

Women in the ADF Report 2019-2020

A supplement to the Defence Annual Report 2019-2020

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Foreword

Since 2013, and as a result of the 2012 *Review into the Treatment of Women in the ADF*, the *Women in the ADF Report* has served as an important insight to the effectiveness of cultural change strategies and initiatives required to improve gender equality in the Australian Defence Force (ADF). In advancing key programs of cultural reform, the ADF is striving to address impediments to gender equality that would benefit organisational capability. Cultural reform over the past few years within the ADF and Defence has been, and continues to be, focused on increasing ADF women's participation and advancement through targeted mentoring, training and career opportunities. This is enhanced by Defence's strong and collaborative partnership with the Australian Human Rights Commission (AHRC).

A key aspect of the Report is the presentation and analysis of gender diversity metrics and gender inclusion key performance indicators (KPI) designed to ensure the ADF 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 reengagement. 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's Report reflects on the changes and developments in ADF women's participation and advancement that has occurred over the past twelve months, and where applicable, is compared to the experiences of men. This analysis enables the ADF to assess how women are progressing in relation to their male colleagues, and whether further initiatives and programs are required to maximise the potential of our women. In this regard, and as a result of last year's *Women in the ADF Report*, the ADF is conducting research to further assess and address the gaps for women in achieving a comparable experience of service to men.

The meaningful participation of women in all peace and security efforts, and in decision-making leadership roles, is an integral element and notable action of the *Australian National Action Plan on Women, Peace and Security 2012-2018* (NAP). The conclusion of this NAP in 2019, and the second NAP currently in development, provides an organisation-wide opportunity to continue to shape and influence positive changes to women's experiences and advancement on all levels. In addition, the ADF's input to the annual *NATO Summary of the National Reports of NATO Member and Partner Nations to the NATO Committee on Gender Perspectives*¹, enables an assessment of the ADF's progress against similar initiatives and metrics of other militaries, and this has been reflected in relevant parts of the Report.

¹ The 2018 Summary Report is the most recent report available.

Executive summary

The ADF continues to implement strategic initiatives to improve gender diversity and inclusion. The *Women in the ADF Report 2019-20* 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 2019-20, women comprise 19.2% of the ADF workforce, an increase of 3.9% from 2015. In comparison with other militaries (North Atlantic Treaty Organisation (NATO) member and partner nations), Australia's performance is very strong. In 2018, Australia was ranked third amongst all NATO and partner nations. 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 highly represented in health and logistics roles, whereas men are the overwhelming majority 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 to progress more 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's representation in command and representational appointments across the Services is mixed, with both Navy and Army representation decreasing from the previous year. 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.

Conversely, women's participation on deployments has increased, although still lower than their participation rate in the ADF. However, in the case of United Nations (UN) peacekeeping missions, women's participation exceeded the UN's 2020 target. In addition, Navy and Air Force women have been accessing professional military education, training and promotion courses proportionally to their participation rates, and more women have been promoted than in the previous year, at rates comparable to their participation rates.

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 Flexible Work Arrangements (FWA), and both Navy and Air Force have exceeded their 2% target (Army is marginally below target). In 2018-19, less women than men, as a proportion of separating ADF Permanent Force members, transferred to Service Categories 3-5, while more women than men rendered Reserve service in 2019-20.

The 2019-2020 report includes, for the first time, data reflecting the prevalence of sexual offences and sexual harassment in Defence. In 2019-2020, women continue to be significantly and disproportionately impacted by sexual misconduct, which, beyond the effect directly on personnel, can also affect the ability of a military to attract and retain the best possible talent. The culture of the organisation must inherently support and enable the inclusion of all personnel equally and without bias or discrimination, in order for them to achieve their full potential.

The report shows a steady improvement overall in women's participation at all levels in the ADF in 2019-20. 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. Attention should also be given to improving the lived experiences of women, and ensuring that diversity and inclusion remains a fundamental principle of the ADF.

Measuring success against Key Performance Indicators (KPI)

KPI		Chapter	Progress ²	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		Navy and Air Force women are well represented proportionally in professional military education and promotion 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. ³
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		Less women than men transferred to SERCAT 3-5 in 2018-19; however, more women than men rendered SERCAT 3-5 service in 2019-20.
10	Women are represented proportionally in postings and deployments	3: Internal mobility, postings and deployment		Women are deployed at levels lower than their ADF participation rate.
11	No significant difference in cultural reporting between women and men	6: Workforce management		Women and men generally 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 generally remain under-represented in command and Defence Attaché roles. Their promotion to senior ranks is comparable to their participation rate in the ADF.

² Progress is measured with a 'traffic light' system; red indicates Not Yet Achieved, orange indicates In Progress and green indicates Achieved.

³ An Australian Human Rights Commission project will examine this issue in 2021.

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
<p>We will know when we have reached success in gender diversity and inclusion in attraction and recruitment when:</p> <ul style="list-style-type: none">• The number of women recruited is at or above the number required to meet each Service's 2023 women's 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 2019-20, 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 2020 was 19.2%.⁴

In comparison with other militaries (NATO member and partner nations), Australia's performance is very strong. In 2018, Australia was ranked third in the top three in 2018; after Hungary and Moldova and ahead of New Zealand.⁵ The average participation rate across all NATO member and partner states in 2018 was 11.3% and 11.5% respectively.⁶

Figure 1 shows that female participation has grown steadily over the past five years; an increase of 3.9 % since 2015.

⁴ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 1: ADF Permanent Force by gender, rank and Service, as at 30 June 2020.

⁵ North Atlantic Treaty Organisation (NATO). 2018. *Summary of the National Reports of NATO Member and Partner Nations to the NATO Committee on Gender Perspectives*. P.20.

https://www.nato.int/nato_static_fl2014/assets/pdf/2020/7/pdf/200713-2018-Summary-NR-to-NCGP.pdf

⁶ Ibid, p. 17-19.

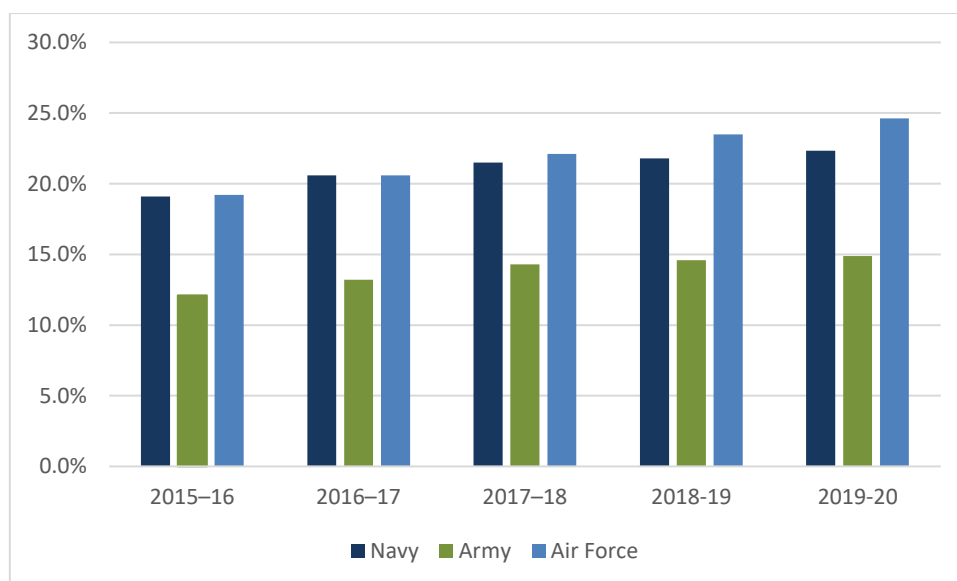


Figure 1. Female participation rates by Service, 2015-16 to 2019-20

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 0.9% per year.

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

Service	2015-16	2019-20	Total increase	Average per year since 2015-16 ⁷	2023 Service Targets	Increase needed to meet 2023 targets	Average yearly increase to meet 2023 targets
Navy	19.1%	22.3%	+3.2%	0.6%	25%	2.7%	0.9%
Army	12.1%	14.9%	+2.8%	0.5%	15%	0.1%	0.0%
Air Force	19.2%	24.6%	+5.4%	1.0%	25%	0.4%	0.1%

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. Notwithstanding, the proportions women in each rank replicate a distribution similar to that of women in NATO member nations.⁸

⁷ Calculations based on difference between 2015-16 and 2019-20, divided by 5 (representing total number of years), resulting in an average per year.

⁸ NATO, 2018, p.53.

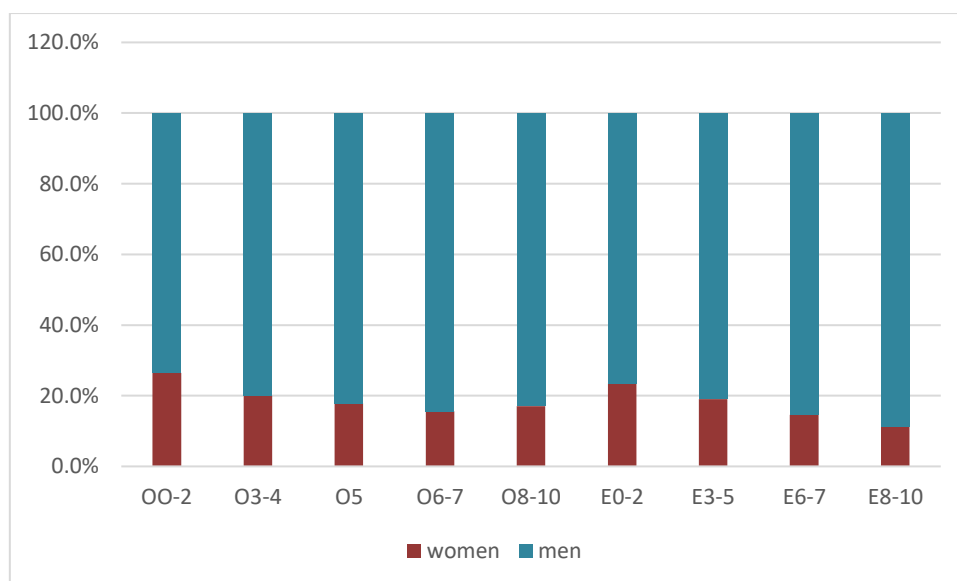


Figure 2. Distribution of women and men by rank, 2019-20

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. Each year since 2016-17, consistently more women have enlisted in the ADF than have separated.⁹ Of note, there has been an increase in the net flow of women from last year (526 in 2019-20; 407 in 2018-19).

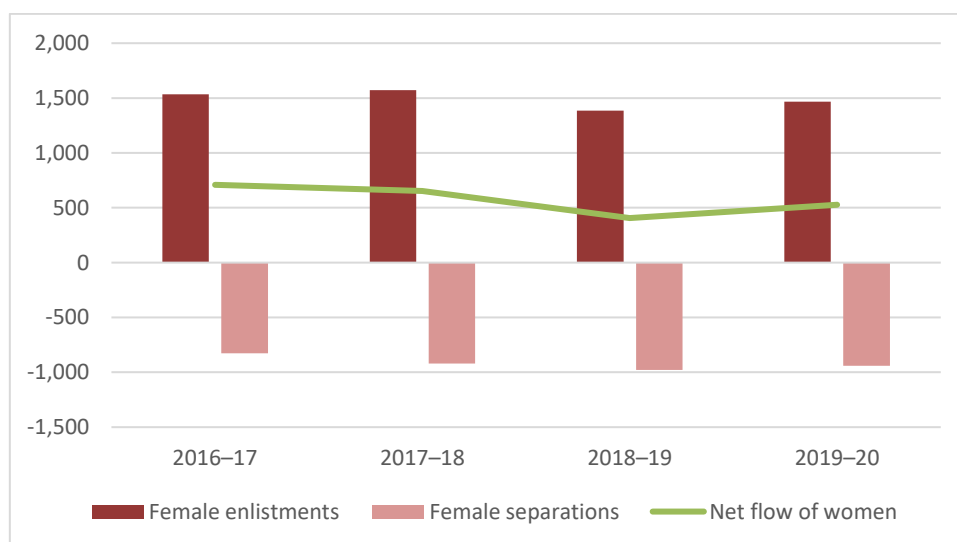


Figure 3. Net flow of women in the ADF (enlistments to separations), 2016-17 to 2019-20

⁹ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 2: Comparison of ADF Permanent Force enlistments and separations by gender and Service, 2016-17 to 2019-2020.

Targets for female recruitment

In 2019-20, the Services set a total recruitment target of 3,117 women across the Permanent and Reserve forces of which 1,646 women were recruited. This represents a target result of 52.8%, which is a 6.3% decrease from 2018-19.¹⁰ In 2019-20 women comprised 38.3% of the overall recruitment targets for ADF women and men.

The ADF results compare well with the percentage of women who applied to NATO member and partner nation militaries; the top three countries of Greece (40.9%), Canada (34.9%) and Latvia (33.6%), and exceeds the percentage of women recruited in the top two NATO member and partner nation militaries; Latvia (37.4%) and Greece (29.2%).¹¹

Recruitment to Engineering and Combat groups has historically proven challenging for female recruitment. Results in these groups have been between 10% and 11% over the last two years.

Defence Force Recruiting (DFR) advertising materials aim to reduce the barriers that women may perceive in their pursuit of an ADF career and demonstrates the ADF is an inclusive employer of choice for women. DFR uses data and market research insights to inform the development of communication products to attract women candidates. Evaluation of the bespoke *Do What You Love* campaign shows a sustained 4% upward trajectory in propensity for women to consider a career in the ADF over the past 12 months.

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 bringing 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.

¹⁰ In 2018-19, the Services set a recruitment target of 2,830 women of which 1,673 were recruited (59.1%) (*Women in the ADF Report 2018-19*)

¹¹ NATO, 2018, p. 25-26.

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 2019-20, and demonstrate a high rate of participation by women.

ADF Gap Year Highlights	
Navy	All sailor Gap Year targets and 88% of Officer Gap Year targets were achieved in 2019-20. Women filled 64 of the 100 sailor positions (64%) and 16 of the 44 officer positions achieved (36%).
Army	In 2019-20, 30% of the soldier programs, and 17% of the officer programs, were women.
Air Force	In Air Force, women represented 54.7% of the Gap Year intake across six employment categories.

Conversion ratios from YOU to enlistment

Candidates processed by DFR have traditionally attended an initial Your Opportunities Unlimited (YOU) session at a DFR centre. This process was virtualised from April 2020 to include Online Aptitude Testing and an over the phone Careers Coach Interview.¹² 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, higher than average role requirements and seasonal effects. Low ratios can reflect unpopular employment categories, a smaller than average candidate pipeline and/or a high frequency of intake. Factors that may 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 job role.

Conversion ratios have increased for female Navy Officer Entry and General Entry as a result of increased application activity in 2019-20. This also holds true for Army General Entry. High conversion ratios such as those seen in Australian Defence Force Academy (ADFA) Pilot (Aircrew Entry) represent both a high level of interest and higher than average testing requirements.

For every one ADF enlistee in 2019-20, the number of YOU session attendees were as shown in Table 2.

¹² 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), 2019-20

Officer Entry	Women	Men
Navy	5.5	4.1
Army	9.6	4.5
Air Force	10.3	8.9
ADF	8.4	5.8
General Entry	Women	Men
Navy	6.8	6.4
Army	13.7	7.2
Air Force	8.0	13.6
ADF	9.5	9.0
Total ADF Combined	8.9	7.4

Satisfaction with the recruitment process

Historically, data used to examine progress against the metric ‘satisfaction with the recruitment process’ has been derived from Defence attitudinal surveys. Collection of this survey data did not occur in 2019-20 and is therefore unavailable for this report. Data collection has re-commenced and will be available in 2020-21.

Enlistments into the ADF Permanent Force

In 2019-20, 1,466 women were enlisted into the ADF Permanent Force, compared with 1,386 in the previous year. This is an increase of 5.8% from 2018-19.¹³

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 2015-16.¹⁴ This data shows that enlistment by women to non-technical occupational groups has increased for Navy, but decreased for Army and Air Force, since 2018-19, and enlistment to technical groups has increased for Navy only. Officer appointments have decreased for both Navy and Air Force.

¹³ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 3: ADF Permanent Force enlistment (all modes of entry) by gender, Service, and rank groups, 2019-2020.

¹⁴ 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).

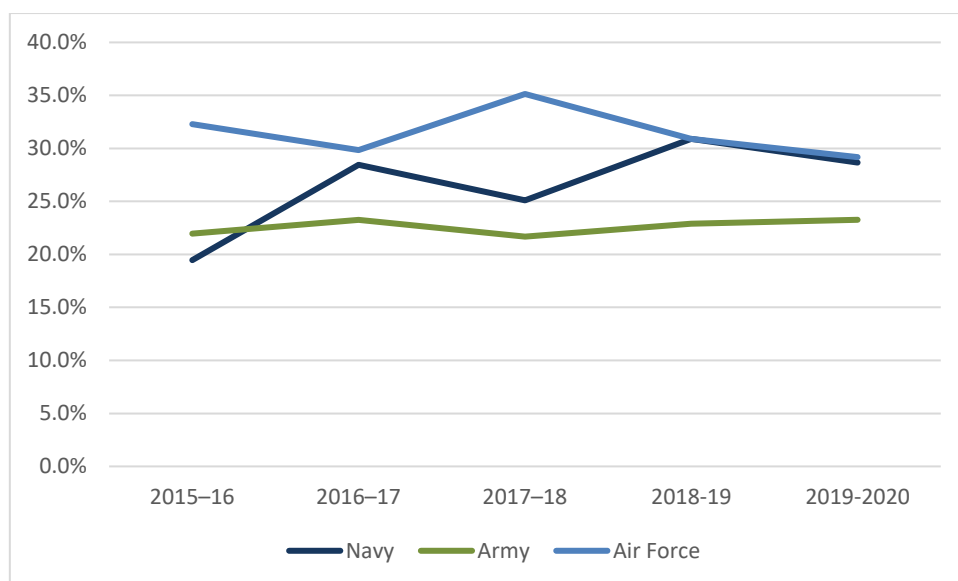


Figure 4. Proportion of female appointments in each Service for officer, 2015-16 to 2019-20

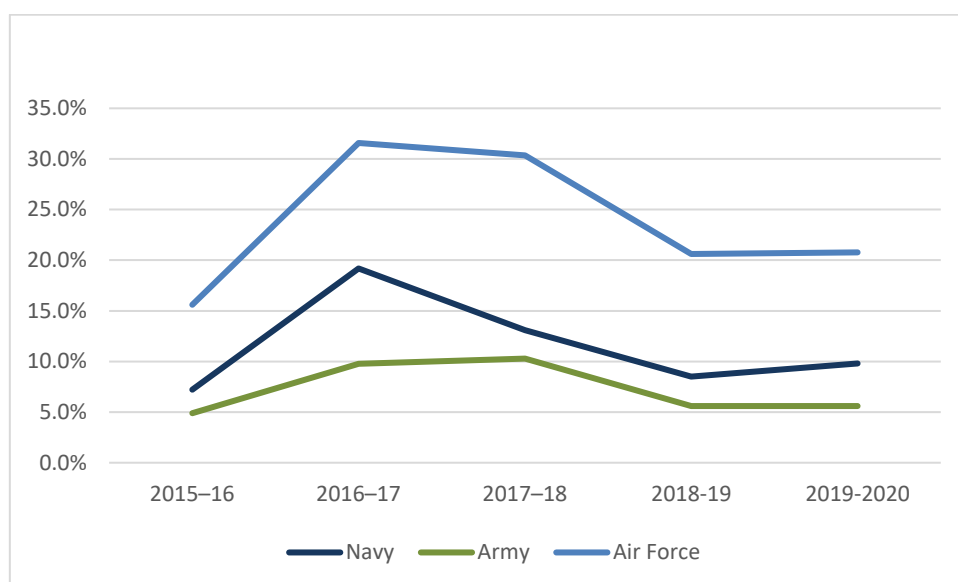


Figure 5. Proportion of female enlistments in each Service for General Entry – Technical, 2015-16 to 2019-20

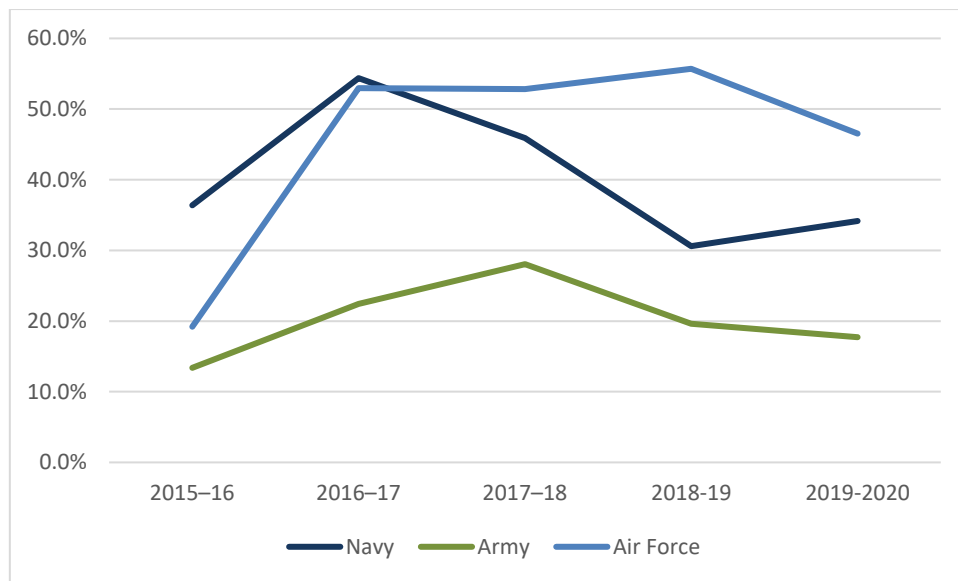


Figure 6. Proportion of female enlistments in each Service for General Entry – non-Technical, 2015-16 to 2019-20

Key observations and trends

Since 2015-16, the ADF has increased its proportion of women through targeted attraction and recruitment strategies (5% over five years). Army and Air Force are on track to achieve their 2023 participation targets, while Navy will require a minor average yearly increase.

