



West Yorkshire  
Fire & Rescue Service

## Gender Pay Gap Report 2022



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

“This year’s gender pay gap report covers the transition from lockdown and the period of the ‘roadmap out of lockdown’ which continued throughout June of 2021, with some impacts felt even after this time. As an emergency service we transitioned back to the new normal in areas such as prevention and protection and integrated innovation and lessons learned and continued to deliver for our communities. The Office for National Statistics indicate that figures produced for this year nationally are subject to more uncertainty than in previous years because of this.

West Yorkshire Fire and Rescue Authority remain resolute and committed to delivering fair treatment for everyone who works with us, regardless of protected characteristics or personal circumstances. We are proud of our commitment to an inclusive workforce and the steps we take to deliver it.

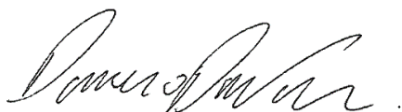
Our salary scales are transparent and available for anyone to view, our pay scales show WYFRA pays our people within the same salary range for the same job.

There is much more to do. We work hard to make sure women who share our values and are thinking of a career as a firefighter are encouraged to join us. There are still significantly more men than women in operational roles, but this is changing. Our ongoing investment in encouraging women to join, our improvements in how we reach out and connect with people from underrepresented groups; the practical steps we have made to begin addressing our gender imbalance in operational firefighting roles through positive action initiatives are all things of which we are proud. Being a Fire Fighter is incredibly rewarding and your gender or other protected characteristic does not indicate how great you will be at making West Yorkshire Safer.


We stand up for what is right and though stereotypes do exist we work hard to challenge and remove them. It still surprises us when people think being a Firefighter is a “Man’s job;” these people are not welcome at WYFRA, but such outdated views still exist. We continue to work tirelessly locally and nationally to highlight the many diverse people and roles within fire and rescue services. People of all genders can and do make fantastic Firefighters.

Our gender pay gap is **2%**, some **6.3%** below ONS figures for 2022. We always pay people doing the same job within the same salary range. People are appointed on their values, experience, and expertise alone; our pay structure is completely transparent and does not favour one gender over another.

We are a welcoming and high performing organisation achieving Good across all areas in our latest HMICFRS Inspection and continue working to be an organisation that more closely reflects the communities we serve. We continue to make progress, but the road ahead is long. Our actions continue help move WYFRA forward to achieve the enormous benefits a diverse workforce and inclusive organisation brings to people and communities”



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



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

## ■ Introduction

West Yorkshire Fire and Rescue Authority (WYFRA) is a public sector employer with over 250 staff, and therefore is required to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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 range of pay for the role.

The Gender Pay Gap enables WYFRA to understand 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 pay gap – average of hourly pay for men compared with women.
- b. Median pay gap – mid-way point from lowest to highest hourly rates for men compared with women.
- 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 allowances in the spirit of transparency. Figures reported are calculated using methodologies from the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 using guidance issued by Government Equalities Office (GEO) and ACAS.

## West Yorkshire Fire and Rescue Service Gender Pay Data

### Workforce Information - Total Employees

The report data is from 31 March 2022, for reporting, our workforce is split into four groups. 1. Fire & Rescue Staff provide professional services to support the operational (firefighting) workforce. 2. Operational Whole Time includes professional firefighting colleagues and people in front line firefighting operations. 3. Control includes all colleagues who take calls and carry out initial incident management until crews arrive. 4. Retained includes all firefighters who provide services on an 'On Call' basis.

WYFRS Staff 2022 Data*			
Employee Group	Female	Male	
FRS Staff	185	156	
Operational Whole Time	62	848	
Control	35	14	
Retained	9	152	Totals
<b>Totals</b>	<b>291</b>	<b>1170</b>	<b>1461</b>

\* Data includes all staff, not just people included within pay gap reporting.

### A Mean (Average) Pay Gap

In 2022 average hourly rates for women increased by £2.24 to **£16.95**. In 2021 £14.71 and in 2020 this was £14.49. Male average hourly rates in 2022 were £17.29, an increase of £0.71, in 2021 was £16.58, rising from £16.39 in 2020.

