

Equal Pay and Gender Pay Gap Report 2021



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



CONTENTS



Introduction	01
Equal Pay Statement	02
Gender Pay Gap	03
Representation of other Protected Characteristics	08
Gender Analysis of the Board of the Scottish Fire and Rescue Service	10
Causes of our Gender Pay Gap and Occupational Segregation	11
Going Forward - Taking Action to Balance our Workforce	18
Conclusion	22
Appendix A - Supporting Data	24

Introduction

The Scottish Fire and Rescue Service (SFRS) is committed to the principle of equal opportunities and equal treatment for all employees, regardless of their backgrounds or personal circumstances. 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, SFRS is now reporting on the Gender Pay Gap in our organisation.

This report demonstrates the current Gender Pay Gap within the organisation. It also provides an overview of the extensive work which has already taken place to positively balance our workforce in a manner more representative of the diverse communities of Scotland, and provides an insight into future activities intended to build on the progress already achieved. Although some of our plans were recalibrated as we reacted to the global pandemic, our commitment to equality activities has remained a firm focus throughout.

While, like many organisations, we have more work to do to balance our workforce we are confident that the initiatives and actions that we are investing in are correct for the organisation. We are proud of the reductions in the gender pay gap achieved over the past few years, and are also confident that the residual gender pay gap does not stem from pay inequalities between men and women carrying out the same or equivalent work.

Rather, our gender pay gap is the result of the positions in which men and women occupy within the organisation, together with the over-representation of men in sections of the workforce which serves to exacerbate differences in pay.

A key consideration in appreciating the origins of the gender pay gap and the over-representation of men within the workforce is a recognition that SFRS's employees can be categorised into two main groups. The largest section of SFRS's workforce is comprised of our Uniformed Firefighters.

The Fire and Rescue profession throughout the U.K. predominantly attracts applications from males, and their pay rates are determined on a U.K basis. In contrast, a wide range of support services are provided by Support Staff, whose pay rates are determined by SFRS.

This latter employee group incorporates many occupations, some of which are predominantly comprised of males or females, but which together contain more women than men. A full appreciation of progress in achieving a representative workforce, and the challenges that still require to be overcome requires separate consideration of these two employee groups



Equal Pay Statement

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

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. All SFRS Support Staff posts are evaluated using a Job Family approach, which is supported by the SFRS analytical Job Evaluation Scheme and the SFRS Job Evaluation Policy (Support Staff).

This is a robust evaluation process based on the Scottish Joint Council's Job Evaluation Scheme which assesses the demands of jobs and assigns pay grades based on objective, gender neutral, and evidence based criteria.

The SFRS has further underpinned this by introducing standardised terms and conditions for both employee groups, with any differentiation in terms between these two employee groups being permitted only where they are materially justified due to the differing demands of the roles.

All elements of our Pay and Reward Frameworks are also subject to robust Equality Impact Assessment throughout their development, and to strategic oversight by both Executive Management and the Board of the Scottish Fire and Rescue Service.

Given the above processes, SFRS are confident that all employees carrying out the same work, equivalent work or work of equal value receive the same pay regardless of gender or other personal characteristics.



Gender Pay Gap

The existence of a Gender Pay Gap does not signify that men and women carrying out the same or equivalent work receive differing pay rates. A gender pay gap is a measure of the difference in the average pay of men and women across the entire organisation, regardless of the nature or level of their work. It therefore differs from 'pay inequality' which consists of pay differences between men and women who carry out the same or equivalent jobs, or jobs of equal value.

A Gender Pay Gap can of course be caused by pay inequality, however it can also arise through "occupational segregation", i.e. different occupations or levels within the structure being disproportionately composed of employees of a single gender.

Based on current data in relation to staff earnings, and in accordance with Statute and ACAS best practice, the following six calculations are used to show the difference between the average earnings of men and women in our organisation. Supporting detail in relation to these figures can be found in Appendix A.

- Mean Gender Pay Gap
- Median Gender Pay Gap
- Mean Bonus Gender Pay Gap
- Median Bonus Gender Pay Gap
- The proportion of men and women who received bonuses
- The proportion of men and women according to quartile pay bands

In addition to these core reporting requirements, SFRS also acknowledges the recommendations of the Equality and Human Rights Commission that employers supplement these metrics by reporting on the Pay Gaps of employees with Disabilities, or from Black and Minority Ethnic (BAME) groups. Information of the composition of employees with disabilities or from a Black or Minority Ethnic community is therefore also provided as is the Pay Gaps between these employees' earnings and that of the organisation as a whole.



The Mean and Median Pay Gap

The mean pay gap measures the difference between the average male and female salary, while the median is calculated using the midpoint salary for specific employee groups. The use of a median is useful as these metrics are not distorted by very large or very small pay rates. The Gender Pay Gap within SFRS as of January 2021 is illustrated in the table below.

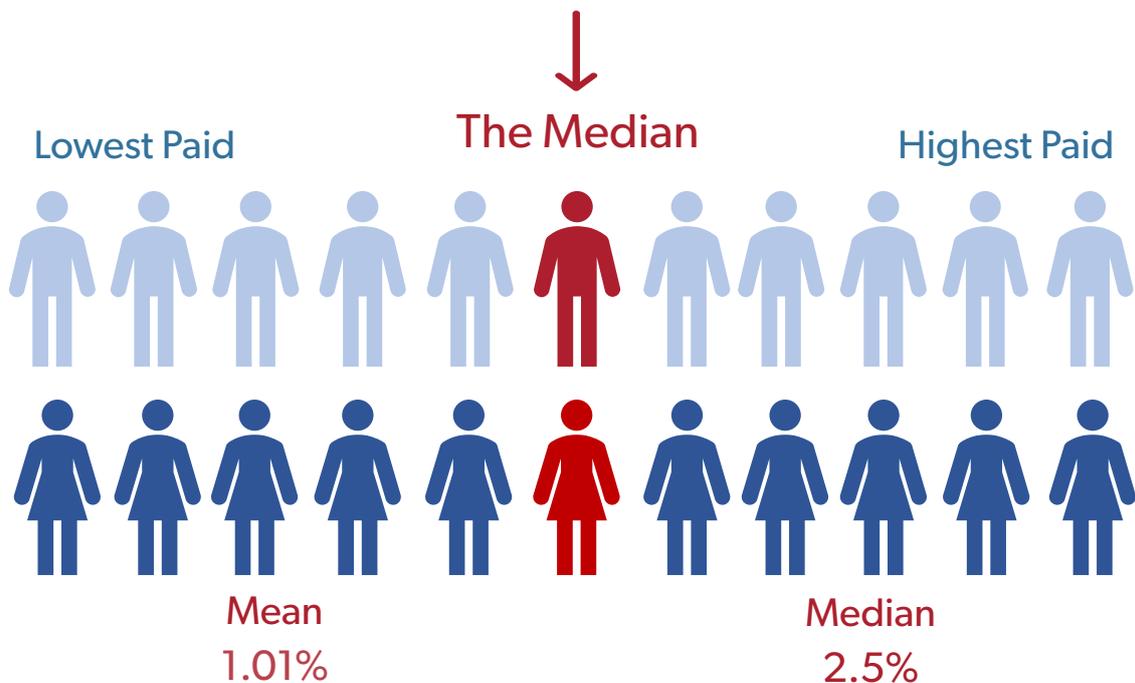
The Gender Pay Gap recorded in our previous Gender Pay Gap reports is also included for comparative purposes, although a Median figure is not available for 2017 as this was not required under the provisions of The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

PAY GAP			
	2017	2019	2021
Mean	5%	4.42%	1.01%
Median	Not available	5.92%	2.5%

The Office of National statistics reports that the Pay Gap in the UK in 2020 was 15.5%. SFRS are pleased to report mean and median Gender Pay Gaps that are not only significantly lower than this, but they have both significantly decreased since the previous report in 2019.

