

## Gender pay audit: Mayor's Office for Policing and Crime - March 2019 data

### About the audit

The Mayor's manifesto contained a commitment to publish a gender pay audit for the Greater London Authority (GLA) and its functional bodies with a requirement that work is undertaken to narrow any gaps. The Mayor sees this as necessary in order to address any inequalities so that male and female employees receive the same pay for the same work. Additionally, in 2017 the Equality Act (Gender Pay Gap Information) Regulations came into force. Public bodies with over 250 staff or more are now required to report on their gender pay gap by 31 March 2019. This is MOPAC's fourth published audit.

This analysis has been conducted based on salaries as at 31<sup>st</sup> March 2019. At that point MOPAC employed 135 staff counted in this report.

### Overall Gender Pay Gap Summary

Of the 135 staff counted in this report, 59.26% were female and 40.74% male. The small size of the organisation makes it susceptible to disproportionately large swings in its results for all workforce data analysis. However, fluctuations in this report have showed a consistent theme of a higher proportion of women in the organisation, and a pay gap differential towards women for the mean and slightly towards men for the median.

For 2019, the median pay gap is **2.18%** (compared with -7.09% in 2018), demonstrating a change from a positive differential towards women to a small differential towards men (which was the case in 2017). The overall mean pay gap stands at **-5.40%** with women decreasing their positive pay differential over men by 4.02% (-9.42% in 2018).

The national median gender pay gap for all workers is reported as 17.9% and the mean gender pay gap is 17.0%. MOPAC outcomes compare favourably to the national picture, however given that MOPAC is a London based organisation it is appropriate to identify how it performs against the London picture. The median gender pay gap for London is 16.7% and the mean figure is 21.4%. The national and London data are derived from the 2018 Annual Survey of Hours and Earnings (ASHE) report.

The MOPAC gender pay gap figures are driven by the positive representation of women within the senior management team, a trend which compares positively to other public and private sector organisations and in the field of policing and crime and local government. **Tables 2 and 3**

show that in the upper quartile pay range there is a pay gap of –25.18% (mean) and –22.38% (median). The mean figures are close to zero for the lower middle quartile with a small gap towards men for the lower and towards women for the upper middle quartile (6.13% and –3.68% respectively). The median figures are close to zero for the lower, lower middle and upper middle quartiles.

**Tables 4 and 5** show that in the pay grade with the greatest number of staff (Grade 6: 43 staff) there is a gender pay gap of 1.31% on the mean and -1.64% on the median calculation. The greatest pay gap is now at grade 7 (as opposed to the higher grade 4 for 2018) where the mean pay gap is 3.79% and median 12.79% (both for full-time salaries). This grouping consists of 15 members of staff, which is split approximately 40% male and 60% female yet has a pay gap differential towards men.

The proportion of men and women who received bonuses in the organisation is 16.36% and 12.5% respectively and the mean and median pay gap is 0.00%. However, the only bonus payment award by MOPAC is a 5-year service award which is set at £300. Honoraria payments were included in this calculation for the 2018 report but are now subsumed within the salary figures instead.

All staff posts (except Director and Chief Executive Officer roles which are a spot salary) are evaluated using the Hay evaluation scheme, to ensure the salary for posts are graded equitably, without regard to the post holder but the requirements of the role. In this way MOPAC is assured that it pays equal pay for work of equal value regardless of gender.

Each grade has 5 spinal pay points with automatic pay progression each year. Any requests for a starting salary higher than the bottom of the scale are approved at an internal pay committee to ensure consistency.

**Table 1: Overall gender pay gap all staff**

The quartile data has been calculated in accordance with the methodology as set out in the Mandatory Gender Pay Gap Reporting – Public Sector Employers Government Consultation document. It recommends that *“Employers will need to calculate their quartile data by dividing the workforce into four equal sized groups. These four groups will be separated according to the hourly pay rate, starting from lowest paid to the highest paid. This approach has been adopted in preference to calculating quartiles by dividing the overall pay distribution into four equal proportions.”*

<b>Overall Median Pay Gap</b>		<b>Overall Mean Pay Gap</b>		
Median Hourly Pay (all staff)		Mean Hourly Pay (all staff)		Staff numbers
Female	£26.93	Female	£30.59	80
Male	£27.53	Male	£29.02	55
Pay Gap	2.18%	Pay Gap	-5.40%	135

