

Women in the ADF Report 2018–19

A supplement to the Defence Annual Report 2018–19

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Foreword

The *Women in the ADF Report* is published annually as a supplement to the *Defence Annual Report*. The report was first published in 2013, to demonstrate the Australian Defence Force's (ADF) efforts to improve serving women's participation and experiences. Defence's major program of cultural reform, *Pathway to Change: Evolving Defence Culture 2012-2017*, acknowledges that gender inequality impedes organisational capability because it constrains the potential of women ADF members, and misses opportunities to maximise the potential of half of the Australian labour force.

A key focus of Pathway to Change has been to address the treatment of women in the ADF through strategies to increase their participation and advancement through targeted mentoring, education, training and career development. In 2017, Defence refreshed its Pathway to Change cultural intent, and continues to drive further cultural reform through six broad priorities, including 'capability through inclusion.' This process is being enhanced through Defence's strong and collaborative partnership with the Australian Human Rights Commission, with work focusing on examining issues around gender, diversity, sexual orientation and social matters.

The *Women in the ADF Report* presents and analyses gender diversity metrics and gender inclusion key performance indicators (KPI) designed to ensure Defence achieves gender diversity and inclusion across all stages of the employment life cycle. This includes attraction and recruitment; training, education, learning, and development; internal mobility and postings; performance, talent and career management; retention; workforce management; and transition and re-engagement. The twelve KPI assessed in the Report are derived from a revised reporting framework approved by the Chiefs of Service Committee (COSC) in 2016. Some further but minor amendments were agreed by COSC in 2018.

This year the report reflects on the changes and developments in women's participation and experience that have occurred over the last twelve months, and where applicable compares these to the experiences of men. The analysis enables the ADF to understand how women are progressing in relation to their male colleagues, and whether current initiatives and programs are sufficient to drive further progress to maximise the potential of our women.

Executive summary

The ADF continues to implement strategic initiatives to improve gender diversity and inclusion. The *Women in the ADF Report 2018-19* tracks progress against these initiatives and measures women's participation across all stages of the employment life cycle. The report identifies successes as well as areas where continued focus is required.

The proportion of women in the ADF has increased steadily since the inaugural *Women in the ADF Report* in 2013-14. In 2018-19, women comprise 18.6% of the ADF workforce, an increase of 4.2% from 2013. With targeted and sustained effort, the Services should achieve their 2023 female participation targets.

The ADF continues to implement initiatives to attract and recruit women, including into those occupational groups where women remain under-represented: Combat and Security; and Engineering, Technical and Construction groups. The proportion of women in every occupational group continues to increase slowly. Of note, completion rates for initial entry training are similar for both women and men.

The distribution of women in occupational groups varies for each Service. Generally women continue to be over-represented in health and logistics roles, whereas men are clustered in combat and engineering roles. The increase in women's representation in non-traditional roles will take some time to achieve. Sustained targeted recruitment and in-Service retention initiatives should help achieve balanced representation across roles.

Women are now well-represented proportionally in professional education opportunities, and there are a significant number of mentoring, networking and sponsorship programs across the Services that provide ongoing professional and leadership development for women. Future *Women in the ADF Reports* would be enhanced by additional data, such as the correlation between those women who complete the programs and are subsequently promoted, to demonstrate how effectively they impact women's progression.

A strong focus is still required to improve the proportion of women in senior leadership positions. While the level of women's representation has steadily increased since 2015-16, proportionally it still remains low. Women are under-represented in command, in representational appointments and on deployment. As in previous years, ADF women are also under-represented on senior decision-making committees. This is primarily because membership of these committees comprises the highest positions of the ADF, which are mostly occupied by men.

The retention of members remains a priority issue for the ADF. Women are serving for less time than men, and they are retained at a lower rate following paid maternity or parental leave. Nevertheless, positive results are evident from the ADF's ongoing workforce management initiatives that aim to assist members of both genders to balance work and personal commitments. There has been a steady increase in the number of women and men using FWA, and both Navy and Air Force have exceeded their 2% target (Army is marginally below target). In 2018-19, equal or more numbers of women than men, as a proportion of separating ADF Permanent Force members, transferred to Service Categories 3-5, and more women than men rendered Reserve service.

The report shows a steady improvement overall in women's participation at all levels in the ADF in 2018-19. Female participation is on track to meet the ADF's 2023 targets. Women are accessing professional education opportunities at a rate that exceeds their participation in the ADF, and they are being recognised for operational and non-operational service at rate only slightly less than their proportional rate in the ADF. The

ADF's workforce management structure enables access to flexible work arrangements which are being accessed by both women and men. All areas required continued focus; however priority should be given to improving female representation in senior leadership, at senior committees, and across non-traditional occupation groups.

Measuring success against Key Performance Indicators (KPI)

KPI		Chapter	Progress ¹	Key findings
1	Progress towards female representation targets	1: Attraction and recruitment		Women's representation is increasing. Army and Air Force are on track to achieve their targets; Navy requires a minor annual increase.
2	Progress towards reaching critical mass in identified employment categories	1: Attraction and recruitment 6: Workforce management		Marginal increase across all occupations although women are still under-represented in Combat and Engineering groups. Recruitment to these groups remains a challenge.
3	Increased acceptance of flexible work practices	6: Workforce management		Navy and Air Force have exceeded the 2% target. The use of flexible work is increasing each year.
4	Efforts to ensure that more women have opportunities to reach leadership positions	4: Talent and career management		Women remain under-represented proportionally in promotional gateway courses. Inclusion of women in leadership positions is increasing although proportionally remains low.
5	Retention of women is equal to men	5: Retention		Women's careers in the ADF are still shorter than men's.
6	Number of women recruited against Service targets	1: Attraction and recruitment		Recruitment to some occupational groups remains a challenge.
7	Completion rates for initial-entry training are equal between women and men	2: Training, education, learning and development		Completion rates are similar for women and men with minor differences between Services. Women are accessing professional education at a rate that exceeds their participation in the ADF.
8	Women are retained in the recruitment pipeline at a similar rate to men	1: Attraction and recruitment		There are gender differences in conversion ratios. Generally, ratios are higher for women than men.
9	Women transfer to the Reserves and use Reserve and Total Workforce Model options at a similar rate to men	7: Transition and re-engagement		Equal or more numbers of women transferred to SERCAT 3-5 and more women than men rendered SERCAT 3-5 service in 2018-19.
10	Women are represented proportionally in postings and deployments	3: Internal mobility, postings and deployment		Women are deployed at levels proportionally lower than their ADF participation rate.
11	No significant difference in cultural reporting between women and men	6: Workforce management		Women and men felt equally supported and included in their workplaces and careers.
12	Increase in number of women in leadership positions	4: Talent and career management 3: Internal mobility, postings and deployment		Women remain under-represented in command and Defence Attaché roles, and their proportionate participation in deployments has decreased since last year.

¹ Progress is measured with a 'traffic light' system; red indicates Not Yet Achieved, yellow indicates In Progress and green indicates Achieved.

Chapter 1: Attraction and recruitment

Key Performance Indicators	
1	Progress towards female representation targets
2	Progress towards reaching critical mass in identified employment categories
6	Number of women recruited against Service targets
8	Women are retained in the recruitment pipeline at a similar rate to men

We will know when we have reached success in gender diversity and inclusion in attraction and recruitment when:

- The number of women recruited is at or above the number required to meet each Service's 2023 female participation targets.
- Women remain in recruitment pathways at similar rates to men.
- Women's satisfaction with the recruitment process is comparable to that of men.

Increasing women's participation in the ADF enhances the talent pool from which the ADF can build a diverse capability and it increases operational effectiveness. The attraction and recruitment of women is the first phase of the employment life cycle.

Chapter 1 outlines participation and distribution rates in 2018-19, recruitment strategies, and enlistment outcomes.

Women's participation in the Australian Defence Force

Each Service has set female participation targets to be achieved by 2023. These are: 25% for Navy and Air Force, and 15% for Army. The overall participation rate for the ADF as at 30 June 2019 was 18.6%.² Figure 1 shows that female participation has grown steadily over the past five years; an increase of 4.2% since 2013.

² See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 1: ADF Permanent Force by gender, rank and Service, as at 30 June 2019.

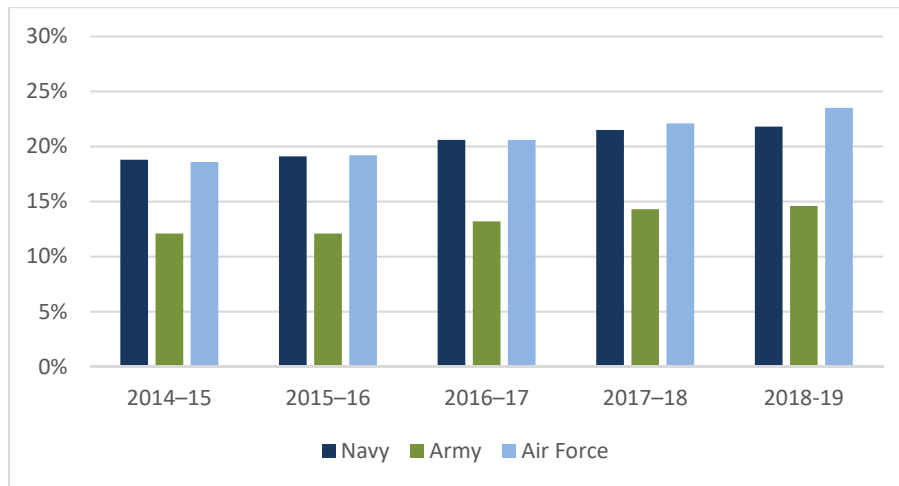


Figure 1: Female participation rates by Service, 2014-15 to 2018-19

Due to this upward trend, Table 1 suggests that, with targeted and sustained recruitment and retention measures, the 2023 participation targets will be met by both Army and Air Force. Navy will need to increase participation rates from an average rate of 0.6% to 0.8% per year.

Table 1: Estimated percentage increase required by the Services to meet the 2023 participation targets

Service	2014-15	2018-19	Total increase	Average per year since 2014-15 ³	2023 Service Targets	Increase needed to meet 2023 targets	Average yearly increase to meet 2023 targets
Navy	18.8%	21.8%	+3%	0.6%	25%	3.2%	0.8%
Army	12.1%	14.6%	+2.5%	0.5%	15%	0.4%	0.1%
Air Force	18.6%	23.5%	+4.9%	0.9%	25%	1.5%	0.3%

To supplement participation statistics, Figure 2 shows the distribution of women and men by rank. For both officers and other ranks, the proportion of women decreases with each rank level. Women are not advancing in the ADF at participation rates commensurate with their *ab initio* recruitment and period of Initial Minimum Period of Service (IMPS). This outcome may suggest ongoing systemic constraints to their progression.

³ Calculations based on difference between 2014-15 and 2018-19, divided by 5 (representing total number of years), resulting in an average per year.

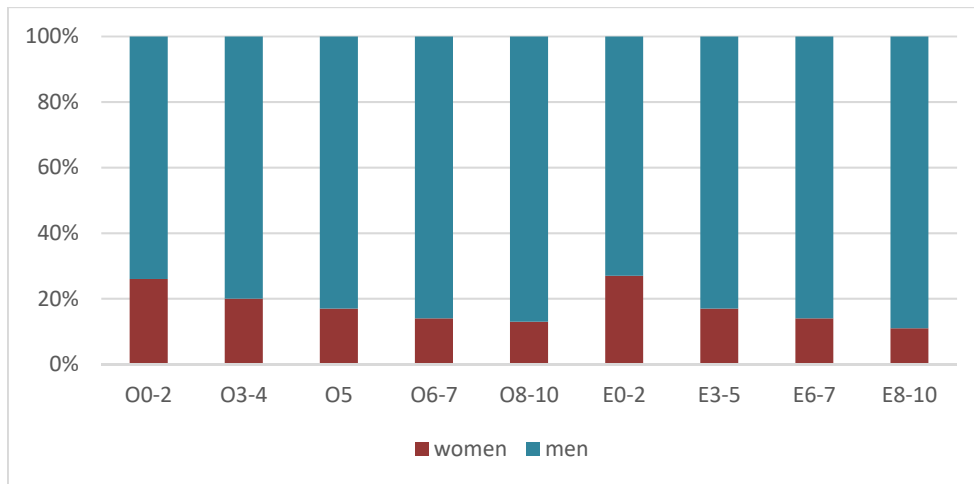


Figure 2: Distribution of women and men by rank, 2018-19

Net flow of women

Figure 3 compares total female enlistments with total female separations for the previous four financial years. A positive net flow indicates that there were more women in the ADF that year compared with the number of women separating. Since 2015-16, consistently more women have enlisted in the ADF than have separated.⁴ Of note, there has been a marginal decrease in the number of female enlistments, and a marginal increase in the number of women separating since 2016-17, which has reduced the positive net flow.

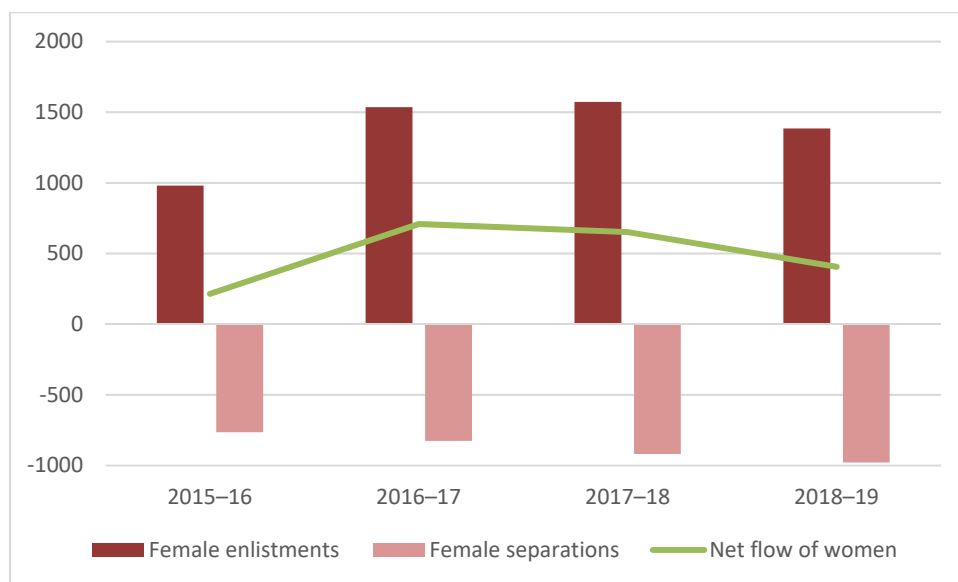


Figure 3: Net flow of women in the ADF (enlistments to separations), 2015-16 to 2018-19

⁴ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 2: Comparison of ADF Permanent Force enlistments and separations by gender and Service, 2015-16 to 2018-19.

Targets for female recruitment

In 2018-19, the Services set a total recruitment target of 2,830 women across the Permanent and Reserve forces of which 1,673 women were recruited. This represents a target result of 59.1%, which is an 18.9% decrease from 2017-18.⁵ In 2018-19 women comprised 23.8% of the overall recruitment targets for ADF women and men.⁶

Recruitment to Engineering and Combat groups has historically proven challenging for female recruitment. Results in these groups have been between 11% and 19% over the last two years.

Defence Force Recruiting (DFR) uses data and research insights from women to inform the development of communication products. These products showcase examples of serving women in similar job profiles to the target audience. DFR products aim to reduce the barriers that women may perceive to their pursuit of an ADF career.

Service initiatives to attract and recruit women

The Services continue to implement initiatives to attract and recruit women. Details of these initiatives are outlined in Annex A. Examples include:

- Specialist Recruiting Teams in DFR engage with specific target audiences, including women, through a 'Do What You Love' campaign
- A 'Women in the Navy' website promotes employment categories in which women are under-represented
- A 'Women in Army' talent community was established in late 2018 to support potential female candidates
- An 'Officer Aviation Cadets' program focused on bring women into the Air Force
- Reduced IMPS were introduced for designated employment categories. The ratio of candidates opting to take the reduced IMPS has increased, indicating it is an attractive option.

Gap Year programs and experiential camps are conducted by each Service and enable candidates to gain positive exposure to ADF careers. The following Gap Year highlights were reported by the Services for 2018-19, and demonstrate a high rate of participation by women.

⁵ In 2017-18, the Services set a recruitment target of 2,373 women of which 1,849 were recruited (78%) (*Women in the ADF Report 2017-18*)

⁶ ADF DFR Pocket Brief by Avenue of Entry, Target data as at 30 June 2019.

ADF Gap Year Highlights	
Navy	All Navy Gap Year recruitment targets were achieved in 2018-19: 14 of the 25 officer and 61 of the 100 other ranks targets were filled by women.
Army	The 2019 Army Gap Year program has approximately 30% female participation rates in both soldier and officer programs. In 2018-19, women Gap Year participants were awarded Student of Merit on the 2018 Army Reserve Engineer Regimental Officer Basic Course, and Army Recruit Course Physical Training Award.
Air Force	In Air Force, women represented 53.6% of the Gap Year intake across six employment categories. Sixteen of the 36 Aircraft Support Technicians were women (44.4%) which is indicative of a continued strong female participation in non-traditional employment roles (47.2% in 2018).

Conversion ratios from YOU to enlistment

Candidates processed by DFR attend an initial Your Opportunities Unlimited (YOU) session at a DFR centre. This includes initial medical and aptitude testing and career coaching.⁷ Not all candidates who attend a YOU session subsequently enlist. High ratios of conversion can reflect factors such as effective marketing campaigns for specific employment categories and seasonal effects. Low ratios can reflect unpopular employment categories, a small candidate pipeline and a higher frequency of intake. Factors that may also contribute to the loss of women in the conversion process include their ability to meet role-specific entry standards.

Conversion ratios from YOU sessions to enlistment measure the number of candidates who attend YOU sessions for every one enlistee. There are some gender differences across conversion ratios. Women and men are retained at different rates dependent on Service and rank.

It is notable that for officer ranks, the conversion ratio has decreased for both women and men since last year. For other ranks, conversion ratios for women have increased but have decreased for men since last year.

For every one ADF enlistee in 2018-19, the number of YOU session attendees were as shown in Table 2.

⁷ More information about the ADF recruitment process is available at defencejobs.gov.au/joining/how-to-join/recruitment-process.

Table 2: Conversion ratios for women and men (YOU session to enlistment), 2018-19

Officer Entry	Women	Men
Navy	3.9	5.0
Army	9.0	4.6
Air Force	7.8	11.5
General Entry	Women	Men
Navy	6.1	3.2
Army	10.3	4.8
Air Force	5.0	7.6

Satisfaction with the recruitment process

Historically, data used to examine progress against the metric ‘satisfaction with the recruitment process’ has been derived from the Defence *YourSay Survey*. Collection of 2018-19 survey data was temporarily ceased in the first half of 2019 and is therefore unavailable for this report.

Based on data from 2017-18,⁸ ADF women who successfully enlisted are slightly more satisfied with the recruitment process than men (73.5% compared with 70.4% of men).⁹ This has been a consistent pattern in previous reports.

Enlistments into the ADF Permanent Force

In 2018-19, 1,385 women were enlisted into the ADF Permanent Force, compared with 1,571 in the previous year. This is a decrease of 12% from 2017-18.¹⁰

The ADF has three entry types: Officer, General Entry (Technical) and General Entry (non-Technical). Figures 4-6 show the percentage of women enlisting in each entry type and Service since 2014-15.¹¹ This data shows that enlistment by women to non-technical occupational groups has decreased since 2017-18, and enlistment to technical groups has decreased for both Navy and Army. Notwithstanding, the ADF is on track to reach its participation targets by 2023.

⁸ *Women in the ADF Report 2017-18*.

⁹ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 3: Satisfaction with the recruitment process by gender and Service, 2017.

¹⁰ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 4: ADF Permanent Force enlistment (all modes of entry) by gender, Service, and rank groups, 2018-19.

¹¹ 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).

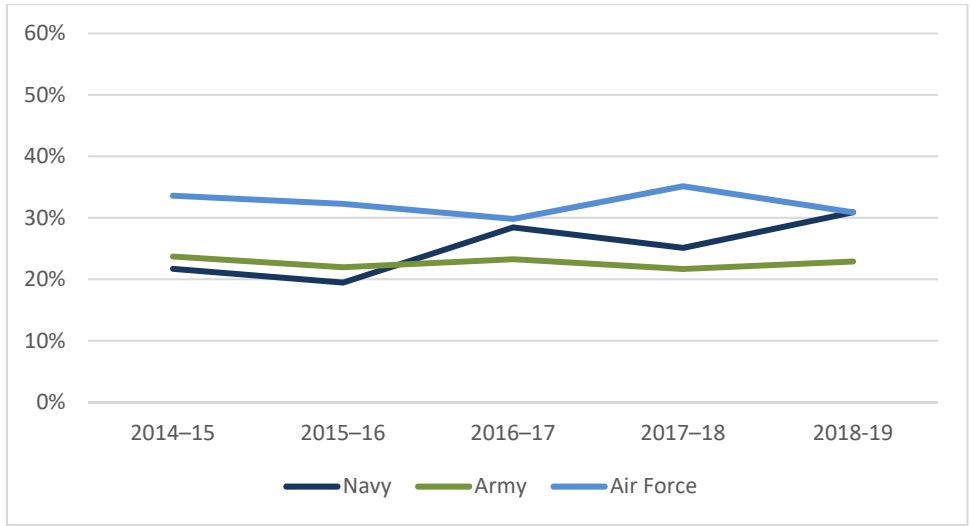


Figure 4: Proportion of female appointments in each Service for officer, 2014-15 to 2018-19

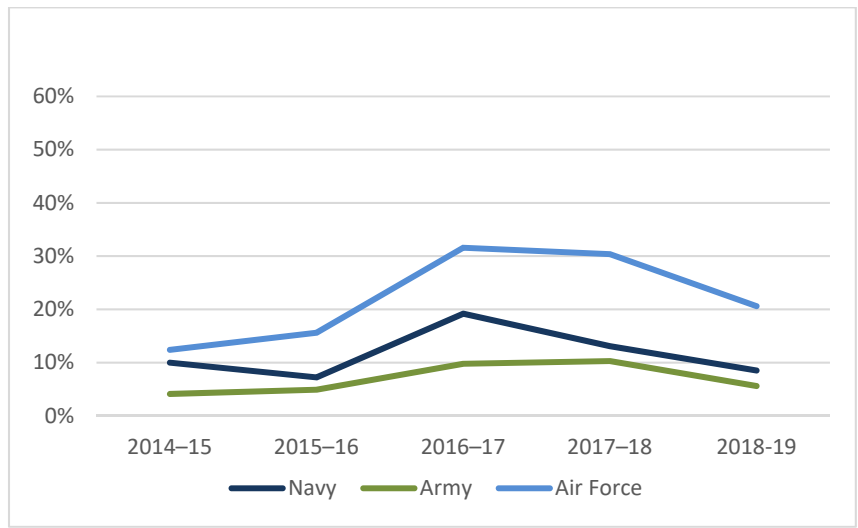


Figure 5: Proportion of female enlistments in each Service for General Entry – Technical, 2014-15 to 2018-19

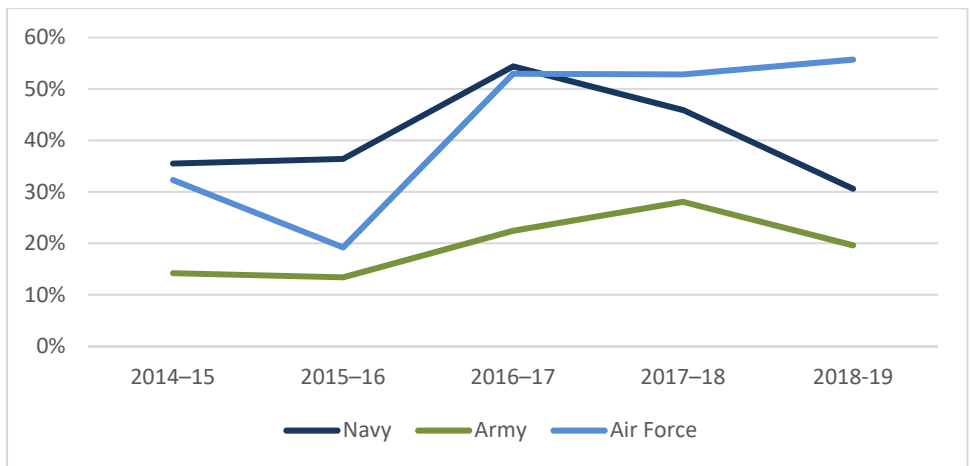


Figure 6: Proportion of female enlistments in each Service for General Entry – non-Technical, 2014-15 to 2018-19

Key observations and trends

Since 2013, the ADF has increased its proportion of women through targeted attraction and recruitment strategies. Army and Air Force are on track to achieve their 2023 participation targets, while Navy will require a minor increase to recruitment.

