OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION



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

March 2026

Executive summary

Narrative
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 year we have produced a combined pay gap report which provides the following analysis: • Ethnicity pay gap • Disability pay gap • Gender pay gap Whilst OPDC is a small organisation with fewer than 250 employees and are not legally required to report on ethnicity, disability, gender, and pay, we are proud to support the Mayor's commitment to transparency and inclusion. OPDC has grown over the years, however it remains relatively small and is therefore susceptible to disproportionately large swings in data analysis results from minor workforce changes. **Specific areas that we were unable to report on this year** We follow the redaction policy where applicable, this prevents us from disclosing detailed information and avoid compromising the confidentiality of individuals. Reporting on ethnicity, disability, and gender will be excluded where fewer than five individuals are represented within a reporting category. Below are areas that we are unable to report on this year for the reasons outlined above: **Intersectional Analysis** - Due to the limited size of our dataset (**82 employees**), the scope for intersectional analysis is restricted. In this report, such analysis has therefore been limited to ethnicity and gender. Combinations involving disability (e.g. disability and gender, or disability and ethnicity) have not been examined, as there were too few disabled employees in the dataset to support meaningful conclusions. Despite these constraints we remain committed to addressing pay gaps across ethnicity, disability, and gender, and where possible we will ensure that future reports can provide more detailed analysis across all demographics.

Headline Statistics

Table 1: Pay Gap Summary

	Median pay gap (2025)	Median pay gap (2026)	Median pay gap (percentage point change)	Mean pay gap (2025)	Mean pay gap (2026)	Mean pay gap (percentage point change)
Ethnicity (Black, Asian and Minority Ethnic)	2.5%	7.7%	5.2	16.9%	8.9%	-8.0

Asian or Asian British	2.5%	3.0%	0.5	18.0%	12.0%	-6.0
Black or Black British	16.2%	24.0%	7.8	14.9%	21.4%	6.5
Mixed	<5	<5	N/A	<5	<5	N/A
Other Ethnic Group	<5	<5	N/A	<5	<5	N/A
Disability	<5	10.5%	N/A	<5	29.0%	N/A
Gender	0.00%	11.4%	11.4	2.70%	12.0%	9.3

Accessibility (Alt Text)

The table above summarises the pay gap data and highlights the changes in the last year, regarding three protected characteristics: ethnicity, disability and gender. It displays median and mean pay gap percentages for 2025 and 2026 across ethnicity, disability, and gender, including percentage point changes.

Median pay gaps (ethnicity, disability, gender)

Ethnicity
For Black, Asian and Minority Ethnic employees overall, the median pay gap rises from **2.5% to 7.7%**. The increase is wider for Black or Black British employees, from **16.2% to 24.0%**.

Disability
In 2025, disability representation was not reported due to fewer than five employees declaring a disability. In 2026, the reported figure was **10.5%.**

Gender
Gender shows a notable increase **from 0.0% to 11.4%.**

Mean pays gaps (ethnicity, disability, gender)

Ethnicity
Mean pay gaps show mixed trends with the narrowing of gaps for the overall ethnic minority group **(16.9% to 8.9%)** and **for Asian employees (18.0% to 12.0%)**, indicating some improvement. However, mean pay gaps widen for Black or Black British employees fro**m 14.9% to 21.4%.**

Disability
In 2025, disability representation was not reported due to fewer than five employees declaring a disability. In 2026, the reported figure was **29.0%**.

Gender
Gender shows a notable increase from **2.7% to 12.0%.**

Several values are shown as “<5” because the data has been redacted where there are fewer than five individuals in a category, to protect confidentiality. In some cases, such as disability in 2026, data is no longer redacted because the group size is sufficient, which allows visible percentage values. Where data is redacted in one or both years, percentage point changes cannot be calculated and are shown as not available.

Overall, the table shows widening pay disparities in median measures across most groups, with large increases for Black employees, and gender while widening pay disparities in mean measures across most groups, with large increases for gender, and Black or Black British employees, while improvements were observed for Asian or Asian British employees and the overall Black, Asian and Minority Ethnic group.

Key Trends

Narrative
• We have seen a positive uplift in declaration rates, reflecting growing employee confidence in sharing personal data. As a result, we have greater confidence that our findings provide an accurate representation of pay differences across the organisation. • Pay gaps have fluctuated from year to year highlighting the ongoing impact of changes in the workforce. • As a small organisation, even modest changes in our workforce composition can have a disproportionate positive or negative impact.

Ethnicity

Narrative
The ethnicity pay gap analysis is based on a **declaration rate of 95%**, providing strong data coverage. This represents a significant improvement relative to last year, when the declaration rate for Ethnicity was 76%. On 31 March 2026, our overall **median Ethnicity Pay Gap was 7.7%** and our **mean Ethnicity Pay Gap was 8.9%.** **The key findings are as follows**: • The median and mean pay gaps for Asian or Asian British and Black or Black British, were **all greater than zero**. This indicates that, on average, White employees had higher hourly pay than employees in these ethnic groups. • The median ethnicity pay gap has widened since last year. This is primarily driven by the profile of new starters, with a higher proportion of White employees joining the organisation in higher-graded roles. • The mean ethnicity pay gap has narrowed, largely due to the departure of long-standing, higher-paid leavers from a White background. This has reduced the overall average pay for White employees and contributed to a smaller gap. **Stats:** • The national and London pay gap data for benchmarking comes from the Annual Population Survey (APS).*[1]* Because of the declining sample of the APS, and increased uncertainty since 2020, 2020-22 estimates should be used with caution. The Office for National Statistics (ONS) does not report mean ethnicity pay gaps, nor 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 per cent**. For Black, African, Caribbean or Black British workers the gap was **5.7 per cent**; for Mixed or Multiple ethnic group workers, **-7.2 per cent**; and for Other ethnic group workers**, -4.5 per cent**. 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.
- Our ethnicity pay gaps are below London average. In 2022, London's median ethnicity pay gap between White workers and Asian or Asian British workers was **12.3 per cent**. For Black, African, Caribbean, or Black British workers it was **29.9 per cent**; for Mixed or Multiple ethnic group workers, **16.8 per cent**; and for Other ethnic group workers, **19.9 per cent**.

[1] ONS, Ethnicity pay gaps, UK: 2012 to 2022, 29 November 2023

Disability

Narrative
The disability pay gap analysis is based on a **declaration rate of 90%.** This year we had above 5% of employees that declared themselves as disabled to produce a disability pay gap audit. This is a positive outcome and represents the achievement of the declaration rate target set last year. It reflects the focused efforts of OPDC's HR and the Executive Leadership team to raise awareness of the importance of disability disclosure and to encourage employees to update and maintain their declaration information. On 31 March 2026, our overall **median Disability Pay Gap was 10.5%** and our **mean Disability Pay Gap was 29.0%. 5 employees declared themselves as disabled.** This is **7% of employees** who made an active declaration under the Disability Pay gap category. Given the data set is too small to support meaningful analysis or conclusion, and therefore no key findings have been identified.

Gender

Narrative
The gender pay gap analysis is based on a declaration rate of **100%.** On 31 March 2026, our overall median Gender Pay Gap was **11.4%** and our mean Gender Pay Gap was **12.0%.** The key findings are as follows: • This year's results represent a shift from the position reported last year, with both the median and mean gender pay gaps widening. This reflects changes in workforce composition during the reporting period. • Leavers during the year included employees at different grades, including men in higher-paid roles. While this would typically support a narrowing of the gender pay gap, it was offset by recruitment patterns, with most new female starters joining lower-graded roles and more men appointed to higher-graded roles attracting higher salaries, leading to an overall widening of the gap. • As a relatively small organisation, a small number of appointments and departures at different grades can have a disproportionate impact on pay gap outcomes from year to year.

Top Five Actions

Narrative
Equality in our pay is a key objective for OPDC. We will continue to build on the work that is making a difference to our pay gap reporting specifically ensuring that: our recruitment processes are inclusive, and our new starter cohorts at all levels reflect London's population. The action plan at the end of this report highlights the new actions we will take and those we are already undertaking, in light of current data, to support improvement. **Top 5 actions from the Pay Gap Action Plan:** 1) **Implement an 'Internal First' Recruitment Approach** - Introduce an 'internal first' recruitment approach where appropriate, providing current employees with early visibility of opportunities and encouraging career progression within the organisation. 2) **Career Development Opportunities for Underrepresented Groups** - Increase awareness and visibility of development opportunities by promoting the Mentoring Hub and Talent Portal. 3) **Improve Representation of Ethnic Minority Women** – Undertake a deep dive into the recruitment of women from ethnic minority backgrounds at Grade 10 and senior roles (Grade 12+), to understand why recruitment outcomes are not keeping pace with representation levels across the organisation. Focus will be placed on increasing applications from women from Black, Asian and Minority Ethnic backgrounds through inclusive attraction strategies and targeted outreach for Grade 10+ roles. 4) **Maintain Declaration Rates -** Quarterly monitoring of declaration rates, and where required, interventions developed to improve them. 5) **Strengthen Menopause Support** - Improve menopause support by offering and promoting appropriate workplace adjustments for employees experiencing menopause, supported by manager guidance and awareness initiatives.

1. Context

Organisational context

Narrative
OPDC is a UK-based organisation operating in the public sector as a Mayoral Development Corporation, **employing approximately 82 employees**. Our workforce spans a diverse range of roles across the Chief Executive Office, Corporate Operations, Delivery, and Planning directorates, with varying levels of seniority, technical expertise and specialism. We aim to attract, retain, and develop diverse talent, recognising that a broad range of perspectives strengthens our performance and supports better outcomes for our stakeholders and the communities we serve. We continue to invest in initiatives that support fairness and inclusion, including talent development, inclusive recruitment practices, leadership accountability, and flexible working.

Why reporting matters

Narrative
Pay gap reporting is an important part of our commitment to transparency, accountability, and continuous improvement. By examining differences in average pay across ethnicity, disability and gender, we gain a clearer understanding of how representation and opportunity are distributed across our organisation. It is important to distinguish between pay gaps and equal pay. Equal pay relates to men and women, and individuals of different backgrounds, being paid equally for the same or similar roles, which is a legal requirement and a principle we are committed to upholding. Pay gaps, highlight differences in average earnings across the workforce and are often driven by the distribution of different groups across roles and levels. By reporting on gender, ethnicity, and disability pay gaps, we: • Improve our understanding of workforce representation and progression • Identify potential barriers affecting different groups • Enable data-driven actions to address inequities • Track progress over time and hold ourselves accountable • Demonstrate our commitment to openness and inclusion This report provides an opportunity to reflect on our current position, recognise progress made, and identify where further action is needed. We are committed to taking meaningful steps to improve equity in representation and progression, ensuring fair opportunities for all colleagues.

2. Headline Results

Ethnicity

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.

