

2023

Social Value Impact report

January – December 2023

Accelerating gender equity in defence.



DEEDS not words

EMMELINE PANKHURST, 1858 – 1928



Contents

Introduction	04
About Women in Defence UK	04
How to use this report	05
Our Partnership packages	06
Our current partners	07
The Social Value Model	08
How did we do?	09
2023 Social Value Dashboards	10
Our Initiatives	13
Appendix 1:	26
Social Value Criteria by Partnership levels	
Appendix 2:	32
Social Value Criteria Themes	

About Women in Defence UK

Women in Defence UK is an independent not-for-profit organisation, founded in 2011. With a robust network of over 16,000 individuals and 40 partners spanning every level of the defence sector, we are uniquely positioned to stimulate substantial change.

Our Story

Guided by Emmeline Pankhurst's principle of 'Deeds not Words', our purpose is to accelerate gender equity in the defence sector. Working as one of the three legs of the Women in Defence Charter, we strive to support the Charter ambition of 30% of all roles to be filled by women by 2023. By achieving this critical mass, we will speed-up the transition towards a more balanced, inclusive and equitable defence enterprise.

Our influential network enables the sharing of best practices and the sparking of innovative thinking. We inspire through our annual Awards, recognising and celebrating exceptional people in defence and through our renowned cross sector Mentoring programme.

We challenge the norms and prompt progressive thinking through in-depth discussions with Senior Officers and Officials.

Our unwavering commitment to betterment of the defence ecosystem has sparked progress; from influencing policy changes to fostering inclusivity

in defence organisations. The scale of the change we effect, however, is linked to the active participation of our partners and wider community.

What We Do

INSPIRE: We inspire through our Awards and our Mentoring programme.

Brilliant people work in defence. Inspire recognises individuals and teams and provides opportunities for them to grow.

CRITICAL MASS: Our Critical Mass Community brings together knowledge and people to accelerate gender equity.

When an organisation reaches a critical mass - change happens. Our community is designed to share leading practice to enable this critical mass to be reached as quickly as possible.

CHALLENGE: We challenge senior leaders on their gender equity plans.

Challenging established beliefs and practices is an integral part of our work to accelerate gender equity in the defence sector.

How to use this report

Our partnership packages link to different Women in Defence UK initiatives depending on their level of support. Franklin is the entry level partnership with Pankhurst the top level. Each type of partnership will be able to claim different Social Value Model Award Criteria (MAC).

To check what type of partnership you have – go to **page 6**.

To learn more about our initiatives grouped by Inspire, Critical Mass and Challenge, go to **page 13 onwards**. At the bottom of each page, you will find the partnership logos that link to the initiatives and the MACs they score against.

From **page 20**, you will find details on some of our other initiatives not directly funded by partnerships, such as the Women in Defence Careers and the Mentoring programme. As your company may have invested separately, we have added the Social Value criteria they meet.

Our further partnerships and initiatives are found on **pages 24 and 25**.

To see which Social Value Criteria are achieved by each type of partnership, go to Appendix 1 - **page 26 onwards**.

To see the same information ordered by each of the five MAC Themes, go to Appendix 2 – **page 32 onwards**.

This is the first time we've produced this report; we welcome any feedback on its value.

Our Partnership packages –

In 2023, Women in Defence UK introduced new Partnership packages with four levels each aligned to an inspirational woman.



Franklin Partner



Fawcett Partner



Lovelace Partner



Pankhurst Partner

Our Franklin partnership offer is named after Rosalind Franklin, a British chemist whose pioneering work was central to the understanding of the molecular structures of DNA, RNA, viruses, coal, and graphite.

Our Fawcett partnership offer is named after Millicent Fawcett, a famous suffragette who was the head of the National Union for Women's Suffrage Societies and whose aim was to win women's suffrage through debate and peaceful marches.

Our Lovelace partnership offer is named after Ada Lovelace, mathematician, who is regarded as being the world's first computer programmer.

Our Pankhurst partnership offer is named after Emmeline Pankhurst, the famous suffragette who started the movement and fought hard for equal voting rights for women. We use her famous 'Deeds not Words' as our slogan.

AS OF NOVEMBER 2023

Our current partners –

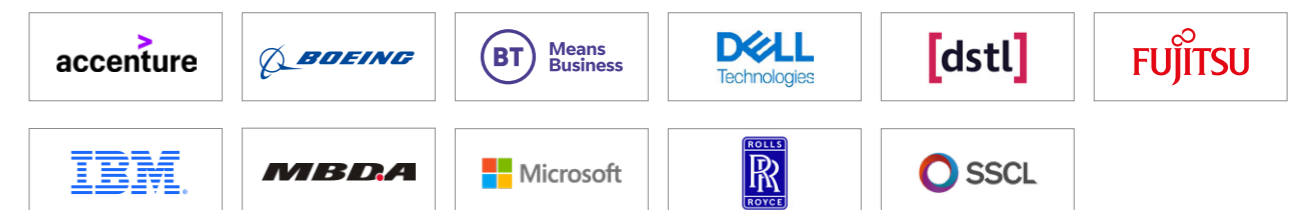
Pankhurst Partners



Lovelace Partners



Fawcett Partners



Franklin Partners



The Social Value Model —

The UK government's Social Value Model became mandatory in January 2021 in all central government contracts. As a result, social value is taken into account for all major central government procurements and is required to be explicitly evaluated. A mandatory minimum weighting of 10% for social value is applied at the tender evaluation stage. This ensures that social value carries a heavy enough score to be a differentiating factor in the evaluation of bids.

The Social Value Model describes the government's social value priorities for procurement. It includes a menu of social value objectives for central government departments to select from and include in their procurement. These objectives centre around five themes:

1. COVID-19 Recovery
2. Tackling Economic Inequality
3. Fighting Climate Change
4. Equal Opportunity
5. Wellbeing

The model aims to make it easier for central government departments to assess and evaluate the social value offered in tenders and manage the social value delivered in contracts.

In 2023, Women in Defence UK launched an initiative to publish an annual report highlighting the impact that the Women in Defence UK partnerships are having on the activities we support and the outcomes we hope to drive.