Recruitment of women to non-traditional occupations, such as combat and engineering, has been low in 2018-19, affecting the ADF's capacity to reach a critical mass of female representation in these employment categories.

There are gender differences in conversion ratios in the recruitment pipeline. Generally, ratios are higher for women than men.

Achievements against KPIs		
1	Progress towards female representation targets	
2	Progress towards reaching critical mass in identified employment categories	
6	Number of women recruited against Service targets	
8	Women are retained in the recruitment pipeline at a similar rate to men	
		Achieved
		Not Yet Achieved
	The number of women recruited is at or above the number required to meet each Service's 2023 female participation targets	
	Women remain in recruitment pathways at similar rates to men	
	Women's satisfaction with the recruitment process is comparable to that of men	

Chapter 2: Training, education, learning and development

Key Performance Indicators	
7	Completion rates for initial-entry training are equal between women and men
<p>We will know when we have reached success in gender diversity and inclusion in training, education, learning and development when:</p> <ul style="list-style-type: none">• women successfully complete initial training at a rate comparable to men• women participate in Defence-sponsored education at a rate proportional to men	

Training, education, and professional development generate the military and leadership skills necessary for career progression and advancement.

Chapter 2 reports on completion rates across ADF appointment and enlistment pathways, and access to professional education opportunities.

Initial officer and other rank training completion rates

New recruits are inducted into the ADF through initial-entry training. Options for officer entry to the ADF include single Service officer training establishments and the Australian Defence Force Academy (ADFA). ADFA provides an undergraduate pathway.¹² Training completion rates are calculated from the cohort of cadets and Midshipmen who completed their training in 2018 (for ADFA) and 2018-19 (for Direct Entry Officer (DEO) and other ranks).

Across the ADF, a higher proportion of DEO women completed initial-entry training than men. A higher proportion of Navy and Air Force female officer trainees completed their initial-entry training than their female Army counterparts (see Figure 7).¹³ The reasons for non-completion vary. Predominantly, both female and male officer trainees withdrew for compassionate, medical or other reasons.¹⁴

¹² More information about ADFA is available at defence.gov.au/ADFA/About/Default.asp.

¹³ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 5: Initial-entry officer training completion rates by gender and Service, 2018-19. A high proportion of Army candidates were discharged. The majority of these were resignations, followed by service not required and then medically unfit. 13% are still in training and may go on to graduate. 10 of the 140 ADFA/Royal Military College candidates (7%) transferred to Navy or Air Force, 3.5% of the total cohort trade transferred to another employment category, and 3% transferred to the Reserves.

¹⁴ See Supplementary Data Tables to *Women in the ADF Report 2018-19* – Table 6: reasons for non-completion of initial-entry officer training by gender and Service, 2018-19.

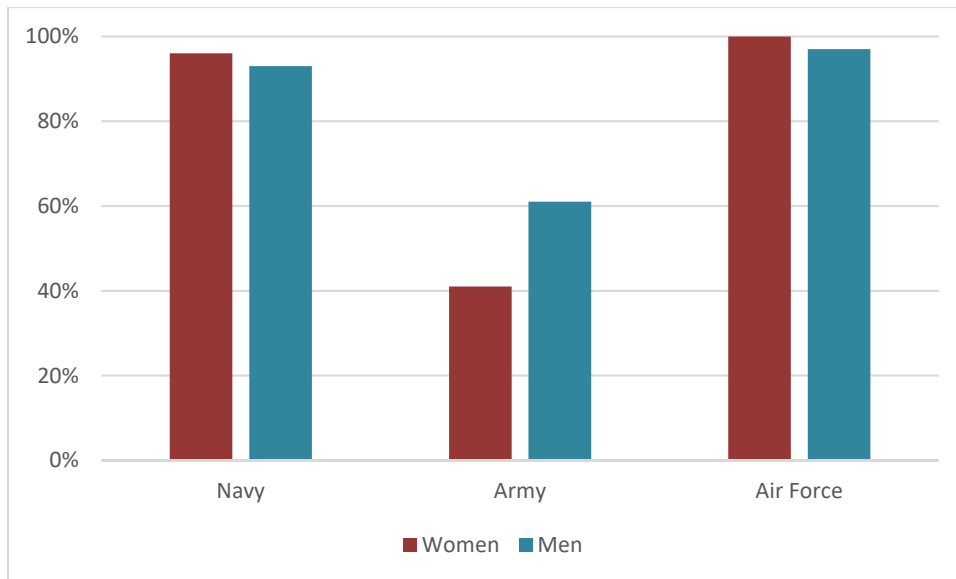


Figure 7: Initial entry training completions rates for officers, 2018-19

Figure 8 shows that from 2017-18 there has been a marginal increases in completion rates for Navy and Air Force women, with a notable decrease for Army women.

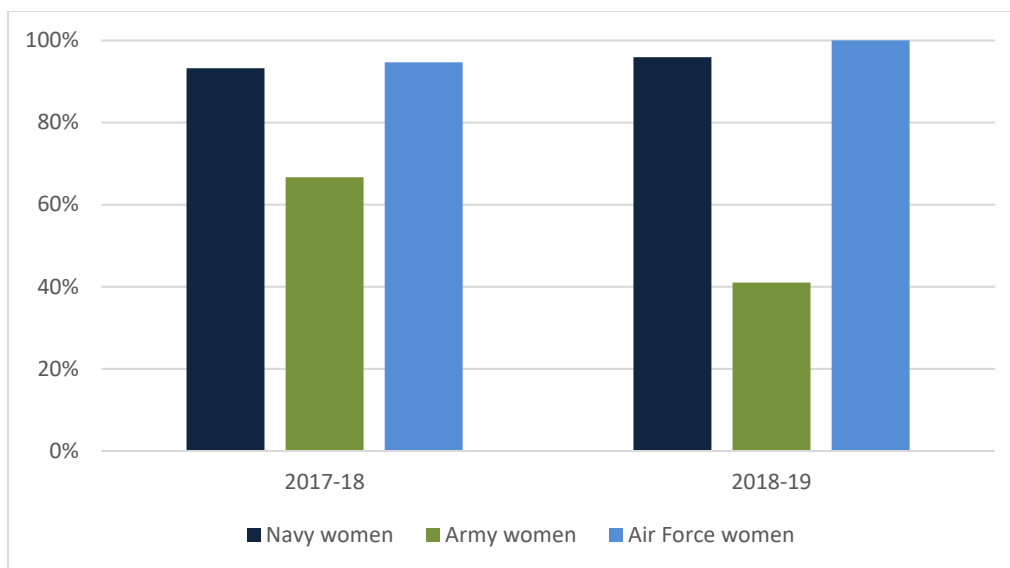


Figure 8: Initial entry training completion rates for female officers, 2018-18 to 2018-19

Figure 9 shows that for other ranks, completion rates for women were the same or higher than for men.¹⁵ A higher proportion of trainees in Navy and Air Force completed initial entry training than

¹⁵ See Supplementary Data Tables to *Women in the ADF Report 2018-19* -Table 7: Initial-entry other ranks training completion rates by gender and Service, 2018-19; and Table 8: Reasons for non-completion of initial-entry other rank training by gender and Service, 2018-19.

Army.¹⁶ Similar to officers, both female and male trainees' reasons for non-completion relate to withdrawal for compassionate, medical and other reasons.¹⁷

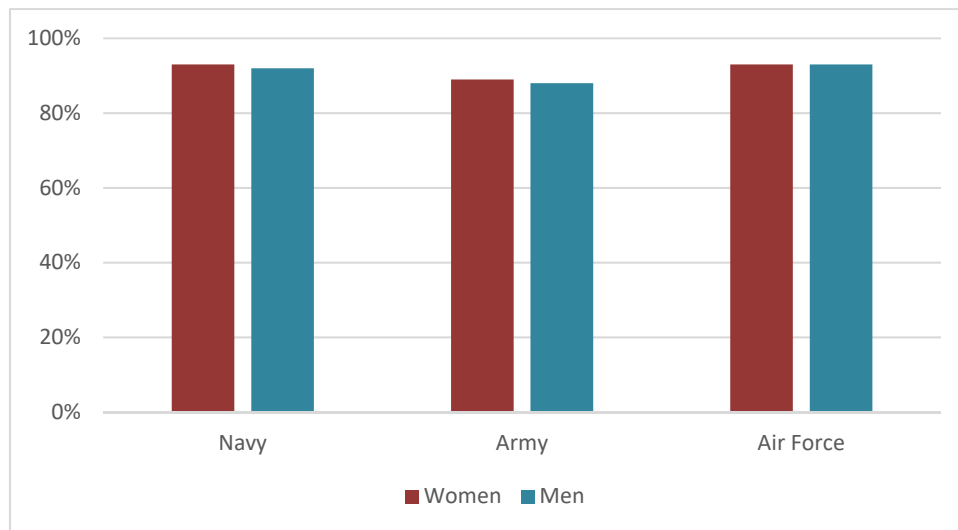


Figure 9: Initial entry training completions rates for other ranks, 2018-19

Figure 10 shows that over a four year period, completion rates for female other ranks has varied slightly.

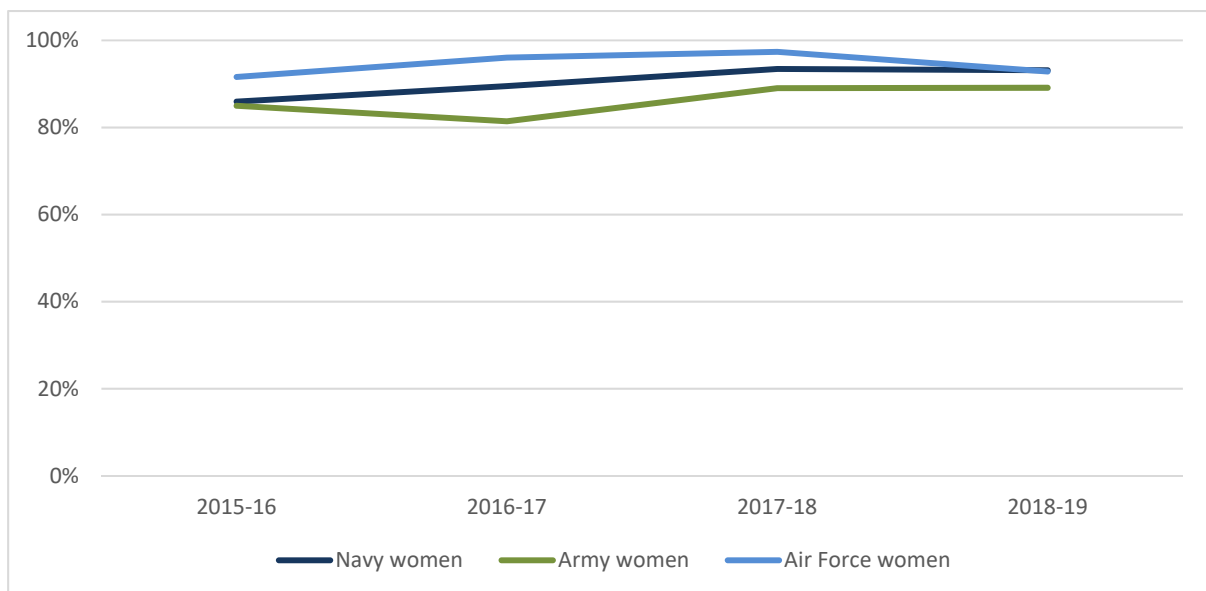


Figure 10: Initial entry training completion rates female other ranks, 2015-16 to 2018-19

¹⁶ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 7: Initial-entry other ranks training completion rates by gender and Service, 2018-19.

¹⁷ Table Supplementary Data Tables to *Women in the ADF Report 2018-19* – Table 8: Reasons for non-completion of initial-entry other rank training by gender and Service, 2018-19.

Comparable proportions of women and men completed ADFA training in 2018 (51% for women; 58% for men). The reasons for non-completion vary. More men than women resigned or were discharged for disciplinary reasons. Overall, more men than women did not complete their ADFA undergraduate degree (72% men versus 28% women).¹⁸

Completion results for initial entry training for both officers and other ranks may suggest that training establishments are delivering training that supports diversity and inclusion.

Access to professional education

This section discusses programs of education for professional development beyond those required as part of the tri-Service and single-Service career continuums. It does not include programs of professional military education offered at the Australian Defence College (see Chapter 7) or trade and category-specific training.

ADF members can access professional education opportunities through the Defence Assisted Study Scheme (DASS), ADFA post-graduate study, and the Chief of Defence Force (CDF) Fellowship. In addition to these opportunities, in-Service education schemes exist to support members' continuing professional development.¹⁹ Members self-select into such programs or apply for ADF sponsorship. As such, women's participations rates are partially driven by individual considerations that are not fully within the ADF's control.

The average rate of female participation across these opportunities is 23% which exceeds the proportional rate of women in the ADF (18.6%) and is an increase of 4% from the previous year. This may indicate that women see professional education as a prerequisite if they are to compete effectively for senior ranks. Table 3 lists professional educational schemes and the proportional representation of women.

Table 3: Professional education schemes including female participation rates as a percentage

Service	Education Scheme	2017-18	2018-19
Navy	ADFA Post-graduate study	15%	16%
	DASS	30%	28%
	Long Term Civil Schooling	15%	31%
	Graduate Medical Scheme ²⁰		25%

¹⁸ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 9: Commencements and completions of ADFA undergraduate degrees by gender and Service, 2018; and Table 10: Reasons for non-completion of ADFA undergraduate degrees by gender and Service, 2018.

¹⁹ Figures relating to each Service's education programs by gender are available in Supplementary Data Tables to *Women in the ADF Report 2018-19* - Tables 11 and 12.

²⁰ Data not generated for 2017/18.

Service	Education Scheme (cont.)		%
	Rear Admiral David Holthouse Fellowship ²¹	0%	0%
Army	ADFA Post-graduate study	13%	14%
	DASS	34%	47%
	Strategic Scholarship to John Hopkins University, Washington (O6 Level)	22%	43%
Army Foundation Scholarship (E6-O5 Level)			
Trooper Jonathan Church Ethical Solder Award (E2 to O3 Level)			
Air Force	ADFA Post-graduate study	26%	26%
	DASS	32%	34%
	Chief of Air Force Fellowship (E8 to O5 Level) ²²	0%	0%
	Sir Richard Williams Research Fellowship ²³		
Average % rate of female participation		19%	24%

Key observations and trends

On average, initial entry training completion rates are similar for women and men within each Service with minor differences between Services.

Overall, women have been accessing professional education schemes at a rate that exceeds their participation rate (18.6%). This may indicate that women are being supported in their professional development and leadership progression.

Achievements against KPIs		
7	Completion rates for initial-entry training are equal between women and men	
	Achieved	Not Yet Achieved
	Women successfully complete initial training at a rate comparable to men	
	Women participate in Defence-sponsored education at a proportional rate to men.	

²¹ This Fellowship encourages the development of professional engineering and can support study, research or professional development in a Navy-related engineering field. No offers were made to men or women in 2018-19.

²² The aim of the Fellowship is to develop personnel with a broad education in Air Power strategy and national security issues. It also aims to enhance the Fellow's capacity to contribute directly to Australian strategic discourse concerning Air Power. The number of Fellowships offered changes annually based on Service considerations.

²³ This Fellowship supports the Air Power Scholar PhD program. For further information see: williamsfoundation.org.au.

Chapter 3: Internal mobility, postings and deployment

Key Performance Indicators	
10	Women are represented proportionally in postings and deployments
12	Increase in number of women in leadership positions

We will know when we have reached success in gender diversity and inclusion in internal mobility, postings and deployment when:

- Women are proportionally posted to command appointments
- Women are proportionally deployed on operations

Postings, deployments and command appointments are an integral part of military life and are key milestones in an ADF member's career progression. In particular, command appointments are promotional gateways for senior ranks. Harnessing the broad diversity of the ADF, including gender, maximises ADF capability. This extends to the planning and conduct of operations and in international engagement.

Defence continues to implement its responsibilities under the *Australian National Action Plan on Women, Peace and Security 2012-2018* (NAP),²⁴ which gives effect to the United Nations Security Council Resolutions on women, peace and security (WPS).²⁵ The NAP outlines how Defence and other agencies can integrate a gender perspective into peace and security efforts, which includes promoting women's participation in conflict prevention, management and resolution and ensuring their full, equal and meaningful participation in leadership and decision-making roles in both national institutions and in operations.²⁶

In addition, in 2014, Australia contributed to the development of the *NATO Women, Peace and Security Policy and Action Plan*. The current iteration released in 2018²⁷, reinforces women's leadership and participation as essential elements of peace and security efforts, and commits NATO's Allies and partner nations to the integration of its policy throughout military structures and operations.

Chapter 3 examines career management through postings, command appointments and deployments.

²⁴ For further information on the NAP, see pmc.gov.au/office-women/international-forums/australian-national-action-plan-women-peace-and-security-2012-2018.

²⁵ There are nine WPS resolutions, see peacewomen.org/why-WPS/solutions/resolutions.

²⁶ A second NAP, for the period 2019-2029 is expected to be released later in 2019.

²⁷ See https://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2018_09/20180920_180920-WPS-Action-Plan-2018.pdf.

Postings

Delivering ADF capability involves the regular posting of ADF members. ADF policy provides that posting decisions are to balance both ADF requirements and the individual member's career and personal preferences.²⁸ Women and men are equally satisfied that the ADF considers their family circumstances in postings.²⁹

Command appointments and Defence Attachés

Selection for command³⁰ and sub-unit command³¹ appointments are key career milestones for ADF members and can be promotion pre-requisites. Broadly these appointments are for O-4 to – O-6 ranks (depending on Service and type of unit). Eligibility differs between the Services.

Defence Attachés and some other staff appointments in overseas Embassies, High Commissions and international organisations represent the CDF and their Service Chiefs to the host nation's military and facilitate Defence international policy objectives. Many other military officers and some senior non-commissioned officers also have strong representational responsibilities.

Figure 11 shows the proportion of women in command and Defence Attaché appointments in 2018-19.³² Women across the Services remain under-represented in command and sub-unit command positions relative to their Service participation rates, with the exception of Army women in command appointments (17.2%).³³ Women across the Services are generally under-represented in Defence Attaché roles.

²⁸ More information about the posting of ADF members is available in the *Military Personnel Policy Manual*, Part 6, Chapter 1, at defence.gov.au/PayandConditions/ADF/Resources/MILPERSMAN.pdf.

²⁹ 2018 *Defence YourSay Survey*.

³⁰ In Navy, the term 'command appointment' refers to commanding of major Fleet units (MFU), minor war vessels (MWV) and shore establishments. These appointments are at the O-4 to O-6 ranks. Shore command is of a non-seagoing unit typically responsible for training or providing base support functions to deployed or operational assets.

³¹ For Navy, sub-unit command refers to charge appointments comprising Executive Officers and Heads of Departments of MFU, MWV, and Executive Officers of shore establishments. These appointments are generally at the O-4 to O-5 ranks.

³² See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 13: Command appointments by gender and Service, 2018-19.

³³ For comparison, the Service participation rates are: Navy 21.8%; Army 14.6% and Air Force 23.5%.

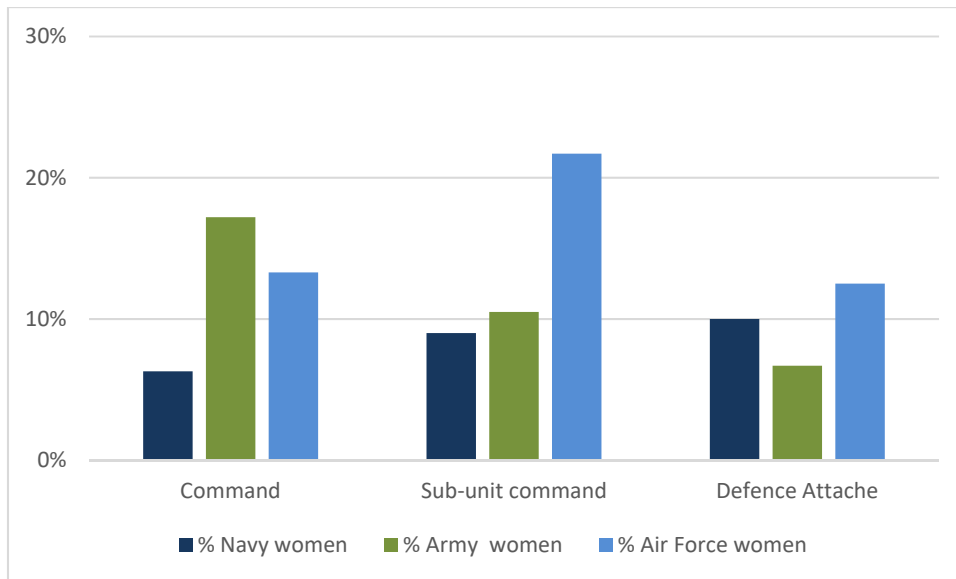


Figure 11: Proportion of women in command appointments and Defence Attachés for each Service, 2018-19

Figure 12 shows that overall, women’s representation in all roles, with the exception of Army sub-unit command positions, have decreased since last year.³⁴

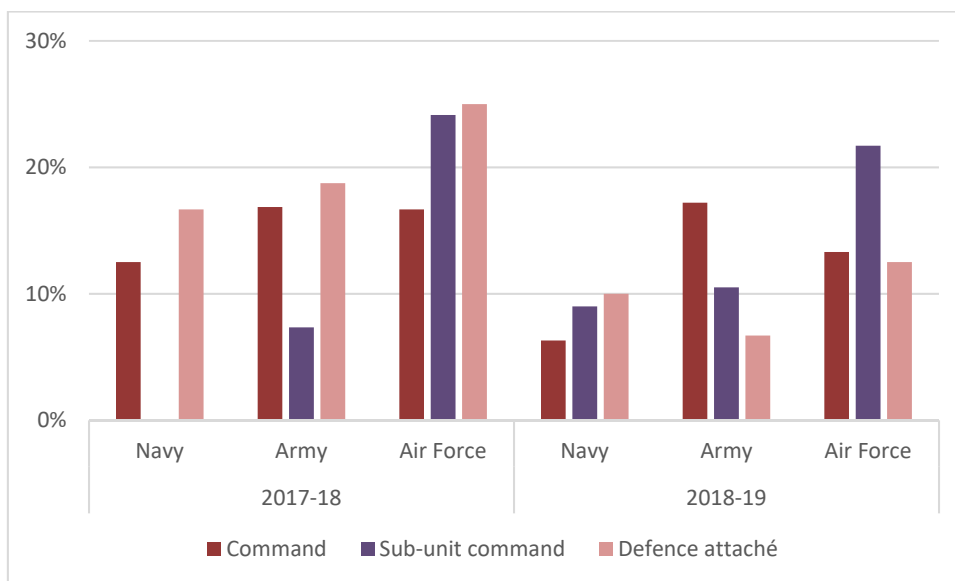


Figure 12: Proportion of women in command appointments and Defence Attachés for each Service, 2017-18 and 2018-19

³⁴ Comparison with data in *Women in the ADF Report 2017-18*.

Women on deployment

ADF deployments are managed according to Operational Readiness requirements. Current operational positions have no gender restrictions, however 44% of Army positions are restricted to personnel from Combat Corps, which have relatively low proportions of female participation. Six Air Force positions in the Middle East region are designated as male-only due to host nation requirements.

Under the NAP, Defence has responsibility for 17 of 24 actions, and amongst these, is tasked with:

- ensuring ‘women have opportunities to participate in...Defence...and in deployments overseas, including in decision-making positions’;
- considering ‘the use of specific strategies to promote the participation and protection of women and girls...for example Female Engagement Teams and the use of gender advisers’; and
- encouraging ‘the promotion of women’s involvement and leadership in the prevention, management and resolution of conflicts through engagement with the UN...’³⁵

In relation to deployments, the United Nations (UN) has set targets for women’s participation in their peace operations by 2028: 25% for military observers and staff officers; and 15% for contingents.³⁶ As at 30 June 2019, six ADF women were deployed to UN operations (ASLAN and PALADIN) as staff officers. This represents 16.6 % of the deployed ADF force ³⁷, exceeding the UN’s 2019 target for women’s participation (for all UN Troop Contributing Countries) of 16%.³⁸ In 2018-19, 25% of the total deployed ADF force to UN operations (ASLAN and PALADIN) were women.³⁹

Of note, a female Army O-8 is currently the Force Commander of the UN Peacekeeping Force in Cyprus.

