

Women in the ADF Report 2020-2021

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Foreword

The *Women in the ADF Report*, now in its ninth edition, continues to serve as an important insight to the effectiveness of cultural change strategies and initiatives required to improve gender equality in the Australian Defence Force (ADF) and benefit Defence organisational capability. Since 2013, and as a result of the 2012 *Review into the Treatment of Women in the ADF*, cultural reform continues to focus on increasing ADF women's participation and advancement 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.

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 its gender diversity and inclusion targets. 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. The data relating to each KPI has been measured against a set of metric criteria and measurements, created in 2021, and is represented in the table *Measuring Success against Key Performance Indicators*. 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 their potential.

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 2021-2031* (NAP). The NAP provides an opportunity for the ADF to continue to shape and influence positive changes to women's experiences and advancement on all levels. The ADF's response to the NAP, the *Defence Gender, Peace and Security Mandate* reinforces Defence's commitment to the United Nations Women, Peace and Security agenda, with a focus on increasing capacity through increased women's participation across all ranks and employment occupations, deploying more women on exercises, operations, humanitarian and disaster response missions, and their appointment to key engagement and representational roles.

Where possible, Defence's progress against the KPIs is assessed against other external military and civilian benchmarks, to ensure considered and contextual responses, and is reflected in relevant parts of the Report. 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* 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. Similarly, analyses in the report relating to women in senior committees and the gender pay gap draws on data from the Workplace Gender Equality Agency Annual Report.

Executive summary

The ADF continues to implement strategic initiatives to improve gender diversity and inclusion. The *Women in the ADF Report 2020-21* 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 Report shows that overall, there has been a significant improvement in progress since last year. The proportion of women in the ADF continues to increase. In 2020-21, women comprised 19.7% of the ADF workforce, an increase of 3% since 2017. Importantly, Army and Air Force have achieved their 2025 participation targets of 15% and 25% respectively. 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.

The recruitment of women remains problematic. In 2020-21, the ADF only achieved 59.8% of its recruiting target for women, and recruiting to some employment occupation groups, such as engineering and combat, has historically proven challenging. However, the proportion of women in every occupational group continues to increase slowly. Of note, completion rates for initial entry training for direct entry officer and other ranks were only marginally different between women and men, and for the first time, women completed degree training at the Australian Defence Force Academy at a higher rate than 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 to an achievable critical mass.

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.

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 and overall is proportionally lower than their participation rates. 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, exceeding the ADF participation rate for women. For United Nations (UN) peacekeeping missions, women's participation surpassed 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, although less women have been promoted than in the previous year.

The retention of members remains a priority issue for the ADF. Women are serving for less time than men, and with the exception of Air Force, 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 2019-20, 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 2020-21.

The 2020-2021 report also includes data reflecting the prevalence of sexual offences and sexual harassment in Defence. Women continue to be 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.

Despite these results, women's lived experiences in the ADF are varied. Women reported similar levels of well-being and had similar perceptions of job engagement and career progress to men across all three services and the overall ADF. While women reported more positive perceptions of senior leaders overall and specifically in Army, they also reported lower levels of team inclusion (for the whole of ADF and Air Force), and across all three services and overall, women reported lower levels of morale compared to men.

Overall, the report shows a steady improvement overall in women's participation in the ADF in 2020-21, however, all areas require continued focus. Priority should be given to improving women's 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.

Introduction

Defence will continue to meet strategic workforce demand¹ as well as Government's policy commitments² to deliver a diverse workforce, including the higher participation rate of women. A decline in public support and trust in the Australian Defence Force in the context of high rates of public awareness and reports of women's negative experiences of the workplace is likely to contribute to ongoing workforce challenges.³ Supply and demand factors affect women's participation in the ADF and their experiences of inclusion. These include geo-political and economic factors, Defence culture and workforce pressures (see Figure 1a. below).

Societal shifts are changing the 'where', 'how' and 'why' people work. Millennials are far less loyal to their employers than their parents were. Increasing worker preferences for a "portfolio career" means traditional career models in Defence will continue to exist but become less dominant.⁴ The pool of women candidates with a propensity to serve in the ADF is quite small- noting that Defence is competing with other security and emergency services to recruit females from the same pool.⁵ 2020 survey research indicates that 11.5 per cent of 17-24 year old and 9.8 per cent of 17-34 year old eligible women respondents expressed any interest in joining the ADF.⁶ This research concluded that the ADF cannot expect to recruit more than 2000 women per year. This assumes that eligibility for, and propensity to, serve remain constant and that push and pull factors relating to the broader labour market do not vary significantly over a period of time.

Worker expectations about balancing career with family are also changing. While there is some flexibility in Defence's employment model, it remains relatively rigid with limited flexible working arrangements.⁷ The 2020 survey report suggested that career priorities for eligible and interested women were work/life balance, living away from family and friends and "it's not for someone like me", fear of injury and lack of information.⁸ Gendered differences in working patterns and life stages related to 'motherhood wage penalty'⁹ will have direct implications for Defence workforce. The highest proportion of Australian mothers are between 30 and 34 and the average age for first-time mothers is 29.4. This places child-bearing in the target demographic for recruitment.¹⁰ To attract a diverse workforce, Defence may need to focus on developing industry competitive EVPs that consider such things as parental leave, the impact of posting cycles on family life and modelling the impact of these on recruitment and retention. Defence must consider how to position its EVP to compete successfully at a nationally level to attract and retain a small pool of potential recruits. Defence's inclusive culture initiatives, including participation of Aboriginal and Torres Strait Islander peoples, women and people from diverse backgrounds will enhance Defence's ability to attract people from all parts of Australian community to achieve its required skilled workforce.

Economic growth drives workforce demands that ultimately affects the attraction, recruitment and retention of diverse capability. Uncertain macroeconomic conditions related to the pandemic will have a

¹ 2016 Defence White Paper, 2020 Defence Strategic Update, 2020 Force Structure Plan, 2021-22 Defence Planning Guidance, ADF Joint Workforce System, Defence Transformation Strategy 2020, Naval Shipbuilding Plan 2021, Thodey Review of the APS, and APS Workforce Strategy 2025

² United Nations Security Council Resolution on Women, Peace and Security UNSCR1325 and the APS Gender Equality Strategy 2016-19.

³ MacKenzie, Megan, Gunaydin, Eda and Chaudhuri Umeya, 2020. 'Illicit Military Behaviour as Exceptional and Inevitable: Media Coverage of Military Sexual Violence and the "Bad Apples" Paradox', *International Studies Quarterly* vol. 64: 45-56.

⁴ Defence Strategic Workforce Plan 2016-2026, Part 2, see also Defence Strategic Workforce Plan 2021-2040 Part 1

⁵ Australian Survey Research (2020), *Defence Force Recruiting External Review of recruiting women in the ADF*.

⁶ Australian Survey Research (2020), *Defence Force Recruiting External Review of recruiting women in the ADF*.

⁷ DPIR 2021. *Workforce Outlook 2020: Economic and Employment, Skills-STEM and Naval Shipbuilding and Demographic*.

⁸ Australian Survey Research (2020), *Defence Force Recruiting External Review of recruiting women in the ADF*.

⁹ Michelle J. Budig and Paula England (2001) 'The wage penalty for motherhood', *American Sociological Review*, Vol 66: 204-225.

¹⁰ Australian Institute of Health and Welfare, Australia's mothers and babies, Maternal Age, 15 December 2021.

long term gendered impact in some industry sectors and skill segments. Women have suffered disproportionately during the pandemic due to distinct gender patterns in the Australian workforce. Modelling undertaken in a recent study, *Changing the Trajectory: Investing in Women for a Fairer Future* (2021) suggests that the pandemic poses significant risks to young women's future economic trajectory in Australia.¹¹ The disproportionate care burdens that women face will continue to have an impact on their ability to fully participate in the workforce, their propensity to enlist in the Defence force or exit Defence workforce. Generational shifts in the Australian workforce means Baby Boomer's decades of knowledge and experience are leaving Defence. Changing cultural composition of Australia's population as well as decline in skilled migration due to COVID 19 will have a long lasting impact on the pool of candidates with a propensity to serve in the ADF.¹²

Defence will require a larger workforce with new skills to deliver and operate new and enhanced Defence capabilities. Defence's future workforce growth is heavily skewed towards increasing STEM capabilities.¹³ The ADF is competing against similar science related Australian employers to attract women's talent from a relatively small pool.¹⁴ The female proportion of enrolments and completions in engineering and related technologies has increased since 2015, but remains lower than male students. In 2019, 18 per cent of university enrolments and 17 per cent of university completions in engineering and related technologies were women.¹⁵ Similarly, numbers were even lower in Vocational Education and Training (VET) engineering and related technologies courses, with 10 per cent of enrolments and 12 per cent of completions being women. Lower participation of women in Science, Technology Engineering and Mathematics (STEM) fields will make it even harder for Defence to successfully compete and draw talent from existing and future STEM pool. Recruitment of women into Engineering and Combat groups has always been challenging and in the foreseeable future this may be further exacerbated by these supply shortages.

Engineering and Related Technologies are the fastest-growing critical occupations in the Defence industry. Over the next five years, rates of growth in skills groups aligned to Defence occupations are forecast to grow and almost all these skills are highly important for Defence's future workforce.¹⁶ This will only increase the competition for female talent in these occupations and all ICT and most engineering occupations are expected to be in shortage over the next decade. Despite efforts to encourage women to pursue a career in STEM, enrolments and completions in IT, engineering, and related fields are still dominated by males. Education pipelines in these critical skills occupations suggests that it will be difficult for Defence to recruit women into engineering and IT roles. Defence-industry also relies on a STEM workforce with specific Defence knowledge and experience¹⁷ and this poses a threat to retaining and recruiting women's talent from an already small and shrinking pool in key Defence-STEM occupations.

Despite the easing of legislative restrictions on equal pay for equal work in Defence, the prevalence of sexual harassment in workplaces as well as systematic biases related to organisational climate and culture poses a reputational risk to ADF. Recent reviews and inquiries such as the Afghanistan Inquiry¹⁸ and the

¹¹ Leonora Risse and Angela Jackson (2021) *Changing the Trajectory: Investing in Women for a Fairer Future*, Equity Economics and Development Partners

¹² Defence Strategic Workforce Plan 2016-2026, Part 2. See also Australian Survey Research (2020), *Defence Force Recruiting External Review of recruiting women in the ADF*.

¹³ Defence Strategic Workforce Plan 2021-2040 Part 1

¹⁴ Australian Survey Research 2020, *Defence Force Recruiting External Review of recruiting women in the ADF*

¹⁵ DPIR 2022. *Workforce Outlook 2021: Economic and Employment, Skills-STEM and Naval Shipbuilding and Demographic*.

¹⁶ DPIR 2022. *Workforce Outlook 2021: Economic and Employment, Skills-STEM and Naval Shipbuilding and Demographic*.

¹⁷ Defence Strategic Workforce Plan 2016-2026, Part 2

¹⁸ <https://afghanstaninquiry.defence.gov.au/sites/default/files/2020-11/IGADF-Afghanistan-Inquiry-Public-Release-Version.pdf>

interim report from the National Commission on Defence and Veteran Suicide¹⁹ could harm Defence’s reputation as a potential employer.

Climate change related environmental stresses will only increase in severity and frequency in the coming decade.²⁰ Defence will continue to respond to natural disasters both within Australia and regionally. The need to increasingly balance domestic and regional engagement in recent disaster relief and recovery suggests that the demands on ADF workforce are changing. There is an increasing community expectation for Defence to become a “dual force” capable of responding to both traditional security threats and climate-related disasters.²¹ The *2020 Defence Strategic Update* and *2020 Force Structure Plan* outlines the need for workforce to transition and evolve into more complex and emerging capabilities ranging from humanitarian assistance and disaster relief operations to warfighting.²² While it may be challenging on a numerical basis to meet recruitment targets, this perception of the ADF as offering a broader range of community service-based roles may benefit diversity recruitment. To support Defence’s Gender, Peace and Security (GPS) mandate in the context of natural disaster responses, inclusion of a gender perspective is an operational imperative of women’s participation in the ADF. This underscores the need for Defence to integrate gender perspectives into disaster operations and response tailored to operational tasks and engagement.²³

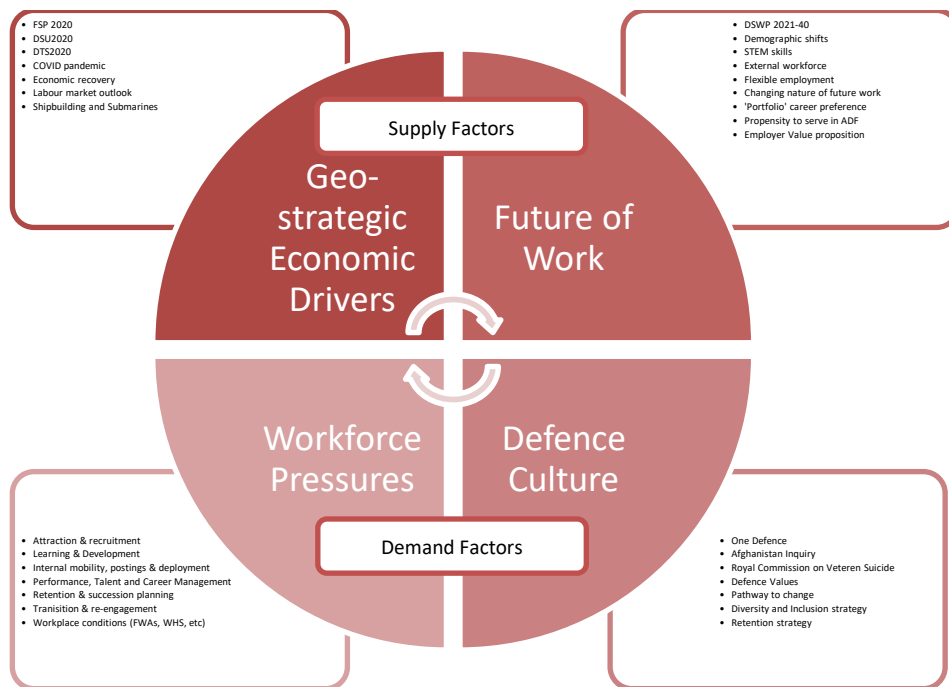


Figure 1a. Factors affecting women’s participation and inclusion in the ADF

¹⁹ <https://www.nationalcommissionerdvsp.gov.au/system/files/2021-09/preliminary-interim-report.pdf>

²⁰ Booth, Miranda. 2022. 'Defence's bullet for disaster isn't silver, its brass', *The Interpreter*. The Lowy Institute.

²¹ Booth, Miranda. 2022. 'Defence's bullet for disaster isn't silver, its brass', *The Interpreter*. The Lowy Institute.

²² Department of Defence 2020. *Lead the Way: Defence Transformation Strategy*.

²³ Chapman, Emily 2018. 'Women in the ADF: the operational imperative of participation'. Australian Strategic Policy Institute (ASPI).

Measuring Success against Key Performance Indicators (KPI)

KPI		Chapter	Progress ²⁴					
			Navy	Army	Army Non-Combat (NC)	Army Combat (C)	Air Force	ADF
1	Progress towards women's representation targets	1: Attraction and recruitment			Army does not have separate participation targets for women in NC and C corps			
2	Progress towards reaching critical mass in identified employment categories	6: Workforce management						
3	Increased acceptance of flexible work practices	6: Workforce management			No disaggregated data available for NC and C corps comparison			
4	Efforts to ensure that more women have opportunities to reach leadership positions	4: Talent and career management 2: Training, education, learning and development						
5	Retention of women is equal to men	5: Retention						
6	Number of women recruited against Service targets	1: Attraction and recruitment			Recruitment target by employment groups is not available.			
7	Completion rates for initial-entry training are equal between women and men	2: Training, education, learning and development			Data was not available when report was compiled			
8	Women are retained in the recruitment pipeline at a similar rate to men	1: Attraction and recruitment						
9	Women transfer to the Reserves and use Reserve and Total Workforce System options at a similar rate to men	7: Transition and re-engagement			No disaggregated data available for NC & C comparison.			
10	Women are represented proportionally in postings and deployments	3: Internal mobility, postings and deployment						
11	No significant difference in cultural reporting between women and men	6: Workforce management				Too few women to report data		
12	Increase in number of women in leadership positions	4: Talent and career management						

Note: in 2020-2021 Army data was reported for the first time where possible by Non-Combat and Combat Corps. For this report combat was defined as infantry, armour and artillery corps. Where there is limited data for comparison between Non-Combat and Combat corps, Army outcomes for KPI achievement is reported as a whole.

²⁴ Progress is measured with a 'traffic light' system representing how close progress is to specific targets using KPI Metric Measurements and Analysis created in 2021.

Chapter 1: Attraction and recruitment

Key Performance Indicators	
1	Progress towards women's representation targets
6	Number of women recruited against Service targets
8	Women are retained in the recruitment pipeline at a similar rate to men

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

- The participation of women is at or above Service's 2023 targets for women's participation
- The number of women recruited is at or above the number required to meet the Service's annual recruitment target
- Women remain in the recruitment pipeline at similar rates to men

Increasing women's participation in the Australian Defence Force (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 2020-2021, recruitment strategies, and enlistment outcomes.

Women's participation in the Australian Defence Force

Each Service has set women's participation targets to be achieved by 2023. These are:

- 25% for Navy with an internal stretch goal of 35% by 2035;
- 15% for Army (achieved), with revised targets of 18% by 2025 and 20% by 2035; and
- 25% for Air Force (achieved) with a revised target of 35% by 2030.

The overall participation rate for the ADF as at 30 June 2021 was 19.7% (Navy: 23.0%; Army: 15.1%; and Air Force: 25.5%).²⁵ Army women's participation rates for Non-Combat and Combat roles was 20.6% and 2.1% respectively.

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 in the

²⁵ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 1: ADF Permanent Force by gender, rank and Service, as at 30 June 2021.

top three in 2018; after Hungary and Moldova and ahead of New Zealand.²⁶ The average participation rate across all NATO member and partner states in 2018 was 11.3% and 11.5% respectively.²⁷

Figure 1 shows that ADF women’s participation has grown steadily over the past five years; an increase of 3.0 % since 2017. In 2020/2021, Army data was reported for the first time where possible by Non-combat and Combat corps. Data is not available for previous years.

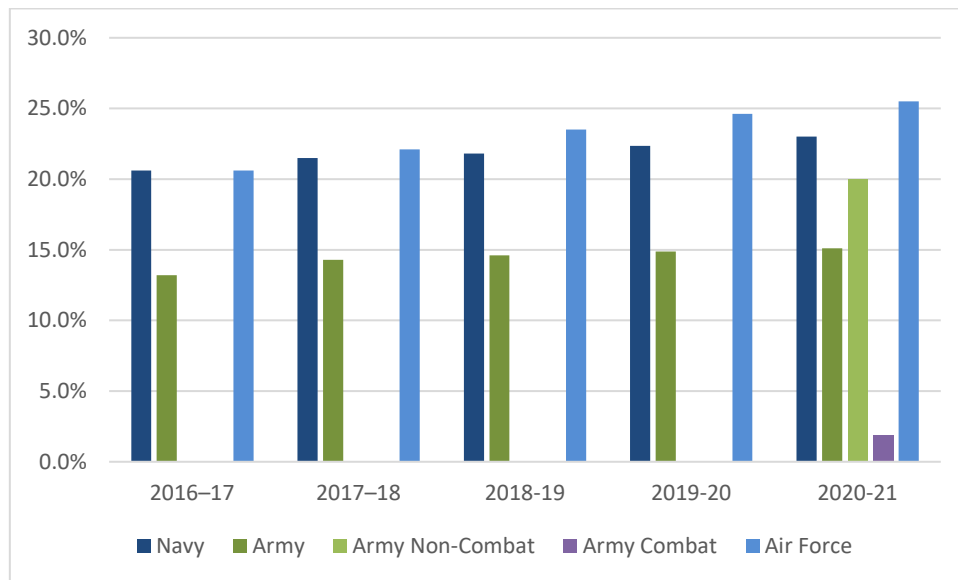


Figure 1. Women’s participation rates by Service, 2016-17 to 2020-21

Due to this upward trend, Table 1 shows that Air Force and Army have achieved their 2023 participation targets; with targeted and sustained recruitment and retention measures, Navy will need to increase participation rates from an average rate of 0.48% to 1% per year.

²⁶ 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. (Current edition)

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

²⁷ Ibid, p. 17-19.

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

Service	2016-17	2020-21	Total increase	Average per year since 2016-17 ²⁸	2023 Service Targets	Increase needed to meet 2023 targets	Average yearly increase to meet 2023 targets
Navy	20.6%	23.0%	+2.4%	0.48%	25%	2.0%	1%
Army	13.2%	15.1%	+1.9%	0.38%	15%	-0.1%	0%
Air Force	20.6%	25.5%	+4.9%	0.98%	25%	-0.5%	0%

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 (with the exception of O-8 and E-10 respectively). However, the proportion of women promoted to O7 and E8 and above exceeds ab initio recruiting in the 1990s noting that promotion pipeline is not only dependent on ab initio recruitment and period of Initial Minimum Period of Service (IMPS) but also length of time in service as discussed in latter chapters. Notwithstanding, the proportions women in each rank replicate a distribution similar to that of women in NATO member nations.²⁹

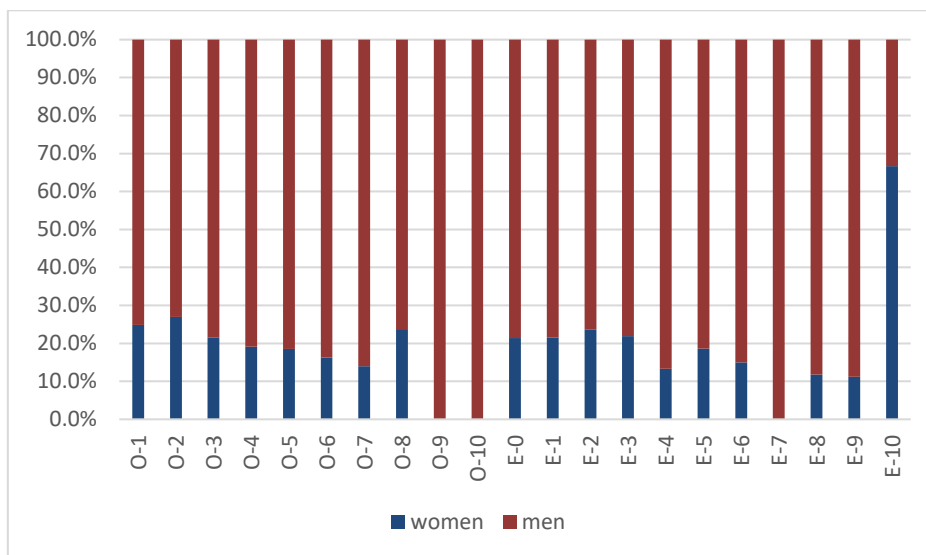


Figure 2. Distribution of women and men by rank, 2020-21

²⁸ Calculations based on difference between 2016-17 and 2020-21, divided by 5 (representing total number of years), resulting in an average per year.

²⁹ NATO, 2018, p.53.

Net flow of women

Figure 3 compares total women's enlistments with total women's separations for the previous five 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.³⁰ Of note, there has been a decrease in the net flow of women from last year (412 in 2020-21; 550 in 2019-20).

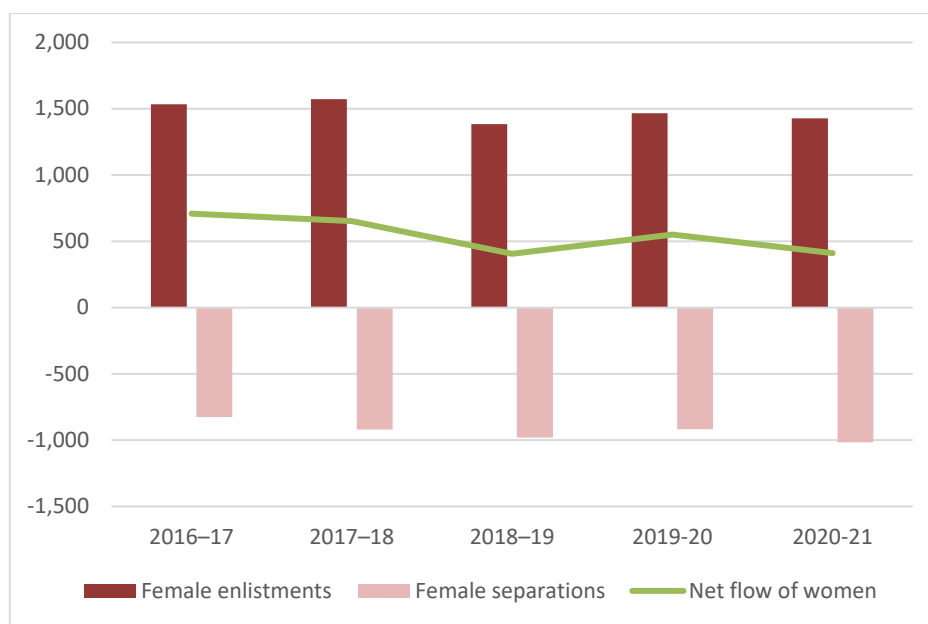


Figure 3. Net flow of women in the ADF (enlistments to separations), 2016-17 to 2020-21

Targets for women's recruitment

In 2020-21, the ADF set a total recruitment target of 2,739 (including Gap Year) women across the Permanent and Reserve forces of which 1,633 women were recruited. This represents a target result of 59.6%, which is a 5.5% increase from 2019-20.³¹ In 2020-21 women comprised 23% of the overall recruitment targets for ADF women and men. Navy set a target of 739 and achieved 385 which is a 52.1% shortfall. Army set a target of 1419 and achieved 758 (53.4% of the target).³² Air Force target was 581 and 490 were recruited (84.3%). A slight increase by Air Force would lift their results into a green light for the KPI.

