



## **ARMY GENERAL AND ADMINISTRATIVE INSTRUCTIONS**

### **VOLUME 2**

### **CHAPTER 75**

## **INCLUSIVE BEHAVIOURS – DIVERSITY, INCLUSION AND BEHAVIOURS POLICY, GUIDANCE AND INSTRUCTIONS**

This Chapter is sponsored by the Army D&I Team. It covers Diversity, Inclusion and Behaviours. These instructions apply to the Regular Army and the Army Reserve and should be read in conjunction with The Queen's Regulations for the Army 1975 (QR(Army)).

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**VOLUME 2**  
**CHAPTER 75**  
**INCLUSIVE BEHAVIOURS – DIVERSITY, INCLUSION AND BEHAVIOURS**  
**POLICY, GUIDANCE AND INSTRUCTIONS**

[Pers Pol(A)]

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**RECORD OF AMENDMENTS**

<b>AEL Number</b>	<b>Amendment Date</b>	<b>Authority</b>	<b>Amendment</b>
Issue 168	Mar 12	DM(A)	General review and update
AEL 92	Sep 17	DM(A)	General review and update
AEL 103	Aug 18	DM(A)	Update of policy link and addition of Annex C
AEL 104	Sep 18	DM(A)	Addition of Annex D
AEL 108	Jan 19	DM(A)	Minor amendment to Para 75.015
AEL 117	Oct 19	Pers Pol (A)	Update to reflect DM(A), EDIA and AEDIA name changes Update to Annex B, D&I training and addition of Annex E, Speak Out Policy
AEL 128	Sep 20	Pers Pol (A)	General review and update Addition of annexes covering Responsibilities of D&I Practitioners, Army Mediation Policy, Army Climate Assessment Policy and Diversity Champions, Advocates and Allies
AEL 129	Oct 20	Pers Pol (A)	Update to Mandatory Civil Service Training and change to the D&I(P) and D&I(A) course application process.
AEL 132	Jan 21	Pers Pol (A)	Amendment to Mandatory CS Trg and D&I(P) and D&I(A) course application process.
AEL 136	May 21	Pers Pol (A)	Addition of Unit D&I Board Requirements.
AEL 141	Oct 21	Army D&I	Addition of inclusion example. Update to Annex F.
AEL 149	Jun 22	Army D&I	General review and updates of all sections. Review of gender neutral language and PSED considerations included. Notably; <ul style="list-style-type: none"> <li>• links updated, reference JSPs/ AGAIs/other documents updated</li> <li>• POC and D&amp;I structures updated</li> <li>• Religion and Belief/ Marriage and civil partnership updated</li> <li>• Annex B – details on course application updated</li> <li>• Annex G+H - updated</li> <li>• Annex I - updated in-line with new CA ACSO</li> <li>• Annex J – amended to reflect updated TOR.</li> </ul>


1. **Equality Analysis.** As directed by Head of Diversity & Inclusion, this AGAI 75 (Inclusive Behaviours) has been considered against the Public Sector Equality Duty and whilst it does impact on people it does not impact adversely on any protected characteristic group and thus an Equality Analysis Impact Assessment (EQIA) was not completed. The initial assessment is archived and available from the author / owner.

2. **Inclusive Language.** As directed by the Executive Committee of the Army Board, all new Army policies and services must, where possible, use inclusive language. The sponsor of this AGAI 75 (Inclusive Behaviours) confirms that the content of this ACSO complies with the MOD's inclusive language guidance.

**VOLUME 2  
CHAPTER 75****INCLUSIVE BEHAVIOURS – DIVERSITY, INCLUSION AND BEHAVIOURS  
POLICY, GUIDANCE AND INSTRUCTIONS****The Chief of the General Staff's D&I End State**

An Army that is justifiably recognised as a demonstrably inclusive employer that respects difference, attracts talent from all areas of society, overtly embraces equality of opportunity and always challenges unacceptable behaviour.

If we are to be a combat ready and adaptable army, we must get the most out of our people. Key to this is creating a culture where all our people thrive. As an army:

- We must attract, train and retain the best talent capable of working in the complex, contemporary, operating environment.
- We must allow all personnel - both civilian and military to be themselves.
- We must create an inclusive and open culture and exploit the opportunities presented by employing a diverse workforce.

The British Army is a great institution. Let's make it great to be in for everyone.

**Gen Sir Mark Carleton-Smith KCB CBE ADC Gen**

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**VOLUME 2  
CHAPTER 75****INCLUSIVE BEHAVIOURS – DIVERSITY, INCLUSION AND BEHAVIOURS  
POLICY, GUIDANCE AND INSTRUCTIONS****Aim**

**75.001.** The aim of this instruction is to outline Army policy on D&I and to give guidance and instruction on its implementation in order to maximise operational capability through enhancing diversity and generating an inclusive working environment for all.

**Introduction – What is D&I and why is it important to the Army?****75.002. Definitions.**

a. **Diversity** is the recognition of differences between individuals or groups; some differences are protected in law but others, e.g. being a Reservist or a Regular, or wearing different cap-badges, are not. The UK has an increasingly diverse population including greater racial diversity and a more varied expression of non-traditional family structures and gender identities.

b. **Inclusion** reflects good diversity management; ensuring that all individuals, no matter their unique differences, feel they belong to the wider team. Fundamental to the business of warfighting is operational effectiveness. This is delivered through the maintenance of fighting power which comprises three main components: conceptual, physical and moral. Respect for others and D&I directly impacts upon the physical and moral components.

'Diversity is being invited to the party, inclusion is being asked to dance', Veran Myers

**75.003. The Case for D&I.** D&I in the Army is about delivering operational effectiveness by maximising talent and getting the very best from our people.



**75.004.** The importance of getting D&I right is recognised across both public and private sectors and comprises four elements:

- a. **Legal Case.** Compliance with the [Equality Act 2010](#) and the Army's obligations under the [Public Sector Equality Duty](#) requires action that seeks to:
  - (1) Eliminate discrimination, harassment and victimisation;
  - (2) Advance equality of opportunity between persons who share a relevant protected characteristic<sup>1</sup> and persons who do not share it;
  - (3) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
  - (4) Army personnel may be held personally liable either by the Army, an Employment Tribunal (ET) or even a criminal court for their behaviour, if their actions are judged to have been discriminatory.
- b. **Business Case.** Attracting and retaining the very best talent irrespective of protected characteristics is vital. With rapidly changing UK demographics, it is important that the Army reflects the society it serves and attracts talented individuals from all minority groups and communities. This approach makes good business sense, by contributing to diversity of thought, and enhances the Army's reputation as an inclusive employer.
- c. **Moral Case.** Providing equality of opportunity for all and treating everyone fairly, with dignity and respect is simply good leadership and is the right thing to do.
- d. **Operational Effectiveness.** The Army cannot function effectively without exceptional teamwork. If we fail to treat people properly, maximise the talent in our teams and genuinely seek to balance the needs of the Army with the needs of the individual, the team will be unable to function to its full potential. It is widely recognised that diverse teams, if well led by inclusive leaders, perform better. Diversity brings different perspectives to decision making, improved cultural awareness and avoids groupthink. Furthermore, an inclusive environment will ensure happier, more engaged and more productive staff which is positive for recruiting and retention. An example of a practice that promotes an inclusive environment can be seen at Figure 1.

**75.005. Diversity and Inclusion is about:**

- a. Treating everyone fairly, with dignity and respect.

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<sup>1</sup> Protected Characteristics are listed in the Equality Act as Race, Religion and belief, Sex, Sexual Orientation, Gender Reassignment, Age, Disability, Marriage and Civil Partnership, Pregnancy and Maternity. For operational reasons, the Army currently has limited exemptions from elements of the Equality Act (Para 75.019 refers).

- b. Recognising that we are all different and using those differences to benefit the team.

**Figure 1. Example of a practice for promoting an inclusive environment: Use of pronouns**

Service personnel and civil servants are welcome and encouraged to include gender pronouns in their email signatures and elsewhere, such as this:

*CSjt R Nelson RIFLES (he/him)*

This contributes to promoting an inclusive environment both by helping others to communicate with you, particularly if your gender is not obvious by your name (e.g. Jamie, Jo, Alex, Chris), and also helps to include people who may not conform to gender stereotypes, transgender and non-binary colleagues. Furthermore, it demonstrates a desire to promote an inclusive environment; people who share their pronouns help create a respectful and inclusive culture and encourage their colleagues do the same. Individuals may also consider introducing themselves with their pronouns where appropriate:

*"Hello, my name is Sgt Smith and my pronouns are she/hers."*

*"Hi, I'm Capt Harris, my pronouns are they/them."*

The inclusion of pronouns often prompts questions and conversations about the importance of inclusion and signals the user as an ally. Pronoun use in email signatures should therefore be encouraged but never made compulsory: this can undermine the intent. Some personnel, including LGBT+ personnel, may not feel comfortable including their pronouns in an email signature, and nobody should be pressured to do so.

- c. Removing all forms of bias, prejudice and stereotyping that lead to unfair and unlawful discrimination.
- d. Eradicating unacceptable behaviours, all forms of bullying, harassment and discrimination, thereby fostering an inclusive environment.
- e. Maximising talent.
- f. Good leadership - embodying and modelling the Army Values and Standards and the Civil Service Code.

**75.006. Diversity and Inclusion is not about:**

- a. Treating everyone exactly the same.
- b. Giving unfair advantage to minority groups or those with specific protected characteristics.
- c. Lowering standards of performance or discipline.
- d. Setting quotas.
- e. Being lenient on individuals who do not meet required standards.

**75.007. Behaviour.** Underpinning the creation of an inclusive environment is ensuring that individuals behave in accordance with the Values and Standards of the British Army and the Civil Service Code. Equally, it is important that people understand what to do if they experience or witness unacceptable behaviour, which may include bullying, harassment, discrimination or victimisation. Full details are included in [JSP 763](#) (The MOD Behaviours and Informal Complaint Resolution Policy) but are summarised below:

- a. **Seek Support.** Speak to your local D&I Adviser or Practitioner, line manager, chain of command, Trade Union, welfare staff or Padre as soon as possible. Additionally, Speak Out (Annex G), the Employee Assistance Programme (EAP) Helpline (for CS only) or the Defence BHD helpline.
- b. **Report it.** If criminal, MOD, Service or Civilian Police should be informed as soon as possible. An informal complaint can be made in accordance with JSP 763, a formal or Service complaint can be made in accordance with JSP 831 for Service Personnel, or via the civilian grievance process for Civil Servants. These provide details about how to make a complaint about bullying, harassment, discrimination or victimisation and assistance should be sought from your D&I(A).

**75.008. Army Diversity and Inclusion Framework.** The Army has developed a simple D&I framework around which behaviours and actions should be based. It is driven by good leadership and founded upon the Army's Values and Standards and the Civil Service Code.



## D&I – Direction, Guidance and Training

**75.009.** The Army D&I Team, working alongside Personnel Policy within the Personnel Directorate is responsible for D&I direction, policy and training guidance. Current D&I Team post holders and contact details can be found on the Army D&I Sharepoint Site. Individuals in need of advice or guidance should, in the first instance, send the query to the D&I shared mailbox - [ArmyPers-Diversity@mod.gov.uk](mailto:ArmyPers-Diversity@mod.gov.uk).

**75.010.** Diversity and Inclusion is a whole force activity and the term covers all Army personnel, Civil Servants and Contractors working in Army organisations.