The gender pay gap has positively changed to just **2%** over all this year (2022/3); in 2021 the gap was 11.3% and in 2020 the gap was 11.6%.

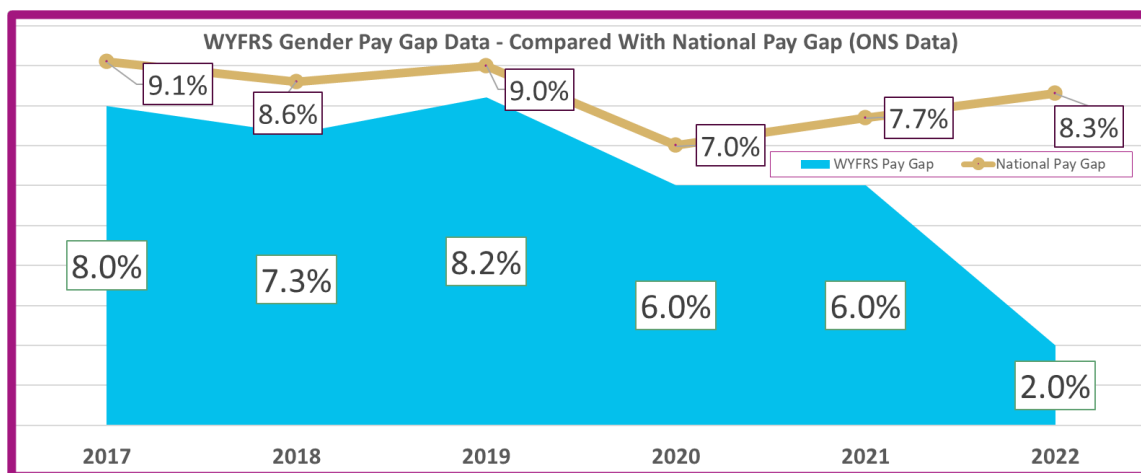
2022	Female	Male	Gap	%	Increase / Decrease compared to 2021 pay	Trend
						<span style="color: red;">■</span> Negative <span style="color: yellow;">■</span> Slight change <span style="color: green;">■</span> Positive
All people - <b>Mean</b> (Average) Hourly Pay	£16.95	£17.29	£0.34	2.0%	9.3%	↓
FRS Operational (Grey Book)	£16.45	£17.49	£1.05	6.0%	1.3%	↑
FRS Retained	£14.72	£14.78	£0.06	0.4%	3.2%	↓
FRS Control	£14.99	£15.50	£0.51	3.3%	-1.4%	↑
FRS Fire Staff (Green Book)	£17.66	£19.04	£1.37	7.2%	-0.9%	↑

There has been an increase in the firefighting pay gap, which currently stands at **6%**, an increase of 1.3% on 2021, which stood at 4.7%. Retained has also seen a positive change where the gap further narrowed, standing at just **0.4%**, a positive change of 3.2% from 2021. Changes in the pay gap are generally as a result of staff turnover, promotions, and new starters, rather than specific changes to the pay structure itself.

Overall, factors which impact on the ability to influence the pay gap, such as levels of recruitment and employee turnover continues to increase as ongoing pay restraint and a rise in inflation widens the gap between public and private sector pay rates. The ongoing gender pay gap in Fire Staff roles and the increased pay gap for FRS Operational roles is because many upper quartile senior officers and heads of departments continue to be mostly men.

The gender pay gap has changed significantly from last year's report, moving from 11.3% to **2%**. The pay gap continues to move in the right direction and has significantly changed for this reporting year; however there are two areas where the pay gap negatively changed. Both areas have seen some churn. The gender pay gap compares favourably with ONS (Office for National Statistics) national report pay gap, which stands at 8.3%.

The chart which follows illustrates the pay gap performance of the organisation over the six reporting years 2017/18 to 2022/23. The WYFRS gender pay is consistently lower than official ONS UK figure every year since reporting began in 2017 and this reporting year the gap is at its greatest since reporting began.



The ONS has released pay gap data for the region in addition to the UK for 2022. The Yorkshire & Humber pay gap stands at 10.4%, higher than the UK figure and significantly higher than West Yorkshire Fire and Rescue Service.

