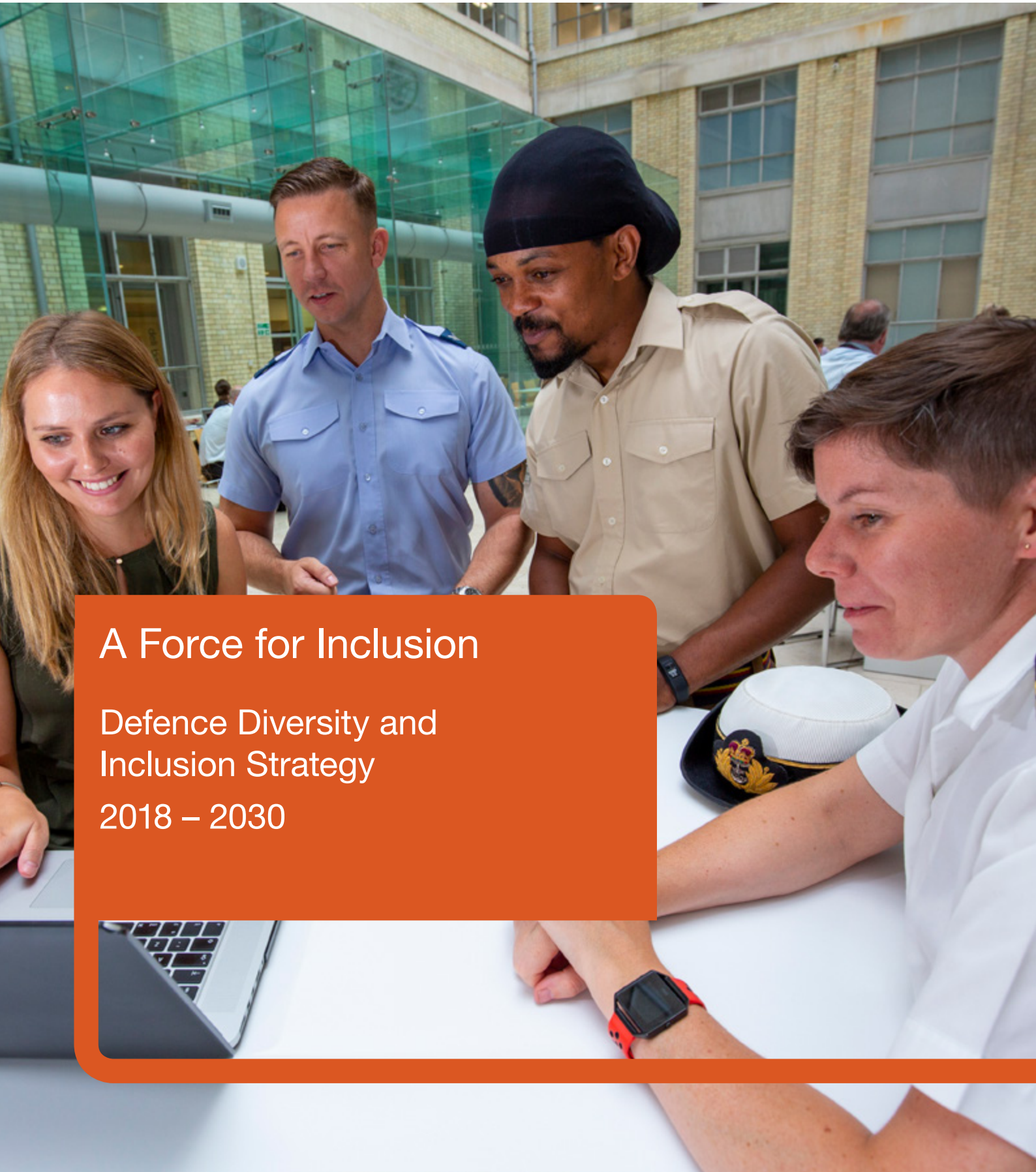




Ministry  
of Defence



## A Force for Inclusion

Defence Diversity and  
Inclusion Strategy

2018 – 2030

**Our vision:**

Defence harnesses the power of difference to deliver capability that safeguards our nation's security and stability

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# SofS Foreword

I take great pride in introducing Defence's new Diversity and Inclusion Strategy 2018-2030 – 'A Force for Inclusion'. I am passionate about championing inclusion throughout MOD, across the Armed Forces and in Parliament. The richness of our nation comes from the different cultures, backgrounds, beliefs and perspectives reflected in our society. And it is absolutely right that our Armed Forces and Civil Service should reflect the society that it exists to defend.

As well as the clear moral case for action, diversity and inclusion is critical to Defence's ability to safeguard our nation's security, stability and prosperity. A diverse and inclusive organisation is a stronger, healthier and more resilient organisation. Our success as an organisation is dependent on our ability to harness the diversity of thought, skills and talents within society. We will only meet current and future security challenges and threats if we draw on, and encourage the different strengths and perspectives of Service personnel and civil servants throughout Defence.

That is why we need this ambitious new 2018-30 Strategy, to which I am delighted to put my name. It will drive significant change by ensuring that diversity and inclusion is at the heart of everything Defence does.

