

MAYOR OF LONDON

GLA Workforce Report

Workforce data report for the year ending 31 March 2023



LONDONASSEMBLY

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Legend

Code	Directorate
AS	Assembly Secretariat
CO	Chief Officer Directorate
C&S	Communities and Skills
GG	Good Growth
H&L	Housing and Land
MO	Mayor's Office
Res	Resources
S&C	Strategy and Communications
C&I	Communities and Intelligence (pre-2020)
DEE	Development Environment and Enterprise (pre-2020)
Res & CMgt	Resources and Corporate Management team (pre-2020)

Data sources

References to the working-age population of London (aged 16-64) are taken from: ONS Annual Population Survey 2021

Ethnic group	% of working-age population
White	60.2%
Black, Asian and Minority Ethnic	39.8%
Mixed/multiple ethnic groups	3.7%
Asian/Asian British	19.5%
Black/African/Caribbean/Black British	11.1%
Other ethnic group	5.5%

Gender	% of working-age population
Male	50.5%
Female	49.5%

Disability	% of working-age population
Disabled	17%

Senior Staff refers to staff earning £70,000 or over – grade 12 and above

Guidance notes

Shared Services

As part of the HR Shared Services project, in October 2022 internal reporting systems were migrated from iTrent and London Fire Brigade to the SAP system used by TfL. Due to differences between the systems and structures of the dataset, and without a data map for iTrent, this migration has caused challenges with producing historical metrics.

As a result, comparisons with previous years should be treated as advisory and an indication of the changing picture of the GLA workforce. SAP is also a more comprehensive system that integrates finance and HR reporting. This means it is essential that reporting hierarchies are right, as this impacts several other functions in a way that wasn't the case with iTrent. This may result in small variances in numbers e.g. which directorates people sit in) compared with previous reports.

Work is ongoing to standardise reporting procedures across the organisations under the remit of the Mayor of London, and in consideration of industry standards.

Redacted data

In order to safeguard against data disclosure and protect the anonymity of GLA staff, some demographic data on protected characteristics has been redacted from the report. Reported figures relating to cases where staff have disclosed protected characteristic data with counts of less than five are replaced with a "u". To reduce the number of redactions, where appropriate, some categories have been grouped.

Headcount

This section provides an overview of the GLA's headcount – i.e. our employees, who are occupying posts in our establishment.

This means that the information in this section is sometimes shown in terms of the count of our number of employees as well as, or instead of, by FTE.

GLA headcount overview

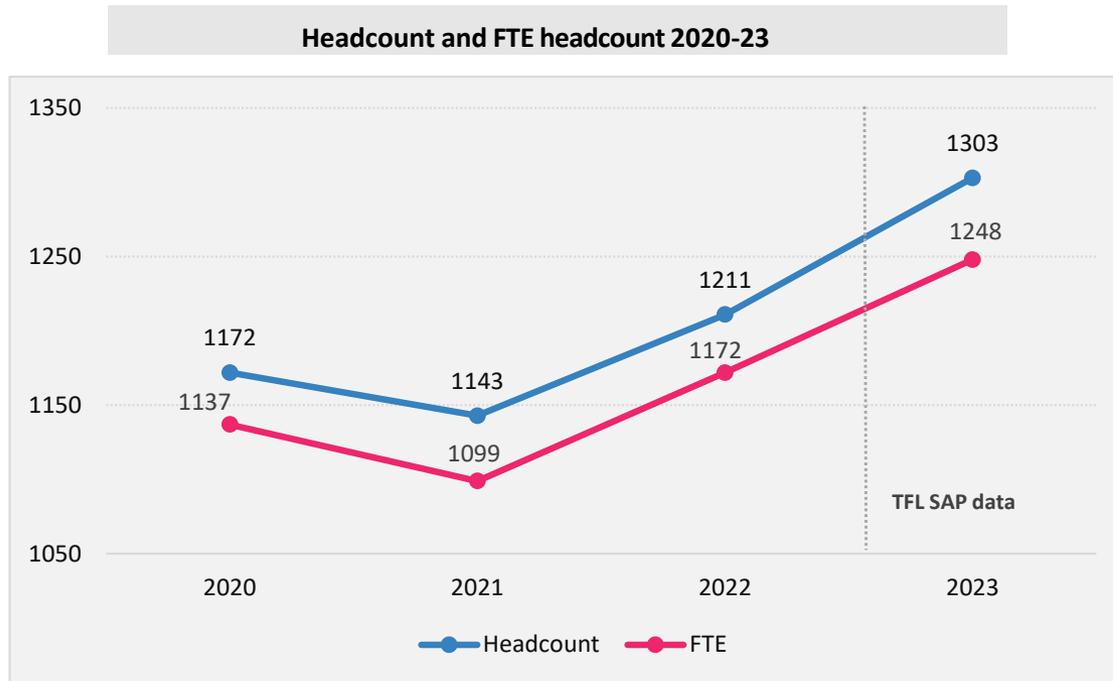
Within the GLA we use the following definitions when reporting on and describing our workforce:

Posts – a post is a job or role that an individual is assigned to. Posts can be reported as actual numbers (a count of the total number of posts) or in full-time equivalent (FTE) terms. Posts may be fixed-term in nature (i.e. of limited duration) or permanent (i.e. they remain indefinitely on the establishment). They may also be occupied by an inward secondee from another organisation.

Headcount – headcount records the employees either as actual numbers (a count of the number of employees) or in FTE terms, reflecting the number of hours they work. An employee might be fixed-term (i.e. with a defined end date of their contract) or permanent (with no defined end date).

FTE – records the proportion of the standard full-time working week that a post is established for, or that the individual occupant works for. For example, a post required for only half of the standard working week would be 0.5 FTE.

The GLA headcount as at 31 March 2023 was 1,248 FTE (with a staff population of 1,303).



GLA establishment – agency workers as at 31 March 2023

There were 74.2 FTE agency workers in the GLA including those in the Assembly Secretariat on 31 March 2023. The actual headcount of agency workers on 31 March 2023 was 76, as shown in the table below.

Of these, 54% were covering established posts, i.e. providing cover directly for a post that is vacant and held on the establishment. 46% were not held against established posts, but have been brought in to deliver urgent and/or specialist work; we describe this group as ‘off-establishment’ in the table below. The numbers of agency workers in both the Mayor’s Office and the Assembly Secretariat are now higher than when reported in September 2022, with eight in March 2023 up from four in September 2022.

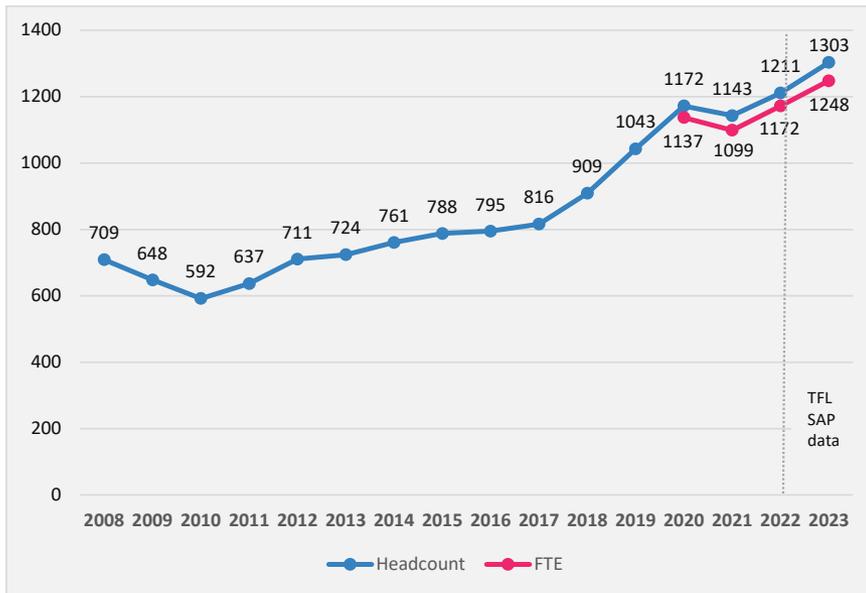
Number of agency staff (headcount) held against established posts or off establishment as at 31 March 2023

Directorate	Funded via established post	Not funded via staff establishment	Total (Headcount)	Total (FTE)	% held against established posts	% off establishment
Assembly Secretariat	3	2	5	5	60%	40%
Chief Officer	8	6	14	14	57%	43%
Communities and Skills	5	5	10	9.6	50%	50%
Good Growth	12	7	19	18.1	63%	37%
Housing and Land	0	1	1	1	0%	100%
Mayor's Office	1	2	3	2.5	33%	67%
Resources	4	2	6	6	67%	33%
Strategy and Communications	8	10	18	18	44%	56%
Total	41	35	76	74.2	54%	46%

Headcount

The chart below shows the headcount from March 2008 to March 2023. The total headcount (i.e. our number of employees) as at 31 March 2023 was 1,303. As at March 2022, reported headcount was 1,211, so an increase of 92 over the year. The figures exclude agency workers and inward secondees. Given the variability of working hours for staff (not all staff work full-time), the headcount FTE for March 2023 was 1,248 FTE, up from 1,172 FTE in March 2022 (an increase of 76 FTE).

GLA staff 2008-23¹



¹This data shows permanent and fixed-term employees only; it does not include agency staff, consultants or inward secondees.

Headcount – by directorate

The chart below shows the headcount by directorate from 2018 to 2023. This includes the directorates pre- and post the GLA organisation restructure in January 2020. The grey boxes relate to directorates not live in those years. For 2023 the Chief Officer has not been placed within a directorate. Throughout the report, in analysis by Directorate, CO refers to the Chief Officer Directorate.

Staffing profile by directorate 2018-23²

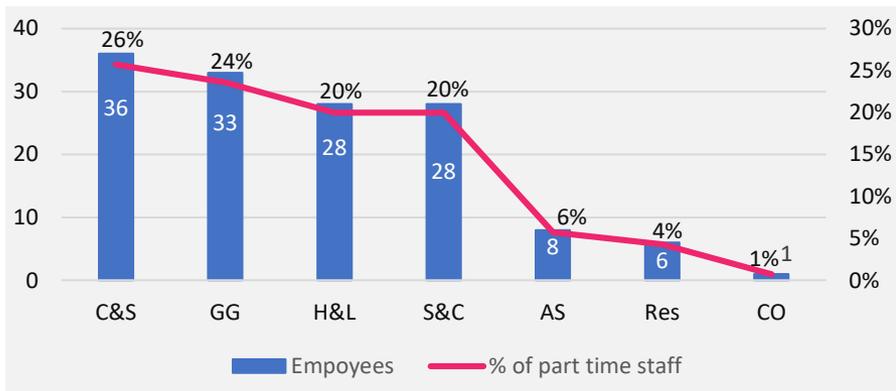
Directorate	Mar-18	Mar-19	Mar-20	Mar-21	Mar-22	Mar-23
Chief Officer						1
Assembly Secretariat	90	90	92	72	74	90
Chief Officer Directorate			160	43	56	41
Communities & Skills				192	214	263
Communities & Intelligence	235	265	319			
Development, Enterprise & Environment	245	323	335			
Good Growth				285	303	310
Housing & Land	103	119	155	181	190	216
Mayor's Office	59	72	69	55	44	45
Resources & Corporate Management	177	174				
Resources			42	144	143	116
Strategy and Communications				171	187	221

²All numbers are whole numbers (count of number of employees) and not FTE.

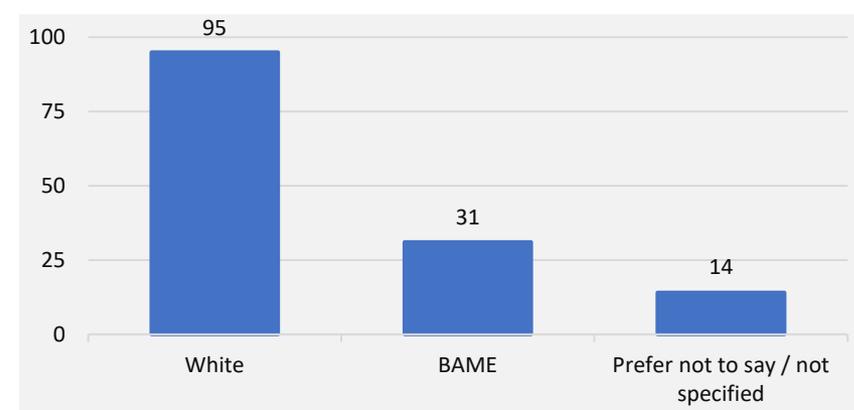
Part-time staff analysis

Part-time staff are defined as anyone contracted to work fewer than 37 hours per week. As an inclusive employer, the GLA is open to requests for part-time working and job-sharing. There are 100.75 FTE staff working part-time, with the actual headcount being 140 (11% of staff). On average, part-time staff work 0.72 hours per week. On this return the GLA is fulfilling the ambition of the Living Hours Campaign, which asks organisations to guarantee a minimum of 16 hours per week for those that want them. Of the 140 part-time staff, 114 have declared they are female (equivalent to 81% of part-time workers against a GLA population of 59% who have declared female). There are 31 part-time staff who have declared they are from Black, Asian and Ethnic Minority backgrounds, representing 22% of the part-time population. This compares to the 36% of the total GLA staffing population who are from Black, Asian and Ethnic Minority backgrounds (excluding those who did not declare). Within the GLA, working part-time is not a barrier to being appointed to a senior role, with 19 part-time staff earning £70,000 FTE or more per year. This represents 9% of all staff (205) earning over £70,000, in-line with the GLA average.

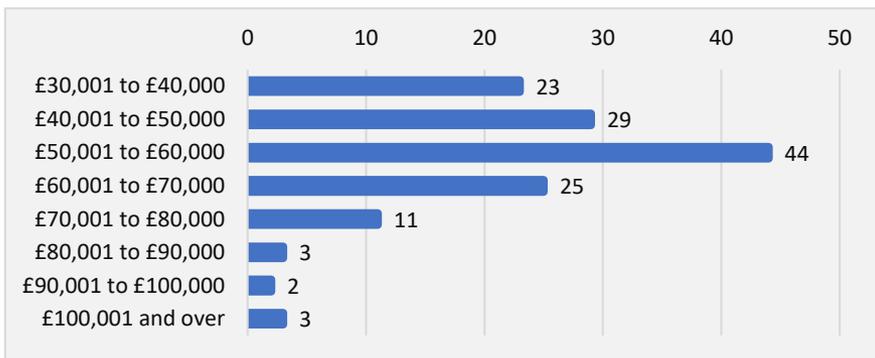
Part-time staff by directorate (by % and number)



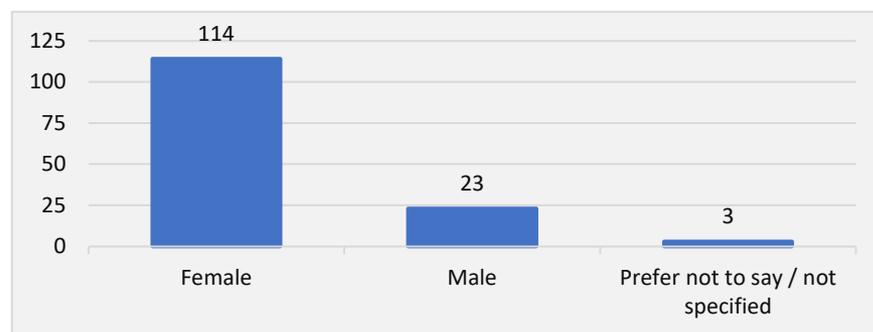
Part-time staff by ethnicity



Part-time staff by salary grouping using FTE salary

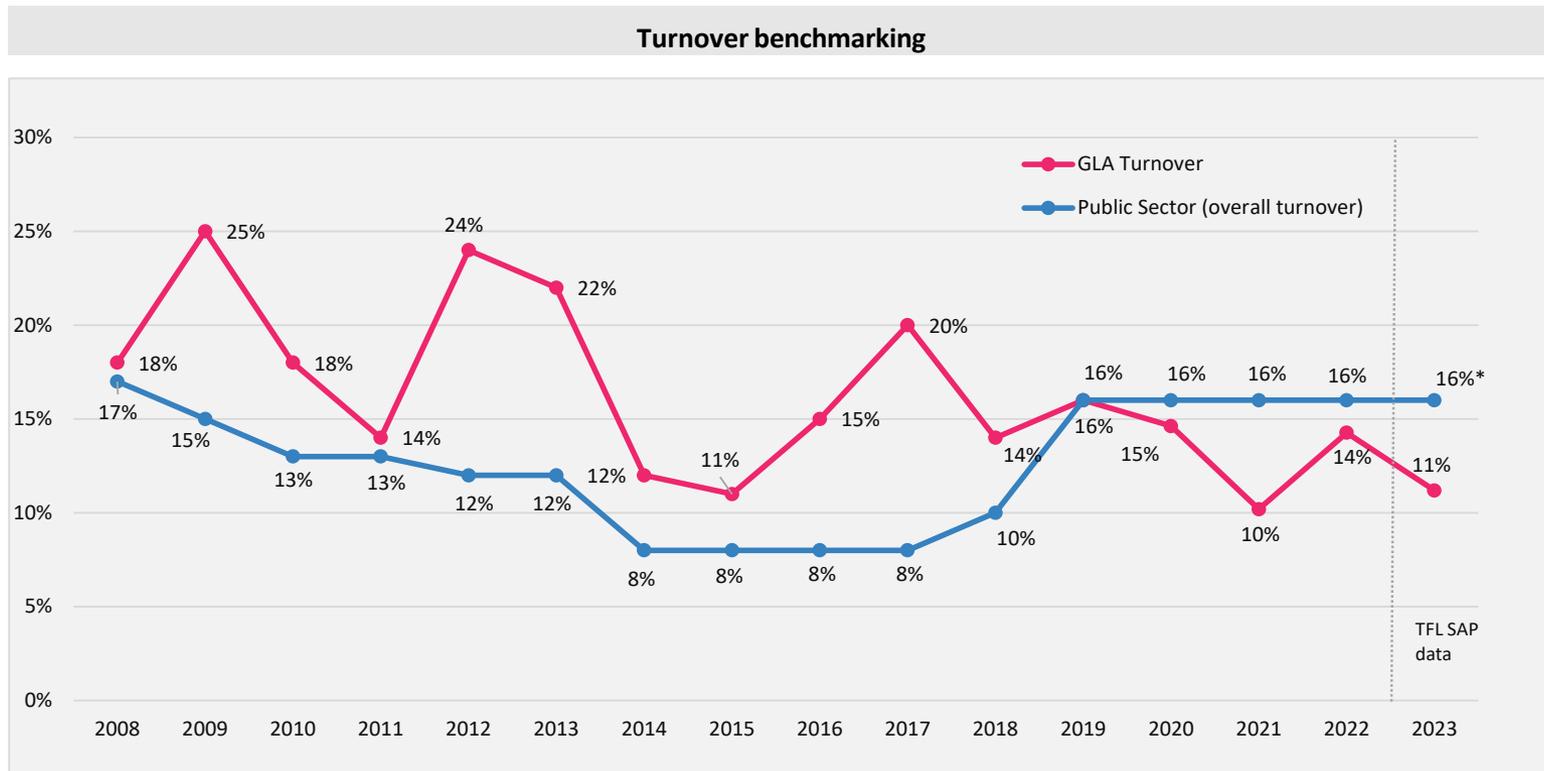


Part-time staff by gender



Turnover

Turnover can be defined as the overall change in the number of people employed during a particular period. It takes into account the number of exiting staff, joiners and leavers and the total number of workers at the end of a given period. The overall turnover figure for the GLA is currently 11% (164 leavers). This is compared to the public sector-figure of 16%.¹ Turnover is based on an annual calculation over a 12-month rolling period. There were 164 individual leavers from the GLA during the 12 months to 31 March 2023.



