

The New Zealand Defence Force (NZDF) is committed to building a diverse and inclusive workplace. Diversity in our people brings diversity in experiences, perspectives and insights that are fundamental to our success, working together as one for the good of New Zealand. Our people must feel well, included, respected, enabled and safe to be able to do their job to the best of their ability and have a fulfilling career.

Pay gaps are a high level indicator of gender and ethnic equality within an organisation. Our gender pay gap has been tracking down over the last eight years. This year we have extended our pay gap analysis and action planning to include ethnic pay gaps.

Our Kia Toipoto Action Plan sets out our progress towards closing our gender and ethnic pay gaps, and explains how we're planning to build on this progress over the next year.

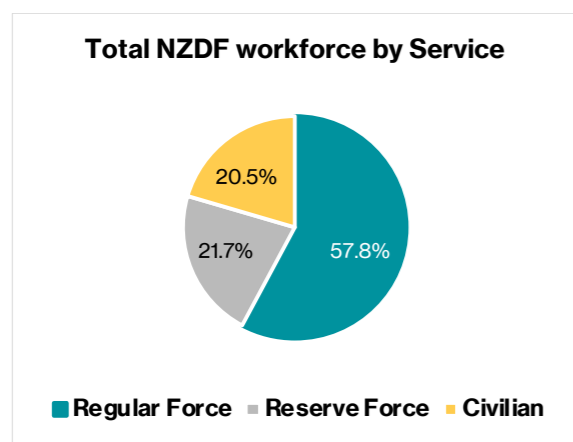
*Key definitions*

Unlike our civilian workforce, members of the Armed Forces are not employees. Accordingly, within this Action Plan we use the term 'personnel' rather than employees when referring to our workforce in general.

We calculated our pay gaps following guidance from Statistics New Zealand and Te Kawa Mataaho. We used mean salary to calculate our pay gaps. All data (apart from trend data) is from 30 June 2023.

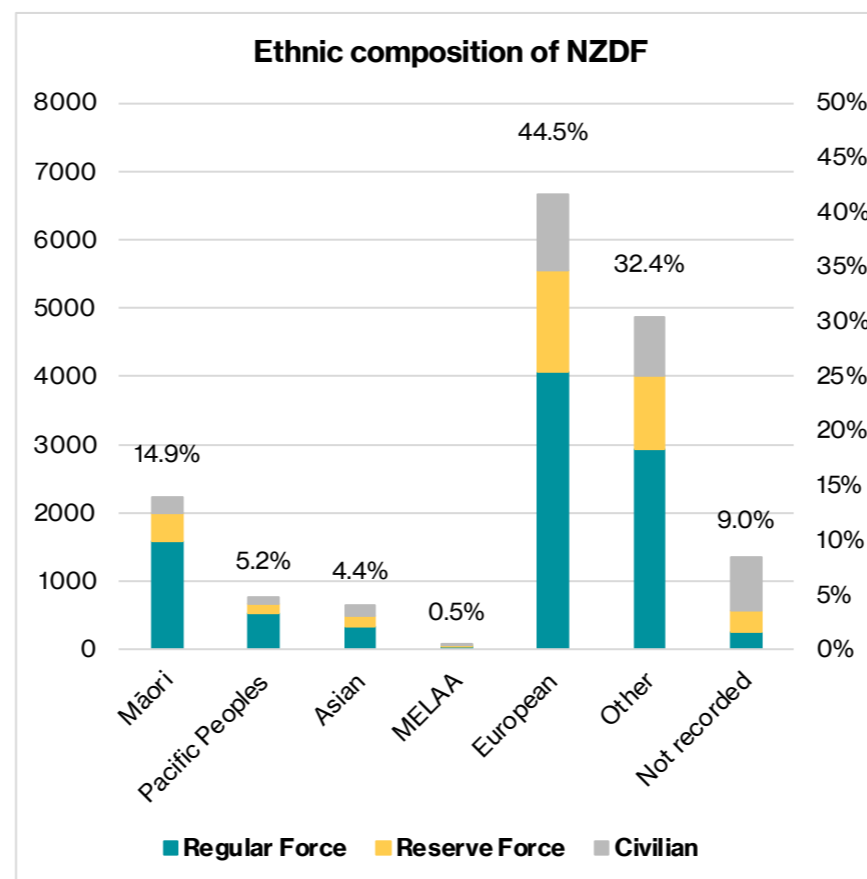
**Our Workforce**

Our total workforce is made up of our Regular Force, Reserve Force and civilian staff. As at 30 June 2023, we had a total workforce of 14,996.



