



Nordic-Baltic seminar
GENDER IN POLICE ORGANIZATIONS - DOES IT MATTER?
Gender equality, equal practices and tools for change
29-30.10.2019, Swedish Police Headquarters, Stockholm, Sweden

The seminar *Gender in Police Organizations - Does it Matter?* gathered representatives from Nordic and Baltic police organizations to raise awareness and increase knowledge on gender equality. At the seminar equal practices and tools for change from the Nordic and Baltic countries was presented to inspire the countries to implement equality in the police organizations in order to detect potential gender imbalance and inequality, with the aim to improve work processes and create sustainable solutions. Equal rights are fundamental for all police work and the foundation for the legitimacy of the police in society.

OPENING ADDRESSES

Anders Thornberg, National Police Commissioner, Swedish Police Authority
Anders Thornberg pointed out in his presentation, that gender equality and equal treatment in the police should be integrated into the main tasks and policies, and must be at the heart of the organization, and that gender mainstreaming is the method to use. The Swedish Police employs experts working on gender equality, LGBTQ, masculinities, norms and power structures to support the work in the police. Thornberg said that we must remember, that working with gender equality and equal treatment, is an ongoing process, and we can never consider it being finished. He said, we have to remember that success with the job of gender equality and equal treatment, leads to better results, and that employees of different backgrounds and experiences will in the end build the very best police organization. He also pointed out, that the police need to reflect the society, because otherwise the police cannot manage to keep the society safe and secure. Thornberg ended his opening presentation by saying: "Remember - the citizens have one police to turn to, and we are the police for everyone!"

Leena Lukala, Chair of Nordic-Baltic Network of Policewomen, Senior Detective, General Crime Investigation Unit, Uusikaupunki Police Station, Southwestern Finland Police Department, Police of Finland opened the seminar.

Leena Lukala started by saying that the Nordic-Baltic Network of Policewomen (NBNP) was established in 2001 as an inspiration for development of equal opportunities in the police organizations. The network exchanges information and knowledge on gender equality, discrimination and diversity in order to give contributions and to fight all kinds of discrimination within the police organizations. Arranging seminars is an effective tool to present new facts. Lukala said, that it is important to include gender, diversity and discrimination in the daily work of police

officers at all levels in the national police and she stressed, that it is important to include both women and men in all activities and discussions, otherwise it is not possible to integrate a gender perspective in our police work. Lukala ended by saying: "Equal rights are fundamental for all police work and the foundation for the legitimacy of the police in society."

SESSION I - GENDER EQUALITY AND MASCULINITIES

Moderator: *Hanna Jungwallius*, Major, Section Commander, the Forces Communication and Information System Command, Swedish Armed Forces

A gender perspective deepens our understanding and analysis and helps to understand what men and women do and what kind of resources they have access to and control over. The **Gender Equality and Masculinity** session discussed gender equality as a tool for changing organizations and working places, and for reflecting both women's and men's' needs and requests.

Hanna Jungwallius started her introduction by presenting the Supreme Commander's vision 2025 of the Swedish military. The world of today is complex and dynamic, with advanced and complex equipment. The Swedish military has to meet all the demands of a small country with small numbers, and at the same time those of a long country with long borders. If a possible aggressor is superior in numbers you need to be smarter, and Jungwallius quoted General Patton, who has said: "If everybody is thinking alike, then somebody isn't thinking". Jungwallius said that the military profession is to save the country, to be a part of something, and sharing camaraderie, it is not any more an excluding and dysfunctional system. The Supreme Commander's Vision 2025 is: "We meet whatever threat that comes along and we manage all types of challenges". The military forces work with this vision at all levels in the organization - both with the organization as well as with the individuals. For the military to be a successful workplace today there is a need for shared responsibility, and a minimum of prestige. The role of the leaders is to connect the different dots of the Supreme Commander's Vision.

Jungwallius told how #me too movement hit the military forces. It was one of the many #me too movements of different branches and organizations in Sweden, as artists, school teachers, health care sector, etc. The media coverage was enormous and the public debate was going on in all media in Sweden. The reaction from the Supreme Commander was a crystal clear statement: zero acceptance of sexual harassment in the military and the armed forces, and it is a violation of the core values of the Swedish military. Jungwallius said that she was appointed to act as advisor to talk about the #me too movement and has used workshops, seminars and meetings as tools to share some lights on equal rights and harassment with all categories at all levels within the military.

The discussions in the military forces ask the same questions as were asked 20 years ago, so now there is need for multilayered discussions on gender equality and leadership, because leadership is not a female or male question, because it includes all human beings. Concerning equality issues it is important to listen to what the Supreme Commander is saying and what he is not saying, and it is also important to not only limit the discussions on equality between women and men. It is important that all questions and discussions start and end in the core activities and responsibilities of the organization. Jungwallius ended her presentation by saying, that in the military it is important that all individuals know, "what's in it for me?" and that it is "a long-term commitment".