## ■ B Median Pay Gap

<b>2022</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>	<b>Gender Difference from 2021</b>
Median Hourly Pay	£15.46	£15.72	£0.26	1.7%	4.3% ↓
FRS Operational (Grey Book )	£15.96	£16.31	£0.35	2.2%	
FRS Retained	£14.72	£14.72	£ -	0.0%	
FRS Control	£14.40	£15.42	£1.02	7.0%	
FRS Fire Staff	£15.56	£18.79	£3.23	20.8%	

<b>2021</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>	<b>Gender Difference from 2020</b>
Median Hourly Pay	£14.51	£15.49	£ 0.98	6%	0.0% ↔

The median pay gap has positively reduced again to **1.7%**, a fall of 4.3% from 6% in 2020 and 2021 and 8.2% in 2019.

People of all genders are paid in line with pay rate for the job. Each job is objectively evaluated and placed within a defined pay range or grade. There is no reference to protected characteristics in this process meaning 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 objective job evaluation / grading scheme, based on a nationally determined and fixed grading structure for Firefighters and a Fire Staff grading structure aligned with public sector pay agreements.

The median pay gap has reduced in cash terms from last year and is now **26p**, from last year's figure of £0.98. The median salary pay rate difference for men and women shows men still earn more per hour than women though the gap is the lowest reported gap for WYFRS.

The biggest difference across the main pay groups across the organisation occurs in the Fire Staff / Green Book group. This currently stands at **20.8%**, an increase from 2021 (17%), 2020 was 21%. There has been some movement in senior roles, which continue to be occupied mainly by men, conversely lower paid support roles are mainly occupied by 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, as a result there may be people on the same hourly rate showing in two quartiles:

The data is shared in three ways, the whole organisation, Fire Staff and Firefighting colleagues as shown by the tables below.

### Whole Organisation

Salary Quartile Bands – Overview 2022								
Gender	High	Gender Difference from 2021	Mid (Upper)	Gender Difference from 2018	Mid (Lower)	Gender Difference from 2018	Low	Gender Difference from 2021
Women	20%	6% ↑	16%	0% ↔	10%	2% ↑	32%	5% ↓
Men	80%		84%		90%		68%	
6% ↑					3% ↓			

Salary Quartile Bands – Overview 2021								
Gender	High	Gender Difference from 2020	Mid (Upper)	Gender Difference from 2018	Mid (Lower)	Gender Difference from 2018	Low	Gender Difference from 2020
Women	14%	3%	16%	1%	8%	1%	37%	0%
Men	86%		84%		92%		63%	
2% ↑					1% ↑			

The changes across each of the four quartiles are not necessarily a good or bad thing – just a demonstration of the changes in gender in each quartile; the exception to this, however, is the increase in the proportion of women in the top salary quartile by a significant **6%**.

Salary Quartile Bands – Breakdown 2022						
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Total
High	£18.80 - £78.56	70	20%	277	80%	347
Mid Upper	£15.58 - £18.79	55	16%	292	84%	347
Mid Lower	£14.72 - £15.58	36	10%	311	90%	347
Low	£10.49 - £14.72	111	32%	236	68%	347
<b>Total</b>		<b>272</b>		<b>1116</b>		<b>1388</b>