¹ Previous turnover figures were obtained from ExpertHR. Due to cost savings GLA no longer has access to this, and therefore public-sector turnover figure reported in 2022 has been used for 2023.

Turnover

Turnover by directorate

Directorate	Total Leavers	Leavers % of total	Turnover
Assembly Secretariat	17	10.37%	15.89%
Chief Officer	5	3.05%	10.87%
Communities and Skills	3	1.83%	1.13%
Good Growth	34	20.73%	9.88%
Housing and Land	24	14.63%	10.00%
Mayor's Office	4	2.44%	8.33%
Resources	38	23.17%	24.68%
Strategy and Communications	39	23.78%	15.00%
Total	164	100.00%	11.19%

There were 164 individual leavers from the GLA during the 12 months to 31 March 2023. The highest numbers of leavers were seen in Strategy and Communications (39), Resources (38) and Good Growth (34); and the lowest in Communities and Skills (3). The turnover as a percentage of the directorate headcount was highest in Resources (25%) and lowest in Communities and Skills (1%).

Reasons for leaving

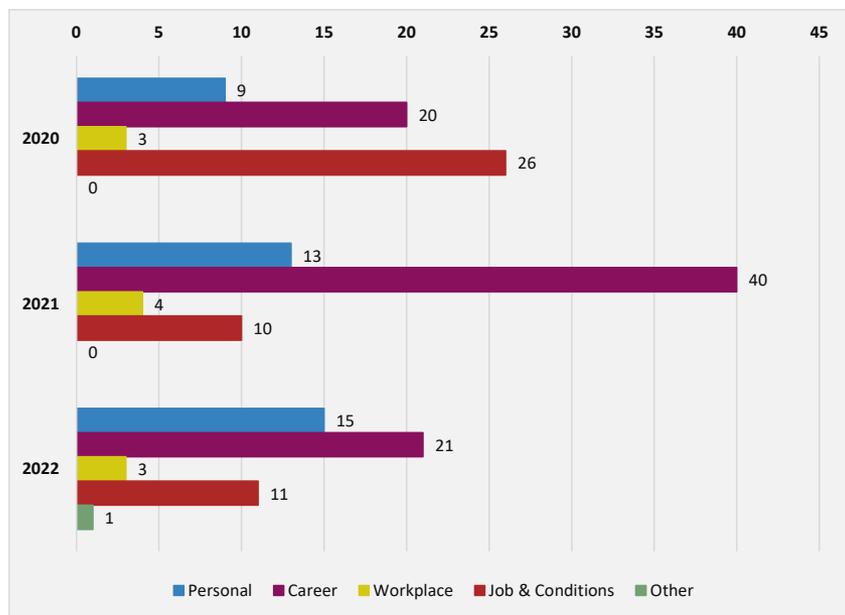
Type	Leavers	%
All Voluntary	123	75.00%
Resignation	114	69.51%
Voluntary Redundancy	9	5.49%
All Involuntary	41	25.00%
Compulsory redundancy	3	1.83%
End of fix term contract	26	15.85%
Other	11	6.71%
Retirement	1	0.61%
Total	164	100.00%

Reasons for leaving are split between voluntary reasons, i.e. where the employee initiates the termination of their contract; and involuntary, meaning the GLA initiates the termination process. The overwhelming majority of the 164 leavers in the reporting period left for voluntary reasons (123 leavers or 75% of total leavers). The largest group within the voluntary leavers were those who resigned (114 or 70% of all leavers).

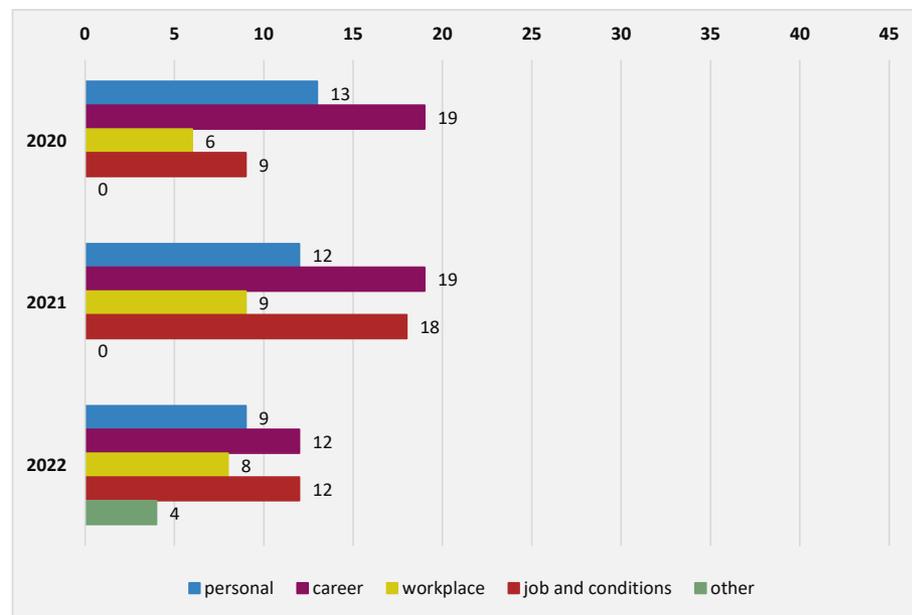
Exit interviews

When staff leave the GLA they are invited to complete an exit interview questionnaire. This is optional, but we encourage staff to take up this opportunity in order to gain a better understanding of the drivers for our turnover, and identify any interventions that may be required. Reporting for 2022 only covers the year up to October. The move to the Shared Services model and associated pressures created a temporary pause of exit interviews. From next year onwards, we intend to report full-year data through TfL.

Primary reasons for leaving the GLA



Secondary reasons for leaving the GLA



The most frequently cited primary reasons for leaving the GLA were career-related, mentioned by 21 leavers (41% of those who gave a reason) during the reporting period. Career-related reasons were also the most frequently cited reasons in 2021 (60% of those who gave a reason). Career-related reasons include a lack of learning and development, lack of career-development opportunities and promotion/higher-paid job.

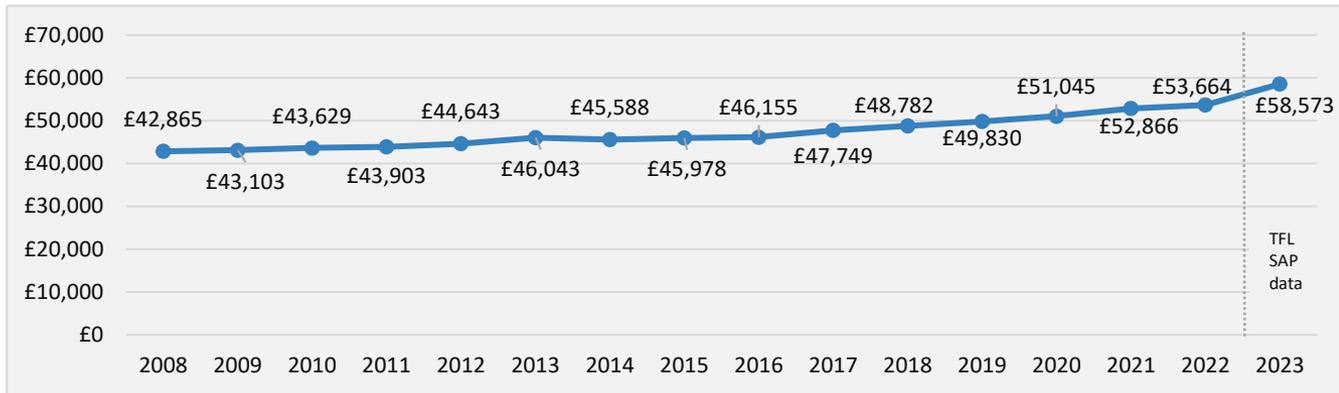
Salary breakdown

This section provides an overview of the salaries paid to GLA employees.

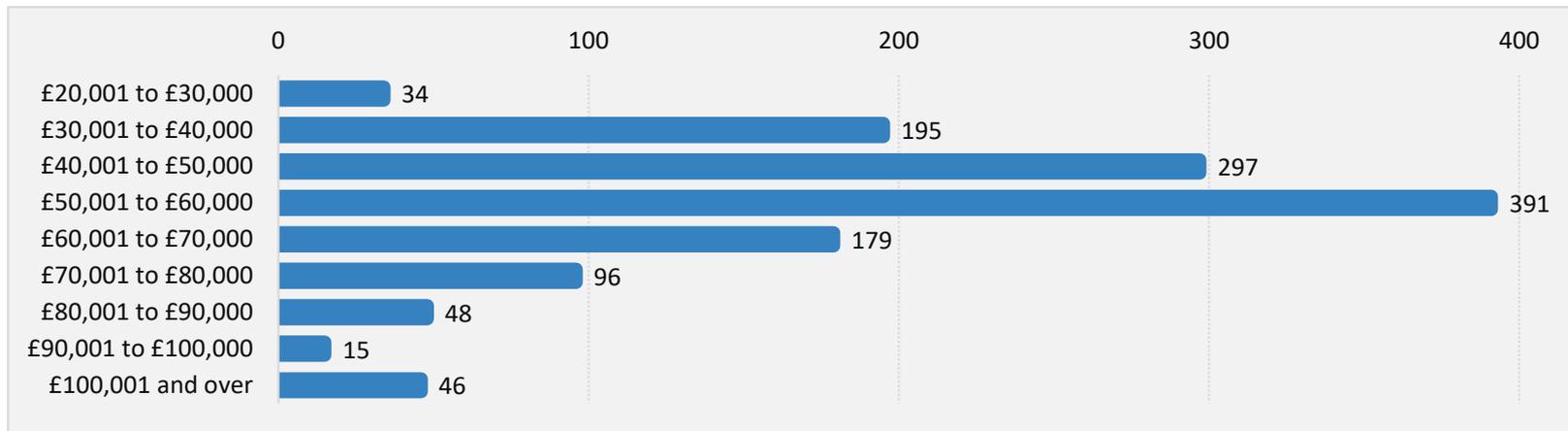
Staffing profile: salary overview

In March 2023 the mean salary in the GLA was £58,573 per annum. This is reported on the basis of FTE salaries, in order to align with requirements for pay gap reporting. The annual rise seen in the graph below is due to expected progression within grades.

Mean salary 2008-23



Number of staff by salary band



Staffing profile: salary overview by directorate

In March 2023 the mean salary in the GLA was £58,573 and the median salary was £55,441. In all, 53% of the staffing population earned between £40k and £60k, while 68% of the total staffing population earned between £30k and £60k. Senior staff, i.e. those earning over £70k, account for 16% of staff. The pay ratio between the highest paid (Chief Officer) and the lowest paid (apprentices on London Living Wage) is 10:1.

The table below shows the proportion of staff within different salary bands in each directorate. Percentages are displayed, rather than the count of the number of employees, to minimise the risk of disclosure.

Salary breakdown by directorate (%)

Salary banding	Chief Officer	Assembly Secretariate	Chief Officer Directorate	Communities and Skills	Good Growth	Housing and Land	Mayor's Office	Resources	Strategy and Communications	Total
£20,001 - £30,000	0	0	0	3%	2%	4%	2%	7%	2%	3%
£30,001 - £40,000	0	34%	16%	13%	10%	6%	0	47%	14%	15%
£40,001 - £50,000	0	41%	40%	24%	25%	9%	11%	9%	31%	23%
£50,001 - £60,000	0	9%	21%	36%	33%	43%	13%	11%	28%	30%
£60,001 - £70,000	0	8%	2%	14%	18%	14%	11%	9%	14%	14%
£70,001 - £80,000	0	0	14%	4%	7%	14%	18%	6%	5%	7%
£80,001 - £90,001	0	2%	5%	3%	2%	6%	2%	5%	4%	4%
£90,001 - £100,000	0	0	0	>0%	1%	2%	11%	2%	>0%	1%
£100,000 and over	100%	5%	2%	2%	2%	3%	31%	4%	2%	4%

Demographic breakdown

This section provides an overview of the demographic make-up of our workforce.

As this information relates to individuals, this means that the data is shown as a count of the total number of employees within each category, rather than by FTE.

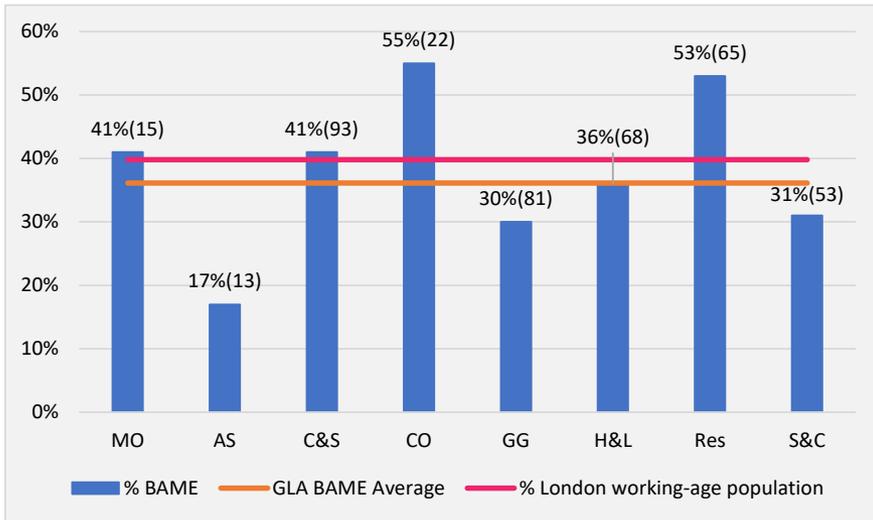
Ethnicity overview

In March 2023, 410 employees were from Black, Asian and Minority Ethnic backgrounds, increasing from 390 reported in March 2022. This is shown in terms of the count of employees declaring their ethnicity as Black, Asian or Minority Ethnic. The current number of Black, Asian and Minority Ethnic staff represent 36% of the workforce with a known ethnic background.

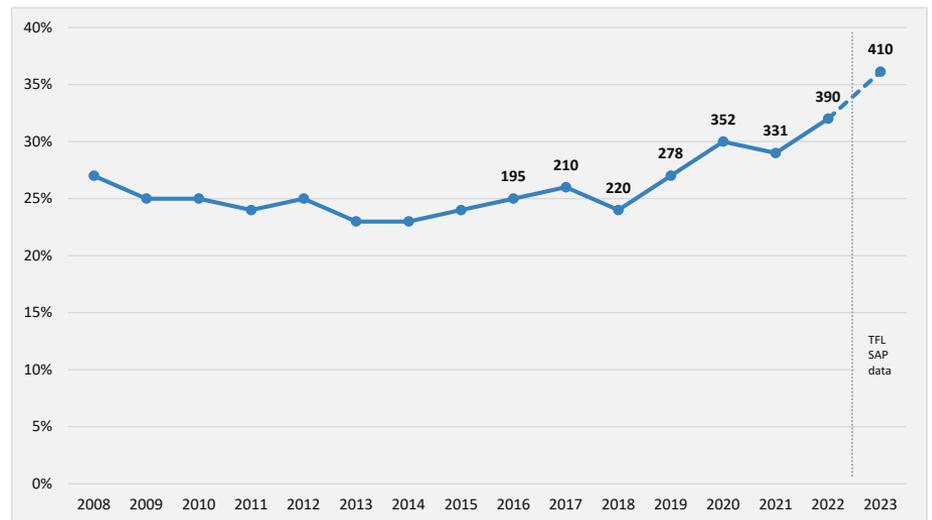
The timeseries from 2009 to 2022 reflects figures reported in previous years, and the percentage includes those who did not declare an ethnicity. This is a difference in the calculation compared to this year. Considering only those with a known ethnic background, the figure for March 2022 was 34%. Therefore, the figure for March 2023 represents a rise of two percentage points over the year.

At the time of reporting, 87% of staff had declared their ethnicity, and 13% had not declared.

BAME staff by directorate¹ (% and number)



BAME staff 2009-23²
 (% plotted on graph and staff number shown for 2016-23)



¹ Please note, throughout the Demographic breakdown section of the report the Chief Officer has been included within the Chief Officer's Directorate as the data is special category data.

² Percentages for 2023 are based off the proportion of staff who with a known ethnic background. Previous years are compared to all staff.

