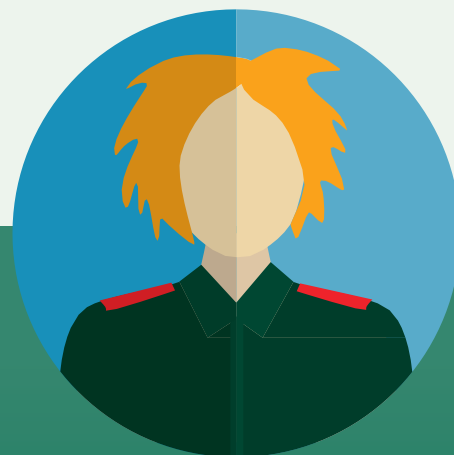




ASSOCIATION OF
AMBULANCE
CHIEF EXECUTIVES



A sector wide approach to accelerating female progression into operational leadership



Problem statement

The ambulance service employs more women than ever before but this progress stalls at the point of operational leadership

Across the sector women remain disproportionately under-represented in frontline operational leadership positions, particularly in roles that involve 24/7 command, on-call responsibilities, and high-intensity decision-making environments



Objectives

1

Establish a clear, data-driven **baseline of female representation** across the sector. Build an accurate and consistent picture of current workforce and leadership patterns to inform targeted action

2

Identify the systemic, cultural and structural **barriers limiting women's progression** into operational leadership. Use evidence and lived experience to pinpoint the factors that reduce applications, progression, and confidence in stepping into leadership roles

3

Provide **practical, targeted interventions** that can be implemented to increase the number of women entering and staying in operational leadership roles

4

Create a **sector-wide repository of good practice** to support shared learning and consistent improvement. Identify examples of effective local initiatives that work to accelerate adoption

5

Define **a set of metrics** that give a transparent, comparable view of progress and drive continuous improvement across the sector

6

Demonstrate **visible Operations commitment to driving meaningful change**. Show collective leadership by embedding transparency, accountability and action to increase female representation at all levels





Methodology

- 1 Sector-Wide Data Collection Exercise
- 2 14 x Structured Discussions
- 3 Review and Synthesis
- 4 Toolkit
- 5 Key Performance Indicators

Task & Finish Group holds 14 Structured Discussions with members of every Ambulance Service

Jess Cunningham, SWAST
Jennifer Allen, SECAM
Victoria White, IOW
Helen Vine, AACE

	JC	JA	VW	HV
01 East Midlands				
02 West Midlands				
03 East of England				
04 South East Coast				
05 South Central				
06 South West				
07 North West				
08 North East				
09 Yorkshire				
10 Wales				
11 Scotland				
12 Northern Ireland				
13 IOW				
14 London				

Data collection exercise focusing on gender pay and leadership banding across all areas of Operations

Gender Split	2025	2020	Trustwide	2024-25	2019-20
Male	48.39%	46.81%	Male	46.82%	49.71%
Female	51.61%	53.19%	Female	53.18%	50.29%
Total Operations	48.77%	46.81%	Total Operations	46.82%	49.71%
Frontline	48.61%	46.81%	Frontline	46.82%	49.71%
EOC - 999	33.61%	32.27%	EOC - 999	33.61%	32.27%
EOC - 111	67.54%	72.46%	EOC - 111	67.54%	72.46%
EPRR & SP	80.00%	80.00%	EPRR & SP	80.00%	80.00%
Fleet & AVP	80.00%	80.00%	Fleet & AVP	80.00%	80.00%
Avg. LOS (Yrs)	7.58	6.54	Avg. LOS (Yrs)	7.58	6.54
Male	7.58	6.54	Male	7.58	6.54
Female	7.58	6.54	Female	7.58	6.54
Total Operations	7.58	6.54	Total Operations	7.58	6.54
Frontline	7.58	6.54	Frontline	7.58	6.54
EOC - 999	5.05	4.57	EOC - 999	5.05	4.57
EOC - 111	12.63	11.26	EOC - 111	12.63	11.26
EPRR & SP	3.81	3.34	EPRR & SP	3.81	3.34
Fleet & AVP	3.81	3.34	Fleet & AVP	3.81	3.34
Avg. WTE	0.91	0.85	Avg. WTE	0.91	0.85
Male	0.91	0.85	Male	0.91	0.85
Female	0.91	0.85	Female	0.91	0.85
Total Operations	0.91	0.85	Total Operations	0.91	0.85
Frontline	0.91	0.85	Frontline	0.91	0.85
EOC - 999	0.94	0.86	EOC - 999	0.94	0.86
EOC - 111	0.90	0.84	EOC - 111	0.90	0.84
EPRR & SP	0.90	0.84	EPRR & SP	0.90	0.84
Fleet & AVP	0.90	0.84	Fleet & AVP	0.90	0.84

MAY
2025

JUN

JUL

AUG

SEP

OCT

NOV

DEC

JAN
2026

FEB

MAR

PRIORITY
CONFIRMED

DEFINE

DESIGN OF APPROACH AND
DATA COLLECTION

STRUCTURED DISCUSSIONS + DETAILED REVIEW AND DEVELOPMENT
OF DATA, TOOLKIT AND KPIs

INITIATE - ENDORSEMENT BY AMBULANCE TRUSTS
AND DISSEMINATION





Key insights

1

Women are less represented in operational leadership roles than in the workforce overall

2

The transition from Band 6 to 7 shows the greatest fall in female representation

3

Ambulance (Field) operations and EPRR/HART have the lowest female representation

4

Encouragingly, female representation in leadership has improved since 2020

5

Data on gender representation and progression is inconsistent and not routinely visible

Hypotheses

There are **persistent cultural and structural barriers** limiting women's progression into operational leadership roles. While external senior female appointments help, they do not address the underlying weakness in the internal leadership pipeline and contribute to a persistent gender pay gap and variation between Trusts

There is a **'broken rung' at the entry point to operational leadership** indicating that barriers exist including unintentional bias in recruitment, uneven access to development, limited confidence support and role modelling and inconsistent positive action provision. The nature of shift work compared with portfolio working is also a factor

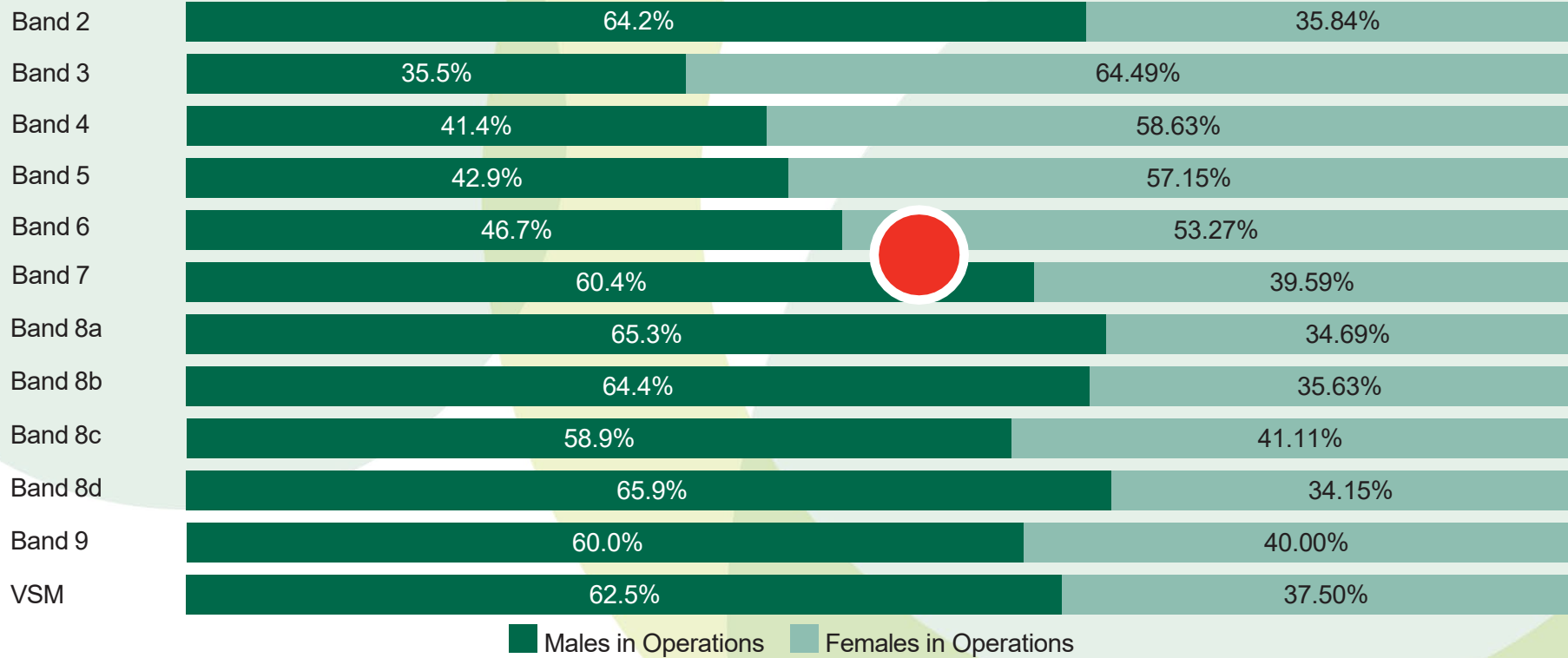
Traditional operating models and **complex cultural differences in frontline and EPRR** roles including 24/7 availability and limited flexibility, disproportionately exclude women from progression. Where roles are designed around team-based working, retention and progression of women improves, demonstrating that alternative models are effective

Local initiatives can be very effective, but without national alignment they deliver **variable impact** and are **difficult to sustain or scale**

Limited national data reduces the sector's ability to view leadership diversity as a measurable risk. This **lack of transparency** is standing in the way of better understanding what barriers women face and therefore limiting action that could be taken



National position for male/female proportion by band in Operations (2025 Data)



	Operations		
	Change in % Between Bands	Total Staff Reported in Band	Total Female Staff in Band
Band 2		625	224
Band 3	28.7%	7,948	5,126
Band 4	-5.9%	8,593	5,038
Band 5	-1.5%	11,556	6,604
Band 6	-3.9%	13,774	7,337
Band 7	-13.7%	4,135	1,637
Band 8a	-4.9%	539	187
Band 8b	0.9%	247	88
Band 8c	5.5%	90	37
Band 8d	-7.0%	41	14
Band 9	5.9%	5	2
VSM	-2.5%	16	6

The table above shows the change in the % between bands e.g. there is a -13.7% change when going from Band 6 to Band 7, the largest drop at an aggregated sector level

At an aggregated sector level, until band 6 (excluding band 2) female representation is higher than males. Once past band 6 the position is reversed in all leadership grades



Qualitative feedback and experiences

Feeling they must meet every element of the person specification and job description before applying for a leadership role

Single female in operational team had to change self, language – who she is when at work to fit in

Confidence and impostor syndrome is a major barrier for female progression in operational leadership roles

HR led recruitment processes 'increasingly fairer however boys club still exists where secondments are available'

Band 7 only female in division – one male colleague has not spoken to her in 6 years

Women at a junior level feel they have the solutions to some of the problems, but they are not listened to

Some women in senior operational roles have absorbed unacceptable legacy cultural norms and as such are unsupportive of progression for fellow female colleagues

Continuing pockets of misogyny in senior roles make leadership roles for women unattractive

Opportunities to access CPD and network activities is much easier for corporate service roles than for operational colleagues who usually also have to do this in their own time

There has been some criticism of providing a female leadership development programme within the organisation

Some women have expressed that although capable they do not aspire to operations leadership roles because of the culture they see



Identifying good practice

14 structured discussions captured a rich set of good-practice examples from services. The full detail has been captured on individual trust templates – areas highlighted as particularly innovative, or creative have been consolidated into a summary sheet

	Organisational	Recruitment	Retention	Role Modelling
1	• EDI vision year of the inclusive team with clear objectives including being specific about diversity goals • Integrated talent management programme on the horizon • Action plan to reduce gender pay gap • Stepping up package designed for people taking their first leadership role	• Interview skills training for panel members including unintentional bias • Interview questions sent in advance • Mock assessment centres organised for women and BAME • Letters of encouragement drafted for managers • Values based questions as opposed to testing skills	• Career clinics including coaching • Perinatal support group and support volunteers • Menopause group • Well-being hub • Mapping career pathways • Role profile development to enable people to assess their development needs • Exit interviews undertaken with a mix of local teams an anonymous external partner	• Women of colour mentorship scheme • Launch of job shadowing • New award ceremony category recognising inspirational female leaders • Me and my leadership video
2	• Green room resource is cascaded via women's network	• To support new mums opportunity to bring partner or parents to the interview feeding rooms provided • Gender balance interview panel • Share scenario questions for leadership roles before interviews • Application interview an assessment centre support offered • Started to track female applicants for major recruitment drives	• 12 month induction in place for those new in leadership • Flexible working toolkit • Reverse mentoring • Learning from leavers approach instead of exit interviews	
3	• People strategy includes commitment to gender balance and commit to network and leadership programme • Visible targets for recruitment of females and female leaders in operations • Gender equality lead in EPRR	• Using artificial intelligence to ensure gender neutral adverts and recruitment material • Impostor syndrome coffee and conversation session • Recruitment videos featuring women • Central shortlisting to provide check and challenge and oversight • All Operational Team Leaders have a structured induction / preceptorship programme with formal sign off • Minimum of one female senior leader on all leadership appointments panels in operations • Online exit survey available and used to complement an offer of an exit interview	• Bespoke female leadership programme run by leadership coaches employed by the trust • Menopause café • Maternity Planner • Employment relations data broken down by EDI characteristics	• Mentorship as part of female leadership programme
4		• One person is consistent from shortlisting through to interview • Tracking applicants progress through assessment centres	• Monthly report provided tracking starters on leavers identifying gender mix	
5	• The template refers to inequality and diversity report do we have a copy to see if it is good practice?	• Values driven approach to recruitment including interview questions • Unconscious bias training provided for panel members • One female on all senior leadership appointment panels	• Safety visits conducted annually by board members at these visits will include conversations around barriers flexible working etc	• Reverse mentoring in place • Cultural calendar published annually
6		• Hart women only recruitment days • Senior women shortlisting for EPRR leadership roles • Gender balance on panels	• Safety visits conducted annually by board members at these visits will include conversations around barriers flexible working etc	• Reverse mentoring in place • Cultural calendar published annually
7	• All band 7 roles have to do leadership training which includes diversity elements • Implemented springboard • Analysis of staff experience undertaken showed female experience more positive than males	• No desirable criteria on job descriptions just essential. Anyone who meets essential criteria is short listed to make sure process is open and transparent • Mandatory training for panel • Question themes given pre interview	• Developing passport to growth • Student safety support officers in place • MDT held including representatives from operations and HR that review all sexual safety allegations • Very clear career development pathways with supporting material easily accessible	• Springboard alumni come back and share stories
8	• Network has objectives and a small budget to support delivery of objectives • Publishing data (AACE & EMAS) On their website including outcomes. Executive team received statistics monthly	• For senior appointments networks are encouraged to sit on the recruitment panel • Shadowing is a standard offer	• Have tried to implement a number of things around flexible working for their band seven team leader roles for instance a nine day fortnight • Reverse mentoring open to any of the networks	• Women behind the uniform initiative - To promote storytelling • Considering recording "talking heads"
9			• Return to work package if an individual is off for six months (including maternity) - includes week with CSO, 3rd manning shifts double para shifts ending with formal sign off including driver training. Similar process in the EOC including 6x12 hour shifts with a mentor • Invested in the "wolf we feed" training	
10	• Podcast used for Network comms		• Sexual safety assurance and oversight group has three executive directors on it	
11	• Infographic produced that is recognised as good practice, sector benchmarking and trend analysis • Women in Hart positive action initiative • Robust succession planning processes in place that focus on business critical roles rather than talent identification • Network roadshows to understand barriers held quarterly including visits to emergency departments and stations	• Mandatory training for shortlisting and appointments panels	• All flexible working applications are submitted centrally and recorded on a case management system • Breastfeeding counselors	• Trust-wide mentoring scheme in place linked to the leadership development programmes as part of the YAS Leadership Development Pathway. Specific Women and Allies' Network mentoring scheme enabling experienced leaders to mentor junior colleagues (10+ successful partnerships). • Women and Allies' Network run quarterly 'In the spotlight' sessions, showcasing the career development and achievements of our women in leadership. Recently recorded two female leaders interviewing each other on their leadership journeys
12			• Menopause advocates program - trained volunteers providing support across the organization	• Female specific mentoring initiative linked to sexual safety work
13	• Director of operations working on informatics to incorporate gender metrics into integrated quality report	• AI software implemented	• Aspiring women leaders network focusing on band 7 and 8A women provides exposure and mentoring opportunities • Springboard programme • Measuring success in retention and promotion rates • 12 months structured OTL development programme • Policy change from automatic alternative duties to a risk assessment during pregnancy	• Reverse mentoring in place
14	• Robust EDI reporting is undertaken annually (to Board & Committees) which includes data on all available characteristics including gender. This includes pay banding, volunteers, applications, shortlisting and appointments, ending employment, disciplinary action, grievances, dignity at work, capabilities, flexible working requests and CPD. • Siren page • Empower network chair has protected time • Network chair was mentored by the previous (female) chief executive		• Lots of good support documents for Menopause • Female representation on appointments panels • Provide competence is being assessed 7 days prior to interview and a copy of the questions are placed in front of the candidates on the day • Network receives all opportunities for CPD prior to the wider workforce • Family friendly policy	• Empower network each quarter female leaders asked to present 'my leadership journey' to the group • 66 directors and non executives are involved in the empower network mentoring programme



Development of a Toolkit covering 4 areas

Recruitment



Retention



Organisation



Role Modelling





Toolkit – Organisational considerations

1



Set ambitious diversity goals

Set ambitious goals to drive tangible progress, unlock innovation, attract talent, foster a positive culture and ensure legal compliance

Good practice examples

- ✓ Clear, public facing statements that include goals of achieving parity of representation with the communities we serve or the people we lead

2



Positive action focus

Prioritise which under-represented groups will receive positive action support from the organisation

Good practice examples

- ✓ Online, accessible positive action space
- ✓ Clarity of what support is available to individuals at each stage
- ✓ Agreement of outcome targets before key recruitment rounds

3



Positive action support

Define what positive action means to the organisation, specifically what support will be available for females on their leadership journey

Good practice examples

- ✓ Eligibility and registration criteria to access positive action support
- ✓ Priority areas reviewed annually to maintain relevance
- ✓ Online application
- ✓ Easily auditable

