



Headquarters  
New Zealand Defence Force  
Defence House  
Private Bag 39997  
Wellington Mail Centre  
Lower Hutt 5045  
New Zealand

OIA-2023-4724

9<sup>th</sup> June 2023

[REDACTED]  
[REDACTED] [myvuw.ac.nz](mailto:[REDACTED]@myvuw.ac.nz)

Dear [REDACTED]

I refer to your email of 5 May 2023 requesting, under the Official Information Act 1982 (OIA), the following:

*I would like to request all publications, strategies, plans, briefings, submissions, speeches, correspondence, memos to the Minister and all other relevant information between January 2022 - May 2023 about the work your organisation has done/is doing/plans to do that contributes to advancing gender equality on the international stage/in Aotearoa New Zealand's foreign policy.*

*I would also like to request a list of events attended at a senior official or ministerial level that contributes to advancing gender equality on the international stage/in Aotearoa, New Zealand's foreign policy.*

*Finally, I would also like to request a list of bilateral or multilateral publications, strategies, plans, briefings, submissions, and speeches that Aotearoa New Zealand contributed to that supports the advancement of gender equality on the international stage.*

The role of the New Zealand Defence Force (NZDF) is to generate and maintain military capability available for use as and when required by the Government of New Zealand. The preparation and availability of a credible and effective Armed Forces, capable of serving the Government's defence and national security policy objectives, is the NZDF's highest priority. This includes the protection and promotion of New Zealand interest both domestically and internationally.

The Ministry of Defence (MOD) is responsible for the development of defence policy, international defence engagements, review, assessment and the delivery of major capability acquisition projects. The MOD, as a separate agency to the NZDF, will also be responding to you in relation to your request for information.

The NZDF is on a continuous journey to improve implementation of United Nations Security Council Resolution 1325(UNSCR 1325) – Women Peace and Security (WPS) incorporating the nine other complementary UNSC resolutions. Together these resolutions set out four 'pillars' of priority issues: prevention of violent conflict; meaningful participation of women at all levels of peace and security governance; the protection of rights for women and girls in fragile, conflict and post-conflict situations; and ensuring women's engagement and addressing their needs in peacebuilding, relief and recovery.

The NZDF WPS focus is on its application in terms of operational planning, preparation, training, mission execution and mainstreaming gender throughout the NZDF in order to ensure a gender perspective is considered in all operations to improve situational awareness, inform course of action development and support better decision making, resulting in increased operational effectiveness. In addition for internal focussed efforts the NZDF also contributes to wider regional (Pacific) and global foreign policy objectives led by the Ministry of Foreign Affairs. The NZDF contribution operationalises the WPS intent through a range of activity summarised and contextualised below and as enclosed:

- Within the NZDF, a broad range of initiatives support gender equality. The NZDF officially adopted the United Nations Women's Empowerment Principles (UN WEPs) in 2020. The Chief of Defence Force spoke at a related ceremony at Government House. The principles are now embedded as a framework to support the NZDF's Wāhine Toa Programme, which is dedicated to increasing the participation of women across the Defence Force and promoting gender equality. The initial minute for the NZDF to adopt this framework, and a letter of invitation from the UN WEPs, is enclosed.
- In 2021, the NZDF appointed its first Executive Sponsor for gender equality – it is currently the Chief of Navy. Also in 2021, the NZDF Executive Committee signed up to an NZDF Gender Equality Charter (enclosed) and expressed its intentions and commitment to gender equality. This was released across the NZDF in 2022 and approximately 150 NZDF senior leaders (tier 1 and 2) are signatories, completing an associated workshop based on the charter.
- The 2022 Minister of Defence Priorities for Defence provide that 'Defence represents and reflects New Zealand' and that WPS principles are embedded across New Zealand Defence and through international deployments. This also includes a priority that the NZDF supports Pacific WPS Initiatives. In order to achieve this, the MOD and the NZDF have developed a Gender in Security Policy Statement 2022 that outlines how Defence is advancing the UNSCR 1325 WPS Agenda and describes how Defence will increase momentum and make a sustained commitment into the future.
- The NZDF also held its inaugural Conference for Gender Equality at Parliament in 2022. This was attended by NZDF staff and personnel, including senior leaders, where both the Chief of Defence Force and the Chief of Navy opened with speeches commenting on the importance of their own as well as the NZDF's commitment to gender equality. Also in 2022, the Royal New Zealand Navy appointed its own Single Service Sponsor for Gender Equality – currently held by the Maritime Component Commander.
- Gender in Security Policy Statement 2022 provides the foundation of an implementation plan which includes a commitment to increasing the number of Gender Focal Points within the NZDF. NZDF Gender Focal Points provide NZDF personnel with the knowledge, skills and attitudes required to effectively advocate for WPS implementation and embed gender considerations within NZDF operations as well as in their own field of subject matter expertise.

