

Written evidence submitted by the Ministry of Defence

Protecting those who protect us: Women in the Armed Forces from Recruitment to Civilian Life

Appendix: Defence Response Update

Introduction

As we approach the first anniversary of the publication of the report from the House of Commons Defence Committee Inquiry “Protecting those who protect us: Women in the Armed Forces from Recruitment to Civilian Life” (the Inquiry), Defence wants to take the opportunity to update the Committee on the journey that we have been on over the last year.

Defence accepted 33 of the Committee’s recommendations, partially accepted a further four recommendations and noted 13 points which are conclusions rather than recommendations. There are just three of the Committee’s recommendations we are not implementing, instead seeking to address the underlying concerns of the recommendations in other ways. Since our Response to the Inquiry in November 21, Defence has delivered on many of the recommendations, and in some cases taken them further. The Inquiry has also encouraged and enabled Defence to accelerate and expand upon a broad range of pre-existing and pre-planned interventions which had already been designed to improve the experience of our Servicewomen.

We recognise that many of these interventions seek to fix historic issues that have taken too long to be addressed. While the Inquiry, and our Response, set out important areas of focus, we also recognise that delivering these commitments is not the end of the journey. In order to ensure we bring about enduring and meaningful change we have established a wider programme of improvement for Women in the Armed Forces. The programme will amplify the voices of our Servicewomen, cohere and monitor progress of current and future initiatives and projects, highlighting gaps where they exist and encouraging the sharing of leading practice between the single Services and from outside Defence. Defence must embed continuous improvement to ensure we continue to listen to diverse voices, identifying inequities and taking timely action to address them.

Meaningful and enduring change is our aim, and it is starting to happen; and, encouragingly, our people are beginning to tell us so. We recognise that organisational culture change takes time, and we must deliver sustained effort over a number of years. Defence is committed to preventing unacceptable behaviours from occurring and we have zero-tolerance for such behaviour. We are also committed to making the step changes required to create an inclusive environment for all women, enabling us to deliver our Defence outputs, enhance our operational effectiveness and better defend and represent the nation we serve.

In recognising the achievements over the last year, Defence has benefitted greatly from the insight and challenge of its staff networks and particularly our Servicewomen who continue to share so generously, their stories and experiences. Their continued and consistent engagement since the publication of the Report within their own Services, with the Chiefs and with Defence Ministers, has enabled Defence to understand and continue to make the changes needed, hold us to account and be a more welcoming and inclusive place for all.

A summary of selected Defence Diversity & Inclusion achievements since the Report was published can be found at Annex A within this document.

As part of the Government’s response to the Report in November 21, a Recommendations Grid was included as an Annex. An updated version of this Recommendations Grid is at Annex B.

We cannot capture the full breadth of the work that has been delivered, is being undertaken or is planned, in this document. However, we provide a brief overview of key progress highlights below:

Joining the Forces - Recruitment and Representation

- a. **30% inflow Level of Ambition.** A Sprint team was established to drive forward the Level of Ambition to achieve a 30% inflow of Women to the Armed Forces by 2030. Each Service has given specific, profit-linked diversity inflow targets to the new Armed Forces Recruitment Programme. It is recognised that 30% is a very challenging level of ambition, and one which has not yet been achieved by many of our NATO partners. However, whilst it is helpful to draw comparisons with partner nations, that should not constrain our ambition. The level of ambition is necessarily ambitious and has provided renewed focus on how we connect with, and attract, not only women but also other underrepresented groups. In meeting this ambition, a Tri-service approach has been developed including tailored recruiting activities, women-focussed marketing campaigns and making greater use of Servicewomen as recruiters. Defence, however, recognises that recruitment alone is not enough and therefore greater focus on retention, behaviour and inclusion continues to be vital in order to effect and enhance our operational effectiveness, and ensure we can safeguard the security, stability and prosperity of our nation.
- b. **Behaviours Training.** Defence conducted a Diversity & Inclusion (D&I) training needs analysis, and a common standard and assurance model was produced. The Active Bystander Training continues to be an important part of the training offering, with the course being streamed 143,334 times. A new Holistic Allies Training package was introduced in March 22 which enables colleagues to better understand the perspectives and experiences of people across the spectrum of protected characteristics. This is supplemented by discrete allies training for Women. Our Diversity and Inclusion Advisers have received additional training to provide improved support in matters of sexual misconduct, and a review of how Consent Training is delivered across the Armed Forces is underway.
- c. In February 22 the Army launched #TEAMWORK with a day where the whole service focussed on highlighting and addressing behavioural and cultural issues, incorporating the themes from the Inquiry alongside wider issues. Follow up events have been held since throughout the Commands, and form part of an ongoing programme. The outputs have since been incorporated into officer and soldier professional military education from March 22 and have informed further work to modernise and improve leadership at all levels. As part of #TEAMWORK, in Sept 22, the Army delivered a diverse National Inclusion Week package, accessible by all service personnel, with speakers ranging across several sectors including CGS, Erin Kennedy (Paralympic Rower), and Ollie Ollerton (host on SAS: Who Dares Win); the package was well-received across the Army. On 4 Oct, RMAS hosted the next iteration of the GOs' Away Day, attended by a large proportion of the Army's General Officers (2* and above), with a focus on culture, which led to a productive level of discussion and challenge. Prior to this, ECAB had endorsed the next phase of #TEAMWORK, setting in motion the Army's Cultural Transformation Programme. Whilst still in the planning stage, this phase will be launched on the Army All Stop Day in Feb 23. As part of the Navy's campaign on leadership and culture the RN Leadership Centre of Excellence was launched at a whole force leadership conference headed up by 1SL in Mar 22. Ethical decision-making is now incorporated into officers and ratings leadership training. Supporting leadership doctrine (and accompanying pocketbook) is being made available to every member of the RN (Regular, Reserve and Civil Service). In Jul 22, the RN ran a seminar for improving female performance at the Commando Training Centre Royal Marines (supported by Victoria Pendleton), which has initiated follow-on work, including for women undertaking Commando training.
- d. In September 2022, a pan-Defence programme celebrated National Inclusion Week with over 25 activities across the Department. Events were led by the Networks, Front Line Commands, Enabling Organisations and Professions and focused on the theme of 'taking action'. The programme saw

Military and Civilian Personnel reflecting on the progress that had been made, aided by the Chief of Defence People and Champions who gave an opening address. The conversations enabled by the programme allowed colleagues to understand further how they could commit to promoting inclusion in their units or teams.

Thriving and progressing in the Forces

- e. **Uniform and Equipment.** As part of the Uniform and Equipment Sprint, the Services have all made amendments to uniform and clothing that address women's sizing, body shape and body changes (e.g., as a result of pregnancy or menopause). The amendments have benefitted from valuable feedback from our Servicewomen's and Gender networks. Of particular note is the development of the Narrow Scalable Tactical Vest (STV), in which women took part in a series of trials regarding sizing and fit; this is a vital piece of work, not only to ensure that our women have equipment that is comfortable but ultimately to ensure that our women are safe and fully able to undertake their duties on operations. The Services have introduced additional policies that support tailoring of Mess Kit and Formal uniform post-maternity leave; including ensuring that they do not incur undue expense. In addition, all new recruits who require breast support, and who are beginning their initial training in single Service training establishments, are now issued with sports bras. Wider revisions to uniform, combat and ceremonial clothing for each of the Services is in progress and rollout commenced in Summer 2022 and will complete in 2023. It's important that consideration of women in the design of future uniform and equipment is firmly embedded and will endure in future statements of requirement.
- f. **Health and Wellbeing.** The Servicewomen's Health Improvement Focus Team (SHIFT) was established to deliver the Women's Health Sprint bringing together both military and civilian skills and experiences to deliver key women's health policies and initiatives. In Summer 22, new Menopause and Breastfeeding Policies for Service Personnel launched alongside menstruation disposal bags, a Urinary Support Device, and a Servicewomen's Health Handbook. Furthermore, a series of blogs on women's health has been published by the SHIFT, with the aim of normalising the discussion of women's health topics. These have received thousands of views and positive comments from Servicewomen, who feel like their voices are finally being heard and acted upon, and by others who welcome the opportunity to better understand and support their Servicewomen colleagues. In September 22, JSP 661 Health and Wellbeing was published to provide guidance and direction on Defence health and wellbeing matters. It includes a dedicated chapter to women's health, outlining the support and services available to our Servicewomen on gender-specific health topics. In addition to this, it adopts a holistic approach and guides all personnel on their physical health and lifestyles, mental health, and recovery.
- g. **Flexible Working.** This August, Defence published management information about Flexible Working in the Armed Forces for use within the Department, so TLBs can verify, explore and analyse the uptake of flexible working. The 2021 Armed Forces Continuous Attitude Survey results showed that Defence's response to the pandemic led to a significant positive attitudinal shift towards flexible working in the Armed Forces. In the 2022 results, attitudes have slowly started to trend back towards pre-pandemic attitudes. New promotional material has also been launched to increase awareness and will be evaluated regularly to ensure that the information about flexible working is shared with the widest possible audience through podcasts, information booklets and web pages. A Job Share policy for the Armed Forces has been developed and is currently in the process of review and approval. People IT systems are being updated to reflect the proposed new policy with launch expected in late 22/ early 23. Defence refreshed its official policy documentation (JSP 750) in April 22 to modernise the flexible service offer, to reflect the ongoing Flexible Workplace programme of work and updating language and including new concepts such as hybrid working. During the refresh

Defence also reviewed the application and approval process for Alternative Ways of Working applications (AWA) and found that between April 2019 and March 2022 97% of recorded AWAs were accepted. The nature of Service means operational capability must be maintained at all times and the Modernisation of Terms of Service (MTOS) team will continue to monitor approval rates and make procedural adjustments through JSP updates where necessary.

