National Policing Diversity, Equality and Inclusion Survey 2019

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The **National Diversity, Equality and Inclusion Survey** was designed to examine inclusivity and workplace culture from the perspective of the *policing workforce* within the forty-three Home Office forces

The purpose of this research was to support the achievement of the 2018-2025 NPCC Diversity, Equality and Inclusion Strategy

Responses were collected over an eight-week period from mid-November 2019

In total, 34,529 responses were received (16.6% response rate)

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A key goal of increasing diversity is to address societal inequalities[1]

Prior research and practice suggests that **increasing diversity by itself** will not result in positive outcomes for organisations or individuals[1]

An increase in diversity by itself will not change individuals' day-to-day experience of being excluded or experiencing unacceptable behaviour[2]

If new people are recruited but the culture stays the same, then no matter how talented they are, they will not succeed[1]

([1]Ferdman, 2014; [2]van Knippenberg & Schippers, 2007)

Inclusion is the way in which organisations, leaders and people enable everyone to feel:

- valued and treated as an equal

- connected and have a sense of belonging, whilst being able to be their authentic self

- respected and able to have voice

- able to fully contribute

Force inclusive employment practices refers to the extent to which respondents feel their force:

- values people for who they are and not just for the jobs they fill

- has fair processes for job selection and promotion

- invests in the development of all its people

- provides safe ways for individuals to voice their grievances

- is genuinely committed to having a diverse workforce

Finding: Respondents' perceptions of their forces' inclusive employment practices were found to be positively associated with their wellbeing

	Role		Ethnicity				Religion					Sexual Orientation						Disability	
	PO	PS	BAME		White		Atheist	Buddhists	Christians	Muslims	Pagans	Gay or Lesbian		Bisexual		Hetero-sexual		Identified as Having a Disability	
			PO	PS	PO	PS						PO	PS	PO	PS	PO	PS	Yes	No
Average	M	MH	ML	M	M	MH	M	M	M	M	M	M	MH	ML	M	M	MH	ML	M
N	18066	16072	532	428	9577	9050	2280	133	9462	290	128	570	384	321	312	9017	8597	2886	16900

Note: ML - moderately low average level; M – moderate average level; MH – moderately high average level

Further Results

No material differences were evident between the average scores for male (*n* = 16,735) and female (*n* = 16,357) respondents

Individuals who identified as having a different gender identity from that assigned at birth (*n* = 70) reported a **moderate** average level

Individuals who identified as having an autistic spectrum condition (*n* = 306) reported a **moderately low** average score

Perceived Unfair Treatment due to a Protected Characteristic

Proportion of individuals reporting feeling that their career promotion opportunities are negatively affected due to their *(protected characteristic)*

		N	% Disagree or Strongly Disagree	% Neutral	% Agree or Strongly Agree
Gender	Male Officer	10976	58.5	24.4	17.2
	Female Officer	6241	67.7	23.4	8.9
	Male Staff	5553	79.9	16.2	3.9
	Female Staff	9943	81.6	15.9	2.5
Ethnicity	BAME	980	56.3	26.4	17.3
Religion	Buddhist	133	84.1	15.2	0.8
	Christian	9420	84.6	13.8	1.5
	Muslim	290	53.7	29.6	16.7
	Pagan	128	76.4	21.3	2.4
Sexual Orientation	Gay or Lesbian	971	73.9	19.9	6.2
	Bisexual	648	80.4	17.8	1.9
Disability	Identified as Having a Disability	2886	43.9	27.6	28.5

Experiencing perceived unfair treatment was found to be associated with negative outcomes for individuals and their organisations:

lower levels of individual wellbeing, job satisfaction
and professional commitment

higher levels of intention to quit

Leaders can positively affect the achievement of inclusion in work teams through:

acting as a positive **role model**[1]

influencing people's **values**[2]

facilitating a sense of **belonginess** and **valuing uniqueness**[3]

generating an **inclusive climate** in their work group[4]