In meeting NATO Action Plan requirements, the ADF has, since 2013, continuously (with the exception of 2014) deployed women (at O-5 and O-6 rank level) to fill the role of Gender Adviser for initially, International Security Assistance Force, and subsequently, Resolute Support Mission, in Afghanistan. In 2018-19, a Navy O-6 was deployed to this role.

Figures 13 and 14 show the percentage of women deployed in each operation, and the combined total, which is compared with the overall ADF participation rate.⁴⁰ Across all ADF Permanent Force deployments in 2018-19 the proportion of women deployed was 13.2%, which is considerably lower

³⁵ Department of Families, Housing, Community Services and Indigenous Affairs. 2012. “Australian National Action Plan on Women, Peace and Security 2012–2018.” P. 21-24.

Contact: Australian Government Office for Women at UNSCR1325@fahcsia.gov.

³⁶ For further information, see peacekeeping.un.org/sites/default/files/uniformed-gender-parity-2018-2028.pdf.

³⁷ As advised by Gender Advisor, Joint Operations Command, 7 August 2019.

³⁸ See peacekeeping.un.org/sites/default/files/190725_6_special_gender-report_dpo.

³⁹ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 14: ADF Permanent Force deployments by gender, Service and operation, 2018-19.

⁴⁰ Ibid.

than the overall ADF participation rate for ADF women (18.6%). This is a decrease from the previous year (17.9%).⁴¹

The current NAP, and the next iteration, due for release in November 2019,⁴² may provide an opportunity for the ADF to assess how it can more fully meet its obligations regarding to women's participation in operations.

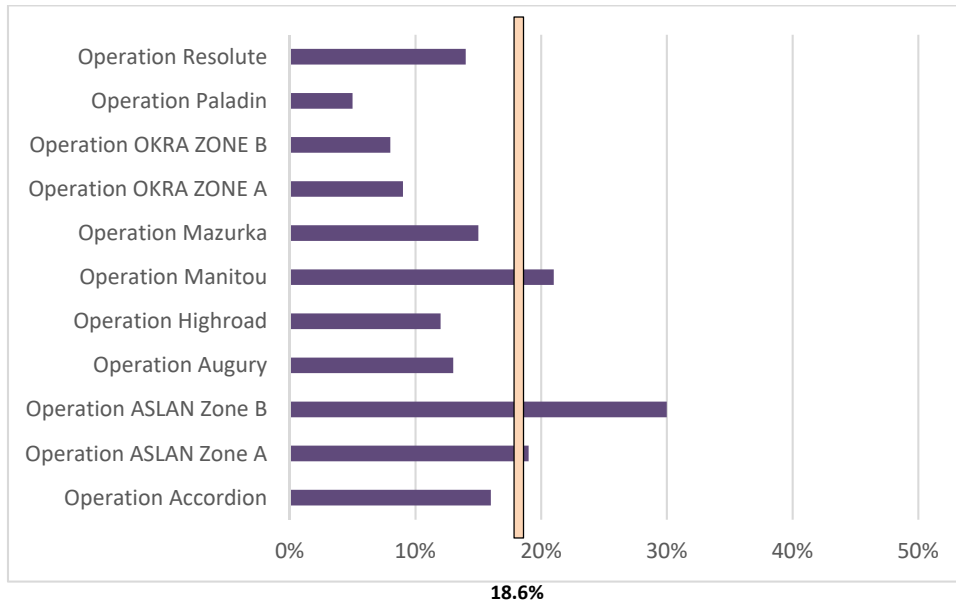


Figure 13: Percentage of women deployed on each operation as a proportion of the deployed Force compared to overall ADF participation rate, 2018-19

⁴¹ *Women in the ADF Report 2017-18.*

⁴² For more information on the second NAP, see <https://www.pmc.gov.au/resource-centre/office-women/australias-next-national-action-plan-women-peace-and-security>.

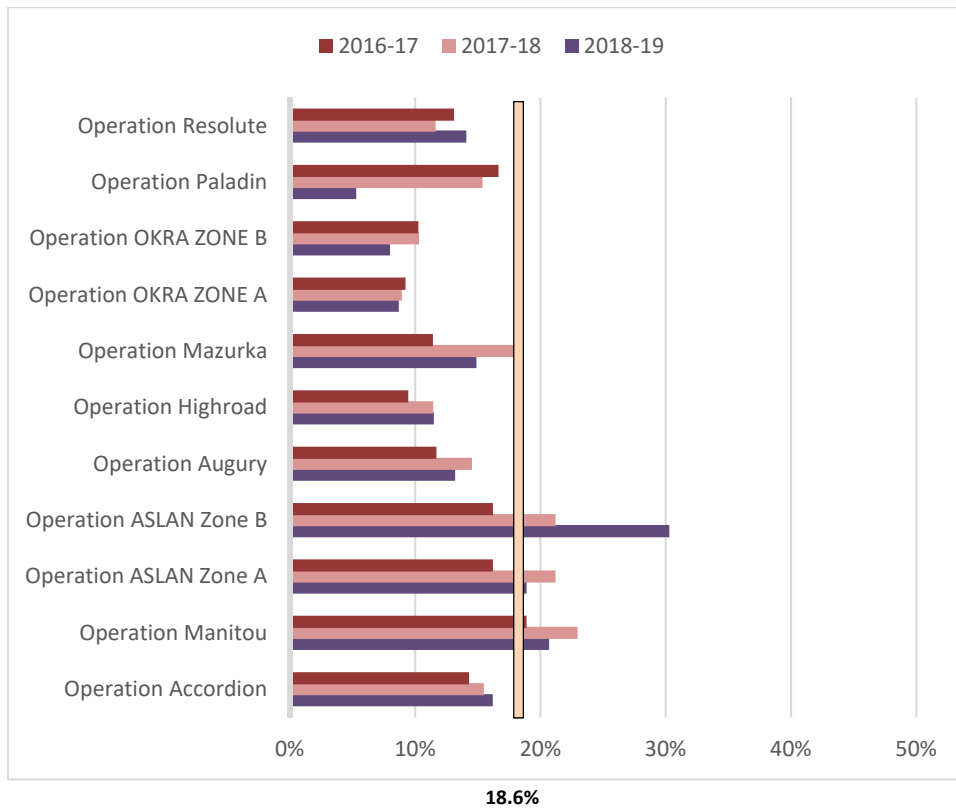


Figure 14: Percentage of women deployed on each operation as a proportion of the deployed force in comparison to overall ADF participation rate, 2016-17 to 2018-19

Figure 15 shows the percentage of women deployed by occupational group in 2018-19 for the total ADF compared with the total distribution of deployed personnel. For Logistics, Administration and Support, and Health occupational groups, female representation on deployment is lower than ADF female participation rates in those group.⁴³

⁴³ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 15: ADF deployments by gender, Service and occupational group, 2018-19.

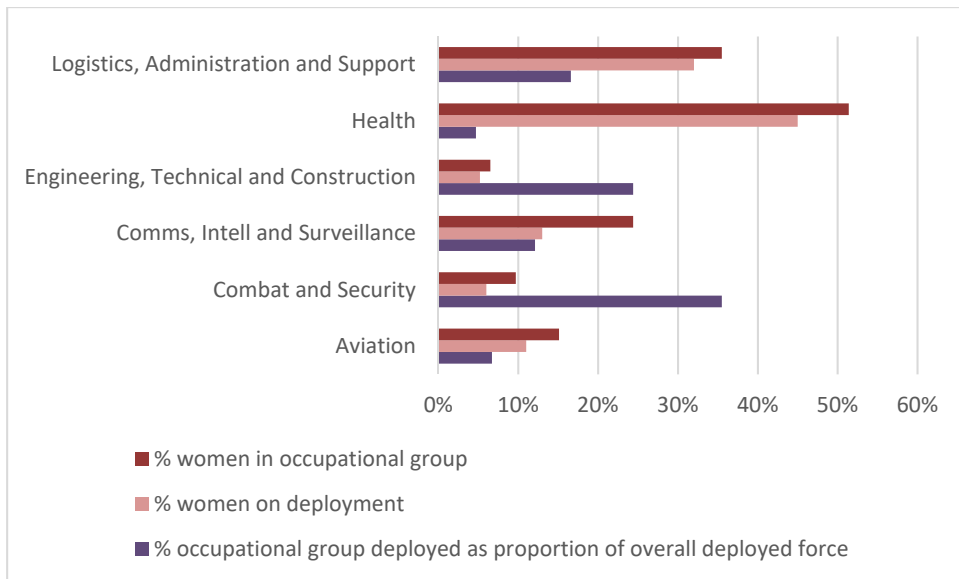


Figure 15: Percentage of women deployed by occupational group compared with the total distribution of deployed personnel, 2018-19

Key observations and trends

Women appointed to command positions or as Defence Attachés remain under-represented proportionally to their ADF participation rate. On average, women’s representation on deployments and in command postings has decreased since last year.

The deployment of women across all operations was considerably lower than their ADF participation rate (18.6%). However, women’s participation in UN peacekeeping met the UN’s 2019 target of 16%.

Achievements against KPIs		
10	Women are represented proportionally in postings and deployments	
12	Increase in number of women in leadership positions	
		Achieved
		Not Yet Achieved
	Women are proportionally posted to command appointments	
	Women are proportionally deployed on operations	

Snapshot of women's ADF experience

The following vignettes provide examples of women's Service experience as a snapshot of gender diversity and inclusion within the ADF.

20 Years – Women in Submarines

In 1998, the Royal Australian Navy became the fourth Navy in the world to permit women to serve onboard submarines. The first female submariners began their training in June 1998 and qualifying by mid-1999. Therefore, 2019 marks twenty years since the first female received their 'dolphins'. There are now 112 women serving and training to serve in the submarine arm (11%). Twenty six women, between the rank of Petty Officer and Commander who are currently serving have achieved mid-level supervisory or leadership roles including several women within Sea Training Group, achieving positions such as Chief of the Boat, and Warrant Officer.

There have been many achievements by women submariners. In 2017, Commander Susan Harris, the most senior female submariner, was a finalist in the *Telstra Business Women's Awards* for her outstanding work developing submarine workforce strategies, and in 2017-18, she was the first female Executive Officer of an Australian Submarine. In 2019 CMDR Harris was the first female submariner in the world to be selected for, and attend, the Royal Netherland Navy Command Course 'Perisher'. Further, in 2019, Petty Officer Kerry Cousins was a finalist in the Australian Defence Magazine's *Women in Defence Awards* (People and Culture category).

Army women on deployment

Australian Army officer, Captain Morgan Kiss, found herself in one of the busiest and more unique roles of Task Group Taji-9 (TGT-9). In what was her first deployment to the Middle East Region, Captain Kiss was one of Task Group Taji's Liaison Officers based in Baghdad.

Her job was to work with colleagues from the Training Directorate of the Multi-national US-led Combined Joint Task Force - Operation INHERENT RESOLVE to gather and then feed information back to Task Group Taji Headquarters.

"Basically, my job was to be the eyes and ears for the Commander to help better enable the 'Mentor, Advise and Assist' mission on the ground in Taji," Captain Kiss said. "Given this was my first deployment, I felt extremely lucky to have been assigned to such a unique role in what was a really diverse environment. While some people may have perceived the language and cultural barriers as a challenge, I was able to learn so much about how other nations operate."

In fact, Captain Kiss was the first female assigned to the role. While she thoroughly enjoyed the job, being deployed to the other side of the world did present some difficulties. "Being away from my young daughter was tough. I really looked forward to giving her a big cuddle."

Chapter 4: Talent and career management

Key Performance Indicators	
4	Efforts to ensure that more women have opportunities to reach leadership positions
12	Increase in number of women in leadership positions

We will know when we have reached success in gender diversity and inclusion in talent and career management when:

- women are promoted at the same rate as men
- women are provided with equal opportunity to develop as leaders and to prepare for promotion
- there is at least one female representative on all Promotion Boards
- an increasing proportion of women are involved in mentoring, sponsorship and networking programs
- women are able to achieve their full potential through the removal of barriers to reaching the most senior leadership positions
- the contribution of women and men is valued and recognised equally
- the differences in women's and men's pay, from structural factors in the ADF, decrease

One of the ADF's identified priorities for diversity and inclusion is ensuring that women are as equally supported as men to progress through the ranks so that they may be proportionately represented in senior leadership positions.

Chapter 4 examines the ADF's initiatives for ensuring women are as equally competitive as men for career advancement.

Promotions

Promotion for both officers and other ranks is based on an order of merit that considers an individual's experience in rank; completion of promotion prerequisites; performance history; and an assessment of individual skills, abilities and potential.

Overall, more women in the ADF were promoted in 2018-19 than in the previous year, with the exception of Air Force women at O-5 and E-6, Navy women at E-8, and Army women at E-4. As a proportion of the total promotions in 2018-19 for O-4 and above and E-4 and above, women comprised 16.4% (19.7% for officers; 15.6% for other ranks).⁴⁴

⁴⁴ See Supplementary Data Tables to *Women in the ADF Report 2018-19* Table 16: ADF Permanent Force substantive promotions by gender, rank and Service, 2018-19.

Figures 16 and 17 demonstrate that the proportion of personnel found suitable and promoted varies between occupational groups. Overall, women who are found suitable are not disadvantaged in being selected for promotion when compared with men.⁴⁵

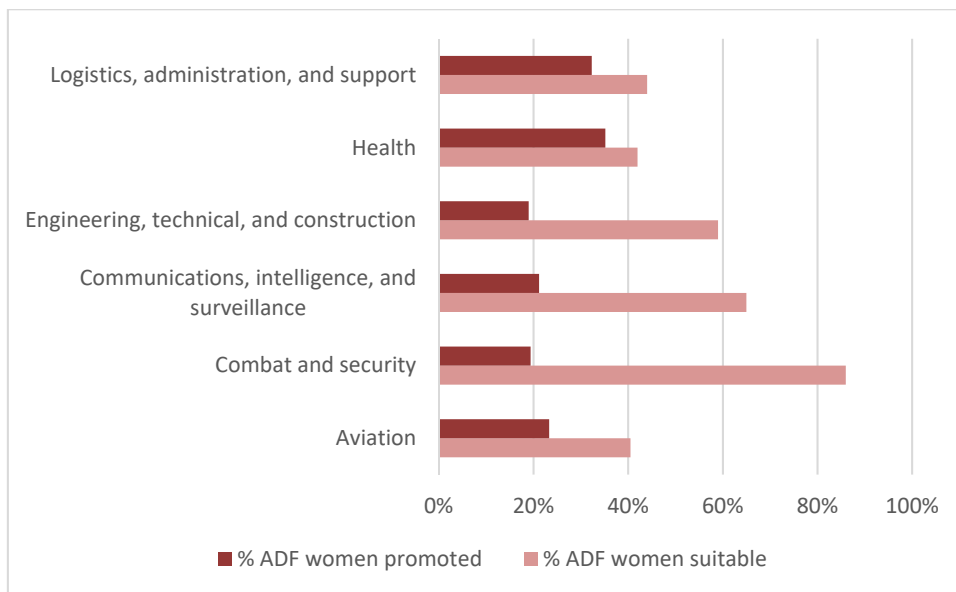


Figure 16: Percentage of women promoted out of those found suitable, 2018-19

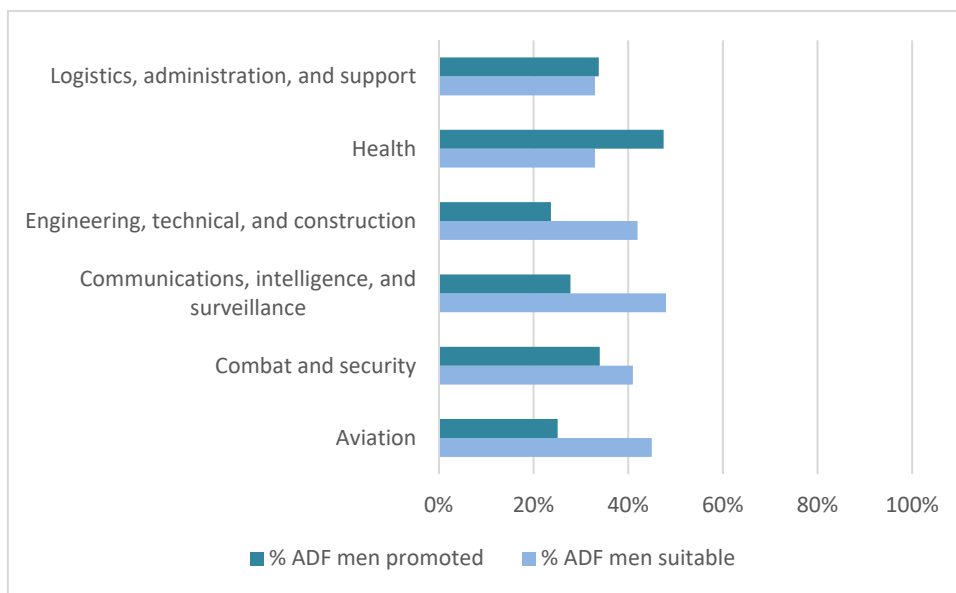


Figure 17: Percentage of men promoted out of those found suitable, 2018-19

⁴⁵ For figures and explanations relating to the numbers of ranked suitable by a Promotion Board and promoted by occupational group in 2018-19 for each Service, see Supplementary Data Tables to *Women in the ADF Report 2018-19* Tables 17 and 18: ADF Permanent Force promotions by eligibility and suitability.

Time in previous rank

ADF policy provides that members spend a minimum time in rank before they are eligible for promotion. Comparing the median time (in years) that women and men spent in their previous rank before they were promoted in 2018-19, the tenure for ADF women (5.7) is marginally higher than that for men (5.5). Overall, women officers served in rank for slightly more median time (6.0) than men (5.5). There were no promotions for women to officer ranks O-9 and O-10. For other ranks, the comparative time in rank was the same for both men and women (5.5).⁴⁶

In Chapter 5, tenure in rank for promotions is compared with tenure for separations.

Promotional gateway courses and leadership development

The Australian Defence College offers three professional military education courses: the Defence and Strategic Studies Course; the Australian Command and Staff College Course; and the Capability and Technology Management Course.⁴⁷ These courses are open to officers and senior Warrant Officers who have achieved their relevant career requirements, and who have leadership potential. These courses support members' competitiveness for promotion at middle and senior levels within the career continuum. Navy has a promotion course for each rank commencing at Leading Seaman level and all personnel must hold currency in the Navy Leadership Development workshops. Army and Air Force other ranks are provided with leadership development courses that are pre-requisites for promotion.

Navy women are represented at promotional gateway courses proportionally to their participation rates in the ADF. Women remain under-represented at promotional gateway courses in Army and Air Force relative to their participation rates.⁴⁸ (See Table 4)

Table 4: Number of women on promotional gateway courses as a percentage of total cohort

Officer	Total cohort	% Women on course
Navy	123	19.5%
Army	429	12.8%
Air Force	172	15.1%

⁴⁶ See Supplementary Data Tables to *Women in the ADF Report 2018-19* – Table 19: Median time in previous rank (years) by gender and Service, 2018-19.

⁴⁷ For more information on ADC and these courses is available at defence.gov.au/ADC/.

⁴⁸ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 20: Officer promotional gateway courses, 2018-19; Table 21: Navy other ranks promotional gateway courses, participation and completions, 2018-19; Table 22: Army other ranks promotional gateway courses, participation and completions, 2018-19; Table 23: Air Force other ranks promotional gateway courses, participation and completions, 2018-19.

Other ranks	Total cohort	% Women on course
Navy	1075	20.7%
Army	646	12.8%
Air Force	550	11.8%

Mentoring, networking and sponsorship

Since 2012, the Services have implemented mentoring initiatives to facilitate women’s integration into workplaces where they are under-represented, and to enable them to develop their full potential. These initiatives include programs to build management skills, and external partnerships and sponsorships to build knowledge and professional experience in industry.

The Single Service initiatives for 2018-19 are listed in Table 5. Details about each program, and other Defence initiatives, are available in Annex A. There is no data to indicate the levels of participation from year-to-year among women in pipeline (O-5 rank) or senior leadership (O-6 and above) positions.

Future *Women in the ADF Reports* would be enhanced by additional data, such as the correlation between those women who complete the programs and are subsequently promoted, to demonstrate how effectively they impact women’s progression.

Table 5: Single Service programs that support mentoring, networking and sponsorship, 2018-19

Navy	Army	Air Force
<ul style="list-style-type: none"> • Women’s Mentoring Program – The Future Through Collaboration (TFTC) • Navy Women’s Network Forum • Navy Women’s Leadership Program • Diversity Reference Group - Women 	<ul style="list-style-type: none"> • Great Leaders Are Made (GLAM) • Army Industry and Corporate Development Program • Executive Coaching • Chief Executive Women’s Leadership Program 	<ul style="list-style-type: none"> • Women’s Integrated Networking Group (WINGS) • WINGS Technical Network • Women’s Professional Development Program • Women in Aviation Aerospace Australia • Australian Women Pilots Association • Leadership Exchange Program • Air Force Leadership Coaching Program • Talent Development and Management Framework

Career management

In 2014, a Determination was introduced to allow for flexibility in ADF employment offers - the Deliberately Differentiated Offer (DDO).⁴⁹ The concept of the DDO is that Defence can decide to deliberately vary a number of influential elements of the Defence employment offer to obtain a workforce capability benefit, primarily improved retention of key individuals or groups such as critical categories.

The DDO was designed to address factors that influenced member's decision to leave Service. Analysis leading up to the release of the DDO indicated that family support, work-life balance and housing and accommodation were key influences in retention. Therefore areas for negotiation in the DDO include extension of Home Purchase and Sale Expenses Assistance, removals, housing allocation adjustments, increase to rental assistance, additional travel and additional leave. The offer can also set out flexible working arrangements.

The offer is management initiated, usually through career management agencies.

Navy

The *Navy Strategic Workforce Plan 2018-2023* focuses on initiatives to achieve workforce objectives including gender diversity and inclusion. In support of this plan, during 2018-19, Navy continues to review career management policies to improve career satisfaction and retention of women.

Initiatives under consideration include:

- allowing dependents to move closer to family support at Commonwealth expense;
- updating conditions of service (such as reunion trips for single parents who have sole custody of a child);
- ensuring consideration of school holiday periods during exercise planning; and
- de-confliction of leave and maintenance periods where possible.

Army

The 2016 introduction of the ADF Total Workforce Model (TWM)⁵⁰ makes a range of full-time and part-time service arrangements available to allow Army members to better balance career and personal commitments. To support implementation of the TWM, in 2018-19 Army increased communication between career managers and members including a strengthened program of base visits. The primary purpose was to make members and the chain of command better aware of the TWM Service Spectrum to mainstream these career management options within the workforce.

Air Force

The main factors that have traditionally driven female rates of separation from Air Force have been workplace inflexibility during pregnancy, maternity leave, post-maternity leave and members' inability to achieve a work-life balance while raising a family. In 2019, Air Force released the 'Total

⁴⁹ For further information on DDO, see *ADF Pay and Conditions Manual*, Chapter 3, Part 6, at <https://www.defence.gov.au/PayAndConditions/ADF/Chapter-3/Part-6/>.

⁵⁰ Further discussion on the TWM is in Chapter 7.

Workforce System (TWS) - Air Force'. This comprises an information campaign to better inform members of the service options available, including the conduct of TWS workshops at bases and establishments around Australia to accelerate TWM's introduction to Air Force.