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

³⁰ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 2: Comparison of ADF Permanent Force enlistments and separations by gender and Service, 2016-17 to 2020-2021.

³¹ In 2019-20, the Services set a recruitment target of 3,117 women of which 1,646 were recruited (52.8%) (*Women in the ADF Report 2019-20*).

³² Unlike Navy and Air Force, Army does not have targets by employment category but an aggregate number.

(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%).³³

Recruitment to Engineering, Maintenance and Construction, and Combat and Security occupation groups has historically proven challenging for women’s 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 has achieved a stable propensity (30%) for women to consider a career in the ADF over the past 12 months. Of note, the campaign evaluation tracking shows a +12% from benchmark for impact and understanding of the key campaign messages amongst the target audience.

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
- Army “Recruit to Area’ and ‘Recruit When Ready’ programs to support potential women candidates
- An ‘Aviation Screening 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.

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 2020-21, and demonstrate a high rate of participation by women.

ADF Gap Year Highlights	
Navy	Women filled 51 of the 75 sailor positions (68%) and 22% of the officer positions was achieved.
Army	In 2021, 24% (72/309) of the Army Gap Year participants were women.

³³ NATO, 2018, p. 25-26.

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.³⁴ 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.

The conversion ratio for ADF women is more than double that of men. For Army, the conversion ratios for non-combat women officers and other ranks is higher than men (+1.5 for non-combat officers; +1.7 for non-combat general entry).

For every one ADF enlistee in 2020-21, the number of YOU session attendees were as shown in Table 2. Ab initio Army Officers are not recruited into specific roles and there is insufficient data to segregate into combat or non-combat for 2020/21 data sets.

Table 2. Conversion ratios for women and men (YOU session to enlistment), 2020-21

	Women	Men
Officer Entry		
Navy	5.0	4.5
Army	6.3	4.8
<i>Army Non-Combat</i>	6.3	4.8
<i>Army Combat</i>		-
Air Force	7.9	9.8
ADF	6.5	6.1
General Entry	Women	Men
Navy	5.5	2.3
Army	6.1	3.1
<i>Army Non-Combat</i>	6.5	4.3
<i>Army Combat</i>	5.3	2.9
Air Force	4.6	2.4
ADF	5.5	2.8
Total ADF Combined	6.0	4.4

³⁴ More information about the ADF recruitment process is available at defencejobs.gov.au/joining/how-to-join/recruitment-process.

Enlistments into the ADF Permanent Force

In 2020-21, 1,427 women were enlisted into the ADF Permanent Force, compared with 1,466 in the previous year. This is a decrease of 3% from 2019-20.³⁵

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 2016-17.³⁶ This data shows that women officer appointments have decreased for Navy and Air Force and increased slightly for women since 2018-19. Enlistment by women to technical occupational groups has increased for Navy and Army, but decreased for Air Force, since last year, and enlistment to non-technical groups has increased for Navy only. For Figure 4 below as well as subsequent Figures 5 & 6, it is not useful for Army data to be split into Non-Combat and Combat corps because officer entry is not specified as combat and non-combat at enlistment. Similarly, all technical trades are non-combat – data disaggregation into combat and non-combat will not produce meaningful comparisons.

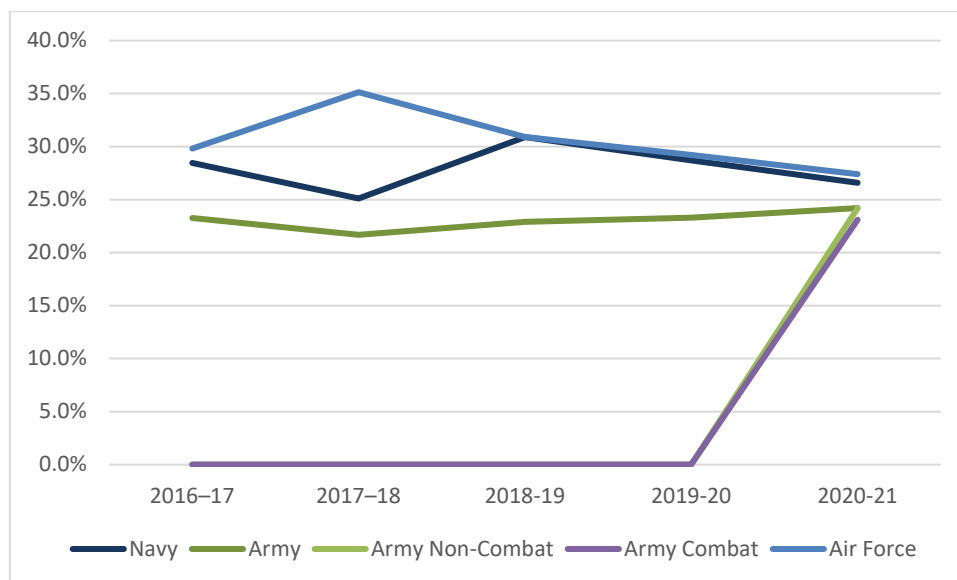


Figure 4. Proportion of women's appointments in each Service for officer, 2016-17 to 2020-21

³⁵ See Supplementary Data Tables to *Women in the ADF Report 2020-21*- Table 3: ADF Permanent Force enlistment (all modes of entry) by gender, Service, and rank groups, 2020-2021.

³⁶ 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).

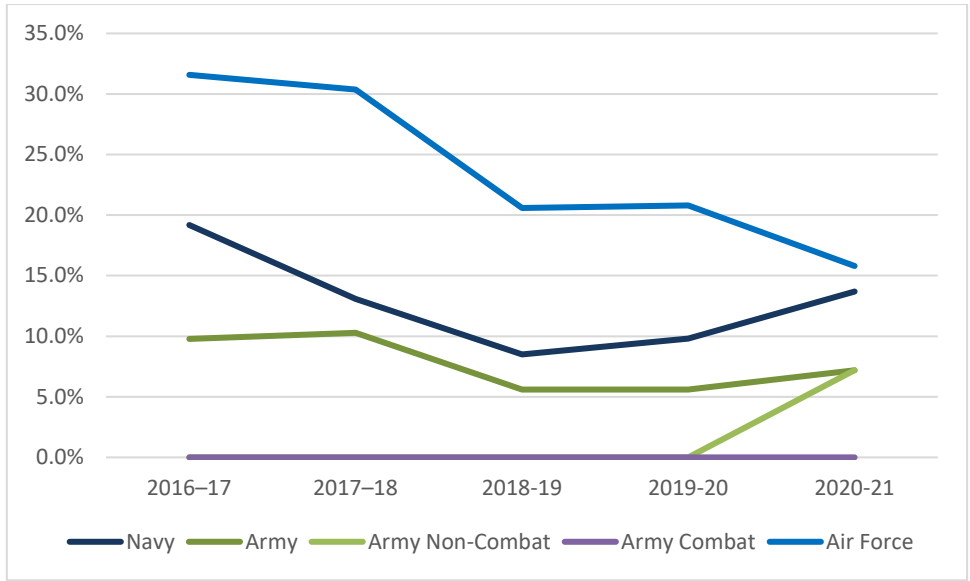


Figure 5. Proportion of women’s enlistments in each Service for General Entry – Technical, 2016-17 to 2020-21

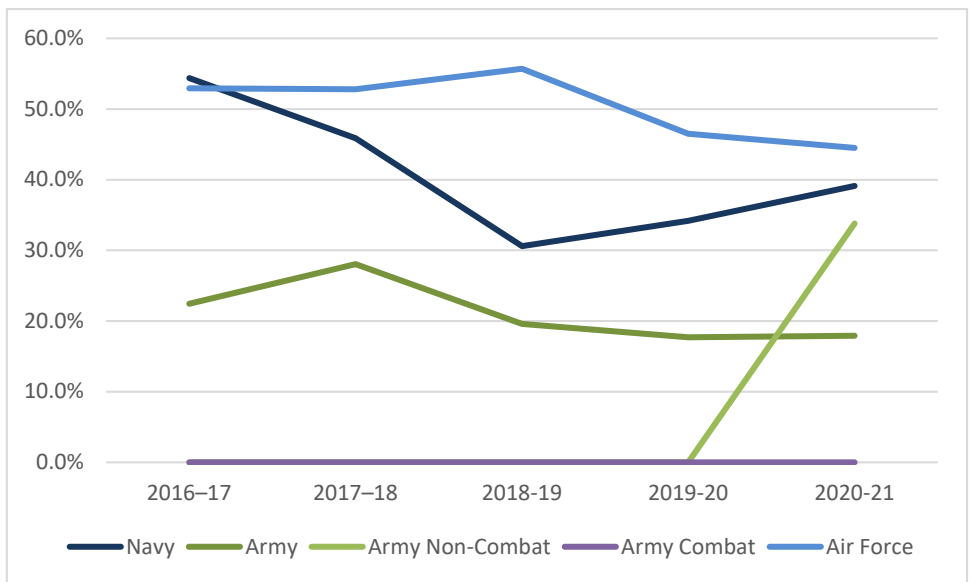


Figure 6. Proportion of women’s enlistments in each Service for General Entry – non-Technical, 2016-17 to 2020-21

Key observations and trends

Since 2016-17, the ADF has increased its proportion of women through targeted attraction and recruitment strategies (3% over five years). Army and Air Force have achieved 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 2020-21, (notwithstanding a minor increase for Navy and Army in General Entry – Technical) to enable the ADF to reach a critical mass of women’s 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 women’s representation targets 6 Number of women recruited against Service targets 8 Women are retained in the recruitment pipeline at a similar rate to men						
	Navy	Army	Army N/C	Army C	Air Force	ADF
1 The participation of women is at or above Service’s 2023 targets for women’s participation			Army does not have separate participation targets for women in NC and C corps			
6 The number of women recruited is at or above the number required to meet the Service’s annual recruitment target			Recruitment target by employment groups is not available.			
8 Women remain in the recruitment pipeline at similar rates to men						

Note: Where there is limited data for comparison between Non-Combat and Combat corps, Army outcomes for KPI achievement is reported as a whole. For instance, unlike Navy and Air Force, Army has a single recruitment target that is not differentiated by employment category.

Chapter 2: Training, education, learning and development

Key Performance Indicators	
4	More women have the opportunity to reach leadership positions
7	Completion rates for initial-entry training are equal between women and men

We will know when we have reached success in gender diversity and inclusion in training, education, learning and development when:

- women participate in Defence-sponsored education at a rate proportional to men
- women successfully complete initial training at a rate comparable to men

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

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

Initial officer and other rank training completion rates

New recruits are inducted into the ADF through initial-entry training. Options for officer entry to the ADF include single Service officer training establishments and the Australian Defence Force Academy (ADFA). ADFA provides an undergraduate pathway.³⁷ Training completion rates are calculated from the cohort of cadets and Midshipmen who completed their training in 2020 (for ADFA) and 2020-21 (for Direct Entry Officer (DEO) and other ranks).

Across the ADF, a higher proportion of DEO men (87.7%) completed initial-entry training than women (83.4%). In 2020-21, Navy women and men had higher completion rates than Army and Air Force (see Figure 7).³⁸ The reasons for non-completion vary. Predominantly, both officer trainee women and men withdrew for involuntary or other reasons.³⁹

The completion rates for initial military and initial employment training for Air Force Officers are comparable for both women and men. While there was a 10 percent difference in the failure rate for women as compared to men, it was noted that men were 20 percent more likely to self-withdraw than women. There was no significant difference noted in failure or withdrawal rates for Air Force other ranks.

³⁷ More information about ADFA is available at defence.gov.au/ADFA/About/Default.asp.

³⁸ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 4: Initial-entry officer training completion rates by gender and Service, 2020-2021.

³⁹ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* – Table 5: Reasons for non-completion of initial-entry officer training by gender and Service, 2020-2021.

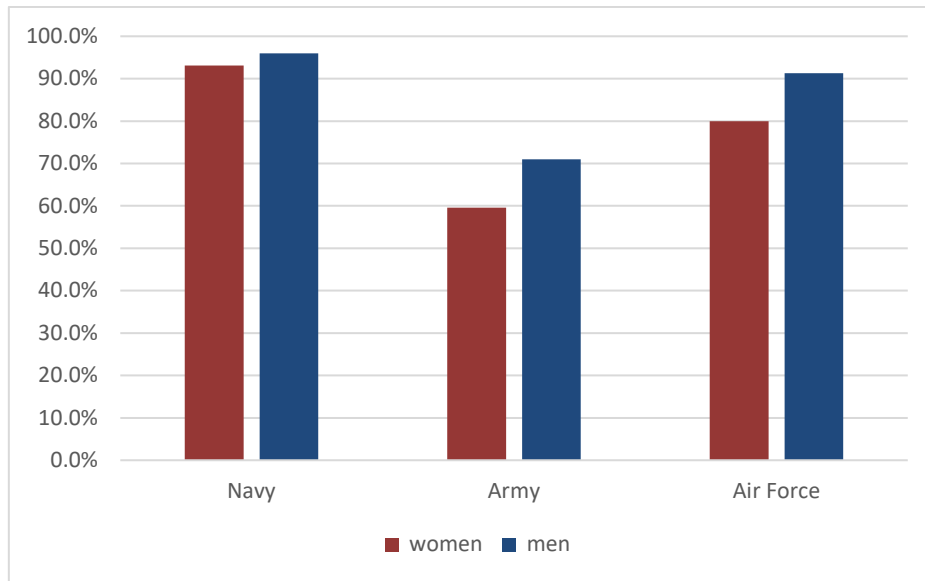


Figure 7. Initial entry training completions rates for officers, by gender and Service, 2020-21⁴⁰

Figure 8 shows that from 2019-20, there has been an increase in officer completion rates for Army women, and decreases for Navy and Air Force women.

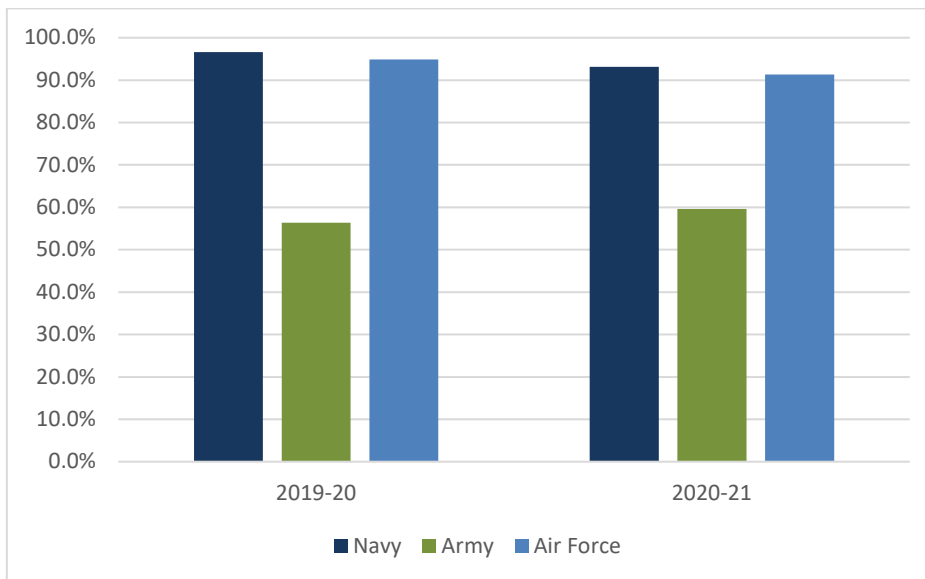


Figure 8. Initial entry training completion rates for women officers, 2019-20 to 2020-21⁴¹

⁴⁰ Army Non-Combat and Combat completion rates are not included here as trainees are only allocated to these Corps after completing initial entry training.

⁴¹ Ibid.

Figure 9 shows that for other ranks, completion rates for women in 2020-21 were slightly higher than men (87.4% and 86.2% respectively).⁴² Similar to officers, trainee women’s and men’s reasons for non-completion relate to withdrawal for involuntary and other reasons.⁴³

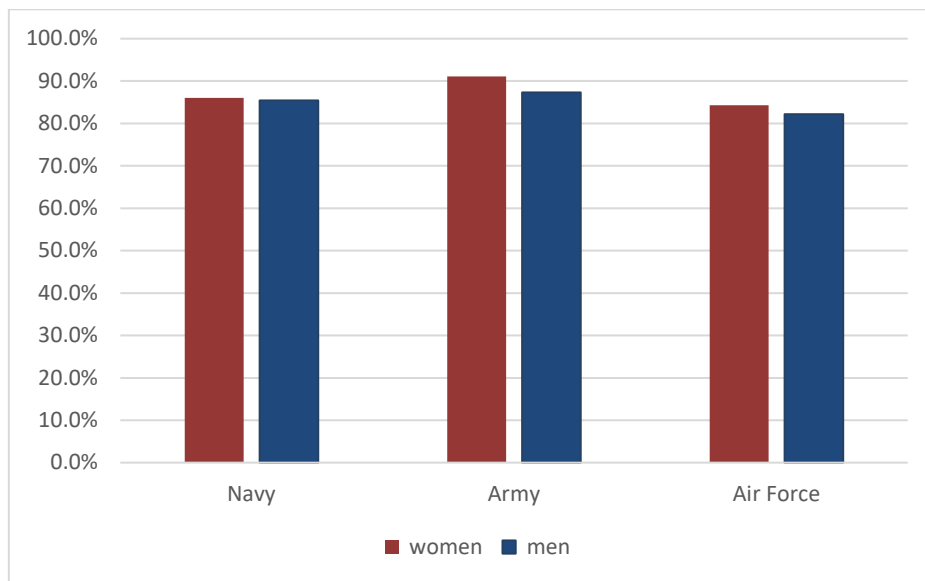


Figure 9. Initial entry training completions rates for other ranks, by gender and Service, 2020-21⁴⁴

Figure 10 shows that over a five year period, completion rates for other rank women has varied slightly, with a significant increase for Army and Air Force in 2020-21.

⁴² See Supplementary Data Tables to *Women in the ADF Report 2020-2021* -Table 6: Initial-entry other ranks training completion rates by gender and Service, 2020-2021; and Table 7: Reasons for non-completion of initial-entry other rank training by gender and Service, 2020-2021.

⁴³ Table Supplementary Data Tables to *Women in the ADF Report 2020-2021* – Table 7: Reasons for non-completion of initial-entry other rank training by gender and Service, 2020-2021.

⁴⁴ Army Non-Combat and Combat completion rates are not included here as trainees are only allocated to these Corps after completing initial entry training.

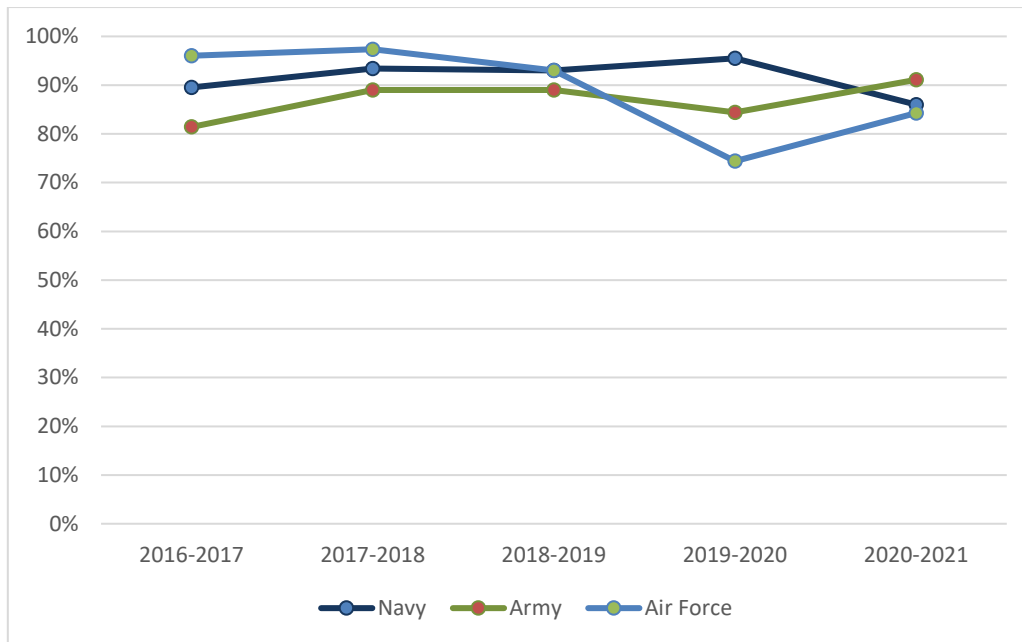


Figure 10. Initial entry training completion rates Other Rank women, 2016-17 to 2020-21⁴⁵

In 2020, women completed ADFA degree training at a higher rate than men (89% for women; 79% for men). This is a significant increase for women from the previous year (71% for women; 80% for men). The reasons for non-completion vary. More Army and Air Force men and women than Navy men and women resigned, and only a small proportion of Navy men, Army women, and Air Force men and women were discharged for disciplinary reasons.⁴⁶

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, Civil Schooling Scheme and the Chief of Defence Force (CDF) Fellowship. In addition to these opportunities, in-Service education schemes exist to support members' continuing professional development.⁴⁷ Members self-select into such programs or apply for ADF sponsorship. As such, women's participation in these programs is partially driven by individual considerations that are not fully within the ADF's control.

⁴⁵ Ibid.

⁴⁶ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 8: Commencements and completions of ADFA undergraduate degrees by gender and Service, 2020; and Table 9: Reasons for non-completion of ADFA undergraduate degrees by gender and Service, 2020.

⁴⁷ Figures relating to each Service's education programs by gender are available in Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Tables 10 and 11.

The average rate of women’s participation in educational opportunities is 28.0% which exceeds the proportional ratio of women in the ADF (19.7 %). The acceptance rate to these programs is similar for men and women. Table 3 lists professional educational schemes and the proportional representation of women.

Table 3. Professional education schemes including women’s participation rates as a percentage

Service	Education Scheme	2019-2020	2020-2021		
Navy	ADFA Post-graduate study	15.3%	22.6%		
	Defence Assisted Study Scheme	28.8%	28.6%		
	Long Term Civil Schooling	54.5%	61.3%		
	Graduate Medical Scheme	-	-		
	Rear Admiral David Holthouse Fellowship ⁴⁸	-	-		
	Total NAVY (average)	32.8%	37.5%		
Army			Army	Army Non-Combat	Army Combat
	ADFA Post-graduate study	11.2%	11.7%	15.0%	3.0%
	Defence Assisted Study Scheme	31.7%	32.9%	37.7%	3.2%
	Civil Schooling	-	51.7%	Data not available- ⁴⁹	
	Strategic Scholarship to John Hopkins University, Washington (O6 Level)	33.3%	-		
	Army Foundation Scholarship (E6-O5 Level)				
	Trooper Jonathan Church Ethical Solder Award (E2 to O3 Level)				
	Total ARMY (average)	16.0%	32.1%		
Air Force	ADFA Post-graduate study	26%	27.6%		
	Defence Assisted Study Scheme	33.9%	34.5%		
	Chief of Air Force Fellowship (E8 to O5 Level) ⁵⁰	30%	100%		
	Sir Richard Williams Research Fellowship ⁵¹				
	Total AIR FORCE (average)	29.9%	65%		
	Total rate of women’s participation as a percentage	25.1% ⁵²	28.0%		

⁴⁸ 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 2020-2021.

⁴⁹ Data is unavailable. Allocation of Army members to civil schooling is frequently considered a non-corps opportunity aimed at fulfilling future capability requirements in non-corps roles. Examples include HR and technical masters postgraduate courses.

⁵⁰ 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.

⁵¹ This Fellowship supports the Air Power Scholar PhD program. For further information see: williamsfoundation.org.au.

⁵² Calculated using raw numbers.

Key observations and trends

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

On average, initial entry training completion rates are similar for women and men in Navy. Overall, women and men in Army and Air Force differ within small margins.

Achievements against KPIs						
4 More women have the opportunity to reach leadership positions 7 Completion rates for initial-entry training are equal between women and men						
	Navy	Army	Army N/C	Army Combat	Air Force	ADF
4 Women participate in Defence-sponsored education at a rate proportional to men						
7 Women successfully complete initial training at a rate comparable to men			Data was not available when report was compiled.			

Note: Where there is limited data for comparison between Non-Combat and Combat corps, Army outcomes for KPI achievement are reported as a whole.

Snapshot of women's experience

Sir Richard Williams Scholar
<p>SQNLDR Kate Yaxley is an Electronics Engineering officer that began her career in Air Force as an Avionics Technician before commissioning. SQNLDR Yaxley is currently a Sir Richard Williams Scholar at the Air and Space Power Centre, recently completing her PhD in autonomous systems and artificial intelligence. She is a mentee with 'The Future Through Collaboration' program, a Defence sponsored program that provides networking, mentoring and learning opportunities for women in STEM (Science, Technology, Engineering, and Mathematics) working in the Defence Industry Sector. The goal of this program is to grow and enhance capability through increasing the representation and development of women in Defence Industry.</p>

Chapter 3: Internal mobility, postings and deployment

Key Performance Indicators	
10	Women are represented proportionally in postings and deployments
We will know when we have reached success in gender diversity and inclusion in internal mobility, postings and deployment when:	
<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 2021-2031 (NAP)*,⁵³ which gives effect to the UN Security Council Resolutions (UNSCR) on Women, Peace and Security (WPS).⁵⁴ The NAP outlines a whole-of-Government approach to supporting women's meaningful participation in conflict prevention and peace processes; reducing sexual and gender-based violence; supporting security sector efforts to meet the needs and rights of women; and demonstrating leadership and accountability for the WPS agenda.

