

A silhouette of a soldier in full combat gear, including a helmet and a rifle, stands in a field. The background is a dramatic sunset with orange and yellow clouds against a blue sky. The soldier is positioned in the center of the frame, facing slightly to the right.

SANDRA PERRON

OUT STANDING  
IN THE FIELD

A Memoir by Canada's First  
Female Infantry Officer

**SAS-137 Symposium on  
Integration of Women into Ground Combat Units**

Major (ret) Sandra Perron, CD, BA, MSc

**February 6th, 2019**

**Building on Leadership and Diversity**

**BO** **LD**



- 1.Put up and Shut Up**
- 2.Protest/Fight It**
- 3.Leave**
- 4.Become Competent**



**X**



# Physical Standards



**Operational**

**Effectiveness**

DEMO

CPL



GROUP COHESION



**1 We must challenge our vision of the “perfect” employee (soldier, police officer, firefighter, admin assistant, nurse, etc).**





THE MEMORY  
**PROJECT**





# Implicit Biases Start Early



Google

soldier





Police - Wikipedia  
en.wikipedia.org



Auxiliary Unit - Peterborough Police ...  
peterboroughpolice.com



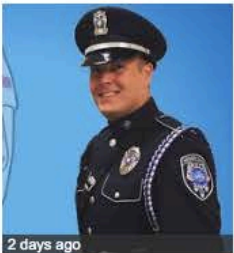
Dryden Police Service - City of Dryden  
dryden.ca



Cornwall Community Police Service  
cornwallpolice.ca



Police officer injured after violent ...  
theage.com.au



2 days ago  
Police Officer Jason Seals, ...  
odmp.org



Police body-worn cameras 'not a magic ...  
thestar.com



Police failing to respond to 999 calls ...  
independent.co.uk



Heavily armed police presence ...  
vancourier.com



13 hours ago  
Toronto police chief says as ...  
theglobeandmail.com



Camden County Police (@Ca...  
twitter.com



Nebraska at Kearney ...  
omaha.com



police the right to legalise cannabis ...  
dailymail.co.uk



Man fatally shot by St. Paul police ...  
mprnews.org



Police Departments Need to Stop Posting ...  
wired.com



California Police Arrest Teenage 'SIM ...  
cointelgraph.com



Google

doctor



Google

muscle



Google

architect



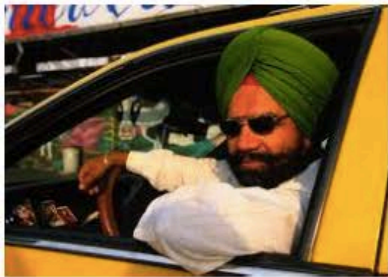
Google

driver



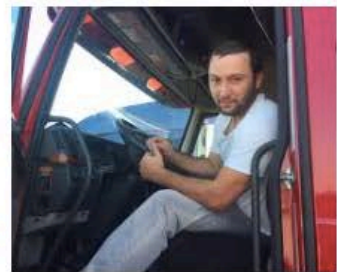
Google

cab driver



Google

trucker





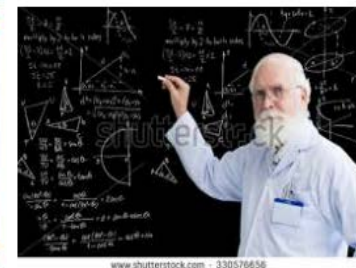
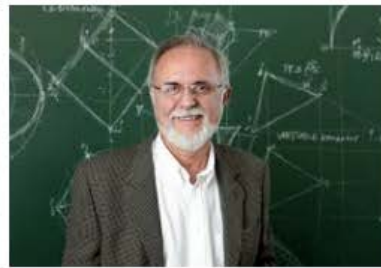
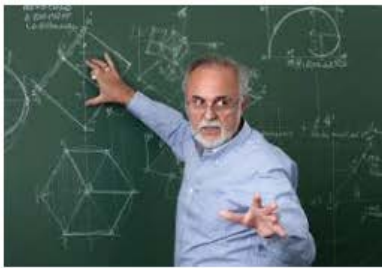
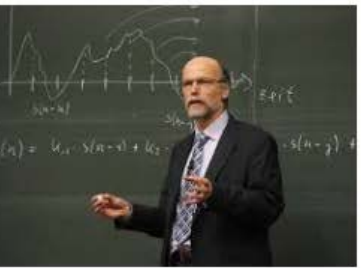
Google

