

# Women in the ADF Report

2014–15

Supplement to the Defence Annual Report 2014–15



Defence People Group, Department of Defence, Australia 2015.

Cover photo by Able Seaman Imagery Specialist Jo Dileo, 1st Joint Public Affairs Unit.

*Two women deployed to Afghanistan as part of Operation Slipper look out over the heavy weapons range in Tarin Kowt, Afghanistan.*

**Source:** Australian Defence Image Library

## Contents

Women in the ADF.....	7
Women's participation .....	8
ADF enlistments .....	18
Recruitment growth targets.....	24
ADF promotions.....	26
Representation of women on Defence senior decision-making committees .....	33
Women and men retained after parental leave .....	35
Career breaks .....	36
Gender pay audit .....	39
Separation rates .....	43
Women's experience.....	44
Attitudes and perceptions .....	44
Mentoring, networking and sponsorship.....	50
Education.....	54
Access to flexible working arrangements .....	55
Formalised flexible work arrangements .....	57

## List of figures and tables

### Figures

Figure 1: Percentage of women at each officer rank, by Service, 30 June 2015 .....	10
Figure 2: Percentage of women at each other rank, by Service, 30 June 2015 .....	11
Figure 3: Percentage of ADF women in each state and territory, 30 June 2015 .....	13
Figure 4: Percentage of women in each occupational group, by Service, 30 June 2015 .....	16
Figure 5: Percentage of female ADF permanent force enlistments, by type and Service, 2014–15.....	19
Figure 6: Percentage of female ADF permanent force <i>ab initio</i> enlistments, by type and Service, 2014–15 .....	19
Figure 7: Percentage of female ADF permanent force prior service enlistments, by type and Service, 2014–15 .....	21
Figure 8: Percentage of Navy officer promotions filled by women and percentage of women in ranks below, 2014–15.....	27
Figure 9: Percentage of Navy other ranks promotions filled by women and percentage of women in ranks below, 2014–15.....	27
Figure 10: Percentage of Army officer promotions filled by women and percentage of women in ranks below, 2014–15.....	29
Figure 11: Percentage of Army other ranks promotions filled by women and percentage of women in ranks below, 2014–15.....	29
Figure 12: Percentage of Air Force officer promotions filled by women and percentage of women in ranks below, 2014–15.....	31
Figure 13: Percentage of Air Force other ranks promotions filled by women and percentage of women in ranks below, 2014–15.....	31
Figure 14: Percentage of women and men on key Defence decision-making bodies, 30 June 2015.....	33
Figure 15: Percentages of women and men retained after taking paid maternity or parental leave in the 18 months prior to 30 June 2015 .....	36

Figure 16: Percentage of career breaks taken by women and men, by Service, 2014–15 .....	38
Figure 17: ADF gender pay gap, Australian national pay gap, and public administration and safety industry pay gap .....	39
Figure 18: Average gender pay gap at each officer rank, by Service, 30 June 2015 .....	40
Figure 19: Average gender pay gap at each other rank, by Service, 30 June 2015 .....	41
Figure 20: ADF permanent force 12-month rolling separation rate, by Service, rank group and gender, 30 June 2015 .....	43
Figure 21: Percentages of ADF women and men agreeing or strongly agreeing with <i>YourSay</i> items about job satisfaction, 2014–15 .....	46
Figure 22: Percentages of ADF women and men agreeing or strongly agreeing with <i>YourSay</i> items about morale and intention to leave, 2014–15 .....	46
Figure 23: Percentages of ADF women and men agreeing or strongly agreeing with <i>YourSay</i> items about Pathway to Change, 2014–15 .....	47
Figure 24: Percentages of ADF women and men agreeing or strongly agreeing with <i>YourSay</i> items about leadership, 2014–15 .....	47
Figure 25: Percentages of ADF women and men agreeing or strongly agreeing with <i>YourSay</i> items about identification with Defence, 2014–15 .....	48
Figure 26: Percentage of women in ADF sponsored study, by Service and percentage of women in the workforce, 30 June 2015 .....	54
Figure 27: Percentage of ADF women and men responding positively to <i>YourSay</i> items about flexible work, 2014–15 .....	56
Figure 28: Navy members using formal flexible work arrangements, by rank, 30 June 2015 .....	58
Figure 29: Navy members using formal flexible work arrangements, by state, 30 June 2015 .....	61
Figure 30: Army members using formal flexible work arrangements, by rank, 30 June 2015 .....	64
Figure 31: Army members using formal flexible work arrangements, by state and territory, 30 June 2015 .....	66
Figure 32: Air Force members using formal flexible work arrangements, by rank, 30 June 2015 .....	69
Figure 33: Air Force members using formal flexible work arrangements, by state, 30 June 2015 .....	71

## Tables

Table 1: ADF permanent force, by gender and rank, 30 June 2015 .....	9
Table 2: ADF permanent force, by gender and employment location, 30 June 2015 .....	12
Table 3: Key bases in each Australian state and territory, by Service .....	13
Table 4: ADF permanent force, by gender, occupational group and rank group, 30 June 2015 .....	14
Table 5: ADF permanent force enlistments (all modes of entry), by gender and rank group, 2014–15 .....	18
Table 6: ADF permanent force <i>ab initio</i> enlistments, by gender and rank group, 2014–15 .....	18
Table 7: ADF permanent force prior service enlistments by gender, mode of entry, and rank group, 2014–15 .....	20
Table 8: Recruitment of women initiatives, Army, 2014–15 .....	22

Table 9: Recruitment of women initiatives, Air Force, 2014–15 .....	23
Table 10: Experiential Camp Statistics, 2015 .....	24
Table 11: ADF permanent force promotions (number and proportion of women and men substantively promoted to each rank), 2014–15 .....	26
Table 12: Navy officer staff college attendance and command appointments, 2014–15 .....	28
Table 13: Navy other ranks promotional gateway to Petty Officer, Chief Petty Officer and Warrant Officer (Navy Sergeant, Warrant Officer Class 2 and Warrant Officer Class 1 equivalent), 2014–15 .....	28
Table 14: Army officer staff college attendance and command appointments, 2014–15 .....	30
Table 15: Army other ranks promotional gateways to rank of Sergeant, 2014–15 .....	30
Table 16: Air Force officer staff college attendance and command appointments, 2014–15 .....	32
Table 17: Gender balance on key Defence decision-making bodies, 30 June 2015 .....	33
Table 18: Numbers and proportions of Navy members retained after taking paid maternity or parental leave in the 18 months to 30 June 2015 .....	35
Table 19: Numbers and proportions of Army members retained after taking paid maternity or parental leave in the 18 months prior to 30 June 2015 .....	35
Table 20: Numbers and proportions of Air Force members retained after taking paid maternity or parental leave in the 18 months prior to 30 June 2015 .....	36
Table 21: Navy members retained after taking a career break of three months or more, 2014–15 .....	37
Table 22: Army members retained after taking a career break of three months or more, 2014–15 .....	37
Table 23: Air Force members retained after taking a career break of three months or more, 2014–15 .....	38
Table 24: Gender pay gap in ADF—comparisons of average actual salary, by Service and rank, 30 June 2015 .....	40
Table 25: ADF permanent force 12-month rolling separation rates by gender and rank group, 30 June 2015 .....	43
Table 26: <i>YourSay</i> surveys (August 2014 and February 2015)—responses on ADF women’s and men’s experiences .....	45
Table 27: 2014 <i>YourSay</i> Leaving Defence Survey—top 10 reasons for ADF members leaving .....	49
Table 28: Women’s Integrated Networking Group program .....	53
Table 29: Women’s Technical Network .....	53
Table 30: ADF education sponsorship, by Service and gender, 2015 .....	54
Table 31: <i>YourSay</i> surveys (August 2014 and February 2015)—responses on flexible work, by Service and gender .....	55
Table 32: Navy members using formal flexible work arrangements, by rank, 30 June 2015 .....	57
Table 33: Navy members using formal flexible work arrangements, by region, 30 June 2015 .....	60
Table 34: Flexible work arrangement application submissions and approvals in Navy, 2014–15 .....	61
Table 35: Army members using formal flexible work arrangements, by rank, 30 June 2015 .....	63

Table 36: Army members using formal flexible work arrangements, by region, 30 June 2015 .....	65
Table 37: Flexible work arrangement application submissions and approvals in Army, 2014–15.....	66
Table 38: Air Force members using formal flexible work arrangements, by rank, 30 June 2015 .....	68
Table 39: Air Force members using formal flexible work arrangements, by region, 30 June 2015 .....	70
Table 40: Flexible work arrangement application submissions and approvals in Air Force, 2014–15.....	72

## Women in the ADF

In March 2012, Defence leadership set out a unified statement of cultural intent and supporting strategy in *Pathway to Change*. Informed by reviews such as the Sex Discrimination Commissioner's Reviews into the treatment of women in the Australian Defence Force, *Pathway to Change* reflected an acknowledgement that gender inequity is not only a moral issue, but one that impedes organisational capability by not maximising the potential of female ADF members, and the potential of half of the Australian labour force.

The Chief of the Defence Force and the Chiefs of Service maintain a strong message throughout the organisation that increased capability through diversity and inclusion is vital in meeting Defence's aim to be a force which is trusted to defend, proven to deliver, and respectful always.

To support the Chiefs' intent, Defence has been progressing a raft of initiatives to increase the participation and advancement of women in the ADF. An important guide to Defence's initiatives has been the recommendations in the Review into the treatment of women in the ADF Phase 2. The Review's Phase 2 report recommendations 3, 6, 9 and 13 identified that the publication of a 'Women in the ADF report', covering aspects of women's participation, women's experience and flexible work access would provide Defence, the Government, and the Australian public with a measure of the success of Defence's efforts; identify areas for remediation; and reinforce Defence's commitment to diversity and inclusion.

The inaugural Women in the ADF report was published as an online supplement to the Defence Annual Report 2012–13, and provided a strong baseline for future reporting regarding women's participation and experiences in the ADF. The 2013–14 report was then able to include this baseline to report progress against the previous year.

The 2014–15 Women in the ADF report again capitalises on the data collected for the previous year's report, comparing past and current data. This facilitates a quantitative assessment of the progress that Defence's cultural reform efforts continue to achieve. While cultural reform takes time, this comparison shows that steady progress continues to be made in the growth and advancement of women in the ADF. Notable improvement has occurred in recruiting achievements for women entering technical trades and in the numbers of female senior officers in the Navy, with five women being promoted to the rank of Captain or Commodore. This report also indicates that men are beginning to see the benefits of cultural reform, with men perceiving greater availability of flexible work, and becoming more positive about the benefits that *Pathway to Change's* cultural reform can bring.

These improvements indicate the initial success of the implementation of the Review Phase 2 report recommendations, and of the broader *Pathway to Change* strategy. They also reinforce the need for Defence to remain committed to cultural reform and to continue to make further progress. Defence will continue to produce the Women in the ADF report each year, to enable an accurate measurement of progress in women's employment and experience, identify areas of concern and highlight successful initiatives across the three Services.

## ***Women's participation***

Defence senior leaders firmly believe that the continued capability and success of the ADF relies on cultivating a diverse workforce with an inclusive culture. Gender diversity brings tangible benefits to organisations such as attracting the best talent, increasing capability, more accurately reflecting the community<sup>1</sup>, and bringing a diversity of thought to decision-making<sup>2</sup>. Gender diversity in a military organisation is particularly important, maximising operational effectiveness in a strategic context that demands local cultural understanding and organisational diversity to tackle the often complex tasks needed in stabilisation<sup>3</sup>.

This section analyses various aspects of women's participation, including current workforce participation at different ranks and gender differences in pay at those ranks, recruitment, separations and promotions; and enabling factors such as mentoring, sponsorship, and continuing employment after maternity leave.

The tables begin by showing the number and proportion of women and men within the ADF workforce by rank, employment location and occupational group.

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<sup>1</sup> Catalyst, 2004, *The bottom line: Connecting corporate performance and gender diversity*.

<sup>2</sup> Catalyst, 2011, *The bottom line: Connecting corporate performance and women's representation on boards*.

<sup>3</sup> Egnell, R. 2014. *Gender, military effectiveness, and organizational change: The Swedish model*. Palgrave Macmillan.



**Table 1: ADF permanent force, by gender and rank, 30 June 2015** <sup>[1][8][9][10][11]</sup>

2014-15	Navy					Army					Air Force					ADF					
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	
<b>Officers<sup>[2]</sup></b>																					
General (E) (O10)	0	0.0%	0.0%	0	0.0%	0	0.0%	0.0%	0	0.0%	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	1	100.0%	
Lieutenant General (E) (O09)	0	0.0%	0.0%	3	100.0%	0	0.0%	0.0%	2	100.0%	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	6	100.0%	
Major General (E) (O08)	1	7.1%	0.9%	13	92.9%	1	6.7%	0.8%	14	93.3%	0	0.0%	0.0%	11	100.0%	2	5.0%	0.3%	38	95.0%	
Brigadier (E) (O07)	4	10.5%	8.0%	34	89.5%	6	10.9%	0.6%	49	89.1%	3	7.9%	-2.1%	35	92.1%	13	9.9%	1.9%	118	90.1%	
Colonel (E) (O06)	16	13.9%	-2.3%	99	86.1%	19	10.4%	-0.1%	163	89.6%	17	12.1%	0.5%	124	87.9%	52	11.9%	-0.5%	386	88.1%	
<b>Sub-total ADF Senior Leaders<sup>[3]</sup></b>	<b>21</b>	<b>12.4%</b>	<b>0.6%</b>	<b>149</b>	<b>87.6%</b>	<b>26</b>	<b>10.2%</b>	<b>0.2%</b>	<b>228</b>	<b>89.8%</b>	<b>20</b>	<b>10.4%</b>	<b>-0.1%</b>	<b>172</b>	<b>89.6%</b>	<b>67</b>	<b>10.9%</b>	<b>0.2%</b>	<b>549</b>	<b>89.1%</b>	
Lieutenant Colonel (E) (O05)	47	11.8%	-0.1%	351	88.2%	87	13.8%	1.3%	543	86.2%	76	15.1%	1.0%	427	84.9%	210	13.7%	0.9%	1,321	86.3%	
<b>Sub-total Pipeline for ADF Senior Leaders<sup>[4]</sup></b>	<b>47</b>	<b>11.8%</b>	<b>-0.1%</b>	<b>351</b>	<b>88.2%</b>	<b>87</b>	<b>13.8%</b>	<b>1.3%</b>	<b>543</b>	<b>86.2%</b>	<b>76</b>	<b>15.1%</b>	<b>1.0%</b>	<b>427</b>	<b>84.9%</b>	<b>210</b>	<b>13.7%</b>	<b>0.9%</b>	<b>1,321</b>	<b>86.3%</b>	
Major (E) (O04)	148	19.2%	-0.3%	624	80.8%	273	15.3%	0.3%	1,514	84.7%	223	19.5%	0.1%	922	80.5%	644	17.4%	0.1%	3,060	82.6%	
Captain (E) (O03)	281	22.1%	0.1%	989	77.9%	288	15.2%	0.2%	1,610	84.8%	397	22.1%	0.8%	1,399	77.9%	966	19.5%	0.4%	3,998	80.5%	
Lieutenant (E) (O02)	61	20.8%	-1.7%	232	79.2%	215	23.1%	1.6%	717	76.9%	176	28.2%	0.5%	448	71.8%	452	24.4%	0.8%	1,397	75.6%	
Second Lieutenant (E) (O01)	11	20.0%	3.0%	44	80.0%	4	44.4%	-5.6%	5	55.6%	47	19.1%	0.5%	199	80.9%	62	20.0%	1.4%	248	80.0%	
Officer Cadet (E) (O00)	78	23.9%	1.3%	248	76.1%	133	16.0%	-0.1%	697	84.0%	124	27.0%	4.2%	336	73.0%	335	20.7%	1.4%	1,281	79.3%	
<b>Total Officers</b>	<b>647</b>	<b>19.7%</b>	<b>0.0%</b>	<b>2,637</b>	<b>80.3%</b>	<b>1,026</b>	<b>16.2%</b>	<b>0.5%</b>	<b>5,314</b>	<b>83.8%</b>	<b>1,063</b>	<b>21.4%</b>	<b>0.9%</b>	<b>3,903</b>	<b>78.6%</b>	<b>2,736</b>	<b>18.8%</b>	<b>0.5%</b>	<b>11,854</b>	<b>81.2%</b>	
<b>Other Ranks<sup>[2]</sup></b>																					
Warrant Officer Class 1 (E) (E10 and E09) <sup>[5]</sup>	16	7.5%	0.9%	198	92.5%	66	10.1%	0.2%	590	89.9%	48	8.6%	0.7%	511	91.4%	130	9.1%	0.4%	1,299	90.9%	
Warrant Officer Class 2 (E) (E08)/Staff Sergeant (E07)	95	9.7%	0.6%	882	90.3%	192	9.7%	0.1%	1,788	90.3%	117	14.9%	-0.3%	666	85.1%	404	10.8%	0.1%	3,336	89.2%	
Sergeant (E) (E06)	178	12.9%	0.3%	1,197	87.1%	283	11.2%	-0.1%	2,241	88.8%	254	15.4%	0.0%	1,393	84.6%	715	12.9%	0.1%	4,831	87.1%	
Corporal (E) (E05)/Lance Corporal (E04) <sup>[6]</sup>	489	20.9%	0.5%	1,856	79.1%	648	11.8%	-0.2%	4,829	88.2%	412	17.4%	0.3%	1,953	82.6%	1,549	15.2%	0.1%	8,638	84.8%	
Private Proficient (E) (E03)	757	19.7%	-0.6%	3,086	80.3%	636	8.8%	0.8%	6,613	91.2%	501	17.7%	0.1%	2,329	82.3%	1,894	13.6%	0.3%	12,028	86.4%	
Private (E) (E02)	205	22.2%	0.6%	720	77.8%	330	13.0%	-0.1%	2,200	87.0%	132	25.9%	3.8%	377	74.1%	667	16.8%	0.3%	3,297	83.2%	
Private Trainee(E) (E01 and E51) <sup>[7]</sup>	187	24.8%	6.2%	567	75.2%	240	12.5%	0.6%	1,680	87.5%	113	23.4%	0.3%	369	76.6%	540	17.1%	2.2%	2,616	82.9%	
Private Recruit (E) (E00)	54	23.3%	-9.3%	178	76.7%	100	19.3%	1.1%	417	80.7%	17	14.0%	-10.0%	104	86.0%	171	19.7%	-2.0%	699	80.3%	
<b>Total Other Ranks</b>	<b>1,981</b>	<b>18.6%</b>	<b>0.3%</b>	<b>8,684</b>	<b>81.4%</b>	<b>2,495</b>	<b>10.9%</b>	<b>0.2%</b>	<b>20,358</b>	<b>89.1%</b>	<b>1,594</b>	<b>17.1%</b>	<b>0.2%</b>	<b>7,702</b>	<b>82.9%</b>	<b>6,070</b>	<b>14.2%</b>	<b>0.3%</b>	<b>36,744</b>	<b>85.8%</b>	
<b>Total ADF Permanent</b>	<b>2,628</b>	<b>18.8%</b>	<b>0.2%</b>	<b>11,321</b>	<b>81.2%</b>	<b>3,521</b>	<b>12.1%</b>	<b>0.3%</b>	<b>25,672</b>	<b>87.9%</b>	<b>2,657</b>	<b>18.6%</b>	<b>0.5%</b>	<b>11,605</b>	<b>81.4%</b>	<b>8,806</b>	<b>15.3%</b>	<b>0.3%</b>	<b>48,598</b>	<b>84.7%</b>	

**Source:** Defence HR system.

**Notes**

- Figures in this table are based on the ADF permanent force (substantive headcount) as at 30 June 2015.
- The Army rank descriptions with an (E) following them also refer to the equivalent rank in the Navy and Air Force.
- For the purposes of this report, ADF senior leaders refer to those with ranks of Colonel (E) and above.
- In this report, the pipeline for senior leadership roles includes those members at Lieutenant Colonel (E) level.
- Warrant Officer Class 1 figures include Warrant Officer—Navy, Regimental Sergeant Major—Army (E10) and Warrant Officer—Air Force.
- E04 is an Army-only rank.
- The Air Force rank of Non-Commissioned Officer Cadet (E51) is included with Private Trainee (E) figures.
- Delta (Δ) figures show the difference in percentages of women from 30 June 2015 to 30 June 2014.
- Cells highlighted in green indicate that the 2014–15 percentage of women was at least 5.0 per cent greater than the 2013–14 percentage of women.
- Cells highlighted in orange indicate that the 2014–15 percentage of women was at least 5.0 per cent less than the 2013–14 percentage of women.
- Percentages may not sum due to rounding.

**Figure 1: Percentage of women at each officer rank, by Service, 30 June 2015**

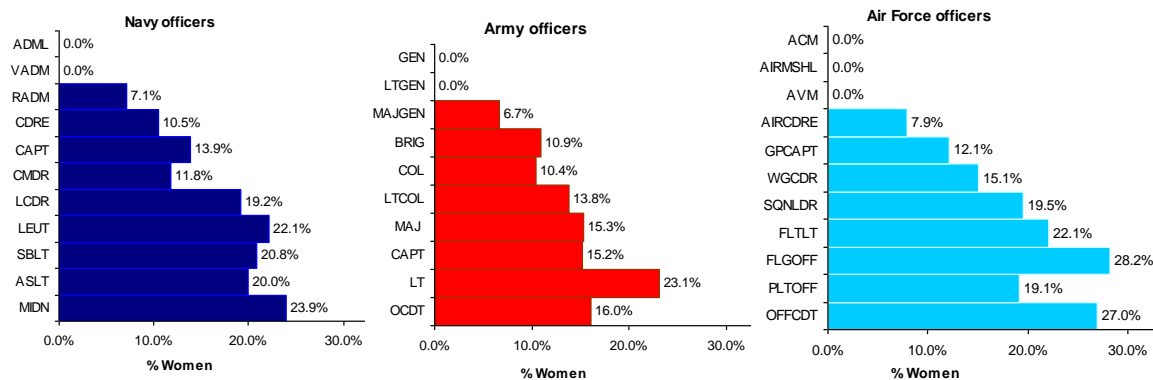


Figure 1 shows the proportion of women throughout the ADF officer workforce. The Navy has a comparatively strong proportion of women in the junior officer ranks; however, that proportion decreases at the Commander level, with lower proportions in the most senior ranks. The profile for Navy is largely the same as in 2013–14, with the most notable difference being the growth in the proportion of women at the rank of Commodore, rising from 2.6 per cent to 10.5 per cent which represents an increase from one to four women at this rank. The proportion of 7.1 per cent at Rear Admiral rank represents one woman in a total of 14 permanent two-star positions. The proportion of female Acting Sub Lieutenants has increased; however, this reflected an increase of only three women in the small group at this rank.

While most of the lower levels of the Army have a smaller proportion of women than the Navy and the Air Force, Figure 1 shows that the Army is relatively successful in retaining women’s representation with increasing rank. The proportion of 6.7 per cent at the rank of Major General represents one woman in a total of 15 permanent two-star positions. There were no large changes in the proportion of women in the Army’s officer ranks during 2014–15. The rank of Second Lieutenant has not been included in this chart as that rank is not commonly used; there are only nine Army members at that rank.

The rank of Air Force Flying Officer has the highest proportion of women throughout the Services, at 28.2 per cent. This proportion steadily declines with each increase in rank, with the smallest proportion being at the rank of Air Commodore, and no women at the rank of Air Vice Marshal or above. There were very few changes in the proportion of women at most Air Force officer ranks compared to 2013–14; however, the proportion of female Officer Cadets rose from 22.7 per cent to 27.0 per cent over 2014–15.

The overall proportion of female ADF officers rose from 18.3 per cent (2,652 women) to 18.8 per cent (2,736 women) during 2014–15. The proportion of female officers in the senior leadership group is 10.9 per cent representing an increase of 0.2 per cent (one woman) from 2013–14.

**Figure 2: Percentage of women at each other rank, by Service, 30 June 2015**

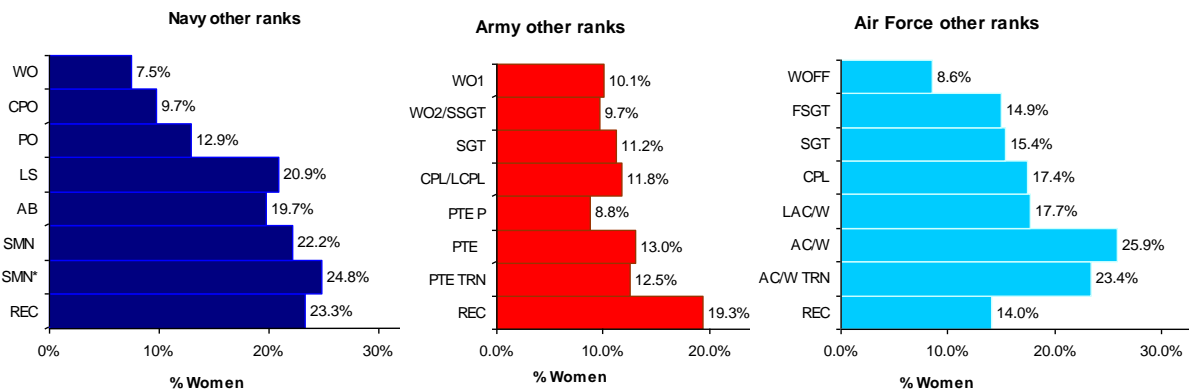


Figure 2 shows the proportions of women at each of the other ranks for each of the Services. The Navy has the highest proportion of women in ranks up to and including Leading Seaman; then, mirroring the pattern of Navy officers, there is a decline from Petty Officer to Warrant Officer. During 2014–15, the Navy has capitalised on the high proportion of women recruited in 2013–14, progressing these women through their employment training. This resulted in a higher proportion of women at the Seaman-in-training rank at 24.8 per cent compared with 18.6 per cent at the end of 2013–14.

While the Army’s other ranks hold the lowest proportion of women throughout the ADF at 10.9 per cent, the Army has less variation in the proportion of women throughout its other ranks, resulting in a relatively flat rank profile. The Army has the highest proportion of women in the Warrant Officer (E09) rank compared with the other Services. There was very little change in the proportion of women at each other rank compared with 2013–14 for the Army.

The Air Force has the highest proportion of women at the Sergeant (E06) and Flight Sergeant (E07/E08) ranks of all the Services, with the drop at higher ranks evident for the other Services at the Sergeant (E06) level not occurring until Warrant Officer (E09). There was a decline in the proportion of female recruits in 2014–15, which fell from 24.0 per cent in 2013–14 to 14.0 per cent in 2014–15. The higher proportion of female recruits in 2013–14 is now evident in the slightly higher proportion of women at the Aircraftman/woman rank (25.9 per cent) compared with 22.2 per cent in 2013–14.

The proportion of women in the ADF at 30 June 2015 is 15.3 per cent, compared with 15.0 per cent at 30 June 2014. This reflects a net increase of 238 women.

