

Pay Gap report:**Mayor's Office for Policing and Crime (MOPAC) – March 2024**

Executive Summary

Summary

The Mayor's Office for Policing and Crime (MOPAC), including the Violence Reduction Unit (VRU), strives to be a diverse and equitable organisation in order to support our joint vision of London as a safe city for all. We aim to be fair and inclusive in all we do with a determination to actively tackle discrimination and inequality in all forms.

Our commitment to publish our pay gap data demonstrates our ambition to develop a workforce which is reflective of London's diversity at all levels.

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 Kornferry Hay 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 2024, where a maximum of 258 employees could be counted. Declaration numbers/rates varied:

- Ethnicity Pay Gap 197 (declaration rate 76.3%)
- Disability Pay Gap 72 (declaration rate 27.9%)
- Gender Pay Gap 258 (declaration rate 100%)

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

The **median pay gap** is the difference between the midpoints in the ranges in the 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 selecting the middle salary.

The **mean pay gap** is the difference between the average hourly earnings of the two staff groups of interest.

Table 1 Pay Gap summary¹

| | Median pay gap (2023) | Median pay gap (2024) | Median pay gap (percentage point change) | Mean pay gap (2023) | Mean pay gap (2024) | Mean pay gap (percentage point change) |
|-----------------------------------------------------|-----------------------|-----------------------|------------------------------------------|---------------------|---------------------|----------------------------------------|
| Ethnicity (Black, Asian and Minority Ethnic) | 6.45% | 0% | -6.45pp | 5.72% | 3.35% | -2.37pp |
| Asian or Asian British | 6.42% | 0% | -6.42pp | 2.17% | -0.87% | -3.04pp |
| Black or Black British | 7.96% | 0% | -7.96pp | 10.70% | 7.87% | -2.83pp |
| Mixed | -1.52% | -3.43% | -1.91% | -0.89% | -3.22% | -2.33pp |
| Other Ethnic Group | <5 | <5 | NA | <5 | <5 | NA |
| Disability | -1.69% | 6.4% | +8.09pp | 3.95% | 8.8% | +4.85pp |
| Gender | 9.52% | 6.4% | -3.12pp | 4.3% | 7.9% | +3.6pp |

Table 1 above compares the Median and Mean pay gap for 2023 against 2024 for the three characteristics reported on.

Ethnicity key findings

The ethnicity pay gap analysis is based on a declaration rate of 76.3%. This declaration rate is a slight increase from 2023.

The key findings are very positive, demonstrating a reducing gap as follows:

- The median pay gap for ethnicity has **decreased** since 2023 to a **zero gap**.
- The mean pay gap for ethnicity has **decreased** since 2023
- The median ethnicity pay gap for part-time staff is -10.44%. The median ethnicity pay gap for full-time staff is 11.05%
- The mean ethnicity pay gap for part-time staff is -3.78%. The mean ethnicity pay gap for full-time staff is 4.23%
- The reduction in the pay gap is likely driven by an increase in Black, Asian and Minority Ethnic employees in the overall workforce and an increase in Black, Asian and Minority Ethnic employees in the upper middle and upper earning quartiles.
- Intersectional analysis between ethnicity and gender indicates that both the median and mean ethnicity pay gaps are less for Black, Asian and Minority Ethnic Women than Black, Asian and Minority Ethnic Men.

¹ To ensure anonymity, the reporting threshold for this report is set to a minimum sample size of five.

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

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

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

Disability key findings

The disability pay gap analysis is based on a declaration rate of 27.9%.

As reported in 2023 the HR system defaulted to a misleading 100% declaration rate. i.e., unless an employee declared themselves as disabled, they were automatically categorised as not disabled. For 2024 reporting, we have worked with our providers to adapt the self-reporting fields to enable employees to either declare a disability or to declare no disability. This change was communicated to all employees encouraging them to complete the field.

The key findings are as follows:

- The median pay gap for disability is 6.4%, an **increase** from 2023
- The mean pay gap for disability is 8.8%, an **increase** from 2023.
- The proportion of disabled employees has tripled to **13.2%** from 3.9% in 2023
 - More employees felt positive about declaring a disability
 - 34 in 2024 as compared to 8 in 2023
- Owing to the low numbers, we are unable to report on MOPAC's disability pay gap for full-time and part-time employees or apply intersectional analysis.
- Intersectional analysis between ethnicity and disability indicates that there is a negative mean pay gap of -15.33%. Therefore, Black, Asian and Minority Ethnic staff who are disabled are paid more than White disabled staff.

While the overall declaration level was lower, the proportion and number of employees declaring a disability has significantly increased which will result in more accurate data for disabled employees. However, the overall declaration rate means that the comparable data set, 72 employees of which 38 are non-disabled is not fully accurate, and pay gap results may be skewed as a result.

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

In 2023³, the latest year for which data has been published, the national (UK) median disability pay gap for all workers was 12.7%. The median disability pay gap for workers in London in 2023 was 7.4%. Our median disability pay gap in 2024 is more favourable than the most recently published national and London averages.

Gender key findings

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

The key findings are as follows:

- The median pay gap for gender is 6.4%, which is a **decrease** from 2023.
- The mean pay gap for gender is 7.9%, which is an **increase** from 2023.
- Owing to the gender composition of the part-time workforce, we are unable to report on our gender pay gap for full-time and part-time employees.
- Intersectional analysis indicates that disabled male staff earn more than non-disabled male staff with a disability gender median pay gap of 7.88% and a disability gender mean pay gap of 5.36%.
- Intersectional analysis shows that non-disabled female employees earn more than disabled females. There is a gender median pay gap of -14.19% for disabled females and gender mean pay gap of -14.94% for disabled females.

Our gender pay gaps compare favourably to the UK and London pictures. The national median gender pay gap for all workers in 2024 was 13.1%; the mean gender pay gap was 13.8%. ⁴ The median gender pay gap for all workers in London in 2024 was 14.9%; the mean gender pay gap was 20.7%.

Bonus payments

No bonus pay arrangements exist in MOPAC that require pay gap reporting.

Next steps

Developing a workforce that is representative of London's diversity at all levels in the organisation is a strategic objective of MOPAC's EDI Strategy. The findings of this pay gap report will support MOPAC as we continue to iterate our strategy and consider appropriate interventions to develop an inclusive workforce, in particular relation to the characteristics reported on.

³ ONS, Disability pay gaps in the UK:17 October 2024 ([Raw disability pay gaps, UK - Office for National Statistics](#))

⁴ ONS [Gender pay gap in the UK: 2024](#)

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1. Introduction

1.1 Background

The development of a workforce which reflects London at all levels of the organisation 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 our gender pay gap in 2016, ethnicity pay gap in 2018, and disability pay gap in 2021 ahead of any statutory responsibility to do so.

Salaries at MOPAC are determined through the Kornferry Hay 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. Pay Grade boundaries are 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, excepting SMT, 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 selecting the middle salary.

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 guidance.⁵

Table 2: Staff groups of interest in A and B by ethnicity, disability and gender

⁵ <https://www.gov.uk/guidance/gender-pay-gap-reporting-make-your-calculation>

| | Variable in pay gap formula | 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 |

Staff Group A and B are calculated by: $\frac{A - B}{A} \times 100$

1.3 Date of reporting

The snapshot date for public sector organisations' gender pay gap data collection is on **31st March** each year. For consistency, the same date is used for ethnicity and disability pay gap data. This report is therefore based on our pay gaps as of **31st March 2024**.

1.4 Disclosure rates

On 31st March 2024, we had 258 employees. The number of employees in the pay gap reporting exercise were as follows:

- Ethnicity Pay Gap 197 (declaration rate 76.3%)
- Disability Pay Gap 72 (declaration rate 27.9%)*
- Gender Pay Gap 258 (declaration rate 100%)

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

To ensure anonymity, the reporting threshold for this report is set to a minimum sample size of five.

*Disability declaration rate analysis and explanation is set out in section 1.5 Data Collection and 3.1 Disability Pay Gap Overall within the report.

1.5 Data collection

We collect data on our employees ethnicity and disability through our internal HR system. To ensure alignment with the GLA group the gender data is taken from payroll/ HM Revenue and Customs (HMRC) new starter information which enables binary male/female self-recording.

In terms of **ethnicity** 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 Black, Asian and Minority Ethnic group includes all employees who have self-declared as Black; Asian; of mixed ethnic backgrounds; or of other ethnic backgrounds. Employees can select their ethnic group from a more detailed list on our HR system.

In regard to **disability** data collection, our 2023 pay gap report outlined a reduced functionality with our then new HR system which meant that unless an employee declared themselves as disabled, the HR system defaulted to categorising them as not disabled. In 2023 this provided a misleading overall 100% declaration rate, but an accurate report of those who had declared themselves to have disability on the system.

For 2024 reporting, we have worked with our providers to adapt the self-reporting fields to enable employees to either declare a disability or to declare no disability. This change was finalised and communicated to all employees in March 2024 encouraging them to complete the field.

72 of potential 258 employees made a declaration. Of these **34** employees, (47%) declared a disability. This suggests that employees have felt more positive in declaring their disability, i.e., this is a significant increase from 2013 where 8 employees declared a disability. MOPAC now has **13.18%** of its employees declaring a disability as compared to **3.9%** in 2023. However, as 72% of employees have not declared any information, we cannot be 100% certain of the composition in regard to disability of the undeclared group.

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 employees may not see their sex and gender as the same nor identify within this gender binary. We welcome and value employees of all gender identities. We recognise non-binary identities by using gender-neutral language throughout our HR policies and communications.

Due to the size of MOPAC and reporting numbers there are instances where we are not able to provide an analysis. For alignment across the GLA Group, it has been agreed that any number less than 5 (<5) will not be reportable.

2. Ethnicity pay gap.

2.1 Overall

This report will 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.

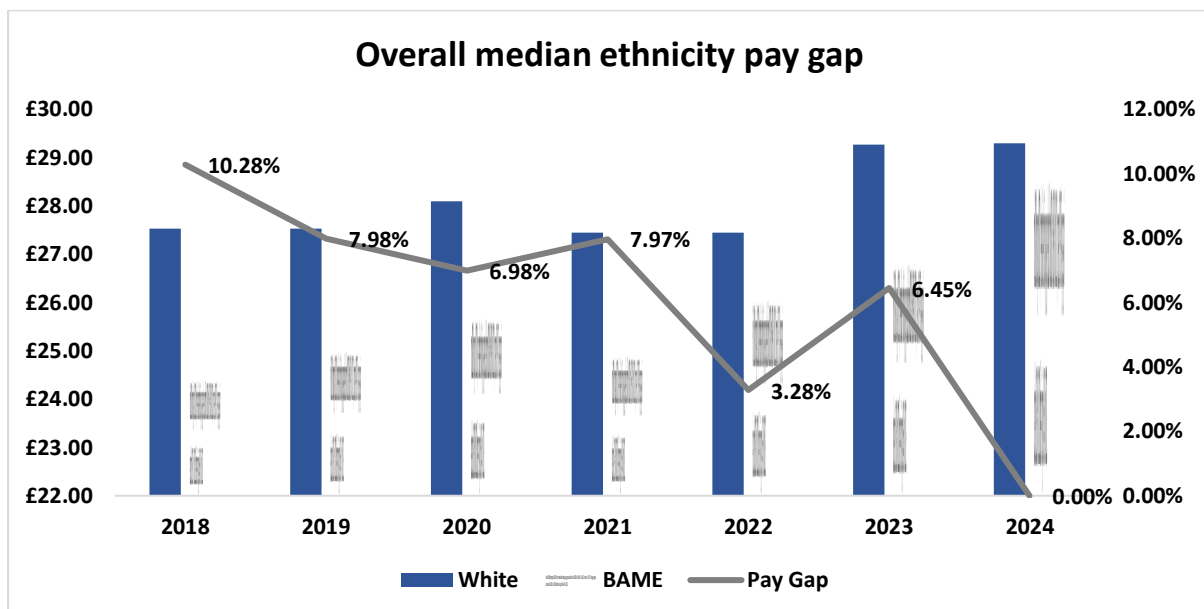
The ethnicity pay gap is based on 197 employees who declared their ethnicity. This represents 76.3% of the workforce and an increase from 75% in 2023.

