

## **Old Oak and Park Royal Development Corporation Pay Gap report: 31 March 2021**

### **Executive Summary**

At OPDC we are committed to creating a diverse and inclusive workforce that reflects the diversity profile of London. We are committed to creating a workplace where everyone can feel comfortable with being their true authentic selves. Publishing our Pay Gap report supports this aim. This report informs the current position as at 31 March 2021 of our Gender, Ethnicity and Disability pay gap reporting.

We are a small organisation (headcount less than 250), and there is no legal requirement for the OPDC to report on gender, ethnicity, disability and pay. However, we welcome the Mayors' commitment that all functional bodies regardless of size will report on gender, ethnicity, disability and pay. It is important to note that due to the size of the organisation, very small changes in staffing numbers can have a significant impact upon the percentages and overall findings of the audit.

This report covers overall mean and median gender, ethnicity and disability pay gaps.

Salaries at the OPDC are determined through a job evaluation scheme (Hay) that evaluates the job and not the post holder, and the organisation pays the same salary to jobs that are of an equal weight. The scheme does not make reference to gender or any other personal characteristics of existing or potential job holders.

### **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.

As a public sector body, the snapshot date for the data collection was 31 March 2021. The data does not include OPDC Board Member and Committee Member appointment.

## Gender Pay Gap Audit

The Old Oak and Park Royal Development Corporation (OPDC) is committed to building a workforce that is truly reflective of London's diverse population. We are serious about celebrating diversity and challenging all forms of inequality, and the publishing of the Gender Pay Gap report supports this ambition.

The purpose of the gender pay gap audit is to explore the extent of disparities of gender and pay, and to look at ways to mitigate these.

The data contained in this report represents the gender pay gap data for the OPDC as at 31 March 2021. During this reporting period there were 46 employees on a permanent or fixed term contract in the OPDC all of whom are counted for gender pay gap reporting purposes. Of the 46 members of staff included in the data below, 31 (67%) are women and 15 (32%) are men. We are pleased to report that a number of women hold senior roles within the organisation which is reflected by 70% of women that are members of the Senior Management Team.

## Overall Gender Pay Gap Summary

At 31 March 2021, the OPDC had a mean pay gap of **14.42%** (2020: 6.93%) and a median pay gap of **4.06 %** (2020: 5.24%). This is an increase of 7.49% of the mean pay gap and a slight decrease of 1.18% of the median pay gap. The male population has grown by 25% and the female population has a small increase of 3%. The OPDC figures continue to compare favourably to both the London and National figures\*. However, we do acknowledge there is still work to do to address the pay gap. We will do all that we can to ensure that we address any gender pay gap in our business through targeted initiatives and our recruitment processes.

***\*The national median gender pay gap for all workers is reported as 15.5%. The median gender pay gap for London is 14.1%. The national and London data are derived from the 2020 Annual Survey of Hours and Earnings (ASHE) report.***

**Table 1: Overall gender pay gap (for all staff), March 2021**

	Overall Median Pay Gap		Overall Mean Pay Gap	
	Median Hourly Pay (all staff)		Mean Hourly Pay (all staff)	Staff numbers
<b>Female</b>	£28.40	<b>Female</b>	£29.58	31
<b>Male</b>	£29.60	<b>Male</b>	£34.56	15
<b>Pay Gap</b>	4.06%	<b>Pay Gap</b>	14.42%	46

**Table 2: Overall gender pay gap (for all staff), March 2020**

	Overall Median Pay Gap		Overall Mean Pay Gap	
	Median Hourly Pay (all staff)		Mean Hourly Pay (all staff)	Staff numbers
<b>Female</b>	£27.50	<b>Female</b>	£28.59	30
<b>Male</b>	£29.02	<b>Male</b>	£30.72	12
<b>Pay Gap</b>	5.24%	<b>Pay Gap</b>	6.93%	42

## Quartile Summary

The quartile data has been calculated in accordance with the methodology as set out in the regulations 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*”.

