



SCOTTISH
FIRE AND RESCUE SERVICE

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SFRS GENDER PAY GAP REPORT

April 2019



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Introduction

The Scottish Fire and Rescue Service is committed to the principle of equal opportunities and equal treatment for all employees, regardless of the protected characteristics they share or their 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, the Scottish Fire and Rescue Service (SFRS) is required to publish information about the gender pay gap in our organisation.

This report provides a snapshot of our Gender Pay Gap in 2019. Like many organisations we have a way to go. However, we are confident that the organisation's gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather, our gender pay gap is the result of the roles in which men and women work within the organisation, the salaries that these roles attract together with the over-representation of men in the workforce which serves to exacerbate differences in pay.



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.

As a concept, the gender pay gap is different from 'equal pay' which deals with any pay differences between men and women who carry out the same or similar jobs, or jobs of equal value.

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 has further underpinned this by introducing standardised terms and conditions for uniformed employees from our eight antecedent Services. All elements of our Pay and Reward Frameworks are also subject to robust Equality Impact Assessment.

All SFRS Support Staff posts are evaluated using a Job Family approach, which is supported by the SFRS Job Evaluation Scheme and the SFRS Job Evaluation Policy (Support Staff). This is a robust evaluation process based on the Scottish Joint Council's JE Scheme which assesses the demands of jobs and assigns pay grades using gender neutral, evidence based criteria.

Given the above processes, SFRS are confident that there are no differences in pay rates for different genders occupying equivalent roles.

Gender Pay Gap

Based on data available at January 2019 in relation to staff earnings, and in accordance with 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 1.

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

Mean & Median

The mean gender pay gap between male and female employees in SFRS is 4.42%.

The median gap is 5.92%.

We are required to publish both figures as the two measure different things. The mean measures the difference between the average male and female salary, while the median is calculated using the midpoint salary for each gender. The median averages are useful as they are not distorted by very large or very small pay rates.

The most recent national figures for the median gender pay gap show that this *“fell from 2017 to 2018, to stand at 8.6% among full-time employees. The gap among all employees is higher (17.9%), driven by more women working in part-time jobs, which are lower paid”*

(Office for National Statistics, October 2018).

The median gender pay gap for SFRS is significantly lower than this at 5.92%. Furthermore, the SFRS mean gender pay gap has fallen from 5% in 2017 to 4.42% in 2019.

Mean

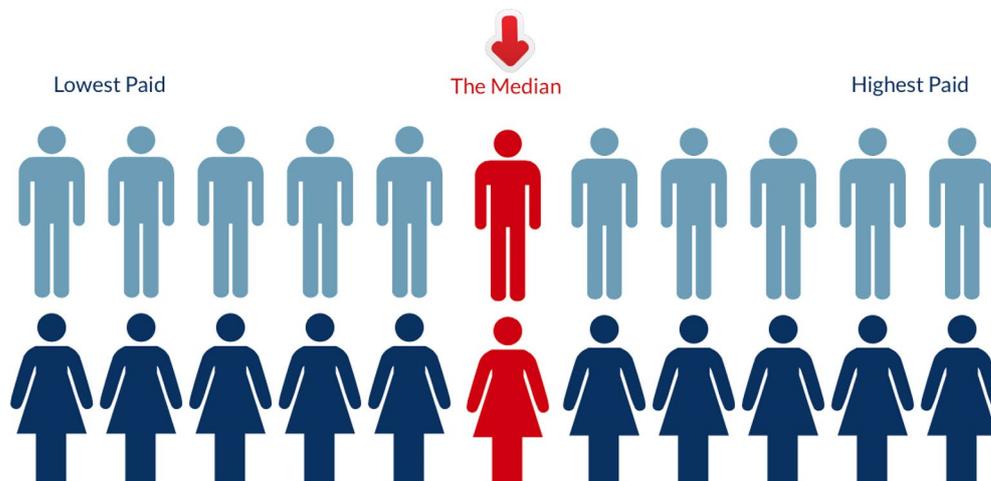
4.42%

The **mean** pay for males is **4.42%** higher than females. The mean is the difference between the average male and female salary.

