



In support of

# HeForShe

UN Women Solidarity Movement  
for Gender Equality

[www.heforshe.org](http://www.heforshe.org)

SEVENTH ANNUAL REPORT 2025

# Gender Equality in UK Policing





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# Foreword

Chief Constable of South Wales Police  
**Jeremy Vaughan**



**I am pleased to be writing this foreword for the seventh annual HeForShe report looking at gender equality in UK Policing. It has been three years since I took over as the UK Policing Lead for HeForShe and in that time, I have been amazed by the hard work, passion and dedication of so many of you within the HeForShe network, who are driving forward real and lasting change within policing.**

This year, UN Women has had an increased focus on online spaces. Their 2025 HeForShe Summit centred on the theme **Equitable Masculinities and Safe Digital Spaces**, asking attendees to support collective action to dismantle harmful digital cultures and tackle digital violence. Earlier in the year, I joined with other HeForShe Champions to issue a [joint open letter](#), calling for action against online misogyny. To encourage discussion on this topic, we held an internal online good practice event in October, featuring the charity Movember talking about their recent research into how young men engage with online masculinity influencers.

A highlight of the year was an in-person event in April in South Wales, where the HeForShe network came together and focused on the theme of **Checking In and Building Consistency**. This event gave attendees the opportunity to look at how far they have come with embedding HeForShe within their police force and what steps they want to take next. We were delighted to welcome UN Women to the event and launch a [HeForShe Comms Toolkit](#) that we have produced with them.

The data and good practice in this year's report is evidence of the important work that is taking place across policing to support gender equality. Thank you to everyone who has contributed to this year's report. Every year, I am inspired by the good practice examples and hope that you are too!

Over the next year, we will look to continue the sharing of good practice, supporting forces to establish networks of HeForShe Allies and producing templates and resources to be used across policing, where possible. We will continue to work with UN Women and the other HeForShe Alliance members. Thank you to everyone involved in HeForShe within policing and the continued effort towards gender equality.

# Foreword

Global Head of HeForShe, UN Women  
**Vesna Jaric**



**The HeForShe initiative continues to unite leaders, institutions, and individuals around the world in driving transformational change toward gender equality. Each year, the leadership and dedication of HeForShe Champions and Alliance members bring this vision to life—turning shared commitments into tangible progress and creating safer, more inclusive societies for all.**

As we enter 2026, we stand at a pivotal moment. The HeForShe Summit 2025 brought together voices from across sectors to confront one of the most urgent equality challenges of our time: online misogyny. This growing crisis undermines women's safety, restricts participation, and threatens to undo decades of hard-won progress for gender equality. Through the [Joint Open Letter calling for action against online misogyny](#), signed by HeForShe Champions—including Chief Constable Jeremy Vaughan of South Wales Police—we reaffirmed our collective responsibility to ensure that digital spaces are safe, inclusive, and respectful for everyone.

UK Policing remains one of our most valued and steadfast partners. Since 2017, their leadership has demonstrated how institutional commitment and accountability can drive meaningful change. Their continued efforts to challenge sexism, foster inclusion, and transparently report on progress exemplify the principles of the HeForShe movement in action. Co-led initiatives such as the HeForShe Communications Toolkit, and UN Women's participation in UK Policing's '[Checking In and Building Consistency](#)' event, further highlight the power of collaboration in translating shared values into measurable impact.

This year also marks the launch of the [Barbershop Toolkit 2.0](#), reimagined to equip facilitators with new resources to engage men and boys as allies for gender equality. With expanded modules, a stronger intersectional focus, and new accountability tools, the updated toolkit arrives at a defining moment—coinciding with the 30th anniversary of the Beijing Declaration and Platform for Action (Beijing+30). Together with UK Policing, we are working to share this resource across forces—strengthening our shared commitment to fostering allyship and inclusive leadership throughout the policing community.

As we look ahead, our mission remains clear: pursue gender equality through allyship with men as agents of change in creating a future free from misogyny and inequality—both online and offline. Together, we are building a culture of respect, trust, and equality that stands as a model for institutions worldwide.

# Executive Summary

Temporary Detective Chief Superintendent of Sussex Police  
**Miles Ockwell**



**This year, as I reflect on the progress of HeForShe within policing, I am conscious that the work we are doing to further gender equality feels particularly hard at the moment. We are seeing a global pushback on activity relating to equity and inclusion despite the fact that we know that there remain challenges for policing in this area.**

We must not let this deter us from what we are doing and why we are doing it. There is a lot of misinformation and perceived unfairness out there, but we know the benefits that gender equality brings to everyone. We also know the value of having a diverse and inclusive workforce.

Throughout the year, UN Women through HeForShe has focused on online spaces. This includes promoting activity to create safe online spaces for women, whilst identifying the rise in online misogyny aimed at young men. This reminds us that gender equality needs to be achieved in all spaces we access.

The data in this year's report shows an improvement at every rank when looking at the representation of women officers. This includes within the ranks of Sergeant and Inspector, which our first HeForShe commitment focuses on. However, as in previous years, progress remains slow and forces should be looking at where they can accelerate change. Despite this being the seventh annual report we are still too far away from our goal of ensuring that women officers are proportionately represented at all levels of policing. For police staff, there is little change from previous years where an overrepresentation of women in police staff roles persists but where the majority of those women serve in the lowest paid roles.

The good practice in this year's report showcases the excellent work that is taking place across policing to support gender equality. Several examples highlight work that is being done in the community to tackle violence against women and girls and promote women's safety and development. This is combined with internal work to listen to women's experiences, learn from them and support them in the workplace with key areas such as parenting, menopause and promotions. It is great to see again this year, a rise in specific HeForShe activity focusing on raising awareness and recruiting and motivating HeForShe Allies.







# 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 2024 and 2025.

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, this increase is less than we have seen in previous years. Last year, the average increase in women officers per force was 2.33%, this year that figure is reduced to 1.45%. In England and Wales, this demonstrates that the recruitment of women officers has slowed down since the Police Uplift Programme and before the Neighbourhood Policing Guarantee starts.

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. The majority of forces have seen an increase in the number of women officers in middle management, but again this is not as much as last year. Last year, the average increase in women officers in middle management per force was 7.24%, this year that figure is reduced to 4.15%. This still shows an overall increase though and is 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. Just over half of the forces have seen an increase in the number of women officers in senior leadership; this is consistent with previous years. Last year, the average increase in women officers in senior leadership per force was 6.82%, this year that figure is reduced to 3.62%. This still shows an overall increase but not at the same rate as last year.

This is a reminder that forces must be conscious of the intersectionality of women when trying to make improvements in the workplace. The journey of one woman in policing will not be the same for all women in policing. To support this, HeForShe Allies should work closely with their staff networks to better understand the additional barriers an individual woman may face.

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	1.49%	-3.65%	3.70%
Bedfordshire	3.38%	-6.00%	-5.26%
British Transport Police	-1.03%	-8.13%	0.00%
Cambridgeshire	0.91%	0.00%	10.00%
Cheshire	1.45%	1.92%	-37.50%
City of London	5.28%	6.25%	26.32%
Cleveland	4.35%	-15.38%	5.56%
Cumbria	-1.16%	4.76%	0.00%
Derbyshire	0.23%	-5.00%	0.00%
Devon & Cornwall	2.10%	4.12%	12.50%
Dorset	0.80%	8.33%	-7.69%
Durham	1.14%	12.50%	-6.25%
Dyfed-Powys	4.52%	6.98%	0.00%
Essex	2.29%	12.89%	0.00%
Gloucestershire	8.15%	6.67%	18.75%
Greater Manchester	1.46%	10.05%	-14.29%
Gwent	3.78%	6.00%	-17.65%

# 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
HIOWC*	-1.74%	9.94%	9.38%
Hertfordshire	-1.74%	13.04%	-15.79%
Humberside	0.64%	5.60%	4.55%
Kent	2.57%	6.97%	18.75%
Lancashire	0.14%	9.18%	13.33%
Leicestershire	1.13%	7.89%	-6.25%
Lincolnshire	-2.34%	-2.38%	-16.67%
Merseyside	0.20%	-0.39%	5.88%
Metropolitan Police	-0.99%	3.57%	11.46%
NCA	0.22%	-2.12%	-1.22%
Norfolk	1.76%	-6.72%	7.14%
North Wales	3.76%	-1.87%	5.26%
North Yorkshire	0.77%	1.85%	5.56%
Northamptonshire	1.24%	4.90%	27.27%
Northumbria	1.02%	9.72%	-7.50%
Nottinghamshire	1.48%	6.20%	0.00%
Police Scotland	1.37%	-0.41%	3.74%
PSNI	-0.05%	-5.41%	12.50%
South Wales	1.58%	3.95%	19.05%
South Yorkshire	-0.50%	2.29%	3.85%
Staffordshire	3.44%	10.53%	-21.74%
Suffolk	4.57%	4.62%	-16.67%
Surrey	1.14%	-7.41%	28.57%
Sussex	2.24%	11.56%	10.00%
Thames Valley	-0.62%	-3.19%	5.56%
Warwickshire	2.45%	44.68%	83.33%
West Mercia	1.50%	6.62%	11.76%
West Midlands	1.37%	5.78%	5.26%
West Yorkshire	3.20%	7.45%	-17.31%
Wiltshire	-0.60%	6.17%	-7.14%

**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 2025 \(second edition\) - GOV.UK](#)

Counter Terrorism Policing South East, the Civil Nuclear Constabulary, Police Scotland, the Police Service of Northern Ireland and the National Crime Agency provided their own data as of the 31st March 2025. Data relating to prior 2025 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 9 of their report. This year's data excludes four individual officers who have 'not stated' their sex or gender.

**All percentages are rounded.**

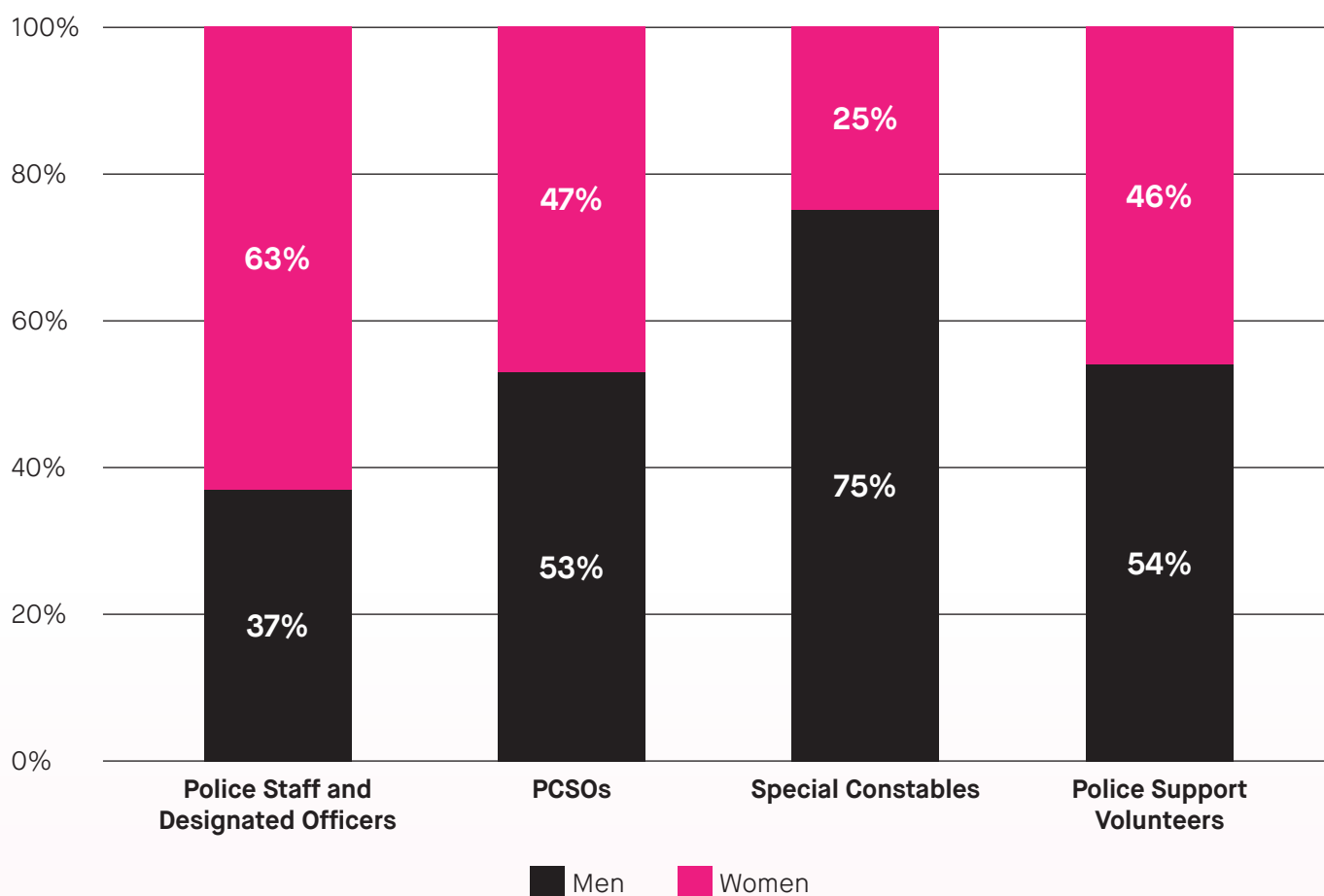
\*Hampshire & Isle of Wight Constabulary

# 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, looking at forces in England and Wales, provides an identical picture to last year's data. This follows a consistent theme over all previous HeForShe annual reports, with very little change in the representation of police staff over the last seven years.



Data as of 31st March 2025 –

[Police workforce, England and Wales: 31 March 2025 - GOV.UK](#)

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 gender 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



**A full policing operation – named **Op Hera** after the Greek goddess of women and girls – was stood-up by Avon and Somerset Police in response to the announcement of Bristol as a host city for the Women’s Rugby World Cup quarter and semi-final matches.**

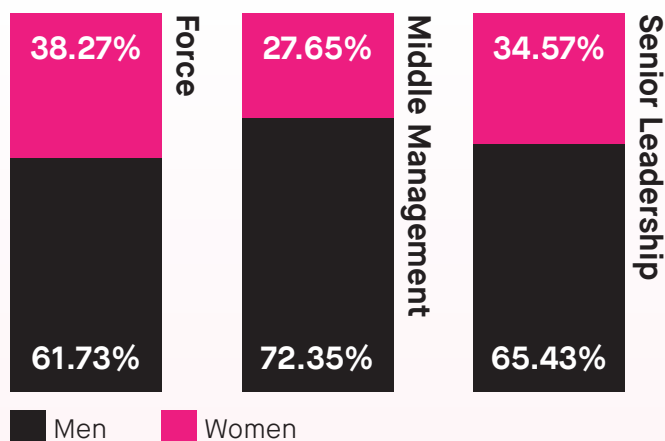
Through the strategy set out by Gold Commander Assistant Chief Constable Joanne Hall, the key aims of the operation were to deliver a safe and enjoyable tournament while celebrating the roles of women in policing and female empowerment. This was mainly demonstrated through the all-female Command Team set up to oversee the safe running of the policing operation. Assistant Chief Constable Hall selected Superintendent Vicks Hayward-Melen and Chief Inspector Karen Corrigan to act in the roles of Silver and Bronze Commanders.

From here, the wider operational team was created and, where appropriate, women were encouraged to step into the different roles including Public Order Public Spaces Advisors, Neighbourhood Policing Leads and Communication Leads.

The Gold Commander’s strategy was also reflected in the PR and Communications News Plan, with social media content created to focus on positive engagement with the public and celebrating women in policing. This was mainly demonstrated through a video compilation of women in various roles within Avon and Somerset Police. From firearms to dogs, investigations to comms, there was a fair and accurate representation of women across the organisation. The video received an incredibly positive response, with almost 190k views across three social media platforms.

In addition to this, a ‘**meet the team**’ graphic was shared to celebrate the all-female-led Command Team and Assistant Chief Constable Hall and Superintendent Hayward-Melen conducted interviews with local media outlets

The overall response has been overwhelmingly positive, with a lot of positive, engaging comments. The communications and approach internally have also predominantly been well-received, with most people finding the approach refreshing and have been supportive of the promotional work of the operation and associated communications.



**-10.61%**

Difference in Middle Management

**-3.70%**

Difference in Senior Leadership



# Bedfordshire Police

## Good Practice Example



**Bedfordshire Police is utilising the latest technology to improve the safety of women who may be at risk of domestic abuse (DA). Clare's Law allows people to ask police about a partner if they have concerns they may have been abusive in the past – referred to as 'Right To Ask'. It is especially relevant to those in a new relationship.**

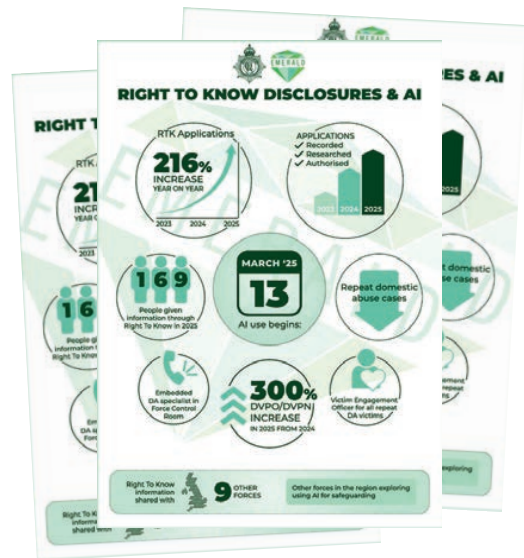
Police can also decide to proactively share information with those who may be at risk of harm – for example if information comes to light such as a DA perpetrator having a new partner or other change in circumstance.

To help identify these changes at an earlier stage, Bedfordshire started using AI-enabled technology to increase these 'Right To Know (RTK)' disclosures.

Since going live on 13 March this year, the scanning tool has resulted in a 216 per cent increase year on year applications. The force has so far recorded, researched and authorised more Clare's Law applications than last year – which already doubled in 2024 from 2023.

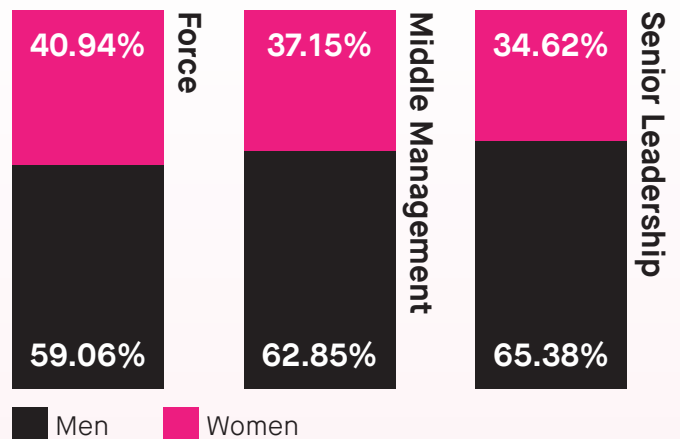
While some of the 'Persons at Risk' identified through the scanning have not been in a position to receive the disclosure or have refused it, 169 people have been given information through RTK so far this year.