There is a pay advantage for men across all of the mean/median quartile figures. The biggest pay gap is at the upper quartile figures. The figures suggest that men are earning slightly more across the quartiles, but this is more apparent at the upper quartile level. That being said there are more women represented across the organisation. Where we have identified pay gaps this is due to male members of staff having longer length of service, and male staff receiving higher levels of pay at the upper quartile level.

**Table 3: Quartile Mean Hourly Pay, March 2021**

Mean Hourly Pay					
	Female		Male		Pay Gap
	Hourly rate	No	Hourly rate	No	
lower quartile	£19.06	9	£20.56	3	7%
lower middle quartile	£24.85	7	£25.67	4	3%
upper middle quartile	£29.62	7	£31.49	5	6%
upper quartile	£45.52	8	£65.53	3	31%

**Table 4: Quartile Mean Hourly Pay, March 2020**

Mean Hourly Pay					
	Female		Male		Pay Gap
	Hourly rate	No	Hourly rate	No	
lower quartile	£17.58	8	£19.80	3	11.21%
lower middle quartile	£24.81	9	£25.40	1	2.32%
upper middle quartile	£30.04	5	£29.87	6	-0.57%
upper quartile	£42.95	8	£52.31	2	17.89%

Table 5: Quartile Median Hourly Pay, March 2021

Median Hourly Pay					
	Female		Male		Pay Gap
	Hourly rate	No	Hourly rate	No	
lower quartile	£19.33	9	£19.82	3	2%
lower middle quartile	£24.17	7	£25.72	1	6%
upper middle quartile	£29.60	7	£30.80	6	4%
upper quartile	£42.15	8	£58.18	2	28%

**Table 6: Quartile Median Hourly Pay, March 2020**

Median Hourly Pay					
	Female		Male		Pay Gap
	Hourly rate	No	Hourly rate	No	
lower quartile	£17.60	8	£19.43	3	9.42%
lower middle quartile	£24.10	9	£25.40	1	5.12%
upper middle quartile	£30.00	5	£29.21	6	-2.70%
upper quartile	£40.26	8	£52.31	2	23.04%

### Grade Summary

The OPDC has chosen not to analyse and include pay in relation to its grading structure for the 2021 audit. This is because it is not possible to draw any meaningful conclusions from the statistical analysis of such small data sets.

### £10,000 Salary bands Summary

In addition, the OPDC is also publishing the distribution of salaries across female and male staff in £10k increments up to £100k with those earning more than £100k in one group. This broadly mirrors information published in the Mayor's Annual Report.

These tables contain information as at 31 March 2021 and **do not** include any of the OPDC Board and Committee Member appointments.

**Table 7: Distribution by gender in £10k increments, March 2021**

<b>No of staff by salary</b>			
<b>Pay Band</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
<£20,000	0	0	0
£20,000 to £29,999	1	0	1
£30,000 to £39,999	7	2	9
£40,000 to £49,999	7	5	12
£50,000 to £59,999	8	3	11
£60,000 to £69,999	0	2	2
£70,000 to £79,999	4	0	4
£80,000 to £89,999	1	0	1
£90,000 to £99,999	1	1	2
>£100,000	2	2	4
<b>Total</b>	<b>31</b>	<b>15</b>	<b>46</b>

**Table 8: Distribution by gender in £10k increments, March 2020**

<b>No of staff by salary</b>			
<b>Pay Band</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
<£20,000	0	0	0
£20,000 to £29,999	1	0	1
£30,000 to £39,999	6	3	9
£40,000 to £49,999	9	2	11
£50,000 to £59,999	6	5	11
£60,000 to £69,999	0	0	0
£70,000 to £79,999	5	0	5
£80,000 to £89,999	2	1	3

£90,000 to £99,999	1	1	2
>£100,000	0	0	0
<b>Total</b>	<b>30</b>	<b>12</b>	<b>42</b>

### Salary Breakdowns

The data is broken down into equally sized salary groupings. 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 9: Salary distribution by gender, March 2021**

	<b>Group 1</b>	<b>Group 2</b>	<b>Group 3</b>	<b>Group 4</b>	<b>Totals</b>
	£29,467 - £65,619	£65,618 - £101,769	£101,769 - £137,920	£137,920 - £171,074	
<b>Male</b>	11	2	1	1	15
<b>Female</b>	23	6	2	0	31
<b>Totals</b>	34	8	3	1	46

