

Pay Gap Report: MOPAC – March 2023

Executive Summary

As an equal, diverse and inclusive organisation, we, the Mayor’s Office for Policing and Crime (MOPAC) including the Violence Reduction Unit (VRU), are fully determined to tackle inequality in any form and publishing our pay gap data supports this aim.

This report aligns with our Mission to be fair and inclusive in all we do, and our People Strategy aim to develop a high performing, inclusive and engaged workforce reflective of London.

This is a combined pay gap report which provides the following analyses:

- Ethnicity Pay Gap
- Disability Pay Gap
- Gender Pay Gap

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

This analysis is conducted using salaries as of March 31st, 2023, where a maximum of 205 employees could be counted in this report. Declaration numbers/rates varied:

- Ethnicity Pay Gap 154 (declaration rate 75.12%)
- Disability Pay Gap 205 (declaration rate 100%) ¹
- Gender Pay Gap 184 (declaration rate 89.76%)

The relatively small size of the organisation makes it susceptible to disproportionately large swings in its results for all workforce data analysis.

¹ Since MOPAC’s last pay gap reporting in 2022, we have implemented a new HR system. This system brings advanced functionality in data collection around ethnicity however as noted in section 1.5, disability declaration rate is slightly misleading as the system defaults to categorising staff as not disabled unless an employee declares as disabled. The HR team continue to work with the system suppliers to rectify this.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of the two staff groups of interest. Taking all salaries in the sample, lining 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 staff groups of interest.

Table A1 below compares the Median and Mean pay gap for 2022 against 2023 for the three characteristics reported on.

Table A1: Comparing median and mean pay gap in 2022 against 2023 for ethnicity, disability and gender

	Median pay gap (2022)	Median pay gap (2023)	Median pay gap (percentage point change)	Mean pay gap (2022)	Mean pay gap (2023)	Mean pay gap (percentage point change)
Ethnicity	3.28%	6.45%	+3.17pp	6.74%	5.72%	-1.02pp
Disability	6.45%	-1.69%	-4.76pp	11.37%	3.95%	-7.42pp
Gender	3.28%	9.52%	+6.24pp	-0.68%	4.3%	-3.62pp

Results

- The ethnicity and gender **median** pay gap have **both increased** since 2022.
- The **median** disability pay gap has **decreased** and is now a negative pay gap
- The **mean** pay gap for Ethnicity and Disability has **decreased**
- The **mean** pay gap for **Gender** has **increased** albeit from a negative to a low-level gap.

All pay gaps remain in single figures and are much less than the London median- Ethnicity 28.2%, Gender 13% and Disability 16.6%.

There is no pay gap in **bonus payments**, as the only bonus payment award available in MOPAC is a five-year service award which is set at £300. In the year ending 31.3.23 there were thirteen long service awards of which none of the recipients declared as disabled.

Next steps

MOPAC is in year three of its five-year EDI Strategy and accompanying action plan which, whilst setting out an overall intersectional approach to EDI, also includes specific activities to improve inclusion for the protected characteristics set out in this report.

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1. Introduction

1.1 Background

The development of a workforce which reflects London is a strategic objective for the Mayor’s Office for Policing and Crime (MOPAC).

As a member of the GLA Group, we began publishing a report on gender pay gap in 2016, ethnicity pay gap in 2018, and disability pay gap in 2021 all ahead of any statutory responsibility to do so.

Salaries at MOPAC are determined through a job evaluation scheme, so that we pay 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. Pay Grade boundaries are then set relative to job evaluation levels.

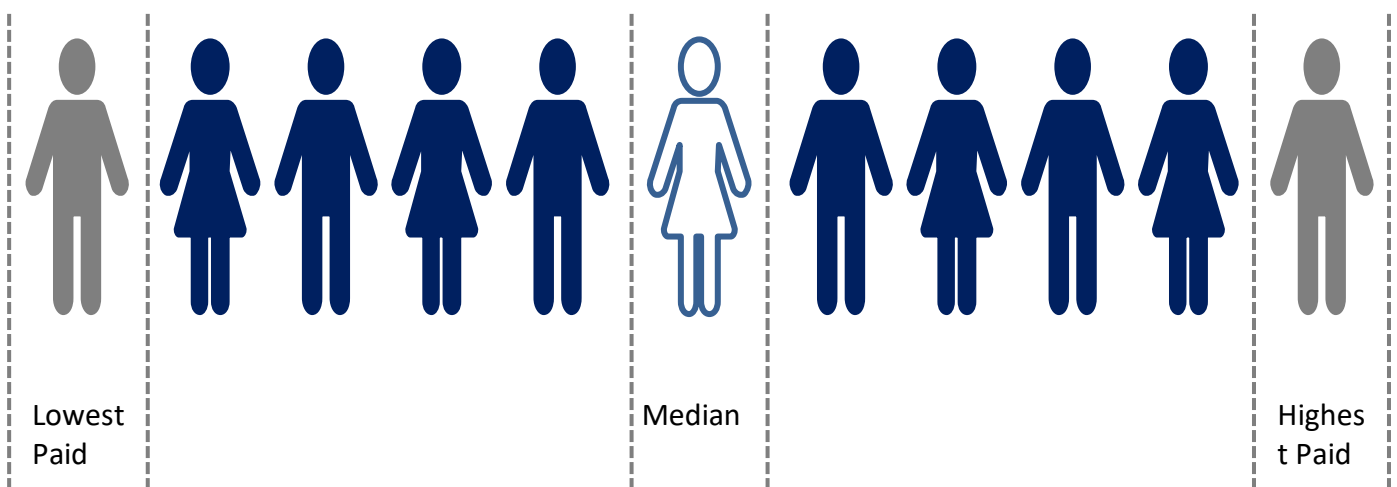
MOPAC’s pay system comprises ten pay grades: an SMT grade (Directors and above) followed by descending Grade 1- 9. Each grade has five spinal pay points with automatic pay progression each year. Any requests for a starting salary higher than the bottom of the scale are considered against specific criteria by an internal pay committee to ensure consistency of approach and eliminate bias.

1.2 Methodology

The **median pay gap** is the difference between the midpoints in the ranges of hourly earnings of the two staff groups of interest. Taking all salaries in the sample, lining them up in order from lowest to highest, and picking the middle salary.

Figure 1

Median Gap Pay



The **mean pay gap** is the difference between the average hourly earnings of the two staff groups of interest. The pay gap is calculated using the formula below, in accordance with government guidance²

A – B

A X 100

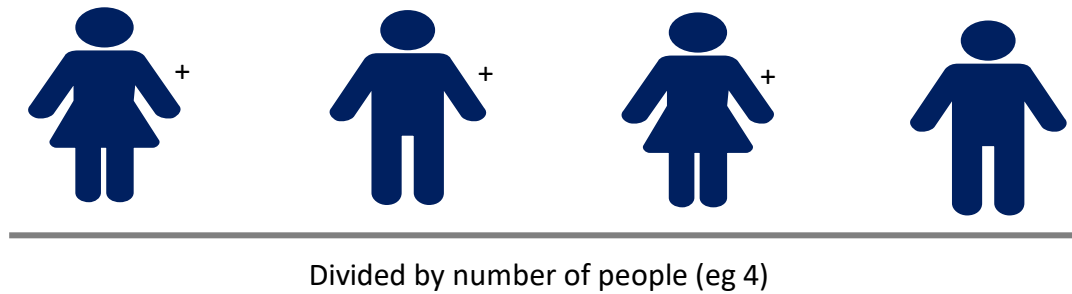
² <https://www.gov.uk/guidance/gender-pay-gap-reporting-make-your-calculation>

Table A2: Staff groups of interest in A and B by ethnicity, disability and gender

	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 (BAME) 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

Staff Group A and B are calculated by:

Figure 2



1.3 Date of reporting

The snapshot date for gender pay gap data collection is on **31st March** each year. For consistency, the ethnicity and disability pay gap data will also use this date. This report is therefore based on our pay gaps as of **31 March 2023**.

1.4 Disclosure rates

On 31 March 2023, we had 205 employees. The number of staff members included in the pay gap reporting exercise were as follows:

- Ethnicity Pay Gap 154 (declaration rate 75.12%)
- Disability Pay Gap 205 (declaration rate 100%)
- Gender Pay Gap 184 (declaration rate 89.76%)

The small size of the organisation makes it susceptible to disproportionately large swings in its results for all workforce data analysis.

1.5 Data collection

The data used in this pay gap report is collected via self-declaring on our internal HR system. (Note: a new system has been implemented since the 2022 pay gap report.)

We use the term 'BAME' for **ethnicity** reporting purposes only. On our new HR system, staff can select their ethnic group from a more detailed list. We recognise that Black, Asian and minority ethnic groups are all different. Each ethnicity has its own unique identity, and they experience different barriers. Our BAME group includes all staff who have self-identified as Black, Asian, of mixed or multiple ethnicities, and of other ethnic groups.

It is noted that in regard to **disability**, unless an employee declares themselves as disabled, the new HR system defaults to categorising staff as not disabled. This reduced functionality has been raised with the system suppliers to see how this can be changed for future reporting. Understanding this limitation MOPAC is using the declared disability as the relevant data only.

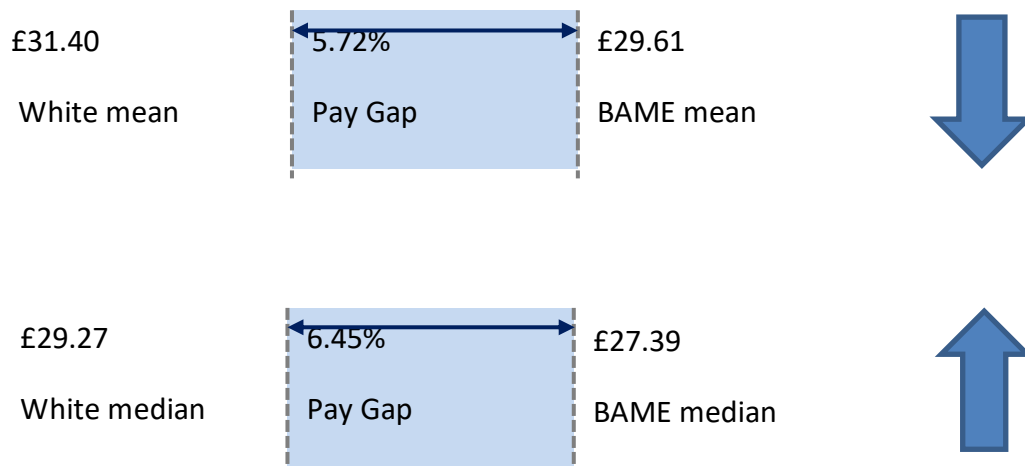
We collect data on our staff members' sex and **gender** identity. The data used in previous gender pay gap reports have been for males and females (sex). Therefore, for consistency, this means that females are reported as women and males are reported as men. We appreciate that some colleagues may not 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.

