

GENDER PAY GAP REPORT 2025



WILTSHIRE POLICE
Keeping Wiltshire Safe



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Introduction

Deputy Chief Constable Mark Cooper

I am pleased to publish our ninth Gender Pay Gap Report for the financial year ending 31 March 2025. This annual report sets out gender equality information in relation to Wiltshire Police staff and officers.

We remain committed to building a diverse workforce that reflects the communities we serve across Wiltshire and Swindon. Transparent reporting helps us better understand how gender representation is reflected across roles and pay grades within the organisation, enabling us to recognise progress, identify challenges, and focus our efforts where further action is needed.

The report outlines the percentage difference between mean (average) and median (mid-point) hourly earnings of men and women in the workplace. Men and women are paid equally at every grade in Wiltshire Police. However, where one gender is more highly represented in senior or higher-paid roles, this creates a gender pay gap.

As of 31 March 2025, the median gender pay gap in Wiltshire Police was 8.75% in favour of male staff and officers. This is an increase from 6.57% reported in 2024 and highlights that, while progress has been made in some areas, there remains more to do to achieve greater gender balance across all levels of the organisation.

There are, however, encouraging indicators within our workforce profile. Since 2019, Wiltshire Police has recorded a 44% increase in the number of female police officers. The median gender pay and bonus gap is 0% for police officers, indicating that officers positioned



at the mid-point of both groups are remunerated at comparable levels. For the fifth consecutive year, the Force continues to employ more women than men across police officers and police staff combined, with 1,314 female employees and 1,157 male employees, totalling 2,471 members of staff overall.

While women continue to be strongly represented across the wider workforce, particularly within police staff roles, there remains a higher proportion of male police officers overall. Improving representation across operational leadership and higher-paid roles therefore continues to be an important focus.

I recognise that there is still important work ahead, and it remains a priority for me and the Leadership Team to improve gender representation, support inclusive career progression, and build a truly balanced and diverse organisation.

Mark Cooper

Wiltshire Police Deputy Chief Constable

Achievements in the last 12 months

Reward & Recognition

This year, we reviewed the structure of our monthly Recognition Panels and initiated work to anonymise nominee data to support fair and unbiased decision-making. We also strengthened our monitoring processes by collating data quarterly and reporting this to the Tactical People Board, enabling us to identify and address any areas of disproportionality.



Wellbeing and Occupational Health

Our wellbeing approach focuses on creating an environment where individuals feel supported, valued, and able to maintain their health at work. A structured local wellbeing strategy aligned to the National Police Wellbeing Service (NPWS) and Occupational Health (OH) standards, underpins this approach. This includes the provision of targeted wellbeing education and

awareness to support officers, staff, and managers in understanding key health issues, encouraging early help-seeking, and promoting a culture of openness and support. Peer support network also play an important role in providing early, informal support and strengthening psychological safety across the workforce.

OH, services provide a key contribution through timely, impartial advice and intervention. This includes structured assessments, such as Risk Assessed Based Medicals (RABMs) addressing both psychological and general wellbeing. OH, also supports individuals experiencing a range of health issues, including mental health conditions, long-term conditions, pregnancy related health concerns, and menopause.

Promotion and Progression / Learning & Development

This year we have included collaborative action planning, regular reporting and analysis of progression, promotion and performance outcomes to highlight gender trends across the organisation and introduced processes, including a bespoke survey, to inform wider objectives to increase gender representation.

The Promotion Policy has been refreshed to ensure we are offering clear guidance on eligibility, expectations and timelines. Additionally, we have updated the process to closely align with Sergeant and Inspector Promotion and Progression (SIPP), the College of Policing's revised promotions process currently in pilot phase. This approach



focuses more on providing evidence of current role competence and readiness for the next role up; rather than focusing on performance on the day at an assessment board. This is due to launch in July 2026.

Positive Action

Our Positive Action team actively support applicants, new recruits, those looking for promotion or general day to day questions with anything relating to protected characteristics or diversity. Our Positive Action team has taken a proactive and strategic approach to addressing the gender pay gap. We have significantly expanded our engagement with community groups to encourage more people to consider careers within policing. This includes outreach to sixth forms, colleges, military leavers, Army and RAF cadets, and the Department for Work and Pensions. Alongside this, we continue to provide ongoing guidance and signposting to support our internal employees.

