

Gender pay gap reporting – March 2018

Background

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 to address any inequalities so that male and female employees receive the same pay for the same work. In addition, 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 2018. This is MOPAC's third published audit, the previous year's results having been issued in July 2016.

All staff posts (except Director and Chief Executive Officer roles which are a spot salary on the Directors pay band) 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.

This analysis has been conducted based on salaries as at 31st March 2018. At that point MOPAC employed 113 staff counted in this report; these staff are employed on a permanent and fixed-term basis. Of this total 55.75% were female and 44.25% male. The small size of the organisation makes it susceptible to disproportionately large swings in its results, however overall there have only been small fluctuations since 2016.

The overall mean gender pay gap figure stands at **-9.42%** and the median **-7.09%** with women slightly increasing their positive pay differential over men when compared with previous years.

The national mean gender pay gap is 17.4% for all workers and the median is 18.4%. 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, where the median is 16.8% and the mean is 22%. The national and London data are derived from the 2017 Annual Survey of Hours and Earnings (ASHE) report.

The MOPAC gender pay gap figures are driven by the significant representation of women within the senior management team, a trend which positively compares to other public and private sector organisations and the field of policing and crime and local government. In the upper quartile pay range there is a pay gap of -20.39% (mean) and -24.96% (median). This is a reduction of around 10% compared with 2017. The mean figures are close to zero for the lower middle quartile with a small gap for the lower and upper middle quartile (5.34 and 6.02% respectively). The median figures are close to zero for the lower, lower middle and upper middle quartiles.

The greatest mean pay gap for women is in the fixed-salary range (as opposed to Grade 4 for 2017), where the pay gap mean average is 9.87% for full time salaries. Fixed-salaries do not fall within a Grade; these are fixed-rates not linked to defined spinal column points within the MOPAC's grading structure. This grouping consists of 9 staff, 66.66% male and 33.33% female. The greatest median pay gap is also at the fixed-salary range, where it is 12.53%.

In the pay grade with the largest number of staff Grade 6 (33 staff) there is a gender pay gap of -0.22% on the mean and 1.21% on the median calculation.

The proportion of men and women who received bonuses in the organisation (which include out of hours' allowances, on call allowances, secondment allowances, salary protection, pension allowances, honoraria and recognition payments) was 26% and 9.5% respectively and there was a mean hourly pay gap of 11.72% and a median hourly pay gap of -3.35%, which has reduced significantly compared with 2017. MOPAC employees are not typically paid allowances such as on call with the majority of such bonus payments being paid as honoraria and recognition payments ("Acting Up"). These figures were not included in last year's report so changes year on year are not reported.

At the time of writing, a significant amount of work has been undertaken around diversity and inclusion since the end of March 2018, including the development of a diversity and inclusion strategy, unconscious bias training and the set-up of a staff working group on diversity and inclusion. In addition, as of 29 October 2018, 23 new starters have joined MOPAC. This outcome of this will not be represented in this data.

Methodology

For the purposes of this report all calculations are in accordance with the [Government Guidance](#).

The following formula is used to calculate the pay gap:

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

where A is the mean/median hourly rate of pay for relevant male staff; and,
where B is the mean/median hourly rate of pay for relevant female staff.

Overall Gender Pay Gap Summary

The overall mean gender pay gap figure stands at **-9.42%** and the median **-7.09%** with women slightly increasing their positive pay differential over men when compared with previous years.

The national mean gender pay gap is 17.4% for all workers and the median is 18.4%. 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, where the median is 16.8% and the mean is 22%¹.

Table 1: Overall gender pay gap (all staff), March 2018

Overall Median Pay Gap		Overall Mean Pay Gap		
Median Hourly Pay (all staff)		Mean Hourly Pay (all staff)		Staff Numbers
Female	£27.91	Female	£31.59	63
Male	£26.06	Male	£28.87	50
Pay Gap	-7.09%	Pay Gap	-9.42%	113

¹ The national and London data are derived from the 2017 Annual Survey of Hours and Earnings (ASHE) report this being the most recent survey for comparative purposes.

