



In support of

HeForShe

UN Women Solidarity Movement
for Gender Equality

GENDER EQUALITY IN UK POLICING

Sixth Annual Report 2024



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Foreword

Chief Constable of South Wales Police
Jeremy Vaughan



HeForShe is celebrating a decade of impact this year and we are taking time to look back at the progress we have made in uniting people to work towards gender equality. The impact of HeForShe, and UK Policing's contribution, can be seen in the [2024 Impact Report](#).

The HeForShe Summit held in September 2024 was a celebration of the 10-year anniversary but also a reminder that we still have a long way to go. At the event, HeForShe looked forward to the next 10 years and reconfirmed their commitment to a future where equality is not just a goal but a reality for all.

Policing has been a part of HeForShe since 2017 and it is amazing to see how forces across the country have come together, shared good practice, inspired HeForShe Allies and worked together towards gender equality.

Within policing, we have seen several highlights over the last year, including an in-person event focusing on **'Working Together'** held in South Wales in May 2024, the expansion of the HeForShe policing network outside of the UK with the British Overseas Territories and the launch of the [Male Allyship Toolkit](#) co-written with the UN Women HeForShe Team.

The good practice collated within this year's report shows the hard work being undertaken across policing towards gender equality. We have seen a significant increase in the number of HeForShe specific activity and events across the network; thank you for continuing to raise the profile of HeForShe and inspiring others to remove the gender inequalities found within policing.

The data in this year's report shows slow progress, although we are going in the right direction, we need to continue our efforts and not lose momentum. We must strive for a more gender-balanced workforce, one which is inclusive to all and representative of our communities.

Over the next year, we will continue to strengthen and support the HeForShe network across policing, continue the sharing of good practice and support forces to work together to make lasting change. Thank you for your support of HeForShe over the last year and please continue to work with us, to make the impact of the next 10-years of HeForShe even greater!

I hope you enjoy reading this year's report.

Foreword

Global Head of HeForShe, UN Women
Vesna Jaric



The HeForShe initiative is a global movement for positive, transformational change toward a gender-equal world. The commitments and relentless leadership of HeForShe Champions and the Alliance members translate the vision of a better, safer world for all from promise into reality.

As we celebrate the 10-year anniversary of HeForShe, this milestone marks a decade of collective action that has driven tangible progress toward gender equality around the world. The 2024 HeForShe Summit was an opportunity to reflect on these achievements, but it also served as a powerful call to action for us all—especially in promoting male allyship, which is critical to sustaining our momentum.

UK Policing has been a trusted and steadfast partner of UN Women and HeForShe since 2017. Their commitment to gender equality is evident in their leadership and actions. In 2021, UK Policing renewed its pledge to the HeForShe Alliance, committing to tackling gender imbalances in middle management, addressing sexism and misogyny within police culture, and reporting their progress regularly. These commitments underscore the importance of accountability in creating lasting change, and I'm encouraged by the progress outlined in this report.

One of the key tools driving this change has been the [Male Allyship Toolkit](#), developed in partnership with HeForShe Alliance members. This resource provides a clear framework for organisations to engage male allies and accelerate their gender equality efforts. UK Policing's active leadership role in this collaboration highlights their dedication to fostering an inclusive culture where men are integral to the solution.

This past year, we have seen a growing number of HeForShe Allies across UK Policing, as evidenced by the positive examples shared by several police forces. Events like **'Working Together'** and the [British Overseas Territories' commitment to HeForShe](#) further illustrate the ripple effect of this movement.

As we look to the future, let us continue to build on these successes, ensuring that male allyship is at the heart of our efforts to create a more just and equitable society for all.

Executive Summary

Temporary Detective Chief Superintendent of Sussex Police
Miles Ockwell



This year sees the 10-year anniversary since the launch of HeForShe. In those 10 years, 2 million activists across the world have joined the movement and 3 billion HeForShe conversations are had on social media every year. Men across the world have joined together to create a bold, visible and united force for gender equality.

It has been 7 years since I first contacted UN Women to ask if Sussex Police could join the HeForShe movement. Since that time, every UK police force, as well as an increasing number of forces outside of the UK, have made a commitment to HeForShe. We have a HeForShe Tactical Lead in every force and a strong network of HeForShe Allies operating across policing in support of gender equality.

I attended the HeForShe national event held in South Wales in May 2024 and was taken aback by the growth of the movement over those 7 years. I am incredibly proud of what HeForShe in policing has achieved and want to take the time to thank you all for your hard work and support of this incredibly important movement.

The data in this year's report shows an overall improvement in the gender balance across ranks, particularly at Sergeant and Inspector level, however progress remains slow and more must be done to achieve a proportionate representation of women officers in the police service. The data also shows that the rate of change has slowed compared to the last few years and this should be something that Chief Officers take note of.

The good practice outlined in this year's report demonstrates the wide range of activity being delivered across the country. It is encouraging to see the increase in HeForShe specific activity reported this year, including events, and an increase in the number of Allies and ongoing awareness raising. There are also several forces undertaking development programmes to equip women with the confidence to succeed at promotion. Changing our organisations' cultures that directly and indirectly contribute to gender inequality in the workplace is a key element of the work being completed in forces, in particular tackling sexism and misogyny and improving the response to women's health conditions. Forces are also tackling gender inequality in our communities and several examples of good practice relate to activity to reduce Violence against Women and Girls (VAWG).

Data Analysis

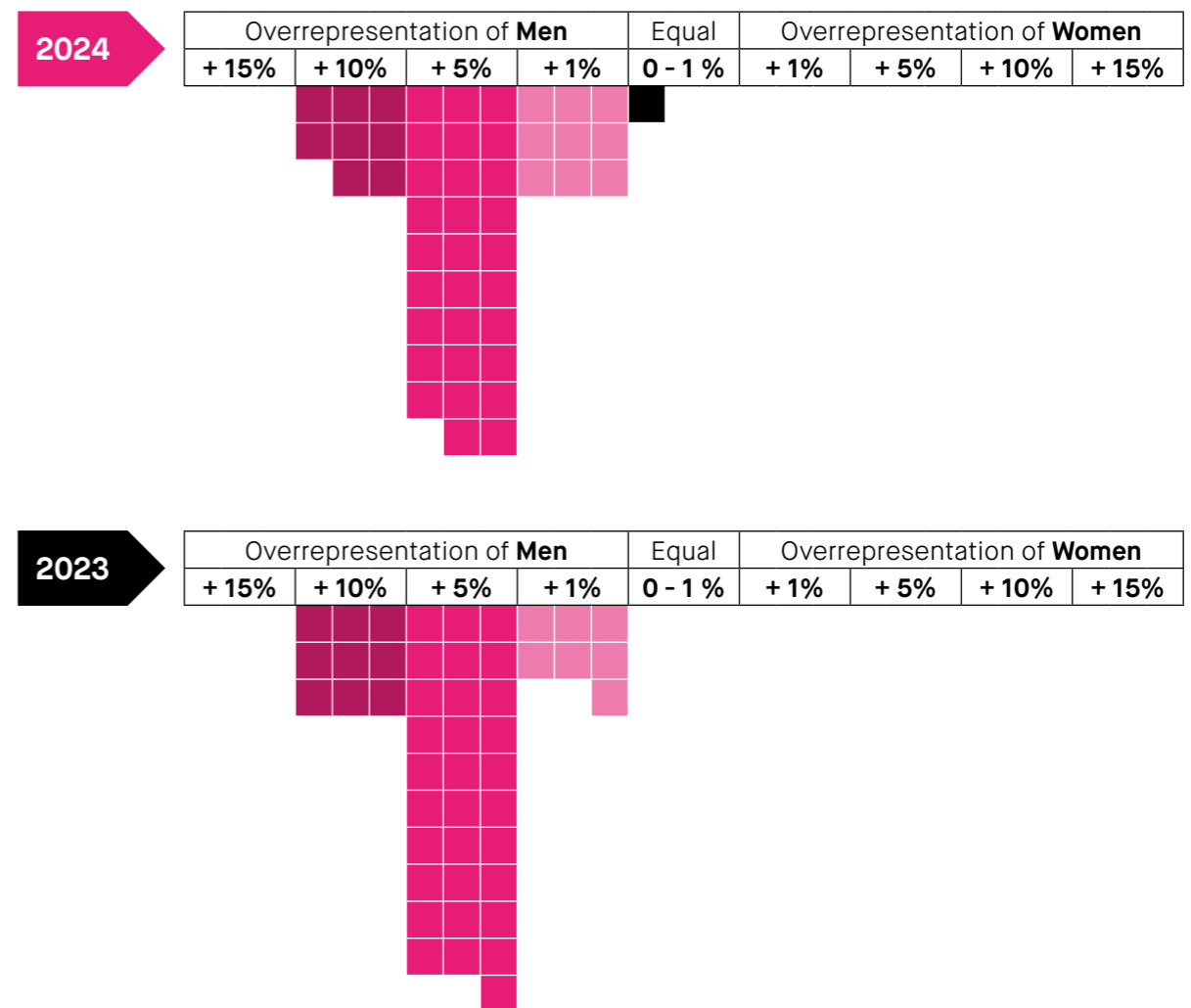
Middle Management Teams

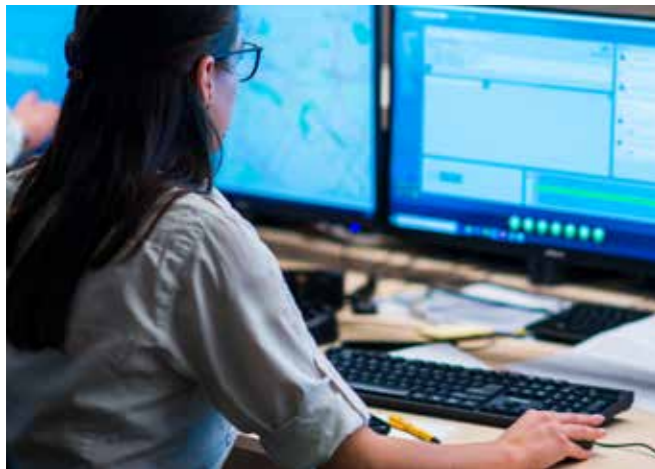
All UK police forces have made a commitment to address gender imbalances in middle management teams. For officers and for the purpose of this report, this relates to the ranks of Sergeant and Inspector.

The graphs below are a visual depiction of the national picture in relation to the proportionate representation of women officers in middle management teams for the last two years for comparison. Each coloured box (which is not weighted by size) represents a police force.

For UK Policing to have gender balanced middle management teams, all forces need to be in the 'equal' space. Looking at the below graphs, progress is clearly shown with several forces moving away from the +10% and +5% sections to the +1% and equal sections.

Last year, 27% of officers in middle management teams were women, this has increased to 28% this year; demonstrating that forces are making progress towards the first HeForShe commitment.





Data Analysis

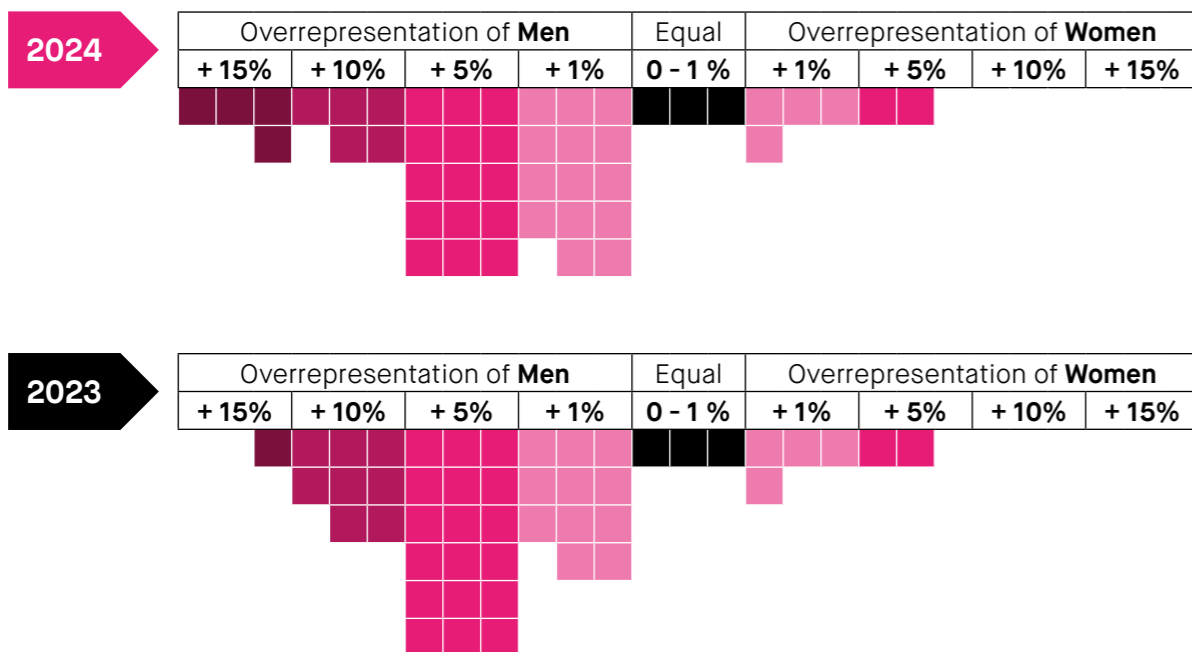
Senior Leadership Teams

For the first five years of UK Policing adopting HeForShe, forces made a commitment to address the gender imbalance in senior leadership teams. For officers and for the purpose of this report, this is defined as Chief Inspector rank and above.

The graphs below show a visual depiction of the national picture in relation to the proportionate representation of women officers at senior levels for the last two years for comparison. Each coloured box (which is not weighted by size) represents a police force.

For UK Policing to have gender balanced senior leadership teams, all forces need to be in the 'equal' space. Looking at the below graphs, progress can be seen with an increase in the number of forces moving towards the middle. However, this year, we have had three forces added to the +15% section, suggesting that for some forces the gap is widening.

Last year, 30% of officers in senior leadership teams were women, this has remained the same this year. It must be noted, that since 2017, when UK Policing joined HeForShe there has been a significant improvement in the representation of women in senior leadership teams. In 2017, only 24% of officers at Chief Inspector and above were women.



Data Analysis

National Representation of Women Officers

Since the first HeForShe report, data showing the number of women officers across UK Policing has been collected. The below table shows the percentage change in the number of women officers per force between 2023 and 2024.

The first column of data relates to the number of women officers overall per force. Most forces have seen an increase in the overall number of women officers; however, the increase is considerably less than seen over the last few years. Last year, the average increase in women officers per force was 8.36%, however this year that figure is reduced to 2.33%. This suggests that the recruitment of women officers has slowed down over the last year, compared to the increases seen during the Police Uplift Programme.

The second column of data relates to the number of women officers in middle management teams; for the purpose of this report this includes the ranks of Sergeant and Inspector. Most forces have seen an increase in the number of women officers at these ranks, but again this is not as much as last year. The average increase of women officers in middle management per force is 7.24%, which is a reduction on last year's average of 9.18%. This still shows an overall increase though and is in line with the first HeForShe commitment.

The third column of data relates to the number of women officers in senior leadership teams; for the purpose of this report this includes Chief Inspector rank and above. Like usual, this shows more of a mixed picture with a number of forces seeing no change or a reduction in the number of women at senior leadership. The average increase of women officers in senior leadership per force is 6.82%, this is a reduction on last year's average of 11.07%. This still shows an overall increase but not at the same rate as last year.

This is a reminder that although we refer to 'women' throughout this report, forces must be conscious of the intersectionality of a woman when trying to make improvements in the workplace. The journey of one woman within policing will not be the same for all women in policing. To support this, HeForShe Allies should work closely with all of their staff networks to better understand the additional barriers individual women may face. This year's report shows several good practice examples that use an intersectional lens when supporting women.

Police Force	% change in number of women officers	% change in number of women officers in middle management	% change in number of women officers in senior leadership
Avon & Somerset	0.47%	3.78%	8.00%
Bedfordshire	2.25%	19.05%	5.56%
British Transport Police	1.64%	8.85%	-15.00%
Cambridgeshire	4.26%	7.06%	-16.67%
Cheshire	1.59%	13.04%	41.18%
City of London	-1.20%	20.00%	-5.00%
Cleveland	6.53%	32.65%	5.88%
Cumbria	1.51%	1.94%	18.18%
Derbyshire	1.53%	4.17%	0.00%
Devon & Cornwall	1.37%	8.48%	18.52%
Dorset	3.76%	2.44%	8.33%
Durham	4.36%	0.00%	6.67%
Dyfed-Powys	2.53%	3.61%	28.57%
Essex	1.69%	-0.51%	-8.70%
Gloucestershire	-0.64%	1.35%	14.29%
Greater Manchester	3.15%	16.63%	-3.75%
Gwent	3.19%	25.00%	6.25%



Data Analysis

National Representation of Women Officers (Continued)

Police Force	% change in number of women officers	% change in number of women officers in middle management	% change in number of women officers in senior leadership
Hampshire	1.54%	4.62%	0.00%
Hertfordshire	3.61%	1.77%	-9.52%
Humberside	4.92%	6.84%	57.14%
Kent	0.34%	-1.47%	-3.03%
Lancashire	2.25%	13.95%	11.11%
Leicestershire	1.72%	11.76%	6.67%
Lincolnshire	2.39%	-1.18%	28.57%
Merseyside	4.19%	11.79%	-8.11%
Metropolitan Police	-0.15%	6.74%	14.97%
Norfolk	2.40%	10.19%	16.67%
North Wales	3.60%	3.88%	46.15%
North Yorkshire	2.03%	3.85%	-14.29%
Northamptonshire	0.36%	5.15%	0.00%
Northumbria	2.73%	11.34%	11.11%
Nottinghamshire	1.27%	9.32%	-15.79%
Police Scotland	-1.30%	0.00%	-10.83%
PSNI	-2.73%	1.83%	12.00%
South Wales	5.24%	16.92%	-4.55%
South Yorkshire	2.50%	4.79%	-3.70%
Staffordshire	5.45%	21.28%	0.00%
Suffolk	1.00%	4.84%	20.00%
Surrey	3.54%	3.85%	16.67%
Sussex	2.46%	-2.81%	30.43%
Thames Valley	2.70%	5.22%	-2.70%
Warwickshire	2.77%	-11.32%	-40.00%
West Mercia	3.44%	4.14%	6.25%
West Midlands	1.31%	6.13%	7.55%
West Yorkshire	1.37%	7.06%	20.93%
Wiltshire	8.01%	5.19%	7.69%

Footnotes: All data within this report for the 43 forces in England and Wales and the British Transport Police is taken from the Home Office report [Police workforce, England and Wales: 31 March 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/121111/police-workforce-england-and-wales-31-march-2024.pdf)

Police Scotland, the Police Service of Northern Ireland and the National Crime Agency provided their own data as of the 31st of March 2024. Data relating to prior 2024 is taken from previous HeForShe annual reports.

The Home Office reports on the sex of officers and staff, rather than gender. However, when sex data is not available, gender is used. Further information on this can be found in section 5 of their [report](#). This year's data excludes three individual officers who have 'not stated' their sex or gender.