On 31st March 2024, MOPAC's ethnicity pay gap was:

- **3.35% mean pay gap**
 - This represents a **decrease** from 2023 of 2.37percentage points (from 5.72%) and a consistent year on year decrease in the mean since 2020.
- **0% median pay gap**
 - This represents a **significant decrease** from 2023 along with an overall trend of a reducing median pay gap since 2018

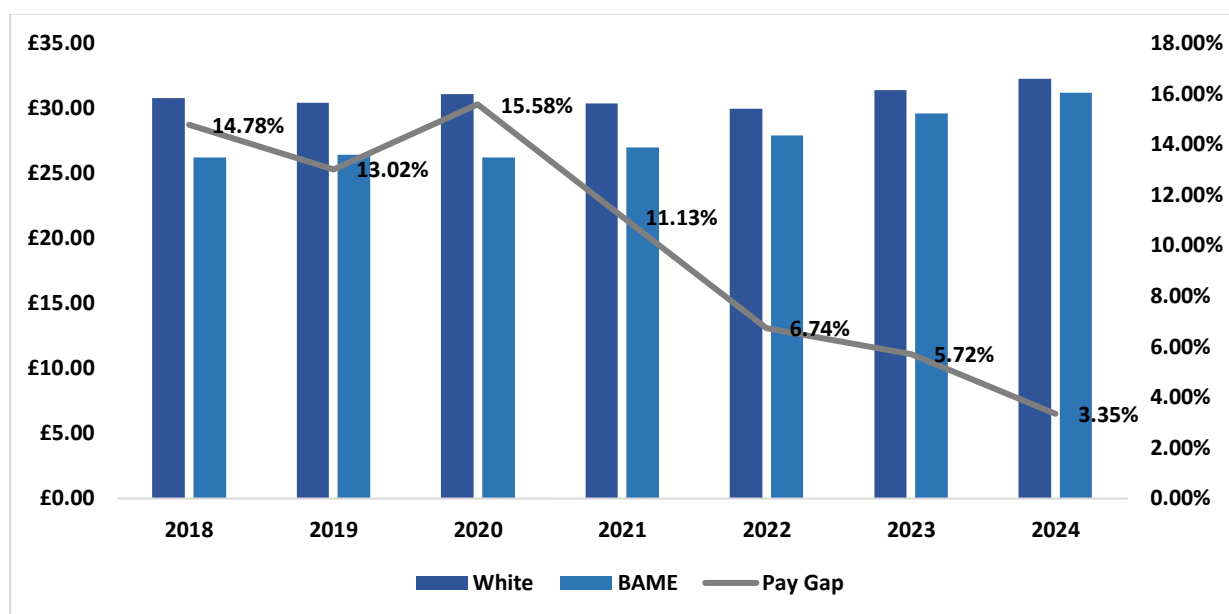
In 2024, Black, Asian and Minority Ethnic employees made up 24.03% of the MOPAC workforce. This is a slight decrease from 2023 (24.39%) but follows the overall trend since 2018 of an increasing proportion of the declared workforce coming from a Black, Asian and Minority Ethnic background. The graphs below show pay gap comparison across a seven-year period.

Graph 1: Median ethnicity pay gap 2018 to 2024.



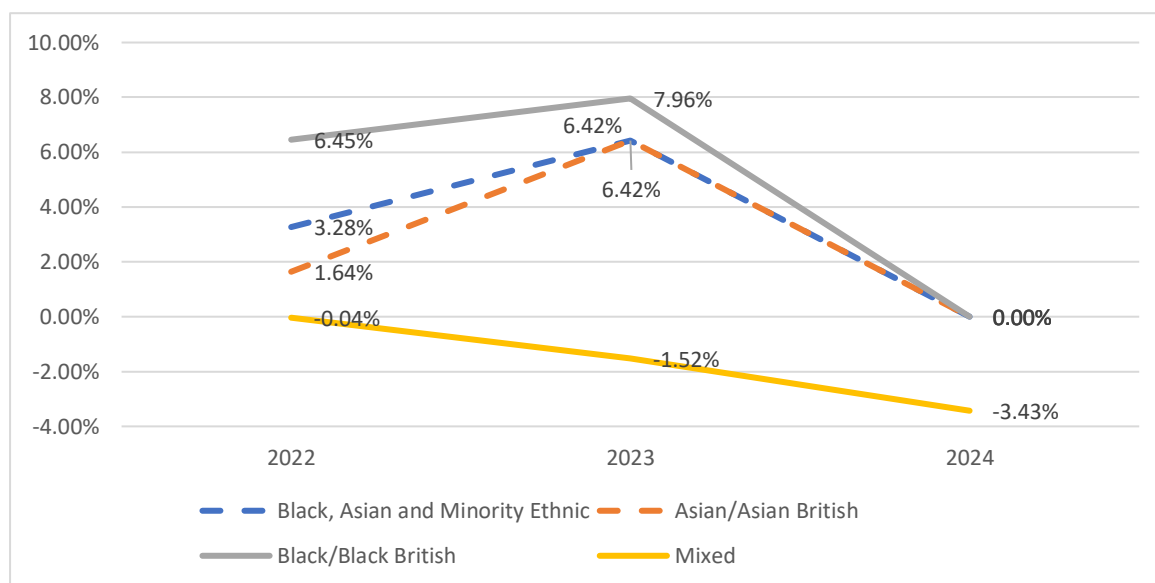
Graph 1 demonstrates the overall trend of the median ethnicity pay gap from 2018 (10.28%) when we began reporting our ethnicity pay gap, through to 2024 (0%). From 2018 through to 2020, the median ethnicity pay gap reduced from 10.28% to 6.98%. In 2021, it rose to 7.9%. The gap again reduced to 3.28% in 2022 before rising to 6.45% in 2023.

Graph 2: Mean ethnicity pay gap from 2018 to 2024.



Graph 2 shows - with the exception of 2020 - an overall narrowing of the mean ethnicity pay gap from 2018 to our **lowest mean pay gap of 3.35% in 2024**.

Graph 3: Illustrating changes in the median ethnicity pay gap by ethnic group and year.

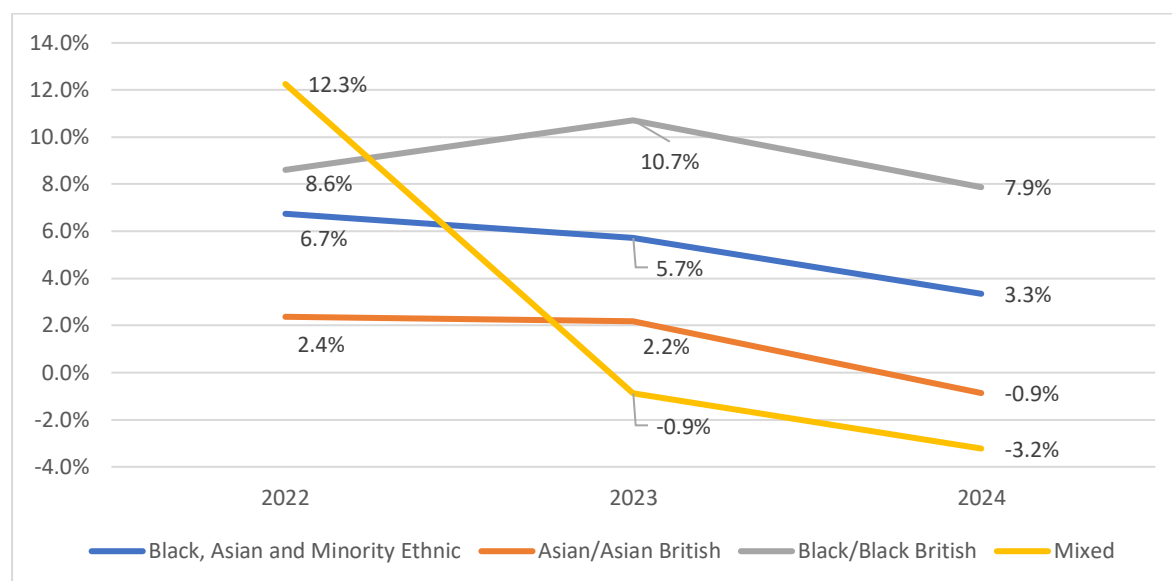


Graph 3 shows that the median ethnicity pay gap for Black, Asian and Ethnic Minority employees increased from 3.28% in 2022 to 6.42% in 2023 and then decreased to 0% in 2024. The trend for both Asian/Asian British and Black/Black British employees followed this pattern while the trend for Mixed ethnicity staff decreased year on year.

The most significant change in this data is for Black/Black British employees, where the median pay gap was 6.45% in 2022, increasing to 7.96% in 2023 and then decreasing to 0% in 2024.

We cannot compare data for employees that have submitted 'Other' as their ethnicity as the numbers are too low to report on.

Graph 4: Illustrating changes in the mean ethnicity pay gap by ethnic group and year.



Graph 4 shows that the mean ethnicity pay gap has reduced for all categories since 2022. The trend for Black, Asian and Minority Ethnic employees as a whole shows a 1 percentage point decrease from 2022 to 2023 (6.7% to 5.7%), the gap reduces by 2.4 percentage points from 2023 to 2024. The trend for Asian/Asian British staff follows this pattern, reducing by 0.2 percentage points from 2022 to 2023 and then reducing by a further 1.3 percentage points between 2023 and 2024. The trend for Mixed Ethnicity staff shows a significant change from 2022 to 2023, decreasing by 13.2 percentage points and a further decrease of 2.3 percentage points from 2023 to 2024.

The data for Black/Black British staff goes against the trend, with the mean ethnicity pay gap increasing by 2.1 percentage points from 2022 to 2023 but then decreasing by 2.8 percentage points from 2023 to 2024 to show an overall decrease of 0.7 percentage points from 2022 to 2024. This change may be explained by the 73% increase in employee numbers from a Black/Black British Background from 2022 to 2023 and then a 27% increase from 2023 to 2024.

We cannot compare data for employees that have submitted 'Other' as their ethnicity as the numbers are too low to report on.

2.2 Full-time/part-time status

In previous pay gap reports, we have not reported on Full-time and Part-time employees by ethnicity. The 2024 data set provided will be used to make comparisons in future pay gap reports.

Table 3: Number of MOPAC Full-time and Part-time employees by ethnicity.

| 2024 | All | White | Black, Asian and Minority Ethnic | Not Declared |
|--------------|------------|--------------|-----------------------------------------|---------------------|
| Full-time | 233 | 120 | 57 | 56 |
| Part-time | 25 | 15 | 5 | 5 |
| TOTAL | 258 | 135 | 62 | 61 |

Black, Asian and Minority Ethnic employees are c32% in both full and part time.

Table 4: Ethnicity pay gap by full-time and part-time employees.

| 2024 | Rate | Pay Gap |
|----------------------------------------------------------|-------------|----------------|
| Full-time Black, Asian and Minority Ethnic Median | £29.30 | 11.05% |
| Full-time White Median | £32.94 | |
| Part-time Black, Asian and Minority Ethnic Median | £31.31 | -10.44% |
| Part-time White Median | £28.35 | |
| 2024 | Rate | Pay Gap |
| Full-time Black, Asian and Minority Ethnic Mean | £31.24 | 4.23% |
| Full-time White Mean | £32.62 | |
| Part-time Black, Asian and Minority Ethnic Mean | £30.48 | -3.78% |
| Part-time White Mean | £29.37 | |

- The median ethnicity pay gap for full-time employees is 11.05%.
- The median ethnicity pay gap for part-time employees is -10.44%.
- The mean ethnicity pay gap for full-time employees is 4.23%.
- The mean ethnicity pay gap for ethnicity part-time employees is -3.78%.

The above table indicates that part-time Black, Asian and Minority Ethnic employees are in a favourable pay position to White employees whereas for full-time Black, Asian and Minority Ethnic employees a pay gap is present. i.e.

- For both mean and median, White employees are on higher pay of 4.23% and 11.05% respectively.
- For part-time mean and median there is a negative pay gap of -3.78% and -10.44%, part-time Black, Asian and Minority Ethnic employees are on higher pay.

2.3 Earnings quartile

Analysing by earnings quartile means dividing our workforce into four equal sized groups and then separating them according to the hourly rate. This starts from the lowest paid through to the highest paid. We then analyse the pay gaps within these four groups as shown in the graphs overleaf.

Graph 5: Median ethnicity pay gap by earnings quartile and year.