4



Talent management

Align internal talent management processes to positive action priorities

Good practice examples

- ✓ Most services identified this as an area of development

5



Create Safe Spaces

Support a Network to build confidence, share experiences and access expertise. Maximise the opportunity for operational colleagues to participate

Good practice examples

- ✓ Senior / Executive level sponsorship
- ✓ Written summaries produced
- ✓ Podcasts
- ✓ Network Roadshows
- ✓ Clear annual objectives
- ✓ Budget allocation to support delivery of objectives

6



Check it's working

Regularly publish data that tracks positive action impact, the 'end-to-end' female leadership journey and identifies progression barriers

Good practice examples

- ✓ Sector reporting is primarily centered on the gender pay gap – new core and local key performance indicators proposed to broaden monitoring at a sector level
- ✓ Some trusts starting to track recruitment process
- ✓ Exit interviews undertaken and reporting by theme and gender





Toolkit – Encouraging more females into Operational Leadership

1



Language Bias

Use gender-neutral language and check whether job descriptions are unfairly weighted to value conventionally male traits over female traits

Good practice examples

- ✓ AI used by several services to identify and amend exclusionary language in recruitment material

2



Advertising

Use data-led insight to target advertising across platforms, networks and professional spaces known to attract women

Good practice examples

- ✓ Adverts shared with Women's Network in advance of posting
- ✓ Female imagery in advertising
- ✓ Focus Groups and Surveys being used to better understand barriers to application

3



Shortlisting

Define and implement safeguards that ensure the shortlisting process is fair, transparent and equitable

Good practice examples

- ✓ All services operate blind screening
- ✓ Central shortlisting and moderator panels
- ✓ Minimum of one senior female on all operational leadership shortlisting panels

4



Appointment panel

Ensure hiring decisions are based strictly on merit, skills and competence by having a gender diverse panel

Good practice examples

- ✓ Mandatory unconscious bias training for all appointment panel members
- ✓ Minimum of one senior female on all operational leadership appointment panels

5



Pre-interview support

Reduce anxiety and boost confidence as part of a package of positive action to attract a wider, more diverse talent pool. Equitable access to stretch opportunities

Good practice examples

- ✓ Range of coaching and shadowing opportunities offered
- ✓ Targeted mock interviews and assessment centres
- ✓ Confidence workshops
- ✓ Letters of encouragement

6



Interview process

Research shows that giving a work sample or test, that mimics the tasks candidates will be performing in role, are the best indicators of future performance

Good practice examples

- ✓ Many services sharing interview format, panel names, key topics and scenario questions in advance
- ✓ Values based, competencies is an emerging trend





Toolkit – Retaining females in Operational Leadership roles

1



Leadership transition

Transition into leadership is a vulnerable point; structured induction and support help women succeed

Good practice examples

- ✓ Aspiring female leadership programmes
- ✓ Career clinics and career coaching
- ✓ Module based leadership framework designed to support transition

2



Thoughtful role design

Research suggests women often prefer collaborative environments, valuing the combined effort and relationship-building aspects of teams

Good practice examples

- ✓ Many services have introduced team-based working in Operations or are actively working towards it

3



Flexible working

This is arguably the biggest barrier to female progression and the greatest challenge for an emergency service based on 24-hour shift patterns

Good practice examples

- ✓ Whilst most services are actively engaged in work to improve the flexible working offer with good examples around job sharing and changes to working patterns this is identified as an area for focus in 26/27

4



Investing in female leaders

Access to training, development opportunities and leadership programmes tailored to women's needs

Good practice examples

- ✓ Bespoke operational female leaders programme with automatic shortlisting for leadership roles
- ✓ Springboard Programme for aspiring females

5



Supporting key life events

Prioritise women's health and wellbeing at work. When organisation's support women's health, they enable women to thrive and stay in work

Good practice examples

- ✓ Comprehensive RTW package
- ✓ Menopause cafes
- ✓ Parent Support Policy
- ✓ Keep in touch days
- ✓ Breastfeeding councillor and rooms
- ✓ Maternity toolkit and packages

6



Sexual safety

Essential to protect physical and mental well-being, meet legal obligations and maintain a productive, inclusive and reputable culture

Good practice examples

- ✓ Toolkit adoption
- ✓ Executive level assurance Boards/Groups, Policies, Charters
- ✓ Training
- ✓ Publishing statistics on websites including outcome of processes





Toolkit - Helping females see themselves as Operational Leaders

1



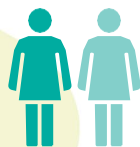
Female champions

Use female role models to inspire confidence, breaking down barriers and creating career pathways as it helps other women visualise success, encourages them to take risks and demonstrates that leadership is achievable

Good practice examples

- ✓ 'Women behind the Uniform' initiative to raise the profile of females in operational leadership roles increasing visibility
- ✓ Leveraging male allies to visibly champion and advocate for inclusive behaviours and women's career progression

2



Mentoring and sponsorship

Create opportunities for existing female leaders to provide mentoring or sponsorship in a structured way, linked to positive action

Good practice examples

- ✓ Mentoring scheme within Women's Networks with facilitated matching
- ✓ Reverse mentoring option
- ✓ Mentoring for aspiring female leaders - pairing with successful role models
- ✓ Executive female sponsorship of Networks, leadership programmes

3



Celebrating achievements

Regularly highlight the achievements and career paths of successful women within the organisation through internal communications, events and on the website

Good practice examples

- ✓ Bulletin articles, recruitment material
- ✓ 'Inspiring Women Leaders' Awards category
- ✓ Senior female leaders talk regularly to Empower Network of their leadership journey
- ✓ Lots of services using their Networks to tell stories – one using an interview style

4



Leadership path transparency

Clearly outline the requirements and steps for career advancement to help women understand what is needed to reach senior operational leadership roles

Good practice examples

- ✓ Women sharing their journeys, including challenges they overcame and non-linear career paths





The sector may wish to consider the national WRES and WDES approach in the context of recruitment measures – i.e. a specific measure of “what is the relative likelihood of females being appointed from shortlisting compared to males” for example

Proposed Core KPIs for adoption by all services as soon as possible



- ✓ Gender pay gap analysis to highlight any disparities
- ✓ Gender composition tracking



- ✓ Tracking of applications, shortlisting and successful hires to ensure fairness of the recruitment process



- ✓ Turnover to provide an insight into underlying issues such as workplace culture
- ✓ WTE as an initial proxy of work/life balance
- ✓ Female leaders with flexible working arrangements



Additional metrics that Trusts may wish to adopt

- ✓ Where applicable and in place, tracking the effectiveness of positive action schemes

- ✓ Managers undertaking appointments panel training including unconscious bias training

- ✓ Flexible working applications and approvals
- ✓ Effectiveness / ROI of leadership training schemes
- ✓ Exit interview themes

- ✓ Access to mentoring or sponsorship to indicate an organisations commitment to fostering female talent

All metrics monitored by Band and by Setting





We hope that we can collectively...

- Commence a sustained journey toward improved female representation in operational leadership
- Let data drive our insights remaining open to innovation
- Increase visibility of some of the barriers females face, leading boldly in championing women, removing barriers to progression where they exist
- Show women that the sector is listening and responding
- Embrace the organisational value of representative leadership
- Consider using this methodology of collaborative working to drive other improvements, recognising that where we make improvements for one group, we often improve things for all



Ambulance Leadership Forum 'Takeaways'

Sector wide

Recommendation to adopt a standard, transparent method for collecting and reporting gender data in operational leadership

Local adoption and assessment

Trusts asked to support the adoption of the good-practice toolkit and scalable methodology, informed by the findings of this work

Trusts encouraged to consider undertaking local self-assessments and set ambitious female leadership improvement goals

Further exploration

NDOG will review flexible working in 2026/27 focusing on balancing individual, team and organisational opportunities



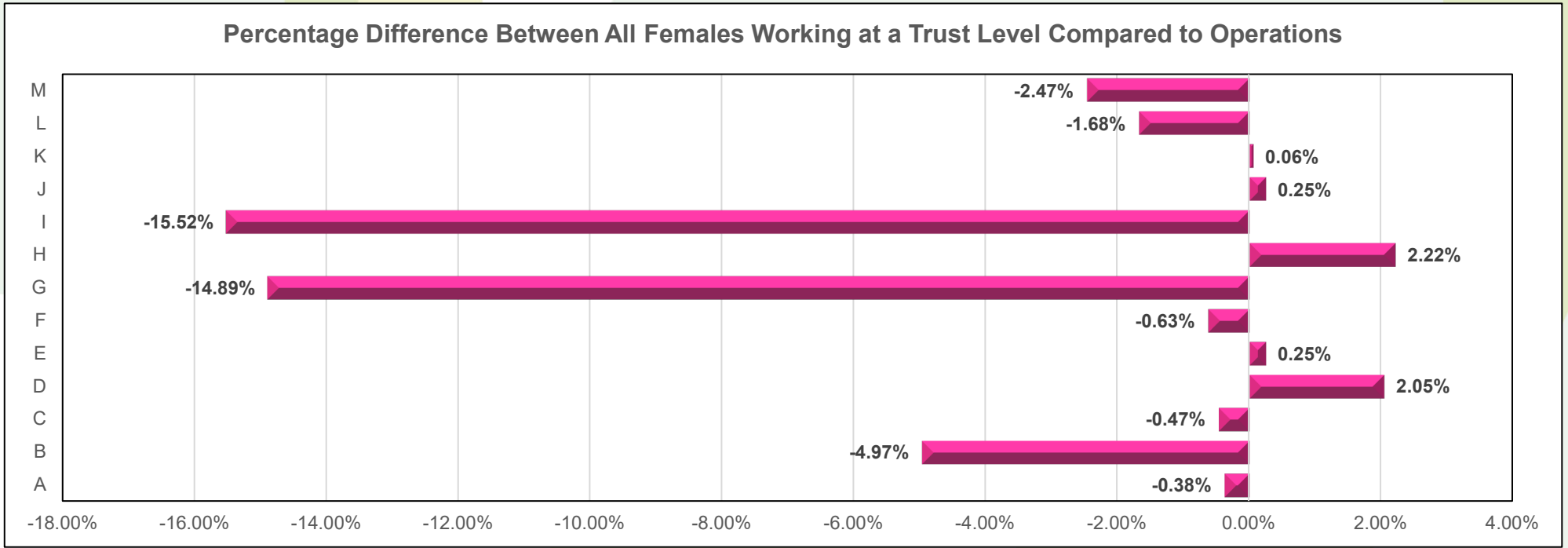
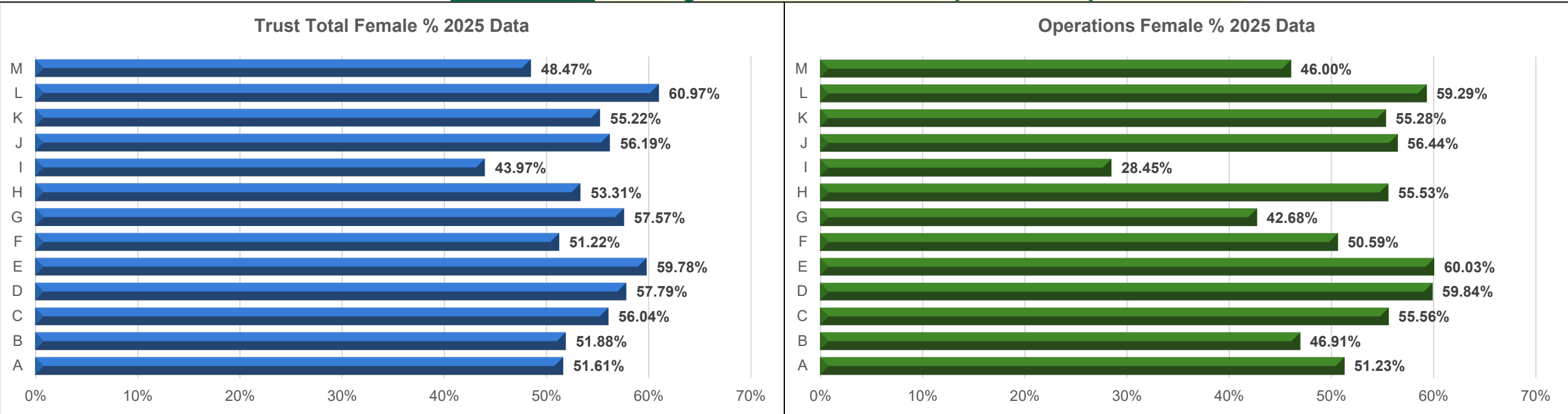
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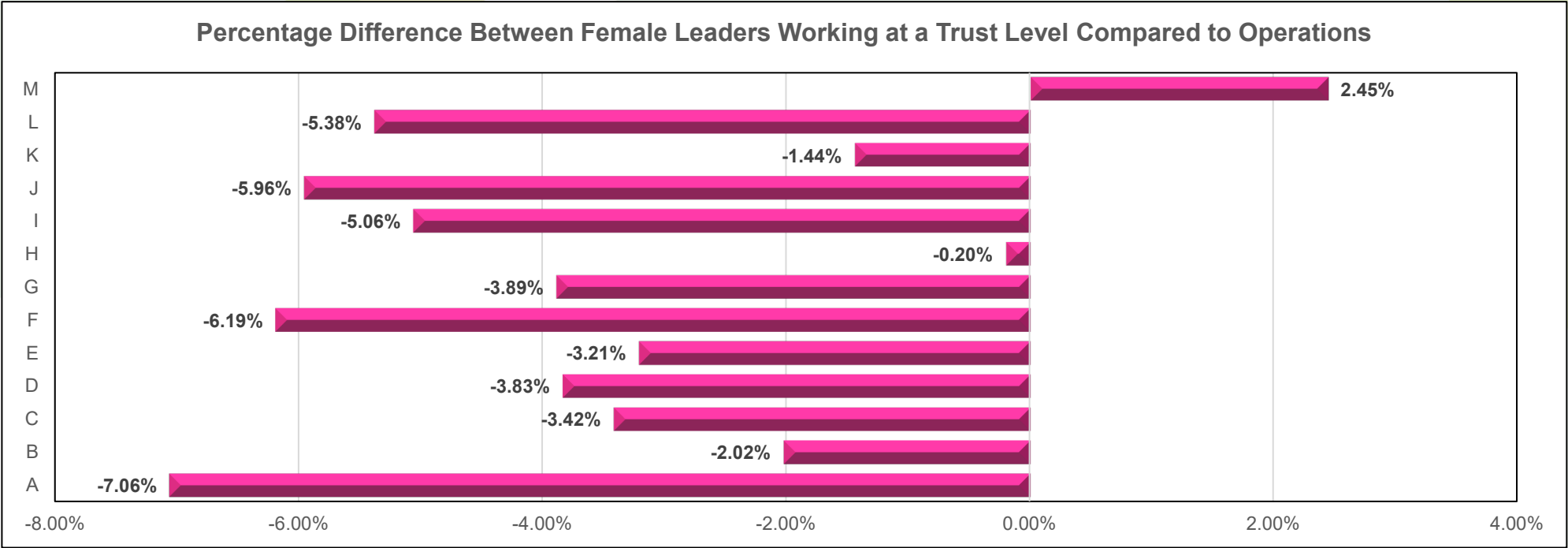
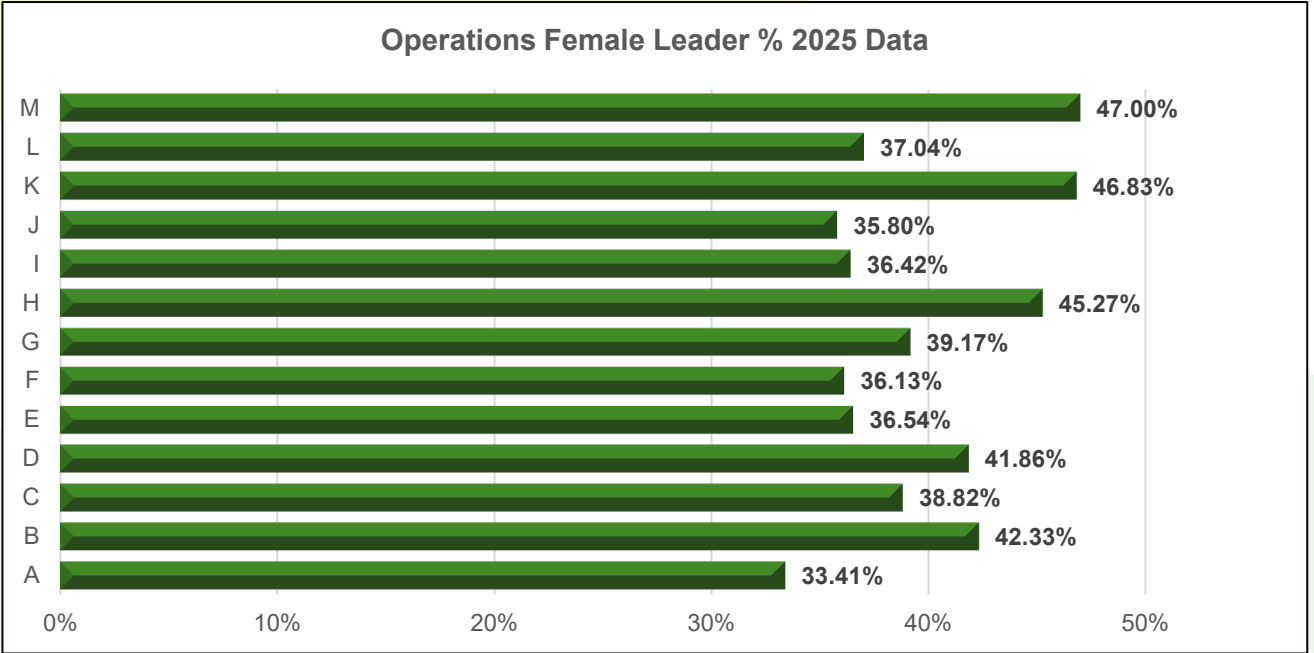
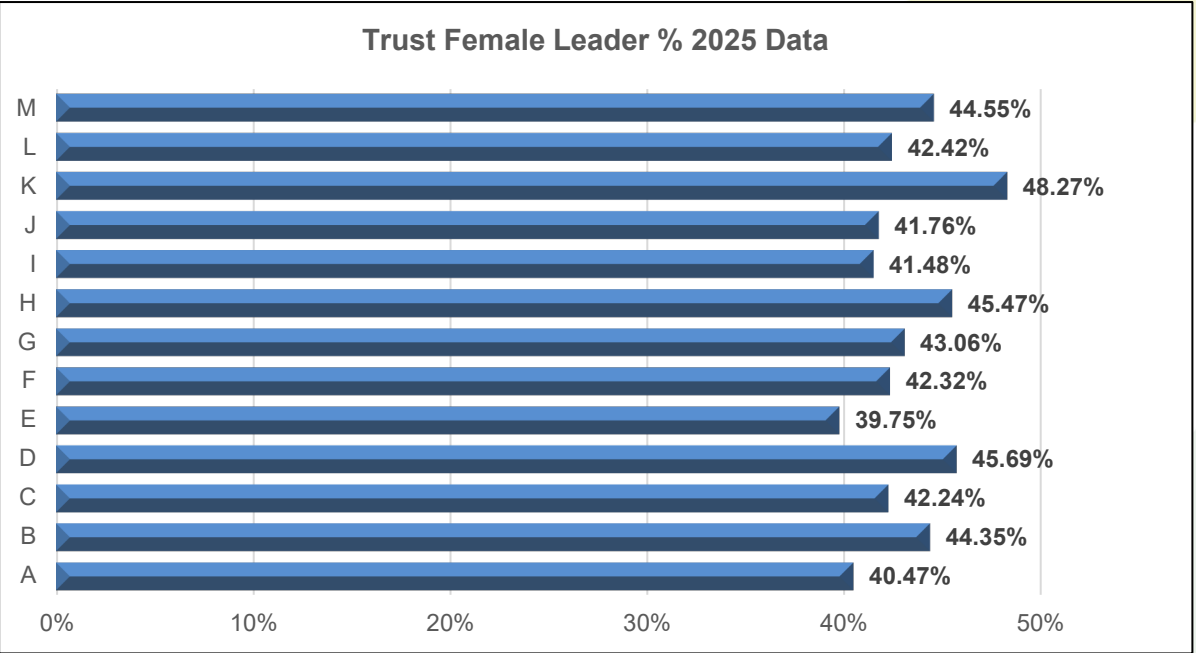
Appendix: Data Collection Benchmarking Outcome (Quarter 3, 2025/26)