This reduction is, in part, due to the SFRS adopting the Scottish Living Wage, and significantly reducing the number of pay grade one posts which historically had an overrepresentation of female colleagues.

The differentiation in annual pay awards between the predominantly male uniformed Firefighters and the majority female Support Staff over the period 2019/20 and 2020/21 has also contributed to this reduction.



The mean pay for males is 1.01% higher than females. The mean is the difference between the average male and female salary.

The median pay for males is 2.5% higher than females. The median is the midpoint salary of each gender.

Bonus calculations

SFRS recognises that bonuses paid to specific employee groups can create inequalities and undermine transparency in reward packages. Consequently, in creating standard terms and conditions after the creation of the SFRS, the Service consciously chose not to offer bonus schemes. As there are no bonus scheme offered at SFRS, our Pay Gaps metrics are based solely on core salary.

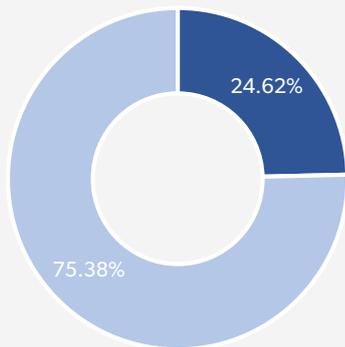
Pay Quartiles –

proportion of men and women in each quarter of the organisations pay structure

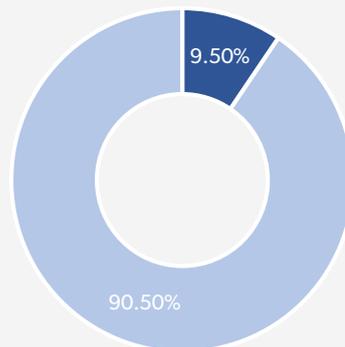
The graphs below show the distribution of genders across four equal quartiles of seniority by pay from the lowest 25% of earners to the highest 25% of earners.

All Employees Pay Quartiles

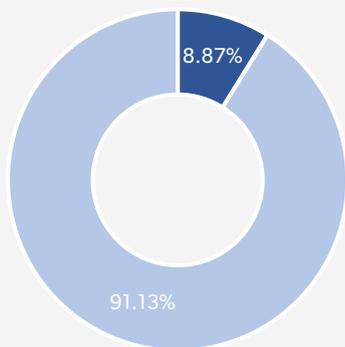
Lower Quartile



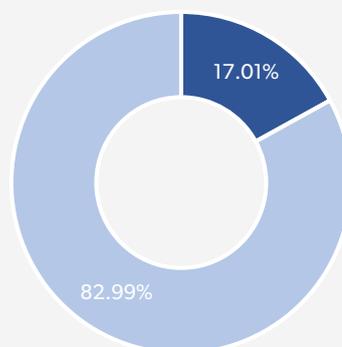
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



● Male ● Female

In the lower quartile of the organisation that represents the most junior and lowest paid roles there are 75.38% men and 24.62% women, in the upper quartile which contains the most senior and highest paid roles there are 82.99% men and 17.01% women.

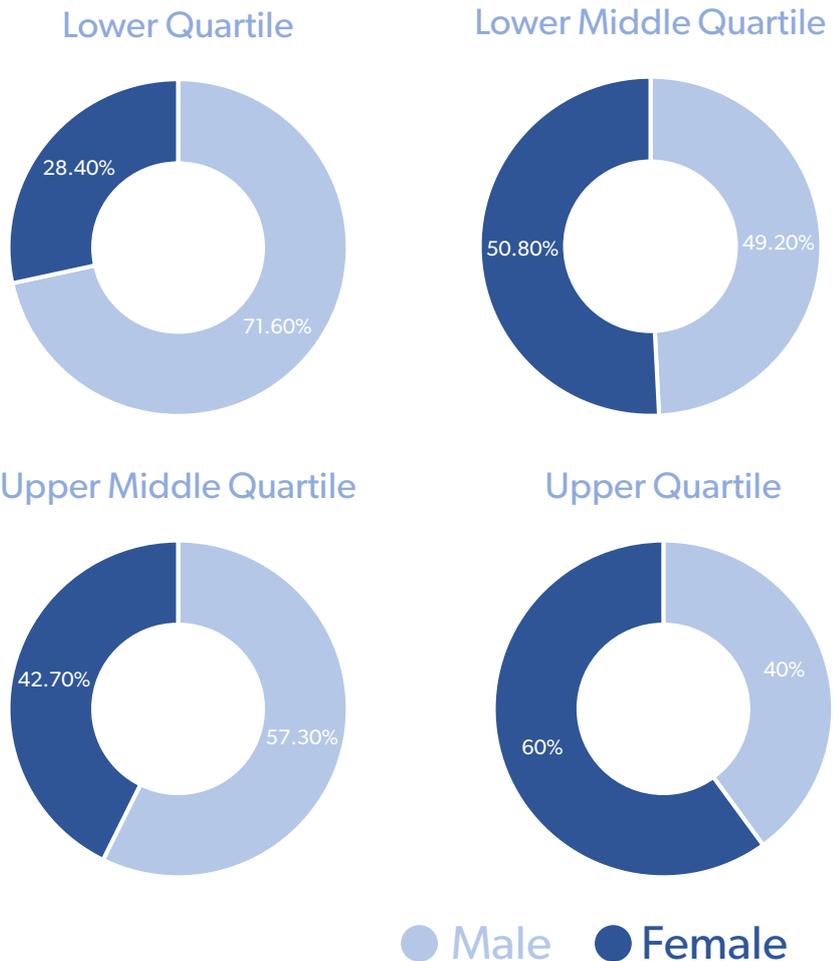
The composition of the four quartiles of the Uniformed and Support employee groups does however vary significantly, and demonstrates the different levels of representation of females that exist in each of these employee groups. This level of differentiation is demonstrated in the graphs below.

The numbers of women within the Support Staff illustrates SFRS's commitment to diversity, particularly within the three upper quartiles where the number of women is broadly comparable to that of their male counterparts.

The disproportionate number of women within the lower quartile reflects the large proportion of administrative posts within this band. Administrative posts have traditionally attracted larger numbers of women applicants.

SFRS are however exploring how the talents of existing employees can best be developed and employees of all grades within the Service be supported in achieving their aspirations. Further information on these initiatives is provided below in our "Going Forward" section.

Support Staff



The preponderance of males within each quartile of the uniformed employee group again reflected the societal perception that Firefighting is a male occupation, and applications from women for such posts remain at a low level. To address this and achieve a representative workforce throughout the Service employee groups, SFRS has initiated its Balancing the Workforce Action Plan.

