



‘MISSING IN ACTION’

GENDER IN DEFENCE: IMBALANCE, IMPLICATIONS AND IMPROVEMENTS

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EXECUTIVE SUMMARY

This paper aims to highlight the current state of gender imbalance across defence, with a primary focus on the defence industry and broader enterprise. The paper explores gender issues and their implications, it identifies resources and provides recommendations on how these issues can and should be improved across the enterprise; in order to build critical defence capability, grow the Australian industry base and the economy, and help enhance Australian workforce opportunities and society.

Australia is now commencing its biggest defence capability development and investment program since the Second World War. This program will require a much larger, more adaptable and highly skilled technical workforce to achieve its goals. The Australian Government has committed \$200 billion over the next decade to deliver its defence capability needs and as a consequence, the South Australian defence industry is set to grow significantly. It is critical that Australia has the workforce to capitalise on these exciting programs and leverage the economic benefits. Skilled workers are in short supply and the defence industry has historically struggled to attract and retain a diverse workforce, and skilled women in particular.

To succeed in its endeavours, Australia must establish a robust and capable defence industrial capability and enterprise. The defence enterprise needs to attract and retain more women across all job roles, particularly technical and skilled trades. A diverse and gender-inclusive culture will be critical to the success of the defence enterprise, through boosting its capability and maximising its potential.

Gender equality remains an unresolved moral, social, business and defence capability issue that needs to be addressed. It is an issue that is common across defence primes, and also the hundreds of small to medium businesses that support defence capability, sustainment, infrastructure and logistics. The Australian defence enterprise cannot afford to dismiss fifty per cent of the potential workforce.

It is hoped that this paper can be used as a guide to aid the improvement of gender balance, diversity and inclusion across the defence enterprise. An understanding of the current situation, implications and issues as articulated in this paper, and in consideration of its recommendations and options for improvement, will help members of the defence enterprise and government address gender issues for the continued benefit of defence capability and national prosperity and security.

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INTRODUCTION

Assigned Concept Paper Topic

Gender imbalance continues to be topical. What are the implications of any gender imbalance in the defence industry and how could these be addressed? How does gender imbalance compare between Defence, primes and the defence small and medium enterprise community? Should and how could government policy support improvements and why?

Aim

This Paper aims to highlight the current state of gender imbalance, with a primary focus on the defence industry and broader enterprise. The Paper explores gender issues and their implications, identifies resources and provides recommendations on how this issue can and should be improved across the enterprise; in order to build critical defence capability, grow the Australian industry base and the economy, and help enhance workforce opportunities and Australian society.

Research Method

Research for this Paper included an extensive literature search and review, interviews with a number of South Australian female leaders across the defence enterprise, and the assessment of a survey of more than 25 South Australian Defence Industry and Leadership Program (SADILP) students and alumni. A member of the Concept Paper team also attended a Committee for Economic Development of Australia (CEDA) event; a presentation and panel discussion on *Women and the future of work* [\[1, 2\]](#) by Professor Rae Cooper AO, University of Sydney Business School, Co-Director of the Women, Work and Leadership Group.

Definitions

In this Paper the 'defence enterprise' is defined as the Department of Defence including the Australian Defence Force (ADF) and Australian Public Service (APS), defence industry (large companies or primes, and small to medium enterprises (SME). It includes other key stakeholders and enablers such as education and training organisations. For this paper Australian Bureau of Statistics (ABS) business size definitions are used [\[3\]](#):

- Small business - an actively trading business with 0–19 employees.
- Medium business - an actively trading business with 20–199 employees
- Large business - an actively trading business with 200 or more employees

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Words of Wisdom

Some words of wisdom and encouragement for women considering a career in the defence enterprise are at Appendix A.

BACKGROUND

History

Australia's defence enterprise has long been a male dominated environment. However, in World War Two^[4] the formation of women's auxiliary services and the opening up of the employment market due to manpower shortages sowed the seeds for major workplace participation by women in the defence of Australia. "Despite the male establishment's 'fears' of women 'invading the officer's mess' and the threat of women taking men's jobs, the pressures of the war meant military leaders and politicians had to relent." In this respect World War Two was a watershed moment for women. Circumstances aside, women filled Australia's defence industry factories; they adapted quickly and were highly skilled. They proved themselves more than capable, were praised for their work ethic and efficiencies. However, at the end of the war, traditional cultural norms returned and gender equality in defence has remained low ever since.