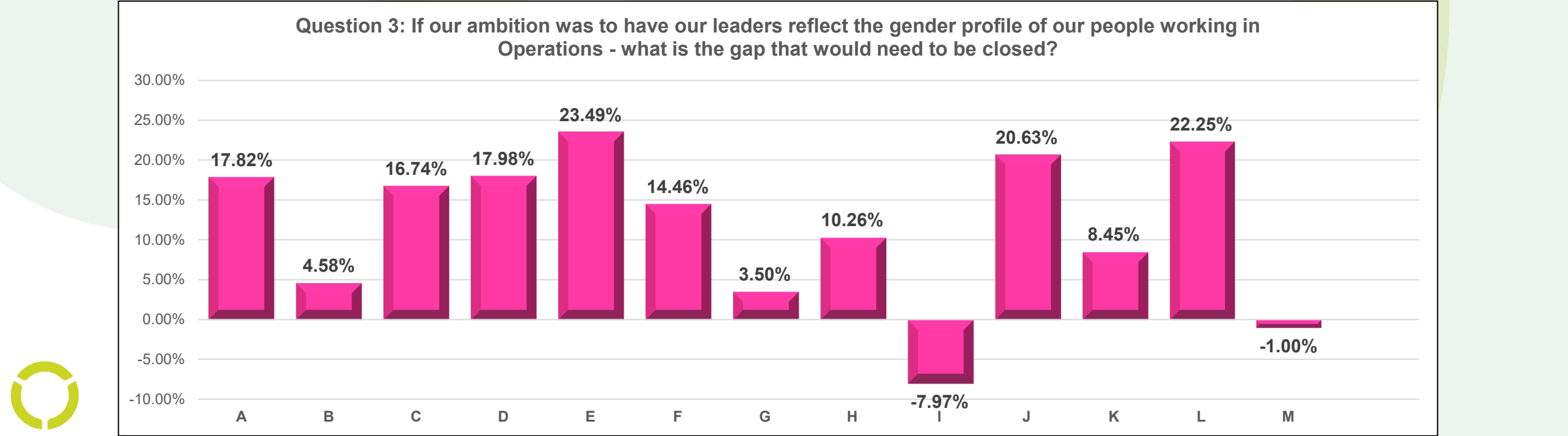
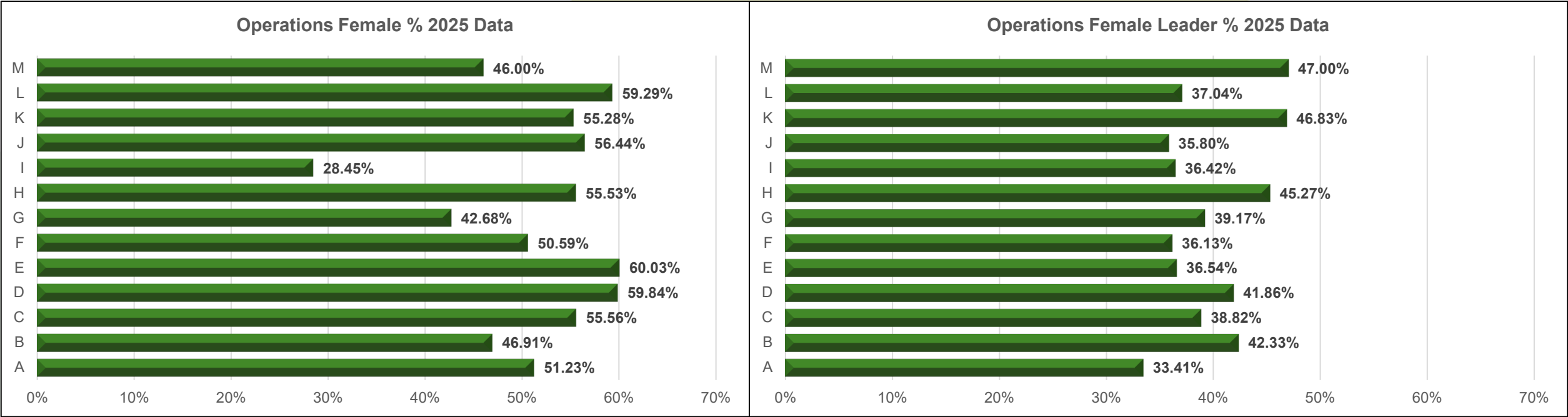
Q1: What is the difference between all females working at a Trust level compared to Operations?



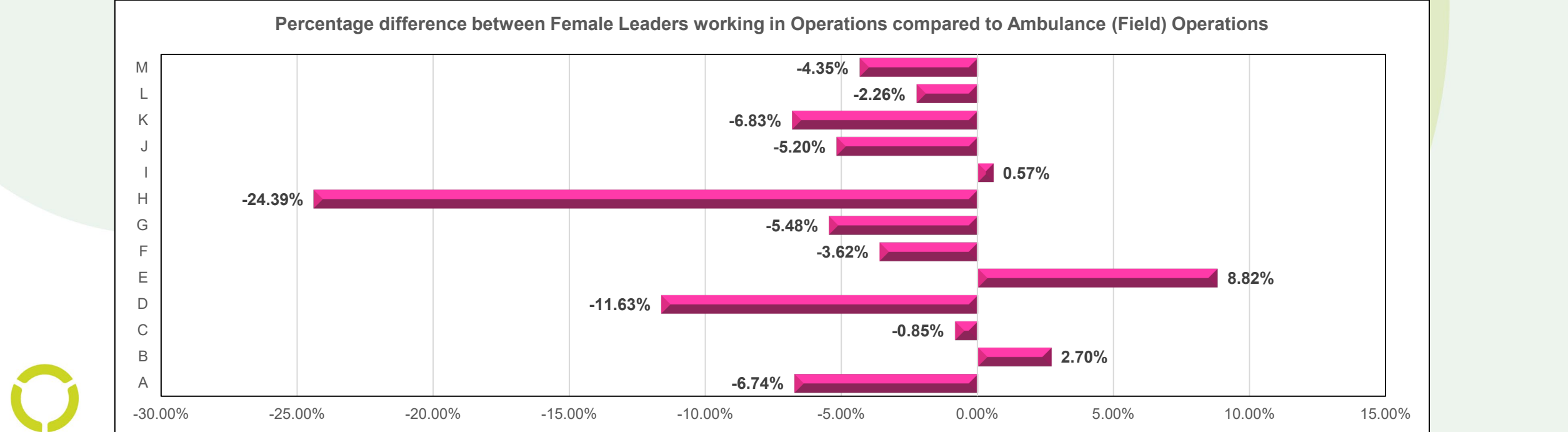
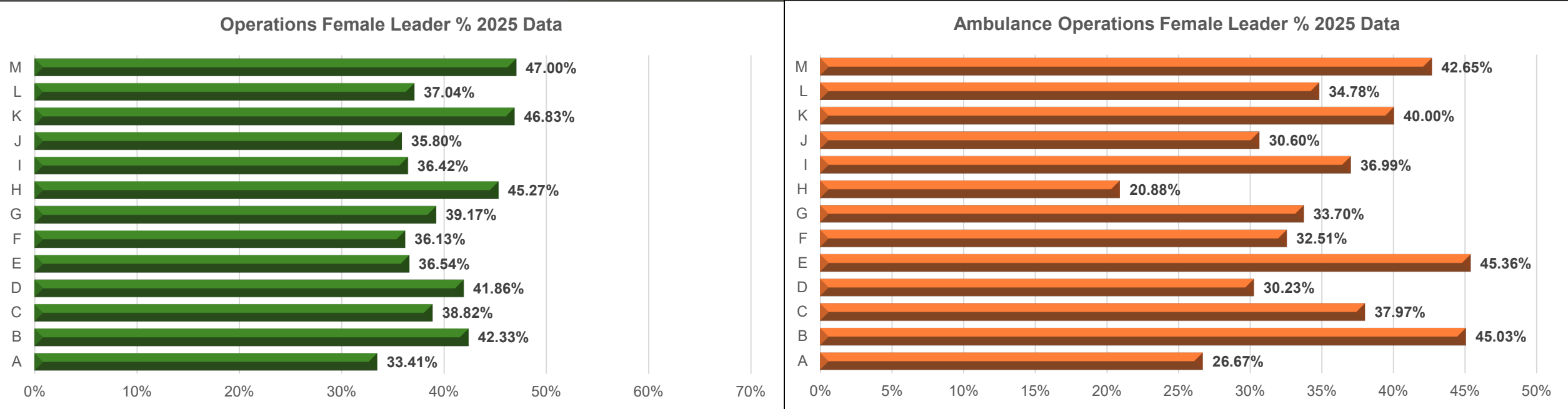
Q2: What is the difference in female leader representation if Operations is compared with the Trust as whole?



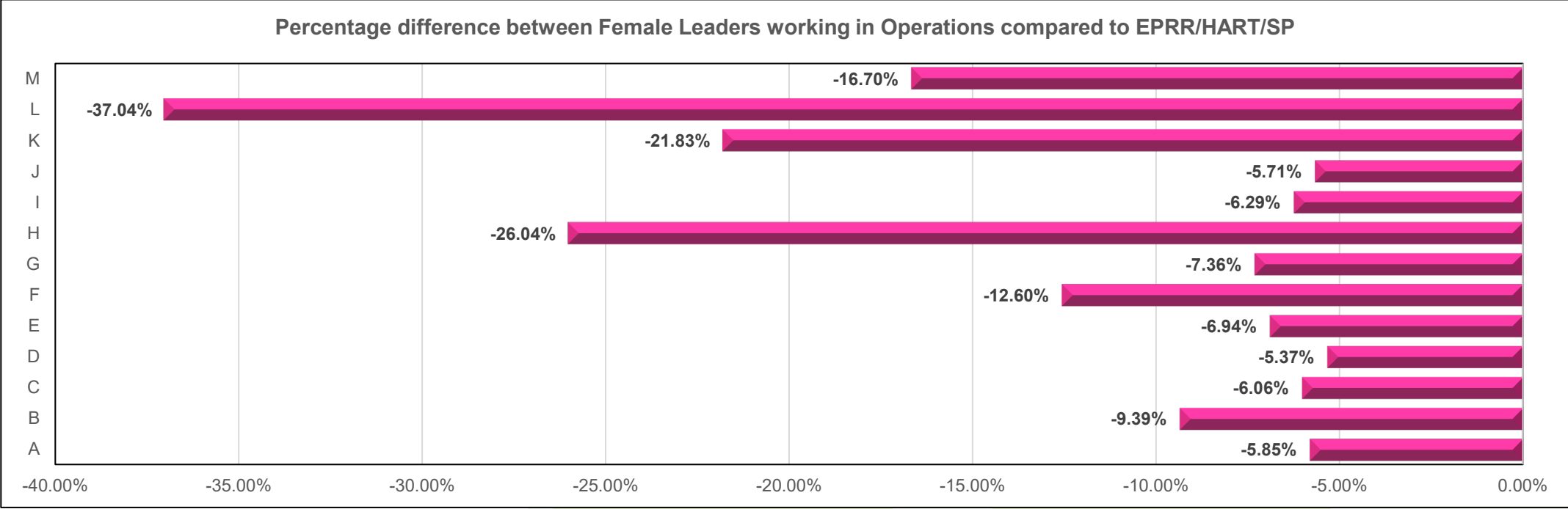
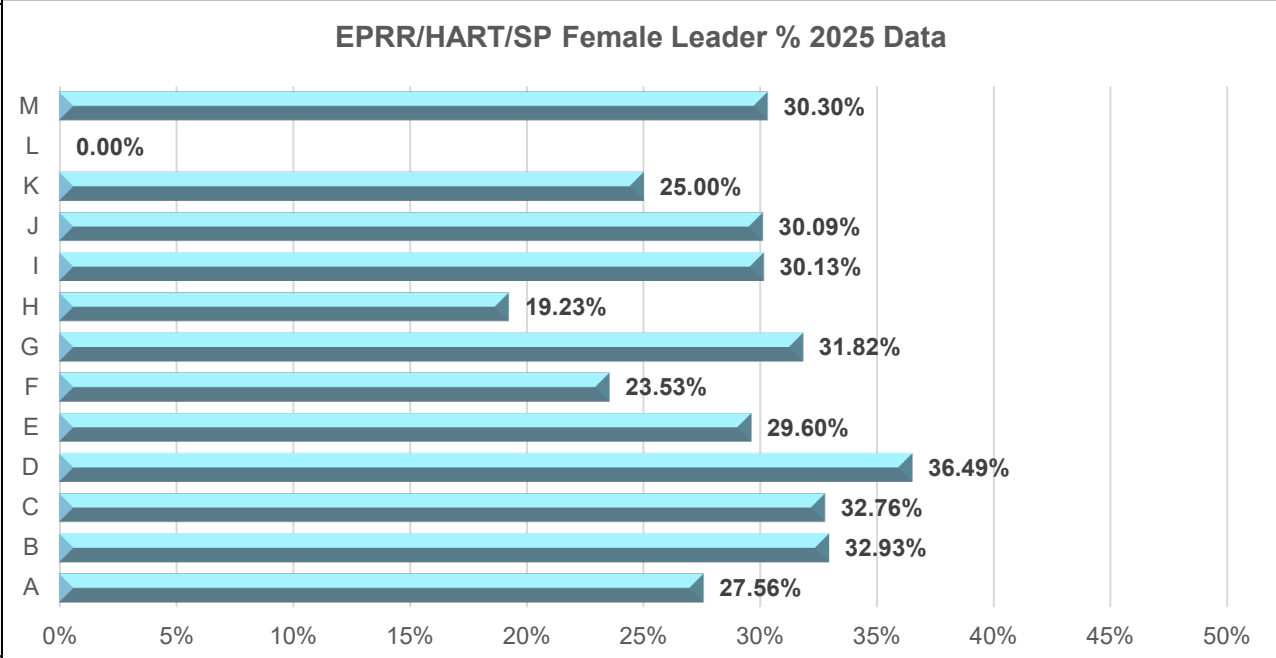
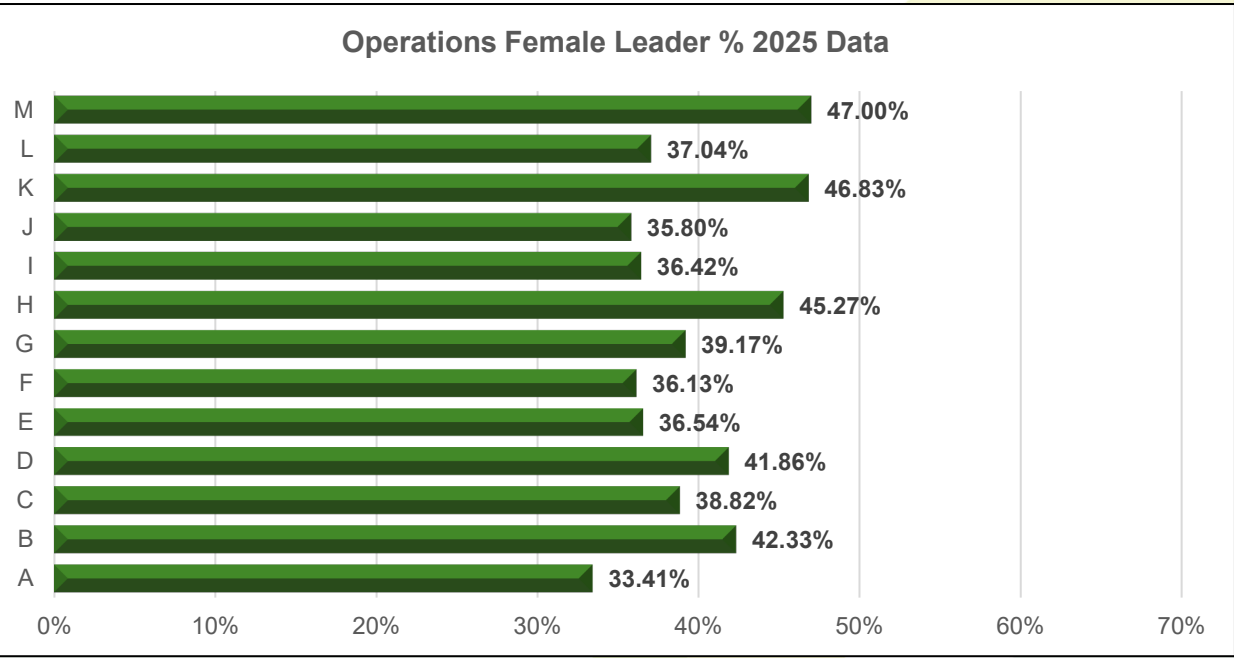
Q3: If our ambition is to have our leaders reflect the gender profile of our people in Operations, there is a gap to close