Figure 2.1: Overall Median Ethnicity Pay Gap

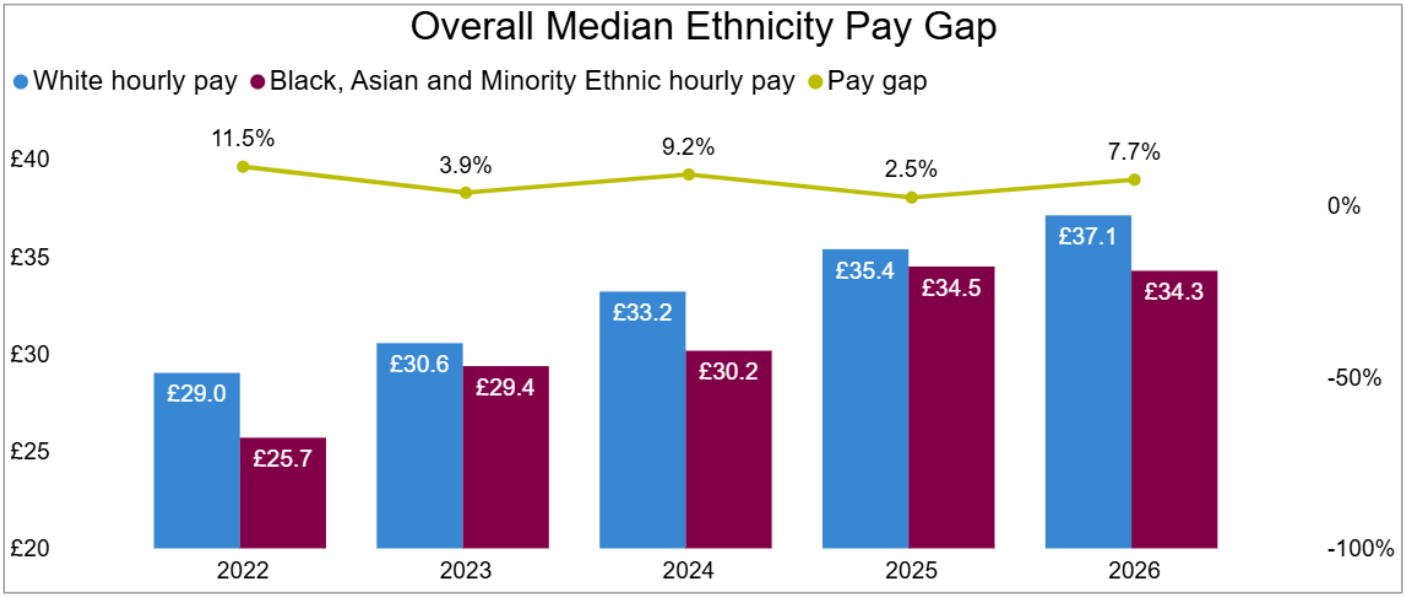
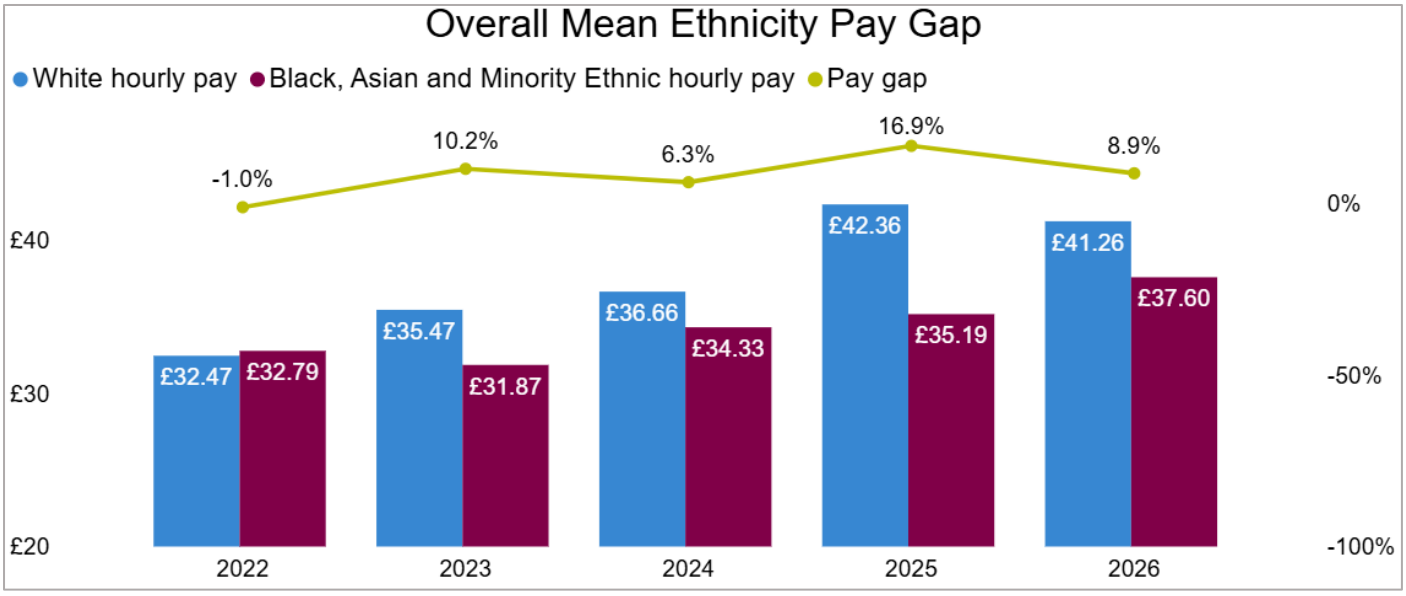


Figure 2.2: Overall Mean Ethnicity Pay Gap



Data Visualisation

Ethnicity pay gap data is presented using a combination of bar charts and line graphs to support clear and transparent reporting.

Bar charts are used to show the median and mean hourly pay for White employees and Black, Asian and Minority Ethnic employees across the reporting period (2022–2026). This enables direct comparison of pay levels between groups.

A line graph is overlaid to illustrate the percentage pay gap for each year, allowing for clear visibility of trends over time, including where the gap has narrowed or widened.

Accessibility (Alt Text)

Figure 2.1 shows the median hourly pay for White employees and Black, Asian and Minority Ethnic employees from 2022 to 2026, alongside a line showing the percentage median ethnicity pay gap.

Median hourly pay increases for both groups from 2022 to 2026. **Median pay for White employees rose from £29 in 2022 to £37.10 in 2026,** while **median pay for Black, Asian and Minority Ethnic employees increased from £25.70 to £34.30** over the same period**.**

The median ethnicity pay gap persisted throughout the reporting period, with White employees earning higher median pay than Black, Asian and Minority Ethnic employees each year. The median pay gap year to year was:

Year	Median Ethnicity Pay Gap (%)
2022	11.5%
2023	3.9%
2024	9.2%
2025	2.5%
2026	7.7%

The chart shows that the median ethnicity pay gap fluctuated over time. The gap reduced significantly between 2022 and 2023, widened in 2024, narrowed to its lowest level in 2025, and increased again in 2026. Although median pay increased for both groups throughout the period, higher rates of pay growth for White employees in some years contributed to a widening of the pay gap.

Figure 2.2 shows the mean hourly pay for White employees and Black, Asian and Minority Ethnic employees from 2022 to 2026, alongside a line showing the percentage mean ethnicity pay gap.

Mean hourly pay increases overall for both groups. **Mean pay for White employees increased from £32.47 in 2022 to £41.26 in 2026**, while **mean pay for Black, Asian and Minority Ethnic employees increased from £32.79 to £37.60**.

The mean ethnicity pay gap varied from year to year:

Year	Mean Ethnicity Pay Gap (%)
2022	-1.0%
2023	10.2%

2024	6.3%
2025	16.9%
2026	8.9%

In 2022, mean hourly pay for Black, Asian and Minority Ethnic employees was marginally higher than for White employees. From 2023 onwards, this position reversed and the gap widened, with mean hourly pay becoming higher for White employees.

The chart demonstrates greater fluctuation in mean pay differences than is seen in the median pay gap. The mean ethnicity pay gap increased sharply between 2022 and 2023, narrowed slightly in 2024, peaked at **16.9% in 2025**, and reduced to **8.9% in 2026**.

The reduction in the most recent year reflects a narrowing of the difference in average earnings between the two groups. This was driven by a decrease in mean hourly pay for White employees, from **£42.36 in 2025 to £41.26 in 2026**, alongside an increase in mean hourly pay for Black, Asian and Minority Ethnic employees, from **£35.19 to £37.60**.

The larger and more variable mean pay gap compared with the median pay gap suggests that pay differences are more pronounced at the higher end of the pay distribution, which may reflect differences in representation within senior or higher-paid roles.

Key Insights

Narrative

- The ethnicity pay gap persists throughout the reporting period, with White employees generally earning more than Black, Asian and Minority Ethnic employees from 2023 onwards.
- The median pay gap narrowed overall during the period but fluctuated year to year, reaching its lowest point of **2.5% in 2025** before increasing to **7.7% in 2026**, indicating that modest changes in a small organisation can have a big impact on the pay gap reporting.
- In 2022, the mean pay gap was **-1.0%,** meaning Black, Asian and Minority Ethnic employees earned slightly more on average than White employees. The position reversed from 2023 onwards.
- The reduction in the mean gap in 2026 reflects a narrowing of average earnings between the two groups, driven by a decrease in White mean pay alongside continued growth in Black, Asian and Minority Ethnic mean pay.
- The consistently larger mean than median gaps suggest that pay disparities are more pronounced at higher pay levels and may reflect under-representation of Black, Asian and Minority Ethnic employees in the upper pay quartiles.

Disability

Figure 2.3 – Overall Median Disability Pay Gap

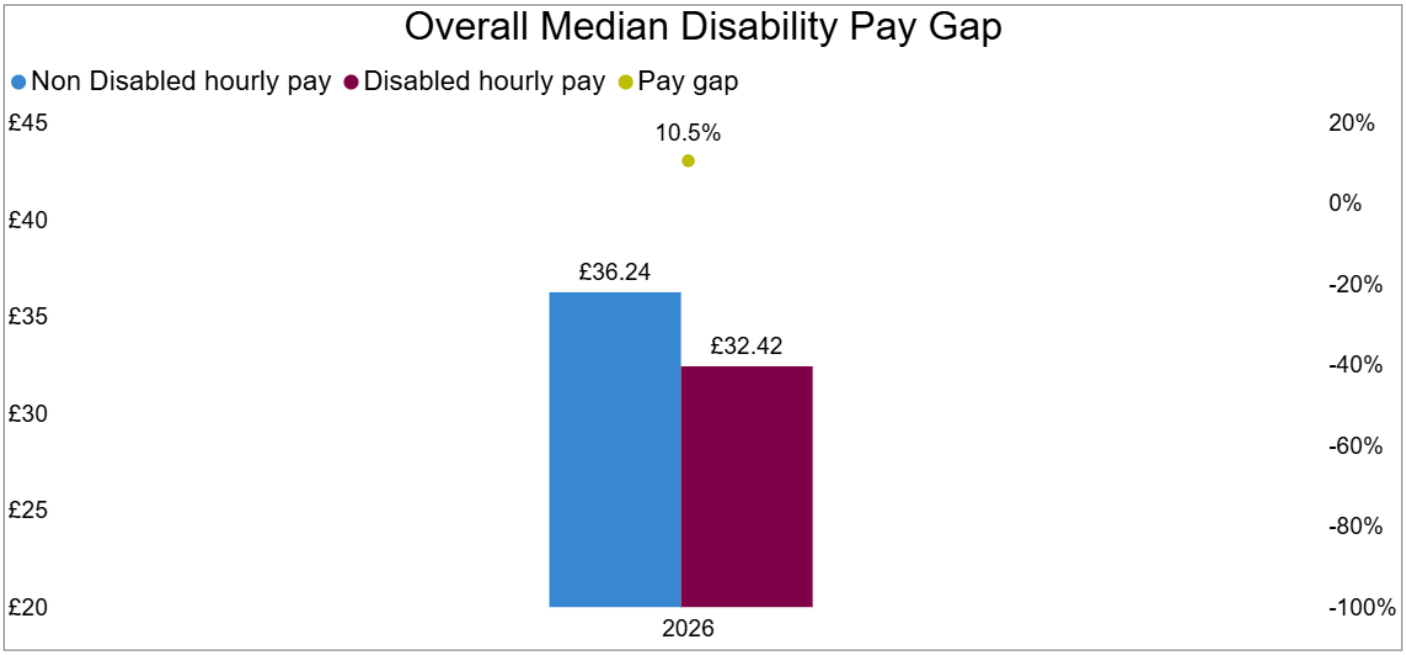
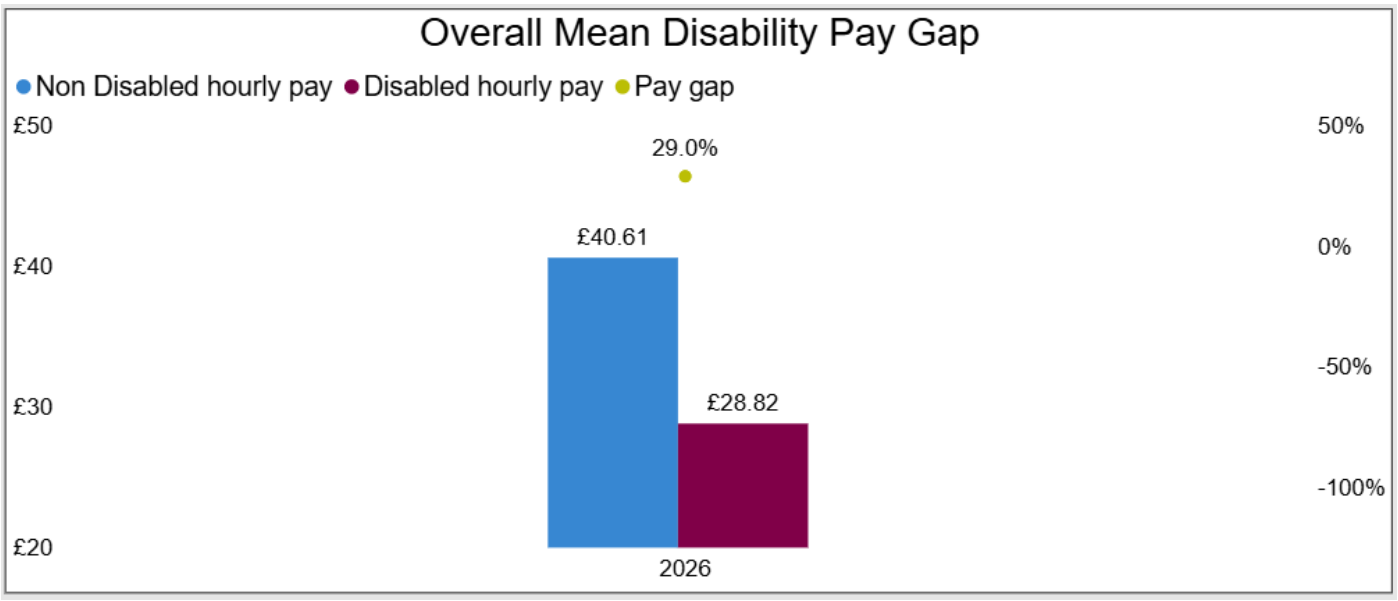