The *Defence Gender, Peace and Security Mandate*⁵⁵ reinforces Defence's commitment to the NAP and WPS agenda, with a focus on increasing capacity – through increased women's participation across all ranks and employment occupations - 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

⁵³ For further information on the NAP, see <https://www.dfat.gov.au/publications/australias-national-action-plan-on-women-peace-and-security-2021-2031>.

⁵⁴ There are ten WPS resolutions, see peacewomen.org/why-WPS/solutions/resolutions.

⁵⁵ Published by Joint Capabilities group in July 2020.

released in 2018⁵⁶, 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.⁵⁷

Command appointments and Defence Attachés

Selection for command⁵⁸ and sub-unit command⁵⁹ 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.

Navy's selection of officers for leadership positions proceeds through a robust and deliberate selection cycle, with a focus on ensuring gender diversity. In 2021, nine women were selected for Command and Senior Staff appointments considered for rotation. The number of women endorsed is a reflection of the number of women candidates; 32 women were considered from a total of 138 candidates (23%), a significant increase from the previous year (11%). The proportion of women considered is now representative of the participation rates in rank (Lieutenant (23%), Lieutenant Commander (22%) and Commander (21%).

Figure 11 shows the proportion of women in command and Defence Attaché appointments in 2020-21.⁶⁰ Women's representation in command appointments across the Services is mixed. Navy is well

⁵⁶ See https://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2018_09/20180920_180920-WPS-Action-Plan-2018.pdf.

⁵⁷ 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.

⁵⁸ 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.

⁵⁹ 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.

⁶⁰ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 12: Command appointments by gender and Service, 2020-2021.

represented in command and sub-unit command relative to their Service participation rate (23%).⁶¹ Air Force is well represented in Defence Attaché roles, and Army in command roles. Overall, across all appointments Navy, Army and Air Force achieved participation of 22.2%, 9.4% and 13.1% respectively.

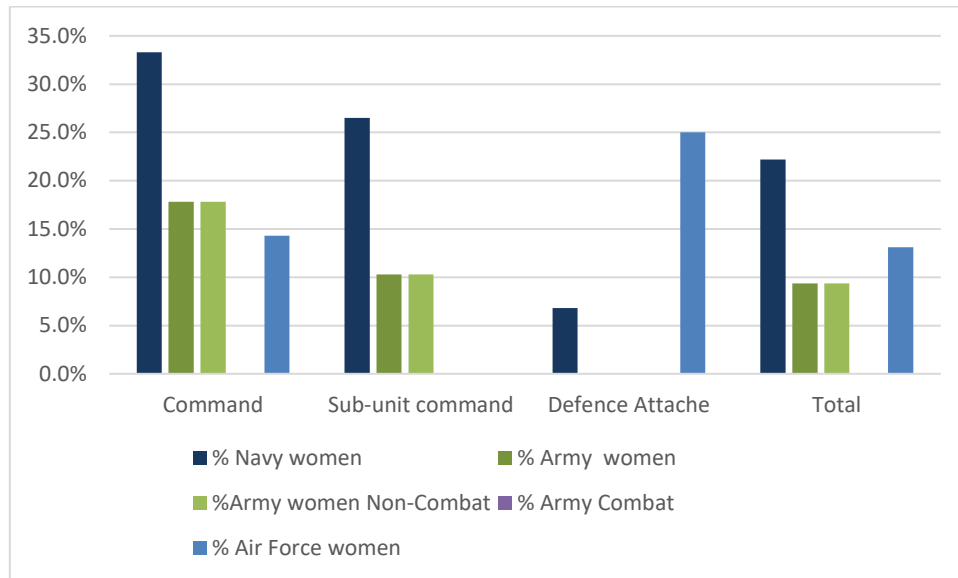


Figure 11. Proportion of women in command appointments and Defence Attachés for each Service, 2020-21

For Figure 11 above, Army command and sub-unit command appointments are allocated on a non-corps basis. Officers usually assigned regardless of corps, subsequently division of data into combat or non-combat would not yield reliable comparisons.

Figure 12 shows that overall, Navy women’s representation in all roles has increased since last year.⁶² Army experienced an increase in command roles, and Air Force women’s’ representation across all roles decreased since last year.

⁶¹ For comparison, the Service participation rates are: Navy 23.0%; Army 15.1% and Air Force 25.5%.

⁶² Comparison with data in *Women in the ADF Report 2018-19*.

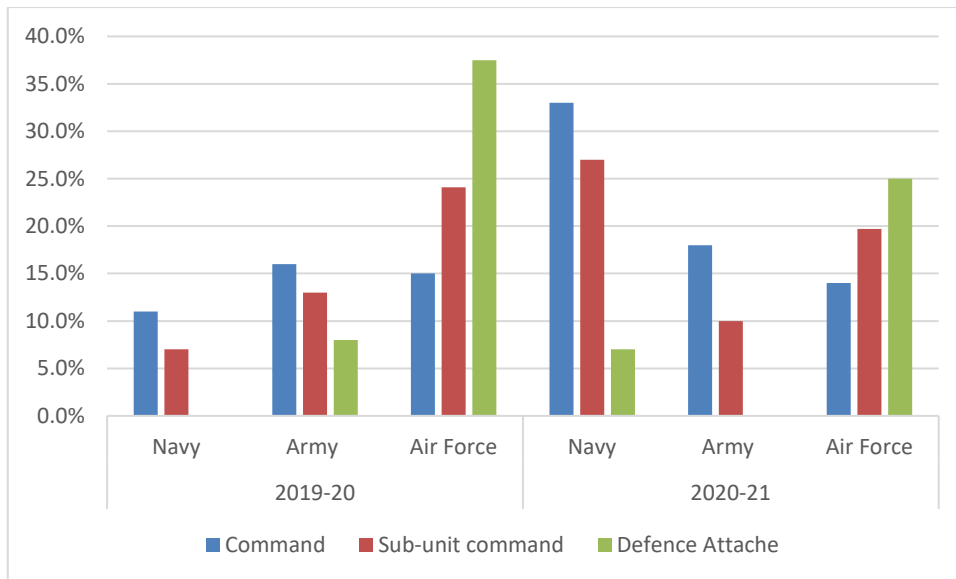


Figure 12. Proportion of women in command appointments and Defence Attachés for each Service, 2019-20 and 2020-21

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 each for men and women) 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.⁶³ Across all ADF Permanent Force deployments in 2020-21 the proportion of women was 20.8%,⁶⁴ a significant increase from the previous year (15.3%)⁶⁵ and higher than the overall ADF participation rate for ADF women (19.7%). All operations with the exception of two (Operation OKRA and MAZURKA) exceeded the ADF women's participation rate. The overall proportion of women deployed for each Service was 6.0% (Navy), 7.5% (Army) and 9.4% (Air Force).

⁶³ Ibid.

⁶⁴ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 13: ADF Permanent Force deployments, by gender, Service and operation, 2020-2021.

⁶⁵ *Women in the ADF Report 2018-19*.

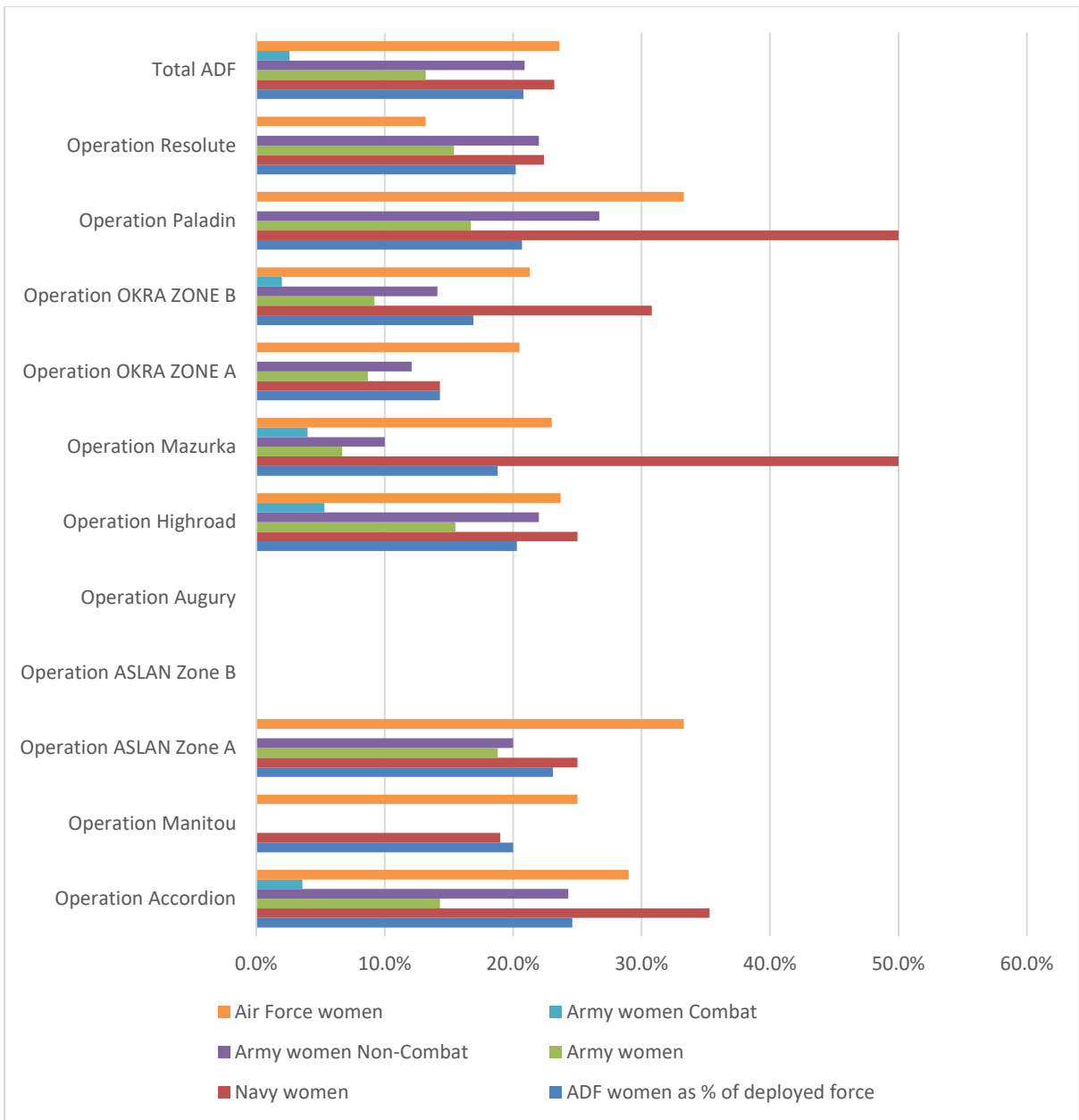


Figure 13. Percentage of women deployed on each operation as a proportion of the deployed Force, 2020-21

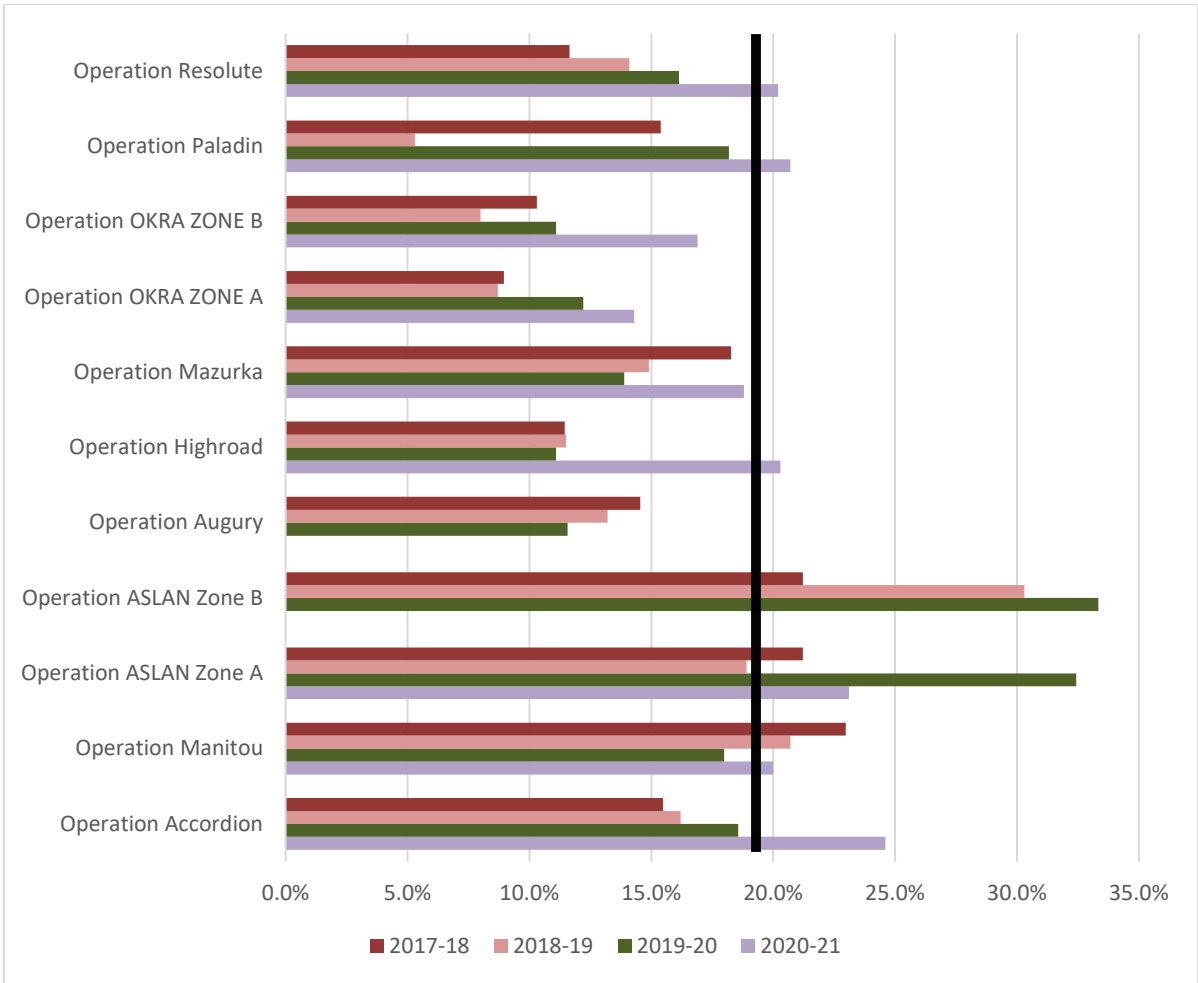


Figure 14. Percentage of women deployed on each operation as a proportion of the deployed force in comparison to overall ADF participation rate⁶⁶, 2017-18 to 2020-21

Figure 15 shows the percentage of women deployed by occupational group in 2020-21 for the total ADF compared with the total distribution of deployed personnel. For Intelligence, Enterprise and Command Support, and Communications and Cyber, occupational groups, women’s representation on deployment is lower than ADF women’s participation rates in those group.⁶⁷

⁶⁶ Indicated by black horizontal line.

⁶⁷ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 14: ADF deployments by gender, Service and occupational group, 2020-2021.

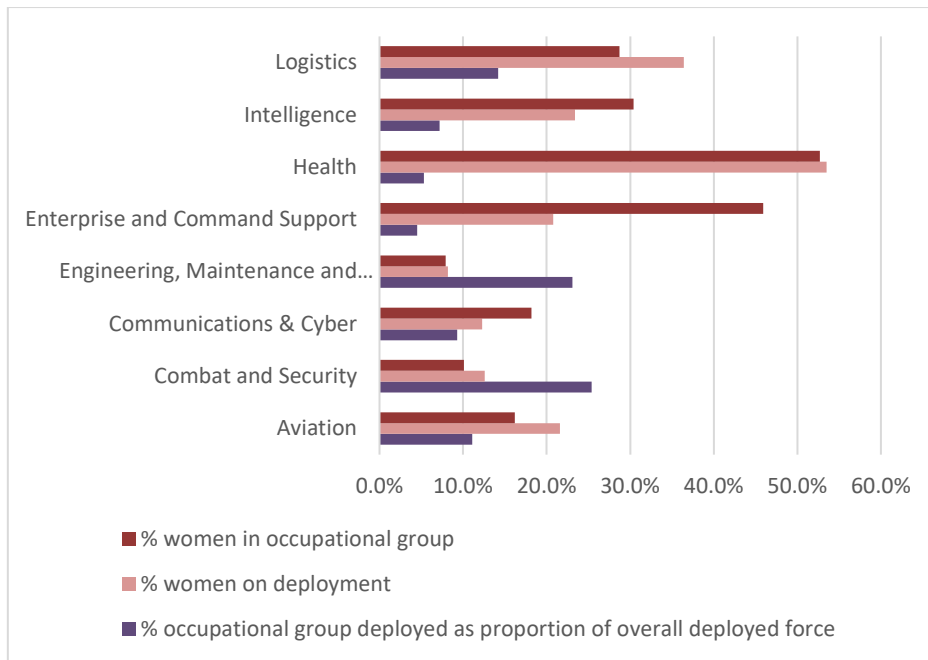


Figure 15. Percentage of women deployed by occupational group compared with the total distribution of deployed personnel, 2020-21

The United Nations (UN) has set targets for women’s participation in their peace operations by 2028: 25% for military observers and staff officers; and 15% for contingents.⁶⁸ As at 30 June 2021, 7 ADF women were deployed to UN operations as staff officers. This represents 25% of the deployed ADF force⁶⁹, which exceeded the UN’s 2020 target for women’s participation (for all UN Troop Contributing Countries) of 18%.⁷⁰ Overall, in 2020-21, 22.2% of the total deployed ADF force to UN operations⁷¹ were women.⁷² This is a significant decrease from the previous year (29.4%).

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

The NAP, 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.

⁶⁸ For further information, see peacekeeping.un.org/sites/default/files/uniformed-gender-parity-2018-2028.pdf.

⁶⁹ As advised by email (Staff Officer Gender, Peace and Security Office) to WiADF Report Project Officer) of 12 August 2021.

⁷⁰ See

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

⁷¹ Australia contributes to UN Operations ASLAN, PALADIN and ORENDA.

⁷² See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 13: ADF Permanent Force deployments by gender, Service and operation, 2020-2021.

Key observations and trends

Women appointed to command positions or as Defence Attachés remain under-represented proportionally to their ADF and Service participation rates. 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 and Service participation rates. Women’s participation in UN peacekeeping met the UN’s 2020 target of 18%.

Achievements against KPIs						
10 Women are represented proportionally in postings and deployments						
	Navy	Army	Army Non-Combat	Army Combat	Air Force	ADF
Women are proportionally posted to command appointments	Green	Red	Red	Red	Red	Red
Women are proportionally deployed on operations	Green	Green	Green	Green	Green	Green

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.

Army’s “Good Soldiering”
<p>Good Soldiering, launched in 2019 is Army’s holistic cultural optimisation initiative and is a reflection of ‘Our Contract with Australia’. It is fundamental to the success of our warfighting philosophy and can be owned by every member in Army. With the intent to solidify trust in our Army, Good Soldiering promotes an enduring culture of optimised performance that is realised through strength of character, values-based and teaming behaviours, inclusivity and accountability in ethical and moral decision-making. Good Soldiering is necessary to achieve improved force generation and lived experiences of women serving in Army. It also challenges Army’s people to have the awareness, emotional intelligence and humility to bring together new ideas and diverse perspectives to ensure Army is best able to respond to the demands of Accelerated Warfare, both now and in the future.</p> <p>In 2020, Good Soldiering was aligned with Defence-wide values and behaviours. Defence’s unified set of values and behaviours reflect the character we want to be as a modern military for Australia. As Army is operating in a highly integrated environment, progressing with ADF alignment will enable Army to embrace more of a Joint mind-set that will allow us to succeed when we collaborate and partner with others.</p>

Chapter 4: Talent and career management

Key Performance Indicators	
4	More women have the opportunity to reach leadership positions
12	Increase in number of women in leadership positions

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

- women hold senior leadership positions at the same rate as their participation rate
- women are promoted at the same rate as men
- the proportion of women in leadership pipeline ranks is proportional to their participation rate
- an increasing proportion of women are involved in mentoring, sponsorship and networking programs
- women are represented on all promotion boards
- women are provided with equal opportunity to develop as leaders and to prepare for promotion through access to leadership development courses
- the contribution of women and men is valued and recognised equally (through proportional representation)

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 have equal opportunities 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, less women in the ADF were promoted in 2020-21 than in the previous year, particularly at O-7, and E-8. As a proportion of the total ADF promotions in 2020-21 for O-4 and above and E-4 and above, women comprised 18.0% (21.2% for officers; 18.6% for other ranks).⁷³ This is slightly lower

⁷³ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* Table 15: ADF Permanent Force substantive promotions by gender, rank and Service, 2020-2021.

than women’s total participation rate in the ADF (19.7%), but reasonably comparable with total women officers and other ranks participation rates (21.8% and 18.9% respectively).

Figures 16 and 17 demonstrate that the proportion of personnel found those promoted out of those eligible and suitable varies between occupational groups. Overall, women who are promoted out of those found eligible and suitable are not disadvantaged when compared with men.⁷⁴

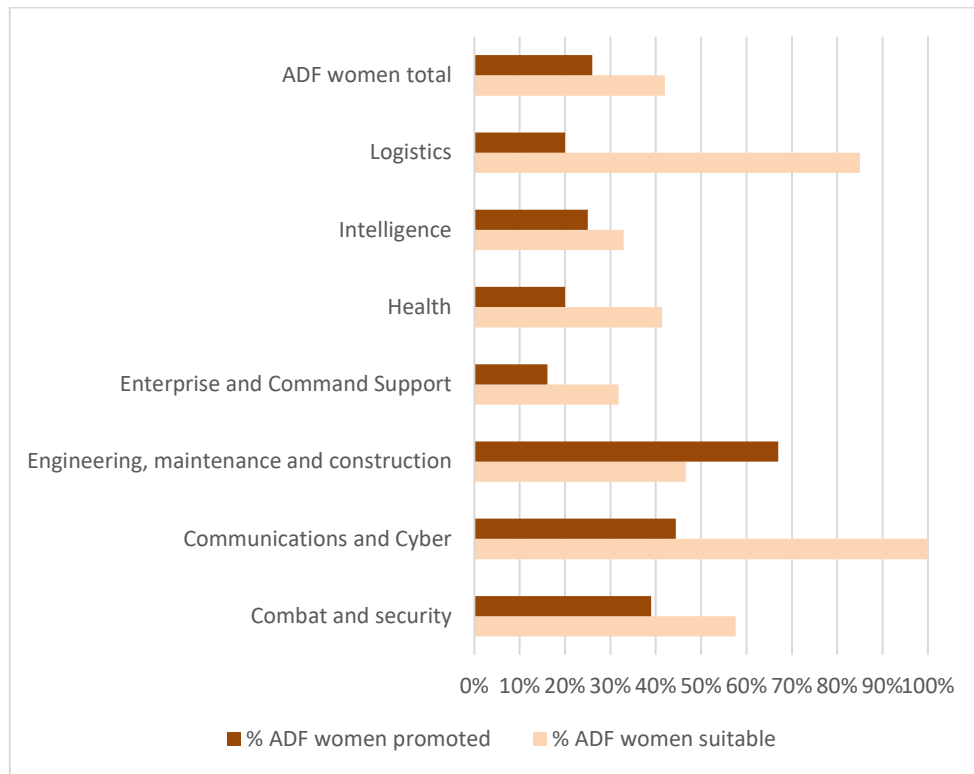


Figure 16. Percentage of women promoted out of those found eligible and suitable, 2020-2021

⁷⁴ For figures and explanations relating to the numbers of ranked suitable by a Promotion Board and promoted by occupational group in 2020-2021 for each Service, see Supplementary Data Tables to *Women in the ADF Report 2020-2021* Tables 16 and 17: ADF Permanent Force promotions by eligibility and suitability.

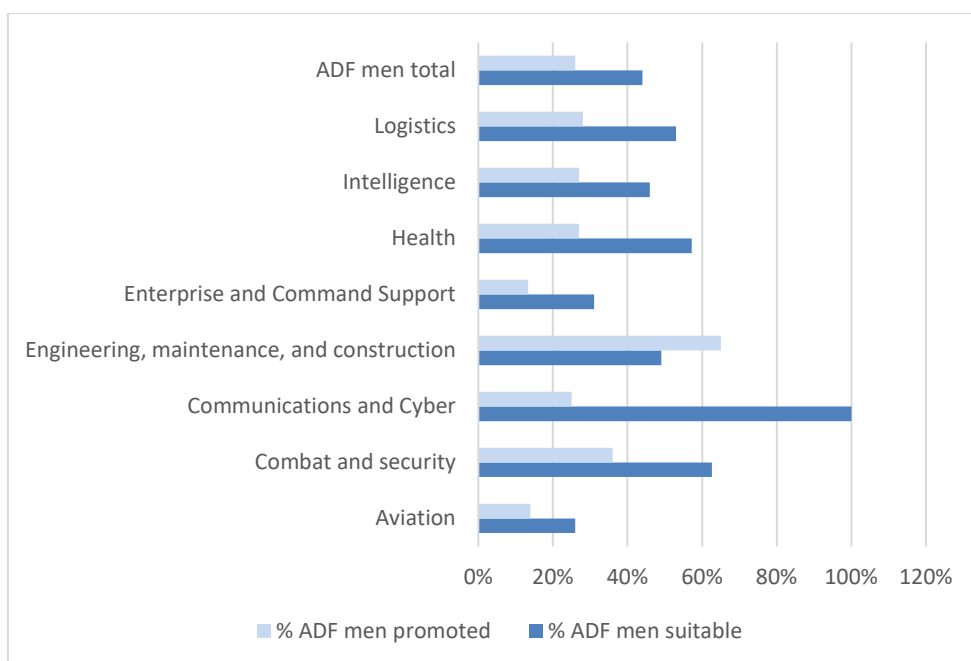


Figure 17. Percentage of men promoted out of those found eligible and suitable, 2020-2021

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 (4.6) is marginally lower than that for men (5.7). Overall, women officers served in rank for slightly less median time (4.1) than men (5.8). There were no promotions for women to officer ranks O-9 and O-10. For other ranks, the median time for women (5.2) was slightly less than men (5.5).⁷⁵ 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.⁷⁶ 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

⁷⁵ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* – Table 18: Median time in previous rank (years) by gender and Service, 2020-2021.