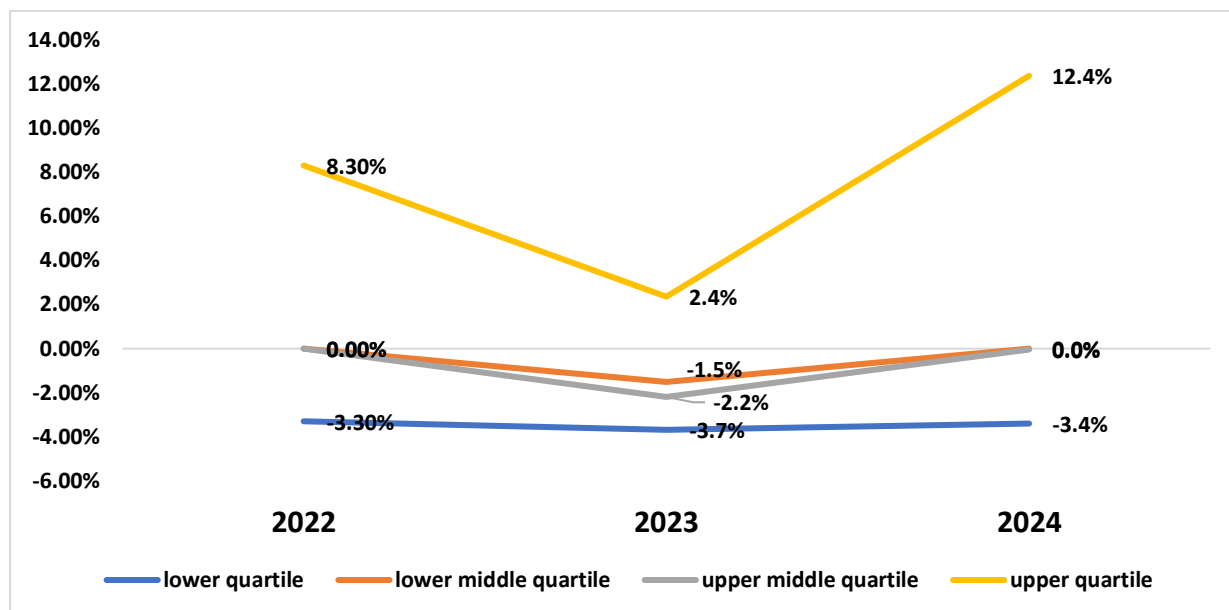


Table 5: Ethnicity median pay gap 2024 by earnings quartile

| | White hourly rate | Black, Asian, Minority Ethnic hourly rate | Pay Gap | Black, Asian, Minority Ethnic – % of workforce |
|-----------------------|-------------------|-------------------------------------------|---------|------------------------------------------------|
| lower quartile | £22.65 | £23.42 | -3.4% | 28% |
| lower middle quartile | £28.35 | £28.35 | 0.0% | 41% |
| upper middle quartile | £32.39 | £32.40 | 0.0% | 33% |
| upper quartile | £45.54 | £39.90 | 12.4% | 27% |

Table 6: Ethnicity median pay gap quartile by year

| | 2022 | 2023 | 2024 |
|-----------------------|--------|-------|-------|
| lower quartile | -3.30% | -3.7% | -3.4% |
| lower middle quartile | 0.00% | -1.5% | 0.0% |
| upper middle quartile | 0.00% | -2.2% | 0.0% |
| upper quartile | 8.30% | 2.4% | 12.4% |

Table 5 shows a **0%** ethnicity median pay gap in both the lower middle and upper middle quartiles and a negative pay gap in the lower quartile. The only quartile where a pay gap exists is at the upper quartile. At 12.4% this is considerably higher than this quartile in 2023 (2.4%). This is due to the smaller number of roles in the upper quartile as opposed to in the lower quartiles where small number of changes in employees can disproportionately affect the results.

Table 6 shows that the lower quartile has a relatively stable level over the recording years 2022 to 2024. The lower middle and upper middle quartiles represent a return to the 2022 level in 2024, whereas the upper quartile has increased from 2023.

As the overall median ethnicity pay gap is zero, this suggests that there is relative equality at the lower, lower middle and upper middle quartiles but suggests there is relative inequality in comparison for the upper quartile. This may be due to a larger number of roles at the lower, lower middle and upper quartiles.

Graph 6: Mean ethnicity pay gap by earnings quartile and year.

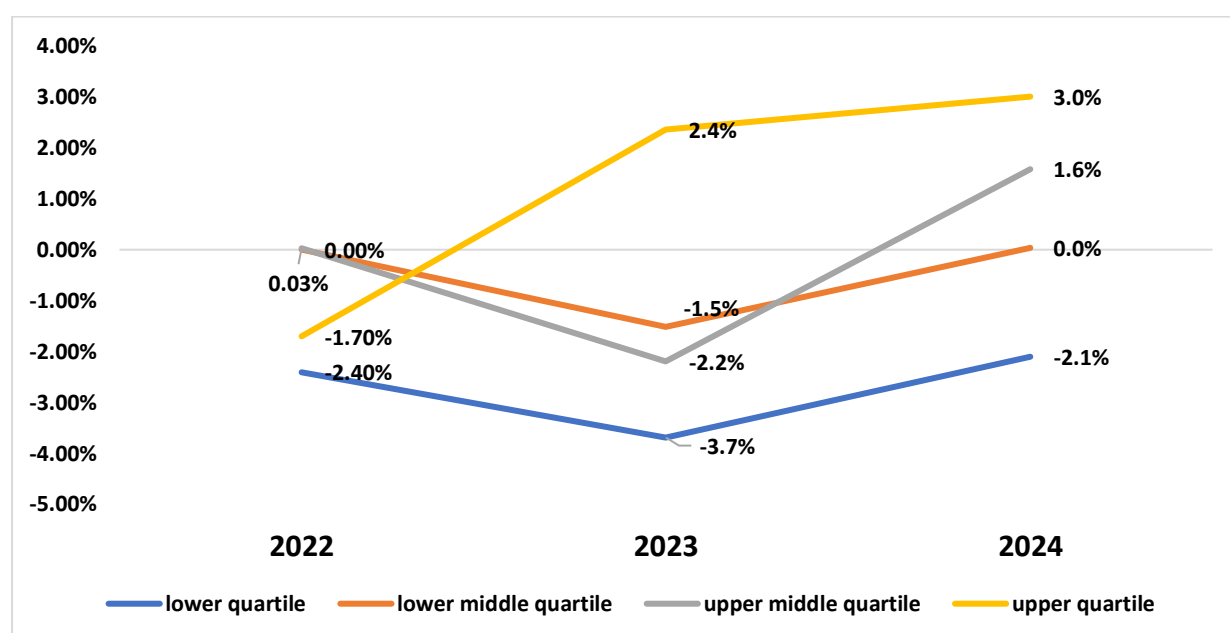


Table 7: Mean ethnicity pay gap by earnings quartile.

| | White hourly rate | Black, Asian, Minority Ethnic hourly rate | Pay Gap | Black, Asian, Minority Ethnic – % of workforce |
|-----------------------|-------------------|-------------------------------------------|---------|------------------------------------------------|
| lower quartile | £22.37 | £22.84 | -2.1% | 28% |
| lower middle quartile | £27.67 | £27.66 | 0.0% | 41% |
| upper middle quartile | £32.29 | £31.78 | 1.6% | 33% |
| upper quartile | £45.93 | £44.55 | 3.0% | 27% |

Table 8: Mean ethnicity pay gap by earnings quartile and year.

| | 2022 | 2023 | 2024 |
|-----------------------|--------|-------|-------|
| lower quartile | -2.40% | -3.7% | -2.1% |
| lower middle quartile | 0.00% | -1.5% | 0.0% |
| upper middle quartile | 0.03% | -2.2% | 1.6% |

| | | | |
|----------------|--------|------|------|
| upper quartile | -1.70% | 2.4% | 3.0% |
|----------------|--------|------|------|

The mean ethnicity pay gap in all four quartiles have increased slightly in 2024 from negative pay gaps in 2023 but **narrowing the pay gap overall for the lower, lower middle and upper middle quartiles**. The upper quartile has slightly increased, i.e., 0.6% pp. As the overall mean ethnicity pay gap has reduced, this mirrors the data in an overall lowering of the mean but again suggests that wages in the upper quartile are marginally less equal than those in the other three quartiles.

2.4 Pay grades

MOPAC's pay system comprises ten pay grades: an SMT grade (Directors and above) on SPOT salaries within a set range followed by descending Grade 1 – 9. Each grade has five spinal pay points, excepting SMT grade, with automatic pay progression each year. Apprentice gradings have been included in the SPOT salary grouping as these are not within MOPAC grade banding.

Table 9: Median ethnicity pay gap by pay grade.

| Grade | White Hourly rate | Black, Asian and Minority Ethnic hourly rate | Pay Gap |
|---------|-------------------|----------------------------------------------|----------------|
| Grade 9 | <5 | <5 | Not reportable |
| Grade 8 | <5 | <5 | Not reportable |
| Grade 7 | £21.80 | £22.20 | -1.83% |
| Grade 6 | £25.66 | £25.66 | 0.00% |
| Grade 5 | £31.31 | £30.30 | 3.23% |
| Grade 4 | £35.65 | £36.69 | -2.92% |
| Grade 3 | £44.79 | £41.06 | 8.33% |
| Grade 2 | <5 | <5 | Not reportable |
| Grade 1 | <5 | <5 | Not reportable |
| SPOT | £52.23 | <5 | Not reportable |

As we have small numbers of employees in the various pay grades that have reported their ethnicity, it is difficult to provide a narrative across the whole of MOPAC grades. However, the above demonstrates a relatively low difference at grades 7 to 4, but a larger difference at the higher pay grade 3, senior roles.

Table 10: Mean ethnicity pay gap by pay grade.

| Grade | White Hourly rate | Black, Asian and Minority Ethnic Hourly rate | Pay Gap |
|---------|-------------------|----------------------------------------------|----------------|
| Grade 9 | <5 | <5 | Not reportable |
| Grade 8 | <5 | <5 | Not reportable |
| Grade 7 | £22.16 | £22.70 | -2.44% |
| Grade 6 | £26.40 | £26.51 | -0.42% |
| Grade 5 | £31.60 | £30.94 | 2.09% |
| Grade 4 | £36.50 | £36.87 | -1.01% |

| | | | |
|---------|--------|--------|----------------|
| Grade 3 | £44.43 | £42.06 | 5.33% |
| Grade 2 | <5 | <5 | Not reportable |
| Grade 1 | <5 | <5 | Not reportable |
| SPOT | £52.76 | <5 | Not reportable |

The mean data mirrors the median data and shows similar patterns at each grade. At lower grades there is a smaller gap, but the gap is slightly larger at the highest reportable grade.

Table 10 indicates a negative mean ethnicity pay gap in favour of Black, Asian and Minority Ethnic employees at grades 7, 6 and 4.

Looking at the grade composition, of our 258 employees:

Grades 4 – 7: of 208 employees, 164 have declared their ethnicity of which 54 are from a Black, Asian and Minority ethnic background.

Grade 3 and above: of 37 employees, 26 have declared their ethnicity of which 7 are from a Black, Asian and Minority ethnic background.

Focussing on Grade 3 the average spinal point for Black, Asian and Minority ethnic background employees for 2023 was point 3 in 2024 was 2.8; for white staff the average spinal point in 2023 was 4.57 and in 2024 it was 4.71. This average decrease for Black, Asian and Minority ethnic background employees and increase for white employees explains the small increase in pay gap for this grade. This change occurred due to the joining and leaving of a very small number of employees and their relative position on the grade scale.

2.5 Intersectional analysis

As MOPAC have not provided intersectional analysis in previous reports we are not able to compare data to previous years. The data set in this report will provide information to enable comparison in future reports. This section looks at pay gaps by gender and ethnicity:

Table 11: Reporting numbers for gender and ethnicity 2024

| Characteristic | Numbers |
|-----------------------------------------|---------|
| White Male | 46 |
| Black, Asian and Minority Ethnic Male | 10 |
| White Female | 89 |
| Black, Asian and Minority Ethnic Female | 52 |

Table 12: Median and Mean pay gap by gender and ethnicity.

| | Median Hourly Rate | Median Pay Gap | Mean Hourly rate | Mean Pay Gap |
|---------------------------------------|--------------------|----------------|------------------|--------------|
| White Male | £33.49 | 13.94% | £34.71 | 5.24% |
| Black, Asian and Minority Ethnic Male | £28.82 | | £32.89 | |
| White Female | £28.35 | | £30.99 | |

| | | | | |
|-----------------------------------------|--------|--------|--------|-------|
| Black, Asian and Minority Ethnic Female | £29.30 | -3.35% | £30.85 | 0.45% |
|-----------------------------------------|--------|--------|--------|-------|

Table 12 indicates a negative median gender ethnicity pay gap for females -3.35% as opposed to a large median gender ethnicity pay gap of 13.94% for males.

Additionally, the mean gender ethnicity pay gap is a narrow 0.45% for female as opposed to 5.24% for males.