([1]Nishii & Mayer, 2013; [2]Plater et al., 2019; [3]Randel et al., in press ; [4]Nishi, 2013)

Supervisor listening relates to the extent to which individuals view their direct supervisor as open, non-judgemental, supportive and interested in what they have to say
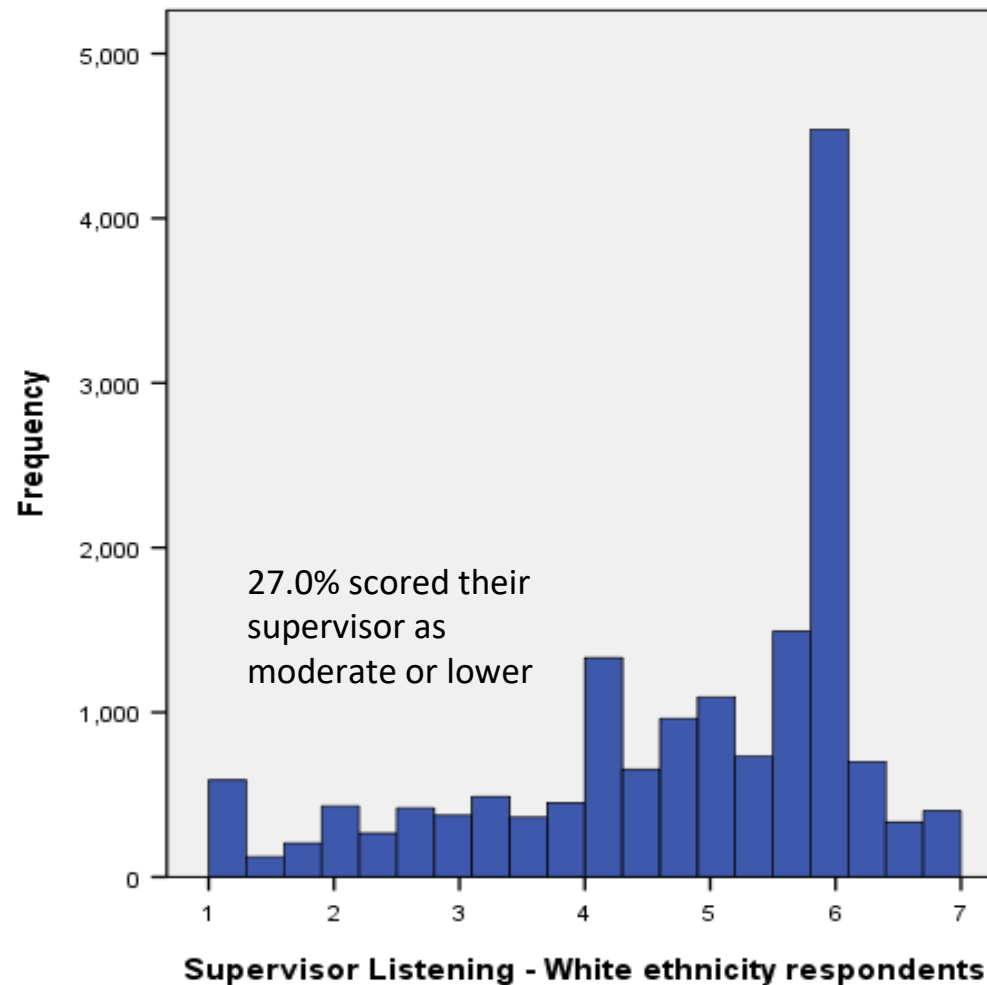
	Ethnicity		Religion					Sexual Orientation			Disability
	BAME	White	Atheist	Buddhists	Christians	Muslims	Pagans	Gay or Lesbian	Bisexual	Heterosexual	Identified as Having a Disability
Average	MH	H	H	MH	H	H	H	H	MH	H	MH
N	964	18669	2259	133	9360	285	125	961	638	17648	2861

