



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

Working together for a safer Scotland

## **EQUAL PAY REPORT APRIL 2017**

### **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 2017 to publish:

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

The mainstreaming report and equality outcomes will be reported separately. These reports are the third publication of their kind for the SFRS. Previous reports were published on the SFRS website on 30 April 2013 and 2015.

The Service also recognises that pay gaps arise not only through inequalities in pay structures, but through occupational segregation where jobs in the organisational structure are predominantly occupied by staff of one specific gender or characteristic. The Service recognises that pay equality also requires recruitment, development and promotion processes that are free from discriminatory elements, and which encourage and support applicants from all sections of the SFRS workforce and wider Scottish Communities.

By ensuring that equality is at the heart of our pay grading, recruitment, development and promotion systems, the SFRS will ensure equality of pay and opportunity for all employees, and seek to develop an engaged, high quality workforce that is representative of our communities in all functions and at all levels of the organisation.

#### **1.2 SFRS Equal Pay Statement**

The SFRS 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.

## 2. EQUALITY IN PAY AND REWARD

To ensure pay equity amongst its employees, the SFRS introduced a standardised Pay and Reward Framework for Support Staff following a comprehensive Job Evaluation (JE) process. This process utilised the Scottish Joint Council's JE Scheme which assessed the demands of jobs and assigned pay grades using gender neutral, evidence based criteria. In developing these pay grades, the SFRS adopted the Scottish Living Wage as the minimum hourly rate paid to employees, and also committed to aligning pay awards to the Scottish Government's Public Sector Pay Policy where possible.

SFRS is now developing a JE Policy to ensure new posts created within the structure are assigned to a pay grade through the same robust evaluation process. The policy also provides a mechanism for the review and regrading of existing roles as required.

Consistency will be maintained by ensuring that the JE process is carried out solely by trained, experienced Job Analysts and that the HR Business Partners support managers in the design and implementation of structural changes.

The pay structure of uniformed employees is agreed at a UK level by the National Joint Council (NJC) for Local Authorities' Fire and Rescue Services, and is based on sound principles that preclude inequalities. The SFRS is currently aiming to support this by developing standardised terms and conditions for uniformed employees from our eight antecedent Services, and will ensure equivalence with those of their Support Staff colleagues unless differences are justified on objective grounds. All elements of our Pay and Reward Frameworks will also be subject to robust Equality Impact Assessment.

In addition to these existing measures, the SFRS will strengthen its policies and practices for ensuring pay equality and addressing occupational segregation. These measures will include:

- Forming partnerships with other organisations to develop benchmarking criteria, and identify best practice.
- Review Recruitment and Selection processes, Appraisal processes and Development programmes to support pay equality.
- Extend existing Positive Action campaigns to encourage applicants from all sections of the community to seek employment with the SFRS, and to address societal stereotypes regarding traditional patterns of employment.
- Develop employee forums and support networks to identify areas of best practice in our employment practices, and identify areas for improvement.
- Review our strategy to address the findings of the Cultural Audit, and consolidate corporate values of Safety, Teamwork, Innovation and Respect.
- Examine the potential of Apprenticeship Schemes to assist young people from different backgrounds achieve employment with the SFRS.
- Improve our processes for gathering and recording Employee Data in respect of Gender, Disability, Ethnicity and other protected characteristics.

Throughout these processes, the SFRS will work in partnership with the Trade Unions to ensure the processes are subject to scrutiny and challenge.

By these means the SFRS will ensure that all pay and reward processes are free from discriminatory elements, and comply with the principle of equal pay for equal work.

### 3. EQUAL PAY REPORT: DATA COLLATION AND MAIN FINDINGS

#### 3.1 The Gender Pay Gap within SFRS

The gender pay gap is the difference between male and female earnings expressed as a percentage. The gender pay gap was calculated using data provided by the SFRS Workforce Planning and Finance teams during January 2017.