Strategic Context

Australia has a relatively small population and is not a major global power, but it does have a unique position in the world, both geographically and strategically. It is positioned adjacent to major trade routes and sea lanes of power; Asia to the north, the Pacific Ocean to the east, the Indian Ocean to the west and the Southern Ocean and Antarctica to the south. In an increasingly uncertain and volatile world national security and defence are now critical issues for the Australian Government and broader community to consider ^[5, 6, 7]. The potential for major armed conflict is real, and some political commentators say it is inevitable; some believe that we are already at cyber war. Continued changes to the global order, the balance of power and the unprecedented speed of new technology proliferation and disruption is leading to a new 'arms race'. The speed of technology development today means that if you build a class of ten new ships then the tenth is almost certain to look very different from the first, provided that class or platform type has not become obsolete during the life of the program. The Australian Government has committed \$200 billion ^[8] over the next decade to deliver its defence capability needs. In South Australia the defence industry is set to grow significantly, backed by a \$90 billion investment in naval shipbuilding programs ^[8]. These programs are expected to generate more than 5,000 direct jobs in South Australia and drive unprecedented business growth over the next 30 years. According to the South Australian Government's Defence Industry Workforce and Skills Strategy ^[9], this includes increased spending on cyber security, intelligence, surveillance, reconnaissance & electronic warfare, space and big data programs, providing new roles in information technology, data management and advanced manufacturing.

GENDER IMBALANCE AND UNDERLYING ISSUES

How does gender imbalance compare between Defence, primes and the defence small and medium enterprise community?

Current Situation

The Australian Defence Force (ADF). Women currently make up 18.6% of the total ADF workforce ^[10]. Since the first *‘Women in the ADF’* report was published as part of the Defence Annual Report in 2013, the ADF has been on its own journey to address and improve the representation and treatment of women in the ADF. According to the Defence Jobs website ^[11], *“across every one of our 200+ roles, the ADF offers excellent career opportunities for women. We champion equality and provide a uniquely supportive and inclusive workplace”*.

Department of Defence - Australian Public Service (APS). Women currently make up 44.2% of the total Defence APS workforce ^[12].

Defence Industry. Across the defence industry there is evidence of efforts being made to address gender imbalance; some of these efforts have led to positive change, including improvements to diversity and inclusion policies and recruitment processes. According to 2019 data submitted in Workplace Gender Equality Agency (WGEA) mandated reports (Note: Defence is a subdivision of Organisations in Public Administration and Safety) (*See Appendix B*), female representation in defence primes ranges from 16% to 39%, although the median remains below 20%. Assessing the participation rates of small to medium enterprises (SME) is more difficult due to an absence of mandated WGEA reporting as well as the fact that most SMEs do not solely focus on the defence industry for revenue. However, evidence from interviews for this paper indicates that some SMEs are well behind the primes in respect of gender equality initiatives and facilities. It would also be reasonable to assume that SMEs have fewer resources than their prime counterparts. Analysis of WGEA reports found that although some defence primes pointed to relatively strong gender representation overall, when you reviewed gender diversity across job categories and management levels the gender gap was very different. For example, South Australia’s largest defence industry employer BAE Systems Australia has an organisational level of 20% women, however only 1.77% of its technicians and trades workers are women, compared to 95% of its clerical or administrative workers. This finding is consistent with broader Australian gender equality research findings. And according to a 2017 Senate Committee report ^[13]. *‘In the mid-1980’s, Australia had the most gender-segregated workforce in the Organisation for Economic Co-operation and Development (OECD). Whilst Australia’s ranking for gender segregation no longer exceeds that of the United States and the*

United Kingdom, it remains high and is a persistent trend'. A July 2019 report ^[15] titled 'The Context – Growing the defence industry workforce: Attracting and retaining women with critical skills and trades' found that the defence enterprise is still a hyper-masculine environment. The report showed that in the defence industry women represented:

- Less than 1 in 5 employees (20%) - national average is 1 in 2 (50%)
- 1 in 7 Managers (14%) - national average is 1 in 3 (33%)
- 15% of technicians and trade workers
- 1 in 14 new apprentices (7%)
- 10% of SA's defence manufacturing workers

By comparison, at 30 June 2019 the broader APS workforce had 59.6% female representation ^[16]. In South Australia the sectors that employ the most women include healthcare and social assistance (24.3%), education and training (12.6%) and retail trade (12.5%). ^[17]

Australian Workforce. The November 2019 WGEA gender equality scorecard ^[18] shows a small increase in the representation of women in management but the number of female Chief Executives has not changed, remaining at 17.1% for the second year in a row. Access to paid parental leave improved, however more than 50% of employers still offer no paid parental leave. Data shows that pay gaps favouring men still persist in all industries, occupations and manager categories. There is a small reduction in the gender pay gap, but a drop of only 0.5%. According to ABS 2017-18 data ^[19], 44% of women who worked were employed on a part time basis. Whereas the proportion of part-time employees in male dominated workplaces is only about 5%.