A Challenge for the Police - to address and change the problematic masculinity

Jesper Fundberg, PhD Etnology, Specialist Equal Treatment, Human Resources Department, Swedish Police Authority

Jesper Fundberg started his presentation by quoting Cheris Kramarae, who has said: "Feminism is the radical notion that women are people", and Simone de Beauvoir, who described women as the other sex. He said that feminism is also the radical notion that men are gendered, i.e. men must think of themselves through gender glasses.

Fundberg asked: What is actually power? He answered: Power is easy to grasp and is a tool to stop people from doing something, and as Michael Foucault has said: Power is hard to resist. He described the three dimensions of power, which according to Steven Lukes are:

- First dimension: The decision-making power consists in winning, that is prevailing over another or others, i.e. stop people from doing something
- Second dimension: The power is to set the agenda, to prioritize things and put them on top of the agenda and thus control what gets decided
- Third dimension: The discursing power is to shape and influence people's desires and beliefs, and thus to avoid both conflict and complaints. It is to look at what is taken for granted, and what is different? Power can also be managed from the shadow.

Fundberg said, usually we talk about champions league and champion winners, when we talk about football, and when we mean men playing football. When we talk about women playing football, we say: women's football league. We are also talking about police and female police.

Fundberg discussed the troublesome gender and quoted Anthony Giddens: "In Western culture at least, today is the first period in which men are finding themselves to be *men*, that is, possessing a problematic 'masculinity'. In previous times, men have assumed that their activities constituted 'history', whereas women existed almost out of time, doing the same as they had always done." Researchers as Yvonne Hirdman, Sweden, and Kate Millet, USA, have written about power from a gender perspective, revealing the power structures of men in the Western societies. Fundberg said that in our societies men are "normal" or the norm, and women can do anything, just be sure that men has done it before. He said for example: the idea is that men are taken-for-granted or that sexism is just how men express themselves. He also described how sports for boys are produced in the locker rooms, how it is connected to sexism and homophobia, and is important and useful information men remember all their lives.

Fundberg asked why there are so few women police officers, and he answered, because the police are linked to masculinity. In the homo social culture men are taking care of men, and in the hetero social culture, women are taking care of men. The masculinity is produced via a sexist language and femininity is considered as the next best in the line. He said that this masculine behavior and sophisticated sexist language is used in the national Swedish football team.

Fundberg discussed also problems and solutions of the gender power structure. He asked questions as: Shall we address the problematic behavior/dominance of men? Are men untouchable? Do we need to address and change the behavior of girls and women? How about the education, should the school education be changed, is there facts we do not see? What is the problem Fundberg asked, and pointed out that we are producing more reports than ever. He asked: have these reports changed anything, and his answer was: No!

Today men have status and power, and voices are raised to change and redistribute the power, by using laws and regulations, from men to women. Fundberg talked about the resistance among men and the responsibilities of men in the process of changing the gender power structures in our societies. He said also sexual harassment is not acceptable and male violence is a problem, and these two phenomenon the society have to cope with, especially after the #me too movement. He stressed that not all men do sexism and said that we need to point out and address the problems, behaviors and responsibilities. He ended his presentation by saying: "We should use senior men to be responsible for the change - use good examples."

(See Fundberg's PP-presentation).

Guardians of Democracy or Warrior Cops? - Observations on the making of police officers

Otto Peterson, PhD Political Science, Strategist, Human Resources Department, Swedish Police Authority

Otto Peterson presented the research questions of the international research project on *Recruitment, Education and Careers in the Police (RECPOL)*, in which Denmark, Belgium, Iceland, Norway, Scotland and Spain have participated in the research project. The research has focused on how the view of the professional role changes from being a freshman at the police academy to a working police officer, and on the imprint of variations as gender, age, types of service and size of the town. The research includes three steps, and starts with interviews of first year students; the next step is in connection with the students' graduation, and the last is when they have worked three years as sworn police officers.

The view on the police power is, that it is based on legal support, must be balanced and democratically linked, that there is election for parliament, which approves the government and the police reports to the government. Peterson described the three premises of police work, through the views of a legalist versus Dirty Harry (film where Clint Eastwood is acting as a police officer). The first premise is juridical support: The legalist's view is based on juridical support and that all people have to act by the law. The actions of Dirty Harry are based on efficiency and practical solutions. The second premise is the balance and the legalist view on balance is, the principles of objectivity and equal treatment, while Dirty Harry acts on stereotypes and defends the police authority, when it is challenged or if somebody is threatening the police. The third premise, the democratic link, is for the legalist a hierarchical organization, which is politically governed and has a duty to report offences, i.e. need to report a colleague, who acts outside the protocol. Dirty Harry questions statistical measures and follow the Code of Silence.

Peterson also described some results, and said the Swedish students are most legal, and there is little change between their attitudes from entering the studies to graduation, while Danish students are the most flexible, when looking at the students attitudes on non-legalistic police measures. The most autonomous officers are young men working in big cities as patrolling officers. Place of origin and parents education are of minor importance. Peterson said that it is most important that the police has people's trust and ended his presentation by saying that equal treatment is important for the police work, so gender matters.

(See Peterson's PP-presentation).