**75.011.** D&I publications, leaflets, ABNs and DINs are published regularly and reflect important changes to laws or policy, and to promote events and activities. All current D&I policies, publications and resources can be found in the D&I Toolkit on the [Army - Diversity, Inclusion & Behaviours Sharepoint](#) and published on the [Army D&I\( Defence Connect Page](#) when released.

**75.012.** Units are required to publish [Annex A](#) to this AGAI on Unit Orders every 6 months in order to ensure that personnel are reminded of Army policy on BHD and made aware of what constitutes unacceptable behaviour.

**75.013.** D&I training is mandatory for all personnel. Full details are at Paras 75.014, 75.015 and Annex B.

### **Individual, Unit CO/HoE/Dept Head and Formation Responsibilities**

**75.014. Individual Service Person.** Everyone has a duty to live by and demonstrate the Values and Standards of the British Army which includes demonstrating Respect for Others. The following must be completed annually:

- a. **Training.** Completion of annual ITR Behaviours training is mandatory. This will include attending a central brief delivered by the Commanding Officer or Department Head and completion of additional DI&B trg from the Virtual Bookshelf as part of the Unit D&I plan. In extremis, where individuals cannot attend the CO's brief, ITR Behaviours training may be completed on the DLE.
- b. **OJAR/SJAR D&I Objective.** [Annex A to Chapter 2 of JSP 757, Part 1](#) provides direction on the inclusion of a mandatory D&I Objective. Whilst templated D&I objectives are provided in the JSP, subjects and reporting officers are strongly encouraged to work together to tailor the objective to reflect individual circumstances and hold individuals to account where required.

**75.015. Individual Civil Servant.** All Civil servants have a duty to live by and demonstrate the [Civil Service Code](#).

- a. **Mandatory D&I Training (annual).**
  - (1) Diversity & Inclusion (2020). This course has been updated to include Unconscious Bias training. Available on [Civil Service Learning](#).
  - (2) Active Bystander Fundamentals. Available on the [DLE](#).
- b. **Optional Training.** Defence Diversity & Inclusion Fundamentals ([DLE](#)).

**75.016. Unit Commanding Officer/Head of Establishment/Department.**  
Responsibilities include:

- a. **CO's/HoE's D&I Policy Statement.** Each CO/HoE/Dept Head is to have a publicly displayed D&I policy statement which outlines the law, Army policy, their

personal commitment and the responsibilities of all Unit personnel in creating an inclusive culture and climate.

b. **Provide Trained D&I personnel.** Appoint 2 x D&I(A)s (for both Regular and Reserve Units) and 1 x D&I(P) per Sub Unit. Where units do not have qualified D&I(A)s, units should request support from a qualified D&I(A) nearby or in a supporting HQ. D&I(P)s are not to undertake the role although can signpost issues to the D&I(A). It should be clear and obvious who the D&I(A)s and D&I(P)s are and how anyone requiring advice can get in touch with them. D&I(A) and D&I(P) roles can be carried out by both military and Civil Service personnel.

c. **Review Monthly D&I Logs.** As per JSP 763, Appx 3, Annex I the lead D&I(A) is to provide an anonymised D&I report highlighting formal and informal complaints submitted and ongoing. This allows the CO to determine if there are any areas of concern that they may wish to address in their training plan.

d. **Mandatory Training.** Lead and deliver annual ITR Behaviours Training and ensure all personnel are in date. In conjunction with the lead D&I(A), create a Unit D&I Plan to promote inclusion, celebrate diversity and improve behaviours.

e. **Climate Assessments (CA).** All Army Commanders should expect their unit/establishment to undertake a minimum of one Climate Assessment during their tenure, for best effect this should be within 6 months of assuming command. A CA is designed to provide all those in command with an independent assessment of the lived experience of personnel in their unit and the opportunity to address issues which may exist or arise during their command. In addition, civil servants and contractors working in the unit will be invited to participate in CAs. Annex I provides further detail and guidance.

f. **Bullying Harassment & Discrimination Policy.** The Army has a zero tolerance policy for BHD; Annex A to this AGAI is to be published on Unit Part One Orders every 6 months.

g. **G1 Support Inspection (G1SI).** An element of this unit inspection is focused on D&I. Questions relate to policy compliance, D&I(A) and D&I(P) appointments, training and complaint handling.

h. **Unit D&I Board.** Units and Formations are to have a Unit D&I Board (which can be physical and/or virtual) which can be accessible by all.

It must include the following:

- CO's D&I statement.
- Signpost local D&I(A) and D&I(P).
- Information about support organisations including; Employee Support Networks, Army Mediation Service, the Speak Out Confidential Helpline and the BH&D helpline.

It could also include:

- D&I training opportunities.
- Forthcoming Army and Unit D&I events.
- Unit Diversity Allies details and information.

i. **Complaints.** Ensure that all personnel understand the available support mechanisms in place and the process for submitting formal (service) and informal complaints.

j. **Complaints Management.** In the event of a BHD complaint being made by an individual, the CO is responsible for processing and handling the complaint quickly, confidentially and appropriately. Swift and proper handling of BHD complaints is of benefit both to the individual and to the Army and informal resolution should be considered at the outset of all complaints.

**75.017. Formation.** Responsibilities include:

- a. Support and review the effectiveness of the CO's Climate Assessment Plan (submitted to 1\* HQ following each Level of Climate Assessment), and other mandated D&I actions/interventions.
- b. Direct Unit level Climate Assessments when a requirement is identified.
- c. Ensure that mandatory G1 assurance and auditing of D&I is conducted. An element of the G1SI is focussed on D&I policy compliance.

## **Bullying, Harassment and Discrimination**

**75.018.** The MOD and Army has a zero tolerance approach to Bullying, Harassment and Discrimination (BHD) which explicitly includes a zero-tolerance approach to unacceptable sexual behaviours. Full details, definitions and guidelines on the Army's approach to BHD are included in Annex A.

## **Policies and Guidance for Specific Aspects of D&I**

**75.019. Protected Characteristics.** The Equality Act 2010 prohibits discrimination on the basis of a list of protected characteristics as listed below. The Act applies to the Armed Forces, with some specific exceptions, including the 'blanket' exception for age and disability discrimination. Also excepted is discrimination to assure the fulfilment of another statutory obligation, such as in relation to health and safety as required by the Health and Safety at Work Act 1974. At all times, the Army strives to meet its legal obligations in relation to unlawful discrimination.

- a. Race.
- b. Religion or belief (including non-belief).
- c. Sex.
- d. Sexual Orientation.

- e. Gender Reassignment.
- f. Marriage and Civil Partnership.
- g. Pregnancy and Maternity.
- h. Disability.
- i. Age.

Whilst all policy is written in accordance with the Equality Act, there are additional Defence and Army policies and guides which are directly linked to some of these protected characteristics.

### **Religion & Belief (including Non-Belief)**

**75.020.** All those with command or line management responsibility should make themselves aware of the main features of the religions and beliefs observed by their personnel and staff.<sup>2</sup> Useful publications available on the internet, Defence Intranet or through Sharepoint include the [Guide on Religion and Belief in the MOD and the Armed Forces](#) and [AGAI 59, Dress and Personal Appearance](#).

**75.021.** MOD policy conforms with the [Equality Act 2010](#) such that reasonable requests from personnel to accommodate religious observances and beliefs should be met, where practicable; bearing in mind that refusal may be discriminatory if it cannot be sufficiently justified. In exceptional circumstances it may not be possible for legitimate requests to be agreed, for example where it would create the strong likelihood of an adverse impact on operational effectiveness or would jeopardize health and safety. However, in most circumstances it should be possible to resolve difficulties through sensible local management and dialogue with the individual affected. The Royal Army Chaplain's Department is responsible for the provision of religious ministrations to the personnel of the Army in peace and war, as well as to their families. It will also promote, by all practical means, the spiritual and moral welfare of the entire military community.<sup>3</sup> Furthermore, chaplains are responsible for ensuring that appropriate provision is made for the moral guidance, spiritual support and pastoral care of SP of Christian denominations, religious affiliations and recognised belief systems different from their own. This includes ensuring that, where appropriate, suitable opportunity for religious observance is provided.<sup>4</sup> Further advice can be obtained from the Army D&I team. In addition, the Armed Forces employ Civilian Chaplains to the Military, representing Buddhist, Hindu, Jewish, Muslim and Sikh faith leaders. They provide pastoral care and are an expert source of authoritative advice and assistance and can be contacted via the Armed Forces Chaplaincy Centre at Beckett House, UK Defence Academy. There are several other Defence Networks who act to support SPs of other faiths, beliefs, traditions and philosophies.

**75.022.** The law does not stipulate that employers must provide time or facilities for religious or belief observance in the workplace. The MOD policy, however, seeks to enable personnel of different religions or beliefs to undertake religious observance wherever

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<sup>2</sup> QR(Army) para J5.261 on [MODNET](#) and [Defence Connect](#).

<sup>3</sup> QR(Army) Annex B to Chapter 4 para 1 on [MODNET](#) and [Defence Connect](#).

<sup>4</sup> QR(Army) para 5.274.a on [MODNET](#) and [Defence Connect](#).



practicable and to respect and accommodate their religious requirements. COs are responsible for initiating administrative action for the provision of churches and World Faith Prayer Rooms under approved policy.<sup>5</sup> Individuals are often content to agree a course of action that balances their needs against the needs of the Army to the benefit of both.

**75.023. Acts of Remembrance.** Acts of Remembrance, on Armistice Day and others, should be inclusive and seek to avoid being conducted as a wholly religious event. Acts of Remembrance should be agnostic of religious elements and separated from Remembrance Services. This may be achieved by holding a religious service after the Act of Remembrance. No officer or soldier on such a parade is to be expected to take part, against their wishes, in a service of any religion, denomination or recognised belief system other than their own or in any joint service.<sup>6</sup>

**75.024. Remembrance Sunday.** Remembrance Services around the country mirror the formal Act of Remembrance which takes place at the Cenotaph in London. It is common for units to support local services and events and doing so is positive for the Army. It is important that those who do not adhere to the faith of the supported religious service are not forced to attend such services, although they may choose to do so as part of Respect for Others, supporting colleagues and unit cohesion. Those who elect not to attend a religious service which does not align with their faith must not experience discrimination as a result. An example of such discrimination might be an individual being given additional duties during the service/event and being unable to join in the Act of Remembrance. Members of different faiths should be supported in attending other Acts of Remembrance; for example, the Defence Humanist Network hold an annual secular Remembrance event for non-religious Defence personnel.

## Marriage/Civil Partnership

**75.025. Civil Partnership and Same Sex Marriage.** Since the introduction of the Civil Partnership Act in 2004 and the Marriage (Same Sex Couples) Act in 2014, a same sex couple in a marriage or civil partnership are afforded the same rights as couples in a heterosexual marriage. The MOD complies with this legislation.

**75.026. Use of Military Venues for Same-Sex Marriage.** Local advice should be sought as to the use of military venues for same-sex marriage ceremonies. The use of military churches for same-sex marriage requires the church to be registered with the General Registrar's Office, which has jurisdiction in England and Wales. For military churches in Northern Ireland, Scotland and overseas, the process is different. Currently only St Barbara's in HMS Excellent, St Barbara's in Chatham and St Barnabas in Dhekelia are registered. If couples wish to use another military church, they are required to apply for Ministerial permission; advice should therefore be sought from Unit/ formation chaplains as early as possible. It should be noted that same-sex marriage ceremonies or blessing ceremonies are not currently permitted within Church of England or Roman Catholic *consecrated* churches and chapels. Furthermore, only chaplains who consent to conduct same-sex marriage and are from specific Sending Churches, are permitted to conduct same-sex marriage.

