



WOMEN IN DEFENCE CHARTER

TERMS OF REFERENCE



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Document Control

Version Control

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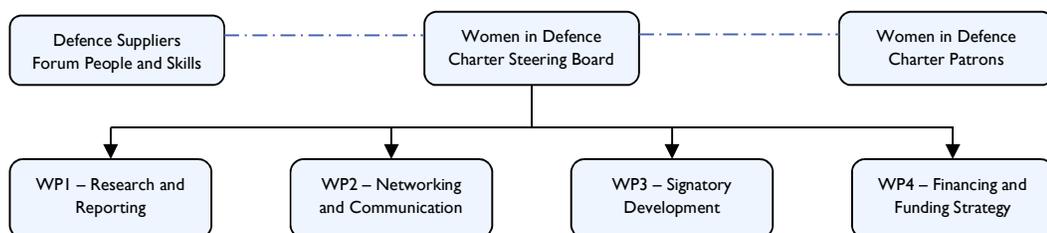
## 1. Background

- 1.1. The Women in Defence Charter at Annex A, reflects the ambition to see gender balance at all levels across defence both in recruitment and talent. A balanced workforce is good for Government and good for business, good for suppliers, for profitability and workplace culture, for promoting prosperity and stability and for showing everyone matters in building stronger and peaceful communities.
- 1.2. The aim of the charter is for the UK's defence sector to make a commitment to work together to build a more balanced and fair defence community for women. The key outcomes will be in measuring the results at all levels across organisations, but especially at the most senior executive and non-executive levels. Thereafter, it is about creating a strong pipeline for succession.
- 1.3. The Women in Defence Charter is a collaborative initiative between Government (primarily the Ministry of Defence) and the UK defence enterprise.
- 1.4. The Women in Defence Charter is closely aligned with and draws from the Government-backed Women in Finance Charter and the Women in Aviation and Aerospace Charter.

## 2. Introduction to Terms of Reference

- 2.1. The following Terms of Reference (ToR) stipulate the terms by which the Women in Defence Charter will operate and defines the purpose and structure of the organisation. It outlines the following:
  - vision, objectives, scope and deliverables of the Charter, its organisational structure and Work packages;
  - stakeholders' roles and responsibilities;
  - activities, reporting and communication processes.
- 2.2. These Terms of Reference have been approved by the Women in Defence Charter Steering Board. These terms will be reviewed on a regular basis by the Steering Board and may be amended as appropriate.

## 3. Organisational Structure



### 3.1. Defence Suppliers Forum

- 3.1.1. The Women in Defence Charter Steering Board will report progress into the DSF People and Skills Working Group when appropriate.

### 3.2. The Women in Defence Charter Steering Board

- 3.2.1. The Women in Defence Charter Steering Board is a partnership of senior representatives from Government (primarily MOD), UK-based defence companies, the relevant industry trade bodies and other key representatives from across the enterprise including Women in Defence UK. It is

collectively responsible for delivering the vision of the Charter. The Steering Board will work to:

- set the strategy and work tempo of the Charter.
- support and champion the aims of the Charter through shared ambition.
- review progress on the charter and create work packages to progress the development and uptake of the Charter.
- promote the Charter and encourage other companies to sign up.
- facilitate and lead best practice sharing and practical support for all signatories.
- support and challenge Charter Members in achieving and stretching their targets under the Charter.
- work to research and publish report on sector statistics annually.
- facilitate events for Charter Members to update on progress and next steps for the Charter.

#### 4. Meeting Frequency

- 4.1. The Steering Board will meet every quarter and is expected to meet at least four times in each calendar year.
- 4.2. The Co-Chairs in consultation with the Steering Board members can review and amend the frequency of the meetings of the Steering Board.
- 4.3. Time spent supporting the Women in Defence Charter is assumed to be voluntary and the estimated time commitment is expected not to exceed 30 hours per calendar year.

#### 5. Administrative Co-ordination and Secretariat

- 5.1. For the Women in Defence Charter Steering Board, the Women in Defence UK organisation will provide administrative and secretariat support.<sup>†</sup>
- 5.2. For the Women in Defence Charter Work Packages, support is provided by a facilitation team made up of a number of facilitators. These are provided by member organisations of the Charter and are expected to support the Work Packages to ensure momentum and progress through all of the activities of the Charter.

#### 6. Work Packages

- 6.1. The Charter's strategic objectives are addressed through its Work Packages. These groups consist of individuals from the Steering Board, as well as interested individuals from industry, government, public bodies, academia and trade associations as and when appropriate. The Work Packages receive direction and oversight from the Steering Board and report on progress and provide recommendations for decision to the Board on a quarterly basis. There are currently four Work Packages:
  - **WPI – Research and Report:** own the metrics and reporting process and recommend the optimal approach to scoping and production of the Charter annual report.
  - **WP2 – Networking and Communications:** develop networking and general topic events; review and develop marketing of the Charter; and create strategies for sharing best practice on gender diversity.
  - **WP3 – Signatory Development:** develop strategies for increasing the number of signatories to broaden awareness of the Charter, tapping into signatory insights.