- From 12 to 14 April 2023, the NZDF hosted its sixth iteration of the NZDF Gender Focal Point course. As Gender Focal Points they are a key part of the NZDF Gender Network supporting NZDF Gender Advisors. The course saw participation for the first time of five representatives from the Pacific Islands including from Fiji, Papua New Guinea, Tonga and the Cook Islands Police.
- The course was well received by the NZDF's partners, some of whom had recently attended a United States led Indo-Pacific Command (INDOPACOM) variant. It was noted that the courses complement each other well, with the United States' course being theoretically based and the New Zealand version focussing on practical application. The NZDF has been invited to instruct and send students on A United States INDOPACOM Gender Advisor course to take place in August 2023, which will include trainees from 20 partner nations.
- The NZDF is also conducting NZDF Gender Focal Point Training and Pacific Defence Gender Network Workshops from 7 to 13 June 2023. The NZDF expects up to five participants from Pacific Island countries to participate in this Gender Focal Point training alongside NZDF and New Zealand Government personnel. This will be followed by a two -day workshop for the Pacific participants, facilitated by the NZDF.
- The application of the training and broader implementation of WPS was recently evidenced in the NZDF Cyclone GABRIELLE response, which saw the deployment of a Gender Advisor as part of the response force Headquarters to highlight Gender Focal Points throughout the Force/mission. This internally focussed Gender Focal Point effort has recently been expanded as part of a broader effort in the Pacific.

This year, the NZDF will participate in the White Camellia Awards (UN WEPs) and the New Zealand representative from the UN WEPs organisation will be officially inviting the Chief of Defence Force to speak at the event.

Signatures have been redacted from the enclosed documents in accordance with section 9(2)(k) of the OIA in order to prevent this information being used for malicious or inappropriate purposes such as phishing, scams or unsolicited advertising.

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review this response to your request. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

Please note that responses to official information requests are proactively released where possible. This response to your request will be published shortly on the NZDF website, with your personal information removed.

Yours sincerely

**AJ WOODS**

Air Commodore

Chief of Staff HQNZDF

**Enclosures:**

1. Minute adopting the UN Women's Empowerment Principles
2. NZDF Executive Committee Gender Equality Charter

s.9(2)(k)

HEADQUARTERS NEW ZEALAND DEFENCE FORCE  
Directorate Diversity and Inclusion  
MINUTE

OCDF 12/12/19

11 Dec 19

s.9(2)(k)

Approved.

OCDF 23 DEC 19

**ADOPTING THE UNITED NATIONS WOMEN'S EMPOWERMENT PRINCIPLES**

**Reference:**

A. NZ WEPs Committee letter of invitation dated 14 Nov 19

**Background**

1. Reference A is an invitation by the NZ Women's Empowerment Principles Committee for the NZDF to demonstrate our commitment to gender equity and empowering women in the workplace. The Women's Empowerment Principles (WEPs) are an initiative of United Nations Women and the United Nations Global Compact intended to establish high level corporate leadership on gender equity. The UN WEPs have been signed by more than 2400 private sector business worldwide.