Women in senior leadership positions

In the ADF, senior leaders are those at the O-6 rank and above, and the pipeline is O-5 rank. The ADF is progressing towards increased female representation in senior leadership. Although there are proportionately fewer women in senior or pipeline positions than men. Figure 18 indicates that the gender balance over time has improved.⁵¹

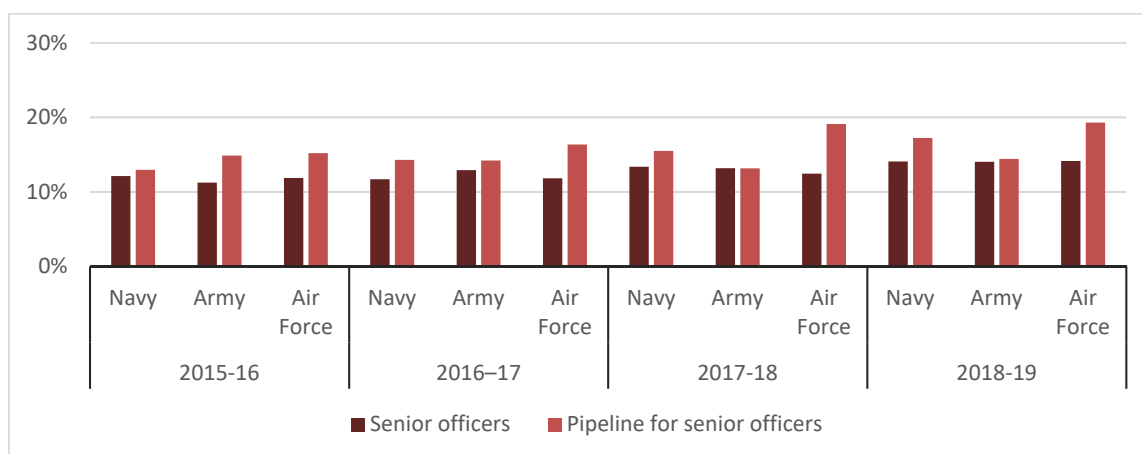


Figure 18: Proportion of senior or pipeline positions occupied by women, 2015-16 to 2018-19

As Figure 19 shows, a slightly higher percentage of officers (of both genders) occupied senior or pipeline positions than in previous years (for senior officers, this was 3% in 2018-19 compared with 2.6% in 2015-16). This may indicate structural changes such as the number of available positions or personnel.

⁵¹ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 1; ADF Permanent Force by gender and rank, as at 30 Jun 2019, compared with equivalent data in *Women in the ADF Reports 2015-16 to 2017-18*.

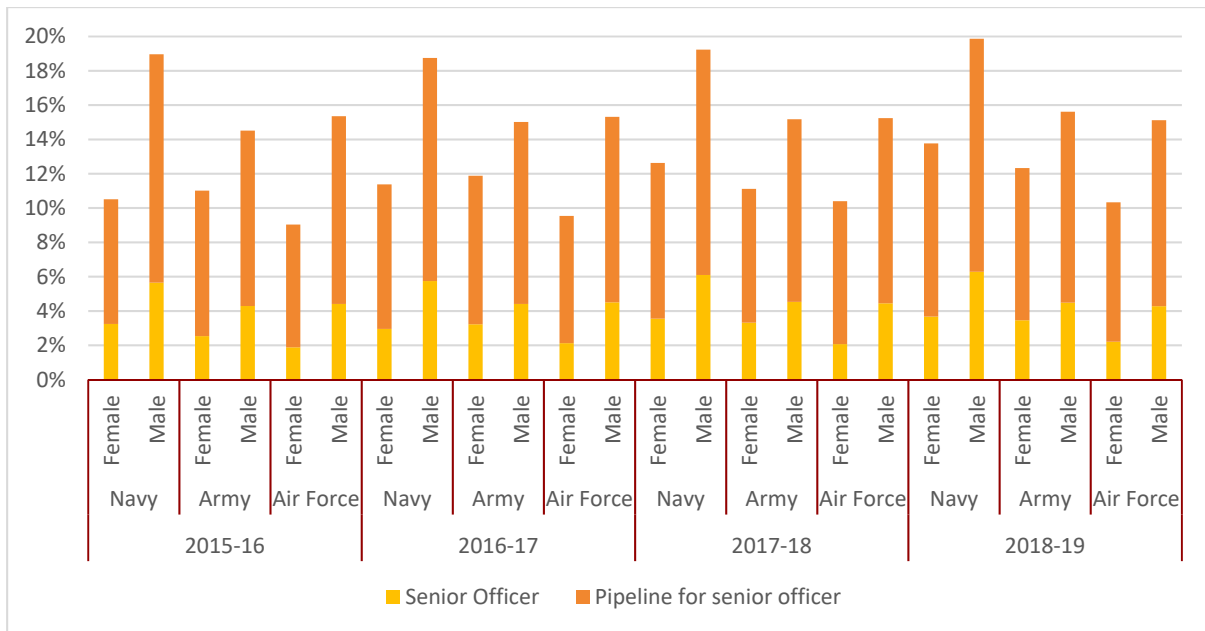


Figure 19: Women and men in senior (O-6 and above) or pipeline (O-5) positions as a proportion of total female and male officers, 2015-16 to 2018-19

Figure 20 shows that since 2015-16, promotions to O-4 and O-5 have varied between 18-23%. For ranks O-5 and O-7, more women were promoted in 2015-16 than in 2018-19. For O-6, promotions in 2018-19 have matched 2015-16 levels. Three women were promoted to O-8 in 2018-19.

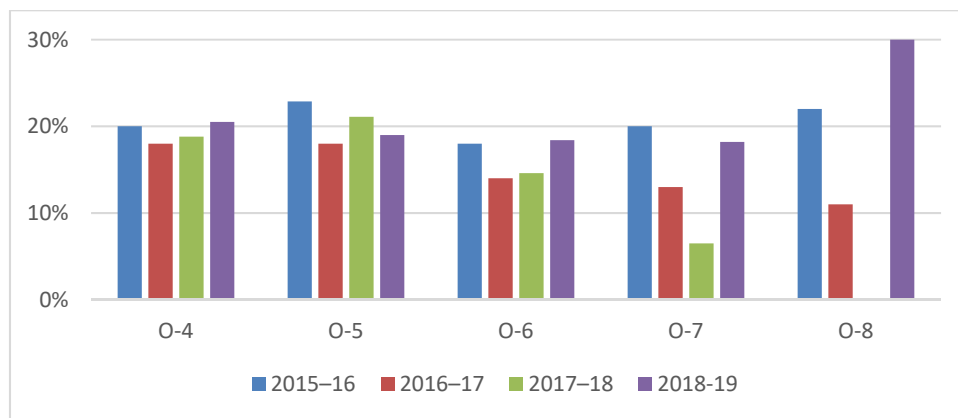


Figure 20: Proportion of female officer promotions at each rank for the total ADF, 2015-16 to 2018-19⁵²

Cultural barriers to proportional representation of women in senior leadership positions

Since 2012, the ADF has implemented initiatives to increase the proportion of women in senior leadership positions. Structural factors such as occupational segregation, unconscious bias, flexible

⁵² The O-9 and O-10 ranks are not shown here as there were no women promoted to these ranks in the last four financial years.

career paths and talent management all have a bearing on women’s representation at higher levels of the organisation. Efforts that directly support female participation include: enhanced career management models that reduce rigidity in the career management system; enshrining diversity as a capability multiplier; and mitigation of unconscious bias in the promotion process, through Defence-wide training.

Valuing our members—honours and awards

The ADF rewards excellence and outstanding service through honours, awards and commendations.⁵³ Table 6 shows that overall, ADF women are being recognised for operational and non-operational service at an average rate that is slightly lower than their participation rate in the ADF of 18.6%.⁵⁴

Table 6: Proportion of women who received Honours and Awards, 2018–19

Service	Operational Service Awards			Non-Operational Service Awards			Total Average
	Distinguished Service Cross and Medal	Conspicuous Service Cross and Medal	Operational Service Medal	Order of Australia Officer, member and Medal	Conspicuous Service Cross and Medal	Australia Day Medallion	
Navy	0.0%	11.1%	3.3%	0.0%	5.4%	7.8%	4.6%
Army	0.0%	11.1%	6.9%	3.6%	8.1%	8.6%	6.3%
Air Force	4.9%	11.1%	6.2%	5.4%	5.4%	8.2%	6.8%
Total	4.9%	33.3%	16.4%	9.0%	18.9%	24.6%	17.7%

Representation of women on promotion boards

It is ADF policy to have female representation on all Promotion Boards in Navy and Air Force and on Personnel Advisory Committees (PAC) for Army. In Navy, this policy also applies to Selection Boards for command and charge appointments as well as Warrant Officer tier selections. In 2018-19 the target for women’s representation was achieved.⁵⁵

⁵³ More information about Defence Honours and Awards is available at defence.gov.au/medals/.

⁵⁴ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 24: ADF Honours and Awards by gender and Service, 2018-19. This does not include awards for Service tenure.

⁵⁵ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 25: Number and proportion of promotion boards with at least one female board member by Service and rank group, 2018-19.

Representation of women on Defence senior decision-making committees

The Australian Government has committed to a gender diversity target of women holding 50% of Government board positions overall, and women and men holding at least 40% of positions at the individual board level.⁵⁶ The Department of Defence's achievement towards this target is reported annually to Government.⁵⁷

Women's representation in senior Defence committees and other decision-making processes is an essential element of preventing, managing and resolving conflict in peace and security efforts.⁵⁸ ADF participation in these committees is limited to the most senior positions, such as the Chiefs of Service, the CDF and Vice CDF and the Chief of Joint Operations, and in 2018-19, there were no women serving in these roles.

Due to this structure, ADF women continue to be under-represented. Seven of fifteen committees have no female ADF representation.⁵⁹ In 2018-19, ADF women constituted 12.5% of the ADF members on the remaining eight committees. This is lower than the representation of female Defence civilians, at 45.9%, in all Defence committees.⁶⁰

While ADF women remain under-represented in senior positions, the trend is unlikely to change in the short to medium term. Defence will continue to fall short of achieving the Government's gender balance target.

To support the Government's target of increasing women's representation on government boards through the training and sponsorship of senior women, Defence has partnered with the Australian Institute of Company Directors (AICD). In 2018, three senior Navy women successfully completed the AICD *Women's Board Ready* program.

Gender pay audit

The difference between women's and men's average salaries is a measure of gender equality. In the ADF, women and men are paid equally for the same occupation, rank level and tenure. However, gender discrepancies occur due to structural factors, which results in the average ADF woman being

⁵⁶ <https://www.pmc.gov.au/office-women/leadership/gender-balance-australian-government-boards>.

⁵⁷ Commonwealth of Australia, Department of the Prime Minister and Cabinet, Gender Balance on Australian Government Boards Report 2017–18.

⁵⁸ As required by the *Australian National Action Plan on Women, Peace and Security 2012-2018* and the Australian Human Rights Commission's *Review into the Treatment of Women in the Australian Defence Force: Phase 2 Report (2012)*, pages 54-55.

⁵⁹ The Committees without ADF female representation are the: Defence Committee; Defence Audit and Risk Committee; Chiefs of Service Committee; Enterprise Business Committee; Investment Committee; Defence Strategic Policy Committee; and Strategic Command Group.

⁶⁰ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 26: Representation of women on Defence senior decision-making committees, as at August 2019.

paid 7.8% less than the average ADF man.⁶¹ Of note, this is an improvement from the previous year (8.2%).⁶² The national pay gap as at February 2019 is 14.1%.⁶³

Contributing to the ADF's gender pay gap are the following factors:

- There are very few women in the ADF's highest ranks.
- There are fewer women in better remunerated occupations.
- Women's average length of service is less than men.

The ADF is addressing this by:

- Ensuring women have the same opportunities to reach senior ranks (Chapter 4).
- Facilitating the retention of women (Chapter 5).
- Encouraging women to work in non-traditional employment categories (Chapter 6).

Key observations and trends

The proportion of personnel found suitable and promoted varies between occupational groups. Overall, women are not being disadvantaged in selection decisions on promotions when compared with men. Their median time in rank is less than men.

With the exception of Navy, the proportion of women selected for promotion courses remains low compared to their Service participation rates.

The gender balance of women in senior leadership positions has been increasing since 2015-16, although proportionally, this remains low.

The gender pay gap in the ADF in 2018-19 is 7.8%. While this has improved on last year, and is less than the national pay gap, structural factors that contribute to the pay gap will take some time to diminish.

While the Services have a number of mentoring and networking programs, there is no indication of the proportion of women accessing or completing these programs or how this contributes to their leadership progression.

While ADF women remain under-represented in senior positions, Defence will continue to fall short of achieving the Government's gender balance target on boards.

⁶¹ See Supplementary Data Tables to *Women in the ADF Report 2018-19* -Table 27: Difference between women's and men's pay in the ADF by rank and Service, as at 30 June 2019.

⁶² *Women in the ADF Report 2017-18*.

⁶³ More information on the Workplace Gender Equality Agency's calculations on the national gender pay gap is at wgea.gov.au/sites/default/files/gender-pay-gap-statistic.pdf.

Achievements against KPIs		
4	Efforts to ensure that more women have opportunities to reach leadership positions	
12	Increase in number of women in leadership positions	
	Achieved	Not Yet Achieved
Women are promoted at the same rate as men		
Women are provided with equal opportunity to develop as leaders and to prepare for promotion		
Where is at least one female representative on all Promotion Boards		
An increasing proportion of women are involved in mentoring, sponsorship and networking programs	Insufficient basis upon which to draw conclusion	
Women are able to achieve their full potential through the removal of barriers to reaching the most senior leadership positions		
The contribution of women and men is valued and recognised equally		
The differences in women's and men's pay, from structural factors in the ADF, decrease		

Snapshot of women's ADF experience

The following vignettes provide examples of women's Service experience as a snapshot of gender diversity and inclusion within the ADF.

Preparing to succeed in Navy

Lieutenant Commander Jacqueline Dew, Royal Australian Navy, spoke at the launch of The Future Through Collaboration (TFTC) about her experience as a graduating mentee:

"I feel I have gained a great deal from the program, both personally and professionally...specifically, I believe that my personal levels of stress have decreased as a result of participating in the program, and this benefits me both at work and at home. I believe that I manage the high tempo in my workplace better than I did at the start of the program and have got much better at prioritising! The insights that I have had into the way I operate as a manager have been particularly beneficial."

Pathway to Army leadership coaching

Lieutenant Colonel Bronwyn Johnstone spoke recently about her experience in attaining executive coaching in Army:

"In 2017, I attended the Great Leaders Are Made (GLAM) program and in 2019, I was fortunate to be selected to attend the Army Group Executive Coaching workshop. The programs deliver supported professional development and capability enhancement within an integrated environment through expertise coaching. Both programs provided diverse and inclusive team environments enabling the opportunity for individuals to broaden their professional network and draw upon self-reflection to refine leadership skills, cross-cultural competence and mentoring/guidance skills. As a female officer being considered for a senior appointment, it is felt that the programs provided a platform to evaluate your individual leadership, emotional intelligence and communication skills through the lens of both professional and personal experiences in readiness for further challenges at higher levels. These programs are highly valuable to individuals and afford greater benefits to the organisation holistically."

Air Force Networking in non-traditional roles

Women in non-traditional roles play a significant role in delivering Air Force capability. The TECHNET (Technical Network) group provides 'behind-the-scenes' support to women in the technical non-traditional roles. The network that has developed over the years has opened many pathways and avenues for these women to seek professional advice, mentoring and support. TECHNET not only provides support to women. It also supports men in positions of influence who seek a better understanding of the needs of professional women. Technical women apply a different way of thinking than their male counterparts and all contribute valuable capability to Air Force.

Chapter 5: Retention

Key Performance Indicators	
5	Retention of women is equal to men
<p>We will know we have reached success in gender diversity and inclusion in retention when:</p> <ul style="list-style-type: none">• women are retained in the ADF at the same rate as men• the gap between female and male time in service (upon separation) is reduced• women and men are retained at the same rate after maternity and parental leave	

To improve overall female participation in the ADF and representation in senior leadership, women must be retained at the same rate as men.

Chapter 5 examines separations to identify any gender differences and to understand why people leave the ADF. Responding flexibly to the needs of members throughout their career and life stages is explored further in Chapter 6.

Separation rates and types

Women are separating from the ADF at comparable rates to men (women 8.9%, men 9.3%).⁶⁴ Members of both genders at other ranks separated at a higher rate than officers (women 9.9% versus 6.3%; men 10.1% versus 7.1%). Separation rates have remained steady for both genders over the last four years (see Figure 21).

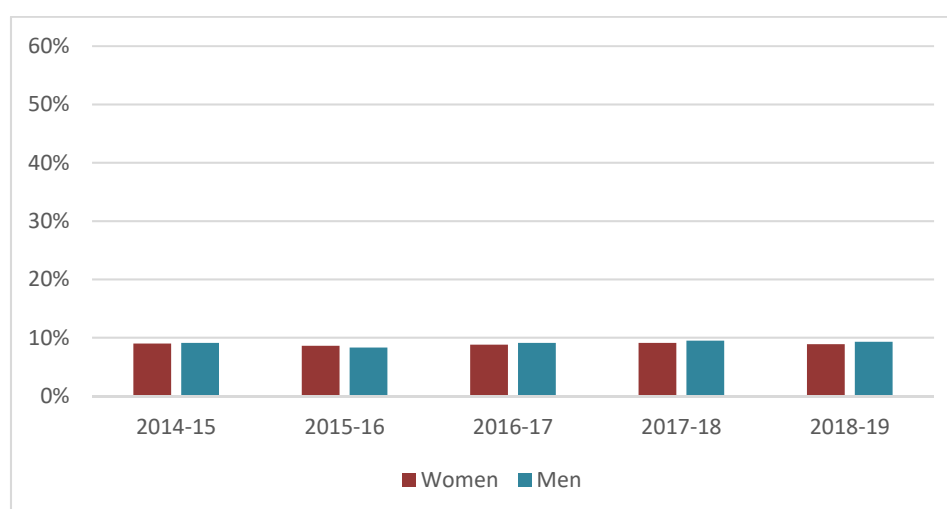


Figure 21: Female and male separation rates for the total ADF, 2014-15 to 2018-19

⁶⁴ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 28: ADF Permanent Force separations by gender, Service and ranks, 2018-19.

Separations are classed as voluntary, involuntary, age retirement, or occurring during training. Voluntary separations were the most common type of separation for both women and men, accounting for just over half of all separations (see Figure 22), similar to last year. Age retirement and trainee separations were also slightly lower than the previous year while there was a slight increase for involuntary separations for women since 2017-18.⁶⁵

These statistics are inconsistent with the broader Australian workforce in the twelve months prior to February 2019.⁶⁶ In the broader Australian workforce, more women than men separated for voluntary reasons, and more men than women separated for involuntary reasons. Both women and men separated more for involuntary than voluntary reasons.

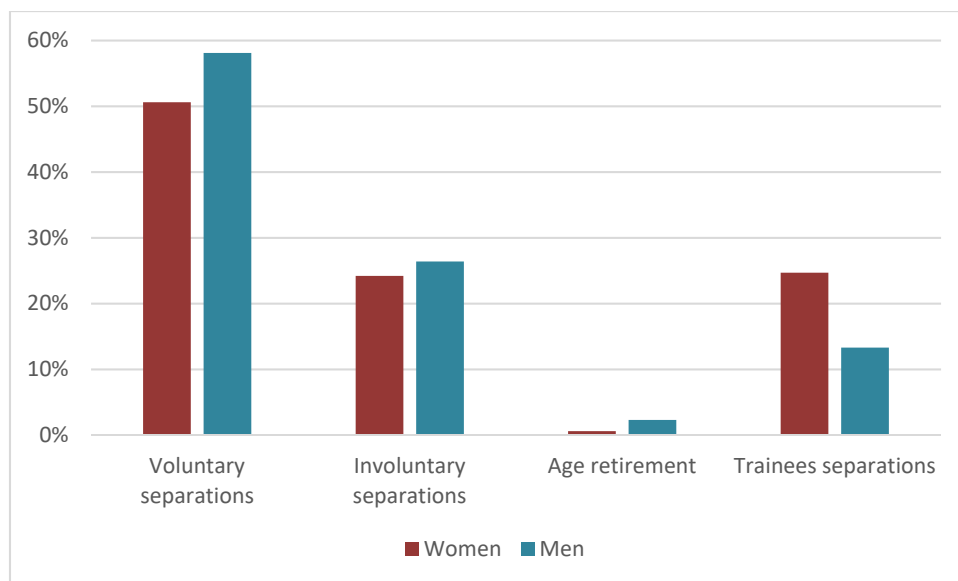


Figure 22: Distribution of separations by separation type for the total ADF, 2018-19

Separation rates for senior female and male leaders (O-6 and above; E-8 and above) provide a means of analysing the impact of their separation on the ADF’s measures to increase the proportion of women at senior levels.⁶⁷ Inclusion of this metric is consistent with external gender-related guidelines.⁶⁸

⁶⁵ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 29: ADF Permanent Force separations by gender, Service and type of separations, 2018-19.

⁶⁶ Of all women who left their jobs in the Australian workforce, 21.6% did so for voluntary reasons compared with 18.9% of men. 30% of men and 29% of women separated for involuntary reason. Australian Bureau of Statistics, Participation, Job Search and Mobility, Australia. February 2019 (Cat.no 6226.0).

⁶⁷ New retention metric agreed by COSC on 2 May 2018.

⁶⁸ Such as the 2013 Guidelines for Gender Balance Performance and Reporting – <https://www.asx.com.au/documents/asx-compliance/guidelines-for-gender-balance-performance-and-reporting-australia.pdf>

Data over the period 2018-19 shows that:

- Overall, women in the ADF are separating at a slightly lower rate to men (8.9% versus 9.2%)
- Female officers, with the exception of O-7 rank, are separating at a lower rate than men
- Female Army officers at O-6 and O-7 are separating at higher rates than their male colleagues (O-6: 18.2% versus 13.9%; O-7: 12.2% versus 11.3%)
- For other ranks, with the exception of E-9, women are separating at higher rates than their male colleagues.⁶⁹

For senior officers (O-6 rank and above) involuntary separations were more common. Senior other ranks (E-8 and above) had a higher proportion of voluntary separations.⁷⁰

Reasons for leaving the ADF

Historically, data used to examine progress against the metric 'reasons for leaving the ADF' has been derived from the *Defence YourSay Survey*. Data generated for 2013-14⁷¹ and 2017-18 indicates that women and men are leaving predominantly for the same reasons. This includes the effect of Service on their families, making a career change while still young enough, and lack of job satisfaction.⁷²

The introduction of the DDO Determination in 2014⁷³ was designed, in part, to address factors that influenced member's decision to leave Service and to provide measures to mitigate issues relating to, for example, a member's ability to maintain work-life balance and to achieve family support.

Collection of 2018-19 *YourSay Survey* data was temporarily ceased in the first half of 2019. It is therefore unavailable to support an assessment in this report of the effect of initiatives such as DDO on women's retention.

Time in rank and service upon separation

Figures 23 and 24 show that women are currently serving for less time than men. In 2018-19, women who separated generally spent less time in rank than men (with the exception of O-1, O-2

⁶⁹ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 30: ADF Permanent Force 12-month rolling separation rates by gender, ranks (O-6 and above, E-6 and above), and Service, 2018-19.

⁷⁰ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 31: ADF Permanent Force separations by gender, ranks (O-5 and above, E-8 and above), Service and type of separations, 2018-19.

⁷¹ Inaugural *Women in the ADF Report*.

⁷² See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 32: Top reasons for women and men leaving the ADF, 2013-14 and 2017-18.

⁷³ For previous reference to DDO, see Chapter 4.

and E-8).⁷⁴ For both officers and other ranks, this trend is especially pronounced at the higher levels.