Recruitment of women to non-traditional occupations, such as combat and engineering, has been insufficient in 2019-20, (notwithstanding a minor increase for Navy in General Entry – Technical) to enable the ADF 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 ADF 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	In Progress/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		Due to unavailability of data, this cannot be assessed.

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 ADFA. ADFA provides an undergraduate pathway.¹⁵ Training completion rates are calculated from the cohort of cadets and Midshipmen who completed their training in 2019 (for ADFA) and 2019-20 (for Direct Entry Officer (DEO) and other ranks).

Across the ADF, a slightly higher proportion of DEO women (87.1%) completed initial-entry training than men (85.2%). In 2019-20, while Army women and men have lower completion rates than Navy and Air Force, there is minimal difference between the genders for all three Services (see Figure 7).¹⁶ In case of Navy, the men and women completion rates are same. There are only marginal differences for women in completion rates from last year (see Figure 8). The reasons for non-completion vary. Predominantly, both female and male officer trainees withdrew for involuntary or other reasons.¹⁷

¹⁵ More information about ADFA is available at defence.gov.au/ADFA/About/Default.asp.

¹⁶ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 4: Initial-entry officer training completion rates by gender and Service, 2019-20. 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.

¹⁷ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* – Table 5: Reasons for non-completion of initial-entry officer training by gender and Service, 2019-2020.

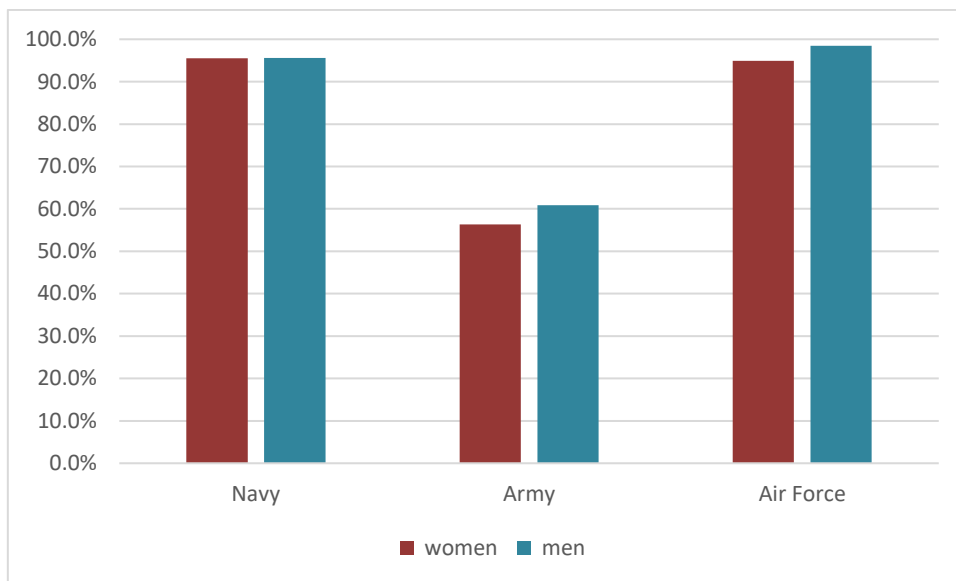


Figure 7. Initial entry training completions rates for officers, by gender and Service, 2019-20

Figure 8 shows that from 2018-19 there has been a marginal increases in completion rates for Army women, and marginal decreases for Navy and Air Force women.

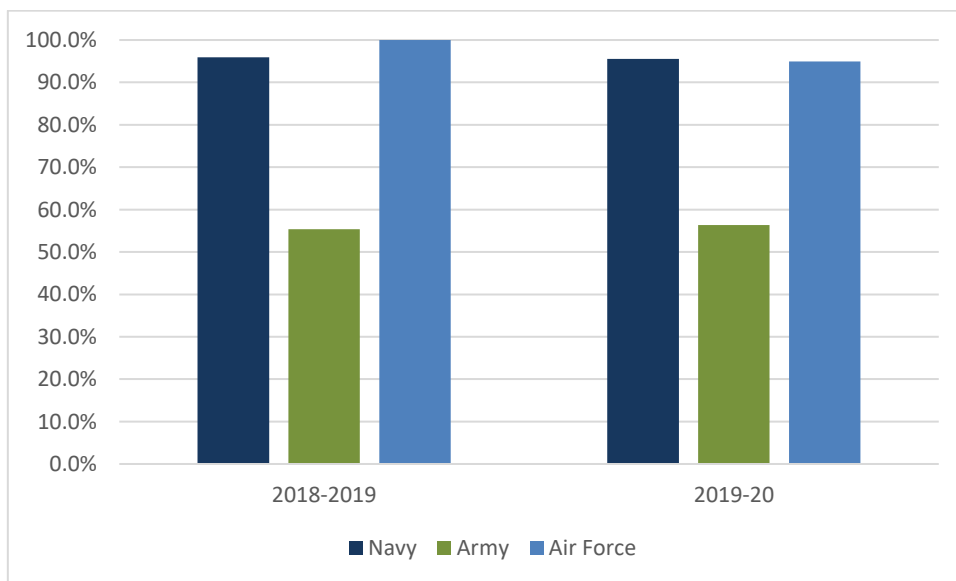


Figure 8. Initial entry training completion rates for female officers, 2018-19 to 2019-20

Figure 9 shows that for other ranks, completion rates for Navy women in 2019-20 were slightly higher than men, and for Army and Air Force women, slightly slower than men.¹⁸ Similar to officers, both female and male trainees' reasons for non-completion relate to withdrawal for involuntary and other reasons.¹⁹

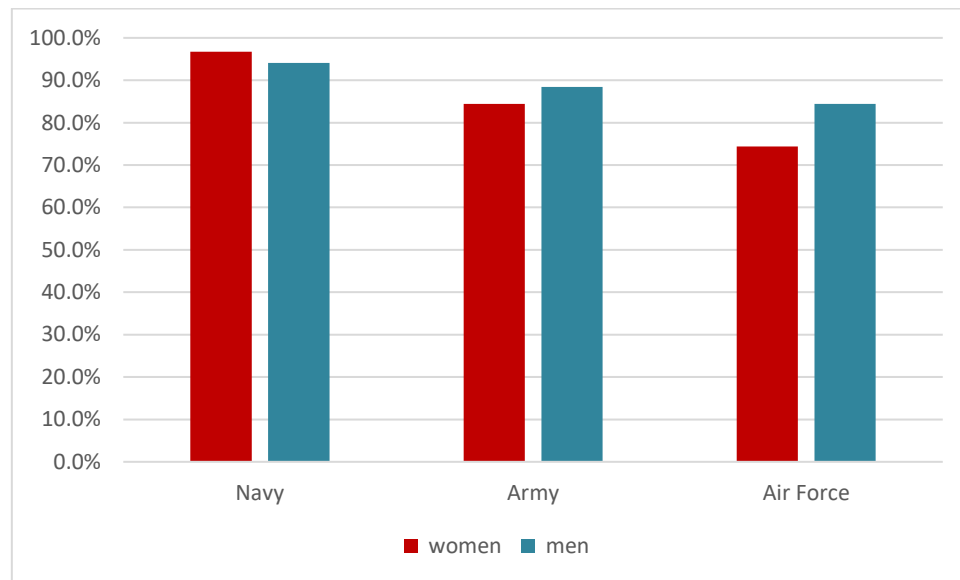


Figure 9. Initial entry training completions rates for other ranks, by gender and Service, 2019-20

¹⁸ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* -Table 6: Initial-entry other ranks training completion rates by gender and Service, 2019-2020; and Table 7: Reasons for non-completion of initial-entry other rank training by gender and Service, 2019-2020.

¹⁹ Table Supplementary Data Tables to *Women in the ADF Report 2019-2020* – Table 7: Reasons for non-completion of initial-entry other rank training by gender and Service, 2019-2020.

Figure 10 shows that over a four year period, completion rates for female other ranks has varied slightly, with a significant decrease for Air Force in 2019-20.

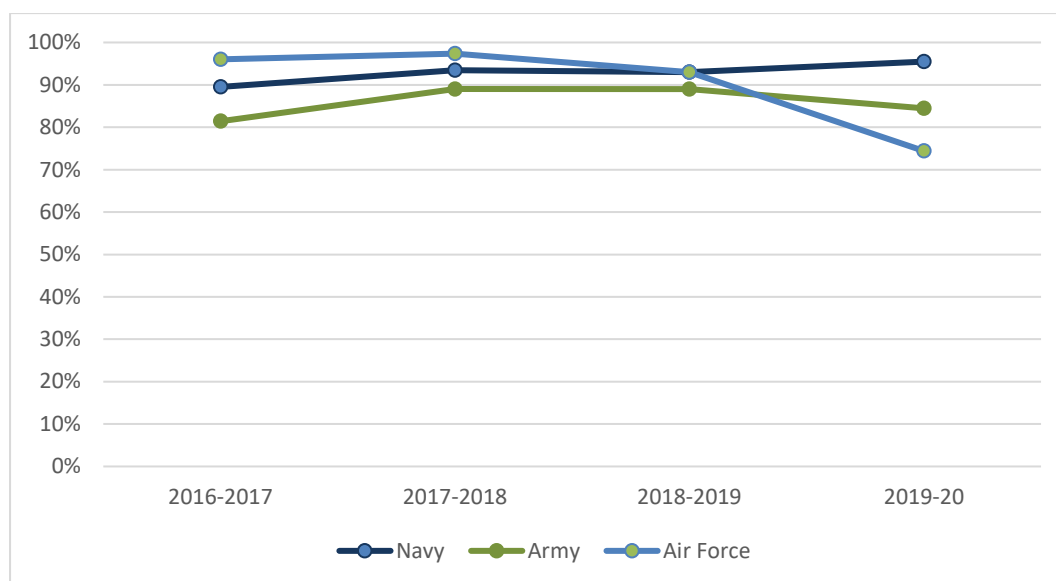


Figure 10. Initial entry training completion rates female other ranks, 2016-17 to 2019-20

In 2019, women completed ADFA training at a slightly lower rate than men (71% for women; 80% for men). The reasons for non-completion vary. More Navy and Army men than women resigned or were discharged for disciplinary reasons, and more men than women were back classed. Overall, more men than women did not complete their ADFA undergraduate degree in 2019 (68% men versus 32% women).²⁰

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, 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.²¹ Members self-select into such programs or apply for ADF sponsorship.

²⁰ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 8: Commencements and completions of ADFA undergraduate degrees by gender and Service, 2019; and Table 9: Reasons for non-completion of ADFA undergraduate degrees by gender and Service, 2019.

²¹ Figures relating to each Service's education programs by gender are available in Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Tables 10 and 11.

As such, women's participation in these programs is partially driven by individual considerations that are not fully within the ADF's control.

The average rate of women's participation in educational opportunities is 25.1% which exceeds the proportional ratio of women in the ADF (19.2%). However, men comprised 74.9% of participants in these programs. This is a decrease of 6.2% from the previous year. The acceptance rate to these programs is the same for men and women. 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	2018-19	2019-2020
Navy	ADFA Post-graduate study	16%	15.3%
	Defence Assisted Study Scheme	27.6%	28.8%
	Long Term Civil Schooling	31.2%	54.5%
	Graduate Medical Scheme	25%	0%
	Rear Admiral David Holthouse Fellowship ²²	0%	0%
Army	ADFA Post-graduate study	13.6%	11.2%
	Defence Assisted Study Scheme	47.3%	31.7%
	Strategic Scholarship to John Hopkins University, Washington (O6 Level)	30.0%	33.3%
	Army Foundation Scholarship (E6-O5 Level)		
	Trooper Jonathan Church Ethical Solder Award (E2 to O3 Level)		
Air Force	ADFA Post-graduate study	25.9%	26.0%
	Defence Assisted Study Scheme	34.4%	33.9%
	Chief of Air Force Fellowship (E8 to O5 Level) ²³	0%	30%
	Sir Richard Williams Research Fellowship ²⁴		
	Total rate of female participation as a percentage	31.3%	25.1%²⁵

²² This Fellowship encourages the development of professional engineering and can support study, research or professional development in a Navy-related engineering field. No women applied and only one man (out of 5) was offered the scholarship in 2019-20.

²³ 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.

²⁴ This Fellowship supports the Air Power Scholar PhD program. For further information see: williamsfoundation.org.au.

²⁵ Calculated using raw numbers.

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 (19.2%). 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	In Progress/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.	

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
<p>We will know when we have reached success in gender diversity and inclusion in internal mobility, postings and deployment when:</p> <ul style="list-style-type: none">• 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.

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

ADF commitment to Women, Peace and Security

Defence continues to implement its responsibilities under the *Australian National Action Plan on Women, Peace and Security 2012-2018* (NAP),²⁶ which gives effect to the UN Security Council Resolutions (UNSCR) on women, peace and security (WPS).²⁷ 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.²⁸

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';

²⁶ For further information on the NAP, see pmc.gov.au/office-women/international-forums/australian-national-action-plan-women-peace-and-security-2012-2018.

²⁷ There are ten WPS resolutions, see peacewomen.org/why-WPS/solutions/resolutions.

²⁸ A second NAP, for the period 2018-2028 is expected to be released later in 2020.

- 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...’²⁹

While this NAP officially concluded in 2019, a second NAP, for the period 2019-2029, is expected to be released in 2020. The *Defence Gender, Peace and Security Mandate*³⁰ reinforces this commitment to the NAP and WPS agenda, with a focus on increasing capacity to deploy women on exercises, operations, humanitarian and disaster response missions, and appointment to key engagement roles.

In addition, in 2014, Australia contributed to the development of the *NATO Women, Peace and Security Policy and Action Plan* (for the implementation of the UNSCR on WPS). The current iteration released in 2018³¹, 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. This includes increasing women’s participation in operations.

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.³²

²⁹ 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.

³⁰ Published by Joint Capabilities group in July 2020.

³¹ See https://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2018_09/20180920_180920-WPS-Action-Plan-2018.pdf.

³² 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.

Command appointments and Defence Attachés

Selection for command³³ and sub-unit command³⁴ 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 2019-20.³⁵ Women's representation in command appointments across the Services is mixed. Navy remains under-represented in command, and sub-unit command positions relative to their Service participation rate, and in the case of Defence Attaché, Navy has no appointment in 2019-20.³⁶ Air Force is well represented across all appointments.

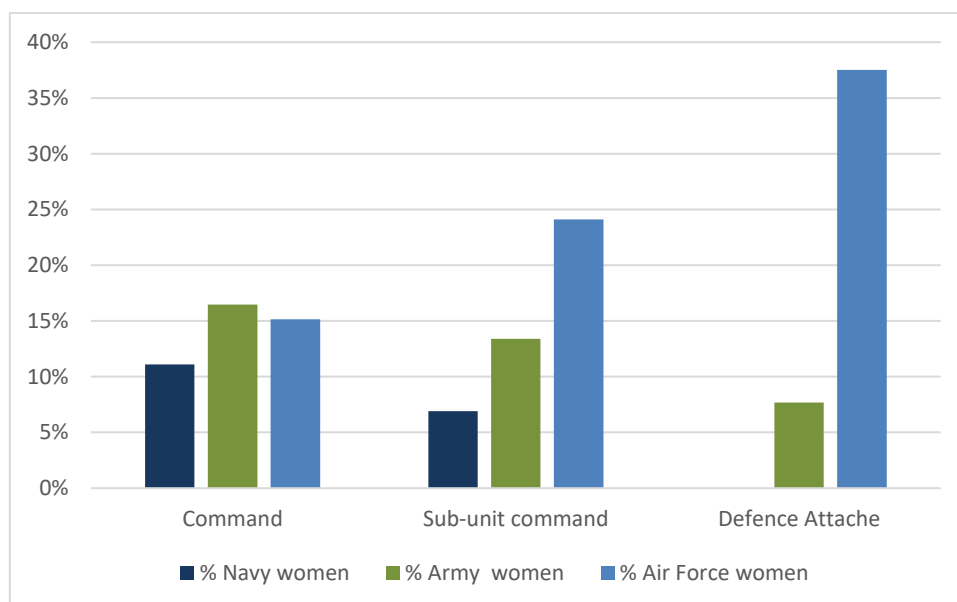


Figure 11. Proportion of women in command appointments and Defence Attachés for each Service, 2019-20

³³ 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.

³⁴ 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.

³⁵ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 12: Command appointments by gender and Service, 2019-2020.

³⁶ For comparison, the Service participation rates are: Navy 22.3%; Army 14.9% and Air Force 24.6%.

Figure 12 shows that overall, women's representation in all roles, with the exception of Navy Defence Attaché and sub-unit command positions, and Army command positions, has increased since last year.³⁷

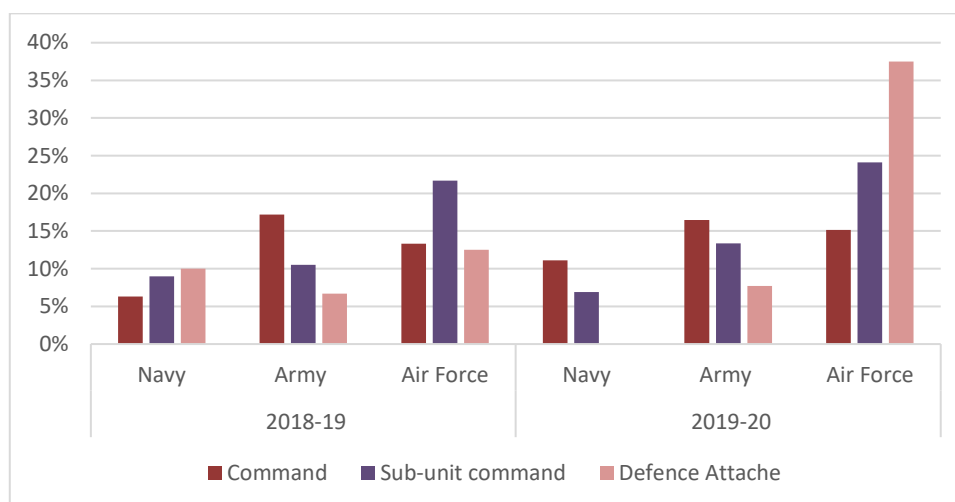


Figure 12. Proportion of women in command appointments and Defence Attachés for each Service, 2018-19 and 2019-20

Women on deployment

ADF deployments are managed according to Operational Readiness requirements. Current operational positions have no gender restrictions, with the exception of two Army positions (one male and one female) and six Air Force positions in the Middle East region designated as male-only due to host nation requirements. Approximately 26% of all Army and Joint positions are restricted to combat employment categories.

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.³⁸ Across all ADF Permanent Force deployments in 2019-20 the proportion of women was 15.3%³⁹. While this is an increase from the previous year (13.2%)⁴⁰, it may also reflect the implications of the gender and combat employment category restrictions outlined in the preceding paragraph. This is lower than the overall ADF participation rate for ADF women (19.2%).

³⁷ Comparison with data in *Women in the ADF Report 2018-19*.

³⁸ Ibid.

³⁹ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 13: ADF Permanent Force deployments, by gender, Service and operation, 2019-2020.

⁴⁰ *Women in the ADF Report 2018-19*.

