



Women 100 Female Leadership and Influence Strategic Forum

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The Royal Military Academy Sandhurst

Supported by

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INTRODUCTION & OVERVIEW



Women 100 Female Leadership and Influence Strategic Forum

The Royal Military Academy Sandhurst (RMAS) wanted to mark the centenary of the formation of the Women's Army Auxiliary Corps (WAAC), when women first formally enrolled in British Armed Forces in meaningful military support roles. We choose the centenary as an opportunity to engage with a broad number of organisations and sector leaders who all have a vested interest in a

future, and who are from organisations where a rich tapestry of talent, inclusivity and diversity are regarded as the most important factors in success.

The forum focussed on the means of empowering women in the workplace, and exploiting the talent and diversity brought by women to the military and civilian work environment. Six key themes – ethical leadership, the power of networking, peer advocacy, unconscious bias and stereotyping, influencing organisational culture, behaviours and policy, and myth busting - access to female minority employment – were used to analyse the challenges and opportunities involved. The event was about sharing experience, asking questions and generating further debate. This document captures the key elements of the delegates' enthusiastic and informed debate, and the areas identified for further development. We are now requesting further input and reflection from those who attended, and from their wider networks and organisations.

The recommendations and initiatives reported here will support positive action and intervention at many levels – work principally focussed on female empowerment and maximising the talent of women in the workplace (and indeed the talents of other 'minority' communities in the workplace). It is activity which could overcome some of the deep rooted and often unconscious biases held by organisations and individuals.

RMAS is to sustain and develop its engagement in the W100 initiative by holding another event which addresses the issue of Unconscious Bias; therefore, we issue the challenge to other organisations "what are you doing?"

What does the forum mean for the Army?

In 1917, new military roles for women involved cooking, administration, intelligence, transport and mechanical work – in addition to the traditional nursing roles undertaken by the Army Nursing Service since 1881. Women have officially served in conflict since the Crimean War and continue to do so today, with war fighting, peace support operations, humanitarian aid and defence engagement tasks ongoing in Afghanistan, Iraq, Somalia, South Sudan and Estonia to name but a few.

One hundred years on from the formation of the WAAC, there are no limits to what women can do in the Army. Women stand shoulder to shoulder with their male counterparts in ground close combat roles in the Royal Armoured Corps, open since 2016, and the Infantry - open from 2018.

Now that Army policy demands equality of opportunity, the challenge is to change the old culture and behaviours and to enable support to individuals, regardless of gender, on their career journeys to be the best. We have always prided ourselves on our status as a professional, world leader amongst other military organisations, we can continue to be that if we take up the challenge to increase our diversity and inclusivity built on the most outstanding teams and individuals.

X-FORCES

X-Forces are delighted to work in support of W100, and we must first give our thanks for the invitation from the RMAS for asking us to be involved. Our presence at this most prestigious of venues sends the strongest message about Defence's intent in respect of the full integration of women in the services. This forum, and indeed the decision to open all military roles to women, is not just about the necessary advancement of women, it is about bringing together the strengths and talents of all genders to unleash capability, capacity and excellence in the service of society – an idea very much encapsulated in the RMAS motto – Serve to Lead.

Working together and providing the opportunity for all to excel makes good 'organisation sense' – a fact supported by evidence-based research. Inclusion of women in the workplace is not a politically correct, 'nice to have' option, nor a means of fixing a manpower shortage. Women are essential to the effort to gain the edge over competitors, be it in the military, commercial or industrial space. To that end we need to encourage women and men to leverage – even exploit – the talent and brilliance that sits within the female population. By making more informed recruiting decisions, developing effective team work, learning and evolving better ways to work, and promoting the best regardless of gender, we can achieve better results and, more importantly, move forwards as organisations for the betterment of society.

The forum audience brought together an enormous amount of talent from both inside and outside of the military, allowing the sharing of expertise and best practice as we seek to resolve the challenges of integration and modernisation of the Armed Forces.

Ren Kapur MBE

X-Forces CEO and Champion on Enterprise within the Armed Forces Community



THE FORUM



The forum was opened by Major General Paul Nanson CBE, Commandant of Royal Military Academy Sandhurst and followed by a keynote speech from Commissioner Dany Cotton QFSM of the London Fire Brigade.

A panel discussion, chaired by Ren Kapur MBE, focused on the forum's key themes and exposed some key questions and insights from both the panelists and the audience.