**Table 2: ADF permanent force, by gender and employment location, 30 June 2015** <sup>[1][2][6][7][8]</sup>

2014-15	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
<b>NSW</b>																				
Greater Sydney	1,026	18.5%	0.0%	4,527	81.5%	432	12.3%	0.6%	3,094	87.7%	265	16.7%	1.4%	1,323	83.3%	1,723	16.2%	0.5%	8,944	83.8%
Hunter and Northern NSW	1	3.1%	-0.6%	31	96.9%	21	2.7%	0.2%	769	97.3%	377	15.3%	-0.3%	2,095	84.7%	399	12.1%	0.2%	2,895	87.9%
Southern and Central NSW	169	12.9%	1.6%	1,140	87.1%	172	15.1%	-0.3%	964	84.9%	130	19.8%	-2.4%	526	80.2%	471	15.2%	-0.3%	2,630	84.8%
<b>Total NSW</b>	<b>1,196</b>	<b>17.3%</b>	<b>0.3%</b>	<b>5,698</b>	<b>82.7%</b>	<b>625</b>	<b>11.5%</b>	<b>0.2%</b>	<b>4,827</b>	<b>88.5%</b>	<b>772</b>	<b>16.4%</b>	<b>-0.1%</b>	<b>3,944</b>	<b>83.6%</b>	<b>2,593</b>	<b>15.2%</b>	<b>0.3%</b>	<b>14,469</b>	<b>84.8%</b>
<b>QLD</b>																				
Brisbane and Southern QLD	29	21.2%	-3.4%	108	78.8%	803	13.1%	0.4%	5,341	86.9%	519	21.0%	1.0%	1,952	79.0%	1,351	15.4%	2.4%	7,401	84.6%
Darling Downs and Central QLD	7	25.9%	4.1%	20	74.1%	78	11.9%	0.0%	578	88.1%	10	25.0%	5.4%	30	75.0%	95	13.1%	-4.0%	628	86.9%
Northern QLD	129	19.3%	0.3%	541	80.7%	554	10.5%	0.3%	4,715	89.5%	96	20.7%	0.3%	367	79.3%	779	12.2%	0.1%	5,623	87.8%
<b>Total QLD</b>	<b>165</b>	<b>19.8%</b>	<b>0.0%</b>	<b>669</b>	<b>80.2%</b>	<b>1,435</b>	<b>11.9%</b>	<b>0.4%</b>	<b>10,634</b>	<b>88.1%</b>	<b>625</b>	<b>21.0%</b>	<b>1.3%</b>	<b>2,349</b>	<b>79.0%</b>	<b>2,225</b>	<b>14.0%</b>	<b>0.4%</b>	<b>13,652</b>	<b>86.0%</b>
<b>VIC and TAS<sup>[3]</sup></b>																				
Greater Melbourne	13	19.1%	-4.1%	55	80.9%	131	12.9%	-0.5%	883	87.1%	70	17.4%	0.0%	332	82.6%	214	14.4%	-0.5%	1,270	85.6%
Regional Victoria and Tasmania	339	22.2%	0.1%	1,188	77.8%	317	14.0%	-0.4%	1,955	86.0%	103	17.7%	0.6%	478	82.3%	759	17.3%	-0.1%	3,621	82.7%
<b>Total VIC and TAS</b>	<b>352</b>	<b>22.1%</b>	<b>-0.1%</b>	<b>1,243</b>	<b>77.9%</b>	<b>448</b>	<b>13.6%</b>	<b>-0.4%</b>	<b>2,838</b>	<b>86.4%</b>	<b>173</b>	<b>17.6%</b>	<b>0.4%</b>	<b>810</b>	<b>82.4%</b>	<b>973</b>	<b>16.6%</b>	<b>-0.1%</b>	<b>4,891</b>	<b>83.4%</b>
<b>SA</b>																				
SA	17	16.5%	-1.4%	86	83.5%	102	7.4%	0.7%	1,284	92.6%	291	14.5%	0.6%	1,717	85.5%	410	11.7%	0.8%	3,087	88.3%
<b>Total SA</b>	<b>17</b>	<b>16.5%</b>	<b>-1.4%</b>	<b>86</b>	<b>83.5%</b>	<b>102</b>	<b>7.4%</b>	<b>0.7%</b>	<b>1,284</b>	<b>92.6%</b>	<b>291</b>	<b>14.5%</b>	<b>0.6%</b>	<b>1,717</b>	<b>85.5%</b>	<b>410</b>	<b>11.7%</b>	<b>0.8%</b>	<b>3,087</b>	<b>88.3%</b>
<b>WA</b>																				
WA	404	18.1%	-0.1%	1,826	81.9%	91	10.5%	0.8%	773	89.5%	56	15.7%	-0.1%	301	84.3%	551	16.0%	0.1%	2,900	84.0%
<b>Total WA</b>	<b>404</b>	<b>18.1%</b>	<b>-0.1%</b>	<b>1,826</b>	<b>81.9%</b>	<b>91</b>	<b>10.5%</b>	<b>0.8%</b>	<b>773</b>	<b>89.5%</b>	<b>56</b>	<b>15.7%</b>	<b>-0.1%</b>	<b>301</b>	<b>84.3%</b>	<b>551</b>	<b>16.0%</b>	<b>0.1%</b>	<b>2,900</b>	<b>84.0%</b>
<b>ACT<sup>[4]</sup></b>																				
ACT	397	25.8%	1.3%	1,141	74.2%	481	17.5%	0.0%	2,265	82.5%	500	25.3%	0.4%	1,479	74.7%	1,378	22.0%	0.4%	4,885	78.0%
<b>Total ACT</b>	<b>397</b>	<b>25.8%</b>	<b>1.3%</b>	<b>1,141</b>	<b>74.2%</b>	<b>481</b>	<b>17.5%</b>	<b>0.0%</b>	<b>2,265</b>	<b>82.5%</b>	<b>500</b>	<b>25.3%</b>	<b>0.4%</b>	<b>1,479</b>	<b>74.7%</b>	<b>1,378</b>	<b>22.0%</b>	<b>0.4%</b>	<b>4,885</b>	<b>78.0%</b>
<b>NT</b>																				
NT	88	14.7%	-1.2%	510	85.3%	324	10.4%	0.4%	2,800	89.6%	195	20.3%	1.2%	767	79.7%	607	13.0%	0.4%	4,077	87.0%
<b>Total NT</b>	<b>88</b>	<b>14.7%</b>	<b>-1.2%</b>	<b>510</b>	<b>85.3%</b>	<b>324</b>	<b>10.4%</b>	<b>0.4%</b>	<b>2,800</b>	<b>89.6%</b>	<b>195</b>	<b>20.3%</b>	<b>1.2%</b>	<b>767</b>	<b>79.7%</b>	<b>607</b>	<b>13.0%</b>	<b>0.4%</b>	<b>4,077</b>	<b>87.0%</b>
<b>Total Australia</b>	<b>2,619</b>	<b>19.0%</b>	<b>0.1%</b>	<b>11,173</b>	<b>81.0%</b>	<b>3,506</b>	<b>12.1%</b>	<b>0.3%</b>	<b>25,421</b>	<b>87.9%</b>	<b>2,612</b>	<b>18.7%</b>	<b>0.5%</b>	<b>11,367</b>	<b>81.3%</b>	<b>8,737</b>	<b>15.4%</b>	<b>0.3%</b>	<b>47,961</b>	<b>84.6%</b>
<b>Total Overseas<sup>[5]</sup></b>	<b>9</b>	<b>5.7%</b>	<b>-1.7%</b>	<b>148</b>	<b>94.3%</b>	<b>15</b>	<b>5.6%</b>	<b>-2.3%</b>	<b>251</b>	<b>94.4%</b>	<b>45</b>	<b>15.9%</b>	<b>-0.8%</b>	<b>238</b>	<b>84.1%</b>	<b>69</b>	<b>9.8%</b>	<b>-0.8%</b>	<b>637</b>	<b>90.2%</b>

**Source:** Defence HR system.

**Notes**

1. Figures in this table are based on the ADF permanent force (substantive headcount) as at 30 June 2015.
2. Members serving in ships are included against the state or territory in which the ship is home-ported.
3. Victorian and Tasmanian figures include members located in Albury NSW.
4. ACT figures include members located in Jervis Bay Territory, Queanbeyan and Bungendore.
5. Overseas figures represent members posted for long-term duty.
6. Delta (Δ) figures show the difference in the percentages of women from 30 June 2015 to 30 June 2014.
7. Cells highlighted in green indicate that the 2014–15 percentage of women was at least 5.0 per cent greater than the 2013–14 percentage of women.
8. Percentages may not sum due to rounding.

**Figure 3: Percentage of ADF women in each state and territory, 30 June 2015**

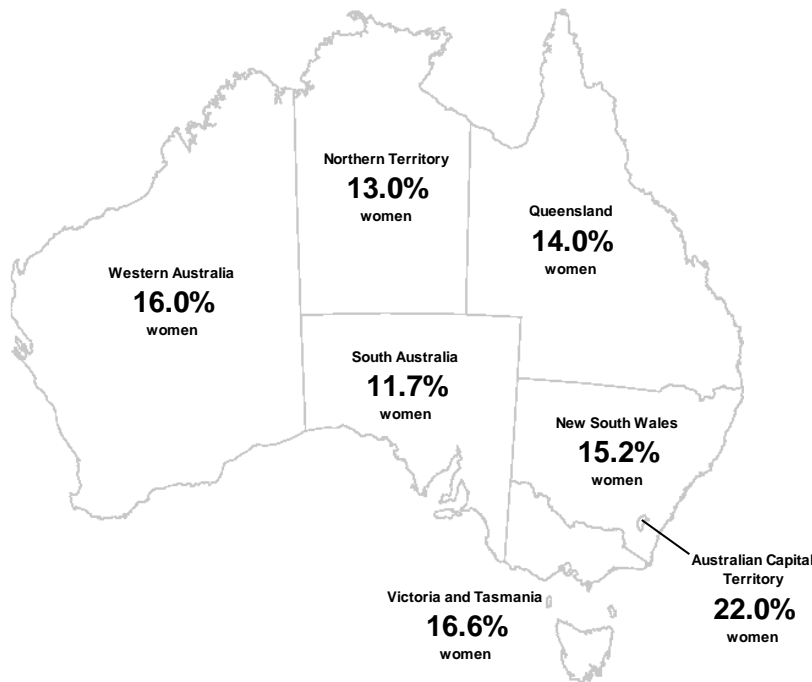


Figure 3 shows the proportion of women in the permanent ADF in each Australian state or territory at the end of 2014–15. While there was some variation between the states, the Australian Capital Territory had by far the highest proportion of women. This was most likely influenced by the higher proportion of officer-rank roles and work related to occupations in which women have greater representation (such as intelligence, logistics, administration and support), and the lower proportion of operational roles in the ACT, compared with the rest of the country. There has been little change in these figures over 2014–15.

The proportions of women in each state and territory are influenced by the main bases there. There are several bases and establishments in each state as well as offices in capital cities' central business districts. Table 3 summarises the main bases and the Service of the main base population.

**Table 3: Key bases in each Australian state and territory, by Service**

	Navy	Army	Air Force	Tri-Service
New South Wales	Garden Island Precinct HMAS Albatross	Holsworthy Barracks Kapooka	RAAF Williamtown RAAF Richmond	
Queensland	HMAS Cairns	Lavarack Barracks Enoggera Barracks	RAAF Amberley	
Victoria and Tasmania	HMAS Cerberus	Simpson Barracks Puckapunyal Military Area Gaza Ridge Barracks	RAAF Williams RAAF East Sale	Angelsea Barracks
South Australia		Keswick Barracks	RAAF Edinburgh	
Western Australia	HMAS Stirling	Karrakatta	RAAF Pearce	
Australian Capital Territory	HMAS Harman – Navy	Duntroon		Russell Offices Headquarters Joint Operations Command
Northern Territory	Darwin Fleet Base North	Robertson Barracks Larrakeyah Barracks	RAAF Darwin RAAF Tindal	

**Table 4: ADF permanent force, by gender, occupational group and rank group, 30 June 2015<sup>[1][2][3][4][5]</sup>**

2014-15	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
<b>Aviation</b>																				
Officers	17	5.4%	0.0%	300	94.6%	21	5.1%	0.0%	392	94.9%	195	9.9%	0.5%	1,768	90.1%	233	8.7%	0.4%	2,460	91.3%
Other Ranks	5	3.9%	-0.5%	122	96.1%	41	11.8%	0.9%	305	88.2%	66	34.0%	0.7%	128	66.0%	112	16.8%	0.8%	555	83.2%
<b>Total Aviation</b>	<b>22</b>	<b>5.0%</b>	<b>-0.1%</b>	<b>422</b>	<b>95.0%</b>	<b>62</b>	<b>8.2%</b>	<b>0.4%</b>	<b>697</b>	<b>91.8%</b>	<b>261</b>	<b>12.1%</b>	<b>0.7%</b>	<b>1,896</b>	<b>87.9%</b>	<b>345</b>	<b>10.3%</b>	<b>0.5%</b>	<b>3,015</b>	<b>89.7%</b>
<b>Combat and Security</b>																				
Officers	260	18.8%	-0.1%	1,125	81.2%	33	2.2%	0.2%	1,442	97.8%	7	6.6%	0.8%	99	93.4%	300	10.1%	0.1%	2,666	89.9%
Other Ranks	422	16.5%	1.0%	2,130	83.5%	103	1.3%	0.1%	7,911	98.7%	107	10.8%	1.0%	882	89.2%	632	5.5%	0.3%	10,923	94.5%
<b>Total Combat and Security</b>	<b>682</b>	<b>17.3%</b>	<b>0.6%</b>	<b>3,255</b>	<b>82.7%</b>	<b>136</b>	<b>1.4%</b>	<b>0.1%</b>	<b>9,353</b>	<b>98.6%</b>	<b>114</b>	<b>10.4%</b>	<b>0.9%</b>	<b>981</b>	<b>89.6%</b>	<b>932</b>	<b>6.4%</b>	<b>0.2%</b>	<b>13,589</b>	<b>93.6%</b>
<b>Communications, Intelligence and Surveillance</b>																				
Officers	20	27.4%	1.7%	53	72.6%	131	18.5%	-0.6%	576	81.5%	67	33.2%	0.8%	135	66.8%	218	22.2%	-0.1%	764	77.8%
Other Ranks	499	31.7%	0.8%	1,074	68.3%	257	12.5%	0.2%	1,797	87.5%	279	21.7%	-0.6%	1,008	78.3%	1,035	21.1%	0.3%	3,879	78.9%
<b>Total Communications, Intelligence and Surveillance</b>	<b>519</b>	<b>31.5%</b>	<b>0.9%</b>	<b>1,127</b>	<b>68.5%</b>	<b>388</b>	<b>14.1%</b>	<b>0.0%</b>	<b>2,373</b>	<b>85.9%</b>	<b>346</b>	<b>23.2%</b>	<b>-0.4%</b>	<b>1,143</b>	<b>76.8%</b>	<b>1,253</b>	<b>21.3%</b>	<b>0.2%</b>	<b>4,643</b>	<b>78.7%</b>
<b>Engineering, Technical and Construction</b>																				
Officers	81	10.5%	0.1%	691	89.5%	90	8.8%	0.3%	930	91.2%	129	10.4%	0.7%	1,112	89.6%	300	9.9%	0.4%	2,733	90.1%
Other Ranks	286	6.3%	0.5%	4,235	93.7%	98	1.8%	0.1%	5,257	98.2%	163	3.5%	0.4%	4,488	96.5%	547	3.8%	0.3%	13,980	96.2%
<b>Total Engineering, Technical and Construction</b>	<b>367</b>	<b>6.9%</b>	<b>0.5%</b>	<b>4,926</b>	<b>93.1%</b>	<b>188</b>	<b>2.9%</b>	<b>0.1%</b>	<b>6,187</b>	<b>97.1%</b>	<b>292</b>	<b>5.0%</b>	<b>0.5%</b>	<b>5,600</b>	<b>95.0%</b>	<b>847</b>	<b>4.8%</b>	<b>0.4%</b>	<b>16,713</b>	<b>95.2%</b>
<b>Health</b>																				
Officers	69	42.3%	-0.9%	94	57.7%	311	47.0%	1.7%	350	53.0%	217	61.1%	0.5%	138	38.9%	597	50.6%	0.9%	582	49.4%
Other Ranks	175	49.4%	-0.7%	179	50.6%	375	41.9%	1.8%	521	58.1%	131	53.9%	1.3%	112	46.1%	681	45.6%	1.2%	812	54.4%
<b>Total Health</b>	<b>244</b>	<b>47.2%</b>	<b>-0.7%</b>	<b>273</b>	<b>52.8%</b>	<b>686</b>	<b>44.1%</b>	<b>1.8%</b>	<b>871</b>	<b>55.9%</b>	<b>348</b>	<b>58.2%</b>	<b>0.8%</b>	<b>250</b>	<b>41.8%</b>	<b>1,278</b>	<b>47.8%</b>	<b>1.1%</b>	<b>1,394</b>	<b>52.2%</b>
<b>Logistics, Administration and Support</b>																				
Officers	197	37.7%	-0.2%	325	62.3%	299	25.4%	0.2%	877	74.6%	445	42.5%	1.5%	603	57.5%	941	34.3%	0.7%	1,805	65.7%
Other Ranks	594	38.6%	-0.5%	943	61.4%	1,621	26.2%	1.1%	4,566	73.8%	848	43.9%	0.0%	1,083	56.1%	3,063	31.7%	0.6%	6,592	68.3%
<b>Total Logistics, Administration and Support</b>	<b>791</b>	<b>38.4%</b>	<b>-0.4%</b>	<b>1,268</b>	<b>61.6%</b>	<b>1,920</b>	<b>26.1%</b>	<b>0.9%</b>	<b>5,443</b>	<b>73.9%</b>	<b>1,293</b>	<b>43.4%</b>	<b>0.5%</b>	<b>1,686</b>	<b>56.6%</b>	<b>4,004</b>	<b>32.3%</b>	<b>0.6%</b>	<b>8,397</b>	<b>67.7%</b>
<b>Not Allocated to Occupational Group</b>																				
Senior Officers	3	5.8%	5.8%	49	94.2%	8	11.1%	1.1%	64	88.9%	3	5.9%	-0.2%	48	94.1%	14	8.0%	2.1%	161	92.0%
Warrant Officer of the Service	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	3	100.0%
Unallocated Trainees	0	0	0.0%	0	0	133	16.3%	0.2%	683	83.7%	0	0	0.0%	0	0	133	16.3%	0.2%	683	83.7%
<b>Total Not Allocated to Occupational Group</b>	<b>3</b>	<b>5.7%</b>	<b>5.7%</b>	<b>50</b>	<b>94.3%</b>	<b>141</b>	<b>15.9%</b>	<b>0.4%</b>	<b>748</b>	<b>84.1%</b>	<b>3</b>	<b>5.8%</b>	<b>-0.2%</b>	<b>49</b>	<b>94.2%</b>	<b>147</b>	<b>14.8%</b>	<b>0.7%</b>	<b>847</b>	<b>85.2%</b>
<b>Total ADF Permanent</b>	<b>2,628</b>	<b>18.8%</b>	<b>0.2%</b>	<b>11,321</b>	<b>81.2%</b>	<b>3,521</b>	<b>12.1%</b>	<b>0.3%</b>	<b>25,672</b>	<b>87.9%</b>	<b>2,657</b>	<b>18.6%</b>	<b>0.5%</b>	<b>11,605</b>	<b>81.4%</b>	<b>8,806</b>	<b>15.3%</b>	<b>0.3%</b>	<b>48,598</b>	<b>84.7%</b>

**Source:** Defence HR system.

**Notes**

1. Figures are based on the ADF permanent force substantive headcount as at 30 June 2015.
2. Delta (Δ) figures show the difference in the percentages of women from 30 June 2015 to 30 June 2014.
3. Cells highlighted in green indicate that the 2014–15 percentage of women was at least 5.0 per cent greater than the 2013–14 percentage of women.
4. Percentages may not sum due to rounding.
5. Occupations in each occupational group are listed below.

**Aviation:** Air Combat Officer, Aircrew, Aviation Officer, Aviation Operations Manager, Crew Attendant, Groundcrewman, Joint Battlefield Airspace Control, Loadmaster, Maritime Aviation Warfare Officer, Pilot, Aviation Instructors.

**Combat and security:** Investigators, Air Base Protection, Airfield Defence Guards, Armoured Officer, Artillery, Combat Instructors, Cavalryman, Combat Controller, Commando, Driver Armoured Fighting Vehicle (AFV), Emergency Responder, Firefighter, Ground Based Air Defence, Infantry Officer, Light Cavalry, Offensive Support, Surveillance and Target Acquisition, Military Police, Operator Radar, Patrolman, Rifleman, SAS Trooper, Security Police, Tank Crewman, Boatswain’s Mate, Clearance Diver, Combat Systems Operator, Maritime Geospatial Officer, Maritime Warfare Officer, Naval Police Coxswain, Principal Warfare Officer.

**Communications, intelligence and surveillance:** Acoustic Warfare Analyst, Air Intelligence Analyst, Air Surveillance Operator, Airborne Electronics Analyst, Analyst Intelligence Operations, Intelligence Instructor, Communications and Information Systems Controller, Communications Systems, Cryptologic Linguist, Electronic Warfare, Geospatial Imagery Intelligence Analyst, Geospatial Technician, Hydrographic Systems Operator, Imagery Specialist, Information Systems, Intelligence, Operator Unmanned Aerial System, Operator, Supervisor Communications.

**Engineering, technical and construction:** Aeronautical Engineer, Air Technician, Aircraft Fitter, Aircraft Finisher, Airfield Engineer, Armament, Armament Engineer, Artificer, Engineering Instructor, Avionics, Bricklayer, Carpenter, Combat Engineer, Communication Electronic, Draftsman Architectural, Electrical and Mechanical Engineering Officer, Electrical Engineer, Electrician, Electronics Submariner, Engineer, Explosive Ordnance Disposal, Fitter Armament, Flight Engineer, General Hand, Ground Mechanical

Engineering, Ground Support Engineering Manager, Ground Support Equipment, Manager Works, Marine Engineer, Marine Technician, Mechanic Recovery, Mechanic Vehicle, Metalsmith, Non-Destructive Inspection Technician, Plant Operator, Painter, Plumber, Technician Aircraft, Technician Avionics, Technician Electrical, Technician Electronic Systems, Telecommunications Systems, Weapons Electrical Aircraft Engineer, Weapons Electrical Engineer, Works Supervisor.

Health: Allied Health Professional, Health Instructor, Combat Medical Attendant, Combat Paramedic, Dental Assistant, Dentist, Dental Technician, Environmental Health Officer, Examiner Psychological, Laboratory Technician, Medical Administration, Medical Assistant, Medical Officer, Medical Operator, Nurse, Operating Theatre Technician, Pharmacist, Physical Training Instructor, Physiotherapist, Preventive Medicine, Psychologist, Radiographer, Radiologist, Scientist.

Logistics, administration and support: Air Dispatcher, Ammunition Supplier, Administration Assistant, Baker, Band Officer, Batman, Cargo Specialist, Catering Officer, Chaplain, Clerk, Storeman, Cook, Driver, Education Officer, Executive Warrant Officer, Handler Petroleum, Infantry Operations Clerk, Infantry Resource Storeman, Legal Officer, Logistics Officer, Management Executive, Marine Specialist, Maritime Logistics Personnel Operations, Maritime Logistics Chef, Maritime Logistics Officer, Maritime Logistics Steward, Maritime Logistics Supply Chain, Mess Operator, Motor Transport Driver, Movements, Multimedia Technician, Musician, Operator Admin, Operator Catering, Operator Movements, Operator Petroleum, Operator Supply, Operator Unit Supply, Ordnance Officer, Pay Officer, Personnel Capability Officer, Photographer Public Relations, Piper Drummer Bugler, Postal Clerk, Public Relations Officer, Reporter, Rigger Parachute, Supplier, Training Systems Officer, Transport Officer.

**Figure 4: Percentage of women in each occupational group, by Service, 30 June 2015**

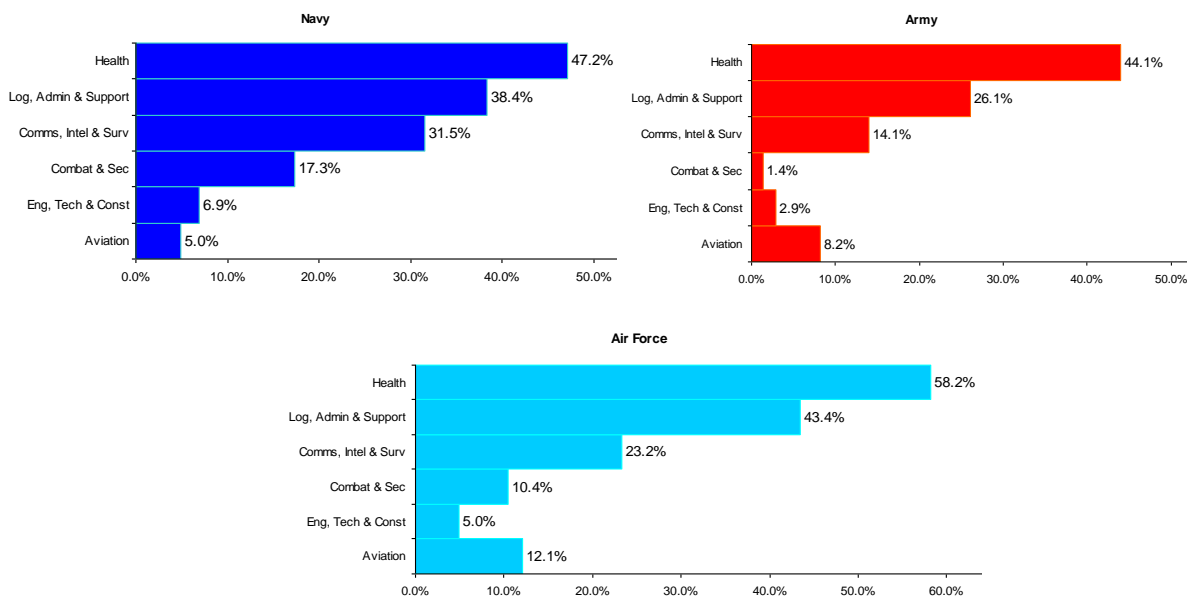


Figure 4 shows how gender representation differs between occupation groups, and how those differences are broadly consistent between the Services. One notable difference between the Services is Combat and Security, where Navy and Air Force have a higher proportion of women than Army. In each Service, health and logistics, administration and support have the highest proportion of women, while the occupation groups with the lowest proportion of women are combat and security; engineering, technical and construction; and aviation. These concentrations of women and men are closely aligned with traditional female and male work roles. There has been little change in the proportions of women in occupation groups over 2014–15.

Defence leadership is committed to addressing occupational segregation in the ADF, and each Service has a dedicated strategy to achieve greater gender balance.

The Navy remains committed to a female participation target of 25% by 2023 and has set recruiting goals for occupational groups with less than 15% of women while, at the same time, maintaining the current female participation levels in occupational groups with a higher proportion of women. The Navy has implemented several initiatives to achieve these occupational group targets as set out in the Navy Diversity and Inclusion Strategy (2014 – 2018). For example, in November 2014, Navy partnered with the Macquarie Graduate School of Management (MGSM) Women in MBA (WiMBA) program. As one of five foundation partners, Navy has offered two Maritime Warfare Officers the opportunity to complete an MBA under the Scholarship program. This is one of the employment groups identified by the Review into the Treatment of Women in the ADF Phase 2 as requiring targeted measures to address occupational segregation ensuring women are well supported.

Navy has also reduced the Initial Minimum Period of Service (IMPS) for selected categories as a targeted measure designed to reduce occupational segregation. Ongoing monitoring will evaluate the effectiveness of this scheme.

The Army is often perceived to be a non-traditional career choice for women as it offers a large number of non-traditional roles. Current advertising has focused on increasing overall female representation rather than focusing on recruiting to specific employment fields such as combat and other non-traditional roles. Concentrating on increasing overall



female representation through general recruiting is designed to provide the Army with a sustainable foundation for future growth. As female representation increases overall, the Army will introduce deliberate campaigns focused on attracting women to combat and non-traditional employment categories with low female representation.

The Air Force has implemented Project Winter (women in non traditional roles) to specifically address issues of occupational segregation in employment groups that have a low representation of women (aircrew, engineering and technical). This includes a focus on addressing attraction and recruitment through:

- delivery of targeted programs
- implementation of specialist recruitment teams
- offering a reduction of return of service obligations (ROSO).

Retention and advancement is being addressed through the implementation of a talent management framework, networking groups and specific guidance for the career management of women in these roles.

## ADF enlistments

Table 5 to Table 7 show the numbers and proportions of women enlisted into the ADF permanent force in 2014–15 by Service, rank group and mode of entry. Enlistments in this section refer to appointments, which relate to officers, as well as other ranks enlistments.

**Table 5: ADF permanent force enlistments (all modes of entry), by gender and rank group, 2014–15<sup>[1][2][3][4]</sup>**

2014-15	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
Officers Entry	39	21.7%	4.6%	141	78.3%	101	23.7%	1.8%	326	76.3%	88	33.6%	5.5%	174	66.4%	228	26.2%	3.6%	641	73.8%
<b>Total Officers Entry</b>	<b>39</b>	<b>21.7%</b>	<b>4.6%</b>	<b>141</b>	<b>78.3%</b>	<b>101</b>	<b>23.7%</b>	<b>1.8%</b>	<b>326</b>	<b>76.3%</b>	<b>88</b>	<b>33.6%</b>	<b>5.5%</b>	<b>174</b>	<b>66.4%</b>	<b>228</b>	<b>26.2%</b>	<b>3.6%</b>	<b>641</b>	<b>73.8%</b>
<b>Other Ranks (General Entry)</b>																				
General Entry - Technical	49	10.0%	4.4%	441	90.0%	13	4.1%	1.6%	304	95.9%	33	12.4%	5.9%	234	87.6%	95	8.8%	4.1%	979	91.2%
General Entry - Non-Technical	220	35.5%	-0.5%	400	64.5%	384	14.2%	-2.5%	2,320	85.8%	100	32.3%	-3.4%	210	67.7%	704	19.4%	-2.4%	2,930	80.6%
<b>Total Other Ranks (General Entry)</b>	<b>269</b>	<b>24.2%</b>	<b>1.4%</b>	<b>841</b>	<b>75.8%</b>	<b>397</b>	<b>13.1%</b>	<b>-1.9%</b>	<b>2,624</b>	<b>86.9%</b>	<b>133</b>	<b>23.1%</b>	<b>-3.1%</b>	<b>444</b>	<b>76.9%</b>	<b>799</b>	<b>17.0%</b>	<b>-1.2%</b>	<b>3,909</b>	<b>83.0%</b>
<b>Total ADF Permanent</b>	<b>308</b>	<b>23.9%</b>	<b>1.9%</b>	<b>982</b>	<b>76.1%</b>	<b>498</b>	<b>14.4%</b>	<b>-1.5%</b>	<b>2,950</b>	<b>85.6%</b>	<b>221</b>	<b>26.3%</b>	<b>-0.4%</b>	<b>618</b>	<b>73.7%</b>	<b>1,027</b>	<b>18.4%</b>	<b>-0.4%</b>	<b>4,550</b>	<b>81.6%</b>

**Source:** Defence HR system.

### Notes

- Figures in this table show permanent force members (headcount) enlisted from all sources. This includes *ab initio* enlistments and prior service enlistments (which includes overseas transfers, reserve transfers, Service transfers, re-enlistments, and ADF Gap Year transfers). Table 6 and Table 7 show the split between *ab initio* enlistments and prior service enlistments.
- Delta (Δ) figures show the differences in percentage of women from 30 June 2015 to 30 June 2014.
- Cells highlighted in green indicate that the 2014–15 percentage of women was at least 5.0 per cent greater than the 2013–14 percentage of women.
- Percentages may not sum due to rounding.