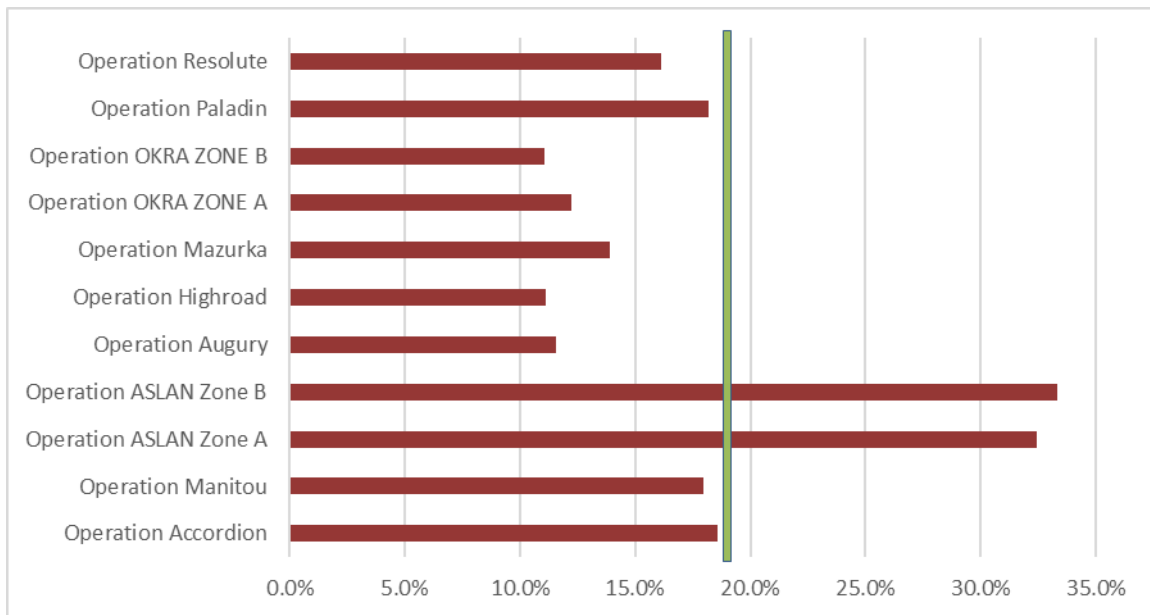


Figure 13. Percentage of women deployed on each operation as a proportion of the deployed Force compared to overall ADF participation rate, 2019-20

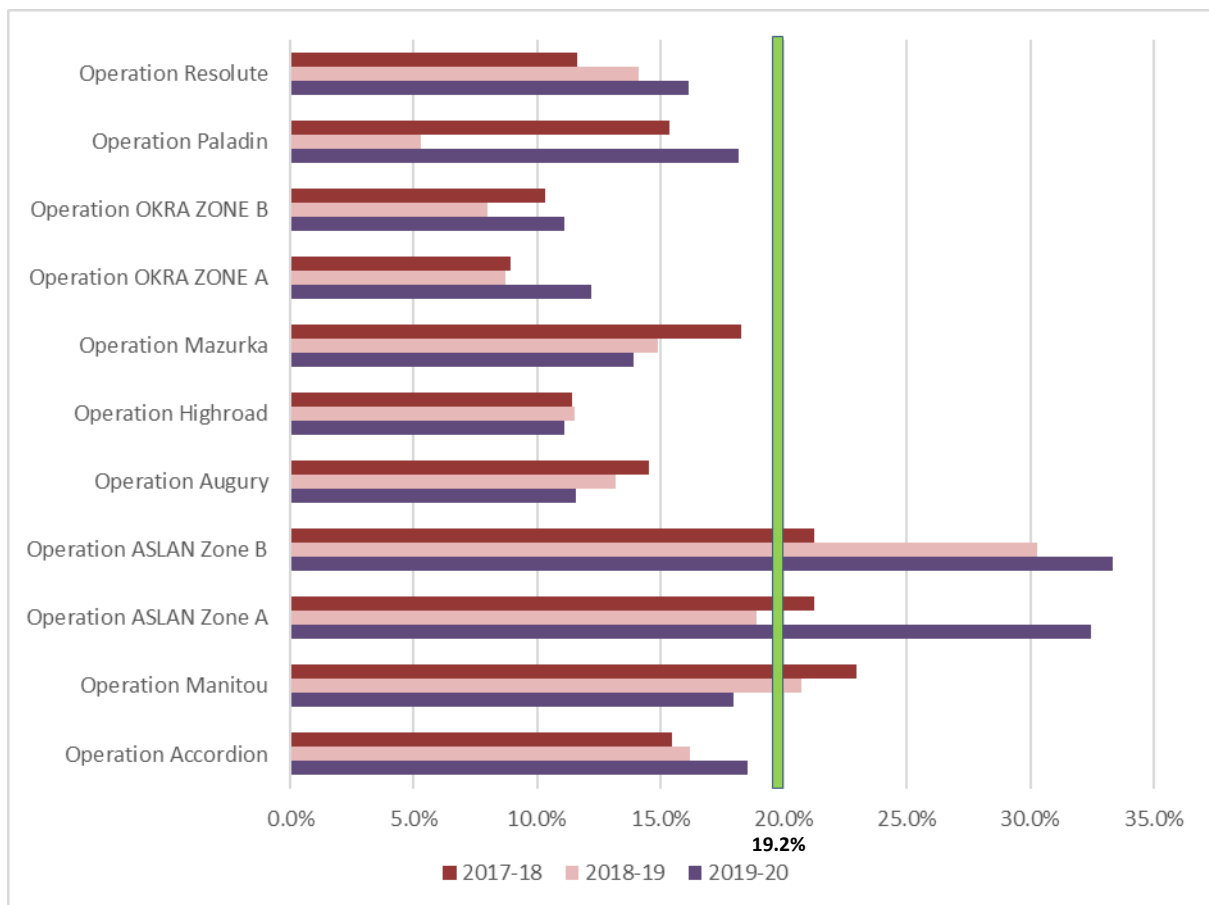


Figure 14. Percentage of women deployed on each operation as a proportion of the deployed force in comparison to overall ADF participation rate, 2017-18 to 2019-20

Figure 15 shows the percentage of women deployed by occupational group in 2019-20 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.⁴¹ For engineering and combat roles the scenario is opposite.

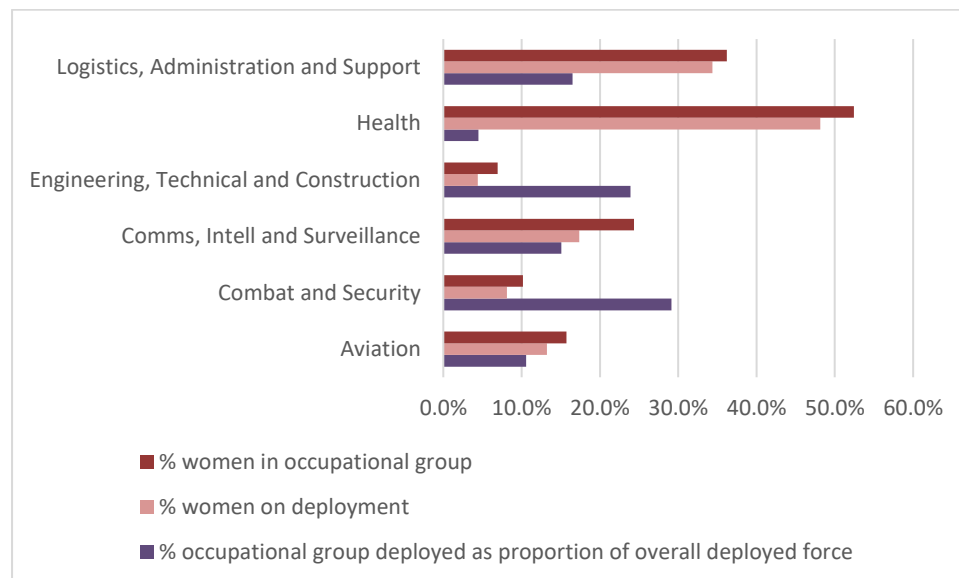


Figure 15. Percentage of women deployed by occupational group compared with the total distribution of deployed personnel, 2019-20

The 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.⁴² As at 30 June 2020, ten ADF women were deployed to UN operations (ASLAN and PALADIN) as staff officers. This represents 30% of the deployed ADF force⁴³, exceeding the UN's 2020 target for women's participation (for all UN Troop Contributing Countries) of 17%.⁴⁴ In 2019-20, 29.4% of the total deployed ADF force to UN operations (ASLAN and PALADIN) were women.⁴⁵

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

⁴¹ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 14: ADF deployments by gender, Service and occupational group, 2019-2020.

⁴² For further information, see peacekeeping.un.org/sites/default/files/uniformed-gender-parity-2018-2028.pdf.

⁴³ As advised by email (Staff Officer Gender, Peace and Security Office) to WiADF Report Project Officer) of 12 August 2020.

⁴⁴ See

https://peacekeeping.un.org/sites/default/files/operational_effects_and_women_peacekeepers_may_2020.pdf.

⁴⁵ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 13: ADF Permanent Force deployments by gender, Service and operation, 2019-2020.

initially, International Security Assistance Force, and subsequently, Resolute Support Mission, in Afghanistan.

The current NAP, and the next iteration due in 2020, as well as the *Defence Gender, Peace and Security Mandate*, may provide an opportunity for the ADF to assess how it can more fully meet its obligations (to NATO and UN policy and targets) regarding women's participation in operations.

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 increased since last year.

The deployment of women across all operations was slightly higher than their ADF participation rate. Women's participation in UN peacekeeping met the UN's 2020 target of 17%.

Achievements against KPIs		
10	Women are represented proportionally in postings and deployments	
	12 Increase in number of women in leadership positions	
	Achieved	In Progress/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.

Role of Gender Advisers in Operations

As Senior Gender Advisor for the Resolute Support Mission in Afghanistan Captain Anne Andrews, RAN, worked with a team of military and civilian personnel to assist the Afghan National Police and the Afghan National Defence Force to implement the United Nations Security Council Resolution 1325 on Women, Peace and Security. This meant working with coalition partners, Afghan civil society as well as the International Community, to develop practical initiatives and reforms to increase women's participation within the security sector.

"What impressed me the most was the tenacity of the Afghan women and men to pursue opportunities to increase women's participation, they were passionate and fearless."

The focus was to develop programs that established the environment to enable women's participation through improved infrastructure usage, capacity building opportunities to encourage women's participation in the security sector and programs to change community perceptions towards gender stereotypes. The initiatives were aligned with cultural and organisational norms to ensure security and safety of women in the workplace.

"It was a tremendous opportunity and very humbling. Working with multi-national teams across the country meant we could trial a variety of programs from the grassroots level to the strategic headquarters – what brought it all together was the absolute belief that there is no peace without women, and being part of that was incredible."

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
<p>We will know when we have reached success in gender diversity and inclusion in talent and career management when:</p> <ul style="list-style-type: none">• 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 2019-20 than in the previous year (increase of 13.0%), particularly at O-7, and E-8. As a proportion of the total ADF promotions in 2019-20 for O-4 and above and E-4 and above, women comprised 17.2% (21.4% for officers; 16.4% for other ranks).⁴⁶ This is slightly lower than women's total participation rate in the ADF (19.2%), but reasonably

⁴⁶ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* Table 15: ADF Permanent Force substantive promotions by gender, rank and Service, 2019-2020.

comparable with total women officers and other ranks participation rates (21.3% and 18.4% respectively).

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.⁴⁷

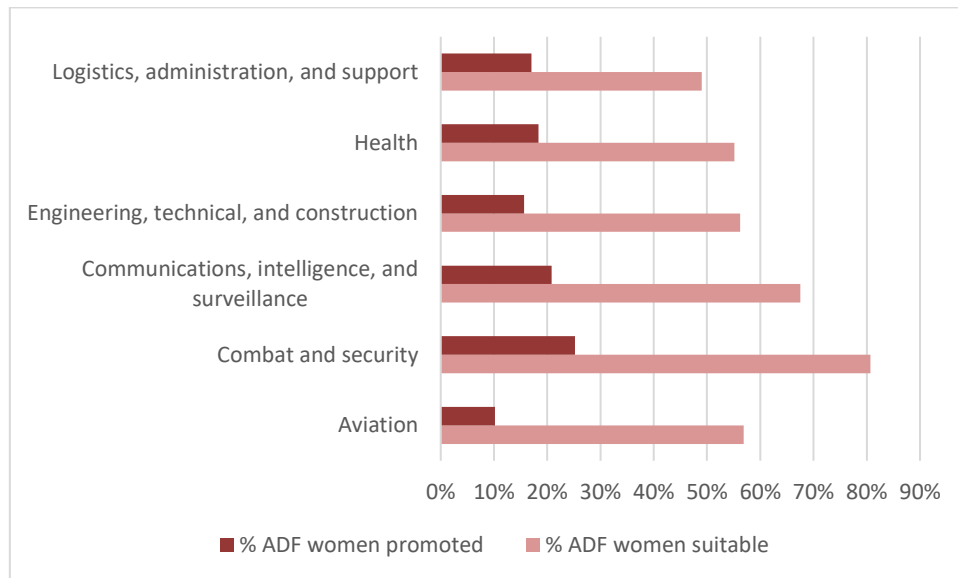


Figure 16. Percentage of women promoted out of those found suitable, 2019-20

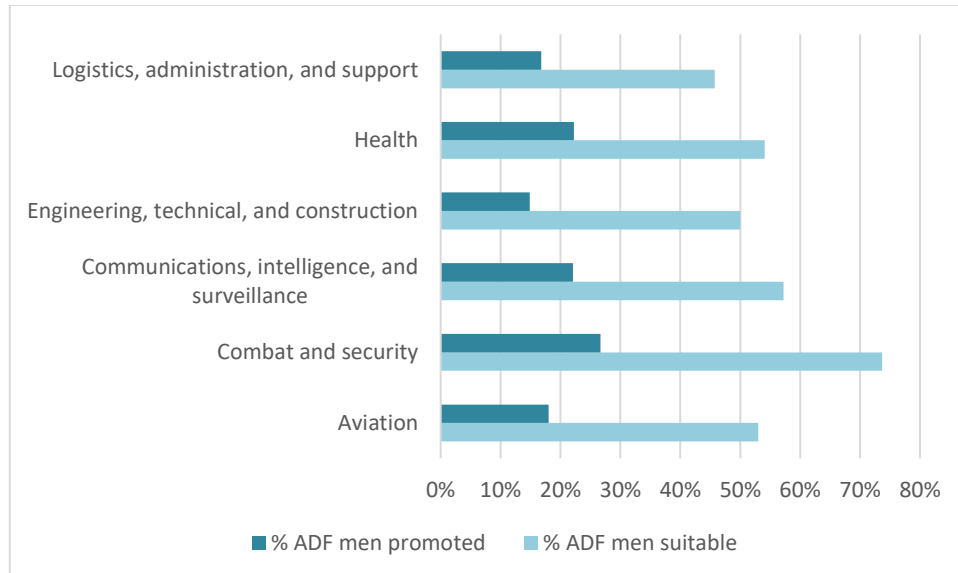


Figure 17. Percentage of men promoted out of those found suitable, 2019-20

⁴⁷ For figures and explanations relating to the numbers of ranked suitable by a Promotion Board and promoted by occupational group in 2019-2020 for each Service, see Supplementary Data Tables to *Women in the ADF Report 2019-2020* Tables 16 and 17: 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 2019-20, the tenure for ADF women (4.7) is marginally lower than that for men (5.6). Overall, women officers served in rank for slightly less median time (4.1) than men (5.4). There were no promotions for women to officer ranks O-9 and O-10. For other ranks, the median time for women (5.3) was slightly less than men (5.8).⁴⁸ This reflects a substantial change from last year where median time in rank for women officers and other ranks exceeded that of men.

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

Professional military education 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.⁴⁹ 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 and Air Force women are represented at leadership development courses proportionally to their participation rates in the ADF (See Table 4).⁵⁰

⁴⁸ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* – Table 18: Median time in previous rank (years) by gender and Service, 2019-2020.

⁴⁹ For more information on ADC and these courses is available at defence.gov.au/ADC/.

⁵⁰ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 19: Officer professional military and education courses, 2019-2020; Table 20: Navy other ranks promotional gateway courses, participation and completions, 2019-2020; Table 21: Army other ranks promotional gateway courses, participation and completions, 2019-2020; Table 22: Air Force other ranks promotional gateway courses, participation and completions, 2019-2020.

Table 4. Number of women on professional military education and leadership development courses as a percentage of total cohort, 2019-20

Officer	Total cohort	% Women on course
Navy	32	25%
Army	111	12.6%
Air Force	46	32.9%
Other ranks	Total cohort	% Women on course
Navy	1224	21.4%
Army	335	10.1%
Air Force	9	22.2%

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. In 2018, 50% of NATO members and partner nations offered supportive systems for women, including networks, advisory panels, committees, councils, gender advisers, gender units, and associations.⁵¹ Of note, the ADF is one of only thirteen and eight NATO member and partner nation armed forces respectively to have NATO certified and non-NATO certified Gender Advisers and Gender Focal Points supporting both internal gender initiatives and implementation of the NAP).⁵²

The single Service initiatives for 2019-20 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. Some programs were suspended in 2019-20 due to the COVID-19 pandemic.

An understanding of how effectively these programs impact women's progression would be enhanced by assessing the correlation between those women who complete the programs and are subsequently promoted.

⁵¹ NATO, 2018, p.37-40.

⁵² NATO, 2018, p.65

Table 5. Single Service programs that support mentoring, networking and sponsorship, 2019-20

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

Career management

In 2014, a Determination was introduced to allow for flexibility in ADF employment packages.⁵³ The concept of the Determination is that Defence can decide to deliberately vary a number of influential elements of the Defence employment package to obtain a workforce capability benefit, primarily improved retention of key individuals or groups such as critical categories.

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

The differentiated employment package 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.

⁵³ 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/>.

Through Project VERTO, Navy Personnel Career Management Agency (NPCMA) is transitioning to the Next Generation Career Management program designed to embed the Total Workforce System (TWS) across Navy People branch. The TWS delivers greater flexible employment options, including offering more non-traditional lines of career path employment and Service Category (SERCAT) 6 opportunities which have the potential to be disproportionately beneficial for female members.

Army

The 2016 introduction of the ADF Total Workforce Model (TWM) (now TWS)⁵⁴ makes a range of full-time and part-time service arrangements available to allow Army members to better balance career and personal commitments. Army's current approach to increasing female participation rates is integrated within Army's Future Ready Workforce Plan, through Future Career Management that assists in creating and maintaining a diverse workforce, and enhancement of the TWS.

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 Workforce System - 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 TWS's introduction to Air Force.

⁵⁴ Further discussion on the TWM is in Chapter 7.

Women in senior leadership positions

In the ADF, senior leaders are those at the O-6 and E-6 rank and above, and the pipeline is O-5 and E-5 rank respectively. 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 representation of women in officer senior leadership positions over time has improved.⁵⁵

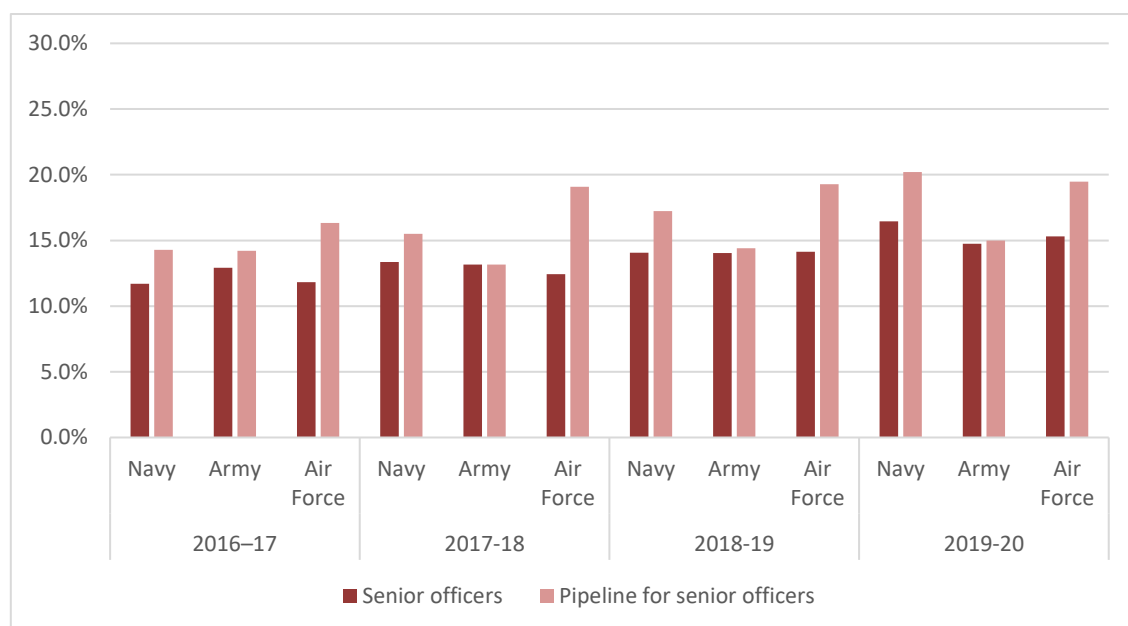


Figure 18. Proportion of senior or pipeline positions (Officers) occupied by women, 2016-17 to 2019-20

⁵⁵ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 1; ADF Permanent Force by gender and rank, as at 30 Jun 2020, compared with equivalent data in *Women in the ADF Reports 2015-16 to 2018-19*.

