



West Yorkshire
Fire & Rescue Service

Gender Pay Gap Report 2021



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 another challenging and unusual period – the continued global Covid-19 pandemic. We stepped up and provided support beyond our normal work and this impacted on sections of this report, such as overtime. 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 committed and determined to deliver 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.

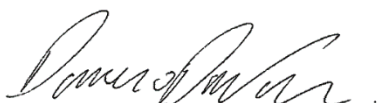
Our salary scales are transparent and available for anyone to view, our transparent pay scales show WYFRA pays our people within the same salary range for the same job.

There remains more to do, which is why we invest in reaching out and encouraging people from underrepresented groups to join us. We work hard to make sure women thinking of a career as a firefighter have access to practical support to enable fair access to our recruitment process – we actively encourage women who share our values to join us. There are still significantly more men than women in operational roles. This is changing, but slowly. Being a Fire Fighter is a rewarding role and your gender or other protected characteristic does not indicate how great you’ll be at making West Yorkshire Safer.

Stereotypes exist and we stand up for what is right and work hard to remove them. It still surprises us that some people still believe being a Firefighter is a “Man’s job”; these people are not welcome at WYFRA, but such outdated views still exist.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 11.3%, some **4.1%** below ONS figures for 2021. There is still more to do to achieve gender parity. We pay all our people doing the same job in the same salary range. Every job. 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 transparent, welcoming and high performing public service organisation and continue to work hard to become an organisation that more closely reflects the communities we serve. There is still a long road ahead, but we work tirelessly and continue making progress. 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 (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 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 2021, 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 2021 Data*			
Employee Group	Female	Male	
FRS Staff	172	145	
Operational Whole Time	53	842	
Control	36	15	
Retained	11	152	Totals
Totals	272	1154	1426

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

A Mean Average Pay Gap

In 2021 average hourly rates for women increased by £0.22 to **£14.71**. In 2020 this was £14.49 and in 2019, £13.63. Male average hourly rates in 2021 stand at **£16.58** an increase of £0.19, rising from £16.39 in 2020 and £15.97 in 2019.

The gender pay gap has, once again, reduced, slightly by a further **0.3%** to **11.3%** in 2021, lower than the 2020 reported gender pay gap of 11.6%, which demonstrates further progress, particularly as our pay gap tracks some **4.1%** below ONS (Office for National Statistics) average reported 2021 pay gap.


2021	Female	Male	Gap	%	Increase / Decrease compared to 2020 pay	Trend
						■ Negative ■ Slight change ■ Positive
All People - Mean (Average) Hourly Pay Rate	£14.71	£16.58	£1.87	11.3%	0.3%	↓
FRS Operational (Grey Book)	£16.55	£17.37	£0.82	4.7%	1.5%	↓
FRS Retained	£13.30	£13.79	£0.49	3.6%	-3.8 %	↑
FRS Control	£14.46	£14.74	£0.28	1.9%	-3.8 %	↑
FRS Fire Staff (Green Book)	£14.26	£15.22	£0.96	6.3%	3 %	↓


The 2021 gender pay gap is **11.3%**. This continues our positive trend as it drops further from 11.6% in 2020 and 14.7% in 2019. The pay gap in monetary terms has dropped by a further **£0.03**, standing at **£1.87** as at 31 March 2021.

The gap broadly continues to move in the right direction, however there are two key areas where the pay gap has changed negatively; both these areas have seen some turnover and new starters, which is why the gap has changed so much. There has been a further positive shift in the operational workforce (1.5%), and Fire Staff (3%), which is good news and indicates the slight change in staff turnover is having a positive impact on pay gap in these areas.

Overall, factors which impact on the ability to influence the pay gap, such as relatively low levels of recruitment, turnover, (which is still low, but has increased and is expected to continue as the disparity between public and private sector pay rates continues to grow). The largest pay gap in Fire Staff roles is because many lower paid support roles are occupied by women and upper quartile service leads and heads of departments are mostly men, though this is starting to change.

B Median Pay Gap

2020	Female	Male	Gap	%	Gender Difference from 2019
Median Hourly Pay	£14.21	£15.04	£0.83	6%	2.2% 

2021	Female	Male	Gap	%	Gender Difference from 2020
Median Hourly Pay	£14.51	£15.49	£0.98	6%	0.0% 
FRS Operational (Grey Book)	£16.45	£16.75	£0.30	2%	
FRS Retained	£14.51	£14.51	£0.00	0%	
FRS Control	£15.19	£14.19	-£1.00	-7%	
FRS Fire Staff	£12.69	£15.33	£2.64	17%	

Median pay gap is **6%**, the same as 2020, joint 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 which does not include any reference to protected characteristics. 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 ONS has provided a provisional UK figure of **7.9%**, meaning the WYFRS gap is tracking below by some 1.9%, or **26%** lower.