I have been impressed since joining Defence by the level of leadership commitment to promoting diversity and inclusion, and I am determined that this should continue apace. As Chair of the

Defence Board I will be personally monitoring progress against the new Strategy, and will be holding senior leaders to account for their performance. Ministers, senior military officers and civilian leaders all have an essential role to play in driving change in the organisation, including by being visible and vocal advocates.

I look forward to working with colleagues across Defence to build on the current momentum and to ensure we are a force for inclusion that will safeguard our nation's security, stability and prosperity.



Gavin Williamson  
Secretary of State







# Foreword

We strongly believe that Diversity and inclusion is critical to Defence achieving its mission. That's why we've set out an ambitious new vision and an innovative strategy for achieving this.

We have made good progress on diversity and inclusion since our previous strategy was published a few years ago. We have placed a particular importance on inclusive leadership and culture, and now have strong and visible commitment from across the top of Defence, as well as a thriving group of staff networks, advocates and champions. We have also removed historic institutional barriers to increasing diversity throughout the organisation, such as opening up all combat roles in the Armed Forces to women for the first time and changing legislation to enable more flexible working for Service Personnel.

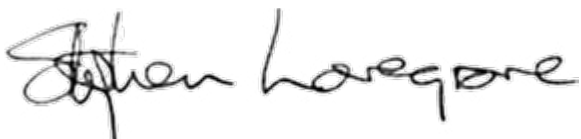
The challenging vision, goals, objectives and commitments in this strategy clearly set out where we want to see change: building a more inclusive workplace for all; increasing diverse representation at all levels; and improving

outreach into the wider community. We are also publishing challenging military and civilian Levels of Ambition against the key objectives.

An important component of this strategy is to make diversity and inclusion part of normal business culture and behaviours. This must be a key priority for everyone. The Whole Force – our Service personnel, Civil Servants and contractors – are expected to play their part in making a difference to the living and working experience of everyone in Defence.

Through our individual and collective actions we will build a Defence culture in which everyone can flourish, and reach their potential.

Thank you for taking the time to read this Strategy. We encourage everyone in Defence to take active steps to help us achieve our vision. We are all responsible for 'harnessing the power of difference to deliver the capability that safeguards our nation's security and stability'.



Stephen Lovegrove  
MOD Permanent Secretary



Sir Nick Carter  
Chief of Defence Staff









# 1. Introduction

Defence is increasingly challenging itself to become a more diverse and inclusive organisation. This is not just the right thing to do from a moral perspective, there is a clear business imperative for acting: diversity and inclusion (D&I) contributes directly to operational effectiveness. A diverse and inclusive organisation is a stronger, healthier, more cohesive and resilient organisation. D&I drives performance, increases creative thinking and reduces the risks of group think - all of which are mission critical to meeting today's security challenges and threats.

D&I is relevant to *everyone* in Defence. It is about creating and sustaining an environment where people feel able to be authentic in the workplace; where everyone's needs are considered; and where people feel respected and able to achieve their full potential. The Whole Force - our Service Personnel, Civil Servants and contractors - are expected to play their part in building an organisation where difference is valued, and where every individual has a positive lived experience.

In 2015 we articulated our ambition to deliver a step-change in D&I within a 2015-2020 D&I strategy. This committed us to contributing to the demanding Defence People Vision and Defence People Strategic Objective 5 (DPSO), which are contained within the Defence People Strategy.



## Defence People Vision

Defence outputs delivered by the right mix of capable and motivated people that appropriately represent the breadth of the society we exist to defend, now and in the future

## DPSO

To develop a more inclusive culture within Defence and a more diverse workforce at all levels

We have been working across Defence to deliver this vision and objective through a set of actions focussed on:

- Leadership and culture change
- Recruitment
- Retention/Progression
- Outreach

This work has been driven by a pan-Defence Diversity and Inclusion Programme (DDIP), with the Chief of Defence People (CDP) as the Senior Responsible Owner.

## 1.1 Purpose of this Strategy

It is good practice at the mid-point of any strategy's delivery to assess progress and the way ahead. A review of our 2015 strategy has therefore been undertaken to determine whether it is still focussing on the areas of activity that will have the maximum possible impact on D&I in today's environment. We are proud of what we have achieved so far on D&I, but we want to ensure that we have a strategy that will deliver substantial improvements in the years ahead.

This renewed 2018-30 D&I Strategy is the result of that review. It is structured as follows:

- **Section 1** sets out the context for the renewed strategy
- **Section 2** describes our future ambitions for D&I in Defence
- **Section 3** sets out how we intend to achieve those ambitions
- **Section 4** explains how we intend to implement the strategy

## 1.2 Context for the Strategy

### 1.2.1 Definitions

The following understanding of the terms 'diversity' and 'inclusion' have informed the development of this strategy.

#### Diversity...

The ways in which we all differ including (but not limited to) our race, ethnicity, religion, beliefs, physical attributes, disabilities, sex, gender identity, sexual orientation, age, socio-economic background, life experiences (including marriage, civil partnership, pregnancy and maternity), skills and the way we think and do things.