The research is published in *Policing and Society* (2018) and in *European Journal of Criminology* (2014).

Gender Issues in Everyday Police Work

Ida Melbo Øystese, Police Commissioner, Øst Police District, Norway

Ida Melbo Øystese started by presenting the Norwegian Police and said, that the basic mission for the Norwegian Police is to protect the citizens, that the police tradition is built on strong local connections and the goal for the police is cooperation and prevention, rather than distance and fear. The police are also given great responsibility and extensive authorization. She stressed that diversity in a police force reflecting all the society is vital, and said: "Police priority number one is to develop a strong police force. Women bring into the police work important perspectives, knowledge and experience, that men do not bring in. We need to recruit more women into leading positions." Øystese said, that to achieve this increased awareness, the police have to focus on a population from which the police leaders are recruited, to define a broader set of skills and on the group dynamics, because there is a need of teams in the police with complementary skills. Øystese pointed out that the Norwegian Police need to balance the masculine police culture and impact on the work and priorities, and therefore need more women in leading positions. She said the police have to recruit from the largest possible population. The police need to recruit individuals with relevant skills, both women and men, who can complement each other and cooperate. All must be able to look at the police with trust. The police serve democracy, when the police can show, that they employ all, from all groups and levels in the society.

Although in 2019 53% women started to study at the Police Academy, and almost 50% women are working in the police, Øystese said the high figures do not automatically implement the necessary changes in attitudes, values and perspectives. Figures from 2018 show that less than 30% women have leader positions. The operative police positions need a wider range of skills, so the operative leaders must be recruited from a large group of fully skilled employees. If the leaders setting the skills only are men, the result is that men are setting criteria for men. Øystese said: "We have to set a wide range of skill criteria to ensure that the best individual is chosen". In the Police District East, where Øystese works, only 10% (2 of 20) of the field commanders and only 20% heads of operations are women. This is a challenge not only for the police but also for all the society. She said: "Women contribute with important values and perspectives in handling and making priorities for an assignment." Including both women and men a case can be evaluated from several perspectives with different approaches and better solutions. The police work is one of the important tasks in the society, and a successful work of the police is dependent on the individuals, who do the work, and therefore the police need to recruit from a large qualified population with a wide set of police skills.

Øystese said that a uniform leadership builds a uniform culture, and underlined the importance of a mix of women and men in building a healthy police culture for the future. She said, that it is challenging to be a woman police officer, and sad that women still feel they need to consider whether to speak up or to keep silent. Women still work hard to hide and cover, when they experience different acts of discrimination. She said, that she personally had learned, that it is of great help to have a male colleague to bond with professionally.

In 1995 when Øystese entered the police, there were few women leaders, and the police department, was strongly affected by masculine values. Men worked with traditional organized crime and women with sexual abuse. Men had the highest salaries and highest status, while women at the same department had both lower status and salaries. One weekend a severe rape was reported, and officers needed to work overtime to handle the case, but only one signed up voluntarily for the job. At the very same time the police would impound a large amount of drugs, and in no time

several police officers lined up for that work. Øystese, who herself, led the investigation of the sexual abuse case, underlined that the rape case was sentenced with a significantly longer verdict than the drug case. This is an example of gender-biased priorities in the police.

Øystese said, that the Norwegian Police has not given enough priority on violence and abuse in close relationships. The most vulnerable in the society has been the main motivation for her to become a leader in the police. Øystese ended her presentation by saying: "We need to balance police priorities and efforts. We need targeted focus. We need power to make necessary changes. History shows, that such changes do not by chance just happen. This is about how men actually see and then what they perceive. It is about cultural tradition. It is how men relate to men, copy men and act like male colleagues without thinking whether or not it is right, decent or polite."

Strategies and Experiences in Leadership

Pia Sjunnegård, Deputy Head of Police Region Stockholm, Swedish Police Authority

Pia Sjunnegård started by showing a photo of the first woman that was graduated in the Swedish police in 1958, i.e. 61 years ago, and said although a lot has changed and developed within the police in Sweden, it is not an equal workplace for women and men.

Sjunnegård said, the overall objectives of gender equality policy of the Swedish Government, is that women and men should have the same rights and opportunities for education, paid work, shared responsibilities for family life, and the same access to health care. Men's violence against women has a high priority on the gender equality agenda in Sweden.

Sjunnegård pointed out that women are prevented in getting leadership positions. In the beginning the women were the only women in the teams, with nobody to ask advice, because the work culture is that, if a person is asking questions, it is seen as weakness. Few women dare to apply for leadership positions, because women seldom have a person, who can give support and recommendations for the leader position. The job is given to the person, who has the support. Still today most applicants for top jobs in the police are men. Sjunnegård said, women are so to say invisible in the organization, so the question is how can the police organization solve the problem with getting more women at leader positions. The recruitment processes should be equal for women and men, and gender equality should be integrated into all processes in the police organization. Sjunnegård ended by asking: "How do you, as a woman, lead a tradition-based hierarchical organization towards equality?" (See Pia Sjunnegård's PP-presentation.)