The median pay gap remains consistent at **6%**, the lowest since gender pay gap reporting began. In 2020, the gap was also 6%, 2019 8.2%, 7.3% in 2018, 8% in 2017 and in 2016 was 13%.

The median pay gap has increased in cash terms slightly from last year and is now **98p**, from last year's figure of £0.83. The median salary pay rate difference for men and women shows men still earn more per hour than women.

The biggest difference across the main pay groups across the organisation occurs in the Fire Staff / Green Book group. This currently stands at **17%**, which has reduced from the 2020 rate of 21%, by a further **4%**. There has been limited 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:

Whole Organisation

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

There continues to be a positive trend of increasing numbers of women in the top two quartiles, rising **2%**; high pay quartile rose 3% from last year.

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
Total		256		1160		1416

Salary Quartile Bands – Breakdown 2021						
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Total
High	£17.91-£77.40	48	14%	307	86%	363
Mid Upper	£15.33-£17.91	55	16%	298	84%	346
Mid Lower	£14.51-£15.33	28	8%	325	92%	384
Low	£9.25-£14.51	128	37%	222	63%	323
Total		259		1152		1411

The high quartile salary band continues to be underrepresented by women; there has been a further **2%** increase in the top quartile. In 2020 12% of 'high' quartile roles were occupied by women; 2019, 11% and **14%** in 2021.

There is no significant change in the number of women in the mid-upper pay band, 14% in 2019 and 16% in 2020, and **16%** in 2021.

Most women are still found in the lowest two quartile salary bands, which equates to 60% of women; for men this is 47%.

37% of the lowest salary band are women, a 3% negative change. The **63%** men in the low pay band includes "retained" operational colleagues.

Fire Staff (Support & Green Book)

Fire Staff (Support / "Green Book") 2020:							
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Gender Difference from 2020	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		162		139			301

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

Fire Staff (Support / "Green Book") 2021:							
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Gender Difference from 2020	Grand Total
High	£17.39-£48.22	39	51%	38	49%	5%↑	77
Mid Upper	£14.08-£17.38	29	38%	48	62%	2%↓	77
Mid Lower	£11.27-£14.07	42	55%	35	45%	0%↔	77
Low	£9.25-£11.27	54	70%	23	30%	5%↓	77
Total		164		144			308

There are now more women in the highest Fire Staff data quartile than men, and the split is now 51%/49% which is almost gender parity.

The Mid-Upper quartile has seen a slight negative shift, though this appears to be women moving into the high pay band. The Mid-Lower quartile has seen no key difference, but the low quartile has seen a positive shift of **5%**.

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 below.

1. Additional Allowances

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


Additional Skill / Responsibility Allowance (SSA/ARA) 2020						
	Women	% Women	Men	% Men	Gender Difference from 2019	Grand Total
People Receiving ARA Payments						
Operational Grey Book Staff Receiving SSA/ ARA (Excl Retained / Control)	27	51%	477	55%	3%	504
Retained, Control & Other staff receiving ARA payments	5	12%	21	13%	2%	26
Totals	32	34%	498	49%	1%	530
Gender Split – ARA		6%		94%	-	


Additional Skill / Responsibility Allowance (SSA/ARA) 2021						
	Women	% Women	Men	% Men	Gender Difference from 2020	Grand Total
People Receiving ARA Payments						
Operational Grey Book Staff Receiving SSA/ ARA (Excl Retained / Control)	28	55%	546	65%	6%	574
Retained, Control & Other staff receiving ARA payments	12	27%	42	25%	3%	54
Totals	40	42%	588	58%	1%	628
Gender Split – ARA		6.4%		93.6%	-	

Additional Skill / Responsibility Allowance (SSA/ARA) 2021						
People NOT Receiving ARA Payments						
	Women	% Women	Men	% Men	Gender Difference from 2020	Grand Total
Grey Book Staff – Ops NOT Receiving ARA (Excluding Retained & Control)	23	45%	291	35%	a	314
Retained & Control Staff NOT receiving ARA pay	32	73%	129	75%		161
Totals	55	60%	420	51%		475
Gender Split – No ARA		12%		88%	1% 	

People claiming ARA or SSA increased from 2020, with a greater increase in men claiming than women. Men claiming increased by 10%, Women by 4%.

There has been a further slight increase in the numbers of women claiming an ARA/SSA, rising from 32 to **40** in 2021 (an increase of 25%). The numbers of men claiming increased to **588** from 498, (an increase of 18%).

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

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

There is a significant positive difference in the ARA / SSA pay gap between men and women, which stood at £91.00 in 2019, £15.01 in 2020 and now stands are £1.68.

