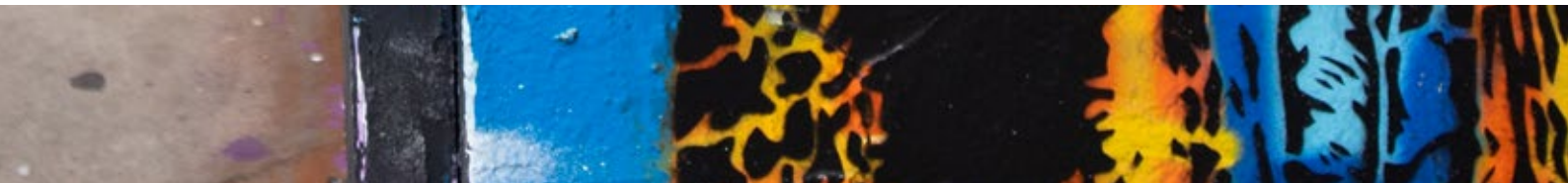




**POLICE NOW EQUITY,  
DIVERSITY AND INCLUSION  
(EDI) STRATEGY: 2025-27**

**POLICE:NOW**  
INFLUENCE FOR GENERATIONS







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# INTRODUCTION

Police Now is intentionally different by design.

The organisation was founded a decade ago to innovate, disrupt and constructively challenge traditional approaches to police recruitment, education and professional development. We wanted to show what is possible.

From the very beginning, Police Now's new approach brought different people to policing. People who would never have considered a police career. People who looked and felt and sounded different to what had gone before. People that worked with each other and with those already in policing, to show that diverse and inclusive teams achieve more.

Supporting and nurturing that difference – honestly and authentically – became a critical part of Police Now's mission.

However, this place of difference has not always been a comfortable space to occupy. Inclusivity rarely happens by accident.

Equity is not a default. And talent votes with its feet. Deliberate action is needed to ensure that all are valued, and all can contribute.

This strategy exists to ensure Police Now role models equity, diversity and inclusion (EDI). It exists to ensure we support those on our programmes to include others and to be included themselves. And to encourage those in policing and beyond to pay actual service, not lip service, to what everyone deep down knows is right. What follows isn't controversial, it's common sense.

Police Now is a small part of policing. But it has a big impact. And when we get EDI right – truly right, that impact grows larger still. Because then we are harnessing the talent, the energy, the ideas, the industry, the contribution, of everyone.



**Kurtis Christoforides**

Chief Executive Officer, Police Now

# THE IMPERATIVE FOR CHANGE

Half of Britons do not trust the police to respond to and tackle violence against women and girls, half think the police treat black people differently to everyone else and half do not have confidence that the police will deal with crime.

The Baroness Casey Review found the Metropolitan Police Service to be institutionally racist, misogynistic and homophobic. The Angolini Inquiry pointed to the urgent need to make changes to improve police culture. Over recent years, the murder of George Floyd in America resulted in the rise of the Black Lives Matter movement and there's been much debate about racial profiling in policing tactics like stop and search. And let's not forget, there has been the murder of Sarah Everard and multiple accounts of serving police officers committing horrific violence against women and girls. The legitimacy of policing is repeatedly called into question.

Evidence shows that feeling your community is not represented in your local constabulary negatively impacts trust. Although 18% of the population are from Black, Asian and minority ethnic backgrounds and 51% identify as female, only 8.4% and 35% of police officers are, respectively. We need a police service that represents the communities it serves. But not only this, everyone, no matter what their background, must be committed, supported and able to challenge complacency, racism, misogyny and homophobia, wherever it is found.

**Building a trusted police service, that is representative of society, is a matter of urgency, of duty and of ethics.**

Working with policing to improve policing culture – keeping what is good and ejecting what is bad – is what Police Now was founded to do. To be successful, Police Now must reflect what we want to see within policing. For the sake of every victim and the sake of the public. This affects us all. Now is the time for change, it cannot wait and has already taken too long.

# OUR COMMITMENT

Police Now has a compelling mission which all our colleagues across the organisation believe in and are committed to.

Police Now's mission is to transform communities, reduce crime and anti-social behaviour, and increase the public's confidence in the police service by recruiting, developing and inspiring outstanding and diverse individuals to be leaders in society and on the policing frontline.

