



Old Oak and Park Royal Development Corporation (OPDC) Pay Gap Report and Action Plan

March 2024

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Executive Summary

At OPDC we are committed to creating a diverse and inclusive workforce that reflects the diversity profile of London. We aim to create a workplace culture where everyone can feel comfortable with being their true authentic selves. Publishing our Pay Gap report and action plan supports this aim.

This is the fourth year that we have produced a combined pay gap report which provides the following analysis:

- ethnicity pay gap
- gender pay gap

We are a small organisation (headcount less than 250), and there is no legal requirement for OPDC to report on ethnicity, disability, gender and pay. However, we welcome the Mayor's commitment that all functional bodies regardless of size will report on ethnicity, disability, gender, and pay. It is important to note that due to the size of the organisation, very small changes in employee numbers can have a significant impact upon the percentages and overall findings of the audit.

Specific areas that we were unable to report on this year

While we strive to provide a comprehensive overview of our ethnicity, disability, and gender pay gap reporting this year there are certain areas where we are unable to report on due to the limitations imposed by small data sets. This is more apparent as OPDC is a small organisation (fewer than 100 employees). We are following the redaction policy for this year's audit and in some areas, this prevents us from disclosing detailed information for these groups to avoid compromising confidentiality of individuals. Despite these constraints we remain committed to addressing pay gaps across ethnicity, disability, and gender, and where possible we will make every effort to ensure that future reports can provide more detailed analysis across all demographics.

Below are areas that we are unable to report on this year for the reasons outlined above:

Disability

We are unable to report on any disability pay gaps this year as it was not possible to draw any meaningful conclusions from small data sets. We have a declaration rate of 48 and of that number <5 employees have declared that they have a disability.

Ethnicity Pay Gap (specific data sets)

- Full-time/part-time status
- Earning Quartiles- (lower middle, upper middle and upper))
- Pay bands
- 10k increments
- Bonus payments

Gender (specific data sets)

- Full-time/part-time status
- Pay Bands
- 10K increments (we have included however, there are elements of redaction this year’s audit)
- Bonus payments

Intersectional Analysis

- We have not analysed and included intersectional analysis. This is because it is not possible to draw any meaningful conclusions or analyse such small data sets.

This report is consistent with our overarching objective and commitment to lead on tackling inequalities and to develop a workforce that is reflective of London.

Salaries at OPDC are determined through a job evaluation scheme, so that the Corporation pays the same salary to roles of equal weight. Job evaluation evaluates the job and not the post holder. It makes no reference to any personal characteristics of existing or potential job holders.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of the two employee groups of interest. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. The mean pay gap is the difference between the average hourly earnings of the two employee groups of interest.

Table 1: Pay Gap Summary

This table shows both the pay gap analysis and comparative data. It highlights changes in the last year regarding two protected characteristics (race, and gender).

	Median Pay Gap (2023)	Median Pay Gap (2024)	Median Pay Gap (percentage point change)	Mean Pay Gap (2023)	Mean Pay Gap (2024)	Mean Pay Gap (percentage point change)
Ethnicity	11.47%	9.17%	2.30	0.99%	6.34%	5.35
Gender	-3.00%	1.96%	4.96	-4.53%	15.05%	19.58

Ethnicity

The ethnicity pay gap analysis is based on a declaration rate of 77.3%. While this is relatively high, it is lower than in previous reporting years. We are working hard to increase rates again following our change to a new internal reporting system.

The key findings are as follows:

- Our median ethnicity pay gap has decreased by 2.30 percentage points since 2023 and the mean ethnicity pay gap has increased by 5.35 percentage points since 2023.
- The analysis by quartile shows that there is a pay advantage for employees from a Black, Asian and Minority Ethnic background across the median and mean lower, quartiles.
- We were unable to report on the lower middle, upper middle and upper quartiles as there were <5 employees from a Black, Asian and Minority Ethnic background.

Gender

The gender pay gap analysis is based on a declaration rate of 100%.

The key findings are as follows:

- The median gender pay gap has increased in the last year to 1.96% and the mean gender pay gap has also increased to 19.58%. The increase in the median, and mean gender pay is due to employee turnover and new hires. However, since our first Gender Pay Gap report in 2017 OPDC has consistently employed more women than men, and this has increased over the years.
- Females are earning more across the median and mean lower quartiles. Men have a pay advantage across the mean and median lower middle, upper middle, and upper quartiles. The largest pay gaps are across the mean and median upper quartiles.
- The OPDC mean and median gender pay gap figures compare favourably to the London gender pay gap figures. We will continue to do all that we can to ensure that we address any gender pay gaps in our business through targeted interventions outlined in the action plan.

Next Steps

Eliminating our pay gaps is a key objective for OPDC. Our corporate EDI Action Plan is reviewed every year in light of our pay gap data and analysis. We will continue to build on the work that is making a difference to our pay gaps specifically ensuring that: our recruitment is inclusive, and our new starter cohorts at all levels reflect London's population.

The culture of OPDC is one that values diversity and does not tolerate discrimination of any kind. The action plan attached to this report highlights the new actions we will take in light of this new data, as well as those actions we are already undertaking which will continue to support our improvement.

1 Introduction

1.1 Background and Supplementary Data

Developing a workforce that reflects the demographics of London is a key priority for OPDC. We are determined to tackle inequality in any form, and reporting our pay gaps support this aim.