- The average hourly rate for all men working is £14.23
- The average hourly rate for all women is £13.53
- The average hourly rate for men in support functions is £16.08
- The average hourly rate for women in support functions is £13.65
- The average hourly rate for male Firefighters is £14.12
- The average hourly rate for female Firefighters is £13.42

The Gender Pay Gap data identifies an overall gender pay gap of 5% in favour of males this is detailed in the chart below:

Employee Group	% Gender Pay Gap
All Employees	5
Support Staff	15.1
Uniformed – Wholetime	6.3
Uniformed – Retained	2.9
Uniformed – Volunteer	4.5
Uniformed – Control	6 (in favour of females)

#### 3.2 Causes of the Gender Pay Gap

The Gender Pay Gap within organisations can principally arise from two distinct causes, these being:

- Pay Inequality, and/or
- Occupational Segregation

Pay inequality arises where men and women carrying out the same or equivalent work or work of equal value are paid at different rates. Such practices are contrary to the Equal Pay provisions of the Equality Act 2010, and are therefore unlawful.

Occupational Segregation refers to the predominance of a given gender or characteristic within different levels of the organisation, (vertical segregation) or in different types of work (horizontal segregation). The SFRS recognises that occupational segregation exists in the Service and consequently considers that this issue should be examined in detail.

### 3.3 Occupational Segregation by Gender

The percentage of males and females within the different staffing groups in the SFRS vary significantly, and are expressed within the table below.

Staffing Group	Percentage of Workforce	Percentage		Number	
		Male	Female	Male	Female
All Staff	100%	87.22%	12.78%	6963	1016
Support Staff	10.83%	44.74%	55.26%	381	473
Uniformed (Wholetime)	46.16%	95.23%	4.77%	3512	176
Uniformed (Control)	2.24%	15.08%	84.92%	27	152
Uniformed (Retained)	36.69%	93.38%	6.62%	2271	161
Uniformed (Volunteer)	4.08%	83.34%	16.56%	272	54

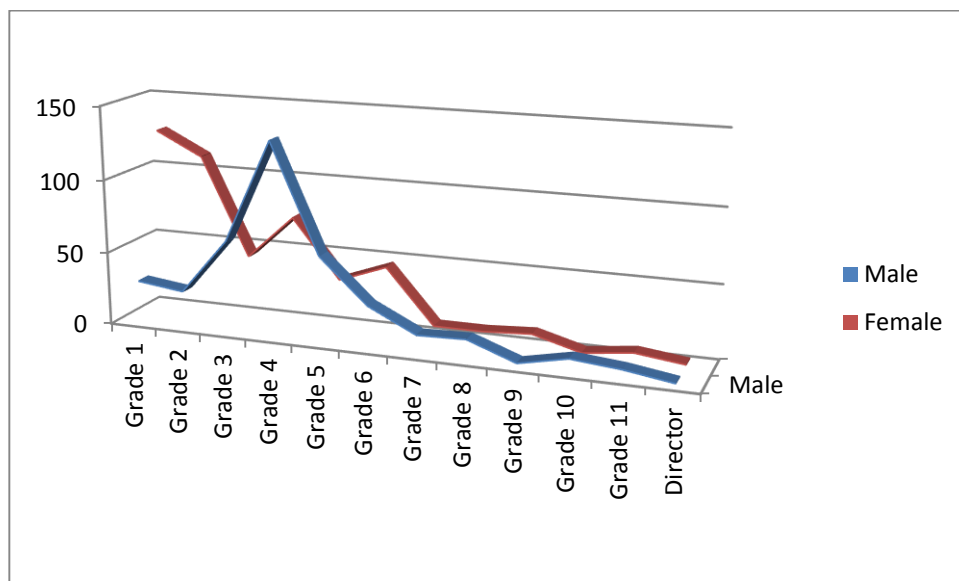
Given this disparity within the gender profile of each of these groups, the segregation within each these groups will be considered separately.

#### 3.3.1 Support Staff

The Support Staff organisational structure within the SFRS contains 12 pay grades, and the percentage of support staff, and the gender balance within each of these grades is illustrated below:

Gender	Grd 1	Grd 2	Grd 3	Grd 4	Grd 5	Grd 6	Grd 7	Grd 8	Grd 9	Grd 10	Grd 11	Director
Total Posts	156	136	109	207	93	75	22	23	13	11	6	3
% of overall posts	18.27	15.92	12.76	24.25	10.89	8.78	2.58	2.69	1.52	1.29	0.7	0.35
Male (No)	29	25	64	133	59	29	13	14	2	9	3	1
Male %	18.59	18.38	58.88	64.25	63.44	38.6	59.09	60.87	15.38	81.82	50.00	33.33
Female (No)	127	111	45	74	34	46	9	9	11	2	3	2
Female %	81.41	81.62	41.12	35.75	36.56	61.33	40.91	39.13	84.62	18.18	50.00	66.66

The distribution of males and females within the Support Staff structure is further illustrated within the chart below.