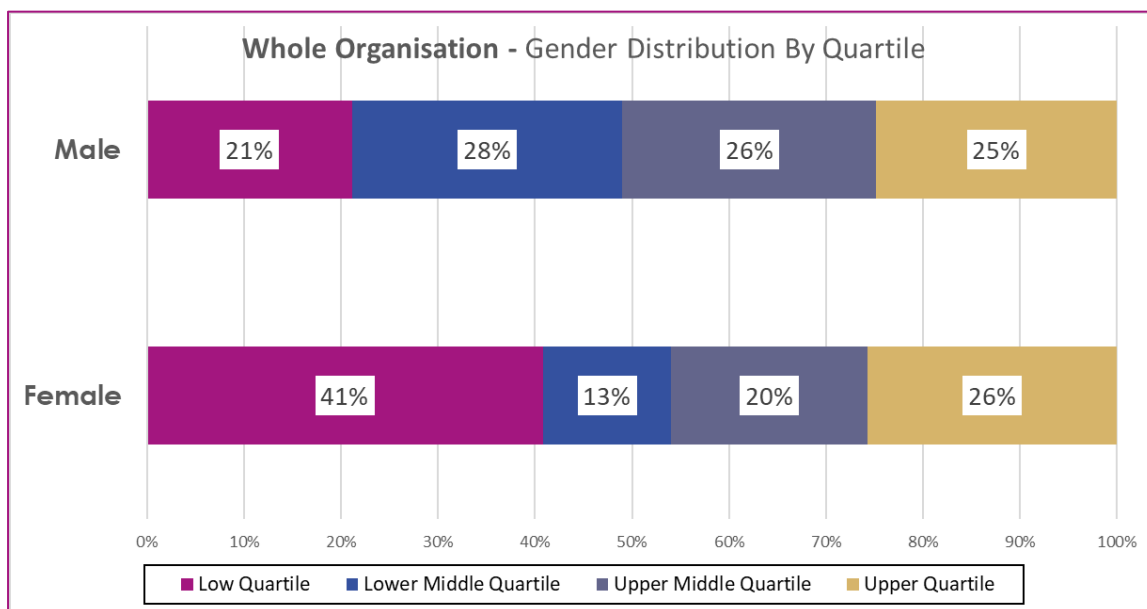
The high quartile salary band continues to be underrepresented by women; there has been a further **6%** increase in the representation of women in the top quartile. In 2021 14% of 'high' quartile roles were occupied by women; 12% in 2020. The 2022 figure is **20%**.

There is no change in the number of women in the mid-upper pay band which remains at **16%** the same is in 2020 and 2021.



Despite some positive progress in the upper quartiles, when comparing women and men in the bottom half of salary distribution, more women are in the lowest two quartile salary bands, 54% of women, men 49%.

A comparison of the numbers of women and men in each of the four quartiles is shown below. Men are distributed relatively evenly across each quartile. This is not the case for women however as a higher proportion are in the lowest quartile.

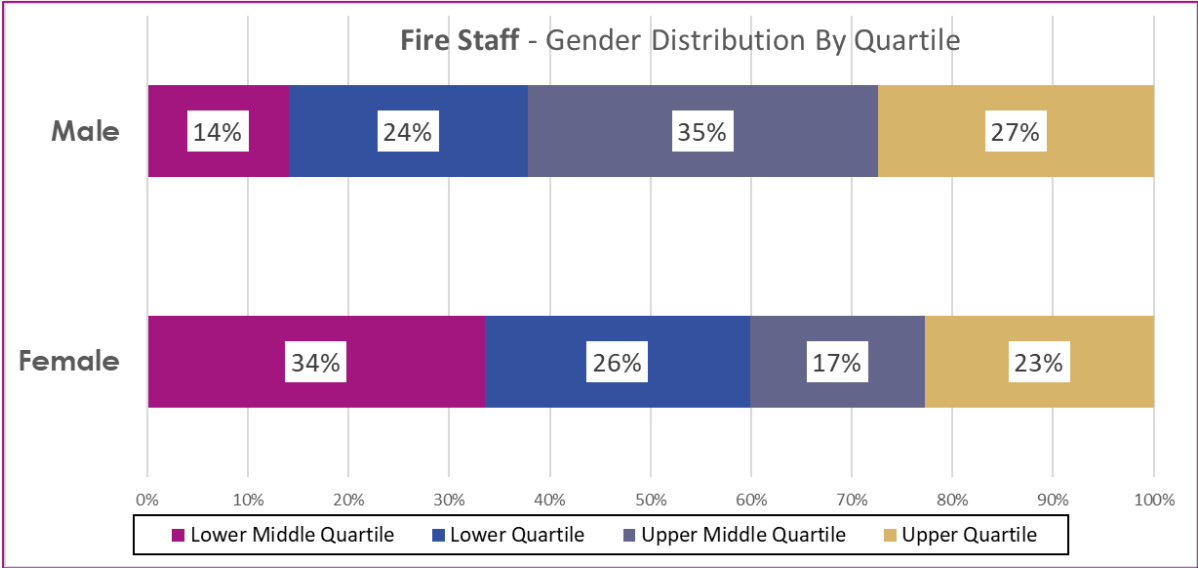


The proportion of men and women in the top quartile shows women slightly ahead at **26%**, whereas **25%** of all men are in the top quartile. For the bottom quartile, **41%** of all women are in the lowest quartile compared to **21%** of all men.