Figure 19 indicates that for Senior Non-Commissioned Officers (SNCO), the proportion of women in senior positions in Army and Air Force has decreased since 2016-17. Similarly, the proportion of women in pipeline positions in 2020 has decreased since 2016-17.⁵⁶

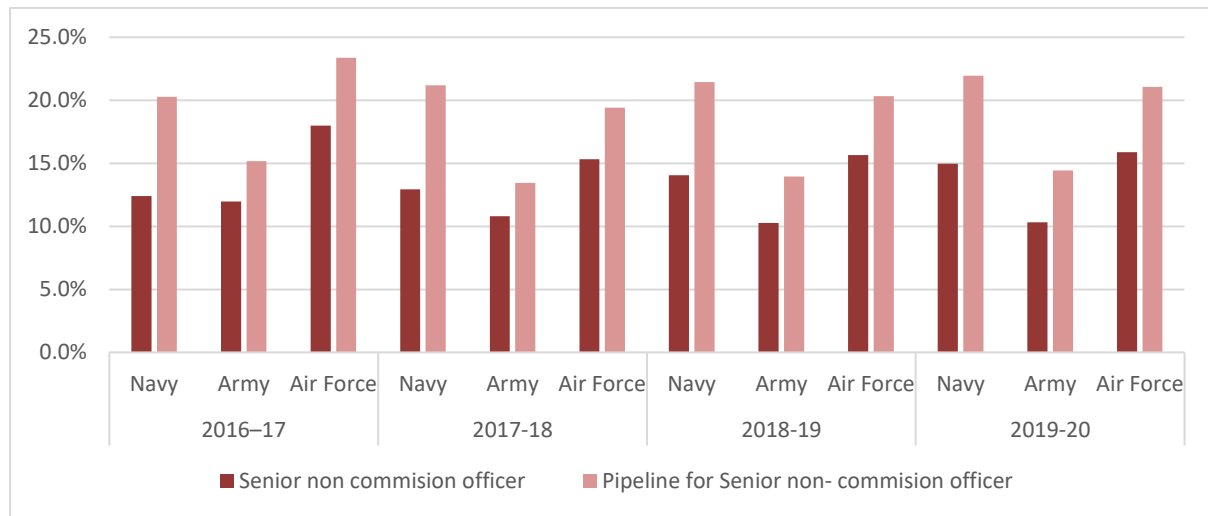


Figure 19. Proportion of senior or pipeline positions (Senior Non-Commissioned Officers) occupied by women, 2016-17 to 2019-20

As Figure 20 shows, a slightly higher percentage of officers (of both genders) occupied senior or pipeline positions in 2019-20 than in previous years.

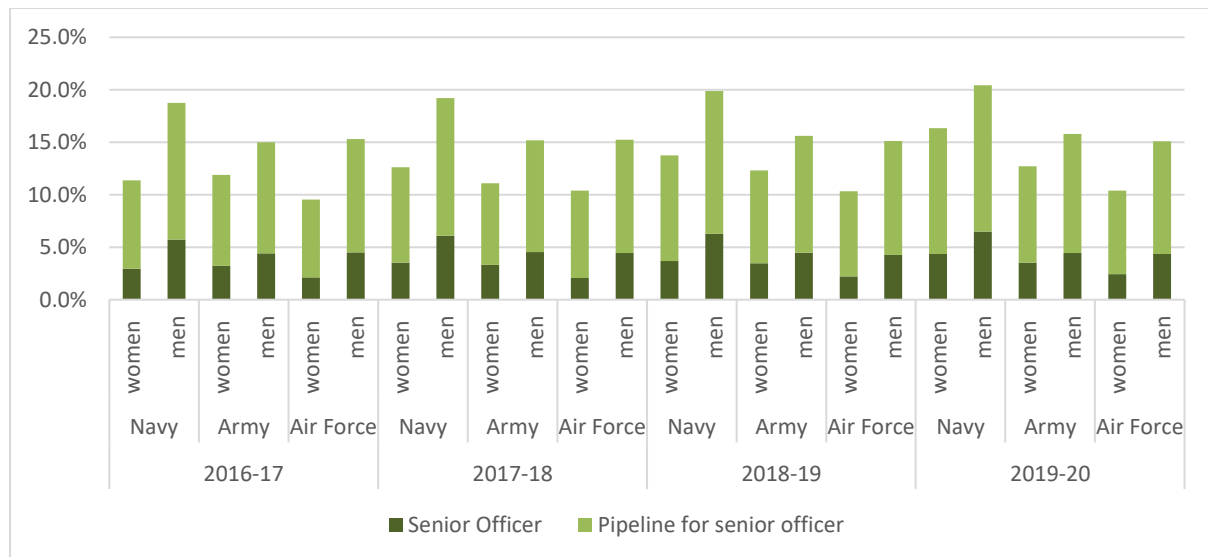


Figure 20. Women and men in senior (O-6 and above) or pipeline (O-5) positions as a proportion of total female and male officers, 2016-17 to 2019-20

⁵⁶ Ibid.

Figure 21 shows that, similar to officers, a slightly higher percentage of Senior Non-Commissioned Officers (of both genders but with the exception of Navy men) occupied senior or pipeline positions in 2019-20 than in previous years.

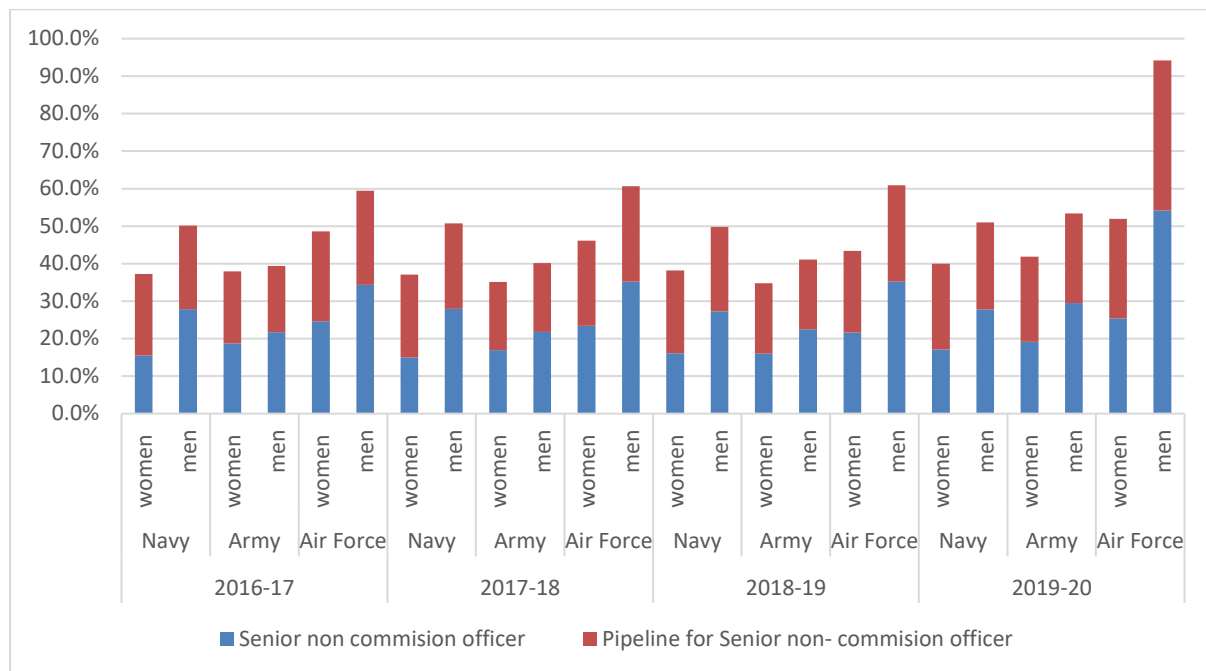


Figure 21. Women and men in senior (E-6 and above) or pipeline (E-5) positions as a proportion-of total female and male Senior Non-Commission Officers, 2016-17 to 2019-20

Figure 22 shows that since 2016-17, promotions to O-4 and O-5 have varied between 18-23%. Overall promotions in 2019-20 have exceeded the previous year.

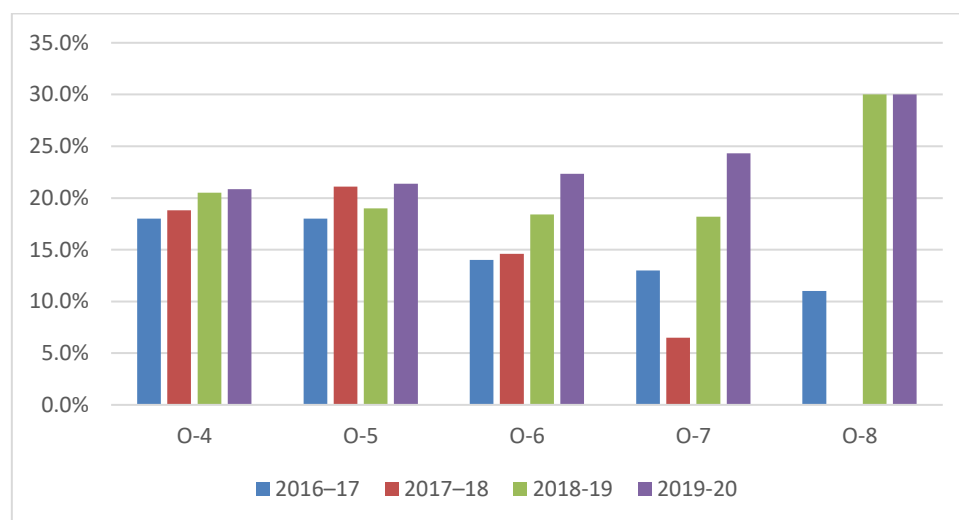


Figure 22. Proportion of female officer promotions at each rank for the total ADF, 2016-17 to 2019-20⁵⁷

⁵⁷ 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.

Figure 32 shows that since 2016-17, promotions to E-5 to E-10 have increased ((E-10, E-8 and E-5) and decreased (E-9 and E-6) since 2016-17.

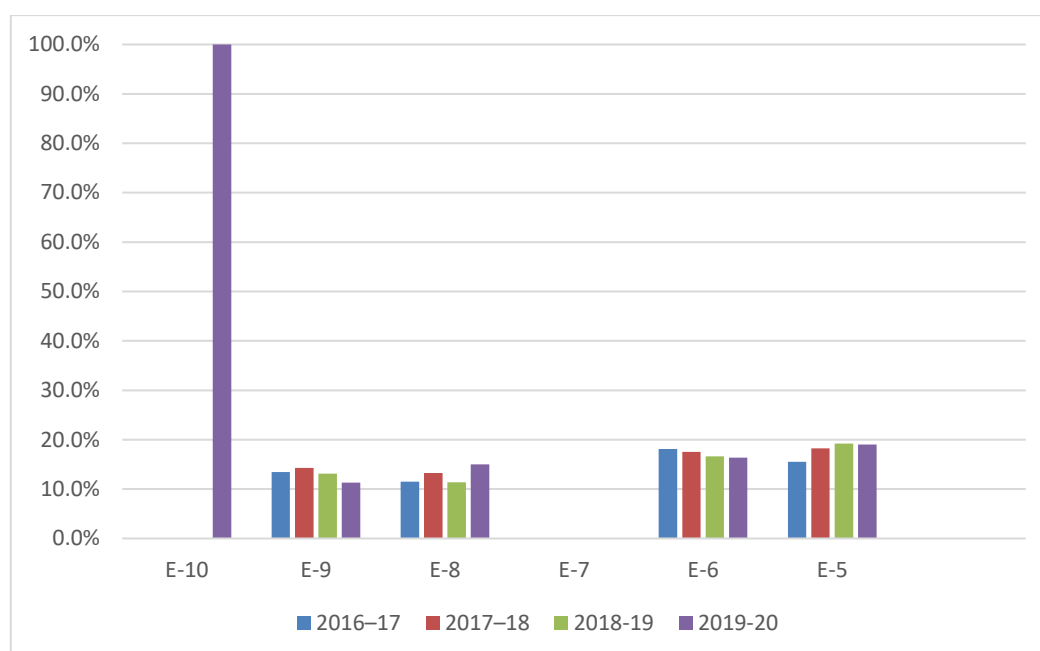


Figure 23. Proportion of female Senior Non-Commissioned Officer promotions at each rank for the total ADF, 2016-17 to 2019-20⁵⁸

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 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.⁵⁹ Table 6, which represents the proportion of awards to women as a percentage of the total awarded to both women and men, shows that overall, ADF women are being recognised for Non-Operational Service at levels that are only marginally less their participation rate in their

⁵⁸ E-7 rank is not shown here as Army and Navy do not have an equivalent rank.

⁵⁹ More information about Defence Honours and Awards is available at defence.gov.au/medals/.

respective Services.⁶⁰ Overall, Non-Operational Service Medals have increased from the previous year.

Of note, the award of the Distinguished Service and Conspicuous Service Cross and Medal for Operational Service has decreased significantly from 2018-19 (4.9% (for Air Force only) and 33.3% respectively). This may be indicative of the lack of women in roles that would have made them eligible, for example, Army and senior leadership roles generally filled by combatants.

Table 6. Proportion of women who received Honours and Awards, 2019-20

	Operational Service Awards			Non-Operational Service Awards			Total
Service	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	Proportion of women as a percentage of all H&A
Navy	0.0%	0.0%	4.4%	3.7%	13.4%	8.0%	22.9%
Army	0.0%	6.3%	6.4%	5.6%	7.2%	14.6%	13.2%
Air Force	0.0%	0.0%	6.2%	9.3%	7.2%	8.0%	21.5%
Total	0.0%	6.3%	16.9%	18.5%	27.8%	30.7%	17.5%⁶¹

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 2019-20 the target for women's representation was fully achieved for Navy, fully achieved for Army officer PAC, and almost fully achieved for Air Force.⁶²

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

⁶⁰ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 23: ADF Honours and Awards by gender and Service, 2019-2020. This does not include awards for Service tenure.

⁶¹ Calculated using raw numbers to determine the total proportion of women as a percentage of all H&A.

⁶² See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 24: Number and proportion of promotion boards with at least one female board member by Service and rank group, 2019-2020.

individual board level.⁶³ The Department of Defence's achievement towards this target is reported annually to Government.⁶⁴

Women's representation in senior Defence committees and other decision-making processes is an essential element of broad governance requirements, and all peace and security efforts.⁶⁵ ⁶⁶ In 2019-20, ADF women continue to be under-represented. Five of eleven Tier 1-3 committees have no female ADF representation.⁶⁷ In 2019-20, ADF women constituted 18.9% of the ADF members on the remaining six committees, an increase of 3.7% from last year and marginally lower than their participation rate in the ADF (at 19.2%). ADF women's representation is lower than that of female Defence civilians, at 44.6% (this is a decrease of 1.3% from last year) in all Defence committees.⁶⁸

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 2019, four senior ADF women successfully completed the AICD's *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 paid 7.5% less than the average ADF man.⁶⁹ Of note, this is an improvement from the previous year (7.8%).⁷⁰ The national pay gap as at February 2020 is 13.9%.⁷¹

⁶³ <https://www.pmc.gov.au/office-women/leadership/gender-balance-australian-government-boards>.

⁶⁴ Commonwealth of Australia, Department of the Prime Minister and Cabinet, Gender Balance on Australian Government Boards Report 2018-19. Retrieved from <https://www.pmc.gov.au/sites/default/files/publications/gender-balance-report-2018-19.pdf>

⁶⁵ 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.

⁶⁶ 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 while key two-star positions are also committee members, in 2019-2020, there were no women serving in these roles.

⁶⁷ The Committees without ADF female representation are the: Defence Committee; Defence Audit and Risk Committee; Enterprise Business Committee; Investment Committee; and Defence Strategic Policy Committee.

⁶⁸ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 25: Representation of women on Defence senior decision-making committees, as at August 2020.

⁶⁹ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 26: Difference between women's and men's pay in the ADF by rank and Service, as at 30 June 2020.

⁷⁰ *Women in the ADF Report 2018-19*.

⁷¹ 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.

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.

Navy and Air Force women are represented at professional military leadership development courses proportionally to their participation rates in the ADF.

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 2019-20 is 7.5%. 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.

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	In Progress/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 there is at least one female representative on <u>all</u> 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.

Mentoring to success in Navy

CMDR Kelly Haywood, RAN – Navy Women's Strategic Adviser

"The benefits of having a mentor are endless and I have been lucky enough to have RADM Wendy Malcolm as my Mentor for over a decade. RADM Malcolm was there to listen and guide me when I didn't know what path I wanted my career to take. She challenged me to think about things in a different way and offered new perspectives when I hit those 'career crossroad' moments. She had believed in me when at times I didn't believe in myself and has always challenged me to make the most out of all opportunities, situations and roles. It was RADM Malcolm that showed me you could balance a career and a family. It was RADM Malcolm that empowered me to be the best version of myself and made me recognise my own worth. Without her support, conversations, insights and experiences to learn from, I am not sure I would still be in the Navy today."

Pathway to Army leadership coaching

MAJGEN Susan Coyle, CSC, DSM – Commander Joint Task Force 633

MAJGEN Coyle is one of only seven women to be promoted to MAJGEN in the Australian Army. She has had a distinguished 37 year career which has included a range of tactical, operational and strategic command and staff appointments, including Commanding Officer of the 17th Signal Regiment; the inaugural Commander Task Group Afghanistan; Commander 6th Brigade and her current appointment where she is deployed as the Commander Joint Task Force 633. She has seen operational service in East Timor, the Solomon Islands and Afghanistan. Throughout her career, MAJGEN Coyle has developed her leadership through experience, formal training and leadership development courses. In 2018, MAJGEN Coyle was selected to participate in the Army Executive Coaching Program. This program provided MAJGEN Coyle the opportunity for self-reflection, to refine her leadership skills, cross-cultural competence and mentoring skills prior to her promotion to MAJGEN and appointment as Commander Joint Task Force 633.

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 a slightly lower rate to men (8.6% and 9.1% respectively).⁷² In comparison, within NATO member and partner nations in 2018, men are separating at rates higher than women.⁷³

Members of both genders at other ranks separated at a higher rate than officers (women 9.8% versus 5.6%; men 10.2% versus 5.9%). Separation rates have remained steady between 8-10% for both genders over the last four years (see Figure 24).

⁷² See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 27: ADF Permanent Force separations by gender, Service and ranks, 2019-2020.

⁷³ NATO, 2018, p.31.

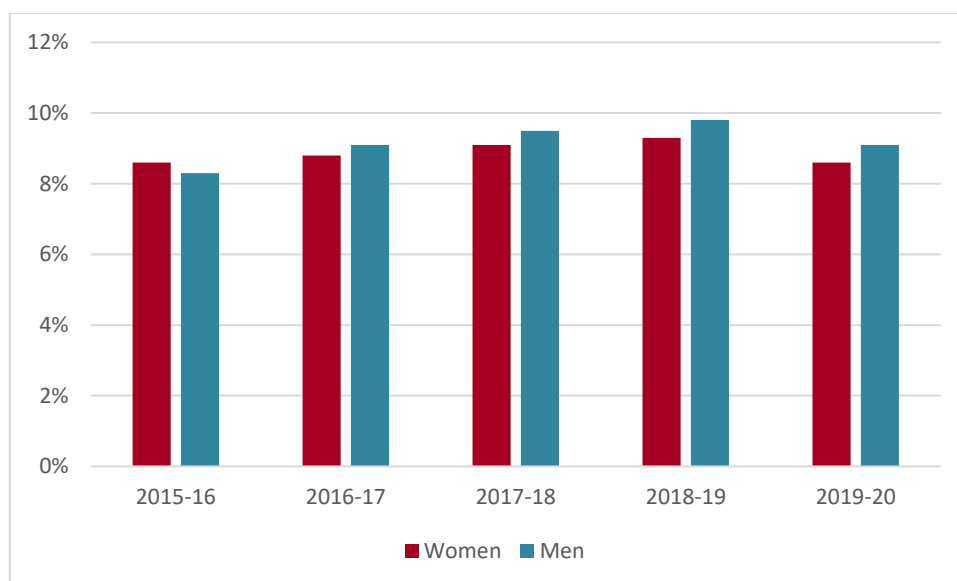


Figure 24. Female and male separation rates for the total ADF, 2015-16 to 2019-20

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 25), 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 2018-19.⁷⁴ In 2019-20 there were no age retirements recorded for women. More men than women separated for voluntary and involuntary reasons.

These results parallel those recorded for NATO member and partner nations in 2018, with 86% of separations for voluntary / retirement reasons (for both genders) and 19% and 29% for involuntary separations for women and men respectively.⁷⁵

By contrast, more women than men in the broader Australian workforce separated for both voluntary and involuntary reasons in the twelve months prior to February 2020.⁷⁶ However, similar to the ADF, both women and men separated more for voluntary than involuntary reasons.

⁷⁴ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 28: ADF Permanent Force separations by gender, Service and type of separations, 2019-2020.

⁷⁵ NATO, 2018, p.35.