2. Ethnicity pay gap

2.1 Overall

MOPAC champions anti-racism and anti-discrimination through the development of its workforce and an inclusive culture. In addition, through our statutory function to exercise oversight of the Metropolitan Police Service (MPS), MOPAC provides scrutiny and challenge to the MPS to eradicate any form of discrimination and ensure inclusivity in its internal culture and practice and its external service to London.

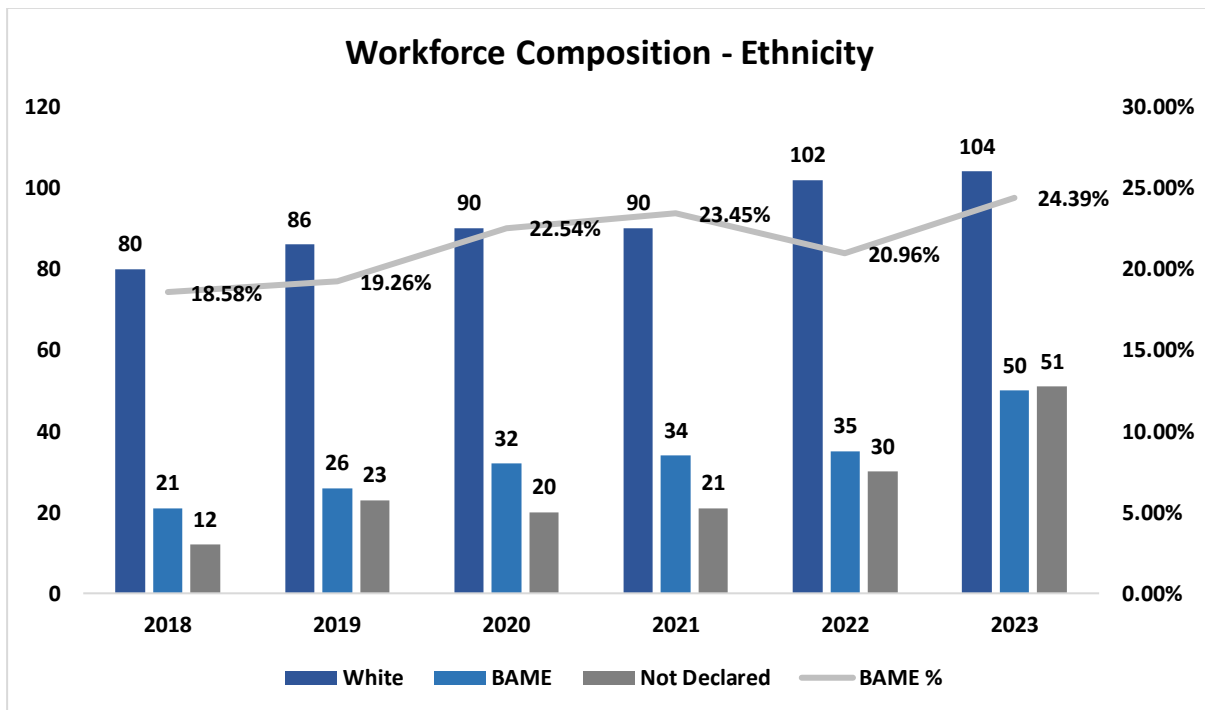
The ethnicity pay gap is based on 154 employees who declared their ethnicity. This represents 75% of the workforce. The mean pay gap has decreased whilst the median pay gap has increased slightly:



2.2 Workforce Composition

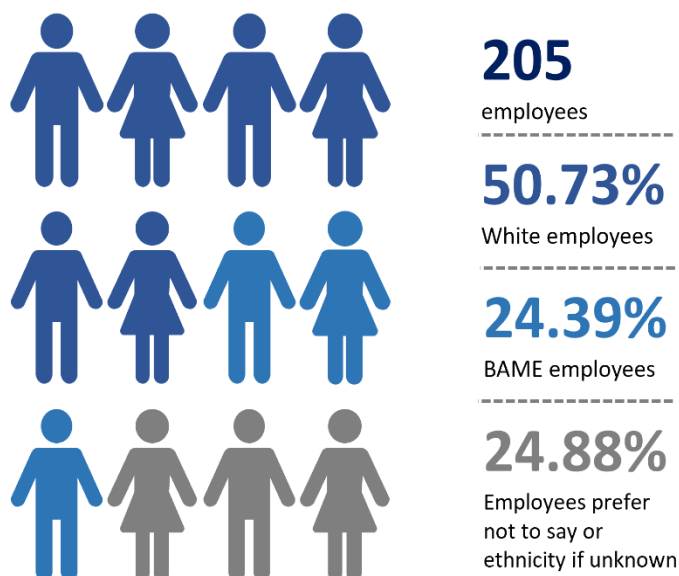
With the exception of 2022, there has been an increase in the number of BAME staff since we began reporting the ethnicity pay gap in 2018 from 18.6% to **24.4%** in **2023**. If we consider the 150 staff who declared their ethnicity 50 or **34.3%** are **BAME**. MOPAC continues to move towards its aim to reflect London's working population.

Figure 3: Workforce composition change for ethnicity from 2018 to 2023



However, the figures indicate a quarter of employees did not declare their ethnicity as set out below. This may affect analysis of the overall pay gap for ethnicity and any intersections.

Figure 4



2.3 Key findings

On 31 March 2023, MOPAC’s ethnicity pay gap was as set out below:

- 5.72% - mean - a continuing downward trend since 2020
- 6.45% - median – increase on 2022 although not regressed to pre-2022 levels.

Figure 5: Overall mean ethnicity pay gap from 2018 to 2023

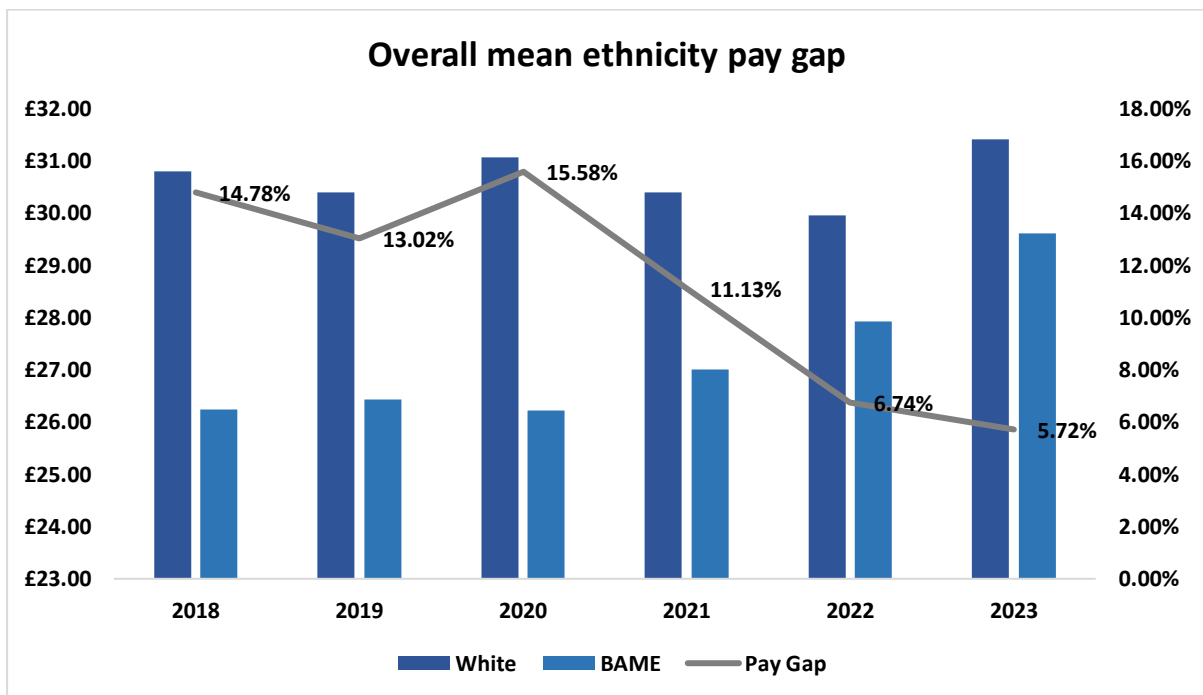
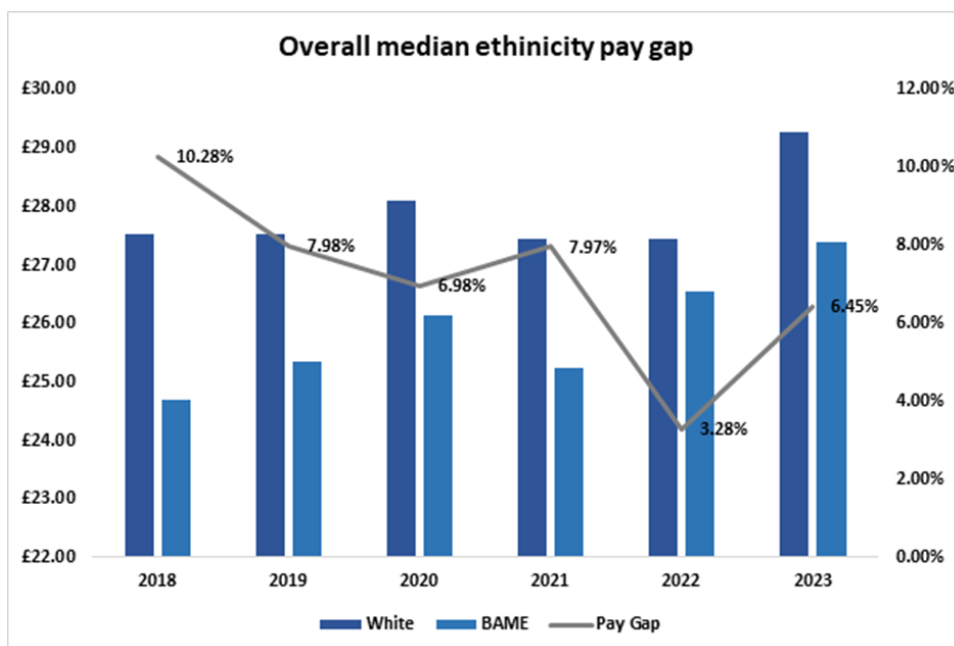