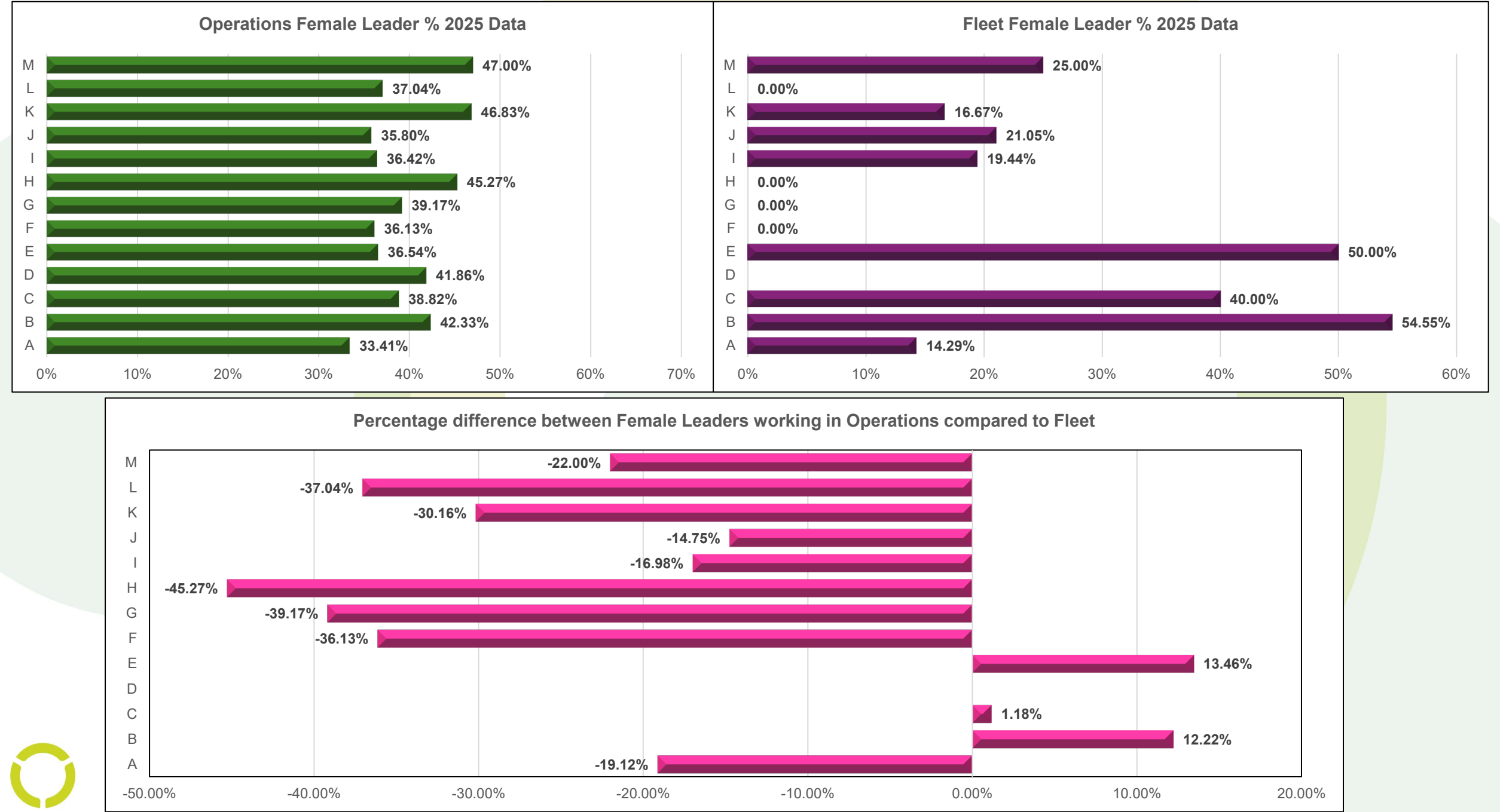
Q4: What is the percentage difference between female leaders working in Operations compared to Ambulance Operations?



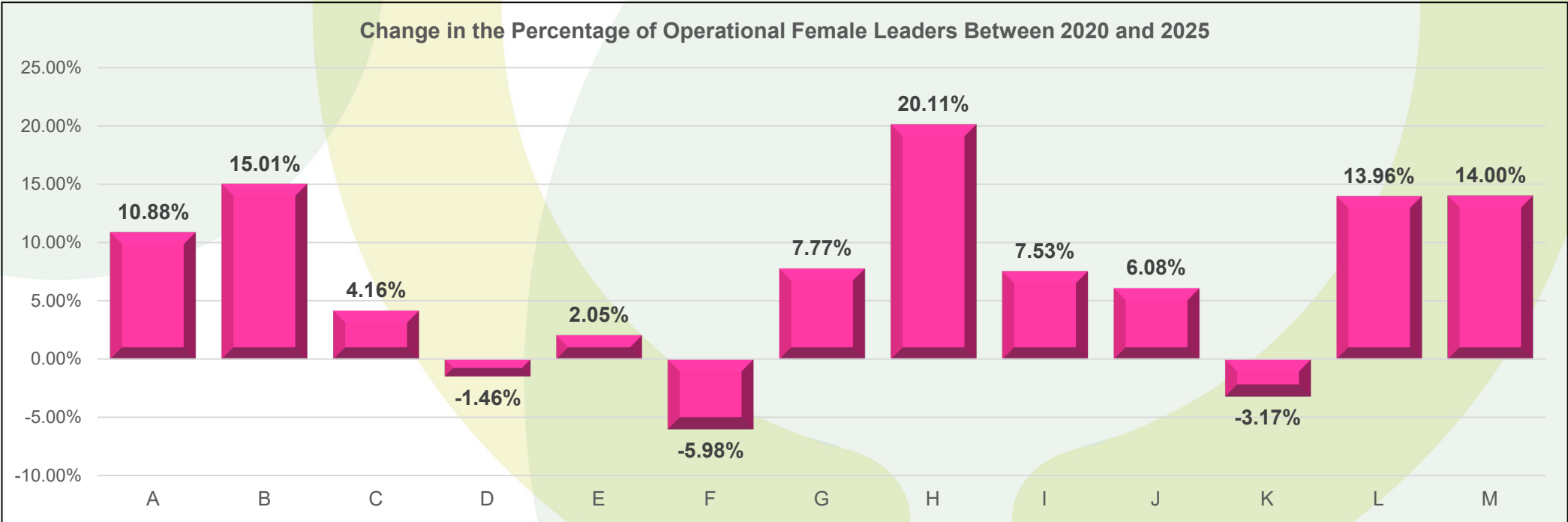
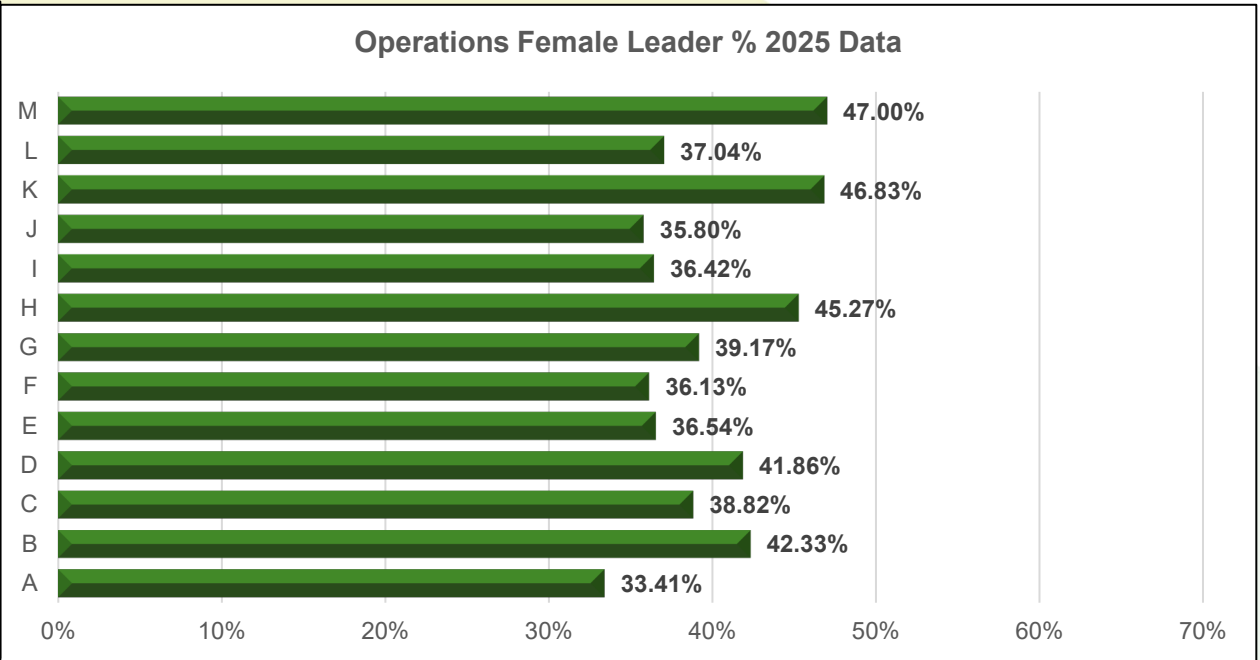
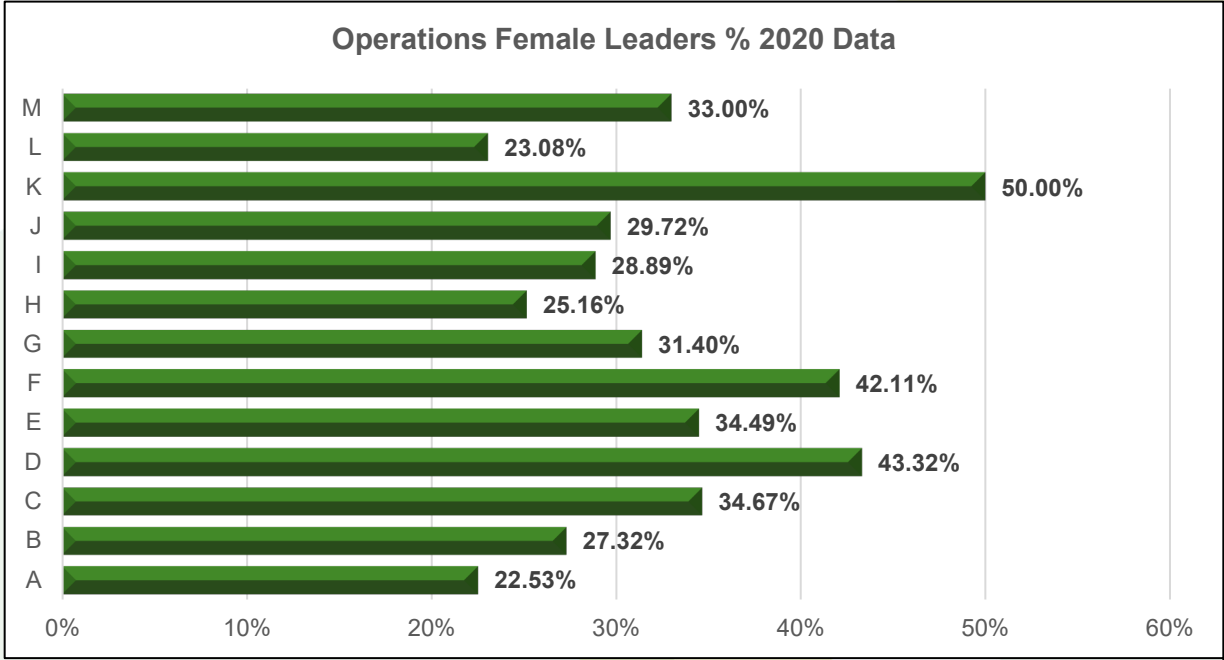
Q5: What is the percentage difference between female leaders working in Operations compared to EPRR/HART/SP?



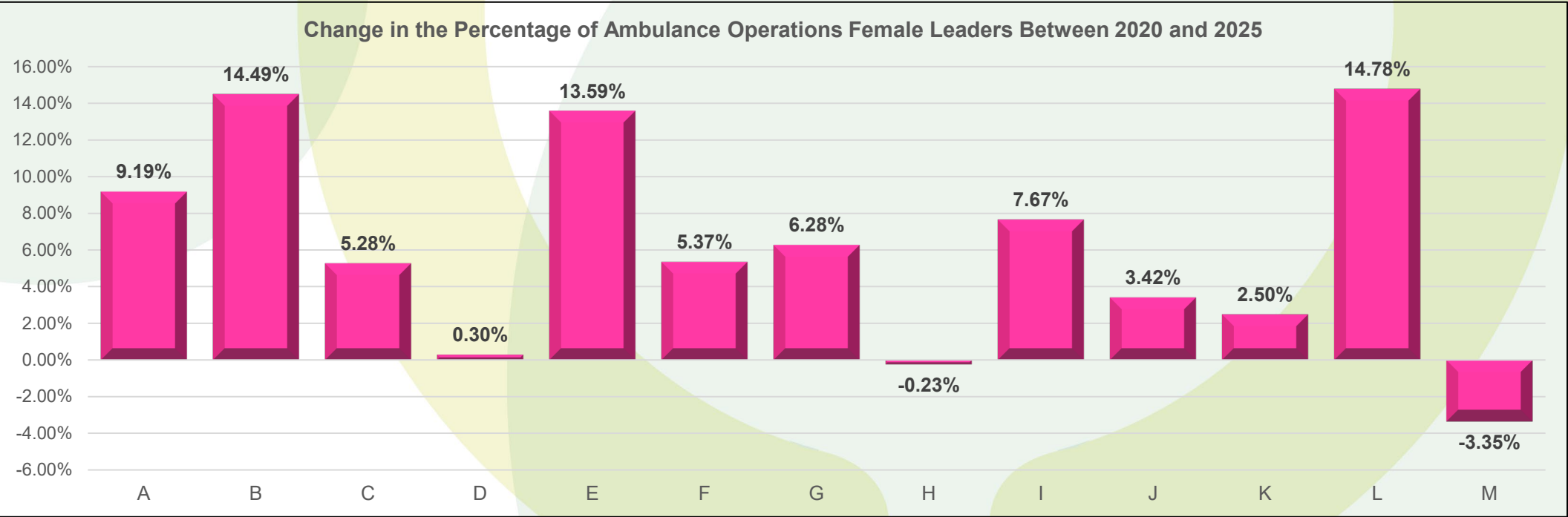
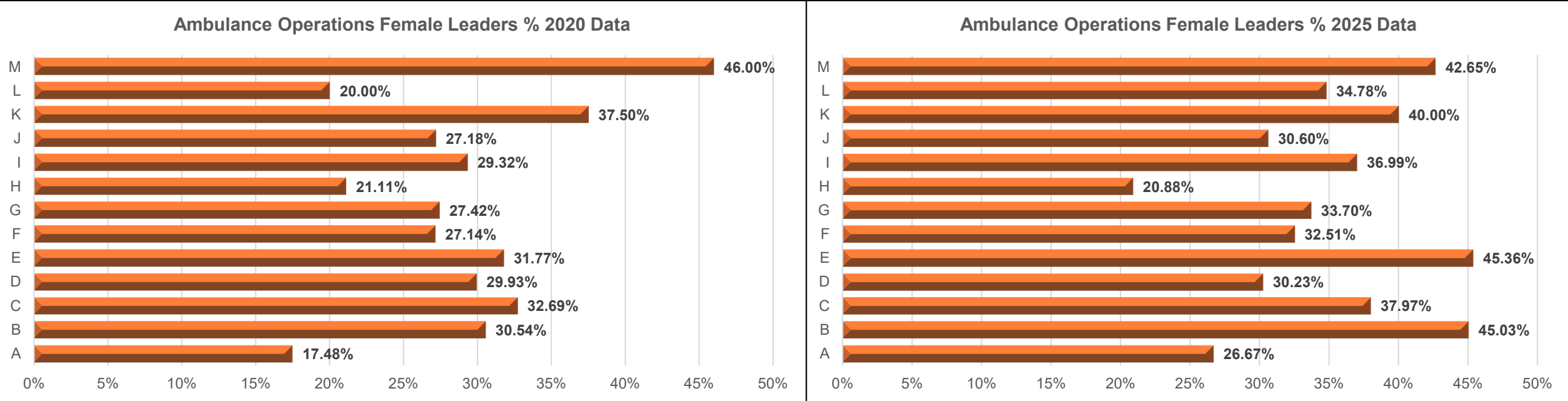
Q6: What is the percentage difference between female leaders working in Operations compared to Fleet/AVP?



