

GMCA Pay Gap Report 2023

Gender and Ethnicity

Date – 31/01/2024

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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 fostering 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 2022 – March 2023, timelining the changes and improvements. The comparison of the March 2023 GPG results alongside the March 2022 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 2023. 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 2023. Mean hourly earnings for female staff were 8.8% higher than for male staff and median hourly pay was 14.7% higher for female staff compared to male staff.

GMCA's figures compare favourably with published average GPG figures for companies that have reported in 2023.

The GMCA's GPG is below the national average¹ compared with data released on 1 November 2023.

Mean: 13.2% in favour of males (22.0 percentage points)

Median: 14.3% in favour of males (29.0 percentage points)

The GMCA's GPG compares favourably with the 2023 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 (a median GPG of 14.3% and a mean of 13.2%). The Greater Manchester GPGs are slightly smaller but remain large (11.3% and 11.7% respectively). The median GPG for public sector jobs in the UK (14.0%) is higher than the UK average for all employees, although the mean GPG for public sector jobs (11.5%) is slightly lower. Although Greater Manchester data are not available, the median GPG for public sector jobs in the North West is higher still (13.2%), and the mean GPG (16.0%) 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 1 November 2023)

	GMCA	All employee jobs, UK	All employee jobs, GM	Public sector jobs, UK	Public sector jobs, NW
Mean GPG	8.8% higher for females	13.2% higher for males	11.7% higher for males	11.5% higher for males	16.0% higher for males
Median GPG	14.7% in favour of females	14.3% in favour of males	11.3% in favour of males	14.0% in favour of males	13.2% in favour of males

¹ [Latest data available 2023 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 2023

Table 3.1a below depicts the 2023 Gender Pay Gap Mean, Median and relevant paid employees figures for both males and females within the GMCA and compares this to the corresponding 2022 GMCA Gender Pay Gap figures (Table 3.1b).

The table highlights that the Mean Gender Pay Gap has increased from 6.7% in 2022 to 8.8% in favour of females in 2023. It also shows the Median Gender Pay Gap figure has increased from 9.8% in 2022 to 14.7% in favour of females in 2023. The total relevant number of female paid employees has grown slightly from 525 in 2022 to 600 in 2023, but the male numbers have also increased from 1,564 in 2022 to 1,610 in 2023.

Table 3.1a: GMCA Gender Pay Gap (GPG) 31 March 2023

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £19.87	Male = £18.27	Mean GPG is 8.8% higher for females
Median Hourly rate	Female = £17.88	Male = £15.59	Median GPG is 14.7% in favour of females

Number of Relevant Paid Employees

	Female	Male	Total
Relevant Paid Employees	Female = 600	Male = 1610	Total = 2210

Table 3.1b: 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

GMCA does not offer a bonus scheme.

GMCA Gender Pay Gap 2023 Summary

- Overall, the March 2023 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 2023 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. Our GPG mean is below the national average by 22.0 percentage points, and the median by 29.0 percentage points.
- It is worth noting that the increase in the mean to 8.8% and the median to 14.7% in favour of females is a consequence of the Uniformed pay award not having been implemented in the financial year 2022/23 due to ongoing negotiations between the National Joint Council for Local Authority Fire and Rescue Services (NJC) and the Unions. Further contributing factors are the successful implementation of a flat rate pay award to Support staff in 2022/23 and the GMCA gender workforce split containing a high Uniformed male representation; this all manifested itself in the increase in the mean and median pay gap in favour of female staff. In March 2023 the NJC³ has agreed an increase of 7.0% following successful union negotiations with effect from 1 July 2022 for 2022/23 which has since been implemented post March 2023, this will result in a narrowing of the mean and median pay gap in the next publication.
- The gender distribution over our pay groups indicates that 27.2% of the GMCA relevant paid workforce in March 2023 consists of female staff, which is a slight increase in female representation than the previous year (25.1%).
- 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

³ [National Joint Council for local authority fire and rescue services. CIRCULAR NJC/1/23 Pay Award 2022](#)

have had a significant increase in the number of female staff within the “upper middle” quartiles, this contributes to the 2023 mean and median pay gaps between female and male employees increasing.

- 59.4% 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 14.8% of female employees are in similar roles, therefore not having the same influence on the averages.

GMCA Gender Pay Gap 2023 by Occupational Groups

The below tables depict the 2023 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 2022 figures. The Mean Gender Pay Gap for Uniformed staff decreased from 11.5% in 2022 to 9.3% in favour of males in 2023. The Median Gender Pay Gap decreased from 3.4% to 2.4% in favour of males over the same period. This improvement in the mean and median is due to the promotion of a female Station Manager to Group Manager and the promotion of female Trainee Firefighters to Firefighter positions. There was a **net** loss of 31 male Crew Managers who retired, inter service transfers to other Fire and Rescue Services (FRS) or were promoted to Watch Manager development. 24 male Watch Managers left due to retirements and inter service transfers to other FRS. Overall the male Uniformed numbers were replenished by the promotion of Trainee Firefighters to Firefighter positions.