Black, Asian and Minority Ethnic (BAME) staff breakdown

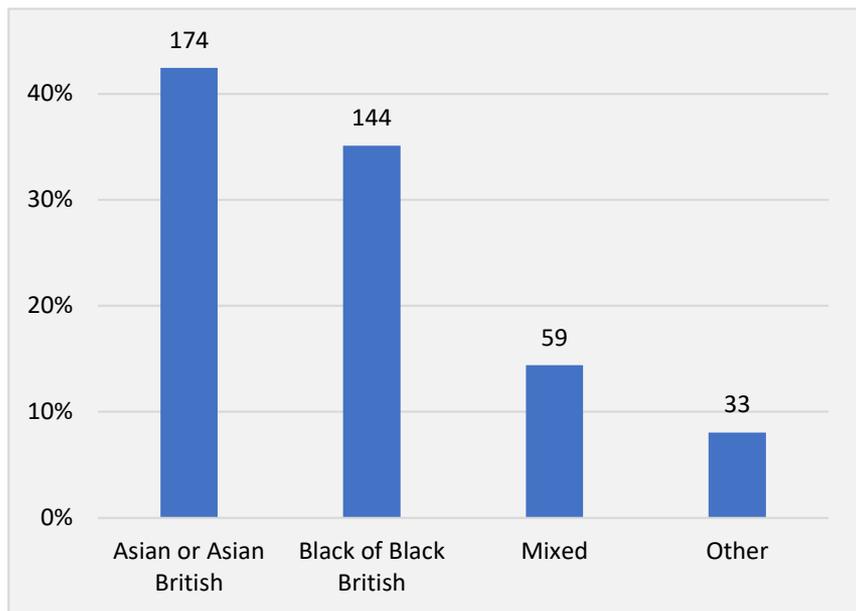
The chart below gives an overview of the ethnicity breakdown of our workforce. Of the 410 staff from Black, Asian and Minority Ethnic backgrounds, 174 are Asian or Asian British; and 144 are Black or Black British. These two ethnic groups account for 78% of the Black, Asian and Minority Ethnic staffing population.

The table on the right shows Black, Asian and Minority Ethnic staff by directorate. The directorates with the highest number of Black, Asian and Minority Ethnic staff are the Communities and Skills (93) and Good Growth (81).

The directorates with the highest proportion of Black, Asian and Minority Ethnic staff are the Chief Officer Directorate (55%) and Resources (53%).

The Assembly Secretariat has the lowest number and proportion of staff from Black, Asian and Minority Ethnic backgrounds (13 staff and 17% of the directorate).

BAME staff by ethnic origin



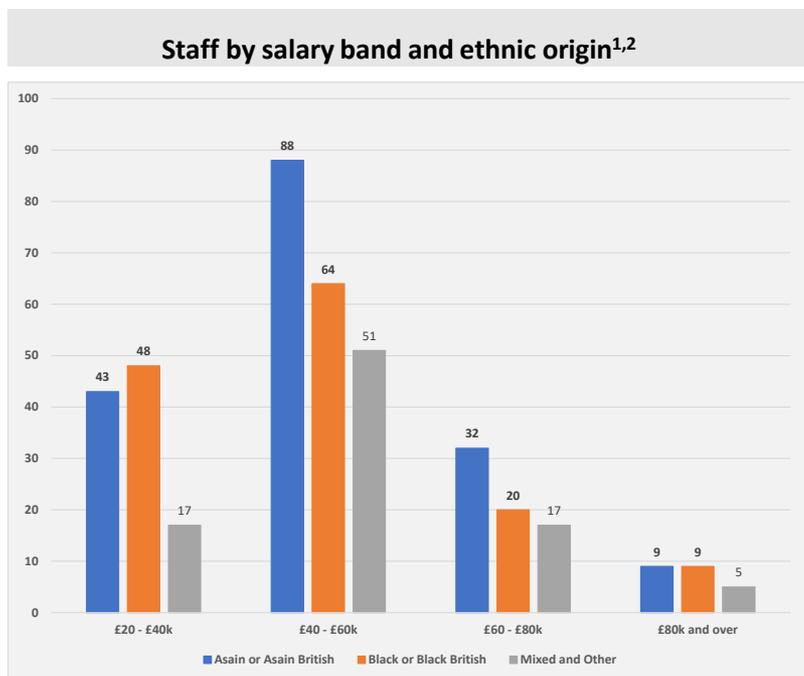
BAME staff by directorate and ethnic origin¹

Directorate	Asian or British Asian	Black or Black British	Mixed	Other	Total
MO		5	10		15
AS		6	7		13
C&S	37	29	19	8	93
CO	6		16		22
GG	37	19	20	5	81
H&L	33	22	6	7	68
Res	28		37		65
S&C	22	19	6	6	53
Total	174	144	59	33	410

¹To protect anonymity and reduce suppressions due to low counts, some ethnic groups have been combined with others.

Black, Asian and Minority Ethnic (BAME) salary breakdown

The chart below shows the proportion of staff by salary band for the separate ethnic minority groups at the GLA. In all, 51% of Asian or Asian British staff earn between £40k and £60k, in line with the average for all staff at the GLA. Around half of Black or Black British staff also earn between £40k and 60k (45%). Black or Black British staff are over-represented in salary bands between £20-40k, compared to the figure for all GLA staff.



¹ Salaries have been grouped into bands of £20k, and £80k and above, to reduce suppressions and protect anonymity.

² Mixed and 'Other' ethnicities have been combined to reduce suppressions and protect anonymity.

The table below shows the proportion of staff by grade for the separate ethnic minority groups at the GLA. In all, 60% of Asian and Asian British staff are between grades 7 to grade 10 inclusive. This compares to 49% of Black and Black British staff in posts between grades 7 and 10 inclusive. Black and Black British staff are over-represented in grades 6 and under (33%), higher than the average for other minority groups (Asian, Mixed and Other). The proportions in positions Grade 12 and above are similar across each minority group.

Staff by grade and ethnic origin^{3,4}

GLA Grade	Asian or Asian British	Black or Black British	Mixed	Other	Total
Grade 05 and under	24	32	10		66
Grade 06	18	15	7		40
Grade 07	14	10	9		33
Grade 08	33	27	17		77
Grade 09	32	25	7	8	72
Grade 10	25	8	11	5	49
Grade 11	8	8	5		21
Grade 12 and over	20	19	8	5	52
Total	174	144	59	33	410

³ Grades 5 and under, and Grade 12 and over, have been banded to reduce suppressions and protect anonymity.

⁴ To protect anonymity and reduce suppressions due to low counts, some ethnic groups have been combined with others.

Black, Asian and Minority Ethnic (BAME) salary breakdown, by directorate

As at 31 March 2023, 23% of staff who earn £80k or more per annum (FTE salary) and have declared their ethnicity as being from Black, Asian and Minority Ethnic backgrounds. Staff on salaries of £80k and above are generally members of the Senior Leadership team, made up of Executive Directors, Assistant Directors and Heads of Service. This is higher with the reported figure for senior civil servants with a known ethnicity status who are from a Minority Ethnic background (10%).

50% of staff from Black, Asian and Minority Ethnic backgrounds groups are paid between £40-60k, in line with their proportion of the staff population as a whole. In all 13% of staff from Black, Asian and Minority Ethnic groups are paid £70k+ i.e. grade 12 and above, compared to 19% of White staff overall.

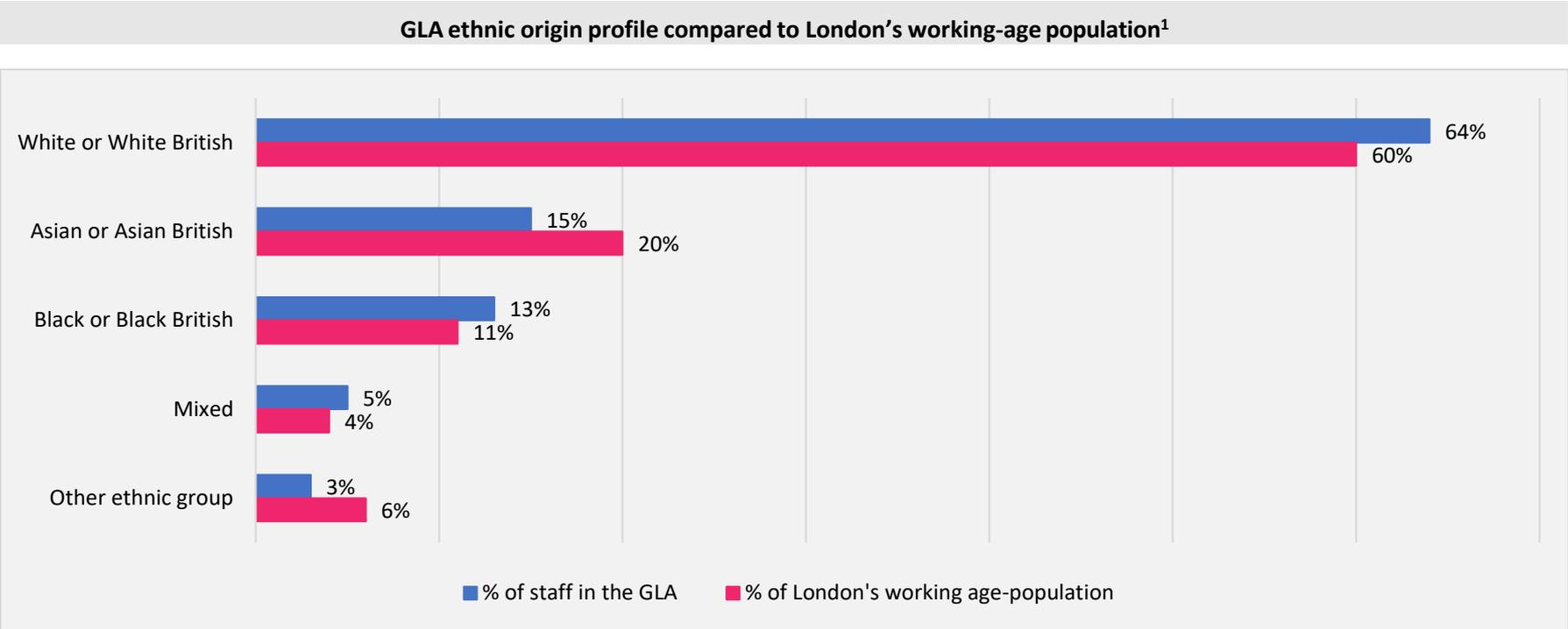
BAME staff by directorate and salary band¹

Salary Range	MO	AS	C&S	CO	GG	H&L	Res	S&C	All Directorates
£20,000 to £29,999		0	7%	0		7%			5%
£30,000 to £39,999		62%	16%		19%	9%	58%	25%	22%
£40,000 to £49,999			24%		35%	10%	11%	37%	24%
£50,000 to £59,999		38%	33%		30%	47%	8%	17%	26%
£60,000 to £69,999	40%	0	11%	70%	9%	10%	14%	12%	10%
£70,000 to £79,999		0				7%			7%
£80,000 to £89,999		0			8%	9%	9%		3%
£90,000 to £99,999		0			0	0	0		
£100,000 and over	60%	0	9%	30%	0	0	0	10%	2%

¹ Some salary bands have been grouped to protect anonymity and reduce suppressions for low counts.

Ethnic origin compared to London’s working-age population

The GLA has published a comparison of the proportions of GLA staff in each ethnic group with the proportions in London’s working-age population, to greater understand representation of different ethnic groups within the GLA. When looking at Black staff in particular, the data shows the proportion in the working-age population is 11%, compared to 13% of the GLA population. The GLA profile for Asian or Asian British staff is 15%, compared to 20% in the working-age population.



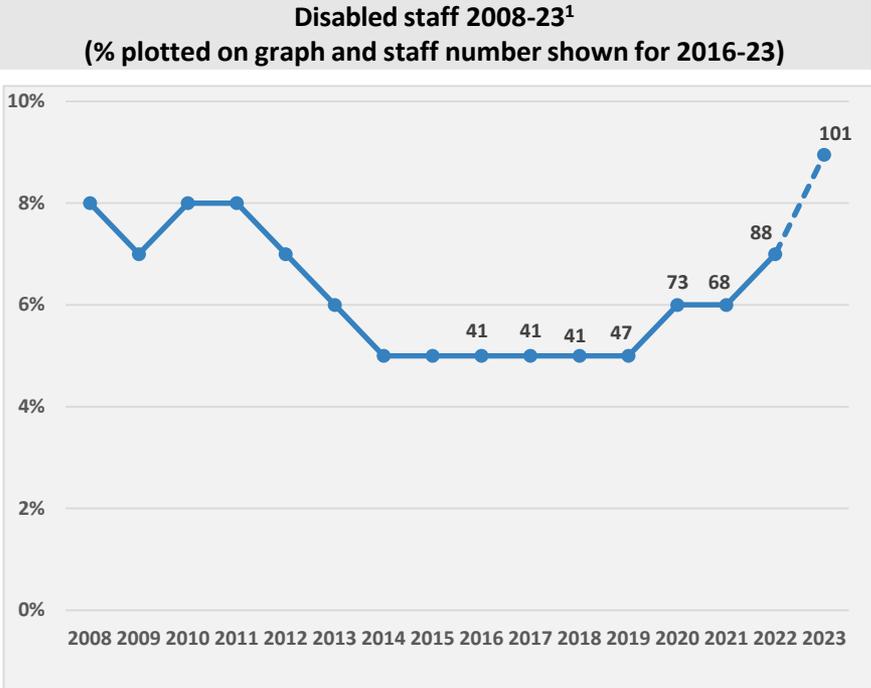
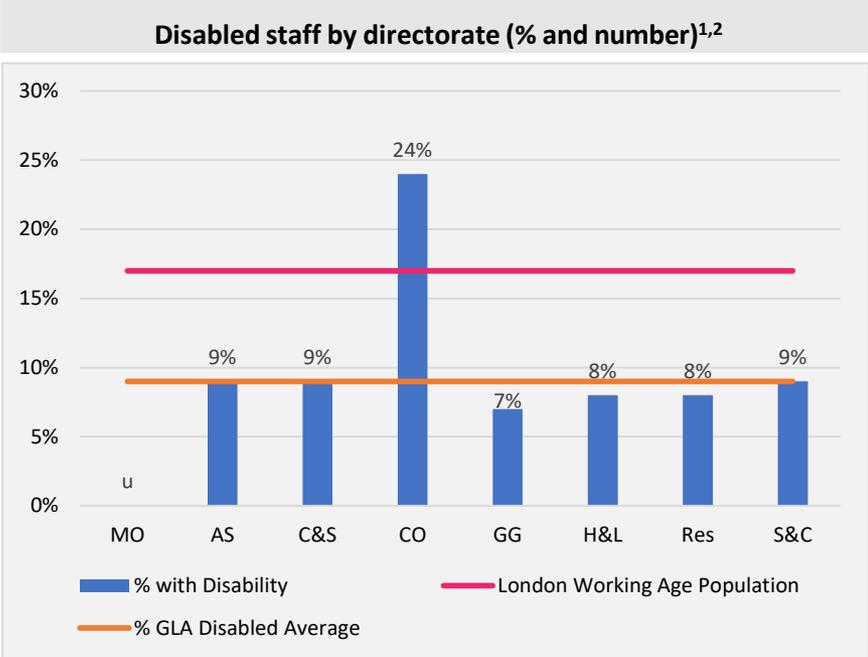
¹GLA percentages are based on those staff who have declared an ethnicity.

Disabled staff overview

The number of disabled staff has increased from 88 in March 2022 to 101 in March 2023. This corresponds to 9% of staff with a known disability status in March 2023. This is less than half of the proportion of disabled Londoners in London’s working-age population (17%).

The timeseries from 2009 to 2022 reflects figures reported in previous years, and the percentage includes those who did not declare disability status. This is a difference in the calculation compared to this year. Only considering those with a known disability status, the figure for March 2022 was 8%. Therefore, the figure for March 2023 represents a one percentage point rise over the year.

Chief Officer's Directorate (24%) has the highest proportion of disabled staff within their declared populations. The lowest is in Good Growth (7%), Housing and Land (8%), Resources (8%), Assembly Secretariat (9%), all of which were slightly below than the GLA average. When excluding the Chief Officer's Directorate the overall range across the directorates is relatively even. At the time of reporting, 87% of staff had declared their disability status, and 13% had not.



¹ Percentages for 2023 are based off the proportion of staff who with a known disability status. Previous years are compared to all staff.

² Categories with fewer than five people have been suppressed to protect anonymity.

Disabled staff salary breakdown

As at 31 March 2023, 9% of staff who earn £80k or more per annum (FTE salary) with a known disability status were disabled. Staff on salaries of £80k and above are generally members of the Senior Leadership Team, made up of Executive Directorates, Assistant Directors and Heads of Service. This is inline with the reported figure for Senior Civil Servants with a known disability status who are disabled (9%). 20% of disabled staff earn £70k or more, that is equivalent to grade 12 and above, with 50% of disabled staff earning between £40k and £50k per annum.

The GLA published its latest pay-gap analysis in March this year, which showed a significant reduction in the GLA's disability pay gap (down from over 8% to just over 3%).

Disabled staff by directorate and salary band^{1,2}

Salary Range	MO	AS	C&S	CO	GG	H&L	Res	S&C	All Directorates
£20,000 to £29,999	u	0	0	0	0	0			
£30,000 to £39,999					20%			40%	21%
£40,000 to £49,999				25%		20%			17%
£50,000 to £59,999		100%			50%	25%			33%
£60,000 to £69,999		0				20%			9%
£70,000 to £79,999		0				10%	100%		
£80,000 to £89,999		0				0	0		13%
£90,000 to £99,999		0				0	0	100%	
£100,000 and over		0		75%	50%	5%	0	0	60%

¹ Categories with fewer than five people have been suppressed to protect anonymity.