### Fire Staff - Support & Enabling Staff / Green Book

Fire Staff (Support / "Green Book") 2022							
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Gender Difference from 2021	Grand Total
High	£21.40 - £48.91	38	51%	37	49%	0% ↔	75
Mid Upper	£17.19 - £21.03	29	38%	43	62%	0% ↔	76
Mid Lower	£13.54 - £17.18	44	58%	36	42%	3% ↓	76
Low	£10.86 - £13.43	56	75%	19	25%	5% ↓	75
Total		<b>167</b>		<b>135</b>			<b>302</b>

There is stability within the high (51%/49%) and mid-upper (38%/62%) Fire Staff quartile as the gender split has remained static. The Mid-Lower quartile has seen a slight negative change of **2%** and the low quartile has seen a negative shift of **5%**.

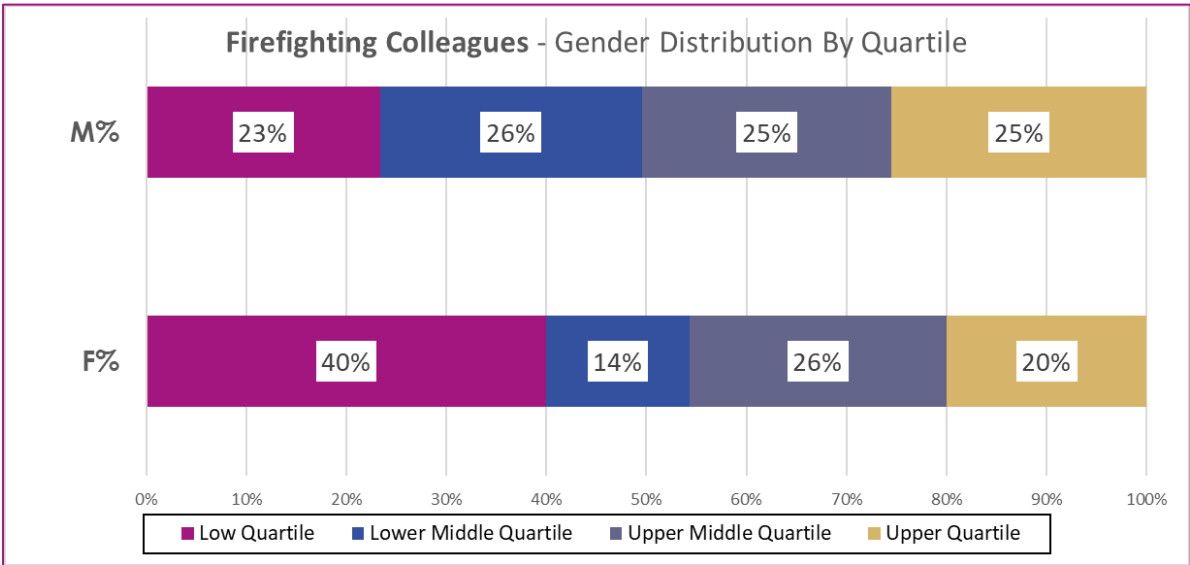


As can be seen from the above chart, the distribution between each of the four quartiles comparing men and women is different for Fire Staff. Men account for 14% of the low quartile, compared to 34% of women, men are 27% of the top quartile, compared with 23% women.

Firefighting Colleagues - Grey Book All, Including Control

Firefighting Colleagues (Grey Book Including Control) 2022						
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Grand Total
High	£17.75 - £78.56	21	8%	250	92%	271
Mid Upper	£15.43 - £17.75	27	10%	245	90%	272
Mid Lower	£14.72 - £15.43	15	6%	257	94%	272
Low	£10.49 - £14.72	42	15%	229	85%	271
Total		<b>105</b>		<b>981</b>		<b>1086</b>

NB: There is no comparison with previous years as this data is shared for the first time.