Salaries at OPDC are determined through a job evaluation scheme, so that the Corporation pays the same salary to roles of equal weight. Job evaluation evaluates the job and not the post holder. It makes no reference to any personal characteristics of existing or potential job holders.

We published our ethnicity pay gap for the first time in March 2018, and we have continued to publish ethnicity pay gap reports on an annual basis.

We first published a gender pay gap report in 2016, ahead of any legislative requirement to do so. We have published annual gender pay gap reports since then, together with a programme of activity to help address any pay gaps.

OPDC has a 15-grade salary scale for most employees in the organisation. The exceptions are employees paid the London Living Wage and those on spot salaries (fixed rates not linked to defined spinal column points within our grading structure). Spot salaries are reserved for Executive Directors and our Chief Executive Officer.

To safeguard against disclosure, where there are fewer than five people in a given salary range or group for analysis, we have redacted the entry for this, replacing the number with '<5'. This means there are fewer than five people in this group. To note the redaction policy has not been applicable in previous pay gap audits. The OPDC is using the redaction policy this year to align with the GLA.

OPDC does not offer bonus payments. However, it does make recognition payments that are generally at four specific rates, which we analyse as bonus payments for pay gap purposes.

1.2 Methodology

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of the two employee groups of interest. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. The mean pay gap is the difference between the average hourly earnings of the two employee groups of interest.

The pay gap is calculated using the formula below, in accordance with government guidance.¹

¹ Government Equalities Office, [Gender pay gap reporting: guidance for employers](#), 27 February 2023

$$\frac{A - B}{A} \times 100$$

	Variable in pay gap formula	Mean/median hourly rate of pay of which group of employees?
Ethnicity Pay Gap	A	White employees
	B	Black, Asian and Minority Ethnic employees Asian or Asian British employees Black or Black British employees Mixed ethnicities employees Other Ethnic Group employees
Disability Pay Gap	A	Non-disabled employees
	B	Disabled employees
Gender Pay Gap	A	Men
	B	Women

1.3 Date of Reporting

As a public sector body, the snapshot date for gender pay gap data collection is 31 March each year. For consistency, the ethnicity and disability pay gap data are also collected on this date. This report is therefore based on our pay gaps on 31 March 2024.

1.4 Disclosure Rates

On 31 March 2024, we had 66 employees. The number of employees included in the pay gap reporting exercise were as follows:

- ethnicity pay gap – 51 (disclosure rate – 77.3%)
- disability pay gap – 48 (disclosure rate – 72.5%)
- gender pay gap – 66 (disclosure rate – 100%)

We are a single status organisation and do not have different employee groups. Board Members and Committee Members are excluded from this pay gap analysis, alongside secondees, and agency staff.

We have <5 employees that have declared a disability, which means that we are unable to present the data in accordance with the redaction policy.

1.5 Data Collection

We collected employee data on ethnicity, and gender via self-declaring on our internal HR system.

Our Black, Asian and Minority Ethnic group include all employees who have self-identified as Black; Asian; of mixed ethnic backgrounds; or of other ethnic backgrounds. Employees can select their ethnic group from a more detailed list.

We collect data on our employees' sex and gender identity. The data used in previous gender pay gap reports have been for males and females (sex). Therefore, for consistency, this means that females are reported as women and males are reported as men. We appreciate that some colleagues may not see their sex and gender as the same, nor identify within this gender binary. We welcome and value colleagues of all gender identities. We recognise non-binary identities by using gender-neutral language throughout our HR policies and communications, and by working closely with the LGBTQ+ Staff Network.

2 Ethnicity Pay Gap

2.1 Overall

In this report, we compare the overall ethnicity pay gap between Black, Asian and Minority Ethnic employees and White employees taken as a whole. The White group includes White British, White Irish and White Other. On 31 March 2024, our overall median ethnicity pay gap was 9.17% and our mean ethnicity pay gap was 6.34% (see Figures 2.1 and 2.2). The figures demonstrate that significant improvement has been made since our first ethnicity pay gap report on 31 March 2017, where the mean pay gap figure was 31.51% and the median figure was 37.52%. However, we recognise that we will need to need to maintain our focus and efforts on closing the pay gap. The redaction policy applies from 2024.

The overall national and London pay gaps come from the Annual Population Survey (APS).^[2] Because of the declining sample of the APS, and increased uncertainty since 2020, 2020-22 estimates should be used with caution. The ONS does not report mean ethnicity pay gaps or a combined Black, Asian and Minority Ethnic pay gap. In 2022, the UK median ethnicity pay gap between White workers and Asian or Asian British workers was -3.3%. For Black, African, Caribbean or Black British workers the gap was 5.7%; for Mixed or Multiple ethnic group workers, -7.2%; and for Other ethnic group workers, -4.5%.

London's ethnicity pay gaps are far higher than those nationally. This is at least partly because London has a much larger proportion of Black, Asian and Minority Ethnic employees among its workforce than the rest of the country. London wages also tend to be higher than elsewhere.

In 2022, London's median ethnicity pay gap between White workers and Asian or Asian British workers was 12.3%. For Black, African, Caribbean or Black British workers it was 29.9%; for Mixed or Multiple ethnic group workers, 16.8%; and for Other ethnic group workers, 19.9%.

