

GENDER PAY GAP REPORT 2024



WILTSHIRE POLICE
Keeping Wiltshire Safe



Contents

Introduction	3
Deputy Chief Constable Mark Cooper	
Achievements in the last 12 months	4
EDI 2024 highlights	5
Staff Support Networks update	6
HeForShe publishes its sixth report on gender equality	7
Case study 1	8
Case study 2	9
Gender Pay Gap	10
Whole organisation (excluding OPCC)	10
Police staff (excluding OPCC)	11
Police Officers	12
Office of the Police and Crime Commissioner	13
Other stats	14

Introduction

Deputy Chief Constable Mark Cooper



I am pleased to publish our eighth Gender Pay Gap Report for the financial year ending 31 March 2024. This annual report sets out gender equality information in relation to Wiltshire Police staff and officers.

We are committed to developing a diverse workforce that reflects our communities in Wiltshire and part of this is about understanding how different genders and their associated pay are reflected in our workforce. Through transparent reporting, we can analyse our progress and identify areas where more work is needed.

We can find valuable insights by analysing the nuances of any gender-based pay differences, which can inform policies and practices.

The report details 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 all grades in Wiltshire Police but if one gender dominates higher pay-graded roles, it results in a gender pay gap.

The achievements Wiltshire Police has made during the past year can be seen in this report.

As of 31 March 2024, the median gender pay gap in Wiltshire Police was **6.57%** in favour of male staff and officers. This is a welcomed reduction from 7.60% reported in 2023.

Among all employees nationally, the gender pay gap decreased to **13.1%** in 2024, reflecting a 0.9% reduction from 2023.

At Wiltshire Police, our gender pay gap has consistently decreased since reporting began in 2017.

As an organisation, we continue to employ more women than men, with **1,349 female** staff and officers and **1,199 male** staff and officers as of 31 March 2024.

However, when focusing solely on police officers, we continue to see a higher percentage of male officers compared to female officers. In contrast, women make up a significantly larger proportion of police staff roles than men.

I recognise that there is still work to do and it continues to be a priority for me and the Leadership Team to achieve a gender balance and truly diverse organisation.

Mark Cooper
Wiltshire Police Deputy Chief Constable

Achievements in the last 12 months

In November 2024, the first We Rise cohort graduated and over half of the participants either applied for or have been successfully offered promotions within the force. In addition, the programme has been featured as a good practice on HeforShe's sixth report on gender equality.

Celebrated Black History Month by asking colleagues to try a new recipe, listen to a thought-provoking podcast, or pick up a book by a Black author. By doing so, we were able to educate the force, support one another, strengthen our ability to serve our diverse communities and create a workplace where everyone's story is valued. Moreover, the celebration helped colleagues to feel they belong, foster engagement with curated content and increase awareness of Black British culture.

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. Significant time and investment have been committed to connecting with communities via social media and attending several local events.

Connect's monthly Connections sessions featured a number of women within policing including:

- Leigh Hext - Avon and Somerset Police's first ever female Police Dog Handler. After being told by one of her superiors that 'she couldn't apply to be a Police Dog Handler because she was a woman', Leigh not only went on to get the job but later won the National Dog Action of the Year Award.
- Dr Alison Heydari- Temporary Deputy Assistant Commissioner at the National Police Chiefs' Council and the most senior Black female Police Officer in the UK.
- Mel Dartnall-Smith - Equality, Diversity and Inclusion Trainer within Learning and Development.

Our EDI Conference Round Table session featured Deputy Chief Constable Craig Dibdin, Chief Inspector Lucy Thorne, Violence Against Women and Girls (VAWG) and Keynote speaker Mina Smallman. They discussed how policing can improve its response to victims of VAWG crimes from Black communities.

EDI 2024 highlights

Diverse Views: Better Solutions - EDI Conference 2024



This November, we hosted our fourth Equality, Diversity & Inclusion internal conference featuring an incredibly moving and thought-provoking keynote speech by Mina Smallman. Mina shared her story of unimaginable personal

tragedy, losing two of her daughters, Bibaa and Nicole, in a devastating incident in London. Her talk addressed the pain compounded by systemic failings and the actions of individuals in positions of trust. Through her journey, Mina has become a powerful advocate for justice, equality, and compassion.