⁷⁶ Of all women who left their jobs in the Australian workforce, 3.1% did so for voluntary reasons compared with 2.5% of men. 2.0% of men and 2.4% of women separated for involuntary reason. Australian Bureau of Statistics, Participation, Job Search and Mobility, Australia. February 2020 (Cat.no 6226.0). For more information see <https://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/6226.0Main+Features1Feb%202020?OpenDocument>

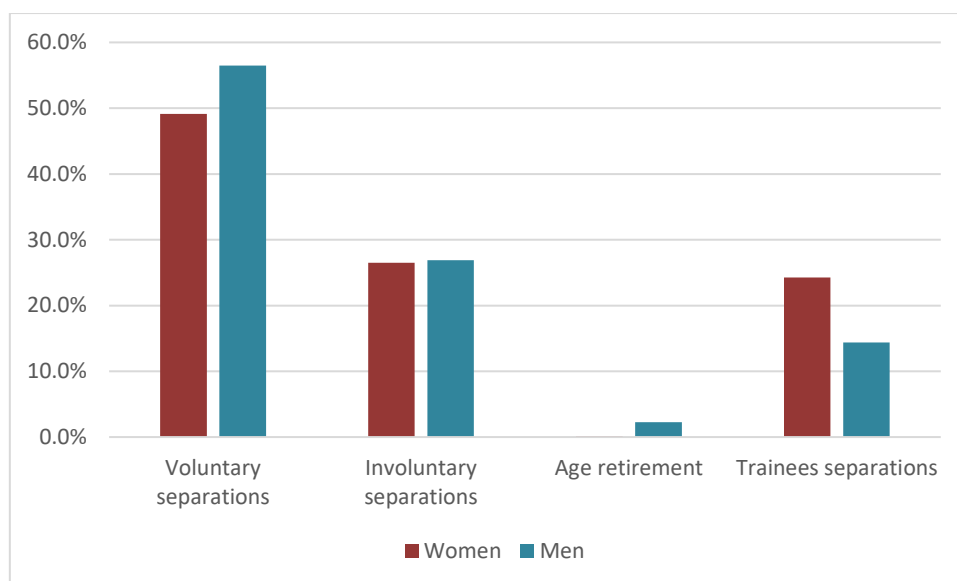


Figure 25. Distribution of separations by separation type for the total ADF, 2019-20

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.⁷⁷ Inclusion of this metric is consistent with external gender-related guidelines.⁷⁸

Data over the period 2019-20 shows that:

- Overall, women at senior and pipeline ranks are separating at a slightly lower rate to men (6.8% versus 7.4%), which for both genders, is a decrease from last year.
- Female officers are separating at a lower rate than men, and overall, at half the rate of men (4.2% for women vice 8.3% for men)
- For other ranks, with the exception of E-9, women are separating at higher rates than their male colleagues.⁷⁹

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.⁸⁰

⁷⁷ New retention metric agreed by COSC on 2 May 2018.

⁷⁸ 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>.

⁷⁹ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 29: ADF Permanent Force 12-month rolling separation rates by gender, ranks (O-6 and above, E-6 and above), and Service, 2019-2020.

⁸⁰ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 30: ADF Permanent Force separations by gender, ranks (O-5 and above, E-8 and above), Service and type of separations, 2019-2020.

Reasons for leaving the ADF

Historically, data used to examine progress against the metric ‘reasons for leaving the ADF’ has been derived from Defence’s attitudinal surveys. Collection of this survey data did not occur in 2019-20 and is therefore unavailable for this report. Data collection has re-commenced and will be available in 2020-21.

Notwithstanding, the common reasons for separation from the military in NATO member and partner nations, for both women and men, included pursuit of a different opportunity, difficulties with balancing work and family life, lack of stability.⁸¹ This correlates with data from the 2017-18 *Women in the ADF Report* which showed the top ten reasons for women and men separating from the ADF including ‘to make a career change while still young enough’, ‘impact of job demands on family/personal life’ and ‘desire to stay in one place’.

Time in rank and service upon separation

Figures 26 and 27 show that women are currently serving for less time than men. In 2019-20, women who separated generally spent less time in rank than men (with the exception of the lower ranks for both officer and other ranks, and O-5, E-5, E-6 and E-8).⁸² For both officers and other ranks, this trend is especially pronounced at the higher levels.

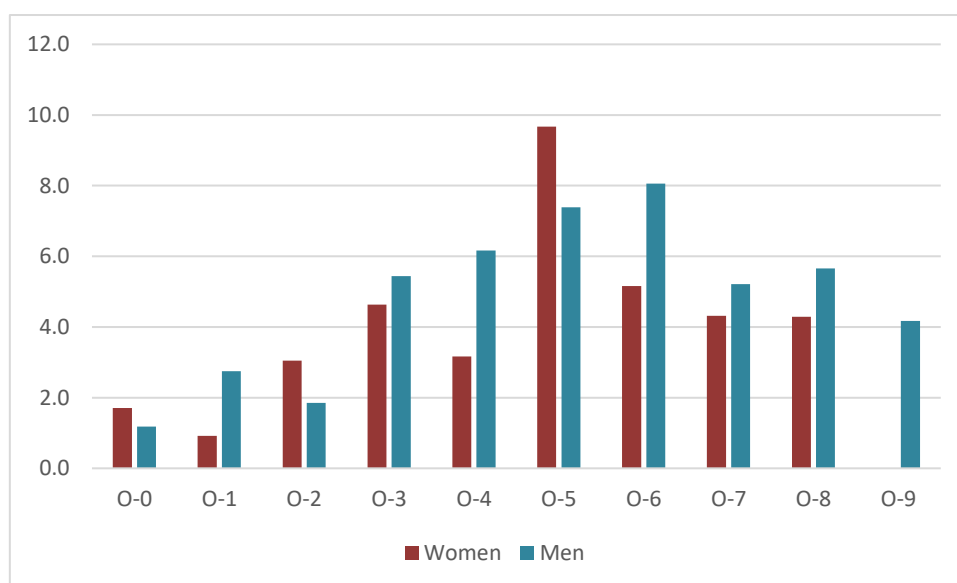


Figure 26. Median time in rank upon separation for officers (years) for the total ADF, 2019-20

⁸¹ NATO, 2018, p.35-36.

⁸² See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 31: Median time in rank (years) upon separation, by gender, rank and Service, 2019-2020.

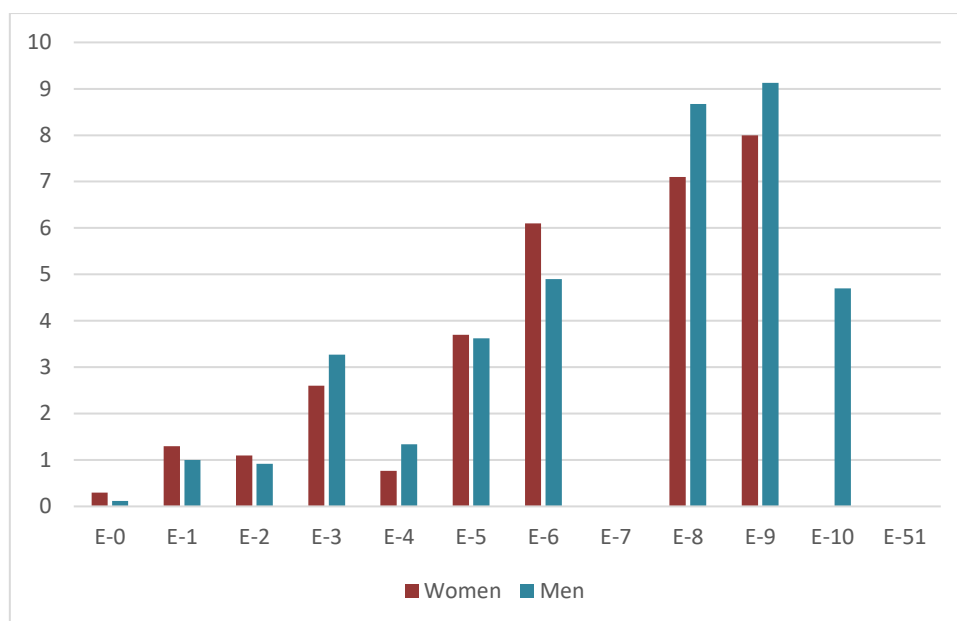


Figure 27. Median time in rank upon separation for other ranks (years) for the total ADF, 2019-20⁸³

For all Services and rank groups, women's careers in the ADF are shorter than men's, as shown in Figures 28 and 29.⁸⁴ This is consistent with previous years.

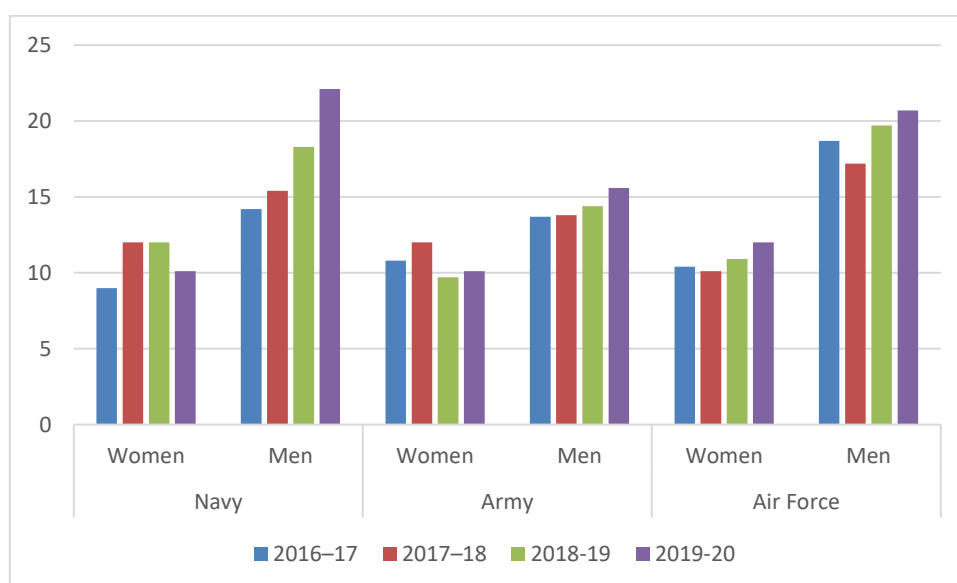


Figure 28. Median time in Service (years) at time of separation for officers for each Service, 2016-17 to 2019-20

⁸³ E-7 is excluded from this graph as none separated in 2019-20. 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.

⁸⁴ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* Table 32: ADF Permanent Force median time in service, upon separation, by gender and rank group, 2019-2020.

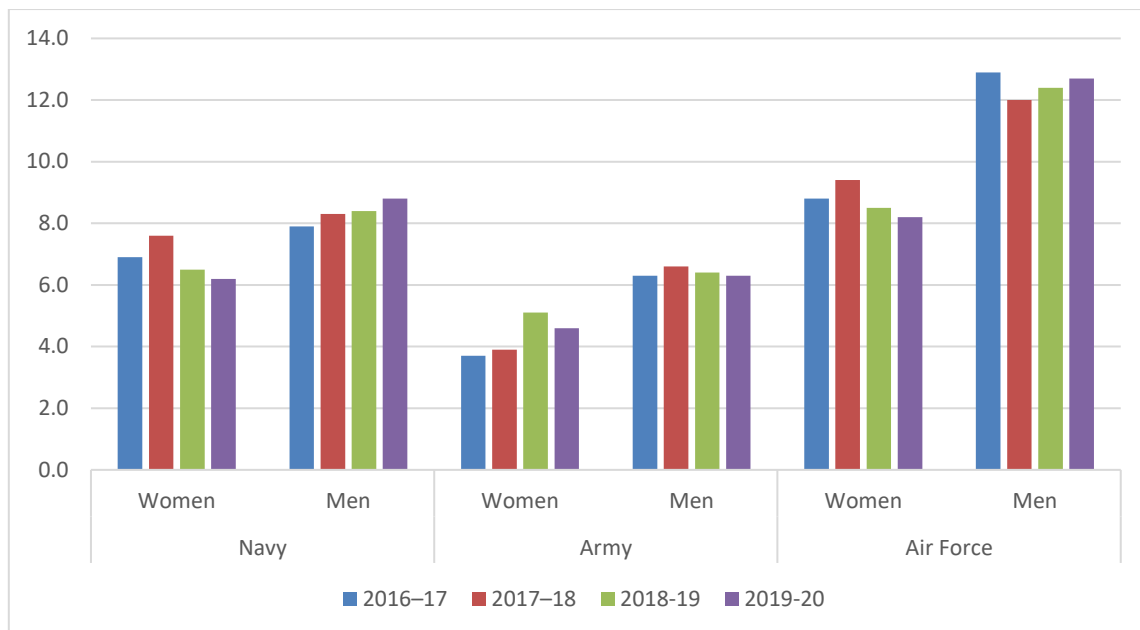


Figure 29. Median time in Service (years) at time of separation for other ranks for each Service, 2016-17 to 2019-20

Figure 30 shows that, with exception of Navy, female officers separated after more years of service in 2019-20 than they did in 2018-19. For female other ranks, there was a slight decrease from last year (Figure 31). With the exception of Army other ranks, there has been a slight increase in median time of service since 2018-19.⁸⁵ In case of men the median time has increased across all services for officers and other ranks, except other ranks in Army (Figures 32-32).

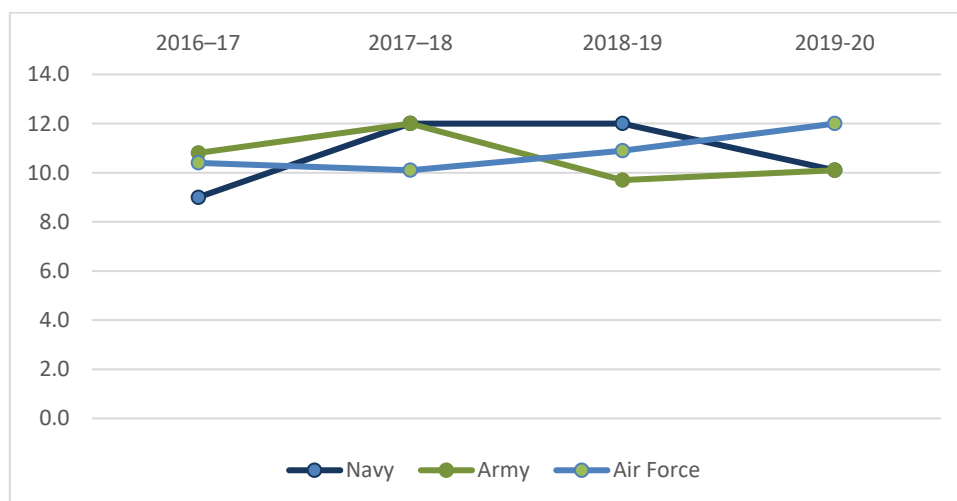


Figure 30. Median time in Service (years) for female officers for each Service, 2016-17 to 2019-20

⁸⁵ Ibid.

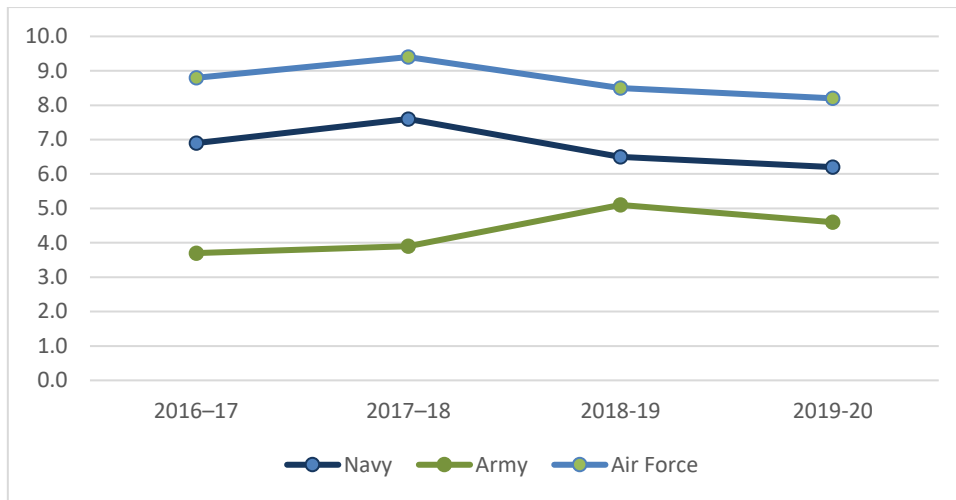


Figure 31. Median time in Service (years) for female other ranks for each Service, 2016-17 to 2019-20

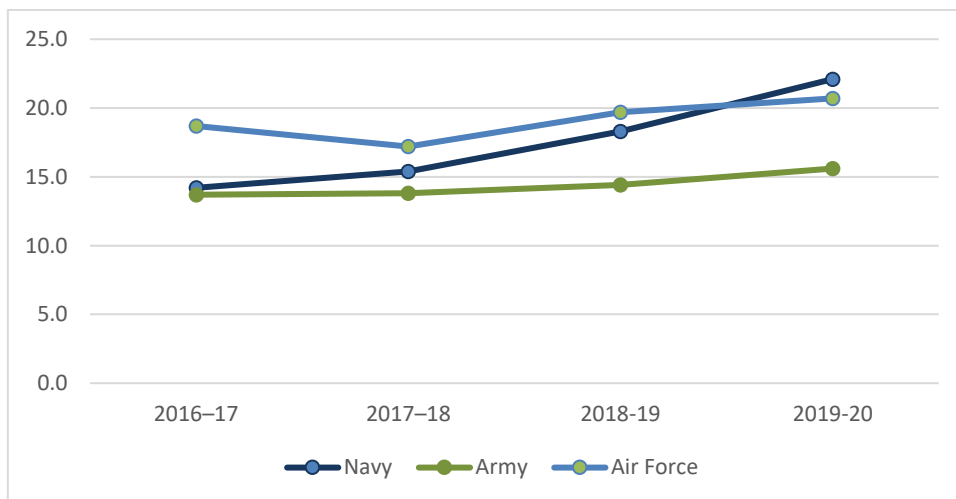


Figure 32. Median time in Service (years) for male officers for each Service, 2016-17 to 2019-20

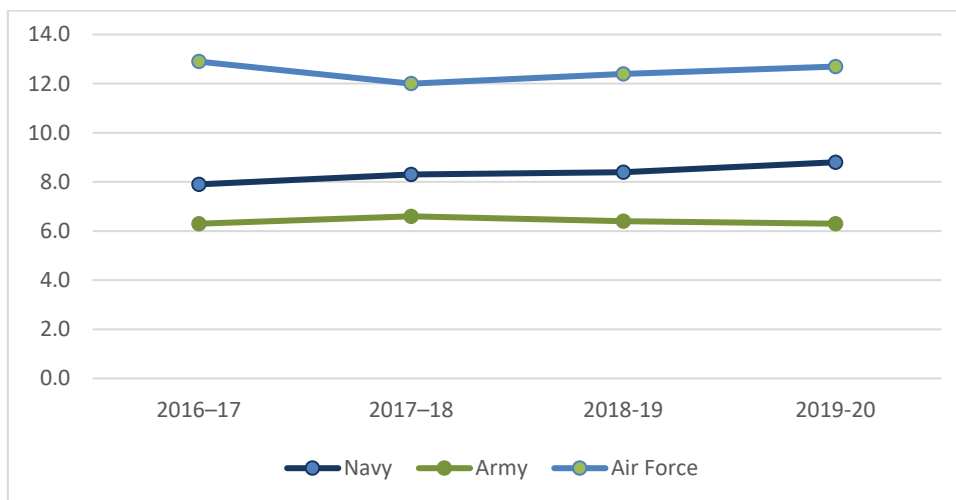


Figure 33. Median time in Service (years) for male other ranks for each Service, 2016-17 to 2019-20

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 four weeks. Using unpaid leave for the remainder, a member can take maternity leave up to 52 weeks or parental leave up to 66 weeks.⁸⁶

In 2019-20, ADF women used a mix of paid and unpaid maternity and parental leave. More women accessed paid maternity leave (54.8%) than women who accessed unpaid maternity leave (45.2%). The highest proportion of ADF women accessing maternity leave (paid, unpaid or both) were at the E-3 to E-6 and E-8, and O-3 to O-6 rank levels. For men, a significantly higher proportion took paid parental leave over unpaid parental leave (97.9%). This is a marginal increase (0.3% from last year). For men accessing parental leave, the highest proportions were at rank levels similar to that of women.⁸⁷

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, however the gaps are not significant in Army and Air Force (see Figure 34).⁸⁸

⁸⁶ Maternity and parental leave policies are described in the ADF *Pay and Conditions Manual*, Chapter 5, Parts 6-7, at defence.gov.au/PayandConditions/.

⁸⁷ For figures relating to the commencement of maternity or parental leave for each service, see Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 33: Number and proportion of Permanent ADF women who commenced at least one period of paid or unpaid maternity leave in 2018-19; Table 34: Number and proportion of Permanent ADF women who commenced at least one period of paid or unpaid parental leave in 2019-2020; Table 35: Number and proportion of Permanent ADF men who commenced at least one period of paid or unpaid parental leave in 2019-2020.

⁸⁸ 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 2019-2020* - Tables 36 to 38.