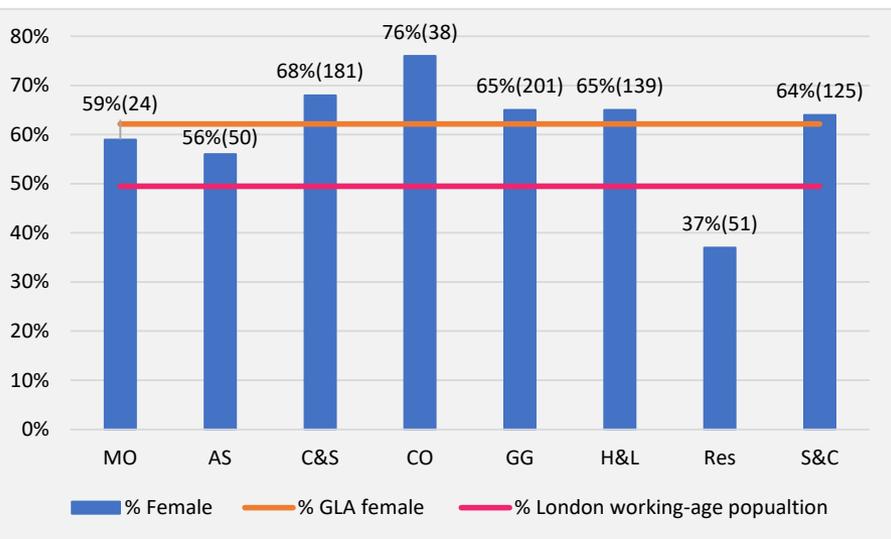
² Some salary bands have been grouped to protect anonymity and reduce suppressions for low counts.

Gender overview

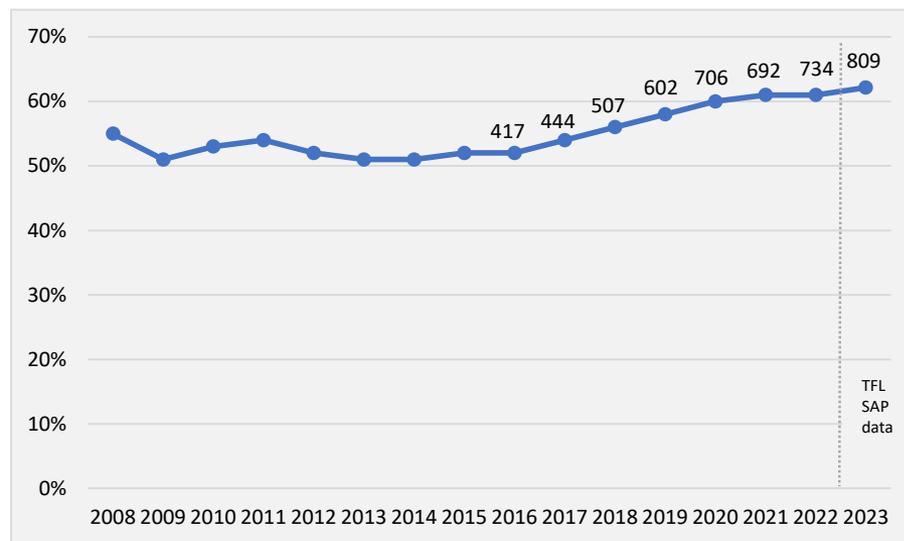
The number of female staff has increased from 734 reported in March 2022 to 809 in March 2023. The proportion of staff in the GLA who are female has edged up one percentage point over the last year to 62%.

The Chief Officer's Directorate has a particularly high proportion of staff who are female (76%). Other directorates are around the GLA average of 62%, with the exception of Resources where 38% of staff are female. Last year, in 2022, the GLA reported a female staff population of 734 (61%). The GLA is over-represented with female staff when compared to the working-age population for London, which stands at 50%.

Female staff by directorate (% and number)



Female staff 2008-23



Gender identity: The GLA recognises that gender identity is not limited to the categories of male and female, and that some colleagues may not identify within this gender binary. The GLA welcomes and values colleagues of all gender identities. The GLA has enabled monitoring of non-binary gender identity. The data we currently have is withheld from publication in this report for confidentiality reasons. The GLA recognises non-binary identities through the use of gender-neutral language throughout its HR policies and communications, and by working closely with the LGBTQ+ Staff Network group.

Gender salary breakdown

On 31 March 2023, 56% of staff who earned £80k or more per annum (FTE salary) were female. Staff on salaries of £80k and above are generally members of the Senior Leadership Team, made up of Executive Directors, Assistant Directors and Heads of Service. This is above the reported figure for senior civil servants with a known sex (47%).

The GLA published its latest pay-gap analysis in March this year. This showed the gender pay gap fall slightly to less than 2%, as the balance of men and women in more senior grades has improved. Across all grades, women's salaries now make up at least 50% of the pay band.

Female staff by directorate and salary band¹

Salary Range	MO	AS	C&S	CO	GG	H&L	Res	S&C	All Directorates
£20,000 to £29,999	0	0	3%	0					3%
£30,000 to £39,999	0	32%	15%	17%	14%	9%	40%	20%	15%
£40,000 to £49,999		38%	24%	39%	24%	10%	12%	36%	24%
£50,000 to £59,999		9%	34%		34%	46%	18%	22%	30%
£60,000 to £69,999	42%	11%	13%	17%	17%	13%	10%	13%	13%
£70,000 to £79,999	25%	0	5%		6%	12%	12%	4%	7%
£80,000 to £89,999	0					6%			4%
£90,000 to £99,999									1%
£100,000 and over	33%	11%	6%	28%	4%	4%	8%	5%	3%

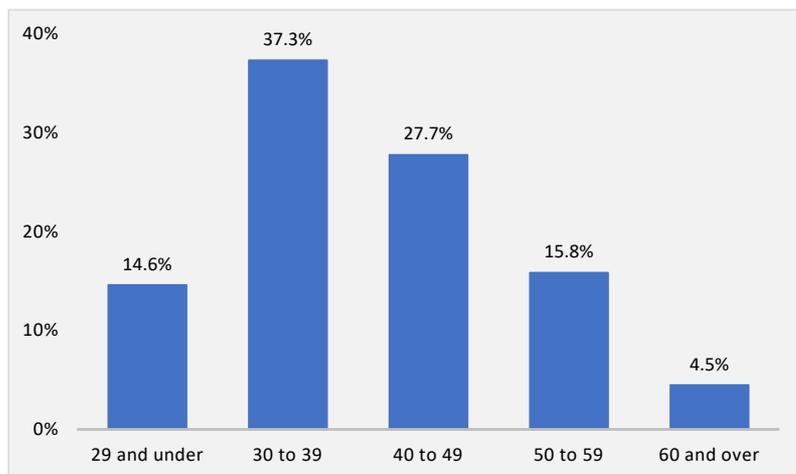
¹ Some salary bands have been grouped to protect anonymity and reduce suppressions for low counts.

Age overview¹

The mean age of GLA employees as at 31 March 2023 was 40, with 37% of the staffing population in the 30-39 age group. The next biggest group is the 40-49 category, accounting for 28% of the total staffing population. Of those aged 60 and over, 62% had six or more years of service. In contrast, 64% of staff aged 29 and under had under three years of service.

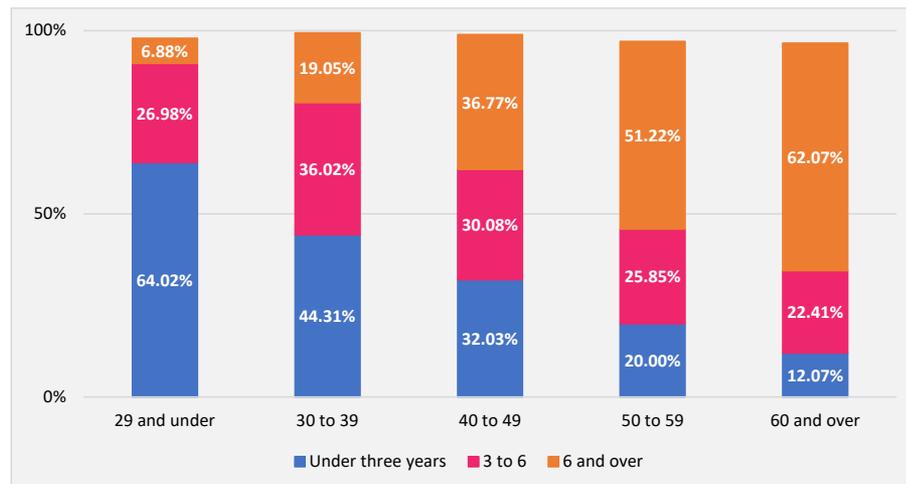
¹ People with no age in SAP have been excluded

Staff breakdown by age (%)²



² 16 to 19 has been grouped with 20 to 29 to protect anonymity and reduce suppressions for low counts.

Staff length of service in years by age³



³ Some age bands and lengths of service have been grouped to protect anonymity and reduce suppressions for low counts.

Salary breakdown by age (% and number)^{4,5}

Age range	£20,000 to £29,999	£30,000 to £39,999	£40,000 to £49,999	£50,000 to £59,999	£60,000 to £69,999	£70,000 to £79,999	£80,000 to £89,999	£90,000 to £99,999	£100,000 and over
29 and under	10%	33%	36%	20%			0	0	0
30 to 39	1%	9%	27%	35%	13%	8%	4%	1%	1%
40 to 49	1%	10%	18%	31%	19%	9%	5%	1%	6%
50 to 59	21%		10%	29%	18%	9%	5%	9%	
60 and over	23%		9%	25%	16%	16%	11%		

⁴ 16 to 19 has been grouped with 20 to 29 to protect anonymity and reduce suppressions for low counts.

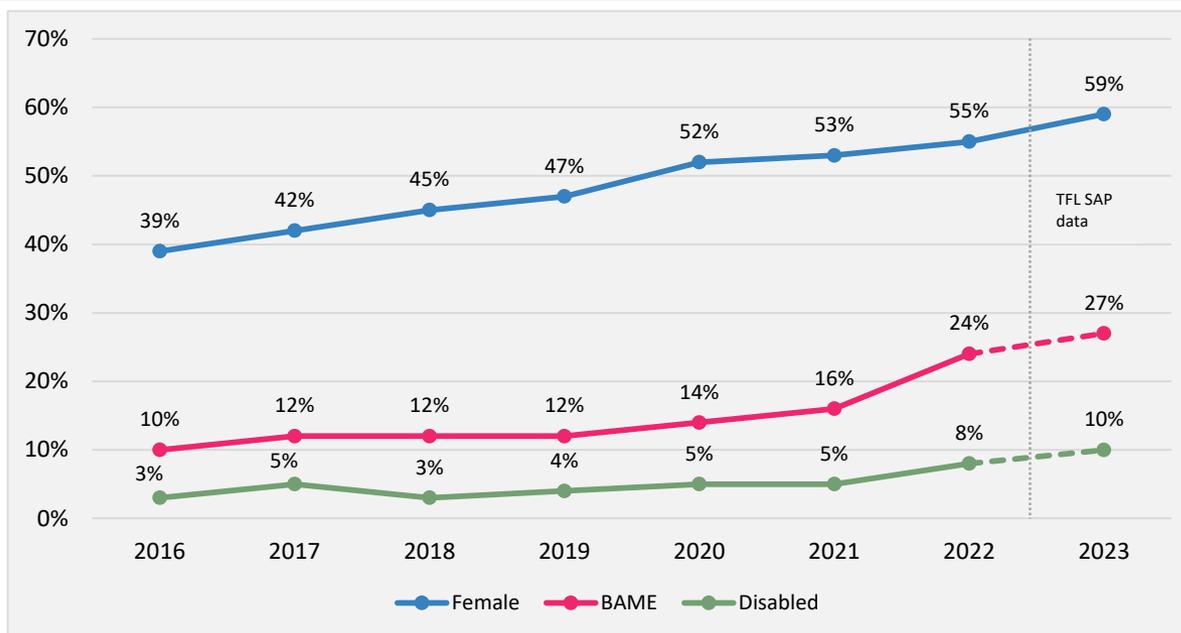
⁵ Some salary bands have been grouped to protect anonymity and reduce suppressions for low counts.

Senior staff (G12 and above) by gender, ethnicity and disability

At the time of reporting there were 205 individual staff in this category (earning £70k or above). Of those who had declared, 59% were female; 27% were from Black, Asian and Minority Ethnic backgrounds; and 10% had a disability. This compares to the GLA-wide population of 62% female; 36% Black, Asian and Minority Ethnic; and 9% disabled. Only the disabled group shows a higher representation rate than the overall staff population at this level of the organisation; however, the proportions of both female senior staff and BAME senior staff have increased since March 2022. When looking at the trend for senior staff since 2016, there has been an increase in representation for female, disabled and BAME staff, which is demonstrating progress towards the GLA's aim to improve representation at senior level.

The timeseries from 2009 to 2022 reflects figures reported in previous years, and the percentage includes those who did not declare their ethnic background or disability status. This is different from the calculation compared to this year. Considering only those with a known ethnic background, the figure for March 2022 was 26% for senior staff from Black, Asian and Minority Ethnic backgrounds. Considering only those with a known disability status, the figure for March 2022 was 9%.

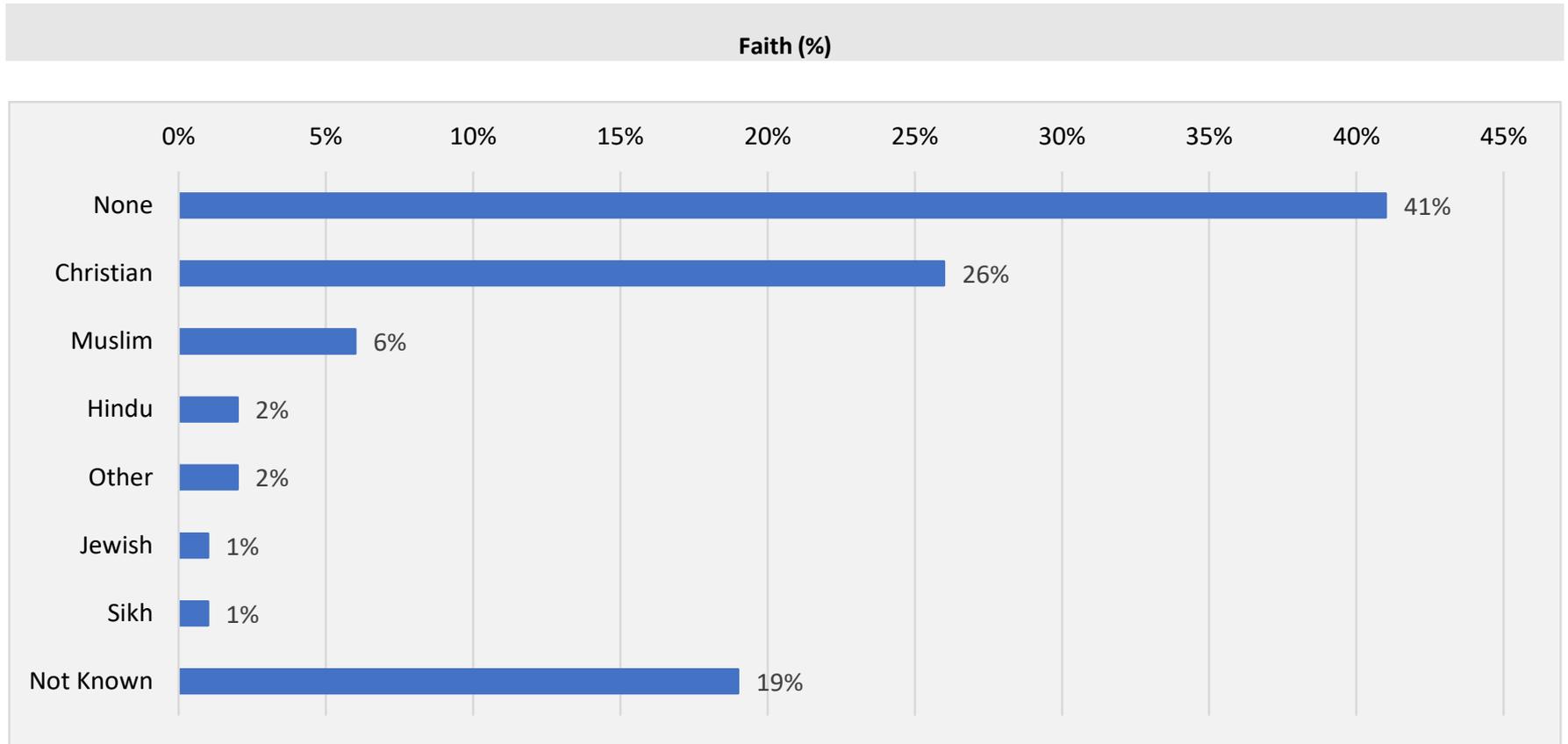
Senior staff 2016-23¹



¹ Percentages for ethnicity and disability for 2023 are based off the proportion of staff who with a known ethnic background or disability status. Previous years are compared to all staff.