Reference: ^[1] ONS, [Ethnicity pay gaps, UK: 2012 to 2022](#), 29 November 2023

^[2] ONS, [Ethnicity pay gaps, UK: 2012 to 2022](#), 29 November 2023

Figure 2.1: Overall Median Ethnicity Pay Gap

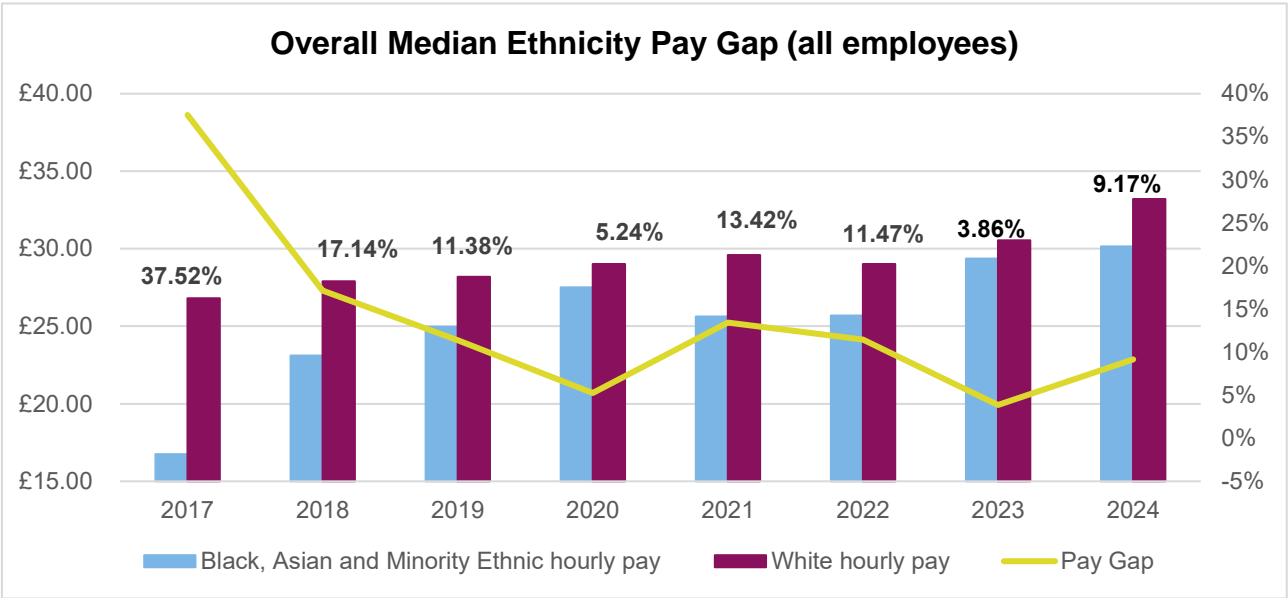
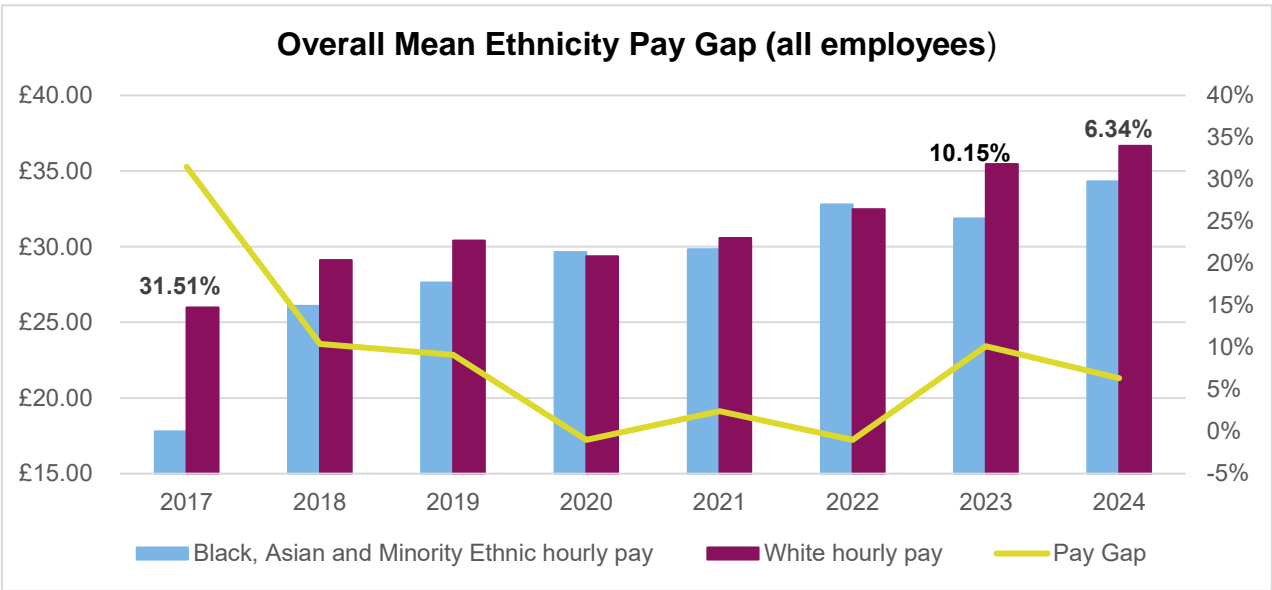


Figure 2.2: Overall Mean Ethnicity Pay Gap



2.2 Earnings Quartile

This quartile data has been calculated by dividing the workforce into four equal sized groups and separating them according to the hourly pay rate, starting from lowest paid to the highest paid. This mirrors the approach taken for gender pay gap reporting. The quartile data analysis commenced from 2020.