This initiative seeks to increase the attraction, recruitment and retention of employees from all sections of the community in Scotland, and incorporates a Positive Action initiative.

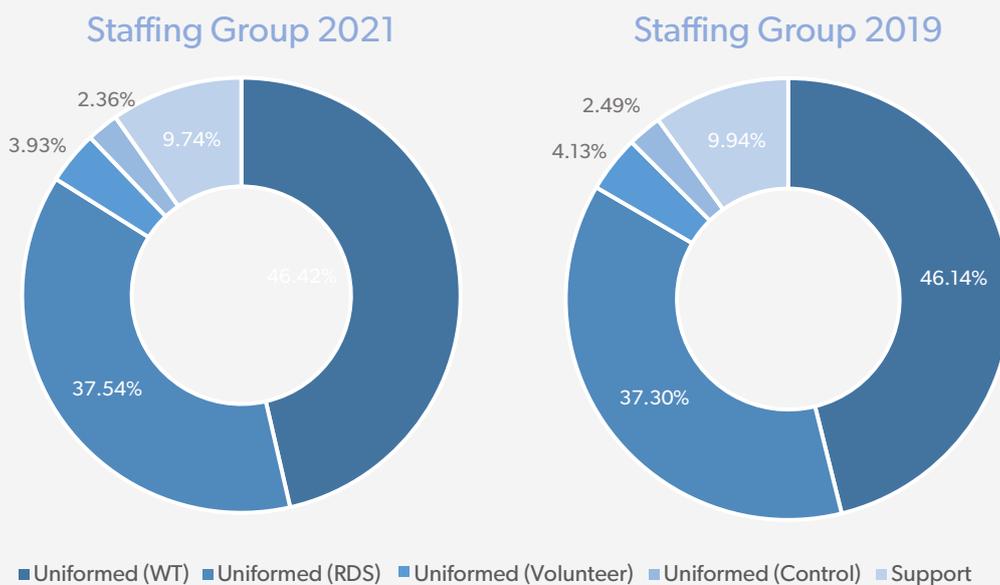
This has led to an increase of women joining the service in recent year and is demonstrated through the 10% increase in female Wholetime Firefighters numbers achieved since the 2019 Gender Pay Gap report.

In considering the low number of females within the more senior quartiles, it should be acknowledged that in common with all UK Fire and Rescue Services, SFRS operates a single Tier Entry system whereby all uniformed employees enter the Service at the Firefighter level, and progress to the higher roles as they gather experience and qualifications.

Whilst this approach equips our Firefighters to face the challenges of managing emergency incidents, it results in a lag between an increase in females entering the Service and this being reflected within the number of women in promoted roles.

The increasing numbers of women both joining and achieving career development within the uniformed Service will subsequently lead to greater representation of females within the more senior uniform roles.

Uniformed Staff Pay Quartiles



Representation of other protected characteristics

To support our aim of achieving diversity amongst our workforce, and representing the communities that we serve, we are voluntarily reporting on the levels of representation and pay gaps between disabled employees and those from the Black and Minority Ethnic communities.

Whilst the data portrays a low level of representation from these sections of the community, it is important to note the large proportion of employees who have elected not to provide this personal information, and this suggests that the number of employees from these protected groups is likely to be underreported. Improving the employee data we hold is being addressed as part of our Balancing the Workforce action plan. Further detail on the action plan is provided in the final section of this report.

BAME EMPLOYEES

Ethnicity	Number	Percentage of total
White	4695	60.67%
BAME	55	0.71%
Prefer not to say	26	0.34%
Not recorded	2962	38.28%
Total	7738	100%

DISABLED EMPLOYEES

	Number of employees	Percentage of total
Disabled	62	0.80%
No disability	1955	25.26%
Not known	5721	73.93%
Total	7738	100%

SFRS accepts, however that significant work remains to be done if we are to increase the numbers of BAME and Disabled employees to a level that is more reflective of Scottish Society. A range of initiatives has therefore been implemented to increase attraction rates and to ensure that the working practices, terms and conditions and culture within the Service meet the needs of a diverse workforce. An overview of the initiatives is provided below in the [Going Forward](#) section of this report.

In relation to the Pay Gaps experienced by Disabled and BAME employees, the mean and median Pay Gaps for both employee groups is reported in the table below

	BAME Pay Gap	Disabled Pay Gap
Mean	0.07%	+3.03%
Median	21.89%	20.17%

The high level of difference in the mean and median Pay Gaps for both groups is concerning. The physical fitness required by the role of a firefighter can limit the opportunities for employment for those with a physical disability despite our commitment to making reasonable adjustments where possible.

We do however support employees overcome physical challenges through our comprehensive Occupational Health programmes and fitness programmes. We are also addressing how we may remove barriers to entry for non-physical disabilities through our neurodiversity policy and supporting reasonable adjustments.

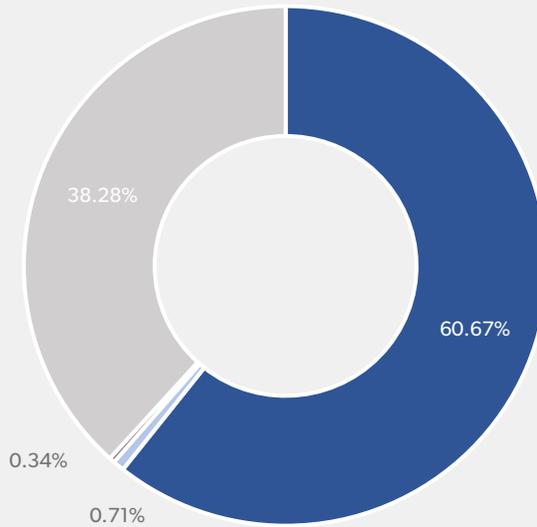
A review of the posts held by both groups illustrates that BAME and Disabled colleagues hold posts within the lower and middle pay grades, but are not represented within the most senior levels of the organisation. This, and the low numbers of employees involved accounts for the differences between the mean and median pay gaps.

Staff by Ethnicity 2021

Mean
0.07%

The mean pay for BAME staff is 0.07% lower than other staff.

The mean is the difference between the average salary for each group.



Median
21.89%

The median pay for BAME staff is 21.89% lower than other staff.

The median is the midpoint salary of each group.

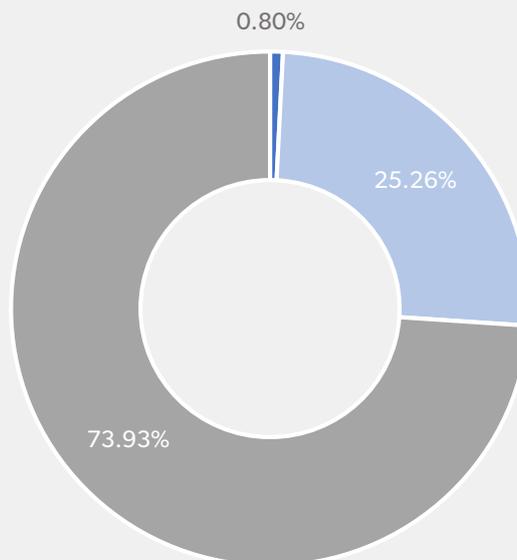
■ White ■ BAME ■ Prefer not to say ■ Not recorded

Staff by Disability 2021

Mean
+3.03%

The mean pay for disabled staff is 3.03% higher than other staff.

