



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

WOMEN IN THE NZDF

DIRECTORATE DIVERSITY & INCLUSION
November 2019

**A FORCE FOR
NEW ZEALAND**

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Executive Summary

The Women in the NZDF Report is an annual report, and provides transparency around the participation of women in the NZDF. The report includes NZDF's gender-related strategic initiatives and highlights successes, and areas requiring further effort.

This is the inaugural Women in the NZDF report, providing a baseline for gender diversity efforts. It is intended to further enhance this report in subsequent years to support greater transparency of gender data and associated activity to improve our gender diversity, as well as providing a means to track measures of success.

Key findings

- Just under a fifth (18%) of Regular Force military members are female.
- Almost a quarter (24%) across the total NZDF workforce (Regular Force and Civilian) are female.
- Gender recruitment targets will be set for 2020.
- Defence Recruiting have undertaken a substantive process review.
- Women continue to be recruited into 'traditional' trades (i.e. medics, logistics).
- Male and female attrition rates have equalised.
- The main reported reason for our people leaving is 'did not like how my career was being managed'.
- The Women's Advisory Network Steering Group has been established in HQNZDF.
- Work within the Operation Respect Programme continues to support awareness raising (e.g. what is, and is, not acceptable behavior, available support) and behavior change.

Future Focus

- The Single Services will be undertaking further work on gender target modelling.
- Flexible working promotion (rolled out to Camps and bases).
- Ongoing work re: safe and inclusive environment.
- Mandated 30% women on NZDF decision making boards.
- Greater focus on advancement of women.
- Women's Advisory Network refreshed.
- Adopt UN Women's Empowerment Principles.
- Investment in better reporting/analytics (quarterly reporting on Women in NZDF activity and numbers).

1.0 Women in NZDF

As at 30 June 2019, the total number of NZDF members (including civilians) was 12,297, of this 24% were female (Regular Force plus civilian personnel). The total number of Regular Force (not including civilian personnel) was 9,328, of this 18% were female. The breakdown of this by Service (Regular Force) and civilian workforce is shown below.

Table 01: Gender Representation NZDF – 30 Jun 19

Service	Gender Representation	
	Female	Male
Navy (n=2,184)	24% (n=527)	76% (n=1,657)
Army (n=4,655)	14% (n=639)	86% (n=4,016)
Air Force (n=2,489)	20% (n=485)	80% (n=2,004)
Civilian (n=2,969)	46% (n=1,351)	54% (n=1,618)
Total RF and Civilian (n=12,297)	24% (n=3,002)	76% (n=9,295)

Dashboards for NZDF and Single Services are included as Annexes A-D providing further details across trades and ranks (*NB please note in the dashboards only one ethnicity is reported per person [i.e. not multiple response, which would be preferred], this means our ethnic diversity is underestimated within the dashboards. However, the ethnicity data in Table 02 below does show multiple response data*).

1.1 NZDF – Reserve Force

NZDF has a Reserve Force of 2,589 members, of that, 18% (n=455) are female. Including reservists the total number of NZDF members and staff is 14,886 (Regular Force, civilians and reservists), of this 17% are female.

1.2 Gender and Ethnicity

The table below shows the number of females within each of the Services by ethnicity.

Table 02: Gender Ethnicity Representation NZDF – 30 Jun 19

Service	Ethnicity*				
	Māori	Pasifika	Asian	NZ European	Other
Navy	28%	6%	1%	61%	4%
Army	23%	4%	1%	66%	6%
Air Force	12%	1%	2%	81%	4%
Total RF	21%	4%	4%	67%	5%

**N.B. within the HR Database, NZDF members are able to self-select up to three ethnic groups they identify with, therefore the percentages above do not add up to 100%.*

2.0 Attraction and Engagement

2.1 Individual Service Gender Targets

At the July 2019 NZDF Board meeting, Single Service Chiefs committed to setting gender targets. The NZDF Workforce Planning Reporting and Analytics team in conjunction with the Single Services developed a model to better inform options around setting these targets. Indicative Single Service targets are as follows:

- Navy - 30% female participation by 2025.
- Army – Additional analysis required to set gender targets by Dec 19¹.
- Air Force - 25% female participation by 2025.

2.2 Service Initiatives to Attract and Recruit Women

Single Services continue to implement a number of initiatives to engage with, and encourage women to join the NZDF and are responsible for the 'Raise, Train, and Sustain' of their uniformed personnel. These initiatives differ between the Services and include:

- Navy - Schools to Seas (under development).
- Army – Female Recruitment Mentoring Programme and developing a school programme. The re-introduction of a tertiary graduate Officer Scheme is also being considered.
- Air Force - Schools to Skies.

2.3 Defence Public Affairs Initiatives

Targeted recruitment will broaden NZDF's access to the considerable skills and capabilities within New Zealand. Defence Public Affairs (DPA) use female role models in media campaigns to provide potential candidates with insight into the non-traditional career opportunities available to women. Targeted recruitment models and media campaigns also seek to present the NZDF as an attractive career option for women.

¹ Army targets have now been set as follows: The Army is committed to an overall increase of women within its Service with specific targets of at least 40% women entering its tertiary education scheme and commissioning courses, and gender targets by 2025 of 25% for combat support and 35% for combat service support trades.

3.0 Recruitment

3.1 Recruitment Conversion Rates

During the recruitment process, applicants pass through several stages from registration to application and finally to attestation. The table below shows the breakdown of the conversion of registrations to attestations for 2018/19. Around a fifth (22%) of those who attested in 2018/19 were female.

Table 03: Defence Recruiting Data 2018/19 conversion rates

	Defence Recruiting Conversion Rates		
	Female	Male	Total
Registrations	4,100 (29%)	10,228 (71%)	14,328 (100%)
Applications	2,018 (28%)	5,293 (72%)	7,311 (100%)
Attestations	193 (22%)	695 (78%)	888 (100%)

From the above table it can be seen that:

- 29% of all registrations and 28% of all applications are made by females (compared to 71% and 72% males).

Around half (49%) of females who registered subsequently applied (compared to 54% males). Ten percent of females who applied subsequently attested (compared to 13% of males).

N.B. Conversion ratios depend on a range of factors outside of NZDF's direct control. This includes a potential candidate's educational, medical and security suitability, life events, and other employment opportunities). Candidates may not register, apply, or attest in the same year.

3.2 Female Voluntary Withdrawal Rates from the Recruitment Process

Defence Recruiting data from 2018/19 shows the top four reasons females withdraw from the voluntarily recruitment process are the same as the previous year.

Table 04: Defence Recruiting Data 2017/18 - 2018/19 - Female Withdrawal Rates from the Recruitment Process

Withdrawal reason	Top Reason for Withdrawal	
	2017/18	2018/19
No longer interested	22%	28%
Personal/family reasons	19%	19%
Withdrawn (other)	15%	19%
Alternative job	9%	8%

Defence Recruiting are working on system improvements and measures that will allow the capture of data related applicant satisfaction with the recruitment process (including gender-specific data). This information can then be used to reduce the rate of voluntary withdrawals from the recruiting process by females

3.3 Service Enlisted on Completion of Recruitment Process

The table below shows the gender split between males and females for those personnel attested in 2018/19.

Table 05: Defence Recruiting Data 2018/19 Service Enlisted

Service	Service Enlisted by Gender 2018/19		
	Females	Males	Total
Navy	77 (30%)	180 (70%)	257 (100%)
Army	86 (16%)	440 (84%)	526 (100%)
Air Force	30 (29%)	75 (71%)	105 (100%)

3.4 Trade Proportions By Gender (Other Ranks)

Table 06 shows the three trades for each Service with the greatest proportion of female and male recruits (Other Ranks) during the 2018/19 period.