⁷⁶ For more information on ADC and these courses is available at defence.gov.au/ADC/.

the career continuum. Navy has promotion pre-requisite Leadership and Management Development courses for all ranks from Able Seaman through to Warrant Officer, and for Sub Lieutenant through to Lieutenant Commander. Army and Air Force other ranks are provided with leadership development courses that are pre-requisites for promotion.

All women officers are represented at leadership development courses in excess of their participation rates in the ADF (See Table 4).⁷⁷ All women other ranks are represented at a level lower than their participation rates. Combined, Army and Air Force women are represented at leadership courses proportionally to men.

Table 4. Number of women on professional military education and leadership development courses as a percentage of total cohort, 2020-21

Officer	Total cohort	No. of women on course	% Women on course	Service Participation rates
Navy	41	12	29.3%	23.6%
Army	108	22	20.4%	18.1%
Army Non-Combat	58	15	25.9%	22.5%
Army Combat	22	1	4.5%	2.9%
Air Force	64	17	26.6%	24.8%
Other ranks	Total cohort	No. of women on course	% Women on course	Participation rates
Navy	754	125	16.6%	22.8%
Army	459	55	12.0%	14.2%
Army Non-Combat	329	55	16.7%	20.0%
Army Combat	130	0	0.0%	1.9%
Air Force	8	2	25.0%	25.9%
Combined Officers and other ranks	Total cohort	No. of women on course	% Women on course	Participation rates
Navy	795	137	17.2%	23.0%
Army	567	77	13.6%	15.1%
Army Non-Combat	387	70	18.1%	20.6%
Army Combat	152	1	0.7%	2.1%
Air Force	72	19	26.4%	25.5%

⁷⁷ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 19: Officer professional military and education courses, 2020-2021; Table 20: Navy other ranks promotional gateway courses, participation and completions, 2020-2021; Table 21: Army other ranks promotional gateway courses, participation and completions, 2020-2021 Table 22: Air Force other ranks promotional gateway courses, participation and completions, 2020-2021.

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.⁷⁸ 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).⁷⁹

The single Service initiatives for 2020-2021 are listed in Table 5. Details about each program, and other Defence initiatives, are available in Annex A.

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.

Table 5. Single Service and ADFA programs that support mentoring, networking and sponsorship, and numbers of women attending, 2020-21

Navy		Army		Air Force		Australian Defence Force Academy	
Program	No	Program	No	Program	No	Program	No
Navy Women’s Mentoring Program	178	Army Industry and Corporate Development Program	1	Women’s Integrated Networking Group (WINGS)	U/K	ADFA Sponsor Family Scheme	84
Women in Engineering Mentoring Program – The Future Through Collaboration	18 ⁸⁰	Great Leaders Are Made (GLAM)	2	Women in Aviation Aerospace Australia	10	Sisters-in-Arms	140
Diversity Reference Group – Women	17	Executive Coaching Program	2	Australian Women Pilots Association	32		
Navy Women’s Leadership Development Program	79	Chief Executive Women’s Leadership Program	3	Women’s Speaking Workshops	46		
				Women’s Leadership Development programs	22		

⁷⁸ NATO, 2018, p.37-40.

⁷⁹ NATO, 2018, p.65

⁸⁰ Ten mentees and eight mentors.

Career management

In 2014, a Determination was introduced to allow for flexibility in ADF employment packages.⁸¹ 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 Workforce Plan 2021-2024* and *Workforce Transformation Campaign Plan 2035* outline Navy's commitment to increased representation of women throughout Navy and Navy's Senior Leadership Group, and occupational enhancement to provide the career, development, flexibility, reward and certainty that will attract and retain the best people. In support of this plan, Navy continues to review policies and processes to improve career satisfaction and retention of women. A recent example of this is the introduction of a removal benefit to a personal location where benefits are provided for members posted to a seagoing ship or submarine. This amended provision provides choice for members and their families to relocate to a location where the family may have extended family support for when the member is absent at sea.

Navy is implementing a range of initiatives across the people enterprise that contribute to improved management of our people. Next Generation Career Management (NGCM) makes career managers more accessible in locations around Australia and introduces enhanced career management planning to provide greater certainty and predictability of roles and timing of movements. Total Workforce System (TWS) will deliver 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 women members. The Workforce Generation System enables a new approach to workforce generation by adding a new workforce phase for 'readying' between shore and a future operational or seagoing role. In conjunction with NGCM and TWS, individuals are provided more certainty in the flow of postings to enable improved planning and allowance for work-life balance, career and other training commitments.

⁸¹ 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/>.

Army

The 2016 introduction of the ADF Total Workforce Model (TWM) (now TWS)⁸² 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 women's 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

Air Force continues to promote flexible employment options that promote career progression and work-life integration. 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. Optimisation of the TWS provides opportunities for members to modify their pattern of service according to their individual needs. The introduction of Enhanced Career Management in 2020 applies to the total workforce and provided a framework to recognise career breaks and non-traditional career pathways without detriment.

Women in senior leadership positions

In the ADF, senior leaders are those at the O-6 (officers) and E-6 (Senior Non-Commission Officers (SNCO)) rank and above, and the pipeline is O-5 and E-5 rank respectively. The ADF is progressing towards increased women's 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.⁸³

⁸² Further discussion on the TWM is in Chapter 7.

⁸³ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - 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*.

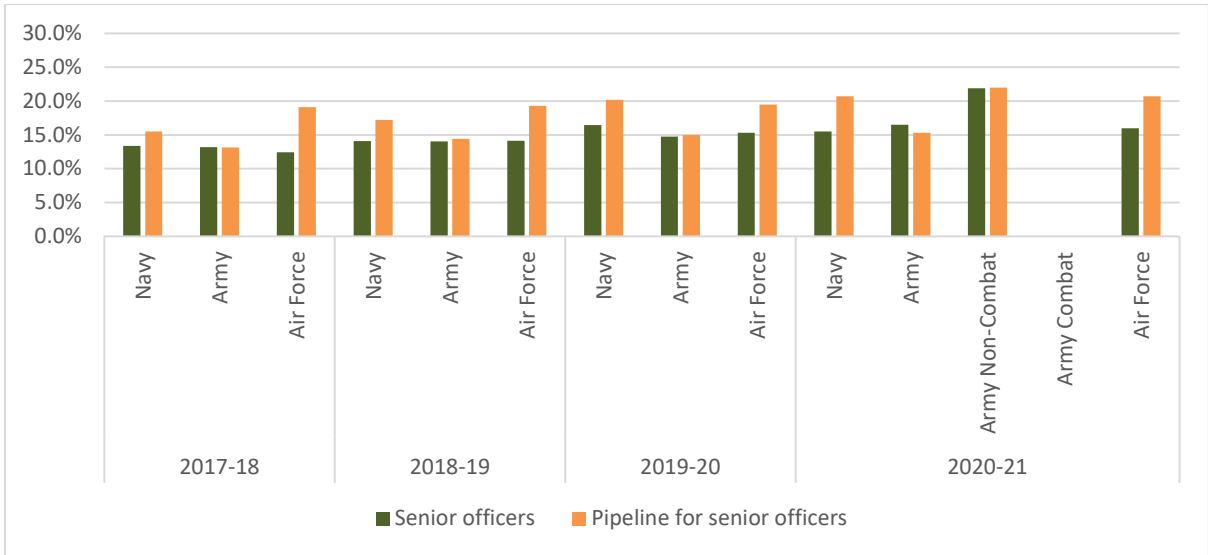


Figure 18. Proportion of senior or pipeline positions (Officers) occupied by women, 2017-18 to 2020-21

For both Figure 18 and Figure 19, Army officers and positions above the rank of O-6 have no corps affiliation. Analysis does not provide data aggregation of senior officers as well as senior SNCO into combat and non-combat roles. Figure 19 indicates that for SNCO, the proportion of women in senior positions in Army has decreased since 2019-20. The proportion of women in senior and pipelines positions has increased for Navy and Air Force since 2019-20.⁸⁴

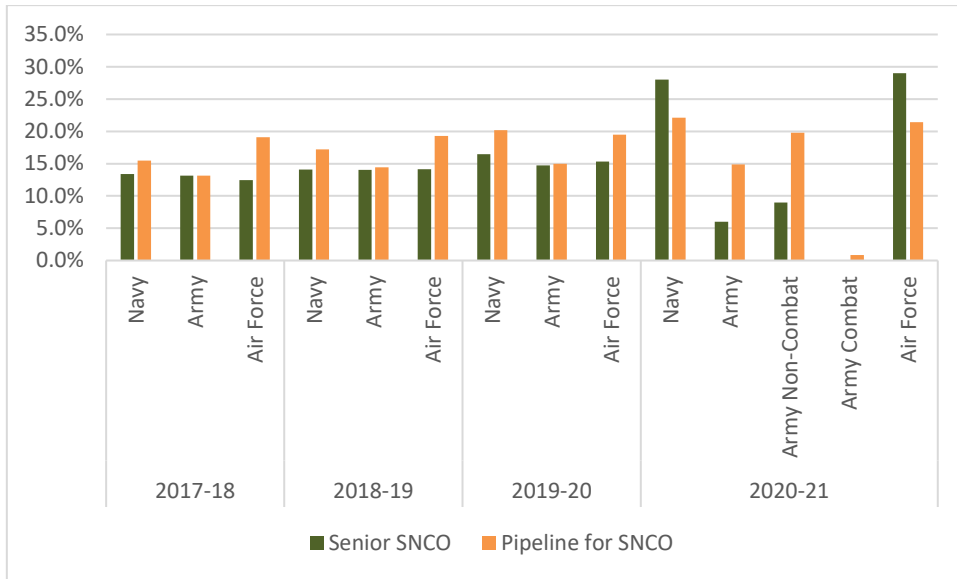


Figure 19. Proportion of senior or pipeline positions (Senior Non-Commissioned Officers) occupied by women, 2017-18 to 2020-21

⁸⁴ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - 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*.

As Figure 20 shows, a slightly higher percentage of women occupied senior (O-6 and above) or pipeline positions (O-5) in 2020-21 than in previous years.

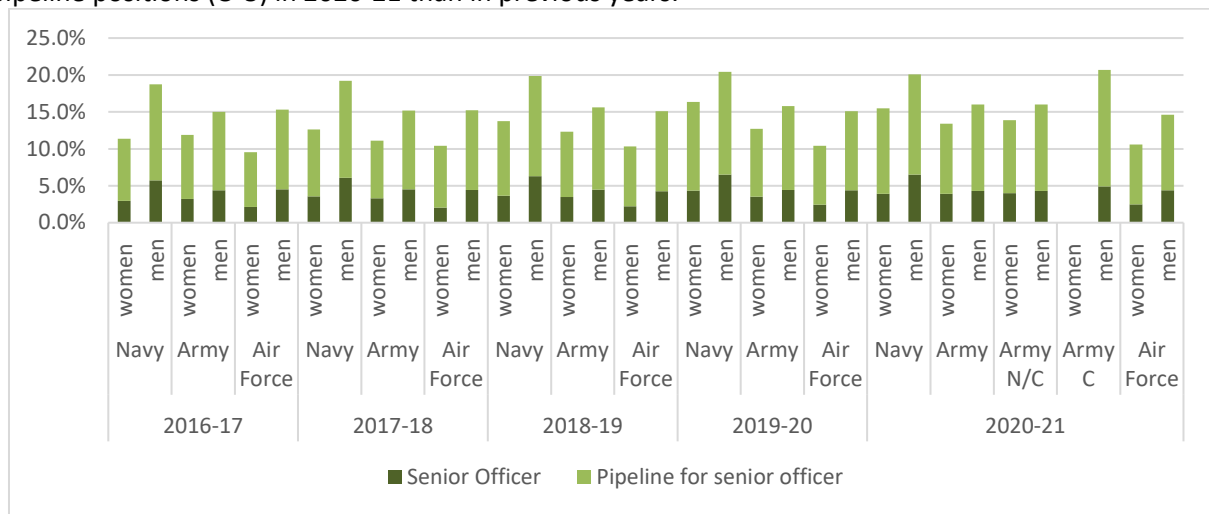


Figure 20. Women and men in senior (O-6 and above) or pipeline (O-5)⁸⁵ positions as a proportion of total women and men officers 2016-17 to 2020-21

Figure 21 shows that the percentage of other ranks (of both genders) occupied less SNCO or pipeline positions (E-5) in 2020-21 than in previous years. Army advised that for Officers above the rank of O-6 there are no combat and non-combat roles because Officers lose their combat affiliation after O-6. It is difficult to discern from the data the split between combat and non-combat after promotion.

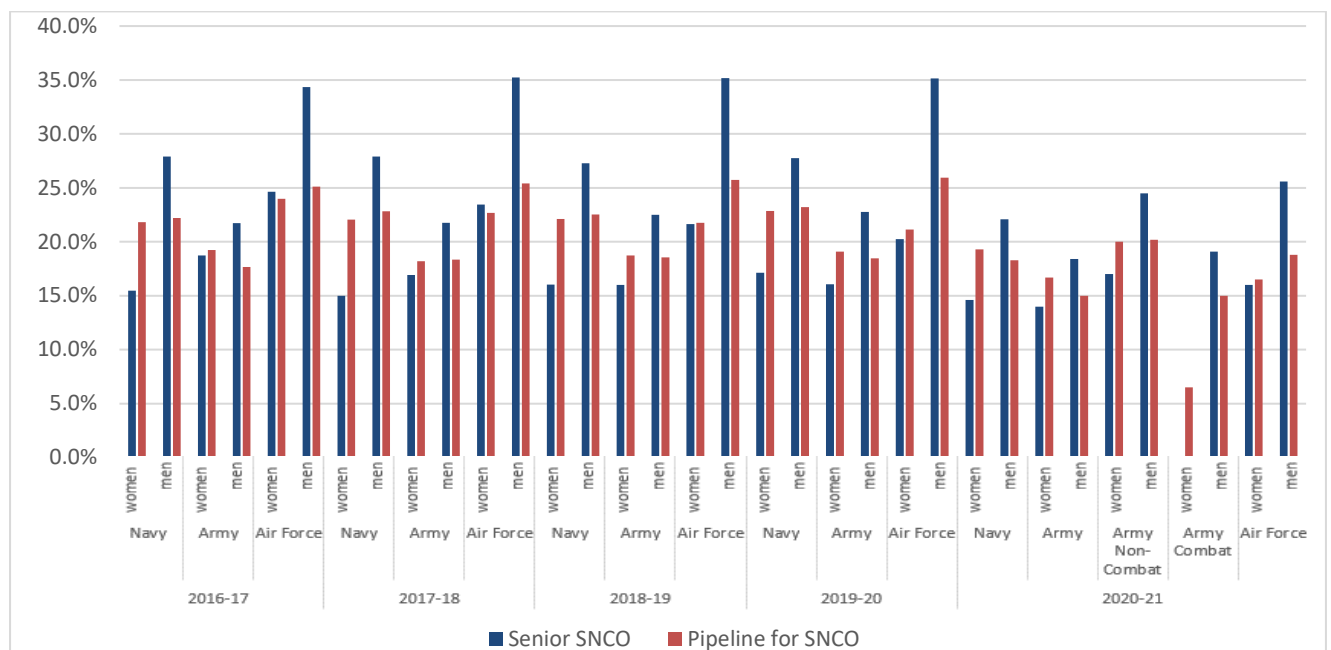


Figure 21. Women and men in senior (E-6 and above) or pipeline (E-5) positions as a proportion-of total Other Ranks, 2016-17 to 2020-21

⁸⁵ Army advised that Officers above the rank of O-6 there are no combat and non-combat roles because Officers tend lose their combat affiliation after O-6. It is difficult to discern from the data the split between combat and non-combat after promotion.

Figure 22 shows that since 2016-17, promotions to O-5 have varied between 18-22%. Overall, with the exception of O-4 and O-8, promotions in 2020-21 have decreased from the previous year.

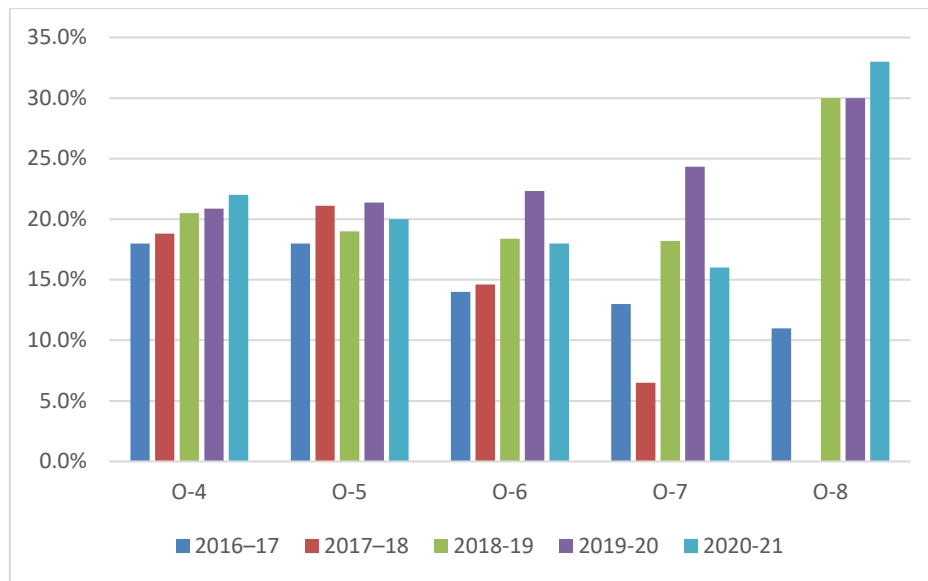


Figure 22. Proportion of officer women’s promotions at each rank for the total ADF, 2016-17 to 2020-21⁸⁶

Figure 23 shows that promotions to E-5 to E-10 decreased from the previous year.

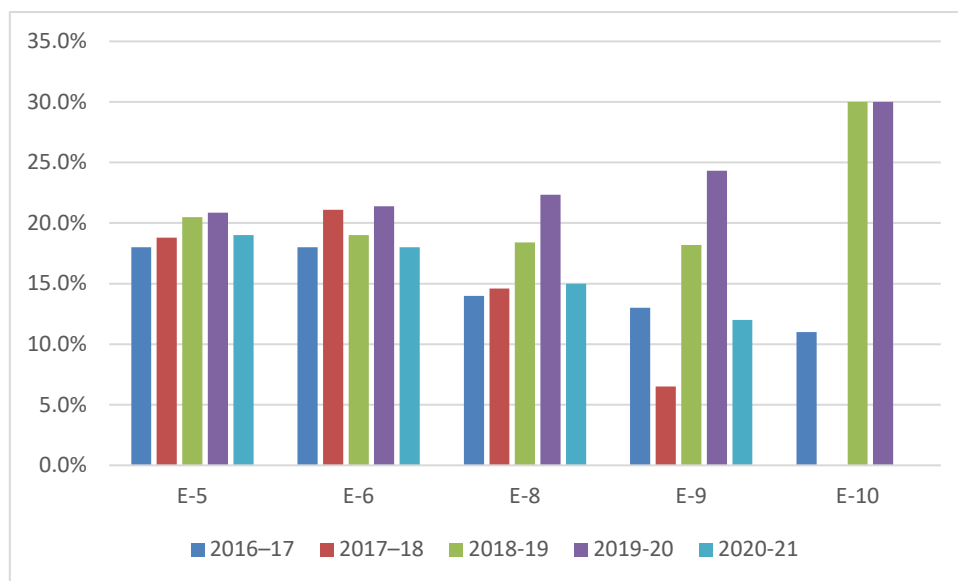


Figure 23. Proportion of Senior Non-Commissioned Officer women’s promotions at each rank for the total ADF, 2016-17 to 2020-21⁸⁷

⁸⁶ 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.

⁸⁷ E-7 rank is not shown here as Army and Navy do not have an equivalent rank.

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 women's 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.

The ADF is committed to increasing the number of women in senior leadership positions.

All Navy occupations are open to women and contribute equally to capabilities at sea and ashore. The full realisation of increased women's representation in senior leadership will take some time, with a number of projects (including Navy Mastery and the Performance Development System) dedicated to building more flexible career paths and enhanced talent development programs.

Army's current approach to increasing women in senior leadership positions 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.

Valuing our members—honours and awards

The ADF rewards excellence and outstanding service through honours, awards and commendations.⁸⁸ Table 6, which represents the proportion of awards to women as a percentage of the total awarded to both women and men, by Service, shows that overall, ADF women are being recognised at a level that exceeds their Service participation rate.⁸⁹ For Army, only women in non-combat roles received both Operational and Non-Operational awards. For Tables 6 and 7 below, it was difficult to separate the honours and awards by combat affiliation due to promotion of many recipients to ranks (above O6).

⁸⁸ More information about Defence Honours and Awards is available at defence.gov.au/medals/.

⁸⁹ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 23: ADF Honours and Awards by gender and Service, 2020-2021. This does not include awards for Service tenure.

Table 6. Proportion of women who received Honours and Awards, by Service, 2020-21

Service	Operational Service Awards			Non-Operational Service Awards			Proportion of women as a percentage of their 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	
Navy	0.0%	33.3%	22.1%	21.1%	31.3%	35.0%	23.1%
Army	18.8%	33.3%	15.2%	17.4%	9.1%	28.6%	16.2%
Air Force	0.0%	0.0%	28.3%	11.1%	21.9%	25.0%	27.16%

Table 7 shows that the percentage of women as a proportion of the total ADF who received Honours and Awards is slightly more than the women’s ADF participation rate (19.7%), and is an increase of 3.4% from the previous year. Overall, Operational Service Medals have increased significantly from the previous year; Non-Operational Service awards have decreased.

Table 7. Proportion of ADF women who received Honours and Awards, 2020-21⁹⁰

Service	Operational Service Awards			Non-Operational Service Awards			Proportion of women as a percentage of all ADF H&A
	Distinguished Service Cross and Medal	Conspicuous Service Cross and Medal	Operational Service Medal	Order of Australia Officer, member and Medal	Conspicuous Service Cross and Medal	Australia Day Medallion	
Navy	0.0%	12.5%	6.9%	6.7%	9.3%	9.1%	7.1%
Army	18.8%	12.5%	7.0%	6.7%	3.7%	13.8%	7.4%
Air Force	0.0%	0.0%	6.5%	3.3%	6.5%	6.5%	6.3%
Total ADF	18.8%	25.0%	20.4%	16.7%	19.4%	29.3%	20.9%

Representation of women on promotion boards

It is ADF policy to have women’s representation on all Promotion Boards in Navy and Air Force and on Personnel Advisory Committees for Army. In Navy, this policy also applies to Selection Boards for command and charge appointments as well as Warrant Officer tier selections. In 2020-21 the target for women’s representation on promotion boards was fully achieved by all Services.⁹¹

⁹⁰ As a proportion of all ADF honours and awards.

⁹¹ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 24: Number and proportion of promotion boards with at least one woman board member by Service and rank group, 2020-2021.

Representation of women on Defence senior decision-making committees

The Australian Government has committed to a gender diversity target of women holding 50% of Government board positions overall, and women and men holding at least 40% of positions at the individual board level.⁹² The Department of Defence's achievement towards this target is reported annually to Government.⁹³

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.^{94 95} In 2020-21, ADF women continue to be under-represented. In 2020-21, across the twelve Tier 1-3 committees, ADF women constituted 16.7% of the ADF members, slightly lower than their participation rate in the ADF (19.7%).⁹⁶ ADF women were represented in only seven of the twelve Defence committees; their proportion overall constituted 9.1%.⁹⁷

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 2020, due to COVID-19, no ADF women participated in the AICD's *Women's Board Ready* program.

Gender pay audit

The gender pay gap is the difference between men's and women's average weekly full-time equivalent earnings, and 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 6.1% less than the average

⁹² <https://www.pmc.gov.au/office-women/leadership/gender-balance-australian-government-boards>.

⁹³ 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>

⁹⁴ 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.

⁹⁵ 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 2020-2021, there were no women serving in these roles.

⁹⁶ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 25: Representation of women on Defence senior decision-making committees, as at June 2021.

⁹⁷ The Committees without ADF women's representation are the: Defence Committee; Defence Audit and Risk Committee; Enterprise Business Committee; Investment Committee; and Defence Strategic Policy Committee.

ADF man.⁹⁸ Of note, this is an improvement from the previous year (7.5%).⁹⁹ The national pay gap as at November 2020 is 13.4%.¹⁰⁰

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 higher 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).

⁹⁸ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* -Table 26: Difference between women's and men's pay in the ADF by rank and Service, as at 30 June 2021.

⁹⁹ *Women in the ADF Report 2019-2020*.

¹⁰⁰ 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.

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.

Army 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 6.1%. 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 More women have the opportunity to reach leadership positions						
12 Increase in number of women in leadership positions						
	Navy	Army	Army N/C	Army Combat	Air Force	ADF
4 The proportion of women in leadership pipeline ranks is proportional to their participation rate (Officers)						
4 The proportion of women in leadership pipeline ranks is proportional to their participation rate (SNCO)						
4 The proportion of women in leadership pipeline ranks is proportional to their participation rate (COMBINED)						
4 An increasing proportion of women are involved in mentoring, sponsorship and networking programs	Data only measured for the first time in 2020-21 (baseline year)					
4 Women are represented on all promotion boards						
4 Women are provided with equal opportunity to develop as leaders and to prepare for promotion through access to leadership development courses						
4 The contribution of women and men is valued and recognised equally (through proportional representation)			Data not available for all Honours and Awards.			
12 Women hold senior leadership positions at the same rate as their participation rate (Officer)						
12 Women hold senior leadership positions at the same rate as their participation rate (SNCO)						
12 Women hold senior leadership positions at the same rate as their participation rate (COMBINED)						
12 Women are promoted at the same rate as men						

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.