Our mission is rightly very challenging and achieving it relies on everyone's alignment, steadfast commitment, constant innovation and a single-minded focus on equity, diversity and inclusion. All of us are responsible for developing and delivering EDI at Police Now. If we fail in this, we cannot achieve our mission. This Strategy for Equity, Diversity and Inclusion has been developed by the employees and the Board of Trustees of Police Now and is a clear statement of our commitment and what we are pledging to deliver.

## EQUITY

is about considering the different starting points for our colleagues and participants and providing support and interventions according to their needs to achieve fairness. Equity acknowledges the historical, systemic and structural disadvantages that different cultural and social groups may have been subjected to and strives to reduce barriers.

## DIVERSITY

is about recognising, understanding and respecting our individual identities and differences, including our visible and non-visible differences. It's acknowledging the benefit of having a range of perspectives in decision-making and being representative of the communities we serve. It's thinking about differences broadly, including ethnicity, gender, gender identity/expression, sexual orientation, language, age, socioeconomic background, religious background, neurodiversity, abilities and disabilities.

## INCLUSION

is about honouring, celebrating and valuing diversity. It is about creating a culture where the differences achieved by our diversity efforts are celebrated and maximised rather than diminished, and where all individuals are supported to flourish and unite as high performing teams.



## OUR APPROACH TO EDI

### CONVERSATIONS AT POLICE NOW

Discussing equity, diversity, and inclusion often involves sensitive and sometimes challenging topics. At Police Now, we are committed to creating a safe, respectful space where everyone can openly share personal experiences, thoughts, and ideas.

We recognise that conversations on EDI can be deeply personal, that we may sometimes stumble in our choice of words or find it difficult to articulate our thoughts. We must foster an environment of kindness, empathy, and mutual respect to allow for open conversations where we support and respectfully challenge one another. It is only through these valuable conversations that we can create bold and impactful change.



# STRATEGIC PRIORITIES AND PLEDGES

Over the last decade we have achieved a great deal in terms of building a highly passionate Police Now workforce and enhancing the talent density and diversity of policing.

Everyone has worked creatively and passionately to take us to being the extraordinary and high-achieving organisation that we are. Our efforts have been repeatedly recognised through a range of awards.

We have placed key statistics at the end of this report and we publish detailed analysis every year in our [Impact Report](#). Here are a few of our achievements and challenges, which inform this strategy.

Police Now has worked very hard to be a diverse organisation. 28% of our 105 employees identify as being from an ethnic minority and 66% as female. 80% feel that their culture and background are valued and respected. We out-perform the UK mean in terms of gender and ethnicity pay gaps. However, the proportion of our ethnic minority employees leaving in the last 12 months was greater, at 36%, than their representation.

In the graduate programmes delivered in 2024, 22% of participants identified as being from an ethnic minority compared to 11% of those recruited nationally. 57% identified as female compared to 42% of those recruited nationally. However, the proportion of ethnic minority participants completing the programmes was lower than their white colleagues.

We are respected members of a range of policy making forums. However, to take one important challenge, despite this, we regularly find adverse impact occurring for our candidates in force medical, fitness and vetting procedures. Some aspects of this may be increased as a result of recommendations designed to strengthen the last of these procedures. There is still, therefore, much more to be done if we are to deliver on our challenging and critical mission.

Our 2025-27 strategy focuses on three key areas:

### 1. POLICE NOW EMPLOYEES:

In line with our number one organisational priority of being a role model of leadership, we need to ensure that Police Now is an equitable, diverse and inclusive place to work and is representative of the communities that we serve. We must be what we want to see within policing.

We pledge to be an organisation that can confidently:

- Celebrate and support its people for who they are.
- Offer a safe place to challenge each other, listen and learn.
- Be representative of society and equitable to all.
- Have communities of advocates and allies.
- Consider diverse views in its decision making.

### 2. POLICE NOW PROGRAMMES:

We must continue to recruit diverse participants and evolve and enhance our programmatic delivery, so that the diversity of talent starting our programmes is matched by that successfully completing them, staying in policing and progressing up the ranks.