The key themes – outlined in the introduction, were discussed/debated in six separate workshops and back briefed to the combined forum. The workshops findings and recommendations are summarised below. The forum was closed by Brigadier Bill Wright OBE, Deputy Commandant of the Royal Military Academy Sandhurst. In his closing statement he summarised the ethos and objectives of the forum and the diverse individuals and organisations that supported the event:

"I strongly believe we are all organisations built on talented people. Those gathered here are all in some way responsible for ensuring success for our organisations by managing the people resource carefully. We should all therefore have a moral understanding that we must rightly nurture the talent; we should be blind to gender, religion, ethnic minority and sexual orientation. Diversity brings with it a better and stronger team which we all should embrace now and, in the future, to generate more successful organisations."

KEYNOTE ADDRESS



Dany Cotton QFSM
London Fire Commissioner

Dany joined the fire service in 1988 and has since gone on to become one of the highest-ranking women firefighters in Europe.

She has served in a number of different roles and departments, including Director for Safety and Assurance, prior to her recent promotion. Dany has attended many high profile operational incidents including the Clapham train crash in 1988, just a few weeks after leaving training school.

She took charge of London Fire Brigade in January 2017 and in the first six months of her role led the Brigade during major incidents including the unprecedented fire at Grenfell Tower, and the terrorist incidents at Westminster, London Bridge and Finsbury Park.

Dany has been the Chair of Women in the Fire Service (WFS) for several years. In 2004, Dany was awarded the Queen's Fire Service Medal (QFSM), and was voted among the most influential women in London in 2011. Her hobbies include skiing, cycling and spending time with family and friends.

THE PANEL



Ren Kapur MBE
CEO and Founder X-Forces

Ren has started and run her own businesses throughout her life, and is passionate about enabling individuals and communities to support themselves through enterprise. She believes that Enterprise skills are equally important whether you work for yourself or for an employer.

Her focus, throughout her career has been to support sales and marketing strategies that promote business growth and client acquisition.

She has combined her years of experience in various organisations to concentrate on entrepreneurial endeavours and support new enterprise. Essential to this work is bringing together; Corporate, Government and Charity stakeholders at both a national and local level.

She has channelled contacts and working relationships to X-Forces, of which she is CEO and founder, supporting new enterprise in the military community. Since 2013, X-Forces has supported over 1100 business ventures launched by veterans, service leavers, reservists, cadets and family members.

Ren was awarded an MBE for service to the Entrepreneurship in 2016 in the Queen's 90th Birthday Honours list, and has recently joined the British Army as a Reservist.



Charlotte Avery
President Girls' Schools Association

Charlotte Avery is Headmistress of St Mary's School, Cambridge and President of the Girls' Schools Association for 2017. Educated at St Paul's Girls' School and St Anne's

College, Oxford, Charlotte has an MA in Education Management and a National Professional Qualification for Headship (NPQH). In 2004 she was appointed Deputy Head (Pastoral) at Highgate School and oversaw its successful transition towards full co-education and the transfer of senior school entry from 13+ to 11+. She was a member of the Ministry of Defence's Research Ethics Committee for seven years until March 2013, and a Local Authority Governor for a maintained Church of England primary school for four years until December 2013. She is also a council member representing the independent sector for the Association of School and College Leaders (ASCL).



Julie Baker
Head of Financial Inclusion and Enterprise
NatWest

Julie is responsible for leading the ongoing delivery of new and better ways to provide enterprise support across the

Bank's business banking customer base, to help customers achieve their ambitions. Julie supports the Women in Business Accreditation Programme – accreditation now held by over 400 Women in Business Specialist Relationship Managers. She acts as an Enterprise ambassador, enhancing the profile of NatWest as the 'go to' bank

for diverse business segments through high visibility across external influencing forums, the media and Government. Julie also chairs the Enterprise Board, acts as the NatWest representative at the British Bankers Association on the enterprise agenda, and is an Associate Member of the Institute of Bankers. Julie has been with NatWest for over 30 years and has a strong background in Business and Commercial roles, with extensive people leadership skills and a track record of building strong and effective teams. She is passionate about helping people fulfil their potential.



Wales Rugby

A British Army Officer and International Rugby Player. Gemma prides herself on personal fitness, and her ability to motivate and inspire others to achieve their full

potential. Her career and sporting commitments directly complement each other through developing leadership skills, personal development in mentally and physically challenging situations; and team work. Her commitment to both work and sport have afforded her the opportunity to develop her time management efficiency, strategic planning and organisational skills to ensure she is able to fully commit to both careers.



