There were good people who left during that time because they didn't feel welcome, safe or valued.

We are proud of our journey and also acknowledge that there is still work to be done.

Both internal and external communications supporting Rainbow awareness days such as IDAHOBIT display our commitment to rainbow inclusion and our role to play at standing up and speaking out against discrimination.



Sweat with Pride

In 2022 NZDF promoted Sweat with Pride participation

2022 is the first year NZDF as an organisation has participated, with prior years being individual participation.

The request for NZDF participation was raised by the OverWatch network, this was supported with communications distributed across the organisation.



TE OPE KAITIHA O AOTEAROA DEFENCE FORCE SWEAT WITH PRIDE

JOINING UP IS EASY!

As part of our commitment to diversity and inclusion, we're inviting you to be part of the NZDF Sweat with Pride team. Anyone who's keen to get active for at least 21 minutes every day in June, can help us raise awareness and funds to support worthy Rainbow charities.

All you need to do is join up, then add yourself to the 'New Zealand Defence Force' workplace, get active and start fundraising.

START A TEAM
Sign up, go to your fundraiser dashboard and select 'Start a Team'. Invite your unit or workplace and everyone you can think of to join you!

JOIN THE NZDF TEAM
Join the NZDF Team! Sign up, then go to your fundraiser dashboard, select 'Join a Team' and search 'New Zealand Defence Force'.

Register here: <https://sweatwithpride.com>

SOLO
Get active on your own terms. Whether you're going for a jog, while working your favourite workout or clearing your head with a spin class, the time you spend sweating is all your own!

TEAM UP
Sometimes we get by with little help from our friends. Working in or with New Zealand Defence Force encourages other teams to clear up and sweat together!

UNIT / WORKPLACE
Organise IT! Attend, walking meetings, lunchtime yoga, a ride to work, after-work get-together for a fundraiser... It's an amazing way for your unit/workplace to get active and improve their own health and wellbeing.

RAINBOW TICK All NZDF personnel who are able to are encouraged to take part and exercise for at least 21 minutes EVERY DAY this June.

SWEAT with PRIDE - Take part this June

01 Jun 2022

As part of our commitment to diversity and inclusion, we're inviting you to be part of the NZDF Sweat with Pride team.

Anyone who's keen to get active for at least 21 minutes every day in June, can help us raise awareness and funds to support Rainbow communities and their whānau within Aotearoa, New Zealand.

Anyone who's keen to get active for at least 21 minutes every day in June, can help us raise awareness and funds to support worthy Rainbow charities.

All you need to do is join up, then add yourself to the 'New Zealand Defence Force' workplace, get active and start fundraising.

Together, we are a Force for New Zealand.

[Read more info here](#)

Rainbow Inclusion Training

In 2022, live online workshops were held on LGBTTQIA+ Awareness Training

Martin King, director of Pride Pledge, delivered online training sessions that were available to all NZDF personnel.

As a result of these workshops, a number of camp/base level workshops have been conducted to support Rainbow inclusion in the workplace.



THE OFFICIAL DEFENCE FORCE Directorate of Diversity & Inclusion

Martin King
Live Workshop on:
LGBTTIQ+ Awareness Training

NZDF Future Ready Speaker Series

There are 3 dates available for this 1.5 hour Workshop

1130 - 1300 Thursday 07 April 2022	1130 - 1300 Thursday 05 May 2022	1130 - 1300 Wednesday 18 May 2022
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Martin King (he/him) is the Director and Founder of Pride Pledge with more than 25 years experience in Human Resources and Diversity and Inclusion in New Zealand and globally. He is recognised as one of New Zealand's most progressive diversity leaders, and brings his passion and energy to organisations to help them ignite their people to be confident to bring their whole selves to work.

Martin's awareness training covers a broad range of useful information including how to best support LGBTTIQ+ members of your workplace, queer terminology and common definitions. He also provides insight into barriers faced by LGBTTIQ+ in the workplace and common scenarios of diversity or inclusion challenges.

To Register email: diversityandinclusion@nzdf.mil.nz



Pride Pledge

In 2022, NZDF partnered with Pride Pledge

Pride Pledge provides a reach into the regions, offering an opportunity for connecting with local, regional and national events.

In 2019, NZDF achieved Rainbow Tick certification. Our Pride Pledge commitment compliments that and builds on the work we re doing to ensure our organisation is a welcoming and inclusive place for members of rainbow communities.



NZDF Partner with Big Gay Out

In 2022 Defence Recruitment took a partnership approach to supporting the annual Big Gay Out event.

Big Gay Out is the largest annual Rainbow communities event in Aotearoa which presents NZDF with a unique opportunity to engage with and support LGBTTTQIA+ New Zealanders.

The NZDF is committed to becoming a more diverse and inclusive organisation so we can attract, keep and use the skills of the most talented New Zealanders, and offer them amazing careers.

The next event is in 2023 and will included participation of Auckland based members of OverWatch providing the opportunity to engage with the community and to showcase NZDF as a progressive employer.



Campaign Support

NZDF continues to support nationwide campaigns that are Rainbow Inclusive

For Example:

Pink Shirt Day - NZDF Continue to support Pink shirt Day and acknowledge that the campaign is attributed to LGBTTQIA+ bullying.

Movember – From 2021, the Movember campaign includes a 'non binary' category. NZDF support and communicate this across the organisation.



OverWatch Conference

A NZDF Rainbow Inclusion Conference will be held in Oct / Nov 2022 (date TBC)

With delays due the COVID, the conference will be held later this year.

The conference will also provide the opportunity to formally celebrate the 10 year anniversary of the OVERWATCH network, with plans underway for a formal dinner for members of the network and key allies.



Future Focus

The 22/23 resourced LGBTTTQIA+ programme of work is aimed at greater visibility and support for NZDF Rainbow communities, this program includes:

- Updating NZDF Gender Transitioning Guidelines
- Understand opportunities for improvement in relation to transgender and non-binary personnel
- Resource Development
- Rainbow Awareness Training
- Data collection and annual report
- Recognising / celebrating LGBTTTQIA+ days of importance
- World Pride Sydney (TBC)

Inclusion Timeline

LGBTTIQ+ Inclusion Timeline