This year (31 March 2024) we were unable to analyse the mean and median lower middle, upper middle, and upper quartiles as there were <5 employees from a Black, Asian, Minority Ethnic background in accordance with the redaction policy.

The analysis by quartile shows that there is a pay advantage for employees from a Black, Asian and Minority Ethnic background across the median and mean lower quartiles (see Fig 2.3, and 2.4).

Figure 2.3: Overall Median Ethnicity Pay Gap by Quartile

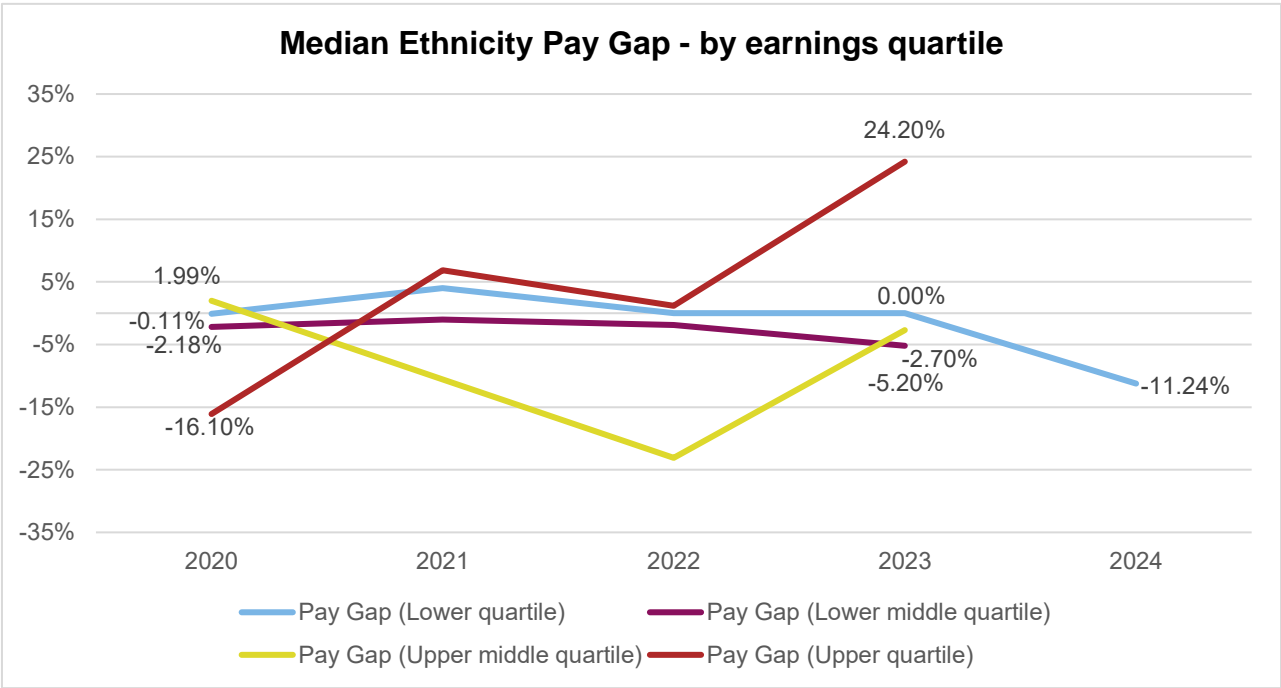
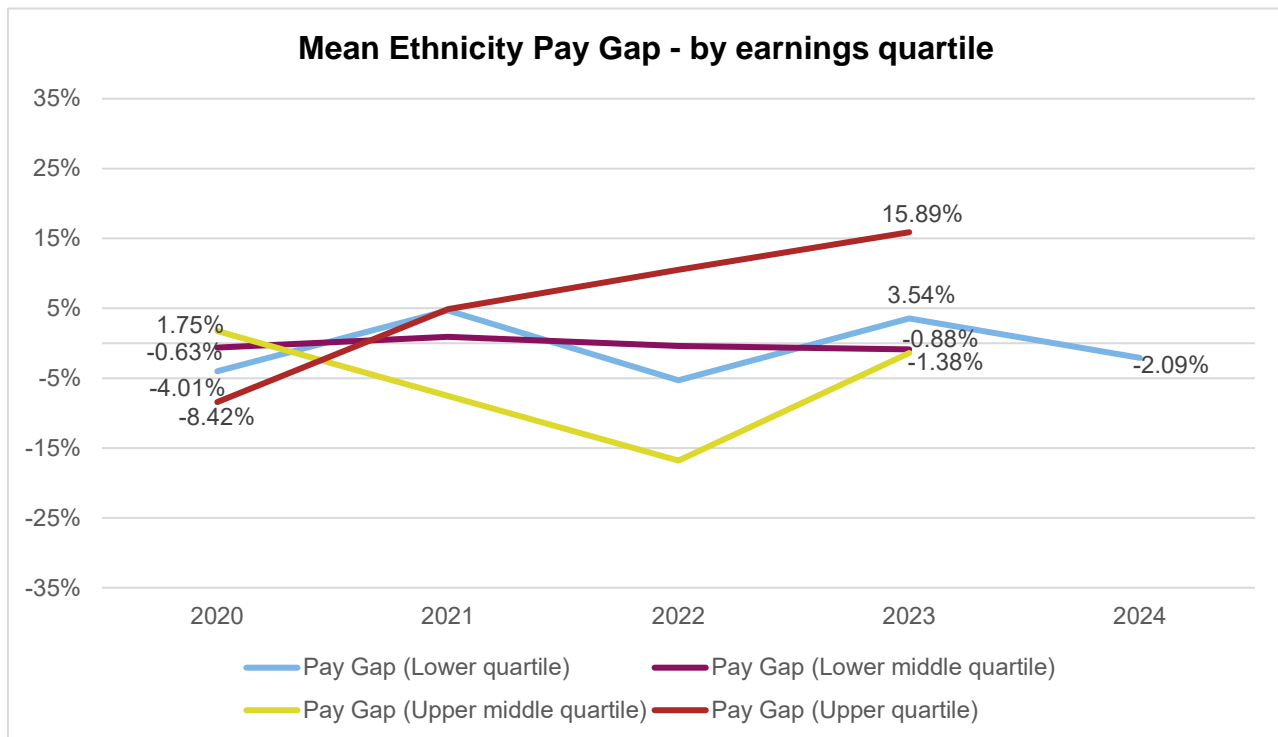