Summary of discussion

Hanna Jungwallius moderated the discussion, and the speakers agreed that the recruitment processes within the police should be changed. The focus must be on how the organization can solve the joint mission in the best possible way. There must be gender balance in all sectors, and discussions on men and masculinities and male perspectives on gender equality, not only women's views, must be included in work processes and discussions on demands for change. It was stressed that if you have just 10% women, then you have just one gender to choose from, and an organization should be able to choose the best individual. Today the fact is that the Nordic police organizations are very male, white, and middle aged (50 years).

The question was asked, if the police have tools to cope with more gender categories, with people with different sexuality, ethnicity and with different religions? If you are the only representative of a group, i.e. a woman, or representative of any minority as ethnic, sexual, religion etc. group then you have no support, and there is a risk for polarization. For example, #me too process has not stopped male sexual harassment.

In the end of the panel agreed that police organizations need to discuss: How can the police successfully, not only recruit women, but also keep the women within the police organization.

SESSION II GENDER TOOLS IN PRACTICE

Moderator Helena Casu Häll, Specialist Equal Treatment, Human Resources Department, Swedish Police Authority

The **gender structures in organizations provide women and men with different access to and control over resources**. The aim of integrating a **gender perspective in processes and decision-making** in an organization is to take into account both women's and men's interests, concerns and needs in planning, implementation and evaluation processes at all levels. **Gender tools in practice session** discussed how in practice integrate gender equality into organizations.

Helena Casu Häll said that a gender perspective includes **asking questions as: who does what, where, when and why?** It is about status, attitudes, needs, resources, rights and opportunities and helps to design gender sensitive policies, procedures and activities.

Gender Mainstreaming in Operative Services in the Police

Annika Lindroth, Police Commissioner, Police Region Stockholm, Swedish Police Authority

Annika Lindroth presented the challenges of the Police Region Stockholm work with gender equality. In Police Region Stockholm one core task is to explain why the police focus on gender equality. Today there are a lot of reports on what should be done and how to do it. Lindroth said that the police have to look at their work and tasks from a gender perspective and ask what are the consequences for women and what are the consequences for men. Lindroth gave one example from the work of the Police Region Stockholm in the drug sector. The drug sector started to look at the consequences for of drug use for women and men, and found out that they had totally failed to focus on women's use of drugs. The consequences were that the police had not paid attention to young women's drug abuse, and thus women did not receive help and treatment in time. One explanation is that young men use drugs in the streets where the police find them, while young women use the drugs at home. Lindroth also told about a mapping in the South Region of Stockholm on how the police officers meet the citizens. The surveys show that male police officers meet more smiles and have eye contacts, while female police officers get comments on how they look.

Lindroth also said, that Pia Sjunnegård has a special gender equality function in the Police Region Stockholm as her task at meetings are to ask questions on how persons are working with gender equality issues, have they integrated a gender

perspective, have they analyzed what consequences a decision has on women and men in different target groups, etc.

Lindroth said that the focus on diversity and equality improves the achievements in all organizations, and therefore the region also focus on the work culture to ensure that different perspectives are included, because success at work needs different types of skills. She stressed that equality starts with each single person, and the police must create work places that reflect the communities they serve, and a culture at the work place where everyone feels valued, heard and included. Lindroth said that the main focus of the equality and diversity work in Police Region Stockholm is on training, giving advice and support for the daily tasks on gender equality, and she ended by saying: "You shall never give up the gender equality work".
(See Annika Lindroth's presentation.)

Björn Cewenhielm, Head of Local Police District, Police Region Stockholm, Swedish Police Authority

Björn Cewenhielm started his presentation by asking Why gender equality? and his next question was: Why am I working in the Police force? He said that all should reflect and think on their opinions about gender equality, their relations to gender issues, and reflect on if they are a carrier of the good culture, are they a person, who has not thought of gender or do they belong to the group with a negative attitude towards gender equality, either consciously or unconsciously. Cewenhielm said: "especially if you are a man, think about, what is acceptable, what can you do differently, not only now but also over a longer period. You have to stand for your values. You shall create arenas where gender equality issues can be discussed openly". He said, that all people's equal values and rights are the foundation of democracy. All are equal before the law, and the police work is a part of this work for democracy, because our deeds are estimated and judged, not the persons we are. Cewenhielm asked: Are the police living up to the expectations of the goal for Swedish gender equality policy of an even distribution of power and influence between women and men?

Diversity includes all, but can the police tackle this challenge. Diversity promotes equality and counteracts discrimination. Cewenhielm asked: So what is the problem? The groups outside the privileged group have no problems identifying who has the power. But how is it about the privileged groups? Where is the power? Who use the power positions? If you cannot identify the patterns of power, there is a risk that you will be a part of the problem. Because many of us are blind, and do not see that the power structures make the changes in our societies very slow. He described the negative consequences for the police organization, when looking at the inner and outer perspectives, if the organizations do not work with gender equality. The consequences for the inner perspectives of an organization are: a culture of silence, harassment, objectification, salaries, etc. and for the outer perspectives: different treatment of victims and perpetrators, different valuation of consequences, hard to recruit persons, etc. The result is that democracy and equality before law is compromised and development stops.