It is noticeable that there is a predominance of female employees within pay grades 1 and 2, whilst employees within Pay Grade 4 are predominantly male. The posts within pay grades 1 and 2 are predominantly roles traditionally dominated by female employees, e.g. Administration Assistants, Cooks and Cleaners. Whilst the more technical roles that feature in Grades 4 such as ICT posts or Fleet Support Technicians are traditionally male dominated. The SFRS operates a gender neutral recruitment policy, and therefore considers that the occupational segregation in these grades arises from societal attitudes and paradigms. In this context it is notable that the gender balance in the Senior Managerial, Professional and Specialist grades is more balanced, and indicative of the SFRS's commitment to gender equality.

### 3.3.2 Uniformed (Wholetime)

Uniformed (Wholetime) employees constitute the main body of uniformed Firefighters employed by SFRS on a full time basis. As the term "Firefighters" is used in this report to denote all Uniformed employees, it includes all Wholetime roles from Firefighter to Chief Officer. Uniformed Firefighters join the Fire and Rescue Services as Firefighters, with Uniformed Officers then advancing through the roles within the structure. The Senior Uniformed Managers are drawn from the Wholetime Uniformed structure which contains 10 roles. The gender make up of each of these roles is illustrated below.

Role	No of Posts	% of total posts	Male (No)	Male %	Female (No)	Female %
Chief Officer	1	0.03%	1	100%	0	0%
Deputy Chief Officer	1	0.03%	1	100%	0	0%
Assistant Chief Officer	2	0.05%	2	100%	0	0%
Deputy Assistant Chief Officer	8	0.22%	8	100%	0	0%
Area Manager	25	0.68%	25	100%	0	0%
Group Manager	86	2.33%	83	96.51%	3	3.49%
Station Manager	140	3.80%	139	99.28%	1	0.72%
Watch Manager	596	16.16%	575	96.48%	21	3.52%
Crew Manager	645	17.49%	616	95.50%	29	4.50%
Firefighter	2184	59.22%	2062	94.41%	122	5.59%
Total	3688	100%	3512	95.23%	176	4.77%

## NOT PROTECTIVELY MARKED

Uniformed Firefighting is traditionally seen as a male occupation and the recruitment of female Firefighters remains challenging. The SFRS and its antecedence Services have made a concerted effort over a number of years to attract a more balanced range of applicants, and to increase the attractiveness of a career within the SFRS for females. Such actions have involved positive action campaigns to increase applications rates from underrepresented groups, and a range of measures to ensure that Service life is welcoming to entrants from all backgrounds. These measures have included the review of entrant standards and recruitment processes to ensure that they are free from elements that would unjustifiably act as a constraint on recruitment from underrepresented groups, to the adoption of corporate values that stress dignity and respect for all, and for the redesign of uniforms, stations and equipment to ensure that they are equally suitable for use by employees from all genders and backgrounds. These measures have had some success and account for the higher levels of females within the lower roles in the structure. As all Firefighters enter at this level and then progress upwards through the roles, it is anticipated that this increased proportion of females will in time lead to greater representation of females in senior uniformed management roles.

### 3.3.3 Uniformed (Control)

Uniformed (Control) staff are based within the SFRS Control Rooms, and are primarily responsible for receiving emergency calls, and mobilising the SFRS resources. The SFRS Uniformed (Control) structure is comprised of 5 roles, and the gender balance within each of these roles is given below.

Role	No of Posts	% of total posts	Male (No)	Percentage	Female (No)	Percentage
Group Manager (Control)	5	2.79%	1	20.00%	4	80.00%
Station Manager (Control)	8	4.47%	1	12.50%	7	87.50%
Watch Manager (Control)	42	23.46%	6	14.29%	36	85.71%
Crew Manager (Control)	31	17.32%	3	9.68%	28	90.32%
Firefighter (Control)	93	51.96%	16	17.20%	77	82.80%
Total	179	100%	27	15.08%	152	84.91%

Whilst the role of Control Firefighters forms an essential component in the SFRS operational capabilities, the roles are primarily based within the Control Rooms, and are not required to attend operational incidents. This may account for why the role of Control Firefighter has traditionally been female dominated. The recruitment of males into the Firefighter (Control) roles has however increased over recent years, and this in time will change the gender balance.