We pledge to:

- Run an inclusive, accessible recruitment process with no adverse impact.
- Recruit participants who demonstrate their commitment to tackling discrimination.
- Equip participants to take action to support equity, diversity and inclusion.
- Support participants from all backgrounds so they are able to thrive.
- Tackle the greatest barriers first, with our primary focus on gender and ethnicity. This is not to minimise other areas but to focus resources to make the most change.

### 3. POLICE NOW INFLUENCE:

We have a decade of knowledge and rich data which we must use to influence and support key decision makers and our partners to be better; particularly around policies and behaviours that we believe are not equitable or inclusive.

We pledge to:

- Work relentlessly to make policing more inclusive and diverse.
- Be recognised as leaders in the EDI space.
- Support our partner forces and hold them to account.
- Remove barriers preventing equal outcomes across different backgrounds and identities.
- Proactively address environments that do not support an inclusive experience.



# AMBITIOUS TARGETS

## POLICE NOW

## EMPLOYEES

1 Employees are representative of the communities we serve for ethnicity and gender. We will use 2021 census data (both overall and London specific) as our benchmark. Once we achieve parity in these areas we will expand to other key groups.

2 Gender and ethnicity pay gap is between + or - 5%. We accept a range here to allow for the difficulty of exactly hitting a 0% target in a small organisation, while setting parameters for us to meet and stay within.

3 Positive answers in the employee survey for questions around EDI (feeling respected, open and honest conversations about EDI) exceed 90%.

4 100% of employees have EDI objectives and 90% successfully achieve them.

5 Retention of ethnic minority employees matches or exceeds that of white employees, whilst maintaining the positive picture that exists for other groups.







## POLICE NOW PROGRAMMES

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1

There is no adverse impact for any groups, including consideration of intersectionality, in areas we control (for example, Police Now owned assessments). Where adverse impact is affected by factors outside our direct control (for example external assessments), we will look to share our data and insights to improve this.

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2

The experience of our participants through the programmes is equitable, notwithstanding their gender and ethnicity.

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3

In each force area the number of participants from an ethnic minority background and the number of female participants will exceed the local population. In each national intake, 20% or more of our participants identify as being from an ethnic minority background and 55% or more of our participants are female.

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4

At both national and local levels, the same proportion of female participants and participants from an ethnic minority background who start the programme, will complete the programme.

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5

Our alumni and FLP participants from underrepresented groups perform as well as their colleagues from majority groups in force area promotion statistics.



## POLICE NOW

## INFLUENCE

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1

Achieve a reduction in the proportion of candidates and participants from underrepresented groups exiting the recruitment processes or programmes, citing force inclusivity issues.

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2

Publications and releases, including a 10-year Impact Report, that detail progress and learnings relating to EDI, results in national media interest and coverage at least once a year.

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3

A sector award each year to show continuous leadership, high performance and evolution of our EDI activity.

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4

Maintain or improve our position in the Inclusive Top 50 UK employers List (IT50).

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5

Continue to contribute to the modernisation of national policing policies through our work with key external decision makers.





# PRIORITY ACTIONS

## KEY AREA 1

### Police Now employees

To achieve this we must:

- Deliver increased ethnic diversity representation into the Senior Leadership Team (SLT) for the long term, through a focused diversity first recruitment process, targeted succession planning, coaching and mentoring for high performing employees who identify as being from an ethnic minority background.
- Support the EDI Champions network to be action focused and have a voice into the SLT and the EDI Committee so that the embedding and successful delivery of the strategy is an organisation wide effort.
- Plan and deliver cross organisational educational activities, including lunch and learns, mutual mentoring, formalised training and enhanced guidance and policies, and set meaningful and consistent EDI objectives.
- Report on our gender and ethnicity pay gaps quarterly to the EDI Committee and make interventions where fair and appropriate at these points, which may include reducing the leaver gap where this is contributing to the pay gap.
- Complete a full review of the HQ recruitment process, with a particular focus on addressing existing adverse impact (Asian Heritage candidates as an example).