- h. **Families and childcare.** Recognising and supporting a modern and diverse workforce, the UK Armed Forces Families Strategy was launched in January 22. It is underpinned by an action plan which sets eight high-level objectives. Working across government and with the devolved administrations and families' federations, priorities have been agreed initially, for the short term (0-2 years). The objectives address some of the unique challenges experienced by parents serving within the Armed Forces. The full UK rollout of Wraparound Childcare (WAC) was announced in Summer 2022 with registration for the scheme opening on 1 September 2022. As at 1 October, around 3000 service children had been registered for WAC. The Services have also made changes which will impact serving couples (with and without dependents). The Army has a new policy on conducting career reviews for serving couples and the Navy updated their Service Couples With Dependent Children Policy (SWDC) in February 22 to extend eligibility until the change of education stage past the age of 11. Future work by the Army will look at childcare provision for 0–4-year-olds. Moreover, the RAF has enabled Service personnel, where practicable, to work 100% remotely whilst accompanying their spouse overseas
- i. **International Conference.** Defence seeks to benchmark organisational culture with other Armed Forces, Government departments and private organisations. An international conference with our partner nations is in the final stages of planning and will take place in November 2022. Defence will work with our international colleagues to share our Response to the Inquiry, learn and share leading practice and explore potential areas for joint working. Recognising the challenges we face in UK Defence are not unique amongst partner nations, our aim is to work collegiately as we travel together on this journey

Responding if Things Go Wrong

Defence is clear that there is no place for unacceptable behaviour or for people who commit sexual offences in the Armed Forces. We have introduced a range of policies and strategies to ensure our people are clear about the standards of behaviour expected and are taking decisive action to stamp out all forms of unacceptable behaviour, including a zero-tolerance approach to sexual offending and relationships between instructors or those in a position of authority and trainees. This is part of a suite of policies which strengthen the levers available to deal with those who are found to have committed unacceptable sexual behaviours. **Anyone convicted of a sexual offence will be discharged from the Armed Forces.**

j. Dealing with Unacceptable Sexual Behaviours

- a. On 30 March 2022, **Defence published Part One of its Zero Tolerance approach to sexual offences** policy to deliver our intent to deal robustly with unacceptable sexual behaviour and sexual offending. The policy sets out that it is a priority for Defence that victims are supported, that every allegation of sexual offending will be investigated, any personnel convicted of a sexual offence will be discharged, and that any person in authority having a sexual relationship with a trainee or recruit will be discharged from the Armed Forces.
- b. On 19 July 2022, **Defence published Part 2 of the Zero Tolerance approach to unacceptable sexual behaviour.** This policy sets out that anyone in the Armed Forces who is found to have behaved in an unacceptable way that is sexual in nature, but where this behaviour does not reach the threshold of criminal offending, will face a presumption of discharge.

- c. On 19 July 2022, **Defence published the new Sexual Exploitation and Abuse (SEA) Policy**. This clearly defines Defence's zero-tolerance stance on SEA and includes a prohibition on transactional sex. It also provides detailed direction on assistance and support to victims of SEA, ensuring the interests of the victim are prioritised.
- d. On 19 July 2022, **Defence published the Strategy for Tackling Sexual Offending in Defence**, which recognises the damage caused by sexual offending. The strategy prioritises the interests of the victim, ensures that sexual offence cases are dealt with coherently across the Service Justice System and aims to reduce the prevalence and impact of sexual offending in the Armed Forces through increased reporting, engagement and successful prosecutions. It draws on best practice in the civilian justice system and reflect our commitment to supporting survivors and ensuring their wellbeing.
- e. On 20 July 2022, Defence laid draft Regulations in Parliament for the changes required to the rules of the Court Martial to ensure that at least one woman is **on every Court Martial Board, including those** dealing with sexual offences, such as rape and serious sexual assault. These draft Regulations will be debated in the House of Lords on 18 October 2022.

k. Service Complaints Reform

- a. We are pleased to confirm that JSP 831: Redress of Individual Grievances: Service Complaints, was published on 15 June 22. It brought into force many of the recommendations from the Inquiry, introducing a range of reforms and improvements to the existing Service Complaints system for Service Personnel. The new system will increase the efficiency; make the system more independent through the introduction of Central Admissibility Teams; improve the support available for those who engage with the process and increase trust and confidence in the system and its decision makers. New guidance has been issued on the handling of complaints of a 'Sexual Nature' and all such complaints are to be decided (at either Decision Body (DB) or Appeal Body (AB) stage) outside of the Complainant's direct Chain of Command (CoC), including independent investigators outside of the direct CoC (for example using the Outsourced Investigation Service (OIS)) and an Independent Member be appointed at both DB and AB stages.
- b. We recognise that we must continue to drive forward change and improvements and a policy note is also in development which seeks to ensure that, when found by the Service Complaints Ombudsman to have fallen short of expected standards in handling service complaints, Commanding Officers (COs) and DBs receive appropriate, consistent, and robust consequences, that appear on their employment records, through mandating comment in their annual appraisal documentation and other measures.
- c. Whilst pleased with the significant moves forward that this Service Complaints reform demonstrates, Defence recognises that we can go further still and that there are opportunities to improve metrics to deliver better holding to account and continuous improvement. Following the implementation of changes in JSP 831, Defence is working to ascertain a more appropriate suite of KPIs. We continue to engage with the Service Complaints Ombudsman as we take this work forward.
- d. Work to introduce a case management system is also underway, with the intention of increasing transparency for Defence, the complainant and respondents, increased modernisation and user satisfaction. Initial trials demonstrated increased efficiencies, increased useability and accelerated decisions for both complainants and respondents.

- i. **Defence Serious Crime Capability.** The Defence Serious Crime Unit (DSCU) will become fully operational in December 2022, with the strategic Command headquarters established and operational at Southwick Park since April 2022. The DSCU will brigade the investigative capability for serious offending of the existing three Service Police Forces into an independent unit, enabling allegations to be reported independently and for investigations to be conducted outside of the single Service Chain of Command. The unit will be led by the new Provost Marshall (Serious Crime), who was appointed in January 2022, and it will improve the capability of Defence to deal with the most serious offences. It will also provide improved victim support through an independent Victim and Witness Care Unit, which is being developed in consultation with external organisations such as the Survivors Trust and the office of the Victims Commissioner for specialist advice.
- m. **Building Trust.** Defence continues to build trust in the Service Complaints System and Service Justice System through a revised approach to the publication of successful Service Justice sexual offending prosecutions for Service personnel alongside suitably anonymised Service Complaints reporting, which is being delivered by the Army and the RAF. The Navy have published their Service Justice figures and have developed the process to publish appropriate Service Complaints data beginning with those which concluded in Sept 22.
- n. **Sexual Offences Data.** In March 2022 Defence published the Official Statistics on Sexual Assaults, Murder and Manslaughter in the Service Justice System. In response to the commitment to provide enhanced data within the Annual Sexual Offences Bulletin, several changes have been made. The Bulletin for 2021 included, for the first time, information on suspects and victims of sexual offences who are under 18. The 2022 Bulletin will also include data on domestic violence offences (both physical violence and sexual violence), and data about the timeliness of Forensic Medical Examinations as well as referrals to support services. Data will also be compiled and monitored 6-monthly to enable the policies on Zero Tolerance to Sexual Offending to be reviewed (from October 2022), and Unacceptable Sexual Behaviour and Sexual Exploitation and Abuse to be reviewed (from April 2023) and their impact to be assessed.
- o. **Sexual Harassment Survey data.** In March 2022 Defence published the 2021 single Service Sexual Harassment survey results. We remain committed to being transparent about the challenge of sexual harassment and our progress in addressing it. The Army has the most developed baseline having run their survey triennially, and the RAF and Royal Navy surveys can now act as a meaningful baseline for the Armed Forces upon which annual surveys will build. The results showed that across the Services, whilst the vast majority do not experience sexual harassment, it remains a problem and a higher proportion of servicewomen are affected. There were some signs of progress, for example in the Royal Navy, personnel witnessing generalised sexual behaviour has reduced significantly from 2015. Army respondents were significantly more positive about the way in which their chain of command would respond to reports of sexual harassment and instances of those experiencing general sexualised behaviours have fallen considerably from 2018 levels. In the RAF, three-quarters of respondents felt the organisation supports those who are being or have been sexually harassed and tries to prevent sexual harassment.
- p. **Dealing with Unacceptable Behaviours in Defence.** A number of targeted interventions have been launched to enable Defence to improve our understanding of unacceptable behaviours. These have included;

 - a. We continue to implement the recommendations from the Wigston Review into Inappropriate Behaviours and the subsequent Gray Review. Of the 49 combined recommendations, to date, 41 have been implemented; 3 have been closed and 5 remain in progress.
 - b. April 22 saw the implementation of Climate Assessments across Defence.
 - c. A behaviour dashboard has been developed for use by senior level boards, based on Service Complaints, grievances, informal complaints, climate assessments, and utilising the results of AFCAS, ResCAS and the People Survey.

- d. Work continues to upskill our D&I Advisers and Practitioners to better support our people; a conference on understanding and addressing sexual misconduct was held in February 2022, attended by nearly 300 delegates.
- e. A Whole Force awareness and communications campaign to inform and educate people about unacceptable behaviour and how to report it, will launch in 22 and run over the following year.