### 3.3.4 Uniformed (Retained Duty System)

Role	No of Posts	% of Total Posts.	Male (No)	Percentage	Female (No)	Percentage
Watch Manager	280	9.55%	266	95%	14	5%
Crew Manager	543	18.52%	525	96.67%	18	3.33%
Firefighter.	2109	71.93%	1980	93.88%	129	6.12%
Total	2932	100%	2771	94.45%	161	5.55%

Retained Firefighters are part-time employees who typically work for another primary employer, but who also maintain a level of availability to respond to emergencies within their local communities. Firefighting as an occupation within the Retained Duty System employee group has been traditionally male, with the recruitment of female Firefighters remaining challenging. The Fire and Rescue Services have made extensive efforts over a number of years to increase the representation of females within the Service.

### 3.3.5 Uniformed (Volunteers)

Role	No of Posts	% of Total Posts.	Male (No)	%	Female (No)	%
Watch Manager/Volunteer Leader	27	8.28%	23	85.19%	4	14.81%
Crew Manager/Deputy Leader	42	12.88%	38	90.48%	4	9.52%
Firefighter	257	78.84%	211	82.10%	46	17.90%
Total	326	100%	272	83.44%	54	16.56%

Volunteer Firefighters are drawn from local communities in remote areas, and whilst this staffing group is also male dominated, the greater representation of females in comparison with the Wholetime and RDS employee groups may reflect the sense of community and the spirit of self-reliance that is a feature of such communities, and which may result in more females coming forward to meet local needs. The SFRS has sought to increase the proportion of under-represented groups within the Volunteer Service, and these actions are on-going.

## 4. Disability

It has been noted by a number of authorities that disability can result in disabled people experiencing restricted employment opportunities, and result in them being disproportionately represented in lower paid employment. This can also arise from factors such as direct discrimination in selection processes, higher levels of unemployment that reduces aspiration and creates a willingness to accept lower paid work, lower levels of education, higher absence rates, and less access to work related training contributing to slower career progression.

The Equality and Human Rights Commission (EHRC) report that 1 in 6 UK citizens qualify as disabled, this equates to 16.7% of the population. Despite this only 0.13% of the SFRS workforce declares themselves as having a disability. Whilst the physical demands and associated medical and fitness standards of Firefighters are more likely to prove a barrier to equal representation of the disabled, this figure suggests that there is under-representation of the disabled within the SFRS overall. The numbers of staff within the different staffing groups within the SFRS who have declared a disability is reported in the chart below.

Staffing Group	Staff who are disabled	%	Staff who are not Disabled	%
Support Staff	2	0.23%	852	99.77%
Uniformed (Wholetime)	0	0.00%	3688	100.00%
Uniformed (Control)	0	0.00%	179	100.00%
Uniformed (RDS)	6	0.20%	2926	99.80%
Uniformed (Volunteer)	2	0.61%	324	99.39%
Total	10	0.13%	7975	99.87%

#### 4.1 Support staff

All the Support Staff who have declared a disability within the SFRS structure are located within Pay Grade 2 as is illustrated below:

Pay Grade	Total No of Support Staff	No of Disabled Staff	% of total no in grade
Grade 2	136	2	1.47%
All Grades	854	2	0.23%

The SFRS seeks to ensure that disabled people are fully represented within its workforce, and have introduced a range of measures to support this objective. The SFRS has been accredited as a “level II Disability Confident Employer” under a Government sponsored scheme. This recognises the SFRS commitment to the “Double Tick” Selection Process where applicants for posts are guaranteed an invite to participate in selection processes where they declare they are disabled and are recognised as meeting the essential job criteria. It also acknowledges the SFRS commitment to support disabled applicants by making reasonable adjustments to the selection process to ensure equal opportunity to demonstrate their suitability for the post.

The SFRS has a range of policies that support disabled people in the workplace, these include Flexible Working policies and practices, a commitment to making reasonable adjustments to support disabled employees, and managing attendance procedures that provides consideration of absence due to disability, and for the provision of “disability leave” to enable the employee to address issues arising from the disability. Given the level of application of such processes, the SFRS considers that the reported number of staff with a disability may be greater than records suggest, and that a number of disabled staff have not declared their disability.