Table 12 shows that Black, Asian and Minority Ethnic males are less well paid than White males whereas Black, Asian and Minority Ethnic females are paid more than White females. However this is far less statistically significant due to the composition of the MOPAC workforce, i.e. the low absolute number of Black and Minority Ethnic men, 18%, as compared to 37% Black, Asian and Minority Ethnic females.

Where there are smaller numbers of any cohort it makes it more likely for pay gaps to be present, e.g., if we examine our composition at grade 5 and above we have 35 declared Black, Asian and Minority Ethnic employees (out of a total of 110 who have disclosed ethnicity). Of these, 30 are female and 5 are male. Whereas, of the 75 employees declared as having white ethnicity, 44 are female and 31 are male.

There is a slightly less pronounced differential in composition at the lower grades, i.e., 27 Black, Asian and Minority Ethnic employees are in grades Apprentice to grade 6 (out of a total of 87 declared at these grades), 22 are female and 5 are male.

At Apprentice to grade 6, of the 60 employees declared as having white ethnicity, 45 are female and 15 are male.

2.6 Workforce Composition

There has been a steady increase in the number of Black, Asian and Minority Ethnic staff from 19% in 2018 to 24% in 2024. The organisation employs a higher proportion of Black, Asian and Minority Ethnic females than Black, Asian and Minority Ethnic males. 82% of male employees were recorded as White and 18% as Black, Asian and Minority Ethnic. For women this was 63% and 37% respectively.

Graph 7: Workforce composition by ethnicity.

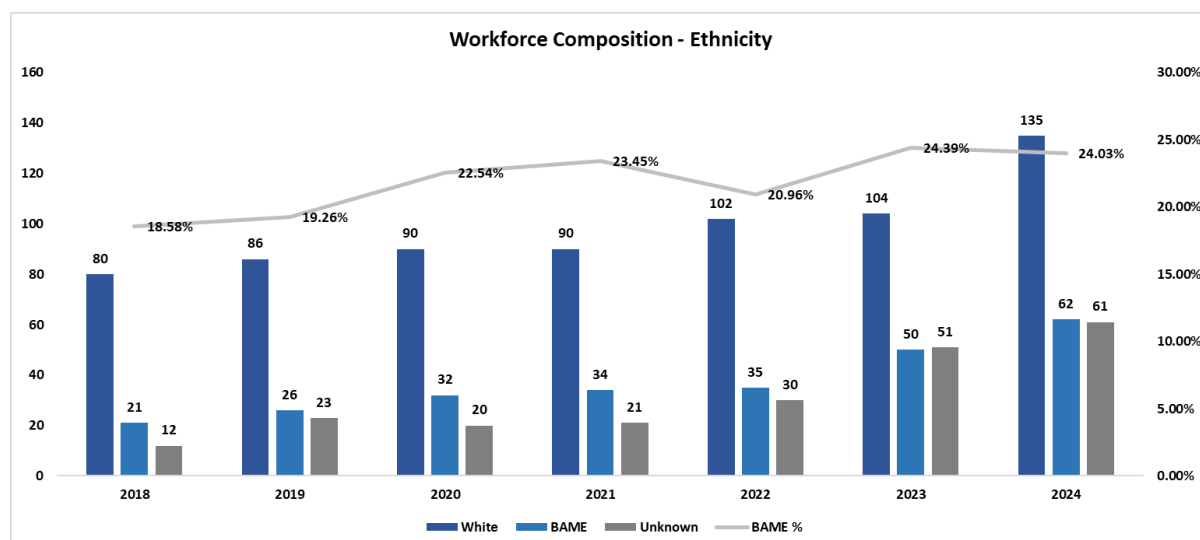


Table 13: Workforce composition by ethnicity - employees

| Ethnicity | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------------------------|-------|-------|-------|-------|------|-------|-------|
| Black, Asian and Minority Ethnic | 21 | 26 | 32 | 34 | 35 | 50 | 62 |
| White | 80 | 86 | 90 | 90 | 102 | 104 | 135 |
| Total Declared | 101 | 112 | 122 | 124 | 137 | 154 | 197 |
| Unknown | 12 | 23 | 20 | 21 | 30 | 51 | 61 |
| Total (all employees) | 113 | 135 | 142 | 145 | 167 | 205 | 258 |
| Disclosure rate | 89% | 83% | 86% | 86% | 82% | 75% | 76% |
| Black, Asian and Minority Ethnic % | 18.6% | 19.3% | 22.5% | 23.4% | 21% | 24.4% | 24.0% |

Table 14: Proportion of roles within £10,000 pay range that are Black, Asian and Minority Ethnic employees.

| Pay Range (£10,000s) | Black, Asian and Minority Ethnic percentage 2023 | Black, Asian and Minority Ethnic percentage 2024 |
|----------------------|--------------------------------------------------|--------------------------------------------------|
| <£20,000 | 0.00% | 0.00% |
| £20,000 to £29,999 | 0.00% | 0.00% |
| £30,000 to £39,999 | 30.43% | 21.43% |
| £40,000 to £49,999 | 40.00% | 36.73% |
| £50,000 to £59,999 | 30.95% | 36.36% |
| £60,000 to £69,999 | 29.17% | 26.83% |
| £70,000 to £79,999 | <5 | 42.86% |
| £80,000 to £89,999 | 0.00% | <5 |

| | | |
|--------------------|-------|-------|
| £90,000 to £99,999 | 0.00% | 0.00% |
| £100,000 and over | <5 | <5 |

Table 14 sets out the changes in composition since 2023 in pay ranges of £10,000s. There has been a decrease in Black, Asian and Minority Ethnic employees in the ranges that span £30,000 - £49,999 and £60,000 to £69,999 but an increase of 5.41 percentage points at £50,000 to £59,999, a likely increase from not reportable to 42.86% at £70,000 to £79,999, a likely increase from 0 to not reportable for £80,000 to £89,999, and no reportable change above £90,000.

3. Disability Pay Gap

3.1 Overall

MOPAC has been reporting the disability pay gap since 2021, ahead of any statutory duty to do so.

On 31st March 2024, MOPAC's disability pay gap was:

- median - 6.4%
- mean - 8.8%

Both show an increase from 2023. This result may be explained with more accurate data in 2024 with 34 employees declaring a disability as against 8 in 2023.

For 2024 reporting, we have worked with our HR software providers to improve the functionality to enable employees to declare themselves as either disabled or non-disabled. (Previously the system defaulted to 'not disabled' where no entry was made.) This change was communicated to all employees, alongside a programme of activity to encourage completing of the new fields.

Whilst the overall declaration rate has decreased, this work has been successful in part as in 2024 disabled employees have felt more positive about declaring their disability with disability numbers significantly increasing to **13.18%** (34 out of a possible 258) **from 3.9%** in 2023 (8 out of a possible 205). Nearly 50% of those who declared, declared a disability so whilst there are 72% of employees undeclared and we cannot be certain of the overall disability composition it may be reasonable to suggest this high number and percentage of affirming disability is fairly accurate. This presumption is further strengthened when comparing to an anonymous pulse survey where 14% of employees declared a disability.

These results and analyses below should be viewed noting the 27.9% disability declaration rate and in particular low proportion of non-disabled employees, 53%, which may skew the comparison group.

Graph 8: Median disability pay gap by year.

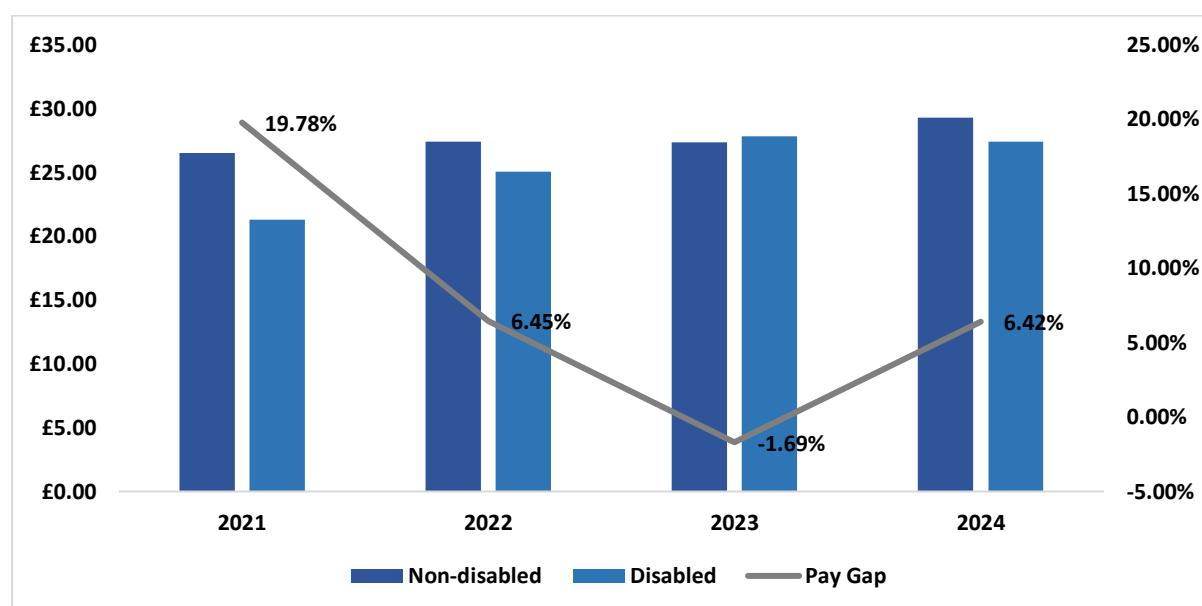


Table 15: Median disability pay gap from 2021 to 2024.

| | 2021 | 2022 | 2023 | 2024 |
|---------------------|--------|--------|--------|--------|
| Non-disabled | £26.54 | £27.44 | £27.39 | £29.30 |
| Disabled | £21.29 | £25.07 | £27.85 | £27.42 |
| Pay Gap | 19.78% | 6.45% | -1.69% | 6.42% |

Graph 9: Mean disability pay gap by year.

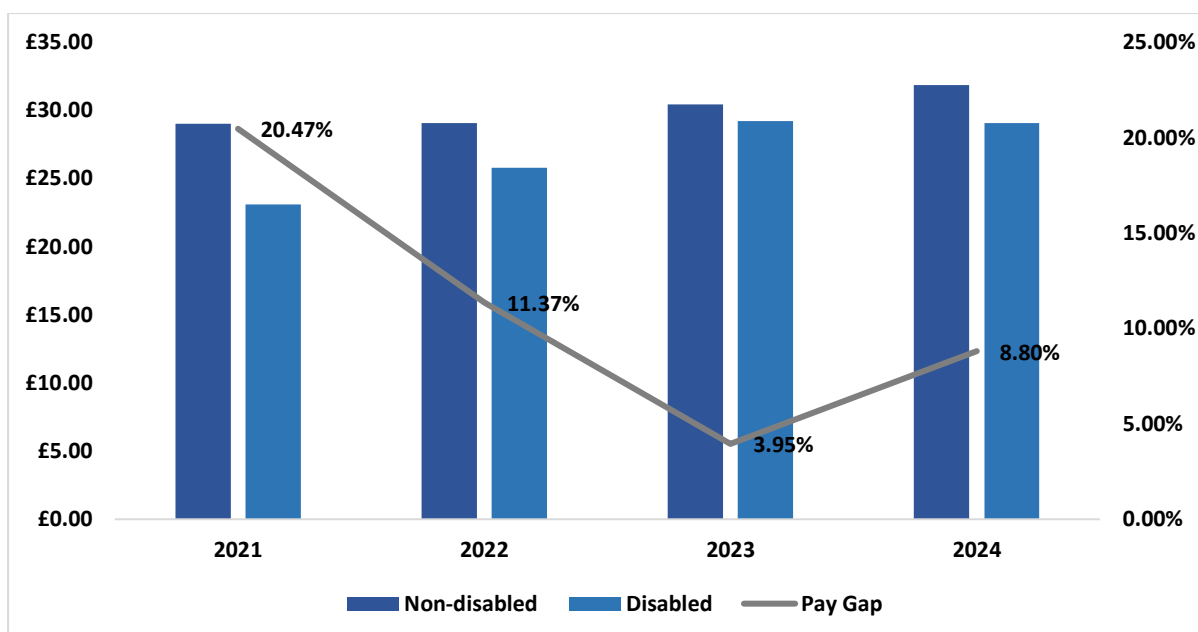


Table 16: Mean disability pay gap from 2021 to 2024.

| | 2021 | 2022 | 2023 | 2024 |
|---------------------|--------|--------|--------|--------|
| Non-disabled | £29.05 | £29.10 | £30.43 | £31.89 |
| Disabled | £23.10 | £25.79 | £29.23 | £29.08 |
| Pay Gap | 20.47% | 11.37% | 3.95% | 8.80% |

The above graphs and tables indicate an overall reduction of the mean disability pay gap since 2021. However, there has been an increase in both median and mean in 2024 to 2023 with the median pay gap comparable to 2022 data, and the mean pay gap decreasing by 2.57 percentage points from 2022.