Transition and Resettlement

- p. Defence publishes the KPIs for Career Transition Partnership (CTP) externally on a quarterly basis as part of our commitment to open reporting. These indicate that employment outcomes for Service Leavers are at least as good as for civilians of the same demographic (age/gender/ethnic minority) who have never served and that employment outcomes and customer satisfaction ratings for Service Leavers are consistently higher than the CTP targets, remaining so during Covid where Defence continued to meet all Key Performance Indicators.
- r. In January 2022, the Office for Veterans' Affairs (OVA) published a two-year Strategy Action Plan detailing over 60 commitments to support veterans. In this Action Plan, the OVA committed to commission new qualitative research seeking to understand the circumstances where female veterans seek support and any barriers to accessing that support; as well as provide £150k in grant funding to charities to aid the development of best practice to ensure that veteran charities are inclusive and accessible. We have delivered the latter commitment by awarding £75k each to Robert Gordon University and Combat Stress to ensure veteran charities are inclusive and accessible to female veterans. In addition, we have awarded £120k to Anglia Ruskin University to conduct research on female veterans' experience of government and charity. We remain firmly committed to recognising, supporting and celebrating female veterans. These research projects are currently in the data collection phases, and we expect an interim update on the results in Spring 2023, before receiving full reports for these projects in Summer 2023.

Selected Defence Diversity & Inclusion Achievements 2021-2022

Jul 2021 (25)	HCDC Submitted their Report to Government; Protecting those who protect us: Women in the Armed Forces from Recruitment to Civilian Life
Aug 2021	Pilot of Outsourced Investigation Service for Service Complaints launched (contract awarded in June 21)
Sep 2021	AF conducted review of uniform and clothing to improve fit and sizing for women. Various Statements of Requirement were submitted and work to progress amongst each sS launched
Nov 2021	Defence announces that LGBT users of PrEP can fully deploy.
Dec 2021 (7)	RAF announce introduction of the term ‘Aviator’ as the generic nomenclature for personnel serving in the RAF.
Dec 2021	Defence achieved Royal Assent of the Armed Forces Bill 2021
Jan 2022	MOD gender pay gap reports 2021 (gov.uk)
Jan 2022	Provost Marshal Serious Crime appointed.
Jan 2022	RN appoints its first woman 2* (RAdm Jude Terry) – the first ever woman to receive the rank of admiral , becoming Director of People and Training and Naval Secretary.
Feb 2022	Start of Op Teamwork (Army), tackling cultural and inclusivity issues among the service. Op Teamwork: Army to tackle cultural and inclusivity issues among the service (forces.net)
Mar 2022	All new recruits who require breast support and who are beginning their initial training in single Service training establishments are now issued with sports bras.
Mar 2022 (24)	Holistic Allies Training launched across Defence
Mar 2022 (30)	Defence launches a new Zero Tolerance policy on sexual offending and sexual relationships between Instructors and Trainees. Anyone convicted of a sexual offence will be discharged from the Armed Forces.
Mar 2022 (31)	Defence published the results of the single Service sexual harassment surveys 2021 along with further information (our wraparound product) about what Defence is doing to prevent and tackle sexual harassment.
Mar 2022 (31)	Armed Forces Murder, Manslaughter and Sexual Offences statistics 2021 published
Apr 2022	Establishment of 4 specific D&I programmes (Race, Women in Armed Forces, Historic Hurt and Disability) to monitor and measure the efficacy of our numerous initiatives designed to improve our diversity and the experiences of our people.
Apr 2022 (4)	The Defence Serious Crime Command (DSCC) formed at Southwick Park (Service Police Centre of Excellence). The strategic Headquarters and office of the Provost Marshal (Serious Crime) (PM(SC)), its aim is to deliver a Defence Serious Crime Policing capability by Dec 22.
Apr 2022	Climate Assessments mandated across Defence
May 2022	Procurement of a Urinary Support Device in progress with a projected availability date for demand of Aug 22.

May 2022	Procurement of Sanitary Disposal bags in progress with a projected availability date for demand of Aug 22
Jun 2022	Civil Service becomes largest organisation to sign Menopause Workplace pledge Civil Service becomes largest organisation to sign Menopause Workplace Pledge – GOV.UK (www.gov.uk) This will be followed shortly by the launch of the Armed Forces Menopause Policy (TBC Jul 22) (A CS Menopause policy is already extant).
Jun 2022	It is announced that Sharon Nesmith is to be appointed (Aug 22) as Deputy Chief of the General Staff (DCGS) in the rank of Lt Gen, becoming the first female British Army officer to hold the rank of Lieutenant General and occupy this prestigious role.
Jun 2022 (15)	Service Complaints Reform come into effect (supporting building trust and confidence in SC system); Secondary legislation is now in place and JSP 831 brought into force on 15 June. This includes; • the introduction of sS Central Admissibility Teams (improving independence) • a new approach to handle complaints of a sexual nature (including the removal of the Commanding Officer from the admissibility decision, the use of the Outsourced Investigation service (OIS) and Independent Members at Decision Body stage).
Jun 2022 (16)	Defence Race Action Plan launched
Jun 2022	RAF announce that WEF 1 Jul, new gender-neutral titles for certain ranks will be introduced across the Airforce, following on from the launch of Aviator (Dec 21)
Jun 2022 (21)	Defence announces from 21 June and with immediate effect, serving personnel who are taking suppressive treatment for HIV, and whose blood tests show no detectable virus, will now be recognised as fully fit for service.
Jun 2022 (22)	Defence announces the Chair of the Independent Review – The Review into the impact of a historical ban on LGBT people serving in the Armed Forces.
Jul 2022 (18)	Defence launches the Armed Forces Menopause policy.
Jul 2022 (19)	Defence launches the new Zero Tolerance to Unacceptable Sexual Behaviour policy: a victim / survivor focused approach, Zero Tolerance approach to Sexual Exploitation and Abuse (SEA) policy and the Strategy for Tackling Sexual Offending in Defence. (Launched via WMS Written statements – Written questions, answers and statements – UK Parliament)).
Jul 2022 (19)	Written Ministerial Statement by SofS “Update on the Government Response to Protecting Those Who Protect Us: ‘Women in the Armed Forces from Recruitment to Civilian Life’” Written statements – Written questions, answers and statements – UK Parliament
Jul 2022 (21)	Defence announces that the Wraparound childcare scheme will be rolled out across the UK from Autumn 2022
Jul 2022 (26)	Defence launches the Armed Forces Breastfeeding Policy.
Jul 2022 (29)	Defence launches the ‘2 year on update’ of the Chief’s Joint Commitments.
Aug 2022	Narrow Scalable Tactical Vest available to all British personnel VIRTUS users from Aug 22)

Sep 2022 (2)	Defence launches the personal menstrual waste pouch (PMWP) to support the menstrual support box, and the urinary support device (USD).
Sep 2022 (30)	Defence launches the Womens health education handbook and the new JSP661 covering all Health and Wellbeing matters, including a specific chapter on Women's Health.

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HCDC Women in the Armed Forces Report – Recommendations Grid Update as at 1 Oct 22

Annex B to HCDC_WiAF_Defence_Response_Update

Rec	Para	Status	Selected Delivered Initiatives	Selected Initiatives for Future Delivery (post 1 Oct 22)
1	24	Accepted	- Single Services (sS) have developed plans to increase the recruitment of women in support of the 30% by 2030 inflow Level of Ambition. - BHD Helpline launched (Sep 20) - Sexual Harassment Booklet published setting out what it is, what to do and ways to report (including for those who may witness it) (2020) - Expansion & use of digitised D&I adviser reports to improve real-time monitoring of issues (Jul 21). - Sexual Harassment Surveys published (Mar 22). - Zero Tolerance to Unacceptable Sexual Offences and Sexual Relationships Between Instructors and Trainees (Part 1) published (Mar 22). - Service Complaints Reform and revised JSP 831 was launched Jun 22. - Zero Tolerance to Unacceptable Sexual Behaviour: A Victim/Survivor Focussed Approach (Part 2) published (Jul 22). - Zero Tolerance to Sexual Exploitation and Abuse (SEA) Policy published (Jul 22). - Tackling Sexual Offending in Defence Strategy published (Jul 22) Specific sS initiatives include: Army - Refreshed imagery in marketing. Current national marketing campaign heavily features women as central to the Army's future soldier narrative. - The Army D&I female focus fund increased to £1M per year for innovative opportunities to enhance the diversity and inclusion of the Army.	- The sS have commissioned research to understand demographic factors in relation to recruitment of women and ethnic minorities to shape future interventions. - The Centralised Sexual Harassment Survey is being developed with support from academics which will be piloted in late 2022 and rolled out from 2023. Specific sS initiatives include: Army - Internal training requirements will be refreshed with additional D&I training included by end of 23. - Op TEAMWORK campaign plan approved and planned to deliver Feb 23. Delivering the Army's Cultural Transformation Programme. Royal Navy (RN) - RN Race Multi Discipline Team to be established 24 Oct 22 to inform the People Capability Planning Group and RN Race Alignment Meetings. - Reviews are being conducted into Royal Marine and Submarine units to identify roles that do not have to be specifically Submariner or Royal Marine in order to increase diversity.