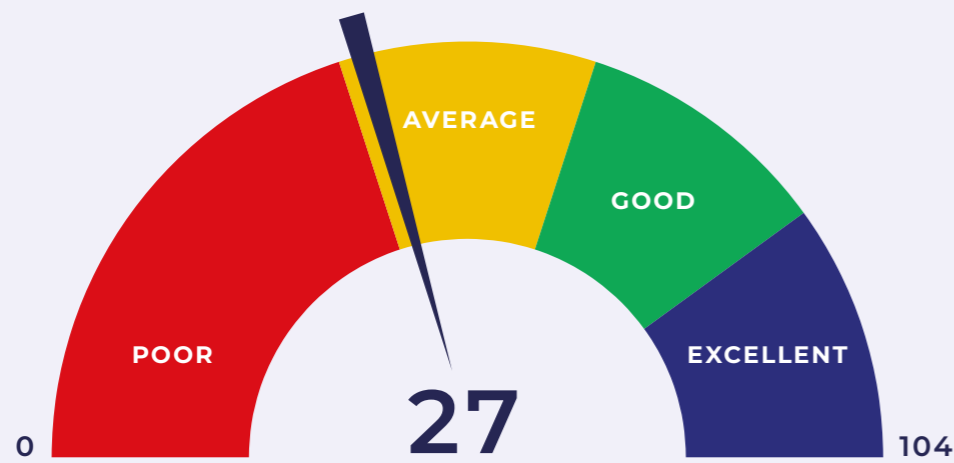
This report aims to help our partners demonstrate social value in tenders and bids aligning to Cabinet Office Social Value scoring.

How did we do? —

Our Partners' trust in us and our initiatives resulted in a 41% improvement in year measured against the Cabinet Office's Social Value Model Award Criteria (MAC).

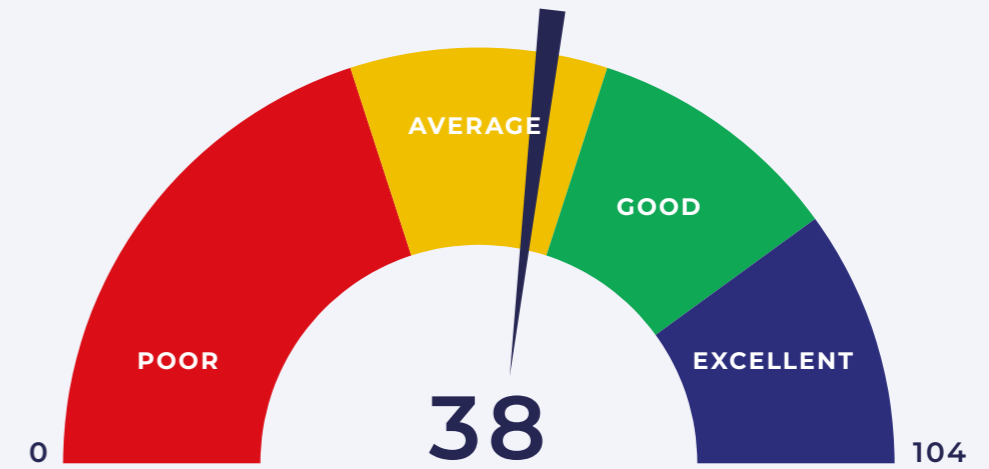
2023 Baseline Social Value Dashboard

TOTAL NUMBER OF MAC SUB-CRITERIA MET

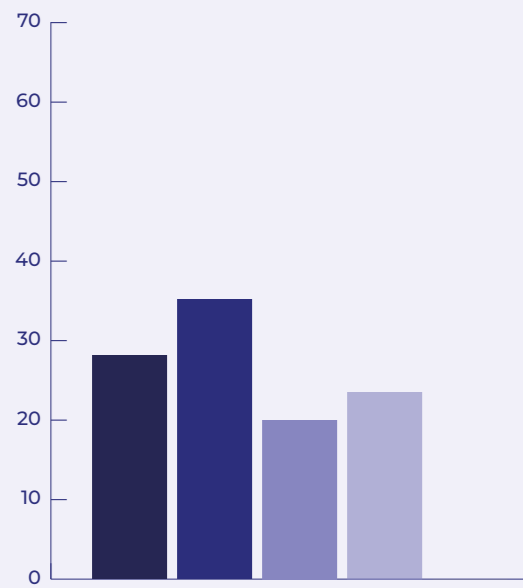


2023 Final Social Value Dashboard

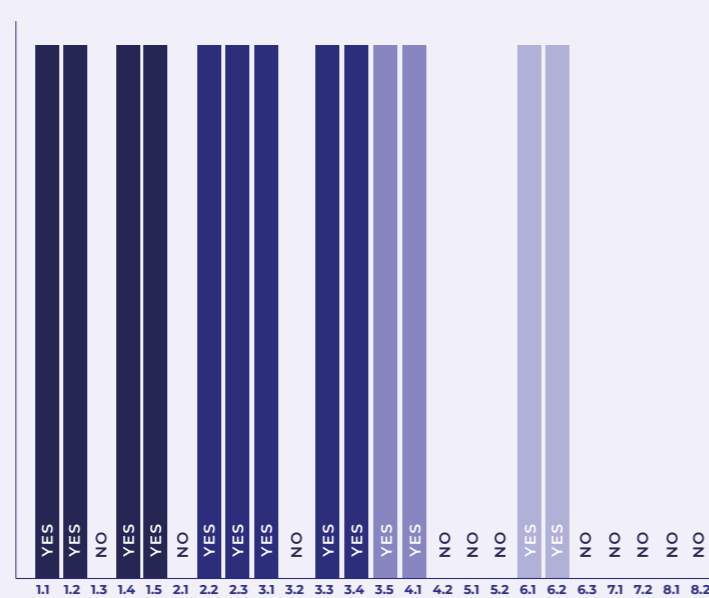
TOTAL NUMBER OF MAC SUB-CRITERIA MET



PERCENTAGE OF SUB-CRITERIA HIT BY THEME

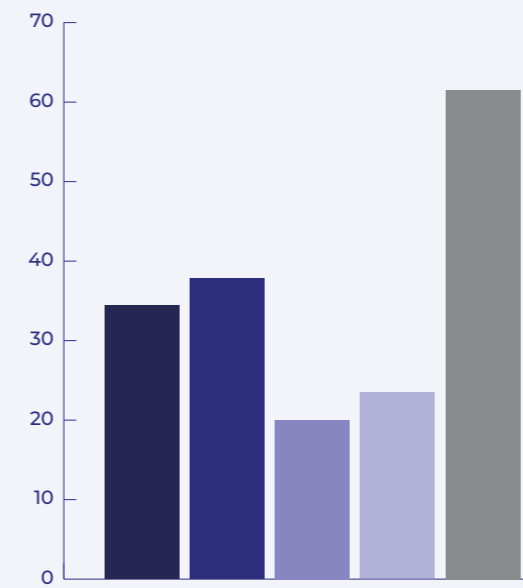


MAC CONTRIBUTED TO (YES/NO)

