

## Pay Gap report:

### Mayor's Office for Policing and Crime (MOPAC) – 31 March 2025

## Executive summary

### Summary

The Mayor's Office for Policing and Crime (MOPAC), including the Violence Reduction Unit (VRU), is committed to being a diverse and inclusive organisation to enable us to work effectively towards our purpose of a safer London for everyone. We are proud to publish our pay gap data for ethnicity, disability and gender, which assists us to both understand the profile of our organisation and consider interventions to improve representation and eliminate pay gaps.

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 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 31<sup>st</sup> 2025, where a maximum of 270 employees could be counted. Declaration numbers/rates varied:

- Ethnicity pay gap 230 (declaration rate 87%)
- Disability pay gap 159 (declaration rate 60%)
- Gender pay gap 270 (declaration rate 100%)

Whilst MOPAC has seen growth over the last three years, it is still a relatively small organisation and is therefore susceptible to disproportionately large swings in all workforce data analysis results.

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

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

Figure 1 shows both the pay gap analysis and comparative data for 2024 and 2025. It highlights changes in the last year regarding the three protected characteristics (ethnicity, gender and disability) reported on.

**Figure 1: Pay Gap Summary**

Pay gap type	Median pay gap (2024)	Median pay gap (2025)	Median (percentage point change)	Mean pay gap (2024)	Mean pay gap (2025)	Mean (percentage point change)
Ethnicity	0%	3.3%	3.30 pp	3.3%	5.9%	2.60 pp
Disability	6.4%	3.3%	-3.10 pp	8.8%	5.0%	-3.80 pp
Gender	6.4%	9.5%	3.10 pp	7.9%	9.6%	1.70 pp

**Ethnicity**

We first reported our ethnicity pay gap in 2018, at which time our median ethnicity pay gap was 10.28% and the mean ethnicity pay gap was 14.78%. In **2025** this is **3.3%** and **5.9%** respectively.

The 2025 ethnicity pay gap analysis is based on a declaration rate of 87%. This is an 11 percentage points increase from 76% in 2024.

The key findings are as follows:

- The median pay gap for ethnicity has increased from a zero gap in 2024 to 3.3%.
- The mean pay gap for ethnicity has increased from 3.3% in 2024 to 5.9%.
- The median ethnicity pay gap for part-time staff is -14.2%.
- The median ethnicity pay gap for full-time staff is 4.9%.
- The mean ethnicity pay gap for part-time staff is -5.5%.
- The mean ethnicity pay gap for full-time staff is 7.2%.
- The increase in the ethnicity pay gaps is likely explained by a combination of an increase in ethnicity declarations and a slight reduction in the proportion of Black, Asian and Minority staff at SMT, Grade 3 and Grade 4.
- Intersectional analysis between ethnicity and gender indicates that for male staff, there is a median pay gap of 18.1% and a mean pay gap of 10.8%. However, amongst female staff, the median pay gap is 0% and the mean pay gap is 1.5%.

**Disability**

We first reported our disability pay gap in 2021, with a median disability pay gap of 19.78% and the mean disability pay gap of 20.47%. Over time these have significantly reduced to median of 3.3% and mean of 5.5% in 2025.

The disability pay gap analysis is based on a declaration rate of 60% which is a significant increase from 28% in 2024. This is the highest declaration rate since we began reporting our disability pay gap in 2021. This reflects the targeted efforts of MOPAC’s HR and the wider leadership team to explain the importance of, and encourage staff to make their declarations, both existing staff on the internal HR system and with new staff integrating into induction. The data in this pay gap report for disability provides us with the most valid picture to date. Staff who have declared a disability make up 17% of the total MOPAC workforce.

The key findings are as follows:

- The median pay gap for disability was **3.3%** which is a decrease on 2024 (6.4%).

- The mean pay gap for disability was **5.0%** which is a decrease on 2024 (8.8%).
- The sample size of declared disabled part-time staff was too small in 2025 to be included in this pay gap reporting exercise.
- Limited intersectional analysis across disability and ethnicity indicates that amongst Black, Asian and Minority Ethnic staff, disabled and non-disabled staff have the same median hourly pay but that amongst White staff, non-disabled staff were paid more than disabled staff.

### **Gender**

MOPAC has been reporting its gender pay gap since 2016. At which time the median gender pay gap was 0.04% and the mean gender pay gap was -2.77%.

The 2025 gender pay gap analysis is based on a declaration rate of 100%, which affords greater confidence in our pay gap analysis.

The key findings are as follows:

- The median pay gap for gender is 9.5% which is an increase from 2024 (6.4%).
- The mean pay gap for gender is 9.6% which is an increase from 2024 (7.9%).
- 60% of 40 staff in the senior roles of the organisation (Grade 3 and above) were female
- 76.8% of those staff in the middle and lower roles of the organisation (Grades 4-7) were female.
- The median gender pay gap for full-time staff is 11% and the mean gender pay gap is 9.9%.

The number of females in the organisation increased from 73% in 2024 to 74% in 2025. This small increase suggests that the widening of the pay gap is more likely due to movement within the organisation, particularly with new starters (of which 82% were female), who normally start at the bottom of the grade, and into middle and low-level posts grades 5, 6 and 7.

### **Bonus payments**

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

### **Next steps**

MOPAC is committed to developing an inclusive organisation which is representative of London at all levels. Our annual pay gap reporting exercise assists us to understand where pay gaps exist in our workforce profile and then consider actions to eliminate these gaps.

This report includes an action plan which outlines activities which over time should support the elimination of our pay gaps and develop a more representative and inclusive organisation.

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# 1. Introduction

## 1.1 Background

As a member of the GLA Group, MOPAC began publishing a report on our gender pay gap in 2016, ethnicity pay gap in 2018, and disability pay gap in 2021, the latter two characteristics 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 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, except SMT which are spot salaries, 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.<sup>1</sup>

$$\frac{A - B}{A} \times 100 \quad \text{where:}$$

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

<sup>1</sup> [Making your calculations - GOV.UK](https://www.gov.uk/government/guidance/making-your-calculations)

### 1.3 Date of reporting

The snapshot date for public sector organisations' gender pay gap data collection is on **31<sup>st</sup> 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 **31<sup>st</sup> March 2025**.

### 1.4 Disclosure rates

On 31<sup>st</sup> March 2025, MOPAC had 270 employees. The number of employees in the pay gap reporting exercise were as follows:

- Ethnicity pay gap 234 (declaration rate 87%)
- Disability pay gap 163 (declaration rate 60%)
- Gender pay gap 270 (declaration rate 100%)

Figure 1.1 below sets out the total number of declarations made, with and without the cases where the option of "prefer not to say" was selected. Those who preferred not to say are not included in the pay gap calculations in this report.

**Figure 1.1: Declarations by characteristics reported on in 2024 and 2025**

Characteristic	Characteristic reported			Total declarations (Including 'prefer not to say')		
	# 2025	% 2025	% 2024	# 2025	% 2025	% 2024
Ethnicity	230	85%	76%	234	87%	79%
Disability	149	55%	28%	163	60%	28%
Gender	270	100%	100%	270	100%	100%

### 1.5 Data collection

We collect data on our employees' ethnicity and disability through our internal HR system.

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. This was rectified in 2024 with a new way of reporting.

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 (sex) self-recording. This means that females are reported as women and males are reported as men. MOPAC appreciates that there may be colleagues who do not see their sex and gender as the same, or within this binary framework. We value and recognise all gender identities by using gender neutral language throughout our policies and communication and continue to engage with our LGBTQ+ Network to ensure inclusivity in all we do.

MOPAC recognise the significance of a person's intersectional characteristics and how it can impact on pay gap data. This is the second year that we have analysed the impact of intersecting characteristics on pay gaps. However, as the sample sizes are small, the analysis is limited.

To safeguard against disclosure, where there are fewer than five people in a given salary range or group for analysis, we have redacted the entry for this, replacing the number with '<5' or 'NA' in Tables and removing data points from series in Charts. This means there are fewer than five people in this group. For consistency, we also redact historic data where required in this report.

## 2. Ethnicity Pay Gap

### 2.1 Overall

In this report, we compare the overall ethnicity pay gap between Black, Asian and Minority Ethnic staff and White staff, taken as a whole. There is further analysis by separate groups (Asian or Asian British; Black or Black British; staff with a mixed ethnic background; and staff from other ethnic groups), where numbers allow. The White group includes White British, White Irish and White Other. As set out in the Data Collection section, the non-White groups referred to in this report have been compiled from more granular ethnicity categories reported on the HR system.

**Figure 2.1: Pay Gap Summary by Ethnicity categories**

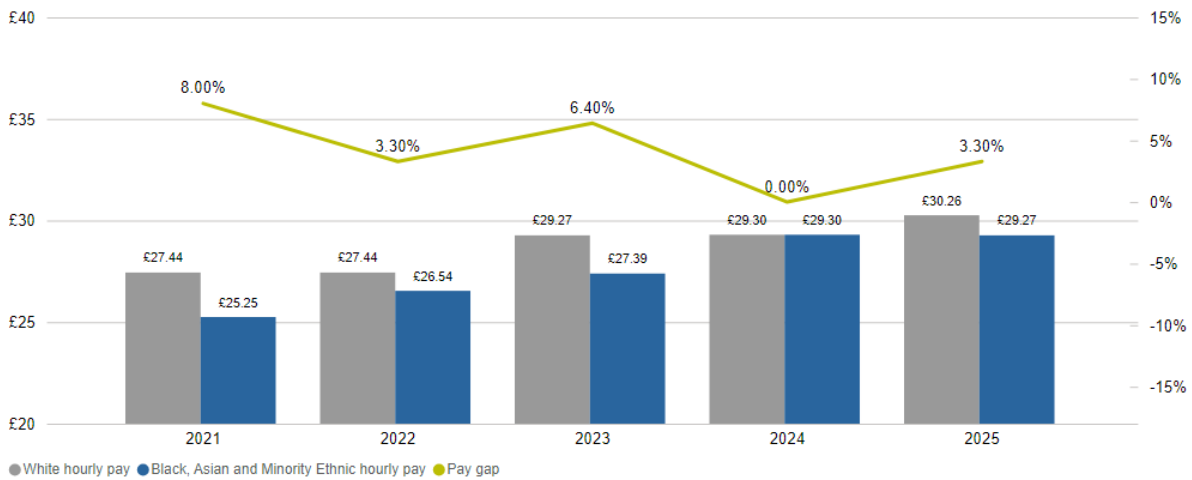
Pay gap type	Median pay gap (2024)	Median pay gap (2025)	Median (percentage point change)	Mean pay gap (2024)	Mean pay gap (2025)	Mean (percentage point change)
<b>Ethnicity (Black, Asian and Minority Ethnic)</b>	<b>0%</b>	<b>3.3%</b>	<b>3.30 pp</b>	<b>3.3%</b>	<b>5.9%</b>	<b>2.60 pp</b>
Asian or Asian British	0%	3.3%	3.30 pp	-0.9%	6.9%	7.80 pp
Black or Black British	0%	3.3%	3.30 pp	7.8%	8.1%	0.30 pp
Mixed	-3.4%	-3.4%	0.00 pp	-3.2%	-0.5%	2.70 pp
Other Ethnic Group	<5	<5	NA	<5	<5	NA

Figure 2.1 sets out the overall ethnicity pay gap for 2024 and 2025, along with the pay gaps for separate groups for the same time period.

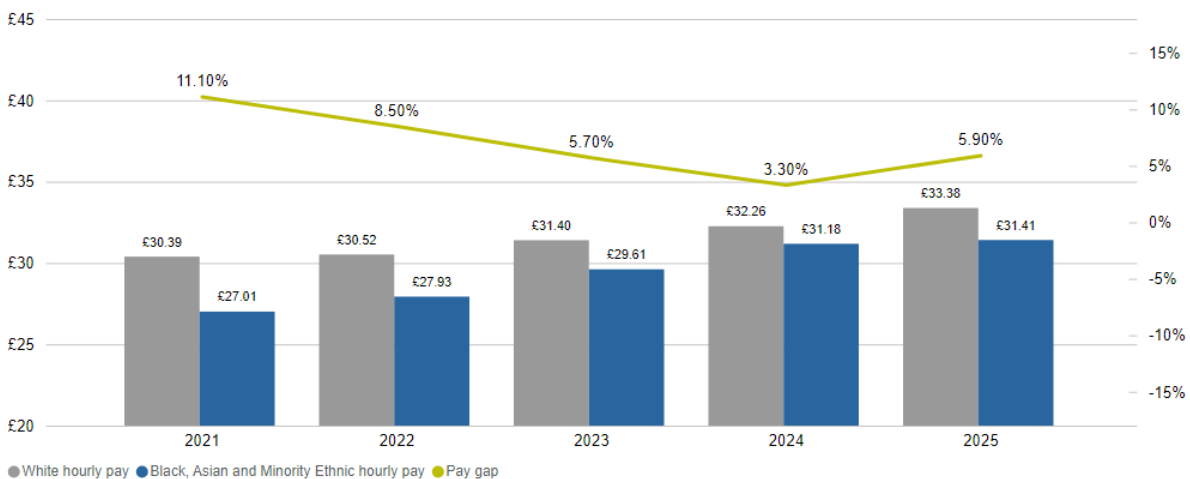
On 31 March 2025, our overall median ethnicity pay gap was 3.3% and our mean ethnicity pay gap was 5.9% (see Figures 2.1 and 2.2).



**Figure 2.2 - Graph illustrating changes in the median ethnicity pay gap by year.**



**Figure 2.3 - Graph illustrating changes in the mean ethnicity pay gap by year.**



This year, the ethnicity declaration rate has notably increased, from 78.7% in 2024 to 86.7% in 2025. This rate is sufficient for us to assume that pay gaps in this report reflect a reasonably accurate picture, though a further increased rate remains our aim. For context, in 2025, Black, Asian and Minority Ethnic staff made up 28% of the total MOPAC workforce. This is an increase relative to 2024, when the proportion was 24%.

The median ethnicity pay gap has increased by 3.3pp from 0.0% last year to 3.3% this year. The increase in the declaration rate and the growth of the organisation have both contributed to the increase in the pay gap. The eight-percentage point increase in the declaration rate has impacted and the workforce has also grown, by 12 staff.

