



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

## Equal Pay Report

### **1. Introduction**

In accordance with the requirements set out in Section 149 of the Equality Act 2010 (the Public Sector Equality Duty), and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, the Scottish Fire and Rescue Service (SFRS) is required by 30 April 2013 to publish:

- An equal pay statement
- Gender pay gap information
- Occupational segregation information
- A mainstreaming report and equality outcomes

This report sets out an equal pay statement for the SFRS and reports on the findings of an equal pay review conducted during March 2013 using due diligence data collected from the antecedent organisations under the terms of their transfer to the SFRS on 1 April 2013. The mainstreaming report and equality outcomes will be reported separately.

### **2. Equal Pay Statement**

The Scottish Fire and Rescue Service is committed to the principles of equal pay and to ensuring that these are applied to all employees through the use of fair and transparent working practices and systems which are based on objective criteria.

In line with the requirements of the Public Sector Equality Duty, the SFRS will ensure that it is proactive in addressing gender pay gaps and in assessing the impact of employment policy and practices on women and men. To do this effectively the SFRS has carried out an equal pay review and has also gathered data on the placement of our employees within the SFRS in relation to occupational segregation. The report outlined below is based on the data gathered from both of these exercises

and the information contained therein will be used to develop action plans that consider the identified causes of any gender pay gaps and that set out measurable steps towards achieving equality.

Although this statement relates to equal pay between women and men, pay systems may be open to challenge on the grounds of race, age or other protected characteristics under the Equality Act 2010.

The SFRS is committed to ensuring equal pay for all.

### **3. Equal Pay Report: Data Collation and Main Findings**

#### **3.1 The Gender Pay Gap**

The gender pay gap was calculated using the due diligence data provided by the antecedent organisations on 6 March 2013 (under the terms of the Staff Transfer Scheme):

- The average hourly base rate for men working in the SFRS is £10.23
- The average hourly base rate for women working in the SFRS is £9.05
- The average hourly rate for male Uniformed employees is £10.28 (all categories)
- The average hourly rate for female Uniformed employees is £10.27 (all categories)
- The average hourly rate for male Support employees is £9.46
- The average hourly rate for female Support employees is £7.91

The Gender Pay Gap figure is calculated to reflect the differences between average hourly rates of men and women. The closer this figure is to zero then the less likelihood of pay gap inequalities.

- The Gender Pay Gap figure for all employees is 11.53%
- The Gender Pay Gap Figure for Uniformed employees is 0.01%
- The Gender Pay Gap Figure for Support employees is 16.38%

#### **3.2 Occupational Segregation**

Occupational segregation by gender refers to the differences in the distribution of women and men across different occupational categories and job types. Labour

market statistics show that women and men work in different jobs predominate in particular sectors and, indeed, are channelled into different jobs as a consequence of a combination of factors, such as stereotyping, discrimination, social and educational expectations, a lack of flexible working, and, caring responsibilities.

There are two types of occupational segregation:

- Horizontal occupational segregation exists when men and women are crowded into stereotypically male and female jobs or occupational sectors. SFRS findings:
  - 13.1% of all employees are female, 86.9% male
  - 7 % of Uniformed employees (all categories) are female; 93% male
  - 56% of Support employees are female; 44% male
  
- Vertical occupational segregation exists when women are clustered at more junior levels within organisations. SFRS findings:
  - 62% of Grade 1-4 posts are held by women
  - 65% of this group who earn minimum or living wage are female
  - 42% of Grade 5-9 posts are held by women
  - 48% of Grade 10- Senior Management posts are held by female
  - 4.6% of Fire-fighters are female
  - 7% of Crew Managers are female
  - 7% of Watch Managers are female
  - 3.9% of Station Managers are female
  - 4.6% of Group Managers are female