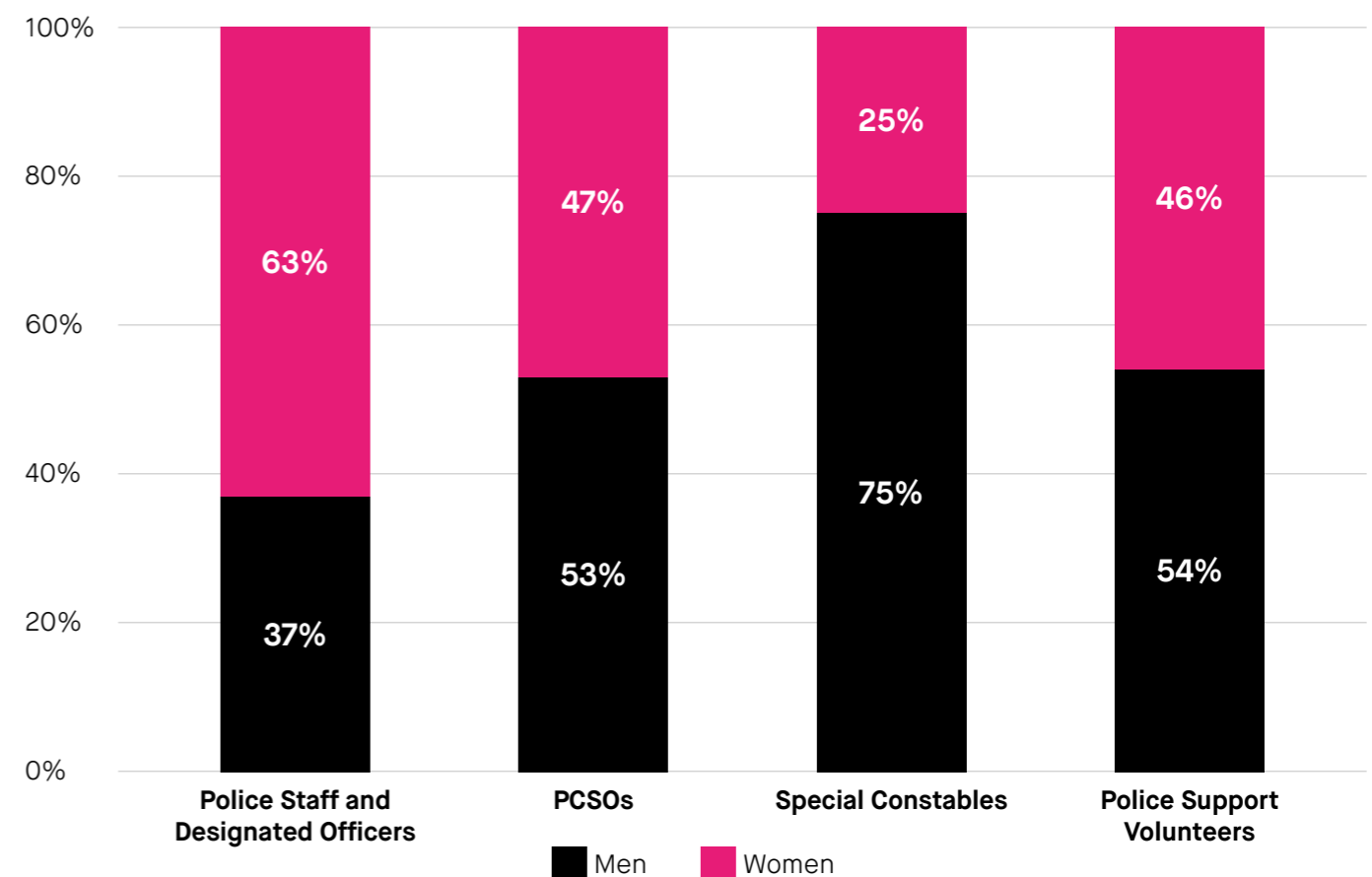
Data Analysis

Police Staff

Police staff are an essential part of policing and undertake a wide range of roles. This year's police staff data provides an almost identical picture to last year's data and follows a consistent theme over all previous HeForShe annual reports.

This year's data shows that women make up 63% of police staff and Designated Officers, this is up 1% from last year. Women make up 47% of Police Community Support Officers (PCSOs) and this remains the same as last year. For both Special Constables and Police Support Volunteers the percentage of women is down 1% each.

There has been very little change in the representation of police staff over the last few years.



Data as of 31st March 2024 – [Police workforce, England and Wales: 31 March 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/121111/police-workforce-england-and-wales-31-march-2024.pdf)

The first HeForShe commitment focuses on representation at middle management teams. Forces are most likely to see an overrepresentation of women at middle management when looking at police staff and should consider what action they can take to encourage a more equal representation.

However, it must be remembered that when individual forces look at the distribution of police staff across grades, they are most likely to find that the highest number of women are still in the lowest paid roles. National data to support this is not available so individual police forces must take responsibility to produce their own data looking at this. The HeForShe Programme Managers are happy to assist with this.



Avon and Somerset Constabulary

Good Practice Example



Avon and Somerset Constabulary have led the charge in the national Operation Soteria initiative, aimed at transforming the criminal justice response to rape and serious sexual offences.

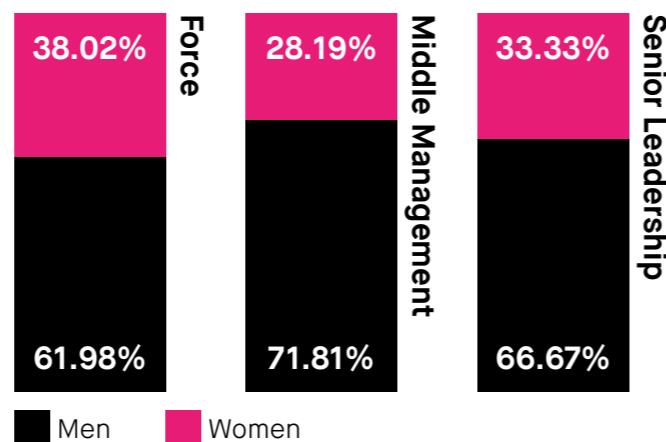
With 2024 marking the first full year of operation for the expanded 'Bluestone' investigation teams, these units are instrumental in implementing evidence-based practices rooted in both academic research from around the globe and survivor experiences.

Their focus is to dismantle longstanding gendered myths and stereotypes that have historically hindered charge rates in sexual violence cases. Although anyone can be a victim of sexual violence, public and criminal justice perceptions are often shaped by misogynist tropes and systemic inequities linked to gender.

Vital to Bluestone's approach is the integration of Independent Sexual Violence Advisors (ISVAs), who provide essential support to survivors throughout the justice process. Avon and Somerset's partnership with Safe Link has been particularly effective, with ISVAs now co-located with Bluestone. This ensures that survivors have a dedicated advocate present during the investigation of their cases, strengthening trust and enhancing the victim's voice within the process.

Bluestone is also setting a standard within the police itself, with women holding 62% of investigator roles and 72% of supervisory positions. This commitment not only fosters gender equality within the service but also reflects the importance of diverse perspectives in handling these sensitive cases.

As a best practice example, Avon and Somerset's Bluestone initiative demonstrates how a suspect behaviour focused, survivor-centred approach, coupled with a commitment to diversity within policing, has led to a five-fold improvement in charging rape.



-9.82%
Difference in Middle Management

-4.69%
Difference in Senior Leadership

Bedfordshire Police

Good Practice Example



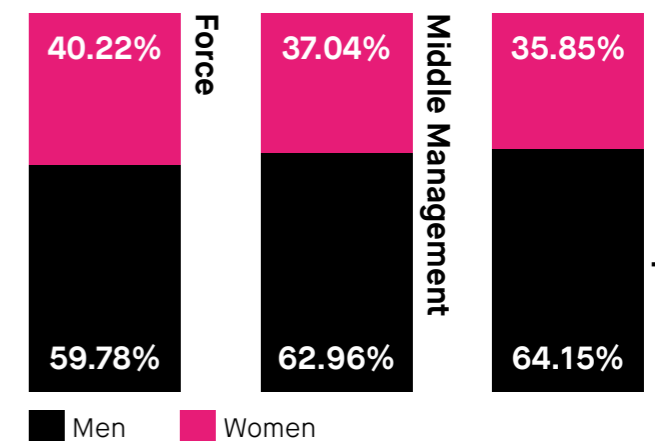
Bedfordshire Police has driven forward its Women's Network agenda, helping promote female empowerment and encouraging male and senior ambassadors to back the cause.

Following becoming an official Menopause Friendly workplace in 2023, results of an internal Menopause Questionnaire identified a need to provide additional support to their menopausal and perimenopausal demographic, and a series of Menopause Café initiatives were run. These encouraged Menopause Network volunteers – male and female – to invite open conversations. An external menopause expert was also invited to share information and onward signposting.

The Women's Network took the initiative a step further by hosting a Headquarters Takeover – a series of talks and events across headquarters. The force's Detective Chief Superintendent Zara Brown shared her personal and policing journey, paying tribute to female forerunners in the service, including her own mum.

The day also featured tips from the College of Policing on progression and building self-confidence, while executive coach Anna Allerton spoke on navigating the workplace through issues relating to menopause and perimenopause. Fitness sessions including a free yoga class were also held.

The initiative received positive feedback from the 50 attendees and many more engaged with numerous market stalls, including Women of Colour in Policing, Health and Wellbeing and support groups.



-3.18%
Difference in Middle Management

-4.37%
Difference in Senior Leadership



British Overseas Territories

Good Practice Example



Six forces based in the British Overseas Territories made their own commitment to HeForShe at a conference in London in July 2024. Forces from Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Gibraltar and the Sovereign Base Areas joined the HeForShe network.

Since this time, forces from the British Overseas Territories have been appointing HeForShe Tactical Leads, recruiting HeForShe Allies and working with forces in the UK to learn more about embedding the global gender equality movement within policing.

Over the next year, the national HeForShe Team will look to work closely with the British Overseas Territories to understand their unique challenges in relation to gender equality and share good practice from across policing.



British Transport Police

Good Practice Example



British Transport Police's Positive Action Recruitment Team (PART) is a dedicated resource to support Police Officer, Police Community Support Officers and Special Constables engagement with persons from underrepresented groups.

PART is involved in numerous projects and initiatives which seek to attract, engage and support underrepresented groups as they look to start a career with BTP. Initiatives include organising events, fairs and school visits, as well as holding online sessions. Though these sessions are open to all, PART directly contact females and persons with underrepresented protected characteristics to take part in sessions to help develop their skills and give guidance as they go through the recruitment process.

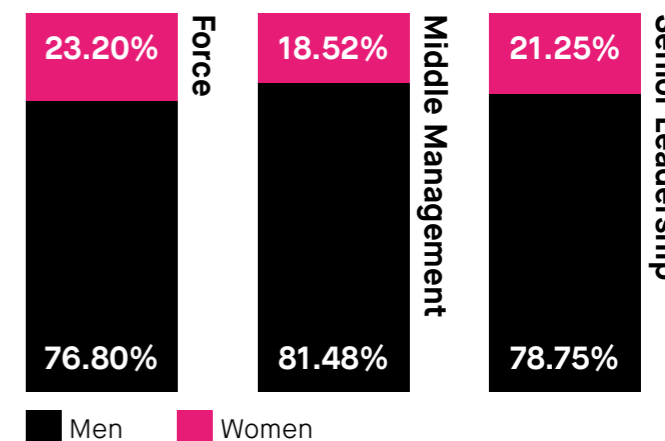
Data shows that 78% of successful female candidates have had a direct contact with PART. With the introduction of a new applicant tracking system, BTP are looking to build on their success. By approaching females and underrepresented groups at an earlier stage they can tailor additional session to address any barriers, questions or needs of that group to better support them with their future engagement with BTP.

Internally, the Positive Action Support Group (PASG) was created at the start of 2023 to support underrepresented groups in BTP with their development. PASG supports the development of all members regardless of their career aspirations and not only focuses on more traditional promotional career development but also lateral moves and general development in current roles.

Sessions include an Enablement series that runs with subject matter experts in different areas to give PASG members insights, knowledge and a wider overview of organisation design and structures, with the premise that 'knowledge is power'.

Other series also cover sessions around public speaking and presentation skills, having uncomfortable conversations with confidence, stakeholder engagement strategies and leadership styles.

All sessions are optional, and members can choose which sessions they feel would benefit them, putting the responsibility of their development on them and allowing them a fully individualised programme that they are in control of. The programme is fully iterative and is based on member's feedback to ensure the content of sessions is relevant.



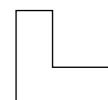
-4.67%
Difference in Middle Management

-1.95%
Difference in Senior Leadership



Cambridgeshire Constabulary

Good Practice Example



Women of Colour in Policing for Bedfordshire, Cambridgeshire and Hertfordshire (WoCiP BCH) have created safe spaces to listen to women from diverse cultural backgrounds to improve representation, development, progression and retention of women from ethnic minority communities at all levels of policing.

WoCiP BCH is a tri-force movement committed to improving representation, development, progression and retention of women from diverse ethnic backgrounds at all levels of policing.

Guidance on how police forces nationally can use listening circles to improve inclusion, both in the workplace and in the community, has been published on the [College of Policing Practice Bank](#).

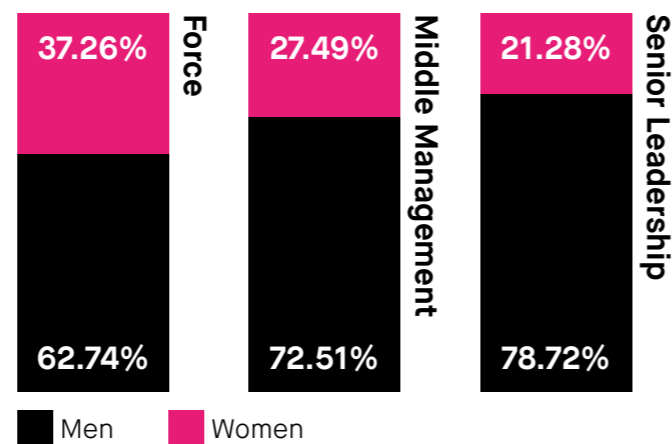
Listening circles provide a safe, intimate space, where attendees can confidentially share their views on topics such as race. They act as a non-judgemental platform to build and deepen trust through improved dialogue instead of debate, with respect shown for all points of view. The circle represents the end goal which is unity and cohesion.

Listening circle guidance explains how issue-focused forums can empower women and amplify their voices. This is particularly beneficial for women from seldom heard groups, such as those from culturally diverse backgrounds and those who do not speak English as a first language.

Policing is most effective when everyone works together. One way to build rapport and foster long-lasting positive relationships is to listen to what communities have to say.

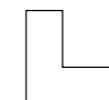
To bolster this representation, WoCiP BCH launched the Becoming Career Ready programme in collaboration with Becoming International for female colleagues from diverse ethnic backgrounds, including those who do not speak English as a first language.

Accredited by Skills for Justice, the tri-force 8-week programme offers a networking and learning opportunity where career development barriers - whether perceived or experienced first-hand - can be explored and dismantled to support career progression. Of the 65 women who have completed the programme to date, 23 have secured promotions, while a further 13 are known to have reversed decisions to leave policing altogether.



Cheshire Constabulary

Good Practice Example



Cheshire Constabulary conducted a survey which invited respondents from across the force to answer questions concerning sexual harassment in the workplace.

The drive behind the survey was to learn the scope of harassment in the workplace and to understand the attitudes that motivate such behaviours, to assist decision-making and to make appropriate improvements.

The survey received 363 responses, representing around 8% of the entire workforce. Following the results, the Constabulary enlisted the services of Lime Culture to develop and deliver an organisational response model to build a safer culture across the force.

As part of the response model the Constabulary has introduced two roles, Sexual/Domestic Abuse Ambassadors (SDAs) and Specialist Liaison Officers (SLOs).

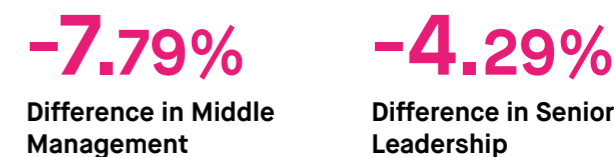
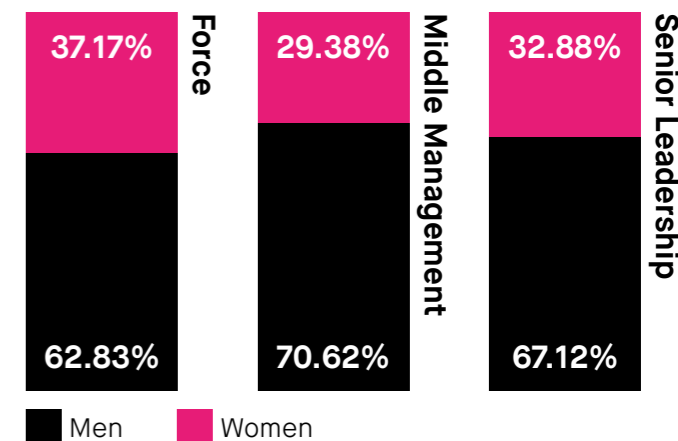
SDAs form a cohort of Ambassadors across the force with the knowledge and skills to respond appropriately and effectively to individuals who disclose experiences of domestic and/or sexual violence. Equipped with enhanced knowledge, SDAs have the confidence and knowledge to recognise responses to trauma and respond to initial disclosures in a trauma-informed way, whilst providing appropriate signposting.

SLOs are a highly trained cadre of officers who can provide tailored specialist support. Training equips the SLOs to work in a trauma-informed way with individuals contacting the service and to provide ongoing support and information. SLOs will provide support to staff within Cheshire Constabulary who have experienced domestic and/or sexual violence.

SLOs will provide ongoing, tailored support to the victim/survivor including providing information about internal policies and processes, managing and responding to risk, implementing support plans and co-ordinating internal/external support.

The force advertised the SDA and SLO roles requesting expressions of interest and suitability interviews were carried out. 8 SDAs and 8 SLOs have been recruited to support all 3 regions within the force. Training for the roles took place during June and July.

The introduction of these roles will reinforce the force's commitment to addressing sexual harassment in the workplace. The force HeForShe lead, Chief Superintendent Peter Crowcroft, will be responsible for overseeing the programme. The force engaged with their Staff Associations/Networks on the initiative and progress will be monitored through the force Diversity, Equality and Inclusion Board.



City of London Police

Good Practice Example

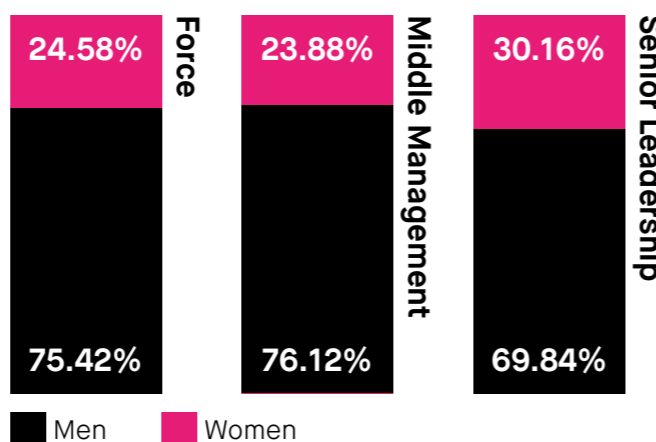


City of London Police has begun a pilot of female only Public and Personal Safety Training (PPST) held at different times throughout the day.

This followed a period of consultation and associated feedback that suggested that some women felt uncomfortable in what is often a majority male session. The standard PPST sessions did not always account for female specific medical concerns following childbirth for instance, or in some cases the later start times required due to flexible working patterns.