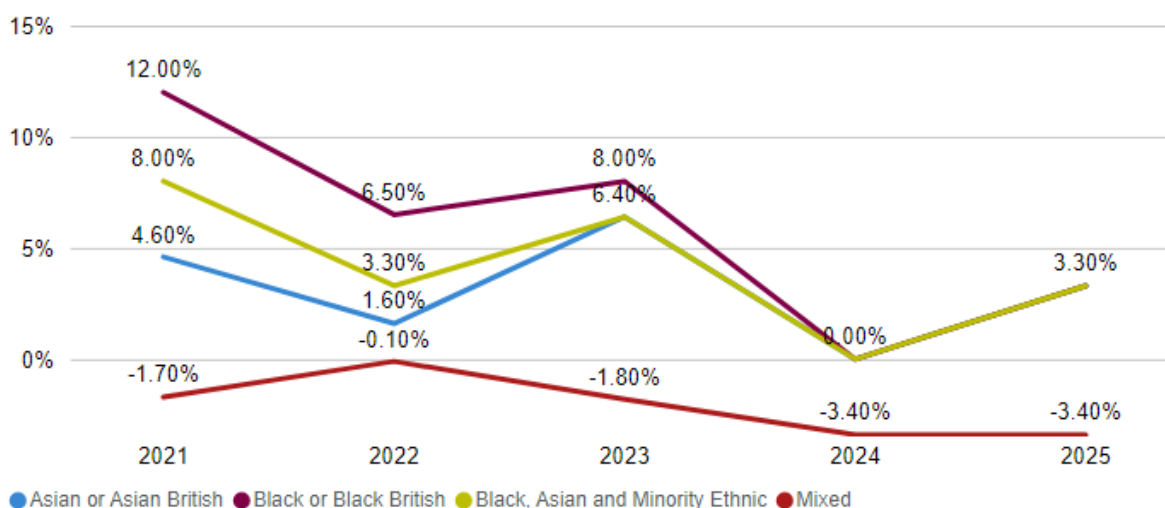
Specifically, the number of declared Black, Asian and Minority Ethnic staff increased by 13 since March 2024 and the number of declared White staff increased by 20, a 20% and 14% increase

respectively. Amongst White staff, the additional staff reflected in this year’s report were more likely to be at a higher grade than the additional Black, Asian and Minority Ethnic staff.

The increase in the median pay gap is further understood by considering that 31% of new starters declared as Black, Asian and Minority Ethnic staff, a higher proportion than the workforce composition percentage in 2024. As explained throughout this report, starters are normally appointed to the first point of the relevant pay grade and therefore can impact the pay gap.

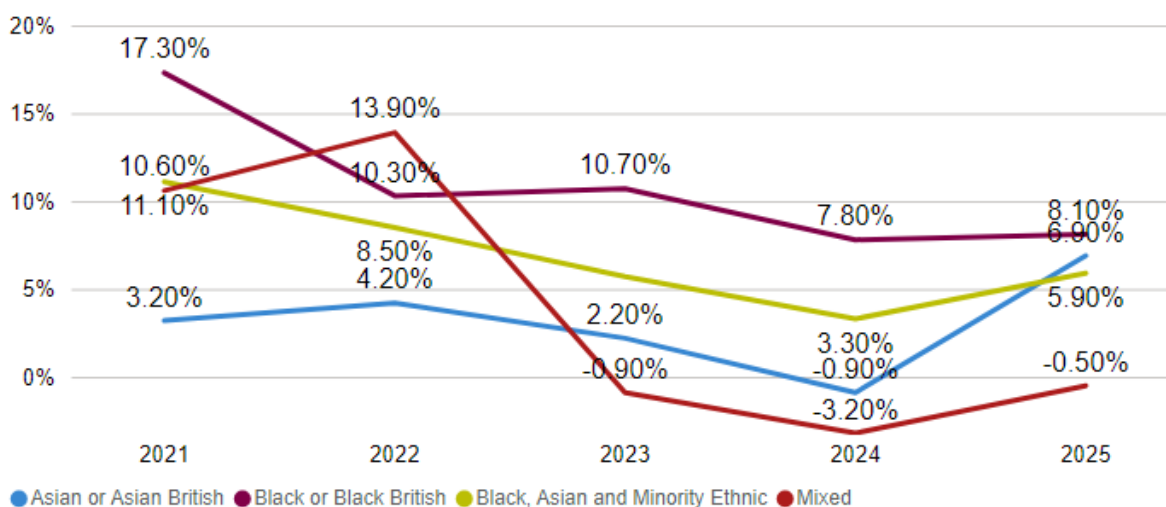
Since last year, the mean ethnicity pay gap has increased by 2.6pp from 3.3% to 5.9%. In particular, it is relevant that amongst the upper and lower grades (Grades 3 and above and 8 and below), Grade 3 saw the greatest increases, with eight additional White staff declaring.

**Figure 2.4 - Graph illustrating changes in the median ethnicity pay gap by ethnic group and year.**



NB. The median Asian or Asian British pay gap (blue line) was the same as the overall Black, Asian and Minority Ethnic pay gap (yellow line) in 2023-2025. The same was true of the Black or Black British pay gap in 2024 and 2025.

**Figure 2.5 - Graph illustrating changes in the mean ethnicity pay gap by ethnic group and year**



Figures 2.4 and 2.5 show the median and mean pay gaps respectively for the separate minority ethnic groups. These pay gaps should be read in the context of the size of the number of staff in each group: groups with fewer staff are more likely to see large pay gaps and to see large changes in pay gaps over time.

Consistent with the change seen in the overall median pay gap, the median pay gap for Asian or Asian British and Black or Black British staff was greater than zero (i.e. White staff had higher median hourly pay than staff of these groups). By contrast, the pay gap for Mixed staff was negative (i.e. White staff had lower median hourly pay). We cannot compare data for employees of Other Ethnic origin as the number of staff involved is too low to report on. Since 2024, the median Asian or Asian British and Black or Black British pay gaps have increased and the median pay gap for Mixed staff remained constant.

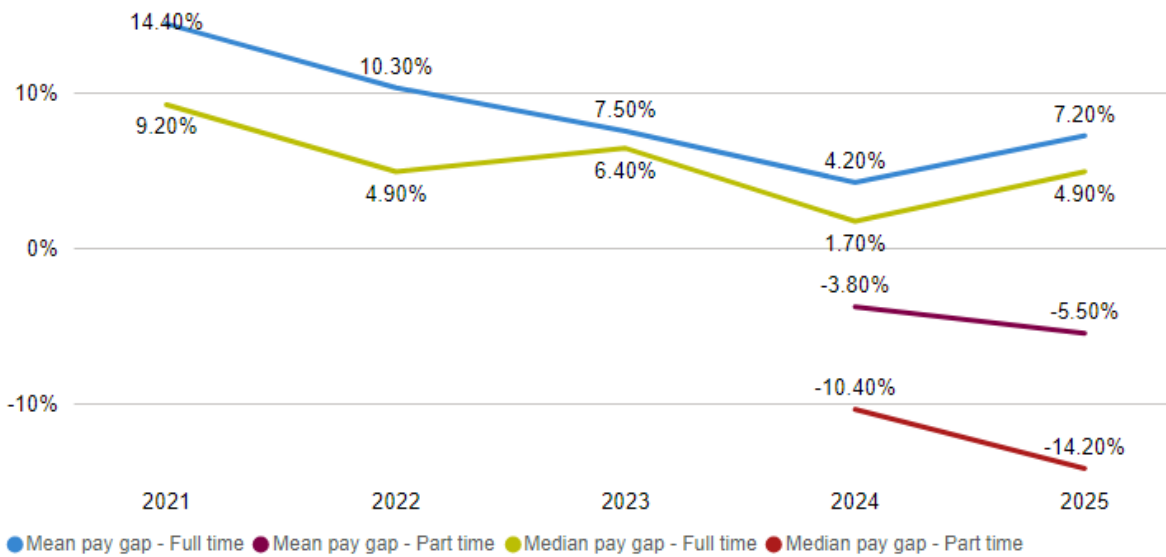
The overall national and London pay gaps come from the Annual Population Survey (APS). Because of the declining sample of the APS, and increased uncertainty since 2020, estimates covering the period 2020 to 2022 should be used with caution. The ONS does not report mean ethnicity pay gaps or a combined 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%. MOPAC results are therefore better than the London average however there remain improvements that can be made.

## 2.2 Full-time/part-time status

On 31 March 2025, the median ethnicity pay gap amongst full-time staff was 4.9% and the mean ethnicity pay gap was 7.2% (see Figures 2.5 and 2.6). By contrast, the part-time median ethnicity pay gap was -14.2% and the mean ethnicity pay gap was -5.5% (see Figures 2.5 and 2.6). This reflects that the median hourly rate of pay for part-time White staff was less than the average hourly rate of pay for part-time Black, Asian and Minority Ethnic staff. The same was true of mean hourly pay.

**Figure 2.6 - Graph illustrating changes ethnicity pay gap by full-time and part-time status and year.**



NB: Data and analysis for part-time staff commenced in 2024.

Amongst full-time staff, the median ethnicity pay gap increased by 3.2pp from 1.7% in 2024 to 4.9% in 2025. This reflects that pay differences amongst the middle grades of the workforce have increased as the declaration rate has increased and the workforce has grown. In total, the number of declared full-time Black, Asian and Minority Ethnic staff increased by 13 since March 2024 and the number of declared full-time White staff increased by 16. The 'Pay Grades' section explains how the workforce composition has changed across pay grades and is relevant for understanding the drivers in the increase in the pay gap amongst full-time staff.

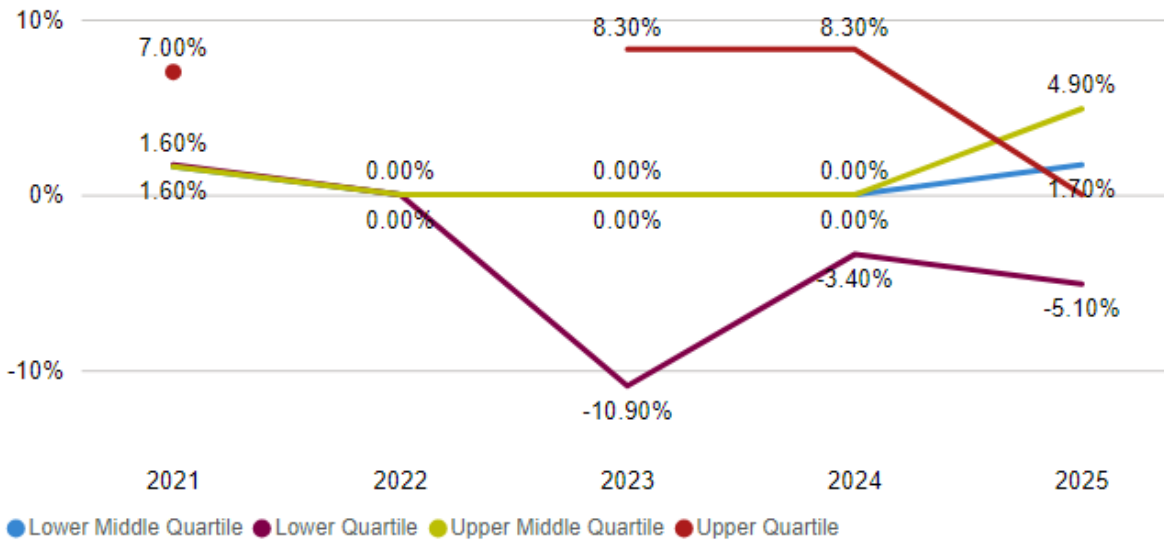
Amongst part-time staff, the median ethnicity pay gap has increased in favour of Black, Asian and Minority Ethnic staff, from -10.4% to -14.2%. This reflects that the number of declared part-time White staff increased by 4, predominantly at Grade 6, while the number of declared part-time Black, Asian and Minority Ethnic staff was constant. Since last year, the mean ethnicity pay gap amongst part-time staff also decreased changing from -3.8% to -5.5%. This is likely driven by changes amongst part-time staff in the upper and lower grades; on which staff numbers are too small to include comment on in this report.

## 2.3 Earnings quartile

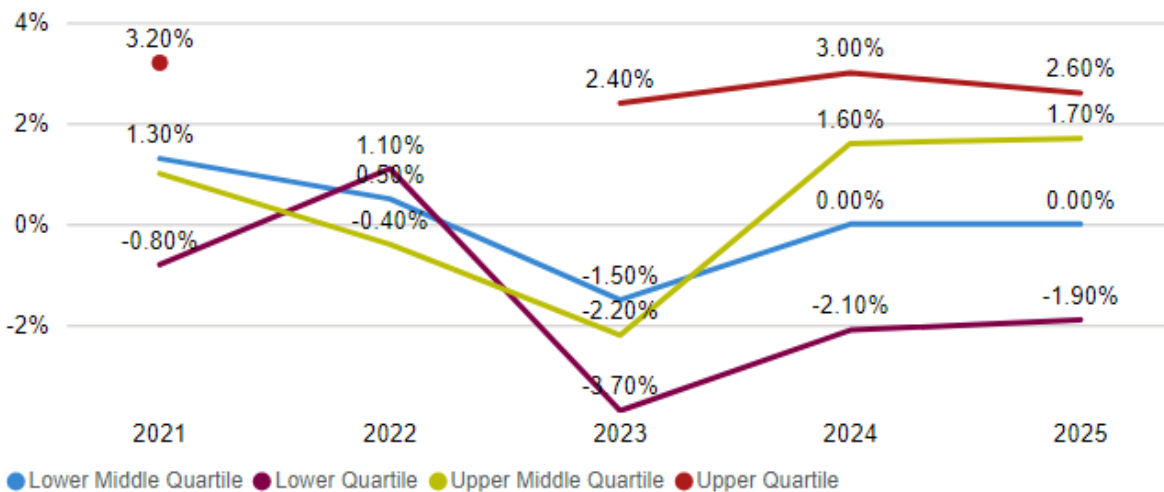
Analysing by earnings quartile means dividing our workforce into four equal-sized groups and separating them according to the hourly pay rate. This starts from the lowest paid to the highest paid. We can then analyse the pay gaps within these four groups.

Examining pay gaps within quartiles can help identify whether the overall pay gap is driven by a particular quartile in the workforce.

**Figure 2.7 - Graph illustrating changes median ethnicity pay gap by earning quartile and year.**



**Figure 2.8 - Graph illustrating changes mean ethnicity pay gap by earning quartile and year.**



Amongst the quartiles, the Upper Middle Quartile had the largest pay gap (4.9%), and the Lower Quartile had a similarly large but negative median pay gap (-5.1%). The Upper Quartile and Lower Middle Quartile had relatively small median pay gaps by comparison. This suggests that the differences between White staff and Black, Asian and Minority Ethnic staff is largest amongst the Lower Quartile, which typically reflects Grade 6 and below, and the Upper Middle Quartile, which typically reflects staff at Grade 5.

