



New Zealand  
**DEFENCE  
FORCE**  
Te Ope Kātua O Aotearoa

# LGBTTIQ+ INCLUSION PLAN

**2020-2025**

**MAINTAINING AND SUSTAINING  
LGBTTIQ+ INCLUSION**

**DIRECTORATE OF DIVERSITY AND INCLUSION**

**A FORCE FOR  
NEW ZEALAND**

# Foreward



**Air Marshal Kevin Short**  
Chief of Defence Force  
New Zealand Defence Force

There is a quotation attributed to first Century Jewish scholar and leader Hillel the Elder that asks the question: “If not now, when? If not you, who?” It is a call to action. It asks us not to be bystanders but to be active in bringing about the change we want to see around us.

The story of recognising and better responding to the needs of LGBTTIQ+ people within our Defence Force has firstly been about members of our NZDF Rainbow community having the courage to speak up, and ask for greater support from leadership. In response, there has been a commitment by leaders to listen, to understand, and actively support change.

So the NZDF’s transformation is the product of grass-roots energy and activism being met with top-down leader support, to change for the better the inclusiveness of our Defence Force: In 2014 the NZDF was recognised as being the world’s most LGBT+ inclusive military by The Hague Centre for Strategic Studies; and in late 2019 we were awarded the Rainbow Tick.

In receiving such recognition, the NZDF did not declare “mission accomplished”. Rather, we reconfirmed our pledge to continue the march towards being a more diverse, inclusive and respectful organisation. This LGBTTIQ+ Inclusion Plan is about formalising the next steps in that journey. If not now, then when? If not us, then who?

***Together, we are a Force for New Zealand.***



**Liz Huckerby**  
Chief People Officer  
New Zealand Defence Force

NZDF is a values led organisation committed to being a respectful, safe and inclusive environment for all its people. As an organisation we recognise the importance of diversity and understand that diversity makes us smarter and stronger. The value of diversity can only be realised through genuine inclusion.

This LGBTTIQ+ Inclusion Plan supports NZDF to meet the needs of the LGBTTIQ+ community. The Inclusion Plan is based around three levers for change - Leadership and Capability, Unit Culture and Inclusive Policy and Practice. These levers aim to increase the visibility of LGBTTIQ+ people, and ensure they are treated equally and that their rights are protected.

Our LGBTTIQ+ Inclusion Plan is based on recommendations from the Rainbow Tick accreditation process, and we will continue to work with the Rainbow Tick organisation to ensure the identified priority areas for improvement are addressed.

Each of us has an important part to play in ensuring that this Inclusion Plan is a success. To echo the words of the Chief of Defence “If not now, when? If not you, who?”.

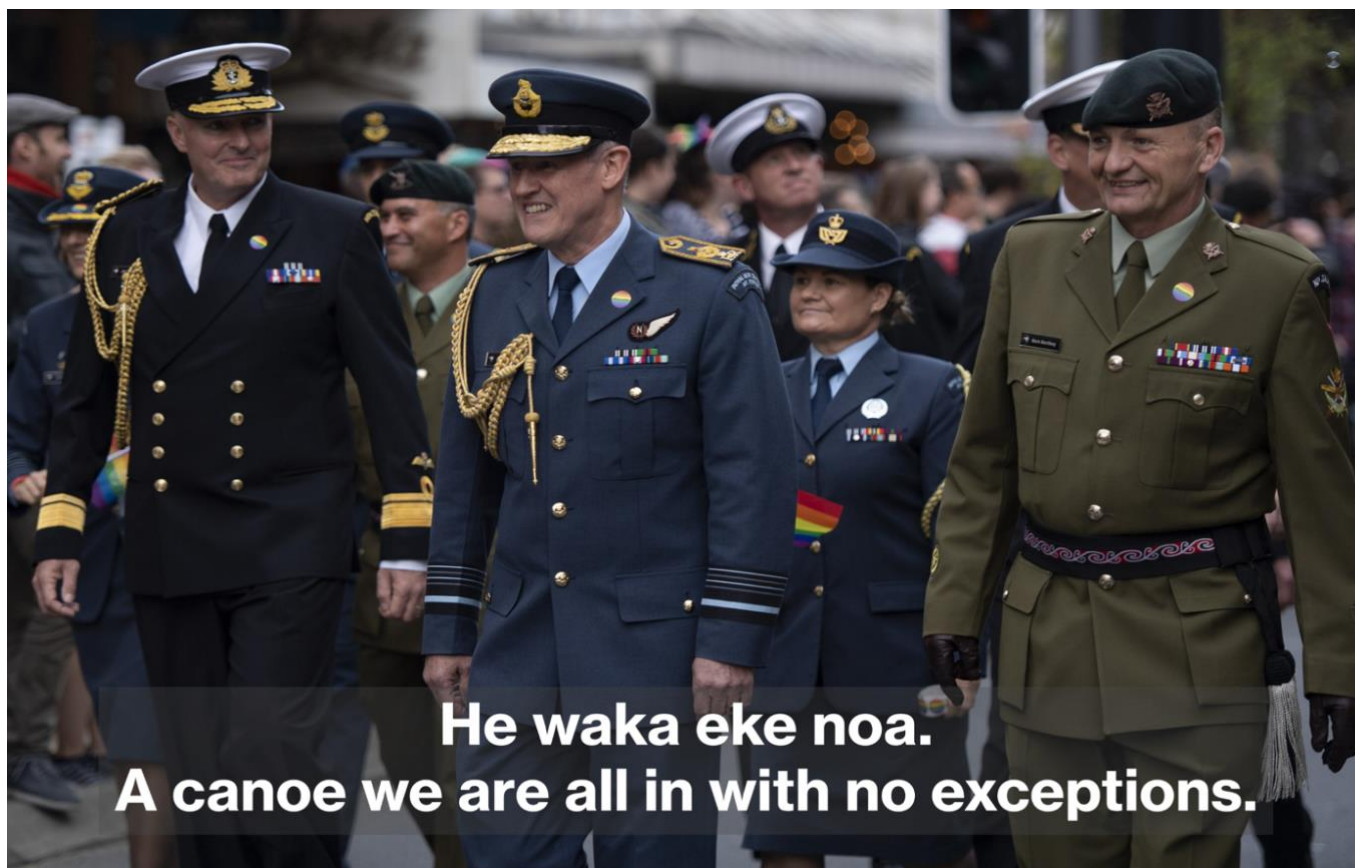
Whether in peacetime or in theatre, our strength is team work, and that means living our values and treating each other with decency and respect.

In closing I would also like to acknowledge the generous contribution of the NZDF support network OverWatch. Formed in 2012, OverWatch members have put in significant amounts of their own time, skill and passion to support LGBTTIQ+ inclusion within the NZDF.