During the same time as the increase, there has been a two per cent reduction in repeat domestic abuse cases. While the drop cannot be completely attributed to the increase in Clare's Law disclosures, the force is using a range of initiatives to drive down repeat cases.



This includes a process where all repeat DA victims are allocated a Victim Engagement Officer, and a big focus on the use of Domestic Violence Protection Orders and Notices (DVPO/DVPO) which have increased by about 300 per cent compared to the same period in 2024 and the embedding of a DA specialist within the Force Control Room to provide early advice and support.

Bedfordshire has also shared RTK information with nine other forces after information was surfaced by AI technology, and other police forces in the region are exploring opportunities to bring in similar utilisation of AI for safeguarding.



**-3.78%**  
Difference in Middle Management

**-6.32%**  
Difference in Senior Leadership

# British Overseas Territories

## Good Practice Example

In 2024, several of the police forces within the British Overseas Territories made their commitment to HeForShe. Since then, they have been busy appointing HeForShe Tactical Leads, recruiting HeForShe Allies and working with forces in the UK to learn more about gender equality in policing. Here we highlight some of the good work that is taking place.



### Royal Gibraltar Police

Since signing the commitment to the HeForShe campaign, the Royal Gibraltar Police has been actively working to foster a workplace where everyone feels included, respected, and valued. A key milestone in this journey has been the launch of the Allyship Recruitment Campaign, which encourages staff of all genders and at all levels to become active allies in the pursuit of gender equality. Since the campaign's launch, 15% of the workforce have signed up as allies, demonstrating a strong, organisation-wide commitment to positive change.

As part of this campaign, a series of presentations were delivered to police officers and staff across the organisation. These sessions not only raised awareness of gender equality but also provided practical guidance on how individuals can be effective allies. More than just informative, these sessions created safe spaces for open conversation, where staff could ask questions, share personal experiences, and reflect on their own attitudes and behaviours. The aim has always been to inspire genuine commitment and empower all staff to take meaningful action, both in and beyond the workplace.

The Allyship Network is currently focused on several important initiatives. These include the development of a dedicated HeForShe media strategy to ensure inclusive and impactful communication across all platforms, reinforcing a culture of respect and equality. The network also champions sporting events that promote gender equality, encourage team spirit, and create opportunities for open dialogue.

Supporting women in policing remains a core priority for the organisation. Efforts are ongoing to attract new female recruits and to nurture the development of future female leaders. At present, three women hold middle management roles, and all have undertaken acting duties at senior ranks within the last year, demonstrating clear progression. Notably, one of these women was recognised with the prestigious 2025 Women in Policing Leadership Award.

Looking ahead, the Allyship Network continues to collaborate with other forces, sharing best practices and exploring new opportunities to advance gender equality across the sector. Through these collective efforts, the Royal Gibraltar Police remains committed to driving lasting, positive change.

## Royal Montserrat Police Service

In January 2025, Commissioner Mark Payne and Deputy Commissioner Andy Lewis from the Royal Montserrat Police Service made their commitment to HeForShe. They join six of the other British Overseas Territories whose police forces have joined the HeForShe network.



## Sovereign Base Areas Police Service

The SBA Police in Cyprus, a law enforcement service for the British Overseas Territories, has made gender equality a policing priority through its commitment to the HeForShe movement.

Since the appointment of a dedicated HeForShe officer in 2024, the service has taken meaningful steps to embed equality, inclusion, and respect into its culture and operations. Key initiatives include leadership endorsement of HeForShe principles, workforce training on gender equality and unconscious bias, and community engagement through the new Neighbourhood Policing Unit launched in July 2024. Officers are working closely with schools, youth groups, and community leaders to promote respect and empowerment, while efforts are also underway to encourage women to pursue careers in policing and to support the professional growth of all staff.

Between 8th and 12th September 2025, five members of SBA Police participated in the International Association of Women Police (IAWP) Conference held in Glasgow, Scotland. The event brought together policing professionals, thought leaders, and partners from across the globe to share knowledge, strengthen networks, and highlight innovations in law enforcement practice.

By aligning global commitments with local impact, the SBA Police is demonstrating that advancing gender equality strengthens both policing effectiveness and community trust. Through HeForShe, the service is building a safer, more inclusive future for its officers and the communities it serves.





# British Transport Police

## Good Practice Example



### Supporting Staff Networks

**Staff networks provide a range of support including welfare advice, as well as challenge and critique born from lived experience.**

They are the voice of the workforce providing valuable evidence, enabling the British Transport Police (BTP) to fulfil its statutory duties under the Equality Act 2010 and to better understand the impact of their service to their people and communities.

Following an update of BTP's Inclusion and Diversity Strategy, BTP has refreshed its approach to supporting staff networks. The most crucial part of this work was, that whilst it considers the HMICFRS Activism & Impartiality Report, it has been a collaboration with networks.

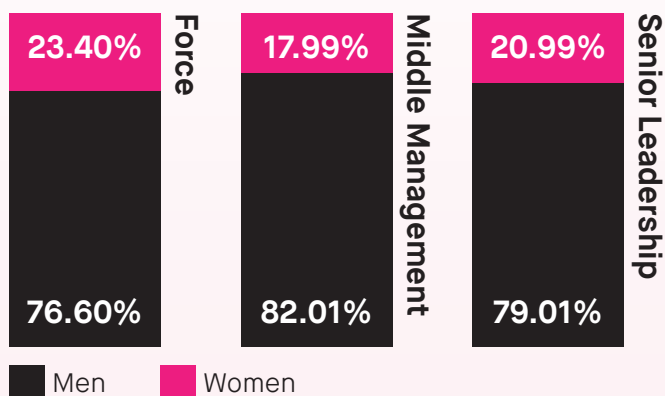
**To mobilise and empower staff networks, BTP has:**

- Introduced new Operating Principles, clarifying expectations of the networks, the force and the Inclusion & Diversity Team, as well as ensuring compliance with financial governance and facilitated time, all underpinned by the Code of Ethics.
- Ringfencing part of the budget to ensure that each network has equal access to resources and support.
- Provided a dedicated point of contact for the networks to meet regularly and ensure they are sighted on force wide developments and a forum to raise any issues on behalf of members. This includes horizon scanning check-ins to identify the impact of global/societal events on their people and communities.
- Been supported by internal communications to elevate the profile of staff networks via monthly spotlight features which have directly resulted in increased membership numbers of over 50%.

- Launched a staff networks video which is embedded into recruit training and staff inductions to engage new employees early.
- Began logging staff network duties on the force activity tracker to evidence the value they bring. The first quarter of 2025 has seen networks contribute 123 hours, across 93 different engagements with a footfall of over 80,000 people.
- Provided network committees with access to leadership training modules.

**BTP's Female Police Association specifically have directly contributed to:**

- Line manager guidance for endometriosis
- Menopause café sessions
- Equality Impact Assessment following the Supreme Court Ruling in For Women Scotland vs Scottish Ministers
- Joint statements and listening circles following Operation Navette



**-5.41%**  
Difference in Middle Management

**-2.42%**  
Difference in Senior Leadership



# Cambridgeshire Constabulary

## Good Practice Example



Creating a safer  
Cambridgeshire



**Following the retirement of the previous HeForShe Ally, acting as a Tactical Lead, Cambridgeshire Constabulary took the opportunity to broaden allyship and redefine their focus areas.**

Historically, the Ally role was held by a senior officer, but with 37% of the workforce being staff (including Police Community Support Officers), this limited the impact of messaging and engagement at times. For example, on issues of sexism and misogyny, staff would often see this as an officer-specific issue because the messaging was only coming from a senior officer. To address this, the Constabulary appointed both an officer and a staff member as HeForShe Allies, thus broadening the representation within HeForShe Allies.

This dual representation ensures diverse perspectives are considered when setting priorities, enables broader engagement across the organisation and allows more activity to be undertaken. With two HeForShe Allies, the focus has shifted from summarising national reports to actively driving initiatives that tackle gender inequality.

**As of July 2025, Cambridgeshire's HeForShe Ally remit has been expanded to three priority objectives that align with the national HeForShe commitments. These are:**

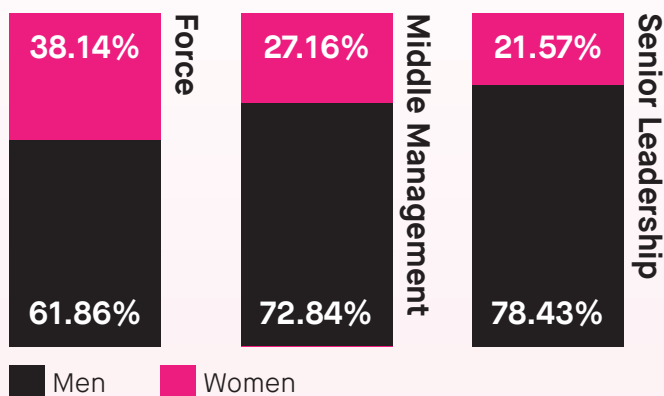
1. Addressing gender imbalance in middle management by promoting career pathways and talent development opportunities for women at the ranks of Sergeant, Inspector, and Chief Inspector. Measures include tracking promotion rates and exam outcomes, with activities like promoting the mentoring scheme, staff network engagement, and visibility through internal communications.
2. Challenging sexism and misogyny in police culture by promoting an upstander environment where

inappropriate behaviour is challenged to ensure everyone is respected for their role and contributions. This involves analysing complaint data, and promoting cultural change through campaigns and training, including Upstander Training.

3. Improving gender equality reporting via the 'Safe to Say' campaign to increase workforce diversity data submissions and confidence in data quality. Activities include comms collaboration and data tracking.

The new localised HeForShe objectives have been incorporated as actions against Cambridgeshire's refreshed Equality Objectives 2025-2030 to ensure clear accountability.

Early feedback has been positive, with increased staff engagement and renewed energy around gender equality - crucial for keeping these issues visible and actionable.



**-10.97%**

Difference in Middle Management

**-16.57%**

Difference in Senior Leadership

# Cheshire Constabulary

## Good Practice Example



**Cheshire  
Constabulary**



### Cheshire Constabulary is committed to supporting officers and staff throughout Maternity and Adoption Leave and ensuring a smooth transition back to work.

Following feedback, a targeted survey was conducted to identify areas for improvement. Findings highlighted inconsistencies in the support provided by line managers and challenges in accessing relevant information. In response, the Constabulary has developed a standardised approach to enhance maternity and adoption support.

Key improvements include enhanced training, streamlined access to guidance and documentation, and system upgrades to improve tracking and record-keeping.

A new four-stage Maternity Process has been introduced via a new 'People Hub' platform, enabling managers to document key milestones and facilitate meaningful conversations with employees.

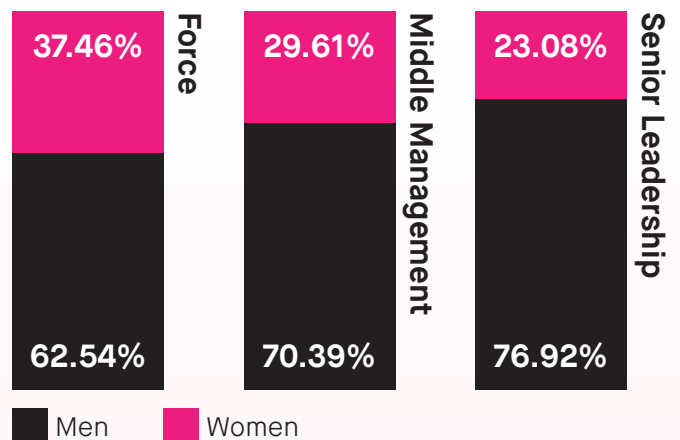
This includes:

- Initial pregnancy notification
- Ongoing workplace support
- Agreement on contact during leave
- Planning for return to work, including flexible working options and policy guidance

This process ensures consistent communication and a well-supported return to the workplace.

Additionally, a comprehensive Maternity Pack is now available to all pregnant employees, offering relevant information at each stage of their journey. The Constabulary has also engaged with Cheshire Women in Policing (CWIP) and joined the National Parenting Forum to stay aligned with best practices and national guidance.

While these initiatives are still in early stages, initial feedback has been positive, and the force anticipates long-term benefits.



**-7.85%**

Difference in Middle Management

**-14.38%**

Difference in Senior Leadership

# City of London Police

## Good Practice Example



**City of London Police identified a lack of confidence in female **Police Now** students while completing their initial Public and Personal Safety Training (PPST).**

The lack of confidence risked increasing the failure rate and potential for Regulation 13 dismissal – where a Chief Constable considers a probationer is unsuited to the role of Police Constable.

To address the lack of confidence the PPST Team and **Police Now** Lead reacted quickly by increasing the length of the initial course, to improve learning by increased repetition. The PPST Team also modified the feedback format to ensure officers clearly understood their areas for development and where their strengths were.

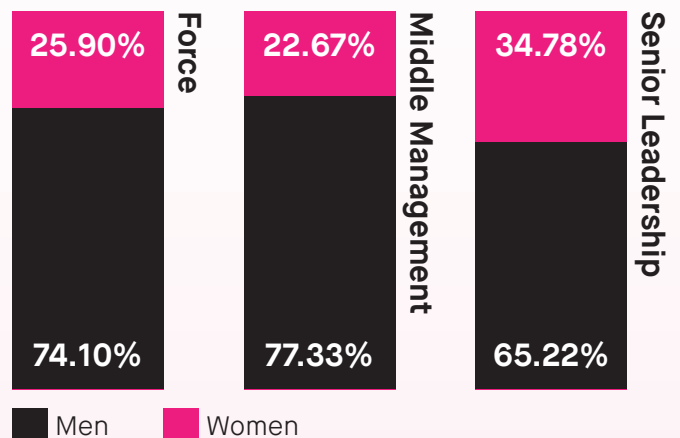
Sadly, there were still a high number of failures, so a plan was developed for the officers to follow before they returned for a retake. This plan focused on building stamina and strength, which the officers found useful. It also included observation of experienced officers completing PPST refresher, giving them the opportunity to practice together in a non-teaching environment.

These simple measures provided a marked improvement in the confidence of female officers during the retakes and resulted in all officers passing and being able to start their tutoring journey.

Lessons learnt from the 2025 **Police Now** cohort resulted in an induction package being created for the **Police Now** 2026 cohort. This includes a booklet covering basic legislation, the National Decision Model (NDM) and a basic personal training plan, to improve stamina and strength, which in turn will help build confidence before attending PPST.



This booklet is being provided at the point the officers are accepted into the force, before they attend the **Police Now** Academy. This is to ensure the officers feel included and part of the City of London Police family from the very start of their journey.



**-3.23%**  
Difference in Middle Management

**8.88%**  
Difference in Senior Leadership



# Civil Nuclear Constabulary

## Good Practice Example



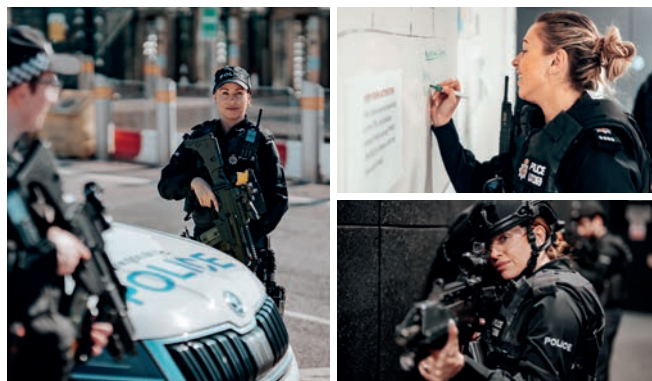
**The Civil Nuclear Constabulary (CNC) boosts armed officer training success rate with data-driven overhaul. From bespoke tuition to inclusive coaching, the CNC's refreshed training gives recruits the tools to succeed in armed policing.**

The CNC has boosted its armed officer training success rate by 15% in the past year, following a data-driven transformation of the firearms phase of its Initial Foundation Programme (IFP). Focused on inclusion, tailored support, and high performance, the revised approach has raised the overall IFP pass rate from 61% to 75%.

Notably, one of the most demanding elements of the course – weapon accuracy and handling – has recorded an 88% fall in the number of recruits who did not meet the required standard, reflecting substantial progress in both candidate readiness and instructional delivery. This improvement follows the landmark IFP100 cohort in July 2024, which prompted a comprehensive review of training delivery.

The initiative identified common challenges faced by recruits and introduced a range of targeted support measures, including one-to-one coaching, additional tuition, pistol-focused instructor seminars, and data-led analysis of high-risk components. These enhancements have been carefully designed to ensure every candidate has a fair opportunity to succeed, without compromising the IFP's intensity or expectations.

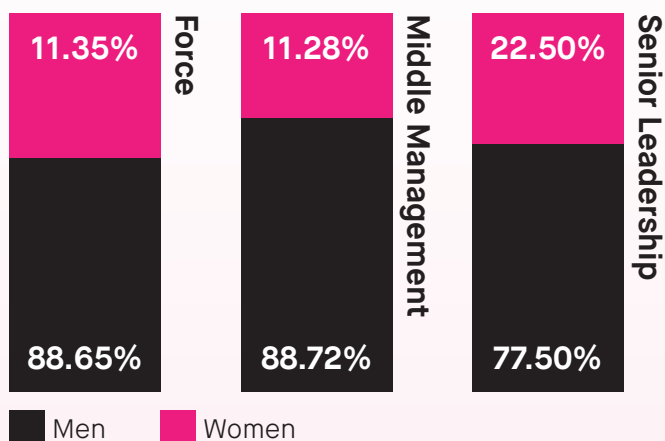
The CNC's commitment to inclusivity extends to recruits requiring additional assistance, including female recruits. This approach has helped ensure equal opportunity across the cohort.



Prior to the targeted support, 2 in 3 women were failing the firearms element of the course, following the positive action, this improved to 2 in 3 women passing. Following the success of this positive action, it was made available to all new recruits and resulted in the pass rate rising 15% since January 2025.

**One of the officers to benefit from the revised training model, said:**

*"When I first failed, a Sergeant was very reassuring – he checked on me and allowed me try different Glock models to see which fitted my hands best. That really took away my worry. I wasn't failing because I couldn't handle or shoot, I had let my nerves get the better of me. Once I understood things could improve, my confidence grew."*



**-0.08%**

**Difference in Middle Management**

**11.15%**

**Difference in Senior Leadership**

*The CNC is a unique armed police force, their core focus is the security of the nation's licenced civil nuclear sites and civil nuclear material in transit in England and Wales.*



# Cleveland Police

## Good Practice Example



**Following the successful relaunch of the HeForShe initiative within Cleveland Police last year, the force has reaffirmed its commitment to cultivating a culture of gender equality and inclusivity.**

This renewed focus is supported by a strengthened governance framework and an updated action plan, ensuring alignment among key internal stakeholders and raising the visibility of HeForShe across the organisation.

Building on the publication of the Sixth Annual HeForShe Report, Temporary Chief Superintendent Martin Hopps, Tactical Lead for HeForShe, hosted a series of 'Lunch & Learn' sessions in collaboration with the National HeForShe Programme Managers. These events promoted Cleveland Police's contribution to the report, showcased best practice from other forces, and emphasised the vital role of allyship in driving meaningful change.