*The national median gender pay gap for all workers is reported as 17.9% and the mean gender pay gap is 17.0%.*

*The median gender pay gap for London is 16.7% and the mean figure is 21.4%. The national and London data are derived from the 2018 Annual Survey of Hours and Earnings (ASHE) report.*

**Table 2: Mean Hourly Pay**

	<b>Female Hourly rate</b>	<b>Male Hourly rate</b>	<b>Pay Gap</b>	<b>% Female</b>
lower quartile	20.05	21.36	6.13%	62%
lower middle quartile	24.92	24.62	-1.22%	59%
upper middle quartile	30.13	29.06	-3.68%	62%
upper quartile	49.72	39.72	-25.18%	55%

**Table 3: Median Hourly Pay**

	<b>Female Hourly rate</b>	<b>Male Hourly rate</b>	<b>Pay Gap</b>	<b>% Female</b>
lower quartile	21.58	21.82	1.10%	62%
lower middle quartile	24.92	24.92	0.00%	59%
upper middle quartile	30.07	29.44	-2.14%	62%
upper quartile	44.18	36.1	-22.38%	55%

**Table 4: Grade Summary – Mean Hourly Pay\***

<b>Grade</b>	<b>Female Hourly rate</b>	<b>Male Hourly rate</b>	<b>Pay Gap</b>	<b>% Female</b>
Grade 2	£ 43.01	£ 43.00	-0.02%	29%
Grade 3	£ 37.02	£ 36.34	-1.87%	44%
Grade 4	£ 32.54	£ 33.60	3.15%	64%
Grade 5	£ 28.08	£ 28.50	1.47%	57%
Grade 6	£ 23.43	£ 23.74	1.31%	53%
Grade 7	£ 19.81	£ 20.59	3.79%	60%

**Table 5: Grade Summary Median Hourly Pay\***

<b>Grade</b>	<b>Female Hourly rate</b>	<b>Male Hourly rate</b>	<b>Pay Gap</b>	<b>% Female</b>
Grade 2	£ 43.01	£ 42.94	-0.16%	29%
Grade 3	£ 36.31	£ 36.10	-0.58%	44%
Grade 4	£ 32.38	£ 34.16	5.21%	64%
Grade 5	£ 28.44	£ 28.19	-0.89%	57%
Grade 6	£ 23.32	£ 23.71	1.64%	53%
Grade 7	£ 18.55	£ 21.27	12.79%	60%

*\*Grades 1, 8, and Spot Salaries have not been included as there is no comparable data.*

**Table 6: £10,000 Salary bands Summary<sup>1</sup>**

Table 6 identifies the distribution of salaries for males and females in bands of £10,000 up to £100k, which mirrors the information published in the Mayor's Annual Report. Staff earning more than £100k are shown within one group.

<b>Pay Band</b>	<b>Female</b>	<b>Male</b>
<£20,000	0%	0%
£20,000 to £29,999	100%	0%
£30,000 to £39,999	63%	38%
£40,000 to £49,999	57%	43%
£50,000 to £59,999	63%	37%
£60,000 to £69,999	47%	53%
£70,000 to £79,999	33%	67%
£80,000 to £89,999	43%	57%
£90,000 to £99,999	0%	0%
>£100,000	89%	11%
<b>Total</b>	<b>59%</b>	<b>41%</b>

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<sup>1</sup> Note that these figures have been rounded to whole numbers so may not add up to 100%

### Table 7: Salary Breakdowns

The table below shows the data broken down into equally sized salary groupings, not related to the MOPAC's pay and grading structure. Whilst not necessary for gender pay gap reporting it provides an illustration of the gender distribution of the staffing population across the salary groupings.

This shows the percentages of the overall numbers of male, female, and total employees that fall within each group.

	<b>Group 1</b>	<b>Group 2</b>	<b>Group 3</b>	<b>Group 4</b>
	<i>£20,354 - £53,141</i>	<i>£53,141 - £85,927</i>	<i>£85,927 - £118,714</i>	<i>£118,714 - £151,500</i>
<b>Male</b>	58%	40%	2%	0%
<b>Female</b>	54%	36%	6%	4%
<b>Totals</b>	56%	38%	4%	2%

**Table 8: Bonus payments – mean summary and pay gap**

The mean and median gender pay gap for bonus payments is 0.00%. The proportion of men who received bonuses is 16.36%, the proportion of women who received bonuses is 12.50%. However, the only bonus payment paid by MOPAC is a 5-year service award, which is set at £300.

Honorarium payments, which were included in these figures for 2018, are now subsumed within the main salary figures.

Mean Hourly Pay					
	Female		Male		Pay Gap
	Annual payment	No	Annual payment	No	
Bonus payments	£300.00	10	£300.00	9	0.00%

**Table 9: Bonus payments –median summary and pay gap**

Median Hourly Pay					
	Female		Male		Pay Gap
	Annual payment	No	Annual payment	No	
Bonus payments	£300.00	10	£300.00	9	0.00%

## ACTION PLAN

The gender pay gap report identifies no current significant gender related pay gap in MOPAC. However, given the small number of employees (135), relatively small changes in the workforce could lead to significant changes in the gender pay gap outcomes in any one year.

As a result, our action plan focuses on monitoring trends and identifying areas of risk and promoting diversity and inclusion for all staff. MOPAC will continue to engage with the GLA and wider GLA Group on adopting good practice identified within the family of organisations.

The actions below mirror those in the previous report. Since then, significant progress has been made against this and the wider MOPAC D&I Strategy, driven by our senior D&I Champion, active staff working group and MOPAC Womens' Network. This includes embedding unconscious bias training, more regular workforce data analysis, and activities to widen diversity in recruitment.

Action	Explanation
<p>1. MOPAC will undertake bi-annual analysis on workforce diversity data. This will include:</p> <ul style="list-style-type: none"> <li>a. Starting salaries for men and women</li> <li>b. Allowances, honoraria, and pay protection</li> <li>c. Staff survey results</li> <li>d. Recruitment data</li> </ul> <p>This analysis will be discussed at the Diversity and Inclusion staff working group which is led by the Director champion for diversity and inclusion, and the MOPAC Women's network.</p>	<p>MOPAC recognises that the gender pay gap is a useful data set to explore diversity and inclusion, but that it does not tell the whole story.</p> <p>As such MOPAC aims to explore further the detail of the demographics of the organisation to identify trends and areas for improvement, and ensure we are monitoring policies such as honorariums and starting salaries in order to mitigate the risk of an increase in the gender pay gap.</p> <p>This data also feeds into our work on widening diversity in recruitment, which currently focusses on BAME representation (see ethnicity pay gap reports).</p>
<p>2. Mandatory training for MOPAC managers and all staff will continue on the subject of unconscious bias in the performance of their roles.</p>	<p>This training focuses on MOPAC's objectives regarding a diverse and inclusive workforce which has a significant underpinning impact on pay equality. 73% of staff have now completed this training and it is a core part of induction. Training is refreshed annually via e-learning and in a recent staff survey 55% reported 'strongly agree or agree' to feeling the personal benefit of the training, and 49% feeling the benefit as an organisation.</p>

<p>3. Continue to engage fully with the GLA and all members of the wider GLA group to identify, share and implement good policy practice in relation to gender pay and diversity and inclusion</p>	<p>MOPAC is highly engaged in cross-GLA HR collaboration through involvement in working groups, participating in GLA networks, using shared HR systems such as iTrent and ATS Engage, and direct contact between the MOPAC Head of HR and the GLA HR team. This enables us to identify policy actions and good practice that MOPAC can participate in.</p>
<p>4. PCS, the Diversity and Inclusion Working Group and the MOPAC Womens' Network have been consulted on the content of this action plan and will discuss the outcomes following its publications at formal meetings.</p>	<p>The MOPAC People Strategy, which includes our D&amp;I Strategy is a led by staff via Partnership with the PCS (recognised trade union), staff working groups and diversity networks and a regular pulse survey. Their involvement is vital to ensuring staff voice is heard by senior management.</p>
<p>5. The MOPAC Women's Network will continue to take an inclusive approach to promoting gender equality and development for all staff.</p>	<p>The MOPAC Women's network aims to support women in MOPAC in operating in a predominately male-dominated field of work and recognises and shares the benefits of working in an organisation where there is positive female representation and senior role models.</p> <p>The approach that the Women's network has taken is one of inclusivity to all staff, offering development and networking opportunities for all staff and engaging all parties in the conversation around gender equality. Entry to the Women's network is not dependent on gender.</p>