Figure 2.4 – Overall Mean Disability Pay Gap



Data Visualisation
Disability pay gap data is presented using bar charts to support clear and transparent reporting of pay differences between non-disabled and disabled employees for 2026. Bar charts are used to show the median and mean hourly pay for both groups, enabling direct comparison of pay levels. A marker is included on each chart to display the percentage pay gap, helping to clearly communicate the scale of the disparity alongside the pay values. The use of both median and mean measures provides a more complete picture of pay distribution, with the mean pay gap significantly higher than the median pay gap, indicating that pay differences are influenced by higher earners and may reflect an imbalance in representation in higher-paid roles.

Accessibility (Alt Text)
Figure 2.3 presents median hourly pay for disabled and non-disabled employees in 2026, alongside an indicator of the percentage median disability pay gap. Non-disabled employees have a median hourly pay of **£36.24**, **compared with £32.42** for disabled employees, resulting in a **pay gap of 10.5%.** **Figure 2.4** presents mean hourly pay for the same groups, with a corresponding percentage mean disability pay gap. **Mean hourly pay is £40.61 for non-disabled employees** and **£28.82 for disabled employees**, producing a **larger pay gap of 29.0%.** The comparison between the median and mean pay gaps shows that the difference in average pay is more pronounced when higher earners are taken into account, as reflected in the substantially wider mean pay gap.

Key Insights

Narrative
• The disability pay gap is material across both measures, indicating a difference in earnings between disabled and non-disabled employees. • The **mean pay gap (29.0%)** is substantially larger than the **median pay gap (10.5%)**. This suggests that pay differences are not evenly distributed across the workforce and may be influenced by higher-paid employees. • The larger mean gap may indicate lower representation of disabled employees in more senior or higher-paying roles. However, given the size of the workforce, the mean figure may also be more sensitive to the impact of a small number of high earners, which can amplify difference in average pay.

Gender

Figure 2.5 – Overall Median Gender Pay Gap

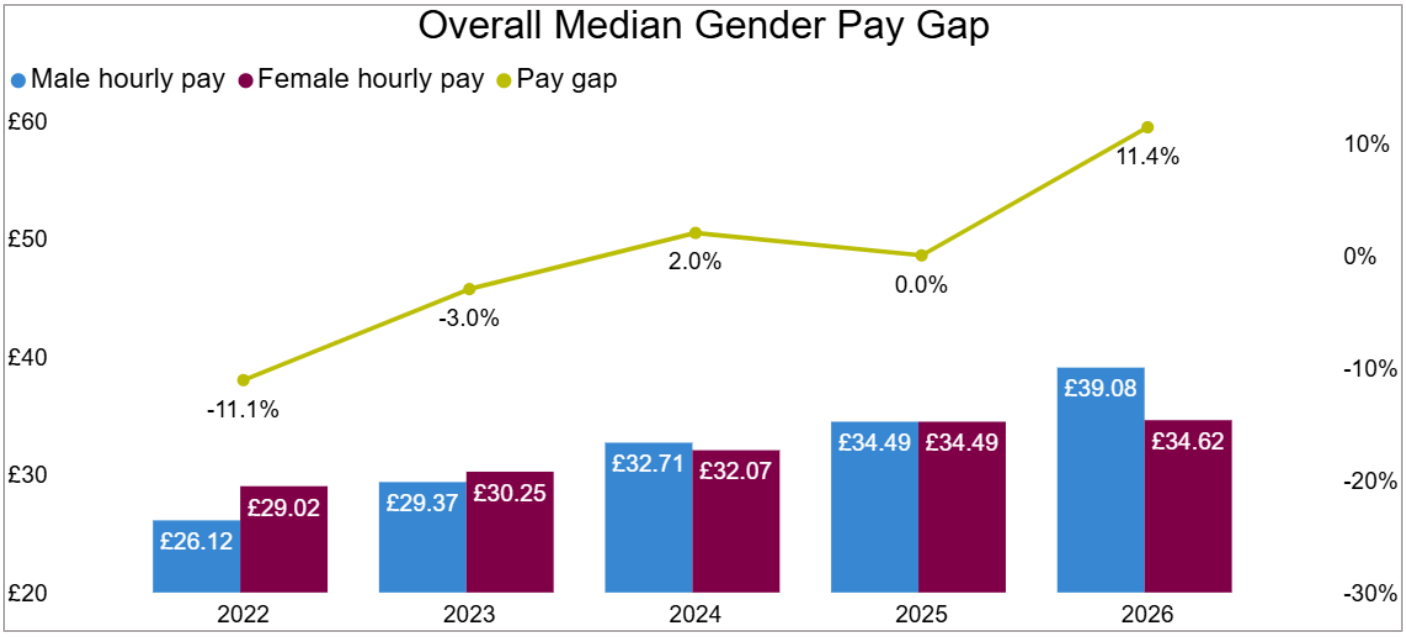
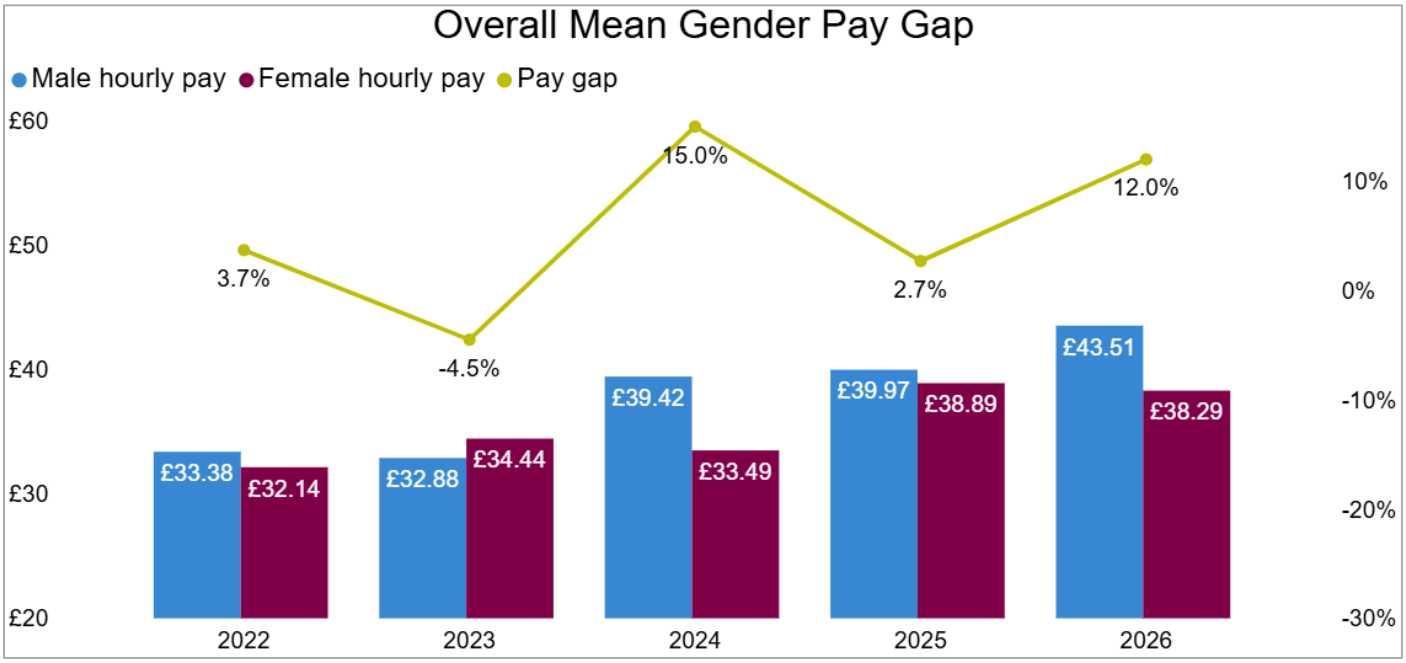


Figure 2.6 – Overall Mean Gender Pay Gap



Data Visualisation
Gender pay gap data is presented using a combination of bar charts and line graphs to support clear and transparent reporting.

Bar charts are used to show the median and mean hourly pay for male and female employees across the reporting period (2022-2026), enabling direct comparison of pay levels between groups.

A line graph is overlaid to illustrate the percentage pay gap for each year, allowing for clear visibility of trends over time, including where the gap has narrowed or widened.

Accessibility (Alt Text)

Figure 2.5 shows the median hourly pay for male and female employees from 2022 to 2026, alongside a line showing the percentage median gender pay gap.

Median hourly pay increases overall for both groups over the five-year period. Male median pay rises from **£26.12 in 2022 to £39.08 in 2026**. Female median pay rises from **£29.02 in 2022 to £34.62 in 2026**.

The median gender pay gap changes over time:

Year	Median Gender Pay Gap (%)
2022	-11.1%
2023	-3.0%
2024	2.0%
2025	0.0% (pay parity)
2026	11.4%

The chart shows that the pay gap initially reflected higher median pay for female employees, narrowed over time, reached equality in 2025, and then widened in 2026 with higher median pay for male employees. While pay has increased for both groups, the median gender pay gap fluctuates and changes direction over time rather than steadily decreasing, with the exception of 2025 when pay parity was achieved.

Figure 2.6 shows the mean hourly pay for male and female employees from 2022 to 2026, alongside a line showing the percentage mean gender pay gap.

Mean hourly pay increases overall for both groups, with some variation. Male mean pay rises from **£33.38 in 2022 to £43.51 in 2026**. Female mean pay rises **from £32.14 in 2022 to £38.29** over the same period.

The mean gender pay gap fluctuates more significantly:

Year	Median Gender Pay Gap (%)
2022	3.7%
2023	-4.5%
2024	15.0%
2025	2.7%
2026	12.0%

The chart shows that the mean pay gap varies year on year, with a sharp increase in 2024, a reduction in 2025, and a further increase in 2026. This indicates greater variability in mean pay differences compared to the median.

Key Insights

Narrative
• The analysis suggests that changes in the gender pay gap have uneven across the reporting period. This is due to small changes for a small organisation have created a swing from a negative pay gap to a positive pay gap. • The shift from a female pay advantage to a male pay advantage points to changes in the workforce composition rather than a steady progress towards equality. • Differences between median and mean trends suggest that pay disparities are not evenly distributed across the workforce, with greater variation in mean figures indicating a stronger influence from higher-paid roles. • The movement towards parity is not sustained, as improvements in one year are followed by a widening of the gap, highlighting the challenge of maintaining consistent progress.

3. Intersectional analysis

We have taken an intersectional approach within this report to recognise that individuals may experience overlapping characteristics, which can at times result in compounded experiences of disadvantage. As this is the first year we have undertaken intersectional analysis, there is no comparative data available from previous years. Intersectional analysis has only been included where there are sufficient sample sizes to support meaningful and robust reporting. At present, this is limited to gender and ethnicity. Intersectional analysis relating to disability (for example, gender and disability, or ethnicity and disability) has not been included due to small numbers within these groups, which can affect the reliability of the analysis and increase the risk of identifying individuals.