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<sup>5</sup> QR(Army) para 5.268.b on [MODNET](#) and [Defence Connect](#).

<sup>6</sup> QR(Army) para 5.268.d on [MODNET](#) and [Defence Connect](#).

## Gender Reassignment

**75.027. Transgender Personnel.** The policy for the recruitment and management of transgender personnel in the Armed Forces is laid down in [JSP 889 – Policy for the Recruitment and Management of Transgender Personnel in the Armed Forces](#). Management of transgender personnel is a sensitive and complex matter hence early discussion with the Army D&I Team ([ArmyPers-Diversity@mod.gov.uk](mailto:ArmyPers-Diversity@mod.gov.uk)) and the transgender representative of the [Army LGBT+ Network](#) is recommended. Additional guidance is given on the management of gender identity at [Annex C](#).

## Disability

**75.028. Disability Toolkit.** A comprehensive toolkit to assist in supporting those with disabilities, contribute to an inclusive environment and allow all reasonable adjustments to be made can be found [on DefNet](#).

## Pregnancy, Maternity & Paternity

**75.029.** Policy for the management of personnel who are pregnant and for maternity and paternity arrangements can be found in [JSP 760 - Tri-Service Regulations For Leave And Other Types of Absences](#), including details of chain of command/line management responsibilities. It is important to note that all Leave policy is applicable to eligible personnel in same-sex relationships. The policy provides detailed guidance on the management of individuals both before and after childbirth, particularly in respect of time off, leave, appraisals and appointments. Additional support and guidance can be found in [Pregnancy and Maternity - A Guide for Servicewoman](#) and [Pregnancy and Maternity - Guide for Commanders and Line Managers](#).

**75.030.** The guiding principle is that personnel should not be disadvantaged in any way as a result of being pregnant or taking parental leave. Careful consideration must be made in respect of reporting periods for OJARs and SJARs and no mention should be made of an individual's status or circumstance, as per [JSP 757 Part 1](#). Consultation with the relevant Army Personnel Centre (APC) desk officer is advisable in order to avoid any unintended consequences as a result of unit administrative or reporting arrangements.

**75.031.** Another key requirement is to allow opportunity for the individual to return to their current appointment following parental leave unless they wish to do otherwise or are due to be assigned. Agreeing a planned course of action with the individual, and with their APC desk officer, is recommended in order to identify and resolve potential difficulties. Units should also be mindful of the need to allow time off for medical appointments and to arrange a graduated return to work following parental leave.

**75.032. Childcare and Flexible Working.** Policies and guidance in respect of childcare and flexible working are not specifically D&I issues nor are they a protected characteristic in accordance with the Equality Act and the criteria in Para 75.019. However, Paras 75.033 & 75.034 are linked to those relating to Pregnancy and Maternity and are included here to assist in supporting Service parents.

**75.033.** Childcare policy is outlined in [AGAI Vol 3 Ch 81](#) which highlights the need for serving parents to provide a childcare plan and the requirement to allow sufficient time for

individuals to make childcare arrangements, in order that they can fulfil their obligations as an Army employee. Policy and guidance relating to flexible working can be found in [JSP 750 - Centrally Determined Terms of Service, Flexible working and alternative work schedules](#), and [JSP 760 - Tri-Service Regulations For Leave And Other Types of Absences](#).

**75.034. Flexible Working and Flexible Service.** The range of different working patterns and terms of Service are covered in [JSP 750 - Centrally Determined Terms of Service](#). Flexible working is an adjustment to normal working patterns, agreed with line managers, in order to accommodate individual needs. Flexible working must not be interpreted as meaning reduced working time, it is working at different times. Flexible Service allows eligible service persons to work reduced hours with a commensurate reduction in certain entitlements. Full details and definitions are in JSP 750.

### Complaints - Informal & Service (Formal)

**75.035.** It is important that all Personnel have a clear understanding of the fundamentals of the Army's policy towards Inclusive Behaviours and the process for making a complaint. All personnel are entitled to submit a complaint if they believe they have been wronged in any way, treated inappropriately or unfairly. There are two key policy documents listed below that provide direction on complaints; the first for all types of complaints and the second outlining the informal complaints resolution process.

- a. [JSP 831](#) – Redress of Individual Grievances: Service Complaints.
- b. [JSP 763](#) – The MOD Behaviours and Informal Complaints Resolution Policy.
- c. [Civilian Formal Bullying, Harassment, Discrimination and Victimisation Complaints Policy and Procedures](#) - For Civil Servants.

**75.036. Informal Resolution.** Every allegation of bullying, harassment or discrimination is serious and will be treated as such. In the first instance, having witnessed or experienced BHD, individuals should consult with their line manager or unit D&I(A). Options for informal resolution should always be considered, which does not prevent submission of a formal complaint, and may allow satisfactory resolution as quickly as possible. Options for informal resolution are covered in detail in [JSP 763](#) but include speaking to the Respondent directly, writing to the Respondent, asking for the CoC/ management chain to intervene, using an MOD Colleague or TU Official, or by using mediation (full details of the Army Mediation Service are at Annex H). Unit D&I(A)s can provide further information and support.

**75.037.** Early and informal resolution to complaints is often the best approach, however care must be taken to avoid dismissing a serious issue when more formal action is required (this may include Administrative Action or involving the Service Police). An individual should never be dissuaded, or prevented, from making a Service Complaint or a formal complaint if that is what they wish to do but it is important they understand all the options available. It is also noteworthy that delays to making complaints must be avoided as there is a 3-month time limit in which formal complaints must be made.

**75.038. Service (Formal) Complaints.** Where the outcome of informal resolution is unsuccessful or its use deemed inappropriate, a Service Complaint may be submitted in accordance with [JSP 831](#), either via the Commanding Officer, direct to the Service Complaints Secretariat (SCS) or externally through the Service Complaints Ombudsman for the Armed Forces.

**75.039.** The Service Complaints Ombudsman for the Armed Forces (SCO) may be contacted by any service person. They will refer the complaint to the appropriate person in the Chain of Command.

Telephone: 0300 369 0689  
Email: [contact@scoaf.org.uk](mailto:contact@scoaf.org.uk)  
Website: <https://www.scoaf.org.uk/>  
Twitter: @SCOAF\_UK

**75.040.** Under the [Equality Act 2010](#) an Employment Tribunal does not have jurisdiction to hear a case involving a claim of discrimination by a member of the Armed Forces unless that person has made a service complaint about the matter within the relevant time limits (usually 3 months). Failure to do so will render a complaint to an Employment Tribunal inadmissible.

## **Command, Control and Governance**

**75.041. D&I Policy Formulation and Governance.** Director Personnel (D Pers) is responsible, on behalf of the Army Board, for the formulation and implementation of D&I policies for the Army. This responsibility is delegated to the Army D&I Team, which provides the Army focus for D&I advice and policy. Routine delivery of improvements to Army DI&B policy and measures of success will be delivered through the Diversity and Inclusion Campaign Plan.

**75.042. Diversity Statistics.** Biannually, the MOD publicly publishes diversity statistics for gender, ethnicity, age, religion and sexual orientation. This can be found on [gov.uk](#).

**75.043. Equality Analysis.** All MOD policies, processes and services are subject to an Equality Analysis which is designed to check potential effect of that policy on protected groups within the Army. Responsibility for and conduct of Equality Analysis is explained in [ACSO 3252 - The Conduct and Assurance of Equality Analysis for Army Policies and Services](#). This can also be used at unit level to ensure activity is inclusive.

**75.044. Awareness Training and Education.** The scope of all Army D&I training is outlined in [Annex B](#). Specialist training is provided by the Defence Leadership Centre Delivery Team (DLCDT) at the Defence Academy for those assuming the roles of D&I(A) and D&I(P) within units, and for senior officers (Brigadier and above, plus Colonels with Command responsibilities).

**75.045. Recruiting and Initial Training.** GOC Army Recruiting & Initial Training Command (ARITC) is responsible for ensuring that all personnel involved in recruiting and initial training have the appropriate training, skills, and knowledge with respect to D&I policies and practise.

**75.046. Career Management.** Pers Pol (A) is responsible for ensuring career policies and management processes have due regard to openness, fairness, clarity and equality of opportunity. MS is responsible for ensuring that all personnel involved in the implementation of these policies and practices have the appropriate training, skills, and knowledge with respect to D&I policies and practise.

**75.047. Complaints Procedures.** The Army Service Complaints Secretariat, Army Personnel Services Group (APSG) is responsible for processing Army Service Complaints, procedures for which are published in [JSP 831](#).

**75.048. Legal Advice.** Legal advice to the CoC may be sought from formation legal advisors or from Army Legal Services (ALS) SO1 Employment Law (Army Legal-Adv-Empl-Law-SO1).

## Conclusion

**75.049.** It is important that the Army maximises the talent of every individual. It is required by law to provide equality of opportunity for all regardless of their differences. Everyone should be able to bring their whole self to work and not be disadvantaged in doing so. Embracing a diverse workforce, creating an inclusive environment, and ensuring that the Values and Standards of the Army and the Civil Service Code are upheld is everyone's responsibility and, in delivering this, the Army will be a better place to work and an adaptable, combat ready and operationally effective Service.

## Annexes:

- A. Bullying, Harassment and Discrimination – Army Policy and Guidelines.
- B. Outline of Army Diversity, Inclusion and Behaviours Training and Virtual Bookshelf.
- C. Guidance on the Management of Gender Identity.
- D. Responsibilities of an Army D&I(A).
- E. Responsibilities of an Army D&I(P).
- F. Army Employee Support Networks.
- G. Army Speak Out Policy.
- H. Army Mediation Policy.
- I. Army Climate Assessments.
- J. Diversity Champions, Advocates and Allies.

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## ANNEX A TO CHAPTER 75 BULLYING, HARASSMENT AND DISCRIMINATION (BHD) ARMY POLICY AND GUIDELINES

### Policy and Legal Definitions

1. Bullying, harassment and unlawful discrimination (BHD) is never justifiable or acceptable in the Army. Those found guilty of unacceptable behaviour will be subject to administrative<sup>7</sup> or disciplinary action in accordance with [AGAI Vol 2 Ch 67](#)<sup>8</sup>, the [JSP 830 - Manual of Service Law](#) and [The Queen's Regulations for the Army 1975](#)<sup>9</sup>. Commanding Officers are entitled to initiate such action where there is evidence of wrongdoing, irrespective of whether a formal or informal complaint is made. Bullying covers unacceptable behaviour against an individual or group whether they are protected by the equality act (Race, Religion, belief or non-belief, Sex, Age, Disability, Sexual Orientation, Gender reassignment, Marriage & Civil Partnership, Pregnancy & Maternity), or not. For example, gender identity and gender expression, speaking with an accent, having a different cap badge or being injured are not protected characteristics but can still be the basis for bullying for which the Army has zero tolerance.

a. **Bullying.** Bullying has no legal definition but can be described in general terms as - "offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient". The perception of bullying can differ from person to person".

b. **Harassment.** Harassment is defined as being unwanted conduct related to a protected characteristic which has the purpose or effect of violating the recipient's dignity or of creating an intimidating, hostile, degrading, humiliating or offensive environment for the recipient.

c. **Protected Characteristics.** All personnel must recognise that a number of personal characteristics are protected by law under the [Equality Act 2010](#). It is noteworthy that all personnel have at least five of the protected characteristics listed below:

- (1) Race.
- (2) Religion or belief (including no belief).
- (3) Sex.
- (4) Age.
- (5) Disability.
- (6) Sexual Orientation.