A comprehensive communications plan enabled the dispelling of myths and concerns raised by colleagues and HeForShe Allies supported in positively supporting the initiative and engaging with colleagues to help promote the initiative.

The inaugural session saw good attendance and generated positive feedback from those present and the initiative is now being reviewed prior to next steps. This is work that could potentially benefit all at City of London Police and is another step in the journey towards gender equality considering the ever-growing need for all to have access to flexible working.



-0.69%
Difference in Middle Management

5.58%
Difference in Senior Leadership

Civil Nuclear Constabulary

Good Practice Example



Since the last HeForShe Annual Report, the CNC has been building on previous work to address their gender pay gap by committing to six specific key actions through 2023/24.

These actions are central to CNC's focus on equity and inclusion, further improving their gender pay gap position and are as follows:

- 1. Implement a new pay and reward structure for non-police roles**
 - Enable increased progression between grades to more senior positions and provide a clear policy position on entry level pay which ensures equity in pay relativity.
- 2. Enhance family friendly & flexible working arrangements**
 - Enhance parental support leave.
 - Support manager's education in the various working arrangements which provide for a more inclusive workforce whilst ensuring operational effectiveness is maintained.
- 3. Training**
 - Continue to ensure all line managers and interviewers are trained in recruitment interviews, unconscious bias and inclusive decision-making.
 - Develop a Future Leaders Programme aimed at women.



- 4. Coaching**
 - Coaching for women to help support career goals and aspirations and develop the confidence to follow through with them, which is a pivotal mechanism within the new Talent Management Strategy.
- 5. National Living Wage Employer**
 - Gain formal recognition as a Living Wage Employer.
- 6. Dedicated Gym Time**
 - Provide protected gym time for women only sessions.



Cleveland Police

Good Practice Example



Building upon the 2022-23 inaugural Cleveland Police's Violence Against Women and Girls (VAWG) conference with over 200 officers, staff and partners in attendance, this year has seen the relaunch of HeForShe within the force.

With renewed focus and direction, under the leadership of Superintendent Martin Hopps, three HeForShe relaunch events were held in March 2024. The events, voluntarily attended by more than 50 officers and staff who have shown a desire to become Allies, were held in person and over Microsoft Teams.

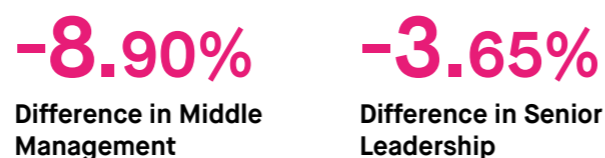
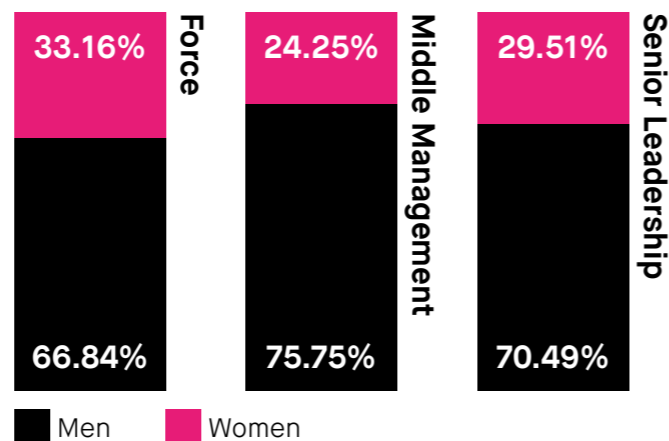
Recognising that the representation of women police staff has remained the same with little change over the last few years, it was important within Cleveland Police to appoint a police staff co-chair. Therefore, in April 2024 Digital Data and Technology Programme Manager Vana Stephens become co-lead of HeForShe.

This appointment has accelerated Cleveland Police's digital HeForShe footprint with the development of a dedicated SharePoint page and Viva Engage Channel. The HeForShe SharePoint, hosted on the force intranet and easily accessible by all officers and staff, will be officially launched in September 2024 to coincide with the tenth anniversary.

This will provide a centralised hub for communication, knowledge sharing, recognition and feedback. Whilst the current home page offers all visitors the opportunity to watch the relaunch events, the future intention is to display personal testimonies from local Allies, allowing colleagues to get in touch with persons relevant to their own needs.

With an integrated Viva Engage Channel users can like, follow and subscribe to content. Followers can then stay informed about national and local HeForShe updates, participate in discussions and polls, access resources and celebrate achievements such as PC Condren from the Tactical Disruption Team who successfully completed her Police Search Advisors (PoISA) qualification, becoming the first female in Cleveland to ever hold the qualification.

Whilst female representation has increased across all ranks compared to last year's report, Cleveland Police recognise there's still a long way to go. As a result, Cleveland Police's Women's Network continues to provide bespoke support and presentations from subject matter experts ahead of promotion processes whilst encouraging members to pursue mentorship and coaching opportunities.



Cumbria Constabulary

Good Practice Example



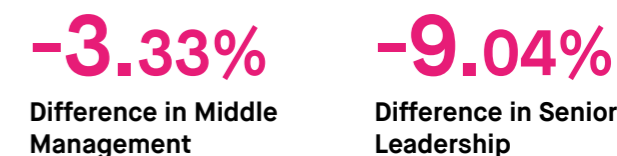
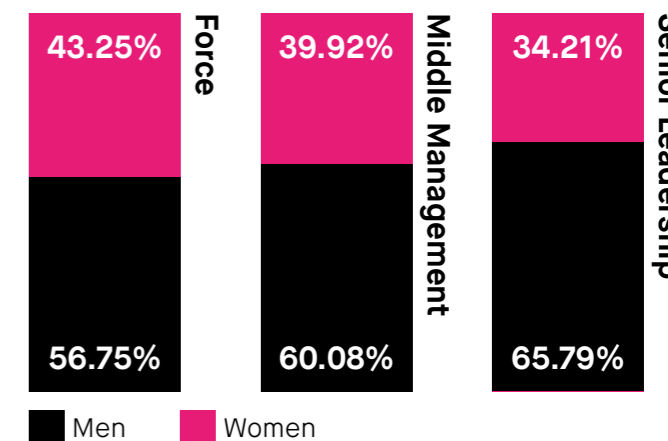
In spring 2024, the College of Policing's Continuous Improvement Team were invited into Cumbria Constabulary to gain an understanding into the role of diversity, equality, and inclusivity (DEI) within the force's Specialist Operations departments.

The two-day review formed part of a wider piece of work which had been initiated in partnership with the National Police Chiefs' Council (NPCC), College of Policing and two forces including Cumbria.

The overall aim of the work was to identify and share good practice, capture and share learning and develop peer to peer support.

Workshops were held with strategic leaders, practitioners from within Specialist Operational departments and others including the broader workforce and staff associations. These workshops sought to identify barriers to recruitment, retention and development of diverse groups, identify enabling factors, and establish desired changes across the specialist uniform departments within the Constabulary.

This scoping allowed the development of an evidence-based report to help inform improvement work within the Constabulary. This has led to a comprehensive and structured self-assessment process across a range of areas and identification of actions to improve recruitment, retention, workplace culture and development within specialist roles in the Constabulary. The results of this work will be subject of evaluation over the next twelve months to ensure that improvements are fully realised and effective.



Derbyshire Constabulary

Good Practice Example



Derbyshire Constabulary conducted a series of workshops to understand the culture of the force and begin to bring alive their 'One Derbyshire Plan'.

The plan aims to adopt a culture where leaders and staff see themselves as 'One Derbyshire'; taking accountability and supporting each other.

The workshops were run to help prioritise which behaviours and cultures staff and officers would focus on first. Workshops included police staff and police officers at every level. This allowed them to mobilise a top down – bottom-up approach to this work. Workshop attendance was good, and attendees felt a freedom of speech and a safe place to bring ideas and have their voices heard.

The themes of the 'One Derbyshire Plan' were looked at: Leadership, Internal Communications and Engagement, Wellbeing, Learning and Development, and Standards and Behaviour. For example, Standards and Behaviour discussions took place around how best to address misogyny, sexual harassment and perceptions of nepotism and unfairness in the workplace.

Everyone was given a chance to highlight issues, alongside a discussion around what best practice looks like.

Feedback was collated and a process of analysis was needed to understand which behaviours and cultures were duplicated across all levels of the organisation. This weighted the issues of highest importance.

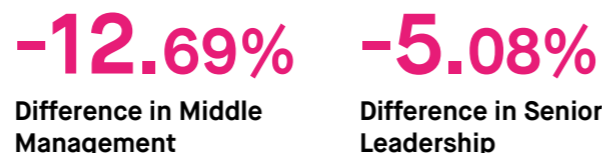
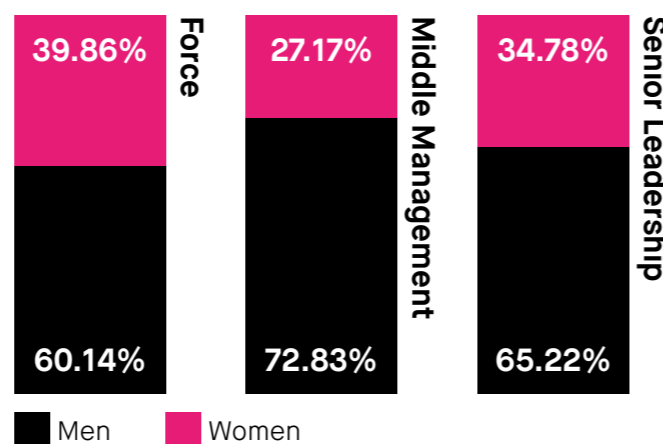
During the sessions, most employees showed drive and passion for their roles and a task force developed naturally through employees' wanting to be involved in improving culture, making Derbyshire a better place of work.

The task force worked with high importance issues and used the College of Policing's suggested behaviour change tool, COM-B (Capability, Opportunity, and Motivation - changes Behaviour).

This process identified nine key behaviours, highlighting there's a pattern on how to improve culture.

Derbyshire Constabulary are working with enthusiastic members of their force to review findings and take action. The force continues to work with other areas such as the Culture and Ethics Group, staff survey results, victim satisfaction surveys and future onboarding projects.

This programme is working to objectives and governance from the 'Our Peoples Board' and strives to improve Derbyshire Constabulary and make it a diverse and inclusive organisation for all.



Devon and Cornwall Police

Good Practice Example



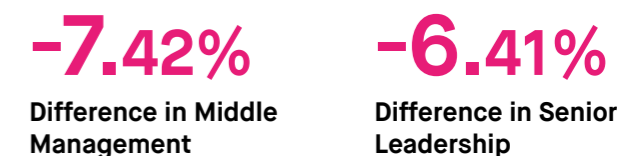
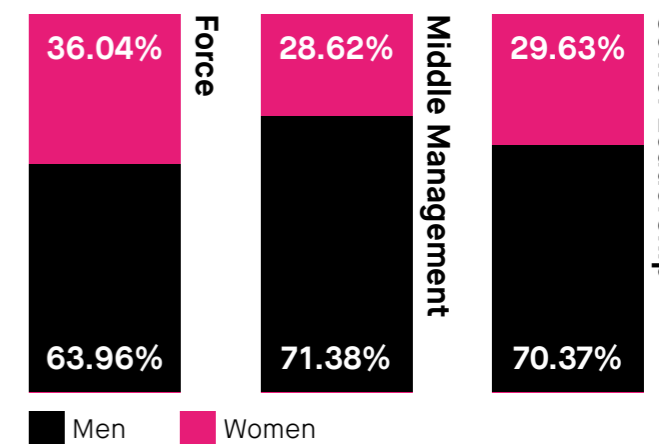
Devon and Cornwall Police have a Positive Action Team which seeks to support and promote the development of underrepresented groups and in particular, women.

All officers seeking promotion have access to Blackstone's online but those supported by the Positive Action Team now also have access to the question-and-answer module, funded by the force. This has helped to remove some barriers for those individuals who were interested but not confident enough to financially commit.

The force has also run a number of 'Let's Talk' listening sessions to provide women officers, staff and volunteers a safe space to raise and discuss their experiences within the organisation. These sessions are led by a member of the executive and give attendees a chance to openly discuss culture issues in a safe space. The information and experiences that they share is used to influence strategy to ensure all women can thrive at work in a truly inclusive workplace. These are run monthly and since February, over 500 women have attended these sessions and shared their experiences, both positive and negative.

Furthermore, in the past few months Devon and Cornwall have started a Coffee Roulette initiative – this allows officers and staff of all ranks and grades to meet randomly on a monthly basis with colleagues from various departments and participate in a 30-minute discussion.

It presents an opportunity to bring together officers and staff and provides a platform for senior leaders to participate and engage with colleagues across the organisation, enhancing their understanding of business challenges and promote a culture of inclusivity and collaboration. Over 80 people have signed up for this initiative and it is supported by the Positive Action Team, Women's Network, LGBTQ+ Network, HeForShe, Men's Health Network and the Student Support Network.



Dorset Police

Good Practice Example



Dorset Police recognise that the knowledge, understanding and support of those affected, and those managing people, in the areas of flexible working, pregnancy and maternity is a challenge, with female officers and staff most impacted.

Dorset Police aim to deliver policing at a consistently high standard, whilst at the same time embracing sustainability and commitment to creating a fully inclusive working environment that values the differences a diverse workforce can bring.

Dorset Police's Human Resources Team are delivering webinars to educate and upskill their workforce:

Pregnancy & Maternity Webinar - Two webinars are being delivered: Individual Journey and Manager Support. Both webinars are intended to cover the same content, however, there will be an open Q&A at the end to encourage dialogue, questions and feedback within the attendee groups.

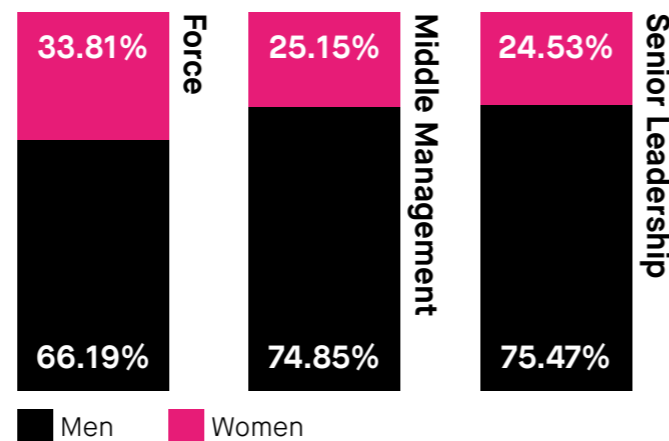
Each webinar covers the journey from notification of pregnancy to return to work including, rights and entitlements, roles and responsibilities, key information about risk assessments, practicalities and considerations (uniform, safety training, contact during maternity, support networks, Keep in Touch days, attending court etc.), annual leave and public holidays, maternity pay, returning to work discussions and preparations, temporary family friendly hours, breastfeeding/expressing at work and will touch upon baby loss and support available.

The webinar also includes reference to the available guidance and support and the internal Family Leave Support Pages.

Flexible Working Webinar - To continue to promote flexible working across the force, a webinar has been developed covering:

- the flexible working process
- the legal framework and policy intent
- responsibilities of line managers, senior managers, the individual and the relevant departments
- considerations for declined or appealed applications
- conducting flexible working pattern reviews

The delivery of these sessions will upskill the workforce, as well as providing them with the knowledge to confidently lead an individual through the pregnancy, maternity and flexible working processes.



-8.66%
Difference in Middle Management

-9.28%
Difference in Senior Leadership

Durham Constabulary

Good Practice Example

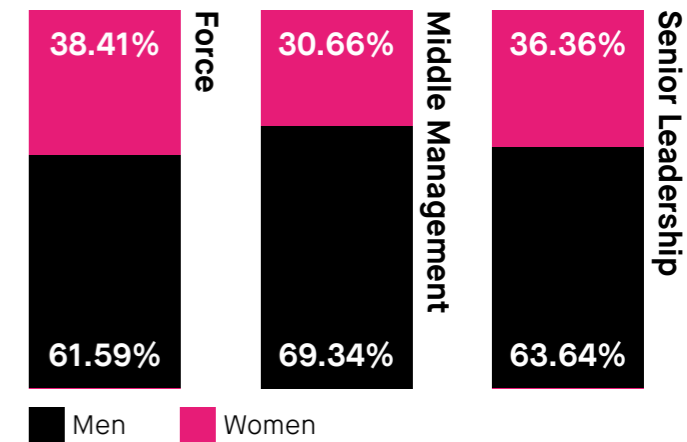


Durham Constabulary remains committed to promoting gender equality through a range of impactful initiatives over the past year.

Notably, the re-launch and rebranding of the Women in Policing Association was marked by a highly successful conference in May, which featured both national and international speakers and highlighted the force's ongoing dedication to gender equality.

Some of the ongoing initiatives are highlighted below:

- Durham Constabulary has addressed uniform-related concerns by conducting surveys and collaborating with various departments to ensure inclusivity and fairness for all employees.
- In addition, staff participated in breastfeeding training sessions, becoming 'Breast Buddies' to better understand and support the needs of new parents.
- Collaboration with Human Resources on maternity policies has led to meaningful discussions and the development of draft policies to support staff during and after pregnancy.
- Moreover, work with the firearms training department has been undertaken to encourage and support women's participation, breaking down barriers and fostering a more diverse and inclusive workforce.



-7.75%
Difference in Middle Management

-2.05%
Difference in Senior Leadership



Dyfed-Powys Police

Good Practice Example



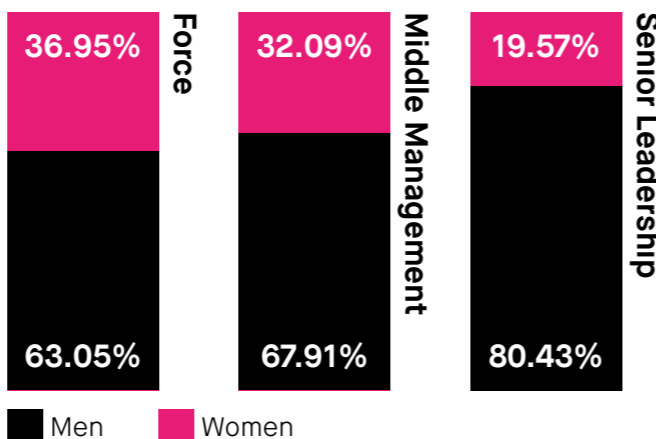
Dyfed-Powys Police has committed to holding engagement events with all members of staff, reinforcing cultural and professional standards.

As a force it has committed to the Upstander/ Bystander campaign, encouraging employees to challenge and report inappropriate behaviour. These events have allowed for two-way conversations between staff and senior officers, establishing an unedited perception and experiences from within the force.

Dyfed-Powys has, as part of this drive, sought to create and grow a sustainable network of Man Allies across the workplace. The scheme has been adopted and designed to address barriers to the workplace regarding culture, community and communication.

Dyfed-Powys Police are working closely with Beyond Equality to become a leading workplace changemaker engaging with male officers targeting equality, inclusion, wellbeing and rethinking masculinities.

Dyfed-Powys has committed to training Man Allies across the force area and see allyship as a powerful driver of inclusive workspace cultures, acknowledging that all too often people are unaware of issues faced by their colleagues. Workshops are tailored towards deepening awareness of social and workplace discrimination and enables participants to recognise how they can contribute thoughtfully to equality.



-4.86%

Difference in Middle Management

-17.38%

Difference in Senior Leadership

Essex Police

Good Practice Example



Essex Police continue to promote gender equality and an inclusive culture within all areas of the organisation.