Jenny Scott
Finance & Economics Advisor

Jenny first joined the Bank of England in 1992 on graduating from King's College, Cambridge with a degree in economics. After two years she left to become a journalist

at Reuters where she worked, in Amsterdam and London, covering international bond markets and the UK economy until 2000. In 2000 Jenny joined the BBC as their economics correspondent, and went on to present BBC2's The Daily Politics with Andrew Neil. She was the Executive Director, Communications from July 2008 to April 2011, a period which spanned the depths of the financial crisis. She then took a two-year absence from the bank to look after her young family. She returned as an Adviser to the Governor in June 2013, and Executive Director, Communications at the Bank of England (July 2014 to June 2017).



Susan Turnbull
Director, People Strategy
Help For Heroes

Susan has worked within the Human Resources (HR) arena for over 30 years and is a Fellow of Chartered Institute of Personnel and Development (CIPD). She has been fortunate to work for companies such as John Lewis, British Waterways, Virgin, Viacom and Carphone Warehouse, where she was Group HR Director. She ran her own HR consultancy practice for 16 years and was the CEO for Glotel PLC - a recruitment agency. Having been with Help for Heroes for six years and been fortunate to work in both the Head Office and Recovery environments - her role today is focused on the team who support the service personnel - Team H4H. The service personnel work with their staff helping them to create an environment where everyone feels Inspired, Enabled and Supported.



Major General Paul Nanson CBE
Commandant Royal Military Academy Sandhurst

Major General Paul Nanson was commissioned into the Territorial Army in 1984 before joining the 3rd Battalion, The Royal Regiment of Fusiliers. He has commanded 1st Fusiliers as a Lieutenant Colonel, served as Chief of Staff for 1st (UK) Armoured Division, and took command of 7th Armoured Brigade, 'The Desert Rats', in January 2011 as a Brigadier. He spent 12 months serving with the US Marine Corps as Deputy Commander Regional Command (South West) in Helmand, Afghanistan. In April 2014 he directed Army Division within the UK Defence Academy. He has been Commandant of the Royal Military Academy Sandhurst since September 2015.

He has served on operations in Northern Ireland, Cyprus, Kuwait and Iraq (Op GRANBY), Bosnia, Iraq (Op TELIC) and Afghanistan (Op VERITAS and HERRICK). He also holds a Masters degree in Defence Technology (Cranfield University).



WORKSHOPS & OUTPUTS

Workshop Theme	Ethical Leadership
Facilitators & Rapporteur	Anthea Lemmon - Centre for Army Behavioural Studies Colleen Martin - Liverpool City Council Rapporteur: Major Katie Nelson
Areas/Questions Considered	<ul style="list-style-type: none"> Ethical leadership and achieving better talent management. The challenges and opportunities for the cultural norm; inclusion of women in Ground Close Combat. Introducing female and wider diversity to a predominantly male area of employment. Ensuring talent endures through good leadership. How to inculcate and share best practice.
Outputs	<p>Ethical Leadership and achieving better talent management:</p> <ul style="list-style-type: none"> 'Ethical leadership' is a highly complex and subjective concept Ethics are philosophically underpinned and leadership may be considered as more or less ethical depending on the philosophical framework applied Leaders should be encouraged to understand the philosophy of ethics in leadership, rather than being required to conform to an organisational ethical dogma The group explored three themes: personal relationships with ethical leadership, gendered experiences of ethical leadership, and organizational approaches to ethical leadership. <p>Ethical leadership at the personal level:</p> <ul style="list-style-type: none"> Personal ethical beliefs can be identified during selection processes but also shaped through education and mentoring Those who are asked to abide by a particular ethical code, but who do not fully understand the reason why, are more likely to suffer from work-based stress Therefore, ethical education and reflection is important at the personal level. Leaders should be aware of this and support individuals in this learning appropriately <p>Gendered experiences of ethical leadership:</p> <ul style="list-style-type: none"> There was debate about whether there is a difference between experiences and ethical tendencies between different genders The evidence offered for the presence of women improving ethical behaviour of a group was inconclusive <p>Organisational approaches to ethical leadership:</p> <ul style="list-style-type: none"> Measuring and rewarding ethical leadership and behaviours is complex, and tools for measurement are imperfect In principal it is very important to capture the experiences of the those who are led, in order to assess the suitability of a leader. In practice there are considerable cultural challenges for hierarchical organisations, such as the Army, that might seek to employ methodologies such as 360-degree reporting