2. Although originally intended to benefit women workers in the private sector, particularly in the developing world, in NZ over fifty businesses and organisations; such as KPMG, Kiwibank, a number of city councils, and Z Energy have committed to the UN WEPs.

**UN WEP Principles**

3. For NZDF the UN WEPs could provide a useful framework for continued work within the Wāhine Toa Programme and portfolios.

4. In outline, further explanation is attached, the seven WEPs are:

- a. Establish high-level corporate leadership for gender equality.
- b. Treat all women and men fairly at work – respect and support human rights and non-discrimination.
- c. Ensure the health, safety and well-being of all women and men workers.
- d. Promote education, training and professional development for women.
- e. Implement enterprise development, supply chain and marketing practices that empower women.
- f. Promote equality through community initiatives and advocacy.
- g. Measure and publicly report on progress to achieve gender equality.

**Benefits**

5. The benefits of adopting the UN WEPs are:

- a. NZDF visibly showing our commitment to gender equity.
- b. NZDF demonstrating leadership in this area for other government agencies.
- c. UN WEPs provide a strong employer of choice message.

RECEIVED OCDF

Date 12/12/19  
ID Number 4732

- d. NZDF will utilise an internationally agreed framework to align gender issues, and have access to UN WEPS tools including measures.
- e. Access to NZ UN WEP events.
- f. Access to the New Zealand Federation of Business and Professional Women regional network meetings and other events.

**Costs**

6. There is a direct financial cost of approximately \$2,500 annually as a contribution to the NZ Women's Empowerment Principles Committee's continued work. In addition, there will be a subscription of approximately \$950 for membership of the New Zealand Federation of Business and Professional Women. All costs will be absorbed by current budget.

**Recommendation**

7. In light of the significance of the UN WEPs in the global gender context it is recommended that you:

- a. **Approve** the adoption of the UN WEPs for NZDF.
- b. **Direct** PCP to promulgate and implement the UN WEPs as appropriate.
- c. **Endorse** the publication of this decision to publicly demonstrate our commitment to the UN WEPs.

*Approved*

*DIRECTED*

*ENDORSED*

s.9(2)(k)

s.9(2)(k)

*AM*

*CDF*

*23 DEC 19*

**E.D. HUCKERBY**  
MRS  
CPO

*Approved/Not Approved*

s.9(2)(k)

**K.R. SHORT**  
AM  
CDF

Dated: 23 Dec 19

**Enclosures:**

- 1. Letter of Invitation from NZ WEP Committee dated 14 Nov 19 (Ref A)
- 2. UN WEP Background Information



[chair@weps.org.nz](mailto:chair@weps.org.nz)

14<sup>th</sup> November 2019

Lieutenant Colonel Murray Brown  
Programme Lead - Wāhine Toa  
Directorate Diversity and Inclusion  
People Capability Portfolio - HQNZDF  
Te Ope Kātua o Aotearoa - The New Zealand Defence Force

Dear Murray,

Thank you for the opportunity to meet with you and Nina Russell on Monday to discuss the Women's Empowerment Principles (WEPs) and how they could provide a framework for the New Zealand Defence Force Wāhine Toa programme.

Our New Zealand committee would like to invite the NZDF to demonstrate its commitment to gender equity and empowering women in the workplace by adopting the seven UN Women's Empowerment Principles.

The Women's Empowerment Principles WEPs is a partnership initiative of United Nations Women and the United Nations Global Compact to establish high level corporate leadership for gender equity, and have been signed by more than 2,400 eligible private sector business leaders around the world. In New Zealand over fifty business and organization leaders have committed to the WEPs.