Cewenhielm summed up by saying that although Sweden has policies, laws and plans they still struggle with gender equality problems, and said that the privileged groups have the power for making changes and must include and give space to representatives of other groups. He ended by saying: "We all need to work hard with equality in the Police, and do not ask how, when or who but ask WHY?"
(See Björn Cewenhielm's PP-presentation.)

Gender Balance in the Police

Karin Aslaksen, PhD, Human Resource Director, Norwegian Police Directorate (POD), Norway

Karin Aslaksen started her presentation by giving an overview of the main drivers in the development of family and gender equality policies in Norway starting from 1947 with the establishment of the Norwegian State Education Fund to 2005 and the adoption of the law stating at least 40% of women in Corporate Boards. She also stressed the importance of role models, and mentioned Norwegian Prime Minister Gro Harlem Brundtland as a role model from the 1980's.

Aslaksen asked how can the police solve their tasks on behalf of the society in the best way? She said that a modern police organization need to reflect the society it serves, and it means today that the police need to have a variety of competence. She quoted Monica Mæland, Minister for Local Government and Modernization, who has said: "Skills and Competences are equally distributed. If we only recruit from one part of the population, we will loose important competence. That we cannot afford."

Aslaksen said that the police get a lot from the state tax budget, so the police have to evaluate how they can serve the society in the best way. The Norwegian Police has measured different areas, and looked at the culture, trust, values, recruitment etc. In 2011 the attack of the island Utøya, was a terrible task for the Norwegian Police, because the police was hit on the police self-confidence. The police developed a new strategy, and included gender and equal rights as a part of the main strategy. Integrated gender mainstreaming is not only a task for women, and leadership is a part of the national plan of gender balance. The Norwegian Police looked at conditions in the organization, and started analyzing the values and standards and found out that men recruit men. The processes for recruitment of new leaders must be a transparent process.

Aslaksen described the principles and actions for a process to get more women leaders in the Norwegian Police. The first step was to measure the current gender balance and to set goals, and the next step was to develop a strategic plan with actions both at the national and the local level in order to create a good and healthy organization. It is also important to discuss what leadership is within the police, because leaders need to be good role models. She also said that the reorganizing processes within the police could be used to improve the gender balance by recruiting a pool of female management candidates, who are motivated for management roles, to be role models. It is important to give women management experience and to practice mentoring. Aslaksen stressed that the police has to do something specific if they wish to make a change, and a plan must include concrete actions. The Norwegian Police has a *National Plan* and *Local Plans* for all 12 police districts in Norway for *Gender Balance in Management Positions (2017-2022)*. The leaders meet yearly to report what has been done. She said that an important part in the work to achieve gender balance is the recruitment standards for students to the Police Academy, and the number of female students has risen from 20% in 1988 to 50% in 2019. A national mentor program has also been launched. The goal of the national plan for gender balance in management positions in 2022 is, to have women in the Norwegian Police to hold:

- At least 30% of all management positions of police officers
- At least 40% of all management positions

In 2027 the goal is that women shall hold at least 40% of all management positions for police officers. This means that the Norwegian Police need to recruit 106 women leaders before 2022 and in total 212 before 2027 to reach the goals.

Aslaksen gave a summary of lessons learned. She said that still some areas are heavily male-dominated and it applies especially for the local emergency units, which focus on combating serious crime and anti-terrorism activities. These units have ca. 1100 persons around Norway, and only 10% of these persons are women. For example there is no gender balance among the trainers/instructors of the emergency units. Aslaksen underlined that there must be a very clear communication of why women are needed within the police and there must be an integrated gender perspective: "Women are needed within the police as the police need their competence!" She said that the reorganization process in the police includes recruiting more women can give a boost and Aslaksen ended by saying: "Women as role models are important, because women in the front matters!" (See Karin Aslaksen's PP-presentation.)

Closing the Gender Pay-gap, creating Fair Pay

Víðir Ragnarsson, Group Head of People Analytics, Reykjavik Energy, Iceland
Víðir Ragnarsson presented Reykjavik Energy as a company that connects people and natural resources, and described the energy sector world wide as a very male dominated sector. Today in Iceland they have 50% women as board members in the energy sector, while it is 29% in the Nordic countries and only 4% in the rest of Europe, in Iceland 31% of the executive directors women and 35% women are department heads, while in the other Nordic countries the numbers are 29% and 22%, and in rest of Europe only 13% women are executive directors and department heads.

In 2011 Reykjavik Energy decided to introduce equality into the management and today the company focus on eliminating gender pay-gap, on work and family balance for all employees, and on diversity in all jobs and for all groups. The company wishes also to eliminate sexual harassment, increase equality awareness and make equality a real factor in all decision-making processes. The company changed the working hours, in order to give men the possibility to participate in the household work and take their children to and from the kindergarten.