Her message reminds us of the importance of diverse perspectives and voices in shaping a society where such injustices are prevented. By embracing inclusion and understanding, we can build better solutions to the challenges we face as individuals and as an organisation.

Sponsor for Staff Support Networks

The EDI initiative of strengthening our Staff Support Networks by assigning a sponsor or senior representative to each Network has ensured that all our Networks receive strategic guidance, advocacy, and visibility at leadership levels. We have seen our sponsors playing a crucial role in championing initiatives, securing resources, and fostering an inclusive workplace culture where all employees feel valued and heard.

Induction session (New starters)

The Equality, Diversity and Inclusion team, Learning and Development team and the Office of the Police and Crime Commissioner for Wiltshire and Swindon introduced a dedicated induction program for new starters in the force to foster a more inclusive and supportive workplace. The induction has provided EDI principles, ensuring that all employees understand the importance of diversity, positive action, Staff Support Networks and equitable opportunities within the force, creating a welcoming environment and cultural awareness.

Staff Support Networks update

Connections

Connect, our Staff Support Network to support, promote and empower women in policing has gone from strength to strength since its inception in March 2021. One initiative that continues to inspire is their monthly 'Connections' sessions, where they invite motivational individuals to share their stories over a lunchtime online get-together.

In June 2024, the Connection was with Dr. Alison Heydari, the Temporary Deputy



Assistant Commissioner at the National Police Chiefs' Council and the most senior Black female Police Officer in the UK. As the Programme Director for the Police Race Action Plan, she shared her passion for driving change in Equality, Diversity and Inclusion.

We have also had the privilege of hearing from both internal colleagues and external individuals, each sharing their inspiring stories. These personal accounts have not only motivated us but also provided valuable insights and perspectives, fostering a sense of unity and empowerment within our community.

Menopause Support Network

The Menopause Support Network re-introduced its regular drop-in sessions where people can connect with colleagues, share their experiences and gain support in a welcoming environment.

They held their first online drop-in session and were joined by Sarah Shah, a menopause coach, whose expertise

and compassionate approach provided valuable knowledge and helped to shed light on three of the key symptoms associated with peri-menopause.

The group is open to everyone and actively encourages anyone – including managers who want to support someone in their team, or a partner going through menopause – to join.

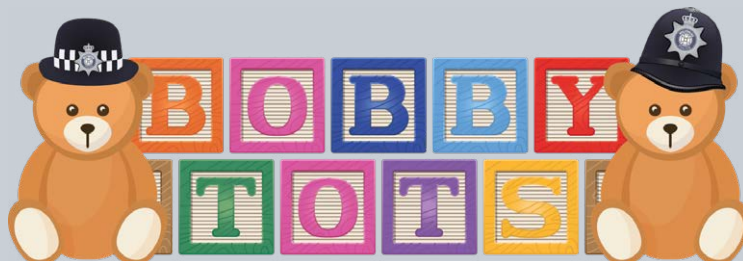
Bobby Tots - The Parenting Network

Over the last 12 months our Staff Support Network for all things parenting has expanded. What started as a subgroup of Connect has now evolved into its own Network, offering a strong, vibrant community with invaluable support, encouragement, and resources. The dedication

and passion of everyone involved has been key to its success, and it's inspiring to witness the positive impact it

has had on both individuals and the wider team. The network continues to thrive, empowering staff and creating an environment where everyone feels supported and valued.

T/Superintendent Kerry Lawes was introduced as the new lead for the



Network, and she has a passion for supporting staff and an unwavering commitment to helping parents navigate their journeys. Kerry brings a wealth of knowledge and experience to the role and is supported by a dedicated team of officers and staff,

each bringing their own unique direction and expertise to the table.

Sergeant Cat Kirkham has reintroduced

Stay and Play sessions during school holidays, offering a fun and relaxed environment where children can play and explore, while parents have the opportunity to connect and share experiences, as well as stay informed about policy and procedure changes and developments within the Force.

HeForShe publishes its sixth report on gender equality



HeForShe

UN Women Solidarity Movement
for Gender Equality

In 2024, the HeForShe report continued to drive progress in gender equality within UK policing, building on previous successes and addressing ongoing challenges.