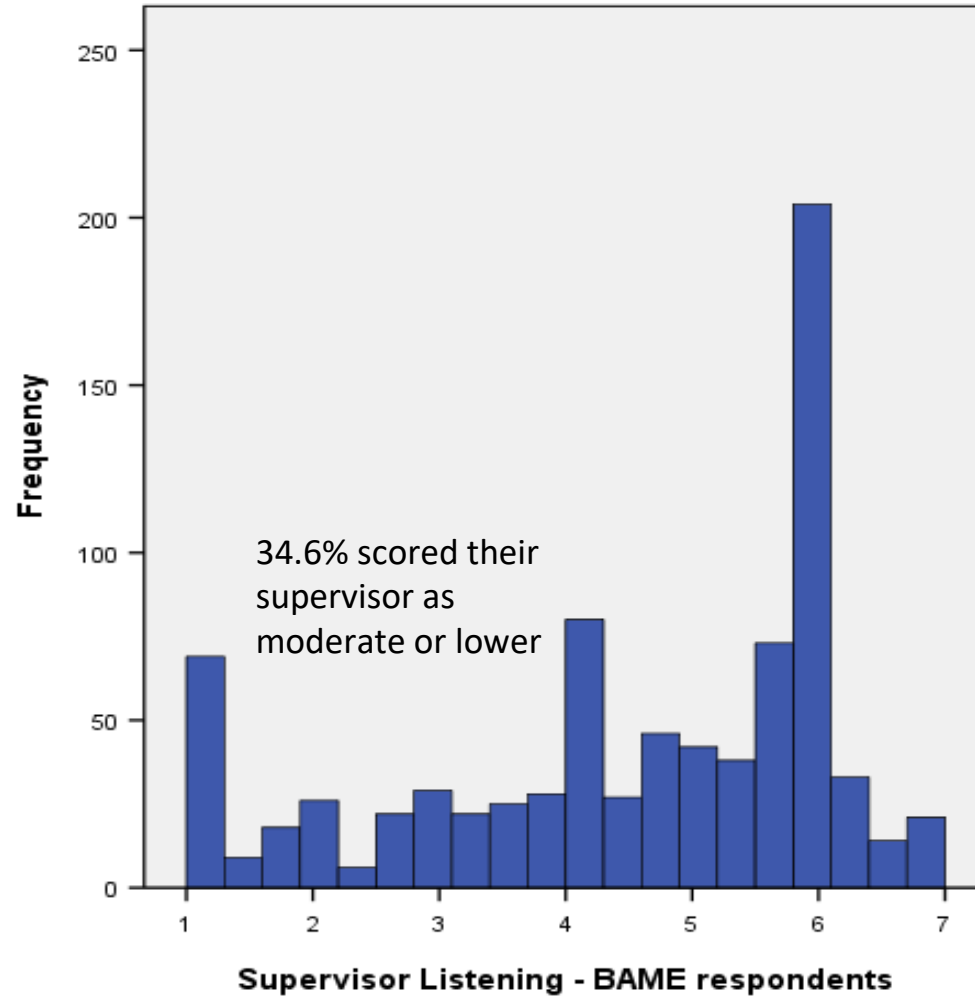*Note*: MH – moderately high average level; H – high average level

No material differences were found between the average scores reported for male and female respondents or between police officers and staff

Respondents who identified that their gender identity was different from that assigned at birth reported a **moderately high** average level

34.6% scored their supervisor as moderate or lower

Team inclusive climate reflects expectations and norms regarding the openness with which people can be their *"true"* selves without suffering adverse consequences in their work teams

When team inclusive climate is high, the differences between individuals are appreciated, respected and valued, and team members feel it is important to resolve misunderstandings or personal conflicts that occur

|	Role		Ethnicity		Religion		Sexual Orientation			Disability
	Police Officer	Police Staff	BAME	White	Christians	Muslims	Gay or Lesbian	Bisexual	Heterosexual	Identified as Having a Disability
Average	H	H	MH	H	H	MH	H	H	H	MH
N	17926	15861	968	18718	9397	285	968	643	17685	2863