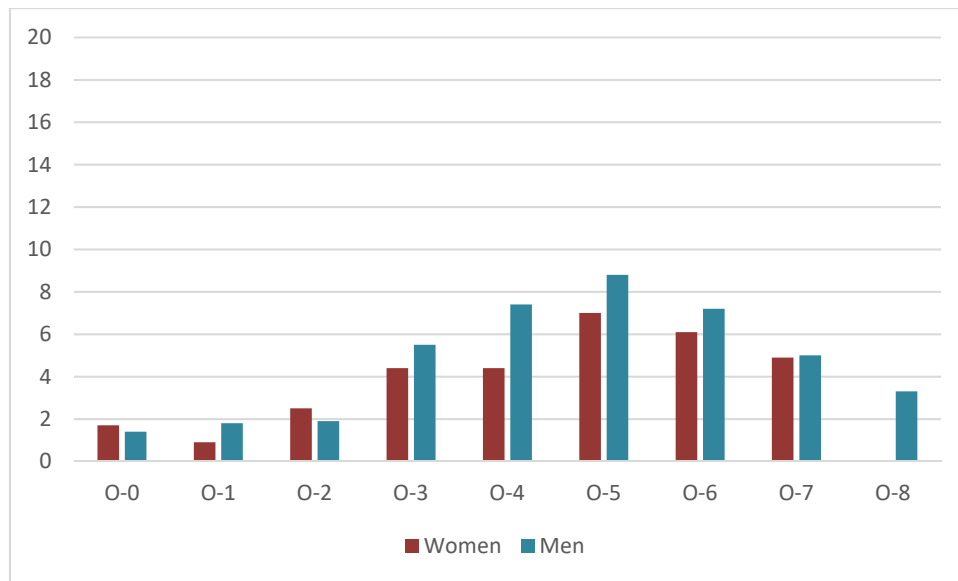


Figure 23: Median time in rank upon separation for officers (years) for the total ADF, 2018-19⁷⁵

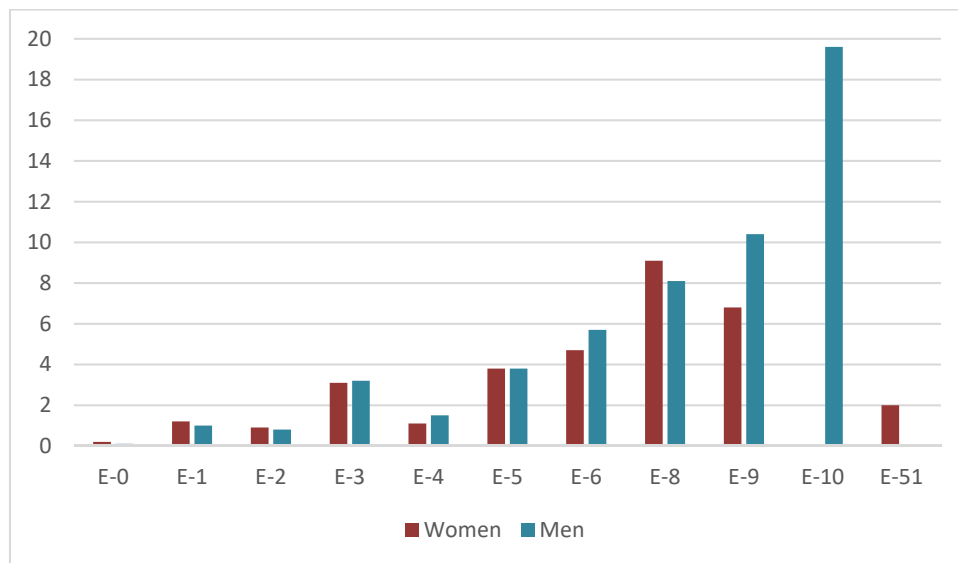


Figure 24: Median time in rank upon separation for other ranks (years) for the total ADF, 2018-19⁷⁶

For all Services and rank groups, women’s careers in the ADF are shorter than men’s, as shown in Figures 25 and 26.⁷⁷

⁷⁴ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 33: Median time in rank (years) upon separation, by gender, rank and Service, 2018-19.

⁷⁵ O-9 and O-10 are excluded from this graph as there were no new members to these ranks who separated in 2018-19.

⁷⁶ E-7 is excluded from this graph as none separated in 2018-19. E-4 represents Army only as Navy and Air Force do not have this rank. There were no separations for women at E-10 level.

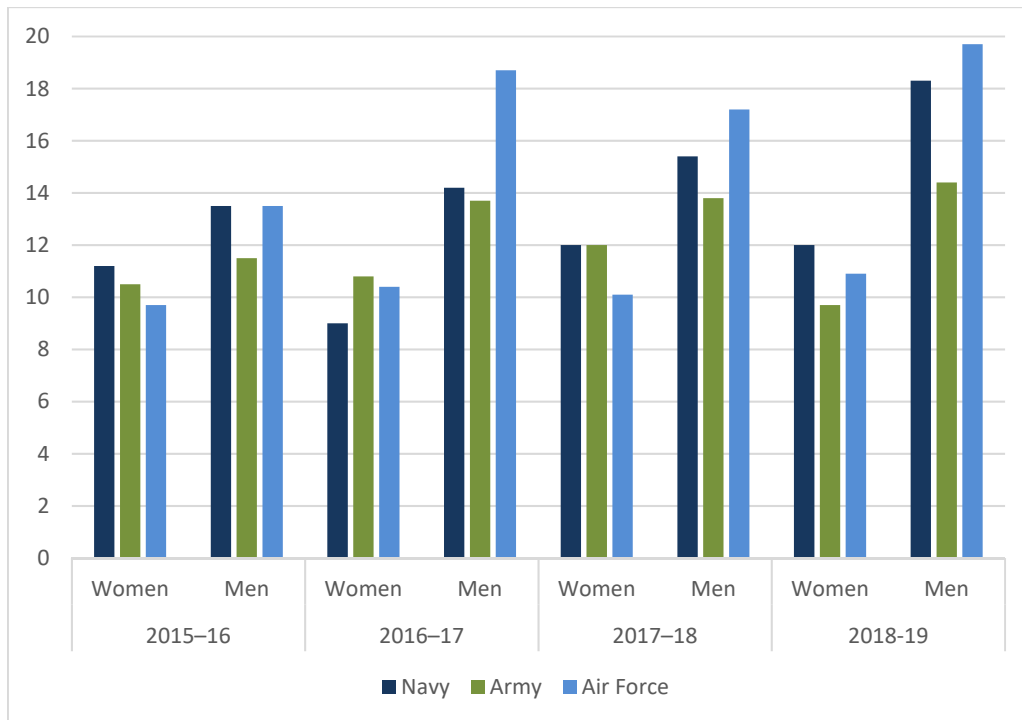


Figure 25: Median time in Service (years) at time of separation for officers for each Service, 2015-16 to 2018-19

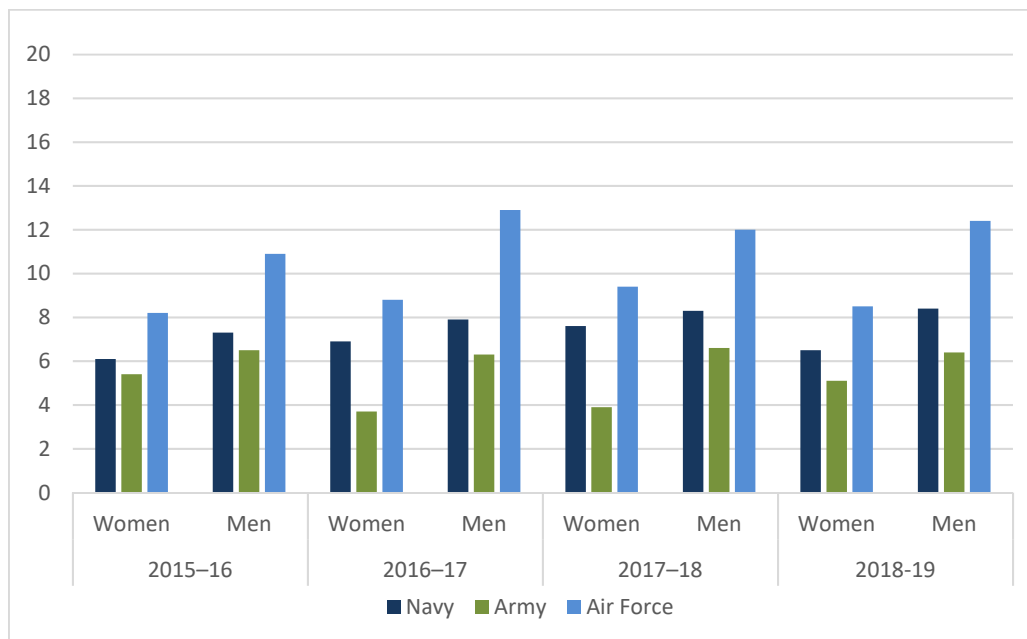


Figure 26: Median time in Service (years) at time of separation for other ranks for each Service, 2015-16 to 2018-19

⁷⁷ See Supplementary Data Tables to *Women in the ADF Report 2018-19* Table 34: ADF Permanent Force median time in service, upon separation, by gender and rank group, 2018-19.

Figures 27-30 show that women separated after fewer years of service in 2018-19 than they did in 2017-18. For men, there has been a slight increase in median time of service since 2017-18.⁷⁸

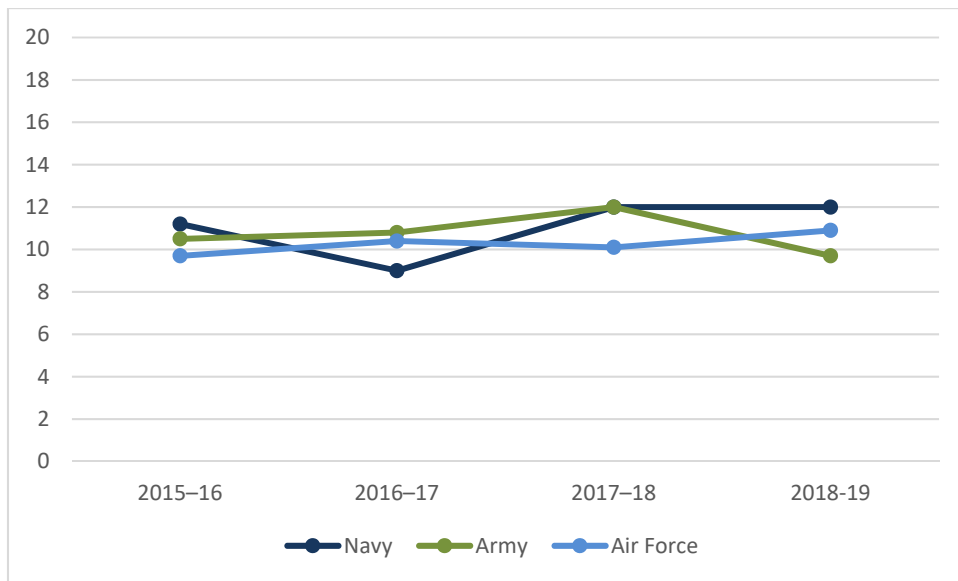


Figure 27: Median time in Service (years) for female officers for each Service, 2015-16 to 2018-19

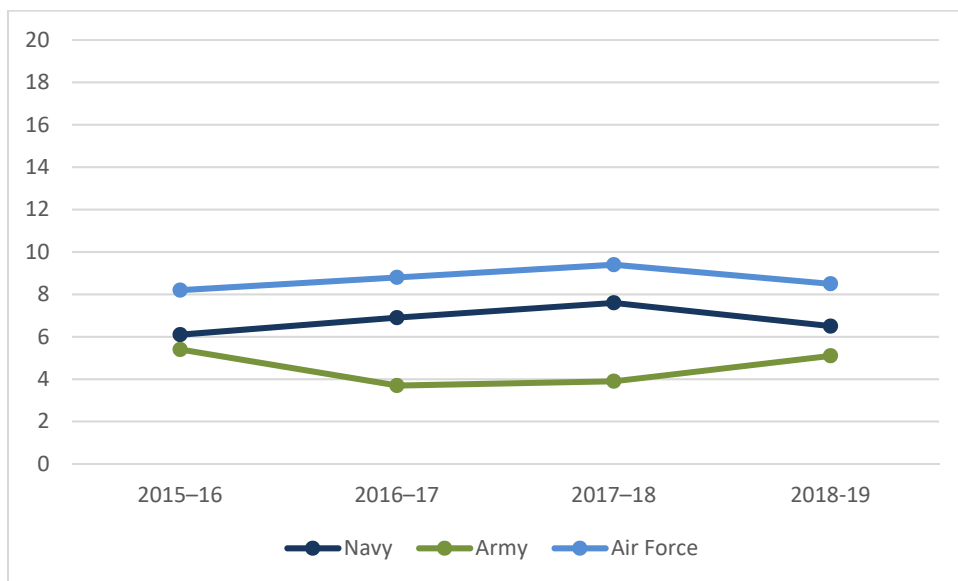


Figure 28: Median time in Service (years) for female other ranks for each Service, 2015-16 to 2018-19

⁷⁸ Ibid.

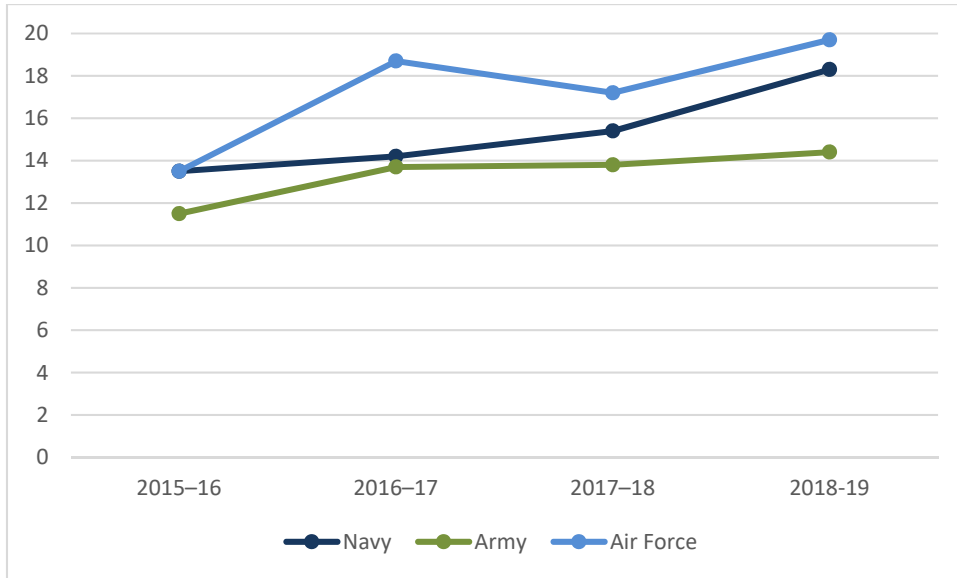


Figure 29: Median time in Service (years) for male officers for each Service, 2015-16 to 2018-19

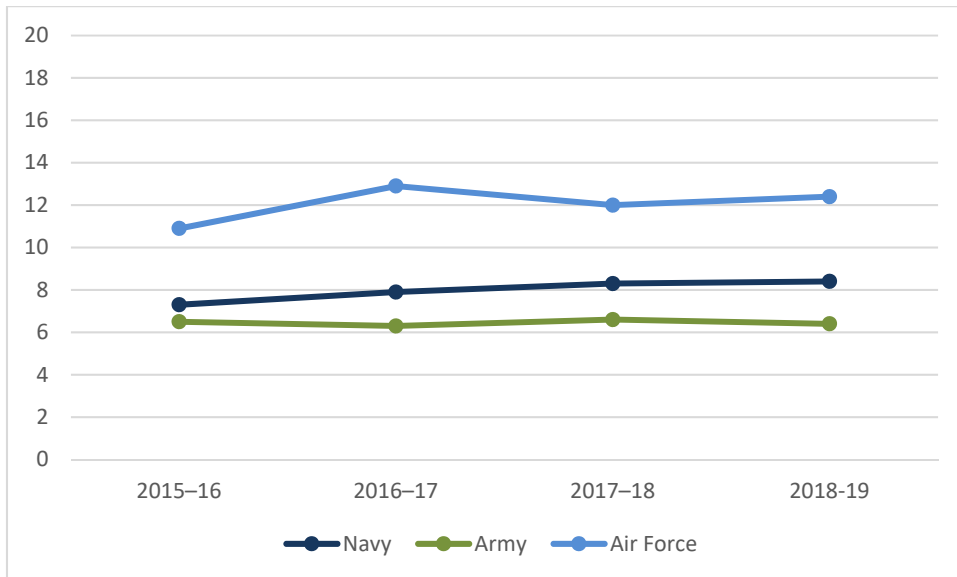


Figure 30: Median time in Service (years) for male other ranks for each Service, 2015-16 to 2018-19

The TWM, discussed in Chapter 7, encourages longer service by providing members with flexible service options that enable them to better balance their military careers and personal obligations.

Maternity and parental leave

The ADF provides members with options for paid and unpaid maternity and parental leave. The duration of paid maternity leave is 14 weeks and paid parental leave is two weeks. Using unpaid

leave for the remainder, a member can take maternity leave up to 52 weeks or parental leave up to 66 weeks.⁷⁹

In 2018-19, ADF women used a mix of paid and unpaid maternity and parental leave. More women accessed paid leave (61%) than women who accessed unpaid leave (38%). The highest proportion of ADF women accessing maternity leave (paid, unpaid or both) were at the E-3 to E-5 and O-3 to O-4 rank levels. For men, a significantly higher proportion took paid parental leave over unpaid leave (97.6%). For men accessing parental leave, the highest proportions were at rank levels similar to that of women.⁸⁰

This data suggests that:

- a reasonable proportion of women proceeding on maternity leave take the minimum period of absence from the workplace; and
- women take longer periods of absence from the workplace than men.

Across three timeframes – 18 months, three years and five years - women were retained at a lower rate than men, and more so for Navy women compared to Army and Air Force (see Figure 31).⁸¹

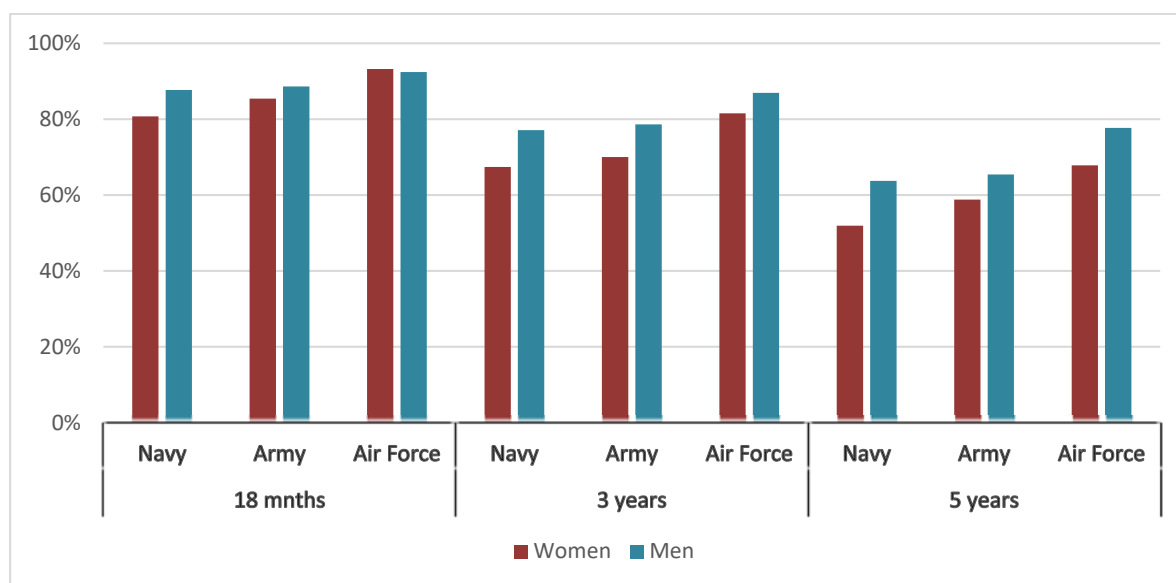


Figure 31. Proportion of ADF members retained 18 months, three years and five years after a period of paid maternity or parental leave, by gender and Service

⁷⁹ Maternity and parental leave policies are described in the ADF *Pay and Conditions Manual*, Chapter 5, Parts 6-7, at defence.gov.au/PayandConditions/.

⁸⁰ For figures relating to the commencement of maternity or parental leave for each service, see Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 35: Number and proportion of Permanent ADF women who commenced at least one period of paid or unpaid maternity leave in 2018-19; Table 36: Number and proportion of Permanent ADF women who commenced at least one period of paid or unpaid parental leave in 2018-19; Table 37: Number and proportion of Permanent ADF men who commenced at least one period of paid or unpaid parental leave in 2018-19.

⁸¹ For figures relating to retention (18 months, three years and five years) after maternity or parental leave for each Service, see Supplementary Data Tables to *Women in the ADF Report 2018-19* - Tables 38 to 40.

Career breaks

ADF policy does not specifically offer members career breaks, but members may use other leave types to take an extended break from Service. For this report, a return from a career break is defined as three months of service following a continuous period of leave of three months or more.⁸²

Figure 32 shows the percentage of women and men retained in 2018-19 after a career break in 2018.⁸³ Following career breaks, women were retained at a higher rate than men. For all three Services, there was a decrease in the rate at which women were retained following career breaks since last year.

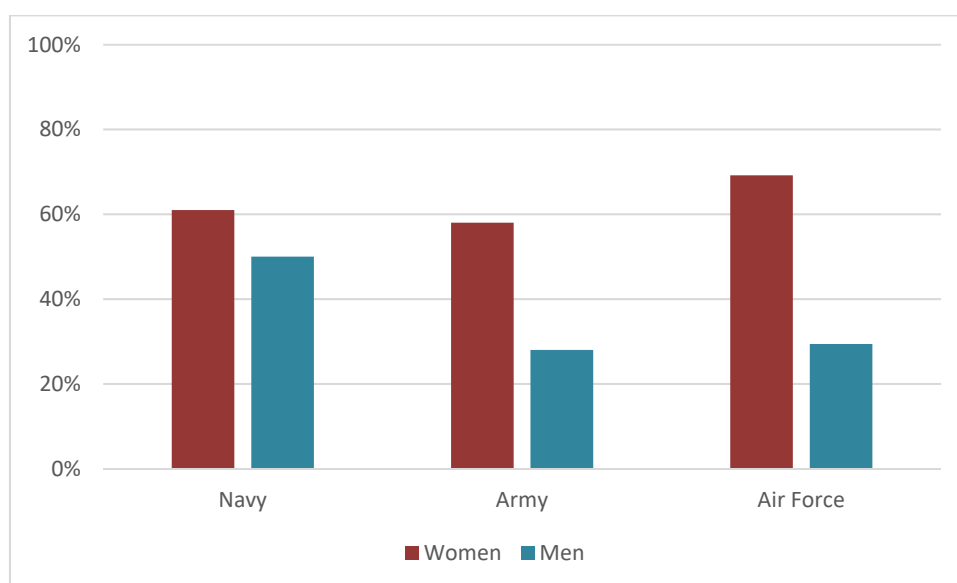


Figure 32: Proportion of women and men retained after a career break for the ADF Permanent Force, 2018-19

Key observations and trends

In 2018-19, women separated from the ADF at a comparable rate to men, and members of both genders at other ranks separated at a higher rate than officers. For all Services and rank groups, women's careers in the ADF are shorter than men's.

Members are leaving for a number of Service-related reasons, particularly the impact of Service life on families. The reasons for women and men leaving the ADF have remained relatively consistent since 2013-14.

⁸² Leave types included in this definition are annual leave, leave without pay and long service leave. Leave types excluded are maternity and parental leave.

⁸³ For figures relating to retention after career breaks for each service, see Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 41: Number of ADF members retained after taking a career break of three months or more, 2018-19.

While women proceeding on maternity leave are taking the minimum period of absence, they are being retained at a lower rate than men following a period of maternity or parental leave.

Achievements against KPIs			
5	Retention of women is equal to men	Achieved	Not Yet Achieved
		Women are retained in the ADF at the same rate as men	
The gap between female and male time in service (upon separation) is reduced			
Women and men are retained at the same rate after maternity and parental leave			

Chapter 6: Workforce management

Key Performance Indicators	
2	Progression towards reaching critical mass in identified employment categories
3	Increased acceptance of flexible work practices
11	No significant difference in cultural reporting between women and men

We will know we have reached success in gender diversity and inclusion in workforce management when:

- Women and men are proportionally represented across occupations
- The proportion of women transferring out of occupational groups where they are under-represented is comparable to that of other occupational groups
- Use of flexible work practices meets the two per cent target for each Service
- Women and men feel equally supported by and included in Defence, including family support

The ADF has implemented a number of workforce management practices to support the generation of a gender-balanced workplace. This includes removing gender restrictions in all occupational groups and increasing flexible employment options. Supporting personnel to balance their careers and other responsibilities is critical to retention.

Chapter 6 examines occupational segregation and mechanisms to support career flexibility.

Occupational segregation

The ADF is committed to improving the proportion of women in those occupational groups where they are currently under-represented. Strategies include: specialist recruiting teams; reduction of IMPS; revised career continuums; provision of tailored career management; support for women in the workplace through mentoring, talent management frameworks, and leadership and networking opportunities.

Although women are still over-represented in health, and logistics, administration and support roles and under-represented in combat, and engineering technical and construction roles, there has been a marginal increase in the proportion of women in each occupational group over the last four financial years (see Figure 33).⁸⁴

⁸⁴ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 42: ADF Permanent Force by gender, occupational group, rank group and Service as at 30 June 2019.