Table 06: Trade Proportions by Gender (Other Ranks) 2018/19

Service	Female	Male
Navy	<ul style="list-style-type: none"> • Medic • Chef • Communications Warfare Specialist 	<ul style="list-style-type: none"> • Marine Technician • Electronic Technician • Seaman Combat Specialist
Army	<ul style="list-style-type: none"> • Army Reserve Infantry • Supply Technician • Medic 	<ul style="list-style-type: none"> • Infantry • Army Reserve Infantry • Armored
Air Force	<ul style="list-style-type: none"> • Safety and Surface Technician • Firefighter • Medic 	<ul style="list-style-type: none"> • Electronic Technician • Aircraft Technician • Firefighter

3.5 Trade Proportions By Gender (Officers)

Table 07 shows the three trades for each Service with the greatest proportion of female and male recruits (Officers) during the 2016/19 period*.

Table 07: Trade Proportions by Gender (Officers) July 2016 to June 2019

Service	Female	Male
Navy	<ul style="list-style-type: none"> • Warfare Officer • Marine Engineering Officer • Supply Officer 	<ul style="list-style-type: none"> • Warfare Officer • Marine Engineering Officer • Weapon Engineering Officer
Army	<ul style="list-style-type: none"> • Army Officer • Nursing Officer • Field Psychologist 	<ul style="list-style-type: none"> • Army Officer • Medical Officer • Dental Officer
Air Force	<ul style="list-style-type: none"> • Intelligence Officer • Engineering Officer • Lawyer 	<ul style="list-style-type: none"> • Pilot • Engineering Officer • Intelligence Officer

**NB A broader time period for Officers is shown as recruiting targets are smaller than Other Ranks.*

3.6 Gender Recruitment Trade Targets

The NZDF have recently completed the development of a workforce planning model, and are currently undertaking gender modelling intended to take into account gender related impacts in the future. The workforce gender modelling will be used by each Service to support recruitment and retention targets for trades and to also reflect the optimum gender mix to achieve increased gender participation within the Services.

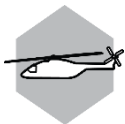
3.7 Service Initiatives



Navy has committed to a gender target of 30% females by 2025. The Navy is currently examining any barriers to achieving increased female representation in trades such as Operational Divers, as well as standing up a School to Sea programme (similar to Air Force's School to Skies programme) aimed at attracting more females to Navy careers.



Army has focused its efforts on increasing the overall representation of women through targeted recruiting and retention. It is expected that, by increasing overall representation, a platform will be provided for future initiatives to attract additional women into non-traditional employment categories, such as combat roles. Army is also undertaking additional analysis to support the development of specific targets. *(2020 update: Army targets have now been set as follows: specific targets of at least 40% women entering its tertiary education scheme and commissioning courses, and gender targets by 2025 of 25% for combat support and 35% for combat service support trades.)*



Air Force The Retention and Advancement of RNZAF Women Strategy aims to contribute to the organisational goal of 25% female representation by 2025. It will support female-focused attraction and recruitment initiatives, and currently serving women, by fostering a working environment that is free of bias and that enables and empowers women to pursue long term, fulfilling careers in the RNZAF.

4.0 Retention

This section examines retention by gender, as well as noting a number of activities NZDF has underway to improve retention.

4.1 Attrition

The rates of attrition for males and females have equalised over the past 5 years. However, there are differences regarding why women (military and civilian) are exiting NZDF (discussed below).

4.2 Reasons for Leaving the NZDF

Identifying any gender differences in the reasons why personnel choose to leave can help NZDF to develop targeted strategies to improve retention.

Data from 01 Jan and 31 Sept 2019 NZDF Exit Survey of Voluntary Leavers (both Regular Force and civilian personnel)² found that:

- Females were more likely than males to report discrimination, harassment and bullying (DHB) as being factors in their reason for leaving the NZDF (this was also found in the 2018 survey). No males reported sexual harassment as a factor for them leaving.
- Females were more likely than males to report that dissatisfaction with handling of a DHB complaint, and career damage caused by a DHB complaint were factors in their decision to leave the NZDF.
- Female leavers (26%) were more likely than male leavers (17%) to indicate their decision to leave was influenced by the belief that they would not be promoted.
- Females (38%) were slightly more likely than males (30%) to cite work-related stress as a reason for leaving. Work-related stress appeared to impact all rank groups similarly.
- Females (31%) were more likely than males (15%) to indicate a lack of trust in their immediate supervisor was an important part of their reason for leaving.

² NB Caution is required in generalising the findings given the small numbers of female respondents (n=83 Civilian females and n=54 Military females).

4.3 Flexible work arrangements

NZDF has a flexible working policy and an implementation guide for that policy is available via the HR Tool Kit (on the NZDF intranet). NZDF recognises the importance of practices such as flexible working in supporting staff retention.

The term flexible working covers a range of different working practices/arrangements (e.g. any changes to hours of work, days of work, location of work, or a combination of these things). A complete overview of the array of flexible working options available is in the 'Flexible Working in the NZDF' implementation guide.

NZDF personnel can apply for flexible working online via our internal human resource system (SAP). A question was asked in the annual NZDF Pulse survey in 2019 about the uptake of flexible working amongst personnel within the Services (refer Table 09).

Table 08: Those who agree or strongly agree that “In the past 12 months, I have undertaken flexible working”

	Navy	Army	Air
Females	38%	26%	33%
Males	37%	19%	26%

4.4 Women’s Advisory Network Steering Group

The Women’s Development Steering Group (WDSG) was disestablished in late 2019 and a new structure introduced based on the New Zealand Police Women’s Advisory Network Governance Group (WAN-GG) has been stood up.

The Wāhine Toa Programme (formally More Military Women) works to ensure the WAN is focused on relevant issues and is providing advice that will support women’s retention and advancement. The Wāhine Toa lead role, along with service representatives, will also act as a conduit between the WAN and the single Service WAN equivalents.

The new WAN structure:

- repositions the WDSG as an advisory group
- has the Wāhine Toa programme supporting the WAN
- proposes a structure that provides central governance to the Single Service WAN (or WAN equivalent groups)
- includes senior leadership (CPO)
- is inclusive of males (as gender diversity champions)
- has terms of reference based on the New Zealand Police WAN.

The Wāhine Toa Lead is responsible for supporting single Services to establish networks across NZDF through the implementation of objectives and a universal charter. The single Services have the ability to develop and tailor their WAN structure and offerings to their needs and culture, noting each Service and Civil Staff have different operating environments, cultures, and issues to address. As single Service personnel now serve across our camps, bases and portfolios each Service WAN will maintain a regional engagement plan to cover ease of access for all their members as will the new Civilian National WAN.

5.0 Career and Talent Management

NZDF implements many ad hoc initiatives to improve female members' readiness and competitiveness for promotion. It is also working towards removing barriers to women's participation in senior leadership including discussions on unconscious bias on promotion boards.

5.1 Promotions

The NZDF is successfully providing eligible women with the opportunity to advance their careers, and this will have a positive impact on future gender representation in Senior Officer and Warrant Officer roles. Considerations for course selection and promotional gateways are merit based and gender neutral. All women across all Services complete promotion courses as a prerequisite for promotion. Refer to Annex A for senior women numbers.

5.2 Senior Leader Development Courses

The Advanced Command and Staff Course and War College are residential courses attended by LTCOL(E) and COL(E) and are generally a good indicator of the numbers of women (and men) who will be eligible for command appointments at higher rank.

The number of women attending both courses has increased since 2014 with no females attending prior to 2014 and with 10 females in 2019 attending the Advanced Command and Staff Course and 2 women attending War College.

5.3 Additional External Activities

NZDF supports a number of personnel to participate in external activities that will support their development and leadership, including Leadership Conferences and participation in programmes such as Global Women.

Presently, gender participation in external opportunities is not recorded (as it is supported within teams and not centrally). The Wāhine Toa programme is looking to establish (or support the establishment of) a process that will allow capture of external development opportunities that are taken up by NZDF women (military and civilian) including the type of opportunities, the number who participated and how these were funded.

5.4 Representation of Women on Key Decision-Making Boards

In June 2019, CPO informed the NZDF Board of the NZDF goal of 30% gender representation on all key decision making boards. This initiative is aimed at providing a gendered perspective to help remove bias, consider gender implications in decision making, provide visible leadership role models and commitment to the gender programme, and provide opportunity for senior women to develop skills in these areas. A paper recommending how this can be actioned was provided to the NZDF Executive Committee for endorsement in Dec 19.