Leadership success in Navy
<p>Warrant Officer Suzie Peterson</p> <p>“Participating in Navy Women events has provided me the education to understand some of the challenges I’ve faced a woman in a technical branch, and learn about effective strategies to overcome these challenges. I...attended an [International Women’s Day] IWD event in Nepal, where I assisted building a home for vulnerable women, and IWD events in Brisbane and Sydney. Being involved in these initiatives has given me great exposure to strong leadership from inspiring women such as the [Queensland] Premier, Anastasia Palaszczuk, the 2020 Australian of the year, Grace Tame, and a large number of women executives through networking at these events. Seeing is believing – and seeing women succeed in such a large variety of professional applications has enabled me to believe in myself and my abilities as a technician and a leader. It is this network that has provided the safety net to challenge myself and led me to become the leader I am today. In 2021, I was humbled to be chosen as a panellist at the inaugural One Defence IWD Event where I was able to share my experiences of how acknowledging and challenging unconscious bias can enhance outcomes across workgroups, ages, genders and the different Uniformed Services.”</p>
Pathway to Army leadership
<p>BRIG Ana Duncan, AM, CSC – Commandant Royal Military College - Australia</p> <p>BRIG Duncan is one of seven women Brigadiers in the Australian Regular Army. She has had a distinguished 28 year career which has included a range of tactical, operational and strategic command and staff appointments, including Commanding Officer of the 1st Signal Regiment; Chief of Army secondment to the Department of Prime Minister and Cabinet, Director General Plans with the United States led Combined Joint Task Force – Operation Inherent Resolve in the Middle East; and her current appointment where she is the Commandant of The Royal Military College – Australia and Director General Army Leadership. She has seen operational service in East Timor, the Solomon Islands and the Middle East. Throughout her career, BRIG Duncan has developed her leadership through experience, formal training and leadership development courses.</p>
Executive coaching and mentoring pathways
<p>GPCAPT Jules Adams - Director of Personnel – Air Force</p> <p>A former Commanding Officer of Number 1 Recruit Training Unit, GPCAPT Adams has recently been selected as the next Commandant Australian Defence Force Academy on promotion to Air Commodore. GPCAPT Adams was an inaugural recipient of the executive coaching and mentoring program, which allowed her to explore a variety of approaches and techniques to influence, motivate and communicate for greater effect. The program expanded her thinking in response to a number of leadership challenges and prompted her to become a certified Business and Management Coach, where she could use similar skills to support her immediate team and those who are referred to her.</p>

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 women's and men's time in service (upon separation) is reduced• women and men are retained at the same rate after maternity and parental leave	

To improve overall women's 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 (8.4% and 9.3% respectively).¹⁰¹ Separation rates have remained steady between 8-10% for both genders over the last four years (see Figure 24). In comparison, within NATO member and partner nations in 2018, men are separating at rates higher than women.¹⁰²

Members of both genders at other ranks separated at a higher rate than officers (women 5.7% versus 3.1%; men 5.2% versus 2.7%).

Army separation rates were the highest. Overall Army women were separating at a higher rate than men (12.3% to 11.9%). For non-combat corps women and men, this ratio was 11.8% to 10.3%. However, for combat corps, women were separating at a rate less than men (10.0% to 14.8%).

¹⁰¹ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 27: ADF Permanent Force separations by gender, Service and ranks, 2020-2021.

¹⁰² NATO, 2018, p.31.

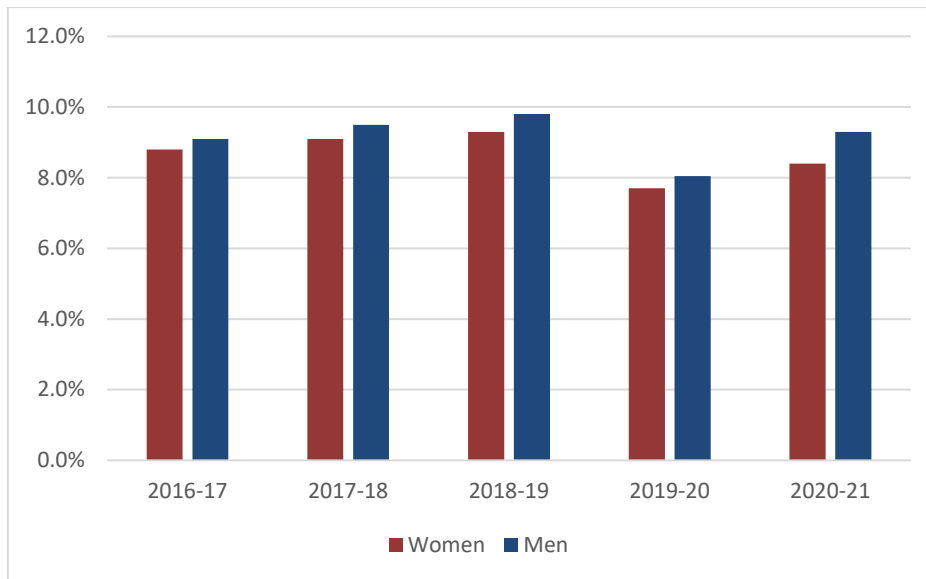


Figure 24. Separation rates for women and men for the total ADF, 2016-17 to 2020-21

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 under a quarter of all separations (see Figure 25).¹⁰³ 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.¹⁰⁴

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 2020.¹⁰⁵ However, similar to the ADF, both women and men separated more for voluntary than involuntary reasons.

¹⁰³ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 28: ADF Permanent Force separations by gender, Service and type of separations, 2020-2021.

¹⁰⁴ NATO, 2018, p.35.

¹⁰⁵ 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>

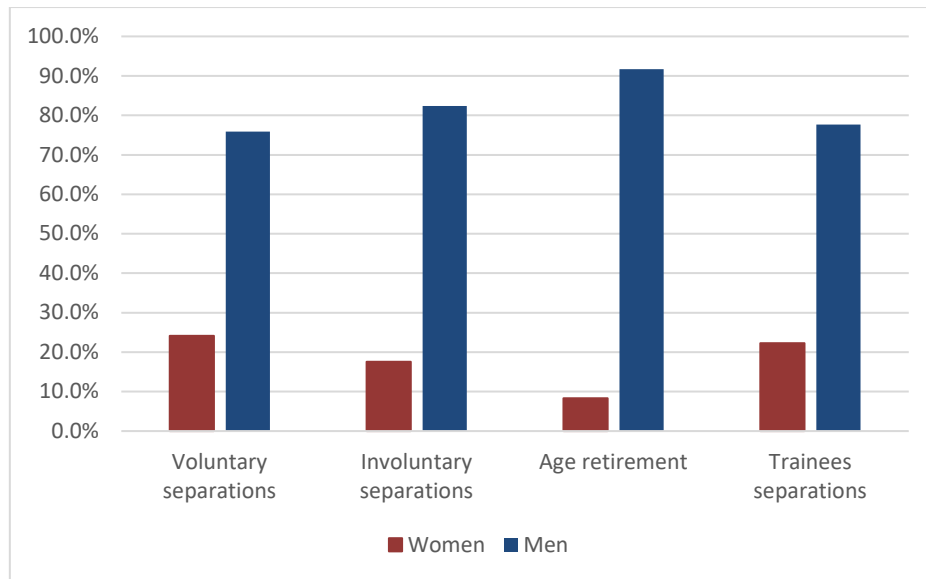


Figure 25. Distribution of separations by separation type for the total ADF, 2020-21

Separation rates for senior women and men 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.¹⁰⁶ Inclusion of this metric is consistent with external gender-related guidelines.¹⁰⁷

Data over the period 2020-21 shows that:

- Overall, women are separating at a slightly lower rate to men (6.3% versus 7.1%), which for both genders, is a decrease from last year.
- Women officers are separating at a significantly lower rate than men (5.1% for women vice 8.0% for men)
- For other ranks, with the exception of E-9, women are separating at lower rates than their male colleagues.¹⁰⁸

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.¹⁰⁹

¹⁰⁶ New retention metric agreed by COSC on 2 May 2018.

¹⁰⁷ 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>.

¹⁰⁸ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 29: ADF Permanent Force 12-month rolling separation rates by gender, ranks (O-6 and above, E-6 and above), and Service, 2020-2021.

¹⁰⁹ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 30: ADF Permanent Force separations by gender, ranks (O-5 and above, E-8 and above), Service and type of separations, 2020-2021.

Time in rank and service upon separation

Figures 26 and 27 show that women are currently serving for less time than men. In 2020-21, women officers who separated generally spent less time in rank than men (with the exception of O-0 and O-2).¹¹⁰ For other ranks, women who separated spent more time in rank than men with the exception of E-3 and E8.

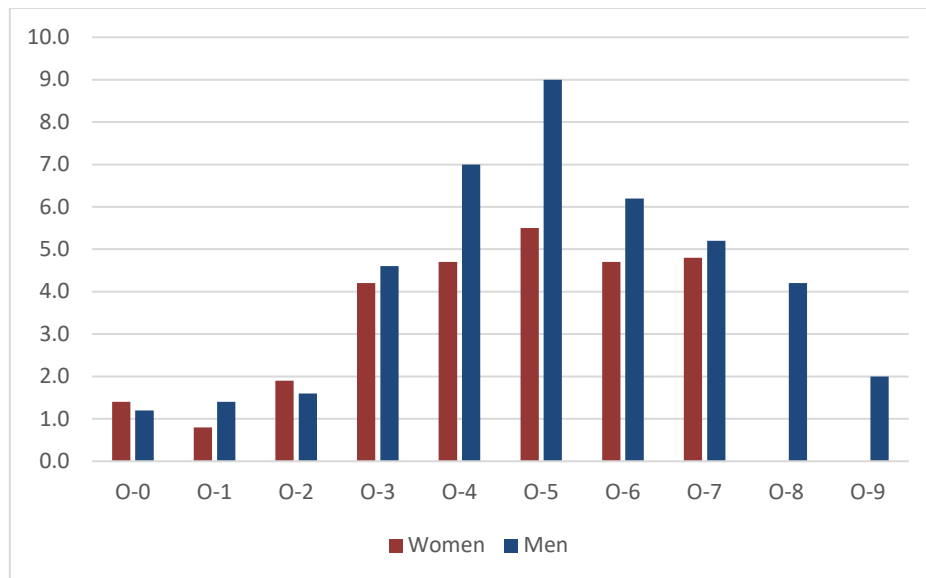


Figure 26. Median time in rank upon separation for officers (years) for the total ADF, 2020-21

¹¹⁰ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 31: Median time in rank (years) upon separation, by gender, rank and Service, 2020-2021.

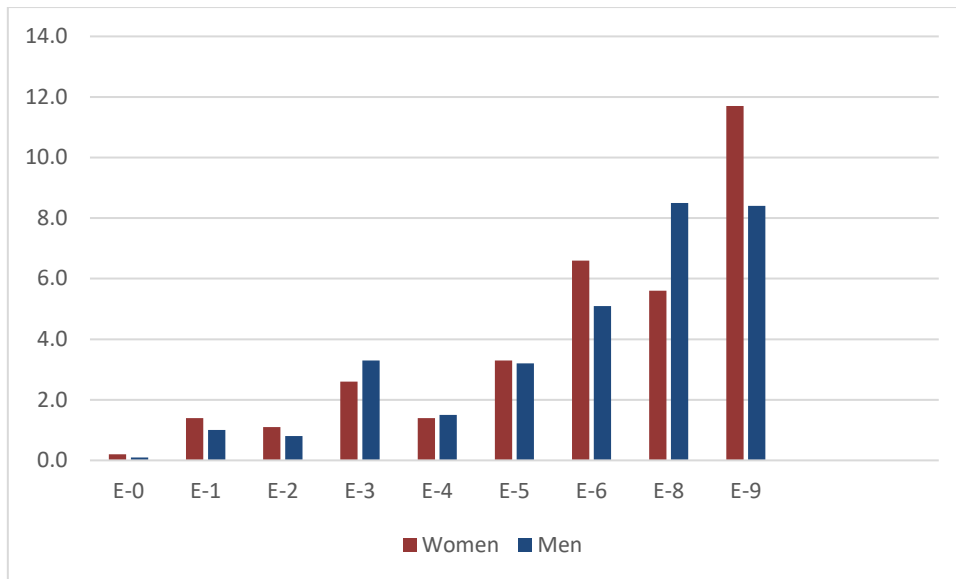


Figure 27. Median time in rank upon separation for other ranks (years) for the total ADF, 2020-21¹¹¹

For all Services and rank groups, women’s careers in the ADF are shorter than men’s, as shown in Figures 28 and 29.¹¹² This is consistent with previous years. For Figure 28 there is limited or no data for Army women in combat roles.

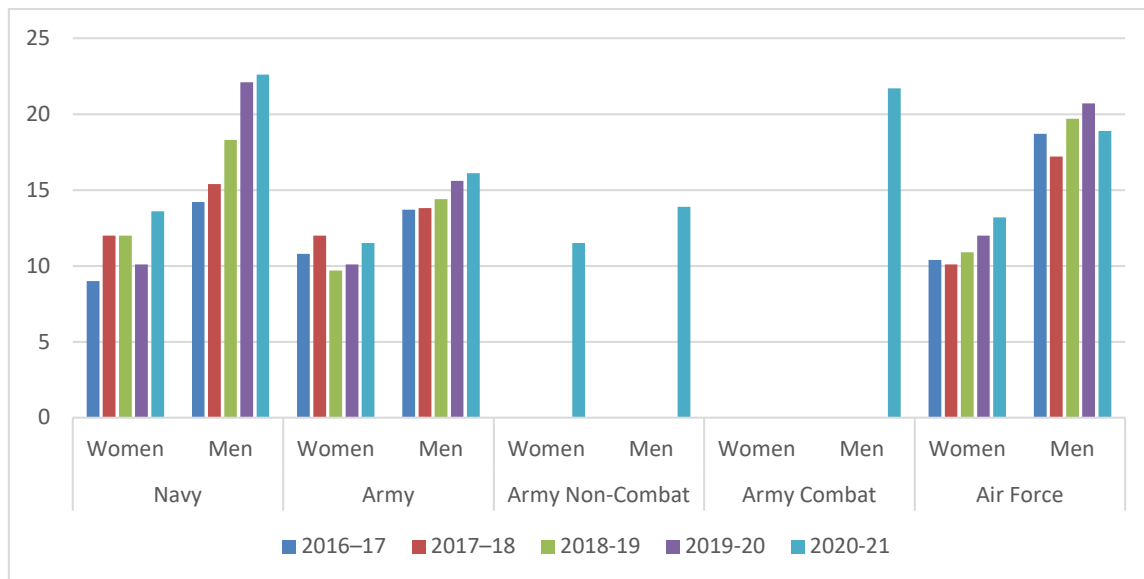


Figure 28. Median time in Service (years) at time of separation for officers for each Service, 2016-17 to 2020-21

¹¹¹ 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.

¹¹² See Supplementary Data Tables to *Women in the ADF Report 2020-2021* Table 32: ADF Permanent Force median time in service, upon separation, by gender and rank group, 2020-2021.

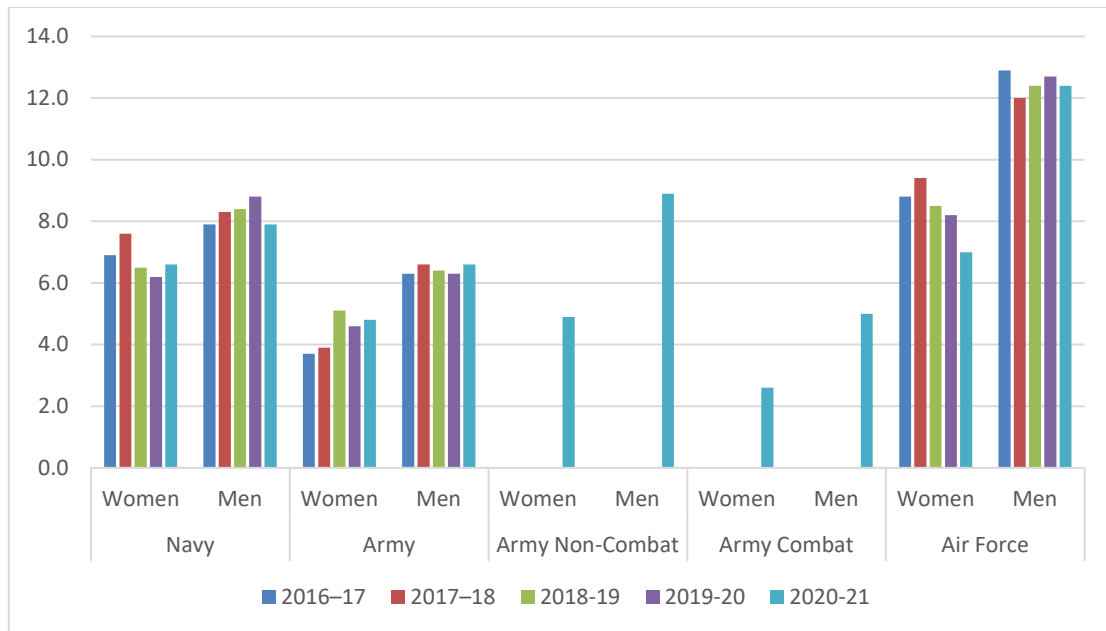


Figure 29. Median time in Service (years) at time of separation for other ranks for each Service, 2016-17 to 2020-21

Figure 30 shows that women officers separated after more years of service in 2020-21 than they did in 2019-20. With the exception of Air Force other ranks, there has been a slight increase in median time of service since 2018-19 (Figure 31).¹¹³ In case of men the median time has increased for Navy and Army officers, and Army other ranks (Figures 32-33). For Figure 30, there is no or limited data for median time in service for women officers in Army Combat.

¹¹³ Ibid.

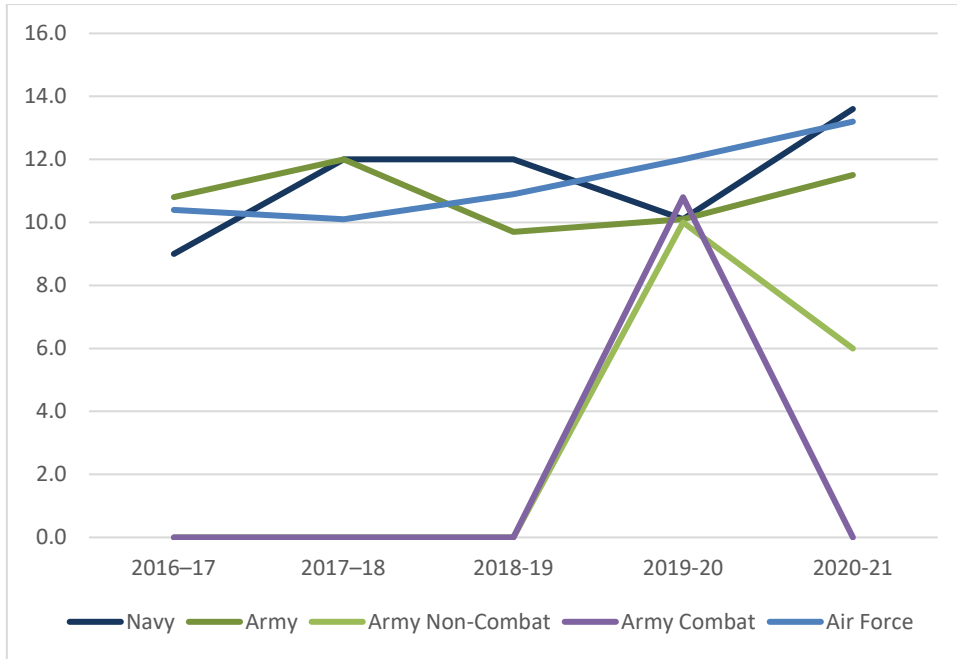


Figure 30. Median time in Service (years) for women officers for each Service, 2016-17 to 2020-21

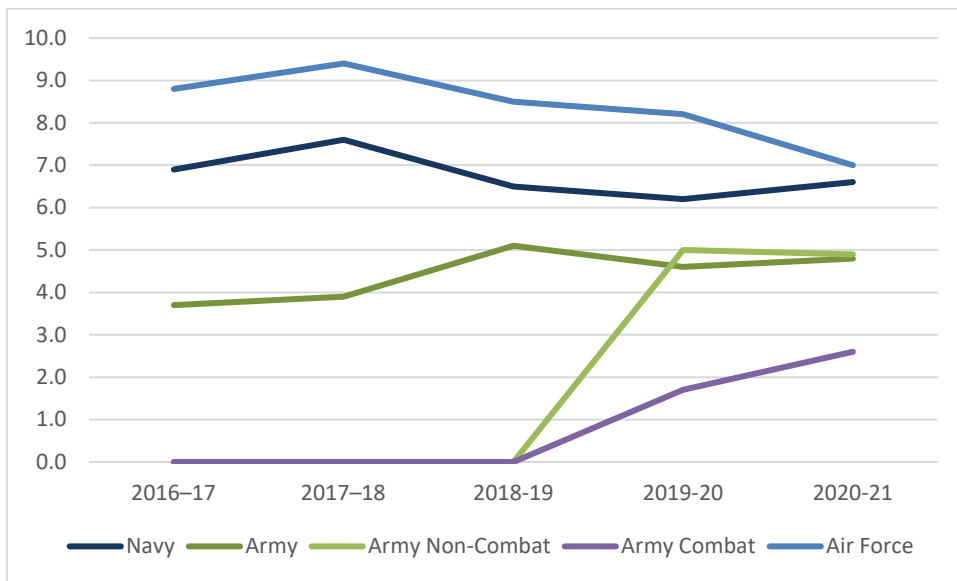


Figure 31. Median time in Service (years) for Other Rank women for each Service, 2016-17 to 2020-21

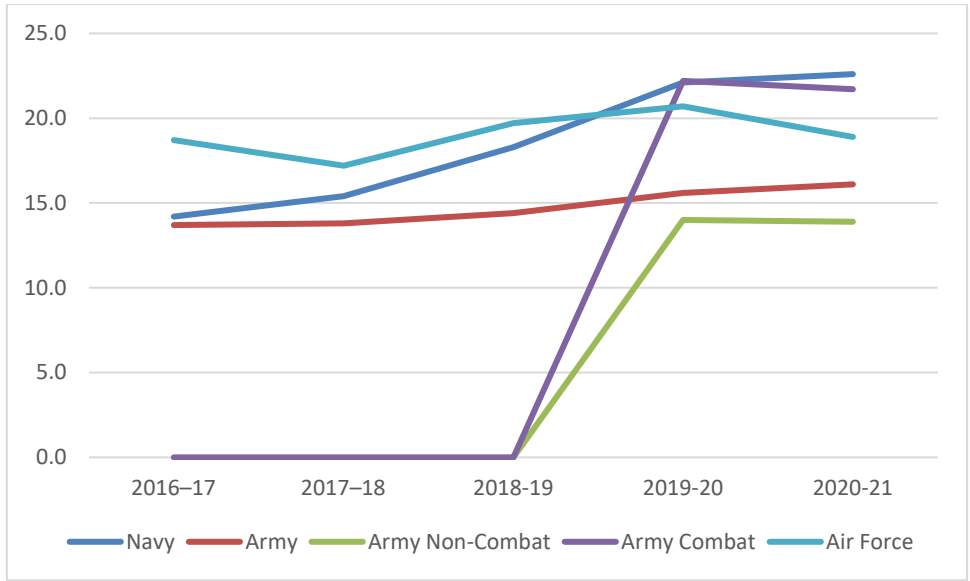


Figure 32. Median time in Service (years) for male officers for each Service, 2016-17 to 2020-21

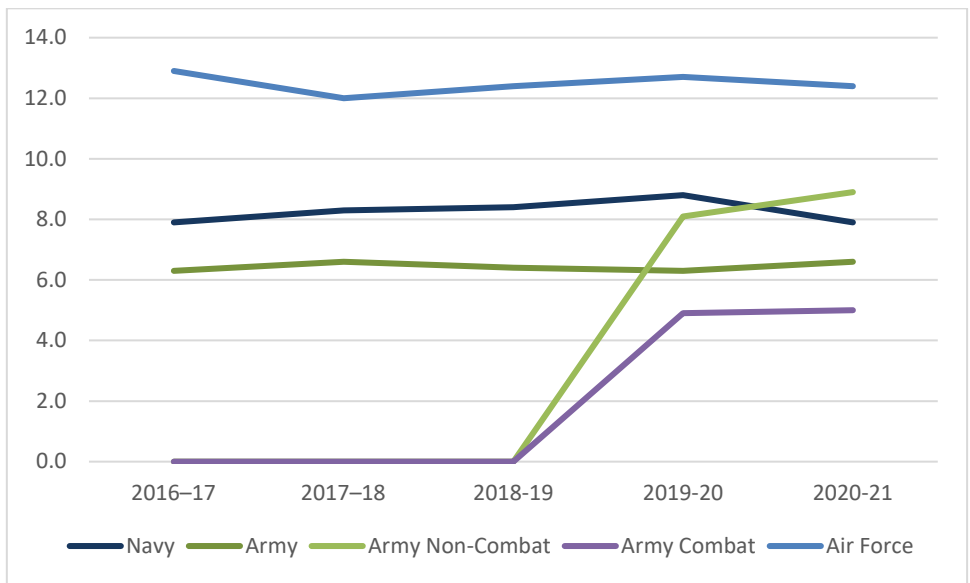


Figure 33. Median time in Service (years) for male other ranks for each Service, 2016-17 to 2020-21

The TWS, 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.¹¹⁴

In 2020-21, ADF women used a mix of paid and unpaid maternity and parental leave. Equal numbers of women accessed paid maternity leave and unpaid maternity leave. 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, equal numbers took paid parental leave over unpaid parental leave. For men accessing parental leave, the highest proportions were at rank levels similar to that of women.¹¹⁵

Across three timeframes – 18 months, three years and five years - women were retained at a lower rate than men (see Figure 34).¹¹⁶

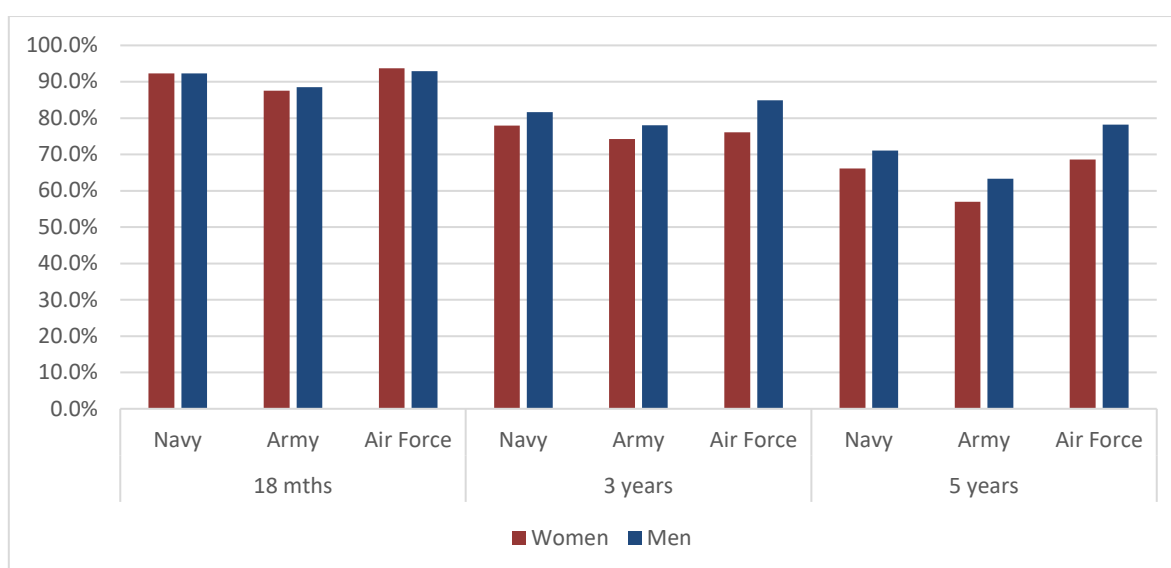


Figure 34. Proportion of ADF members retained 18 months, three years and five years after a period of paid maternity or parental leave, by gender and Service

Career breaks

¹¹⁴ Maternity and parental leave policies are described in the *ADF Pay and Conditions Manual*, Chapter 5, Parts 6-7, at defence.gov.au/PayandConditions/.