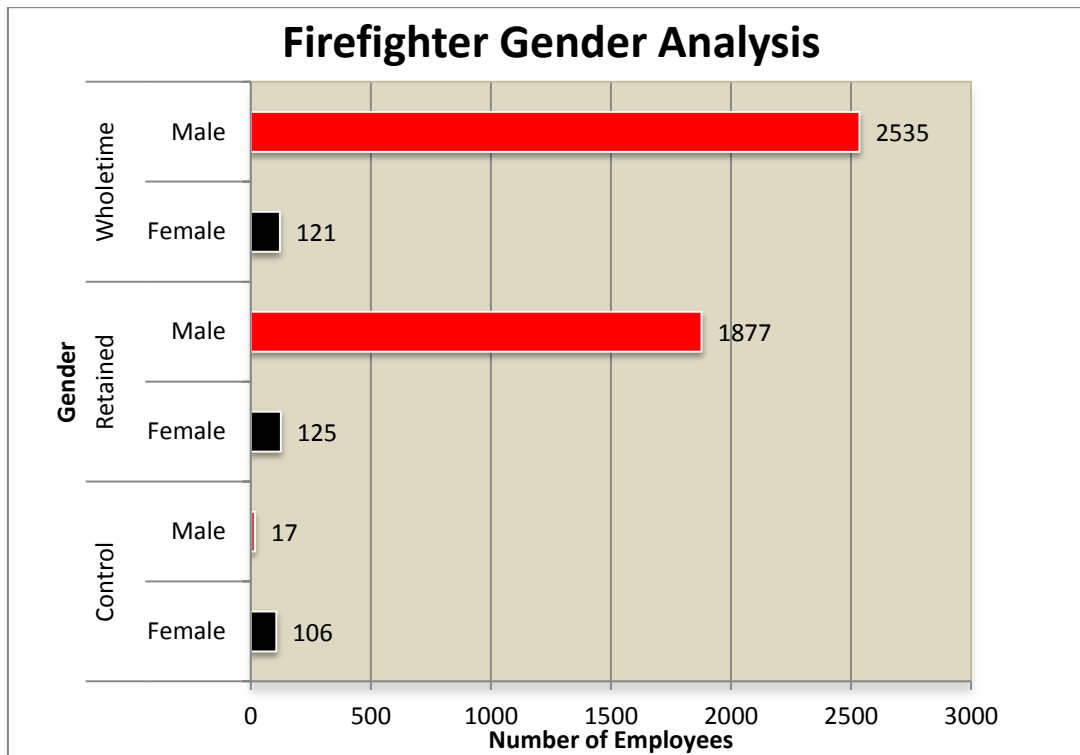
The published occupational segregation information is based on data drawn from the antecedent organisations on 6<sup>th</sup> March 2013. A number of anecdotal issues should be considered in line with interpretation of the data:

- The Scottish Fire and Service came in to force on 1 April 2013. In attempting to collate data from the antecedent organisations it has been identified that, for Support roles, there are a wide variety of job classifications, titles and grading systems. For the purposes of this initial report, these have been brought together into broadly comparable (and generalised) groups of employment.

- The NJC role map nomenclature has been applied to Uniformed roles.

It is anticipated that through the implementation of the SFRS structure and the associated transfer and matching processes and subsequent job evaluation arrangements these issues will be addressed. Therefore, future reports will more accurately reflect the established employment groups, job functions and grades of the SFRS.

#### 4. Uniformed Role Findings



Fire-fighting has traditionally been regarded as a male occupation. In recent years, there has been a concerted effort to influence attitudinal perceptions of the role and a range of proactive approaches have been implemented to encourage more women into the Fire and Rescue Services through positive action initiatives and the use of female role models in advertising. Due to very low employee turnover rates, such initiatives have been slow to take effect, however, it is anticipated that the continued application of such initiatives may demonstrate more positive results (in terms of the numbers of female employees in Uniformed roles) over the longer term.