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 (2020)						
All Staff	Female		Male		Gender Difference from 2019	Totals
Gender Composition	256	18%	1160	82%	-	1416
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%	
					Gap	%
Average OT Payment	£166.74		£181.65		£14.91	8% (↓22%)
Median OT Payment	£140.61		£84.30		-£56.31	-60%

Overtime (2021)						
All Staff	Female		Male		Gender Difference from 2020	Totals
Gender Composition	259	18%	1152	82%	-	1411
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%	
					Gap	%
Average OT Payment	£1270.47		£1143.95		-£126.52	-11.1%
Median OT Payment	£875.70		£754.05		-£121.65	-16.1%

Overtime requirements has been impacted by a number of factors, including operational incidents, resilience requirements and Covid-19. Though a comparison is included in the report, the nature of overtime requirements has been such that the types of employees receiving overtime is different than previous years; it is therefore not helpful to directly compare previous years.

Women make up a smaller proportion of people receiving overtime payments, though this has increased significantly from the previous year with. Both the average and median overtime figures favourable for women, with the gap showing **-12%** average and **-16%** median.

Average overtime payments for men are **£1143.95** for the period, which is a negative pay gap of **£126.52** as women received **£1282.13**, an average overtime pay gap of **-11.1%**.

Median payments are also tracking as more favourable towards women than men. The payments were **£875.70** (Women) and **£754.05** (Men). A **16.1%** gap.

It is difficult to make any direct comparison to any year pre pandemic, as the organisation rose to meet the challenges it faced whilst continuing to deliver our services without negative impact on our communities. The overtime payments here are one measure of how the people who work for West Yorkshire Fire and Rescue Service have gone above and beyond to ensure we keep West Yorkshire safer.

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

Overtime – Split by operational area (2021)				
Grey Book & Retained (Operational)	Female	Male	Gap	%
Gender composition of area	6%	94%		
Gender split - staff receiving Overtime (OT)	(49) 5.5%	(843) 94.5%		0.5%
Average OT Payment	£1,039.54	£1,122.13	£82.59	7%
Green Book (Fire Staff)	Female	Male	Gap	%
Gender composition of area	53%	47%		
Gender split - staff receiving Overtime	(34) 40%	(50) 60%		13%
Average OT Payment	£1,243.57	£1,090.55	-£153.02	-12%
Control	Female	Male	Gap	%
Gender composition of area	71%	29%		
Gender split - staff receiving Overtime	(27) 68%	(13) 32%		3%
Average Overtime Payment	£1,723.45	£2,764.65	£1041.20	38%

Distribution of overtime in operational roles is broadly the same as the organisations gender profile. The gender pay gap for 'grey book' overtime is **7%**, a huge difference from the previous year, which tracked at 50%. It is however important not to suggest a long-term pattern as it remains difficult to directly compare previous years. Fire Staff and Control see a female majority of overtime.

Progress & Steps Taken

The mean (average) gender pay gap has reduced slightly to **11.3%**. The pay gap continues to track favourably with Office for National Statistics reported gap of **15.4%** by **4.1%**. This continues our positive trend and one we hope to continue over future years.

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; 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 remained impossible due to Covid-19, but further online events were held and gender-neutral fitness advice).
 - 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. A project is underway to replicate this approach across other ranks.
 - We are active regionally and nationally through work with the National Fire Chiefs Council (NFCC), including leading on national groups, being a key partner in a pilot regional women's mentoring programme alongside NYFRS, SYFRS, Humberside FRS, Women in the Fire Service and the NFCC; evaluation is underway, but it is hoped this will be picked up nationally.
- Women continue to be under-represented in senior positions, though this has improved again this year.

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
 - Promotion and encouragement to share diversity data is chipping away at this data gap, including gender data, though there is more to do.
 - 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 and provide case studies to support WYFRS 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 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.
- **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. This delivery continued throughout the pandemic and beyond, though sessions shifted from face to face to online, (which enabled more people to attend).
- **The Women in the Fire Service Development Programme:** This has been delivered and was well received with positive evaluations. Further sessions are 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 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 children and/or deal with immediate emergencies.
- **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.
- **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:

- **Positive Action & Community Engagement:** Successful interventions to support and enable women to the 'start line' of Firefighter recruitment have been further reviewed and updated. Further evaluation established where initiatives had impact and where such impacts were smaller than hoped. Further work is underway, but early indications are positive with more women being offered and accepting firefighter roles than in previous years.
- **Talent Management & Succession Planning:** The programme will be launched in Spring 2022. Where extra roles are impossible, we will provide opportunities to enable people with talent to access projects and other workstreams which enhance skills and enable people to share their talents. The programme will be aligned to our operational promotions process, ensuring opportunities for all staff. Opportunities will include 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, which includes contributions from the WYFRS staff Gender Inclusion Network provides assurance that changes, such as new buildings, refurbishments and other projects consider the different needs of everyone and remove gender barriers at the design stage. In addition to the project side of EIAs, additional training is provided to ensure people consider the needs of women and men within projects.
- **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.

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 reduce the pay gap further, but the trend continues to move in the right direction. We work tirelessly and remain committed to making a positive difference and further reducing the pay gap.

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

Date: 25 March 2022