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			Royal Navy • People Capability Planning Group and 2 x RN Gender Multi Discipline Teams established to cohere all the various work strands from across the Personnel & Training Directorate. First meeting was Mar 22. • New RN Women and Families Coherence position established to drive and cohere 30x30 and other Level of Ambition work. RAF • RAF is delivering continuing upward progress for the % inflow of Women to regular and reserves. Delivered RAF Talent Management Programme, with specific focus on supporting inclusive actions, introducing talent markers for enlisted aviators	
2	25	Accepted	• An analysis sprint was conducted into the Level of Ambition of 30% inflow of women into the Armed Forces by 2030 (30x30). This provides a baseline against which the single Services (sS) have developed their individual plans. • All sS are focussing on how they improve their recruitment of women and have the following in place: ▪ Gender mixed recruiting teams ▪ Female applicant nurturing activities ▪ Diversity focussed marketing campaigns Specific sS initiatives include: Army • £1.5M uplift to improve female recruit pass rates from initial training to Field Army – to run the Be Military Fit candidate nurturing programme from Sep 22 – Apr 23 which improved fitness pass rates for women by 22 %age points when run in 21/22. • Refreshed imagery in marketing. Current national marketing campaign heavily features women as central to the Army's future soldier narrative.	• Future recruitment campaigns will demonstrate the roles available outside of 'traditional' combat roles (e.g., STEM professions), be women focused, and challenge misconceptions about the Armed Forces, similar to the Army's 'A soldier is a soldier' campaign. • The introduction of the Armed Forces Recruitment Programme in 2025 is an important opportunity to specifically design the approach to drive more diverse and inclusive recruitment, including embedding both gender and ethnicity recruitment ambitions. This is being built into the early consideration and design of this programme. Specific sS Initiatives include: Royal Navy • Development of a bespoke engagement and recruiting planning and recording tool which will ensure that all RN focussed engagement and recruiting activity is targeted and that all elements of RN Engagement are amplifying effect. Due in FY 22/23.

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			• Army has participants in the 30% cross-organisation mentoring programme; Women in Defence Programme; “Mission Include”; all designed to support high potential candidates. Royal Navy • The Women Candidate Relationship Management (CRM) Support Team offer the opportunity of support to all women applicants. This support includes access to virtual seminars and one to one support. This support is an adjunct to the normal CRM support offered by the recruiting Force to enable candidates to complete their application process. Additionally, Recruiting Attract Engagement teams work with women pan UK to raise awareness of career opportunities for women and their gatekeepers to improve submission of Expressions of Interest and subsequent applications. RAF • All National campaigns feature a woman, with the main RAF advert featuring a woman involved in all priority roles. Specific recruitment activity to reach out to women, and those who identify as women, has focussed on meaningful engagement which includes on-line digital and F2F engagement. • Examples include: ‘RAF Live’ event (where all-girl schools were specifically invited); Women in Engineering Day; promotion of women in sport; STEM activity for schoolgirls and women undergraduates across the UK.	• Developing a bespoke pre joining fitness support for candidates joining the RM which should support the improvement of successful conversion of women candidates. Due in FY 23/24 • Produce women & EM focussed marketing campaigns (which also emphasise roles more recently available to women e.g. RM and SM) to deliver by FY 23/24 • Promote gender-neutral language across all communications. • Implement Project Athena, conversational Artificial Intelligence, as a forum to ask questions, including those related to gender or ethnicity. Initial build complete in FY 22/23 (Initial Delivery date Jan 23) RAF • The Air Force Main Board (AFMB) People and D&I Sub-Committee are proposing options to enhance organisational attractiveness to the wider society. These will be delivered to the AFMB in Nov 22 where further guidance will be endorsed to drive our fulfilment of recruitment LOAs.
3	26	Accepted	• Six-month sprint to accelerate existing work to deliver a range of new Women’s Health Policies, addressing issues highlighted by our Servicewomen, recognising the importance of their health and wellbeing. The Servicewomen’s Health Improvement Focus Team (SHIFT) has focussed on the following areas: ○ Menopause ○ Breastfeeding ○ Women’s Health Education Resource ○ Provision of Urinary Support Device (USD). ○ Review of Sanitary support. • Defence Instruction Notice (DIN01-130 Injury Prevention and Health Optimisation during Pregnancy and Maternity)	• Sanitary and Hygiene supplies for Service Personnel (launched Jun 21), has been reviewed and refined, and an enduring contract is being sought for 2023/24. • Tri-Service Initial Training forum exists to enable cooperation, shared learning and development of approaches to improve those in initial training. Specific sS initiatives include: Army

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		- Joint Service Publication (JSP) 375 Chapter 20 New and Expectant Mothers - All Services have/ are reviewing fitness tests - JSP 661 launched Oct 22. Chap 5 Women's Health directs the support available to female SP for specialised gender-specific health services. The guidance in this chapter is tailored to support Servicewomen who experience gender-specific health needs. - Defence Breastfeeding Policy 2022 DIN01-076 launched 25 Jul 22 - Armed Forces Menopause Policy 2022 DIN01—71 launched 17 July 2022. - USD is now available for use by service women. Menstruation disposal bags are now available for procurement and use by servicewomen. - Servicewomen's Health Handbook was launched in September at the House of Lords. Specific sS initiatives include: Army - An Army Pilot - 'Project Athena' completed and under evaluation to provide improved support to women trainees (1 Apr 22). The findings will be shared across the Defence Training Establishments. - Enhanced communications activity on Health and Wellbeing (HWB) to include update DefNet, HWB site. Comms Working Group including Women in Ground Close Combat Rep will cohere activity. Royal Navy - All RN Physical Trainers are educated in Pre-Post Natal Instruction (PPNI) during their PT qualifying course. Current number of trained personnel is 29 with a further 15 on Physical Trainer Qualifying Course - - Women's Health Education resources are now available, including information and promotions on Breastfeeding/Cervical Smears/ Self-examination of breasts/Menopause/Project Rebalance/ PPNI's/Alcohol/Weight Management. Resource boxes are	- Project ATHENA 2. Female Junior Soldiers from the Army Foundation College (AFC) Harrogate are repeating the new social, physical and psychological training methods trialled previously, to help them to improve their performance during basic training. The trainee servicewomen will receive a specially tailored version of the programme that aligns to the Ministry of Defence's training programme and the needs of its junior female soldiers. Royal Navy - The Royal Navy to develop a Royal Navy Temporary Memoranda to sum up the practical support and routes to resource and white goods (refrigeration) to go alongside the new Breastfeeding and Menopause Policies alongside wider Human Performance work. RAF - The RAF will introduce its Maternity Passport in the late autumn of 2022, containing advice on antenatal and post-natal health issues, breast feeding and clear signposting to other agencies. - The RAF is developing menopause policy for aircrew and controllers which outlines menopause medical management and clarifies occupational aeromedical disposal for aircrew and controllers. Anticipated completion date end 2022.
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			distributed on request to units both in the UK and overseas (deployed and shore units). - Project Rebalance – is an initiative by service mothers for service mothers to assist in seeking help if they have any concerns about their health in either pre- or post-natal phase. RAF - The RAF has endorsed a proposal to develop a through-career age and gender health education package. - Parent Support Cell has been funded and is under recruitment to provide support through career to parents. 'Enabling Female Aircrew' 3*-chaired Working Group has been established to interrogate specific issues and areas requiring further work to improve the lived experience. An action plan has been developed to deliver gender-specific outcomes. UK Strategic Command - Launched the first UKStratCom Wellbeing Plan for 2022 which features prioritising Women's Health and providing guidance and awareness on key topics highlighted in the HCDC Inquiry. - Creation of women's health information hub and health and wellbeing newsletter.	
4	34	Conclusion not recommendation	- Benchmarking with 5 Eyes community and across CS is underway and will be ongoing. - Engagement by Secretary of State, Minister of State for Defence (Lords) and the Service Chiefs with Servicewomen's Networks. - Existing Networks and Network Champions and Advocates continue to amplify voices and support policy and solution development. - Ministers continue to engage with Service Personnel to better understand their personal experiences and whether policy changes are starting to make an impact. MinDPV and MinLords hosted the Naval Servicewomen's Network representatives (Feb 22); MinDPV visited Winchester (Mar 22) to see the changes being made to body	- A MOD-led International Conference will be held in late Autumn 22 to enable benchmarking and sharing of leading practices. - Continued future engagement by Secretary of State, Ministers and the Service Chiefs with Servicewomen's Network Representatives. Specific sS Initiatives include: RAF - The RAF are creating a communication plan to ensure all aviators, across all ranks, are fully aware of the work being