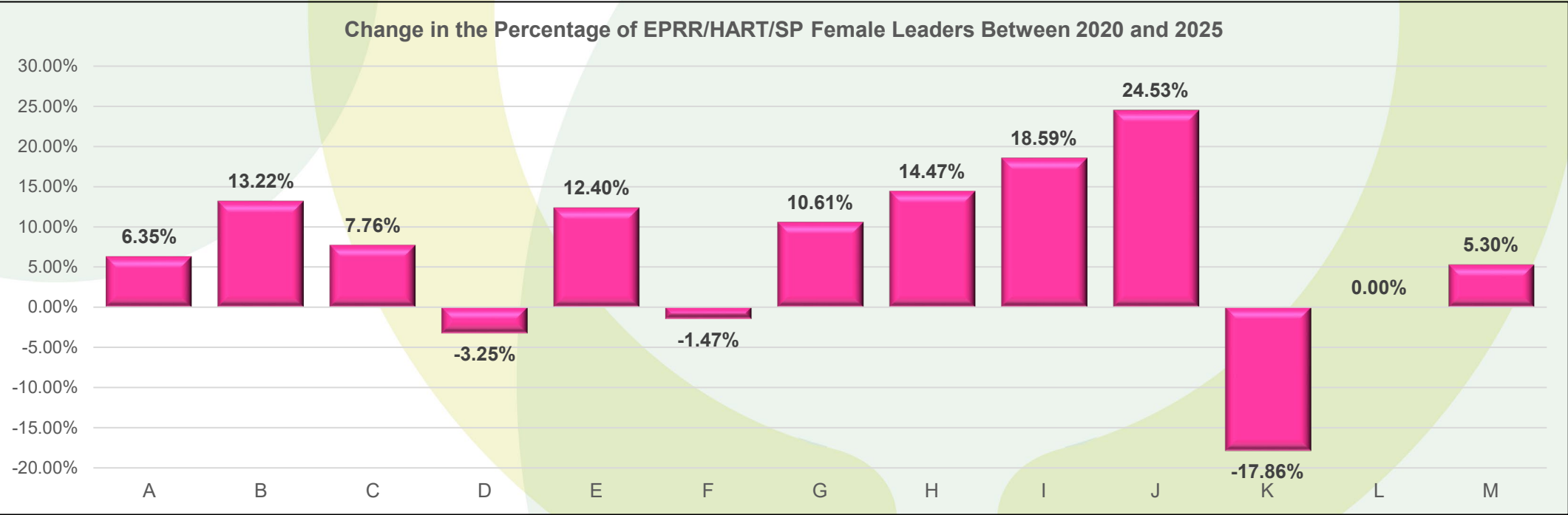
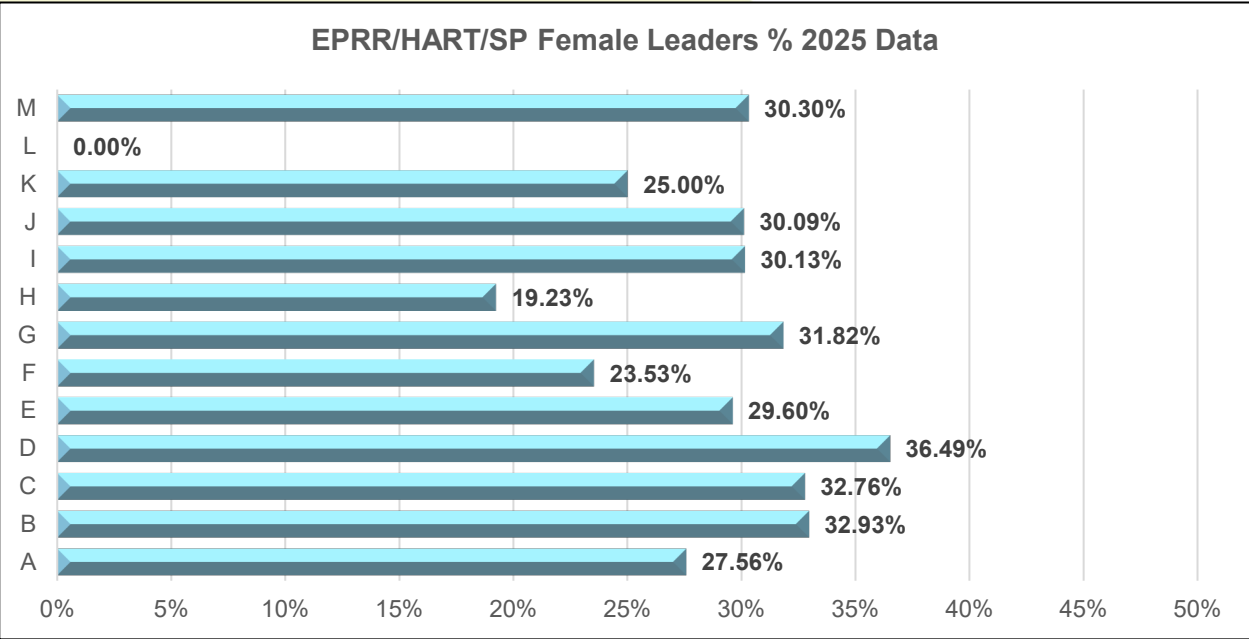
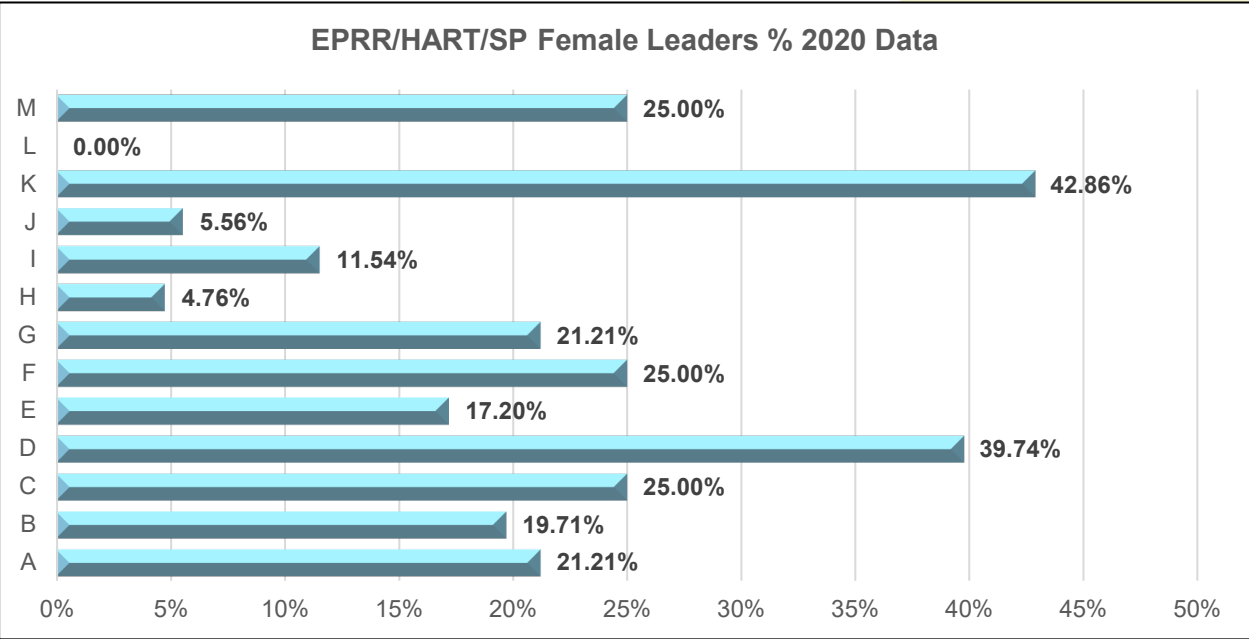
Q7: What is the percentage movement of Operational female leaders between 2020 and 2025?



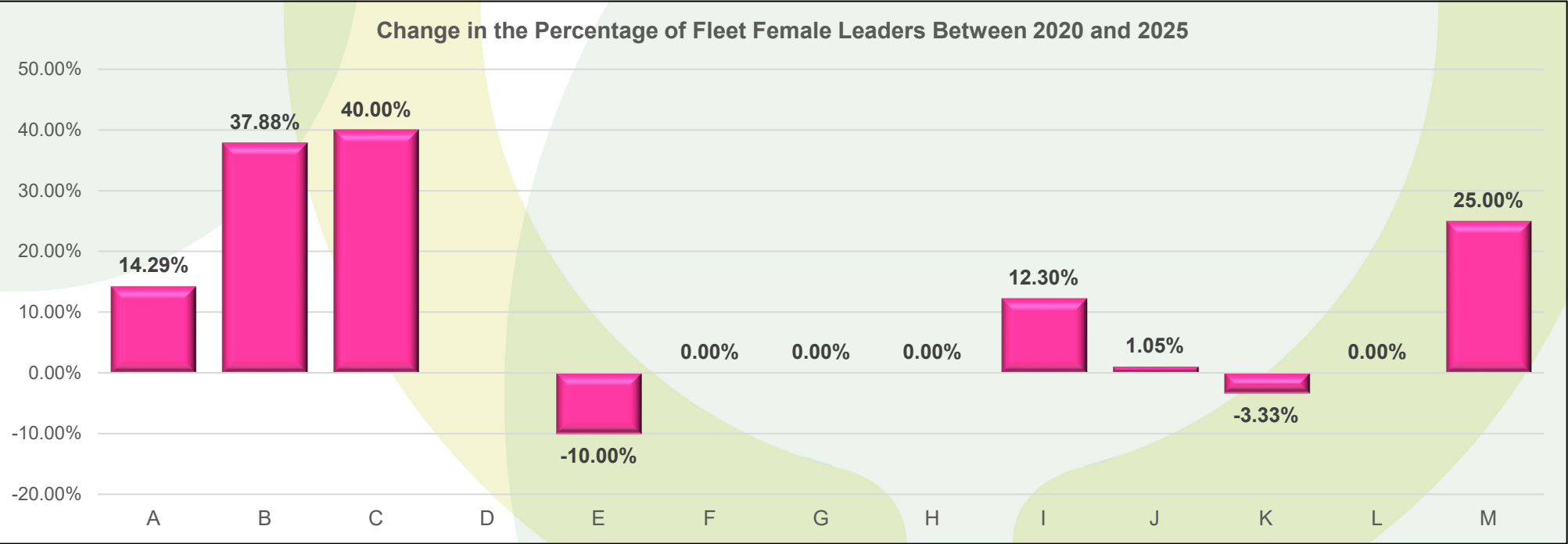
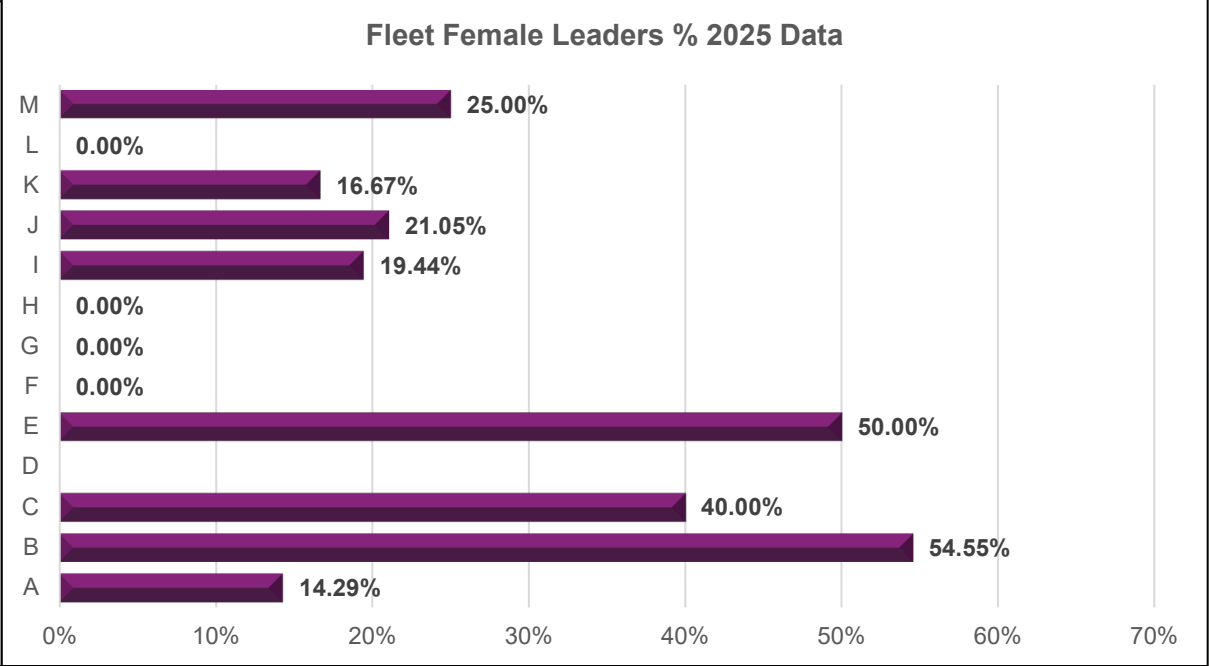
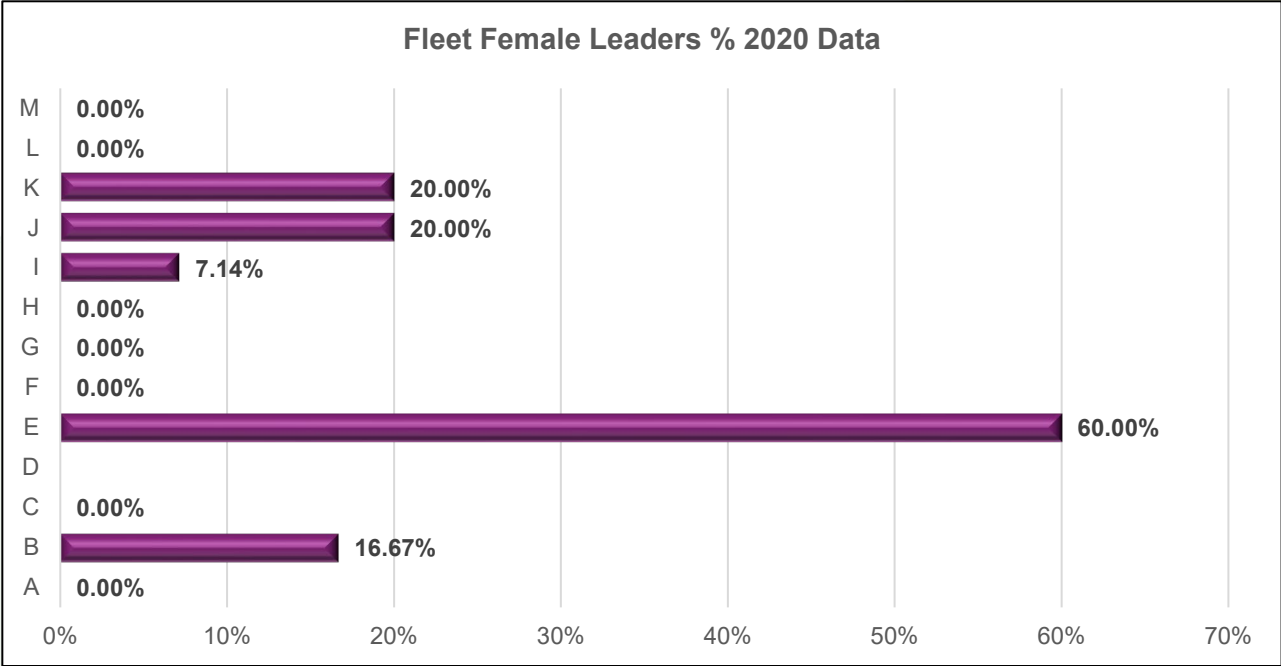
Q8: What is the percentage movement of female leaders in Ambulance (Field) Operations between 2020 and 2025?



Q9: What is the percentage movement of female leaders in EPRR/HART/SP between 2020 and 2025?

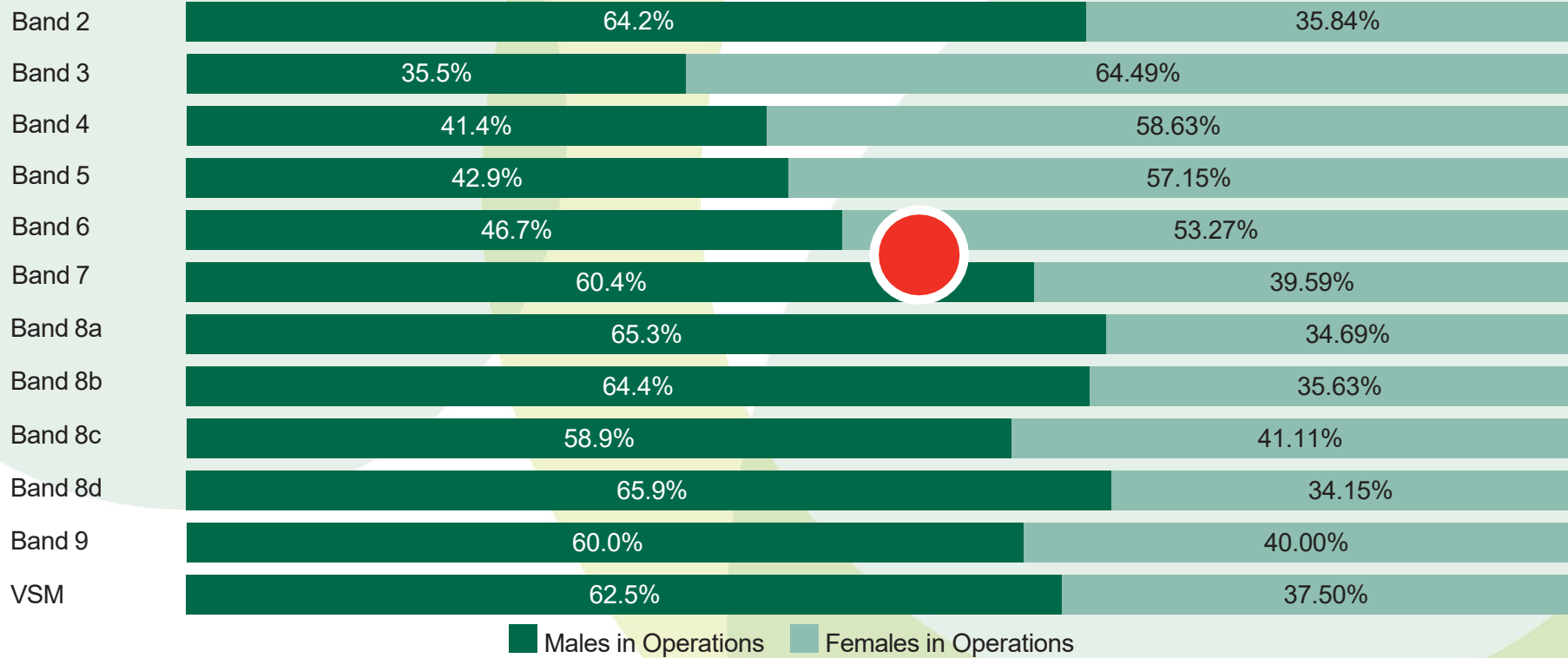


Q10: What is the percentage movement of female leaders in Fleet between 2020 and 2025?