The mean is the difference between the average salary for each group.



Median
20.17%

The median pay for disabled staff is 20.17% lower than other staff.

The median is the midpoint salary of each group.

■ Disabled ■ No disability ■ Not known

Gender analysis of the Board of the Scottish Fire and Rescue Service

Our board members perform an important role in shaping the future of the Service by providing strategic oversight on behalf of the Scottish Government, and ensuring that the principles of equality, fairness and transparency are integral to all our activities.

As we recognise the value of different perspectives in challenging established processes and organisational norms, we are committed to ensuring that the gender representation objective (GRO), as set out in the Gender Representation on

Public Boards (Scotland) Act 2018, is met and we are pleased to report that during the reporting period we achieved the GRO with 50% of our Board's non-executive members being women.

As opportunities arise, the Service will continue to take steps considered appropriate to encourage applications by women for the role of a Board member, these positive action measures include webinars and information events which are held to inform potential applicants about the role of a Board member and using our networks to help increase wider diversity and representative of the people within communities we serve.



Causes of our Gender Pay Gap and Occupational Segregation

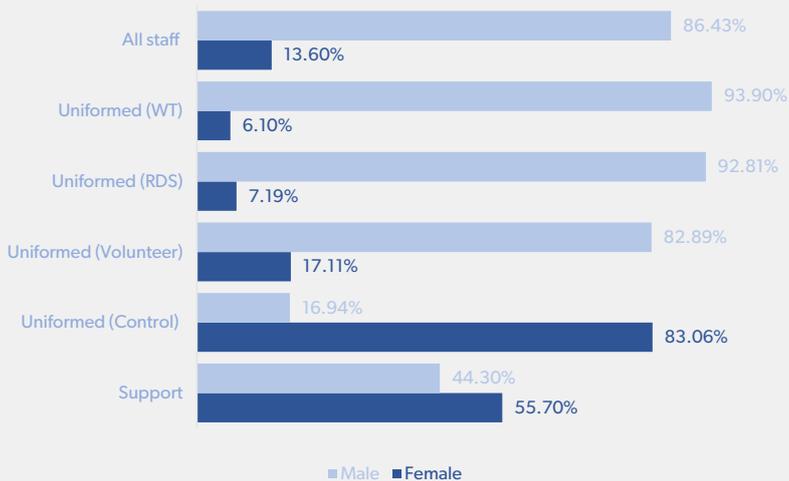
The gender pay gap within organisations originates from two main causes, these being pay inequality and occupational segregation.

Pay inequality arises when men and women are paid at different rates for carrying out the same, or equivalent work. As previously stated, SFRS are confident that there are no differences in pay rates for different genders occupying equivalent roles.

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). SFRS recognises that occupational segregation continues to present a challenge in equal representation, particularly within uniformed roles which comprise most of the workforce (90.26%), and that our Gender Pay Gap is a symptom of this.

Actions are being taken to balance our workforce but we recognise that these will take time to translate into meaningful changes.

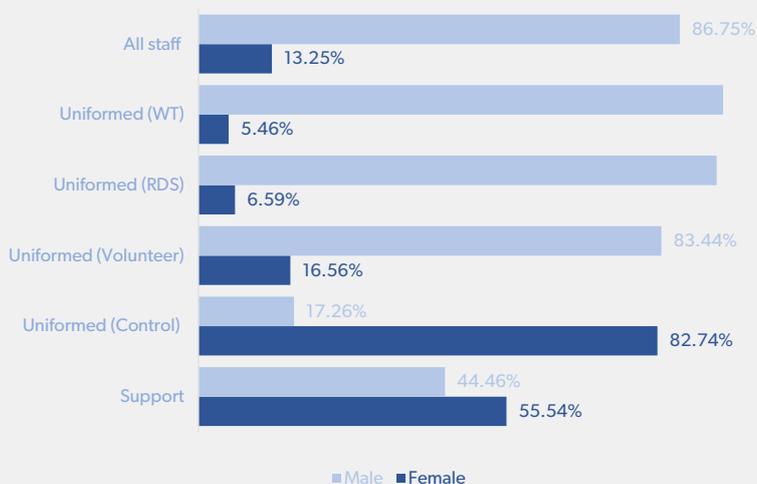
Staffing Group by Gender 2021



Gender split by staffing group

As previously noted, the representation of women within different staffing groups vary significantly. The table below shows the current gender breakdown of our organisation by employee group.

Staffing Group by Gender 2019



Support staff - male/female by grade

The Support Staff organisational structure within the SFRS contains 12 pay grades, with the gender representation in each being illustrated in Appendix A. Women are disproportionately represented within our two lowest pay grades, this predominantly being due to the majority of jobs within these grades being within the Administrative functions.

Administration can be perceived as primarily a female occupation, and this is reflected in the significantly higher levels of female applicants for these posts despite SFRS Job Advertisements and selection processes being recognised as gender neutral.

There has been a significant reduction in grade one roles since the 2019 report which has contributed to the overall Gender Pay Gap reduction. This is the result of several positive changes that have been made, including the adoption of the Scottish Living Wage which resulted in an uplift in salary for some staff within the Grade 1 pay grade.

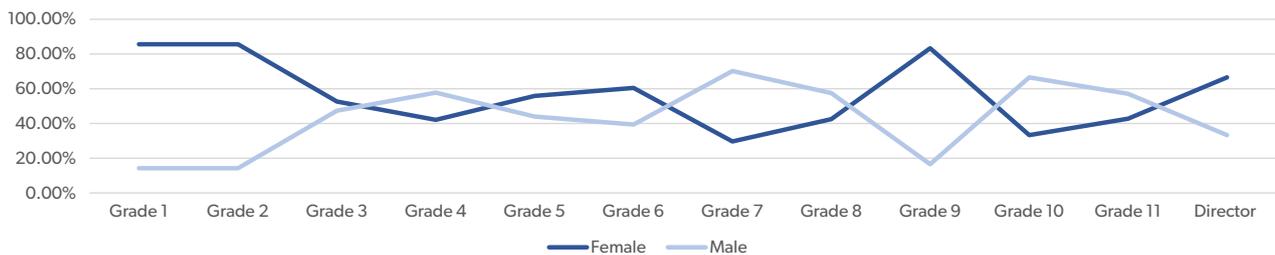
Several posts were also regraded from grade one to two to provide development opportunities for lower grades.

Some horizontal occupational segregation also occurs within other employee groups in the higher pay grades and again this occurs due to social perceptions of what constitutes men's and women's occupations.