Figure 6: Overall median ethnicity pay gap



The small size of the organisation makes it susceptible to disproportionate swings in its results for all workforce data analysis. The **minus one percentage point** change in the **mean** and the **three-percentage point change** in the **median** are both negligible and is to a large extent connected to the spine point position on the pay grade, linked to time in post. MOPAC has a relatively low turnover rate of consistently less than 10% so those in post last year would have continued to rise and exacerbate any differential. The **mean** change may be explained by appointment at Grade 3 whereas changes in the **median** are usually due to changes in the structure of the workforce. The workforce has increased by 33% since 2022 (52 posts). However, only 25 of the 52 have declared their ethnicity of which 13 have declared as BAME. Declaration is an issue that continues to require focused attention.

The overall national and London pay gaps usually come from the Annual Population Survey (APS). However, the final year of uninterrupted survey fieldwork on the APS for ethnicity was 2019, where the median pay gap for London was 28.2%. Mean ethnicity pay gaps are not presented as they are not robust enough. London’s ethnicity pay gap is far higher than nationally. This is at partly because London has a much larger proportion of BAME employees among its workforce than the rest of the country. London wages also tend to be higher than elsewhere. MOPAC’s median ethnicity pay gap is significantly lower at 6.45% than the average across London in 2019.

When considering pay gap by **quartiles** it can be seen that:

- The Mean has decreased in all but upper quartile
- The Median has decreased in all earnings quartiles

Figure 7: Mean ethnicity pay gap, by earnings quartile

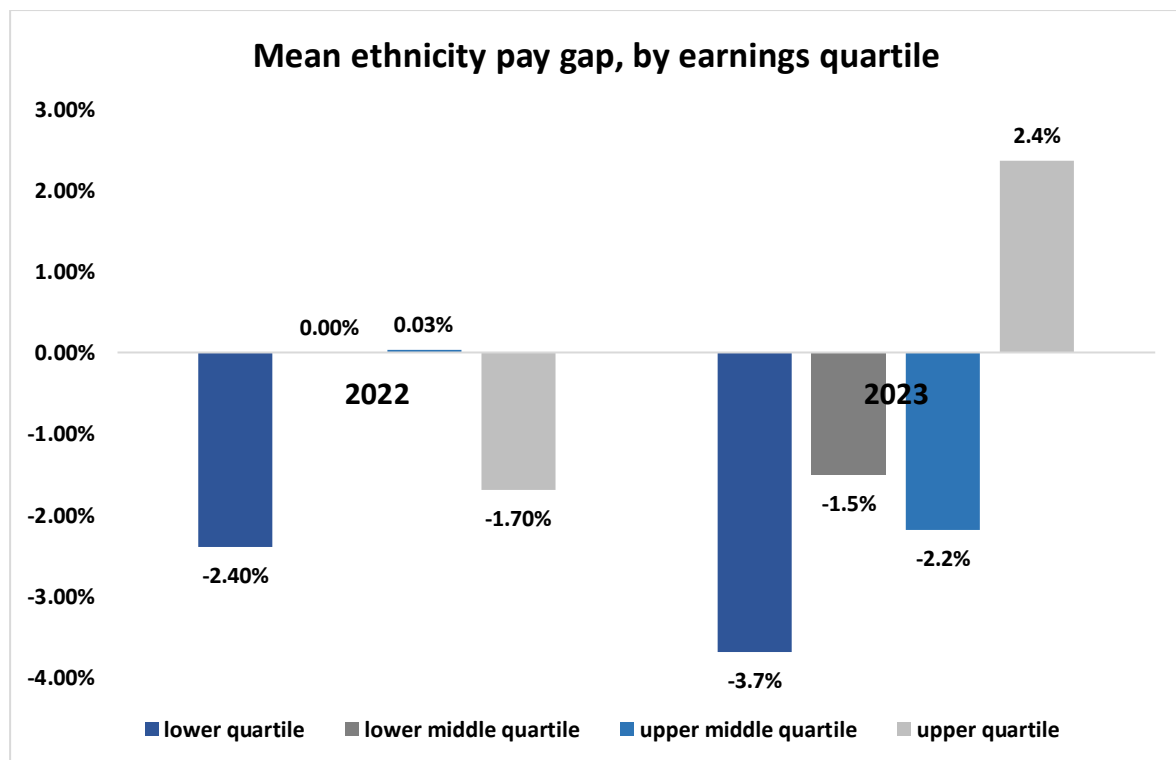
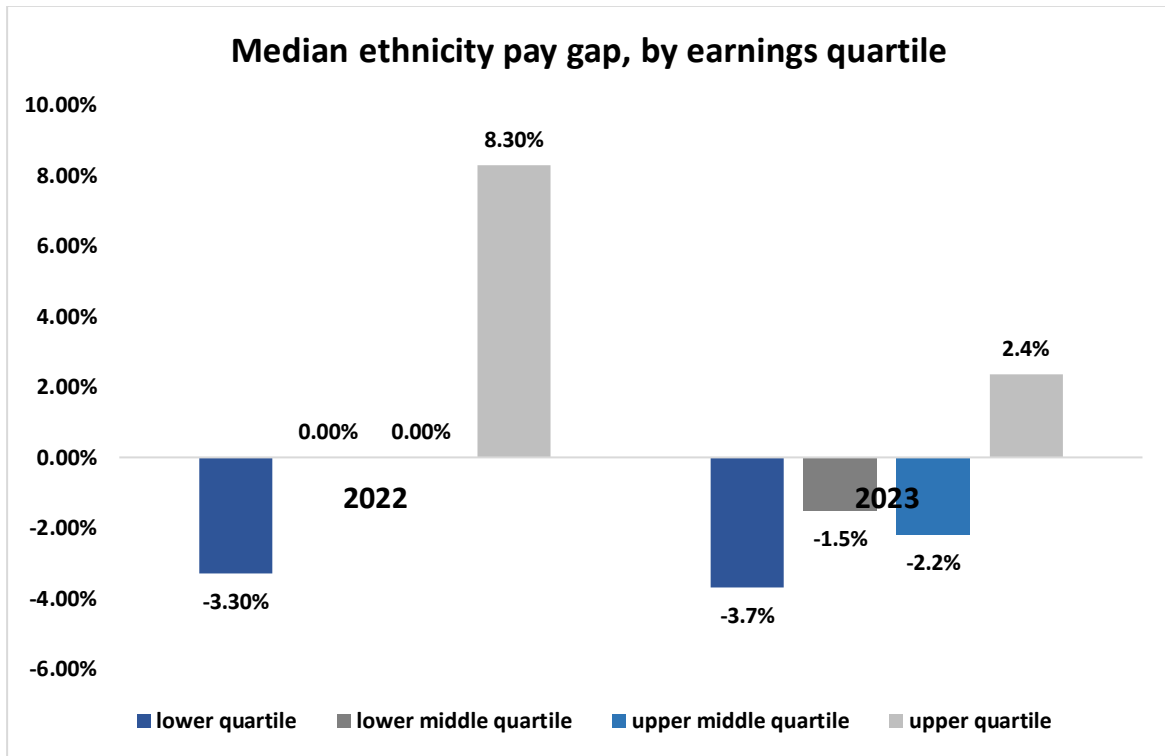


Figure 8: Median ethnicity pay gap, by earnings quartile



In part this is explained by a lack of BAME staff in the two upper quartiles as shown in table A3 and table A4 below:

Table A3: Mean pay gap for ethnicity

	White Hourly rate	BAME Hourly rate	Pay Gap	% BAME
lower quartile	£20.70	£21.47	-3.7%	41%
lower middle quartile	£26.44	£26.84	-1.5%	34%
upper middle quartile	£30.91	£31.59	-2.2%	28%
upper quartile	£45.12	£44.05	2.4%	26%

Table A4: Median pay gap for ethnicity

	White Hourly rate	BAME Hourly rate	Pay Gap	% BAME
lower quartile	£20.38	£22.61	-11.0%	41%
lower middle quartile	£26.49	£26.49	0.0%	34%
upper middle quartile	£31.30	£31.30	0.0%	28%
upper quartile	£41.86	£38.40	8.3%	26%

When the data is drilled down into **grade level**, see table A5 below, differences can be more readily identified, i.e.: Grade 8, Grade 3 and SPOT:

- There are limited posts at these grades. These small numbers can lead to disproportionate skews or percentage differentials
- This applies in reverse, i.e., the small numbers of SPOT salary posts with a higher proportion of BAME employees mean that a negative pay gap ensues
- Pay gap is negligible or negative for all other grades.