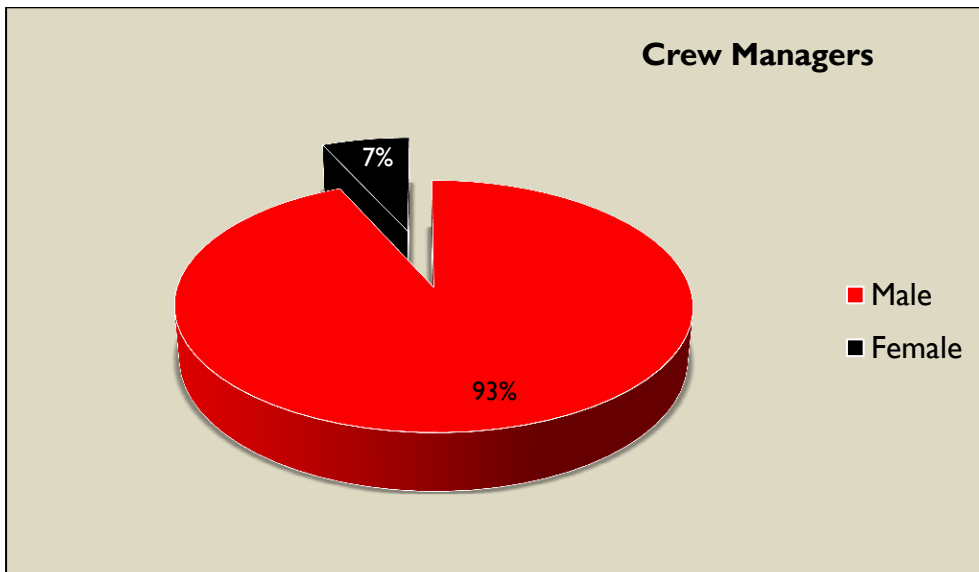
An interesting point to note is the higher % of women in the Retained Service (RDS); 6.2% compared to 4.6% in the Whole-time (RDS). The RDS offers a greater flexibility

to employees and female fire-fighters report to have found this to be an attractive part time occupation. In addition, Control Room Operations attract a significantly higher proportion of women and this could be attributed to the lower physical demands of this role; i.e. it is possible that perceptions of the physical and fitness requirements of operational roles could be creating unnecessary barriers to women applying for operational duty.

Whilst the data gathered over time may progressively show that more women are joining the service, the current data highlights that their progression to higher level roles is likely to be limited. The shift pattern for Fire-fighters has been found, in general terms, to be 'family friendly' however evidence suggests that some women returning from maternity leave do not find the shifts to be compatible with childcare provisions and responsibilities. This could be a factor that inhibits their career progression.

A further analysis of a qualitative nature is required to identify the potential (perceived or otherwise) barriers to recruitment and progression. In addition, a specific analysis of working practices and development opportunities will help the SFRS to understand and address any unnecessary barriers within the operational career path structure. These will highlight the actions, options and adaptations required to further support women throughout their careers.

#### 4.1 Crew Managers

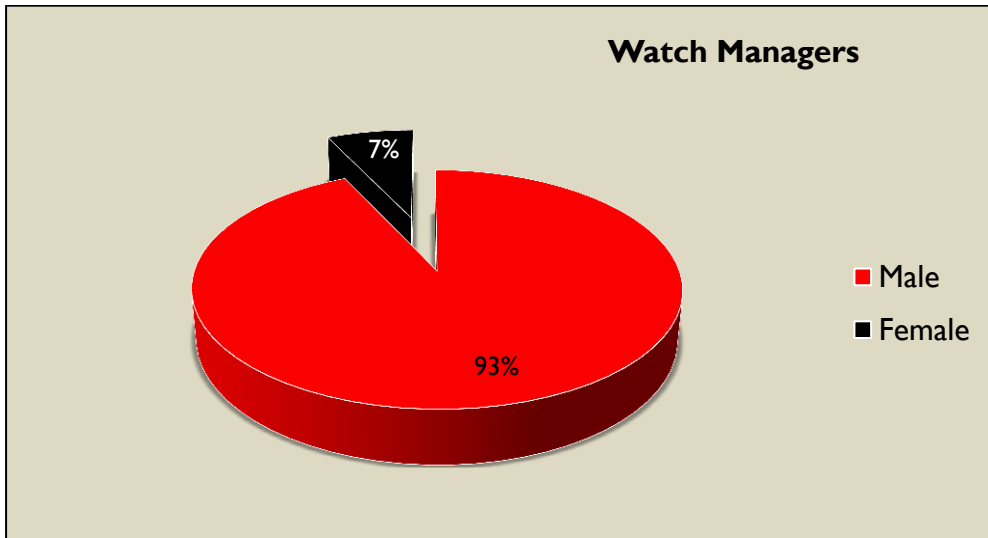


Across the antecedent organisations:

- There are 1239 Crew Managers and 87 posts (7%) are held by women.
- Of the 669 WDS Crew Manager posts, 24 are held by women (3.6%).
- Of the 523 RDS Crew Manager posts, 19 are held by women (3.6%).
- Of the 47 Crew Manager posts in Control, 43 are held by women (91.5%).

