



# West Yorkshire Fire and Rescue Service

## Gender Pay Gap Report 2020





## Statement from the Chief Fire Officer, John Roberts & Chair of West Yorkshire Fire & Rescue Authority, Councillor Darren O'Donovan

“West Yorkshire Fire and Rescue Authority passionately believes in fair treatment for everyone who works with us, regardless of protected characteristics they share or personal circumstances. We are proud of our commitment to an inclusive workforce.

WYFRA remains proud of our transparency. All our salary scales are available to view and we never pay people different salaries for the same job. Every job has a set pay range.

We know there is further work to do which is why we continue to invest in encouraging people from underrepresented groups to join us. We work hard to reach out to women thinking of a career as a firefighter, encouraging women who share our values to join us.

We work tirelessly to break down stereotypes and are proud of the work our people put in to continue this work. It is shocking that there are still people out there who believe being a Firefighter is a “Man’s job”; these people don’t work for WYFRA but such views do still exist within our communities. We continue to work hard to change how people perceive roles within fire and rescue services and wish to reassure our communities that people of all genders can, and do, make fantastic Firefighters.

For decades there have been significantly more men in operational roles than women. This is changing, but slowly. Being a Fire Fighter is a tremendously rewarding role and your gender or any other protected characteristic is not an indicator of how great you’ll be at making West Yorkshire Safer.

Our gender pay gap is 11.6%, some **3.9%** below ONS figures for 2020. There is still more to do to achieve gender parity. We pay all our people doing the same job in the same salary range. People are appointed based on their experience and expertise alone; our pay structure is completely transparent and does not favour one gender over another.

We are a proud public service organisation and remain proud of all the work we do to become an organisation that more closely reflects the communities we serve. There is still a long road ahead, but we are working tirelessly and continue making progress. We have a plan in place to continue moving forward to achieve the enormous benefits a diverse workforce and inclusive organisation brings to our people and communities”

Handwritten signature of Cllr Darren O'Donovan.

**Cllr Darren O'Donovan**  
**Chair of the Fire Authority**

Handwritten signature of John Roberts.

**John Roberts**  
**Chief Fire Officer**



## Introduction

West Yorkshire Fire and Rescue Authority (WYFRA) is required to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This is because the organisation is identified as a public sector employer with over 250 staff in employment.

Gender pay reporting compares rates of pay and bonuses by gender. At WYFRA all jobs are evaluated against a consistent pay scheme and allocated to a specific grade(s). People recruited are appointed to an agreed pay point for each job. Pay rates are transparent and everyone is appointed based on knowledge, skills and experience within the pay range for the role.

The Gender Pay Gap enables WYFRA to assess gender equality in our workplace; the balance of male and female employees at different levels and enables steps to be put in place to address inequalities identified.

## Regulatory Requirements

The regulations give a wide definition of who counts as an employee, (e.g. the self-employed & agency workers); for WYFRA this includes all employees regardless of role and terms and conditions of employment.

In order to report the Gender Pay Gap there are six calculations organisations must carry out:

- A) Mean (or average) pay gap
- B) Median pay gap, (mid way between lowest and highest paid, by gender)
- C) Male and female employees in each salary quartile band.

There are a further three calculations required under the regulations, which do not apply to WYFRA because the organisation does not pay any bonus:

- D) The mean (average) bonus pay gap
- E) The median bonus pay gap
- F) The proportion of males and females receiving a bonus payment

WYFRA voluntarily shares data on overtime and additional responsibly allowances (ARAs) in the spirit of transparency. Figures reported were calculated using the methodologies from the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and from guidance issued by Government Equalities Office (GEO) and ACAS.



## WEST YORKSHIRE FIRE AND RESCUE SERVICE GENDER PAY DATA

31<sup>st</sup> March 2020

### Workforce Information - Total Employees

WYFRS Staff 2020 Data			
	Female	Male	
Green	162	139	
Grey	53	861	
Control	32	13	
Retained	9	147	
<b>Totals</b>	<b>256</b>	<b>1160</b>	<b>1416</b>

#### A) Mean (Average) Pay Gap

In 2020 average hourly rates for women increased by £0.86 to **£14.49**. In 2019 this was £13.63 and in 2018, £13.28. Male average hourly rates in 2020 stand at **£16.39** an increase of £0.42, rising from £15.97 in 2019 and £15.65 in 2018.