There has been an increased focus within the Learning and Development (L&D) Command on female only sessions for certain areas, such as officer safety training and job-related fitness training.

Positive feedback has been received from participants such as:

“Female only course was brilliant. I felt so much more comfortable.”

“I enjoyed it being a woman only course. It helped give me the confidence to get more involved.”

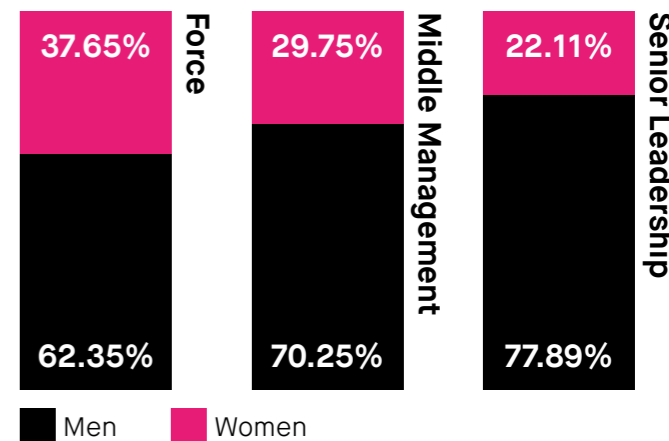
“This was the first all-female session I have attended, and it worked really well for me. It meant I was more confident to participate in the role plays and it felt more inclusive for me as an individual.”

This female friendly focus continues within the command including seeking post course feedback to ascertain if all attendees feel respected and included within their training course.

Learning & Development are supporting female development, with their HeForShe Lead taking on mentoring to provide further support. This includes mentoring a new female officer into the organisation, supporting her to become the first accredited Detective Constable through the 'Investigate First' programme. A further mentee is a female officer who wishes to become a dog handler.

There is an ongoing focus looking at attributes for female officers, including disproportionality for taser training and response driver courses. Currently a third of female officers in relevant roles have these attributes, which is positive in relation to the overall percentage of female officers within Essex Police.

The focus on training and inclusivity for female officers within the training environment positively supports other commands across the force, including the Operational Policing Command which includes specialist skills such as firearms officers, traffic units, dog section and marine unit. Historically this command has been underrepresented by females, however the increase in skill set is helping improve disproportionality. Recently there has been a focus on supporting female officers through the application process for the dog section, dispelling myths and providing top tips around how they can prepare and what to expect on the dog suitability course.



-7.90%

Difference in Middle Management

-15.55%

Difference in Senior Leadership

Gloucestershire Constabulary

Good Practice Example



In 2022, there was a series of rapes and sexual assaults reported to Gloucestershire Constabulary, which resulted in an opinion piece being published in local news titled: 'Sexual assault rather than rape – is wording sanitising the offence?'

This article highlighted the active and passive voice – how in communications it says a woman was raped, rather than how a man raped a woman. The Constabulary realised there is no guidance for police communicators for how to report on Violence and Intimidation Against Women and Girls (VIAWG).

Subsequently, over the past two years, Gloucestershire Constabulary has researched and created the 'Words Matter' Reporting Guidelines alongside not-for-profit organisation 'This Ends Now'.

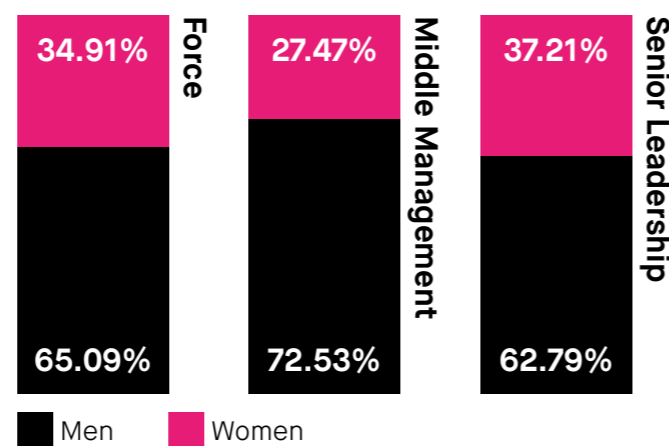
It is a progressive document recognising the nuances of language and gives practical advice for communications officers specifically when reporting on male VIAWG. It intends to initiate a change in language to reduce victim blaming and misogyny, challenging unconscious gender-biases.

The document gives guidance on how the language used in all communications can empower victims of VIAWG by putting the onus on the perpetrator making a choice to commit a crime and the victim played no part.

The linguistic shifts made, such as simply calling something image-based sexual abuse, rather than 'revenge porn', are essential as they help perpetrators, who are predominantly men for these types of offences, understand the seriousness of their actions. The use of the word 'porn' in revenge porn, implies that there was consent.

Gloucestershire Constabulary believe there is a relationship between the words used as a society and men's attitudes and behaviours towards women. A man decides to rape a woman, a woman does not choose to be raped. Yet the media often make it sound like she had a choice, and sometimes the perpetrator is removed from the headline in its entirety. Gloucestershire Constabulary's communications can help improve this.

There has been a lengthy consultation period for these guidelines involving internal and external experts, both at a local and national level. 'Words Matter' goes beyond current existing guidance, and the force believe it's the first of its kind nationally which is aimed at police communicators.



Greater Manchester Police

Good Practice Example



Following a review of the successful implementation of stay interviews in GMP from 2023, it became apparent that staff needed a safe space to talk around issues that affected them.

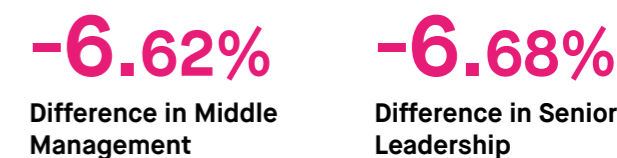
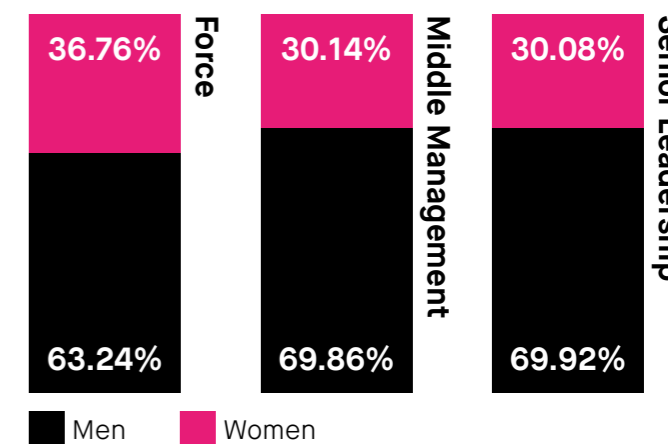
This is particularly evident with women experiencing the menopause. As such, GMP has pledged to be a psychologically safe culture where colleagues can tell the force about themselves, knowing they will be listened to and supported. This work will develop during the next 12 months.

GMP continues to build the Association for Women in Policing (AWP) promotion workshops, which have proved successful with senior female leaders and male advocates delivering promotion workshops to AWP members.

GMP continues to review all equality-related policies and toolkits to identify any gaps and to ensure that they are up-to-date and reflect best practice. This has included the introduction of a new Pregnancy Loss Policy and Management Toolkit and amendments to the maternity, shared parental leave and adoption policies.

The Maternity, Shared Parental Leave and Adoption Policy updates include staff returning from maternity, adoption, or shared parental leave can now have a paid phased return to work over four weeks. Two new forms have been introduced as part of all three policies: paid special leave for prospective parents of a baby through surrogacy when there is a miscarriage, neonatal death, or stillbirth and parental bereavement leave for those prospective parents through surrogacy where the baby has died after birth or is stillborn after the 24th week.

The new Pregnancy Loss Policy and Management Toolkit provides staff and their partners with information about what they can expect in terms of support and leave depending on the circumstances of their pregnancy loss; offers special leave for the partners of those who have suffered miscarriage or stillbirth, or if their baby dies soon after birth; signposts staff to internal and external sources of support; and advises managers on how best to support their staff.



Guernsey Police

Good Practice Example



On Wednesday 12th June 2024, Guernsey Police along with 'Safer', a domestic abuse charity, sponsored a Symposium on Violence against Women and Girls.

More than 100 people attended the event including politicians, representatives from the Criminal Justice Services, police officers and staff and from the island's charitable sector. Guests heard from eight speakers from the UK and Jersey, and from islander Poppy Murray (founder of the 'BE LADS' Campaign and 'SafetyNet Guernsey'), who organised the event.

Topics covered included improving male allyship within police culture and support for officers, where to start in tackling VAWG – including on limited budgets - ideas for creating safer spaces, supporting victims and understanding the scale of the problem.

Feedback from attendees showed 100% of respondents were committed to acting based on what they had learned, with 92% labelling the day "extremely useful".

Miss Murray said the event exceeded her expectations:

"Over the past year I have been fortunate to attend events where these accomplished speakers presented and, each time, I've thought to myself that I wish people in Guernsey could hear what I'm hearing, so I approached Guernsey Police's Deputy Chief Officer Ian Scholes with the idea for the Symposium and was grateful that he gave the green light."

The full summary of the VAWG symposium can be found [here](#).

Having become a HeForShe force in 2023, this was the first large event in this space that Guernsey had hosted and were pleased to be able to include HeForShe Programme Managers, Brooke Jarvis and Louise Crawford. This provided a great opportunity to inform and educate more widely on the HeForShe initiative and commitments and to look at the current levels of representation of officers and staff within Guernsey by comparing Guernsey gender equality data with the national picture. Of particular interest, were the initiatives and policies that have been put in place in other forces to support female officers and staff as they seek promotion and to attract men into police staff roles. These are being closely looked at, as Guernsey Police seek to improve recruitment and retention.



Gwent Police

Good Practice Example



Over the past 12 months Gwent Police has partnered with the University of South Wales and the Hydra Foundation to deliver a 10,000 Volts debriefing session to officers and staff following a series of high-profile incidents relating to the force's culture, particularly misogyny in the workplace.

10kv is a method for facilitating debriefings with staff and was primarily designed to be used following critical incidents, including the COVID-19 pandemic. However, in the case of Gwent Police, the debriefing session was adapted to the specific needs of the force. It allows for anonymous input so people can share personal experiences and ideas without fear of repercussions.

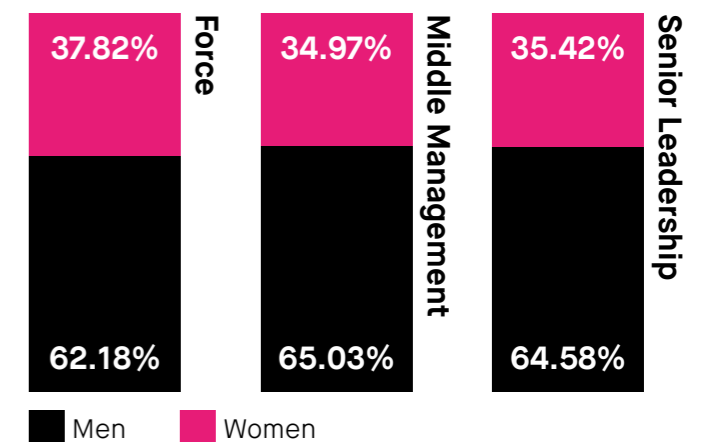
The anonymised nature of 10kv sessions provides people with the chance to have emotionally honest conversations and allow them to question aspects of the approach that would usually be outside their jurisdiction. Through these conversations, higher ranking personnel often discover risks and issues in the system that are not always evident to them at the outset.

60 officers and staff attended the event, which was facilitated by the Chief Constable. Its findings were analysed by the University of South Wales who produced a set of findings which were cross referenced with the force's most recent Employee Opinion Survey and Public Opinion Survey.

This allowed the force to produce a Culture Strategy which focuses upon sexism, misogyny and other forms of discrimination. The strategy is supported by a performance framework which is being continuously developed by the force Business Intelligence Team, and 'addressing culture' forms one of three force objectives that flow through each business area within the organisation.

The force has also utilised its links with University of South Wales and the Hydra foundation to help develop a 'Cultural Hydra' exercise for staff to undertake.

A second 10kv session is planned later this year, which will allow the force to determine if the strategy has started to make a positive impact and help it ascertain what more needs to be done to combat sexism and misogyny in the workplace.



-2.85%
Difference in Middle Management

-2.40%
Difference in Senior Leadership



Hampshire and Isle of Wight Constabulary

Good Practice Example



Hampshire and Isle of Wight Constabulary has now achieved a well-established talent pipeline called the Advance Programme which is going from strength to strength.

The programme came out of the 2019 Chief Inspector promotion process whereby there were no female applicants. Reflection of this process combined with a review of the organisation's Gender Pay Gap meant that the organisation wanted to increase confidence in applications.

The goal of the program was not to put people through the promotion process, but to get them prepared to apply. It creates a current pipeline of diverse talent who are then confident and ready to apply for senior policing roles. The initial target audience were women and ethnic minority officers and staff. By year 5, it retains a positive action priority and has 75% applicants being from the initial target audience.

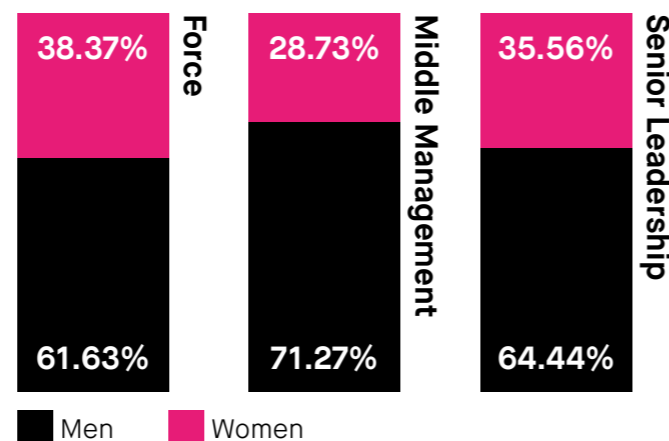
The candidates who embark on the programme, can achieve some of the following:

- Building a strong understanding of personal style and its links to leadership.
- Increasing self-awareness and confidence around one's own strengths.
- Increased awareness of different styles and backgrounds within credible leadership.
- Increased ability to feel a sense of belonging in leadership roles and an organisational peer group within policing.
- Participation and self-ownership of an ongoing peer support network.
- Increased participation in upcoming force promotion processes or a stronger sense of one's own career development and goals.

The programme structure means that officers and staff will be involved for 6 months, which will consist of 5 development days during that time. These days focus on self-awareness and psychometric evaluation, amongst others. There are also guest speakers each month, both within the police and private sector.

The program launches in late August and then runs right up to the force promotion processes.

Now in its 5th year, the program is going from strength to strength. The programme, boasts that 80% of the people who have embarked on it, had gone on to apply for promotion and of these 90% were successful.



-9.64% Difference in Middle Management
-2.82% Difference in Senior Leadership

Hertfordshire Constabulary

Good Practice Example



Prevention First



Hertfordshire Constabulary has launched Op Hyla to tackle underrepresentation of women in operational and leadership roles across the organisation.

It has a number of work strands and has representatives from all areas of the force including:

- The Women's Network
- HeForShe
- The Men's Network
- Force Diversity Lead
- Positive Action Team
- Police Federation
- Unison

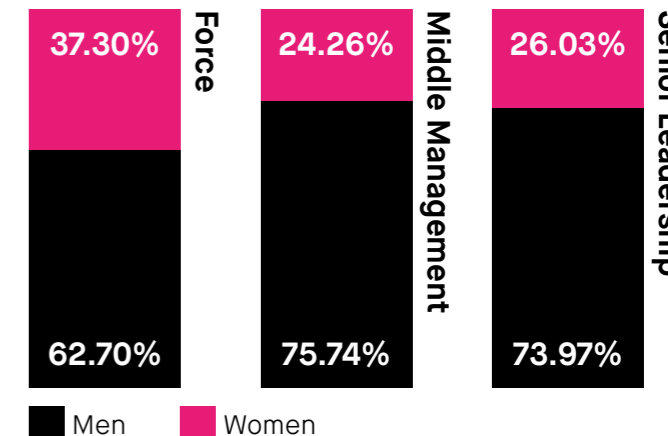
Under Op Hyla, a number of positive initiatives have been driven forward. This includes bespoke mentoring events for junior members of female staff. There has also been dedicated career development days led by senior female officers sharing insights and inspiration around their career journeys.

Op Hyla has used dedicated surveys to canvass opinion and find solutions about female officers' feelings of safety when walking to off-site parking when they have finished a shift.

The creation of a menopause hub to provide advice for both females and males has been delivered via a series of workshops has also proved successful.

A support and information gap was exposed for people on maternity and paternity leave. Access to work information via force channels is cut-off after a month away, leaving some officers and staff feeling isolated and anxious about their return to work. To address this an app has been developed that holds a wealth of information and advice to enable people to stay in contact, without the need for a work issued computer.

Other initiatives have included dismantling organisational processes that have previously restricted those undertaking flexible working from taking acting opportunities. This compliments a development programme for female constables and staff equivalents. It focuses on building confidence, personal networks and working with external leaders from the military. Part of this programme also involves the cohort giving short presentations to senior leaders and the private sector to improve confidence.



-13.04% Difference in Middle Management
-11.27% Difference in Senior Leadership



Humberside Police

Good Practice Example



**FEMALE >>
DEVELOPMENT
PROGRAMME**
Part of the Humberside Police
Leadership Framework

Humberside Police's innovative Female Development Programme is a year-long course covering mentoring, skills development, promotion support, confidence building, as well as networking both internally and externally with partner organisations.

The programme is now in its sixth cohort, which received a record number of applications, and preparations are now being made to deliver additional cohorts throughout the year, to maximise the opportunity to share in its success.

To address specific objectives in relation to female representation at Sergeant and Inspector level, the programme has prioritised these ranks and has made a tangible impact on representation. Ninety percent of Female Development Programme candidates were successful at Sergeant and Inspector promotion boards between 2022 and 2024 and an additional five candidates have taken on acting positions.

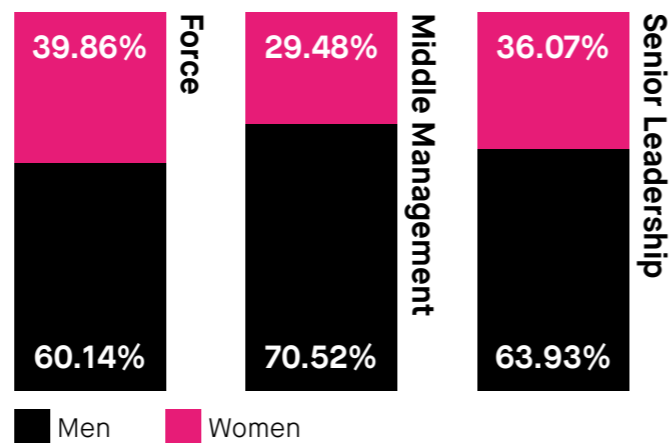
At the most recent networking event in May 2024, candidates and over fifty female leaders from a range of public and private sector organisations came together to share their experiences, discuss their challenges and celebrate their strengths and successes. The programme provides the opportunity for candidates to be mentored by aspirational senior female leaders, offering career-long support for progression.

In addition, the force has now launched a Female Development Programme Alumni, which encourages individuals who have benefitted from the programme to further promote a mentoring culture by mentoring others and sharing learning. Alumni members attend networking events and deliver presentations to new cohorts regarding their lived experiences, career choices and skills as an available mentor.