It is of note that the proportion of female Crew Managers in RDS is the same as that of WDS although there is a greater % of women in the RDS service. Further qualitative analysis should be undertaken to understand this trend and to identify any obstacles to progression.

## 4.2 Watch Managers

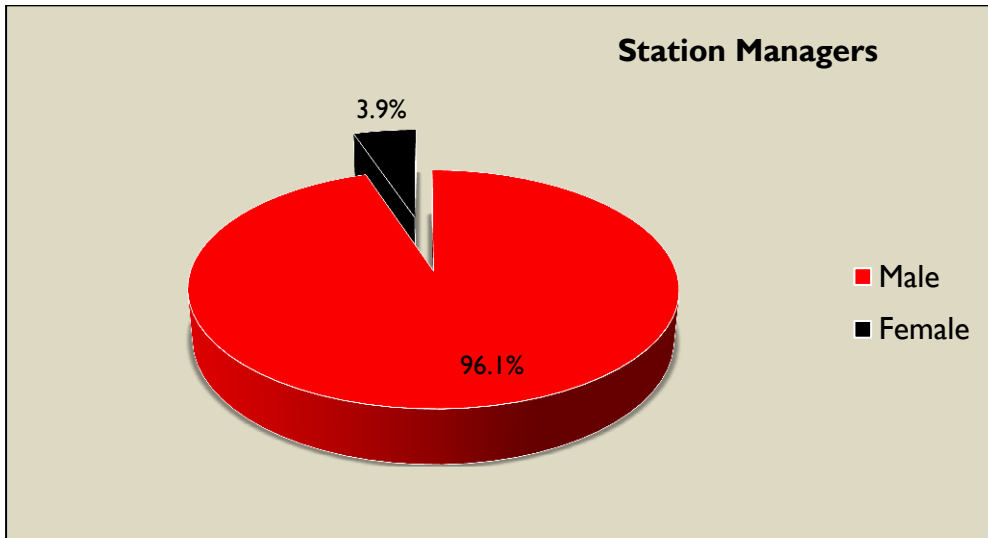


Across the antecedent organisations:

- There are 1011 Watch Managers and 70 posts (7%) are held by women.
- Similar to the Crew Manager pattern this statistic is boosted by the high saturation of women in Control where 45 out of the 53 positions are held by women (84.9%).
- Again, this is not reflected in the WDS where only 19 of the 695 posts are held by women (2.7%) and in the RDS where only 6 of the 263 posts are held by women (2.3%).

The trends in each of these areas closely mirror the findings from the Crew Manager analysis and would similarly benefit from a wider qualitative analysis to understand the reasons and rationale which underpin these.

### 4.3 Station Managers



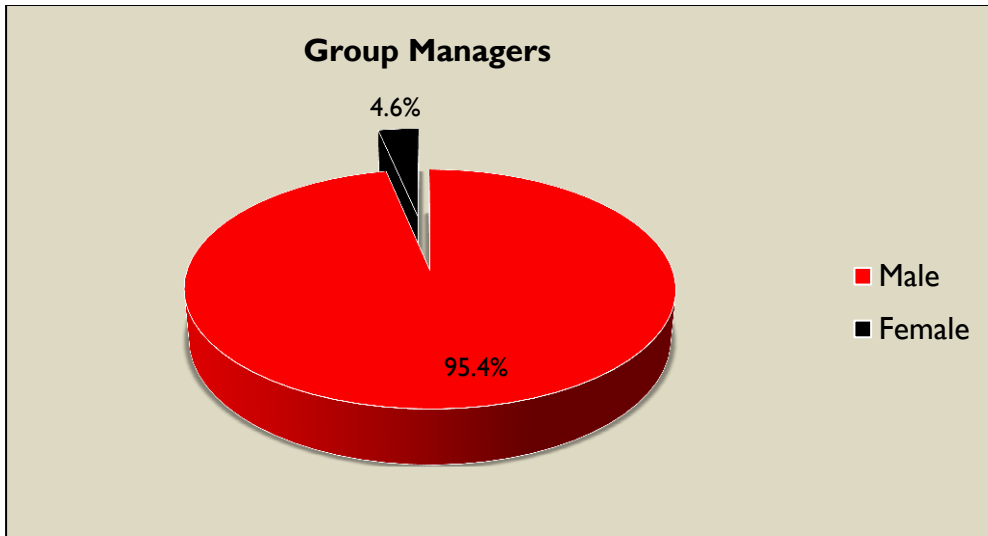
Across the antecedent organisations there are 152 Station Managers and 6 of these posts are held by women (3.9%).