**Table 10: Salary distribution by gender, March 2020**



	<b>Group 1</b>	<b>Group 2</b>	<b>Group 3</b>	<b>Group 4</b>	<b>Totals</b>
	£20,354 - £44,497	£44,497 - £68,641	£68,641 - £92,784	£92,784 - £116,927	
<b>Male</b>	3	7	1	1	12
<b>Female</b>	12	10	7	1	30
<b>Totals</b>	15	17	8	2	42

## Ethnicity Pay Gap Audit

The Old Oak and Park Royal Development Corporation (OPDC) is committed to being an anti-racist organisation and we will take the necessary steps to tackle any form of structural and persistent inequality. We are serious about addressing all forms of inequality, and the publishing of the report supports this commitment. We are clear that to address areas of inequality, we will need to closely monitor and review our action plans.

This audit is published at a time where recent racially motivated events have shone a light on the discrimination and oppression that have been experienced by people from a black background. Therefore, and quite rightly so we will spend considerable energy and focus on Race Equity, and the focus will aim to address disproportionate and racial disparities.

The Mayor has led by example in publishing this data and is committed, not only to recognise pay inequality and seek to address it at the GLA and its functional bodies, but to encourage businesses in the capital to follow this lead. The Mayor's manifesto contained a commitment to publish a gender pay audit for the GLA and its functional bodies with a requirement that work is undertaken to narrow any gaps. This has now been extended to include ethnicity pay gaps. The Mayor sees this as necessary in order to address any inequalities in relation to the pay received by those in different ethnicities across the capital. The methodology for analysing pay gaps by ethnicity is new and more complex than analysing gender pay, but nonetheless this analysis will help to ensure that there is focus on ensuring there is equal pay for equal work in relation to both ethnicity and gender.

We are pleased to report that 43% of our Senior Management Team are from a Black, Asian and Ethnic Minority background. This is particularly encouraging as we are working in an industry that is not well represented in terms of ethnicity and women.

The Equality and Human Rights Commission express the ethnicity pay gap as follows: *“the pay gap is defined as the difference between the average hourly pay of ethnic minorities and White British people. When ethnic minorities are paid less, overall, than White British people they experience a pay gap. When they are paid more they experience a pay advantage. The pay gap is often expressed as a percentage difference between the pay of people from ethnic minorities and the pay of White British people, with the latter representing 100%”*

## Headline Ethnicity Pay Gap Summary

The headline ethnicity pay gap data for OPDC in table 1 is broken down into ethnicity groups;

- Black, Asian, Ethnic Minority (Black, Asian, Dual, Other)
- White

As at 31 March 2021, the total number of permanent members of staff including staff on a Fixed Term Contracts is 46, 37% are from a Black, Asian, Ethnic Minority background, and 63% from a White Background.

We are reliant on accurate reporting to be able to provide a credible narrative and make the correct assumptions. However, we did not have ethnicity information for 6% of the organisation. We make every effort to ensure all employees update their sensitive information on the HR system, but this is reliant on staff willingness to provide the information.

Overall the calculations show there is a mean pay gap of **-2.44%** (2020: -0.99%) and a median pay gap of **13.42%** (2020: 5.24%). This shows an increase from the March 2020 figures. This shift is due to recruitment to roles of staff that are not from a Black, Asian, and Ethnic Minority background.

The figures still demonstrate the improvement that has been made since our first ethnicity pay gap report on 31 March 2017 where the mean pay gap figure was 31.51% and the median figure was 37.52%. However, we are cognisant that we will need to need to maintain our focus and efforts on closing the pay gap.