This year's data reflects continued

improvement as the proportion of women officers has risen to 38% (+3%), women in middle management roles to 28% (+3%), and women in senior leadership positions to 31% (+2%). These gains highlight the effectiveness of long-term strategies aimed at fostering inclusivity.

A key focus of this year's report is mentorship and leadership

development. Forces across the UK have expanded initiatives to support women in career progression, including structured mentoring programs and targeted leadership training. Additionally, flexible working policies have been refined to promote better work-life balance, ensuring that policing remains an accessible and supportive career for all.

Wiltshire Police's Connect network continues to thrive, providing a robust support system for women in policing. Under the leadership of Detective Superintendent Liz Coles, membership has grown to over 250 members, now representing 11% of the workforce.

The strides made in 2024 reaffirm the commitment to gender equity in UK policing, ensuring a more inclusive and representative force for the future.

Case study 1:

Jodie Broughton, Talent Acquisition Coordinator



I have had the privilege of working in the Talent Acquisition department at Wiltshire Police for just over five years. Throughout my time here, I've been fortunate

to expand my skills and knowledge through this department and a variety of secondments. My first secondment took me to the DBS department, followed by a role as a Strategic Support Officer on a public order operation. These experiences have allowed me to learn so much, not only about the different aspects of policing but also about the value of working alongside such a brilliant team. I am incredibly grateful for the support and guidance I've received along the way, which has been integral to my personal and professional growth.

What truly excites me is the opportunity to develop and contribute within a team that fosters this kind of growth. Over the next five years, my goal is to continue expanding my knowledge, build a family, and focus on my personal happiness. While many may associate development with promotion, I believe that growth can happen in any role. Whether it's through new opportunities, fresh ways of working, or simply staying adaptable and open to change, there are always ways to develop, no matter the position.

I am fortunate to be surrounded by many people who inspire me, particularly my supportive partner and mother. Their encouragement and example have been invaluable, motivating me to take on challenges and push beyond my comfort zone. With their unwavering support, I truly believe I can accomplish great things.

Joining the Connect group has been an incredible experience, and I am proud to be part of such an inspiring network. I've had the opportunity to contribute ideas and initiatives, such as leading the Applications and Interview Skills master class with the Learning and Development department. Using my knowledge and skills to support others in the force who struggle with confidence during the interview process is incredibly rewarding. My goal is always to help ensure that the right people are in the right roles, while also offering support to employees along the way.

Another deeply personal achievement for me was helping to develop the Bereavement Support Group after my father passed away. This initiative aims to support employees who are going through one of the most challenging times in their lives. Providing resources and helping others return to work with compassion and understanding is something that is very close to my heart.

I have been fortunate enough to attend Women in Leadership conferences, and being part of the We Rise course has truly changed my life. I once struggled with worrying about the little things, other people's opinions, and the feeling of imposter syndrome. However, through the course, I gained the confidence to step out of my comfort zone, set ambitious goals, and achieve them. I can now confidently stand in front of a group and speak - something I never thought I'd be able to do!

Looking back on my journey, I am grateful for every opportunity, challenge, and moment of growth. I am excited for what lies ahead and committed to continuing this path of learning and development.

Case study 2:

Claudia McKenzie, Force Trainer - Crime and Communications Centre Focused/WEPA Co-chair



Claudia had a varied career with the Metropolitan Police from 2003 to 2015 including being a Police Community Support Officer, a communications officer taking 999 calls and

moving to a Command Centre where she handled both 101 and 999 calls. Claudia later worked as a dispatcher during high-pressure events, including the murder of Lee Rigby, which proved to be highly challenging. At the time, Claudia was a single mother working shifts with no family support. Her priority was managing childcare and getting through the shifts, rather than focusing on career progression.

After getting married and having my son, I took a career break in 2015 to focus on motherhood and travel. In 2018, I joined Wiltshire Police in a part-time role with the Community Speed Watch team, where I collaborated closely with an amazing team and developed strong working relationships. My manager was incredibly supportive and genuinely caring, especially during challenging times. Since then, I have taken on several roles within the force with my current being Force Trainer within our Learning and Development department.

I aspire to move into management, where I can help shape decisions and develop strategies that benefit the new generation and their way of thinking. By harnessing their innovative minds, I aim to build a stronger, more forward-thinking police force with a deeper understanding of the communities we serve.