Although female participation rates are overall much higher in the government bureaucracy than in the defence industry, a July 2019 Financial Review article entitled 'Australia's Spy Agencies Have a Gender Problem' ^[20], referenced a two-year study of the gender balance in the international relations sector conducted by the Lowy Institute; it stated that "there is an acute shortage of senior women serving in the most important and strategic roles" and that "gender imbalance across Australia's intelligence agencies was particularly pronounced with around a quarter of women in senior positions". It also stated that "none of the 33 major white papers, reviews, and inquiries conducted in the last 51 years that have shaped Australia's foreign and security policy has been led by women" despite also stating that "there is substantial evidence from the private sector that gender balanced workforces are more effective, efficient and innovative".

Discussion – Underlying and Related Issues

Evidence from SADILP surveys and interviews identified a number of recurring issues potentially affecting women's involvement with the defence enterprise and their subsequent success.

Safety. Research for this paper identified that gender inequality in society can also be linked to violence against women and children; the OurWatch website (<https://www.ourwatch.org.au/>) illustrates this clearly in a video entitled 'Let's change the story: Violence against women in Australia'. And this finding is particularly sobering when put in the context that 1 in 3 Australian women have experienced physical violence since the age of 15. [21]

Female Perceptions of Defence Gender Imbalance. Many women believe that gender equality is a significant issue in the defence enterprise, but the issues are much bigger than just gender. Employers need to be more diverse - employing a mix of people with different race, gender, age, cultures and people with disabilities, which will maximise innovation within the business. How employers treat their staff is really important. Women need to feel included within the workplace, and seek flexibility in the workplace. They also want to be employed and promoted based on merit and not on gender.

Australian Society and Environment. It would appear that the issue of gender imbalance in Australian society starts from birth and tracks young women during their influential pre-school years, through their learning and education journey and into the workplace. This situation can negatively influence self-perception, causing women to underestimate their abilities and impacting their self confidence in pursuing career pathways. There is a belief that women are less likely to self-nominate for job roles that are unfamiliar, and some have become tired of fighting a system of inequality. One example of this may be the 'pink versus blue' and gender role stereotypes that many parents still place on their children from a young age. Young girls can often suffer from a lack of encouragement and poor advice from parents and influencers, regarding their participation in the development of technical skills. In turn, this leads to low female participation in Science, Technology, Engineering and Maths (STEM) subjects and a follow-on underrepresentation in vocational training or tertiary pathways, particularly in management or engineering streams. As one leader put it, "*you can't be what you can't see.*"

According to the Department of Industry, Innovation and Science [22], Year 12 boys outnumber girls 3 to 1 in physics and almost 2 to 1 in advanced mathematics. "*Low participation in these critical subjects directly impacts future opportunities for girls, whether in a STEM career or not and is a major contributor to the gender imbalance in STEM tertiary education and the STEM workforce*". A 2018

Professionals Australia report ^[23] highlighted that only 16% of the qualified STEM population are women. For those women that do break through to pursue defence industry pathways, the structure of existing training and education courses are seen to be taught from a male gender perspective, with unsuitable equipment for women and male dominated classes, that can be isolating and socially difficult to navigate. According to the National Science and Innovation Agenda's Women in STEM Careers report ^[24], out of the 16% of STEM graduates who are female, as little as 15% remain in their STEM careers when reaching higher levels.

Workplace Culture. Once women did make it into the defence enterprise workplace, there was consistent reference to 'the old boys' network. Evidence pointed to an industry that is largely led by former military men, with technical backgrounds, in an environment described as small, secretive and closed. These male leaders are widely viewed as unwilling to embrace change, and of perpetuating unconscious or overt bias and sexist behaviour. There were references to traditional ideologies influenced by Australia's colonial past. Also, there is an issue with unconscious bias during recruitment processes, including selection criteria that aren't clear or are likely to put off female applicants. Other issues raised included the long life of defence projects that has supported an entrenched and male dominated workforce. Once women have broken through these barriers, they face further challenges to remain there, enjoy their role and to succeed. According to a *The Conversation* report titled '*diplomacy and defence remains a boys' club, but women are making inroads*' ^[25], the report states that "*the sector appears to be struggling with a pipeline and ladder problem, women are both joining at lower rates and progressing at far slower rates than their male counterparts.*" It also says that, more recently "*the presence of high-profile female trailblazers in positions of power may be masking more systemic issues, leading to complacency, rather than proactive gender diversity initiatives*".