#### Inclusion...

The action of embracing these differences. Inclusion is about valuing and harnessing people's unique backgrounds, talents, perspectives and insights for the benefit of individuals and the organisation.



## 1.2.2 Drivers

Five contextual drivers have informed the content of this renewed strategy:

- The benefits of D&I
- The current Defence D&I position
- The wider Defence context
- Civil Service and external D&I initiatives
- Equality legislation

## Benefits of D&I

There is a clear moral case for D&I. It is absolutely right that our Armed Forces and Civil Service should appropriately reflect the society we exist to defend, and that all Defence people should feel valued, respected and able to achieve their full potential.

Becoming more diverse and inclusive is not just the right thing to do for individuals, it is

central to Defence's ability to protect the nation. Specifically, a focus on D&I will:

- Build stronger, cohesive teams and improve decision making by harnessing the diversity of thought, skills and innovation that comes with a more diverse and inclusive workforce and through enabling people to fulfil their potential.
- Create a more engaged and motivated workforce, which should increase retention, wellbeing and performance.
- Enable Defence to better access and recruit talented individuals from across the whole of society.
- Generate greater levels of cultural understanding amongst our people, which will aid overseas operations and ensure Defence remains fully engaged with the British society it serves and protects.
- Improve the reputation of Defence.





## Current Defence D&I position

An understanding of the current D&I position in Defence has played a large part in informing where we should go next. This understanding has been obtained through an analysis of our progress against the actions contained within the DDIP and our performance against existing objectives and targets. Workshops and consultations with Defence D&I stakeholders have supplemented this evidence.

The key findings and conclusions from this analysis include:

- Defence has taken a wide range of actions to improve D&I over the last few years (see box below).

### Examples of actions:

- Increased senior leadership commitment to D&I through action plans, D&I objectives and advocacy
- Inclusion of D&I in performance reporting processes
- Mentoring and development schemes
- Legislation to allow flexible working in the Armed Forces
- Reinvigoration of staff networks and the role of champions
- Increased engagement/attraction activity to support delivery of Armed Forces diversity recruitment targets
- Role modelling and declaration campaigns
- Communication campaigns

- These actions have had a positive impact on D&I in Defence. For example we have seen:
  - » Increases in representation across the protected characteristic groups for Civil Servants.
  - » The Armed Forces have increased the percentage of women and Black, Asian and Minority Ethnic (BAME) personnel as a step towards their 2020 Government recruitment targets.
  - » Armed Forces Continuous Attitudes Survey (AFCAS) scores for 'feeling valued' are higher for BAME personnel than non-BAME personnel, and men and women score equally with regard to 'being treated fairly at work'.
- Despite this positive news, we still have a lot of scope for improving our D&I performance. For example:
  - » In the military, BAME and female representation is still very low (particularly at senior levels).
  - » In the Defence Civil Service, our female, BAME and disability representation is low compared to the wider Civil Service (particularly at senior levels).
  - » In the military, we are just beginning to develop an understanding of the Armed Forces population with a disability.
- There is also scope for improving our strategic approach to delivering D&I:
  - » Whilst our existing strategy sets challenging objectives, there is a need for greater clarity on our specific levels of ambition.
  - » The way forward for D&I must recognise that a 'one size fits all' approach to delivering D&I is not appropriate to an organisation as large and complex as Defence.

- » There is a need to continue to use evidence to develop the policies and initiatives developed in support of this strategy. This will include findings from benchmarking exercises, best practice from external organisations and other government departments, reports such as the Chilcot report and our own D&I performance and research and People survey data.
- » There needs to be a much greater focus on embedding D&I as part of normal business and making it part of the culture and behaviours of the whole organisation.
- » We need to continue to work to ensure our policies and processes take account of D&I opportunities and impacts.
- » We need to ensure that inclusion is more firmly embedded in Defence culture and behaviours.
- » Governance and holding to account arrangements need to be strengthened and simplified.
- » In developing a way forward, we need to identify, and find ways to tackle, the structural and cultural barriers to improving our D&I performance.

### The wider Defence context

Defence is a large and complex organisation and we recognise that it will take time to deliver our D&I ambitions fully. This is reflected in the long-term 2030 timescale for this strategy.

We also recognise that the strategic Defence context will alter over the next 12 years and have therefore sought to develop a high-level way forward that can remain consistent for this time period, whilst at the same time allowing for specific levels of ambition and implementation activities to change.



## Civil Service and external D&I initiatives

This strategy has not been developed in isolation. It takes account of D&I best practice in the wider public and private sectors.

It has, for example, been influenced by the development of the new Civil Service D&I Strategy and its focus on delivering inclusion as means of attracting, retaining and utilising a diverse workforce.

Specifically, the Civil Service strategy is focussed on the Civil Service becoming the ‘most inclusive employer in the UK by 2020’ through two key areas of work:

- Building the Civil Service’s reputation and culture as a place that attracts and develops the best and most diverse talent possible.
- Increasing the representation of currently under-represented groups at all levels within all parts of the Civil Service.

The Civil Service D&I strategy does not cover all of MOD’s workforce. This Defence D&I Strategy is necessarily different in aspects, as it covers all our people, including Service Personnel and the Ministry of Defence Police.