The late, great Maya Angelou continues to remind me how fortunate it is to be a woman. I am grateful for the unique strength we possess—to be resilient while still showing compassion and love. Her passion for being a 'rainbow in someone's cloud' and simply being a good human continues to inspire me, even in her absence.

I am deeply inspired by A/ACC Liz Coles and watching her grow into leadership has been truly awe-inspiring. She is a strong yet compassionate leader who, despite wearing many hats, always makes time for others. Her creation of the We Rise programme, along with the opportunities I've had to engage with her, has transformed me into a person I barely recognize—but for the better. I am forever grateful and would say that this programme helped me find my voice. While I know I still have much to learn and grow, I am no longer a bystander when it comes to important issues that affect both my colleagues and our communities. Throughout We Rise, I was pushed far beyond my comfort zone, and there were moments when I genuinely thought I might break or quit. But I'm resilient, and quitting is not an option for me.

We Rise was life-changing, both at home and at work. The impact has been amazing, and it's something I'll carry with me throughout my career. I now have the confidence to make bold decisions and take courageous steps in my career. I'm ready to embrace the challenges ahead because I know they'll be worth it. I am committed to creating positive change within the work culture at Wiltshire Police, making it a great place for everyone to work.

Gender Pay Gap

Whole organisation (excluding OPCC)

Mean gender pay gap



6.62%

in favour of male staff and officers

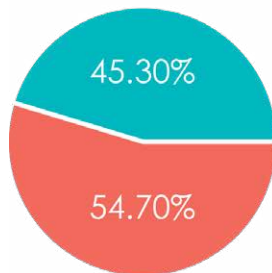
Median gender pay gap



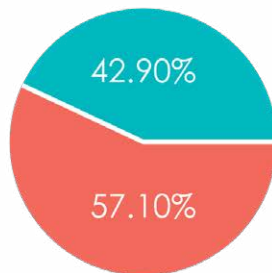
6.57%

in favour of male staff and officers

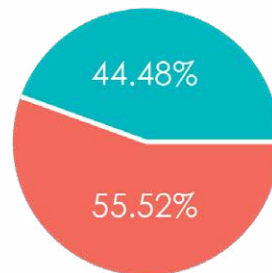
Total proportion of male and female employees in each salary quartile band (Q1 lowest paid, Q4 highest paid)



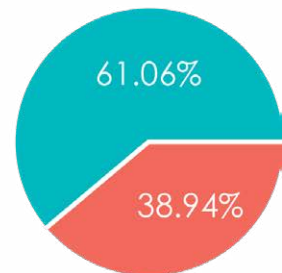
Quartile 1



Quartile 2



Quartile 3



Quartile 4

■ Male ■ Female

As of 31 March 2024, the mean gender pay gap in Wiltshire Police stood at 6.62%, marking a 0.69% decrease from 2023, while the median gender pay gap was 6.57%, down by 1.03%.

Female representation remained higher in the lower pay quartiles (Q1-Q3), whereas males dominated the highest pay quartile (Q4) at 61.06%.

In terms of bonuses, 72 individuals were awarded bonus payments in the financial year ending 31 March 2024, with a slightly higher proportion of women (39) than men (33).

Encouragingly, the gender bonus gap has shifted, with the mean gap at 0.56%

in favour of males, a significant change from 66.67% in favour of females in 2022/23.

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.

NB: Bonuses are not paid to everyone in the force – Wiltshire Police follows the [NPCC guidance on the use of Targeted Variable Payments](#).

Police Staff (excluding OPCC)