There are no Station Manager posts in the RDS which is reflected in the comparably lower figure of 3.9%.

With fewer women feeding through the hierarchy of Crew and Watch Manager posts there is a knock-on effect on the numbers reaching a Station Manager role during their careers.



#### 4.4 Group, Area and Brigade Managers



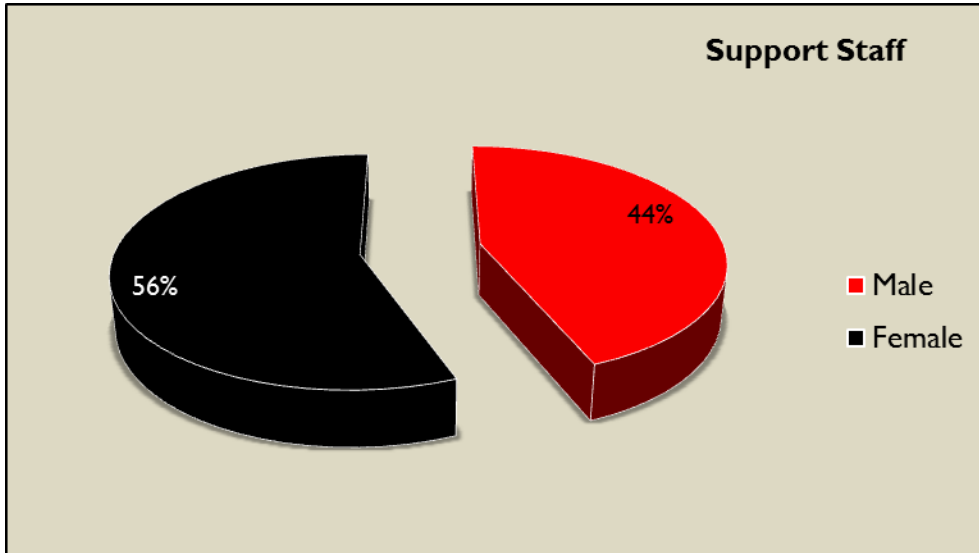
Across the antecedent organisations there are 153 Group Managers and 7 of these posts are held by women (4.6%).

All Area Managers and Brigade Managers are male.

Again as there are very few women reaching Crew, Watch and Station Manager levels there is a subsequent impact on further career progression.