Table A5: Mean and median ethnicity pay gap by salary grade

Grade	Mean			Median		
	White Hourly rate	BAME Hourly rate	Pay Gap	White Hourly rate	BAME Hourly rate	Pay Gap
Grade 9	No data	No data	No data	No data	No data	No data
Grade 8	£17.38	£16.54	4.88%	£16.54	£16.54	0.00%
Grade 7	£20.65	£20.94	-1.38%	£20.38	£20.05	1.62%
Grade 6	£25.41	£25.11	1.21%	£25.62	£25.62	0.00%
Grade 5	£29.52	£29.33	0.62%	£29.27	£28.31	3.28%
Grade 4	£34.73	£34.04	1.99%	£35.29	£33.32	5.60%
Grade 3	£41.36	£39.56	4.35%	£41.86	£39.51	5.60%
Grade 2	£48.11	No data	No data	£48.38	No data	No data

Grade 1	£52.87	No data	No data	£50.78	No data	No data
SPOT	£56.83	£67.92	-19.53%	£65.21	£67.92	-4.17%

*Apprentices are included in the SPOT salary grouping as not within MOPAC grade bands

It is helpful to understand the **workforce composition by grade and ethnicity** when considering the pay gap differences as potential action set out in the table below:

Table A6: Pay gap differences by workforce composition by grade and ethnicity

Grade	% BAME	Count	% White	Count
Grade 9	No data	No data	No data	No data
Grade 8	25%	1	75%	3
Grade 7	38%	10	62%	16
Grade 6	36%	12	64%	21
Grade 5	31%	13	69%	29
Grade 4	32%	7	68%	15
Grade 3	42%	5	58%	7
Grade 2	0%	0	100%	5
Grade 1	0%	0	100%	3
SPOT	29%	2	71%	5

2.4 Key Action

In this report, we compare the overall ethnicity pay gap between BAME staff and White staff, taken as a whole. There are insufficient numbers to enable further analysis by separate groups (Asian or Asian British, Black or Black British, Mixed ethnicities and Other Ethnic Groups). The White group includes White British, White Irish and White Other.

MOPAC's focus is therefore on attracting into and growth of a diverse workforce, enabling entry to, as well as progression, at the higher grades. In doing so MOPAC has, and will continue to, change our approach to talent attraction and selection as well as reviewing our succession planning and career development support to enable staff to progress both within

MOPAC and the GLA Group. To this end we are in 2024 jointly launching the GLA wide Mentoring and secondment programmes which will assist in this endeavour.

At its foundation MOPAC needs to understand its workforce and therefore declaration is an issue that continues to require focused attention in order that we can have the best understanding of our staff in order to identify potential needs and develop relevant action.

3. Gender pay gap

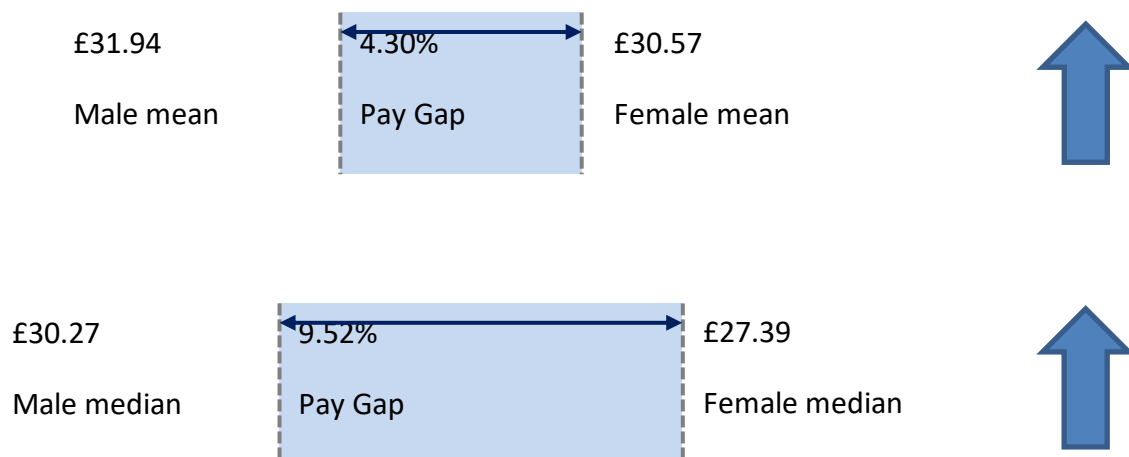
3.1 Overall

MOPAC has been reporting the gender pay gap since 2016.

The findings and recommendations of Baroness Casey’s review of the Metropolitan Police Service (MPS) standards that the MPS is institutionally sexist are core to our statutory oversight role of the MPS work. We continue to support the Commissioner as he transforms the Met through A New Met for London.

This analysis is based on salaries as of 31st March 2023. There were 205 employees and of those, 123 were women representing 60% of the workforce, a slight decrease since 2022. Gender pay gap regulations require MOPAC to report on all staff within the binary framework of men and women. However, MOPAC recognises that there may be colleagues who do not identify within this gender binary.

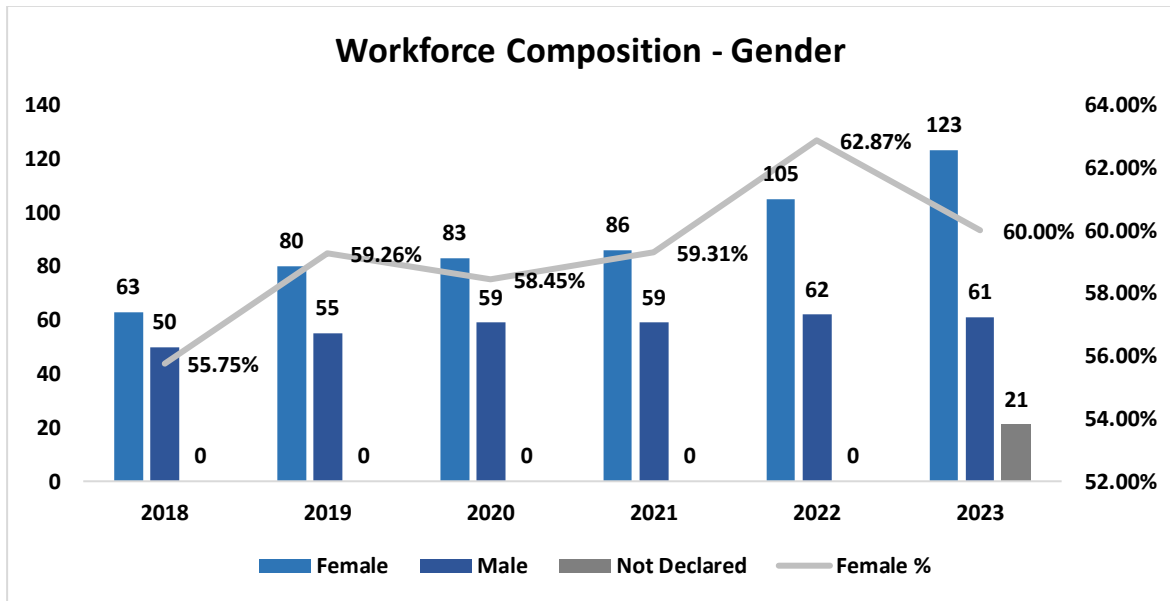
Both the mean and median pay gap have increased since 2022, however noting that in 2022 the mean was a negative pay gap, i.e., in favour of women.



3.2 Workforce composition

Until 2022, there has been a general trend and increase in the number of female employees since we began reporting the ethnicity pay gap in 2018. In 2023 this decreased slightly to 60%.

Figure 9: Workforce composition for gender from 2018 to 2023



The gender pay gap analysis is based on a declaration rate of 89.7% with the breakdown:

Figure 10:



3.3 Key findings

On 31 March 2023, MOPAC’s gender pay gap was as set out below:

- **Mean** gender pay gap is **4.3%** an **increase** from 1.14% in 2022
- **Median** gender pay gap of **9.52%** an **increase** from **3.25%** since 2022
- A mean and median gap is primarily present at grades 3, 8 and spot salaries

Figure 11: Overall mean gender pay gap

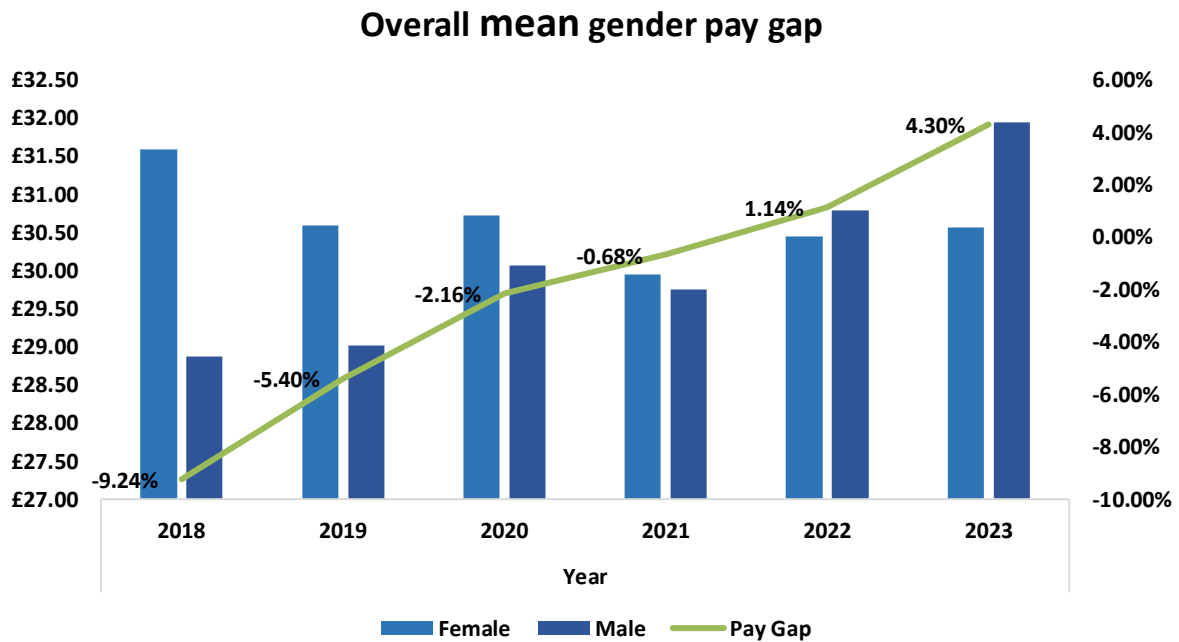
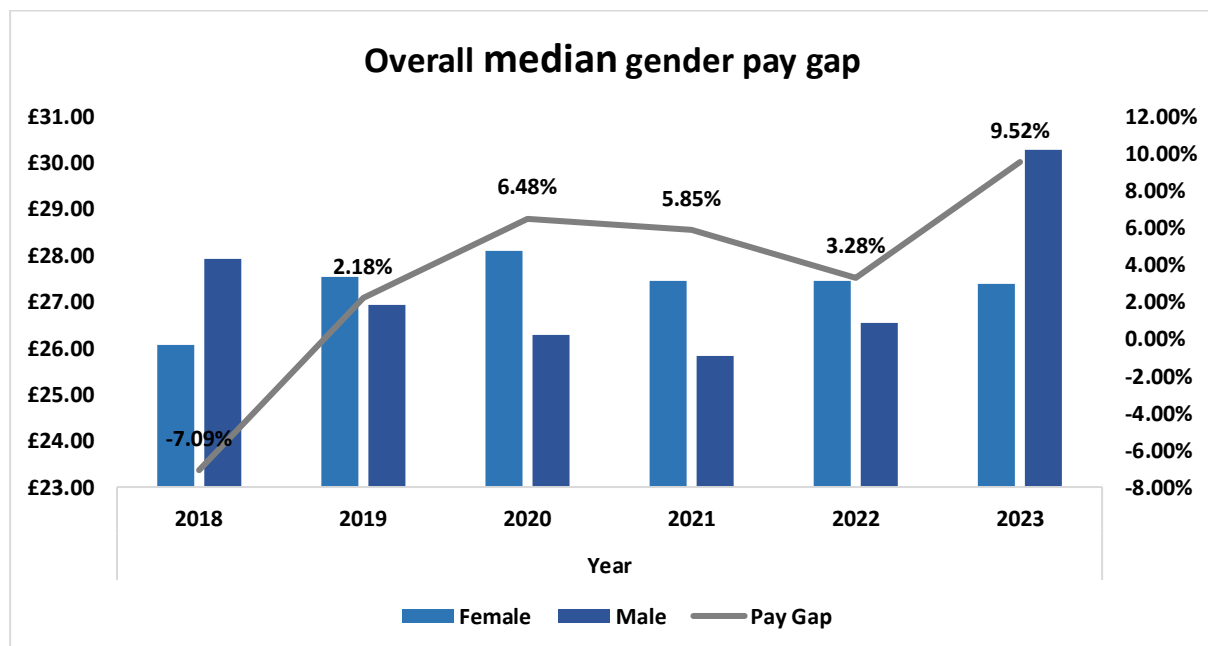