Testimonials from former candidates:

"I really enjoyed the whole programme, and feel I benefitted hugely from it. A large part of this was making me feel more confident in the skills I already have, but also learning new skills and becoming more aware of my style and how to become a better leader (and not just a manager!)."

"What an absolutely outstanding, amazing group of women at all levels who have inspired me and helped me to recognise that we have so many similarities and shared challenges, regardless of our job roles."



-10.37%

Difference in Middle Management

-3.79%

Difference in Senior Leadership

Kent Police

Good Practice Example



**Kent
Police**



Kent Police has used several initiatives over the last year to address the aims of HeForShe and the prevention of violence targeting women and girls.

Community Safety Units have held many Walk and Talk events across Kent to address Violence Against Women and Girls (VAWG). Each event helps to identify locations of vulnerability and engage with the community in those locations to better understand how Kent Police and partners can reduce any highlighted risks.

The events both reassure the wider public and businesses operating in the area and raise awareness of personal safety. Kent Police also distributes a community survey following each event to enable the public to submit feedback on how safe they feel in their area and to suggest any areas of improvement.

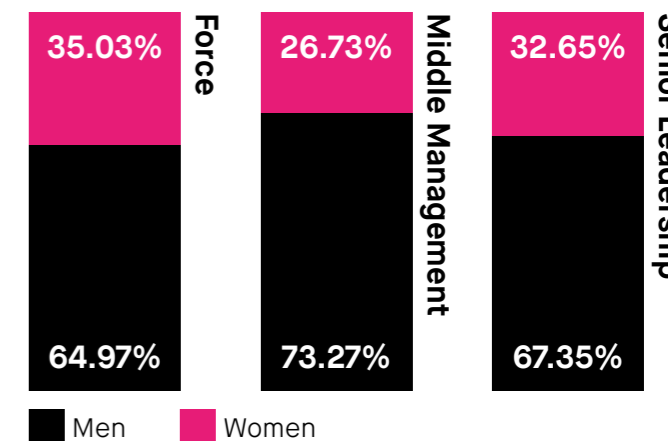
Project Vigilant was launched in December 2023, to assist officers with the policing of the night-time economy and ensuring they are trained to specialise in identifying potential sexual predators.

Social media graphics were created to use over the Christmas period to support night-time economy policing. Following the success of Project Vigilant it will be used again in winter 2024.

During potential seasonal spikes, social media graphics and messaging are posted across all Kent Police platforms including Facebook, X (Twitter), Instagram and LinkedIn. Social media continues to be used to support campaigns promoting awareness of the behaviour of people around you, spiking of drinks, stalking, the Victims' Code for Policing, White Ribbon Day (the prevention of male violence against women and girls), VAWG Walk and Talk events and Project Vigilant.

The new Kent Police Protecting Vulnerable People Force Strategy is scheduled to be launched later this year (2024). The aims of the HeForShe campaign have been considered during the development of the strategy.

The Internal Inclusion Team are working closely with the Kent Network of Women to identify barriers to progression. This has included a report to the Diversity and Inclusion Board, activity around the effect of flexible working on promotion and looking at promoting flexible working for men. Supporting women to engage and take part in promotional exams and interviews as well.



-8.30%

Difference in Middle Management

-2.38%

Difference in Senior Leadership

Lancashire Constabulary

Good Practice Example



HeForShe, alongside the Women in Policing network, were delighted to welcome the Open University to Lancashire in June 2024 to conduct a Maternity Evidence Café.

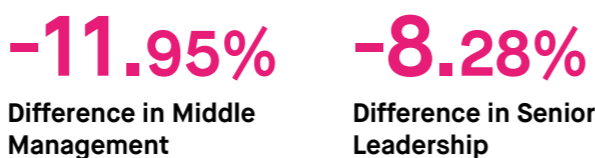
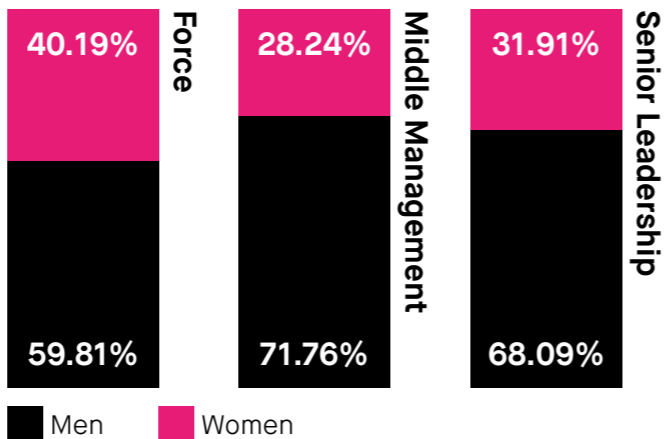
The Evidence Café facilitated knowledge exchange between academics and police, focusing on practical application of policies and procedures for expectant parents, maternity leave and return to work.

The Chief Constable of Lancashire Constabulary, Sacha Hatchett, was able to open the event, and passionately conveyed her full support for working parents, recounting her own experience of raising two children as a single parent, while also negotiating a career in policing.

Attendees from across the force, including police officers and police staff, all of whom had lived experience of the maternity journey, took part in the day. Human Resources professionals were also present, and the focus of the day was to understand the organisational policies and procedures in place to manage members of staff who are pregnant, leave on maternity and subsequently return to work following maternity leave. This was then matched to the lived experience of staff to identify gaps and thereafter try and provide evidence and recommendations for policing on how to improve this.

This vital knowledge exchange built upon previous extensive national research in 2023 (Duddin et al, 2023), which delved into the lived experiences of over 5500 women in policing during pregnancy, maternity leave and upon returning to work and significant insights have been gained. The research revealed challenges such as a decline in professional opportunities post-maternity leave, inconsistent mental health and supervisor support, and the need for improved planning, education, and support structures.

The event had the benefit of a live scribe who captured the evidence of the day and identified the barriers and proposed solutions for implementing changes within the force. The evidence obtained has been fed into a Human Resources led Family Friendly Forum with a view to shaping policy and procedure to make the maternity journey more compatible with simultaneously managing a career in policing.



Leicestershire Police

Good Practice Example



In May 2024, Leicestershire Police launched an ambitious new internal campaign designed to tackle misogyny and sexism in the workplace.

Called **'You're Right, That's Wrong'** it encourages men in force to be positive role models and to have the confidence to **'call out'** sexist and misogynistic behaviour when they see or hear it. It follows the success of similar external campaigns based on a university campus in Leicester and a football club in Loughborough.

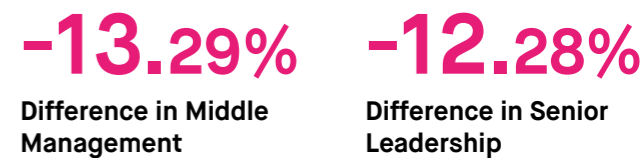
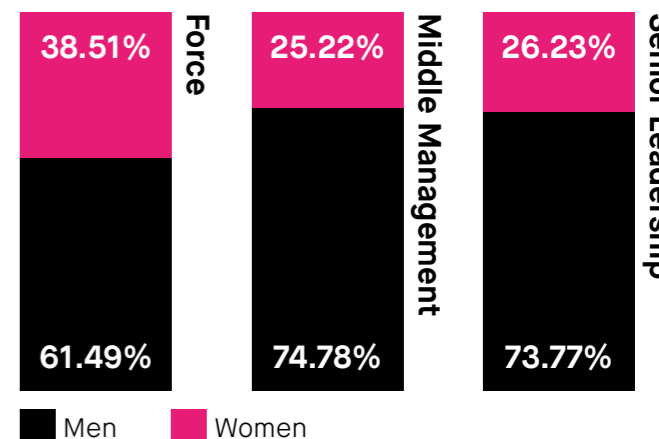
Leicestershire Police is a force that promotes and wants an inclusive culture where everyone feels safe, comfortable and equal at work.

The campaign consists of a series of videos, first-person reads, a new internal website and a series of 6 posters. It was launched at a challenging time for the police service with lots of negative media headlines about male police officer behaviour across the UK. Leicestershire Police felt things needed to change and men needed to have the confidence to have these conversations and talk about the issues.

The campaign videos capture a conversation between a group of men talking naturally about their experiences and how they would challenge inappropriate behaviour if they heard it. It included a diverse group of police officers and staff who all volunteered to take part. At the heart of the campaign is a desire to ensure that any sexist or misogynist behaviour is **'called out'** in the moment.

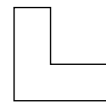
The campaign has had a high profile on the force's intranet, with fresh weekly content. The articles have all had a higher-than-average readership, with one article by the force's Violence against Women and Girls (VAWG) lead being read by an incredible 2714 people.

A survey was published to establish if the campaign had been widely viewed and understood. 130 people filled it in, of those people 127 (97%) said they had seen it; 129 (99%) of them understood why the campaign was needed and 123 (94%) of them said that having seen the campaign, they would call out inappropriate behaviour. Professional Standards has also seen an increase in reports by men about this type of behaviour since the campaign was launched.



Lincolnshire Police

Good Practice Example



Lincolnshire Police has undertaken a full analysis of police officer promotions and have ascertained that the percentage of female officers applying for promotion is less than male colleagues.

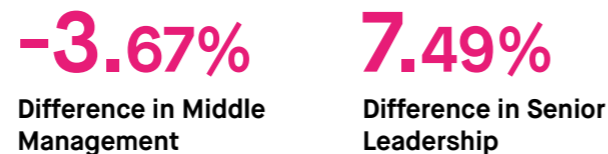
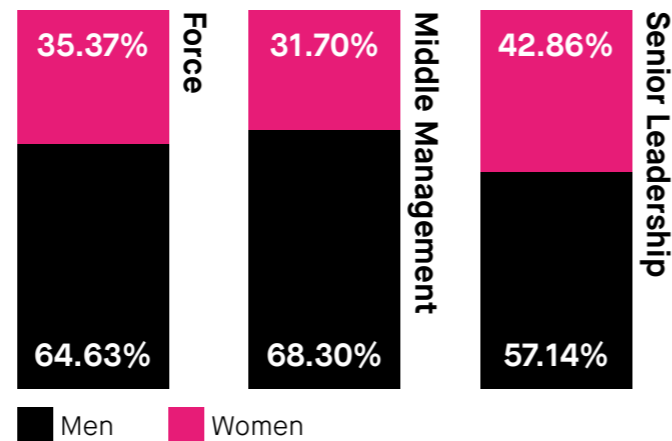
Lincolnshire Police are targeting communications to female officers and staff to consider attending Future Leaders courses and Lead, Engage and Develop courses for female police staff, they are also working with relevant staff networks.

The force has worked closely with their Women's Inclusive Network (WIN) in supporting female officers with Job Related Fitness Testing (JRFT). With WIN, the force's Learning and Development Team, run female only fitness practice sessions and individuals can also access support from bleep buddies. Health and Care's Fitness Mentor Scheme provides access to fitness instructors to support individual's personal health and wellbeing goals, including support in relation to the JRFT. With five fitness mentors being trained in peri/menopausal fitness. Accommodations have also been made in relation to the JRFT, including arranging test dates around individual's menstrual cycle or peri/menopausal symptoms. Female only and individual test sessions are also available on request, as well as options to have a pacer present and doing a silent bleep test.

Lincolnshire Police established their Menopause Network staff network in 2023, adopting a 3-tier approach – Menopause Champions to drive strategy and policy work, Menopause Buddies in workplaces across the force offering peer support and male allies to help promote awareness and raise the profile of menopause among male colleagues. The force also began the accreditation journey with 'Henpicked'.

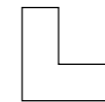
Online training sessions were delivered to line managers across the force, focusing on the impact of menopause within the workplace and how to offer tailored support, such as implementing reasonable adjustments where appropriate. Training inputs are also delivered to student officers, focusing on how menopause may affect them and how to support colleagues going through menopause.

A Menopause Policy and Equality Impact Assessment has also been created, enshrining support available to those experiencing menopause, plus a dedicated area on the force intranet signposting people to information and support.



Merseyside Police

Good Practice Example



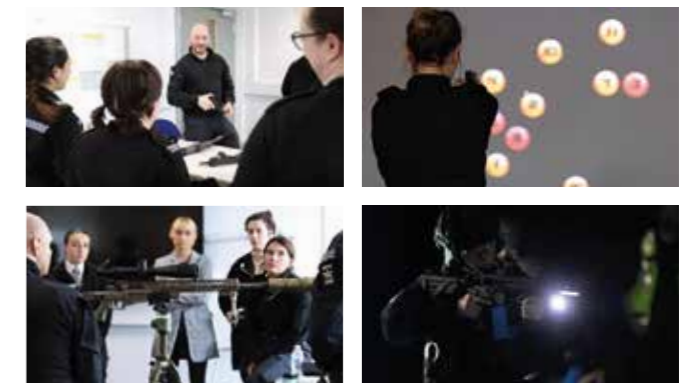
This year, Merseyside Police focused on attracting more women to specialist operational roles, particularly in armed policing, which is typically male dominated.

A perceptions review, conducted via spontaneous and planned engagement through the Gender Equality Network, identified preconceptions that hindered women's interest in firearms roles. To address these, the force launched 'Firearms Discovery Days', attended by over 200 women, which helped dismantle barriers to entry.

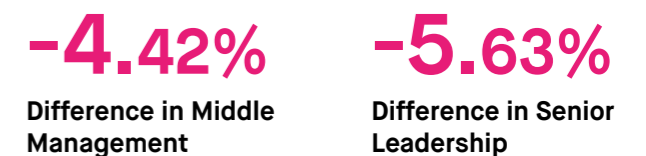
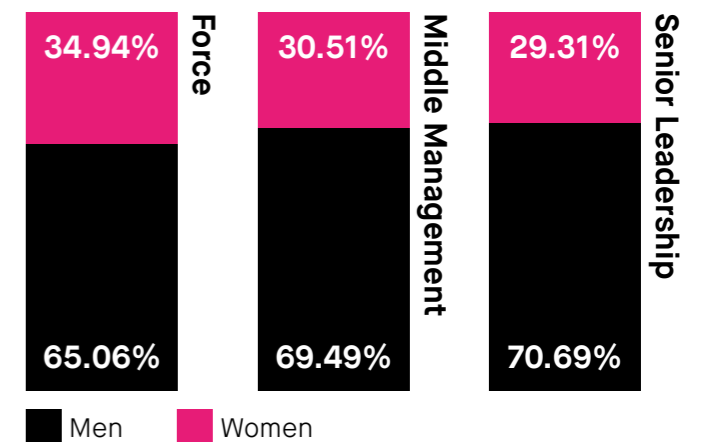
Female Firearms Ambassadors were created, returning to their roles across the organisation to promote the department and change misconceptions. The force tackled physical barriers by introducing newer, lighter and more accessible firearms, method of entry equipment and ballistic shields. They also restructured the 17-week initial firearms course into 5-week modules with breaks, making it more feasible for those with parental or caregiving responsibilities.

Merseyside Police increased the number of female physical training instructors to better support women in meeting fitness requirements. They also introduced independent mentors on the initial course and assigned 'buddies' to new firearms officers to ease their integration into the department.

The force countered concerns about 'Toxic Masculinity in Armed Units' by supporting research into diversity and culture in armed policing, which demonstrated an inclusive environment. They also commissioned a departmental culture review to further strengthen inclusivity. Additionally, Merseyside Police invested £90,000 in new firearms uniforms with real female sizes, one of the first forces in the country to do so.



On International Women's Day, women from all roles were invited to a special Firearms Discovery Day to highlight the progress made and a media piece was produced to further promote the initiative. As a result, the number of female firearms officers in Merseyside more than doubled, with lower attrition rates and officers transferring in from other forces. More importantly, this initiative is breaking down barriers and showing women that a career in armed policing is attainable for them.



Metropolitan Police Service

Good Practice Example

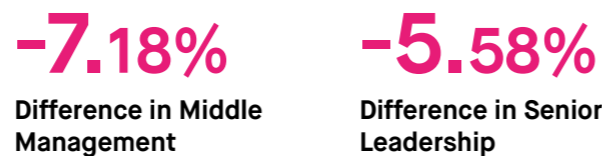
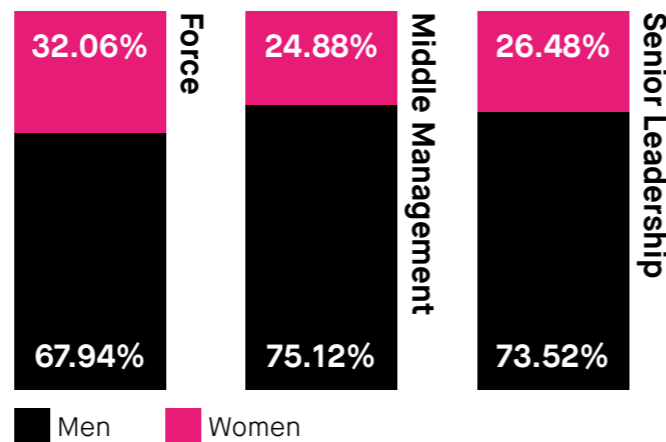


The WiFA tackles issues including the Job-Related Fitness Test, unease that the Commands might be **'male dominated environments'**, anxieties that the full firearms course may be too challenging and worries about the potential for flexible working.

To engender more confidence in individuals' abilities, as well as the practical elements, a Career Development Lead delivers inputs on preparation for applications and interviews and participants spend time with serving firearms officers and are encouraged to ask questions of them. Members of the Met's Management Board open and close every cohort, so officers can raise any concerns directly to the most senior members of the organisation.

There is work to improve retention too, which includes follow up support and regular contact after the WiFA and throughout training, and those who attend attachments together are, where possible, allocated firearm courses and are posted together to engender peer support. Further in-train improvements include more and better clothing, kit, equipment and facilities for women, and efforts to improve flexible working options.

As of August 2024, 109 women have completed the WiFA with 2 more cohorts scheduled in September and November. To date 46 have applied for firearms roles and 24 are preparing to apply for upcoming posts.



Like most policing firearms units the Met's Parliamentary and Diplomatic Protection (PaDP) Command has, in the past, struggled to recruit women.

To help address this PaDP officers and HeForShe Allies; Sergeant Craig Brown, Sergeant Stuart Wilson and Inspector Adam Brown created the Female Insight Attachment (FIA) course.

The FIA provided a comprehensive understanding of an Authorised Firearms Officer's (AFO) role, whilst offering opportunities to develop new operational skills and build confidence in individuals' abilities to complete a full firearms course. A comms campaign helped drive interest and after the launch in June 2021, 5 cohorts were facilitated with 93 women participating.

A live fire range session, a laser **'judgement range'** (decision making in virtual scenarios), and demonstrations of emergency search techniques provided participants with valuable experiences while insights and myth busting also helped encourage colleagues to consider PaDP as a career path. Anonymous feedback was collected to help address barriers and to improve the attachment. Of those attending 45 submitted applications for PaDP.

The potential of the programme was recognised and the Commissioner asked that it be expanded to all of the Met's firearms Commands. Craig, Stuart and Adam designed and rolled out the Women in Firearms Attachment (WiFA) using learning from the FIA cohorts to all 5 of the Met's firearms Commands.

National Crime Agency

Good Practice Example



This year, the NCA's focus has been on establishing and growing their HeForShe network with the aim of increasing the impact and improvement it can bring to the agency.