Supporting the Women's Empowerment Principles signals the commitment of the Chief Executive of an organisation to integrate and implement the principles in the boardroom, in the workplace, and along the supply chain to the community. The principles are a voluntary expression of values and provide guidance for action in seven areas including leadership, equality, health and safety, education and training, supply chain elements, community leadership and transparency.

The New Zealand launch of the Women's Empowerment Principles was at a function at Government House in 2012. The campaign to encourage businesses to sign up to the WEPs is being promoted by UN Women Aotearoa New Zealand, the Human Rights Commission, the New Zealand Federation of Business and Professional Women and Zonta International District 16 working together as a collaborative committee.





To assist organisations that wish to implement gender equality strategies and implement the Women's Empowerment Principles the NZ WEPs committee commissioned a practical guide to help with this process. It is a comprehensive strategy to implement gender equality in the workplace and the strategy stresses that to implement gender equality, organizations need a multi-faceted approach that tackles everything from culture, training, leadership to recruitment and beyond. Case study best practice examples and resources are provided. As a New Zealand supporter of the WEPs you will have the opportunity to benefit from the use of this tool. The NZ WEPs committee encourages you to read the strategy, decide priorities, set annual targets and use the resource to address structural change.

We also provide the mechanism for you to measure your progress on the implementation of the seven principles through our annual survey. The survey includes both quantitative and qualitative questions and is intended to assist you in considering ways to improve the empowerment of women in your workplace. All data provided by participants is submitted on a strictly confidential basis and the resulting report does not attribute particular information to an individual organisation. The report is a hugely valuable resource outlining the steps and policies organisations have put in place.

The NZ WEPs committee organises events to share information about strategies to empower women in the workplace. We hold the White Camellia Awards each year, to honour businesses and organisations that have made significant efforts to promote women in their workplace.

Organisations that become WEPs supporters are encouraged to make an annual donation to assist in the administration of the WEPs in New Zealand, to cover the cost of our administrator, the annual survey, the committee travel costs and to assist in the development of further resources. Suggested annual contribution for the New Zealand Defence Force is \$2,500 per annum with a donation requested in February each year.

We look forward to hearing from you

Kind regards.

Vicky Mee

Chair, New Zealand Women's Empowerment Principles (WEPs) Committee

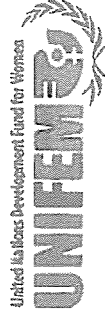




# Women's Empowerment Principles Equality Means Business



United Nations Global Compact





## **Women's Empowerment Principles in Brief**

1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work – respect and support human rights and nondiscrimination.
3. Ensure the health, safety and well-being of all women and men workers.
4. Promote education, training and professional development for women.
5. Implement enterprise development, supply chain and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.



## Principle 1: Leadership Promotes Gender Equality

- a. Affirm high-level support and direct top-level policies for gender equality and human rights.
- b. Establish company-wide goals and targets for gender equality and include progress as a factor in managers' performance reviews.
- c. Engage internal and external stakeholders in the development of company policies, programmes and implementation plans that advance equality.
- d. Ensure that all policies are gender-sensitive – identifying factors that impact women and men differently – and that corporate culture advances equality and inclusion.



## **Principle 2:** **Equal Opportunity, Inclusion and Nondiscrimination**

- a. Pay equal remuneration, including benefits, for work of equal value and strive to pay a living wage to all women and men.**
- b. Ensure that workplace policies and practices are free from gender-based discrimination.**
- c. Implement gender-sensitive recruitment and retention practices and proactively recruit and appoint women to managerial and executive positions and to the corporate board of directors.**
- d. Assure sufficient participation of women – 30% or greater – in decision-making and governance at all levels and across all business areas.**
- e. Offer flexible work options, leave and re-entry opportunities to positions of equal pay and status.**
- f. Support access to child and dependent care by providing services, resources and information to both women and men.**



### Principle 3:

### Health, Safety and Freedom from Violence

- a. Taking into account differential impacts on women and men, provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health.
- b. Establish a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse, and prevent sexual harassment.
- c. Strive to offer health insurance or other needed services – including for survivors of domestic violence – and ensure equal access for all employees.
- d. Respect women and men workers' rights to time off for medical care and counseling for themselves and their dependents.
- e. In consultation with employees, identify and address security issues, including the safety of women traveling to and from work and on company-related business.
- f. Train security staff and managers to recognize signs of violence against women and understand laws and company policies on human trafficking, labour and sexual exploitation.