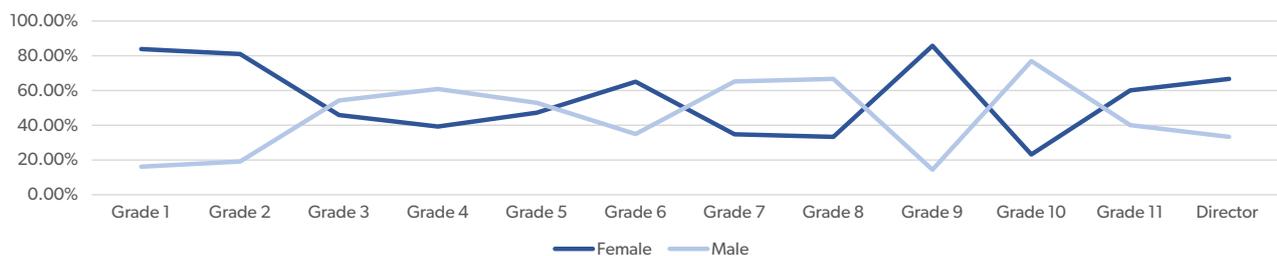
This can of course result in some vertical segregation as appointments to more senior posts within these occupations tend to be made from amongst the existing workforces due to the qualifications and experiences required.

The balance of occupations within these pay grades however does result in the gender makeup of each pay grade being broadly equal, and demonstrates that women are represented within the senior Support Staff Managerial roles.

Support Staff by Gender and Grade 2021



Support Staff by Gender and Grade 2019



Gender representation amongst uniformed (wholetime) colleagues

Uniformed (Wholetime) employees constitute the main body of uniformed Firefighters, and are employed by SFRS on a full-time basis. The Wholetime Uniformed structure contains 10 roles and the gender make up of each of these roles is illustrated in Appendix A.

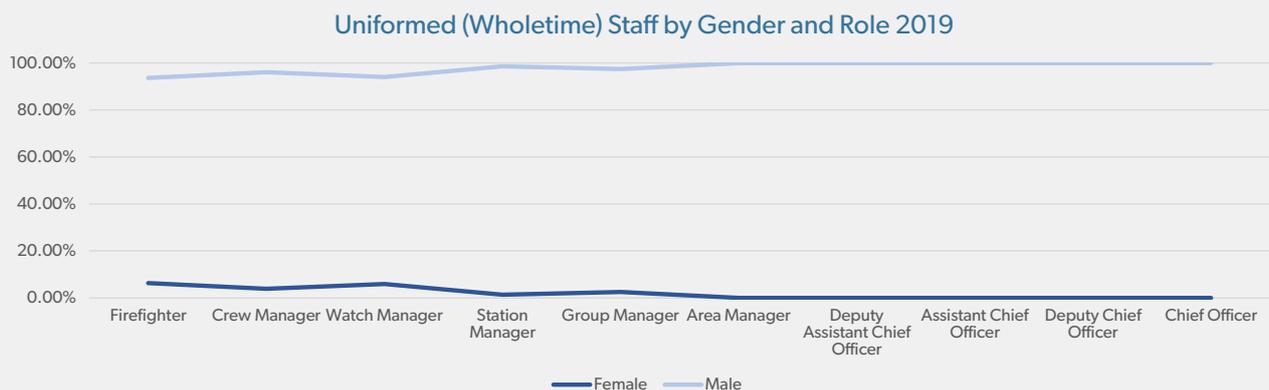
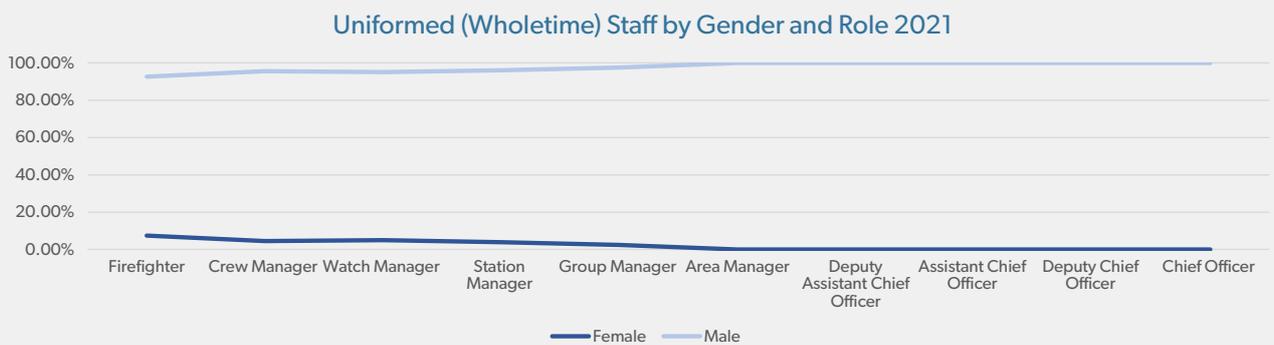
The overrepresentation of men in the fire service is well documented and continues to present a challenge. Of the overall workforce, 82.09% are male, however this increases to 90.95% when considering only uniformed staff, and to 93.9% within Wholetime Uniformed employees.

Uniformed roles within the Service have traditionally been perceived as male jobs. Changing societal attitudes around this misconception will take time and requires a multi-faceted approach. We are encouraged to report that our wholetime female Firefighter numbers has increased by 10% and represents an increase from 5.46% to 6.1% since the 2019 report. Also noticeable is the increase of female Station

Commanders from 2 to 6, as the increased representation of women in the wholetime Service in recent years starts to feed through to the more senior roles. While these are small numbers, they are encouraging and reflect the positive changes our Balancing the Workforce action plan is beginning to have.

Our female colleagues however remain underrepresented in senior managerial positions within the Wholetime cadre. As the Service operates a single point of entry we acknowledge that it will take time to see female colleagues promoted into senior positions.

To support career development, we are investing in robust and inclusive leadership and development programmes for all colleagues.