The chart highlights the proportion of male and female staff in each quartile. The data clearly shows that for male firefighting colleagues the split is fairly even, but for women there are significantly more women as a proportion in the low quartile, and few in the top quartile.

## ■ 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**

In line with our commitment to transparency we include data on additional allowances and overtime overleaf.

## ■ Additional Allowances

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

Additional Responsibility / Skill Allowance (SSA/ARA) 2022					
	Women	% Women	Men	% Men	Grand Total
<b>People Receiving ARA Payments</b>					
Total Operational Firefighting (Grey Book) Staff Receiving SSA / ARA	19 (106)	18%	192 (1014)	19%	211
Gender Split		<b>49%</b>		<b>51%</b>	

The review of Specialist Skills Allowances and Additional Responsibility Allowances has significantly reduced the numbers and range of people who are in receipt of the SSA and ARA payments. The data indicates a near gender parity with 18% of 'Grey Book' women receiving an allowance and 19% of men. When comparison is made across the two groups, women make up an equivalent of 49% pro rata of payments compare with a pro rata 51% for men.

Additional Responsibility Allowance Pay Data 2022					↓ 5%
Average ARA / SSA Payment	Women	Men	Gap	%	
	£63.62	£62.28	-£1.34	-2.2%	

Additional Responsibility Allowance Pay Data 2021					↓ 32.3%
Average ARA / SSA Payment	Women	Men	Gap	%	
	£58.97	60.65	£1.68	2.8%	

Over the past four years that has been a significant shift in both how and where ARA/SSA is paid, which has impacted on this data. The most appropriate comparison is for the last two years, where the gap has changed from £1.68 in 2021 to **-£1.34** in 2022. The review and updating of the allowances has led to almost gender parity in the proportion of women who receive the allowances and the percentage of women. In 2019 the gap was £91.00, which reduce to £15.01 in 2020. These figures clearly show the gender imbalance in the older scheme and how this has been remedied with the current scheme.

## ■ 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 (2022)						
All Staff	Female		Male		Gender Difference from 2021	Totals
	Gender Composition	272	20%	1116		
Staff Receiving Overtime	63	15%	349	85%	↑4%	412
Staff Not Receiving Overtime	209	21%	767	79%	↓17%	976
% Of gender category receiving OT		23%		31%	↑23%	
					<b>Gap</b>	<b>%</b>
Average OT Payment	£ 257.79		£ 220.78		-£ 37.00	<b>-17%</b>
Median OT Payment	£ 222.88		£ 66.21		-£156.67	<b>-237%</b>

Overtime (2021)						
All Staff	Female		Male		Gender Difference from 2020	Totals
	Gender Composition	259	18%	1152		
Staff Receiving Overtime	110	11%	906	89%	↓1%	1016
Staff Not Receiving Overtime	149	38%	246	62%	↑15%	395
% Of gender category receiving OT		42%		79%	↓17%	
					<b>Gap</b>	<b>%</b>
Average OT Payment	£1270.47		£1143.95		-£126.52	<b>11.1%</b>
Median OT Payment	£875.70		£754.05		-£121.65	<b>16.1%</b>

Overtime requirements have levelled off in the reporting year and are more in line to 2020 figures. The nature of overtime requirements has been such that the types of employees receiving overtime continues to change year on year; it is therefore not helpful to directly compare previous years.

Women make up an increasing proportion of people receiving overtime payments. Both the average and median overtime figures favourable for women, with the gap showing **-17%** average and for median this figure is significantly different at **-237%**, the spread of payments is significantly reduced as there are significantly more men over all receiving overtime and

though the lowest and highest figures are comparable between genders, there are significantly more people over all which moves the median point somewhat.

Over all the overtime payments for both genders have significantly reduced, men received on average **£220.78** for the period, whereas women received on average **£257.79** which is a negative pay gap of **£37.01**. Median payments are also tracking significantly more favourable towards women than men. The payments were **£222.88** (Women) and **£66.21** (Men). A (minus) **-237%** gap.

The mean and median figures for the 2022 year are significantly different to the last reporting year as the effects of the pandemic on staffing wane and the results are closer to figures reported in 2020.