This Strategy also links to wider Civil Service initiatives such as the Mission Critical inclusion toolkit developed for the national security community. This will provide an important resource for us to draw on as we seek to implement the priority areas of activity set out in Section 3.

## Equality Legislation

The strategy is underpinned by Equality legislation. The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society.

Following the Act coming into force, a specific legal duty was imposed on public authorities to have ‘due regard’ to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

This general duty covers the nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation and marriage or civil partnership status. The Armed Forces are exempt from certain protections contained in parts of the Act, such as its age and disability discrimination provisions.





# 2. Our Future Ambitions

The remaining parts of this strategy set out a response to the context outlined in the previous section.

## 2.1 D&I Vision and Goals

The renewed way forward for D&I in Defence is based on delivering a vision that reflects our recognition that the recruitment, retention and inclusion of individuals with diverse skills, perspectives and backgrounds will bring real strength to the organisation, wider Civil Service and society.

Our **vision** is that:

Defence harnesses the power of difference to deliver capability that safeguards our nation's security and stability.

We will achieve this vision by focussing on **three strategic goals**:

### Goal 1

To be an inclusive employer where all staff can fulfil their potential and feel confident that their unique perspectives and talents will be valued

### Goal 2

To be an organisation that, at all levels, appropriately represents UK society

### Goal 3

To be recognised as a force for inclusion in wider society



## 2.2 Objectives and Commitments

We will understand whether we are making progress towards this vision and our goals by measuring progress against the objectives and supporting commitments set out below. These focus on the areas to which we need to pay most attention in order to ensure we are having the greatest impact on our D&I performance.

The complexity of Defence means that different parts of the organisation will be able to achieve very different levels of performance against these objectives and commitments. *Specific, measurable and achievable* 2030, 2025 and 2020 levels of ambition will therefore be set for each Defence organisation. These will be reviewed periodically to ensure they take into account the changing Defence and external context.

There are some objectives and commitments for which we cannot currently collect data. The baseline for these will necessarily be later than 2018.

### 2.2.1 Key Strategic Objectives in support of Goal 1

#### Goal 1

To be an inclusive employer where all staff can fulfil their potential and feel confident that their unique perspectives and talents will be valued

#### Objective 1 - Engaging and valuing Defence People

By 2030 we aim to achieve significant<sup>1</sup> improvements in Single Service and Civil Service performance against the Cabinet Office's inclusion metrics and standards<sup>2</sup>.

Until such time as these metrics and standards are published, we will monitor Single Service and Civil Service scores against relevant inclusion related questions in the following surveys:

- Armed Forces Continuous Attitude Survey (AFCAS)
- Reserves Continuous Attitude Survey (RESCAS)
- People Survey

#### Objective 2 – Understanding the diversity of our people

By 2030 we want at least 98% of Service Personnel and Civil Servants to have recorded personal diversity data<sup>3</sup> for ethnicity, gender, sexual orientation, religion/belief and disability.

#### Objective 3 – Eliminating bullying, harassment and discrimination

By 2030 we aim to have achieved significant reductions in bullying/harassment/discrimination (measured through scores reported in the AFCAS/ RESCAS and People Survey).



<sup>1</sup> The term 'significant' in all objectives/commitments will be defined by specific and measurable 2030, 2025 and 2020 levels of ambition.

<sup>2</sup> These are due to be developed by 2020

<sup>3</sup> Positive declarations excluding "prefer not to say"

## 2.2.2 Commitments in support of Goal 1

By 2030 we aim to have achieved:

- Significant reductions in the gap between scores for men and women; BAME and non-BAME; Lesbian/Gay/Bisexual (LGB)<sup>4</sup> and heterosexual; disabled and non-disabled for the AFCAS, RESCAS and People Survey questions in objectives 1 and 3.
- Significant reductions in gaps between annual appraisal performance scores for men and women; BAME and non-BAME; LGB and heterosexual; disabled and non-disabled in the Civil Service and Single Services.
- At least 95% of staff up to date with mandatory D&I training (by 2020).
- Significant reductions in the number of upheld service complaints, employment tribunals and grievances successful against MOD related to discrimination.
- All Defence decisions that may affect people are taken with reference to an accurate and meaningful Equality Analysis (EA).
- A better understanding of the Armed Forces population with a disability and of how the skills and talents of people with disabilities can be utilised to maximum effect by the Single Services.<sup>5</sup>
- The introduction of Civil Service measures for socio-economic background within our data collection and performance management systems (from 2018 onwards). We will look at their applicability for Service Personnel.
- The establishment of a baseline and targets for improving socio-economic diversity within Defence (by 2020).
- An improved understanding of the relationship between age and inclusion.

- All Service Personnel and Civil Servants being held to account for D&I in their performance reporting processes (by 2020).
- Improved recognition of Civil Service and Single Service D&I performance in relevant external diversity, inclusion and equality indexes.
- Reductions in any gender and BAME pay gap for Civil Servants and Service Personnel.