**Table 6: ADF permanent force *ab initio* enlistments, by gender and rank group, 2014–15<sup>[1][2][3][4]</sup>**

2014-15	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
Officers Entry	33	23.6%	3.8%	107	76.4%	78	22.9%	3.4%	262	77.1%	77	35.0%	5.3%	143	65.0%	188	26.9%	4.4%	512	73.1%
<b>Total Officers Entry</b>	<b>33</b>	<b>23.6%</b>	<b>3.8%</b>	<b>107</b>	<b>76.4%</b>	<b>78</b>	<b>22.9%</b>	<b>3.4%</b>	<b>262</b>	<b>77.1%</b>	<b>77</b>	<b>35.0%</b>	<b>5.3%</b>	<b>143</b>	<b>65.0%</b>	<b>188</b>	<b>26.9%</b>	<b>4.4%</b>	<b>512</b>	<b>73.1%</b>
<b>Other Ranks (General Entry)</b>																				
General Entry - Technical	48	10.7%	5.4%	400	89.3%	12	4.3%	1.7%	265	95.7%	32	13.0%	6.4%	214	87.0%	92	9.5%	4.8%	879	90.5%
General Entry - Non-Technical	208	36.6%	-1.8%	361	63.4%	350	14.7%	-2.8%	2,038	85.3%	87	33.7%	-4.7%	171	66.3%	645	20.1%	-2.8%	2,570	79.9%
<b>Total Other Ranks (General Entry)</b>	<b>256</b>	<b>25.2%</b>	<b>1.4%</b>	<b>761</b>	<b>74.8%</b>	<b>362</b>	<b>13.6%</b>	<b>-2.2%</b>	<b>2,303</b>	<b>86.4%</b>	<b>119</b>	<b>23.6%</b>	<b>-3.7%</b>	<b>385</b>	<b>76.4%</b>	<b>737</b>	<b>17.6%</b>	<b>-1.4%</b>	<b>3,449</b>	<b>82.4%</b>
<b>Total</b>	<b>289</b>	<b>25.0%</b>	<b>1.7%</b>	<b>868</b>	<b>75.0%</b>	<b>440</b>	<b>14.6%</b>	<b>-1.6%</b>	<b>2,565</b>	<b>85.4%</b>	<b>196</b>	<b>27.1%</b>	<b>-0.9%</b>	<b>528</b>	<b>72.9%</b>	<b>925</b>	<b>18.9%</b>	<b>-0.5%</b>	<b>3,961</b>	<b>81.1%</b>

**Source:** Defence HR system.

### Notes

- Figures in this table show permanent force *ab initio* enlistments (headcount).
- Delta (Δ) figures show the difference in percentage of women from 30 June 2015 to 30 June 2014.
- Cells highlighted in green indicate that the 2014–15 percentage of women was at least 5.0 per cent greater than the 2013–14 percentage of women.
- Percentages may not sum due to rounding.

**Figure 5: Percentage of female ADF permanent force enlistments, by type and Service, 2014–15**

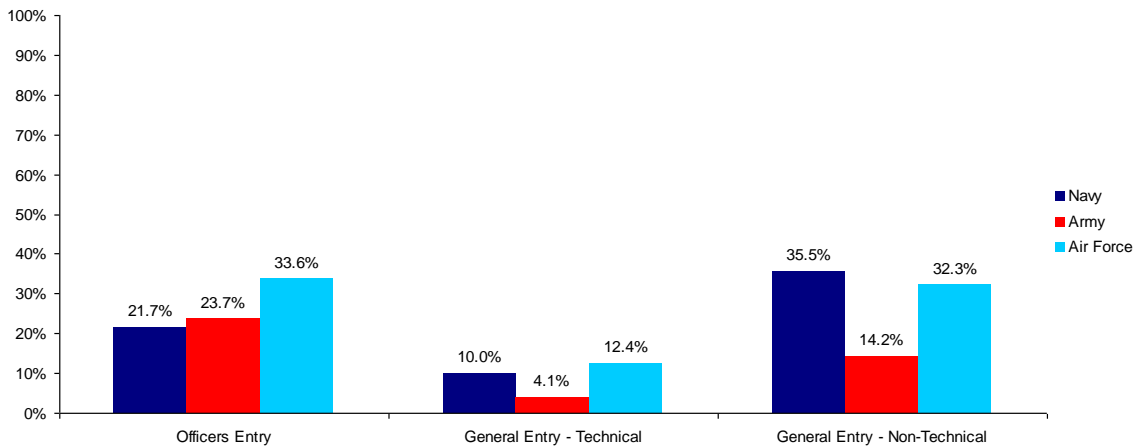


Figure 5 shows the proportion of female permanent force enlistments who have been appointed as officers, and who have enlisted through general entry for either technical or non-technical roles. Technical roles for general entry enlistees are the most challenging in recruiting women for all Services. For the Navy, general entry for non-technical enlistments have a higher proportion of women than officer appointments; however, the opposite is true for the Army, where the proportion of women appointed as officers is higher than for non-technical general entry enlistments.

The proportion of women appointed as officers has increased for the Navy and the Air Force over 2014–15 by 4.6 per cent and 5.5 per cent respectively. There have also been increases for general entry—technical enlistees; while the proportions are still small, the proportion of women recruited to those roles has nearly doubled for each Service. This is a positive outcome as this is the group which has been the most challenging for the recruitment of women.

**Figure 6: Percentage of female ADF permanent force *ab initio* enlistments, by type and Service, 2014–15**

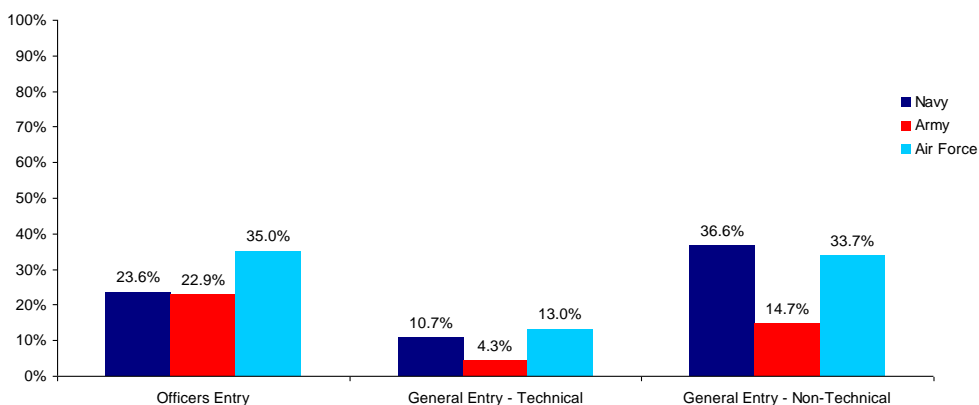


Figure 6 shows the proportion of female *ab initio* enlistments by type of enlistment for each Service. This includes recruits who have not had prior military service. *Ab initio* enlistments make up most of the total enlistments (4,886 out of 5,577), so the proportions of female *ab initio* enlistments are very similar to the proportions seen in the total enlistments. Compared with 2013–14, the proportion of *ab initio* women in the 2014–15 officer intake and among general entry—technical enlistees increased, and the proportion of women in the *ab initio* general entry—non-technical intake decreased slightly.

**Table 7: ADF permanent force prior service enlistments by gender, mode of entry, and rank group, 2014–15<sup>[1][2][3][4][5]</sup>**

2014-15	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
<b>OVERSEAS ENTRANTS</b>																				
Officers	0	0.0%	-14.3%	6	100.0%	1	6.3%	-3.4%	15	93.8%	0	0.0%	-9.1%	1	100.0%	1	4.3%	-6.8%	22	95.7%
Sub-total Officer Entry	0	0.0%	-14.3%	6	85.7%	1	6.3%	-3.4%	15	93.8%	0	0.0%	-9.1%	1	100.0%	1	4.3%	-6.8%	22	95.7%
<b>Other Ranks</b>																				
General Entry - Technical	0	0.0%	-3.7%	12	100.0%	0	0.0%	0.0%	10	100.0%	0	0.0%	0.0%	0	0.0%	0	0.0%	-2.3%	22	100.0%
General Entry - Non-Technical	1	100.0%	100.0%	0	0.0%	0	0.0%	0.0%	29	100.0%	0	0.0%	0.0%	0	0.0%	1	3.3%	3.3%	29	96.7%
Sub-total Other Ranks (General Entry)	1	7.7%	5.4%	12	92.3%	0	0.0%	0.0%	39	100.0%	0	0.0%	0.0%	0	0	1	1.9%	0.7%	51	98.1%
Total Overseas Entrants	1	5.3%	-0.9%	18	94.7%	1	1.8%	-2.6%	54	98.2%	0	0.0%	-9.1%	1	100.0%	2	2.7%	-2.9%	73	97.3%
<b>RESERVE TRANSFERS</b>																				
Officers	5	33.3%	33.3%	10	66.7%	16	39.0%	-4.0%	25	61.0%	8	32.0%	10.0%	17	68.0%	29	35.8%	4.1%	52	64.2%
Sub-total Officer Entry	5	33.3%	33.3%	10	66.7%	16	39.0%	-4.0%	25	61.0%	8	32.0%	10.0%	17	68.0%	29	35.8%	4.1%	52	64.2%
<b>Other Ranks</b>																				
General Entry - Technical	1	6.3%	6.3%	15	93.8%	1	4.5%	1.0%	21	95.5%	0	0.0%	0.0%	4	100.0%	2	4.8%	2.6%	40	95.2%
General Entry - Non-Technical	5	41.7%	16.7%	7	58.3%	30	13.3%	-0.7%	196	86.7%	4	25.0%	-4.0%	12	75.0%	39	15.4%	-1.0%	215	84.6%
Sub-total Other Ranks (General Entry)	6	21.4%	2.9%	22	78.6%	31	12.5%	-0.6%	217	87.5%	4	20.0%	-5.0%	16	80.0%	41	13.9%	-0.9%	255	86.1%
Total Reserve transfers	11	25.6%	10.7%	32	74.4%	47	16.3%	-2.1%	242	83.7%	12	26.7%	3.3%	33	73.3%	70	18.6%	0.0%	307	81.4%
<b>SERVICE TRANSFERS</b>																				
Officers	0	0.0%	0.0%	10	100.0%	3	20.0%	7.5%	12	80.0%	2	20.0%	-10.0%	8	80.0%	5	14.3%	-1.7%	30	85.7%
Sub-total Officer Entry	0	0.0%	0.0%	10	100.0%	3	20.0%	7.5%	12	80.0%	2	20.0%	-10.0%	8	80.0%	5	14.3%	-1.7%	30	85.7%
<b>Other Ranks</b>																				
General Entry - Technical	0	0.0%	-16.7%	6	100.0%	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	5	100.0%	0	0.0%	-8.3%	12	100.0%
General Entry - Non-Technical	2	10.0%	-11.7%	18	90.0%	0	0.0%	-10.5%	7	100.0%	6	30.0%	5.0%	14	70.0%	8	17.0%	-2.3%	39	83.0%
Sub-total Other Ranks (General Entry)	2	7.7%	-12.3%	24	92.3%	0	0.0%	-9.1%	8	100.0%	6	24.0%	6.8%	19	76.0%	8	13.6%	-2.7%	51	86.4%
Total Service Transfers	2	5.6%	-11.1%	34	94.4%	3	13.0%	3.0%	20	87.0%	8	22.9%	2.3%	27	77.1%	13	13.8%	-2.4%	81	86.2%
<b>RE-ENLISTMENTS</b>																				
Officers	1	11.1%	11.1%	8	88.9%	3	20.0%	20.0%	12	80.0%	1	16.7%	-26.2%	5	83.3%	5	16.7%	0.9%	25	83.3%
Sub-total Officer Entry	1	11.1%	11.1%	8	88.9%	3	20.0%	20.0%	12	80.0%	1	16.7%	-26.2%	5	83.3%	5	16.7%	0.9%	25	83.3%
<b>Other Ranks</b>																				
General Entry - Technical	0	0.0%	-18.2%	8	100.0%	0	0.0%	0.0%	7	100.0%	1	8.3%	-8.3%	11	91.7%	1	3.7%	-7.8%	26	96.3%
General Entry - Non-Technical	4	22.2%	-14.6%	14	77.8%	4	7.4%	4.0%	50	92.6%	3	18.8%	2.6%	13	81.3%	11	12.5%	-0.3%	77	87.5%
Sub-total Other Ranks (General Entry)	4	15.4%	-14.6%	22	84.6%	4	6.6%	3.6%	57	93.4%	4	14.3%	-1.9%	24	85.7%	12	10.4%	-2.2%	103	89.6%
Total Re-enlistments	5	14.3%	-13.8%	30	85.7%	7	9.2%	6.6%	69	90.8%	5	14.7%	-5.7%	29	85.3%	17	11.7%	-1.3%	128	88.3%
<b>ADF GAP YEAR TRANSFERS</b>																				
Officers	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%
Sub-total Officer Entry	0	0.0%	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%
<b>Other Ranks</b>																				
General Entry - Technical	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%
General Entry - Non-Technical	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%
Sub-total Other Ranks (General Entry)	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%
Total ADF Gap Year Transfers	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%
Total Prior Service Entry	19	14.3%	-0.3%	114	85.7%	58	13.1%	-1.1%	385	86.9%	25	21.7%	0.7%	90	78.3%	102	14.8%	-0.7%	589	85.2%

**Source:** Defence HR system.

**Notes**

1. Figures in this table show permanent force prior service enlistments (headcount).
2. Delta (Δ) figures show the differences in percentage of women from 30 June 2015 to 30 June 2014.
3. Cells highlighted in green indicate that the 2014–15 percentage of women was at least 5.0 per cent greater than the 2013–14 percentage of women.
4. Cells highlighted in orange indicate that the 2014–15 percentage of women was at least 5.0 per cent less than the 2013–14 percentage of women.
5. Percentages may not sum due to rounding.

**Figure 7: Percentage of female ADF permanent force prior service enlistments, by type and Service, 2014–15**

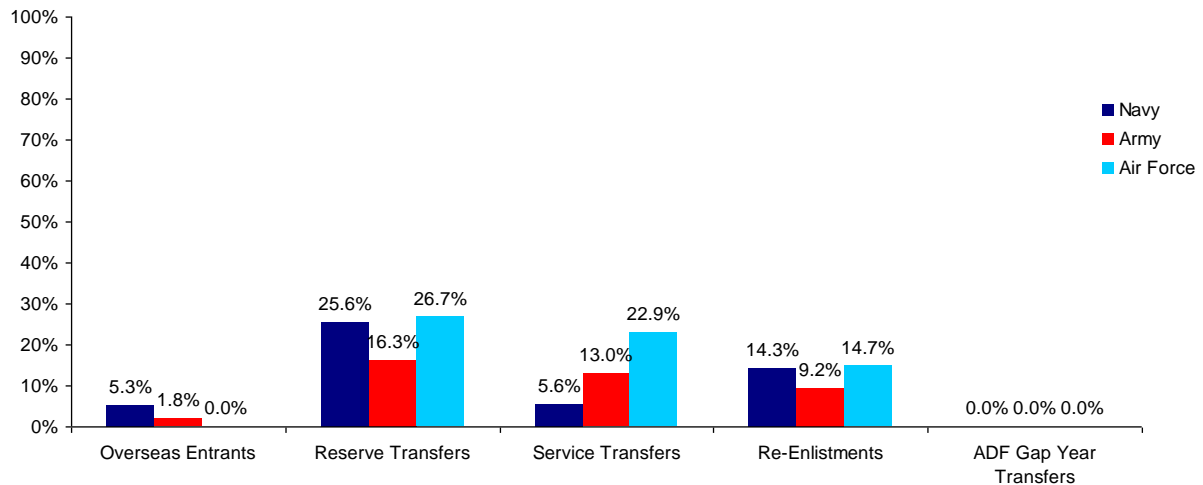


Figure 7 shows the proportion of women enlisted to the ADF who had prior service. Prior service enlistees make up 12.4 per cent of total enlistees, and women with prior service make up 9.9 per cent of total female enlistees. The most common type of prior service is Reserve service (54.6 per cent of all prior service enlistments). This is especially true for women: 68.6 per cent of all female prior service enlistments transferred from the Reserves. Reserve transfers had the highest proportions of women for each Service of all prior service enlistment types.

The proportion of ADF Gap Year programme transfers was zero, as the January 2015 intake of Gap Year participants will not complete their programme until January 2016. The proportions of women in each enlistment type changed, but this is due to the very small numbers in each group. The most notable change was that a higher proportion of prior service enlistments to the permanent Navy came from Reserves in 2014–15 compared with 2013–14.

## Recruitment of women initiatives

### Navy

The Navy has committed to increasing the number of women in employment categories where women are currently under-represented and is aiming to achieve this through a number of targeted recruiting initiatives, including:

- All Navy positions (sailor and officer) are now open to women, consequently there is no upper limit on female recruitment for the 2015–2016 financial year.
- The sustainment of the Women in Navy website (on the Defence jobs website) profiling a category or job which is currently under-represented but showcases a current serving female member pursuing and excelling in her role. This continues to provide candidates with direct insight into the possibility of a career in the Navy and in a non-traditional role.
- Continuation of the Specialist Recruiting Team – Women (SRT-W), in which four Navy positions (Petty Officer/Leading Seaman) are embedded within the Brisbane, Parramatta, Melbourne and Perth Recruiting Centres. The primary focus for the team is the attraction, mentoring and recruitment of female candidates. These positions are supported by one Navy position (Lieutenant Commander) at Head Quarters Defence Force Recruiting (HQDFR), the Executive Officer of Diversity, to provide support and direction to and review of the progress of the SRT-W initiatives.
- Communication of Navy recruiting goals, particularly for employment categories in which women are under-represented (i.e. less than 15 per cent) within Defence

Force Recruiting (DFR) to ensure Recruiting Centres can identify and subsequently address the Navy’s priority work groups.

- Introduction of the Gap Year programme for a total of 75 candidates in 2016; 25 in each of three intakes. Of these positions, the Navy has provided a target of 33 women; 11 in each intake. Applications have closed for the positions and Recruiting Centres are working through the applications to ensure letters of offer are delivered well in advance of intake dates. The Gap Year programme will provide all candidates with an opportunity to gain an understanding of the Navy and the career opportunities available to them. It also provides an avenue for entry for those who decide to continue to serve beyond the Gap Year.

## Army

**Table 8: Recruitment of women initiatives, Army, 2014–15**

Recruiting Initiative	Women Recruited
Recruit to Area	3
Reduced Initial Minimum Period of Service	247 (across 12 employment categories)
Recruit When Ready	18
Army Pre-Conditioning Course	22

**Source:** Director General Personnel—Army

The ‘Recruit When Ready’ initiative has been refined to ensure that female recruits do not spend more than three months in a holding platoon in accordance with the Chief of Army’s direction.

While the figure for women recruited through the reduced initial minimum period of service (IMPS) initiative is high, this figure also includes women who have been involved in other recruitment initiatives (for example, joined through Recruit When Ready on reduced IMPS). In addition, as the reduced IMPS was applied across specific employment categories any candidate applying for these categories was subject to a reduced IMPS. The selected categories represented employment areas that traditionally attracted women or in many cases regularly achieved their recruiting targets. As a result, the reduced IMPS figure for women is likely to include individuals who would have enlisted in these categories in the absence of the reduced IMPS scheme. Future reduced IMPS schemes will focus on under-achieving categories and Arms Corps categories for female candidates, for example, women may be offered an optional two-year IMPS if they join the Royal Australian Infantry.

While the previous reduced IMPS scheme assisted in attracting more women, there was an increased separation rate at the conclusion of the IMPS. As such, enlistment under the one-year IMPS initiative will cease from end December 2015 and two-year IMPS for selected employment categories will commence in January 2016.

The Army Pre-Conditioning Course continues to be a successful initiative to assist female recruits in meeting the required entry-level fitness standards if they demonstrate suitability in all other requirements through Defence Force Recruiting. The candidates are provisionally enlisted four weeks prior to their allocated recruit course to undertake fitness training. This training is conducted separately to the Ashley Platoon, which provides re-training for recruits (women and men) who fail to meet the fitness standard once they have commenced their course.

Gap Year 2015 commenced with 30 Army women, of which four left the recruit training course (three were assessed as not suitable to be a soldier and one was the result of the withdrawal of parental consent). The total number of applications for Gap Year 2016 is 2,184 of which 628 (28.8 per cent) are women, the first round of applications have closed; however, applications will open again in early 2015–16 for a short period.

The Army continues to maintain its specialist recruiting team of 10 uniformed female members allocated to Defence Recruiting Centres in Perth, Brisbane, Canberra, Melbourne, Adelaide and Parramatta.

## Air Force

**Table 9: Recruitment of women initiatives, Air Force, 2014–15**

Recruiting Initiative	Women Recruited
Recruit to Area	Nil - Program not yet implemented
Reduced Initial Minimum Period of Service	83
Recruit When Ready	Nil - Not required this financial year

**Source:** Director General Personnel—Air Force

During 2014–15, the Air Force implemented the following recruiting initiatives to attract and retain women:

**Female Targets.** As was also the case in 2013–14, specific female recruiting targets were set against employment categories in which women are under-represented. These categories predominantly relate to the engineering, technical and aircrew workforces. For 2014–15 a total of 125 targets were set, with 86 achieved (68 per cent). This is up from an achievement of 54 against a target of 132 (41 per cent) during 2013–14. The establishment of female recruiting targets will continue for the foreseeable future.

**Recruit to Area.** This initiative is linked to the female recruiting targets. Development of this initiative is being finalised with full implementation expected in 2015–16.

**Reduced Initial Minimum Period of Service (IMPS).** Commencing in July 2013, the Air Force implemented a two-year trial of IMPS reductions for many employment categories. The trial has been extended for an additional two years to the end of 2016–17 to enable a more accurate assessment of the success of this initiative. During 2014–15, 48 female airmen and 35 female officers (83 total) were recruited to workforces with a reduced IMPS. This figure is lower than 2013–14 due to an overall reduction in recruiting targets against the subject workforces when compared to 2013–14.

**Recruit When Ready.** This initiative will see women found suitable for the Air Force fast-tracked through the recruitment process. This initiative was not required in 2014–15 due to availability of sufficient recruiting windows for female candidates.

**Changes to Female Pilot Obligations.** The Air Force has set aside the IMPS for direct entry female pilots and is trialling, as a replacement, a two-year return of service obligation commencing on graduation from the initial operational conversion course. This initiative removes an otherwise lengthy on-appointment commitment which might dissuade women from joining the Air Force as a pilot. In 2014–15, 10 female direct entry pilots were recruited who will be managed under this initiative.

**Graduate Pilot Scheme.** The Graduate Pilot Scheme is a targeted pilot recruitment model that aims to encourage women already pursuing careers as civilian pilots and studying a Bachelor of Aviation degree at a civilian university to consider joining the Air Force. Three female pilots were recruited under this scheme in 2014–15 (included in the 10 direct entry pilots above).

**Experiential Camp for Girls.** In an effort to raise the Air Force profile as an employer of choice for women aged between 16 and 24 years, the Air Force established two experiential camps for girls. These experiential camps were first run in 2013. The camps are designed to provide a week of positive, tailored work experiences to participants, promoting the Air Force as a positive employment option, particularly for non-traditional employment roles. The primary objective of Flight Camp and Tech Camp is to provide a hands-on, risk-free experiential learning opportunity for young women to experience aviation and technical roles (particularly pilot) in the Air Force. This includes the

opportunity to engage with current serving women from those employment groups and provide exposure to Air Force life, fitness standards, leadership and adventurous training. As at July 2015, all programs have been fully subscribed. A camp is programmed for Tasmania in September 2015, aimed at encouraging women to join the Air Force who may be interested in direct officer entry as opposed to ADFA.

The experiential camp statistics are outlined below. These numbers change regularly as the participants progress through the recruitment pipeline. A significant number of the participants have indicated a willingness to join Air Force and are waiting until they are eligible to apply.

**Table 10: Experiential Camp Statistics, 2015**

Experiential Camp Statistics	2015
Camp locations	East Sale Amberley
Number of applications received	94
Number completed program	30
Number appointed/enlisted or awaiting Letter of Offer for Air Force	1 Air Combat Officer 1 Joint Battlefield Airspace Controller 1 Intelligence Officer 2 Pilots
Number currently engaged with Defence Force Recruiting	13
Number applied but not medically suitable	1

**Source:** Director General Personnel—Air Force.

## Recruitment growth targets

### Navy

The Navy has set a target for increasing the participation of women to 25 per cent by 2023. To achieve this, the Navy set recruitment goals for the 2014–15 financial year which were to recruit additional female officers and sailors. As shown in Table 5, the Navy recruited 33 *ab initio* female officers and 256 female sailors, which is a modest increase from 2013–14, in which 32 female officers and 244 female sailors were recruited. Female sailor recruiting goals for financial year 2015–16 are set at approximately 28.5 per cent (281), which provides a potential growth of 20 on the previous year. All targets (sailor and officer) are open to women, consequently there is no upper limit on female recruitment.

Achievement against Navy recruiting targets is reported in Table 5 to Table 7. Workforce modelling analysis carried out earlier in 2015 indicates that the Navy is progressing well against recruiting targets, and is on track to meet the 2023 goal.

### Army

The Chief of Service Committee has set the Army a long-term target for increasing the participation of women to 15 per cent by 2023. The Army set a short term goal of 12 per cent female representation by 1 July 2014, achieving 11.8 per cent at that date. The Chief of Army set a further target of 13 per cent female representation by 1 July 2015, with female representation reaching 12.1 per cent at that date. The Army is currently assessing extant recruiting initiatives with a view to reinvigorating female recruiting as a strategic priority. The Army embedded 10 specialist female recruiters at Defence Force Recruiting in 2013. The positions have been extended until January 2016, and the extension of these positions is currently being considered. Army continues to offer special measure recruitment mechanisms to meet future recruitment targets.

Achievement against Army recruiting initiatives to increase the representation of women is reported in Table 8, and overall recruiting achievement figures are reported in Table 5 to Table 7. Workforce modelling analysis carried out earlier in 2015 indicated that the Army is progressing well against recruiting targets, with the 2023 goal remaining achievable.



## *Air Force*

Air Force is seeking to increase female representation to 25 per cent by 2023. To achieve this target, Air Force has developed a non-linear growth path for the number of women to be recruited. This path consists of planned growth of no more than 0.5 per cent (net increase of 70 women each year) for the first two years commencing 2013–14, followed by an increase of 1 per cent annually commencing 2015–16.

In support of this growth path Air Force has implemented, or is in the process of implementing, a number of recruitment and retention initiatives including:

- specific female recruiting targets
- recruit to area (where desired)
- a *Women in the Air Force* marketing campaign
- the embedding of a specialist women recruitment team in Defence Force Recruiting
- the trial of a reduction of Initial Minimum Period of Service (IMPS) for a number of workforces (gender-neutral reductions)
  - introduction of the Graduate Pilot Scheme (GPS) for women
  - changes to direct entry female pilot return of service obligations
  - experiential camps for girls (technical and aircrew focussed programs).

Female representation in Air Force has continued to increase, with overall representation rising from 18.2 per cent as at 30 June 2014 to 18.6 per cent as at 30 June 2015, reflecting satisfactory progress against the growth target. Furthermore, workforce modelling analysis indicates that Air Force is progressing well towards the 2023 female participation goal.

Achievement against Air Force recruiting initiatives to increase the representation of women is reported in Table 9, and overall recruiting achievement is reported in Table 5 to Table 7.