Regular Force	8,669
Reserve Force	3,260
Civilian	3,067
<b>Total</b>	<b>14,996</b>

**Ethnicity  
Ethnic Diversity**



	Māori	Pacific	Asian	MELAA	European	Other	Not recorded
<b>Regular Force</b>	1,588	538	334	45	4,072	2,942	269
<b>Reserve Force</b>	407	130	156	24	1,472	1,071	300
<b>Civilian</b>	235	106	163	10	1,129	851	780
<b>Total</b>	<b>2,230</b>	<b>774</b>	<b>653</b>	<b>79</b>	<b>6,673</b>	<b>4,864</b>	<b>1,349</b>

- We have a 97% ethnicity disclosure rate for our Regular and Reserve Forces and a 75% disclosure rate for our civilian workforce.
- MELAA** | Middle Eastern/Latin American/African.
- 'Other' includes personnel who identified as 'New Zealander' and ethnicities other than those listed. In the Regular Force, 33.8% of 'Other' selected 'New Zealander'. In the Reserve Force, 32.6% of 'Other' selected 'New Zealander'. Among Civilians, 27.3% of 'Other' selected 'New Zealander'.
- Ethnicity representation data can add to over 100% because our personnel can declare multiple ethnicities.

**Ethnicity  
Māori Pay Gap**

All NZDF **10.6%** | Regular Force: **9.4%** | Civilian: **11.9%**

Our Māori pay gap is higher than the Public Sector's Māori pay gap of 6.5%.

Reasons for our Māori pay gap:

- Military:* The majority of Māori are in lower and middle level roles, and in trades that tend to be lower paid.
- Civilian:* The majority of Māori work in lower and middle level roles.

**Pacific Pay Gap**

All NZDF **13.7%** | Regular Force: **13.7%** | Civilian: **11.6%**

Our Pacific pay gap is lower than the Public Sector Pacific pay gap of 17.7%.

Reasons for our Pacific pay gap:

- Military:* The majority of Pacific personnel are in lower and middle level roles, and in trades that tend to be lower paid.
- Civilian:* The majority of Pacific personnel work in lower and middle level roles.

**Asian Pay Gap**

All NZDF **9.0%** | Regular Force: **15.6%** | Civilian: **-0.6%**

Our Asian pay gap is lower than the Public Sector's Asian pay gap of 12.4%.

Reasons for our Asian pay gap:

- Military:* The majority of Asian personnel are in lower and middle level roles.
- Civilian:* This pay gap is within normal variation (-3% to +3%)

**MELAA Pay Gap**

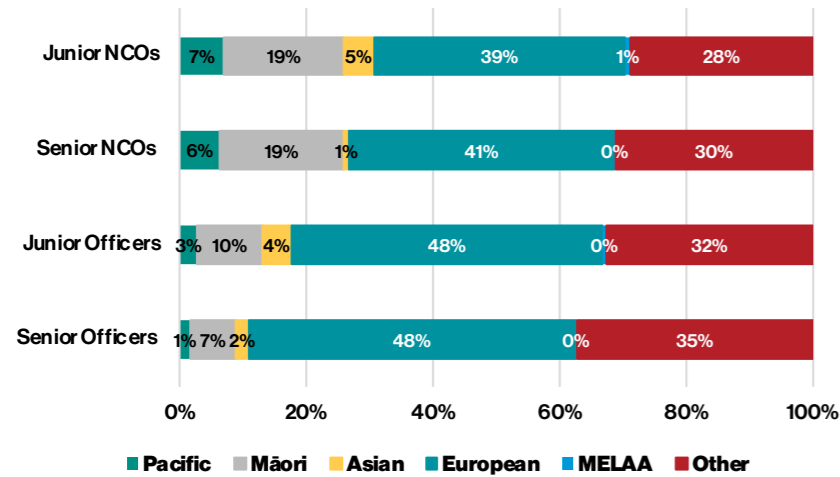
All NZDF **8.1%** | Regular Force: **16.5%**

Reasons for our MELAA pay gap:

- Military:* The majority of MELAA people are in lower and middle level roles.
- Civilian:* We are not reporting an ethnic pay gap for MELAA civilians because the sample size is too small to facilitate robust analysis.