Since last year, median pay gaps in the Upper Quartile and Lower Quartile have reduced and pay gaps in the Upper Middle Quartile and Lower Middle Quartile have increased. The section on pay gaps within Pay Grades provides additional detail.

Since last year, 75.4% of new hires were recruited to the centre of the organisation i.e. Grades, 5, 6 and 7. Typically, new hires join the organisation at the lowest spinal point of the respective pay band. This may explain the increase in pay gaps in the Upper Middle Quartile and Lower Middle Quartile. 31% of the new hires in 2024/25 declared as Black, Asian and Minority Ethnic, 51% White and 18% did not disclose.

## 2.4 Pay Bands

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, except the 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.

Looking at the grade composition of the staff reflected in the 2025 pay gap calculations:

- Grades 4-7: of 224 total staff in these grades, 125 (55.8%) were White and 66 (29.5%) were Black, Asian and Minority Ethnic. 33 staff (14.7%) did not declare or preferred not to declare.
- Grades 3 and above: of 40 total staff in these grades, 27 (67.5%) were White and 8 (20.0%) were Black, Asian and Minority Ethnic. 5 staff (12.5%) did not declare or preferred not to declare.

As mentioned previously, the number of declared Black, Asian and Minority Ethnic staff increased by 13 since March 2024 and the number of declared White staff increased by 20. Understanding how the workforce change was distributed across pay grades, and in particular which grades saw the greatest net increases in White and Black, Asian and Minority Ethnic staff is important for understanding the change in the median pay gap.

Amongst staff who declared themselves as Black, Asian and Minority Ethnic, Grade 6 saw the most additional declarations with 9 new Black, Asian and Minority Ethnic staff and Grade 7 saw the second most additional declarations with 4 new Black, Asian and Minority Ethnic staff.

Amongst staff who declared themselves as White, the grade with the most additional declarations was Grade 3 (8 additional staff), which is towards the upper end of the MOPAC pay scale. The relative position of these grades is likely to have driven the change in the median pay gap since last year, particularly as new joiners to MOPAC typically start on the lower spine point for their grade.

As we have small numbers of employees in the various pay grades that have reported their ethnicity, it is difficult to provide a narrative for each of the MOPAC grades. However, figure 2.9 demonstrates a relatively small difference in the median pay gap at Grade 4. Slightly more notable pay gaps were seen at Grade 3, Grade 5, Grade 6, and Grade 7 in 2025. In contrast, the mean pay gap figure 2.10 demonstrates a relatively small difference in the mean pay gap at Grade 3, Grade 4, Grade 5, Grade 6, and Grade 7.

In seeking understanding of the pay gap, the new hires from 2024/25 were explored to indicate if any differences or biases occurred. The work found that of the new hires in 2025, 87% who declared

as Black, Asian and Minority Ethnic started at spine points 1 and 2. In comparison, 85% who declared as White also started on spine points 1 and 2. This demonstrates consistency of approach.

**Figure 2.9 - Table illustrating median ethnicity pay gap by pay band**

Year	2023			2024			2025		
	Grade	White	Black, Asian and Minority Ethnic	Pay gap	White	Black, Asian and Minority Ethnic	Pay gap	White	Black, Asian and Minority Ethnic
Grade 3	£41.86	£39.51	5.60%	£44.79	£41.06	8.30%	£44.92	£43.02	4.20%
Grade 4	£35.29	£33.32	5.60%	£35.65	£36.69	-2.90%	£36.81	£37.88	-2.90%
Grade 5	£29.27	£28.31	3.30%	£31.85	£30.30	4.90%	£33.44	£31.81	4.90%
Grade 6	£25.62	£25.62	0.00%	£25.66	£25.66	0.00%	£26.49	£27.39	-3.40%
Grade 7	£20.38	£20.05	1.60%	£21.80	£22.22	-1.90%	£22.51	£23.38	-3.90%

**Figure 2.10 - Table illustrating mean ethnicity pay gap by pay band**

Year	2023			2024			2025		
	Grade	White	Black, Asian and Minority Ethnic	Pay gap	White	Black, Asian and Minority Ethnic	Pay gap	White	Black, Asian and Minority Ethnic
Grade 3	£41.36	£39.56	4.40%	£44.43	£42.06	5.30%	£43.79	£43.05	1.70%
Grade 4	£34.73	£34.04	2.00%	£36.50	£36.87	-1.00%	£37.40	£38.22	-2.20%
Grade 5	£29.83	£29.34	1.60%	£31.87	£30.94	2.90%	£32.99	£32.38	1.90%
Grade 6	£25.41	£25.10	1.20%	£26.40	£26.51	-0.40%	£27.33	£27.39	-0.20%
Grade 7	£20.66	£20.94	-1.40%	£22.16	£22.70	-2.40%	£23.16	£23.43	-1.10%

NB: Grades in which the numbers of staff in the relevant categories were fewer than 5 are not shown in figures 2.9 and 2.10.

It is interesting that in both the median and mean the pay gap against all grades has narrowed whereas overall the pay gap has widened. This is likely driven by the notable increase in White declared staff at Grade 3, a higher pay grade, with the new White additions at the lower pay scales impacting the improvement of those individual grades. These additions will reduce the pay gap within Grade 3 but increase the overall pay gap across the whole workforce as it will shift both the overall mean and median.

## 2.5 Bonus payments

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

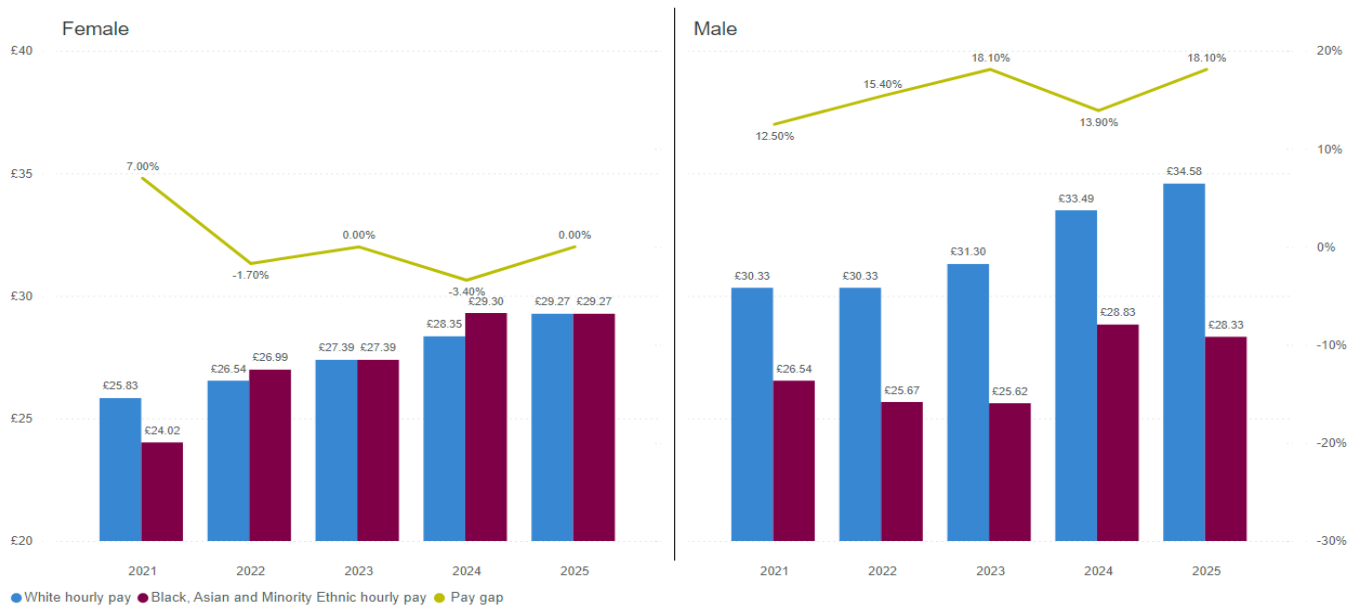
## 2.6 Intersectional Analysis

We use an intersectional approach in this report. It shows how people's identities can overlap, which can sometimes create compounding experiences of disadvantage. This section looks at pay gaps by **gender and ethnicity**.

In 2025, amongst staff who declared as Male staff, there was a median pay gap between White staff and Black, Asian and Minority Ethnic staff of 18.1%, and a mean pay gap of 10.8%. Amongst staff

who declared as Female, there was a median pay gap between White staff and Black, Asian and Minority Ethnic staff of 0.0% and a mean pay gap of 1.5%.

**Figure 2.11 - Graph illustrating changes median ethnicity pay gap by gender and year**



**Figure 2.12 - Graph illustrating changes mean ethnicity pay gap by gender and year**





Since last year, amongst female staff the median ethnicity pay gap has increased from -3.4% to 0% and the mean ethnicity pay gap increased from 0.4% to 1.5%. Larger movements and starker pay gaps were seen amongst male staff: the median pay gap increased from 13.9% to 18.1% and the mean increased from 5.2% to 10.8%.

Drawing conclusions from the comparison between Male and Female is complicated by the small sample sizes involved. Where there are smaller numbers of any cohort it makes it more likely for larger pay gaps to be present and for there to be big changes in pay gaps between years. For context, in 2025, amongst Male staff, there were 49 White staff and 10 Black, Asian and Minority Ethnic staff. Amongst Female staff, there were 106 White staff and 65 Black, Asian and Minority Ethnic staff.

**Figure 2.13 - Graph illustrating changes female median ethnicity pay gap by ethnic group and year**

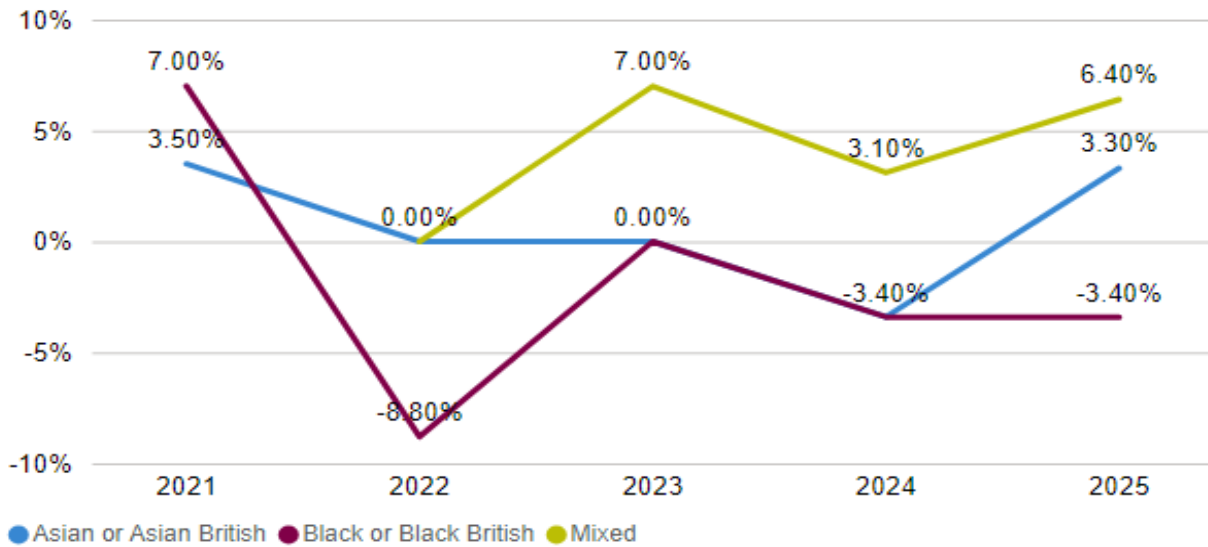
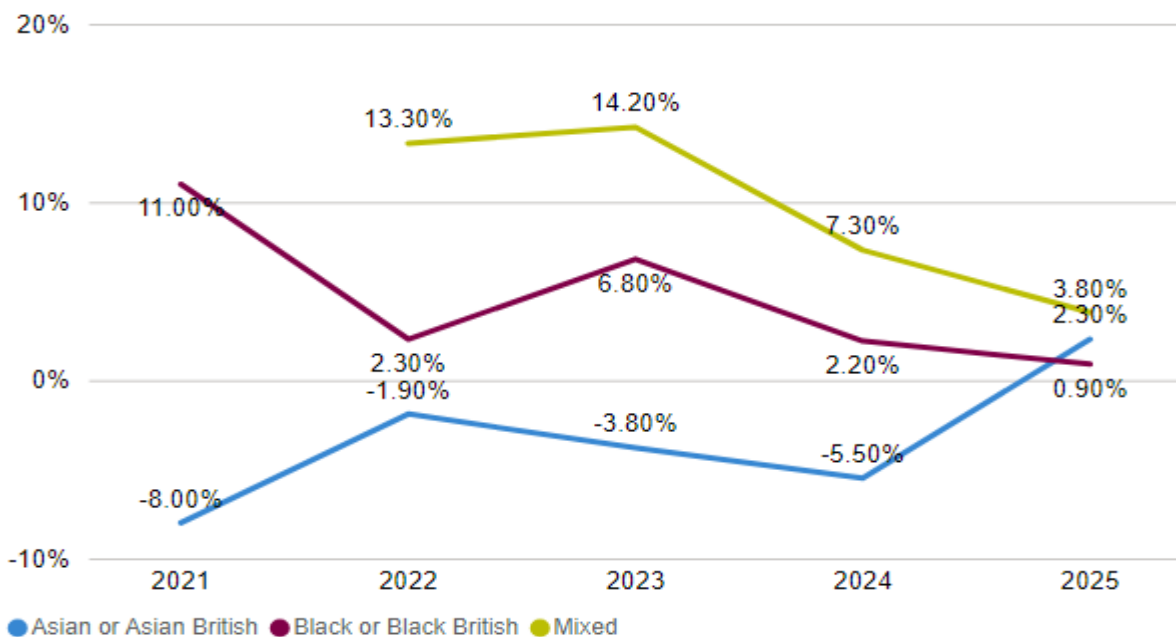