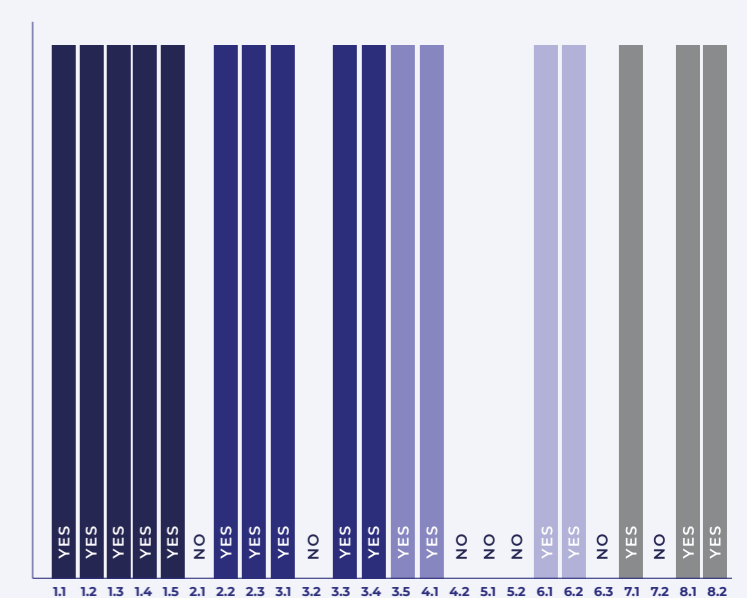


COVID-19 RECOVERY TACKLING ECONOMIC INEQUALITY FIGHTING CLIMATE CHANGE EQUAL OPPORTUNITY WELLBEING

PERCENTAGE OF SUB-CRITERIA HIT BY THEME



MAC CONTRIBUTED TO (YES/NO)



COVID-19 RECOVERY TACKLING ECONOMIC INEQUALITY FIGHTING CLIMATE CHANGE EQUAL OPPORTUNITY WELLBEING

THE SOCIAL VALUE CALCULATOR HAS BEEN USED IN PARTNERSHIP WITH TEAM FORCES: FUNDING MILITARY SPORT AND ADVENTURE, WITH THE SUPPORT OF DAY1PEOPLE.

Following Women in Defence's 2023 initiatives, the final Social Value Impact score for 2023 demonstrates that Women in Defence UK achieved 38 of the Cabinet Office's Social Value Model Award Criteria. This is a 41% improvement on the 2023 baseline and has been enabled thanks to our new initiatives and partnerships.



Our initiatives —

The following section will run through each of the Women in Defence UK initiatives, the Model Award Criteria that they achieve, and the Partnerships that support each one.



Annual Awards

Our annual Awards stand as a testament to the extraordinary contributions and achievements of the women, men, individuals and teams who work in defence of the UK. In 2023, over 470 nominations were received from over 70 companies and organisations from across the sector. This brings the total of nominations received since the awards began eight years ago to around 3200. 64 individuals and teams were shortlisted and then down-selected by our judges to 30 Finalists. The Finalists and our Partners attended the Awards Dinner in November where the Winners of each

category and the overall Woman of the Year were announced.

Every winner has a story of overcoming challenges, breaking barriers, and effecting positive change within their organisations. By sharing their stories through our Awards, we hope to inspire more individuals to step forward, challenge barriers, and contribute to the transformation of the defence sector.

Whilst Fawcett, Lovelace and Pankhurst partnerships all support our Inspire work, Airbus are the Pankhurst Inspire Partner with a particular focus on the Awards.



ACHIEVES SOCIAL VALUE CRITERIA 2.3.1, 6.1.2, 3.4.1, 8.1.2, 8.1.3, 8.1.5, 8.1.7, 8.2.1.



Quarterly Award Winners' Connection

Women in Defence UK have been extending the recognition of our Award Winners and the impact they have created beyond just the Dinner and Awards night by running a series of Award Winners Connection events.

The first one was held on Thursday, 22nd June 2023. We welcomed Andy Start, CEO DE&S as our first VIP guest for this exciting series.

Thank you to PA Consulting, our Pankhurst Founding Partner, for hosting the event.

The second event was held on Wednesday 6th December 2023. We welcomed Nina Cope CB Chief

Operating Officer, Ministry of Defence United Kingdom as our VIP guest for this compelling session.

Thank you to Lockheed Martin, one of our Lovelace Partners, for hosting the event.

Our third event is planned to be held in February 2024, when we will welcome Avril Joliffe, Director General Industry, Trade and Economic Security.

During these events, we have the opportunity to listen to our VIP guests as well as engage with them on topics close to our hearts. We can network with our Award Winners and other people in the sector.



ACHIEVES SOCIAL VALUE CRITERIA 3.4.1, 8.1.2



Critical Mass Summit & Report

Critical Mass Summit

In July 2023, Women in Defence UK held its first Critical Mass Summit – Changing the Face of Defence, how to attract more women into the sector. Bringing together ED&I and HR professionals from across the enterprise, the Summit deliberately focused on bringing ideas from outside of defence to the table, rather than replaying known issues. These open, sometimes uncomfortable dialogues, delved into ways of winning over senior stakeholders, the absolute criticality of signaling to women that they are wanted, positive interventions that can be deployed during attraction and recruitment and the importance of allowing new and innovative ideas to flourish. We also heard about the steps taken to help Women’s Football blossom in a heavily male dominated sector. We were joined by partners from across defence, private and public, to explore what the enterprise can do to accelerate gender equity, and get us to that critical mass of women.

Whilst all partners support our Critical Mass work, Babcock, as Pankhurst Critical Mass Partner have a particular focus on the Summit.

Five main themes appeared:

1. The criticality of signaling to women that they are wanted,
2. Emotion is as powerful as reason to gain commitment from stakeholders,
3. Data is more than just numbers,
4. How positive action interventions such as changing the offering can bring positive results,
5. Changing the perception of defence.

Around 50 defence companies or organisations attended.

Critical Mass Report

For the first time, we were able to combine the annual Women in Defence Charter data report with the Insight generated at the Women in Defence UK Summit. The two reports complement each other well, one giving the most up-to-date figures on gender balance and the other reporting an event that brought people together to explore and share practical ideas from outside the sector, rather than just talking about the problem.