Median

5.92%

The **median** pay for males is **5.92%** higher than females. The median is the midpoint salary of each gender.



Bonus - Proportion of Males and Females receiving a Bonus Payment

There is no bonus scheme offered at SFRS therefore the calculations related to bonuses are not applicable.

The mean bonus pay gap - **Not Applicable**

The median bonus pay gap - **Not Applicable**

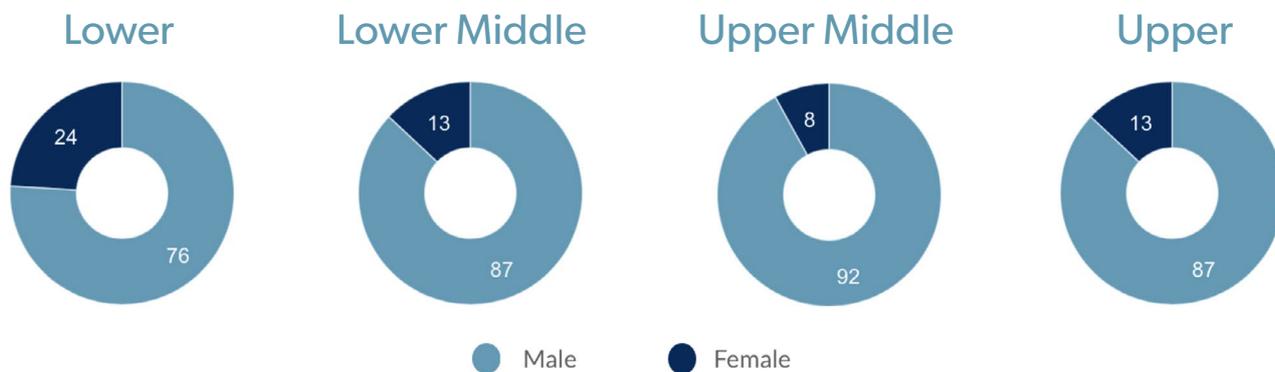
The proportion of males receiving a bonus payment - **Not Applicable**

The proportion of females receiving a bonus payment - **Not Applicable**

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

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

In the lower quartile of the organisation that represents the most junior and lowest paid roles there are 76% men and 24% women, in the upper quartile which contains the most senior and highest paid roles there are 87% men and 13% women.



The above charts show the gender pay gap in **quartiles**. All employees are put into 4 pay bands and the gender percentage is calculated. In the **lower pay quartile 24%** of employees were female, compared to **13%** of employees in the **upper quartile** who were female.

Causes

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. As noted in the Equal Pay Statement section of this report, 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). The SFRS recognises that occupational segregation exists in the Service and consequently considers that this issue should be examined in detail.



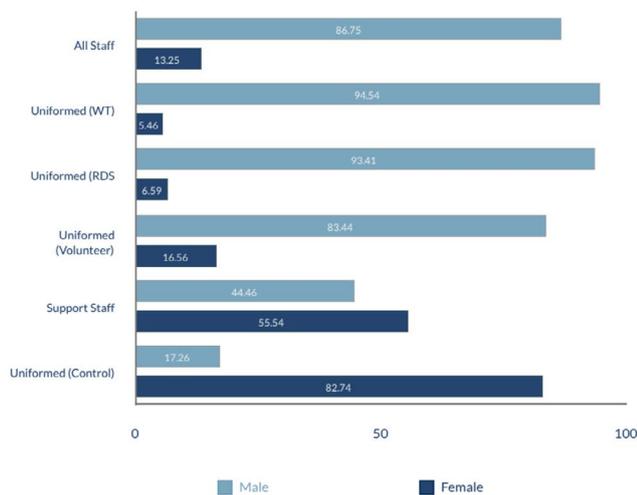
Occupational Segregation – Data & findings