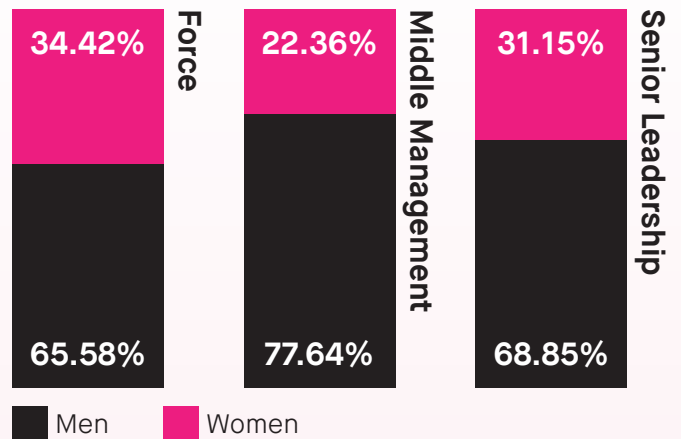
Over the past year, Cleveland Police has also delivered a series of female-focused workshops aimed at empowering women across the organisation. These sessions provided safe spaces for sharing lived experiences, exploring barriers to progression, and accessing tailored support. Insights from these workshops have informed broader organisational learning and helped shape inclusive policies and practices.

In parallel, a male-focused survey was conducted to explore perceptions and behaviours around misogyny within the force. The contrasting perspectives gathered will inform an upcoming internal campaign video, designed to shed light on silent struggles and raise awareness of available support services.



To address the underrepresentation of women in middle management—particularly at Sergeant and Inspector ranks—the force has developed a targeted development programme. Recent promotion board outcomes show the success of previous support initiatives, with women being successful at a higher rate than previously, at Inspector level.

Together, these initiatives reflect Cleveland Police's strategic and compassionate approach to gender equality. By embedding HeForShe principles into its operational and developmental frameworks, the force continues to cultivate a workplace culture that is inclusive, respectful, and representative of the communities it serves.



**-12.06%**

**Difference in Middle Management**

**-3.27%**

**Difference in Senior Leadership**

# Counter Terrorism Policing South East

## Good Practice Example



**In March 2025, Counter Terrorism Policing South East (CTPSE) began communicating with the national HeForShe Programme Managers and established a working group to look at the HeForShe policing commitments, the logistics of signing up, and begin thinking of ideas of how to embed HeForShe into the organisation.**

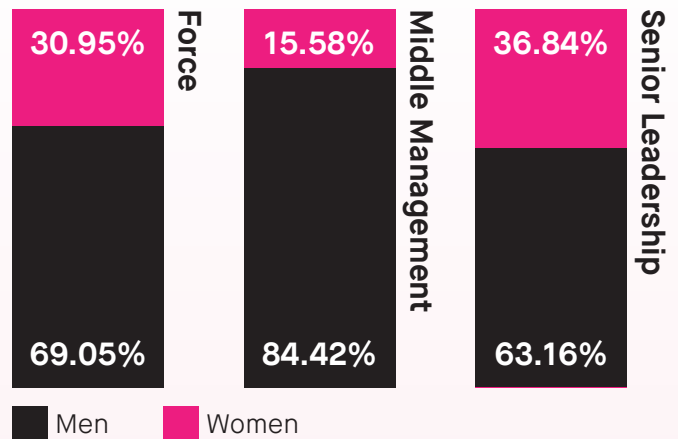
On 8th July 2025, the Head of CTPSE and Regional Assistant Chief Constable signed the Commitment Poster on behalf of CTPSE. This marks the first regional Counter Terrorism Policing unit to make these commitments to HeForShe.

Since this time, the working group has appointed a Tactical Lead and has begun recruiting HeForShe Allies, as well as creating a HeForShe CTPSE SharePoint page. This page officially launched in September 2025 and will be a centralised hub for all communication, knowledge, recognition and feedback. The page currently features information about HeForShe, what it stands for and the importance of committing to this organisation, as well as videos, resources, and names and contact details of Allies, allowing colleagues to get in touch with Allies who can assist with their own needs.

As of September 2025, Counter Terrorism Policing stood up a refreshed Inclusion, Diversity and Equality (IDE) Working Group, which will feed into the Regional IDE Board, and features HeForShe representation to ensure the HeForShe commitments are met and to provide support to other IDE workstreams.

Over the next year, CTPSE will continue to build their Ally Network and are hoping to organise Upstanding not Bystanding and Coaching/Mentoring training sessions to an established Ally Network.

The working group will be focusing on creating a Mission Statement to ensure their work has a clear steer and keeps momentum moving forward and will be working with Brooke Jarvis and Louise Crawford, the HeForShe Programme Managers, to learn more about fully embedding the HeForShe gender equality movement into the CTPSE organisation.



**-15.37%**  
Difference in Middle Management

**5.89%**  
Difference in Senior Leadership

# Cumbria Constabulary

## Good Practice Example



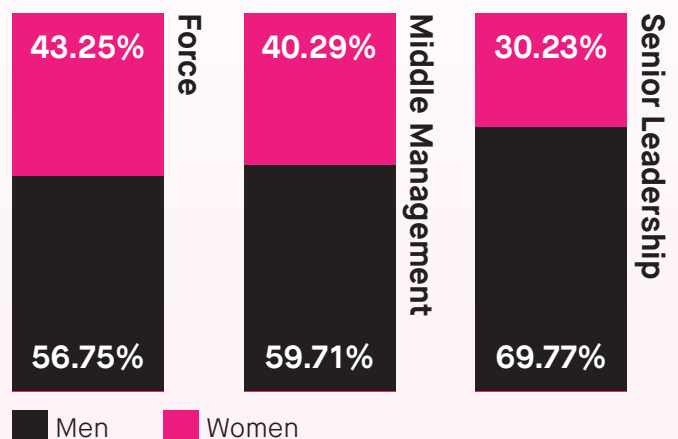
As part of Cumbria Constabulary's work to improve diversity, equality and inclusion within Specialist Operational roles it has introduced a new Maternity, Paternity and Adoption Policy for Authorised Firearms Officers (AFOs).

Due to the unique training requirements of AFOs, an officer returning from a period of maternity leave is likely to have missed a large amount of mandatory training. There is a need therefore for these officers to 'catch up' on this training but this can result in a lengthy delay before full operational duties are resumed. This can sometimes be a frustration for officers and may even be perceived as a barrier to returning to the AFO role.

The Constabulary values the contributions of all AFOs and is committed to fostering an environment that supports their ongoing professional development and retention. By offering voluntary, additional training opportunities during maternity leave, it aims to enhance the skills and preparedness of these officers, ensuring they are well-equipped to fulfil their duties upon their return. It also seeks to retain officers in these highly trained and critical policing roles following return from maternity leave. This policy is only applied where it is appealing to the officer and arranged on an individual basis.

The first step in the process is that during the pregnancy risk assessment, or disclosure of the need for paternity or adoption leave the officer is invited to meet with the Firearms Training Manager (FTM) to create a bespoke return to work package. As stated, this is only progressed where the full agreement of the officer is given.

The approach has only recently been introduced but it is hoped that it will prove a popular addition to the support that the Constabulary has in place for these critical roles.



**-2.96%**  
Difference in Middle Management

**-13.02%**  
Difference in Senior Leadership



# Derbyshire Constabulary

## Good Practice Example



### Derbyshire Constabulary is committed to supporting the progression and development of all officers and staff.

The force adopted the Inspire programme, designed by the College of Policing and National Police Chiefs' Council (NPCC) with the aim of supporting the development of officers, staff, and volunteers from underrepresented groups at an early stage of their careers (0 – 3 years), actively promoting career long progression to encourage retention within the service.

The programme was designed to be delivered by forces as part of their workforce development programmes. Derbyshire Constabulary has participated in the programme from the pilot stage and has delivered sessions 'in-house' from 2022, with the support of an external trained facilitator. The Inspire programme has helped complement their force strategy to embrace difference and inclusion.

Over the last few years, the programme has taken several forms, starting in the classroom, then migrating to online delivery over the covid years before moving back to face-to-face delivery.

In 2024, the force reviewed its approach to programme delivery. In addressing the underrepresentation of female officers and staff in middle management roles the programme was specifically targeted at females.

With the support of the external facilitator the force's North Division designed a bespoke day, following the Inspire syllabus, but adding content such as a Q&A session with internal female role models who shared insights and inspiration around their career journeys.

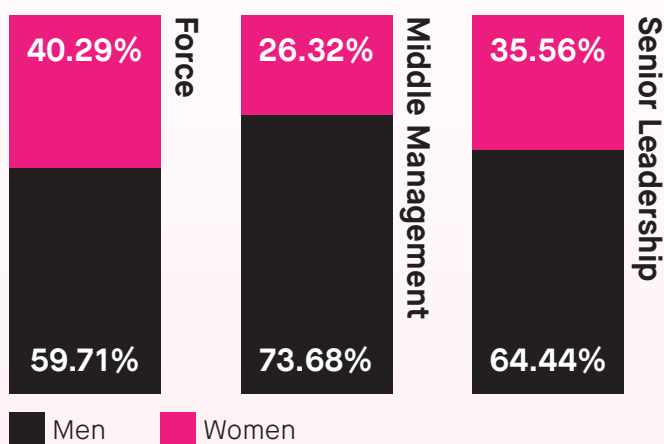
Two Inspire programme training days were held with forty-one officers and staff attending the programme over those two days. Feedback was captured and was really positive, with all respondents rating the sessions as good or excellent.

#### Some of the feedback included:

*"Fantastic to see a Chief Inspector stepping up and saying 'hey, if I can do it, you can!' I love this."*

*"It was really inspiring and has absolutely made me think differently regarding my future with the force (in a good way), but also on a personal level. I really enjoyed the content and could recommend to others."*

Following the success of the programme the intention is to run similar days in Autumn 2025 for the force's South Division.



**-13.97%**

Difference in Middle Management

**-4.73%**

Difference in Senior Leadership



# Devon & Cornwall Police

## Good Practice Example



**Devon and Cornwall Police continue to encourage open discussion and the sharing of gender-based experiences—both positive and negative—through its **Let's Talk** branded listening sessions.**

Later this year, a series of HeForShe-led **Let's Talk** sessions will provide a safe space specifically for men across the organisation to talk openly about gender equality and their role in creating a fair, respectful workplace. These sessions will allow participants to share views, ask questions, and explore concerns honestly and without fear of judgement.

The force has also hosted a major lived experience event to tackle Violence Against Women and Girls (VAWG). The day brought together approximately 80 police and partner agencies, alongside external survivors of domestic abuse, stalking, and sexual offences. Personal stories were shared in-person and via recorded videos, with guest speakers including survivors of domestic abuse, sexual offences and those affected by police-perpetrated domestic abuse. The event created a powerful and safe space for survivors to be heard, whilst providing police and partners with invaluable insights into how policing is experienced in reality.

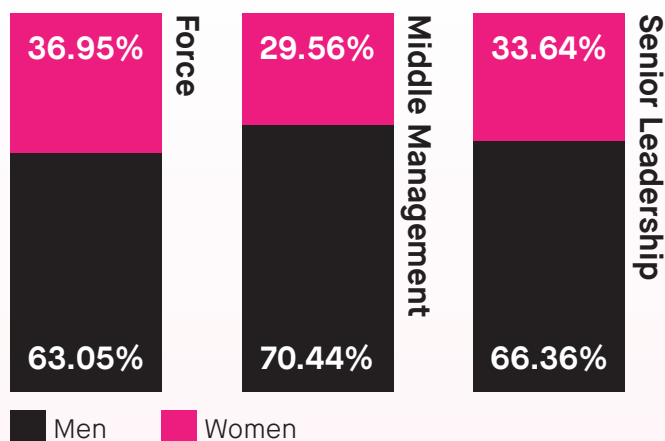
The aim was to educate, share experiences and to begin an ongoing conversation with those who have lived through abuse, building strong relationships between partners and affected communities.

Learning from the event was quickly translated into action. A follow-up workshop with 25 attendees developed a draft action plan, which is now being taken forward by a newly formed working group.



The experiences shared at this event are already influencing frontline training, with this feedback informing domestic abuse and stalking content, as well as informing local VAWG initiatives.

Looking ahead, the programme will continue to expand with a focus on developing male advocates, training, policy, communication campaigns and further frontline engagement. By embedding lived experience into strategy and practice, Devon and Cornwall Police are creating meaningful cultural change and delivering a more victim-focused response to VAWG.



**-7.39%**

**Difference in Middle Management**

**-3.31%**

**Difference in Senior Leadership**

# Dorset Police

## Good Practice Example



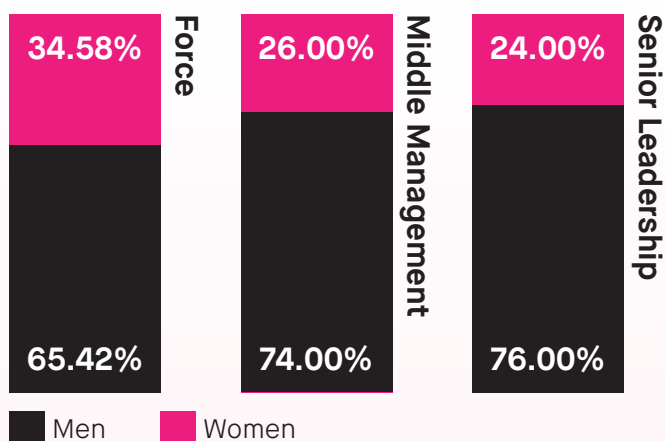
**Dorset Police is currently providing a focus on supporting woman through all aspects of the police promotion process.**

An area that requires further encouragement and support for women is linked to the low numbers who are registering, sitting and being successful at the Sergeants exam.

To support woman through the process the Positive Action Team has purchased access to the Blackstones online study material. Everyone in the organisation has been given the general access but for individuals from underrepresented groups, mainly women, additional access to the online Q&A is also included.

Dorset Police recognises this alone will not deliver the increase in the number of women coming forwards to start their promotion journey, therefore a number of webinars have also been scheduled. These are designed to further support woman who are considering entering the process and include officers who have recently passed their probation as well as those who have previously been unsuccessful when sitting their exam.

The purpose of these sessions is to encourage individuals to think about their career progression and help them to access and engage in the support available for the exam and beyond through the **Promotions Support Programme**. This is still in its early days and there is already a high level of good interest.



**-8.58%**

Difference in Middle Management

**-10.58%**

Difference in Senior Leadership

# Durham Constabulary

## Good Practice Example



**Durham Constabulary continue their firm commitment to promotion of gender equality through various initiatives across the organisation. One such initiative has focused on the recruitment of women into specialist roles, notably, armed policing.**

In order to understand the challenges when recruiting into firearms roles, a full review of recruitment processes and barriers to females joining the command was undertaken.

This included a forcewide survey to understand female perspective of associated barriers.

Following the survey analysis, a plan of action was created with a specific diversity, equality, and inclusion focus, to influence and improve culture and practices identified as barriers to specialist recruitment.

Myths identified from the internal survey informed changes in the recruitment process which now incorporate 'myth busting' sessions around perceived barriers. To enhance breaking down barriers, Durham Constabulary worked collaboratively with Cleveland Police Tactical Training Centre and removed a specific tactic from the training programme that was identified as a barrier.

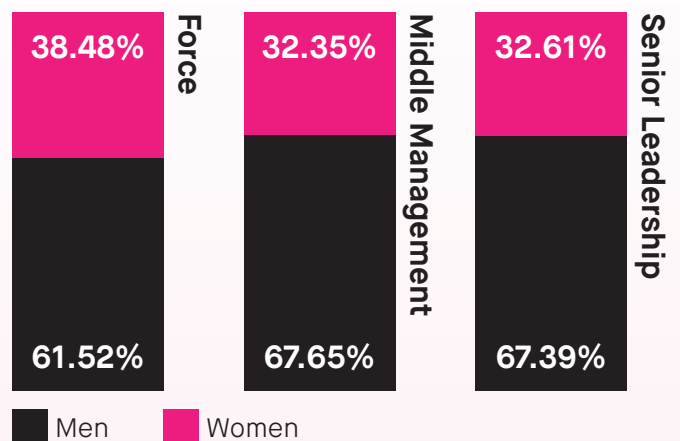
The local command structure was adapted to increase the provision of Roads Policing positions and provide a pathway into the specialist role, removing the conventional requirement to directly undertake the armed response function.

Furthermore, the command encouraged attachments into the Durham Roads and Armed Policing teams to provide a valuable, first-hand insight into the specialist roles and take organisational learning from the feedback provided by those undertaking the attachments.

Officers from Durham Constabulary attended the Metropolitan Police Service to review their Women in Firearms initiative, and bring those principles back to the Constabulary, to continue understanding and enhancing current processes and practice.

Through taking the time to listen to colleagues and understand barriers to recruitment of women into firearms roles, Durham Constabulary have increased the number of female officers within the specialist team from 4% to 11% over the last 12 months.

Whilst Durham Constabulary celebrate this achievement, they remain committed to gender equality across the organisation and continuing to develop an inclusive working environment.



**-6.13%**

**Difference in Middle Management**

**-5.88%**

**Difference in Senior Leadership**



# Dyfed-Powys Police

## Good Practice Example



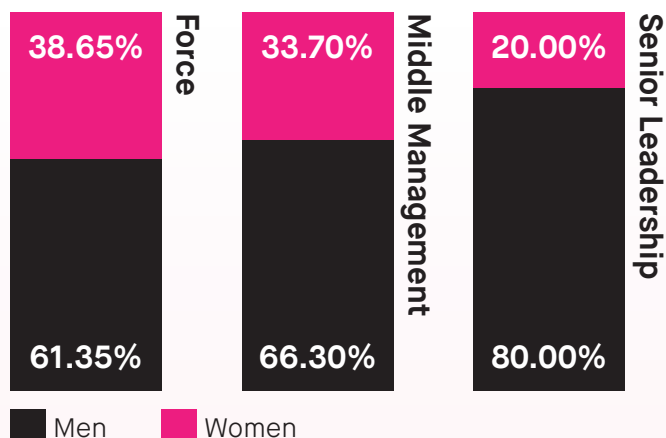
Dyfed-Powys Police has launched a **Families Support Group**, the scope of which extends beyond just parenting alone. It looks to provide support whether you're a carer, a parent, or managing other family responsibilities alongside your career.

Dyfed-Powys recognises that there are many elements of family life that can pose challenges and require some additional support or information. The **Families Support Group** will seek to empower, support, and connect parents and carers within Dyfed-Powys.

The group is committed to promoting a positive and inclusive workplace where family responsibilities are recognised, valued and supported.

Through advocacy, peer connection, and access to resources, Dyfed-Powys aims to help colleagues thrive both at home and at work - ensuring no one has to choose between their family and their career with Dyfed-Powys.

To celebrate the launch the force teamed up with **'FLY Mama'**, a specialist wellbeing brand to offer expert-led physical and emotional support to parents. Workshops addressed pregnancy, postnatal and health related matters, as well as including talks from Employers for Carers and networking and signposting with staff support networks such as Unison, the Police Federation, Pensions, Occupational Health and HR.