Figure 2.4: Overall Mean Ethnicity Pay Gap by Quartile



2.3 Workforce Composition

Table 2.1: Workforce Composition – Ethnicity

	2017	2018	2019	2020	2021	2022	2023	2024
Black, Asian, Minority Ethnic	5	10	11	16	16	11	16	16
White	20	25	26	25	27	27	31	35
Total (declared)	25	35	37	41	43	38	47	51
% Black, Asian, Minority Ethnic (declared)	20.0%	28.6%	29.7%	39.0%	37.2%	28.9%	34.0%	31.4%
Unknown	4	0	2	1	3	0	4	15
Total (all employees)	29	35	39	42	46	38	51	66
Disclosure rate	86.2%	100.0%	94.9%	97.6%	93.5%	100.0%	92.2%	77.3%
% Black, Asian, Minority Ethnic (All employees)	17.2%	28.6%	28.2%	38.1%	34.8%	28.9%	31.4%	24.2%

On 31 March 2024 we employed 16 Black, Asian and Minority Ethnic employees. Our declaration rate is relatively high, however rates have decreased since 2023 after switching to a new internal reporting system. Our action plan sets out steps to address this.

3 Gender Pay Gap

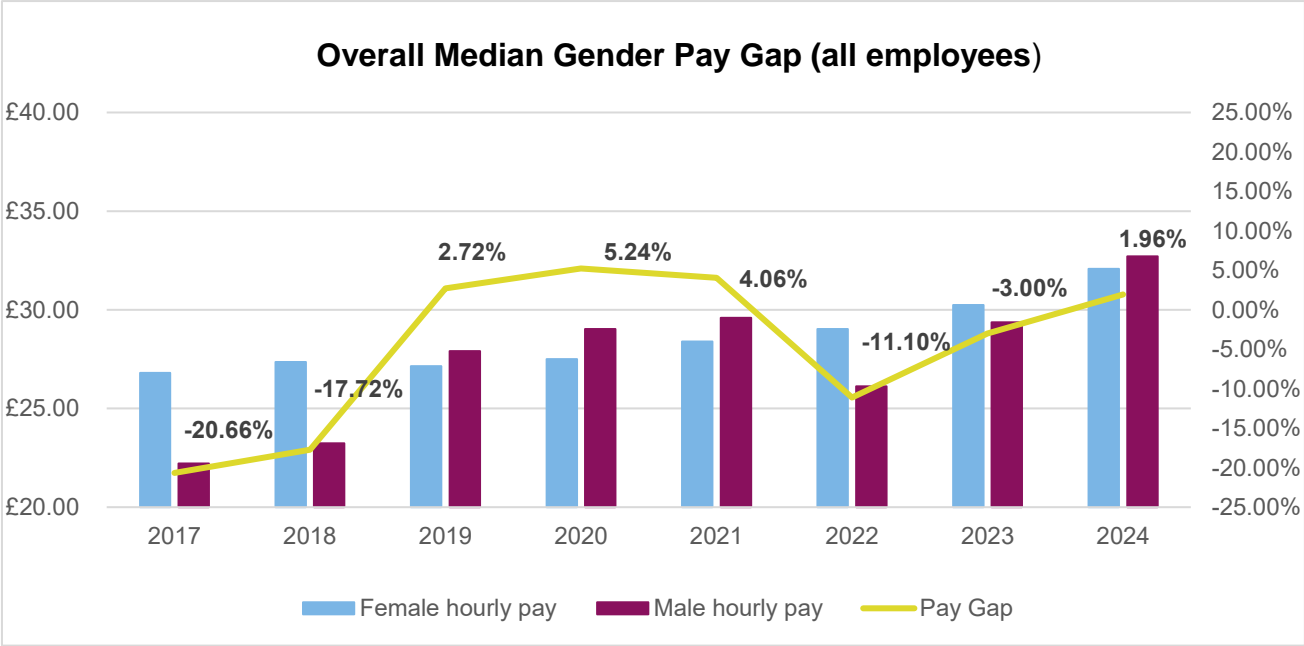
3.1 Overall

On 31 March 2024, we had a median pay gap of 1.96% and a mean pay gap of 15.05% (see Figures 3.1 and 3.2).