Males/Females by Staffing Group

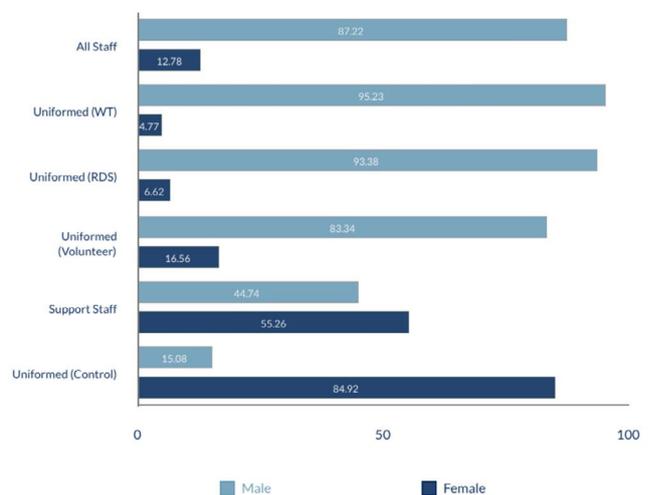
The percentage of males and females within the different staffing groups in the SFRS vary significantly, as expressed below.

It should be noted that there is a slight increase in female employees; 13.25% v 12.78% in 2017. Given the disparity within the gender profile of each of these groups, the segregation within each group will be considered separately.

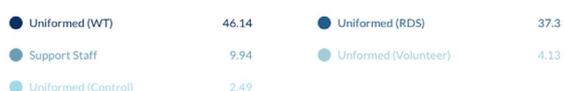
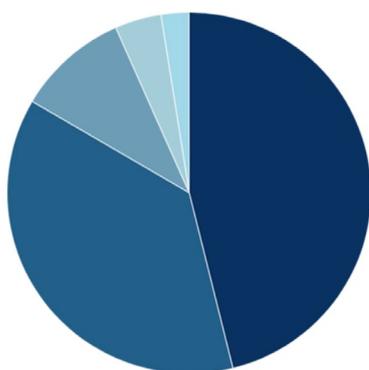
Staffing Group by Gender 2019
Percentage



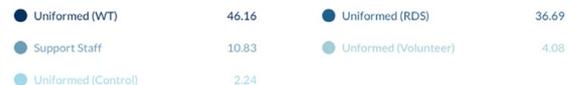
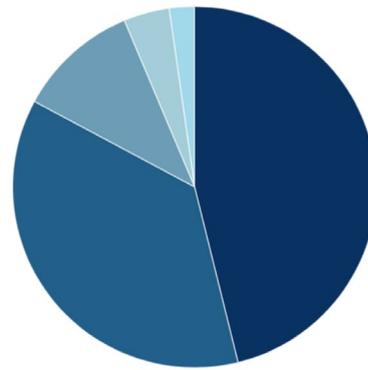
Staffing Group by Gender 2017
Percentage



Staffing Group 2019
Percentage



Staffing Group 2017
Percentage



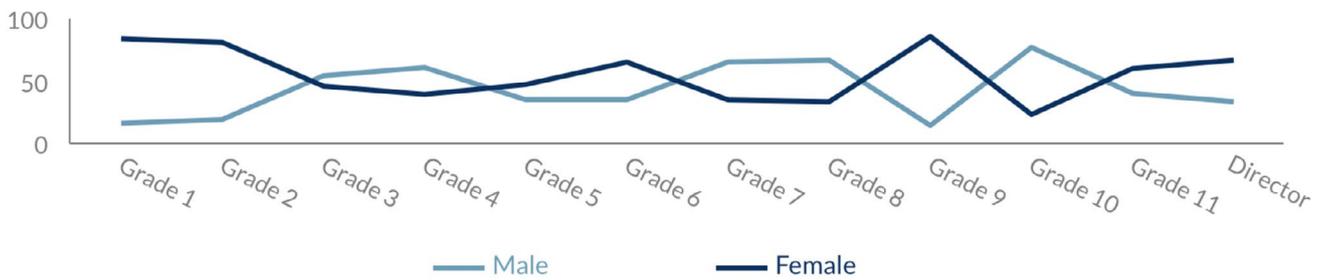
Support staff - male/female by grade

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.