3.2 Full-time/part-time status

Owing to low declaration numbers, under five, in some categories we are unable to report on the full-time and part-time status of disabled employees. We have equal numbers of part-time employees that have reported as disabled or not disabled.

3.3 Earnings quartile

Analysing by earnings quartile means dividing our workforce into four equal sized groups and then separating them according to the hourly rate. This starts from the lowest paid to the highest paid. We can then analyse the pay gaps within these four groups. The table and graphs overleaf set out the results.

Table 17: Median disability pay gap by earnings quartile.

| | Disabled Hourly rate | Not Disabled Hourly rate | Pay Gap | Percentage disabled in quartile |
|-----------------------|----------------------|--------------------------|---------|---------------------------------|
| lower quartile | £21.80 | £21.80 | 0.00% | 3.49% |
| lower middle quartile | £25.66 | £26.97 | 4.86% | 4.65% |
| upper middle quartile | £30.30 | £29.30 | -3.41% | 2.71% |
| upper quartile | £41.67 | £38.87 | -7.20% | 2.33% |

Graph 10: Median disability pay gap by earnings quartile and year.

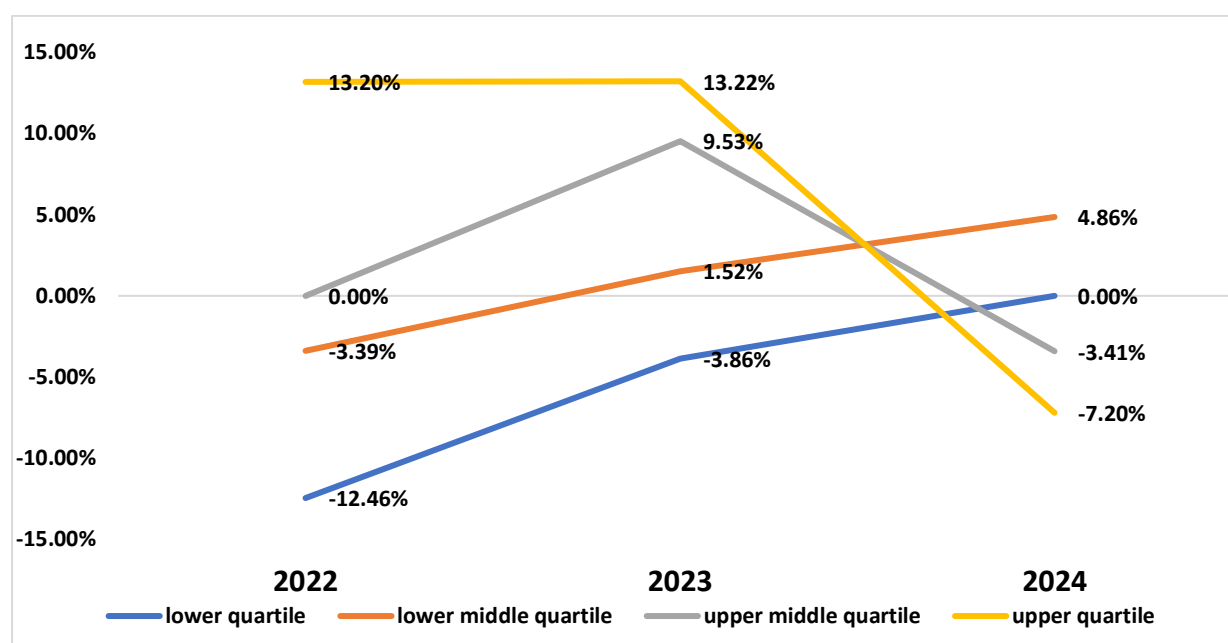


Table 18: Median disability pay gap by earnings quartile and year.

| | 2022 | 2023 | 2024 |
|-----------------------|---------|--------|--------|
| lower quartile | -12.46% | -3.86% | 0.00% |
| lower middle quartile | -3.39% | 1.52% | 4.86% |
| upper middle quartile | 0.00% | 9.53% | -3.41% |
| upper quartile | 13.20% | 13.22% | -7.20% |

Table 19: Mean disabled pay gap by earnings quartile.

| | Disabled Hourly rate | Not Disabled Hourly rate | Pay Gap | % Disabled |
|-----------------------|----------------------|--------------------------|---------|------------|
| lower quartile | £20.88 | £22.23 | 6.07% | 3.49% |
| lower middle quartile | £26.35 | £26.71 | 1.35% | 4.65% |
| upper middle quartile | £30.62 | £30.26 | -1.19% | 2.71% |
| upper quartile | £45.02 | £43.20 | -4.21% | 2.33% |

Graph 11: Mean disability pay gap by earnings quartile and year.

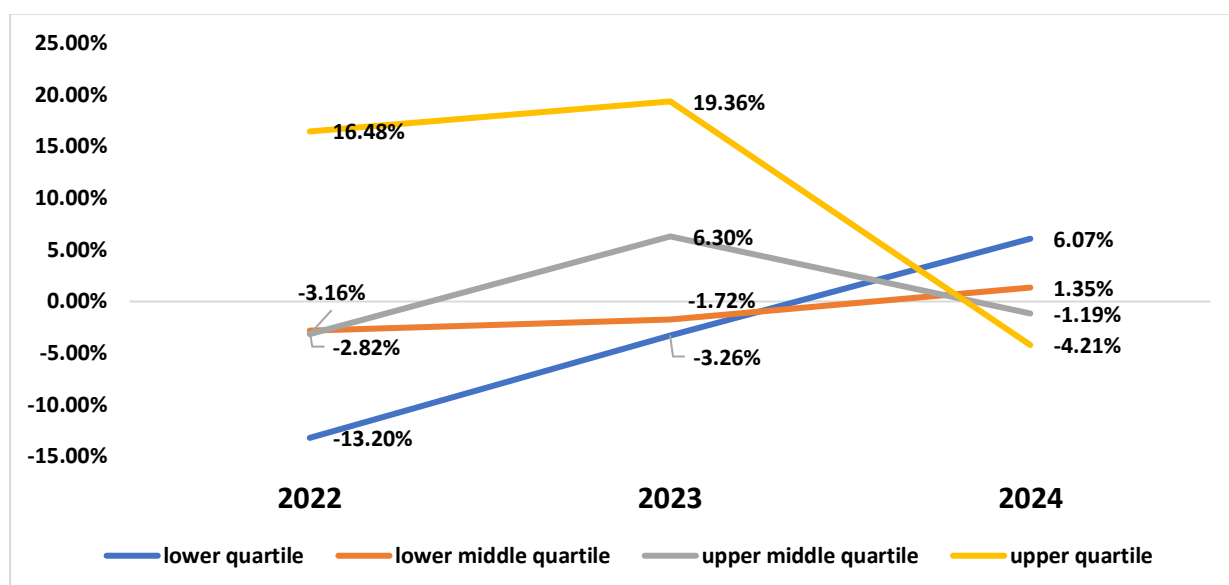


Table 20: Mean disability pay gap by earnings quartile and year.

| | 2022 | 2023 | 2024 |
|-----------------------|---------|--------|--------|
| lower quartile | -13.20% | -3.26% | 6.07% |
| lower middle quartile | -2.82% | -1.72% | 1.35% |
| upper middle quartile | -3.16% | 6.30% | -1.19% |
| upper quartile | 16.48% | 19.36% | -4.21% |

The above graphs and tables report the overall median pay gap for disability in 2024 is 6.42% and mean 8.8%, both an increase from 2023.

However, the data within the quartiles suggest that the gaps within each quartile are narrowing overall with movement in both directions, to an increased pay gap in some quartiles and a decreased or negative pay gap in others.

For the median disability pay gap, the lower quartile has increased from -3.86% to 0%, the lower middle quartile has widened from 1.52% to 4.86%, but the upper middle has narrowed from 9.53% to -3.41% and upper narrowed from 13.22% to -7.2% between 2023 and 2024.

The mean disability pay gap at the lower quartile has widened from -3.26% to 6.07% yet narrowed for the other three quartiles between 2023 and 2024.

This suggests that the pay gap may have narrowed overall but the swings in data reflect the change in reporting and numbers as well as issues with reporting on relatively low numbers. It is also noted that previous reporting was against very low numbers of reported disabled

employees. Whilst our overall 2024 reporting numbers are lower, they offer more data as more employees have self-declared as disabled.

3.4 Pay Grades

MOPAC's pay system comprises ten pay grades: an SMT grade (Directors and above) followed by descending Grade 1 – 9. Each grade, except SMT, has five spinal pay points with automatic pay progression each year.

Apprentice gradings have been included in the SPOT salary grouping as these are not within MOPAC grading.

Table 21: Median disability pay gap by pay grade.

| Grade | Disabled Hourly rate | Not Disabled Hourly rate | Pay Gap |
|---------|----------------------|--------------------------|----------------|
| Grade 9 | <5 | <5 | Not reportable |
| Grade 8 | <5 | £16.54 | Not reportable |
| Grade 7 | £21.16 | £20.05 | -5.57% |
| Grade 6 | £24.79 | £24.79 | 0.00% |
| Grade 5 | £27.85 | £29.27 | 4.86% |
| Grade 4 | £36.32 | £35.29 | -2.93% |
| Grade 3 | £38.38 | £41.86 | 8.31% |
| Grade 2 | <5 | £48.38 | Not reportable |
| Grade 1 | <5 | £51.53 | Not reportable |
| SPOT | <5 | £64.85 | Not reportable |

Table 22: Mean disability pay gap by pay grade.

| Grade | Disabled Hourly rate | Not Disabled Hourly rate | Pay Gap |
|---------|----------------------|--------------------------|----------------|
| Grade 9 | <5 | <5 | Not reportable |
| Grade 8 | No data | £17.04 | Not reportable |
| Grade 7 | £21.16 | £20.71 | -2.20% |
| Grade 6 | £24.79 | £24.49 | -1.20% |
| Grade 5 | £27.85 | £28.21 | 1.26% |
| Grade 4 | £36.32 | £34.57 | -5.08% |
| Grade 3 | £38.38 | £40.70 | 5.70% |
| Grade 2 | <5 | £48.15 | Not reportable |
| Grade 1 | <5 | £52.72 | Not reportable |
| SPOT | <5 | £53.95 | Not reportable |

Both sets of data reflect similar trends in data – with a negative or 0% pay gap at grades 7,6 and 4, and a positive pay gap at grades 5 and 3. The difference at grade 5 is negligible however in both mean and median grade 3 has a greater differential. Of the data we have, table 3.8 indicates the widest mean disability pay gap is at grade 3 with a gap of 5.70%.

3.5 Intersectional analysis

This section looks at pay gaps by Ethnicity and Disability.

Table 23: Declaration rates for disability and ethnicity 2024.

| Declaration | |
|-----------------------------------------------|-----------|
| Disabled/Not Disclosed Ethnic group | 5 |
| Disabled/White | 18 |
| Disabled/Black, Asian and Minority Ethnic | 13 |
| Not Disabled/White | 26 |
| Not Disabled Black, Asian and Minority Ethnic | 10 |
| Total | 72 |

Table 24: Median disability pay gap by ethnicity 2024.

| 2024 | Median Hourly Rate | Median Pay Gap | Mean Hourly Rate | Mean Pay Gap |
|-----------------------------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------|
| Disabled/White | £28.83 | 1.69% | £27.78 | -15.33% |
| Disabled/Black, Asian and Minority Ethnic | £28.35 | | £32.81 | |
| Not Disabled/White | £33.49 | 14.30% | £32.83 | 12.47% |
| Not Disabled/Black, Asian and Minority Ethnic | £29.30 | | £29.19 | |

Both median and mean data shows that of those reported as disabled, there is a lower ethnicity disability pay gap than with non-disabled employees. The median figures show a slightly higher rate of pay for white employees than those from Black, Asian and Minority Ethnic backgrounds. In comparison, the mean figure shows a large gap and higher rate for Black, Asian and Minority Ethnic employees.

For non-disabled employees, the ethnicity median and mean pay gaps are relatively similar at 14.30% and 12.47% respectively.

As the number of overall employees reporting is low and the way we have recorded the data has changed from 2023, this may explain larger disparities and changes.