Workplace Environment. Some work environments, particularly in smaller companies remain uncomfortable for women. Key indicators can include dirty unisex toilets, sexist paraphernalia, clothing and equipment that doesn't fit, or is unsafe, and bad workplace behaviour that remains unchecked. Some women stated they didn't feel valued by their organisation, they were overlooked for promotion and had to endure pay gaps and poor work flexibility. Others pointed to leadership models that were focused on technical ability and dismissed people leadership as a lesser soft skill. In addition to this, feedback included references to a 'death by a thousand cuts' where women were regularly talked over in meetings, endured references to their appearances and subtle, insidious sexism causing feelings of isolation.

Critical Mass. Critical mass is an essential ingredient to gender equality and is considered to be the minimum level of representation required for women to be perceived and assessed by others for the job they do and how they do it, and not on the basis of their gender. Business research widely assesses the critical mass of female representation to be 30%, or three or more women on a Board of Directors. There has been some success in improving female representation on the boards of ASX 200 listed companies after the Australian Institute of Company Directors (AICD) set a target to achieve 30% by 2018 [26]. The Australian Government has set a target of 50% female representation, as has at least one defence prime (Naval Group Australia).

Organisational Policy and Procedures. The WGEA has reported continued growth in employers implementing gender equality policies and strategies, with over three-quarters of employers now having a gender equality strategy or policy. However, only 32.2% have implemented performance indicators for managers relating to gender equality outcomes [27]. Other issues identified were a lack of industry participation in work placement initiatives, and an underspend of government funding including defence industry scholarships. Whilst many companies 'shout' gender diversity from the roof top they often fail to make practical steps to achieve it – they say all the right things, but reinforce stereotypes. According to one report [28] *"the problem is that this pressure leads some companies to take a big, flashy, headline-grabbing diversity moves that don't accomplish anything"*. A lack of policy discussion has led to inflexible working arrangements and uncomfortable or unsafe working environments for women. Many females in industry say they would prefer that quotas didn't exist, so they can be confident they are progressing on merit and not on gender. Often, leadership roles are recruited from within an organisation as promotional pathways, and therefore from a limited and male dominated pool. Where female-specific programs are used (e.g. recruitment and leadership) they can inadvertently create workplace disharmony and resentment by men, and can add to other negative perceptions along the lines of *'they only got it because they're female'*.

Marketing and Industry Awareness. With the exception of the ADF, the broader defence enterprise marketing is very poor. Survey responses pointed to a significant lack of public awareness of the range of defence enterprise careers and opportunities available to men and women, and therefore a lack of understanding regarding the diversity of careers that exist. This absence of information has the potential to feed the negative perceptions around 'death and destruction', rather than an industry that helps secure the safety and defence of the nation and which offers meaningful and exciting professional opportunities. Other practical concerns were identified regarding security and citizenship processes, a lack of diversity and perceptions of the absence of flexibility to meet family responsibilities; all of which may have impacted the attractiveness of a defence enterprise career.

IMPLICATIONS

What are the implications of any gender imbalance in Defence industry and how could these be addressed?

There is a significant body of research [\[15\]](#), [\[29\]](#) that shows that increasing women's participation in the workforce has many positive impacts in society and on workplace organisational culture and operations. A diverse and inclusive workforce generates tangible benefits such as increased efficiency, productivity, innovation, creativity and improved employee engagement, which in turn can lead to increased job satisfaction and have a positive impact on company reputation. Organisations that have a diverse and inclusive culture (which includes flexible working conditions, equal pay, equal opportunities, equal access to growth opportunities and career advancement) have the best chance of making their staff feel valued, and ultimately retaining and growing those staff. Defence companies recognise they are not currently maximising the full Australian workforce talent pool, and many have made commitments to improve diversity and inclusion to help address this. Male dominated environments can struggle to retain female workers, particularly senior women, further narrowing the field of available skilled talent. These environments can impact the job satisfaction of women if they believe they are not treated the same as their male counterparts e.g. in relation to promotions, becoming a senior member within the business, equal pay, opportunities to learn new skills, and flexible working conditions [\[30\]](#). Some women in the defence industry [\[15\]](#) also feel there is a lack of female role models and mentoring opportunities, which means becoming the first female to break this mould feels like an impossible task. All of these issues are potential contributing factors to the high attrition rates for women within the defence industry.