Our gender pay gaps compare favourably to the UK and London pictures. The national median gender pay gap for all workers in 2024 was 13.1%; the mean gender pay gap was 13.8%.^[1] The median gender pay gap for all workers in London in 2024 was 14.9%; the mean gender pay gap was 20.7%.”

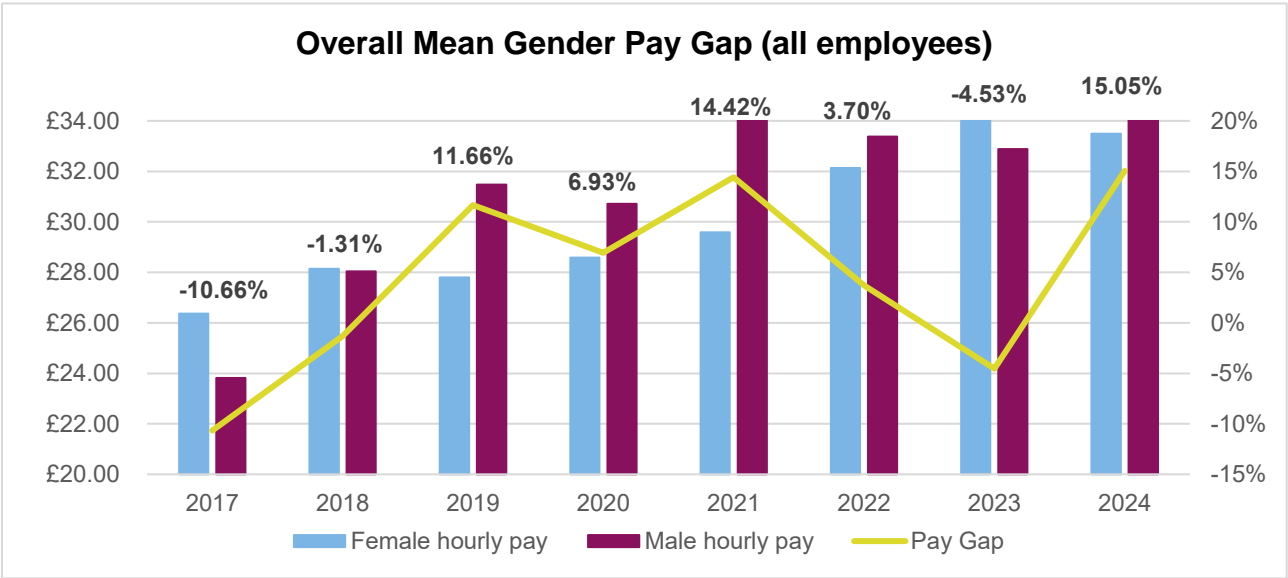
Reference: ^[1] ONS, [Gender pay gap in the UK: 2024](#), 29 October 2024

Figure 3.1: Overall Median Gender Pay Gap



^[1] ONS, [Gender pay gap in the UK: 2024](#), 29 October 2024

Figure 3.2: Overall Mean Gender Pay Gap



3.2 Earnings Quartile

This quartile data has been calculated by dividing the workforce into four equal sized groups and separating them according to the hourly pay rate, starting from lowest paid to the highest paid.

Females are earning more across the median and mean lower quartiles. Men have a pay advantage across the mean and median lower middle, upper middle and upper quartiles. The largest pay gaps are across the mean and median upper quartiles due to turnover and new hires.