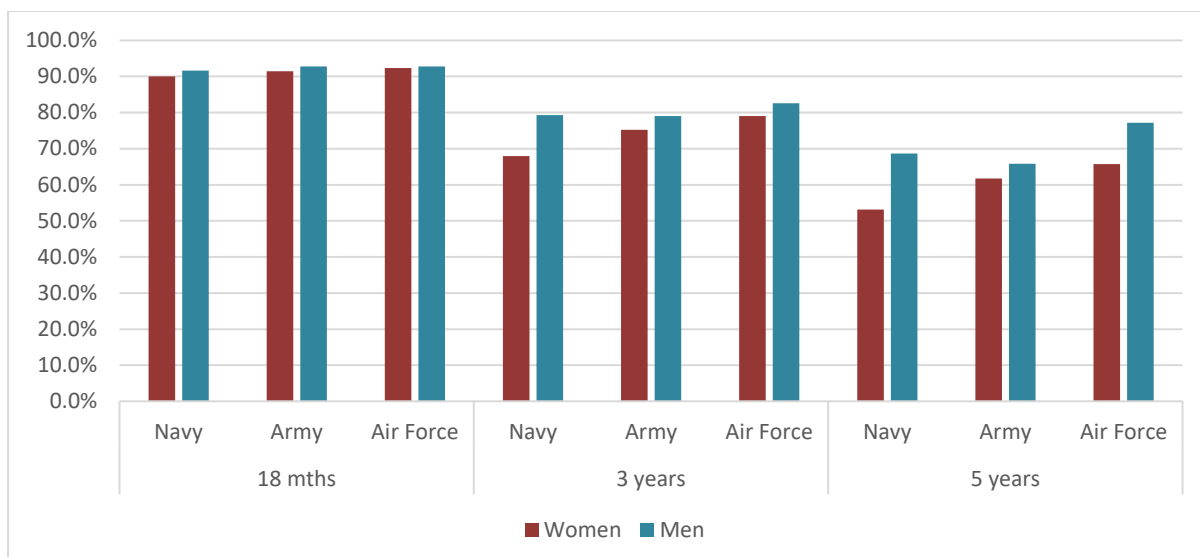


Figure 34. Proportion of ADF members retained 18 months, three years and five years after a period of paid maternity or parental leave, by gender and Service

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.⁸⁹

Figure 35 shows the percentage of women and men retained in 2019-20 after a career break in 2019.⁹⁰ Following career breaks, with the exception of Air Force women were retained at a significantly lower 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.

⁸⁹ Leave types included in this definition are annual leave, leave without pay and long service leave. Leave types excluded are maternity and parental leave.

⁹⁰ For figures relating to retention after career breaks for each service, see Supplementary Data Tables to *Women in the ADF Report 2109-2020* - Table 39: Number of ADF members retained after taking a career break of three months or more, 2019-2020.

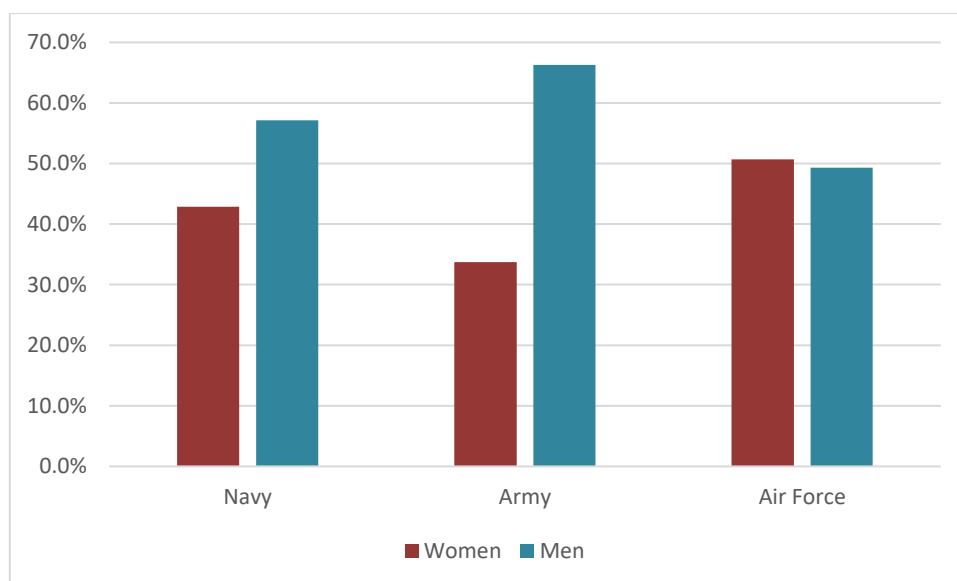


Figure 35. Proportion of women and men retained after a career break for the ADF Permanent Force, 2019-20

Key observations and trends

In 2019-20, 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. Voluntary separations are the most common type of separation for women and men, accounting for just over half of all separations. This is consistent with last year.

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	In Progress/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
<p>We will know we have reached success in gender diversity and inclusion in workforce management when:</p> <ul style="list-style-type: none">• 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 highly represented in health, and logistics, administration and support roles and under-represented in combat, and engineering technical and construction roles, and this is consistent with NATO data⁹¹, there has been a marginal increase in the proportion of women in each occupational group over the last four financial years (see Figure 36).⁹² By comparison, in the broader Australian workforce, in the period up to May 2018, some male-dominated industries (Construction

⁹¹ NATO, 2018, p. 51.

⁹² See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 40: ADF Permanent Force by gender, occupational group, rank group and Service as at 30 June 2020.

and Transport) recorded a decline in female representation, while others (Mining, and Electricity, Gas, Water and Waste services) recorded growth.⁹³

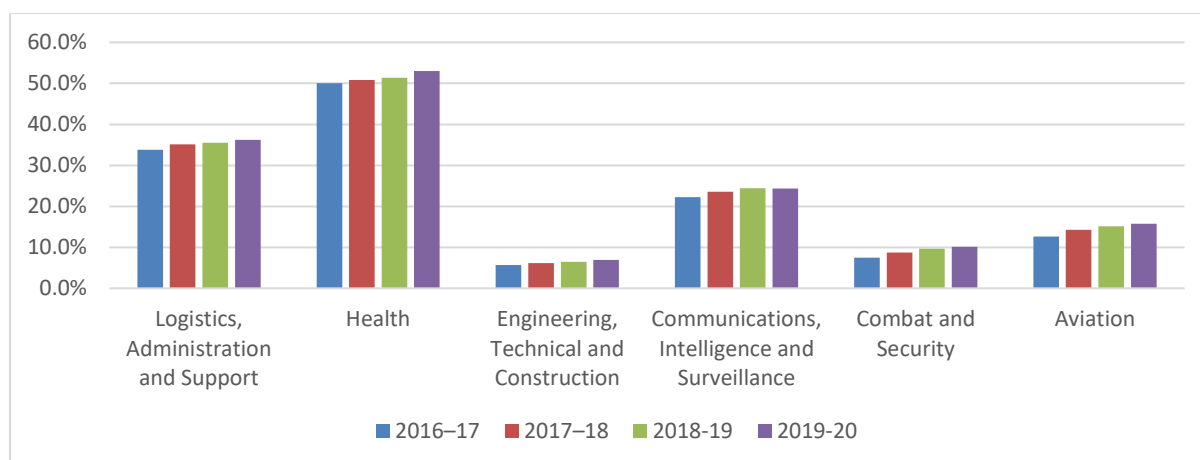


Figure 36. Representation of women in occupational groups for the total ADF, 2016-17 to 2019-20

Figures 37 to 39 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 occupied by 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.

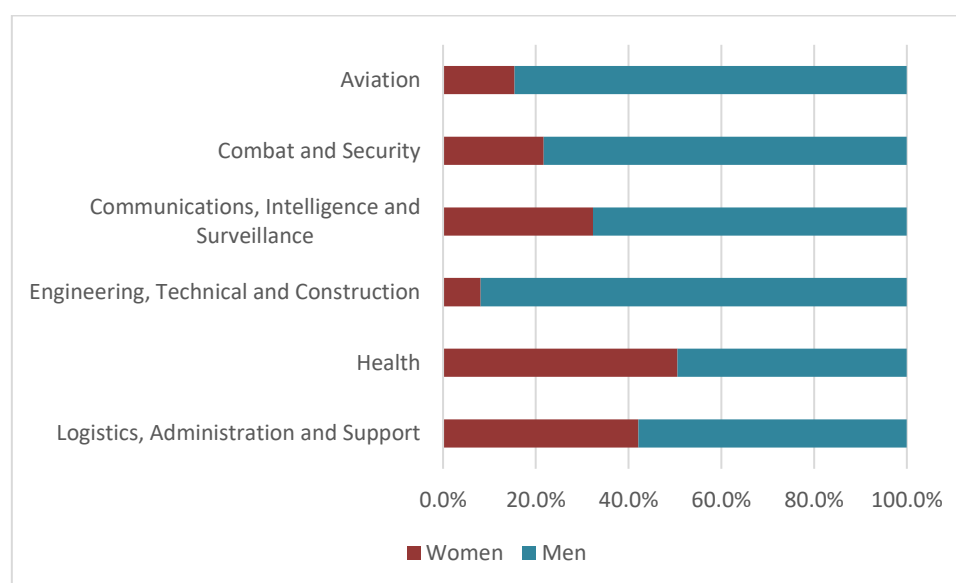


Figure 37. Distribution of Navy women and men across occupational groups, 2019-20

⁹³ Data is sourced from the WGEA dataset (2017-18 reporting period)*, the Australian Bureau of Statistics' (ABS) Labour Force Quarterly Survey (May 1998 and May 2018 periods). <https://www.wgea.gov.au/data/fact-sheets/gender-segregation-in-australias-workforce>

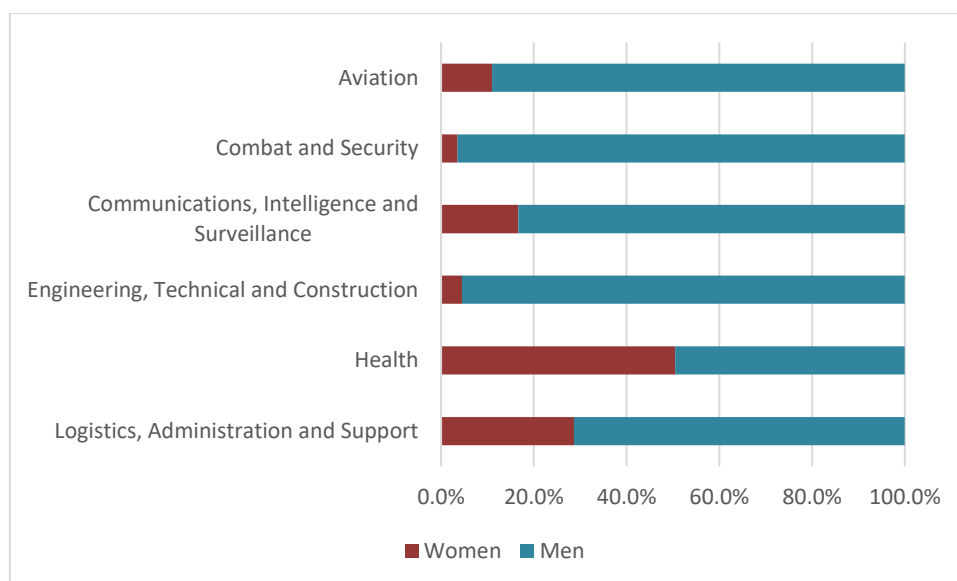


Figure 38. Distribution of Army women and men across occupational groups, 2019-20

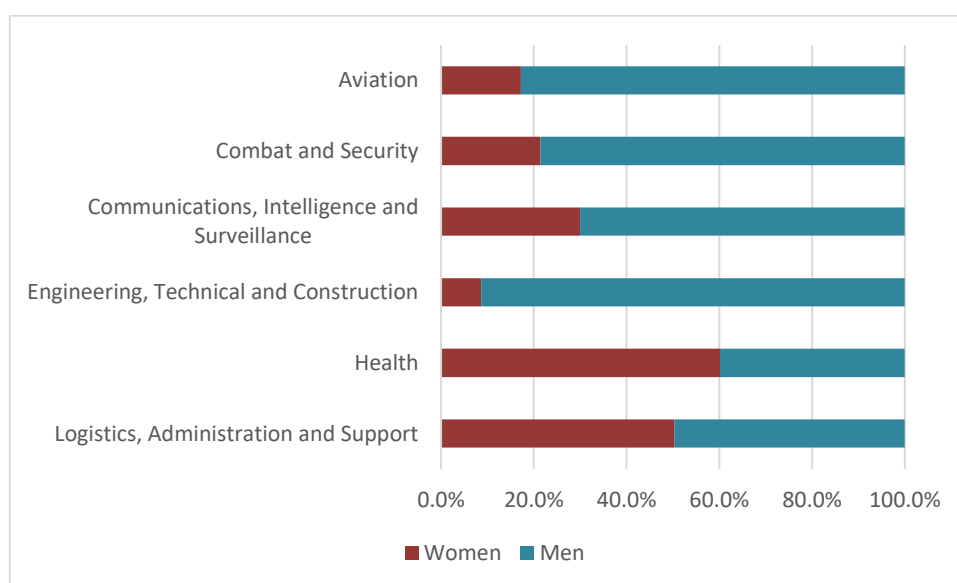


Figure 39. Distribution of Air Force women and men across occupational groups, 2019-20

For some occupational groups, such as Combat in Army, the increase in women's representation will take some time to achieve as direct entry recruitment of women into all combat roles only commenced in 2016. 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 40 and 41 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.⁹⁴

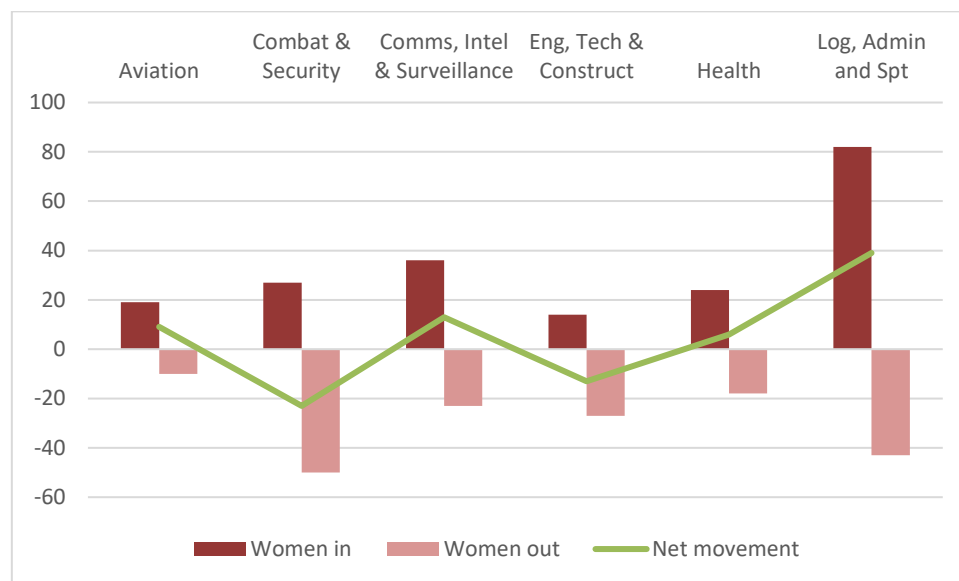


Figure 40. Net movement of women in each occupational group as a percentage of gender representation in that occupational group, 2019-20

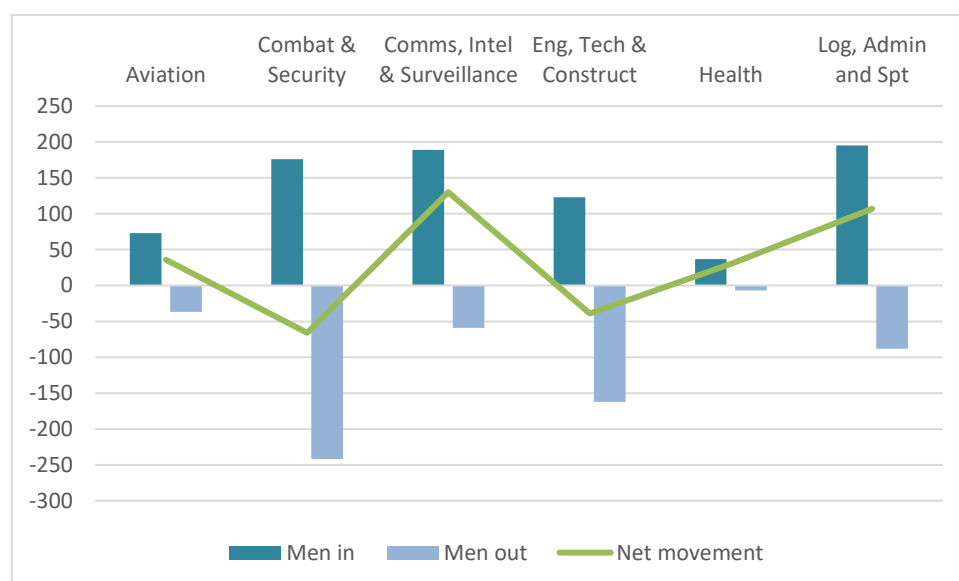


Figure 41. Net movement of men in each occupational group as a percentage of gender representation in that occupational group, 2019-20

⁹⁴ For figures relating to transfers into and out of occupational groups by gender and Service for 2019-2020, see Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Tables 41 and 42.

Members leaving an occupational group may be transferring to another group or separating from the ADF. Most personnel who left their occupational group in 2019-20 separated rather than transferred.⁹⁵ Figure 42 shows that, compared with men, more women left the Engineering, Technology and Construction, and Combat and Security occupational groups.

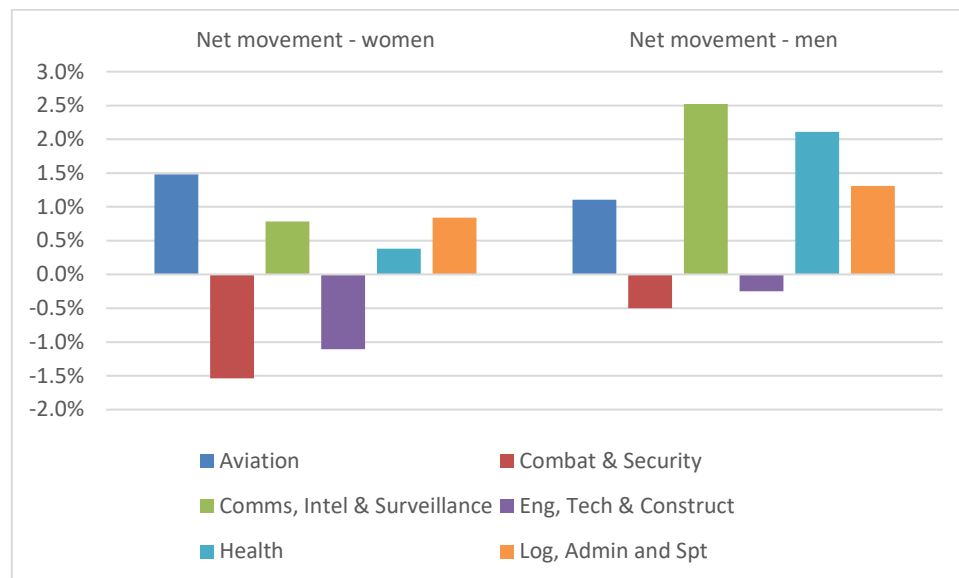


Figure 42. Net movement of women and men in each occupational group as a percentage of gender representation in that occupational group, 2019-20

Flexible work arrangements

The ADF recognises that allowing personnel to balance their careers and personal obligations is critical to retention.⁹⁶ All three Services are responsive to formal and informal 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. Within Army, the Chain of Command, supported by Career Management – Army, facilitates job sharing and provides advice to members on FWA policy and options in order to gain better outcomes for both members and the units.

Each Service established a target of 2% of the trained permanent workforce using formal FWA. Table 7 shows the percentage of women and men in each Service (as a proportion of the total workforce) using formal FWA⁹⁷ in 2019-20. With the exception of Army men, the proportion of women and men

⁹⁵ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 43: Transfers out of occupational groups with reason for transfer by gender and Service, 2019-2020.

⁹⁶ 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.