Reykjavik Energy hired a gender researcher to analyze the corporate culture. The result was that meeting rooms were softened by colors, pictures were changed, and plants were added into rooms. New assignments as gender equality courses for all, changed recruitment processes, all statistical analysis are based on gender, marketing material were analyzed and revised, and decisions were made to attract women to trades and technology, and cooperation with the local grammar school started to recruit more women to the energy sector. The Reykjavik Energy found out that the culture is everything, but also that it is not enough to recruit more women, because 50% of the women leave the sector within ten years, compared to 25% men. Ragnarsson said the main reason for women to leave jobs in the energy sector, is the daily and recurring sexist jokes.

Ragnarsson described how Reykjavik Energy has managed to eliminate the gender pay gap. In 2006 the pay-gap was 7% between men and women, and the company could not find any explanation for the pay-gap. He also explained what is valuable and important for the company, and how they measure the fair pay for the employees. The company values education, job category, financial responsibility, span of control, performance and growth potential. Reykjavik Energy has cooperated with PayAnalytics since 2016 in co-developing a software solution which resulted in that the company could close the gender pay gap in end of 2017, and since then they have not measured a gender pay over 1%. The method has three steps, first step is to know, understand and quantify the problem, the second step is to look at who

should get raises, and what will it cost, and the third step is to be vigilant and to understand the impact of the decision. Reykjavik Energy makes centralized pay decisions, measures monthly the gender pay-gap, the review of pay recommendations from PayAnalytics, and analyzes who get paid in the most unfair way, and what is the impact of all ad-hoc salary decisions. Ragnarsson ended by saying that fair pay is paying for what is valuable for the company. (See Víðir Ragnarsson's PP-presentation.)

SESSION III - POWER, EQUALITY AND DIVERSITY

Moderator: Alda Hrönn Johannsdottir, Head of Prosecutor Unit, Suðurnes Police Region, Police of Iceland

Working with **different perspectives, as gender equality and diversity, is a win-win process for all and is good for the organization**. Gender and diversity perspectives means that different needs, interests and opportunities of girls, women, boys and men representing different groups of our society are consciously accounted for in all processes of an organization. These perspectives help to establish **more inclusive processes and to achieve more sustainable results**. The Power, equality and diversity session discussed power structures, equality and diversity from police perspectives and challenges for change.

Police Education and Gender Equality

Dina Tarane, Director, State Police College, Police of Latvia

Dina Tarane started by describing the Latvian State Police and said that the total staff is 7000 persons, and of these are 87% police officers and only 13% are civil staff, and of the police officers 38% are women and of the civil staff 73 % are women. Latvia is a country with 2 million citizens, so Latvia has 1 police per 300 citizens.

Tarane described what is required for a Latvian citizen to join the Latvian State Police. A person must be between 18-40 years old, have a secondary level school education, has to be healthy both in physically and psychologically, have no criminal background, and have the knowledge of Latvian language, both orally and in writing. The knowledge of Russian language is also important because of the big group of Russian speaking persons in Latvia.

The State Police College implements education programs on:

- *Police Work* - First level professional higher education program
 - 2.5 years of full-time studies and 3 years of part-time studies
- *Police Work* - Vocational Program
 - 10 months of full-time or part-time studies
- *Basics of Police Work* - Professional development education program for students with higher education
 - 6 months
- *Professional development programs and non-formal education programs* - in total more than 60 adult programs
 - from 6 to 640 lessons

The students at the Latvian State Police College receive salary from the beginning of their studies, as well as social benefits in line with the employed police officers.

Students with secondary education can start with vocational program, and can after 10 months studies, with a rank of corporal start to work in the Latvian State Police or continue with the First Level Higher Professional Education during 2.5 years full-time (or 3 years part-time) and receive a college diploma in *Police Work* and can be appointed to a junior officer position in the State Police. After this the junior officers can continue their studies at one of the Latvian higher education institutions - the Latvian State Police has an agreement with - to get a bachelor degree, after which they can apply for and be appointed to middle level officer positions. After a bachelor degree the police officers have to work at least five years at the Latvian State Police.

Persons with university degrees - bachelor or master degrees - can if they meet all the requirements to become a police, join the Latvian State Police and after taking a six months professional development education, they can be appointed to junior or middle level police officer position.

Tarane presented gender statistics of the Latvian State Police. In 2018 half of the police cadets studying full-time at the Police Work Vocational Program and 47% full-time students at the First Level Professional Higher Education Program were women, while at the same time 35% of all police officers were women. Women, who have accomplished the 10 months vocational education at the State Police College, choose to continue to study at the higher education program at the Police College, and here they usually choose a specialization as public order or investigation, and after the exam they are appointed to positions working with public order or as criminal investigators. Of the persons, with university degree, who apply to get a position in the police, 67% are women. The high percentage of women is because the low salaries in the State Police do not attract men.

Tarane also presented statistics in which areas women police officers are working in the State Police: 79% work with investigations, but only 24% women are working in the criminal police, which is a part of investigations where the majority is women, 52% with forensic, 48% in other areas, and 30% in public order police. Most men are in the majority in the patrolling and traffic police. The majority of constable positions are men (75%), because men are working as patrolling and traffic police. Most women as police officers are found in junior and middle level police officer positions, ca. 46%. At the higher positions the number of women decrease dramatically, and only 15% women are found as leaders.