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			armour provisions for Servicewomen; Min Lords hosted round table events on Women's Health (Mar 22) and with RAF Servicewomen's/Gender networks representatives (Mar 22). Specific sS initiatives include: Army - The Army has inculcated the new Army Organisational Culture framework, in all that we do, including educating all leaders during every career course and at our recruit training centres. Live by it; Work by it; Plan by it; Assess by it; Improve by it. RAF - The RAF has increased its resourced commitment to D&I with the addition of 16 pers within the team. This has resulted in: - The creation of an action framework to prioritise and track actions against both reports and themes. - Created a Climate Assessment capability for the RAF. - Delivered the first RAF D&I Conference engaging both senior leadership and Networks. - Engagement with Royal Australian Airforce counterparts to understand its strategy of cultural and behavioural reform. Royal Navy - The RN Conduct and Culture Cell continues to help leadership teams build winning command climates, support the RN Ethics Programme and enable ethical leadership programmes across the RN/RM. They facilitate Climate Assessments on a rolling and ad hoc basis, and provide confidential consultation for COs to discuss ethical drift, cultural issues or command concerns. UK Strategic Command	undertaken within the D&I arena alongside delivered outcomes. UK Strategic Command - One year on report of the Strategic Command Wellbeing Plan 2022. (Q4) - Publication of Strategic Command Wellbeing Plan 2023 – 2026. Plan will be aligned to the Defence Health and Wellbeing Strategy 2022- 2026. Financial Wellbeing to be included in the Command plan understanding that CS25 and increase in living costs will impact not only Mental Health but Financial Health of colleagues across the Command. (Q4) - Calendar of Wellbeing Events for 2023. (Q4) - Wellbeing Audit completed 20 Sep – feedback expected (Q3) - Plans for next series of Op Inclusion Royal Navy - A Wholeforce Inclusivity Conference is planned for Mar 23 incorporating RN Networks and expertise to communicate our policies and planned work and highlight and celebrate our successes. - A Navy Executive Committee endorsed Organisational Culture Pilot will run from Sep 22-Mar 23, focusing on improving operational effect and the working and lived experience of our people. Includes workshops on Challenge and Innovation, Empowerment, Coaching and Change Advocacy.
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			- Strategic Command obtained Corporate Membership and are signatories of the Women in Defence Charter (July 2022). We are also sponsors of the <i>'Most Improved Signatory Award'</i>. - Financial Wellbeing resources made available on the Strategic Command People Hub - The launch of a Culture programme across the whole Command - Op Inclusion – focusing on confronting unacceptable behaviours (concluded 7th October) - A refresh of the Command Spotlight awards - recognising those who are living and role-modelling our command charter values – Innovative, Inclusive, Progressive.	
5	51	Accepted	An additional 19 Wigston and Gray recommendations have been implemented since Dec 21. This brings the total to 41 implemented, 3 closed and 5 remain in progress. We have: - Designed and are in the process of implementing an enduring communications campaign across Defence to raise awareness of unacceptable behaviours and ways to report them, including the consequences of unacceptable behaviour - Created a behaviour dashboard for use by senior boards which will bring together improved management information on unacceptable behaviours. - Considered the results of further research into the overrepresentation of minority groups in the complaints system - Published the results of the 2021 Sexual Harassment Surveys - Rolled-out mandatory climate assessments across Defence - Expanded 180-degree reporting for military personnel and the tool is available to all - Introduced a range of Service Complaints reforms published on 15 Jun 22 in an updated JSP 831 - Updated JSP763 (Behaviours and Informal complaints) - BHD Helpline launched.	- Work continues to deliver the remaining 5 recommendations: - Work with the Defence Leadership Centre to ensure that Defence trains as many D&I Advisers and Practitioners as required. - Deliver an insights piece to establish the values and attitudes of new recruits. - Conduct a training needs analysis for those involved in the Service Complaints process, including for Assisting Officers. - Provide support and advice to inexperienced leaders regarding unacceptable behaviour. - Utilise user-feedback on the new Service Complaints system to inform further amendments to policy, guidance and support. - The Unacceptable Behaviours communications campaign will be delivered starting in late 22, in phases over the next year. - Further updates to JSP 763 will be made to align it with new zero tolerance policies on sexually unacceptable behaviour.

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			• Mandated Active Bystander training & SP equivalent rolled out across Defence. • 2020 Sexual Harassment Booklet. • Launched the D&I Directorate Specific sS Initiatives include: Army Op Teamwork held Feb 22 and follow up event in National Inclusion Week Sep 22 focussed on HCDC report themes. RAF • RAF is undertaking a number of steps in response to the Sexual Harassment Survey (SHS) findings that addresses leadership, reporting, support, communication, training and education. This includes Future Commanders having a dedicated briefing and discussion period to increase awareness of these issues and how to combat them. • Reinforcement of values, standards and ethics across the Training domain is being implemented – from new entry to leadership training. 331 Facilitators have now been upskilled to deliver the new training package. • A bespoke Air communications campaign will continue to push SHS findings and responses across the whole force.	• Ongoing continuous improvement of the behaviour dashboard to include new data sources as they come online. • We are reviewing how we measure the impact of work to improve culture and behaviour. Specific sS Initiatives include: Army • Op TEAMWORK (Army's Cultural Transformation Plan) continues (implemented Oct 20) with design phase Oct – Dec 22 and implementation commencing Feb 23. RAF • Case studies / tailored workshops are in development to deliver bespoke training series to be deployed as required in 2023. • Reinforcement of values, standards and ethics across the Training domain – from new entry to leadership training.
6	62	Conclusion not recommended	• Rolled-out mandatory climate assessments across Defence • Expansion & use of digitised D&I adviser reports (Live July 2021) to improve real-time monitoring of issues. Specific sS Initiatives include: RAF • The RAF has commenced a two-year rolling programme of climate assessments to provide a greater level of support to its personnel.	• Phased work programme to better define and analyse the benefits Defence derives from D&I interventions. Specific sS initiatives include: RAF • Specialist Subunit 'dip test sprints' to be delivered to provide cultural and climate snap shots for CoC. First Sprints will complete late-22.

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7	63	Accepted	Also see Rec 5 - D&I Training Needs Analysis complete to establish a common standard and develop assurance model. Additional Training Products launched include: - Holistic Allies Training - implemented - Mandated Active Bystander training & SP equivalent rolled out across Defence. Specific sS initiatives include: Army Op Teamwork held Feb 22. - Op Teamwork held in Feb 22. Feedback noted: - Good selection of commanders, - Re-energise the values and standards of Army for the modern era. - Opportunities to discuss the HCDC report themes and wider #Teamwork matters incorporated into all officer and soldier professional military education from Mar 22. - As part of #TEAMWORK, in Sept 22, the Army delivered a diverse National Inclusion Week package, accessible by all service personnel, and held a General Officers' Forum (2* and above), with a focus on culture, which led to a productive level of discussion and challenge. RAF - Delivered a complete overhaul of the mandatory D&I training package, moving the package from Face it Fix it to Everybody Every Day, that now provides contextual training and discussion to improve the learning experience. - D&I and Behaviours training for all in-command for OF4/5 has now been put in place.	Specific sS Initiatives include: RAF Everybody, Every Day training will be internally reviewed by end 22.
8	64	Accepted	- Defence has published Sexual Offending prosecutions data on gov.uk and through Defence Gateway (Apr 22). - Rollout of SOAR20 (Feb 22) incl 4 new characteristics plus leadership objective.	A policy note is being developed to hold COs and DBs to account if they are found to have fallen short of expected standards in their handling of a SC.

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			Specific sS initiatives include: Army Army Leadership interventions: - One Star Command Assessment (OSCA) was held in May 22. 180 reporting extended to OF5 and OF6 - Army Organisational Culture Framework included in all leadership development training. RAF - Changes to mandated reporting implemented: - Minimal two developmental comments in mid-term reports - Trialling 180-degree reporting - Reporting on how objectives are achieved - Revision of personal D&I statements in annual objectives	Specific sS initiatives include: Army - The British Army Soldier and NCO Academy course design under development. Reviews of soldier Basic Training and officer training will ensure cultural/behavioural foundations are laid down in training. Implementation in next course design 22/23 - OSCA will be re-run in 2023. - Project Bramall (a 10-year project) will develop a leadership development programme for all ranks and aim to embed a positive shift in Army culture and behaviours - Values and Standards training (refresh) to commence 22/23.
9	65	Accepted	- Publication of Tri-Service Sexual Harassment Surveys complete Mar 22 and published on www.gov.uk. - Focussed sexual harassment questions included in the Climate Assessment questionnaire.	- The Centralised Sexual Harassment Surveys is being developed with support from academics, which will be piloted in late 2022 and rolled out from 2023.
10	66	Accepted	- Data and insight now collected from D&I Adviser informal complaints, BHD hotline, Outsourced Investigation Service and Network engagement. - Focussed sexual harassment questions included in the Climate Assessment questionnaire - Created a behaviour dashboard for use by senior boards which will bring together improved management information on unacceptable behaviours. Specific sS initiatives include: RAF - The RAF Police has introduced the RAF Confidential Security and Crime Report system to augment BHD Helpline; performance will be reviewed by end 22.	- Work ongoing to provide improved data and digitisation of processes. - Publication of annual D&I report.

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11	67	Accepted	• See Ser 5 and 8 • Defence has published Sexual Offending prosecutions data on gov.uk and through Defence Gateway (Apr 22). Specific sS initiatives include: RAF • Air Personnel Casework has commenced the publication of disciplinary and administrative actions which is shared with D&I Networks. • Following the release of the new zero-tolerance unacceptable sexual behaviour policy, a greater range of information will be widely distributed through Media and Communications over the next 2 months and then 3-monthly thereafter to further increase the visibility of actions taken.	• The 2022 Annual Sexual Offences Bulletin statistics (to be published in 2023) will include Domestic Abuse. • We will review our progress against Wigston Review recommendations in 2023. • Publication of annual D&I report. •
12	74	Conclusion not recommendation	Response combined with serial 13 below.	
13	75	Accepted	The Chiefs of Staff led a six-month sprint to accelerate existing work to address uniform and equipment improvements. Uniform and eqpt work delivered: • Narrow Scalable Tactical Vest (STV) is now available on general issue, provided that Users have been to a professional sizing and fitting appointment, supported by the manufacturer. The first wave sizing and fitting sessions served several hundred female Users and proved the importance of correct sizing/fitting. • The Defence Clothing Steering Group has a standing remit to ensure PSED items are considered. • Urinary Support Device is now available Sep 22. • Menstruation disposal bags are available Sep 22.	• Uniform amendments: ○ Sports Bras: A statement of user requirement will be submitted for the RAF so that all three services are placed on the same contractual footing within FY 23/24 ○ A longer-term contract for both bras and a fitting service is being investigated - target date for implementation from June 23. • Sanitary and Hygiene supplies for Service Personnel that was launched in Jun 21, has been reviewed and refined, and an enduring contract is being sought for 2023/24. Specific sS initiatives include: Army