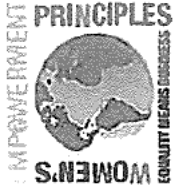
## **Principle 4:** **Education and Training**

- a. Invest in workplace policies and programmes that open avenues for advancement of women at all levels and across all business areas, and encourage women to enter nontraditional job fields.
- b. Ensure equal access to all company-supported education and training programmes, including literacy classes, vocational and information technology training.
- c. Provide equal opportunities for formal and informal networking and mentoring.
- d. Offer opportunities to promote the business case for women's empowerment and the positive impact of inclusion for men as well as women.



**Principle 5:**  
**Enterprise Development, Supply Chain**  
**and Marketing Practices**

- a. **Expand business relationships with women-owned enterprises, including small businesses, and women entrepreneurs.**
- b. **Support gender-sensitive solutions to credit and lending barriers.**
- c. **Ask business partners and peers to respect the company's commitment to advancing equality and inclusion.**
- d. **Respect the dignity of women in all marketing and other company materials.**
- e. **Ensure that company products, services and facilities are not used for human trafficking and/or labour or sexual exploitation.**



## Principle 6: Community Leadership and Engagement

- a. **Lead by example – showcase company commitment to gender equality and women's empowerment.**
- b. **Leverage influence, alone or in partnership, to advocate for gender equality and collaborate with business partners, suppliers and community leaders to promote inclusion.**
- c. **Work with community stakeholders, officials and others to eliminate discrimination and exploitation and open opportunities for women and girls.**
- d. **Promote and recognize women's leadership in, and contributions to, their communities and ensure sufficient representation of women in any community consultation.**
- e. **Use philanthropy and grants programmes to support company commitment to inclusion, equality and human rights.**



## Principle 7: Transparency, Measuring and Reporting

- a. Make public the company policies and implementation plan for promoting gender equality.
- b. Establish benchmarks that quantify inclusion of women at all levels.
- c. Measure and report on progress, both internally and externally, using data disaggregated by gender.
- d. Incorporate gender markers into ongoing reporting obligations.






## WEPs as a Tool

- ✓ Focusing on how to bring the private sector can play in to promoting gender equality and women's empowerment
- ✓ Take them into account in developing and revising public policies on gender equality and women's empowerment and corporate responsibility
- ✓ Use them when engaging in dialogue with the private sector about their role
- ✓ Consider corporate commitment the WEPs when making decisions about which businesses to partner with, procure from, or other such economic decisions.



# Materials and Resources

**WOMEN'S EMPOWERMENT PRINCIPLES** EQUALITY MEANS BUSINESS



- 1 Establish long-term corporate commitments to gender equality.
- 2 Invest in women and girls' skills, knowledge, and abilities to drive economic growth and corporate responsibility.
- 3 Support the health, safety and well-being of all women and girls workers.
- 4 Promote equitable, timely and transparent compensation for women.
- 5 Increase corporate representation on all levels of decision-making.
- 6 Promote diversity for each company's unique business.
- 7 Measure and publicly report on progress to ensure greater accountability.

United Nations Women

## Where Women Stand: Facts and Figures

**Women at Risk**  
 In some regions, women's rights are being eroded. In the last 25 years, the number of women in the world who are not getting an education has increased by 50%. In some countries, women are being forced into prostitution and other forms of exploitation.

**Women at Work**  
 Women are making significant contributions to the world's economy. In 2007, women made up 47% of the world's workforce. In some countries, women are still not getting the same pay as men for the same work.