3.6 Workforce composition

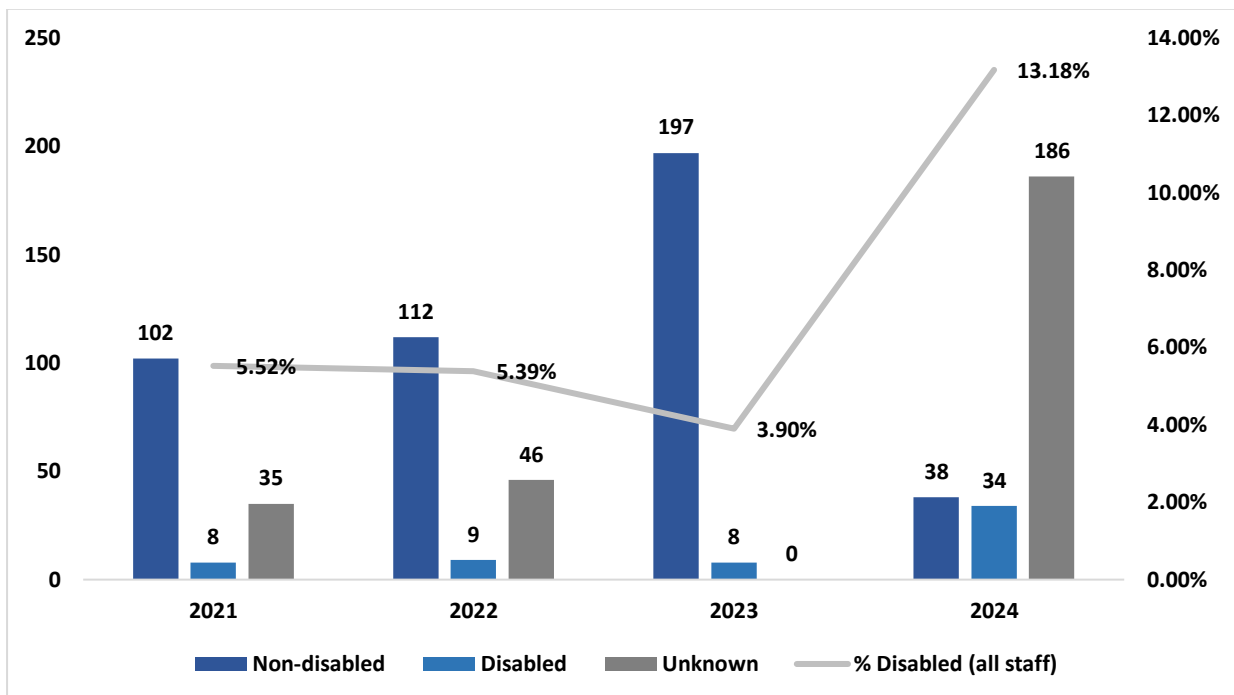
In 2024, the number of employees who self-declared as disabled is 34. This is 47.2% of all staff who declared a disability and 13.18% of the total workforce.

Table 25: Workforce composition – Disability from 2021 to 2024.

| | 2021 | 2022 | 2023 | 2024 |
|------------------------------|-------------|-------------|-------------|-------------|
| Disabled | 8 | 9 | 8 | 34 |
| Non-disabled | 102 | 112 | 197 | 38 |
| % Disabled (declared) | 7.27% | 7.44% | 3.90% | 47.22% |
| Unknown | 35 | 46 | 0 | 186 |
| Total (all employees) | 145 | 167 | 205 | 258 |

| | | | | |
|-----------------------------------|--------|--------|---------|--------|
| Disclosure rate | 75.86% | 72.46% | 100.00% | 27.91% |
| % Disabled (all employees) | 5.52% | 5.39% | 3.90% | 13.18% |

Graph 12: Workforce composition – Disability



The table and graph above show the declared number of disabled employees from previous years which was relatively consistent: 8 in 2021, 9 in 2022, and 8 in 2023.

Through renewed efforts to encourage employees to declare their disabled status, this number has increased significantly to 34 for 2024, equating to 13% of all employees. The willingness to declare is likely in part due to MOPAC's increased focus on disability awareness which included training and policy changes in 2023/24.

13% closely matches an anonymous pulse survey where 14% of employees declared as disabled suggesting a strong level of accuracy of the disabled workforce. Unfortunately, the number of employees reporting as non-disabled has reduced significantly as employees have to self-declare as being non-disabled. With a small data set pay gap results may be skewed and with a disclosure rate for disability status in 2024 was 27.9% we cannot be certain of the full composition.

Owing to the number of employees who have declared themselves as disabled being less than five, we are unable to report on the proportion of jobs within pay ranges of £10,000s that are staffed by disabled employees.

4. Gender pay gap

4.1 Overall

MOPAC has been reporting its gender pay gap since 2016. Gender pay gap regulations require MOPAC to report on all employees all within the binary framework of men and women. The gender pay gap is based on 258 (100%) of employees who declared their gender.

On 31st March 2024, MOPAC's gender pay gap was as set out below:

- The median gender pay gap has **decreased** to 6.4%
- The mean gender pay gap has **increased** is 7.9%

As in 2023 pay gap report, the general trend continues with an increase every year in the number of female employees since 2018.

Graph 13: Overall median gender pay gap by year.

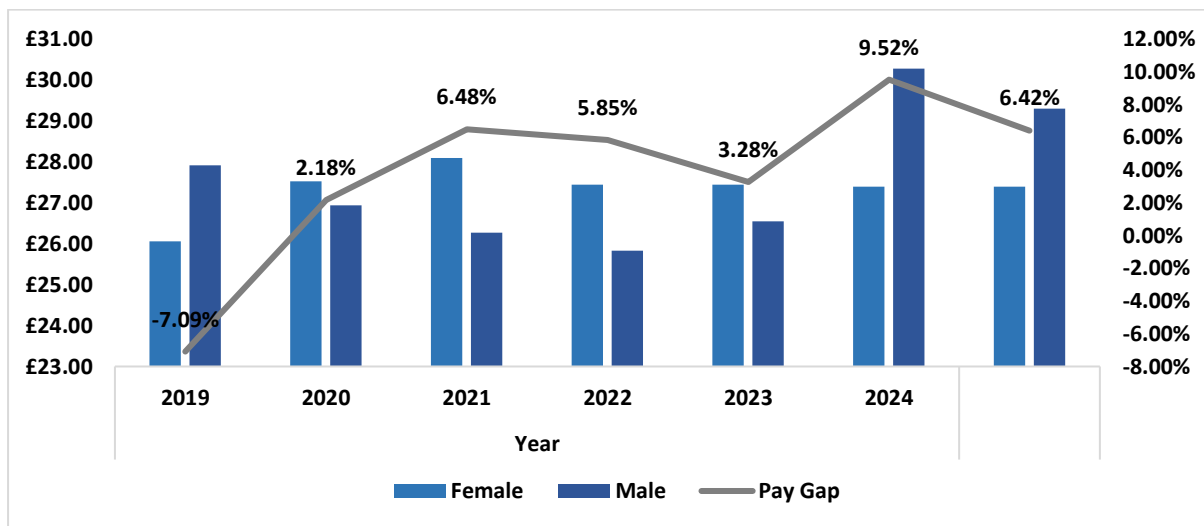


Table 26: Overall median gender pay gap by year.

| | Year | | | | | | |
|---------|--------|--------|--------|--------|--------|--------|--------|
| Gender | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Female | £26.06 | £27.53 | £28.09 | £27.44 | £27.44 | £27.39 | £27.39 |
| Male | £27.91 | £26.93 | £26.27 | £25.83 | £26.54 | £30.27 | £29.30 |
| Pay Gap | -7.09% | 2.18% | 6.48% | 5.85% | 3.28% | 9.52% | 6.42% |

Graph 14: Overall mean gender pay gap by year.

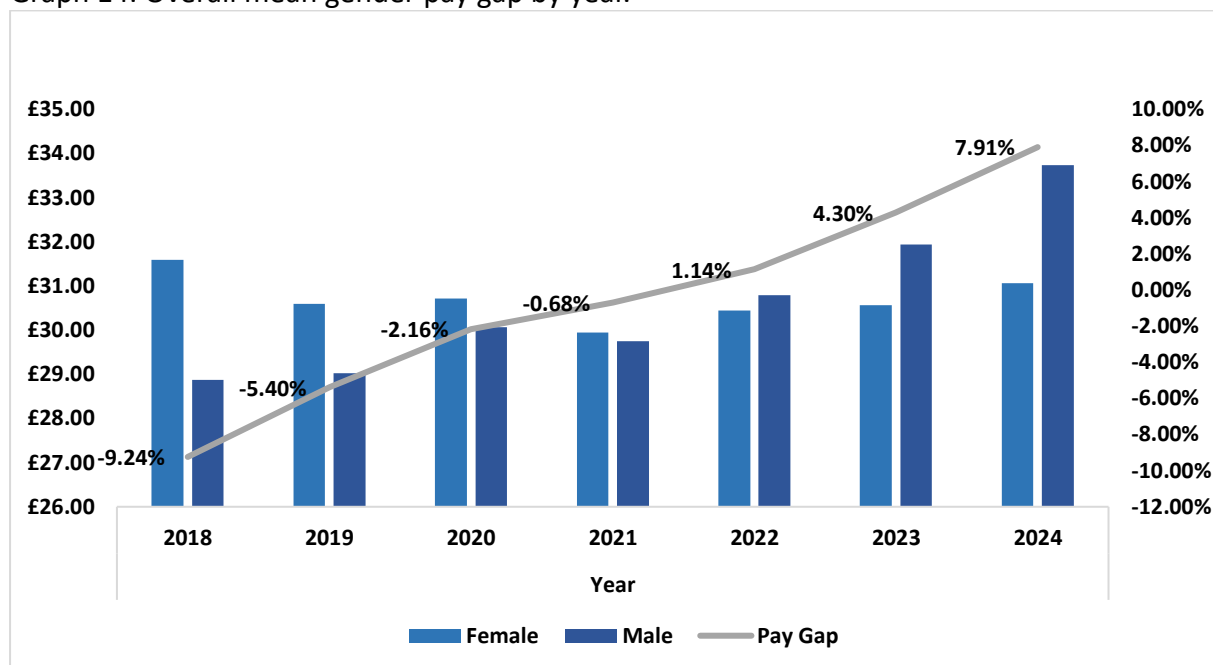


Table 27: Overall mean gender pay gap by year.

| Gender | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------|--------|--------|--------|--------|--------|--------|--------|
| Female | £31.59 | £30.59 | £30.72 | £29.95 | £30.44 | £30.57 | £31.07 |
| Male | £28.87 | £29.02 | £30.07 | £29.75 | £30.79 | £31.94 | £33.74 |
| Pay Gap | -9.24% | -5.40% | -2.16% | -0.68% | 1.14% | 4.30% | 7.91% |

Graph 13 and table 26 above show the median pay gap has reduced in 2024 by 3.1 percentage points to 6.42% similar to 2020 and 2021 but an increase to 2022. The narrowest median pay gap was in 2021 at 0.68%. Overall, the median gender pay gap has widened since 2018 where a negative pay gap existed. From this point onwards, the gap has gradually widened.

Table 27 shows that the overall mean gender pay gap has widened since 2018, when there was a -9.24% gap, to 7.91% in 2024.

The increase in total workforce and percentage of female employees since 2023 may explain the changes described above, i.e., 23% workforce growth to 258 employees, with a 54% growth in female employees (plus 66) as compared to 13% growth in male employees (plus 8), increasing from 60% to 73% female and decreasing 40% to 27% males. This change has been compounded by the now 100% declaration rate, by using the HMRC/payroll data source, as against 80% in 2023.

There has been substantial recruitment of female employees. All new appointees normally commence on point 1 of the five-point scale within the grade which will impact the pay gaps.

This impact is evident particularly with the median pay gap which is further exacerbated when calculating against a small number and diminished proportion of male salaries, which apart from the eight joiners, will most likely be at the top spine point of their salaries due to longevity.

4.2 Full-time/part-time status

Owing to low numbers for part-time employees by gender, we are unable to provide a report for this section.

4.3 Earnings quartile

Analysing by earnings quartile means dividing our workforce into four equal sized groups and then separating them according to the hourly rate. This starts from the lowest paid to the highest paid. We can then analyse the pay gaps within these four groups.

Graph 15: Median gender pay gap by earnings quartile and year.