Quartile Summary

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.*

There is a negative mean pay gap in the lower middle quartile (-0.6%) and upper quartile (20.39%) which suggests that women are earning more at the lower-middle level and at the higher level.

Table 2: Quartile Mean Hourly Pay, March 2018

Mean Hourly Pay				
	Female	Male		
	Hourly rate	Hourly rate	Pay Gap	% Female
lower quartile	£20.90	£22.08	5.34%	52%
lower middle quartile	£25.02	£24.87	-0.60%	50%
upper middle quartile	£28.57	£30.40	6.02%	61%
upper quartile	£49.47	£41.09	-20.39%	61%

Table 3: Quartile Median Hourly Pay, March 2018

Median Hourly Pay				
	Female	Male		
	Hourly rate	Hourly rate	Pay Gap	% Female
lower quartile	£21.39	£21.42	0.14%	52%

lower middle quartile	£24.43	£24.89	1.85%	50%
upper middle quartile	£28.86	£28.86	0.00%	61%
upper quartile	£49.42	£39.55	-24.96%	61%

Grade Summary

The table below shows an analysis of gender pay in relation to its grading structure in order to provide a more in-depth look at the distribution of pay across the organisation. This includes grades as well as spot salaries and fixed-salaries. Director and Chief Executive Officer roles are on a spot salary on the Directors pay band. Fixed-salaries are salaries that do not fall within a Grade; these are fixed-rates not linked to define spinal column points within the MOPAC's grading structure.

The data shows that the greatest mean pay gap for women is now in the fixed-salary range (as opposed to Grade 4 for 2017), where the pay gap mean average is 9.87% for full time salaries.

The minimum pay for male is in Grade 7 with £20.03 and the maximum pay for male is in Spot with £61.88. The minimum pay for female is in Grade 7 with £17.49 and the maximum pay for female is in Spot with £64.31.

Table 4: Mean hourly pay by grade, March 2018

Mean Hourly Pay				
	Female	Male	Pay Gap	% Female
Grade	Hourly rate	Hourly rate		
Grade 2	£40.90	£45.23	9.57%	25%
Grade 3	£35.99	£35.59	-1.12%	43%
Grade 4	£33.66	£33.56	-0.30%	50%
Grade 5	£27.90	£27.77	-0.47%	52%
Grade 6	£23.22	£23.17	-0.22%	52%
Grade 7	£19.49	£20.03	2.70%	58%
Fixed Salary	£29.49	£32.72	9.87%	67%
Spot	£64.31	£61.88	-3.93%	88%

Grades 1 and 8 have not been included as there is no comparable data.

Table 5: Median Hourly Pay by Grade, March 2018

Median Hourly Pay				
	Female	Male	Pay Gap	% Female
Grade	Hourly rate	Hourly rate		
Grade 2	£40.90	£44.62	8.34%	25%
Grade 3	£34.98	£34.38	-1.75%	43%
Grade 4	£33.49	£33.49	0.00%	50%
Grade 5	£28.13	£28.69	1.95%	52%
Grade 6	£22.93	£23.21	1.21%	52%
Grade 7	£19.30	£20.85	7.43%	59%
Fixed Salary	£29.18	£33.36	12.53%	67%
Spot	£ 62.31	£ 61.88	-0.69%	88%

Grades 1 and 8 have not been included as there is no comparable data.

£10,000 Salary bands Summary

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.

Table 6: £10,000 Salary Bands Summary

No of staff by salary		
Pay Band	Female	Male
<£20,000	0%	0%
£20,000 to £29,999	0%	0%
£30,000 to £39,999	62%	38%
£40,000 to £49,999	48%	52%
£50,000 to £59,999	67%	33%
£60,000 to £69,999	47%	53%
£70,000 to £79,999	40%	60%
£80,000 to £89,999	0%	100%
£90,000 to £99,999	100%	0%
>£100,000	88%	12%
Total	56%	44%

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.