teacher



Google

Professor



Google

daycare



Google

boat



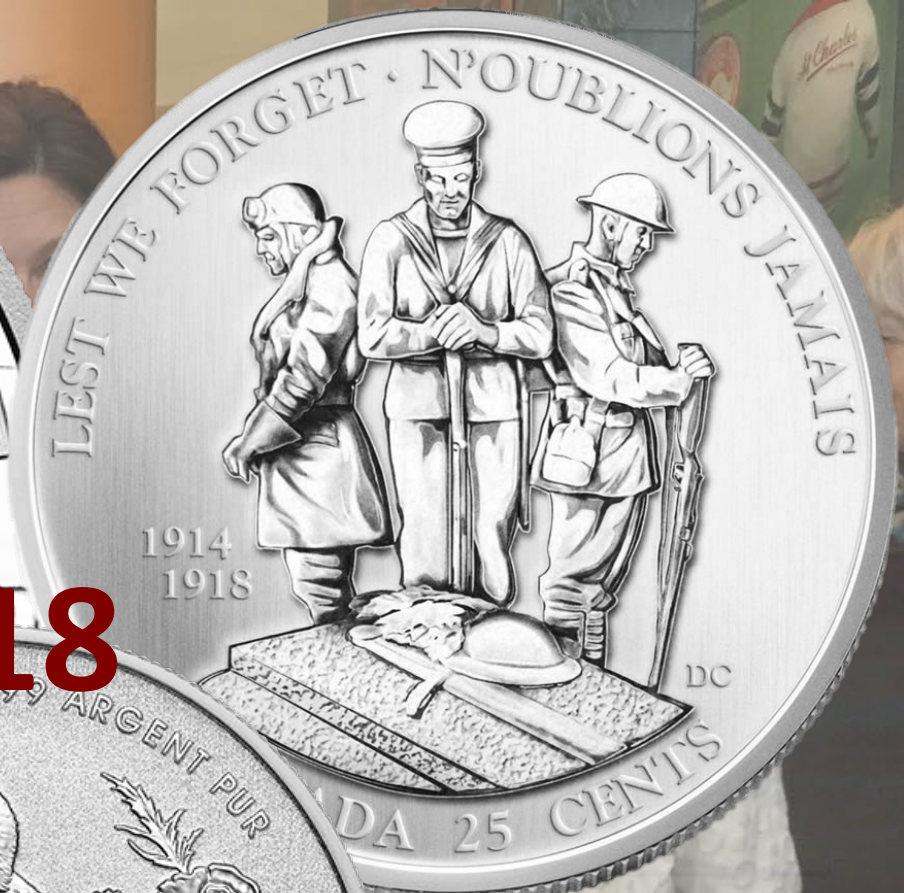




# Implicit Biases Start Early – Stereotypes Persist

## CANADIAN MINT'S 2016 NATIONAL HEROES





2018

# 2

## Leadership is not treating everyone the same.



**So, what needs to be done?**

**We must become**

**Change Agents**



# 1. ORGANIZATION / LEADERS



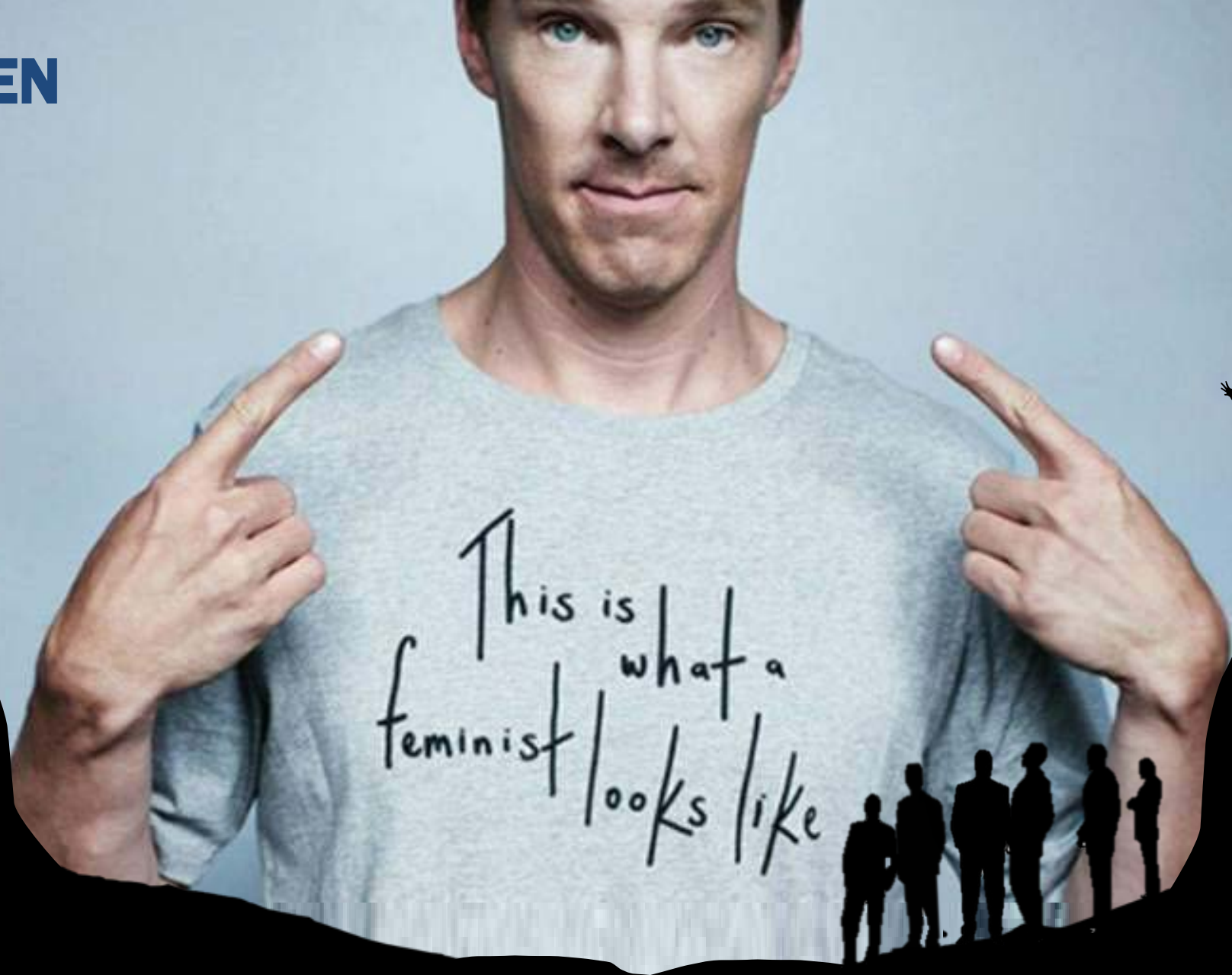