This has enabled us to deliver focused, meaningful outreach aligned with our three core strands of Positive Action: Attraction, Recruitment, and Retention. Through building strong, trusted relationships with partners and colleagues, we have increased awareness of both uniformed and non-uniformed policing careers. Our guidance meets individual needs at every stage, from the initial application, through to interview, including internal promotion opportunities, and towards long-term career aspirations.

Positive Action can advise on the challenges in balancing work, life, and family commitments. Guidance can be around part-time working, flexible shift patterns, and caring responsibilities.

Our commitment to positive action continues to foster a more inclusive, supportive, and representative workforce.

Talent Acquisition and Workforce Planning

Talent Acquisition (TA) supports Wiltshire Police's commitment to reducing the gender pay gap through delivery of fair, transparent and inclusive recruitment practices. All job advertisements are reviewed using a Gender Decoder tool to ensure inclusive language. Adverts clearly state that we welcome applicants from all backgrounds, include information on the benefits of working for Wiltshire Police, highlight flexible working opportunities where applicable and ensure that visual content reflects a diverse and representative workforce, supporting attraction from a broad and varied talent pool. We remain consistent with guidelines by hosting our external careers site on Single Online Home (SOH) which maintains compliance with Public Sector Bodies Accessibility Regulations. This is also true for the internal careers which is hosted on Oleeo who also comply with the Public Sector Bodies Accessibility Regulations. Pre-recruitment briefings are held with hiring managers to confirm essential criteria and promote consistent, objective selection practices.





Essential criteria is clearly advertised and where published, is used to sift against.

To mitigate risk of bias, shortlisting is conducted using redacted candidate information and is conducted in partnership with TA. A standardised interview question bank is used across recruitment campaigns, supported by in-house interview training, ensuring candidates are assessed fairly and consistently while reinforcing awareness of unconscious bias. All offers of appointment are made based on merit order of interview scores, ensuring transparency and consistency in hiring decisions. Guidance is also provided to hiring managers on setting starting salary (spinal point) in line with interview outcomes, ensuring decisions are evidence based, proportionate and consistently applied. With these measures we aim to support fair recruitment outcomes and contribute to reducing the risk of pay disparity at the point of entry into the organisation.

People Partners

The People Partners have been working on fair and consistent people processes through enhancing our policies and frameworks to reduce bias and improve transparency in decision making, this includes our promotion processes. The team over the past year have focused on improved consistency in employee relations case handling ensuring everyone is treated fairly by monitoring

trends, identifying patterns, and advising on fair outcomes. We are currently strengthening our family-friendly policies including guidance and support for managers reviewing the systems and processes. We remain committed to working alongside operational leadership to ensure every colleague can fulfil their potential.

Op Bluebell

Bluebell is a developing support initiative designed to enhance the organisational experience of colleagues who encounter unacceptable sexual behaviour within the workplace, by providing dedicated, compassionate, and structured support. Significant preparatory work is already underway, including establishing the delivery framework, recruiting Ambassadors, and developing the resources required for implementation in May 2026.

The model will introduce trained Bluebell Ambassadors who can offer accessible, bespoke support to colleagues who have witnessed or personally experienced unacceptable sexual behaviour. Ambassadors will also play a pivotal role in promoting wellbeing, encouraging confidence to call out inappropriate behaviour, and supporting early intervention before issues escalate.

By creating clear support pathways and reinforcing the high behavioural expectations set by Wiltshire Police, Bluebell is designed to contribute to longer-term improvements in retention, progression, and wider organisational culture. While quantitative outcomes are not yet available, the initiative has been intentionally shaped to complement our broader Gender Pay Gap commitments and strengthen a more inclusive and supportive workforce environment.



Staff Support Networks Update Achievements



Menopause Support Group

This year, we trained a cohort of Menopause Champions across the Force, who now play a key role in raising awareness and providing a safe, confidential space for colleagues to discuss menopause. We also delivered a series of lunch-and-learn sessions, featuring a nutritionist/ personal trainer, a husband's perspective on menopause, and an overview from Health Assured on the support services they provide.