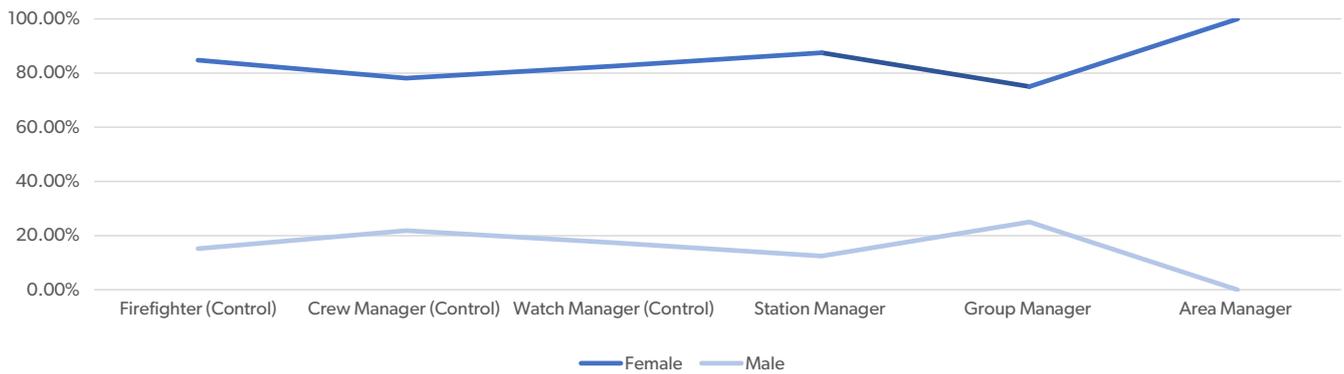


Gender representation amongst uniformed (control) colleagues

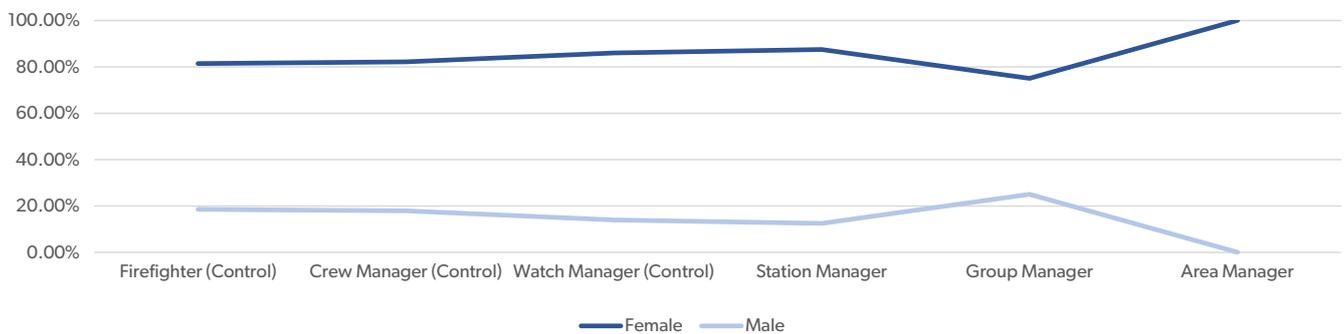
The role of Control Firefighter forms an essential component in the SFRS operational capabilities. In contrast to the Wholetime, Retained and Volunteer groups, it has traditionally been female dominated and this continues to be the case at all levels in the Uniformed Control structure.

There has been a slight decrease in the overall percentage of male post holders since the previous Gender Pay Gap report; 16.94% v 17.26% in 2019, however given the relatively low numbers concerned this is reflective of normal employee movements, and does not signify potential discriminatory factors.

Uniformed (Control) Staff by Gender and Role 2021



Uniformed (Control) Staff by Gender and Role 2019



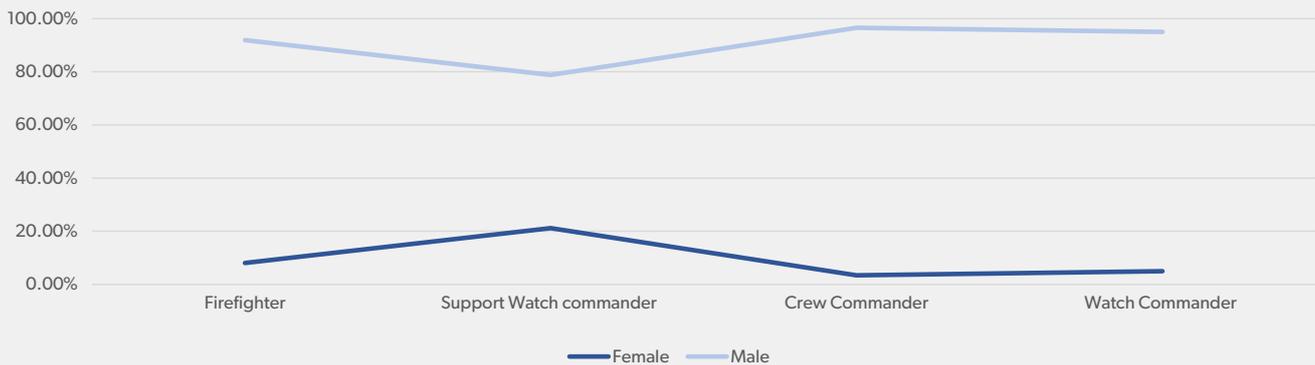
Gender representation amongst Retained Duty System uniformed colleagues

Retained Duty System (RDS) Firefighters are part-time employees who typically work for another primary employer, but also maintain a level of availability to respond to emergencies within their local communities.

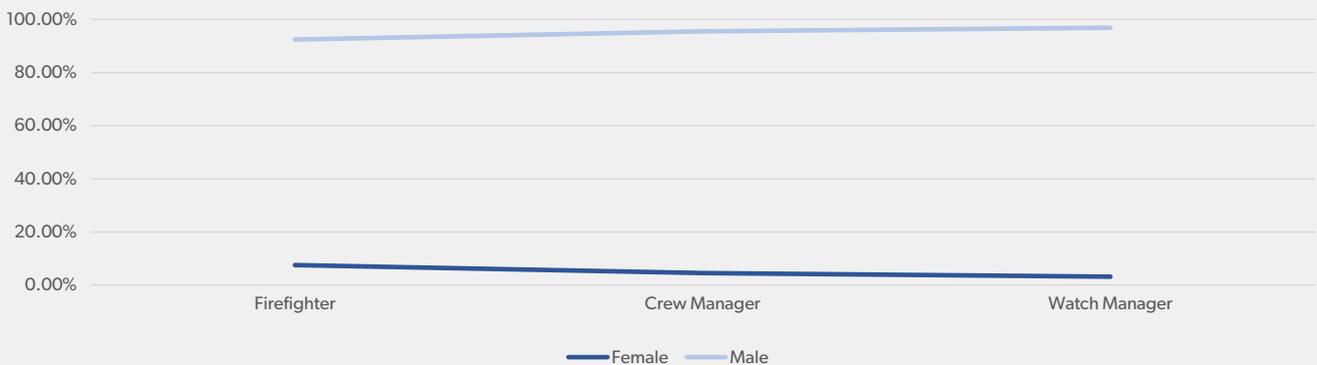
The challenges that occur within the wholetime Service are apparent within the RDS Service, with the recruitment of female Firefighters remaining challenging, and a slight decrease in female representation from 7.56% to 7.19% between 2019 and 2021 has been noted.

How SFRS continues to focus on increasing the representation of women within the RDS this is summarised in the [Going Forward](#) section.