## ADF promotions

Table 11: ADF permanent force promotions (number and proportion of women and men substantively promoted to each rank), 2014–15<sup>[1][2][5][6][7][8]</sup>

2014-15	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
<b>Officers</b>																				
General (E) (O10)	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	1	100.0%
Lieutenant General (E) (O09)	0	0	0.0%	0	0	0	0.0%	0.0%	1	100.0%	0	0	0.0%	0	0	0	0.0%	0.0%	1	100.0%
Major General (E) (O08)	0	0.0%	0.0%	2	100.0%	0	0.0%	-25.0%	3	100.0%	0	0.0%	0.0%	3	100.0%	0	0.0%	-9.1%	8	100.0%
Brigadier (E) (O07)	3	50.0%	50.0%	3	50.0%	1	12.5%	-5.7%	7	87.5%	0	0.0%	-16.7%	6	100.0%	4	20.0%	7.0%	16	80.0%
Colonel (E) (O06)	2	13.3%	-4.8%	13	86.7%	2	6.3%	-8.0%	30	93.8%	3	16.7%	-9.4%	15	83.3%	7	10.8%	-8.6%	58	89.2%
Lieutenant Colonel (E) (O05)	3	11.1%	-7.8%	24	88.9%	12	17.4%	-4.3%	57	82.6%	12	23.1%	8.6%	40	76.9%	27	18.2%	0.0%	121	81.8%
Major (E) (O04)	15	17.4%	-4.9%	71	82.6%	28	14.6%	-1.9%	164	85.4%	24	17.1%	-8.2%	116	82.9%	67	16.0%	-3.9%	351	84.0%
<b>Total Officers</b>	<b>23</b>	<b>16.9%</b>	<b>-2.5%</b>	<b>113</b>	<b>83.1%</b>	<b>43</b>	<b>14.1%</b>	<b>-3.3%</b>	<b>262</b>	<b>85.9%</b>	<b>39</b>	<b>17.7%</b>	<b>-3.8%</b>	<b>181</b>	<b>82.3%</b>	<b>105</b>	<b>15.9%</b>	<b>-3.2%</b>	<b>556</b>	<b>84.1%</b>
<b>Other Ranks</b>																				
Warrant Officer Class 1 (E) (E10 and E09) <sup>[3]</sup>	3	15.0%	9.7%	17	85.0%	8	11.8%	1.2%	60	88.2%	8	13.6%	1.3%	51	86.4%	19	12.9%	2.5%	128	87.1%
Warrant Officer Class 2 (E) (E08)	14	14.3%	4.6%	84	85.7%	14	8.6%	-2.4%	149	91.4%	13	11.7%	-3.6%	98	88.3%	41	11.0%	-0.9%	331	89.0%
Sergeant (E) (E06)	29	19.6%	6.6%	119	80.4%	33	12.0%	2.0%	243	88.0%	31	15.3%	1.3%	172	84.7%	93	14.8%	3.0%	534	85.2%
Corporal (E) (E05)/Lance Corporal (E04) <sup>[4]</sup>	85	22.4%	3.5%	294	77.6%	176	10.4%	0.8%	1,522	89.6%	58	19.4%	-3.9%	241	80.6%	319	13.4%	0.4%	2,057	86.6%
<b>Total Other Ranks</b>	<b>131</b>	<b>20.3%</b>	<b>4.4%</b>	<b>514</b>	<b>79.7%</b>	<b>231</b>	<b>10.5%</b>	<b>0.7%</b>	<b>1,974</b>	<b>89.5%</b>	<b>110</b>	<b>16.4%</b>	<b>-1.8%</b>	<b>562</b>	<b>83.6%</b>	<b>472</b>	<b>13.4%</b>	<b>0.8%</b>	<b>3,050</b>	<b>86.6%</b>
<b>Total ADF Permanent</b>	<b>154</b>	<b>19.7%</b>	<b>3.3%</b>	<b>627</b>	<b>80.3%</b>	<b>274</b>	<b>10.9%</b>	<b>0.1%</b>	<b>2,236</b>	<b>89.1%</b>	<b>149</b>	<b>16.7%</b>	<b>-2.3%</b>	<b>743</b>	<b>83.3%</b>	<b>577</b>	<b>13.8%</b>	<b>0.2%</b>	<b>3,606</b>	<b>86.2%</b>

Source: Defence HR system.

### Notes

1. Figures in this table show ADF permanent force members (trained force only) promoted to each rank in 2014–15.
2. Only promotions to those ranks for which merit selection applies are shown (i.e. promotions to the officer ranks of O04 and above and the other ranks of E04 and above).
3. Warrant Officer Class 1 (E) figures include Warrant Officer—Navy, Regimental Sergeant Major—Army, and Warrant Officer—Air Force.
4. There are no members in the E04 rank in the Navy or Air Force.
5. Percentages may not sum due to rounding.
6. Delta (Δ) figures show the differences in percentage of women from 30 June 2015 to 30 June 2014.
7. Cells highlighted in green indicate that the 2014–15 percentage of women was at least 5.0 per cent greater than the 2013–14 percentage of women.
8. Cells highlighted in orange indicate that the 2014–15 percentage of women was at least 5.0 per cent less than the 2013–14 percentage of women.

## Navy

**Figure 8: Percentage of Navy officer promotions filled by women and percentage of women in ranks below, 2014–15**

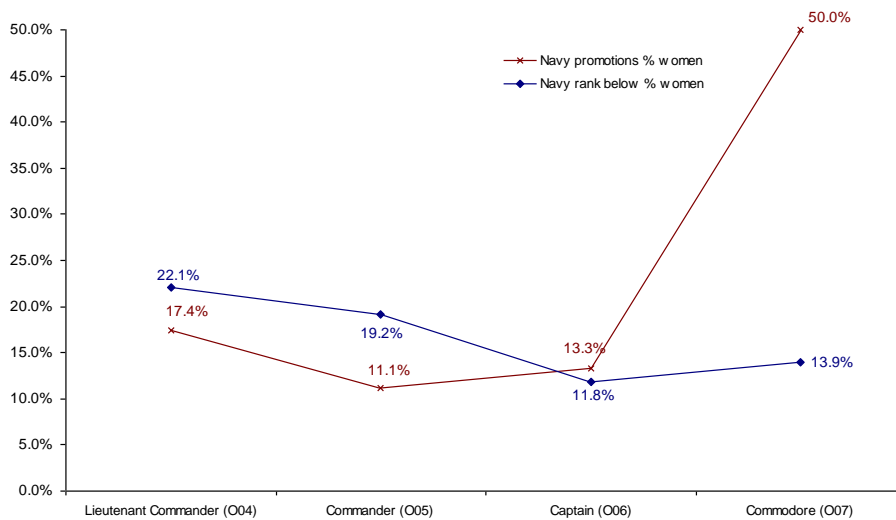


Figure 8 shows the proportion of Navy officer ranks promotions from Lieutenant Commander to Commodore filled by women during 2014–15. Around one-sixth (16.9 per cent) of all Navy officer promotions were filled by women, which is slightly lower than the 2013–14 figure, which was 19.4 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are over- or under-represented in promotions to the next level. For promotions to Lieutenant Commander and Commander, promotions are slightly under-represented, while promotions to Captain are approximately evenly represented as a proportion of the women in the rank below. With three of the six promotions to Commodore being filled by women, half of promotions to this rank were women, which is far higher than the proportion of women at the rank below.

**Figure 9: Percentage of Navy other ranks promotions filled by women and percentage of women in ranks below, 2014–15**

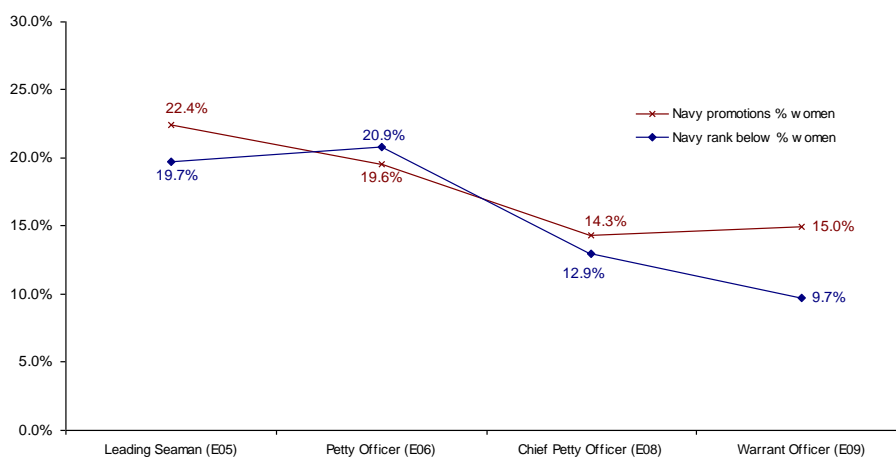


Figure 9 shows the proportion of Navy other ranks promotions filled by women during 2014–15. Around one-fifth (20.3 per cent) of all Navy other ranks promotions were filled by women, which is higher than the 2013–14 figure, which was 15.9 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are over- or under-represented in promotions to the next level. Female promotions to the

ranks of Leading Seaman and Warrant Officer were over-represented compared to the proportion of women in the ranks below, while promotions to Petty Officer and Chief Petty Officer ranks were approximately evenly represented.

**Table 12: Navy officer staff college attendance and command appointments, 2014–15 <sup>[1]</sup>**

2014-15	Proportion of Women in Selection Pool			Representation of Women Achieved		
	Total Pool	Women	% Women	Total Appointments	Women	% Women
Command and Staff College (inc CMTTC) <sup>[2]</sup>	298	77	25.8%	28	6	21.4%
Centre for Defence and Strategic Studies	40	10	25.0%	5	2	40.0%
Command Appointments (CAPT/CMDR)	124	11	8.9%	36	5	13.9%
Charge Appointments (LCDR)				61	8	13.1%

**Source:** Director General Navy People.

**Note**

1. Figures are for the Permanent Naval Forces only.
2. In the majority of cases, the selection pool for ACSC (including CTMC) consists of Lieutenant Commanders with minimum two years seniority who have completed Charge time (equivalent to sub-unit command).

Table 12 shows the proportion of women in the eligible pool for selection for each appointment type, including Australian Command and Staff College (ACSC), Capability Technical Management Program (CTMP), Centre for Defence and Strategic Studies (CDSS) and Command. ACSC is not a promotion gateway for the Navy because of the relatively small number of positions available, but it does increase merit for promotion. The Navy also considers ACSC and CTMP to be equal, broadening the pool and opportunities for development and merit for promotion.

For CDSS and Command appointments, the percentage of women selected was higher than the percentage of women in the eligible pool. Of note, 13.8 per cent of officers selected for Command were women which exceeded the percentage of women in the available pool by 5 per cent. This year is the first time the Navy has included Charge appointments in the data noting these are influential leadership positions, and they also form the pool from which future Commanding Officers will be selected. This is the first time Charge appointments have been included in the report, however, clear data around the proportion of women in the eligible pool is not available retrospectively. This data will be tracked for future years during the selection process. Additionally, a gender representative is included in every promotion, course and Command/Charge selection panel.

**Table 13: Navy other ranks promotional gateway to Petty Officer, Chief Petty Officer and Warrant Officer (Navy Sergeant, Warrant Officer Class 2 and Warrant Officer Class 1 equivalent), 2014–15 <sup>[1]</sup>**

2014-15	Proportion of Women in Selection Pool			Representation of Women Achieved		
	Total Pool	Women	% Women	Total Appointments	Women	% Women
Petty Officer Promotion Course	314	48	15.3%	210	41	19.5%

**Source:** Director General Navy People.

**Note**

1. Figures are for the Permanent Naval Forces only.

Table 13 shows the proportion of women in the competitive pool for the Petty Officer promotion course (15.3 per cent) and the proportion of women who are attending the course (19.5 per cent). The proportion of women attending the course is almost identical

to the proportion in the competitive pool, indicating that women are well-represented on this promotion course.

## Army

**Figure 10: Percentage of Army officer promotions filled by women and percentage of women in ranks below, 2014–15**

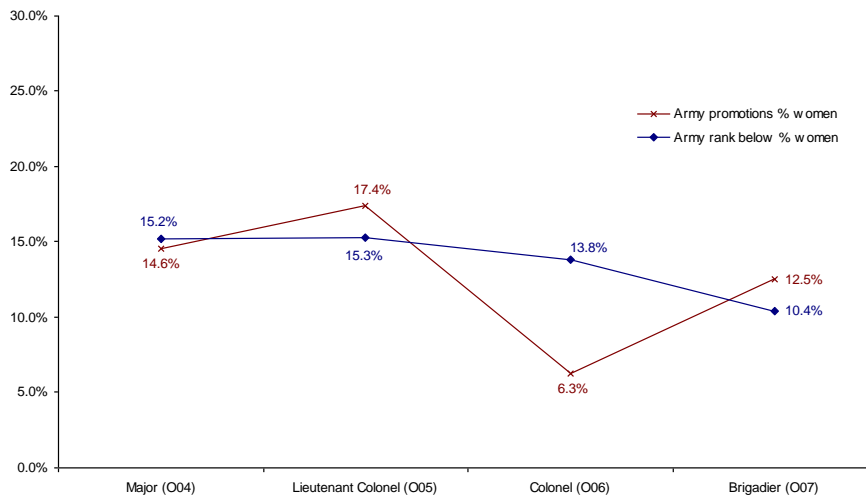


Figure 10 shows the proportion of promotions to the Army officer ranks of Major to Brigadier filled by women during 2014–15. Around one-seventh (14.1 per cent) of all Army officer promotions were filled by women, which is slightly lower than the 2013–14 figure, which was 17.4 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are over- or under-represented in promotions to the next level. For promotions to Major, Lieutenant Colonel, and Brigadier, women are roughly proportionately represented, while promotions to Colonel are filled by a lower proportion of women (6.3 per cent) compared with the proportion of women in the rank below (13.8 per cent).

**Figure 11: Percentage of Army other ranks promotions filled by women and percentage of women in ranks below, 2014–15**

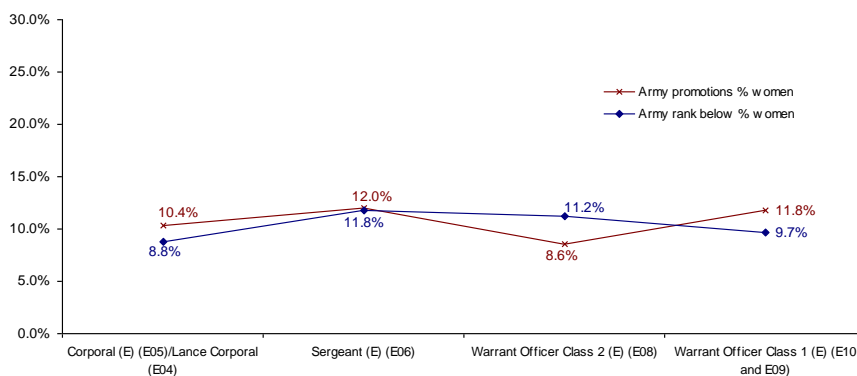


Figure 11 shows the proportion of Army other ranks promotions filled by women during 2014–15. Around one-tenth (10.5 per cent) of all Army other ranks promotions were filled by women, which is very slightly higher than the 2013–14 figure, which was 9.8 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are over- or under-represented in promotions to the next level. Female promotions to

each of the ranks shown are roughly in proportion with the proportion of women at the ranks below, with proportions promoted within 3 per cent of the proportions in the rank below.

**Table 14: Army officer staff college attendance and command appointments, 2014–15<sup>[1][2]</sup>**

2014-15	Proportion of Women in Competitive Pool			Representation of Women Achieved		
	Total (Women and Men)	Women	% Women	Total Places/ Appointments	Women	% Women
Australian Command and Staff College	159	10	6.3%	75	12	16.0%
Centre for Defence and Strategic Studies	31	2	6.5%	11	2	18.2%
Command Appointments	250	20	8.0%	36	6	16.7%

**Source:** Director General Personnel—Army.

**Notes**

1. Figures are for the Australian Regular Army only.
2. Completion of the Centre for Defence and Strategic Studies is normally a prerequisite for promotion to Brigadier on the Command and Leadership Pathway.

Table 14 shows the proportion of women in leadership development opportunities such as staff college and command appointment, which increase eligibility for promotion, and in some cases is a prerequisite.

For ACSC, outcomes shown in 2015 compared to 2014 indicate a decrease in the number of competitive women presenting (down to 10 from 22 in 2014) and an increase in attendance in 2015 (12, up from 7 in 2014). The difference between the proportion of women in the competitive pool (10) and the representation achieved (12) is due to women who were competitive in the pool the previous year, but due to a combination of personal circumstances and service need were selected for attendance at ACSC this year. For CDSS the number of women in the competitive pool and those selected in 2015 remains consistent with 2014 (two women both considered and selected). The number of women competing for unit command decreased from 38 in 2014, while the number of unit command opportunities and women selected for unit command remained consistent with 2014.

**Table 15: Army other ranks promotional gateways to rank of Sergeant, 2014–15<sup>[1][2]</sup>**

2014-15	Proportion of Women in Competitive Pool			Representation of Women Achieved		
	Total (Women and Men)	Women	% Women	Total Places/ Appointments	Women	% Women
Subject 1 for Sergeant	DTR: 522 Panelled: 384	40	10.4%	Panelled: 384	40	10.4%

**Source:** Director General Personnel—Army.

**Notes**

1. Subject 1 for Sergeant is a promotion course that is a prerequisite for promotion to Sergeant for all Army trades. In addition, each trade has one or more additional trade-specific promotion training requirement.
2. Figures are for the Australian Regular Army only.

Table 15 shows the proportion of women panelled for the training course which is a prerequisite for promotion to Sergeant. The competitive pool is inclusive of all Corporals (women and men) in the Army panelled to attend the course due to their time in rank and prerequisite requirements being fulfilled for attendance on the Subject 1 Sergeant Course. Female and male participation is based on merit selection. The Directorate of Soldier Career Management – Army (DSCM-A) does not have target allocations for female participation on subject courses or promotion. There is only minor variance in this area annually. DSCM-A works to achieve the directed training requirement set by Headquarters Forces Command each year; however due to current rank and trade structures this is not always achievable.

Considerations for course selection and promotion are merit-based and gender-neutral enabling all soldiers, including the Army’s most talented soldiers, to balance progressive and rewarding careers through a fair and transparent procedure. In addition, the proportion of women presented to Sergeant Promotion Advisory Committee (PAC) for the most recent career management cycle was 10.5 per cent and it is assessed that this is a highly competitive cohort.

### Air Force

**Figure 12: Percentage of Air Force officer promotions filled by women and percentage of women in ranks below, 2014–15**

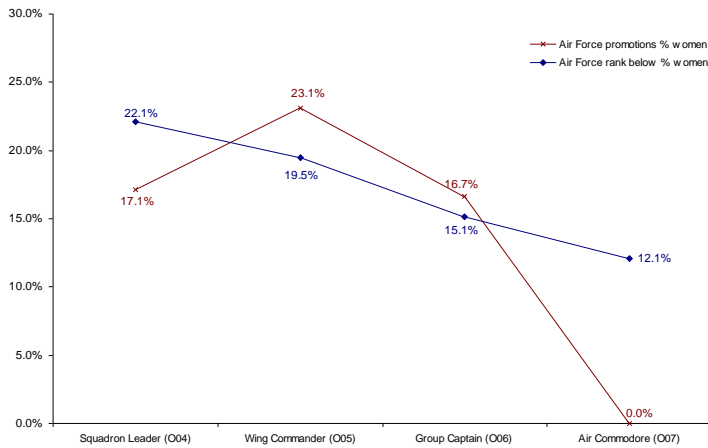


Figure 12 shows the proportion of promotions to the Air Force officer ranks of Squadron Leader to Air Commodore filled by women during 2014–15. Over one-sixth (17.7 per cent) of Air Force officer promotions were filled by women in 2014–15, which is slightly lower than the 2013–14 figure, which was 21.6 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are over- or under-represented in promotions to the next level. Promotions to Group Captain are roughly proportionately filled by women compared to the proportion of women in the rank below. Women are slightly over-represented in promotions to Wing Commander, and under-represented in promotions to Squadron Leader. The proportion of women promoted to Air Commodore was zero; however, there were only six promotions to Air Commodore in total during 2014–15.

**Figure 13: Percentage of Air Force other ranks promotions filled by women and percentage of women in ranks below, 2014–15**

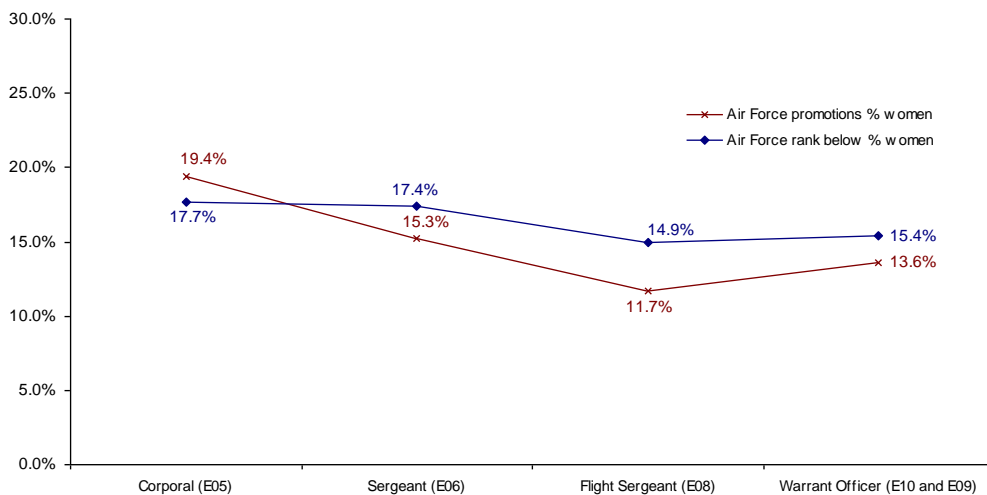


Figure 13 shows the proportion of women who were promoted to Air Force other ranks in 2014–15. Around one-sixth (16.4 per cent) of all Air Force other ranks promotions were filled by women, which is slightly lower than the 2013–14 figure, which was 18.1 per cent. The proportion of women promoted is given context when combined with the proportion of women in the rank below. While not all members in the rank below are eligible for promotion, this provides a point of reference, giving some indication of whether women are over- or under-represented in promotions to the next level. For each of the ranks shown, women are promoted at a rate roughly proportionate to the composition of women in the ranks below.

**Table 16: Air Force officer staff college attendance and command appointments, 2014–15<sup>[6]</sup>**

2014-15	Proportion of Women in Competitive Pool			Representation of Women Achieved		
	Total (Women and Men)	Women	% Women	Total Places/ Appointments	Women	% Women
Command and Staff College Total Pool <sup>[1]</sup>	749	131	17.5%			
Command and Staff College (Applicants/ Placements) <sup>[2]</sup>	108	18	16.7%	43	5	11.6%
Centre for Defence and Strategic Studies (Pool Placements) <sup>[3]</sup>	123	12	9.8%	8	3	37.5%
Command Appointments (WGCDR) (Pool/ Placements) <sup>[4]</sup>	366	65	17.8%	29	4	13.8%
Command Appointments (GPCAPT) (Pool/ Placements) <sup>[5]</sup>	90	14	15.6%	26	1	3.8%

**Source:** Director General Personnel—Air Force.

**Notes**

1. Squadron Leaders with greater than two years of seniority with effect 1 January 2015 who have not completed Command Staff College.
2. Command and Staff College includes applicants who applied for Australian and Overseas colleges.
3. Group Captains who have not completed Centre for Defence and Strategic Studies courses.
4. Wing Commanders less those who have already held an O05 command position (repeat command tours can be an option, although not usual).
5. Group Captains less those who have already held an O06 command position (repeat command tours unlikely).
6. Figures are for the Permanent Air Force only.

Table 16 shows the proportion of women participating in leadership development opportunities such as staff college and command appointment, which increase eligibility for promotion. Successful completion of Command and Staff Course (CSC) (Australian and overseas equivalent) is not a barrier to promotion to Wing Commander or for selection to command. Nevertheless, achievement of this qualification does favourably influence promotion and command selection.

Importantly, the Air Force has been progressively removing unnecessary barriers to promotion since 2007. As such, highly talented officers who may have missed out on selection to attend CSC can still expect to be identified for promotion and command. This is evidenced by the command selections for January 2015, whereupon 29 officers were selected, four of whom were women. Of the 33 selections for command for 2016, seven women have been identified to undertake command in January 2016.

Subsequent promotion to Group Captain is influenced primarily by performance in a command role rather than completion of CSC. The number of women holding Group Captain command roles is still relatively low. Largely, these positions are specialist flying and engineering roles and there is an absence of women in the competitive pool. As initiatives for the recruitment, career management and progression of women mature, it is expected that the competitive pool will increase with a subsequent increase in women holding Group Captain commands.



The promotion figures shown in Figure 12 and Figure 13 give a broader representation of progress. The promotion rates are consistent with those of recent years and are likely to be a product of ongoing enhancement to promotion board processes. Recent attention has also been placed on recognising the importance of alternate career paths and reduced emphasis on the occurrence of career breaks. For the 2015 promotion board, candidates were presented in alphabetical order and independent silent voting was used before the committee deliberation. Women continue to be included as voting members on all promotion boards (since approximately 2003) and an independent member was present for all promotion boards to Warrant Officer, Wing Commander and Group Captain.

### Representation of women on Defence senior decision-making committees

Table 17 shows the gender balance on key Defence decision-making bodies at 30 June 2015.

**Table 17: Gender balance on key Defence decision-making bodies, 30 June 2015<sup>[1][2]</sup>**

Committee	ADF		APS		Non-Defence		Vacant Positions	Headcount	Total	
	Women	Men	Women	Men	Women	Men			% Women	% Men
Secretary and Chief of the Defence Force Advisory Committee (SCAC)	0	6	2	9	0	0	0	17	11.8%	88.2%
Defence Committee (DC)	0	6	2	9	0	0	0	17	11.8%	88.2%
Chiefs of Service Committee (COSC)	1	7	1	2	0	0	0	11	18.2%	81.8%
Defence Capability Committee	0	10	2	8	0	0	0	20	10.0%	90.0%
Defence Civilian Committee	0	1	4	9	0	0	0	14	28.6%	71.4%
Defence Audit and Risk Committee (DARC)	0	1	0	2	1	2	0	6	16.7%	83.3%
Defence Capability and Investment Committee (DCIC)	0	6	1	10	0	0	0	17	5.9%	94.1%
Chief of Navy Senior Advisory Committee (CNSAC)	1	8	1	0	0	0	0	10	20.0%	80.0%
Chief of Army Senior Advisory Committee (CASAC)	1	9	1	0	0	0	0	11	18.2%	81.8%
Chief of Air Force Advisory Committee (CAFAC)	1	12	0	1	0	0	0	14	7.1%	92.9%
Human Resources Development Board (HRDB)	1	4	1	2	0	0	0	8	25.0%	75.0%

**Source:** Senior committee secretariats.

#### Notes

1. Appointment on these boards and committees is determined by position.
2. Figures include permanent members only; invited guests and observers are not included.

**Figure 14: Percentage of women and men on key Defence decision-making bodies, 30 June 2015**

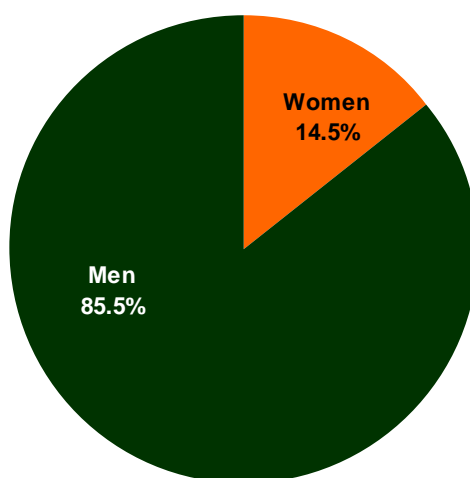


Figure 14 shows the proportions of women and men on key Defence decision-making bodies. There was very little increase in the total proportion of women on these committees, growing from 13.9 per cent at 30 June 2014 to 14.5 per cent at

30 June 2015, which is due to a decrease in the overall number of members, but numbers of women remaining approximately the same. Eight of the committees have the same (or within 2 per cent) proportions of women as in 2013–14, two (Chief of Service Committee and Defence Capability Committee) have had small decreases (6.8 per cent and 5.8 per cent respectively), and the Human Resources Development Board has had a large increase in the proportion of women, mainly due to a reduction in the overall size of the board.

## Women and men retained after parental leave

Table 18 to Table 20 show the numbers and percentages of members retained after taking maternity or parental leave in the 18 months to 30 June 2015. The tables include the numbers of women and men at each rank who took any variant of parental leave (including maternity and adoption leave), and how many of these women and men were still serving with the ADF at 30 June 2015. Women and men not considered to be retained include those who have discharged, and those who transferred from the permanent forces to serve in a Reserve capacity.