A lack of diversity in an organisation, and specifically gender imbalance, can impact the following:

- Not maximising the full organisational potential (e.g. performance and innovation)
- A restricted talent pool, therefore potentially not getting the best person for the job
- Suboptimal work place culture
- Lack of job satisfaction for female employees
- Lack of female role models in senior positions
- High turnover of female staff
- Reduced organisational reputation
- Lack of resources to fulfil future capability needs (including Australian Sovereign Capability).

IMPROVEMENTS

Should and how could Government policy support improvements and why?

Marketing and Industry Awareness

A concerted effort to develop, coordinate and implement a defence whole-of-enterprise marketing strategy, which promotes the awareness of the full range of careers and opportunities would be incredibly valuable. This would require collaboration and partnership across government, industry and academia.

Government Policy, Education and STEM

Education, and especially science, technology, engineering and mathematics (STEM) is clearly a critical ingredient for future capability success and ensuring the 'pipeline' for the growth of the defence workforce. The subject of STEM came up repeatedly as an issue during the development of this paper and is no doubt worthy of a future SADILP concept paper of its own.

In helping to address gender imbalance there clearly a need to encourage children to be involved in STEM subjects at an early age and to encourage more girls into STEM at school. A quality STEM education builds the foundation for anyone to aspire to almost any career path, but is particularly relevant to the many modern, high-tech roles in defence. The Australian government have established programs promoting STEM for pre-school and school aged students. These include programs directed at children, such as Qwestacon's Smart Skills initiative, as well as programs such as Little Scientists which focuses on training educators and teachers to promote inquiry-based STEM learning. In 2015, all Australian education ministers agreed to the National STEM School Education Strategy 2016–2026 ^[31], which aims to ensure that students are provided a strong foundation in STEM and to inspire them to take on more challenging STEM subjects. Exposure to STEM at a young age through programs designed to feed children's curiosity for science, maths and technology can be very effective in placing girls on course for a career in STEM.

The South Australian (SA) Government, *Defence Industry Workforce and Skills Strategy 2018-2022* ^[9] states that the government's objective is to ensure the defence industry has the workforce it needs. "We are committed to supporting the development of a strong and sustainable future workforce." It has developed a \$203 million Skilling South Australia initiative to support an additional 20,800 apprenticeships and traineeships in key industries such as the defence sector. It also points to *The Adelaide City Technology and Innovation Advancement Agreement* for the greater Adelaide region that will provide employers with greater ability to source skilled workers in the defence, space,

advanced manufacturing and technology sectors to transfer knowledge and meet near term shortfalls. The SA Government has developed a Veterans Employment Program, to support veterans' transition into new jobs in the SA Defence industry. It has also developed the Defence industry scholarships program to provide \$600,000 in scholarships in science, engineering and business undergraduate and honours students in SA over three years. \$250 million has been invested in creating modern and flexible infrastructure for 139 schools and enhancing STEM learning for approximately 75,000 students. STEM is a focus for most schools and must continue to be supported from early primary to senior secondary. The Defence Industries Pathways Program with ASC Shipbuilding and TAFE SA supports Year 10 and 11 students to develop vocational skills and capabilities needed in the Defence Industry.

Organisational Strategies and Workplace Environment

Many companies are making genuine efforts to increase female participation in defence through targeted advertising campaigns and public commitments to improve diversity measures. However, subsequent efforts to retain female employees are often neglected, contributing to high attrition rates. Recruitment efforts must form part of a broader strategy that includes retention efforts. ^[32]

All organisations have a legal responsibility not to discriminate against employees and to take all reasonable steps to prevent sex discrimination and sexual harassment. Both the WGEA and the Australian Human Rights Commission (AHRC) provide information on their websites (*See Appendix E*) to help organisations develop strategies to achieve gender equality; the implementation of which can help address gender imbalance and help grow the workforce. Key elements of these strategies are summarised below:

- Develop and implement better people strategies and policies, that include diversity and inclusion
- Create opportunities and increase awareness of those opportunities
- Provide career opportunities and advancements for all and to all
- Set targets for the recruitment and promotion of women
- Prevent unconscious bias when hiring
- Develop new and inclusive cultures and good governance within organisations
- Provide inclusive and flexible work arrangements for all
- Provide equal pay for equal work

- Make staff feel valued in the workplace
- Grow and retain more female role models
- Make gender equality part of training and education
- Educate employees that sexual harassment will not be tolerated and respond swiftly to complaints.