Gender and Ethnicity

Figure 3.1 – Median Ethnicity Pay Gap by Gender (Female) and Year

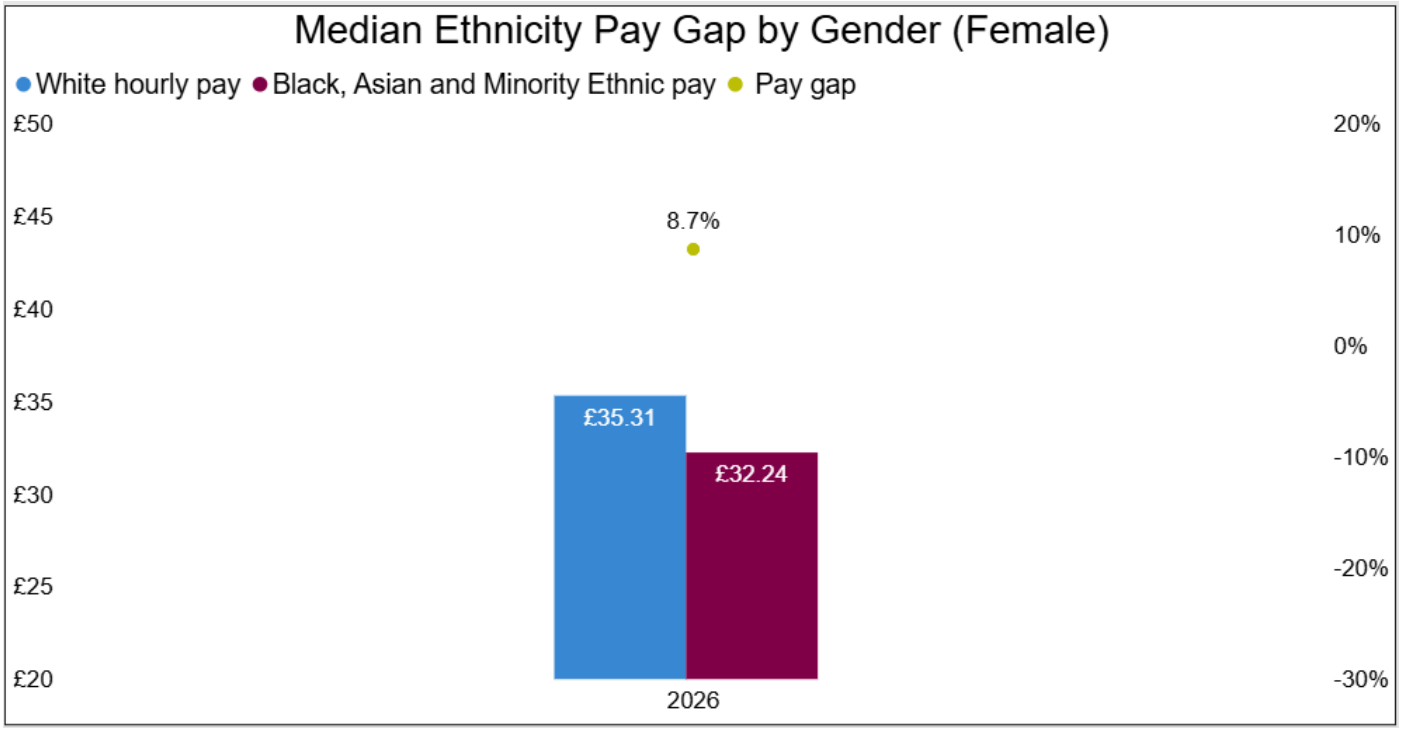
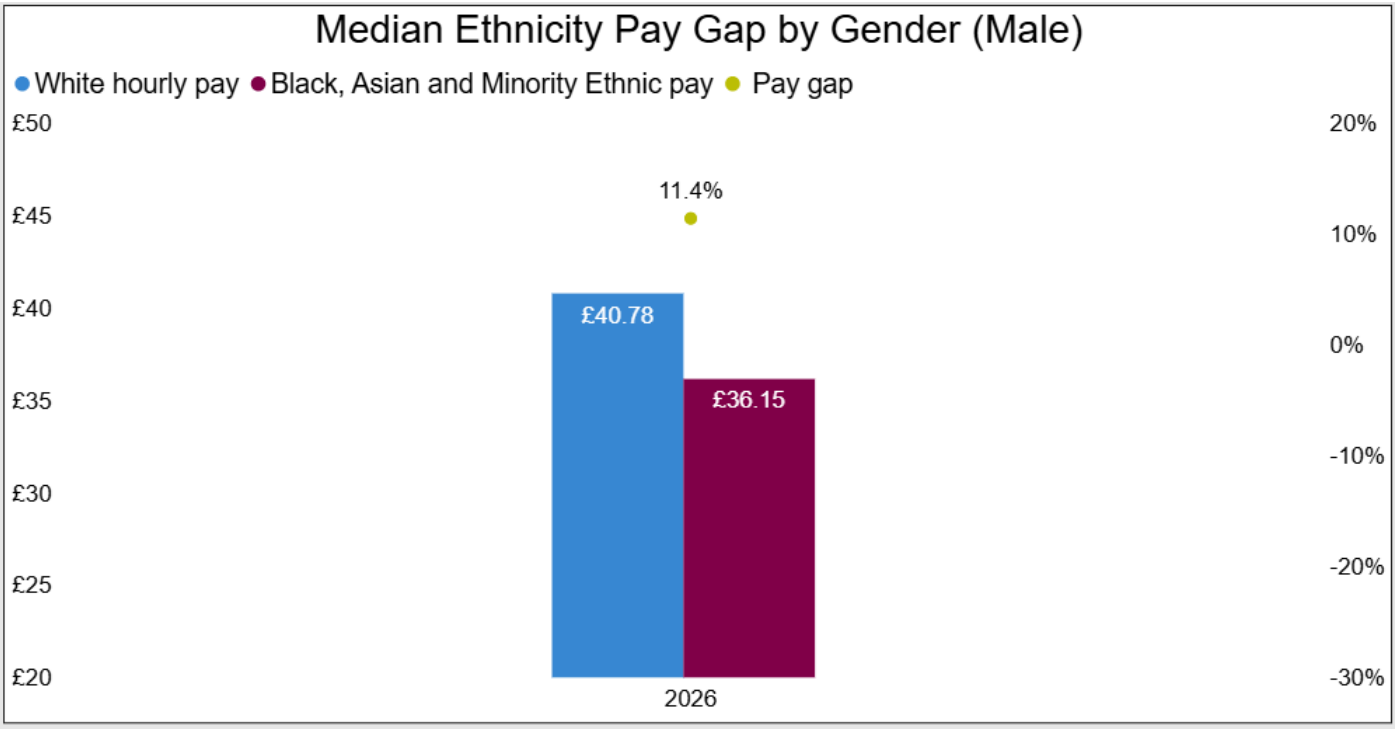


Figure 3.2 – Median Ethnicity Pay Gap by Gender (Male) and Year



Data Visualisation
Figure 3.1 illustrates a bar chart showing the median hourly pay for female employees across two groups: White employee and Black, Asian and Minority Ethnic employees, and **Figure 3.2** illustrates a bar chart showing the median hourly pay for male employees across the same ethnic groups. Each chart also includes a marker indicating the median ethnicity pay gap (%). The graphs show that the ethnicity pay gap is higher for male employees than for female employees in 2026.

Accessibility (Alt Text)
Figures 3.1 and 3.2 show the median hourly pay by ethnicity for female and male employees respectively in 2026, alongside a marker indicating the percentage ethnicity pay gap. For female employees, **median hourly pay is £35.31 for White employees** and **£32.24 for Black, Asian and Minority Ethnic employees**, resulting in an **ethnicity pay gap of 8.7%.** For male employees, **median hourly pay is £40.78 for White employees** and **£36.15 for Black, Asian and Minority Ethnic employees**, resulting in an **ethnicity pay gap of 11.4%.** The charts show that median hourly pay is higher for White employees than for Black, Asian and Minority Ethnic employees for both groups, and that the **ethnicity pay gap is wider among male employees** in 2026.

Narrative
• The 2026 analysis identified a difference in median hourly pay with White employees earning more on average than Black, Asian and Minority Ethnic employees across both female and male employees. • While disparities exist for both genders, the gap is more pronounced among male employees, suggesting a greater divergence in pay outcomes by ethnicity within this group. • This size of the ethnicity pay gap varies across the workforce and is not experienced uniformly by all employees. • These differences are likely influenced by workforce composition, including the representation of employees across roles, grades and levels of seniority. • The distribution of employees across higher- and lower-paid positions may contribute to the overall differences observed, rather than reflecting differences in pay for equivalent roles.

Figure 3.3 – Mean Ethnicity Pay Gap by Gender (Female) and Year

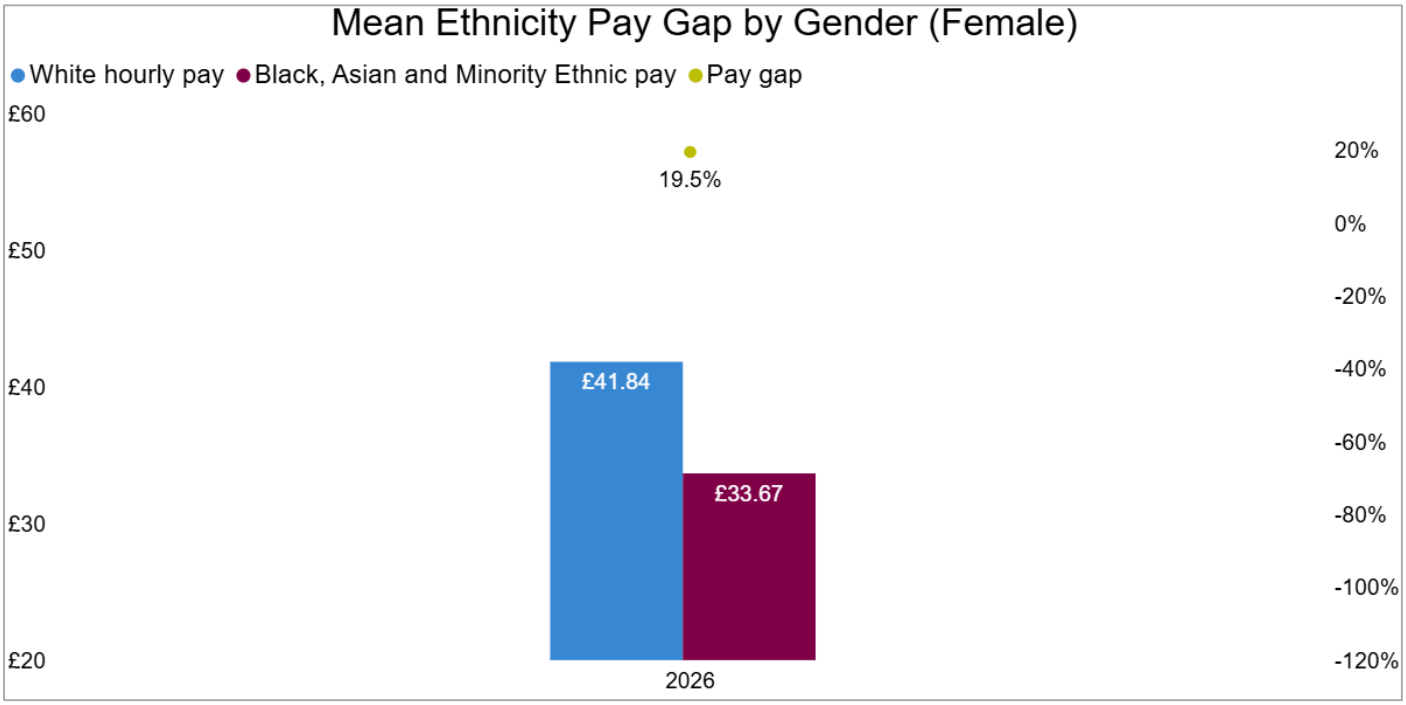
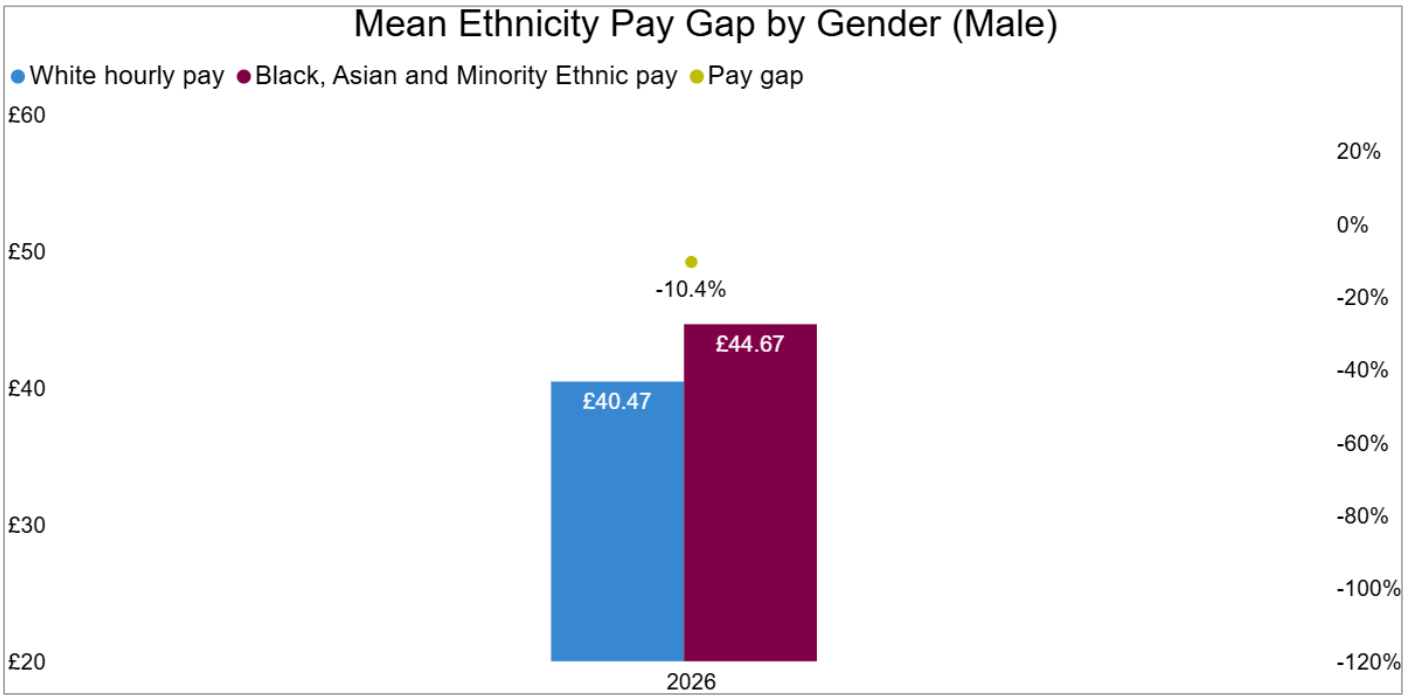