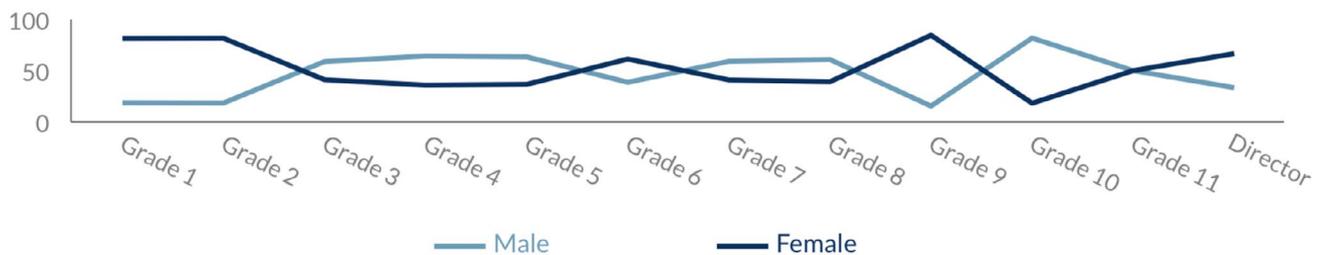
It is noticeable that there is a predominance of female employees within pay grades 1 and 2 which are, in the main, roles traditionally dominated by females e.g. Administration Assistants, Cooks and Cleaners. However, as structure reviews are being carried out, we are considering how roles at the lower grades can be developed. Whilst a number of the higher pay grades in the support staff structure remain male dominated, we note a small increase in female representation compared to the 2017 report. The SFRS operates a gender neutral recruitment policy, and therefore considers that the occupational segregation in these grades arises from societal norms.



Support Staff Grades 2019
Percentage



Support Staff Grades 2017
Percentage



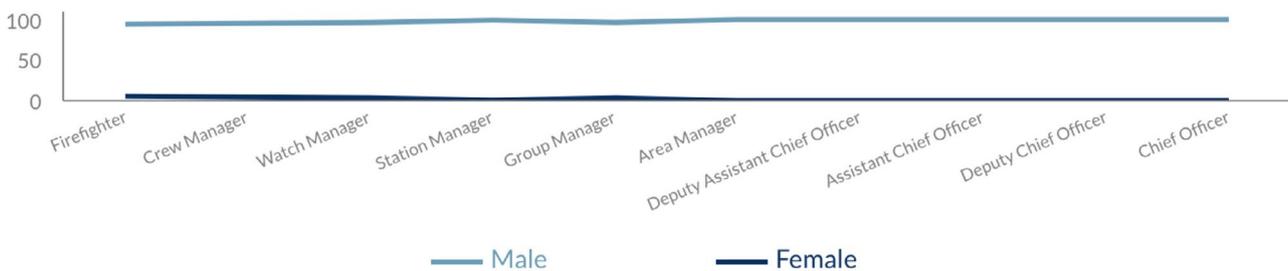
Uniformed (Wholetime) - male / female by role

Uniformed (Wholetime) employees constitute the main body of uniformed Firefighters 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 below.

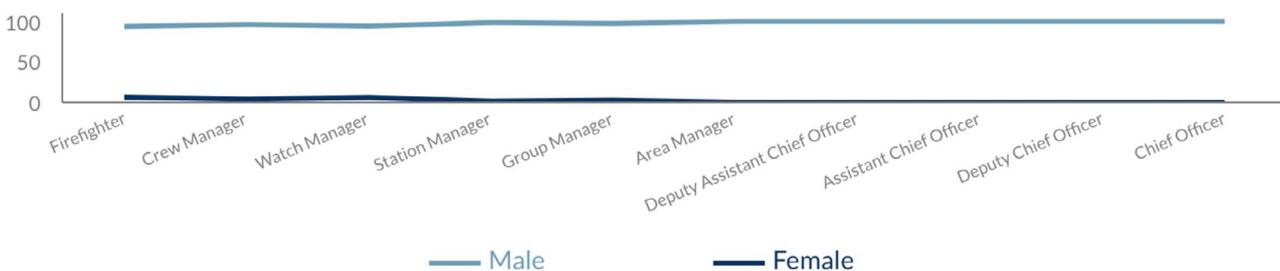
The over-representation of men in the Fire and Rescue sector as a whole is well documented. Currently, 87% of SFRS staff overall are men, rising to 95% when considering operational staff exclusively. Uniformed Firefighting is traditionally seen as a male occupation and the recruitment of female