#### 4.2 Uniformed Staff

The distribution of those uniformed Staff who have declared a disability within the SFRS structure is illustrated below:

Employee Group	Total No of Disabled Staff	Grade	Total No of Staff in Employee Group	% of Disabled Staff
Wholetime	0	N/A	3688	0%
Control	0	N/A	179	0%
Retained	6	Firefighter	2932	0.2%
Volunteer	2	Firefighter	326	0.6%
Total	8	N/A	7125	0.014%

Firefighting is a physically demanding activity, and this is reflected in the high medical and fitness standards required of Firefighters at the point of entry to the Service, and throughout their career. This presents challenges to people with disabilities in gaining employment as a Firefighter, or in retaining such employment where the disability occurs after they take up post. The SFRS has however introduced a range of measures to help disabled applicants gain and retain employment within the uniformed establishment. The recruitment and selection processes for uniformed posts are designed to eliminate barriers to recruitment that are not objectively justifiable, and which support disabled applicants where their disabilities are incompatible with the essential criteria required of operational Firefighters. The SFRS also has comprehensive Occupational Health and Fitness facilities that support staff with disabilities, and consider opportunities for reasonable adjustment or redeployment as required.



## 5. Ethnicity

The EHRC reports that members of minority ethnic groups experience lower rates of pay than their white counterparts. They attribute this to a range of factors, such as differences in employment patterns, occupational choices, the level of qualifications held, and discrimination, all of which can lead to the concentration of minority groups in lower paid occupations. The EHRC notes however that the pay gaps for minority ethnic employees in the public sector are very small. This pattern is consistent with the situation within the SFRS, where the overall pay gap is 3.05%, but where the majority of staff who identify themselves as members of minority ethnic groups are predominantly located within lower and middle grade posts. This is evidenced within the tables below that identify the grades and roles of staff from minority ethnic groups within the various employee groups. Given the small numbers, it is not considered appropriate to report on the different ethnic origins of the individuals concerned.

Employee Group	Staff from a minority racial group	%	Staff who are not from a minority racial group	%
Support Staff	9	1.05%	845	98.95%
Uniformed (Wholetime)	44	1.19%	3644	98.81%
Uniformed (Control)	2	1.12%	177	98.88%
Uniformed (RDS)	27	0.92%	2905	99.08%
Uniformed (Volunteer)	3	0.92%	323	99.08%
Total	85	1.06%	7900	98.94%

### 5.1 Support Staff

The distribution of Support Staff from minority ethnic groups within the SFRS structure is illustrated below:

Grade	No of staff in grade	Staff from a minority ethnic group	% from a minority ethnic group	Staff who are not from a minority racial group	%
Grade 1	156	2	1.28%	154	98.72%
Grade 2	136	2	1.47%	134	98.53%
Grade 3	109	1	0.92%	109	99.08%
Grade 4	207	1	0.48%	205	99.52%
Grade 5	93	1	1.08%	92	98.92%
Grade 6	75	2	2.67%	73	97.33%
Grade 7	22	0	0%	22	100%
Grade 8	23	0	0%	23	100%
Grade 9	13	0	0%	13	100%
Grade 10	11	0	0%	11	100%
Grade 11	6	0	0%	6	100%
Director	3	0	0%	3	100%
Total	854	9	1.05%	845	98.95%

## 5.2 Uniformed (Wholetime)

The distribution of Support Staff from minority ethnic groups within the SFRS Wholetime Uniformed structure is illustrated below:

Role	No of Posts	Staff from a minority ethnic group	% from a minority ethnic group	No of staff not from a minority groups	% of staff not from a minority groups
Chief Officer	1	0	0%	1	100%
Deputy Chief Officer	1	0	0%	1	100%
Assistant Chief Officer	2	0	0%	2	100%
Deputy Assistant Chief Officer	8	0	0%	8	100%
Area Manager	25	0	0%	25	100%
Group Manager	86	0	0%	86	100%
Station Manager	140	0	0%	140	100%
Watch Manager	596	8	1.34%	588	98.66%
Crew Manager	645	7	1.09%	638	98.91%
Firefighter	2184	29	1.33%	2155	98.67%
Total	3688	44	1.19%	3644	98.81%