Figure 12: Overall median gender pay gap



As with the ethnicity analysis the small size of the organisation makes it susceptible to disproportionate swings in its results for all workforce data analysis. The **three-percentage point change** in the **mean** and the **six-percentage point change** in the **median** are to a large extent connected to the spine point position on the pay grade, linked to time in post.

MOPAC has a relatively low turnover rate of consistently less than 10% so those in post last year would have continued to rise up the scale and exacerbate any differential. Specifically, the **mean** change may be explained by 29 new appointments declared as female, against 4 declared as male (19 prefer not to say/non declared). The majority of these appointments are in the lower grades and as per MOPAC policy normally appointed at the first point of the pay grade bringing the organisation average down for the female gender. In addition, there is overall a higher percentage of females in the two lower quartiles whereas men hold a higher proportion of upper quartile posts. This is further compounded as there are more posts in the lower two quartiles. This growth and composition will also therefore affect the **median**. Another factor here is that 9 (37%) of new staff, and 21(11%) of all staff have not declared their gender which as with the ethnicity pay gap requires further focused attention as this can skew pay gap results.

The overall national and London pay gaps are reported through the Office for National Statistics (ONS) from the Annual Population Survey (APS). Unlike ethnicity and disability there are figures for 2022 for gender to act as a comparison. MOPAC is significantly lower than the UK and London on all measures as set out below:

Table A7: Mean and Median gender gap gaps for MOPAC, UK and London

Mean			Median		
MOPAC	UK	London	MOPAC	UK	London
4.3%	13.9%	18.1%	9.52%	14.9%	13%

When considering pay gap by **quartiles** it can be seen that:

- The Mean has decreased in all but upper middle quartile
- The Median has increased in lower and upper quartile
 - Moved to 0% in upper middle quartile.

Figure 13: Mean gender pay gap by earnings quartile

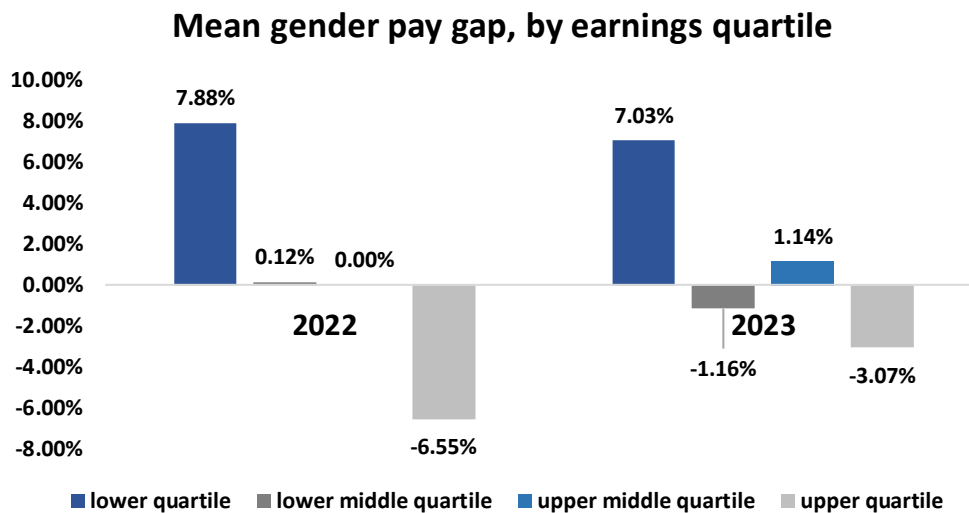
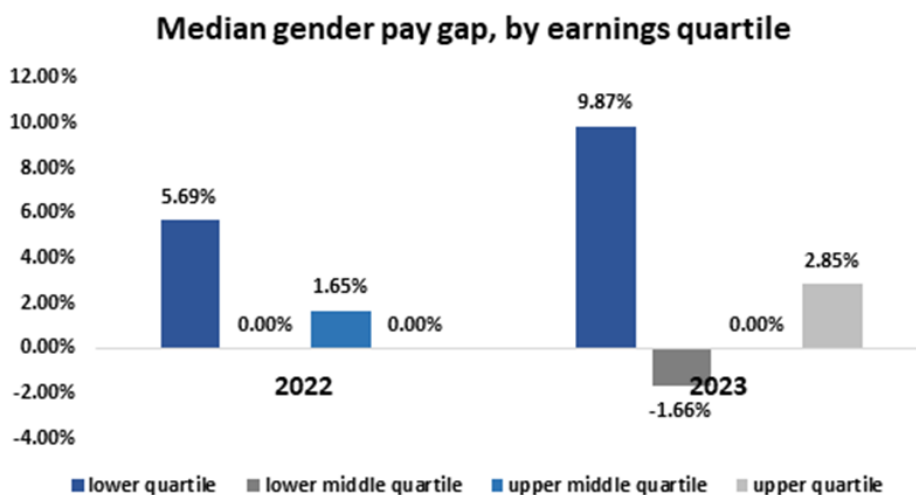


Figure 14: Median gender pay gap by earnings quartile



In part this is explained by a lower percentage of female staff in the two upper quartiles as shown in the tables below:

Table A8: Mean gender pay gap by quartile

	Female Hourly rate	Male Hourly rate	Pay Gap	% BAME
lower quartile	£20.44	£21.99	7.03%	70%
lower middle quartile	£26.16	£25.86	-1.16%	74%

upper middle quartile	£30.56	£30.91	1.14%	61%
upper quartile	£46.91	£45.51	-3.07%	63%

Table A9: Median gender pay gap by quartile

	Female Hourly rate	Male Hourly rate	Pay Gap	% BAME
lower quartile	£20.38	£22.61	9.87%	70%
lower middle quartile	£26.49	£26.06	-1.66%	74%
upper middle quartile	£31.30	£31.30	0.00%	61%
upper quartile	£40.66	£41.86	2.85%	63%

When the data is drilled down into **grade level**, see table below, differences can be more readily identified, i.e.: Grade 8, Grade 3 and SPOT:

- There are limited posts at these grades,
- Combination of factors including more female at lower grades, more new starter females at spine point one as per MOPAC policy
 - With previous salary evidence new starters can by Board agreement start at a higher spine point. There is a possibility that males are more likely to be in this position with MOPAC potentially continuing pay gaps from other organisations

Pay gap is minimal or negative for all other grades.

Table A10: Mean and median gender pay gap by salary grade

Grade	Mean			Median		
	Female Hourly rate	Male Hourly rate	Pay Gap	Female Hourly rate	Male Hourly rate	Pay Gap
Grade 9	No data	No data	No data	No data	No data	No data
Grade 8	£16.54	£19.08	13.34%	£16.54	£19.08	13.34%

Grade 7	£20.56	£21.37	3.79%	£20.05	£22.61	11.33%
Grade 6	£25.16	£24.67	-1.98%	£25.62	£24.79	-3.37%
Grade 5	£29.00	£30.13	3.72%	£28.31	£31.30	9.53%
Grade 4	£34.54	£34.95	1.17%	£35.29	£35.81	1.44%
Grade 3	£39.80	£41.86	4.91%	£39.51	£41.86	5.60%
Grade 2	£48.38	£48.04	-0.72%	£48.38	£48.38	0%
Grade 1	£53.91	£51.53	-4.62%	£53.91	£51.53	-4.62%
SPOT	£55.73	£65.21	14.52%	£63.05	£65.21	3.30%

*Apprentices are included in the SPOT salary grouping as not within MOPAC grade bands

The below table outlines workforce composition by grade and gender

Table A11: Workforce composition by grade and gender

Grade	% Women	Count	% Men	Count
Grade 9	No data	No data	No data	No data
Grade 8	75%	3	25%	1
Grade 7	76%	22	24%	7
Grade 6	65%	30	35%	16
Grade 5	65%	31	35%	17
Grade 4	64%	14	36%	8
Grade 3	69%	9	31%	4
Grade 2	33%	2	66%	4
Grade 1	50%	2	50%	2
SPOT	83%	10	17%	2

3.4 Key Action

In this report, we compare the overall gender pay gap between Female and Male employees. Whilst there are single figure percentage increases in the mean and median pay gaps the focus will be on attracting into and growth of a diverse workforce, enabling entry to, as well as progression, at the higher grades. To support this MOPAC has created and recruited to a new resourcing specialist to work closely with the Inclusion lead to ensure progress.