**-4.95%**

Difference in Middle Management

**-18.65%**

Difference in Senior Leadership



# Essex Police

## Good Practice Example



**Essex Police has continued its commitment to gender equality through the HeForShe initiative by launching four dedicated workstreams aligned with the organisation's strategic priorities.**

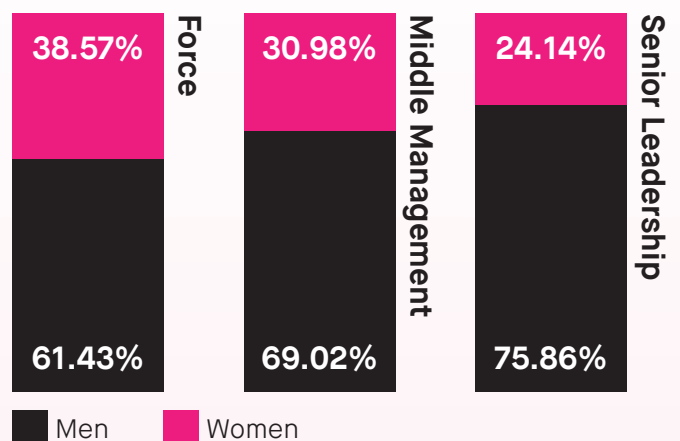
These workstreams were developed following a review of the current HeForShe commitments and are each led by senior representatives from across the force.

- 1. Gender Representation within OPC** – this workstream focuses on understanding and improving gender balance within the Operational Policing Command (OPC). It aims to identify barriers to representation and develop targeted actions to support a more inclusive workforce.
- 2. Flexible Working in the Policing Environment** – this area explores how flexible working practices can be better embedded across operational and support roles. The goal is to create a culture where flexibility considerations are normalised and accessible to all.
- 3. Promotional and Lateral Development Support for Women** – designed to enhance support for women seeking progression or lateral development opportunities. It includes reviewing existing processes, mentoring schemes, and access to development resources.
- 4. Addressing Misogyny in the Workplace** – this workstream is tackling misogynistic behaviours and attitudes within the workplace. It aims to foster a culture of respect and accountability through education, policy review, and proactive intervention.



Initial one-to-one meetings have taken place between each workstream lead and the Chief Officer lead to shape the direction of work. Plans are now in place to hold quarterly scrutiny panels, where each lead will present progress and challenges. These panels will include HeForShe Ambassadors and providing a platform for Q&A and direct tasking. This approach ensures that Ambassadors are actively involved in driving change and can cascade learning and actions to their respective teams.

Through this structured and collaborative approach, Essex Police continues to embed the principles of HeForShe across the organisation, strengthening its commitment to gender equality and inclusive policing.



**-7.59%**

Difference in Middle Management

**-14.43%**

Difference in Senior Leadership

# Gloucestershire Constabulary

## Good Practice Example



**Gloucestershire Constabulary recognises the importance of overcoming significant barriers to achieve gender equality; both caring responsibilities and the menopause are key challenges in this. Gloucestershire Constabulary through the Women's Support Network have delivered two initiatives to help support colleagues facing these challenges.**

The first initiative under the Family Matters Workstream is parent and child 'drop-in' sessions. The drop-in sessions are open to all parent colleagues but focus on colleagues on parenting leave to help support new parents returning to work.

The drop-in sessions run quarterly at Police Headquarters, providing a safe environment for children to play while parents share experiences and discuss concerns and challenges over cakes, tea and coffee. It is an opportunity where colleagues can speak to other parents, external support agencies and internal support networks including occupational health, well-being advisors, Federation, Unison, and people with lived experience.

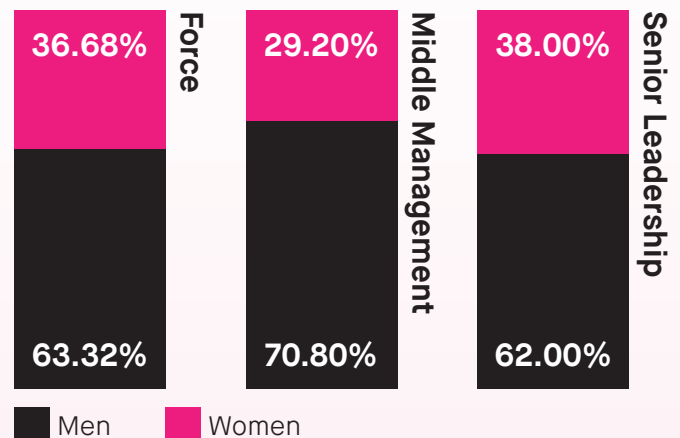
The second initiative is setting up a series of 'Menopause Cafés'. Recognising that three out of four women experience menopause symptoms and that symptoms vary but can be very challenging, both in and outside of work. Gloucestershire Constabulary believe in an inclusive working environment, women are working longer and it's important that colleagues feel valued and that barriers created by the menopause are identified and reduced, helping people to thrive at work.

The idea of the Menopause Café is to provide a safe environment where colleagues from all departments/ ranks can share their own stories and experiences, helping support others.

The temporary café is created in a large open plan meeting room, changing the environment with bunting, tablecloths, table decorations and of course accompanied by tea, cake, sweets and biscuits!

The cafés prompt lively chat about workspaces, policies and uniform and has provided great feedback to allow vital improvements to be made to the working environment. The cafés have also helped provide more individual support to women, including advice concerning reasonable adjustments and occupational health, and peer-to-peer support for women across the organisation.

Gloucestershire Constabulary through the Women's Network have held three Menopause Cafés with a fourth planned in September. All have been well attended and received.



**-7.48%**  
Difference in Middle Management

**1.32%**  
Difference in Senior Leadership

# Greater Manchester Police

## Good Practice Example



**Greater Manchester Police (GMP) recognised the need to provide focused support to female officers, particularly those from underrepresented groups, to improve confidence in applying for promotion and navigating the assessment process.**

Previous feedback from online **Promotion in Focus (PiF)** sessions highlighted that, female officers often lacked clarity around the process and felt less confident in their readiness to apply. In response, GMP committed to redesigning PiF to better meet their needs and increase female representation in the Sergeant promotion process.

**GMP identified that redesigning and delivering an in-person PiF programme would:**

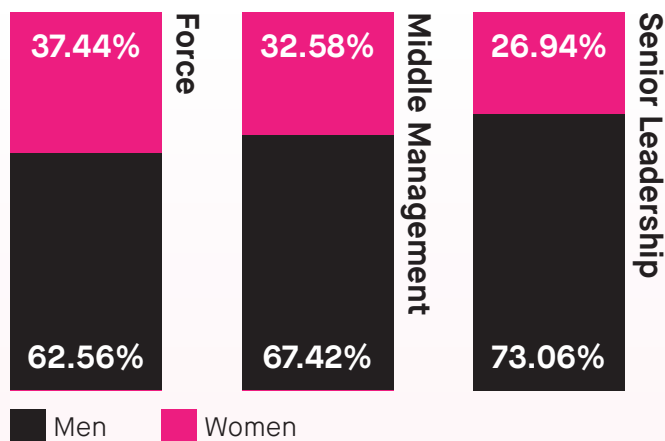
- Improve female officers' understanding of the promotion process.
- Build confidence in navigating assessment centre logistics.
- Provide practical advice and dispel myths.
- Increase female success rates in the promotion process.

**To achieve this, GMP:**

- Delivered two in-person PiF sessions, specifically targeting officers from underrepresented groups.
- Engaged Quality Assurers to share insights, tips, and common candidate pitfalls.
- Provided tailored guidance on question types and assessment centre expectations.
- Ensured the sessions were inclusive and accessible to female officers, regardless of prior promotion process experience.

**As a result:**

- Of the 33 attendees, **25 were female (76%)**.
- **20 female officers (80%)** who attended PiF were successful in the promotion process.
- This contributed significantly to the overall outcome: **38 female officers** were promoted, representing **43% of all successful candidates**.
- PiF attendees outperformed the wider cohort, demonstrating the value of targeted, supportive interventions.



**-4.87%**

**Difference in Middle Management**

**-10.51%**

**Difference in Senior Leadership**



# Guernsey Police

## Good Practice Example



**Guernsey Police, working alongside their Bailiwick of Guernsey partner agencies, has embarked on a significant programme of work to better understand some of the barriers faced within the workforce and to remove any gender inequalities found.**

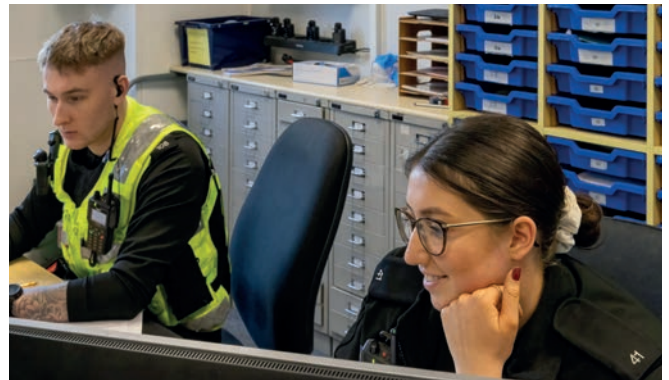
Working with a survey partner, all staff across the organisation were invited to share their feedback through an internal wellbeing and culture survey. This allowed the organisation to collect really valuable data on how staff think and feel. With the same survey being conducted across three distinct partner agencies, a collection of data has allowed benchmarking.

The data was collated and analysed and action plans established to address any areas that were particularly low scoring or where particular issues of concern were raised. These were in the thematic areas of: **'communication'**, **'promoting transparency'** and **'equality'**. Interestingly, the survey indicated that female staff currently feel more supported than their male counterparts.

Although equality is the aim, these results suggest a growing confidence in the organisational culture and leadership. Much work has been done in this space, with a number of initiatives rolled out:

### Development & Progression Initiatives:

- Continuing Professional Development (CPD) opportunities have been actively promoted for women.
- Links have been established with the Senior Women in Policing initiatives led by the College of Policing, providing mentorship and development pathways for aspiring female leaders.



- A process has been commenced to enhance the appraisal system to encourage discussion around career progression and opportunities for growth.
- Work has been undertaken to ensure that qualities that are sought in both recruitment and promotion are both transparent and non-discriminatory.

### Values:

- Organisation-wide Code of Ethics inputs have been delivered, focusing on ethical dilemmas and promoting inclusive, reflective leadership practices.
- Workshops have focused on workplace incivility and crystal-clear expectations on standards of behaviour.



# Gwent Police

## Good Practice Example



**Gwent Police has experienced a paucity of senior female leaders over several years which was continually evidenced through annual promotional processes.**

A working group was established to examine this further, and a survey was shared among all female officers within the organisation which sought to identify blockers that prevented female officers from seeking promotion at more senior levels.

Results from the surveys identified issues of self-confidence, lack of flexible working arrangements, caring responsibilities, personal barriers and the promotion process itself. In addition, almost 50% of all respondents stated they were unaware of the force's Mentoring Programme and 50% of those who were aware of it believed it not to be fit for purpose.

**The force established 5 focus groups involving female officers at Constable and Sergeant rank and created the 'Female Flight Path' for Gwent Police which sought to:**

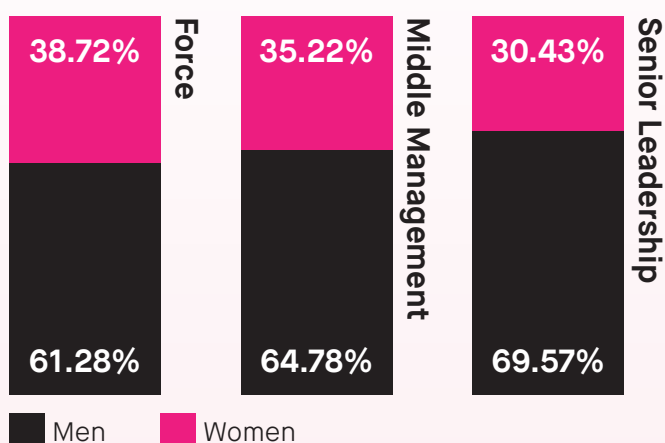
- Create a safe space for females to voice their concerns, worries and blockers within their current role and rank up to and including the rank of Chief Inspector.
- Encourage informal peer to peer mentorship and guidance.
- Encourage open conversation around promotion; examining and dealing with the blockers that may exist.
- Create networking opportunities for females to consider lateral development and skill accreditation.
- Share experiences to encourage knowledge sharing.



This included several half-day in-person events, where female officers were able to understand the roles and responsibilities (and demands) from practitioners; whilst inputs were provided around 'Imposter Syndrome' and 'Improving Self Confidence'.

A series of further events, by the Assistant Chief Constable and aimed at Constables through to temporary Chief Inspectors, will further seek to create safe spaces for participants to talk about their concerns whilst realising opportunities for mentor alignment, senior lead 1 to 1's and job shadowing.

Further planned activities involve Q&A sessions around interview boards, undertaking SWOT analyses, leadership inputs, skills workshops and finally a Pathway for Senior Female Leaders Conference which is provisionally set to take place in March 2026.



**-3.50%**

Difference in Middle Management

**-8.28%**

Difference in Senior Leadership

# Hampshire and Isle of Wight Constabulary

## Good Practice Example



**Hampshire & Isle of Wight Constabulary has been recognised and gained independent accreditation as a **Menopause Friendly Employer**. This accreditation is a credit to the amount of work being undertaken by the Menopause Action Group (MAG) to create change and embed culture on what is a very important issue affecting multiple sections of the workforce.**

The MAG has been going from success to success over several years, supporting people both going through the menopause and those around them. Some of their notable achievements include, creating a network of over 340 people who can access articles and discussions that are made available through their MS Teams Channel.

They have been focused on providing awareness and training across the force to people who are going through the menopause and also, supervisors. They held a joint organisational learning session, across the Police and Hampshire & Isle of Wight Fire and Rescue Service involving professional medical advice, getting natural remedy advice and blood pressure and weight checks.

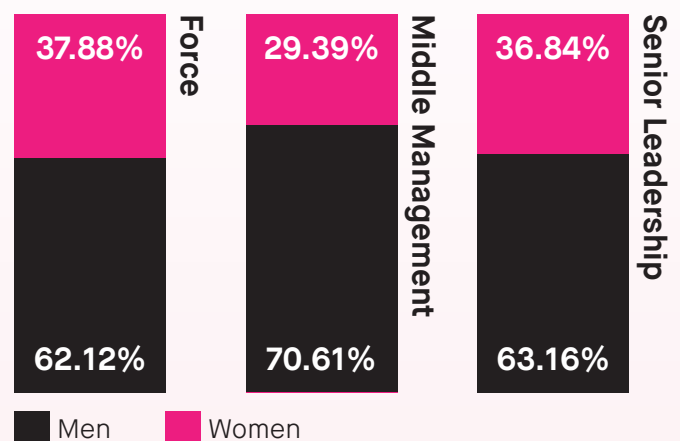
The MAG also held an event that was focused on discussing the menopause with people going through it and their loved ones. This was focused on highlighting what it is and the support out there. The intention being that this would help create a happy home life which could impact having a happy work life.

Supervisors have now had tailored guidance on the area of menopause and how to support officers and staff that they lead through this.



Developing on from this they have managed to provide suggested supportive adjustments for menopause. This is guidance that supervisors can enact without needing to go through Occupational Health. The reporting of sickness previously could have led to an inaccurate picture of how menopause was affecting staff and the organisation. The force now has a specific sickness category which allows for accurate recording and the impact that it has.

The MAG has transformed the way in which supervisors and the organisation can support people going through the menopause. It continues to support staff and is looking at developing a new menopause policy for the organisation going forward.



**-8.49%**

Difference in Middle Management

**-1.04%**

Difference in Senior Leadership

# Hertfordshire Constabulary

## Good Practice Example



**Hertfordshire Constabulary continues to run **Op Hyla** to tackle underrepresentation of women in operational and leadership roles across the organisation.**

**Working with representatives from all areas of the force, including:**

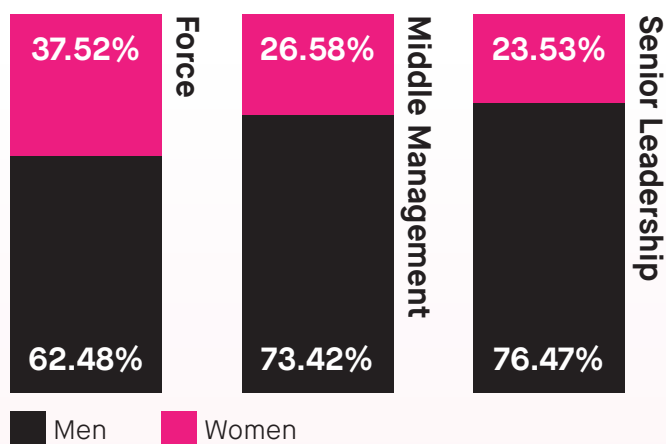
1. The Women's Network
2. HeForShe
3. The Men's Network
4. Force Diversity Lead
5. Positive Action Team
6. Police Federation
7. Unison

On a force level, **Herts Future** has been launched. This is a 12-month talent development programme open to all officers, staff and volunteers, that will focus on developing tomorrow's leaders within the organisation. Females have been encouraged and supported to secure a place on the process, with positive feedback on the support provided. **Herts Future** provides opportunities and development to those who have been selected for their skills and abilities, regardless of background or rank.

**Project Malis** has been delivered to support and promote confidence in females at Constable rank and staff equivalent roles. This involves cohorts of females and underrepresented groups spending a day with the military looking at problem solving and leadership principles in practical scenarios. Each candidate had the opportunity to lead a scenario. These ranged from rescuing stranded people across a river, setting up a communications base with a mast and scenarios to test hand eye coordination and memory.



This is supported by a second day where a presentation on '**I am Remarkable**' and how to give a structured briefing were delivered. Followed by the opportunity to deliver a 15-minute interest presentation to boost their confidence and skills with public speaking. Topics included the wives of Henry the eighth, SCUBA diving and what it is like to live in New Zealand. Moving forward each candidate will be paired with a mentor to support their development and strengthen networks.



**-10.94%** Difference in Middle Management

**-13.99%** Difference in Senior Leadership



# Humberside Police

## Good Practice Example



**Humberside Police are implementing several new processes through the national Operation Soteria initiative, which is aimed at transforming the criminal justice response to Rape and Serious Sexual Offences (RASSO).**

This year, the Soteria Implementation Plan has been signed off, and essential training to improve initial investigation and response to RASSO has been rolled out to much of the force.

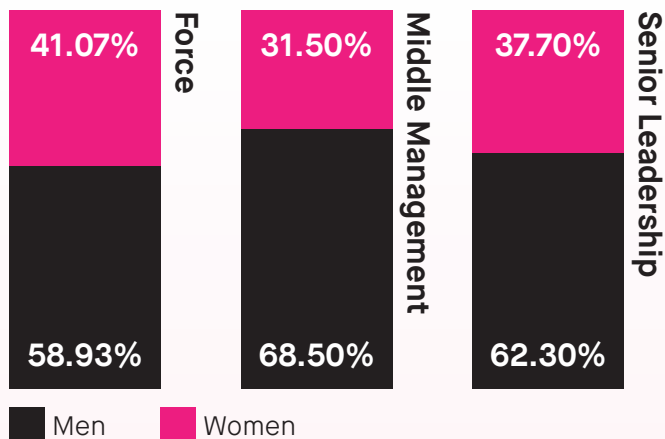
The RASSO Investigation Teams have introduced several innovations during this year that have improved the service quality to adult victims of RASSO, the majority being female.