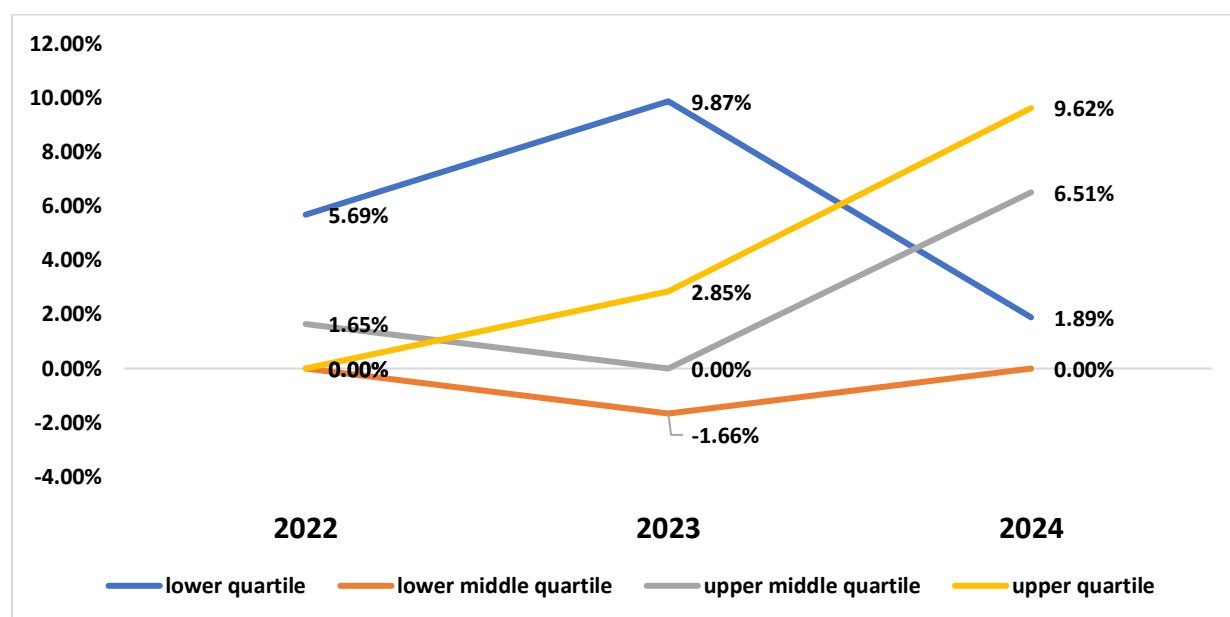


Table 28: Median gender pay gap by earnings quartile and year.

| | 2022 | 2023 | 2024 |
|-----------------------|-------|--------|-------|
| lower quartile | 5.69% | 9.87% | 1.89% |
| lower middle quartile | 0.00% | -1.66% | 0.00% |
| upper middle quartile | 1.65% | 0.00% | 6.51% |
| upper quartile | 0.00% | 2.85% | 9.62% |

Graph 16: Mean gender pay gap by earnings quartile and year.

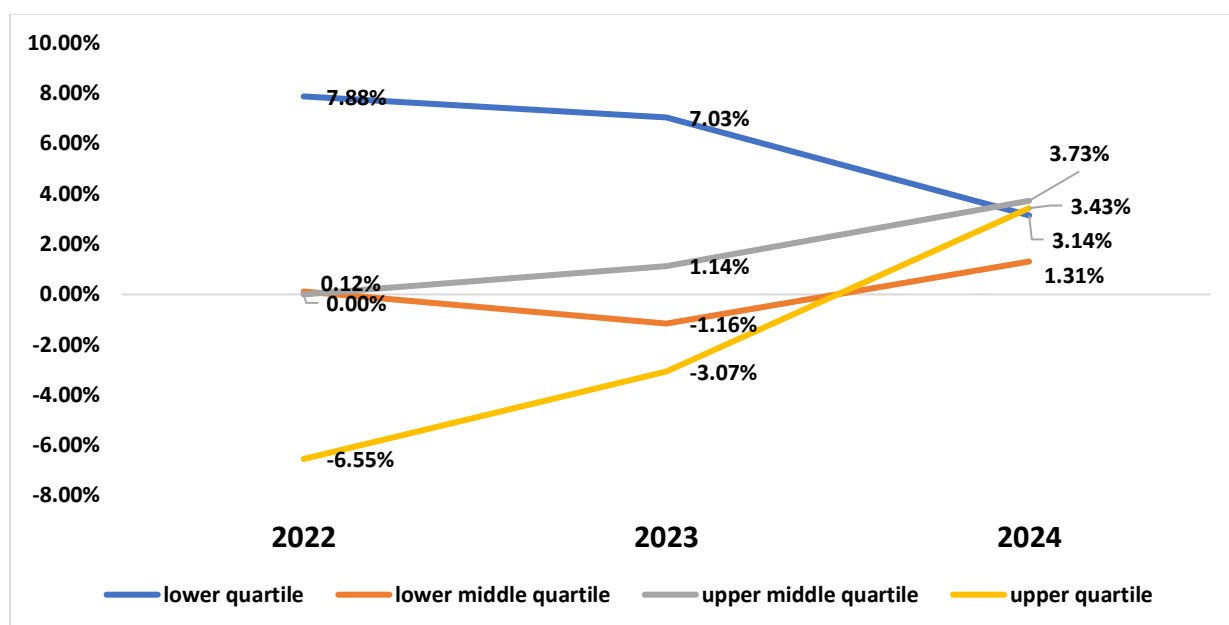


Table 29: Mean gender pay gap by earnings quartile and year.

| | 2022 | 2023 | 2024 |
|------------------------------|--------|--------|-------|
| lower quartile | 7.88% | 7.03% | 3.14% |
| lower middle quartile | 0.12% | -1.16% | 1.31% |
| upper middle quartile | 0.00% | 1.14% | 3.73% |
| upper quartile | -6.55% | -3.07% | 3.43% |

Our mean pay gap has increased year on year and this is also reflected with slight increases in three of the four quartiles from 2023. It should be noted however in two quartiles this is an increase from a negative pay gap. In addition all four quartiles are relatively close together, more so than it has been in previous years.

Our median pay data shows a significant reduction at the lower quartile but increases at the lower middle, upper middle and upper quartiles.

4.4 Pay Grades

MOPAC's pay system comprises ten pay grades: an SMT grade (Directors and above) followed by descending Grade 1 – 9. Each grade, excepting SMT, has five spinal pay points with automatic pay progression each year.

Apprentices have been included in the SPOT salary grouping as these are not within MOPAC grade banding.

Table 30: Median hourly pay by MOPAC pay grades.

| Grade | Female Hourly rate | Male Hourly rate | Pay Gap |
|---------|--------------------|------------------|----------------|
| Grade 9 | <5 | <5 | Not reportable |
| Grade 8 | £18.05 | <5 | Not reportable |
| Grade 7 | £21.80 | £22.22 | 1.89% |
| Grade 6 | £25.66 | £27.42 | 6.42% |
| Grade 5 | £30.30 | £33.49 | 9.53% |
| Grade 4 | £35.65 | £35.65 | 0.00% |
| Grade 3 | £43.51 | £44.79 | 2.86% |
| Grade 2 | <5 | £51.77 | Not reportable |
| Grade 1 | <5 | <5 | Not reportable |
| SPOT* | £64.84 | £69.77 | 7.07% |

*Apprentice gradings within the SPOT salary grouping significantly skews this pay gap, both at median and mean, as these positions are at either end of the total pay range particularly as the apprentices are female.

Excepting the SPOT pay gap as above, the biggest median pay gap is at Grade 5 at 9.53%. As shown in Table 32 below there is a higher proportion of males in the £60,000 - £69,999 range, 38%, as compared to overall 27% which includes the top half of the Grade 5 pay range which would impact the Grade 5 gap.

Table 31: Mean hourly pay by MOPAC pay grades.

| Grade | Female Hourly rate | Male Hourly rate | Pay Gap | % Women |
|---------|--------------------|------------------|----------------|----------------|
| Grade 9 | <5 | <5 | Not reportable | Not reportable |
| Grade 8 | £18.05 | <5 | Not reportable | 83% |
| Grade 7 | £22.25 | £22.57 | 1.42% | 68% |
| Grade 6 | £26.25 | £27.06 | 2.99% | 81% |
| Grade 5 | £30.94 | £32.07 | 3.52% | 71% |
| Grade 4 | £36.68 | £35.97 | -1.97% | 74% |
| Grade 3 | £43.13 | £43.81 | 1.55% | 71% |
| Grade 2 | <5 | £51.77 | Not reportable | 29% |
| Grade 1 | <5 | <5 | Not reportable | 50% |
| SPOT | £51.69 | £69.77 | 25.91% | 86% |

Excepting SPOT results, the mean pay gap ranges from a negative 1.97 to 3.52 at Grade 5. Whilst lower this aligns to the median with the area of biggest difference being at grade 5. This in part is due to the volume of recruitment and female appointees at this grade.

Table 32: Number of staff by gender in each earnings range.

| Pay Grade | Female number | Female % | Male Number | Male % |
|--------------------|---------------|----------------|-------------|----------------|
| <£20,000 | <5 | Not reportable | <5 | Not reportable |
| £20,000 to £29,999 | <5 | Not reportable | <5 | Not reportable |
| £30,000 to £39,999 | 14 | 70.00% | 6 | 30.00% |
| £40,000 to £49,999 | 55 | 82.09% | 12 | 17.91% |
| £50,000 to £59,999 | 56 | 76.71% | 17 | 23.29% |
| £60,000 to £69,999 | 29 | 61.70% | 18 | 38.30% |
| £70,000 to £79,999 | 13 | Not reportable | <5 | Not reportable |
| £80,000 to £89,999 | 7 | Not reportable | <5 | Not reportable |
| £90,000 to £99,999 | <5 | Not reportable | 5 | Not reportable |
| £100,000 and over | 9 | Not reportable | <5 | Not reportable |

4.5 Intersectional analysis

This section looks at pay gaps by gender and disability.

Table 33: Reporting numbers by disability and gender 2024

| | |
|---------------------|----|
| Disabled Male | 10 |
| Non-Disabled Male | 8 |
| Disabled Female | 24 |
| Non-Disabled Female | 30 |
| Total | 72 |

Table 34: Median pay gap by disability and gender

| | Median hourly pay Rate | Median Pay gap | | Mean hourly pay rate | Mean pay gap |
|---------------------|------------------------|----------------|--|----------------------|--------------|
| 2024 | | | | | |
| Disabled Male | £33.49 | -7.88% | | £34.71 | -5.36% |
| Non-Disabled Male | £30.85 | | | £32.85 | |
| Disabled Female | £25.66 | 14.19% | | £27.65 | 14.94% |
| Non-Disabled Female | £29.30 | | | £31.78 | |

The data in table 34 suggests that the pay gaps between genders are similar for both mean and median. For men, the median gap of -7.88% and mean gap of -5.36% show that disabled male employees earn more at MOPAC than non-disabled male employees. The data for disabled and non-disabled female employees show the opposite, with a 14.19% median gap and 14.94% mean gap showing a large favourable difference towards non-disabled female employees. These results should be viewed noting the 27% disability declaration rate and in

particular low proportion of non- disabled employees, 53%, which may skew the comparison group.