The report is at the link below:
[Women-in-Defence-Insight-and-Data-2023-Report_Updated.pdf \(svdcdn.com\)](https://www.svdcdn.com/Women-in-Defence-Insight-and-Data-2023-Report_Updated.pdf)



ACHIEVES SOCIAL VALUE CRITERIA 1.1.2, 1.3.3, 2.2.2, 3.1.4, 3.4.1, 6.1.1, 6.2.1, 7.1.2, 7.2.1, 8.1.1, 8.1.2, 8.1.3, 8.1.5, 8.2.1.



Critical Mass Community

Every company or organisation has their own women’s or gender network that runs fabulous, informative and supportive events for all. The Critical Mass Community does not try to duplicate that, instead we use our tremendous reach across the UK defence sector to build a community of HR professionals and Equity, Diversity and Inclusion practitioners to share challenges and, importantly, how they are over-coming those challenges.

The Critical Mass Community shares those challenges and solutions for the benefit of the whole community at monthly virtual or face-to-face meetings.

This way, we are creating a critical mass of knowledge and leading practice.

The Community stood up during the final quarter of 2023, with involvement from around 26 companies.

Topics in 2023 were:

- Gender Decoders in Recruitment Advertisements
- Back to basics – Business critical understanding which focused on the use of data in ED&I.
- Digital Skills Transformation in the Defence Sector.

Planned for 2024:

- Getting Senior Leadership Buy in By Making EDI A Business Problem
- Men for inclusion
- The Future Workforce



ACHIEVES SOCIAL VALUE CRITERIA 1.1.2, 1.3.3, 2.2.2, 3.4.1, 6.1.1, 6.2.1, 7.1.2, 7.2.1, 8.1.1, 8.1.2, 8.1.3, 8.1.5, 8.2.1.



Challenge Interviews

Challenging established beliefs and practices is an integral part of our work to accelerate gender equity in the defence sector.

How we make change through challenge

Through thought-provoking interviews with Senior Officers and Officials and comprehensive dialogues on headline topics, we stimulate fresh perspectives and encourage the defence sector to reassess its practices. Our aim is not just to question the status quo, but to propose practical solutions that promote equity and inclusivity.

Founder, Angela Owen, asks the tough questions about gender balance and equity within the MoD. What lessons have been learned that can influence wider defence? What changes have they made to further women's, men's and all individuals' opportunities within the MOD?

With our external viewpoint, we are able to raise questions and issues with senior leaders that might not otherwise reach them. By continually challenging norms, we will foster an environment that recognises and respects the unique role of women who work in defence of the UK.

In conversation with David Williams CB

We interviewed Permanent Secretary at the MOD, David Williams on 8th March 2023. David is an advocate of equity, diversity and inclusion in the workplace:

[In conversation with David Williams CB](#)

In conversation with Lt Gen James Swift CB OBE

General Swift took up the post of Chief of Defence People only a few weeks before the Covid-19 pandemic gripped the country and changed the way in which we all worked. During his tenure, the MOD has also responded to the HCDC report 'Women in the Armed Forces – From Recruitment to Civilian Life' and introduced changes as a result. We discussed what's changed and what still needs to change, especially in the women's arena:

[In conversation with Lt Gen James Swift CB OBE](#)

In conversation with Maj Gen Tom Bewick OBE

Major General Tom Bewick has a broad role as General Officer Commanding, Army Recruiting and Initial Training Command (ARITC) within the British Army. We discussed his varied and illustrious career, and challenges him on what the Army are doing to increase the recruitment of women:

[In conversation with Maj Gen Tom Bewick – GOC ARITC](#)

In conversation with General Sir Patrick Sanders – Chief of the General Staff

Addressing critical issues such as bullying, sexual harassment, and the imperative of diversity on Army Boards. In a frank exchange, General Sir Patrick Sanders, Chief of the General Staff, delved into the Army's zero tolerance policies and its commitment to fostering diversity.

[In conversation with General Sir Patrick Sanders – Chief of the General Staff](#)

Not including our Interview of Maj Gen Tom Bewick at DSEI, around 700 attendees signed up for our Challenge interviews with more watching later on our YouTube channel.

Whilst all partners support our Challenge work, Newton Europe, as Pankhurst Challenge Partner, have a particular focus on this.



ACHIEVES SOCIAL VALUE CRITERIA 1.2.2, 2.3.1, 2.3.3, 3.4.1, 6.1.1, 6.1.2, 6.2.1, 7.1.2, 8.1.2.

Other initiatives*

DSEI Panel Event

The Defence and Security Equipment International (DSEI) 2023 event provided a platform for thought leaders to converge and discuss pressing issues in the defence sector. We're proud to lead on the standout sessions, having generated quite the audience on the day! Women in Defence UK, together with the Women in Defence Charter, hosted a panel talk which delved deep into the strategic importance of diversity and inclusion in defence.

Here are the top insights on **Changing the Game: Avoiding groupthink and maintaining the strategic advantage** from our panel:

A Holistic Approach to Defence and Security

Judith Gough CMG, the British Ambassador to Sweden, emphasised that the realm of defence and security has evolved beyond traditional military responses. Drawing from Sweden's Total Defence Concept, Judith highlighted the importance of every member of society in the defence of a nation. This inclusive approach, she believes, is the key to preventing groupthink and fostering innovation, as evidenced by Ukraine's success in leveraging volunteers from diverse backgrounds.

Rethinking Wargaming and Design

Dr. David Banks from Kings College London brought attention to the challenges and opportunities in the field of wargaming. He noted the gender disparity, attributing it to early exposure among males. However, he also observed, that because of their fresh thinking and approach, the most interesting designs come from people who are not from a wargaming experience. This perspective underscores the value of diverse inputs in strategic design and planning.

Diversity as a Strategic Need

VAdm Philip Hally, Chief of Defence People articulated the critical link between diversity and operational effectiveness. For him, diversity is not about optics; it is about necessity. Reflecting on the changing

demographics of the UK, he emphasised the need for defence to be representative of the nation it serves, advocating for flexibility in recruitment and a culture that supports diverse career trajectories.