National position for male/female proportion by band in Operations (2025 Data)

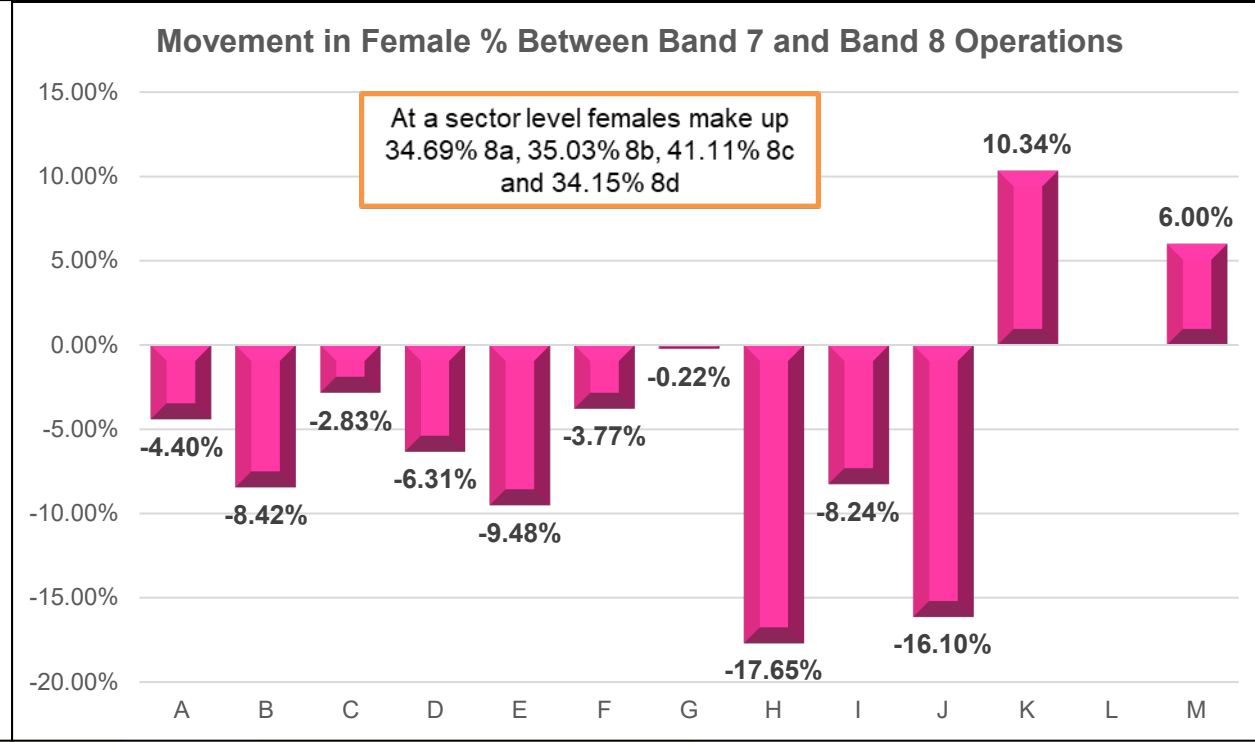
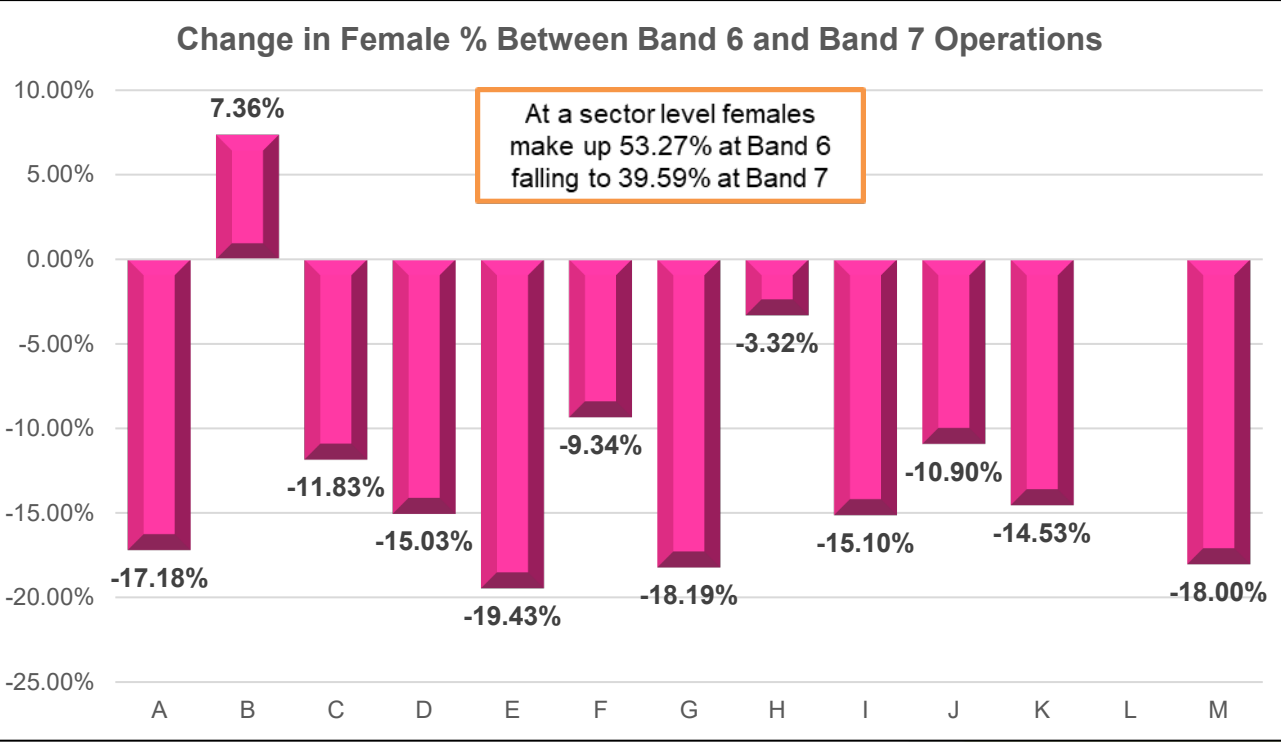
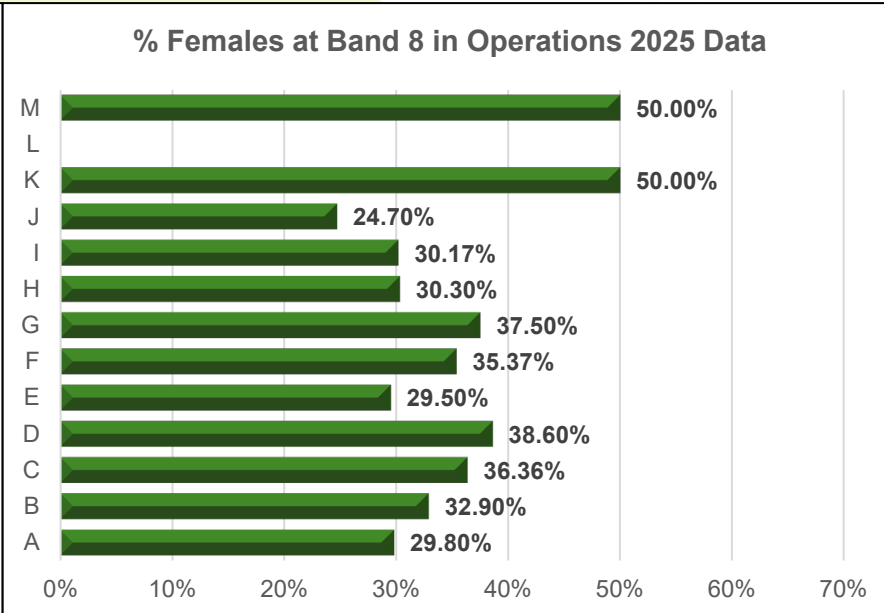
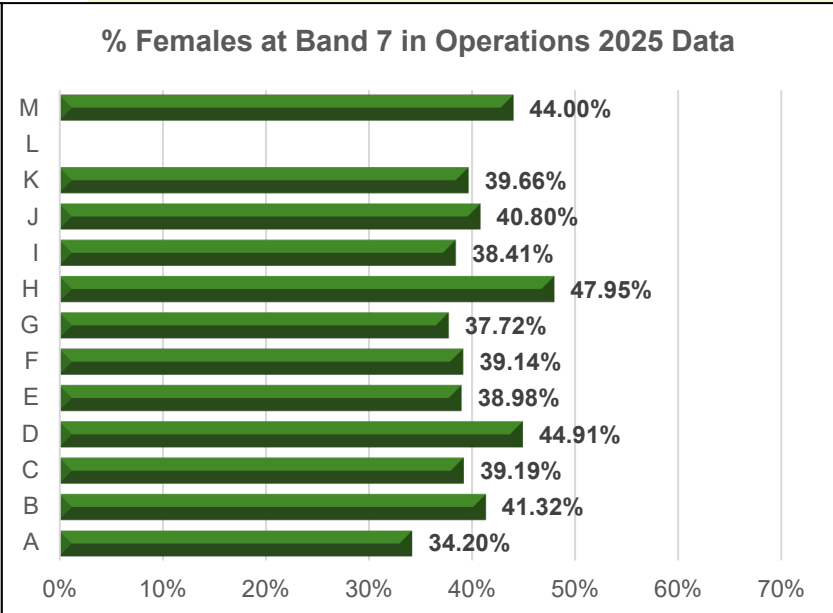
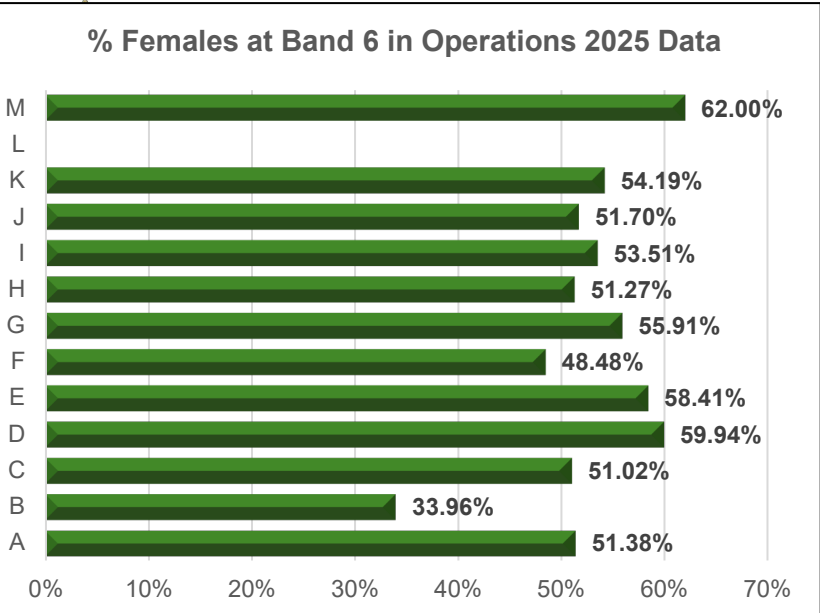


	Operations		
	Change in % Between Bands	Total Staff Reported in Band	Total Female Staff in Band
Band 2		625	224
Band 3	28.7%	7,948	5,126
Band 4	-5.9%	8,593	5,038
Band 5	-1.5%	11,556	6,604
Band 6	-3.9%	13,774	7,337
Band 7	-13.7%	4,135	1,637
Band 8a	-4.9%	539	187
Band 8b	0.9%	247	88
Band 8c	5.5%	90	37
Band 8d	-7.0%	41	14
Band 9	5.9%	5	2
VSM	-2.5%	16	6

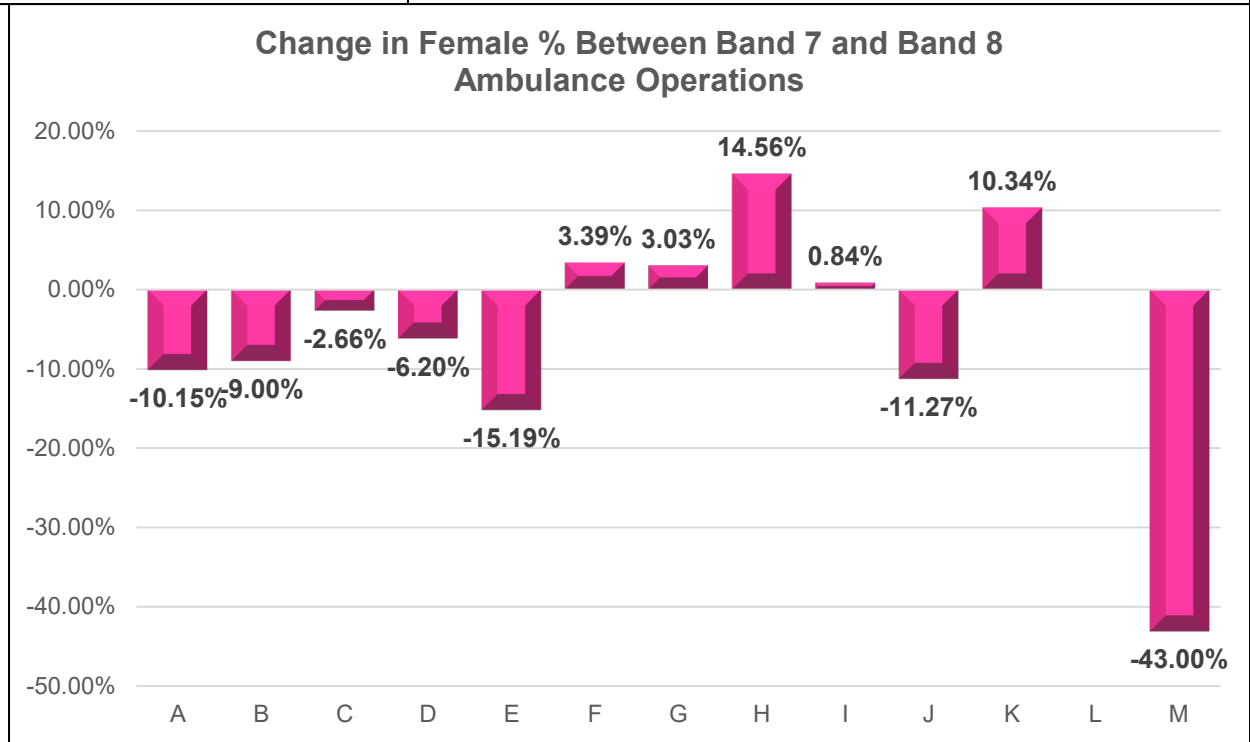
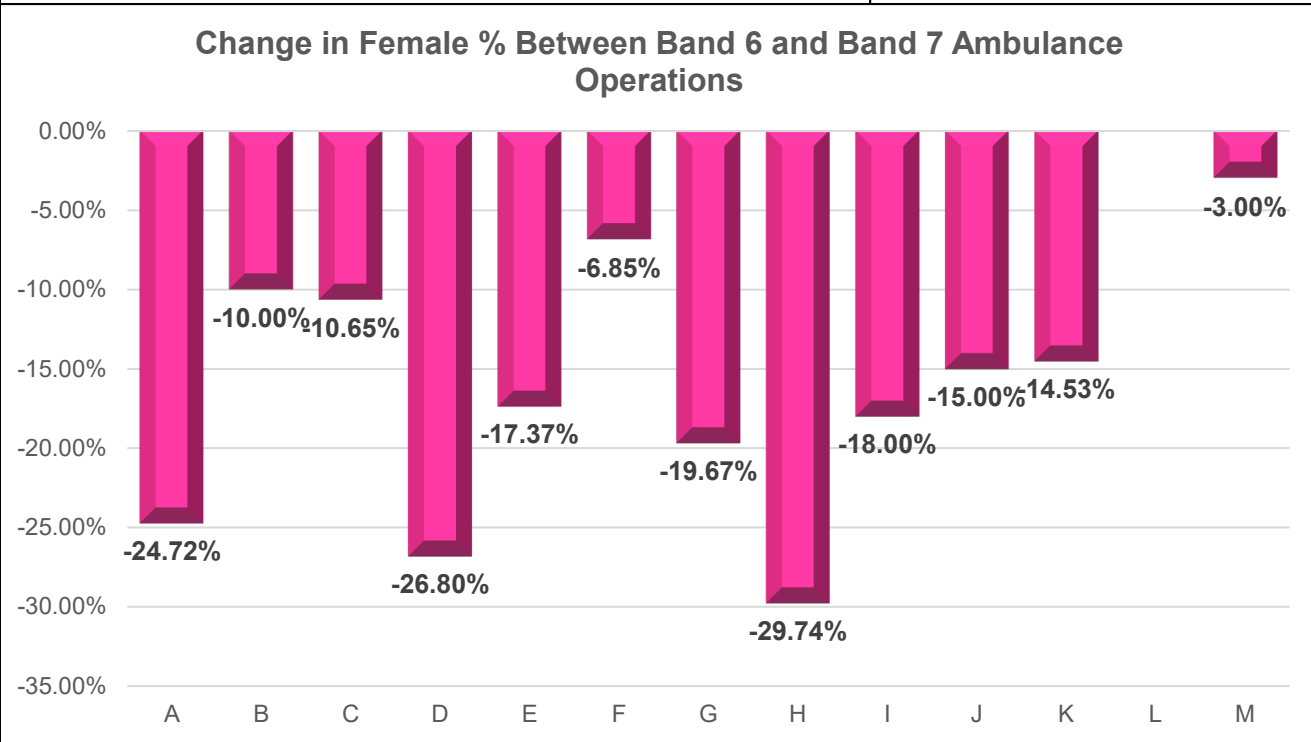
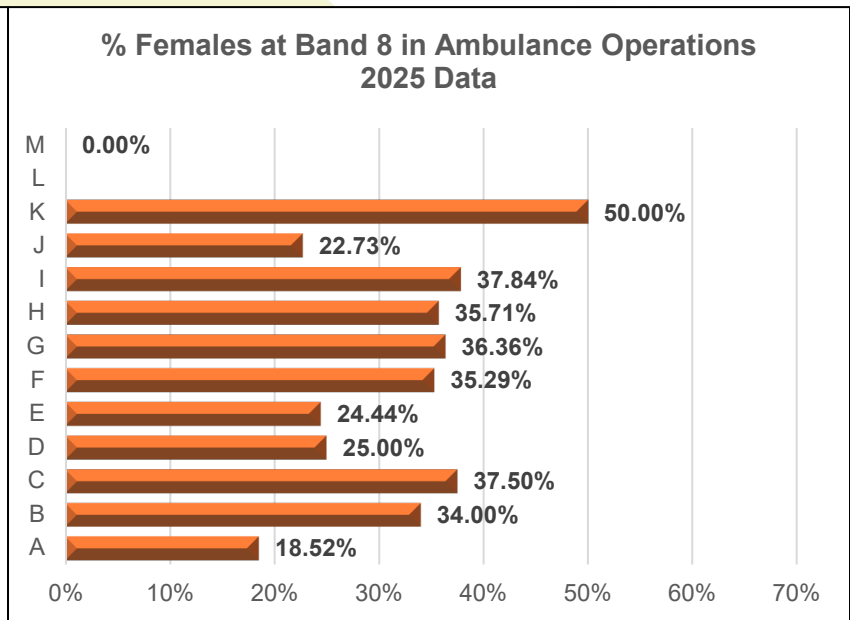
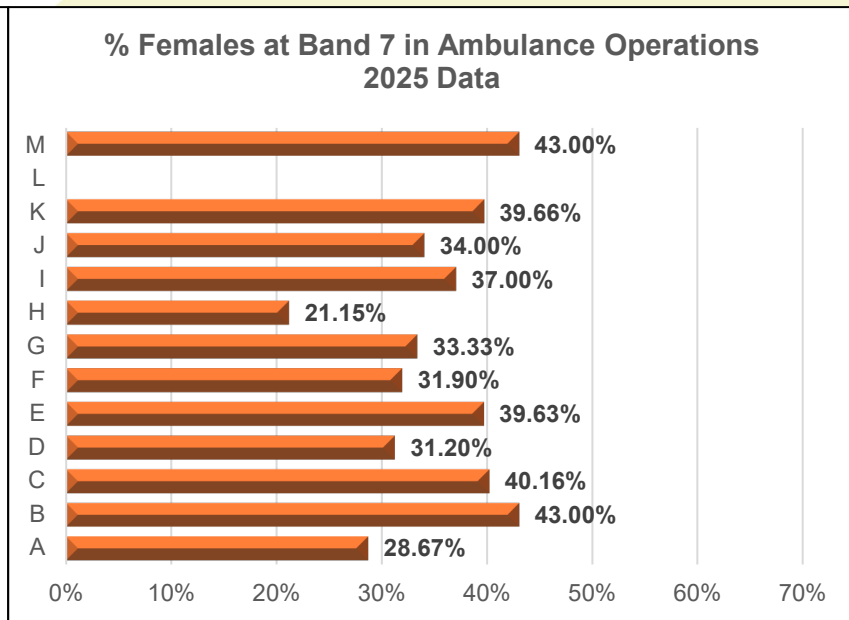
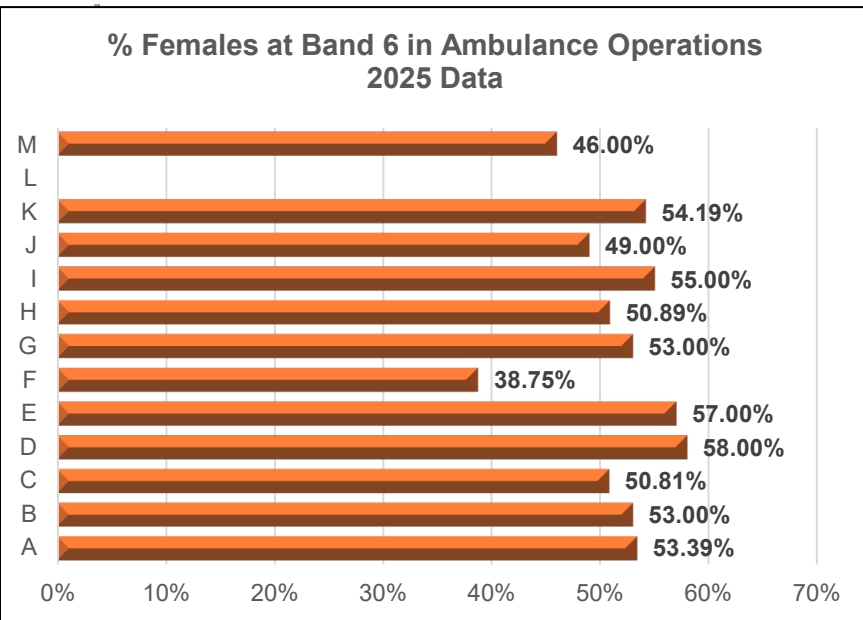
The table above shows the change in the % between bands e.g. there is a -13.7% change when going from Band 6 to Band 7, the largest drop at an aggregated sector level