**Table 18: Numbers and proportions of Navy members retained after taking paid maternity or parental leave in the 18 months to 30 June 2015<sup>[1]</sup>**

Women				Men			
Rank	Taken Leave	Retained	% Retained	Rank	Taken Leave	Retained	% Retained
Admiral (O10)	-	-	-	Admiral (O10)	-	-	-
Vice Admiral (O09)	-	-	-	Vice Admiral (O09)	-	-	-
Rear Admiral (O08)	-	-	-	Rear Admiral (O08)	-	-	-
Commodore (O07)	-	-	-	Commodore (O07)	-	-	-
Captain (O06)	-	-	-	Captain (O06)	-	-	-
Commander (O05)	-	-	-	Commander (O05)	6	6	100.0%
Lieutenant Commander (O04)	9	9	100.0%	Lieutenant Commander (O04)	27	25	92.6%
Lieutenant (O03)	22	20	90.9%	Lieutenant (O03)	48	42	87.5%
Sub Lieutenant (O02)	-	-	-	Sub Lieutenant (O02)	5	5	100.0%
Acting Sub Lieutenant (O01)	1	1	100.0%	Acting Sub Lieutenant (O01)	-	-	-
Midshipman (O00)	-	-	-	Midshipman (O00)	-	-	-
Warrant Officer (E09)	1	1	100.0%	Warrant Officer (E09)	3	3	100.0%
Chief Petty Officer (E08)	-	-	-	Chief Petty Officer (E08)	23	23	100.0%
Petty Officer (E06)	18	16	88.9%	Petty Officer (E06)	55	48	87.3%
Leading Seaman (E05)	44	35	79.5%	Leading Seaman (E05)	132	114	86.4%
Able Seaman (E03)	53	32	60.4%	Able Seaman (E03)	117	103	88.0%
Seaman (E02)	5	5	100.0%	Seaman (E02)	19	19	100.0%
Seaman* (E01)	2	0	0.0%	Seaman* (E01)	2	2	100.0%
<b>Total</b>	<b>155</b>	<b>119</b>	<b>76.8%</b>	<b>Total</b>	<b>437</b>	<b>390</b>	<b>89.2%</b>

**Source:** Defence HR system.

### Note

1. Leave types include adoption leave paid, forces maternity leave—ADF, paid parental leave—ADF, maternity leave paid and parental leave.

**Table 19: Numbers and proportions of Army members retained after taking paid maternity or parental leave in the 18 months prior to 30 June 2015<sup>[1]</sup>**

Women				Men			
Rank	Taken Leave	Retained	% Retained	Rank	Taken Leave	Retained	% Retained
General (O10)	-	-	-	General (O10)	-	-	-
Lieutenant General (O09)	-	-	-	Lieutenant General (O09)	-	-	-
Major General (O08)	-	-	-	Major General (O08)	-	-	-
Brigadier (O07)	-	-	-	Brigadier (O07)	-	-	-
Colonel (O06)	-	-	-	Colonel (O06)	1	1	100.0%
Lieutenant Colonel (O05)	3	3	100.0%	Lieutenant Colonel (O05)	18	15	83.3%
Major (O04)	21	20	95.2%	Major (O04)	68	61	89.7%
Captain (O03)	28	27	96.4%	Captain (O03)	109	101	92.7%
Lieutenant (O02)	9	9	100.0%	Lieutenant (O02)	35	33	94.3%
Second Lieutenant (O01)	-	-	-	Second Lieutenant (O01)	-	-	-
Officer Cadet (O00)	-	-	-	Officer Cadet (O00)	3	3	100.0%
Warrant Officer Class 1 (E09)	-	-	-	Warrant Officer Class 1 (E09)	6	5	83.3%
Warrant Officer Class 2 (E08)	8	7	87.5%	Warrant Officer Class 2 (E08)	36	33	91.7%
Sergeant (E06)	20	20	100.0%	Sergeant (E06)	163	147	90.2%
Corporal (E05)	54	49	90.7%	Corporal (E05)	266	241	90.6%
Lance Corporal (E04)	8	6	75.0%	Lance Corporal (E04)	104	88	84.6%
Private Proficient (E03)	46	32	69.6%	Private Proficient (E03)	406	314	77.3%
Private (E02)	4	4	100.0%	Private (E02)	48	46	95.8%
Private Trainee (E01)	-	-	-	Private Trainee (E01)	15	15	100.0%
<b>Total</b>	<b>201</b>	<b>177</b>	<b>88.1%</b>	<b>Total</b>	<b>1,278</b>	<b>1,103</b>	<b>86.3%</b>

**Source:** Defence HR system.

### Note

1. Leave types include adoption leave paid, forces maternity leave—ADF, paid parental leave—ADF, maternity leave paid and parental leave.

**Table 20: Numbers and proportions of Air Force members retained after taking paid maternity or parental leave in the 18 months prior to 30 June 2015<sup>[1]</sup>**

Women				Men			
Rank	Taken Leave	Retained	% Retained	Rank	Taken Leave	Retained	% Retained
Air Chief Marshal (O10)	-	-	-	Air Chief Marshal (O10)	-	-	-
Air Marshal (O09)	-	-	-	Air Marshal (O09)	-	-	-
Air Vice-Marshal (O08)	-	-	-	Air Vice-Marshal (O08)	-	-	-
Air Commodore (O07)	-	-	-	Air Commodore (O07)	1	1	100.0%
Group Captain (O06)	-	-	-	Group Captain (O06)	1	1	100.0%
Wing Commander (O05)	1	1	100.0%	Wing Commander (O05)	8	8	100.0%
Squadron Leader (O04)	10	10	100.0%	Squadron Leader (O04)	46	41	89.1%
Flight Lieutenant (O03)	28	27	96.4%	Flight Lieutenant (O03)	98	93	94.9%
Flying Officer (O02)	7	7	100.0%	Flying Officer (O02)	17	16	94.1%
Pilot Officer (O01)	1	1	100.0%	Pilot Officer (O01)	3	3	100.0%
Officer Cadet (O00)	1	1	100.0%	Officer Cadet (O00)	4	2	50.0%
Non-Commissioned Officer Cadet (E51)	-	-	-	Non-Commissioned Officer Cadet (E51)	3	3	100.0%
Warrant Officer (E09)	2	2	100.0%	Warrant Officer (E09)	6	6	100.0%
Flight Sergeant (E08)	3	3	100.0%	Flight Sergeant (E08)	8	8	100.0%
Sergeant (E06)	20	19	95.0%	Sergeant (E06)	83	74	89.2%
Corporal (E05)	43	37	86.0%	Corporal (E05)	176	160	90.9%
Leading Aircraftman/Woman (E03)	60	58	96.7%	Leading Aircraftman/Woman (E03)	136	123	90.4%
Aircraftman/Woman (E02)	5	4	80.0%	Aircraftman/Woman (E02)	12	11	91.7%
Aircraftman/Woman Trainee (E01)	2	2	100.0%	Aircraftman/Woman Trainee (E01)	6	6	100.0%
<b>Total</b>	<b>183</b>	<b>172</b>	<b>94.0%</b>	<b>Total</b>	<b>608</b>	<b>556</b>	<b>91.4%</b>

**Source:** Defence HR system.

**Note**

1. Leave types include adoption leave paid, forces maternity leave—ADF, paid parental leave—ADF, maternity leave paid and parental leave.

**Figure 15: Percentages of women and men retained after taking paid maternity or parental leave in the 18 months prior to 30 June 2015**

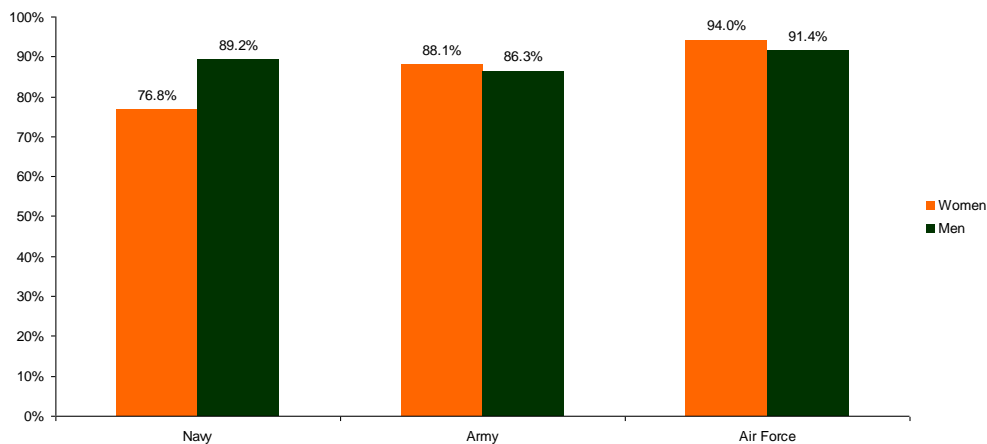


Figure 15 shows the proportions of women and men in each Service who continued to serve in Defence after a period of maternity or parental leave. Most women and men continued working for Defence in a permanent capacity in the 18 months after they take maternity or paternity leave. These retention rates are comparable with retention rates which would be expected given the Service’s separation rates for women and men over an 18-month period, with the exception of Navy women. The rate at which members are retained after such leave is lower for Navy women, driven mostly by lower rates at the Able Seaman and Leading Seaman ranks. This may reflect the unique challenge faced by Navy members in balancing primary care or other responsibilities with a seagoing commitment which is higher for those in the junior ranks. Compared to 2013-14, these rates are quite similar, with the biggest change being for Air Force women, rising slightly from 89.6 per cent to 94.0 per cent.

**Career breaks**

Table 21 to Table 23 show the number of women and men at each rank who have returned from a career break in 2014–15. Such a break has been defined as a continuous period of annual leave, leave without pay, or long service leave of three months or longer, followed by three months of active duty. Those who took leave but then discharged are not included; only those retained in the ADF for at least three months after their return from leave are considered to have been on a career break.

**Table 21: Navy members retained after taking a career break of three months or more, 2014–15**<sup>[1][2][3][4]</sup>

Rank	Number and Proportion of Women and Men Taking Career Breaks at each Rank (Retained only)				Total
	Women	%	Men	%	
Admiral (O10)	-	-	-	-	-
Vice Admiral (O09)	-	-	-	-	-
Rear Admiral (O08)	-	-	-	-	-
Commodore (O07)	-	-	-	-	-
Captain (O06)	-	-	-	-	-
Commander (O05)	0	0.0%	8	100.0%	8
Lieutenant Commander (O04)	6	42.9%	8	57.1%	14
Lieutenant (O03)	6	85.7%	1	14.3%	7
Sub Lieutenant (O02)	0	0.0%	2	100.0%	2
Acting Sub Lieutenant (O01)	2	100.0%	0	0.0%	2
Midshipman (O00)	0	0.0%	1	100.0%	1
Warrant Officer (E09)	0	0.0%	2	100.0%	2
Chief Petty Officer (E08)	0	0.0%	11	100.0%	11
Petty Officer (E06)	3	30.0%	7	70.0%	10
Leading Seaman (E05)	0	0.0%	7	100.0%	7
Able Seaman (E03)	4	40.0%	6	60.0%	10
Seaman (E02)	0	0.0%	3	100.0%	3
Seaman * (E01)	-	-	-	-	-
Recruit (E00)	-	-	-	-	-
<b>Total</b>	<b>21</b>	<b>27.3%</b>	<b>56</b>	<b>72.7%</b>	<b>77</b>

**Source:** Defence HR system.

**Notes**

1. Figures include members who took a continuous period of leave for three months or longer, and who remained in the Service for at least three months after returning from leave.
2. Leave types include long service leave, forces annual leave and leave without pay.
3. Figures exclude members who took a leave break but were subsequently discharged.
4. Figures exclude members who took any form of paid maternity or parental leave in the 18 months before the first date of leave.

**Table 22: Army members retained after taking a career break of three months or more, 2014–15**<sup>[1][2][3][4]</sup>

Rank	Number and Proportion of Women and Men Taking Career Breaks at each Rank (Retained only)				Total
	Women	%	Men	%	
General (O10)	-	-	-	-	-
Lieutenant General (O09)	-	-	-	-	-
Major General (O08)	-	-	-	-	-
Brigadier (O07)	-	-	-	-	-
Colonel (O06)	0	0.0%	8	100.0%	8
Lieutenant Colonel (O05)	3	10.0%	27	90.0%	30
Major (O04)	9	12.2%	65	87.8%	74
Captain (O03)	15	28.3%	38	71.7%	53
Lieutenant (O02)	8	88.9%	1	11.1%	9
Officer Cadet (O00)	-	-	-	-	-
Warrant Officer Class 1 (E09)	1	7.1%	13	92.9%	14
Warrant Officer Class 2 (E08)	0	0.0%	30	100.0%	30
Sergeant (E06)	2	6.3%	30	93.8%	32
Corporal (E05)	18	36.0%	32	64.0%	50
Lance Corporal (E04)	6	40.0%	9	60.0%	15
Private Proficient (E03)	2	5.7%	33	94.3%	35
Private (E02)	-	-	-	-	-
Private Trainee (E01)	-	-	-	-	-
Recruit (E00)	-	-	-	-	-
<b>Total</b>	<b>64</b>	<b>18.3%</b>	<b>286</b>	<b>81.7%</b>	<b>350</b>

**Source:** Defence HR system

**Notes**

1. Figures include members who took a continuous period of leave for three months or longer and who remained in the Service for at least three months after returning from leave.
2. Leave types include long service leave, forces annual leave and leave without pay.
3. Figures exclude members who took a leave break but were subsequently discharged.
4. Figures exclude members who took any form of paid maternity or parental leave in the 18 months before the first date of leave.

**Table 23: Air Force members retained after taking a career break of three months or more, 2014–15**<sup>[1][2][3][4]</sup>

Rank	Number and Proportion of Women and Men Taking Career Breaks at each Rank (Retained only)				
	Women	%	Men	%	Total
Air Chief Marshal (O10)	-	-	-	-	-
Air Marshal (O09)	-	-	-	-	-
Air Vice-Marshal (O08)	-	-	-	-	-
Air Commodore (O07)	-	-	-	-	-
Group Captain (O06)	3	1	0	0	3
Wing Commander (O05)	-	-	-	-	-
Squadron Leader (O04)	3	33.3%	6	66.7%	9
Flight Lieutenant (O03)	5	55.6%	4	44.4%	9
Flying Officer (O02)	2	100.0%	0	0.0%	2
Officer Cadet (O00)	0	0	1	1	1
Warrant Officer (E09)	1	14.3%	6	85.7%	7
Flight Sergeant (E08)	4	57.1%	3	42.9%	7
Sergeant (E06)	6	42.9%	8	57.1%	14
Corporal (E05)	6	22.2%	21	77.8%	27
Leading Aircraftman/Woman (E03)	3	15.0%	17	85.0%	20
Aircraftman/Woman (E02)	1	0.5	1	0.5	2
Aircraftman/Woman Trainee (E01)	-	-	-	-	-
Aircraftman/Woman Recruit (E00)	-	-	-	-	-
<b>Total</b>	<b>34</b>	<b>33.7%</b>	<b>67</b>	<b>66.3%</b>	<b>101</b>

**Source:** Defence HR system.

**Notes**

- 1 Figures include members who took a continuous period of leave for three months or longer; and who remained in the Service for at least three months after returning from leave.
2. Leave types include long service leave, forces annual leave and leave without pay.
3. Figures exclude members who took a leave break but were subsequently discharged.
4. Figures exclude members who took any form of paid maternity or parental leave in the 18 months before the first date of leave.

**Figure 16: Percentage of career breaks taken by women and men, by Service, 2014–15**

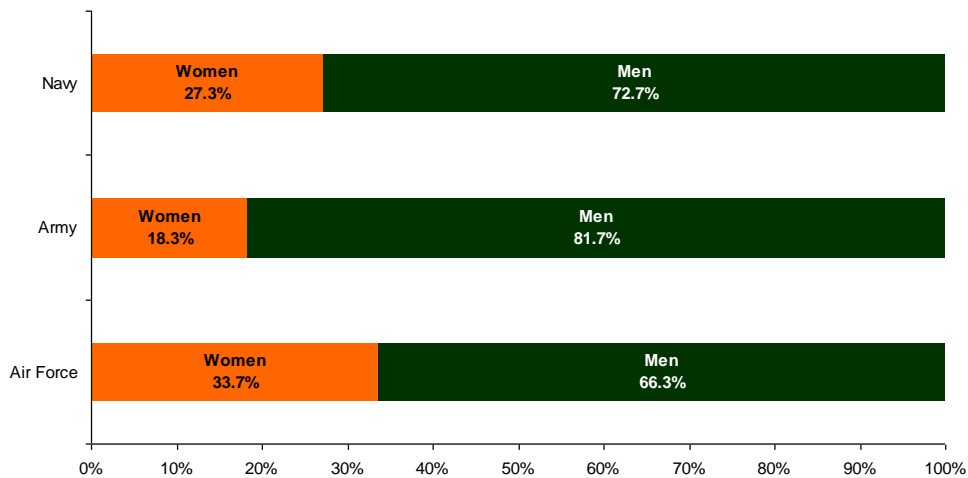


Figure 16 charts the proportion of career breaks taken by women and men by Service. In each Service, the proportion of career breaks taken by women is higher than the proportion of women in each Service (Navy 18.8 per cent, Army 12.1 per cent, Air Force 18.6 per cent). As might be expected, members at very junior and very senior ranks are less likely to take career breaks. Compared with figures for 2013–14, there was a small reduction in the number of Navy and Air Force members taking career breaks.

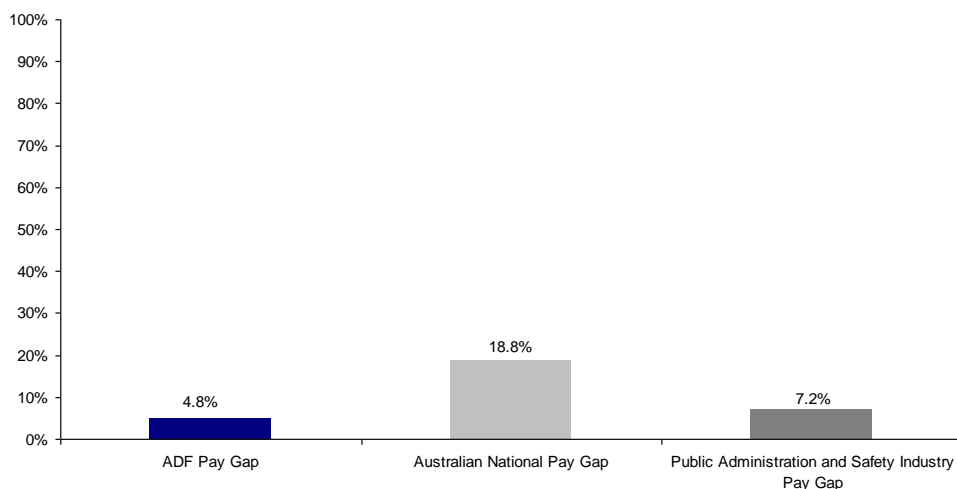
## Gender pay audit

A key indicator of gender equity in Australia, in various industries, and in each organisation is gender pay equity as measured by the gender pay gap. The gap is the percentage difference between women's average salary and men's average salary. This metric is of interest at the national level and is one of the gender equity indicators that private companies in Australia must report in accordance with the *Workplace Gender Equality Act 2012*. While Defence is not compelled to report under that Act, a gender pay gap analysis is a useful indicator in assessing gender equity.

Pay equity is achieved when women and men receive equal pay for work of equal or comparable value; meaning that women and men performing the same role at the same performance standard are paid the same amount<sup>4</sup>. Under Defence's remuneration system, men and women are paid the same in the same circumstances. A gender pay gap does not necessarily indicate gender bias or an undervaluation of traditionally female roles, but can reflect legitimate differences in pay due to different work undertaken. These differences are influenced by structural contributors such as women occupying less well-remunerated occupations and ranks, which Defence is continuing to address through the implementation of the Review in to the Treatment of Women in the ADF Phase 2 report's recommendations and Pathway to Change.

This section presents outcomes of a gender pay audit, which includes an analysis of the overall Defence gender pay gap, which is guided by how private companies examine gender pay gaps to satisfy the Workplace Gender Equality Agency reporting requirements. Gender pay gaps have also been calculated for each rank in each Service.

**Figure 17: ADF gender pay gap, Australian national pay gap, and public administration and safety industry pay gap**



**Source:** ADF pay - Defence HR system. Australian and industry pay - ABS (2015), Average weekly earnings, Australia, November 2014, cat. no 6302.0.

Figure 17 shows the ADF gender pay gap alongside the Australian national pay gap, and the pay gap that exists in the industry most relevant to Defence; public administration and safety. The gender pay gap is the difference between the average male salary and the average female salary, expressed as a proportion of the average male salary. The average ADF woman is paid 4.8 per cent less than the average ADF man. This is an improvement on the 2013–14 ADF gender pay gap of 5.3 per cent, particularly in the context of the national pay gap increasing from 17.1 per cent to 18.8 per cent. The ADF gender pay gap is contributed to by ADF women being disproportionately represented in lower ranks and in occupational groups that are in the lower pay grades. The gap is also influenced by women's lower average length of service, and their lower average seniority

<sup>4</sup> Workforce Gender Equality Agency website - <https://wgea.gov.au/lead/addressing-pay-equity>.

at rank. Defence is addressing each of these factors by increasing overall female participation and by facilitating longer careers for women by providing adequate support, for example, by supporting flexible work and flexible career pathways.

Table 24 shows the outcome of the gender pay audit by rank for the ADF workforce at 30 June 2015.

**Table 24: Gender pay gap in ADF—comparisons of average actual salary, by Service and rank, 30 June 2015** <sup>[1][2][3][4][5]</sup>

Navy Officers		Army Officers		Air Force Officers	
Rank	% Salary Difference	Rank	% Salary Difference	Rank	% Salary Difference
Rear Admiral (O08)	-20.42%	Major General (O08)	3.04%	Air Commodore (O07)	-8.30%
Commodore (O07)	-6.46%	Brigadier (O07)	0.27%	Group Captain (O06)	5.93%
Captain (O06)	-0.50%	Colonel (O06)	-0.56%	Wing Commander (O05)	1.65%
Commander (O05)	1.84%	Lieutenant Colonel (O05)	0.23%	Squadron Leader (O04)	6.16%
Lieutenant Commander (O04)	3.90%	Major (O04)	1.37%	Flight Lieutenant (O03)	9.12%
Lieutenant (O03)	4.00%	Captain (O03)	2.54%	Flying Officer (O02)	2.77%
Sub Lieutenant (O02)	1.35%	Lieutenant (O02)	3.71%	Pilot Officer (O01)	5.02%
Acting Sub Lieutenant (O01)	0.40%	Officer Cadet (O00)	1.76%	Officer Cadet (O00)	1.35%
Midshipman (O00)	3.37%				

Navy Other Ranks		Army Other Ranks		Air Force Other Ranks	
Rank	% Salary Difference	Rank	% Salary Difference	Rank	% Salary Difference
Warrant Officer (E09)	2.92%	Warrant Officer Class 1 (E09)	4.68%	Warrant Officer (E09)	5.96%
Chief Petty Officer (E08)	4.82%	Warrant Officer Class 2 (E08)	4.91%	Flight Sergeant (E08)	6.15%
Petty Officer (E06)	5.04%	Sergeant (E06)	4.68%	Sergeant (E06)	5.33%
Leading Seaman (E05)	4.19%	Corporal (E05)	5.07%	Non-Commissioned Officer Cadet (E51)	0.00%
Able Seaman (E03)	3.19%	Lance Corporal (E04)	4.04%	Corporal (E05)	7.15%
Seaman (E02)	1.75%	Private Proficient (E03)	4.86%	Leading Aircraftman/Woman (E03)	4.45%
Seaman* (E01)	0.52%	Private (E02)	-0.81%	Aircraftman/Woman (E02)	1.56%
Recruit (E00)	0.00%	Private Trainee (E01)	0.45%	Aircraftman/Woman Trainee (E01)	1.46%
		Recruit (E00)	0.00%	Aircraftman/Woman Recruit (E00)	0.00%

**Source:** Defence HR system.

**Notes**

1. Positive numbers indicate that average salary is higher for men; negative numbers indicate that average salary is higher for women.
2. Based on average actual salaries.
3. Excludes allowances.
4. Based on permanent and continuous full-time service ADF members.
5. Calculated from the average salary of men at rank, minus the average salary of women at rank. The difference is expressed as a percentage of the average salary of men at rank.

**Figure 18: Average gender pay gap at each officer rank, by Service, 30 June 2015**

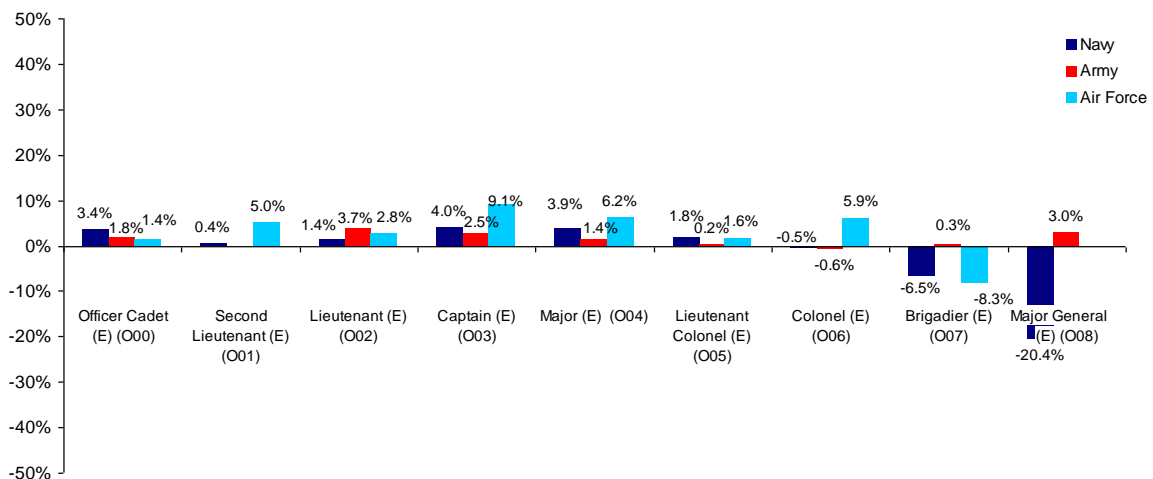


Figure 18 shows the percentage difference between the average salaries of male and female officers in each Service. The largest differences are in women’s favour, at Navy’s Commodore and Rear Admiral ranks (equivalent to Brigadier and Major General respectively). Differences at these levels should be interpreted with caution, due to the small numbers of women in the star ranks. Women’s representation in specialist roles, such as medical, accounts for the higher average salary at O07 and O08 ranks. The smaller, but more consistent differences are in men’s favour at less senior officer ranks. Most of the differences are less than five percent and reflect women’s lower



representation in the most highly remunerated occupation groups. The Army's gender pay gap tends to be lower at most officer ranks, as Army officers' pay grades are based more on rank than occupation.

**Figure 19: Average gender pay gap at each other rank, by Service, 30 June 2015**

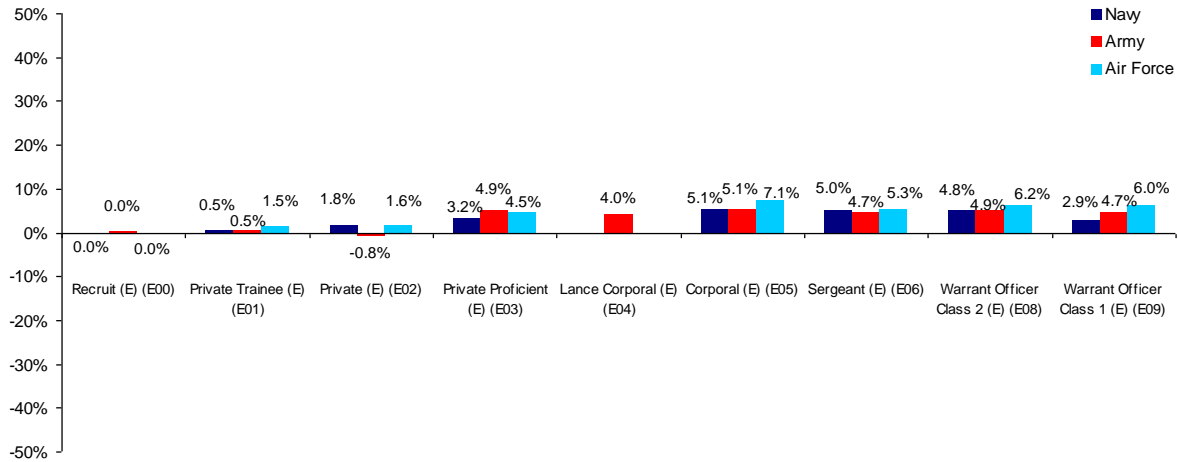


Figure 19 shows the percentage difference between the average salaries of female and male ADF members at the other ranks at the end of 2014–15. There were small gender pay gaps: average male salaries were slightly higher than average female salaries. There was no difference in men's and women's pay among Recruits, and a very small gap for the junior ranks. Small gaps begin to appear in the more senior NCO ranks, as differences in occupations and seniority levels begin to affect pay averages.