These innovations have included a new RASSO initial investigation booklet aimed at securing vital evidence at the outset of an investigation, a new adult needs assessment booklet which aims to establish the needs of adult victims to ensure best evidence is achieved and a mobile phone initiative which aims at further safeguarding victims whilst key mobile phone evidence is being gathered.

RASSO investigators have also benefitted from a number of new initiatives including the introduction of individual wellbeing plans and face to face access to therapists when needed.

Training has also been delivered to RASSO investigators in relation to challenging longstanding gendered myths and stereotypes that have historically hindered charge rates in sexual violence cases and in the use of terminology that avoids unnecessary 'victim-blaming'.

Soteria is also setting a standard within the RASSO Investigation Teams, with women holding 67% of investigator roles and 65% 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, Humberside Police's initiative demonstrates how a suspect behaviour focused, survivor-centred approach, coupled with a commitment to diversity within policing, has led to an improvement in the positive outcome rates for RASSO.



**-9.57%**

**Difference in Middle Management**

**-3.36%**

**Difference in Senior Leadership**



# International Police Association Section UK (IPAUK)

## Good Practice Example



There is a lot of interest about HeForShe internationally within the International Police Association (IPA), and Section UK has been able to take a lead on promoting HeForShe within other Sections (countries) which has raised its profile within the Association.

### Examples:

#### 1. IPA Northern European Forum Meeting 10-12 April 2025

IPAUK was asked for additional information from the Netherlands after Brooke Jarvis delivered a presentation at the Northern European Forum Meeting in April. The meeting comprised 12 countries from the Northern European geographic area who were gathered to discuss and shape IPA policies moving forward, with a particular emphasis on young members. It was very important to connect HeForShe to the IPA's international SHEisIPA project, which aims to create more visibility about the IPA across women in policing more widely and shine a light on and support those already within the IPA.

#### 2. SHEisIPA's 'Embracing an Inclusive Vision for the Future 2' Seminar in Cologne, Germany 13-17 April 2025

IPAUK joint HeForShe Coordinator Liam Busby (Thames Valley Police) was invited to deliver a presentation about the HeForShe initiatives in the UK and Thames Valley Police to an audience of 55 international female police officers from 25 countries. Some countries present like Moldova have already adopted HeForShe, so the event provided an interesting information-sharing opportunity. Other countries present do not have



HeForShe initiatives and were keen to get more information from Liam. Again, the Netherlands were particularly interested, and a visit by a Dutch IPAUK is being planned for 2026.

IPAUK has been sharing the HeForShe newsletter which is circulated to all UK forces to the 35 countries that have taken part in International Police Association SHEisIPA seminars. The newsletter has been well-received and provides an opportunity for the activities of all forces to be shared on an international policing platform and for other countries to be able to make contact through the UK HeForShe Team where contact or additional information is required.

<https://www.ipa-international.org/>

# Kent Police

## Good Practice Example



**Kent  
Police**

**Kent Police regularly host **Walk and Talk** events throughout Kent, working alongside local councils, partner organisations and businesses. Each event is shaped by feedback and highlights issues affecting women and girls.**

These events give women and girls the chance to speak directly with officers in specialist roles. Recently, officers from the Kent Police Paedophile Online Investigation Team and members of Kent County Council's PREVENT team have attended to answer questions.

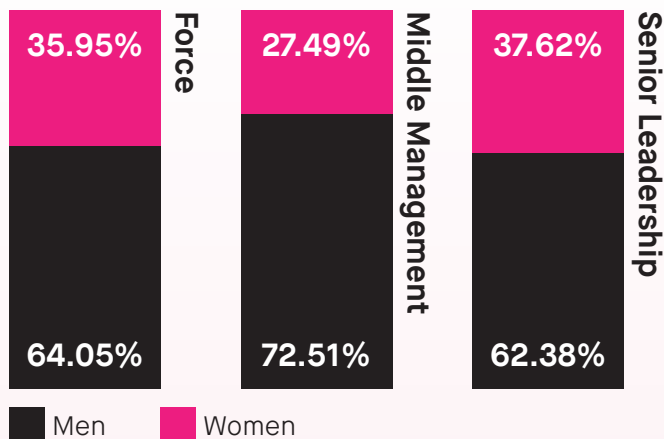
The **Slam the Brakes** campaign is being developed through research with officers and domestic abuse partners after a link was identified between driving behaviours and domestic abuse. Enhanced training will be delivered to officers to develop their professional curiosity and help in spotting the signs of domestic abuse while conducting traffic stops/investigations. Officers will also provide discreet signposting to support women and girls in abusive situations. The force aims to extend the campaign into other forms of transportation, such as buses and taxis, using Special Constable volunteers to deliver bystander training to drivers across the county.

The force Gender Progression Plan was developed following a large listening circle with female officers and staff. The plan covers ways the force can support female recruitment, retention and progression and supports recommendation 16 of the Angiolini report, to ensure Kent Police is an inclusive organisation where women can thrive. The force reports on its gender pay gap and responds with bespoke targeted activity, tracked through the governance of the force Diversity and Inclusion Board and Chief Officer oversight.



The force's Menopause Action Group (MAG), a subgroup of the Kent Network of Women internal support association, is a finalist in the national Menopause and Menstruation Friendly Employer Awards which recognise menopause friendly employers. The MAG supports over 1,000 women.

A film, developed as part of the **Don't Disrespect** campaign to challenge boys to take a stand and end street harassment, has been nominated for a national award. The campaign was developed in partnership with Kent County Council, the Kent and Medway Violence Reduction Unit and children from local schools and youth groups.



**-8.45%**

**Difference in Middle Management**

**1.68%**

**Difference in Senior Leadership**

# Lancashire Constabulary

## Good Practice Example



Lancashire Constabulary worked collaboratively with Durham University to undertake a **Cultural Audit**. Just over 35% of the entire workforce took part in the survey which also involved colleagues participating in one-to-one interviews. The entire process was independently managed and analysed by the Durham University Police Research Team, ensuring a robust and impartial review.

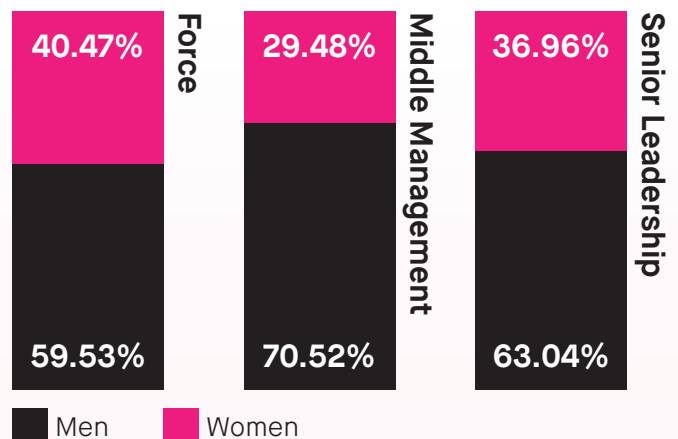
The audit ran for six weeks from May and was open to officers, staff, and volunteers across all ranks and business areas. It explored key aspects of workplace culture, including Leadership and Ethics, Work Demands and Challenges, Work-Family Life Balance, and Inclusion and Wellbeing. The aim was to gain a clearer picture of how it felt to work for Lancashire Constabulary – what's working well and what could be improved.

The findings of the survey revealed job satisfaction rising. Vast majority of respondents reported supportive direct-line management. Majority of respondents believe the force is committed to having a diverse workforce.

Areas for improvement identified high hindrance stressors impacting on wellbeing and job satisfaction, some respondents reported experiencing negative behaviour in the workplace involving inappropriate comments or behaviours that undermine dignity and respect for colleagues.

Some of the findings from this audit have been used to further complement ongoing work to support gender equality:

- HeForShe Ally network expansion with a focus on specific departments/teams.
- HeForShe strategic governance strengthened with creation of tactical board meeting which reports into the force Cultural Inclusion Board.
- **Creation of dedicated HeForShe pillar leads:** Sexism and Misogyny, Representation, and Health.



**-11.00%**

Difference in Middle Management

**-3.52%**

Difference in Senior Leadership



# Leicestershire Police

## Good Practice Example



### Counter Terrorism Policing East Midlands (CTPEM)

**A number of female colleagues within CTPEM established the regional Women in CT (WinCT) committee in 2023 in support of the aims and to extend the reach of the wider national network.**

Over the last two-and-a-half years, the East Midlands network has grown to 60 (including a number of male allies) and has achieved a number of successes in supporting and mentoring colleagues across the regional counter-terrorism unit.

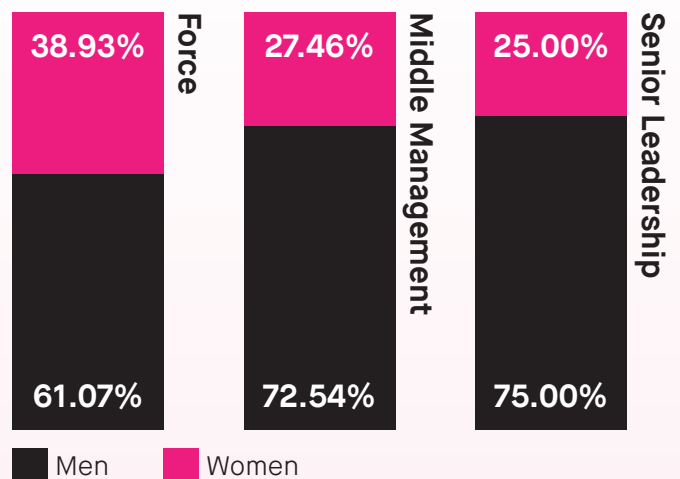
The committee, which undertakes the majority of administrative and guidance development, is now 10-strong and includes a male colleague. The team of police officers and staff—who volunteer their time to run the network—hold regular meetings, identify and facilitate attendance at national development events, arrange local CPD sessions, and engage with regional forces and national networks to promote initiatives offering development opportunities and courses for women.

Direct support is also provided to those on leave, offering advice and Keeping in Touch (KIT) days of value, including training refreshers etc., as well as assistance around return to work and flexible working opportunities.

A business case to provide resources aimed at supporting the wellbeing of colleagues taking leave to welcome new additions to their families, has led to engagement with East Midlands Special Operations Unit (EMSOU) to extend the initiative to those across the regional collaborations.

In October 2025, the team observed Baby Loss Awareness Week by displaying a tree of remembrance on which colleagues could place ribbons on its branches in tribute to a lost child. Further work to develop a cadre of ambassadors offering support to colleagues who have lost babies and young children, in a bid to help them return to duty/remain in work etc., is also underway.

In February 2026—as testament to its progress in supporting women in CT—WinCT EM will be the first region to host the national Women in CT network conference, this time in Nottingham, in which they will showcase their proactive work in the region, as well as share good practice, successful initiatives and inspirational stories from across the country.



**-11.47%**

**Difference in Middle Management**

**-13.93%**

**Difference in Senior Leadership**

# Lincolnshire Police

## Good Practice Example

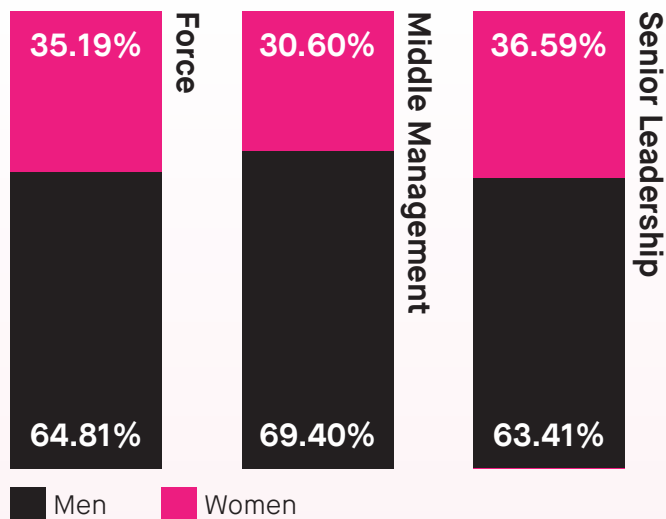


### In May, Lincolnshire Police's Health and Care Team hosted **Women's Health Week**.

Throughout this week officers, staff, and volunteers were invited to join a variety of events, providing women and supporters of women's health equality the opportunity to increase their awareness and understanding of Fibromyalgia, Menopause/ Perimenopause and Mental Health, Gambling Harm, and the National Police Healthcare Scheme.

This week also included free Health MOTs located at HQ and different stations across the county, making such a helpful medical check more accessible to employees of the force. 103 Health MOTs were carried out across 5 stations, with the MOTs based at HQ being fully booked.

During the week the force hosted representatives from local services who offered information about carbon testing, NHS Bowel Screening, and NHS Abdominal Aortic Aneurysm Screening. Interaction with these representatives was well received in stations.



**-4.59%**

Difference in Middle Management

**1.40%**

Difference in Senior Leadership

# Merseyside Police

## Good Practice Example



### Inspiring Future Generations for Gender Equity

To mark International Women's Day on Saturday 8th March 2025, Merseyside Police delivered a week-long programme of engagement from Monday 3rd to Friday 7th March. Officers and staff visited ten all-girls high schools across the region, connecting with over 4,000 students to inspire young women to consider careers in policing.

Aligned with the 2025 theme, '**Accelerate Action for Gender Equity**', the initiative celebrated the contributions of female officers and staff while promoting inclusivity and empowerment. Through visible representation and storytelling, Merseyside Police aimed to demonstrate the diversity of its workforce and encourage girls to pursue their ambitions.

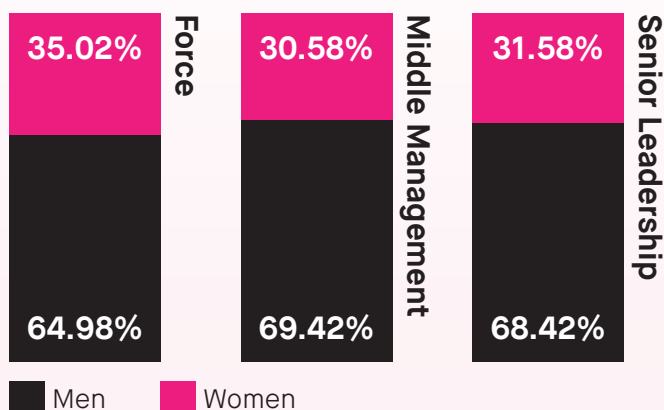
The programme was coordinated by the Force Outreach Team, supported daily by representatives from departments including Armed Response Vehicles, Dog Section, Forensics, Investigations, Response, and Clerical Apprentices. These professionals shared personal career journeys, discussed challenges overcome, and offered guidance to those interested in following similar paths. Officers also addressed the force's efforts to combat Violence Against Women and Girls (VAWG), helping to build trust and confidence among attendees.

Students were encouraged to reflect on personal boundaries and were equipped with tools to identify misogynistic behaviours and language. The sessions aimed to foster self-esteem, resilience, and the confidence to build healthy relationships.

The initiative also spotlighted allyship within the organisation. Senior male officers stood alongside female colleagues, celebrating their achievements and reinforcing the importance of gender equity. Their support amplified the message of inclusion and respect, underscoring the role of allies in creating safe, equitable environments.

**Assistant Chief Constable Zoe Thornton, People Services, commented:** "It's important to be involved in positive events like this that allow us to engage with young people and build trust. Showcasing the range of roles available beyond frontline policing helps attract diverse talent and perspectives to Merseyside Police."

**Following the event, feedback revealed a significant shift in perception:** 90% of participants reported increased confidence in reporting crimes, and 69% expressed interest in pursuing a career with Merseyside Police—an encouraging step toward building a more representative and trusted force.



**-4.44%**  
Difference in Middle Management

**-3.44%**  
Difference in Senior Leadership



# Metropolitan Police Service

## Good Practice Example



**To continue the work to address its commitment to cultural improvements and creating an ever more pro-inclusive approach to policing the capital, the Met's Culture, Diversity and Inclusion (CD&I) Directorate supports leaders and colleagues across the Metropolitan Police Service (MPS) to help drive forwards the ambitions set out in the Met's Culture Plan, as well as the London Race Action Plan.**

The CD&I Directorate helps embed the Met's values across all areas of the organisation and promote upstanding and allyship. They reinforce a more consistent and data led approach tackling culture change. One such example of this is the creation of six thematic groups, chaired by senior colleagues, and focused on tackling challenges faced by members of protected groups. There are thematic groups covering Race, Faith, Disability, LGBT+, Gender, and Families and Flexibility, and each has a clear mission statement with workstreams, led by committed volunteers who take action to make the workplace and practices more equitable.

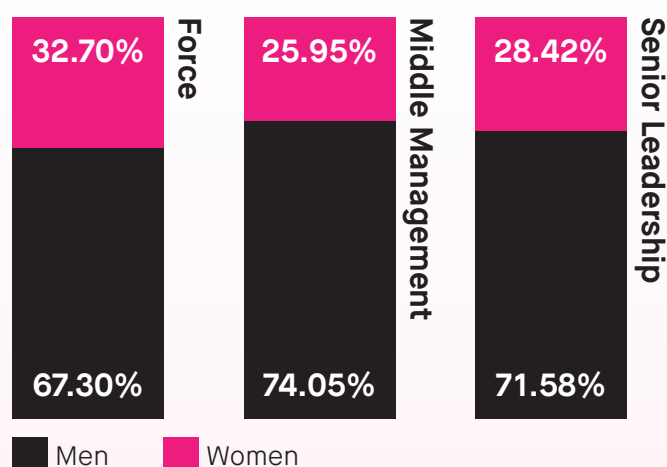
The mission statement for the Gender Thematic is *"We will identify, and progress work needed to redress gender inequalities in the MPS. We will seek out opportunities to update or replace policies which maintain inequitable gendered practices with particular focus on those which frustrate the fair advancement of colleagues and stand in the way of proportional gender representation across the MPS, at all ranks and bandings"*.

The group will support efforts to ensure gender-based discriminatory behaviour is eradicated within the organisation and it will seek to prioritise work strands which relate to the most statistically significant areas of gendered disproportionality.

### Workstreams currently include:

- Improving gender representation at the rank of Inspector.
- Women's health support.
- Improving the **'Return to Work'** journey following maternity and parental leave.
- Enhancing support for colleagues who have suffered domestic or sexual abuse.

The leads for these workstreams, who are the chairs and leads for gender-based networks as well as HeForShe Allies, work closely together to promote each other's work and consider areas of intersectionality, particularly with the Families and Flexibility Thematic. They collectively seek out opportunities to consult on Equality Impact Assessments and collaborate for events such as National Inclusion Week.



