

GMCA Pay Gap Report 2022

Gender and Ethnicity

Date – 08/03/2023

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What is the Gender Pay Gap

The Gender Pay Gap is the difference in the average hourly wage of men and women across a workforce. It gives a snapshot of the gender balance by measuring the difference between the average earnings of all male and female employees, irrespective of their role or seniority. If women do more of the less well-paid jobs in an organisation than men, the Gender Pay Gap is usually bigger.

The Gender Pay Gap is not the same as equal pay, which deals with paying men and women equally for performing the same (or similar) work. Equal pay has been a requirement in law since 1970.

Introduction

Greater Manchester Combined Authority (GMCA) is proud to be a responsible employer that believes in the economic empowerment of all employees.

We are committed to foster a working environment where people feel truly included, where our colleagues thrive and gain fulfilment, irrespective of any protected characteristics. This is not only the ethical thing to do but is vital to making GMCA a great organisation to work for, and to demonstrate our commitment to supporting good lives for all across our Greater Manchester communities.

Each year, we publish our Gender Pay Gap (GPG) figures to comply with the statutory reporting requirements of the UK government. The report details the GPG for GMCA overall, as well as specific GPGs for Support staff across the organisation and Uniformed staff within Greater Manchester Fire and Rescue Service.

We are voluntarily sharing our GMCA-wide ethnicity pay gap. We hope by publishing the ethnicity pay gap annually it will drive progress in diversifying our staff groups ethnicity representation and be used as a reporting tool to assist with embedding a diverse and inclusive culture within the GMCA.

In this document we compare our GPG results year on year between March 2021 – March 2022, timelining the changes and improvements. The comparison of the March 2022 GPG results alongside the March 2021 results enables an assessment to be made of the impact of changes and improvements GMCA are making as an

organisation to increase gender equality amongst our Uniformed and Support staff alike.

Gender pay gap calculations are based on employer payroll data drawn from 31 March 2022. This specific date is called the 'snapshot date'.

The organisation has a duty to publish annually the following information relating to pay:

Requirement 1: The difference between the mean hourly rate of pay of relevant male and female employees.

Requirement 2: The difference between the median hourly rate of pay of relevant male and female employees.

Requirement 3: The difference between the mean bonus pay paid to relevant male and female employees - Not applicable as GMCA does not pay any bonuses.

Requirement 4: The difference between the median bonus pay paid to relevant male and female employees - Not applicable as GMCA does not pay any bonuses.

Requirement 5: The proportions of relevant male and female employees who were paid bonus pay - Not applicable as GMCA does not pay bonuses.

Requirement 6: The proportions of relevant male and female employees in the lower, lower middle, upper middle and upper quartile pay bands.

Mean is the average hourly rate of pay, calculated by adding the hourly pay rate for relevant paid employees then dividing by the number of relevant paid employees.

Median is the middle hourly pay rate when relevant pay rates are arranged in order from lowest to highest.

Gender Pay Gap (GPG) Data

The GMCA Gender Pay Gap data is based on hourly rates of pay as at 31 March 2022. Mean hourly earnings for female staff were 6.7% higher than for male staff and median hourly pay was 9.8% higher for female staff compared to male staff.

GMCA's figures compare favourably with published average GPG figures for companies that have reported in 2022.

The GMCA's GPG is below the national average¹ compared with data released on 11 November 2022.

Mean: 13.9% (20.6 percentage points)

Median: 14.9% (24.7 percentage points)

The GMCA's GPG compares favourably with the 2022 UK and Greater Manchester averages, and with other relevant comparators. As shown in the Office for National Statistics (ONS) published data² table 3 below, males are paid considerably more than females across the UK as a whole (a median GPG of 14.9% and a mean of 13.9%). The Greater Manchester GPGs are slightly smaller but remain large (11.0% and 11.9% respectively). The median GPG for public sector jobs in the UK (15.9%) is higher than the UK average for all employees, although the mean GPG for public sector jobs (13.6%) is slightly lower. Although Greater Manchester data are not available, the median GPG for public sector jobs in the North West is higher still (19.1%), and the mean GPG (17.6%) also exceeds the UK average. The GMCA data show the different context for its workforce, with median and mean pay for female employees exceeding that for males.