The gender pay gap has, once again, reduced, by a further 3.1% to **11.6%** in 2020, significantly lower than the 2019 reported gender pay gap of 14.7%, which demonstrates further progress.

To help identify actions, further detailed analysis has been carried out to establish where the pay gap is greatest. As shown below, our largest gap is within 'Green Book' group, where Fire Staff and support services are located.

2020	Female	Male	Gap	%	Increase / Decrease compared to 2019 pay	Trend
						<span style="color: red;">■</span> Negative <span style="color: orange;">■</span> Slight change <span style="color: green;">■</span> Positive
All People - <b>Mean</b> (Average) Hourly Pay Rate	£14.49	£16.39	£1.90	11.6%	3.1%	↓
FRS Operational (Grey Book)	£15.93	£16.99	£1.06	6.2%	0.4%	↓
FRS Retained	£13.92	£13.95	£0.03	0.2%	-0.2%	↑
FRS Control	£15.38	£15.10	<span style="color: red;">-£0.28</span>	-1.9%	-1.2%	↑
FRS Fire Staff (Green Book)	£13.87	£15.38	£1.44	9.8%	3.3%	↓



The 2020 gender pay gap is **11.6%**. This has continued to decrease further from 14.7% in 2019 and 15.1% in 2018. The pay gap in monetary terms has dropped by a further **£0.44**, standing at **£1.90** as at 31 March 2020.

The gap continues to move slowly in the right direction. A number of factors such as relatively low levels of recruitment, turnover and modest pay rises are all factors. There is a greater pay gap in Fire Staff roles is because many lower paid support roles are occupied by women; in upper quartile service leads and heads of department are mostly men.

## B) Median Pay Gap

2019	Female	Male	Gap	%	Gender Difference from 2018
Median Hourly Pay	£13.63	£14.85	£1.22	8.2%	0.9%

2020	Female	Male	Gap	%	Gender Difference from 2019
Median Hourly Pay	£14.21	£15.04	£0.83	6%	2.2%
Grey Book	£14.90	£16.01	£1.11	7%	
Retained	£14.22	£14.22	£ -	0%	
Control	£13.91	£15.37	£1.46	10%	
Green Book	£12.35	£14.92	£2.57	21%	

Median pay gap is **6%**, a decrease of **2.2%** when compared with 2019, the lowest since reporting began.

All people are paid according to the rate for the job, which is evaluated and placed within a defined pay range. There is no difference in how men and women are paid for the same roles at WYFRS. Our pay structure is transparent and based on job requirements alone. Jobs are measured against a consistent common job evaluation / grading scheme, based on a nationally determined and fixed grading structure for Firefighters.

The median pay gap now stands at **6%**, the lowest since gender pay gap reporting. In 2019 is stood at 8.2%, 7.3% in 2018, 8% in 2017 and in 2016 was 13%.

The median pay gap is now **83p**, reducing from last year's figure of £1.22. The median salary pay rate difference for men and women shows men still earn more per hour than female counterparts.

The most profound difference across the main pay groups across the organisation occurs in the Fire Staff / Green Book group. This currently stands at **21%**, a further increase on the previous year which stood at 18.1%. The gap can be explained as there has been limited movement in senior roles, which continue to be occupied mainly by men and some recruitment to lower paid roles (Support services, admin), occupied by a higher proportion of women.



### C) Salary Quartile Bands

A quartile is defined as four equal 'slices' of pay data which is filtered by the proportion of women and men and in each:

Salary Quartile Bands – Overview 2019								
Gender	High	Gender Difference from 2018	Mid (Upper)	Gender Difference from 2018	Mid (Lower)	Gender Difference from 2018	Low	Gender Difference from 2018
Women	11%	1.1% ↑	14%	0.6% ↑	8%	1.7% ↓	39%	1.7% ↑
Men	89%		86%		92%		61%	
<b>1.7% ↑</b>					<b>0%</b>			

Salary Quartile Bands – Overview 2020								
Gender	High	Gender Difference from 2019	Mid (Upper)	Gender Difference from 2018	Mid (Lower)	Gender Difference from 2018	Low	Gender Difference from 2018
Women	11%	0% ↔	17%	3% ↑	7%	1% ↓	37%	2% ↓
Men	89%		83%		93%		63%	
<b>3% ↑</b>					<b>3% ↓</b>			

There continues to be a positive trend of increasing numbers of women in the high and mid-upper quartile, rising again by 3% from last year. The shift over time of women moving from the bottom half of pay rates into the top half demonstrates that women are increasing their pay rates year on year when compared to men.