**-6.75%**

**Difference in Middle Management**

**-4.28%**

**Difference in Senior Leadership**

# National Crime Agency

## Good Practice Example



**This year the National Crime Agency is showcasing some of the fantastic work undertaken by their Gender Equality Group. To mark World Menopause Day in October 2024 the Gender Equality Group launched the Menopause Allies.**

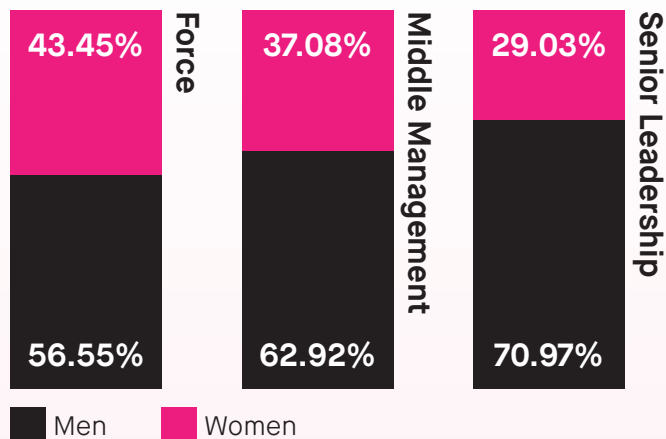
The Menopause Allies key role is to provide first line support to officers experiencing the menopause, by listening empathetically and signposting officers to appropriate places of support within the Agency and externally.

The Menopause Network works collaboratively across the Agency including Occupational Health and other gender equality groups to help educate and improve the understanding of menopause. The Network has provided informative articles, examples include shared lived experiences of the menopause to help assist those going through it, as well as their colleagues and managers. In line with the World Menopause Day theme a Hormone Replacement Therapy (HRT) factsheet was created as an easily accessible and informative tool.

To support the launch of the Menopause Allies, they have received onboarding material to support them in their role. The Allies have hosted a number of online events, this included one hosted by male Menopause Allies named **'Three Men and the Menopause'**. This focused on assisting how men can support women in the workplace and myth busting some stereotypes. These events were attended by over 120+ male colleagues and created a great deal of wider engagement with male colleagues feeling better equipped to support their colleagues going forward.

The work the Network is doing in this space is showing tangible results with analysis of a recent survey showing that women within the Agency experiencing menopause or perimenopause saw a really noticeable increase in how well they are supported by their line managers.

To build on the momentum, the network is driving its **'Let's Talk Menopause'** Campaign as part of a number of events scheduled to support World Menopause Day 2025. These events will focus on various themes to better understand challenges officers face when managing symptoms in a variety of workplaces, including operational and public facing roles.



**-6.37%**

Difference in Middle Management

**-14.42%**

Difference in Senior Leadership

# Norfolk Constabulary

## Good Practice Example



### To support female progression at Sergeant and above, Norfolk Constabulary's Empower programme continues.

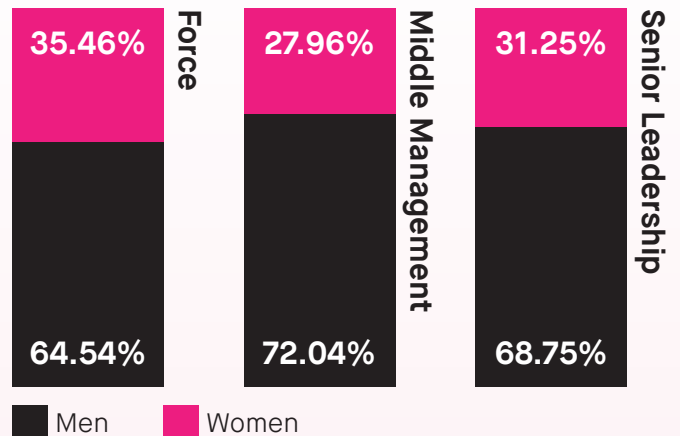
The programme supports female officers to Sergeant and creates syndicates for candidates to share experiences and knowledge while completing modules in preparedness for the various stages of promotion. With a pilot now successfully completed, HeForShe Allies continue to support this programme as Flexi-Working Advocates.

Due to the success, the programme is now being extended to include Suffolk Constabulary. Norfolk Constabulary's staff association The Forum, in which the HeForShe governance sits, is joining with Suffolk to continue equality work across both forces. This governance is further reinforced by having an agenda item at the joint force Equality, Diversity and Inclusion (EDI) Board chaired by the Deputy Chief Constables.

This will lead to closer working and coordination by both HeForShe Tactical Leads for the force including review work to confirm a HeForShe Ally in every station/building across both counties.

In relation to conduct investigations, The Forum has been supporting the Professional Standards Department (PSD) with a listening ear service which partners victims & witnesses with a colleague from The Forum to provide independent support throughout the investigation.

Following on from White Ribbon Day in November, several HeForShe Allies also signed up as Champions and Ambassadors to support the focus on changing harmful cultures in both organisations.



**-7.50%**

Difference in Middle Management

**-4.21%**

Difference in Senior Leadership



# North Wales Police

## Good Practice Example



### North Wales Police has been working to better understand the barriers that females face to progression and development in force.

The data suggests that the representation of females is lower in middle management ranks for officers and senior management for staff roles. The force wanted to better understand why this might be the case when there is very good representation of females in lower ranks/grades with actionable insight to inform future positive action delivery and talent support.

A survey was shared with underrepresented protected groups to ask how they would like to develop in the next 5 years and whether they felt there were barriers to them developing in the way they would want to. The main way that females wanted to develop was through promotion to the next rank or grade.

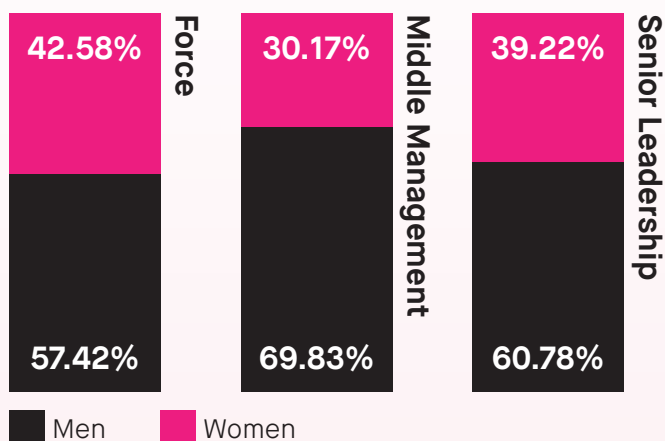
Females had different barriers to promotion, depending on their role. Officers noted that the promotions process was a barrier as they had caring responsibilities which make it hard to manage studying for the exam/board. Additionally, female officers were worried about the impact of their posting on their current work/life balance should hours, shifts or locations change.

Female staff members highlighted a lack of confidence in their own abilities to be able to apply for a promotion. A lack of confidence was also highlighted by female officers. Generally, there was a lack of understanding across both groups about what they needed to exemplify for promotion.



### A number of actions have been identified from this survey:

1. The training team have ensured that officers applying for their National Police Promotion Framework (NPPF) exam are able to take 12 hours of study leave in the 3 months preceding the exam.
2. Work is ongoing to develop drop-in sessions, myth busting communications and videos about the promotions process and how decisions are made on postings to alleviate concerns around caring responsibilities.
3. The force is working to develop a confidence programme which aims to support females to consider promotion and offer support in developing their skills and understanding of the process.



**-12.41%**

Difference in Middle Management

**-3.36%**

Difference in Senior Leadership

# North Yorkshire Police

## Good Practice Example

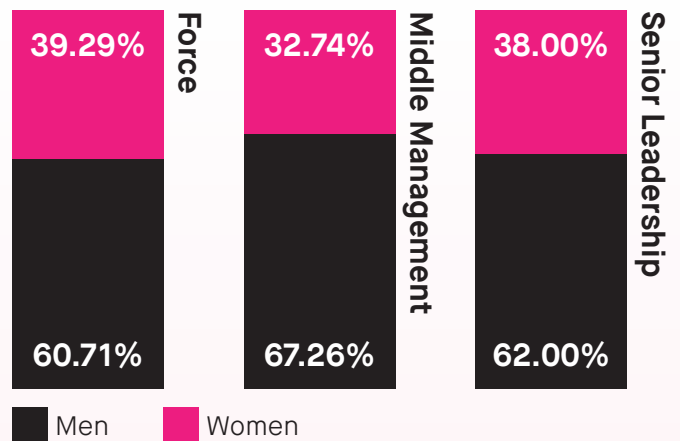


**This year, North Yorkshire Police has been making strides to make it an employer of choice for all genders and to make the organisation a brilliant place to work and that everyone is able to attend at work bringing their full self, feeling like they belong and are included in all aspects of the organisation.**

The 'Call it Out Survey' focused on how the workforce, both female and male colleagues, felt at work and understood the differences between the various terms used, what to do when they see poor behaviour and how to support colleagues. The survey looked at scenarios of how people feel whilst at work, outside of work with people from work, digital spaces, confidence in challenging colleagues and confidence in line managers dealing with inappropriate behaviour.

The survey responses came from both genders and identified key areas for women to feel safe; leaders to tackle inappropriate behaviour and set clear standards so there is no ambiguity. This plan, linked to the Violence against Women and Girls (VAWG) Strategy, will help to shape the future of gender equality within the force. The survey was well supported by male colleagues passing on their views and experiences and highlighted the appetite from men to stand up for female colleagues, challenge inappropriate behaviour and work towards a gender equal workforce.

North Yorkshire has also supported addressing of gender imbalances in roles and ranks within the force. The Inclusion Team has been focusing on how best to learn lessons where the balance is more even or opposite and have built that into a delivery plan and will map the changes across the organisation. This has had a positive impact on applicants who have received inputs regarding imposter syndrome and motivation from senior leaders. The balances are changing to reflect the workforce more proportionally and increasing representation across all ranks and roles.



**-6.56%**

Difference in Middle Management

**-1.29%**

Difference in Senior Leadership

# Northamptonshire Police

## Good Practice Example



### Northamptonshire Police identified a gap in the progression of female officers, particularly in relation to applications for promotion for leadership roles.

In alignment with the organisation's HeForShe commitments, the Positive Action Team developed and launched a **'Career Academy'** to support underrepresented officers in preparing for promotion to the rank of Sergeant.

#### PILOT PROGRAMME

The Career Academy was piloted in October 2024 with a small cohort of officers preparing for the Sergeant's promotion board. **The programme adopted an innovative 'menu' approach, offering 30-minute online sessions covering key aspects of the Sergeant role, such as:**

- Being a Sergeant
- Diversity, Equality and Inclusion
- The Competency and Values Framework (CVF)
- Styles of Leadership
- Public Service

Participants were encouraged to select sessions most relevant to their development needs. In practice, most candidates chose to attend the full suite of sessions.

#### OUTCOMES AND LEARNING

The pilot revealed that the sessions were less about delivering new information, and more about adopting a coaching style of support. This enabled candidates to approach the promotion process with fresh perspective, greater clarity, and increased self-awareness.

#### Two key challenges emerged during the pilot:

- **Confidence** – candidates often doubted their readiness for leadership roles.

- **Imposter Syndrome** – some participants questioned whether they were capable or deserving of promotion.

Despite these challenges, the outcomes were highly positive. Of the eight officers supported (including six women), all successfully passed their Sergeant's promotion board.

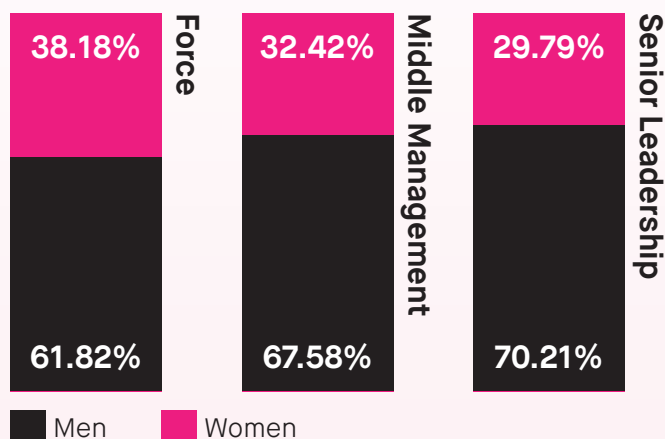
#### NEXT STEPS

**Building on this success, Northamptonshire Police is now developing Phase Two of the Career Academy. Future plans include:**

- Offering longer sessions that combine multiple elements, providing deeper, more integrated development.
- Expanding the programme to include mentoring opportunities, led by HeForShe Allies, to support the identification and development of future leaders.
- Embedding the Career Academy into a broader framework for leadership development, ensuring sustainable and inclusive progression opportunities.

#### CONCLUSION

The Career Academy demonstrates Northamptonshire Police's commitment to creating a more inclusive and supportive environment for underrepresented officers. By addressing barriers, such as confidence, and by aligning development opportunities with the HeForShe agenda, the force is actively working to increase female representation and build a stronger, more diverse leadership for the future.



**-5.76%**

**Difference in Middle Management**

**-8.40%**

**Difference in Senior Leadership**



# Northumbria Police

## Good Practice Example



### Northumbria Police Going Global

**Northumbria Police are proud to showcase the remarkable contributions of female officers and staff, along with HeForShe Allies who have represented 'TeamNP' internationally, often in regions where female representation is low and inclusivity can be a challenge.**

This work has highlighted to police forces overseas that there is a place for women in policing and that their contribution is invaluable.

#### LET'S TAKE A TRIP AROUND THE WORLD, FIRST STOP – JORDAN

A female Chief Superintendent from Northumbria Police travelled to Amman, Jordan, to deliver a two-week course aimed at enhancing the analytical capabilities of the Public Security Directorate and Special Branch, while promoting gender equality in the service and role modelling women in senior police leadership. Despite the gender imbalance in Jordan, with a 90% male to 10% female ratio, the course achieved a 19% female participation rate.

#### NEXT STOP... MONTSERRAT

HeForShe Allies attended Montserrat to deliver a five-day custody course. The course aimed to equip participants with understanding risk, roles, responsibilities, and record-keeping in a custody environment. It was attended by nine males and three females. A female Superintendent who attended highlighted that this was an opportunity to represent women in policing and showcase the talent and excellence females can bring.

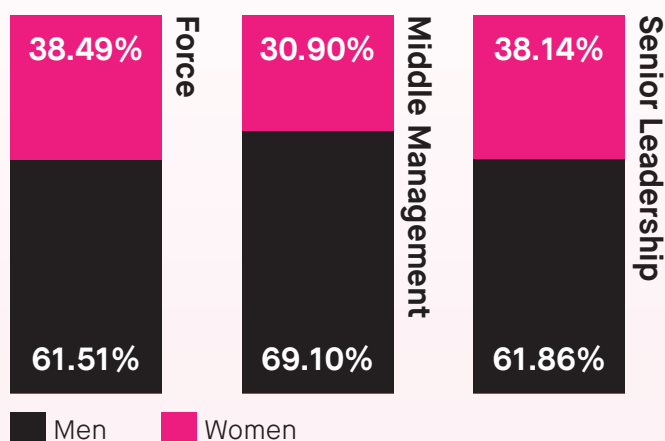


#### ON TO... MIAMI

HeForShe Allies travelled to Miami in March 2023 to teach a five-day, bespoke 'Intelligence Analysis in Policing' course. Following feedback, the Home Office encouraged all forces to aim for an equal distribution of males and females where possible.

#### AND FINALLY... THAILAND

A female Detention Officer was selected for an International Strategic Deployment with the Royal Thai Police. Working alongside the Royal Thai Police, Home Office, British Embassy, and Consulate in Thailand, they aimed to create a best practice custody training course. The Royal Thai Police currently do not have females in the custody environment due to risk factors so it was important that Northumbria's female officers were able to highlight that females can benefit work in a custody setting. Since returning a mini code of practice has been created for the Royal Thai Police to continue implementing what they learned.



**-7.59%**

Difference in Middle Management

**-0.34%**

Difference in Senior Leadership

# Nottinghamshire Police

## Good Practice Example



### Nottinghamshire Police has implemented wellbeing interventions to support colleagues returning from Maternity/Adoption Leave:

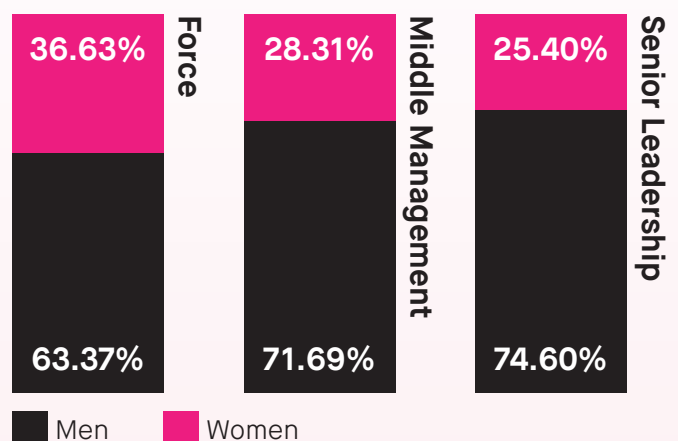
- The Maternity/Adoption Leave Policy now allows employees on leave to keep their digital devices to help them stay connected and reduce isolation. Previously, devices had to be returned.
- Wellbeing Support Officers became parent advocates and an additional contact alongside line managers, helping to address issues faced by staff on leave or expectant parents.
- The Maternity/Adoption Leave Policy/Procedure was amended to include a phased return to work during the first week back.
- Virtual Keep in Touch (KiT) days, held twice a year, were organised for new and expectant parents as well as those on maternity or adoption leave, with the aim of maintaining contact and supporting the return-to-work process. These sessions included contributions from the Wellbeing Team, Working Family's group, People Services, Payroll and Duties.
- Mummy MOTs were offered to support the physical wellbeing and positive return to operational duties of police officers and staff. This provided a comprehensive post-natal examination for women following childbirth.
- A WhatsApp group, named '**999 Mummy**', was established to provide a communication platform for new and expectant parents, as well as those with young children, to interact with each other and with Nottinghamshire Police.

The interventions' success was measured by completed Microsoft Forms and direct feedback, which indicated benefits for physical and mental health, better understanding, greater support, increased confidence and enhanced wellbeing.

Nottinghamshire Police were winners of the 2024 Oscar Kilo Awards in the category absence management for the support put in place for those on maternity leave.

Since receiving this award, Nottinghamshire Police has organised a '**New, Expecting, and Working Family's Roadshow**'. This event marked the first in-person KiT Day and included representatives from the Lifecycle team, Federation, Payroll, Duties, as well as Copper Pot and Police Mutual. There was an amazing turnout with 28 colleagues and 12 babies enjoying the soft play area.

During Maternal Mental Health Awareness Week, Jen Sharpling from the Met Police and founder of Blue Minds spoke about maternal mental health and her network's work, opening discussion and challenging the stigma around maternal mental health issues.



**-8.32%**

Difference in Middle Management

**-11.23%**

Difference in Senior Leadership

# Police Scotland

## Good Practice Example



### Police Scotland continue to understand, innovate and engage on matters relating to gender equality.

**Understand:** In Autumn 2024, in conjunction with Associate Professor Dr Jen Murray (Edinburgh Napier University) and Dr Lee Curley (Glasgow Caledonian University), Police Scotland commenced research into identifying any potential gender barriers for specific specialised and national roles from advertising through to lived experience.

The research programme consisted of three stages to establish if there is any gender bias stopping a female undertaking a specific role.

#### The three stages were:

- **Stage 1:** Analysis of job adverts for gendered language.
- **Stage 2:** Survey of potential applicants. Various analysis techniques were used to establish if there were fixed gender biases.
- **Stage 3:** Interviews with officers and staff who have recently applied and been successfully selected for specialist roles.