There are several possible contributing factors to consider in interpreting some small pay gaps in Defence. Defence recognises that gender bias and gender-based undervaluation can cause a gender pay gap. This was noted in Ian Watson's analysis<sup>5</sup> which found that between 65 per cent and 90 per cent of the gender pay gap among Australian managers could not be explained by any legitimate variable, and that a major part of the earnings gap is 'simply due to women managers being female'. Other research<sup>6</sup> suggests that men's concentration in higher-paid occupations is due to higher work value being ascribed to those occupations simply because they are occupied by men. In fact, as more women enter an occupation, the average salary decreases.

Defence is aware of the potential for these biases and historical gender-based undervaluation and therefore has a robust process to ensure that pay is determined fairly and equitably. The ADF determines work value and subsequent remuneration proposals based primarily on capability delivery. Where there is a direct or similar civilian (non-military) occupation, market relativities may contribute to remuneration determinations. One example of this is in Defence's technical trades, where there are measurable market influences and relativity for trades such as vehicle mechanics. In contrast, many trades do not have a market equal, such as those found in the Army's combat arms (e.g. an Infantry Sergeant or Tank Commander). Such trades must be grown from within the ADF. In this context, direct contributors to ADF capability (military combat outputs) may be ascribed a higher work value.

The process of ascribing pay grades to trades is most often initiated by the industrial relations cells of the individual Services. Proposals are then developed and proofed through a Defence committee process, and an endorsed proposal is submitted to the independent Defence Force Remuneration Tribunal. The tribunal makes a determination

<sup>5</sup> Watson, I. (2010). *Decomposing the Gender Pay Gap in the Australian Managerial Labour Market*, Australian Journal of Labour Economics, 13(1).

<sup>6</sup> Olsen, W., & Walby, S. (2004) *Modelling gender pay gaps* Working Paper Series No. 17, Equal Opportunities Commission, Manchester.

on the Defence salary and/or salary-related allowance. This process provides several points at which trade pay grade considerations can be reviewed for fairness and equity.

Because these processes reduce the likelihood of gender bias or discrimination, it is likely that the small gender pay gaps in Defence are due to more structural issues such as women being concentrated in less highly remunerated occupations, and men being represented more among higher ranks, and often having greater seniority. Defence recognises these issues and has a multifaceted strategy to address them through the implementation of the Review into the Treatment of Women in the ADF Phase 2 report's recommendations. To increase the proportion of women in non-traditional roles, Defence has enhanced recruiting targets, has established tailored mentoring and networking support for women in these roles, and is removing gender restrictions on combat roles. To increase the proportion of women in more senior ranks, the organisation aims to ensure that women are well-represented in promotional gateways, further education and leadership development programs.

## Separation rates

**Table 25: ADF permanent force 12-month rolling separation rates by gender and rank group, 30 June 2015<sup>[1][2]</sup>**

2014-15	Women	Δ	Men	Δ	Total	Δ
<b>Navy</b>						
Officers	7.4%	2.8%	6.3%	1.1%	6.5%	1.4%
Other Ranks	9.9%	-1.0%	8.0%	-1.1%	8.4%	-1.0%
<b>Total Navy</b>	<b>9.3%</b>	<b>0.0%</b>	<b>7.6%</b>	<b>-0.6%</b>	<b>7.9%</b>	<b>-0.5%</b>
<b>Army</b>						
Officers	7.8%	1.0%	7.3%	0.2%	7.4%	0.3%
Other Ranks	12.9%	0.5%	12.3%	-1.7%	12.4%	-1.5%
<b>Total Army</b>	<b>11.4%</b>	<b>0.7%</b>	<b>11.3%</b>	<b>-1.3%</b>	<b>11.3%</b>	<b>-1.1%</b>
<b>Air Force</b>						
Officers	4.5%	1.3%	5.3%	1.3%	5.1%	1.2%
Other Ranks	6.2%	-0.1%	5.9%	-0.5%	6.0%	-0.4%
<b>Total Air Force</b>	<b>5.6%</b>	<b>0.5%</b>	<b>5.7%</b>	<b>0.1%</b>	<b>5.7%</b>	<b>0.2%</b>
<b>ADF</b>						
Officers	6.5%	1.6%	6.4%	0.7%	6.4%	0.9%
Other Ranks	10.2%	-0.1%	10.0%	-1.3%	10.0%	-1.2%
<b>Total ADF</b>	<b>9.0%</b>	<b>0.4%</b>	<b>9.1%</b>	<b>-0.8%</b>	<b>9.1%</b>	<b>-0.6%</b>

**Source:** Defence HR system.

### Note

1. Separation rates are based on the total permanent force; including both the trained and the training force.
2. Delta (Δ) columns indicate the differences in separation rates between 2014-15 and 2013-14.

**Figure 20: ADF permanent force 12-month rolling separation rate, by Service, rank group and gender, 30 June 2015**

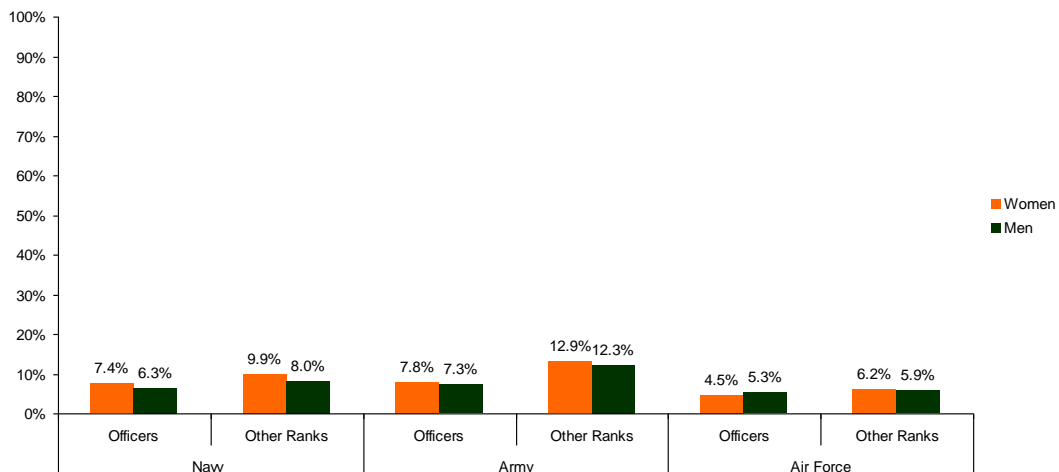


Figure 20 shows the 12-month rolling separation rate for permanent ADF women and men by each Service and by rank group. For all ranks combined in the ADF overall, the separation rates for women and men are nearly identical, at 9.0 and 9.1 per cent respectively. There are small differences between rank groups and between Services. Generally, the separation rate for officers in each Service is lower than for other ranks in that Service. While there are not large gender differences in separation rates, female separation rates are slightly higher than male separation rates for both rank groups in Navy and Army, and for other ranks in Air Force.

In 2013–14, ADF women had a lower separation rate (8.6 per cent) than ADF men (9.9 per cent). This gap has narrowed over 2014–15. The changes which have most contributed to this gap narrowing include the female separation rate for Navy officers rising from 4.6 per cent to 7.4 per cent, and the male separation rate for Army other ranks falling from 14.0 per cent to 12.3 per cent.

## ***Women's experience***

### **Attitudes and perceptions**

The experiences of women as they join and work in Defence help to form their perceptions and attitudes, which then affect their decision to remain in the ADF, and their degree of engagement with the organisation. This section explores women's perceptions of and attitudes towards work-related issues compared with those of men. In particular, some items selected are 'outcome measures', which have been determined to be the most representative of people's experience of an organisation, and the most salient when they are deciding whether they want to continue in Defence. Survey responses for 2014–15 are disaggregated by Service and gender, and are compared to survey responses for 2013–14.

**Table 26: YourSay surveys (August 2014 and February 2015)—responses on ADF women’s and men’s experiences** <sup>[1][2][3][4][5][6]</sup>

YourSay Survey	Navy		Army		Air Force		Total ADF	
	Women	Men	Women	Men	Women	Men	Women	Men
Percentage Agree/ Strongly Agree								
My job gives me a feeling of personal accomplishment	68.4%	69.7%	70.3%	69.0%	69.6%	68.9%	69.5%	69.1%
My job gives me opportunities to utilise my skills and training	67.4%	69.0%	71.0%	72.5%	71.9%	71.2%	70.3%	71.2%
I am satisfied with the recognition I receive for doing a good job	50.3%	46.8%	53.7%	48.6%	54.7%	47.3%	53.0%	47.7%
The people in my work group are honest, open and transparent in their dealings	66.1%	70.3%	61.5%	65.9%	58.4%	73.1%	61.7%	69.3%
My supervisor encourages me	77.5%	75.9%	69.9%	74.5%	72.5%	75.3%	73.0%	75.1%
I have a good supervisor	76.6%	79.9%	70.5%	77.1%	▼71.7%	78.0%	72.7%	78.1%
Communication between Defence senior leaders and other employees is effective	41.8%	36.6%	42.1%	37.7%	43.6%	41.9%	42.5%	38.7%
My workplace provides access to effective learning and development opportunities	65.2%	64.2%	62.0%	61.3%	62.6%	61.2%	63.1%	62.0%
Employees in the Navy/Army/Air Force/Department of Defence feel they are valued for their contribution	38.1%	37.2%	42.3%	44.1%	44.9%	45.4%	42.0%	42.7%
When someone praises the accomplishments of the Navy/Army/Air Force/ Department of Defence, it feels like a personal compliment to me	47.6%	43.8%	44.6%	40.5%	39.7%	42.7%	43.8%	42.1%
I am actively looking at leaving Defence/ (Service)	24.1%	26.9%	21.4%	25.2%	14.0%	17.4%	19.6%	23.2%
I like the job I do in my current position	64.3%	66.5%	67.4%	66.4%	68.4%	66.0%	66.9%	66.3%
Overall, I am satisfied with my job	65.0%	63.4%	63.6%	64.7%	68.1%	66.0%	65.6%	64.8%
I am proud to tell others that I am a member of Defence	84.8%	79.5%	85.4%	82.8%	88.5%	83.8%	86.3%	82.3%
I feel a strong sense of belonging to Defence	67.1%	66.2%	72.8%	70.0%	70.1%	69.1%	70.2%	68.7%
How would you rate your current individual level of morale? (% high/very high)	39.6%	40.3%	41.6%	42.0%	44.3%	42.7%	41.9%	41.8%
I could easily find employment outside of Defence	57.3%	67.4%	60.7%	60.3%	52.3%	55.2%	56.8%	60.6%
I believe Defence will benefit from Pathway to Change	58.4%	▲53.7%	36.5%	▲30.8%	▲67.2%	▲56.6%	▲53.6%	▲44.7%
I have seen evidence of Pathway to Change being used in Defence	50.3%	▲49.1%	38.2%	▲35.9%	▲63.7%	▲60.4%	▲50.7%	▲46.9%
I have seen evidence of Pathway to Change being used in my work area	47.5%	▲45.6%	31.3%	▲31.1%	▲53.3%	▲52.4%	▲43.7%	▲41.5%

**Source:** YourSay surveys, August 2014 and February 2015.

**Notes**

1. Data includes responses from ADF personnel.
2. Cells highlighted in green indicate that 2014–15 responses were significantly more positive than for 2013–14.
3. Cells highlighted in orange indicate that the 2014–15 responses were significantly less positive than for 2013–14.
4. An upward-pointing arrow indicates that responses were significantly higher in 2014–15 compared with 2013–14 (but may be positive or negative depending on the question wording).
5. A downward-pointing arrow indicates that responses were significantly lower in 2014–15 compared with 2013–14 (but may be positive or negative depending on the question wording).
6. Differences are based on statistical significance ( $p < .05$ ) and measure of association (*Cramer's V* > 0.1).

**Figure 21: Percentages of ADF women and men agreeing or strongly agreeing with *YourSay* items about job satisfaction, 2014–15**

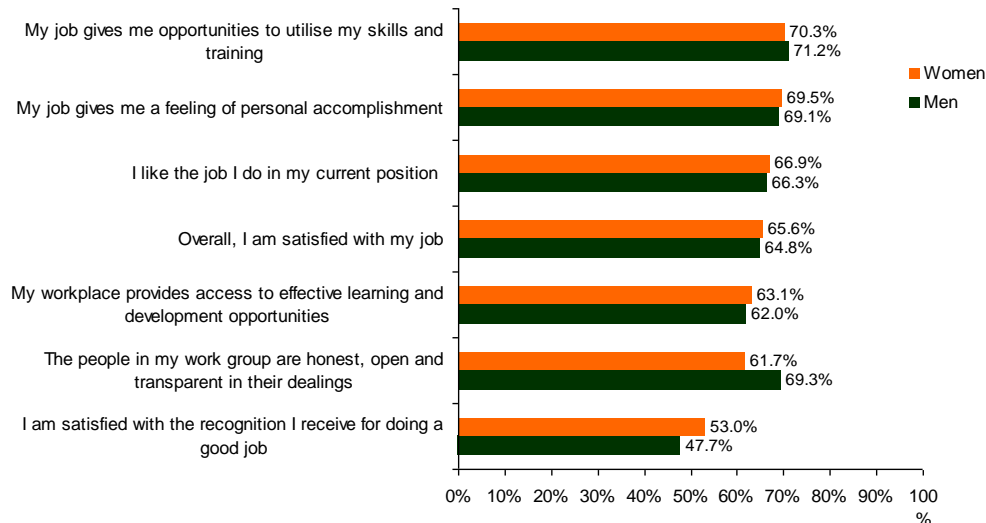
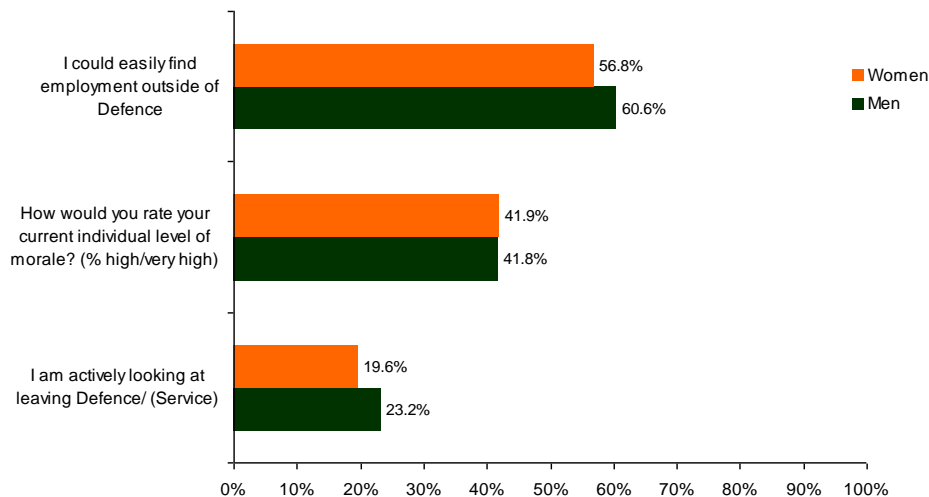


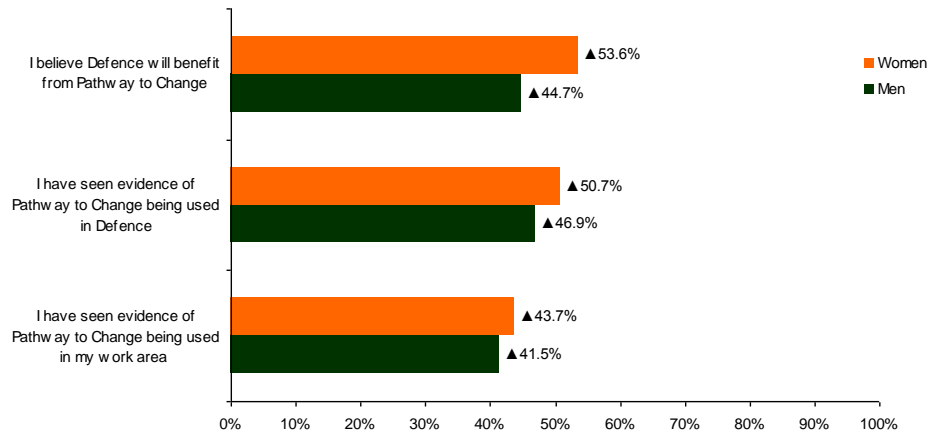
Figure 21 charts the responses of women and men in the ADF to questions about their satisfaction with their jobs, or aspects of their jobs. Overall, the responses were positive: over half of respondents were satisfied with most of the aspects covered. The job aspect which people were least satisfied with was recognition; although women were more positive than men about it. The other item with notable gender differences was regarding honesty, openness and transparency of colleagues. Men were more positive than women in rating their colleagues, particularly in the Air Force. There were no marked differences between attitudes surveyed in 2014–15 compared with 2013–14 for these items.

**Figure 22: Percentages of ADF women and men agreeing or strongly agreeing with *YourSay* items about morale and intention to leave, 2014–15**



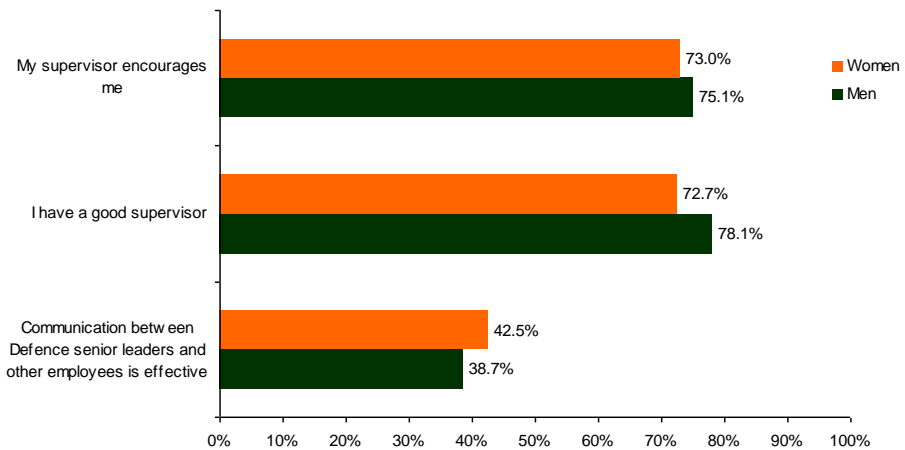
Outcome measures such as morale and intention to leave are key indicators of members’ experiences in the ADF (Figure 22). In 2014–15, over half of women and men were confident in their ability to find work outside Defence, although Navy men were more confident than Navy women, which was also the case in 2013–14. While only two-fifths of ADF members reported high or very high morale, a further 35 per cent described their morale as ‘moderate’, rather than low or very low. The gender difference in actively seeking to leave narrowed in the past year, which was also reflected in the narrowing separation rates between women and men in this time period. However, overall women’s and men’s responses to these items were not markedly different to those in 2013–14.

**Figure 23: Percentages of ADF women and men agreeing or strongly agreeing with *YourSay* items about Pathway to Change, 2014–15**



Increasing proportions of women and men in the ADF saw how Pathway to Change will benefit Defence, and more members saw tangible evidence in their work areas and throughout the organisation (Figure 23). While only just over half of women (53.6 per cent) and under half of ADF men (44.7 per cent) believed cultural reform will be beneficial, this is a significant change from 2013–14 as indicated by the upwards arrows, where only 46.3 per cent of women and 38.8 per cent of men felt this way. Women in each Service were generally more positive regarding cultural reform than their male peers; however, this gap narrowed compared with 2013–14. Pathway to Change is complemented by enduring Service-specific culture programs, which have made meaningful change and have facilitated adoption of Pathway to Change reform.

**Figure 24: Percentages of ADF women and men agreeing or strongly agreeing with *YourSay* items about leadership, 2014–15**



Most ADF members were quite positive about their supervisors with around three-quarters of women and men indicating that they had a good supervisor, and around the same proportion agreeing that their supervisor encouraged them (Figure 24). Men were somewhat more positive about their supervisors than women, particularly in the Army and Air Force; Air Force women were less positive about their supervisor in 2014–15 than they were in the 2013–14.

Perceptions about communication between senior leaders and other employees were less positive where around two-fifths of women and men agreed or strongly agreed that it was effective. Further analysis indicates that most of the remainder did not disagree with this statement. As was the case in 2013–14, over 30 per cent of women and men responded neutrally to this item, indicating that they did not necessarily perceive communication to be

ineffective, but rather they did not have a strong opinion on this item, or that they observed both effective and ineffective communication from different sources over the year.

**Figure 25: Percentages of ADF women and men agreeing or strongly agreeing with *YourSay* items about identification with Defence, 2014–15**

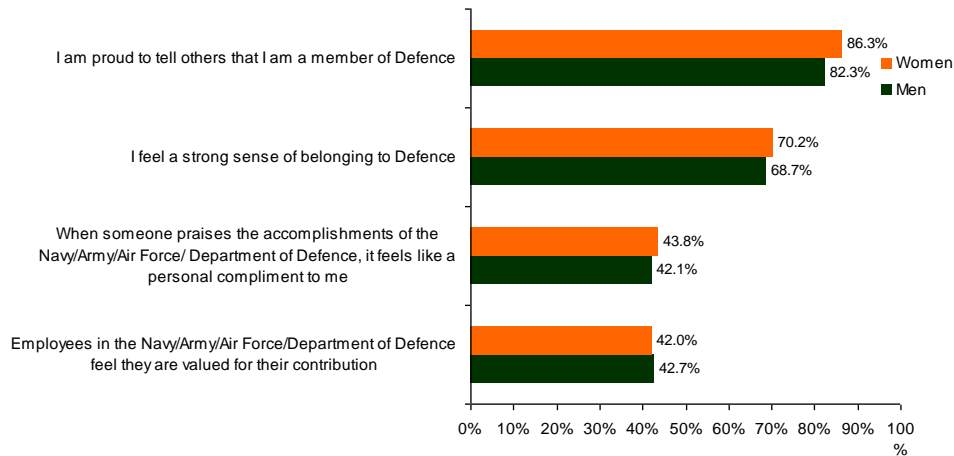


Figure 25 shows the extent to which women and men felt that they were a part of Defence, a concept known as affective commitment, which has been found to be very important in people’s engagement in their jobs. Similar to the previous year, attitudes to items in this group ranged quite widely, with a high level of belonging and pride in being a member of the ADF, but less positive attitudes towards praise and feeling valued. Further analysis shows that the praise and feeling valued items had quite a high proportion (approximately one-third) of respondents give ‘neutral’ responses, indicating that most people simply did not feel strongly about these questions, rather than having negative feelings. Responses for women and men were quite similar for these items, with one exception being that women in the Navy expressed greater pride in telling others that they were a Defence member than their male peers, although both women and men had very positive responses for this item. Responses to these items have not changed markedly from 2013–14 responses.



**Table 27: 2014 YourSay Leaving Defence Survey—top 10 reasons for ADF members leaving <sup>[1]</sup>**

Rank	Total ADF	Women	Men
1	To make a career change while still young enough	1 To make a career change while still young enough	1 To make a career change while still young enough
2	Better career prospects in civilian life	2 Lack of job satisfaction	2 Better career prospects in civilian life
3	Lack of job satisfaction	3 Desire to live in a particular location	3 Lack of job satisfaction
4	Low morale in my work environment	4 Desire to stay in one place	4 Desire for less separation from family
5	Desire for less separation from family	5 Better career prospects in civilian life	5 Low morale in my work environment
6	Impact of job demands on family/personal life	6 Desire for less separation from family	6 Issues with day-to-day unit management of personnel matters
7	Issues with day-to-day unit management of personnel matters	7 Impact of job demands on family / personal life	7 Impact of job demands on family / personal life
8	Desire to live in a particular location	8 Low morale in my work environment	8 Desire to live in a particular location
9	Poor leadership by my immediate supervisor	9 Issues with day-to-day unit management of personnel matters	9 Underuse or non-use of training and skills
10	Desire to stay in one place	10 Poor leadership by my immediate supervisor	10 Effect of postings on family life

**Source:** YourSay Leaving Defence Survey 2014 (Formerly ADF Exit Survey).

**Note**

1. Data include responses from ADF members who were discharged in calendar year 2014.

Table 27 shows the top 10 ranked reasons for leaving among ADF members for women, men and overall. The results indicate that women and men have similar themes in their reasons for leaving. The top reason for women and men leaving the ADF is that they wish to make a career change while they are still young enough. Both women and men reported that low job satisfaction or low morale contributed to their decision to leave, and both women and men had concerns around how their job in the ADF was affecting their families.

Men were more likely to have been influenced by dissatisfaction with being unable to use their training and skills than women were, while women were more likely to have been influenced to leave by being dissatisfied with their immediate supervisor.

By comparison, women and men who exited the ADF in 2013 were more likely to cite a lack of control over their lives, and limited opportunities in their trade compared to those leaving in 2014.

## ***Mentoring, networking and sponsorship***

This section outlines mentoring, networking and sponsorship programs which are available to women in the ADF. This is included to address the Review into the Treatment of Women in the ADF Phase 2 Report's recommendation 3 section A regarding access of mentoring and sponsorship.

Many ADF mentoring initiatives have been established in recent years and remain in place to provide ongoing support to both our ADF women and men. Formal networks outlined in the 2013–14 Women in the ADF report also remain in place to support female ADF members, including: the Navy's Women's Network; the Regional Army People Forum; and the Air Force's Women's Integrated Networking Groups (WINGS) program and the Women's Forums.

The Women's Speaker Series program continues to provide both APS and ADF senior women with the opportunity to engage with a range of successful role models as an interim measure until Defence achieves a greater gender balance at senior levels.

Sponsorship pertaining to the leadership development and education sponsorship programs through which Defence supports its staff continues.

Service-specific detail on mentoring, networking and sponsorship initiatives is provided below.

### **Navy**

#### ***Navy Women's Mentoring Program***

In 2010, the Navy implemented the Navy Women's Mentoring Program, a personal and professional self-development program completed over a four month period. The program is called "My Mentor – Courageous Woman" and is produced by Emberin Pty Ltd (Ms Maureen Frank). Over 240 women have participated in the program to date, with 20 women having already completed the program during 2015. For the first time, however, the "My Mentor" program was accompanied by the "My Mentor - Inclusive Leadership" program which was completed at the same time by the supervisors of those 20 women. Feedback from this targeted program in the Aviation Community has been positive with multiple benefits, including increased engagement between women and their supervisors, and greater awareness of the importance of inclusive leadership. The Navy Women's Mentoring Program helps women achieve their career potential while providing positive and useful tools to counter the gender imbalance in the workforce.

In May 2015, the Navy partnered with Kinetic Recruitment Pty Ltd in a Women in Defence-industry mentoring program to provide a mentoring program specifically aimed at women in engineering roles across the Defence industry. The Navy has one male and one female engineer participating as mentors in the program and two women being mentored in the program.

#### ***Navy Women's Networking Forum***

The Navy Women's Networking Forum continues to expand as interest in these events also grows. During the last twelve months, networking forums have been held at ADFA, HMAS Arunta, Harman, Cerberus (including Recruit School), Albatross and Creswell with the Shoalhaven Women's Network (combined HMAS Albatross and Creswell) proving to be the most successful to date. Future forums are planned for HMAS Stirling and Cairns in addition to the existing networks.

#### ***Navy Women's Leadership Program***

Sponsored by the Workplace Training Advisory of Australia and Women and Leadership Australia since 2009, the Navy's Women's Leadership Program has provided opportunities for approximately 120 Navy women to participate in leadership development programs,

conferences and seminars around Australia each year. The Program is designed to enhance female leadership in the Royal Australian Navy and can be used to counter any negative cultural elements through empowering and supporting our future leaders. The 2014–15 program provided the opportunity for over 200 women to participate in conferences, leadership development programs and facilitated workshops around Australia. Additionally, 12 places were made available for women to attend the Great Leaders are Made (GLAM) program run by Avril Henry Pty Ltd.

### ***Women, Peace and Security (WPS)***

The Navy has continued to focus attention on implementing the recommendations of the National Action Plan on Women, Peace and Security (NAP WPS). In addition to the policy development aspects, implementation has included embedding Gender Advisers (GenAds) on Navy exercises; train the trainer training for Fleet Standards staff; deployment of women on Pacific Partnership as mentors and WPS Advisers; and participation in the UN Women/CUNPK Special Female Military Officers' Course (SFMOC) in India. Although not directly related to Service specific initiatives aimed at increasing female participation within Navy, WPS is inextricably linked to the Navy's overall efforts to increase the number of women, particularly in senior leadership positions and, as such, has had the indirect benefit of increasing awareness around the need for a gender perspective to be incorporated into all aspects of Navy operations.

### ***Macquarie University School of Management***

In November 2014, the Navy partnered with the Macquarie Graduate School of Management (MGSM) Women in MBA (WiMBA) program. As one of five foundation partners, the Navy has offered two Maritime Warfare Officers the opportunity to complete an MBA under the Scholarship program. This is one of the employment groups identified by the Review into the Treatment of Women in the ADF Phase 2 as requiring targeted measures to address occupational segregation ensuring women are well supported.