# PRIORITY ACTIONS

## KEY AREA 2

### Police Now programmes

To achieve this we must:

- Evolve the recruitment campaigns for all programmes, using an EDI first approach and the development of a more sophisticated understanding of barriers to entering policing. This will require the continuous use of our quantitative data around underperformance of intersectional groups, including ethnic minority male candidates aged over 25 and Black heritage females, and qualitative research through activities like focus groups and consultation with partners.
- Develop new processes so that EDI data is collected consistently across all our programmes throughout the end-to-end journey (candidate to participant to alum) and used to inform change. Collect and act on focused survey data for all participants to monitor that their experience of the programme is equitable.
- Build on the inclusivity of programmatic delivery to increase the number of participants who feel equipped to take actions to support equity, diversity and inclusion. This includes increased provision of high-quality EDI content in the curriculums, enhancing the diversity of speakers, syndicate leads and stream managers, and iterating the workplace adjustment passports and adjustment provision.
- Review the participant journey for Black heritage and Asian heritage participants on all programmes to proactively develop a plan to improve programme retention for these groups, including consideration of intersectionality (particularly gender and neurodiversity) and force implementation.
- Enhance our alumni strategy to embed a diversity first approach, focusing on proactively supporting alumni from underrepresented groups to stay connected to Police Now, remain in policing and progress to senior ranks.

# PRIORITY ACTIONS

## KEY AREA 3

### Police Now influence

To achieve this we must:

- Develop a formal network of partner force EDI leads that form part of the wraparound care, including positive action where required, for candidates and participants. This network should extend to affinity groups within forces, through the force EDI leads, and at a national level.
- Ensure our procurement processes and decision making relating to partners, including police forces and suppliers/external agencies, includes consideration of how they champion and support our EDI ambitions. We will remove any current partners that do not meet our standards.
- Maintain regular attendance and participation at sector events, conferences and forums, and entry into sector awards and rankings, to enhance our profile and credibility as a thought leader in EDI, and share best practice across policing, graduate recruitment and government.
- Ensure our impact and insights activity utilises recruitment and programme retention data around EDI, to enable discussion and action with national policing decision makers around policies and processes relating to entering policing and thriving within it.
- Develop and implement a media and communications strategy that utilises our EDI impact and insights work to ensure our recognition across key external stakeholders including government, national and regional policing networks, as an expert voice for policing.





CUMS & TONGUE

FOR A MAGNIFICENT ENROUTE.

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OUT OF MIND

WITH BEYONCÉ CAROLIN WATKINS  
Jubilee Show  
LIVE IN LONDON

50TH BIRTHDAY EDITION  
CAROLIN WATKINS  
Jubilee Show  
LIVE IN LONDON

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# GOVERNANCE

## EDI COMMITTEE

To support the implementation of our EDI Strategy, Police Now has an EDI Committee with the Chair of the Committee also a member of our Board of Trustees.

The EDI Committee has a wealth of knowledge and experience to challenge us, identify problems and offer innovative ideas. The committee meets quarterly, usually in our offices, to ensure that EDI is a key priority across all Police Now activity and hold us to account on our progress.

Our current members, and we expect to add further external expertise to this list as we move forward, are:



### **CAITLIN KINSELLA (CHAIR OF THE EDI COMMITTEE & TRUSTEE ON THE BOARD)**

Caitlin has a wealth of experience leading complex and strategic transformation projects and is currently providing consultancy and advisory services to a range of organisations. She was Group Director of Responsible Business, Diversity & Inclusion and Employee Engagement at Capita.



### **RHAMMEL AFFLICK (MEMBER OF THE EDI COMMITTEE & TRUSTEE ON THE BOARD)**

Rhammel is a Trustee for Bi Pride UK, a Special Inspector in the Metropolitan Police Service and was previously the Head of Advocacy and Communication at the British Youth Council.



### **PROFESSOR SHIVANI SHARMA (MEMBER OF THE EDI COMMITTEE)**

Shivani is Deputy Dean (People, Culture, Inclusion) at Aston University and a Trustee for Kidney Care UK.



### **MIKE HICKMAN (MEMBER OF THE EDI COMMITTEE)**

Mike is the Client Relationship Director at EA Inclusion and was previously a Detective Sergeant and Positive Action Manager at Surrey Police.

