



**Deputy Commander (Operations), Air Member for Operations, Diversity & Inclusivity**

**Air Marshal G M MAYHEW CBE MA RAF**

Our people are the key to the Royal Air Force's success on operations and around the globe. I want to make sure the Royal Air Force is an amazing and inclusive place for our entire workforce, all of the time, and create an environment that brings out the best in all of us. I want to make sure that all members of our Whole Force can enjoy satisfying, interesting and motivating work. By their very nature, the challenges faced by our people demand innovative and creative thinking, which thrives because of an inclusive range of backgrounds, skills, cultures, thinking styles and life-experiences. I want to harness this diversity, ensuring that everyone can be themselves, be comfortable in sharing their views, and not feel compelled to fit into established norms. I want to foster a positive respectful and supportive environment where everybody feels their voice can be heard and everyone is valued for their individuality.

If anyone feels that there is an issue, or that something is not being addressed appropriately, they should be able to speak to anyone in their leadership team – including me personally – and know instinctively that their message will be heard, and that appropriate action will be taken. As I have set out in my Commander's Intent, I commit to addressing sources of discrimination, bullying, harassment and exclusion within my areas of responsibility and across the entire Royal Air Force. I also demand that leaders at every level demonstrate moral courage and the highest standards of inclusive behaviour, recognising the energy, value and effectiveness a truly diverse and fully inclusive workforce brings to the Royal Air Force. We must work together to tackle any unacceptable behaviour and attitudes, whilst creating an environment that values and supports our people.

I pledge to set the example and live these values - and invite anyone to challenge me if I fail to follow these behaviours. Because if I do, it will be through accident or oversight – never deliberately.

A working environment where people treat each other with respect, integrity and with the service's interest first will be an excellent one – one that people continue to engage in, feel valued by, and motivated to support. So, let us all work to harness that environment and challenge any divergence from that with positivity and team spirit.