Firefighters therefore remains challenging. A range of measures to attract a more balanced range of applicants, and to increase the attractiveness of a career within the SFRS for females, are in place and this has perhaps resulted in the small percentage uplift in female post holders at firefighter, watch manager and station manager level; FF - 6.34% v 5.59% in 2017, WM – 5.94% v 3.52% in 2017, SM – 1.37% v 0.72% in 2017. It is anticipated that the increase in females in these posts will, in time, lead to greater representation of females in the senior uniformed management posts. How SFRS continues to focus on this is summarised in the *Going Forward* section.

Uniformed Staff (Wholetime) 2019
Percentage



Uniformed Staff (Wholetime) 2017
Percentage



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

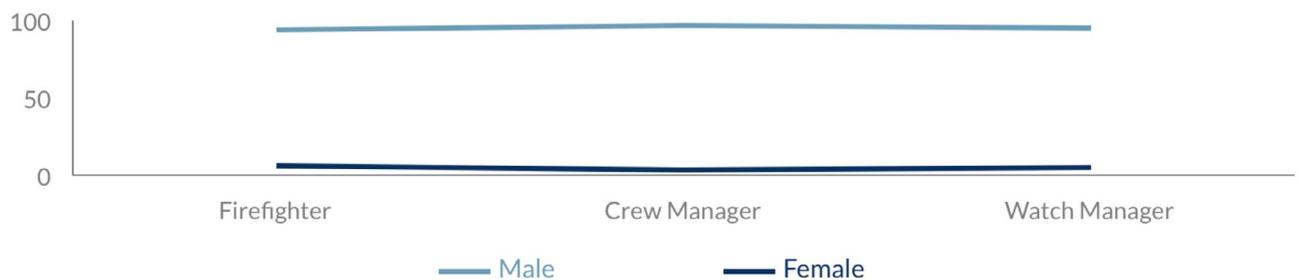
Retained Firefighters are part-time employees who typically work for another primary employer, but who also maintain a level of availability to respond to emergencies within their local communities. In a similar way to the Uniformed Wholetime population, the Retained Duty System employee group has been traditionally male, with the recruitment of female Firefighters remaining challenging. Again, a range of measures to attract a more balanced range of applicants are in place and this has perhaps resulted in the small percentage uplift in female post holders at firefighter level; 7.56% v 6.12% in 2017. How SFRS continues to focus on this is summarised in the *Going Forward* section.