Salary Quartile Bands – Breakdown 2019						
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Total
High	£16.70-£77.75	40	11%	321	89%	361
Mid Upper	£14.75-£16.70	49	14%	312	86%	361
Mid Lower	£13.94-£14.75	30	8%	331	92%	361
Low	£8.75-£13.94	140	39%	221	61%	361
<b>Total</b>		<b>259</b>		<b>1185</b>		<b>1444</b>

Salary Quartile Bands – Breakdown 2020						
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Total
High	£17.52-£75.88	44	12%	319	88%	363
Mid Upper	£14.92-£17.51	56	16%	290	84%	346
Mid Lower	£14.22-£14.91	27	7%	357	93%	384
Low	£9.00-£14.21	129	40%	194	60%	323
<b>Total</b>		<b>256</b>		<b>1160</b>		<b>1416</b>



The high quartile salary band continues to be underrepresented by women; however, there has been a further slight increase in the top quartile again. In 2017, 8% of posts were occupied by women, 10% in 2018, 11% in 2019 and **12%** in 2020. This shows an increase of **50%** in three years.

There is a further increase in the number of women in the mid-upper pay band, 13% 2017, 14% in 2019 and **16%** in 2020 an increase of **23%**.

Most women are still found in the lowest two quartile salary bands. There are more Fire Staff women employed in lower paid, mainly admin roles. People in support roles don't routinely work unsociable hours or shifts meaning hourly rates don't routinely attract enhancements. **40%**, of the lowest salary band are women; however, the **60%** of men are mostly on-call "retained" operational colleagues.

Fire Staff (Support / "Green Book") 2019:							
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Gender Difference from 2018	Grand Total
High	£15.93 - £55.57	37	47%	41	53%	3%↓	76
Mid Upper	£13.04 - £15.93	25	32%	53	68%	3%↓	77
Mid Lower	£10.08 - £12.77	47	60%	31	40%	5%↓	76
Low	£8.75 - £10.07	56	72%	22	28%	6%↑	77
Total		<b>165</b>		<b>147</b>			<b>312</b>

Fire Staff (Support / "Green Book") 2020:							
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Gender Difference from 2019	Grand Total
High	£16.26 - £56.68	35	46%	41	54%	1%↓	76
Mid Upper	£13.64 - £16.26	30	40%	45	60%	8%↑	75
Mid Lower	£10.76 - £13.64	41	55%	34	45%	5%↓	75
Low	£9.00 - £10.76	56	75%	19	25%	3%↓	75
Total		<b>162</b>		<b>139</b>			<b>301</b>

In order to 'slice' our pay data into four equal quartiles, there are people on the same hourly rate at the point the data splits equally.

There is a slight decrease of **1%** in the highest Fire Staff data quartile since 2019. The proportion of women in upper quartile 'Green Book' roles is favourable when compared to other areas of the organisation.

The Mid-Upper quartile has seen to largest positive gains, rising closer to gender balance by some **8%**. Likewise, the Mid-Lower quartile has also seen a positive shift of **5%** towards gender parity.

A further increase in the proportion of women in the Low Quartile equates to further negative change of **3%**.

## D-G) Bonus Payments





The Fire Service does not offer a bonus scheme. Therefore:

- D) The mean bonus pay gap – **N/A**
- E) The median bonus pay gap - **N/A**
- F) The proportion of males receiving a bonus payment - **N/A**
- G) The proportion of females receiving a bonus payment - **N/A**

## Additional Allowances

WYFRA pay Additional Allowances on top of base salary for operational colleagues trained in specific skills or carrying specific additional responsibilities such as training, casualty care, water rescue and technical rescue. WYFRS does not offer a bonus scheme.

In line with our commitment to transparency we include data on these allowances below. Work has been carried out rationalise SSA/ARA's.