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<sup>7</sup> The Service Test - Have the actions or behaviour of an individual adversely impacted or are they likely to impact on the efficiency or operational effectiveness of the Service?

<sup>8</sup> Alternative link to [AGAI 67](#) on Defence Connect.

<sup>9</sup> Alternative link to [QR\(Army\)](#) on Defence Connect.



- (7) Gender Reassignment.
- (8) Marriage & Civil Partnership.
- (9) Pregnancy & Maternity.

d. **Discrimination.** In simple terms, unlawful discrimination occurs where, because of a protected characteristic:

- (1) A person is treated less favourably than someone else (direct discrimination).
- (2) A working condition or rule disadvantages one group of people more than another and that working condition or rule cannot be shown to be a proportionate means of achieving a legitimate aim (indirect discrimination).

2. In addition, [2022DIN01-035, Zero Tolerance to Sexual Offences and Sexual Relationships Between Instructors and Trainees](#) sets out Defence's zero tolerance policy to unacceptable sexual behaviours.

3. BHD must not be confused with the requirement and authority of the Chain of Command to issue legitimate orders and provide military discipline where appropriate. The difference between the two is something that a leader might need to explain to those under their command.

### **Combating Bullying, Harassment and Discrimination**

4. Commanders and line managers at all levels, (Civil Servants, Officers, Warrant Officers and all Non-Commissioned Officers) have a responsibility to ensure the protection of their subordinates from BHD. Any abuse of, or disregard to this responsibility amounts to neglect.

5. All personnel are to be made aware of help that is available if they believe they are being subjected to bullying, harassment or discrimination or any other unacceptable behaviours. The range of help, advice and guidance includes the following:

- a. As a first step, personnel should speak to their immediate line manager or higher commander. If approaching the immediate Chain of Command is difficult or unsuitable, help can be sought in confidence from several other sources:
- b. The unit Diversity and Inclusion Adviser (D&I(A)) or Practitioner (D&I(P)).
- c. The unit Welfare Officer (UWO).
- d. The unit Padre or relevant Civilian Chaplains to the Military (representing Buddhist, Hindu, Jewish, Muslim and Sikh).
- e. Speak Out, the Army's confidential BHD Helpline, Tel: **0306 770 4656** or **96770 4656**, Email: [Army-Speakout@mod.gov.uk](mailto:Army-Speakout@mod.gov.uk), Mon-Fri 0830-1700.



- f. Defence BHD helpline: 0800 7830334
- g. The Army Mediation Service, Tel: **0306 770 7691**, Email: [Army-Mediation-0Mailbox@mod.gov.uk](mailto:Army-Mediation-0Mailbox@mod.gov.uk).
- h. The Civil Service [Employee Assistance Programme \(EAP\)](#)

6. All personnel are entitled to consult the Service Complaints Ombudsman for the Armed Forces (SCO) directly if they believe that their complaint has not been handled correctly, or they feel unable to complain through their own unit:

Telephone: 0300 369 0689  
Email: [contact@scoaf.org.uk](mailto:contact@scoaf.org.uk)  
Website: <https://www.scoaf.org.uk/>  
Twitter: @SCOAF\_UK

7. Where an individual wishes to make either a formal or informal complaint, advice on the complaints procedure is available from those listed above and detailed guidance is contained in [JSP 831 - Redress of Individual Grievances: Service Complaints](#) and [JSP 763 - Behaviours and Informal Complaint Resolution](#). It is important to note that formal complaints must be submitted within 3 months of the last occasion when any alleged unacceptable behaviour took place.

8. It is recognised that personnel will sometimes be treated differently to others either to account for specific needs of an individual (or group) or due to the needs of the Army. Treating people differently is perfectly acceptable, if individuals are treated fairly and dealt with in a manner that is lawful and can be objectively justified.

9. Fostering an aggressive spirit in soldiers is necessary to train them for operations and war. Soldiers must be self-reliant and robust, mentally and physically, and be capable of resisting pressure if they are to prevail in battle. Controlled aggression, self-sufficiency and strong leadership are very different to the use of intimidation or violence which characterise bullying. The difference between the two is clear:

- a. Positive encouragement in training develops individuals and groups and raises morale.
- b. Bullying is destructive to individual self-esteem and undermines unit morale and confidence in the Chain of Command. The effect of bullying on team cohesion and operational effectiveness is always destructive.

## **Description and Examples of Bullying**

10. Bullying can exist between peers, be directed downwards to subordinates and upwards to seniors. Any abuse or misuse of power intended to undermine, humiliate, denigrate or injure the recipient is of concern and most damaging to the Army's reputation. Initiation ceremonies come under the category of bullying and are not permitted.

11. Bullies may attempt to make excuses for unacceptable behaviour and bullying, referring to incidents in terms such as; a personality clash, a strong or robust leadership style, an attitude problem or an autocratic management style. However, bullying can

generally be recognised where the treatment of others cannot be objectively justified and by its effect which is always negative.

12. Bullying may be sustained over time or may be a single act of intimidation. It can never be justified by claims that the result of the bullying behaviour was improved performance by an individual or a unit. Such claims might even be believed by those behaving unacceptably towards others, but the reality is that motivation, mutual trust and respect are diminished and ultimately replaced by fear.

13. Examples of unacceptable behaviour include:

- a. The use of personal insults or labelling of individuals or groups with nicknames designed to undermine, humiliate or denigrate others.
- b. Unfair work allocation or exclusion from certain types of work.
- c. Unfair pressure about the speed and quality of work, for example, the use of double standards to ensure failure.
- d. Over-supervision and persistent criticism especially in front of subordinates.
- e. Blocking applications for leave or training without good reason.
- f. Use of physical force.
- g. Initiation ceremonies.

### **Description and Examples of Harassment**

14. Harassment may affect an individual's ability to perform their duties and, consequently, affect the performance, efficiency and safety of others. Harassment may take the form of persistent unwanted attention which continues after the recipient makes clear that he/she wants it to stop. However, a single incident can also constitute harassment, if sufficiently serious.

15. Examples of unacceptable conduct amounting to harassment include:

- a. Unwelcome sexual or other attention in the form of physical or verbal conduct.
- b. Subjecting an individual to insults or ridicule because of a Protected Characteristic or other characteristic.
- c. Suggestions that sexual favours may further an individual's career or that refusal may hinder it.
- d. Unfair work allocation or exclusion from certain types of work based on stereotypes related to a Protected Characteristic.
- e. Other behaviour of a consistent and offensive nature involving physical conduct such as touching, patting, pinching or brushing against another's body.

- f. Circulating or displaying sexually explicit material where it is intended, or has the effect of causing offence to others, is likely to constitute sexual harassment.
- g. Direct or indirect exposure to language or action of a suggestive or sexual nature.
- h. The inclusion of stories or jokes and illustrative material in formal presentations or lectures that may cause offence in relation to a Protected Characteristic.
- i. Comments such as 'there is no place for women/gays in the Army' are classed as harassment.
- j. Excluding an individual from conversation or social occasions because of a Protected Characteristic.
- k. The use of unacceptable language, e.g. the casual use of racist, sexist, or derogatory homophobic, biphobic or transphobic<sup>10</sup> terms, even if not directed at an individual, examples of this include use of words like "tranny", "freak", "bender", etc.

16. It should be noted that a claim that offence was not intended, is not a defence to a claim of harassment. The fact that other officers or soldiers have not objected to behaviour that the complainant finds offensive or objectionable is also not a defence. In addition, a person need not have one of the Protected Characteristics themselves in order to be offended or raise a claim of harassment.

## **Victimisation**

17. Victimisation generally means treating a person worse than others because they have made a complaint or allegation about something or somebody. Victimisation is unlawful and considered to be a very serious matter. Those found guilty of victimisation are likely to receive significant sanction either through administrative action or formal disciplinary action.

## **False Allegations**

18. False or malicious allegations of BHD or unacceptable behaviour is serious personal misconduct and offenders may be subject to administrative action or formal disciplinary action.

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<sup>10</sup> Homophobia is defined as 'dislike of, or prejudice against, homosexual people'; Biphobia is defined as 'dislike of, or prejudice against, bisexual people' and Transphobia is defined as 'dislike of, or prejudice against, transgender people or those who have non-binary identities'.

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## ANNEX B TO CHAPTER 75

### OUTLINE OF ARMY DIVERSITY, INCLUSION AND BEHAVIOURS TRAINING & VIRTUAL BOOKSHELF

#### Introduction

1. D&I training is important to ensure the success of the Army's D&I policy. Formal training takes place at key career stages and a CO's brief is mandated on an annual basis as part of ITR Behaviours. To effect cultural change, commanders must incorporate diversity and inclusion in all they do and recognise the value and contribution to operational effectiveness; D&I should be embedded into all aspects of unit life and training. The Armed Forces D&I training policy is laid out in [JSP 822 - Defence Training and Education Leaflet](#). For Civil Servants, mandated training is laid out in [Summary of Mandatory Learning](#).
2. The Army's DI&B training objectives will be met through a variety of training delivery means. Some of the objectives will be met by the provision of formal courses; others will be met by delivering informal and formal, in-Unit training. All D&I training will be evaluated on a frequent basis to ensure it delivers Service personnel trained and informed to meet the Army's DI&B requirements.
3. Effective DI&B training should seek to instil an inclusive culture where BHD and unacceptable behaviours are not tolerated and are challenged where they are identified. It should also provide information on the law, MOD and Army policy, and the procedures to be followed. This is particularly important in the content of leadership and management courses.
4. Annual mandated training, training at key career stages and specialist D&I training is articulated in this annex.

#### Mandated Individual Training

5. Military personnel are mandated to complete the following D&I training:

Training	Training Delivery	Mandatory	Frequency of training
ITR Behaviours	Commanding Officer	Yes	Annually (All ranks). Whilst not mandatory, Civil Servants should be encouraged to attend.
Workplace Induction Programme (WIP)	Unit Trg Team	Yes	On arrival in unit and every 3 years thereafter (All ranks)

6. **Behaviours Training.** In support of ITR Behaviours, Commanding Officers must direct additional activities from the D&I Trg Virtual Bookshelf. These can be chosen to support the Unit's specific climate, circumstances and training programme. Full details of the available training activities are detailed in para 18.
7. **D&I training for Military Managers of Civil Service (CS) Personnel.** Military personnel with Line Management (LM) reporting responsibilities for Civil Service personnel are mandated to complete Diversity & Inclusion (2020) available on Civil Service Learning.

8. **Training for Army personnel sitting on promotion and selection boards.** All personnel who are required to act as board members on promotion or selection boards are to complete the following mandatory pre-board training:

- a. Diversity & Inclusion (2020) available through Civil Service Learning (valid for 3 years).
- b. ITR Behaviours (annually).