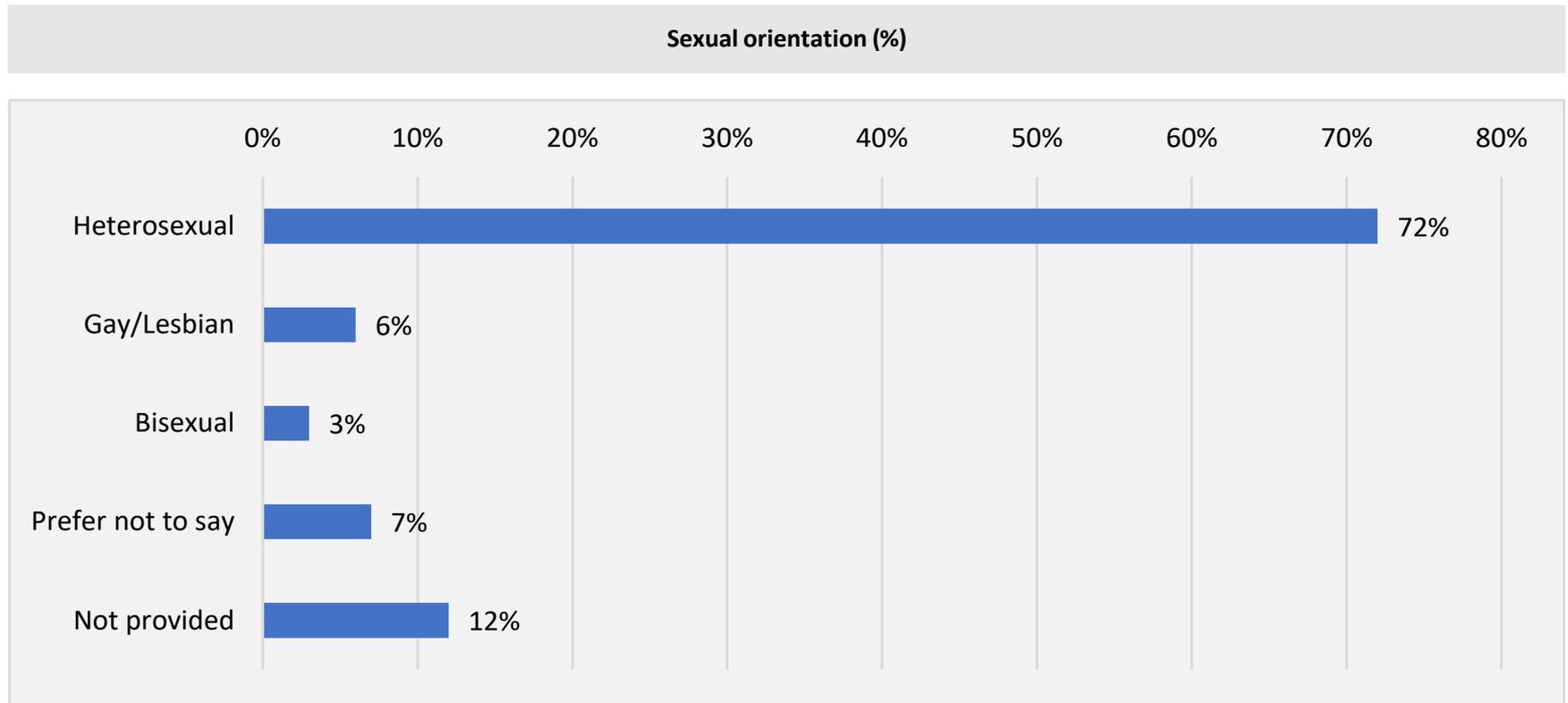
Faith

41% of staff have declared they have no faith, while 26% report as Christian, and 19% either prefer not to say or do not specify a faith.



Sexual orientation

6% of staff have self-declared a sexual orientation of gay or lesbian, with 3% self-declaring as bisexual compared to 72% declaring they are heterosexual. 12% of staff either prefer not to declare their sexual orientation or have not provided a response.



Recruitment

This section provides an overview of the amount of activity undertaken, and number of appointments made by the recruitment team.

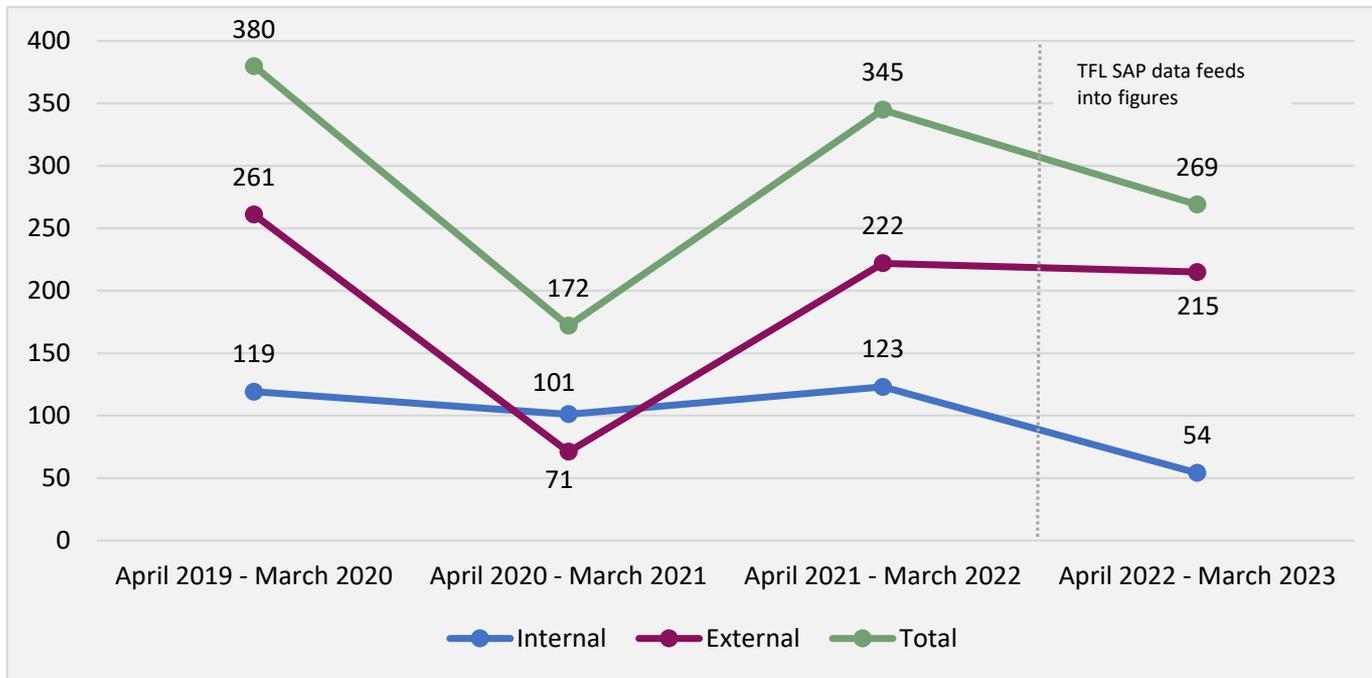
This means that this information is shown as a count of total numbers of appointments/ campaigns, rather than by FTE.

Recruitment

When reporting recruitment data all numbers are whole numbers representing individual applicants, and shortlisted and appointed candidates. The data accounts for all staff appointments in the reporting period.

In the current reporting period (April 2022 – March 2023) there were a total of 269 appointments. Of these, 54 were made from the existing workforce and 215 were external appointments. When compared to the previous 12-month reporting period, this represents a 22% decrease in the total number of appointments made. The decrease in appointments is a result of a recruitment pause whilst we embedded the new HR Shared Services with TfL. The GLA Resourcing team was establishing the recruitment process, as systems changed due to the HR Shared Services and part of the recruitment process sitting with TfL recruitment team. The current reporting period shows the number of external appointments remaining stable in comparison to the previous 12 months.

Recruitment – overall



Internal appointments decreased by 56%. During this year there was a great deal of change in processes; the short-term assignment page was introduced to ensure opportunities less than six months are open to all employees. The GLA continues to use Havas People (supplier of EngageATS, the GLA'S internal recruitment portal) to manage all internal processes. The decline in applications will have been due to us establishing the internal recruitment process whilst the TfL Recruitment team manages the external process.

Recruitment: ethnicity

In this reporting period (1 April 2022 – 31 March 2023), the proportion of external appointments from Black, Asian and Minority Ethnic backgrounds decreased from 47% to 43% of appointed candidates.

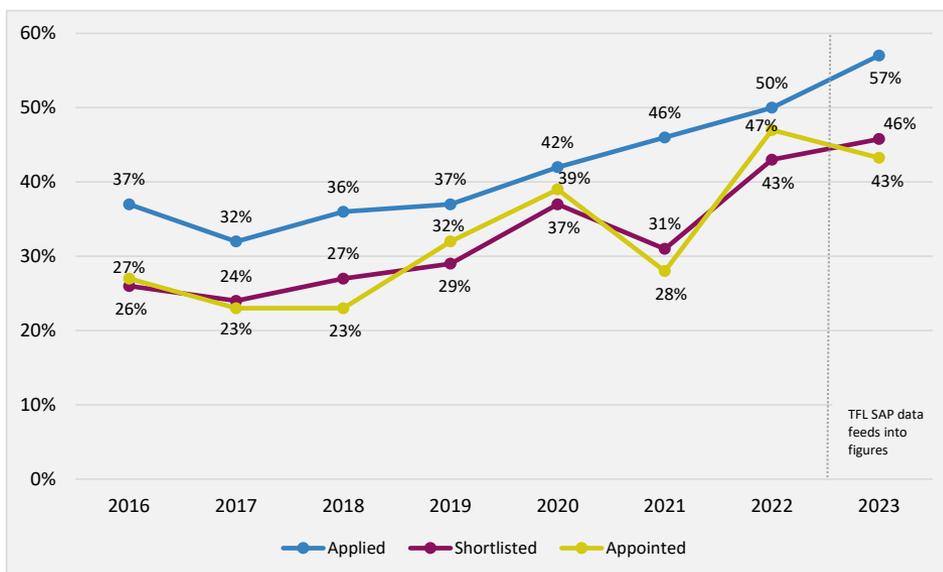
The proportion who were shortlisted from Black, Asian and Minority Ethnic backgrounds increased to 46% of those shortlisted, the highest level since reporting began.

There was also a jump in the number of who applied, with 57% of those who applied from Black, Asian and Minority Ethnic backgrounds.

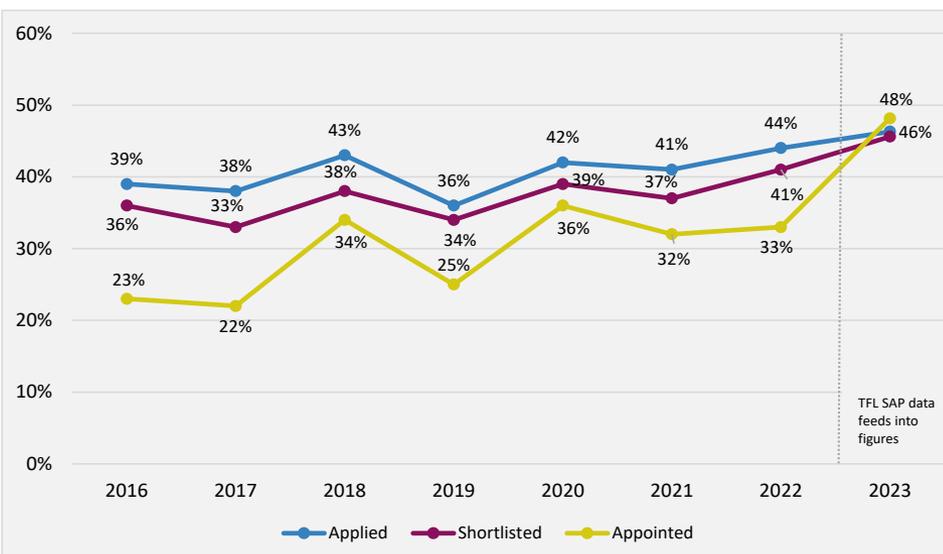
For internal appointments there has been a big jump in the proportion of staff from Black, Asian and Minority Ethnic backgrounds up to 48% of internal appointments up from 33% last year.

In the current reporting period, a total of 22 external appointments were made to Grade 12 or above (salary £70k or above). Of these appointments, eight (36%) declared they were from Black, Asian and Minority Ethnic backgrounds.

External recruitment



Internal recruitment



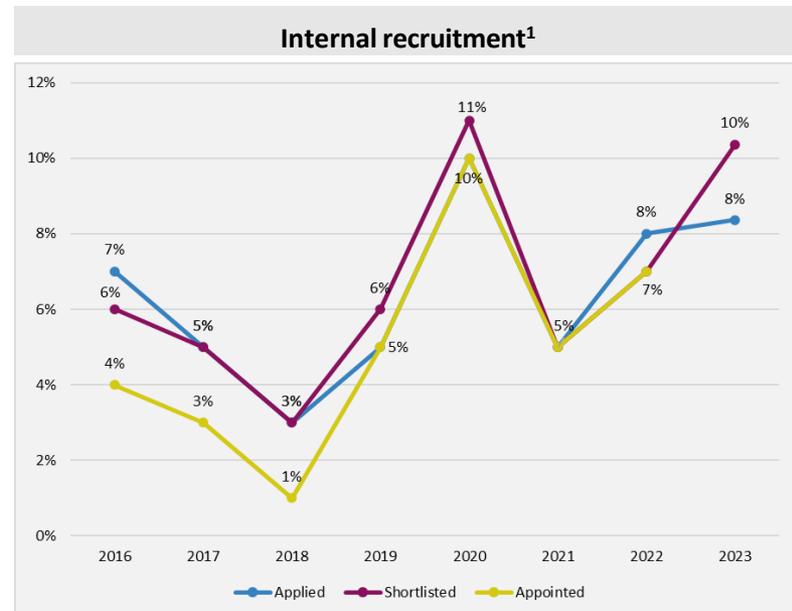
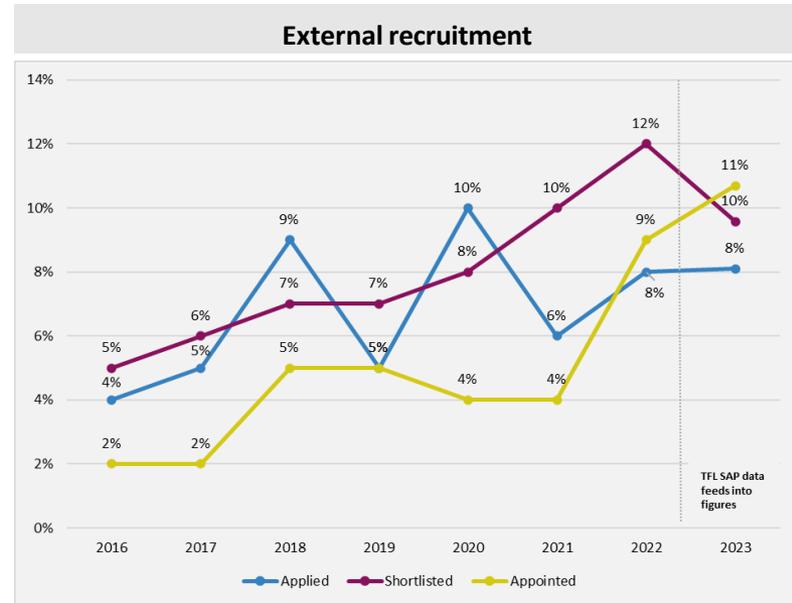
Recruitment: disability

In the period 1 April 2022 to 31 March 2023 disabled applicants made up 8% of the applicant pool for positions advertised externally. The percentage of applicants being shortlisted that were disabled has decreased from 12% last year to 10%.

The number of external appointments with a disability has increased from 9% to 11%, the highest since reporting started. The GLA continues to advertise external adverts via Evenbreak and Diversifying, specialist agencies that target candidates with a disability; the GLA has also committed to Disability Confident Status Level 2. Disability Confident is a government scheme designed to encourage employers to recruit and retain disabled people and those with health conditions. It has replaced the previous Two Ticks Positive About Disabled People scheme.

The numbers of internal disabled applicants remains at 8% of applicants; and the number of internal disabled applicants being interviewed has increased to 10% from 7% in 2022. To protect anonymity we are not reporting the numbers of disabled internal candidates who were appointed.

The Disability Confident Scheme means that all those who wish to be considered under the scheme and meet the minimum criteria, will be automatically invited to interview. More work is needed to improve disabled candidate attraction. Work is under way to improve the experience of disabled staff within the organisation, particularly with the introduction of the workplace adjustment passport. We aim to share this during the onboarding process so new starters have a better joining experience and adjustments can be introduced much earlier on in their employment journey.



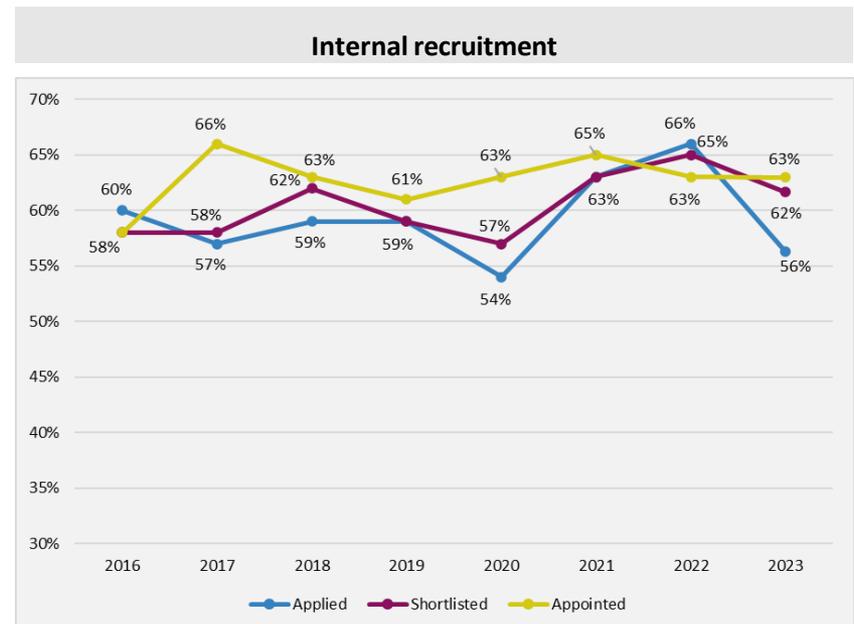
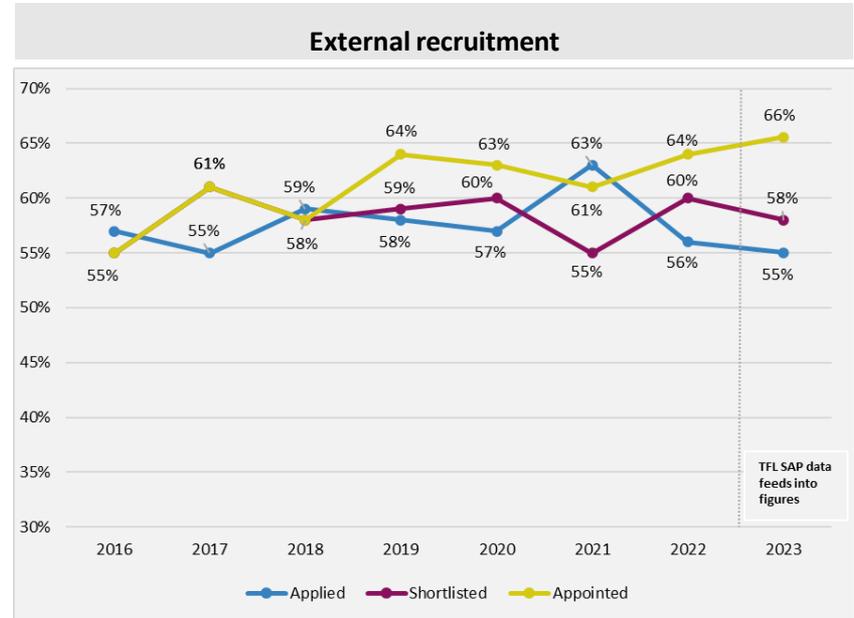
¹ Categories with fewer than five people have been suppressed to protect anonymity.