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		- All Services now have policy to make alterations or changes to items of uniform owing to shape changes following childbirth of menopause. Specific sS Initiatives include: Royal Navy - New Rig 22 (hot weather issue) commenced in Feb 22 with additional sizing - Relocation of top two buttons on Officer's No1 jacket. This project has completed, and women will begin to see the altered design over the coming months, once current stocks are depleted. This will have comfort benefits and is a good example of change as a result of customer feedback. - Sports bra. Personnel are authorised to purchase their own sports bras until a long-term contract has been let. The long-term contract for provision of sports bras to recruits will be active from May '23. Army - Improved fit MTP Barrack Shirt now in service and being issued. The first Combat Clothing item, The Under Body Armour Combat Shirt (UBACS), is now demandable in a wider range of sizes (both height and width) to better fit all personnel. RAF - Statement of Requirement submitted for specialised clothing for women in Feb 22. - In Jul 22 policy was updated linked to the initial provision of Sports Bras but extending the provision to for all serving women, enabling them to source and purchase up to two bras and claim the cost back. - Jun 22 the hosiery policy has been updated, increasing the range of denier that can be worn making it more affordable and easier to purchase.	- Will engage with the contractor to highlight elements of the VIRTUS system which could be improved (e.g. fit of Bergen) through Post-Design Services - Items identified within the ceremonial clothing range as male only have been prioritised by Army to form part of tranche 2 of the PSED requirement and are the next batch of projects to be addressed by our industry partner Team Leidos. Items include trousers, jackets, breeches and gloves. - The PCS ensemble of Combat Jacket and Combat Trouser has passed trial stage and is currently scheduled to be demandable from Apr 23 subject to contract tendering. Royal Navy - Replacement tricorn. Project to replace the existing tricorn with a cap that is more ethically and economically compliant. Project initiated and accepted by Delivery Partner. Timeline for delivery tbc but prioritised within Defence's 'top 14' clothing projects. - Maternity uniform. Maternity variants of the new RIG22 shirt and trouser are being designed and are due to be available for the main rollout of RIG22 from April '23. Maternity versions of the thermal and outer layers are also being developed. In addition, the team are investigating items such as breastfeeding t-shirts. - Female cut thermal layer for RIG22. The new thermal layer for RIG22 (replacement for the jumper and fleece) is available in a female cut and are due to be available for issue to personal from Oct 22. In addition, a new base layer is being developed which specifically asks for a female cut to be a consideration within the design process. - Rank boards and rank slides scaling. Project initiated to look at reducing the size of rank boards and rank slides for those of a smaller frame.
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			- Launched Jul 22: Special Case entitlement to uniform reissue which provides policy that enables uniform reissue or tailoring as a result of life changing circumstances eg. Menopause or post-pregnancy. - Women are now able to wear trousers as part of No5 uniform. - A new commercially available urination device for use in fast jets has been successfully trialled with female air crew in June 22.	- Sports Bras - The long-term contract for provision of sports bras to recruits will be active from May '23. - Coveralls. A project has been initiated to investigate a female cut for overalls. RAF - The following items will be developed and procured for women: - Tailored and sized working dress trousers and dress skirts. - Modernised and improved fit maternity clothing.
14	76	Accepted	Launched revised Hair policy for Armed Forces (Jul 21)	
15	81	Accepted	See Ser 3 - Army Audit of sanitary provision complete. - Sanitary provision supply box was introduced (Jun 21) and 2000 procured to date.	Sanitary and Hygiene supplies for Service Personnel that was launched in Jun 21, has been reviewed and refined, and an enduring contract is being sought for 2023/24.
16	87	Accepted	See Ser 3	Specific sS initiatives include: RAF The RAF has endorsed a proposal to develop a through career, age and gender specific, targeted health education package. Delivery for 2023.
17	92	Accepted	- First biannual progress update submitted to SofS in Jul 22 - UKAF Families Strategy published Jan 22 and Action Plan published May 22. 'Living in Our Shoes' report (Mar 21) - Launch of Flexible Service policy (Apr 19) Specific sS initiatives include: Army - Retention discussed at 3* Board and has commissioned a 3-year PHd research into why women leave the Army. This will be reviewed on an annual basis. - New Policy for Service Couples Jan 22 (ABN 126/2021) to ensure greater coordination and synchronisation of serving couples' careers.	- Work to address issues surrounding the impact on serving couples when trawling for short-term overseas deployments is ongoing. - The Armed Forces Families Fund will launch in October 2022. - An update on progress against the Families Strategy will be provided in the Armed Forces Covenant Annual Report 2022, which will be published by the end of the calendar year. This will include the independent review of the research team. - A Job Share policy for the Armed Forces has been developed and is currently going through review and approval. People IT systems are being updated to reflect the proposed new policy. We expect the policy to go live in late 22/ early 23

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			- Implementation of the career management service couples discussion (DCD) formally recorded at APC and a dynamic communication/decision process between SP and Career Managers. 2* dispensation requirement to deploy both members of serving couple – pragmatic approach used. - Sub-unit Command removed as a pre-requisite for OF4 promotion – this will remove a barrier to promotion and enable much wider promotion opportunities for all personnel across a range of career fields. Royal Navy - RN Initiatives post Retention of RN Women Sprint: - Changes to appraisal reports policy to better reflect the approach and impact of return from maternity leave/career intermissions. - The extension of eligibility of serving couples with dependent children until change of education stage past child's 11th birthday, with subsequent policy amends and promulgation of information. - A revision of augmentation policy to remove service mothers from being activated for short-notice augmentation until 18 months post childbirth/adoption (unless they wish to do so). - The establishment of a Women and Families policy coherence function, to cohere all RN policy regarding women retention initiatives, Service couples, service with dependent child, women's uniform, career management, maternity, adoption, and working with Hd Healthcare, assisted conception and menopause. RAF - Two FTRS posts have been established and funded to support parents returning to work following the growth of a family unit. - Retention Strategy has been designed to optimise retention and maximise the talent of the workforce.	- Defence aims to deliver policy to support recent legislation changes to the Reserve Forces Act 1996 by the end of 2023. This will enable reservists to undertake full or part time service or a combination of both, under one commitment; this creates greater choice and flexibility in the way that Reservists can serve in the Armed Forces in the future Specific sS initiatives include: RAF - Provision of greater remote working opportunities for Service personnel accompanying their Service spouse on an overseas posting. Amendments to JSP 750 will be undertaken in 2023. - Ongoing research both internal and with support of data scientists at Dstl to better understand the lived experience of Service Women and critical points/ drivers within career paths that determine staying or leaving the service. Royal Navy - Amendment to JSP 757 (Tri-Service Appraisal Reporting Instructions) being processed which will give personnel returning from Paternity / Maternity leave a longer period, subject to annual reporting dates, to have their performance assessed. - First incumbent of Women and Families policy post joins 17 Oct 22 and will take forward review of extant policy to make sure it is coherent and supports Women and Families.
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18	96	Accepted	The Full UK Rollout of Wrap-Around Childcare (WAC) commenced with registrations being accepted from 1 September 2022. As at 1 Oct, around 3000 Service children have registered for the scheme.	- WAC. During the first year of launch work will be undertaken to see whether a similar, or alternative, offer can be provided overseas. This is likely to report back findings before Summer 2023. - WAC. An online version of the registration and claims process is being developed and tested which will improve the end user experience and is expected to be delivered at the end of January 2023. Specific sS initiatives include: Army - Review of childcare provision for 0–4-year-olds 22/23.
19	99	Accepted	- Flexible Service policy (Apr 19) & ongoing comms campaign - Publication of 'Flexible Working and You' Guide - Future Workplace Strategy for the Whole Force (Jun 21) - Modernising Terms of Service (MTOS) carried out the following work: - Ongoing Podcast campaign demonstrates the lived experience of Flexible Working in the Armed Forces. Episodes released in Nov 21 and Mar 22. - In Aug 22, Defence published management information about the uptake of flexible working in the AF which is available to the whole of Defence. A campaign is underway to highlight correct recording for Alternative Ways of Working and make changes on JPA to make it easier for personnel to administer.	- A Job Share policy for the Armed Forces has been developed and is currently going through review and approval. People IT systems are being updated to reflect the proposed new policy. We expect the policy to go live in late 22/ early 23 - Continued focus on raising awareness of flexible working through ongoing communications campaign. The final episode of the "Flexible Working in the Armed Forces" podcast will be published Oct 2022. Campaign to be evaluated by 31 Dec 2022. Defence to report progress on uptake of Flexible Service and Alternative Working Arrangements by the end of 2022. - Posters for the Campaign to highlight correct recording for Alternative Ways of Working to be distributed to units Nov 22.
20	100	Accepted	- Centralised SP Home-working policy (2016) - Future Workplace Strategy for the Whole Force (Jun 21) - Stress test of wider remote working completed in 2021. - Over 30 allowances were updated between Apr 22 and Aug 22 to empower Service Personnel to work more flexibly. - The Hybrid Working Accommodation Trial has been out to 2023 and will include other locations as the policy develops. Specific sS initiatives include:	Specific sS initiatives include: Royal Navy The trial of the Flexible Accommodation System at HMS EXCELLENT and HMS NELSON continues and will continue until end of 2022 when consideration will be given to extending FAS wider in the RN. 'Flexirooms' is the RN's bespoke Flexible Accommodation System (FAS). This concept is specifically designed to support agile working practices and will see a

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			Royal Navy • Trial of Flexible Accommodation System introduced at HMS EXCELLENT and HMS NELSON.	proportion of establishment SLA optimised and allocated to temporary occupation.
21	103	Accepted	• The Defence Operational Capability assessment on operational deployment lengths was published in Apr 21. Stage 2 of the report has yet to be completed.	• A study into the barriers to women deploying has been commissioned by Human Security and will report back in Early Summer 23.