Boardroom Reflections and Organisational Culture

Ruth Cairnie FEI, Chair of Babcock International Group, stressed the importance of organisational introspection. For Ruth, the goal of diversity initiatives should be clear outcomes and improved performance. Senior leaders, she believes, play a pivotal role in shaping an inclusive culture, not just through policies but through their actions and behaviours

*THESE INITIATIVES ARE NOT DIRECTLY FUNDED BY OUR PARTNERSHIPS

ACHIEVES SOCIAL VALUE CRITERIA 3.4.1, 8.1.2.

Mentoring Programme

About the programme

The Women in Defence UK mentoring programme is a unique cross sector opportunity where mentors and mentees from the defence public sector are matched with mentors and mentees from the defence private sector.

This groundbreaking programme offers an opportunity for women to be supported as they navigate challenges, share knowledge, and gain different perspectives. Through participation, they can develop greater confidence, representing an investment in their future, especially during a critical stage in their careers when retention is key.

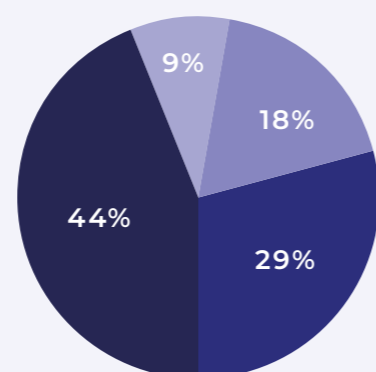
Through this impressive initiative, participants commit to advancing gender diversity, championing each other's stories, and learning by walking in the shoes of others.

Developed in partnership with Women in Defence UK, the programme is run by Moving Ahead, a specialist in advancing workplace diversity, equity and inclusion. Mentoring is one of their expert offerings and a core lever in how they create tangible change around the world.

The programme in numbers:

Moving Ahead have delivered the Women in Defence programme since 2020, and are now in the 4th cohort, having launched the most recent cohort in September 2023.

- 577 mentoring pairs have been through the programme, in upwards on 1150 participants.
- 25 unique organisations have taken part in the programme (see below)
- 5 organisations have taken part in every year; British Army, Defence Digital, DSTL, RAF and SERCO
- In 2023, the cohort included a 50/50 split of public and private organisations.



56% OF MENTEES HAVE PROGRESSED THEIR CAREERS

PROMOTED MOVED ROLE NO CHANGE
EXPANDED RESPONSIBILITIES

MANY OF OUR PARTNERS TAKE PART IN THE MENTORING PROGRAMME CONTRACTING DIRECTLY WITH MOVING AHEAD

ACHIEVES SOCIAL VALUE CRITERIA 1.1.4, 2.2.3, 2.2.4, 2.2.5, 2.2.8, 3.1.4, 3.4.1, 6.1.1, 6.1.2, 6.2.1, 6.2.3, 8.1.3, 8.1.5, 8.2.1.

Women in Defence Careers

Women in Defence Careers is an independent job board working in collaboration with Women in Defence UK to drive equity of opportunity in the enterprise. Roles are advertised that demonstrate the incredible range of roles that defence has to offer.

Women are lost from the sector as they progress their career for one reason or another. One reason we shouldn't be losing them is awareness of opportunities. Whether our audience is a potential applicant leaving the

military, re-entering the workforce, looking to take the next step on their career ladder or just looking for a change, or an organisation (public, private or third sector) looking to improve diversity, Women in Defence Careers is available to help.

Women in Defence UK will benefit directly from Women in Defence Career, supporting it in delivery of activities and its continued growth.

MANY OF OUR PARTNERS USE WOMEN IN DEFENCE CAREERS TO POST JOBS

ACHIEVES SOCIAL VALUE CRITERIA 1.1.2, 1.1.3, 2.2.2, 2.2.3, 2.2.4, 2.3.1, 3.4.1, 7.1.2, 8.1.3, 8.1.5, 8.1.7, 8.2.1

Further Partnership & initiatives

The following initiative is sponsored by our Critical Mass Pankhurst Partner, **Babcock**.



KEY INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
Critical Mass Summit & Report	1.1.2, 1.3.3, 2.2.2, 3.1.4, 3.4.1, 6.1.1, 6.2.1, 7.1.2, 7.2.1, 8.1.1, 8.1.2, 8.1.3, 8.1.5, 8.2.1

The following initiative is sponsored by our Challenge Pankhurst Partner, **Newton Europe**.



KEY INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
Challenge Interviews	1.2.2, 2.3.1, 2.3.3, 3.4.1, 6.1.1, 6.1.2, 6.2.1, 7.1.2, 8.1.2

The following initiatives are not funded through the Women in Defence UK Partnerships.

KEY INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
Mentoring Programme	1.1.4, 2.2.3, 2.2.4, 2.2.5, 2.2.8, 3.1.4, 3.4.1, 6.1.1, 6.1.2, 6.2.1, 6.2.3, 8.1.3, 8.1.5, 8.2.1
Women in Defence Careers	1.1.2, 1.1.3, 2.2.2, 2.2.3, 2.2.4, 2.3.1, 3.4.1, 7.1.2, 8.1.3, 8.1.5, 8.1.7, 8.2.1
DSEI Panel Event	3.4.1, 8.1.2

Our thanks to:

Women in Defence UK are a Corporate Social Responsibility of **PA Consulting** – our Pankhurst Founding Partner. PA Consulting have supported us since we were founded in 2011.



Airbus, Women in Defence UK's Pankhurst Inspire Partner. Airbus have been a leading Awards partner since the first Awards in 2016.



Along with the eight key initiatives that Women in Defence UK have run this year, there are a selection of smaller initiatives that have all additionally contributed to the impact that Women in Defence UK has on social value in the UK.

The green credentials of the suppliers for the Women in Defence UK Annual Awards Ceremony.



ACHIEVES SOCIAL VALUE CRITERIA 3.4.1, 4.1.2

Women in Defence UK's careers, management, policies, and inclusive working environment.



ACHIEVES SOCIAL VALUE CRITERIA 2.2.11, 3.3.2, 3.4.1, 3.4.2, 6.1.2, 8.1.3, 8.1.5, 8.1.6, 8.2.1

Women in Defence UK's relationship with PA Consulting, including operating under their policies and remote working.



ACHIEVES SOCIAL VALUE CRITERIA 1.4.3, 1.4.4, 1.4.5, 1.5.1, 1.5.3, 2.2.11, 3.4.1

Women in Defence UK's fast streamer, secondments, and volunteer opportunities.



ACHIEVES SOCIAL VALUE CRITERIA 1.1.5, 1.4.3, 1.4.4, 1.4.5, 2.2.6, 3.4.1

Women in Defence UK's Critical Mass Report, this year published jointly with the Charter Data Report.