The motivation for starting a police education at the police college is:

- State granted studies
- Interesting job after graduation
- A career in the police
- Salary during studies
- Salary after graduation

Tarane explained that there are only small differences between female and male students motivations.

Tarane ended her presentation saying that women are more motivated in their studies, and they are good at investigations. In Latvian State Police there are also stereotypes claiming that women are not good as patrolling and traffic police, and as criminal police. Tarane ended her presentation saying: "I would like to underline that we still have some challenges especially in the "female" and "male" jobs and positions. Here is room for improvement".
(See Dina Tarane's PP-presentation.)

Ethical Code of Conduct of the Police of Finland

Heidi Nuoritalo, Police Lawyer, National Police Board, Police of Finland

Heidi Nuoritalo started her presentation by saying that professional ethics is more large-scale concept than law, because it guides all professional actions, decision-making, and preferences. Oxford Dictionaries defines “ethics” as “Moral principles that govern a person’s behavior or the conducting of an activity”.

A code of ethics defines how the organization’s employees should act on day-to-day basis. It reflects the organization’s daily operations, core values and overall organization culture. As a result, every code of ethics is unique to the organization it represents. The ethical code for the Finnish Police was approved and signed by the National Police Commissioner Seppo Kolehmainen in August 2019. It contains eight ethical principles, and was drafted on the basis of the values of the Finnish Police and the Strategic Police Plan:

1. Policing is predictable and has always a legal basis
2. The police acts in an equal and fair manner
3. The police has a positive attitude to transparency
4. Police conduct is exemplary
5. The police is impartial and independent
6. Police staff work with a sense of community
7. Police values are evident in leadership
8. The police use their resources appropriately, effectively and responsibly.

Workplace sexual harassment has been banned in jurisdictions around the world. Despite its proscription, it continues to be experienced by many women and men in a variety of organizational settings. Laws, structural reforms and policy initiatives have had some success in raising awareness of the problem and have shaped rules and norms in the employment context. Nuoritalo said it is essential to develop workplace actions to prevent and respond to all kind of harassment actions. An effective implementation must be a learning process that requires training, consistent enforcement, and continuous measurement and improvement. The result is seen when the staff feel comfortable enough to voice concerns and believe that the organization will respond with appropriate action.

Nuoritalo highlighted *three of the ethical code principles* of the Finnish Police, which are aiming to gender equality and changes in gender workplace culture, and to prevent harassment and inappropriate behavior in the police, and employers and employees must cooperate to maintain and improve occupational safety at the workplace, as it is about well-being at work. *Principle two* says very clearly that harassment and discrimination are forbidden, and that both colleagues and customers must be treated equally. Sexual harassment is against the law. Harassment includes also offending a person(s) on purpose or by creating a humiliating, threatening and distressing atmosphere at workplaces. These issues can be difficult to people to bring up. *Principle six* is about a trusting atmosphere and commitment to the values of the Finnish police organization, which are customer service, fairness, professionalism and staff welfare, and fairness is about treating everyone fairly and equally. *Principle seven* is about leadership. Nuoritalo said that ethical leadership is directed by respect for ethical beliefs and values and for the dignity and rights of others, and is mainly concerned with moral development and virtuous behavior. It means acting according moral principles in the decision-making, doing the right thing, even when it hurts. It means to stay true to moral principles, and at the same time be aware of the complexity of some ethical issues and be sensitive to the differing views of the employees and to manage the conflicts that may arise. Leadership is the base. If leaders want to change things, they should set examples

themselves, because it can change the organization culture and that is why it is so important, said Nuoritalo.

Nuoritalo stressed that the ethical code also must be implemented by training as eLearning, group development discussions, etc. and by using gender mainstreaming strategy, a strategy authorities use to integrate the gender perspective in all preparatory and planning work and decision-making processes to promote gender equality in all work of the organization. Values and ethical code are also a tool for gender mainstreaming, through them gender perspectives are also taken into account in all areas of decision-making. The promotion of gender equality requires adequate allocation of resources. Nuoritalo said: "In my opinion, the gender perspective is useful not only from a gender equality point of view, but also from the perspective of productivity and well-being. Money spent is money earned."

Nuoritalo gave a proposal on actions needed in the police in order to implement gender equality, diversity and new policies into the organization. She said that she believes that the younger generation with their values may change attitudes, and referred to a 24-year old professional basketball player, a Finnish and Turkish citizen, Anton Obadasi, who stopped his career, because he did not accept the value world of world-class sports, and, he said, when he was interviewed: "women may experience even worse problems than men, and it is high time that especially gender-roles based abuses of power is under discussion in public."

Nuoritalo also said that values and ethical principles, when implemented effectively, would strengthen gender equality and diversity. The key is to adopt and integrate the purpose of the code of ethics appropriately, not with force or commands, but with acceptance and understanding, and with ethical leadership. She ended her presentation by saying: "I believe that one of the important responsibilities for the modern organization is to create an environment where open communication is encouraged and that, more importantly, people are listened to. To effectively lead, the ethical leader walks the line she or he wants others to follow. Leading by example."