In addition, we will seek to understand better our pipeline of staff, vacancies, post ratios at grades, and so on to forecast more accurately when pay gaps will change as well as exploring if any unintended consequences of attraction methods or pay policy including starting pay rules are affecting the pay gap and whether any reasonable or proportionate action is required.

The aforementioned GLA Group programmes will support career development for all including providing role models of women in leadership and positive career journeys and opportunities.

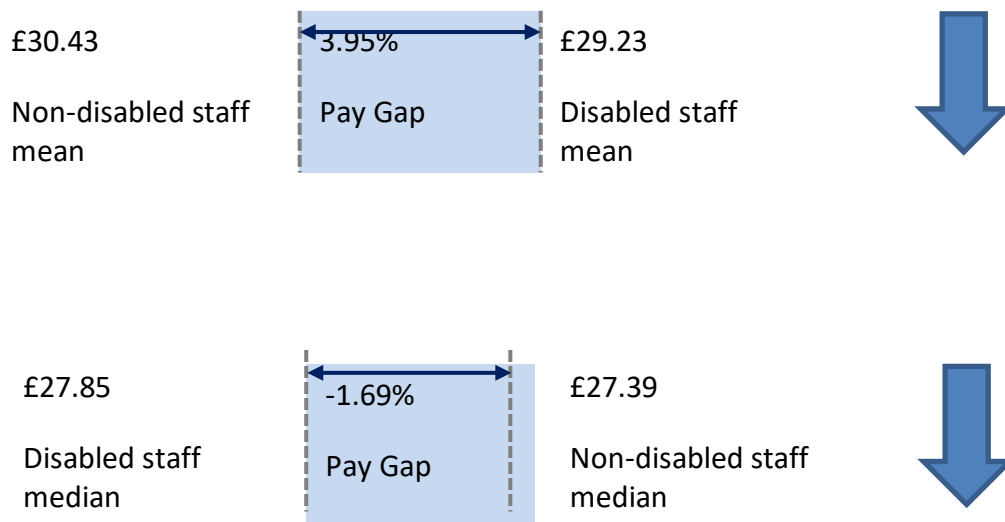
4. Disability Pay Gap

4.1 Overall

Disability inclusion is a key facet of MOPAC’s Equality, Diversity and Inclusion Strategy and is of particular focus in the year 23/24 action plan. This is the third year we have reported our disability pay gap and relates to 205 staff employed on 31st March 2023,

In addition, through our statutory function to exercise oversight of the Metropolitan Police Service (MPS), MOPAC provides scrutiny and challenge to the MPS to eradicate any form of discrimination and ensure inclusivity in its internal culture and practice and its external service to London including its approach to ableism.

The mean and median pay gap have decreased from 11.37% and 6.45% in 2022:

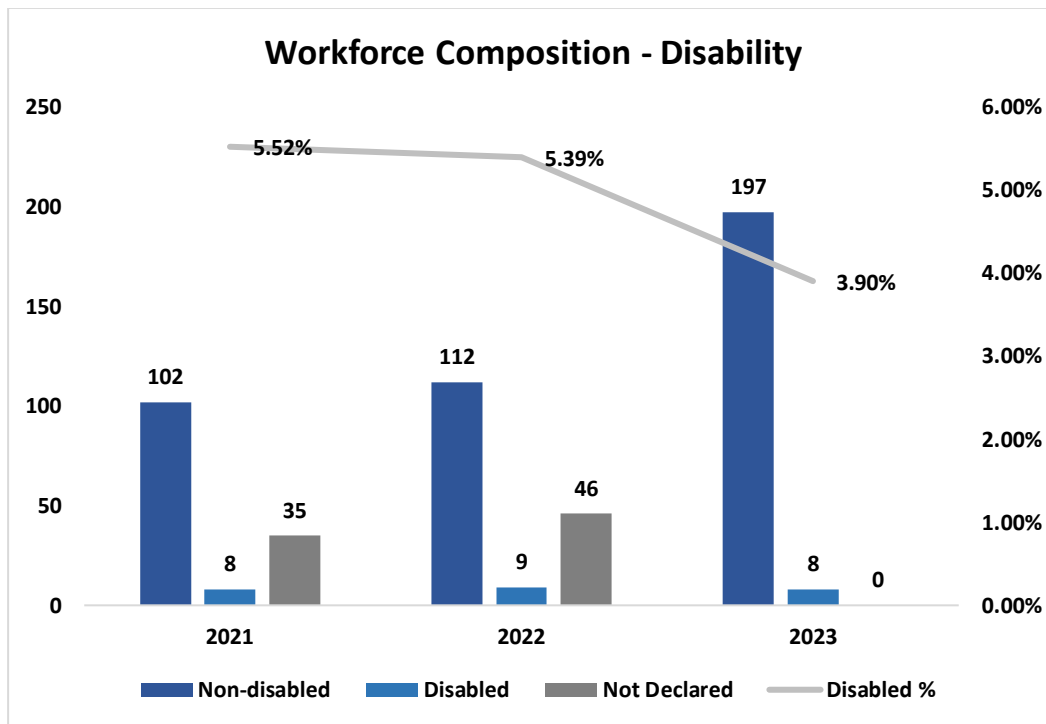


4.2 Workforce Composition

In 2023 the number of employees declaring as disabled has decreased even though there has been a growth in the overall total workforce. The percentage therefore has **decreased** from 5.3% to **3.6%**.

The first objective of MOPAC’s EDI Strategy is ‘a workforce that is representative of London’s diversity at all levels’. The latest Office of National Statistics (ONS) Annual Population Survey 2021 reports working age population of London (16 – 64) as 17% with a disability. Therefore, disabled staff are under-represented in MOPAC.

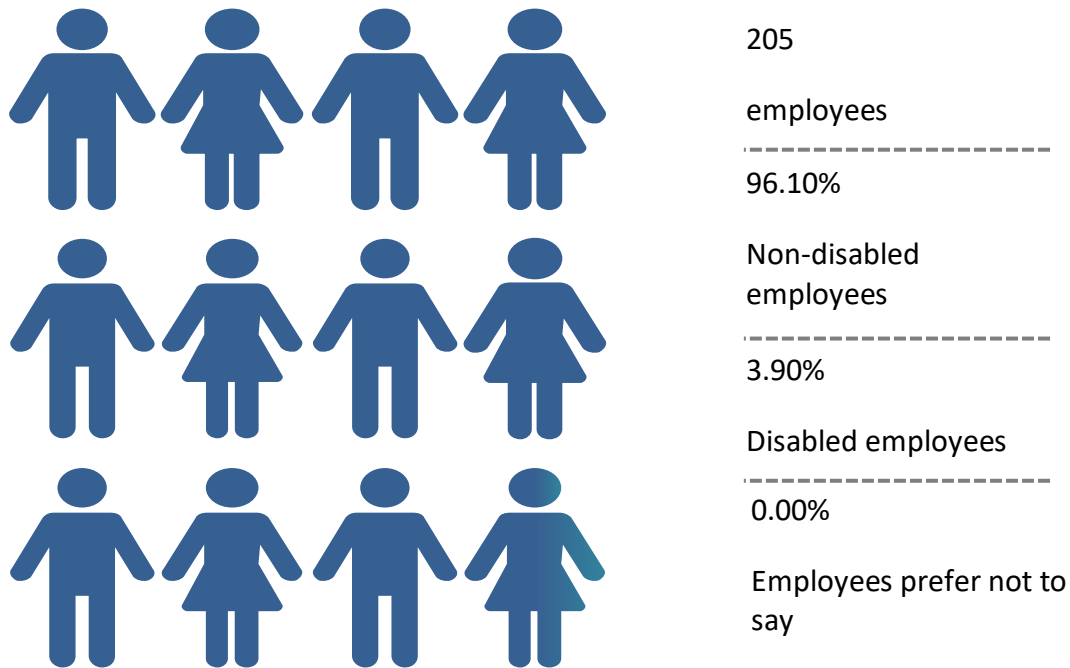
Figure 14: Workforce composition for disability



Whilst 3.9% of employees have declared a disability the 100% declaration rate is slightly misleading as the new HR system defaults to categorising staff as not disabled unless an employee declares as disabled. This reduced functionality has been raised with the system suppliers to see how this can be changed for future reporting.

Whilst the functionality fix is ongoing, we ran an anonymous staff pulse survey in February 2023 to ask staff, anonymously, to declare or not as disabled, the result being 14% declaration. We recognise this is a significant difference, and this must be kept in mind when reviewing this pay gap data. We do however now have a better understanding of the workforce and have therefore renewed our focus on disability inclusion in 23/24 action plan. It is noted that disability is under reported historically, we encourage employees to declare and make use of our new workplace adjustments policy and passport approach.

Figure 15:



3.3 Key findings

On 31 March 2023, MOPAC’s disability pay gap was as set out below:

- **Mean** disability pay gap is **3.95%** a decrease of seven percentage points
- **Median** disability pay gap of **-1.69%** a decrease of seven percentage points.