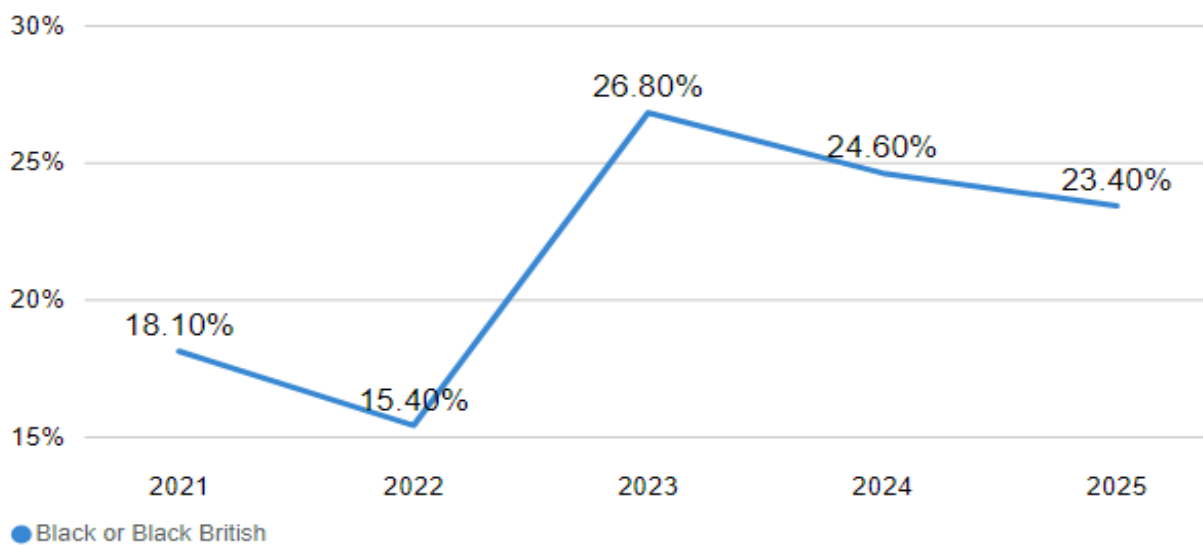
Figure 2.14 - Graph illustrating changes female mean ethnicity pay gap by ethnic group and year



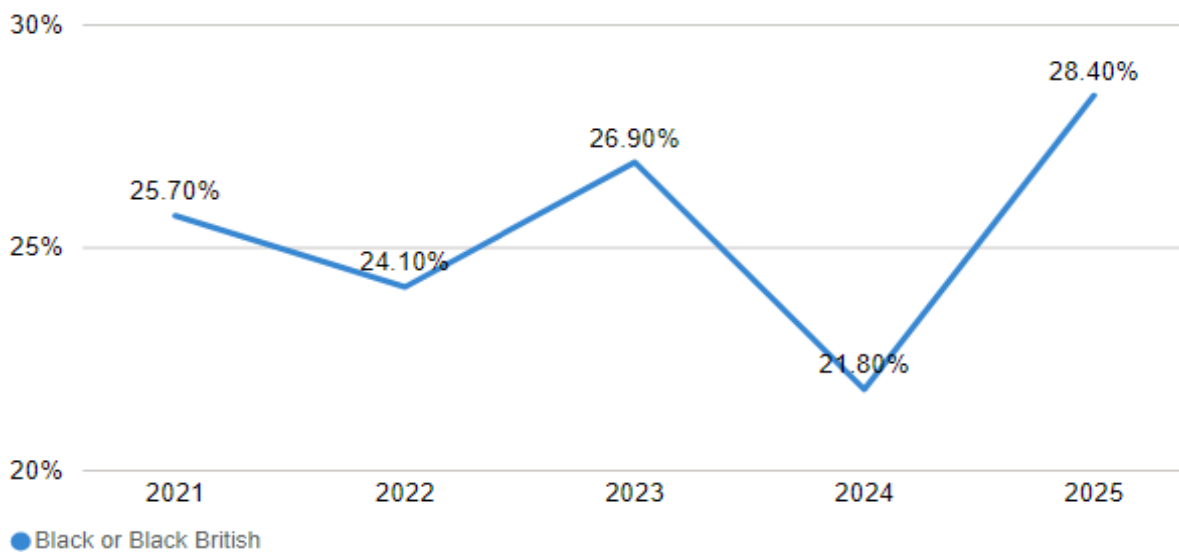
Amongst the underlying ethnic groups, for female staff, the median pay gap for staff of Mixed ethnicity was the greatest (6.4%), followed by Asian or Asian British (3.3%) (Figure 2.14). The pay gap for Black or Black British staff was negative (-3.4%). 13 female staff were of Mixed ethnicity, 19 of Asian or Asian British ethnicity and 31 as Black or Black British.

Amongst the underlying ethnic groups, for male staff, the only group with sufficient staff numbers to be eligible for reporting was staff categorised as Black or Black British. The median pay gap for this group was 23% and the mean pay gap was 28% (Figure 2.16 and 2.17). These pay gaps are large. However, they reflect a very small number of staff: only 5 male staff were recorded as Black or Black British in 2025.

**Figure 2.15 - Graph illustrating changes male median ethnicity pay gap by ethnic group and year**



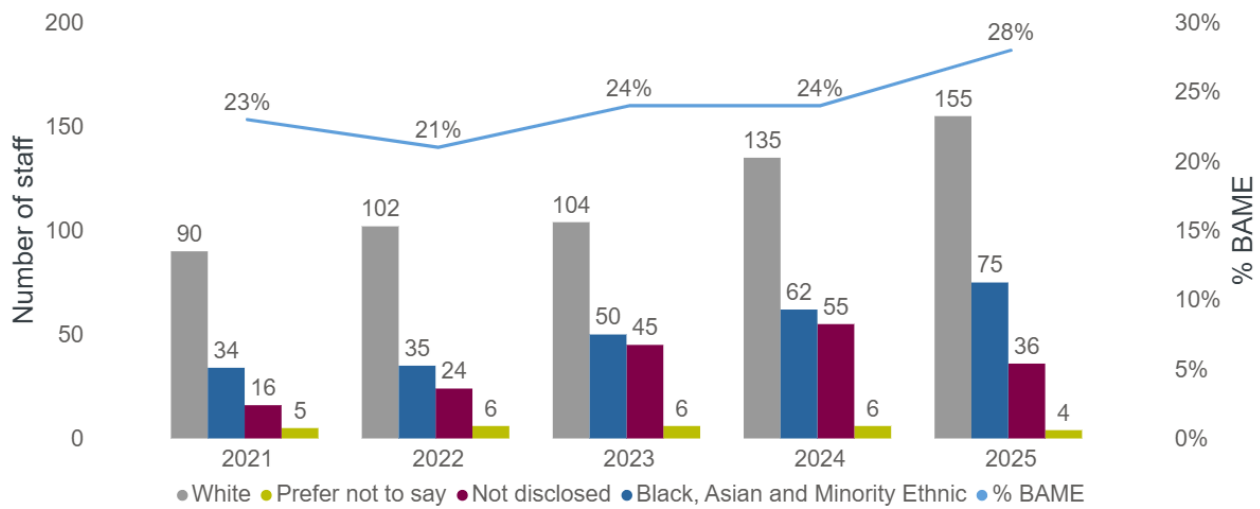
**Figure 2.16 - Graph illustrating changes male mean ethnicity pay gap by ethnic group and year**



**2.7 Workforce composition**

In 2025, the number of employees who self-declared as Black, Asian and Minority Ethnic was 75. This is 28% of the total workforce and 32% of staff who made a declaration under the Ethnicity category. This is an increase relative to 2024, when the proportions were 24% and 31% respectively.

**Figure 2.17: Chart setting out workforce composition – Ethnicity**



**Figure 2.18: Table setting out workforce composition – Ethnicity**

Year	2021	2022	2023	2024	2025
Black, Asian and Minority Ethnic	34	35	50	62	75
White	90	102	104	135	155
Total included in pay gap calculations	124	137	154	197	230
% included in pay gap calculations	86%	82%	75%	76%	85%
Prefer not to say	5	6	6	6	4
Total declared	129	143	160	203	234
Disclosure rate % (total declared)	89%	86%	78%	79%	87%
Not disclosed	16	24	45	55	36
Total (all employees)	145	167	205	258	270
Declared Black, Asian and Minority Ethnic % (all declarations)	26%	24%	31%	31%	32%
Declared Black, Asian and Minority Ethnic % (all employees)	23%	21%	24%	24%	28%

**Figure 2.19: Table setting out proportion of jobs within pay band that are staffed by Black, Asian and Minority Ethnic employees**

Pay band	BAME % of staff					Total staff
	2021	2022	2023	2024	2025	2025
£20,000 - £29,999	<5	<5	<5	<5	<5	2
£30,000 - £39,999	43%	<5	23%	<5	<5	4
£40,000 - £49,999	23%	22%	25%	27%	29%	82
£50,000 - £59,999	25%	33%	26%	27%	34%	73
£60,000 - £69,999	<5	<5	31%	23%	21%	56
£70,000 - £79,999	<5	<5	<5	38%	35%	23
£80,000 - £89,999	<5	<5	<5	<5	<5	13
£90,000 - £99,999	<5	<5	<5	<5	<5	0
£100,000+	<5	<5	<5	<5	<5	17

NB: The above table does not include groups less than 5, which is more likely at the high pay bands.

Figure 2.19 sets out the proportion of staff within each pay band that are Black, Asian and Minority Ethnic. Relative to the proportion they represent of the total workforce (28%), Black, Asian and Minority Ethnic staff representation was approximately in line with their representation in the overall workforce, for the pay bands where there were sufficient staff to comment on. It can be seen that since 2021 Black, Asian and Minority Ethnic staff representation has increased across more pay bands including those in the centre to higher brackets.

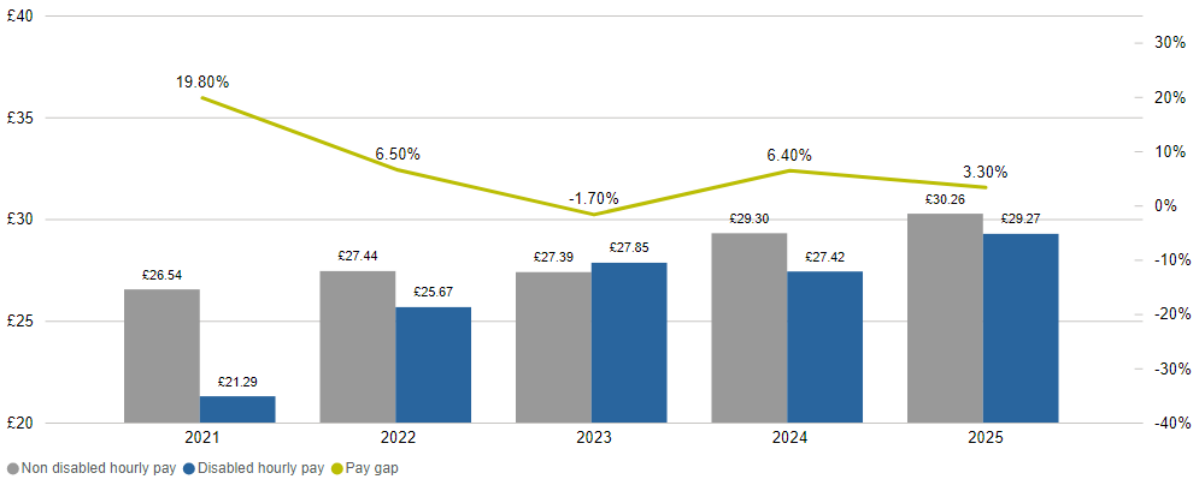
There were too few staff of the relevant groups to comment on the higher pay bands individually. However, of the 30 members of staff paid £80,000 or more, the proportion of staff that are Black, Asian and Minority Ethnic was lower (17%) than across the overall workforce.

### 3. Disability Pay Gap

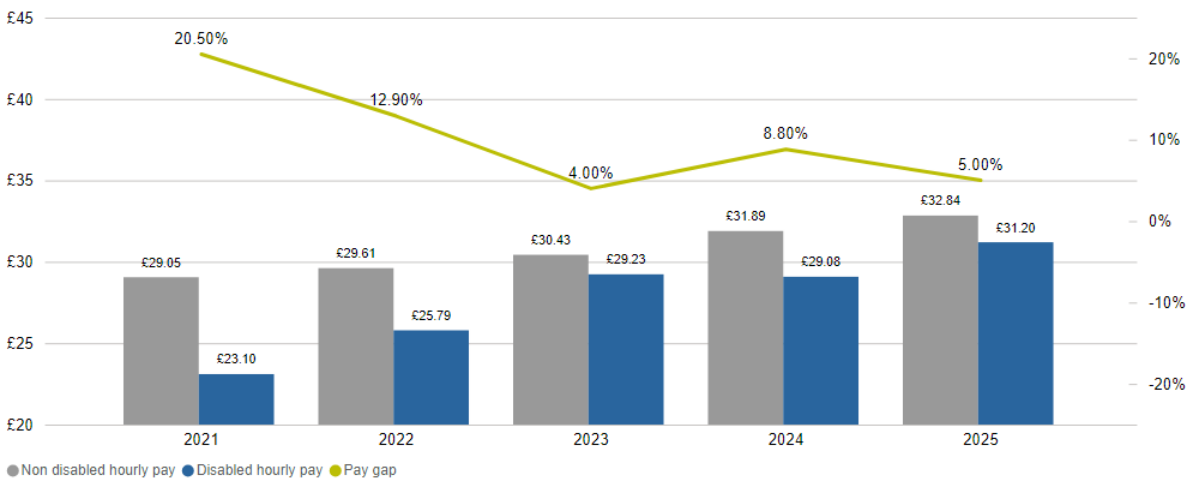
#### 3.1 Overall

On 31 March 2025, our overall median disability pay gap was 3.3% and our mean disability pay gap was 5.0% (see Figures 3.1 and 3.2). The median disability pay gap narrowed from 6.4% in 2024 to 3.3% in 2025. The mean disability pay gap also narrowed from 8.8% in 2024 to 5% in 2025. This may largely be attributed to an increase in declarations to 60.4% from 27.9%, which has provided a truer picture of our workforce profile.