Additional Responsibility Allowance (ARA) 2019						
	Women	% Women	Men	% Men	Gender Difference from 2018	Grand Total
<b>People Receiving ARA Payments</b>						
Operational Grey Book Staff Receiving SSA/ ARA (Excl Retained / Control)	25	48%	497	58%	5% <span style="color: red;">↑</span>	521
Retained, Control & Other staff receiving ARA payments	6	14%	20	14%	-	26
<b>Totals</b>	<b>31</b>	<b>33%</b>	<b>517</b>	<b>50%</b>	3% <span style="color: green;">↑</span>	547
Gender Split – ARA		6%		94%	1% <span style="color: green;">↑</span>	

Additional Skill / Responsibility Allowance (SSA/ARA) 2020						
	Women	% Women	Men	% Men	Gender Difference from 2019	Grand Total
<b>People Receiving ARA Payments</b>						
Operational Grey Book Staff Receiving SSA/ ARA (Excl Retained / Control)	27	51%	477	55%	3% <span style="color: green;">↑</span>	504
Retained, Control & Other staff receiving ARA payments	5	12%	21	13%	2% <span style="color: red;">↓</span>	26
<b>Totals</b>	<b>32</b>	<b>34%</b>	<b>498</b>	<b>49%</b>	1% <span style="color: green;">↑</span>	530
Gender Split – ARA		6%		94%	-	
Additional Skill / Responsibility Allowance (SSA/ARA) 2020						
<b>People NOT Receiving ARA Payments</b>						





	Women	% Women	Men	% Men	Gender Difference from 2019	Grand Total
Grey Book Staff - Operational <b>NOT</b> Receiving ARA (Excl Retained & Control)	26	49%	384	45%		410
Retained & Control Staff <b>NOT</b> receiving ARA payments	36	88%	139	87%		175
Totals	<b>62</b>	<b>66%</b>	<b>523</b>	<b>51%</b>		585
Gender Split – No ARA		11%		89%	5%	

A review and realignment of ARA (Additional Responsibility) and SSA (Specialist Skills) payments has concluded. Overall numbers of people claiming has reduced from 2019. It is positive to see an almost equal percentage of women and men in operational roles claiming an ARA/SSA for their specialism.

Now the review has concluded we are able to determine such allowances more accurately and the 2020 data reflects this work. All pay data, including shift enhancements, etc, is captured within the hourly rate, mean and median pay gap charts; people who are in receipt of other enhancements (such as shift allowance or flexibility payments) have been removed from this table. The above only includes those allowances paid for specific skills or responsibilities outlined in the revised policy in operation.

There has been a further slight increase in the number of women claiming an ARA/SSA, rising from 31 to **32** in 2020 (a rise of 3.5%). The numbers of men claiming reduce slightly to **498** from 516, which equates to a drop of **3.5%**.

Women make up **6%** of the operational workforce. Women claim **6%** of allowances, which demonstrates shows a gender balance.

Additional Responsibility Allowance Pay Data 2019				
Average ARA Payment	Women	Men	Gap	%
	£142.49	£233.49	£91.00	39.0%
# Above figures include shift allowance & other payments alongside ARA Payments.				0.2%

Additional Responsibility Allowance Pay Data 2020				
Average ARA / SSA Payment	Women	Men	Gap	%
	£43.15	£58.16	£15.01	35.0%
				4%

## 2. Overtime



As a 24/7 service overtime payments are used to ensure we remain at safe levels, are operationally resilient and able to respond at all times.

Overtime (2019)						
All Staff	Female		Male		Gender Difference from 2018	Totals
	Gender Composition	259	18%	1185		
Staff Receiving Overtime	45	9%	441	91%	↑ 2%	486
Staff Not Receiving Overtime	213	22%	744	78%	↓ 2%	958
% of gender category receiving OT		20%		42%	↓ 8%	
					<b>Gap</b>	<b>%</b>
Average OT Payment	£125.11		£178.47		£53.36	<b>30%</b> (↓ 24%)
Median OT Payment	£67.93		£51.84		-£15.45	<b>-31%</b>

Overtime (2020)						
All Staff	Female		Male		Gender Difference from 2019	Totals
	Gender Composition	256	18%	1160		
Staff Receiving Overtime	75	12%	563	88%	↑ 3%	638
Staff Not Receiving Overtime	181	23%	597	77%	↓ 1%	778
% of gender category receiving OT		29%		49%	↓ 2%	
					<b>Gap</b>	<b>%</b>
Average OT Payment	£166.74		£181.65		£14.91	<b>8%</b> (↓ 22%)
Median OT Payment	£140.61		£84.30		-£56.31	<b>-60%</b>

Women make up a smaller proportion of people receiving overtime payments, however, median overtime payment for women is significantly higher at **£140.61** when compared with men (**£84.30**), a reverse gap of **-60%**.