Figure 3.4 – Mean Ethnicity Pay Gap by Gender (Male) and Year



Data Visualisation
Figure 3.3 illustrates a bar chart showing the mean hourly pay for female employees across two ethnic groups (White and Black, Asian and Minority Ethnic), and Figure 3.4 illustrates a bar chart showing the mean hourly pay for male employees across the same ethnic groups. Each chart also includes a marker to indicate the mean ethnicity pay gap percentage. The charts show a positive mean pay gap for female employees and a negative mean pay gap for male employees, indicating opposite patterns in average pay by ethnicity across genders.

Accessibility (Alt Text)
Figures 3.2 and 3.4 show the mean hourly pay by ethnicity for female and male employees in 2026, alongside a marker showing the percentage ethnicity pay gap. For female employees, **White employees earn £41.84** compared to **£33.67 for Black, Asian and Minority Ethnic employees**, resulting in a **19.5% pay gap**. For male employees, **White employees earn £40.47** compared to £**44.67 for Black, Asian and Minority Ethnic employees**, resulting in a **-10.4% pay gap**, indicating **higher average pay for Black, Asian and Minority Ethnic male employees.** Overall, the ethnicity pay gap differs by gender, with a larger positive gap for female employees and a negative gap for male employees in 2026.

Narrative
• The 2026 analysis shows differing patterns in mean hourly pay between ethnic groups by gender. White female employees earn more on average than Black, Asian and Minority Ethnic employees, whereas for male employees the opposite pattern is observed. • The ethnicity pay gap is positive for female employees and negative for male employees, indicating that pay outcomes by ethnicity are not consistent across the workforce and are influenced by different dynamics within each group. • These differences are likely to reflect variations in workforce composition, particularly the distribution of employees across roles, grades and levels of seniority. • Mean pay is affected by higher earners, so differences in representation at senior levels may contribute to the observed gaps, rather than differences in pay for like-for-like roles. • More detailed intersectional analysis is not possible because sample sizes within individual ethnicity groups are too small to report reliably.

Summary of Appendix 1
The analysis indicates that pay gaps at OPDC are largely influenced by workforce composition, representation across earnings quartiles and the distribution of employees in higher-paid roles. Ethnicity and gender pay gaps remain evident, with the most significant disparities affecting Black employees and higher-paid positions. Gender pay gaps also widened in 2026, reflecting changes in workforce composition and representation. Improved declaration rates have strengthened the reliability of the data and provide a more accurate picture of the workforce, while increasing ethnic diversity has resulted in greater representation of ethnic minority employees. Disability pay gap reporting is now possible; however, the small number of disabled employees limits the extent of meaningful analysis. As a relatively small organisation, modest workforce changes can have a disproportionate impact on pay gap outcomes. Overall, the findings suggest that improving representation and progression into higher-paid roles will be important in reducing pay disparities over time.

4. OPDC 2026 Pay Gap Reporting Action Plan

Narrative
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, in partnership with the GLA. We will continue to build on our progress to date, including 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. We recognise the need to support employees affected by menopause and this year have incorporated a menopause-related action into our Pay Gap Action Plan. This enables us to meet the Government's current voluntary expectation ahead of the planned 2027 requirement, demonstrating our commitment to creating an inclusive and supportive workplace for all employees. This action plan should read alongside our Equity, Diversity and Inclusion Strategy and our Inclusive Insights Report.

Pay Gap	Type of Action	Action	Owner	Timeline	Measure(s) of Success
Ethnicity and Disability	Embedded New	Continue to engage new starters via induction and targeted emails to encourage completion of ethnicity and disability declarations. Quarterly monitoring of declaration rates, and where required, interventions developed to improve them.	HR Team	March 2027	Maintain ethnicity declaration rate at 95% or above. Increase disability declaration rate to 95%.
Ethnicity, Disability and Gender	In progress	Increase awareness and visibility of development opportunities by promoting the Mentoring Hub and Talent Portal.	HR Team	March 2027	Participation of all employees in development programmes.

Ethnicity, Disability and Gender	New	Introduce an ‘internal first’ recruitment approach where appropriate, providing current employees with early visibility of opportunities and encouraging career progression within the organisation.	HR Team	March 2027	Increase in internal hire; increase in ethnic minority representation at senior grades.
Gender and Ethnicity	New	Undertake a deep dive into the recruitment of women from ethnic minority backgrounds at Grade 10 and into senior roles (Grades 12+), to understand why recruitment outcomes are not keeping pace with representation levels across the organisation. Focus will be given to encouraging applications from women of Black, Asian and Minority Ethnic backgrounds for Grade 10 and above roles through inclusive attraction strategies and targeted outreach.	Head of People	March 2027	Increase the proportion of women from an ethnic background - grades 10 and 12 and above
Menopause	New	Improve menopause support Action – Offer and promote appropriate workplace adjustments for employees experiencing menopause, supported by manager guidance and awareness initiatives.	Head of People	March 2027	Employees are aware of available menopause support and workplace adjustments. Positive feedback on menopause support through employee surveys, networks or feedback mechanisms.

5. Conclusion

Ethnicity

Narrative
We are pleased to see a high declaration rate of **95%,** giving us greater confidence that our data reflects a more representative picture of our workforce and enables a more accurate assessment of our ethnicity pay gap. As a small organisation, individual recruitment decisions can significantly influence our pay gap data. Accurate and comprehensive reporting is essential to understanding our workforce and shaping effective action. While declaration rates have significantly improved, we remain focused on ensuring all colleagues feel confident and supported to disclose their information, enabling us to build a clearer, more representative picture of our workforce and drive meaningful, evidence-based improvements. Through the targeted interventions outlined in our action plan, our aspirations are to reduce the ethnicity pay gap.

Disability

Narrative
We are pleased to report **90%** declaration rate. This year, the number of employees who disclosed a disability met the required threshold, allowing us to calculate and report our disability pay gap. We will continue to strengthen our reporting and create an environment where employees feel comfortable and supported in sharing this information.

Gender

Narrative
Our gender pay gap has increased compared to last year, with both median and mean gaps widening in 2026. While this represents a move away from the pay balance reported last year, it is important to recognise that, as a small organisation, relatively minor workforce changes can have a disproportionate impact on our data, particularly within quartiles with small sample sizes. We remain committed to reducing this gap by continuing to implement our action plan and addressing any remaining disparities through targeted initiatives and inclusive recruitment practices.

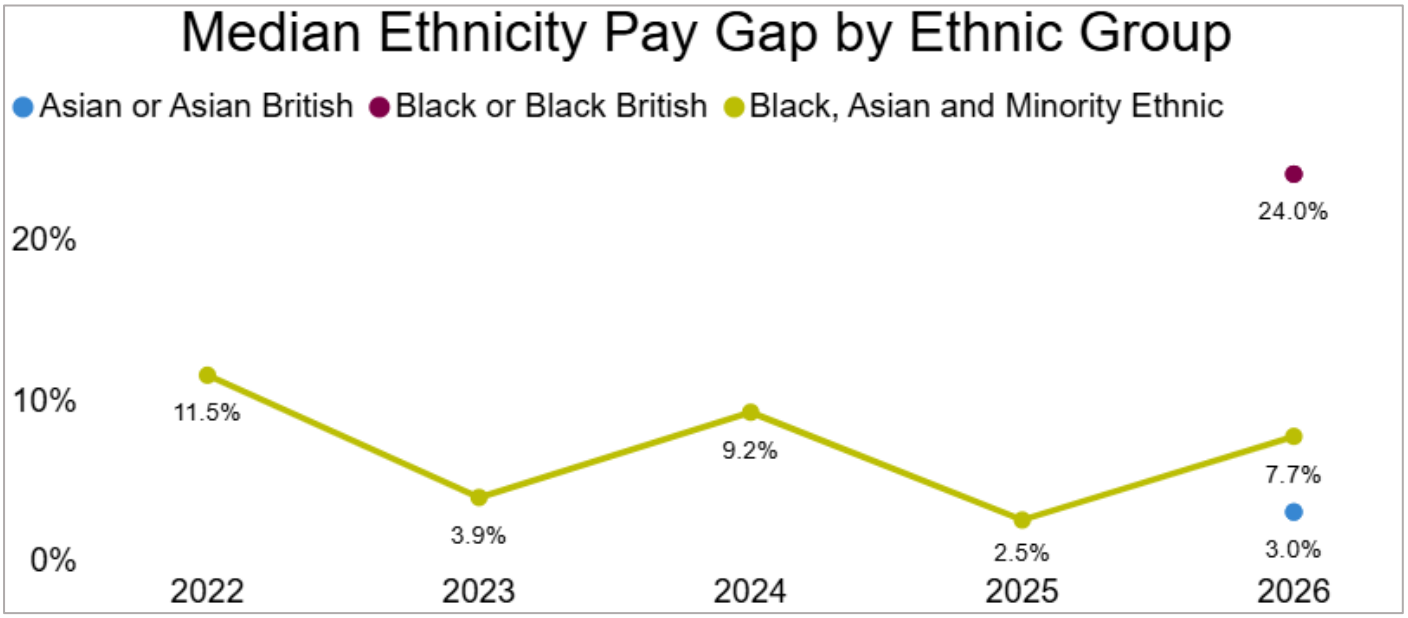
Appendix 1: Detailed Breakdown of Pay Gaps

Ethnicity Pay Gap

Overall

Narrative
In this section, 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. This is the first year we are able to disaggregate our ethnicity pay gap data and report findings separately for Asian or Asian British and Black or Black British colleagues.

Figure A1 – Median Ethnicity Pay Gap by Ethnic Group



Data Visualisation
Line graph showing the median ethnicity pay gap (%) from 2022 to 2026 for the overall Black, Asian and Minority Ethnic group, with additional 2026 comparisons for Asian and Black employees.