⁹⁷ Formal FWA are recorded in PMKeys.

using FWA has increased since last year. Navy and Air Force have exceeded the 2% target.⁹⁸ Army remains below the target, and has remained steady since 2018-19.⁹⁹

Table 7: Utilisation of FWA, 2019-20

Service	Women (as a % of women)	Men (as a % of men)	Total % utilisation of FWA within Service
Navy	11.3%	4.4%	5.9%
Army	6.4%	1.2%	1.9%
Air Force	18.0%	7.4%	9.9%

Of note, the proportion of women accessing FWA continues to be higher than men (see Figure 43). 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 formal FWA is increasing.¹⁰⁰

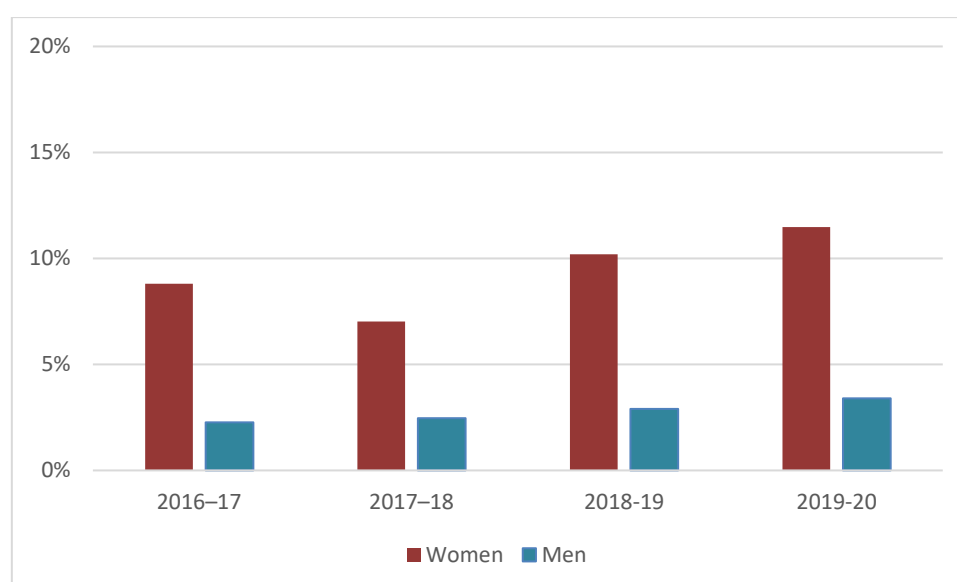


Figure 43. Proportion of ADF women and men using FWA, 2014-15 to 2019-20

The percentage of members accessing informal FWA¹⁰¹ exceeds their formal FWA participation rates for Navy and Army (8% and 13% respectively), and for Air Force, their use of informal FWA is lower than formal FWA (6%).¹⁰²

⁹⁸ For figures relating to FWA by gender and rank as at 30 June 2020 for each Service, see Supplementary Data Tables to *Women in the ADF Report 2019-2020* – Tables 44 to 46.

⁹⁹ *Women in the ADF Report 2018-19*.

¹⁰⁰ Based on formal applications for FWA registered in PMKeys.

¹⁰¹ Informal arrangements made at unit level.

¹⁰² 2019 Defence Census.

In 2016, the ADF implemented the TWM (now TWS) 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.

In the broader Australian workforce, 67.9% of all part-time employees are women.¹⁰³ While the nature of women and men's employment in this respect is much broader than the ADF employment categories, these results may reflect women's disproportionate share of unpaid caring and domestic work.¹⁰⁴

Women's experiences

Some elements of women's experiences in the ADF have been drawn from the 2019 *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 and men were equally satisfied with career management and their opportunities for progression within Defence.
- Women and men were similarly satisfied with their job and reported moderate to high morale overall. Women were less likely to agree that their workgroup is honest, open and transparent, and were less 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 were less likely to feel they worked in an inclusive workplace than men, however, only a small proportion felt they were not an accepted part of the 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

¹⁰³ Workplace Gender Equality Agency (WGEA). <https://www.wgea.gov.au/data/fact-sheets/gender-workplace-statistics-at-a-glance-2020#:~:text=Educational%20Attainment,ABS%202019%2C%20Gender%20Indicators>)

¹⁰⁴ <https://www.wgea.gov.au/topics/the-gender-pay-gap>

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).¹⁰⁵

Members with dependants

The arrangement known as 'Member with Dependents Unaccompanied' (MWDU) refers to the circumstance where a military member is posted but their family remains in the current location. While the MWDU arrangement can present challenges for some ADF families', the benefits of MWDU allow stability for partners to remain in their current job, children to stay at their school, and family members to maintain consistent access to healthcare, all contributing to the retention of ADF members. DCO has developed a number of resources to assist members and their families in making the best decision for their family's particular circumstances.¹⁰⁶

MWDU accounts for 9.9% of arrangements for women with dependants (a significant decrease from 17.6% in 2018-19) and 13.1% for men with dependants (13.4% in 2018-19). Compared with Navy women and both genders in other Services, Navy men were more likely to be unaccompanied than accompanied (19.3%).¹⁰⁷ This is a slight decrease from last year (20.2%) and likely reflects the nature of sea Service.

Sexual offences and sexual harassment

Sexual offences and sexual harassment disproportionately impact women in Australia, in the ADF, and wider Defence community. Research from the United States indicates that beyond the effect on directly impacted personnel, sexual offences and harassment degrade the morale and cohesion of affected units, undermine the nation's trust in the military, and affect the ability of a military to attract and retain the best possible personnel.¹⁰⁸ Unpublished military police data indicates that women were identified as the victims in more than 80 per cent of the sexual misconduct incidents reported to Defence¹⁰⁹.

¹⁰⁵ Further information on DCO's childcare assistance programs is available at www.defence.gov.au/DCO/Family/Kids/Childcare.asp

¹⁰⁶ 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.

¹⁰⁷ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 47: Members with Dependents and Members with Dependents Unaccompanied by gender, rank and Service, as at 30 June 2020.

¹⁰⁸ Thomsen, Cynthia, McCone, David. R., and Gallus, Jessica. A. (2018). Conclusion of the special issue on sexual harassment and sexual assault in the US military: What have we learned, and where do we go from here? *Military Psychology*, 30:3, 282-293. DOI: 10.1080/08995605.2018.1479551. Retrieved from <https://doi.org/10.1080/08995605.2018.1479551>.

¹⁰⁹ Department of Defence unpublished raw data 2013-2018. Raw Defence incident reporting and military policing data indicate that men were identified as the persons of interest in 94.7 per cent of reported incidents

Women¹¹⁰ have comprised three-quarters of all support and case management clients of the Defence Sexual Misconduct Prevention and Response Office (SeMPRO) since 2013–14. SeMPRO support and case management clients are predominantly current serving members but also encompass people from the broader Defence community. Figure 44 demonstrates that SeMPRO case managers assisted more men in some previous years than might be expected from sexual misconduct incident reporting in Defence and in the Australian community. The volume of female support and case management clients has remained consistently around 80 per cent over the three year period between 2017–18 and 2019–20.

The Australian Bureau of Statistics Crime Victimization survey (2019) indicated 83 per cent of self-reported sexual assaults from the previous year were perpetrated against women¹¹¹. Similarly, the data for 2019-2020 correlates with that reported by NATO member states and partner nations. For incidents of sexual harassment, 86% of cases were reported by women and 14% were reported by men. For incidents of sexual offences, 87% of cases were women and 13% by men.^{112 113}

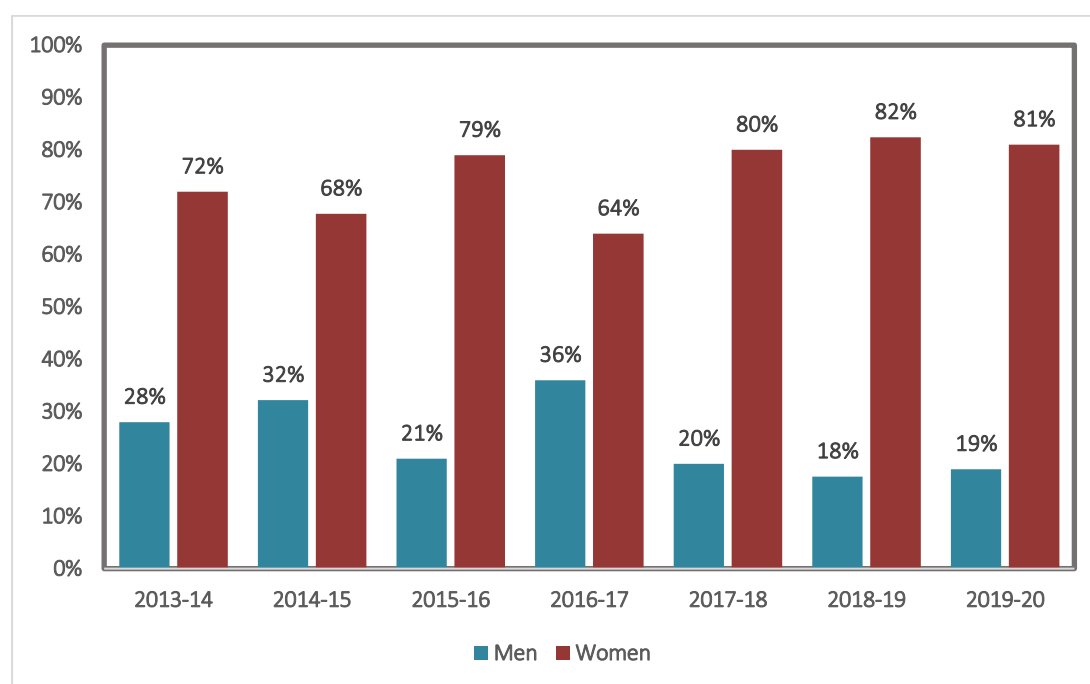


Figure 44. SeMPRO support and case management clients by gender, 2013-2020

The culture of the organisation must inherently support and enable the inclusion of all personnel equally and without bias or discrimination, in order for them to achieve their full potential. Sexual

where a person of interest was identified. The same data show that women were identified as the victims of the reported sexual misconduct incident in 81.8 per cent of incidents where a victim was identified.

¹¹⁰ Includes women from the Australian Defence Force and Department of Defence.

¹¹¹ Australian Bureau of Statistics (ABS) 2019. Crime Victimization, Australia, 2017–18. ABS cat. No. 4530.0. Canberra, ABS. Crime Victimization, Australia, 2017–18 indicates that women were the victims in 83 per cent of the self-reported sexual assaults in the 12 period prior to completing the survey.

¹¹² NATO, 2018, p. 64.

¹¹³ For uniformed members only.

misconduct has the potential to affect an increase in women's participation in non-traditional employment categories. This can result from institutional and social climates that are "chilly" towards women, stemming from open sexism and institutionalised unconscious bias.¹¹⁴

Key observations and trends

There has been a marginal increase annually in the proportion of women across all occupational groups since 2016-17. Women are still highly 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 groups. 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. Army remains slightly below this target, which is consistent with the previous year. Overall, the use of FWA is increasing each year.

Women continue to be significantly and disproportionately affected by sexual offences and sexual harassment in the workplace.

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	In progress/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.		

¹¹⁴ Irving, Michelle, Cromptvoets, Dr. Samantha, and Townsend, Joy. (2018). *Retention of Female Staff Cadets at the Royal Military College – Duntroon and the Australian Defence Force Academy*. Rapid Context; Canberra, Australia.

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.

Women in Non-Traditional Roles

Navy Mine Warfare and Clearance Diving Officer

In 2019-2020, Navy qualified its' first female Mine Warfare and Clearance Diving Officer (MCDO), LEUT Samantha McKay, RAN, and two female Clearance Diving Sailors. LEUT McKay is currently posted as Officer-in-Charge Expeditionary Reconnaissance and Clearance, which is one of the Defence Elements at AUSCDT ONE (Australian Command Diving Team One) based out of HMAS *Waterhen*.

"This position allows me to consolidate the skills I learnt on MCDO course, while also progressing my learning in the sphere of operations and planning, which is a large part of my role. With me at the Team is SMNCD Olivia Barriatti, with whom I did part of my course. She has integrated into our Underwater Damage Repair Defence Element, and has been a part of that Element since her graduation in December 2019."

There are a number of in-service women looking at transferring to the Clearance Diving Branch in the next year.

Air Force Aeronautical Engineering Officer

Air Force recognises the role diversity plays in capability, and is actively pursuing initiatives to support women in the STEM workforce. One such initiative is the 'The Future through Collaboration' (TFTC) Mentoring program which promotes networking and support of women in STEM to develop them further both personally and professionally. Air Force currently supports two mentors and two mentees through this program each year.

FLTLT Nieka Bishop is an Aeronautical Engineer at CASG who participated in the 2019 program. "Another thing I got out of the TFTC program was seeing the success other women have in Defence, and their different leadership and management styles. It gave me a greater sense of what kind of leader and engineer I wanted to be, and showed me the different options outside of my role and where your career can take you."

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 TWS provides members with the flexibility to move between SERCAT on a continuum, with varying degrees of obligation.¹¹⁵

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.¹¹⁶ 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 2018-19, 40% transferred to SERCAT 3-5 and 50.3% of these members rendered service in 2019-20.¹¹⁷ This is a considerable decrease from last year's data, which showed that 79% transferred to SERCAT 3-5 in 2017-18 and 50% rendered service in 2018-19. There is a variation between the Services as Figures 45 and 46 show. Notably, in 2018-19, (marginally) less women than men transferred to SERCAT 3-5. Overall, women rendered service at a greater rate than men (61.4% vice 48.1%). As Figure 47 shows, most Service was rendered for a period of 20 – 49 days.

¹¹⁵ 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.

¹¹⁶ 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.

¹¹⁷ 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 2019-2020* - Tables 48 to 51.

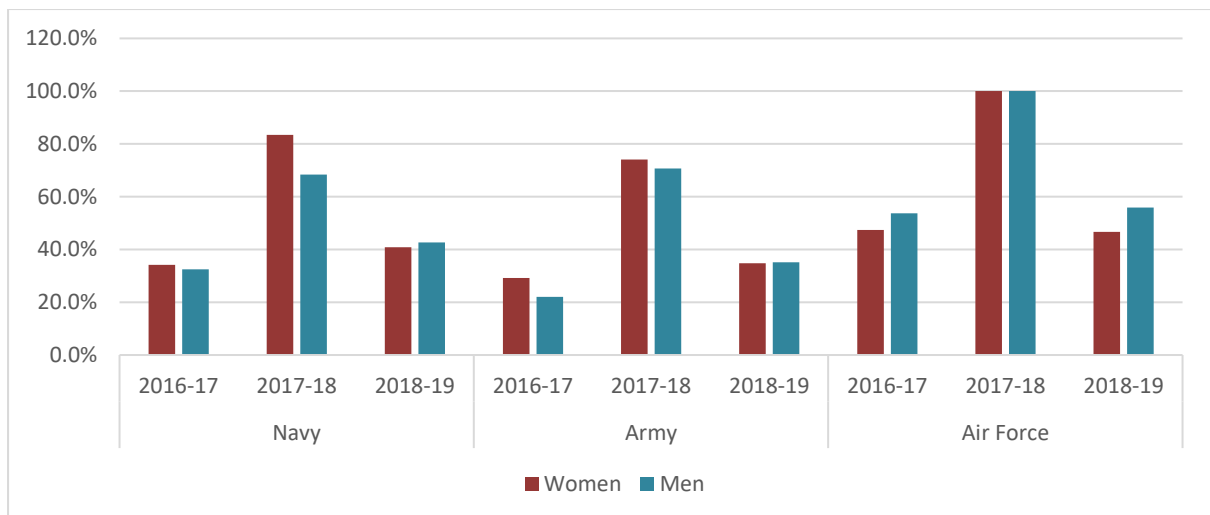


Figure 45. Proportion of separating ADF Permanent Force members who transferred to Service Categories 3-5, 2018-19

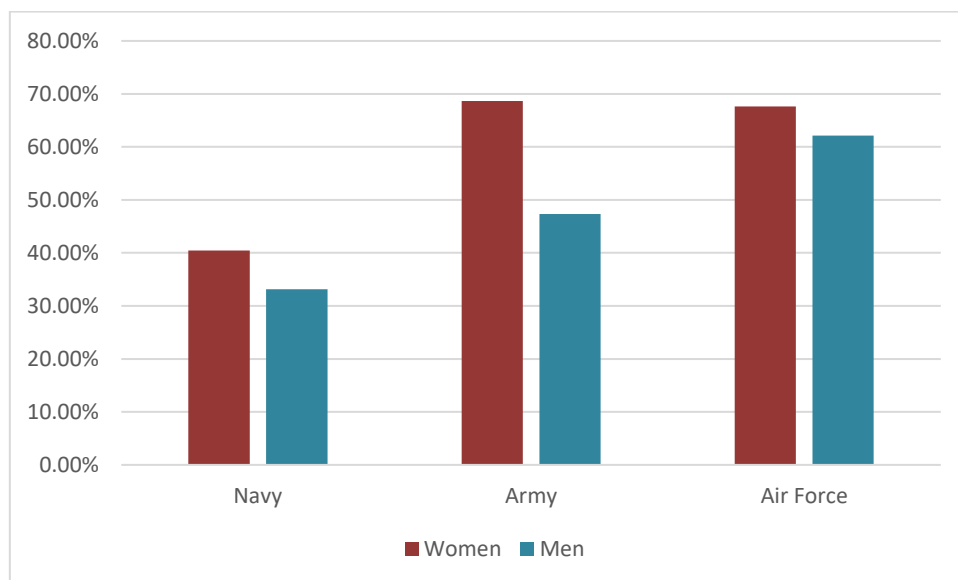


Figure 46. Proportion of ADF transfers to Service Categories 3-5 in 2018-19 who rendered service in 2019-20

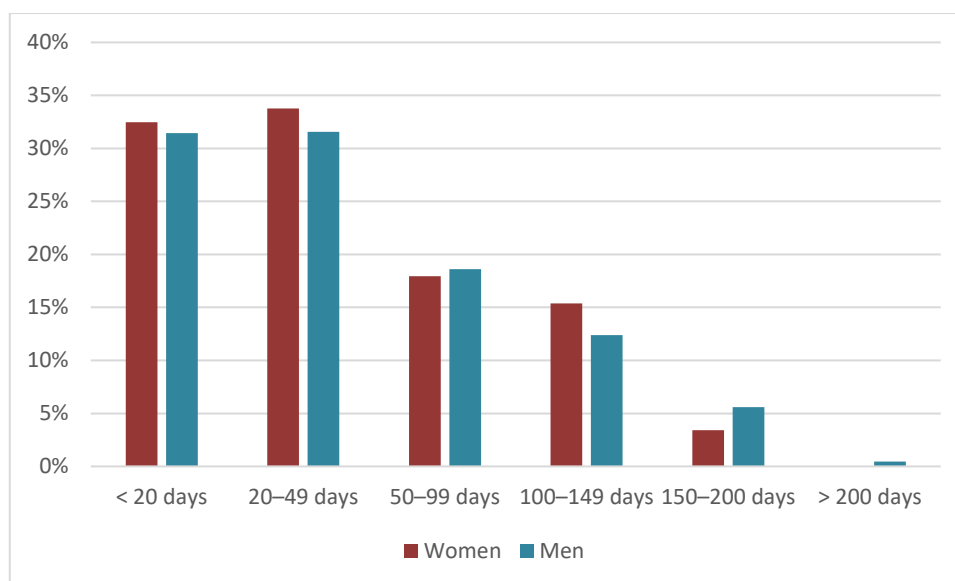


Figure 47. Distribution of ADF women and men (who transferred to Service Categories 3-5 in 2018-19 and rendered service in 2019-20) by category of attendance days, 2019-20

Attitudinal data suggests that flexible service under the Service Spectrum may have a positive impact on women's decisions to remain in the ADF.¹¹⁸ 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 2019-20, 20.2% of all Permanent Force enlistments were prior service enlistments.¹¹⁹ Women comprised 27.2% of prior service enlistments, which is significantly more than the overall proportion of women in the ADF Permanent Force (19.2%) and marginally higher than *ab initio* recruitment (23.3%). Figure 48 shows prior enlistment distribution for 2019-20.¹²⁰

¹¹⁸ 2018 Defence YourSay Survey.

¹¹⁹ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 4; ADF Permanent Force enlistments (all modes of entry) by gender and rank group, 2019-2020 and Table 52: ADF Permanent Force prior service enlistments by gender, mode of entry, and rank group, 2019-2020.

¹²⁰ See Supplementary Data Tables to *Women in the ADF Report 2019-2020* - Table 52: ADF Permanent Force prior service enlistments by gender, mode of entry, and rank group, 2019-2020.

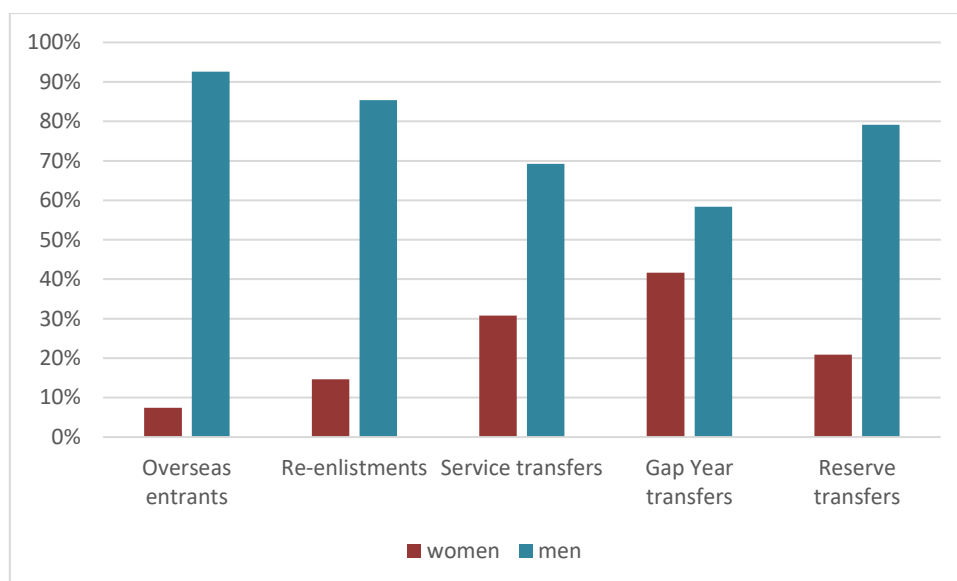


Figure 48. Distribution of prior service enlistment by type, for the total ADF Permanent Force, 2019-20

Key observations and trends

Marginally less women than men transferred to SERCAT 3-5, and with the exception of Air Force, more women than men in Navy and Army rendered service in 2019-20.