Figure 16: Overall mean disability pay gap from 2021 to 2023

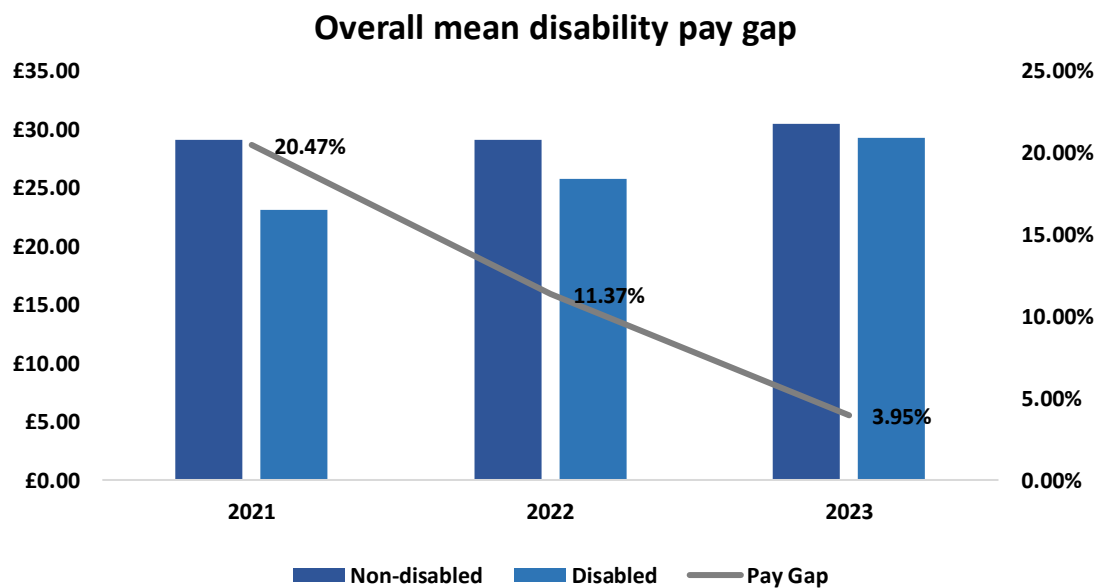
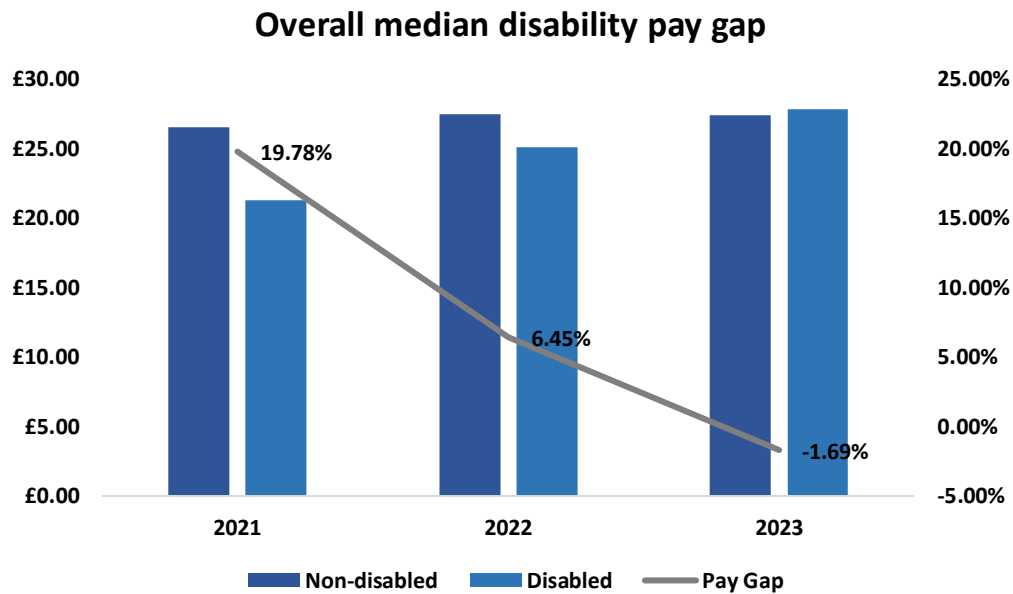


Figure 17: Overall median disability pay gap



The small size of the organisation makes it susceptible to disproportionate swings in its results for all workforce data analysis. This skew is compounded by the numbers ascribed to ‘not disabled’ including all non-declarations. Any ability to undertake meaningful analysis is significantly diminished. However, it can be seen that for the eight employees who declared a disability when compared to the not declared/non disabled cohort the results show a **negligible and decreasing pay gap**.

The overall national and London pay gaps usually come from the Annual Population Survey 2 (APS). However, the final year of undisrupted survey fieldwork on the APS for disability was 2019, where the median pay gap for London was 16.6%. Mean disability pay gaps are not presented as they are not robust enough. London’s disability pay gap is higher than nationally which in 2019 was 14.8%. This is partly because London has a much larger proportion of BAME employees among its workforce than the rest of the country. London wages also tend to be higher than elsewhere. **MOPAC’s median disability pay gap is significantly lower at -1.69% than the average across London in 2019.**

When considering pay gap by **quartiles** it can be seen that:

- The Mean and Median have increased across all quartiles, however:
 - most notably in the upper middle quartiles
 - and in three quartiles reducing the negative pay or zero pay gap
- The small changes in totality still result in both the **Mean and Median decreasing**.
 - best explained by low number distortion and the varying but slight movements in the four quartiles which impact the overall mean differently

Table A12: Mean disability pay gap

	Disabled Hourly rate	Not Disabled Hourly rate	Pay Gap	% BAME
lower quartile	£21.16	£20.50	-3.26%	4%
lower middle quartile	£26.09	£25.65	-1.72%	4%
upper middle quartile	£28.31	£30.22	6.30%	2%
upper quartile	£37.01	£45.89	19.36%	6%

Table A13: Median disability pay gap

	Disabled Hourly rate	Not Disabled Hourly rate	Pay Gap	% BAME
lower quartile	£21.16	£20.38	-3.86%	4%
lower middle quartile	£26.09	£26.49	1.52%	4%
upper middle quartile	£28.31	£31.30	9.53%	2%
upper quartile	£36.32	£41.86	13.22%	6%

Figure 18: Mean disability pay gap by earnings quartile

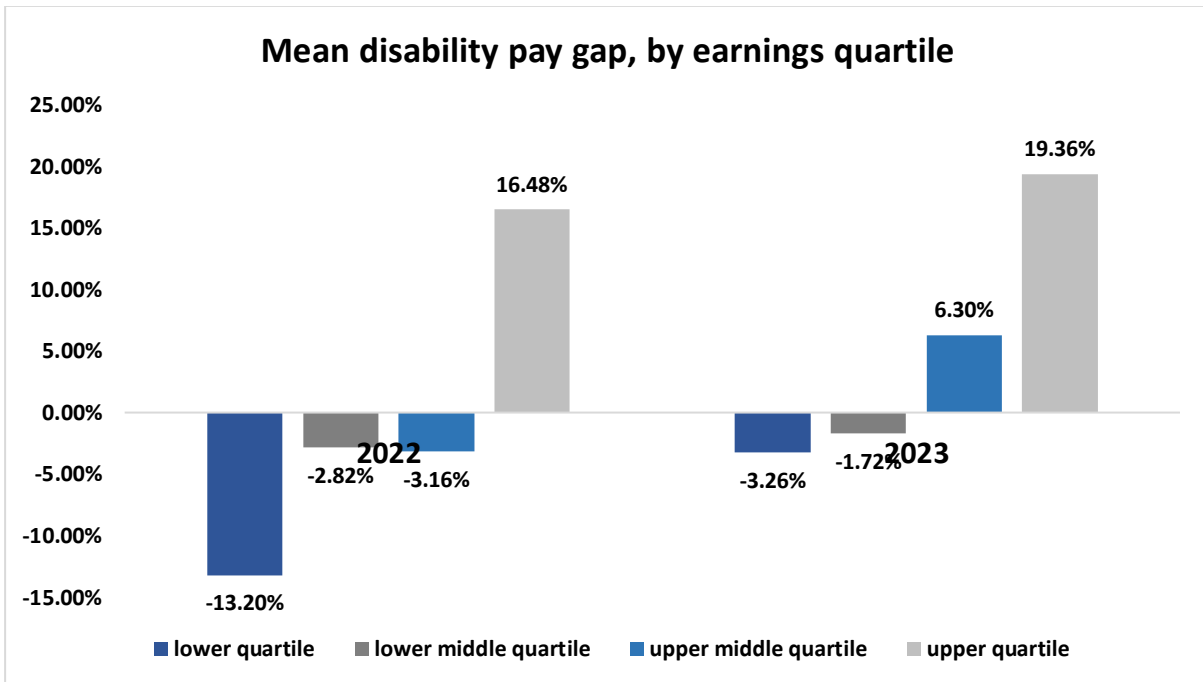
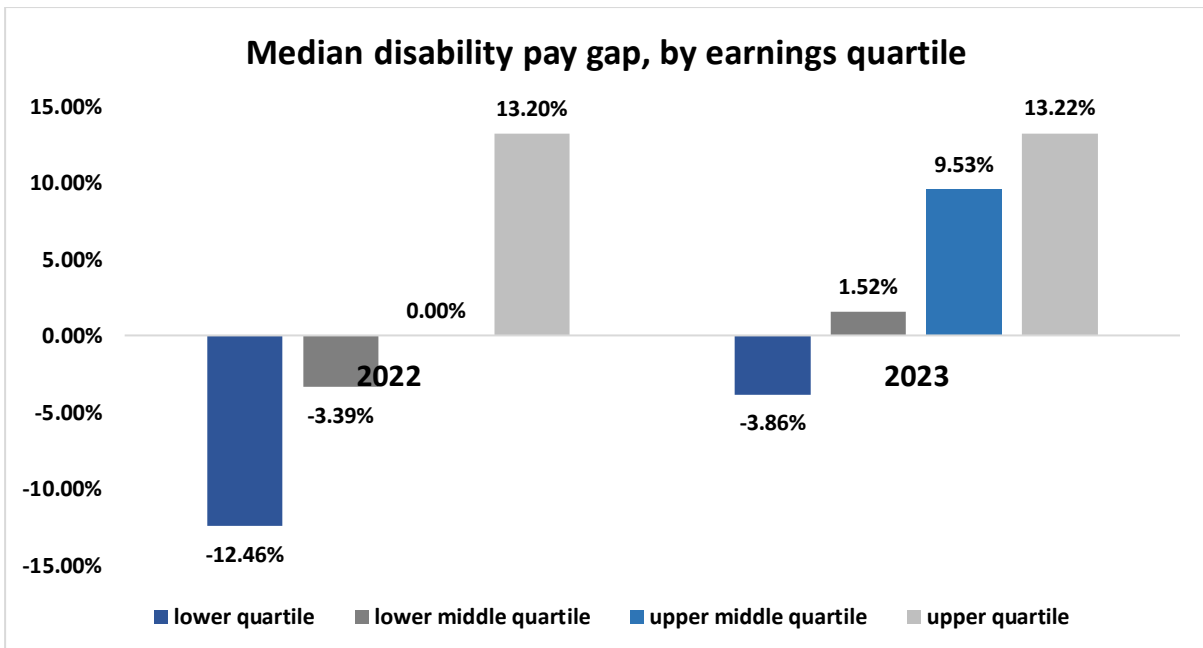


Figure 19: Median disability pay gap by earnings quartile



When the data is drilled down to **grade level**, see table below, differences can be more readily identified, i.e.: the Senior Leadership Team and above, Grade 3 to SPOT:

- This is due both to minimal posts at this level with two employees out of thirty-one declaring a disability with any differential in pay magnified

- The reverse is seen in Grade 4 and Grade 7 where a small number of disabled employees who are at higher spine points, implemented in accordance with MOPAC policy, impact a negative pay gap

Pay gap is minimal or negative for all other grades.