# Contents

Foreward.....	2
1.0 Executive Summary .....	5
2.0 Terminology .....	6
3.0 Introduction .....	7
3.1 The Case for Ongoing Change .....	8
3.2 NZDF - Context Setting .....	12
3.3 The Benefits of Inclusion .....	14
4.0. Creating change.....	16
4.1 Roles and Responsibilities .....	16
4.2 Strategic Links.....	16
5.0 Leadership and Capability.....	18
6.0 Unit Culture .....	20
7.0 Inclusive Policy & Practice.....	22
8.0 Measuring Success.....	23
9.0 Next Steps.....	25
10.0 Glossary of Terms.....	30
References.....	32



# 1.0 Executive Summary

**This Inclusion Plan is for all NZDF, it is intended for LGBTTIQ+ people, for LGBTTIQ+ allies and will enable the NZDF to continue to take action collaboratively to improve the lived experience of LGBTTIQ+. It includes actions to promote the visibility of LGBTTIQ+ people, and to create an inclusive unit/workplace culture that supports them.**

Despite recent improvements to LGBTTIQ+ inclusion such as New Zealand recognising marriage equality in 2013, challenges still remain for LGBTTIQ+ who, as a collective, remain to be considered a marginalised group. In recent data from the New Zealand Health Monitor (2019) shows a fifth (19%) of LGBTTIQ+ are less likely to report feeling satisfied with life overall and are also three-quarters (75%) more likely to report being socially excluded compared with the general population.

In 2019, NZDF were accredited the Rainbow Tick, this being external validation that the NZDF is safe, welcoming and an inclusive place for people of diverse gender identity and sexual orientation. While celebrating this achievement, we know there is still work to be done.

**The LGBTTIQ+ Inclusion Plan builds on the significant progress made by OverWatch for the NZDF Rainbow Community.**

This Inclusion Plan seeks to ensure a pan NZDF top down / bottom up approach to further enhance the lives of LGBTTIQ+ and will make a significant contribution towards the Te Kawa Mataaho (Public Service Commission) broader commitment to strive for the full inclusion of LGBTTIQ+ within the public sector.

The LGBTTIQ+ Inclusion Plan builds on the significant progress made by OverWatch (NZDF LGBTTIQ+ support network) for the NZDF Rainbow Community. This is a living document recognising that actions and outcomes will need to be adapted as progress is made, and as new challenges and opportunities present themselves. The Directorate of Diversity and Inclusion, in consultation with OverWatch and Rainbow Tick, will have the role of recommending actions and outcomes to be modified or added as our organisation matures. We all have a role in living our NZDF values and in promoting equality for LGBTTIQ+ people and their whānau.

## We have come a long way!

In 2019, Pride 25 acknowledged those who had to once served in silence in our Navy, Army and Air Force. Prior to 1995 LGBTTIQ+ people were legally discriminated against on the basis of their sexuality, including those serving within the NZDF. Being homosexual was considered incompatible with service in uniform. In those times lesbian, gay, bisexual and transgender staff members were forced to hide their true selves from their Service and colleagues. There were good people who left during that time because they didn't feel welcome, safe or valued.

Today, the NZDF is a global leader in military LGBTTIQ+ inclusion and as we reflect on how far we have come in 25 years whilst noting we have more work to do, we think the organisation's journey from exclusion to inclusion is worth sharing and celebrating.



## 2.0 Terminology

**The LGBTTIQ+ acronym is used throughout this document to represent the NZDF Rainbow Community (inclusive of takatāpui and diverse Māori gender identities). The acronym LGBTTIQ+ stands for lesbian, gay, bisexual, transgender, takatāpui, intersex and queer/ questioning, and the + represents other identities not captured in the letters of the acronym.**

Takatāpui embraces all Māori with diverse gender identities, sexualities and sex characteristics including whakawāhine, tangata ira tāne, lesbian, gay, bisexual, trans, intersex and queer. It emphasises Māori cultural and spiritual identity as equal to gender identity, sexuality or having diverse sex characteristics (Kerekere, 2017).

Despite the intent, the acronym used to refer to the Rainbow Community can be limiting, with times and attitudes changing, along with the language used to discuss sexual orientation and gender identity. The widely used acronym 'LGBT' has evolved and changed in recent years with currently no universally accepted umbrella term that adequately conveys the rich diversity of gender identities.

Alternative versions of the acronym recognise increasingly nuanced ways of understanding and defining people's lived experiences of gender and sexuality. As a result the established 'LGBT' has acquired a few extra letters. There is no consensus over which acronym to use, LGBTTIQ+ is welcomed, with other variations such as LGBT+, LGBTIQ+ and 'Rainbow Community' commonly used and accepted within NZDF and the wider community.

The Rainbow Community have terms and language preferred when describing their own intersex or variations in sex characteristics, gender and sexual orientation. The use of these collective terms is not intended to be limiting or exclusive of certain groups, although not all LGBTTIQ+ people will use these specific terms. The NZ Human Rights Commission for their newly released report PRISM refer to Sexual Orientation, Gender Identity and Expression, and Sex Characteristics (SOGIESC) (Human Rights Commission 2020). The use of terminology is constantly evolving. For detailed terminology refer to glossary of terms.

Pacific Island countries each have their own history and perspective on sexuality, sex and gender diversity that is not correctly captured by western concepts of LGBTTIQ+. The umbrella term LGBTTIQ+ as a term has no reference to Pacific peoples, but rather a reference term akin to something more medical, or to fit groups within groups within groups, which goes against the very fabric of traditional Pacific terminology (Brown-Acton, 2011).

An acronym to help understand the different perspectives of Pacific Island countries is 'MVPFAFF'. Mahu in Tahiti and Hawai'i; Vaka sa lewa lewa in Fiji; Palopa in Papua New Guinea; Fa'afafine in Samoa and American Samoa; Akava'ine in the Cook Islands; Fakaleiti or leiti in the Kingdom of Tonga; Fakafefine in Niue.

**“There is no consensus over which acronym to use, LGBTTIQ+ is welcomed, with other variations such as LGBT+, LGBTIQ+ and ‘Rainbow Community’ commonly used and accepted within. NZDF and the wider community.”**

# 3.0 Introduction

The NZDF strives to be an inclusive organisation. We see our people as our most important asset and we value their diversity.



## Vision

A NZDF that reflects the diversity of the community and leads social change, where people of all sexual orientations, gender identities and intersex characteristics feel safe, accepted and valued.