Uniformed Staff (RDS) 2019
Percentage



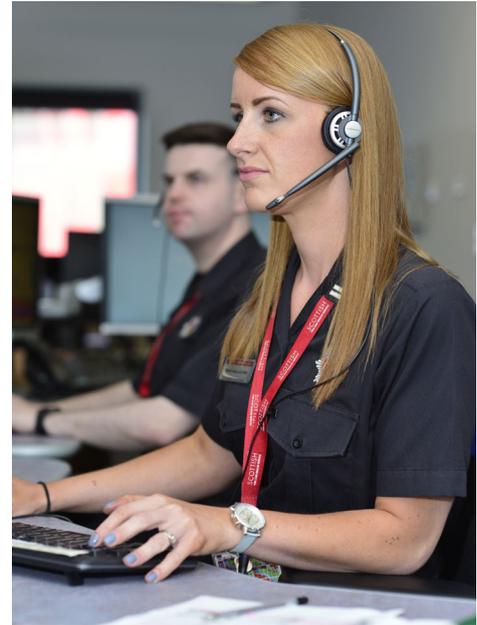
Uniformed Staff (RDS) 2017
Percentage



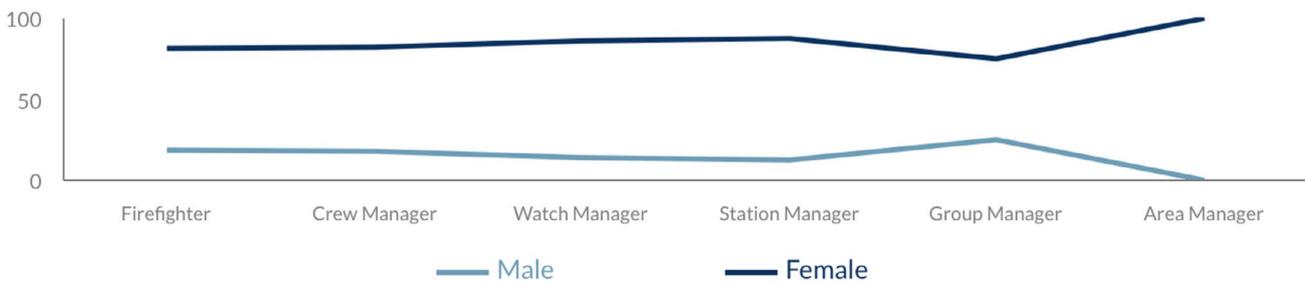
Uniformed (Control) - male / female by role

Since the 2017 report, an additional post at Area Manager level has been added to the Uniformed Control structure which is now comprised of 6 roles. The gender balance within each of these roles is given below.

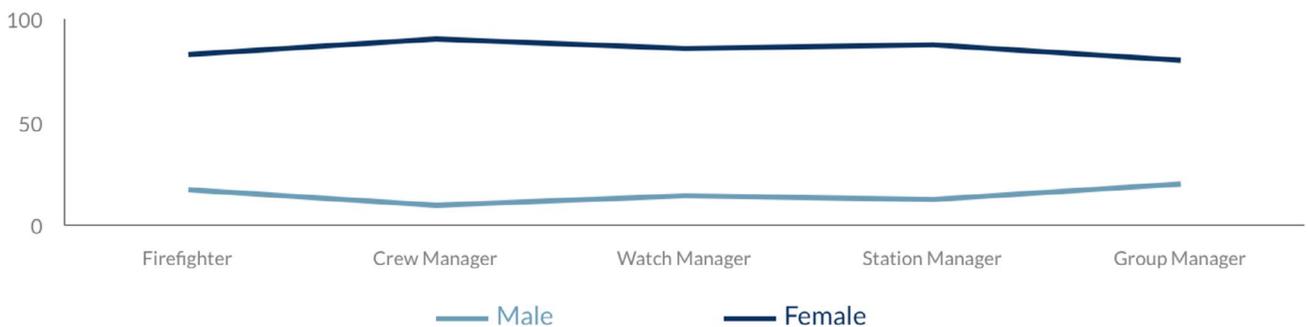
The role of Control Firefighter forms an essential component in the SFRS operational capabilities. It has traditionally been female dominated and this continues to be the case at all levels in the Uniformed Control structure. However, there has been a small percentage uplift in male post holders at both firefighter and crew manager levels; FF - 18.58% v 17.2% in 2017, CM - 17.86% v 9.68% in 2017.



Uniformed Staff (Control) 2019
Percentage



Uniformed Staff (Control) 2017
Percentage



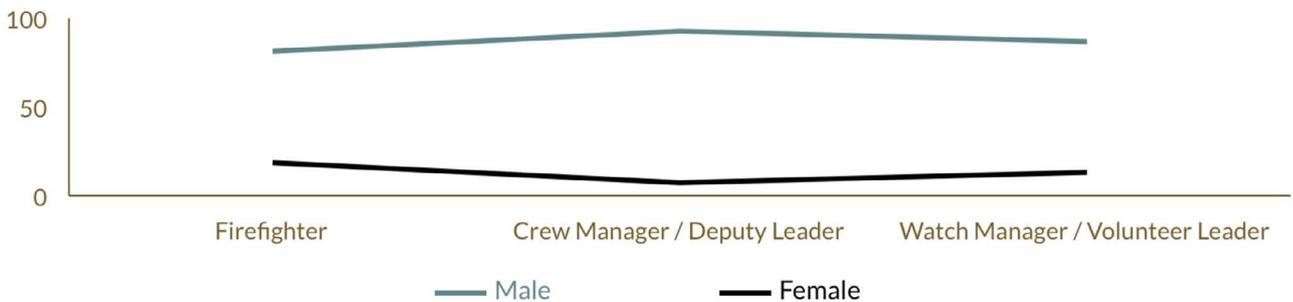
Uniformed (Volunteers) - male / female by role