FREEDOM

COMFORT ZONE

金塔塔清  
折原大

## 2. MEN



This is what a  
feminist looks like





**If You Never Wore The Uniform,  
Marched 20 Miles With Full Gear,**



**You Have NO Right To Tell  
These Men You Know What  
Is Best For Them!**



**HELL HATH NO FURY LIKE A  
SOLDIER**

**AVENGING HIS BROTHER**

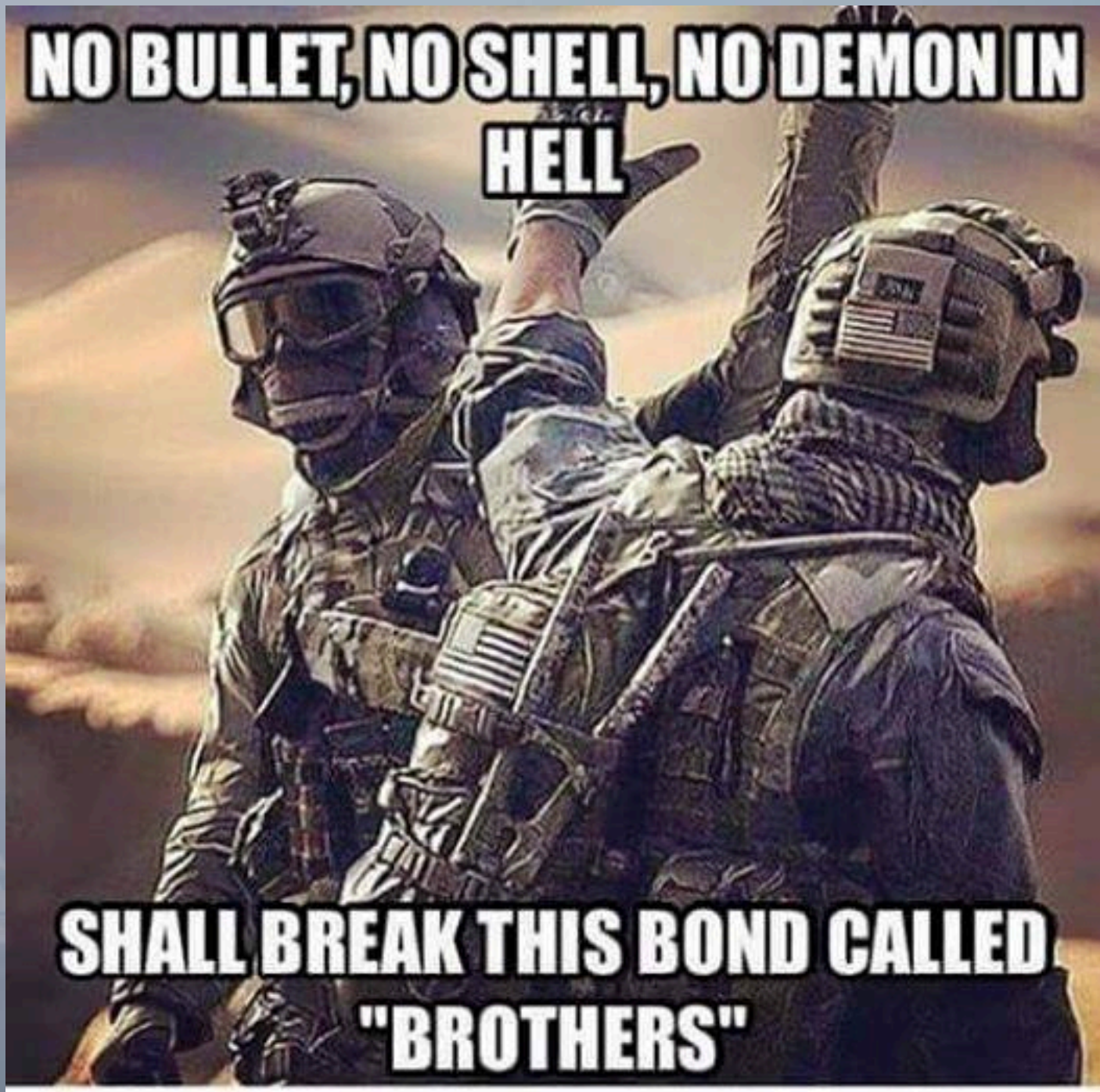
A KISIAH CONCEPT



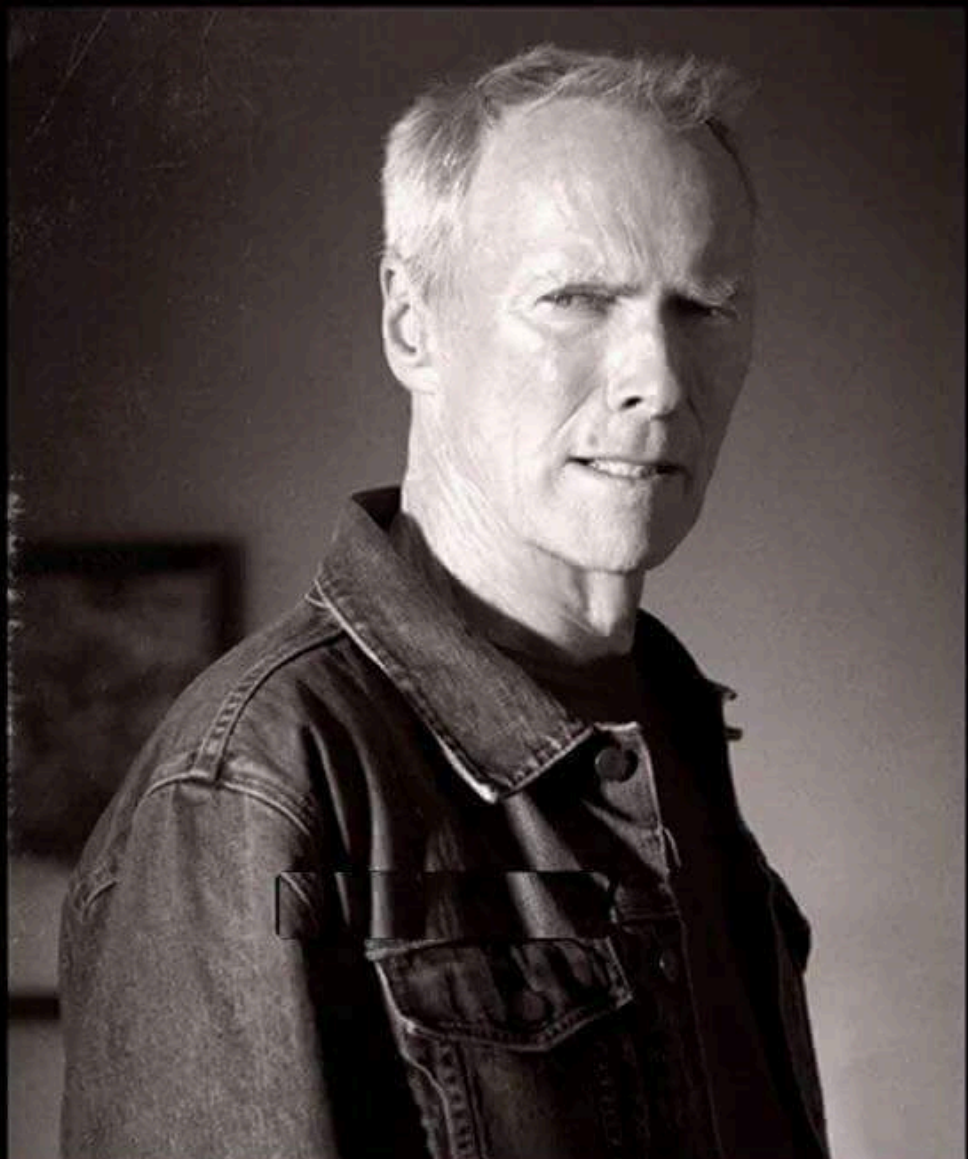