## 5.3 Uniformed (Control)

The distribution of staff from minority ethnic groups within the Wholetime (Control) structure is illustrated below:

Role	No of Posts	Staff from a minority ethnic group	% from a minority ethnic group	No of staff not from a minority groups	% of staff not from a minority groups
Group Manager	5	0	0%	5	100%
Station Manager	8	0	0%	8	100%
Watch Manager	42	1	2.38%	41	97.62%
Crew Manager	31	1	3.23%	30	94.77%
Firefighter	93	0	0%	93	100%
Total	179	2	1.18%	177	98.82%

## 5.4 Uniformed (Retained)

The distribution of staff from minority ethnic groups within the Retained Duty structure is illustrated below:

Role	No of Posts	Staff from a minority ethnic group	% from a minority ethnic group	No of staff not from a minority groups	% of staff not from a minority groups
Watch Manager	280	1	0.36%	279	99.64%
Crew Manager	543	2	0.37%	541	99.63%
Firefighter	2109	24	1.14%	2085	98.86%
Total	2932	27	0.92%	2905	99.08%

## 5.5. Uniformed (Volunteer)

The distribution of staff from a minority ethnic group within the Volunteer structure is illustrated below:

Role	No of Posts	Staff from a minority ethnic group	% from a minority ethnic group	No of staff not from a minority groups	% of staff not from a minority groups
Watch Manager	27	0	0%	27	100%
Crew Manager	42	1	2.38%	41	97.62%
Firefighter	257	2	0.78%	255	99.22%
Total	326	3	0.92%	323	99.08%

Whilst the SFRS recognises that only 1.06% of its employees declare that they are in a minority ethnic group, the Service recognises the value of diversity, and is committed to creating a more balanced workforce that represents the communities of Scotland. The SFRS has therefore sought to increase the proportion of minority ethnic employees in all workforce groups. In doing so it has utilised a range of measures, including programmes of positive action, the adoption of recruitment and selection processes free from potentially discriminatory elements, the promulgation of values that stress respect and inclusiveness, and tackling any element of the organisational that could act as a disincentive to members of minority groups seeking employment. The SFRS remains committed to greater representation of minority groups, and will continue to seek to increase the level of employment from these sections of the community.

## 6. Part Time Staff

It is acknowledged by most commentators that part time employment is disproportionately undertaken by female employees, and that part time status can result in lower earnings that create pay gaps. Consequently the SFRS considers that the analysis of occupational segregation of part-time employees of the SFRS will support the identification of causes of the pay gaps within the SFRS, and the outcomes of this analysis are reported below.

### 6.1 Support Staff

The majority of Support Staff roles within the SFRS operate a standard 35 hour week within a five day week that runs from Monday to Friday, and there are no roles that are specifically part-time in nature. The SFRS does however provide a range of Flexible Working arrangements that permits employees to request part-time working, in consequence there are a number of part-time Support Staff, and the gender balance in each of the pay grades is illustrated below.

Pay Grade	Total No of Support Staff	No of Part time staff	% of total no in grade	Part time Male (No)	%	Part time Female (No)	%
Grade 1	156	98	62.82%	10	10.20%	88	89.80%
Grade 2	136	55	40.44%	2	3.64%	53	96.36%
Grade 3	107	16	14.96%	2	12.50%	14	87.50%
Grade 4	207	20	9.66%	10	50.00%	10	50.00%
Grade 5	93	12	12.90%	7	58.34%	5	41.66%
Grade 6	75	10	13.33%	1	10.00%	9	90.00%
Grade 7	22	3	13.63%	0	0.00%	3	100%
Non-standard	4	2	50%	1	50.00%	1	50.00%
Total Support Staff	854	216	25.29%	33	15.28%	183	84.72%

Part time staff in the SFRS are predominantly female, and are disproportionately located in the lower pay grades. As such the pattern of part time work is consistent with the general trends across UK workplaces. As these part time workers earn the same hourly rate as their full time colleagues this has no direct impact on the pay gap in the SFRS. It is widely acknowledged however that part-time working can delay the career development, and reinforce organisational segregation. The impact of part time working on life time earnings can therefore be significant.