At an aggregated sector level, until band 6 (excluding band 2) female representation is higher than males. Once past band 6 the position is reversed in all leadership grades

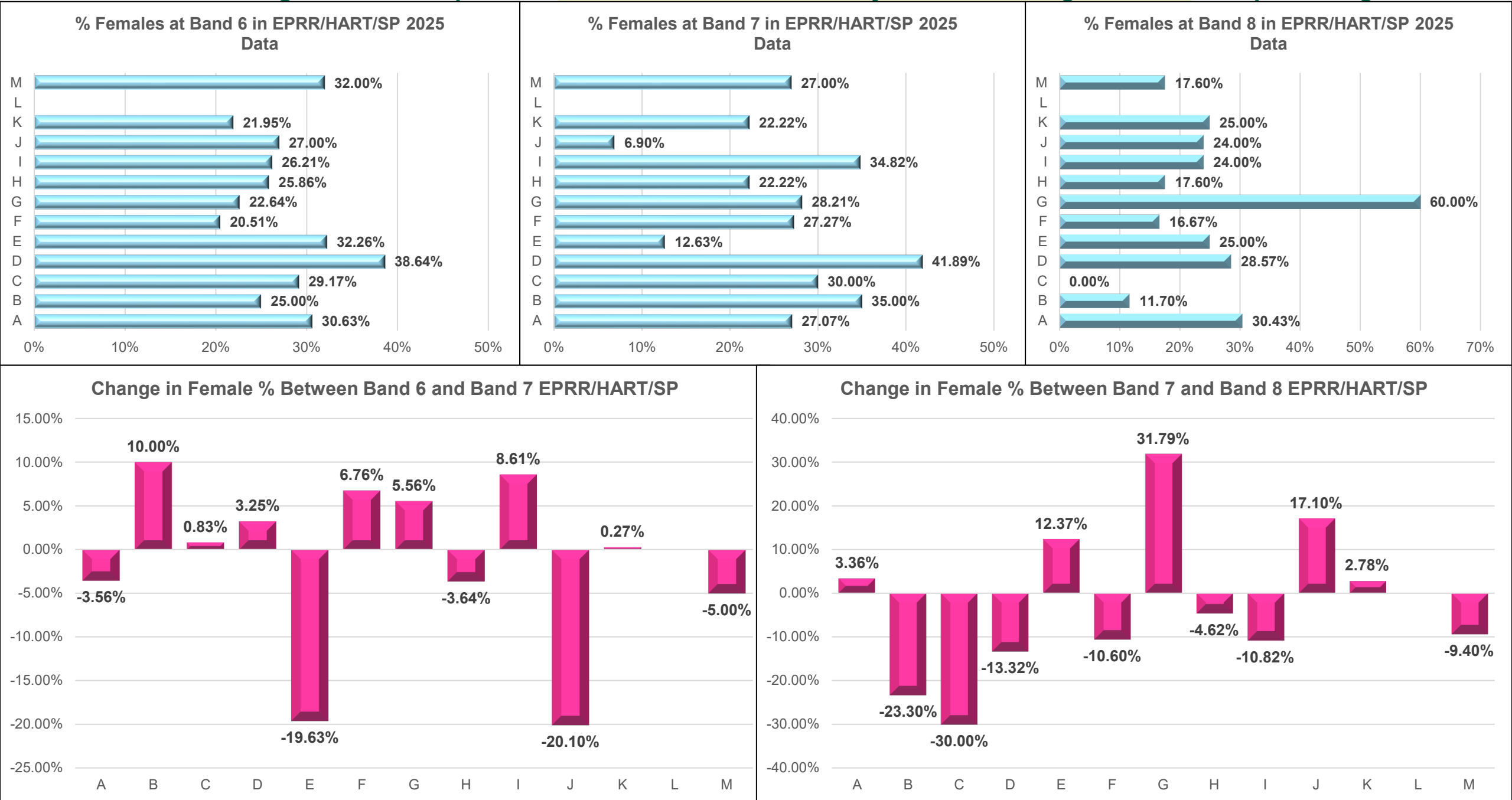
Q12: What is the change in female representation in Operations overall as you move through the leadership bandings?



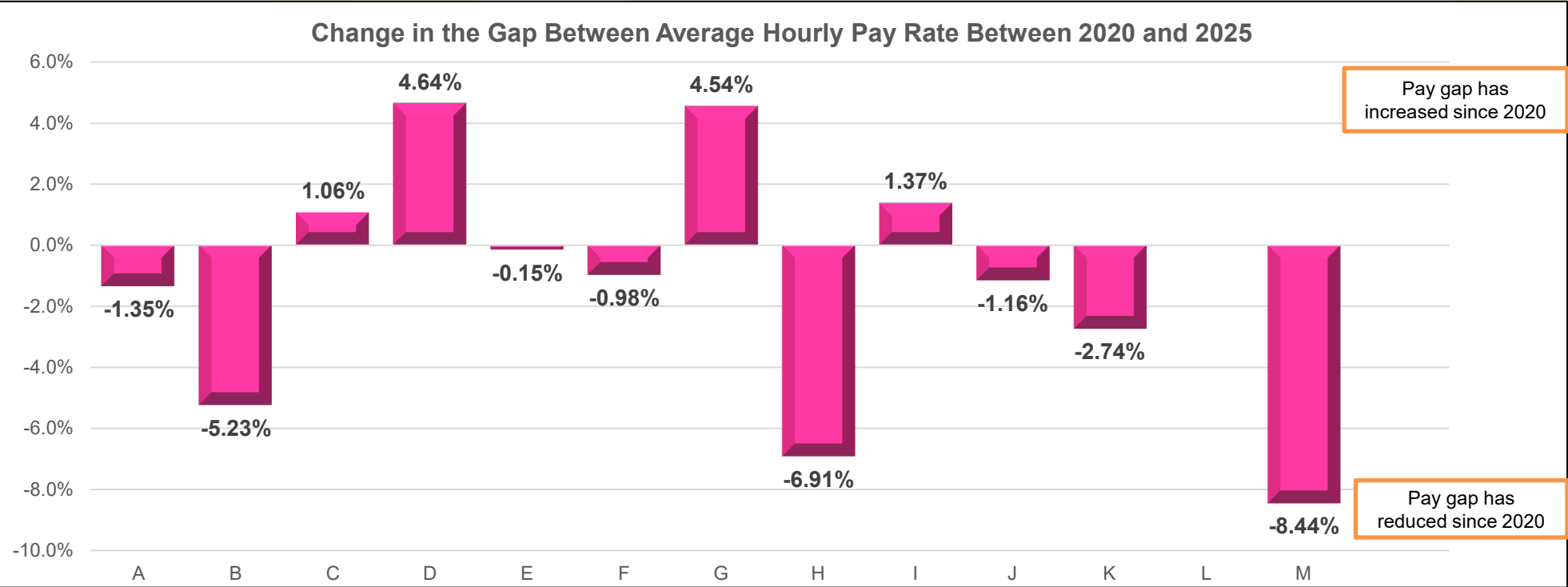
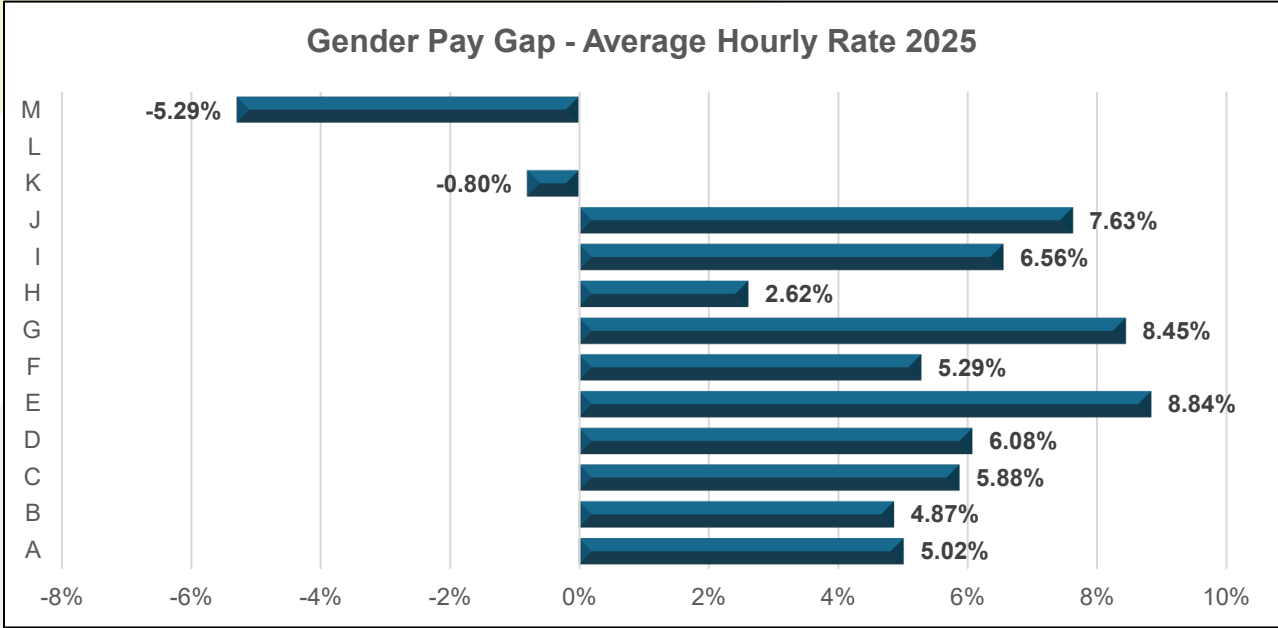
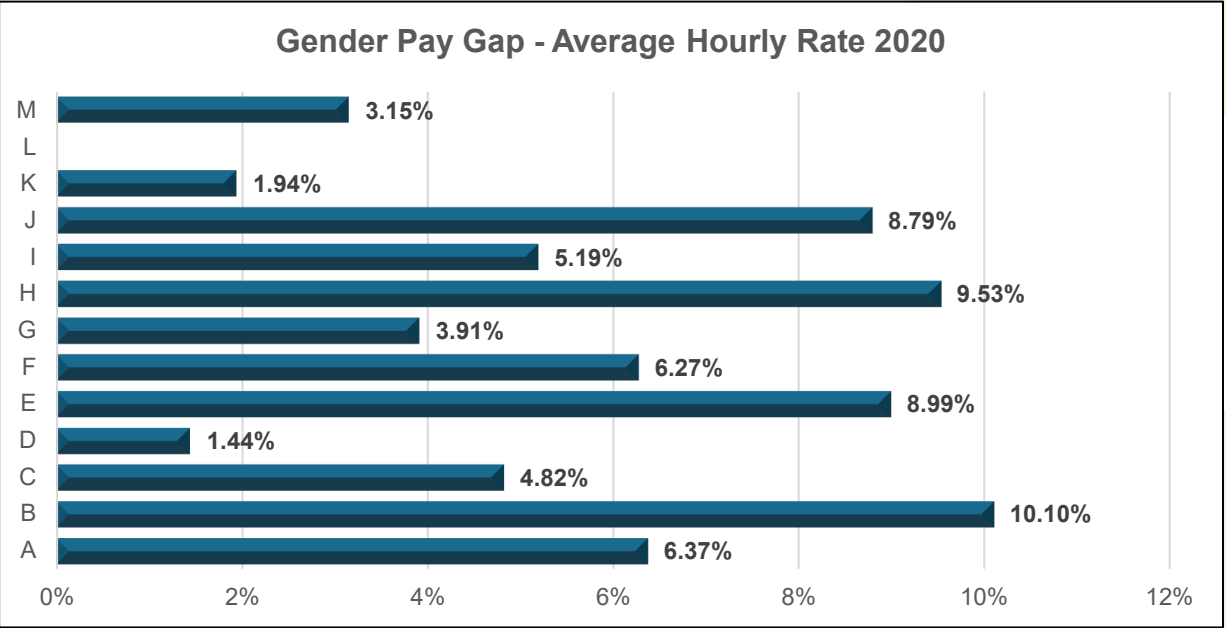
Q13: What is the change in female representation in Ambulance Operations as you move through the leadership bandings?