## NZDF Values

We are and will remain a values-based force. Values are the moral principles and standards upon which we interact with others, make judgements and take actions. Our values are the foundation upon which the Defence Force's culture and professionalism are based. The four core values of the NZDF that represent our traditional and continuing anchors through a diversity and inclusion lens are:

### Tū Kaha COURAGE

- **Courage to advocate for different and diverse perspectives that may challenge consensus**
- **Courage to speak up, to challenge disrespectful, discriminatory and inappropriate behaviour, and to challenge the status quo of entrenched organisational attitudes and practices that promote homogeneity.**

### Tū Tira COMRADESHIP

- **Treating others as individuals and making an effort to understand and value the uniqueness of every member of your team**
- **Asking curious questions and actively listening to deepen your connection and understanding of others**
- **Considering ways to include all members of your team.**

### Tū Tika COMMITMENT

- **Committed to put in the time and effort required to be inclusive of diversity and to manage the challenge and conflict it can bring, to demonstrate it is a priority**
- **Committed to ideals of fairness, impartiality and equality**
- **Committed to demonstrating best practice in diversity and inclusion leadership.**

### Tū Maia INTEGRITY

- **Committed to ideals of fairness and equality**
- **Being accountable for your actions**
- **Having a high standard of behaviour in your interactions with all people**
- **Employing transparent, consistent and informed decisionmaking**

## 3.1 The Case for Ongoing Change

**A diverse workforce is one of the NZDF’s key strengths. Genuinely diverse and inclusive workplaces consistently report higher employee engagement, resilience, productivity and performance, all of which lead to better outcomes leading to greater operational effectiveness.**

While everyone may know someone, who identifies as a part of the Rainbow community, research shows that not all LGBTTIQ+ people feel comfortable or safe bringing their whole selves to work. Evidence shows that people continue to experience discrimination, harassment and stigma based on their sexual orientation, gender identity or intersex characteristics, and feel excluded and invisible in their workplaces (PricewaterhouseCoopers, 2016). This inclusion plan is about changing that experience.

The concepts of equality and dignity underpin many of New Zealand’s legal obligations under international human rights law and such obligations extend to, without exception, LGBTTIQ+. New Zealand legislation states that discrimination cannot be based on sexual orientation (Human Rights Act 1993). The NZDF has a responsibility to provide all NZDF personnel a healthy and safe working environment and an environment free from harassment, discrimination and bullying (Health and Safety at Work Act 2015).

***“Day to day there is always more to do to build a diverse, inclusive and respectful organisation.”***

**Chief of Defence Force, Air Marshal Kevin Short (2019)**



### Counting Ourselves

Counting Ourselves (2019) was the first comprehensive national survey of the health and wellbeing of trans and non-binary people in New Zealand. This survey was completed by 1,178 trans and non binary aged between 14 and 83 years.

The results showed high levels of discrimination, with 67% of participants having experienced discrimination at some point. Just over two fifths (44%) of respondents had been discriminated against in the past 12 months compared with 17% of respondents in the General Social Survey.

Respondents had higher rates of discrimination than the general population in every specified situation in the survey, including on the street in a shop or restaurant and trying to get a job or at work.



### 2019 WeCount Survey

The State Services Commission worked with the Cross-Agency Rainbow Network (CARN) to develop the WeCount 2019 Survey to measure gender and sexual diversity in the Public Service, and to measure aspects of inclusiveness within the Public Service for the Rainbow communities.

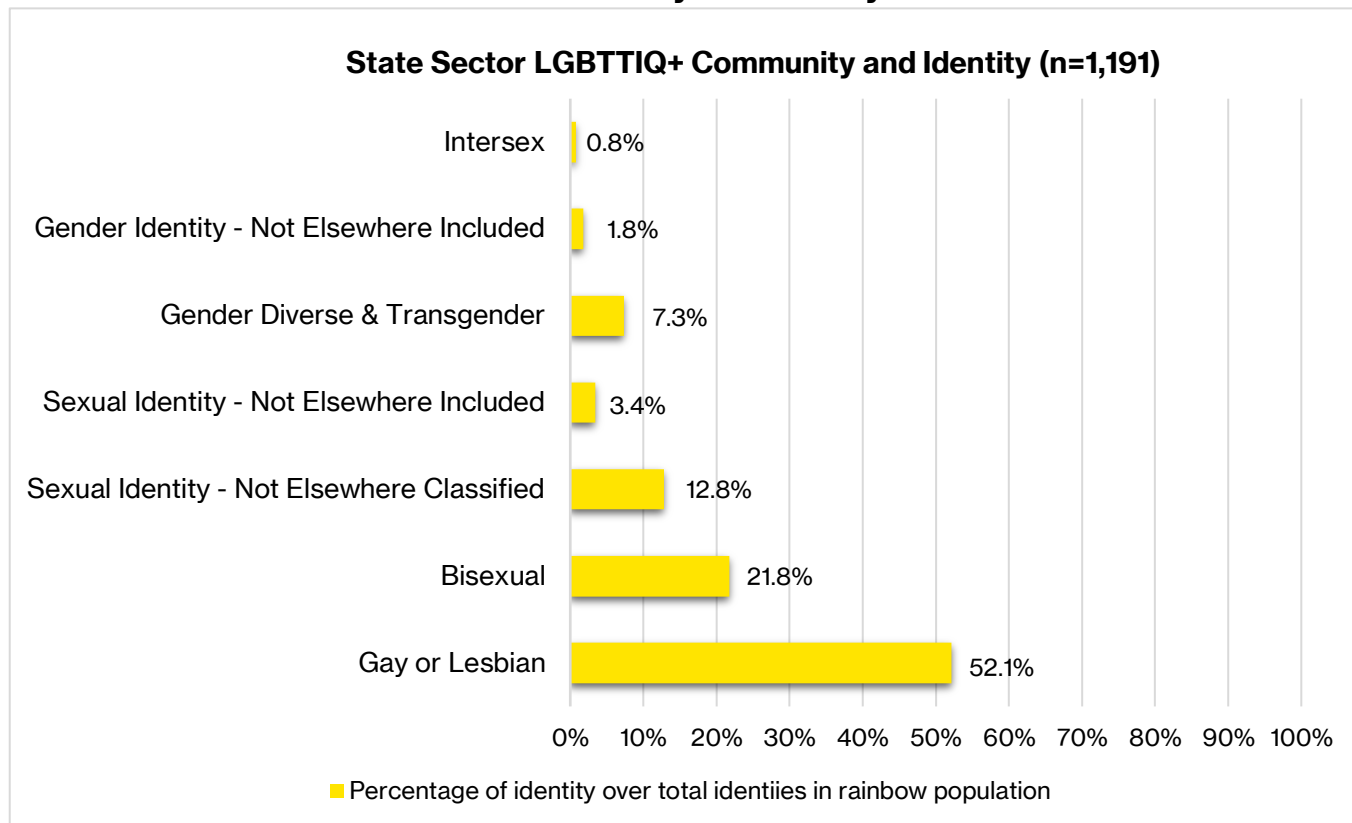
WeCount was conducted in the first half of 2019; the LGBTTIQ+ population count of the public service workforce from this survey was 1,191. This count is greater than the number of complete responses (1,078) as some people have multiple identifiers (e.g. someone may identify as both gay and transgender).



There were respondents from all age groups. The highest proportion of respondents were 25 to 34 year olds at 37.7%. This is a higher proportion than in the overall public service workforce.

The response rate to the question regarding ethnicity was 95.6%. Of those, 93.1% of respondents identified as European and 12.1% identified as Māori (some people identified with more than one ethnicity).

**Table 2. State Sector LGBTTIQ+ Community and Identity**



From the WeCount survey, key themes were identified in regards to the following areas of improvement for the State Sector as follows:

- judgemental behaviour needs to be identified and appropriately dealt with
- ensure that no one feels vulnerable and/or intimidated at work
- ensure all of our [state sector] personnel are comfortable being themselves at work
- improve recruitment and progression practices.