	<ul style="list-style-type: none"> Nevertheless, this is an area that should be explored further to ensure that the best leaders are promoted within the organization; and that the best leaders' behaviour reflects the organisation's stated values, and thus promotes a culture of trust and consistency <p>Conclusion:</p> <ul style="list-style-type: none"> Ethical leadership is important at the personal level – enabling those who are led to understand <i>what</i> ethical behaviours are required and <i>why</i> Leaders must know their subordinates and explain the rationale for their decisions. Individuals must have confidence that their organisation selects and rewards leaders who live by their stated ethical guidelines This will engender greater trust, reduce stress, and set consistent examples for others to follow
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Workshop Theme	The Power of Networking
Facilitators & Rapporteur	Colonel Lisa Keetley - Army Service Women's Network Jerry Weston - Airbus Rapporteur: Lieutenant Kirsty Skinner
Areas/Questions Considered	<ul style="list-style-type: none"> What are the benefits of formal and informal networks and what does best practice look like? How support is given and how those networks are supported by the organization? What does the organization gain from networks? Can networks cut across professions and generations? How can a mentor system work?
Outputs	<p>How can networks cut across professions and generations?</p> <ul style="list-style-type: none"> Professional networks can have a considerable impact empowering the 'minority' group when the network: <ul style="list-style-type: none"> Encourages open discussion Ensure that network is inclusive and not exclusive Focuses 'what' not 'who' the network represents Encourage a wider vision Enables participants to learn from others Allows mentoring and reverse mentoring Allows people to create relationships and pursue personal interests Most people are very willing to connect and share with other people interested in a similar subject Networking across formal hierarchies (eg. Military ranks) may be a greater challenge than cross-generational networking Sport can be useful for cutting across professions Active support from the top of an organisational hierarchy of networks creates

	<p>a culture of inclusivity and diversity of thought/collaboration</p> <ul style="list-style-type: none"> Individual engagement is also key – individuals need to take the networking opportunities that might sit outside of their usual remit/work environment/age range/rank Methods of communication across the network should be inclusive and make use of multiple platforms to reach the widest audience How can organisations support networks? The organisation should actively seek the input of the network in describing and meeting organisational objectives. In doing so the organisation gives the network greater legitimacy and builds mutual trust Encourage a culture where 'talented' people are allowed or encouraged to experience other networks or environments Provide resources and business time to those running networks – invest actual and personal capital in the success of the network Include network activity as a work objective Appoint senior personnel as network advocates What responsibilities do the network/individuals running it have to the organisation? Set clear objectives that support the organisation's values and objectives, not threaten it Show return of investment – support policy development, provide constructive challenge <p>Conclusion:</p> <ul style="list-style-type: none"> Networks can be mutually beneficial to the network group, individuals within the group and the organisation that provides support.
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Workshop Theme	Peer Advocacy
Facilitators & Rapporteur	Charlotte Avery - Girls School Association Martin Wing - X-Forces Rapporteur: Captain Victoria Maymon
Areas/Questions Considered	<ul style="list-style-type: none"> How do we prepare the future generations to champion each other? What is Peer advocacy and how can it be influenced? How does the media portray the future? The challenges and opportunities of social media for Generation Z.
Outputs	<p>What is Peer advocacy and how can it be influenced?</p> <ul style="list-style-type: none"> Peer advocacy is the empowerment of a group to support each other in education and the workplace; its premise is based in positive support to others to increase the output, efficiency and results of the team <p>How do we prepare the future generations to champion each other?</p> <ul style="list-style-type: none"> The process must begin, and should be encouraged in, education, and be continued in employment. A mutually supporting team will fare better than the