**Women and HIV/AIDS**  
 Women are more likely than men to be infected with HIV/AIDS. In some countries, women are being forced into sex work to support their families.

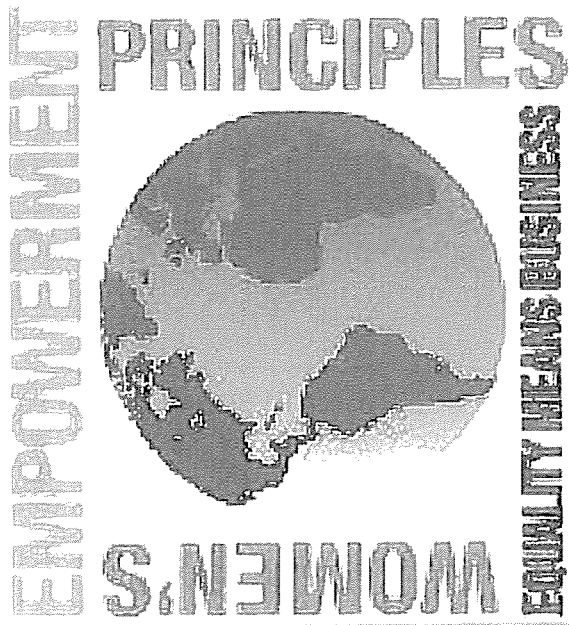
**Women and Leadership**  
 Women are still not getting the same opportunities as men to lead in business and politics. In 2007, women made up only 16% of the world's top 1,000 executives.

For more information, please visit:

[http://www.unglobalcompact.org/Issues/human rights/equality means business.html](http://www.unglobalcompact.org/Issues/human%20rights/equality%20means%20business.html)

Or

[http://www.unifem.org/partnerships/womens empowerment principles/](http://www.unifem.org/partnerships/womens%20empowerment%20principles/)



**THANK YOU**



**As a modern, professional combat-ready military, the NZDF is committed to ensuring it is an organisation that enables all its people to thrive and where gender equality is a priority.**

In adopting the UN Women's Empowerment Principles, the NZDF continues to strive to be an international leader for gender equality, and an organisation whose culture enables its women, men and other diverse genders, to feel valued, included, safe and empowered.

The NZDF calls on its people to be champions of gender equality, who facilitate an environment and culture that is gender inclusive, through everyday actions as individuals, leaders and members of our organisation. In living our organisational values of courage, commitment, comradeship and integrity, we ask our people to be champions of gender equality.

## **NZDF Executive Committee Become Signatories to the NZDF Gender Equality Charter**

As the NZDF Executive Committee, we are committed to progressing gender equality within the New Zealand Defence Force and enabling a culture that is gender inclusive, through our everyday actions as leaders and members of our organisation. With our signing of the NZDF Gender Equality Charter, we expect not only ourselves, but all of our organisation to be intentional and proactive in supporting and championing gender equality.

Read on to hear what this commitment means to us in the progression of gender equality in the NZDF and for a copy of the NZDF Charter for Gender Equality we have committed to take action on.



“On asking where it starts... it starts with us.”

s.9(2)(k)

**AM KEVIN SHORT**  
Chief of Defence Force

“Making space to consider and question how we can achieve gender equality, opens us to opportunities we may otherwise have never realised.”

s.9(2)(k)

**AVM TONY DAVIES**  
Vice Chief of Defence Force

“Saying we believe in equality does not address inequality. It is only through deliberate and meaningful action that we will make necessary cultural change as an organisation and empower all genders to thrive and realise their potential.”

s.9(2)(k)

**RADM DAVID PROCTOR**  
Chief of Navy

“Ngāti Tūmatauenga sits at the heart of the New Zealand Army’s culture. Our ethos and values recognise the unique character of soldiers, and distinctive attributes of the warrior way. Equality and parity is critical to a soldiers-plight because we face adversity as one. In our Army, gender bias has no place.”