## Statistics New Zealand’s 2018 General Social

### Survey


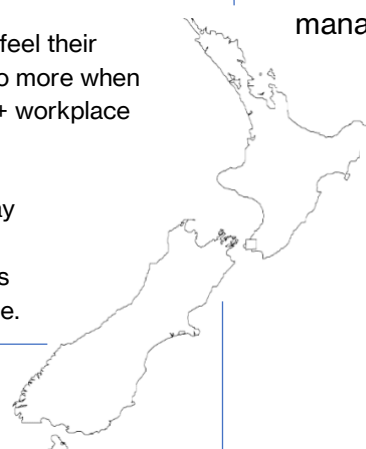



The Statistics New Zealand’s 2018 General Social Survey provides a picture of the social wellbeing in the New Zealand population.

The survey measured rates of discrimination amongst adult respondents aged 18 and over and found that 34% of those who identified as lesbian/gay and 39% of those of identified as bisexual faced higher rates of discrimination in the past year compared with heterosexual adults (16.3%).

# 2019 New Zealand Workplace Equality Study

The 2019 New Zealand Workplace Equality Study findings (shown below) indicates there is still much work to be done within New Zealand to support LGBTTTIQ+ in the workplace.

**Table 1. LGBTTTIQ+ Inclusion in the Workplace**

 <p><b>85%</b> of LGBTTTIQ+ were confident their managers team leaders would address bullying or harassment of LGBTTTIQ+ staff.</p>  <p><b>41%</b> of all employees feel their organisation should do more when it comes to LGBTTTIQ+ workplace inclusion.</p>  <p><b>89%</b> of employees say they understand why LGBTTTIQ+ inclusion is important in workplace.</p>	<p><b>2019 New Zealand Workplace Equality Study</b> Amongst the participants were 14 CEO's, 142 senior leadership team members, 545 middle management, and 1,026 employees.</p>   <p><b>22%</b> LGBTTTIQ+ employees indicated they've heard negative commentary from leaders in their workplace.</p>  <p><b>73%</b> LGB employees are out to their managers at work.</p>  <p><b>83%</b> LGB employees feel they can be themselves at work.</p>
<p><b>A third</b> of LGB employees feel being out has made them more productive, none said it's made them less productive.</p>	
 <p><b>56%</b> of employees are aware of visible LGBTTTIQ+ Allies within their organisation.</p>  <p><b>58%</b> believe their organisation should do more promotion of allies.</p>  <p><b>25%</b> of allies have called out inappropriate comments/jokes targeting LGBTTTIQ+ people.</p>	<p><b>While all employment levels show strong belief and confidence, Leaders more strongly believe that a manager and the organisation at large genuinely supports LGBTTTIQ+ inclusion (more so than employees do). The same is seen in Leaders' more strongly believing that LGBTTTIQ+ employees can comfortably be themselves at work.</b></p> <p><b>Respondents to the 2019 survey included the majority (93%) of the participating employees employed within our main regions-Auckland (61%), Wellington (16%) and Canterbury (11%).</b></p>

## Negative Mental Health and Wellbeing Outcomes Experienced by LGBTTTIQ+ in NZ

Workplaces have a significant role to play in supporting and providing inclusive spaces for LGBTTTIQ+ staff, not only because it increases productivity and reduces turnover, but because workplaces can directly influence wellbeing and address some of the unacceptable health disparities experienced by LGBTTTIQ+.

From Counting Ourselves (2019) report on health and wellbeing of transgender people in NZ – around three quarters of those surveyed (71%) reported high or very high psychological distress, including suicidality. Over half of those surveyed (56% had seriously thought about attempting suicide in the last 12 months).

From the Youth '12 (2012) survey of young people in NZ, same or both sex attracted young people - 59.4% had deliberately self-harmed and 41.3% experienced significant depressive symptoms.

## International Research

International Research shows:

- Inclusion is more important than all other job factors (as reported by 85% of LGBTTIQ+ people in research by PricewaterhouseCoopers, 2016).
- There is a decrease in productivity where personnel feel they have to hide their identity (as reported by 30% of people in research by Human Rights Campaign 2014).
- A quarter of LGBTTIQ+ people have stayed in a job specifically because it was an inclusive environment (as reported by 25% of people in research by Human Rights Campaign 2014).
- A fifth of LGBTTIQ+ people have looked for a new job because they were made to feel unwelcome (as reported by 20% of people in research by Human Rights Campaign 2014).

**“A quarter of LGBTTIQ+ people have stayed in a job specifically because it was an inclusive environment”**

**Human Rights Campaign 2014).**



## 3.2 NZDF - Context Setting

### OverWatch



Creating a welcoming and safe environment where LGBTTIQ+ are **Visible, Vocal and Valued**. OverWatch is an organisation of Regular, Reserve and Civilian volunteers from all across the NZDF Force.

OverWatch was established in 2012 and provides:

**Support to ALL NZDF Personnel** - OverWatch is an organisation established to provide peer support, guidance and advice to the NZDF's LGBTTIQ+ community, families, allies, and all members of the NZDF.

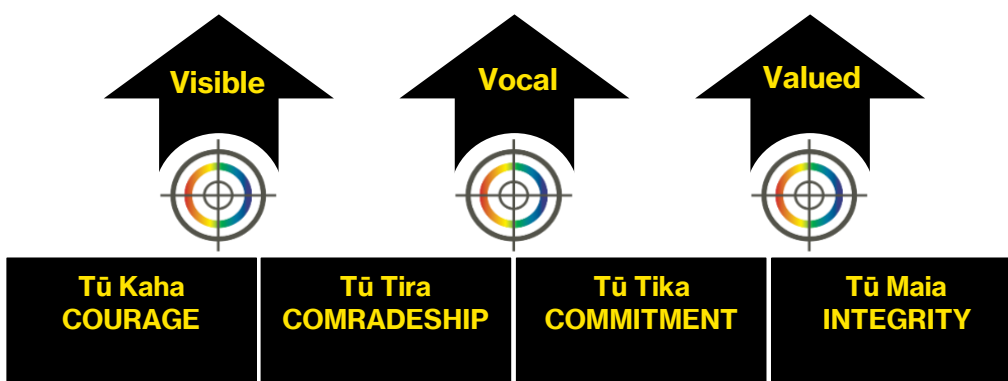
**Support to Command** - Support, guidance and advice to the Commanders, Managers and those in positions of command.

**Advocacy** - Providing a voice and representation to those within the NZDF. Holding the organisation to account for the support they provide and their policy relating to their LGBTTIQ people.

**“One of the NZDF’s defining characteristics, and strengths, is its history of openness and inclusion. OverWatch is an excellent example of this culture at work.”**

**LTCOL Steve Kearney (2019)**

**OverWatch Principles:**





# Rainbow Tick Accreditation



The Rainbow Tick is a New Zealand based NGO offering a LGBTTIQ+ accreditation process, also called the Rainbow Tick. NZDF were accredited the Rainbow Tick in October 2019, after 13 months of working towards achieving this milestone.