¹¹⁵ For figures relating to the commencement of maternity or parental leave for each service, see Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 33: Number and proportion of Permanent ADF women who commenced at least one period of paid or unpaid maternity leave in 2020-21; Table 34: Number and proportion of Permanent ADF women who commenced at least one period of paid or unpaid parental leave in 2020-2021; Table 35: Number and proportion of Permanent ADF men who commenced at least one period of paid or unpaid parental leave in 2020-2021.

¹¹⁶ 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 2020-2021* - Tables 36 to 38.

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.¹¹⁷

Figure 35 shows the percentage of women and men retained in 2020-21 after a career break in 2020.¹¹⁸ Following career breaks, with the exception of Air Force, women were retained at a lower rate than men.

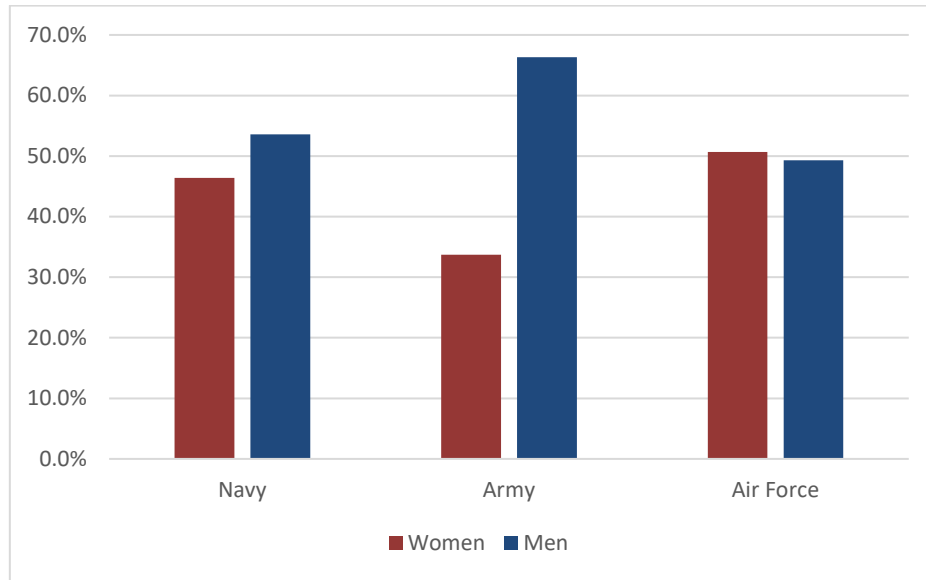


Figure 35. Proportion of women and men retained after a career break for the ADF Permanent Force, 2020-21

¹¹⁷ Leave types included in this definition are annual leave, leave without pay and long service leave. Leave types excluded are maternity and parental leave.

¹¹⁸ For figures relating to retention after career breaks for each service, see Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 39: Number of ADF members retained after taking a career break of three months or more, 2020-2021.

Key observations and trends

In 2020-21, women separated from the ADF at a lower rate than 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	Navy	Army	Army Non-Combat	Army Combat	Air Force	ADF
	Women are retained in the ADF at the same rate as men	Green	Green	Orange	Green	Green
The gap between women's and men's time in service (upon separation) is reduced	Orange	Green	Orange	Orange	Green	Green
Women and men are retained at the same rate after maternity and parental leave	Orange	Red	Data was not available when report was compiled		Green	Red

Chapter 6: Workforce management

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

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

- The proportion of women represented across occupations meets critical mass
- 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, a tailored approach to combat clothing and personal equipment development across services¹¹⁹. In building a more capable and diverse capability, ADF is moving away from 'one size fits all approach' to providing 'fit to perform' clothing and equipment options that better equips servicewomen, especially those in combat roles. Increasing flexible employment options that support 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 occupation groups and under-represented in Combat and Security, and Engineering, Maintenance and Construction occupation groups, and this is consistent with NATO data¹²⁰, there has been a marginal increase in the

¹¹⁹ Department of Defence, 2021. *Fit to Perform (F2P): A tailored approach to combat clothing and personal equipment development*. Version 1.0 16 September 2021. F2P provides context, guidance, and a framework for the development of an implementation plan for developing a more tailored approach to combat clothing and equipment options across all services by July 2022.

¹²⁰ NATO, 2018, p. 51.

proportion of women in each occupational group over the last four financial years (see Figure 36).¹²¹ By comparison, in the broader Australian workforce, in the period up to May 2018, some male-dominated industries (Construction and Transport) recorded a decline in women's representation, while others (Mining, and Electricity, Gas, Water and Waste services) recorded growth.¹²²

Navy is actively addressing low women's participation rates in particular occupation groups through revising career continuums, providing tailored career management to women, especially those proceeding on and returning from maternity leave, and taking steps to support women in the workplace through mentoring, leadership and networking opportunities. Women in STEM remains a focus; exploring all opportunities to attract, retain and promote women in the STEM fields.

In the 2019-2020 period, Navy qualified its' first woman Mine Warfare and Clearance Diving Officer and two women Clearance Diving Sailors. In 2020-2021, two women ab-initio recruits were selected into the Clearance Diving Branch.

Army is also committed to the successful, ongoing integration of women in combat roles and to ensuring they have positive, viable and sustained careers. Army plans to introduce a range of female-specific combat material solutions in 2021/2022 and develop future 'tailored options' for clothing and personal equipment to better enable servicewomen, in combat roles.¹²³ Army has made steady progress towards the integration of women into all roles through the removal of gender restrictions. In 2020-2021 Army continues to review and evaluate progress made on established lines of effort on women's participation which include but are not limited to; attraction and retention, training and leadership development, integration and balance and retention and transition.

Air Force continues to promote increased women's participation across all employment categories. The introduction, and maturation of enhanced career management, mentoring and professional development opportunities provides avenues for increased participation. Air Force now has women serving in non-traditional fields including Air Field Defence Guards, Ground Defence Officers, Fire Fighters, Fast Jet Pilots in operational squadrons, technical Warrant Officers and senior Flight Test Engineers. Additionally Air Force currently has women serving in Senior Officer and Senior Enlisted roles such as Head Air Force Capability, Force Element Group Commanders and Director-General Personnel and Warrant Officer- Air Force.

¹²¹ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 40: ADF Permanent Force by gender, occupational group, rank group and Service as at 30 June 2021.

¹²² 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>

¹²³ COSC Agendum 426 of 21- A Strengthened Approach to combat clothing and personal equipment to achieve enhanced effectiveness and efficiencies across the services.

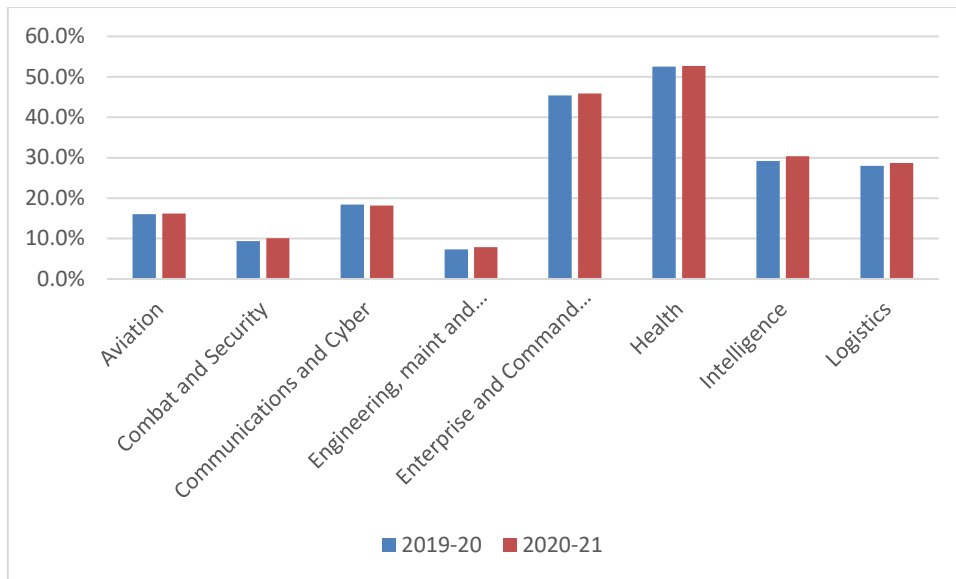


Figure 36. Representation of women in occupational groups¹²⁴ for the total ADF, 2019-20 to 2020-21

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, Maintenance and Construction group is the least occupied by women. However, women are represented similarly for Navy and Air Force in the Health, and Enterprise and Command Support groups. This may reflect the nature of the specific job requirements in these groups that vary from Army.

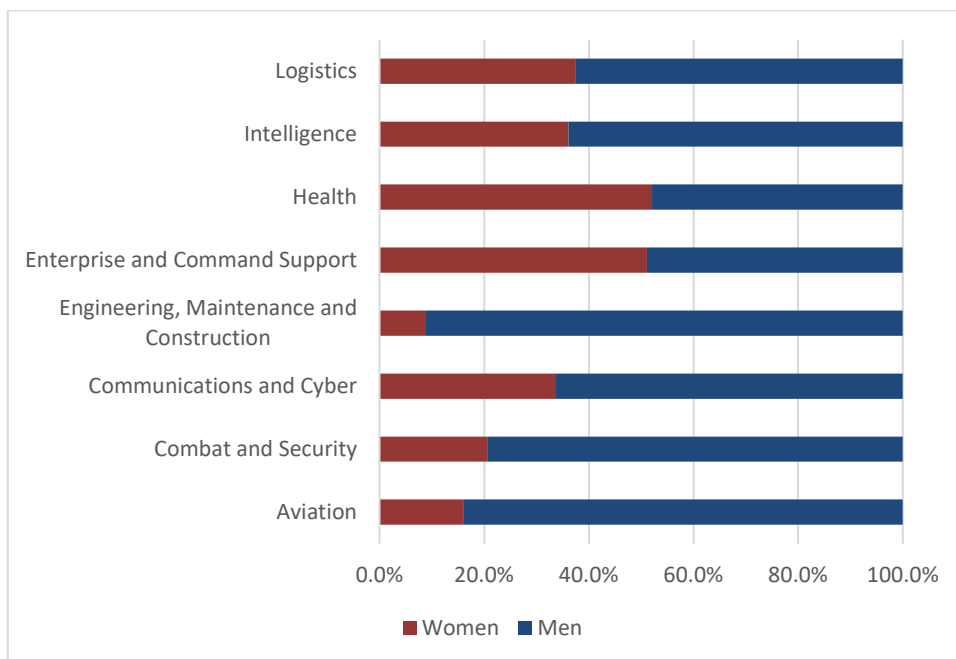


Figure 37. Distribution of Navy women and men across occupational groups, 2020-21

¹²⁴ The number of occupational groups changed from six to eight in 2020-21, therefore only two years are represented.

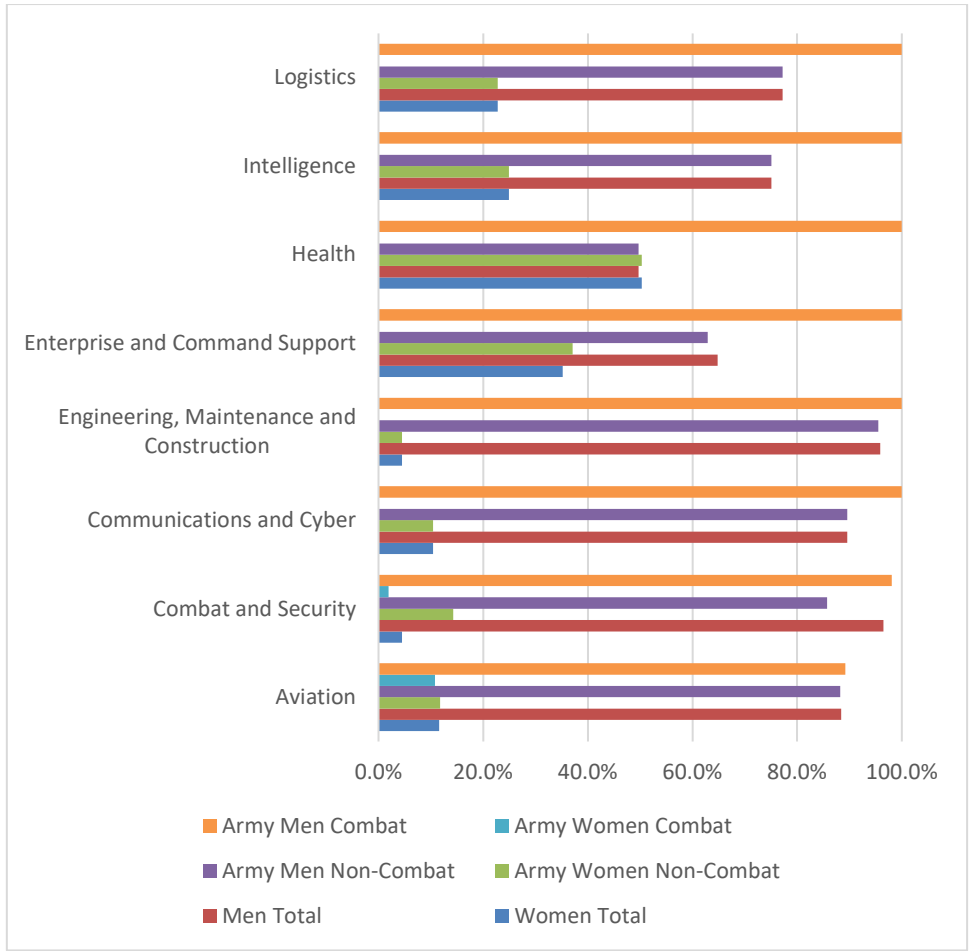


Figure 38. Distribution of Army women and men across occupational groups,¹²⁵ 2020-21

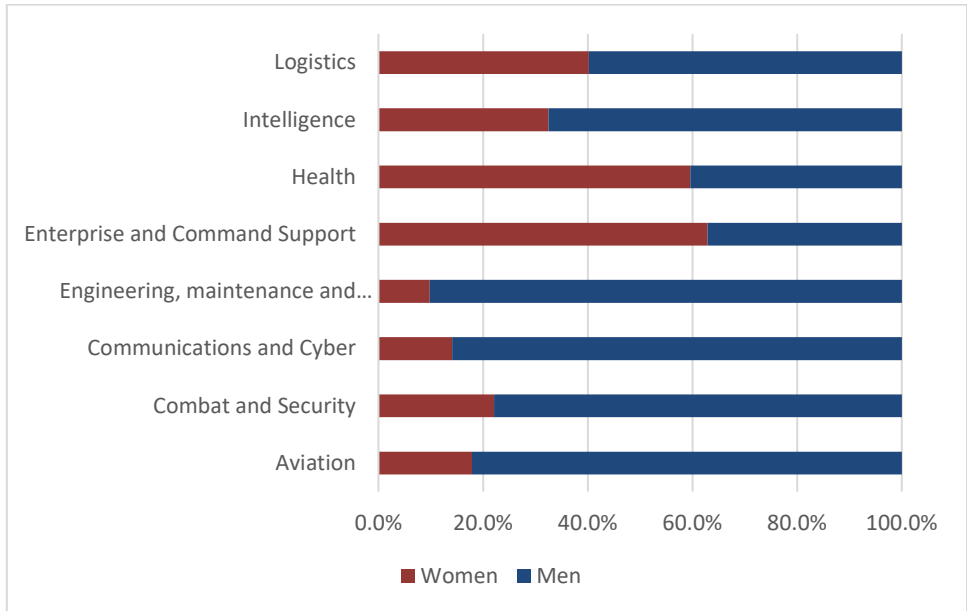


Figure 39. Distribution of Air Force women and men across occupational groups, 2020-21

¹²⁵ Combat is nested within 'combat and security' occupational group.

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, Maintenance and Construction occupational groups are losing more women and men than the groups are gaining; this is consistent with the previous year. For all other occupational groups more women and men are joining than leaving.¹²⁶

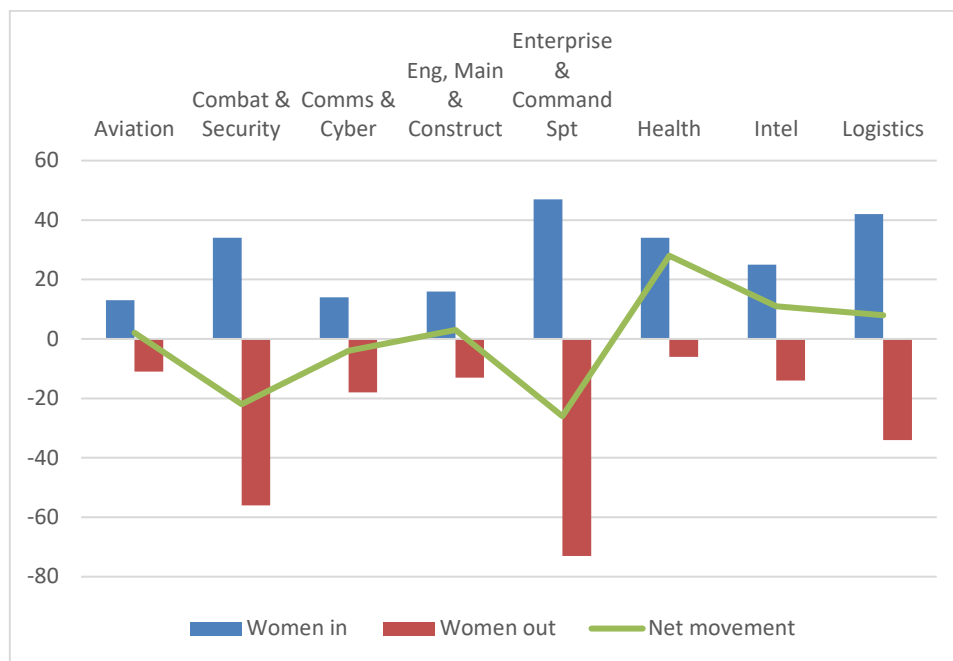


Figure 40. Net movement of women in each occupational group as a percentage of gender representation in that occupational group, 2020-21

¹²⁶ For figures relating to transfers into and out of occupational groups by gender and Service for 2020-2021, see Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Tables 41 and 42.

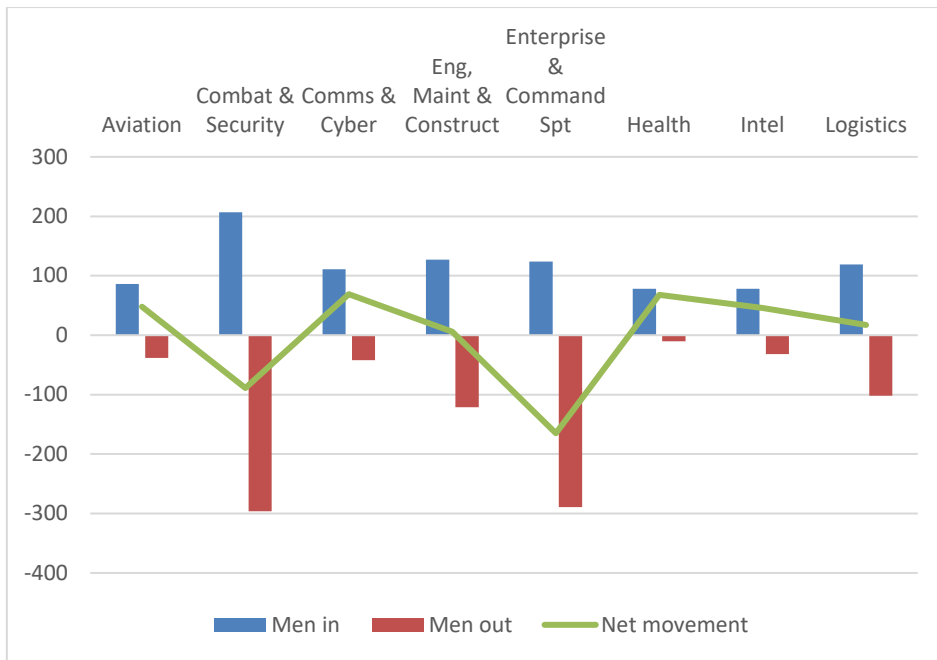


Figure 41. Net movement of men in each occupational group as a percentage of gender representation in that occupational group, 2020-21

Members leaving an occupational group may be transferring to another group or separating from the ADF. Most personnel who left their occupational group in 2020-21 separated rather than transferred.¹²⁷ Figure 42 shows that, compared with men, more women left Combat and Security occupational group.

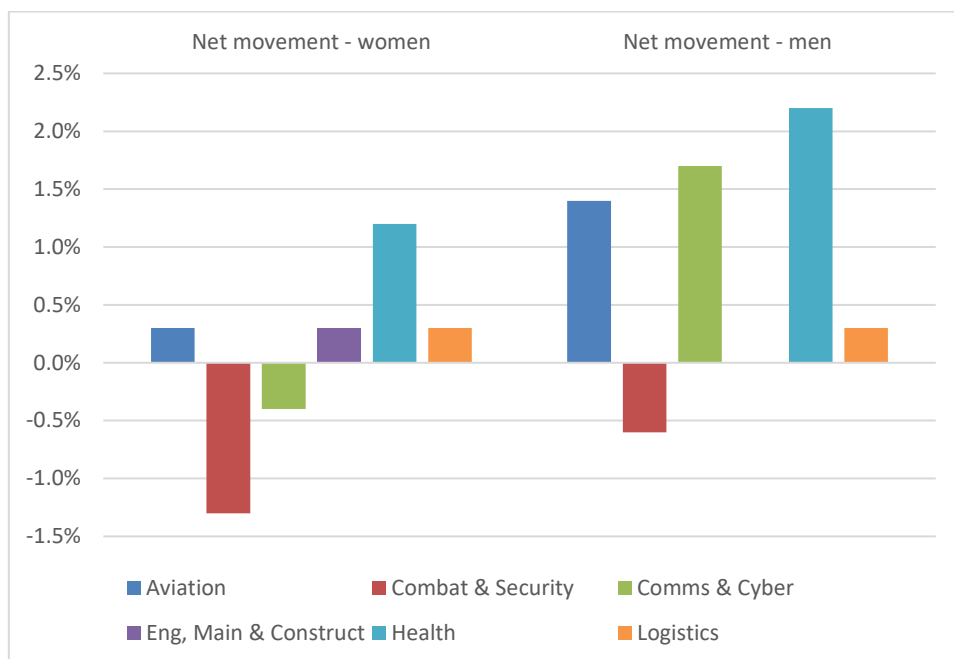


Figure 42. Net movement of women and men in each occupational group as a percentage of gender representation in that occupational group, 2019-20

¹²⁷ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 43: Transfers out of occupational groups with reason for transfer by gender and Service2020-2021.