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22	104	Conclusion not recommended	• Refreshed JSP 750 in Apr 22, to modernise language, improve readability and make small policy changes. Concepts such as Hybrid Working were introduced. • Defence reviewed the application and approval process for AWAs as part of its JSP 750 refresh in April 22 and found that the process still supported the policy's on-going intentions. Between April 2019 and March 2022, 97% of recorded AWAs were accepted. The nature of Service means operational capability must be maintained at all times and the Modernising of Terms of Service (MTOS) team will continue to monitor approval rates and make procedural adjustments through JSP updates where necessary. Additionally, a more formal pathway for AWA appeals has been identified, based around the pre-existing FS appeal framework that could be enabled if rejection rates were to increase significantly. • Centralised SP Home-working policy (2016) • Future Workplace Strategy for the Whole Force (Jun 21) • Flexible Service policy (Apr 19) & ongoing comms campaign Specific sS initiatives include: Army • The Army has undertaken a rapid study into structural or policy constraints to the advancement of servicewomen. It identified that female soldiers suffer career disadvantage as a result of Army promotion policy and career management practice. A range of measures to address this have been implemented in Soldier Terms of Service Version 3 (Jul 22). Measures included: ○ Removed/minimised the career delay that can result from pregnancy, maternity and post-partum recovery. ○ Ensured selected soldiers on maternity leave can access benefits of higher rank earlier, in broad alignment with their peers. ○ Given special consideration for assignment to soldiers approved to be adoptive parents. ○ Given special consideration for assignment to support soldiers returning from maternity, adoption or shared parental leave ○ Guaranteed extensions in service to account for non-reckonable period of maternity leave.	• Review of Reserve Forces Terms And Conditions of Service (TACOS) to explore potential opportunities to modernise and harmonise TACOS, create a new Reserve commitment type and Lateral Entry opportunities for Reservists. • JPA Change pending with DBS to deliver improved JPA functionality and allow SP to comply with policy more easily – likely date Summer 23. Specific sS initiatives include: RAF • Clarification of Flexible Service has been published to the wider RAF and JPA Commanders' dashboard has been amended so that the number of alternative working arrangements can be monitored by CoC. The data across all Flexible Working arrangements is now being placed into a dashboard to allow HQ AIR to closer monitor this TCOS. Due completion by Dec 22.
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23	113	Conclusion not recommended	Response combined with serial 24 below	
24	114	Accepted	• Focus across all Single Services on representation, retention, promotion and talent. • Year 1 of Female Talent Development Programme Trial (4 distinct interventions as follows): ○ Online development portal launched across Defence in Mar 21. 3000 men and women registered to use the resources. ○ Delivered bespoke 3-day mid-career leadership and coaching courses to 2 x 20 high potential OF3/4 females (Jul 21 and Mar 22). ○ Launched first MOD 10-month executive leadership and coaching course for high potential OF5/6 female officers in Nov 21. ○ Delivered first cohort (c.40 serving women from base rank to OF5) for the pan-Defence Servicewomen's Mentoring Programme. ○ High potential female personal sponsorship pilot (part of Year 1 Female Talent Development programme) launched in Summer 22. • Cross Defence D&I Action Plan launched to enable coherence and holding to account. • Engagement by Secretary of State, Minister of State for Defence (Lords) and the Service Chiefs with Servicewomen's Networks has taken place. Specific sS initiatives include: Army • Army conducted an independent external audit of Army culture • Op Teamwork held in Feb 22. Feedback noted: ○ Good selection of commanders,	• Publication of annual D&I report. • Year 2 of Female Talent Development Trial will build on Year 1 interventions to develop integrated development programmes for servicewomen. Year 2 of trial launches in Autumn 22 and will be integrated into the Women in AF Programme. • AF Talent Networks. Develop talent networks with industry and other militaries to understand and share best practice on senior female talent and potential. • Continued future engagement by Secretary of State, Ministers and the Service Chiefs with Servicewomen's Networks Representatives.

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			○ Re-energise the values and standards of Army for the modern era. ○ Opportunities to discuss the HCDC report themes and wider #Teamwork matters incorporated into all officer and soldier professional military education from Mar 22. • As part of #TEAMWORK, in Sept 22, the Army delivered a diverse National Inclusion Week package, accessible by all service personnel, and held a General Officers' Forum (2* and above), with a focus on culture, which led to a productive level of discussion and challenge. • New female board membership policy for Army promotion and assignment boards. • Army policy on career management of serving couples amended to improve retention, particularly of women. RAF • We have modernised our language with the introduction of Aviator and new base-rank terms to remove the gender-specific phrase 'airmen'. • A Talent Management Programme has been introduced, with specific focus on supporting inclusive actions, introducing talent markers for enlisted aviators • Female Talent Programme for high performing OF5s is underway alongside inspiring external benchmarking including Amazon Awards; '25x25'; Women in Defence.	
25	134	Conclusion not recommended.	Response combined with serial 28.	
26	147	Conclusion not recommended.	Response combined with serial 28.	

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27	148	Conclusion not recommended.	Response combined with serial 28.	
28	149	Partially Accepted	- JSP 831 was updated and published on 15 Jun to reflect changes from secondary legislation regarding appeals, central admissibility and independence from the Chain of Command. - All Service Complaint Secretariats have now implemented Central Admissibility with effect from 15 June 2022. - To build trust within the Service Complaints System and Service Justice System (SJS) we are reporting successful Service Justice sexual offending prosecutions alongside suitably anonymised Service Complaint cases. Currently both the RAF and Army have published these, the Navy have published their SJS outcomes but will in due course report anonymised outcomes of Service Complaints, beginning with those which concluded in Sept 22. - D&I Directorate was established (Apr 21) which is independent of chain of command and addresses 11 out of the 12 sub-recommendations from the Wigston Review. - Independent members are required to sit on appeal boards for cases of BHD. Specific sS initiatives include: Royal Navy - The RN has increased its cadre of Volunteer Regular Reserve Service Decision Bodies by 33%; these are experienced Decision Makers who sit outside Complainants' CoC. Army - The Army has increased the size of its Service Complaints teams and has made budget provision for the Outsourced Investigation Service	Specific sS initiatives include: Royal Navy - The RN will augment its cadre of Volunteer Regular Reserve Service Decision Bodies by another 50%, increasing the availability of experienced decision makers who sit outside complainants' CoC. - The RN will commence a pilot of specialist training for Assisting Officers in order to establish a pool of personnel available to undertake AO duties from outside complainants' CoC. - The anonymised SC report will be published in the Personnel Support brief, beginning with those SCs that concluded in Sept 22, alongside the reported Court Martial outcomes and shared with the Chain of Command.

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			- The Army publish selected disciplinary actions quarterly which is promulgated through the Chain of Command RAF - Decision Body training is delivered every 4-6 weeks to enable confidence in roles and responsibilities. - Case Hearings are being utilised with regularity to ensure expeditious and satisfactory completion of SCs. - The RAF releases a quarterly publication of Administrative and Disciplinary Outcomes which is disseminated throughout the Chain of Command and D&I Networks.	
29	150	Partially Accepted	Specific sS initiatives include: Royal Navy - As part of Service Complaint determinations, Decision Bodies and Appeal Bodies identify organisational learning arising from the individual case. - Where organisational learning identifies that a Commanding Officer or Decision Maker has fallen short of the expected standards, this will be identified to the relevant chain of command so that appropriate action can be taken. - When the Service Complaint Ombudsman (SCOAF) issues a report indicating that a Commanding Officer or Decision Maker has fallen short of the expected standards, the Service Complaints Secretary will forward a copy of the report to the relevant Chain of Command in the same manner, and the Service Complaints Secretary will maintain a record of the action taken in each case. Army - Disciplinary and administrative procedures already exist for sanctioning COs who are found to have not carried out their duty. - On receipt of SCOAF findings where alleged failing of the CO or Chain of Command have been identified, the failing will be further investigated in accordance with Service Justice System legal	- A policy note is being developed to hold COs and DBs to account if they are found to have fallen short of expected standards in their handling of a SC. Specific sS initiatives include: Royal Navy - The next edition of BRd3(1) will be updated to set out the process established for dealing with cases in which the SCOAF identifies that the Commanding Officer or Decision Maker has fallen short of expected standards. RAF - Sanctions available under Major Administrative Action will be significantly enhanced. - Discipline Policy will introduce a wider range of more effective sanctions that will enhance the Major Administrative Action Process in early 2023. - Simplifying administrative disciplinary process will be investigated for implementation in 2023.