Table 3: GMCA Gender Pay Gap (GPG) comparison to ONS data (released 11 November 2022)

	GMCA	All employee jobs, UK	All employee jobs, GM	Public sector jobs, UK	Public sector jobs, NW
Mean GPG	6.7% higher for females	13.9% higher for males	11.9% higher for males	13.6% higher for males	17.6% higher for males
Median GPG	9.8% in favour of females	14.9% in favour of males	11.0% in favour of males	15.9% in favour of males	19.1% in favour of males

¹ [Latest data available 2022 on national average GPG at ONS Website](#)

ONS Note: Employees on adult rates whose pay for the survey pay-period was not affected by absence.

² Data for the table is from: Annual Survey of Hours and Earnings (Office for National Statistics, April 2022).

GMCA Gender Pay Gap 2022

Table 3.1a below depicts the 2022 Gender Pay Gap Mean, Median and relevant paid employees figures for both males and females within the GMCA and compares this to the corresponding 2021 GMCA Gender Pay Gap figures (Table 3.1b).

The table highlights that the Mean Gender Pay Gap has reduced from 7.7% in 2021 to 6.7% in favour of females in 2022. It also shows the Median Gender Pay Gap figure has increased from 7.5% in 2021 to 9.8% in favour of females in 2022. The total relevant number of female paid employees has grown slightly from 503 in 2021 to 525 in 2022, but the male numbers have remained largely the same (1,557 in 2021 and 1,564 in 2022).

Table 3.1a: GMCA Gender Pay Gap (GPG) 31 March 2022

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £18.98	Male = £17.79	Mean GPG is 6.7% higher for females
Median Hourly rate	Female = £16.86	Male = £15.35	Median GPG is 9.8% in favour of females

Number of Relevant Paid Employees

	Female	Male	Total
Relevant Paid Employees	Female = 525	Male = 1564	Total = 2089

Table 3.1b: GMCA Gender Pay Gap (GPG) 31 March 2021

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £18.64	Male = £17.31	Mean GPG is 7.7% higher for females
Median Hourly rate	Female = £16.12	Male = £15.00	Median GPG is 7.5% in favour of females

Number of Relevant Paid Employees

	Female	Male	Total
Relevant Paid Employees	Female = 503	Male = 1567	Total = 2070

GMCA does not offer a bonus scheme

GMCA Gender Pay Gap 2022 Summary

- Overall, the March 2022 median GPG data shows that the pay gap typically expected, in favour of male employees, does not apply in the GMCA context; indeed, the median pay of female employees compared to male was higher in 2022 than it was in the previous year. The same pattern is evident when considering the mean GPG data, with the average pay of female GMCA employees also higher than that of their male counterparts, although in this case the 2022 gap was narrower than it had been in 2021. Our GPG mean is below the national average by 20.6 percentage points, and the median by 24.7 percentage points.
- The gender distribution over our pay groups indicates that 25.1% of the GMCA relevant paid workforce in March 2022 consists of female staff, which is a slight increase in female representation than the previous year.
- Our workforce reflects a greater proportion in occupations where women are underrepresented, such as firefighters, and typically produce higher pay gaps in separate occupational groups. This is also evident from the proportional distribution of men in the “lower middle” and “upper middle” quartiles. We also have a significant number of male staff within senior higher-paid roles, likely to be skewing the mean GPG data, and part of the explanation as to why the 2022 mean pay gap between female and male employees reduced compared to the previous year, whereas the median gap increased.
- 61.5% of all male staff are Firefighters and Crew Managers, earning a similar hourly rate, lower than the average across GMCA, which reduces the overall hourly rate for male staff. In comparison 16.2% of female employees are in similar roles, therefore not having the same influence on the averages.