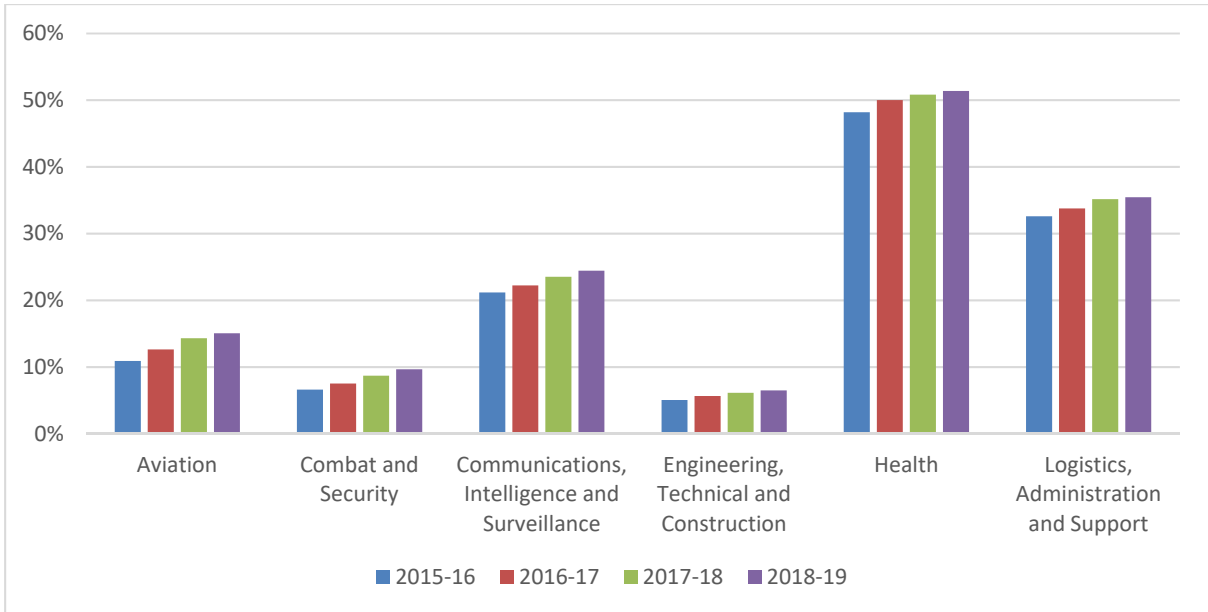


Figure 33: Representation of women in occupational groups for the total ADF, 2015-16 to 2018-19

Figures 34 to 36 show the distribution of women and men in occupational groups in each Service. This data shows that for all three Services, the Engineering, Technical and Construction group is the least desirable for women. However, women are represented similarly for Navy and Air Force in the Combat and Security, and Communications, Intelligence and Surveillance groups. This may reflect the nature of the specific job requirements in these groups that vary from Army.

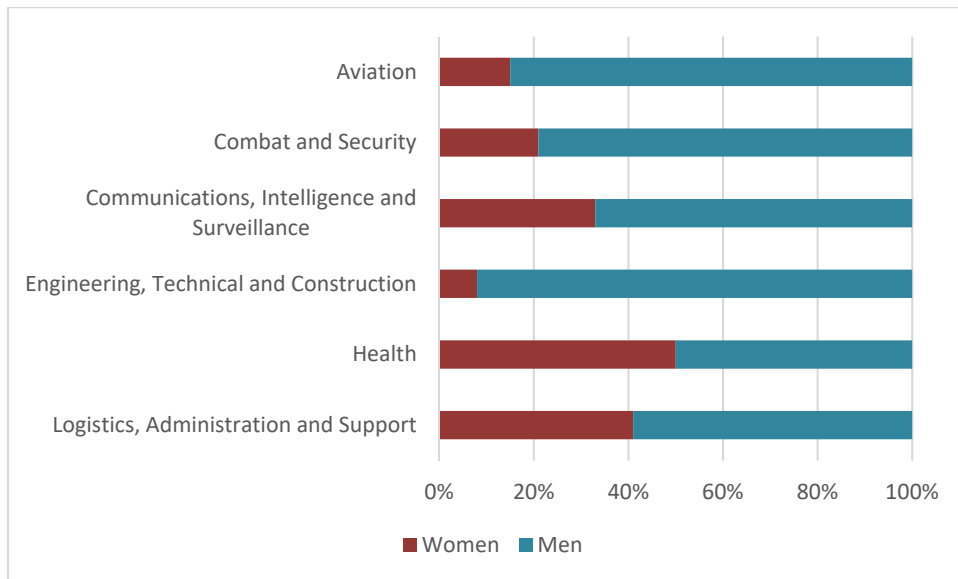


Figure 34: Distribution of Navy women and men across occupational groups, 2018-19

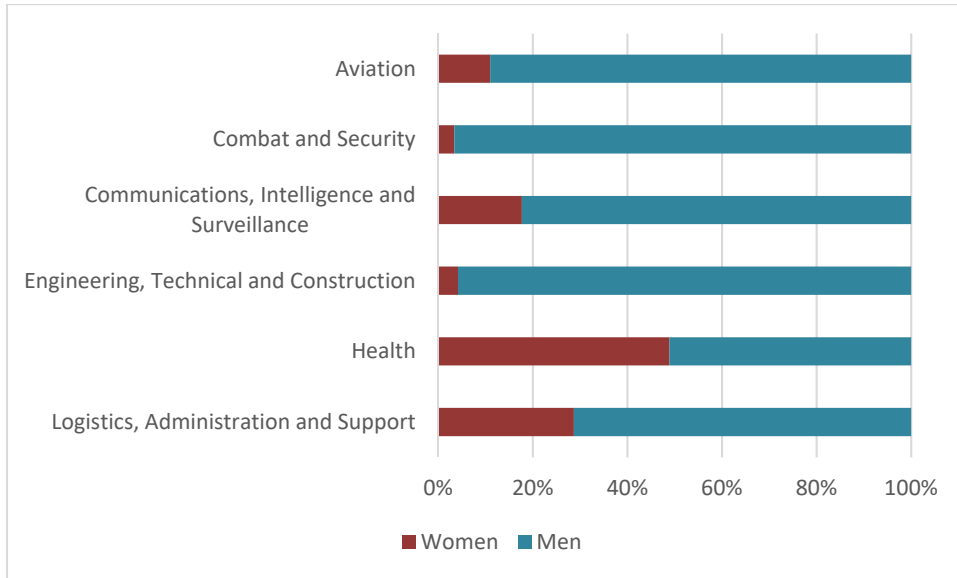


Figure 35: Distribution of Army women and men across occupational groups, 2018-19

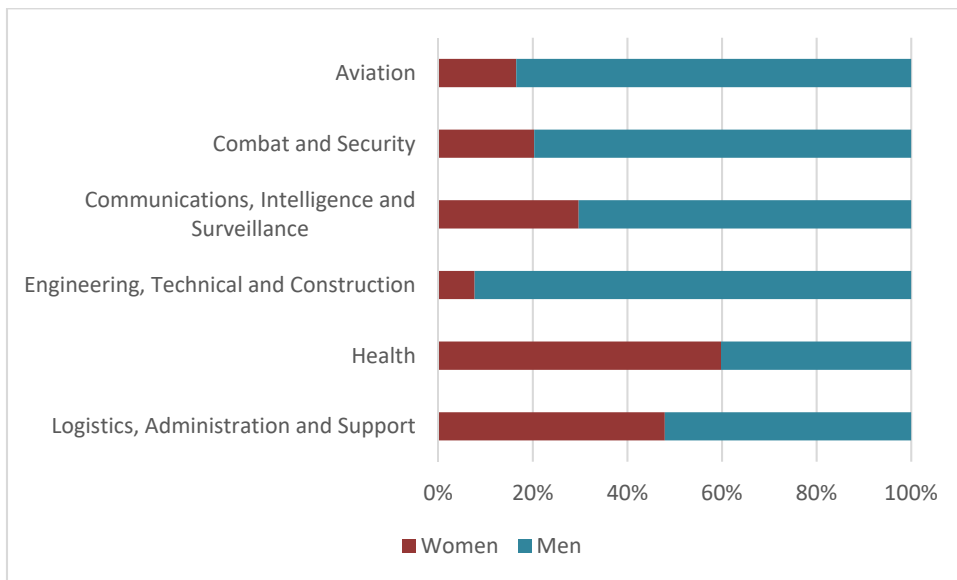


Figure 36: Distribution of Air Force women and men across occupational groups, 2018-19

For some occupational groups, such as Combat in Army, the increase in women’s representation will take some time to achieve. Representation levels may improve in future years with sustained targeted recruitment and in-Service retention initiatives.

Transfers between occupational groups

The ADF’s capacity to meet future capability requirements necessitates an increase in the number of women in non-traditional roles. Figures 37 and 38 show that the Combat and Security, and Engineering, Technical and Construction occupational groups are losing more women and men than

the groups are gaining. For all other occupational groups more women and men are joining than leaving.⁸⁵

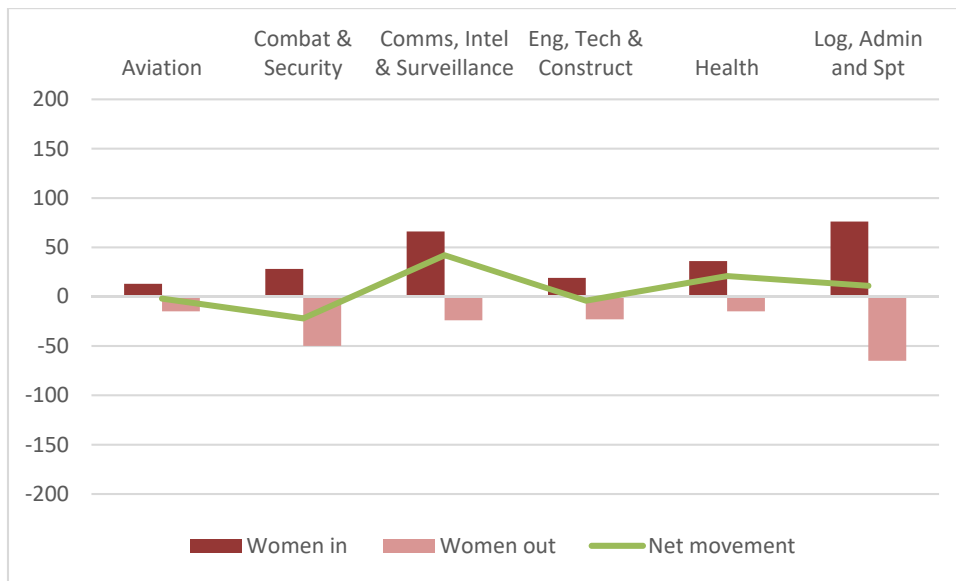


Figure 37: Net movement of women in each occupational group as a percentage of gender representation in that occupational group, 2018-19

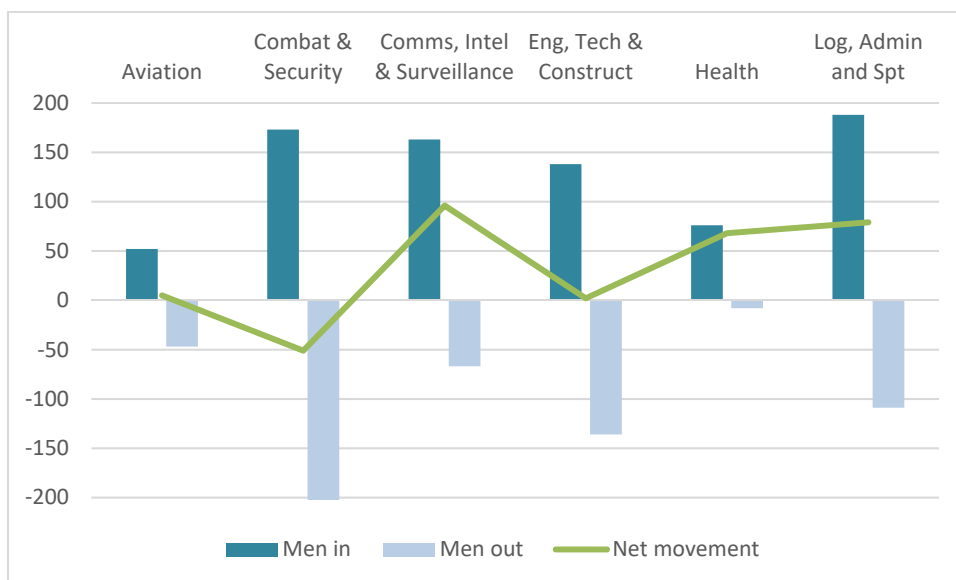


Figure 38: Net movement of men in each occupational group as a percentage of gender representation in that occupational group, 2018-19

⁸⁵ For figures relating to transfers into and out of occupational groups by gender and Service for 2018-19, see Supplementary Data Tables to *Women in the ADF Report 2018-19* - Tables 43 and 44.

Members leaving an occupational group may be transferring to another group or separating from the ADF. Most personnel who left their occupational group in 2018-19 separated rather than transferred.⁸⁶ Figure 39 shows that, compared with men, more women left the Aviation, and Combat and Security occupational groups.

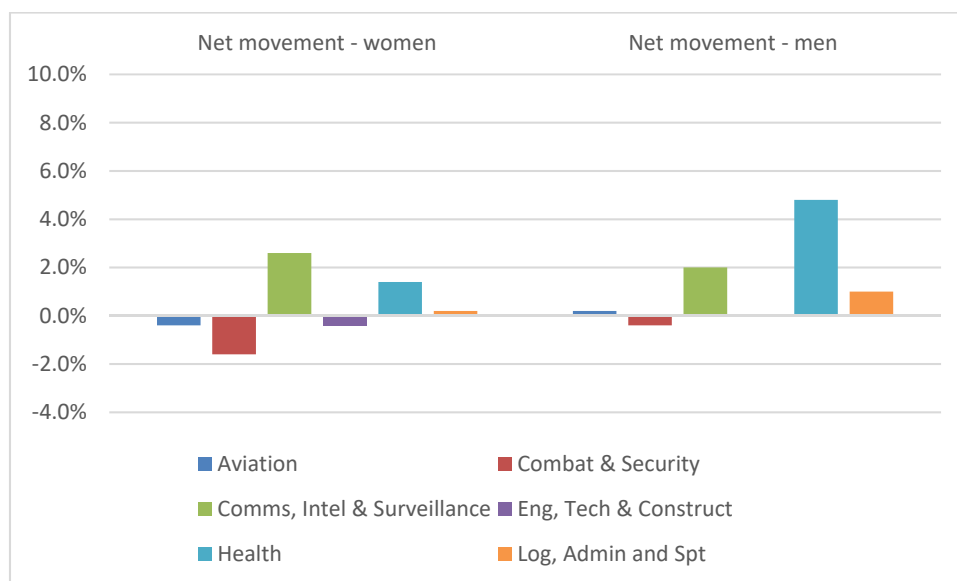


Figure 39: Net movement of women and men in each occupational group as a percentage of gender representation in that occupational group, 2018-19

Flexible work arrangements

The ADF recognises that allowing personnel to balance their careers and personal obligations is critical to retention.⁸⁷ All three Services are responsive to formal and informal Flexible Work Arrangements (FWA) requests. In addition, Navy and Air Force have established Flexible Employment Cells to develop FWA policy, provide expert advice to members, commanders and supervisors, to pro-actively seek viable FWA solutions and to monitor the effects of flexible work practices on the delivery of capability. Army facilitates job sharing to gain better outcomes for both members and the units.

Each Service established a target of 2% of the trained permanent workforce using FWA. Table 7 shows the percentage of women and men in each Service (as a proportion of the total workforce) using FWA in 2018-19. Navy and Air Force have exceeded the 2% target.⁸⁸ While Army remains below the target, it has increased from 1.1% in 2017-18 to 1.9% in 2018-19.⁸⁹

⁸⁶ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 45: Transfers out of occupational groups with reason for transfer by gender and Service, 2018-19.

⁸⁷ Policy on flexible work arrangements is described in the *Military Personnel Policy Manual*, Part 7, Chapter 1, at defence.gov.au/PayandConditions/ADF/Resources/MILPERSMAN.pdf.

⁸⁸ For figures relating to FWA by gender and rank as at 30 June 2019 for each Service, see Supplementary Data Tables to *Women in the ADF Report 2018-19* – Tables 46 to 48.

⁸⁹ *Women in the ADF Report 2017-18*.

Table 7: Utilisation of FWA, 2018-19

Service	Women (as a % of women)	Men (as a % of men)	Total % utilisation of FWA within Service
Navy	9.8%	3.9%	5.2%
Army	5.5%	1.3%	1.9%
Air Force	16.7%	5.9%	8.3%

Of note, the proportion of women accessing FWA continues to be higher than men (see Figure 40). This may be for reasons that include cultural bias against men utilising flexible work options, or that women are more comfortable in using FWA. Overall, with the exception of women in 2017-18, the proportion of women and men accessing FWA is increasing.

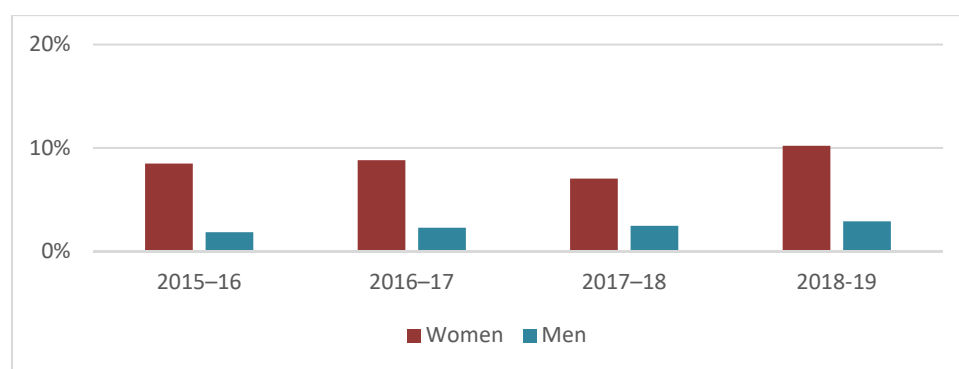


Figure 40: Proportion of ADF women and men using FWA, 2014-15 to 2018-19

In 2016, the ADF implemented the TWM which provides more enduring flexible employment options that will allow the ADF to draw on both the Permanent and Reserve workforces more effectively. This Model is explored further in Chapter 7.

Women's experience

Some elements of women's experiences in the ADF have been drawn from the 2018 *Defence YourSay Survey*, which measures attitudes and experiences relating to topics such as Defence and ADF culture, leadership and management, and working conditions. In particular, the survey found that:

- Women who feel equally supported as men in the ADF can positively impact their participation, engagement and retention in Defence.
- Women and men were equally and moderately satisfied with their job, level of morale and workgroup, and both genders were positive about their immediate supervisor.
- ADF women were more positive than men in their views of senior leadership, particularly in steering Defence in the right direction.

- Women and men felt equally included in the workplace, with only a small proportion feeling they were not an accepted part of their team or were excluded from work activities.
- Only a small proportion of ADF members did not feel a sense of belonging or were not proud to be a member of their Service, with no significant gender differences.

Childcare assistance

Access to childcare affects the retention of ADF personnel. Defence Community Organisation (DCO) has a range of programs to support the availability of childcare services to Defence families including 16 long day-care centres and three out-of-school-hours centres. Defence-sponsored childcare centres are operated under contract by One Tree Community Services nation-wide, with priority access facilitated for mobile Defence families who might face difficulties in acquiring childcare in new posting locations. DCO also provides individual case management to support ADF families' childcare needs when they move to a new area or change work or care arrangements (such as returning from maternity leave).⁹⁰

Members with dependants

The arrangement known as 'Member with Dependants Unaccompanied' (MWDU) refers to the circumstance where a military member is posted but their family remains in the current location. Benefits of MWDU include: allowing partners to keep their current job, children to stay at their school, and family members to maintain consistent access to healthcare. DCO has developed a number of resources to assist members and their families in making the best decision for their family's particular circumstances.⁹¹

MWDU accounts for 17.6% of arrangements for women with dependants and 13.4% for men with dependants. Compared with Navy women and both genders in other Services, Navy men were more likely to be unaccompanied than accompanied (20.2%).⁹² This likely reflects the nature of sea Service.

⁹⁰ Further information on DCO's childcare assistance programs is available at defence.gov.au/DCO/Kids/Childcare.asp.

⁹¹ Benefits that a member's dependents can receive while the member is MWDU are outlined in *the ADF Pay and Conditions Manual*, Chapter 8, Part 3, Division 2, at defence.gov.au/DCO/Military-life/deployment/MWDU.asp.

⁹² See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 49: Members with Dependents and Members with Dependents Unaccompanied by gender, rank and Service, as at 30 June 2019.

Key observations and trends

There has been a marginal increase annually in the proportion of women across all occupational groups since 2015-16. Women are still over-represented in health and logistics roles and under-represented in combat and engineering roles.

More women and men are leaving, rather than joining, the Combat and Engineering Group. With the low proportions of women in these groups, progression towards a critical mass will be slow.

Navy and Air Force have exceeded the 2% target for FWA. While Army remains below this target, it has increased from the previous year. Overall, the use of FWA is increasing each year.

Achievements against KPIs		
2	Progression towards reaching critical mass in identified employment categories	
3	Increased acceptance of flexible work practices	
11	No significant difference in cultural reporting between women and men	
	Achieved	Not Yet Achieved
	Women and men are proportionally represented across occupation	
	The proportion of women transferring out of occupational groups where they are under-represented is comparable to that of other occupational groups	
	The use of flexible work practices meets the 2 per cent target for each Service	
	Women and men feel equally supported by and included in Defence, including family support.	

Chapter 7: Transition and re-engagement

Key Performance Indicators	
9	Women transfer to the Reserves and use Reserve and Total Workforce Model options at a similar rate to men
<p>We will know we have reached success in gender diversity and inclusion in transition and re-engagement when:</p> <ul style="list-style-type: none">• Equal proportions of women and men transfer to the Reserves and continue to provide service to the ADF after transition from Permanent service• A proportional amount of women and men with prior service are enlisting in the ADF	

The ADF TWM provides members with the flexibility to move between Service Categories (SERCAT) on a continuum, with varying degrees of obligation.⁹³

Chapter 7 examines the proportion of women and men who transferred from SERCAT 6-7 (equivalent to the Permanent Forces) to SERCAT 3-5 (equivalent to the Active Reserve) and who continue to render ADF service.⁹⁴ It also examines the re-engagement of members to SERCAT 6-7.

Transfers between Service Categories

Of the members who separated from the ADF in 2017-18, 79% transferred to SERCAT 3-5 and 50% of these members rendered service in 2018-19.⁹⁵ There is a variation between the Services as Figures 41 and 42 show. Notably, equal or more numbers of women than men transferred to SERCAT 3-5, and more women than men in Navy and Army rendered service in 2018-19. As Figure 43 shows, most Service was rendered for a period of 20 days or less.

⁹³ The ADF Total Workforce Model – Service Spectrum is described in the *Military Personnel Policy Manual*, Part 2, Chapter 5, at defence.gov.au/PayandConditions/ADF/Resources/MILPERSMAN.pdf.

⁹⁴ The policy on Resignations and Transfer to the Reserve is described in the *Military Personnel Policy Manual*, Part 10, Chapter 3, at defence.gov.au/PayandConditions/ADF/Resources/MILPERSMAN.pdf.

⁹⁵ For figures relating to transfers to Service Categories 3-5, rendering service and number of attendance days, see Supplementary Data Tables to *Women in the ADF Report 2018-19* - Tables 50 to 53.

