



SECRETARY OF THE AIR FORCE  
WASHINGTON

MEMORANDUM FOR ALMAJCOM-FLDCOM-FOA-DRU  
DISTRIBUTION C

29 APR 2022

SUBJECT: Equal Opportunity (EO) and Non-Discrimination Policy Memorandum

The welfare of our Airmen and Guardians, military and civilian, is my most important priority, and I am fully committed to ensuring each individual is treated with the dignity and respect we all so rightfully deserve. When Airmen or Guardians experience harassment, unlawful discrimination or sexual harassment, their ability to excel is diminished, their opportunities to reach their full potential are jeopardized, and their ability to carry out the Department of the Air Force's missions is undermined. The Department's policy is simple; these acts will not be tolerated or condoned by anyone.

Our Civilian Equal Employment Opportunity (EEO) program covers all personnel/employment programs, management practices, and decisions, including, but not limited to recruitment, hiring, merit promotions, transfers, reassignments, training, and career development, benefits and separations. Civilian employees who believe they have been subjected to unlawful discrimination or unlawful harassment based on race, color, national origin, religion, sex (including pregnancy, sexual orientation, and gender identity), age, disability or genetic information should report it to their local Equal Opportunity office. Additionally, reprisal or retaliation in any form against an employee who reports unlawful discrimination or harassment, or an employee who participated in the EO process will not be tolerated. Violations of this policy may result in disciplinary action.

Military personnel who believe they have been subjected to unlawful discrimination or unlawful harassment based on race, color, national origin, religion, sex (including pregnancy), gender identity, or sexual orientation should attempt resolution at the most appropriate level within the chain of command or supervision. If a superior, military or civilian, is alleged to have engaged in the offending conduct, the report should be made promptly to the next supervisory level or the local Equal Opportunity Office. Further, reprisal or retaliation in any form against an employee who reports unlawful discrimination or harassment, or an employee who participates in the EO process will not be tolerated. In accordance with AFI 1-1, paragraph 1.7.4.4, violations of this Equal Opportunity and Non-Discrimination Policy may result in action under the Uniformed Code of Military Justice.

I expect Commanders, at all organizational levels, to create and foster a workplace free of harassment, unlawful discrimination, and sexual harassment. This policy will be communicated during commander's calls/briefings and supplemented by Installation Commander and Secretary of the Air Force policy memorandums, consistent with AFD 36-27, *Equal Opportunity* and DAFI 36-2710, *Equal Opportunity Program*.

The Department of the Air Force's greatest assets are our diverse people. Everyone must have the freedom to compete on a fair and level playing field. Working together, we can cultivate and sustain inclusive environments to promote equal opportunity throughout the Total Force. I expect all Airmen and Guardians to maintain the highest standards of personal and professional conduct. We all play an integral role and must remain vigilant in our efforts to eradicate discrimination in the workplace.

A handwritten signature in black ink, appearing to read 'Frank Kendall', with a stylized flourish at the end.

Frank Kendall  
Secretary of the Air Force