Recruitment: gender

For this reporting period (April 2022 to March 2023) and positions that were advertised externally, females accounted for 66% of those who were appointed; 58% of those who were shortlisted; and 55% of all those who applied.

In the current reporting period, a total of 22 external appointments were made to Grade 12 or above (salary £70k or above). Of these appointments, 14 (64%) declared their gender as female.

For internal appointments within this reporting period, females accounted for 63% of appointed applicants; 62% of those shortlisted but not appointed; and 56% of all applicants.



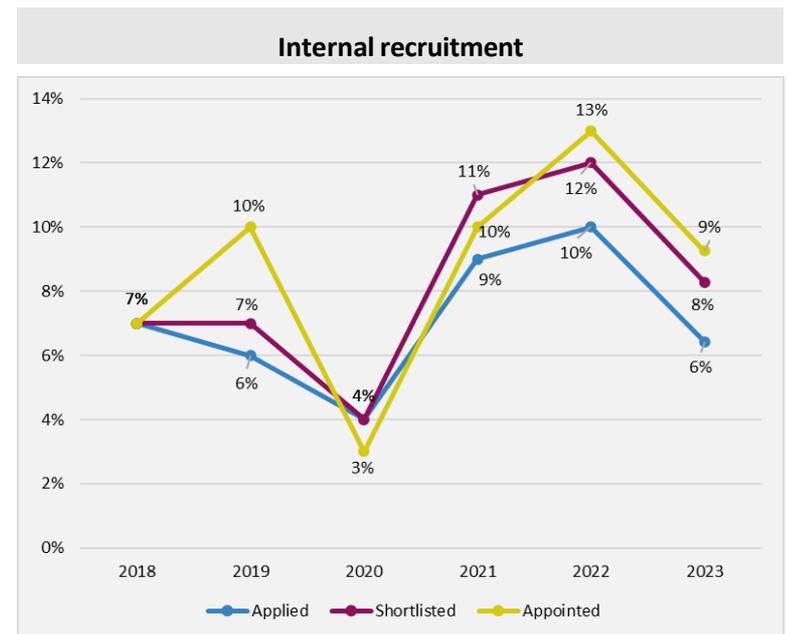
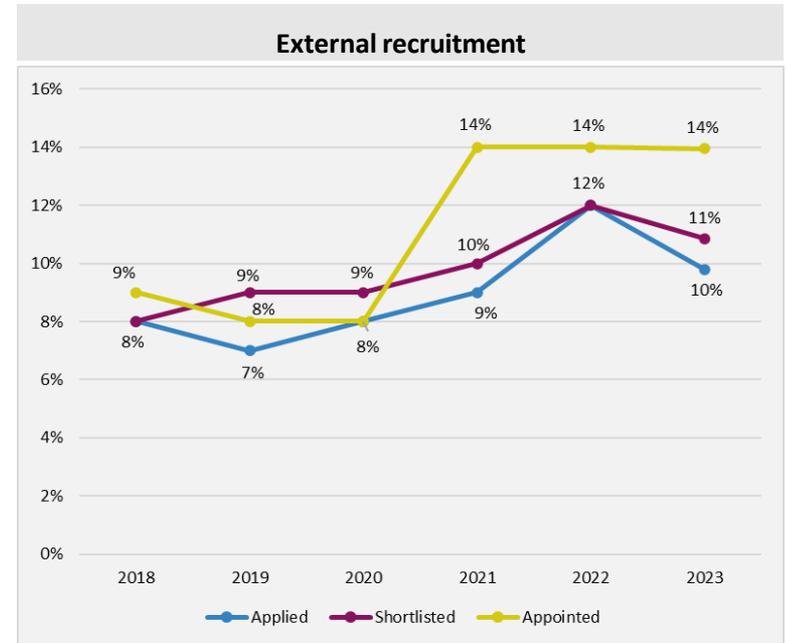
* The y axis for the above charts start at 30% rather than 0%.

Recruitment: sexual orientation

As of 31 March 2023, 9% of the workforce declared their sexual orientation as lesbian, gay or bisexual.

In the current reporting period, the proportion of external appointments who self-declared their sexual orientation as lesbian, gay, bisexual or other sexualities remained at 14% for the third year running.

Amongst internal candidates, the proportion who self-declared as lesbian, gay, bisexual decreased from 13% to 9% of internal appointments. 2022 was the highest level recorded, with numbers for 2023 dropping back to levels similar to 2021.

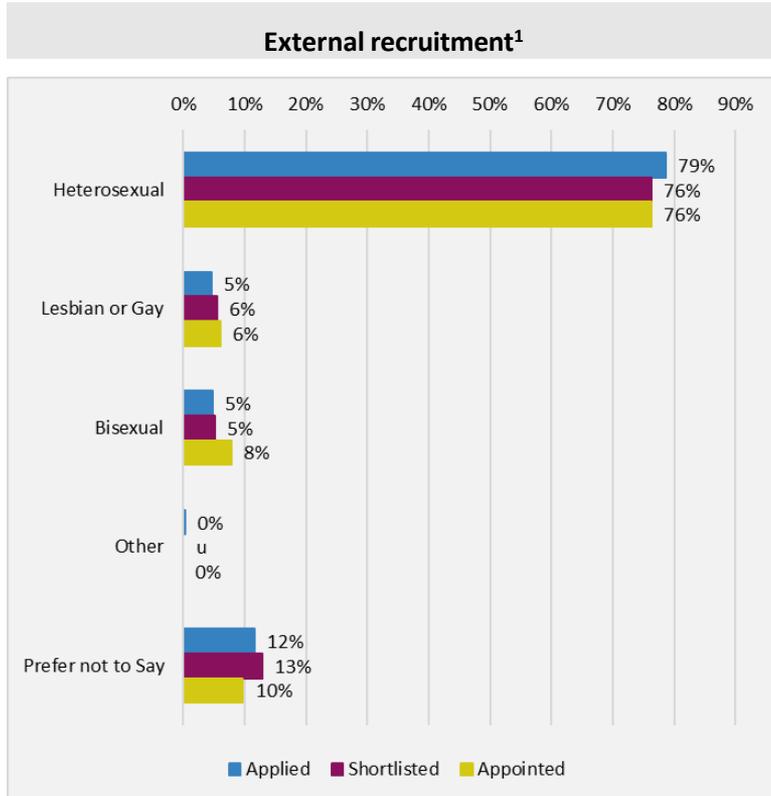


Recruitment: sexual orientation

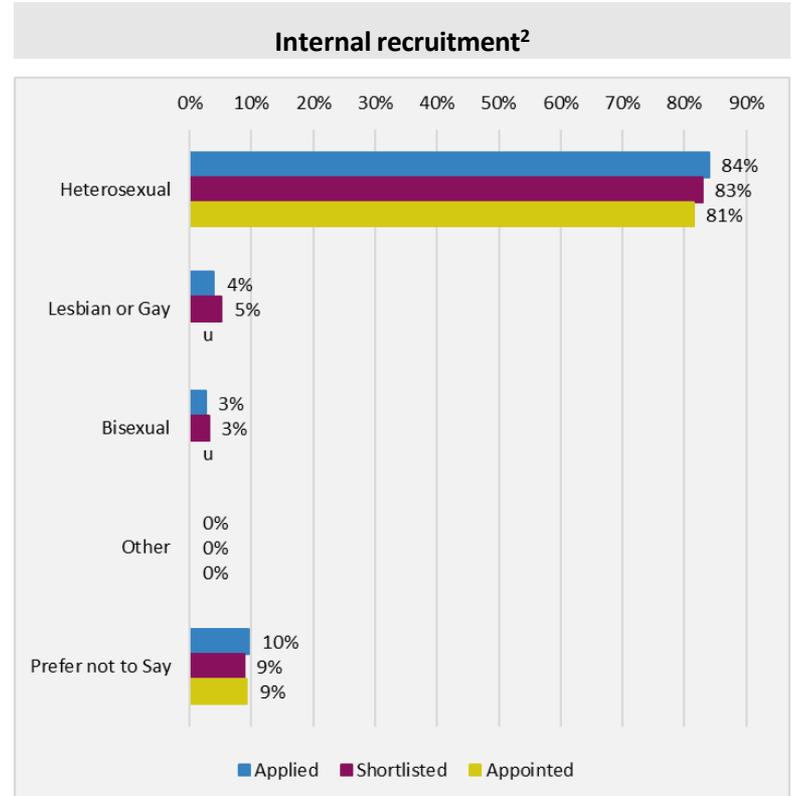
The GLA is a Stonewall Champion member, and the advice is to report 'lesbian and gay' and 'bisexual' separately.

The move to HR Shared Services has meant some external recruitment is now conducted using TfL systems. The 'other' category for sexual orientation is an option on the TfL system only; therefore, those recruited through internal channels could not self-declare as 'other'.

Those who self-declared they were lesbian or gay accounted for 6% of external appointments, whilst those who self-declared as bisexual accounted for 8%. For the former, this is the same proportion as the 6% of staff at the GLA who self-declared as gay or lesbian, while for the latter it is higher than the 3% of staff at the GLA who self-declared as bisexual.



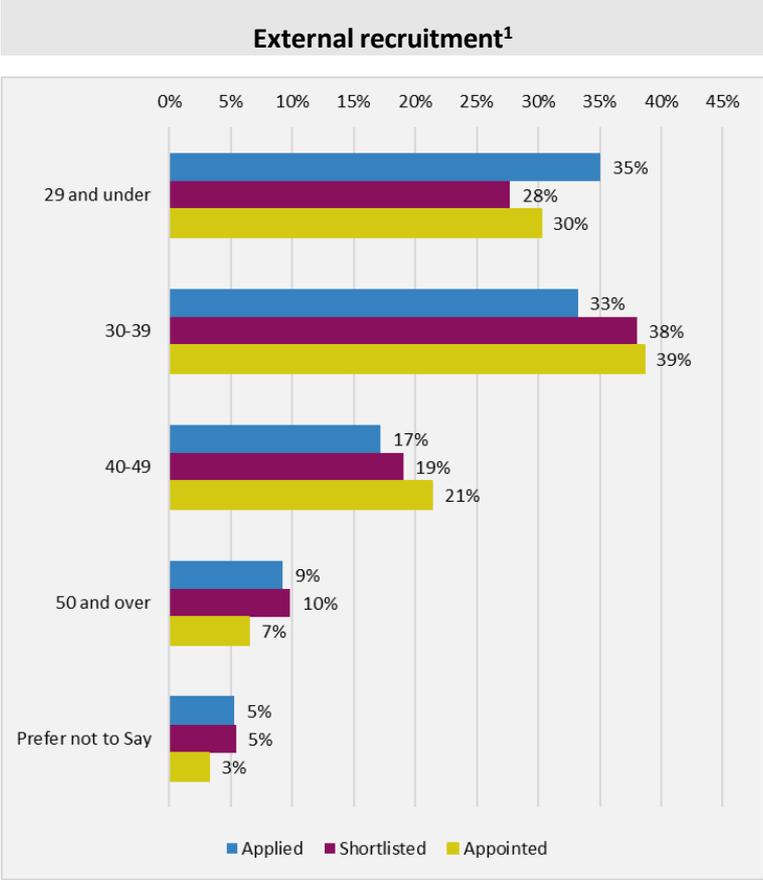
¹ Categories with fewer than five people have been suppressed to protect anonymity.



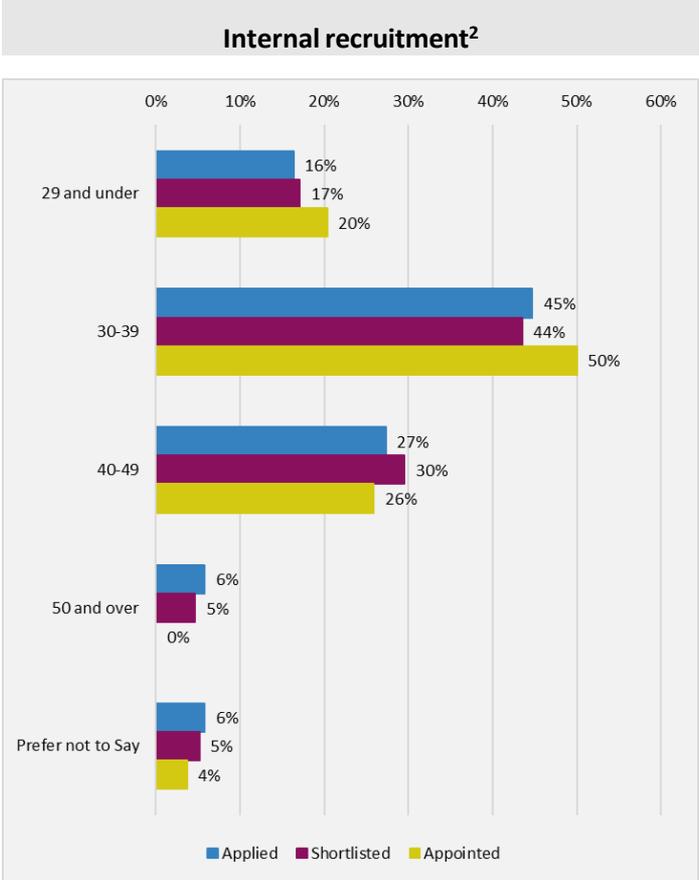
² Categories with fewer than five people have been suppressed to protect anonymity.

Recruitment: age

For this reporting period (April 2022 to March 2023), in relation to age range, 69% of external appointments were aged 39 and under.



During the same time period, 70% of appointments made from internal recruitment were aged 39 and under.



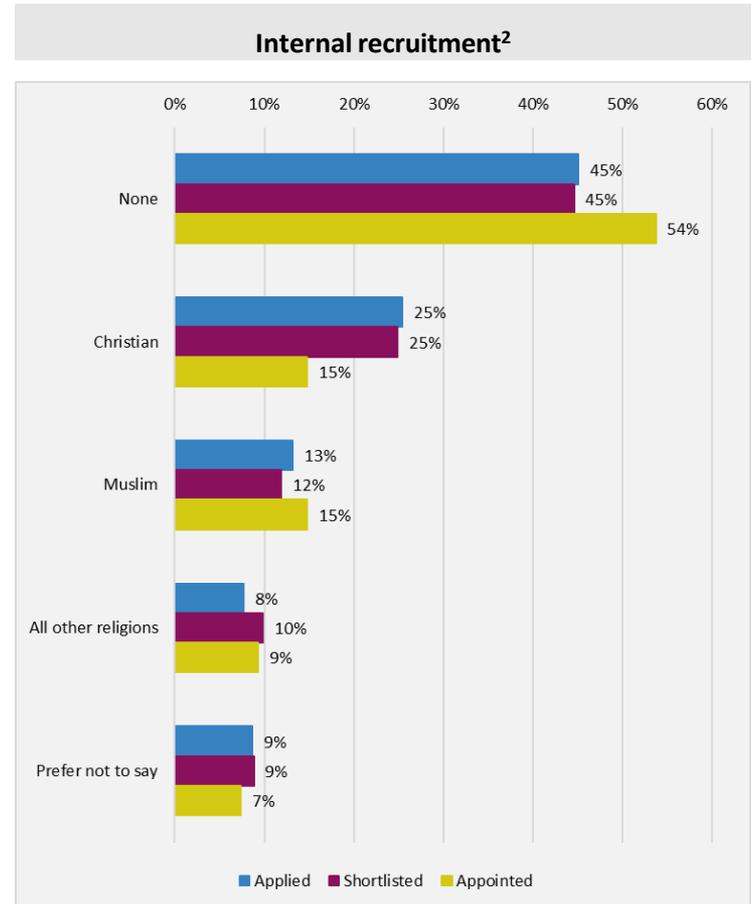
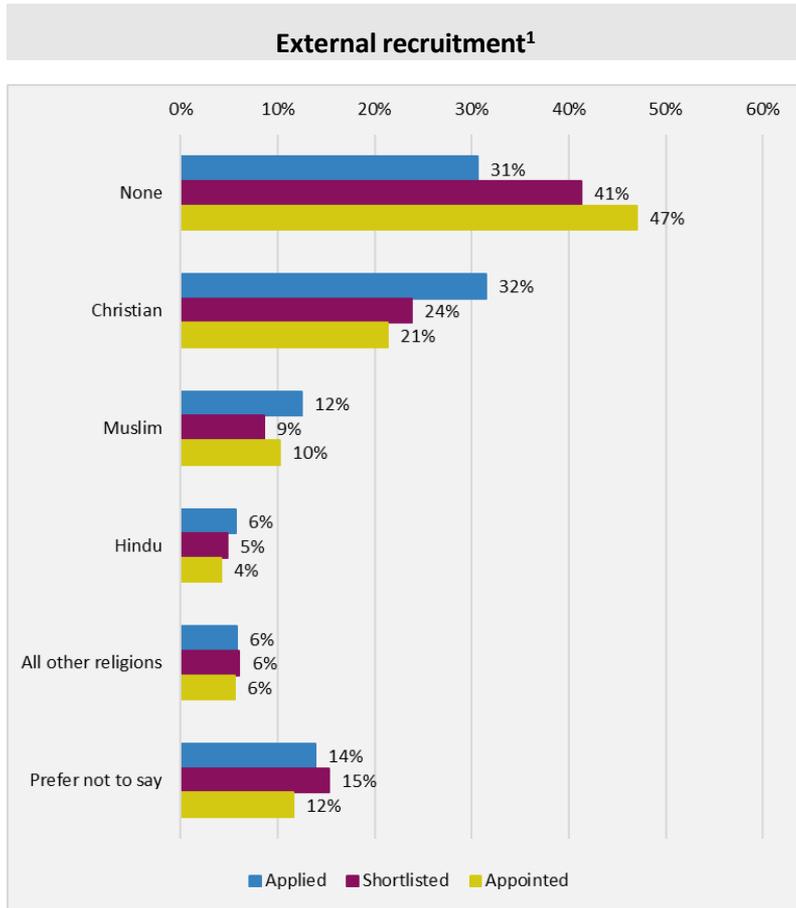
¹ The youngest two age bands (16 to 19, and 20 to 29) and two oldest age bands (50 to 59 and 60 and over) have been grouped to protect anonymity and reduce suppressions.