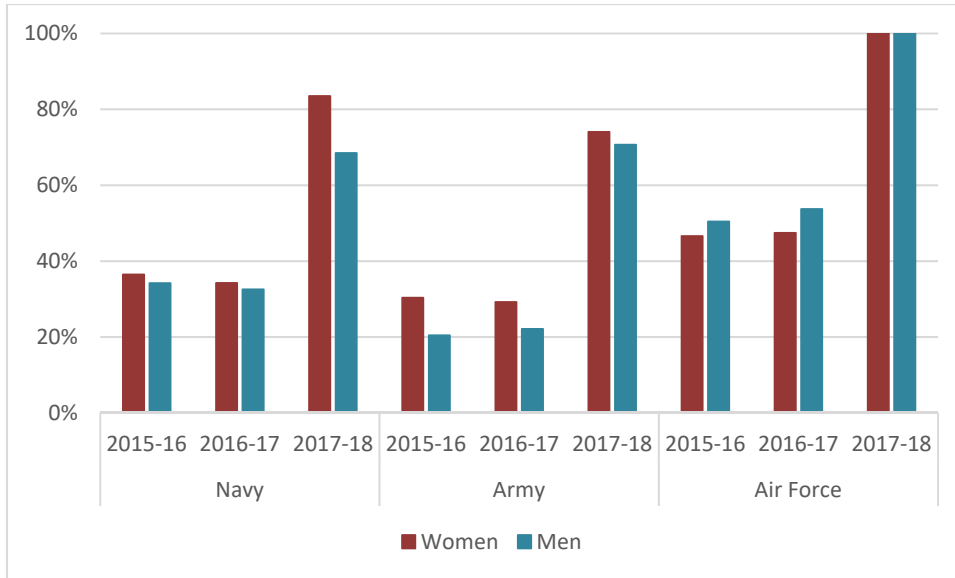


Figure 41: Proportion of separating ADF Permanent Force members who transferred to Service Categories 3-5, 2017-18

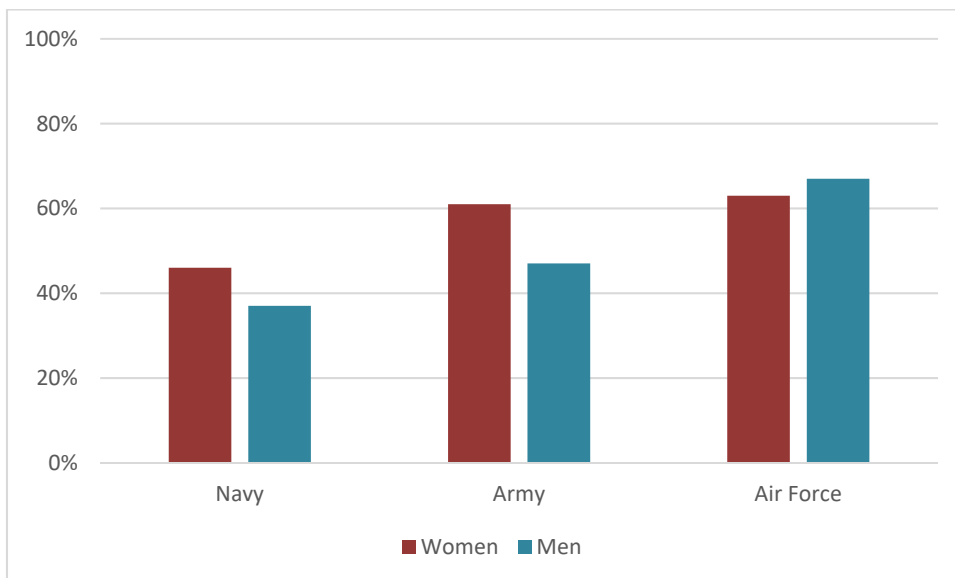


Figure 42: Proportion of ADF transfers to Service Categories 3-5 in 2017-18 who rendered service in 2018-19

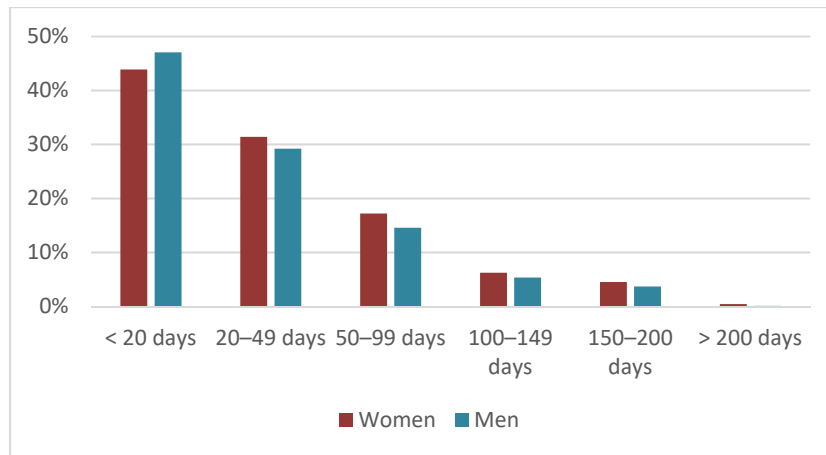


Figure 43: Distribution of ADF women and men (who transferred to Service Categories O3-O5 in 2017-18 and rendered service in 2018-19) by category of attendance days, 2018-19

Attitudinal data suggests that flexible service under the Service Spectrum may have a positive impact on women’s decisions to remain in the ADF.⁹⁶ SERCAT 3-5 represents a source of personnel who may have otherwise left the ADF but who can continue to contribute to capability.

Prior service enlistments

The re-enlistment of former ADF members minimises the ADF’s reliance on *ab initio* recruitment and returns experience to the workforce. It provides opportunities to recruit women at varying entry points. In 2018-19, 18% of all Permanent Force enlistments were prior service enlistments.⁹⁷ Women comprised 27.7% of prior service enlistments, which is significantly more than the overall proportion of women in the ADF Permanent Force (18.6%) and higher than *ab initio* recruitment (23.8%). Figure 44 shows prior enlistment distribution for 2018-19.⁹⁸

⁹⁶ 2018 Defence YourSay Survey.

⁹⁷ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 4; ADF Permanent Force enlistments (all modes of entry) by gender and rank group, 2018-19 and Table 52: ADF Permanent Force prior service enlistments by gender, mode of entry, and rank group, 2018-19.

⁹⁸ See Supplementary Data Tables to *Women in the ADF Report 2018-19* - Table 54: ADF Permanent Force prior service enlistments by gender, mode of entry, and rank group, 2018-19.

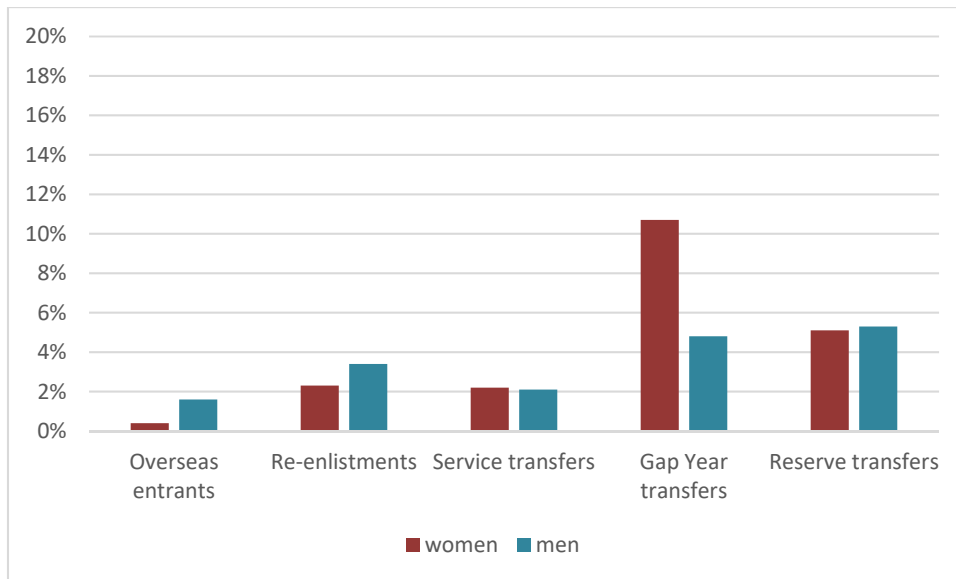


Figure 44: Distribution of prior service enlistment by type, for the total ADF Permanent Force, 2018-19

Key observations and trends

Equal or more numbers of women than men transferred to Service Categories 3-5, and more women than men rendered service in 2018-19.

Achievements against KPIs		
9 Women transfer to the Reserves and use Reserve and Total Workforce Model options at a similar rate to men	Achieved	Not Yet Achieved
	Equal proportions of women and men transfer to the Reserves and continue to provide service to the ADF after transition from permanent service	
A proportional amount of women and men with prior service are enlisting in the ADF		

Conclusion

The ADF continues to implement strategic initiatives to improve women's participation across all stages of the employment life cycle, and they are having a positive effect. The *Women in the ADF Report* provides an opportunity to assess progress and to identify areas of focus for targeted and sustained effort.

Areas where the ADF is tracking well include a steady increase in women's participation overall and an indication that the Services will meet their participation targets by 2023. In addition, there has been a steady increase in the number of women and men using FWA, and both Navy and Air Force have exceeded their 2% target.

The ADF is committed to improving the proportion of women in non-traditional occupation groups through a number of recruitment and retention initiatives. Although women are still over-represented in Health and Logistics occupational groups, there has been a marginal increase in the proportion of women in all occupation groups over the last four years. This indicates that women's representational levels may improve in future years with sustained effort.

A strong focus is still required to improve women's inclusion in leadership positions. Although women are well represented across professional education opportunities, women in Army and Air Force remain under-represented (as a proportion of the total cohort) on promotional gateway courses. There are still proportionally fewer women than men in senior or pipeline positions (O-6 and O-5 rank levels), however, the level of representation is improving. The proportion of women in senior leadership positions, such as command and on deployment, has decreased since last year. Women also continue to be under-represented on senior decision-making committees, and therefore have fewer opportunities to contribute to shaping Defence culture and strategic decision making.

The retention of members is a priority issue for the ADF. Following maternity or parental leave, women are being retained at a lower rate than men. Length of service is variable for women but they are serving for less time than men. Separation rates show that women are leaving the ADF at a comparable rate to men. Equal or more numbers of women transferred to SERCAT 3-5, and more women than men in Navy and Army rendered Reserve service.

Overall, the participation and representation of women in the ADF is improving, but continued focus and sustained effort is required by the ADF to achieve its current targets, and potentially, future strategic objectives. This includes meeting specific national and international obligations, such as the *Australian National Action Plan on Women Peace and Security 2012-2018*, UN peacekeeping policy, and NATO's *Action Plan on Women Peace and Security*, as well as Government policy concerning women on boards.

Annex A: Service initiatives to attract, recruit and support women

Service initiatives to attract and recruit women

Navy

Female ab initio recruitment targets

All Navy positions are open to women. Further, defined Navy recruiting goals have been implemented, particularly for employment categories in which women are represented at less than 15%.

During 2018-19, there was a decline in actual and percentage achievement of female recruits.⁹⁹ Female achievement in 2018-19 for full time Navy was 23% of the overall Permanent Navy achievement (exclusive of female Gap Year participants: 61 sailor and 14 officer). Notably, officer actual achievement of 70 was a significant improvement on achievement (+20) in actual numbers in recent years.¹⁰⁰ Comparatively, in 2017-18, DFR female recruiting was 31% of overall Permanent Navy achievement (exclusive of 55 female Gap Year participants) and in 2016-17, the figure was 41% of overall achievement (exclusive of Gap Year participants).

To achieve the COSC directed female participation rate of 25% by 2023, Navy projects an average annual recruiting requirement of 526 women.

Specialist recruiting teams

The Specialist Recruit Team – Women (SRT-W) is one of a number of specialised teams in DFR which aim to engage with specific market components.¹⁰¹ Four Navy positions are embedded within these teams in the Brisbane, Sydney, Melbourne and Perth Defence Force Recruiting centres. DFR is tasked to encourage women to consider the variety of available Navy roles with a focus on science, technology, engineering and mathematics in order to facilitate growth in technical trades such as general entry mechanical, electronics technicians and ADFA officer entry engineers.

Media

The 'Women in the Navy' website (hosted on the Defence Jobs website) profiles job categories that are under-represented in Navy.¹⁰² Current serving women who are excelling in their roles are profiled to provide potential candidates with direct insight into the career opportunities for women, particularly in non-traditional roles.

⁹⁹ See Table 4; ADF Permanent Force enlistments (all modes of entry) by gender and rank group, 2018-19

¹⁰⁰ FY11/12: 28, FY12/13: 31, FY13/14: 33, FY14/15: 34, FY15/16: 32, FY16/17: 55, FY 17/18: 50, FY 17/18:50 and FY18/19: 70

¹⁰¹ Other examples are the Specialist Recruiting Team – Indigenous and Specialist Recruiting Team – Engineers.

¹⁰² <https://navy.defencejobs.gov.au/about-the-navy/women-in-the-navy>

Service obligations

Female sailors have the option to enlist with a reduced IMPS of two years for designated workgroups including: Marine Technician, Electronic Technician, Aviation Technician Aircraft and Aviation Technician Avionics.¹⁰³ During 2018-19, 58 out of a total of 106 women (54.7%) recruited into these technical trade workgroups opted to enlist under the reduced IMPS initiative.

The IMPS initiative is being closely monitored by Navy to determine its success. While the offer of a reduced IMPS alone has not increased the rate of female recruitment, the increased ratio of candidates opting to take the reduced IMPS indicates it is an attractive option.

Experiential camps and work experience

Navy is working closely with the *Defence Work Experience Program* to provide opportunities for young women to gain exposure to the Navy through work experience activities in technical trades; hospitality and galley familiarisation; leadership; and Fleet Air Arm aviation.

Notable achievements include participation, in July 2018, by twelve female secondary students in the four-day 'Women in Navy Technical Trades Camp' conducted at HMAS Cairns. Undertaking various workshops, they were exposed to a range of technical and mechanical trades available in Navy including Electronics Technician and Marine Technician.¹

Gap Year

The Gap Year program provides candidates with the opportunity to explore Navy careers. Gap Year applications routinely exceed targets, with offers distributed on the basis of merit. All Navy Gap Year recruitment targets were achieved in 2018-19. Women filled 61 of the 100 sailor positions (61%) and fourteen of the 25 officer positions (56%).

Army

Specialist recruiting teams

Army employs 10 women as members of the SRT-W primarily involved in sourcing and mentoring female candidates at DFR Centres in Adelaide, Brisbane, Canberra, Melbourne, Sydney, Perth, Darwin and Townsville. These individuals are subject matter experts on pathways and Service-specific initiatives to recruit women into the ADF.

Over the period February to July 2019, the SRT-W was augmented by females from other Army units to support specific events and activities. The intent of this augmentation was to offer women candidates the opportunity to meet and engage, where possible, with female Army personnel in their trade of interest.

¹⁰³ Compared to four years for men

Special recruiting measures

Army continues to use a number of special recruiting measures to attract candidates to difficult-to-fill roles and those roles that have had a traditionally low rate of female representation. These include a reduced IMPS model, *Recruit when Ready*, and *Recruit to Area* schemes.

Reduced IMPS was introduced in 2012 and has modified over time depending on the demand for particular roles. Since January 2018, Army has implemented two year IMPS for females and males who train as Movements Operators, Cooks, Command Support Clerks, Artillery Gunners, Artillery Combat Systems Operators and Ammunition Technicians. Army also has two-year IMPS for women who train as Armoured Cavalry, Combat Engineers, Artillery Observers and Infantry Soldiers. Categories can be added to this list for a number of reasons, including attracting women to non-traditional roles, and balancing intake to mitigate vacancies. Reduced IMPS has seen increased recruitment, including for females, over previous years with recruiting to categories with reduced IMPS up by 14% since they were introduced.¹⁰⁴ In 2018-19, 73 women used reduced IMPS.

Women who enlist in Combat categories are afforded priority transfer to an alternate category should they be unable to meet the requirements of their initial category or request re-assignment.

The *Recruit when Ready* scheme permits candidates to be recruited earlier rather than waiting for an enlistment day that aligns with the fixed recruitment timing of their chosen employment category. The *Recruit to Area* scheme is designed to attract candidates with a preference to be posted to a unit in a specified locality after initial-entry training where they may have stronger support networks. In 2018-19, 3 women used *Recruit when Ready* and 23 women used *Recruit to Area*.

Media

Female-targeted advertising is a routine part of ADF recruiting and marketing in digital and social media channels. Websites and mobile phone applications are utilised which specialise in female recruitment (such as FOUND). Further, a 'Women in Army' talent community was established in late 2018 to support female prospects during their application for a career in the Army. Army advertising campaigns have also aligned with sport and entertainment broadcasts including coverage of the women's national soccer team, the Matildas, during the 2019 World Cup.

Showcasing females in Army was a continuing focus for all media platforms while serving female soldiers augmented DFR staff at key Careers Expo activities which increased the opportunity for female prospects to engage with current serving female members.

The Army brand campaign 'This is my Army' was expanded in 2018-19 to include a further two females in non-traditional female trades, out of a total of three new featured personnel. Other extant initiatives (*Recruit to Area* and *Recruit when Ready*) were broadened and advertised widely to ensure female applicants knew about, and understood these opportunities.

¹⁰⁴ These categories are: Combat Engineer (ECN 096), Artillery Observer (ECN 255) and Infantry Soldier (ECN 343 and Armoured Cavalry (ECN 060).

In May 2019, Army released a brand extension centred around two female soldiers and a male officer. Focussed on a young female Aircraft Technician on a Tiger Armed Reconnaissance Helicopter, and a mother in the Military Police with two children, the campaign was designed to address a number of misconceptions women held about life in the Army. The campaign particularly highlights the opportunity for women to participate in non-traditional trades and provides an example of the way females can effectively balance their family and military commitments.

Gap Year

The ADF's Gap Year program is designed to offer young Australians the opportunity to undertake a positive military experience for a period of up to a year. In 2018-19, Army Gap Year participants undertook training for employment in seven employment categories: Rifleman, Unit Quartermaster, Command Support Clerk, Driver, Artilleryman and Artillery Air Defender. The 2019 program has approximately 30% participation by women in both the soldier (79 of 270) and officer (9 of 30) programs.

Army Gap Year participants are fully-integrated into the Army Recruit Course and Initial Employment Training program (or the Reserve officer equivalent) before being posted to a unit as a fully trained soldier or officer. In 2018-19, Female Gap Year participants were awarded Student of Merit on the Army Reserve Engineer Regimental Officer Basic Course and the Army Recruit Course Physical Training Award.

Pre-Conditioning Program

The Army Pre-Conditioning Program (APCP) aims to assist women to meet the general entry-level fitness standard, build resilience and to provide resources to successfully complete the Army Recruit Course. The APCP is conducted by the Recruit Development Wing at the Army Recruit Training Centre and is continually reviewed to ensure it remains effective in preparing female trainees for the rigors of the Army Recruit Course. The graduation rate for female soldiers who have enlisted via APCP are slightly higher than those who enter 1RTB directly.

Twenty-two APCP courses were conducted between July 2016 and June 2019 with eight of those programs conducted in 2018-19. Since the program began, 586 women have commenced an APCP, 393 (67%) have successfully completed recruit training with 34 (5.8%) still on course. Nearly 450 women have graduated from the program since its inception.

Completion rates for APCP courses average 85% over the last three years. In 2018-19, 161 women commenced an APCP, of which 82 (50.9%) successfully completed recruit training with a further 24 (21.1%) still on course. To date, five APCP graduates have received awards at 1RTB. Specifically, three have received the Cameron Baird VC Trophy for the Most Outstanding Soldier, one was recognised for best achievement in physical training, and one received the Skill at Arms Award.

Air Force

Female recruitment targets

In order to increase women's participation in Air Force, female recruitment targets were established for categories experiencing a traditionally low representation. These categories predominantly relate to engineering, technical and aircrew workforces. Air Force achieved strong recruiting success in 2018-19, with 97% *ab initio* recruitment achieved. Air Force also met all directed female recruitment targets, with overall 42.2% of *ab initio* targets filled by women (32.1% officers and 47.2% Airmen). In 2019, sixteen of 36 Aircraft Support Technicians in Air Force were women (44.4%)¹⁰⁵ which is indicative of a continued strong female contribution to non-traditional employment roles.

Specialist recruiting teams

Air Force has five women embedded in SRT-W in DFR Centres across Adelaide, Brisbane, Melbourne and Sydney to provide guidance and mentoring to women wanting to join the Air Force and to assist them through the recruiting process. The teams have proven highly effective in managing candidate expectations and ensuring women are retained during the recruiting phase, especially in difficult to attract employment roles.

Graduate Pilot Scheme

The Graduate Pilot Scheme is a targeted recruitment model to encourage women who are pursuing careers as civilian pilots or studying a Bachelor of Aviation degree to consider Air Force careers.¹⁰⁶ Out of 32 applications, eight women have been appointed to Air Force under the Graduate Pilot Scheme (GPS) since 2013. Of those, four are still under training, one was unsuccessful and three have completed their pilot qualification and are employed at Air Force flying units. Application rates are increasing with 13 applications for GPS since March 2018.

Service obligations

In 2018-19, the IMPS for female Direct Entry Pilots was reduced to six years as compared to nine years for male counterparts. Direct Entry pilot (including personnel completing the Graduate Pilot Scheme) is the only category of service where there is a differentiation between the IMPS for men and women. It is a temporary recruitment measure that has been implemented in an effort to improve historically poor recruitment numbers for female pilots. Early indications are that the reduced obligation is increasing recruitment success with thirteen DEO female pilots appointed under the revised IMPS in 2018-19.

Experiential camps

Air Force conducts two experiential camp programs annually. Both are conducted over the period of a week and focus on Air Force officer aviation, technical and engineering roles. Activities include engagement with current serving women, leadership, fitness and adventurous training. The camps

¹⁰⁵ Compared to 47.2% in 2018.

¹⁰⁶ For further information about the Scheme, see: <https://www.defencejobs.gov.au/jobs/air-force/pilot?entryMethod=4fa1b11e-f993-4d8a-beff-56b94e153fb0>.

support efforts to promote Air Force as an employment option for women, particularly in non-traditional roles. On average, around 80% of camp participants engage with DFR.

In 2018-19, two camps were conducted at RAAF Amberley with a total of 40 participants. The usual target audience for the Air Force camps are women aged between 16 and 24 years. In 2018-19, one camp had an expanded target audience of women aged 20-35 years. The purpose was to reach university students and people considering a career change. This is the second time an expanded age group has been invited to participate in the program. The camp was very positively received by participants.

Gap Year

The Air Force Gap Year (AFGY) program provides candidates with a three-phase program consisting of initial military training, initial employment training and then a placement in the participant's chosen employment group of Air Base Protection, Aircraft Support Technician, Crew Attendant, Personnel Capability Specialist, Supply or Airfield Defence Guard. In 2019, 168 AFGY members commenced training in six different employment categories. Ninety of the 168 targets were filled by women, representing 53.6% of the AFGY intake. In 2020, the program is expected to comprise 170 participants across the same six employment categories.

Mentoring, networking and sponsorship programs

Navy

Women in Engineering Mentoring Program

Since 2015, Navy has collaborated with Defence Industry partners in a women's mentoring program called 'The Future Through Collaboration' (TFTC).¹⁰⁷ This Program is open to women working across engineering, project management, technical specialisations, information technology, and cyber disciplines. It provides participants with the opportunity to work with a senior Defence Industry mentor. Over twelve months, Navy women develop skills and create a network designed to enhance the capability of the Australia's Defence industry sector. To date, the program has provided 144 women working in Defence and Defence industry with an opportunity for mentorship that may otherwise not have been available. In addition, female engineering students at HMAS *Cerberus* have access to a mentoring program, and all female technicians are able to access mentoring through FINE – 'Females in Navy Engineering' – which was established in 2019.

Navy women's leadership forum

The Navy Women's Leadership Program provides opportunities for Navy women to participate in leadership development programs, conferences and seminars around Australia. The program is designed to enhance female leadership in the Navy and to empower and support future leaders.

¹⁰⁷ Further information about this Program is available at: www.tftc.net.au.

Navy women's networking forums

During 2018-19, Navy women's networking forums were conducted at ADFA, the Submarine Force, and HMA Ships *Canberra, Arunta, Harman, Cerberus, Stirling, Coonawarra, Watson, Albatross* and *Creswell*. In October 2018, Navy men and women attended the Women in National Security Conference conducted by the National Security College at Australian National University.¹⁰⁸ In April 2019, Navy sponsored attendees at a speed mentoring/network conference in Perth with the Australian Strategic Policy Institute called the 'Women in Defence and Security Network'.¹⁰⁹

Diversity Reference Group—Women

The 'Diversity Reference Group –Women' includes broad representation of women and men from across Navy. The Group has the objective of ensuring that the concerns of Navy women are heard and understood by senior leadership. The Group provides views that are directly relevant to the planning and programming of diversity and inclusion initiatives, enhances engagement across broader Navy and provides feedback on professional issues and challenges facing women in Navy. The overall intention is to assist the Navy to achieve diversity and inclusion outcomes.