## 6.2 Uniformed (Wholetime)

Despite the title of Wholetime employees, there are part-time staff in this employee group. The term “Wholetime” in this context is used to differentiate these employees from the Retained employees who are all “part-time”. There are however comparatively few part-time employees within the “Wholetime” employee group due to two main factors, these being:

- This group is predominantly male, who are less likely to request part time working, and
- The duty pattern of station based staff requires them to work in teams of a specific size, roles and skills/qualifications level, and which prohibits team members from working part of the designated working day. In this respect, it is worth noting that all part time staff within this group are members of the relatively small “day duty” group who have no operational remit and who therefore have greater scope to work on a part-time basis.

Role	Total No of staff in role	No of Part time staff	% of total no in role	Male (No)	%	Female (No)	%
Firefighter	2184	3	0.14%	0	0%	3	100%
Watch Manager	596	1	0.17%	0	0%	1	100%
Total (Uniformed Wholetime)	3688	4	0.11%	0	0%	4	100%

Despite the relatively low number of females within this employee group, all the part time workers are female. As the Equality and Human Rights Commission report that part time working is strongly linked to caring responsibilities, and that this remains higher amongst females, it may be that part time working within the Uniformed (Wholetime) staff group is strongly driven by care responsibilities.

## 6.3 Uniformed (Control)

The working practices with the SFRS Control Rooms support part-time working. This, and the predominantly female nature of this employee group has resulted in a higher proportion of part time working than in the Uniformed (Wholetime) workforce.

Role	Total No of staff in role	No of Part time staff	% of total no in role	Male (No)	%	Female (No)	%
Firefighter	93	11	11.82%	1	9.09%	10	90.91%
Crew Manager	31	2	9.68%	0	0%	2	100%
Total Control Staff	179	13	7.26%	1	7.69%	12	92.31%

## 7. Addressing Occupational Segregation

The SFRS recognises that occupational segregation in the organization is the primary cause of the Pay Gaps, arising primarily from societal attitudes that shape employment patterns.

The SFRS has introduced a robust Equality Impact Assessment process to ensure that equality issues are considered at the formative stages of policy formulation, and which ensures that each policy supports the SFRS commitment to equality. Through these measures the SFRS seeks to ensure that the individual needs of employees can be accommodated.

The SFRS considers that occupational segregation can best be addressed by ensuring our recruitment, development and promotion processes are free from discriminatory elements, and encourage applications from all parts of the organisation and the community. The SFRS also believes that the incorporation of procedures that permit flexibility within employees' terms and conditions will help employees achieve a healthy work/life balance, and permit them to meet personal challenges without compromising their professional and career development.

The SFRS recruitment and selection processes have been accredited through the "Disability Confident Employer" scheme as being fair and free from discrimination. This accreditation is supported through the use of Diversity Questionnaires in recruitment and promotion processes, creating the ability to monitor our success in attracting applicants from all sections of the community, and those groups protected under the Equality Act 2010. The progress of candidates through the stages of the selection process is monitored, providing the SFRS with the ability to identify the ability of applicants from protected groups to meet our criteria. This monitoring permits us to review processes, and make improvements where necessary.

The SFRS recognises that female employees are proportionately more likely to have primary care responsibilities than male counterparts, and that disabled employees cannot always work the same hours or working patterns as their colleagues. The SFRS also acknowledges that this can result in some employees leaving the workplace, accepting part time jobs, or that their career development is inhibited. The SFRS has therefore incorporated a range of measures into its employee practices to promote flexibility, and support employees. These arrangements include Flexible Working, a Flexi-time Scheme, provisions within the Managing Attendance processes to support disabled employees, and the provision of a Childcare voucher scheme.

The SFRS considers that occupational segregation within the Service can be addressed through developing the talents of employees from all sections of the organisation. To support this the SFRS is developing a Leadership and Management Development Framework to provide employees with the opportunity to develop their professional and technical skills which, supported by our development focused Appraisal system, will provide all employees with the opportunity to reach their full potential. The SFRS is also committed to tackling issues of low pay and has adopted the Scottish Living Wage as the minimum point of the salary scales.

As occupational segregation is strongly influenced by deeply rooted societal factors, the SFRS considers that reducing pay gaps through delivering balance in the representation of employees from all backgrounds remains challenging. Nevertheless the SFRS is committed to fairness within the workplace, and will continue to build on the solid foundations it has developed over the four years since its foundation.