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

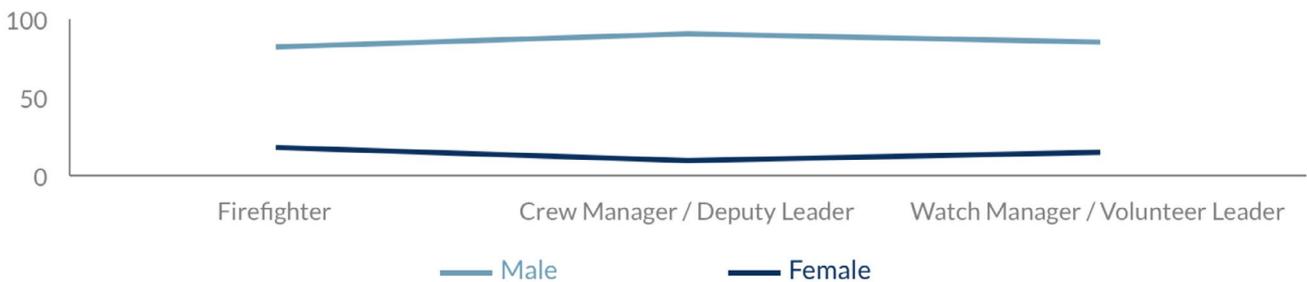
As noted in the 2017 report, whilst this staffing group is also male dominated there is a greater representation of females in comparison with the Wholetime and RDS employee groups. This may reflect the sense of community and the spirit of self-reliance that is a feature of such communities. The percentage of female post holders remains broadly static since the last SFRS Gender Pay Gap Report.



Uniformed Staff (Volunteer) 2019
Percentage



Uniformed Staff (Volunteer) 2017
Percentage



Going Forward; Addressing our Gender Pay Gap

Two years into our journey, the information in this report shows our early interventions are beginning to deliver small, but nonetheless real, results. It is widely acknowledged that the Fire and Rescue sector faces challenges in attracting women. In part, the lack of women in the sector also relates to perceptions, which still unfortunately exist, resulting in many not considering the fire service as a possible career path.

We recognise that there is no one or quick fix in regards to improving gender parity and that our success is dependent upon many jigsaw pieces being delivered concurrently.

That's why our focus in these areas will be sustained and enhanced as we move to the next stage of our journey.

We know there is more to do and we are committed to maintaining the momentum and results we have experienced as a result of our initial interventions.

- **Balancing the Workforce Profile Action Plan** – a formal plan to maximise attraction from under-represented groups including female employees, for all SFRS vacancies was introduced by SFRS in 2018.
- **Recruitment** – SFRS' work in recent years to increase the number of female applicants to operational posts is well documented and reported. Positive action campaigns are ongoing. Unconscious bias training has been rolled out and further short term actions are being aligned to forthcoming recruitment with a focus on website content, information sessions and community engagement with a view to increasing numbers of female applicants.
- **Review and develop supportive Employment Policies and Procedures** – SFRS recognises that not only is it important to recruit more women, but that they need to be supported and included on joining. This will include a review of the application of relevant HR-OD policies and associated outcomes to ensure these support equality in terms of development support / pay progression, particularly in relation to those returning from a career break such as maternity leave.

The SFRS currently operate, and review on a regular basis, a number of family friendly policies and will continue to promote these both internally and externally to encourage attraction and retention of female employees.