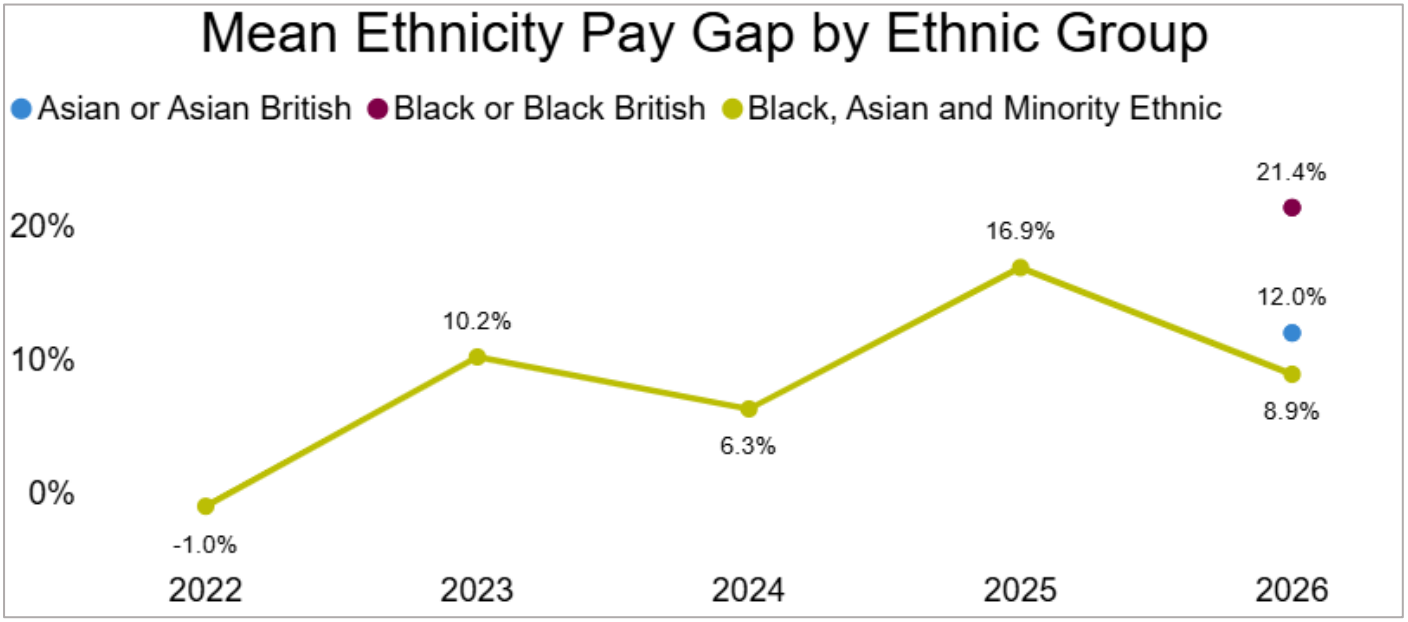
Accessibility (Alt Text)
Figure A1 is a line graph showing the median ethnicity pay gap for the overall Black, Asian and Minority Ethnic group from 2022 to 2026. The **gap falls from 11.5% in 2022 to 3.9% in 2023, increases to 9.2% in 2024**, **falls to 2.5% in 2025**, and **rises again to 7.7% in 2026**. In 2026, the gap varies significantly by ethnic group, at 3**.0% for Asian employees** and **24.0% for Black employees**.

Narrative
The data shows the overall ethnicity pay gap is not linear and may be influenced by year-on-year shifts in workforce composition, rather than reflecting sustained structural improvement or decline.

The most notable finding is the divergence between ethnic groups in 2026. The substantially wider pay gap for Black or Black British employees compared with both the overall figure and Asian employees suggests that aggregated measures can mask significant variation between groups.

The variation in pay gaps is likely influenced by unequal representation in higher-paid roles and the concentration of different ethnic groups in specific job types, which affects overall earnings and contributes to disparities.

Figure A2 – Mean Ethnicity Pay Gap by Ethnic Group



Data Visualisation
Line graph showing the mean ethnicity pay gap (%) from 2022 to 2026 for the overall Black, Asian and Minority Ethnic group, including a comparison for Asian or Asian British and Black or Black British employees.

Accessibility (Alt Text)
Figure A2 is a line graph showing the mean ethnicity pay gap from 2022 to 2026. The pay gap starts at **-1.0% in 2022**, indicating slightly higher average pay for ethnic minority employees compared with White employees, **increases to 10.2% in 2023**, **falls to 6.3% in 2024**, **rises to 16.9% in 2025**, and **decreases to 8.9% in 2026**. In 2026, the gap varies by ethnic group: **12.0% for Asian or Asian British employees** and **21.4% for Black or Black British employees**, indicating a **substantially wider gap for Black or Black British employees**.

Narrative
The data shows material fluctuations in the mean ethnicity pay gap over time, including a shift from a negative gap in 2022 to a positive gap from 2023 onwards. This suggests changes in workforce composition or pay distribution, particularly among higher earners. A key insight is the disparity between ethnic groups in 2026, where Black or Black British employees experience a substantially higher pay gap than Asian or Asian British employees. This indicates that overall averages may conceal inequalities within groups. These differences

may be linked to uneven representation in higher-paid roles and occupational segregation, where some ethnic groups are more concentrated in lower- or higher-paying job types.

Workforce Composition

Table A1 – Workforce Composition (Ethnicity)

	2022	2023	2024	2025	2026
Number of Black, Asian and Minority Ethnic staff	11	16	16	19	28
Number of White staff	27	31	35	40	50
Total (declared)	38	47	51	59	78
% Black, Asian and Minority Ethnic (declared)	29	34	31	32	36
Number of staff with unknown status	0	4	15	19	2
Total (all staff – including unknown)	38	51	66	78	82
Disclosure rate	100%	92%	77%	76%	95%
% Black, Asian and Minority Ethnic (all staff – including unknown)	29	31	24	24	34

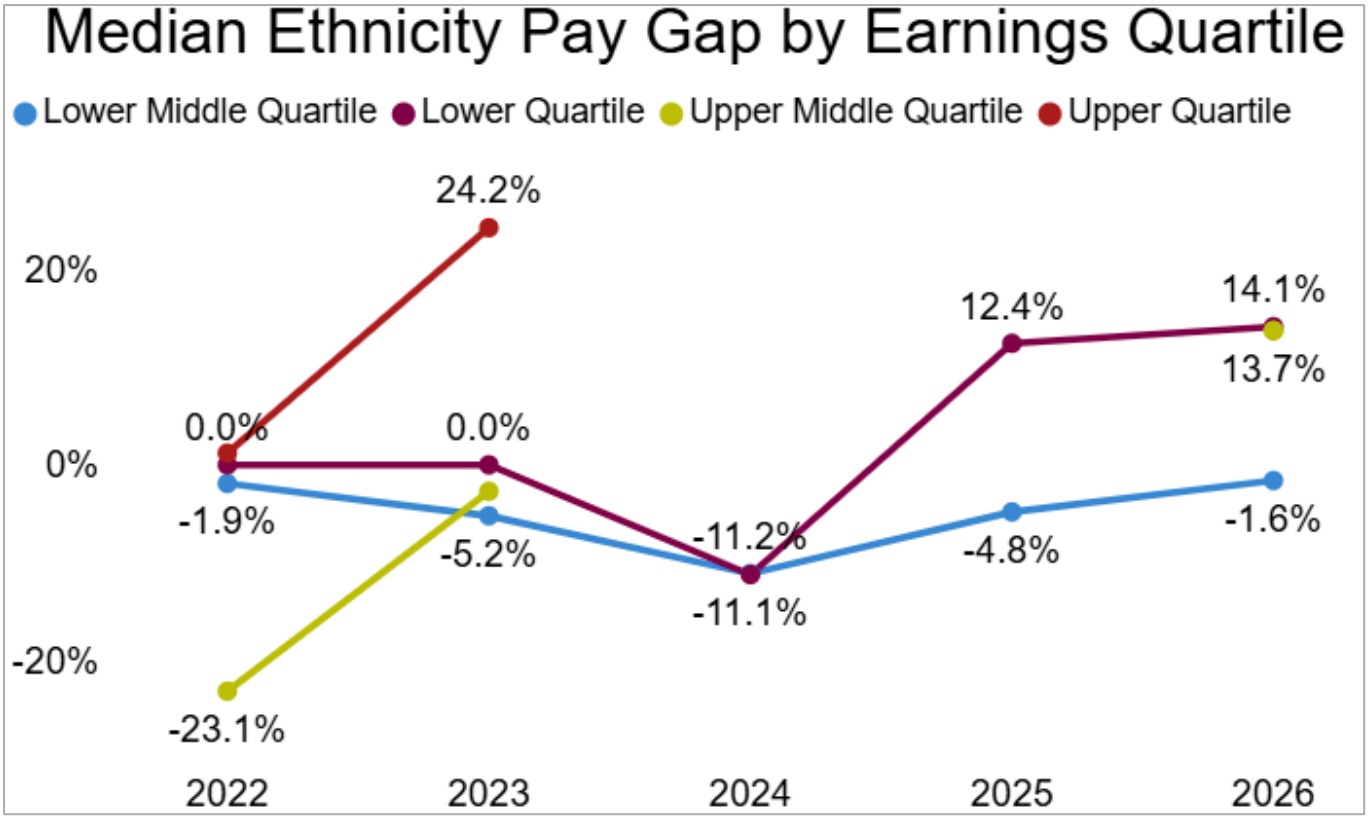
Full-time/ Part-time Status

Narrative
Due to the low number of part-time employees at OPDC, we are unable to report on this.

Earnings Quartile

Narrative
There is no clear overall relationship between ethnicity pay gap and earnings quartile, as trends vary considerably across groups. There were small numbers of Black, Asian and Minority Ethnic staff in the Upper quartile and we were unable to provide commentary. Amongst the other quartiles, the Upper Middle and the Lower Quartile had the largest median pay gap in 2026 (**13.7% and 14.1%**) and the largest mean pay gaps (**7% and 9.2%**). OPDC is a small organisation and small changes in workforce composition can result in large changes in pay gap calculations for earning quartiles.

Figure A3 - Median Ethnicity Pay Gap by Earnings Quartile and Year



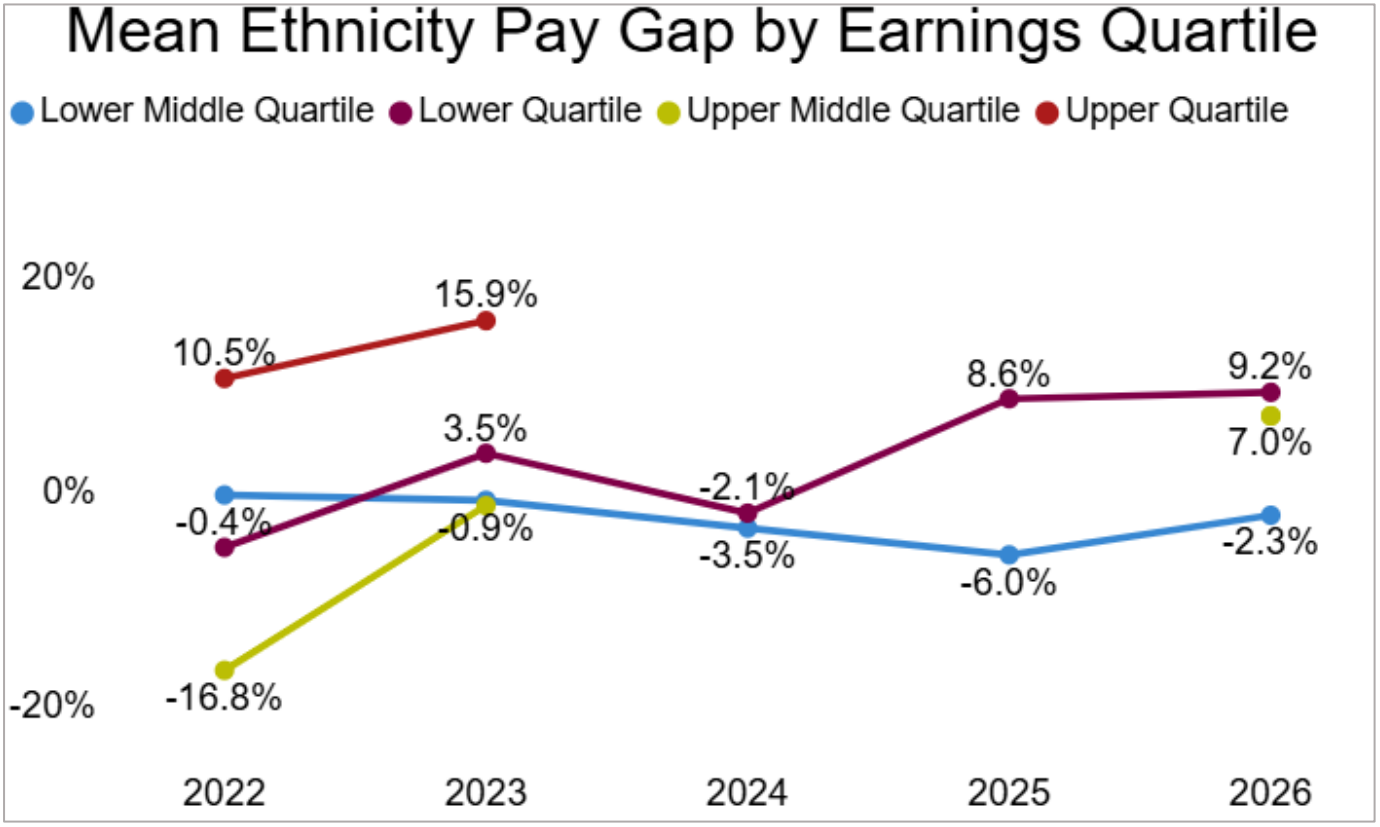
Data Visualisation
Figure A3 illustrates a line chart showing the median ethnicity pay gap across four earnings quartiles (Lower, Lower Middle, Upper Middle, Upper) from 2022 to 2026. There is no consistent relationship between ethnicity pay gap and earnings quartile, as trends vary across groups. In 2022, the Upper Middle Quartile shows a large **negative pay gap (-23.1%), while the other quartiles are close to zero**. By **2023**, the **Upper Quartile increased sharply to 24.2%**, while the **Lower Quartile remains at 0.0%** and the **Lower Middle Quartile declines to -5.2%.** In **2024**, both the **Lower Quartile and Lower Middle Quartile fall to similar negative values** (**–11.1% and –11.2%**). From **2025** onwards, the **Lower Quartile rises significantly to 12.4%** and **continues to increase to 14.1% in 2026**, becoming the highest. The Lower Middle Quartile remains negative at **-1.6% by 2026**. Where no line is shown for particular years, data is not available, as it has been redacted due to small numbers.