### Career Stage Training

Training	Training Delivery	Mandatory	Frequency of Training
Initial Training D&I Presentation	Initial Trg Establishments	Yes	Once during initial training (All ranks)
JNCO ALDP	A&S delivered. Use of Dilemma and the Challenging Behaviours scenarios to discuss D&I and V&S during the course.	Yes	Once
SNCO ALDP	A&S delivered Part 1 (Includes interactive scenario-based training)	Yes (for those selected for promotion to Sgt)	Once
WO ALDP	Interactive scenario-based training	Yes (for all SSgts selected to WO2)	Once
RSM Course	Army D&I Team	Yes (for all selected for RSM appointments)	Once
Late Entry Officers Course	Army D&I Team	Yes (for all LE Cpts)	Once
All Arms Adjt Cse	Army D&I Team	Yes (for those selected for Adjt appointments)	Once on Adjt Cse
ICSC(L) Presentation and Syndicate Room Discussions	Army D&I Team	Yes (for those selected for ICSC(L))	Once during ICSC(L)
Commanding Officer Designate Course (CODC) Presentation	Army D&I Team	Yes (for those selected for CO appointments)	Once during CODC
Leading Diverse and Inclusive Organisations (LDIO)	DLCDDT	Yes (OF6 and above, all OF5 Comd Appts, APC OF5s)	On promotion to OF6 and every 3 years thereafter. (OF5 not in a Comd Appt by exception)

### D&I Specialist Training

Training	Training Delivery	Mandatory	Frequency of Training
Diversity and Inclusion Practitioner (D&I(P))	DLCDDT	No	No expiry
Diversity and Inclusion Adviser (D&I(A))	DLCDDT	No	Valid for 5 years from completion

### Eligibility, Suitability and Requirement for Specialist D&I Training

9. Specialist D&I training is available as follows:

- a. **Diversity & Inclusion Fundamentals (D&I(F))** The D&I (F) course is a [self-enrolment online course](#) that is available to all through the DLE to anyone who has

an interest in Diversity & Inclusion. This course does not require Chain of Command approval to complete. Available on DLE as a 'one-stop shop' for people to use as required. Completion, and a minimum pass of 80% on the final test, is a pre-requisite for attendance on the D&I(P) Course.

- b. **Diversity & Inclusion Practitioner (D&I(P)).** Suitable for those responsible for D&I at sub-unit level. All Army sub-units are to have one trained D&I Practitioner.
- c. **Diversity & Inclusion Advisor (D&I(A)).** Suitable only for those who will specifically conduct the role of Diversity & Inclusion Advisor within their unit or establishment. All Army Units, both Regular and Reserve, are to have two in-date D&I Advisers. Volunteers with an active interest in D&I should be sought rather than tying the requirement to specific posts. Consideration should be given to an individual's ability to be proactive in the role and ability to be accessible to all members. In most instances, RSM, Adjt or similar should be avoided. There is no rank restriction on the role, but nominations must be able to support unit level activity including updates to the CO. This qualification can be accredited by CMI and individuals can apply for a Level 4 Award in Managing Equality, Diversity & Inclusion. Further information will be given to students on course.
- d. **Legacy training.** Equality, Diversity & Inclusion Advisers (EDIA) remains valid until the expiry date listed on the JPA competency. The qualification can be extended in accordance with Para 11 of this Annex. The Assistant Equality, Diversity & Inclusion Advisers (AEDIA) competency has no expiry date.

## Applying for D&I Training

10. **Application process.** Applications for both D&I(P) and D&I(A) are to be submitted as follows:

- a. **Confirm unit/formation requirement.** In the first instance, anyone wishing to become a D&I(A) or D&I(P) should speak to their D&I(A) (or Adjt/G1 Rep if there is no D&I(A)), and CoC who can confirm the unit/formation requirement and offer advice on applying. Units/formations should also check if they have qualified personnel not currently in a D&I role that could undertake the roles as this may affect prioritisation of places.

Where gaps exist in Units and Formations, it is advisable to inform formation D&I reps (HC / Fd ArmySO2 D&I) so course loading by Home Command/Field Army can be prioritised accordingly.

- b. **D&I(A) Requirements.** Criteria for attending D&I(A) Courses are:

- (1) Applicants are **not** required to have completed D&I(P) or AEDIA prior to attendance on this course.
- (2) Complete D&I Fundamentals ([D&I\(F\)](#)) on the DLE within one year of the course date. Pass certificate with 80%+ to be provided when applying to your 1\* formation.
- (3) Confirm dates for which the nominee is available. Flexibility on availability will increase the chances of receiving a place.
- (4) The D&I(A) Course is delivered remotely by the Defence Academy using Adobe Connect and is not Modnet compatible. **Applicants must have access to a non-modnet laptop or PC not a tablet or phone.**

(5) Nominees must be willing and available to undertake pre-course work ahead of attendance on the course as directed by the Defence Academy. Failure to complete this will result in removal from the course and the Army will lose the training place. In this instance, disciplinary action may be taken.

(6) If allocated a place, it is not possible for units or individuals to amend attendees. Any changes must be staffed through the appropriate lines of communication to their respective 3\* (HC / Fd Army) SO2 D&I.

c. **D&I(P) Requirements.** Criteria for attending D&I(P) Courses are:

(1) Complete D&I Fundamentals ([D&I\(F\)](#)) on the DLE within one year of the course date. Pass certificate with 80%+ to be provided when applying to your 1\* formation.

(2) Confirm dates for which the nominee is available. Flexibility on availability will increase the chances of receiving a place.

(3) The D&I(P) Course is delivered remotely by the Defence Academy using Adobe Connect and is not Modnet compatible. **Applicants must have access to a non-modnet laptop or PC not a tablet or phone.**

(4) Nominees must be willing and available to undertake pre-course work ahead of attendance on the course as directed by the Defence Academy. Failure to complete this will result in removal from the course and the Army will lose the trg place. In this instance, disciplinary action may be taken.

(5) If allocated a place, it is not possible for units or individuals to amend attendees. Any changes must be staffed through the appropriate lines of communication to their respective 3\* (HC / Fd Army) SO2 D&I.

d. **Course bidding process.** D&I(A) and D&I(P) course loading calling notices will be disseminated through formation G1 branches / SO2 D&I. Units and formations are to submit nominations in accordance with the direction provided. **Applications are not to be submitted directly to the Defence Academy or Army HQ.**

e. **Confirmation.** Once course places have been prioritised and allocated by the Formation SO2 D&I, individuals selected for the course and nominated reserves will be informed and will need to:

(1) Complete self-enrolment as directed by formation SO2 D&I / G1 branches.

(2) Complete all pre-course work as directed by the Defence Academy.

(3) Be available to attend the training on the dates and times you have been allocated.

**Failure to complete the course pre-requisites will result in you being RTU'd. Course places are limited and being RTU'd as a result of a failure to complete pre-course training will lead to administrative or disciplinary action.**



- f. **Course Joining Instructions.** Once the enrolment process is complete, the Defence Academy will send out the joining instructions to those with course places and information about being a reserve. A training place is only confirmed once this has occurred.
- g. **Contact.** In the first instance, all queries are to be addressed by unit / formation G1 branches / SO2 D&I. Only in extremis, should you contact the Army D&I Team on [ArmyPers-Diversity@mod.gov.uk](mailto:ArmyPers-Diversity@mod.gov.uk) regarding training.

## Extensions to Existing Qualifications

11. In accordance with [2020DIN07-050](#), extensions to existing Equality, Diversity and Inclusion Advisor (EDIA) qualifications for Army TLB personnel may be granted by the Army D&I Team. Individuals should apply to [ArmyPers-Diversity@mod.gov.uk](mailto:ArmyPers-Diversity@mod.gov.uk) with the following information:

- a. Service Number, Rank and Name.
- b. Date of expiry of existing D&I(A) qualification (extensions will only be considered where existing qualifications have expired or have less than 3 months remaining).
- c. D&I(F) Completion Certificate with 80%+ pass (Course available on the DLE).
- d. Evidence of CPD/currency in a D&I(A) role.

Where suitable evidence and currency is provided, the Army D&I Team will request an extension of 5 years to the qualification and the JPA Competency will be updated to reflect this. Please note, this extends the EDIA qualification for a period of 5 years from the expiry date, it does not convert it to the D&I(A) qualification.

## Army Diversity Allies Training

12. **General.** The role of a Diversity Ally is to understand and actively support colleagues from diverse backgrounds, particularly those from a minority group within the organisation e.g. LGBT+, ethnic minority, female or disabled.

13. **Aims.** The aims of the awareness days are to help attendees:

- a. Understand the diversity of the Army.
- b. Understand why it's important to have visible and active allies in the workplace.
- c. Increase your diversity awareness.
- d. Explore ways to be a visible ally.
- e. Challenge unacceptable behaviour.
- f. Understand the lived experience of others including minority groups.

14. **Suitability.** Training is open to all ranks including Army civil servants but is best suited to junior service personnel and key influencers at the tactical level. All attendees must be volunteers.

15. Training is not aimed at:

- a. Active members of Army Support Networks.
- b. D&I Advisors or Practitioners.
- c. Chain of Command.

16. **Prerequisites.** The only criteria that is needed to be an ally is to have a desire to improve life for everyone in an inclusive Army and to support diversity and inclusion through visible actions. Formal D&I training or experience is not required.

17. **How to Apply.** Course dates will be disseminated by formation G1 branches / SO2 D&I to unit D&I(A)s for individuals to register their interest.

### **Diversity, Inclusion and Behaviours Virtual Bookshelf**

18. As part of ITR Behaviours, additional training is mandated to be delivered in Unit which is to be selected from a range of training products. These are outlined below with full details on trainer requirements, target audience, group size, duration and resources required available at ITR Behaviours - Virtual Bookshelf accessible from the [D&I Toolkit](#).

- a. Unconscious Bias
- b. Challenging Behaviours
- c. Bystander Training
- d. Padre Character Development Sessions
- e. RMP Consent Training
- f. Respect for Others
- g. D&I Fundamentals
- h. Civil Service D&I 2020
- i. Centre for Army Leadership Cards
- j. Bespoke Unit Delivered Training
- k. Additional Training Support

## ANNEX C TO CHAPTER 75

### GUIDANCE ON THE MANAGEMENT OF GENDER IDENTITY

#### Introduction

1. People who declare an intention to transition from their assigned gender (gender at birth) to their affirmed gender (the gender they identify as) have legal protection against discrimination under the Equality Act 2010 under 'Gender Reassignment' and may also apply for a Gender Recognition Certificate to have their gender change legally recognised<sup>11</sup>. [JSP 889 – Policy for Management and Recruitment of Transgender Personnel](#) provides detailed information on the steps the Army must take to manage this process appropriately.

2. JPA provides a binary choice between male and female and therefore all personnel are categorised in that way. Other non-binary gender identities are not currently recorded or recognised which can cause confusion at local level. This Annex provides guidance to commanders and line managers to enable them to meet some of the needs of Army personnel who indicate they have a non-binary gender identity.

#### Gender Identity Language

3. **Transition.** The process by which an individual begins to live as a member of another gender can be complex. It may include the following: changes to legal documents, alterations to physical appearance, name and pronoun changes, hormone therapy and surgery. The changes made by the person undergoing transition are unique to that individual.

4. **Gender Identity.** This can be described as an individual's sense of self: the way they interact with others and relate to themselves. Gender identity is not the same as biological sex which is physiological and generally relates to an organism's biological reproductive function. Gender Identity is regarded in parts to be both culturally shaped and innate to the individual. As such, gender is self-determined by each of us and generally exists somewhere on a scale with female at one end and male at the other. Generally, people are close to one end of the scale or other, but there are natural variations along that scale.

5. **Transgender.** An umbrella term to describe people whose gender identity is not in line with their physical sex at birth and is often shortened to 'trans'. Trans personnel may refer to themselves as a trans woman or trans man, woman, man or non-binary.

6. **Non-Binary Identity.** Non-binary is a term for people whose gender identities do not fit into the gender binary of male and female. A non-binary person might consider themselves to be neither male nor female, or to be in some sense both male and female, or to be sometimes male and sometimes female (gender fluid). People who identify as non-binary will sometimes prefer to refer to themselves using pronouns which are not gender specific, for example 'they' or 'ze'.