Uniformed (Retained Duty System) Staff by Gender and Role 2021



Uniformed (Retained Duty System) Staff by Gender and Role 2019



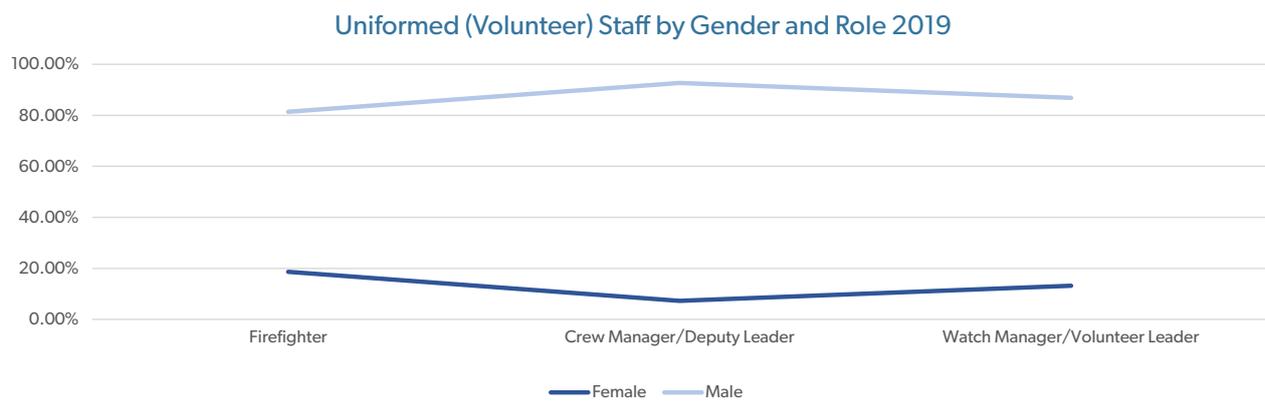
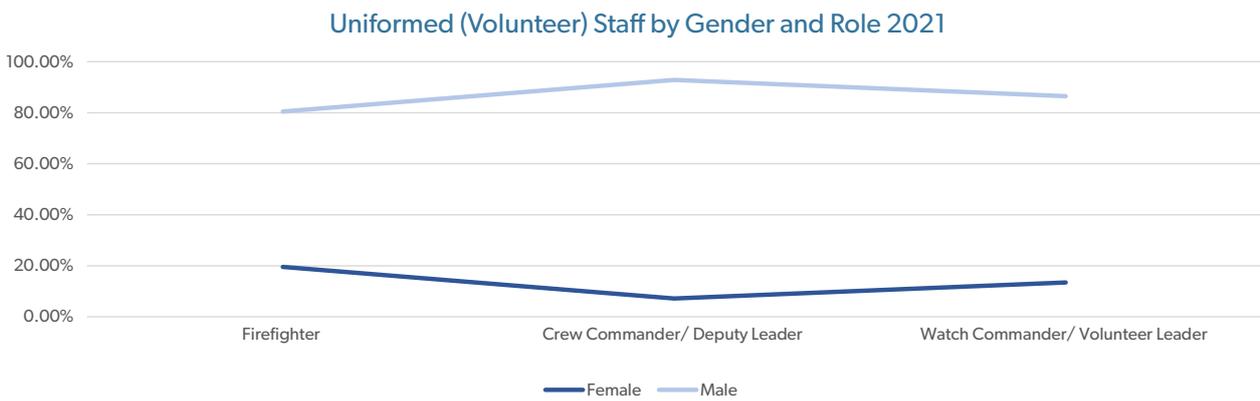
Gender representation amongst uniformed (volunteer) colleagues

Volunteer Firefighters are drawn from local communities in remote areas, and the gender make up of each of these roles is illustrated below.

in comparison with the Wholetime and RDS employee groups, with this increasing from 16.56% in 2019 to 17.11% in 2021.

As noted in previous reports, whilst this staffing group is also male dominated there is a greater representation of females

This may reflect the sense of community and the spirit of self-reliance that is a feature of such communities.





Going forward - Taking action to balance our workforce

SFRS is committed to the principles of fairness, equality and inclusion, and seeks to ensure that these are embedded in everything we do. We have adopted a Values framework which ensures that Safety, Teamwork, Respect and Innovation are at the centre of all our activities, and have included objectives aimed at enhancing the employee experience within our Strategic Plan.

Equality and fairness are also central to our normal business activities, with the following equality measures being embedded within our business processes:

Inclusive Employment policies and procedures

All our employment policies and procedures are subject to equality impact assessments to detect and assess their differential impact upon women and other protected characteristics. This process ensures that our employment policies are fair and free from discrimination, and creates an inclusive and holistic approach to equality.

Recruitment

Our recruitment processes and materials are recognised as being free from discrimination, and we proactively seek to attract applicants from underrepresented groups. We currently have established relationships with LGBT and female firefighter associations.

We are registered with Stonewall's Proud Employers job board, where we advertise for front line positions which are currently underrepresented by LGBT colleagues. We have partnerships with the Saltire and Equality Network which we use to promote the Service as an inclusive employer and to learn how we can further our equality and diversity activities. We hold a corporate membership with Women in the Fire Service (WFS) which allows us to post SFRS external jobs on their career site to reach a wider group of female applicants.

We endeavour to have diverse selection panels that represent all characteristics. Where we can't achieve a balanced panel, we utilise HR colleagues to ensure that all candidates are treated equally.

Workplace Culture

A programme of Cultural change under our Building the Future Together Programme has also been introduced, and seeks to create an organisational culture and employer brand that emphasises staff participation and supports a positive working environment.

Learning and Development

Occupational segregation is a key challenge. SFRS have recognised that women, the disabled and ethnic minorities are unrepresented at senior level within our Service, and particularly within the uniformed management structure. We are investing heavily in robust and inclusive talent management activities that aim to address this issue. Development and progression opportunities are free from discrimination and open to all colleagues.

In 2020 we launched our Development Centre for All which is open to all colleagues to support their professional development. Inclusion is a key aspect of our leadership training and all leaders have inclusion based objectives in their annual development.

Employee Networks and Celebrating Diversity

The Equality and Diversity team support colleagues from minority groups to come together and create their own support network. The virtual groups are employee led and connect colleagues who have a common interest in sharing their experiences, supporting others, raising awareness and contributing to the Service's understanding of issues arising from a protected characteristic or another equality group.

We currently have an established and productive LGBT network who co-ordinate and attend Pride events across the country as well as being a fantastic forum for discussion. We are launching several other networks in 2021, our Women's Network on international Women's Day and later in the year our Neurodiversity and Carers Networks.

Several senior colleagues within these networks are active allies, and show support from a strategic management level. The Equality and Diversity team also run regular spotlight campaigns to highlight new equality and diversity initiatives, events or legislative changes. These campaigns seek to foster a culture of awareness and belonging.

Despite these measures, SFRS recognises that further work is required if we are to achieve our goal of a workforce representative of all the communities of Scotland, and where people with protected characteristics work in a supportive environment and are afforded equal opportunities. We are therefore taking action to address the underrepresentation of women and others with protected characteristics within the workforce, and to ensure equality of opportunity for all.

To enable this, we have developed our Balancing the Workforce Action Plan to achieve the following objectives:

- To maximise attraction from under-represented groups for all SFRS vacancies
- To develop and implement fair and equitable reward and benefit strategies
- To review, develop & monitor the impact of inclusive people policies and procedures.
- To improve support and access to career development for under-represented employees working within the SFRS.

Each of these objectives is supported by initiatives, which together form a holistic approach to changing the culture within the Service and contribute to changing wider societal perceptions of the Service and the employment opportunities SFRS offers to all.

Amongst these initiatives are:

Positive Action Strategy 2019-2022

We have implemented a Positive Action Strategy which aims to address areas of underrepresentation by encouraging applicants from all sections of the community to apply for roles within the Wholetime, RDS/VDS, Control and Support Staff. Although the pandemic disrupted the full scope of planned events, many of the planned activities could be adapted and proceeded with much success. In 2020 the positive action team hosted three female only events which aimed to showcase a career in the fire service and address misconceptions.

The content focused on debunking myths, providing an overview of the roles available, featured guest speakers who shared their career history and experiences and crucially provided an opportunity to build relationships between current and prospective colleagues. Each of these main events were followed with an invitation to our Firefighter Fit event which aims to assist potential applicants prepare for the selection processes used during Firefighter selection process.

Following the success of the content and format of this event, it will be repeated for another female only cohort and rolled out for other underrepresented groups starting with LGBT and BAME.

Policy Review

We will review application of relevant HROD and flexible working policies and arrangements to ensure these support equalities and the retention of a diverse workforce. We are currently considering how agile working practices can be introduced to support our Flexible working arrangements, and support employees with caring responsibilities to balance the demands of employment and personal commitments.