	<p>individual</p> <ul style="list-style-type: none"> There must be a voice for future generations and minority groups in all organizations so that they are able to champion their cause and feel they are valued Improve access the hierarchy to increase and improve representation across the generation gap. Encouraging young people to be ambassadors for each other The introduction of school councils across all years has enabled each generation to influence decision making. This empowers the follow-on generations and allows the older, and more experienced to support those coming behind them – very powerful when experienced Similar cross-generational/cross-hierarchy effects are being engendered through Army Servicewomen's, LGBT and BAME networks. This has provided and developed advocates at all levels and helped move to a more diverse and inclusive culture Change needs to be led from the top and then supported at every level, to show organisational commitment Key stakeholders at different management levels must start to communicate and trust each other first <p>How does the media portray the future? The challenges and opportunities of social media for Generation Z.</p> <ul style="list-style-type: none"> Peer groups often determine who they are, and what they see, through social media. Therefore, it is important the older generations understand the influence of social media. Social media presents an opportunity to empower groups who have been mistreated or marginalised. Social media can be a tool of peer advocacy and a means to challenge the isolation of individuals. <p>Conclusion:</p> <ul style="list-style-type: none"> Peer advocacy can support confidence building and engender individual aspirations. This is to the advantage and benefit of the individual and the organisation. The individual feels valued and becomes more productive. The organisation better understands the need of the individual and how to gain best value from the individual's contributions. The use of role models can be used to great effect exposing positive experiences and aiding communication between and across rank/role/gender/generation.
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Workshop Theme	Unconscious Bias and Stereotyping
Facilitators & Rapporteur	Dr. Deborah Goodwin OBB – Leadership Academic & Negotiations Specialist Simone Pound – The PFA Rapporteur: Captain Robert Crean
Areas/Questions Considered	<ul style="list-style-type: none"> Removing the unseen barriers, defeating stereotypes. The female implicit bias, how can this be overcome
Outputs	Removing the unseen barriers and defeating stereotypes

	<ul style="list-style-type: none"> Unconscious bias is natural (a result of culture, language and experience) and unintended. However, bias does make organisation more prone to lack of diversity and inefficient talent management. Unconscious bias can result in financial and time mismanagement through limited return on training and development due to poor retention Organizations with limited resources, especially public bodies/institutions, have a moral and practical obligation to understanding the impact of unconscious bias, and seek to mitigate the impact <p>Defeating Stereotypes</p> <ul style="list-style-type: none"> How do minority groups and particularly women overcome the confidence gap which limits their own ambitions and aspirations? <ul style="list-style-type: none"> Women lack the confidence to apply for posts where they are only partially qualified unlikely their male peers Women who are in a minority in a profession/occupation feel under great pressure to conform – this can also reduce self-confidence Unconscious bias in both men and women results in bias in selection Psychological tools such as Myers Briggs¹ can lead to greater self-awareness and help generate 'bias interrupting' behaviours Organisations needed to celebrate and advertise female successes in order to create female role models Coaching and mentoring play a vital role in developing staff and reducing the confidence gap Greater care needed to be taken in the language used in adverts, which is often gender biased People will naturally favour those like them. Therefore, selection boards should be made up of those from a range of backgrounds and include both males and females, to further mitigate unconscious bias <p>Conclusion:</p> <ul style="list-style-type: none"> Unconscious bias can be mitigated through the use of education, training and positive measures.
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Workshop Theme	Influencing Organisational Culture, Behaviours and Policy
Facilitators & Rapporteur	Brigadier Sharon Nesmith - Army Planning Policy Vivienne Artz – Thompson Reuters Rapporteur: Major Edward Boag
Areas/Questions Considered	What should/could organisations do at the strategic level to influence and change policy, culture and behaviours?
Outputs	<p>Why should organisations be concerned about behaviours and culture if they have policy in place?</p> <ul style="list-style-type: none"> The tempo of change does not appear to have increased since the policy decisions which followed the Equal Pay Act 1970 and the Equality Act 2010

¹ Myers-Briggs theory is an adaptation of the theory of psychological types and is based on 16 personality types. They act as useful reference points to understand personality. <http://www.teamtechnology.co.uk/tt/t-artic/mb-simpl.htm> accessed 11 Feb 18.