The Senior Champion and Tactical Lead worked alongside the Gender Equality Group (GEG) to officially launch the HeForShe network within the agency on International Women's Day.

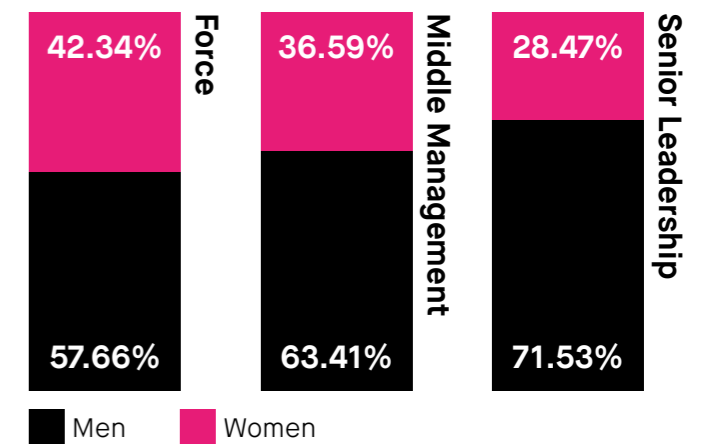
The NCA's GEG ran a national **'Fresher's Fair'** style event across 4 sites and members of the HeForShe network were invited to set up a stall to engage with local officers and discuss the aims of HeForShe. Officers were then invited to register their interest in joining the network. The HeForShe network were able to showcase what had already been achieved along with the ambitious plans they have for the future. The NCA has now also had two Deputy Directors volunteer as Champions to support the network going forward with one focusing on removing sexism and misogyny, the other on addressing the gender imbalances in middle management.

As part of the work to establish the network more formally members of the HeForShe network came together to build a Strategic Action Plan to record and monitor the work.

The launch of the network led to over 80 officers pledging to join HeForShe. The Senior Champion and Tactical Lead arranged for a virtual welcome event to introduce the Deputy Director Champions, welcome the new members and go through their action plan. They were joined by National Programme Manager, Brooke Jarvis, who delivered an overview of the network.



This work has resulted in an established and growing network of HeForShe members across the agency and a significant increase in engagement from officers providing ideas on improvements and volunteering to help drive the Strategic Action Plan forward.



Norfolk Constabulary

Good Practice Example



To continue to support the commitment to address the gender imbalance in the ranks of Sergeant and above, Norfolk Constabulary HeForShe Allies have supported the well-established staff association The Forum (Furthering Organisational Relationships for Underrepresented Members) with a female progression workstream which seeks to best support colleagues with their promotion journey.

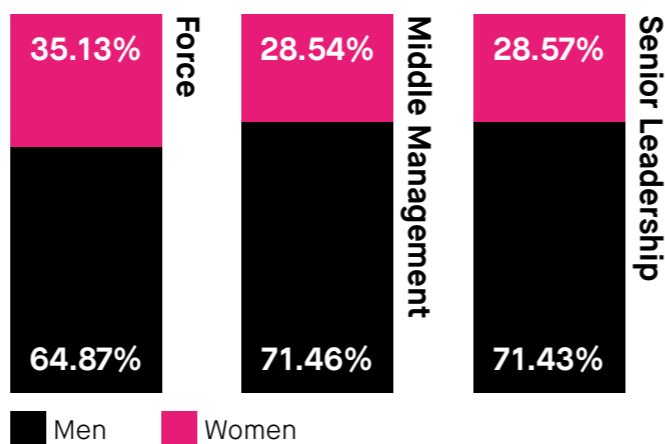
The pathway begins with a performance and development-based supervisor review where support and signposting is identified to assist colleagues understand and decide when the journey begins for them individually. Once that initial positive decision is made, colleagues are referred to unlocking potential workshops/webinars which are face to face and pre-recorded (offering flexibility, a theme throughout) and candidates can pick and choose all or none of the offerings, depending on circumstance, experience and knowledge.

Pre-knowledge exam support for Sergeant and Inspector candidates on how to study, revise and succeed are provided. Depending on an individual's situation, there is access to several workstreams pre or post completion of the knowledge exam. These include confidence building and imposter syndrome information sessions, family matters and work life balance, inspirational talks from leaders/role models, resilience and self-reflection workshops and mentorship and goal setting.

Once the exam is passed candidates will be invited to and allocated onto a syndicate, led by the Forum/HeForShe Allies and Human Resources.

The syndicate will be a source of peer support throughout where common thoughts, issues and barriers can be shared and addressed. At the same time, colleagues will be completing the Norfolk & Suffolk Leading with CARE programme. The CARE principles; Connectivity; Accountability; Risk Competence; Energy; underpin what both constabularies are doing to enhance leadership and improve confidence both with the public and within their own workforces.

The strategic purpose of Leading with CARE is to support and develop people to maximise potential; enhance leadership skills; creating a fair and inclusive environment, to empower, innovate and improve leadership; building trust and confidence within the organisation and its' communities.



-6.60%
Difference in Middle Management

-6.56%
Difference in Senior Leadership

North Wales Police

Good Practice Example



Supporting gender health and retaining their workforce –

Recognising that 23% of its workforce may struggle with menopause symptoms, North Wales Police has focused efforts over the last 12-18 months.

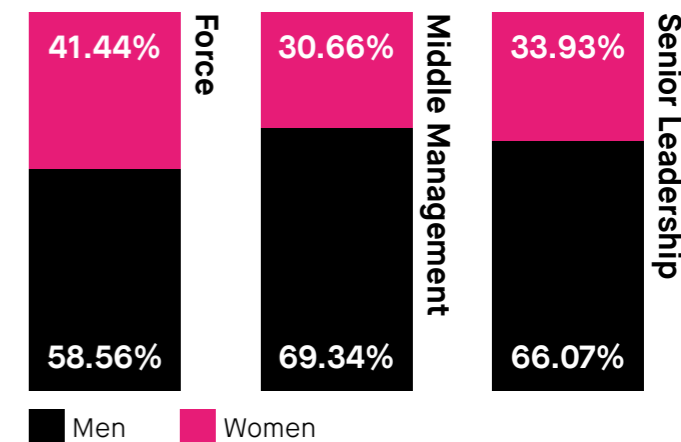
- They have four Menopause Support Groups and online meetings quarterly. This shares experiences, support, tackles barriers and increases awareness.
- Webinars for managers giving understanding to support teams.
- Menopause was a focused topic on the Inclusive Leadership Workshops delivered to all managers.
- Menopause Support Page on the Health and Wellness site.
- Support for Workplace Adjustments Passports including uniform and working times.
- Menopause Message Group.
- Menopause Survey from April – June 2024, sharing results and recommendations with Senior Management Team, Support Group and Staff Consultation Group.
- Mandatory online learning package will be launched in October 2024.

Supporting families –

North Wales Police's Parent and Carers Support Network, implemented in March 2021, was established to support parents and carers within the workforce. Demographics indicate that a significant portion of employees are either caring for elderly parents or relatives, are new recruits planning to start a family, or have recently become parents.

Actions to create a supportive workplace include:

- Working with Carers Wales to deliver sessions for carers.
- Achieved Level 1, Carer Confident Scheme in June 2023. The force is hoping to achieve Level 2 in early 2025 to reflect improvement.
- Parent and Carers Toolkit provides information and signposting on topics including planning a family, support following the birth, parenting disabled or neurodiverse children, financial support for carers and support following the loss of a child.
- Since July 2024, Paid Carers Leave of 5 days a year has been available. This goes beyond the legislative 5 unpaid days a year.
- Two schemes support new parents: MAP (Maternity and Paternity) Supporters and Breast Buddies. MAP Supporters provide buddies for guidance and support during maternity, adoption, paternity, or parental leave, helping parents stay connected while away from work. Breast Buddies offer assistance to parents on their breastfeeding journey, helping them continue breastfeeding as they return to work.



-10.78%
Difference in Middle Management

-7.51%
Difference in Senior Leadership



North Yorkshire Police

Good Practice Example



North Yorkshire are continuing to run projects to increase female representation within all departments.

They have highlighted departments which are most effected and their Positive Action Team and recruiters have provided guidance to managers, proposing effective change ideas and supporting candidates through recruitment processes.

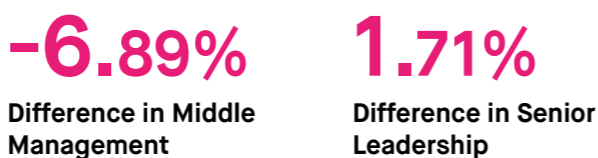
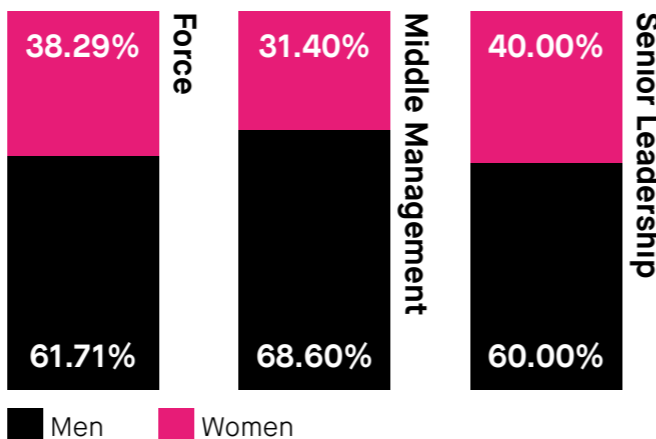
North Yorkshire has also focused on equipping first line managers with the skills to acknowledge and deal with sexism and misogyny in the workplace through the First Line Leadership programme.

The force is working with managers of departments to track female candidates' journeys through the processes and where they are most likely to fail. These pinch points are the focus for developing support for female officers and staff to remove barriers.

Progress has also been made on the removal of barriers that women face when applying for promotion. The most recent promotion successes are providing the beginning of a 'how to' area on the online support function. These activities are designed to address the gender imbalance of women in middle management teams.

North Yorkshire's Association of Women in Policing (AWP) branch has continued supporting groups for females experiencing menopause and maternity. There has also been support materials for male managers to assist them in providing the best support for their female staff. AWP are providing support to the force in the development of working arrangements policy and procedures to inform staff and assist managers to make the right decisions and support female colleagues at work.

Operation Vigilant was implemented throughout the year, focusing on safer nighttime economy-based activities. This activity attracted national media attention with a deployment in York City centre being broadcast on national television to highlight the initiative and promote safety messages. The operation sent a clear message that Violence Against Women and Girls (VAWG) will not be tolerated within North Yorkshire.



Northamptonshire Police

Good Practice Example



A joint event was organised and delivered by Northants Police with Northants Fire and Rescue in collaboration with various speakers to address issues of sexism, misogyny and bystandership. This event was aimed at Sergeants and staff, with the objective of enhancing their understanding and awareness of these critical issues.

The primary tasks were to arrange the event, invite external speakers with relevant expertise and measure the attendees' knowledge on the topics before and after the event. This was done to assess the impact of the event on their understanding and awareness.

Speakers who attended and shared their knowledge included Dr Fay Sweeting from Bournemouth University who provided an overview of behavioural traits related to sexism and misogyny.

Northants Police and Northants Fire and Rescue presented local research, including a dissertation by an officer undertaking the Police Constable Degree Apprenticeship (PCDA) on sexism and a full cultural consultation on Northants Fire and Rescue.

Graham Goulden, ex-Detective Inspector with the Scottish police, discussed the role of allyship and peer intervention in addressing sexism and misogyny.

Lastly, Louise Crawford emphasised the importance of the HeForShe movement and how allyship can promote gender balance within the organisation.

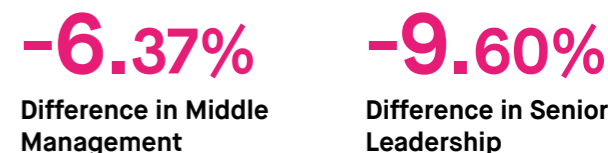
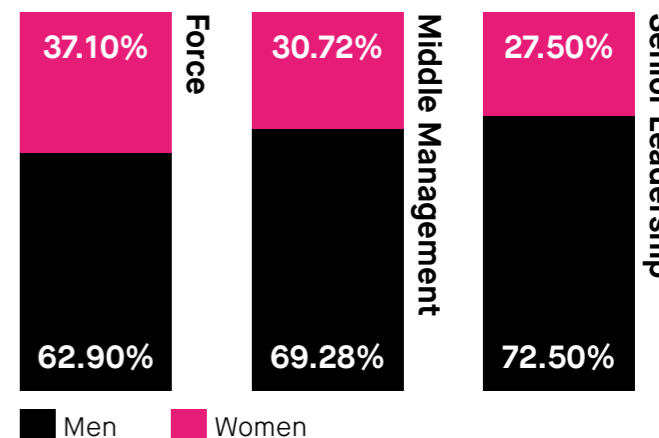
Attendees completed a survey to assess their knowledge of sexism and misogyny before and after the event.

The results indicated a significant increase in knowledge and awareness among the attendees.

Attendees were quoted saying:

- "The range of speakers we heard from was very interesting including people both internal and external."
- "Felt supported to report matters. More confidence as made clear others would support."
- "Good speakers. Enjoyed Active Bystander input, speaker was engaging."

This collaboration has led to the launch of the HeForShe campaign within Northants Fire and Rescue, with future campaigns focusing on men's health and mental health in partnership with Movember. Building on the partnership with Movember, it is hoped to further address and promote these important issues within the organisation.



Northumbria Police

Good Practice Example



Since the last annual HeForShe report, Northumbria Police proudly launched its first Women's Development Programme – 'Ignite Your Potential'.

Northumbria Police know, from survey results and feedback from the Women's Network, that some women can experience specific barriers when it comes to their personal and career development.

The 12-month development programme has been designed as a result of a collaborative project between the Diversity, Equality & Inclusion Team, People Development, Positive Action and the Women's Network. Candidates explore what is preventing them from reaching their potential. They receive a toolkit to help and support them as they embark on a development journey filled with inspiring events and opportunities.

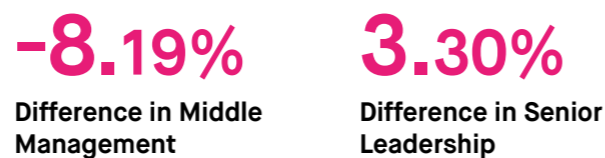
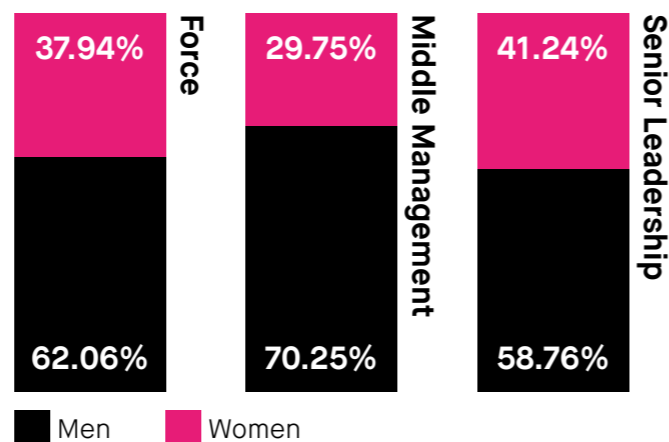
Police Officers: According to organisational data, there is an underrepresentation of women at the ranks of Sergeant and Inspector. An internal survey suggests this is due to several barriers that prevent women from applying for development opportunities. To assist in increasing representation at these ranks, Northumbria Police are committed to removing these obstacles. Ignite Your Potential aims to identify and remove these barriers.

Police Staff: According to survey data, there is sometimes a lack of clear development opportunities for police staff with no clear career pathway. Data also shows that there is an underrepresentation in higher bands. One of the ways to address this is to deliberately ensure that police staff are supported in their development and have the confidence to define their own careers within Northumbria Police.

Ignite Your Potential launched with a series of in-person roadshows across the entire force area and all departments (they are a force that covers a large geographical region). The roadshows were designed to inspire colleagues to engage with their development and maximise their potential.

All woman in Northumbria Police were able to sign-up to Ignite Your Potential to support with specific elements of their development.

Northumbria Police were overwhelmed by the uptake, with 114 women signing up to the programme. The success of female officers in the most recent Sergeant's process in 2024 was 13% higher than previously in 2023. The force firmly believes this programme supported this success.



Nottinghamshire Police

Good Practice Example



Nottinghamshire Police is committed to developing a workforce fit for the future and an inclusive culture.

As part of this commitment, Nottinghamshire Police developed and launched the Women of Colour in Policing (WoCiP) movement, in collaboration with Derbyshire Police, Derbyshire and Nottinghamshire Fire and Rescue Services and the East Midlands Specialist Operational Unit to support Women of Colour (WoC) across all the organisations.

This initiative was officially launched by Sergeant Kauser in June 2024 who identified that there is a gap in knowledge around the lived/shared experiences that WoC face within the organisations. Challenges affecting WoC were identified, especially WoC not feeling included, leading to 'imposter syndrome' and a 'lack of confidence' ultimately affecting performance and progression.

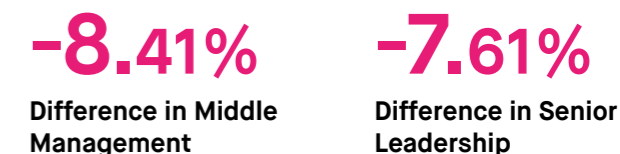
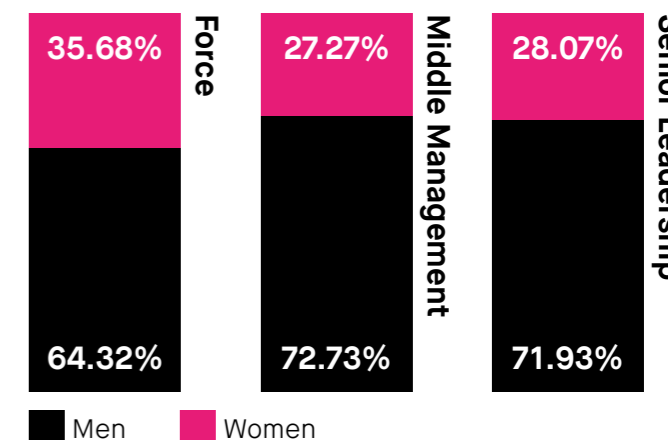
Initiatives were then developed to support WoC and to bridge the gap in knowledge affecting WoC across all the organisations. The WoCiP aims to create a police service, which fosters an inclusive culture, where WoC feel included, valued and to be treated as equals.

To achieve the objectives of the WoCiP, single points of contact were nominated to support the WoC across all the services and a diverse steering group was introduced, inclusive of individuals from across different ranks/roles that are representative of the movement, to provide a broader understanding and to educate the diverse challenges affecting WoC internally and externally.

At the launch, lived experiences and training/development techniques were shared to overcome challenges WoC face. The WoCiP support positive action by attending recruitment events, discussing careers and to further earn the trust and confidence of underrepresented communities.

Feedback received from the launch declared 79% found the launch extremely useful and 91% rated the launch as 5 stars. Attendees were inspired by the bravery WoC portrayed in sharing their lived experiences, expressing they no longer felt alone.

Feedback included attendees would like to see more training opportunities, mentoring, engagement with younger WoC in the communities to empower them for the future. This feedback has been taken on board and is being developed. WoCiP events will be hosted by organisations within the collaboration, on a yearly basis to keep the momentum going.



Police Scotland

Good Practice Example



Police Scotland recently integrated a women's rugby team into the well-established Scottish Police Rugby section, which traditionally featured only men's teams.