Table A14: Disability pay gap by salary grade

Grade	Disabled Hourly rate	Not Disabled Hourly rate	Pay Gap	Disabled Hourly rate	Not Disabled Hourly rate	Pay Gap
Grade 9	No data	No data	No data	No data	No data	No data
Grade 8	No data	£17.04	No data	No data	£16.54	No data
Grade 7	£21.16	£20.71	-2.20%	£21.16	£20.05	-5.57%
Grade 6	£24.79	£24.49	-1.20%	£24.79	£24.79	0.00%
Grade 5	£27.85	£28.21	1.26%	£27.85	£29.27	4.86%
Grade 4	£36.32	£34.57	-5.08%	£36.32	£35.29	-2.93%
Grade 3	£38.38	£40.70	5.70%	£38.38	£41.86	8.31%
Grade 2	No data	£48.15	No data	No data	£48.38	No data
Grade 1	No data	£52.72	No data	No data	£51.53	No data
SPOT	No data	£53.95	No data	No data	£64.85	No data

4.3 Key action

Of all three pay gaps disability is the characteristic that organisations are finding hardest to narrow. The Chartered Institute of Personnel and Development (CIPD) recently published: ['Zero progress' made on disability pay gap in last decade – what can employers do?](https://www.cipd.co.uk/knowledge/press-releases/2020/07/zero-progress-made-on-disability-pay-gap-in-last-decade-what-can-employers-do/) ([peoplemanagement.co.uk](https://www.peoplemanagement.co.uk)). MOPAC continues to learn from the GLA group and external organisations on tackling this gap and increasing inclusion and economic success for people living with a disability.

In addition, MOPAC 's focussed action is two-fold:

1. To increase declaration rate through a targeted engagement campaign at appointment, induction as well as with current employees which will include clear communications explaining why we collect this data and to assure the validity of reported rate with improvements to system functionality and;
2. To consider routes in to MOPAC and inclusive practices and progression once employed.

5. Conclusion

5.1 Summary of results

Since 2022:

- The ethnicity and gender **median** pay gap have **both increased**
- The **median** disability pay gap has **decreased** and is now a negative pay gap
- The **mean** pay gap for Ethnicity and Disability has **decreased**
- The **mean** pay gap for **Gender** has **increased** albeit from a negative to a low-level gap.

All pay gaps remain in single figures and are much less than the London median- ethnicity 28.2%, Gender 13% and Disability 16.6%.

There is no pay gap in **bonus payments**, as the only bonus payment award available in MOPAC is a five-year service award which is set at £300. In the year ending 31.3.23 there were thirteen long service awards of which none of the recipients declared as disabled. In the year ending 31.3.23 there were thirteen long service awards of which none of the recipient declared as BAME. In the year ending 31.3.23 there were thirteen long service awards of which seven of the recipients declared as female.

MOPAC's size, i.e., 205 employees make it susceptible to disproportionate swings, and whilst our disclosure rate has improved since 2022, we are mindful that full reporting will ensure more effective analysis of MOPAC's workforce composition.

We note that our workforce composition does not yet meet London's working age population for gender, ethnicity or disability but are encouraged that we are moving towards this.

5.2 Reflection on 22/23

MOPAC is in year three of its five-year EDI Strategy and accompanying action plan which, whilst setting out an overall intersectional approach to EDI, also includes specific activities to improve inclusion for the protected characteristics set out in this report. We are working on developing a wider appreciation and appropriate response to intersectionality across all characteristics and an individual's lived experience. The aim of the strategy is promoting and ensuring a diverse and inclusive culture for all.

This pay gap data represents the timeline where year two of the action plan was completed. In the last year we have implemented a range of actions against our four overarching objectives including:

1. A workforce that is representative of London's diversity at all levels
 - Strategic debate /progress reports at Board to ensure focus and action
 - Widened our attraction strategy to include BAME recruitment site for all adverts
 - Continued to revised person specifications in JDs to remove unnecessary criteria and potential barriers/biases

2. An Inclusive Culture where all staff can thrive

- Launched a refreshed Staff Networks including new networks 'race matters' and disability
- Introduced external Business Disability Forum tools and resources – access for all managers and staff
- Launched new Workplace Adjustments Policy and briefed staff and managers on its use
- Ran a full staff survey and two pulse surveys to understand employee engagement, progress towards EDI objectives and identify staff needs
- Using varying insights including the surveys, pay gap and other workforce and business metrics commenced development of a People Strategy with Inclusion at its foundation
- Held all staff weekly meetings which feature a focus on EDI events/ observances

3. Embedding diversity and inclusion into our decision making

- Developed a Commissioning catalogue evidencing needs assessment and impact on communities for all our programmes and service delivery
- Board focus of equality impact for each Decision amplifying positive impact
- Shared EDI progressive practice at Staff Conferences and spotlighted at weekly meetings

4. Using our levers to help ensure services meet the needs of London's diverse communities.

- In the last year MOPAC Evidence & Insight have undertaken a wide range of analytics to ensure insights into this essential topic. This would cover bespoke analytics such as the Serious Youth Violence problem profile which explores the role of deprivation in offending or the intersectionalities within victims and suspects. It would cover evaluation research that has examined Gang specific MOPAC commissioning (London Gang Exit programme) or disproportionality within the MPS Misconduct process. It would also include a wide range of insights into the public perceptions of many Londoners, especially exploring how many groups (i.e., LGBT+, Black and Mixed ethnicity, Younger Londoners) are far less positive towards the police. This is all supported by a range of routine monitoring products that cover such thematics (i.e., Stop and Search and borough disproportionality) and are shared monthly with leaders.
- Appointed a new MPS Commissioner and strengthened oversight of MPS including active engagement and challenge of MPS Turnaround Plan with a focus on 'More Trust, Less Crime, High Standards' thereby serving better London's diverse communities
- Working with Baroness Casey's review of culture in the MPS and feeding through insight and analysis

5.3 Next steps 23/24

In developing our **year 3 plan 23/24** we continued to use the full staff survey including the specific EDI questions, and 2021/22 pay gap results to inform the plan.

This **22/23 pay gap** analysis amplifies the need to:

- create more diverse attraction routes and inclusive recruiting practices to ensure we can attract a diverse field of candidates reflecting London
- create more structured, succession planning to promote awareness and opportunities for progression
- renew efforts to encourage candidates and employees to self-declare against the characteristics enabling accurate analysis and appropriate action year on year
- develop and embed deeper understanding and a constructive and supportive approach to disability, from attraction to development to progression

Specific actions that are embedded within the MOPAC EDI Action Plan Year 3 and are relevant to addressing the issues identified above are:

1. Understanding our workforce
 - Add face to face step with new starters and their line managers on induction day one to ensure declaration
 - Declaration focus and activity in All Staff Meeting, Team meetings and Directorate in person days by end of March 24
2. Recruitment and selection
 - Recruit and appoint a resourcing manager by February 24 to facilitate:
 - Strategic approach to inclusive talent acquisition including reviewing our attraction channels, recruitment and selection approach, and inclusive recruitment training thereby improving diversity of opportunity and appointments during 2024
3. **Talent management** - working in collaboration with GLA Group colleagues on talent management approach and delivery through new programmes for and mentoring and secondments – February 24 and April 24 respectively.
4. Running bite size **EDI focussed topic training** programme in house
5. Disability awareness and action:
 - Disability training for all staff with focussed workshops for all managers to enable social model of disability to be understood by end of March 24 and
 - Increase understanding and support to Neurodiversity, including session at all staff Away day in March 24, and trainings specification agreed in March 24 to deliver during 24/25

6. Develop further our understanding and cultural competence of the **LGBTQ+ community** and needs and support in the workplace including developing an informal network by March 24.
7. Develop further our framework for **staff voices** and joint understanding and dialogue across MOPAC
8. Develop our understanding and cultural competence of the **LGBTQ+ community** and needs and support in the workplace including developing an informal network by March 24.
9. Develop new Directorate **Inclusion Champions** role to ensure self-sufficiency, greater distillation of ownership, knowledge and practice by March 24 with full implementation in first quarter of 24/25
10. Develop and embed an **EqIA (Equality Impact Assessments) maturity model** to progressively embed reflection, thinking and approach commencing October with full and local implementation during 2024
11. Develop an Inclusion Impact assessment approach to ensure all external work and internal systems and policies have EDI embedded at their core in February 23 with implementation in March to May 24

The MOPAC EDI action plan is a live plan, and we are making good progress against many of the initiatives set out. We will continue to monitor our progress against the action plan and provide annual updates accordingly.

MOPAC launched its new People Strategy in July 2023 with the aim of:

A high performing inclusive and engaged workforce to deliver our vision of London is a safe city for all. Inclusion sits at the heart of this Strategy.