5.5 Gender Pay Gap Programme

Within NZDF, Regular Force women and men are paid equally for the same occupation, rank level and tenure. Gender discrepancies (i.e. a vertical gender pay gap) are due to structural factors (e.g. fewer women in senior roles) and not pay inequity.

NZDF has a Gender pay gap action plan (as required by SSC) that was developed in 2017 and is updated annually, the plan includes activities such as:

- Creating more opportunities for women to enter higher paying occupations and to advance within the organisation (i.e. increasing female representation in senior/higher paid roles).
- Removing gender bias in recruitment and promotions (to improve access to roles and access to advancement).
- Normalising flexible working and other workplace practices that support greater inclusion within the workplace.

6.0 Other Initiatives

6.1 Gender Diversity in Sport

The NZDF Sports Committee is seeking more gender diverse teams to be included in NZDF Sport where provisions are already made for female teams in; Softball, Volleyball, Touch Rugby, Basketball, Football, and multiple sports at Single Service level.

In addition, over the last 18 months, provision has been made for Women's teams to be included in Inter-Service and NZDF Tournaments for the following sports:

- Women's 7's and 15's Rugby
- Rugby League
- Hockey
- Football.

For the NZDF Sports Awards (although not gender targeted) both the supreme individual award, and the only team award, were won by females (50% of categories awarded).

Other diversity focused change includes the following:

- introduction of NZDF Mixed Netball contesting national championships
- introduction of Adaptive Sport (which is broader in diversity than gender only) as a NZDF Code
- a NZDF Rowing team contesting the inaugural mixed crew Regatta at Henley, United Kingdom, in the WW100 King's Cup Regatta in July 2019.

The NZDF Sports Council is initiating a survey to determine exact numbers participating to capture diversity (by gender) and to establish baseline data and to further promote diversity.

An increased budget is being sought in future financial years for NZDF Sport to enable growth in Diversity and Inclusion.

6.2 Valuing our People

NZDF rewards excellence and outstanding service through honours, awards and commendations. The proportion of women receiving honours and awards is comparable to the female participation rate in each Service. This suggests that the NZDF is successfully demonstrating that it values the contribution of women equally to that of men.

7.0 Annexes

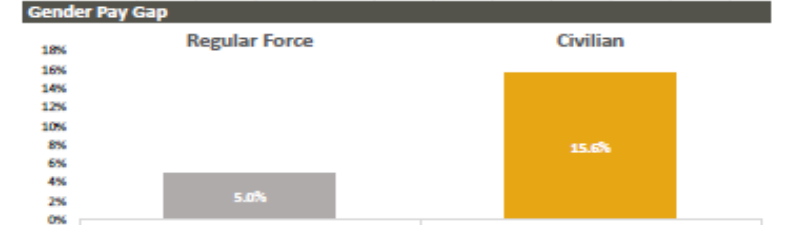
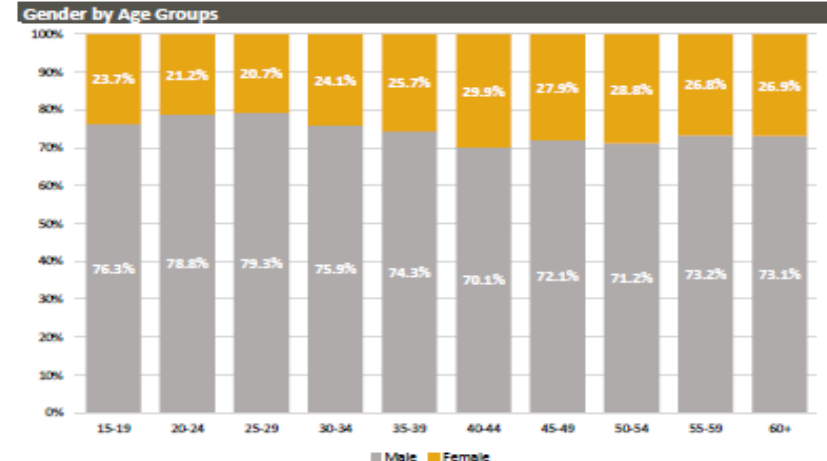
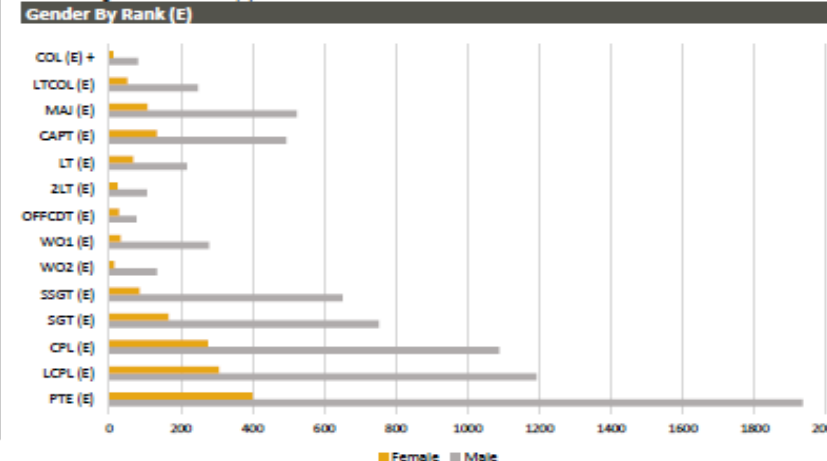
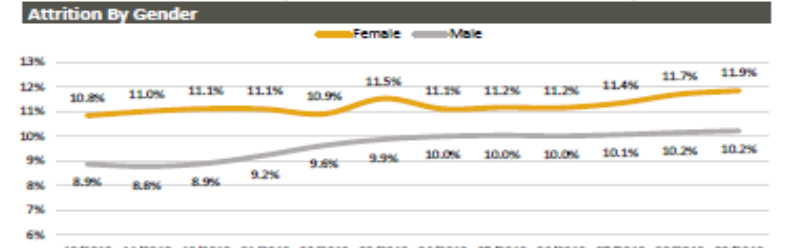
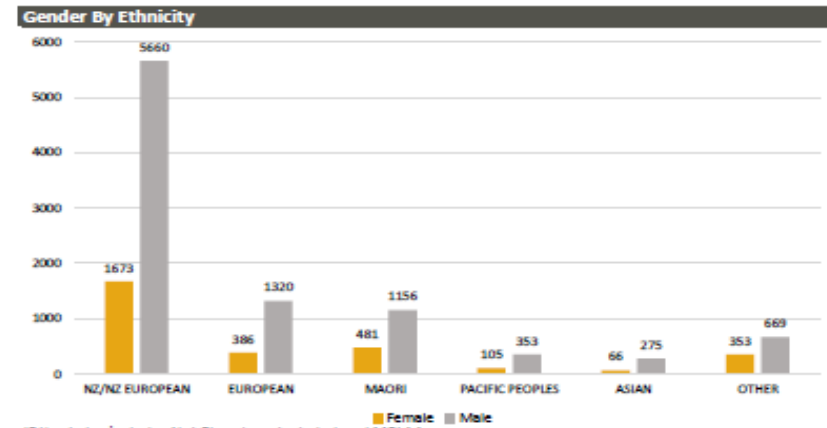
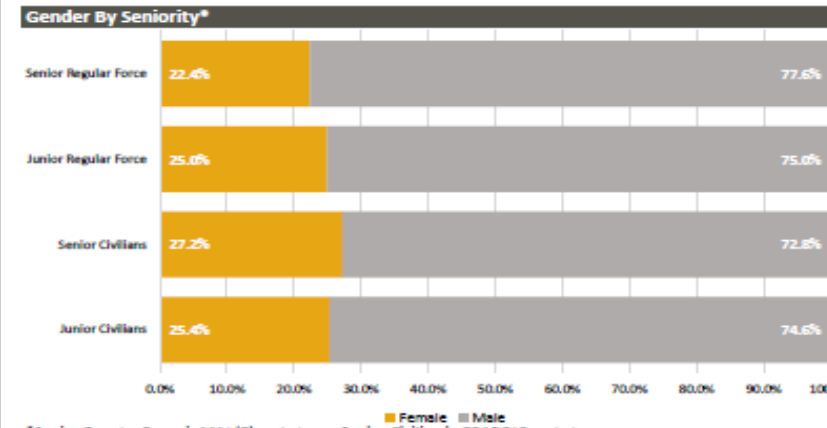
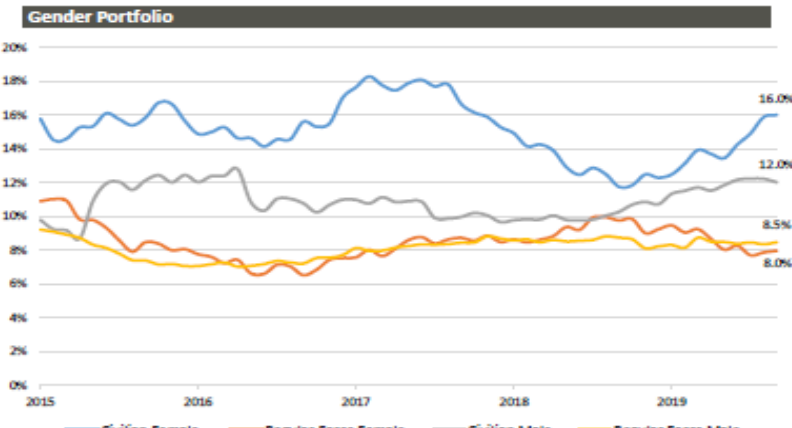
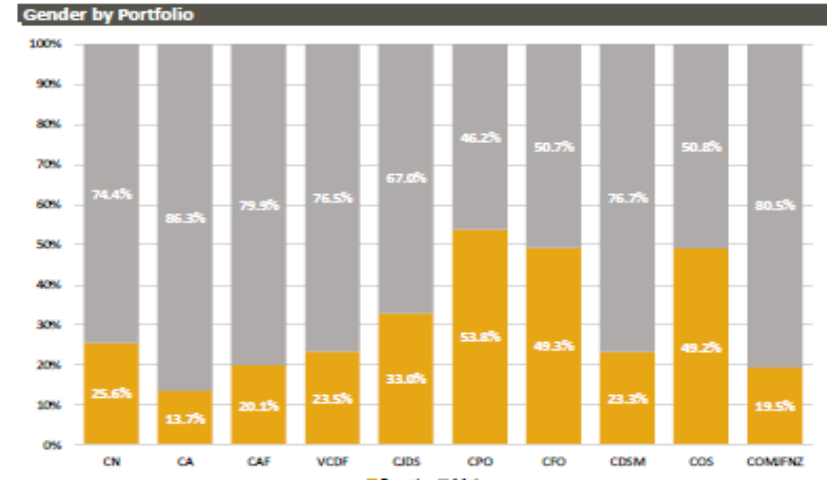
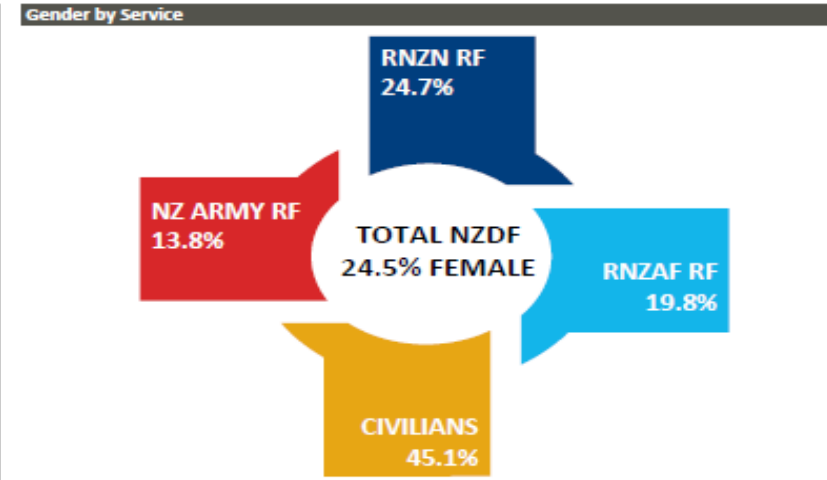
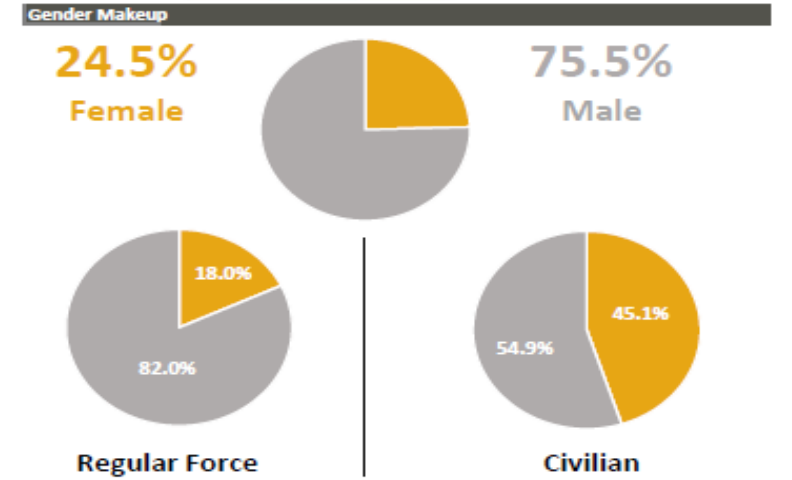
7.1 Annex A – NZDF Gender Representation