Being awarded and maintaining the Rainbow Tick is external validation that the NZDF is safe, welcoming and an inclusive place for people of diverse gender identity and sexual orientation. It also is a mechanism that NZDF can use to ensure it has a continuous improvement approach to inclusiveness for the LGBTTIQ+ community within NZDF, and an approach that it supports organisational transparency and accountability.

Recommendations from the Rainbow Tick Certification Report 2019 have been incorporated into this LGBTTIQ+ Inclusion Plan which is reviewed annually by Rainbow Tick. The annual certification process evaluates the organisations level of LGBTTIQ+ in five areas:

1. Policies
2. Staff Training
3. Staff Engagement & Support
4. External Engagement
5. Monitoring

The improved processes and practices made to increase inclusion for LGBTTIQ+ people benefit all NZDF, these improvements are about the NZDF becoming a more modern, flexible, people-focussed organisation.

**“The genuine commitment from the Chief of Defence and the executive leadership must be commended, along with their support for OverWatch as a driving force behind ensuring that NZDF is inclusive for all – both now and into the future.”**

**Rainbow Tick Director  
Martin King (2019)**



## 3.3 The Benefits of Inclusion

**The NZDF's commitment to a diverse workforce is to foster an operating environment inclusive of LGBTTIQ+ people.**

This will be achieved when units/ workplaces are actively and genuinely inclusive of all sexual orientations, gender identities and intersex characteristics. This inclusive environment can have a significant impact on the physical, mental and emotional wellbeing of LGBTTIQ+ people, especially those who may continue to experience harmful behaviour (discrimination, violence, isolation or marginalisation) in their personal lives.

To attract and retain talent, organisations must be inclusive. A Deloitte study (2017) on diversity and inclusion reported that 80% of the respondents said that inclusion is an important factor in choosing an employer, and 72% said they would leave an organisation for one they believe is more inclusive. From small, private companies to multinational, publicly owned corporations, fostering a culture that leverages acceptance and growth of all employees is important.

**“Whether in peacetime or on operations, our strength is team work, and that means living our values and treating each other with decency and respect.”**

**Chief of Defence Force, Air Marshal Kevin Short (2019)**

**LGBTTIQ+ inclusion benefits all of the NZDF because:**

**When people feel safe bringing their whole selves to work, everyone benefits.**

**Open, inclusive workplace cultures create an environment where LGBTTIQ+ know they will be safe, valued and accepted for bringing their whole selves to work because no-one has to expend energy hiding who they are. This in turn leads to increased engagement and career satisfaction, and more open and respectful relationships, all of which contribute to higher performance. Also, open, inclusive workplace cultures will have a positive impact on the partners, spouses and children of LGBTTIQ+.**

**Organisational Effectiveness**

**An inclusive workplace leads to increased engagement and career satisfaction, and more open and respectful relationships, all of which contribute to higher performance. Inclusion is about creating an environment in which all our people can bring their whole selves to work and be valued for the contribution they make, not despite individual differences, but because of them. In return this will provide a productive and engaged NZDF.**

**To best protect and serve the community, we need to understand and embody its diversity.**

**NZDF has a responsibility to serve and make the best decisions for all NZDF members including the LGBTTIQ+ community. Actively recognising the diversity that exists in the LGBTTIQ+ community and valuing the experiences of LGBTTIQ+ not only enables a deeper understanding of the community's needs, but also creates empathy, promotes new ways of thinking and drives innovation (Pride in Diversity 2016).**

**LGBTTIQ+ inclusion positions us as an employer of choice.**

**To attract and retain the best talent, the NZDF needs to demonstrate genuine inclusion of all diverse groups. The new workforce, Gen Y and beyond, increasingly perceive a potential employer's diversity and inclusion track record as a critical factor in being an employer of choice (Pride in Diversity 2016).**



## 4.0. Creating change

**This Inclusion Plan provides a framework for strengthening LGBTTIQ+ inclusion across the NZDF.**

The actions and approaches outlined in this document build on existing foundations which are already driving inclusion across the NZDF. These include:

- Establishment of OverWatch an LGBTTIQ+ employee network in 2012.
- NZDF's ongoing commitment to ensuring that OverWatch continues to be well supported and resourced (with activity funded out of the Directorate of Diversity and Inclusion's budget)
- Participation in a cross-agency rainbow network (CARN) to promote inclusion across the sector and support agencies to implement inclusion initiatives.
- OverWatch's review of NZDF's gender transition guidelines.
- Participation in regional Pride Marches / Festivals since 2013.
- Inclusive policies that allow NZDF members in same-sex relationships equal entitlements to leave, including parental, superannuation and domestic and family violence support.

### 4.1 Roles and Responsibilities

**As an employer the NZDF has responsibility to provide all NZDF personnel a healthy and safe environment and an environment free from harassment, discrimination and bullying (Health and Safety at Work Act, 2015).**

The CDF has overall responsibility for the culture within NZDF. Service/Portfolio Chiefs are responsible for the culture within their respective areas, this includes supporting diversity and inclusion efforts.

The Directorate of Diversity Inclusion, supported by NZDF's Executive Committee will lead the initiatives outlined in this strategy, and support the work and initiatives via the OverWatch network.

### 4.2 Strategic Links

**People25 notes NZDF's commitment to increase the diversity of our workforce in order to be operationally effective in an increasingly complex security environment.**

The requirement to recruit and retain diverse people with specific skillsets places the Defence Force in competition with other New Zealand employers and international militaries.

As a result, we need to continue to modernise and enhance the manner in which we attract, support and reward a more diverse workforce, noting that it is only through inclusion that we can make the most out of diversity.



# 4.3 Levers for Change

The three levers of change highlight the importance of leadership, education, visibility and inclusive policy for LGBTTIQ+ inclusion, as well as the important role that allies play in creating cultural change.

The new approaches and actions outlined under the Inclusion Plans three levers for change represent good practice and align with Rainbow Tick accreditation standards.

The actions include increasing the visibility of LGBTTIQ+ diversity in NZDF, building the awareness and capability of all NZDF members providing support for LGBTTIQ+. They also highlight the importance of non-LGBTTIQ+ allies in advocating and driving cultural change.

All Services and Portfolios are encouraged to identify and implement the actions that will best work for them and their people. The Directorate of Diversity and Inclusion (and OverWatch) are available for advice to support the Services and Portfolios with regards to LGBTTIQ+ inclusive practices.

## Levers for Change:



# 5.0 Leadership and Capability

## Outcome

**Visible and knowledgeable allies at all levels who actively champion diversity and inclusion within their service and amplify the voices of LGBTTIQ+.**

### **EXCO / Senior Leaders will:**

Demonstrate strong leadership to support LGBTTIQ+ inclusion within the NZDF by:

- Visibly demonstrating that Senior Leaders recognise the importance of LGBTTIQ+ inclusion and are committed to fostering inclusive and safe workplaces.
- Identifying visible LGBTTIQ+ allies and champions within services including the COL(E) and above level.