7. **Gender Expression.** This is how an individual expresses their gender to the world. This expression may involve physical and social attributes such as body shape, hair,

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<sup>11</sup> The Army is required to comply with equality legislation, although the Armed Forces have certain limited exemptions from legislation, which may or may not be utilised, relating to sex, age, gender reassignment and disability (Para 75.019 refers).

voice, mannerisms and behaviours, and cultural expressions such as choice of jewellery, clothes, makeup or haircut.

## Local Management of Non-Binary Personnel

8. Pragmatic and considered actions by the CoC can make life considerably easier for those personnel who are not transitioning but whose gender identity is non-binary. The following examples provide Commanding Officers with ways in which they might manage non-binary individuals sympathetically without adversely impacting on operational effectiveness, all are taken from real-life issues that have been solved at a local level:

- a. **Provision of a Gender-Neutral Toilet.** Where existing infrastructure provision allows, an additional toilet should be re-designated as a gender-neutral facility, by replacing gendered with non-gendered signage, (a key principle is to provide additional choice not to reduce existing provision). This can be done with minimum effort and expense and a change of signage. In some organisations the toilet for disabled staff is re-designated to include gender-neutral; in this case, some level of consultation should take place with other stakeholders. i.e. Civilian Workforce Advisors or Trade Union Representatives.
- b. **Dress and Appearance.** While most Army personnel routinely wear MTP, which is gender free, there are occasions when Service Dress or Barrack dress should be worn. Commanding Officers have permitted the wearing of Service Dress trousers for female soldiers who do not wish to wear skirts on parade. In one instance, where a male soldier wished to express themselves in a more female manner, the Commanding Officer permitted them to follow the same rules for appearance that are applied to female personnel, that is to say: minimal make-up and hair that is kept off the collar. The guiding principle being that the individual maintains the high standards expected of any soldier or officer in uniform.
- c. **Titles.** Use of gender specific pronouns can be difficult for non-binary individuals, using the pronouns, 'they', 'them' and 'their' is an easy way of getting around this issue. In addition, using an individual's rank can also be a good way of avoiding gender specific language.
- d. **Accommodation.** A non-binary individual should be accommodated in line with their gender assigned at birth. Where the individual has expressed an alternative preference, the Commander should consider the available real estate options to inform their decision.

## **ANNEX D TO CHAPTER 75**

### **RESPONSIBILITIES OF AN ARMY DIVERSITY & INCLUSION ADVISOR**

#### **Introduction**

1. The primary MOD roles and responsibilities of a D&I(A) are detailed in Annex C to Part 2 of [JSP 763](#) and D&I(A)s will have familiarised themselves with this prior to applying for a place on the D&I(A) course. In addition, this Annex outlines the Army's expectations of their D&I(A)s and highlights where additional support and information can be sought.

#### **Responsibilities**

2. In addition to the MOD roles, Army D&I(A)s are required to:
- a. Be pro-active in the D&I(A) role, promote the role of a D&I(A)/D&I(P) and provide an appropriate forum for unit/establishment personnel to raise Diversity & Inclusion (D&I) issues. For example, drop-in sessions or drop boxes.
  - b. Lead D&I(A)s should provide coaching and mentoring for their D&I(A)/(P) colleagues and should encourage the sharing of best practice, particularly in neighbouring/Reserve units. For example, what has worked well, e.g. did drop boxes work well as a forum to raise D&I issues in the unit?
  - c. Maintain a complaints log in accordance with the responsibilities listed in [JSP 763](#) Annex I. The unit Lead D&I(A) is required to maintain a complaints log, which is submitted to the CO monthly, and ensure that details of complaints (both formal and informal) are entered on JPA<sup>12</sup>. This requirement, and the process for recording complaints on JPA are both included in the Diversity & Inclusion training delivered by DLCDT.
  - d. Attend at least two Continuous Professional Development (CPD) events per year, one of which should be the annual Army Inclusion Conference. Attendance at Army or Defence Network events, in person or online, are also excellent ways to gain insight into current D&I Issues.
  - e. Conduct at least one training activity per reporting year that is not ITR Behaviours. This could be in relation to a subject that is relevant to their own unit/establishment or a new education piece. A range of Army D&I resources that may be used in-Unit can be found in Annex B, which details the 'Virtual Bookshelf'.
  - f. Assist the CO in monitoring the current atmosphere of their unit/establishment and, if appropriate, recommend to the CO that a Climate Assessment (CA) is required. The D&I(A) should then be prepared to support the CO when putting together the CO Action Plan following the results of the CA.
  - g. Engage regularly with the CO, this should include at least one monthly office call and inclusion on CO prayers. The D&I(A) should also work with the CO to ensure

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<sup>12</sup> This is to be completed by the unit SSA with information supplied by the Lead D&I(A).

their D&I statement has been produced, is displayed within the unit/establishment and remains current.

- h. Ensure that they familiarise themselves with updated guidance, direction and policies as appropriate<sup>13</sup>.
- i. Lead a network of D&I(P)s within their unit or establishment who can provide support and assistance to the D&I(A)/Lead D&I(A) as appropriate. D&I(P)s are not to be employed or be expected to carry out the duties of a trained D&I(A)<sup>14</sup>.
- j. Utilise the annual [National Inclusion Week](#) campaign to promote inclusion within the unit/establishment.
- k. Promote and advertise the Army Mediation Service as a means of resolving conflict in the workplace.
- l. Promote and advertise confidential support helplines such as; Speak Out Defence BHD Helpline.

## Support

3. D&I Advisers should remind themselves of the support and/or advice that is available to them following on from their D&I(A) course, these are listed but not limited to:

- a. Formation SO2 D&I posts (1 UK XX and 3 UK XX posts are currently gapped).
- b. Army D&I Team, Personnel Directorate, [ArmyPers-Diversity@mod.gov.uk](mailto:ArmyPers-Diversity@mod.gov.uk) and [Public SharePoint page](#).
- c. [Army Unacceptable Behaviours Team](#), Personal Services, Army Personnel Services Group, SO1 Unacceptable Behaviours, [APSG-persSvcs-UnaccBeh-SO1@mod.gov.uk](mailto:APSG-persSvcs-UnaccBeh-SO1@mod.gov.uk), (Mil) 94393 6810 (Civ) 01264 886810.
- d. Army Mediation Service: (Civ) 030 6770 7691 (Email) [Army-Mediation-0Mailbox@mod.gov.uk](mailto:Army-Mediation-0Mailbox@mod.gov.uk). Annex H has further information.
- e. Speak Out confidential helpline (Mil) 96770 4656 (Civ) 030 6770 4656 (Email) [Army-SpeakOut@mod.gov.uk](mailto:Army-SpeakOut@mod.gov.uk). Annex G has further information.
- i. Defence BHD helpline: (Civ) 0800 7830334
- f. Climate Assessment helpline (Mil) 96770 1174 (Civ) 030 6770 1174 (Email) [Pers-Climate-Assessment@mod.gov.uk](mailto:Pers-Climate-Assessment@mod.gov.uk).
- g. Online courses available through personal Defence Learning Environment (DLE) and Civil Service Learning (CSL) accounts. Optional training opportunities are highlighted in Annex B.

<sup>13</sup> D&I Advisers are required to maintain records of incidents of bullying, harassment and discrimination. Full details and examples can be found at Annex I of Part 2 of JSP 763.

<sup>14</sup> As specified in Annex C of Part 2 of JSP 763: Roles and Responsibilities of the D&I Practitioner.

- h. Employee Support Networks. Annex F refers.
- i. Diversity and Inclusion Practitioners.
- j. Army D&I(A) Network on Defence Connect (available via the [Defence Gateway](#)).
- k. Defence Leadership Centre Delivery Team (DLCDT), [Defence Academy](#) (Mil) 96161 5003, (Civ) 01793 785003.
- l. [ACSO 3358 - Service Complaints](#).
- m. [Service Complaints Ombudsman's website](#).

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## **ANNEX E TO CHAPTER 75**

### **RESPONSIBILITIES OF AN ARMY DIVERSITY & INCLUSION PRACTITIONER**

#### **Introduction**

1. The main role of the D&I(P) is to act as the point of contact on D&I issues at sub unit level or within their area of responsibility. D&I(P)s are there to signpost individuals towards resources that may assist in resolving low level Diversity, Inclusion and Behaviours issues or to direct someone to one of the Unit D&I(A)s.

#### **Responsibilities**

2. Army D&I(P)s are required to:

- a. Provide appropriate support to all personnel on D&I issues and signpost, as required, for further support (which may be the Unit D&I(A)) and help in relation to raising complaints relating to discrimination, bullying, harassment and unacceptable behaviour.
- b. Highlight their role to the Unit D&I(A) to ensure that D&I policy updates and information are disseminated to them, as required.
- c. Ensure that all personnel within your sub unit and Unit are aware that you are a qualified D&I(P) and are available to assist with D&I matters.
- d. Demonstrate the Values & Standards of the British Army in order to lead by example and promote an inclusive environment where everyone is treated fairly with dignity and respect.
- e. Call out instances of unacceptable behaviour, which may include bullying, harassment or discrimination.
- f. Be aware of the latest Army D&I policies and guidelines.
- g. Ensure that details of the Army Speak Out helpline are prominently displayed in your areas of responsibility, including the workplace and accommodation.

3. Be prepared to support and assist the D&I(A) with D&I training.

**NB: Under no circumstances are D&I(P)s to be employed or be expected to carry out the duties of a trained D&I(A).**

#### **Support**

4. See para 3 of Annex D.

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## ANNEX F TO CHAPTER 75

### ARMY EMPLOYEE SUPPORT NETWORKS

1. The Army Employee Support Networks bring employees with mutual characteristics such as gender, race, sexual orientation or those who are serving parents together to offer support and other opportunities for their members. These include conferences and events, social and development opportunities, mentoring, both formal and informal, sharing of best practice and a chance to gain understanding and experience that may not be possible in their day job. It is important to emphasise that the work of these groups is not limited to those sharing the characteristics, they run events open to all within the Army (regular, reserve, civil servant or contractor) as well as being able to provide advice and guidance to individuals, allies and the Chain of Command.

#### Army Networks

2. **Army Servicewomen's Network (ASN).** The ASN provides a focus for Servicewomen across the Army. The Network enables Servicewomen to come together, share experiences, opportunities and knowledge, offer mutual support and discuss issues that are important to them. The Network seeks to support and inspire Servicewomen to reach their full potential and to inform the development of Army policy and procedures relating to women and their Service life.

**Defence Connect:** Army Servicewomen's Network

**SharePoint:** [Army Servicewomen's Network \(PUBLIC\) \(sharepoint.com\)](#)

3. **Army Multicultural Network.** The purpose of the network is to offer an environment where service personnel can develop and expand both personally and professionally. The Network is a platform for hosting events and using inspiring speakers to promote multicultural role models. This presents an opportunity for personnel to have their voice heard in an environment that offers support and guidance on all multicultural issues.

**Email:** [Army-AMCN-Network-0Mailbox@mod.gov.uk](mailto:Army-AMCN-Network-0Mailbox@mod.gov.uk)

**Facebook:** Army Multicultural Network

**Twitter:** @Army\_MCN

**Defence Connect:** [Army Multicultural Network](#)

**Instagram:** army\_mcn

**SharePoint:** [Army Multicultural Network \(AMCN\) \(PUBLIC\) \(sharepoint.com\)](#)

4. **Army Lesbian, Gay, Bisexual and Transgender+ (LGBT+) Network.** Creating a network for discussion, support and advice to serving personnel and commanders, around the world, on Sexual Orientation (SO) and Gender Identity (GI) inclusion. Supporting inclusive leadership and encouraging 'Respect for Others' to enhance operational effectiveness.