**Figure 3.1 - Graph illustrating changes in the median disability pay gap by year.**



**Figure 3.2 - Graph illustrating changes in the mean disability pay gap by year.**



In 2025, the disability declaration rate has significantly increased, from 27.9% in 2024 to 60.4% in 2025. This is a significant improvement that will have played a large role in the change in the pay gaps since the previous year. Drawing conclusions about trends in pay gaps over time is difficult due to the substantial differences in the declaration rates. This year's declaration rate at 60.4% is still not high enough for us to be fully confident that the pay gaps in this report reflect the true picture,

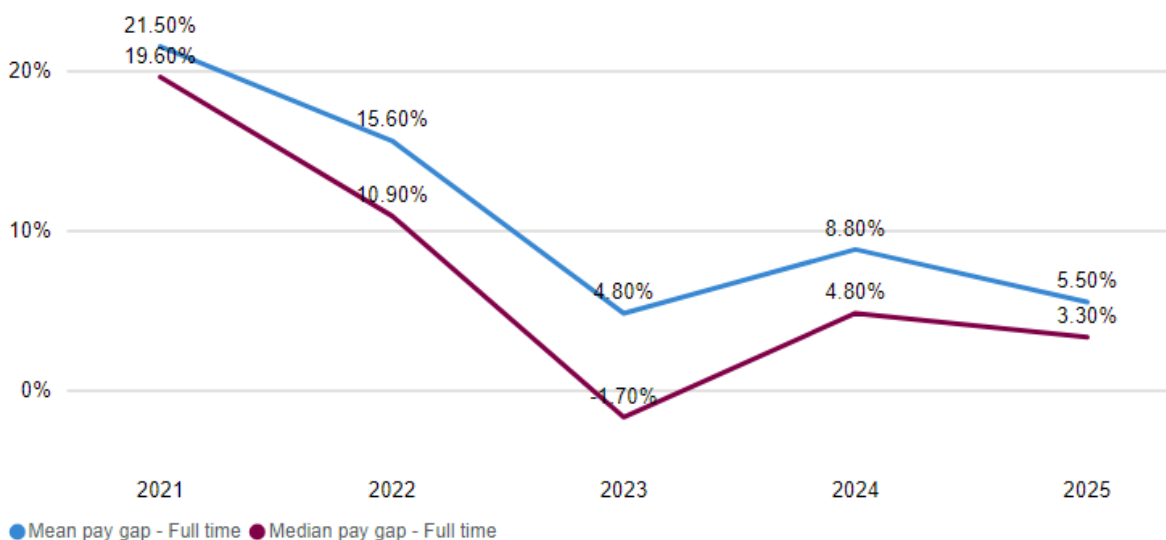
however as this declaration has more than doubled these results are our most accurate since 2021. It is of note that 39% of staff declared as non-disabled compared to 15% in 2024, alongside an increase to 17% of disabled declarations in 2025 as against 13% in 2024.

The median disability pay gap has reduced by 3.1pp from 6.4% last year to 3.3% this year. This likely reflects the notable change in this year's declaration rates, as the declared workforce composition has shifted and the number of non-disabled declarations has significantly increased. As mentioned previously, the workforce has also grown. In total, the number of declared disabled staff increased by 11 since March 2024 and the number of declared non-disabled staff increased by 66. Since last year, the mean disability pay gap has reduced by 3.8pp from 8.8% to 5.0%. This likely reflects the notable change in this year's declaration rates and the impact this has made, as set out above.

### 3.2 Full-time/part-time status

On 31 March 2025, the full-time median disability pay gap was 3.3% and the mean disability pay gap was 5.5% (see Figures 3.3). There are too few MOPAC staff with a declared disability that work part-time for discussion of the part-time disability pay gap to be included in this report: this section therefore presents analysis on the full-time disability pay gap only.

**Figure 3.3 - Graph illustrating changes disability pay gap for full-time staff by year**

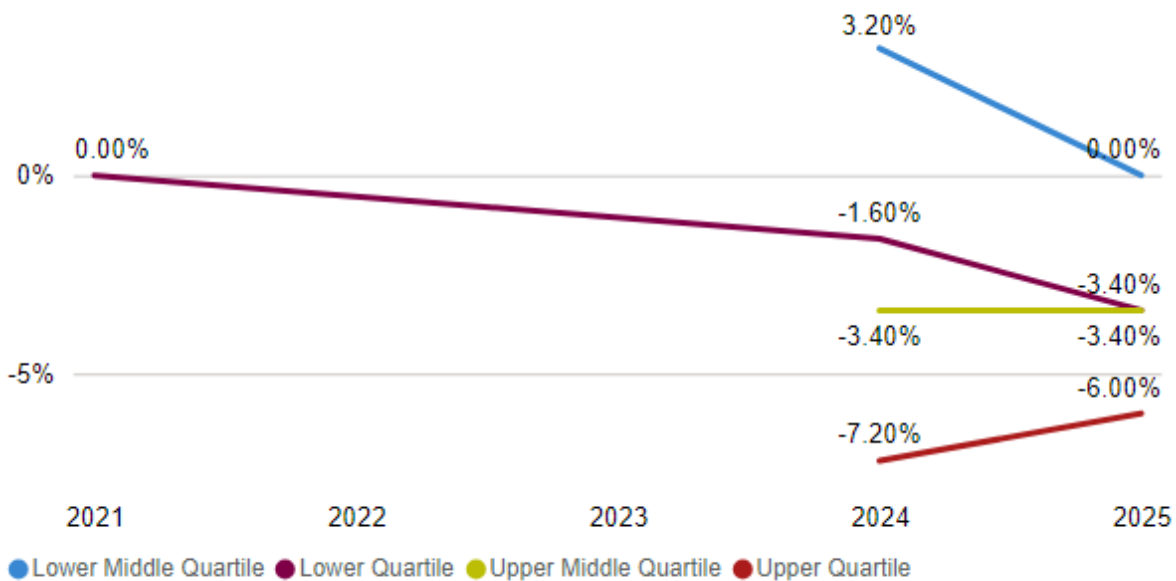


The median disability pay gap amongst full-time staff has reduced by 1.5pp from 4.8% to 3.3%. This likely reflects the notable change in this year's declaration rates: in total, the number of declared full-time disabled staff increased by 9 since March 2024 and the number of declared full-time non-disabled staff increased by 60. The 'Pay Grades' section explains how the workforce composition has changed across pay grades and is relevant for understanding the drivers in the increase in the pay-gap amongst full-time staff.

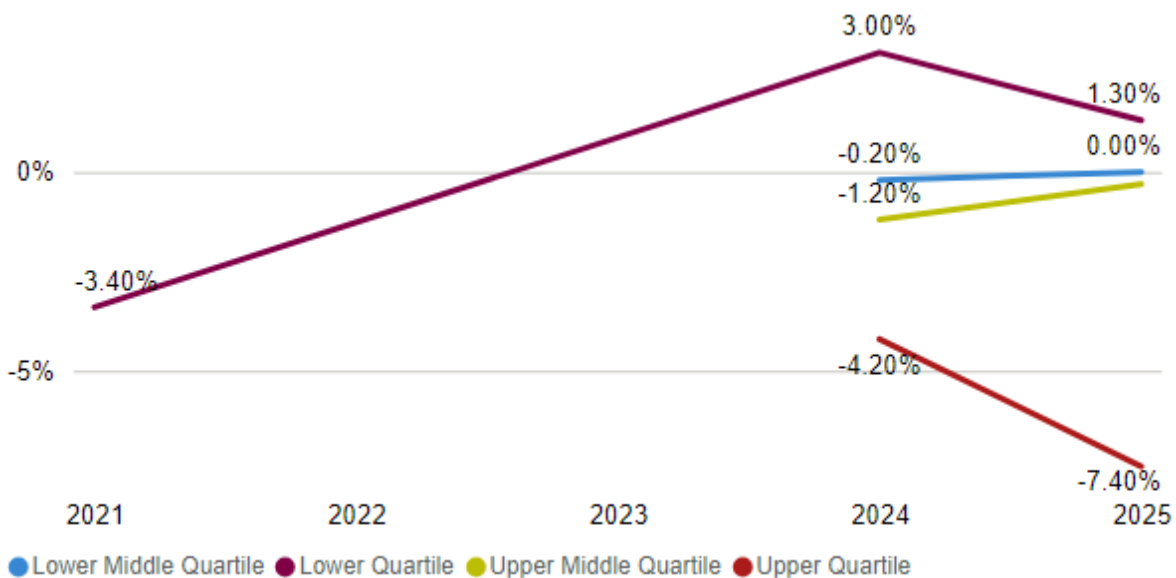
### 3.3 Earning quartile

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.

**Figure 3.4 - Graph illustrating changes in median disability pay gap by earning quartile and year**



**Figure 3.5 - Graph illustrating changes in mean disability pay gap by earning quartile and year**



Examining pay gaps within quartiles can help identify whether the overall pay gap is driven by a particular quartile of the workforce. In 2025, the overall median disability pay gap was 3.3% and the overall mean disability pay gap was 5.0%. However, amongst the quartiles, three out of four had negative median pay gaps and the fourth (the Lower Middle) had a median pay gap of 0% in 2025.

This should be read in the context of the overall declaration rate (60.4%). But, amongst the staff that made a declaration, this indicates that the positive overall median pay gap of 3.3% was driven by workforce composition across quartiles, rather than within them. In other words, staff who declared as disabled were less well represented in the upper earning quartiles than in the lower



grades. When looking within earning quartiles, disabled staff had higher median pay than non-disabled staff.

Since last year, median pay gaps in the Lower Middle Quartile and Lower Quartile have reduced and pay gaps in the Upper Quartile have increased. Changes since last year are most likely attributable to the significant increase in the declaration rate. The next section ('Pay Grades') provides additional detail.

### 3.4 Pay Bands

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, except the 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.

Looking at the grade composition of the staff reflected in the 2025 pay gap calculations:

- Grades 4-7: of 224 total staff in these grades, 85 (37.9%) were non-disabled and 39 (17.4%) were disabled. 100 staff (44.6%) did not declare or preferred not to declare.
- Grades 3 and above: of 40 total staff in these grades, 18 (45.0%) were non-disabled and 4 (10.0%) were disabled. 18 staff (45.0%) did not declare or preferred not to declare.

As mentioned previously, the number of declared disabled staff increased by 11 since March 2024 and the number of declared non-disabled staff increased by 66. Understanding how the workforce change was distributed across pay grades, and in particular which grades saw the greatest net increases in non-disabled and disabled staff is important for understanding the change in the median pay gap.

Amongst staff who declared themselves as disabled, Grade 5 saw the most additional declarations with 8 new disabled staff. Amongst staff who declared themselves as non-disabled, Grade 6 saw the most additional declarations with 19 new non-disabled staff and Grade 5 saw the second most additional declarations with 13 new non-disabled staff. The relative position of these grades is likely to have driven the change in the median pay gap since last year, particularly as new joiners to MOPAC typically start on the lower pay scale for their grade.

As we have small numbers of employees in the various pay grades that have reported their disability status, it is difficult to provide a narrative for each of the MOPAC grades. However, Figure 3.6 below demonstrates a relatively low difference in the median pay gap at Grade 6. By contrast, more notable, and negative, median pay gaps were seen at Grade 5 and Grade 7 in 2025. In contrast, for the mean pay gap, Figure 3.7 below demonstrates a relatively low difference in the mean pay gap at Grade 5, 6, and 7. There were too few staff of the relevant groups in the other grades to comment on these.

**Figure 3.6 - Table illustrating median disability pay gap by pay band**

Year	2024			2025		
Grade	Non disabled	Disabled	Pay gap	Non disabled	Disabled	Pay gap
Grade 5	£29.30	£30.80	-5.10%	£31.28	£33.44	-6.90%
Grade 6	£26.52	£25.66	3.20%	£27.39	£27.39	0.00%
Grade 7	£21.10	£21.80	-3.30%	£22.51	£23.38	-3.90%

**Figure 3.7 - Table illustrating mean disability pay gap by pay band**

Year	2024			2025		
Grade	Non disabled	Disabled	Pay gap	Non disabled	Disabled	Pay gap
Grade 5	£30.95	£31.00	-0.20%	£32.30	£32.93	-1.90%
Grade 6	£26.47	£26.38	0.40%	£27.50	£27.71	-0.80%
Grade 7	£21.52	£22.62	-5.10%	£23.05	£23.59	-2.40%

NB. Grades where numbers of staff (disabled or non-disabled) were fewer than 5 are not shown in Figures 3.6 and 3.7.

### 3.5 Bonus payments

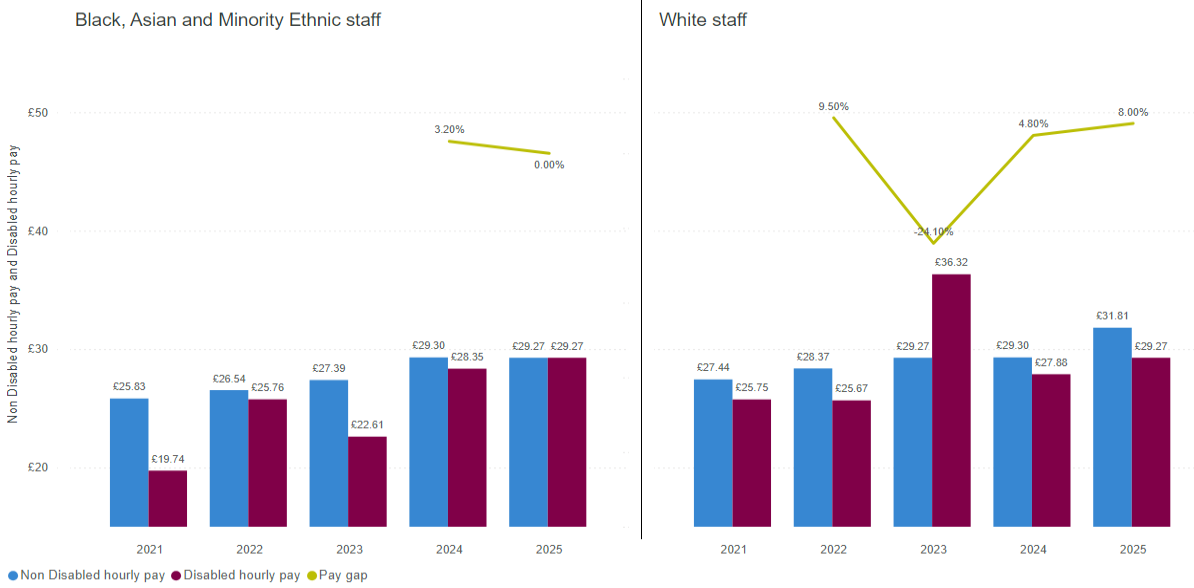
No bonus pay arrangements exist in MOPAC that require pay gap reporting.