**Table 1: Headline Ethnicity Pay Gap – White/Black, Asian, and Ethnic Minority, March 2021**

Headline Ethnicity Pay Gap - White/Black, Asian, and Ethnic Minority					
Ethnicity	No of staff	Mean	Median	Mean Pay Gap	Median Pay Gap
Black, Asian, and Ethnic Minority (Black, Asian, Dual, Other)	16	£29.84	£25.63	2.44%	13.42%
White	27	£30.58	£29.60		

**Table 2: Headline Ethnicity Pay Gap – White/Black, Asian, and Ethnic Minority March 2020**

Headline Ethnicity Pay Gap - White/Black, Asian, and Ethnic Minority					
Ethnicity	No of staff	Mean	Median	Mean Pay Gap	Median Pay Gap
Black, Asian, Ethnic Minority (Black, Asian, Dual, Other)	16	£ 29.65	£27.50	-0.99%	5.24%
White	25	£29.36	£ 29.02		

**Quartile Summary**

The next section looks at the ethnicity pay gap by 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 analysis by quartile shows that there is a pay advantage for staff from a white background across all of the mean and median quartiles, with the exception of the median lower quartile where there is a pay advantage for staff from a Black, Asian and Ethnic Minority background.

**Table 3: Quartile Mean hourly pay March 2021**

<b>Mean Hourly Pay</b>				
	<b>White</b>	<b>Black, Asian, and Ethnic Minority</b>	<b>Pay Gap</b>	<b>% Black, Asian, and Ethnic Minority</b>
	<b>Hourly rate</b>	<b>Hourly rate</b>		
lower quartile	£19.91	£18.97	4.69%	45%
lower middle quartile	£25.77	£25.53	0.92%	55%
upper middle quartile				
upper quartile	£48.23	£45.87	4.89%	45%

**Table 4: Quartile Mean hourly pay March 2020**

<b>Mean Hourly Pay</b>				
	<b>White</b>	<b>Black, Asian, Ethnic Minority</b>	<b>Pay Gap</b>	<b>% Black, Asian, and Ethnic Minority</b>
	<b>Hourly rate</b>	<b>Hourly rate</b>		
lower quartile	£18.21	£18.94	-4.01%	46%
lower middle quartile	£25.51	£25.67	-0.63%	40%
upper middle quartile	£30.2	£29.67	1.75%	30%
upper quartile	£43.36	£47.01	-8.42%	40%

**Table 5: Quartile Median Hourly pay March 2021**

<b>Median Hourly Pay</b>				
	<b>White</b>	<b>Black, Asian, and Ethnic Minority</b>	<b>Pay Gap</b>	<b>% Black, Asian, and Ethnic Minority</b>
	<b>Hourly rate</b>	<b>Hourly rate</b>		
lower quartile	£20.14	£19.33	4.01%	45%
lower middle quartile	£25.61	£25.63	-0.09%	55%
upper middle quartile				
upper quartile	£48.19	£44.89	6.86%	45%

**Table 6: Quartile Media Hourly pay March 2020**

<b>Median Hourly Pay</b>				
	<b>White</b>	<b>Black, Asian and Ethnic Minority</b>	<b>Pay Gap</b>	<b>% Black, Asian and Ethnic Minority</b>
	<b>Hourly rate</b>	<b>Hourly rate</b>		
lower quartile	£18.51	£18.49	-0.11%	46%
lower middle quartile	£24.78	£25.32	-2.18%	40%
upper middle quartile	£30.20	£29.60	1.99%	30%
upper quartile	£40.26	£46.74	-16.10%	40%

**Grade Summary**

The OPDC has chosen not to analyse and include pay in relation to its grading structure for the 2021 audit. This is because it is not possible to draw any meaningful conclusions from the statistical analysis of such small data sets.

### £10,000 Salary bands Summary

In addition, the OPDC is also publishing the distribution of salaries across female and male staff in £10k increments up to £100k with those earning more than £100k in one group. This broadly mirrors information published in the Mayor's Annual Report.

These tables contain information as at 31 March 2021 and **do not** include any of the OPDC Board and Committee Member appointments.