### **The Directorate of Diversity and Inclusion will:**

Work with OverWatch, NZDF HR Business Partners and the NZDF Executive Committee (EXCO), the public sector via Te Kawa Mataaho (Public Service Commission), and the AoG Combined Agency Rainbow Network (CARN) to make LGBTTIQ+ an ongoing priority for diversity and inclusion.

Foster inter-agency shared learning via the CARN by promoting and sharing best practice LGBTTIQ+ workplace inclusion policies and practice.

Stay current with best practice in regard to LGBTTIQ+ inclusion.

Support OverWatch, LGBTTIQ+ and allies to connect, support each other, provide education and promote workplace inclusion.

Building the knowledge and capability of leaders, allies and wider NZDF in sexual and gender diversity by:

- Providing opportunities for allies and leaders to build capability across the NZDF.
- Providing resources about how to support LGBTTIQ+.
- Developing an understanding of the intersections between the LGBTTIQ+ community and other diverse groups e.g. based on gender, disability, ethnicity etc.

**Commanders /  
Managers can:**

Demonstrate leadership and commitment to LGBTTIQ+ inclusion within NZDF by:

- Supporting local LGBTTIQ+ community events, including regional events and festivals.
- Partnering with other agencies and external organisations to share expertise and supporting them on their LGBTTIQ+ inclusion journey.
- Actively promote a culture of open and respectful discussion around sexual orientation, gender diversity and intersex.
- Encouraging team members to share resources and information with their colleagues to build knowledge and understanding.

Be inclusive of others within their workplace by:

- Looking for opportunities to develop understanding of the LGBTTIQ+ community and learn more about the experiences of LGBTTIQ+ who are willing to share.
- Being inclusive of peers irrespective of sexual orientation or gender.

**Units &  
Individuals  
can:**

Be inclusive of others within their workplace by:

- Looking for opportunities to develop understanding of the LGBTTIQ+ community and learn more about the experiences of LGBTTIQ+ who are willing to share.
- Being inclusive of peers irrespective of sexual orientation or gender.



# 6.0 Unit Culture

## Outcome

**Increased visibility and awareness about LGBTTIQ+ inclusion, creating a unit culture where people feel valued and supported to bring their whole selves to work every day.**

### EXCO / Senior Leaders will:

Communicate via the command chain and wider organisation their expectations of creating a diverse, inclusive and safe NZDF.

Actively promote the NZDF as an inclusive employer of choice for example by activities such as:

- Visually reflecting LGBTTIQ+ inclusion in internal and external documents and promotional materials, and using gender neutral language when referring to sex, gender or sexual orientation.
- Flying the rainbow flag on LGBTTIQ+ awareness days or during local LGBTTIQ+ events.
- Actively representing the NZDF as inclusive of LGBTTIQ+ people and communities at promotional, recruitment and community engagement events.

### The Directorate of Diversity and Inclusion will:

Promote and encourage participation in New Zealand regional Pride events and LGBTTIQ+ awareness days within NZDF (e.g. International Day against Homophobia and Transphobia, Transgender Day of Visibility, Intersex Awareness Day) to show visible support for LGBTTIQ+.

Support the CARN with public sector wide awareness, engagement and inclusion initiatives for LGBTTIQ+ and allies.

Support OverWatch and NZDF networks for LGBTTIQ+ and allies to connect, support each other, provide education and promote workplace inclusion.

Communicate the importance of inclusive practices (e.g. not assuming the gender of someone's partner etc.).



**Commanders /  
Managers can:**

Provide support for LGBTTIQ+ personnel within the NZDF by providing a workplace environment where transgender and gender diverse people feel safe to present as their affirmed gender.

Visibly demonstrate that LGBTTIQ+ people are recognised and accepted in workplaces by:

- Visibly showing support for LGBTTIQ+ inclusion in the workplace e.g. wearing rainbow lanyards.
- Displaying posters and resources, and actively communicating that homophobia and transphobia are unacceptable in the workplace and have negative effects on all.
- Celebrating LGBTTIQ+ awareness days within NZDF

Respect that not all LGBTTIQ+ feel safe or wish to disclose or talk about their sexual orientation, gender identity or intersex characteristics, and always be mindful of their privacy and discretion.

Speak out against homophobic, or other negative transphobic comments, jokes or behaviours, even when LGBTTIQ+ people are not present.

Participate in LGBTTIQ+ related networks or activities as an ally or advocate.

Take action on discriminatory behaviour, such as transphobia, biphobia and homophobia

**Units &  
Individuals  
can:**

Respect that not all LGBTTIQ+ feel safe or wish to disclose or talk about their sexual orientation, gender identity or intersex characteristics, and always be mindful of their privacy and discretion.

Speak out against homophobic, or other negative transphobic comments, jokes or behaviours, even when LGBTTIQ+ people are not present.

Participate in LGBTTIQ+ related networks or activities as an ally or advocate.

Take action on discriminatory behaviour, such as transphobia, biphobia and homophobia

# 7.0 Inclusive Policy & Practice

## Outcome

**LGBTTIQ+ inclusion is considered at all levels of policy and practice, and all areas of NZDF have the capability to support the needs of LGBTTIQ+ and measure progress towards specific outcomes.**

### EXCO / Senior Leaders will:

Ensure the organisation has safe and appropriate facilities (for example, via Defence Estate and Infrastructure, including access to gender neutral or 'all gender' bathrooms with visible signage, and ensure new building fit outs consider the needs of gender diverse and/or some intersex personnel).

Support DDI by Integrating LGBTTIQ+ inclusion into NZDF policies and diversity and inclusion programs by:

- Directing that the rights of NZDF members of all sexual orientations, gender identities and intersex characteristics are considered in all NZDF orders, policies and processes.
- Directing that LGBTTIQ+ awareness is incorporated into diversity and inclusion training and recruit / induction training.

### The Directorate of Diversity and Inclusion will:

Broaden the NZDF's understanding of diversity, and explicitly incorporate sexual orientation, gender identity and intersex into diversity definitions and categories.

Support the governance of OverWatch.

Investigate options to expand sex and gender identification options and inclusive spousal references in HR and other data collection systems.

Investigate recommendations from Rainbow tick assessment including:

- Review of Diversity and Inclusion lesson plans to include LGBTTIQ+ awareness.
- Personnel having the opportunity in research surveys (e.g. 2020 pulse) to voluntarily record sexuality or gender identity as an optional data point.
- Update transgender guidelines and review as necessary
- Ensure that NZDF remains current with comparative international practice
- Support education and training necessary to ensure correct terminology is used

**Commanders /  
Managers can:**

Develop approaches to support the specific needs of LGBTTIQ+ people by:

- Providing options accurately that indicate their gender identity or intersex characteristics if they wish to.
- Understanding guidelines to support gender diverse personnel through transition in the workplace.
- Setting the tone and expectations down their chain of command

Respect and use affirmed or preferred names and pronouns.