Accessibility (Alt Text)
A line chart titled “Median ethnicity pay gap by earnings quartile” displays percentage pay gaps from 2022 to 2026 for four groups: Lower Quartile, Lower Middle Quartile, Upper Middle Quartile, and Upper Quartile. The Lower Middle Quartile line remains below zero throughout, starting at **-1.9% in 2022**, decreasing to around **-11.1% in 2024**, and improving to about **-1.6% by 2026**. The Lower Quartile remains at **0.0% in 2022 and 2023**, drops to **-11.2% in 2024**, then **increases to 12.4% in 2025 and 14.1% in 2026**.

The Upper Middle Quartile line starts at **-23.1% in 2022** and **improves to -5.2% in 2023**. No data is shown for 2024 and 2025 due to redaction for small numbers. The line resumes in **2026** at **13.7% representing a positive pay gap**.

The Upper Quartile line begins at **0.0% in 2022** and **rises sharply to 24.2% in 2023**. No data is shown for 2024, 2025 and 2026 due to redaction for small numbers.

Figure A4 – Mean Ethnicity Pay Gap by Earnings Quartile and Year



Data Visualisation

Figure A4 illustrates a line chart showing the mean ethnicity pay gap across four earnings quartiles (Lower, Lower Middle, Upper Middle, and Upper) from 2022 to 2026.

The mean ethnicity pay gap varies across earnings quartiles and over time. The Upper Quartile shows a positive pay gap where data is available, increasing from **10.5% in 2022** to **15.9% in 2023**. Data for 2024 to 2026 is not shown because it has been redacted due to small numbers.

The Lower Quartile fluctuates over the period, moving from **-0.4% in 2022** to **3.5% in 2023**, falling to **-2.1% in 2024**, and then increasing to **8.6% in 2025** and **9.2% in 2026**.

The Lower Middle Quartile remains at or below zero throughout the reporting period, starting at 0.0% in 2022, decreasing to **-0.8% in 2023**, **-3.5% in 2024**, and reaching a low of **-6.0% in 2025** before improving to **-2.3% in 2026**.

The Upper Middle Quartile improves from **-16.8% in 2022** to **-0.9% in 2023**, and **reaches 7.0% in 2026**. Data for 2024 and 2025 has been redacted due to small numbers.

Overall, the chart highlights differing trends across earnings quartiles, with positive pay gaps in the Upper Quartile where data is available and consistently lower outcomes in the Lower Middle Quartile.

Accessibility (Alt Text)

Line chart titled **"Mean ethnicity pay gap by earnings quartile"** showing the mean ethnicity pay gap from 2022 to 2026 for the Lower Quartile, Lower Middle Quartile, Upper Middle Quartile and Upper Quartile.

The pay gap varies across earnings quartiles over time. The Upper Quartile remains positive where data is available, while the Lower Middle Quartile remains at or below zero throughout the reporting period. The Lower Quartile fluctuates between negative and positive values, and the Upper Middle Quartile improves from a substantial negative pay gap in 2022 to a positive pay gap by 2026. Some years are not shown because the data has been redacted due to small numbers.

Narrative

The analysis of median and mean ethnicity pay gaps across earnings quartiles demonstrate variation and inconsistency across pay levels over time, indicating that pay differences are not experienced uniformly across the workforce.

The largest pay gaps are generally observed in the Upper Quartile and Upper Middle Quartile, although the pattern is not consistent across all years. In the Upper Quartile, where data is available, positive gaps are evident in both the median and mean measures, indicating periods where White employees earned more on average than ethnic minority employees. Data for this quartile is unavailable after 2023 due to redaction resulting from small numbers.

The Lower Middle Quartile remains consistently negative across both median and mean measures throughout the reporting period, indicating slightly higher earnings for ethnic minority employees in this group, although the size of the gap fluctuates year on year.

The Lower Quartile shows a transition from little or no gap in the earlier years to a positive pay gap by 2025 and 2026. Similarly, the Upper Middle Quartile moves from a substantial negative pay gap in 2022 to a positive gap by 2026 under both mean and median measures. However, interpretation of the later years should be considered with some caution where figures are affected by small numbers and data redaction.

Pay Bands

Narrative

Pay band analysis has not been included in this report due to the small employee population within most pay bands (less than 5). The analysis would not provide any meaningful conclusions and has therefore been excluded.

Bonus Payments

Narrative
Bonus pay is defined as any remuneration received in addition to basic pay, including payments such profit sharing, performance bonuses, incentives, commission, or awards provided in the form of money, vouchers, securities, or similar benefits. OPDC does not operate a bonus or performance-related pay scheme and does not provide additional payments linked to productivity or individual performance. As a result, there is no bonus pay data to report under this definition.

Disability Pay Gap

Overall

Narrative
As at 31 March 2026, OPDC reported a median disability pay gap of **10.5%** and a mean disability pay gap of **29%.** These figures should be interpreted with caution due to the relatively small dataset. While the declaration rate remains low, it is sufficient to enable analysis of the disability pay gap. However, the limited level of disclosure means that the findings are not as detailed or robust as those presented in other sections of this report.

Workforce Composition

Table A2 – Workforce Composition (Disability)

	2021	2022	2023	2024	2025	2026
Number of disabled staff	N/A	N/A	N/A	N/A	N/A	5
Number of non-disabled staff	N/A	N/A	N/A	N/A	N/A	69
Total (declared)	N/A	N/A	N/A	N/A	N/A	74
% disabled (declared)	N/A	N/A	N/A	N/A	N/A	7%
Number of staff with unknown status	N/A	N/A	N/A	N/A	N/A	8
Total (all staff – including unknown)	N/A	N/A	N/A	N/A	N/A	82
Disclosure rate	N/A	N/A	N/A	N/A	N/A	90%
% Disabled (all staff – including unknown)	N/A	N/A	N/A	N/A	N/A	6%

Narrative
In 2026, OPDC reported a high disclosure rate of **90%,** indicating a high level of engagement with equality monitoring processes. Of the **74 employees** who declared their status, **5 identified as disabled, representing 7% of those who declared their status**. When considering the whole workforce, including undeclared responses, this equates to a **disability representation rate of 6%.** A **small proportion of the workforce (8 employees**) have an unknown disability status, suggesting there may still be opportunities to further improve disclosure rates and data completeness.

Full-time/ Part-time Status

Narrative
Due to the low number of part-time employees at OPDC, we are unable to report on this.

Earnings Quartile

Narrative
There is insufficient representation of disabled staff within each earnings quartile to enable meaningful analysis.

Pay Bands

Narrative
There is insufficient representation of disabled staff within each pay band to enable meaningful analysis.

Bonus Payments

Narrative
Bonus pay is defined as any additional remuneration beyond salary, including payments such profit sharing, performance bonuses, incentives, commission, or awards provided in the form of money, vouchers, securities, or similar benefits. OPDC does not operate a bonus or performance-related pay scheme and does not provide additional payments linked to productivity or individual performance. As a result, there is no bonus pay data to report under this definition.

Gender Pay Gap

Overall

Narrative
This section outlines the overall gender pay gap between male and female employees as at 31 March 2026. The organisation reported a median gender pay gap of **11.4%** and a mean gender pay gap of **12.0%,** indicating that, on average, female employees earned less than their male counterparts.

Workforce Composition

Narrative
Over the six-year period, the organisation has experienced significant workforce growth, with total headcount increasing from **46 employees in 2021 to 82 employees in 2026**. Growth was observed across both female and male employee populations, with **female headcount**

increasing from 31 to 49 employees and **male headcount increasing from 15 to 33 employees**.

Female employees remained the majority of the workforce throughout the reporting period. Between 2021 and 2024, **female representation was stable at approximately 66–67% of total headcount**. In **2025**, female representation **decreased to 58%** as m**ale headcount grew at a faster rate**. In **2026**, female representation **increased slightly to 60%,** suggesting a partial rebalancing of the workforce.

Overall, while the organisation continues to maintain a female-majority workforce, the proportion of male employees has increased in recent years. This shift in workforce composition may influence the organisation's gender pay gap where growth is concentrated in higher-paying roles.

Table A3 – Workforce Composition (Gender)

	2021	2022	2023	2024	2025	2026
Number of female staff	31	25	34	42	45	49
Number of male staff	15	13	17	24	33	33
Total staff	46	38	51	66	78	82
% Female	67%	66%	67%	67%	58%	60%

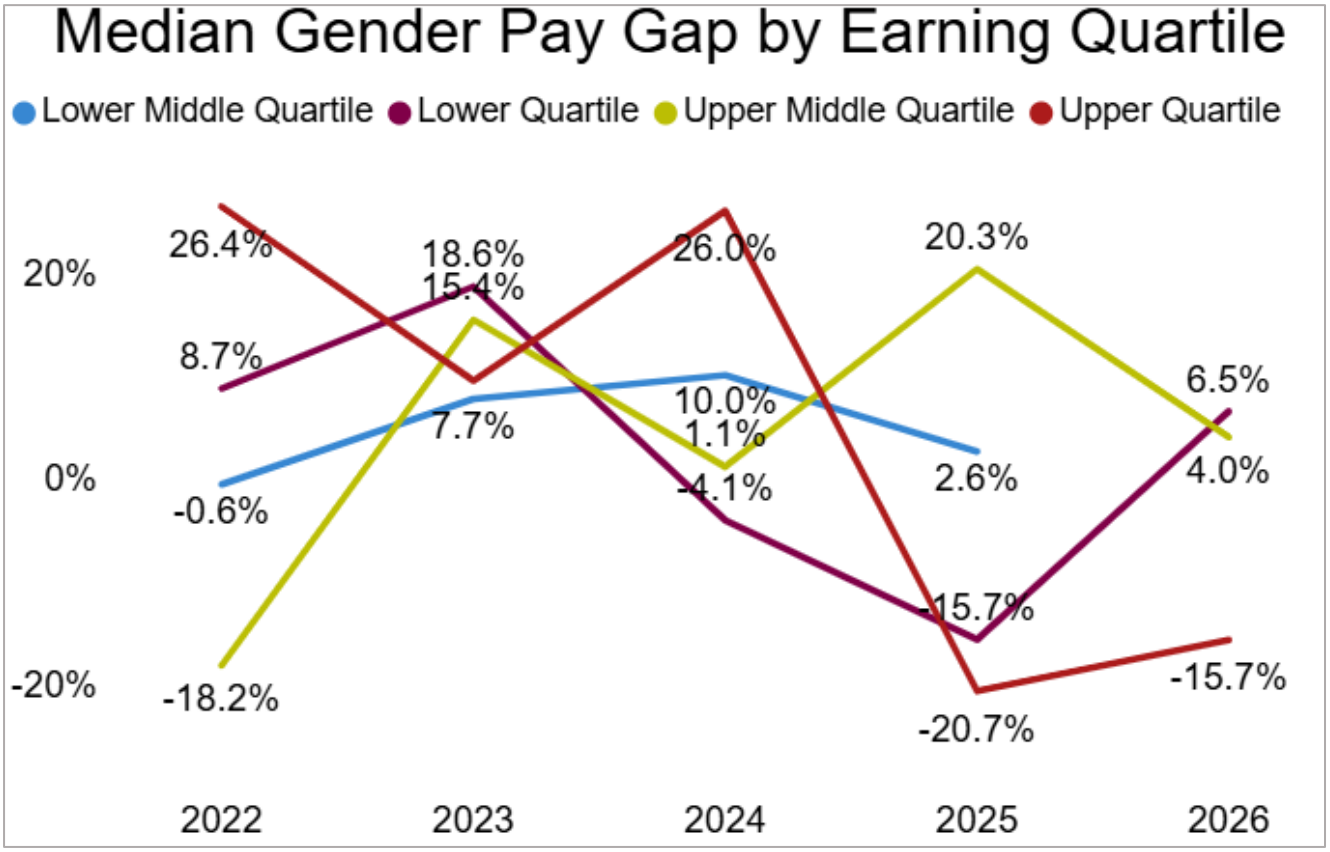
Full-time/ Part-time Status

Narrative
Due to the low number of part-time employs at OPDC, we are unable to report on this.