Table 7: Salary distribution by gender, March 2018

	Group 1	Group 2	Group 3	Group 4
	<i>£29,885-£61,847</i>	<i>£61,847-£91,731</i>	<i>£91,731-£121,616</i>	<i>£121,616-£151,500</i>
% Male	44%	58%	14%	0%
% Female	56%	42%	86%	100%

Bonus Payments (Honoraria, Acting Allowances and Pay Protection)

19 staff in the MOPAC received additional payments on top of their basic salary. 6 (32%) of these were women. Payments in this category include out of hours' allowances, on call allowances, secondment allowances, salary protection, pension allowances, honoraria and recognition payments.

The mean gender pay gap bonus is 11.72%, the median gender pay gap bonus is -3.35%, a significant reduction when compared to 2017 (22.91% and 38.79% respectively). The proportion of men who received bonuses in the organisation is 26%, the proportion of women who received bonuses in the organisation is 9.5%.

The minimum additional payment under these arrangements for a man was £85.09 and the maximum was £10,458.38. The minimum additional payment under these arrangements for a woman was £625.34 and the maximum was £9,355.54.

A new process for approving honorariums has been implemented to improve consistency. All honorariums are now approved by a pay committee consisting of the Chief Executive, Directors and the Head of HR.

Table 8: Mean additional payments pay gap, March 2018

Mean Hourly Pay					
	Female		Male		Pay Gap
	Annual payment	No	Annual payment	No	
Bonus payments	£ 2,476.23	6	£ 2,805.10	13	11.72%

Table 9: Median additional payments pay gap, March 2018

Median Hourly Pay					
	Female		Male		Pay Gap
	Annual payment	No	Annual payment	No	
Bonus payments	£ 1,271.25	6	£ 1,230.00	13	-3.35%

ACTION PLAN

The gender pay gap report identifies no current significant gender related pay gap in MOPAC. 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.

Where a gap has been identified in the Audit the numbers of staff involved are small; this highlights a specific issue for MOPAC given the number of employees (c113) relatively small changes in the workforce could lead to significant changes in the gender pay gap outcomes in any one year.

The first four actions mirror those in the previous report. Since then, significant progress has been made, particularly since the end of March 2018 such as unconscious bias training, developing a diversity and inclusion strategy, and the set-up of a diversity and inclusion staff working group. During this period 23 new members of staff have joined (as at 29 October 2018), hence the data may not represent the level of activity that has been undertaken around inclusion.

The fifth (and new) action relates to the set-up of a Women's network in MOPAC, which focuses on an inclusive approach to gender equality and development for all staff, whilst recognising the unique challenges that women have in operating in a traditionally male-dominated field such as criminal justice and policing.

Action	Explanation
<p>1. MOPAC will undertake an annual analysis of diversity data on 31 July each year for the previous 12 months. This will include:</p> <ul style="list-style-type: none">a. Starting salaries for men and women employed and promoted by MOPAC for the previous 12 monthsb. Allowances, honoraria, and pay protectionc. Staff survey resultsd. Recruitment data <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>2. As at 29 October 2018, 58% of staff have completed mandatory face-to-face unconscious bias training. This will continue with annual refreshers as part of our Diversity and Inclusion Strategy.</p>	<p>Our in-house training is focussed on MOPAC's objectives regarding a diverse and inclusive workforce for all staff. Managers are developing a awareness of how unconscious bias could impact on them when they are making decisions that affect people and pay.</p>
<p>3. Good practice and organisational learning; MOPAC recognises the value of participating with the GLA and all members of the wider GLA group to identify, share and implement good policy practice in relation to gender pay</p>	<p>Participating in GLA networks, using shared HR systems such as iTrent and ATS Engage, and through direct contact between the MOPAC Head of HR and the GLA HR Director identifying policy actions and good practice MOPAC can participate in.</p> <p>Maintaining an active role in the GLA Group diversity forum using the Diversity and Inclusion Standard to drive continuous improvement.</p>
<p>4. The annual gender pay audit will be an agenda item on the MOPAC Partnership meeting following its publication.</p>	<p>The Partnership meeting is MOPAC's regular consultation meeting with its recognised Trade Union - the PCS. The discussion will enable staff representatives to comment directly to senior management on the findings and actions.</p>
<p>5. The newly-created 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>