² The youngest two age bands (16 to 19, and 20 to 29) and two oldest age bands (50 to 59 and 60 and over) have been grouped to protect anonymity and reduce suppressions.

Recruitment: faith

In the period 1 April 2022 to 31 March 2023, in relation to faith, of external appointments the highest responses were 'none' at 47% and 'Christian' at 21%.

Of appointments made from internal recruitment, 54% stated 'none' in relation to faith, followed by 15% who stated Christian and 15% who stated Muslim.



¹ Jewish, Sikh, Buddhist and 'all other religions' have been combined to protect anonymity and reduce suppressions.

² Hindu, Jewish, Sikh, Buddhist and 'all other religions' have been combined to protect anonymity and reduce suppressions.

Recruitment: initiatives and improvements

Introductions of the new HR Shared Services with TfL and the transformation for the GLA People Function

Work to identify how HR Shared Services could benefit the GLA family began in January 2019. This work was part of the GLA Collaboration Programme, established in March 2019 to explore opportunities to drive deeper collaboration across the GLA group (including TfL, GLA, OPDC). The Mayor endorsed the proposal for TfL's Business Services function to deliver the GLA and the OPDC's transactional HR services as part of a new HR Shared Services model. TfL has had an internal shared-service model for a few years, offering colleagues a single destination for critical administrative people and finance services. This move aimed to strengthen our HR services and allow us to remain resilient. It also allows us to use technology to self-service.

The HR Shared Services began in autumn 2022. As part of this, some of our HR colleagues that undertook HR work in the GLA moved to the relevant teams in Business Services in TfL.

This project came as part of our work to explore opportunities to drive deeper collaboration across the GLA family. COVID-19 also presented new challenges, including increased financial pressures, so it was even more important to reflect on our current ways of working together, reshape our services and build the foundations for a more sustainable model across the GLA family.

HR Shared Services, also known as MyHR, is provided by TfL and delivers our routine transactional HR processes and services for both the GLA and the OPDC. MyHR can also help you deal with your HR policy and guidance queries.

Recruitment: initiatives and improvements

GLA People Function, which remains within the GLA, is responsible for the people strategy. The unit consists of seven Centres of Excellence: teams of HR professionals who provide deep technical insights, and develop HR policies and strategies in line with business requirements. The Strategic Resourcing and Talent team that sits within the GLA People Function team continues to manage internal recruitment activity and any executive/board recruitment campaigns.

GLA Independent Review of Ethnic Minority Experiences at the GLA

We published the Independent Review of Ethnic Minority Experiences at the GLA in March 2022. The review was commissioned by Mary Harpley in 2021 to examine whether there are structural barriers that prevent our Black, Asian and Ethnic Minority staff, particularly our Black staff, from progression in their careers at the GLA. Following this review – and to deliver our ambitions, and ensure London is best served by a GLA that is equal, diverse, representative and inclusive – several key recommendations arose. We have actioned the following:

- diverse interview panels are standard
- anonymous applications are standard
- a number of different advertising channels are used, including Evenbreak, Diversifying and BAME Jobs, demonstrating a positive action to increase representation in interview pools
- all hiring managers have been given “inclusive recruitment” training – the briefings were introduced to ensure GLA recruitment practices are fully inclusive, and to help managers understand how to ensure diverse candidate pools, mitigate bias and learn where to gain further support.
- job requirements in job descriptions and person specifications are to be reviewed.

Recruitment: initiatives and improvements

Continuation of prioritising Newham residents and working with Our Newham Work

As part of the planning consent for the move to City Hall, there are local labour provisions set out in the Section 106 Agreement.

Paragraph

2.2 of Schedule 4 requires the following commitments by the GLA:

To use reasonable endeavours to:

- (ii) achieve a target of 50% employment of Local Residents for End User Phase Jobs;
- (iv) procure the advertisement of all new End User Phase Jobs, Apprenticeships and internships for the End User Phase that become available once the works comprising that phase have commenced via Workplace (now called 'Our Newham Work') at least 7 days and up to 14 days in advance of advertising externally; and
- (v) in the enactment of the provisions of sub-paragraphs (iv) above, undertake recruitment for those jobs to be advertised with Our Newham Jobs as defined by sub-paragraph (iv) through the following processes:

Processes

- A. provide notice to Our Newham Work of the quantum and range of such jobs and any Apprenticeship Opportunities as soon as the information is available;
- B. work with Our Newham Work to agree which such jobs are labouring and which are specialist and recruited elsewhere and thereafter to place individuals accordingly;
- C. work with Our Newham Work to identify appropriate training to prepare Local Residents for such job opportunities which become available where such training can reasonably be carried out within the constraints of the Development programme; and
- D. support the principles outlined in the Community Wealth Building Pledge.

Recruitment: initiatives and improvements

Our Newham Work and priority consideration for Newham residents

Monitoring of Employment

The GLA is to provide an annual monitoring report to Newham with details of Newham residents employed by the GLA.

The GLA is to provide a quarterly monitoring report to Newham with details of the numbers of Newham residents applying for roles at the GLA, those shortlisted and any appointments (through engagement with Newham, it has been agreed that this reporting can be annual).

The GLA is to provide the monitoring information by protected characteristics – in particular ethnicity, sex, disability and sexual orientation.

The GLA has put in place measures to provide priority consideration for Newham residents applying for roles at the GLA, whether that be through the Newham job shop known as Our Newham Work or applying directly.

Talent: apprenticeships and Kickstart

The GLA is committed to a high-quality apprenticeship programme that supports anyone aged 16 and over into work. Below is a summary of our current apprenticeship scheme, with three different apprenticeship types:

Business Administration

21 BA apprentices completed their apprenticeship in December 2022

Majority of this cohort progressed onto a higher apprenticeship or employment following the successful completion of their apprenticeship

Project Management

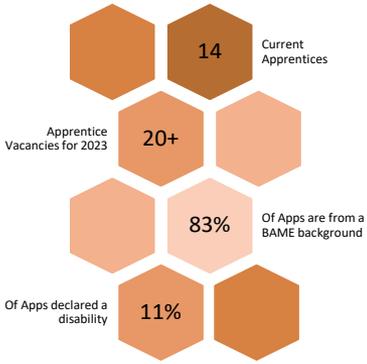
12 PM apprentices as of 31 March 2023 (seven in 2021 cohort; five in 2023 cohort)

All PM apprentices have previously completed a business administration apprenticeship with the GLA therefore this has been used a progression opportunity.

Finance

2 Finance apprentices undertaking accountancy at levels 3 and 4

Bespoke finance development scheme training our future accountants for the GLA



Directorate	Headcount	Apprenticeships currently being delivered
Assembly Secretariat	90	0
Chief Officer	41	1
Communities and Skills	263	5
Good Growth	310	3
Housing and Land	216	0
Mayor's Office	45	0
Resources	116	2
Strategy and Communications	221	1
MOPAC	N/A	2
Grand Total*	1302	14

Kickstart

In support of the Mayor's commitment to help young people into employment following the pandemic, we have recruited five Kickstart trainees to the GLA. They were paid the London Living Wage and employed for six months (up to September 2022) to gain administrative work experience, and employability skills training and support to gain future employment. Kickstart is a government-funded scheme to help young people aged 16-24, who are at risk of long-term unemployment, into work.

Learning and development

This section provides an overview of the key L&D activity undertaken within the reporting period.

Learning and development: overview of activity

The GLA Capability and Leadership team encourages a structured approach to learning and offers a range of tools to help staff reflect on their development needs, seek feedback and plan their development. This is supported by a comprehensive learning programme including:

- induction and mandatory training
- professional development modules
- mentoring schemes
- accredited management development programmes
- career development support.

Induction and mandatory training

Learning delivery

There were 2,571 facilitated learning sessions completed in the period from 1 April 2022 to 31 March 2023, and an additional 4,618 e-learning events completed on our learning management system (LMS) platform for e-learning. This makes a total of 7,189 learning sessions. By comparison, there were 2,566 facilitated learning sessions completed in the period from 1 April 2021 to 31 March 2022 and an additional 2,439 e-learning events completed on our LMS platform for e-learning: a total of 5,005 learning sessions. This shows an increased commitment to learning and development.

Mentoring

In the past year we have trained three new mentors and 20 new mentees and delivered mentoring briefing sessions to 23 members of staff. Our mentoring programme has been paused whilst we embed the new HR Shared Services, and we are now looking into relaunching our mentoring scheme. Work is under way to contact all mentors and mentees who have been involved in our mentoring scheme to review how their mentoring relationships are going and if they wish to establish new ones. Plans are in place to introduce a new mentoring platform, including training and guidance to support mentors and mentees.

Management development

In 2022-23 19 learners completed their ILM Level 3 qualification and one learner completed their IMM Level 5 qualification. We have paused new joiners to our management development courses during the HR Shared Services transition, and plans are under way to reintroduce a route for managers to receive formal qualifications in management and leadership during 2023–24.



Learning and development: overview of activity (continued)

Learning and development: overview of activity continued

We are evaluating our current learning offer and developing plans for its expansion with both digital on-demand options and facilitated learning sessions. Recent developments include the following:

- Safeguarding – a new e-learning module has been developed and will be available to staff from April. It is aimed at all staff who work with at-risk adults and young people to ensure they are safe and protected from abuse and harm. In addition, a facilitated learning module specifically designed for Designated Safeguarding Leads will be launched in June.
- A review of our EDI learning provision to ensure the offer available is up to date and tailored to the needs of our workforce; and puts staff in the best possible position to make progress in relation to EDI – a key commitment in the GLA’s EDI Strategy Action Plan.
- 360 Leadership Assessment Development Programme for the Executive team, designed to understand the bench strength and areas of development of our top 50 leaders.
- A new accelerated development programme is due to be launched in October, aimed at all staff who are motivated to develop their careers and have the potential to take up more senior roles in the GLA.
- Disability equality and inclusive workplace training has been launched for line managers to give them support and guidance for working more inclusively with disabled staff.
- Improvements to our induction programme, including a mandatory in-person corporate induction facilitated by CMT, SLT and People Function colleagues each month to new starters.
- A review of our mandatory training to ensure that it is fit for purpose and equipping staff with the knowledge and skills they require in their roles
- New pathways on Watch and Go to support performance management and development conversations

Overall learning

Our move to a HR Shared Services model has encouraged staff to manage their learning and development needs and take charge of when and where training takes place through a self-service model. Reviewing priority areas of training (EDI, performance management and induction) will ensure we deliver training that aligns with leadership skills required for our leaders of the future. Our strong emphasis on developing a learning culture aligns with our focus on leadership development this year.



Learning and development: overview of activity continued



Expanding our learning offer

We continue to grow our digital learning offer to make learning quick and easy to access on-demand. We also continue to expand and refresh our facilitated learning sessions. Most recently we have launched the following:

- iCareer Coach – a digital platform containing on demand career assessments, aptitude tests, a profile builder, videos, podcasts and an interview simulator, to manage and develop staff careers.
- Watch and Go – a range of short videos and podcasts covering four main themes: personal effectiveness; communication and teamwork; managing performance and productivity; and culture and wellbeing.
- Menopause e-learning – an e-learning module for all staff to raise awareness of the impact of the menopause. This was developed in partnership with other members of the GLA Group.
- Health and Safety at Work – a revised e-learning module which introduces Health Safety and wellbeing arrangements across our new offices and covers hybrid working.
- Project management – two e-learning modules accredited by the Association for Project Management (APM).
- Mental Health at Work and Managing Mental Health – a package of e-learning to support positive mental health and wellbeing, and manage the impact of poor mental health at work.
- Disability Equality – an e-learning module and facilitated session for managers based on the social model of disability.
- Inclusive Managers – a session focusing on expectations of managers to behave inclusively, and create more inclusive teams.

Overall learning delivery has increased this year and continues to exceed pre-pandemic levels. This is due in part to the corporate decision to mandate more learning activity and the shift to e-learning which provides more flexibility to fit learning around other work activities.



Equality, diversity and inclusion

This section provides an overview of the key EDI activity undertaken within the reporting period.

Equality, diversity and inclusion (EDI)

Improving the diversity of our workforce is a corporate priority for the GLA. Inclusive London, the Mayor’s EDI Strategy and the Building a Fairer City Plan set out clear expectations the GLA in setting the standard on workforce EDI best practice.

The GLA’s Inclusion Programme was established in March 2022 to support the organisation's vision of an equal, diverse, representative and inclusive GLA. It is set out in a new three-year workforce EDI strategy, *We Belong Here 2022-2025* with three key strategic aims that respond to both the strategic direction set by the Mayor and recent independent reports.



Equality, diversity and inclusion (EDI)

Ethnicity pay gap 2022

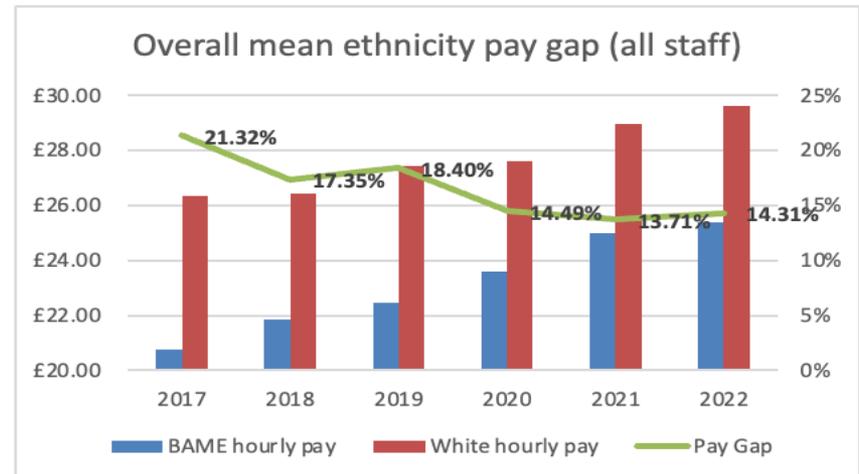
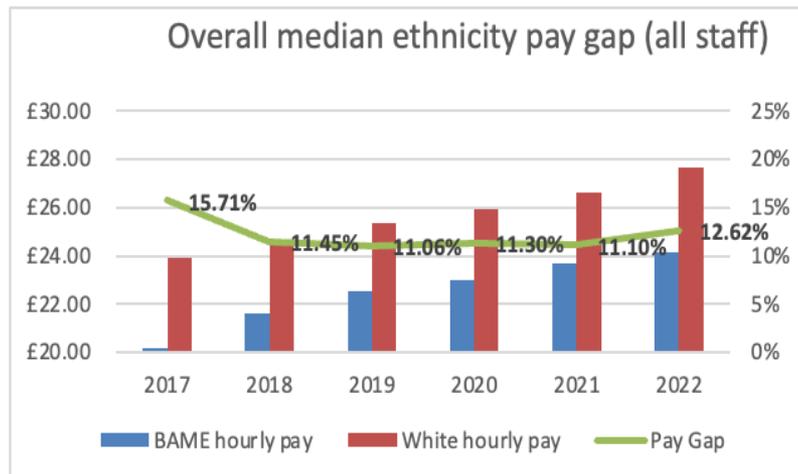
On 31 March 2022, our overall median ethnicity pay gap was 12.62% and our mean ethnicity pay gap 14.31%. Both gaps have increased slightly since 2021.

The ethnicity pay gap exists because higher salary jobs are more likely to be held by White staff. The increase between 2021 and 2022 is because of changes in the proportions of Black, Asian and Minority Ethnic staff compared to White staff in the lowest quartile of roles in the organisation. This is particularly the case for the 2021 cohort of apprentices, where the majority were from Black, Asian and Minority Ethnic backgrounds. Our ethnicity pay gap overall is lower than when we first reported in 2018 at 16%.

The highest pay gap remains among Black or Black British staff.

The median ethnicity pay gap is much lower than London's ethnicity pay gap (28.2%).

Intersectional analysis highlights that Black, Asian and Minority Ethnic men have much larger mean and median pay gaps than overall; and that Black, Asian and Minority Ethnic disabled staff are doubly impacted.