**Ethnic Diversity by Level**  
Regular Force

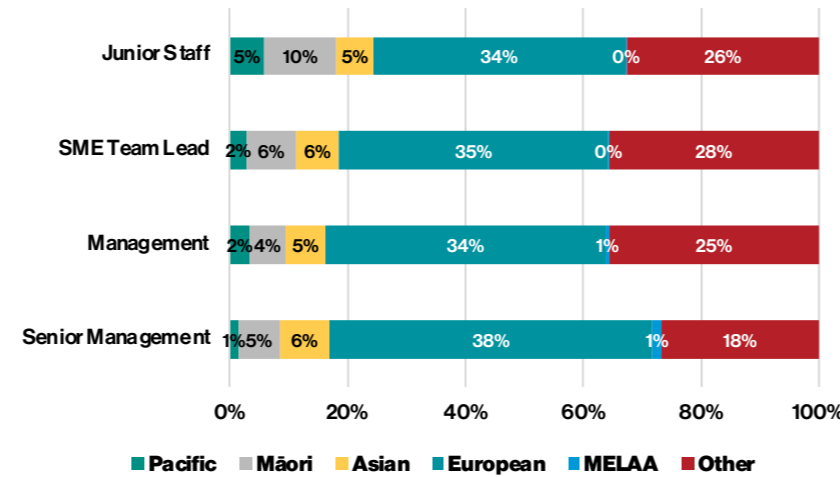
Ethnic composition of Regular Force by rank groupings



	Junior NCOs PTE(E) to CPL(E)	Senior NCOs SGT(E) to WO(E)	Junior Officers OFFCDT(E) to CAPT(E)	Senior Officers MAJ(E) to LTGEN(E)
Māori	940	449	124	75
Pacific	347	142	33	16
Asian	238	20	56	20
MELAA	34	3	6	2
European	1,984	959	597	532
Other	1,444	716	397	385
Not Recorded	93	76	32	68
<b>Total</b>	<b>5,080</b>	<b>2,365</b>	<b>1,245</b>	<b>1,098</b>

**Civilian**

Ethnic composition of civilians by pay grade groupings



	Junior Staff Grade 14 and below	SME Team Leads Grade 15 - Grade 17	Management Grade 18 - Grade 24	Snr Management SM Grade & Grade Auth
Māori	134	55	41	5
Pacific	63	19	23	1
Asian	69	41	47	6
MELAA	3	1	5	1
European	465	302	323	39
Other	354	236	242	19
Not Recorded	279	197	271	33
<b>Total</b>	<b>1,367</b>	<b>851</b>	<b>952</b>	<b>104</b>

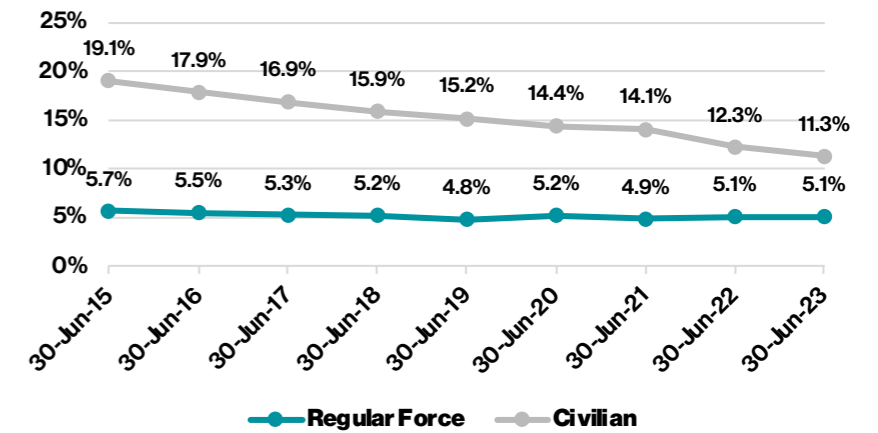
**Gender**  
Gender Pay Gap

All NZDF **4.6%** | Regular Force: 5.1% | Civilian: 11.3%

Our gender pay gap is largely due to representation, with a higher proportion of women in lower and middle level roles, and a lower proportion in senior, higher paid roles in both our military and civilian workforce.