## Police Now members



**CLARE POWER, CHIEF MARKETING OFFICER AND EXECUTIVE SPONSOR FOR EDI**



**JULIE ANISIOBI, PROGRAMMES DIRECTOR**



**CAT MOUGHTON, HEAD OF PEOPLE**

### EDI CHAMPIONS

To support the implementation of our EDI Strategy we have created a network of EDI Champions from across Police Now. There is an EDI Champions lead who will attend all EDI Committee meetings and selected SLT meetings when specific agenda items require input.

### EDI COMMITTEE

The Police Now EDI Committee will report in writing to each Board of Trustees meeting, held quarterly throughout the year. Each meeting will include an update on the successful implementation and delivery of our EDI Strategy.



# HOW WILL THIS ACCELERATE OUR JOURNEY?

The successful delivery of Police Now's mission, strategy and organisational priorities is underpinned by us achieving our EDI ambitions.

We are proud of what we have achieved over the last decade; it has taken considerable focus and determination. At the same time, we recognise that we still have some distance to travel on our journey of becoming a role modelling organisation of leadership.

We believe that our 2025-27 EDI Strategy, which we have developed together as a dedicated and diverse employee base, is ambitious. We are committed to a focus around three priority areas: Police Now employees, Police Now programmes and Police Now influence. We want to achieve the targets laid out clearly in this strategy, we want everyone who is a part of Police Now to feel valued for who they are and the role they play, and by 2027, we want to have delivered all that is detailed within this strategy and more. It is only then that we can wholeheartedly say to policing that we are doing this without compromise and you must follow. In the meantime we continue to lead by example in all that we do, sharing our learnings and best practice at every opportunity.



# APPENDICES

# WHAT WE HAVE ACHIEVED SO FAR

**POLICE NOW EMPLOYEES** as of 24 April 2024

**105**

employees

**28%**

identify as an ethnic  
minority

(7% Black Heritage; 7% Asian  
Heritage; 12% Mixed Heritage)

**13%**

of SLT identify as an  
ethnic minority

**66%**

identify as female

**17%**

identify as having a  
disability

**12%**

identify as LGBTQ+

**31%**

have caring  
responsibilities

**80%**

feel their culture and  
background is valued  
and respected



## LEAVERS

in the last 12 months

22

leavers

36%

identify as ethnic minority

(10% Black Heritage; 10% Asian Heritage; 15% Mixed Heritage)

68%

identify as female

0%

identify as having a disability

5%

identify as LGBTQ+

23%

have caring responsibilities

## PAY GAP

as of 24 April 2024

13%

mean ethnicity pay gap  
(the mean ethnicity pay gap in the UK is 25.8%)

6%

mean ethnicity pay gap with SLT removed

-0.1%

mean gender pay gap  
(the mean gender pay gap in the UK is 7.7%)

3.7%

mean gender pay gap with SLT removed

National gender pay gap data from ONS

National ethnicity pay gap data: [Ethnicity Pay Gap Report: 1 April 2022 to 31 March 2023 - GOV.UK](#)



# WHAT WE HAVE ACHIEVED SO FAR

## POLICE NOW PROGRAMMES: TRAINING

NGLP C10 and NDP C5, 2024

**425**

participants

**22%**

identify as an ethnic minority

(compared to 11% for national police recruitment in the year ending March 2023)

**8%**

identify as Black Heritage

**57%**

identify as female

(compared to 43% for national police recruitment in the year ending March 2023). 10% identify as ethnic minority female

**10%**

identify as an ethnic minority female

**13%**

identify as LGBTQ+

**15%**

qualified for free school meals

**63%**

of participants had not considered a career in policing before finding out about Police Now

Since 2015, across both the National Graduate Leadership Programme (C1 to C8) and National Detective Programme (C1 to C3), we've seen

**72%**

ethnic minority participants complete the programme

(86% White Heritage; 78% Black Heritage; 75% Asian Heritage; 85% Mixed Heritage)

**84%**

female participants complete the programme

(85% male)

## POLICE NOW PROGRAMMES: PROGRESSION AND ALUMNI

FLP C8, 2024

76

participants

38%

identify as an ethnic minority

18%

identify as Black Heritage

58%

identify as female

FLP Promotions as of November 2024

235

FLP promotions

18%

of FLP promotions were achieved by participants who identify as an ethnic minority