## 2.2.3 Key Strategic Objectives in support of Goal 2

### Goal 2

To be an organisation that, at all levels, appropriately represents UK society

### Objective 4 – Increasing representation of under-represented groups at all levels

By 2030 we aim to have achieved significant improvements in:

- The percentage of female, BAME and LGB personnel in the Single Services (Regular and Reserve) and Civil Service and percentage of disabled staff in the Civil Service.
- The percentage of female, BAME and LGB personnel at OF6/1\*/SCS levels in the Single Services (Regular and Reserve) and Civil Service and the percentage of disabled staff in the Senior Civil Service (SCS).
- The percentage of female, BAME and LGB recruits to the Single Services (Regular and Reserve) and Civil Service and disabled recruits to the Civil Service.
- The percentage of female, BAME and LGB entrants to OF6 and the SCS and disabled entrants to the SCS.

<sup>4</sup> Transgender is not a sexual orientation, so is not included in these declarations. People who have transitioned can declare any changes under gender.

<sup>5</sup> The Equalities Act 2010 excludes members of the Armed Forces from disability legislation. However, as a commitment to its people, Defence will endeavour to better understand and support those living with, or supporting Service Personnel living with a disability.



## 2.2.4 Supporting Commitments for Goal 2

By 2030 we aim to have achieved:

- Increases in the percentage of female, BAME and LGB promotees to OF4/5 in each Service.
- Increases in the percentage of female, BAME, LGB and disabled promotees to Band B.
- Increases in the percentage of BAME, female and LGB staff at OF4 and 5 in the Single Services.
- Increases in the percentage of female, BAME, LGB and disabled staff at Band B.
- Reductions in the difference in average length of service between men and women; BAME and non-BAME; LGB and heterosexual for officers and other ranks.
- Reductions in the difference in average length of service between men and women; BAME and non-BAME; disabled and non-disabled; LGB and heterosexual staff for SCS and other grades of Civil Servants.
- Increases in the percentage of female, BAME and LGB personnel in the recruitment pipeline stages for Officers and Other Ranks in the Single Services.

## 2.2.5 Key Strategic Objective in support of Goal 3

### Goal 3

To be recognised as a force for inclusion in wider society

### Objective 5 – Improvements in the reputation of Defence

By 2030 we aim to have achieved:

- Significant improvements in external MOD/ Armed Forces (AF) reputation poll scores.
- Significant reductions in the gap between ‘favourability’ scores for men and women; BAME and non-BAME; LGB and heterosexual; disabled and non-disabled personnel for the statement ‘regard MoD; Armed Forces; Army; Royal Navy and Royal Marines; RAF favourably’.



# 3. Realising our ambitions

Our future ambitions will be delivered through four priority areas of activity:

- Mainstreaming D&I in the Defence Operating Model
- Mainstreaming D&I in Defence culture and behaviours
- Developing D&I policies and guidance
- Outreach

Each of these priority areas, and their associated high-level actions, has the potential to contribute to a wide range of the objectives in Section 2. For example, the commitment of our leaders to D&I will aid inclusion, representation and our impact on wider society.



The priority areas are intended to provide a high-level framework for identifying more specific initiatives. These will be set out in individual Defence organisation<sup>6</sup> and central delivery plans.

As we identify these initiatives, we will seek to quantify how they will contribute to the specific goals, objectives and commitments in Section 2.

## 3.1 Priority Area 1: Mainstreaming D&I within the Defence Operating Model

Improvements in Defence's D&I performance will not be achieved solely by the actions of staff in niche areas of the Department. If we are to effect real change, D&I must be considered by staff at all levels as an integral part of every part of the Defence Operating Model and its associated decision making processes, programmes, policies and strategies. This will be achieved in the following ways.

### Equality Analysis

Rigorous equality analysis (EA) will be undertaken as part of all new Defence decisions that may affect people, to ensure they support our D&I objectives and comply with MOD's legal obligations.

EAs will focus on the potential positive and negative D&I impacts of decisions on wider society, as well as on the organisations and people within Defence.

In addition to providing clear guidance and educating our leaders in the necessity of undertaking an EA, audits will be undertaken across Defence to ensure compliance.

6 eg. Top Level Budget (TLB) Arms Length Body (ALB)

### 3.1.2 Reviewing existing Defence business

Existing Defence strategies, policies, processes and programmes will be reviewed to identify whether adaptations can be made to better support our D&I aspirations.

For example, work will be undertaken to determine whether there are elements of our policies, programmes or processes that pose barriers to diversity of thought or which inadvertently exclude or disadvantage particular groups of people. There might also be opportunities to include incentives or disincentives in existing policies and processes in order to drive improvements in D&I.

Considering D&I within the 'People' areas of Defence business (e.g. recruitment, performance, career, talent and profession management processes), will be a key element of both work streams 3.1.1 & 3.1.2. However, it will be equally important for all other areas of the organisation to identify and to respond to the potential positive and negative D&I impacts of their area of business. It will, for example, be important to understand any D&I opportunities and challenges that are likely to be presented by the future Defence strategic context.

The needs of specific protected characteristic groups will be considered as part of this mainstreaming work, in addition to D&I issues more broadly.