For our military personnel, males and females are paid the same, with salaries determined based on what trade a person does and what rank they are. However, women are underrepresented in some of the higher paid trades. This impacts on our Regular Force gender pay gap. We are currently investigating whether there are pay differences by gender in like-for-like civilian roles. NZDF is seeing incremental decreases in its gender pay gap year-on-year. However, there is more work to be done.

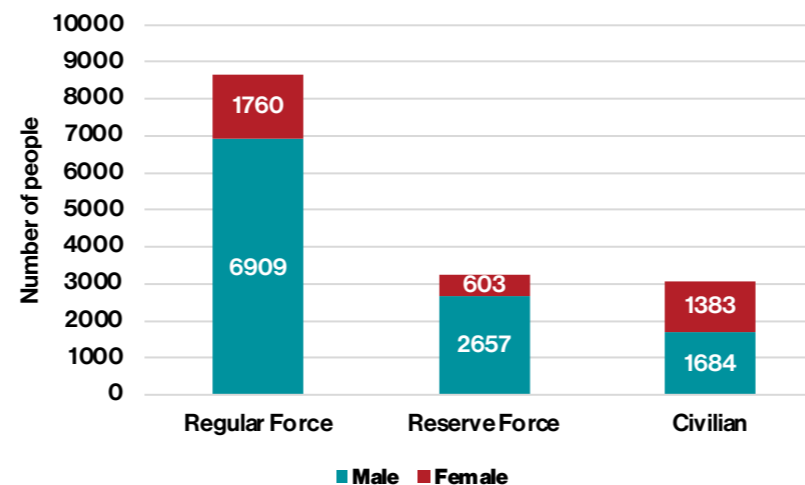
Regular Force and Civilian Pay Gaps over time



**Gender**  
Gender Diversity

	Male	Female
Regular Force	6,909	1,760
Reserve Force	2,657	603
Civilian	1,684	1,383
<b>Total</b>	<b>11,250 (75%)</b>	<b>3,746 (25%)</b>

Gender composition of NZDF



**Intersectionality between gender and ethnicity**

Intersectionality refers to how multiple identities overlap and interact. People with multiple intersecting marginalised identities can face multiple forms of disadvantage. For example, a disabled women could face discrimination because of being both disabled and female.

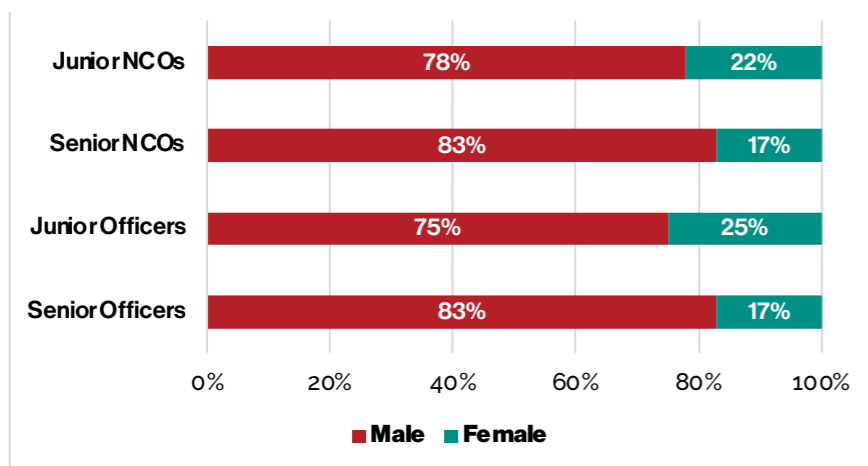
Examining the intersectionality between ethnicity and gender is important because it allows us to understand the impact of intersecting identities on pay.