### 3.6 Intersectional analysis

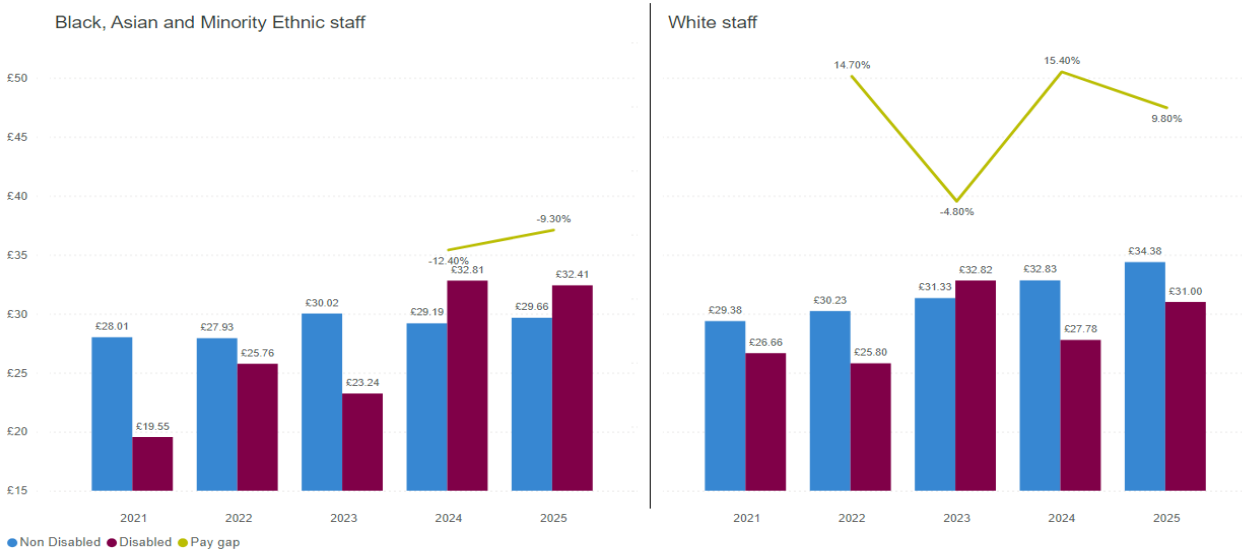
We use an intersectional approach in this report. It shows how people's identities can overlap, which can sometimes create compounding experiences of disadvantage. This section looks at pay gaps by **ethnicity and disability**.

In 2025, amongst staff who declared as White, there was a median pay gap between non-disabled staff and disabled staff of 8.0%, and a mean pay gap of 9.8%. Amongst staff who declared as Black, Asian and Minority Ethnic, there was a median pay gap between non-disabled staff and disabled staff of 0.0% and a mean pay gap of -9.3%.

**Figure 3.8 – Graph illustrating median disability pay gap by ethnicity and year**



**Figure 3.9 - Graph illustrating mean disability pay gap by ethnicity and year**



Amongst Black, Asian and Minority Ethnic staff, the median disability pay gap reduced from 3.2% to 0% and the mean disability pay gap increased but remained negative at -9.2%. By contrast, amongst White staff the median pay gap between disabled and non-disabled staff increased and the mean pay gap decreased but remain high at 9.8%. This reflects that disparities in pay between disabled and non-disabled staff were highest amongst White staff.

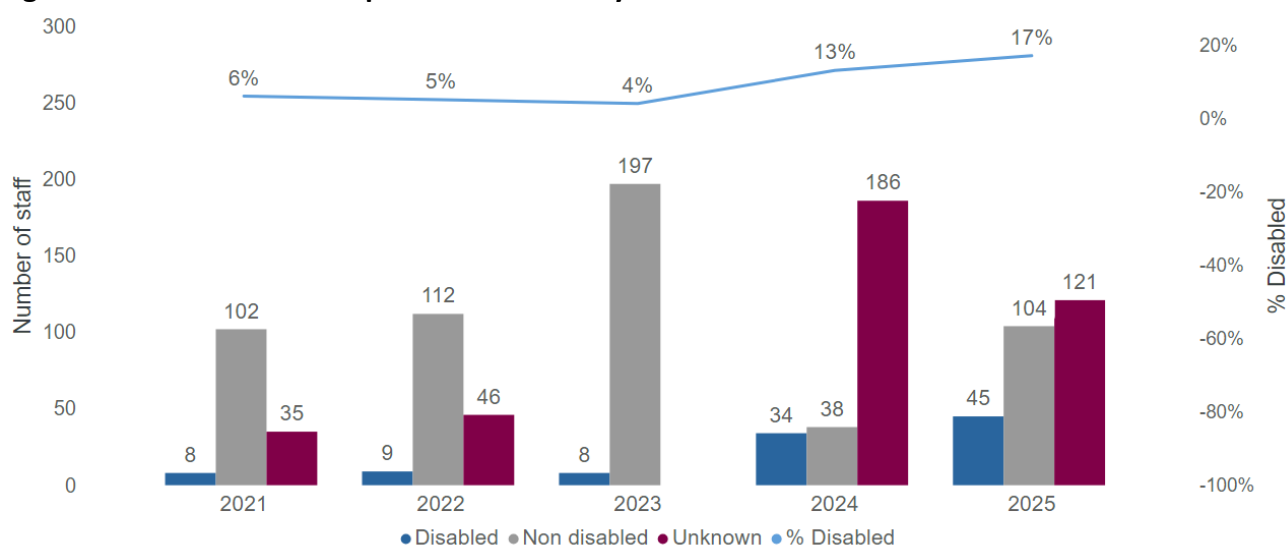
Drawing conclusions from the comparison between White staff and Black, Asian and Minority Ethnic staff is less reliable and more complicated by the small sample sizes involved. Where there are smaller numbers in any cohort it makes it more likely for larger pay gaps to be present and for there

to be big changes in pay gaps between years. For context, in 2025, amongst White staff, there were 70 non-disabled staff and 27 disabled staff. Amongst Black, Asian and Minority Ethnic staff, there were 34 non-disabled staff and 16 disabled staff.

### 3.7 Workforce Composition

In 2025, the number of employees who self-declared as disabled was 45. This is 17% of the total workforce and 28% of staff who made a declaration under the disability category. The proportion of the total workforce has increased relative to 2024, when the proportions was 13%. The disclosure rate in 2024 was very low, at 28%; this is likely to account for much of the change.

**Figure 3.10: Workforce composition – Disability Status**



NB. The ‘unknown’ category in Chart 3.12 reflects the total number of staff who either did not complete a declaration or indicated that they ‘prefer not to say’.

**Figure 3.11 Workforce composition – Disability Status**

Year	2021	2022	2023	2024	2025
Disabled	8	9	8	34	45
Non disabled	102	112	197	38	104
Total included in pay gap calculations	110	121	205	72	149
% included in pay gap calculations	76%	72%	100%	28%	55%
Prefer not to say	0	0	0	0	14
Total declared	110	121	205	72	163
Disclosure rate % (total declared)	76%	72%	100%	28%	60%
Not disclosed	35	46	0	186	107
Total (all employees)	145	167	205	258	270
Declared Disabled % (all declarations)	7%	7%	4%	47%	28%
Declared Disabled % (all employees)	6%	5%	4%	13%	17%

Figure 3.11 sets out the proportion of staff within each pay band that are disabled. Relative to the proportion they represent of the total workforce (17%), disabled staff represented similar proportions of the pay bands in which there were sufficient staff to report on. There were too few staff of the relevant groups to comment on the higher pay bands individually. However, amongst the

53 staff paid £70,000 or more, the proportion of disabled staff was lower (9%) than across the overall workforce.

**Figure 3.12: Proportion of jobs within pay band that are staffed by disabled employees**

Pay Band	% Disabled					Total staff
	2021	2022	2023	2024	2025	2025
£20,000 - £29,999	<5	<5	<5	<5	<5	2
£30,000 - £39,999	<5	<5	<5	<5	<5	4
£40,000 - £49,999	<5	9%	<5	18%	16%	82
£50,000 - £59,999	<5	<5	<5	15%	21%	73
£60,000 - £69,999	<5	<5	<5	<5	18%	56
£70,000 - £79,999	<5	<5	<5	<5	<5	23
£80,000 - £89,999	<5	<5	<5	<5	<5	13
£90,000 - £99,999	<5	<5	<5	<5	<5	0
£100,000+	<5	<5	<5	<5	<5	17

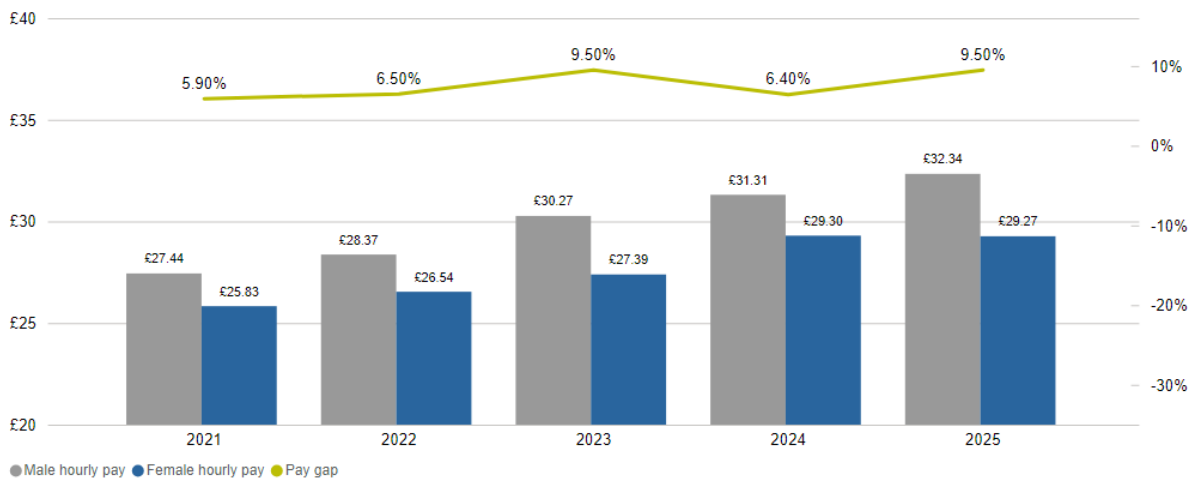
# 4. Gender Pay Gap

## 4.1 Overall

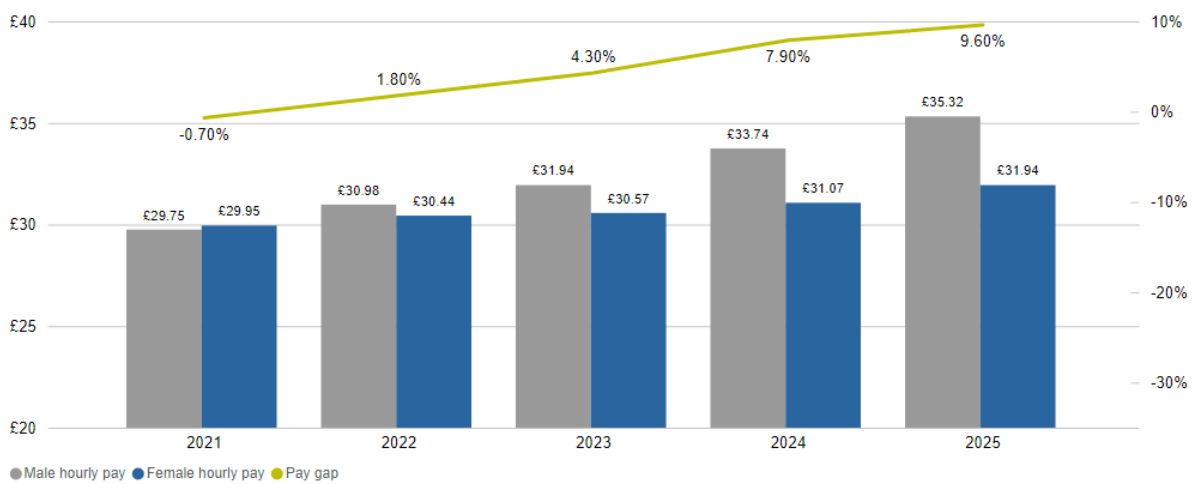
On 31 March 2025, our overall median gender pay gap was 9.5% and our mean gender pay gap was 9.6% (see Figures 4.1 and 4.2). As the declaration rate for gender is 100%, we are confident in the analysis of the gender pay gap reporting.

We know that in 2024, there were 258 employees and in 2025, 270 employees. In both 2024 and 2025, 82% of new employees were female. Of the new hires in 2025, approximately 75% were employed into the centre of the organisation (grades 5, 6 and 7).

**Figure 4.1 - Graph illustrating changes in the median gender pay gap over the years.**



**Figure 4.2 - Graph illustrating changes in the mean gender pay gap over the years.**



The gender declaration rate has not changed since last year (100% in both years). All changes in the pay gap can therefore be attributed to changes in the composition of the workforce, rather than to changes in the rate of staff reporting. With full coverage, we can be confident that pay gaps in this

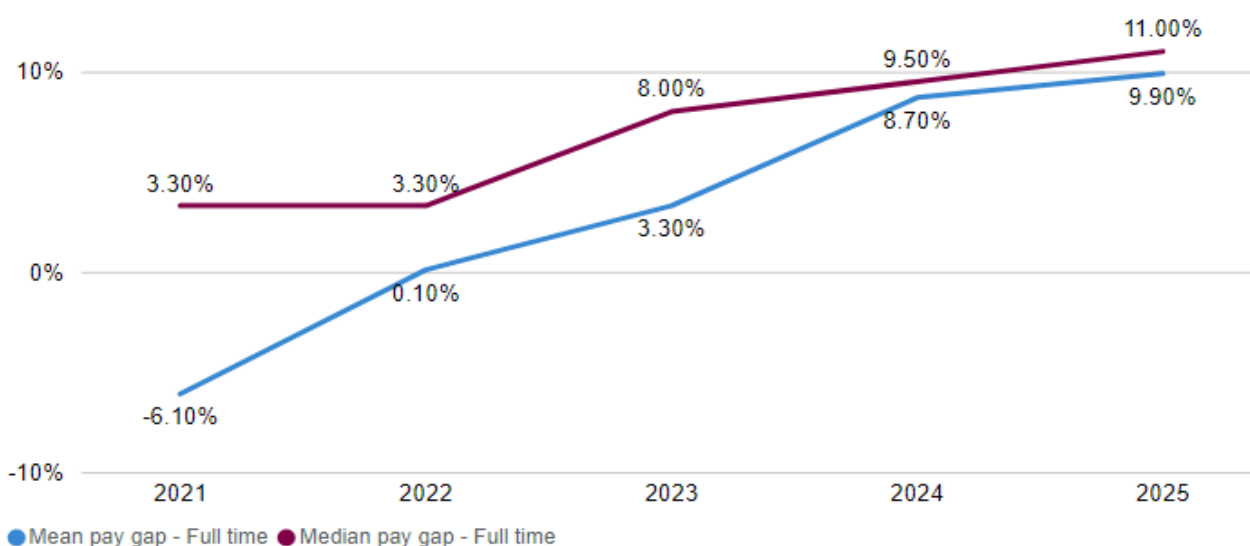
report reflect the true picture. For context, in 2025, staff who declared as female made up 74% of the total MOPAC workforce. This is a slight increase relative to 2024, when the proportion was 73%. In total, the number of declared female staff increased by 12 since 2024 and the number of declared male staff was constant.