Women comprised 27.2% of prior service enlistments, which is significantly more than the overall proportion of women in the ADF Permanent Force and marginally higher than *ab initio* recruitment.

Achievements against KPIs		
9	Women transfer to the Reserves and use Reserve and Total Workforce Model options at a similar rate to men	Achieved
		In Progress/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 Army and Air Force 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 highly 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.

Although women are accessing professional education opportunities at a rate that exceeds their overall participation in the ADF, a strong focus is still required to improve women's inclusion in leadership positions. 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 has improved over time.

The proportion of women in senior leadership and representational positions has decreased for Army and Navy since last year. Women's participation in deployments has increased since last year, but remains low in comparison to their participation rate in the ADF. However, in 2020, the percentage of women deployed to UN peacekeeping missions exceeded the UN's participation target for women of 17%. ADF 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. Less women than men transferred to SERCAT 3-5, however, more women than men rendered Reserve service.

In 2019-2020, women continue to be significantly and disproportionately impacted by sexual misconduct, which, beyond the effect directly on personnel, can also affect the ability of a military to attract and retain the best possible talent. The culture of the organisation must inherently support and enable the inclusion of all personnel equally and without bias or discrimination, in order for them to achieve their full potential.

Overall, the participation and representation of women in the ADF is improving, and the ADF is performing well in comparison to NATO member and partner nations. 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 2019-20, there was a decrease in actual and percentage achievement of Officer female recruits, but an increase in actual and percentage achievement of sailor female recruits. However, the combined Officer and sailor actual and percentage achievement of female recruits increased. Female achievement in 2019-20 for full time Navy was 23% of the overall Permanent Navy achievement (exclusive of female Gap Year participants: 64 sailor and 16 officer). Notably, officer actual achievement of 76 was an improvement (+6) in actual numbers in recent years.¹²¹ Comparatively, in 2018-19, DFR female recruiting was 21% of overall Permanent Navy achievement (exclusive of 77 female Gap Year participants) and in 2017-18, the figure was 31% 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.¹²² 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.¹²³ Current serving women who are excelling in their roles are

¹²¹ 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

¹²² Other examples are the Specialist Recruiting Team – Indigenous and Specialist Recruiting Team – Engineers.

¹²³ <https://navy.defencejobs.gov.au/about-the-navy/women-in-the-navy>

profiled to provide potential candidates with direct insight into the career opportunities for women, particularly in non-traditional roles.

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.¹²⁴ During 2019-2020, 32 out of a total of 38 women (84.2%) 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. Unfortunately COVID-19 has not allowed for experimental camps to be run in 2020.

Gap Year

The Gap Year program provides candidates with the opportunity to explore Navy careers. Sailor Gap Year applications routinely exceed targets, with offers distributed on the basis of merit. Unlike previous years, specific workgroups were targeted for Officer Gap Year targets. The specific vocations targeted were mainly engineering and maritime warfare officers, including submariners in these workgroups. All sailor Gap Year targets and 88% of Officer Gap Year targets were achieved in 2019-20. Women filled 64 of the 100 sailor positions (64%) and 16 of the 44 officer positions achieved (36%).

Army

Specialist recruiting teams

The ADF employs 21 women as members of the SRT-W of which 10 are Army women. These individuals are subject matter experts on pathways and Service-specific initiatives to recruit women into the ADF. SRT-W is primarily involved in sourcing and mentoring female candidates at DFR Centres in Adelaide, Brisbane, Canberra, Melbourne, Sydney, Perth, Darwin and Townsville – although a need has been identified to have an SRT-W recruiter in all 16 DFR Centres.

The SRT-W team provides women who are interested in gaining employment in the ADF with an avenue for them to feel comfortable to ask the difficult questions, to assist them in preparing for their milestones in their recruitment journey and most importantly assisting them in increasing their fitness standards through mentoring.

¹²⁴ Compared to four years for men

SRT-W provide a face and career profile that female candidates can see themselves doing one day. They aim to humanise an organisation that is held to a very high standard.

Over the period July 2019 to February 2020, 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.

The impact of SRT-W is that it is tangible and has proven results in increasing the female pipeline and conversion through SRT-W recruiting initiatives. SRT-W provides a uniquely personal and relatable perspective that alleviates common barriers to joining and maximises candidate engagement and investment in their own recruitment journey.

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 been modified over time depending on the demand for particular roles. Categories can be added to this list for a number of reasons which includes attracting women to non-traditional roles and balancing intake to mitigate vacancies. Since January 2016, Army has implemented two year IMPS for both 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 Command Systems Operator and Infantry Soldiers. In 2019-20, 32 females enlisted on reduced IMPS in these four trades with a further 74 females enlisted into an employment category with reduced IMPS overall. 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. In 2019-20, seven women used *Recruit when Ready*.

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. There is also an emergence of females seeking *Recruit to Area* in order to balance their Army career with elite sports participation. In 2019-20, 16 women used *Recruit to Area*.

In 2019-20, 106 women enlisted to categories with reduced IMPS, seven women used *Recruit when Ready*, 16 women used *Recruit to Area* 27% of the female full-time general entry inflow utilised one or more of these special measures; when combined with the Pre-Conditioning Program, this increased to 51. These measures are recommended as critical to Army diversity outcomes in the coming years.

Media

Female-targeted advertising is a routine part of ADF recruiting and marketing in digital, social, and traditional channels. Army advertising campaigns continue to align with sport and entertainment broadcasts with high female indexing audiences. Tactical online job board activity continues to be deployed with targeting and creative options, tailored to potential female candidates.

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.

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 with no ongoing service obligation. In 2019-20, Army Gap Year saw 270 soldier participants undertake training, initially at 1RTB as basic soldiers, followed by their Initial Employment Training for employment in six employment categories: Rifleman, Unit Quartermaster, Command Support Clerk, Driver, Artilleryman and Artillery Air Defender. In addition, 30 young men and women completed the full time accelerated First Appointment Reserve Officer Course followed by their Corp Specific Officer Basic courses.

The 2020 program has approximately 30% participation by women in the soldier programs (75 of 270) and 17% in the officer programs (5 of 30). Anecdotally, the program is attractive to female participants as there is no IMPS obligation applied.

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. They undertake all functions of their roles in a full time capacity within units until the completion of the program where they are then offered the opportunity to continue to serve in the Army in roles they are qualified in. In 2019 approximately 90% of participants who completed the program chose to continue in a full or part time capacity in the Army.

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.

Thirty-two APCP courses have been conducted since July 2016, with seven of those programs being conducted in 2019-20, two of which remain underway. Since the program began in 2016, 753 women have enlisted into Army via the APCP. Of these, 589 women (78%) have graduated from the APCP, with 59 women (7.8%) currently still enrolled in a program. Of those enlisted, 459 women (61%) successfully completed recruit training, with 56 women (7.4%) still in training.

It is noted that some females are transferred onto the APCP if they fail to reach the necessary physical fitness standard at Kapooka. To date, 89 women have been transferred to this program either from another diversity pathway program or from 1RTB (general entry enlistments).

Noting the success of the APCP to date, Army recently commenced a trial aimed at further increasing female participation in Army. The trial allows eligible females to commence the APCP at a lower entry standard for physical fitness. The trial is being conducted in conjunction with Defence Science and Technology Group to ascertain any impact on lowering the physical fitness entry standard for women commencing the APCP. The outcomes of this trial will be assessed at the completion of the 2020 calendar year.

Completion rates for APCP course have reduced slightly with the three year average dropping from 85% (at the end of 2018-19) to 78% (at the end of 2019-20). It is assessed that there is a link to the current APCP trial which has seen a slight increase in separation during the program.

Since the inception of APCP in 2016, seven APCP graduates have received awards at 1RTB. Specifically, four have received the Cameron Baird VC Trophy for the Most Outstanding Soldier, two were recognised for best achievement in physical training, and one received the Skill at Arms Award.

In 2019-20, 178 women commenced the APCP; this accounts for 37% of the female full-time general entry inflow (whom otherwise would not have been eligible to enlist). Of these, 164 women (93%) have either completed the APCP or are still attending the program. Of those that completed the APCP, 38 women (21%) have successfully completed recruit training, with a further 56 women (53%) still in training.

Since the commencement of the APCP lower physical fitness trial, 81 women (45% of all females enlisted via this program in 2019-20) have enlisted into Army.

In general, the APCP is viewed favourably by Army applicants who see Army as an organisation that is invested in the development of its people.

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 2019-20, with 97% *ab initio* recruitment achieved. Overall 38% of *ab initio* targets were filled by

women (30.2% officers and 40.1% Airmen). In addition, women comprised 34.2% of ab initio recruitment (including Gap Year) in the non-traditional employment roles of Engineering and Technical and Force Protection and Discipline.

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 (GPS) has been replaced with the Tertiary Aviation Reimbursement Scheme (TARS). Reimbursement of the cost of an aviation degree under the GPS was restricted to those candidates who completed Pilot Course. The TARS opens reimbursement across the whole of Officer Aviation family and has also been expanded to include indigenous candidates (both male and female).

Service obligations

The Aviation Screening Program was introduced in March 2018 and has collected data on first preference by gender. Despite Female Direct Entry Pilot's having a lower Service Obligation than the other Pilot and Mission entry options, it continues to have a lower Female percentage of applicants. Service Obligation may not be the barrier it was thought to be.

Experiential camps

Air Force recognises that diversity is a key to capability and as a result has actively implemented a range of diversity orientated initiatives. One initiative aimed at increasing female recruitment and promoting Air Force as an employer of choice to young women, is through the hosting of experiential Flight Camps and Technical Camps.

The camps are a Chief of Air Force initiative that gives young women aged between 15 and 24 the opportunity to explore the exciting aviation and technical trade careers available within the Air Force. Whilst experiencing military aviation roles first hand, the participants also experience the day-to-day routine of an Air Force base and have several opportunities to engage with current Air Force members and Defence Force Recruiting specialists to discuss possible careers within the military.

Flight Camp. Flight Camp provides participants with a hands-on opportunity to explore the available aircrew roles for women in Air Force, while also giving them an opportunity to discuss Air Force careers with women working in those fields. The camps are generally four days in duration and include tours/ experiential activities with flying squadrons, including a flight in an aircraft, flying in simulators, chatting with Defence Force Recruiting staff, team building, physical training and simulated weapons shoot.

Tech Camp. Have been held at RAAF Base Wagga, Amberley and Williamstown. Tech Camp provides a secure and relaxed environment to allow participants to explore technical trades in Air Force, through hands on activities with tools and equipment to demonstrate their

aptitude and ability to pursue these career options. The camps are generally four days in duration and include tours/experiential activities with technical training schools, Defence Force Recruiting, team building, physical training and a simulated weapons shoot.

Year of Camp	Flight Camp No of Participants	Tech Camp No of Participants
2018	53	35
2019	101	21
2020	No Flight Camps were held before the COVID-19 restrictions came in.	20

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 2020, 170 AFGY members commenced training in six different employment categories. Ninety-three of the 170 targets were filled by women, representing 54.7% of the AFGY intake. In 2021, the program is expected to comprise 220 participants across the same six employment categories.

Mentoring, networking and sponsorship programs

Navy

Navy Women's Mentoring Program

The Navy Women's Mentoring Program was officially launched in July 2020 and has been designed to link Navy personnel of all ranks, categories, primary qualifications and experience, through a virtual mentoring framework. Mentoring is extended to all genders and applicants have been paired with an experienced mentor from across Navy in a structured 12-month mentoring program that best suits the applicant's requirements. The program offers mentees three different streams of participation; pre/post-partum, parenting and professional development. All mentors and mentees subscribed to the Navy Women's Mentoring Program have been provided training prior to undertaking their mentorship with that has been developed in collaboration with Women and Leadership Australia.

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).¹²⁵ 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 2020, 14 mentees and 16 mentors have participated in the program which has included a combination of both uniformed and APS staff.

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.

The Navy Women's Development Program

The Navy Women's Development Program 2019-2021 was designed to empower and motivate our Navy female workforce through a range of conferences, courses, events and recognition platforms. The program supports the growth of female retention and representation across all ranks by providing opportunities for improving leadership and professional development of our female workforce. In 2020, Navy sponsored 93 women of all ranks to undertake a range of professional development courses through Women and Leadership Australia, GLAM and PwC which aligned to the participants current and future career aspirations.

Navy women's Mentoring and Networking forums

During 2020, the Navy Women's Mentoring and Networking Forums were scheduled to be held at HMAS *Penguin*, *Cerberus*, *Cairns*, *Coonawarra*, *Harman*, *Albatross* and *Stirling* and were designed to motivate our Navy female workforce through engagement, connection and a *see it to be it* philosophy. Due to the restrictions surrounding COVID-19, the face to face forums were postponed and are being re-developed as virtual forums. The re-developed virtual Navy Women's Mentoring and Networking Forums are expected to re-commence in November 2020.

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 grassroots feedback from 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 of the group is to assist Navy in achieving greater female representation rates through identifying barriers impacting our female workforce and their ability to provide unrestricted service.

¹²⁵ Further information about this Program is available at: www.tftc.net.au.

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. In 2019, two of six AICDP participants were women.

LTCOL Jennifer Harris, RAE was placed with Questacon from Jan to Dec 19 where she was employed as Senior Manager - Strategic Projects. This placement required her to undertake a comprehensive review of Questacon's National Outreach Program, and lead the development of a 10-year strategy for their future National Presence, supporting their mission to excite and motivate people through inspirational learning experiences. Her experiences facilitated linkages to leaders across Government and Industry, supported networking, work within strategic planning, and provided valuable formal and informal mentoring opportunities.

WO1 Kellie Brett, RAAOC RSM, was placed with RSL Victoria from Jan to Dec 19 where she supported the RSL Active program. She had the opportunity to work within Legal, Charity/Risk and Strategic Planning, particularly observing future contractual proposals for the maintenance & analysis for Electronic Gaming Machines (EGMs) and loyalty systems (membership). She was also invited to assist the Appeals team, which involved travelling to sub-branches throughout Victoria in preparation for the RSL Vie Poppy Appeal. Her experiences facilitated building strong networks and ability to provide direct input from a serving member's perspective, and she was able to assist with the strategic planning for understanding the dynamics of younger veterans.

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

emerging strategic, joint and integrated environment. In 2019-20, three of 16 participants were female.

Chief Executive Women's Leadership Program sponsorship

Army engages in the Chief Executive Women's Leadership Program.¹²⁶ 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. Due to COVID-19 the program was suspended in 2020.

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.¹²⁷ Due to COVID-19 participation in the program was suspended in 2020.

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 2019, a 'Women Speaking Workshop'¹²⁸ was conducted in two locations attended by over 70 Air Force women, to help build their speaking and presentation skills. (Unfortunately COVID restrictions has postponed all 2020 workshops).

Women's Integrated Networking Groups (WINGs)

The majority of the workforce is able to easily maintain regular networking and mentoring opportunities through everyday workplace interactions. However, members in under-represented groups find it hard to build these support networks in the workplace, as they are normally the only, or one of very few, in a similar situation. Women in feminised employment groups already have strong networks with like-minded women, but our female technicians, engineers and aircrew etc may not have those everyday opportunities in training and the workplace to meet other women and share their experiences.

The Women's Integrated Networking Group (WINGs) program brings women of all employment groups and ranks together to provide mutual support and advice for having a lasting career in Air Force, while also offering the chance to hear from invited guest speakers from within Defence and external organisations about issues affecting women and their careers. WINGs is a 10-month, locally delivered program for Air Force women, involving a two-hour facilitated session once every four to six weeks (running Feb-Nov). Following the success of the program trial at RAAF Williamtown in 2011, WINGs rolled out across all Air Force bases in 2012.¹²⁹

¹²⁶ For further information, see <https://cew.org.au>.

¹²⁷ For further information, see <https://avrilhenry.com/services/glam>.

¹²⁸ For further information: see <https://www.catherinemcgrathmedia.com.au>.

¹²⁹ For further information, see <https://www.airforce.gov.au/our-people/our-culture/women-air-force/womens-networking>.

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 August 2019, Air Force attended the Canberra Summit with eight participants and four mentees. The mentee tickets were offered to candidates applying through DFR for aviation roles. Unfortunately COVID restrictions have postponed or cancelled 2020 Summits, however Air Force personnel have participated in "No career takes you higher" aviation career promotion advertisements and other virtual forums.¹³⁰

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).¹³¹ 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 2019-2020 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.

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.

¹³⁰ For further information, see <https://www.aviationaerospace.org.au/pages/women-in-aaa>.

¹³¹ For further information, see <https://www.awpa.org.au/>.

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. Prior to COVID-19 limiting activities there were approximately 35-50 women attending weekly fitness sessions.

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 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. The Female Mentoring Program has been rolled into the Academy Sponsor Family and Female Mentoring Program for 2020.

Defence

Diversity and Inclusion Speaker Series

The Diversity and Inclusion Speaker Series engages Defence personnel through Days of Significance, such as International Women’s Day, which in 2020 celebrated ‘Generation Equality’, with a discussion focused on promoting a more equal society. The Series aims to increase Defence capability by enhancing awareness and understanding of the benefits of diversity and inclusion in the workplace so all of our people feel supported and empowered to contribute, develop and succeed.

International Women’s Day 2020

The theme of Defence’s 2020 International Women’s Day event held in Canberra on 11 March 2020 was ‘Generation Equality’. The event included two keynote presentations, from an external gender consultant and serving senior Army officer, focusing on advancements in equality, as well as a panel discussion involving female ADF members, who spoke about their positive experiences and opportunities as members of the ADF. The panellists highlighted some of the challenges they faced throughout their careers and encouraged other ADF women to seek out opportunities and to have confidence in their abilities, providing inspiration for the next generation of ADF leaders.

Australian Institute of Company Directors

Defence is committed to supporting the Australian Government's gender diversity target of women holding 50 per cent of Government Board positions. To support meeting this target, Defence provides ADF and APS women with the opportunity to complete the Company Directors course through the Australian Institute of Company Directors. This course provides participants a greater understanding of the duties and responsibilities associated with board membership. Four ADF women participated in 2019-2020 and a total of eight ADF women have completed the course and are included in the register of 'Board Ready' women.

Diversity Champions

- The CDF joined the Founding National Male Champions of Change (MCC) group in 2015. The MCC Institute works with influential leaders to redefine the male role in taking action on gender inequality. It enables and supports peer groups of male leaders, to step up beside women and drive the adoption of actions across the private sector and government. Defence contributes to the annual Global Impact Report by the MCC and the CDF represents Defence in MCC activities throughout the year.
- Senior Executive Service (SES) Diversity Champion - Gender: Defence has a number of SES Diversity Champions who provide visible senior leadership, support and advocacy for diversity and inclusion across Defence. These Champions drive diversity and inclusion related initiatives and give voice to matters that directly affect employees, with a focus on their diversity portfolio. Defence's Gender Champion lends their standing and voice to the organisations priorities and actions in support of gender equality.

Mentoring Circles

Mentoring Circles for Women in Defence is a leadership initiative, designed to provide high potential APS and ADF female employees with career resilience, and leadership training and development. It aims to help retain and nurture existing talent through building a culture of diversity and inclusion and empowering women to develop and advance their careers in Defence. Mentoring Circles are proven to create a momentum for action and learning well beyond the formal boundaries of more traditional development initiatives.

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
AHRC	Australian Human Rights Commission
AICD	Australian Institute of Company Directors
AICDP	Army Industry and Corporate Development Program
APCP	Army Pre-Conditioning Program
AUSCDT 1	Australian Command Diving Team One
AWPA	Australian Women's Pilots Association
CDF	Chief of Defence Force
COSC	Chiefs of Service Committee
DCO	Defence Community Organisation
DEO	Direct Entry Officer
COSC	Chiefs of Staff Committee
DASS	Defence Assisted Study Scheme
DEO	Direct Entry Officer
DFR	Defence Force Recruiting
FINE	Females in Navy Engineering
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
MCDO	Mine Warfare and Clearance Diving Officer
MWDU	Members with Dependents Unaccompanied
NAP	National Action Plan

NATO	North Atlantic Treaty Organisation
NPCMA	Navy Personnel Career Management Agency
PAC	Personnel Advisory Committee
SeMPRO	Sexual Misconduct Prevention and Response Office
SERCAT	Service Categories
SES	Senior Executive Service
SRT-W	Specialist Recruiting Team - Women
TARS	Tertiary Aviation Reimbursement Scheme
TFTC	The Future Through Collaboration
TWM	Total Workforce Model
TWS	Total Workforce System
UN	United Nations
UNSCR	UN Security Council Resolution
WINGS	Women's Integrated Networking Group
WPS	Women, Peace and Security
YOU	Your Opportunity Unlimited