Workplace flexibility and parental leave are major features of Australian workplaces. However, the WGEA reports that men's access to and uptake of these entitlements remains low. Normalising the uptake of flexible work arrangements and parental leave etc. can help to demonstrate that workplace improvements are for the benefit of all, and are not perceived negatively e.g. as a 'concession' to women. According to the WGEA organisations moving towards gender-neutral policies, offering gender equitable leave and working arrangements for all employees, and those that provide strong, gender-neutral parental leave and flexible working policies are more likely to enjoy better recruitment and retention. These factors send a message that supports gender equity and that their employees are valued. [\[33\]](#)

Interestingly, Professor Rae Cooper AO through her University of Sydney Business School Research Project 'Women and the Future of Work', part of the 'Australian Women's Working Futures Project' [\[1, 2\]](#) found that both men and women list the same top five issues as being most important to them.

These are:

- Respect
- Job security
- Good pay
- Interesting work
- Flexibility

CONCLUSIONS

Gender equality remains an unresolved moral, social, business and a defence capability issue that needs to be addressed. It is an issue that is common across defence primes, and the hundreds of SMEs that support defence capability, sustainment, infrastructure and logistics. The Australian Defence enterprise (as a whole) needs to take ownership of and leadership for the resolution of this issue for the betterment of both capability and society. It cannot afford to dismiss fifty per cent of the potential workforce.

To succeed in its defence endeavours, Australia must establish a robust and capable defence industrial capability and enterprise. Defence needs to attract and retain more women across all job roles, particularly technical and skilled trades. A diverse and gender-inclusive culture will be critical to the success of the defence enterprise, through boosting its capability and maximising its potential.

Historically, outside of major conflict, large defence programs such as shipbuilding were also about jobs and employment almost as much as they were about national capability. Now, they are also about national security through sovereign capability. Consistent with this precedent and defence capability needs and goals, the growth of the defence capability and workforce provides a unique opportunity to add moral, social and community responsibility to the mix through gender equality and diversity of the workforce. Diversity has the power to feed creativity, innovation, performance and capability. And defence can become a leading organisational role model and employer of choice.

It is hoped that this paper can be used as a guide to aid the improvement of gender balance and diversity and inclusion in defence. An understanding of the current situation, implications and issues as articulated in this paper, and in consideration of its recommendations and options for improvement, will help members of the defence enterprise and government address gender issues for the direct benefit of defence capability and national prosperity and security.

RECOMMENDATIONS

To succeed in its defence endeavours, Australia must establish a robust and capable defence industrial capability and enterprise. This includes a critical need for government policy support and resourcing, and for greater defence enterprise collaboration and partnership. To attract and retain more women across all job roles, and particularly technical and skilled trades, it is recommended that government and all organisations within the defence enterprise consider the implementation of the recommendations listed below.

1. It is recommended that the Department of Defence and the broader defence enterprise add Diversity to their organisational values.
2. It is recommended that all members of the defence enterprise commit to the development and implementation of a diversity and inclusion strategy for their organisation, which includes gender, equal opportunity and equal pay.
3. It is recommended that all members of the defence enterprise commit to an initial target of 30% participation of women across all roles to achieve critical mass; maintaining standards and merit.
4. It is recommended the government and/or defence enterprise consider developing a gender equality code of practice.
5. It is recommended that the federal government commits to a true partnership relationship with industry and academia, and particularly with regard to defence program/contract certainty; this needs to include sustainment programs as well as new capability projects.
6. It is recommended that the federal and state governments provide political and financial support for defence enterprise awareness campaigns beyond just the ADF.
7. It is recommended that governments provide (or continue to provide) incentives, grants and support, especially for SME, and reward companies for their achievements against workplace diversity goals, including gender equality (e.g. through award of contracts, tax concessions etc.).
8. It is recommended that governments and all stakeholders commit to making Australian education world leading, with a major focus on STEM; this should include the consideration of fully funding undergraduate study (e.g. like the ADF Academy (ADFA)), particularly in critical subject areas. Such education should be available to all, including from early childhood, mature entry and adult apprenticeships and as part of parental return to the workforce.