Figure 3.3: Median Gender Pay Gap, by earnings quartile

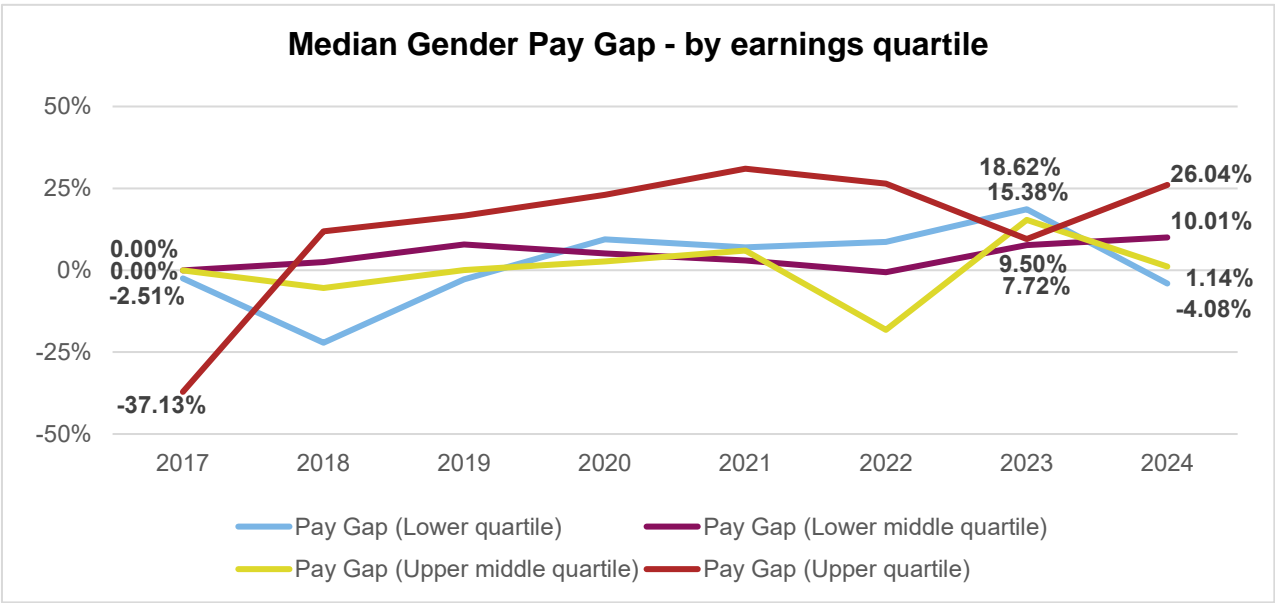
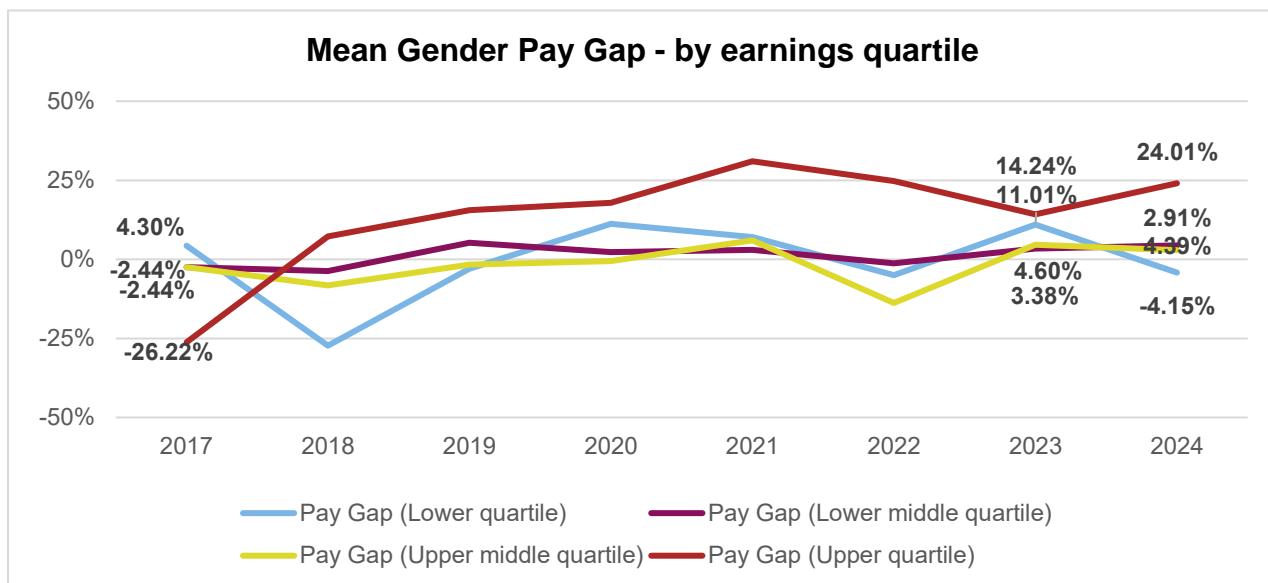


Figure 3.4: Mean Gender Pay Gap, by earnings quartile



3.3 Workforce Composition – Gender

The proportion of female employees has fluctuated slightly over the years however since 2017 overall the proportion of female employees has grown (see Table 3.3).

Table 3.3: Workforce Composition – Gender

	2017	2018	2019	2020	2021	2022	2023	2024
Female	17	20	24	30	31	25	34	42
Male	22	15	15	12	15	13	17	24
Total	39	35	39	42	46	38	51	66
% Female	58.6%	57.1%	61.5%	71.4%	67.39%	65.8%	66.7%	66.66%

Table 3.4: Proportion of jobs within pay band that are staffed by female employees

Overall, the data is telling us that the highest proportion of females are in the £60,000 to £69,999 pay bandings. The redaction policy was not applied before 2024.

Table 3.4: Proportion of jobs within pay band that are staffed by Females.

	Pay Band	2017	2018	2019	2020	2021	2022	2023	2024
No of Female employees by salary	<£20,000	1	0	0	0	0	0	0	0
Female	£20,000 to £29,999	0	0	1	1	1	0	0	0
Female	£30,000 to £39,999	4	6	5	6	7	4	4	<5
Female	£40,000 to £49,999	3	3	6	9	7	7	7	<5
Female	£50,000 to £59,999	6	5	5	6	8	4	9	<5
Female	£60,000 to £69,999	1	1	1	0	0	0	2	10
Female	£70,000 to £79,999	0	4	5	5	4	7	7	<5
Female	£80,000 to £89,999	1	0	0	2	1	0	1	<5
Female	£90,000 to £99,999	0	0	1	1	1	1	1	<5
Female	>£100,000	1	1	0	0	2	2	3	<5

4 Conclusion

4.1 Ethnicity

Our ethnicity median pay gap has decreased with a percentage point change of 2.30 and the mean pay gap has increased with a percentage point change of 5.35. This is due to turnover and new hires – in a small organisation like OPDC, individual recruitment decisions can make a material impact on pay gap statistics. We are reliant on accurate reporting to be able to provide a credible narrative and make the correct assumptions. Therefore, our aim is to increase the declaration rates so that we can fully understand the demographics of OPDC. We will also employ interventions to narrow the ethnicity pay gap as outlined in the action plan.