In addition, we are running a pilot programme to explore how we can better support women through reasonable workplace adjustments, alongside improving our recording and monitoring processes. We are also arranging dedicated line manager training to strengthen managers' confidence and capability in supporting colleagues experiencing menopause.

Staff Support Network for Men

We are pleased to share that a new Men's Staff Support Network (MSSN) will launch in 2026.

The MSSN will provide a safe, supportive, and inclusive space for staff to discuss men's wellbeing, mental health, work-life balance, and personal challenges. The network aims to foster open conversation, peer support, and a sense of community for men across the organisation.



Bobby Tots

At Bobby Tots, we are committed to creating an inclusive, supportive environment that helps parents thrive at work, recognising that effective support for working parents is a crucial factor in reducing the gender pay gap.

Our 'Stay and Play' sessions at Melksham, held during half terms, offer a safe and welcoming space for parents



and guardians to connect outside the workplace, while their children enjoy themed activities. These sessions not only maintain colleagues' connection to the workplace during periods of caring responsibility but also provide opportunities for peer support, early conversations about challenges, and signposting to help where needed. We also deliver a large annual family event each summer, which brings together over 100 members of the policing family and continues to be highly valued by attendees.

This year, we continue progressing key initiatives that support parents through the maternity journey. This includes establishing new dedicated maternity SPOCs to provide personalised guidance, championing improved maternity risk assessments, and promoting better maternity uniform options for both officers and staff. By enhancing the experience of pregnancy, maternity, and return to work, we help reduce career disruption, support retention of women, and contribute positively to addressing our gender pay gap.



Connect Staff Support Network

Connect, our Staff Support Network dedicated to supporting, promoting, and empowering women in policing, continues to play a vital role in advancing gender equality and contributing to the narrowing of a gender pay gap across the organisation. Open to all genders, the network is an inclusive space, with at least 12 percent of members identifying as male allies,



demonstrating a shared commitment to advancing gender equality across the organisation. This includes visible senior leadership support, with active involvement from our Chief of Corporate Services, reinforcing that allyship, inclusion, and responsibility for change are embedded within our culture.

Connect supports new colleagues from the outset by participating in regular staff inductions. This ensures early awareness of the network and clearly signals the organisation's commitment to inclusion from day one.

To enhance organisational understanding of gendered experiences, Connect collaborated with the Culture and Inclusion team to produce a podcast focused on the power of language in policing and leadership. The discussion explores how everyday terms such as describing women as “bossy” rather than “assertive” can reinforce gender bias and shape how women are perceived, supported and valued in the workplace. A key message delivered by Connect at the annual Culture and Inclusion Conference emphasised the importance of curiosity and open, gender-to-gender conversations. These discussions help challenge assumptions, improve mutual understanding, and highlight the barriers that can affect women's progression, experiences and pay.

The Chair of the Connect Network, T/ACC Liz Coles, continues to mentor women across all parts of the organisation, supporting colleagues who are seeking to develop their confidence, progress into leadership or prepare for promotion opportunities.

We Rise is an intersectionality development programme, established in 2023 by T/ACC Liz Coles with Matt Jenkins from Dream and Leap. It is designed to support staff by

offering structured development beyond standard force pathways. The programme helps participants deepen their understanding of policing, build stronger networks across the organisation and supports their personal and professional growth. Although not designed as a promotion pathway, its emphasis on development, confidence and visibility can positively influence longer term progression into higher graded roles, contributing to efforts to reduce the Gender Pay Gap. In the first cohort, 11 out of the 16 participants were women and in the second cohort, 9 out of the 13 participants were women.

Connect recognises that police officers and police staff typically have different progression frameworks, with officers

benefiting from structured promotion processes such as examinations and temporary acting opportunities. In contrast, progression for police staff roles is primarily dependent on recruitment to higher graded posts rather than structured promotion pathways. Connect is committed to supporting all of our members through leadership development, continued professional development opportunities, interview masterclasses, and coaching.

Through visibility, education and cultural awareness, Connect makes a significant contribution to fostering a more inclusive workplace and supports the organisation's continued efforts to narrow the gender pay gap.