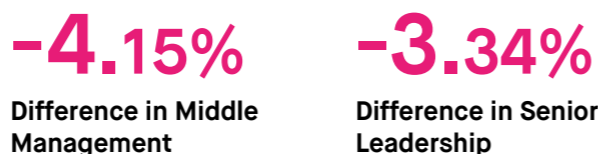
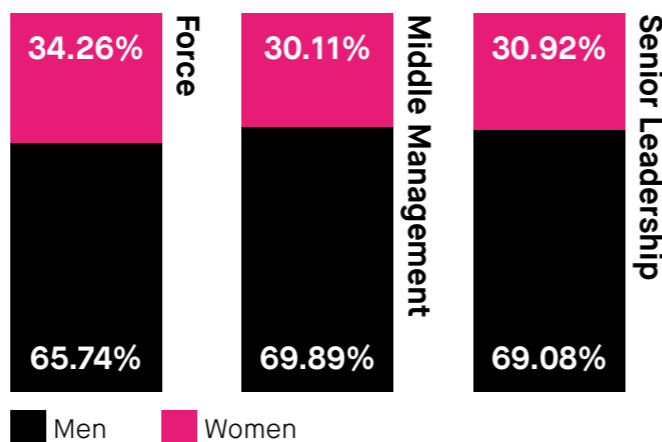
From the outset, every member of this united section has fully embraced the HeForShe initiative, striving not only to stand for gender equality but also to be recognised as a singular, cohesive team rather than separate entities. The HeForShe banner is proudly displayed on their playing kits and casual wear, symbolising their commitment to gender equality. However, Scottish Police Rugby is determined to demonstrate their commitment goes far beyond mere symbols.

The women's matches have been given prominence as the main fixtures during specially organised joint events, ensuring that inclusion and equal opportunities are central to every aspect of the player experience, regardless of gender. This inclusive mindset extends beyond the pitch, influencing every detail of the hospitality and fan experience. Scottish Police Rugby is dedicated to making everyone feel like part of the team, both on and off the field.

Scottish Police Rugby like to challenge traditional norms. They focus on small but significant changes that have a big impact, always listening to the perspectives of their female players and value crucial support from the HeForShe UK Policing Team.

Efforts include the replacement of the traditional male-focused tie presentation for a player's first appearance with a gender-neutral pin badge. This initiative has evolved further, with the adoption of gender-neutral polo shirts as the standard post-match attire, reinforcing the message that they are one unified team.

With these foundational changes firmly in place, Scottish Police Rugby is now focusing on ensuring equality in funding and support, ensuring that all players, regardless of gender, have the time and resources they need to thrive.



Police Service of Northern Ireland

Good Practice Example



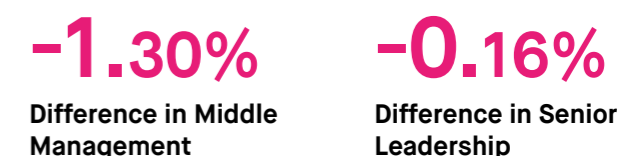
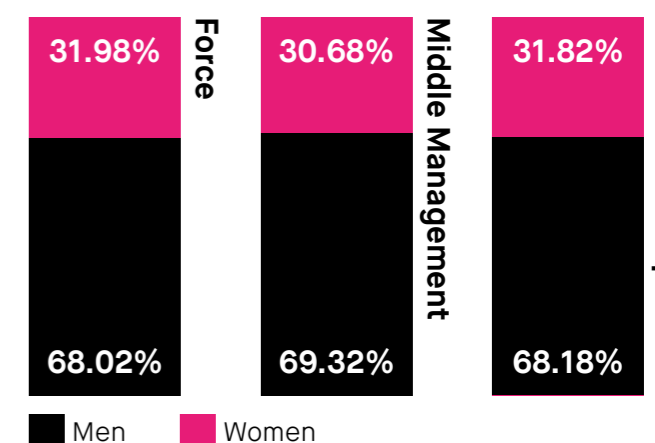
The Police Service of Northern Ireland has been busy over the last 12 months embedding HeForShe and promoting gender equality.

Led by Chief Superintendent Donaldson, a Steering Group has been established to ensure they affect real change in organisational culture providing the support that female officers and staff need to flourish. The Steering Group took time to understand the HeForShe journey, mapped it out and developed an organisational Mission Statement and Vision.

The Steering Group is small but comprised with people of influence that can help deliver organisational change. However, the group recognised that a Steering Group with a Mission Statement and Vision were not enough, to deliver real and long-lasting change required a network of HeForShe Champions to advocate for gender equality, call out misogynistic behaviours and deliver against an ambitious timeline of activity. A call was put out for volunteers from across the organisation and to date they have identified 141 HeForShe Champions. The force has been delighted but not surprised by the massive interest this has received and all Champions will be busy delivering against an appropriately challenging timeline of activity.

PSNI were grateful to host Louise Crawford and Brooke Jarvis (HeForShe Programme Managers) who presented two online HeForShe information sessions to the majority of the Champions. One at the end of August and the other at the start of September. These have helped to introduce and equip the Champions by developing their awareness and understanding and clearly outlining expectations.

Under the HeForShe banner, PSNI will continue to improve gender equality across the force for the benefit of the organisation and staff but also for the benefit of the communities they serve.



Police Superintendents' Association

Good Practice Example



The Police Superintendents' Association (PSA) remains committed to promoting gender equality within the Superintending ranks and throughout all policing sectors.

Valuing Difference is a central priority for the PSA and a key component of their Strategy and Action Plan, which has been refreshed and is set for delivery over the next three years.

Sara Crane, Vice President of the PSA says:

"Although there has been some improvement, women are still underrepresented within the Superintending ranks with just over 31% of our members recorded as female. We must ensure women have equal opportunities for progression to the rank of Superintendent and beyond and that the role is flexible enough to support the health and wellbeing of members so that it is attractive to all those interested."

To ensure the voices of underrepresented groups are heard, the PSA mandates that five reserved seats on the National Executive Committee (NEC) must be held by Association Members. This is to better represent the diversity of the membership, the service, and communities. One of these seats is specifically reserved for a female of Superintending rank to address gender issues.

The gender lead plays a crucial role in supporting and influencing all gender-related matters. This includes supporting colleagues facing discrimination, leading 'listening circles' to understand current issues and providing feedback and insights to influence decision making, policy and practice at a national level. The online 'listening circle' sessions have been a great success whereby they offer an open and inclusive space for members to share experiences and best practice.

Vice President Sara Crane continues:

"It is very important that we capture the lived experiences of senior female leaders within policing. The key issues raised over the past year include challenges related to on-call demands, lack of flexible working opportunities, and difficulties in balancing caring responsibilities with accessing courses" and adds "the PSA continues to address these challenges directly with senior leaders in policing and within government and the College of Policing to positively influence policy and practice taking into account our members feedback."

South Wales Police

Good Practice Example



During spring 2024, the HeForShe network was reviewed within South Wales Police, to establish the commitment of existing allies, identify the reach of the network across the force, to target and recruit new allies and to strengthen the HeForShe initiative within the organisation.

As part of the review a decision was made to appoint joint leads for HeForShe with one leading on police officers and the second with a focus on police staff. This was driven by feedback obtained from officers and staff through an engagement survey, which identified specific intricacies with regards to health, wellbeing and development. In addition, it was also identified that certain areas of work relating to gender equality were fragmented and as such, closer working relationships with the Gender and HeForShe Network were formed, aligned to the Gender Strategic Board.

As one of the first joint pieces of work, South Wales Police through the Gender Strategic Board and HeForShe has introduced a new development programme for cohorts of influential and potential new leaders across female staff and officers.

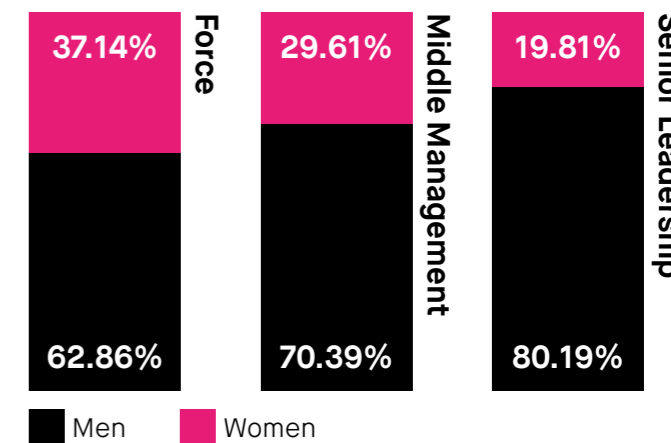
The aims and objectives of the South Wales Inspiring Females Together 'Swift' cohort is to:

1. Influence organisational culture to better understand gender inequality and promote a more inclusive and family friendly workforce.
2. Address system and cultural hinderers to flexible and part time working arrangements.
3. Raise awareness and improve male's perceptions of women's health.
4. Develop bespoke initiatives to encourage and develop females into Sergeant and Inspector roles, or police staff equivalents, creating a more representative pipeline for future senior leadership.

Cohort 1 is comprised of 35 members from first- and middle-line leaders across the force, each member has identified areas of personal, organisational or operational development required in achieving lateral or promotional development.

Drawing from the HeForShe Ally cohort, those females requiring mentorship have been individually matched to an Ally who is best able to support their development needs.

A joint event is planned on the 16th of September to launch the new initiative, share best practice and enhance working relationships and networks.



-7.53%
Difference in Middle Management

-17.32%
Difference in Senior Leadership



South Yorkshire Police

Good Practice Example



This year, South Yorkshire Police's Women's Network has been really focusing on addressing the issue of confidence within female members of staff.

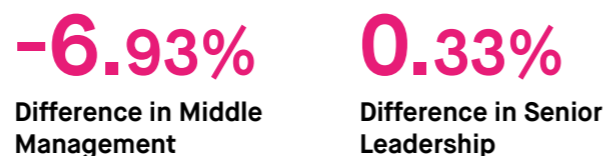
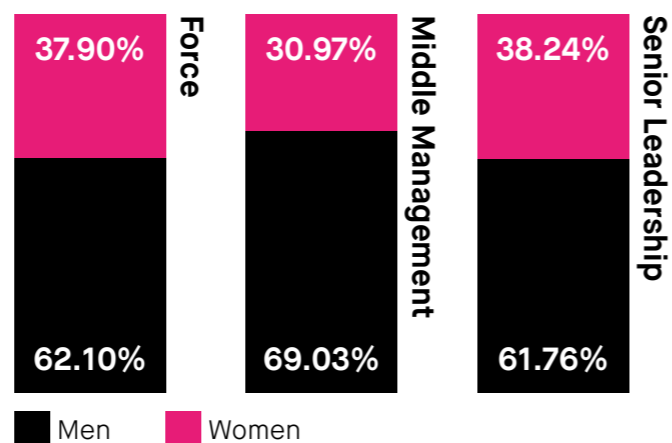
Earlier in the year, a Women's Network committee member read a report whereby statistics still showed that women in the workplace (not just policing) were lacking in confidence and often putting off applying for new roles or promotion because of the feeling that they were not good enough.

The Women's Network responded to this by using the International Women's Day platform to host a 'Confidence Building' event. South Yorkshire Police and the South Yorkshire Fire and Rescue Service collaborated to host a full day of guest speaker presentations, workshops and shared learning to invigorate and inspire.

The positive feedback from the day was overwhelming. Within a few days following the event the Network was contact by a number of female members of staff who had attended and as a result had decided to apply for certain roles that they had been previously hesitant about. This work has continued during 2024. It was recognised by a senior officer who sat on a promotion panel that whilst the male candidates appeared confident and comfortable with the process, the female candidates were almost apologetic for even being there.

The response to this has been to reinvigorate the Coaching/Mentoring Workstream within the Women's Network. The Coaching and Mentoring Programme within the force's Leadership Academy is, quite rightly, open to all staff and officers and the Network wanted to specially showcase this within the Network.

Planning is underway for an event to encourage more females to use the programme in order to have all of the available tools to develop. The event will consist of a senior leader presentation, workshops showcasing the benefits of support from a coach or mentor and personal stories of those who have been on such journeys.



Staffordshire Police

Good Practice Example



Staffordshire Police held a joint International Women's Day event with Staffordshire Fire and Rescue in March 2024.

This was a day of learning and reflection from past experience of gender bias and misogynistic behaviours. Both services invited colleagues from across the area, including partner agencies and guest speakers.

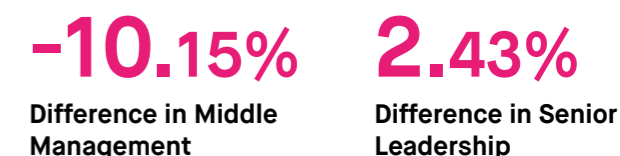
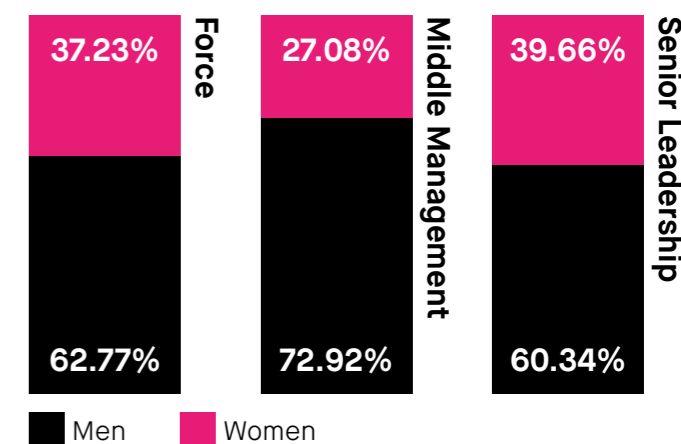
Speakers covered a range of topics, including:

- Mental health for women covering all aspects of life, what the affects are and what the joint services offer to support. This concentrated on breaking down barriers and the stigma associated with mental health, by normalising everyday conversations on mental health.
- What Menopause is and what the impact is for a woman in society. Speaking specifically on mental, emotional and physical changes women experience. The speaker spoke of how having the correct support and understanding in the workplace can benefit the business and female colleagues in a positive way, decreasing sickness levels and increasing moral.
- A retired female officer from the Metropolitan Police who had experienced being a female officer during the 70's 80' and 90's, what behaviours she witnessed by male colleagues that led to her own lived experiences and how she battled for change in misogynistic behaviour, spurring her on to campaign and furthering her career development. This was a particular talk that engaged the audience and there were discussions that continued throughout the day.

A speaker from Cherish, a charity that inspires young females who are from areas of deprivation. Providing opportunities for young women to meet in a safe place to support each other and ask sensitive questions. To provide life development opportunities and support with education and aspirations.

The day was uplifting and had a positive vibe, many of the attendees being engaged and asking interesting and relevant questions of the speakers. People shared their experiences, getting conversations flowing. Positive feedback was received; people expressed that they would be taking away positive changes to their teams or organisations and that they would like to see similar events in the future.

Staffordshire Police are planning this to be a yearly event to showcase changes achieved and plans moving forward.



Suffolk Constabulary

Good Practice Example



2023-2024 has seen Suffolk expand their leads to 4, 2 female and 2 male, supported by additional Allies identified across all directorates.

Suffolk have continued with reverse mentoring which aims to:

- Identify 30+ real life experiences (anonymised) to reflect upon and assist the organisation with informing the next steps.
- Raise awareness of the 'HeForShe' initiative within Suffolk Constabulary.
- Raise collective awareness of the real-life issues that currently exist and allow these to be shared with peers.

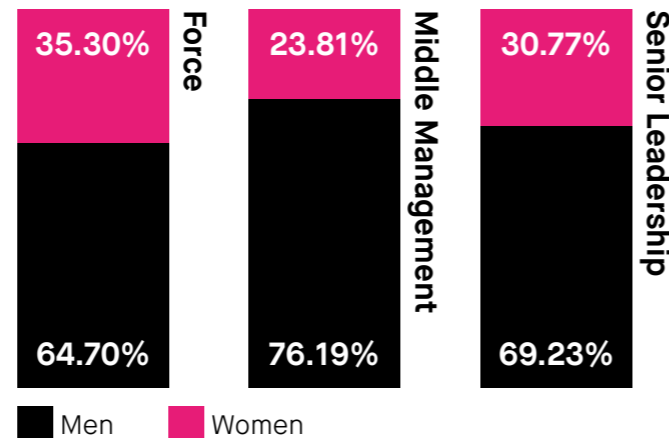
Suffolk are also continuing with their workstream around supporting female progression (for officers at this time) within the organisation.

Reverse mentoring sessions were conducted between May and October 2024, visiting a wider range of officers/staff, varying ranks/bands, across the county, with the agreement of the Deputy Chief Constable to have an open and honest debrief. This work supports Suffolk's commitment to the People Opinion Survey. A total of 35 females have now taken part in reverse mentoring and Suffolk has again found these sessions to be beneficial for both the Allies and the females who have engaged with the process, with similar issues being raised as well as some new ones.

Suffolk Constabulary has found there are still some challenges around uniform for females and appropriate changing and toilet facilities in specialist departments. Some of these challenges have been rectified through engagement with estates and solutions found, although there is still work to be done.

A report detailing all the findings will be shared with the Deputy Chief Constable at the completion of all the sessions and once Suffolk have identified any areas for development, these will be addressed in 2025.

What Suffolk Constabulary has heard gives them hope for the future, as more active Allies are stepping up to support their female colleagues and supervisors.



-11.49% Difference in Middle Management
-4.53% Difference in Senior Leadership

Surrey Police

Good Practice Example



Within policing, there is unfortunately an underrepresentation of women from diverse backgrounds.

Surrey Police has launched 'United Sisters in Policing' (USIP) with the objective to increase representation, raise awareness and advocate for women from diverse backgrounds.

The name of the group was agreed on due to the fact that many diverse communities can identify and relate to the term 'sisters'. It is an endearing term and relates to the shared lived experiences as part of an ethnic minority. 'Sisterhood' reflects the sense of community, unity and collective responsibility these women feel towards each other. While Women of Colour in Policing (WoCiP) represents a national movement, they embody USIP's aims and objectives. Together with these common goals, it helps to cultivate spaces of belonging and empowerment for diverse women. USIP is a platform to tell diverse women's stories as a sister in the policing family.

Keleshia Dublin-Cumberbatch, a co-founder of USIP states that:

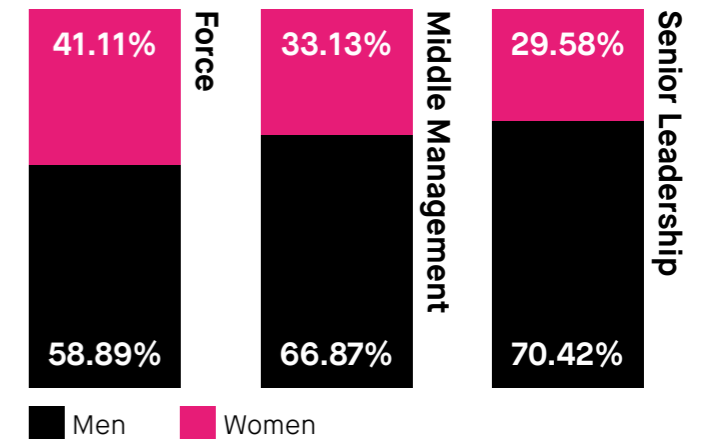
"Sisterhood is intersectional. It acknowledges that not all women experience oppression in the same way. Diverse women, especially Black women face unique challenges that must be acknowledged and addressed to enable diverse women to reclaim narratives that reflect the full complexity of their identities."