Table 3.2a: GMCA Gender Pay Gap by Occupational Group for Uniformed staff 31 March 2023

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £15.47	Male = £17.06	Mean GPG is 9.3% higher for males
Median Hourly rate	Female = £15.08	Male = £15.45	Median GPG is 2.4% in favour of males

Table 3.2b: 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

Requirement	Female	Male	Percentage Variance
Median Hourly rate	Female = £14.71	Male = £15.22	Median GPG is 3.4% in favour of males

The table below shows that the Mean Gender Pay Gap for Support staff decreased from 8.0% in favour of males in 2022 to 7.1% in 2023.

Table 3.3a: GMCA Gender Pay Gap by Occupational Group for Support staff 31 March 2023

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £20.70	Male = £22.29	Mean GPG is 7.1% higher for males
Median Hourly rate	Female = £18.72	Male = £19.70	Median GPG is 5.0% in favour of males

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

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £19.94	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% in favour of males

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 2023 data with the previous year shows a narrowing of the mean Gender Pay Gap for Uniformed staff (a reduction of 2.2 percentage points) and a narrowing of the gap for Support staff (a reduction of 0.9 percentage points).
- The decrease in the mean for Uniformed ranks is due to the reduction in male Crew and Watch Managers. Besides this, the percentage of male Uniformed staff on development grades increased from 7.8% in 2022 to 12.8% in 2023

whilst the female staff on development grades reduced slightly from 17.6% to 15.8% All the above would influence the 2.2 percentage point decrease in our 2023 mean pay gap.

GMCA Gender Pay Gap Quartile pay bands

This section depicts the 2023 Gender Pay Gap distribution across pay quartiles for both males and females within the GMCA and compares this to the corresponding 2022 distribution.

- The pay quartile analysis shows that there has been an improvement in female representation within the upper middle pay quartiles. 25.0% of female employees are now within the upper middle quartile compared to 16.6% in 2022. There has been a slight increase in the lower middle quartile and a reduction in the lower and upper quartiles.
- Overall, 29.3% of female employees are in the lower quartile, compared to only 23.4% of men employed. This is an improvement on previous years of 4.2 percentage points.
- The pay quartile distribution data show that most Uniformed employees are in the “lower middle” and “upper middle” quartiles.

There were fewer female employees than male across all four quartiles in 2023, with particularly low proportions in the middle two quartiles. The proportion of female staff ranges between 12%, 25% and 36% in the top 3 quartiles in 2023.

Table 3.4a: Gender distribution across pay quartiles 31 March 2023

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Female 32% Male 68%	Female 12% Male 88%	Female 25% Male 75%	Female 36% Male 64%

The 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 376 staff	Female 69 staff Male 484 staff	Female 138 staff Male 414 staff	Female 217 staff Male 336 staff

Table 3.4b: 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%

The 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

Ethnicity Pay Gap (EPG) Data

Currently there is no obligation 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 are the accepted semi-legalistic approach. However, we acknowledge the shortcomings of the terminology and 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 racially diverse individuals 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 starters, 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 2023. Mean hourly earnings for the minority staff group were on average 6.2% lower than the majority staff group and the median pay gap was 4.6% in favour of the majority staff group.

There is 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 dataset⁴ with the median ethnicity pay gap at national and regional level. More recent data are not available, so the comparison with the GMCA 2023 data should be caveated (for this reason, the GMCA 2022 data are also shown). As shown in table 4 below, although the GMCA 2023 median ethnicity pay gap (4.6%) was considerably wider than the 2019 UK median (1.9%), the 2019 North West median (5.4%) was wider still. Based on the 2022 GMCA data, our median ethnicity pay gap (3.6%) was above the 2019 UK but below the North West median values.

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

Requirement	GMCA 2023	GMCA 2022	UK 2019	North West 2019
Median ethnicity pay gap	4.6%	3.6%	1.9%	5.4%

⁴ 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://ons.gov.uk/employment-and-labour/money-pay-and-benefits/pay/gaps-in-pay/ethnicity-pay-gap-reference-tables)

Tables 4.1a and 4.1b show that the Mean Ethnicity Pay Gap has widened from 4.7% in favour of the majority staff group in 2022 to 6.2% in 2023.

The Median Ethnicity Pay Gap has increased, from 3.6% in favour of the majority staff group in 2022 to 4.6% in 2023.

The number of relevant paid employees in the minority staff group has increased, from 119 in 2022 to 153 in 2023, and the majority staff group from 1,753 to 1,852. The not disclosed staff group has reduced from 217 in 2022 to 205 in 2023.

All calculations are based on an ethnicity disclosure rate of 90.7% in 2023 and 89.6% in 2022.

Table 4.1a: GMCA Ethnicity Pay Gap (EPG) 31 March 2023

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £17.43	Majority = £18.58	Mean EPG is 6.2% lower for Minority group
Median Hourly rate	Minority = £15.45	Majority = £16.20	Median EPG is 4.6% in favour of Majority group

Number of Relevant Paid Employees

	Minority	Majority	Not Disclosed	Total
Relevant Paid Employees	Minority 153	Majority 1852	Not Disclosed 205	Total = 2210

Table 4.1b: 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

GMCA ethnicity pay gap reporting does not include the 205 and 217 employees who did not disclose their ethnicity in 2023 and 2022. This accounted for 9.3% and 10.4% of relevant paid employees respectively.