ACHIEVES SOCIAL VALUE CRITERIA 2.2.1, 3.4.1, 6.1.1

Appendix 1: Social Value Criteria by Partnership levels

PARTNERSHIP PACKAGE SUMMARY

Franklin Partnerships

The Women in Defence UK initiatives and the corresponding social value criteria that the Franklin Partnership package investment helped achieve are listed below.

KEY INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
Critical Mass Summit and Community	1.1.2, 1.3.3, 2.2.2, 3.4.1, 6.1.1, 6.2.1, 7.1.2, 7.2.1, 8.1.1, 8.1.2, 8.1.3, 8.1.5, 8.2.1
Challenge Interviews	1.2.2, 2.3.1, 2.3.3, 3.4.1, 6.1.1, 6.1.2, 6.2.1, 7.1.2, 8.1.2.

OTHER INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
Women in Defence UK’s careers, management, policies, and inclusive working environment.	2.2.11, 3.3.2, 3.4.1, 3.4.2, 6.1.2, 8.1.3, 8.1.5, 8.1.6, 8.2.1
Women in Defence UK’s relationship with PA Consulting, including operating under their policies and remote working.	1.4.3, 1.4.4, 1.4.5, 1.5.1, 1.5.3, 2.2.11, 3.4.1W
Women in Defence UK’s fast streamer, secondments, and volunteer opportunities.	1.1.5, 1.4.3, 1.4.4, 1.4.5, 2.2.6, 3.4.1
Women in Defence UK’s collaboration with the MOD and defence industry as part of the Women in Defence Charter and our joint Insight and Data report.	2.2.1, 3.4.1, 6.1.1

PARTNERSHIP PACKAGE SUMMARY

Fawcett Partnerships

The Women in Defence UK initiatives and the corresponding social value criteria that the Fawcett Partnership package investment helped achieve are listed below.

KEY INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
Annual Awards	2.3.1, 6.1.2, 3.4.1, 8.1.2, 8.1.3, 8.1.5, 8.1.7, 8.2.1
Award Winners' Connection	3.4.1, 8.1.2
Critical Mass Summit and Community	1.1.2, 1.3.3, 2.2.2, 3.4.1, 6.1.1, 6.2.1, 7.1.2, 7.2.1, 8.1.1, 8.1.2, 8.1.3, 8.1.5, 8.2.1
Challenge Interviews	1.2.2, 2.3.1, 2.3.3, 3.4.1, 6.1.1, 6.1.2, 6.2.1, 7.1.2, 8.1.2.

OTHER INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
The green credentials of the suppliers for the Women in Defence UK Annual Awards Ceremony.	3.4.1, 4.1.2
Women in Defence UK's careers, management, policies, and inclusive working environment.	2.2.11, 3.3.2, 3.4.1, 3.4.2, 6.1.2, 8.1.3, 8.1.5, 8.1.6, 8.2.1
Women in Defence UK's relationship with PA Consulting, including operating under their policies and remote working.	1.4.3, 1.4.4, 1.4.5, 1.5.1, 1.5.3, 2.2.11, 3.4.1
Women in Defence UK's fast streamer, secondments, and volunteer opportunities.	1.1.5, 1.4.3, 1.4.4, 1.4.5, 2.2.6, 3.4.1
Women in Defence UK's collaboration with the MOD and defence industry as part of the Women in Defence Charter and our joint Insight and Data report.	2.2.1, 3.4.1, 6.1.1

PARTNERSHIP PACKAGE SUMMARY

Lovelace Partnerships

The Women in Defence UK initiatives and the corresponding social value criteria that the Lovelace Partnership package investment helped achieve are listed below.

KEY INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
Annual Awards	2.3.1, 6.1.2, 3.4.1, 8.1.2, 8.1.3, 8.1.5, 8.1.7, 8.2.1
Award Winners' Connection	3.4.1, 8.1.2
Critical Mass Summit and Community	1.1.2, 1.3.3, 2.2.2, 3.4.1, 6.1.1, 6.2.1, 7.1.2, 7.2.1, 8.1.1, 8.1.2, 8.1.3, 8.1.5, 8.2.1
Challenge Interviews	1.2.2, 2.3.1, 2.3.3, 3.4.1, 6.1.1, 6.1.2, 6.2.1, 7.1.2, 8.1.2.

OTHER INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
The green credentials of the suppliers for the Women in Defence UK Annual Awards Ceremony.	3.4.1, 4.1.2
Women in Defence UK's careers, management, policies, and inclusive working environment.	2.2.11, 3.3.2, 3.4.1, 3.4.2, 6.1.2, 8.1.3, 8.1.5, 8.1.6, 8.2.1
Women in Defence UK's relationship with PA Consulting, including operating under their policies and remote working.	1.4.3, 1.4.4, 1.4.5, 1.5.1, 1.5.3, 2.2.11, 3.4.1
Women in Defence UK's fast streamer, secondments, and volunteer opportunities.	1.1.5, 1.4.3, 1.4.4, 1.4.5, 2.2.6, 3.4.1
Women in Defence UK's collaboration with the MOD and defence industry as part of the Women in Defence Charter and our joint Insight and Data report.	2.2.1, 3.4.1, 6.1.1



PARTNERSHIP PACKAGE SUMMARY

Pankhurst Partnerships

The Women in Defence UK initiatives and the corresponding social value criteria that the Pankhurst Partnership package investment helped achieve are listed below.

KEY INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
Annual Awards	2.3.1, 6.1.2, 3.4.1, 8.1.2, 8.1.3, 8.1.5, 8.1.7, 8.2.1
Award Winners' Connection	3.4.1, 8.1.2
Critical Mass Summit and Community	1.1.2, 1.3.3, 2.2.2, 3.4.1, 6.1.1, 6.2.1, 7.1.2, 7.2.1, 8.1.1, 8.1.2, 8.1.3, 8.1.5, 8.2.1
Challenge Interviews	1.2.2, 2.3.1, 2.3.3, 3.4.1, 6.1.1, 6.1.2, 6.2.1, 7.1.2, 8.1.2.