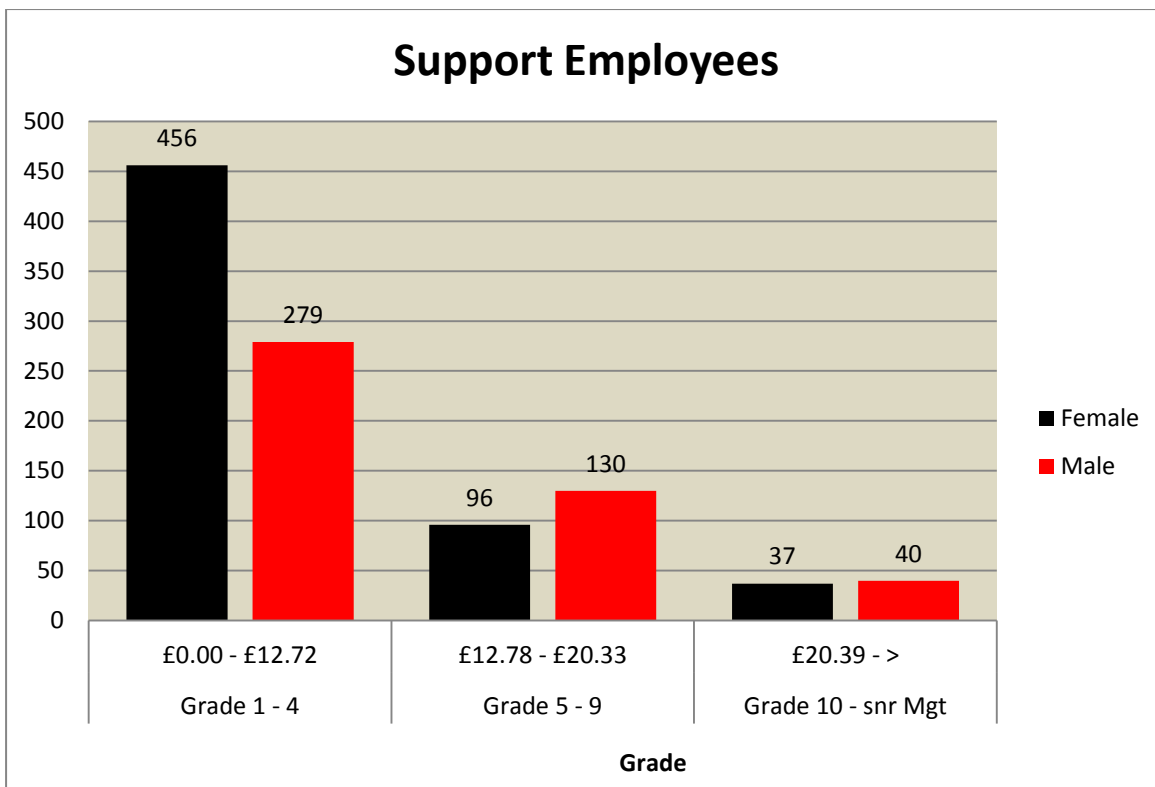
## 5. Support Role Findings

The overall balance of gender in Support roles across the antecedent organisations is more balanced than within Uniformed roles with 56% being female and 44% male.



A number of restrictions have created a barrier to a full analysis of the vertical segregation within Support roles. This is due to the vast range of job titles across the Services and varying pay grading systems which make it difficult to draw a full and accurate analysis when compared with the Uniformed structure (which benefits from being aligned to nationally agreed pay scales).

Notwithstanding this, it was possible to segregate jobs into three groupings based on hourly rates which allowed for a reasonable analysis and for key patterns to emerge. Of these the breakdown shows that the majority of lower grade and lower paid posts are held by women.



#### 5.1 Group One: Grades 1- 4 (hourly rate from minimum wage to £12.72)

Grades 1- 4 incorporate the lowest graded posts across the services such as manual labourers, general assistants, cooks, kitchen assistants and clerical and administration employees. Of the 735 posts, women made up the majority of these roles by holding 456 posts (62%).

On further analysis to determine whether women are grouped at the lower end of these gradings it was identified that, out of the 166 posts which draw the minimum wage or living wage, 107 of these are held by women; this represents 65% of this subdivision.

Many of these posts are worked part-time or through job share and therefore can be more attractive to women who perhaps have caring responsibilities and find part time options more practical. To address any inequalities in the gradings of these roles the job evaluation exercise should seek to expose anomalies and allow these to be corrected.

In line with Work and Family Act Legislation, a review should be undertaken to consider whether the same flexibility in terms of work options exists at higher levels.

Anecdotal evidence would suggest that higher graded posts tend to be held by full time employees and further in-depth analysis of why this is the case and whether this is a potential barrier to career progression should be carried out.

### **5.2 Group Two: Grades 5-9 (£12.78-£20.33)**

These gradings incorporate professional administration support roles. This covers employees either qualified professionally or holding a degree of expertise and specific knowledge in their field such as such as administrative supervisors, human resource and health and safety advisers, IT technicians, risk assessors and finance professionals to name but a few.