(See Heidi Nuoritalo's PP-presentation.)

Whistleblower function in the Danish Police

Vibeke Møgelvang, Head of Division, Unit of Supervision and Controlling, Danish Police

Line Seldal, Legal Senior Advisor, Unit of Supervision and Controlling, Danish Police

Vibeke Møgelvang and Line Seldal started the presentation by describing the Danish National Police and the Danish Public Prosecution Organizations, which both are parts of the Ministry of Justice in Denmark. The Danish National Police includes 12 Police Districts in Denmark and the police in Greenland and the Faroe Islands.

The Unit of the Supervision and Controlling was established in 2017, is an independent unit and has in total eight employees. The purpose of the unit is to strengthen "good public financial management", the ability to discover and handle problems in time in the organization and enhance the internal control environment and control ability. The Danish National Audit Office carries out annual audits, incl. payroll and IT-audits.

The Ministry of Justice was the first ministry in Denmark to establish a whistleblower scheme and the scheme was established in March 2019. The Whistleblower Scheme is an administrative scheme based on guidelines from the Ministry of Justice.

The Whistle Blower Scheme must be seen as an additional opportunity for employees and collaborators to raise their concerns, if they for some reasons do not want to use the normal channels, such as their leaders, colleagues, the human resource department or the trade union and the work environment representatives.

The Whistleblower Scheme can be used by all employees of the Danish Police, the local prosecution services in the Police Districts and the collaborators of the Danish Police to raise e.g. violations of the law, abuse of finance means, thefts from for example the working place, gifts from cooperation partners, serious harassment.

The aim is to ensure that the police act according to regulations and requirements of "good public management and conduct". Møgelvang and Seldal pointed out that the Whistleblower Scheme must not be used for complaining about less serious person-related conflicts or to harass colleagues, employees or leaders or in cases concerning the criminal law. They described how people have access to information about the Whistleblower Scheme on the Danish Police official homepage, and how the process works.

People can via the whistleblower platform upload information, documents, photos etc., without revealing their identity, and the authorities can ask the person for more information. The possibility of anonymity is very important for the functioning of the Whistleblower Scheme. It is also possible to use e-mail or ordinary mail. The facts and information received via the Whistleblower Scheme are examined by the unit to clarify, if it is covered by the scheme, and which department, or district in the police shall handle the case.

(See Møgelvang's and Seldal's PP-presentation.)

The official homepage of the Danish National Police with links and documents (only in Danish)

<https://politi.dk/virksomheden/saadan-klager-du-over-politiet/whistleblowerordningen>

The official homepage of the Ministry of Justice with links (only in Danish)

<http://www.justitsministeriet.dk/arbejdsmraader/yringsfrihed-og-whistleblowerordning/whistleblowerordning>

PANEL DISCUSSION - POWER AND EQUALITY

Moderator: *Helena Casu Häll*, Specialist Equal Treatment, Human Resources Department, Swedish Police Authority

Leadership - what are the next steps?

The panel discussed the challenges of getting a gender balance at leader positions in the police organizations. Research shows that women and men perceive themselves as equal as leaders, and leadership ability does not appear to be effected by gender differences. The panel discussed what is needed to get gender balance in the police organizations?

Panelists

Sigríður Björk Guðjónsdóttir, Chief of the Reykjavík Metropolitan Police, Iceland

Rasa Stasiulaitienė, Chief of Police Station, Klaipėda County Police Headquarters, Klaipėda District Police Unit, Police of Lithuania

Kaupo Martihhin, Division Manager, Police Major, Internal Control Bureau, Estonian Police and Border Guard Board, Estonia

Dag Ellingsen, Professor, The Norwegian Police University College, Oslo, Norway

Henrik Dider, Director Human Resources Department, Swedish Police Authority

The panel agreed that next steps for getting more women in leader positions in the police organizations should focus on improvement of leadership, changes in recruitment processes and the police should recruit students from all groups in the society. This to ensure, the police organizations to be attractive and more diverse workplaces.

The proposals of the panel:

- The main task for the police is to provide security and support in the society, and therefore the police need to focus on gender equality and support women to apply for middle management and top positions
- Improve leadership within the police organizations, by using the information for example in the reports of the whistle blower scheme and #me too movement, as input on how to change leadership and train leaders
- Changes are needed in the organization culture - the men's networks in the police organizations are the base for the work culture - still today it is "Ben and the Boys" who make the decisions, and have the power positions in the police
- Leaders need to understand and know their own role as leaders and to understand the consequences of their decisions - leaders can make changes, but they have to be role models for the changes
- Cities vs. countryside - share the experience and learn to use same work language and processes
- Analyze the working processes - who are doing the right things - to get progress and change
- Men as leaders need other men to support equality changes, women as leaders in the police are role models, leaders need to make decisions for change in order to create more equal and diverse police organizations