GMCA Gender Pay Gap 2022 by Occupational Groups

The below tables depict the 2022 Gender Pay Gap Mean and Median figures for the Occupational groups, Uniformed and Support staff, males and females within the GMCA and compares these to the corresponding 2021 figures. The Mean Gender Pay Gap for Uniformed staff increased from 8.6% in 2021 to 11.5% in favour of males in 2022. The Median Gender Pay Gap increased from 2.9% to 3.4% in favour

of males over the same period. This increase in the mean is mainly due to the loss of a single senior officer.

Table 3.2a: GMCA Gender Pay Gap by Occupational Group for Uniformed staff 31 March 2022

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £14.86	Male = £16.80	Mean GPG is 11.5% higher for males
Median Hourly rate	Female = £14.71	Male = £15.22	Median GPG is 3.4% in favour of males

Table 3.2b: GMCA Gender Pay Gap by Occupational Group for Uniformed staff 31 March 2021

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £14.89	Male = £16.29	Mean GPG is 8.6% higher for males
Median Hourly rate	Female = £14.49	Male = £14.93	Median GPG is 2.9% in favour of males

The table below shows that the Mean Gender Pay Gap for Support staff decreased from 9.3% in favour of males in 2021 to 8.0% in 2022. The Median Gender Pay Gap increased from 0.0% in 2021 to 0.1% in favour of males in 2022.

Table 3.3a: GMCA Gender Pay Gap by Occupational Group for Support staff 31 March 2022

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £19.84	Male = £21.57	Mean GPG is 8.0% higher for males
Median Hourly rate	Female = £18.16	Male = £18.17	Median GPG is 0.1%

Table 3.3b: GMCA Gender Pay Gap by Occupational Group for Support staff 31 March 2021

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £19.44	Male = £21.44	Mean GPG is 9.3% higher for males
Median Hourly rate	Female = £17.40	Male = £17.40	Median GPG is 0.0%

GMCA Gender Pay Gap Occupational Groups Summary

- The mean and median are in favour of male staff for both Uniformed and Support staff.
- The main contribution to our Gender Pay Gap is the predominance of male staff across all Uniformed ranks with fewer female staff in the senior Uniformed roles.
- Comparison of the 2022 data with the previous year shows a widening of the mean Gender Pay Gap for Uniformed staff (an increase of 2.9 percentage points) but a narrowing of the gap for Support staff (a reduction of 1.3 points).
- The decrease in the mean is mainly due to the inter-service transfer of our female Deputy Chief Fire Officer to another Fire and Rescue Service. The effect of this is a 3.9 percentage point decrease in our 2022 mean; excluding this effect, the mean would have been 7.6%, equating to a 1 percentage point improvement compared to 2021.

GMCA Gender Pay Gap Quartile pay bands

This section depicts the 2022 Gender Pay Gap distribution across pay quartiles for both males and females within the GMCA and compares this to the corresponding 2021 distribution.

- The pay quartile analysis shows that there has been an improvement in female representation within the upper pay quartiles. 38.7% of female employees are now within the upper quartile compared to 37.2% in 2021.
- Overall, 33.5% of female employees are in the lower quartile, compared to only 22.1% of men employed. This is an improvement on previous years of 3.3 percentage points.
- The pay quartile distribution data shows that most Uniformed colleagues are in the “lower middle” and “upper middle” quartiles.

There were fewer female employees than male across all four quartiles in 2022, with particularly low proportions in the middle two quartiles. The proportion of female staff ranging between 11%, 17% and 39% in the top 3 quartiles in 2022 increased slightly from 2021.