He for She Publishes its Seventh Report on Gender Equality

HeForShe is a global UN Women initiative grounded in the principle that achieving gender equality requires the active engagement of men and boys as allies. Within UK policing, this commitment focuses on improving the representation of women at all levels, challenging cultural and structural barriers, and creating inclusive workplaces that reflect the communities they serve.

HeForShe published its seventh report on gender equality in UK Policing

In 2025, the HeForShe report highlights continued, though gradual, progress in advancing gender equality across UK policing, with modest increases in the representation of women in middle management (29%) and senior leadership roles (31%).



Case study 1:

Detective Sergeant Vicki Austin



I am Detective Sergeant Vicki Austin, and I have been serving with Wiltshire Police since August 2003 where I started my career in Salisbury as a Police

Constable on uniformed response. Shortly before the end of my two-year probation, I was asked to join the newly formed Tasking Team and in 2006 I had qualified as an Exhibits officer on the National HOLMES system and worked on Op Arrow, the investigation into the Manslaughter of an army soldier at Tidworth Barracks.

I spent time working in the general CID office; Vulnerable Adults and Child Protection Units as well as a short 6-month stint in the Local Crime Team. When I returned from a 2nd period of maternity leave, I worked in Professional Standards and then Public Protection until I was promoted in 2020 to Sergeant and spent 2.5 years on a Local Policing Response Team. I then worked in the newly formed Volume Crime Team, as a DS from 2022 and then moved to the Evidence Review Team.

In January 2026 I started on a National Operation, Op Pianora.

I manage a small team, overseeing their welfare, leave, sickness, and training while also receiving, reviewing, and allocating all documents and information that come into the operation. Our approach, at Wiltshire Police, promotes flexible, agile working

and provides opportunities to develop a diligent and conscientious work ethic.

Our work focuses on non recent reports of sexual abuse during armed forces enlistment medicals, supporting the force priority to improve outcomes for victims and deliver justice in cases many individuals had never previously disclosed.

We also work collaboratively with police forces nationwide, the General Medical Council, the National Crime Agency, and multiple armed forces sectors.

Being a woman in what has traditionally been a male dominated environment, I have experienced gender inequality during my 20 plus years' service. I perceived and accepted this to be the norm and when promoted to Sergeant I have been able to provide support and guidance to females across the organisation. I have had 1-2-1 chats, mainly on an ad hoc basis, giving confidence to females who have perceived themselves as "not good enough" and reassured others that I have been in their position, whether that be anxious or scared in certain situations and that is OK.

I have been part of the Women's Network, Connect, since its inception and as part of this I have attended Women in Policing conferences for our region. This is open to all members, and I have advised other women of the benefits of attending. I persuaded a member of police staff who lacked self-confidence, to come along as there was a place available. They resisted, not thinking themselves worthy of the invitation. They gained confidence in themselves and were exposed to

interesting talks and debates and networked with our neighbouring forces.

I am now on the Executive committee and help where I can, whether it be to promote the network or give information and advice. I have signposted members to other support networks, creating a sustainable allyship which is a work in progress with the Culture and Inclusion team.

I hope for our Women's Network, Connect, to continue to build on the organisation's existing strengths by reinforcing the inclusive environment already in place and expanding

supportive initiatives such as mentoring, peer support, and flexible working success sharing.

We hope to further progress gender equality by promoting practical allyship across all genders and improving access to development opportunities through clear communication, timely advertising of events, and protected time for training. To maintain momentum and visibility, we will provide regular updates on progress, celebrate key events, and review our achievements annually to ensure we are consistently driving meaningful, positive change for women across policing.

Case study 2: Head of Health & Safety, Sarah Somers



I began my career in policing in 1997, joining Avon and Somerset Police as an Assistant Health and Safety Advisor after graduating with a first-

class honours degree in Environmental Health. Early on, I developed a strong foundation in supporting and enabling operational policing through effective health and safety practice.

In 2001, I moved to the National Crime Squad as a Regional Health and Safety Advisor. This role gave me the opportunity to work in complex and high-risk environments, providing specialist health and safety advice to support operations tackling serious and organised crime across regional and international boundaries, including surveillance and kidnap and extortion.