### 3.1.3 Coherence and gap analysis

Work will be undertaken to ensure that Defence processes, programmes, policies, etc. are coherent from a D&I perspective. We will seek to understand whether the different ways in which we operate mutually reinforce or contradict each other from a D&I perspective. We will also undertake work to assess whether there are any gaps in the way in which we operate that might hinder or offer opportunities for progressing D&I.

### 3.1.4 Supply chain

We will further promote D&I within Defence and externally by looking beyond our internal ways of operating and continuing to ensure D&I is embedded within the management of the supply chain.

### 3.1.5 Governance

For D&I to be considered as an integral part of all Defence business, it needs to be embedded throughout Defence governance rather than treated separately. Section 4 sets out how we intend to achieve this.

## 3.2 Priority Area 2: Mainstreaming D&I in Defence culture and behaviours

Whilst mainstreaming D&I throughout our Operating Model will achieve improvements in performance, we will only be able to realise our challenging future ambitions fully if we also ensure that D&I is at the heart of the culture and behaviours of Defence. We need to change the way we 'are', as well as what we 'do'. We will achieve this by focussing on the following areas.

### 3.2.1 Leadership

Leadership is widely regarded as a crucial driver of any form of change programme. A visible commitment to D&I will therefore continue to be at the heart of expected Defence leadership behaviours, and will be a prerequisite for promotion within any part of the organisation.

Examples of actions expected of leaders include: mandatory D&I training; promoting and ensuring completion of Equality Analyses; encouraging team members to use best practice D&I toolkits such as 'Mission Critical'; having a reverse mentor; recognising and rewarding good practice and behaviours; calling out inappropriate behaviours; undertaking and responding to 360 degree feedback; and ensuring they and their staff are operating performance management and reward policies in ways which do not discriminate.

Work will also be undertaken to ensure that any Defence leadership models and programmes are consistent with a commitment to D&I.

### 3.2.2 Defence Values and belonging

Organisational values promoted effectively have real power to influence behaviours. D&I will



therefore be integrated within Defence values and standards at all levels of the organisation.

A sense of belonging to a wider organisation can also aid inclusivity. Work will therefore be undertaken to break down potential barriers between different parts of Defence and to ensure staff can relate to the Defence vision and understand their part in delivering it.

### 3.2.3 Engagement and Training

Training and engaging the whole organisation with D&I will be essential to changing our culture and behaviours.

In particular, we need to ensure that all Defence people recognise the relevance and importance of D&I to them as individuals and the organisation through appropriate training and guidance e.g. on religious practices. We need people to understand and adopt the behaviours that are expected of them.

The need to engage Defence people will be met through the development of stakeholder engagement and communication strategies that identify targeted, appropriately timed messages and delivery channels.

D&I specific training will continue to be offered, but wider Defence training courses such as leadership training will be reviewed to ensure they include an appropriate level of engaging material on D&I.

### 3.2.4 D&I Advocacy

We want everyone in Defence to be an advocate for D&I as part of good leadership behaviour. Advocates and senior D&I champions, for specific protected characteristics, will act as ambassadors for culture and behaviour change. Staff networks and Trade Unions (TUs) also have a crucial role to play in advancing D&I through supporting staff, promoting change and challenging policies and processes.

We will continue to resource this important area of action through regular engagement and consultation with TUs and the development of more effective means of supporting our champions, advocates and staff networks.



### 3.2.5 Targeted interventions

Best practice and external benchmarking activities will be used to assess progress and to identify specific interventions that will promote culture and behaviour change.

Different interventions will be 'right' for different parts of the organisation and different groups at particular times, and we can learn from the good work that has already started in many areas of the Department. Examples of likely areas of action include: role modelling; mentoring circles; reverse mentoring; coaching; positive action programmes; promotion of D&I toolkits and planned courses of action for areas reported to be suffering from high levels of bullying and harassment.

### 3.2.6 Reporting and completeness of data

Being able to understand and articulate how we are making progress in becoming a more diverse and inclusive organisation will be an important factor in building momentum for change across the organisation.

Work will continue to be undertaken to improve the quality, coverage, reporting and communication of data. This will include ensuring that Single Services and civilian HR systems are able to collect the necessary data for meaningful Management Information to be generated.

### 3.2.7 Roles and responsibilities

Individuals and organisations are more likely to adopt D&I behaviours if they are given clear responsibility (and are held to account) for doing so.

Section 4 sets out D&I roles and responsibilities for key senior people in the organisation. However, more work will be undertaken to produce clear and engaging guidance that ensures that staff at all levels of the organisation understand and adhere to what is expected of them in promoting D&I.

## 3.3 Priority Area 3: D&I policies and guidance

Mainstreaming D&I throughout the Defence Operating Model, culture and behaviours is at the centre of this strategy. However, there is still a need to have policies in place that clearly state our D&I intent and provide direction and guidance on issues affecting protected characteristic groups.<sup>7</sup>

### 3.3.1 Policy Statement

A short D&I policy statement/narrative will set out Defence's commitment, expectations and

aspirations for D&I, as well as our long and short term ambitions in this area.