Table 3.4a: Gender distribution across pay quartiles 31 March 2022

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Female 34% Male 66%	Female 11% Male 89%	Female 17% Male 83%	Female 39% Male 61%

Table below depicts the number of Female and Male staff in each quartile

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Female 176 staff Male 346 staff	Female 59 staff Male 463 staff	Female 87 staff Male 435 staff	Female 203 staff Male 320 staff

Table 3.4b: Gender distribution across pay quartiles 31 March 2021

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Female 36% Male 64%	Female 8% Male 92%	Female 16% Male 84%	Female 37% Male 63%

Table below depicts the number of Female and Male staff in each quartile

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Female 185 staff Male 347 staff	Female 43 staff Male 473 staff	Female 83 staff Male 433 staff	Female 192 staff Male 329 staff

Ethnicity Pay Gap (EPG) Data

Currently there is no obligation or legal guidance for employers to provide their Ethnicity Pay Gap data. However, given our commitment to equality in the workplace, and to transparency about our progress towards greater equity for employees from racially minoritised communities, this report also provides data on GMCA's majority and minority ethnicity pay gap.

An Ethnicity Pay Gap (mean or median) is the difference between the relevant hourly rate of pay of employees who are part of the ethnic majority and that of the employees who are part of the ethnic minority. The figure is expressed as a percentage of pay of the employees who are part of the ethnic majority.

For this report, we use 'ethnic majority' and 'minority' as they're the accepted semi-legalistic approach. However, we acknowledge the shortcomings of the terminology there has been a lot of work done by GMCA and others on the language we should use, and considerable unease from the Race Equality Panel and other relevant

stakeholders on use of 'minority' to describe non-White individuals (suggestion) and communities (and conversely, of 'majority' for White). In our research outputs, and as agreed with wider stakeholders, we've decided upon 'people from within racially minoritised communities'.

There are a few points to note in relation to Ethnicity Pay Gap:

- There is no legal requirement for employees to disclose their ethnicity. Therefore, the numbers only represent those who have disclosed, and this could potentially distort the average pay rates and ultimately the pay gap for either minority and/or majority groups.
- Including Not Disclosed ethnicity staff on their own or including them within the majority group would not give an accurate representation of the GMCA Ethnicity Pay Gap.
- The calculation or outcome of the Ethnicity Pay Gap could change once legislative requirements have been introduced by the Government.
- To ensure consistency, the Ethnicity Pay Gap has been calculated using the same legal requirements and principles as the Gender Pay Gap.
- We continue to focus on increasing our disclosure rates, in particular amongst new joiners, in order to ensure that our calculations are reflective of our whole organisation and that we can better track year-on-year trends.

The GMCA Ethnicity Pay Gap is based on hourly rates of pay as at 31 March 2022. Mean hourly earnings for the minority staff group were on average 4.7% lower than the majority staff group and the median pay gap was 3.6% in favour of the majority staff group.

There are less comparator data available on the ethnicity pay gap than for the GPG, and specific data for Greater Manchester are not available. However, the Office for National Statistics published a 2019 dataset³ with the median ethnicity pay gap at national and regional level. More recent data are not available, so the comparison

³ Annual Survey of Hours and Earnings (Office for National Statistics, April 2019). The link is here: [Ethnicity pay gap reference tables - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peopleinwork/earningsandworking/articles/ethnicitypaygapreference/2019)

with the GMCA 2022 data should be caveated (for this reason, the GMCA 2021 data are also shown). As shown in the table 4 below, although the GMCA 2022 median ethnicity pay gap (3.6%) was considerably wider than the 2019 UK median (1.9%), the 2019 North West median (5.4%) was wider still. Based on the 2021 GMCA data, our median ethnicity pay gap (1.3%) was below both the 2019 UK and North West median values.

Table 4: GMCA Ethnicity Pay Gap (EPG) comparison to ONS data

Requirement	GMCA 2022	GMCA 2021	UK 2019	North West 2019
Median ethnicity pay gap	3.6%	1.3%	1.9%	5.4%

Tables 4.1a and 4.1b show that the Mean Ethnicity Pay Gap has widened from 4.4% in favour of the majority staff group in 2021 to 4.7% in 2022.

The Median Ethnicity Pay Gap has increased considerably, from 1.3% in favour of the majority staff group in 2021 to 3.6% in 2022.

The number of relevant paid employees in the minority staff group has increased slightly, from 101 in 2021 to 119 in 2022, and the majority staff group from 1,703 to 1,753. The not disclosed staff group has reduced from 266 in 2021 to 217 in 2022.