NZDF Gender Representation

Regular Force and Civilian Personnel

30-Sep-19



Produced by: Workforce Reporting & Analytics, DHR

7.2 Annex B – RNZN Gender Representation

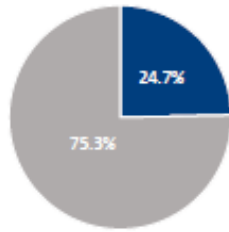


RNZN Gender Representation

Regular Force Personnel

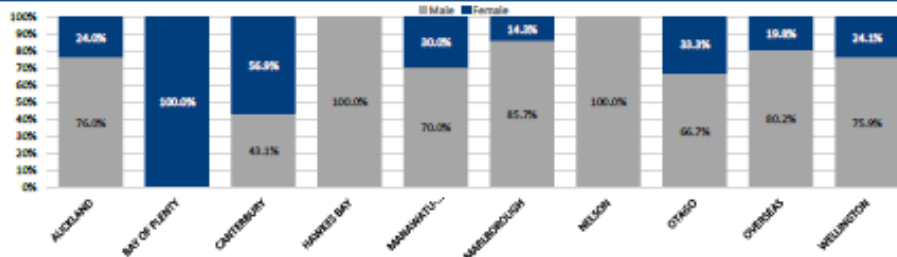
30-Sep-19

Current Gender Representation

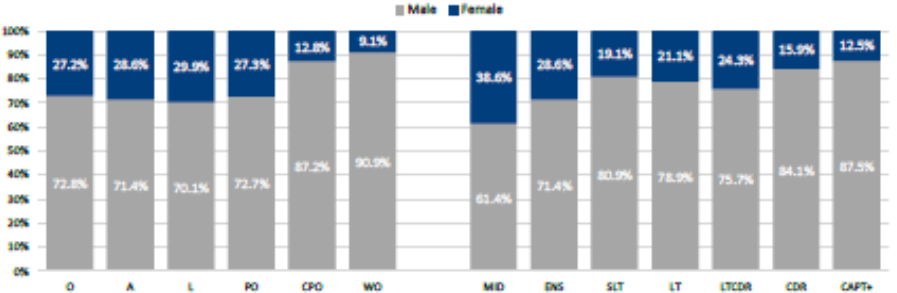


Service	Female	Male	Total
RNZN	554	1690	2244
Branch	Female	Male	Total
Support Branch	242	239	481
Operations Branch	150	442	592
General List - Seaman	43	186	229
General List - Supply	34	46	80
Technical Branch	32	556	588
General List - Engineering	24	137	161
Branch List	23	32	55
General List	3	18	21
General List - Observer	2	6	8
General List - Seaman - Observer	1	3	4
Chaplain - Obs For RNZAF see Spec		5	5
Operations		2	2
Medical - For Air see Spec		1	1
General List - Pilot		14	14
General List - Seaman - Pilot		3	3
Grand Total	554	1690	2244