**Table 7: Distribution by ethnicity in £10k increments, March 2021**

No of staff by salary				
Pay Band	Black, Asian, and Ethnic Minority	White	Not Known	Total
<£20,000	0	0	0	<b>0</b>
£20,000 to £29,999	0	1	0	1
£30,000 to £39,999	5	3	1	9
£40,000 to £49,999	5	6	1	12
£50,000 to £59,999	1	10	0	11
£60,000 to £69,999	0	2	0	2
£70,000 to £79,999	2	2	0	4
£80,000 to £89,999	1	0	0	1
£90,000 to £99,999	1	1	0	2
>£100,000	1	2	1	4
<b>Total</b>	<b>16</b>	<b>27</b>	<b>3</b>	<b>46</b>

**Table 8: Distribution by ethnicity in £10k increments, March 2020**

<b>No of staff by salary</b>				
<b>Pay Band</b>	<b>Black, Asian, and Ethnic Minority</b>	<b>White</b>	<b>Not Known</b>	<b>Total</b>
<£20,000	0	1	0	<b>1</b>
£20,000 to £29,999	0	0	0	<b>0</b>
£30,000 to £39,999	4	3	1	<b>8</b>
£40,000 to £49,999	3	6	0	<b>9</b>
£50,000 to £59,999	5	8	0	<b>13</b>
£60,000 to £69,999	0	1	0	<b>1</b>
£70,000 to £79,999	1	4	0	<b>5</b>
£80,000 to £89,999	1	0	0	<b>1</b>
£90,000 to £99,999	1	1	0	<b>2</b>
>£100,000	1	1	0	<b>2</b>
<b>Total</b>	<b>16</b>	<b>25</b>	<b>1</b>	<b>42</b>

### **Disability Pay Gap Audit**

The Mayor's manifesto contained a commitment to publish a disability pay audit for the GLA Group with a mandate to narrow any pay gaps. This analysis has been conducted based on salaries as at 31 March 2021. We welcome this commitment, and this is OPDC's first Disability



Gap audit. At that point OPDC employed 46 members of staff including staff on Fixed Term contracts. 9% of staff did not declare their disability status, and as such the report is based on 42 members of staff that have made a declaration.

The disability pay gap describes the difference between the average hourly pay for non-disabled staff and the average hourly pay for disabled staff expressed as a percentage of non-disabled staff earnings. Gender, ethnicity and disability pay gap analyses tend to highlight the gender, ethnic and disability diversity at senior levels. Of the 42 members of staff that have made a declaration 5% declared themselves as being disabled.

The median disability pay gap is 26.41% and the mean disability pay gap is 33.78%. Due to small numbers of staff that have declared a disability, and in the interests of maintaining anonymity we have been unable to do any further analysis.

We suspect that there is under reporting with staff declaring a disability, and we will have to do more to address why staff may be reluctant to disclose a disability. Equally education is key in this area for staff to have a better understanding about why it is important for us to have an accurate picture of this information.

We are clear that there is much work to do to close the disability pay gap, and we are committed to putting actions in place to support this ambition.

#### Overall Disability Pay Gap Headline Figures – March 2021

	Overall Median Pay Gap		Overall Mean Pay Gap	
	Median Hourly Pay (all staff)		Mean Hourly Pay (all staff)	%
<b>Disabled</b>	£38.07	<b>Disabled</b>	£38.07	5%
<b>Not Disabled</b>	£30.04	<b>Not Disabled</b>	£28.46	95%
<b>Pay Gap</b>	-26.41%	<b>Pay Gap</b>	-33.78%	

#### OPDC Pay Gap – Action Plan

Our action plan has been developed to signal both internally and externally that we are committed to taking serious steps to address pay gaps at OPDC.

The OPDC are aligned to the GLA's terms and conditions of employment and where appropriate the OPDC will adopt the GLA's action plan to address gender, ethnicity, and disability pay gaps.

The Diversity and Inclusion Action Standard is a tool developed by the GLA Group which is a new approach to addressing organisational diversity and inclusion. The OPDC are committed to meeting the exemplary level against the standard by 2022.