s.9(2)(k)

**MAJGEN JOHN BOSWELL**  
Chief of Army

“Working to remove gender barriers contributes directly to the success of our Defence Force. Gender diversity fosters diversity of thought, opens us up to opportunities we may have previously discounted and contributes to building high performing, harmonious and successful teams.”

s.9(2)(k)

**AVM ANDREW CLARK**  
Chief of Air Force

“Discrimination of any kind, including gender, besides being immoral, deprives us of our potential.”

s.9(2)(k)

**RADM JAMES GILMOUR**  
Commander Joint Forces  
HQJFNZ

“Diversity and Gender Equality are fundamental to the agility, flexibility and capability of the New Zealand Defence Force. This is about doing what is right, and also about doing what is right for the NZDF.”

s.9(2)(k)

**AIRCDRE ANDY WOODS**  
Chief of Staff HQNZDF

“I am passionate about helping our people to be all they can be. This doesn’t mean advantage for someone, it means NO disadvantage for anyone.”

s.9(2)(k)

**WO1 MARK MORTIBOY**  
Warrant Officer of the Defence  
Force

“Gender equality is about changing the way that we perceive and value the strengths that women bring to our organisation.”

s.9(2)(k)

**BRIDGET MÜSKER**  
Chief Financial Officer

“To be the best Defence Force we can be, we must include all people and allow them to all thrive and reach their potential.”

s.9(2)(k)

**BRIG MATTHEW WESTON**  
Chief People Officer

“Actions speak louder than words – I look forward to seeing our organisation gaining the full benefits of our tangible actions that enable more diversity to thrive.”

s.9(2)(k)

**BRIG LISA FERRIS**  
Director Defence Legal Services

“As leaders we set the tone. All leaders need to show that we are serious in our efforts to progress gender equality within the NZDF.”

s.9(2)(k)

**BRIG ROB KRUSHKA**  
Chief Joint Defence

“Gender equality is a force multiplier. We are committing to doing what is right, for each other, for our reputation, and ultimately, for our performance in protecting and advancing New Zealand’s interests.”

s.9(2)(k)

**CDRE KARL WOODHEAD**  
Chief Defence Strategy Management



**As a modern, professional combat-ready military, the NZDF is committed to ensuring it is an organisation that enables all its people to thrive and where gender equality is a priority.**

In adopting the UN Women’s Empowerment Principles, NZDF continues to strive to be an international leader for gender equality, and an organisation whose culture enables its women, men and other diverse genders, to feel valued, included, safe and empowered.

NZDF calls on its people to be champions of gender equality, who facilitate an environment and culture that is gender inclusive, through everyday actions as individuals, leaders and members of our organisation. In living our organisational values of Tū Kaha | Courage, Tū Tika | Commitment, Tū Tira | Comradeship and Tū Māia | Integrity, we ask our people to be champions of gender equality.

### Champions of Gender Equality

NZDF champions of gender equality agree to these four tenets:

-  Have the courage to **STAND UP AND CALL OUT** behaviour
-  Commit to **SHIFT THE SYSTEM** for gender equality
-  Show **ACTIVE ALLYSHIP** in supporting gender equality
-  Take **OWNERSHIP AND ACCOUNTABILITY** for gender equality

***“On asking where we start...  
it starts with us”***



s.9(2)(k)

**K.R. Short**  
Air Marshal  
Chief of Defence Force



## STAND UP AND CALL OUT



Aligned to  
**TŪKAHAI COURAGE**

I will stand up and call out behaviour that is not consistent with an inclusive culture. I understand that my voice can be used to enable and empower others who may be subject to gender based derogatory comments, or be unfairly biased against due to gender. I will seek to point out gender imbalances when I see or learn of them, and be prepared to question or act upon issues of gender inequality. I will not accept excuses for behaviours or actions that do not align with gender equality in the NZDF.