The research report will be published and presented at the International Association of Women Police (IAWP) Conference in Glasgow, September 2025.

**Innovate:** Ayrshire Division and the Scottish Women's Development Forum (SWDF) are creating a Menstrual Toolkit for Police Scotland officers and staff to provide guidance to assist and educate all employees, whether directly or indirectly dealing with menstruation and menstrual health.

The aim is to create an environment where people can have open discussions about menstrual health and feel confident that they can talk about issues or symptoms and get supported fairly, with dignity and respect.

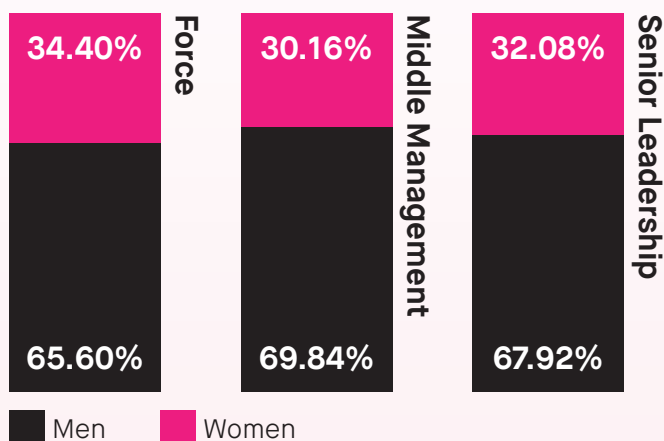


In furtherance of this work, as part of Operation Roll, menstrual kits were made available at staging posts and other accessible locations which generated very positive feedback in relation to the kits.

**Engage:** HeForShe workshops continue to be delivered to the Ambassador network to share lived experiences, provide support, foster engagement and build understanding, helping Ambassadors further develop in their roles.

Since November 2024, Police Scotland has delivered over 35 Blue Light Listening Circles nationally across Police Scotland as well as in collaboration with the Scottish Ambulance Service.

These sessions can be attended by all officers and staff and aim to share and understand thoughts and experiences across the services to identify any potential barriers. Engagement, demand and feedback has remained strong.



**-4.24%**

Difference in Middle Management

**-2.32%**

Difference in Senior Leadership



# Police Service of Northern Ireland

## Good Practice Example



**Police Service**  
of Northern Ireland



**The Police Service of Northern Ireland (PSNI), having formed a Steering Group and identified priorities and measures of success, has agreed a three-year plan which seeks to build solid foundations, increase 'energy' around HeForShe and embed a new culture in PSNI.**

Interventions within the new plan include increased commitment from executive officers and staff, recruitment of HeForShe Champions (over 160 officers and staff so far), and work towards intranet pages with the contact details of HeForShe Champions. An updated toolkit for Champions with guidance for supervisors has been developed and bespoke Champion's leadership training is being designed for 2026.

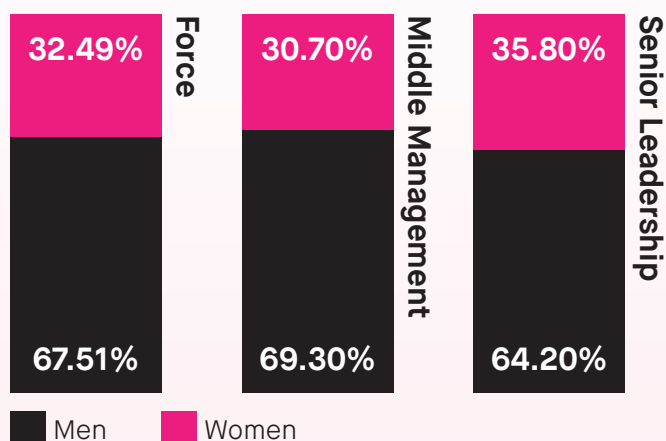
In addition, a review has commenced to ensure that working environments are fit-for purpose and an Acceptable Language and Behaviour Guide is being developed. Feedback is being sought from the force's Women in Policing Association as to how else HeForShe can be embedded and another HeForShe Champion's conference is being organised for December 2025.

Operation Roric is the force's response to the damage in confidence following the murder of Sarah Everard. Over the course of two and a half years, the team has completed fifty-one reports regarding several police officers with allegations ranging from rape, child abuse and the abuse of position for sexual purpose. Recommendations have been identified to improve the investigation of sexual misconduct and improve safeguarding for victims.

With a view to increasing the number of females performing the role of Counter Terrorist Specialist Firearms Officer (CTSFO), the Special Operations Department has commenced a bespoke intervention with specific inputs for potential candidates. The project is at an early stage and will involve various phases.

PSNI will launch its service-wide Inclusion Survey on 15th September. The aim is to identify what working in the PSNI is like for officers and staff and responses will be vital to shaping the future of the organisation.

Finally, given the success PSNI has had with HeForShe, briefings and materials have been provided to fire service (Northern Ireland Fire and Rescue Service) and ambulance service (Northern Ireland Ambulance Service) colleagues. Both are now considering how HeForShe can be implemented in their organisations.



**-1.79%**

Difference in Middle Management

**3.31%**

Difference in Senior Leadership

# Police Superintendents' Association

## Good Practice Example



**The Police Superintendents' Association (PSA) remains committed to promoting gender equality within the superintending ranks and throughout the policing workforce. Valuing Difference is a central priority for the PSA and a key component of its strategic priorities for the next three years, under 'Leadership, Governance and Culture'.**

**Sara Crane, Vice President of the PSA says:**

*"Gender representation has always been limited within the superintending ranks, which is a problem we must continue to do all we can to address. The number of females in these leadership roles continues to improve year on year yet fails to represent our workforce mix and our wider communities. Currently, only 32% of our members are female. We will continue our work to influence in this area, doing all we can to ensure that the workforce pipeline into senior policing roles is inclusive to all, and encourages officers from every background to aspire to these ranks."*

The association has worked closely with the College of Policing to give insight and feedback from members to influence the continued changes to the senior leader promotion process. During work to develop the Executive Leaders Programme, the PSA provided feedback throughout and continues to survey members so that lived experience can continue to drive improvement in this important process.

To ensure the voices of underrepresented groups are heard, the PSA mandates that five seats on its National Executive Committee (NEC) are reserved for elected inclusion representatives. 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 inclusion representative 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. A recent listening circle discussed matters linked to promotion processes, violence against women and girls, discrimination issues connected to police pensions and matters linked to menopause.

# South Wales Police

## Good Practice Example



**South Wales Police hosted a Gender Summit with the aim of championing inclusive leadership, celebrating diversity, and inspiring cultural change.**

The **'leadHERship Summit'** was an inspiring and thought-provoking event that brought together voices from across the policing community and beyond.

### Highlights included:

#### SETTING THE TONE: PURPOSE, POWER, AND PROFESSIONALISM

**A powerful keynote speech from Detective Superintendent Davis, who set the tone with a clear message:** inclusive leadership is not a tick-box exercise—it's a cornerstone of professional excellence.

#### LEADERSHIP WITH A SOCIAL CONSCIENCE

Police and Crime Commissioner (PCC) Emma Wools' address underscored the importance of collaboration and representation. As one of only two women of colour PCCs in the UK, her presence was both symbolic and significant.

#### GLOBAL PERSPECTIVES, LOCAL IMPACT

**International speaker Bindu Cardoza MSc(HRM), DTM, FREC brought a global lens to the conversation, drawing on her experience across cultures and continents. Her message was both challenging and inspiring:** *"Diversity without dignity is just decoration."* She called on leaders to treat empathy not as a soft skill, but as a core strength which is essential for navigating complexity and building trust.

#### STORIES THAT INSPIRE

Throughout the day, attendees heard from individuals within the force whose personal journeys embodied resilience and determination.

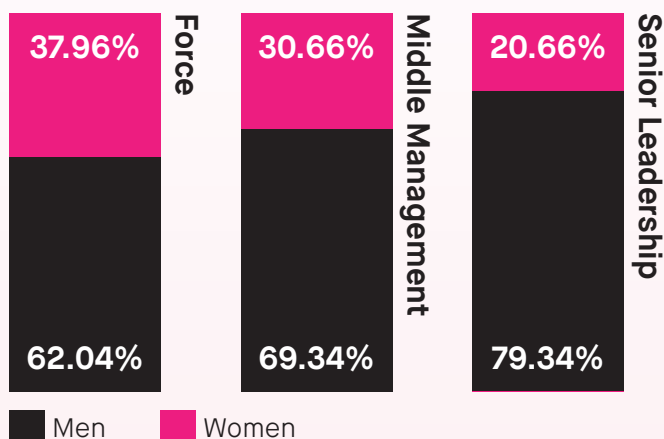


Sergeant Paige Horsnell, a newly promoted Sergeant and elite triathlete, shared her experience of balancing high-performance sport with a demanding policing career. Her story highlighted the importance of mindset, support networks, and visible role models.

#### COURAGE IN THE FACE OF ADVERSITY

Broadcaster and domestic abuse survivor Ruth Dodsworth OBE delivered one of the most emotionally resonant talks of the day. Sharing her personal and professional journey in a male-dominated industry, she reminded attendees that vulnerability is not weakness.

In addition, the force was honoured to host the National and Regional HeForShe conference and is focusing on female health and wellbeing, with funding secured to train a cohort of baby loss peer supporters and 45 more menopause champions.



**-7.30%**

**Difference in Middle Management**

**-17.30%**

**Difference in Senior Leadership**



# South Yorkshire Police

## Good Practice Example



### South Yorkshire Police has this year proudly launched their first ever Violence against Women and Girls (VAWG) Peer Support Group.

South Yorkshire Police know that women and girls are disproportionately affected by certain forms of abuse, including rape and other sexual offences, domestic abuse, stalking, and honour-based abuse and recognises that their own officers and staff may be within this number. Because of the job they do they are often reluctant to speak out, they feel the need to carry on 'as normal', yet with a sometimes-debilitating secret.

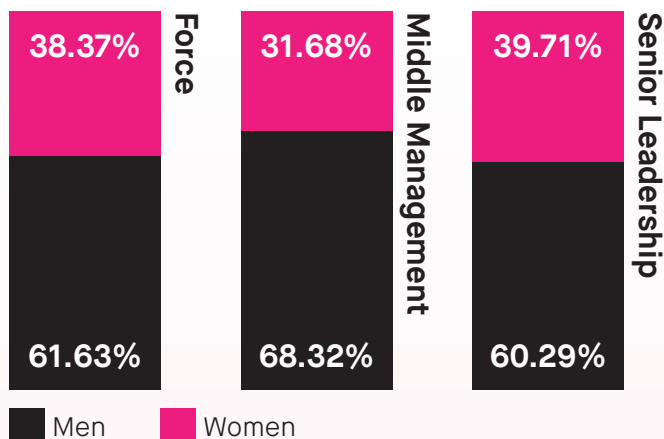
The new peer support group, hosted by the Women's Network, seeks to provide a safe space for those with lived experience to meet with others within South Yorkshire Police, share their experience, and access signposting to ongoing support. This group is open to ANY female members of staff/officers within the force.

The meetings have been attended by extremely brave women who not only wanted a safe space for themselves but also wanted to support others. The feedback from those who attended has been extremely positive and some actually felt like a weight had been lifted. The women were able to talk about as much or a little as they wanted or even not talk at all. Everyone was extremely welcoming and supportive; the aim is that news of this group reaches everyone who needs it, and the Women's Network is taking opportunities to push the messaging out.



**One attendee said:** "I just wanted to say a heartfelt thank you for today's session. I was so nervous about attending, honestly, I nearly talked myself out of it. But I managed to build up the courage, and I'm so glad I did. The session made me feel human, and I left feeling lighter and happier than when I arrived. I'm already looking forward to the next one."

Currently meetings are held in-person. The meetings are strictly confidential so attendees can be assured that their lived experiences won't be shared outside of the group. It truly is a safe space.



**-6.69%**  
Difference in Middle Management

**1.33%**  
Difference in Senior Leadership

# Staffordshire Police

## Good Practice Example



STAFFORDSHIRE  
POLICE



### Staffordshire Police hosted a joint International Women's Day event with Staffordshire Fire and Rescue in March 2025.

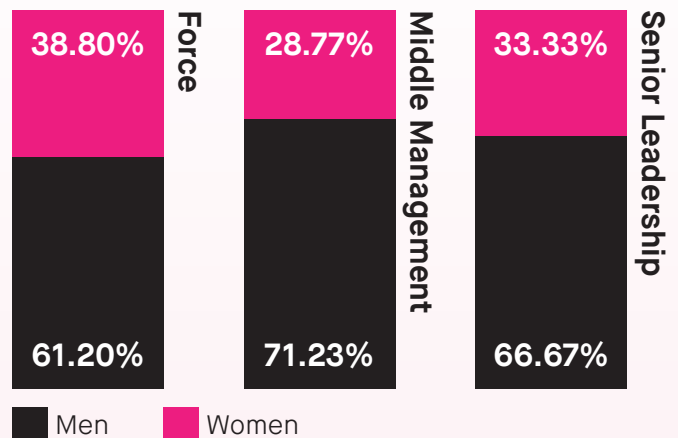
It was a day of celebrating women's achievements from a wide range of speakers, experiences and career pathways, with a goal to empower females across both services. All speakers spoke with passion, expressing their challenges and sharing tools of how to overcome difficult obstacles along the way.

#### Speakers covered a wide range of topics, including:

- First female of colour, Fire Chief Officer of Bedfordshire, shared her experiences and achievements through her career in policing and fire. How some of these could have had a negative impact but she decided to shape these to her advantage and empower her development.
- Female Assistant Director Prison Governor—spoke about how she introduced the Female Support Network within the Prison Service to empower operational women and to have a voice whilst working in challenging environments.
- Former Female Prison Governor—first female to govern a Category A Prison—she spoke about her career journey and how she navigated this through a mainly male dominated management structure, the challenges, the rewards and opening avenues for other females to follow.
- Local successful female Muslim business and charity owner—spoke about the barriers and bias not only in her own culture but from the wider community, about the work she has achieved role modelling and getting voices of females heard above the usual male community contacts.

- First female Union of European Football Association (UEFA) Referee expressed an interesting journey through an extremely male orientated sport. Where her experience of many knockbacks, strengthened her resilience to keep fighting back.
- All female choir was about celebrating what women have and shall continue to achieve through female voice. The message of the day.
- Hosted at Port Vale Football Club and supported by the First Female Chair and Co-Owner.

The day was a complete success with a constant positive buzz. There was a good number of male allies who attended and expressed how much they had learnt throughout the event. Staffordshire Police look forward to hosting the joint event annually.



**-10.03%**

Difference in Middle Management

**-5.46%**

Difference in Senior Leadership

# Suffolk Constabulary

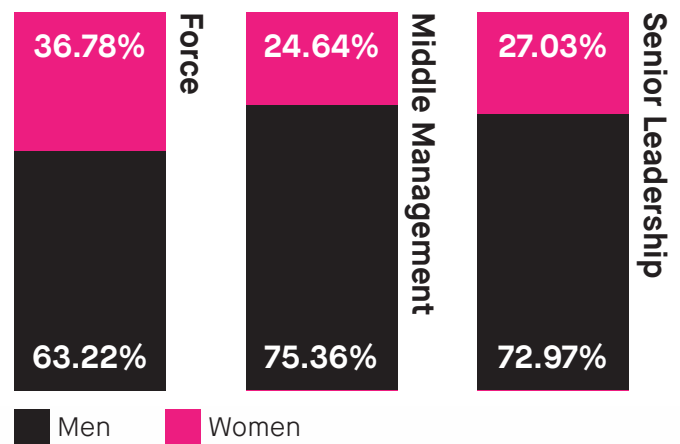
## Good Practice Example



Suffolk Constabulary has been working closely with the wider Equality, Diversity & Inclusion (ED&I) Board and Staff Support Networks to raise awareness of the importance of gender equality across the organisation.

On 21st March 2025, Suffolk HeForShe leads took part in a Staff Support Network event by hosting a stand and raising awareness of their ally network and the support that can be provided. Suffolk were joined by Brooke Jarvis, national HeForShe Programme Manager, who supported them and helped to raise awareness of the national HeForShe work.

Suffolk Constabulary are actively engaging with the wider ED&I Board while working to establish a distinct and meaningful contribution within the organisation.



**-12.15%**

Difference in Middle Management

**-9.76%**

Difference in Senior Leadership



# Surrey Police

## Good Practice Example



In the last year, Surrey Police has undertaken several pieces of work to support gender equality both in the workplace and the communities they serve.

### MENOPAUSE CHAMPIONS

12 officers and staff have been trained as Menopause Champions, giving them enhanced knowledge of the menopause and enabling them to support colleagues within Surrey Police. This support includes holding one-to-one sessions, submitting Occupational Health referrals and giving advice to line managers on suitable reasonable adjustments. A training input for all new Sergeants also now includes training on the menopause, including how symptoms can impact staff and how to better support them.

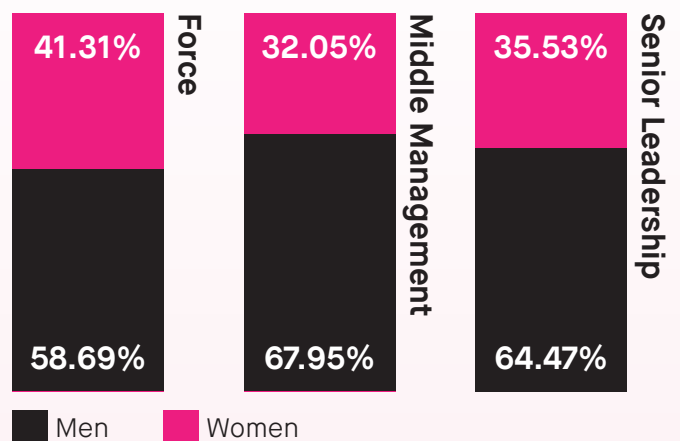
### SIGNA

Following good practice from the Metropolitan Police Service, Surrey Police introduced Signa in June 2025. Signa is an internal anonymous recording tool, allowing officers and staff to record incidents of sexual harassment, misogyny and discrimination. This tool encourages the recording of behaviour which causes officers and staff to feel uncomfortable or unhappy, but which they might not deem as severe enough to report to the Professional Standards Department (PSD). The recording of this information will help the force to build a picture of concerning behaviour and allow line managers to identify areas that may require further engagement or support.



### JOG ON

Learning from West Yorkshire Police, Surrey Police introduced Jog On in July 2025. Jog On sees new tactics being trialled to tackle harassment against female runners and forms part of Surrey Police's ongoing commitment to tackle public space Violence against Women and Girls (VAWG). Female police officers, not in uniform, are going out jogging in key locations. A support crew will intervene if the officers are subjected to harassment such as catcalling or sexually suggestive comments. Uniformed officers have also been out engaging with the local community on this issue, speaking to running clubs and women's walking groups. Jog On was first used in Reigate and Banstead but is now being rolled out in different places in the county.