All calculations are based on an ethnicity disclosure rate of 89.6% in 2022 and 87.1% in 2021.

Table 4.1a: GMCA Ethnicity Pay Gap (EPG) 31 March 2022

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £17.08	Majority = £17.93	Mean EPG is 4.7% lower for Minority group
Median Hourly rate	Minority = £15.15	Majority = £15.72	Median EPG is 3.6% in favour of Majority group

Number of Relevant Paid Employees

	Minority	Majority	Not Disclosed	Total
Relevant Paid Employees	Minority 119	Majority 1753	Not Disclosed 217	Total = 2089

Table 4.1b: GMCA Ethnicity Pay Gap (EPG) 31 March 2021

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £16.59	Majority = £17.35	Mean EPG is 4.4% lower for Minority group
Median Hourly rate	Minority = £14.93	Majority = £15.12	Median EPG is 1.3% in favour of Majority group

Number of Relevant Paid Employees

	Minority	Majority	Not Disclosed	Total
Relevant Paid Employees	Minority 101	Majority 1703	Not Disclosed 266	Total = 2070

GMCA ethnicity pay gap reporting does not include the 217 and 266 employees who did not disclose their ethnicity in 2022 and 2021. This accounted for 10.4% and 12.9% of relevant paid employees respectively.

GMCA Occupational Groups Summary

The below tables depict the 2022 Ethnicity Pay Gap Mean and Median figures for the Uniformed and Support Occupational groups, Minority and Majority staff groups within the GMCA, and compare these to the corresponding 2021 figures.

- The mean is in favour of the majority staff group for both Uniformed and Support staff in both 2022 and 2021.
- The mean hourly rate for Uniformed ethnic minority groups increased in 2022 due to development and progression into higher ranks.
- For Uniformed staff in 2022, the median pay gap was 1.3% in favour of the majority group. However, for Support staff, it was 2.7% in favour of the minority group. The comparable gaps for 2021 were 0.5% in favour of the Uniformed staff majority group and 1.0% in favour of the Support staff minority group.

Table 4.2a: GMCA Ethnicity Pay Gap by Occupational Group for Uniformed staff 31 March 2022

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £15.91	Majority = £16.75	Mean EPG is 5.0% lower for Minority group
Median Hourly rate	Minority = £15.03	Majority = £15.22	Median EPG is 1.3% in favour of Majority group

Table 4.2b: GMCA Ethnicity Pay Gap by Occupational Group for Uniformed staff 31 March 2021

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £15.67	Majority = £16.38	Mean EPG is 4.3% lower for Minority group
Median Hourly rate	Minority = £14.93	Majority = £15.00	Median EPG is 0.5% in favour of Majority group

Table 4.3a: GMCA Ethnicity Pay Gap by Occupational Group for Support staff 31 March 2022

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £18.75	Majority = £19.98	Mean EPG is 6.1% lower for Minority group
Median Hourly rate	Minority = £18.17	Majority = £17.70	Median EPG is 2.7% in favour of Minority group

Table 4.3b: GMCA Ethnicity Pay Gap by Occupational Group for Support staff 31 March 2021

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £17.99	Majority = £19.27	Mean EPG is 6.7% lower for Minority group
Median Hourly rate	Minority = £16.74	Majority = £16.57	Median EPG is 1.0% in favour of Minority group

GMCA Ethnicity Pay Gap Quartile pay bands

The below tables depict the 2022 Ethnicity Pay Gap distribution across pay quartiles for Minority and Majority groups within the GMCA and compare this to the 2021 Ethnicity Pay Gap distribution.

- We have a lower representation of employees from ethnic minority groups in senior, higher paid roles.

Several lower and higher paid individuals who have not declared their ethnicity are not reflected in the pay gap calculations, which may have impacted the current ethnicity pay gap data and could affect comparison between the 2022 position and that for previous and future years. Employees can update their ethnicity at any time on the Employee Self Service system.