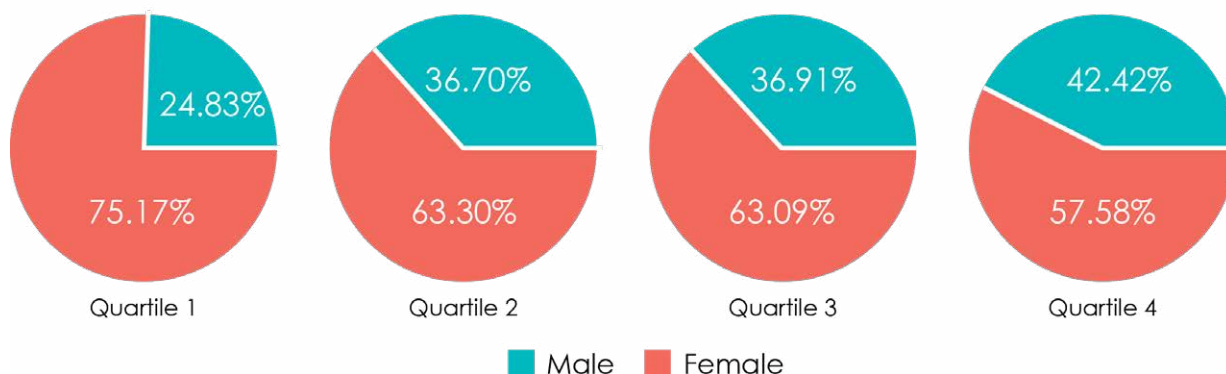
Mean gender pay gap



Median gender pay gap



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



As of 2024, the mean gender pay gap for police staff stands at 6.34% in favour of males, a slight increase from 6.27% in 2023. The median gender pay gap is 4.04% in favour of males, showing an improvement from 4.50% in 2023. Female representation remains significantly higher in the lower salary quartiles (Q1-Q3), while the highest pay quartile (Q4) has a more balanced distribution, with 42.42% male and 57.58% female staff.

In the 2023/2024 period, bonus payments were awarded to 53 police staff members, including 34 women and 19 men. While the proportion of both men and women receiving bonuses increased, the mean gender bonus gap has shifted to 18.72% in favour of males, reversing from 14.86% in favour of females in 2022/23. Similarly, the median gender bonus gap now favours males by 56.67%, compared to a 42.86% gap favouring females in the previous year.



Police Officers

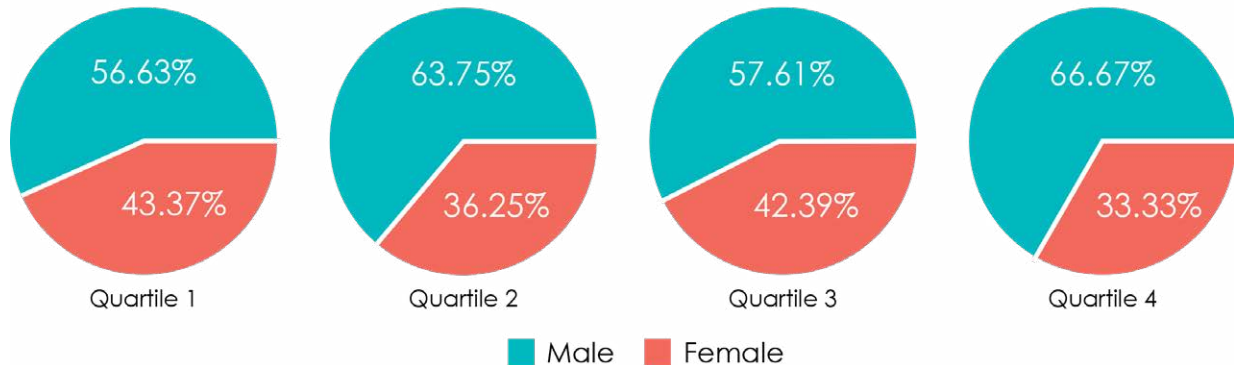
Mean gender pay gap



Median gender pay gap



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



The gender pay gap among police officers has slightly increased with the mean gender pay gap favouring males at 2.51%, up from 2.11% in 2023. 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 66.67% are male and 33.33% are female. The lowest paid quartile (Q1) has a more balanced distribution, with 56.63% males and 43.37% female officers.

Regarding bonus payments, 19 officers received bonuses in 2023/24, with 14 males and five females. A higher proportion of male officers (1.84%) received bonuses compared to female officers (1.01%).

The mean gender bonus gap stands at 70.08% in favour of males, a significant increase from the previous year's 15.79% in favour of females. 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 33 members of staff in his office (the OPCC) and employs 62 employees in total – 29 are shared service employees.

This includes those working in shared services departments employed, and hosted, by the PCC - finance, facilities, estates, strategic support.

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 2024.