<b>Overtime – Split by operational area (2022)</b>				
<b>Grey Book &amp; Retained (Operational)</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	(71) <b>7%</b>	(1000) <b>93%</b>		
Gender split - staff receiving Overtime (OT)	(25) <b>7%</b>	(315) <b>93%</b>		<b>0%</b>
Average OT Payment	<b>£ 247.00</b>	<b>£ 216.34</b>	<b>- £30.66</b>	<b>- 14.2%</b>
<b>Green Book (Fire Staff)</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	(185) <b>54%</b>	(156) <b>46%</b>		
Gender split - staff receiving Overtime	(22) <b>46%</b>	(26) <b>54%</b>		<b>8%</b>
Average OT Payment	<b>£ 155.69</b>	<b>£ 215.71</b>	<b>£60.02</b>	<b>27.8%</b>
<b>Control</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	(35) <b>71%</b>	(14) <b>29%</b>		
Gender split - staff receiving Overtime	(16) <b>67%</b>	(8) <b>33%</b>		<b>4%</b>
Average Overtime Payment	<b>£ 415.02</b>	<b>£ 412.37</b>	<b>- £2.65</b>	<b>0.6%</b>

<b>Overtime – Split by operational area (2021)</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 - Overtime	(49) <b>5.5%</b>	(843) <b>94.5%</b>		<b>0.5%</b>
Average OT Payment	£1,039.54	£1,122.13	£82.59	<b>7%</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 - Overtime	(34) <b>40%</b>	(50) <b>60%</b>		<b>13%</b>
Average OT Payment	£1,243.57	£1,090.55	-£153.02	<b>-12%</b>
<b>Control</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	71%	29%		
Gender split - Overtime	(27) <b>68%</b>	(13) <b>32%</b>		<b>3%</b>
Average Overtime Payment	£1,723.45	£2,764.65	£1041.20	<b>38%</b>

Distribution of overtime in grey book and retained roles in 2022 is the same as the organisations gender profile, which is great to see. There is now a reverse gender pay gap for overtime which has swapped from 7% in 2021 to **-14.2%** in 2022, a significant change over the year. It is however difficult to identify whether this shift is part of a longer-term trend as the year includes some 'normalising' post Covid-19. For Fire Staff roles the gap has reduced and is now at its lowest level since reporting began. Control has seen a slight increase, but the numbers are relatively low which means a small shift in people receiving overtime makes a bigger impact on the gap over all.

## ■ Progress & Steps Taken

The mean (average) gender pay gap has significantly reduced to **2%**, the lowest since reporting began. The pay gap at West Yorkshire Fire and Rescue Service continues to track favourably with Office for National Statistics for each of the reporting years since records began, which is fantastic to report. The current Office for National Statistics pay gap is 8.3%. That said, this year also is impacted by the roadmap out of lockdown as outlined in the introduction section and as such figures are difficult to plot trends from.

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

- More men than women in operational roles. There are positive signs of a shift in this area through the work around positive action for example. However, though headcount is increased, and more women are joining than in the past the overall headcount shows a relatively small proportion of women in the operational roles. This challenge remains common across the Fire and Rescue labour market, though progress is made:
  - Significant and sustained efforts to attract women for upcoming recruitment windows, with a return to delivery of a larger programme of positive action events.
  - Updating the Watch Manager development process in line with the successful changes implemented in the Firefighter-Crew Manager development to a develop/recruit model. In addition, considering how to improve the Station Manager development process along similar lines
- We are active regionally and nationally through work with the National Fire Chiefs Council (NFCC), including leading on national groups. Women continue to be under-represented in senior positions, though this picture is becoming more positive.

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:

- **Consolidating our evidence base:** Equality Data is captured and published
  - Significantly more people share their diversity data during the recruitment process enabling better quality data reporting. The work to identify trends in firefighter recruitment helps understand where barriers may exist and to identify whether improvements can be made which keep the standards incredibly high but remove bias from the process.
  - Continued pay gap reporting and putting in place real and practical actions to address issues identified.
  - Empowering our Gender Inclusion Staff Network to review data, provide case studies and influence decision making to enable WYFRS to continue narrowing the gap. Examples of successes include changes to PPE (Personal protective equipment), inclusive fire station design, and improvements to the shortlisting and testing regime.
  