### 3.3.2 Policies on issues concerning protected characteristic groups

Where required, policies and guidance will be developed for D&I issues relating to particular protected characteristics, as well as wider issues such as social mobility. Benchmarking, best practice and specialist advice will all have a role to play in the development of these documents.

## 3.4 Priority Area 4: Outreach

Outreach has the potential to improve understanding and foster support for Defence as well as attracting people to the organisation and helping Defence to be a force for inclusion in wider society.

Our single Services, tri service and Civil Service outreach teams, already undertake a significant amount of work in this area. However, encouraging more staff to be visible in different parts of society through outreach and volunteering action will further aid us in attracting talented people from diverse backgrounds to work in Defence, as well as to promote social cohesion within society and improve the reputation of Defence.



<sup>7</sup> Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

# 4. Implementation

This Strategy will be delivered as an integral part of the Defence operating model.

It will be aligned with the governance, planning, monitoring and reporting arrangements associated with the Defence People Strategy and Defence People Plan.

## 4.1 Delivery Planning

As noted in Section 3, TLB/ALBs will create high level Delivery Plans setting out what they intend to do within each of the three priority areas for action (Section 3) to deliver against their objectives, commitments and associated levels of ambition.

Key TLB and ALB Levels of Ambition, actions and milestones will be included within the Defence People Plan; Defence Plan and individual Command and Corporate Plans. They will also be collated into a single high-level D&I plan, together with any pan-Defence initiatives being managed centrally, Progress against this will be monitored collectively by a D&I Board (see below).



MOD Civilian Disability Champion promoting International Day of Persons with Disabilities.

## 4.2 Governance

### 4.2.1 Roles and Responsibilities

Everyone in Defence has a part to play in delivering this strategy and will be held to account for this through the performance management process. Particular individuals will have specific roles and responsibilities.

### Chief of Defence People (CDP)

CDP is the Defence Task Owner and Defence Authority for all people issues, including D&I, and is responsible and accountable to the Defence Board for:

- Putting in place corporate strategy, policies, standards, rules and structures that will drive improvements in the Department's D&I performance.
- Understanding and challenging progress being made on D&I across Defence using a portfolio approach.
- Reporting progress to the Defence Board and advising them on risks to delivery.
- Identifying if corporate strategy, policies, rules and guidance need to change to enable improved delivery across the organisation.

CDP will also:

- Work with TLBs and other Defence organisations to identify and lead on other pan-Defence initiatives that will contribute to the delivery of D&I across the organisation.
- Identify, advise and enable more effective sharing of best practice through the setting up of a best practice 'incubator cell'.



## Top Level Budget holders and Heads of Arms Length Bodies and Trading Funds

TLB holders will be responsible and accountable to the Defence Board through departmental holding to account mechanisms for delivering against the objectives; commitments; levels of ambition and milestones reflected in their Command Plans. Heads of ALBs will be responsible and accountable to Ministers.

### All leaders in Defence

All leaders in Defence have a responsibility to drive improvements in D&I and to lead by example in encouraging their teams to engage with the initiatives and interventions associated with this Strategy.

### 4.3 Performance Reporting

Regular performance reporting will be required to assess progress against the objectives, commitments and areas of activity in the strategy

CDP will be responsible for providing an overall assessment of progress to the Defence Board and its supporting committees as part of broader Defence reporting processes.

TLB/ALBs will be responsible for reporting their performance against their levels of ambitions and delivery plan milestones through Departmental holding to account mechanisms associated with the Defence People Plan, Defence Plan and Command/Corporate Plans.

Performance reporting data will be used to determine whether levels of ambition and/or elements of delivery plans need to be adjusted.

### 4.4 D&I Delivery Board

A senior D&I Board will support CDP in their role as Defence Task Owner and Defence Authority for D&I, and provide a mechanism for aiding TLB/ALBs to discharge their roles and responsibilities.

Civ(HR) and each TLB/ALBs will be represented on the Board, along with a non-executive director. A mechanism will also be developed to ensure

that the views of champions and networks are represented on the Board.

### 4.5 Resourcing

The costs of delivering this strategy are difficult to quantify as the main focus for delivering D&I is on integrating D&I considerations with Defence business and behaviours.

Where specific D&I costs are identified, they will be captured in the delivery plans that will underpin this strategy. It is anticipated that any upfront costs will, in time, be offset by the longer term benefits that D&I will bring to the organisation (see Section 1).

### 4.6 Equality Analysis

An Equality Analysis has been carried out in support of this Strategy.

Trade Unions and staff networks will continue to be consulted during the development of supporting Delivery Plans, and in the implementation of actions.