Earnings Quartile

Narrative
Earnings quartiles are calculated by dividing the workforce into four equal groups based on hourly pay, ranked from the lowest-paid employees to the highest-paid employees. This helps to identify how representation and pay gaps vary across different levels of the organisation. In 2026, women have a pay advantage in the median Upper Quartile, while men have a pay advantage in the median Lower Quartile and Upper Middle Quartile. For the mean gender pay gap, men have a pay advantage across the Lower Quartile, Upper Middle Quartile and Upper Quartile. Overall, these findings indicate that pay disparities remain evident across much of the pay distribution, although women have a pay advantage at the median level within the Upper Quartile. This year we were unable to analyse the mean and median lower middle quartiles due to having fewer than five male employees, in accordance with the redaction policy.

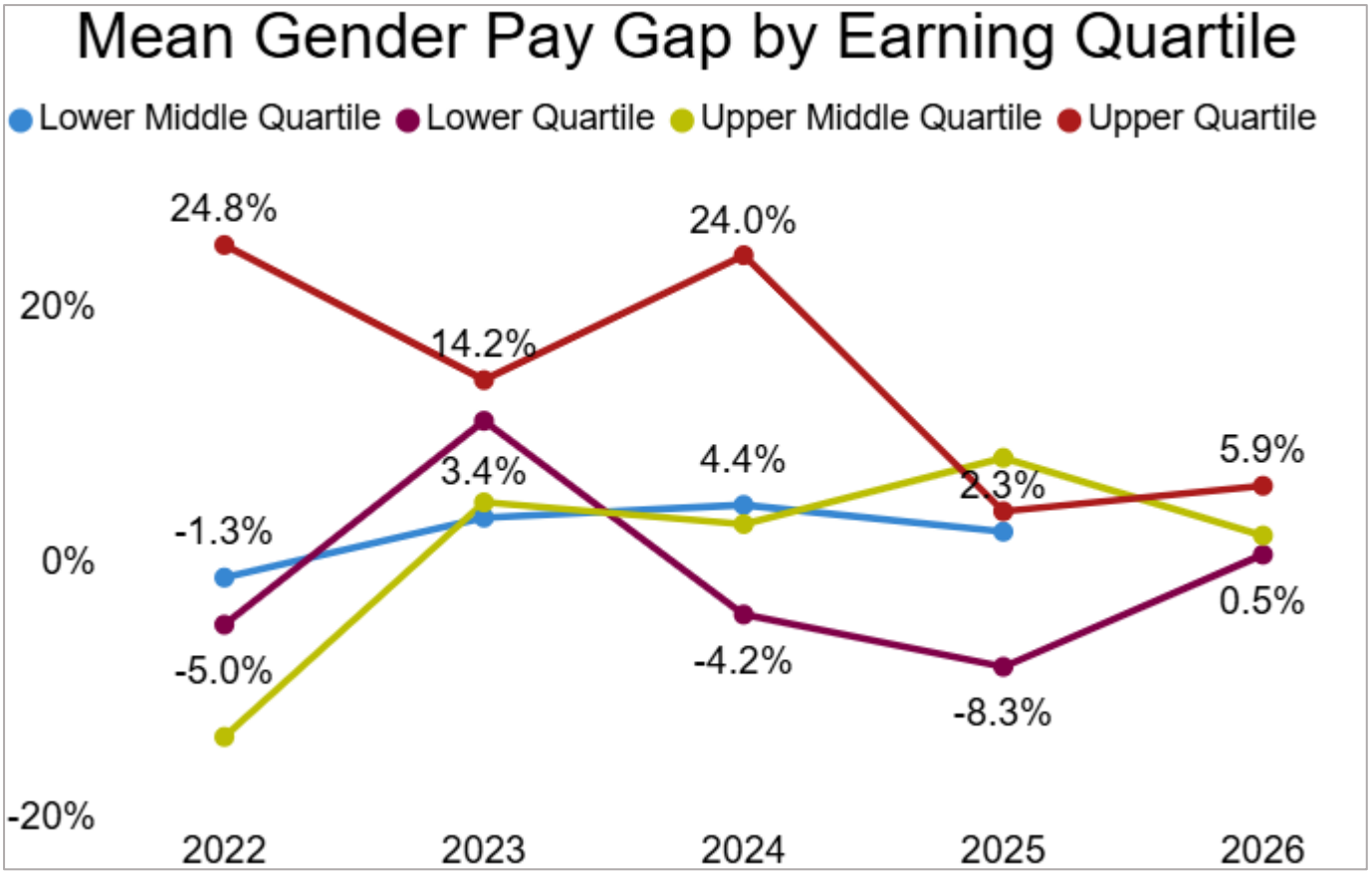
Figure A5 – Median Gender Pay Gap by Earning Quartile and Year



Data Visualisation
Line graph illustrating trends in the median gender pay gap across four earnings quartiles between 2022 and 2026. The Upper Quartile shows the greatest year-on-year variation, while the Lower Middle Quartile demonstrate more gradual changes over the reporting period.

Accessibility (Alt Text)
Figure A5 shows the median gender pay gap across four earnings quartiles between 2022 and 2026. The **Upper Quartile** shows the greatest variation over the reporting period, falling from **26.4% in 2022 to -20.7% in 2025** before **ending at -15.7% in 2026**. The **Upper Middle Quartile** ranges from **-18.2% in 2022 to a peak of 20.3% in 2025** before **falling to 4.0% in 2026**. The **Lower Quartile** increases from **8.7% in 2022 to 18.6% in 2023**, **then declines to -15.7% in 2025 before rising to 6.5% in 2026**. The **Lower Middle Quartile** shows comparatively smaller fluctuations, **ranging from -0.6% to 2.6%** across the period. Overall, the chart shows that the median gender pay gap varies considerably between earnings quartiles, with the greatest fluctuations occurring in the upper earnings quartiles.

Figure A6 – Mean Gender Pay Gap by Earning Quartile and Year



Data Visualisation
Line graph showing the mean gender pay gap by earnings quartile from 2022 to 2026. The Upper Quartile exhibits the greatest variation over the reporting period, including a marked decrease between 2024 and 2025, while the other quartiles show smaller fluctuations and generally move closer to zero by 2026.

Accessibility (Alt Text)
Figure A6 shows the mean gender pay gap across four earnings quartiles between 2022 and 2026. The **Upper Quartile** shows the greatest variation over the reporting period, **falling from 24.8% in 2022** to **14.2% in 2023**, **rising to 24.0% in 2024**, before declining to **2.3% in 2025** and ending at **5.9% in 2026**. The Upper Middle Quartile moves from a pay gap in favour of women in 2022 to a pay gap in favour of men in 2023 and remains relatively close to zero thereafter. The **Lower Quartile** fluctuates throughout the period and ends at **0.5% in 2026**. The **Lower Middle Quartile** shows comparatively smaller changes over time. Overall, the chart shows that **mean gender pay gaps narrowed across most earnings quartiles by 2026**, with gaps generally moving closer to zero than in earlier years.

Narrative
Analysis of both the median and mean gender pay gaps by earnings quartile shows that disparities are most significant in the Upper Quartile, with consistently larger and more variable gaps than those observed across other earnings groups. This is likely to reflect the concentration of a relatively small number of higher-paid roles, where changes in the workforce composition, recruitment and employee turnover can have a significant impact on pay gap calculations.

As a small organisation, minor changes can have a disproportionate effect on our data. The small sample sizes within each quartile amplify this impact, making the results volatile, as demonstrated by the fluctuations shown in the graphs.

Overall, median pay gaps moved closer to pay parity in 2026 across all quartiles for which comparative data is available, indicating a reduction in gender-based pay disparities. Mean pay gaps also moved closer to pay parity in the Lower and Upper Middle Quartiles and remained substantially lower than the levels observed in earlier years across all reported quartiles. These findings suggest a general narrowing of gender pay disparities across the organisation, although differences remain between earnings levels and year-on-year results should be interpreted with caution due to the small numbers involved.

Pay Bands

Narrative
Pay band analysis has not been included in this report due to the small employee population within most pay bands (less than 5). The analysis would not provide any meaningful conclusions and has therefore been excluded.

Bonus Payments

Narrative
Bonus pay is defined as any additional remuneration beyond salary, including payments such profit sharing, performance bonuses, incentives, commission, or awards provided in the form of money, vouchers, securities, or similar benefits. OPDC does not operate a bonus or performance-related pay scheme and does not provide additional payments linked to productivity or individual performance. As a result, there is no bonus pay data to report under this definition.

Appendix 2

A2.1 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.

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.

This year we are reporting on disability pay gap, as we have now reached a sufficient level of disability declaration to enable meaningful analysis.

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.

As a small organisation, individual recruitment decisions can significantly influence our pay gap data.

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. For consistency, we also redact historic data where required in this report

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

A2.2 Methodology

We report on the mean and median pay gap, this is:

- 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.

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

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

A2.3 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 2026.

A2.4 Declaration and disclosure rates

On 31 March 2026, we had 82 employees. The number of staff members included in the pay gap reporting exercise were as follows:

- ethnicity pay gap – 78 (declaration rate 95%; response rate – 98%)
- disability pay gap – 74 (declaration rate 90%; response rate – 96%)
- gender pay gap – 82 (declaration rate 100%; response 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.

A2.5 Data collection

We collected employee data on ethnicity, disability 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.

As ‘disability status’ is simply self-declared, we do not ask for further details.

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 LGBTQIA+ Staff Network.

A2.6 National and London Data

Analysis in the State of London Report[1], by the GLA's City Intelligence Unit, indicates that across the UK the median ethnicity pay gap between White workers, and Black, Asian and Minority Ethnic workers was 8.2 per cent in 2025. In London the median ethnicity pay gap was 18.1 per cent, more than double that of the pay gap 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.

In 2025, the UK median disability pay gap was 9.9 per cent, and 14.5 per cent in London. There is a relatively high degree of volatility in the data, due to smaller sample sizes. In the three years between 2021 and 2023, London's disability pay gap was smaller than that for the UK. However, in the two most recent years, the disability pay gap in London has risen above the disability pay gap for the UK. The analysis for ethnicity and disability pay gaps for uses data from the Annual Population Survey (APS).

The median gender pay gap was 12.8 per cent across the UK in 2025, and 11.8 per cent in London. In 2024 the median gender pay gap in the UK was 13.9 per cent, and 14.9 per cent in London. Gender pay gap data uses the Annual Survey of Hours and Earnings (ASHE) survey [2].

[1] GLA, State of London, 08 June 2026: The State of London report
[2] ONS, ASHE, 23 October 2025: Gender pay gap in the UK - Office for National Statistics