- **Training and development** – 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 has developed 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, provides all employees with the opportunity to reach their full potential.
- **Support for Female Employees** - SFRS is committed to developing further support mechanisms for female employees; the development of a women's network and mentoring scheme are being considered.
- **Information Gathering** - SFRS remain committed to ensuring that the information we hold on all under-represented groups is as complete and accurate as possible and we continue to promote this through internal communications.

Improving the diversity of the people we employ is important to SFRS. Our priority is to recruit and retain a talented and diverse workforce.

We recognise that it is not only right to ensure that people of all genders and backgrounds are able to access fulfilling careers in the fire service; but that an organisation which fully reflects the society it serves will make us better placed to continue to deliver the most effective service to our communities.



Appendix 1 - Supporting Data

Males/Females by Staffing Group

Staffing Group	Percentage of Workforce	Percentage		Number	
		Male	Female	Male	Female
All Staff	100%	86.75%	13.25%	6850	1046
Support Staff	9.94%	44.46%	55.54%	349	436
Uniformed (Wholetime)	46.14%	94.54%	5.46%	3444	199
Uniformed (Control)	2.49%	17.26%	82.74%	34	163
Uniformed (Retained)	37.30%	93.41%	6.59%	2751	194
Uniformed (Volunteer)	4.13%	83.44%	16.56%	272	54

Support staff - male/female by grade

Gender	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Director
Total Posts	93	131	96	204	87	63	46	30	14	13	5	3
% of overall posts	11.85%	16.69%	12.23%	25.99%	11.08%	8.03%	5.86%	3.82%	1.78%	1.66%	0.64%	0.37%
Male (No)	15	25	52	124	46	22	30	20	2	10	2	1
Male %	16.12%	19.08%	54.17%	60.78%	52.87%	34.92%	65.22%	66.67%	14.29%	76.92%	40%	33.33%
Female (No)	78	106	44	80	41	41	16	10	12	3	3	2
Female %	83.88%	80.92%	45.83%	39.22%	47.13%	65.08%	34.78%	33.33%	85.71%	23.08%	60%	66.67%

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	2	0.05%	2	100%	0	0%
Deputy Assistant Chief Officer	8	0.22%	8	100%	0	0%
Area Manager	26	0.71%	26	100%	0	0%
Group Manager	79	2.17%	77	97.46%	2	2.54%
Station Manager	146	4.01%	144	98.63%	2	1.37%
Watch Manager	572	15.71%	538	94.06%	34	5.94%
Crew Manager	693	19.02%	666	96.10%	27	3.90%
Firefighter	2115	58.05%	1981	93.66%	134	6.34%
Total	3643	100%	3444	94.54%	199	5.46%

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

Role	No of Posts	% of Total Posts	Male (No)	Male %	Female (No)	Female %
Watch Manager	283	9.61%	274	96.82%	9	3.18%
Crew Manager	534	18.13%	510	95.51%	24	4.49%
Firefighter	2128	72.26%	1967	92.43%	161	7.56%
Total	2945	100%	2751	93.41%	194	6.59%

Uniformed (Control) - male / female by role

Role	No of Posts	% of Total Posts	Male (No)	Male %	Female (No)	Female %
Area Manager	1	0.51%	0	0%	1	100%
Group Manager (Control)	4	2.03%	1	25%	3	75%
Station Manager (Control)	8	4.06%	1	12.5%	7	87.5%
Watch Manager (Control)	43	21.83%	6	13.95%	37	86.05%
Crew Manager (Control)	28	14.21%	5	17.86%	23	82.14%
Firefighter (Control)	113	57.36%	21	18.58%	92	81.42%
Total	197	100%	34	17.26%	163	82.74%

Uniformed (Volunteers) - male / female by role

Role	No of Posts	% of Total Posts	Male (No)	Male %	Female (No)	Female %
Watch Manager/ Volunteer Leader	38	11.66%	33	86.84%	5	13.16%
Crew Manager/Deputy Leader	41	12.58%	38	92.68%	3	7.32%
Firefighter	247	75.76%	201	81.38%	46	18.62%
Total	326	100%	272	83.44%	54	16.56%



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