In addition, to address the Gender, Ethnicity, and Disability Pay Gaps, the OPDC will take the following course of action outlined below:

<b>Recruitment</b>	
<b>Action</b>	<b>Owner</b>
<p><b>Name Blind application</b></p> <p>OPDC will continue to use the name blind recruitment process for all internal and external recruitment campaigns. The name blind application process is a positive effort to reduce any potential impact of unconscious bias at the shortlisting stage.</p>	HR & OD
<p><b>Unconscious Bias Script</b></p> <p>Continue to include an unconscious bias script/reminder in the interview pack for recruiting managers, to ensure unconscious bias (and how to minimise it) is front of mind.</p>	SMT/HR & OD/Staff Network Leads
<p><b>Diverse interview panels</b></p>	SMT

<p>We will continue to ensure that that all interview panels are gender and ethnically diverse, trained in best practice recruitment, including countering discrimination and unconscious bias.</p>	
<p><b>Specialist recruitment agencies</b></p> <p>We will engage with specialist Black, Asian and Ethnic Minority recruitment agencies where appropriate to achieve diverse shortlists of high calibre candidates from.</p> <p>We will also use specialist inclusive recruitment advertising agencies to place our adverts.</p>	<p>OPDC Race Equity Network Leads/ SMT</p>
<p><b>Guaranteed interview scheme</b></p> <p>We are committed to the employment and career development of disabled people. As part of this commitment, we operate a guaranteed interview scheme for disabled applicants who meet the minimum criteria for the role they have applied for.</p>	<p>HR &amp; OD</p>
<p><b>Building an inclusive workplace</b></p>	
<p><b>Action</b></p>	<p><b>Owner</b></p>
<p><b>Lived Experience Sessions</b></p> <p>At the OPDC we are creating an inclusive culture where all staff feel comfortable, and able to talk about diversity and inclusion in a safe space.</p> <p>We have started to run Lived Experience sessions at OPDC. Some of our Board Members have run sessions with staff, and the invitation to these sessions have been extended to colleagues within the GLA</p>	<p>HR &amp; OD</p>

<p>Group. These sessions will continue with external speakers that will come in and talk to our staff about their experiences.</p>	
<p><b>Safe spaces</b></p> <p>We will create safe spaces, and structures where conversations can take place and our black colleagues are able to speak up and be heard.</p>	<p>HR &amp; OD</p>
<p><b>Induction process</b></p> <p>Our induction process will be developed to show case and promote diversity and inclusion and the importance in the workplace.</p> <p>This will also include sign posting staff to our Staff Networks, our Equality, Diversity and Inclusion strategy, and mandatory diversity and inclusion training.</p>	<p>HR &amp; OD</p>
<p><b>Learning and Development</b></p> <p>We are committed to developing an effective learning and development programme that includes diversity and inclusion training for staff. The diversity and inclusion training will support us with truly creating an inclusive workplace and behavioural change. This will include learning opportunities for staff to increase awareness of disability and support teams to remove barriers.</p> <p>OPDC are members of Future London Leaders. Future London Leaders are doing excellent work on race and diversity which includes their Emerging Talent programme, mentoring opportunities, and other diversity and inclusion specific training and development.</p> <p>We will ensure that the learning opportunities that they offer are included in our learning and development offer for staff.</p>	<p>HR &amp; OD</p>

<p><b>Mentoring scheme</b></p> <p>We will develop a mentoring scheme to support with the career development of our staff. The scheme will support staff with protected characteristics to prepare for promotional opportunities.</p>	<p>HR &amp; OD</p>
<p><b>Disability Confident Employer</b></p> <p>We have signed up as a Disability Confident Employer, level 1. We will assess ourselves to progress to level 2, as a Disability Confident Employer.</p>	<p>HR &amp; OD</p>
<p><b>Data Transparency</b></p>	
<p><b>Action</b></p>	<p><b>Owner</b></p>
<p>OPDC will continue to analyse and publish transparent, clear and detailed workforce information including information on the gender pay gap, ethnicity pay gap and disability pay gap.</p>	<p>HR &amp; OD</p>
<p>We will support a culture of disclosure where staff will feel comfortable about disclosing protected characteristics. This will support us with being able to collect the necessary data to accurately report on pay gaps.</p> <p>We will run a campaign to encourage staff to update their diversity data on our HR systems. We will outline why we need this information, how it will be protected and what it will be used for.</p>	<p>HR &amp; OD</p>