54%

of FLP promotions were achieved by participants who identify as female

Alumni as of September 2023

89

of our alumni have been promoted, including nine to inspector rank

5%

female alumni have been substantively promoted  
(7% male)

6%

ethnic minority alumni have been substantively promoted  
(6% white)

# WHAT WE HAVE ACHIEVED SO FAR

## POLICE NOW INFLUENCE

### Our impact and insights

The impact that Police Now participants, alumni and partners have is at the core of everything we do, underpinned by a commitment to evaluation and continuous improvement. View our impact and insights page which shares some of the insights available from our evaluations and wider research to date.



[View our Impact](#)





Since 2015,  
Police Now has won

**40+ AWARDS**



Including the following specifically for our EDI work:

**GOLD AWARD FOR DIVERSITY AND INCLUSION**  
HR Excellence 2023

**COMMITMENT TO IMPROVING DIVERSITY THROUGH STUDENT RESOURCING**  
Institute of Student Employer Awards 2022

**BEST DIVERISTY AND INCLUSION STRATEGY**  
HR Excellence Awards 2022

**COMMITMENT TO IMPROVING DIVERSITY THROUGH STUDENT RESOURCING**  
Institute of Student Employer Awards 2021

**BEST INCLUSION AND DIVERSITY INITIATIVE**  
CIPD Management Awards 2021

**BEST DIVERSITY AND INCLUSION STRATEGY**  
TARGETjobs National Graduate Recruitment Awards 2021

**BEST DIVERISTY AND INCLUSION INITIATIVE**  
Recruitment Marketing Awards 2021

**BEST DIVERSITY AND INCLUSION STRATEGY**  
TARGETjobs National Graduate Recruitment Awards 2019

**COMMITMENT TO IMPROVING DIVERSITY THROUGH STUDENT RESOURCING**  
Institute of Student Employer Awards 2018

# TARGETS EXPLAINED

Our strategy includes ambitious targets for the number of female participants and participants from an ethnic minority background who both start and complete our programmes, the adverse impact present in our recruitment and the pay gap between male & female employees and those from white or ethnic minority backgrounds.

The rationale and further detail for these targets is outlined below.

## **Ethnic minority targets**

Our national target: In each national intake, 20% or more of our participants identify as being from an ethnic minority background. At both national and local levels, the same proportion who start the programme, will complete the programme.

## **Why 20%?**

18% of the UK population are from a minority ethnic background (UK 2021 census). We wanted our national target to exceed this to help work towards remedying the current lack of equal representation in the police service.

## **Local targets**

The national target is underpinned by individual targets for each force area. These targets will always be above the local area population. If the national target does not add up to 20% (for example in the case of having a large number of forces with a small local ethnic minority population) then our overall national target will still always be a 20% minimum target.

## **Gender targets**

Our target: In both the national intake and at local force level, 55% or more of our participants identify as women and, at both national and local levels, the same proportion who start the programme, will complete the programme.

# TARGETS EXPLAINED CONTD.

## **Why 55%?**

The UK population is 51% female (UK 2021 census). We wanted our target to exceed this to help work towards remedying the current lack of equal representation in the police service.

## **Our target**

We believe it is necessary to accept a small variance to take into account individuals' performance, but that this variance should be lower than the 80% rule. We will consider anything below 90% as adverse impact and want to aim for parity in all areas.

## **Pay Gap**

What is the 'pay gap'? The pay gap is the average difference between the remuneration for men and women who are employed (gender pay gap), or the difference between the remuneration for white employees compared to those from an ethnic minority background (ethnicity pay gap).

Our target for both our gender and ethnicity pay gap is between + or - 5%. We accept a range here to allow for the difficulty of exactly hitting a 0% target in a small organisation, while setting parameters for us to meet and stay within.

## **Adverse impact targets**

What is adverse impact?

Adverse impact occurs when the selection ratio of a specific group is disproportionately lower than expected.

## **What is the industry standard?**

Typically, the industry standard is the '80% rule.' This means that if an underrepresented groups' rate of selection is less than 80% of the well represented group this is considered adverse impact.



# POLICE:NOW

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