Average overtime payments are higher for men at **£181.65**; women receive **£140.61**, a significantly reduced gap of **8%**. A breakdown is shown below.



<b>Overtime – Split by operational area (2019)</b>				
<b>Grey Book &amp; Retained (Operational)</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	5%	95%		
Gender split - staff receiving OT	(29) <b>6%</b>	(421) <b>94%</b>		<b>-1%</b>
Average OT Payment	£82.35	£176.05	£93.70	<b>53%</b>
<b>Green Book (Fire Staff)</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	53%	47%		
Gender split - staff receiving OT	(12) <b>39%</b>	(19) <b>61%</b>		<b>14%</b>
Average OT Payment	£224.74	£239.02	£14.28	<b>6%</b>
<b>Control</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	28%	72%		
Gender split - staff receiving OT	(4) <b>75%</b>	(1) <b>25%</b>		<b>-47%</b>
Average OT Payment	£136.27	£49.24	-£87.03	<b>-100%</b>

<b>Overtime – Split by operational area (2020)</b>				
<b>Grey Book &amp; Retained (Operational)</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	6%	94%		
Gender split - staff receiving OT	(29) <b>5%</b>	(524) <b>95%</b>		<b>1%</b>
Average OT Payment	£89.62	£178.74	£89.12	<b>50%</b>
<b>Green Book (Fire Staff)</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	53%	47%		
Gender split - staff receiving OT	(32) <b>50%</b>	(32) <b>50%</b>		<b>3%</b>
Average OT Payment	£205.74	£211.99	£6.25	<b>3%</b>
<b>Control</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	71%	29%		
Gender split - staff receiving OT	(13) <b>68%</b>	(6) <b>32%</b>		<b>3%</b>
Average OT Payment	£242.77	£274.60	£31.83	<b>12%</b>

A slightly lower percentage of women in operational roles take up overtime, however, the gender payment gap is **50%** lower, (A reduction of 3%). Some specific locations and specialist roles where overtime is more prevalent are mostly staffed by men. This accounts for the pay gap.



## Progress & Steps Taken

The mean (average) gender pay gap is now at **11.6%**, a decrease of **3.1%**. The pay gap continues to track favourably with Office for National Statistics reported gap of **15.5%** by **3.9%**. This is a positive trend and one we hope to continue in future years.

The key reasons for the pay gap remain consistent, and include:

- Over representation of men in operational roles. There are positive signs of a shift in this area; however, given recruitment remains relatively low any change has a relatively small impact on the overall numbers. This challenge remains common across the Fire and Rescue labour market. Progress has been made through actions such as:
  - Significant efforts to target women for upcoming recruitment (Some positive action activities have been impossible due to Covid-19).
  - Updating the Firefighter-Crew Manager development process from a recruit/develop model to a develop/recruit model which led to a significant increase in numbers of women taking up development.
  - We are active regionally and nationally through work with the National Fire Chiefs Council (NFCC), including representation on national groups, key partner in the pilot regional women' mentoring programme alongside NYFRS, SYFRS, Humberside FRS, Women in the Fire Service and the NFCC.
- Women continue to be under-represented in senior positions, though this continues to improve slightly.
- Women continue to be over represented in lowest quartile as more women than men occupy admin and clerical roles in lower pay quartile.

We continue to work hard to position West Yorkshire Fire and Rescue Authority as an employer of choice. We are proud of our record of narrowing the gender pay gap.

Our transparent pay structure means we can be sure any gender pay gap does not stem from paying men and women differently for equivalent work. The gender pay gap is a result of the specific roles in which men and women currently work within the organisation and the salaries each role attracts.

WYFRA have already taken steps to encourage gender parity, including:

- **Creating an evidence base:** Equality Data is captured and published
  - Promotion and encouragement for people to willingly share their diversity data including gender, though there is much more to do.