The median gender pay gap has increased by 3.1pp from 6.4% last year to 9.5% this year. This reflects that pay differences amongst the middle grades of the workforce have increased, and in particular that more female staff are working at grades 6 and 7. Since last year, the mean gender pay gap has increased by 1.7pp from 7.9% to 9.6%.

#### 4.2 Full-time/part-time status

Amongst full-time staff, the median gender pay gap was 11.0% and the mean gender pay gap was 9.9% (see Figure 4.3). There are too few male MOPAC staff that work part-time for discussion of the part-time gender pay gap to be included in this report: this section therefore presents analysis on the full-time gender pay gap only.

**Figure 4.3 - Graph illustrating changes gender pay gap for full-time staff by year**



The median gender pay gap amongst full-time staff has increased by 1.5pp from 9.5% to 11.0%. In total across the workforce, the number of declared full-time female staff increased by 7 since March 2024 and the number of declared full-time male staff increased by 1. The 'Pay Grades' section explains how the workforce composition has changed across pay grades and is relevant for understanding the drivers in the increase in the pay-gap amongst full-time staff.

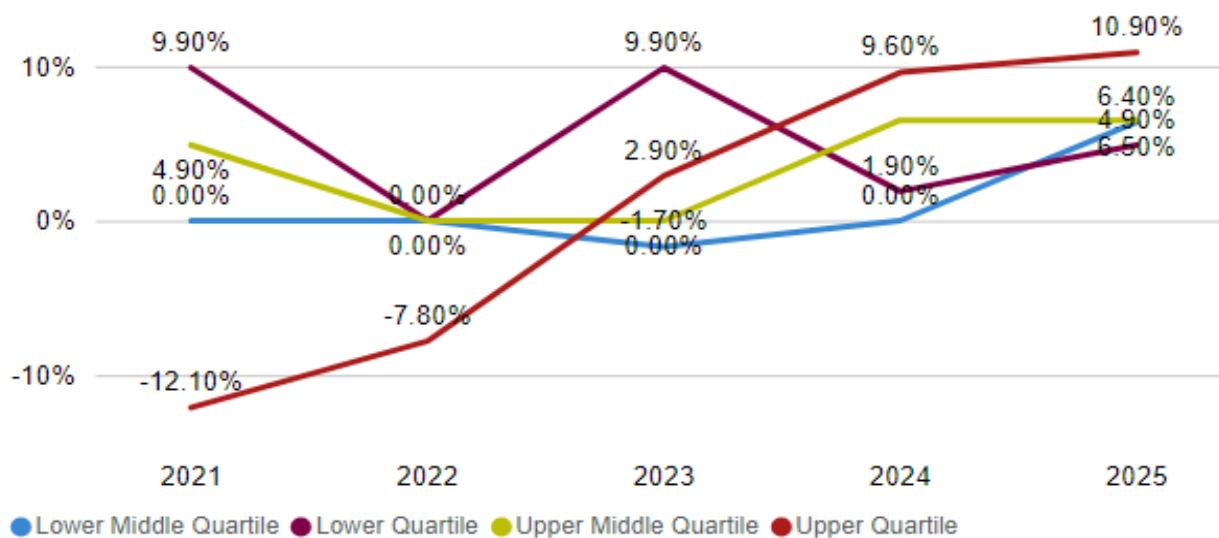
#### 4.3 Earning quartiles

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.

Examining pay gaps within quartiles can help identify whether the overall pay gap is driven by a particular quartile in the workforce. In 2025, the overall median gender pay gap was 9.5% and the overall mean gender pay gap was 9.6%.

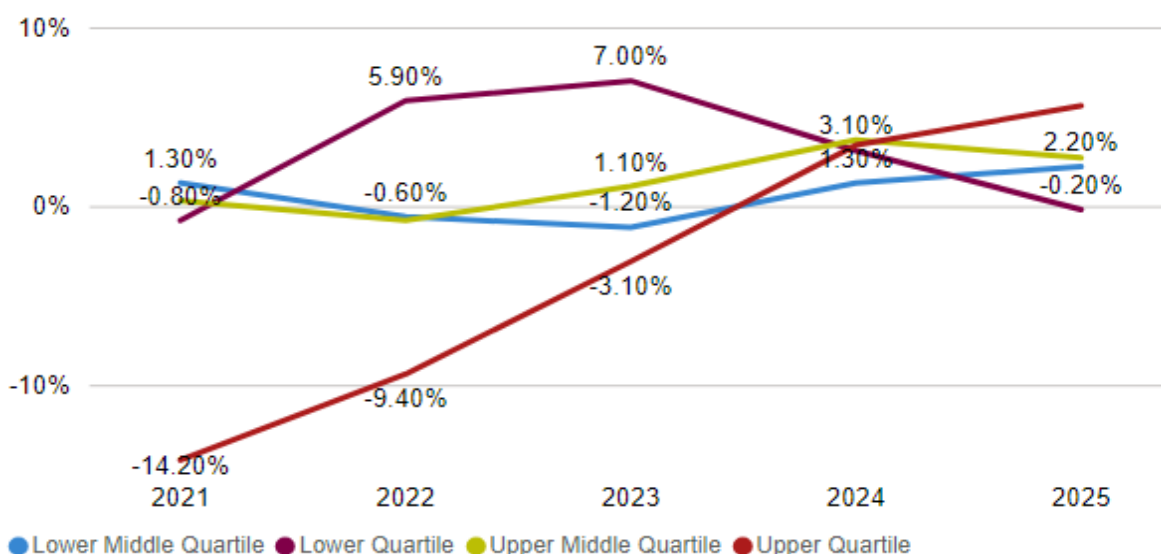
Amongst the quartiles, the Upper Quartile had the largest median pay gap (10.9%), followed by the Upper Middle Quartile (6.5%). The Lower Quartile had the smallest median pay gap, and the Lower Middle Quartile had the second smallest. The differences between male staff and female staff is largest amongst the Upper Quartile, which typically reflects the upper grades and salaries (Grade 4 and above), which when examined shows a very small increase in male staff in two grades (new declaration of existing staff and new hires).

**Figure 4.4 - Graph illustrating changes in median gender pay gap by earning quartile and year**



Since last year, median pay gaps in the Upper Quartile, Lower Middle Quartile, and Lower Quartile have increased. The mean pay gap has decreased slightly in Lower Middle Quartile and Upper Middle Quartile. The section on pay gaps within Pay Grades provides additional detail.

**Figure 4.5 - Graph illustrating changes in mean gender pay gap by earning quartile and year**





#### 4.4 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, except the 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.

Looking at the grade composition of the staff reflected in the 2025 pay gap calculations:

- Grades 4-7: of 224 total staff in these grades, 52 (23.2%) were male and 172 (76.8%) were female.
- Grades 3 and above: of 40 total staff in these grades, 16 (40.0%) were male and 24 (60.0%) were female.

As mentioned previously, the number of declared female staff increased by 12 since March 2024 and the number of declared male staff was constant. Understanding how the workforce change was distributed across pay grades, and in particular which grades saw the greatest net increases in male and female staff is important for understanding the change in the median pay gap.

Amongst staff who declared themselves as female, Grade 6 saw the most additional declarations with 8 new Female staff and Grade 7 had the second most additional declarations with 6 new Female staff.<sup>2</sup> Amongst staff who declared themselves as male, the grade with the most additional declarations was Grade 3 (3 additional staff), which is towards the upper end of the MOPAC pay scale. The relative position of these grades and that 82% of new joiners across all grades were female is likely to have driven the change in the median pay gap since last year, particularly as new joiners to MOPAC typically start on the lower pay scale for their grade.

As we have small numbers of employees within the top and bottom pay grades, it is not possible to provide a narrative across all MOPAC pay grades. Figures 4.6 and 4.7 shows the pay grades for which there were sufficient staff to report on. This demonstrates a relatively low difference in the median pay gap at Grade 3 and Grade 7. By contrast, more notable median pay gaps were seen at Grade 5, and Grade 6 in 2025. These are the grades with highest volumes as described below.

**Figure 4.6 - Graph illustrating median gender pay gap by pay band**

Year	2023			2024			2025		
	Male	Female	Pay gap	Male	Female	Pay gap	Male	Female	Pay gap
Grade 3				£44.79	£43.51	2.90%	£44.32	£43.65	1.50%
Grade 4	£35.80	£35.29	1.40%	£35.65	£35.65	0.00%	£36.28	£37.88	-4.40%
Grade 5	£31.30	£28.31	9.60%	£33.49	£30.30	9.50%	£34.58	£32.34	6.50%
Grade 6	£24.79	£25.62	-3.30%	£27.42	£25.66	6.40%	£29.27	£26.49	9.50%
Grade 7	£22.61	£20.05	11.30%	£22.22	£21.80	1.90%	£23.34	£23.38	-0.20%

For the mean pay gap, Figure 4.7 demonstrates a relatively low difference in the mean pay gap within the grades on which there are sufficient staff to report on. There were too few staff in the relevant groups in the other pay bands to include comment on.

<sup>2</sup> The total number of female staff working across all other grades fell by 2; this is why the total number of female additions at Grade 6 & 7 (14) is greater than the total number of female additions to the workforce (12).

**Figure 4.7 - Graph illustrating mean gender pay gap by pay band**

Year	2023			2024			2025		
Grade	Male	Female	Pay gap	Male	Female	Pay gap	Male	Female	Pay gap
Grade 3				£43.81	£43.13	1.60%	£43.87	£43.78	0.20%
Grade 4	£34.95	£34.54	1.20%	£35.97	£36.68	-2.00%	£36.70	£37.86	-3.20%
Grade 5	£30.13	£29.33	2.70%	£32.08	£31.16	2.90%	£33.34	£32.44	2.70%
Grade 6	£24.67	£25.16	-2.00%	£27.07	£26.25	3.00%	£28.06	£27.27	2.80%
Grade 7	£21.37	£20.56	3.80%	£22.58	£22.25	1.40%	£23.62	£23.16	1.90%

NB. Grades where the numbers of staff were fewer than 5 are not shown in figures 4.6 and 4.7.

To understand the increase in the gender pay gap the recruitment activity during 24/25 has been examined. In 2024/25 there were 49 new starters of which 40 (82%) were female, of which 33 were appointed to grades 5, 6 and 7 as compared to 9 (18%) male of which 4 were appointed to these grades.

An analysis of starting spine points did not show any real differences overall with the significant majority in both genders starting on the lowest spine point. The impact therefore of recruiting more females at these grades results in wider pay gaps at both the individual grades, even if representation of females remains strong and consistent. However, the new starters in grade 3 and above were more evenly split between male and female thus impacting the mean and median pay gap overall.

#### **4.5 Bonus Payments**

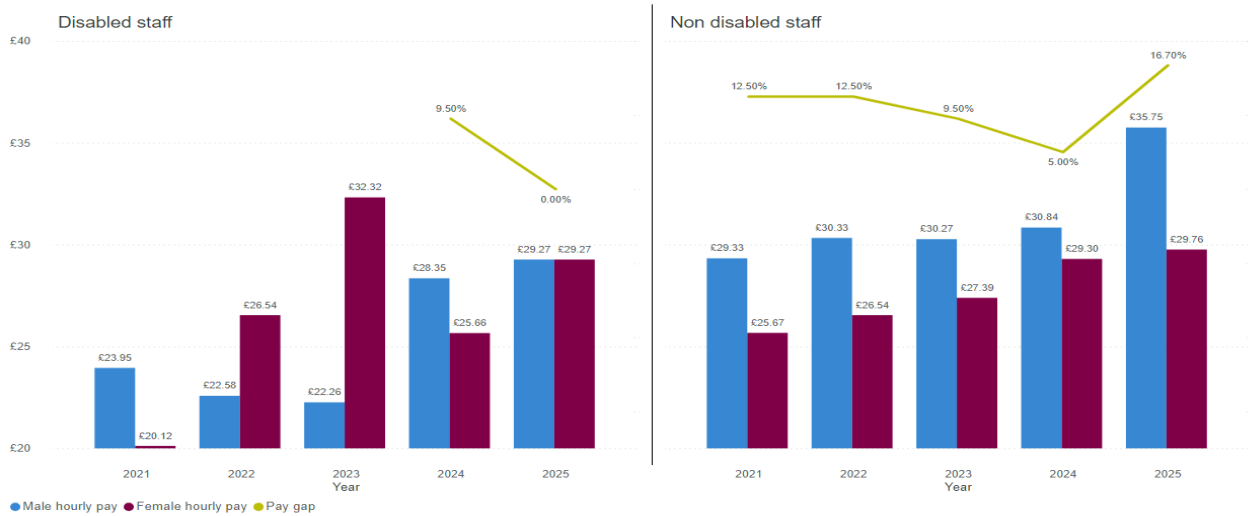
No bonus pay arrangements exist in MOPAC that require pay gap reporting.

#### **4.6 Intersectional analysis**

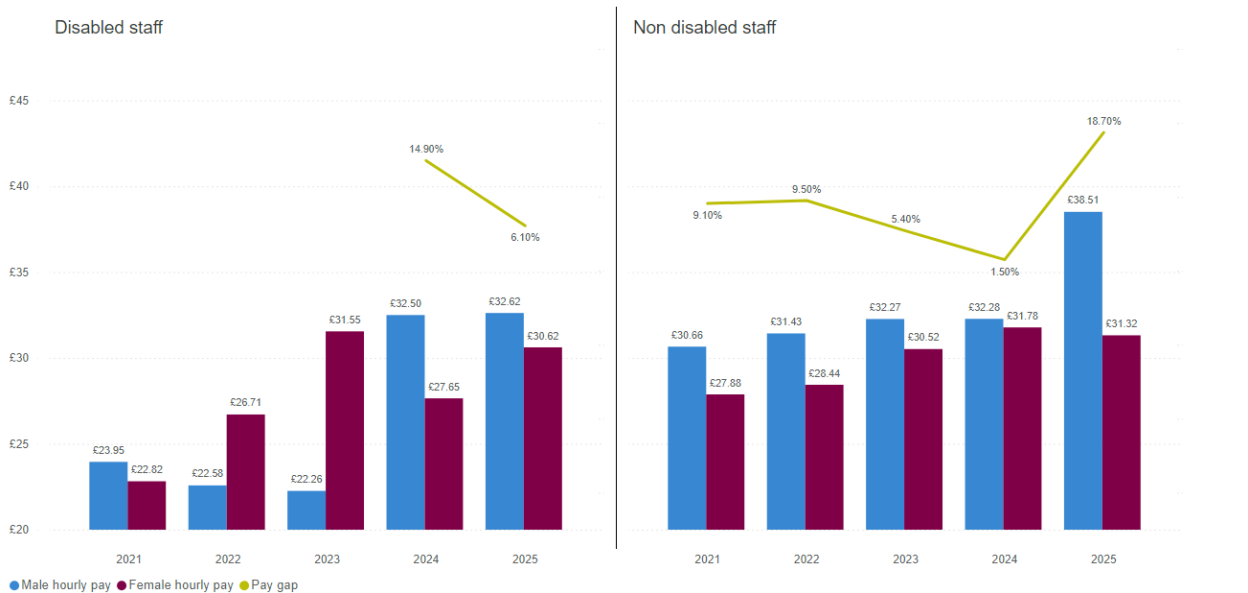
We use an intersectional approach in this report. It shows how people's identities can overlap, which can sometimes create compounding experiences of disadvantage. This section looks at pay gaps by **gender and disability**.