I joined Wiltshire Police in 2005 as Head of Health and Safety, where I continue to provide health and safety leadership and management across the Force and the OPCC. My role focuses on ensuring the safety of our officers, staff and the public whilst supporting effective and accountable policing activities across Wiltshire and Swindon.

A highlight of my career was receiving the Association of Police Health and Safety Advisors (APHSA) Nan Hutchison Award in 2015, recognising excellence in police health and safety at a national level.

As a senior police staff leader, with nearly 30 years of experience, I am passionate about demonstrating the value of professional and specialist career pathways within policing. My journey reflects the contribution that police staff make to organisational leadership, and I hope it encourages others to pursue careers where they can make a meaningful impact.

Gender Pay Gap

Whole organisation (excluding OPCC)

Mean gender pay gap



As of 31 March 2025, the mean gender pay gap in Wiltshire Police stood at 6.86%, marking a 0.24% pt increase from 2024, while the median gender pay gap was 8.75%, up by 2.19% pt.

Female representation remained higher in the lower pay quartiles (Q1-Q3), whereas males dominated the highest pay quartile (Q4) at 60.1%.

In terms of bonuses, 39 individuals were awarded bonus payments in the financial year ending 31 March 2025, with a significantly higher proportion of men (33) than women (6).

Median gender pay gap



The gender bonus gap has shifted, with the mean gap at 65.72% in favour of males, a significant change from 0.56% in favour of males in 2023/24.

To further close the gender pay gap, Wiltshire Police should focus on increasing female representation in higher-paying roles, ensuring equitable career progression opportunities, and continuously reviewing bonus distribution practices to maintain fairness and transparency.

Police Staff (excluding OPCC)

Mean gender pay gap



As of 2025, the mean gender pay gap for police staff stands at 7.03% in favour of males, a slight increase from 6.34% in 2024. The median gender pay gap is 6.23% in favour of males, showing

Median gender pay gap



a widening of the gap from 4.04% in 2024. Female representation remains significantly higher in the lower salary quartiles (Q1-Q3), while the highest pay quartile (Q4) has a more balanced

distribution, with 43.4% male and 56.6% female staff.

In the 2024/2025 period, bonus payments were awarded to 16 police staff members, including 3 women and 13 men. While the proportion of both men and women receiving bonuses decreased, the mean gender bonus gap has increased to 77.72% in favour of males, up from 18.72% in favour of

males in 2023/24. Similarly, the median gender bonus gap now favours males by 75.00%, compared to a 56.67% gap in the previous year.

The overall gap, is particularly influenced within one department where a supplement was issued as a retention initiative due to market pressures. This department is predominantly male, which impacts the overall figures.

Police Officers

Mean gender pay gap



The gender pay gap among police officers has slightly increased with the mean gender pay gap favouring males at 2.62%, up from 2.51% in 2024. The median gender pay gap remains at 0%, indicating no difference in typical earnings between male and female officers.

In terms of salary distribution, males are consistently more represented across all pay quartile, particularly in the highest-paid quartile (Q4), where 65.9% are male and 34.1% are female. The lowest paid quartile (Q1) has a more balanced distribution, with 55.4% males and 44.6% female officers.

Median gender pay gap



Regarding bonus payments, 23 officers received bonuses in 2024/25, with 20 males and 3 females. A higher proportion of male officers (2.72%) received bonuses compared to female officers (0.60%).

The mean gender bonus gap stands at 2.56% in favour of females, a significant shift from the previous year's 70.08% in favour of males. However, the median gender bonus gap remains at 0% showing no difference between male and female officers in median bonus amounts.



Office of the Police and Crime Commissioner

The Police and Crime Commissioner employs 35 members of staff in his office (the OPCC) with 70 employees in total - of which 35 are shared service employees.

This includes those working in shared services employed, and hosted, by the PCC – for example within finance, facilities, estates and strategic support. These functions support both the OPCC and Wiltshire Police.

These roles are a mix of full and part time roles across both organisations and

make up a full-time equivalent (FTE) of 63.49.

As a publicly-funded organisation, which employs under 250 people, the OPCC is not obliged to report its gender pay gap in the same way Wiltshire Police does.