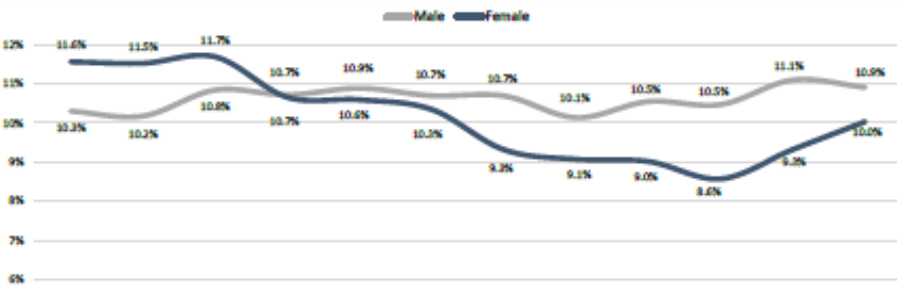
Gender By Posting Location



Gender By Rank

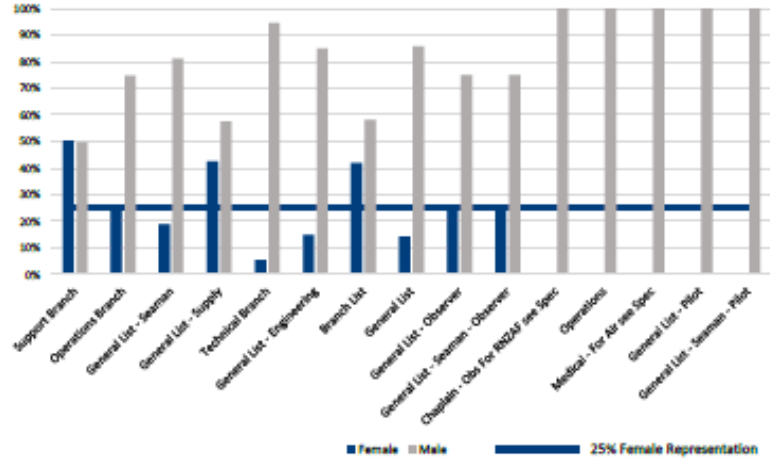


Attrition by Gender

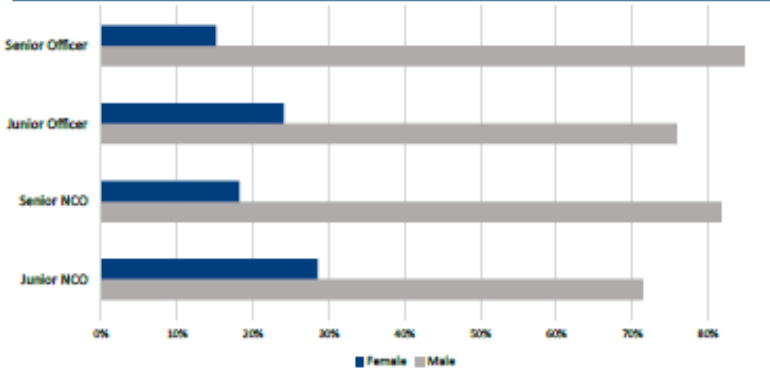


Attrition is calculated using a 12 month rolling average.

Gender broken down by Branch

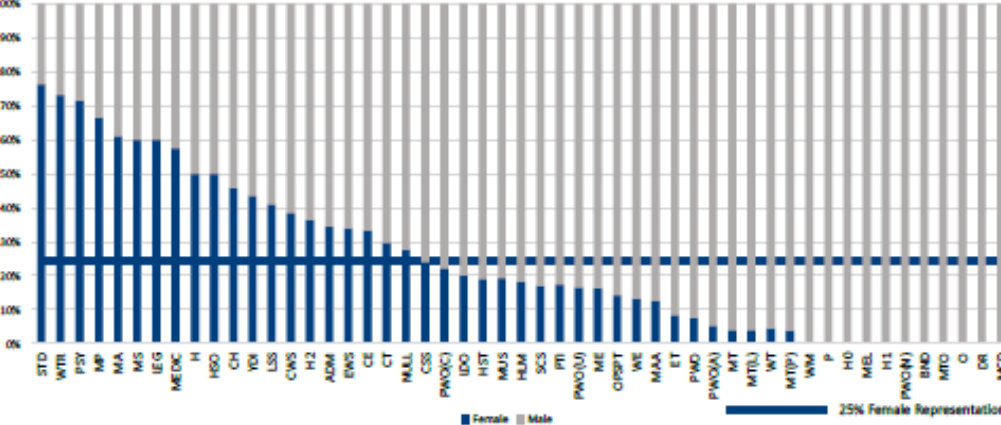


Gender broken down by Seniority*

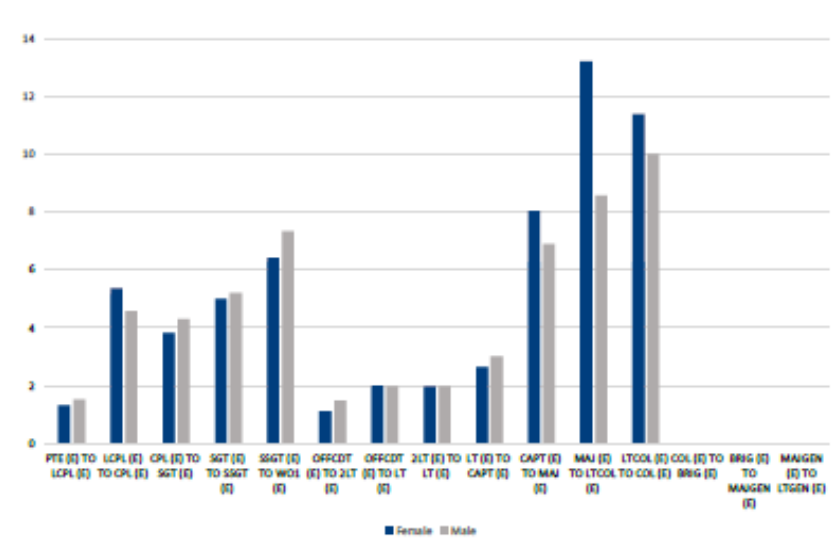


*Senior Regular Force is MAJ (E) and above.

Gender broken down by Trade



Time to promotion by Gender



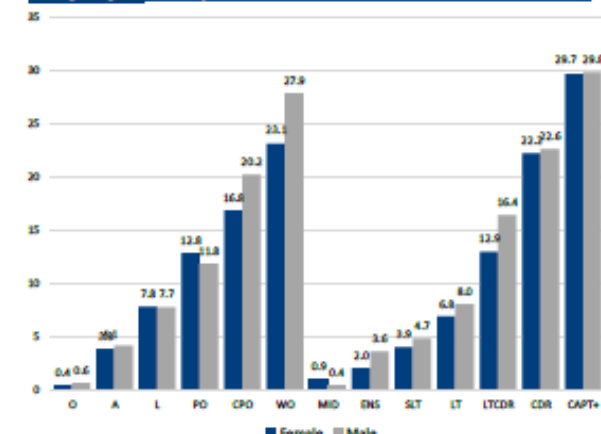
The average time (in years) it takes for personnel to be promoted, taken over a ten year period.