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<sup>†</sup> Provision of support is based on an assumption of continued provision of Fast Stream Secondees to Women in Defence UK.

- **WP4 – Financing and Funding Strategy:** propose funding or other mechanisms to support charter activities.

## 6.2. Work Package Governance

6.2.1. Each Work Package will appoint a Lead. The Lead will ideally serve a term of one year maximum. An appointment process will start several months before the tenure ends. Charter signatories will be invited to nominate staff members to the Work Package to enable them to seek the Lead role. The newly formulated Work Package will choose a new Lead.

## 6.3. Role of Leads of Work Package

6.4. The role of the Lead of the Work Package is outlined below:

- to provide leadership and direction to the Work Package and its members;
- provide thought leadership on issues of focus for the Work Package;
- ensure that the Work Package is aligned to, and working towards, aims of the Charter;
- to convene and chair meetings of the Work Package;
- to approve new / changes to membership of the Work Package;
- to support and manage work within the Work Package;
- to call special meetings of the Work Package as appropriate;
- to work with the Steering Board members and Co-Chairs to ensure the work is appropriately resourced

## 6.5. Frequency of Meetings

6.6. The Work Package teams will meet as frequently as deemed necessary by the Work Package Lead, but ideally at least once between each meeting of the **Steering Board**. Time spent supporting the Work Packages is assumed to be voluntary and is not expected to exceed 30 hours per calendar year.

## 7. **Governance**

7.1. There will be a common reporting and performance-based management approach to the Women in Defence Charter to measure success. Having a common reporting approach by signatories will ensure effective oversight and monitoring of progress in support of the Charter.

7.2. The Women in Defence Charter Steering Board will operate on a board level basis, reviewing and authorising the content of the Work Packages.

7.3. The Role of the Co-Chairs is to manage and provide leadership to the Charter and its membership. The Co-Chairs act as the communicators for Steering Board decisions when appropriate and represents the Charter on behalf of the Board.

7.4. The Industry Co-Chair will be appointed by the following process:

- an email is sent out to all industry signatories inviting companies to nominate candidates for the role; Candidates must explain why they want to be Co-Chair and what they think they can bring to the role.
- from the candidate pool, the industry Co-Chair will be chosen by the other Co-Chairs.
- the MOD Co-Chair and Women in Defence Co-Chair will be appointed by nomination by the incumbent Co-Chair and agreed by the Steering Board.

7.5. The Co-Chairs will serve a term of no less than one calendar year and no more than two calendar years, unless otherwise agreed by the Steering Board.

7.6. The WP Leads will propose objectives for their WP to the Steering Board, for discussion and approval. Performance and success of these work themes will be reported to the Steering Board and to the DSF via the People & Skills Working Group when appropriate.

- 7.7. Should the need arise the Leadership Group (co-chairs) have the ability to take executive decisions based on immediacy and the responsibility to communicate these decisions, and the justification, to the Steering Board in a timely manner.

## 8. **Membership**

### 8.1. Membership of Steering Board

- 8.1.1. Membership of the Women in Defence Charter Steering Board is shown in Annex B and is updated as and when appropriate.

### 8.2. Membership of Work Packages

- 8.2.1. The membership of the Work Packages is open to all interested individuals whose experience could benefit the objectives of the group. However, new members need to be approved by the Work Package Lead in advance of meeting attendances. Membership is expected to represent a broad range of organisations, perspectives and capabilities and could include individuals with the following backgrounds:

- experts involved in topics of relevance to the Work Package;
- policy experts from Government, academia, professional services and trade bodies;
- facilitation team members;
- others as appropriate.

### 8.3. Expectation of Members

- 8.3.1. Members of the Steering Board and Work Packages are expected to:

- attend meetings on a regular basis, meetings will be scheduled well in advance and if members are unable to attend meetings, they are requested to give notice at least one week in advance of the meeting and delegate wherever practicable.
- contribute actively and impartially to discussions and own the development and delivery of its work and strategic objectives;
- be suitably enabled by their parent organisation to make decisions at these meetings, as well as taking away actions which are delivered on in due course. This is key to ensuring that work required for the partnership is progressed outside of the meeting environment;
- represent the Charter in key events and forums as appropriate;
- share insight, advice and experience within the group;
- articulate sector challenges and potential solutions for the group and contributing ideas for the group to explore;

## 9. **Charter of Trust**

- 9.1. It is recognised that the companies represented at the Charter Steering Board and its Work Packages are likely to be competitors in the marketplace. As a result, a 'Charter of Trust' is included below to outline the way in which information which is shared in the Charter environment is treated.

- it will only discuss, publicly or with others, its generalised findings and will not reveal specific information nor its sources.
- the organisation(s) and individuals dealing with the Charter can specify their expectations around the use and confidentiality of the information discussed and/or shared.
- the Board will, where necessary, establish information barriers internally to prevent exchanges of information that could cause conflicts of interest.
- the Board, its Work Packages and their members will conduct themselves in accordance with the principles of the Charter and associated confidentiality.