OTHER INITIATIVES	SOCIAL VALUE CRITERIA ACHIEVED
The green credentials of the suppliers for the Women in Defence UK Annual Awards Ceremony.	3.4.1, 4.1.2
Women in Defence UK's careers, management, policies, and inclusive working environment.	2.2.11, 3.3.2, 3.4.1, 3.4.2, 6.1.2, 8.1.3, 8.1.5, 8.1.6, 8.2.1
Women in Defence UK's relationship with PA Consulting, including operating under their policies and remote working.	1.4.3, 1.4.4, 1.4.5, 1.5.1, 1.5.3, 2.2.11, 3.4.1
Women in Defence UK's fast streamer, secondments, and volunteer opportunities.	1.1.5, 1.4.3, 1.4.4, 1.4.5, 2.2.6, 3.4.1
Women in Defence UK's collaboration with the MOD and defence industry as part of the Women in Defence Charter and our joint Insight and Data report.	2.2.1, 3.4.1, 6.1.1

Thank you to all the partners who supported Women in Defence UK in 2023 and enabled an increased social impact.

Appendix 2: Social Value Criteria Themes

THEME 1

Covid-19 recovery —

Policy Outcome:

Help local communities to manage and recover from the impact of Covid-19.

Why is this a priority?

The COVID-19 pandemic has exacerbated existing economic and social challenges and created many new ones. Social value provides additional benefits which can aid the recovery of local communities and economies, especially through employment, re-training and return to work opportunities, community support, developing new ways of working and supporting the health of those affected by the virus. Government will monitor delivery of a number of related outputs to assess the effect of these commercial interventions.

Social Value Model Award Criteria

2023 BASELINE	2023 FINAL
09/23	11/32

The criteria being achieved at the 2023 baseline was via Women in Defence UK's:

- **Mentoring Programme**
- **Women in Defence Careers**
- **Challenge Interviews**
[Challenge]
[Franklin, Fawcett, Lovelace & Pankhurst]
- **Fast Streamer, Secondments and Volunteer Opportunities**
[Franklin, Fawcett, Lovelace & Pankhurst]

The additional criteria were achieved during 2023 as a result of:

- **Critical Mass Community**
[Critical Mass]
[Franklin, Fawcett, Lovelace & Pankhurst]
- **Critical Mass Summit & Report**
[Critical Mass]
[Franklin, Fawcett, Lovelace & Pankhurst]

THEME 2

Tackling Economic Inequality —

Policy Outcome:

Create new businesses, new jobs and new skills.

Why is this a priority?

The Industrial Strategy sets out government's vision to make the United Kingdom the best place to start and grow a business. It describes how government must shape our business environment to take on the challenges and opportunities of new technologies and new ways of doing business.

The strategy also describes government's plan to help businesses create better higher-paying jobs in every part of the United Kingdom. Developing the skill levels of the current and future workforce is the essential enabler for this. A nationwide focus on jobs and skills, especially in high growth sectors

with known skills shortages, will help to narrow disparities between communities. Providing better jobs also helps employers to attract and retain the talent they need to grow and thrive.

Government will monitor progress under this policy outcome by asking contracting authorities to report the number of full-time equivalent jobs, traineeships, T Level industry placements and other Level 2 and above training opportunities created through their contracts.

Policy Outcome:

Increase supply chain resilience and capacity.

Why is this a priority?

Growing and diversifying supply chain opportunities is at the heart of government's Industrial and Civil Society Strategies. An economy with diverse, resilient and innovative supply markets is a cornerstone of prosperity. It provides the best environment to start and grow a business.

Markets with a broad range of suppliers of different types can offer better value for money, promote innovative solutions and give public services access to expertise and knowledge on complex issues. There is also a commercial advantage to spreading risk more broadly since it reduces commercial risk.

Whether as prime contractors or within the supply chain, it is essential that new businesses, entrepreneurs, start-ups, small and medium-sized enterprises (SMEs), voluntary, community and social enterprises (VCSEs) and mutuals have the same opportunity to tender for and, where appropriate, win government contracts as other firms. Government is therefore monitoring progress under this policy outcome by asking contracting

authorities to report the number, value and proportion of total contract spend of prime or subcontracting opportunities awarded to these types of business as the Reporting Metrics for this policy outcome.

In delivering its National Cyber Security Strategy, government's objectives include having the means to ensure UK networks, data and systems are protected and resilient throughout the supply chain. Citizens, businesses and the public sector must also have the knowledge and ability to defend themselves. The Cyber Essentials scheme has been developed to show organisations how to protect themselves against low-level 'commodity threat'. Properly implementing the scheme will protect against the vast majority of common internet threats.

Where relevant, levels of adoption of the '10 Steps to Cyber Security' and the Cyber Essentials scheme within the contract supply chain are therefore used as additional Reporting Metrics under this Policy Outcome.

THEME 3

Fighting Climate Change

Policy Outcome:
Effective stewardship of the environment.

Social Value Model Award Criteria

2023 BASELINE	2023 FINAL
13/37	14/37

The criteria being achieved at the 2023 baseline was via Women in Defence UK's:

- **Quarterly Award Winners' Connection** [Inspire] [Fawcett, Lovelace & Pankhurst]
- **Annual Awards** [Inspire] [Fawcett, Lovelace & Pankhurst]
- **Mentoring Programme**
- **Women in Defence Careers**
- **Challenge Interviews** [Challenge] [Franklin, Fawcett, Lovelace & Pankhurst]
- **DSEI Panel Event**
- **Suppliers' Green Credentials** [Franklin, Fawcett, Lovelace & Pankhurst]

- **Management, Policies, Careers, and Inclusive Working Environment** [Franklin, Fawcett, Lovelace & Pankhurst]
- **Fast Streamer, Secondments and Volunteer Opportunities** [Franklin, Fawcett, Lovelace & Pankhurst]
- **Insight & Data Report** [Franklin, Fawcett, Lovelace & Pankhurst]

The additional criteria were achieved during 2023 as a result of:

- **Critical Mass Community** [Critical Mass] [Franklin, Fawcett, Lovelace & Pankhurst]
- **Critical Mass Summit & Report** [Critical Mass] [Franklin, Fawcett, Lovelace & Pankhurst]

Why is this a priority?

Government's 25 Year Environment Plan sets out goals for improving the environment within a generation and details how it will work with communities and businesses to do this. To meet the goals and targets it has set, government has identified six key areas in the plan through which it will focus action.

Activities in support of additional environmental improvements form the Model Award Criteria for this policy outcome in the model. The Reporting Metrics are based around the reduction of three of the target areas in the Greening Government Commitments: greenhouse gases, waste, and water. In addition, there are Reporting Metrics relating to protecting and improving the environment and creating green spaces.