Women's experiences in the ADF

Elements of women's experiences in the ADF, as they relate to women and men feeling equally supported by and included in Defence, have been drawn from Defence attitudinal surveys, which measure attitudes and experiences relating to topics such as Defence and ADF culture, leadership and management, and working conditions. The following survey criteria was measured:

- Criteria 1: Women report the same level of well-being
- Criteria 2: Women present the same level of morale
- Criteria 3: Women report the same level of appreciation of leaders
- Criteria 4: Perceptions of career progress are similar
- Criteria 5: Perceptions of team inclusivity are similar
- Criteria 6: Perceptions of job engagement are similar

Women reported similar levels of well-being and had similar perceptions of job engagement and career progress to men across all three services and the overall ADF. Women reported lower levels of team inclusion for the whole of ADF and Air Force, but reported more positive perceptions of senior leaders overall and specifically in Army. Across all three services and overall, women reported lower levels of morale compared to their male counterparts.¹²⁸

Flexible work arrangements

There is a strong equality rationale for providing flexible work arrangements for all personnel. Encouraging men's uptake of Flexible Work Arrangements (FWA) enables sharing of caring responsibilities, and increases women's workforce participation.

The ADF recognises that allowing personnel to balance their careers and personal obligations is critical to retention.¹²⁹ 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)

¹²⁸ See Supplementary Data Tables to *Women in the ADF Report, 2020-2021* – Table 44.a: Women's experiences in the ADF, as they relate to women and men feeling equally supported by and included in Defence, 2020-2021; Table 44.b: Navy; Table 44.c: Army; and Table 44.d: Air Force.

¹²⁹ 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.

using formal FWA¹³⁰ in 2020-21. The proportion of women and men using FWA has decreased since last year. Navy and Air Force have exceeded the 2% target.¹³¹ Army remains below the target.¹³²

Table 8: Utilisation of FWA, 2020-21

Service	Women (as a % of women)	Men (as a % of men)	Total % utilisation of FWA within Service
Navy	6.1%	4.0%	4.5%
Army	3.2%	0.2%	1.5%
Air Force	11.3%	6.3%	7.6%

Of note, the proportion of women accessing FWA continues to be higher than men (see Figure 43).¹³³ This may be for reasons that include cultural bias against men utilising flexible work options, or that women are more comfortable in using FWA.

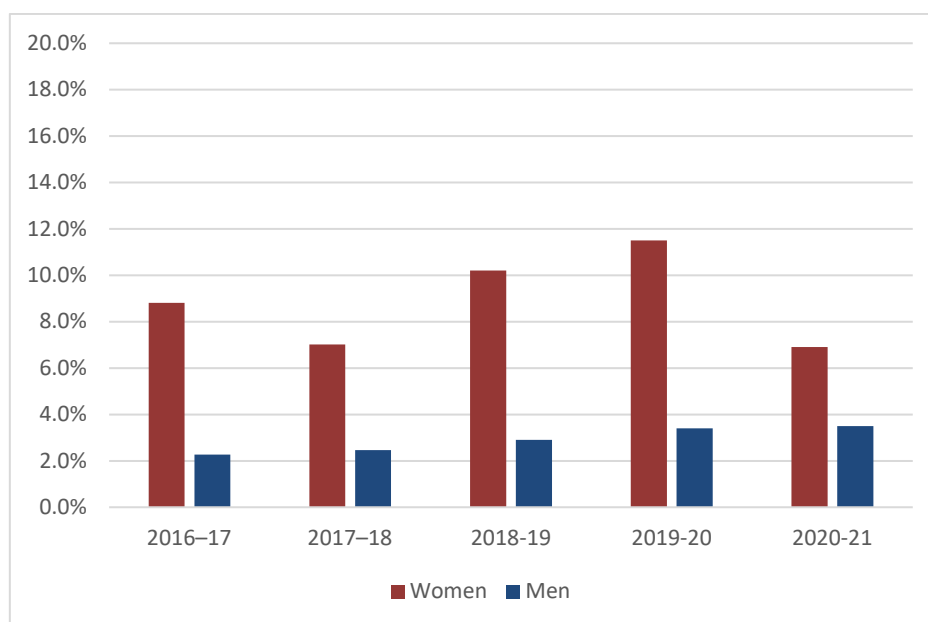


Figure 43. Proportion of ADF women and men using FWA, 2016-17 to 2020-21

The percentage of members accessing informal FWA¹³⁴ 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%).¹³⁵

¹³⁰ Formal FWA are recorded in PMKeys.

¹³¹ 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 2020-2021* – Tables 45 to 47.

¹³² *Women in the ADF Report 2018-19*.

¹³³ Based on formal applications for FWA registered in PMKeys.

¹³⁴ Informal arrangements made at unit level.

¹³⁵ 2019 Defence Census.

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

In the broader Australian workforce, 67.9% of all part-time employees are women.¹³⁶ 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.¹³⁷

Childcare assistance

Access to childcare affects the retention of ADF personnel. Defence Member and Family Support (DMFS) 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 the Defence Childcare Program contracted provider One Tree Community Services in most states and territories across Australia, with priority access facilitated for Defence families who might face difficulties in acquiring childcare in new posting locations.

DMFS also provides individual case management which is a free service to assist ADF families in finding placements at any local childcare centres, family day care and before and after school care nationwide when they move to a new area or change their work or care arrangements (such as returning from maternity leave).¹³⁸

Members with dependants

The arrangement known as 'Member with Dependants Unaccompanied' (MWDU) refers to the circumstance where a military member is posted but their family remains in the current location. 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. DMFS has developed a number of resources to assist members and their families in making the best decision for their family's particular circumstances.¹³⁹

DMFS has also developed and delivered a series of webinars to assist members and their families in deciding whether a MWDU categorisation would be helpful for their family and if so, how to plan

¹³⁶ 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>

¹³⁷ <https://www.wgea.gov.au/topics/the-gender-pay-gap>

¹³⁸ Further information on DMFS's childcare assistance programs is available at defence.gov.au/DMFS/Kids/Childcare.asp.

¹³⁹ Benefits that a member's dependants 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.

and manage having a home in two locations. The webinar series has also addressed maintaining positive relationships, parenting and active coping.

MWDU accounts for 9.4% of arrangements for women with dependants (a marginal decrease from 9.9% in 2019-20) and 13.3% for men with dependants (13.1% in 2019-20). Compared with Navy women and both genders in other Services, Navy men were more likely to be unaccompanied than accompanied (18.1 %).¹⁴⁰ This is a slight decrease from last year (19.3%) 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.¹⁴¹ 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 Defence¹⁴².

Women¹⁴³ have comprised three-quarters of all support clients of the Defence Sexual Misconduct Prevention and Response Office (SeMPRO) since 2013–14. SeMPRO support clients are predominantly current serving members but also encompass people from the broader Defence community. The data in Figure 44 shows that SeMPRO 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 women clients has remained consistently around 80 per cent since 2017–18.

The 2019-20 Australian Bureau of Statistics (ABS) Crime Victimization survey indicated 83 per cent of self-reported sexual assaults from the previous year were perpetrated against women¹⁴⁴. The ABS data correlates with that reported by NATO member states and partner nations. For incidents of

¹⁴⁰ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 48: Members with Dependents and Members with Dependents Unaccompanied by gender, rank and Service, as at 30 June 2021.

¹⁴¹ 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, 2820293. DOI: 10.1080/08995605.2018.1479551. Retrieved from <https://doi.org/10.1080/08995605.2018.1479551>.

¹⁴² 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 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.

¹⁴³ Includes women from the Australian Defence Force and Department of Defence.

¹⁴⁴ Australian Bureau of Statistics (ABS) 2021. Crime Victimization, Australia, 2019-20 [<https://www.abs.gov.au/statistics/people/crime-and-justice/crime-victimisation-australia/latest-release#data-download>]. Crime Victimization, Australia, 2019-20 indicates that women were the victims in 79 per cent of the self-reported sexual assaults in the 12 month period prior to completing the survey.

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.^{145 146}

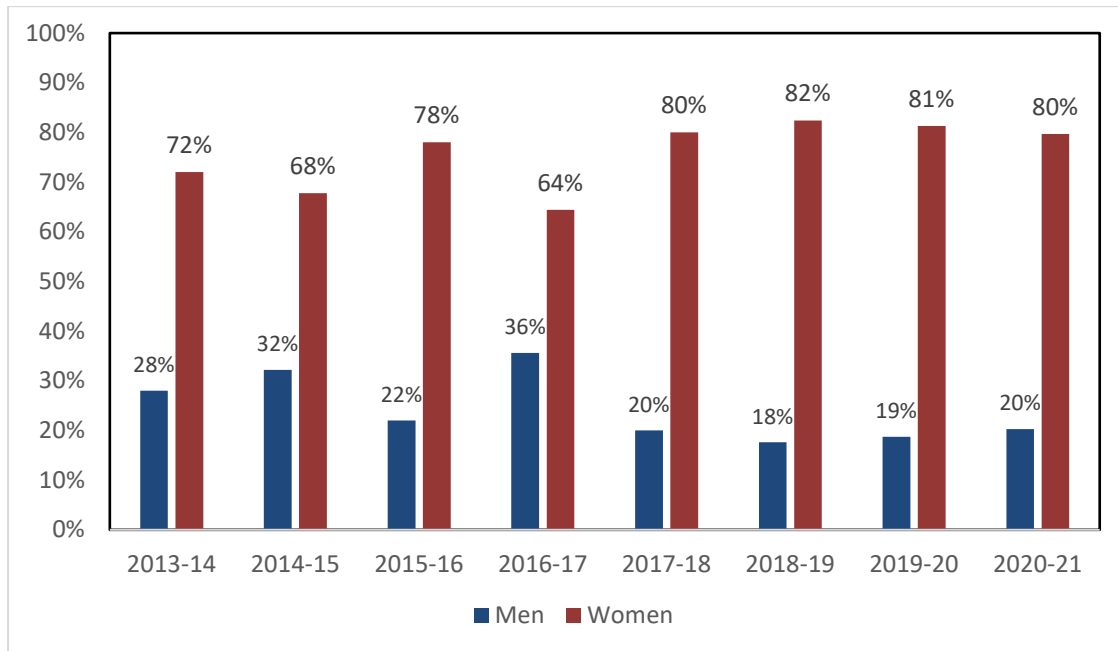


Figure 44. SeMPRO support clients by gender, 2013-2021¹⁴⁷

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 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.¹⁴⁸

¹⁴⁵ NATO, 2018, p. 64.

¹⁴⁶ For uniformed members only.

¹⁴⁷ Includes all support clients from the broader Defence community who are eligible for services. Most of those clients are current serving ADF members.

¹⁴⁸ 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.

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 disproportionately affected by sexual offences and sexual harassment in the workplace.

There is very little difference between women and men in reporting against survey data on their experiences as they relate to feeling equally supported by and included in Defence, with the exception of lower levels of morale for women.

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						
	Navy	Army	Army Non-Combat	Army Combat	Air Force	ADF
2 The proportion of women represented across occupations meets critical mass						
3 Use of flexible work practices meets the two per cent target for each Service			No disaggregated data available for NC & C comparison. KPI achievement is for whole of Army.			
11 Women and men feel equally supported by and included in Defence, including family support:			See note below.			
1. Women report similar levels of well-being						
2. Women report similar levels of morale						
3. Women report similar or greater level of appreciation of leaders						
4. Perceptions of career progress are similar						
5. Perceptions of team inclusivity are similar						
6. Perceptions of job engagement are similar						

Note: For KPI 11 in the score card above, there were insufficient survey responses from women in Army Combat roles to conduct gender comparisons for the six individual culture metrics. DPG policy is to not report survey results when the sample size is below 30. This is to protect the privacy of participants and to meet our ethical obligations under research policy. This means Army survey results for the culture KPI cannot be reported in terms of Combat and Non-Combat corps.

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• Equal proportions of women and men render Reserve 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.¹⁴⁹

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 Reserve components) and who continue to render ADF service.¹⁵⁰ 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 2019-20, 42.2% transferred to SERCAT 3-5 and 50.9% of these members rendered service in 2019-20.¹⁵¹ This similar to last year's report data, which showed that 40% transferred to SERCAT 3-5 in 2018-19 and 50.4% rendered service in 2019-20.

There is a variation between the Services as Figures 45 and 46 show. Notably, in 2019-20, less women than men transferred to SERCAT 3-5. Overall, women rendered service in 2020-21 at a greater rate than men (63.4% vice 45.8%). As Figure 47 shows, most Service was rendered for a period of 20 – 49 days.

¹⁴⁹ The ADF Total Workforce System – Service Spectrum is described in the *Military Personnel Policy Manual*, Part 2, Chapter 5, at defence.gov.au/PayandConditions/ADF/Resources/MILPERSMAN.pdf.

¹⁵⁰ 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.

¹⁵¹ 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 2020-2021* - Tables 49 to 52.

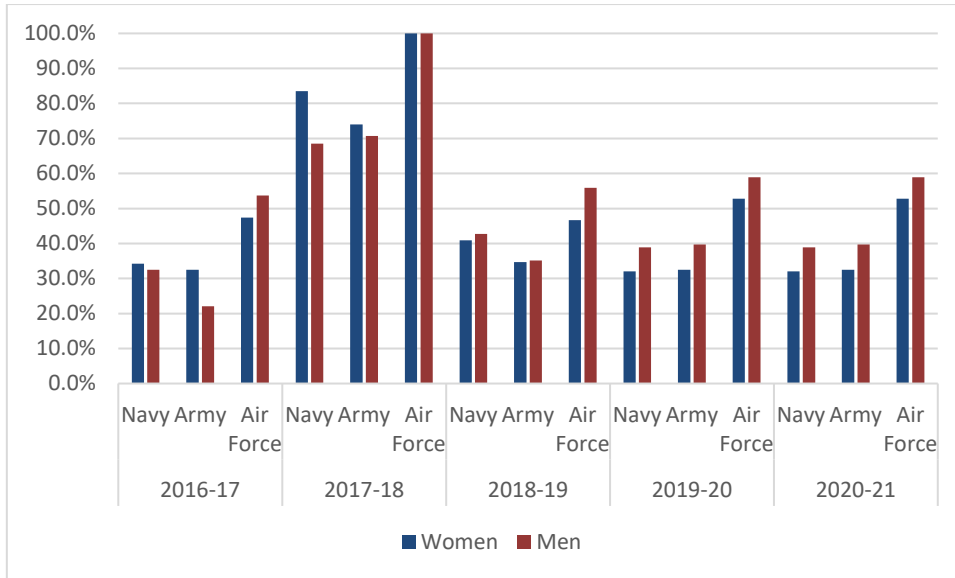


Figure 45. Proportion of separating ADF Permanent Force members who transferred to Service Categories 3-5, 2019-20

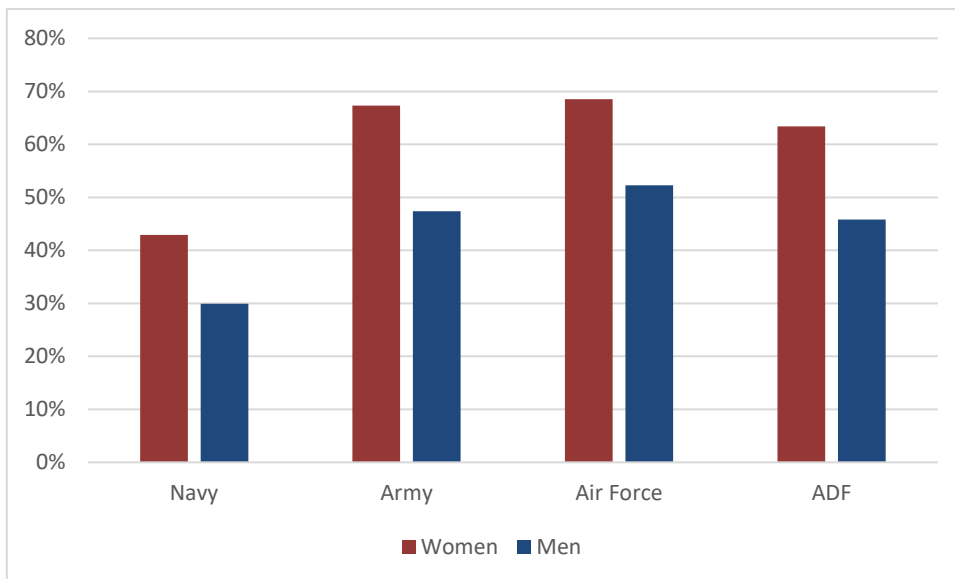


Figure 46. Proportion of ADF transfers to Service Categories 3-5 in 2019-20, who rendered service in 2020-21

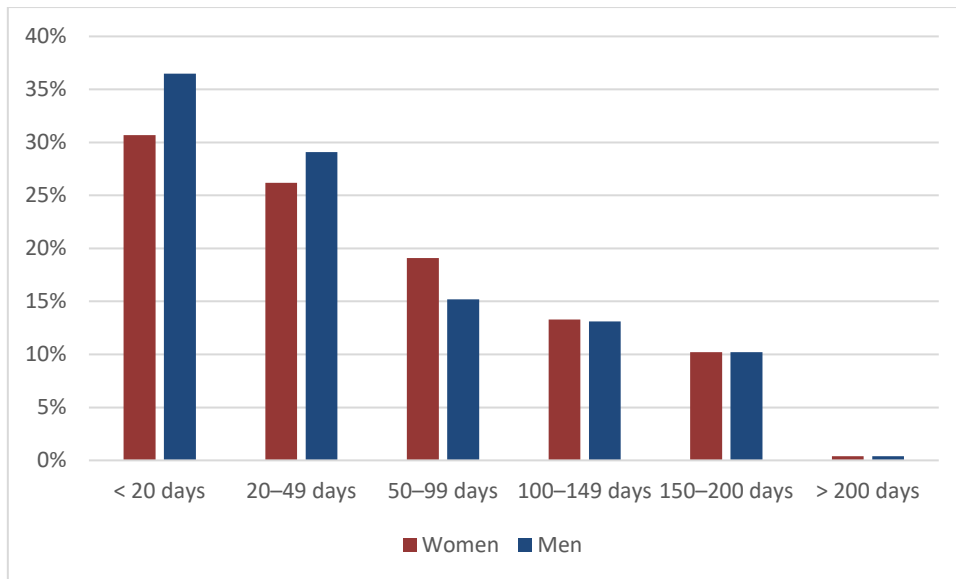


Figure 47. Distribution of ADF women and men (who transferred to Service Categories 3-5 in 2019-20 and rendered service in 2020-21) by category of attendance days, 2020-21

Attitudinal data suggests that flexible service under the Service Spectrum may have a positive impact on women’s decisions to remain in the ADF.¹⁵² 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 2020-21, 17.9% of all Permanent Force enlistments were prior service enlistments, a decrease of 2.7% from the previous year. Women comprised 27.0% of prior service enlistments, which is significantly more than the overall proportion of women in the ADF Permanent Force (19.7%)¹⁵³, and is consistent with the previous year.

For Navy and Army, including Army Non-Combat and Combat Corps, more women than men enlisted. Overall, more ADF women than men enlisted (20.8% to 17.1%).

Figure 48 shows prior enlistment distribution for 2020-21.¹⁵⁴

¹⁵² 2018 *Defence YourSay Survey*.

¹⁵³ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 3; ADF Permanent Force enlistments (all modes of entry) by gender and rank group, 2020-2021 and Table 53a: ADF Permanent Force prior service enlistments by gender, mode of entry, and rank group, 2020-2021.

¹⁵⁴ See Supplementary Data Tables to *Women in the ADF Report 2020-2021* - Table 53b: ADF Permanent Force prior service enlistments by gender, mode of entry, and rank group, 2020-2021.

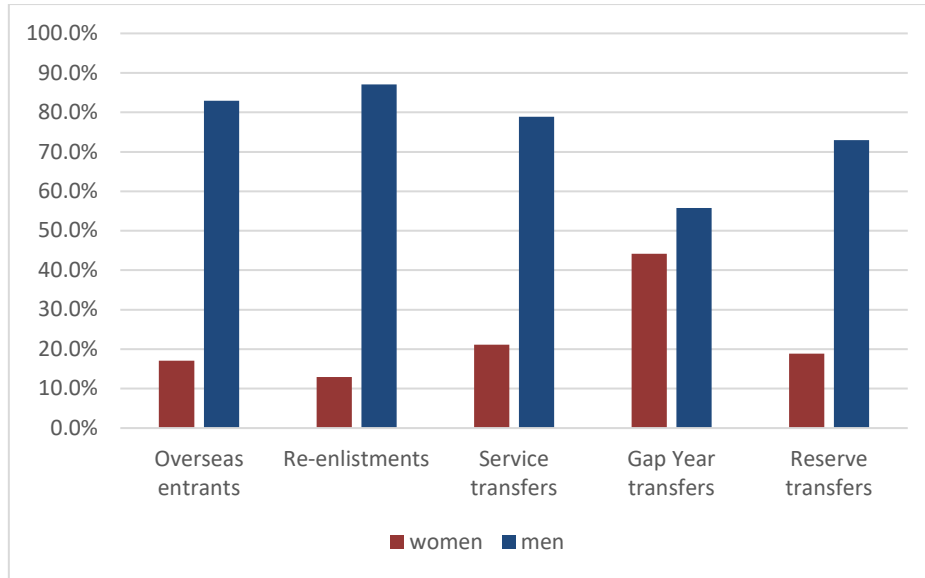


Figure 48. Distribution of prior service enlistment by type, for the total ADF Permanent Force, 2020-21

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 2020-21.

Women comprised 27.0% of prior service enlistments, which is significantly more than the overall proportion of women in the ADF Permanent Force. Overall, more women than men enlisted.

Achievements against KPIs						
9 Women transfer to the Reserves and use Reserve and Total Workforce Model options at a similar rate to men	Navy	Army	Army Non-Combat	Army Combat	Air Force	ADF
			No disaggregated data available for NC & C comparison. KPI achievement is for whole of Army.			
Equal proportions of women and men transfer to the Reserves						
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

This year's report reflects a significant improvement in the achievement of the KPIs, demonstrating the positive effect of strategic initiatives to improve women's participation across all stages of the employment life cycle. Moving forward, the report provides an opportunity to identify areas of focus for targeted effort in 2021-2022.

The ADF continues to show a steady improvement in a number of areas. The proportion of women has increased, enabling Army and Air Force to achieve their 2023 participation targets. Women are well-represented in professional and military leadership education opportunities, on deployments, and in accessing FWA. Across all initial entry training, there is little difference between women and men's completion rates, and for the first time, in 2020, more women than men completed their degree studies at the Australian Defence Force Academy.

The distribution of women and men in occupational groups varies, with a higher proportion of women in health and logistics, and more men than women in combat and engineering groups. However, the proportion of women in all occupation groups increased marginally over the past four years. This indicates that representational levels may achieve a critical mass in future years with sustained effort.

A strong focus is still required to improve women's participation in senior leadership roles, which while increasing marginally each year, remains low. Women's representation in command positions is proportionally lower than their participation rate and they are under-represented on senior decision-making committees. This is exacerbated by lower retention rates for women, although women and men are separating from the ADF at similar rates. Less women than men transferring from full-time to part-time service. In 2020-2021, women continue to be disproportionately impacted by sexual misconduct and sexual harassment.

Despite these results, women's lived experiences in the ADF are varied. Women reported similar levels of well-being and had similar perceptions of job engagement and career progress to men across all three services and the overall ADF. While women reported more positive perceptions of senior leaders overall and specifically in Army, they also reported lower levels of team inclusion (for the whole of ADF and Air Force), and across all three services and overall, women reported lower levels of morale compared to men.

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 2021-2031*, 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

The sea going liability for Navy members, particularly within the ranks of 0-3 to 0-5 and E3-E8, impacts promotion and leadership opportunities, and coincides with the most common age and/or stage of life with the most significant demand for family commitments. It may also influence the attraction and recruitment of potential women candidates. Navy intends to undertake further analysis in an attempt to verify the impact of these factors on the attraction, recruitment, retention and advancement opportunities for women.

Women's ab initio recruitment targets

All Navy positions are open to women. Women sailor recruiting targets are set at 50% in non-technical workgroups, and 30% for technical and Clearance Diver workgroups. These aspirational targets for women are not always met, with positions opened up to men candidates approximately six weeks prior to intake commencement to enable achievement of overall recruitment requirements. Ab initio officer selections do not have specific women's targets, with a focus on achieving a parity of high quality women and men candidates to Officer Selection Boards with an emphasis on increasing women aviation and engineering candidates.

DFR's women's recruitment achievement of 385, against an overall target of 739 represented 52.1% across all mechanisms of entry. This included 28 SERCAT 3 members. In comparison to 2019-2020, women's achievement was 463 of 810 (57.2%). The DFR women's recruitment target of 739 represents 50.9% of the overall recruiting target of 1452.

Specialist recruiting teams

The ongoing Specialist Recruitment Team – Women (SRT-W) program remains embedded within DFR Centres with a presence in Sydney, Perth, Brisbane and Melbourne. These roles are critical in encouraging 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.¹⁵⁵ Current serving women who are excelling in their roles are profiled to provide potential candidates with direct insight into the career opportunities for women, particularly in non-traditional roles.

¹⁵⁵ <https://navy.defencejobs.gov.au/about-the-navy/women-in-the-navy>

Deliberate efforts are made to ensure women's representation in DFR marketing collateral wherever possible, specifically where they are underrepresented, such as technical and engineering roles.

DFR's tri service 'Do What you Love' television marketing campaign is specifically targeted at inspiring women into Defence careers, with Navy maritime and aviation job roles featuring in the campaign alongside Army and Air Force job roles.

Physical Fitness Entry Standards

An identified barrier to entry for some candidates was the push up component of the physical entry test. Recent policy changes were made to remove the requirement for push ups from the DFR Pre-Entry Fitness Assessment. All personnel will be required to complete a full Physical Fitness Test through initial military training, but with the support of professional Physical Training Instructors.