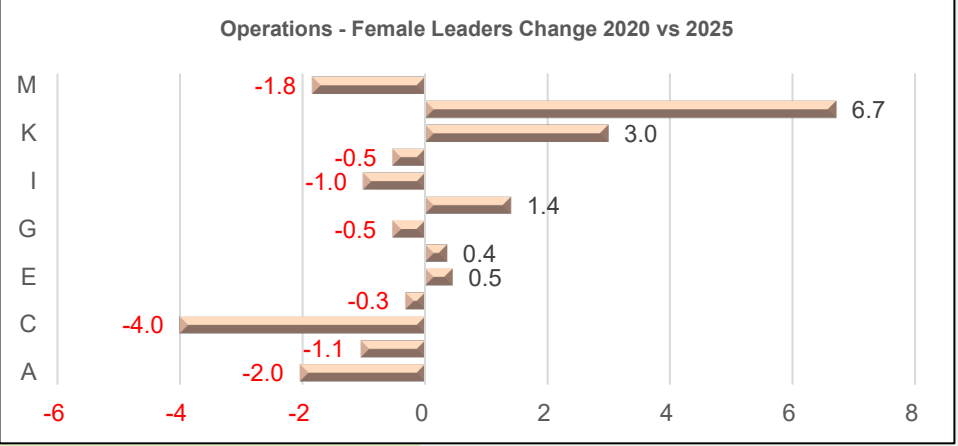
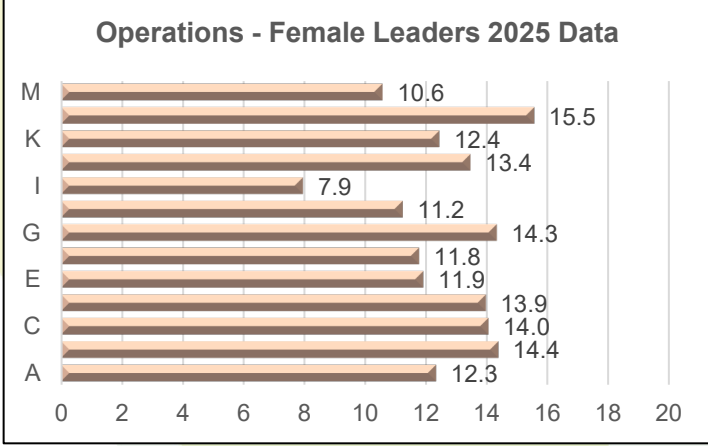
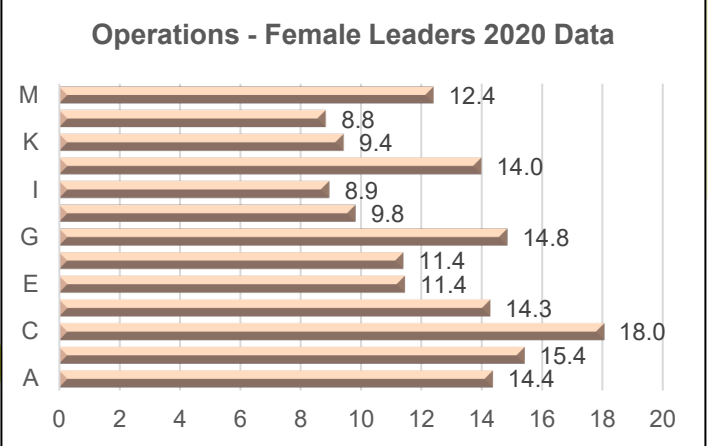
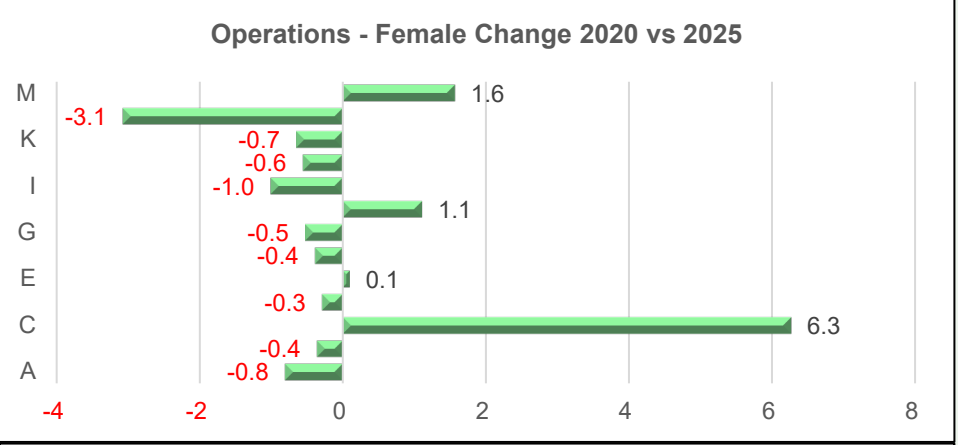
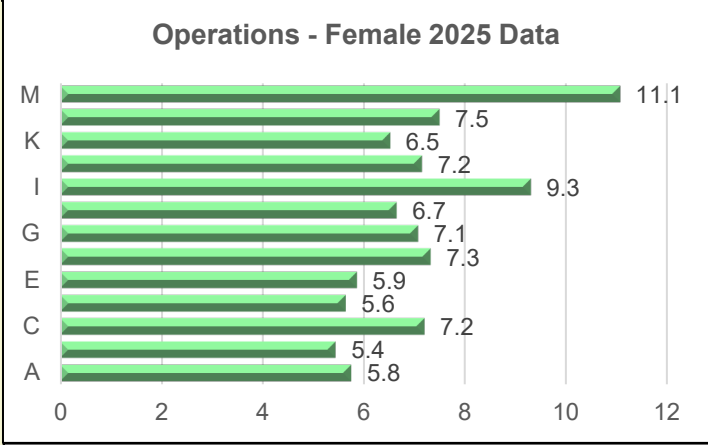
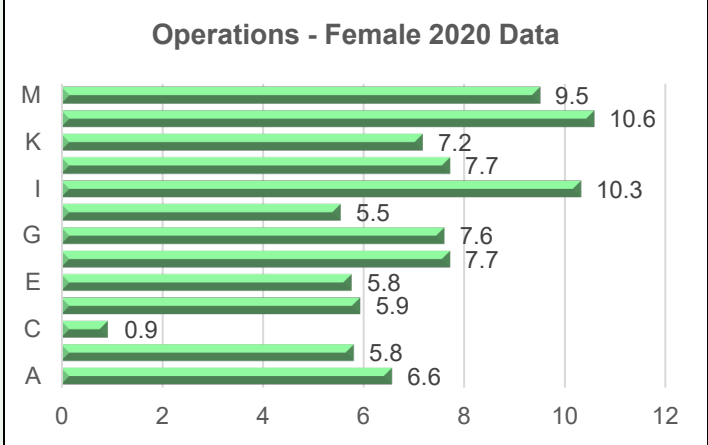
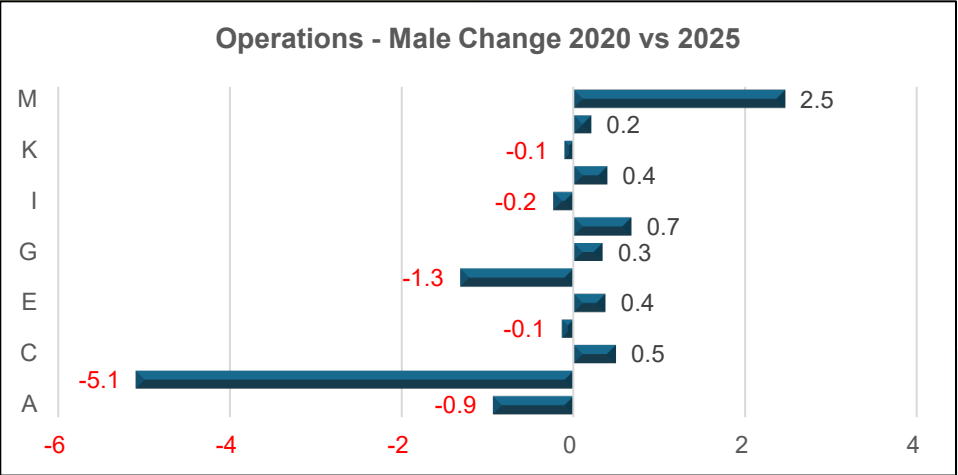
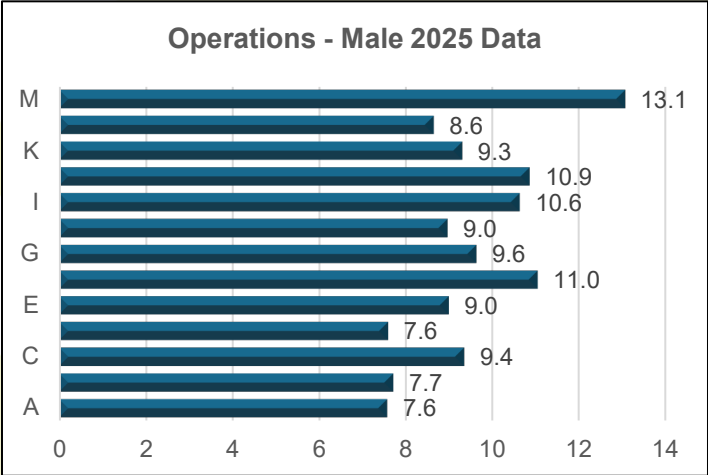
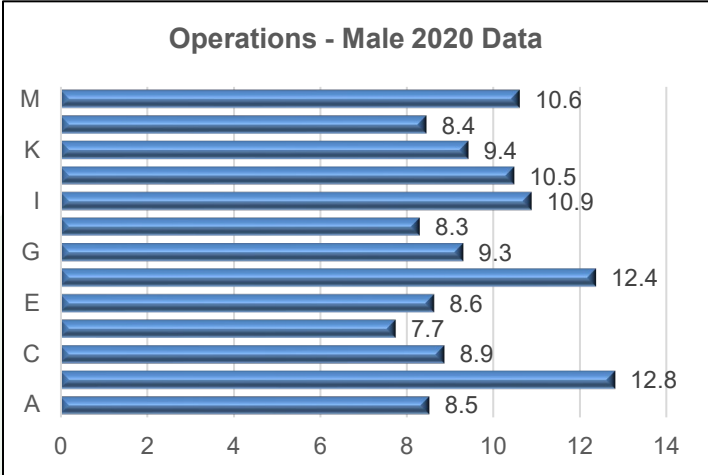
Q14: What is the change in female representation in EPRR/HART/SP as you move through the leadership bandings?



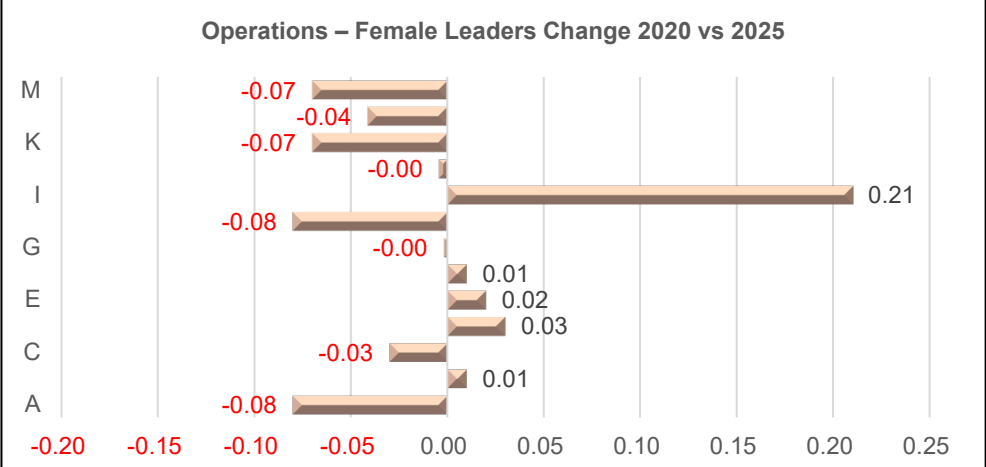
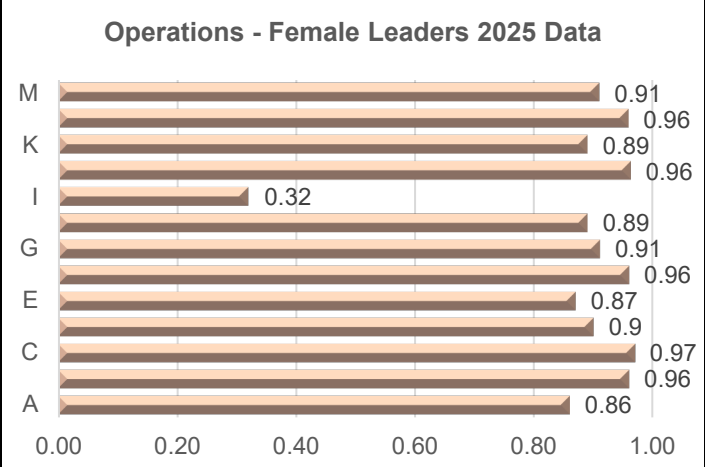
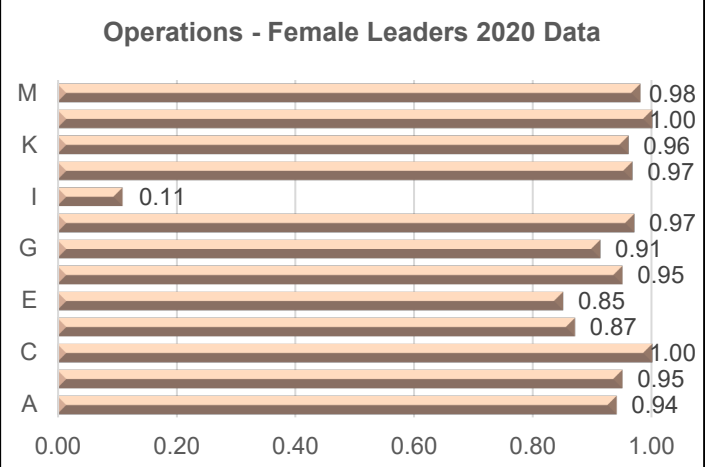
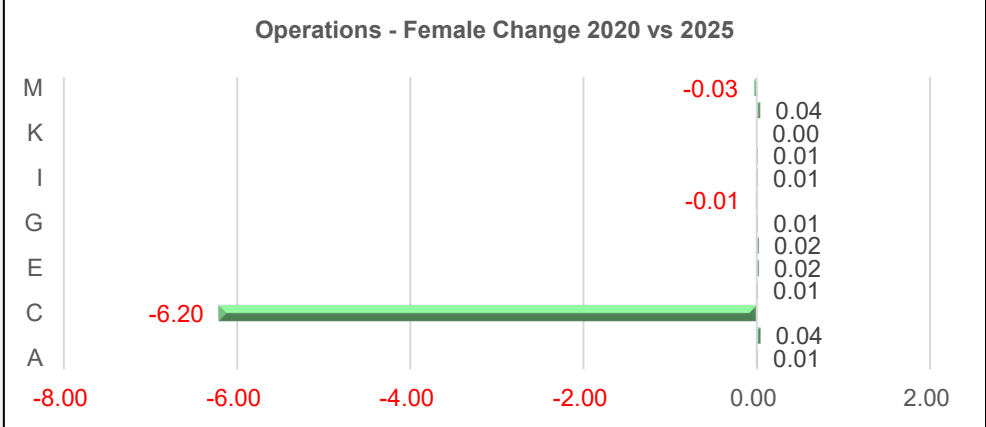
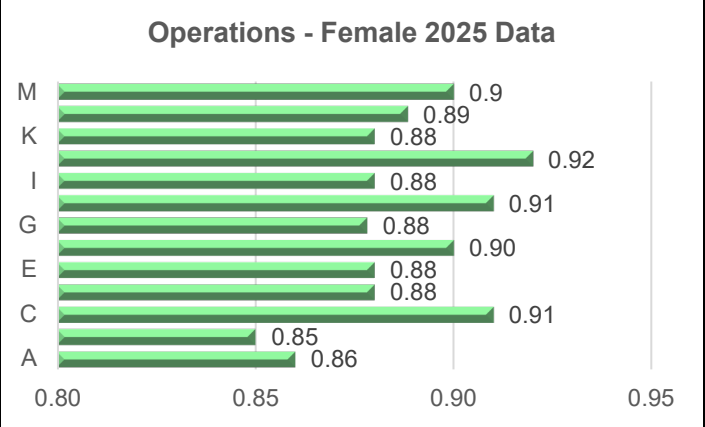
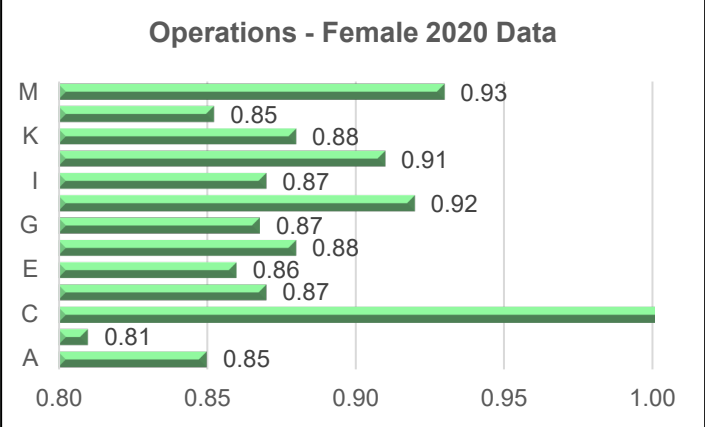
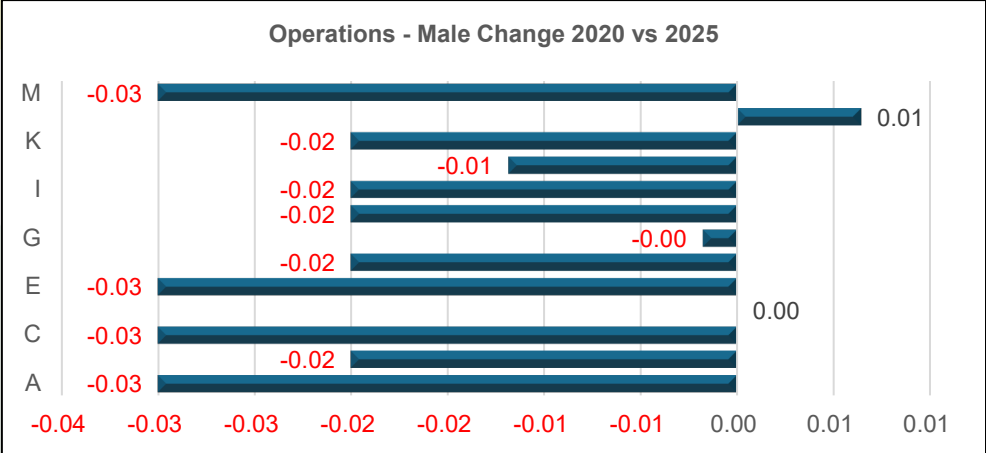
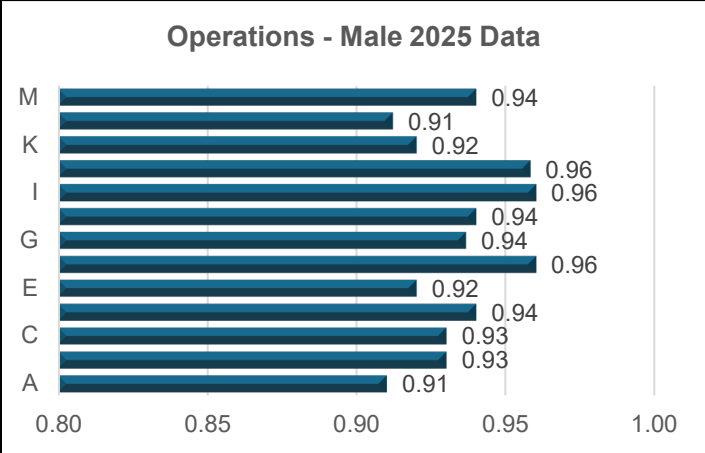
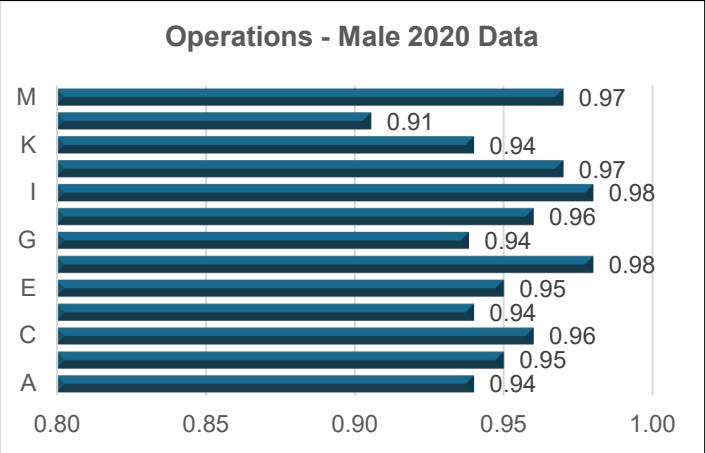
Q15: What is the change in the average hourly pay rate between 2020 and 2025?



Q16: Average length of service comparisons in Operations as a whole



Q17: Average WTE comparing 2020 to 2025



Q18: Average WTE in 2025 comparing gender and leadership

In every service females work less WTE than males

9 services then report that females in leadership positions work more hours (WTE goes up) supporting the hypothesis that it is easier to work flexibly in non-leadership roles

Service	Males	Females	Female Leaders
A	0.91	0.86 ↓	0.86 ↔
B	0.93	0.85 ↓	0.96 ↑
C	0.93	0.91 ↓	0.97 ↑
D	0.94	0.88 ↓	0.90 ↑
E	0.92	0.88 ↓	0.87
F	0.96	0.90 ↓	0.96 ↑
G	0.94	0.88 ↓	0.91 ↑
H	0.94	0.91 ↓	0.89
I	0.96	0.88 ↓	0.32
J	0.96	0.92 ↓	0.96 ↑
K	0.92	0.88 ↓	0.89 ↑
L	0.91	0.89 ↓	0.96 ↑
M	0.94	0.90 ↓	0.91 ↑