## **Army**

### ***Army Women's Networking Forum***

The *Army Women's Networking Forum* was established in 2007 to provide female Army personnel with career management and policy advice relevant to service life as a woman, in addition to providing mentoring and networking opportunities. In response to forum feedback and the broadening of topics to cover areas relevant to all Army personnel, not just women, the forum was renamed the *Regional Army People Forum*.

Since its inception in 2007, the forum has addressed over 8,000 personnel across all of Army's key locations and has covered topics including flexible work arrangements, work life balance, Army culture, recruitment and retention, removal of gender restrictions and physical employment standards. The forum focuses on workforce engagement and includes presentations from subject matter experts, a panel discussion and small workgroups. Tangible outcomes from the conduct of the forums include the trial of an improved fit uniform for females, the development of the Flexible Work Arrangements Guide, recruitment initiatives informed by the experiences of serving members, changes to the way Army communicates with the workforce and improvements to conditions of service such as increased carer's leave provisions.

Additionally, in 2014 the forum began its role as the tactical tier of the Army Gender Diversity Council construct. Feedback gained from the forums is used to inform discussions and recommendations at the Regional Gender and Diversity Councils and the Army Gender and Diversity Executive Council. This structure allows awareness of regional issues to be progressed to the strategic levels of Army.

### ***Army Industry and Corporate Development Program (formerly the Army Outplacement Program)***

Army targets women for participation in the Army Industry and Corporate Development Program, whereby a small number of talented officers and Senior Non-Commissioned Officers each year have the opportunity to pursue external-to-Army career outplacements of up to six months in duration, immersing a selection of Army's future leaders in diverse and inclusive Government, Emergency Services, and industry environments. The program's aim is to promote talent management and retention, and drive behavioural change in Army, thereby enhancing workplace diversity and inclusivity. It also provides an opportunity to reinforce Army as an employer of choice, while providing invaluable exposure to alternative styles of leadership, management and ways of doing business. In 2014, there were 10 participants with one female officer and one female Senior Non-Commissioned Officer selected. Selections for the 2015 program are ongoing with two female Senior Non-Commissioned Officers selected for the program.

### ***Chief Executive Women's Leadership Program***

Army also engages the Chief Executive Women's Leadership Program, and selects participants for this program on an annual basis. The program brings together women in senior leadership positions from across a diverse range of industries and sectors, and aims to enhance participants' leadership potential in future employment. Army sponsored six women in 2014 and is currently sponsoring a further six female participants in 2015.

### ***Great Leaders are Made (GLAM) Program***

'Great Leaders are Made' is another talent management program targeted at developing women, particularly in a male-dominated environment. Army has sponsored ten women in GLAM sessions since 2013, with six women participating in the 2015 program.

## **Air Force**

### ***Women's Integrated Networking Group (WINGs)***

The Women's Integrated Networking Group (WINGs) is a facilitated networking program designed to specifically meet the needs of Air Force women. The program invites guest speakers from within Defence and external organisations to speak with Air Force women about their careers, with a dedicated theme for each session. WINGs also provides the opportunity for women to discuss issues affecting them in the workplace, while building valuable networks. The program began in Williamstown, but has now become established in other Air Force bases. The following table shows the approximate frequency of WINGs meetings and average number of participants per session at each base.

**Table 28: Women’s Integrated Networking Group program**

Location	Frequency	Participants per Session
Amberley	Every 4 weeks	11
Butterworth	Every 8 weeks	6
Canberra	Every 4 - 7 weeks	48
Canberra - ADFA	Commenced May 2015	
Darwin	Every 6 - 8 weeks	12
East Sale	Every 6 weeks	8
Edinburgh	Every 4 weeks	9
Pearce	Every 8 weeks	9
Richmond	Every 6 weeks	13
Tamworth	Every 4 weeks	9
Townsville	Every 6 weeks	16
Wagga	Every 8 weeks	13
Williams	Every 8 - 9 weeks	8
Williamtown	Every 6 weeks	20

**Source:** Director General Personnel—Air Force.

In addition to regular WINGS sessions, coordinators have run base-wide events over 2014–15.

***WINGS Technical Network (TECHNET)***

A side network of the WINGS program has been established to address the needs of the increasing number of women in non-traditional employment roles, with a particular focus on technical trades and aircrew. This WINGS side network ‘TECHNET’, focuses on the unique and sometimes difficult career and workplace challenges of women in these roles. Table 29 shows the approximate frequency of TECHNET sessions and the average number of participants per session.

**Table 29: Women’s Technical Network**

Location	Frequency	Participants per Session
Edinburgh	Every 3 months	5
Richmond	Every 6 months	2
Williamtown	Every 3 months	7

**Source:** Director General Personnel—Air Force

***Specialist Career Manager – WINTER Career Management – Pilot***

The Air Force has recently established a position with the Career Management Agency to oversee female pilot career management from a strategic perspective and provide subject matter expert feedback on balancing organisation and member needs. In addition, the position has been established to develop mid-level career management retention initiatives for the female pilot workforce.

***Leadership Exchange Program***

Air Force also runs a Leadership Exchange program, which is a professional development workshop aimed at enhancing individual leadership effectiveness. Participant eligibility in the program ranges in rank from Leading Aircraftman/woman to Squadron Leader, and includes Australian Public Service (APS) and Reserves equivalents. The mixed occupation forum allows participants to learn through effective dialogue from the leadership experience of others, based on their personal and professional experiences. The program focuses on four leadership pillars; Self Awareness and Self Development, Communication, Assertiveness and Leading Teams. Of the 96 participants in 2014–15, 41 were women (43 per cent).

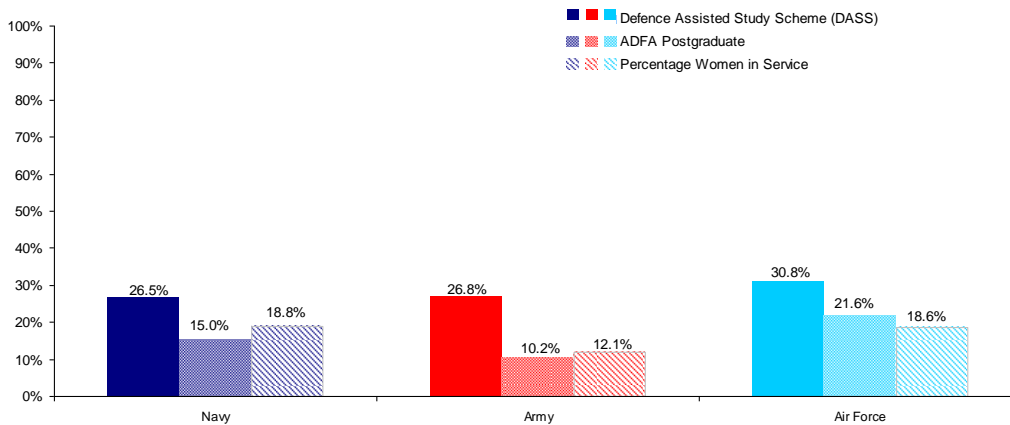
## Education

**Table 30: ADF education sponsorship, by Service and gender, 2015**

ADF Education Assistance Scheme	Navy					Army					Air Force					ADF				
	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%	Women	%	Δ	Men	%
Defence Assisted Study Scheme (DASS)	44	26.5%	-7.5%	122	73.5%	321	26.8%	0.8%	878	73.2%	160	30.8%	5.2%	359	69.2%	525	27.9%	0.4%	1359	72.1%
ADFA Postgraduate	35	15.0%	-2.2%	198	85.0%	64	10.2%	-2.4%	565	89.8%	50	21.6%	5.5%	182	78.4%	149	13.6%	-1.1%	945	86.4%
Chief of Defence Force Fellowship	0	0.0%	0.0%	1	100.0%	0	0.0%	0.0%	1	100.0%	0	-	0.0%	0	-	0	0.0%	0.0%	2	100.0%

**Source:** Navy data: Director General Navy People; Army data: Director General Personnel Army; Air Force data: Defence Learning Branch.

**Figure 26: Percentage of women in ADF sponsored study, by Service and percentage of women in the workforce, 30 June 2015**



Each Service offers fully-funded, long-term schooling opportunities ranging from undergraduate and postgraduate opportunities, languages, the Capability and Technology Management College at ADFA, Manpower Systems Analysis, Chief of Defence Force and Service-specific scholarships, law, medicine, nursing and dentistry. ADF members may also study under the Defence Assisted Study Scheme (DASS) through the funding arrangements of that program.

Figure 26 shows the proportion of female ADF members undertaking study through the Defence Assisted Study Scheme (DASS) and undertaking postgraduate study through the Australian Defence Force Academy (ADFA). The proportion of women in each Service is also shown to give an indication of whether women are over- or under-represented in sponsored study. The proportion of women in the assisted study scheme is well above the proportion of women in the workforce for all Services, while the proportion of women undertaking ADFA postgraduate study is approximately the same (within 4.0 per cent) as the proportion of women in the workforce for each Service. Lower female participation in ADFA postgraduate study is influenced by the nature of ADFA postgraduate courses, which focus on engineering, information technology and science, which are fields predominantly filled by men.

## Access to flexible working arrangements

Access to flexible work is crucial to a member's ability to continue working and thriving in Defence, allowing them to fulfil their work responsibilities, while fulfilling family or other commitments. This extends not only to parents, but to all Defence men and women who have responsibilities beyond the workplace. Flexible work availability for men is just as important; enabling couples to share family responsibilities reduces the disproportionate career impact on women. This section presents attitudinal data on flexible work practices, followed by some indicative figures on these practices, including ADF members on part-time leave without pay. Increasing use of a standardised form for formal flexible work arrangements throughout the ADF has improved the quality and comparability of flexible work rates in the Services.

In addition to the Services' programs to encourage and monitor a range of flexible working arrangements, Defence is developing Suakin, which is a whole of Defence Total Workforce Employment Model designed to contribute to capability by giving Defence the strategic flexibility to manage the workforce. While Defence has supported access to flexible employment arrangements, Suakin aims to move these from individual and localised agreements to a more enduring solution. This will entail offering casual, part-time and full-time work options allowing Defence to draw on both the Permanent and Reserve workforce components more flexibly, with greater mobility between them.

Table 31 outlines attitudes to flexible work, and Table 32 to Table 40 provide details of formalised Flexible Work Arrangements (FWA) for each of the Services. This information is presented in support of the Review into the Treatment of Women in the ADF Phase 2 recommendation 3 (section C) 'Access to flexible work' and recommendation 13 (reporting against flexible work targets).

**Table 31: YourSay surveys (August 2014 and February 2015)—responses on flexible work, by Service and gender** <sup>[1][2][3][4][5][6]</sup>

YourSay Survey	Navy		Army		Air Force		Total ADF	
	Women	Men	Women	Men	Women	Men	Women	Men
My CO / Branch Manager actively supports work-life balance and flexible work arrangements (% Agree/Strongly Agree)	61.1%	57.1%	62.0%	56.0%	71.0%	66.1%	64.9%	59.4%
My supervisor is flexible when I have personal demands to attend to (% Agree/Strongly Agree)	80.8%	82.9%	76.5%	81.9%	85.8%	86.8%	81.0%	83.7%
If I accessed flexible working arrangements (such as working part time) my career progression would be negatively impacted (% Agree/Strongly Agree)	39.9%	42.2%	45.9%	49.0%	35.8%	37.3%	40.6%	43.7%
Are flexible working arrangements available in your area (e.g. part-time work, home-based work)? (% Yes)	50.0%	▲45.3%	53.9%	▲42.2%	66.8%	▲51.3%	57.3%	▲45.8%
How often do you personally take advantage of documented (or formal) flexible work arrangements? (% Sometimes - Always)	26.8%	17.4%	19.7%	13.2%	31.3%	16.5%	25.8%	15.3%
How often do you personally take advantage of informal flexible work arrangements (such as leaving work early?) (% Sometimes - Always)	▼59.6%	57.7%	▼57.1%	57.9%	61.9%	65.0%	▼59.5%	60.0%

**Source: YourSay Survey August 2014 and February 2015.**

### Notes

1. Data includes responses from ADF personnel.
2. Cells highlighted in green indicate that 2014–15 responses were significantly more positive than in 2013–14.
3. Cells highlighted in orange indicate that 2014–15 responses were significantly less positive than in 2013–14.
4. An upward-pointing arrow indicates that responses were significantly higher in 2014–15 than in 2013–14 (but may be positive or negative depending on the wording of the question).
5. A downward-pointing arrow indicates that responses are significantly lower in 2014–15 than in 2013–14 (but may be positive or negative depending on the wording of the question).
6. Differences are based on statistical significance ( $p < .05$ ) and measure of association (Cramer's V  $> 0.1$ ).

**Figure 27: Percentage of ADF women and men responding positively to *YourSay* items about flexible work, 2014–15**

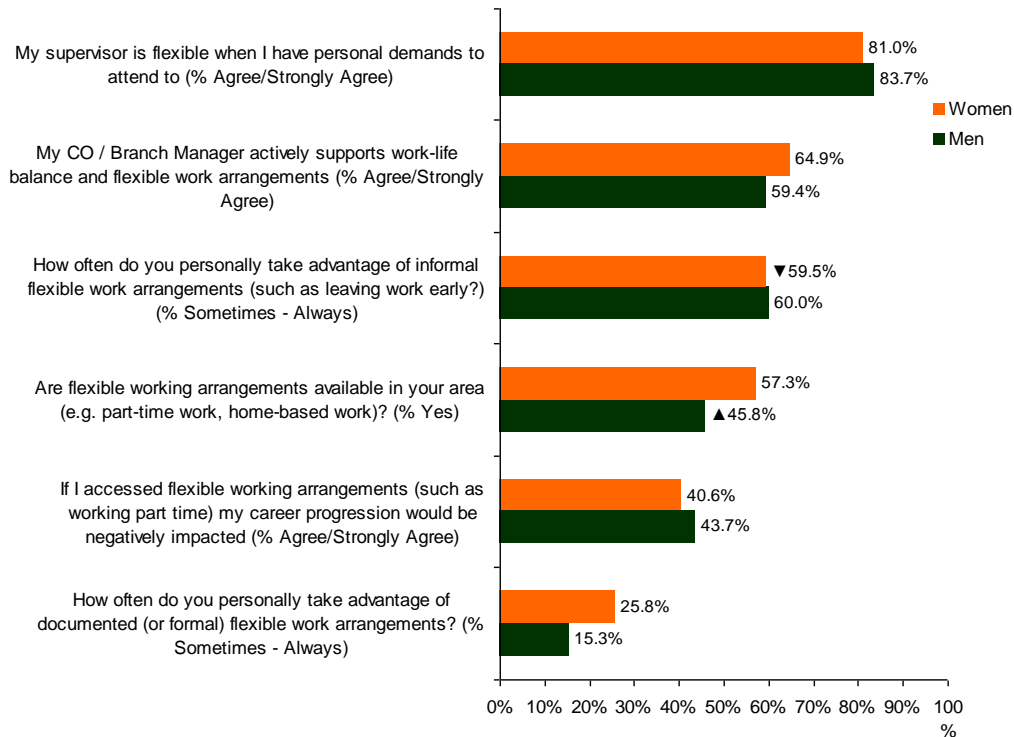


Figure 27 shows responses to various survey questions about flexible work. The majority of both women and men felt they had flexibility for ad hoc absences and many took advantage of informal flexible work when the need arose. Fewer members accessed more formal, ongoing flexible work.

Gender differences become evident in formal flexible work figures; a higher proportion of women than men used formal flexible work arrangements in each Service. Likewise, women were more likely to perceive that flexible working arrangements were available to them than their male peers for each Service. This gender difference narrowed, however, ADF-wide there was an 11.5 per cent gap between the proportion of women and men who agree with this item, compared to 2013–14 when there was a 20.8 per cent gap between the genders. This was due to a growing proportion of men who felt these arrangements were available. This availability to men is important as in dual-career families, it allows fathers to assume more of the childcare (or other) responsibilities and alleviate some of the responsibility and career impact from women.

Around two-fifths of women and men felt that accessing flexible work would negatively impact their career, which is similar to the proportion responding this way in 2013–14.



## Formalised flexible work arrangements

Table 32: Navy members using formal flexible work arrangements, by rank, 30 June 2015 <sup>[1][2][3]</sup>

Flexible Work Arrangements	Other Ranks												Officers										Total			
	E02/03 Seaman Able Seaman		E05 Leading Seaman		E06 Petty Officer		E08 Chief Petty Officer		E09/10 Warrant Officer		Total Other Ranks		O01/O02 Sub Lieutenant (inc Acting)		O03 Lieutenant		O04 Lieutenant Commander		O05 Commander		O06-O10 Captain - Admiral: Senior Leaders				Total Officers	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Variable Work Hours	14	21	20	26	1	34	6	42	1	7	42	130	0	0	12	15	11	9	1	3	0	0	24	27	66	157
Home Located Work	0	0	4	0	0	2	2	4	2	1	8	7	0	0	6	5	10	4	1	1	0	0	17	10	25	17
Alternate Location Work	1	0	0	0	0	0	0	4	0	0	1	4	0	0	2	0	2	0	1	1	0	0	5	1	6	5
Remote Overseas Work	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	2	1	1	1	0	0	5	2	5	2
Part-time Leave Without Pay	10	1	13	0	5	0	0	0	0	0	28	1	1	0	10	2	5	1	1	1	0	0	17	4	45	5
<b>Total Formal Flexible Work Arrangements</b>	<b>25</b>	<b>22</b>	<b>37</b>	<b>26</b>	<b>6</b>	<b>36</b>	<b>8</b>	<b>50</b>	<b>3</b>	<b>8</b>	<b>79</b>	<b>142</b>	<b>1</b>	<b>0</b>	<b>32</b>	<b>22</b>	<b>30</b>	<b>15</b>	<b>5</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>68</b>	<b>44</b>	<b>147</b>	<b>186</b>
Number of Members on Formal Flexible Work Arrangements	24	20	30	26	6	35	6	39	2	6	68	126	1	0	23	19	20	12	2	5	0	0	46	36	114	162
Average Number of Arrangements per Member	1.04	1.10	1.23	1.00	1.00	1.03	1.33	1.28	1.50	1.33	1.16	1.13	1.00	0.00	1.39	1.16	1.50	1.25	2.50	1.40	0.00	0.00	1.48	1.22	1.29	1.15
Total Number of Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.	543	1,666	348	1,034	152	829	85	699	17	208	1,145	4,436	4	4	215	674	161	574	47	369	21	155	448	1,776	1,593	6,212
Percentage Members on Formal Flexible Work Arrangements	4.42%	1.20%	8.62%	2.51%	3.95%	4.22%	7.06%	5.58%	11.76%	2.88%	5.94%	2.84%	25.00%	0.00%	10.70%	2.82%	12.42%	2.09%	4.26%	1.36%	0.00%	0.00%	10.27%	2.03%	7.16%	2.61%

**Source:** Defence HR system.

### Notes

1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

**Figure 28: Navy members using formal flexible work arrangements, by rank, 30 June 2015**

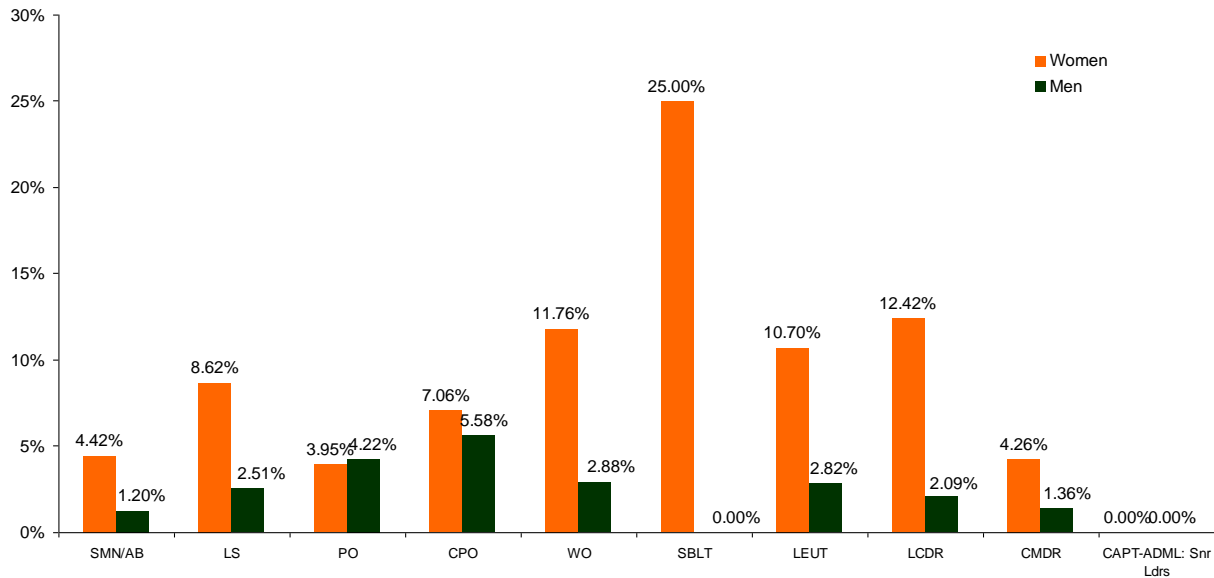


Figure 28 shows the proportion of Navy women and men who use formal flexible work arrangements at each rank. Women are more likely than men to be on flexible work at every rank with the exception of Petty Officers, where nearly the same proportion of women and men are on these arrangements. The rank with the highest proportion on flexible work is Sub Lieutenant; however this represents one woman out of only four Sub Lieutenants in the trained, non-seagoing workforce.

The Navy’s target is for no less than 2 per cent of the non-seagoing, trained, permanent and continuous full-time service workforce to be on formal flexible work arrangements by 2016–17. This is supported by an aspirational target of 5 per cent over the subsequent three financial years. Given 276 members on flexible work in a trained, non-seagoing, permanent and continuous full-time service workforce of 7,805, Navy had a total of 3.54 per cent of members on a flexible work arrangement as at 30 June 2015, which exceeds the Navy’s target.

Flexible work figures are not directly comparable to those reported in 2013–14 as data collection and reporting mechanisms have been in development over recent years. The Navy’s data collection method in 2013–14 was a survey of flexible work arrangements, which indicated 9.3 per cent of the workforce was on a flexible work arrangement; however, this figure includes members who have not used the Defence-endorsed flexible work form. The current reporting is the first year in which Navy’s flexible work reporting was generated from the Defence-endorsed flexible work application forms, and as such only includes arrangements made with this form, and therefore shows a smaller percentage. It is likely that there are still many Navy members on flexible work arrangements who have not yet submitted a formal application. This is supported by survey results shown in Table 31, which indicate that 26.8 per cent of Navy women, and 17.4 per cent of Navy men access some form of flexible work.

There was a substantial increase in use of the ADF Application for Flexible Work form after the release of a Navy Directive in May 2015. This increase is expected to continue as more members on flexible work formalise their arrangements through the use of this form. This increase is likely to be reflected in higher flexible work figures for Navy in 2015–16.

Under the Navy's cultural reform program, New Generation Navy (NGN), the Navy Diversity and Flexibility Initiative has been incorporated into the Pathway to Change *Respectful Always* pillar. This provides the mechanism for the Navy to maintain strategic oversight of the cultural reform aspects of flexible work across Navy. Under NGN, the *Enhancing Capability Delivery Through Flexibility* report (compiled by Deloitte in 2013) provides the framework for implementation.

Under the framework, the Navy has progressed the following strategies to achieve its flexible work arrangement targets as well as the cultural reform needed to ensure flexible work continues to be promoted, and accepted as the way Navy operates:

- Establishment of a Navy Flexible Employment Cell within the Career Management Agency to develop policy, monitor and review flexible work across Navy. This supports Recommendation 14 of the Review into the Treatment of Women in the ADF Phase 2.
- Continued focus on strategic communication activities, including:
  - Maintain an up to date flexible work arrangements website
  - Release of a strategic communications directive on Navy normal work requirements, providing a baseline from which flexible work arrangements can then be negotiated
  - Development of communications products to raise awareness of the benefits of flexible work
  - Education through the conduct of presentations during Career Management briefings in Navy Commands.
- Ongoing review of the current career management and workforce planning business practices to remove impediments to the implementation of flexible work arrangements.

A new NGN initiative, *Culture of Workforce Management*, will address the culture behind planning and managing careers. It is also expected to investigate in detail, flexible careers. This initiative forms part of the new NGN Strategy 2015–2018 that will be released shortly.

**Table 33: Navy members using formal flexible work arrangements, by region, 30 June 2015** <sup>[1][2][3]</sup>

Flexible Work Arrangements	NSW								Vic & Tas				Qld								WA		SA		NT		ACT		Overseas		Total					
	Gtr Syd		Hunter & Nth NSW		Sth & Cent NSW		Total NSW		Gtr Melb		Tas & Regional Vic		Total Vic and Tas		Bris & Sth Qld		Dg Dwns & Cent Qld		Nth Qld		Total Qld		W	M	W	M	W	M	W	M	W	M	W	M	W	M
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M				
Variable Work Hours	35	91	0	0	4	12	39	103	0	1	1	3	1	4	0	3	1	3	3	4	4	10	10	17	0	2	4	4	8	17	0	0	66	157		
Home Located Work	14	10	0	0	1	1	15	11	0	1	2	0	2	1	0	0	0	0	1	0	1	0	1	2	0	0	0	0	6	3	0	0	25	17		
Alternate Location Work	3	1	0	0	0	0	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	2	4	0	0	6	5		
Remote Overseas Work	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	3	2	0	0	5	2		
Part-time Leave Without Pay	11	2	0	0	2	0	13	2	0	0	1	0	1	0	0	0	0	6	0	6	0	8	0	1	0	0	0	16	3	0	0	45	5			
Total Formal Flexible Work Arrangements	64	104	0	0	7	13	71	117	0	2	4	3	4	5	0	3	1	3	10	4	11	10	21	19	1	2	4	4	35	29	0	0	147	186		
Number of Members on Formal Flexible Work Arrangements	49	92	0	0	6	11	55	103	0	1	3	3	3	4	0	3	1	3	9	4	10	10	16	17	1	2	2	3	27	23	0	0	114	162		
Average Number of Arrangements per Member	1.31	1.13	0.00	0.00	1.17	1.18	1.29	1.14	0.00	2.00	1.33	1.00	1.33	1.25	0.00	1.00	1.00	1.00	1.11	1.00	1.10	1.00	1.31	1.12	1.00	1.00	2.00	1.33	1.30	1.26	0.00	0.00	1.29	1.15		
Total Number of Permanent and Continuous Full-Time Service, Trained Non-sea-going Members	490	1,922	1	33	149	913	640	2,868	13	58	138	507	151	565	25	84	7	17	67	187	99	288	257	967	18	92	47	235	372	1,051	9	146	1,593	6,212		
Percentage Members on Formal Flexible Work Arrangements	10.00%	4.79%	0.00%	0.00%	4.03%	1.20%	8.59%	3.59%	0.00%	1.72%	2.17%	0.59%	1.99%	0.71%	0.00%	3.57%	14.29%	17.65%	13.43%	2.14%	10.10%	3.47%	6.23%	1.76%	5.56%	2.17%	4.26%	1.28%	7.26%	2.19%	0.00%	0.00%	7.16%	2.61%		

**Source:** Defence HR system.

**Notes**

1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

**Figure 29: Navy members using formal flexible work arrangements, by state, 30 June 2015**

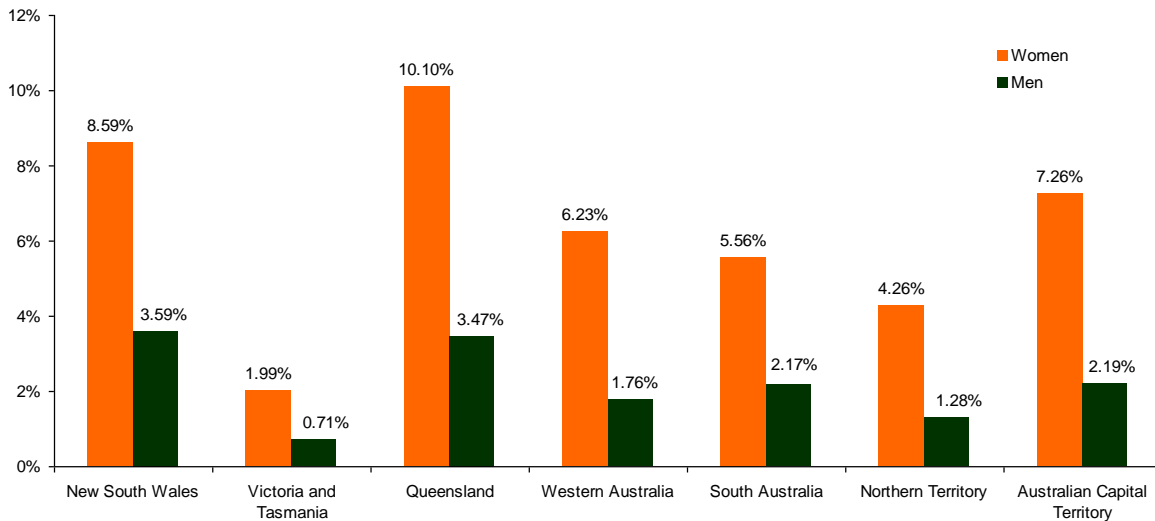


Figure 29 shows the proportion of Navy women and men in each state and territory who were on a formal flexible work arrangement at 30 June 2015. This only includes members who have applied for flexible work using the Defence-endorsed form, so members who have set up flexible arrangements without the form are not included, which may result in these figures being an under-estimate of actual flexible work prevalence. It is evident that the largest difference is by gender: a higher proportion of women than men use flexible work arrangements in every state, which may reflect a reluctance among men to seek flexible work. Queensland, New South Wales and the Australian Capital Territory have the highest proportion of Navy members on flexible work arrangements, while Victoria and Tasmania has the lowest proportion using flexible work.