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APPENDIX A – WORDS OF WISDOM AND ENCOURAGEMENT FROM SOUTH AUSTRALIAN FEMALE LEADERS FOR WOMEN CONSIDERING A DEFENCE INDUSTRY CAREER

Be Prepared

“If you want to make a difference and be a leader, be prepared, it’s a tough industry.”

Be Professional – Be Strong

“You have to be a professional, a strong advocate for your rights; don’t be afraid to stand up for yourself.”

Be Enthused

“There are fascinating job roles that require skills that will keep you interested for a long time, open up your mind to these career opportunities.”

Be Mentored, and Mentor Others

“Seek out mentors in the industry.”

Change

“Change is hard work; you need the will to change.”

Believe and Be Confident

“It’s still a man’s world, but you have to trust in your ability, pursue your dreams, and ignore the idiots.”

Be Determined

“Be persistent, there are amazing opportunities.”

Be Challenged – Be Patient – Be Yourself

“It’s worth the effort to face the challenges, things will shift.”

Be Part of Something Special

“Defence is the most exciting industry to be involved in due to the significant growth, but also for the strategic importance of the national assets you can be involved in building and delivering to protect our country.”

APPENDIX B – A SELECTION OF DATA SHOWING FEMALE REPRESENTATION IN THE DEFENCE ENTERPRISE

Organisation	Type	Employees	Female Representation by Percentage	Data Sources
Dept of Defence Civilian (APS)	Government	~16,000 (full time equivalent)	• 44.2%	Australian Government Department of Defence Annual Report 2018-19
Dept of Defence Military (ADF)	Government	~58,000 (full time)	• 18.6%	As above
BAE Systems Australia	Prime	3,162	<ul style="list-style-type: none"> • 19.9% in total • 16.88% - Managers • 22.18% - Professionals • 1.77% - Technicians and trade • 95% - Clerical and administrative 	WGEA
Boeing	Prime	2,183	• 21.2%	WGEA
AWD Alliance	Prime	1,500	• 12.5%	Survey
ASC	Prime	1,361	<ul style="list-style-type: none"> • 15.9% in total • 17.4% - Managers • 15.8% - Non-Managers • 30% - Graduates • 11.5% - Apprentices 	WGEA Survey
Raytheon	Prime	1,327	• 17.8%	WGEA
Babcock	Prime	950	• 20-25%	Surveys
Lockheed Martin	Prime	808	• 17.9%	WGEA
SAAB	Prime	454	• 19.5%	WGEA
Naval Group Australia	Prime	-	• 39%	WGEA
BMT	SME	100	• 20%	Survey
Dedicated Systems	SME	5	• 25%	Survey
Kadego	SME	32	• 11%	Survey
Neumann Space	SME	8	• 37.5%	Survey
UniSA	Academia	2,863	• 29%	Survey

APPENDIX C – SURVEY QUESTIONS FOR SADILP ALUMNI AND SADILP 2019 STUDENTS

Questions

For the purpose of this Paper, a Defence industry employee will be defined as someone that works for a commercial or private enterprise.

1. Do you identify as a male / female/ indeterminate/ prefer not to answer?
2. Where do you work?
 - Small to Medium Enterprise
 - Defence Prime
 - Department of Defence – Military
 - Department of Defence – Civilian
 - Government
 - Education, Training and Academia
 - Other (specify)
3. How many people does your organisation employ (known or estimated)?
4. What is the ratio of men to women in your organisation (known or estimated)?
5. Does your organisation have any specific policies, programs or initiatives to address workplace gender issues, balance and opportunities?
 - What are these?
 - What works well?
 - What does not work well?
6. Are you aware of any policies, programs or initiatives from other organisations that can address workplace gender issues, balance and opportunities?
 - What are these?
 - What works well?
 - What does not work well?
7. In your opinion, what are the biggest issues that need to be addressed to improve the participation (recruitment and retention) for women in the defence industry?
8. In your opinion:
 - What influences women to leave the defence industry?
 - What initiatives could improve female participation in the defence industry?
 - What is an acceptable timeline to achieve gender equity in the defence industry?
9. Are there any important questions that are not being asked/answered?