Intersectionality between ethnicity and gender can be analysed by measuring pay gaps experienced by women from different gender groups. These pay gaps, known as gender-ethnic pay gaps, are calculated by comparing the pay of women from an ethnic group with all men.

	Gender-Māori pay gap	Gender-Pacific pay gap	Gender-Asian pay gap
Regular Force	14.7%	19.3%	71.4%
Civilian	21.1%	14.5%	10.1%
<b>All NZDF</b>	<b>14.5%</b>	<b>13.4%</b>	<b>6.9%</b>

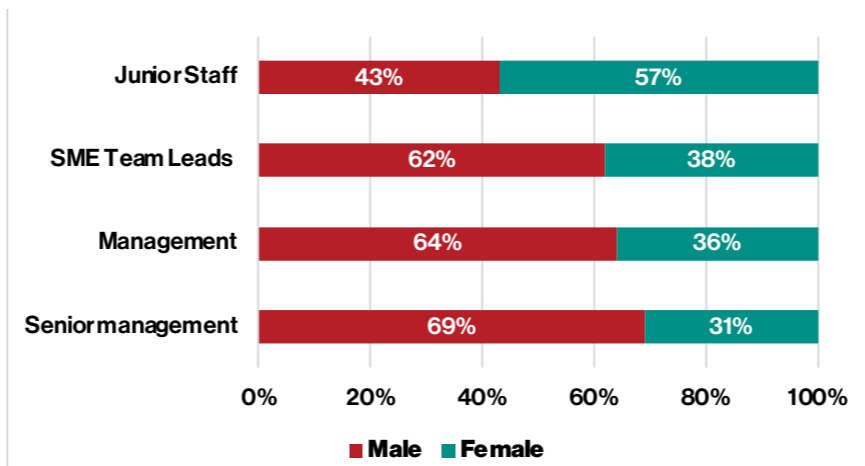
**Gender Diversity by Level**  
Regular Force

Gender composition of Regular Force by ranks groupings



	Male	Female	Total
NCOs PTE(E) to CPL(E)	3,454	949	<b>4,403</b>
Senior NCOs SGT(E) to WO(E)	1,774	359	<b>2,133</b>
Junior Officers OFFCDT(E) to CAPT(E)	841	276	<b>1,117</b>
Senior Officers MAJ(E) to LTGEN(E)	840	176	<b>1,016</b>

Gender composition of civilian staff by ranks groupings



	Male	Female	Total
Junior Staff (Grade 14 and below)	544	731	<b>1,275</b>
Subject Matter Expert (SME) Team Leads (Grade 15 to Grade 17)	498	303	<b>801</b>
Management (Grade 18 to Grade 24)	575	319	<b>894</b>
Senior Management (SM Grade and Rem Authority)	67	30	<b>97</b>