Note: MH – moderately high average level; H – high average level

There were no material differences found for male and female respondents

For individuals who identified as having a different gender identity to that assigned at birth, the average level was moderately high
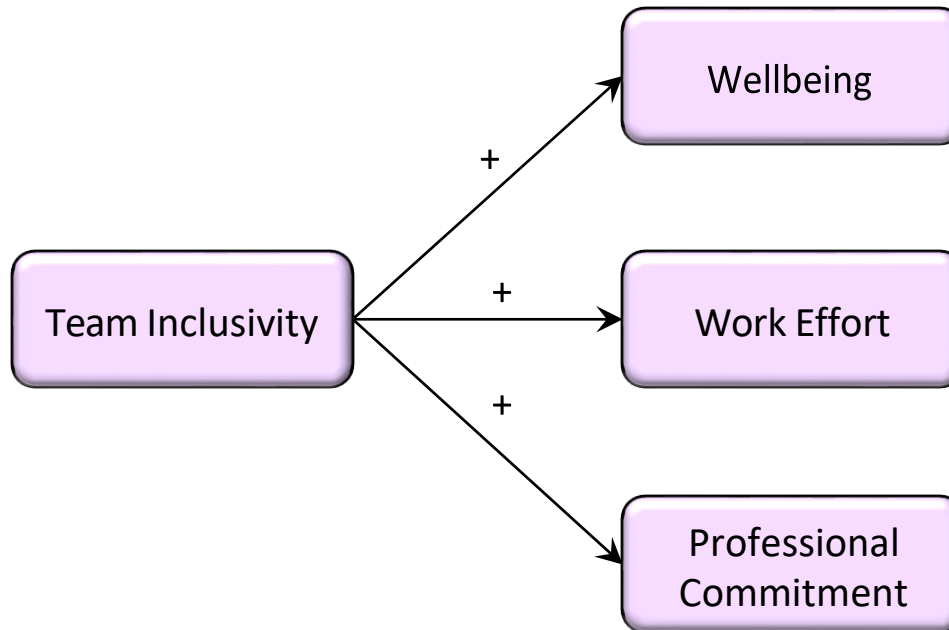
Team inclusivity was found to be associated with individual wellbeing, work effort and their commitment to Policing as a profession

Frequency of Experiencing Incivility
(Being put down or treated in a condescending manner)[1]

	N	% Never	% Once or twice	% Monthly or more frequently
Officer	18018	33.1	37.9	29.1
Staff	15976	38.6	35.7	25.8
Male	16735	39.0	34.9	26.0
Female	16275	33.3	38.9	27.8
BAME	980	30.2	36.6	33.2
White	18849	36.2	36.7	27.1
Atheist	2280	33.7	36.9	29.4
Buddhist	133	31.8	27.3	40.9
Christian	9462	37.5	36.1	26.4
Muslim	290	33.3	34.4	32.3
Pagan	128	24.2	37.5	38.3
Gay or Lesbian	971	30.8	37.0	32.2
Bisexual	648	26.3	33.1	40.6
Heterosexual	17818	36.8	36.9	26.3
Identified as Having a Disability	2886	26.8	31.8	41.4

[1]By someone in the force in the past 12 months

Harassment can be thought of as a form of interpersonal mistreatment of a person based on a protected characteristic which is perceived as derogatory and demeaning

Experiencing interpersonal mistreatment which was perceived as derogatory and demeaning was found to be associated with:

- lower wellbeing
- lower professional commitment
- lower job and life satisfaction
- higher levels of intention to quit

Interpersonal Mistreatment

Frequency of experiencing derogatory comments about respondents' *(protected characteristic)* by someone in the force in the past 12 months