Social Value Model Award Criteria

2023 BASELINE	2023 FINAL
01/5	01/5

The criteria being achieved is via:

- **Women in Defence UK Awards suppliers' green credentials.** [Fawcett, Lovelace & Pankhurst]

THEME 4

Equal Opportunity

Policy Outcome:
Reduce the disability employment gap.

Why is this a priority?

In its strategy for the Future of Work, Health and Disability government has set out its vision for a society where everyone is ambitious for disabled people and people with long-term health conditions, and where people understand and act positively upon the important relationship between health, work and disability.

Government is committed to increase the number of high-quality applicants available, to create a workforce that reflects the diverse range of customers it serves and the community in which it is based, and to bring additional skills to business. As part of these commitments, government is determined to see one million more disabled people in work over the next ten years. This commitment is reflected in the Reporting Metrics for this policy outcome.

Policy Outcome:
Tackle workforce inequality.

Why is this a priority?

Government is committed to tackling inequality and giving everyone across the country the opportunity to fulfil their potential. The Good Work Plan affirms government's ambition that all work should be fair and decent, and that everyone, regardless of where they live in the UK or which sector they work in, should be able to benefit from high quality jobs.

Furthermore, government is committed to tackling the scourge of modern slavery and has set out guidance on how departments must take action to ensure modern slavery risks are identified and managed effectively in government supply chains (see Procurement Policy Note 05/19 Tackling modern slavery in government supply chains).

The benefits that can be driven through social value can be a vital component in advancing equality, creating training and better employment opportunities, and combatting modern slavery. The Reporting Metrics under this policy outcome have been developed to focus on these outcomes.

Social Value Model Award Criteria

2023 BASELINE	2023 FINAL
04/17	04/17

- The criteria being achieved via Women in Defence UK's:
- **Critical Mass Community**
[Critical Mass]
[Franklin, Fawcett, Lovelace & Pankhurst]
 - **Critical Mass Summit & Report**
[Critical Mass]
[Franklin, Fawcett, Lovelace & Pankhurst]
 - **Annual Awards**
[Inspire] [Fawcett, Lovelace & Pankhurst]
 - **Mentoring Programme**
 - **Challenge Interviews**
[Challenge]
[Franklin, Fawcett, Lovelace & Pankhurst]
 - **Management, Policies, Careers, and Inclusive Working Environment**
[Franklin, Fawcett, Lovelace & Pankhurst]
 - **Insight & Data Report**
[Franklin, Fawcett, Lovelace & Pankhurst]

THEME 5

Wellbeing

Policy Outcome: Improve health and wellbeing.

Why is this a priority?

Benefits that can be driven through social value are an important tool in improving wellbeing. Government has partnered with Mind, the mental health charity, in the creation of the Mental Health at Work website, which includes documents, guides, tips, videos, courses, podcasts, templates and information from key organisations across the UK, all aimed at helping employers get to grips with workplace mental health. Government encourages employers to better support all employees, including those with mental health problems, to remain in and thrive through work.

Government is monitoring progress under this policy outcome by recording the proportion of suppliers in the contract supply chain who have implemented measures to improve the health and wellbeing of employees. It is also asking contracting authorities to report on the proportion of suppliers in the contract supply chain who implement the 6 standards in the Mental Health at Work commitment and, where appropriate, the mental health enhanced standards for companies with more than 500 employees in Thriving at work: The Stevenson/ Farmer review of mental health and employers with respect to the contract workforce.

Policy Outcome: Improve community integration.

Why is this a priority?

In the Civil Society Strategy government sets out how it wants all people to be able to thrive, connect with each other, and give back to their communities, whilst having a sense of control over their future and that of their community. As part of its drive to level up the UK economy, government is committed to enabling communities everywhere to collaborate with local private and public sector organisations in creating a shared vision for the places in which they live and work. A key area through which these organisations and communities can come together to make a difference is volunteering. This is reflected in the reporting metric for this policy outcome.

Social Value Model Award Criteria

2023 BASELINE	2023 FINAL
01/13	08/13

The additional criteria were achieved during 2023 as a result of Women in Defence UK's:

- **Quarterly Award Winners' Connection**
[Inspire] [Fawcett, Lovelace & Pankhurst]
- **Critical Mass Community**
[Critical Mass]
[Franklin, Fawcett, Lovelace & Pankhurst]
- **Critical Mass Summit & Report**
[Critical Mass]
[Franklin, Fawcett, Lovelace & Pankhurst]
- **Annual Awards**
[Inspire] [Fawcett, Lovelace & Pankhurst]
- **Mentoring Programme**
- **Women in Defence Careers**
- **Challenge Interviews**
[Challenge]
[Franklin, Fawcett, Lovelace & Pankhurst]
- **DSEI Panel Event**
- **Management, Policies, Careers, and Inclusive Working Environment**
[Franklin, Fawcett, Lovelace & Pankhurst]

In case you missed...



We're so proud of our brand-new website - see what you think!



Be sure to have a look at our Insights and Inspiration page



Check out our Challenge Interviews with Permanent Secretary - David Williams, outgoing Chief of Defence People - Lt Gen James Smith, GOC Army Recruitment and Initial Training - Maj Gen Tom Bewick.



Watch the videos and read the write up of our Critical Mass Summit 'Changing the face of Defence, how do you attract more women into the sector'



'Insights and Data', our joint report with the Women in Defence Charter is a great read, giving practical examples combined with the latest gender data



Not signed the Charter yet? Over eighty companies and organisations have, see who's on the list



new role



Are you looking for mentoring for some of our members

And finally, look out for our Social Value Impact report, due out at the end of the year

Name that tune...

- Initiative** Overcome - Nothing but Thieves
- March 2023** **Baroness Williams MP** Unwritten - Natasha Bedingfield
- March** Hall of Fame - The Script
- March** Whatever it Takes - Imagine Dragons
- April** Feeling good - Nina Simone
- March** **Commander Signatory** Ain't No Stopping Us Now - McFadden & Whitehead
- March** Unstoppable - Sia
- March** Girl on Fire - Alicia Keys
- March** 9 to 5 - Dolly Parton
- March** Sisters Are Doing It For Themselves - Eurythmics and Aretha Franklin
- March** Something Inside So Strong - Labi Siffre
- March** Fighter - Christina Aguilera
- March** Proud - Heather Small
- March** What a Wonderful World - Louis Armstrong
- March** Giant - Calvin Harris and Rag'n Bone Man
- March** The Champion - ...

Contact us

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