**Definitions:**

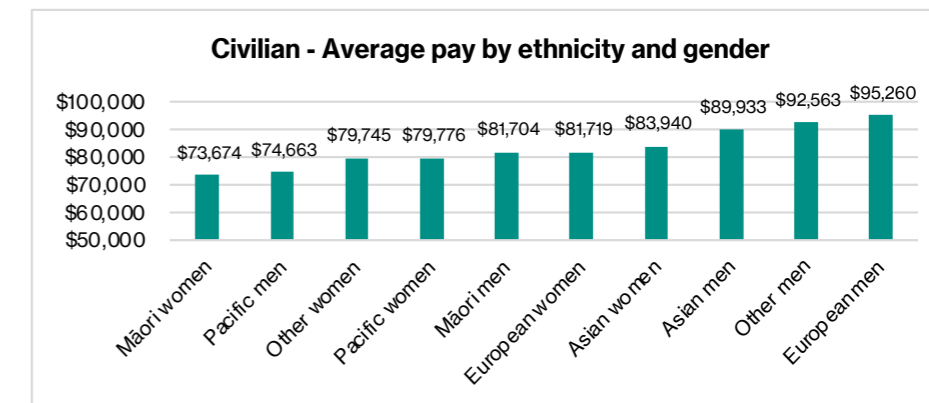
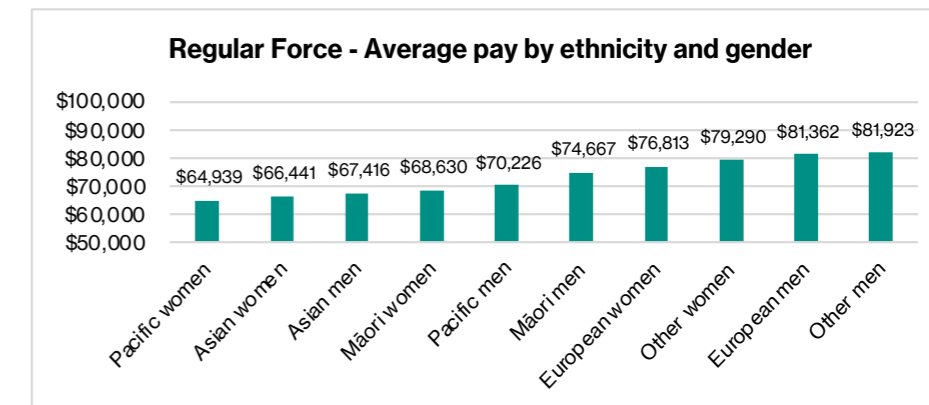
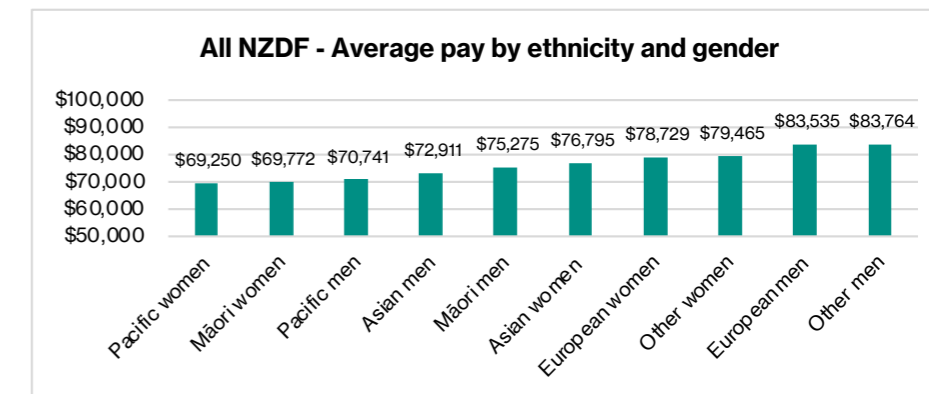
**NCO** | Non Commissioned Officer - a rating of equivalent (E) Army rank across all three Services (Navy, Army, Air Force) including warrant officer WO(E), staff sergeant SSGT(E), sergeant SGT(E), corporal CPL(E) and private PTE(E).

**Officer** | an commissioned officer of equivalent (E) Army rank across all three Services (Navy, Army, Air Force) including lieutenant general LTGEN(E), major general MAJGEN(E), brigadier BRIG(E), colonel COL(E), lieutenant colonel LTCOL(E), major MAJ(E) captain CAPT(E) Lieutenant LT(E) and officer cadet OFFCDT(E).

**Regular Force** | The regular forces of the NZDF consist of officers and non commissioned officers engaged, enlisted, or transferred for continuing full-time service in the Royal New Zealand Navy, the Regular Forces of the Army, or the Regular Air Force.

**Reserve Force** | The reserve forces of the NZDF consist of officers and non commissioned officers who are from time to time appointed, engaged, enlisted, or transferred for service in the Naval Reserves, the Army Reserve, or the Air Force Reserve.

**Gender Diversity by Level**  
Average pay by ethnicity and gender



- European men and Other men are the highest paid groups across NZDF.
- Māori and Pacific women and men are paid less than European women and men in both the Regular Force and in our civilian workforce.
- Māori women are the lowest paid group among civilians and Pacific women are the lowest paid group in the Regular Force.
- We will do more work to understand our gender-ethnic pay differences and identify actions that will help address them during 2023/24.