- **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 International Men's Day.
  - Strengthening our Gender 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 Gender network Chair to ensure gender issues are raised and actioned at a strategic level, including a Board level gender champion, (Deputy Chief Fire Officer) who is an active participant in meetings.
  - 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.



- Equality Impact Assessments are mainstreamed, and members of the Gender Inclusion Network are consulted and asked to comment on each to ensure a robust and comprehensive EIA is in place.

■ **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.

■ **Further Changes in Promotion 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 continues apace to change the Watch Manager to Station Manager process, which will launch in Spring 2022.

## ■ Going Forward - What Next?

Work which positively impacts our gender pay gap will focus primarily on initiatives which open up development and learning opportunities for women. Continued encouragement for operational women to take up promotion and development opportunities and the upcoming changes to the promotions process will support this work.

There are limited opportunities to address the gender pay gap through recruitment. The organisation is fortunate to retain the talent it has, and employee engagement remains strong. The 'Great resignation' caused by people reflecting on their experiences and priorities of the pandemic has started to have some impacts on the organisation, though it is too early to say what this means for our next gender pay gap reporting data.

We continue to drive changes to make a positive impact:

■ **Training:** Significant and ongoing training is delivered to managers and staff using internal and external experts to equip managers with a deeper understanding of diversity, including gender differences and experiences. We make available practical tools to support diversity and inclusion at work, including avoiding bias, understanding impacts of menopause, challenges of caring, and women's health and wellbeing.

■ **The Women in the Fire Service Development Programme:** This has now been added to our annual programme following fantastic feedback, with

attendance at annual development weekend sessions planned and supported by the organisation.


- **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 move to greater hybrid working including work from home has enabled better work life balance for colleagues with caring responsibilities.
- **Menopause:** We are proud of our range of support measures for women experiencing the menopause, taking particular steps to support women firefighters by understanding the operational impact of menopause. We provide information and training to managers to ensure colleagues going through menopause feel supported. Our Occupational Health team provide advice and put in place specific adjustments as required. WYFRS is at the forefront of this work, including deploying a kit-pack available for women in operational roles dealing with the menopause.
- **Positive Action & Community Engagement:** We are proud of the steps we have taken and continue to take to get closer to our communities; there is more to do, but we are working tirelessly to make a positive impact. We put in place a number of successful interventions to support and enable women to get to the 'start line' of Firefighter recruitment resulting in many more women being offered and accepting firefighter roles than in the past.
- **Talent Management & Succession Planning:** The programme is being launched February 2023. The scheme is open to all, but specifically has a positive action stream. The programme includes mentoring, coaching, access to psychometric assessments, and an individualised learning programme to raise knowledge, skills, and confidence. The scheme includes greater support for women and other underrepresented groups. Research indicates women set a much higher bar than men before applying for a role, so this will be part of the women's learning programme.
- **Mainstreaming Equality Impact Analysis (EIA):** EIA is now embedded across the organisation and is particularly strong in major projects. The simplified and robust approach includes opportunities for the Gender Inclusion Network to review and suggest improvements provides assurance changes, such as new stations and other impactful projects consider the needs of everyone and remove gender barriers at the earliest stage. WYFRS is seen as sector leading in this area.

- **Flexible & Hybrid Working:** The significant challenges of work/life balance include much more emphasis on flexible and hybrid working. Many colleagues are enabled to work from home, other WYFRS locations, not just 'at work.' Hybrid and flexible working are starting to positively impact on senior operational roles. There is more to do for operational roles.

The roadmap out of lockdown which covers part of this reporting period may have impacted on the figures reported. We must consider this report alongside the previous reports too. We work tirelessly and remain committed to making a positive difference and further reducing the pay gap. This report shows sustained, positive progress as steps taken in this, and, previous years moves us further in the right direction and narrow the pay gap.

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

Date: March 2023

A handwritten signature in black ink, appearing to read 'John Roberts', is positioned below the date. The signature is fluid and cursive, with a large, stylized initial 'J'.