**Email:** [Army-LGBT-Network-0Mailbox@mod.gov.uk](mailto:Army-LGBT-Network-0Mailbox@mod.gov.uk)

**Website:** <http://armylgbt.org.uk/>

**Facebook:** British Army LGBT+ Network

**Twitter:** @ArmyLGBT

**Defence Connect:** Army LGBT+ Network

**Instagram:** British\_Army\_LGBT

**SharePoint:** [Army Lesbian, Gay, Bisexual and Transgender + \(LGBT+\) Network \(PUBLIC\) \(sharepoint.com\)](#)

5. **Army Parents' Network (APN).** The aim of the APN is to support Serving Army Parents and the Chain of Command by providing access to information, advice and peer support. The Network Facebook page will promote information on relevant topics (including policy updates and useful articles). The network has a sub group providing breastfeeding support and advice.

**Email:** [ArmyPers-Parents-Network@mod.gov.uk](mailto:ArmyPers-Parents-Network@mod.gov.uk)

**Facebook:** The Army Parents' Network

**Website:** <https://www.army.mod.uk/personnel-and-welfare/army-parents-network/>

**SharePoint:** [Army Parents' Network \(PUBLIC\) \(sharepoint.com\)](#)

## Defence Networks

6. In addition to the Army Networks covered in this Annex, there are also several Quad Service Networks which are operated by MOD as Defence Networks. Details of Defence Networks can be found in the [D&I Toolkit](#).

## Setting Up a Network

7. If you identify a support requirement that is not currently being met by Army or Defence Support Networks, please contact the Army D&I Team who can assist in determining if it may be advantageous to establish a network and who would be best placed to support it.

## **ANNEX G TO CHAPTER 75 ARMY SPEAK OUT POLICY**

Tel: **0306 770 4656** or **96770 4656**

Email: [Army-Speakout@mod.gov.uk](mailto:Army-Speakout@mod.gov.uk), Mon-Fri 0830-1700

### **Background**

1. The Army remains committed to eradicating Bullying, Harassment and Discrimination (BHD). Speak Out was introduced as a confidential telephone helpline in 2011. The Speak Out team have three key aims:

- a. Provide an independent and impartial means for all Army personnel to talk about their issues and concerns.
- b. Offer confidential advice and support to those who believe they are being bullied, harassed or discriminated against or feel they are being treated unfairly.
- c. Provide expert advice on policy and process to unit D&I(A)s and the Chain of Command (CoC).

### **Purpose**

2. The Speak Out team aims to ensure that everyone knows where to seek advice and guidance if required. It offers a trusted, safe independent and impartial space to discuss issues and for signposting to other agencies. Speak out will support individuals dealing with any work place issue.
3. Speak Out staff are trained to talk callers through a range of options, from speaking to the individuals concerned to mediation and advice on informal complaints resolution options and Service Complaints (SC). In the first instance callers are directed toward resolution at the lowest suitable level. Staff will also advise on the reporting of incidents to the Service Police where criminal behaviour is suspected.
4. Speak Out staff will explore resolution options within a Unit and signpost to personnel who can assist them (Unit D&I(A)s, CoC or welfare staff). When callers are uncomfortable or even fearful of speaking to personnel in their unit, they are to be provided with details of external D&I(A)s and welfare agencies.

### **Direction and Guidance**

5. Home Command is responsible for operating the Army Speak Out helpline with Military Personnel run by the Unacceptable Behaviours (UB) Team.
6. Staff answering the Speak Out helpline are to undergo formal induction, including a period of shadowing and mentoring reinforced by regular case conferences to ensure consistency of advice. Furthermore, personnel are to attend a D&I(A) course, a Mediation Awareness Session and Samaritans training, as well as visiting a Sexual Assault Referral Centre (SARC). The Speak Out team should also attend the Army Mental Health

Awareness Training and the Mental Health Resilience training. Additionally, Speak Out staff are highly likely to have extensive previous experience in G1 and Welfare roles.

7. The Army's Speak Out Helpline is operated from 0830-1700 Mon to Fri, except for block leave and bank holidays. During silent hours and weekends the Speak Out voicemail message invites callers to leave a message or to email; it advises when their message/email will be acted upon. Additionally, 24-hour support services must be sign-posted in case the caller needs urgent assistance.

8. With permission, all calls are to be logged on a secure tracker with restricted access. Callers are encouraged to provide only those details they feel comfortable disclosing. All information is confidential and not divulged unless the caller gives permission.

9. The UB Team must ensure that they have an in-date Speak Out Service Data Protection Policy which is compliant with GDPR.

## **Target Audience**

10. All Army personnel, (both serving and retired), regular and reserve, including cadet officers but not cadets themselves. The Speak Out team advises and signposts Civil Servants and family members as appropriate.

11. It should be noted that line managers have primary responsibility for the wellbeing of their staff. However, if an individual feels that their line manager cannot help with, or it would be inappropriate to be involved in a personal or work-related issue, then they should contact the Speak Out team for advice.

## **Confidentiality**

12. The Speak Out Team cases are confidential, and information will not be disclosed unless it relates to criminal offences or harm of self or others, or national security issues. In these cases, the team have, by law, a duty to pass such information to the appropriate authorities.

13. Reports of calls will not be provided to the CoC and, unless specifically agreed by the caller, or otherwise required by way of a court order, information relating to the call (including the fact that a call has taken place) will not be disclosed in any administrative or disciplinary proceedings or related investigations, including Service Complaints Investigations. Additionally, information relating to Speak Out is not disclosable under a Freedom of Information request or Subject Access Request as it falls under section 41 of the Freedom of Information Act.

## **ANNEX H TO CHAPTER 75 ARMY MEDIATION POLICY**

Tel: **0306 770 7691**

Email: [Army-Mediation-0Mailbox@mod.gov.uk](mailto:Army-Mediation-0Mailbox@mod.gov.uk), Mon-Fri 0830-1700

### **Background**

1. The Army remains committed to tackling unacceptable behaviours. Mediation sits within the informal range of resolution options offered in JSP 763. The revised Army Mediation [2020DIN01-019 - Dispute Resolution – A Guide to Workplace Mediation in the Army](#) provides full details on the Army Mediation Service (AMS), its processes and guidance on how to become a mediator. The AMS Team sits within the Unacceptable Behaviours (UB) Team within APSG.

### **Aim**

2. The aim of mediation is to resolve workplace conflict and restore operational effectiveness. Mediation seeks to provide a neutral and supportive environment, facilitated by two trained mediators, where parties can raise their views and concerns on issues in dispute. The mediators do not offer solutions; they enable parties to reach mutually agreed resolutions. Mediation can be between two or more individuals/groups. Full details can be found in the Mediation DIN from para 1.

### **Mediators**

3. Army mediators are personnel selected by the AMS by a rigorous process to undergo formal accredited training. Mediators are required to attend the Annual AMS Conference and some CPD as agreed by AMS. Mediators will be updated on the requirement at the start of each Training Year. Mediators are selected from the pool comprising military and Civil Service personnel, and the mediator pool ranges in rank from Sergeant and Executive Officer upwards.<sup>15</sup> Mediators are dispersed across the Army and are called on by the AMS as and when required. One of the key factors for mediation success is that mediators remain impartial, and a key part of the selection process for each mediation is on the basis that they have no direct connection to the unit(s) or parties involved.

4. The AMS will run mediator training courses as required. Currently this ranges from 1-2 courses per year. Expressions of interest should be forwarded to the AMS mailbox. If units would like to request a presentation about the mediation process or attendance at a mediation awareness session, they should contact the AMS by email for further information.

### **Direction and Guidance**

5. The AMS are responsible for staffing the AMS helpline. The number is 0306 770 7691) and is operational 0830-1700hrs Mon to Fri, except for Christmas leave and bank

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<sup>15</sup> Routinely applications are considered from individuals of the rank of Sgt or Executive officer and above and candidates who do not meet the rank criteria may be accepted if they have other appropriate experience and their line manager's endorsement.

holidays. During silent hours, weekends and when staff are otherwise engaged, callers are invited to leave a message. AMS are also contactable by email and will endeavour to answer all enquiries as quickly as possible. The email address is [Army-Mediation-OMailbox@mod.gov.uk](mailto:Army-Mediation-OMailbox@mod.gov.uk).

6. When contacting AMS, personnel are encouraged to provide only those details they feel comfortable disclosing. The mediation process is confidential, and information will not be disclosed unless it relates to criminal offences or harm to one of the parties or others. In these cases, mediators have a duty to pass such information to the appropriate authorities. Parties involved in mediation are required to sign, and adhere to, a confidentiality clause which prohibits the disclosure of information discussed during the mediation process, unless explicitly agreed otherwise by both parties. Information regarding mediation will not be communicated to the CoC unless specifically agreed by the individual. Additionally, information relating to mediation is not disclosable under a freedom of information request or Subject Access Requests (SAR) as it falls under section 41 of the Freedom of Information Act.

## **Target Audience**

7. The target audience is Army TLB personnel, (Regular and Reserve, cadet officers (not cadets) and MOD Civil Servants). The AMS is also available, on request, to personnel from the other Services and Joint units.

## **Service Complaints**

8. Mediation can be conducted on its own or alongside a Service Complaint (SC). Further information on SC and mediation can be obtained by emailing or calling the AMS team.



## ANNEX I TO CHAPTER 75 ARMY CLIMATE ASSESSMENTS

### Background

1. Climate Assessment (CA) policy is owned by the Army D&I Team. CAs are designed to provide all those in command with an independent assessment of the lived experience of personnel in their unit and the opportunity to address issues which may arise during their command. In addition, civil servants and contractors will be invited to participate in CAs.
2. CA highlight key issues, indicating risks and actions for future work as well as instances of good practice. The outcome of the CA is a Commander's Action Plan, against which they will be held to account for delivery. As one of the non-specialist Assurance and Inspection (A&I) regimes, CA serve as a 2nd Line of Defence Assurance (LoDA), reporting to the Army Audit and Inspection Steering Group (A&ISG).

### Direction and Guidance

3. All Army commanders should expect their unit, establishment, formation HQ or higher HQ 1\* directorates to undertake Climate Assessments during their tenure, for example a Commander will have a Level 1 CA within their first few months of command and will follow it up with either another Level 1 or a Level 2 CA later in their tenure. Units and establishments outside of the Army TLB, Permanent Joint Operating Bases (PJOBS), lodger units, Training Establishments and Ops may request a CA by exception directly to the Unacceptable Behaviours (UB) Team. CA are to be scheduled through the Annual Assurance Estimate. Cadets and Service Schools are not required to undergo a CA.
4. **Levels of CA.** Unlike other non-specialist regimes, CA do not conform to the LIGHT, MEDIUM and FULL levels of intensity. Rather CA comprises three levels.
  - a. **Level 1** – A Level 1 CA is a routine CA which consists of an online survey accessible through both DII/MODNet and personal electronic devices (PEDs), requiring no access to DII/MODNet. This allows all personnel in a unit, establishment, formation HQ or higher HQ 1\* directorate to be involved in the process, unlike Level 2 and 3 where participation is limited by the size and number of Focus Groups (FGs) and those people available in camp on the day. Commanders are to encourage participation to ensure that the survey response rate is maximised<sup>16</sup>.
  - b. **Level 2 – Facilitated face-to-face FGs.** A Level 2 CA is a routine CA delivered through FGs at the unit, establishment, formation HQ or higher HQ 1\* directorate conducted by trained personnel. The UB team will generate a cadre of suitably qualified and experienced military personnel (SQEP) to fulfil Climate Assessor roles.
  - c. **Level 3 – Facilitated face-to-face FGs, led by APSG.** A Level 3 CA is essentially an enhanced Level 2 CA, again based on facilitated FGs, but in this case

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<sup>16</sup> For a snapshot to be statistically valid at least 10 personnel must respond to each question and there should be an overall response rate of 30% of unit, establishment formation HQ or higher HQ 1\* directorates personnel to achieve statistical validity.

the team will be led by Army Personnel Services Group (APSG). Level 3 CA will be run in response to triggers that are worrying in their own right and might indicate a wider scale problem<sup>17</sup>.