Terminations over the past 12 months

	Female Total	Male Total	Average Per Month
Terminations	51	197	3.9
			15.2

Date	Female	Male	Total
30-Sep-18	1	13	14
31-Oct-18	3	15	18
30-Nov-18	3	9	12
31-Dec-18	3	17	20
31-Jan-19	6	22	28
28-Feb-19	5	16	21
31-Mar-19	4	13	17
30-Apr-19	4	14	18
31-May-19	6	15	21
30-Jun-19	4	20	24
31-Jul-19	2	15	17
31-Aug-19	5	15	20
30-Sep-19	5	13	18
Total	51	197	248

Average Length of Service by Gender



Produced by: Workforce Reporting & Analytics, DHR

7.3 Annex C – NZ Army Gender Representation

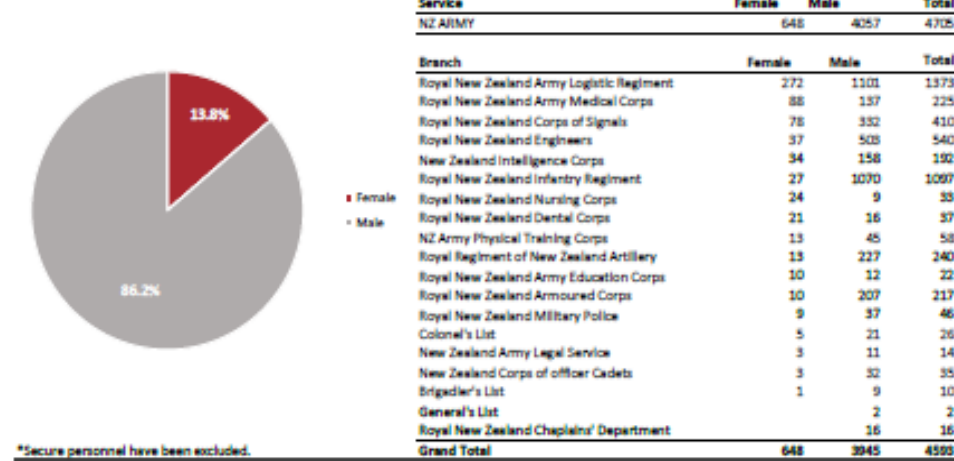


NZ ARMY Gender Representation

Regular Force Personnel

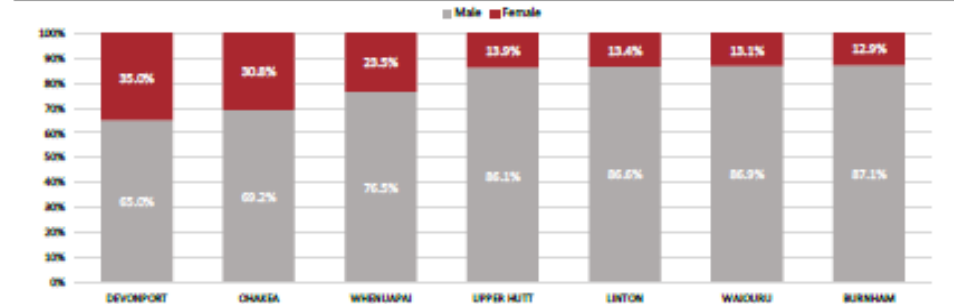
30/09/2019

Current Gender Representation*

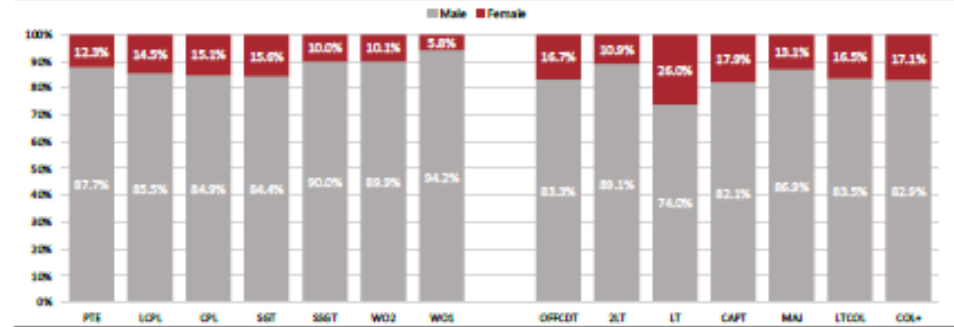


*Secure personnel have been excluded.