Table 4.4a: Ethnicity distribution across pay quartiles 31 March 2022

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Minority 8% Majority 82% Not Disclosed 10%	Minority 5% Majority 84% Not Disclosed 11%	Minority 4% Majority 86% Not Disclosed 10%	Minority 6% Majority 84% Not Disclosed 10%

Table below depicts the Number of Minority and Majority staff in each quartile

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Minority 39 staff Majority 427 staff	Minority 28 staff Majority 438 staff	Minority 23 staff Majority 450 staff	Minority 29 staff Majority 438 staff

Table 4.4b: Ethnicity distribution across pay quartiles 31 March 2021

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Minority 6% Majority 79% Not Disclosed 15%	Minority 5% Majority 83% Not Disclosed 12%	Minority 4% Majority 88% Not Disclosed 8%	Minority 5% Majority 78% Not Disclosed 17%

Table below depicts the Number of Minority and Majority staff in each quartile

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Minority 33 staff Majority 408 staff	Minority 25 staff Majority 430 staff	Minority 19 staff Majority 458 staff	Minority 24 staff Majority 407 staff

Key influencers that affect both our Gender and Ethnicity Pay Gap

We closely measure the overall diversity of our organisation to ensure that we are reporting and holding ourselves accountable to increase representation over time. The reported data show that we have made positive progress, but we recognise that there remains some way to go before we can truly state that our workforce reflects the diversity and richness of the GM community. From a baseline in December 2017 (the year that the GMCA was established in its current form), we have improved our Gender Pay Gap year on year. The implementation and delivery against our Firefighter Attraction Strategy and Equality, Diversity and Inclusion (EDI) Strategy are supporting this positive change, with gender and ethnicity representation in our workforce continuing to increase. We look at pay gaps as one indicator of how we are doing against our objective to build a workforce that is representative of the GM communities that we serve.

We believe that our commitment to improving opportunities for progression and development across the GMCA for employees of all genders, ethnicities and backgrounds serves as an opportunity to lead by example, as demonstrated by the high priority we give to ensuring gender and ethnicity pay equality. Our EDI strategy and leadership, culture and people development strategic plan underpin this work. We offer and support leadership development to all groups that are underrepresented within GMCA, through our robust EDI governance arrangements, which include a strategy group, working groups and delivery teams including staff networks. Our ambition remains to develop a reputation for being a fair and progressive employer for everyone, attracting a wider pool of diverse talent to work for the GMCA. Our productivity, innovation and creativity will be enhanced by having a diverse workforce that feels included, valued and engaged.

To enhance our Employer Value Proposition, we continuously support our staff through our inclusive Policies and Guidance documents, for example: Ramadan and fasting guidance; EDI events and Campaigns, e.g. Mental Health awareness; International Day against Homophobia, Biphobia and Transphobia (IDAHOBIT); Flexible working; Career breaks; a comprehensive learning and development offer, including support for study, E-Learning packages including Supporting Trans and Non-Binary staff at work, Dyslexia Awareness and Unconscious Race Bias; extended staff benefits and comprehensive Health & Wellbeing Offer. With the Festival of Learning and Learning at Work Week offering additional learning opportunities, addressing EDI and a range of workshops to support the welfare of all staff in the workplace. This activity reinforces our New Fire Plan 2021-2025 message, which places a focus on how we will continue to build and maintain a diverse and high-performing workforce. It is vital that the GMCA reflects the people it serves and understands the communities that make up our city-region. “We will create an inclusive culture where people bring their whole self to work”.

Next steps

- We will continue to maintain and monitor all trends, our diversity and attraction strategy and equality, diversity and inclusion plans, which should impact positively on pay gaps in the future.
- We will strive to increase completion of equality data by staff so that we can measure the ethnicity pay gap in the workforce more accurately.

- We will continue our efforts to increase diversity of the GMCA workforce, including promotion pathways to increase representation in senior ranks.

Declaration

I confirm that the GMCA pay data has been collected and presented within this report in accordance with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Eamonn Boylan,
GMCA Chief Executive