**I WILL STAND UP AND CALL OUT BEHAVIOUR FOR GENDER EQUALITY**

## SHIFT THE SYSTEM



Aligned to  
**TŪTIKAI COMMITMENT**

I will commit to shift the system for gender equality. I will act to uphold NZDFs commitment to the UN Women's Empowerment Principles, by advocating for change to systems, processes and structures that hinder progress towards gender equality. I will not shift the burden of a systems problem onto those impacted by it, but will seek ways to modify the systems to benefit all genders. I will seek to consider perspectives through an intersectional lens. I will promote and champion flexibility in working for all genders, and work to remove barriers and reduce stigma inhibiting progress towards change.

**I WILL COMMIT TO SHIFT THE SYSTEM FOR GENDER EQUALITY**

## ACTIVE ALLYSHIP

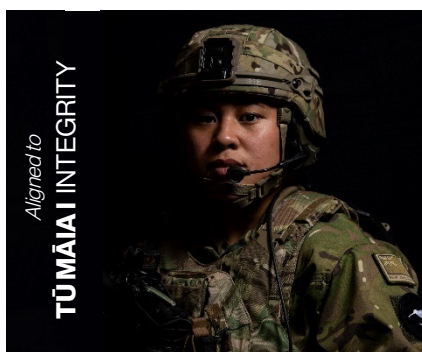


Aligned to  
**TŪTIRAI COMRADESHIP**

I will be an active ally in supporting gender equality. I understand that all genders are part of the solution in achieving gender equality and will seek to use my position of influence to enable others to succeed. I will be a role model for an inclusive culture and actively support having greater gender diversity in the NZDF. I will make my position of support to gender equality known and encourage others to be active in creating an inclusive culture. I will stand together with my teammates, no matter their gender, in the pursuit of gender equality.

**I WILL SHOW ACTIVE ALLYSHIP IN SUPPORTING GENDER EQUALITY**

## OWNERSHIP AND ACCOUNTABILITY



Aligned to  
**TŪMĀIA INTEGRITY**

I will take ownership and accountability for gender equality. I seek to understand the problems posed by gender inequality, as well as the actions we can take to promote gender equality. I will take an active interest and accountability for my own leadership shadow, through understanding my own unconscious biases. I will seek metrics on gender equality progress and expect honest and accurate reporting of data. I will take accountability and ownership of my actions and advocate for the same in those around me.

**I WILL TAKE OWNERSHIP AND ACCOUNTABILITY FOR GENDER EQUALITY**

### Adopting the UN Women's Empowerment Principles



The UN Women's Empowerment Principles (WEPs), provide a framework by which NZDF strives to be an international leader for gender equality. In adopting its seven principles, NZDF's vision of creating an organisation whose culture enables its women, men and other diverse genders, to feel valued, included, safe and empowered can be actualized.





NZDF Champions of Gender Equality place priority on furthering NZDF's commitment to the UN WEPs.

### Committing to the tenets of an NZDF Champion of Gender Equality

The tenets underpinning this charter are drawn from our NZDF values and are focused on areas that will enable the best difference to building an inclusive NZDF culture that supports gender equality.

This charter enables the voluntary commitment to uphold NZDF's vision of gender equality and is open for all our people to sign and signal your role as an NZDF champion of gender equality. By signing this charter, you are committing to applying these tenets in the best way that you can every day.

#### The Four Tenets of an NZDF Champion of Gender Equality

-  Have the courage to **STAND UP AND CALL OUT** behaviour
-  Commit to **SHIFT THE SYSTEM** for gender equality
-  Show **ACTIVE ALLYSHIP** in supporting gender equality
-  Take **OWNERSHIP AND ACCOUNTABILITY** for gender equality

#### Personal Commitment to live the four tenets of an NZDF Champion of Gender Equality

SIGNATURE

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NAME

DATE