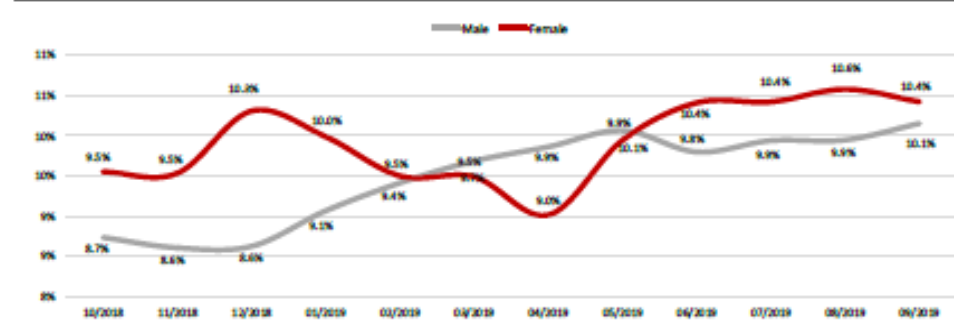
Gender by Camp



Gender by Rank

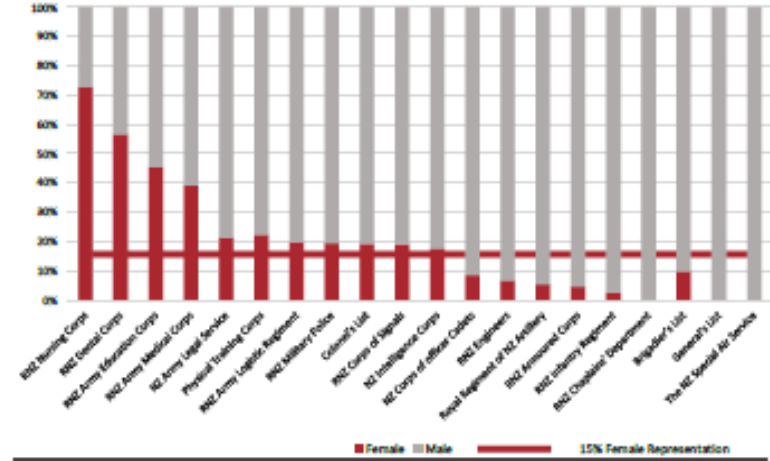


Attrition By Gender

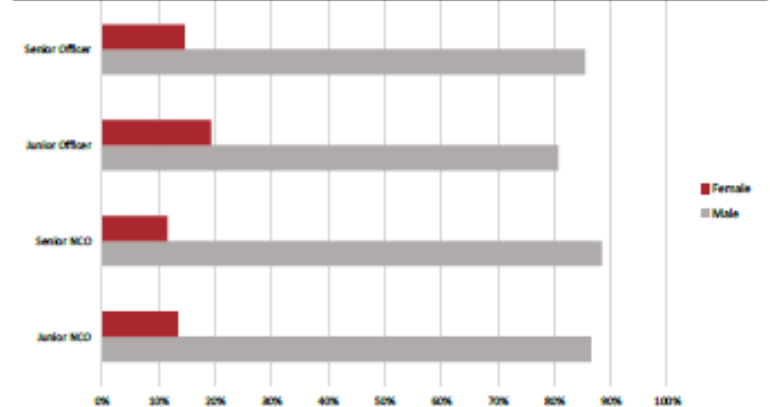


Attrition is calculated using a 12 month rolling average

Gender Broken Down by Branch

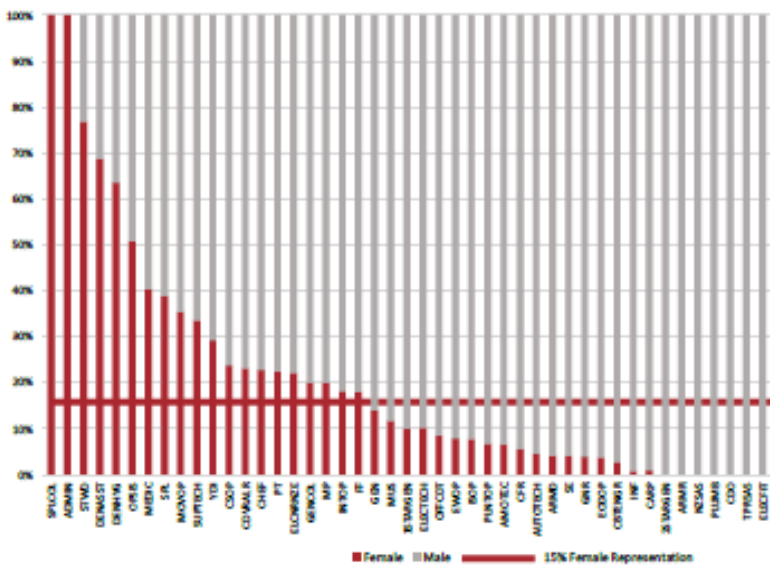


Gender Broken Down by Seniority*

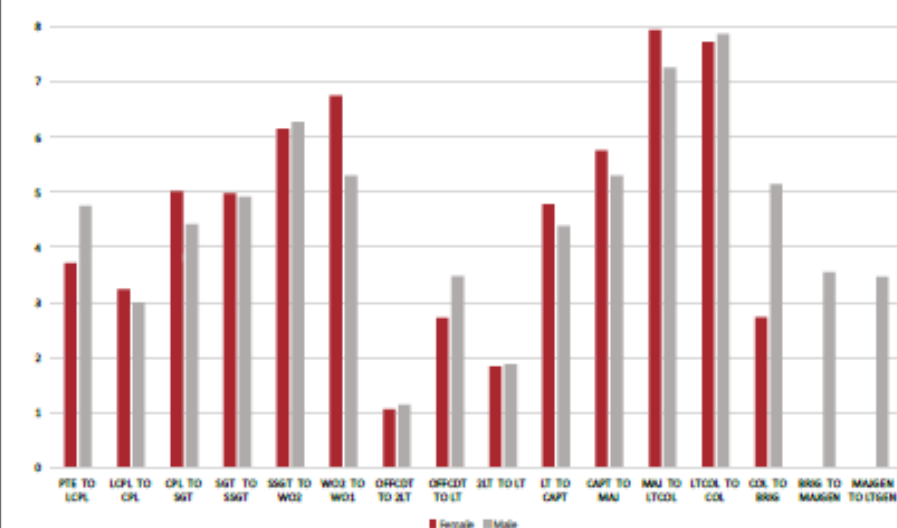


*Senior Regular Force is MAJ (E) and above.

Gender Broken Down by Trade

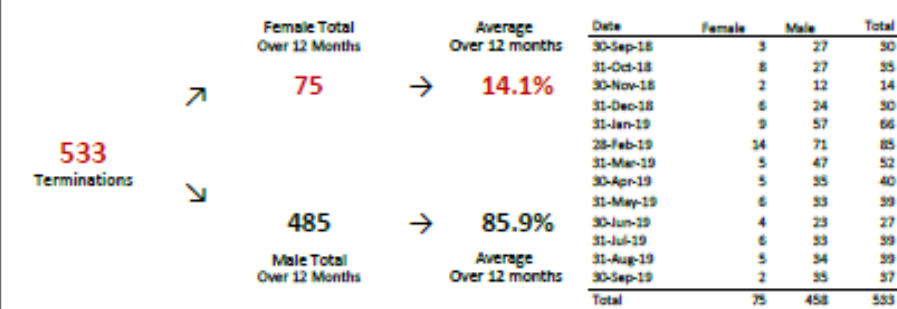


Time to Promotion by Gender

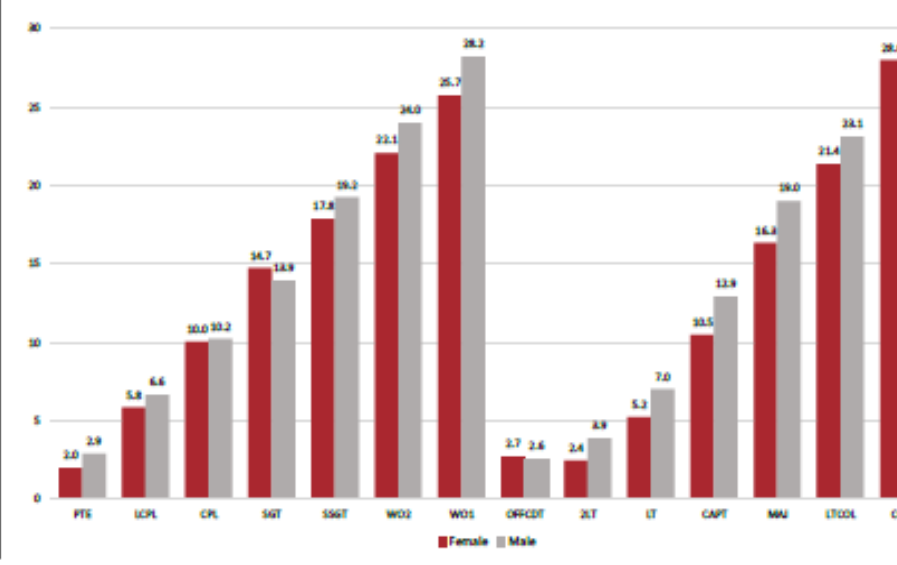


The average time (in years) taken over a ten year period, it takes for personnel to be promoted.

Terminations over the past 12 months



Average Length of Service by Gender



7.4 Annex D – RNZAF Gender Representation

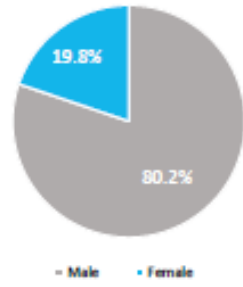


RNZAF Gender Representation

Regular Force Personnel

30-Sep-19

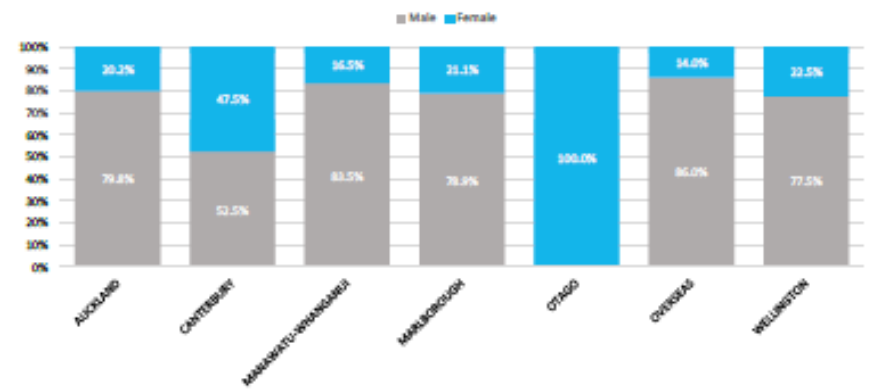
Current Gender Representation



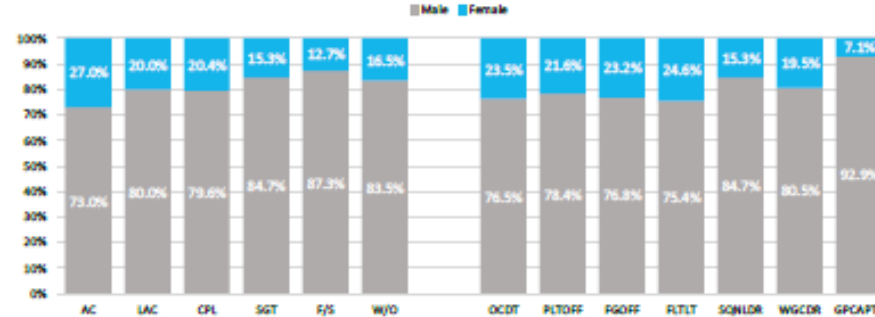
Service	Female	Male	Total
RNZAF	500	2025	2525

Branch	Female	Male	Total
Logistics	245	1200	1445
Operational Support	182	433	615
Operations	73	392	465
Grand Total	500	2025	2525