**Table 34: Flexible work arrangement application submissions and approvals in Navy, 2014–15**<sup>[1][2][3]</sup>

Flexible Work Arrangements	Number Applications Submitted		Number Applications Approved		Percentage Applications Approved	
	W	M	W	M	W	M
Variable Work Hours	87	208	87	206	100%	99%
Home Located Work	31	24	31	24	100%	100%
Alternate Location Work	7	10	7	8	100%	80%
Remote Overseas Work	3	2	3	2	100%	100%
Part-time Leave Without Pay	63	11	63	10	100%	91%
<b>Total Formal Flexible Work Arrangements</b>	<b>191</b>	<b>255</b>	<b>191</b>	<b>250</b>	<b>100.00%</b>	<b>98.04%</b>
Number of Applications	146	218	146	213		
<b>Average Number of Arrangements per Application</b>	<b>1.31</b>	<b>1.17</b>	<b>1.31</b>	<b>1.17</b>		

**Source:** Defence HR system.

**Notes**

1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

Table 34 shows the number of formal flexible work arrangement applications which were submitted by Navy members, and the number and proportion which were approved during 2014–15. Navy members submitted a total of 364 applications; some applications were for more than one flexible work arrangement. More applications were submitted by Navy men than Navy women, although as a proportion of the workforce, women were more likely than men to apply for a flexible work arrangement. All formal flexible work arrangement applications from women were approved, and almost all applications from men were approved. This only includes arrangements which were applied for using the *ADF Application for Flexible Work* form, so does not include arrangements which have been established without using this form.

Army

Table 35: Army members using formal flexible work arrangements, by rank, 30 June 2015<sup>[1][2][3]</sup>

Flexible Work Arrangements	Other Ranks												Officers										Total			
	E02/03 Private (inc Private Proficient)		E04/05 Corporal/ Lance Corporal		E06 Sergeant		E07/08 Staff Sergeant/ Warrant Officer		E09/10 Warrant Officer Class 1		Total Other Ranks		O01/O02 Second Lieutenant/ Lieutenant		O03 Captain		O04 Major		O05 Lieutenant Colonel		O06-O10 Colonel- General: Senior Leaders		Total Officers		W	M
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M		
W: Women; M: Men	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Variable Work Hours	3	4	4	13	5	9	1	13	-	5	13	44	-	3	5	7	9	8	1	2	-	-	15	20	28	64
Home Located Work	1	-	1	-	2	1	1	3	-	2	5	6	-	-	3	2	7	3	1	2	-	-	11	7	16	13
Alternate Location Work	-	-	-	-	-	-	-	-	-	2	0	2	-	1	2	1	2	2	1	-	-	1	5	5	5	7
Remote Overseas Work	1	-	-	-	1	-	-	-	-	3	2	3	-	-	1	-	1	-	1	-	-	-	3	0	5	3
Part-time Leave Without Pay	9	4	19	4	11	1	5	1	-	-	44	10	2	-	13	6	19	6	4	-	-	-	38	12	82	22
<b>Total Formal Flexible Work Arrangements</b>	<b>14</b>	<b>8</b>	<b>24</b>	<b>17</b>	<b>19</b>	<b>11</b>	<b>7</b>	<b>17</b>	<b>0</b>	<b>12</b>	<b>64</b>	<b>65</b>	<b>2</b>	<b>4</b>	<b>24</b>	<b>16</b>	<b>38</b>	<b>19</b>	<b>8</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>72</b>	<b>44</b>	<b>136</b>	<b>109</b>
Number of Members on Formal Flexible Work Arrangements	13	8	23	16	15	10	6	15	1	8	58	57	1	4	20	14	27	18	6	2	0	1	54	39	112	96
Average Number of Arrangements per Member	1.08	1.00	1.04	1.06	1.27	1.10	1.17	1.13	0.00	1.50	1.10	1.14	2.00	1.00	1.20	1.14	1.41	1.06	1.33	2.00	0.00	1.00	1.33	1.13	1.21	1.14
Total Number of Permanent and Continuous Full-Time Service, Trained Members	987	8,512	661	4,886	288	2,268	198	1,813	67	610	2,201	18,089	166	655	277	1,603	275	1,557	91	574	26	234	835	4,623	3,036	22,712
Percentage Members on Formal Flexible Work Arrangements	1.32%	0.09%	3.48%	0.33%	5.21%	0.44%	3.03%	0.83%	1.49%	1.31%	2.64%	0.32%	0.60%	0.61%	7.22%	0.87%	9.82%	1.16%	6.59%	0.35%	0.00%	0.43%	6.47%	0.84%	3.69%	0.42%

Source: Defence HR system.

Notes

1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

**Figure 30: Army members using formal flexible work arrangements, by rank, 30 June 2015**

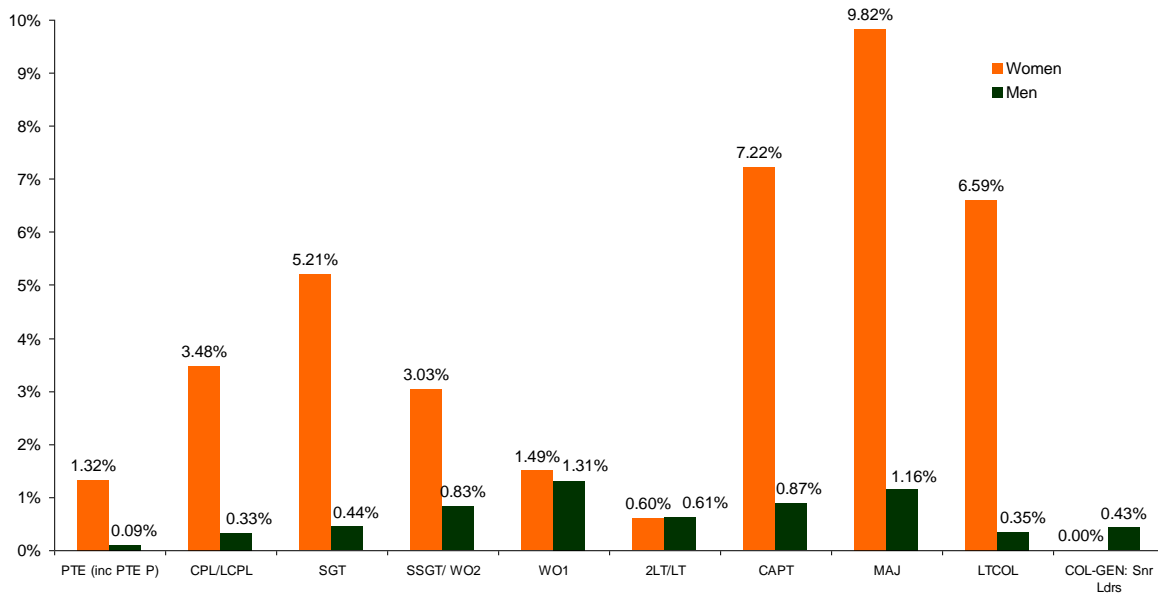


Figure 30 shows the proportion of Army women and men who use formal flexible work arrangements. This only includes members who have applied for flexible work using the Defence-endorsed form, so members who have set up flexible arrangements without the form are not included, which may result in these figures being an under-estimate of actual flexible work prevalence. A higher proportion of women than men use flexible work at most ranks, although at Warrant Officer 1 and Lieutenant, there is very little difference. At the senior leader rank group, while very few men take flexible work, there are no women in this rank group who take flexible work. Both within the other ranks group and the officer rank group, flexible work is less prevalent in the most junior and most senior ranks, and more common in the mid-level ranks, with Sergeants and Major having the highest take up rate of flexible work in the other ranks and officer ranks respectively.

The Army has a target to achieve 2 per cent of the trained, permanent and continuous full-time service workforce on formal flexible work arrangements. Given 208 members on flexible work in a trained, permanent and continuous full-time service workforce of 25,748, Army had a total of 0.81 per cent on formal flexible work arrangements at 30 June 2015. However, this number again is based only on members who have used the relatively recently developed form, so is likely to under-report the actual prevalence of flexible work. This is also indicated by survey results (Table 31), which show that 19.7 per cent of Army women and 13.2 per cent of Army men reported being on formal flexible work at least sometimes.



**Table 36: Army members using formal flexible work arrangements, by region, 30 June 2015** <sup>[1][2][3]</sup>

Flexible Work Arrangements	NSW								Vic & Tas						Qld								WA		SA		NT		ACT		Overseas		Total					
	Gtr Syd		Hunter & Nth NSW		Sth & Cent NSW		Total NSW		Gtr Melb		Tas & Regional Vic		Total Vic and Tas		Bris & Sth Qld		Dlg Dwms & Cent Qld		Nth Qld		Total Qld		W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M				
W: Women; M: Men	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M				
Variable Work Hours	8	16	-	-	-	1	8	17	1	2	5	22	6	24	5	6	1	6	2	2	8	14	-	2	1	1	2	1	3	5	-	-	28	64				
Home Located Work	3	3	-	-	-	-	3	3	-	1	3	4	3	5	2	-	1	1	2	-	5	1	-	1	2	1	-	2	2	-	-	16	13					
Alternate Location Work	1	4	-	-	-	1	1	5	1	-	-	1	1	1	1	-	1	-	-	-	2	0	-	-	-	-	-	1	1	-	-	5	7					
Remote Overseas Work	1	-	-	-	-	1	1	1	1	-	-	1	1	1	-	-	-	-	-	-	0	0	-	-	-	1	1	-	2	-	-	-	5	3				
Part-time Leave Without Pay	12	5	-	1	3	2	15	8	6	1	5	1	11	2	20	4	4	1	9	2	33	7	3	-	1	2	5	-	14	3	-	-	82	22				
Total Formal Flexible Work Arrangements	25	28	0	1	3	5	28	34	9	5	13	28	33	28	10	7	8	13	4	48	22	3	3	4	5	9	1	22	11	0	0	136	109					
Number of Members on Formal Flexible Work Arrangements	20	27	0	1	3	4	23	32	7	5	10	25	30	25	9	6	7	12	4	43	20	3	2	2	4	7	1	17	7	0	0	112	96					
Average Number of Arrangements per Member	1.25	1.04	0.00	1.00	1.00	1.25	1.22	1.06	1.29	1.00	1.30	1.12	1.29	1.10	1.12	1.11	1.17	1.14	1.08	1.00	1.12	1.10	1.00	1.50	2.00	1.25	1.29	1.00	1.29	1.57	0.00	0.00	1.21	1.14				
Total Number of Permanent and Continuous Full-time Service, Trained Members	402	2,979	21	315	61	458	484	3,752	113	735	153	1,188	266	1,923	769	5,266	66	472	561	4,664	1,396	10,402	100	831	103	1,241	321	2,697	351	1,614	15	252	3,036	22,712				
Percentage Members on Formal Flexible Work Arrangements	4.98%	0.91%	0.00%	0.32%	4.92%	0.87%	4.75%	0.85%	6.19%	0.68%	6.54%	2.10%	6.39%	1.56%	3.25%	0.17%	9.09%	1.48%	2.14%	0.09%	3.08%	0.19%	3.00%	0.24%	1.94%	0.32%	2.18%	0.04%	4.84%	0.43%	0.00%	0.00%	3.69%	0.42%				

**Source:** Defence HR system.

**Notes**

1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

**Figure 31: Army members using formal flexible work arrangements, by state and territory, 30 June 2015**

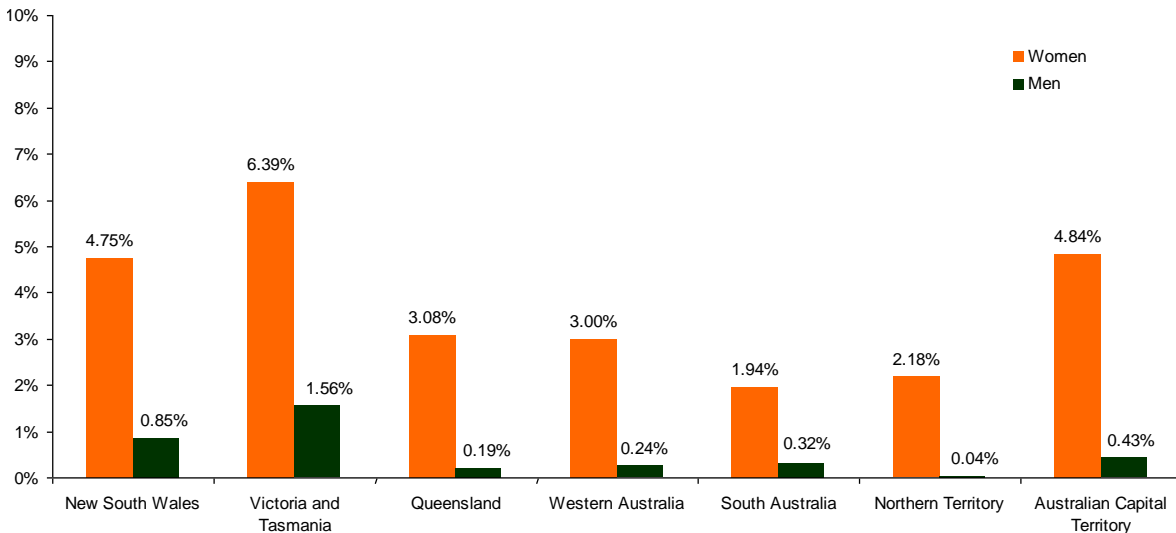


Figure 31 shows the proportion of Army women and men in each state and territory who were on a formal flexible work arrangement at 30 June 2015. This only includes members who have applied for flexible work using the recently developed form, so members who have set up flexible arrangements without the form are not included, which may result in these figures being an under-estimate of actual flexible work prevalence. It is evident that the largest difference is by gender: a far higher proportion of women than men use flexible work arrangements in every state. Victoria and Tasmania, New South Wales, and the Australian Capital Territory have the highest rates of use of flexible work, while South Australia and the Northern Territory have the lowest of the states and territories.

**Table 37: Flexible work arrangement application submissions and approvals in Army, 2014–15** <sup>[1][2][3]</sup>

Flexible Work Arrangements	Number Applications Submitted		Number Applications Approved		Percentage Applications Approved	
	W	M	W	M	W	M
Variable Work Hours	46	104	46	104	100%	100%
Home Located Work	29	19	29	19	100%	100%
Alternate Location Work	6	11	6	11	100%	100%
Remote Overseas Work	10	5	10	5	100%	100%
Part-time Leave Without Pay	155	42	155	42	100%	100%
<b>Total Formal Flexible Work Arrangements</b>	<b>246</b>	<b>181</b>	<b>246</b>	<b>181</b>	<b>100.00%</b>	<b>100.00%</b>
Number of Applications	195	159	195	159		
<b>Average Number of Arrangements per Application</b>	<b>1.26</b>	<b>1.14</b>	<b>1.26</b>	<b>1.14</b>		

**Source:** Defence HR system.

**Notes**

1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

Table 37 shows the number of formal flexible work arrangement applications which were submitted by Army members, and the number and proportion which were approved during 2014–15. Army members submitted a total of 354 applications, some applications were for more than one flexible work arrangement. More applications were submitted by Army women than Army men. All formal flexible work arrangement applications were approved. This only includes arrangements which were applied for using the *ADF Application for Flexible Work* form, so does not include arrangements which have been established without using this form.

## Air Force

**Table 38: Air Force members using formal flexible work arrangements, by rank, 30 June 2015<sup>[1][2][3]</sup>**

Flexible Work Arrangements	Other Ranks												Officers										Total			
	E02/E03 Aircraftman/woman Leading Aircraftman/woman		E05 Corporal		E06 Sergeant		E08 Flight Sergeant		E09/10 Warrant Officer		Total Other Ranks		O01/O02 Pilot Officer/Flying Officer		O03 Flight Lieutenant		O04 Squadron Leader		O05 Wing Commander		O06-O10 Group Captain-Air Chief Marshal: Senior Leaders				Total Officers	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
W: Women; M: Men																										
Variable Work Hours	32	23	38	36	30	57	17	30	5	13	122	159	5	9	27	35	13	23	7	6	0	2	52	75	174	234
Home Located Work	1	1	5	1	7	4	9	0	1	3	23	9	3	2	18	11	14	8	5	3	0	1	40	25	63	34
Alternate Location Work	1	1	0	0	1	0	1	1	0	3	3	5	1	0	3	4	6	3	1	4	0	1	11	12	14	17
Remote Overseas Work	0	1	0	0	0	0	0	0	0	0	0	1	0	1	3	5	3	0	2	0	0	0	8	6	8	7
Part-time Leave Without Pay	13	4	35	2	17	2	8	0	2	1	75	9	2	0	27	7	16	4	2	1	0	0	47	12	122	21
<b>Total Formal Flexible Work Arrangements</b>	<b>47</b>	<b>30</b>	<b>78</b>	<b>39</b>	<b>55</b>	<b>63</b>	<b>35</b>	<b>31</b>	<b>8</b>	<b>20</b>	<b>223</b>	<b>183</b>	<b>11</b>	<b>12</b>	<b>78</b>	<b>62</b>	<b>52</b>	<b>38</b>	<b>17</b>	<b>14</b>	<b>0</b>	<b>4</b>	<b>158</b>	<b>130</b>	<b>381</b>	<b>313</b>
Number of Members on Formal Flexible Work Arrangements	41	26	62	38	46	58	27	30	8	16	184	168	9	10	50	44	31	28	9	11	0	2	99	95	283	263
Average Number of Arrangements per Member	1.15	1.15	1.26	1.03	1.20	1.09	1.30	1.03	1.00	1.25	1.21	1.09	1.22	1.20	1.56	1.41	1.68	1.36	1.89	1.27	0.00	2.00	1.60	1.37	1.35	1.19
Total Number of Permanent and Continuous Full-Time Service, Trained Members	636	2,712	413	1,957	256	1,394	121	669	48	521	1,474	7,253	171	466	387	1,391	225	933	77	437	21	174	881	3,401	2,355	10,654
Percentage Members on Formal Flexible Work Arrangements	6.45%	0.96%	15.01%	1.94%	17.97%	4.16%	22.31%	4.48%	16.67%	3.07%	12.48%	2.32%	5.26%	2.15%	12.92%	3.16%	13.78%	3.00%	11.69%	2.52%	0.00%	1.15%	11.24%	2.79%	12.02%	2.47%

**Source:** Defence HR system.

### Notes

1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

**Figure 32: Air Force members using formal flexible work arrangements, by rank, 30 June 2015**

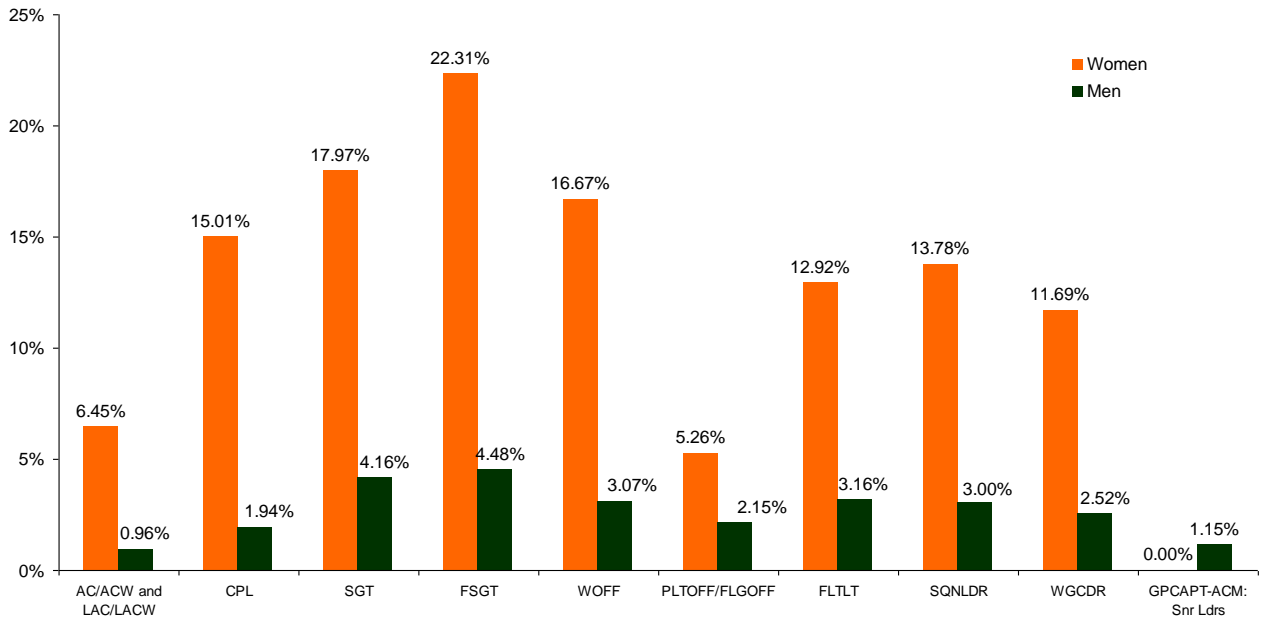


Figure 32 shows the proportion of Air Force women and men who use formal flexible work arrangements. This only includes members who have applied for flexible work using the Defence-endorsed form, so members who have set up flexible arrangements without the form are not included, which may result in these figures being an under-estimate of actual flexible work prevalence. A higher proportion of women than men use flexible work at most ranks; however at the senior leader ranks there are no women and four men (1.15 per cent) using flexible work. Both within the other ranks group and the officer rank group, flexible work is less prevalent in the most junior and most senior ranks, and more common in the mid-level ranks, with Flight Sergeants and Squadron Leaders having the highest take up rate of flexible work in the other ranks and officer ranks respectively.

Each Service has a target to achieve 2 per cent of the permanent and continuous full-time service workforce on formal flexible work arrangements. Given 546 members on flexible work in a trained, permanent and continuous full-time service workforce of 13,009, Air Force had a total of 4.20 per cent on formal flexible work arrangements at 30 June 2015, which exceeds the target. However, this number again is based only on members who have used the relatively recent organisation-endorsed form, so is likely to under-report the actual prevalence of flexible work. This is also indicated by survey results (Table 31), which shows that 31.3 per cent of Air Force women and 16.5 per cent of Air Force men reported being on formal flexible work at least sometimes.

**Table 39: Air Force members using formal flexible work arrangements, by region, 30 June 2015** <sup>[1][2][3]</sup>

Flexible Work Arrangements	NSW								Vic & Tas						Qld						WA		SA		NT		ACT		Overseas		Total					
	Gtr Syd		Hunter & Nth NSW		Sth & Cent NSW		Total NSW		Gtr Melb		Tas & Regional Vic		Total Vic and Tas		Bris & Sth Qld		Dig Dwns & Cent Qld		Nth Qld		Total Qld		W	M	W	M	W	M	W	M	W	M	W	M	W	M
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M				
Variable Work Hours	32	48	30	34	7	15	69	97	3	23	2	7	5	30	44	48	2	1	5	2	51	51	0	0	14	31	7	0	28	25	0	0	174	234		
Home Located Work	4	5	10	2	1	3	15	10	1	4	0	3	1	7	18	5	0	0	0	0	18	5	0	0	3	4	3	1	23	7	0	0	63	34		
Alternate Location Work	1	3	3	1	1	1	5	5	0	3	0	1	0	4	2	0	0	0	0	0	2	0	0	0	3	2	1	0	3	6	0	0	14	17		
Remote Overseas Work	0	1	1	1	0	0	1	2	0	0	0	1	0	1	1	0	0	0	0	0	1	0	0	0	1	1	0	0	5	3	0	0	8	7		
Part-time Leave Without Pay	12	4	20	3	4	2	36	9	1	3	2	1	3	4	25	1	2	0	6	0	33	1	1	0	20	4	6	0	22	3	1	0	122	21		
Total Formal Flexible Work Arrangements	49	61	64	41	13	21	126	123	5	33	4	13	9	46	90	54	4	1	11	2	105	57	1	0	41	42	17	1	81	44	1	0	381	313		
Number of Members on Formal Flexible Work Arrangements	44	53	44	38	12	16	100	107	5	28	3	7	8	35	63	52	3	1	10	2	76	55	1	0	33	34	11	1	53	31	1	0	283	263		
Average Number of Arrangements per Member	1.11	1.15	0.00	1.08	1.08	1.31	1.26	1.15	1.00	1.18	1.33	1.86	1.13	1.31	1.43	1.04	1.33	1.00	1.10	1.00	1.38	1.04	1.00	0.00	1.24	1.24	1.55	1.00	1.53	1.42	0.00	0.00	1.35	1.19		
Total Number of Permanent and Continuous Full-time Service, Trained Members	252	1,296	371	2,078	81	269	704	3,643	61	308	58	296	119	604	472	1,884	10	30	91	366	573	2,280	50	264	252	1,640	195	767	417	1,217	45	239	2,355	10,654		
Percentage Members on Formal Flexible Work Arrangements	17.46%	4.09%	11.86%	1.83%	14.81%	5.95%	14.20%	2.94%	8.20%	9.09%	5.17%	2.36%	6.72%	5.79%	13.35%	2.76%	30.00%	3.33%	10.99%	0.55%	13.26%	2.41%	2.00%	0.00%	13.10%	2.07%	5.64%	0.13%	12.71%	2.55%	2.22%	0.00%	12.02%	2.47%		

**Source:** Defence HR system.

**Notes**

1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

**Figure 33: Air Force members using formal flexible work arrangements, by state, 30 June 2015**



Figure 33 shows the proportion of women and men in each state and territory who were on a formal flexible work arrangement at 30 June 2015. This only includes members who have applied for flexible work using the recently developed form, so members who have set up flexible arrangements without the form are not included, which may result in these figures being an under-estimate of actual flexible work prevalence. Women have higher rates of flexible work than men in each state and territory. New South Wales, Queensland, South Australia and the Australian Capital Territory have the highest rates for flexible work among women, while Victoria and Tasmania, the Northern Territory, and particularly Western Australia have a low proportion of flexible work. However, Victoria and Tasmania was the region with the highest rate of flexible work for men in the Air Force.

**Table 40: Flexible work arrangement application submissions and approvals in Air Force, 2014–15**<sup>[1][2][3]</sup>

Flexible Work Arrangements	Number Applications Submitted		Number Applications Approved		Percentage Applications Approved	
	W	M	W	M	W	M
Variable Work Hours	264	337	262	332	99%	99%
Home Located Work	105	59	105	59	100%	100%
Alternate Location Work	21	39	21	37	100%	95%
Remote Overseas Work	13	8	13	7	100%	88%
Part-time Leave Without Pay	103	29	103	29	100%	100%
<b>Total Formal Flexible Work Arrangements</b>	<b>506</b>	<b>472</b>	<b>504</b>	<b>464</b>	<b>99.60%</b>	<b>98.31%</b>
Number of Applications	327	356	325	349		
<b>Average Number of Arrangements per Application</b>	<b>1.55</b>	<b>1.33</b>	<b>1.55</b>	<b>1.33</b>		

**Source:** Defence HR system.

**Notes**

1. The sum of flexible work arrangement applications may exceed the total number of people on any formal flexible work arrangement due to some applications being for more than one flexible work arrangement.
2. Flexible work arrangements in this table only include those applied for using the ADF Application for Flexible Work form AE406.
3. While most Women in the ADF report data includes only permanent force, flexible work arrangement reporting includes both permanent and continuous full-time service members in accordance with Service reporting requirements endorsed by Chiefs of Service Committee.

Table 40 shows the number of formal flexible work arrangement applications which were submitted by Air Force members, and the number and proportion which were approved during 2014–15. Air Force members submitted a total of 683 applications, some applications were for more than one flexible work arrangement. Variable work hours was the arrangement most sought by men, while more applications for home located work and part-time leave without pay were from women than men. Nearly all applications were approved. This only includes arrangements which were applied for using the *ADF Application for Flexible Work* form, so does not include any arrangements which may have been established without using this form.