4.2 Gender

Our gender pay gap is the largest of the pay gaps that have been audited this year. Our findings indicate that men are paid more than women per hour across the quartiles, with the exception of the lower quartile. The figures have changed from 31 March 2023 due to turnover and new hires. Overall, there are still more women represented across the organisation. We will continue to do all that we can through our action plan to close the gender pay gap through targeted initiatives and our recruitment processes.

5 Pay Gap Reporting Action Plan

Closing our pay gaps is a key priority for OPDC and our action plan has been developed to signal that we are committed to addressing pay gaps.

OPDC are aligned to the GLA's terms and conditions of employment, and where appropriate we will adopt elements of the GLA's action plan to address our pay gaps.

We will continue to build on the work that we have been doing which include inclusive recruitment, embedding diverse and inclusive experiences, opinions and voices into everything that we do through our Board, our employees and our communities. We are confident that by demonstrating we are a diverse and inclusive organisation, we will attract and retain diverse talent. Our ambition is to be a world class delivery agent with a workforce that represents the communities that we serve.

This action plan should read alongside our [Equity, Diversity and Inclusion Strategy](#) and our [Annual EDI Report](#).

Pay Gap Action Plan

Pay Gap	Insight(s) from Pay Gap 2024	Goal	Action (s)	Measure(s) of Success	Timeframe
Ethnicity Disability	Disclosure rate for ethnicity is 77.3%, however we would like to see an improvement in this area.	Increase the disclosure rate for ethnicity and disability by implementing comprehensive awareness and education campaigns focused on the importance of diversity data and our commitment to ensuring data is handled securely and reporting anonymised.	A1: Launch a series of educational briefing sessions.	Achieve 90% of employees declaring their ethnic background. This will support us with getting a better understanding of any pay gaps and this will inform our action plan.	April 2025
	We were unable to report on disability due to the less than 5 redaction policy. We suspect that there is under reporting in this area.		A2: Develop informational material highlighting the way in which diversity data has been used to inform change.	Achieve 90% of employee declaring disability status. This will support us with getting a better understanding of any pay gaps and this will inform our action plan.	April 2025
Ethnicity Gender Disability	The data is telling us that there are pay gaps across ethnicity and gender. We are unclear about disability due to small numbers, and we suspect under reporting. We will	Monitor workforce diversity targets measured again working age population of London. Benchmarking against delivery type organisations, where we can measure our EDI processes and	A3: Continue to carry out ethnicity, disability, and gender pay gap reporting. A4: Take part in the Real Estate Balance EDI Survey.	Tangible actions arising from the pay gap analysis to support the development of effective action plans. The development of tangible solutions and identify where changes need to happen.	Ongoing September 2024

	need to continue to analyse workforce data, to drive meaningful change and create a more diverse, equitable and inclusive workplace.	<p>workplace culture.</p> <p>Ensure that all of our managers undertake disability training.</p> <p>Neurodiversity training for all employees.</p> <p>.</p>	<p>A5: All managers to complete the Disability Equality Training.</p> <p>A6: Roll out Neurodiversity training.</p>	<p>Managers will have a better understanding and awareness of disability, equipping them to be better people managers.</p> <p>Educating employees helps reduce misconceptions and stigma associated with neurodiverse conditions. All employees will have a better understanding and awareness about Neurodiversity.</p>	<p>April 2025</p> <p>December 2024</p>
<p>Ethnicity</p> <p>Gender</p>	Pay Gaps identified for ethnicity and gender.	Reduce the ethnicity and gender pay gaps.	<p>A7: Positive action – to include statements in job adverts to attract females and candidates from a Black, Asian and Minority Ethnic background.</p> <p>A8: Continue to place job adverts with specialist Black, Asian and Minority Ethnic recruitment agencies to achieve diverse shortlists of high calibre candidates from a Black, Asian and Minority Ethnic background, and women.</p>	<p>When recruiting to roles at Grades 12 and above, the focus will be on encouraging candidates from a Black, Asian and Minority Ethnic background, and women. If we are able to secure diverse appointments at a senior level this will increase the average salaries for both groups and will support with closing the pay gaps.</p>	<p>Ongoing</p> <p>Ongoing</p>

		<p>Become an exemplar inclusive organisation which attracts and retains high calibre candidates from diverse backgrounds.</p>	<p>A9: Continue to use the name blind recruitment process for recruitment campaigns.</p> <p>A10: Promote flexible working in our recruitment campaigns.</p> <p>A11: Continue to ensure that all interview panels are gender and ethnically diverse, trained in best practice recruitment, including countering discrimination and unconscious bias.</p> <p>A12: Introduce EDI Champions in each Directorate.</p>	<p>The active promotion and embedding inclusive practices and fostering a positive workplace culture. Role models that demonstrate inclusive behaviours.</p>	<p>Ongoing</p> <p>October 2024</p> <p>Ongoing</p> <p>April 2025</p>
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