		N	% Never	% Once or Twice	% Monthly or more frequently
Gender	Male Officer	10976	91.2	6.3	2.6
	Female Officer	6241	72.2	19.1	8.7
	Male Staff	5553	92.6	5.3	2.1
	Female Staff	9943	86.7	10.3	3.0
Ethnicity	BAME	980	72.6	20.4	7.1
Religion	Buddhist	133	90.2	7.6	2.3
	Christian	9420	90.9	7.3	1.8
	Muslim	290	63.9	27.1	9.0
	Pagan	128	74.8	17.3	7.9
Sexual Orientation	Gay or Lesbian	971	71.1	21.3	7.6
	Bisexual	648	79.3	15.6	5.1
Disability	Identified as Having a Disability	2886	63.6	24.2	12.2

Approaches to
Improve Diversity Attitudes

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The clarity of forces' communication of the consequences of discriminating against someone from a minority group was at a **very high** average level for both police officers and police staff
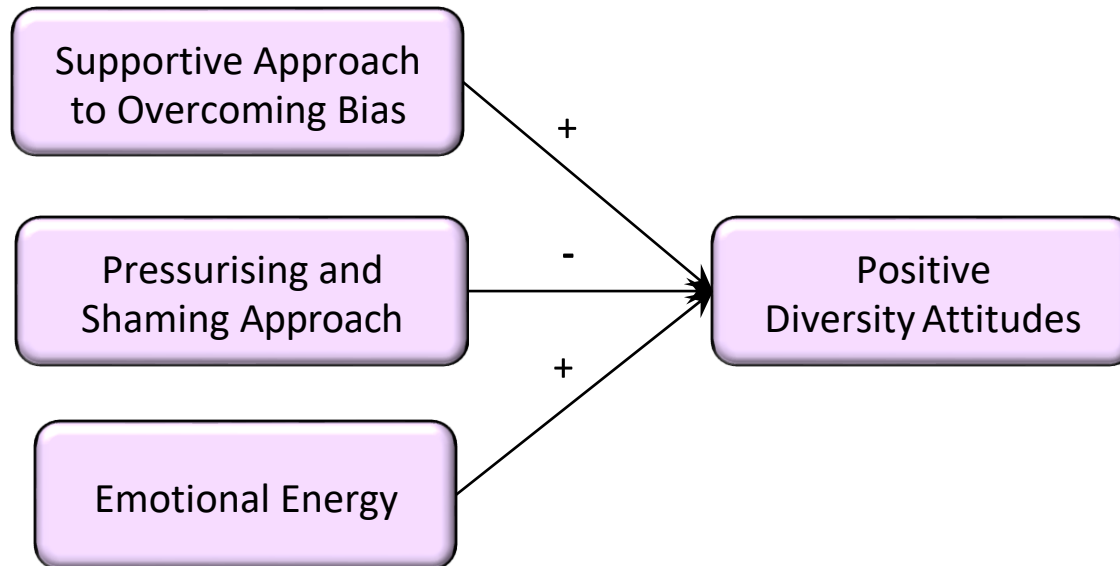
Average scores for how supportive their force is in its approach to overcome bias were **moderately high** for police officers and **high** for police staff

Emotional energy is central to individuals' wellbeing

It can be considered as the amount of emotional and mental energy individuals have available to them to meet the daily demands and challenges they face in their roles

Overall, emotional energy was reported at a **moderately low** average level

Police officers who identified as having a disability reported the lowest average levels of emotional energy (at a **low** average level)

Professional commitment is a measure of dedication, responsibility and pride that individuals feel towards policing as an occupation

The average level for all respondents was found to be **high**

Overall, individuals reported committing **very high** average levels of effort into their work

No material differences were found between the average scores for:

- males, females and those who identified as having a different gender identity from that assigned at birth

- BAME and white ethnicity individuals

- individuals of different religions or beliefs

- heterosexual, bisexual, and gay or lesbian respondents

Summary

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Inclusion is increasingly recognised as essential to support and achieve *diversity improvement*[1]

Effective *organisational policies and practices* need to be achieved to encourage and support realisation of an inclusive culture[2]

New competencies are required on the part of *leaders to achieve inclusion within their teams*[3]

(*[1]*Miller & Katz, 2002; *[2]*Kochan et al., 2003; *[3]*Nishii & Rich, 2014)

Questions and Discussion

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