## Action Plan

This Action Plan provides a high level view of our work to close our pay gaps during 2022/23 and how we plan to build on our progress during 2023/24. We have recently established a Pay Gaps Programme Lead role which will be a key lever for progressing this work over the next year.

Focus areas	Key achievements since 2022	Actions planned for 2023/24
<b>Improving our data and understanding of our gender and ethnic pay gaps and what is causing them</b>	<ul style="list-style-type: none"> <li>We've continued to regularly analyse and report our pay gaps.</li> <li>We've worked to increase our ethnicity disclosure rate so we have accurate data in our system from which to measure and report ethnic pay gaps, and to understand ethnic representation within the organisation.</li> <li>We've undertaken some deep dives for different portfolios and sub portfolios to increase our understanding of NZDF's gender pay gap.</li> <li>We've started tracking appointments for civilian roles by gender.</li> <li>We've introduced a comprehensive analytics tool which provides real time insight into how people progress through our military recruitment process. The tool provides a breakdown by gender and ethnicity, allowing us to identify where people from different groups are falling out of the recruitment process and why.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue working to improve our ethnicity disclosure rate.</li> <li>We will conduct a comprehensive deep dive analysis to better understand the drivers of our pay gaps. This will allow us to prioritise our efforts to close our pay gaps and identify where targeted adjustments are needed.</li> <li>We will finish developing our diversity dashboard which will provide greater visibility of gender and ethnic representation and show who is getting access to developmental opportunities.</li> <li>We will incorporate intersectionality between gender and ethnicity in our reporting.</li> <li>We will develop and share a resource for Commanders and Managers on understanding our pay gaps and their drivers.</li> </ul>
<b>Reducing the potential for bias in remuneration decisions</b>	<ul style="list-style-type: none"> <li>Our Executive Leadership Team and 150 Tier 2 and 3 leaders have signed up to our Gender Equality Charter. We rolled out the Charter through a series of workshops which raised awareness about the systems and structures that act as barriers to gender equality and which must be addressed.</li> <li>As part of our latest remuneration review, we removed the bottom two steps on civilian remuneration tables to better align with military pay progression models. We also prioritised greater pay uplifts for people in lower grades where women are overrepresented.</li> <li>We've commenced work to close the retirement savings gap. We've provided financial literacy programmes, including bespoke ones for women.</li> </ul>	<ul style="list-style-type: none"> <li>Where our deep dive analysis identifies gender or ethnic pay discrepancies resulting from unconscious bias, we will address these.</li> <li>We will develop a starting salary calculator to support managers to identify starting salaries that are appropriate based on internal relativities and candidates' relevant skill and experience. This will help mitigate the effects of unconscious bias in decision-making about pay.</li> <li>We will review NZDF policies, systems and practices related to remuneration to identify potential for bias and discrimination, and take action to address any issues.</li> <li>We will provide a bespoke financial literacy programme for women.</li> </ul>
<b>Building an inclusive culture where people of all genders and ethnicities feel they belong</b>	<ul style="list-style-type: none"> <li>We achieved GenderTick accreditation.</li> <li>We've provided period products in bathrooms across NZDF.</li> <li>We've continued working to increase cultural competency within the NZDF through Kia Eke (our Māori Strategic Framework) and our Pacific Peoples Strategy.</li> <li>We've rolled out transgender/gender diversity awareness and inclusion training.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue our Ruahinetanga/Menopause in the Workplace research.</li> <li>We will release our Wāhine Toa Strategy, which includes five key strategic outcomes for addressing contextual factors surrounding progress to gender equality within NZDF.</li> <li>We will update our Rainbow Inclusion Strategy in 2024.</li> <li>We will continue to provide a diversity and inclusion work programme.</li> <li>We will be boosting the Op Respect programme, including the addition of 14 new roles.</li> </ul>
<b>Increasing women's representation across military roles</b>	<ul style="list-style-type: none"> <li>We've set targets to improve gender balance within our military workforce: <ul style="list-style-type: none"> <li>The Royal New Zealand Navy has set a target of 30% women by 2025, with a focus on STEM related trades and branches.</li> <li>The Royal New Zealand Air Force has set a target of 25% women by 2025, targeting strategically significant trades.</li> <li>The Army has committed to an overall increase of women within its Service, with specific targets of at least 40% women entering its tertiary education scheme and commissioning courses. It has set a target of 25% women in combat support and 35% in combat service support trades by 2025.</li> </ul> </li> <li>We've worked to recruit more women into military roles, such as by sponsoring and attending career events for women.</li> <li>We've worked to recruit more Māori, Pasifika and Asian people into military roles, such as by building enduring relationships with communities and sponsoring and attending career events for these groups. At these events, we ensure NZDF is represented by people from the communities we want to recruit from across the majority of Trades.</li> <li>We've continued to run the School to Skies &amp; School to Seas Programmes, which promote STEM-based careers for young women in New Zealand's maritime and aviation industries and at NZDF.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue working to meet targets to improve gender balance in our military workforce.</li> <li>We will conduct further research to better understand our pipeline, attrition and retention by gender in military roles. We will address barriers that may be preventing women from being appointed to military roles.</li> </ul>