Workshop Theme	Myth Busting – Access to 'female minority' employment
Facilitators & Rapporteur	Benita Mehra – Engineering & Industry Colonel Clare Phillips – Royal Electrical and Mechanical Engineers, Army Rapporteur: Mrs Sue French
Areas/Questions Considered	How does the equality journey move forward to integration?
Outputs	<p>What is female minority employment?</p> <ul style="list-style-type: none"> Job roles with a significantly lower percentage of female (eg. Army, Fire Service, the City) Job levels with significantly lower percentage of females (eg. higher management, board members, senior officers) <p>Early societal factors provide a national barrier – how do we engage to change the culture of the country (the world)?</p> <ul style="list-style-type: none"> Parents have lower expectations of female children than male children. Parents expect boys to go faster/higher/further/achieve more than girls Gendered language shapes expectations and roles encourages conformity with stereotypes. Gender stereotypes in day-to-day life (Toys, clothes, behaviours, tv programs, careers, subjects to study at school, cultural norms) reinforce barriers <p>Provide meaningful work experience to encourage interest:</p> <ul style="list-style-type: none"> To give confidence/self-belief to females that the role/level is something that they can do and would enjoy To overcome socio-economic barriers where there is low/no expectation of employment, or no family/cultural history of that role/level <p>Ensure recruitment campaigns are attractive:</p> <ul style="list-style-type: none"> Write job specifications/adverts that appeal to women – use language that mitigates unconscious bias Use inclusive language <ul style="list-style-type: none"> Avoid gender-specific terms, use deliberately inclusive terms Demonstrate inclusive environment (photos of women doing the jobs) Use appropriate positive discrimination <ul style="list-style-type: none"> Provide 'look at life' opportunities for women to work with more senior colleagues to improve understanding of the role Keep job adverts open until one/some applications from women have been received Ensure female members of selection boards Encourage female staff to apply for the role Do not deliberately selected females for roles (So-call positive discrimination) – Make the route to selection open and equitable so that women progress purely on their own merit <p>Enable women to remain in the workplace:</p> <ul style="list-style-type: none"> Provide gender inclusive working practices

- Flexible working
- Consider impact of out-of-hours work activity on family responsibilities (eg. corporate breakfasts, dinner nights, golf matches, etc)
- Have visible role models
 - To show that promotion and progress is attainable
 - To show that all types of women can succeed
- Work towards achieving a critical mass of females in the workplace to show that it can be done and provide examples of how it can be done
- Develop objective, evidence-based performance reporting to work towards non-biased performance assessment
- Have succession planning – mentor and develop female talent



RECOMMENDATIONS AND ACTION SINCE THE FORUM

Organisational Reflection

The individuals who participated in the forum, either as panel members or part of the audience, were very keen to sustain their engagement on behalf of their own organisations. We hope to encourage and initiate a process where the W100 network takes the forum themes and outcomes to their own organisations, develop their understanding, understand the opportunities and challenges, and share the knowledge and strategies with the network. A number of organisations have stated they are willing to take part and that they intend to use a variety of methods with which to engage with their internal organisational networks (surveys, forums etc). Some of this activity is already underway.

Annual Strategic Forum

The aim is to hold annual forums in order that W100 has a legacy and sustains the momentum gained as a result of the outputs from the first forum. Since the event other external strategic organisations have come forward that wish to contribute. We intend to develop objectives for the second forum with desired outputs, and plan organisational support and resources to deliver the forum.

Initial ideas from the first forum include:

- Developing key themes. Individual organisations developing analysis of the themes, re-evaluating, and introducing new themes as appropriate
- Identifying excellence, sharing best practice. The forum highlighted how the military and commercial communities excel in different areas. This is an opportunity to share best practice between the communities, and demonstrate the value of cross-community networks to individual organisations.
- Grow and nurture networks. Networking during the forum has already led to new partnerships between the attendees. We propose

to bring together a defined number of organizations (possibly 12, two per theme) to progress specific work-strands in between the main forum events

Unconscious Bias

Dr Deborah Goodwin OBE, head of Department at the RMAS Communication and Applied Behavioural Science Department ran the Unconscious Bias Workshop with Simone Pound of the Professional Footballers Association. The discussion and workshop outcomes led them to believe this is a topic which should be covered in depth at a subsequent event. Dr Deborah has arranged an Unconscious Bias Study day to be held at RMAS in July 2018. More detail will follow on this event.

Female Role Model/Difficult to Reach Careers

Workshop 6 “Myth Busting and Female Minority Careers” recommended holding an event specifically aimed at young women showcasing inspiring female role models in minority female careers. The planned event would bring together industry, public services, educational providers and the military to provide role models in and information on STEM careers. The aim is to increase knowledge of what careers are on offer (which have been traditionally male orientated), and provide positive female role models to show that women can be successful.

Peer Advocacy - Youth Leadership Conference

Workshop 3 “Peer Advocacy” explored how the next generation can support each other, and how peer advocacy can influence organisations and employers. RMAS will hold a Youth Conference later in the year to help the Army to engage with and understand how the next generation perceives public service, leadership, community, peer advocacy and volunteering. The conference will aim to engage 16-18-year-olds and ask them to discuss their thoughts and views. This conference will look in detail at the issues discussed in the workshop to generate a better understanding as employers of the next generation.