- Continued pay gap reporting and putting in place actions to address issues identified.
- Empowering our Gender Staff Network to review data and provide case studies to support the organisation to continue narrowing the gap.
- **Raising the profile of gender issues:** the organisation is keen to ensure gender issues are high on the agenda and continues to offer a series of awareness and training events to promote initiatives. This includes:
  - Celebrating International Women's Day and Men's Day.
  - Strengthening our Gender Staff Network. A gender issues network which has a membership made up of women and male allies to raise the profile and identify actions around gender issues.
  - A seat on our Diversity and Inclusion Board (a strategic body) for the network Chair to ensure gender issues are raised and actioned at a strategic level.
  - A Board level gender champion is in place, (Deputy Chief Fire Officer).
  - We are actively involved with Women in the Fire Service and continue to be represented at a regional level. We also promote the sector wide network, increasing our presence at regional and national events.
- **Training:** Significant training has already been delivered to managers and staff using internal and external experts to equip managers with a deeper understanding of diversity. We make available practical tools to support diversity and inclusion at work, including gender issues, in particular avoiding bias, menopause and health and wellbeing.
- **Parent and Carer Support:** WYFRA has a range of family friendly policies we are proud of including maternity leave, adoption leave and other leave for emergencies such as caring responsibilities. The updated flexi-time policy offers a wider band width to help achieve better work life balance. The increasing requirement for some people to work from home as a result of Covid-19 has enabled further flexibility to be in place whilst colleagues home-school their children.
- **Menopause:** WYFRA has put in place a range of support measures for women, particularly consideration of the operational impact on women firefighters. We provide information and training to ensure any colleague going through the menopause feels supported and can access trained people to talk to. Our Occupational Health team provide advice and specific adjustments as required. The organisation has been at the forefront of developing a kit-pack available for women in operational roles dealing with the menopause.



- **Equality Impact Assessments:** WYFRA have now mainstreamed the EIA process, integrating it both within performance improvement frameworks and project management tools. The improved use of EIAs has led to improvements in identifying potential bias in projects, including better consideration of gender issues in new-build fire stations as an example. The significant investment in this area will also ensure we future proof facilities on our newly developed buildings, in particular stations.
- **The Women in the Fire Service Development Programme:** This has been delivered and was well received with positive evaluations.
- **Changes in Promotions Process:** Work to change the approach to promotion has led to more women coming forward to take the step up from Firefighter to Crew Manager. Work will continue to change the Watch Manager to Station Manager process, which starts in 2021.

## Going Forward – What Next?

Work which positively impacts on the gender pay gap will focus primarily on initiatives which will open up opportunities at all levels to women. Continued work is underway to support operational women to take up promotion and development opportunities.

Continued budget squeeze continues to limit opportunities to address pay gap through recruitment. The organisation is fortunate that it retains the talent it has. Our 2019 staff survey showed a further increase in the levels of employee engagement. However, the downside of low turnover and few opportunities for growth is that we find it challenging to change the gender pay gap. We are, however, continuing our drive to make a positive impact:

- **Positive Action & Community Engagement:** The successful interventions to support and enable women to get the 'start line' of Firefighter recruitment programmes have been reviewed and fine-tuned. Further evaluation will establish the impact of the changes, but early indications are positive with more women getting to the job offer stage than in previous years.
- **Talent Management & Succession Planning:** The programme is being operationalised and includes focused opportunities for mentoring and coaching to raise confidence, with a particular emphasis on women and other underrepresented groups. Research indicates women set a much higher personal bar than men before applying for a role. The programme supports people from underrepresented groups, including women to take their next career steps.



- **Refining Equality Impact Analysis (EIA):** EIA is in place and has been recently reviewed, simplified, refined and built into project management support and training. This embedding of EIA will be monitored and reviewed to ensure it continues to raise potential diversity and inclusion issues which can be removed before projects or initiatives are delivered.
- **Flexible Working:** Following the review of 'family friendly' policies there has been an increase in people taking up opportunities for flexible working, however, there remains more to do, particularly with operational roles.

Operational Management roles in particular are to be reviewed with a view to looking at ways in which more flexibility can be built in.

Removing barriers (real and perceived), and supporting women to gain more confidence to compete for promotion opportunities is at the heart of our drive.

It takes time to significantly reduce the pay gap further, but the trend is incredibly positive. We remain committed to continue making a difference and working tirelessly to further reduce the gender pay gap.

I, John Roberts, Chief Fire Officer, confirm that the information in this statement is accurate.

Signed

A handwritten signature in black ink, appearing to read 'John Roberts'.

Date: