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

March 2025

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Executive Summary

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

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

- ethnicity pay gap
- gender pay gap

Whilst OPDC is a small organisation with fewer than 250 employees and are not legally required to report on ethnicity, disability, gender, and pay, we are proud to support the Mayor's commitment to transparency and inclusion.

Specific areas that we were unable to report on this year

We follow the redaction policy where applicable, this prevents us from disclosing detailed information to avoid compromising confidentiality of individuals. Reporting on ethnicity and gender will be excluded where fewer than five individuals are represented within a reporting category.

Despite these constraints we remain committed to addressing pay gaps across ethnicity, disability, and gender, and where possible we will make every effort to ensure that future reports can provide more detailed analysis across all demographics.

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

Disability - We are unable to report on any disability pay gaps as we had a declaration rate of 49 of which fewer than 5 employees have declared that they have a disability.

Intersectional Analysis - We have not analysed and included intersectional analysis in this report due to the limited size of our dataset, which comprises of only 78 employees. Within this small group, the distribution of data across various demographic categories is insufficient to support meaningful conclusions.

Key Highlights

1. Over the years, our reporting has consistently reflected a positive trend. As our organisation continues to grow and evolve, we are seeing sustained improvements in our mean and median gender pay gaps, as well as our median ethnicity pay gap. This encouraging trend reflects our ongoing commitment to pay parity

2. We have seen a positive uplift in declaration rates, reflecting growing employee confidence in sharing personal data. However, there is further work to do to increase declaration rates

3. OPDC's gender pay gap results show we are performing ahead of both national and regional averages, reflecting our commitment to fairness and inclusion

4. As a small organisation, even modest changes in our workforce composition can have a disproportionate positive or negative impact

The table below summarises the pay gap data and highlights the changes in the last year regarding two protected characteristics; race and gender.

	Median Pay Gap (2024)	Median Pay Gap (2025)	Median Pay Gap (percentage point change)	Mean Pay Gap (2024)	Mean Pay Gap (2025)	Mean Pay Gap (percentage point change
Ethnicity	9.17%	2.52%	-6.65	6.34%	16.93%	10.59
Gender	1.96%	0.00%	-1.96	15.05%	2.70%	-12.35

Ethnicity

The ethnicity pay gap analysis is based on a declaration rate of 85%.

The key findings are as follows:

- Our median ethnicity pay gap has narrowed, driven by long serving leavers from a White background on higher spinal points within salary bands, including at the top of their respective grades.
- The mean ethnicity pay gap has widened since last year. The increase is due to changes in the composition of the workforce, particularly an increase of new hires from a White background at a senior level, raising the average pay for White employees.
- The overall national and London pay gaps come from the Annual Population Survey (APS).*[1]* Because of the declining sample of the APS, and increased uncertainty since 2020, 2020-22 estimates should be used with caution. The Office for National Statistics (ONS) does not report mean ethnicity pay gaps, nor a combined Black, Asian and Minority Ethnic pay gap. In 2022, the UK median ethnicity pay gap between White workers and Asian or Asian British workers was -3.3 per cent. For Black, African, Caribbean or Black British workers the gap was 5.7 per cent; for Mixed or Multiple ethnic group workers, -7.2 per cent; and for Other ethnic group workers, -4.5 per cent.
London's ethnicity pay gaps are far higher than those nationally. This is at least partly because London has a much larger proportion of Black, Asian and Minority Ethnic employees among its workforce than the rest of the country. London wages also tend to be higher than elsewhere. Our ethnicity pay gaps are below London average. In 2022, London's median ethnicity pay gap between White workers and Asian or Asian British workers was 12.3 per cent. For Black, African, Caribbean, or Black British workers it was 29.9 per cent; for Mixed or Multiple ethnic group workers, 16.8 per cent; and for Other ethnic group workers, 19.9 per cent[1].

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

Gender

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

The key findings are as follows:

- We are proud to report that the median gender pay gap now stands at 0.00%, reflecting true pay equity.
- The mean gender pay gap has narrowed significantly to 2.70% marking continued progress towards greater pay equity.
- OPDC compares favourably with 2024 gender pay gap figures. Nationally, the **median gap** was **13.1%** and the **mean** was **13.8%**. In London, the **median** stood at **14.9%**, with a **mean** of **20.7%**[2]. We will continue to focus on this important work through targeted interventions outlined in the action plan.

Next steps

Eliminating our pay gaps is a key objective for OPDC. We will continue to build on the work that is making a difference to our pay gaps specifically ensuring that: our recruitment is inclusive, and our new starter cohorts at all levels reflect London's population.

The action plan attached to this report highlights the new actions we will take and those we are already undertaking, in light of current data, to support our continued improvement.

[2] ONS, Gender pay gap in the UK: 2024, 29 October 2024

1 Introduction

1.1 Background and Supplementary Data

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

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

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

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

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

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

1.2 Methodology

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

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

The pay gap is calculated using the formula below, in accordance with government guidance[3].

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

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[3] Government Equalities Office, Gender pay gap reporting: guidance for employers, 27 February 2023

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

1.3   Date of Reporting

As a public sector body, the snapshot date for gender pay gap data collection is 31 March each year. For consistency, the ethnicity and disability pay gap data are also collected on this date. This report is therefore based on our pay gaps on 31 March 2025.

1.4   Disclosure Rates

On 31 March 2025, we had 78 employees. The number of employees included in the pay gap reporting exercise were as follows:

- ethnicity pay gap – 67 (disclosure rate – 85.9%) *To note, when excluding 'Prefer Not to Say' responses, the disclosure rate is 75.6%, representing staff included in the OPDC Pay Gap analysis.
- disability pay gap – 49 (disclosure rate – 62.8%)
- gender pay gap –   78 (disclosure rate – 100%)

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

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

1.5   Data Collection

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

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

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

2 Ethnicity Pay Gap

2.1 Overall

In this report, we compare the overall ethnicity pay gap between Black, Asian and Minority Ethnic employees and White employees taken as a whole. The White group includes White British, White Irish and White Other.

The table below highlights a positive shift in our ethnicity pay gap figures in 2025, reflecting progress in workforce representation, when compared to the figures reported in 2017.

	2017	2025
Median Ethnicity Pay Gap	37.52%	2.52%
Mean Ethnicity Pay Gap	31.51%	16.93%

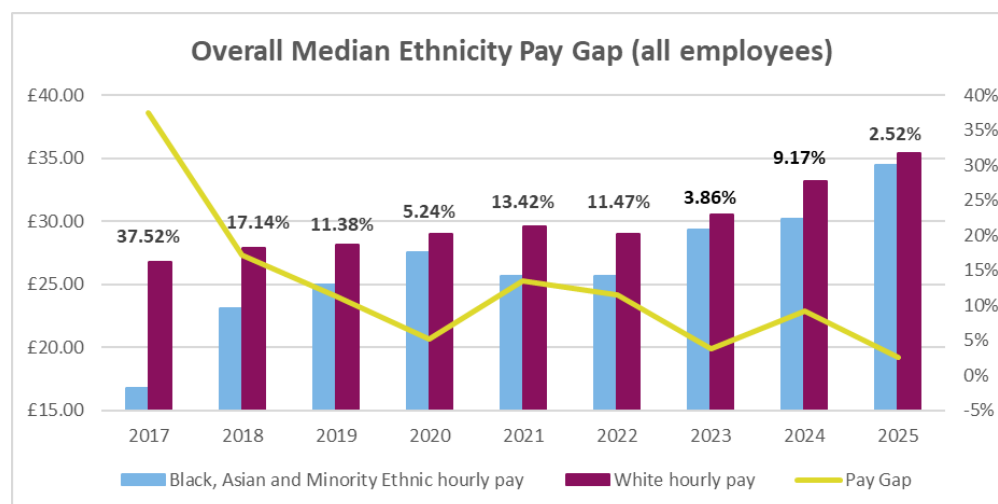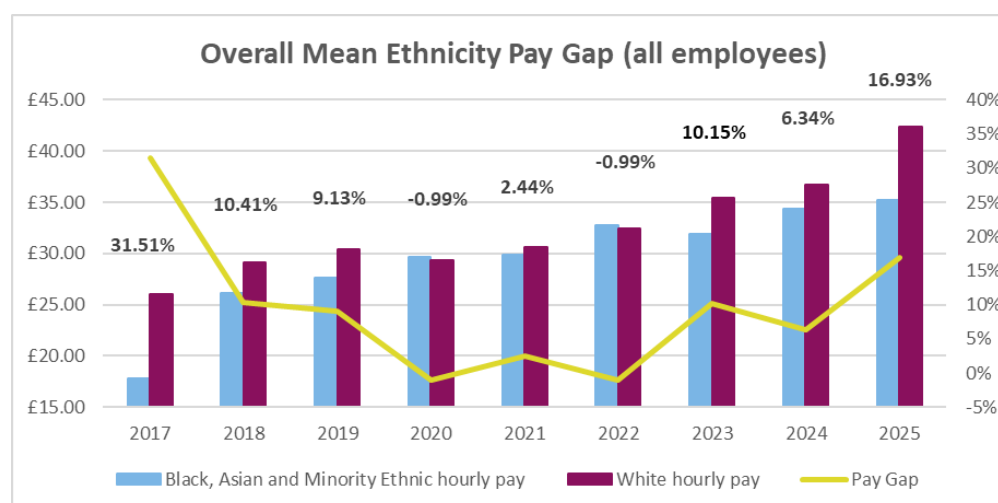**Figure 2.1: Overall Median Ethnicity Pay Gap**

Figure 2.2: Overall Mean Ethnicity Pay Gap

2.2 Earnings Quartile

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

This year (31 March 2025) we were unable to analyse the mean and median upper middle, and upper quartiles as there were <5 employees from a Black, Asian, Minority Ethnic background in accordance with the redaction policy.

The analysis by quartile shows that there is a pay advantage for employees from a Black, Asian and Minority Ethnic background across the median and mean lower middle quartile and a pay disadvantage for employees from a Black, Asian and Minority Ethnic background across the mean and median lower quartile (see Fig 2.3 and 2.4). The pay disadvantage is due to new joiners starting lower on the pay scale, while existing staff are higher up, which can widen the gap.

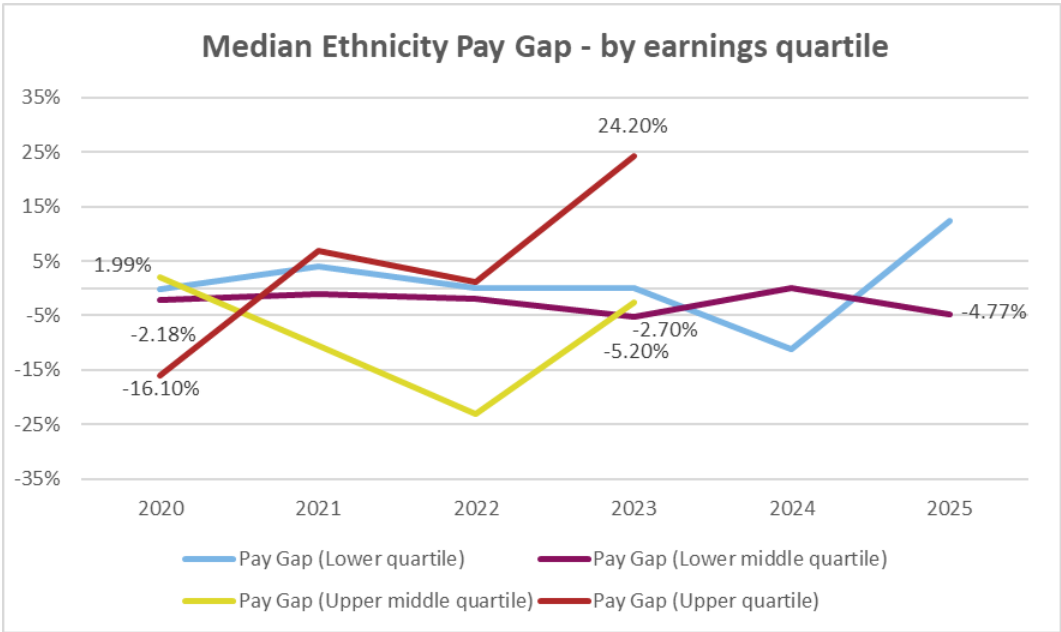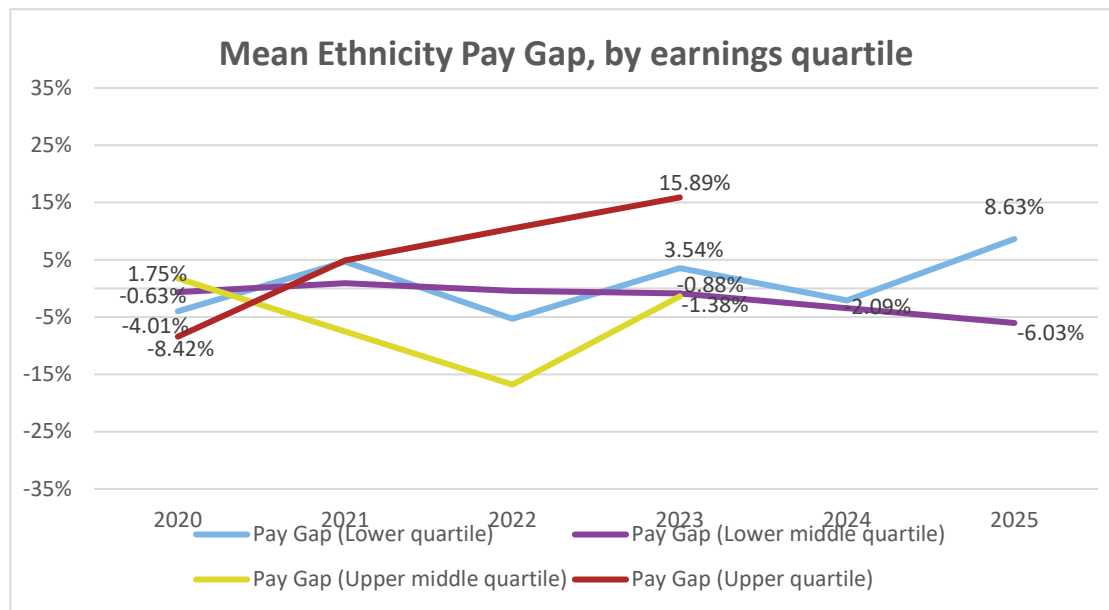**Figure 2.3: Overall Median Ethnicity Pay Gap by Quartile**

Figure 2.4: Overall Mean Ethnicity Pay Gap by Quartile

We were unable to provide information on the ethnicity pay gap for the lower middle quartile in 2024. The value presented for 2024 is the mid-point between 2023 and 2025. We were unable to present pay gaps in the upper middle quartile, and upper quartile.

2.3 Workforce Composition

Table 2.1: Workforce Composition – Ethnicity

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Black. Asian, Minority Ethnic	5	10	11	16	16	11	16	16	19
White	20	25	26	25	27	27	31	35	40
Total (declared)	25	35	37	41	43	38	47	51	59
% Black, Asian, Minority Ethnic (declared)	20.0%	28.6%	29.7%	39.0%	37.2%	28.9%	34.0%	31.4%	32.2%
Unknown	4	0	2	1	3	0	4	15	19
Total (all employees)	29	35	39	42	46	38	51	66	78
Disclosure rate	86.2%	100.0%	94.9%	97.6%	93.5%	100.0%	92.2%	77.3%	*75.6%
% Black, Asian, Minority Ethnic (all employees)	17.2%	28.6%	28.2%	38.1%	34.8%	28.9%	31.4%	24.2%	24.4%

3 Gender Pay Gap

3.1 Overall

On 31 March 2025, we had a median pay gap of 0.00% and a mean pay gap of 2.70% (see Figures 3.1 and 3.2).

The table below highlights a positive shift in our gender pay gap figures. In 2025, we are proud to have achieved a balanced median gender pay gap, reflecting our sustained commitment to equity and inclusion across our workforce. This marks a significant improvement from 2017.

	2017	2025
Median Gender Pay Gap	-20.66%	0.00%
Mean Gender Pay Gap	-10.66%	2.70%

Figure 3.1: Overall Median Gender Pay Gap
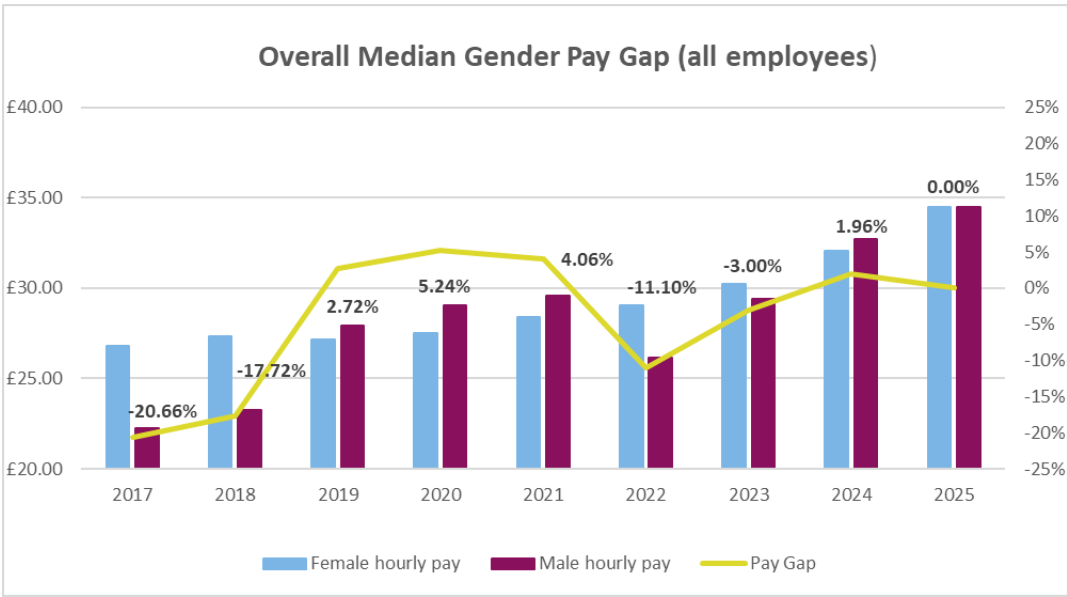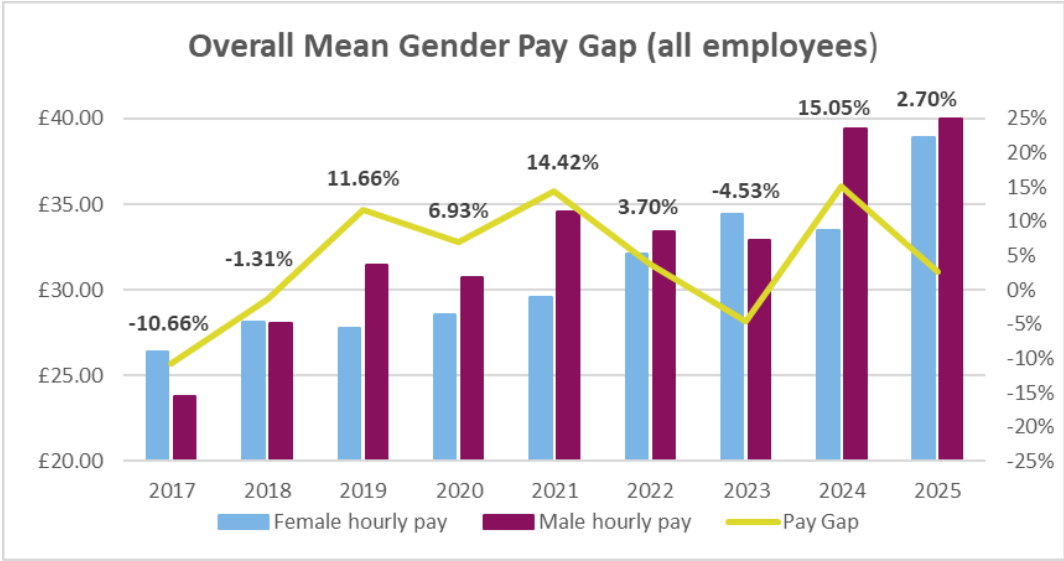
Figure 3.2: Overall Mean Gender Pay Gap

Overall Mean Gender Pay Gap (all employees)

3.2 Earnings Quartile

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

Females are earning more across the mean lower quartiles and median lower and upper quartiles, whilst men have a pay advantage across the mean and median lower middle, upper middle quartiles and mean upper quartile.

The largest pay gaps are across the mean and median upper quartiles due to turnover and new hires. As a small organisation, minor changes can have a disproportionate effect on our data. The small sample sizes within each quartile amplify this impact, making the results volatile, as demonstrated by the fluctuations shown in the graphs.

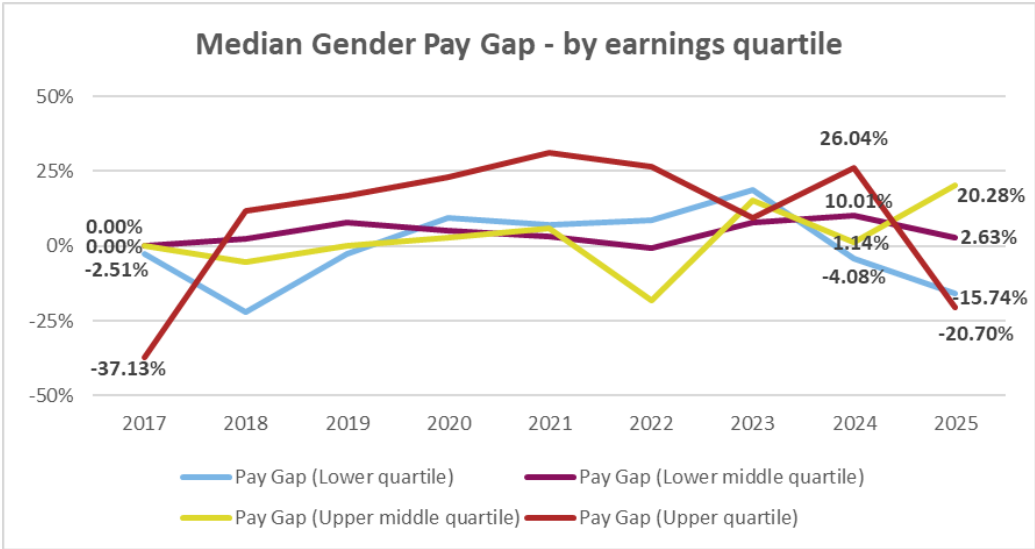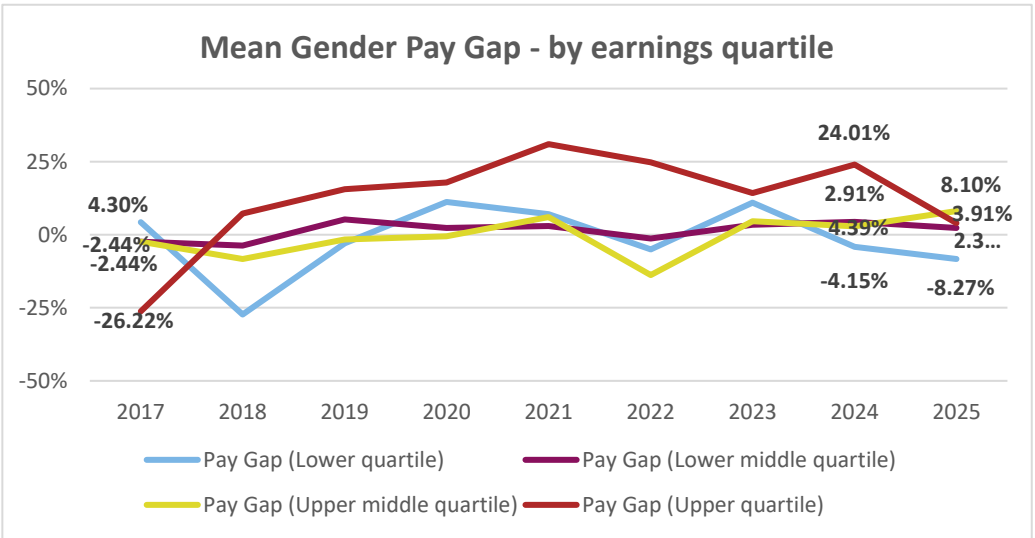**Figure 3.3: Median Gender Pay Gap, by earnings quartile**

Median Gender Pay Gap - by earnings quartile

Figure 3.4: Mean Gender Pay Gap, by earnings quartile

Mean Gender Pay Gap - by earnings quartile

3.3   Workforce Composition – Gender

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

Table 3.3: Workforce Composition – Gender

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Female	17	20	24	30	31	25	34	42	45
Male	22	15	15	12	15	13	17	24	33
Total	39	35	39	42	46	38	51	66	78
% Female	58.6%	57.1%	61.5%	71.4%	67.39%	65.8%	66.7%	66.66%	57.7%

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

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

	Pay Band	2017	2018	2019	2020	2021	2022	2023	2024	2025
No of Female employees by salary	<£20,000	1	0	0	0	0	0	0	0	0
Female	£20,000 to £29,999	0	0	1	1	1	0	0	0	<5
Female	£30,000 to £39,999	4	6	5	6	7	4	4	<5	<5
Female	£40,000 to £49,999	3	3	6	9	7	7	7	<5	5
Female	£50,000 to £59,999	6	5	5	6	8	4	9	<5	<5
Female	£60,000 to £69,999	1	1	1	0	0	0	2	10	15
Female	£70,000 to £79,999	0	4	5	5	4	7	7	<5	<5
Female	£80,000 to £89,999	1	0	0	2	1	0	1	<5	<5
Female	£90,000 to £99,999	0	0	1	1	1	1	1	<5	6
Female	>£100,000	1	1	0	0	2	2	3	<5	<5

4   Conclusion

4.1   Ethnicity

We are pleased to see a 6.65 percentage point reduction in our median ethnicity pay gap, reflecting progress in our commitment to greater equity. The mean pay gap has widened by 10.59 percentage points due to changes in the composition of the workforce, particularly an increase of new senior hires from a White background.

As a small organisation, individual recruitment decisions can significantly influence our pay gap data. Accurate and comprehensive reporting is essential to understanding our workforce and shaping effective action. While declaration rates have significantly improved, we remain focused on enhancing reporting levels to strengthen our insights.

Through the targeted interventions outlined in our action plan, we will continue working to narrow the ethnicity pay gap and build a more inclusive and equitable workplace.

4.2   Gender

Our gender pay gap is the narrowest among all pay gaps audited this year, and we are proud to report gender pay balance at the median. This reflects the positive impact of our ongoing commitment to equity. However, as a small organisation, minor changes can have a disproportionate impact on our data. The small sample sizes within each quartile amplifies this impact.

We remain focused on maintaining this positive balance by continuing to implement our action plan and addressing any remaining disparities through targeted initiatives and inclusive recruitment practices.

5   Pay Gap Reporting Action Plan

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

We will continue to build on our progress to date, including inclusive recruitment, embedding diverse and inclusive experiences, opinions and voices into everything that we do through our Board, our employees and our communities. We are confident that by demonstrating we are a diverse and inclusive organisation, we will attract and retain diverse talent.

This action plan should read alongside our [Equity, Diversity and Inclusion strategy](#) and our [Inclusive Insights Report](#).

Pay Gap Action Plan

Pay Gap	Insight(s) from Pay Gap 2025	Goal	Action (s)	Measure(s) of Success	Timeframe
Ethnicity **Disability**	Disclosure rate for ethnicity is 85.9% which is an improvement from 2024. We nearly hit the target of achieving 90% declaration rate. We recognise that a more comprehensive declaration would provide us with a clearer understanding of the organisation. We were unable to report on disability due to the less than 5 redaction policy. We suspect that there is under reporting in this area.	We will continue to improve disclosure rates for ethnicity and disability by delivering targeted awareness and education campaigns. Particular attention will be given to increasing disability disclosure, where current rates remain low.	**A1:** Continue educational briefing sessions/refreshers. **A2:** Continue to encourage new starters to update their diversity data in the MyHR Cloud system, with HR giving a step-by-step demonstration during the HR induction session.	Achieve 90% of employees declaring their ethnic background. Achieve 80% of employee declaring disability status.	April 2026 April 2026

Ethnicity **Gender** **Disability**	Analysis indicates ethnicity pay gaps.	Continue to monitor workforce diversity against London's working-age population.	**A3:** Continue to report on ethnicity, disability, and gender pay gaps.	Implement tangible actions arising from the pay gap analysis.	Ongoing
	Disability data remains inconclusive due to small numbers, and potential underreporting.	Ensure all managers undertake disability training.	**A4:** All managers to complete the Disability Equality Training.	Managers will have a better understanding of disability, equipping them to manage more inclusively.	April 2026
	Ongoing workforce data evaluation is essential to inform meaningful interventions and foster a more diverse, equitable and inclusive workplace.	Provide Neurodiversity training to all employees.	**A5:** Implement Neurodiversity training.	Increased awareness and reduced stigma around neurodiverse conditions among all employees.	July 2025
Ethnicity **Gender** **Disability**	Pay Gaps identified for ethnicity.	Reduce mean ethnicity and gender pay gaps. Become a leading inclusive employer that attracts and retains	**A6:** Include positive action statements in job adverts to attract women and candidates from a Black, Asian and Minority Ethnic background.	Ensure equal representation in senior roles (Grade 12+) by achieving a balanced workforce that is 50% female and 50% from Black, Asian and Minority Ethnic	Ongoing

		diverse, high-calibre candidates.	A7: Continue advertising roles through specialist Black, Asian and Minority Ethnic recruitment agencies to ensure diverse shortlists.	backgrounds across the organisation.	Ongoing
			A8: Maintain the name blind recruitment practices.		Ongoing
			A9: Promote flexible working in recruitment campaigns.		Ongoing
			A10: Continue to ensure interview panels are gender and ethnically diverse, trained in best practice recruitment, including countering discrimination and unconscious bias.		Ongoing
			A11: Enhance the visibility of internal vacancies to promote internal progression via the new GLA Talent portal.		Ongoing
		Achieve Disability Confident Level 2 status	A12: Promote Level 2 status in recruitment materials and advertise all roles on Evenbreak.	Increase in applications and appointments from disabled candidates	Ongoing
			A13: Retain employees with a disability by fostering an		(submission of the Disability Confident self-assessment by 31 March 2026)

			inclusive workplace culture, providing tailored support and adjustments, and ensuring equitable career development opportunities.	Achieve 80% disability declaration rate to enable accurate tracking of retention and leaver trends among disabled employees.	Ongoing