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			protocols and if a failure of duty is deemed to have occurred appropriate action will be taken. RAF - As part of SC determinations, DBs, Appeal Bodies and the SCs Team identify organisational learning arising from the individual case. - Where organisational learning identifies that a Commanding Officer has fallen short of the expected standards, this will be identified to the relevant chain of command at 2* Air Officer Commanding level so that action can be taken if it is appropriate to do so. - Appropriate action may include remedial training, further supervision or, if necessary, administrative disciplinary action and/or comment on their OJAR, both of which are a permanent part of the Commanding Officers' Service Record. - When the Ombudsman issues a report indicating that a Commanding Officer has fallen short of the expected standards, the SCs Team will forward a copy of the report to the relevant Chain of Command in the same manner.	
30	151	Accepted	JSP763 published 29 June 2021 alongside JSP 831 and CS Grievance procedures.	
31	152	Accepted	See Ser 5	
32	153	Rejected	Defence has captured these instances within secondary legislation and the new Service Complaints policy document JSP 831 which was published on 15 Jun 22.	
33	154	Accepted	- See Ser 5 - All Service Complaint Secretariats have implemented Central Admissibility with effect from 15 June 2022. Specific sS Initiatives include: Army	Building on the RAF's innovative approach, work to introduce create a tri-service case management system is underway, with the intention of increasing transparency for Defence, the complainant and respondents, increased modernisation and user satisfaction.

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			- An additional £1.1M per year to the investigation of BH&D cases, in order to support SC Reform. Sep 22: A further £2.4M allocated Aug 22. RAF - A rapid admissibility system, an on-line Case Management process, and a rapid complaint resolution process (for suitable cases) have been successfully trialled.	The centralised complaints management system, due for implementation in summer 2023, will enable on-line case management.
34	175	Conclusion not recommended	Response combined with serial 36.	
35	176	Rejected	Response combined with serial 36.	
36	177	Rejected	- The new Provost Marshall (Serious Crime) has been appointed (Jan 22) - The Defence Serious Crime Capability Headquarters has been established (Apr 22) - Zero Tolerance to Unacceptable Sexual Offences and Sexual Relationships Between Instructors and Trainees (Part 1) published (Mar 22). - Zero Tolerance to Unacceptable Sexual Behaviour: A Victim/Survivor Focussed Approach (Part 2) published (Jul 22). - Zero Tolerance to Sexual Exploitation and Abuse (SEA) Policy published (Jul 22). - Tackling Sexual Offending in Defence Strategy published (Jul 22) - Defence laid draft Regulations in Parliament for the changes required to ensure at least one woman is on every Court Martial Board, including those dealing with sexual offences, such as rape and serious sexual assault. (Jul 22)	- The Defence Serious Crime Unit (DSCU) will be fully operational by Dec 2022. - Public consultation will take place on the draft Protocols for prosecutors' decision making. The policing protocols / MOUs will be updated to reflect any changes. Specific sS initiatives include: Royal Navy - The RN is also scoping the requirement for an Independent Domestic Abuse/ Sexual Violence Advocate service - The RN is working on a Domestic Abuse / Sexual Violence (DA/SV) digital resource called Britannia Lantern which will be hosted on MyNavy. The aim is to improve awareness of DA/SV and provide victims, colleagues, the Chain of Command and professionals with information and signposts to support and advice that is easily accessible on their mobile phones.
37	178	Accepted	A strategy for Tackling Sexual Offending in Defence has been published. The strategy recognises the need to focus on all sexual offending, included but not limited to rape and serious sexual	The action plan for delivering the Tackling Sexual Offending in Defence strategy will be monitored by the Service Justice Executive Group (SJEG)

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			offences. This reflects the severity of the impact other offences can also have on victims/ survivors.	- Next iteration of Service Police Investigation System will include enhanced data on pathway for handling sexual offences. This will be trialled from June 2023. - Defence has committed to including in the annual sexual offences bulleting information on the number of people for whom forensic evidence collection was viable, the amount from whom evidence was taken, and how many of those were taken within 24 hours after the offence was reported to the Service Police.
38	179	Accepted	See Ser 5	
39	180	Accepted	- Zero Tolerance to Unacceptable Sexual Offences and Sexual Relationships Between Instructors and Trainees (Part 1) published (Mar 22). - Zero Tolerance to Unacceptable Sexual Behaviour: A Victim/ Survivor Focussed Approach (Part 2) published (Jul 22). - Zero Tolerance to Sexual Exploitation and Abuse (SEA) Policy published (Jul 22). - Tackling Sexual Offending in Defence Strategy published (Jul 22) - Progress made on recommendations from SJSP Review (Part 1) - Defence Domestic Abuse Strategy published - Appointment of Defence Senior Domestic Abuse Awareness Champion - Reviewed guidance on Domestic Abuse and Sexual Offences in JSP 913 (Whole Force policy on Domestic Abuse and Sexual Violence) in conjunction with Defence Domestic Abuse WG, sS leads & external charities.	Defence is giving careful consideration to the observation about Service Police powers to issue Domestic Abuse Protection Notices and Orders and the legislative means to achieve this.
40	191	Accepted	Ministry of Justice (MoJ) published the draft Victims Bill on 25 May 2022 that contains a number of provisions, including placing the Victims Code on a statutory footing, for pre-legislative scrutiny.	Defence will work with MoJ on how the new provisions might be adapted and applied to the Service Justice System, including the possibility of place the Armed Forces Code of Practice for Victims of Crime on a similar statutory footing.
41	192	Accepted	See 40 above – a number of non-legislative changes were also put forward by MoJ in response to a public consultation on 25 May 2022 that will provide additional entitlements for victims and improve	See 40 above – Defence will work with MoJ on how the new measures for victims might be adapted and applied to the Service Justice System.

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			oversight mechanisms of agencies so that victims are consistently treated in the way in which they are entitled.	
42	193	Accepted	- Defence (including DCSU) is consulting with external organisations such as the Survivors Trust and will be engaging with the office of the Victims Commissioner to ensure we obtain subject matter expert advice when standing up the Victim and Witness Care Unit. - A programme of work to fulfil recommendations relating to SJSR recommendations on Victim and Witness care is fully underway in Defence.	Proposals for the new Defence Victim and Witness Care Unit are being developed and are being taken forward. Existing channels of support remain available until the new, improved capability is stood up.
43	194	Accepted	Individuals can self-select an assisting officer or may ask their Chain of Command to assign one.	
44	201	Accepted	- Office for Veterans Affairs' (OVA) established 2019 2021 Census question addition regarding service with AF strengthens dataset and adds to MI. - Publication of updated 'Strategy for Our Veterans Action Plan' (Jan 22)	
45	210	Accepted	- Grants have been obtained (cohered by OVA) to conduct the following work: "Improving Access to Service Charities for Female Veterans" "Female Veterans' Experience of Government & Charity Service Provision" - Continued Ministerial engagement of relevant charities and organisations who support and/or advocate for Servicewomen veterans.	The OVA expect interim reports in Spring 2023 and full reports in Summer 2023 resulting from the work detailed in the previous column.
46	222	Conclusion not recommendation.	Response combined with serial 48	
47	223	Accepted	Response combined with serial 48	

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48	224	Partially Accepted	• A strategy for Tackling Sexual Offending in Defence has been released. The strategy recognises the need to focus on all sexual offending, included but not limited to rape and serious sexual offences. This reflects the severity of the impact other offences can also have on victims/ survivors. • Zero Tolerance to Unacceptable Sexual Offences and Sexual Relationships Between Instructors and Trainees (Part 1) published (Mar 22). • Zero Tolerance to Unacceptable Sexual Behaviour: A Victim/ Survivor Focussed Approach (Part 2) published (Jul 22). • Zero Tolerance to Unacceptable Sexual Behaviour: A Victim/ Survivor Focussed Approach (Part 2) published (Jul 22). • Zero Tolerance to Sexual Exploitation and Abuse (SEA) Policy published (Jul 22). • Tackling Sexual Offending in Defence Strategy published (Jul 22) • Op COURAGE: Veterans Mental Health and Wellbeing Service • Women veterans are currently able to access all support services that are available to the veteran community as a whole. • Updated JSPs, BHD Helpline and Sexual Harassment booklet.	• Following the release of Zero Tolerance Part 2, and the Sexual Exploitation and Abuse Policy, an awareness campaign, which combines communications and training, is underway. • The Unacceptable Behaviours communications campaign will be delivered in phases over the next year, starting in late 22.
49	225	Partially Accepted	• Veterans Strategy Action Plan 22-24 published • Defence Command Paper sets out intent on improvement of lived experience incl. those with Protected Characteristics.	
50	226	Conclusion not recommended.	See ser 12	
51	227	Conclusion not recommended.	• Flexible Service policy (Apr 19) & ongoing comms campaign • Publication of 'Flexible Working and You' Guide • Future Workplace Strategy for the Whole Force (Jun 21) • Modernising Terms of Service (MTOS) carried out the following work:	• Continued focus on raising awareness of flexible working through ongoing communications campaign. The final episode of the "Flexible Working in the Armed Forces" podcast will be published Oct 2022 and report progress on uptake of Flexible Service and Alternative Working Arrangements by the end of 2022.

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			○ Ongoing Podcast campaign demonstrates the lived experience of Flexible Working in the Armed Forces. Episodes released in Nov 21 and Mar 22. ○ In Aug 22, Defence published management information about the uptake of flexible working in the armed forces which is available to the whole of Defence. Campaign underway to highlight correct recording for Alternative Ways of Working and make changes on JPA to make it easier for personnel to administer. • The Department continues to publish six monthly updates (Chiefs' Commitments). This provides updates to all staff on initiatives that have been undertaken, and a forward-look regarding future intentions. • See also responses to serials 17, 19, 22 within the report.	• Posters for the Campaign to highlight correct recording for Alternative Ways of Working to be distributed to units Nov 22. • Publication of D&I annual report.
52	228	Accepted	• Ongoing collaboration across Government to improve the experience.	
53	229	Conclusion not recommendation	• Defence Senior leadership are committed to delivering meaningful and lasting change.	