Behave respectfully and use inclusive or gender-neutral language when asking about or referring to partners, spouses and family members to avoid assumptions and stereotypes.

**Units &  
Individuals  
can:**

Respect and use affirmed or preferred names and pronouns.

Behave respectfully and use inclusive or gender-neutral language when asking about or referring to partners, spouses and family members to avoid assumptions and stereotypes.



## 8.0 Measuring Success

Cultural change can be difficult to achieve and measure, particularly when information about sexual orientation, gender identity and intersex is not accurately captured.

**The success of LGBTTIQ+ inclusion and the goals of this strategic plan will be measured by:**

Inclusion of a sexuality question in the annual NZDF Pulse survey and also in the three yearly NZDF Health and Wellbeing survey – this will allow NZDF to have visibility as to LGBTTIQ+ experience within NZDF, specifically:

- Perceptions about leadership, inclusion, experience of harmful behavior and trust in the organisation.
- Comparative data – e.g. does LGBTTIQ+ personnel perceptions of their workplaces (e.g. of workplace culture, fairness and inclusion), reflect those of non-LGBTTIQ+ personnel.
- Whether data about LGBTTIQ+ shows increased attraction, retention and job satisfaction as the NZDF's maturity in LGBTTIQ+ inclusion grows.

Annual reporting of progress against each of the three levers to the Executive Committee and reporting progress in NZDF's annual report.

**Other indicators of success include:**

Greater visibility and representation of LGBTTIQ+ people and allies in all services and at all rank levels (for example, at Pride Events).

Increased understanding of all aspects of sexual orientation, gender diversity and intersex by personnel, especially by leaders and allies.

Workplace cultures where sexual and gender diversity is openly valued and celebrated, rather than ignored or perceived as irrelevant.

Shared leadership on LGBTTIQ+ inclusion, with allies and LGBTTIQ+ working together to foster inclusive workplaces and practices.

Equitable access to support, benefits and policies for LGBTTIQ+ people.

NZDF maintaining its Rainbow Tick accreditation.



# 9.0 Next Steps

In order to maintain our Rainbow Tick (RT) status and progress we have detailed our strategic actions against the RT criteria.

## Strategy & Policy



RT Strategy & Policy Expectations	NZDF requirements (for continuous improvement and RT maintenance)
Is Rainbow Diversity and Inclusion explicitly mentioned in any documents outlining the organisation’s purpose or planning? (e.g. Strategic Plan, Values Statement)	Consider LGBTTIQ+ in strategic documents. Ensure DDI strategic plan and work plan includes Pride/LGBTTIQ+.
Is Rainbow Diversity and Inclusion specifically mentioned in documents setting out any policies or procedures (e.g. Non-discrimination policy, complaints process, meeting minutes)	Ensure NZDF policies (such as the parental leave policy) are non-heteronormative and inclusive of LGBTTIQ+.
Do the leaders of the organisation receive Rainbow-specific Diversity and Inclusion training?	Review LGBTTIQ+ awareness learning outcomes at all four levels of training spanning from recruit courses to senior leadership.
Is there a Diversity and Inclusion council or sub-committee at governance or senior management level or does the brief of any other committee include Diversity and Inclusion?	Continue to work with Employee Led Networks and conduct regular meetings working towards the formation of a Diversity council.
Are there any measures or indicators that are reviewed and reported on by this committee?	Ensure sexual orientation and gender identity questions are added to Pulse and Integrated Wellbeing Health Survey, this will create a baseline for future measures.
Is Rainbow Diversity and Inclusion a regular item in Board or senior management reporting?	DDI to remain as a standing item on the NZDF board. Consideration to be given to inclusion in other Senior management discussions.



RT Staff Engagement Expectations	NZDF requirements (for continuous improvement and RT maintenance)
Is the organisation's stance on Rainbow Diversity and Inclusion a topic that is raised in recruitment interviews or noted on application forms or recruitment webpages?	That military and civilian recruitment continue to include diversity statement in job advertisements and service offerings.
Does the organisation encourage and support staff to set up Rainbow networks internally and/or to link with external ones?	Continued support and resourcing to NZDF Employee Led Networks (including OverWatch)
Does the organisation encourage staff to mark occasions of relevance to Rainbow communities such as Pride festivals or Red Ribbon Day?	Continued support and celebration of events relevant to the NZDF Rainbow community via recommendations from OverWatch.
Does the organisation have processes and resources in place for staff who transition gender? (e.g. A support plan for staff who transition, access to unisex toilets for those who need it)	Ensuring NZDF transition guidelines remain up to date with reasonable accommodations for transgender personnel taken into account.
Does the organisation use the preferred name, title, and pronouns of people who have transitioned gender? (e.g. If gender on documents is incongruent with current gender identity)	Promote the use of pronouns NZDF wide. Removal of status identifiers from NZDF emails in a move away from heteronormative identifiers.
Are there visible Rainbow Allies across the organisation?	Continue to support visibility of OverWatch Work with Rainbow allies to ensure support of being inclusive for the NZDF LGBTTIQ+ community



RT External Engagement Expectations	NZDF requirements (for continuous improvement and RT maintenance)
Does your website or any publicity material specifically mention Rainbow Diversity and Inclusion anywhere? (e.g. under its “About Us” “Mission Statement” or “Values” section)	Continued integration with DRO and DPA to ensure internal and external Rainbow diversity including the use of Rainbow Tick branding.
As part of your commitment to corporate social responsibility, have you informed your customers and other stakeholders e.g. your supply chain, clients, contractors that you are committed to being a fair workplace in line with the Rainbow tick principles?	Adherence to international Human Rights standards ensuring that contractors comply with these standards to provide a workplace free from unlawful discrimination.  Visible communications regarding NZDF as a fair place to work and promotion of Rainbow Tick status.
Does your organisation publicly sponsor or support any Rainbow community events or organisations? (e.g. pro bono work for a Rainbow NGO, a banner and stand at a Rainbow festival, participation in any community events)	Continued participation, support and publicly to Rainbow events.  Participation in CARN network.  Ongoing support for OverWatch.
Do Board members or senior staff ever attend any such events?	Promoting participation of all NZDF including Senior Leaders to be involved in Rainbow Events (such as Pride Parades).
Does the organisation use any imagery that reflects Rainbow communities?	Requesting DPA support at Rainbow events and use of imagery that reflects the diversity of NZDF personnel within Rainbow Communities.
Does the organisation publicly demonstrate engagement with the Rainbow Tick process?	Identify opportunities to publicly demonstrate engagement with the Rainbow Tick (DDI to work with DPA to identify a communications schedule to support this)