GMCA Occupational Groups Summary

The below tables depict the 2023 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 2022 figures.

- The mean is in favour of the majority staff group for both Uniformed and Support staff in both 2023 and 2022.
- The mean hourly rate for Uniformed ethnic minority groups increased in 2023 due to 17% of Uniformed ethnic minority staff being in Firefighter development roles vs 8.4% in the previous year. By comparison, 7.7% of Uniformed majority staff were in development roles in 2023.
- The gap in mean hourly rate for Support ethnic minority groups reduced in 2023 from 6.1% to 4.2% due to an increase in the following Grade Groups:
- Assistant Director/Head of/Transaction Manager (SM6) 0 to 2
- Senior manager (Grade 9 - 11) 12 to 14
- Manager (Grade 6 - 8) 20 to 31
- Team member (Grade 1 - 5) 15 to 19
- For Uniformed staff in 2023, the median pay gap was 3.4% in favour of the majority group and for Support staff was slightly lower at 1.9% in favour of the majority group. The comparable gaps for 2022 were 1.3% in favour of the Uniformed staff majority group and 2.7% in favour of the Support staff minority group.

Table 4.2a: GMCA Ethnicity Pay Gap by Occupational Group for Uniformed staff 31 March 2023

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £15.46	Majority = £17.08	Mean EPG is 9.5% lower for Minority group
Median Hourly rate	Minority = £15.01	Majority = £15.53	Median EPG is 3.4% in favour of Majority group

Table 4.2b: 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 4.3a: GMCA Ethnicity Pay Gap by Occupational Group for Support staff 31 March 2023

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £19.96	Majority = £20.83	Mean EPG is 4.2% lower for Minority group
Median Hourly rate	Minority = £18.36	Majority = £18.72	Median EPG is 1.9% in favour of Majority group

Table 4.3b: 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 = £18.71	Majority = £17.70	Median EPG is 2.7% in favour of Minority group

GMCA Ethnicity Pay Gap Quartile pay bands

The below tables depict the 2023 Ethnicity Pay Gap distribution across pay quartiles for Minority and Majority groups within the GMCA and compare this to the 2022 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 2023 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 2023

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Minority 11% Majority 81% Not Disclosed 8%	Minority 5% Majority 84% Not Disclosed 11%	Minority 7% Majority 86% Not Disclosed 7%	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 59 staff Majority 448 staff	Minority 28 staff Majority 463 staff	Minority 36 staff Majority 473 staff	Minority 30 staff Majority 468 staff

Table 4.4b: 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

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 People Strategy with a key aim to make the GMCA one of the best places to work – a place where everyone is engaged, happy, empowered and able to excel in their roles for the benefit of the people, communities and businesses of Greater Manchester.

Underpinning this Strategy, we have progressive people management practices that are driving forwards our EDI ambitions, namely, the GMFRS Firefighter Attraction and Equality, Diversity, and Inclusion (EDI) Strategies; both of which 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 Culture First Board, working groups and delivery teams including staff networks, White Ribbon Steering Group and Equality Impact Assessment Working Group. 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: Tackling Bullying, Harassment, Discrimination and Victimisation - Policy and Procedure, 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 and Welfare engagement. The Festival of Learning and Learning at Work Week offer additional learning opportunities, to continually improve Inclusive Culture in the workplace. This activity underpins the Fire Plans 2021-2025 commitment, 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”.

Recruitment

Alongside the activity that has already been described, the GMCA are progressing forwards with more inclusive recruitment practice. Following an independent audit of our recruitment practices in 2022, we have made improvements to the way that we attract, recruit and select our workforce. Some key activity includes;

- Enhanced training in conscious inclusion and interview skills for people involved in the hiring process.
- Introduction of a new Recruitment & Selection Framework and supporting toolkits, which has a focus on inclusive recruitment practice.
- Reviewing our role profiles and the way our jobs are designed to remove barriers – for example reviewing if there is a need for university degrees and instead supporting people once they become employed with us to attain qualifications.
- Introducing progressive grades and expanding our offer of routes into employment including apprenticeships, T-Levels and Management Trainee schemes.
- Procurement of a new Applicant Tracking System with other public sector partners across the Greater Manchester & North West region.

Supported by the People Strategy we are already seeing great successes with our enhancements and are positive about how these will positively impact our workforce and organisation.

Development and progression

In 2023 we introduced our GMCA Leadership Development Framework that provides a structured way for our internal talent to develop leadership skills for the future.

2023 also saw the introduction of the GMFRS Promotion Pathway, a transformed approach to identifying, selecting and developing people into operational roles at all ranks. Complemented by the GMFRS Leadership development framework, this provides clear routes and steps to developing future leaders for the organisation.

Next steps

- We will continue to maintain and monitor all trends, within the diversity and attraction strategy and Culture Action 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.
- We will continue to initiate an organisation wide campaign to encourage employees to disclose their diversity data, through learning, sharing the benefits and importance of data and how it's used.
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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