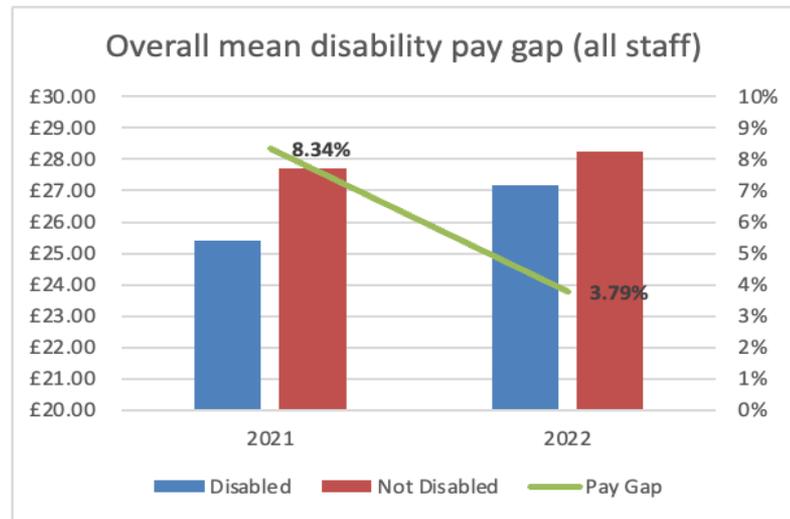
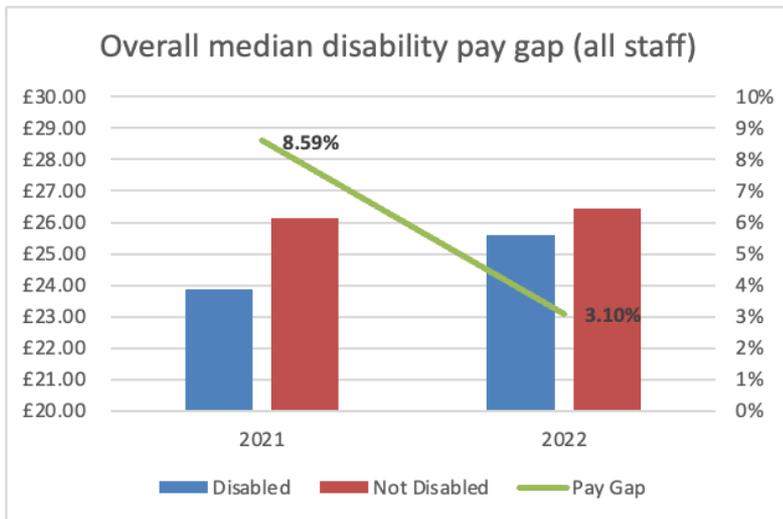
Equality, diversity and inclusion (EDI)

Disability pay gap 2022

In 2021, the GLA published its disability gap for the first time. On 31 March 2022, we had a median disability pay gap of 3.1% and a mean disability pay gap of 3.78%. Both mean and median pay gaps have fallen quite significantly between 2021 and 2022, because the representation of disabled staff compared to non-disabled staff at Grades 9 and above improved in this period.

The median disability pay gap is much lower than the median disability pay gap in London (16.6%).

Intersectional analysis highlights that disabled women, and disabled Black, Asian and Minority Ethnic staff, have larger mean and median pay gaps, although the gaps have narrowed since 2021.



Equality, diversity and inclusion (EDI)

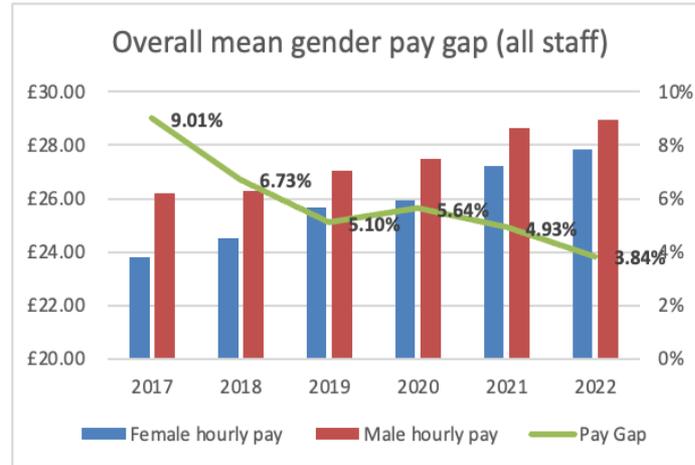
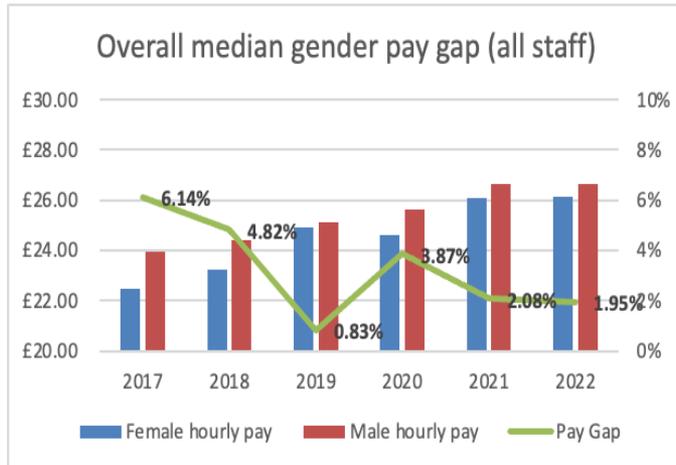
Gender pay gap 2022

On 31 March 2022, we had a median gender pay gap of 1.95% and a mean gender pay gap of 3.84%.

Our median gender pay gap has stayed steadily low and has fallen very slightly to less than 2% because the balance of men and women in more senior grades has improved. Women now make up at least 50% of all pay bands.

The mean gender pay gap has fallen in the last year because there was a large increase, from 2021, in the proportion of women employed at Grade 15 (from 44% to 59%).

The GLA's median pay gap is significantly lower than the median pay gap in London at 16.2%. Intersectional analysis highlights that disabled women are doubly affected, although the mean and median disability pay gap by gender (for women) has decreased since 2021.



Equality, diversity and inclusion (EDI)

Inclusion Programme

The GLA established the Inclusion Programme in May 2022 following the publication of The Equal Group's report *Independent Review of Ethnic Minority Experiences at the GLA*, and in response to the *GLA Workplace Adjustments Review* by the Goss Consultancy into GLA policy and practice on workplace adjustments. The programme consolidates all workforce EDI activity within the organisation, and sets a clear vision alongside a three-year workforce EDI strategy, *We Belong Here*, on how the GLA will work towards its ambitions. A Corporate EDI Action Plan, to be reviewed annually, sets out a statement of action for that year to support implementation of the strategy. Based on quantitative and qualitative data, race equality and disability equality were corporate and equivalent priorities within the strategy in 2022-23. The programme is overseen by the Inclusion Programme Steering Group made up of the Chief Officer, the Executive Director for Strategy and Communications, and the Assistant Director for People. The Steering Group is supported by a dedicated programme manager and the EDI and Culture Team within the People Function.

Workforce EDI strategy – *We Belong Here*

The strategy sets our three clear strategic aims:

1. **Accountability** – Develop collective and individual accountability on EDI. All staff work towards these goals, and we hold each other to account.
2. **Genuinely inclusive culture** – Grow a genuinely inclusive working culture that fosters a sense of belonging. This is one where everyone feels safe, and where everyone can be themselves, give their best work and progress their career.
3. **Representation** – Establish a workforce that reflects London's diversity across all directorates and at senior level.

A corporate action plan was developed to identify, drive and measure activity during 2022-23, and was published to staff in July 2022. Based on quantitative and qualitative data analysis, race equality and disability equality were set as corporate and equivalent priorities. Progress over the last 12 months, according to each strategic aim, is set out below.

Equality, diversity and inclusion (EDI)

Accountability

- Clear organisational statement on EDI, three-year strategy, corporate EDI action Plan and directorate EDI action plans in place.
- EDI Essentials established: 11 priority actions that represent a minimum level of activity against the new EDI strategy, and assist the organisation to evaluate consistency of policy application. Executive Directors provided a self-assessment against the EDI Essentials, which have been tested during two rounds of Challenge held in autumn and spring.
- Mandatory EDI performance objective set for all staff and all managers for 2022-23.
- Budget review of investment in workforce EDI conducted an additional £736,010 in 2023-24 and £724,300 in 2024-25.

Genuinely inclusive culture

- Monthly 'Our Moment Forum' meetings held with staff to speak with the Chief Officer and members of the Corporate Management team about the extent to which activity on the Inclusion Programme is making a difference to their working experience.
- Improving practice on workplace adjustments – introducing mandatory sessions with managers on inclusive conversations to raise awareness of workplace adjustments, and support conversations with all staff about any adjustments they require and beginning a review of the Occupational Health service.
- Launched Disability Equality training for managers.
- Disability equality awareness campaign to mark the International Day of Persons with Disabilities.
- Recommissioned and expanded bespoke emotional support for Black, Asian and Minority Ethnic staff.
- Continued the roll-out of 'Let's Talk About Race' – sessions held with over 1,000 members of staff to date.
- Undertaken an EDI Learning Review of EDI training available for staff.

Equality, diversity and inclusion (EDI)

Representation

- Revised Competency Framework.
- Supplementary guidance for hiring managers on inclusive recruitment, supported by mandatory inclusive recruitment briefings
Mandatory diverse recruitment panels (gender and ethnically balanced).
- Executive Director oversight of recruitment to roles at Grade 10 and above – including at shortlist and appointment stage.
- Executive Director level scrutiny of diversity of appointments to roles at Grade 10 and above through the Establishment Control Meeting process.
- Focused work on development for colleagues at Grades 2 and 3, in particular colleagues working in our Security function, has resulted in bespoke one-to-one career coaching, mentoring and development.

Performance and Success Measurement

The Inclusion Programme Steering Group drives progress against the strategy. The Inclusion Programme looks at experience across all protected characteristics and at how these identities overlap. There is more to do here but Performance against the strategy is currently measured against several sources of quantitative and qualitative data:

- The Corporate Performance Framework features nine performance indicators tracking representation (including at G10 and above and at SLT levels), monitoring turnover by diversity, application of diverse recruitment panels and completion of 'Let's Talk About Race'.
- Workforce data highlights the representation of staff by equality monitoring categories, which can highlight progress by individual group horizontally and vertically.
- Pay gap data, which highlights levels of under-representation, including intersectional analysis.
- 'Our Moment' sessions are an opportunity for CMT colleagues to test the impact of workforce EDI activity with staff across the organisation.
- Staff survey data provides feedback from staff, which can be analysed by equality monitoring categories, to understand the views of staff and whether there are differentials in experience by diversity.

Equality, diversity and inclusion (EDI)

Looking ahead

The Corporate EDI Action Plan is currently under review, following consultation and engagement with all staff for their views on priority areas for the Corporate EDI Action Plan for 2023-24 and Year 2 of the programme Key areas of work under way currently include:

- reviewing the EDI Essentials to stretch performance
- recommissioning the EDI learning curriculum of EDI training available for staff
- launching an accelerated development programme targeted at Black, Asian and Minority Ethnic staff, and disabled staff
- beginning to monitor the socio-economic background of job applicants
- reviewing practice and support on neurodiversity
- reviewing trans and gender identity policy and guidance
- reviewing EDI objectives for staff.

Equality, diversity and inclusion (EDI)

Diversity and inclusion-related benchmarking

The GLA is an active participant in the following external diversity related benchmarks that set standards and measure organisations on their EDI performance.

BITC's equality campaigns

The GLA continues to commit to Business in the Community's (BITC's) gender and race campaigns. In spring 2023, the GLA will take part in BITC's Race at Work Charter Survey to:

- provide feedback and information on our actions to promote workforce EDI
- demonstrate the actions GLA is taking against the Race at Work Charter Commitments
- benchmark the GLA's progress against other public-sector organisations
- identify trends around positive progress, and where further support is required.

Disability Confident

Disability Confident is a government scheme, developed by the Department for Work and Pensions, employers, and disabled people. Disability Confident supports organisations to become more disability-inclusive. It helps employers to:

- recruit and retain great people
- challenge attitudes and increase understanding of disability
- draw from the widest possible pool of talent
- secure high-quality staff who are skilled, loyal and hardworking
- improve employee morale and commitment by demonstrating fair treatment.

The GLA has been a Disability Confident Committed organisation (Level 1) for the past three years. In March 2023, the GLA's Diversity and Inclusion Management Board agreed to commit to Disability Confident Level 2. Action taken over the last year has included:

- embedding a new EDI Statement, Strategy and Action Plan, naming disability equality as a corporate priority
- joining the Business Disability Forum (BDF) to improve support for the organisation's disability equality agenda, and to provide support to managers and staff through the BDF's Advice Service and Resource Hub
- making the GLA's disability equality e-learning mandatory for all staff during probation
- rolling out disability equality and inclusive workplace training for managers, which is now mandatory

Equality, diversity and inclusion (EDI)

Diversity and inclusion-related benchmarking (continued)

- prioritising Workplace Adjustment Passport provision through the EDI Essentials and delivering guidance briefings to Directorates
- celebrating International Day of Persons with Disabilities, including a disability-inclusion focused Senior Leadership Forum session
- starting a review of the Workplace Adjustment Process, including creating a centralised budget to ensure adjustments are funded corporately
- starting a review of our occupational health provision to improve staff experience, particularly during onboarding.

To move to Level 2: Employer status, the GLA completed a self-assessment against the Disability Confident criteria and identified actions needed to further embed disability inclusive recruitment and retention practice at GLA. The GLA has ambitions to reach Level 3: Leader status in 2025.

Stonewall Workplace Equality Index

The GLA is a committed Stonewall Diversity Champion, and continues to work with Stonewall to progress LGBTQ+ issues within the workplace. Following a successful submission to Stonewall's Workplace Equality index in February 2022, ranking 30th in the top 100 employers, the GLA is committed to submitting to the Workplace Equality Index in autumn 2023.

Over the last year, the GLA has worked in partnership with the LGBTQ+ Network to roll out more trans awareness training sessions to staff. It is currently reviewing its trans and gender identity policy. The LGBTQ+ Network has continued to host regular safe-space sessions for bi, pan and trans colleagues; and worked with the People Function to ensure the GLA's health offer is inclusive of trans and non-binary staff.



Equality, diversity and inclusion (EDI)

Supporting staff networks

The GLA's staff networks are a vital part of GLA life and an important source of support for colleagues. The networks also support the GLA to become a more inclusive, accessible and anti-racist place to work; and achieve its ambitions around EDI and belonging. All staff networks are a key stakeholder for the GLA's EDI strategy, and the implementation of our inclusion programme.

In 2022-23, all GLA staff had an EDI objective to attend at least three network events, to ensure all staff are investing time in learning about different lived experience of GLA colleagues.

Below are a few highlights from 2022-23 for all our staff networks:

All-In, Allies Initiative – hosted a panel discussion to celebrate the work of our networks during National Staff Networks Day and organised a series of 'All-In outings' to encourage staff to engage in exhibitions, talks and blood drives.

Carers and Parents' Network – collaborated with the LGBTQ+ Network on an event focused on gender diversity in children and commenced a review on GLA's Carers and Dependency leave policy.

Christian Network – hosted celebratory events with staff, including staff picnics and a Christmas celebration; supported International Women's Day; and hosted group faith sessions.

EU and International Staff Network – Expanded their remit to include and advocate for international colleagues, and championed a review of the policy on working from abroad.

LGBTQ+ Network – continued to host safe spaces for bi, pan and trans colleagues; co-hosted a bi book club with All-In; conducted a survey to get to know their members; and coordinated a fantastic GLA Pride event.

Equality, diversity and inclusion (EDI)

Supporting staff networks (continued)

Race Equity Network – hosted a series of impactful events for Black History Month; supported the Muslim Staff Group in celebrating Eid; and organised an event to celebrate Diwali.

Staff Network for Disability – celebrated International Day of Persons with Disabilities with a panel event; and launched a successful neurodiversity sub-group to champion and advocate for neurodiverse staff.

Wellbeing Network – continued to hold Wellbeing Wednesday events; co-hosted a sign-language event with the Staff Network for Disability; and provided support for GLA’s existing and new sports clubs.

Women’s Network – hosted a successful International Women’s Day event at City Hall; and organised workshops for women and storytelling.

Two EDI Forum Away Days took place in 2022-23, providing staff network co-chairs with the opportunity to collaborate and think strategically about how networks can best support staff and the organisation. All networks are provided with an Executive Director Sponsor, and Mayoral Sponsor. During 2022-23, the Executive Sponsors were revised and new sponsorship arrangements have been established.

Several other staff groups have also established during 2022-23, including the GLA’s first Muslim Staff Group and Social Mobility Group.

Wellbeing

This section provides an overview of the work undertaken by the newly created Corporate Wellbeing team.

Wellbeing

Following the restructure of the People Function, wellbeing is now the responsibility of the EDI and Culture team. A new Culture, Values and Wellbeing Specialist (CV&WS) role has been created to lead on monitoring and coordinating the GLA’s Wellbeing provision.

The CV&WS will review the GLA’s Wellbeing Strategy and provision; map wellbeing activity across directorates; and maintain strong relationships with the Wellbeing Network and associated groups. This is so that the initiatives they plan and deliver align to the broad aims and objectives of the corporate Wellbeing Strategy.

Current priorities within the Wellbeing Strategy and provision are set out in the table below:

Themes	
Mental health advocacy	<ul style="list-style-type: none">• A dedicated team of mental health advocates have now completed mental health advocacy training. This new network of volunteers was launched in February 2023.• Next steps will be for this group to establish a framework to provide ongoing peer support, and to explore other ways to support positive mental health for staff.
Employee assistance provider (EAP) support	<ul style="list-style-type: none">• Regular contract management of our current EAP provider, Vita Health. This includes a regular review of staff engagement figures and identifying recurring themes.• From the data gathered, further support may be commissioned from the EAP provider and/or other external organisations to address specific themes that emerge over the next few months.

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Themes	
Bespoke emotional support	<ul style="list-style-type: none">• A new provider has been commissioned to provide bespoke emotional support for Black and Mixed Race staff. This will be launched in May 2023. The service will be monitored over the coming months to assess the service's effectiveness.
Sports clubs and wellbeing activities	<ul style="list-style-type: none">• In addition to a range of staff networks and groups, staff also have access to several sports clubs and wellbeing activities, which include weekly yoga and relaxation sessions.• We plan to establish stronger relationships with each of the sports clubs to understand how the GLA can better support these initiatives in line with the overarching Wellbeing Strategy.
Financial wellbeing	<ul style="list-style-type: none">• A focus on financial wellbeing will be maintained after consulting with staff to understand the ongoing support required. Online financial wellbeing resources will be considered as a potentially more cost-effective alternative/supplement to webinars.