Within this group of 226, men occupy 130 posts (57.5%) and women occupy 96 posts (42.4%). A breakdown to the midpoint of £14.87 per hour showed no significant difference between men or women in the lower half of this grouping. A qualitative analysis among this group may highlight why there are a lower number of women than men in Group 2 e.g. the availability of part-time working may be a restriction and should be further investigated (similar to group 1).

### **5.3 Group Three: Grade 10- Senior Management (£20.39 - £> per hour)**

77 roles existed at Grade 10 and above. These encompassed senior and highly specialised appointments such as Head of IT, Finance, HR, Corporate Services, and Fleet etc. 37 of these posts are held by women and 40 held by men. This is fairly evenly balanced and further in-depth investigation could perhaps provide invaluable internal knowledge of career pathways taken by those in these senior roles which could then be replicated in under-represented groups or clusters.

## **6. Summary/Conclusion**

The gender pay gap can be attributed to the wide range of Support roles and pay grades that have been inherited from the antecedent organisations. A robust job evaluation exercise is planned which aims to reduce this gender pay gap over the next two to three years.

Overall the gender segregation has identified key issues in terms of horizontal and vertical segregation. The uniformed gender segregation is hugely influenced by the imbalance of male and women in the Service. Women are heavily under-represented

in uniformed roles at all levels. Actions to address this are in place across the various antecedent organisations but the SFRS will be required to review these and put in place more consistent practice. Existing initiatives appear to be focussed on entry level and an emphasis should now be placed on succession planning and career progression.

It is difficult to judge or comment on whether lack of presence at senior level is due to barriers blocking female advancement due to the deficiency of infiltration at lower levels. Anecdotal evidence suggests that the physical demands of the role could play a factor along with shift patterns but further evidence is required to substantiate this. The shift patterns in Control do not seem to have had a negative impact in both attracting or retaining female personnel. Both factors require further investigation. Control may hold the key to addressing some issues as they have evidenced successful career paths for both men and women.

In terms of Support employees there is a reasonable balance of men and women throughout each level. However women predominate in the lower grades. A further study into uptake of flexible work options is required to ascertain what the real barriers to female career progression are. Likewise, a study of those who have successfully moved into more senior roles is required in order to understand and replicate best practice.

## **7. Planned Actions**

The SFRS has identified the following planned actions to remove the gender pay gap and reduce occupational segregation:

- Examine external organisations to highlight best practice which can be used in the SFRS.
- Carry out a robust job evaluation exercise to ensure jobs are correctly graded.
- Develop consistent strategies to encourage women and men into areas where they are under-represented.
- Carry out a qualitative analysis to ascertain the full extent of working practices and specifically the impact of shifts, flexible working patterns and physical fitness requirements for both Uniformed and Support employees.
- Ensure recruitment processes are transparent and robust both internally and externally. Be aware of where jobs are advertised and the images and wording used within recruitment information. Ensure that training is in place for individuals

- involved in the recruitment process and that there is gender balance on panels where possible.
- Evaluate family friendly policies with the view to ascertaining whether they act as a catalyst or inhibitor for career progression. Extend the right to request flexible working to all employees where possible. This may include: flexitime; part-time working; job-sharing; term-time working and flexibility in terms of work location e.g. work from home, other offices or centres.
  - Offer participation in the Childcare Voucher scheme.
  - Build clear career pathways to encourage women to advance in their careers. Consider mentoring and career coaching.
  - Provide training on stereotyping of individuals in certain roles and the impact this can have on workplace culture.
  - Conduct an analysis of retention data to determine whether any inconsistencies exist in the reasons noted for leaving the SFRS by job category/grouping.

This list is not exhaustive and it is anticipated that following the job evaluation exercise further actions will be identified. There may be some variances in the data presented as a result of the close proximity of the data collection to the reform of the Fire and Rescue Services in Scotland. A full action plan with timescales will be developed and implemented.

In addition, the SFRS will carry out further equal pay reviews and if required, put further actions in place to address any gender gaps that these may highlight. The SFRS will also continue to monitor the relationship between the female and male medians on an annual basis to see if changes are having the desired effect and to see where further action might be necessary. This will be done in partnership with Trade Unions and employee networks where possible.