4.6 Workforce composition

Graph 17: Work composition by gender

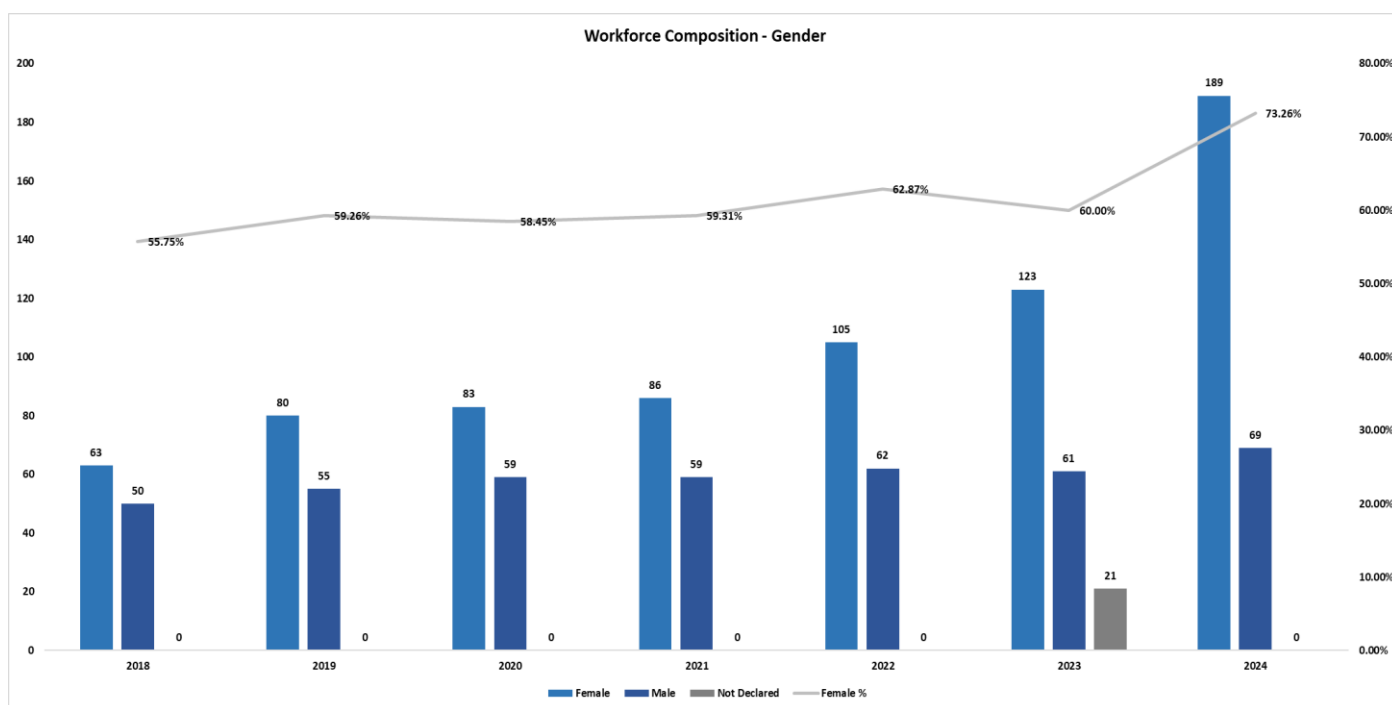


Table 35: MOPAC workforce composition by gender and year.

| Gender | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------|--------|--------|--------|--------|--------|--------|--------|
| Female | 63 | 80 | 83 | 86 | 105 | 123 | 189 |
| Male | 50 | 55 | 59 | 59 | 62 | 61 | 69 |
| Not Declared | 0 | 0 | 0 | 0 | 0 | 21 | 0 |
| Female % | 55.75% | 59.26% | 58.45% | 59.31% | 62.87% | 60.00% | 73.26% |

Table 35 illustrates that since 2018 there has consistently been a greater representation of females within the MOPAC workforce. The representation in 2024 at 73.2% is the highest it has been since 2018, when it was 55.75%.

The impact of the increase in total workforce and percentage of female employees since 2023 may explain the pay gap movement since 2023 as set out at paragraph 4.1 above.

5. Conclusion

5.1 Summary of results

Since 2023:

- The **ethnicity median** and **mean** pay gap have both **decreased** with **no median pay gap**.
- The **median** and **mean disability** pay gap has **increased** but the **percentage of disabled** employees has **increased** from **8** to **34**.
- The **gender median** pay gap has **decreased** with a slight **increase** in the **mean**.

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, this type of payment is not in operation in MOPAC currently.

MOPAC's size, 258 employees, make it susceptible to disproportionate swings, which coupled with full disclosure rate in gender and low in disability impacts the full understanding of the workforce composition and impacts effective pay gap analysis.

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, particularly in disability.

Whilst the results across all three characteristics are encouraging it is recognised there is still progress to be made in both, improving our declaration rate, with a significant emphasis on disability, to have full understanding, analysis and take informed action, as well as improving representation to reflect London at all levels in MOPAC.

To this end our efforts in 2024/25 will be on further improvements to our inclusive recruiting approach, our leadership development and career opportunities (including across the GLA group) and to developing our cultural competency and practices working with our staff networks, inclusion champions and across all of MOPAC to ensure we embed an inclusive environment and culture.

Specific headlines for each characteristic are summarised as follows:

5.2 Ethnicity

Our ethnicity pay gap is the narrowest of the pay gaps we have analysed in this report with **both median and mean decreasing**. There is **no median ethnicity pay gap** as it is now zero.

Our findings still show that whilst overall we have increased the number of Black, Asian and Minority Ethnic employees since 2018 there are still **proportionally less Black, Asian and**

Minority Ethnic employees at grade 3 and above. This translates to the grades, where reportable, that show the biggest pay gap, albeit still slight.

Intersectional analysis between ethnicity and gender indicates that **both the median and mean ethnicity pay gaps are less for Black, Asian and Minority Ethnic Women than Black, Asian and minority Ethnic Men.**

Of those who **declared an ethnicity 32% are Black, Asian and Minority Ethnic** employees, however if compared to the **total workforce this represents 24%.** Of those employees who declared **both gender and ethnicity** there are just **10 male Black Asian and Ethnic minority employees**, 18% as compared to 82% White Males.

The overall areas of action as set out above apply to this characteristic with a particular focus on attracting Black Asian and Ethnic Minority Male employees into MOPAC.

5.3 Disability

We are pleased that in 23/24 that **34 employees felt confident to declare their disability**, having in the previous three years less than 10 employees declaring same. This represents **47%** of those **who declared** and **13.2%** of the **total workforce** (3.9% in 2023). This proportion moves MOPAC to being further towards reflecting London's demographic for disability.

We are also pleased that the new HR system, as reported last year, has now improved self-reporting functionality to enable employees to either declare a disability or to declare no disability. Following the change in March 24 all employees were encouraged to complete this field. From the above disability numbers it appears it was employees with a disability who took this action, with an increasing more accurate data set for disabled employees, and less so those without a disability. Unfortunately this led to a low overall **declaration level, 27%**, which means that the comparable data set of 72 employees, with a declared 38 non disabled employees, is unlikely to be fully accurate, and pay gap results may be skewed as a result.

The **mean** and **median** pay gaps both **increased to 8.8% and 6.42%** respectively. With small numbers the detailed analysis at grade and quartile was more challenging however it can be seen that both positive and negative pay gaps are present with **grade 3 as the biggest differential.**

Intersectional analysis between **ethnicity and disability** indicates that there is a **negative mean pay gap** of **-15.33%**. Therefore, Black, Asian and Minority Ethnic staff who are disabled are paid more than White disabled staff.

The overall areas of action as set out above apply to this characteristic with a particular focus on significantly increasing the disability declaration rate for full confidence and understanding of the workforce and relevant actions.

5.4 Gender

In 2024 the Gender **median** pay gap **decreased to 6.4%** by 3.1pp whereas the mean **increased** to 7.9% by 3.6pp. Overall the median gender pay gap has gradually widened since 2018 where a negative pay gap existed.

The increase in total workforce and percentage of female employees since 2023 may explain the changes described above, i.e. 23% workforce growth to 258 employees, with a **54% growth** in the **female employee cohort** (plus 66) **as compared to 13% growth** in **male employee cohort** (plus 8), increasing from **60% to 73% female** and **decreasing 40% to 27% males**. This change has been compounded by the now 100% declaration rate, by using the HMRC/payroll data source, as against 80% in 2023.

This substantial recruitment of female employees has affected the pay gap, as primarily **the appointments are in the lower grades**, i.e., 9 – 5, where there are higher volumes of posts, and all appointees normally **commence** on the **lowest salary point**, point 1, of the five-point scale within the grade. This impact is evident with the median pay gap which is further exacerbated when calculating against a small number and diminished proportion of male salaries which apart from the eight joiners will most likely be at the top spine point of their salaries due to longevity.

The overall areas of action as set out above is still applicable to this characteristic with a particular focus on female candidates and employees' career and pay progression in MOPAC.

5.5 Action Plan

In 2023 MOPAC launched its People Strategy with the aim to develop a high performing inclusive and engaged workforce to deliver its vision of a safe city for all. At the heart of this strategy is our EDI Strategy which has four key objectives:

1. A workforce that is representative of London's diversity at all levels
2. An Inclusive Culture where all staff can thrive
3. Embedding diversity and inclusion into our decision making
4. Using our levers to help ensure services meet the needs of London's diverse communities.

MOPAC are committed to using insights gained from our pay gap reporting to influence the activities to achieve these objectives. Specifically in 2024/25 this will focus on:

Bringing In - further improvements to our inclusive recruiting approach

Bringing through - developing and embedding our leadership development and career opportunities approach (including across the GLA group)

Bringing about – an inclusive culture

A crucial foundation will be the continued and persistent effort to understand our workforce through data and dialogue, improving declaration rates, particularly in disability so we can take fully informed action to meet our People and EDI Strategies.

Recognising our size and resources and embracing the GLA focus on collaboration MOPAC will continue to work across the GLA Group to maximise opportunities to develop our inclusion activity and improve our pay gap results. In particular the ability to provide career progression, development and results, is a challenge for MOPAC and we will therefore seek structured collaboration activities and programmes.

The below action plan sets out actions which will support the development of our workforce and a reduction of the pay gaps in the characteristics reported on in this report.

MOPAC – EDI Pay Gap Action Plan 24/25

| Theme | Pay Gap Impact | Action | Activity | Activity by |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| Inclusive recruiting | Ethnicity representation improvement at: <ul style="list-style-type: none"> Higher grade Male/Black and Minority Ethnic Disability All grades | End-to-end review of recruitment. This will include continued embedding of inclusive recruitment practices thereby improving diversity of opportunity and appointments. | Reviewing and developing inclusive, effective attraction, recruitment and selection approach. Revising policy and training to suit. Quarterly recruitment inclusion monitoring to Board. | April 25 March 25 Jan 25 |
| Inclusive recruiting | Ethnicity representation improvement at: <ul style="list-style-type: none"> Higher grade Male Disability - All grades | Focussed session with staff networks on results and specific areas of focus to gain insight and agree further actions to be delivered. | Each network (5) with general overview to relevant area (relevant to culture theme also). Focus work with Men's, Race Matters, and Disability, Networks. | Oct 24 Feb 25 |
| Inclusive recruiting | Gender – female – assuring of consistent approach | Start salary analysis and monitoring. | To set up monitoring/analysis of Pay Committee decisions by pay gap characteristics | Dec 24 |
| Develop and embed leadership development and career opportunities approach | Ethnicity, Disability and Gender representation at Grade 3 and above. | Develop and launch revised leadership development approach with consideration of specific inclusion focus/routes. Monitor progression via characteristics/intersectionality. | Multi layered approach including peer forums, self-directed learning, leadership and management foundation workshops, coaching, and mentoring. System and regular reporting in place. | Nov 24 March 25 |
| | Ethnicity, Disability and Gender representation at Grade 3 and above. | GLA Group collaboration on talent management approaches and delivery. | Launch and promote talent portal and opportunities therein. Consider GLA group leadership development programmes within new HR Area Strategy. | May 24 March 25 |

| | | | | |
|------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------|
| Inclusive Culture | Maturing and developing our cultural competency and practices across all our behaviours, decisions and work | Use MOPAC maturity model to assess and inform local and corporate plans. | Directorate meetings and local plans - facilitated by senior leaders and inclusion champions. | Dec 24 |
| | Maturing and developing our cultural competency and practices across all our behaviours, decisions and work | Embed new Inclusion Impact Assessment (IIA) approach. | With Inclusion Champions advise and track on applying IIA | Feb 25 |
| | Maturing and developing our cultural competency and practices across all our behaviours, decisions and work | Launch 'Inclusion – Everyone's responsibility' (Inclusion ecosystem - all roles and responsibilities). | Introduce Inclusion Champions Incorporate as frame to all Performance Development Reviews. | Aug 24 July 24 |
| Inclusive Culture | Increase Disability competence of all and improve confidence of employees to declare further. | Workplace Adjustments policy assurance. | One year review of practice Introduce monitoring/reporting. | Oct 24 Jan 25 |
| | Increase Disability competence of all and improve confidence of employees to declare further. | Neuro diversity focus. | Training procured and delivered to all staff across MOPAC. | March 25 |
| Understanding our workforce | Disability declaration Ethnicity declaration | Increase to >70% Increase to >80% | Declaration focus and activity in All Staff Conference, team meetings and Directorate in person days | March 25 |
| Understanding our workforce | Disability declaration Ethnicity declaration | Staff network progression and consolidation | Network chairs workshop /day Launch Inclusion Forum | April 24 Aug 24 |

| | | | | |
|--|---------------------------------------------------|--|-----------------------------------------------------------------------------------|---------|
| | Confidence to apply and be supported to progress. | | Embed Disability network (launched 23) – both started in the latter half of 23/24 | July 24 |
|--|---------------------------------------------------|--|-----------------------------------------------------------------------------------|---------|