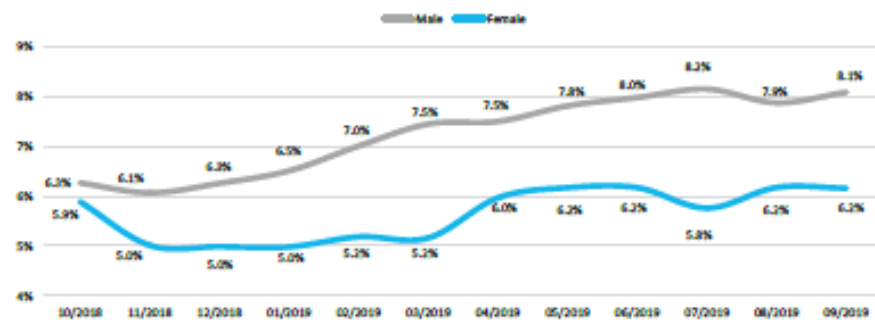
Gender By Posting Location



Gender By Rank

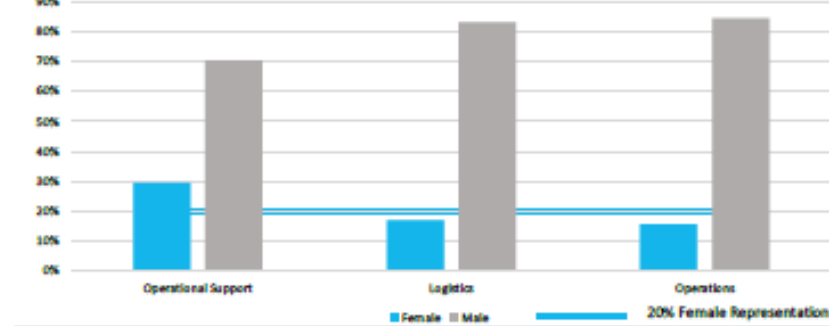


Attrition By Gender

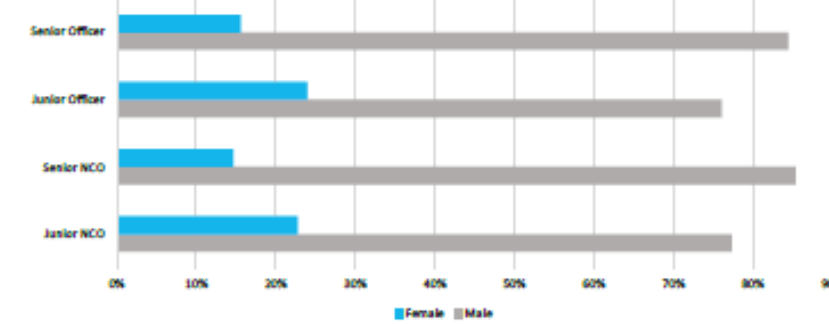


Attrition is calculated using a 12 month rolling average

Gender Broken Down By Branch

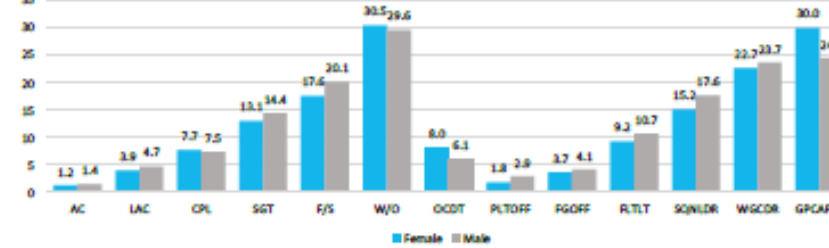


Gender broken down by Seniority*

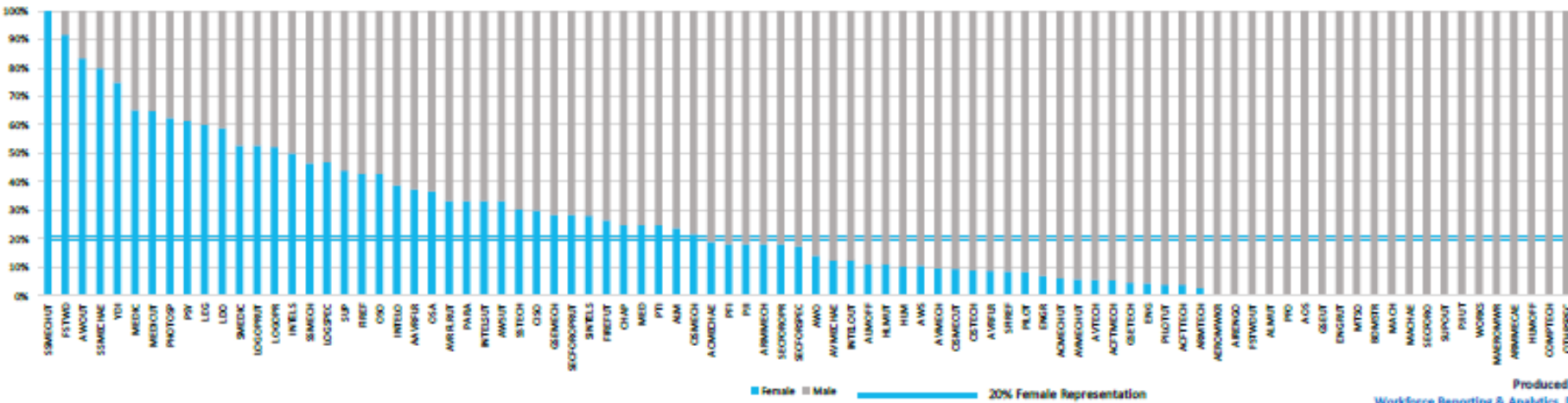


*Senior Regular Force is MAJ (E) and above.

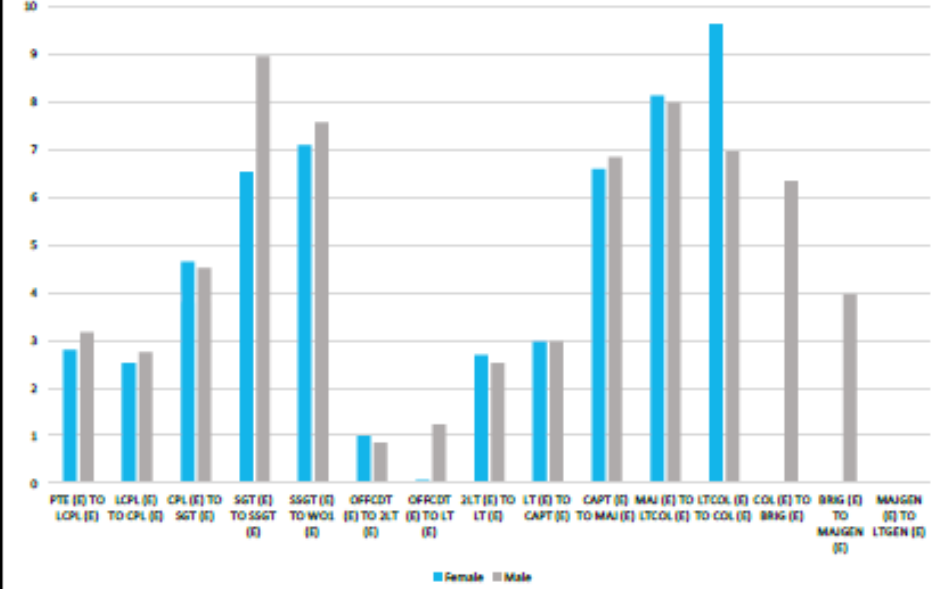
Average Length Of Service By Gender



Gender Broken Down By Trade



Time To Promotion by Gender



The average time (in years) it takes for personnel to be promoted, taken over a ten year period.

Terminations over the last 12 months

	Female Total	Average Per Month	Date	Female	Male	Total
207 Terminations	34	2.8	30-Sep-18	4	9	13
			31-Oct-18	2	16	18
			30-Nov-18	2	6	8
			31-Dec-18	1	8	9
			31-Jan-19	2	18	20
			28-Feb-19	2	19	21
			31-Mar-19	2	23	25
			30-Apr-19	6	14	20
			31-May-19	3	17	20
			30-Jun-19	4	11	15
			31-Jul-19	2	10	12
			31-Aug-19	3	10	13
30-Sep-19	3	12	15			
Total	34	173	207			

Produced by: Workforce Reporting & Analytics, DHR