APPENDIX D – AREAS OF DISCUSSION WITH SOUTH AUSTRALIAN DEFENCE ENTERPRISE LEADERS

1. The Defence industry has a poor record of attracting and retaining women into its workforce – what do you believe are the key factors driving this disparity?
2. What are the implications of gender imbalance within the workplace? And how does this affect the overall business?
3. What practical steps are being, or could be, implemented to improve the number of women who work in Australia’s Defence industry?
4. How do we ensure that women are also recruited into advanced tech/skilled roles, rather than the ‘traditional’/stereotypical administration/office roles?
5. Do gender diversity policies and gender recruitment quotas work, and, if so, could this be improved?
6. What role does state and federal government have to support the advancement of women in emerging industries?
7. What do you believe are the most effective ways for industry, including small and medium enterprises, to become employers of choice for women?
8. Is Australia’s education and training sector assisting women to pursue career pathways in our Defence industry, and could this be improved?
9. If you had an opportunity to provide words of wisdom to women considering a career in Australia’s Defence industry, what would you say?

APPENDIX E – GENDER EQUALITY TOOLS AND RESOURCES LINKS

There are significant number of useful resources available online, which include the following:

AUSTRALIAN GOVERNMENT

Australian Bureau of Statistics (ABS)

- Website Home page - <https://www.abs.gov.au/>

Workplace Gender Equality Agency (WGEA)

- Website Home Page - <https://www.wgea.gov.au/>
- Gender equality strategy guide - <https://www.wgea.gov.au/topics/gender-strategy/gender-equality-strategy-guide>
- Gender equality diagnostic tool - <https://www.wgea.gov.au/topics/gender-strategy/gender-equality-diagnostic-tool>
- Gender workplace statistics at a glance - <https://www.wgea.gov.au/data/fact-sheets/gender-workplace-statistics-at-a-glance>

Australia Human Rights Commission (AHRC)

- Website Home Page: <https://www.humanrights.gov.au/>
- Sex Discrimination - <https://www.humanrights.gov.au/our-work/sex-discrimination>
 - Guides - <https://www.humanrights.gov.au/our-work/sex-discrimination/guides>
 - Women in male-dominated industries: A toolkit of strategies (2013) - <https://www.humanrights.gov.au/our-work/sex-discrimination/publications/women-male-dominated-industries-toolkit-strategies-2013>
 - Know your rights: Sex discrimination and sexual harassment (2012) - <https://www.humanrights.gov.au/our-work/sex-discrimination/guides>
 - Guidelines for writing and publishing recruitment advertisements (1998) - <https://www.humanrights.gov.au/our-work/guidelines-writing-and-publishing-recruitment-advertisements>

Department of Industry Innovation & Science

- Website Home Page - <https://www.industry.gov.au/>
- Data and Publications - <https://www.industry.gov.au/topic/data-and-publications-0>
- Advancing Women in STEM - <https://www.industry.gov.au/data-and-publications/advancing-women-in-stem>
- The diversity advantage - <https://www.industry.gov.au/data-and-publications/the-diversity-advantage>
- Women in STEM at a glance - <https://www.industry.gov.au/data-and-publications/advancing-women-in-stem/a-snapshot-of-disparity-in-stem/women-in-stem-at-a-glance>

The South Australian Equal Opportunity Commission

- Website Home Page - <https://eoc.sa.gov.au/>
- **Chiefs for Gender Equity** - <https://eoc.sa.gov.au/index.php/initiatives/chiefs-gender-equity>
 - Tools for Business - <https://eoc.sa.gov.au/initiatives/chiefs-gender-equity/tools-new>

OTHER ORGANISATIONS

Male Champions of Change Institute

- Website Home Page - <https://malechampionsofchange.com/>
- Reports and Resources - <https://malechampionsofchange.com/reports-and-resources/>

50/50 by 2030 Foundation

- Website Home Page - <https://www.5050foundation.edu.au/>
- Report Hub - <https://www.5050foundation.edu.au/report-hub/all>
- Bias, Barriers and Merit - <https://www.5050foundation.edu.au/report-hub/category/bias-barriers-and-merit>
- Engaging Men - <http://www.5050foundation.edu.au/report-hub/category/engaging-men>
- Gender Gap - <https://www.5050foundation.edu.au/report-hub/category/gender-gap>
- Quotas - <https://www.5050foundation.edu.au/report-hub/category/quotas>
- Strategies - <https://www.5050foundation.edu.au/report-hub/category/strategies>

Women & Leadership Australia (WLA)

- Website Home Page - <https://www.wla.edu.au/about.html>