5. Each level of CA is used to inform a commander's feedback to their CoC and a subsequent Action Plan, against which they will be held to account for delivery. Examples of good practice will be identified and shared by the UB team.

## Points of Contact

6. Enquiries regarding ACSO 9012 policy should be address to SO1 Behaviours Policy, Army Pers-Diversity-Behav-SO1 ([ACSOs](#))
7. Enquiries relating to the delivery of CA's should be addressed to the Climate Assessment Mailbox: [ArmyPers-Climate-Assessment@mod.gov.uk](mailto:ArmyPers-Climate-Assessment@mod.gov.uk).
8. A series of CA Guides can be found on the [UB Sharepoint Site](#).

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<sup>17</sup> Level 3 CAss will be delivered either on request/direction of a Commander, their higher CoC or APSG if certain criteria are met, e.g. a spike in Service Complaints to a unit / HQ, a high-profile discipline case that causes particular concern (for example initiation ceremonies), a spike in AWOL / discipline cases, a spike in self harm or suicide cases or a 'sense' from the CoC that something is amiss, but the precise nature of the problem is unclear.

## ANNEX J TO CHAPTER 75

### DIVERSITY CHAMPIONS, ADVOCATES AND ALLIES

#### Introduction

1. Champions, Advocates and Allies have an important role in promoting diversity and inclusion through their example, influence and reach across the organisation. This annex is designed to help individuals carry out these roles.

#### Champions

2. The Army champions (currently for Race, Gender, LGBT+ and Parents) play an important role within the Army D&I Framework, specifically by setting the tone at the very top of the organisation. A key strand of D&I Strategy is around the positive impact that senior leaders (2\* and 3\* Officers), through their visible action on D&I, can have on culture and behaviours. By being exemplars of inclusive behaviour, not just in their wider “Champion” activities but in their daily interaction with staff, leading by example to encourage inclusive behaviours in others, Champions can improve culture.

3. **Role.** The role of a D&I Champion is to:

- a. Act as a visible Champion for the Protected Characteristic (PC) or group they represent within the Army and externally, using their senior position to raise awareness and represent issues at board level where appropriate.
- b. Understand the 'lived experience' of personnel through the available data sources ([D&I Sharepoint](#)), using the assistance of the Army D&I Team, the employee support networks, focus groups and personal reverse mentors.
- c. Provide support and challenge for their relevant employee support network(s), including advising on the development and delivery of the network's annual action plan, and meeting with the network chairs and committees throughout the year as required.
- d. Supporting internal and external events for their cohort e.g. network conferences, wider diversity events available via the Army membership of Business in the Community (BITC) (Race and Gender) and Stonewall (LGBT+).
- e. Challenge unacceptable behaviours or biases at all levels of the organisation.

4. **Appointment.** Army Champions are appointed by CGS. The selection of a Champion should consider whether the individual has the rank and reach to influence at ECAB Level and whether they have a genuine interest and enthusiasm for taking on the additional responsibility. On taking up their appointment, all Champions should have the following:

- a. Terms of Reference – example at **Appendix 1**.
- b. Specific objective in their annual report covering this work, the mandatory D&I Objective could be a suitable vehicle for recognition of the role.

5. **Length of Tenure.** Appointment as Champion will usually be for the duration of the Champion's MS-appointed role, or until a change is directed by CGS. In all cases, the Champion's continued appointment will be reviewed by the 36-month point.
6. **Relationship with the Networks.** While Champions should maintain interest in Employee Support Networks and their members, it is important to clarify that they are to champion the interests and concerns of all personnel of that characteristic, not purely the network members.
7. **Champions' support to Army Networks.** As well as receiving support from the chair of the network, Champions are expected to provide guidance and support for their network. This should include:
  - a. Meetings with the networks throughout the year as required.
  - b. Act as a critical advisor, providing senior leadership advice and support to the network in developing and delivering their action plan (and associated financial planning) and end of year evaluation.
  - c. Provide feedback on performance to networks and recognise and celebrate successes. This can be a simple thank you by e-mail (copied to the individual's Line-Manager or Chain of Command) right through to submitting national honours and awards.
  - d. Supporting network conferences and events, as well as wider D&I events as required.
8. **Support to champions.** The Army Champions will be supported by the Army D&I team, which is responsible for setting policy and providing guidance on D&I and behaviours, acting as an advocate for D&I both within Defence and externally, and leading on the delivery of the Army D&I Campaign Plan. Biannual meetings for all Champions and Advocates will be facilitated by the D&I team.
9. **Training.** In line with defence policy, Champions should complete the Leading Diverse and Inclusive Organisations (LDIO) Course every three years.
10. **Links to Chief Defence People (CDP) and Defence Champions.** The Army Champions will routinely be invited to meetings with CDP and other Champions to be updated on Defence issues and feed in single Service perspectives on D&I and their PC cohort. Further guidance for Defence Champions is on [defnet](#).

## Advocates

11. Diversity Advocates have a very similar role to play as the Champions, however at a less senior level (2\*, 1\* SCS and Comd SM). They should support, supplement and collaborate with the Champions' efforts and similarly use their influence and reach to promote their cohort's interests. It is possible for one cohort to have multiple Advocates. Advocates are formally appointed by the Champion in conjunction with the Army D&I team and should agree the details of their role with the Champion at regular touchpoints using

the guidelines in **Appendix 1**. The Army D&I team can update Advocates on request and Advocates are expected to support internal and external D&I events throughout the year as required.

## Army Diversity Allies

12. This network of volunteers sits at every level of the organisation and broadly echoes the work of Champions and Advocates by providing active support to improving behaviours and ensuring under-represented cohorts are included at a more tactical level. Their impact is particularly strong because they routinely come from the majority and their visible support can strengthen the message of inclusion for under-represented groups within their unit. Allies are empowered to call out unacceptable behaviour and bullying, harassment and discrimination. Allies can be powerful at every level and every rank.

13. **Selection.** Allies are volunteers and individuals of any rank or grade can step forward, most importantly, an ally should **want** to carry out the role. The motivation for being an ally can often stem from personal values and the desire to make an impact on people's behaviour to make the Army a more inclusive place. Some allies may be inspired by their knowledge of the experience of family or friends of unequal treatment e.g. a daughter receiving sexual material on social media, a brother bullied for being gay. Most people want to stand up for what is right, allies take that impulse one step further and are willing to be a visible ally for a cohort.

14. **Role.** Allies can act in any way they feel improves the inclusive culture of the organisation. They may choose to be an ally for a particular cohort or just to promote inclusive behaviours across the army. Their role includes the following (but is not limited to):

- a. Talk about diversity and inclusion openly – start conversations and encourage others to engage.
- b. Be an example of inclusive behaviours.
- c. Challenge unacceptable behaviours and biases.
- d. 'Call out' bullying, harassment and discrimination.
- e. Champion underrepresented groups and speak up for minorities openly/publicly.
- f. Demonstrate commitment through amending signature blocks to include an army diversity allies logo or wearing an Army Ally wrist band
- g. Develop a deeper understanding of underrepresented cohorts.
- h. Mentor individuals from underrepresented cohorts and encourage reverse mentoring opportunities.

- i. Support the D&I(A) and (P) in delivering an inclusive culture in the unit, assist with training and awareness and signpost these individuals when additional support is required.

15. **Visibility.** Diversity allies will be issued with a wrist band once they have completed a suitable training event. They are encouraged to wear this in order to make themselves visible. A logo is also available for signature blocks and correspondence to ensure maximum visibility of allies.

16. **Allies Network.** A diversity allies network is in place on Defence Connect and all interested and trained individuals are encouraged to sign up to receive the latest advice and events.

17. **Training.** Training opportunities exist for allies through the Army D&I Team with assistance from the Army Employee Support Networks. Regular awareness training is run to prepare allies for their role, online and in person. Awareness training can also be booked regionally and is aimed at all ranks. Details of the latest training events will be promulgated by Army Briefing Notes, D&I(A) and networks.

Appendix:

1. Diversity & Inclusion Champions - Example TORs.

**APPENDIX 1 TO ANNEX J TO CHAPTER 75****DIVERSITY AND INCLUSION (D&I) CHAMPIONS - EXAMPLE TORs****Purpose**

- Champion for *[insert protected characteristic/underrepresented group]*; helping level the playing field through appropriate positive action, advocating respect, fair treatment, equality of opportunity, and fostering good relations in an inclusive workplace.
- Assist Defence in the implementation of the Defence D&I Strategy<sup>18</sup> and challenge culture and behaviour to create a more inclusive working environment in which everyone can fulfil their potential.
- Support activity ensuring the Army is adhering to the Public-Sector Equality Duty under the Equality Act 2010<sup>19</sup>.

**Main Role of D&I Champion**

- Act as Champion for *[insert protected characteristic/underrepresented group]* ensuring intersectionality is considered wherever possible.
- Provide support and challenge to the *[insert name of appropriate]* network.
- Promote Defence's D&I agenda to all members of the organisation, but particularly providing influence with senior colleagues, other relevant SMEs or Champions.
- Act as both role model and change agent, raising awareness and building and engaging a community of interest for *[insert protected characteristic/underrepresented group]* and wider diversity and inclusion issues.
- Be aware of the "lived experience" of personnel and support the wider D&I agenda and its links to wider corporate responsibility.
- Advocate for D&I issues being considered in activity – influencing key policy/strategy decision making.
- Highlight and address perceived barriers to encourage the embedding of inclusion across Defence.

**Key activities to include:**

- Represent the concerns and views of *[insert protected characteristic/underrepresented group]* at Army Boards.
- Represent the Army at linked Defence Champion meetings.
- Establish an Action Plan communicating commitment which links to the broader strategic focus and the D&I campaign plan end state. These will be shared with ECAB.
- Meet biannually with other Champions and Advocates as facilitated by the D&I team enabling a forum for discussion, advice and guidance as required. It is important to meet with the Army (insert protected characteristic) Advocates as required to discuss current D&I issues.
- Meet with network chairs and committees throughout the year as required to discuss current D&I issues that affect the networks and their Protected Characteristics.
- Act as a critical advisor, providing senior leadership advice and support to the network in developing and delivering their action plan (and associated financial planning).

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<sup>18</sup> [Defence D&I Strategy: A Force for Inclusion 2018-2030](#)

<sup>19</sup> [Public Sector Equality Duty Guidance](#)

- Liaising with key stakeholders within the organisation and with fellow D&I Champions from other organisations to share best practice and draw on lessons learned.
- Establish a reverse mentoring relationship with a member of your supported cohort (ideally from outside the network).
- Run periodic focus groups to garner further understanding of your supported cohort.
- Receive regular policy updates from the Army D&I team and provide direction in the setting of policy linked to *[insert protected characteristic]*.
- Recognise and celebrate the success of the [network] as well as work done by others in promoting diversity and inclusion.
- Support internal and external D&I events as required.

### **Length of Tenure**

- Appointment to the champion role will usually be for the duration of the Champion's MS-appointed role, or until a change is directed by CGS. In all cases, the Champion's continued appointment will be reviewed by the 36-month point.