**-9.26%**

Difference in Middle Management

**-5.79%**

Difference in Senior Leadership

# Sussex Police

## Good Practice Example



### Championing Gender Equality Through Allyship

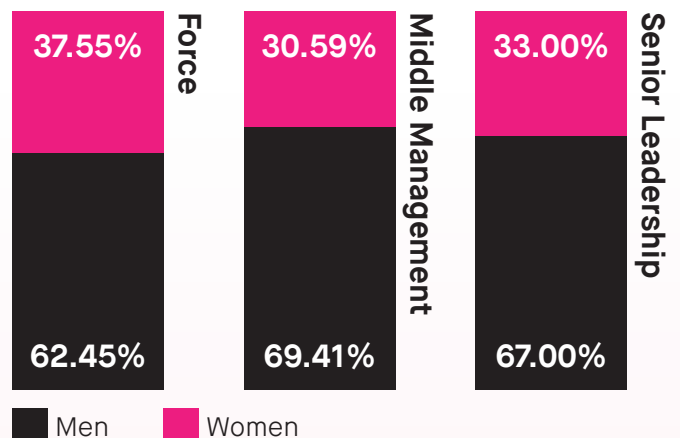
#### Sussex Police continues to be unequivocally committed to gender equality.

While progress continues to be made in representation, the force recognised the need for proactive cultural change to address barriers to progression and workplace inclusion.

The objective was to create a visible and impactful initiative that would support gender equality across all ranks and departments, while fostering allyship and challenging behaviours that perpetuate inequality. Sussex Police strengthened its HeForShe Allies network, empowering members to act as advocates for gender equity. These allies took on active roles in promotion procedures and supporting panels to ensure fairness and transparency. They also partnered with the force's Sexual Harassment Mentors, participating in joint training to deepen understanding of the shared causes and impacts of gender-based harm, despite differing objectives.

In addition, HeForShe Allies were nominated as bespoke mentors for the force's gender development programme. This initiative identified female colleagues with leadership potential and invited them to participate in a structured programme aimed at building confidence, enhancing skills, and supporting career progression. The programme focused on both promotion readiness and personal development, with mentors providing tailored support on this ongoing programme.

The initiative has led to increased visibility of gender equality efforts across the force. The collaboration between HeForShe Allies and Sexual Harassment Mentors has fostered a more informed and supportive environment. Promotion panels benefited from diverse perspectives, helping to challenge unconscious bias and reinforce inclusive practices. Overall, the initiative contributes to a more equitable and respectful workplace culture.



### -6.97%

Difference in Middle Management

### -4.55%

Difference in Senior Leadership

# Thames Valley Police

## Good Practice Example



### MEN'S FORUM: HEALTH, WELLBEING AND DEVELOPMENT DAY

Thames Valley Police (TVP) HeForShe are very excited to be helping to organise and support TVPs first-ever development day for men, focusing on suicide prevention, mental health, physical health, and allyship. This will be held on International Men's Day, 19th November 2025. This is an exciting opportunity to engage men in discussions about how being an ally directly benefits mental health and overall wellbeing. The day will provide an opportunity to engage colleagues in conversations about resilience and inclusivity, with a dedicated HeForShe presentation showing how being an ally is not only good for others but also essential for your own wellbeing.

### INTERNATIONAL POLICE ASSOCIATION (IPA) COLLABORATION

TVP has played an active role in supporting HeForShe within the UK IPA section leading to them making the pledge to sign up to the HeForShe initiative in 2024. TVP support has included delivering presentations to the British Overseas Territories, supporting the SHEisIPA initiative, and contributing to the Inclusive Leadership Conference in Gimborn, Germany. To further raise awareness, an article was published in the IPA Newsletter (August 2025) highlighting the importance of allyship in policing worldwide.

### CNC ENGAGEMENT

TVP continues to extend HeForShe influence through collaboration with the Civil Nuclear Constabulary (CNC). On 4th June 2025, they presented to the Probationer Development Unit (PDU) trainers on HeForShe and allyship, embedding equality themes into training. On 2nd December 2025, TVP HeForShe will be presenting at a culture and inclusion day, to CNC senior leaders, new recruits and trainers, with the session streamed across the organisation.

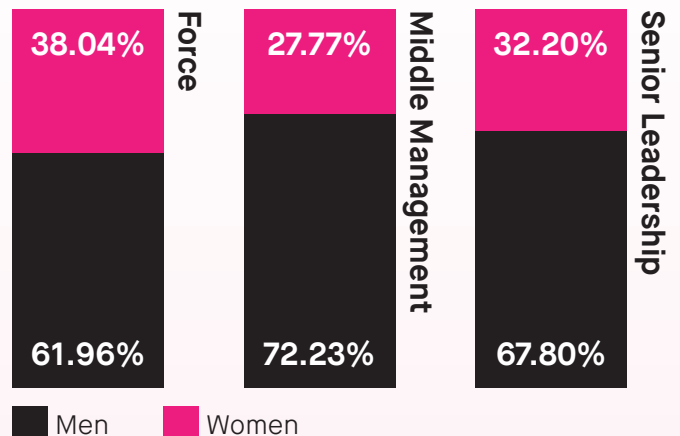


### CTPSE HEFORSHE NETWORK

This year, TVP supported the creation of a HeForShe network within Counter Terrorism Policing South East (CTPSE). The network is embedding gender equality and allyship in a critical area of policing, demonstrating the relevance of HeForShe across specialist functions.

### CHAMPIONING WOMEN IN SPORT

Alongside professional initiatives, TVP continues to support women in sport. On 19th October 2025, they will be proudly supporting their women's netball team, helping to facilitate at the Inter-Services Tournament in High Wycombe, reinforcing the commitment to equality both in and out of the workplace.



**-10.26%**

Difference in Middle Management

**-5.83%**

Difference in Senior Leadership

# Warwickshire Police

## Good Practice Example



**In alignment with the HeForShe movement's mission to advance gender equality through solidarity and systemic change, Warwickshire Police reaffirmed its commitment in early 2025 to embed these values into its culture.**

Building on 2024's progress, the force continued its Promotion Readiness Process to support officers through a fair, inclusive, and sustained approach to career development.

The strategic goal was to operationalise HeForShe principles by establishing robust governance, defining clear priorities, expanding allyship, and engaging the workforce meaningfully. A key focus was to ensure equitable progression and improve female representation across leadership ranks, while fostering a culture of inclusion and accountability.

Warwickshire Police identified four thematic areas: Sexism & Misogyny, Representation, Health, and Intersectionality. Leads were appointed for each, and the ally network grew from zero to ten members. A bespoke ally toolkit is in development, informed by national best practice, to equip advocates with tools for meaningful support.

To drive engagement, a Viva Engage community was launched and curated by the Silver Group. Weekly posts share lived experiences, updates, and reflective content. Over 590 staff are actively engaged, making it a central hub for dialogue. The force has also strengthened ties with internal networks, laying the groundwork for collaborative action.

Promotion support continues, with officers not promoted in 2024/25 carried forward into the 2025/26 cohort. A force-wide video will be launched on International Women's Day 2026, alongside a 2-minute SketchUp video for Professional Standards Department (PSD) inputs, Violence against Women and Girl (VAWG) training, promotion Continuing Professional Development (CPD), and leadership events.

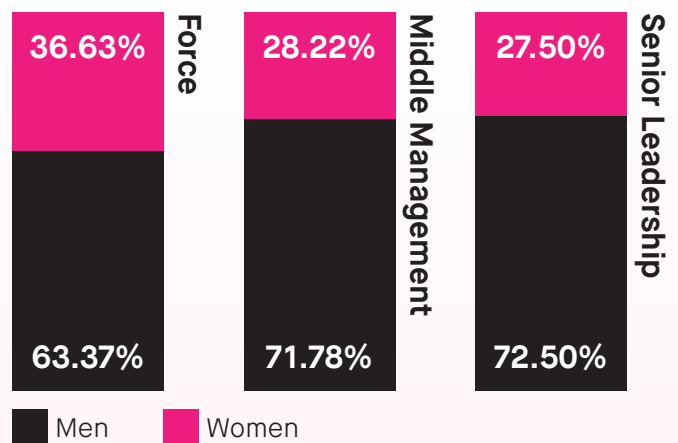
### Promotion data shows equitable outcomes:

33% of Constable to Sergeant applicants were female, with 31% promoted. At Sergeant to Inspector and Inspector to Chief Inspector levels, 29% of applicants were female, with 29% promoted.

### Female representation in senior roles includes:

50% at Assistant Chief Constable, 25% at Chief Superintendent, 41.7% at Superintendent, 58.3% in staff roles equivalent to Superintendent, and 33.3% at staff Chief Superintendent level.

In under a year, Warwickshire Police has laid strong foundations for gender equality. With governance embedded, allyship expanding, and workforce engagement accelerating, the force is well-positioned to deliver inclusive, lasting change.



**-8.42%**

**Difference in Middle Management**

**-9.13%**

**Difference in Senior Leadership**



# West Mercia Police

## Good Practice Example



**West Mercia has continued to focus on 3 pillars of work; Sexism and Misogyny, Health, and Representation. Working alongside the Women of West Mercia (WOW), memberships in both groups have remained strong. The force has approx. 115 HeForShe Allies with 592 members of the WOW.**

West Mercia has a clear governance structure for HeForShe, having identified leads for each pillar and a regular meeting structure that helps drive activity. This structure has been shared with other forces and delivered at April's HeForShe event in South Wales.

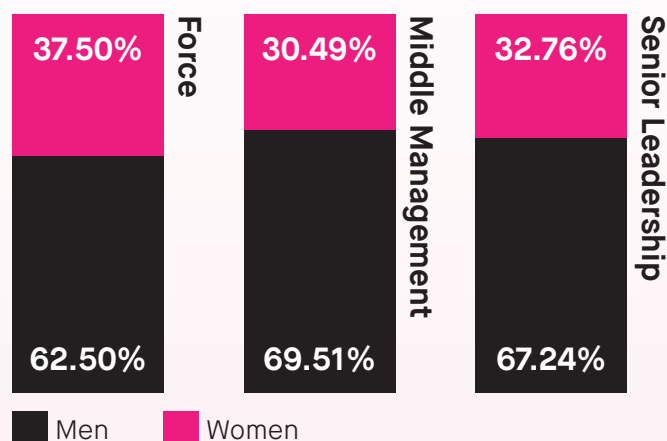
HeForShe Allies have recently recorded an internal podcast that encourages men to apply for flexible working, helping to break the myth that it should fall to women to change their working hours for childcare reasons. The podcast included officers sharing their lived experiences with the wider workforce and was positively received.

Over the last 12 months, HeForShe Allies have contacted female colleagues who are qualified to Sergeant and Inspector ranks aiming to improve the ratio of female Sergeants and Inspectors in force. Candidates have been offered a mentor and invited to informative sessions ahead of promotion processes to ensure candidates are given the best opportunity of success. HeForShe Allies have presented at the awareness sessions sharing their recent experiences to help others.

This approach has helped contribute towards an increase in female applicants being successful at the briefing element of the process.

West Mercia has started collaborating with the local fire and ambulance service, with the aim of organising joint events, sharing practices and policies, and opportunities for mentoring and coaching. An event planned for the spring will focus on roles within Force Operations providing an awareness of what roles are on offer in the department.

West Mercia has also been exploring a relationship with a local charity which supports patients through cancer treatment. A member of WOW is delivering cancer awareness sessions across the force. The WOW is arranging the annual women's health conference in October, to cover cancer, menopause and mental wellbeing. The thriving network are looking to improve the provision to women around female fitness and the officer safety course.



**-7.00%**  
Difference in Middle Management

**-4.74%**  
Difference in Senior Leadership

# West Midlands Police

## Good Practice Example



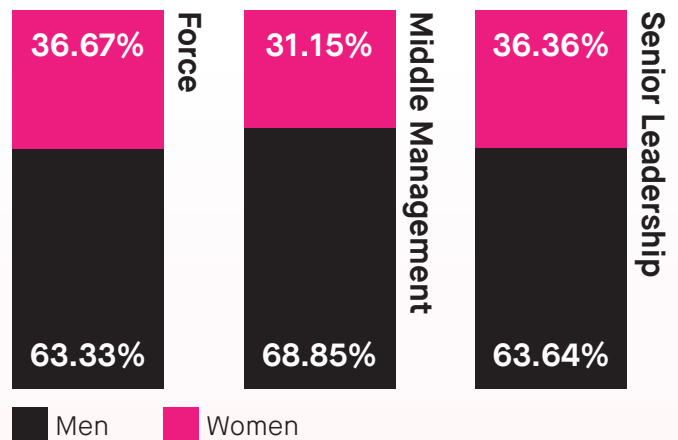
West Midlands Police has established a **'Hear Her Network'** to make space for women and girls in the community to share their lived experiences and empower them to act. The initiative is led by their Women in Policing staff network and supported by community partners from youth services, education, mental health and recovery programme providers.

West Midlands Police has also established a new sub-group within their Black and Asian Police Association (BAPA) to represent and support Women of Colour in Policing called WoCiP. While the force has a long established and active Women in Policing staff network, it recognises that women from visible minority backgrounds often have particular issues in common that are less easily understood by white female colleagues. It can benefit women to network with those who share their characteristics and have lived experience similar to their own because it helps them feel comfortable and empowered to express their views and share experiences.

The group has made a strong start by attending the Birmingham based Women in the Shade Conference in January and launching a coaching programme with the organisers that ran from April to November. A cohort of 20 officers and staff from a variety of backgrounds in WoCiP have attended the sessions, not only for their personal development, but to build a strong and supportive network within the workplace.

The coaching sessions were designed to help them bring their authentic self to work, build confidence, overcome imposter syndrome, find their voice and navigate their career in policing.

West Midlands Police hopes to build similar coaching cohorts in the future and increase the WoCiP network's membership so that more female officers and staff can progress in their career with confidence.



**-5.52%**

Difference in Middle Management

**-0.31%**

Difference in Senior Leadership

# West Yorkshire Police

## Good Practice Example



**Following the success of the 'JogOn' campaign last year, West Yorkshire Police is proud to adopt the new national guidance on listening circles—an important step in embedding inclusive, reflective practice across the force.**

Listening circles have already proven their value within the organisation. Introduced informally through West Yorkshire's British Association for Women in Policing (BAWP) group, these sessions created safe spaces for colleagues to share lived experiences and raise concerns. One such session led to the identification of a need for female-only Public and Personal Safety Training (PPST), a change that West Yorkshire Police were able to lead on nationally, demonstrating the tangible impact of listening and acting.

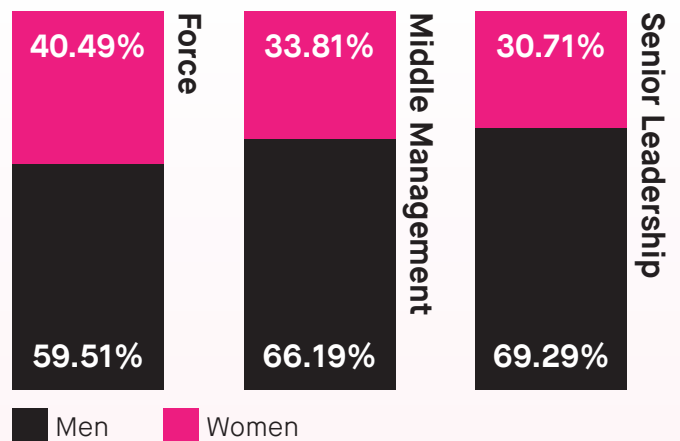
The new national guidance provides a consistent framework for facilitating these circles, helping teams across the force to navigate sensitive topics in a structured and meaningful way. By adopting this approach, West Yorkshire Police ensure that experiences are heard, feedback is captured, and conversations lead to positive change.

While listening circles are available force-wide, they are particularly valuable in exploring issues that affect people differently—especially across gender lines. This enables the force to identify discrepancies, emerging themes, and areas for improvement, further enhancing their commitment to gender equity and supporting HeForShe activity.



These sessions are not just about discussion—they are about action. They allow West Yorkshire Police to better understand the lived realities of colleagues, inform organisational learning, and strengthen their culture of inclusion. By creating space for open dialogue and empowering individuals to speak up and contribute to shaping a fairer, more responsive workplace.

West Yorkshire Police remains committed to fostering an environment where every voice matters. Listening circles are a vital part of that journey—ensuring that the force doesn't just hear but truly listens.



**-6.68%**

**Difference in Middle Management**

**-9.78%**

**Difference in Senior Leadership**

# Wiltshire Police

## Good Practice Example



**Wiltshire Police recognised that women and colleagues from other underrepresented groups were less likely to progress into senior roles. Staff feedback showed that many lacked confidence, visible role models, or access to informal networks that support progression.**

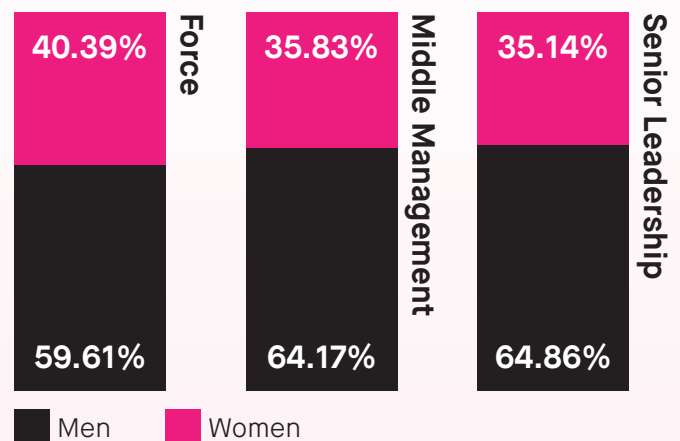
The idea for a dedicated programme came from Assistant Chief Constable Liz Coles, Chair of Connect, the staff support network that works to support, promote, and empower women in policing. With senior leadership backing, the force committed to creating a new way to address inequality and open up fairer opportunities.

Working with external partner Dream & Leap, Wiltshire Police designed the **We RISE** programme. This ten-month initiative supports 15–20 participants each year through a balance of structured learning, real-world experience, and peer support.

The programme includes sessions on mentoring, coaching, confidence building, and career planning, alongside community projects with local charities that broaden perspectives and strengthen leadership skills. Participants also complete attachments within Wiltshire Police and with community partners such as local authorities and major employers, offering exposure to new environments and approaches. Peer learning groups provide a safe space for sharing challenges and building resilience. Each programme concludes with a personal reflection presentation at a graduation event attended by senior leaders.

The 2024 pilot year of **We RISE** achieved clear results: more than half of the first cohort applied for or secured new roles, while others moved into leadership positions within staff support groups. Participants reported increased confidence, stronger professional networks, and a greater sense of belonging. Alumni remain engaged as mentors for new delegates, creating a cycle of lasting peer support and role modelling.

The success of the pilot led to **We RISE** becoming a rolling annual programme. By investing in this initiative, Wiltshire Police has shown its commitment to tackling gender inequality and the wider challenges faced by underrepresented groups. The programme is recognised nationally as an example of good practice in developing diverse talent and building a more inclusive police service.



**-4.56%**

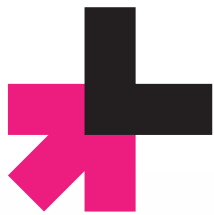
Difference in Middle Management

**-5.26%**

Difference in Senior Leadership







In support of

**HeForShe**

UN Women Solidarity Movement  
for Gender Equality

# Acknowledgements

This report is inspired by the UN Women  
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