Army

Informal mentoring relationships

Army supports the development of informal mentoring relationships. The Army's approach is to encourage these relationships to develop organically at the instigation of the mentee. Mentoring relationships are not monitored, audited or regulated. The development and sustainment of these relationships can, however, be supported by resources and/or training if requested.

Army Industry and Corporate Development Program

Annually, the Army Industry and Corporate Development Program (AICDP) provides the opportunity for a small number of officers and senior non-commissioned officers to pursue career placements in high performing industry and corporate organisations for a period of up to twelve months. The Program supports the exchange of ideas, knowledge and skills. It contributes to the development within Army of a diverse and inclusive group of strategic leaders and thereby enhances Army's personnel capability. In 2018-19, two of three AICDP participants were women.

Group and Individual Executive Coaching Program

The 'Group and Individual Executive Coaching Program' is a talent management initiative designed to improve the skills and leadership of Army's current and future senior officers. It provides senior Army leaders space for personal reflection and renewal, to enable them to think deeply about their own leadership philosophy, leadership practice, professional mastery and ongoing professional development. Further, it promotes consideration of what is needed to lead Army in the current and

¹⁰⁸ Further information about this event is available at: <http://wins.anu.edu.au>.

¹⁰⁹ Further information about this event is available at: <https://www.aspi.org.au/event/women-defence-and-security-network-speed-mentoring-event>.

emerging strategic, joint and integrated environment. In 2018-19, eight of 24 participants were female.

Chief Executive Women's Leadership Program sponsorship

Army engages in the Chief Executive Women's Leadership Program.¹¹⁰ This 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. The Army sponsored six participants in 2018-19.

Great Leaders Are Made (GLAM) program sponsorship

GLAM is a talent management program targeted at developing and empowering highly talented women and enhancing their management and leadership skills, particularly in a male-dominated environment.¹¹¹ Army sponsored eleven participants in 2018-19.

Air Force

Air Force women's professional development opportunities

Air Force periodically conducts women's forums where Serving members of both genders consider issues of diversity and inclusion. In 2018-19, a 'Women Speaking Workshop' was conducted in five locations attended by over 170 Air Force women, to help build their speaking and presentation skills.

Women's Integrated Networking Groups (WINGs)

The Women's Integrated Networking Groups (WINGs) is a facilitated networking program that aims to encourage networking between Air Force women of all rank levels and employment skills. Guest speakers from within Defence and external organisations are invited 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. The program is administered by a mix of Permanent and Reserve Air Force women and is in place at thirteen Air Force locations.

A mentoring program has been successfully established at two locations. At one training establishment, trainee female officers have been matched to currently serving female officers in their specialisation. The other location is an operational Base where a three-month mentoring program has been established in addition to a separate mentoring program for the female pilot workforce.

WINGs technical network (TECHNET)

A supplementary network of the WINGs program (TECHNET) was established in 2013 to address the needs of women in technical employment roles. The focus is on non-commissioned women in technical trades. TECHNET addresses the unique career and workplace challenges facing women in these roles and offers mentoring and networking opportunities for them. Additionally, a TECHNET

¹¹⁰ For further information, see <https://cew.org.au>.

¹¹¹ For further information, see <https://avrilhenry.com/services/glam>.

newsletter is produced quarterly and provides opportunities for role modelling, celebrating achievements, supporting professional development and creating a sense of belonging.

Women in non-traditional roles play a significant role in delivering Air Force capability. The TECHNET group provides ‘behind-the-scenes’ support to women in technical roles. The network that has developed over the years has opened many pathways and avenues for women to seek professional advice, mentoring and support.

TECHNET not only provides support to women. It also supports men in positions of influence who seek a better understanding of the needs of professional women. Technical women apply a different way of thinking than their male counterparts and all contribute valuable capability to Air Force.

Women in Aviation Aerospace Australia partnership

Air Force partners with ‘Women in Aviation’ Aerospace Australia to offer speaking and networking opportunities to women involved in defence industry - or those who are interested. In 2018-19, three Summits were held, with eight Air Force participants and two mentee positions at each. The mentee tickets were offered to candidates applying through DFR for aviation roles.

Australian Women Pilots Association sponsorship

To support their professional growth, Air Force sponsors women Air Force pilots to join the Australian Women Pilots Association (AWPA).¹¹² Through this Association, Air Force pilots have the opportunity to engage with counterparts in industry, and to be involved in programs and events. Currently, 38 female Air Force pilots are members.

Through the AWPA, in 2018-19 Air Force also offered two sponsored scholarships to female pilots under the age of 24. These scholarships, the ‘Formation or Aerobatic Endorsement Scholarship’ and the ‘Australian Women Pilots Association Navigation Component Scholarship’, contribute to training costs with the intention of encouraging young women to pursue flying careers.

Leadership Exchange Program

The Leadership Exchange Program is a professional development workshop that aims to enhance individual leadership effectiveness. The program focusses on four leadership pillars: self-awareness and self-development; communication; assertiveness; and leading teams. Participant eligibility ranges from Leading Aircraftsmen and Leading Aircraftswomen to Squadron Leader ranks, and includes Australian Public Service and Reserves equivalents. The mixed occupation forum allows participants to learn through effective dialogue from the leadership experience of others.

In 2018-19, 34 of the 96 participants were women (35.4 %). This is an increase of 5.6% from 2017-18.¹¹³

¹¹² For further information, see <https://www.awpa.org.au/>.

¹¹³ Increased female participation in the 2018-19 Leadership Exchanges occurred despite a fall of 2.4% in female nominations.

Air Force Leadership Coaching Program

The Air Force Leadership Coaching Program aims to provide contemporary workplace coaching services within Air Force in order to improve work performance. Coaching is also a key element of Air Force's inclusive leadership program which seeks to build inclusive behaviours around the 'Fifth Generation Air Force' attributes: agile, resilient, collaborative, integrated and informed.

The Air Force Leadership Coaching Program sponsors up to 48 personnel each financial year to complete a Certificate Level IV in Workplace and Business Coaching. On completion of training, these coaches are required to conduct executive and workplace one-to-one coaching and facilitate a one-day workshop for other members. Since inception, 47% of Air Force members have participated in coaching training, of which 30.4% were women.

Talent Development and Management System

As part of the Air Force Talent Development and Management System, an Executive Leadership Coaching Program is offered to a select group of women Air Force officers. This Program aims to: empower female participants to thrive in a male-dominated work environment; give them a sense of value in their role and position in the Air Force; and ensure talented women receive the resources and opportunities needed to progress to leadership positions.

In 2018-19, the Air Force Talent Development and Management System was expanded to include initiatives intended to help retain women in Service during periods of their career where lifestyle considerations might typically see them leave (such as parenting young children). Initiatives include promoting access to flexible employment programs and Defence-funded study. The intent is to allow members to meet short-term personal or professional needs, recognising that the knowledge, skills and motivation attained during this time may enhance an individual's military career over the longer-term.

Differentiated career management, which provides more agile career development and progression, will help enable more women to compete for, and progress to, key appointments.

Australian Defence Force Academy

Sisters in Arms

'Sisters in Arms' is a community within ADFA developed to promote female fitness and wellness. It commenced in 2018 and currently has approximately 30 female members.

Female Mentoring Program

The 'ADFA Female Mentoring Program' is designed to introduce ADFA trainees to current serving ADFA graduate female officers within the Canberra region. The program originated in 2016 with Air Force members and was successfully opened-up to both Army and Navy members in 2018. The program provides female trainee officers the opportunity to network and gain support from female officers in order to motivate them to continue through the rigorous demands of officer training. The trainee officers are generally matched with similar specialisations. The end-state is to increase the

graduation rate of female trainees from ADFA. The long term outcome is that female trainees will have established relationships and networks that will benefit their ADF careers after graduation.

Defence

Diversity and Inclusion Speaker Series

The 'Diversity and Inclusion Speaker' series replaces the Women's Speaker Series. With the launch of the next iteration of *Pathway to Change* and a focus on 'capability through inclusion', this new speaker series shifts focus from being gender specific to a more inclusive program. It features guest speakers talking about a range of diversity groups including gender issues (such as fostering the future of science, technology, engineering and mathematics) with a focus on achieving a gender balance, and the importance of self-care when working flexibly in a dynamic and fast-paced environment.

Australian Institute of Company Directors

In conjunction with the AICD, Defence has successfully piloted a program to train ADF and APS women to be 'board ready'. Five ADF women have completed the program. Defence is establishing a register of 'board ready' women to support the appointment of women to Defence boards.

Diversity Champions

- **Male Champions of Change (MCC):** The Male Champions of Change (MCC) involves men of power and influence forming a high profile coalition to achieve change on gender equality issues in organisations and communities, and continues to redefine men's role in taking action on gender inequality. CDF is a member of MCC.
- **Senior Executive Service Diversity Champions (Gender):** SES Diversity Champions provide visible senior leadership, support and advocacy for diversity and inclusion across Defence. Champions drive diversity-related initiatives and give voice to the concerns of employees and network members with a focus on their diversity portfolio. Defence has two appointed gender diversity champions.

Annex B: Rank equivalencies and occupations

Rank equivalencies in the Australian Defence Force

Rank	Navy	Army	Air Force
O-10	Admiral	General	Air Chief Marshal
O-9	Vice Admiral	Lieutenant General	Air Marshal
O-8	Rear Admiral	Major General	Air Vice-Marshal
O-7	Commodore	Brigadier	Air Commodore
O-6	Captain	Colonel	Group Captain
O-5	Commander	Lieutenant Colonel	Wing Commander
O-4	Lieutenant Commander	Major	Squadron Leader
O-3	Lieutenant	Captain	Flight Lieutenant
O-2	Sub Lieutenant	Lieutenant	Flying Officer
O-1	Acting Sub Lieutenant	Second Lieutenant	Pilot Officer
O-0	Midshipman	Officer Cadet	Officer Cadet
E-10	Warrant Officer of the Navy	Regimental Sergeant Major of the Army	Warrant Officer of the Air Force
E-9	Warrant Officer	Warrant Officer Class One	Warrant Officer
E-8	Chief Petty Officer	Warrant Officer Class Two	Flight Sergeant
E-7	–	Staff Sergeant	–
E-6	Petty Officer	Sergeant	Sergeant
E-5	Leading Seaman	Corporal	Corporal
E-4	–	Lance Corporal	–
E-3	Able Seaman	Private Proficient	Leading Aircraftman/woman
E-2	Seaman	Private	Aircraftman/woman
E-1	Seaman Star	Private Trainee	Aircraftman/woman Trainee

Occupations in each occupational group

Occupational group	Occupations included in occupational group
Aviation	Aircrew (Navy); Aviation Support (Navy); Maritime Aviation Warfare Officer (Navy); Pilot (Navy); Warrant Officer (Entry) (Navy); Aircrewman (ECN 163) (Army); Groundcrewman Aircraft Support (ECN 164) (Army); Groundcrewman Mission Support (ECN 165) (Army); Non-Pilot (Army); Pilot (Army); Regimental Sergeant Major (ECN 350) (Army); Air Combat Officer (Air Force); Air Combat Officer Trainee (Air Force); Crew Attendant (Air Force); Crew Attendant Trainee (Air Force); Joint Battlefield Airspace Control (Air Force); Joint Battlefield Airspace Control Trainee (Air Force); Load Master (Air Force); Load Master Trainee (Air Force); Pilot (Air Force); Pilot Trainee (Air Force); RAAF Officer Aviation (Air Force)
Combat and security	Boatswains Mate (Navy); Clearance Diver (Navy); Combat Systems Operator (Navy); Combat Systems Operator Mine Warfare (Navy); Hydrographic Systems Operator (Navy); Maritime Geospatial Officer (Hydrographer) (Navy); Maritime Geospatial Officer (Meteorologist/Oceanographer) (Navy); Maritime Warfare Officer (Navy); Maritime Warfare Officer Submariner (Navy); Mine Clearance Diver (Navy); Naval Police Coxswain (Officer) (Navy); Naval Police Coxswain (Sailor) (Navy); Principal Warfare Officer (Navy); Warrant Officer (Entry) (Navy); Armoured Cavalry (ECN 060) (Army); Armoured Officer (Army); Artillery Command Systems Operator (ECN 254) (Army); Artillery Gunner (ECN 162) (Army); Artillery Light Gunner (ECN 161) (Army); Artillery Observer (ECN 255) (Army); Artillery Officer (Army); Assistant Instructor (ECN 026) (Army); Commando (ECN 079) (Army); Commando Officer (Army); Emergency Responder (ECN 141) (Army); Infantry Officer (Army); Light Cavalry Scout (ECN 062) (Army); Manager Operations Offensive Support (ECN 357) (Army); Military Police (ECN 315) (Army); Operator Air and Missile Defence Systems (ECN 237) (Army); Operator Unmanned Aerial System (ECN 250) (Army); Patrolman (ECN 304) (Army); Regimental Sergeant Major (ECN 350) (Army); Rifleman (ECN 343) (Army); SAS Officer (Army); SAS Trooper (ECN 353) (Army); Air Base Protection (Air Force); Air Force Police (Air Force); Air Force Security (Air Force); Air Force Security Trainee (Air Force); Airfield Defence Guard (Air Force); Airfield Defence Guard Trainee (Air Force); Combat Controller (Air Force); Combat Controller Trainee (Air Force); Firefighter (Air Force); Firefighter Trainee (Air Force); Ground Defence Officer (Air Force); Ground Defence Officer Trainee (Air Force); Security Police Officer (Air Force)
Communications, intelligence and surveillance	Acoustic Warfare Analyst (Navy); Communications Information Systems (Navy); Communications Information Systems Submariner (Navy); Cryptologic Linguist (Navy); Cryptologic Systems (Navy); Electronic Warfare (Navy); Electronic Warfare Submarines (Navy); Imagery Specialist (Navy); Intelligence (Navy); Warrant Officer (Entry) (Navy); Analyst Intelligence Operations (ECN 003) (Army); Communications Systems (ECN 662) (Army); Electronic Warfare (ECN 663) (Army); Geospatial Technician (ECN 423) (Army); Information Systems (ECN 661) (Army); Intelligence Officer (Army); Operator Unmanned Aerial System (ECN 250) (Army); Regimental Sergeant Major (ECN 350) (Army); Signals Officer (Army); Air Force Imagery Specialist (Air Force); Air Intelligence Analyst Geospatial Intelligence (Air Force); Air Intelligence Analyst Intelligence Manager (Air Force); Air Intelligence Analyst Operational Intelligence (Air Force); Air Intelligence Analyst Signals Intelligence (Air Force); Air Intelligence Analyst Trainee (Air Force); Air Surveillance Operator (Air Force); Air Surveillance Operator Trainee (Air Force); Airborne Electronics Analyst (Air Force); Airborne Electronics Analyst Trainee (Air Force); Communications and Information Systems Controller (Air Force); Communications and Information Systems Controller Trainee (Air Force); Intelligence Officer (Air Force); Intelligence Officer Trainee (Air Force)
Engineering, technical and construction	Aeronautical Engineer (Navy); Air Technician Aircraft (Navy); Electronics Technician (Navy); Electronics Technician Submariner (Navy); Marine Engineer (Navy); Marine Engineer Submariner (Navy); Marine Technician (Navy); Marine Technician Submariner (Navy); Warrant Officer (Entry) (Navy); Weapons Electrical Aircraft Engineer (Navy); Weapons Electrical Engineer (Navy); Weapons Electrical Engineer Submariner (Navy); Aircraft Life Support Fitter (ECN 154) (Army); Aircraft Structural Fitter (ECN 153) (Army); Artificer Air (ECN 021) (Army); Artificer Electronics (ECN 007) (Army); Artificer Ground (ECN 013) (Army); Artificer Mechanical (ECN 006) (Army); Assistant Instructor (ECN 026) (Army); Carpenter (ECN 072) (Army); Combat Engineer (ECN 096) (Army); Draftsman Architectural (ECN 101) (Army); Electrical and Mechanical Engineer Officer (Army); Electrician (ECN 125) (Army); Engineer Officer (Army); Explosive Ordnance Disposal (ECN 432) (Army); Fitter Armament (ECN 146) (Army); Manager Works (ECN 217) (Army); Mechanic Recovery (ECN 226) (Army); Mechanic Vehicle (ECN 229) (Army); Metalsmith (ECN 235) (Army); Operator Plant (ECN 270) (Army); Plumber (ECN 314) (Army); Regimental Sergeant Major (ECN 350) (Army); Supervisor Building (ECN 374) (Army); Supervisor Engineer Services (ECN 385) (Army); Technician Aircraft (ECN 411) (Army); Technician Avionics (ECN 412) (Army); Technician Electrical (ECN 418) (Army); Technician Electronic Systems (ECN 421) (Army); Telecommunications Systems (ECN 665) (Army); Aeronautical Engineer (Air Force); Aeronautical Engineer Trainee (Air Force); Aircraft Fitter (Air Force); Aircraft Fitter Trainee (Air Force); Aircraft Life Support Fitter (Air Force); Aircraft Life Support Fitter Trainee (Air Force); Aircraft Structural Fitter (Air Force); Aircraft Structural Fitter Trainee (Air Force); Aircraft Surface Finisher (Air Force); Aircraft Systems Technician (Air Force); Aircraft Technician (Air Force); Airfield Engineer (Air Force); Airfield Engineer Trainee (Air Force); Armament Engineer (Air Force); Armament Engineer Trainee (Air Force); Armament Fitter (Air Force); Armament Fitter Trainee (Air Force); Armament Technician (Air Force); Avionics Fitter (Air Force); Avionics Fitter Trainee (Air Force); Avionics Systems Technician (Air Force); Avionics Technician (Air Force); Carpenter (Air Force); Carpenter Trainee (Air Force); Communication Electronic Fitter (Air Force); Communication Electronic Fitter Trainee (Air Force); Communication Electronic Systems Technician (Air Force); Communication Electronic

	Technician (Air Force); Electrician (Air Force); Electronics Engineer (Air Force); Electronics Engineer Trainee (Air Force); Flight Engineer (Air Force); General Hand (Air Force); Ground Mechanical Engineering Fitter (Air Force); Ground Mechanical Engineering Technician (Air Force); Ground Support Engineering Manager (Air Force); Ground Support Equipment Fitter (Air Force); Ground Support Equipment Fitter Trainee (Air Force); Ground Support Equipment Technician (Air Force); Non-destructive Inspection Technician (Air Force); Plant Operator (Air Force); Plumber (Air Force); Works Supervisor (Air Force)
Health	Dental (Navy); Dentist (Navy); Medical (Navy); Medical Administration (Navy); Medical Officer (Navy); Medical Submariner (Navy); Nurse (Navy); Physical Trainer (Navy); Warrant Officer (Entry) (Navy); Assistant Instructor (ECN 026) (Army); Combat Medical Attendant (ECN 291) (Army); Dental Administration Officer (Army); Dental Assistant (ECN 029) (Army); Dentist (Army); Environmental Officer (Army); Examiner Psychological (ECN 131) (Army); Instructor Physical Training (ECN 185) (Army); Medical Corps Officer (Army); Medical Officer (Army); Medical Technician (ECN 031) (Army); Nursing Officer (Army); Pharmacist (Army); Physiotherapist (Army); Preventative Medicine (ECN 322) (Army); Psychologist (Army); Radiographer Officer (Army); Regimental Sergeant Major (ECN 350) (Army); Scientist (Army); Allied Health Professional (Air Force); Dental Assistant (Air Force); Dental Assistant Trainee (Air Force); Dentist (Air Force); Dentist Trainee (Air Force); Environmental Health Officer (Air Force); Laboratory Officer (Air Force); Laboratory Technician (Air Force); Medical Assistant (Air Force); Medical Assistant Trainee (Air Force); Medical Officer (Air Force); Medical Officer Trainee (Air Force); Nursing Officer (Air Force); Nursing Officer Trainee (Air Force); Pharmacist (Air Force); Pharmacist Trainee (Air Force); Physical Training Instructor (Air Force); Physical Training Instructor Trainee (Air Force); Radiographer (Air Force); Senior Dental Assistant Preventative (Air Force)
Logistics, administration and support	Band (Navy); Chaplain (Navy); General Experience (Navy); Legal (Navy); Management Executive (Navy); Maritime Logistics Chef (Navy); Maritime Logistics Chef Submariner (Navy); Maritime Logistics Officer (Navy); Maritime Logistics Personnel Operations (Navy); Maritime Logistics Supply Chain (Navy); Maritime Logistics Supply Chain Submariner (Navy); Maritime Logistics Support Operations (Navy); Maritime Logistics Support Operations Submariner (Navy); Musician (Navy); Other Officers (Navy); Other Sailors (Navy); Training Systems (Navy); Warrant Officer (Entry) (Navy); Air Dispatcher (ECN 099) (Army); Ammunition Technician (ECN 401) (Army); Assistant Instructor (ECN 026) (Army); Band Officer (Army); Cargo Specialist (ECN 171) (Army); Catering Officer (Army); Chaplain (Army); Command Support Clerk (ECN 150) (Army); Cook (ECN 084) (Army); Driver Specialist (ECN 274) (Army); Education Officer (Army); Infantry Operations Clerk (ECN 055) (Army); Infantry Resource Storeman (ECN 054) (Army); Legal Officer (Army); Marine Specialist (ECN 218) (Army); Multi Media Technician (ECN 180) (Army); Musician (ECN 240) (Army); Operator Admin (ECN 074) (Army); Operator Movements (ECN 035) (Army); Operator Petroleum (ECN 269) (Army); Ordnance Officer (Army); Pay Officer (Army); Photographer Public Relations (ECN 312) (Army); Piper Drummer Bugler (ECN 241) (Army); Public Relations Officer (Army); Regimental Sergeant Major (ECN 350) (Army); Reporter (ECN 342) (Army); Rigger Parachute (ECN 345) (Army); Supply Chain Operator (ECN 298) (Army); Transport Officer (Army); Unit Quartermaster (ECN 296) (Army); Chaplain (Air Force); Chaplain Trainee (Air Force); Cook (Air Force); Cook Trainee (Air Force); Executive Warrant Officer (Air Force); Legal Officer (Air Force); Legal Officer Trainee (Air Force); Movements (Air Force); Movements Trainee (Air Force); Musician (Air Force); Operations Officer (Air Force); Personnel Capability Officer (Air Force); Personnel Capability Officer Trainee (Air Force); Personnel Capability Specialist (Air Force); Personnel Capability Specialist Trainee (Air Force); Public Affairs Officer (Air Force); Specialist Capability Officer (Air Force); Supply (Air Force); Supply Trainee (Air Force); Training Systems Officer (Air Force); Warrant Officer Disciplinary (Air Force)
Senior officers not allocated to occupational group	Senior Officer (Navy); Senior Officer (Army); Legal Officer (Air Force); Senior Officer (Air Force)
Warrant Officers of the Service not allocated to occupational group	Warrant Officer of the Navy (Navy); Regimental Sergeant Major of the Army (ECN 351) (Army); Executive Warrant Officer (Air Force)
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Annex D: Glossary

ADF	Australian Defence Force
ADFA	Australian Defence Force Academy
AFGY	Air Force Gap Year
AICD	Australian Institute of Company Directors
AICDP	Army Industry and Corporate Development Program
APCP	Army Pre-Conditioning Program
AWPA	Australian Women's Pilots Association
CDF	Chief of Defence Force
DCO	Defence Community Organisation
DDO	Deliberately Differentiated offer
COSC	Chiefs of Staff Committee
DASS	Defence Assisted Study Scheme
DEO	Direct Entry Officer
DFR	Defence Force Recruiting
FWA	Flexible Work Practices
GLAM	Great Leaders Are Made
GPS	Graduate Pilot Scheme
IMPS	Initial Minimum Period of Service
KPI	Key Performance Indicators
MCC	Male Champions of Change
MWDU	Members with Dependents Unaccompanied
NAP	National Action Plan
NATO	North Atlantic Treaty Organisation
PAC	Personnel Advisory Committee
SERCAT	Service Categories
SRT-W	Specialist Recruiting Team - Women
TECHNET	WINGS Technical Network

TFTC	The Future Through Collaboration
TWM	Total Workforce Model
TWS	Total Workforce System
UN	United Nations
WINGS	Women's Integrated Networking Group
WPS	Women, Peace and Security
YOU	Your Opportunity Unlimited