Service obligations

Women sailors have the option to enlist with a reduced IMPS of two years for designated workgroups including: Marine Technician, Electronic Technician, Boatswains Mate and Combat Systems Operators. During 2020-2021, 13 out of a total of 305 women (4.26%) opted to enlist under the reduced IMPS initiative. These women enlisted as Marine Technician, Electronic Technician, and Aviation Technician Avionics. Since the commencement of the reduced IMPS initiative in 2009, a total of 84 women have been enlisted with a 2 year IMPS period, with 70% entering technical workgroups, and 9 sailors no longer serving in SERCAT 7.

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 Coronavirus Disease (COVID) did not allow for experimental camps to be run in 2020-2021.

Gap Year

The Gap Year program provides candidates with the opportunity to explore Navy careers. Sailor Gap Year applications routinely exceed targets. Specific workgroups were targeted for Officer Gap Year targets in 2020-21, focusing mainly on engineering and maritime warfare officers (including submariners in these workgroups) and a smaller representation of aviation and logistics roles. Of the 36 positions filled, 22% were women. Whilst 92% of Officer Gap Year targets by number were achieved, not all specific workgroup targets were met. All sailor Gap Year targets were filled, with women represented in 51 of the 75 positions (68%).

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 women 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.

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

The impact of SRT-W is that it is tangible and has proven results in increasing the women's 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 women's 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 women and men who train as 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 2020-21, 36 women enlisted on reduced IMPS in these four trades with a further 72 women opting for 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 2020-21, 24 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 women seeking *Recruit to Area* in order to balance their Army career with elite sports participation. In 2020-21, 14 women used *Recruit to Area*.

In 2020-21, 47% of the women general entry inflow utilised one or more of these special measures (recruit when ready, recruit to area and pre-conditioning program). These measures are recommended as critical to Army diversity outcomes in the coming years.

Media

Targeted advertising for women 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 women's indexing audiences. Tactical online job board activity continues to be deployed with targeting and creative options, tailored to potential women candidates.

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

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

From March-May 2021, the Army brand campaign 'This is My Army' was advertised through a national marketing campaign to drive awareness via television, cinema, outdoor posters, digital, and online media. A social media campaign via Facebook, Instagram, Twitter, and Snapchat was designed to drive awareness, discovery and consideration. Five military members were featured including three women: an artillery officer, an aircraft technician, and a driver.

In May 2021, Army launched the Army Reserve brand campaign "Your Life Plus Army Reserve". The campaign communicates three key messages: flexibility, inclusivity and the range of opportunities available. The content developed explains that as an Army Reservist you don't have to compromise your lifestyle; and you can still keep your day job, your career and your hobbies, while also enjoying the many benefits of the Australian Army. It's your life, plus Army Reserve.

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 2020, 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 Corps Specific Officer Basic courses.

The 2020 program had approximately 30% participation by women in the soldier programs (75 of 270) and 17% in the officer programs (5 of 30).

In 2021 to date, 24% (72 of 309) of the Army Gap Year Program participants were woman.

Anecdotally, the program is attractive to women participants as there is no IMPS obligation applied which allows participants to experience military life in an employment category that may not be familiar to them before committing to a potential career in Army.

Army Gap Year participants are fully trained soldiers or SERCAT 5 Officers. Gap Year Soldiers conduct the Army Recruit Course and Initial Employment Training program before being immersed into a Unit utilising the skills they have been taught. Gap Year Officers participate in the Accelerated Army Reserve Officer training before posting to a Combat or Enabling Brigade to complete their gap year and gain Unit experience. In 2020, the Gap Year program was affected by COVID lockdowns and 20% accepted the opportunity to extend their gap year to gain military experience in a Unit. Participants are integrated into Units and are employed as skilled soldiers and officers during their work experience. A number of participants in 2020 had the opportunity to be deployed on domestic operations and support COVID tasking. On completion of the Gap Year program, participants are given the opportunity to continue Army service in a full or part-time capacity in the roles they are qualified in. 76% of participants who completed the program in 2020 chose to continue in a full or part-time capacity in the Army. 74% of women elected to continue serving in some form of capacity.

Pre-Conditioning Program

The Army Pre-Conditioning Program (APCP) was originally designed to assist women trainees to meet the general entry-level fitness standard, build resilience and to provide resources to successfully complete the Army Recruit Course. Following the success of the program, the APCP has been extended to include all eligible trainees. 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 trainees for the rigors of the Army Recruit Course.

Thirty-nine APCP courses have been conducted since July 2016, with eight of those programs being conducted in 2020-21. Since the program began in 2016, 899 women have enlisted into Army via the APCP. Of these, 649 women (72%) have graduated from the APCP, with 21 women (2.3%) currently still enrolled in a program. Of those enlisted, 572 women (64%) successfully completed recruit training, with 26 women (3%) still in training.

It is noted that some women are transferred onto the APCP if they fail to reach the necessary physical fitness standard at Kapooka. To date, 40 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 women's participation in Army. The trial allows eligible women 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 trial has concluded and the results of which will be considered alongside the trial of revised physical entry standards for non-combatant employment categories.

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 2020-21, 157 women commenced the APCP (a decrease of 21 women from 2019-20). Of these, 130 women (83%) have either completed the APCP or are still attending the program. Of those that completed the APCP, 70 women (45%) have successfully completed recruit training, with a further 56 34 women (22%) still in training.

Since the commencement of the APCP lower physical fitness trial, 195 women (58% of all women enlisted via this program in 2019-20 and 2020-21) have enlisted into Army.

Air Force

Women's recruitment targets

In order to increase women's participation in Air Force, women's recruitment targets were established for categories experiencing a traditionally low representation. These categories predominantly relate to engineering, technical and aircrew workforces. Women comprised 44 percent of ab initio recruits (including Gap Year).

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 men and women).

Service obligations

The Aviation Screening Program was introduced in March 2018 and has collected data on first preference by gender. Despite Direct Entry Pilot women having a lower Service Obligation than the other Pilot and Mission entry options, the program continues to have a lower women's 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 women's 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. The technical camps 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 restrictions came in.	20
2021	No Flight Camps were held due to COVID restrictions. One Flight Camp began in late June 2021, but was cancelled on the second day due to a state directed COVID lockdown. ¹⁵⁶	No Tech Camps were held due to COVID restrictions.

Gap Year

The Air Force Gap Year 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.

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. This program has continued into 2021, supported by an online professional mentoring platform. Mentoring is extended to all genders and applicants are paired with a 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 are provided

¹⁵⁶ Ten participants commenced the June 2021 Air Force Flight Camp and another 10 participants were panelled for the following program. 55 applications were received for the two camps however participant numbers were capped to comply with COVID 19 risk requirements.

training before commencing their engagement, which was 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).¹⁵⁷ 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, uniformed and Australian Public Service (APS) women develop skills and create a network designed to enhance the capability of the Australia's Defence industry sector. During 2020-21, of a total of 79 women (52 mentees and 27 mentors) who participated in the TFTC program, there were ten Navy mentees and eight Navy mentors.

In addition, women engineering students at HMAS *Cerberus* have access to a mentoring program, and all women 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 Navy women through a range of conferences, courses, events and recognition platforms. The program supports the growth of women's retention and representation across all ranks by providing opportunities for improving leadership and professional development of women in the workforce. In 2020, Navy sponsored 77 women of all ranks to undertake a range of professional development courses through Women and Leadership Australia, GLAM and Price Waterhouse Coopers which aligned to the participants current and future career aspirations. During the first half of 2021, Navy sponsored 34 women of all ranks to undertake a range of professional development courses, with a bias towards women from underrepresented workgroups.

Diversity Reference Group—Women

The 'Diversity Reference Group –Women' includes broad representation of women and men from across Navy. The objective of the Group is to ensure that grassroots feedback from Navy women is 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 women's representation rates through identifying barriers impacting their participation in the workforce and their ability to provide unrestricted service. The Diversity Reference Group – Women has recently included designated submariner representative positions located in Western Australia to better support the Submarine Force in identifying and responding to challenges experienced by women, which may impact on retention, advancement and ability to achieve their full potential.

¹⁵⁷ Further information about this Program is available at: www.tftc.net.au.

Support Handbooks

In 2020-21, Navy Women published two handbooks to support women and parents in navigating some of the challenges experienced during and after pregnancy and in the course of balancing family and work responsibilities; ANP5101 – Navy Handbook – Breastfeeding in the Workplace, and ANP5102 – Navy Handbook – Pregnancy and Support to Navy Parents.

Taking ownership of your journey

LCDR Rebecca Avila, RAN – SO2 Sustainment Requirements.

“I have been fortunate enough to have a diverse and wide-ranging career, working within Single, Joint and Coalition forces, and with brief exposure to the United Nations. I performed within Fleet, Material and Operational spaces and now at the Strategic level of logistics. These by no means were traditional and mundane ‘desk jobs’, and covered Task Group logistics, amphibious support, Humanitarian and Disaster Relief, Defence Assistance to the Civil Community and large-scale Foreign Military Sale. My Naval career has been adventurous and I have had my fair share of trials of resilience, but I also had opportunities to nurture my professional skills and grow my logistics mastery.

Being directly involved in providing logistical support and advice to different agencies has enhanced my ability to plan and sustain complex operational environments and engage with key national and global stakeholders. These experiences were not always easy to achieve or at the time, accept. The most complex and challenging moments in my career with the ADF often yielded the greatest outcomes to who I am today.

The ADF provides you the stage for you to perform your role, and it is how you interpret your role and your attitude towards it, which can turn any difficult or challenging appointment, into a memorable, worthy and or enlightening experience. Individuals measure success differently, and while I chose to “follow my bliss” as opposed to a check off list, the postings unexpected (and at times unwelcomed) often provided the most satisfaction and most rewarding in personal and professional growth. I feel very privileged to have this career, and the learning continues. I hope to pass on, what I have discovered over a decade, to future leaders of our Navy through the Navy Mentoring Program.”

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. The development of these relationships also reflects Army’s Good Soldiering initiative as they intend to foster positive personal and professional growth through partnership and lived experiences. 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 2020-21, one of one AICDP participants was a women.

Group and Individual Executive Coaching Program

The 'Group and Individual Executive Coaching Program' is a talent management initiative designed to improve the skills and leadership of Army's current and future senior officers. It provides senior Army leaders space for personal reflection and renewal, to enable them to think deeply about their own leadership philosophy, leadership practice, professional mastery and ongoing professional development. Further, it promotes consideration of what is needed to lead Army in the current and emerging strategic, joint and integrated environment. In 2020-21, two of the ten participants were women.

Chief Executive Women's Leadership Program sponsorship

Army engages in the Chief Executive Women's Leadership Program.¹⁵⁸ 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. Three women participated in the program in FY 20-21.

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.¹⁵⁹ Two women participated in the program in 2020-21.

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 2021, two 'Women Speaking Workshops'¹⁶⁰ were conducted in two locations attended by 48 Air Force women, to help build their speaking and presentation skills. (Unfortunately COVID restrictions reduced the participant numbers, however additional Workshops have been budgeted for and will be conducted in 2021-22).

¹⁵⁸ For further information, see <https://cew.org.au>.

¹⁵⁹ For further information, see <https://avrilhenry.com/services/glam>.

¹⁶⁰ <https://www.catherinemcgrathmedia.com.au>

Air Force has also provided Service members the opportunity to attend the Women and Leadership Australia symposium¹⁶¹ series in 2020-21, with 28 participants attending by 30 June 2021. This opportunity has been funded and will continue into 2021-22.

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 women 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 Williamstown in 2011, WINGs rolled out across all Air Force bases in 2012.¹⁶²

During 2020-21 WINGs coordinators pivoted to provide on-line programs and successfully shared invitations nationally to attend online training and information sessions by guest speakers. This model will continue to be enhanced for some sessions, although it has been agreed that the face-to-face meetings are still essential to develop and foster local networks. A return to face-to-face meetings has begun, IAW the various State and Territory restrictions and lockdowns.

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 2020-21, ten Air Force participants attended the Brisbane Summit and a number have also participated in the virtual forums offered during 2020-21.

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).¹⁶³ Through this Association, Air Force pilots have the opportunity to engage with counterparts in industry, and to be involved in programs and events. Currently, Air Force women pilots are members.

Through the AWPA, in 2020-2021, Air Force also offered two sponsored scholarships to women pilots under the age of 24. These scholarships, the 'Formation or Aerobatic Endorsement

¹⁶¹ <https://www.wla.edu.au/symposium>

¹⁶² For further information, see <https://www.airforce.gov.au/our-people/our-culture/women-air-force/womens-networking>.

¹⁶³ For further information, see <https://www.awpa.org.au/>.

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.

Two members were sponsored in 2019-2020.

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

Australian Defence Force Academy

Sisters in Arms

‘Sisters in Arms’ is a community within ADFA created to provide support and role modelling for women trainee officers. The group focuses on providing additional fitness and wellness sessions, professional networking opportunities with ADF women and mentoring and professional development sessions. The program commenced in 2018 and in 2021 had 140 official members with regular attendance of up to 80 trainees at the various sessions held during the year.

ADFA Sponsor Family Scheme

In 2020 the former ADFA Female Mentoring Program was rolled into the ADFA Sponsor Family Scheme. The Sponsor Family Scheme is designed to assist first year Midshipmen and Officer Cadets in managing the transition from civilian to military and Academy life. The scheme provides them with a family environment within the Canberra area that would be a ‘home away from home’ when the need arises. Through this scheme, Midshipmen and Officer Cadet women may request to be paired with a woman sponsor and her family. The scheme also contributes to the development of Midshipmen and Officer Cadets through exposure to more senior ADF leaders.

Defence

International Women’s Day 2021

In 2021 Defence recognised IWD in Sydney and Perth, supporting the ‘Women in Leadership: achieving an equal future in a COVID-19 world’ theme. In Sydney, the One Defence IWD event was held at *HMAS Watson* in Watson’s Bay. The event included a Navy Indigenous ADF member presenting an Indigenous Cultural Immersion presentation with key note speakers focusing on the challenges of equality during COVID-19 pandemic. There was also a panel discussion involving ADF

women and men, who spoke about their positive experiences and opportunities as members of the ADF. In Perth, the Secretary's People Forum hosted an IWD panel discussion at RAAF Pearce. The panellists highlighted the importance of having women in leadership roles throughout the APS and ADF, and reflected on personal experiences throughout their careers.

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. Due to the impact of the COVID pandemic, Defence did not participate in the Australian Institute of Company Directors course for the 2020-2021 reporting period.

Diversity Champions

- 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.
- The CDF joined the Founding National Male Champions of Change (MCC) group in 2015. In 2020, the MCC officially changed its name to the Champions of Change Coalition (CCC). The CCC 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 CCC and the CDF represents Defence in CCC activities throughout the year.

Mentoring Circles

Mentoring Circles for Women in Defence is a leadership initiative, designed to provide high potential APS and ADF women 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.

Australian Strategic Policy Institute & Other

The Australian Strategic Policy Institute, through the Women in Defence and Security Network (WDSN), provides networking opportunities through panel events and workshops to support the career development of women in the defence and national security community. WDSN speed

mentoring opportunities in 2020 were limited due to COVID-19. The network interviewed a number of women working in the sector over the past 12 months as part of their WDSN profiles initiative. A number of ADF women participated in the profiles. ADF engagement with these opportunities has been considerable and Defence will continue to engage in future events.

The Future Through Collaboration (TFTC) is a mentoring program for women who work in STEM roles in Defence and Defence industry to develop their careers. The 2020 TFTC mentoring program included mentees and mentors working in engineering, project management, information technology and cyber disciplines.

Propel Her – Defence Women’s Leadership Series

Propel Her – Defence Women’s Leadership Series was launched in August 2020. The series was co-founded by two women serving in the Royal Australian Air Force and the Australian Army. Propel Her is a platform of short articles on a range of career and personal development opportunities for women working in a Defence context. Each article contains constructive advice and recommendations on how to improve and enhance experiences, as well as links to further readings and resources. Propel Her is written for any Defence woman, though most of the pieces are gender-neutral and have value for a broad range of readership, including for both serving and civilian members. The series also includes In Conversation, leadership interviews where the highs and lows of leadership are shared by women who are and were the first to be appointed in their roles. The series continues to be added to regularly through regular and guest writers.

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	Service	Occupations included in occupational group
Aviation	Navy	Aircrew; Aviation Support; Pilot; Remote Pilot Warfare Officer
	Army	Aircrewman (ECN 163); Groundcrewman Aircraft Support (ECN 164); Groundcrewman Mission Support (ECN 165); Non-Pilot; Operator Unmanned Aerial System (ECN 250); Pilot
	Air Force	Air Battle Manager; Air Mobility Officer; Air Traffic Controller; Crew Attendant; Crew Attendant Trainee; Fast Jet Pilot; Fixed Wing Pilot; Load Master; Loadmaster Trainee; Maritime Patrol & Response Officer; OA Candidate; Operations Officer; Weapons Systems Officer
Combat and security	Navy	Acoustic Warfare Analyst; Boatswains Mate; Clearance Diver; Combat Systems Operator; Combat Systems Operator Mine Warfare; Maritime Aviation Warfare Officer; Maritime Warfare Officer; Maritime Warfare Officer Submariner; Mine Warfare Clearance Diving Officer; Naval Police Coxswain (Officer); Naval Police Coxswain (Sailor); Principal Warfare Officer
	Army	Armoured Cavalry (ECN 060); Armoured Officer; Artillery Command Systems Operator (ECN 254); Artillery Gunner (ECN 162); Artillery Light Gunner (ECN 161); Artillery Observer (ECN 255); Artillery Officer; Combat Engineer (ECN 096); Commando (ECN 079); Commando Officer; Emergency Responder (ECN 141); Engineer Officer; Explosive Ordnance Disposal (ECN 432); Infantry Officer; Light Cavalry Scout (ECN 062); Manager Operations Offensive Support (ECN 357); Military Police (ECN 315); Military Police Officer; Operator Air and Missile Defence Systems (ECN 237); Patrolman (ECN 304); Rifleman (ECN 343); SAS Officer; SAS Trooper (ECN 353)
	Air Force	Air Base Protection; Air Base Protection Trainee; Air Force Police; Air Force Police Trainee; Air Force Security; Air Force Security Trainee; Airfield Defence Guard; Airfield Defence Guard Trainee; Combat Controller; Combat Controller Trainee; Firefighter; Firefighter Trainee; Ground Defence Officer; Ground Defence Officer Trainee; Security Police Officer; Security Police; Security Police Officer Trainee; Security Police Trainee;
Communications and cyber	Navy	Communications Information Systems; Communications Information Systems Submariner; Cryptologic Advisor; Cryptologic Linguist; Cryptologic Networks; Cryptologic Systems; Electronic Warfare; Electronic Warfare Submarines
	Army	Battlespace Communications Specialist (ECN 662); Cyber Specialist (ECN 664); Electronic Warfare (ECN 663); Information Systems Engineering (ECN 661); Signals Officer; Telecommunications Systems (ECN 665)
	Air Force	Communication Electronic Fitter; Communication Electronic Fitter Trainee; Communication Electronic Systems Technician; Communication Electronic Technician; Communications and Information Systems Controller; Communications and Information Systems Controller Trainee; Cyber Warfare Analyst; Cyberspace Warfare Analyst TRN; Cyberspace Warfare Officer; Cyberspace Warfare Officer Trainee; Cyberspace Warfare Officer U/T; Network Technician; Network Technician Trainee
Engineering, maintenance and construction	Navy	Aerospace Engineer; Air Technician Aircraft; Air Technician Avionics; Electronics Technician; Electronics Technician Submariner; Marine Engineer; Marine Engineer Submariner; Marine Technician; Marine Technician Submariner; Weapons Electrical Engineer; Weapons Electrical Engineer Submariner
	Army	Aircraft Life Support Fitter (ECN 154); Aircraft Structural Fitter (ECN 153); Artificer Electronics (ECN 007); Artificer Ground (ECN 013); Artificer Mechanical (ECN 006); Carpenter (ECN 072); Draftsman Architectural (ECN 101); Electrical and Mechanical Engineer Officer; Electrician (ECN 125); Engineer Surveyor (ECN 393); Fitter Armament (ECN 146); Manager Works (ECN 217); Mechanic Vehicle (ECN 229); Metalsmith (ECN 235); Operator Plant (ECN 270); Plumber (ECN 314); Supervisor Building (ECN 374); Supervisor Engineer Services (ECN 385); Technician Aircraft (ECN 411); Technician Avionics (ECN 412); Technician Electrical (ECN 418); Technician Electronic Systems (ECN 421)
	Air Force	Aeronautical Engineer; Aeronautical Engineer Trainee; Aircraft Fitter; Aircraft Fitter Trainee; Aircraft Life Support Fitter; Aircraft Life Support Fitter Trainee; Aircraft Mechanic; Aircraft Mechanic Trainee; Aircraft Structural Fitter; Aircraft Structural Fitter Trainee; Aircraft Surface Finisher; Aircraft Systems Technician; Aircraft Technician; Airfield Engineer; Airfield Engineer Trainee; Armament Engineer; Armament Engineer Trainee; Armament Fitter; Armament Fitter Trainee; Armament Technician; Avionics Fitter; Avionics Fitter Trainee; Avionics Systems Technician; Avionics Technician; Carpenter; Carpenter Trainee; Electrician; Electrician Trainee; Electronics Engineer; Electronics Engineer Aviation Trainee; Electronics Engineer Networks Trainee; Electronics Engineer Trainee; Flight Engineer; Ground Mechanical Engineering Fitter; Ground Mechanical Engineering Fitter Trainee; Ground Mechanical Engineering Technician; Ground Support Engineering Manager; Ground Support

		Equipment Fitter; Ground Support Equipment Fitter Trainee; Ground Support Equipment Technician; Non-Destructive Inspection Technician; Plant Operator; Plant Operator Trainee; Plumber; Plumber Trainee; Works Supervisor
Enterprise and command support	Navy	Band; Chaplain; General Experience; Legal; Management Executive; Maritime Human Resources Officer; Maritime Personnel; Musician; Officer Gap Year; Other Sailors; Senior Officer; Training Systems; Warrant Officer - Navy; Warrant Officer (Entry)
	Army	Assistant Instructor (ECN 026); Band Officer; Chaplain; Command Support Clerk (ECN 150); Education Officer; General Enlistment (ECN 500); Infantry Operations Clerk (ECN 055); Legal Officer; Musician (ECN 240); Non-Corps Officer; Pay Officer; Photographer Public Relations (ECN 312); Public Relations Officer; Regimental Sergeant Major - Army (ECN 351); Regimental Sergeant Major (ECN 350); Reporter (ECN 342); Senior Officer
	Air Force	Chaplain; Chaplain Trainee; Executive Warrant Officer; Legal Officer; Legal Officer Trainee; Musician; Personnel Capability Officer; Personnel Capability Officer Trainee; Personnel Capability Specialist; Personnel Capability Specialist Trainee; Senior Officer; Specialist Capability Officer; Training Systems Officer; Warrant Officer Disciplinary
Health	Navy	Dental; Dentist; Medical; Medical Administration; Medical Officer; Medical Submariner; Nurse; Physical Trainer
	Army	Combat Medical Attendant (ECN 291); Combat Paramedic (ECN 169); Dental Administration Officer; Dental Assistant (ECN 029); Dentist; Environmental Officer; Examiner Psychological (ECN 131); Instructor Physical Training (ECN 185); Medical Corps Officer; Medical Officer; Medical Technician (ECN 031); Nursing Officer; Pharmacist; Physiotherapist; Preventive Medicine (ECN 322); Psychologist; Radiographer Officer; Scientist; Dental Officer; Dental Technician (ECN 404); Radiographer (ECN 340); Technician Dental (ECN 404); Technician Laboratory (ECN 406); Technician Operating Theatre (ECN 408)
	Air Force	Allied Health Professional; Dental Assistant; Dental Assistant Trainee; Dentist; Dentist Trainee; Environmental Health Officer; Environmental Health Officer Trainee; Laboratory Officer; Medical Assistant; Medical Assistant Trainee; Medical Officer; Medical Officer Trainee; Nursing Officer; Nursing Officer Trainee; PERS Psychologist Trainee; Pharmacist; Pharmacist Trainee; Physical Training Instructor; Physical Training Instructor Trainee; Radiographer; Radiographer Trainee

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Annex D: Glossary

ABS	Australian Bureau of Statistics
ADF	Australian Defence Force
ADFA	Australian Defence Force Academy
AICD	Australian Institute of Company Directors
AICDP	Army Industry and Corporate Development Program
APCP	Army Pre-Conditioning Program
APS	Australian Public Service
AWPA	Australian Women's Pilots Association
CCC	Coalition of Champions of Change
CDF	Chief of Defence Force
DCO	Defence Community Organisation
DEO	Direct Entry Officer
COVID	Coronavirus Disease
DFR	Defence Force Recruiting
DMFS	Defence Member and Family Support
FINE	Females in Navy Engineering
FWA	Flexible Work Practices
GLAM	Great Leaders Are Made
GPS	Graduate Pilot Scheme
IWD	International Women's Day
IMPS	Initial Minimum Period of Service
KPI	Key Performance Indicators
MCC	Male Champions of Change
MWDU	Members with Dependents Unaccompanied
NAP	National Action Plan
NATO	North Atlantic Treaty Organisation
NCGM	Next Generation Career Management

PwC	Price Waterhouse Coopers
SeMPRO	Sexual Misconduct Prevention and Response Office
SERCAT	Service Categories
SES	Senior Executive Service
SNCO	Senior Non-Commissioned Officer
SRT-W	Specialist Recruiting Team - Women
STEM	Science, Technology, Engineering, and Mathematics
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
WDSN	Women in Defence and Security Network
WINGS	Women's Integrated Networking Group
WPS	Women, Peace and Security
YOU	Your Opportunity Unlimited