- the Board's operations and management adhere to the highest standards of security and protection.

## 10. **The Role of Women in Defence UK in the Charter**

- 10.1. The Charter is a collaboration between the Ministry of Defence, Women in Defence UK and the defence industry. There is the possibility that the defence third sector and wider organisations who work in defence of the Nation will become signatories.
- 10.2. Women in Defence UK is a founding supporter of the Women in Defence Charter and participates actively, supporting the Charter in the following ways:
  - Women in Defence UK provides one of the three co-chairs.
  - Women in Defence UK currently contributes one full time equivalent to lead the administrative and secretariat function of the Charter.
  - The Charter webpage is hosted on the existing Women in Defence UK website, with a different style/colour to that of the overall group.
  - The Charter twitter account is maintained by the secretariat support on behalf of the Charter group.
  - The Charter logo includes the Women in Defence UK logo, use of which is loaned to the Charter group for the foreseeable future.<sup>‡</sup>
- 10.3. Women in Defence UK is a Corporate Social Responsibility activity of PA Consulting. PA provides support to Women in Defence UK including treasury (taking no profit), legal advice, contractual and data security. Women in Defence UK provides PA Consulting, as a founding partner, a seat on its Governing Body, partner-level benefits for the annual awards, and the opportunity to promote a set number of Women in Defence UK events annually. Women in Defence UK and PA Consulting undertake to notify the relevant organisation should any conflict of interest arise.

## 11. **The Charter's GDPR Policy**

- 11.1. The Charter is committed to maintaining a high-standard of the security and protection of any data you provide as a signatory in accordance with the EU general data protection regulation (GDPR). The Charter's GDPR policy is available on our website.

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<sup>‡</sup> The loan of the Women in Defence UK logo can be reviewed by either party should circumstances change significantly in the future.

## Women in Defence Charter

### A pledge for gender balance across defence

The UK's defence sector is making a commitment to work together to build a more gender balanced environment by launching a Charter for Women. The Ministry of Defence, the Department for Business, Energy and Industrial Strategy and the Government Equalities Office welcome the initiative that recognises more needs to be done to greater enhance the gender balance in the sector.

Organisations that sign up to this Charter are committing to be the very best at driving inclusion and diversity within their organisations and providing fair opportunities for women to succeed at all levels.

The Charter reflects the aspiration to see women represented and succeeding at all levels across the defence enterprise. A balanced workforce is good for government and good for business, good for customers and consumers, for profitability and workplace culture, for promoting prosperity and stability, and for showing everyone matters in building stronger and more peaceful communities.

#### The Charter:

- commits organisations to supporting the progression of women into senior roles in the defence sector by focusing on the executive pipeline and the mid-tier level
- recognises the diversity of the sector and that organisations will have different starting points - each organisation should therefore set its own targets, where appropriate, and implement the right strategy for them.
- requires organisations to publicly report on progress to deliver against any internal targets to support the transparency and accountability needed to drive change
- aims to enable women to thrive, enhancing the individual and collective impact of women across defence and in doing so, improving the overall output of defence.

#### My organisation commits to promote gender diversity and inclusion by:

- having one member of our senior executive team who is responsible and accountable for gender inclusion and diversity
- setting internal targets, where appropriate, for gender diversity in our senior management
- publishing progress annually against any targets in reports on our website
- having an intention to ensure the pay or the objectives of the senior executive team are linked to delivery of any internal targets on gender inclusion and diversity.

Women in Defence Charter Steering Board Membership

Steering Board

Role	Current Incumbent
MoD Co-Chair	Morag Stuart, <i>Dir Comrcl Improvement DE&amp;S</i>
Women in Defence Co-Chair	Angela Owen, <i>Founder Women in Defence UK</i>
Industry Co-Chair	Sophie Thomas, <i>Head of Zephyr Programme Airbus</i>
Research & Report (WPI) Lead	Avril Jolliffe, <i>Thales</i>
Networking & Communication (WP2) Lead	Sinead O'Donnell, <i>Raytheon</i>
Signatory Development (WP3) Lead	Angela Crabtree, <i>Leidos</i>
Financing and Funding Strategy (WP4) Lead	TBC
Defence Suppliers Forum Rep	TBC
Defence Growth Partnership Rep	Richard McKie <i>DGP</i>
Ministry of Defence/Armed Forces Rep	TBC
Trade Association Rep	Heather Gilchrist, <i>Media and Comms Officer, ADS</i>
Charter Secretariat	Benjamin Marsh, <i>Women in Defence UK</i>

Mod Head Office Support:

Sam Desforges - *MOD Civilian Gender Champion*

Other Government Departments:

The Department for Business, Energy and Industrial Strategy has agreed to act as a supporting organisation. The Government Equalities Office has been approached to consider acting as an umbrella body for 'Women in Industry' Charters.