# Quotes

“ I am pleased that importance of D&I is emphasised for everyone. I look forward to seeing the realisation of Objective 4 so that the services and the Civil Service depict a more balanced reflection of our society. ”

Jennifer – Head Office

“ What leaps out of this strategy is the relevance of D&I to everyone. There is an abundance of talent in Defence, at every rank and grade, and we must ensure that all our people can be themselves, draw on their strengths, and fulfil their potential. ”

Rod – Head Office Operations

“ I welcome the intent in the Strategy - Belonging is the feeling of psychological safety that allows employees to be their best selves at work. Even at the most diverse of companies, employees will disengage and leave if they don't feel included and accepted. ”

Sarah – Army Training Assurance

“ This strategy demonstrates the Armed Forces commitment to create a modern and inclusive culture which attracts, retains and values its people. ”

Mandy – Service Personnel Policy

“ Mainstreaming of D&I depends on setting the right tone, lifting rocks on our behaviour and attitudes, and active integration, all clearly supported by this new strategy. ”

Jill – Army

“ It's great to be in a position where we are recognising the importance of Diversity & Inclusion in everything we do particularly if we want to contribute to a shift in MOD's culture. This can only be a good thing. ”

Maria – HR lead

“ This strategy is just what we need to make a step change in our culture and behaviour ”

Thomas – Head Office

“ I really welcome the intent to mainstream D&I across the business and the focus on advocacy. Too many people fall back on the existence of departmental policies and processes as having 'done the job' when what is needed is an everyday commitment to act, and be seen to act, to embrace diversity and inclusivity as an everyday part of the job. A small investment in personal effort can result in improved outcomes across the board and contribute to changing culture permanently, imagine if we all did that?. ”

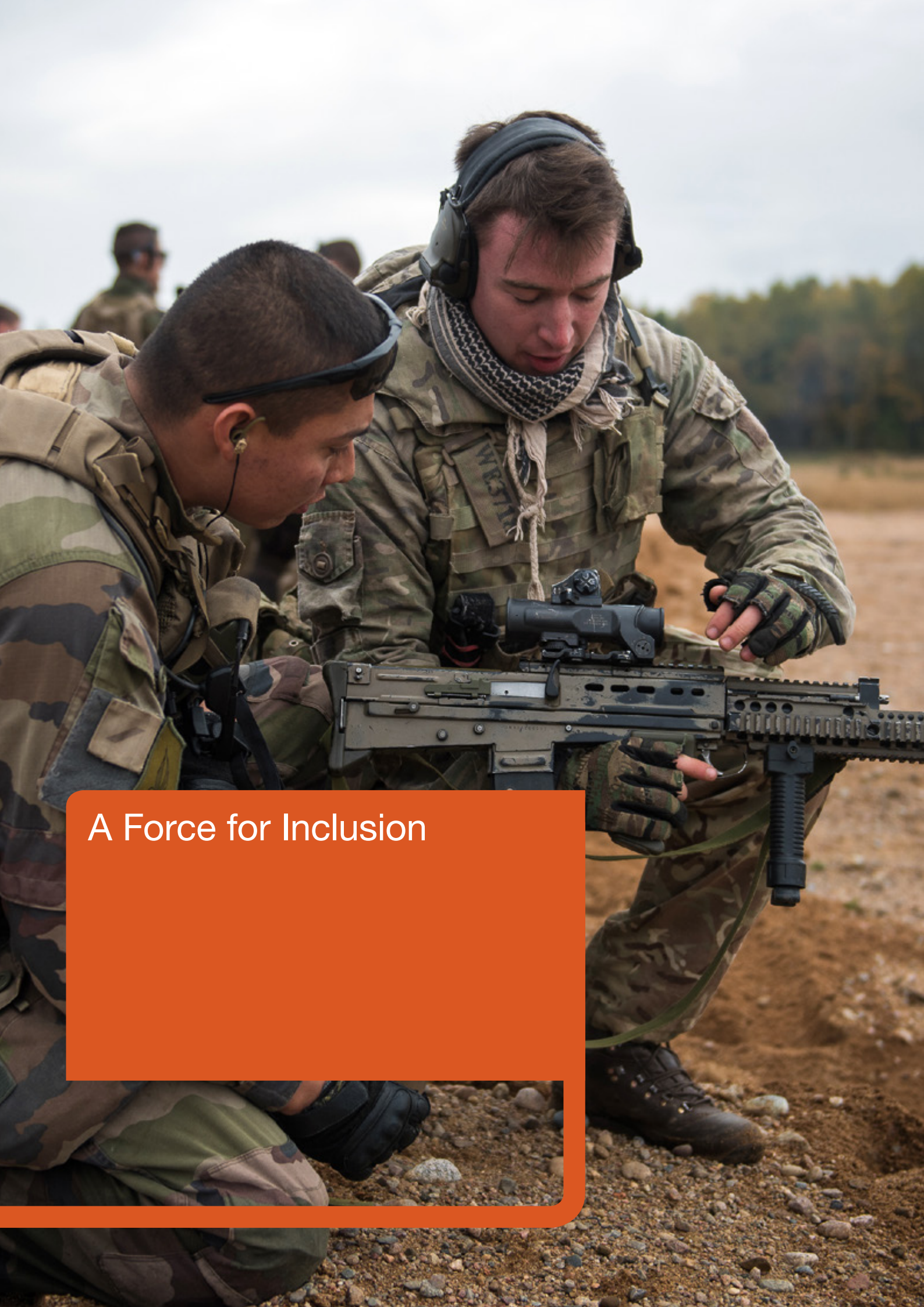
Mandy – Joint Force Development











A Force for Inclusion