However, the PCC believes that it is important, for transparency, that residents, to whom he is accountable, have access to those figures. The figures included below represent a snapshot of the organisation on 31 March 2025.

OPCC employee breakdown

	2025	2024	2023	2022	2021	2020
Male	20	15	17	16	16	17
Female	50	47	57	50	49	41

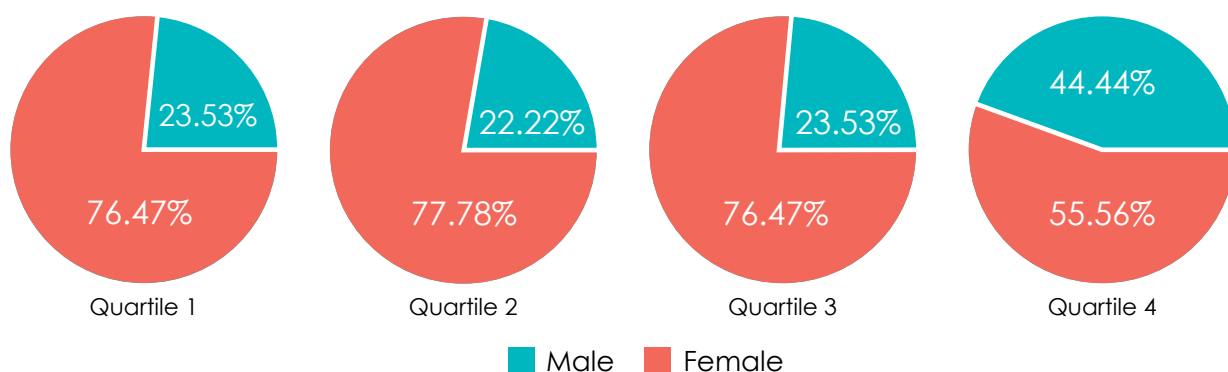
Mean gender pay gap



Median gender pay gap



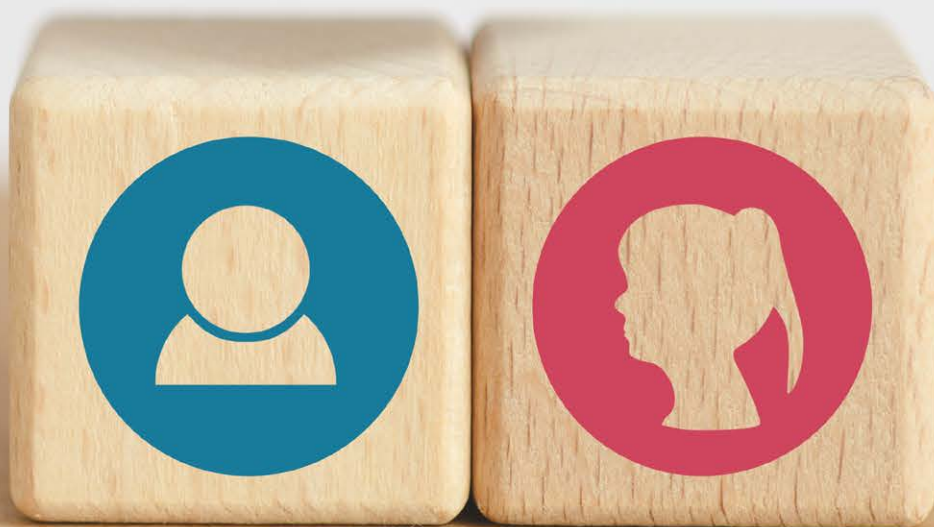
Total proportion of male and female staff in each salary quartile band (Q1 lowest paid, Q4 highest paid)



The OPCC office mean Gender Pay Gap stands at 26.01% in favour of males, a decrease from 31.46% in 2024, while the median gender pay gap is 8.93% in favour of males, showing improvement from 24.70% in 2024.

The distribution of male and female OPCC staff across salary quartiles

highlights a gender imbalance, with women making up the majority in lower paid roles (76.47% in Q1 and 77.78% in Q2). In contrast, while women still hold a slight majority in the highest pay quartile (55.56% in Q4), men are significantly more represented at 44.44% compared to their much lower representation in the lower quartiles.



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