In 2025, amongst staff who declared as non-disabled, there was a median pay gap between male staff and female staff of 16.7%, and a mean pay gap of 18.7%. Amongst staff who declared as disabled, there was a median pay gap between male staff and female staff of 0.0% and a mean pay gap of 6.1%.

**Figure 4.8 - Graph illustrating median disability pay gap by gender and year**



**Figure 4.9 - Graph illustrating mean disability pay gap by gender and year**



Amongst disabled staff, the median disability pay gap reduced from 9.5% to 0% and the mean disability pay gap reduced from 14.9% to 6.1%. By contrast, amongst non-disabled staff the median pay gap increased from 5% to 16.7% and the mean pay gap increased to 18.7%. This reflects that disparities in pay between male and female staff were highest amongst non-disabled staff.

Drawing conclusions from the comparison between non-disabled and disabled staff by gender is complicated by the small sample sizes involved and the limited disability declaration rate (60.4%). Where there are smaller numbers of any cohort it makes it more likely for larger pay gaps to be present and for there to be big changes in pay gaps between years. For context, in 2025, amongst non-disabled staff, there were 22 male staff and 82 female staff. Amongst disabled staff, there were 13 male staff and 32 female staff.

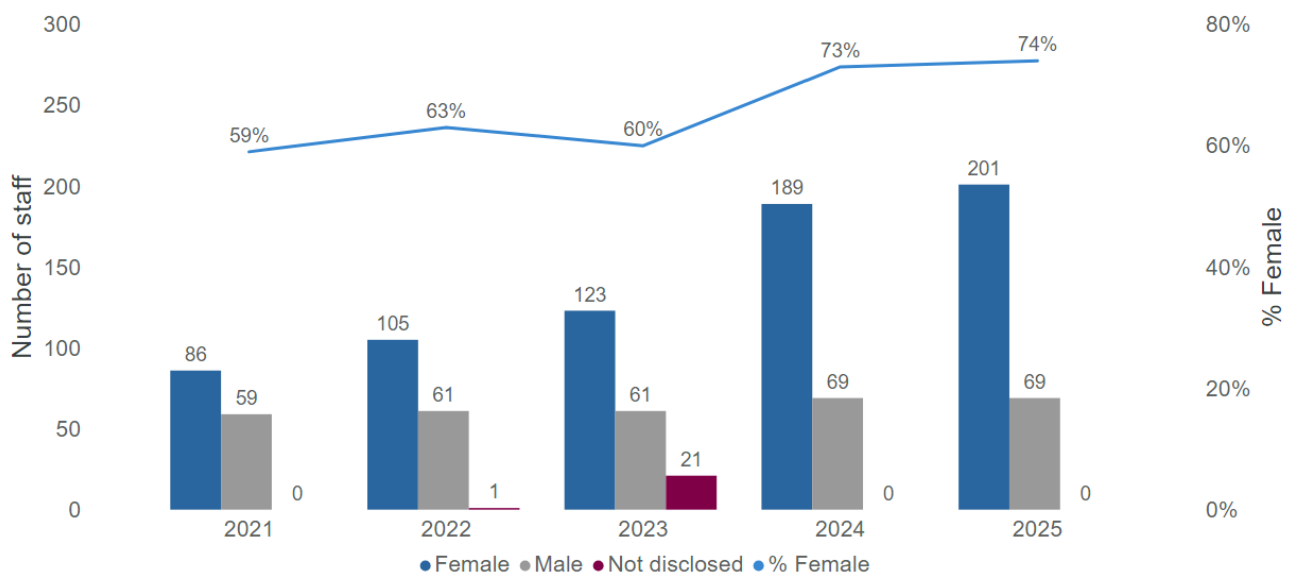
As set out in the Action Plan (Section 5.5), MOPAC intend to increase the disability declaration rate. The disparity between male and female pay, and the intersection with disability status, will be monitored particularly closely as declaration rates improve.

#### 4.7 Workforce composition

In 2025, the number of female employees was 201 and female staff represented 74% of the total workforce. This is similar to 2024, when the proportion was 73%.

74% is the highest proportion of female staff within the organisation since 2021. Whilst declaration rates between 2021 and 2023 ranged between 90% and 100% there has been a steady increase of the number of female staff at MOPAC.

**Figure 4.10: Workforce composition gender**



**Figure 4.11: Workforce composition – Gender**

Year	2021	2022	2023	2024	2025
Female	86	105	123	189	201
Male	59	61	61	69	69
Total included in pay gap calculations	145	166	184	258	270
% included in pay gap calculations	100%	99%	90%	100%	100%
Total declared	145	166	184	258	270
Disclosure rate % (total declared)	100%	99%	90%	100%	100%
Not disclosed	0	1	21	0	0
Total (all employees)	145	167	205	258	270
Declared Female % (all declarations)	59%	63%	67%	73%	74%
Declared Female % (all employees)	59%	63%	60%	73%	74%

Figure 4.12 below sets out the proportion of staff within each pay band that are female. Relative to the proportion they represent of the total workforce (74%), female staff were under-represented in the £100,000+ pay band. Female representation in the £40,000 to £49,999, £50,000 to £59,999, £60,000 to £69,999, and £70,000 to £79,999 pay bands was approximately in line with their representation in the overall workforce. There were too few staff of the relevant groups in the other pay bands to comment on.

**Figure 4.12: Proportion of jobs within pay band that are staffed by female employees**

Pay Band	% Female					Total staff 2025
	2021	2025	2023	2024	2025	
£20,000 - £29,999	<5	<5	<5	<5	<5	2
£30,000 - £39,999	<5	<5	<5	70%	<5	4
£40,000 - £49,999	60%	61%	63%	82%	79%	82
£50,000 - £59,999	56%	61%	65%	77%	79%	73
£60,000 - £69,999	60%	67%	69%	62%	66%	56
£70,000 - £79,999	<5	<5	<5	<5	78%	23
£80,000 - £89,999	<5	<5	<5	<5	<5	13
£90,000 - £99,999	<5	<5	<5	<5	<5	0
£100,000+	<5	<5	<5	<5	53%	17

## 5. Conclusion

### 5.1 Summary of Results

Since 2024:

- The ethnicity median and mean pay gaps have both increased
- The disability median and mean pay gaps have both decreased.
- The gender median and mean pay gaps have both increased.

All three of MOPAC's overall pay gaps remain in single figures and remain less than the London median – ethnicity 28.2%, gender 13% and disability 16%.

MOPAC has had a net increase of 12 staff since 2024. However, we are still a relatively small organisation, meaning that small changes in the profile of the organisation can cause disproportionate swing in the pay gap results.

A key action during our 2024 pay gap reporting exercise was to improve declaration rates for both ethnicity and disability, which has been achieved. This means we have greater confidence in the data available to analyse in the 2025 pay gap reporting exercise.

In order to understand these results and changes further we have undertaken deeper analysis of starters and leavers across grades and characteristics. This work has informed the commentary throughout the report and where relevant is also set out below.

MOPAC will continue to focus attention and activity on narrowing pay gaps, it is recognised through this analysis that this aim is likely to be achieved over a longer timeframe due to workforce size and profile, i.e. predominantly female, with lower spine points for new starters.

### 5.2 Ethnicity

We are encouraged by the increase in ethnicity declarations which provide a truer picture of our workforce. So, whilst we acknowledge the median ethnicity pay gap has increased slightly from 0% to 3.3%, we now have a more accurate workforce profile to work with.

In considering starters in 24/25 it can be seen similar proportions across most grades are achieved however in the senior grades this is less proportionate. MOPAC took on more new staff with non-white characteristic than left the organisation. However, leavers were on spine points 2-5 within the respective grades and replaced with staff appointed at spine point 1 which would also have an impact on the pay gap in the relevant grades as well as overall.

MOPAC will continue to focus on increasing declarations on ethnicity so our understanding can be as accurate as possible. We will examine the ethnicity categories to look at any outliers and areas to explore further. In addition, we will track internal promotion and further consider our recruitment and selection approach to ensure all activity is supporting a diverse workforce at all levels.

### 5.3 Disability

2025 has seen a significant increase in declaration rate to 60% from 28% in 2024. This reflects MOPAC's focussed action to encourage staff to complete their declarations. It may also signify greater confidence from staff in declaring a disability.

It is positive that both the median and mean disability pay gaps have reduced since 2024 however it is accepted that the earlier years' very small declaration levels do not provide accurate comparators.

The number of leavers and starters declaring a disability has been equal in this year. In this regard the movement of the pay gap is attributable to the greater and more accurate declarations.

We will continue to encourage and support staff to make a declaration on the disability characteristic and continue to encourage colleagues with a disability to discuss their needs with line managers to ensure appropriate workplace adjustments are in place and all are supported to thrive at MOPAC.

### 5.4 Gender

MOPAC has historically employed more females than males. In 2025, 82% of new staff employed were female.

The median gender pay gap has fluctuated since we began reporting in 2018 from -7.09% through to 9.5%. Over the same period of time, the mean gender pay gap was -9.24% in 2018 and was 9.6% in 2025. This may be explained by the high number of female employees joining the organisation and starting at the first spinal point in our pay band system. 67.5% of the female new hires in 2024/25 started on the first spine point.

Our gender pay gap is the widest of the characteristics reported on. So, whilst MOPAC comprises 74% females in 2025, they are paid less on average than males.

Further examination of the starter activity shows that 82% of hires were female with a proportionate split across the middle grades. There is however a more even distribution of male and female staff at higher grades which has impacted the pay gap levels overall. This paired with higher volumes of females overall has further contributed to the widening of the pay gap. Over time as females progress up the spine points in greater numbers this pay gap will decrease. Proportionate progression to higher grades will be monitored with relevant actions to support this ambition.

There was a higher proportion of female leavers at the higher grades as compared to males in this year. When taking into account the predominantly female workforce the remaining males, who by length of service were on the higher pay spine points, this added to the impact on the pay gap results.

The workforce profile and increasing of female representation at higher grades shows improvement, however as with ethnicity and disability it will be useful to undertake deeper analysis and tracking of internal promotion as part of the action emanating from these analyses. In addition, with the

high representation of males in the workforce it is likely that the pay gap will narrow as female staff ascend spine points in their grade, although of course representation at various grades will be tracked.

It is also of note that MOPAC has a small male workforce. Whilst specific positive action in this regard to overall male hire is not assessed as necessary, we note the intersectional position of few non-white men across the workforce and at senior levels. We will consider how our recruitment and selection approach can ensure males and particularly non-white males are better represented across all levels of the workforce.

### **5.5 Action Plan**

This annual exercise is critical for MOPAC, enabling us to understand the pay gaps which exist across the organisation in the three reported characteristics. As described, this leads to a deeper exploration of the reasons for the gaps which in turn helps us consider activities and interventions to reduce and where possible eliminate these gaps. This is one element of our wider objectives and efforts to become an organisation which represents London's diversity at all levels and enables all employees to thrive in an inclusive environment.

MOPAC sets out its commitment and activities to advance inclusion in our EDI Strategy and People Strategy. In 2025/26, we will examine the impact of our EDI Strategy to consider and set objectives for the next iteration of EDI activities as part of our People Strategy. This gap analysis enables us in advance to set out the following action plan which will then be incorporated into the revised strategy.



### MOPAC Pay Gap Action Plan 2025/26

Theme	Pay Gap Impact / Insights	Goal	Activity	Activity by
Understanding our workforce	Disability declaration Ethnicity declaration	Increase declarations: <ul style="list-style-type: none"> <li>Disability &gt;85%</li> <li>Ethnicity &gt; 95%</li> </ul>	Run MOPAC wide declaration campaign: <i>'Say You, Be You'</i> (Building upon the 24/25 activities)	March 2026
Representative workforce	Representation of new hires to the organisation. 82% of new hires were female. 31% were Black, Asian and Minority Ethnic 17% of the workforce declared a disability.	Improve Ethnicity representation: <ul style="list-style-type: none"> <li>Higher grades (3 and above)</li> <li>Male /Black and Minority Ethnic</li> </ul> Improved Gender representation across all grades	Add analysis of new starters' salaries, and progression by characteristic into quarterly reporting, enabling greater insight.  Bespoke training for internal recruitment panel members as part of wider inclusive recruitment approaches.  Work with GLA Group EDI leads to identify potential panel members across the group.  In alignment with GLA Group set stretch targets against senior representation specific to MOPAC and track progress against these.  Liaise with GLA Group collaboration EDI and Talent working groups to participate in cross organisation approaches.	October 2026  March 2026  January 2026  December 2025  April 26 onwards
Inclusive culture	Overall Workforce	Developing cultural competency of the workforce	Launch of EDI learning framework. Review of staff network offer.	March 2026 March 2026
Inclusive culture	Disabled staff representation accuracy	Increase Disability awareness and improved experience for disabled staff.	Launch of revised workplace adjustment policy process and passport with appropriate assurance measures built-in leading to increased declaration and appropriate support	September 2025

Inclusive culture	Continued improvement and understanding of workforce and data.	Understand impact of EDI Strategy 2021-2025	Evaluation of the strategy and development of new strategy for 2026-2029 including Full Engagement Staff Survey, Staff Networks, EDI Maturity Matrix, and Focus Groups	May 2026
		Increase in cultural competency with focus on senior management of the organisation	Continued engagement with the further development of the Mayor's Diversity Standard via GLA Collaboration including assessment of MOPAC against this.	May 2026