USIP aims, through collaboration with other Surrey staff networks, to amplify ethnically diverse voices and promote cohesion, trust and confidence within the policing community.

It is USIP's priority to use the platform and collective mindset of its' members to identify new solutions to issues raised.

USIP's mission statement includes 5 key aims of:

- Representation** – ensuring diverse women's voices are heard and represented within policing, addressing intersectional issues faced by women from diverse backgrounds.
- Support** – provide a supportive environment for sharing lived experiences, addressing challenges and fostering personal growth and development.
- Advocacy** – advocate for policies and practices that promote inclusivity, diversity and equity within policing.
- Education** – offer resources, workshops and training sessions to enhance understanding and awareness of race-related issues and their impact on policing.
- Career Development** – facilitate discussions on recruitment, career advancement and retention strategies to promote the professional growth and success of women from diverse backgrounds in policing.



-7.98% Difference in Middle Management
-11.53% Difference in Senior Leadership



Sussex Police

Good Practice Example



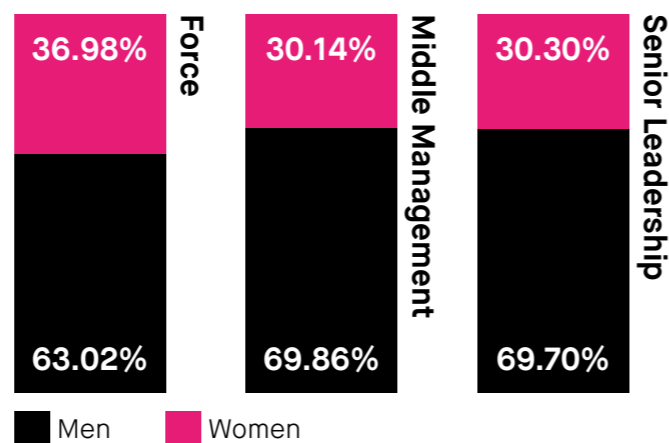
HeForShe Development Programme

Sussex Police are recommencing the HeForShe Development Programme in January 2025 for a total of 25 delegates.

This is a programme designed to take place over a 12-month period for officers and staff who may be looking to advance their career in the future and are at the current rank of Constable/Sergeant or police staff equivalent.

The programme will be split into 6 modules, with a day event taking place approximately every 2 months which will include an introduction to buddying (each buddy is a HeForShe Ally), confidence and leadership, opportunities for internal and external work experience placements which would include private sector experiences with HeForShe allied organisations, advancement workshops including exam prep, applications, interviews and skills development in areas such as presentations.

There will also be an opening and closing event, as well as excellent networking opportunities.



-6.84%

Difference in Middle Management

-6.68%

Difference in Senior Leadership

Inspire

Sussex Police has introduced the College of Policing Inspire programme.

Three cohorts have taken part on the programme to develop knowledge, skills, confidence and tools to encourage the retention and progression of people with protected characteristics and beyond. In Sussex, this is a 2-day programme over a six-month period, with 3 coaching sessions offered to all delegates within that time.

Many of the delegates were surprised and incredibly grateful for their coaches, reporting back on day 2 that they not only received support for their own development and confidence, and had felt that change in themselves, but also were able to learn about different areas and offer reverse mentoring so that the coaches better understood their challenges and experiences.

Outcomes seen from Inspire include:

- Retaining delegates who intended to leave but decided to stay, seeing them develop and progress, and achieve success in promotion processes.
- Delegates successful in the National Police Promotion Framework (NPPF) Sergeant exam and Constable to Sergeant promotion boards in 2024.
- Delegates securing lateral moves within force.
- Delegates becoming Inspire Facilitators for future cohorts.

Thames Valley Police

Good Practice Example



TVP has undertaken several allyship initiatives over the last year aimed at fostering a culture of gender inclusion. This includes actively promoting conversations around allyship through the giving of books, webinars and discussions.

Support for women in TVP by HeForShe Allies has included collaborating with the Thames Valley Women's Network to support their development day and assisting with preparations for the Senior Women in Policing Conference being held in December 2024. A nomination, and subsequent win, for one of their Community and Diversity Officers for the Women Leaders Awards and supporting the attendance of two women to the Women in Policing Conference in London in September 2024.

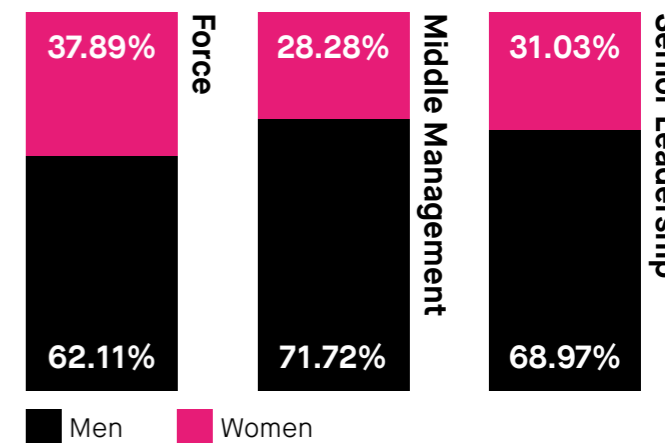
Support has also extended to sport, where HeForShe Allies arranged the purchase of substitute coats for the women's football team, featuring the HeForShe and White Ribbon logos. Additionally, shift cover was provided for officers and staff playing in the national team to allow them to train and compete at the highest level. HeForShe Allies also helped facilitate an inter-services netball tournament.

A key piece of work by TVP this year, has been the introduction of the 'Ad-Hoc Sergeants Scheme', created by Inspector Simon Lincoln. This scheme has since been rolled out forcewide and aims to provide aspiring Sergeants with the opportunity to develop leadership skills. Constables on the scheme are used in an Acting Sergeant capacity for a shift at a time where otherwise there would be a 'gap'. The Ad-Hoc Sergeant will support a substantive Sergeant and focus on service delivery and investigation response as they are not managing teams for the longer term.

A women Detective Constable said:

"Being able to cover one or two shifts at a time, without a long abstraction works well for me, my department, the response team who are a Sergeant down for whatever reason, all whilst helping me build up my confidence for my application."

TVP HeForShe Allies have also, this year, presented at the Guernsey Violence against Women and Girls (VAWG) Symposium, strengthened their links with the International Police Association (IPA) and been asked to join the Strategic Board for Males Allies UK.



-9.61%

Difference in Middle Management

-6.86%

Difference in Senior Leadership



Warwickshire Police

Good Practice Example

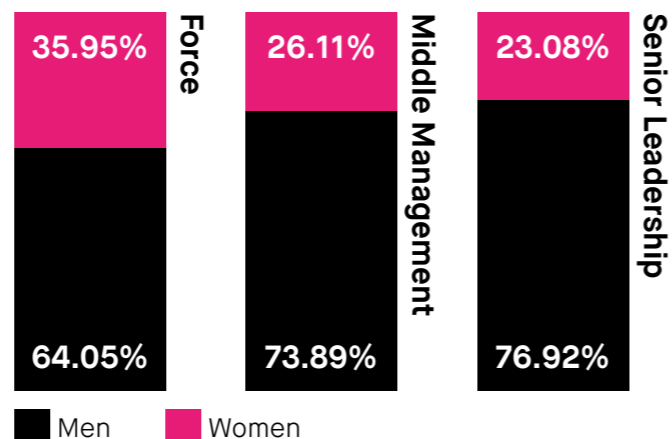


They want staff to feel confident that there is always someone to confide in, support and look after staff. Through Op Amethyst, Warwickshire Police has made improvements to ensure everyone's awareness of the standards they need to maintain.

Warwickshire Police provide:

- confidential reporting routes;
- confidential support;
- improved accessibility to the Professional Standards Department (PSD);
- improved training and development such as active bystander training and senior officer training for meetings and hearings;
- new policies such as a new Anti-Harassment Policy.

Warwickshire Police want these initiatives to give staff the confidence that they are committed to championing high standards, committed to eradicating inappropriate behaviour and committed to protecting and supporting staff in reporting any unprofessional standards of behaviour staff experience so that action can be taken.



-9.84%

Difference in Middle Management

-12.87%

Difference in Senior Leadership



Warwickshire Police has recently introduced a new promotion process and Operation Amethyst, an initiative to eradicate inappropriate behaviours.

The Promotion Readiness Process is a new, accessible and inclusive approach to equip and enable officers to maximise their contribution and potential to progress to a more senior officer rank.

The force has listened to feedback and recognised concerns about considering performance and contribution over a period of time rather than 'just' in an interview/board setting. Officers also said they wanted longer-term support to help secure and make a success of promotion.

Through the new process, Warwickshire Police now focus on readiness: officers decide when they feel ready to move up in rank, the force identify the skills, knowledge and experience they need to make this step and they receive support and guidance to achieve this.

This makes sure promotion decisions are well-informed and reflective of an officer's overall contribution and effectiveness.

Op Amethyst is an initiative at Warwickshire Police to eradicate inappropriate behaviours, encouraging all members of the force to challenge and report behaviours that make them feel uncomfortable, embarrassed, intimidated, degraded or humiliated.

Warwickshire Police are committed to supporting individuals who have to make and deal with any allegation, report or investigation into inappropriate behaviours or actions.

West Mercia Police

Good Practice Example



West Mercia Police has continued to grow the number of HeForShe Allies across the force.

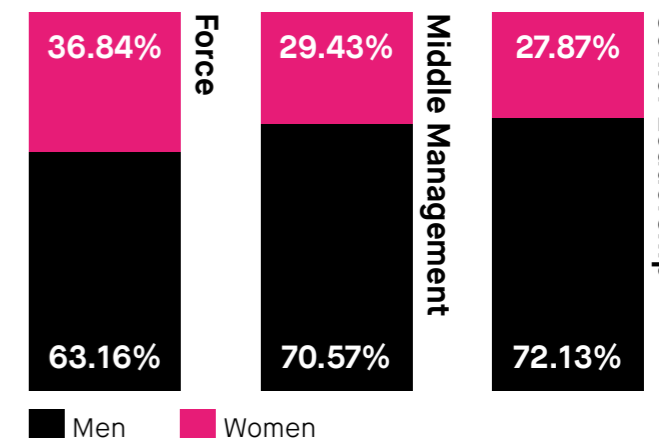
The force has focused their activity around 3 pillars, Sexism and Misogyny, Representation and Health. Over the last 12 months, West Mercia has recognised the incredibly emotive and isolating experience that is baby loss.

West Mercia has worked alongside internal support networks to embed a compassionate and inclusive culture, undertaking a programme of work to enhance the support the force provides. This has included a standalone pregnancy loss policy, focusing on loss before 24 weeks, including all types of loss and additionally how partners can be supported. A peer support network of individuals with lived experience has been developed. West Mercia has worked with the Power of the Parent to deliver educational workshops to over 30-line managers and HeForShe Allies. The feedback from those attending has been overwhelmingly positive. The force recognised Baby Loss Awareness Week, including a wave of light service where over 60 candles were lit during the week and over 3000 memorial bulbs were planted.

West Mercia delivered a 'Nutrition for Menopause' programme led by Jo Crovini, The Cardiff Nutritionist. The bi-weekly sessions were offered to officers and staff and extended to all female partners outside of the organisation. Fire Service colleagues were also invited to attend, demonstrating the forces collaborative approach to health and wellbeing. The programme explored how a cycle of 'Blue Light' stress impacts on staff and the difficulties this presents in making the appropriate nourishing nutritional choices.

The sessions were very popular and received positive feedback from police and fire colleagues. Delegates were asked to complete anonymised surveys at the start and end of the programme and 6-12 months thereafter to assess the longitudinal impact of the learning.

The force has recently held an event aiming to grow the number of Allies encouraging male colleagues to be upstanders and challenge inappropriate behaviours that occur in the workplace. Using lived experiences helped to deliver a powerful and thought-provoking session, continuing the momentum of change that West Mercia has created over the last 18 months.



-7.40%

Difference in Middle Management

-8.97%

Difference in Senior Leadership



West Midlands Police

Good Practice Example

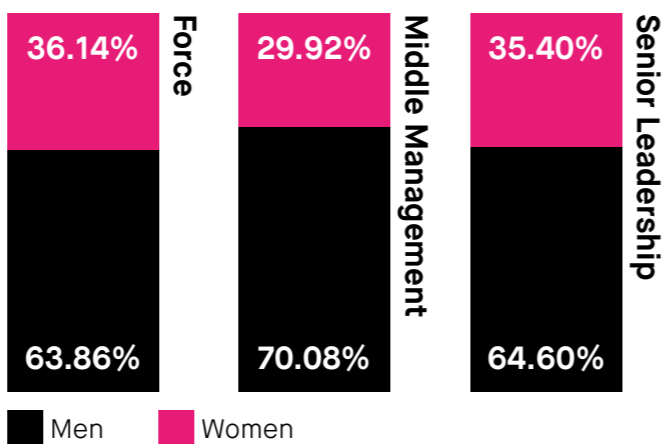


In November 2023, West Midlands Police and its partners hosted the first ever Young Women's Independent Advisory Group (IAG) event in Birmingham to collectively address and combat Violence against Women and Girls (VAWG).

The event featured prominent speakers, including courageous young women who have personally experienced violence and abuse. They shared their stories, offered support to others and advocated for positive change.

The event was supported by local businesses, highlighting their commitment to raise awareness and demonstrate a shared dedication to supporting women affected by abuse and empowering them to enter or re-enter the workplace. Women in business offered themselves as role models and mentors, ready to offer guidance and support to those affected by abuse.

The IAG has continued to meet and welcome new members, advising West Midlands Police on key issues that affect young women in the West Midlands.



-6.22%

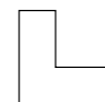
Difference in Middle Management

-0.74%

Difference in Senior Leadership

West Yorkshire Police

Good Practice Example



Bradford Council launched a campaign which has the aim to clamp down on the harassment and abuse of female runners by telling perpetrators to 'JogOn'.

West Yorkshire's Maternity, Adoption and Parental Support Group (MAPS) Chair has been leading on the force's involvement in the JogOn initiative.

A national survey by Runner's World magazine has found that 60 per cent of female runners experience some form of harassment, particularly from men in cars.

The Safer Bradford partnership (which includes Bradford Council and West Yorkshire Police) wants to stamp out the problem. It leaves many women feeling scared and intimidated, looking for alternative running routes or changing the times they go out to avoid cat calling, offensive comments and, occasionally, physical harassment.

As well as police action, Bradford Council can enforce its Public Space Protection Order. This bans the anti-social use of vehicles and includes 'Shouting, swearing at, or abusing, threatening or intimidating another person – including using sexual language or making sexual suggestions' from a vehicle.

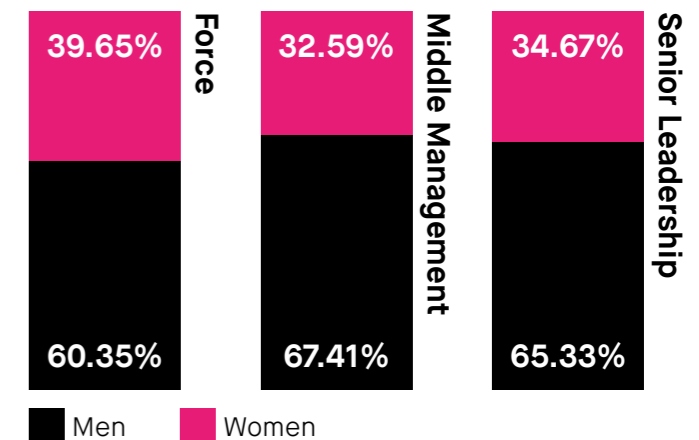
The enforcement, education and engagement undertaken through JogOn allows the force to combine efforts through partnership working to tackle these behaviours, encouraging reporting by runners across the district but also to prevent incidents from happening in the first place.

West Yorkshire Police has developed media to support the campaign which has been publicised both internally and externally, encouraging people to report behaviours.



West Yorkshire Police is also facilitating training sessions around 'active bystanders' and ensuring visible presence at events such as Parkruns. The sessions focus on the safety of women whilst out running being the responsibility of everyone and not just those directly impacted by harassment and abuse.

The campaign has been supported by the West Yorkshire Combined Authority, with the Deputy Mayor for Policing and Crime taking an active role in the messaging alongside local counsellors and leaders from West Yorkshire Police.



-7.07%

Difference in Middle Management

-4.99%

Difference in Senior Leadership



Wiltshire Police

Good Practice Example



In 2024, Wiltshire Police recognised the need to address the lack of representation and development opportunities for underrepresented groups within the force.

Research shows individuals that hold protected characteristics often miss growth opportunities, affecting their confidence and career progression. To tackle this issue, Wiltshire Police introduced the We Rise programme, an initiative aimed at empowering participants by investing in their professional and personal development.

We Rise is a programme structured to develop Wiltshire Police officers and staff from underrepresented backgrounds.

Programme lead Detective Superintendent Liz Coles said:

“We wanted to provide people with the skills and confidence to feel like a more rounded professional. We wanted them to feel empowered and supported because that’s when people really excel. The aim is for participants to feel better equipped to take on a broader role within the force or put themselves forward when opportunities arise.”

The programme was implemented through a series of modules designed to enhance various aspects of participants’ professional lives. These included mentoring and coaching, community engagement projects, internal and external assignments, and skills development. The first cohort of 20 participants graduated in September 2024 and the overwhelming feedback is they have greater confidence and a broader understanding of Wiltshire Police.

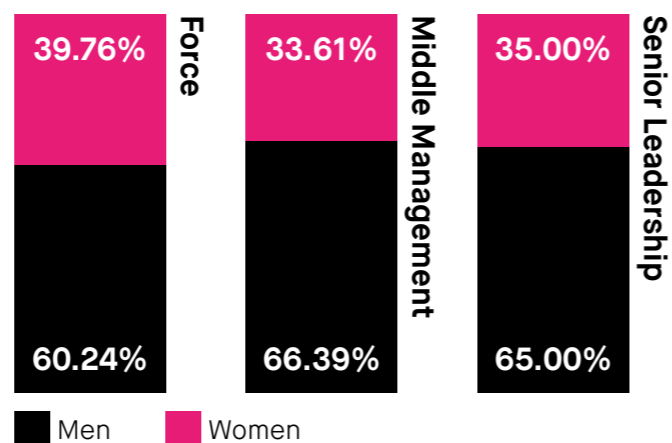
We Rise graduates praise the programme:

“We Rise has changed my life. Without the engagement, inspiration, and nurturing environment of this group, I would have missed opportunities. I threw my all into this programme and the reward has been huge. My confidence has grown, and my newfound abilities have exceeded any potential expectations. I wish I could do it all again!”

Laura Compton, Traffic Administrator

“This is the best course I have ever been on. The skills and confidence I have gained in under a year have been astronomical! I’m upset that it is nearly finished but I’m also incredibly grateful to have taken part. What an experience!”

Jodie Broughton, Talent Acquisition Coordinator



-6.15%

Difference in Middle Management

-4.76%

Difference in Senior Leadership

Wiltshire Police hopes the initiative encourages more individuals from diverse backgrounds to join the force, leading to a more resilient and diverse workforce. The We Rise programme is currently open for 2025 applications.



www.heforshe.org

Acknowledgements

This report is inspired by the UN Women annual HeForShe Impact Reports.

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In support of

HeForShe

UN Women Solidarity Movement
for Gender Equality

www.heforshe.org