Focus areas	Key achievements since 2022	Actions planned for 2023/24
<p><b>Improving gender balance and ethnic diversity in senior roles</b></p>	<ul style="list-style-type: none"> <li>We've provided development opportunities to NZDF wāhine, including a speaker series, governance training, and attendance at leadership summits.</li> <li>We've provided ad hoc tailored leadership and governance training for Pacific personnel.</li> <li>We've continued working to grow Māori and Pacific leaders through Kia Eke (our Māori Strategic Framework) and our Pacific Peoples Strategy.</li> <li>We've worked to recruit more Māori, Pasifika and Asian people into military roles, such as by building enduring relationships with communities and sponsoring and attending career events for these groups. At these events, we ensure NZDF is represented by people from the communities we want to recruit from across the majority of Trades.</li> <li>We've continued to improve accessibility to the military recruitment process by investing in the technology used to administer it. We've ensured entry level standards are fit for purpose and that people have the resources they need to complete aptitude testing such as a stable internet connection, a device and preparation material.</li> <li>We've continued to ensure our recruiting collateral, attraction campaigns and website content reflect inclusive career opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue working to achieve 30% female representation on decision-making boards.</li> <li>We will consider ethnicity targets across all ranks and trade groups, with a goal to increase numbers from diverse ethnic groups entering leadership pathways.</li> <li>We will work with Defence Career and Talent Management to develop a targeted plan for the professional development of women in both military and civilian roles.</li> <li>We will continue growing our Māori and Pacific leaders.</li> <li>We will identify and action opportunities to improve performance feedback for women.</li> <li>We'll continue working to explore how we can support people to join our Regular Forces if they don't meet minimum entry-level requirements.</li> <li>We will continue to build relationships with vocational training providers to identify and create opportunities for diverse candidates who may have fallen out of mainstream pathways.</li> </ul>
<p><b>Improving the way we support our working parents</b></p>	<ul style="list-style-type: none"> <li>We released the NZDF Parental Planning Guide, which provides information and support for our personnel embarking on their parenting journey to help them prepare for, stay connected during, and facilitate their return to the workplace after parental leave.</li> <li>Due to the requirement for our uniformed members to meet fitness standards as part of their duties, we released a guide to assist members in regaining their fitness following pregnancy and childbirth.</li> <li>We provided new parents opportunities to attend a return to work with confidence programme.</li> </ul>	<ul style="list-style-type: none"> <li>We will run further cohorts of new parents through a return to work with confidence programme.</li> <li>We will release the NZDF Manager's Guide to Supporting Parental Leave to enable managers/1UPs to support members of their teams who take parental leave.</li> <li>We will investigate options for improving the way we support our working parents.</li> </ul>
<p><b>Normalising flexible working as a key lever to address the drivers of our pay gaps</b></p>	<ul style="list-style-type: none"> <li>We produced resources and case studies to promote flexible working, including showcasing examples of flexible working in practice. This included a focus on males working flexibly so as to normalise men working flexibly.</li> </ul>	<ul style="list-style-type: none"> <li>We will provide additional advice for Commanders and Managers about supporting flexible working and ensuring those working flexibly are given meaningful work.</li> </ul>