SFRS Branding

We will review the SFRS brand and how this is communicated, internally and externally, to increase attraction from under-represented groups to all SFRS posts, and to dispel gender-based perceptions of employment with SFRS.

Recruitment, Development and Promotion

We will review SFRS' recruitment, selection and promotion processes to ensure there are no potential barriers to attraction, employment and career progression for under-represented employee groups, and to ensure they deliver equality of opportunity.

We will also review existing and planned development programmes to ensure there are no potential barriers to career progression / development e.g. for women, part time staff, or those with a disability, and will provide tailored support for career progression to encourage participation and promotion processes for those from under-represented groups.

Equal Pay

We will develop consistent and robust processes to ensure equal pay and the reduction of occupational segregation, and continue to enhance the total reward package to include additional flexible benefits which meet the needs of a diverse workforce, including gathering feedback from staff.

Employee Information

We will improve processes for gathering employee demographic/sensitive data to enable reporting in relation to the full range of protected characteristics, and provide better understanding of workforce profile and its needs.

Internal communications have been circulated to encourage colleagues to update personal information by being open and transparent about how the data will be used, about how this information informs policy and procedure, and to reassure colleagues that such information will be kept confidential.

Response to Covid 19 pandemic

The outbreak of the coronavirus pandemic has significantly impacted the way we all live and work. Ensuring the health and safety of our colleagues, and the communities that we serve, continues to be our priority throughout the pandemic. We have taken measures to ensure that no groups of employees, for example those shielding or with childcare responsibilities, are disproportionately affected.

This has presented an unprecedented set of circumstances which we are still navigating. We have engaged with our colleagues about how we can best support them throughout this period.

The health and safety of our colleagues is paramount, and anyone that has been advised to shield for medical reason has been supported fully. Where the nature of a role has not allowed for homeworking, attempts have been made to find alternative meaningful work, where this has not been possible then, paid special leave has been provided.

It has been widely reported that the disruption to existing arrangements to meet caring responsibilities for vulnerable or elderly adults, or for children who are unable to go to school or their normal care provider, has had a greater impact on women's careers.

Our response has been empathetic and proactive. We have set realistic expectations to reassure our colleagues with children.

Flexible working and revised workloads have been available to all. We have engaged regularly with all colleagues about the support they have received and frequently sought feedback and asked what our workforce need from us.

As for many organisations, this period has forced us to do things differently and highlighted the benefits of alternative working arrangement. Considerable work has been carried out to support a move to agile working practices which promote flexibility and this priority will be a key focus of our medium-longer term strategy.

Conclusion

Since its inception in 2013, the SFRS has continually sought to put equality issues at the forefront of organisational priorities, and has recognised equality of treatment and opportunity as a prime objective when developing systems, policies and processes.

Through our continuing efforts, we have consistently reduced the Service's Gender Pay Gap to its current low level, and have increased the representation of women in all areas of employment.

Whilst acknowledging the progress made, SFRS accepts that much more needs to be done if we are to achieve our goal of eradicating the Gender Pay Gap, and having levels of

representation of employees with protected characteristics in all employee categories that equal those in Scottish society.

In pursuit of this goal, the SFRS have now supplemented our existing equality policies, processes and action plans with our "Balancing the Workforce" Action Plan which we confidently expect to further improve the current imbalance within our workforce, and continue to develop SFRS as a great place to work for anyone in Scotland, regardless of their gender or background.





APPENDIX A

Supporting data



Males/Females by Staffing Group

		PERCENTAGE		NUMBER		
		MALE	FEMALE	MALE	FEMALE	TOTAL
All staff	100.00%	86.43%	13.60%	6,686	1052	7738
Uniformed (WT)	46.42%	93.90%	6.10%	3373	219	3592
Uniformed (RDS)	37.54%	92.81%	7.19%	2696	209	2905
Uniformed (Volunteer)	3.93%	82.89%	17.11%	252	52	304
Uniformed (Control)	2.36%	16.94%	83.06%	31	152	183
Support	9.74%	44.30%	55.70%	334	420	754

Support staff - male/female by grade

		GRADE												
		1	2	3	4	5	6	7	8	9	10	11	DIRECTOR	TOTAL
NO	Support Total	7	147	114	199	93	71	37	40	12	15	7	3	745
	Female	6	126	60	84	52	43	11	17	10	5	3	2	419
	Male	1	21	54	115	41	28	26	23	2	10	4	1	326
%	Female	85.71%	85.71%	52.63%	42.21%	55.91%	60.56%	29.73%	42.50%	83.33%	33.33%	42.86%	66.67%	56.24%
	Male	14.29%	14.29%	47.37%	57.79%	44.09%	39.44%	70.27%	57.50%	16.67%	66.67%	57.14%	33.33%	43.76%

Uniformed (Wholetime) - male / female by role

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	3	0.08%	3	100%	0	0%
Deputy Assistant Chief Officer	7	0.19%	7	100%	0	0%
Area Manager	27	0.75%	27	100%	0	0%
Group Manager	81	2.26%	79	97.53%	2	2.47%
Station Manager	153	4.26%	147	96.08%	6	3.92%
Watch Manager	606	16.87%	576	95.05%	30	4.95%
Crew Manager	669	18.62%	639	95.52%	30	4.48%
Firefighter	2044	56.90%	1893	92.61%	151	7.39%
Total	3592	100%	3373	93.90%	219	6.10%

Uniformed (Retained Duty System) - male / female by role

ROLE	NO OF POSTS	% OF TOTAL POSTS	MALE (NO)	MALE %	FEMALE NO	FEMALE %
Watch Commander	261	8.98%	248	95.02%	13	4.98%
Crew Commander	526	18.11%	508	96.58%	18	3.42%
Support Watch commander	52	1.79%	41	78.85%	11	21.15%
Firefighter	2066	71.12%	1899	91.92%	167	8.08%
Total	2905	100%	2696	92.81%	209	7.19%

Uniformed (Volunteers) - male / female by role

ROLE	NO OF POSTS	% OF TOTAL POSTS	MALE (NO)	MALE %	FEMALE NO	FEMALE %
Watch Commander/ Volunteer Leader	37	12.17%	32	86.49%	5	13.51%
Crew Commander/ Deputy Leader	42	13.82%	39	92.86%	3	7.14%
Firefighter	225	74.01%	181	80.44%	44	19.56%
Total	304	100%	252	82.89%	52	17.11%
Total	2905	100%	2696	92.81%	209	7.19%

Uniformed (Control) - male / female by role

ROLE	NO OF POSTS	% OF TOTAL POSTS	MALE (NO)	MALE %	FEMALE NO	FEMALE %
Area Manager	1	0.55%	0	0.00%	1	100.00%
Group Manager	4	2.19%	1	25.00%	3	75.00%
Station Manager	8	25.14%	1	12.50%	7	87.50%
Watch Manager (Control)	46	25.14%	8	17.39%	38	82.61%
Crew Manager (Control)	32	17.49%	7	21.88%	25	78.13%
Firefighter (Control)	92	50.27%	14	15.22%	78	84.78%
Total	183	100%	31	16.94%	152	83.06%



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

firescotland.gov.uk

Equal Pay and Gender Pay Gap Report 2021

April 2021 - Version 2.0