RT Organisational Development Expectations	NZDF requirements (for continuous improvement and RT maintenance)
<p>Is Rainbow Diversity and Inclusion training offered as a separate and specific training?</p>	<p>Ensure training content includes information relevant to the LGBTTIQ+ community.</p> <p>Review LGBTTIQ+ awareness learning outcomes at all four levels of training spanning from recruit courses to senior leadership.</p> <p>Develop training resources and promulgate throughout org.</p>
<p>Is Rainbow Diversity and Inclusion training routinely included in orientation or induction training?</p>	<p>Review LGBTTIQ+ awareness learning outcomes at all four levels of training spanning from recruit courses to senior leadership.</p>
<p>Is Rainbow Diversity and Inclusion training routinely included in training for leadership development?</p>	
<p>Is attendance and completion of Rainbow Diversity and Inclusion training monitored?</p>	
<p>Is training offered so as to capture all levels and aspects of the organisation?</p>	
<p>Is training evaluated in terms of attendance, and participant satisfaction?</p>	



RT Monitoring Expectations	NZDF requirements (for continuous improvement and RT maintenance)
Does your organisation regularly carry out internal surveys that measure employee perceptions of safety, dignity and inclusiveness at work?	Ensure that Pulse 2020 includes the opportunity to voluntary record sexuality or gender identity as an optional data point.
Are staff and/or customers given the opportunity of voluntarily recording their sexuality or gender identity as an optional data point in surveys or other forms of data-collection?	<p>Ensure the Health and Wellbeing Survey includes the opportunity to voluntary record sexuality or gender identity as an optional data point.</p> <p>Work with Org Research to ensure that sexuality/gender identity is considered in research projects where appropriate.</p>
When you make a decision on talent management, do you take diversity into account as a success factor in your talent acquisition?	<p>That Military and Civilian recruitments continue to include diversity statement in job advertisements and service offerings.</p> <p>Continued briefings by Legal prior to decision making boards. This verbal brief is aimed at reminding decision-makers of unconscious bias, discrimination, as well as natural justice, ensuring they adhere to their legal obligations as statutory decision-makers.</p> <p>NZDF continues to value diversity via Comms (internal and external)</p>
Is the topic of Rainbow Diversity and Inclusion an item that can be raised in exit interviews to help determine factors affecting staff retention?	Ensuring exit interview reports continues to collect data around sexual orientation.
Are incidents of harassment or discrimination against Rainbow community staff and/or customers monitored and causes addressed? (e.g. bullying, inappropriate comments or jokes)	<p>Investigate potential for granular detail of formal complaints to be collected for the purpose of analysis by sexuality.</p> <p>Roll out “just jokes” campaign to highlight that whilst humor is an important component of a healthy workplace it is never to demean or reduce someone’s mana.</p>
Are all relevant measures and indicators (for example, cross-team ratings of safety, dignity and inclusiveness) reported to senior management?	To undertake cross tabulations of data on sexuality with other staff wellbeing and engagement metrics.



# 10.0 Glossary of Terms<sup>1</sup>

**Asexual** – A person who does not experience sexual attraction to others.

**Bisexual** – A person who experiences romantic and/or sexual attraction to their own and other genders.

**Cisgender** – A person whose gender aligns with their sex assigned at birth.

**Gay** – A person who experiences romantic and/ or sexual attraction to people of the same gender. More commonly used in relation to males.

**Gender diverse** – An umbrella term used by some who identify outside of the male/female gender binary. Being transgender can be one way of being gender diverse, but not all gender diverse people identify as transgender and vice versa.

**Gender expression** – refers to a person’s presentation of gender through physical appearance – including dress, hairstyles, accessories, cosmetics – and mannerisms, speech, behavioural patterns, names and personal references. Gender expression may or may not conform to a person’s gender identity.

**Gender identity** – refers to each person’s deeply felt internal and individual experience of gender, which may or may not correspond with the sex assigned at birth, including the personal sense of the body (which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical or other means) and other expressions of gender, including dress, speech and mannerisms.

**Heterosexual** – A person who experiences romantic attraction and/or sexual attraction to people of a different gender.

**Homosexual** – A person who experiences romantic attraction and/or sexual attraction to people of the same gender.

**Intersex** – A person whose sex characteristics are more diverse than typical definitions for male or female bodies, including sexual anatomy, reproductive organs, hormonal patterns, and/or chromosome patterns.

**Lesbian** – A woman who experiences romantic attraction and/or sexual attraction to other women.

**LGBTTIQ+** – An acronym of different identities within Rainbow communities, including Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual. The plus denotes inclusion of other terms not listed.

**Non-binary** – An umbrella term for gender identities which are neither male nor female. Pacific communities have their own culturally specific terms relating to sexual orientation and gender identities. These concepts are more or just as much about familial, genealogical, social, and cultural selfhood. Fa’afafine (Samoa & American Samoa), Leiti/ Fakaleiti (Tonga), Fakaifine (Niue), Akava’ine (Cook Islands), Pina (Tuvalu), Māhū (Tahiti and Hawaii), Vakasalewalewa (Fiji) and Palopa (Papua New Guinea).

**Pansexual** – A person who experiences romantic and/or sexual attraction to people regardless of their sex or gender.

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<sup>1</sup> Glossary of Terms obtained from New Zealand Human Rights Commission (2020). PRISM Report

**Queer** – A reclaimed umbrella term that encompasses identities and expressions outside of heterosexual, monogamous, and normative gender expressions.

**Rainbow communities** – An umbrella term commonly used in Aotearoa to describe those who have a diverse sexual orientation, gender identity or expression, and sex characteristics.

**Sex assigned at birth** – All babies are assigned a sex at birth, usually determined by a visual observation of external genitalia. A person's gender may or may not align with their sex assigned at birth.

**Sex characteristics** – refer to each person's physical features relating to sex, including genitalia and other sexual and reproductive anatomy, chromosomes, hormones, and secondary physical features emerging from puberty.

**Sexual orientation** – refers to each person's capacity for profound emotional, affectional and sexual attraction to, and intimate and sexual relations with, individuals of a different gender or the same gender, or more than one gender.

**SOGIESC** – An acronym including sexual orientation, gender expression and identity, and sex characteristics.

**Takatāpui** – A traditional Māori term which means 'intimate companion of the same sex.' It has been reclaimed by some Māori to describe their diverse sexual orientation, gender identity or expression, and sex characteristics.

**Tangata ira tāne** – A te reo Māori term which roughly translates as trans man.

**Transgender** – An umbrella term for a person whose gender differs from their sex assigned at birth. Transgender people may be binary or non-binary, and some opt for some form of medical intervention (such as hormone therapy or surgery). Used as an adjective rather than a noun, and often shortened to 'trans.'

**Transition** – Steps taken by trans people to live in their gender which may include social, legal, or medical aspects. A social transition may include changing clothes, hair, pronouns, or name; a legal transition may include changing name and/or gender marker on legal documents; and a medical transition may include medical treatments such as laser hair removal, hormone therapy, or various surgeries. There are no wrong or right ways to transition; each person will have their own personal goals.

**Trans man** – A man who was assigned female at birth.

**Trans woman** – A woman who was assigned male at birth.

**Transsexual** – An older term considered to be outdated by some younger populations. Transsexual is not an umbrella term; those who prefer this term often see it as an important distinction from transgender. It may refer to a person who has had or is in the process of changing their body to affirm their gender.

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# Directorate of Diversity and Inclusion