OPCC employee breakdown

	2024	2023	2022	2021	2020	2019
Male	15	17	16	16	17	15
Female	47	57	50	49	41	39

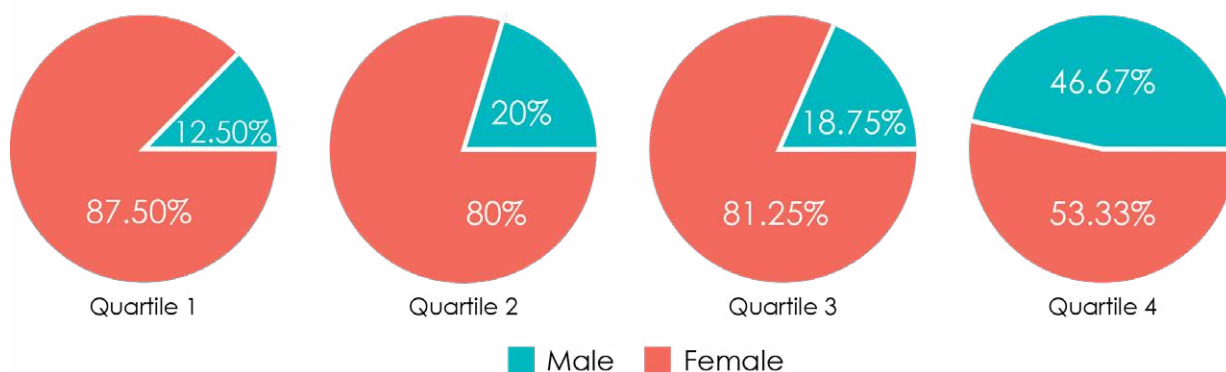
Mean gender pay gap



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 31.46% in favour of males, an increase from 28.63% in 2023, while the median gender pay gap is 24.70% in favour of males, showing improvement from 28.38% in 2023.

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 (87.50% in Q1 and 80% in Q2). In contrast, while women still hold a

slight majority in the highest pay quartile (53.33% in Q4), men are significantly more represented at 46.67% compared to their much lower representation in the lower quartiles.

Addressing the gender pay gap may require strategies such as increasing female representation in higher paid roles, ensuring equitable career progression opportunities, and reviewing recruitment and promotion practices.

Other stats

Employee numbers as of 31 March 2024*

		2024	2023	2022	2021	2020	2019
POLICE AND OPCC STAFF / OFFICERS	Male	1,199	1,145	1,156	1,151	1,101	1,098
	Female	1,349	1,245	1,213	1,212	1,140	1,042
	% ratio	47:53	48:52	49:51	49:51	49:51	51:49
TOTAL ALL EMPLOYEES		2,548	2,390	2,369	2,363	2,241	2,140
POLICE AND OPCC STAFF	Male	440	408	427	451	445	444
	Female	852	785	789	807	760	698
	% ratio	34:66	34:66	35:65	36:64	37:63	39:61
POLICE OFFICERS	Male	759	737	729	700	654	654
	Female	497	460	424	405	380	344
	% ratio	60:40	62:38	63:37	63:37	63:37	66:34

The data presents workforce composition trends within the police force and OPCC staff over the years 2019 to 2024, highlighting gender representation and growth patterns.

Key Observations

- There has been workforce growth; the total number of employees has steadily increased from 2,140 in 2019 to 2,548 in 2024.
- In 2019, police and OPCC staff/officers were 51% male and 49% female. By 2024, this has shifted to 47% male and 53% female, showing an increase in female representation.
- Within police officers specifically the ratio has narrowed from 66:34 (male and female) in 2019 to 60:40 in 2024, reflecting progress in recruiting and retaining female officers.
- Police staff roles are now 66% female and 34% male, a consistent trend over the years.
- The number of female police officers has increased from 344 in 2019 to 497 in 2024, a 44% growth over five years.
- In contrast, male officer numbers have remained more stable, increasing modestly from 654 in 2019 to 759 in 2024.
- Female staff significantly outnumber male staff in police and OPCC roles, with 852 females compared to 440 males in 2024.
- The gender ratio for police and OPCC staff has remained consistent, with females making up 66% of the workforce since 2023.



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28 March 2025



Linked    