**NO GENDER CONFUSION HERE**

**NO BULLET, NO SHELL, NO DEMON IN  
HELL**

**SHALL BREAK THIS BOND CALLED  
"BROTHERS"**

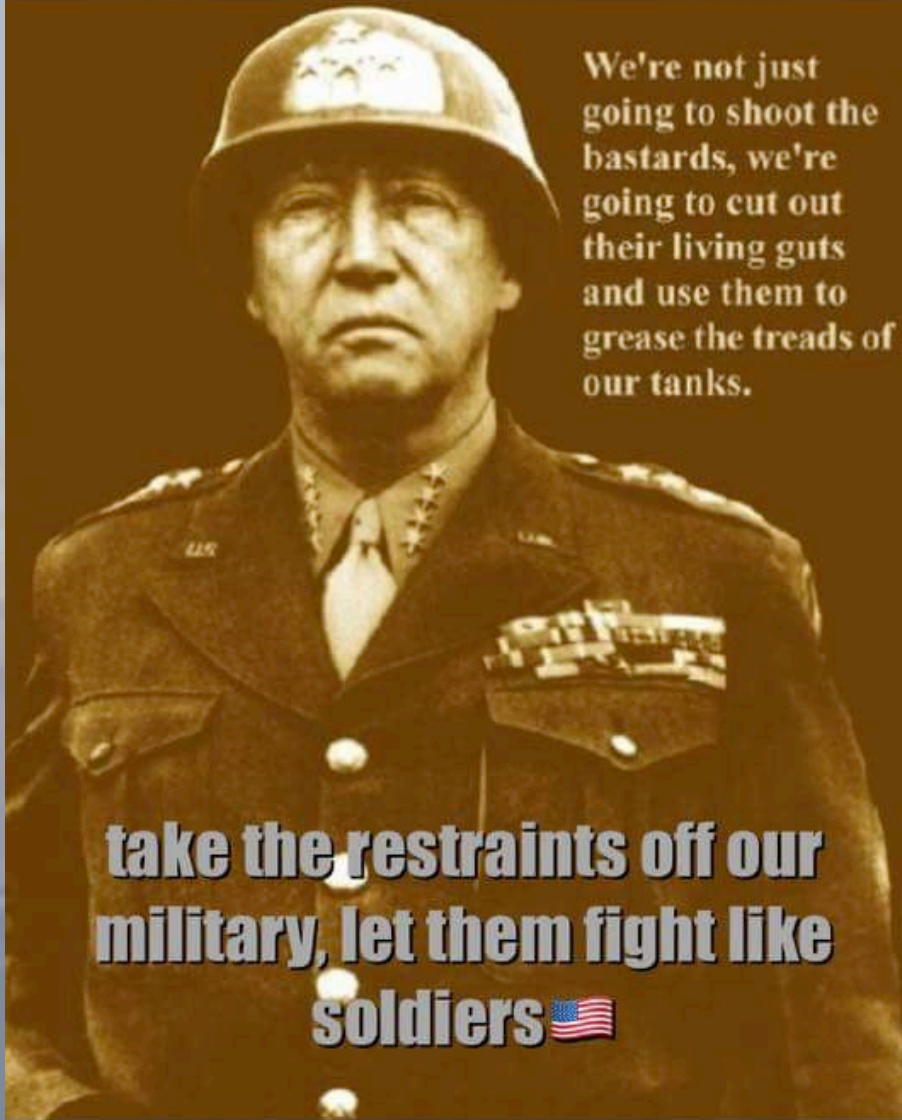


**I MISS THE GOOD OLD DAYS.**



**WHEN EVERYBODY WASN'T AN  
OVERLY SENSITIVE PUSSY!**

**stop acting like a bunch  
of pussies!! it is a war,**



We're not just  
going to shoot the  
bastards, we're  
going to cut out  
their living guts  
and use them to  
grease the treads of  
our tanks.

**take the restraints off our  
military, let them fight like  
soldiers** 🇺🇸

### 3. WOMEN / FEMMES



**Change**

**Agents**

**We must be the mentors we wish we'd had.**



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Stay the course.

The image features a silhouette of a soldier in full combat gear, including a helmet and a rifle, standing prominently in the center. Behind the soldier, a diverse group of people is silhouetted against a vibrant sunset sky with orange and yellow clouds. The group includes several men in military-style clothing, a person in a wheelchair, a child, and a dog on the left. On the right, another soldier is kneeling and aiming a rifle. The overall scene conveys a sense of unity and support.

**LONG LIVE STRONG WOMEN  
AND  
THE MEN WHO ARE THEIR CHAMPIONS**